

Financial

Management

Initiatives

1. Feasibility Study for putting in place Common Treasury Services

Objective

1. The “Feasibility Study for Putting in Place Common UN Treasury Services” is an initiative of the HLCM FB Network that intends to institutionalize best treasury management practices in the UN system and to explore the establishment of common treasury management services for UN system organizations. The first objective is to improve the level of consistency and harmonization across the UN system in relation to the practices and procedures governing treasury services. This may be followed by pooled delivery of some treasury management services.
2. Treasury management refers to the banking, investment, foreign currency operations that all UN system organization require in order to make payments in multiple currencies, across multiple, global, locations in a safe and secure manner, and to ensure sound investment of temporary cash surpluses. Many organizations also have longer term investments, held for health insurance or other reserves, which are also managed by treasury professionals. Such services are typically carried out through the intermediaries of commercial banks and investment companies, and are a highly specialized part of the finance function of each organization.

Rationale

3. The project to explore harmonization opportunities within UN system treasury services aims at:
 - a) Creation of a common information repository to ensure all organizations can use best available treasury practices with a view to obtaining best prices for banking services, best available investment returns, within standardized risk parameters, expert treasury and banking knowledge, optimized cash management systems (for secure, reliable execution of payments), and standardized best practice for foreign currency management;
 - b) The banking and investment crisis of 2008 illustrated the risks of not following safe investment practices - the investment business is highly specialized, at times fast moving, and difficult to understand. All UN organizations have similar investment principles and similar needs, to achieve a reasonable return while minimizing any possibility of capital loss. It may be more appropriate to have a small group of highly specialized staff getting best returns for agreed risk parameters, across the organizations, as opposed to each organization tackling the problem itself;
 - c) The common repository will include information on all current banking, investment, cash management and foreign exchange practices used at UN agencies, the information available subject to appropriate confidentiality arrangements;
 - d) To explore feasibility of common treasury services, across the UN system, which may include:
 - netting of foreign currency cash-flows between organizations to reduce foreign exchange risks at individual organizations a reduce the need for each organization to pay bank "spreads" when purchasing or selling foreign currencies in the course of managing that organizations' receipts and payments;
 - pooling of surplus cash balances in common investment funds, to obtain better returns and/or safer investment profiles through economies of scale and higher negotiating strength with deposit taking financial institutions; pooled amounts would need to take account of individual organizations liquidity needs, analysis of which will part of the study;
 - SWIFT based payment services, using a common IT platform(s), which could thus avoid each Organization continually investing to upgrade its own payment infrastructure.

Possible Benefits

4. The project represents an opportunity to realize, potentially, several millions of annual savings across the UN system through a combination of better investment returns, better foreign exchange rates, lower payment processing costs (bank charges), and improved contractual conditions with other investment and treasury service providers. Nevertheless, to achieve any of the above savings, it would be required to address difficult legal, operational and accountability issues, given separate governance arrangements.

Background

5. The FB network at its meeting of July 2008 endorsed the launch of a feasibility study and established a working group of interested organizations, under the guidance of IFAD and WHO, to pursue and complete the preparatory phase of the project. The full Working Group comprises: IFAD, WHO (lead agencies), CTBTO, FAO, IAEA, UN, UNDP, UNESCO, UNHCR, UNICEF, UNIDO, and WFP.
6. The output of the preparatory phase, initiated in September 2008, is to foster exchange of knowledge and best treasury management practice, and to identify and assess potential areas for common treasury services, including the possibilities of assigning the delivery of specific services to a single organization; a second phase of the study could be launched after approval by the FB Network, to conduct a full feasibility study on the areas of intervention considered as priority.
7. This preparatory phase is now almost complete and the results to date are as follows:
 - a) A survey on current treasury practices the initial observations which were presented at the FB network meeting on 11 February 2009. It was concluded that while there may be apparent obvious opportunities for some of the areas initially identified – i.e. cash/investment pooling - there will be important legal, governance and managerial barriers to overcome for real integration. Consequently, focus should be initially on “quick wins”, areas offering attractive and practical solutions which can be put in place in a relatively short time frame;
 - b) Following a Working Group meeting in May 2009, it was decided to pursue formalized knowledge sharing in areas such as external fund managers, investment advisory services, investment committees, custodians, banking arrangements, payment methods, FX platforms, and risk management. Information on other areas of common interest will be identified and a knowledge sharing platform established and/or broadened. Knowledge sharing can also provide the basis for establishing common guidelines in the area of investment management, practices and/or definitions in areas such as counterparty risks, credit risk, and liquidity definitions. Lastly, it was agreed to share best practices in a number of treasury management subject areas.

Proposed Activity

8. A Task Force of the working group was formed and entrusted with the creation of a website for knowledge sharing in the areas of Treasury operations. This Task Force is the Website Working Group (WWG) and it is constituted of five organizations who have been working together since May 2009 on the creation and development of this project: IFAD, WHO, FAO, UNESCO, WHO and CEB.
9. The Task Force will present this website by the end of September 2009 to the full Working Group, when a decision would be taken on the launch date.
10. **A full feasibility study will begin in early 2010**, following release of funding by HLCM Steering Committee for Harmonization of Business Practices, outlined further in paragraphs 17 to 19. An external consultant will then be hired in order to evaluate all the potential harmonization opportunities, to include quantification of the possible savings, identification of priority areas, and to produce an implementation plan.

11. The final results of the study for harmonized treasury services would then be presented to the HLCM-FB Network in order to validate the results proposed and to decide on next steps.

Responsibilities

12. The Working Group on common treasury services is led by IFAD and WHO, with the active participation of the following organizations: CTBTO, FAO, IAEA, UN, UNDP, UNESCO, UNHCR, UNICEF, UNIDO, and WFP. The participation is open to all the FB Network member organizations.
13. A Steering Committee consisting of IFAD, WHO, UN, IAEA and UNESCO as member agencies and FAO, UNDP and UNICEF as alternate agencies has been put in place to manage and oversee the execution of this Feasibility Study on behalf of the participating UN Agencies.
14. The CEB Secretariat will serve as technical support and will ensure the respect of the intermediate deadlines and the overall achievement of the activities and the objectives included in the present project proposal.

Expected Results

15. The proposed study will propose options as to the models for harmonization and collaboration in areas of treasury services and allow the identification of divergences between individual organizations' legal, operational and financial provisions, together with consideration of how to address such divergences. The expected outputs of this study would include quantification of the cash flows, investments, foreign exchange flows that could be pooled, assessment of the differences existing among organizations in terms of information systems/ ERP implementation, treasury methods/ procedures and quantification of the savings and/or improved investment returns through negotiation of better prices with banks and other investment counterparts. It would also include a proposed structure and governance of a common treasury services operation.
16. The annex I lists the proposed activities of the project, and the expected outputs and outcomes. The performance indicators are intended to measure the expected benefits of harmonized provisions, contracts and joint processes.

Timeframe

17. The project will be carried out within an estimated timeline, through the following phases:

Preparatory Phase (eighteen months)

18. The preparatory phase, initiated in September 2008, is expected to be concluded with the identification and assessment of the potential areas for common treasury services.
 - *Survey:*
 - Identification and evaluation of the potential areas for the application of efficiencies and economies of scale through common treasury practices and services;
 - *Website:*
 - Creation of a common platform for promoting and sharing experiences and best practices;
 - Facilitation of a discussion forum among the members of the working group.

Execution Phase (twelve months)

19. The execution phase will be undertaken during the following months and should commence as soon as possible, after approval of the first phase by the FB Network.

- *Website:*
 - Administration of the content;
 - Technical maintenance of the website;
- *Feasibility study:*
 - Identification and evaluation of the prioritized areas for establishing common treasury services;
 - Identification of divergences in Treasury operations between organizations, including legal aspects;
 - Final recommendations.

Costing

20. Assuming decision to proceed with full feasibility study, a preliminary costing is provided as follows:

Resource	Estimate (US\$)
UN Treasuries Community of Practise Website: administration and coordination of content, technical support and maintenance (1 consultant 60% full time 1 July 2010-31 December 2011)	105,000*
RFP process and implementation Support to executing agencies RFP team (1 consultant full time 1 March-31 December 2010)	65,000
Consulting company contract (to be selected by RFP process)	320,000**
Contingency	30,000
Total	520,000

* Contributions received from UN agencies of \$55,000 covered launch through 30 June 2010;

** This refers to the full feasibility study mentioned on para. 10. Amount for specialized consultancy services is estimated and intended as a ceiling amount.

Risks

21. The main risks of the proposed project can be summarized as follows:

- a) The lack of internal support by the involved organizations towards a common and harmonized approach to common treasury services;
- b) The significant differences in mandates and business models and in terms of treasury rules and procedures, and legal agreements surrounding investment and banking arrangements, could represent an obstacle lowering the speed of the change and impeding the consistent convergence of the organizations towards the agreed principles and guidelines;
- c) The differences existing among organizations in terms of information systems and ERP implementation, treasury methods and procedures;
- d) The lack of willingness by the organizations’ heads and executive boards to proceed with the harmonization of the treasury services or to effectively implement the new common policies agreed at the UN system level.

Investment Appraisal

22. The first return on the investment of this project has already been realized: this can be seen in the greater resource sharing of the treasury operations within the UN system organizations. This will allow the members of the HLCM FB Network Working Group on Common Treasury Services to avoid the time and resources dedicated to the search for “the best alternative in the market”, since they would be able to find comparable conditions throughout the UN system.
23. The second return of investment will be the achievement of a better, institutionalized, knowledge of treasury services applied by UN organizations and a better accessibility, and comparability of practices and reports. The value of shared knowledge will be determined by the contributions made by the members and their use of information to support continuous improvements in their business policies and processes.
24. The feasibility study to consider further integration of treasury services will include realistic scenarios of potential savings and improved investment performance.

PROJECT:
Feasibility Study for Putting in Place Common Treasury Services

CATEGORY: FST

Table 1. Complementarities and High-level Objectives

ADOPT INTERNATIONAL STANDARDS & REPLICATE BEST PRACTICES	FACILITATE KNOWLEDGE & RESOURCE SHARING	ENHANCE TRANSPARENCY & ACCOUNTABILITY	ENHANCE PUBLIC TRUST & ENGAGE STAKEHOLDERS	FACILITATE EFFECTIVE INTER-AGENCY COORDINATION	ACHIEVE EFFICIENCY GAINS
✓	✓			✓	✓

Table 2. Expected Outputs

Survey to assess areas where efficiencies can be reached by a common treasury service approach	List of services and processes that can be object of a common approach	Detailed terms of reference for the redesign of services and process object of a common approach
--	--	--

Table 3. Performance Indicators

Preparatory Phase:	Execution Phase:
<ul style="list-style-type: none"> • Survey to identify state of the art on treasury practices in UN system (<i>completed</i>) • Website for improving and facilitating inter-agencies knowledge and information sharing in the areas of Treasury operations (<i>completed: 22 agencies are users</i>) • Areas where economies and efficiencies are possible from a common approach. Initial areas are: external fund managers; investment advisory services; investment committees; custodians; banking arrangements; payment methods; FX platforms; risk management 	<ul style="list-style-type: none"> • Detailed ToR for services and processes to be object of common approach endorsed • Contents of the ToR: <ul style="list-style-type: none"> - Quantification of the expected savings and economies reachable - New design of services and processes in terms of human resources and systems - Identification of the service delivery standards

Table 4. Proposed Activities by Project

Administration and maintenance of the website (<i>currently under construction</i>)	Analyze and compare treasury-related costs	Identify criteria and ranges of negotiation on spreads	Assess feasibility of UN netting system for foreign exchange needs
---	--	--	--

Table 5. Expected Outcomes by Project

Improve and facilitate the inter-agencies knowledge and information sharing in the areas of treasury services, leading subsequently, if possible, to common contractual terms for service providers	Creation of a UN netting system for foreign exchange needs of different organizations to avoid paying bank spreads in the event that organizations buy and sell the same currency.	Pooling of investments - either real or notional, in order to achieve improved investment returns by placing larger amounts with investment counterparts. A common approach to investing could also reduce investment risks	Better banking terms from commercial banks through joint negotiation (or pooled payment flows). SWIFT based payment systems using a common IT platform
---	--	---	--

2. UN System-wide Financial Statistics Database and Reporting System

Objective

1. To enhance the scope and detail of UN system-wide financial statistics issued by CEB by developing a comprehensive UN system-wide financial database while integrating existing databases, eliminating data collection overlaps and meeting mandated UN system-wide financial reporting requirements as much as possible.
2. To homogenize and strengthen the methodological consistency of financial data collected by the CEB secretariat from UN system organizations.
3. To develop an advanced and easy-to-use on-line means for the compilation, reporting and analysis of UN system-wide data.

Reason

4. Information on financial resources contributed to and delivered by UN system organizations is currently scattered, partial and, usually, constrained in terms of availability and access.
5. The UN General Assembly adopted resolution 63/311¹ of 2 October 2009 where in its operative paragraph 15 it requested the Secretary-General to include in his comprehensive statistical analysis of the financing of operational activities for development further analysis and actionable proposals on the current situation and perspectives in respect of core and non-core funding for the United Nations development system, notably the implications of various forms of non-core funding, in terms of predictability, country ownership and the implementation of intergovernmental mandates. This statistical analysis is annually published by the UN Department of Economic and Social Affairs (UNDESA).
6. The same UN General Assembly resolution 63/311 also requested in its operating paragraph 16 the Secretary-General to create a central repository of information on operational activities for development, including disaggregated statistics on all funding sources and expenditures, building on the comprehensive statistical analysis of the financing of operational activities for development, and to ensure appropriate and user-friendly online access and regular updating of the information contained therein.
7. The creation of a central and comprehensive repository for financial information on the UN system at the CEB Secretariat meets both: the criteria of cost efficiency as compared to any such effort by individual organizations or UN entity without the inter-agency nature, and privileged access to data sources as available to the CEB Secretariat and the criteria of supporting Delivering as One, as it promotes and facilitates interagency coordination at the headquarters and at the country level.
8. IPSAS compliance currently being implemented by UN system organizations also provides for scope to harmonize reporting and to implement uniformed expense coding system benefiting from the opportunity when accounting systems at the majority of UN system organizations are modified including changes in the charts of accounts.

¹ A/RES/63/311

Benefits Expected

9. Availability and one-place access to comprehensive, reliable, manageable and ready-to-use financial information on the entire UN system.
10. Promotion and facilitation of the work of interagency and coordination bodies.
11. Improved and correct visibility of extra-budgetary contributions, including those from non-state donors, with particular reference to the provisions contained in the FAFA Agreement concerning the European Commission's contributions.
12. Elimination of the existing UN system-wide data collection overlaps. All financial reporting requirements will be consolidated to ensure that a complete data set is collected at one central and comprehensive repository.

Background

13. The demand for transparent, reliable and comprehensive information about UN system organizations' financials is high and growing among both member states and non-state donors. Requests for data of this nature from other UN stakeholders, such as Member States, universities, the press, the general public, as well as from UN organizations themselves, are similarly increasing. What is required is manageable, flexible and ready-to-use information, accessible through user-friendly databases.
14. Some important non-state donors, particularly the European Commission, recurrently call for greater accountability and a simpler and more transparent representation of their contributions to the UN system organizations. In fact, non-state contributions are often consolidated rather than specified by single donor in financial statements and general reports issued by UN system organizations.
15. The availability of comprehensive and reliable UN system-wide financial statistics would also promote and facilitate the work of interagency and coordination bodies.
16. Since 1991, the CEB Secretariat has regularly elaborated and released a set of UN system financial statistics extracted from the latest available audited financial statements of the relevant organizations. The latest version of such a report (A/63/185) was considerably revised and improved in 2008, with particular attention for the representation of extra-budgetary contributions and expenditures across the system.
17. Other financial data reporting to UN stakeholders covering in different forms sub-sets of UN system organizations or sectors are also available from OCHA – Financial Tracking System; UNDP Technical Cooperation database; as well as corresponding analytical reports, such as Secretary General's report on "Comprehensive statistical analysis of the financing of operational activities for development of the United Nations system" produced by UNDESA as mentioned above.
18. At the end of 2009 and early 2010 UNDESA was undergoing optimization of their annual "Comprehensive statistical analysis" report. In January 2010 UNDESA and CEB Secretariat started a consultative process on their concurrent undertakings, confirming that both parties have interest working together towards establishing full reporting requirements and sharing data collection procedures. A gradual transformation towards common data collection exercise covering all reporting requirements is seen as a possible way forward.

Proposed Activity

Definition of scope and boundaries

19. A number of questions will have to be answered in order to clearly determine the scope and the boundaries of the exercise:
 - a) Who are the main users of the UN system-wide financial statistics? What are their information requirements?
 - b) Is it possible to extract from the organizations' accounts the amount of resources spent by beneficiary country? Is it possible to extract the amount of resources spent by beneficiary country, with a breakdown by destination/activity? If not, is it feasible to do manual elaborations to obtain these data?
 - c) How can we define a breakdown of areas of intervention (destination) against which it is meaningful and sustainable to match contributions and expenditures? Can these areas be singled out and built into the reporting systems by agencies during their IPSAS compliance implementation process?
 - d) What other breakdowns and elaborations could be proposed to improve and enrich the current CEB financial statistics (analysis of the non-operational expenses, specific analysis of the destination of non-core resources, breakdown of resources by MDG, etc.)?
20. Other important issues whose complexity requires a longer run perspective could be raised, such as the possibility to design guidelines and acquire information to avoid double-counting, in order to have a better methodological consistency across UN system-wide statistics.

Implementation

21. The project plan is composed of three phases: Discovery, Pilot and Implementation. In the Discovery Phase, a thorough inventory and requirement analysis by major and requesting stakeholders is needed to determine the resources required. An ensuing Pilot Phase will designate a project team to provide clear objectives to ensure that the team's activities are aligned with those of the UN system and the selected pilot participants. Implementation focuses on the formal transition from the Pilot to the broad introduction of the solution.

Discovery Phase

22. During this phase, focus will be placed on the analysis of stakeholder requirements, priority targets, project scope, approach and adopted standards. This work will also cover review of the UN system wide financial reporting mandates and requirements of various UN system entities, such as OCHA, UNDP, UNDESA and others. A gap analysis document comparing current/available processes and data as well as the practical steps and technologies required to move toward implementation will also facilitate the identification of organization clusters, based on common ERP systems or financial reporting standards.

Pilot Phase

23. The Pilot phase will initiate the introduction of report types, based on priorities identified during the Discovery Phase, the parallel adoption of common data exchange standards and the availability of detailed data. Focus will be placed on signing-off reporting policies and standards as well as the definition of report types and metadata and schema. Lead Agencies will be assigned to clusters and focal points (submitters) will be identified within each agency.

Implementation Phase

24. Implementation will be modular and designed to accommodate the capacity of organizations to provide data in the format and detail for different reporting requirements. Completion of the pilot phase will result in the launching of an initial release in the public domain. Subsequent releases will introduce new functionality (new reporting tools and interfaces) for the selected priority targets.

Technology

25. The solution is based on the centralized collection and analysis of financial data. Using common data exchange standards, reporting requirements and derived business rules, organizations are provided one platform to manage the submission, validation and reporting of their financial data. This service will be made available on the internet (or Extranet) and a publishing workflow will control publishing rights and which reports are made available to which stakeholder group. A centralized web content management solution with financial reporting capabilities will implement one standard for the categorization and subsequent reporting of financial data.

Process

Collection

- a) Using common data exchange standards, survey templates and business rules, all organization data will be centrally collected and validated by the CEB Secretariat;
- b) Submission / collection will be performed on a dedicated website and will support manual submission (of XML files) as well as manual data entry;
- c) All data will be saved in a normalized relational database, which permits (where applicable) data from different surveys to be joined and cross referenced.
- d) Schemas applied to financial data exchange will be specific to each financial report and be based on readily available standards.

Validation

- a) Validation will be performed on the basis of business rules specific to each report type. Validity checks cover data type, value ranges, historical rules and cross-checking with other values;
- b) Data validation (the application of business rules) will be performed on the client and server, while constraints and integrity checks will be performed prior to saving in reporting tables;
- c) Prior to signing-off submitted data, organizations will be presented submission summaries and editorial access to their own data;
- d) Final validation of organization data (and derived reports) will be performed centrally, by means of a publishing workflow by the CEB Secretariat;

Reporting

- a) Reports generated will permit historical (trend analysis) and results based (comparative) analysis, along a wide spectrum of criteria, including Destination, Activity, Donor, Region, MDG etc.;
- b) Publishing workflows will be used in conjunction with audience categories in order to manage on-line querying and report generation. Reports and derived views may, therefore, be generated on demand or saved for publishing;
- c) An administration interface will permit management of all visitor types, including submitting organizations and stakeholders interested in accessing reports as well as the maintenance of on-line survey forms and supporting data validation rules; metadata (permissible formats, values and ranges) for each survey type and associated field;
- d) The option to graphically present statistics will be provided to visitors, where applicable: as both statistical graphs and maps. Dynamic graphs will complement the provision of report detail;

Expected Results

26. An accessible database with comprehensive, reliable, manageable, and ready-to-use financial information on the entire UN system.
27. An online financial data compilation and reporting system.
28. A web address with extensive reports and analysis on the financial resources contributed to and utilized by the organizations of the UN system

Responsibilities

29. The CEB Secretariat would lead this effort with the potential collaboration of other leading actors in this domain. The Finance and Budget Network of the HLCM and the CEB Secretariat are well recognized as the repository of professional knowledge about accounting systems, accounts structure, availability and comparability of financial data, as well as the natural locus for collection, compilation, storage and retrieval of financial information of system-wide nature.
30. The proposed collaboration would avoid duplications in information requests and data gathering exercises, as well as the critical need to have a common, integrated, accessible and comprehensive set of system-wide information (of financial and other nature).

Costs

31. Software costs assume the selection of an Open Source content management solution, with minimum licensing costs and the need to extend the selected platform's functionality. An initial appraisal of available financial reporting and content management solutions (an outcome of the Discovery Phase) would provide a more solid basis for estimating the distribution of hardware (rental) and software (licensing and development) costs, though in summary the figures provided below are considered reasonable.

Resources*	Estimate (US\$)
Senior Finance Project Manager (P5) (full time in the first 12 months, half time in the final 12 months, i.e. total of 18 months)	348,700
IT Specialist (P4) (half time for the duration of the final 12 months, i.e. 6 months)	101,000
IT Consultants – Developers (2 x 100days @ US\$1,000/day)	200,000
Travel	25,000
Hardware/Software	100,000
Miscellaneous**	20,000
Total	794,700

* Based on UN Secretariat's standard salary costs for 2010-2011 (version 1) for Geneva. Estimates for consultancy vary very much depending of the specific requirements and on whether the expected tasks will be performed by individual consultants or by specialized companies.

** Miscellaneous costs include: contractual services, supplies and materials and equipment

Timeframe

32. The timeframe required for full implementation depends on the outcomes of the Discovery Phase. Assuming the solution addresses first the needs of priority stakeholders, covering current reporting requirements, a timeframe of two years is considered realistic:
- a) Discovery and planning: 6 months
 - b) Pilot and evaluation: an additional 12 months
 - c) Full implementation: an additional 6 months

Risks

33. Any risks with this initiative are linked to the comprehensiveness of its scope rather than to the feasibility of the exercise itself. A careful definition of the scope and boundaries of the project, especially in connection with an appropriate “accounting” analysis of any chosen classification for data collection and reporting, are the indispensable pre-requisites for the success of the project.

Investment Appraisal

34. The ultimate value of this project is that donors, UN organizations and the broadest community of UN stakeholders would be better able to evaluate the destination and utilization of resources provided to fulfill the mandate of the UN system as a whole.

PROJECT:					
UN system-wide Financial Statistics Database and Reporting System					
CATEGORY: IMP					
Table 1. Complementarities and High-level Objectives					
ADOPT INTERNATIONAL STANDARDS & REPLICATE BEST PRACTICES	FACILITATE KNOWLEDGE & RESOURCE SHARING	ENHANCE TRANSPARENCY & ACCOUNTABILITY	ENHANCE PUBLIC TRUST & ENGAGE STAKEHOLDERS	FACILITATE EFFECTIVE INTER-AGENCY COORDINATION	ACHIEVE EFFICIENCY GAINS
	✓	✓	✓	✓	✓

<p>New, consistent and system wide financial data:</p> <ul style="list-style-type: none"> - Allocation of resources by World Region and area of intervention - Distribution of resources (regular and extra-budgetary resources) and evolution over time - Ranking of top state donors by group, geographical distribution, recipient organization, area of intervention and evolution over time - Ranking of top non state donors by donor category, by organization and evolution over time - Level of concentration/ fragmentation of extra-budgetary resources by beneficiary organization and by donor category - Financial level of “programme delivery” at the single organization and at the UN system level 	<p>Entire dataset, including the new data and statistics, to be made available from 2002 on</p>	<p>On-line and accessible financial data:</p> <ul style="list-style-type: none"> - All financial statistics and analysis available on-line on the CEB website and easily downloadable - Custom elaborations and analysis by the interested possible and simple 	<p>“Continuous development” of the data set: new data and analysis granted whenever upon request by stakeholders</p>
--	---	--	--

Table 3. Performance Indicators

<ul style="list-style-type: none"> • New UN system wide Data: <ul style="list-style-type: none"> - Annual update of allocation of resources by World Region and area of intervention - Annual update of distribution of resources between regular and extra-budgetary resources - Biennial ranking of top state donors by group, geographical distribution, recipient organization, area of intervention - Biennial ranking of top non state donors by donor category and by organization - Biennial update on the level of concentration/ fragmentation of the extra-budgetary resources by beneficiary organization and by donor category - Biennial update on financial level of “programme delivery” at the single organization and at the UN system level • New data included in each biennial edition of the statistics available from 2002 on from at least 80% of participating UN organizations • On-line dataset, charts, analysis on biennial statistics within six weeks from the closure of each biennial survey • Custom analysis and elaboration within a week from the request • Number of accesses to the online statistics on the CEB website • % increase in number of accesses to/downloads of financial statistics
--

Table 4. Proposed Activities by Project

<p>Define the basic premise of the database and reporting system</p>	<p>Pilot and implement the project plan</p>	<p>Launch the database in the public domain</p>	<p>Expand with reporting tools and interfaces</p>
--	---	---	---

Table 5. Expected Outcomes by Project

<p>One-place access to financial information on the UN</p>	<p>Facilitation of work of interagency and coordination bodies</p>	<p>Improved visibility of extra-budgetary contributions</p>	
--	--	---	--