



QCPR Monitoring

Survey of Headquarters of UN Funds, Programmes, Specialized Agencies and Departments of the UN Secretariat 2014

**Development Cooperation Policy Branch
Department of Economic and Social Affairs
United Nations**

8 August 2014

Survey of headquarters of United Nations Specialized Agencies, Funds and Programmes, and departments of the UN Secretariat.

This survey seeks information on the actions that are completed, underway or planned by the headquarters of UN system organizations in response to the requests and invitations contained in GA resolution 67/226 on the 2012 quadrennial comprehensive policy review (QCPR) of UN operational activities for development. The responses will assist the UN secretariat, on behalf of the UN Secretary-General, in monitoring implementation of resolution 67/226 and helping to meet the UN system's accountability to the General Assembly and ECOSOC in regard to the coherence, relevance, effectiveness, and efficiency of UN development operations.

The questionnaire is very similar to the one you received from UNDESA on 29 April 2013. The most notable difference from the 2013 survey is that we have tried to minimize the number of open-ended questions. Instead, we have provided the opportunity to give simple Yes-No or multiple choice answers, while still allowing for comments on each topic.

In addition, since the passage of the QCPR resolution the Secretary-General has developed a QCPR Monitoring and Reporting Framework, submitted to ECOSOC in February 2014, with the specific aim of monitoring the implementation of the more significant operative paragraphs of the resolution. Some questions were modified or added to ensure full alignment with this Framework. Additional questions in the area of south-south cooperation have been included.

To facilitate your response we have included a quote from the relevant Operative Paragraph/s of resolution 67/226 at the beginning of each question, as was done in 2013. The paragraph number is noted in brackets. In a few cases, supplementary mandates were established by ECOSOC in July 2013; these have been added with a reference to the applicable paragraph of E/RES/2013/5.

To avoid multiple reporting on the same topic, please let us know if an interagency body such as UNDG or CEB/HLCM is taking action and if your organization fully subscribes to that action. We will follow up with the respective interagency body.

Moreover, if further information can be found in a published report of your agency, please provide a link to the document and identify the relevant section or page. In order to comply with the reporting deadlines for ECOSOC, we would highly appreciate your kindly completing the survey and returning it to us by email within four weeks of its receipt.

If you have any questions, please contact Ms. Zina Mounla, Chief, Development Cooperation Policy Branch, Office for ECOSOC Support and Coordination, DESA at mounla@un.org, with copy to QCPR@un.org.

Name of organization: (the acronym will suffice)

I. **Funding**

1. *Requests the United Nations funds and programmes, and encourages the specialized agencies, to report to their governing bodies at the first regular session of 2014 on concrete measures taken to emphasize the importance of broadening the donor base” and “Adopt concrete measures to improve the donor base” (OP35)*

1a. Did your agency report to its governing body on ‘concrete measures’ to broaden the donor base at its first regular session in 2014 or at another session held since the QCPR?
Yes/No

Optional comments:

1.b. Did your agency receive contributions from any new sources in the past 18 months?
Yes/No

Skip logic here

1c. If Yes, please explain briefly:

2. *“Define common principles and present specific proposals for the concept of “critical mass” of core resources” (OP39); and “Expresses its regret that the mandate contained in General Assembly resolution 67/226 on critical mass of core resources was not fulfilled and reiterates the request to UN Funds and Programmes to define common principles for the concept of critical mass of core resources, which may include the level of resources adequate to respond to the needs of the programme countries and to produce the results expected in strategic plans, including administrative, management and programme costs, in consultation with member states and to present specific proposals in 2014 with a view to a decision in 2014” (OP15 of 2014 ECOSOC resolution)*

2a. Does your organization have plans for presenting specific proposals to the governing body on the concept of critical mass in 2014?
Yes/No

Skip logic here

2b. If Yes, please describe briefly:

For Funds and Programmes only:
 2c. If No, please provide a brief explanation

3. *“Welcomes the progress made by United Nations funds, programmes and specialized agencies to ensure that available and projected core and non-core resources are consolidated within an integrated budgetary framework, based on the priorities of their respective strategic plans, and encourages all agencies that have not already done so to develop such integrated frameworks in their next budget cycle;(OP18 of ECOSOC 2014 Resolution)*

Does your agency ensure that available and projected core and non-core resources are consolidated within an integrated budgetary framework?

Yes/This will be done starting in the next budget cycle/There are no plans to do this.

4. *“Requests ... the Executive Boards of the funds and programmes and the governing bodies of the specialized agencies, as appropriate, to organize structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle of their respective entities, with a view to making non-core resources more predictable and less restricted/earmarked, broadening the donor base and improving the adequacy and predictability of resource flows;” (OP46)*

4a. Has the governing body of your organization scheduled such a dialogue?
 Yes/No

4b. If no, please explain briefly:

5. *“Reaffirms, in this regard, that the guiding principle governing the financing of all non-programme costs should be based on full cost recovery, proportionally, from core and non-core funding sources; (OP48) and “Requests the Executive Boards of the United Nations funds and programmes, and encourages the governing bodies of the specialized agencies, to adopt cost recovery frameworks by 2013, with a view to their full implementation in 2014, based on the guiding principle of full cost recovery, proportionally, from core and non-core resources...” (OP53)*

5a. Has the governing body of your organization adopted a cost recovery framework based on guiding principle of full cost recovery, proportionally, from core and non-core resources?
 Yes/No/Currently in the planning phase

5b. If Yes or currently in the planning phase, please describe briefly, including any timeline that has been agreed:

6. *“Include estimated cost recovery amounts in budgets and report on actual amounts recovered as part of regular financial reporting” (OP54)*

6a. Does your organization include estimated cost recovery amounts in its budget presented for approval by the governing body?

Yes/No

6b. Does your organization report on actual amounts recovered as part of regular financial reporting to the governing body?

Yes/No

II. National Capacity Development and Development Effectiveness

7. *“Develop a common approach and frameworks for measuring progress in capacity development in programme countries” (OP63), and “Develop specific frameworks aimed at enabling programme countries, upon their request, to identify, monitor and evaluate results in capacity development to achieve national development goals and strategies” (E/RES/2013/5, para 17) and “consider the findings and observations related to national capacity gaps repeatedly highlighted by programme countries to be addressed through the work of the operational activities for development of the United Nations system” (E/RES/2013/5, para 18); Reaffirms the request by the General Assembly to the United Nations development system to develop, for the consideration of Member States, a common approach for measuring progress in capacity development, including measures to ensure sustainability, as well as to develop specific frameworks aimed at enabling programme countries, upon their request, to design, monitor and evaluate results in capacity development to achieve national development goals and strategies; and invites the Secretary-General to provide comprehensive and evidence-based updates on measures taken in this regard in his 2015 annual report on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;(ECOSOC 2014, OP24).*

Please describe the steps your agency has taken towards the definition of a common approach and framework for measuring progress in capacity development

III.C – South-South Cooperation

8. *“Requests the SG in close consultation with the UNOSSC, to present as part of the annual report on the implementation of the QCPR in 2015, recommendations based on a thorough analysis of obstacles*

to and incentives for scaling up of UN support to SSC, including lessons learnt from the implementation of successful SSC projects and programmes (ECOSOC 2014, OP25)

8a. Has your agency integrated South-South cooperation into its strategic plan?
Yes/No

8b. Does your agency report on south-south cooperation in its annual report?
Yes/No

8c. Does your agency provide assistance to the UN Office for South-South Cooperation in any way?
Yes/No

8d. If yes, please explain briefly:

8e. Does your agency have a unit dedicated to south-south cooperation?
Yes/No

8f. If Yes, how many staff members is this unit composed of?

8g. If yes, approximately how much of this unit staff's time allocated to south-south and triangular cooperation?
Less than 25%, 25-50%, 50-75%, more than 75% but less than 100%, 100%

8h. Does your agency have a budget dedicated to south-south and triangular cooperation?
Yes/No

10h. If Yes, please indicate the amount of the budget

8i. Please mention briefly any obstacles your agency faces in regard to scaling up support for south-south cooperation

8j. Please mention briefly any incentives that your agency has in place to scale up support for south-south cooperation

III.E Transition

9. *“Requests the United Nations development system to accelerate progress in deepening coordination between Secretariat entities and members of the United Nations development system, inter alia, through the simplification and harmonization of programming instruments and processes and business practices, with a view to providing effective, efficient and responsive support to national efforts in countries in transition from relief to development;” (OP107)*

Please identify any relevant programming instruments or processes or business practices that have been simplified or harmonized in the last year consistent with this request/invitation:

III. Improving the functioning of the UN development system

IV.A - UNDAF

10. *“Requests the United Nations development system to further simplify and harmonize agency-specific programming instruments and processes in alignment with the United Nations Development Assistance Framework in order to better respond to national priorities, challenges and needs and to reduce transaction costs for national Governments and other stakeholders, and further requests funds and programmes, and encourages the specialized agencies, to consult, inform and discuss with their respective governing bodies progress achieved in this regard by the end of 2013” (OP119)*

10a. Have specific measures been developed since January 2013 to simplify and harmonize your agency-specific programming instruments and processes in alignment with the UNDAF?
Yes/No/Ongoing

10b. If Yes or ongoing, was the progress in this regard discussed with your agency’s governing body by the end of 2013?
Yes/No

10c. If the answer to either of the above questions is No, what plans does your organization have in this regard?

11. *“Calls upon the funds and programmes, and encourages the specialized agencies, to carry out any changes required to align their planning and budgeting cycles with the quadrennial comprehensive policy review, including the implementation of midterm reviews, as necessary, and to report to the Economic and Social Council on adjustments made to fit the new comprehensive review cycle at the substantive session of the Council;” (OP121) and “Requests the United Nations funds and programmes, and strongly encourages the specialized agencies with operational activities for development, to fully align their strategic plans with the*

quadrennial comprehensive policy review” (E/RES/2013/5, para 3) and “Requests the United Nations funds and programmes, and strongly encourages those specialized agencies with operational activities for development, to align their strategic planning and budgeting cycles with the comprehensive policy review cycle” (E/RES/2013/5, para 8)

11a. To what extent is your agency’s planning and budgetary cycle aligned with the QCPR cycle?

Fully/Partially/Not at all.

11b. If Partially or Not at all, please identify what plans your agency has in response to the above requests/invitations:

11c. Does your agency report to its governing body on actions taken or planned in regard to the operative paragraphs of the QCPR that apply to the agency?

Yes/No

11d. If Yes, how often is the report provided to the governing body?

- Annually
- Other period (please explain)

IV.B Resident Coordinator System

12. *“Find more effective ways of identifying, mobilizing and deploying the assistance necessary to achieve tangible results in programme countries, including through the pooling of the capacities of different entities in the same sectors and at global, regional and national levels” (OP124g)*

Please estimate the approximate percentage of current programme activities of your agency at the global and regional levels are devoted to activities carried out jointly with at least one other UN organisation?

Global: Less than 10%, 10-20%, 20-40%, 40-60%, 60-80%, More than 80%.

Regional: Less than 10%, 10-20%, 20-40%, 40-60%, 60-80%, More than 80%.

Optional comments:

13. *“Requests the members of the United Nations development system, upon the request of affected countries, to further delegate authority in the areas of programming and allocation of resources, as appropriate, to field representatives of United Nations entities in order to enable the respective entities to respond effectively and efficiently to national needs and priorities in countries in situations of transition from relief to development” (OP103); And “Ensure the appropriate decentralization of authority from headquarters to the country-level representatives of the funds, programmes and specialized agencies, where relevant, for making*

decisions on programmatic and financial matters, related to the programming activities as agreed with national authorities;" (OP124j)

13a. Do your country-level representatives have authority to commit funding as part of a joint programme with other UN agencies at the country level?

All country representatives have this authority/This authority is delegated on a country-by-country basis/This authority has never yet been delegated

13b. Do your country-level representatives have authority to substitute a multi-entity programme/project work plan for your organization's programme/project work plan?

All country representatives have this authority/This authority is delegated on a country-by-country basis/This authority has never yet been delegated

13c. Do your country-level representatives have authority to substitute a Country Annual UN Report for your organization's individual Country Annual Report ?

All country representatives have this authority/This authority is delegated on a country-by-country basis/This authority has never yet been delegated.

Optional comments:

14. 14. "Recognizes that there is a need to enhance the planning and coordination function of the resident coordinator, including through the full exercise of the responsibility and authority of the resident coordinators already provided by the General Assembly under its relevant resolutions, by allowing the resident coordinators to propose to members of United Nations country teams and relevant non-resident agencies, as appropriate, and in full consultation with Governments and with the funds, programmes and specialized agencies, including within the established United Nations Development Assistance Framework development and mid-term review processes: (a) The amendment of projects and programmes, where required, in order to bring them into line with the United Nations Development Assistance Framework, without prejudice to the approval process through the governing bodies; (b) Amendments to the United Nations Development Assistance Framework, or its action plan, if it is determined that some activities are no longer aligned with the broader strategy of the United Nations development system in response to the national needs, priorities and challenges of the programme country concerned" (OP126)

14a. Do the rules, procedures, processes of your organization allow the RCs to propose, in full consultation with Governments and with the funds, programmes and specialized agencies, adjustments/changes to agency programmes and to the UNDAF to ensure they are in line with national needs, priorities and challenges?
Fully/Partially/Not at all

14b. If Partially or Not at all, please explain briefly:

15. *"...requests the Secretary-General, in consultation with the members of the United Nations development system, and based on the recent review of existing funding modalities in support of the resident coordinator system called for in Economic and Social Council resolution 2011/7, to submit, for the consideration of the Council and the General Assembly in 2013, concrete proposals on the modalities for the funding of the resident coordinator system..." (OP128) Noting that in 2013 "a cost sharing arrangement among all member entities of the United Nations Development Group" had been developed, "in this regard requests the respective governing bodies to consider the recommendation for a cost sharing arrangement.. "* (E/RES/2013/5, para 20)

15a. Has the governing body of your agency considered the recommendation for a cost-sharing agreement?

Yes/No.

15b. To what extent does your agency participate in the implementation of the agreement?

Fully/Partially/Not at all.

15c. If Partially or Not at all, please provide brief details:

16. *"Requests the United Nations development system, in this regard, to ensure that the funding for the resident coordinator system will not adversely impact on the resources available for development programmes in programme countries, and in this regard requests the United Nations development system to ensure, where possible, that cost savings as a result of joint efforts and coordination between entities of the United Nations development system at the country level will accrue to development programmes."* (OP129)

16a. Does your agency have procedures that enable cost savings as a result of joint efforts and coordination between entities of the United Nations development system at the country level to be reallocated to development programmes?

Yes/No

16b. If Yes, please provide describe briefly:

17. *"calls upon: (a) The United Nations development system to ensure the full implementation, including the monitoring, of the management and accountability system of the United Nations development and resident coordinator system, including the "functional firewall" for the resident coordinator system ..." (OP130a); and "to further strengthen their participation in the resident coordinator system and the management and accountability system, including in the areas of information-sharing, performance assessment and the functional firewall" (E/RES/2013/5, para21)*

17a. Has the job description of a country representative of your organization been revised to recognize the role of the UN resident coordinator?

Yes/No

17b. Does your organization recognize reporting obligations to the UN resident coordinator on resource mobilization and programme implementation performance of any UNDAF/One Programme elements led by the agency?

Yes/No

17c. Does your organization include UNCT results in the country representatives' performance appraisal system?

Yes/No

17d. Does your organization include inputs from the UN resident coordinator in the country representatives' performance appraisal system?

Yes/No

18. *"The United Nations development system to ensure that resident coordinators, supported by members of the United Nations country teams, are accountable to national authorities for the delivery of results agreed in the United Nations Development Assistance Framework and report to them on the results of the country teams as a whole" (130b)*

18a. Is it a requirement that your field representatives provide the UN resident coordinator with regular information on your agency's contribution to the UNDAF (or similar instrument) to enable them to provide a report to the government "on the results of the country team as a whole."

Yes/No

18b. Optional comments

IV.C Delivering as One

19. *"Requests the United Nations development system to identify and address challenges and bottlenecks, in particular at the headquarters level, which have prevented United Nations country teams in "Delivering as one" countries from fully realizing the efficiency gains under the "Delivering as one" approach and to report thereon as part of the annual reporting on the implementation of the present resolution for the consideration of the Economic and Social Council and the General Assembly" (OP137)*

19a. Has your organization initiated an exercise to identify and address challenges and bottlenecks at HQ level and report to your governing body? Yes/No;

Yes/No

19b. If you answered No, please explain briefly:

--

20. *“Also requests the United Nations development system to provide programme countries that are considering adoption of the “Delivering as one” approach with information on issues such as “Delivering as one”-specific joint planning, programming, implementation, monitoring and evaluation, reporting and funding mechanisms, as well as the support provided by the resident coordinator office and the United Nations country team, with a view to enabling them to take an informed decision on modalities for the delivery of assistance” (OP138); “...including by formulating standard operating procedures...” (OP140)*

“...to support programme countries that have adopted the “Delivering as one” approach with an integrated package of support comprising standard operating procedures as well as guidance on “Delivering as one”-specific programming, monitoring and evaluation, reporting, pooled funding mechanisms and support to the resident coordinator system.” (OP141)

And “...to fully and coherently implement the standard operating procedures by the end of 2013 and to report on progress towards that end at the first meeting of their respective governing bodies in 2014” (E/RES/2013/5, para23)

20a. To what extent does your agency subscribe to the UNDG Standing Operating Procedures for DaO.

Fully/Partially/Not at all.

20b. And, was a report on this matter be presented to your agency’s governing body at its first meeting in 2014 (or will be presented, in case such meeting has not yet taken place)?

Yes/No

20c. Optional comments:

--

21. *“Requests the Secretary-General to include in his annual report options for the review and approval of the common country programme documents of the “Delivering as one” countries, and to make appropriate recommendations for the consideration of the Economic and Social Council and the General Assembly by 2013” (OP143), and “Requests the Secretary-General, in full consultation with the United Nations development system and countries using the common country programme document modality, to ensure that this matter is fully addressed at the substantive session of the Council in 2014 (E/RES/2013/5, para25) ; and “Requests the United Nations Development System to provide an update to member states on the process for review and approval of common country programme documents at the operational activities segment of the substantive session of the Council in 2015” (ECOSOC 2014, OP33).*

21a. Does your organization’s governing body require the submission of country programme documents for its approval?

Yes/No

Skip logic to be used here

21b. If Yes, please explain briefly the action taken by your organization in regard to the request contained in the QCPR resolution OP143, and in the two follow-up resolutions of ECOSOC.

22. *"Recognizes, in regard to the functioning of the United Nations development system, the importance of aligning regional technical support structures and the regional bureaux to provide support to the United Nations country teams" "including through co-location, where appropriate and consistent with the needs of the programme countries of the regions concerned" (OP147)*

Please explain briefly any actions your organization plans to take, with timelines if possible, with a view increasing the co-location of the regional technical support structures.

IV.E Simplification and harmonization of business practices (OP152 to OP163)

23. *"...the consolidation of support services at the country level, either by delegating common functions to a lead agency, establishing a common United Nations service centre or, where feasible, outsourcing support services without compromising quality of services, and, within their mandates, ensuring that efficiency savings are used for programme activities with a view to building national capacities, and to report on concrete achievements in this regard to their respective governing bodies by the end of 2014 and annually thereafter, and requests the funds and programmes to submit a joint plan in this regard to their executive boards at their first regular sessions in 2014." (OP 152)*

"Requests the Secretary-General, consistent with paragraphs 152 and 155 of General Assembly resolution 67/226, to ensure adequate and evidence-based planning and design of common United Nations service centres, by including in plans, for review by the Council in 2014, concrete proposals for pilot centres in consenting programme countries..." (E/RES/2013/5, para 30)

23a. Has your organization submitted a joint plan in accordance with the provisions of OP152 to its executive board at its first regular session in 2014? (Please state Not Applicable if your organization is not one of the funds and programmes.)

Yes/No/Not Applicable

(Skip logic: If respondent answers "No", the following two questions will be asked:)

23b. Please briefly explain, why a joint plan has not been submitted:

23c. Please explain briefly the action your organization plans to take, with timelines if possible, in relation to this request:

23d. Has your organization taken steps towards the development of a joint plan to use efficiency savings from the consolidation of support services at the country level for programme activities?

Yes/No

23e. If Yes, please explain briefly the action your organization plans to take, with timelines if possible

24. *“...to further invest in intra-agency rationalization of business operations and to present plans in this regard to their governing bodies by the end of 2013.” (OP 153)*

24a. Has your organization developed plans for further investing in intra-agency rationalization of business operations?

Yes/No

(Skip logic: If respondent answers “Yes”, question a. will be asked. If respondent answers “No”, question b. will be asked:)

24b. Have such plans been presented to the governing body by the end of 2013?

Yes/No

(Skip logic: If respondent answers “No”, the following question will be asked:)

24c. Please briefly explain, why the plans have not been presented to the governing body by the end of 2013:

24d. Please briefly explain, why no plans in this regard have been developed:

25. *“...to develop and conclude inter-agency framework agreements regarding the provision of support services regulating the mutual validity of agreements between United Nations entities and third parties at the country level and to delegate the authority to country teams to establish and manage common services and long-term agreements with third parties through standardized inter-agency agreements without further approval requirements by the end of 2013.” (OP 154)*

25a. To what extent did your organization subscribe to the UNDG initiative on this subject?

Fully/Partially/Not at all

25b. Did your organization conclude inter-agency framework agreements in line with the request/invitation in OP154 by the end of 2013?

Yes/No

(Skip logic: If respondent answers “No”, the following question will be asked)

25c. Please briefly explain:

26. *“...present plans for the establishment of common support services at the country, regional and headquarters levels, based on a unified set of regulations and rules, policies and procedures, at the country, regional and headquarters levels, in the functional areas of finance, human resources management, procurement, information technology management and other administrative services, for review by the Economic and Social Council and approval by the executive boards of the funds and programmes and the governing bodies of the specialized agencies by the end of 2014, with a view to implementation by 2016.” (OP 155)*

And: “Recalls paragraph 155 of General Assembly resolution 67/226, (...) and requests the Secretary-General, through the High-level Committee on Management and the United Nations Development Group, to continue the ongoing efforts at harmonizing regulations and rules, policies and procedures of the United Nations funds and programmes in the functional areas of finance, human resources management, procurement, information technology management and other appropriate services.” (E/RES/2013/5, para 28)

To what extent did your organization subscribe to the HLCM and UNDG initiative on this subject?

Fully/Partially/Not at all

27. *“...to address the barriers to greater procurement cooperation and to fully exploit the potential for improved efficiency and effectiveness through increased collaboration, and to redirect efficiency savings, including from economies of scale, into programmes, and to make full use of the existing long-term agreements, develop new ones and implement the guidelines on common procurement at the country level.” (OP156)*

In regard to the provisions of OP156, is your organization fully aware of the UNDG guidelines on common procurement at the country level?

Yes/No

(Skip logic: If respondent answers “Yes”, the following question will be asked:)

27a. Does your organization fully apply the UNDG guidelines for common procurement at the country level?

Yes/No

(Skip logic: If respondent answers “No”, the following question will be asked:)

27b. Please briefly explain:

27c. Please describe any measures taken by your organization in the past year targeting greater procurement collaboration at the headquarters and country levels:

28. *"...by the beginning of 2014, a proposal on the common definition of operating costs and a common and standardized system of cost control, paying due attention to their different business models, with a view to their taking a decision on this issue." (OP159)*

28a. Has your organization participated in the development of a proposal in line with OP159?

Yes/No/Not applicable, since the QCPR paragraph in question relates to a proposal to be presented to the executive boards of the funds and programmes.

28b. Please provide any comments you might have:

--

29. *"...requests the Secretary-General to undertake a study to examine the feasibility of establishing interoperability among the existing enterprise resources planning systems of the funds and programmes and to report on progress in achieving full interoperability in 2016 in the context of the quadrennial comprehensive policy review." (OP160)*

"...requests the Secretary-General to report to the Council at its substantive session of 2014, as part of the regular reporting, on findings and assessment of progress in achieving full interoperability in 2016 in the context of the quadrennial comprehensive policy review." (E/RES/2013/5, para 29)

29a. Has your organization participated in conducting a feasibility study as described in OP160?

Yes/No/Not applicable

29b. Please provide any comments you might have:

--

30. *"Requests the United Nations development system to develop a strategy, in consultation with Member States, by the end of 2013, with concrete goals and targets, to support the establishment of common premises in programme countries that wish to adopt them, with due consideration to security conditions as well as cost-effectiveness..." (OP161)*

"Reaffirms the request contained in paragraph 161 of General Assembly resolution 67/226 that the United Nations development system develop a strategy, by the end of 2013, to support the establishment of common premises in programme countries that wish to adopt them, with due consideration to security conditions as well as cost-effectiveness (...)." (E/RES/2013/5, para 31)

30a. Has your organization participated in developing a strategy as described in OP161?

Yes/No

30b. Please provide any comments you might have:

--

IV.F Results-based management

31. *“Requests the United Nations development system to accelerate work to develop and sustain a results culture at all levels within the funds and programmes, the specialized agencies and other United Nations entities, including by identifying and implementing appropriate incentives for results-based management, removing disincentives for results-based management at all levels and periodically reviewing their results management systems, and to invest in developing capacities and competencies for results-based management” (OP166)*

31a. To what extent does your organization participate in the UNDG initiative to develop and use common RBM tools and principles? Fully/Partly/Not at all

Skip logic -

31b. If Partly or Not at all, please explain the reasons briefly:

32. *“Recognizes progress in improving transparency, and calls for further efforts to ensure coherence and complementarity in the oversight functions, audit and evaluations across the United Nations development system.” (OP167)*

32a. Does your agency place all audit and evaluation reports on the public website?
Yes/No

32b. If Yes, does your agency also post Management Responses?
Always/Sometimes/Never

32c. Optional comments:

33. *“Requests the Secretary-General to intensify efforts to strengthen and institutionalize results-based management in the United Nations development system, with the objective of improving development results as well as organizational effectiveness, including simplifying, streamlining and harmonizing results-based management systems” (OP168)*

“Also requests the Secretary-General to articulate and report to the Economic and Social Council at its operational activities segment in 2013, with a view to the implementation, by 2014, of a more robust, coherent and harmonized approach to operational activities for development, focused on results, which would streamline and improve the planning, monitoring, measurement and reporting on system-wide results...” (OP169)

“and in this regard invites the executive boards of the funds and programmes and the governing bodies of the specialized agencies and other relevant United Nations entities to engage in a focused dialogue on how to balance most effectively the need for reporting on system-wide results at all levels with the current agency-specific reporting requirements, taking into account the challenges in developing results frameworks that demonstrate the United Nations contribution to national development results” (E/RES/2013/5, para34)

And “Notes with concern that there was no comprehensive reporting to the Council in 2013, with a view to implementation in 2014, on progress made towards a more robust, coherent and harmonized approach to operational activities for development, focused on results, which would streamline and improve the planning, monitoring, measurement and reporting on system-wide results, and in this regard, requests the Secretary-General, in consultation with member states, to update the ECOSOC at

the operational activities segment of its substantive session in 2015, as part of his regular reporting;” (ECOSOC 2014, OP40).

33a. Has the governing body of your agency held a ‘focused dialogue’ along the lines indicated?

Yes/No

33b. If No, please explain briefly any plans of the governing body to do so

34. What challenges does your agency envisage in regard to balancing reporting on system-wide contributions with current agency-specific reporting requirements? Please outline the challenges briefly.

35. “Requests the United Nations development system to promote the development of clear and robust results frameworks that demonstrate complete results chains that establish expected results at the output, outcome and impact levels and include measurable indicators with baselines, milestones and targets for monitoring, and in this regard requests the United Nations funds and programmes, and encourages the specialized agencies, to consult Member States during the production of results frameworks of their respective strategic plans, and report annually on implementation from 2014;” (OP170)

To what extent does your agency’s current strategic plan demonstrate complete results chains? Fully/Partially/Not at all.

Optional comments.

36. *“Requests the United Nations funds and programmes, and strongly encourages the specialized agencies, to take further measures to ensure that the country programmes of individual entities, including common country programme documents or country programming frameworks, include complete results chains that are aligned with the respective outcomes agreed to in the United Nations Development Assistance Framework and the respective organization-wide results frameworks of each entity, in line with national needs and priorities” (E/RES/2013/5, para33)*

36a. Is it a requirement that your agency’s country programme documents (or equivalent) demonstrate complete results chains down from the UNDAF (or equivalent document)?

Yes/No

36b. Optional comments:

IV.G Evaluation

37. *“Also notes the development of the norms and standards for evaluation by the United Nations Evaluation Group as a professional network, and encourages the use of these norms and standards in*

the evaluation functions of United Nations funds, programmes and specialized agencies, as well as in system-wide evaluations of operational activities for development; (OP180)

37a. Does the evaluation unit of your organization meet UNEG standards for independence?
Yes/No

37b. Has your organization adopted the UNEG norms and standards?
Fully/partly/Not at all

37c. Does your organization have an evaluation tracking system that includes the status of evaluations and management responses?
Yes/No