



QCPR Monitoring Survey of Operations Management Teams 2014

Report

**Development Cooperation Policy Branch
Department of Economic and Social Affairs
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A. Introduction

The global survey of Operations Management Teams (OMTs) was conducted as an integral part of UN DESA's follow-up with the 2012 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR).

The survey targeted all UN country teams independent from their progress in the harmonization of business practices and was designed for OMTs, which are familiar with business operations support services in all functional areas. The survey aimed to collect standardized information about the status and progress made in the simplification and harmonization of business practices. This includes the establishment common services in all functional areas of business operations, the management structure of business operations at the country level and the implementation of common premises. The collected data serves to support the analysis of progress made in line with the QCPR process and those provisions of General Assembly resolution 67/226 that address the harmonization of business practices.

To ensure the best possible analysis of the provided information, the chosen methodology allows the collection of standardized information about the status and progress of the harmonization of business practices through a structured questionnaire that included different question types, such as multiple choice, matrix of choices and text boxes. Advanced validation options included open text fields for optional and additional comments. The survey was developed and conducted using a professional web-based survey tool, which allowed for a high-quality design of the questionnaire and a high return rate. Ensuring the receipt of validated data, the survey was directed to the chairs of all OMTs allowing one consolidated answer per country.

The survey questionnaire consists of 19 questions which were designed to enable all OMTs to complete the survey without the need to provide additional data or engaging in any form of significant research. The reason for this is to ensure a high rate of return and that UNCTs and OMTs perceive the survey as value added and a good opportunity to provide quick, yet elaborative and precise feedback. The combination of questions and their design aim to reach a high degree of validity and accuracy. To achieve utmost accuracy in the analysis of the survey, most questions have been designed to provide clear answers on the progress made and status of the harmonization of business practices.

To best capture the relevant areas for this assessment, the survey for OMTs was structured as per the following categories:

- a. Introduction
- b. Consolidation of Support Services
- c. Procurement Cooperation
- d. Common Premises

The survey was launched to all country offices on August 7 and closed on October 31, 2014. Within this timeframe, OMTs from 84 countries completed the survey corresponding to a response rate of 65%. Compared to the 2013 OMT survey, where 111 countries responded to the survey, the participation rate decreased by about 21%.

B. Survey Participation

1. Overall survey participation:

Table B.1: Survey Response Rate

Number of countries and territories that responded	Number of countries and territories that did not respond	Number of countries and territories the survey was sent out
84 (65%)	45 (35%)	129

2. Survey participation by region:

Table B.2: Survey Response Rate by Region

Answer Options	Response In %	Response Count
Asia and Pacific	21.43	18
ECIS	17.86	15
LAC	20.24	17
Africa	29.76	25
Arab States	10.71	9
<i>Answered Question</i>		84

3. Survey participation by United Nations Country Team (UNCT) size:

Table B.3: Survey Response Rate by UNCT Size

Answer Options	Response In %	Response Count
Up to 5	1.19	1
6 - 10	7.14	6
11 -15	19.05	16
16 - 20	35.71	30
Above 20	36.90	31
<i>Answered Question</i>		84
<i>Skipped Question</i>		0

4. Survey participation by “Delivering as One” status:

Table B.4: Survey Response Rate by “Delivering as One” status

Answer Options	Response In %	Response Count
“Delivering as One” pilot country	8.33	7
Self Starter	32.81	20
N/A	67.86	57
<i>Answered Question</i>		84
<i>Skipped Question</i>		0

Question 1: Which of the following UN agencies, funds and programmes are resident agencies or non-resident agencies (NRA) in your country?

In this questionnaire, the term UN agencies will be used as shorthand for UN specialized agencies, UN funds and programmes and departments of the UN secretariat. Please answer for each agency:

Table B.5: Overall UN Agency Presence in Programme Countries by Resident Status and UNCT Participation

UN Agencies	Resident Agency	Non-Resident Agency (NRA) (Participating in UNCT's work)	Neither Resident nor Non-Resident Agency (Not participating in UNCT's work)	Rating count
ECA	2%	7%	91%	84
ECE	0%	5%	95%	84
ECLAC	4%	4%	92%	84
ESCAP	5%	6%	89%	84
ESCWA	0%	4%	96%	84
FAO	70%	19%	11%	84
IAEA	1%	22%	77%	84
ICAO	7%	6%	85%	84
IFAD	24%	21%	55%	84
ILO	48%	38%	14%	84
IOM	66%	21%	13%	84
IMO	5%	2%	93%	84
IMF	46%	6%	48%	84
OCHA	33%	28%	39%	84
OHCHR	21%	37%	42%	84
UNAIDS	55%	26%	19%	84
UNCDF	8%	13%	79%	84
UNCTAD	0%	25%	75%	84
UNDESA	1%	10%	89%	84
UNDP	94%	1%	5%	84
UNESCO	47%	39%	14%	84
UNEP	12%	45%	43%	84
UNFPA	89%	6%	5%	84
UNHCR	70%	13%	17%	84
UN-HABITAT	33%	20%	47%	84
UNICEF	95%	1%	4%	84
UNIDO	30%	32%	38%	84
UNODC	31%	31%	38%	84
UNOPS	31%	26%	43%	84
UNRWA	6%	1%	93%	84
UNV	36%	22%	42%	84
UN Women	55%	26%	19%	84
UNWTO	0%	8%	92%	84
WFP	59%	11%	30%	84
WHO	93%	2%	5%	84
World Bank	67%	11%	22%	84
Answered Question				84
Skipped Question				0

C. Consolidation of Support Services

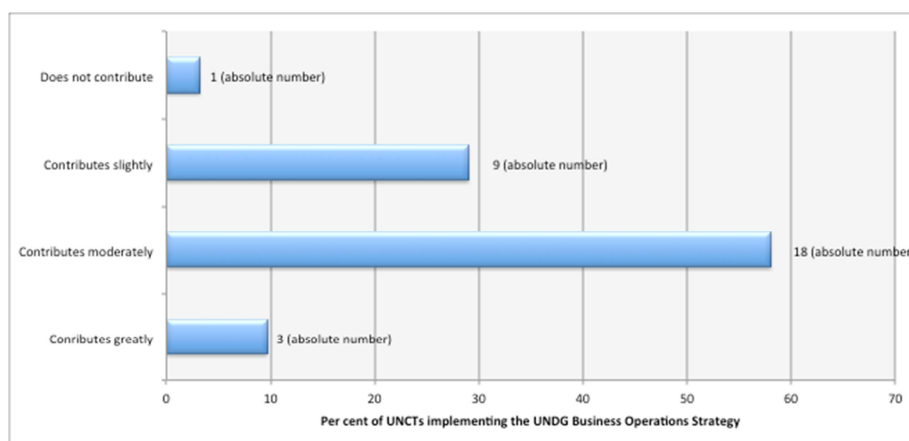
Question 2: Did the UNCT implement the UNDG Business Operations Strategy for the consolidation of support services? (The Business Operations Strategy is a joint voluntary framework focusing on joint business operations allowing UN country teams to take a strategic, results-oriented approach to planning, management and implementation of harmonized business operations at the country level.)

Table C.1: Strategy for Consolidation of Support Services by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Yes	39	35	33	39
No	61	65	51	72
	Answered Question		84	111
	Skipped Question		0	0

Question 3: To what extent does the UNDG Business Operations Strategy contribute to efficiency and effectiveness gains in the area of business operations?

Graph C.1: Contribution of UNDG Business Operations Strategy to efficiency and effectiveness



Question 2 refers to the UNDG Business Operations Strategy (BOS), which started in late 2012 with 14 programme countries pioneering and testing the BOS. According to information by UNDG, nine countries have a BOS in place and four more countries are in the process of designing their BOS. Other countries are choosing to engage in harmonized business practices on a case-by-case basis. In line with the responses to question 2, about 39% of all responding OMTs confirmed that the UNCT implemented the UNDG BOS. Overall, the respondents confirmed that the BOS is moderately successful in contributing to efficiency and effectiveness gains in the area of business operations. According to the responses to question 4 and as shown in graph C.1, only three out of 84 responding OMTs stated that the BOS contributes greatly to efficiency and effectiveness gains in the area of business operations.

Eighteen OMTs stated that the BOS contributes moderately and 9 stated that the BOS contributes slightly.

Question 4: How does the UNCT manage the following functional areas of business operations?

Table C.2: Management of Business Operation Functions by Number of Countries

Answer Options	Management through agency-owned departments		Management through a lead agency		Management through a common UN service centre		Rating count
	No.	in %	No.	in %	No.	in %	Sum
Finance	77	91.7	18	21.4	10	11.9	84
Human Resources	78	92.7	17	20.2	5	5.9	84
Procurement	72	85.7	29	34.5	8	9.5	84
ICT	69	82.1	19	22.6	16	19.1	84
Admin. Services	67	79.8	27	32.1	13	15.5	84
<i>Answered Question</i>							84
<i>Skipped Question</i>							0

Table C.2 shows how UN country teams manage the different functional areas of business operations in their country. Respondents were able to select more than one answer per functional area, because different management options can be prevalent in the same programme country. According to the respondents, the vast majority of UN country teams manage business operations functions through agency-owned departments. For instance, according to 78 of 84 programme countries (92.7%), the human resources function is carried out by agencies through their own departments. At the same time, 17 (20.2%) of all responding OMTs answered that a lead agency is managing human resources functions for other members of the UN country team. This refers mostly to UNDP, which manages human resources functions for other resident and non-resident agencies in the country as per their Universal Price List.

A relatively high number of countries answered that business operations functions are also carried out through a common UN service centre in their country. For finance, 10 (11.9%) and for administrative services 13 (15.5%) out of 84 OMTs chose this answer option. For the area of ICT, 16 (19.1%) OMTs confirmed that this area is managed through a common UN service centre. The results reveal that the answers as reflected in table C.2 have to be interpreted carefully as most countries that have selected the option of service provision through a common UN service centre refer to services provided by UNDP as per their Universal Price List to other resident or non-resident agencies and not an established common UN services centre.

In comparison to the results of the 2013 Survey of OMTs, no considerable trend could be identified. All results are within a relatively small margin of variance that could be either caused by the lower response rate to this year's survey and the resulting changes in the response group.

Question 5: Which of the following support services have been established as common services in your country?

Table C.3: Common Services by Number of Countries

No.	Answer Options	Yes		No		Rating count
		No.	in %	No.	in %	Sum
1	Medical Services	47	55.9	37	44.1	84
2	Security Services	71	84.5	13	15.5	84
3	Protocol Services	9	10.7	75	89.3	84
4	Insurances (Assets)	3	3.6	81	96.4	84
5	Insurances (Facilities)	7	8.3	77	91.7	84
6	Travel Services	59	70.2	25	29.8	84
7	Cleaning Services	49	58.3	36	41.7	84
8	Vehicle Purchase	3	3.6	81	96.4	84
9	Transportation (Car/Bus Rental)	17	20.2	67	79.8	84
10	Fleet Management	2	2.4	82	97.6	84
11	Vehicle Maintenance	11	13.1	73	86.9	84
12	Fuel Services	31	36.9	53	63.1	84
13	Newspaper Advertisement	9	10.7	75	89.3	84
14	Courier Services	42	50.0	42	50.0	84
15	Freight Forwarding	14	16.7	70	83.3	84
16	Conference Facilities	26	30.9	58	69.1	84
17	Catering Services	23	27.4	61	72.6	84
18	Event Management	15	17.9	69	82.1	84
19	Translation Services	16	19.1	68	80.9	84
20	Interpretation Services	14	16.7	70	83.3	84
21	Editing Services	7	8.3	77	91.7	84
22	Stationary Provision	24	28.6	60	71.4	84
23	Printing Services	17	20.2	67	79.8	84
24	Legal Services	2	2.4	82	97.6	84
25	Telephone Land Line Provision	35	41.7	49	58.3	84
26	Mobile Phone Provision	33	39.3	51	60.7	84
27	Common Internet Provider	36	42.9	48	57.1	84
28	Common Server Space	21	25.0	63	75.0	84
29	Common ICT Help Desk	24	28.6	60	71.4	84
30	Common Wireless Connectivity	22	26.2	62	73.8	84
31	Common Internet Back-up Solution	28	33.3	56	66.7	84
32	IT Maintenance Services	21	25.0	63	75.0	84
33	Common Vendor for ICT Hardware	4	4.8	80	95.2	84
34	Common Vendor for ICT Software	4	4.8	80	95.2	84
<i>Answered Question</i>						84
<i>Skipped Question</i>						0

Question 6: Please check the steps that have been taken to establish the following support services as common services:

Table C.4: Steps Establishing Common Services by Number of Countries

No.	Common Services	Inter-agency Agreement in place		Common Long-term Agreement in place		Cost-benefit analysis conducted		None of those steps		Rating count
		No.	in %	No.	in %	No.	in %	No.	in %	Sum
1	Medical Services	30	35.7	11	13.1	8	9.5	42	50.0	84
2	Security Services	42	50.0	34	40.5	15	17.9	18	21.4	84
3	Protocol Services	8	9.5	3	3.6	1	1.2	76	90.5	84
4	Insurances (Assets)	2	2.4	3	3.6	3	3.6	76	90.5	84
5	Insurances (Facilities)	5	5.9	5	5.9	3	3.6	72	85.7	84
6	Travel Services	22	26.2	55	65.5	18	21.4	12	14.3	84
7	Cleaning Services	28	33.3	32	38.1	8	9.5	31	36.9	84
8	Vehicle Purchase	1	1.2	3	3.6	1	1.2	80	95.2	84
9	Transportation (Car/Bus Rental)	3	3.6	14	16.7	6	7.1	64	76.2	84
10	Fleet Management	2	2.4	2	2.4	1	1.2	80	95.2	84
11	Vehicle Maintenance	5	5.9	9	10.7	4	4.8	67	79.8	84
12	Fuel Services	5	5.9	22	26.2	7	8.3	55	65.5	84
13	Newspaper Advertisement	2	2.4	6	7.1	4	4.8	72	85.7	84
14	Courier Services	17	20.2	24	28.6	10	11.9	39	46.3	84
15	Freight Forwarding	3	3.6	11	13.1	2	2.4	69	82.1	84
16	Conference Facilities	7	8.3	17	20.2	8	9.5	58	69.1	84
17	Catering Services	8	9.5	14	16.7	7	8.3	60	71.4	84
18	Event Management	3	3.6	14	16.7	6	7.1	66	78.6	84
19	Translation Services	3	3.6	15	17.9	5	5.9	64	76.2	84
20	Interpretation Services	3	3.6	13	15.5	6	7.1	65	77.4	84
21	Editing Services	1	1.2	6	7.1	2	2.4	76	90.5	84
22	Stationary Provision	4	4.8	23	27.4	13	15.5	51	60.7	84
23	Printing Services	3	3.6	17	20.2	8	9.5	60	71.4	84
24	Legal Services	2	2.4	1	1.2	0	0.0	82	97.6	84
25	Telephone Land Line Provision	13	15.5	21	25.0	6	7.1	53	63.1	84
26	Mobile Phone Provision	10	11.9	16	19.1	12	14.3	56	66.7	84
27	Common Internet Provider	15	17.9	22	26.2	10	11.9	51	60.7	84
28	Common Server Space	15	17.9	9	10.7	4	4.8	62	73.8	84
29	Common ICT Help Desk	15	17.9	12	14.3	6	7.1	60	71.4	84
30	Common Wireless Connectivity	13	15.5	11	13.1	4	4.8	62	73.8	84
31	Common Internet Back-up Solution	15	17.9	10	11.9	4	4.8	61	72.6	84
32	IT Maintenance Services	12	14.3	11	13.1	5	5.9	61	72.6	84
33	Common Vendor for ICT Hardware	4	4.8	4	4.8	0	0.0	77	91.7	84
34	Common Vendor for ICT Software	4	4.8	3	3.6	0	0.0	78	92.9	84
Answered Question										84
Skipped Question										0

Table C.3 provides a selection of 34 possible common services and presents the results of question 5. According to the data provided by the OMTs, most countries have established a number of common services. The five leading common services are the provision of security services, travel services, cleaning services, medical services, and courier services. Seventy-one out of 84 responding OMTs

(84.5%) answered that the provision of security services has been established as a common service in their country. This is followed by travel services with 59 out of 84 programme countries (70.2%), cleaning services with 49 (58.3%), medical services with 47 (55.9%), and courier services with 42 (50%) out of 84 programme countries. In comparison to the results of the 2013 Survey of OMTs, there have been no changes in the ranking of the number of responses. No considerable trend regarding an increase or decrease of common services can be identified as the existing variances of up to four per cent could relate to the lower response rate to the 2014 survey and the resulting different configuration of the response group.

However, the 2013 and 2014 surveys revealed that country teams still do not coordinate the provision of most of the basic support services and that the majority of countries have not followed the minimum requirements of setting up common services for their effective management. The establishment of a common service typically requires a number of steps, including conducting a cost-benefit analysis, ratifying an inter-agency memorandum of understanding and establishing a common long-term agreement with the service provider. These minimum requirements are supported and highlighted by the UNDG standard operating procedures for the countries wishing to adopt delivering-as-one. Question 5 has been designed to validate the responses provided to question 4 and to further disaggregate data for a better analysis of the implementation of common services at the country level. The results suggest that the majority of OMTs do not have a clear understanding of the term *common services* and their effective implementation and management at the country level. Question 5 requested respondents to check the steps that have been taken to establish support services in their countries in accordance with the same list of 34 common services. Table C.4 shows, how many countries have conducted a cost-benefit analysis, ratified an inter-agency memorandum of understanding or established a common long-term agreement with the service provider for each of the 34 common services.

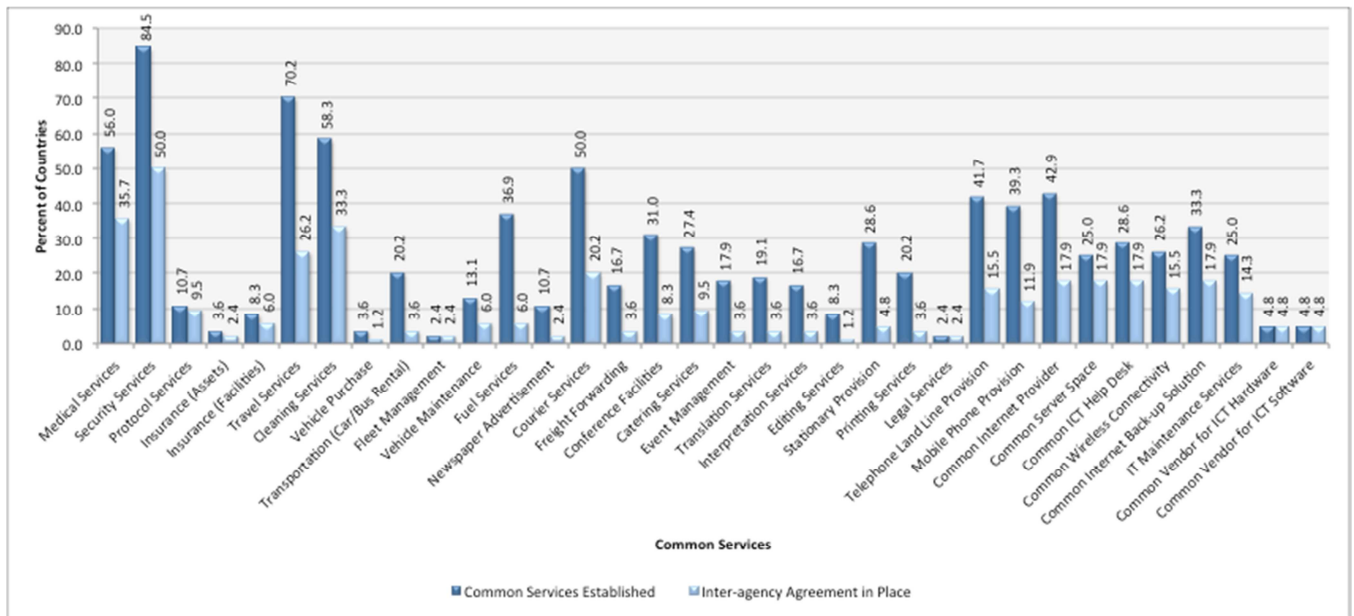
For instance, while about 85% of all countries have answered that the provision of security services has been established as a common service in their country, only 50% have regulated the provision of this common service with an inter-agency memorandum of understanding. Only about 41% of all countries have a common long-term agreement with the service provider in place and 18% have conducted a cost-benefit analysis. While about 70% of all countries confirmed to have travel services established as a common service, about one quarter (26.2%) have ratified an inter-agency memorandum of understanding and more than half (65.5%) of all countries have a long-term agreement with the service provider in place. Only 21.4% of all countries have conducted a cost-benefit analysis regarding the provision of travel services in the process of its establishment as a common service.

Table C.4 provides detailed data about the number of country teams that have followed any one of the minimum required steps to establish common services at the country level. The further disaggregation of data allows providing information about the number of common services that have been established based on the implementation of all three steps. The following graphs illustrate the variance between the per cent of countries confirming the establishment of a common service and the per cent of countries that established an inter-agency memorandum of understanding (Graph C.2), a common

long-term agreement (Graph C.3), and that have conducted a cost-benefit analysis (Graph C.4) for the same common service.

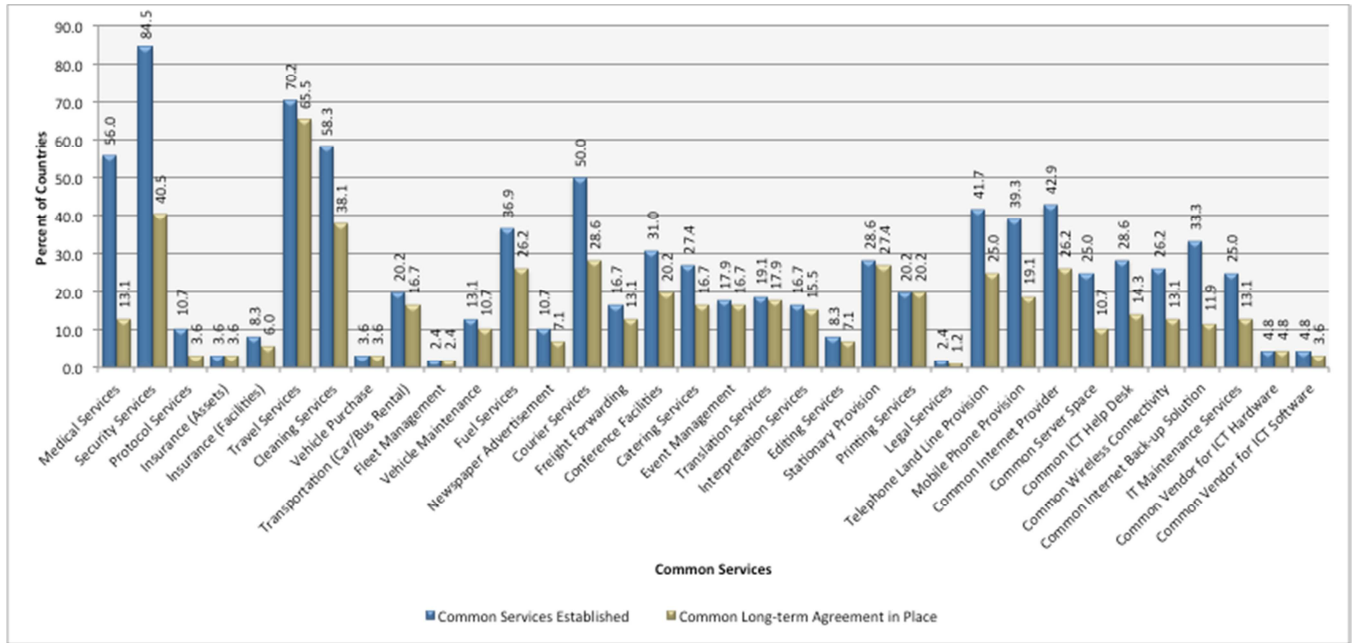
Graph C.4 reveals that only a few countries have conducted cost-benefit analyses in the process of establishing common services at the country level. The cost benefit-analysis provides comprehensive information on the financial and managerial feasibility of establishing a service provision as a common service. Apart from other considerations, a cost-benefit analysis typically includes detailed scenarios for estimated costs and savings over time, making it an important document for the UN country team and individual agencies in their decision-making process to establish or join common services. For instance, while 84.5% of all respondents have answered that they have established the common security services (71 out of 84 OMTs), only 17.9% have answered that they have conducted a cost-benefit analysis (15 out of 84 OMTs).

Graph C.2: Common services established versus inter-agency agreements in place

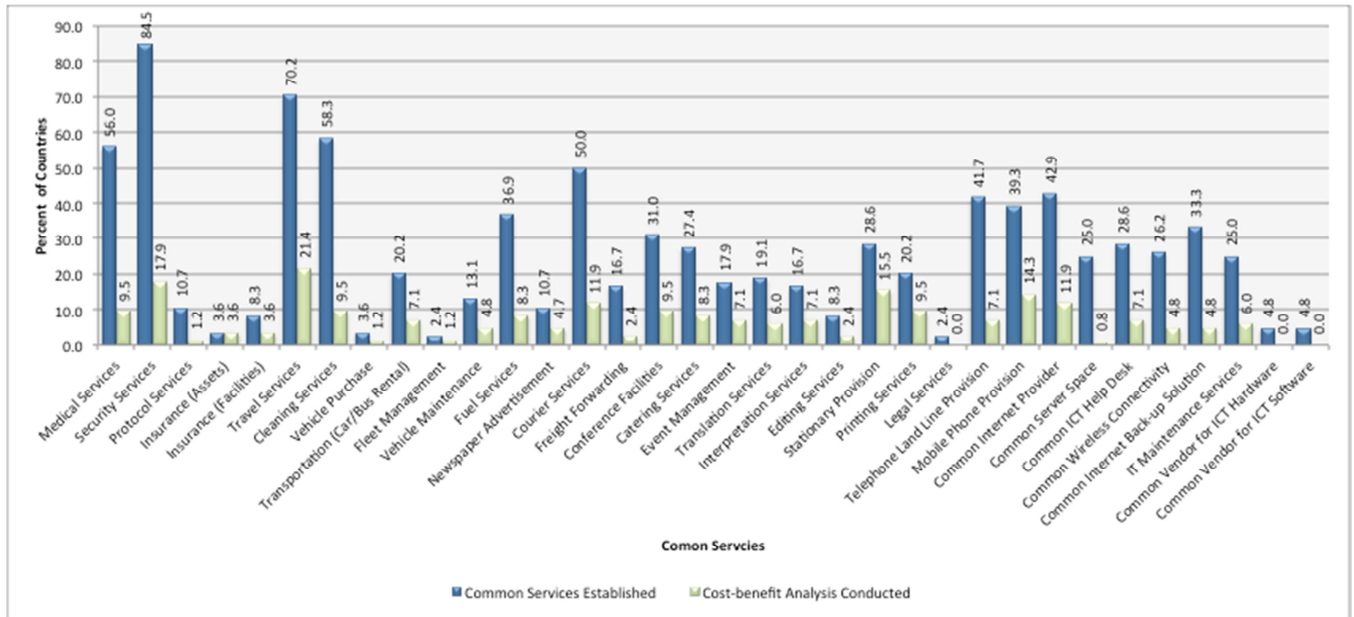


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Graph C.3: Common services established versus common long-term agreements in place



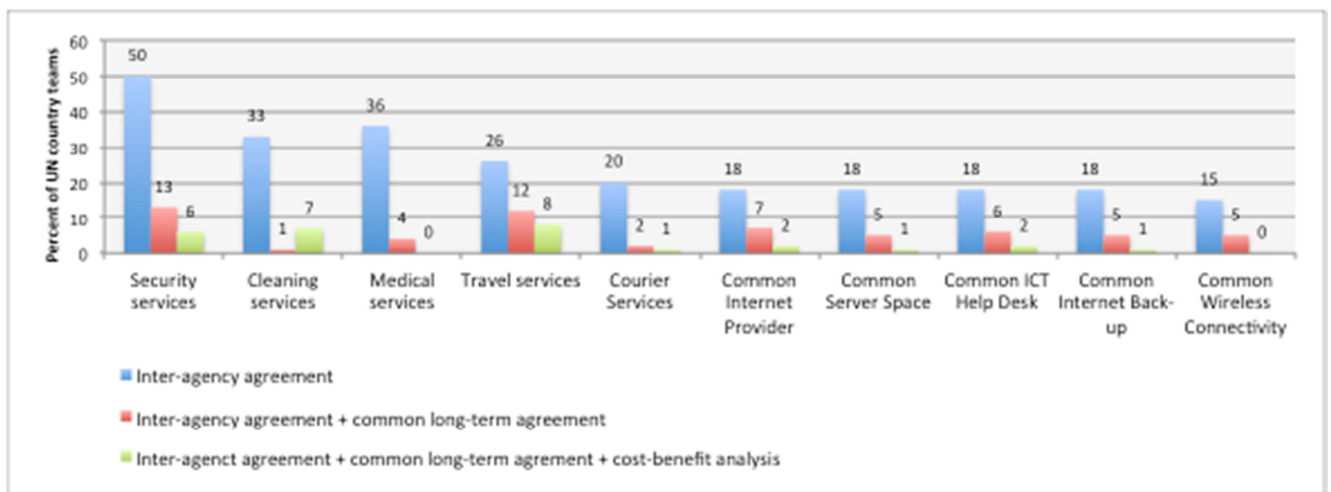
Graph C.4: Common services established versus cost-benefit analyses conducted



A further disaggregation of data allows for a more detailed analysis of the status of common services implementation at the country level. Graphs C.2-4 illustrate which of those programme countries that have stated to implement a certain common service have established a related inter-agency agreement, implemented a common long-term agreement with the service provider or conducted a cost-benefit analysis. However, the data does not reveal the number of programme countries that have established any combination of the three relevant steps in the process.

Graph C.5 below illustrates the top ten common services based on existing inter-agency agreements. The graph further shows the per cent of programme countries, which have established an inter-agency agreement and a common long-term agreement with the service provider or all three of the steps of the process, including conducting a cost benefit analysis. The graph reveals very high variances between the two data sets. For instance, while over 59 out of 84 OMTs answered that their UNCT has established the provision of travel services as a common service, only eight have established this common service based on all three steps. For every other of the listed common services, the implementation numbers are significantly lower.

Graph C.5: Top ten common services based on existing inter-agency agreements



Overall, the collected data suggests that UN country teams lack a structured coordination at the country level towards the implementation of common services. Even when considering a considerable error margin in the data provided, the low number of inter-agency agreements and – in particular – the low number of conducted cost-benefit analyses indicate that there is a very limited engagement of UN country teams towards calculating the financial feasibility of common services as an alternative to agency-owned implementation of support services.

Based upon the results of both the 2013 and 2014 Surveys of OMTs, the majority of UN country teams have established common services only very selectively and not followed a strategic approach to effectively coordinate the harmonization of business practices at the country level. In addition, the analysis and validation of the responses given by the OMTs has shown that in many cases, the separate

service provision by the same company to individual agencies is wrongly labelled as a common service. Because of a combination of existing monopolies and less developed markets in many programme countries, UN entities often receive specific services from the same company. The low number of inter-agency memoranda of understanding and common long-term agreements shows that country teams have not taken the opportunity to utilize their considerable common negotiating power to reduce costs and achieve higher quality standards.

The provided data also reveals possible reasons for the challenges that UN country teams experience, when requested to report on incurred costs and estimated and accounted savings in connection with the harmonization of business operations, in particular the establishment of common services. The implementation of most of the common services in all areas of business operations seems to be approached without the provision of a cost-benefit analysis or development of a cost sharing agreement, which would allow for a proper management, budgeting and cost accounting of the service provision.

Question 7: What has been preventing the UNCT in your country from further harmonizing business practices in the different areas of business operations?

Table C.5: Hindrances to the Harmonization of Business Practices by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Lack of agency commitment	39	41	33	45
Lack of UNCT support and guidance	14	16	12	18
Lack of RC support and guidance	7	7	6	8
Lack of support and guidance from agency headquarters	29	28	24	31
Lack of support and guidance from DOCO	6	14	5	15
Lack of support and guidance from the UNDG regional team	8	13	7	14
Different regulations and rules	73	86	61	95
Different policies and procedures	85	85	71	100
Lack of resources	45	50	38	55
Lack of OMT capacity	21	30	18	33
Lack of OMT member commitment	21	27	18	30
Lack of delegated authority to OMT members	23	N/A*	19	N/A*
The UNCT did not see that benefits would outweigh the cost by sharing business operations functions	11	5	9	6
<i>Answered Question</i>			84	111
<i>Skipped Question</i>			0	0

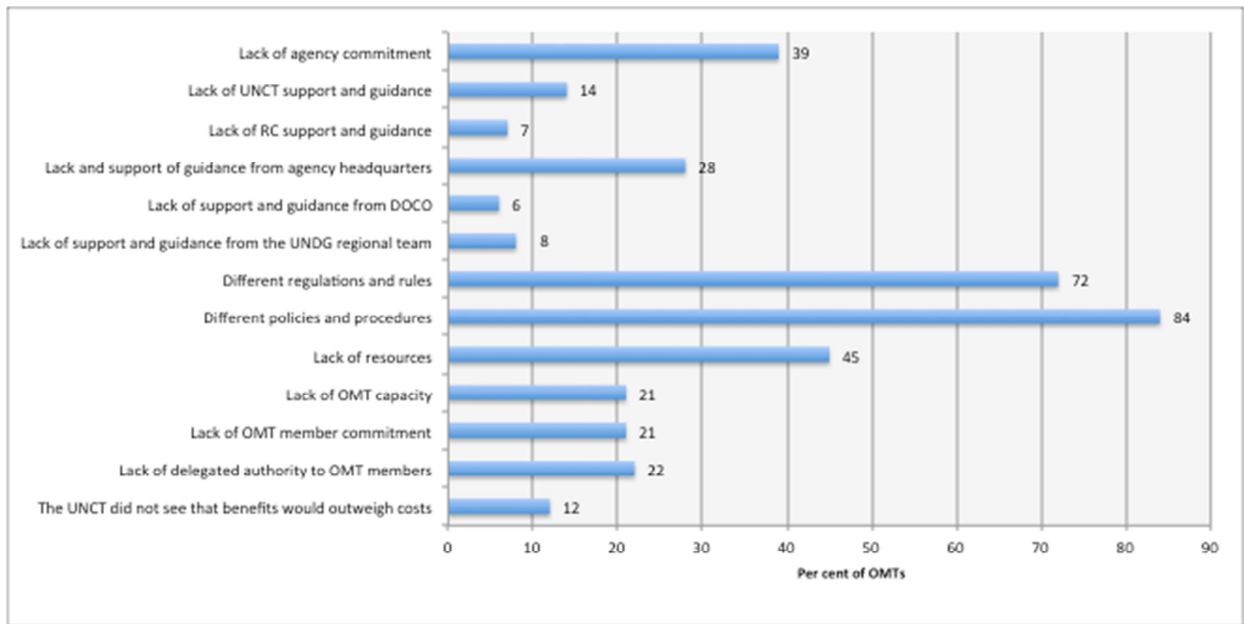
* This option was added to the question for the 2014 Survey of Operations Management Teams.

As shown in table C.5 above, about 85% of all respondents stated that different policies and procedures and about 73% stated that different regulations and rules have prevented the UN country team in their country from further harmonizing business practices. Compared to the results of the 2013 survey of

OMTs, most response rates can be considered constant and stay within the margin of possible variance due to the lower response rate and changes of the response group. The percentage change of two answer options is significant. The answer options ‘Lack of support and guidance from DOCO’ decreased from almost 14 to about 6% and ‘Different regulations and rules’ from almost 86 to 72% of all responding OMTs. This positive trend is supported by a number of comments from OMTs to question 6, which refer to the development and implementation of the UNDG BOS. Some OMTs pointed out that they are in the early stages of implementing the strategy and that it would be too early to measure any potential impact.

As the graph C.6 illustrates, a considerable number of OMTs feel that there are significant hindrances to the harmonization of business practices at the country level. The response rates indicate that there appears to be a considerable lack of commitment by agencies and OMTs, which is coupled with limited capacity and resources. In this regards, a number of comments stated that the OMT as an inter-agency group of the UN country team often lacks support and that the workload of operations staff for their own agency would hinder a dedicated follow-up with initiatives regarding the harmonization of business practices.

Graph C.6: Hindrances to the Harmonization of Business Practices by Per Cent of Countries



D. Procurement Cooperation

Question 8: Which of the following harmonized business operations practices in the functional area of procurement have been established in your country?

Table D.1: Harmonized Business Practices in Procurement by Number of Countries

Answer Options	Yes		No		Rating count	
	2014	2013	2014	2013	2014	2013
Common Long-term Agreements	86% (72)	82% (91)	14% (12)	18% (20)	84	111
Common Procurement Web Portal	6% (5)	12% (12)	94% (79)	88% (89)	84	101
Common Vendor Data Base	23% (19)	24% (24)	77% (65)	76% (77)	84	101
Common Consultant Roster	23% (19)	16% (16)	77% (65)	84% (84)	84	100
Harmonized Procurement Process	14% (12)	19% (20)	86% (72)	81% (83)	84	103
Common Procurement Review Committee	18% (15)	23% (24)	82% (69)	77% (80)	84	104
<i>Answered Question</i>					84	111
<i>Skipped Question</i>						0

Question 9: Are members of the UNCT authorized to enter into long-term agreements without further approval requirements through their regional bureaus or headquarters?

Table D.2: Authorization Level of UNCT Members by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
All UNCT members are authorized regardless of the contract amount and contents	5	2	4	2
UNCT members have different levels of authorization depending on the contract amount	82	51	69	56
UNCT members have different levels of authorization depending on the contents of the contract	44	18	37	20
All UNCT members have to submit long-term agreements for review and approval	10	9	8	10
Don't know	13	21	11	23
<i>Answered Question</i>			84	111
<i>Skipped Question</i>			0	0

Table D.1 summarizes the responses of OMTs in regards to the harmonization of business practices in the area of procurement. While the vast majority of programme countries have implemented common long-term agreements, there has been no visible progress made in the establishment of harmonized practices between 2013 and 2014. A number OMTs commented that they have recently established common procurement committees to accelerate the work on harmonizing business practices in the area of procurement. The comments from altogether 21 OMTs to question 8 indicate that there is an increasing awareness about the efficiency gains and cost saving potentials through collaborative

procurement at the country level. Also, the HLCM has recently reviewed and harmonized the procurement guidances of individual UN entities to decrease the barriers to collaborative procurement. The alignment of respective policies and procedures should result in a positive trend regarding the implementation of harmonized procurement practices.

Table D.2 illustrates the authorization levels of UN country team members to enter into long-term agreements. The ability to establish common long-term agreements with service providers and other vendors has been described as one of the most important elements of a successful harmonization of business operations at the country level. Long turnaround times for participating agencies due to different regulations and rules and authorization levels of individual agency representatives often delay or hinder the establishment of common long-term agreements and, therefore, the implementation of common services. As table D.2 illustrates, the majority of OMTs responded that UN country team members have different levels of authorization depending on the amount (82%) and the contents (44%) of the contract. There is a sharp increase of the responses to these options by 31 and 26%. The challenges as pointed out in the table D.2 are likely to impact on the relatively low number of established common services that are based on effective common long-term agreements.

While it remains challenging for UN country teams to arrive to common long-term agreements, the majority of country teams seem to successfully utilize standardized inter-agency agreements regulating the management of common services and long-term agreements with third parties. According to the answers of all respondents and as illustrated in table D.3 below, 54% of all UNCTs utilize standardized inter-agency agreements. This result is confirmed by the information in table D.4 and graph C.1 above, which show the amount of inter-agency agreements relative to the number and kind of established common services. While a majority of countries has reported to have common services in place without the existence of valid inter-agency agreements, most of the countries have established at least one inter-agency agreement. As the table D.4 below illustrates, there has been a considerable increase of the utilization of existing long-term agreements by other UN entities at the country level. This is additionally confirmed through some of the comments made by OMTs, indicating that a number of UN entities join existing agreements for the provision of common services.

Question 10: Does your UNCT utilize standardized inter-agency agreements to regulate the management of common services and long-term agreements with third parties?

Table D.3: UNCT Utilization of Standardized Inter-agency Agreements by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Year				
Yes	54	56	45	62
No	46	44	39	49
<i>Answered Question</i>				111
<i>Skipped Question</i>				0

Question 11: In your country, can all agencies utilize existing (agency-owned or common) long-term agreements with external service providers?

Table D.4: Utilization of Existing Long-term Agreements by all Agencies by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Year				
Yes	85	70	71	78
No	15	30	13	33
<i>Answered Question</i>				111
<i>Skipped Question</i>				0

Question 12: What are the reasons preventing agencies to utilize existing long-term agreements with external service providers?

(Skip logic: This question was directed only to respondents who answered “no” to question 11.)

Table D.5: Reasons for Preventing the Use of Existing Long-term Agreements by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Year				
Agencies continue to establish agency-specific long-term agreements	54	73	7	24
Agencies do not permit other agencies to utilize their long-term agreements	8	15	1	5
Long-term agreements are not in line with the policies and procedures of all agencies	46	39	6	13
Agencies do not agree to service provisions in existing long-term agreements	8	18	1	6
External service providers refuse to include other agencies into an existing long-term agreement	8	9	1	3
<i>Answered Question</i>			13	33
<i>Skipped Question</i>			71	78

The responses as illustrated in table D.4 and D.5 indicate a trend towards more procurement collaboration between UN entities at the country level between 2013 and 2014. Only 13 out of 84 OMTs answered that not all agencies can utilize existing long-term agreements with external services providers. Of those 13 respondents, only one OMT indicated that agencies would not permit other agencies to utilize their long-term agreements. Also, there appears to be a clear trend that long-term agreements are increasingly established in cooperation between members of the UN country team. In 2013, twenty-four OMTs answered that agencies continue to establish agency-specific long-term agreements. One year later, only seven OMTs indicated that this would be the case.

Question 13: In your country, what percentage of the UN financed procurement volume is done by the government?

(Comment: Please note that the percentage amount relates to the monetary volume, not the number of transactions.)

Table D.6: Percentage of UN Financed Procurement done by the Government by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Year				
All procurement is carried out by the UN	21	33	18	31
< 10%	37	22	31	22
10-25%	19	22	16	22
26-50%	15	12	13	12
51-75%	4	6	3	6
76-99%	4	5	3	5
All procurement is carried out by the government	0	1	0	1
	<i>Answered Question</i>		84	99
	<i>Skipped Question</i>		0	12

Table D.6 shows that most of the UN-financed procurement is carried out by UN agencies. According to the responses received, in 21% of all responding OMTs all procurement and in 37% of all responding OMTs more than 90% of procurement is carried out by UN agencies. Variances between the results of the 2013 and 2014 OMT surveys are relatively small and could relate to the lower participation rate and different response group in the 2014 survey. Respondents in both survey years confirm that in well over 50 per cent of all programme countries, the United Nations carries out at least 90% of the procurement volume. In this regards, it appears that the United Nations utilizes national institutions for the procurement of goods and services in only a few programme countries to a considerable extent. The utilization of national institutions could correlate with a limited capacity of governments to carry out procurement. Question 14 validates the perception of OMTs about the capacity of governments to assume more responsibility for procurement in UN-funded programmes and projects.

According to table D.7 below, 55% of all responding OMTs either 'strongly disagreed' or 'somewhat disagreed' that the government in their country has the capacity to assume more responsibility for procurement in UN-funded programmes and projects. While - compared to the results from the 2013 survey - this is a decline of about 10%, there is a persisting perception in the majority of programme countries that government institutions do not have the capacity to carry out UN-financed procurement. With an existing small percentage of programme countries that carry out at least a part of UN-financed procurement, there is an opportunity for UN country teams to increase their engagement in supporting the development of procurement capacities for programme country governments. However, as illustrated in table D.8 below, UN country teams have established strategies to strengthen government

procurement capacities in only 23 out of 84 responding countries. There has been no significant change compared to the 2013 survey results, which indicates that about two thirds of all UN country teams do not engage in capacity development measures in the area of procurement.

Question 14: To what extent would you agree that the Government has the capacity to assume more responsibility for procurement in UN-funded programmes and projects?

Table D.7: Perception of Government Capacity for Procurement in UN-funded Programmes and Projects

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Year				
Strongly agree	7	4	6	4
Somewhat agree	38	30	32	30
Somewhat disagree	37	34	31	34
Strongly disagree	18	31	15	31
<i>Answered Question</i>			84	99
<i>Skipped Question</i>			0	12

Question 15: Has the UNCT established a strategy to strengthen Government procurement capacities?

Table D.8: UNCT Strategy to Strengthen Government Procurement Capacities by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Year				
Yes	27	20	23	22
No	73	80	61	88
<i>Answered Question</i>			84	110
<i>Skipped Question</i>			0	1

A number of OMTs provided comments to question 15 and giving some examples of capacity development measures in the area of procurement. Some OMTs referred to the implementation of the Harmonized Approach to Cash Transfers (HACT) in their country, where increasing procurement activities would be carried out through government institutions. One OMT highlighted that their UN country team has developed a procedure manual for procurement that has been adopted and implemented by the government. Another respondent stated that UNDP engages in a special training for implementing partners in procurement through a certification course of the Chartered Institute of Purchasing and Supply (CIPS).

E. Common Premises

Question 16: Did the UNCT undertake a feasibility study for establishing common premises, which has been reviewed by the Task Team of Common Premises (TTCP) at headquarters level?

Table E.1: Common Premises Feasibility Study by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Year				
Yes	51	45	43	50
No	49	55	41	61
<i>Answered Question</i>			84	111
<i>Skipped Question</i>			0	0

Question 17: Did the UN system in your country establish common premises?

Table E.2: Established Common Premises by Number of Countries

Answer Options	Response In %		Response Count	
	2014	2013	2014	2013
Year				
Yes	68	67	57	74
No	32	33	27	37
<i>Answered Question</i>			84	111
<i>Skipped Question</i>			0	0

According to the responding OMTs in 2014, 51% (43) of the UN country teams have undertaken a feasibility study and 49% (41) have not undertaken such a study for establishing common premises in their country. Sixty-eight per cent (57) of all responding OMTs answered that the UN system in their country has established common premises versus 32% (27) that confirmed that they have not established common premises. Compared to the 2013 survey, the data suggests that the number of feasibility studies has slightly increased. There has been no considerable change in the establishment of common premises. The results of the 2014 survey confirm the percentage ratio of the previous survey. According to the UNDG Task Team of Common Premises (TTCP), the establishment of common premises requires a feasibility study that has been reviewed and approved by the TTCP. The answers to question 19 and 20 suggest that a considerably higher number of common premises have been established than feasibility studies conducted and reviewed by the TTCP.

The further disaggregation of data shows the correlation between conducted feasibility studies and established common premises in detail. Figure E.1 illustrates that not all countries that have conducted a TTCP-reviewed feasibility study have established common premises. At the same time, many OMTs

reported to have established common premises without any prior involvement of the TTCP at headquarters level.

Figure E.1: Correlation Between TTCP Reviewed Feasibility Studies and Established Common Premises

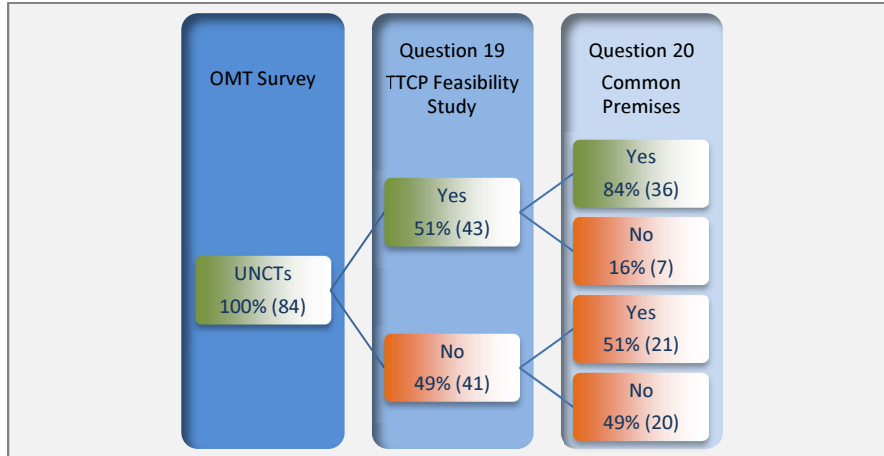


Figure E.1 shows that from 84 responding countries, 36 UN country teams have established common premises and conducted a feasibility study that was reviewed by the TTCP at headquarters level. This equals 84% of those countries that have undertaken such a feasibility study. Sixteen per cent of those UN country teams that have undertaken a feasibility study have not or not yet established common premises. Twenty-one OMTs reported to have common premises without having engaged with the TTCP for a feasibility study.

The data suggests that a significant number of countries refer to the term ‘common premises’ to describe any kind of agency co-location, including the provision of office space to small resident or non-resident agencies by larger resident agencies. Table E.3 below shows in detail the overall common premises occupation by UN agency in those 57 countries that have established common premises. Compared to the 2013 survey results, there are no particular trends visible in the overall occupation of common premises by UN entity. The reasons for existing variances lie in changes within the response group in combination with the overall lower response rate to the 2014 survey of OMTs. According to the information provided, UNDP co-locates in almost all existing common premises (98.3%). This is followed by UNFPA (79.3%), UNICEF (58.6%), UNV (53.5%), UNAIDS (44.8%) and UN-Women (43.1%).

Graph E.1 below illustrates the correlation between the country team size and the number of agencies that co-locate in common premises for 53 programme countries. It illustrates that the number of UN entities co-locating in common premises is in most cases considerably smaller than the number of UN country team members in the same country.

Question 18: Which of the following agencies co-locate in the established common premises?

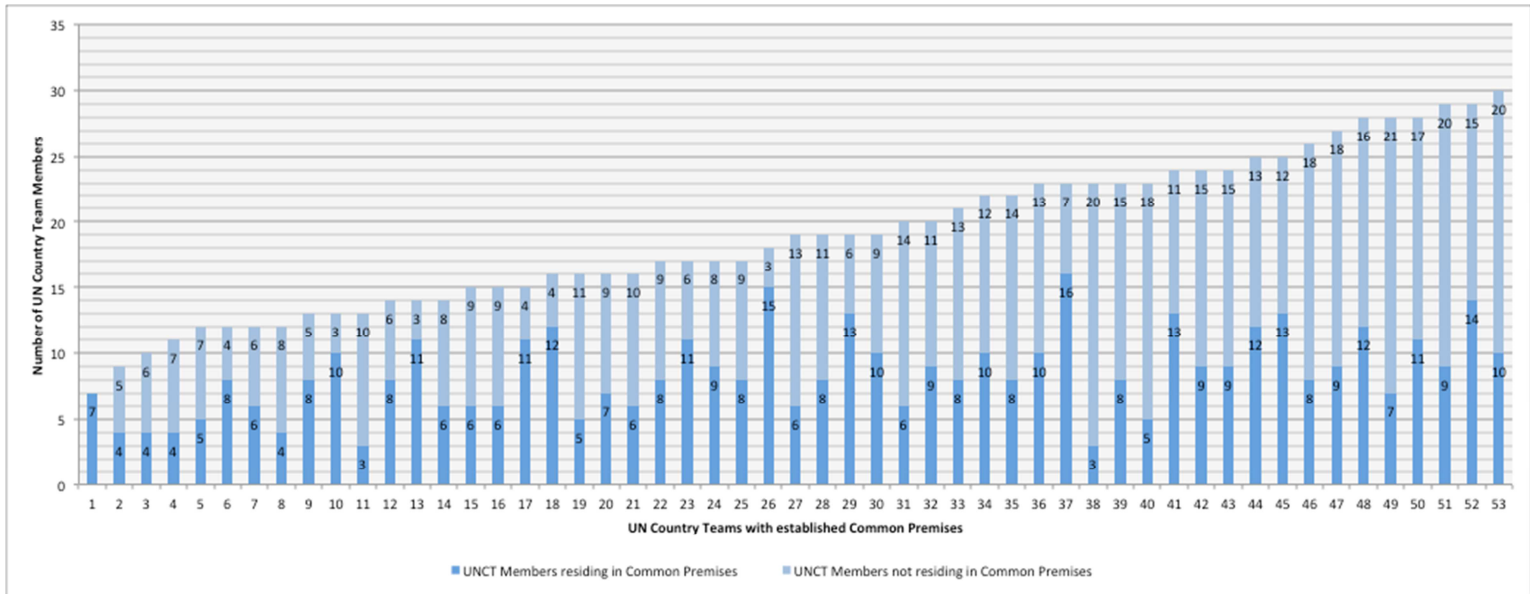
(Skip logic: This question was directed only to respondents who responded “yes” to question 20.)

Table E.3: Common Premises Occupation by UN Agency

UN Agencies	Response in %		Response count	
	2014	2013	2014	2013
Year				
ECA	1.7	4.1	1	3
ECE	0.0	0.0	0	0
ECLAC	0.0	0.0	0	0
ESCAP	1.7	1.4	1	1
ESCWA	0.0	1.4	0	1
FAO	36.2	24.3	21	18
IAEA	0.0	0.0	0	0
ICAO	0.0	2.7	0	2
IFAD	13.8	12.2	8	9
ILO	29.3	29.7	17	22
IOM	20.7	10.8	12	8
IMO	1.7	1.4	1	1
IMF	3.4	4.1	2	3
OCHA	31.0	33.8	18	25
OHCHR	17.2	20.3	10	15
UNAIDS	44.8	48.6	26	36
UNCDF	15.5	6.8	9	5
UNCTAD	0.0	2.7	0	2
UNDESA	1.7	1.4	1	1
UNDP	98.3	94.6	57	70
UNESCO	12.1	18.9	7	14
UNEP	12.1	10.8	7	8
UNFPA	79.3	82.4	46	61
UNHCR	27.6	25.7	16	19
UN-HABITAT	22.4	23.0	13	17
UNICEF	58.6	56.8	34	42
UNIDO	25.9	24.3	15	18
UNODC	22.4	21.6	13	16
UNOPS	25.9	16.2	15	12
UNRWA	0.0	0.0	0	0
UNV	53.5	43.2	31	32
UN Women	43.1	32.4	25	24
UNWTO	0.0	0.0	0	0
WFP	31.0	25.7	18	19
WHO	39.7	37.8	23	28
World Bank	6.9	8.1	4	6
Other*	41.4	35.1	24	26
<i>Answered Question</i>			58	74
<i>Skipped Question</i>			26	37

*Other: UNDSS, UNSCO, UNIC, UNICRI, UNU, IFC, ITU, DPA, UNIC, UNORCID, UNON, UNSOA, UNDT, Secretariat Offices, Ombudsman, UNIAP, UNDP, UNISDR, UNLIREC, UNAMA, ADB

Graph E.1: Size of UN Country Teams versus Number of Agencies in Common Premises



As graph E.1 shows, only a part of the UN country team in a programme country co-locates in existing common premises. While there is no clear correlation visible between the size of a UN country team and the number of agencies co-locating in common premises, larger UN country teams with more than fifteen UN entities only host about a third of all members in the established common premises. The reasons for this vary between programme countries. According to the comments provided by a number of respondents, it is extremely challenging for UN country teams that plan to establish common premises to identify appropriate locations or buildings. In many cases, governments are not in the position to provide locations or buildings with that have a feasible size and fulfil the United Nations security requirements.

Table E.4 illustrates how the provision of operations services is managed as part of the co-location in common premises. The results show that most of the services continue to be provided through separate agency-specific units, despite the physical co-location. At large, UN entities manage their own departments in all areas of business operations. For instance, 91.3% (51) of all respondents answered that procurement continues to be managed through separate agency-specific units. In 43.1% (25) of all cases, procurement services are also provided under the management of a lead agency. This includes services provided by UNDP as per their Universal Price List, therefore, does not mean that UN country teams have selected a lead agency to procure as part of established common services.

Overall, the results of question 19 are in line with the results of the same question in the 2013 survey. The extremely high number of agency-owned departments in the area of business operations in common premises reveals that UN country teams have only in part utilized the opportunities for efficiency gains and cost savings that the establishment of common premises provides.

Question 19: How is the provision of operations services managed as part of the co-location in common premises?

Please select all that apply for the following functional areas: procurement, human resources, finance, administration and ICT.

(Skip logic: This question was directed only to respondents who responded “yes” to question 17.

Table E.4: Management of Business Operations Services in Common Premises

Answer Options	Procurement	Human Resources	Finance	Administration	ICT	Rating count
Services are provided through separate agency-specific units	91.3% (51)	81.0% (47)	82.8% (48)	75.9% (44)	58.6% (34)	53
Operations staff from different agencies share common office space	8.6% (5)	8.6% (5)	10.3% (6)	6.9% (4)	8.6% (5)	8
Services are provided under the management of one lead agency	43.1% (25)	37.9% (22)	36.2% (21)	41.4% (24)	51.7% (30)	37
Services are provided through a common UN service centre	3.4% (2)	0.0% (0)	0.0% (0)	10.3% (6)	15.5% (9)	13
Services have been partly outsourced to external service providers	5.2% (3)	5.2% (3)	3.4% (2)	13.8% (8)	15.5% (9)	16
Services have been fully outsourced to external service providers	0.0% (0)	0.0% (0)	0.0% (0)	1.7% (1)	3.4% (2)	3
<i>Answered Question</i>						58
<i>Skipped Question</i>						26

2014 Survey of Operations Management Teams

Annex 1: Common Services by Number of Countries - 2014 versus 2013 Survey Results

No.	Answer Options	Yes		No		Rating count
		No.	in %	No.	in %	Sum
1	Medical Services	47 (63)*	55.9 (60.6)	37 (41)	44.1 (39.4)	84 (104)
2	Security Services	71 (94)	84.5 (85.5)	13 (16)	15.5 (14.5)	84 (110)
3	Protocol Services	9 (10)	10.7 (9.9)	75 (91)	89.3 (90.1)	84 (101)
4	Insurances (Assets)	3 (8)	3.6 (7.9)	81 (93)	96.4 (92.1)	84 (101)
5	Insurances (Facilities)	7 (9)	8.3 (9.1)	77 (90)	91.7 (90.9)	84 (99)
6	Travel Services	59 (75)	70.2 (68.8)	25 (34)	29.8 (31.2)	84 (109)
7	Cleaning Services	49 (63)	58.3 (60.0)	36 (42)	41.7 (40.0)	84 (105)
8	Vehicle Purchase	3 (4)	3.6 (4.0)	81 (97)	96.4 (96.0)	84 (101)
9	Transportation (Car/Bus Rental)	17 (18)	20.2 (17.6)	67 (84)	79.8 (82.4)	84 (102)
10	Fleet Management	2 (4)	2.4 (4.0)	82 (97)	97.6 (96.0)	84 (101)
11	Vehicle Maintenance	11 (19)	13.1 (18.6)	73 (83)	86.9 (81.4)	84 (102)
12	Fuel Services	31 (40)	36.9 (39.6)	53 (61)	63.1 (60.4)	84 (101)
13	Newspaper Advertisement	9 (13)	10.7 (13.0)	75 (87)	89.3 (87.0)	84 (100)
14	Courier Services	42 (49)	50.0 (46.2)	42 (57)	50.0 (53.8)	84 (106)
15	Freight Forwarding	14 (21)	16.7 (20.8)	70 (80)	83.3 (79.2)	84 (101)
16	Conference Facilities	26 (29)	30.9 (27.9)	58 (75)	69.1 (72.1)	84 (104)
17	Catering Services	23 (25)	27.4 (24.3)	61 (78)	72.6 (75.7)	84 (103)
18	Event Management	15 (19)	17.9 (18.8)	69 (82)	82.1 (81.2)	84 (101)
19	Translation Services	16 (19)	19.1 (18.4)	68 (84)	80.9 (81.6)	84 (103)
20	Interpretation Services	14 (18)	16.7 (17.5)	70 (85)	83.3 (82.5)	84 (103)
21	Editing Services	7 (12)	8.3 (11.7)	77 (91)	91.7 (88.3)	84 (103)
22	Stationary Provision	24 (33)	28.6 (31.7)	60 (71)	71.4 (68.3)	84 (104)
23	Printing Services	17 (25)	20.2 (24.0)	67 (79)	79.8 (76.0)	84 (104)
24	Legal Services	2 (5)	2.4 (4.9)	82 (97)	97.6 (95.1)	84 (102)
25	Telephone Land Line Provision	35 (42)	41.7 (40.4)	49 (62)	58.3 (59.6)	84 (104)
26	Mobile Phone Provision	33 (34)	39.3 (33.0)	51 (69)	60.7 (67.0)	84 (103)
27	Common Internet Provider	36 (50)	42.9 (48.5)	48 (53)	57.1 (51.5)	84 (103)
28	Common Server Space	21 (31)	25.0 (30.4)	63 (71)	75.0 (69.6)	84 (102)
29	Common ICT Help Desk	24 (23)	28.6 (22.5)	60 (79)	71.4 (77.5)	84 (102)
30	Common Wireless Connectivity	22 (27)	26.2 (27.0)	62 (73)	73.8 (73.0)	84 (100)
31	Common Internet Back-up Solution	28 (24)	33.3 (23.8)	56 (77)	66.7 (76.2)	84 (101)
32	IT Maintenance Services	21 (22)	25.0 (21.8)	63 (79)	75.0 (78.2)	84 (101)
33	Common Vendor for ICT Hardware	4 (6)	4.8 (6.1)	80 (93)	95.2 (93.9)	84 (99)
34	Common Vendor for ICT Software	4 (6)	4.8 (6.0)	80 (94)	95.2 (94.0)	84 (100)
<i>Answered Question</i>						84 (111)
<i>Skipped Question</i>						0

2014 Survey of Operations Management Teams

Annex 2: Steps establishing Common Services by Number of Countries - 2014 versus 2013 Survey Results

No.	Common Services	Inter-agency Agreement in place		Common Long-term Agreement in place		Cost-benefit analysis conducted		None of those steps		Rating count
		No.	in %	No.	in %	No.	in %	No.	in %	Sum
1	Medical Services	30 (39)	35.7 (38.6)	11 (19)	13.1 (18.8)	8 (11)	9.5 (10.9)	42 (44)	50.0 (43.6)	84 (101)
2	Security Services	42 (62)	50.0 (59.0)	34 (35)	40.5 (33.3)	15 (15)	17.9 (14.3)	18 (16)	21.4 (15.2)	84 (105)
3	Protocol Services	8 (2)	9.5 (2.3)	3 (1)	3.6 (1.1)	1 (6)	1.2 (6.8)	76 (79)	90.5 (89.8)	84 (88)
4	Insurances (Assets)	2 (6)	2.4 (6.7)	3 (4)	3.6 (4.4)	3 (5)	3.6 (5.6)	76 (77)	90.5 (85.6)	84 (90)
5	Insurances (Facilities)	5 (6)	5.9 (6.8)	5 (1)	5.9 (1.1)	3 (2)	3.6 (2.3)	72 (79)	85.7 (89.8)	84 (88)
6	Travel Services	22 (27)	26.2 (26.7)	55 (56)	65.5 (55.4)	18 (16)	21.4 (15.8)	12 (20)	14.3 (19.8)	84 (101)
7	Cleaning Services	28 (28)	33.3 (28.3)	32 (37)	38.1 (37.4)	8 (12)	9.5 (12.1)	31 (38)	36.9 (38.4)	84 (99)
8	Vehicle Purchase	1 (1)	1.2 (1.1)	3 (4)	3.6 (4.5)	1 (2)	1.2 (2.3)	80 (82)	95.2 (93.2)	84 (88)
9	Transportation (Car/Bus Rental)	3 (3)	3.6 (3.3)	14 (11)	16.7 (12.0)	6 (6)	14.1 (6.5)	64 (75)	76.2 (81.5)	84 (92)
10	Fleet Management	2 (1)	2.4 (1.1)	2 (1)	2.4 (1.1)	1 (4)	1.2 (4.5)	80 (84)	95.2 (94.4)	84 (89)
11	Vehicle Maintenance	5 (5)	5.9 (5.4)	9 (15)	10.7 (16.3)	4 (8)	4.8 (8.7)	67 (67)	79.8 (72.8)	84 (92)
12	Fuel Services	5 (19)	5.9 (19.6)	22 (21)	26.2 (21.6)	7 (11)	8.3 (11.3)	55 (56)	65.5 (57.7)	84 (97)
13	Newspaper Advertisement	2 (3)	2.4 (3.3)	6 (6)	7.1 (6.7)	4 (2)	4.8 (2.2)	72 (79)	85.7 (87.8)	84 (90)
14	Courier Services	17 (17)	20.2 (17.2)	24 (24)	28.6 (24.2)	10 (11)	11.9 (11.1)	39 (57)	36.4 (57.6)	84 (99)
15	Freight Forwarding	3 (6)	3.6 (6.7)	11 (12)	13.1 (13.5)	2 (4)	2.4 (4.5)	69 (69)	82.1 (77.5)	84 (89)
16	Conference Facilities	7 (13)	8.3 (13.4)	17 (11)	20.2 (11.3)	8 (11)	9.5 (11.3)	58 (63)	69.1 (64.9)	84 (97)
17	Catering Services	8 (10)	9.5 (10.6)	14 (12)	16.7 (12.8)	7 (7)	8.3 (7.4)	60 (68)	71.4 (72.3)	84 (94)
18	Event Management	3 (1)	3.6 (1.1)	14 (13)	16.7 (13.0)	6 (6)	7.1 (6.5)	66 (74)	78.6 (80.4)	84 (92)
19	Translation Services	3 (2)	3.6 (2.2)	15 (15)	17.9 (16.3)	5 (5)	5.9 (5.4)	64 (70)	76.2 (76.1)	84 (92)
20	Interpretation Services	3 (2)	3.6 (2.2)	13 (13)	15.5 (14.3)	6 (4)	7.1 (4.4)	65 (72)	77.4 (79.1)	84 (91)
21	Editing Services	1 (0)	1.2 (0.0)	6 (8)	7.1 (9.0)	2 (2)	2.4 (2.2)	76 (79)	90.5 (88.8)	84 (89)
22	Stationary Provision	4 (6)	4.8 (6.3)	23 (25)	27.4 (26.3)	13 (7)	15.5 (7.4)	51 (60)	60.7 (63.2)	84 (95)
23	Printing Services	3 (7)	3.6 (7.5)	17 (20)	20.2 (21.5)	8 (6)	9.5 (6.5)	60 (64)	71.4 (68.8)	84 (93)
25	Legal Services	2 (3)	2.4 (3.4)	1 (1)	1.2 (1.1)	0 (0)	0.0 (0.0)	82 (84)	97.6 (95.5)	84 (84)
26	Telephone Land Line Provision	13 (19)	15.5 (19.8)	21 (14)	25.0 (14.6)	6 (10)	7.1 (10.4)	53 (61)	63.1 (63.5)	84 (96)
27	Mobile Phone Provision	10 (6)	11.9 (6.5)	16 (20)	19.1 (21.7)	12 (11)	14.3 (12.0)	56 (61)	66.7 (66.3)	84 (92)
28	Common Internet Provider	15 (20)	17.9 (20.8)	22 (27)	26.2 (28.1)	10 (13)	11.9 (13.5)	51 (49)	60.7 (51.0)	84 (96)
29	Common Server Space	15 (20)	17.9 (21.5)	9 (8)	10.7 (8.6)	4 (5)	4.8 (5.4)	62 (63)	73.8 (67.7)	84 (93)
30	Common ICT Help Desk	15 (16)	17.9 (17.0)	12 (9)	14.3 (9.6)	6 (7)	7.1 (7.4)	60 (67)	71.4 (71.3)	84 (94)
31	Common Wireless Connectivity	13 (15)	15.5 (16.1)	11 (10)	13.1 (10.8)	4 (9)	4.8 (9.7)	62 (65)	73.8 (69.9)	84 (93)
32	Common Internet Back-up Solution	15 (15)	17.9 (16.1)	10 (12)	11.9 (12.9)	4 (6)	4.8 (6.5)	61 (66)	72.6 (71.0)	84 (93)
33	IT Maintenance Services	12 (13)	14.3 (13.8)	11 (13)	13.1 (13.8)	5 (8)	5.9 (8.5)	61 (65)	72.6 (69.1)	84 (94)
34	Common Vendor for ICT Hardware	4 (1)	4.8 (1.1)	4 (3)	4.8 (3.4)	0 (8)	0.0 (9.0)	77 (79)	91.7 (88.8)	84 (89)
35	Common Vendor for ICT Software	4 (1)	4.8 (1.1)	3 (2)	3.6 (2.3)	0 (6)	0.0 (6.9)	78 (79)	92.9 (90.8)	84 (87)
<i>Answered Question</i>										84 (111)
<i>Skipped Question</i>										0