Introduction

Welcome to this survey on progress in implementing UN General Assembly resolution 67/226 on the 2012 quadrennial comprehensive policy review (QCPR) of UN operational activities for development, in particular the simplification and harmonization of business practices.

The survey is part of establishing a baseline for monitoring the implementation of the QCPR resolution in regards to UN operations at the country level, particularly their coherence, relevance, effectiveness and efficiency. The results of the survey will be reported annually to the General Assembly and ECOSOC, as requested by the resolution.

The survey respondents are the Chairs of the Operations Management Teams (OMTs) in UN programme countries. Only one survey response can be accepted per country/location.

Please note that the software allows you to exit the questionnaire and reopen it later provided you use the same computer. Your answers will be saved. You can also navigate forwards and backwards within the questionnaire.

Responses and comments will be treated in strict confidence. The reporting will not contain any data or statement from which a reader can identify the source of any answer or comment.

Please note that in this questionnaire the term 'UN agencies' is used as shorthand for UN specialized agencies, UN funds and programmes, and departments of the UN Secretariat.

Please complete the questionnaire by Friday, the 26 April 2013, and click the "Exit Survey" button when you have finished it.

If you have any questions, please contact Mr. Christian Schörnich at schornich@un.org.

This survey takes approximately 30 minutes to complete. You cooperation with this important exercise is highly appreciated!

Filter Questions

1. Region:

○ Asia and Pacific

○ ECIS

○ LAC

○ Africa

○ Arab States

2. Income Level:

○ Low

○ Low/Mid

○ High/Mid

○ High

3. LDC?

○ Yes

○ No

4. SIDS?

○ Yes

○ No

5. Programme Size:

○ Largest 41

○ Middle 41

○ Smallest 41

6. RC ai?

○ Yes

○ No

7. Size of Country Team:

○ up to 5

○ 6 - 10

○ 11 - 15

○ 16 - 20

○ above 20

8. What is the location of your UNCT?

Please select from the following list.

[▼]

9. 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.

	Resident Agency	Non-Resident Agency (NRA) (Participating in UNCT's work)	Neither Resident nor Non-Resident Agency (Not participating in UNCT's work)
ECA	○	○	○
ECE	○	○	○
ECLAC	○	○	○
ESCAP	○	○	○
ESCWA	○	○	○
FAO	○	○	○
IAEA	○	○	○
ICAO	○	○	○
IFAD	○	○	○
ILO	○	○	○
IOM	○	○	○
IMO	○	○	○
IMF	○	○	○
OCHA	○	○	○
OHCHR	○	○	○
UNAIDS	○	○	○
UNCDF	○	○	○
UNCTAD	○	○	○
UNDESA	○	○	○
UNDP	○	○	○
UNESCO	○	○	○
UNEP	○	○	○
UNFPA	○	○	○
UNHCR	○	○	○

UN-HABITAT	○	○	○
UNICEF	○	○	○
UNIDO	○	○	○
UNODC	○	○	○
UNOPS	○	○	○
UNRWA	○	○	○
UNV	○	○	○
UN Women	○	○	○
UNWTO	○	○	○
WFP	○	○	○
WHO	○	○	○
World Bank	○	○	○

Other (please specify)

Consolidation of Support Services

10. Did the UNCT establish a business operations strategy for the consolidation of support services?

◯ Yes

◯ No

11. How does the UNCT manage the following functional areas of business operations?

Please select all that apply.

(Please note that checking multiple boxes in each row is possible for cases where the UNCT uses more than one management option per functional area.)

	Management through agency-owned departments	Management through a lead agency	Management through a common UN service centre
Finance	☐	☐	☐
Human Resources	☐	☐	☐
Procurement	☐	☐	☐
ICT	☐	☐	☐
Administrative Services	☐	☐	☐

Please provide any additional comments you might have:

Common Services

According to a UNDG definition, common services is a generic term to describe the implementation of common administrative functions among United Nations system organizations. Common shared services are typically established in the following functional areas: procurement, human resources, finance, administration and ICT. Please note that the term common services also includes outsourcing of administrative functions, such as guard services, travel agency services, banking or other functions which are delivered through external service providers on the basis of common agreements or long term agreements.

Please note that bilateral service agreements between UNDP and any other UN agency for the provision of services are not considered common services. Instead, common services are defined as services to two or more agencies on a cost sharing basis.

Services offered by UNDP on the basis of full cost recovery as per the Universal Price List (UPL) are considered an individual service provision at cost. They are not considered as common services.

12. Which of the following support services have been established as common services in your country?

Please answer "Yes" or "No" to each of the listed options.

	Yes	No
Medical Services	○	○
Security Services	○	○
Protocol Services	○	○
Insurance (Assets)	○	○
Insurance (Facilities)	○	○
Travel Services	○	○
Cleaning Services	○	○
Vehicle Purchase	○	○
Transportation (Car/Bus Rental)	○	○
Fleet Management	○	○
Vehicle Maintenance	○	○
Fuel Services	○	○
Newspaper Advertisement	○	○
Courier Services	○	○
Freight Forwarding	○	○
Conference Facilities	○	○
Catering Services	○	○
Event Management	○	○
Translation Services	○	○
Interpretation Services	○	○
Editing Services	○	○
Stationery Provision	○	○
Printing Services	○	○
Banking Services	○	○
Legal Services	○	○
Telephone Land Line Provision	○	○
Mobile Phone Provision	○	○
Common Internet Provider	○	○
Common Server Space	○	○
Common ICT Help Desk	○	○
Common Wireless Connectivity	○	○
Common Internet Back-up Solution	○	○
IT Maintenance Services	○	○

Common Vendor for ICT Hardware	○		○
Common Vendor for ICT Software	○		○

Please provide any additional comments you might have:

[text area]

13. Please check the steps that have been taken to establish the following support services as common services.

	Inter-agency agreement in place	Common long-term agreement in place	Cost-benefit analysis conducted	None of those steps
Medical Services	☐	☐	☐	☐
Security Services	☐	☐	☐	☐
Protocol Services	☐	☐	☐	☐
Insurance (Assets)	☐	☐	☐	☐
Insurance (Facilities)	☐	☐	☐	☐
Travel Services	☐	☐	☐	☐
Cleaning Services	☐	☐	☐	☐
Vehicle Purchase	☐	☐	☐	☐
Transportation (Car/Bus Rental)	☐	☐	☐	☐
Fleet Management	☐	☐	☐	☐
Vehicle Maintenance	☐	☐	☐	☐
Fuel Services	☐	☐	☐	☐
Newspaper Advertisement	☐	☐	☐	☐
Courier Services	☐	☐	☐	☐
Freight Forwarding	☐	☐	☐	☐
Conference Facilities	☐	☐	☐	☐
Catering Services	☐	☐	☐	☐
Event Management	☐	☐	☐	☐
Translation Services	☐	☐	☐	☐
Interpretation Services	☐	☐	☐	☐
Editing Services	☐	☐	☐	☐
Stationery Provision	☐	☐	☐	☐
Printing Services	☐	☐	☐	☐
Banking Services	☐	☐	☐	☐
Legal Services	☐	☐	☐	☐
Telephone Land Line Provision	☐	☐	☐	☐
Mobile Phone Provision	☐	☐	☐	☐
Common Internet Provider	☐	☐	☐	☐

Common Server Space	☐	☐	☐	☐
Common ICT Help Desk	☐	☐	☐	☐
Common Wireless Connectivity	☐	☐	☐	☐
Common Internet Back-up Solution	☐	☐	☐	☐
IT Maintenance Services	☐	☐	☐	☐
Common Vendor for ICT Hardware	☐	☐	☐	☐
Common Vendor for ICT Software	☐	☐	☐	☐

Please provide any additional comments you might have:

14. What has been preventing the UNCT in your country from further harmonizing business practices in the different areas of business operations?

Please select all that apply.

☐ Lack of agency commitment

☐ Lack of UNCT support and guidance

☐ Lack of RC support and guidance

☐ Lack of support and guidance from agency headquarters

☐ Lack of support and guidance from DOCO

☐ Lack of support and guidance from the UNDG regional team

☐ Different regulations and rules

☐ Different policies and procedures

☐ Lack of resources

☐ Lack of OMT capacity

☐ Lack of OMT member commitment

☐ The UNCT did not see any benefit that could be derived from sharing business operations functions

Please provide any additional comments you might have:

Common UN Service Centre

A service centre is a department or unit that provides business operations support services to different UN agencies, funds or programmes. Typically, a common UN service centre would specialize in any or all of the functional areas of procurement, human resources, finance, administration and ICT. Aiming at full cost recovery for the services provided, a common UN service centre allows UN agencies, funds and programmes to receive operations support services without providing these through their own departments or units.

15. Did the UNCT develop a plan for the establishment of a common UN service centre?

○ Yes

○ No

16. Did the UNCT establish a common UN service centre for the provision of business operations services?

(Please note that this does not refer to services provided by UNDP at cost through their Universal Price List.)

○ Yes

○ No

Please provide any additional comments you might have:

Common UN Service Centre

17. Which functional areas are covered by the common UN service centre?

Please select all that apply.

- ☐ N/A
- ☐ Procurement
- ☐ Human Resources
- ☐ Finance
- ☐ Administration
- ☐ ICT
- ☐ Other (please specify)

  [   ]

18. Which of the following agencies are receiving services from the common UN service centre? (Please select all that apply.)

- ☐ ECA
- ☐ ECE
- ☐ ECLAC
- ☐ ESCAP
- ☐ ESCWA
- ☐ FAO
- ☐ IAEA
- ☐ ICAO
- ☐ IFAD
- ☐ ILO
- ☐ IOM
- ☐ IMO

- ☐ IMF
- ☐ OCHA
- ☐ OHCHR
- ☐ UNAIDS
- ☐ UNCDF
- ☐ UNCTAD
- ☐ UNDESA
- ☐ UNDP
- ☐ UNESCO
- ☐ UNEP
- ☐ UNFPA
- ☐ UNHCR

- ☐ UN-HABITAT
- ☐ UNICEF
- ☐ UNIDO
- ☐ UNODC
- ☐ UNOPS
- ☐ UNRWA
- ☐ UNV
- ☐ UN Women
- ☐ UNWTO
- ☐ WFP
- ☐ WHO
- ☐ World Bank

- ☐ Other (please specify)

  [   ]

Procurement Cooperation

19. Which of the following harmonized business practices in the functional area of procurement have been established in your country?

Please answer "Yes" or "No" to each of the listed options.

	Yes	No
Common Long-term Agreements (LTA)	○	○
Common Procurement Web Portal	○	○
Common Vendor Database	○	○
Common Consultant Roster	○	○
Harmonized Procurement Process	○	○
Common Procurement Review Committee	○	○

Please provide any additional comments you might have:

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

Please select all that apply.

○ All UNCT members are authorized independent of the contract amount and contents

○ UNCT members have different levels of authorization depending on the contract amount

○ UNCT members have different levels of authorization depending on the contents of the contract

○ All UNCT members have to submit long-term agreements for review and approval

○ Don't know

Please provide any additional comments you might have:

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

○ Yes

○ No

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

○ Yes

○ No

Procurement Cooperation

23. What are the reasons preventing agencies to utilize existing long-term agreements with external service providers?

Please select all that apply.

☐ Agencies continue to establish agency-specific long-term agreements

☐ Agencies do not permit other agencies to utilize their long-term agreements

☐ Long-term agreements are not in line with the policies or procedures of all agencies

☐ Agencies do not agree to the service provisions in existing long-term agreements

☐ External service providers refuse to include other agencies into an existing long-term agreement

Other (please specify)

[   ]

24. In your country, what percentage of the annual UN financed procurement volume is done by the government?

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

○ All procurement is carried out by the UN

○ < 10%

○ 10-25%

○ 26-50%

○ 51-75%

○ 76-99%

○ All procurement is carried out by the government

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

○ Strongly agree

○ Somewhat agree

○ Somewhat disagree

○ Strongly disagree

26. Has the UNCT established a strategy to strengthen Government procurement capacities?

○ Yes

○ No

Please provide any additional comments you might have:

Common Premises

According to a UNDG definition, UN common premises is a building shared by two or three of the funds and programmes (UNDP, UNICEF, UNFPA and WFP), even though other funds and programmes can be present in the country.

A UN house is a building shared by all the four funds and programmes (UNDP, UNICEF, UNFPA and WFP).

A UN house is designated as such by the Secretary-General. Please note that for the purpose of this survey, the term 'common premises' is used for both UN common premises and UN houses.

Field offices that house projects of two or more UN agencies are not considered as common premises.

27. Did the UNCT untertake a feasibility study for establishing common premises which has been reviewed by the Task Team on Common Premises (TTCP) at headquarters level?

○ Yes

○ No

Common Premises

28. Please explain why a feasibility study has not been undertaken:

29. Did the UN system in your country establish common premises?

○ Yes

○ No

Please provide any additional comments you might have:

Common Premises

30. Which of the following agencies co-locate in the established common premises?

Please select all that apply.

☐ ECA	☐ IMF	☐ UN-HABITAT
☐ ECE	☐ OCHA	☐ UNICEF
☐ ECLAC	☐ OHCHR	☐ UNIDO
☐ ESCAP	☐ UNAIDS	☐ UNODC
☐ ESCWA	☐ UNCDF	☐ UNOPS
☐ FAO	☐ UNCTAD	☐ UNRWA
☐ IAEA	☐ UNDESA	☐ UNV
☐ ICAO	☐ UNDP	☐ UN Women
☐ IFAD	☐ UNESCO	☐ UNWTO
☐ ILO	☐ UNEP	☐ WFP
☐ IOM	☐ UNFPA	☐ WHO
☐ IMO	☐ UNHCR	☐ World Bank

☐ Other (please specify)

31. How is the provision of business 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.

(Multiple answers are possible.)

	Procurement	Human Resources	Finance	Administration	ICT
Services are provided through separate agency-specific units	☐	☐	☐	☐	☐
Operations staff from different agencies share common office space	☐	☐	☐	☐	☐
Services are provided under the management of one lead agency	☐	☐	☐	☐	☐
Services are provided through a common UN service centre	☐	☐	☐	☐	☐
Services have been partly outsourced to external service providers	☐	☐	☐	☐	☐
Services have been fully outsourced to external service providers	☐	☐	☐	☐	☐

Please provide any additional comments you might have:

Thank You

Please press "Done" to submit the survey.

Thank you for taking the time for this survey as part of monitoring the progress made on the 2012 Quadrennial Comprehensive Policy Review (QCPR) resolution.