

2022 survey of the United Nations development system entities’ headquarters

Welcome to the 2022 annual survey of UN entities on progress in implementing UN General Assembly resolution on the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the United Nations development system¹, as well as the General Assembly resolution on the repositioning of the UN development system.²

This survey aims to monitor the implementation of these resolutions through seeking information on the measures that UN entities have taken in response to the requests and information contained in them. The results of the survey provide an important contribution to the 2023 Secretary-General’s report on the implementation of the QCPR and the [QCPR Monitoring and Reporting Framework](#).

Please note that the survey can only be completed online at <https://www.surveymonkey.com/r/qcpr2022hq> and that only one survey response can be accepted per UN entity. For reference and as an aid to entity-wide consultations on the survey response, a MS Word copy of the questionnaire was included in the original email announcing the launch of this survey. With some browsers, the software allows the questionnaire to be saved and reopened at a later stage on the same computer. You may also navigate forwards and backwards within the questionnaire.

For any given survey response, if further information can be found in a published report, a link to the document may be provided in the comment box below the question. When doing so, kindly identify the relevant section or page.

For simplicity of language, the word “entity” is used in the questionnaire to refer collectively to UN entities, whether Funds and Programmes, Specialized Agencies, Departments of the UN Secretariat or other UN organizations.

Kindly complete the questionnaire by 23 December 2022.

Questions can be addressed to the QCPR team in DESA at qcpr@un.org. A copy of the responses your entity provided to last year’s survey can be provided to you upon request.

¹A/RES/75/233

²A/RES/72/279

1. Please select your entity: [Drop down list]
2. Please provide the contact information of the responsible person to contact regarding this survey:
Name:
Title:
Email:
Telephone number:

I. Alignment with the QCPR in support of the 2030 Agenda for Sustainable Development

A. Ensuring integrated support to SDG implementation

The 2020 QCPR (OP116): “Reaffirms that all entities of the United Nations development system carrying out operational activities for development should continue to align their planning and activities, including through their governing bodies where applicable, to take appropriate action consistent with each entity’s mandate, role and expertise for the full implementation of the present resolution;”. The 2020 QCPR (OP7) also “...looks forward to the full and timely implementation of all reform mandates and provisions as contained in relevant General Assembly resolutions.” It also (OP83) called on UNDS entities “to continue playing their part in enhancing system-wide coherence, coordination, harmonization and efficiency, reduce duplication and build synergies, as appropriate and in accordance with decisions of their respective governing bodies, and further requests these entities to align their policies, guidelines and regulations with the UNDS reforms;”

3. Has your entity reported to its governing body on actions taken to implement the 2020 QCPR resolution in 2022 (A/RES/75/233)?
 - Yes
 - No
 - Not applicable

Comment box: If YES, please quote the relevant paragraph(s)/section(s) in the box below and provide the title, page number and link to the source document.
If NO, please explain why not and any plans for doing so in the future.
If NOT APPLICABLE, please elaborate how this is not applicable.

4. In 2022, did your governing body make decisions on specific QCPR (A/RES/75/233) provisions?
 - Yes
 - No
 - Not applicable

Comment box: If YES, please indicate what new decisions have been taken by your governing body in 2022 that are aimed to implement the mandates of the 2020 QCPR (A/RES/75/233)? Please quote the relevant paragraph(s)/section(s) and link to the source document.
If NOT APPLICABLE, please elaborate how this is not applicable.

5. Has your entity’s governing body in the last four years reviewed its working methods in order to improve synergy with governing bodies of other entities of United Nations development system?
- Yes
 - No
 - Not applicable
6. Has your entity reported to the governing body in the last year on actions taken to align its policies, guidelines and regulations with the UNDS repositioning process?
- Yes
 - No
 - Not applicable

Comment box: If YES, please briefly highlight these actions.
If NOT APPLICABLE, please elaborate how this is not applicable.

A/RES/75/233, OP21 “requests each individual entity to elaborate on how it plans to further engage in coherent and integrated support, with a stronger focus on actions, results, coherence, progress and impact in the field, as called for in the 2030 Agenda for Sustainable Development, under the guidance of and in close consultation with their respective governing bodies, taking into account, inter alia, lessons learned from their midterm reviews, the outcome of the (2020 QCPR) resolution, and the efforts of the United Nations development system to address the needs, priorities and challenges of programme countries”

7. In the past year, what changes in policies and procedures have been made in response to the above mandate calling for more collaboration towards achieving common results at the country level?

OP74 of the 2020 QCPR “underscores the importance for all United Nations development system entities to prepare and finalize their entity-specific country development programme documents in accordance with the agreed priorities of the United Nations Sustainable Development Cooperation Framework and in consultation and agreement with host Governments, and requests relevant development system entities, in coordination with the Development Coordination Office to make the relevant United Nations Sustainable Development Cooperation Framework and/or its outcome matrix available to Member States and the governing bodies when the draft country programme document is presented for consideration, in accordance with relevant Executive Board processes and timelines.”

8. Does your entity’s guidance or processes require that country programme outcomes derive from the Cooperation Framework, and, as a result, that they are developed after, or in parallel with Cooperation Framework priorities and outcomes that have been agreed with Government?
- Yes
 - No
 - Not applicable

Comment box: Please elaborate.

9. Has your entity taken concrete steps to make it a requirement for your country programming to be reflected in Cooperation Framework Joint Workplans (via UN INFO)?
- Yes
 - No, but there are plans to do so in the next 12 months
 - No
 - Not applicable – your entity does not have country programming

Optional comments:

10. During 2022, the UN Development Coordination Office has effectively supported your entity’s engagement with:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
UNSDG					
RC system					

Optional comments:

A/RES/75/233, OP32: Calls upon the United Nations development system to strengthen its focus in supporting programme countries in developing national capacities for development planning, collection and analysis of data disaggregated by income, sex, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts, sectoral data development plans, implementation, reporting, monitoring and evaluation, with an emphasis on addressing the gap in data collection and analysis and the effective integration of the economic, environmental and social dimensions of sustainable development, and in this regard recognizes that the resources of the United Nations development system, including the knowledge base and expertise of all resident and non-resident agencies, should be available for access by developing countries;

11. Please mention briefly any revised policies or systems introduced in the last year to ensure your entity’s participation in joint efforts to better develop and strengthen national statistical capacities and data collection, analysis and management.

A/RES/75/233, OP19: Reiterates the call to the United Nations development system to continue to support countries, upon their request, in the acceleration of the implementation, follow-up and review of the 2030 Agenda for Sustainable Development, especially in the decade of action and delivery for sustainable development, including by focusing on addressing the gaps and challenges, including those identified by voluntary national reviews, bearing in mind that the Sustainable Development Goals and targets are integrated and indivisible, global in nature and universally applicable, taking into account the different national realities, capacities and levels of development and respecting national policies and priorities;

12. Please indicate the number of countries that your entity provided support to among those that presented VNRs in 2022:

Number of Countries:

If available, please include title, page number and link to any source document that provides information about this support:

B. Addressing the challenges of countries in special situations

A/RES/75/233 OP10: Reiterates the call to the United Nations development system to continue to support developing countries in their efforts to achieve internationally agreed development goals and their development objectives, and requests the system to address, within existing resources and mandates, the special challenges facing the most vulnerable countries and, in particular, African countries, least developed countries, landlocked developing countries and small island developing States, the need for special attention to countries in conflict and post-conflict situations and countries and peoples under foreign occupation, as well as the specific challenges facing the middle-income countries, in line with the Addis Ababa Action Agenda of the Third International Conference on Financing for Development 15 and the 2030 Agenda for Sustainable Development

13. Does your entity have concrete strategies to address the unique development challenges of countries in the following country groups:

	Yes	No
Least developed countries		
Landlocked least developed countries		
Middle-income countries		
Small island developing states		
Africa		
Conflict-affected countries		
Other country groups (please specify in the comments below)		

Comments Box: If you answered **YES** to any of the above, please provide links to the strategies or send the documents separately to qcpr@un.org.

14. Does your entity support countries in the following country groups, in any of the listed areas of work? [please answer with Yes or No or N/A]

Areas of work	Least developed countries	Landlocked developing countries	Middle-income countries	Small island developing States	Other country groups (please specify)
Integrated policy advice					
Technical support					
Leveraging SDG financing					
Forging partnerships					
Supporting innovation, and SSC					
Other (please specify)					

Optional comments:

15. Does your entity report to your governing body on outcomes of your work related to specific country groups (or have you done so in the last three years)?

	Yes	No	N/A
Least developed countries			
Landlocked developing countries			
Middle-income countries			
Small island developing States			
Africa			
Conflict-affected countries			
Other country groups (please specify)			

Comments Box: If you answered **YES** to any of the above, please provide links to relevant evaluations/outcome reports or send the documents separately to qcpr@un.org.

16. What indices and other indicators does your entity use as part of its work related to middle-income countries?

- Multidimensional Poverty Index (MPI)
- Human Development Index (HDI)

- Economic and environmental vulnerability index (EVI)
- GNI per capita
- N/A
- Other (please specify)

17. What tools does your entity use as part of its work related to middle-income countries?

- SDG needs assessments
- Scenario analyses
- Modeling tools (please specify below)
- Other (please specify below)
- N/A

18. What frameworks and programmes of action does your entity use as part of its work related to middle-income countries?

- Sendai Framework for Disaster Risk Reduction
- SIDS Accelerated Modalities of Action (SAMOA) Pathway
- Vienna Programme of Action for Landlocked Developing Countries
- Istanbul Programme of Action for the Least Developed Countries
- Africa Union Agenda 2063
- Other (please specify)

C. Bringing together regional assets in support of country needs

A/RES/75/233, OP 103: Recognizes the contribution of the regional economic commissions and the regional teams of the United Nations development system, and underlines the need to continue to preserve and reaffirm them in addressing development challenges and to support the implementation of the 2030 Agenda, recognizing the specificities of each region and bearing in mind that no one size fits all;

19. Please select which Regional Forums on Sustainable Development your entity participated in 2022:

	Yes	No
ECA [3-5 March 2022]		
ECE [6-7 April 2022]		
ECLAC [7-9 March 2022]		
ESCAP [28-31 March 2022]		
ESCWA [15-17 March 2022]		

Comments Box: If “yes”, please indicate the number of knowledge products presented at each Forum that were jointly authored by your entity with one or more other UNDS entities:

20. Overall, how effective were the Regional Forums on Sustainable Development in 2022 in achieving their primary objectives, including as a regional mechanism to support follow-up and review of progress and actions to achieve the 2030 Agenda:

	Very effective	Somewhat effective	Neither effective	Somewhat ineffective	Very ineffective	Don't know
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			nor ineffective			
ECA						
ECE						
ECLAC						
ESCAP						
ESCWA						

Optional comments:

II. A reinvigorated RC system and a new Generation of UN Country Teams

A. Greater complementarity between humanitarian, development and peacebuilding efforts

A/RES/75/233, OP36 Calls upon the entities of the United Nations development system to leverage their comparative advantages, in full compliance with their respective mandates to continue to enhance cooperation, collaboration and coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies, including complex emergencies, and in countries in conflict and post-conflict situations, including through agency-specific actions and inter-agency collaboration at the country level, in full compliance with respective mandates of the United Nations development system entities, which contributes to collective outcomes on the basis of jointly developed and risk-informed analysis and coherent and complementary joined-up planning and action in order to foster greater self-reliance and resilience and promote development, in accordance with national plans, needs and priorities (...)

21. Does your organization have a policy or guidance in place for your country offices to operationalize collective outcomes aimed at reducing need, risk and vulnerability towards which humanitarian, development and peace actors can contribute at the country level?
- Yes
 - No
 - Not applicable

Optional comments:

22. Regarding ongoing work to ensure coherence and complementarity between humanitarian, development and peacebuilding activities, please assess the level of difficulty with each of the following aspects:

Activity	Very difficult	Difficult	Generally not an issue	No problem at all	Don't know / Not applicable
Carrying out jointly developed and risk-informed analysis to obtain a shared understanding of risk, needs and vulnerabilities and to focus common efforts					
Joined-up planning and programming to achieve common efforts					
Assessing impact					
Ensuring appropriate financing, including predictable, flexible and multi-year funding					

Developing tangible implementation and monitoring plans to deliver on the jointly-planned actions					
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Comment box: If you answered “Very difficult” or “Difficult” for any of the above, please indicate briefly what are the main difficulties:

23. Within the context of strengthening complementarity of development, humanitarian and peacebuilding efforts, please briefly describe:
- a. The type of challenges encountered to ensure a ‘whole-of-system response’ in addressing the needs, risks and vulnerabilities and to provide development programmes that address underlying drivers of needs; and
 - b. The key actions undertaken by your organization in 2022, if any, to address these challenges:
 - c. Any key actions undertaken by your entity to follow-up on any UN intergovernmental bodies provisions/requests (Security Council, ECOSOC, Peacebuilding Commission) to facilitate strengthening complementarity of development, humanitarian and peacebuilding efforts.

B. Country and Regional Configuration

OP95 of the 2020 QCPR recognized “the efforts by the entities of the United Nations development system to collaboratively implement a new generation of United Nations country teams, with needs-based tailored country presence, to be built on the Cooperation Framework and finalized through open and inclusive dialogue between the host Government and the United Nations development system, facilitated by the resident coordinator, to ensure the best configuration of support on the ground, as well as enhanced coordination, transparency, efficiency and impact of United Nations development activities.”

In relation to regional configuration, OP 78 of the 2020 QCPR “Requests the Secretary-General to continue regular follow-up, monitoring and reporting, including to the Economic and Social Council at its operational activities for development segment, on the work of regional assets of the United Nations development system in support of the 2030 Agenda with a view to enhancing transparency, accountability, efficiency, coordination and results-based management at the regional level in order to ensure that the longer-term reprofiling and restructuring of the regional assets of the United Nations are addressed on a region by-region basis and in accordance with the region’s specific needs and priorities, as agreed in resolution 74/297 of 11 August 2020”; OP 102 of the 2020 QCPR “takes note of the provisions of resolutions 72/279 and 74/297 on the revamping of the regional assets of the United Nations development system.”

24. If your entity has country offices, please indicate the main factors that shape current principles and/or guidelines that your entity has issued to your country representatives with regard to the determination of country configuration in programme countries (e.g., fully-fledged office; secondments into RCO/UNCT; NRA model). Please specify no more than TWO main factors:
- Responsiveness to emerging needs and priorities
 - Size of current and anticipated programme
 - Funding considerations
 - Country development status
 - Presence was requested by the Member State
 - Tied to decisions by your entity’s governing body
 - Other (please specify)
25. Since the adoption of the UN development system reform, has your entity undertaken a review of the profile and structure of its country, sub-regional or regional assets?
- Yes, and the last review was undertaken LESS than two years ago.

- Yes, and the last review was undertaken MORE than two years ago.
- No
- Not applicable (your entity does not have country, sub-regional or regional assets)

Optional comment (If yes and less than two years ago, please briefly describe the outcome of this review. If no, does your entity plan to undertake a review of the profile and structure of its country, sub-regional or regional assets in the next 12 months?):

26. Does your entity have policies/guidelines in place regarding its determination of country configuration in countries?

- Yes
- No

Optional comment (If yes, please briefly outline this policy):

C. Implementing the Management and Accountability Framework

A/RES/72/279, OP9. "Requests the Secretary-General to strengthen the authority and leadership of resident coordinators, as the highest-ranking representatives of the United Nations development system, over United Nations country teams, and system-wide accountability on the ground for implementing the United Nations Development Assistance Framework and supporting countries in their implementation of the 2030 Agenda, through:

- a) Enhanced authority for the resident coordinator to ensure alignment of both agency programmes and inter-agency pooled funding for development with national development needs and priorities, as well as with the United Nations Development Assistance Framework, in consultation with the national Government;
- b) Full mutual and collective performance appraisals to strengthen accountability and impartiality, with resident coordinators appraising the performance of United Nations country team heads and United Nations country team heads informing the performance assessment of resident coordinators;
- c) The establishment of a clear, matrixed, dual reporting model, with United Nations country team members accountable and reporting to their respective entities on individual mandates, and periodically reporting to the resident coordinator on their individual activities and on their respective contributions to the collective results of the United Nations development system towards the achievement of the 2030 Agenda at the country level, on the basis of the United Nations Development Assistance Framework;"

OP 77 of the 2020 QCPR "Underscores the importance of accountability for implementing reforms at the country level, and in this regard requests the Secretary-General and members of the United Nations Sustainable Development Group to ensure full implementation of the Management and Accountability Framework in all United Nations country teams;"

27. Are there guidance and processes in place to support dissemination and understanding of the Management and Accountability Framework (MAF) at all levels of the organization?

- Yes
- No

Optional comment: If YES, please elaborate.

28. Please highlight, if any, the main challenges your entity has been facing in 2022 in supporting implementation of the MAF at all levels of the organization.

29. Does your entity have guidance or process in place to ensure implementation of the Management and Accountability Framework (MAF) requirement to "consult with the Resident Coordinator at key stages of entity-specific strategic planning"?

- Yes
- No

Comment Box: If YES, please briefly describe how your entity monitors adherence to this requirement.

30. Has your entity changed the job description of country representatives to ensure that they report to the Resident Coordinator on their respective contributions to the collective results of the UN development system towards the achievement of the 2030 Agenda at the country level, on the basis of the Cooperation Framework?

- Yes
- No
- Not applicable (entity does not have country representatives)

Comment Box: If NO, please explain why not and mention any plans for doing so in the future.

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

- All country representatives have this authority
- This authority is delegated on a country-by-country basis
- The authority is delegated up to a pre-defined amount
- This authority has not yet been delegated
- Not applicable (entity does not have country representatives)

Optional comments:

32. Does your entity instruct country-level representatives to fully collaborate with information, data and other necessary input to the annual UN Country Results Report presented to national Governments on the work and results achieved in country by the UNCT?

- Yes
- No

Comment Box: If NO, explain why and whether there are plans to do so in the near future.

33. Do your country-level representatives have authority to substitute the annual a UN Country Results Report for your entity’s individual Country Annual Report?

- All country representatives have this authority
- This authority is delegated on a country-by-country basis
- This authority has not yet been delegated
- Not applicable (entity does not issue individual country annual reports)

Optional comments:

34. Does your entity require formal inputs from the UN Resident Coordinator to Country Representatives’ performance appraisal?

- Yes
- No
- Not applicable (entity does not have country representatives)

Optional comments:

35. What actions, if any, has your entity taken in 2022 to ensure that 1) your country representatives contribute to the performance appraisal of Resident Coordinators in

compliance with paragraph 9(b) above, 2) your entity’s Regional Directors inform the performance appraisal of their respective RCs as per the Regional MAF?

36. Have the job descriptions of your country representatives been updated to recognize the role of the Resident Coordinator as outlined in resolution 72/279 and the Management and Accountability Framework?

- Yes
- No
- Not applicable (entity does not have country representatives)

37. Are there processes in place to ensure your entity’s Regional Directors (or equivalent) seek confirmation of their respective Resident Coordinators that their entity country programming development instruments are aligned with the Cooperation Framework for each country?

- Yes
- No
- Not applicable (your entity does not have Regional Directors)

Comment Box: If **NO**, please explain why not and mention any plans for doing so in the future.

38. Does your entity recognize reporting obligations to the UN Resident Coordinator for the following field activities?

	Yes	No	N/A
Planning			
Resource mobilization			
Programme implementation			

Comment Box: For each **NO** answer above, please briefly explain why not.

39. Does the individual performance compact (or equivalent) for your entity’s Regional Directors include the responsibility of supporting UNCT members to drive joint results in line with the Cooperation Framework?

- Yes
- No
- Not applicable (your entity does not have Regional Directors)

Comment Box: If **NO**, please explain why not and mention any plans for doing so in the future.

40. Is the role and related goals of the Regional Collaboration Platforms (RCP) included in the individual performance compacts (or equivalent) of your entity’s:

	Yes	No	N/A (no colleagues have this position in your entity)
RCP Vice-Chairs			
RCP members			

Optional comments:

D. Harmonization and Simplification of Business Practices

A/RES/72/279/OP6: “Welcomes measures by the Secretary-General to advance common business operations, where appropriate, including common back-offices, and with the target of 50 per cent common premises by 2021, to enable joint work and generate greater efficiencies, synergies and coherence, and requests the implementation of those measures in accordance with resolution 71/243”. Included in the Secretary General’s proposals for advancing common business operations was “for all UN entities to conduct a high-level review of the business operations services they could offer to – or purchase from – other entities in the System” and “to measure client satisfaction on all back-office services”. The 2020 QCPR (OP105) “requests the United Nations development system to further simplify and harmonize agency-specific programming instruments, business practices, processes, common business operations and reporting as well as leverage and utilize, as appropriate, digital technologies solutions in alignment with the operation Framework, including by taking necessary steps at the headquarters level, as appropriate.” In addition, OP 107 of the 2020 QCPR “stresses the need for the United Nations development system, to strengthen and improve the ongoing design and implementation of harmonized business practices in order to optimize opportunities for collaboration, including the Business Operations Strategies (BOS), Common Back Offices (CBO) and Common Premises at the country level and strengthening of its reporting processes on impact in terms of efficiency gains resulting from these new business practices, while recognizing progress in this regard, in order to free up more funding for development activities, including coordination.” The 2020 QCPR (OP 106) also reiterates that UNDS entities “should operate according to the principle of mutual recognition of best practices in terms of policies and procedures, with the aim of facilitating active collaboration across agencies and reducing transaction costs for Governments and collaborating agencies.”

41. Since the repositioning of the UN development system, has your entity developed a policy, guidance, or plan concerning the provision and/or purchasing of business operations services (location dependent or independent) from other entities in the system?
- Yes
 - No, but our entity plans to develop such a policy or guidance in the next 12 months
 - No, and we have no plans to do so

Optional comment: If there are no plans to do so, please mention any reasons that may be applicable

[Skip logic if “Yes” or “No, but our entity plans to develop such a policy or guidance” selected]

Which option best describes the strategy?

- Provider strategy - Specialize/Mostly provide business operations services to other entities in the system
- Purchaser strategy - Specialize/Mostly purchase business operations services from other entities in the system
- Balanced strategy - No specialization / balanced approach of providing and purchasing
- No specific strategy

If Provider Strategy OR Purchaser Strategy, please indicate the service lines/functional areas and services included in the strategy.

Optional comments: Please provide any additional information that may be relevant.

42. Has your entity conducted a high-level review of the business operations services (location dependent or independent) which could be offered to - or purchased from - other entities in the system?
- Yes
 - No, but we plan to conduct such a review in the next 12 months
 - No

Optional comments:

43. Has your entity established internal structures to support the development and implementation of the business operations reform initiatives (BOS, Common Back Offices, Common Premises, Network of Global Shared Services)?

- Yes
- No, but we plan to implement internal structures in the next 12 months
- No

Comment Box: If YES, please describe the internal structures implemented, initiatives covered, and the scope of functions performed.

44. Has your entity developed a plan and guidance for your entity’s engagement in BOS, Common Back Offices, Common Premises, Network of Global Shared Services development and implementation?

	Yes	No
Business Operations Strategies		
Common Back Offices		
Common Premises		
Network of Global Shared Services		

Comment Box: If YES to any of the above, please provide a relevant link to the source document and explain briefly the action your organization plans to take, with timelines if possible, in relation to this plan.

If NO, please briefly explain why a plan has not been submitted.

A/RES/71/243, OP69: "Notes that some entities of the United Nations development system are establishing agency-specific regional or global service centres, and in this regard urges that this practice should not detract from the piloting and possible establishment of national and/or multi-country common service centres;"

45. Has your agency established or planning to establish regional and/or global service centres?

	Yes	No
Established Regional Service Centres		
Planned Regional Service Centres		
Established Global Service Centres		
Planned Global Service Centres		

Comment Box: If answered “Yes” or “There are plans to do so” above, please indicate how many in each case:

46. Does your entity use an established global or regional service centre of one or more other UN entities?

- Yes
- No

Comment Box: If YES, please indicate the annual volume (USD) of operational support services provided through other UN entities regional and global service centres:

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

- Yes
- No

Comment Box: If YES, please briefly outline what these plans are (i.e. rationalization in terms of staff, closing/merging country offices, etc.):

48. Has your entity signed off on the enabling principles?

	Yes	No
Client satisfaction principles		
Costing principles		
Mutual recognition		

Comment Box: If NO to any of the above, kindly outline the challenges/obstacles that are preventing your entity from signing off on these principles:

49. Does your entity have any policies or procedures that enable mutual recognition of another entity’s policies and procedures in the following areas:

	Yes	No
Procurement		
Administration		
Human resources		
Logistics		
Information and communications technology		
Facilities management		
Finance		

Comment Box: If NO to any of the above, what are the challenges your entity is facing with the implementation of mutual recognition?

A/RES/72/279. OP14 “Emphasizes the need to ensure full achievement of the efficiency gains envisioned in the report of the Secretary-General [A/72/684] in a timely manner and to redeploy these efficiency gains for development activities, including coordination” Additionally, A/RES/76/4 on the review of the functioning of the reinvigorated resident coordinator system (OP10) “urges all entities of the United Nations development system to strengthen their reporting processes on efficiency gains and to include, inter alia, budgetary information on efficiency gains achieved in their annual reporting to their governing bodies.”

50. Does your entity have a policy and system to measure the efficiency gains to be achieved as envisioned by the Secretary-General (A/72/684)?

- Yes
- No

Comment Box: If YES, please quote the relevant paragraph in the box below and provide the title, page number and link to the source document.

If NO, please explain why not and any relevant plans for doing so in the future.

51. Does your entity report to its governing body on efficiency gains resulting from the BOS, Common Back Offices and Common Premises and other efficiency related modalities?

	Yes	No	Not applicable
Business Operations Strategies			
Common Back Offices			
Common Premises			
Network of Global Shared Services			
Others			

Comment Box: If YES to any of the above, please quote the relevant paragraph in the box below and provide the title, page number and link to the source document.

If NO, please explain why not and any relevant plans for doing so in the future.

III. Integrated Support and System-wide Results

The 2020 QCPR (OP21) “requests each individual entity to elaborate on how it plans to further engage in coherent and integrated support, with a stronger focus on actions, results, coherence, progress and impact in the field, as called for in the 2030 Agenda for Sustainable Development, under the guidance of and in close consultation with their respective governing bodies, taking into account, inter alia, lessons learned from their midterm reviews”, It also (OP61) “Welcomes the achievements of the United Nations development system in promoting more effective integrated support ...and requests the United Nations development system to continue to deepen this approach in programme countries that have voluntarily adopted it, including opportunities to address cross-cutting issues, offer an integrated package of support, including specific programming support, monitoring and evaluation, reporting, pooled and flexible financing, as well as support for the resident coordinator system and simplification and harmonization of business practices, including ways to improve the effectiveness, impact and financing of a flexible, differentiated and multi-country presence;”

52. Please indicate which steps your entity has taken with regards to offering an integrated package of support in programme countries, as outlined in OP 61 above, specifically:

- Programme support
- Monitoring and evaluation
- Reporting
- Pooled and/or flexible funding
- Simplification of business practices

Comments: For each of the steps you selected above, please outline briefly what was done in each case.

In relation to this section, the 2020 QCPR (OP18) “Notes the importance of the contribution of the United Nations development system with the aim of supporting government efforts to achieve the Sustainable Development Goals, leaving no one behind, based on full respect for human rights, including the right to development, and stresses in this regard that all human rights are universal, indivisible, interdependent and interrelated;”

53. Does your entity include, as part of its annual reporting to its governing body, specific contributions made by your entity to support countries in the full respect for human rights in its efforts to enable the achievement of the Sustainable Development Goals?

- Yes
- No

Comment Box: If YES, please briefly describe the provisions in your entity’s strategic plan.

The 2020 QCPR (OP13) “Recognizes, after the 2030 Agenda for Sustainable Development, that people who are vulnerable must be empowered; further recognizes that those whose needs are reflected in the Agenda include all children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants, and calls upon the United Nations development system to continue to have a particular focus on the poorest, most vulnerable and those furthest behind;”

54. Does your entity target and measure the impact of its work on the poorest, most vulnerable, and those furthest behind first using appropriately disaggregated data?

	Yes	No	Not applicable
In the strategic plan			

In the annual report to the governing body			
In the entity’s monitoring & evaluation framework			

Comment Box: If Yes, to any of the above please briefly describe how this disaggregated data is included in analysis/research/publications produced or tools developed.

The 2020 QCPR (OP26) “Requests the United Nations development system to support programme countries in implementing nationally appropriate social protection systems and measures for all, including social protection floors, and by 2030 to achieve substantial coverage of the poor and the vulnerable;”

55. In the past year, what, if any, changes in your entity’s policies have been made in response to the 2020 QCPR mandate calling for support to programme countries in implementing nationally appropriate social protection systems and measures for all, including social protection floors, and by 2030 to achieve substantial coverage of the poor and the vulnerable?

A/RES/75/233 (OP13) Recognizes, after the 2030 Agenda for Sustainable Development, that people who are vulnerable must be empowered; further recognizes that those whose needs are reflected in the Agenda include all children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants, and calls upon the United Nations development system to continue to have a particular focus on the poorest, most vulnerable and those furthest behind:

A/RES/75/233 (OP14) “Calls upon the United Nations development system entities as well as United Nations country teams, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of disability inclusion into the United Nations system, including by implementing and reporting on the United Nations Disability Inclusion Strategy across its programmes and operations, and stressing the need for capacity-development efforts aimed at empowering persons with disabilities and their representative organizations;”

56. Does your entity’s corporate policies/guidance include provisions aimed at elevating programming targeting persons with disabilities and their representative organizations?

- Yes
- No

Comment Box: If YES, please briefly describe this provision.

The 2020 QCPR (OP15) “Urges Member States and the United Nations development system to explore and promote concrete new avenues for the full, effective, structured and sustainable participation of young people in the implementation of the 2030 Agenda;”

57. Does your entity’s corporate policies/guidance include provisions aimed at stepping up your entity’s work for and with young people?

- Yes
- No

Comment Box: If YES, please briefly describe this provision.

The 2020 QCPR (OP29) Calls upon the entities of the United Nations development system to:
(a) Adopt and mainstream a more climate- and environment-responsive approach into their programmes and strategic plans, where appropriate, as well as in cooperation frameworks, or equivalent planning frameworks, and their policy advice to programme countries, in accordance with national development policies, plans, priorities and needs, including supporting programme countries that are parties to the Paris Agreement in their implementation of the Agreement;
(b) Advance the development of a system-wide approach, implement measures and report regularly to their respective governing bodies, through existing reporting and mandates, on their efforts to reduce their climate and environmental footprint; ensure consistency of their operations and programmes with low emissions and climate-resilient development pathways; stressing the urgency of climate action and contribute to the post-2020 global biodiversity framework; and

(c) Fulfil their pledges made at the 2019 Climate Action Summit convened by the Secretary-General and follow up on the 2020 summit on biodiversity convened by the President of the General Assembly

(OP30) Requests the Secretary-General to ensure full and effective implementation, across the United Nations development system, including its specialized agencies, funds and programmes, of the United Nations System Strategic Approach on Climate Change Action as well as of the United Nations System-wide Framework of Strategies on the Environment, and of their future revisions, and continue working towards the development of a common approach to integrating biodiversity and ecosystem-based approaches for sustainable development into United Nations policy and programme planning and delivery, with a view to its swift and effective implementation across the United Nations system in accordance with national development policies, plans, priorities and needs;

58. Does your entity’s strategic plan substantively address the following:

	Yes	No
Disaster and climate risk reduction		
Environmental and climate challenges		
The drivers of biodiversity loss		
The drivers of climate change		

Optional comments:

59. As part of its annual reporting to its governing body in 2022, did your entity report on support it was providing to address the following issues?

	Yes	No	N/A
Disaster and climate risk reduction			
Environmental and climate challenges			
The drivers of biodiversity loss			
The drivers of climate change			

Optional comments:

60. Is your entity on track to fulfil the pledge(s) made at the 2019 Climate Action Summit?

- Yes
- No
- Not applicable (entity did not make a pledge)

Comment Box: If YES, please describe the actions taken towards fulfilling the pledge.

61. Has your entity adjusted its strategies, policies and programmes to align to the Common Approach to Biodiversity?

- Yes
- No
- Not applicable

Optional comments:

The 2020 QCPR (OP38) Calls upon the United Nations development system to improve and ensure support and assistance to programme countries, upon their request, in developing their national capacities to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all for sustainable development, including remote learning, and to achieve the related targets of the Sustainable Development Goals; recognizing that education, including girls’ education, is a main driver of development and contributes to the achievement of all internationally agreed development goals, including the Sustainable Development Goals, the development of human potential, the eradication of poverty and the fostering of greater understanding among peoples:

62. Does your entity work in the following areas:

	Yes	No
Provide support to inclusive and equitable quality education and lifelong learning		
Advice to governments on the use of new technologies and innovation to achieve the SDGs		
Advice to governments on policies for an inclusive digital economy and society		
Analysis of potential transformative impact of technology, innovation and digital transformation on the achievement of UN mandates		

Optional comments:

IV. Results-based Management

A/RES/75/333 OP17 “requests the United Nations development system and its individual entities to continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, including on agency-specific activities, and on inter-agency and joint activities, improving integrated results and resources frameworks, where appropriate, and enhancing a results culture in the entities of the United Nations development system.”

63. Does your entity have a dedicated RBM unit and/or staff dedicated to RBM?

- Yes
- No, but RBM approaches are promoted internally to staff
- No

Optional comments:

A/RES/71/243, OP 70: “Calls upon the United Nations development system to introduce or strengthen knowledge management strategies and policies, with a view to enhancing transparency and improving its capabilities to generate, retain, use and share knowledge, and move towards a system-wide open data collaborative approach for a common and accessible knowledge base.”

64. As part of annual reporting to your governing body in 2022, did your entity report on measures it took to strengthen knowledge management strategies and/or policies for a common and accessible knowledge base?

- Yes
- No

Comments Box: If Yes, please briefly explain what was done.

65. Does your entity use a common authentication system that allows for seamless secure access (e.g. Common Connect)?

- Yes
- No

Optional comments: If NO, please explain why not and mention any plans for using one in the future.

66. Has your entity updated its systems with machine-readable Linked Open Data Principles, as endorsed by the High-level Committee on Management?

- Yes

- No, but we plan to update them in the next year
- No

Optional comments:

67. Does the evaluation unit of your organization meet UNEG standards for independence?

- Yes
- No
- Not applicable (my entity does not have an evaluation unit)

Optional comments:

68. What proportion of your entity’s evaluations completed in 2022 are publicly available?

- 0-25%
- 26-50%
- 51-75%
- 75-99%
- 100%

Optional comments: Please provide link(s) to these evaluations.

69. What proportion of your entity’s evaluations completed in 2022 had a management response?

- Under 50%
- 51-75%
- 75-89%
- 90-99%
- 100%

Optional comments:

70. What proportion of these evaluation management responses are publicly available?

- 0-25%
- 26-50%
- 51-75%
- 75-99%
- 100%

Optional comments:

71. Has your entity made its *corporate* evaluations available on the UN Evaluation Group (UNEG) website (as authorized within disclosure provisions and policies)

- Yes
- No

Optional comments:

72. How many evaluations carried out jointly with another UN entity were completed by your entity in 2022 at:

- Global level:

- Regional level:
- Country level:

Optional comments:

73. Briefly describe any constraints that have prevented you from doing more joint evaluations with other UN entities during 2022:

74. Please briefly mention any incentives that are in place that are meant to encourage more joint evaluations with other UN entities:

75. What proportion of your entity’s audits in 2022 are publicly available?

- 0-25%
- 26-50%
- 51-75%
- 76%-99%
- 100%

Optional comments: Please provide link(s) to these audits.

76. What proportion of your entity’s audits in 2022 have a management response?

- 0-25%
- 26-50%
- 51-75%
- 76%-99%
- 100%

Optional comments:

77. What proportion of these management responses are publicly available?

- 0-25%
- 26-50%
- 51-75%
- 76-99%
- 100%
- Not applicable

Optional comments:

A/RES/75/233, OP 113: Notes progress made and calls upon the United Nations development system entities to continue efforts and focus on preventing and taking immediate action on tackling sexual exploitation, abuse and sexual harassment, including by ensuring that policies and procedures deliver impact and are resourced sufficiently, and that proposed actions are implemented at the country, regional and global levels, and to take measures to ensure that its workplaces are free from discrimination and exploitation, including sexual exploitation and abuse, violence and sexual harassment, and to continue to implement the Secretary General’s zero-tolerance policy on sexual exploitation and abuse;

78. Does your entity have:

	Yes	No
Policies that address sexual exploitation and abuse		
Policies that address sexual harassment in the workplace		
A sexual harassment action plan		

Annual reporting to your governing body on the actions taken to prevent and/or address sexual exploitation and abuse and/or sexual harassment in the workplace		
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V. Partnerships and Funding

A. Strengthening Partnerships and South-South Cooperation

A/RES/75/233, OP34. Recognizes that development partners and relevant stakeholders, including international financial institutions, civil society and the private sector, can positively support national development efforts and contribute to the achievement of the Sustainable Development Goals, and requests the United Nations development system to continue supporting programme countries to leverage robust partnerships, in accordance with national development policies, plans, priorities and needs, with a view to achieving the scale and pace of progress needed to realize the Goals by 2030;

79. Does your entity have a functioning monitoring and reporting platform or mechanism/s that tracks the annual status and results of each partnership at global, regional and country level?

	Yes	No
Global		
Regional		
Country		

Optional comments:

80. Please provide the exact or estimated number of your entity's active (private sector) partnerships at the global and regional levels.

- That are newly formed since the start of this calendar year (2022)
- That will end by the end of this calendar year (2022)

Please enter a number. Decimals, percentages, and non-numeric characters are not accepted.

81. Does your entity’s partnership policy or guideline include specific provisions to cooperate with Global Compact local networks or regional hubs?

- Yes
- No
- Not applicable – your entity does not have a partnership policy or guideline

Comment Box: If YES, please quote the relevant paragraph in the box below and provide the title, page number and link to the source document.

If NO, please explain why not and mention any plans for doing so in the future.

82. Does your entity have the capacity to engage in and promote innovative partnership arrangements to support government efforts?

- Yes
- No, but there is a plan to build sufficient capacity
- No

Comment Box: If YES, please mention briefly the steps that have been taken in this regard.

In relation to South-South cooperation, the 2020 QCPR (OP35) reiterated that “*the entities of the United Nations development system should enhance its support to South-South and triangular cooperation, at the request and with the ownership and leadership of developing countries, through a system-wide approach, bearing in mind their respective mandates and comparative advantages, taking into account that South-South cooperation is a complement to, rather than a substitute for, North-South cooperation...*”

83. Do your entity’s strategic plan and programming instruments integrate South-South and triangular cooperation (SSTC) as a specific implementation modality?

	Yes	No
At global level		
At regional level		

Comment Box: If YES, please quote the relevant paragraph in the box below and provide the title, page number and link to the source document.
If NO, please explain why not and mention any plans for doing so in the future.

84. Are South-South cooperation results being incorporated in your entity’s corporate reporting?

- Yes
- No

Comment Box: If YES, please quote the relevant paragraph in the box below and provide the title, page number and link to the source document.
If NO, please explain why not and mention any plans for doing so in the future.

85. Please mention briefly any challenges your entity faces in regard to mainstreaming and enhancing support for South-South cooperation:

86. Please mention briefly any lessons learned from the implementation of successful South-South and triangular cooperation projects and programmes in 2022.

B. Funding

The 2016 QCPR (OP34) and the 2020 QCPR (OP56) urge entities of the UNDS “through their governing bodies, to take concrete steps to address on a continuous basis ... the growing imbalance between core and non-core resources, including by, but not limited to: (c) Exploring options to broaden and diversify the donor base in order to reduce the reliance of the system on a limited number of donors;”

87. What concrete measures has your entity taken in 2022 to broaden its donor base? (Please quote the relevant paragraph in the box below and provide the title, page number and link to the source document)/ Optional comments:

88. Does your entity report annually as part of its regular reporting to its governing body on concrete measures to broaden its donor base?

- Yes
- No
- Not applicable

Comment Box: If YES, please quote the relevant paragraph in the box below and provide the title, page number and link to the source document.

If NO, please explain why not and mention any plans for doing so in the future.

*A/RES/72/279. OP28 “Welcomes the commitment of the Secretary-General to repositioning the United Nations development system in accordance with calls by Member States set out in resolution 71/243 and in the present resolution, recognizes that that commitment to reform is an essential component of a Funding Compact, and therefore requests the United Nations development system, as the starting point for its commitment to the Funding Compact:
(e) To allocate, where applicable, at least 15 per cent of non-core resources for development to joint activities;*

89. What proportion of your entity’s expenditures on **development activities** in 2021 were allocated to joint activities?

- Less than 5%
- 5-10%
- 11-15%
- 16-20%
- 21-30%
- 31-40%
- 41-50%
- over 50%
- Not applicable (my entity does not carry out development activities)

Optional comments:

Both the 2016 QCPR (OP31) and the 2020 QCPR (OP51) urged donor countries, and encouraged other contributors “to maintain and substantially increase their core contributions to the United Nations development system, in particular its funds, programmes and specialized agencies, and to contribute on a multi-year basis, in a sustained and predictable manner.”

90. Please estimate the proportion of the financial contributions your organization received in 2021 and 2022 (if possible at this time) that were part of a multi-year commitment:

Year	Less than 10%	10 to 20%	21 to 30%	31 to 50%	51 to 75%	Over 75%	Don’t know
2021							
2022							

Optional comments: Please detail below the precise USD amount or percentage share of core contributions that were part of a multi-year commitment, if known for either 2021 or 2022.

91. Please estimate the proportion of the *core/non-earmarked* contributions your organization received in 2021 and 2022 (if possible at this time) that were part of a multi-year commitment:

Year	Less than 10%	10 to 20%	21 to 30%	31 to 50%	51 to 75%	Over 75%	Don’t know
2021							
2022							

Optional comment: Please detail below the precise USD amount or percentage share of **core** contributions that were part of a multi-year commitment, if known for either 2021 or 2022. Please also quote and include the title and link to any relevant source documentation.

The 2016 QCPR (OP30) and 2020 QCPR (OP50) called “for the enhancement of accountability, transparency, efficiency and effectiveness in the funding of the United Nations operational activities for development in order to incentivize contributions by donor countries and other contributors, and calls upon United Nations funds, programmes and specialized agencies to

publish timely, harmonized and verifiable data on funding flows.” The 2016 QCPR (OP34b) and 2020 QCPR (56b) urged UNDS entities through their governing bodies to identify “in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected in their strategic plans, including administrative, management and programme support costs”

92. Does/Is your entity’s integrated results and resources framework:

	Yes	No
identify the level of resources adequate to produce the results expected in the strategic plan		
based on theory of change and supported by indicator metadata		
include performance indicators		
reviewed every one or two years with adjustments made as appropriate		

Optional comments:

93. Does your entity publish data on its funding flows as per the IATI data standard or similar data standard?

- Yes, IATI
- Not IATI, but other similar data standard is used
- No
- Not applicable – handled centrally (Controllers’ Office, etc)

Comment Box: If Not IATI, but other similar standard is used, please specify which standard(s). If NO, please explain why not and any relevant plans for doing so in the future.

94. Does your entity systematically publish the following:

	Yes (centrally)	Yes (not centrally)	No
Project documents			
Funding data			
Evaluations			
Projects lists			

Optional comment /Please provide links to any transparency portals for your agency.

The 2016 QCPR (OP43) and 2020 QCPR (OP65) urged the entities of the UNDS “consistent with their mandates, to align their next integrated budgets with the present resolution and, in that context, to improve the functioning and effectiveness of the structured dialogues on how to fund the development results agreed in the strategic plans”, with the 2020 QCPR adding “including through the implementation of the Funding Compact commitments”.

95. Has the governing body of your entity held such a structured funding dialogue in 2022 on how to finance the development results agreed in the new strategic planning cycle?

- Yes
- No
- Not applicable

Comment Box: If **NO**, please explain why not and any relevant plans for doing so in the future.

[Skip-logic, if **YES** on structured funding dialogue] What was the outcome of your organization’s 2022 structured dialogue on how to fund the strategic plan? (Please include links to any summary, presentation, decision, outcome document or other relevant material connected to this funding dialogue)

[Skip-logic, if **YES** on structured funding dialogue] Please mention briefly an important positive effect that the Funding Compact has had on the 2022 structured funding dialogue within your organization, if any.

[Skip-logic, if **YES** on structured funding dialogue] Has your entity presented options to your governing body for improving the functioning and effectiveness of the structured funding dialogues?

- Yes
- No

Comment Box: If YES, please quote the relevant paragraph in the box below and provide the title, page number and link to the source document.

If NO, please explain why not and any relevant plans for doing so in the future.

96. Does your entity report on its implementation of relevant entity and Member States Funding Compact commitments to its governing body?

- Yes
- No
- Not applicable

Optional comments:

97. Is the importance of shifting from highly earmarked funding to core or more flexible/softly-earmarked resources mentioned as part of the decisions taken by your governing body in 2022?

- Yes
- No
- Not applicable

Optional comments / If YES, please point to the relevant decision of your governing body (link and paragraph):

The 2016 QCPR (OP35) and the 2020 QCPR (OP57) reaffirmed “the principle of full cost recovery, proportionally from core and non-core resources, thereby avoiding the use of core or regular resources to subsidize activities financed by non-core or extra-budgetary resources,” and the 2020 QCPR reiterated the request “to analyse and explore in a collaborative manner options for harmonized cost-recovery policies.”

98. Did your entity report on the implementation of your approved cost recovery policies and rates to your respective governing body in 2022?

- Yes
- No
- Not applicable

Comment Box: If YES, please provide the title, page number and link to the source document. If NO, please explain why not and any relevant plans for doing so in the future.

99. In 2022, did your entity include estimated and actual cost recovery amounts in its budget presented for approval by the governing body?

	Yes	No	N/A
Estimated amounts			
Actual amounts			

Comment Box: If YES, please provide the title, page number and link to the source document.
If NO, please explain why not and any relevant plans for doing so in the future.

100. How many support fee waivers did your entity issue in 2021 and what was the total value (in USD) of the 2021 agreements for which a support fee waiver was granted?

- Number of waivers:
- Total value of agreements:

Optional comments:

The 2016 QCPR (OP38) and the 2020 QCPR (OP61) urged UNDS entities “to further explore innovative funding approaches to catalyze additional resources” and encouraged entities “to share knowledge and best practices on innovative funding, taking into account the experiences of other multilateral institutions, and to include this information in their regular financial reporting;”

101. Does your entity report on the estimated resources generated from innovative funding modalities as part of its regular financial reporting?

- Yes
- No
- Not applicable

Comment Box: If YES, please provide the title, page number and link to the source document.
If NO, please explain why not and any relevant plans for doing so in the future.

102. Please add any information you deem relevant to the objectives of this survey.

103. Finally, we would welcome any comments you would like to make on the survey itself.

Thank you