



2017 Operations Management Teams Survey

Welcome

Welcome to this survey on progress in implementing UN General Assembly resolution 67/226 and 71/243 on the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the United Nations system.

This is the fourth survey since 2013 and it is designed for Operations Management Teams (OMTs) to monitor and report on the implementation of the 2012 and 2016 QCPR resolutions. The survey collects standardized information about the status and progress made in the simplification and harmonization of business practices. The results of this survey will be reported to the General Assembly and ECOSOC through the 2018 Secretary-General's Report on implementation of the QCPR, providing evidence from the country level on the progress made in the area of business operations.

The survey respondents are the OMTs in all UN programme countries. The survey should be answered in consultation with all members of the OMT. Only one survey response can be accepted per OMT and country/location.

The questions are designed to enable all OMTs to complete the survey without collecting detailed information from individual entities. To best capture the relevant areas for this assessment, the survey for OMTs is set out in four broad substantive categories: Consolidation of Support Services; Common Services, Procurement Cooperation; and, Common Premises. Please note that in this questionnaire the term 'UN entities' is used as shorthand for UN Specialized Agencies, UN Funds and Programmes, and Departments of the UN Secretariat.

All 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 complete the questionnaire within four weeks of notification, and click "Done" at the end of the survey when you have finished it to submit the response. Clarifications and questions can be addressed to Rebekah Chew at chewr@un.org with copy to the QCPR team at qcpr@un.org.

This survey takes approximately 30-60 minutes to complete. Your cooperation with this important exercise is highly appreciated!



2017 Operations Management Teams Survey

Consolidation of Support Services

1. What is the location of your UNCT?

Please select from the following list.

Other (please specify):

I. Consolidation of Support Services

2. The Business Operations Strategy is a 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.

Has the UNCT decided to develop and establish a UN Business Operations Strategy (BOS)?

- Yes, we have a fully implemented BOS (monitored and cost savings reported on)
- Yes, we have developed a BOS, but BOS not signed by the participating UNCT Members (or is not being implemented/monitored)
- No, we have not developed a BOS



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Consolidation of Support Services

3. Which UN entities are participating in the fully implemented BOS?

Please select the box below for each entity that is participating in the BOS.

- ECA
- ECE
- ECLAC
- ESCAP
- ESCWA
- FAO
- IAEA
- ICAO
- IFAD
- ILO
- IOM
- IMO
- IMF
- ITU
- OCHA
- OHCHR
- UNAIDS
- UNCDF
- UNCTAD (including ITC)

- UNDESA
- UNDP
- UNESCO
- UNEP
- UNFPA
- UNHCR
- UN-HABITAT
- UNICEF
- UNIDO
- UNISDR
- UNODC
- UNOPS
- UNRWA
- UNV
- UN-WOMEN
- UNWTO (tourism)
- WFP
- WHO / PAHO
- WIPO
- World Bank
- Other (please specify):

4. What were the main challenges when developing and establishing a UN Business Operations Strategy?

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 financial resources
- Lack of OMT capacity
- Lack of OMT member commitment
- Lack of delegated authority to OMT members
- Conducting baseline and needs analyses
- Conducting cost benefit analyses
- Developing a results framework
- Developing a monitoring and evaluation framework
- Developing OMT work plans
- Other (please specify in the comment box below)

5. What are the projected annual savings under your UN Business Operations Strategy in US dollars?

- 0 to \$50,000
- \$51,000 to \$100,000
- \$101,000 to \$500,000
- \$501,000 to \$1,000,000
- over \$1,000,000

Optional comments:

6. What are the three main non-monetary benefits the UNCT perceives to be realized by the UN Business Operations Strategy?

Please select up to 3 benefits that apply.

- Enhanced strategic planning
- Better prioritization of human and financial resource expenditures for common operations
- Enhanced management control of common operations
- Enhanced ability to monitor and track impact of common operations
- More consistent approach to common operations
- Better linkages between programme and operations
- Higher quality services
- Other (please specify in the comment box below)



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Consolidation of Support Services

7. Please explain why the BOS is not yet fully implemented:



8. Please explain why your UNCT has not established or decided to develop a UN Business Operations Strategy:



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Consolidation of Support Services

9. Overall, how satisfied is the OMT with the support received from headquarters of UN agencies and from UN DOCO with regard to business operations and the BOS?

	Very satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't know
UN-DOCO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN Agency Headquarters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments:

10. 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 separate agency-owned departments	Management through a lead agency on behalf of the UNCT	Management through a common UN service unit
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Optional comments:

11. Please indicate who currently chairs the OMT:

- A Head of Agency
- The Resident Coordinator
- Other (please specify in the comment box below)

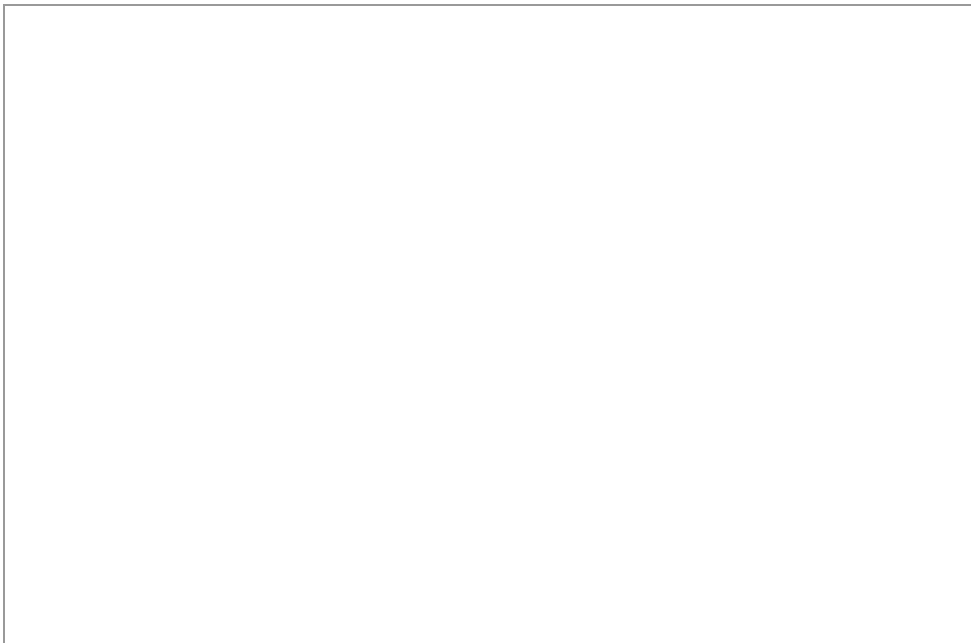
12. Please select the agency that currently chairs the OMT:

Optional comments:

13. Please briefly describe any best practices in relation to the functioning of the OMT:



14. Please briefly describe any suggestions that would further improve the effectiveness of the OMT:





II. Common Services

According to a UNDG definition, 'common services' is a generic term to describe the implementation of common administrative functions among entities of the United Nations system. Common shared services are typically established in the following functional areas: procurement, finance, ICT, logistics, human resources, and common facility services, including common premises.

Please note that the term common services also includes outsourcing of administrative functions, such as guard services, travel agency services, cleaning services or other functions which are delivered through external service providers on the basis of common agreements between UN entities. 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 common services.

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

Please provide a response for each row.

	Local MoU	Inter-agency agreement in place	Common long-term agreement in place	Cost-benefit analysis conducted	None of those steps
PROCUREMENT - Freight forwarding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROCUREMENT - Custom clearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROCUREMENT - LTAs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROCUREMENT - Bidding process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROCUREMENT - Market research / vendor pre-screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Local MoU	Inter-agency agreement in place	Common long-term agreement in place	Cost-benefit analysis conducted	None of those steps
PROCUREMENT - Vendor databases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROCUREMENT - Consultancies (sourcing of)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROCUREMENT - Other procurement (specify in comment box below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY SERVICES - Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY SERVICES - Cleaning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY SERVICES - Help Desk / Service Desk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY SERVICES - Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY SERVICES - Reception	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY SERVICES - Compound/building maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY SERVICES - Colocation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY SERVICES - Other facility services (specify in comment box below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Medical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Fuel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Stationary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Courier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Help Desk/ Service Desk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Catering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Printing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Local MoU	Inter-agency agreement in place	Common long-term agreement in place	Cost-benefit analysis conducted	None of those steps
LOGISTICS / ADMIN - Protocol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Fleet management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Vehicle maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Rental cars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Interpretation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Translation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Event management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Legal services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LOGISTICS / ADMIN - Other logistics/admin services (specify in comment box below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR - Recruitment process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR - Rosters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR - Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR - Consultancies (Sourcing of)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR - Other HR related services (specify in comment box below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCE - VAT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCE - Banking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCE - Payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCE - Currency exchange	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCE - DSA, Incentives and Fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCE - HACT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCE - Other finance related services (specify in comment box below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Local MoU	Inter-agency agreement in place	Common long-term agreement in place	Cost-benefit analysis conducted	None of those steps
IT - ISP (internet)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT - Telecommunication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT - Help desk/Service desk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT - IT infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT - IT maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT - Standardization of IT hardware	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT - Standardization of IT software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT - Other IT related services (specify in comment box below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please specify if you selected 'other' for any of the services above:

16. 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.

- Different regulations and rules
- Different policies and procedures
- 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
- Lack of financial resources
- Lack of OMT capacity
- Lack of OMT member commitment
- Lack of delegated authority to OMT members
- The UNCT did not see that benefits would outweigh costs by sharing business operations functions
- Other (please specify in the comment box below)

Optional comments:



17. Please specify which rules and regulations and/or policies and procedures have prevented the UNCT in your country from further harmonizing business practices in the different areas of business operations. Provide one or more examples of how these have presented a barrier to the harmonization of business practices.



III. Procurement Cooperation

18. 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)	<input type="radio"/>	<input type="radio"/>
United Nations Global Marketplace (UNGM)	<input type="radio"/>	<input type="radio"/>
Other Common Procurement Web Portals (please specify under 'optional comments')	<input type="radio"/>	<input type="radio"/>
Common Vendor Database	<input type="radio"/>	<input type="radio"/>
Common Consultant Roster	<input type="radio"/>	<input type="radio"/>
Harmonized Procurement Process	<input type="radio"/>	<input type="radio"/>
Common Procurement Review Committee	<input type="radio"/>	<input type="radio"/>

Optional comments:

19. To what extent does the level of delegated authority enjoyed by agency heads vary from one agency to another?

- To a great extent
- To a moderate extent
- To a small extent
- There is no observable variation
- Don't know

Optional comments:



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Procurement cooperation

20. To what extent has this been a constraint on the efficient implementation of joint activities on business operations?

- No constraint
- Minor constraint
- Moderate constraint
- Serious constraint

Optional comments:



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Procurement cooperation

21. Are UNCT Heads of Agency (HoAs) authorized to enter into long-term agreements without further approval requirements through their regional bureaus or headquarters?

- All UNCT HoAs are authorized regardless of the contract amount and contents
- UNCT HoAs have different levels of authorization depending on the contract amount
- UNCT HoAs have different levels of authorization depending on the contents of the contract
- All UNCT HoAs have to submit long-term agreements for review and approval
- Don't know

Optional comments:

22. In your country, what proportion of UN entities utilize existing (agency-owned or common) long-term agreements with external service providers?

- All entities
- Almost all entities
- Some Entities
- None

Optional comments:



23. What factors prevent UN entities from utilizing existing long-term agreements with external service providers?

Please select all that apply.

- UN entities continue to establish agency-specific long-term agreements
- UN entities do not permit other entities to utilize their long-term agreements
- Long-term agreements are not in line with the policies or procedures of all agencies
- UN entities do not agree to the service provisions in existing long-term agreements
- External service providers refuse to include other entities into an existing long-term agreement
- Other (please specify in the comment box below)



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Procurement cooperation

24. In your country, approximately what percentage of the 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

Optional comments:

25. With regards to procurement that is carried out by UN entities, approximately what percentage is done collaboratively through long-term agreements and other mechanisms?

(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

Optional comments:

26. To what extent does the OMT agree or disagree that the Government has the capacity to assume more responsibility for procurement in UN-funded programmes and projects?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

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

Yes

No

Optional comments:



IV. Common Premises

A common premise entails the co-location of two or more resident United Nations entities present in a country. A Common Premises can be established at national and sub-national level, as per the UNDG business operations working group for Common Premises definition, adopted February 2017

A UN House entails the co-location of two or more resident United Nations entities present in a country as well as the office of the Resident Coordinator. The United Nations House is not necessarily a standalone building, and it may have satellite premises and may be referred to as United Nations House Annex. There will only be one United Nations House in any given country. The name UN House is conferred upon recommendation of the UNDG.

Some entities outpost technical advisers and/or project staff to Ministries or other governmental institutions as part of capacity development. While these are good practices, please note they are not considered as part of common premises.

You may wish to consult the local Department of Safety and Security official to verify your data in the following questions.

28. Are there any common premises in your country?

Yes

No

Optional comments:



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Common Premises

29. Please indicate below how many common premises exist in your country by completing the table below.

Please use one row per common premise, and for each common premise (row) please list the entities in the common premise.

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>
4	<input type="text"/>
5	<input type="text"/>
6	<input type="text"/>
7	<input type="text"/>
8	<input type="text"/>
9	<input type="text"/>
10	<input type="text"/>
11	<input type="text"/>
12	<input type="text"/>
13	<input type="text"/>
14	<input type="text"/>
15	<input type="text"/>
16	<input type="text"/>

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30. What prevents the establishment of common premises in your country?

Please provide your answer in the comment box.



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Common Premises

31. How many single-entity office premises exist in your country?

Optional comments:

32. Which entities use single-entity office premises?

Please select below all that apply.

- ECA
- ECE
- ECLAC
- ESCAP
- ESCWA
- FAO
- IAEA
- ICAO
- IFAD
- ILO
- IOM
- IMO
- IMF
- ITU
- OCHA

- OHCHR
- UNAIDS
- UNCDF
- UNCTAD (including ITC)
- UNDESA
- UNDP
- UNESCO
- UNEP
- UNFPA
- UNHCR
- UN-HABITAT
- UNICEF
- UNIDO
- UNISDR
- UNODC
- UNOPS
- UNRWA
- UNV
- UN-WOMEN
- UNWTO (tourism)
- WFP
- WHO / PAHO
- WIPO
- World Bank

Optional comments:



33. Which entities have technical advisors or project staff outposted/located within Government Ministries or other Government institutions?

Please select below all that apply.

- ECA
- ECE
- ECLAC
- ESCAP
- ESCWA
- FAO
- IAEA
- ICAO
- IFAD
- ILO
- IOM
- IMO
- IMF
- ITU
- OCHA
- OHCHR
- UNAIDS
- UNCDF

UNCTAD (including ITC)

UNDESA

UNDP

UNESCO

UNEP

UNFPA

UNHCR

UN-HABITAT

UNICEF

UNIDO

UNISDR

UNODC

UNOPS

UNRWA

UNV

UN-WOMEN

UNWTO (tourism)

WFP

WHO / PAHO

WIPO

World Bank

Optional comments:



2017 Operations Management Teams Survey

Thank You

34. Optional comments on any aspect of the survey:

35. In the event that clarification or additional information is required for responses provided in this survey, please provide contact details below for the survey focal point:

Name:

Title:

Department:

Phone:

Email:

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 2016 Quadrennial Comprehensive Policy Review (QCPR) resolution.
