



2017 Survey of UN agencies' Headquarters

Welcome

Welcome to this survey on progress in implementing UN General Assembly resolutions 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 annual Survey of UN entities at headquarter level, which aims to monitor the implementation of the QCPR resolutions through seeking information on the measures that UN entities have taken in response to the requests and information contained in the abovementioned resolutions.

The results of the survey will provide an important contribution to the 2018 Secretary-General's Report on the implementation of the QCPR. For a review of the responses from the last survey conducted in 2015 that fed into the 2016 Secretary-General's Report on the implementation of the 2012 QCPR (67/226), please see this website:

<https://www.un.org/ecosoc/en/content/2016> or download the survey report here:

<https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/qcpr-2016-hq-agency-survey-report.pdf>

Please note that only one survey response can be accepted per UN entity. As an aid to entity-wide consultations on the survey response, a PDF copy of the questionnaire, attached in the email with the survey link, can be printed and shared. However, the PDF version of the survey is for reference only. The survey must be completed online, and takes approximately 30 minutes. The software allows you to exit the questionnaire and reopen it later, Provided you use the same computer and do not in the meantime clear the history and website data from visited sites the online survey platform, Survey Monkey, will save the survey responses. Your answers will be saved. You can also navigate forwards and backwards within the questionnaire and click the "Exit Survey" button when you have finished it.

For any given survey question, 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 and others.

Kindly complete the questionnaire within four weeks of notification.

Questions can be addressed to Kirit Patel at patelk@un.org with copy to the QCPR team at qcpr@un.org.



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Introduction

1. Please select your entity:

Other (please specify)



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Alignment with the 2030 Agenda for Sustainable Development

2. The following paragraph from the 2016 QCPR relates to the next question.

OP18: “Calls on United Nations funds, programmes and specialized agencies to reflect their contribution to the implementation of the 2030 Agenda for Sustainable Development in their strategic plans and similar planning documents, in close consultation with and for presentation to their respective governing bodies for approval, and in this regard requests each individual entity to elaborate on how it plans to engage in coherent and integrated support, as called for in the 2030 Agenda for Sustainable Development;”

Has your entity, in its strategic plan, elaborated how it plans to engage in coherent and integrated support as called for in the 2030 Agenda?

☐ Yes

☐ No

Optional comments:



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Alignment with the 2030 Agenda for Sustainable Development

3. Please provide a link to the relevant document and reference the page number where the document elaborates on how the entity plans to engage in coherent and integrated support as called for in the 2030 Agenda:



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Alignment with the 2030 Agenda for Sustainable Development

4. Please briefly mention why this was not covered in the strategic plan, and if there are plans to do so in the future:



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5. The following paragraph from the 2016 QCPR relates to the next 3 questions.

OP 17a: *“Stresses the importance of continuing to mainstream the 2030 Agenda for Sustainable Development, as appropriate, into the work of each entity of the United Nations development system, in line with their respective mandates and respecting the intergovernmentally agreed decisions of their governing bodies, and in this regard urges the United Nations development system: (a) To continue to allocate resources to realize the development objectives of developing countries, and to support the endeavour to reach the furthest behind first, while taking into account the universal and inclusive nature of the 2030 Agenda for Sustainable Development;”*

Does your entity address the goal of poverty eradication in its Strategic Plan?

- ☐ Yes
- ☐ No
- ☐ Not applicable to our entity (we do not have a mandate on poverty eradication)

Optional comments:

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6. Does your entity's Strategic Plan outline how your organization plans to mainstream poverty eradication?

- ☐ Yes
- ☐ No
- ☐ Not applicable to our entity (we do not have a mandate on poverty eradication)

Optional comments:

7. Has your entity, in its strategic plan, explicitly outlined how it will reach the furthest behind first?

- ☐ Yes
- ☐ No
- ☐ Not applicable to our entity

Please briefly highlight how your organization plans to reach the furthest behind first in its strategic plan.



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Alignment with the 2030 Agenda for Sustainable Development

8. Please copy the relevant text below or provide a link to the relevant document and reference the page number where the document outlines how it will target the furthest behind first:



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Alignment with the 2030 Agenda for Sustainable Development

9. Please briefly mention why this was not covered in the strategic plan and if there are plans to do so in the future:



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Alignment of Planning Processes

10. The following paragraph from the 2016 QCPR relates to the next question.

OP51: “Requests the United Nations development system to further simplify and harmonize agency-specific programming instruments, business practices, processes and reporting in alignment with the United Nations Development Assistance Framework, or equivalent planning framework, by taking necessary steps at the headquarters level, as appropriate;”

In the last two years, have specific measures been taken at headquarters level to simplify and harmonize your agency-specific programming and reporting instruments, in alignment with the UNDAF or equivalent planning framework?

☐ Yes

☐ No

Optional comments:



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Alignment of Planning Processes

11. Please briefly reference and describe which measures have been adopted in this regard:



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Alignment of Planning Processes

12. Please briefly mention why specific measures have not been adopted in this regard:



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13. The following paragraph from the 2016 QCPR relates to the next question.

OP78: “Reaffirms that all entities of the United Nations development system carrying out operational activities for development should 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;”

To what extent is your entity’s planning and budgetary cycle aligned with the QCPR cycle?

- ☐ Fully
- ☐ Partially
- ☐ Not at all

Optional comments:

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Alignment of Planning Processes

14. Please identify what plans, if any, your entity has in response to the above mentioned request in operating paragraph 78, which was a reiteration of an earlier mandate in GA resolution 67/226 (OP 121):



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Funding

15. The following paragraph relates to the next question.

OP34(c): *“Also urges the entities of the United Nations development system, through their governing bodies, to take concrete steps to address on a continuous basis the decline of core contributions and 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;”*

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

☐ Yes

☐ No

Optional comments:

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16. The following paragraph relates to the next question.

OP31: "*Urges donor countries, and encourages 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;*"

Please estimate the percentage of the financial contributions your organization received in 2016 that were part of a multi-year commitment:

- ☐ Less than 10%
- ☐ 10-20%
- ☐ 20-30%
- ☐ 30-50%
- ☐ Over 50%

Optional comments (please include precise USD amount or percentage share of total contributions, if known):

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17. The following paragraph relate to the next two questions:

OP29: *"Notes that, notwithstanding efforts by the United Nations development system, the mandate contained in its resolution 67/226 with respect to the development and operationalization of the concept of "critical mass" of core resources has not been fulfilled as originally foreseen, and requests the United Nations funds, programmes and specialized agencies, as appropriate, that have not already done so to implement integrated results and resource frameworks aligned to their strategic plans in order to strengthen results-based budgeting and to help determine the level of resources and link resources to results for the entities of the United Nations development system to finance their strategic plans."*

Has your entity defined common principles for the concept of 'critical mass' of core resources?

☐ Yes

☐ No

Optional comments:



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18. Please describe briefly these common principles for the concept of "critical mass" of core resources:



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19. Please mention briefly steps planned to be undertaken on defining such common principles prior to the end of next year, if any:



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20. Has your entity determined and reported to the Governing body on its level of "critical mass" of core resources?

☐ Yes

☐ No

Optional comments:



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21. Please provide the link and/or source where this amount is reported on:



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22. Please mention briefly steps planned to be undertaken in this regard prior to the end of next year, if any:



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23. The following paragraphs relates to the next two question.

OP30: *"Calls 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."*

OP34b: *"Also urges the entities of the United Nations development system, through their governing bodies, to take concrete steps to address on a continuous basis the decline of core contributions and the growing imbalance between core and non-core resources, including by, but not limited to: (b) Identifying, 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;"*

Does your entity ensure that available and projected core and noncore resources are consolidated within an integrated results and resources framework?

- ☐ Yes
- ☐ Not yet, but this will be done starting in 2018
- ☐ No

Optional comments:

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

☐ Yes

☐ No



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25. Please indicate any plans your entity has to begin publishing information using the IATI data standard:



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26. The following paragraph relates to the next question.

OP43: *“Urges the entities of the United Nations development system, 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;”*

Has the governing body of your entity held such a dialogue in the past year on how to finance the development results agreed in the new strategic planning cycle?

☐ Yes

☐ No

Optional comments:



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27. Please include web links to any summary, outcome document or other relevant material connected to this financing dialogue)



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28. Please mention briefly any plans of your entity to organize such a dialogue prior to the end of 2017:



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29. Has your entity presented options to your governing body for improving the functioning and effectiveness of the structured financing dialogues:

- ☐ Yes
- ☐ Not yet, but we plan to do so before the end of 2017
- ☐ No

Optional comments:



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30. Please mention briefly any steps taken or plans made related to improving the functioning and effectiveness of your financing dialogue (please provide a web link to any relevant documentation):

31. The following paragraph from the 2016 QCPR relates to the next 5 questions.

OP35: “Reaffirms 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, urges all entities of United Nations development system, donor countries and other contributors to comply with existing cost recovery policies and rates whenever earmarked financial support is provided, calls on those entities with approved cost recovery policies and rates to report annually on their implementation to their respective governing bodies, and invites the relevant entities of the United Nations development system to analyse and explore in a collaborative manner options for harmonized but differentiated cost recovery policies and rates, taking into account administrative costs related to different funding modalities based on common cost classification and cost recovery methodologies, as well as the most cost-efficient operations associated with entities’ operations, for consideration by their respective governing bodies, as appropriate;”

Has the governing body of your organization adopted cost recovery policies and rates based on common cost classifications and cost recovery methodologies?

- ☐ Yes, our organization is implementing such a policy
- ☐ Yes, our organization has adopted such a policy but have not begun implementing it yet
- ☐ No, but our organization submitted such a policy for consideration
- ☐ No, but our organization has explored options in this regard
- ☐ No, our organization has no such plans at the present time

Optional comments:

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Funding

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

- ☐ Yes
- ☐ Not yet, however we plan to report later this year
- ☐ No

Optional comments:

33. Did your entity include estimated cost recovery amounts in its budget presented for approval by the governing body?

- ☐ Yes
- ☐ No

Optional comments:

34. Did your entity include estimated cost recovery amounts in its budget presented for approval by the governing body?

☐ Yes

☐ No

Optional comments:

35. Does your entity report expenditures disaggregated by the SDGs?

☐ Yes

☐ No

Optional comments:

36. The following paragraph from the 2016 QCPR relates to the next 3 question.

OP38: “Urges the entities of the United Nations development system to further explore innovative funding approaches to catalyse additional resources, and encourages in this regard the entities of the United Nations development system 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;”

Although there is no agreed definition for innovative development finance, the term commonly refers to mechanisms that raise funds for development that are complementary to ODA and predictable and stable in nature. Innovative financing can be grouped into three main categories: innovative sourcing of the public sector used for international

development, for example developing new forms of taxes and levies to provide a steady resource flow to supplement ODA; innovative mechanisms that can make existing financing more effective, such as debt swaps or advanced market commitments, or that can leverage private flows for development objectives; and innovative spending, for example through global funds, including the Global Fund to Fight AIDS, Tuberculosis and Malaria.

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

☐ Yes

☐ No

Optional comments:

37. Does your entity report on lessons learned and best practices on “innovative funding” as part of its regular financial reporting?

☐ Yes

☐ No

Optional comments:



38. If yes, please list up to three examples of innovative funding modalities that your entity has implemented.



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Building National Capacities for Development

39. The following paragraph from the 2016 QCPR relates to the next question.

OP21: "Calls upon the United Nations funds, programmes and specialized agencies, at the request of national Governments, to improve their support to the building, development and strengthening of national capacities, to support development results at the country level and to promote national ownership and leadership, in line with national development policies, plans and priorities, taking into account their respective mandates and bearing in mind their comparative advantages, including by, but not restricted to, carrying out the following functions."

Please mention briefly any measures such as revised policies or systems, introduced recently by your entity to better develop and strengthen national capacities including ensuring the long-term impact of capacities built.

40. Please mention briefly any obstacles or challenges your entity has encountered in this regard.



Strengthening Partnership Approaches

41. The following paragraph from the 2016 QCPR relates to the questions in this section.

OP22: “Reaffirms the central role of Governments in contributing to the work of the United Nations development system, while recognizing the importance of the United Nations development system in increasing the capacity to engage in results-oriented innovative national, regional and global partnerships, with relevant stakeholders, encourages the United Nations development system to intensify its collaboration with these stakeholders, bearing in mind the provisions of resolution 70/224 of 22 December 2015, and calls upon the entities of the United Nations development system to share knowledge and best practices in partnership approaches with a view to improving transparency, coherence, due diligence, accountability and impact;”

Does your entity have a functioning monitoring and reporting platform or mechanism/s that tracks the annual status and results of each partnership?

☐ Yes

☐ No

Optional comments:

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Strengthening Partnership Approaches

42. Please briefly describe the platform or mechanism/s, how it tracks the annual status and results of each partnership, and whether key lessons and best practices are shared with other entities:



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Strengthening Partnership Approaches

43. Please briefly mention if there are plans to do so in the future:



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Strengthening Partnership Approaches

44. How many partnerships does your entity have at the global and regional level? (Please provide an approximate figure if the exact number is not known)

45. How many of these partnerships are newly-formed since the start of this calendar year? (Please provide an approximate figure if the exact number is not known)

46. How many of these partnerships will end at the end of this calendar year? (Please provide an approximate figure if the exact number is not known)



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South-South Cooperation

47. The following paragraph from the 2016 QCPR relates to the questions in this section

OP23: “Reiterates that the United Nations development system should mainstream and 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, taking into account that South-South cooperation is a complement to, rather than a substitute for, North-South cooperation, in line with the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation”

Has your entity integrated South-South cooperation into its strategic plan?

☐ Yes

☐ No

Optional comments: Please copy the relevant text below or provide a link to the relevant document and reference the page number where the document integrates South-South cooperation:



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South-South Cooperation

48. Please briefly mention why this was not covered in the strategic plan and if there are plans to do so in the future:

49. Did your entity report on South-South cooperation in its last annual report?

☐ Yes

☐ No

Optional comments: : Please copy the relevant text below or provide a link to the relevant document and reference the page number where the document integrates South-South cooperation:



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South-South Cooperation

50. Please briefly mention why this was not covered in the annual report and if there are plans to do so in the future:



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South-South Cooperation

51. Does your entity have a unit dedicated to South-South cooperation?

☐ Yes

☐ No

If yes, how many staff members is the unit composed of?



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South-South Cooperation

52. Approximately how much of this unit staff's time allocated to South-South and triangular cooperation?

- ☐ Less than 25%
- ☐ 25-50%
- ☐ 51-75%
- ☐ 76-99%
- ☐ 100%

Optional comments:

53. Does your entity have a budget dedicated to South-South and triangular cooperation?

- ☐ Yes
- ☐ No

If yes, please indicate the amount of the budget.

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

55. Please mention briefly any incentives that your entity has in place to mainstream and enhance support for South-South cooperation:

56. Does your entity provide assistance to the UN Office for South-South Cooperation (UNOSSC) in any way?

☐ Yes

☐ No

Optional comments: If yes, please explain briefly.

57. Please mention briefly any lessons learned from the implementation of successful South-South and triangular cooperation projects and programmes:



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Providing Greater Complementarity between Humanitarian, Development and Peacebuilding efforts

58. The following paragraph form the 2016 QCPR relates to the next three questions.

OP 24: “Calls upon the entities of the United Nations development system, in full compliance with their respective mandates, to enhance coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies and in countries in conflict and post-conflict situations ...”

Please identify any relevant programming instruments or processes or business practices that your entity has developed to enhance coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies and in countries in conflict and post-conflict situations.

59. Please describe any relevant actions that your entity has taken to ensure greater cooperation and complementarity among development, disaster risk reduction, humanitarian action and sustaining peace in countries facing humanitarian emergencies and in conflict and post-conflict situations.

60. Please make any further suggestions on how the complementarity among humanitarian, development and peacebuilding efforts can be strengthened In the UN system.



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Resident Coordinator System

61. The following paragraph of the QCPR resolution relates to the next question:

OP 55. "Reiterates the central role of the resident coordinators, working with the United Nations country team and under the leadership of Governments, in ensuring the coordination of United Nations operational activities for development at the country level, and stresses the need to ensure that resident coordinators have sufficient leadership, prerogative, impartiality, management tools, experience and skills sets to effectively fulfil their mandate":

Does the job descriptions of your Country Representatives include provisions that recognize the country representative's role vis a vis UN Resident Coordinator?

☐ Yes

☐ No

Optional comments:



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Resident Coordinator System

62. Please briefly specify how this recognition of the RC's role is written in the Terms of Reference of your Country Representatives or in any HQ policy guidance (include any direct quotes that would be appropriate in response to this question).



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Resident Coordinator System

63. The following paragraph from the QCPR resolution relates to the next two questions.

OP61b: *"To ensure that the entities of the United Nations development system at the country level periodically provide the resident coordinator with sufficient information on their activities in the field, in order to ensure better communication with the national Government without compromising the prerogative of the Government to communicate directly with the entities of the United Nations country team;"*

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

	Yes	No
Planning	<input type="radio"/>	<input type="radio"/>
Resource mobilization	<input type="radio"/>	<input type="radio"/>
Programme implementation	<input type="radio"/>	<input type="radio"/>

If yes, please briefly specify how this recognition is written in the Terms of Reference of your Country Representatives or in any HQ policy guidance (include any direct quotes, or frequency of actions required, that would be appropriate in response to this question).

64. Does your entity require inputs from the UN Resident Coordinator to Country Representatives' performance appraisal ?

- ☐ Yes, this is done in all programme countries
- ☐ Yes, this is done in most programme countries
- ☐ Yes, this is done in some programme countries
- ☐ No

Optional comments:

65. The following paragraph from the 2016 QCPR relates to the next question:

OP 57g: "To ensure appropriate funding support for the resident coordinator system, including through an effective and fair cost-sharing arrangement among United Nations development system entities, based on the cost of the coordination functions performed, and in this regard to ensure that all entities of the United Nations development system report on their use of the resident coordinator system and their contribution to the cost-sharing mechanism to their respective governing bodies;"

Does your entity report on use and contribution to the UNDG RC cost-sharing mechanism to its respective governing body?

☐ Yes

☐ No

If no, please explain why not.

66. Did you entity pay its contribution in full to the UNDG RC cost-sharing system?

☐ Yes

☐ No

Optional comments:



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Resident Coordinator System

67. Please briefly explain why not.



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Resident Coordinator System

68. Does your entity have a risk management assessment policy?

☐ Yes

☐ No

Optional comments:



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Resident Coordinator System

69. Please indicate which types of risks are included in the policy:

	Yes	No
Security risks	<input type="radio"/>	<input type="radio"/>
Medical risks	<input type="radio"/>	<input type="radio"/>
IT disaster recovery risks	<input type="radio"/>	<input type="radio"/>
Business continuity risks	<input type="radio"/>	<input type="radio"/>
Others (please specify below)	<input type="radio"/>	<input type="radio"/>

Optional comments: (please list any other types of risks included in the policy)



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Programmatic and Operational Coherence

70. The following paragraph from the 2016 QCPR relates to the next set of questions.

OP 61: “Welcomes the achievements of the United Nations development system in promoting more effective integrated support, including delivering as one, 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;”

Has your entity reported to its governing body on any recent actions taken to identify and address institutional bottlenecks with the aim of promoting greater programmatic coherence within UN country teams?

☐ Yes

☐ No

Optional comments:

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Programmatic and Operational Coherence

71. Please briefly describe some recent actions taken to remove institutional bottlenecks.



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Programmatic and Operational Coherence

72. If you answered no, please explain briefly why not.



Programmatic and Operational Coherence

73. Please briefly outline 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.

	Yes	No
Programme support	<input type="radio"/>	<input type="radio"/>
Monitoring and evaluation	<input type="radio"/>	<input type="radio"/>
Reporting	<input type="radio"/>	<input type="radio"/>
Pooled and/or flexible funding	<input type="radio"/>	<input type="radio"/>
Simplification of business practices	<input type="radio"/>	<input type="radio"/>

Optional comments:

74. Does your entity's strategic plan include a common chapter with other UN entities?

☐ Yes

☐ No

Optional comment (if no, briefly specific why not or indicate any plans to do so in the near future):

75. The following paragraphs from the 2016 QCPR relates to the next 3 questions:

OP68: "Recognizes that the physical presence of the United Nations development system needs to be aligned with national needs, taking into account the demands of the 2030 Agenda for Sustainable Development and other internationally agreed goals, as reflected in the agreed United Nations Development Assistance Framework, or equivalent planning framework, and ensure cost-effectiveness, and requests the United Nations development system in that regard to adopt flexible, cost-effective and collaborative models for its field presence, as appropriate;"

Please briefly describe the current principles or guidelines that your entity has with regard to its physical presence in programme countries. Kindly include reference documents and page numbers where these principles and/or guidelines are described.

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76. OP69: “Also recognizes the contribution of the regional commissions and of subregional, regional and interregional cooperation in addressing development challenges, and calls upon the United Nations regional commissions and the United Nations development system to fully implement the statement of collaboration between the United Nations Development Group and the United Nations regional commissions on support to Member States in the implementation of the 2030 Agenda for Sustainable Development;”

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

77. Please indicate the number of regional knowledge products produced as part of the Regional Forums on Sustainable Development:

in the ECA region	
In the ECE region	
In the ECLAC region	
In the ESCAP region	
in the ESCWA region	

78. What steps has your entity taken to ensure implementation of the Statement of collaboration. Please make reference to the use of common data and statistics, integrated capacity development, common methodologies and approaches to mainstreaming the SDGs and sharing information.

In the ECA region

In the ECE region

In the ECLAC region

In the ESCAP region

In the ESCWA region



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Joint Programming

79. A **joint programme** is a set of activities contained in a common work plan and related budget, involving two or more UN organizations and (sub-) national partners.

Please estimate the proportion of your entity's' total programme expenditure in 2016 that was spent on activities that constituted part of a joint programme:

- ☐ 10-20%
- ☐ 21-30%
- ☐ 31-40%
- ☐ 41-50%
- ☐ Over 50%

Optional comments (please include more precise percentage, if known):

80. Do your country-level 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

Optional comments:

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

- ☐ 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

Optional comments:

82. Do your country-level representatives have authority to substitute a Country Annual UN 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

Optional comments:



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Harmonization and simplification of business practices

83. The following paragraph from the 2016 QCPR relates to the next question.

OP50d: *“To use the common United Nations Development Assistance Framework guidance and, where appropriate, the standard operating procedures of the United Nations Development Group and the business operations strategies;”*

Has your entity submitted a plan to its governing body for consolidated common support services at country level, including in the areas of financial management, human resources, procurement, ICT and other services in accordance with OP50d?

☐ Yes

☐ No

If yes, please provide the link to the relevant document:



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Harmonization and simplification of business practices

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



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Harmonization and simplification of business practices

85. Please briefly explain why a plan has not been submitted:



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Harmonization and simplification of business practices

86. The following paragraph from the 2012 QCPR relates to the next question:

A/RES/67/226/OP153: “Requests the funds and programmes, and encourages the specialized agencies and other entities of the United Nations, to further invest in intra-agency rationalization of business operations and to present plans in this regard to their governing bodies by the end of 2013;”

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

☐ Yes

☐ No

Optional comments:



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Harmonization and Simplification of Business Practices

87. Have such plans been presented to the governing body?

☐ Yes

☐ No

Optional comments:



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Harmonization and simplification of business practices

88. Please briefly explain why no plans in this regard have been developed:



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89. The following paragraph from the 2016 QCPR relates to the next set of questions:

OP 66: "Requests that the entities of the United Nations development system record details of efficiencies achieved through collaborative procurement and report them to their respective governing bodies in a consolidated format in the Annual Statistical Report on United Nations Procurement"

Has your entity reported to its governing body on efficiencies achieved through collaborative procurement?

☐ Yes

☐ No

Optional comments:



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90. Does this reporting include estimate amounts of global savings (financial, time and/or other) achieved through collaborative procurement?

☐ Yes

☐ No

Optional comments:



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Harmonization and simplification of business practices

91. Please indicate the amounts of savings reported to the governing body, if applicable:

Financial savings

Time savings

Other savings:



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Harmonization and simplification of business practices

92. Please briefly explain why savings through collaborative procurement have not been reported to your entity's governing body and if there are any plans to do so in the future:



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Harmonization and simplification of business practices

93. The following paragraph relates to the next three questions.

OP69: *"Notes that some entities of the United Nations development system are establishing agency-specific regional or global service centers, 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;"*

Has your agency established or is planning to establish regional or global service centres? (Please indicate the number of each that apply):

Established Regional
Service Centres

Planned Regional Service
Centres

Established Global Service
Centres

Planned Global Service
Centres

94. If applicable, please briefly explain the role of the service centres your agency has established or plans to establish:

95. If applicable, how does the establishment of your agency's service centres impact the implementation of Common UN Service Centres at the country level?

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

☐ Yes

☐ No

Optional comments:



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Harmonization and Simplification of Business Practices

97. Please specify which such global or regional centres your entity uses.



Managing for Results

98. The following paragraph from the 2012 QCPR relates to the next two questions:

[A/RES/67/226 OP 168]: "Requests the Secretary-General to intensify efforts to strengthen and institutionalize results-based management in the United Nations development system, with the objective of improving development results as well as organizational effectiveness, including simplifying, streamlining and harmonizing results-based management systems."

Your entity uses the results-based management (RBM) tools and principles as identified in the UNDG RBM handbook in the following respects (select all that apply):

	Yes	No
Concepts and terms (eg outcomes, outputs) are used by your entity in the way defined in the Handbook (pages 7-8)	<input type="radio"/>	<input type="radio"/>
Results-based planning	<input type="radio"/>	<input type="radio"/>
Results-based reporting	<input type="radio"/>	<input type="radio"/>
Managing for long-term outcomes	<input type="radio"/>	<input type="radio"/>

Optional comments:

99. Has your agency taken steps to support the development of common (system-wide) approaches and definitions with regard to measuring results and harmonizing indicators.

☐ Yes

☐ No

Optional comments:



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Managing for Results

100. Please briefly specify the steps taken in this regard.



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Managing for Results

101. Please mention if there are plans to do so in the future.



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Managing for Results

102. The following paragraph from the 2016 QCPR relates to the next two questions.

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."

Does the strategic plan of your entity include provisions for knowledge management strategies?

☐ Yes

☐ No

Optional comments:

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

☐ Yes

☐ No

Optional comments:

104. Has your entity taken steps towards sharing its knowledge management strategies with other UN entities?

☐ Yes

☐ No

Optional comments:



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Managing for Results

105. Please outline briefly the steps that have been taken in this regard.



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106. Please briefly explain why no steps in this regard have been taken.



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107. The following paragraph from the 2016 QCPR relates to the next question.

OP 33: “Requests the United Nations funds and programmes, and strongly encourages the specialized agencies, to take further measures to ensure that the country programmes of individual entities, including common country programme documents or country programming frameworks, include complete results chains that are aligned with the respective outcomes agreed to in the United Nations Development Assistance Framework and the respective organization-wide results frameworks of each entity, in line with national needs and priorities.”

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

- ☐ Yes
- ☐ No
- ☐ Not applicable

Optional comments:

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Evaluation

108. Does your agency place all audit and evaluation reports on the public website?

- ☐ Yes, all of them
- ☐ Yes, most of them
- ☐ Yes, some of them
- ☐ No, none of them

Optional comments:



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Evaluation

109. Does your entity also post management responses?

- ☐ Always
- ☐ Sometimes
- ☐ Never

Optional comments:



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Evaluation

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

☐ Yes

☐ No

Optional comments:

111. Does your organization have an evaluation tracking system that includes the status of evaluations and management responses?

☐ Yes

☐ No

Optional comments:



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QCPR Follow-up and Reporting

112. The following paragraph from the 2016 QCPR relates to the next two questions:

OP79: “Stresses the importance of comprehensive and effective monitoring and reporting of system-wide and individual entity strategic planning and implementation of the provisions of the present resolution to ensure coherent and coordinated support for the implementation of the 2030 Agenda for Sustainable Development and other internationally agreed development goals by the United Nations development system, and in this regard requests the entities of the United Nations development system carrying out operational activities for development to ensure that their planning and activities, and strategic plans where applicable, are consistent with and guided by the provisions of the present resolution, in order to build synergies and reduce overlap across the system, and clearly identify the entity’s specific contribution to the system-wide support provided by the United Nations development system, including how staff are incentivized to work towards system-wide goals;”

Has your entity reported to its governing body on actions taken to implement the 2016 QCPR resolution (A/RES/71/243/)?

☐ Yes

☐ No

Optional comments: (If the answer is no, please indicate when it plans to do so).

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QCPR Follow-up and Reporting

113. Please provide link to the report that the entity provided to its governing body on implementation of the present QCPR resolution.



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QCPR Follow-up and Reporting

114. Please describe any measures your entity has taken to incentivise staff to work towards system-wide goals.

115. Please confirm that you have completed the two templates contained in the Excel file that was sent to you when the survey was launched, which were also requested in questions 23bis and 26 of this survey. Please email the completed excel templates to Andrew MacPherson, Office for ECOSOC Support and Coordination, DESA at macpherson@un.org, with copy to qcpr@un.org.

☐ Yes, we have emailed the completed excel templates.

☐ Not yet, but we plan to do so

☐ No, we will not be emailing any excel files

Optional comments:



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Thank you

Thank you for taking the time for this survey as part of monitoring the progress made on the 2016 and 2012 Quadrennial Comprehensive Policy Review (QCPR) resolutions.

Please press "Done" to submit the survey.