QCPR Monitoring
Survey of Operations Management Teams
2017

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

Background

The global annual survey of Operations Management Teams (OMTs) was conducted as an integral part of UN DESA's follow-up with the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR). The 2017 survey is the fourth OMT survey that collected data from OMTs on the progress made in the area of operational support services since the adoption of the 2012 QCPR resolution. This edition of the survey was substantially updated to align with new mandates and directives of UNDG and the Secretary-General. Additionally, its purpose is to inform UNDG and the Secretary-General on repositioning the UN Development System.

OMT survey

The survey targeted all UN country teams and was designed for OMTs, which are dedicated to managing and supporting business operations services at the country level. The survey aimed to collect standardized information about the status and progress made in the simplification and harmonization of business practices. This includes the implementation of the UN Business Operations Strategy (BOS), the establishment of common services in all functional areas of business operations, the management of procurement services at the country level, as well as the implementation of common premises. The collected data serves to support the analysis of progress made in line with the QCPR process and the provisions of General Assembly resolutions 67/226 and 71/243 that address the harmonization of business practices.

Survey questionnaire

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

The questionnaire was designed to enable all OMTs to complete the survey without the need to provide additional data or to engage in any form of significant research. This encourages a high rate of return and is conducive to the perception of UNCTs and OMTs of the survey as a value-added instrument and a good opportunity to provide quick, yet elaborative and precise feedback. The combination of questions and their design aim to reach a high degree of validity and accuracy.
To best capture the relevant areas for this assessment, the survey for OMTs was structured according to the following categories:

A. Consolidation of Support Services
B. Common Services
C. Procurement Cooperation
D. Common Premises

The results of the survey are presented below, question-by-question. Except for optional comments, all questions in the survey were set as 'mandatory' and required the selection of an answer in order to move on to the next set of questions. Not all questions were asked of all respondents, but they served as mandatory follow-up question based on the respondent's answers and created a custom path through the survey (skip logic).

Unless otherwise stated, all tables, graphs and survey data presented in this report are sourced from the 2013, 2014, 2015 and the 2017 DESA Surveys of Operations Management Teams.

B. Survey Participation

The 2017 global survey of Operations Management Teams (OMTs) was conducted between July 19 and September 5, 2017, and achieved a high response rate of 88% (113 OMTs)[1], and thus constituting a good representative sample. Furthermore, with four years of comparable data, the survey results now allow for a trend analysis—on those questions that remain unchanged from previous surveys—reflecting the progress made at the country level since the QCPR resolution of 2012.

Table I: Survey Response Rate 2013-2017

Year	Completed responses
2017	88% (113)
2015	92% (119)
2014	65% (84)
2013	86% (111)

<u>Question 1:</u> What is the location of your UNCT?

Table II: Survey Response Rate by Region

Regions	Number of UNCTs	Number of OMTs	Number of responses	Response/ region in %	Region/total survey responses %
Asia and Pacific	24	24	22	92%	19%
Europe and Commonwealth of Independent States	18	18	15	83%	13%
Latin America and the Caribbean	26	26	22	84%	19%
Africa – Eastern and Southern	21	20	18	90%	16%
Africa – Western and Central	24	23	20	80%	18%
Arab States	18	18	16	100%	14%
Total	**131**	**129**	**113**	**N/A**	**100%**

The rate of responses disaggregated by region spans from 80% in Western & Central Africa, to 100% in the case of the Arab States.

[1] Based on 129 OMTs worldwide

Table III: Survey Response Rate by World Bank Income Group Ranking

Income Group	Number of programme countries with OMTs	Number of responses	Responses/ income group in %	Income group/ total survey responses in %
Low Income	31	27	87%	24%
Low Middle Income	49	44	90%	39%
Upper Middle Income	42	36	86%	32%
High Income	7	6	86%	5%
Total	**129**	**113**	**88%**	**100%**

About 24% of all responding OMTs reported to be operating in a low-income country, while 71% indicated to be working in a middle-income country. Five per cent of all answers were received from high-income countries.

Table IV: Survey Response Rate by Least Developed Country status

Least Developed Country status	Number of programme countries with OMTs	Number of responses	Responses/ country status in %	Country status/ total survey responses in %
Yes	43	37	86%	33%
No	86	76	88%	67%
Total	**129**	**113**	**88%**	**100%**

About a third (33%) of all responding OMTs reside in countries with a Least Developed Country (LDC) status, compared to the rate in low-income countries (about 24%, see table III above).

The disaggregation of data by region, and the rankings by World Bank income group and by LDC status enables us to refine the analysis further.

C. Consolidation of Support Services

Business Operations Strategy

Question 2: ***Has the UNCT decided to develop and establish a UN Business Operations Strategy (BOS)?***
Question 3: ***Which UN entities are participating in the fully implemented BOS?***
Question 4: ***What were the main challenges when developing and establishing a UN Business Operations Strategy?***

Skip logic: This question was asked only of those respondents, who answered positively to question 2.
Question 5: ***What are the projected savings under your UN Business Operations Strategy in US$?***

Skip logic: This question was asked only of those respondents, who answered "yes" to question 2.
Question 6: ***What are the three main non-monetary benefits the UNCT perceives to be realized by the UN Business Operations Strategy?***

Skip logic: This question was asked only of those respondents, who answered "yes" to question 2.
Question 7: ***Please explain why the BOS is not yet fully implemented***

Skip logic: This question was asked only of those respondents, who answered "Yes, we have developed a BOS, but BOS not signed by the participating UNCT members" to question 2.
***Question 8:* Please explain why your UNCT has not established or decided to develop a UN Business Operations Strategy:**
Skip logic: This question was asked only of those respondents, who answered "No, we have not developed a BOS" to question 2.
***Question 9:* Overall, how satisfied is the OMT with the support received from headquarters of UN entities and from UN DOCO regarding business operations and the BOS?**

The UNDG introduced the Business Operations Strategy (BOS) in 2012. This was in response to the QCPR request that the UN System accelerate the harmonization efforts of business operations, particularly, in reducing the duplication of functions, and administrative and transaction costs.

Data collected through the UNDG Information Management System shows that, at the time of writing, **26 UNCTs have a fully implemented BOS.**

Table V: Has the UNCT decided to develop & establish a BOS?

Answer Options	UNDG IMS data
Yes, we have a fully implemented BOS (monitored and cost savings reported on)	26
Yes, we have developed a BOS, but BOS not signed by the participating UNCT Members (or is not being implemented/monitored)	34
No, we have not developed a BOS	71
TOTAL	**131**

The OMT survey revealed that **the top five UN entities most frequently participating in these frameworks are: UNICEF and UNDP (100% each), followed by UNFPA and FAO (92% each), and WHO/PAHO (88%).**

Table VI: Which UN entities are participating in a fully implemented BOS?

UN Entity	Participating in BOS	UN Entity	Participating in BOS	UN Entity	Participating in BOS
UNDP	100%	**UNIDO**	46%	**IMF**	12%
UNICEF	100%	**UNCDF**	38%	**IAEA**	4%
FAO	92%	**UNODC**	38%	**UNISDR**	4%
UNFPA	92%	**IFAD**	31%	**ECE**	0%
WHO / PAHO	88%	**OHCHR**	31%	**ECLAC**	0%
IOM	81%	**UN-HABITAT**	31%	**ESCAP**	0%
UNHCR	77%	**UNOPS**	31%	**ESCWA**	0%
WFP	73%	**OCHA**	23%	**ICAO**	0%
ILO	69%	**UNCTAD (including ITC)**	19%	**IMO**	0%
UN-WOMEN	69%	**UNEP**	19%	**UNDESA**	0%
UNAIDS	65%	**World Bank**	19%	**UNRWA**	0%
UNESCO	54%	**ECA**	15%	**UNWTO (tourism)**	0%
UNV	54%	**ITU**	15%	**WIPO**	0%

Undertaking the operational analyses (i.e. baseline, needs, and cost-benefit analyses) remains the main challenge among OMTs when developing and establishing a BOS. The responding OMTs were asked to select from a given set of choices to identify the main challenges, and opted for the cost-benefit analysis in the first, followed closely by the baseline and needs analyses.

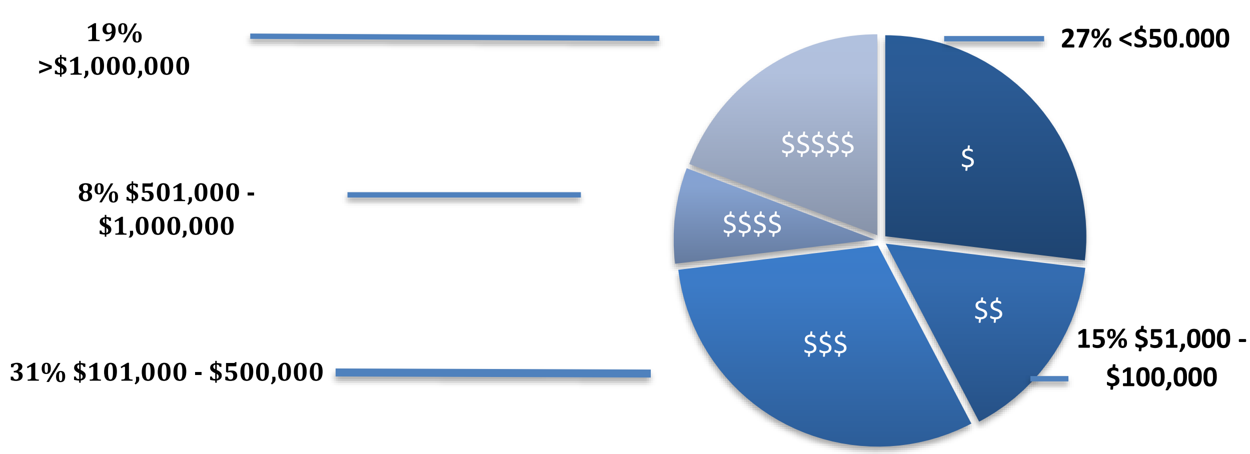
Table VII: Main challenges when developing and establishing a BOS

Answer Choices	Response Rate 2015	Response Rate 2017
Conducting cost-benefit analyses	59%	65%
Conducting baseline and needs analyses	38%	42%
Lack of financial resources	59%	35%
Developing a results framework	31%	35%
Lack of agency commitment	45%	31%
Lack of support and guidance from agency headquarters	24%	31%
Lack of OMT capacity	34%	31%
Lack of OMT member commitment	17%	31%
Developing a monitoring and evaluation framework	34%	31%
Other (please specify in the comment box below)	17%	27%
Lack of delegated authority to OMT members	17%	15%
Developing OMT work plans	14%	12%
Lack of UNCT support and guidance	7%	0%
Lack of RC support and guidance	0%	0%

While the lack of adequate funding and lack of agency commitment has declined with 24 percentage points over the last two years, **OMTs still seem to lack both the financial and technical capacity to successfully establish the BOS.** They continue to perceive individual entities as not very supportive in the planning and implementation of the BOS process. Furthermore, OMTs still observe a continued lack of guidance and support from their respective agency corporate HQs. On the other hand, once the decision in favour of such a strategy has been made, OMTs indicate that the UNCTs and RCs support the BOS process overall.

The answer option 'lack of support and guidance from UNDG DOCO' has been omitted from table VII. Since the BOS is now being mainstreamed into the operating model of the UN entities, support and guidance is therefore no longer centrally provided, but via peer-to-peer networks trained by UNDG DOCO.

Graph I: Projected savings under the BOS in US$



The number of UNCTs that expect relatively high savings due to BOS implementation has largely remained the same over the last 2 years: 18% of the BOS countries expect to realize overall savings exceeding US$1 million, compared to 17% in 2015. Similarly, 8% of UNCTs expect savings between US$501,000 and US$1 million, a single percent point increase from 7% in 2015.

However, the proportion of OMTs expecting savings within the US$101,000 – US$500,000 range, has more than doubled over the two years ago (31% in 2017, versus 14% in 2015). A large share of the OMTs (42%) still anticipate their savings from the BOS to fall between US$0 and US$100,000; but this share has dropped considerably from 62% in 2015.

The projected savings under the BOS include both financial savings, as well as efficiencies gained in terms of reduced staff time.

Table VIII: Non-monetary benefits of the BOS

Answer Choices	2015	2017
Enhanced management control of common operations	45%	73%
Higher quality services	N/A*	62%
More consistent approach to common operations	58%	58%
Enhanced ability to monitor and track impact of common operations	48%	54%
Enhanced strategic planning	34%	54%
Better prioritization of human and financial resource expenditures for common operations	59%	38%
Better linkages between programme and operations	48%	27%

* As per the request of UNDG DOCO, this answer option was added to the question, starting with this year's Survey of Operations Management Teams

In addition to tangible cost efficiencies, a fully implemented BOS can also bring about several non-monetary benefits. In 2017, **most of the responding OMTs observed that the BOS leads to better management control of their common operations agenda** (73%), followed by higher quality operational services (62%), and a more consistent approach to common operations (58%).

Thirty-seven respondents clarified as to why their BOS had not yet been fully implemented (Question 2); mostly because the OMTs were still at various stages of the BOS process. In addition, two OMTs noted that the establishment of the BOS was prevented by the lack of alignment of policies and procedures at the corporate level; (please refer to question 17 for further details; both the HLCP and UNDG believe to be an issue of misperception). Another OMT mentioned a perception among OMT members that common services solutions were cumbersome and created delays in the process, in addition to negatively impacting the flexibility held when the process remained under their control.

The above suggests that the majority of the 52 survey respondents interpreted this question the same way as Question 7— giving reasons why there is no BOS in place yet and implying that there will be one in the future. Many OMTs noted that there had been delays in the process due to staff turn-over; two UNCTs decided to wait for the next UNDAF cycle; and one UNCT is postponing until the team is co-located in common premises.

Some OMTs expressed explicit lack of interest in pursuing a BOS, due to lack of capacity and/or a lack of understanding on how to implement the BOS process. Only a portion of the responding OMTs (16 out of the 52 respondents) interpreted the question correctly, clarifying that there is no BOS—

and implying that there will be none in the future. Of these, five UNCTs decided not to pursue the BOS due to lack of capacity and resources; two UNCTs noted that their small country presence does not warrant a BOS; two UNCTs quoted that the BOS is not a priority due to local crisis context and/or political situation; while two UNCTs found the BOS process too complex and time-consuming, with one UNCT deciding to set up its own methodology for operating together. In addition, two OMTs reported that their UNCTs could not reach an agreement on how to proceed with the BOS; two UNCTs stated that they do not have an UNDAF and therefore no need for a BOS; while another UNCT is not considering the BOS a priority as "they are not a DaO country," despite the fact that the BOS is not limited to a DaO context.

Table IX: Satisfaction with HQs and DOCO support

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't know	Sum
UN DOCO	13%	69%	7%	2%	9%	100%
UN Agency HQ	3%	48%	16%	6%	28%	100%

The responding OMTs are in general satisfied with the support received. More specifically, about half of the respondents (48%) chose 'satisfied' when it concerned support from headquarters from the UN entities, whereas more than two-thirds (69%) expressed satisfaction with support from the UNDG Development Operations Coordination Office (DOCO), with an additional 13% being 'very satisfied' with this support.

It is interesting to note that more than one out of four OMTs (28%) have no opinion about support received from their respective UN agency headquarters.

D. Common Services

Common services definition

Per the UNDG definition, 'common services' is a generic term to describe the implementation of common administrative functions between two or more entities of the United Nations Development system. These services are typically established in six functional areas: Procurement, Finance, ICT, Administration & Logistics, HR, and Facility services, including common premises.

The term common services also includes outsourced administrative functions, such as security services, travel agency, cleaning services or other functions that are delivered through external service providers on the basis of common agreements between UN entities.

Services offered by UNDP based on full cost recovery, per the UPL, are deemed an individual service provision at cost, and are therefore not considered common services.

Management of service solutions

Question 10: ***How does the UNCT manage the following functional areas of business operations? Please select all that apply.***
Question 15: ***Please check the steps that have been taken to establish the following support services as common services.***

Table X: Management of business operation functions

Area of Business Operations	Management through agency-owned departments		Management through a lead agency		Management through a common UN service centre	
	2015	2017	2015	2017	2015	2017
Finance	91%	92%	25%	27%	8%	7%
Human Resources	87%	95%	30%	24%	8%	5%
Procurement	83%	87%	35%	45%	12%	12%
ICT	83%	84%	30%	33%	16%	16%
Admin & Logistics	82%	92%	29%	20%	18%	9
Facility Services	N/A*	92%	N/A*	24%	N/A*	19%

* This business operations area was added after the 2015 Survey of Operations Management Teams

Table X above shows the three management modalities by area of business operations: 1) operational support services are managed via a common UN services centre; 2) a lead agency manages the service solution on behalf of other 'client' entities; and 3) the entities have their own service solutions that are not shared with other and are managed within their own respective organizations

The OMTs could select more than one answer per functional area, as different management options may be prevalent in the same programme country.

Agency Owned Departments

The vast majority of UNCTs still manage their business operations functions through agency-owned departments, according to the respondents. Specifically, in 2017, 92% of UNCTs managed Finance through agency-owned departments; 95% did the same regarding HR; 87% in terms of Procurement; 84% for ICT; 92% in the case of Administration and Logistics; and 92% regarding Facility Services (incl. common premises).

Compared to the 2015 data, there has been an increase of agency-specific management in all six areas of business operations. Specifically, while Finance and ICT remained more or less the same with an increase of one percentage point over the last two years, Procurement rose by four p.p., HR by eight p.p., and Administration & Logistics increased by 10 p.p. since 2015.

Lead agency

The management of business operations through a lead agency has increased in some areas. Over the last two years, more OMTs are using the lead-agency approach in the areas of Finance (an increase of two p.p.), Procurement (increase of 10 p.p.), and ICT (three p.p. increase). The 10 percentage point jump in Procurement is likely due to the uptake in BOS implementation, as Procurement is a frequently harmonized area of business operations under the BOS.

Conversely, HR and Administration & Logistics have seen a drop (six and nine percentage points respectively) in the lead agency approach since 2015. The shift in HR appears to favour agency-specific management: the share of OMTs who reported that HR functions are carried out by entities through their own departments grew by eight percentage points, compared to 2015, whereas the number of OMTs who indicated lead-agency management of these functions fell by six percentage points. In terms of Administration & Logistics, the nine percentage points drop may be due to the creation of Facility Services as a "new" area of business operations. That is, many premises-related service solutions (e.g. office cleaning services, garbage collection, gardening, etc.) may have been previously categorized as 'Administration & Logistics,' and are now captured under the new Facility Services area.

Dedicated service centres

The management of business operations functions through a dedicated common services centre—the third modality—has stayed constant or declined. Compared to the 2015 data, the management of HR and Administration & Logistics through a common services centre have dropped (by three and nine percentage points, respectively), whereas the management of Finance, Procurement, and ICT under this approach has remained for the most part constant over the past two years. However, many OMTs who selected the option of service provision through a common UN service centre may, in fact, have been referring to services provided by UNDP as per their Universal Price List (UPL) to other resident or non-resident entities. This would explain why these three areas of business operations have stayed constant over the last two years.

Overall, the responses indicate a trend in favour of agency-specific managed service solutions, which has a negative impact on the harmonization of business practices. The data received from the OMT surveys over four consecutive years show how the continuance of agency-specific support services (instead of common services solutions) often leads to different UN entities having separate contracts with the same local vendor. In this way, the UNCT is foregoing the opportunity to coordinate their relationship with said vendors, failing to obtain more favourable conditions for the provision of services.

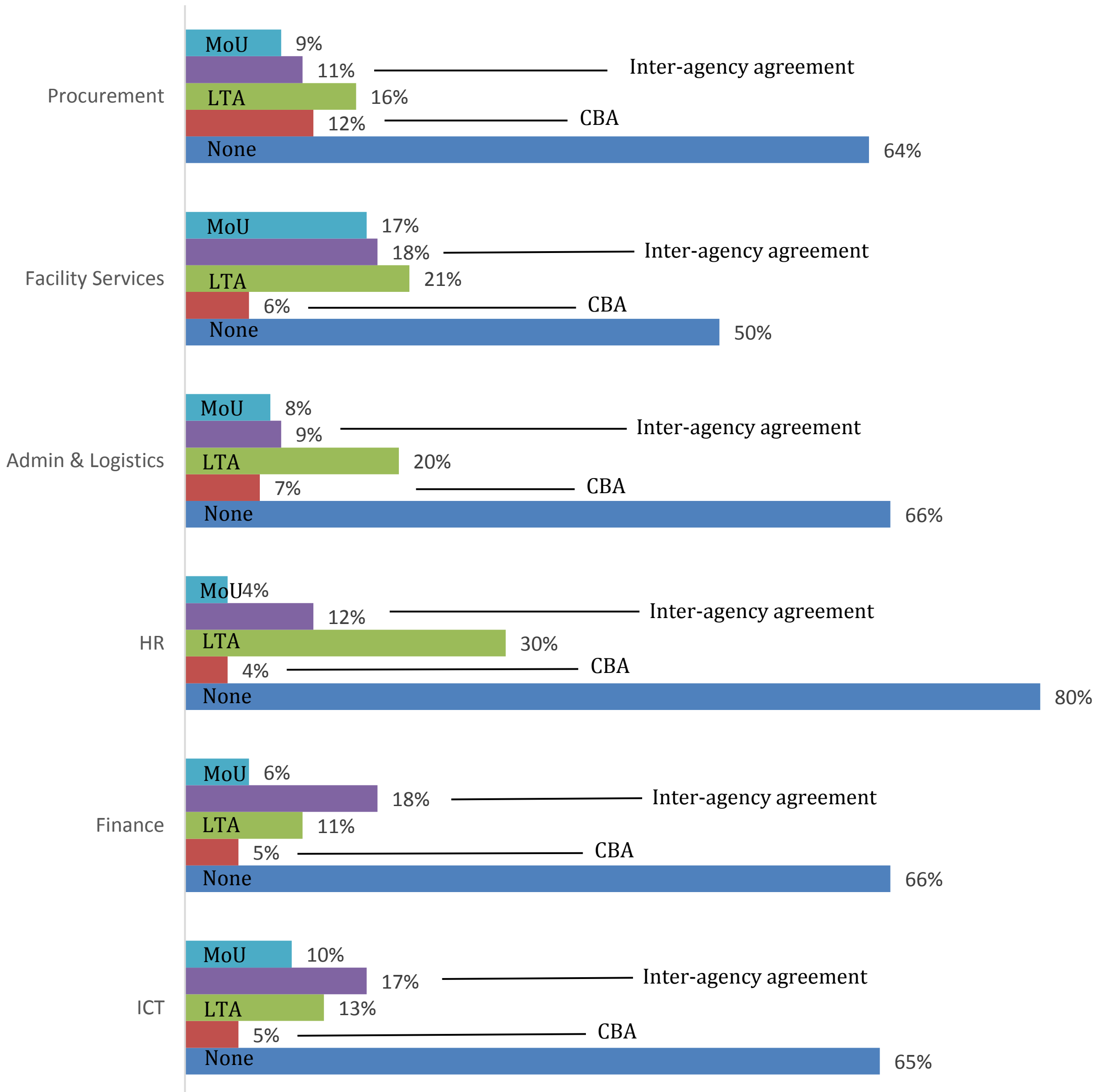
Governance of service solutions

Setting up common operations solutions, requires the UNCT to identify one of three modalities to govern the common service solution: the OMT can set up a local MoU; or they can set up another inter-agency agreement; or they can establish a common Long-Term Agreement (LTA) with a vendor. In addition to these three arrangements, OMTs ideally conduct a Cost-Benefit Analysis before procuring the required goods and services to determine the feasibility of the service solution. Some OMTs, on the other hand, may do none of the above.

In the survey, OMTs were given a predefined set of support services and asked to indicate which (if any) of these modalities/steps were taken in the set-up of these service solutions.

Services were grouped per business operations area, ranging from freight forwarding and marketing research in Procurement, to medical services and fuel provision in Administration & Logistics. For the sake of analysis, this report only examines the average data, aggregated per business operations area (see graph II below).

Graph II: Legal instruments and modalities for common services



None of the Steps

The majority of OMTs are not using any of the modalities discussed to govern operations support services, nor conducting feasibility studies. The aggregated data show that about two thirds of the survey participants in Procurement, Administration & Logistics, Finance, and ICT; 80% of those in HR, and half of the responding OMTs in Facility services chose 'None of the steps.'

This high rate begs the question of whether the predefined set of services in the survey that respondents could choose from is relevant for their operational context. However, if it were a matter of the quoted services not being relevant, the responding OMTs could have chosen the line item 'other related services,' which scored just as high regarding 'None of the steps.' The fact that OMTs still chose 'None of the steps' indicates that most OMTs, in fact, did not take any of the steps pertaining to establishing their common support services portfolio. The interpretation is that OMTs largely do not have adequate resources (i.e. time) to undertake feasibility studies.

CBA

OMTs perform very few cost-benefit analyses (CBAs) across all areas of business operations. Twelve per cent of responding OMTs have conducted a CBA for common services in Procurement; six per cent in Facility Services; seven per cent in Administration & Logistics; four per cent HR; and five per cent in both Finance and ICT. This is not as surprising considering that most OMTs had identified the operational analyses under the BOS—chief among which is the CBA—as the biggest obstacle in setting up common service solutions (for details, please see Question 4, table VII).

Procurement is the area of business operations with the highest number of conducted CBAs. This is largely because due diligence studies are inherent to the nature of the procurement process itself. Vendors and service providers are to be selected through a process that is demonstrably fair, transparent, and competitive; a process that has the best value for money as an outcome, and that is in the best interest of the procuring organization. Following the same logic, it is concerning that only 12% of the responding OMTs have undertaken CBAs in an area of business operation where feasibility studies are essential to the process.

Long-Term Agreement

Within the three given modalities to govern operations support services, the Long-Term Agreement (LTA) is the most widely used by all areas of business operations, except in Finance and ICT. As LTAs are typically used to contract the services of external providers, it can be inferred that most common service solution are outsourced for the business operations areas of Procurement, Facility Services, Administration & Logistics, and HR, but not for Finance and ICT.

Inter-agency Agreement

The term 'inter-agency agreement' is used to describe any non-MOU agreement that a UNCT may have among member entities at the country level. **These agreements are preferred over MOUs in all areas of business operations, as reported by responding OMTs.** In addition, the use of inter-agency agreements exceeds that of LTAs in the business operations areas of Finance and ICT, implying that common services for these two areas are developed in-house rather than outsourced.

Memorandum of Understanding

The Memorandum of Understanding (MoU) is the least favoured out of the three agreements, likely because establishing one involves a long and arduous process. MoUs tend to be rigid in terms of format. Any deviation from the standard template text needs to be cleared first by the respective legal departments of the participating UN entities, a process that often takes months, sometimes even years.

The MoU seems to be the *de facto* instrument for co-location in common premises, as it is mostly used in Common Facility services solutions.

***Question 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.**

<u>Question 17:</u> 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

Harmonization barriers

As in previous surveys, OMTs were asked to identify from a menu of choices those obstacles that are preventing the UNCT in their country from further harmonizing business practices in different areas of business operations. The above table shows the responses to the last four surveys, between 2013 and 2017.

Table XII: Hindrances to the Harmonization of Business Practices 2013-2017

Ranking #	Answer Choices	Response (in %)			
		2013	2014	2015	2017
1	Different policies and procedures	85%	85%	73%	80%
2	Different regulations and rules	86%	73%	65%	75%
3	Lack of financial resources	50%	45%	44%	59%
4	Lack of agency commitment	41%	39%	35%	40%
5	Lack of delegated authority to OMT members	N/A*	23%	26%	32%
6	Lack of OMT capacity	30%	21%	28%	32%
7	Lack of support and guidance from agency headquarters	28%	29%	27%	29%
8	Lack of OMT member commitment	27%	21%	27%	25%
9	Lack of UNCT support and guidance	16%	14%	10%	16%
10	The UNCT did not see that benefits would outweigh costs by sharing business operations functions	5%	11%	10%	15%
11	Lack of support and guidance from DOCO	14%	6%	10%	8%
12	Lack of support and guidance from the UNDG regional team	13%	8%	7%	8%
13	Lack of RC support and guidance	7%	7%	5%	4%

* This answer option was added to the question, starting with the 2014 Survey of Operations Management Teams

The overwhelming majority of OMTs perceive the differences in policies & procedures, as well as in rules & regulations as the top two obstacles in harmonizing business practices at field level. Lack of funding holds third place. These top three obstacles have been consistent over the last four OMT surveys.

Over, the last three iterations of the OMT survey, nearly every harmonization barrier has been in decline. That said, several barriers have increased in 2017. This year has seen about half of the impediments restored to their 2013 values, sometimes even higher. The one obstacle that has steadily risen is 'the UNCT not seeing that benefits would outweigh costs.

Harmonization barriers that have regressed between 2015 and 2017 are: the perceived 'lack of financial resources,' (15 percent increase; the 'different rules & regulations,' (10 percent increase); the 'different policies and procedures', (7 percent increase), and both the 'lack of delegated authority to OMT members' and the 'lack of UNCT support & guidance' – up by six percent each.

The ranking of this list of obstacles to harmonization has more or less remained the same over the four iterations of the OMT survey. One exception is the perceived 'lack of delegated authority to OMT members,' which climbed up from eighth place in 2015 to fifth place in 2017. The perceived 'lack of support from agency HQ', on the other hand, has remained constant over the past four years.

HLCM has confirmed that most rules, regulations, policies and procedures have been harmonized; the lack of real-life examples may be an indication that harmonization at corporate level is not being effectively communicated to the field level, and thus impeding progress. When the 2017 survey as participants to provide specific examples of how differences in policies & procedures, and differences in rules & regulations formed an obstacle in harmonizing their business practices, ninety-three survey respondents provided mostly general statements, while only two OMTs gave actual examples.

Twenty-seven OMTs mentioned that there seems to be a lack of guidance and/or enforcement of the harmonized policies coming from headquarters. Twenty-six respondents explained that the various levels of procurement approval impede harmonization at country level, while an additional 14 OMTs pointed to incompatible procurement procedures and templates. Furthermore, 25 OMTs mentioned the lack of interoperability of ERP systems; while 13 participants noted the entities' differing requirements in ICT hard- and software.

17 of the responding OMTs highlighted the different recruitment policies as a harmonization barrier quoting issues around job profiles, different contractual modalities, and […] staff rules to be incompatible, but no examples were provided. Other […] between entities on polies around R&R, travel, DSA, medevac, etc.

In the area of Finance, eight survey participants explained that centralized treasury services and forex rules impede the local trading of currencies. In this line, one OMT mentioned the different Internal Control Frameworks; another one noted the different financial delegations.

There has been progress in terms of 'lack of support and guidance from DOCO,' which descended after a brief spike in 2015; the perceived 'lack of support & guidance from Regional UNDG;' and the perceived 'lack of RC support & guidance,' which is now at an all-time low.

Other perceived barriers

Furthermore, seven responding OMTs pointed out that entities have their own specific mandates, and different arrangement with the host Government, which results in different operational structures: some organizations have hub systems, others have global agency hubs, and yet others have regional offices, or are under another Agency's supervision. All this ultimately leads to very different priorities and operational requirements for each entity, making the harmonization of business practices challenging. Several survey participants have the expectation that the BOS, once completed, will serve to advance the harmonization of business practices in their respective countries.

A small number of OMTs mentioned that the emergency and/or crisis context in their country has halted harmonization progress. A similar number of respondents indicated that the limited footprint in-country did not warrant the full harmonization of business practices. Another OMT opined that the incompatibility or the different ERP systems imposes a major barrier to the harmonization of business practices at the country level.

Conclusions

Overall, the responses suggest that **UNCTs still lack coordination at the country level towards the implementation of common services.** The small number of inter-agency agreements and CBAs

(Question 15, graph II) indicate very limited engagement of UNCTs in performing feasibility studies of common services as an alternative to the continued agency-specific support services.

This is corroborated by the fact that the past two years have witnessed **a shift away from the lead agency approach in favour of agency-specific management of support services**, as discussed previously (see Question 10, table X, above).

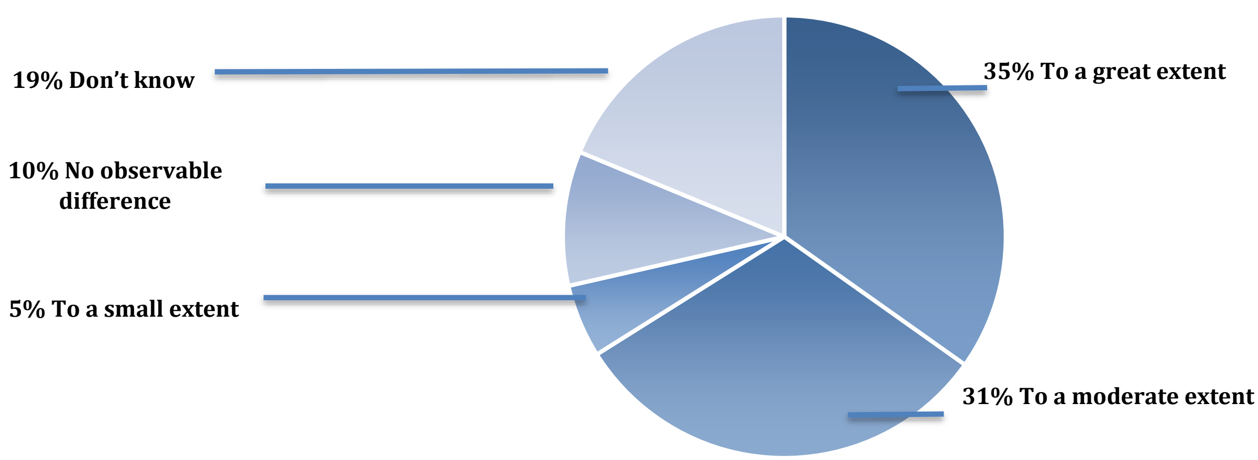
Furthermore, the small number of MOUs and LTAs suggest that **UNCTs are currently failing to take full advantage of the opportunity to utilize their (considerable) collective negotiating power to reduce costs and obtain higher quality.**

The majority of **UNCTs appear to continue to establish common services very selectively**, as indicated by the fact that there are presently only 26 BOS frameworks in place out of 131 UNCTs (Question 2, table V). Moreover, the evidence suggests that **UNCTs are not following a strategic approach to effectively coordinate the harmonization of business practices at the country level.**

Different levels of authority and impact on harmonization

Question 19: ***To what extent does the level of delegated authority enjoyed by agency heads vary from one agency to another?***
Question 20: ***To what extent has this been a constraint on the efficient implementation of joint activities on business operations?***
Question 21: ***Are members of the UNCT authorized to enter into long-term agreements without further approval requirement through their regional bureaus or headquarters?***

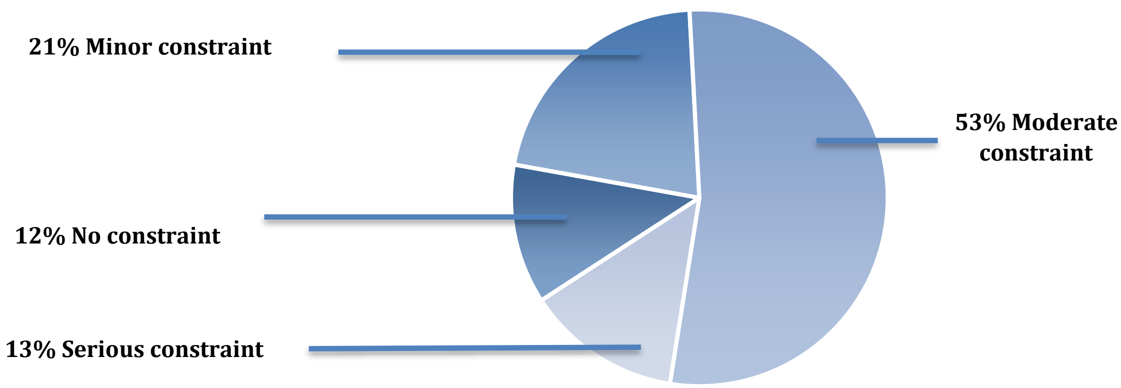
Graph III: Varying delegation of authority among HoAs



Two-thirds of the survey participants observed the delegation of authority varies moderately to greatly among UNCT members. This perception appear to be in line with the one where differences in policies & procedures, rules & regulations form the biggest barrier in harmonizing business practices at country level (Question 16, table XII).

Thirteen OMTs provided further feedback on this topic. Seven respondents noted that some entities need to obtain approval from their respective headquarters or regional office, before being able to sign any common contract. Others pointed out that even within entities with full representation the level of authority varies, depending on the type of presence. In some case, it is limited to project personnel (e.g. UN-Women and UNOPS). One OMT complained that "some of the entities still require HQs approval for simple issues such as local DSA."

Graph IV: Constraint on joint business operation due to varying delegation of authority



Sixty-six per cent of participants reported that the varying degrees of the delegation of authority among HoAs poses a serious to moderate constraint on the implementation of joint business operations. The number of OMTs that find no discernible difference between the delegation of authority among HoAs (approximately 10%, Graph III above) roughly corresponds to those that observe no constraint on the implementation of joint business operations (12%, Graph IV above). Similarly, the proportion of respondents that note there are minor constraints on joint business operations (21%) approximately matches the number of OMTs that find a small extent of variation in the delegation of authority among HoAs, or that have no opinion on the subject (five per cent and 19%, respectively).

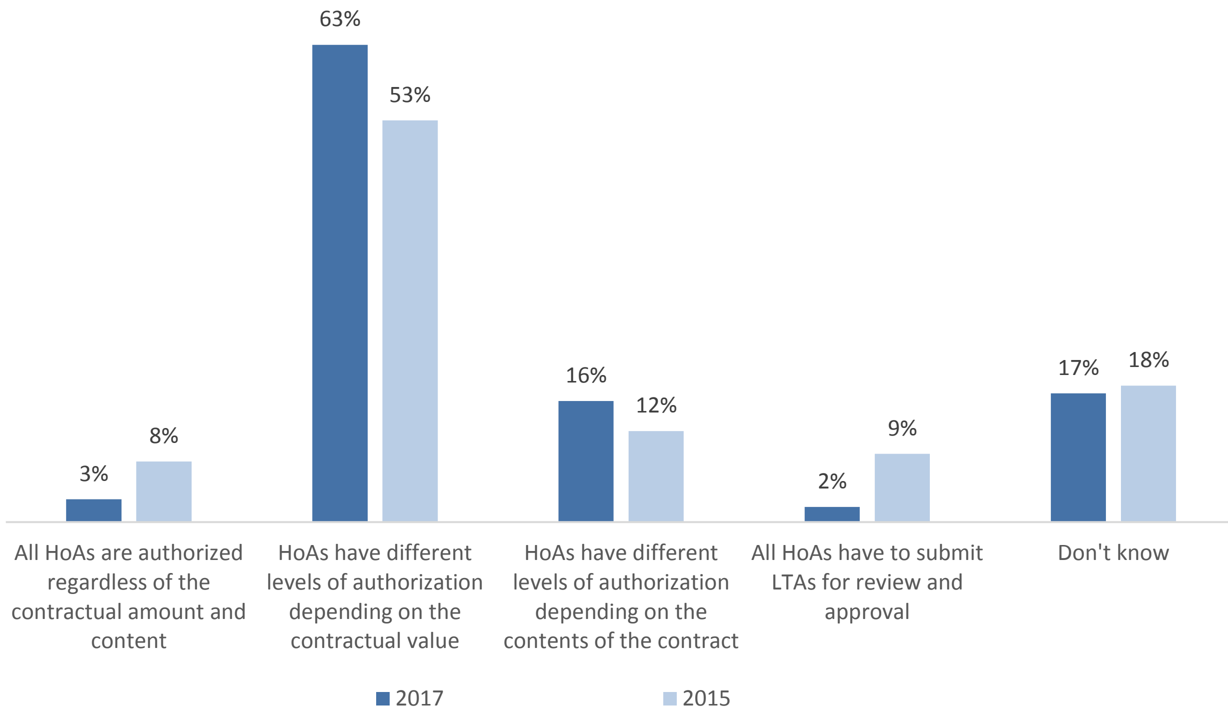
When the OMTs were asked to elaborate, a few reflected that, as the bigger entities have a greater level of autonomy, they often have to carry the burden of the smaller entities to avoid the varying levels of procurement-related delegation of authority.

Another OMT mentioned that entities sometimes appear to receive no guidance from their respective HQs in this regard, and that the guidance they do receive is not in line with the harmonization agenda. In this context, it is worth stressing that whenever an agency is not participating in the joint operations, it has a negative impact on common business operations overall.

Table XIII: HoA authorization level over 2013 – 2017

Answer Choices	2015	2017
All HoAs are authorized regardless of the contractual amount and content	8%	3%
HoAs have different levels of authorization depending on the contractual value	53%	63%
HoAs have different levels of authorization depending on the contents of the contract	12%	16%
All HoAs have to submit LTAs for review and approval	9%	2%
Don't know	18%	17%

Graph V: HoA authorization level over 2015 – 2017



There seems to be room for improvement regarding the degree to which HoAs are authorized to enter into LTAs without further approval requirements. Sixty-three percent of survey participants stated that UNCT members have different levels of authorization depending on the value of the contract. This perception has increased by 10 percentage points compared to 2015.

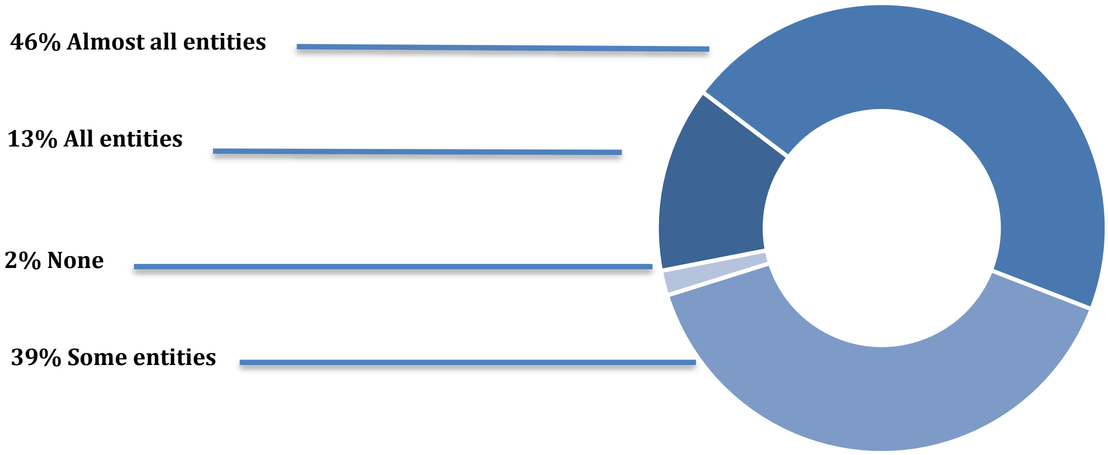
Overall, nearly eight out of every 10 UNCTs are still dealing with a reality in which HoAs have different levels of authorization, whether based on the monetary value or contents of the contract. Less than three percent of the responding UNCTs are HoAs authorized, regardless of the contractual amount and content. This continues to present challenges for UNCTs to arrive at common LTAs.

In general, these trends have remained overall stable over the past two years. The 2017 responses to the rest of the related questions roughly match those of the previous iteration of the OMT survey; all variances are within the single-digit range.

Long-term agreements

Question 22: ***In your country, what proportion of UN entities utilize existing (agency-owned or common) long-term agreements with external service providers?***
Question 23: ***What factors prevent UN entities from utilizing existing long-term agreements with external service providers?***

Graph VI: UN entities using LTAs



Most UNCTs appear to successfully use LTAs with third parties. Nearly 80% of the responding UNCTs have HoAs with different authorization levels, which complicates participation in common LTAs. Yet, the majority of the survey participants seem to be able to successfully utilize existing LTAs: 46% of responding OMTs reported that almost all entities in their UNCT are engaged in LTAs, and 13% participants stated that this is the case for every UNCT member.

Table XIV: Factors preventing entities from utilizing existing LTAs 2013-2017

Answer Choices	2013	2014	2015	2017
UN entities continue to establish agency-specific LTAs	73%	54%	69%	62%
UN entities do not permit other entities to utilize their LTAs	15%	8%	19%	2%
LTAs are not in line with the policies or procedures of all entities	39%	46%	50%	38%
UN entities do not agree to the service provisions in existing LTAs	18%	8%	60%	24%
External service providers refuse to include other entities into an existing LTA	9%	8%	13%	6%
Other (please specify in the comment box below)	N/A*	N/A*	N/A*	31%

* This answer option was added to the question, starting with this year's Survey of Operations Management Teams

Barriers to common LTAs[2]

Though the varying levels of authorization among HoAs remain a barrier for procurement harmonization, UNCTs continue to establish LTAs, which are still seen as one of the most important elements of joint procurement initiatives. The fact that only two per cent of the survey participants are reportedly keeping their LTAs to themselves, is a testament to that.

Most existing LTAs, however, are agency-specific, as indicated by 62% of the responding UNCTs (see table above). Since these LTAs were established to fulfil the requirements of *one* specific Agency, 24% of the responding OMTs find that these existing contracts do not meet the needs of other UN entities, which therefore cannot participate in said LTAs. In addition, 38% of survey

[2] Unlike the previous iteration of the OMT survey, this year did not include a specific data ask for the number of LTAs utilized under the 26 implemented BOS frameworks. The survey results for questions 22 and 23 above therefore only provide information on the overall LTA situation, not on *jointly* implemented LTAs specifically.

participants stated that UN entities cannot piggy-back on existing LTAs due to differences in policies and procedures, corroborating previously presented survey results (Question 16, table XII).

A positive trend is that the number of UNCTs with a fully implemented BOS framework is on the rise. **With common LTAs as the most widely used Procurement instrument under the BOS, there should be a growing environment where UN entities can readily piggy-back on each other's LTAs.**

In terms of other factors preventing UN entities from using LTAs with external service providers, 31% of the responding OMTs provided additional comments. Some entities use LTAs established at the corporate level of their organization; while others noted that the lead Agency approach to establish an LTA often reduces agency involvement and responsibility in the process and creates less trust in the established LTAs. Yet others mentioned a lack of information sharing, resulting in entities not knowing that there are LTAs they might potentially piggy-back on. Furthermore, the principle of mutual recognition in LTAs remains unclear for UN entities. For example, UNECA is not delegated to piggy-back on LTAs that are developed by other UN Organizations without headquarters' authorization. Lastly, one OMT mentioned that the lack of a competitive market in the country is impeding the development of LTAs.

Chairing the OMT

<u>Question 11:</u> Please indicate who currently chairs the OMT:
<u>Question 12:</u> Please select the agency that currently chairs the OMT:
<u>Question 13:</u> Please briefly describe any best practices in relation to the functioning of the OMT
<u>Question 14:</u> Please briefly describe any suggestions that would further improve the effectiveness of the OMT

Table XV: OMT Chair

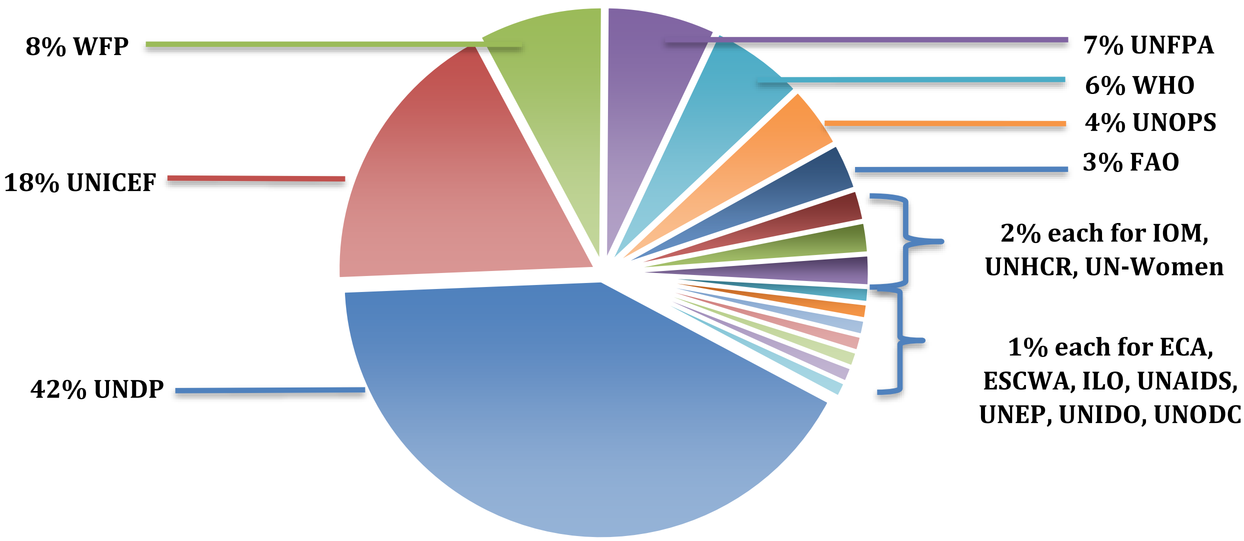
Answer Options	%
A Head of Agency (HoA)	31%
Resident Coordinator	1%
Other	68%

With only approximately one out of three OMTs having a Head of Agency (HoA) as their Chair, there is room for improvement. As per UNDG criteria and best practices for an empowered OMT[3], it is recommended to have an HoA chair the OMT to ensure proper representation at and linkages with the UNCT.

While only one OMT reported to have a Resident Coordinator (RC) chair their team, more than two-thirds of the respondents chose 'other' and provided further clarifications. Forty-four OMTs were chaired by Operations Managers (OMs), followed by 15 Deputy Country Directors (DCDs), and eight Deputy Resident Representatives (DRRs). In addition, the survey participants reported seven instances of an administrative officer chairing the OMT.

[3] For further details, see https://undg.org/document/criteria-for-empowered-omt/

Graph VII: Entities chairing the OMT



In most cases, the entities with the larger operational capacity and the bigger footprint in country are the ones chairing the OMT. Most of the responding OMTs, approximately four out of every 10, are chaired by UNDP OMs, UNDP DRRs, UNDP DCDs, or other UNDP staff member (see Question 11). UNICEF holds second place with 18% of the responding OMTs, while WFP, UNFPA and WHO/PAHO are close behind with eight, seven, and six per cent of responding OMTs, respectively.

OMT best practices

More than half of the survey respondents (57 out of 104), noted that any form or shape of collaboration effort among OMT members constitutes an OMT best practice. This includes, for example, setting up common service solutions and/or common LTAs; a joint procurement process; a BOS framework; etc. Kindly see Annex II for a selection of representative comments provided by responding OMTs.

Having regular meetings and/or planning retreats helps OMTs work, as noted by 29 OMTs. A further 22 OMTs reported the best practice of establishing technical Working Groups or Task Forces under the OMT, each dealing with their specific business operations area (Procurement, ICT, HR, etc.), and providing OMT members with a clearly defined and accountability structure.

A better representation at UNCT level is a best practice, as noted by about nine OMTs, which apparently does not necessarily imply having a HoA chair the OMT. In fact, one OMT opined that having a UNDP DRR chair the OMT would actually be preferable, as HoAs do not tend to be tech savvy regarding business operations.

The existence of an Annual Work Plan improves effectiveness, as observed by eight OMTs. And several OMTs referred to improved logistics as their best practice: shorter meetings, virtual meetings, rotating meeting locations, rotating chair, etc. Other best practices include having a common services budget, co-location of OMT members in common premises, additional capacity dedicated to OMT (e.g. coordinator), conducting a common services survey on a regular basis, having the RC formally appoint OMT members, being able to address operational issues with the host Government, and having joint PMT-OMT meetings.

OMT effectiveness

Out of 100 survey respondents, 36 participants noted that **OMT effectiveness would either improve if the link between OMT and UNCT is strengthened (implying the OMT should be chaired by a HoA), or via regular meetings, *with active participation* from all members.** Please refer to Annex III for a selection of representative comments provided by responding OMTs.

The need of strengthened mechanisms and accountability of OMT members was highlighted by sixteen OMTs. A similar number of OMTs observed that further harmonization of headquarter policies & procedures, as well as capacity building and training and delegated authority of OMT members would enhance OMT effectiveness. Thirteen respondents stated that common services tools (e.g. a common ICT platform for information sharing) would improve OMT effectiveness. In addition, 10 participants mentioned that the link between the OMT and PMT could be improved. Another 10 OMTs noted additional resource requirements (e.g. funding) for key operational activities.

A recurring remark is how UNCTs fail to act upon the OMT's recommendations. Indeed, approximately eight OMTs feel that the UNCT should take on ownership of and provide better leadership pertaining to operational issues. In addition, two OMTs opined that co-locating in common premises would enhance OMT effectiveness. Other suggestions for further improving OMT effectiveness include having clearly defined and achievable objectives, as well as clear direction and support from entities' headquarters, support from the RCO, and opportunities for knowledge sharing and peer-to-peer exchange of ideas and experiences.

E. Procurement Cooperation

Harmonized procurement practices

***Question 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.)

Table XVI: Harmonized business practices in Procurement

	2013	2014	2015	2017
Common Long-term Agreements (LTA)	82%	86%	83%	90%
United Nations Global Marketplace (UNGM)	N/A*	N/A*	N/A*	52%
Common Procurement Review Committee	23%	18%	19%	27%
Common Vendor Database	24%	23%	16%	26%
Other Common Procurement Web Portals (please specify under 'optional comments')	12%	6%	11%	21%
Common Consultant Roster	16%	23%	20%	20%
Harmonized Procurement Process	19%	14%	14%	20%

* This answer option was added to the question, starting with this year's Survey of Operations Management Teams

The data suggests that harmonized procurement practices have remained stagnant over the last four years. While these practices appear to have risen since 2015, these fluctuations make up low, single digit variances that do not translate into major positive or negative trends.

'Other common Procurement web portals' practice have increased with a nine percentage points since 2013, and 'common LTAs,' are up by eight percentage points since 2013. Most UNCTs have established at least one common LTA, while approximately half of UNCTs are using the UN Global Market Place (UNGM) (see table above).

Most harmonized procurement practices suffered a slight dip, either in 2014 or 2015, but then recovered since the last iteration of the OMT survey. For example, 'common vendor database,' and 'other common procurement web portals,' have both increased by 10 percentage points since 2015, while 'common procurement review committee' has risen by eight percentage points, and 'common LTAs' by seven percentage points. These marked short-term fluctuations could stem from the low response rate to the 2014 OMT survey (Table I), slightly skewing the results, combined with the fact that the BOS is becoming a matter of priority for 2 UNDG regions[4].

Setting up common LTAs with local vendors has been described as one of the most effective harmonization elements of procurement practices at the country level. Nevertheless, long turnaround times for participating entities, due to different regulations and rules and authorization levels of individual agency representatives, continue to delay or impede the use of common LTAs. For more details on the impact of delegated authority on the utilization of common LTAs, please refer to Questions 19 – 21.

Procurement and host Government

Question 24: ***In your country, approximately what percentage of the UN financed procurement volume is done by the government?***
Question 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?***
Question 26: ***To what extent would you agree that the Government has the capacity to assume more responsibility for procurement in UN-funded programmes and projects?***
Question 27: ***Has the UNCT established a strategy to strengthen Government procurement capacities?***

A good indicator for measuring a national system's efficiency is the Government's ability to carry out procurement because of capacity development measures or an increased use of national institutions. In this line, the OMT survey asked participants to confirm the volume of UN-financed procurement that is carried out by the governments.

[4] the Latin American & the Caribbean and Africa regions.

Table XVII: UN-financed procurement done by Govt

Answer Choices	2013	2014	2015	2017
0% (All procurement is carried out by the UN)	33%	21%	33%	31%
< 10%	22%	37%	32%	28%
10-25%	22%	19%	18%	18%
26-50%	12%	15%	5%	13%
51-75%	6%	4%	9%	8%
76-99%	5%	4%	3%	1%
100% (All procurement is carried out by the government)	1%	0%	0%	1%

The trend whereby most UN-financed procurement is handled by the OMT, has been consistent over the last 4 years. The data in the above table reveal an inverse and logical correlation: the less a Government is handling UN-financed procurement, the more an OMT needs to do so. There are only a few programme countries where the UNDS can utilize national institutions for the procurement of goods & services to a considerable extent.

Table XVIII: Collaborative procurement via LTAs and other mechanisms

Answer Options	2017
All procurement is carried out via common LTAs and other mechanisms	7%
< 10%	36%
10-25%	36%
26-50%	10%
51-75%	7%
76-99%	3%
All procurement is done on a single-entity basis	0%

Nearly all responding OMTs (nine out of 10) reported that at least half of their collaborative procurement is carried out via LTAs and other mechanisms. More than seven out of 10 of the survey participants confirmed the same for more than 75% of their procurement cases.

UNDS is appreciating the merits in common LTAs and equivalent instruments, despite the perceived barriers to harmonized procurement revealed earlier—the barriers presented by different polices & procedures, different rules & regulations (Questions 16 and 17), and their practical effects: different authorization levels among HoAs (Questions 19 – 21), and the fact that the majority of LTAs are agency-specific (Question 23).

This year is the first time that this question has been asked. Future iterations of the OMT survey will allow the analysis of a trend on the subject, which could provide interesting information.

Table XIX: Perception of government capacity for procurement in UN-funded programmes & projects

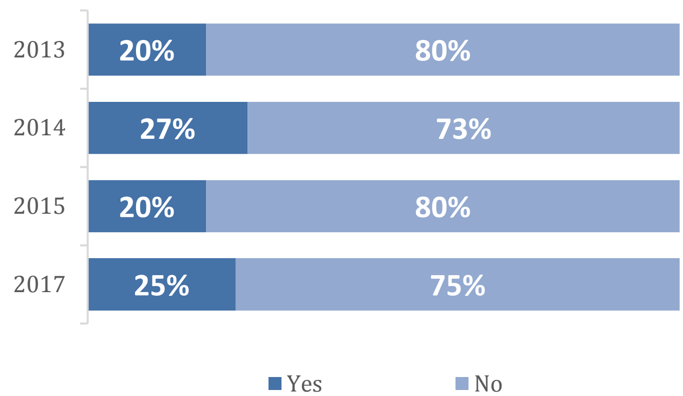
Answer Choices	2013	2014	2015	2017
Strongly agree	4%	7%	8%	5%
Agree	30%	38%	30%	30%
Disagree	34%	37%	38%	32%
Strongly disagree	10%	18%	24%	19%
Don't know	N/A*	N/A*	N/A*	14%

* This answer option was added to the question, starting with this year's Survey of Operations Management Teams

The low rate of national institutions that are presently handling procurement (Question 24, table XIX), could be related to limited Government capacity. In this sense, the low usage of national systems may not only be due to a lack of willingness on part of the UN Development System, as it is pointed out in the 2016 Secretary-General's report.

More than half of all responding OMTs 'strongly disagree' or 'somewhat disagree' that the government in their country has the capacity to assume more responsibility for procurement in UN-funded programmes and projects, as revealed in the above table. This proportion is a significant decrease from the more than 60% of the OMTs in 2015, and an increase from 44% of the OMTs in 2013.

Graph VIII: UNCT strategy to strengthen government procurement capacities 2013-2017



There is no indication of a more significant engagement of UNCTs in capacity development measures in procurement. 75% of UNCTs have not established strategies to strengthen government procurement capacities. These results follow the trend from previous years of the OMT survey. In 2017, UNCTs reported having only established such strategies in 25% of the programme countries; a five per cent rise from 2015. This year's reading is closer to that of 2014, when the numbers appeared to be out of synch with other years, due to the low survey participation rate.

F. Common Premises

Premises definitions

The United Nations Development Group (UNDG) Task Team on Common Premises (TTCP) is an inter-agency group tasked with providing guidance and tools for UNCTs that intend to engage in UN House/UN Common Premises renovation, construction and/or relocation projects, and to study and recommend solutions to enhance efficiencies as well as to increase the number of UN House/UN Common Premises worldwide. As per the TTCP's definition of a UN Common Premises, adopted in February 2017:

> *"Common Premises 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, usually supported by a range of common services enabled by agency co-location.*

Common Premises is a key enabler for common services and shared services[5] between entities and forms an integral part of the United Nations efforts to harmonize common operations at the country level. The objectives are reflected in the local Business Operations Strategy (BOS), if the United Nations Country Team (UNCT) has a BOS in place. There can be more than one Common Premises at the national and sub-national level.

The name United Nations House shall be conferred upon recommendation by the United Nations Development Group, where the following minimum conditions exist;

- *Meets the minimum criteria for establishing a Common Premises.*
- *The United Nations House must house the office of the United Nations 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."

For further details, please refer to the UNDG website https://undg.org/business-operations/task-team-on-common-premises/

Question 28: ***Are there any common premises in your country?***
Question 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.)
Question 30: ***What prevents the establishment of common premises in your country?***
(Please provide your answer in the comment box)

Data for Q28 and 29 was excluded due to the availability of data provided by UN DOCO. See Section III D. of the 2018 report of the Secretary-General on QCPR implementation for more information.

Barriers to common premises

Most responding OMTs noted that the main reason for not being able to establish common premises in their country, is **because the Government is not in a position to donate a plot of land and/or building** to the UN system for development into common premises.

The second biggest challenge to establish common premises quoted among survey respondents, is the local real estate market not being sufficiently developed, leaving the UNCT without a suitable location that can accommodate all entities and be made MOSS compliant.

A small number of responding OMTs reported that they are currently in the process of establishing common premises, but mentioned that the process itself is often long, arduous and bureaucratic. Several other OMTs stated that the lack of financial resources has prevented them from setting up common premises; while one UNCT expressed a preference for their entities to remain in separate locations.

[5] A Shared Service is defined as two or more resident United Nations entities present in a country, whether or not co-located in a Common Premises, that may engage in bi-lateral agreements with similar objectives to those for establishing a Common Premises.

Question 31: ***How many single-entity office premises exist in your country?***
Question 32: Which entities use single-entity office premises?
(Please select below all that apply)
Question 33: Which entities have technical advisors or project staff outposted/located within Government Ministries or other Government institutions?

Data for Q13 and 32 was excluded due to the availability of data provided by UN DOCO See Section III D. of the 2018 report of the Secretary-General on QCPR implementation for more information.

Table XX: Staff numbers outposted within Govt institutions

UN Entity	# of outposted staff	UN Entity	# of outposted staff	UN Entity	# of outposted staff
WHO / PAHO	77	UNDP	23	ECA	4
IOM	67	UNAIDS	22	UNRWA	4
World Bank	64	UNODC	18	ESCAP	3
FAO	59	UNIDO	16	UNCDF	3
UNHCR	57	OHCHR	14	UNCTAD (including ITC)	3
UNICEF	53	UN-HABITAT	14	UNV	3
WFP	51	OCHA	13	UNISDR	2
UNESCO	43	IFAD	12	WIPO	2
ILO	40	ICAO	8	IAEA	1
IMF	39	UNEP	8	UNWTO (tourism)	1
UNFPA	30	ITU	7	ECE	0
UNOPS	24	ECLAC	5	ESCWA	0
UN-WOMEN	24	IMO	5	UNDESA	0

As this is the first year that this question was posed to the OMTs, there is currently no data available for a historical and trend analysis.

G. Annexes

Annex I – Table XI: Governance modalities for

		MoU in place	Inter-agency agreement in place	Common Long-Term Agreement in place	Cost-Benefit Analysis conducted	None of those steps
		%	%	%	%	%
Procurement	Freight forwarding	12%	5%	13%	9%	70%
	Custom clearance	11%	6%	21%	8%	63%
	LTAs	16%	24%	58%	23%	17%
	Bidding process	7%	17%	12%	14%	62%
	Market research / vendor pre-screening	2%	7%	6%	11%	79%
	Vendor databases	8%	15%	4%	11%	69%
	Consultancies (sourcing of)	7%	11%	7%	11%	73%
	Other procurement (specify in comment box below)	4%	7%	11%	8%	78%
	PROCUREMENT AVERAGES	**9%**	**11%**	**16%**	**12%**	**64%**
Facility Services	Security	25%	28%	48%	13%	17%
	Cleaning	22%	18%	44%	8%	26%
	Help Desk / Service Desk	8%	7%	9%	2%	75%
	Insurance	9%	10%	12%	5%	68%
	Reception	18%	22%	12%	4%	50%
	Compound/building maintenance	25%	25%	25%	6%	35%
	Co-location	21%	25%	10%	5%	51%
	Other facility services (specify in comment box below)	6%	10%	6%	3%	78%
	FACILITY SERVICES AVERAGES	**17%**	**18%**	**21%**	**6%**	**50%**
Admin & Logistics	Travel	12%	17%	51%	20%	26%
	Medical	14%	22%	16%	6%	53%
	Fuel	10%	12%	29%	11%	55%
	Conferences	11%	13%	27%	11%	55%
	Stationary	8%	8%	30%	11%	56%
	Courier	15%	17%	28%	7%	50%
	Help Desk/ Service Desk	7%	8%	9%	1%	81%
	Catering	9%	13%	23%	5%	61%
	Printing	8%	5%	27%	5%	65%
	Protocol	8%	6%	4%	1%	84%
	Fleet management	3%	6%	9%	6%	81%
	Vehicle maintenance	10%	7%	25%	11%	61%
	Rental cars	6%	6%	20%	8%	68%
	Interpretation	8%	5%	23%	13%	63%
	Translation	8%	6%	22%	11%	62%
	Insurance	6%	5%	9%	5%	80%
	Event management	7%	5%	16%	7%	75%
	Legal services	3%	4%	3%	1%	89%
	Other logistics/admin services (specify in comment box below)	2%	3%	5%	1%	89%
	ADMIN & LOGISTICS AVERAGES	**8%**	**9%**	**20%**	**7%**	**66%**

HR	Recruitment process	9%	13%	3%	8%	72%
	Rosters	4%	18%	6%	6%	74%
	Training	3%	12%	5%	3%	80%
	Consultancies (Sourcing of)	4%	9%	2%	4%	83%
	Other HR related services (specify in comment box below)	1%	7%	1%	1%	91%
	HR AVERAGES	**4%**	**12%**	**3%**	**4%**	**80%**
Finance	VAT	3%	12%	4%	3%	81%
	Banking	10%	17%	31%	10%	49%
	Payments	7%	18%	7%	3%	70%
	Currency exchange	6%	8%	4%	6%	81%
	DSA, Incentives and Fees	10%	28%	8%	5%	54%
	HACT	5%	38%	25%	7%	35%
	Other finance related services (specify in comment box below)	1%	3%	1%	1%	93%
	FINANCE AVERAGES	**6%**	**18%**	**11%**	**5%**	**66%**
ICT	ISP (internet)	13%	23%	35%	13%	37%
	Telecommunication	13%	22%	29%	7%	45%
	Help desk/Service desk	13%	24%	11%	5%	62%
	ICT infrastructure	13%	21%	10%	5%	61%
	ICT maintenance	13%	21%	11%	4%	60%
	Standardization of IT hardware	6%	9%	2%	3%	84%
	Standardization of IT software	5%	8%	1%	2%	86%
	Other ICT related services (specify in comment box below)	2%	6%	2%	2%	89%
	ICT AVERAGES	**10%**	**17%**	**13%**	**5%**	**65%**

Annex II – Question 13: best practices in relation to OMT functioning

Each member of OMT has been selected through an official communication from RC. The OMT has working groups in all operations areas. Each member of the working groups is also selected through an official communication from RC. In the communication, members are advised that their participation through OMT and its working group must be highlighted in their self assessment during performance review. As OMT is generally a volunteer work, sometime it is becoming quite a challenge to accomplish some of the work within the workplan. What we have done to accomplish some of our task, including developing one of the best BOS was for OMT members to co- share funding an international UNV position to work on a full time basis to support the OMT work
Accountability and Governance structures in place. ie. OMT Chair reports to UNCT. Having in place different Working Groups for each BOS Pillar (Finance, HR, Procurement, ICT). Working Groups chairs consistently attend and report to OMT. Full participation of all Agencies in Working Groups, and OMT. Division of Labour across Agencies based on capacity. Monthly meetings of the OMT Having Annual OMT planning retreats
- A committed Head of Agency that is chairing the OMT gives the adequate dynamics to the work of the group and thus makes the group functioning well. It is important that the nomination of the group chair stays on for several years to allow for the good results to materialize (align with the UNDAF cycle) - Development of BOS has given an excellent framework for the OMT concrete set of activities and objectives and has structured the OMT work from the substance side.
1. Regular OMT meetings and updates. 2. Organization of common surveys (ie. annual DSA review, hardship survey, housing survey etc.) 3. Common activities funded by common budget including visa and protocol working group, HR working group, supply working group 4. Establishment of common LTAs (ie. office security, office cleaning services, hotel and conference facilities, interpreting services, printing services, airlines etc.) 5. Dedicated person funded through common budget to liaise among Agencies
1. Chairing OMT by DRR(O) UNDP seems to be a good practice as Head of Agency not necessarily understands sufficiently operations and BOS. 2. Setting up the most strategic LTAs like for example for fuel needs to include OMs not lower level staff, because it is critical to end up with appropriate market research before and have strategic approach to these LTAs. 3. Frequent reporting on savings to UNCT is critical to keep BOS momentum and interests of UNCT in OMT common initiatives. 4. It is important to have element of innovation in BOS in order to motivate OMT members and challange them on new approaches. It keeps energy up. 5. Cost benefit analysis conducted clearly and explained to UNCT are the most convincing and keep UNCT focused on achievements of BOS and OMT.
OMT meet on a regular basis and also communicate frequently in between meeting on email to seek solution to challenges, input from others or extent planned services. The group is supported by a UN Coordination Specialist from the RCO.
Regarding the implementation of OMT planned activities, an arrangement was adopted. The omt group is devided into many sub-groups according to the activity field : HR - FINANCE - PROCUREMENT ETC.)
The Operations Management Team of UN agencies in the country has conducted regular meetings and online discussion on number of issues, has jointly worked and delivered results in number of areas related to common services and piloted common premises initiative with limited scope. Common Services With finalization of one common UN website, OMT has started using one common website for all HR vacancy and procurement announcement of all UN agencies in one place. OMT has also continued good practices of sharing procurement LTAs, joint conduction of the surveys on UN salary, DSA, sharing hotel database, and joint trainings on HR Benefit and Entitlements. OMT has also initiated and started sharing with each other Agency Business Continuity Planning, Disaster Recovery Plans and made VSAT internet sharing arrangements for improving interagency cooperation and communication in emergencies. OMT made joint proposals on UN staff and personnel's' number of issues regarding staff registration with the Government, staff and non staff list sharing with the government, and income tax were made to the UNCT. OMT has also discussed and developed standard templates of income declarations for FT, SC and its consultants acceptable for both UN and the state tax authorities. OMT has also presented its joint proposal to UNCT on SC mandatory retirement age (pension age). The UNCT has approved the proposal with pension age 65 for SCs.
- Systematic meeting of OMT on a monthly basis - A rotative chair of the group - Common services task force led by agencies - Pro-active information sharing - OMT common mailing list - Creation of a share drive to store the LTAs and common services

documentation available and reachable to all agencies - Developped LTAs shared and used by neighbouring countries – Social gathering of OMT members on a monthly basis which helps consolidate the group dynamics - Annual retreat regulary organized
- Established common rates for organizing local workshop and training; - Rotation of OMT Chair and Vice-chair among participating agencies; - Regular information sharing among agencies on prices and other conditions offered by the government to the individual agencies, where as the government is the sole service provider for most of the admin/business operations services in absence of the private sector in the country; - Agreement on unified positions on dealing with the government on business operational matters; - Harmonization of business practices to the possible extend

Annex III – Question 14: suggestions to further improve OMT effectiveness

- To strengthen mechanisms for the commitment and appropriation of the agencies involved in OMT (not seen as a priority) - To facilitiate capacity building and training for OMT members (in small UN offices (where no senior operation staff are working and there is a lack of experienced staff)
To ensure that each representative at OMT has the authority to take decision, e.g. to have all representatives either DCD - O or Operations Managers attend meetings instead of sending junior staff.
- Strengthen capacity of the OMT with inclusion of more Operations Managers with full delegated authority (currently the OMT has only three Operations Managers while other members are junior focal points appointed by Agencies to work with the OMT) - Introduce common platforms/intranet for sharing relevant information (joint partners, consultants, important contacts, valid LTAs….) between UN agencies - Create more room for exchanges between the the OMT and programmatic Results Groups to discuss opportunities for cooperation/compementarities. This way the OMT would be able to further streamline its performance to support more efficiently UNCT programme. This is particularly valid for the development of the UNDAF joint work plans and reviewing their budgetary information. - OMT to get more acquainted with information on joint programmes with a view of providing more efficient support to the implementation of joint programmes from the operational point of view
- Definition of an agenda with clear objectives and delivery dates. - Delegation of Authority to the Task forces, so each one can lead their on objectives. - Definition of a complete and clear Roadmap. - Reduction of time passing, between meetings.
In the context of developing the BOS: Strengthening the capacity of the UNCT members to translate guidance/decisions (from above/RC level//HQ or regional level) on the importance of the BOS development/implementation into clear instructions for their respective OMT members at the technical level. In general terms: More support from Agency Headquarters (see above) Continuing (and further institutionalizing based on the SOP requirements) the current practice in which a head of agency chairs the OMT to make sure that the OMT has "easy" access to the UNCT/highest political level. Further strengthening the planning tools of the OMT (in future based on the BOS)
- Ensure participation/attendance of the Working groups members in the meetings – Proper orientation at agency level to a new colleague at the time of change in OMT working groups - Close Coordination with Programme Management Team (PMT)
- Chair of an agency to be the chair of the OMT - Organize welfare - Once a year, plan a joint OMT meeting between two or three countries for exchange of experience
• OMT meetings on quarterly basis; • Task Force Groups' meetings on ad hoc basis, but at least once in two months; • Lead agencies in the Task Forces report to OMT Chair on implementation and improvements.
For further effectiveness, agencies' commitment to common services need to be enhanced among its representatives and that harmonized/simplified procedures and rules and regulation are clearly communicated among agencies. Ensuring mutual accountability of UNCT and OMT for better efficiency and effectiveness. this could be done through identification of priority areas where the OMT can have significant impact on effectiveness of the work of the UN.
Though the attendance of UN agencies is satisfactory, the representation should always be at Head of Operations or OIC to enhance effective contributions and decision making.