

2021 survey of the United Nations development system entities' headquarters

Welcome to the 2021 annual survey of UN entities on progress in implementing UN General Assembly resolution on the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the United Nations development system¹, as well as the General Assembly resolution on the repositioning of the UN development system.²

This survey aims to monitor the implementation of these resolutions through seeking information on the measures that UN entities have taken in response to the requests and information contained in them. The results of the survey provide an important contribution to the 2022 Secretary-General's report on the implementation of the QCPR and the QCPR Monitoring and Reporting Framework.

Please note that the survey can only be completed online at <https://www.surveymonkey.com/r/qcpr2021hq> and that only one survey response can be accepted per UN entity. For reference and as an aid to entity-wide consultations on the survey response, a PDF copy of the questionnaire, attached in the email with the survey link, can be printed and shared. With some browsers, the software allows the questionnaire to be saved and reopened at a later stage on the same computer. You may also navigate forwards and backwards within the questionnaire.

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

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

Kindly complete the questionnaire by 7 January 2022.

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

¹A/RES/75/233

²A/RES/72/279

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

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

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

3. To what extent is your entity's planning and budgetary cycle aligned with the QCPR cycle?
 - Fully (i.e. 4-year cycle beginning in 2022)
 - Partially (i.e. begins in 2022 but not a 4-year cycle)
 - Not at all (i.e. neither of the above)

If PARTIALLY, please describe the reason for partial alignment.

If NOT AT ALL, please explain why not and any relevant plans for doing so in the future.

4. Does your entity report on implementation of the QCPR as part of its annual reporting to its governing body?
 - Yes
 - No, but there are plans to include such reporting in the next strategic planning cycle
 - No

Comments: If YES, please provide a link to this reporting on QCPR implementation. If NO, please explain why not.

5. Has your entity reported to its governing body on actions taken to implement the 2020 QCPR resolution in 2021 (A/RES/75/233)?
 - Yes
 - No

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

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

6. Has your governing body taken decisions on specific QCPR provisions?
 - Yes
 - No

If YES, please also provide relevant para in box below

7. What new decisions have been taken by your governing body in 2021 that are aimed to implement the mandates of the UNDS repositioning resolution (A/RES/72/279)? Please quote the relevant paragraph and link to the source document.

8. Has your entity's governing body in the last four years reviewed its working methods in order to improve synergy with governing bodies of other entities of United Nations development system?
- Yes
 No
9. Has your entity reported to the governing body in the last year on actions taken to align its policies, guidelines and regulations with the UNDS repositioning process?
- Yes
 No

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

10. What changes in your entity's policies and guidelines for country programme documents have been or are being made to align with the implementation of the above mandate?
11. In the past year, what changes in policies and procedures have been made in response to the above mandate calling for more collaboration towards achieving common results at the country level?
12. Please describe any policy measures your entity has taken in the past year to incentivize staff to work towards system-wide goals.
(Please quote any relevant paragraphs and provide the title, page number and link to the source document).
13. In the past year, has your agency taken steps to support the development of common (system-wide) approaches and definitions with regard to measuring system-wide results and harmonizing indicators?
- Yes
 No

Optional comments:

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

14. Does your entity's strategic plan include efforts for greater integrated support and joint work with other UN entities?
- Yes
 No

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

15. Has your entity taken concrete steps to make it a requirement for your country offices to contribute to the joint workplans and results in UN INFO?
- Yes
 No

Optional comments:

16. Has your entity participated in a common or joint approach to strengthening of country-level data and statistics?
 Yes
 No

If YES, please elaborate on what the common approach is and its functioning:

17. Please mention briefly any revised policies or systems introduced in the last year by your entity to better develop and strengthen national capacities, including ensuring the long-term impact of capacities built.

18. During 2021, the UN Development Coordination Office has effectively supported your entity's engagement with:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
UNSDG					
Funding Compact					

Optional comments:

19. Did your entity provide country-level support to the Voluntary National Review (VNR) process of the countries that presented a VNR at the UN high-level political forum on sustainable development in 2021?
 Yes, in most or all of the countries that presented a VNR
 Yes, in some of those countries that presented a VNR
 No

20. [Skip-logic, if YES to previous question] Please describe the kind of support that was requested of your entity from:
 a. Governments:
 b. Resident Coordinators:

21. [Skip-logic, if YES to Q19] Please indicate the number of countries that your entity provided support to among those that presented VNRs in 2021?
 Optional comments/ If available, please include title, page number and link to any source document that provides information about this support.

22. Did your entity participate in the Regional Forums on Sustainable Development in 2021:
 Yes
 No
 [Skip logic] If YES, in which regions?
 ECA
 ECE
 ECLAC
 ESCAP
 ESCWA

Optional comments

23. Please indicate the number of knowledge products presented at the Regional Forums on Sustainable development in 2021 that were jointly authored by your entity with one or more other UNDS entities?
24. Please indicate the effectiveness of the Regional Forums on Sustainable Development in 2021, as applicable:

	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Not applicable – our entity did not participate	Don't know
ECA						
ECE						
ECLAC						
ESCAP						
ESCWA						

25. Please provide suggestions you may have on how these Forums could be improved:

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

A. Greater complementarity between humanitarian, development and peacebuilding efforts

26. Please describe briefly any measures your entity has taken to ensure greater cooperation, collaboration and coordination with development, humanitarian action and peacebuilding in countries facing humanitarian emergencies, including complex emergencies and in countries facing conflict and post-conflict situations:

27. Has your organization been involved in the identification of specific collective outcomes aimed at reducing need, risk and vulnerability towards which humanitarian, development and peace actors can contribute at the country level?

- Yes
- No

28. [Skip logic, if YES to previous question] Regarding ongoing work to ensure coherence and complementarity between humanitarian, development and peacebuilding activities, please assess the level of difficulty with each of the following aspects:

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

If you answered “Very difficult” or “Difficult” for any of the above, please indicate briefly what are the main difficulties:

29. Within the context of strengthening complementarity of development, humanitarian and peacebuilding efforts, please briefly describe:

- a. The type of challenges encountered to ensure a ‘whole-of-system response’ in addressing the needs, risks and vulnerabilities and to provide development programmes that address underlying drivers of needs; and
- b. The key actions undertaken by your organization, if any, to address these challenges:

30. Please make any further suggestions on how the complementarity among humanitarian, development and peacebuilding efforts can be strengthened at the country level:
31. Please make any suggestion on how UN intergovernmental bodies (Security Council, ECOSOC, Peacebuilding Commission) can play a role in strengthening complementarity of development, humanitarian and peacebuilding efforts:
32. In the context of your entity's strategic plan, are concrete strategies articulated to address the unique development challenges of countries in the following country groups:

	Yes	No	Not applicable
Least developed countries			
Landlocked least developed countries			
Middle-income countries			
Small island developing states			
Africa			
Conflict-affected countries			

B. Country and Regional Configuration

OP95 of the 2020 QCPR recognized “the efforts by the entities of the United Nations development system to collaboratively implement a new generation of United Nations country teams, with needs-based tailored country presence, to be built on the Cooperation Framework and finalized through open and inclusive dialogue between the host Government and the United Nations development system, facilitated by the resident coordinator, to ensure the best configuration of support on the ground, as well as enhanced coordination, transparency, efficiency and impact of United Nations development activities.” In relation to regional configuration, the 2018 GA repositioning resolution (OP18) emphasized “the need to address gaps and overlaps at the regional level, and endorses a phased approach to revamping the United Nations development system at the regional level, and in this regard requests the Secretary-General: (a) To implement, as part of the first phase, the proposed measures to optimize functions and enhance collaboration at the regional and subregional levels; (b) To provide options, on a region-by-region basis, for longer-term reprofiling and restructuring of the regional assets of the United Nations to the Economic and Social Council at the operational activities for development segment of its 2019 session.” OP 78 of the 2020 QCRP “Requests the Secretary-General to continue regular follow-up, monitoring and reporting, including to the Economic and Social Council at its operational activities for development segment, on the work of regional assets of the United Nations development system in support of the 2030 Agenda with a view to enhancing transparency, accountability, efficiency, coordination and results-based management at the regional level in order to ensure that the longer-term reprofiling and restructuring of the regional assets of the United Nations are addressed on a region by-region basis and in accordance with the region’s specific needs and priorities, as agreed in resolution 74/297 of 11 August 2020”; OP 102 of the 2020 QCPR “takes note of the provisions of resolutions 72/279 and 74/297 on the revamping of the regional assets of the United Nations development system.”

33. If your entity has country offices, please indicate the main factors that shape current principles and/or guidelines that your entity has issued to your country representatives with regard to the determination of country configuration in programme countries (e.g. fully-fledged office; shared premises; secondments into RCO/UNCT; NRA model). Please specify no more than TWO main factors:
- Responsiveness to emerging needs and priorities
 - Implementation of development activity cannot be effectively done from outside the country
 - Size of current and anticipated programme
 - Funding considerations
 - Country development status
 - Presence was requested by the Member State
 - Tied to decisions by your entity’s governing body
 - Developments regarding the regional and multi-country UN architecture
 - Developments in UNSDG linked to harmonization of business practices
 - Other (specify):

34. Since the adoption of the UN development system reform, has your entity undertaken a review of the profile and structure of its country, sub-regional or regional assets?
- Yes
 - No
 - Not applicable (your entity does not have country, sub-regional or regional assets)
35. [Skip logic, If YES to Q34] Please describe the key findings and recommendations.
36. [Skip-logic, if NO to Q34] In the next 12 months, does your entity plan to undertake a review of the profile and structure of its country, sub-regional or regional assets?
- Yes
 - No
37. [Skip-logic, if NO to Q34] If your entity does not have physical presence, please indicate the contributions made to the development activities in country in the last 12 months:
- Contributed to the design of a new generation Common Country Analysis/and or Cooperation Framework
 - Conducted entity specific activities that contribute towards implementation of the Cooperation Framework/UNDAF
 - Contributed to joint activities, Joint Programmes, or Joint Work Plans, part of the Cooperation Framework/UNDAF
 - Implemented entity specific activities outside of the Cooperation Framework/UNDAF
 - Participated in joint resource mobilization efforts of the UNCT
 - Participated in joint UN communication and advocacy
 - Other [please specify]

C. Implementing the Management and Accountability Framework

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

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

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

38. Have specific measures been taken at headquarters level to simplify and harmonize your agency-specific programming and reporting instruments in light of the Cooperation Framework guidelines?
- Yes
 - No

If YES, please summarize very briefly the measures taken in the box below and provide a link to the applicable section in the source document.

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

39. Does your entity have any Country Representatives?

- Yes
- No

[Skip logic: If "No", skip to Q50]

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

- Yes
- No

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

41. Do the job profiles of your country representatives include responsibility for active engagement in UNCT processes and related CF/UNDAF implementation groups and joint programming efforts including joint evaluations and delivery on your organization's respective areas of the Cooperation Framework/UNDAF and 2030 Agenda?

- Yes
- No

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

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

- All country representatives have this authority
 - This authority is delegated on a country-by-country basis
 - The authority is delegated up to a pre-defined amount
 - This authority has not yet been delegated
- Optional comments

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

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

- Yes
- No

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

45. What actions, if any, has your entity taken to ensure that your country representatives contribute to the performance appraisal of Resident Coordinators in compliance with paragraph 9(b) above?

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

- Yes
- No

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

47. Do the performance assessment systems of your Country Representatives include indicators relating to any of the following?

	Yes	No
Communications and outreach on the SDGs		
Promoting norms		
Advocating for human rights		
Gender equality		
Effective engagement with civil society and State institutions		

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

	Yes	No
Planning		
Resource mobilization		
Programme implementation		

For each **YES** answer above, please briefly describe how this recognition is written in the Terms of Reference of your country representatives or in any headquarters policy guidance (*include any direct quotes with links, or frequency of actions required, that would be appropriate in response to this question*).

49. Please highlight the main challenges your entity is facing in supporting country-level implementation of the MAF.

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

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

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

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

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

D. Harmonization and Simplification of Business Practices

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

business practices, while recognizing progress in this regard, in order to free up more funding for development activities, including coordination.” The 2020 QCPR (OP 106) also reiterates that UNDS entities “should operate according to the principle of mutual recognition of best practices in terms of policies and procedures, with the aim of facilitating active collaboration across agencies and reducing transaction costs for Governments and collaborating agencies.”

52. Since the repositioning of the UN development system, has your entity developed a policy, guidance, or plan concerning the provision and/or purchasing of business operations services (location dependent or independent) from other entities in the system?

- Yes
- No, but our entity plans to develop such a policy or guidance in the next 12 months
- No, and we have no plans to do so

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

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

Which option best describes the strategy?

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

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

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

53. Has your entity conducted a high-level review of the business operations services (location dependent or independent) which could be offered to - or purchased from - other entities in the system?

- Yes
- No, but we plan to conduct such a review in the next 12 months
- No

Optional comments:

54. Has your entity established internal structures to support the development and implementation of the business operations reform initiatives (BOS, LSSC, CP, GSSC)?

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

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

55. Has your entity developed a plan and guidance for your entity’s engagement in BOS, Local Shared Service Centres, Common Premises, Network of Global Shared Services development and implementation?

	Yes	No
Business Operations Strategies		
Local Shared Service Centres		
Common Premises		
Network of Global Shared Services		

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

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

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

56. Has your agency established or is planning to establish regional or global service centres?

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

Optional comments/ If answered "Yes" or "There are plans to do so" above, please indicate how many in each case:

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

- Yes
- No

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

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

- Yes
- No

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

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

	Yes	No
Client satisfaction principles		
Costing principles		
Mutual recognition		

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

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

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

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

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

61. Does your entity have a policy and system to measure the efficiency gains to be achieved as envisioned by the Secretary-General (A/72/684)?
- Yes
 - No

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

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

62. Does your entity report to its governing body on efficiency gains resulting from the BOS, Local Shared Service Centres and Common Premises and other efficiency related modalities?

	Yes	No
Business Operations Strategies		
Local Shared Service Centres		
Common Premises		
Network of Global Shared Services		
Others		

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

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

63. What efficiency gains are expected to be achieved by your entity on an annual basis?

- Cost savings (USD):
- Time savings (please specify units):
- Other savings (please specify units):

III. Integrated Support and System-wide Results

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

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

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

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

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

65. Does your entity's strategic plan include specific contributions by your entity to support countries in the full respect for human rights in its efforts to enable the achievement of the Sustainable Development Goals?

- Yes
- No

If YES, please briefly describe the provisions in your entity's strategic plan.

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

	Yes	No	Not applicable
In the strategic plan			
In the annual report to the governing body			
In the entity's monitoring & evaluation framework			

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

The 2020 QCPR (OP14) "Calls upon the United Nations development system entities as well as United Nations country teams, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of disability inclusion into the United Nations system, including by implementing and reporting on the United Nations Disability Inclusion Strategy across its programmes and operations, and stressing the need for capacity-development efforts aimed at empowering persons with disabilities and their representative organizations"

68. Does your entity's strategic plan include provisions aimed at elevating programming targeting persons with disabilities and their representative organizations?

- Yes
- No

If YES, please briefly describe the provisions in your entity's strategic plan.

69. Does your entity's strategic plan substantively address the following:

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

70. Did your entity make any pledges at the 2019 Climate Action Summit?

- Yes
- No

If YES, please provide a short description of the pledge made.

71. [Skip logic, if yes to previous question] Is your entity on track to fulfil the pledge(s) made at the 2019 Climate Action Summit?

- Yes
- No

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

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

- Yes
- No
- Not applicable

73. Does your entity's strategic plan include the following:

	Yes	No
A plan to strengthen cooperation in science, technology and innovation		
A strategy to provide support to inclusive and equitable quality education and lifelong learning		

Optional comments

74. Does your entity work in the following areas:

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

Optional comments

IV. Results-based Management

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

75. Has your entity adopted RBM standards and common UNDS tools in line with the RBM Handbook?

- Yes
- No

Optional comments

76. Does your entity have a dedicated RBM unit?

- Yes
- No

Optional comments

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

77. Does the strategic plan of your entity include provisions for knowledge sharing:

- Across your agency (i.e. intra-agency knowledge sharing)
- With other UN entities and other partners (i.e. inter-agency knowledge sharing)

If YES, please explain which modalities you are using for intra-agency knowledge sharing and/or inter-agency knowledge sharing:

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

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

- Yes
- No

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

79. Has your entity taken any steps in the past year towards greater sharing of knowledge, including data, with other UN entities?

- Yes
- No

If YES, please provide brief details

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

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

Optional comments

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

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

Optional comments

82. What proportion of your entity's evaluations have a management response?

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

Optional comments

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

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

Optional comments

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

- Yes
- No

Optional comments:

85. How many evaluations carried out jointly with another UN entity were completed by your entity in 2021 at:

- Global level:
- Regional level:
- Country level:

Optional comments:

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

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

88. What proportion of your entity's audits have a management response?

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

- 76%-99%
- 100%

Optional comments

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

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

Optional comments

90. Has your entity done the following:

	Yes	No
Developed a sexual harassment action plan using a victim-centered approach for its actions		
Provided a report on the actions taken to your governing body		

V. Partnerships and Funding

A. Strengthening Partnerships and South-South Cooperation

In this section, "Partnerships" refers specifically to private and business sector partnerships as defined in the UNSDG Common Approach to Prospect Research and Due Diligence for Business Sector Partnerships (see page 4 <https://unsdg.un.org/sites/default/files/2020-03/Annex-1-UNSDG-Common-Approach-to-Due-Diligence.pdf>). OP33 of the 2020 QCPR encourages the UN development system in increasing the capacity to engage in results-oriented innovative national, regional and global partnerships, with relevant stakeholders, encourages the and calls upon UNDS ntities to share knowledge and best practices in partnership approaches with a view to improving transparency, coherence, due diligence, accountability and impact;

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

- That are newly formed since the start of this calendar year (2021)
- That will end by the end of this calendar year (2021)

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

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

	Yes	No
Global		
Regional		
Country		

93. Does your entity have a partnership policy or guideline?

- Yes
- No

94. [Skip-logic, if YES to Q93] Does your entity's partnership policy include specific provisions to cooperate with Global Compact Local Networks?

- Yes
- No

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

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

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

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

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

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

96. Do your entity’s strategic framework or planning and programming instruments (including operational policies) integrate South-South and triangular cooperation (SSTC) as a specific implementation modality?

	Yes	No
At global level		
At regional level		

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

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

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

- Yes
- No

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

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

98. Does your entity have a unit dedicated to South-South cooperation at HQ/global level?

- Yes
- No

If YES, is there a dedicated focal point for South-South and triangular cooperation?

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

- Yes
- No

Please indicate the amount of the budget.

100. In the past year, how many global knowledge-sharing initiatives were facilitated by your entity for the sharing of good practices and Southern solutions to development challenges and the achievement of the SDGs?

101. In the past year, how many global policy dialogue and advocacy events focused on South-South and triangular cooperation were facilitated by your entity?

102. In the past year, how many research and analytical products on SSTC were produced by your entity to inform intergovernmental processes and fora?

- 103. Please mention briefly any challenges your entity faces in regard to mainstreaming and enhancing support for South-South cooperation:
- 104. Please mention briefly any lessons learned from the implementation of successful South-South and triangular cooperation projects and programmes:

B. Funding

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

- 105. What concrete measures has your entity taken in 2021 to broaden its donor base? (Please quote the relevant paragraph in the box below and provide the title, page number and link to the source document)/ Optional comments
- 106. Does your entity report annually as part of its regular reporting to its governing body on concrete measures to broaden its donor base?
 - Yes
 - No

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

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

- 107. What proportion of your entity’s non-core resources spent on development activities in 2020 was allocated to joint activities?
 - Less than 5%
 - 5-10%
 - 11-15%
 - 16-20%
 - 21-30%
 - 31-40%
 - 41-50%
 - over 50%
 - Not applicable (my entity does not carry out development activities)

Optional comments:

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

- 108. Please estimate the proportion of the financial contributions your organization received in 2020 and 2021 that were part of a multi-year commitment:

Year	Less than 10%	10 to 20%	21 to 30%	31 to 50%	51 to 75%	Over 75%	Don't know
2020							
2021							

109. Please estimate the proportion of the *core/non-earmarked* contributions your organization received in 2019 and 2020 that were part of a multi-year commitment:

Year	Less than 10%	10 to 20%	21 to 30%	31 to 50%	51 to 75%	Over 75%	Don't know
2020							
2021							

Optional comment: Please detail below the precise USD amount or percentage share of core contributions that were part of a multi-year commitment, if known for either 2020 or 2021.

Please also quote and include the title and link to any relevant source documentation.

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

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

110. Does your entity have an integrated results and resources framework?

- Yes
- No

111. [skip logic if YES] Please state whether it comprises the following:

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

Optional comments

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

- Yes, IATI
- Not IATI, but other similar data standard is used
- No

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

113. Does your entity systematically publish the following:

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

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

The 2016 QCPR (OP43) and 2020 QCPR (OP65) urged the entities of the UNDS “consistent with their mandates, to align their next integrated budgets with the present resolution and, in that context, to improve the functioning and

effectiveness of the structured dialogues on how to fund the development results agreed in the strategic plans”, with the 2020 QCPR adding “including through the implementation of the Funding Compact commitments”.

114. Has the governing body of your entity held such a structured funding dialogue in 2021 on how to finance the development results agreed in the new strategic planning cycle?
- Yes
 No

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

115. [Skip-logic, if **YES** to Q114] What was the outcome of your organization’s Structured Dialogue on how to fund the strategic plan? (Please include links to any summary, presentation, decision, outcome document or other relevant material connected to this funding dialogue)

116. [Skip-logic, if **YES** to Q114] Please mention briefly an important positive effect that the Funding Compact has had on the structured funding dialogue within your organization, if any.

117. [Skip-logic, if **YES** to Q114] As part of the funding dialogue, did your entity discuss with Member States progress towards compliance with the commitments in the funding compact?
- Yes
 No

Optional comments:

118. [Skip-logic, if **YES** to Q114] Has your entity presented options to your governing body for improving the functioning and effectiveness of the structured financing dialogues:
- Yes
 No

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

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

119. Is the importance of shifting from highly earmarked funding to core or more flexible/softly-earmarked resources mentioned as part of the decisions taken by your governing body in 2020?
- Yes
 No

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

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

120. Did your entity report on the implementation of your approved cost recovery policies and rates to your respective governing body in 2021?
- Yes
 No
 Not applicable (our entity does not have a cost recovery policy)

If **YES**, please provide the title, page number and link to the source document.

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

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

	Yes	No
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Estimated amounts		
Actual amounts		

If **YES**, please provide the title, page number and link to the source document.

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

122. How many support fee waivers did your entity issue in 2020 and what was the total value (in USD) of the 2020 agreements for which a support fee waiver was granted?

Number of waivers:

Total value of agreements:

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

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

Yes

No

If **YES**, please provide the title, page number and link to the source document.

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

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

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

Thank you