# **Guidelines on UNDP Country Office Workload Survey (WLS)**

(BMS/OFM)

1. UNDP is a multi-funded organization, with finance provided from multiple funding streams. For staff positions at P-5 and below and other personnel (SCs, UNVs, ICs), the positions can be financed from multiple funding sources in line with the activities performed by individual personnel.
2. The results of the WLS will particularly inform the office on how UNDP personnel time is spent across all projects (both CO management and programme projects) for major activities. WLS results guide the office management to align the personnel functions with their position funding sources. In doing so, WLS results may provide reasonable estimates of time spent in providing services to specific projects and the estimated costs. This will allow the offices to cost and budget these costs in the respective development project budgets at various stages of project life.
3. Each CO should plan to conduct an annual WLS at least once a year for all its personnel, irrespective of current funding source or contractual modality. Currently, most offices conduct a WLS from August through September, right before the next year’s planning and budgeting process. Offices can set the dates for their WLS surveys that best suit them, avoiding peak times in workload or annual leave to ensure the most representative workload information is collected. To obtain, a reliable and a realistic WLS of UNDP CO personnel, a survey must be conducted at least for ten working days.
4. There is no corporate requirement to submit the annual CO WLS results to HQ.
5. Given the critical nature of aligning UNDP CO services/capacities with various funding sources (e.g. programme or management projects), each CO should appoint a senior focal point/coordinator for the WLS, typically a DRR or ARR. They are responsible for ensuring the accuracy, completeness, coherence, and timely compilation and submission for WLS.
6. All types of personnel (staff, SC and UNV) can be included in the annual WLS. A briefing session must be conducted for all personnel before their annual workload survey. All personnel should understand the different categories of their function to management and development projects prior to the survey. The WLS may exclude personnel that are directly hired and fully funded by UNDP projects and other UN agencies. Each individual should understand importance of a fair and reasonable recording of their workload time in WLS template. A senior focal point should present the results of the last WLS results and how it has been used in the alignment of personnel position funding with their functions.
7. To perform the WLS, all relevant personnel need to categorize the portion of their time spent on performing various functions in the following three major functions/services:
8. **Development Activities –** **Programme project activities and services to projects**

* Project Supervision and coordination
* Programme Coordination
* Policy advice and Quality Assurance services
* Project Communications, Advocacy and Funding Partner Visibility
* Project Administrative, Operating, and Other share services to projects
  + - Creation of documents relating to revenue processing, budget, expenses, payments, vendor and project level reporting, requisitions, purchase orders, vouchers, payroll processing
    - Procurement of goods and services
    - Human resources (HR) services: recruitment and management of project personnel (recurrent personnel management, security and general administration briefings, trainings and learning tools)
    - Logistic services for office premises related services
    - Logistics support services such as travel, event management
    - communication support for project personnel and project activities
    - Equipment and asset management services, including information technology (IT) equipment, maintenance, licenses, and support for the project team and project activities
    - Activities leading to project closure as per the checklist

1. **UN Agency Services**

All personnel who provide administrative and logistical support services to other UN Agencies (including UNRCO) can enter their time under this category.

1. **Management activities**

These are activities related to the promotion of the UNDP identity, executive direction, representation, accountability and well-being of the UNDP Country Office. These activities are can be grouped into three sub-clusters applicable to Country Office personnel:

– Leadership and Country Representation

– Programme Direction and Accountability

– Operations Management and Administration Activities related to UNDP office itself: overall personnel/office management and the provision of workplace and support services (ICT, Finance, OHR, UNDP security, travel, assets, and general services) which permit UNDP to carry out the mission of the organization (but excluding direct project implementation support). Activities related to the harmonization and simplification of UN operational processes and business practices should also be included here.

1. The broad definition of cost-classification categories (development, management, UN development coordination and special purpose), approved by UNDP/UNFPA Executive Board decision 2010/32, UNICEF Executive Board decision 2010/20, and UN-Women Executive Board decision 2013/2 are provided [HERE](https://popp.undp.org/node/3661).
2. Once functional groupings under the above three broad activity clusters (development, agency services and management) are understood, personnel should attribute their daily time, using a personnel timesheet. Optional WLS templates for an individual personnel performing development activities provided in OFM intranet [HERE](https://intranet.undp.org/unit/ofrm/Financial%20Resource%20Management%20Policies/Forms/fba_other.aspx?RootFolder=%2funit%2fofrm%2fFinancial%20Resource%20Management%20Policies%2fWorkload%20Survey&FolderCTID=0x0120009837A6491BE4B440B59E74738CBA3637). These templates can be modified, simplified or customized further for each personnel or a nature of country office programme.
3. At the end of the survey period, the offices should perform a two-tier validation/review of the workload results (e.g. time sheets) of each personnel. An individual who submitted the time sheet and his/her direct supervisor should ensure that the self-reported time allocated for major services and projects are reasonably accurate, and consistent in general with the job descriptions/terms of reference and their functions.
4. Upon completion of the survey, the CO senior focal point for the WLS should consolidate individual time distributions into the WLS Template Excel file (one line per personnel).  Since the workload studies are currently conducted based on manual excel files, it is recommended to share a consolidated individual time sheets with each staff and their managers to check it against their submission for completeness and accuracy.
5. Once validated, the results of WLS may guide the CO management on how to fund personnel from various source of funding (development projects or management funds) and serve as a basis to plan and fund CO positions and contracts.
6. At the end of WLS, the CO senior focal point for the WLS should analyze and share the results and finding of WLS to CO management, for their review and endorsement. The following areas could be reviewed and identified in such analysis:
   * CO personnel workload by major categories (development, agency services and management) versus available (planned) funding (institutional budget (core funds, GMS, agency services income and programme budgets)
   * CO personnel workload for development activities per project versus approved direct costs in the respective project budget and available funding
   * CO personnel workload for agency services by major UN agencies versus revenue from agencies
   * Any misalignment of actual workload of personnel with his/her position funding
   * Short and long-term strategies to resolve misalignment of position funding versus their functions
   * A communication strategy for major stakeholders (project stakeholders for annual budget revisions.
7. The position planning decisions should further be reflected in the CO annual work planning exercise, accurately reflecting the planned funding and approved/available budgets of each CO position. Annual costs to be recovered through direct project costing in CO submission of Annual Workplan should be based on WLS results and **approved or available budgets in development projects.**
8. Please refer to [Formulate Development Projects procedures](https://popp.undp.org/node/10826)  - Step 3.2 - Prepare fully costed project budgets to ensure that all anticipated programmatic and operational costs, including development effectiveness and implementation support arrangements are identified, fully costed in the budget. The requirements for developing a project budget are outlined in [Prepare Fully Costed Budgets for Projects](https://popp.undp.org/node/1706). In addition, refer to the detailed procedures for Costing and Budgeting of projects funded by the following partners:

* [European Union (EU)](https://popp.undp.org/node/1701)
* [GEF funded](https://popp.undp.org/node/1456)
* [Global Fund (GF)](https://popp.undp.org/node/1706)

1. WLS results and respective management decisions should be retained and made available locally for future audits and evaluation/monitoring of CO or project activities.
2. Based on CO management decision as a result of WLS analysis and review, CO may need to update staff and SC position COA distributions in Atlas. For example, if WLS results reveal that staff or a SC whose position is fully funded from management funds spend his/her time 70% in development and 30% for management activities, the respective position type and COA could be updated to reflect the actual workload but adhering the approved and available budgets of programme projects. For ICs, the offices should amend the purchase orders to reflect appropriate funding source based on the WLS results but within the approved and available budgets. Please refer to [Planning and Paying for Delivery Enabling Services to Projects](https://popp.undp.org/node/11271) and [Multiple Funding Lines for Positions](https://popp.undp.org/node/11136) for further guidance on how to utilizethe results of WLS.