

## UNITED NATIONS

## Survey of programme countries on UN operational activities for development

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Annex with statistical data and respondents' comments reproduced verbatim

**United Nations**  
**[June 2012]**

Note: The data in this document is organized according to the questions in the survey, in the order that they appeared. Where respondents have made comments in French or Spanish, an informal translation has been provided, shown in bold type.

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## Demographics

<b>A1. Please select your location</b>		
Number of countries and territories that responded	Number of countries and territories that did not respond	Number of countries and territories the survey was sent out
<b>111 (74%)</b>	<b>40 (26%)</b>	<b>151</b>

<b>A2. How many years have you been engaged in coordinating UN activities in your country?</b>		
Answer Options	Response Percent	Response Count
Less than 1 year	4.5%	5
1 or 2 years	11.7%	13
3 or 4 years	21.6%	24
5 years or more	62.2%	69
Please provide any additional comments:		14
<i>answered question</i>		111

<b>A3. Income group</b>		
Answer Options	Response Percent	Response Count
Low Income Country (LIC) - 30 countries responded	27.0%	30
Lower Middle Income Country (LMIC) - 40 countries responded	36.0%	40
Upper Middle Income Country (UMIC) - 36 countries responded	32.4%	36
High Income Country - 5 countries responded	4.5%	5
Other (please specify)		0
<i>answered question</i>		111

**A4. Is the country classed as a Least-Developed Country (LDC)?**

Answer Options	Response Percent	Response Count
Yes	30.6%	34
No	69.4%	77
Other (please specify)		0
<i>answered question</i>		111

**A5. Is the country classed as a Small Islands Developing Country (SIDS)?**

Answer Options	Response Percent	Response Count
Yes	18.0%	20
No	82.0%	91
Other (please specify)		0
<i>answered question</i>		111

**A6. Does the country have an Integrated Mission (IM)?**

Answer Options	Response Percent	Response Count
Yes	9.0%	10
No	91.0%	101
Other (please specify)		0
<i>answered question</i>		111

**A7. Does the UN have a UN Humanitarian Coordinator in the country?**

Answer Options	Response Percent	Response Count
Yes	20.7%	23
No	79.3%	88
Other (please specify)		0
<i>answered question</i>		111



## Topic 1- Relevance

<b>1. The activities of the UN and your country's development needs and priorities are:</b>					
	<b>Very closely aligned</b>	<b>Closely aligned</b>	<b>Somewhat aligned</b>	<b>Not aligned at all</b>	<b>Response Count</b>
<b>In %</b>	<b>23%</b>	<b>60%</b>	<b>16%</b>	<b>1%</b>	
<b>Value</b>	25	67	18	1	111
Please provide any additional comments					38
<i>answered question</i>					<b>111</b>
<i>skipped question</i>					<b>0</b>

<b>1. The activities of the UN and your country's development needs and priorities are: -By Income groups</b>					
	<b>Income group</b>				
	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>	<b>Response Count</b>
Very closely aligned	8	9	7	1	
Closely aligned	15	24	25	3	
Somewhat aligned	6	7	4	1	
Not aligned at all	1	0	0	0	
	30	40	36	5	111
Please provide any additional comments					38
<i>answered question</i>					<b>111</b>
<i>skipped question</i>					<b>0</b>

<b>1. The activities of the UN and your country's development needs and priorities are (DaO Countries vs. all countries):</b>				
	<b>Very closely aligned</b>	<b>Closely aligned</b>	<b>Somewhat aligned</b>	<b>Not aligned at all</b>
DaO countries (8 pilots)	38%	<b>50%</b>	13%	0%
All countries	<b>23%</b>	<b>60%</b>	<b>16%</b>	<b>1%</b>

### Comments:

EL SNU en [país] está totalmente armonizado con las prioridades estratégicas del gobierno nacional, apoyándolas desde el inicio para permitir luego una verdadera apropiación nacional y la sustentabilidad con recursos nacionales

**In [country] the UNS is fully in line with national Government priorities, supporting them from the very beginning in order to allow a genuine national ownership and their sustainability with national resources.**

UNDAF is signed by the Government and UN RC and agencies, but realization of the document could be quite a different from the initial goals

Opportunity provided for better alignment under the UNDAF

Moving to get them more closely aligned

The country has in place a long term development plan which is used as a basis for the formulation of the UNDAF and the various country programme documents. The various country programme documents are also the result of intense and widespread consultations with the government and other stakeholders.

With UN coming up with UNDAF (2012-2015) after a close consultation with Government

se requiere de mayor articulación y armonización del SNU

**There is a need for the UN System's increased structuring and harmonization.**

Sont étroitement alignés avec les agences avec lesquelles le pays a des programmes pays élaborés conjointement

**Are closely aligned with the agencies with which the country has jointly planned country programmes.**

The United Nations does not engage in development activities in relation to [country]. [Country] currently only qualifies for humanitarian relief, which unfortunately means that the country remains trapped in a vicious cycle of humanitarian crisis and is unable to address the underlying causes of the various disasters with medium and long-term development solutions.

UN Activities have been set and mutually agreed upon with Government through United Nations Development Assistance Framework which prepared according to the National Development Plan & MDG.

In annual reviews we have continued to receive feedbacks by few project managers who feel that the activities supported by UN agencies are not their priority need with the majority just accepting programme without consciously aware of their linkage to their own needs & priorities.

Closer coordination needed to bring inputs together to ensure cohesion

UNPDF is based on National Development Planning

They are highly aligned to our development agenda, which are the [country] Vision 2030 and the Medium Term Plan

UNDP projects follow the strategies mandated in the [country] National Strategic Plan 2009-2013

The development needs are determined through close consultation with the UN

The UN Joint Vision is aligned to the Governments Agenda for Change

En países de ingreso medio, como [país], las actividades en materia de desarrollo no son tan significativas como en aquellos de bajo nivel de desarrollo. Continuamente se presenta el problema del financiamiento para actividades de Naciones Unidas en [país] ya que nuestro país no es objeto de asistencia para el desarrollo, al tiempo que en la administración pública no existe la cultura ni las facilidades para financiar esas actividades. [País] presenta de manera incipiente las actividades de cooperante y donante neto y sistemático en materia de desarrollo a otras regiones. Naciones Unidas puede jugar un papel relevante si presenta opciones atractivas al gobierno de [país].

**In middle income countries such as [country], development activities are not as significant as in less developed nations. Consequently, it is faced with the issue of financing UN activities in [country] given that our country does not benefit from development aid and, at the same time, its public administration has no culture nor means aimed at financing such activities. However, [country] presents its development cooperation and donor actions to other regions in a regular and systematic way. The United Nations could play a key role by offering the [country's] Government appealing options.**

Están muy enfocados en seguir sus propios procedimientos, lo cual los vuelve muy rígidos

**They are focused on following their own processes hence making them very rigid.**

Les priorités sont certes alignées sur les priorités nationales dans le cadre du document de stratégie nationale de réduction de la pauvreté, cependant de nombreuses interventions en matière des urgences n'y tiennent pas souvent compte de ce document. Il faut signaler qu'il se pose le problème d'harmonisation et de coordination de ces interventions par la partie nationale y compris la capitalisation des acquis.

**Although priorities are in line with the national ones contained in the Poverty Reduction National Strategy document, many emergency interventions do not take into account this document. There is however the issue of harmonizing and coordinating these actions on the national side, including making use of the results.**

Les activités programmées dans le cadre de l'UNDAF 2008-2012 ne sont pas étroitement alignées sur les besoins et priorités nationaux, notamment en termes de thématiques transversales comme l'environnement et le genre mais aussi dans le domaine de la gouvernance, des droits de l'homme et de la démocratie. Ce qui a d'ailleurs motivé la révision de l'UNDAF 2008-2012 en 2010. Ainsi, le produit qui en a découlé l'UNDAF 2011-2012 présente des activités qui sont presque étroitement liées aux besoins et priorités nationaux. Les revues périodiques de l'UNDAF sont des processus qui permettent à des moments choisis de renforcer ces liens.

**Activities programmed in the framework of UNDAF 2008-2012 are not closely in line with national needs and priorities, particularly in terms of crosscutting issues such as environment and gender but also governance, human rights and democracy. This was the reason, in 2010, behind the revision of UNDAF 2008-2012. The outcome was the UNDAF 2011-2012 presenting activities closely linked to national needs and priorities. UNDAF's reviews are processes that provide for the strengthening of these ties, in a selected period.**

Les activités de l'ONU sont basées sur l'UNDAF qui est élaboré sous le leadership national suivant les orientations de développements définies par le pays, alignées sur le CSCR

**UN actions are based on the UNDAF which is, in turn, drawn up under national leadership according to development guidelines defined by the country.**

La SRP sert de cadre de référence et d'orientation pour la préparation des programmes d'appui de l'ONU et repose sur les principes de la Déclaration de Paris sur l'efficacité de l'aide. Ainsi le Ministère de la Coopération et les autres Ministères du Gouvernement travaillent de façon participative et inclusive avec les agences du système des Nations Unies pour la préparation du bilan commun et du PNUAD ainsi que pour la mise en œuvre et l'évaluation de celui-ci

**The SRP is used as reference and orientation framework for UN support programmes planning, and is based on the Paris Declaration Principles on aid efficiency. Therefore, the Ministry of Cooperation and other departments work in a participative and inclusive fashion with UN system's agencies for the preparation of the UNDAF's common assessment, as well as on its implementation and evaluation.**

Pour certaines priorités, se fonder essentiellement sur celles du pays quelque soit le domaine et le secteur.

**It is critical, for some priorities, to align to the country's priorities regardless of the field and the sector.**

UN activities are closely aligned to Government's National Strategic Development Plans.

La priorisation au niveau pays qui n'est pas bien définie des fois.

**Sometimes the order of priorities at the country level is not well defined.**

Nous voudrions que les activités de l'ONU soient étroitement alignées sur les besoins et priorités de notre pays.

**We would like UN actions to be closely in line with our country's needs and priorities.**

**2. The efforts of the UN are focused on assisting your country in achieving the Millennium Development Goals (MDGs): -By Income groups**

*The main areas of the MDGs are: end poverty and hunger, universal education, gender equality, child health, maternal health, combat HIV/AIDS, environmental sustainability and global partnership*

	Income group				
Answer Options	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	Response Count
Strongly agree	22 (73%)	23 (58%)	20 (57%)	1 (20%)	
Somewhat agree	5 (17%)	16 (40%)	14 (40%)	4 (80%)	
Somewhat disagree	3 (10%)	1 (3%)	1 (3%)	0 (0%)	
Strongly disagree	0	0	0	0	
Don't know	0	0	0	0	
					110
Please provide any additional comments:					25
<i>answered question</i>					<b>110</b>
<i>skipped question</i>					<b>1</b>

**Comments:**

UN assistance has resulted in MDG targets being incorporated into national strategies & programmes. A database has been developed for monitoring MDG indicators. In addition, a MDG scorecard is in the process of being compiled.

Les questions sociales sont très importantes, mais des appuis des organismes des nations unies devraient aller dans le sens d'améliorer la croissance du pays et partant des revenus notamment dans les investissements et le renforcement des capacités.

**Social issues are of great importance but the UN system's support should aim at increasing growth and income, particularly through investment and capacity building.**

L'UNDAF 2013-2017 constitue une parfaite illustration. Elles portent aussi sur les questions de gouvernance.

**UNDAF 2013-2017 is a perfect example. They also tackle governance issues.**

Les domaines de concentration des initiatives de l'ONU sont la réduction de la pauvreté, les secteurs sociaux et la gouvernance. Ces domaines couvrent essentiellement les OMD 1, 2, 3, 4, 5, 6, 7 et dans une moindre mesure l'OMD 8 à travers la promotion des échanges et des expériences entre les Etats.

**UN initiatives focus on poverty reduction, social sectors and governance. These fields mainly cover MDGs 1 to 7, and somehow MDG 8, through the promotion of information and experience sharing between States.**

Depuis les malheureux événements survenus dans notre pays, beaucoup d'interventions sont orientées vers les urgences au lieu des actions de développement.

**Since the unfortunate events witnessed by the country, many interventions are geared towards emergency situations instead of development actions.**

Por ser [país] un país de renta media, las prioridades de desarrollo no encajan necesariamente con los ODM. Es por ello que las iniciativas de las NNUU no pueden limitarse a los ODM, sino que las sobrepasan.

**Since [country] is a medium income country, development priorities do not necessarily match the MDGs. Therefore, UN initiatives cannot be limited to MDGs but must go beyond these goals.**

UN could have been more proactive in assisting government on MDGs follow up and monitoring. There was not enough timely support on reporting of the MDGs. [Country] published the MDG reports together with the UN

Our view the MDGs are geared towards bigger countries that are facing those bigger issues, we are small and our needs and priorities are different, still relevant but need to be adapted to our needs/priorities. There should also be greater flexibility to allow for diversification to be doing

something that is priority to our needs. [Country] has achieved most of the MDGs and they are often seen as just something we were given to do just because the UN want to see a standard landscape on how each country stack up to these goals. Because of our size and simplicity [country] also welcome and offer opportunities for research to enhance and improve the MDG with a better and clear focus on real human needs taking a holistic approach in terms of economic, social and political challenges.

Based on available funds

Though we will not achieve all the MDGs at the target date we have made some promising strides on some like gender equality, universal education, child and maternal health.

There is need for improvements in this area

They are not fully engaged in MDG activities in [country].

Malheureusement les moyens pour accompagner la réalisation de cette assistance sont souvent en deçà des besoins

**Unfortunately the means for this assistance are often not at the level of the needs.**

UN has been providing a strong and strategic support to Government to achieve the MDGs. The country's development plans are directed at achieving the MDGs. The UN activities which are based on the priorities of the national plan are therefore also directed at achieving the MDGs.

More efforts have to be exerted.

Government plans are to achieve MDGs among other objectives. The UN country team supports such efforts

The current major efforts of the UN in [country] are in the area of Global Partnership for Development.

The usual assistance provided through the UN agencies is short term technical assistance and training/workshops/meetings and such activities have very minimal impact on the ground and hence the MDGs

National development plan is MDG based

***3. The introduction of the United Nations Development Assistance Framework (UNDAF), or an alternative UN planning framework, has enabled the Government to ensure that the UN's activities are closely aligned with your national plans and strategies:***

	<b>Strongly agree</b>	<b>Somewhat agree</b>	<b>Somewhat disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>	<b>Response Count</b>
<b>In %</b>	<b>53%</b>	39%	4%	2%	3%	
<b>Value</b>	59	43	4	2	3	111
Please provide any additional comments:						27
<i>answered question</i>						<b>111</b>
<i>skipped question</i>						<b>0</b>

**3. The introduction of the United Nations Development Assistance Framework (UNDAF), or an alternative UN planning framework, has enabled the Government to ensure that the UN's activities are closely aligned with your national plans and strategies: -By Income groups**

The UNDAF is an instrument for joint planning of UN agencies at the country level. Other similar UN planning tools include One Plan/One Programme formats and “integrated strategic frameworks” in some countries in transition from relief to development

	<b>Income group</b>				
<b>Answer Options</b>	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>	<b>Response Count</b>
Strongly agree	17	22	17	3	
Somewhat agree	12	14	16	1	
Somewhat disagree	0	3	1	0	
Strongly disagree	1	1	0	0	
Not applicable	0	0	2	1	
Please provide any additional comments:					27
<i>answered question</i>					<b>111</b>
<i>skipped question</i>					<b>0</b>

**Comments:**

El [país] acaba de implementar su segundo UNDAF cubriendo el período 2011 - 2015 así como su primer UNDAF, ejercicio que ha resultado interesante para una efectiva coordinación entre las agencias, fondos y programas de las NNUU en el país pero también entre todos los actores nacionales vinculados a la cooperación para el desarrollo. Es una herramienta de gran utilidad y un referente en materia de prioridades en temas de cooperación



**[Country] has just completed its second UNDAF for the period 2011-2015 as well as its first UNDAP, exercise that has showed to be interesting for an effective coordination between UN agencies, funds and programmes, but also between all development cooperation actors. It is a useful tool and a reference in terms of cooperation issues priorities.**

[Country] introduced UNDAF in 1998 with strong commitment alignment and coherence of the UN agencies

UNDAF is one of mechanisms enabling coordinate UN activities with national plans and priorities.

In [country], the process of alignment of UNDAF and development plans of the country was a process that already started by the government in its approach to have development less donor driven and more aligned to what the country wanted for its development. The two processes complemented each other, which made it a more lively process.

Joint programming ensures common objectives and mutual accountability for the results and shortcomings

The current will be ended 2012 completely overlooked the alignment of national plans with UN, but the preparation started since September 2011 showed tremendous progress in enabling the government to ensure that UN activities are closely aligned with National priorities.

Hay restricciones en cuanto a los temas humanitarios  
**Some restrictions apply to humanitarian issues.**

Le plus important c'est de veiller à ce que les interventions contenues dans le PNUAD soient mises en œuvre à travers des programmes conjoints au niveau des agences pour favoriser la cohérence des interventions des agences et aller vers une UN pour faciliter l'alignement des interventions des activités de l'ONU sur les priorités du Gouvernement

**It is critical to implement the interventions listed in the UNDAF through joint agency programmes, for an enhanced coherence aiming at a UN as One approach, in line with Government priorities.**

The UN Strategic Assistance for [country] is totally fictitious and is prepared in [city] without coordination and consultation with the government.

In my country UNDAF was aligned with the National Strategic Plan as one was after the other with participation by both partners in the National Strategic plan.

We strongly agree that UNDAF will enable the Government to ensure that UN's activities are closely aligned with national plans provided that it is also closely aligned and build on the respective government agency action plans drawn out from national plans.

The buy in of some UN agencies to the UNDAF not totally there

[Country] has indicated its interest in a One UN approach for the next country cycle UNDAF has been reformed to be UN Partnership Development Framework (UNPDF) In addition it needs to be aligned with our national plan and reduce red tape, avoid multilevel approval process that takes time to complete, avoid criteria that either difficult and/or costly to meet/implement.

UNDAF tries to align its activities with the [country] National Development Strategy. There is a need for more accountable mechanism to demonstrate what results has been achieved.

El proceso de planificación del Marco de asistencia de las naciones unidas par el desarrollo (MANUD) es un reflejo de la proliferación de agencias y de la excesiva fragmentación que existe dentro del Sistema.

**The UNDAF's planning process reflects the proliferation of many agencies, and the excessive fragmentation that exists within the system.**

[Country] does not have UNDAF (not eligible) but we have CCA.

La duración del MANUD debe ser de 6 años y preferentemente alineado al Plan Nacional de Desarrollo (PND).

**The UNDAF's duration is six years, and it must be in line with the National Development Plan (NDP).**

Le Cycle de Planification commence avec le Bilan Commun qui est fait entre les cadres des nations unies et ceux de l'Administration, y compris ceux en charge de la planification et les techniciens des secteurs de concentration des interventions du SNU.

**The Planning Cycle begins with the Common Assessment prepared by UN staff and their counterparts of the Administration, including those responsible for planning and technical experts in the areas of the UN system's interventions.**

Le cycle de ce plan cadre parfois ne cadre pas avec le cycle du document pays de réduction de la pauvreté

**The cycle of the framework plan does not match the cycle of the Poverty Reduction Document.**

L'UNDAF de par de son architecture permet de créer des liens forts entre ses effets, les EPP, les PPP et les activités requises. Ainsi, il est plus au Gouvernement de s'assurer de l'alignement sur les priorités nationales

**The UNDAF's structure provides for strong links between its impact, EPP, PPP and required actions. Thus, it is to the Government to ensure that it is aligned with its national priorities.**

Le CSCRP est le document de référence sur lequel le PNUAD s'aligne.

Le caractère participatif et inclusif de la préparation, de la mise en œuvre du suivi et de l'évaluation de l'UNDAF permettent une adéquation avec la SRP

Mais cela se fait au niveau des agence pays sans souvent le leadership réel du pays

**The CSCRP is the document reference for the UNDAF. The participative and inclusive character of UNDAF's preparation, monitoring and evaluation provide for an alignment with the SRP.**

**But that is done at agency's level and often without a genuine country leadership.**

In addition to alignment to national priorities, UNDAF has ensured that UN's assistance complements Government's programmes so that there is no duplication of resources.

<b>4. How relevant are the following attributes of the UN to providing support for your country's development?</b>					
	<b>Very relevant</b>	<b>Somewhat relevant</b>	<b>Slightly relevant</b>	<b>Not relevant</b>	<b>Response Count</b>
Has global presence	63	41	5	1	110
Is impartial	58	39	10	1	108
Advocates for international norms and standards	62	41	5	0	108
Is trusted by national partners	56	46	6	1	109
Provides access to specialized knowledge in a wide range of subject areas	59	42	8	0	109
Employs staff who live in your country and understand it	41	47	19	2	109
Please mention any other attributes of the UN that you think are relevant:					22
<i>answered question</i>					<b>110</b>
<i>skipped question</i>					<b>1</b>

<b>4. How relevant are the following attributes of the UN to providing support for your country's development? – By Income Groups</b>	
	<b>Income group</b>

	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country
<b>Has global presence</b>				
Very relevant	19	21	19	4
Somewhat relevant	10	15	15	1
Slightly relevant	1	2	2	0
Not relevant	0	1	0	0
<b>Is impartial</b>				
Very relevant	15	20	18	5
Somewhat relevant	11	13	15	0
Slightly relevant	3	5	2	0
Not relevant	0	0	1	0
<b>Advocates for international norms and standards</b>				
Very relevant	15	26	17	4
Somewhat relevant	13	10	17	1
Slightly relevant	2	2	1	0
Not relevant	0	0	0	0
<b>Is trusted by national partners</b>				
Very relevant	14	19	19	4
Somewhat relevant	14	16	15	1
Slightly relevant	1	3	2	0
Not relevant	1	0	0	0
<b>Provides access to specialized knowledge in a wide range of subject areas</b>				
Very relevant	16	19	20	4
Somewhat relevant	13	15	13	1
Slightly relevant	1	4	3	0
Not relevant	0	0	0	0
<b>Employs staff who live in your country and understand it</b>				
Very relevant	12	14	13	2
Somewhat relevant	10	18	17	2
Slightly relevant	7	5	6	1
Not relevant	1	1	0	0

**4. How relevant are the following attributes of the UN to providing support for your country's development? - Only IM countries**

	Very relevant	Somewhat relevant	Slightly relevant	Not relevant	Response Count
Has global presence	3	7	0	0	10
Is impartial	3	5	2	0	10

Advocates for international norms and standards	3	5	2	0	10
Is trusted by national partners	0	8	1	1	10
Provides access to specialized knowledge in a wide range of subject areas	2	7	1	0	10
Employs staff who live in your country and understand it	0	5	4	1	10

**4 - From the CSO survey: How relevant are the following attributes of the UN in providing support for the country's development?**

Answer Options	Very relevant	Somewhat relevant	Slightly relevant	Not relevant	Response Count
Has global presence	178	76	18	4	276
Is impartial	111	89	42	9	251
Advocates for international norms and standards	147	102	17	3	269
Is trusted by national partners	141	97	24	1	263
Provides access to specialized knowledge in a wide range of subject areas	113	115	37	5	270
Employs staff who live in your country and understand it	110	102	50	12	274

**Comments:**

Capacidad de adaptarse rápidamente a las necesidades prioritarias, tanto las urgentes como las de largo plazo del gobierno nacional y dar respuesta a temas instalados en la agenda política nacional.

**Ability to adapt rapidly to priority needs – the urgent ones and the national long term ones – and respond to issues in the national political agenda.**

Support development agenda aligned with EU accession process

1. The capacity of the UN agencies to adjust and respond flexibly to the emerging needs. 2. Its ability to play an advocating role in the interest of national priorities.

It is recommended UN to consult with the Government on the local staff which is being hired

The United Nations staff working on [country] do not live in [country] – they live and work in [city], which makes them unable to truly serve [country's] needs. Furthermore this means they implement projects through international and domestic NGOs, which is inefficient and costly.

A platform for diffusion and sharing of national best practices.

UN provides all services under one roof.

Use of national staff important

Capacity building is another important attribute that we think UN provides. This can effectively be delivered if all programmes of the recipient countries are executed on site with the implementing government agencies instead of its country offices.

Bringing broader international concerns and focus to the local scene.

It is debatable whether the UN possesses all the afore-mentioned attributes

Que las NU estén presentes en todo el mundo no ofrece un valor agregado al país porque no necesariamente hay coordinación entre funcionarios del país con otros fuera de la región. Tampoco hay una adecuada difusión de los conocimientos especializados.

**The fact that the UN is present around the world does not bring to the country any added value because it does not necessarily mean coordination between the staff of the country and of other regions. This is also true regarding the dissemination of specialized knowledge.**

Capacidad de generar espacios para un diálogo político, experticia técnica y temática, construcción de alianzas con otros cooperantes y sociedad civil que facilita la vinculación de iniciativas, globalidad, saber lo que se está haciendo a nivel mundial: que está y no está funcionando, y sistematización del aprendizaje, lecciones aprendidas y gestión del conocimiento.

**Ability to generate political dialogue, technical and thematic expertise; alliance building with other cooperation actors and civil society which helps for bringing together initiatives; a worldly vision; knowing what is being done around the world – what works or does not; and systematic learning, lessons learned and knowledge management.**

Dans sa politique des personnels, à tous les niveaux, le [pays] est sous représenté dans le SNU. Nous souhaiterions au moins que pour les bureaux locaux, tout le personnel non international soit [du pays]. Des efforts sont consentis. Mais il reste beaucoup à faire.

**[Country] is under represented at all levels of the UN system's staffing policy. We would wish that at least for the local offices, all the non-international staff be [locals]. Efforts are deployed, but a lot remains to be done.**

Le transfert des connaissances techniques est peu assuré.

### **The transfer of technical knowledge is poor.**

La présence de l'ONU partout dans le monde lui permet de disposer d'une gamme d'expériences et de leçons tirées de ses interventions à partager avec les pays dans leur processus de développement. Cela permet d'amplifier les expériences réussies et de limiter les erreurs ou les échecs dans nos pays. Elle permet également de développer des partenariats entre les Etats et avec les PTF. L'impartialité permet une meilleure collaboration entre le SNU et les structures nationales mais aussi avec les autres partenaires techniques financiers. Elle permet également aux acteurs nationaux d'œuvrer ensemble aux côtés du SNU pour une meilleure atteinte des résultats de développement. La jouissance de la confiance des partenaires nationaux permet de suivre et de mettre en pratique les propositions qui viennent du SNU. Elle permet également de développer des partenariats très solides autour des interventions. A ce sujet, l'ONU entretient de bonnes relations de partenariat avec l'Union Européenne dans notre pays pour laquelle elle joue souvent le rôle d'agence d'exécution. Face aux nombreux défis de développement, à savoir : la maîtrise des crises internationales, le chômage des jeunes, la mobilisation des ressources, le changement climatique, l'intégration des thématiques transversales, la promotion de l'économie verte et l'atteinte des OMD, etc., le renforcement des capacités des ressources humaines et des institutions dans des domaines pointus s'avère nécessaire pour mieux atteindre les objectifs de développement. Ainsi, l'assistance technique du SNU est vivement souhaitée dans des domaines spécialisés. Dans notre pays, elle est intervenue, entre autres, dans l'élaboration des cadres d'accélération des OMD, dans l'intégration des thématiques transversales comme l'approche droit de l'homme, le changement climatique, la population, le genre, la protection sociale, etc., la gestion axée sur les résultats, l'élaboration des budget-programmes et des CDMT. Le recrutement du personnel local permet de mieux tenir compte des réalités nationales dans la conception et l'exécution des interventions pour une meilleure efficacité dans une perspective d'appropriation et de durabilité. Au-delà de ces avantages, il contribue non seulement à la réduction du chômage et génère des revenus aux ménages directement concernés et lointains (prise en charge des parents et de la grande famille) pour leur bien – être, mais aussi à la dynamisation de l'économie nationale, à travers les dépenses de consommation et surtout d'investissement. Depuis un certain moment, il est noté une volonté soutenue d'utiliser l'expertise nationale et nous encourageons le SNU à aller dans ce sens.

**The UN presence around the world enriches it with a series of experiences and lessons learned from its interventions, which it can share with countries as they go through their own development process. This has a snowball effect of success stories and limits errors or failures in our countries. It is also an opportunity for developing partnership between States and PTF. Impartiality allows for a better collaboration between the UN system and national structures, but also with other Financing Technical Partners. In addition, it allows national actors to work together with UNS for reaching better development results. National partners' confidence allows it to follow and implement the UN System's proposals and to build strong partnerships for the interventions. In this aspect, the UN maintains good partnership relations with the European Union for which it plays the role of an executing agency. Given the many development challenges, particularly international crisis control/management, youth unemployment, resource mobilization, climate change, crosscutting issues integration, green economy promotion and reaching the MDGs, etc, human resources and institutional capacity building in high edge sectors seem to be**

necessary to attain development goals. Therefore, the UN technical assistance is highly desirable in specialized fields. In our country, it intervened in particular in the elaboration of frameworks aiming at speeding up the MDGs, integrating crosscutting issues such as human rights approach, climate change, population, gender, social protection, etc., results oriented management, elaboration of budget-programmes and CDMT. Local staff recruitment helps for a better understanding of national circumstances while conceiving and executing the interventions for an improved efficiency aimed at ownership and sustainability. Apart from these pros/advantages, not only it contributes to reducing unemployment and directly generating income to involved or extended households (care giving for parents and the family at large) for their well-being – but it also boosts national economy through consumers expenses and, mainly, through investments. It must be noted that for a while now there is a sustained will in using national expertise, and we encourage the UN System to continue in this path.

Insiste sur le renforcement des capacités institutionnelles et humaines et sur l'éducation citoyenne

**Emphasize on the human and institutional capacity building and civil education.**

La majorité du personnel recruté par l'ONU en [pays] est expatrié, surtout Ouest Africain. On note un déséquilibre total entre les nationaux et les internationaux en raison d'un manque de respect de quota pour le recrutement

**In the [country], most UN recruited staff are expatriates, mainly West Africans. There is a total imbalance between nationals and internationals due to a lack of quota respect in recruitment process.**

Quand on parle Nations Unies, on fait référence directement au PNUD.

**When mentioning the United Nations, there is a direct reference to UNDP.**

Dans le cadre de l'exécution nationale (NEX) l'ONU doit recruter le personnel entièrement national, afin de renforcer ces capacités en matière de développement.

**In the framework of Nation Execution (NEX) the UN must hire entirely national staff to strengthen development capacities.**

<b>5. How quickly does the UN respond when your Government wants to make changes in the areas supported by the UN? –By Income groups</b>					
	<b>Income group</b>				
	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>	<b>Response Count</b>



Very quickly	7	4	3	1	
Somewhat quickly	10	21	23	2	
Somewhat slowly	11	11	8	2	
Very slowly	2	3	1	0	
Don't know	0	0	0	0	
Please provide any additional comments:					23
<i>answered question</i>					<b>109</b>
<i>skipped question</i>					<b>2</b>

## Comments:

UN agencies have been very accommodating of Government's requests to change areas of support within each key thematic focus area under UNDAF and CPAP.

Beaucoup d'intervenants dans le système et peu de pouvoir pour les locaux. En dépit des contingences locales et des procédures administratives, la réaction des Nations Unies vient toujours à point nommé.

**Many actors within the system and hardly any power for the locals.**

**Despite local circumstances and administrative procedures, the UN's reaction comes in due time.**

Lorsque le gouvernement souhaite apporter des modifications dans les domaines bénéficiant de l'assistance, le temps de réaction de l'ONU est plus ou moins long en fonction des agences. En effet, certaines agences réagissent plus vite que d'autres. Des fois, il faut attendre l'occasion des revues à mi-parcours pour le faire.

Pour certains dossiers dont le traitement se fait au siège.

**When the Government wants to apply changes to assistance related areas, UN reaction time is more or less long depending on the agency concerned. As a matter of fact, some agencies react faster than others. Sometimes, we have to wait for the opportunity of a mid-term review to get a reaction.**

**For some situations dealt with at HQ.**

In particular UNDP.

Depende mucho del representante residente.

**It depends greatly on the Resident Representative.**

Sometimes near impossible because the system is so complex and doing this over even in with this modern day communication takes time as well.

The UN supports any proposal by Government and their activities is per the Country's development agenda

This is dependent on resources availability because they very much restricted mandate and low flexibility at country level, very low decision making role on the changes it is mostly centralized at HQ

No in-country staff from UN-regional response times very slow. Often communication held up by rigid processes.

It has to consult with parent organisations which have their different ways of functioning at their Headquarters.

Some agencies respond very quickly, some no - usually due to strict internal procedure that sometimes does not allow making changes in a short period of time. Different business models of UN agencies and at times different interpretation and application of operational rules and procedures by UN agencies, in some cases, make the process a bit slow.

Coordination in the RCs office is very slow especially towards the Government  
Sometimes things are quite slow. We however decided to choose "somewhat quickly" with a hope to see further improvement by the UN agencies in responding quickly to the development priorities of the Government which might be subject to change over time.

The UN maintains a close, almost daily working relationship with the government. The realization of the need to shift focus would therefore be a result of ongoing dialogue and would therefore be without major difficulty.

Some UN agencies respond in a very timely manner, others are not so obliging  
UN policies can sometimes be in conflict with Government hence the slow pace in adjusting to change

UN red tape is more of a challenge to quick responses

Responses are very quick, reliable and professional.

The UN has been flexible in supporting the Government priorities. This flexibility is due to the close and open dialogue in the program development and monitoring of activities.

El SNU en [país] tiene una rápida capacidad de repuesta y de adecuación a las prioridades nacionales de desarrollo con un excelente equipo técnico y expertise acumulado en el país desde larga data

**In [country], the UN system has a quick response to national development priorities and adaptation capability, with an excellent technical and expertise team built up in the country over the years.**

**6. Many UN agencies receive contributions from donors for specific programmes or projects in addition to their regular (core) funds. In general, such additional donor-funded activities are less relevant to your country's needs and priorities:**

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Response Count
<b>All respondents</b>	5	31	38	32	2	
Please provide any additional comments:						30
<i>answered question</i>						108
<i>skipped question</i>						3

**6. Many UN agencies receive contributions from donors for specific programmes or projects in addition to their regular (core) funds. In general, such additional donor-funded activities are less relevant to your country's needs and priorities: - By Income groups**

	Income group				
	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	Response Count
<b>Strongly agree</b>	2	2	0	1	
<b>Somewhat agree</b>	6	13	9	3	
<b>Somewhat disagree</b>	11	15	12	0	
<b>Strongly disagree</b>	10	9	13	0	
<b>Don't know</b>	0	0	1	1	
					108
Please provide any additional comments:					30
<i>answered question</i>					108
<i>skipped question</i>					3

**6 - From the UNCT survey: UN agencies receive contributions from donors for specific programmes and projects in addition to their regular (core) funds. In general, such additional donor-funded activities are less relevant to the country's needs and priorities:**

	Income group					
Answer Options	Low income country (LIC)	Lower Middle income country (LMIC)	Upper Middle income country (UMIC)	High Income Country	Response Percent	Response Count
Strongly agree	1	0	1	0	2.7%	2
Somewhat agree	3	2	1	0	8.2%	6
Somewhat disagree	1	11	8	0	27.4%	20
Strongly disagree	13	17	10	4	60.3%	44
Don't know	0	0	0	1	1.4%	1
Please provide any additional comments						19
<i>answered question</i>						73
<i>skipped question</i>						5

## Comments:

Los fondos de donantes o los fondos globales han demostrado ser, en el caso del [país], uno de los elementos clave del proceso de reforma de las Naciones Unidas y del propio Sistema Nacional de Cooperación. La existencia de los un earmarked funds y la previsibilidad relativa de los mismos han dinamizado la cooperación del SNU en [país] desde 2008 y han demostrado ser un instrumento eficaz para una efectiva reforma del pilar de desarrollo. Los fondos básicos ordinarios de las Sedes son cada vez menores, véase inexistentes, por lo que sin la contribución de fondos adicionales la presencia e institucionalidad del SNU pierde relevancia. El [país] apuesta fuertemente a seguir contando con fondos de donantes o fondos globales para una nueva gestión de la cooperación al desarrollo

**In the case of [country], donor funds or global funds proved to be key components of the UN reform process and National Cooperation System alike. The existence of earmarked and foreseeable funds has boosted the UN System's cooperation in [country] since 2008 and proved to be an efficient tool for an effective reform of the development pillar. Basic ordinary funds issued by agency HQs are in constant decrease, or even nonexistent, which means that without additional resources, the institutionalized presence of the UN System is irrelevant. [Country] strongly hopes it will keep getting donors' funds or global funds for a new development cooperation management.**

[Country] Government, UN agencies and development partners work in partnership.

It depends on what areas of country development are these contributions intended to Additional-funded activities fully comply with country's needs and priorities. At the same time donors' interest to provision of their funds could be much higher if UN would reduce administrative fee (7 per cent).

The UN will not accept any activities that are not aligned to the nation's priorities In as much as these contributions do not take away from [country] its full dues by reducing the direct disbursement by donor

Donors support in many cases politicized & with conditionalities

Additional donor-funded activities to the UN have allowed [country] to participate in programmes we would otherwise not be eligible for under UN regulations, as we are a territory, e.g. GEF

Since the accurate picture of donor funding is requested from the donors as well as from the Government, those activities are also relevant

In most cases, the agencies usually mobilize resources for areas of importance to the government. At times though resources are made available for areas that are not so important

The funds pulled by UN from other donors are very much needed and is useful

Desconocemos cuáles son las contribuciones de otros donantes a los Organismos de las Naciones Unidas. Estos fondos adicionales al ser parte complementaria a los fondos ordinarios son utilizados en proyectos que se inscriben en el marco de la Estrategia País y del Plan de Acción que formula el Sistema de Naciones Unidas con el Gobierno, por lo tanto estos aportes adicionales son relevantes

**We do not know the level of contributions from other donors to the UN. Since such additional funds to the ordinary ones are being used in projects under the Country Strategy and Action Plan formulated by the UN system and the Government, it is obvious that these additional inputs are relevant.**

This is true because some agencies provide what they have or know best without consulting with recipients to find out if that is what is required.

It is dependent on whether additional donor fund is aligned to NSDP and country priorities (if yes then strongly agree).

They are relevant to our priority, but the issues are that they have very short span time for implementation, very difficult to make adjustment or change among components, sometimes area specific and in general it lacks consultation with the beneficiary countries and seems coming with one size fits all principles which are then causing problem of internalization and ownership of such funds by implementers.

Government is consulted by main agencies on these issues.

Technical side is more important.

Perhaps more flexibility for countries to do something not directly in the area but it helps contributes towards it.

Los fondos adicionales son relevantes para el país.

**Additional funds are relevant for the country.**

El Fondo de los ODM de España fue sumamente relevante para el país.

**The Spanish MDGs Fund has been of great relevance to the country.**

Las contribuciones de los donantes pueden ser incluso más relevantes para las necesidades de país.

**Donor's contributions could be even more relevant for the country's needs.**

Most funding is very relevant to our country needs.

Les activités supplémentaires répondent dans la plupart des cas aux besoins mais pas nécessairement aux priorités

**In most cases, additional activities respond to the needs but not necessarily to the priorities.**

Généralement les contributions des autres donateurs pour des programmes et projets confiés aux organismes de l'ONU sont en droite ligne avec leurs interventions ainsi que les besoins et priorités nationaux. Cela est possible grâce au cadre général d'intervention mis en place par l'Etat, notamment la stratégie de développement à long terme basée sur les OMD, les DSRP et la déclaration de politique générale du gouvernement 2010-2015 et l'UNDAF révisé 2011-2012 du côté du SNU.

**In general terms, other donors contributions for programmes and projects trusted to UN institutions are fully in line with their interventions, as well as with national priorities and needs. This is made possible through the general action framework put in place by the State, particularly long term development strategy based on MDGs, DSRP and the Government General Policy Declaration 2010-2015, as well as the revised UNDAF 2011-2012 from the UN System's side.**

Ces activités peuvent ne pas être des priorités pour le pays]

**Such activities may not be priorities for [country].**

Je suis en désaccord avec l'idée que les contributions additionnelles sont moins adaptées. Le Gouvernement, l'ONU et les partenaires concernés doivent veiller à ce que ces contributions soient complémentaires et s'intègrent harmonieusement aux besoins et priorités du pays. C'est une modalité à encourager. D'autres s'alignent au besoin du pays et à sa requête.

**I disagree with the idea that additional contributions are less adapted. The Government, the UN and the partners involved must ensure that these contributions complement each**

**other and are harmoniously integrated to the country's needs and priorities. This modality should be encouraged. Others align themselves with the country needs at its request.**

This is not an issue - donor funds secured for UN programmes are already aligned to national development strategies.

Les fonds sont souvent mobilisés en fonction des besoins exprimés par [le pays] à l'ONU.

**Often the funds are mobilized according to the needs expressed by the [country] to the UN.**

***7. The following is a list of different types of support the UN may provide. Please check the types of support that are most relevant to your country:***

Answer Options	Response Percent	Response Count
Strengthening national capacities for policy and strategy development	93.7%	85
Supporting training and institution-building	84.7%	104
Supporting gender equality and women's empowerment	81.1%	94
Promoting equity and human rights	81.1%	40
Providing advice on development policies and strategies	76.6%	90
Supporting studies on topics such as human development and children	69.4%	90
Providing up-to-date knowledge and technical expertise	68.5%	67
Mobilizing external resources for development	67.6%	75
Facilitating partnerships between government, civil society and the private sector	60.4%	76
Enhancing regional or sub-regional cooperation	53.2%	45
Enhancing South-South and triangular cooperation	48.6%	51
Working with national universities and CSOs on analysis of dev. issues	45.9%	77
Providing equipment, vehicles, supplies and services	40.5%	59
Building or restoring infrastructure	36.0%	54
Please mention any other important types of support the UN provides to your country:		18
<b><i>answered question</i></b>		111
<b><i>skipped question</i></b>		0

**7. The following is a list of different types of support the UN may provide. Please check the types of support that are most relevant to your country: - By Income groups**

	Income group					
Answer Options	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	Response Percent	Response Count
Providing advice on development policies and strategies	25	29	27	4	76.6%	85
Strengthening national capacities for policy and strategy development	30	36	33	5	93.7%	104
Supporting training and institution-building	26	36	27	5	84.7%	94
Building or restoring infrastructure	14	16	9	1	36.0%	40
Supporting gender equality and women's empowerment	28	30	29	3	81.1%	90
Promoting equity and human rights	26	32	29	3	81.1%	90
Facilitating partnerships between government, civil society and the private sector	22	20	22	3	60.4%	67
Mobilizing external resources for development	23	27	22	3	67.6%	75
Providing up-to-date knowledge and technical expertise	21	25	26	4	68.5%	76
Providing equipment, vehicles, supplies and services	19	15	10	1	40.5%	45
Working with national universities and civil society organizations on analysis of development issues	17	18	14	2	45.9%	51
Supporting studies on topics such as human development and children	20	29	26	2	69.4%	77
Enhancing regional or sub-regional cooperation	16	19	21	3	53.2%	59
Enhancing South-South and triangular cooperation	14	20	19	1	48.6%	54
Please mention any other important types of support the UN provides to your country:						18
<i>answered question</i>						111
<i>skipped question</i>						0



<b>7. The following is a list of different types of support the UN may provide. Please check the types of support that are most relevant to your country: - SIDS countries vs. Non SIDS countries</b>	<b>Not a Small Islands Developing Country (91)</b>	<b>Small Islands Developing Country (20)</b>
Providing advice on development policies and strategies	<b>79%</b>	<b>65%</b>
Strengthening national capacities for policy and strategy development	<b>96%</b>	<b>85%</b>
Supporting training and institution-building	<b>86%</b>	<b>80%</b>
Building or restoring infrastructure	<b>34%</b>	<b>45%</b>
Supporting gender equality and women's empowerment	<b>80%</b>	<b>85%</b>
Promoting equity and human rights	<b>80%</b>	<b>85%</b>
Facilitating partnerships between gov., civil society and the private sector	<b>57%</b>	<b>75%</b>
Mobilizing external resources for development	<b>67%</b>	<b>70%</b>
Providing up-to-date knowledge and technical expertise	<b>68%</b>	<b>70%</b>
Providing equipment, vehicles, supplies and services	<b>40%</b>	<b>45%</b>
Working with national universities and CSOs on analysis of dev. issues	<b>46%</b>	<b>45%</b>
Supporting studies on topics such as human development and children	<b>69%</b>	<b>70%</b>
Enhancing regional or sub-regional cooperation	<b>55%</b>	<b>45%</b>
Enhancing South-South and triangular cooperation	<b>49%</b>	<b>45%</b>

### **Comments:**

Besides Partnerships with CSOs and Private Sector, the UN also does this with other Development Partners

Enhance coordination & complementariness among UN agencies

UNFPA has worked in the Demographic & Population Studies, & UNDP through Department of National Planning & Monitoring has introduced courses on MDGs

To clarify, the UN in [country] is not necessarily engaged in the activities marked above – it is just that those would be the most relevant.

Engaging constructively with other development partners to streamline and simplify donor processes and strengthened use of national systems.

Real technology transfer through donation of relevant equipments, expertise and capacity building and knowledge sharing. More effort on adapting and adopting latest technology like in social media that will create a dramatic push in development at all levels.

Emergency response.

UN's support on HDR and MDGs are very limited. This is unusual, compared to other countries.

Hemos contactado a la oficina regional en panamá muchas veces y no hemos tenido respuestas.

**We have contacted the Regional Office in Panama several times, and we did not get answers.**

En materia de cooperación, esperamos el fortalecimiento de este y otros rubros con la Agencia [país] de Cooperación Internacional para el Desarrollo. Apoyo a las instituciones nacionales rectoras en la gestión de la cooperación internacional para el establecimiento de mecanismos nacionales y administración de recursos externos eficaces y transparentes.

**In the cooperation field, we hope to strengthen this area and others with the [country] Agency for International Development Cooperation. Support to national institutions leaders in international cooperation management for national mechanisms and efficient and transparent administration/management of external resources.**

Appui à la Consolidation de la Paix  
**Pace building Support.**

Malgré son statut de PRI et son potentiel économique et financier, le [pays] reste un pays en voie de développement. Donc tous ces appuis restent pertinents. Mais les interventions des Nations Unies sont plus du domaine des normes, du qualitatif que de l'ordre financier.

**Despite its PRI status and its economic and financial potential, [country] is still a developing nation. Consequently, such support remains relevant. However, UN interventions are more normative and qualitative than financial.**

Faciliter le transfert des technologies

**Facilitate technology transfer.**

La promotion de la gouvernance administrative/décentralisation, économique et institutionnelle; la lutte contre la pauvreté, la promotion de la santé, de l'éducation, de l'accès à l'eau potable, la mobilisation des ressources pour la gestion de l'environnement et la protection des ressources naturelles, la gestion du changement climatique et des catastrophes.

**Promoting administrative/decentralized, economic and institutional governance, fighting poverty, promoting health and education, access to drinkable water, resources mobilization**

**for environment management and protection of natural resources, climate change and disaster management.**

Promotion d'une bonne gouvernance.

**Promoting good governance.**

Peace-building

**8. All things considered, please indicate how the relevance of the UN to your country's development needs has changed in the past four years: -By Income groups**

	Income group				
	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	Response Count
<b>Much more relevant</b>	9	12	10	0	
<b>Somewhat more relevant</b>	20	20	18	3	
<b>Somewhat less relevant</b>	1	6	6	2	
<b>Much less relevant</b>	0	1	0	0	
<b>Don't know</b>	0	0	1	0	
					<b>109</b>
<b>Please provide any additional comments:</b>					<b>16</b>
<i>answered question</i>					<b>109</b>
<i>skipped question</i>					<b>2</b>

**Comments:**

[Country] is, since 2007, one of the pilot countries implementing the DaO Initiative with great impact on: coherence, effectiveness and efficiency in responding to the country development needs.

[Country] has successfully passed through a "triple-transition" and is now acceding EU state

It practices and promotes the principles of the Paris Declaration on Aid effectiveness much more than before

Still the needs is huge, UN has to stick to the philosophy of the UNDAF in complementariness of resource & programme.

Relevance of the UN to our needs has changed as our needs have changed, but there is still a need for reaching MDG goals and therefore is still relevant

All things considered, we believe there is room for further improvement.

Government is now looking at UNDAF to at least make it more relevant

UN aligns its programmes with needs recently

The question is confusing. UN is still relevant for our needs.

But we need to improve the pace of reform with in the country based on the specific context of our country

Refinement of focus and relevance a must over the next cycle

However, capacity more limited in recent times due to funding deficiencies in certain programmes

Especially with the establishment of the UNDP office in country who has employed a local with a good understanding of the country

There should be more consultation taking into account the interest of [country] and avoid imposing certain development assistance that may not fit in well with our national goals and priorities.

The impartiality of the UN has increased the relevance of its work in [country] in the last 4 years.

***9. Please suggest any measures that would make the UN more relevant in your country:***

Answer Options	Response Count
Number of suggestions	76
<i>answered question</i>	<b>76</b>
<i>skipped question</i>	<b>35</b>

**Comments/Suggestions:**

Una mejor articulación entre las distintas agencias, fondos y programas a nivel nacional (si bien ha mejorado sustantivamente desde la implementación de la experiencia DaO) y un empoderamiento en la interna de la figura del/la Coordinadora Residente  
**A better distribution of work and responsibilities among the various agencies, funds and programmes at the national level (although it has greatly improved since the implementation of the DaO experience), and an empowerment internally of the Resident Coordinator.**

Increase budgetary allocation on core resources usually are more predictable.
We would suggest UN upstream funding than down stream approach
Alignment with the New Growth Strategy of the Government of [country], and synchronization of the UN resources with national fiscal plans.
Strengthening the implementation of the Delivery as One Initiative
Improve the visibility of the UN activities in the country.
Alineación con los objetivos nacionales y prioridades de las agendas sectoriales. <b>Aligning with national goals and priorities set forth by sectoral agendas.</b>
Avoid duplication in program realization, implement projects and programs in NEX modes, hire project managers from the implementing national organizations, provide more information on procedures etc.
1. Financial resources increase would enable implementing more comprehensive projects. 2. "Delivering as one" has not been established yet. 3. UNDAF implementation mechanisms need to be transparent and more complex. 4. UN needs to play coordinating role among donors.
Strengthening local capacities for national development
Increasing resources to enable them expand its operations in the country
Real cohesion and joint cooperation between UN Agencies through DAO implementation
Be more specific in knowledge transfer, make it more sustainable for the receiving country its future
Increase awareness on sensitive areas and avoid any initiatives on projects that could be counter-productive to government efforts or irrelevant to the government policies.
Country ownership in programming should be considerable strengthened
UN need to change the attitude & the manner in which it discharge its function & duties towards dealing with Government counterpart, building the institutions & human resources is a key to attained equal footing ground for genuine partnership.
To improve frequency and timeliness of data collection as well as more enhanced used of the country systems. There is always a room to improve coordination between the donors themselves and on donor - beneficiary relation.
Support the acceleration of the MDGs (MAF- MDG Acceleration Framework action plan)
To have more in-country presence. Or strengthen the capacity of the UN Representative's office in [country]
Country is becoming increasingly ineligible for grant resources, so if the UN were able to mobilize much more resources it would be of greater assistance.
Realization of the principle of country ownership; Provision of further support to national development needs and priorities; Pursuing workable solution to development needs and priorities in order to make best use of resources, tie and energy; Avoiding areas that are not a matter of priority for the development priorities of the country; Following culturally sensitive approaches; Facilitating transfer of knowledge and technology.
Improve its coordinating efforts especially at the strategic level. Also at the technical level, direct flow of financial information, etc, must be encouraged and involvement of administrative and implementing GoPNG agencies must be also seen as working.

Trabajar más el tema presupuestal. <b>Work more on the budgetary theme.</b>
Seguir avanzando en una mayor pertinencia, articulación, alineación de las Agencias del SNU. <b>Continue progressing on improved relevance, articulation, and alignment of the UN System's agencies.</b>
Laisser le leadership au partenaire national et rendre effectif le "One UN" POUR REDUIRE LES COUTS DE TRANSACTIONS. <b>Leave the leadership to the national partner and make more efficient the "UN as ONE" concept TO REDUCE TRANSACTIONS COST</b>
Renforcer leur cadre de coordination et faciliter l'alignement des interventions des agences sur l'UNDAF (PNUAD). Aider le Gouvernement à mettre en place un système de coordination des interventions (Gouvernement - Système des Nations Unies - PTF - Secteur Privé). Eviter les interventions divergentes qui ne sont pas de nature à faciliter l'efficacité de l'aide au développement. <b>Strengthen their coordination framework and ensure agencies' alignment with the UNDAF. Help Government to set up a coordination system for its interventions (Government, UN system, PTF, Private Sector). Avoid diverging interventions that would not help development aid efficiency.</b>
Recruter davantage d'experts nationaux pour une meilleure conception et gestion des projets. <b>Recruit more national experts for better project design and management.</b>
Communicate through national coordinator within the country
- Continuation of joint planning and harmonization of the integrated program of cooperation in line with national priorities and development policies;
- Strengthening the joint work of all UN agencies in the country
The United Nations personnel should immediately relocate to [country], as per the recommendation of UN Secretary-General Ban-ki Moon. This will allow them to genuinely understand the environment and be able to contribute to [country's] development. Furthermore, it will have a positive effect on the [country's] economy, rather than [city]. The UN has to completely change its orientation for [country], because what [country] needs is not food aid from WFP, but developmental assistance (e.g., infrastructure, job creation for youth, investments in the economy). [Country] needs to graduate from humanitarian assistance to development and recovery assistance. We should invest in important sectors of the economy such as productive clusters (fisheries, agriculture, livestock, etc.) and infrastructure development (ports, roads, airports, etc.) as well as institution building.
Create / improve management mechanisms that could properly register the actions of South-South cooperation by providing means of encoding / recording projects of this nature, not only about the financial aspects but also the registration of other forms of assistance; Greater operational agility; Improve the structures to meet the needs of middle income countries.
Closer coordination and consultation.
adopting market-based approach to development

It is well known that UN Compound is located away from befitted line ministries because of the security situation in the country, and therefore it is not easy for the technical teams from those ministries to meet with those agencies and share their needs and priorities.
increased presence
In country presence and support. Alignment to ODA policy (use of country systems) Use more joint in-country missions
1. Taking more employment generating programs. 2. Recruiting more national consultants, experts and staffs in the UN Programs. 3. Undertaking more climate change adaptation programs.
Closely aligned it activities with agencies work programme activities. Closely align its processes with key development partners of countries. Engage actively in national planning processes in the development National Plans and work or action plans for respective government agencies. Develop work programmes from action plans. Program activities must be country driven.
UN as ONE principle to be applied at operational level.
As indicated above we need to delegate and empower the UN agencies at the country level to flexibly work with their counterpart government so as we move ahead with the reform based on our specific context otherwise the reform will take ages and UN will be left behind the principles of aid and development effectiveness.
More focus on sector approach and strengthening ownership of national authorities in design and delivery of UN support.
Consolidate one UN approach and single program delivery
Keep more abreast with national developmental agenda
UNRC need to give enforcement for UN agencies in the country for following one gate policy of the Government mainly in national coordination. This will help Government in defining most relevant issues for appropriate Government agencies.
Maintain the local office and try and move to a having one body coordinate all UN activities in country
Aligning interventions with strategic objectives of the state
The UN system should act like one (Delivering as One) by following same procedures and being more harmonized They should avoid fragmentation of aid and member states should allow the UN to operate in SWAp arrangements/ joint programmes with other donors. All funds mobilized for whatever purpose should be aligned to the country's development agenda. All funds mobilized should be reported to government in a timely manner, including expenditures for transparency and accountability.
ensure closer coordination with the government ensure internal coordination is closely applied to avoid over lap and duplication
I strongly recommend that the UN should work closely with the Government of [country] to develop a Joint Country Strategy between [country] and UN, specifying what the UN can do for [country] over time, and what is expected from [country]. [Country] already has a similar sort of strategy with the Secretariat of the Pacific Community.
a) By providing practical assistance to the country's policy frameworks such as MTP;

b) Be sensitive to the country's individual needs.
Further support for strengthening national capacities for policy and strategy development, including official statistics
They should be more active like other development partners, namely the World Bank, the Agence Française de Développement, the European Union and the African Development Bank
Take [country] context as a starting point and provide support to key strategic priorities rather than try to provide support in all UN global initiatives
Context based policies and activities, transparent in terms of spending, quick response to the needs of the Government, Coordination and coherency among UN agencies, Recruit competent TAs.
<p>Considero que con la suscripción del nuevo acuerdo marco de cooperación suscrito recientemente, el Estado ha definido sus áreas de interés en la cooperación que recibe de NNUU. Es importante considerar las características propias y coyunturas específicas de cada país en su problemática, social, económica y de desarrollo. Es importante adelantarse a los problemas de los Estados, advertir sobre riesgos y proponer alternativas de encarar retos, antes de que los problemas crezcan y se desarrollen</p> <p><b>I believe that with the recent signing of the new cooperation framework, the State has defined its areas of interest in the cooperation it receives from the UN. It is important to take into account the particular characteristics and specific economic, social and development circumstances of each country. It is important to be aware of States issues, warn of risks and suggest alternatives aiming at facing challenges before the issues deepen and evolve further.</b></p>
<p>Podría trabajar descentralizando los proyectos.</p> <p><b>It could work in decentralizing projects.</b></p>
<p>Mayor alineamiento con las prioridades de gobierno, disminuir la fragmentación y falta de sinergia entre agencias, mayor adaptación al liderazgo de gobierno, y mayor transparencia administrativa y financiera.</p> <p><b>An improved alignment with Government priorities, less fragmentation and lack of synergy between agencies, better adaptation to Government leadership and improved administrative and financial transparency.</b></p>
Coordinating unit
<p>En materia de cambio climático se han registrado avances importantes que podrían emularse en otras áreas.</p> <p><b>We have noticed significant progress in the area of climate change, which could be reproduced in other areas.</b></p>
<p>Ha habido una disminución de recursos por parte del Sistema de Naciones Unidas, que ha incidido de manera contraproducente en el apoyo a las políticas y estrategias de desarrollo del país. Es importante inyectar mayores recursos propios del Sistema de Naciones Unidas. Es fundamental que se mantengan las Oficinas nacionales para una mejor coordinación y articulación de los requerimientos y necesidades específicos de los países.</p> <p><b>The UN system has decreased its resources which had adverse effects on the support to the country's development policies and strategies. More UN system resources should be injected. It's critical to keep national Offices for improving coordination and articulation of the countries' specific requirements and needs.</b></p>



<p>Alineada a la Estrategia Nacional de Desarrollo y ejecutar las acciones en el marco de la implementación de las Políticas Públicas</p> <p><b>Aligned with the Development National Strategy, and action execution within the framework of Public Policies implementation.</b></p>
<p>Una mayor gestión en la cooperación sur-sur.</p> <p><b>A better management of South-South cooperation.</b></p>
<p>Mieux fédérer les instruments d'intervention du système des Nations Unies y compris la Banque Mondiale et le FMI. <b>Improving the collaboration between UN system intervention actors, including the World Bank and the IMF.</b></p>
<p>Certaines agences seraient plus efficaces si elles disposaient de plus d'effectifs. L'absence d'Économiste résident a été vraiment pénalisante au PNUD. Une grande intégration [du personnel national] au sein des équipes internationales des Agences serait un facteur d'appropriation du SNU. Une plus forte [presence du personnel national] dans les bureaux locaux, comme c'est le cas dans tous les autres bureaux Pays en Afrique, serait une aide pour la lutte contre le chômage.</p> <p><b>Some agencies would be more effective if they were better staffed. The absence of a Resident Economist was a real setback at UNDP. A substantial involvement by [country] nationals in UN institutions' international teams could strengthen national ownership. Appointing more [national staff] in local offices, as it is the case in all other African country offices, would also help fight unemployment.</b></p>
<p>Etre à l'écoute des préoccupations des autorités nationales en termes de priorités; Assurer le développement des capacités des cadres nationaux.</p> <p><b>Listen to national authorities concerns in terms of priorities. Ensure national officials' capacity building.</b></p>
<p>Avec l'avènement de l'UNDAF depuis 2008 et surtout avec l'UNDAF 2011-2012, les interventions de l'ONU sont davantage alignées sur les besoins et priorités nationaux. Cependant, les ressources financières limitées ne permettent pas toujours de programmer et de réaliser les activités comme il se doit. C'est le cas par exemple des communes du millénaire. Il conviendrait de revoir à la hausse l'enveloppe de notre pays qui demeure un état fragile après de longues crises socio-politiques qui ont affecté les capacités économiques, financières et humaines de l'Etat. Ainsi, les besoins à satisfaire sont énormes non seulement en termes de renforcement de capacités mais aussi en termes d'appui direct au processus de développement y compris l'environnement. Il conviendrait aussi pour le SNU de renforcer les partenariats inter agences du SNU et avec les autres PTF pour plus de complémentarité et de synergie, renforcer les initiatives conjointes pour réduire les coûts des interventions et réaliser des économies d'échelle.</p> <p><b>Since UNDAF 2008 and particularly since UNDAF 2011-2012, UN interventions are more in line with national needs and priorities. However, limited financial resources do not always allow programming and implementing activities as one would wish. That is the case for the Communes of the Millennium, for example. It is worth reviewing and increasing the funds for our country, which is still fragile after long sociopolitical crises, which have affected the State's economic, social and human capacities. Hence, the needs are enormous not only in terms of capacity building but also in terms of direct support to the development process, including for the environment. The UN System should also strengthen its inter-</b></p>

agency partnerships, as well as with other PTF, so that they complement each other and create synergies, strengthen joint initiatives to reduce the cost of their interventions and make significant savings.
Meilleure concentration des ressources sur des cibles communes <b>Increasing resource focus on joint targets.</b>
La mise en oeuvre effective de la réforme des activités opérationnelles du système des NU <b>Effective implementation of the reform of the UN system's operational activities.</b>
Renforcement des compétences institutionnelles. <b>Strengthening of institutional capacities.</b>
Mobiliser des ressources et élargie les domaines d'intervention <b>Mobilizing resources and expanding areas of intervention.</b>
1. La coordination inter-agences et l'intégration, 2. L'exécution nationale, 3. La promotion des ressources humaines nationales <b>1. Interagency coordination and integration, 2, National execution, 3. Promotion of national human resources.</b>
S'insérer dans les priorités des besoins du pays - appui conseil et d'orientations en matière de nouvelles politiques de développement. <b>Responding to the country's priority needs – advisory support and guidance in the area of new development policies.</b>
No more measures are needed
Current measures being pursued need to continue particularly with regard to: remaining impartial in the provision of development assistance to the people of [country] and to national/state institutions; and moving towards a more coordinated and joint programme.
Poursuite de l'appui et de son élargissement aux niveaux régional et local, avec implication des bénéficiaires dans la conception, la mise en œuvre et le suivi des programmes et projets et recherche de synergie entre les programmes et projets. <b>Continued and extended support to regional and local levels, with the involvement of beneficiaries in programmes and projects design, implementation and follow up, and seeking synergy between programmes and projects.</b>
Delivering as One

## Topic 2 - Effectiveness

<b>10. The UN has contributed significantly to development in your country:</b>						
<b>Answer Options</b>	<b>Strongly agree</b>	<b>Somewhat agree</b>	<b>Somewhat disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Response Count</b>
	30	68	10	2	0	110
Please provide any additional comments:						20

<b>10. The UN has contributed significantly to development in your country: - By Income groups</b>					
	<b>Income group</b>				
	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>	<b>Response Count</b>
Strongly agree	10	10	8	2	
Somewhat agree	18	26	22	2	
Somewhat disagree	1	4	5	0	
Strongly disagree	1	0	1	0	
Don't know	0	0	0	0	
Please provide any additional comments:					20
<i>answered question</i>					<b>110</b>
<i>skipped question</i>					<b>1</b>

<b>10. The UN has contributed significantly to development in your country: -DaO countries vs. All countries</b>						
	<b>Strongly agree</b>	<b>Somewhat agree</b>	<b>Somewhat disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Total</b>
<b>All countries (value)</b>	30	68	10	2	0	<b>110</b>
<b>DaO countries (value)</b>	5	2	1	0	0	<b>8</b>
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	
<b>All countries</b>	27%	62%	9%	2%	0%	

(110)						
<b>DaO countries (8)</b>	63%	25%	13%	0%	0%	

### Comments:

Cuando se piensa en políticas de desarrollo en [el país] se busca como uno de los actores relevantes acompañando y fortaleciendo el proceso al SNU

**When we think about development policies in [country], we look for the UN System as one of the relevant actors to accompany the process and improve it.**

Low coverage in terms of number of States covered

[Country] is already benefiting from the limited assistance received from UN agencies. However, accessibility to other UN agencies and their assistance could be strengthened

UN needs to be focus in most needy areas to attain tangible benefit.

This is because most of UN's support is targeted on policies at the national level where the impact are, & not much attention is given to the lower level (people)

Han hecho contribuciones significativas en temas estratégicos del país, pero en muy poca escala, y no se conocen los resultados en términos de sostenibilidad.

**They have made significant contributions to the country's strategic topics but on a very tiny scale, and the results in terms of sustainability are unknown.**

They may actually be contributing to our underdevelopment.

More needs to be done in order to eradicate poverty and generate economic growth in order to attain development that we can sustain e.g., we should not be given fish but be taught how to catch fish.

Varies between UN agencies. Ministry of Health "Strongly agree"

Not sure if the UN has contributed significantly to the development of my country for the following reason. The overall scale of financial assistance is relatively small compared to our traditional partners. This impact of this relatively small grant level is even eroded away with the further subdivision of this amount of assistance into even smaller programme components to cover a wide spectrum of sectors.

The UN together is not a major donor but contributes in ways that garner its advantages This is especially so with regard to support for the election machinery to deliver 5 free and fair national and regional elections over the last 19 years

Contributed yes, but not significantly

However the UN played a significant role in [country's] transition from post conflict to our current stable environment

Oui, mais il faut qu'il respecte les principes de la Déclaration de Paris notamment pour ce qui concerne la responsabilité mutuelle,

**Yes but it must respect the Paris Declaration Principles, particularly those related to mutual responsibility.**

L'ONU a sans doute contribué à la réduction de la pauvreté dans notre pays en appuyant l'élaboration et la mise en œuvre des documents stratégiques en la matière, notamment, la stratégie de développement à long terme basée sur les OMD, les DSRP, l'UNDAF et les cadres d'accélération des OMD1, 4, 5 et 7 (eau et assainissement, validé en février 2012). Des progrès sont enregistrés dans les indicateurs des OMD, notamment pour l'OMD 2 et l'OMD6 qui sont susceptibles d'être atteints en 2015. Les taux d'exécution annuel des ressources prévues dans le cadre de l'UNDAF sont en général au-delà de 90%. Cependant, les ressources ont été insuffisantes pour mieux répondre aux besoins énormes du pays. Cela fait partie des motifs qui ont milité en faveur de la révision de l'UNDAF en 2010.

**There is no doubt that the UN has contributed to poverty reduction in our country by supporting the design and implementation of strategic documents in this area, in particular the long term development strategy based on the MDGs, DRSP, UNDAF and the acceleration frameworks for MDGs 1, 4, 5 and 7 (water and sanitation, validated in February 2012). Some progress was registered in MDGs indicators, in particular for MDG 2 and MDG 6 that could be attained by 2015. Usually, the annual execution rate of resources set under UNDAF is of 90%. However, there were not enough resources to respond to the country's enormous needs. This has been one of the reasons that have led to the UNDAF's review in 2010.**

Confère consolidation de la paix et de la démocratie, amélioration des conditions de vie des populations et renforcement des capacités institutionnelles et humaines.

**Peace building and democracy, improvement of living conditions of the population and institutional and human capacity building**

L'ONU a souvent des objectifs idéalistes, ex : on ne peut pas éliminer la pauvreté , mais on peut la réduire à l'échelle d'un pays

**The UN often has idealistic goals i.e. poverty cannot be eradicated but only reduced nationwide.**

The UN has made significant contributions towards building capacity in and out of Government and in key sectors such as Health, Education, Human Resource Development and Human Rights & Social Protections

Malgré l'appui que l'ONU apporte [au pays] depuis des longues années le développement tarde à devenir



**11. From the following list please select the areas where the UN contribution has been especially significant: -Countries with or without UN Humanitarian Coordinator**

	Country with a UN Humanitarian Coordinator (total number 23). In %	Country not with a UN Humanitarian Coordinator (total number 88). In %	Country with a UN Humanitarian Coordinator. Values	Country not with a UN Humanitarian Coordinator. Values	Response Percent	Response Count
Poverty reduction	65%	61%	15	54	62.2%	69
Health	91%	77%	21	68	80.2%	89
Education	70%	65%	16	57	65.8%	73
Environment and sustainable development	78%	85%	18	75	83.8%	93
Agriculture and rural development	74%	50%	17	44	55.0%	61
Food and nutrition	70%	48%	16	42	52.3%	58
Governance and public administration	83%	72%	19	63	73.9%	82
Decentralization	35%	34%	8	30	34.2%	38
Human rights and equity	61%	67%	14	59	65.8%	73
Humanitarian assistance	87%	42%	20	37	51.4%	57
Knowledge and technology transfer	17%	26%	4	23	24.3%	27
Gender equality	70%	69%	16	61	69.4%	77
Economic growth and employment	35%	30%	8	26	30.6%	34
Industry, trade and investment	9%	15%	2	13	13.5%	15
Disaster risk reduction	43%	45%	10	40	45.0%	50
Peace-building and early-recovery	65%	31%	15	27	37.8%	42
Others: Please specify	9%	15%	2	13	13.5%	15
Total in each category			23	88		
						<b>111</b>

**Comments:**

Veillez préciser - L'ONU devrait s'orienter davantage vers la croissance et l'emploi et la coordination des interventions des partenaires intervenant dans le pays.

**Could you be more specific? The UN should focus more on growth, employment and the actions coordination of partners present in the country.**

Veillez préciser - Réduction des déséquilibres régionaux

**Could you be more specific – Reducing regional unbalances**

Veillez préciser - Protection (multiforme) de l'Enfance; santé maternelle

**Could you be more specific – Child Protection (in various forms), maternal health**

Veillez préciser - Gouvernance démocratique (élections)

**Could you be more specific – Democratic Governance (elections)**

**Could you be more specific indicating which ones – Reducing drugs demand.**

Support to the electoral machinery to hold free and fair national and regional elections over the last 19 years.

National/Regional Capacity Development and HR training

UN has provided emergency assistance directly after the war and was very helpful to re-build institutions and providing emergency basic services and restoring emergency needs

Veillez préciser - Le développement du secteur des TICs et de la poste

**Could you be more specific – Developing TICs sector and postal services**

On the question of "knowledge and technology transfer which has been a core area within the previous and new UNDAF, activities have been inadequate. We anticipate further activities in this particular area.

Global Partnership for Development.

SME Promotion

Refugee issues

Regional development

<b><i>12. From the following list please select the UN agencies that have made a very significant contribution to your country's development: -UN agencies ranked by country presence</i></b>	<b>Mentioned by the respondents</b>
<b>UNDP</b>	<b>106</b>
<b>UNICEF</b>	<b>100</b>



<b>WHO</b>	<b>98</b>
<b>UNFPA</b>	<b>75</b>
<b>FAO</b>	<b>80</b>
<b>UNESCO</b>	<b>72</b>
<b>UNHCR</b>	<b>45</b>
<b>UNAIDS</b>	<b>50</b>
<b>ILO</b>	<b>46</b>
<b>WFP</b>	<b>53</b>
<b>UNIFEM/UNWOMEN</b>	<b>39</b>
<b>IOM (Migration)</b>	<b>23</b>
<b>UNIDO</b>	<b>35</b>
<b>UNODC</b>	<b>17</b>
<b>OHCHR</b>	<b>10</b>
<b>UN-HABITAT</b>	<b>24</b>
<b>UNEP</b>	<b>46</b>
<b>IFAD</b>	<b>43</b>
<b>UN-OCHA</b>	<b>15</b>

***12. From the following list please select the UN agencies that have made a very significant contribution to your country's development: - All of the UN agencies ranked by expenditures (2009)***

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
<b>UNDP</b>	<b>96.4%</b>	<b>106</b>
<b>WFP</b>	<b>48.2%</b>	<b>53</b>
<b>UNICEF</b>	<b>90.9%</b>	<b>100</b>
<b>WHO</b>	<b>89.1%</b>	<b>98</b>
<b>UNHCR</b>	<b>40.9%</b>	<b>45</b>
<b>FAO</b>	<b>72.7%</b>	<b>80</b>
<b>UNFPA</b>	<b>68.2%</b>	<b>75</b>
<b>UNRWA</b>	<b>4.5%</b>	<b>5</b>
<b>ILO</b>	<b>41.8%</b>	<b>46</b>
<b>IFAD</b>	<b>39.1%</b>	<b>43</b>
<b>UNESCO</b>	<b>65.5%</b>	<b>72</b>
<b>UNAIDS</b>	<b>45.5%</b>	<b>50</b>
<b>UNODC</b>	<b>15.5%</b>	<b>17</b>
<b>UNIDO</b>	<b>31.8%</b>	<b>35</b>
<b>UNEP</b>	<b>41.8%</b>	<b>46</b>
<b>UN-OCHA</b>	<b>13.6%</b>	<b>15</b>

<b>IAEA</b>	<b>14.5%</b>	<b>16</b>
<b>UN-HABITAT</b>	<b>21.8%</b>	<b>24</b>
<b>UNIFEM/UNWOMEN</b>	<b>35.5%</b>	<b>39</b>
<b>ICAO</b>	<b>11.8%</b>	<b>13</b>
<b>OHCHR</b>	<b>9.1%</b>	<b>10</b>
<b>UN-DESA</b>	<b>9.1%</b>	<b>10</b>
<b>ITC</b>	<b>4.5%</b>	<b>5</b>
<b>UNOPS</b>	<b>9.1%</b>	<b>10</b>
<b>UNCDF</b>	<b>10.9%</b>	<b>12</b>
<b>UNCTAD</b>	<b>21.8%</b>	<b>24</b>
<b>UNV</b>	<b>17.3%</b>	<b>19</b>
<b>WMO</b>	<b>9.1%</b>	<b>10</b>
<b>ECLAC</b>	<b>8.2%</b>	<b>9</b>
<b>ESCAP</b>	<b>10.9%</b>	<b>12</b>
<b>WIPO</b>	<b>14.5%</b>	<b>16</b>
<b>ECE</b>	<b>3.6%</b>	<b>4</b>
<b>IMO (Maritime)</b>	<b>11.8%</b>	<b>13</b>
<b>IOM (Migration)</b>	<b>20.9%</b>	<b>23</b>
<b>ITU</b>	<b>13.6%</b>	<b>15</b>
<b>ECA</b>	<b>9.1%</b>	<b>10</b>
<b>UPU</b>	<b>7.3%</b>	<b>8</b>
<b>UNWTO</b>	<b>7.3%</b>	<b>8</b>
<b>ESCWA</b>	<b>4.5%</b>	<b>5</b>
<i>answered question</i>		<b>110</b>
<i>skipped question</i>		<b>1</b>

## Comments:

En general suelen ser las agencias residentes y especialmente aquellas que se encuentran involucradas con el proceso DaO las que más aportes significativos han realizado en materia de desarrollo.

**Usually, resident agencies and especially those involved in the DaO process have made the most significant contributions in terms of development.**

All resident UN Agencies and non resident Agencies in the Country have contributed to Country development but the selected ones are the greatest contributors

The indication does not reflect the proportion of resources or the magnitude of the agencies programs but rather their relevance in the countries development or their role in the regional policy setting.

GEF, World Bank

UNESCO, UNDP and UNV has made some contributions to the development of [country's] Governance and public administration with the review of our national plan, the attempt to review [country's] Constitution and to build the private sector through establishment of Microfinance Business Scheme

Without interaction there will hardly be any contribution

Indeed one might come up with categories of these agencies in terms of their contribution to the development priorities of the country. It would be very difficult to indicate that all the marked agencies have contributed to the same degree. For example contribution of UPU is quite different from what has been undertaken by UNDP in supporting development priorities of the Government. On OHCHR, so far there has been some technical cooperation which needs to be further strengthened following an agreement on a framework for such technical cooperation.

PMA ha hecho una contribución significativa pero en asistencia humanitaria

**The World Food Programme (WFP) has made a significant contribution but in humanitarian assistance.**

None of them have significantly contributed to [country's] development – although WFP has provided significant food assistance.

It is true that all UN agencies has provided and still providing important services according to their sector of experience, but we think that the three UN agencies were excellent through sharing the Government their plans & area for intervention  
Agencies indentified here are only those that have and continue to use the national systems.

Significant' might need qualification but above agencies have assisted. UNFPA is not mentioned above

World Bank

[Government's focal point] assessment is only covering the UN agencies that are residential in [country], or have frequent dealings with [focal point], or PRODOCs are endorsed by [focal point]. Some non residential agencies are not accessible to [focal point] in terms of relevance to make a fair assessment

Le FIDA a repris tout récemment son intervention au [pays].

**The International Fund for Agricultural Development (IFAD) has recently resumed its intervention in [country].**

Agencies with offices in [country] have of course made the most significant contributions to [country's] development.

La contribution des organismes non signalés n'a pas été significative sur le terrain.

The contribution of other unnamed institutions did not have a significant impact in the field.

<b>13. The UNDAF or another UN planning framework has helped the UN to achieve better results than if each UN agency had planned its support to your country separately:</b>							
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Not applicable	Response Count
	52	34	11	3	5	4	109
Please provide additional comments:							28
<i>Answered question</i>							109
<i>skipped question</i>							2

<b>13. The UNDAF or another UN planning framework has helped the UN to achieve better results than if each UN agency had planned its support to your country separately: -By Income groups</b>						
	Income group					
	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	Response Count	
Strongly agree	15	22	13	2		
Somewhat agree	10	8	14	2		
Somewhat disagree	2	5	4	0		
Strongly disagree	1	2	0	0		
Don't know	2	2	1	0		
Not applicable	0	0	3	1		
	3.17	3.18	3.19	3.50	109	
Please provide additional comments:						28
<i>answered question</i>						109
<i>skipped question</i>						2

**13. The UNDAF or another UN planning framework has helped the UN to achieve better results than if each UN agency had planned its support to your country separately: -Responses from the Governments, RCs and UNCT members**

	Strongly agree (%)	Somewhat agree (%)	Somewhat disagree (%)	Strongly disagree (%)	Not applicable or don't know (%)
<b>UN agency representatives excluding RCs (430)</b>	<b>25.9</b>	<b>51.9</b>	<b>12.7</b>	<b>2.7</b>	<b>6.7</b>
<b>UN Resident Coordinators (76)</b>	<b>64.5</b>	<b>28.9</b>	<b>1.3</b>	<b>1.3</b>	<b>3.9</b>
<b>Governments (109)</b>	<b>47.7</b>	<b>31.2</b>	<b>10.1</b>	<b>4.6</b>	<b>8.3</b>

**Comments:**

Sigue de todos modos existiendo cierta superposición entre el UNDAF y los Marcos de Cooperación de algunas agencias especialmente las ex ex-com

**There is anyway some overlap between the UNDAF and the Cooperation Frameworks of some agencies, especially the EXCOM ones.**

This has reduced duplication and fragmentation of UN activities

UNDAF efficiency could be enhanced through establishment of coordination and control mechanisms

Some agencies still plan separately. The ONE UN approach is not yet fully applied in practice

The counterfactual has not been experienced by respondents

Not many UN agencies are interested in engaging with small atoll territory that can only be accessed by boat as was evident by no responses when our next UNDAF document was circulated

Indeed this is the main objective of the UNDAF one UN to achieve real results through complementarity approach.

The UNDAF has not been implemented yet and it is too early to comment on. However, since the last UNDAF known as UNCP, bureaucratic bottlenecks within the UN system were the

impediments in coordinating programs to address Government concerns. The concern here is the bottlenecks and not the framework itself.

No ha generado un valor agregado.

**It did not bring any added value.**

The implementation of the Integrated Program of cooperation "Delivering as One" started two years ago. The principles of joint planning and coherency of all actors have not come fully into effect. However, we expect progress to be made in period ahead

There is no duplication and less operational costs as everything is done under one roof.  
Still requires further alignment

We strongly agree that the Planning Framework will be effective in coordinating UN agencies activities provided that those activities continued to relevant and match the sequencing and prioritisation of country activities.

We agree but this needs improvement

[Country] is in preparatory stage for new country cycle 2012-2016

Still need enforcement from UNRC

However, more efforts to be made in coherence of the UN by delivering as one

Hope it will help direct certain UN assistance to where it is needed, [country] is too small to try and liaise and access their services.

UN assistance is focusing more on humanitarian assistance

Además, ha planteado la posibilidad de abordar las diferencias en programación (ciclos de programación y planificación) con las agendas gubernamentales.

**Moreover, it gave the opportunity to discuss the differences in programming (programming and planning cycles) with government agendas.**

El instrumento no ha logrado que el Sistema supere su fragmentación

**The tool has not made it possible for the System to resolve its fragmentation.**

Le cadre de convergence reste encore à renforcer. Sinon, des initiatives intégrées seraient plus efficaces pour le [pays] comme pour le SNU.

**The convergence framework still needs strengthening. Apart from that, integrated initiatives could be more efficient for [country] and for the UN System alike.**

L'UNDAF permet d'éviter les doublons et la dispersion, de se concentrer sur l'essentiel, de rechercher la complémentarité entre les agences et de développer la synergie dans les interventions afin de maximiser les effets et les impacts.

**UNDAF helps avoiding duplication and dispersion, focusing on what matters the most, aiming at completing each agency actions and creating synergies to optimize effects and impacts.**

Ce cadre favorise une synergie des actions mais pourrait être amélioré avec un plan d'action commun

**This framework promotes synergy but could be improved through a Common Action Plan.**

Le PNUAD gagnerait en efficacité s'il était assorti d'un plan d'actions opérationnelles

**The UNDAF could be more effective if it had an Operational Action Plan**

Avec le ont été amoindri la dispersion d'efforts, la fragmentation, les duplications et a favoriser l'harmonisation et la complémentarité tout en réduisant les couts de transaction

**The UNDAF has reduced the dispersion of efforts, fragmentation, duplication, and helped agencies harmonize and complement their respective actions, while reducing transaction costs.**

The 1st evaluation report for the Pacific UNDAF 2008-2012 has just completed where mainly results have been similar to previous CPAP evaluations. Overall results are generally the same - what has improved is the planning and implementation efficiency

**14. All things considered, the UN has been effective in developing national capacities:**

Answer Options	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Response Count
	26	73	7	1	1	108
Please provide any additional comments:						18
<i>answered question</i>						<b>108</b>
<i>skipped question</i>						<b>3</b>

**14. All things considered, the UN has been effective in developing national capacities: -By Income groups**

	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	Response Count
Strongly agree	7	10	7	2	
Somewhat agree	20	24	27	2	
Somewhat disagree	1	5	1	0	

Strongly disagree	1	0	0	0	
Don't know	0	0	0	1	
Please provide any additional comments:					18
<i>answered question</i>					108
<i>skipped question</i>					3

<b>14. All things considered, the UN has been effective in developing national capacities: -LDS countries vs. Non-LDS countries</b>		
	Is the country classed as a Least-Developed Country (LDC)?	
Answer Options	Yes	No
Strongly agree	8	18
Somewhat agree	21	52
Somewhat disagree	2	5
Strongly disagree	1	0
Don't know	0	1
Please provide any additional comments:		18
<i>answered question</i>		108
<i>skipped question</i>		3

<b>14. All things considered, the UN has been effective in developing national capacities: -SIDS countries vs. Non-SIDS countries</b>		
	Is the country classed as a Small Islands Developing Country (SIDS)?	
Answer Options	Yes	No
Strongly agree	7	19
Somewhat agree	10	63
Somewhat disagree	2	5
Strongly disagree	0	1
Don't know	0	1
Please provide any additional comments:		18
<i>answered question</i>		108
<i>skipped question</i>		3

**Comments:**



Nevertheless, there are gaps still to be filled, particularly in the area of human capacity and technology transfer.

Higher quality of projects submitted for state approval would enable reducing negotiation period.

A lot more needs to be done

Short term trainings and workshops is not always the best method of building national capacities which is usually what is provided by UN agencies or any other agency for that matter.

Scholarships, attachments/secondments and tailor made in country training are more effective in building national capacities

UNDP, UNICEF, UNFPA, WHO/PAHO, UNAIDS

Only in recent years with the PD has there been an aid effectiveness agenda in our dialogue

Still the targeted capacities are not seen, huge work needs to be done.

No research to substantiate this statement

Si, pero con muchas dificultades de medición

**Yes but with many difficulties in terms of measuring.**

The United Nations has failed to develop national capacities because in every instance it seeks to bypass or sidestep or undermine national institutions. UN projects are implemented through local or international NGOs, and as a result the capacities of these NGOs have been developed in [country] and today, they exist as a parallel government that is better trained, better resourced and more powerful than the national government.

There is always room for improvement

There has been some capacity building, but not to the extent need in-country. Health has continuous capacity building and FAO provide good...

Not usually is the case.

Particularly through South-South initiatives and long term fellowships

Es complicado hacer una generalización tan amplia, habría que ver iniciativa por iniciativa pero muchas veces hay una falta de conceptualización de roles de asistencia técnica. También falta de fortalecimiento de las capacidades de gobierno; pueden crearse unidades paralelas de ejecución y contratación de personal y/o compras y sustituir roles del gobierno.

**It is hard to make an assessment in general terms for such a wide range issue. The initiatives would have to be reviewed one by one, but there is often a lack of conceptualization of the technical assistance roles. There is also a lack of capacity building**

**strengthening of the Government. Parallel units for execution, staff hiring, and/or buying are sometimes created and substitute Government roles.**

Considerando las respuesta a las preguntas 11 y 12

**See answers to questions 11 and 12.**

L'ONU dispose des talents pour le développement des capacités nationales mais les ressources financières sont souvent insuffisantes pour répondre aux besoins énormes de notre pays qui demeure un Etat fragile aux capacités pas vraiment à la hauteur des exigences de développement

**The UN has the skills for national capacity building but financial resources are often insufficient in responding to the enormous needs confronting our country, which is still fragile with capacities below its development requirements.**

L'appui au développement des capacités est seulement soutenu pour un seul programme celui du PNUD (ARCAD) qui vient de finir en 2011.

**Capacity building support is only supported by one UNDP programme (ARCAD), which was just completed in 2011.**

<b>14 a. Please mention below any UN agencies that have been highly effective in developing national capacities:</b>					
	<b>Low Income Countries (33)</b>	<b>Lower Middle Income Countries (39)</b>	<b>Upper Middle Income Countries (19)</b>	<b>Other Income Groups (6)</b>	<b>Total (97 countries)</b>
UNDP	31	36	16	5	88
WFP	9	7	0		16
UNICEF	24	28	6		58
WHO	18	14	6	2	40
UNHCR	4	4	2		10
FAO	7	11	4		22
UNFPA	19	16	5		40
UNRWA	0	0	0		0
ILO	2	4	1		7
IFAD	2	2	0		4
UNESCO	7	6	1	2	16
UNAIDS	4	4	2		10
UNODC	0	0	0		0
UNIDO	1	3	1	1	6
UNEP	1	3	1		5
OCHA	0	0	1		1
IAEA	0	2	0		2
UN-Habitat	2	1	0		3

UNIFEM/U NWOMEN	2	6	3		11
ICAO	0	1	0		1
OHCHR	2	1	1		4
UNDESA	0	2	0	1	3
ITC	0	1	0		1
UNOPS	1	4	1		6
UNCDF	3	0	0		3
UNCTAD	2	2	0		4
UNV	0	1	0	1	2
WMO	0	0	0		0
ECLAC	0	1	1		2
ESCAP	1	1	1		3
WIPO	0	2	0	1	3
ECE	0	1	0		1
IMO (Maritime)	0	2	1		3
IOM (Migration)	1	1	0		2
ITU	0	1	0	1	2
ECA	0	0	0		0
UPU	0	1	0		1
UNWTO	0	1	0		1
ESCWA	0	2	0		2

***14b. Please mention below any UN agencies that have not been effective in developing national capacities:***

Entity	Total
UNDP	1
WFP	3
UNICEF	1
WHO	0
UNHCR	3
FAO	4
UNFPA	3
UNRWA	0
ILO	5
IFAD	1

UNESCO	3
UNAIDS	5
UNODC	2
UNIDO	5
UNEP	4
OCHA	1
IAEA	0
UN-Habitat	4
UNIFEM/UNWomen	2
ICAO	0
OHCHR	0
UNDESA	0
ITC	0
UNOPS	2
UNCDF	0
UNCTAD	1
UNV	0
WMO	0
ECLAC	0
ESCAP	0
WIPO	1
ECE	1
IMO (Maritime)	0
IOM (Migration)	1
ITU	0
ECA	0
UPU	1
UNWTO	1
ESCWA	0
	55

**15. In order to achieve good results in your country, the UN has used following the approaches as much as possible: -By Income groups**

Answer Options	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	Response Count
<b>Used national experts in the design of programmes and projects</b>					
Strongly agree	10	13	10	1	
Somewhat agree	14	18	20	2	
Somewhat disagree	2	6	4	1	
Strongly disagree	4	2	1	0	
Don't know	0	0	1	1	
					110
<b>Used national institutions in the design of programmes and projects</b>					
Strongly agree	13	14	11	1	
Somewhat agree	14	18	20	1	
Somewhat disagree	1	5	4	2	
Strongly disagree	2	2	1	0	
Don't know	0	0	0	1	
					110
<b>Used national procurement systems</b>					
Strongly agree	2	7	3	0	
Somewhat agree	10	13	12	1	
Somewhat disagree	9	11	9	1	
Strongly disagree	8	8	9	1	
Don't know	0	1	3	1	
					109
<b>Used national financial systems</b>					
Strongly agree	1	9	2	1	
Somewhat agree	12	13	13	2	
Somewhat disagree	8	9	12	0	
Strongly disagree	8	8	6	1	
Don't know	0	1	3	1	
					110
<b>Used national monitoring and reporting systems</b>					
Strongly agree	1	6	4	0	
Somewhat agree	16	14	13	3	
Somewhat disagree	5	12	11	0	
Strongly disagree	7	7	6	1	
Don't know	0	0	1	1	
					108

<b>Used national evaluation capacities</b>					
Strongly agree	1	6	4	0	
Somewhat agree	19	13	12	3	
Somewhat disagree	6	13	9	1	
Strongly disagree	3	5	5	0	
Don't know	0	1	4	1	
					106
Please provide additional comments:					19
<i>answered question</i>					<b>111</b>
<i>skipped question</i>					<b>0</b>

<b>15. In order to achieve good results in your country, the UN has used following the approaches as much as possible: -SIDS countries vs. Non-SIDS countries</b>		
	<b>Is the country classed as a Small Islands Developing Country (SIDS)?</b>	
<b>Answer Options</b>	<b>Yes</b>	<b>No</b>
<b>Used national experts in the design of programmes and projects -110 countries responded</b>		
Strongly agree	8	26
Somewhat agree	8	46
Somewhat disagree	2	11
Strongly disagree	0	7
Don't know	1	1
<b>Used national institutions in the design of programmes and projects -110</b>		
Strongly agree	11	28
Somewhat agree	7	46
Somewhat disagree	1	11
Strongly disagree	0	5
Don't know	0	1
<b>Used national procurement systems -109</b>		
Strongly agree	5	7
Somewhat agree	7	29
Somewhat disagree	2	28
Strongly disagree	3	23
Don't know	2	3
<b>Used national financial systems -110</b>		
Strongly agree	6	7
Somewhat agree	9	31
Somewhat disagree	3	26
Strongly disagree	2	21

Don't know	0	5
<b>Used national monitoring and reporting systems -108</b>		
Strongly agree	6	5
Somewhat agree	5	41
Somewhat disagree	5	23
Strongly disagree	2	19
Don't know	0	2
<b>Used national evaluation capacities -106</b>		
Strongly agree	5	6
Somewhat agree	8	39
Somewhat disagree	5	24
Strongly disagree	0	13
Don't know	1	5
Please provide additional comments:		19
<i>answered question</i>		<b>111</b>
<i>skipped question</i>		<b>0</b>

**15. In order to achieve good results in your country, the UN has used following the approaches as much as possible: -Only DaO countries**

Answer Options	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Response Count
Used national experts in the design of programmes and projects	2	4	1	1	0	8
Used national institutions in the design of programmes and projects	4	3	1	0	0	8
Used national procurement systems	1	2	2	3	0	8
Used national financial systems	1	2	2	3	0	8
Used national monitoring and reporting systems	1	3	1	3	0	8
Used national	1	3	3	1	0	8

evaluation capacities						
Please provide additional comments:						1
<i>answered question</i>						8

## Comments:

Le système national de passation de marchés est à améliorer pour répondre à une norme internationale requise.

**National procurement system should be improved to meet international standards.**

Les systèmes nationaux (passation de marchés ou gestion des finances publiques) bien qu'existant ne sont pas utilisés par les NU. Reconnaisant leurs faiblesses, la Déclaration de Paris engage les donateurs à renforcer les systèmes nationaux pour qu'ils deviennent opérationnels et efficaces.

**Despite the fact that national systems – procurement or public finances management – are in place, the UN does not use them. The Paris Declaration acknowledges these systems' weaknesses, and commits donors to help strengthen national systems in order to render them more operational and efficient.**

The use of experts for project design & monitoring varies based on local capacity. UNDG Ex-Com Agencies do use Government's financial management systems.

Le NEX est en train de pallier les faiblesses concernant la passation des marchés ainsi que le suivi et évaluation des programmes par un renforcement des capacités. C'est un outil qu'il importe de soutenir.

**The NEX is correcting weaknesses related to procurement in programmes and to monitoring and evaluation through capacity building. It is worth supporting this tool.**

L'ONU n'a pas directement recours aux régimes nationaux de passation de marchés. En cas de problème, elle saisit le département compétent, notamment le Ministère de la planification ou le Ministère de tutelle de l'intervention qui œuvre au déblocage de la situation en collaboration avec les Ministères concernés et le Ministère de l'économie et des finances. Il importe de mentionner que pour faire face aux problèmes de passation de marchés, l'Etat a mis en place dans le cadre des réformes, une commission nationale de passation des marchés, une commission de contrôle des marchés et une Autorités de Régulation des marchés publics. Ces organes sont opérationnels mais ne disposent pas encore toutes les capacités requises pour bien opérer. Ainsi, le processus de renforcement des capacités se poursuit avec l'appui des PTF dont certaines agences de l'ONU.

**The UN does not directly resort to national procurement systems. If there is a problem, it refers it to the department concerned, in particular the Ministry of Planning or the Ministry in charge of the intervention. The latter works on solving the issue at hand, in collaboration with other Ministries concerned and the Ministry of Economy and Finance. It is important to mention that to address the problems of procurement the State has set up**



**within the framework of the reforms, a national commission of procurement, an Audit Board of the markets and a Procurement Regulation Authority. These bodies are operational but do not yet have all the capacities necessary for operating well. Thus, the process of strengthening capacities continues with the support of the PTF, including some UN agencies.**

Elle recrute souvent l'expertise internationale pour l'accompagnement.  
**The UN often relies on international expertise for accompaniment.**

NO se respondió el último rubro porque cada agencia de Naciones Unidas tiene distintas prácticas. Deberían existir directrices comunes en todo el Sistema ONU para la evaluación de los programas y proyectos.

**No answer was given for the last set of questions because each UN agency has different practices. There should be common guidelines for all the UN system for programmes and projects evaluation.**

La pregunta y respuesta es más compleja de la que se expone. En síntesis, NNUU nos ha apoyado de diferentes maneras para obtener los resultados esperados, con mecanismos propios cuando correspondía, con sistemas nacionales cuando lo requeríamos. Ha sido muy flexible y ha considerado los problemas de cada proyecto o programa

**The question and answer are more complex than what is presented. To make it short, the UN has supported us in different ways to attain targeted results, with its own mechanisms when necessary, with national systems when we have requested it. It has been very flexible and took into consideration issues related to each project or programme.**

[Country's] national monitoring system is not yet matured. UN agencies, especially UNDP, can work and provide assistance in terms of its development.

In many instances the systems within the UN system were superior to the national ones and in those cases the UN Systems were used.

The UN is still using most its own procurement procedures, however some agencies have tried to use a mix of national procedures in financial and M& E. Agencies like WHO, UNESCO, WFP, UNIDO, FAO should try to have their resources captured in the national budget and report to government on their activities at the country level

The majority of the UN does not accept the use of country systems

In terms of monitoring and reporting, we tend to continue to use the UN systems.

It is known that UN agencies are working with national institutions in order to assess needs and priorities by their national and sometimes international experts, but they didn't rely on national procurement, financial and monitoring systems as the assistance provided were in type of project

support not budget support. Also, these systems are under reform because of some times not matching international standards

The UN needs to work closely with Government to effectively use Government systems. This is also in line with the principles of Aid Effectiveness

The monitoring and reporting works should be closely coordinated in full cooperation with the relevant national government agencies.

National Planning Commission the coordinating body in the country hardly goes on monitoring with the UN agencies

Under the UNDAF and the DaO efforts are being made to ensure that national procurement and financial systems are used. The same applies to national monitoring and reporting systems. The challenge is to harmonize the agencies specific systems.

<b>16. To become more effective in your country, how important is it for the UN to take the following measures?</b>					
<b>Answer Options</b>	<b>Very important</b>	<b>Somewhat important</b>	<b>Slightly important</b>	<b>Not important</b>	<b>Response Count</b>
Improve the design of programmes and projects	77	27	5	1	110
Make better use of results-based methods	83	23	3	2	111
Do fewer things and do them together as a team	66	33	3	6	108
Improve the monitoring and evaluation of UN-supported programmes	73	34	3	1	111
Focus on areas where the UN has a clear comparative advantage	84	21	2	2	109
Make better use of the expertise of non-resident UN agencies	44	41	16	7	108
Become more	66	31	8	2	107

engaged in programme-based approaches, including sector-wide approaches (SWAPs)					
Please provide any additional comments:					13
<i>answered question</i>					<b>111</b>
<i>skipped question</i>					<b>0</b>

<b>16. To become more effective in your country, how important is it for the UN to take the following measures? –By Income groups</b>				
<b>Answer Options</b>	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>
<b>Improve the design of programmes and projects -110 countries responded</b>				
Very important	23	29	21	4
Somewhat important	5	10	11	1
Slightly important	0	1	4	0
Not important	1	0	0	0
<b>Make better use of results-based methods -111</b>				
Very important	25	29	24	5
Somewhat important	4	10	9	0
Slightly important	0	1	2	0
Not important	1	0	1	0
<b>Do fewer things and do them together as a team -108</b>				
Very important	17	28	18	3
Somewhat important	9	9	13	2
Slightly important	1	1	1	0
Not important	3	1	2	0
<b>Improve the monitoring and evaluation of UN-supported programmes -111</b>				
Very important	23	27	20	3
Somewhat important	5	12	15	2
Slightly important	1	1	1	0
Not important	1	0	0	0
<b>Focus on areas where the UN has a clear comparative advantage -109</b>				
Very important	23	33	23	5
Somewhat important	4	6	11	0
Slightly important	1	0	1	0
Not important	1	0	1	0

<b>Make better use of the expertise of non-resident UN agencies -108</b>				
Very important	13	17	11	3
Somewhat important	8	15	16	2
Slightly important	6	4	6	0
Not important	2	3	2	0
<b>Become more engaged in programme-based approaches, including sector-wide approaches (SWAPs) -107</b>				
Very important	18	27	19	2
Somewhat important	5	10	14	2
Slightly important	3	2	3	0
Not important	2	0	0	0
<b>Please provide any additional comments:</b>				<b>13</b>
<i>answered question</i>				<b>111</b>
<i>skipped question</i>				<b>0</b>

### Comments:

La pregunta no resulta clara, se interpreta que se solicita indicar como muy importante aquellas medidas que NO se están realizando por el momento y como poco importante aquellas que se ESTAN REALIZANDO BIEN desde el SNU, de ahí que los temas que las medidas YA eficaces aparecen como poco importantes porque se están realizando. En cambio aquellas que presentan ciertas debilidades como el monitoreo y evaluación y deben ser revisadas aparecen como Muy Importantes.

**This is an unclear question and according to our own interpretation we are asked to indicate as very important those measures/items that have NOT been realized yet, and as less important the measures that HAVE BEEN POSITIVELY IMPLEMENTED under the UN System. Consequently, the areas of measures that are ALREADY efficient seem to be less important because they are being implemented. Meanwhile, measures that are showing some weaknesses such as monitoring and evaluation and therefore should be reviewed appear to be VERY IMPORTANT.**

Use country financial and procurement systems

All the non important items mean that the UN agencies are already engaged in that direction and the results show the effectiveness of these approaches.

Respecto a organismos no residentes, se opina en el entendido que no están en el país.

**Regarding non resident agencies, we understand that they are not in the country.**

Improve the operational mechanisms and pay more attention to "exit strategies" (sustainability)

No resident UN agencies in [country]. Health utilizes UN Tech Asst for assistance in specialized areas.

All of the above will ensure alignment with prevailing government practices

Le suivi des programmes et la mise en œuvre rigoureuse de la GAR est contrainte par la faible capacité nationale à produire des statistiques. Une concertation permanente avec le Gouvernement permettra de résoudre beaucoup des insuffisances.

**Programmes' monitoring and strict RBM implementation are limited by weak national capability of producing statistics. A permanent consultation with the Government will allow solving many of the shortcomings.**

Mobiliser davantage de ressources financières pour appuyer les programmes et projets ; Poursuivre et renforcer les capacités pour la planification, la programmation, la mise en œuvre et le suivi-évaluation en mettant l'accent sur l'intégration des thématiques transversales.

**Mobilize more financial resources for programmes and projects support. Continue and reinforce planning capabilities, programming, implementation and monitoring/evaluation, while emphasizing the integration of crosscutting issues.**

While a more coordinated approach is needed, there is still a wide range of development challenges facing [country] for which UN assistance would be appreciated.

**17. The UN, through current review processes and reports, provides sufficient information for the government to assess the UN's performance:**

Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Response Count
18	55	27	8	0	108
Please provide any additional comments:					23
<i>answered question</i>					<b>108</b>
<i>skipped question</i>					<b>3</b>

**17. The UN, through current review processes and reports, provides sufficient information for the government to assess the UN's performance: - By Income groups**

	Income group				
	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	Response Count
Strongly agree	3	9	5	1	
Somewhat agree	18	22	14	1	
Somewhat	5	6	13	3	

disagree					
Strongly disagree	2	2	4	0	
Don't know	0	0	0	0	
Please provide any additional comments:					23
<i>answered question</i>					<b>108</b>
<i>skipped question</i>					<b>3</b>

## Comments:

EL SNU no ha encontrado aún la manera de comunicar en forma eficiente, unificada y ordenada ni su desempeño ni las actividades realizadas. La presentación de información se da en forma fraccionada, sin previsibilidad y en respuesta a planteos puntuales a situaciones que lo requieren, no existe un mecanismo fluido de manejo y presentación de información, resultados, logros, etc. **The UN System still has to find a way to communicate its work and implemented activities in a more efficient, unified and orderly fashion. Information is presented in a disconnected way, without prevision and in response to punctual answers to specific situations; there is no channel for information presentation and analysis, results, achievements, etc.**

This is an area that needs improvement.

Not feasible to check financial reports or control regional projects

The Government of [country] rarely receive reports from any of the UN agencies. A consolidated report or a UNDAF report would be sufficient.

Government systems are themselves not yet fully developed so from a mutual accountability perspective

Hopefully with the implementation of UNDAF, Government can have sufficient information to assess UN's performance

Deben mejorar sus informes de tal manera que midan los valores agregados de su accionar en el país.

**They should improve their reports so that they measure the added value of their action in the country.**

Although the UN may provide reporting to donor nations, it does not provide useful reporting to the [country] government. UNDP has spent significant funds to establish a Development Assistance Database however it is not comprehensive or useful.

There is a need to improve reporting on actual impacts and outcomes of the UN's supported projects and programmes.

Disseminations of reports haphazard. Usually lack of country specific focus (regional only)

While we strongly agree, reports must be simplified and designed in a way that recognises the constraint of limited time available to government staff to review reports.  
The quality of reports needs improvements

Monitoring and evaluation system should be improved.

The processes get changed too often and there is still the tendency to develop one agency focal ministry relationships when the government has adopted a sector wide approach  
The report still according to UN system which is not always understandable for national counterpart

Cada agencia debería presentar un informe consolidado de todos sus programas y proyectos.  
**Each agency should submit a consolidated report of all its programmes and projects.**

Problème de traçabilité d'information-communication avec le Gouvernement.  
**There is a problem to track the information and communication with the Government.**

La défaillance dans le système de suivi-évaluation de certaines agences ne permet pas de disposer de données et informations requises pour l'établissement de bons rapports avec des détails précis, pertinents par rapport aux indicateurs utilisés lors de la programmation.  
**The shortcoming in some agencies' monitoring and evaluation system does not allow getting the required data and information for preparing good reports, with specific details that are relevant to the indicators used during programming.**

Les Rapports sont élaborés de façon conjointe Gouvernement-ONU.  
**Reports are jointly prepared by the Government and the UN.**

Mieux impliquer le gouvernement dans la connaissance du processus.  
**The Government should be more involved and informed about the process.**

More time could be provided to review performance reports for individual programmes.

En l'absence de partage et d'échange suffisants sur les rapports, le Gouvernement est parfois surpris des certaines informations contenues dans les rapports de l'ONU.  
**Due to a lack of sufficient information sharing on the reports, the Government is surprised sometimes by some information included in the UN reports.**

<b>17 a. Please mention below any UN agencies whose reports on performance are of a high standard:</b>	
<b>Entity</b>	<b>Total</b>
UNDP	59
WFP	7
UNICEF	34
WHO	19

UNHCR	2
FAO	14
UNFPA	30
UNRWA	0
ILO	3
IFAD	6
UNESCO	6
UNAIDS	1
UNODC	2
UNIDO	1
UNEP	2
OCHA	2
IAEA	1
UN-Habitat	2
UNIFEM/UNWomen	1
ICAO	1
OHCHR	1
UNDESA	0
ITC	0
UNOPS	1
UNCDF	3
UNCTAD	2
UNV	0
WMO	0
ECLAC	0
ESCAP	0
WIPO	1
ECE	1
IMO (Maritime)	0
IOM (Migration)	2
ITU	0
ECA	0
UPU	1
UNWTO	0
ESCWA	0



**17 b. Please mention below any UN agencies whose reports on performance are inadequate:**

Entity	Total
UNDP	3
WFP	1
UNICEF	3
WHO	1
UNHCR	1
FAO	3
UNFPA	0
UNRWA	0
ILO	5
IFAD	0
UNESCO	4
UNAIDS	1
UNODC	1
UNIDO	2
UNEP	0
OCHA	0
IAEA	0
UN-Habitat	1
UNIFEM/UNWomen	1
ICAO	0
OHCHR	0
UNDESA	0
ITC	0
UNOPS	2
UNCDF	0
UNCTAD	0
UNV	0
WMO	0
ECLAC	0
ESCAP	0
WIPO	0
ECE	0
IMO (Maritime)	0
IOM (Migration)	0
ITU	0

ECA	0
UPU	0
UNWTO	0
ESCWA	0

**18. Please suggest any additional actions the UN could take to make itself more effective:**

Answer Options	Response Count
<i>answered question</i>	<b>69</b>
<i>skipped question</i>	<b>42</b>

**Comments/Suggestions:**

Mejorar la planificación, diseño, evaluación y la comunicación en forma conjunta, respetando los 5 pilares de la reforma en particular comunicando One Programme y reforzando One Voice. <b>Improve joint planning, design, evaluation and communication, respecting the 5 reform pillars, in particular communicating One Programme and strengthening One Voice.</b>
Involves the government in the planning process of development projects from the beginning of the cycle.
Supporting few areas with high impact and long term sustainability; decrease administrative cost of UN systems; higher more local experts for UN key positions
It would be good if the partner Governments get information on overall resources of UN and where are planned to go for effective planning and budgeting
Renforcement de l'harmonisation des activités et des procédures entre les agences des Nations Unies; améliorer les mécanismes de transfert des connaissances; <b>strengthening the harmonization of activities and procedures between UN agencies; improving knowledge transfer mechanisms.</b>
Alignment with national plan and priorities, Government led monitoring and evaluation and joint planning.
Harmonization and simplification of the processes
1. Consolidate the gains in the alignment efforts with the Government priorities. 2. Improve the joint programming.
COORDINAR ACTIVIDADES EN LA GESTION, SEGUIMIENTO Y EVALUACION, TANTO DE PROYECTOS COMO DE ESTRATEGIAS <b>Coordinate activities in management, monitoring and evaluation, both for projects and strategies.</b>
Delivery as One
1. Disclosure of financial information on project implementation. 2. Disclosure of UNDP's internal audit information. 3. Application of sectoral approach.
Effective dissemination and communication of results
More collaboration with National Planning Commission

Coherence and stronger engagement with national Governments
Provide written reports on performance activity, as well as financial performance more frequently.
The UN should undertake projects in accordance with the contents and spirit of UNPAF and Country Programme Document (CPD) in accordance with its agreed mandate.
Numbers 17 a and b above are difficult to measure, except if the UN could do most of the reporting also within the technical working group context.
Reports should be timelier and not written to meet UN's monitoring requirements but to give relevant information for us to be able make effective traction.
Build the capacities of partners namely Government, focus in sector approach
to coordinate with /ministry of planning and international cooperation in every single activity they may do, and to use the national data base especially in socio- economic indicators
More in country presence.
Improve and adjust their reporting time frame and also adjust their systems to at least align with Government reporting system so that the Government can access necessary information on timely basis.
Ante la catalogación del [país] como país de Renta Media Alta es muy importante que en los trabajos preliminares del MANUD queden claros los compromisos presupuestales para la ejecución de los proyectos programados. <b>Given that [country] has been classified as upper middle income country, it is important that during UNDAF's preliminary work there is a clear budget commitment for the execution of programmed projects.</b>
Enfocar la cooperación a los resultados. Dar mayor uso a los mecanismos financieros nacionales. <b>Cooperation should target results. Need to improve the use of national financial mechanisms.</b>
AVANZAR EN IMPLEMENTAR PROGRAMAS CONJUNTOS - MAYORES NIVELES DE PLANIFICACIÓN <b>Progress in joint programme execution. Better planning.</b>
Mieux coordonner les agences et éviter que chaque agence élabore de façon isolée son programme avec le pays. <b>Improve agencies' coordination, and avoid having each agency preparing its own country programme separately.</b>
-Améliorer la communication avec les partenaires nationaux, -Impliquer davantage les Ministères [du pays], -Assouplir les procédures de réajustement et de modification de projets en cours de réalisation. <b>Improving communication with national partners. Increase involvement of [country] Ministries. Soften readjustment and modification procedures of ongoing projects.</b>
Focus on assessing the impact of projects and assistance Focus on national ownership of projects
All the measures abovementioned within the number 16
To be more effective, the United Nations should address the true needs of [country]. They have kept [country] in intensive care for the last 20 years, instead of resuscitating the economy and investing in the country and its people. The UN Agencies have become an entrenched interest group that has no vested interest in [country] succeeding.
Annual joint reports regarding individual achievements and those related to the UNDAF.

to compete with private firms
UNDAF
Continue to deliver as one.
The current actions seem to be progressive after going to partnership with the government instead of previous methods. It is important to focus on areas that UN have comparative advantage and the country in urgent need like building and strengthening institutions responsible concerned with qualified basic services, combating corruption, protecting human rights, and impartiality of independent authorities.
LESS GOVT AND MORE DIRECT ACCESS FUNDS
Share information more freely and regularly and through right channels.
Outline policy and process up front
1. All UN agencies may follow same project agreement approval process.
2. Project account statement need to be delivered at timely to the National Project Director.
Reports should be simplified for easy reading and assessment in particular country reports.
Harmonised planning and reporting.
Result oriented monitoring and to ensure sustainability of results.
Look at the use of country systems
Consider a one review process and schedule for all
Have more focused programs
Disclosure and sharing of such performance reports with country
UNRC should enforce UN Agencies to follow one gate policy in national coordination
Timely reporting of expenditures and activities. Specialized agencies to be integrated in the national system and use government procedures
The UN agencies based in [country] should work more closely with the Ministry of Finance to avoid duplication of work within Ministries/Departments
Do not have sufficient information
[Country] development issues are to be tackled according to [country's] perspective and needs
Aumentar la coordinación con los demás organismo ONU, mantener una importante unidad de criterio con los organismos nacionales, planificar reuniones fin disminuir los paralelismos y promover los esfuerzos hacia áreas necesarias para sostener el desarrollo.
<b>Improve coordination with other UN institutions, use the same criteria as national institutions, plan meetings to avoid overlaps, and focus efforts on sustainable development issues.</b>
En la medida en que NNUU sea más requerida por el país en diversos ámbitos, es importante implementar comités de seguimiento a programas y proyectos, a fin de que el avance y ritmo sea considerado y evaluado de forma inmediata y conjunta.
<b>Since the UN support is especially required in several areas, it is important to set up programmes and projects monitoring committees for an immediate and joint progress appraisal.</b>
Aclarar confusión del rol de NNUU como donante. Esto lleva a veces a que se le considere como proveedores de recursos con los que no cuenta o a generar dinámicas de “competencia” por el financiamiento con las propias instancias nacionales. Falta de entendimientos horizontales entre agencias que tocan temas parecidos, y dificultad, en algunos temas, de trabajar juntos alrededor de objetivos comunes.
<b>Avoid confusion around the role of the UN as a donor. When the role is unclear, it tends to be considered as a funding provider, which is not always the case, or it creates ‘competing’</b>

<p><b>dynamics with national institutions for financing. There is a lack of horizontal understanding between institutions working on similar topics, and in some areas, a difficulty in working together towards common goals.</b></p>
<p>Todo el Sistema ONU debería estandarizar la presentación de informes.  <b>The whole UN system should standardize the presentation of reports.</b></p>
<p>Mayor coordinación con las entidades nacionales. Utilización de los mecanismos y procedimientos nacionales. Formulación y evaluación conjunta de los MANUD y de los programas de cooperación específicos de las Agencias (CPD).  <b>Increased coordination with national institutions. Use of national mechanisms and procedures. Joint elaboration and evaluation of UNDAF and specific agencies' cooperation programmes (CPDs).</b></p>
<p>Alinearse a lo que propone la Estrategia Nacional, dejar de percibirse como ejecutores de proyectos y concentrarse en el acompañamiento a la generación de capacidades nacionales.  <b>Alignment with what suggests the National Strategy. Focus on supporting national capacity instead of acting as project executors.</b></p>
<p>Que se hagan público los informes y evaluaciones de instituciones del sistema.  <b>Make public the reports and evaluations of the UN system's institutions.</b></p>
<p>Meilleure coordination au sein des Agences résidentes et non résidents - Amélioration du processus de programmation commune - Mobilisation de ressources - Simplification des procédures  <b>Better coordination within resident and non-resident agencies. Improve joint programming processes. Mobilize resources. Simplify procedures.</b></p>
<p>Meilleure coordination des activités de l'ONU.  <b>Better coordination of UN activities.</b></p>
<p>Une plus grande unité d'action sur certains défis comme le VIH Sida, la lutte contre la pauvreté, le genre, la santé de la reproduction...peut améliorer l'efficacité des Agences  <b>An increased unified action related to some challenges such as HIV/Aids, fight against poverty, gender, reproductive health, etc. could improve agencies' efficiency.</b></p>
<p>Améliorer la concertation avec le Gouvernement, utiliser les compétences nationales, appuyer la capitalisation des acquis pour mesurer les progrès accomplis et vulgariser les expériences réussies  <b>Improve exchange of views with Government, use national skills, support optimization of results to measure progress achieved and publicize successful experiences.</b></p>
<p>Améliorer et renforcer les capacités de suivi-évaluation ; Renforcer les capacités du personnel de certaines agences pour la production de bons rapports de suivi-évaluation et d'exécution ; Renforcer les effectifs du personnel des agences en fonction des besoins ; Renforcer les initiatives conjointes ; Renforcer la recherche de complémentarité entre les agences ; Poursuivre le renforcement des capacités nationales de mise en œuvre des programmes/projets ; Contribuer à l'harmonisation, à la simplification et à la maîtrise des procédures de décaissements du SNU par les cadres nationaux ; Mobiliser davantage de ressources pour mieux face aux besoins nationaux ; Eviter les lenteurs administratives : réagir promptement aux doléances  <b>Improve and strengthen monitoring and evaluation capacities. Strengthen staff capacity building within some agencies in order to produce good monitoring-evaluation and execution reports. Scale up the staff according to the needs. Improve joint initiatives. Seek more complementariness between agencies. Keep strengthening national capacities for programmes and projects execution. Contribute to the harmonization, simplification and</b></p>

<p><b>control of the UN System's disbursement procedure by national officials. Mobilize more resources to better respond to national needs. Avoid slow administrative procedures. Promptly react to complaints.</b></p>
<p>Accélérer la mise en oeuvre du DaO. <b>Speed up DaO implementation.</b></p>
<p>Promouvoir les programmes conjoints et leur suivi. <b>Promote joint programmes and their monitoring.</b></p>
<p>Inclure des mesures de sortie (Exit Strategy) dans les projets d'assistance technique et de renforcement de capacités. <b>Include Exit Strategy measures in technical assistance and capacity building projects.</b></p>
<p>1. Réduire la durée des procédures (recrutements, passation des marchés) ; 2. Vérifier l'approbation des programmes par les bénéficiaires et les partenaires d'exécution ; 3. Évaluation semestrielle de la mise en oeuvre ; 4. Préparer la pérennisation des acquis des différents programmes. <b>1. Reduce procedures timespan (recruitment, procurement); 2. Ensure that programmes have been approved by beneficiaries and execution partners; 3. Assess implementation every 6 months; 4. Plan for the sustainability of the results of the different programmes.</b></p>
<p>Renforcer les capacités du pays en matière d'auto évaluation. <b>Strengthen the country's self-evaluation capabilities.</b></p>
<p>Too much time and resources are still spent on reviews and assessment of the problems rather than on providing assistance to the people of [country]. Recommend assistance be provided based on analysis already carried out by Government &amp; other stakeholders.</p>
<p>Partage d'information avec les parties nationales collaboration accrue avec les parties prenantes nationales ; adhésion et appui à la mise en œuvre de la Nouvelle Donne (New Deal) pour un engagement dans les Etats fragiles <b>Information sharing with national parties. Increased collaboration with national stakeholders. Support the implementation of the New Deal for Engagement in Fragile States.</b></p>
<p>plus de coordination interne More internal coordination</p>
<p>On ne peut pas sous-estimer le rôle joué par l'organisation des Nations Unies pour l'accomplissement de ses missions en [pays] à travers toutes ses agences d'exécution. Cependant, il existe des agences dont le rendement est perceptible à travers leurs réalisations, il s'agit notamment de : PNUD, UNICEF, FAO, PAM, FNUAP, UN-Habitat, UNOPS. Beaucoup d'autres agissent sur le terrain sans effets remarquables. Pour s'en convaincre, il suffit de se rendre compte de leur méconnaissance par le Public. Dans cette catégorie, on peut regrouper plus de 70% de ces agences. On peut néanmoins formuler quelques observations générales communes à toutes les agences : 1°) Mauvaise affectation des ressources : les fonds mis à la disposition des Etats servent surtout plus à prendre en charge le personnel du système qu'à réaliser les projets ( ± de 40 % des ressources consacrées aux dépenses du personnel) 2°) Lenteur dans les procédures de décaissement des fonds du système 3°) Méfiance inexplicquée vis – a – vis du personnel local préféré aux fonctionnaires internationaux inutilement coûteux pour des compétences égales aux nationaux. 4°) De plus en plus de clientélisme dans le recrutement du personnel expatrié. 5°) Non responsabilisation de l'expertise locale dans la réalisation de certaines tâches dont ils sont capable 6°) La préparation des projets ne s'alignant pas aux politiques de développement du pays. 7°) Chevauchement des activités entre plusieurs agences.</p>

8°) Manque de coordination entre les réalisations transversales des agences, ce qui entraîne des doubles emplois.

**The role of the United Nations Organization cannot be underestimated for the execution of its missions in [country] through all its executing agencies. However, some agencies output/productivity is noticeable through their accomplishments. Some of these are: UNDP, UNICEF, FAO, UNFPA, UN-Habitat and UNOPS. Many others are in the field but without perceptible effects. To get convinced of this fact, it is enough to realize that they are unknown to the public. More than 70% of these agencies fall under this category. Nevertheless, it is possible to make the following general observations: 1) Poor resource allocation because the funds provided to the States are mostly used to pay the system's staff who has executed the projects than for project implementation (more or less 40% of the resources are earmarked for staff expenses). 2) UN system procurement processes are slow. 3) Unexplained mistrust towards local personnel and preference for international civil servants although more uselessly costly and having the same skills as the nationals. 4) Increased favoritism in the recruitment of expatriates. 5) Lack of accountability of local skilled personnel in tasks it is capable of performing .6) project preparation is not in line with the country's development policies. 7) Duplication of activities between several agencies. 8) Lack of coordination between crosscutting areas of the agencies, also conducive to duplication.**

### Topic 3 -Efficiency

<b>19. All things considered, the UN uses funds carefully and avoids waste: -By Income groups</b>					
	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>	<b>Response Count</b>
Strongly agree	5	11	5	0	
Somewhat agree	20	17	24	4	
Somewhat disagree	1	10	5	1	
Strongly disagree	1	1	0	0	
Don't know	1	1	2	0	
					109

#### Comments:

Les fonds gérés financent beaucoup plus les priorités de l'ONU que les priorités nationales. La majeure partie des fonds partent dans le fonctionnement et l'assistance technique. Ce qui fait que la part destinée aux bénéficiaires est trop faible pour satisfaire dans les délais leurs besoins  
**The funds are mainly used to finance UN's instead of national priorities. Most funds are for functioning and technical assistance, which means that the share for beneficiaries is too low to respond to their needs.**

Reduce the engagement of consultants for reviews where more UN aid resources could be directed at providing assistance to people of [country].

Toutes les ressources affectées pour un pays devraient être connu par les Etats  
**States should be informed of all resources allocated for a given country.**

Elaborer un plan d'action par l'UNDAF.  
**Prepare an UNDAF action plan.**

Les ressources étant rares, il importe de les gérer. Toutefois, il n'est pas commode de sacrifier la qualité au profit de la réduction des coûts à tout prix. Il conviendrait de tenir compte de la qualité également dans une perspective de durabilité.  
**Given the fact that resources are scarce, management is of the essence. Nevertheless, it is not practical to sacrifice quality for the sake of cutting costs too severely. Quality should be taken into consideration in a perspective of sustainability.**

Trop d'investissement dans les moyens roulants et les études.  
**Too much investment in vehicles and studies.**



Pueden ser sumamente burocráticos y no siempre son cautelosos.

**They can be very bureaucratic and not always cautious.**

So much is being wasted on procedural matters that is still relevant but can be achieved easily without costing so much in terms of time.

Mixed response because the statement does not apply to all of the UN

Excessive management and administration cost. Actual programme delivery does not see a lot of "waste: because of reporting requirements

Some waste were important for securing the UN teams working in the field which considered critical for some post-conflict countries like [country]

Under DaO programme this is so true because there is no duplication, resources are shared, overheads are also shared, each agency concentrates on areas where it is best suited.

The UN wastes significant amounts of money. A billion dollars are spent in the name of [country] by the UN every year with no tangible results and no change in the moral and material wellbeing of the [country] citizen.

Funds are used carefully but on areas of concern to them and not necessarily Government's concern.

Not waste as such, but it spent in purposes not related to the main target of the Government & communities.

UN is prudent in spending its funds

The system has in place management and accountability mechanism to guide the use of funds. Nevertheless its use still needs improvements.

El SNU en [país] se caracteriza por su transparencia y la cautela en el uso de los fondos, tanto propios como gestionados de otras Fuentes

**In [country], the UN System is known for its transparency and cautious use of funds, be they its own or those managed for others.**

<b>19 a. Please mention below any UN agencies that pay noticeably close attention to using funds carefully and avoiding waste:</b>					
<b>Entity</b>	<b>Low Income countries (25)</b>	<b>Lower Middle Income Countries (29)</b>	<b>Upper Middle Income Countries (17)</b>	<b>Other Income Groups (2)</b>	<b>Total</b>
UNDP	17	16	7	2	42

WFP	5	1	0	0	6
UNICEF	12	11	3	0	26
WHO	5	2	3	0	10
UNHCR	1	1	0	0	2
FAO	5	2	0	0	7
UNFPA	11	5	4	0	20
UNRWA	0	0	0	0	0
ILO	1	1	0	0	2
IFAD	2	3	0	0	5
UNESCO	1	1	0	0	2
UNAIDS	0	0	0	0	0
UNODC	0	1	0	0	1
UNIDO	1	0	0	0	1
UNEP	1	0	0	0	1
OCHA	0	0	0	0	0
IAEA	0	0	0	0	0
UN-Habitat	2	0	0	0	2
UNIFEM/UNWome n	0	1	0	0	1
ICAO	0	0	0	0	0
OHCHR	1	0	0	0	1
UNDESA	0	0	0	0	0
ITC	0	0	0	0	0
UNOPS	1	0	0	0	1
UNCDF	0	0	0	0	0
UNCTAD	1	1	0	0	2
UNV	0	0	0	0	0
WMO	0	0	0	0	0
ECLAC	0	0	1	0	1
ESCAP	0	0	0	0	0
WIPO	0	1	0	0	1
ECE	0	1	0	0	1
IMO (Maritime)	0	0	0	0	0
IOM (Migration)	1	2	0	0	3
ITU	0	0	0	0	0
ECA	0	0	0	0	0
UPU	0	0	0	0	0
UNWTO	0	0	0	0	0
ESCWA	0	0	0	0	0

					138
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**19 b. Please mention below any UN agencies that need to pay more attention to using funds carefully and avoiding waste:**

Entity	Low Income countries (17)	Lower Middle Income Countries (16)	Upper Middle Income Countries (12)	Other Income Groups (2)	Total
UNDP	2	1	2	1	6
WFP	3	0	0	0	3
UNICEF	1	1	0	0	2
WHO	0	2	0	0	2
UNHCR	0	2	0	0	2
FAO	0	1	0	0	1
UNFPA	0	0	1	0	1
UNRWA	0	0	0	0	0
ILO	0	1	0	0	1
IFAD	0	0	0	0	0
UNESCO	0	0	1	0	1
UNAIDS	0	0	0	0	0
UNODC	0	1	1	0	2
UNIDO	1	1	0	0	2
UNEP	0	1	0	0	1
OCHA	0	0	0	0	0
IAEA	0	0	0	0	0
UN-Habitat	0	0	0	0	0
UNIFEM/UNWomen	0	0	1	0	1
ICAO	0	0	0	0	0
OHCHR	0	0	0	0	0
UNDESA	0	0	0	0	0
ITC	0	0	0	0	0
UNOPS	0	0	0	0	0
UNCDF	0	0	0	0	0
UNCTAD	0	0	0	0	0
UNV	0	0	0	0	0
WMO	0	0	0	0	0
ECLAC	0	0	0	0	0
ESCAP	0	0	0	0	0

WIPO	0	0	0	0	0
ECE	0	1	0	0	1
IMO (Maritime)	0	0	0	0	0
IOM (Migration)	0	0	0	0	0
ITU	0	0	0	0	0
ECA	1	0	0	0	1
UPU	0	0	0	0	0
UNWTO	0	0	0	0	0
ESCWA	0	0	0	0	0
					27

**20. There is a significant amount of duplication among the activities of UN agencies in your country:**

	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	<i>Total</i>
<i>All countries (108)</i>	<i>15</i>	<i>36</i>	<i>37</i>	<i>16</i>	<i>4</i>	<i>108</i>
<i>DaO countries (8)</i>	<i>1</i>	<i>3</i>	<i>2</i>	<i>2</i>	<i>0</i>	<i>8</i>
<i>Countries with UN Humanitarian coordinators (22)</i>	<i>8</i>	<i>8</i>	<i>5</i>	<i>0</i>	<i>1</i>	<i>22</i>
	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>	
<i>All countries in % (108)</i>	<i>14%</i>	<i>33%</i>	<i>34%</i>	<i>15%</i>	<i>4%</i>	<i>100%</i>
<i>DaO countries in % (8)</i>	<i>13%</i>	<i>38%</i>	<i>25%</i>	<i>25%</i>	<i>0%</i>	<i>100%</i>
<i>Countries with UN Humanitarian coordinators in % (22)</i>	<i>36%</i>	<i>36%</i>	<i>23%</i>	<i>0%</i>	<i>5%</i>	<i>100%</i>

**20. There is a significant amount of duplication among the activities of UN agencies in your country: -By Income groups**

	<b>Income group</b>				
	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>	<b>Response Count</b>
Strongly agree	6	5	4	0	
Somewhat agree	9	15	11	1	
Somewhat	11	14	10	2	

disagree					
Strongly disagree	2	5	7	2	
Don't know	1	0	3	0	
Please provide any additional comments:					20
<i>answered question</i>					<b>108</b>
<i>skipped question</i>					<b>3</b>

<b>20. There is a significant amount of duplication among UN activities in the country. –Government responses compared to CSO responses</b>					
	<b>Strongly agree (%)</b>	<b>Somewhat agree (%)</b>	<b>Somewhat disagree (%)</b>	<b>Strongly disagree (%)</b>	<b>Don't know (%)</b>
LIC (29)	21	31	38	7	3
LMIC (39)	13	38	36	13	0
UMIC (35)	11	31	29	20	9
High income (5)	0	20	40	40	0
All Government responses (108)	14	33	34	15	4
CSO responses (264)	16	39	22	12	11

### Comments:

Muchos de los mandatos de las agencias, fondos y programas del SNU en [país] involucran a varios actores nacionales por lo que suele ser común el solapamiento de actividades

**Many the UN System's agencies, funds and programmes mandates in [country] involve various national actors, which is why duplication of activities is common.**

UNDAP preparation has significant reduced overlap.

With the implementation of DaO, joint planning helps to reduce duplication  
Ministry of Economy thoroughly control UN agencies' activities in [country] to avoid duplication and promote synergy and efficient utilization of financial resources.

UN agencies are well coordinated.

There is a need for harmonization to avoid duplication of activities

There have been some cases where UN agencies duplicate the work of other donors and regional and international organizations and it is sometimes quite difficult for a small island with limited capacity to coordinate all donor assistance including regional and international agencies

The mandate of each UN needs to be strictly followed

Coordination has improved

Hope that the UN DaO will improve efficiency by reducing overlapping of the activities of different UN agencies

Under UNDAF this should not occur

Not a lot of duplication, given limited UN presence in country. But not a lot of harmonization between UN agencies.

Most UN agencies have their specific mandate even those who are working in the same sector. UNDAF Action Plan also helped us to oversee transparently the complementariness and avoid duplications

There is minimal if any duplication because the country leads and drives the coordination process

En esta pregunta, se entiende que el término "solapamiento" se entiende como traslape entre las actividades de las diferentes agencias del Sistema. De ser el caso, la respuesta es "De acuerdo".

**We understand from this question that the term “duplication” means overlap of activities executed by different agencies within the system. If so, the response would be “I agree”.**

Manque de bonne concertation entre inter agences, entre agences et Gouvernement

**Lack of a good exchange of views between agencies, and between agencies and the Government.**

L'UNDAF mis en œuvre depuis 2008 est un moyen qui permet de réduire considérablement les chevauchements. En plus, les différents organismes ont des domaines clairs d'intervention et y disposent des avantages comparatifs.

**The UNDAF implemented since 2008 is a tool allowing significant decrease of duplication. Moreover, different institutions have clear areas of intervention as well as comparative advantages.**

Promouvoir la planification conjointe.

**Promote joint planning.**



<b>21. Do UN agencies sometimes compete with each other for donor funding? – Governments responses, RC and UNCT responses and CSO responses</b>			
	<b>Yes (%)</b>	<b>No (%)</b>	<b>Don't know (%)</b> [1]
<b>LIC (28)</b>	<b>68</b>	<b>32</b>	<b>0</b>
<b>LMIC (35)</b>	<b>57</b>	<b>43</b>	<b>0</b>
<b>UMIC (33)</b>	<b>39</b>	<b>61</b>	<b>0</b>
<b>High income (5)</b>	<b>20</b>	<b>80</b>	<b>0</b>
<b>All Government responses (101)</b>	<b>52</b>	<b>48</b>	<b>0</b>
<b>RC and UNCT responses (501)</b>	<b>79</b>	<b>21</b>	<b>0</b>
<b>CSO responses (276)</b>	<b>30</b>	<b>17</b>	<b>53</b>

[1] The 'Don't know' option was not available in the Government survey. However, six countries used the comment box to state that they did not know. These responses are incorporated in the table. The fact that these six countries all took the trouble to do this, instead of just skipping the question, is testimony to a meticulous approach to the survey on the part of the Government respondents.

#### **Comments:**

En casos como la gestión de fondos del Fondo de Coherencia, Fondo para el Logro de los ODM o el GEF por ejemplo es muy probable que las agencias del SNU compitan por la gestión de los fondos en [país], si bien no es conocido por el gobierno en forma explícita es muy probable que esto suceda.

**In cases such as the management of the One UN Coherence Fund, the MDGs Achievement Fund and GEF, it is more likely that the UN System agencies compete over funds in [country]. Even if the Government is not aware of it, it is possible that it is happening.**

Efforts are being made under the DaO initiative to strengthen joint resource mobilization strategy and, therefore, reduce competition for funds.

We need more information on this issue



With the current One UN, all funds are in one basket and therefore accessed by the relevant UN agencies.

UNDP, UN-HABITAT, UNICEF, UNOPS

Competition is crucial some times for doing any business including development assistance provided by UN Agencies. So it is positive to have such competition as each organization working in its specialized sector and responding to the country priorities. Not across the board, but recent example in Climate Change.

Especially when in the joint programme where they are using the pass through method to get some benefit of administrative cost all agencies wanted to be part of the implementation of that program regardless of their comparative advantage and this caused fragmentation, huge transaction costs on the government and as a result delays in program implementation. Even though under joint program pooling of resources is one option this has never happened in Ethiopia because of the 7% that they may loose and also many differences in the financial procedure of each and vertical accountability of each to the HQ

Not that we know of because the government is always kept in the loop if agencies were to seek funds from donors in country on projects competes with government for scarce resources

It is not yet clear since it is new experience for us to deal with donor funds

Funds coming from the Peace-building Fund and the UN Trust Fund

Desconozco

**Not that I know**

Pas à notre connaissance

**Not that we know**

Faute d'une coordination efficace des interventions des agences par le Gouvernement et étant donné que les organismes ont des avantages comparatifs dans leurs domaines, cela joue beaucoup dans la sollicitation de l'appui des donateurs.

**Without an efficient Government coordination of agencies interventions, and since institutions have comparative advantages in their fields, it plays a key role when seeking donors support.**

**21 a. If the answer to question 21 was Yes, please check any of the following statements that apply:**

Answer Options	Response Percent	Response Count
Competition among UN agencies is healthy and the Government	13.6%	3

welcomes it		
Competition among UN agencies creates confusion for the Government	68.2%	15
Competition among UN agencies increases the workload on Government officials	68.2%	15
Competition among UN agencies diverts the agencies' attention from the main tasks of providing support to the country	54.5%	12
Please mention below any areas where competition among UN agencies for donor funding is very noticeable, and any other comments you wish to make on this subject:		10
<i>answered question</i>		<b>22</b>
<i>skipped question</i>		<b>31</b>

**21 a. If the answer to question 21 was Yes, please check any of the following statements that apply: -Government responses and UNCT responses**

Answer Options	UN (374 responses)	Government (22 responses)
Competition among UN agencies is healthy and the Government welcomes it	11.5%	13.6%
Competition among UN agencies creates confusion for the Government	67.9%	68.2%
Competition among UN agencies increases the workload on Government officials	29.9%	68.2%
Competition among UN agencies diverts the agencies' attention from the main tasks of providing support to the country	58.3%	54.5%

**21 a. Areas where UN agencies see competitions (minimum of five instances):**

Health, including HIV/AIDS and mother and child health	14
Humanitarian interventions, including early recovery and peacebuilding	12
Environment, including climate change, water and sanitation	9
Governance, including human rights	9
Food security and nutrition	6
Gender	5
Education	5
Rural/area-based development	5
Social services and protection, youth	5

**Comments:**

Ninguna de los enunciados se adapta totalmente a la realidad nacional, si bien en parte la competencia es saludable en el sentido que asegura que los fondos sean finalmente destinados a aquellas agencias, fondos o programas que tengan más capacidades o expertise para la gestión, el Gobierno desconoce los mecanismos internos de adjudicación de fondos o de competencia por lo que la afirmación de que "se acepta con agrado" no parece pertinente.

**None of the statements totally fits the national situation. Although competition is partly healthy in the sense that it assures that funds end up being given to those agencies, funds or programmes that have more management capacities or expertise, the Government does not know the internal mechanisms of awarding funds or the existing competition. This is why the affirmation that "the Government welcomes it" does not seem pertinent.**

More specific on One UN Fund

La concurrence entre les organismes de l'ONU est parfois saine quand elle mène à mobiliser des ressources suffisantes pour la mise en œuvre des programmes prioritaires du Gouvernement.

**Competition between the UN System organizations is sometimes healthy when it leads to mobilize sufficient resources for the implementation of the Government priority programmes.**

While evidence exists that there is competition, it is not very noticeable and does not have great implication in the coherence of the UNCT.

Health sector and economic Governance

If yes is the case for 21 then the above applies for 21a

Humanitarian

Cross cutting issues, poverty, labour and employment issues, reproductive health....

Public finance reform (UNDP & World Bank) it is healthy to have such competition as it will make the country have the chance to compare of results and efficiency

Climate Change.

Competition some times okay but most often the time may lead to fragmentations  
Humanitarian assistance, e.g WFP, UNOCHA, UNHCR

Education, Health and Gender

Ninguna de las opciones anteriores es representativa de la situación en [país] y sería deseable que toda Agencia o Programa tenga un mandato definido para no competir y agilizar la consecución de proyectos.

**None of the previous options is representative of the situation in [country]. It would be desirable that each agency or programme had a clear mandate, to avoid competition and facilitate reaching project objectives.**

Les interventions de terrains.

**Field interventions.**

Le PNUD et la FAO pour l'agriculture et le développement rural.

Mobilisation des ressources auprès des partenaires bilatéraux.

**UNDP and FAO for agriculture and rural development.**

**Mobilisation of resources from bilateral partners.**

Le projet bancable est pertinent aux yeux du partenaire concerné, développement des joint-ventures.

**The “bankable” project is relevant for the partner concerned, as well as the development of joint-ventures.**

Exemple de financement obtenu dans le cadre du Fonds de Consolidation de la Paix en [pays].

**Example of the financing obtained within the framework of the Peace Strengthening Fund in [country].**

<b>22. To reduce the workload on national partners, how important is it for the UN to take the following measures?</b>							
	<b>Very important</b>	<b>Somewhat important</b>	<b>Slightly important</b>	<b>Not important</b>	<b>Don't know</b>	<b>Not applicable</b>	<b>Response Count</b>
Use a single format for annual work plans	87	15	3	2	0	2	109
Use a single format for progress reports	81	22	2	3	0	2	110
Simplify the UNDAF and agency country programming or planning processes	71	27	4	3	1	3	109
Designate a lead agency for some thematic issues to represent a common UN approach in the country	67	34	8	0	0	1	110

Plan joint monitoring missions and evaluations when working in the same thematic area	86	19	3	2	0	0	110
Consolidate its country presence under a single head who is accountable for all UN assistance	65	27	8	4	1	4	109
Share office premises	41	28	25	8	1	4	107
Share more services in areas such as procurement, human resources and information technology	53	38	10	4	1	2	108
Please mention any additional measures you would like the UN to consider in order to reduce the burden on the Government of dealing with the UN:							19
<i>answered question</i>							<b>110</b>
<i>skipped question</i>							<b>1</b>

<b>22. To reduce the workload on national partners, how important is it for the UN to take the following measures?</b>				
<b>Answer Options</b>	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>
<b>Use a single format for annual work plans -109 countries responded</b>				
Very important	25	34	24	4
Somewhat important	2	4	9	0
Slightly important	2	0	1	0
Not important	0	1	1	0
Don't know	0	0	0	0
Not applicable	0	0	1	1
<b>Use a single format for progress reports -110</b>				
Very	25	30	23	3

important				
Somewhat important	3	8	10	1
Slightly important	0	1	1	0
Not important	1	1	1	0
Don't know	0	0	0	0
Not applicable	0	0	1	1
<b>Simplify the UNDAF and agency country programming or planning processes -109</b>				
Very important	22	29	16	4
Somewhat important	6	9	11	1
Slightly important	1	2	1	0
Not important	0	0	3	0
Don't know	0	0	1	0
Not applicable	0	0	3	0
<b>Designate a lead agency for some thematic issues to represent a common UN approach in the country -110</b>				
Very important	20	23	21	3
Somewhat important	7	14	11	2
Slightly important	1	3	4	0
Not important	0	0	0	0
Don't know	0	0	0	0
Not applicable	1	0	0	0
<b>Plan joint monitoring missions and evaluations when working in the same thematic area - 110</b>				
Very important	23	33	27	3
Somewhat important	4	6	7	2
Slightly important	1	0	2	0
Not important	1	1	0	0

Don't know	0	0	0	0
Not applicable	0	0	0	0
<b>Consolidate its country presence under a single head who is accountable for all UN assistance -109</b>				
Very important	20	22	20	3
Somewhat important	4	15	7	1
Slightly important	3	1	4	0
Not important	1	2	1	0
Don't know	1	0	0	0
Not applicable	0	0	4	0
<b>Share office premises -107</b>				
Very important	11	17	11	2
Somewhat important	5	14	8	1
Slightly important	8	7	10	0
Not important	3	2	2	1
Don't know	1	0	0	0
Not applicable	0	0	4	0
<b>Share more services in areas such as procurement, human resources and information technology -108</b>				
Very important	14	24	12	3
Somewhat important	9	13	15	1
Slightly important	4	1	4	1
Not important	1	1	2	0
Don't know	1	0	0	0
Not applicable	0	0	2	0
Please mention any additional measures you would like the UN to consider in order to reduce the burden on the Government of dealing with the UN:				19
<b><i>answered question</i></b>				<b>110</b>

<i>skipped question</i>	<b>1</b>
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## Comments:

To work together with the Government lead Ministry/Agency to have the strategic orientation of the of UN interventions

The not applicable item means that approach is already being applied in the country. Enhancement of field presence would provide better programme delivery and reduce management costs

UN agencies that have a program for [country] should be provide annual reports including UNDAF progress reports. UN agencies should also use more of existing country systems in particular the aid coordination framework

[Country] already made provisions for One UN house thus sharing offices under one premises...

Complementarity of programme in one & focus area.

The adjustments required to make the UN in [country] more effective are much more fundamental and far-reaching than the ones listed above.

Speak through one voice to one designated Ministry.

Currently no in-country presence. Approval of work plans to be timely to avoid workload on national partners.

Important to streamline processes with other partners and the countries.  
Usage more of national systems

I think this question misses very important point such as harmonization of procurement system, use of national procurement and public finance system, UN able to use commonly arranged program implementation procedure where the UN selects Joint Program and pull resources into one lead agency so as to follow one financial procedure etc  
UNCT needs to simplify procurement processes.

El sistema ONU en [país] funciona más o menos como se indica en este punto. El PNUD es el Coordinador Residente.

**In [country], the UN system works more or less as indicated in this section. UNDP acts as Resident Coordinator.**

Renforcer les Equipes Pays pour une meilleure efficacité des Programmes. Le recours aux personnels locaux serait très apprécié.

**Strengthen Country Teams for increased programme effectiveness**



Alignement sur les planifications nationales, Développement des capacités nationales en matière de développement, appuis matériels

**Alignment with national planning. National capacity building in the development field, material support.**

Simplifier les procédures de décaissement, utiliser les systèmes nationaux.

**Simplify payment procedures, use national systems.**

La création du poste de coordonateur résident des agences EX-COM et l'élaboration du PNUAD vont dans cette direction

**The creation of the Resident Coordinator position of EX-COM agencies and the preparation of the UNDAF go in this direction.**

<b>23. UN joint funding mechanisms (multi-donor trust funds, One UN Funds) have led to greater UN coherence:</b>						
	<b>Strongly agree</b>	<b>Somewhat agree</b>	<b>Somewhat disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Response Count</b>
	31	45	8	2	20	106
DAO	5	2	1	0	0	8
HC	11	4	4	0	3	22
Please provide any additional comments:						21
<i>answered question</i>						<b>106</b>
<i>skipped question</i>						<b>5</b>

### **Comments:**

Los fondos globales y mecanismos de financiación conjunta han demostrado ser un instrumento altamente eficaz para mejorar la coherencia tanto del SNU en [país] como del propio sistema nacional de cooperación internacional

**Global funds and common financing mechanisms have proved to be highly efficient tools to improve coherence, both for the UN System in [country] and for the national system for international cooperation.**

Ces fonds sont utiles, mais il faut réviser les critères d'accès au Expanded Delivering as One Funding Window for Achievement of the Millennium Development Goals parce que les pays de revenu intermédiaires sont pénalisés. L'attribution de ces fonds doit se baser aux réels besoins de développement des pays.

**Such funds are useful but access criteria to Expanded Delivering as One Funding Window for Achievement of the Millennium Development Goals must be reviewed, because middle income countries are penalized. These funds allocation should be based on real development needs of the countries.**

There is more confusion through constant in-fights between the different agencies

Cohesion perhaps but not ownership. The Global funds on HIV/AIDs has to dispartate a system that contrasts national systems in a one size fits all approach

Good basis for coherence, but much work in the area of capacity building to the main partner

They have not been employed sufficiently to make a judgement

We expect improvement in this field within the DaO approach

Left hand knows what the right hand is doing and vice versa.

We don't have a lot of this (some exists but it's not the norm). Potential in Climate Change for one fund and one process. Health has only two.

It has not actually materialised and function in [country].

I strongly agree with qualification, if they improve what I have commented above  
Would agree hence [country's] consideration of a one UN fund

[Country] can only judge from the its UNDAF experience

A study tour of Rwanda, Mozambique and Tanzania who are already implementing Delivering as One confirmed that this has improved coherence of UN system and has reduced competition for funds

Non applicable since [country] uses cost sharing modality with UNDP, UNICEF & UNFPA

Me gustaría que en mi país se aplique "Una ONU" para reducir la fragmentación y dispersión. Nos toca perseguir a cada agencia de las NU cada trimestre para que proporcionen información y, la falta de respuesta de algunas agencias significa una carga pesada y adicional para el Gobierno. Quizás, si hubiese una coordinación real y efectiva entre las agencias este problema pudiese ser resuelto.

**I would like to see the “Delivering as One’ approach applied to my country to reduce fragmented and disparate interventions. We have to literally harass each UN agency every quarter to get information, and the lack of response from some of them is an additional heavy burden for the Government. This issue would certainly be solved if there was a real and effective coordination between agencies.**

Oui, mais il faut que les procédures de ce mécanisme soit légères.

**Yes but the process of such mechanism should not be burdensome.**

Ces mécanismes de financement conjoint permettent de concentrer les ressources sur des interventions précises et d’éviter les dispersions, les doublons et le gaspillage. Des efforts se font dans ce sens il importe de les renforcer.

**These joint financing mechanisms help focus resources on specific action and avoid dispersion, duplication and waste.**

Il importe de renforcer la pertinence des conférences d'annonce de contribution et de sensibiliser davantage les donateurs comme les pays bénéficiaires pour une mobilisation accrue des contributions volontaires.

**It is important to strengthen the relevance of donors pledge conferences and to raise awareness among donors and beneficiary countries alike in favour of an increased mobilization of voluntary contributions.**

We have no experience with such funding mechanisms.

Les agences du système des NU en [pays] ont de la peine à mettre en application le programme uni dans l'action. On a noté une certaine réticence au départ mais avec l'UNDAF+, cette volonté devient manifeste.

**In [country] the UN system agencies are having a hard time implementing the programme Delivering as One. We noticed some reluctance at the beginning but with UNDAF+, the commitment is becoming clear.**

<b>24. How timely are the UN agencies in providing inputs (such as advisers and equipment) for development activities:</b>				
<b>Please check only the agencies for which you have good information, and skip the others.</b>				
	<b>Inputs are usually timely</b>	<b>Inputs are sometimes timely</b>	<b>Inputs are rarely or never timely</b>	<b>Response Count</b>
UNDP	73	30	4	107
WFP	31	14	4	49
UNICEF	71	20	2	93
WHO	58	19	2	79
UNHCR	28	14	3	45
FAO	41	21	6	68
UNFPA	53	17	2	72
UNRWA	3	6	2	11
ILO	23	14	4	41
IFAD	25	17	2	44
UNESCO	34	22	6	62
UNAIDS	29	13	3	45
UNODC	14	8	4	26
UNIDO	15	18	1	34
UNEP	22	15	3	40

UN-OCHA	14	7	4	25
IAEA	12	7	4	23
UN-HABITAT	10	12	4	26
UNIFEM/UNWOMEN	26	13	4	43
ICAO	5	4	4	13
OHCHR	6	5	3	14
UN-DESA	2	6	6	14
ITC	3	3	5	11
UNOPS	7	12	3	22
UNCDF	8	5	4	17
UNCTAD	13	14	1	28
UNV	11	6	4	21
WMO	3	4	4	11
ECLAC	5	4	4	13
ESCAP	11	5	2	18
WIPO	8	3	4	15
ECE	4	3	4	11
IMO (Maritime)	8	4	4	16
IOM (Migration)	10	15	3	28
ITU	6	4	4	14
ECA	6	4	4	14
UPU	6	4	5	15
UNWTO	5	7	3	15
ESCWA	2	4	2	8
<i>answered question</i>				<b>108</b>
<i>skipped question</i>				<b>3</b>

**24. From the following list please assess how timely the UN agencies are in providing inputs (such as advisers and equipment) for development activities: -Usually timely as % of total responses**

Answer Options	Usually timely as % of total responses
UNICEF	76.3
UNFPA	73.6
WHO	73.4
UNDP	68.2
UNAIDS	64.4

WFP	63.3
UNHCR	62.2
UNIFEM/UNWOMEN	60.5
FAO	60.3
IFAD	56.8
ILO	56.1
UN-OCHA	56.0
UNEP	55.0
UNESCO	54.8
UNODC	53.8
UNCTAD	46.4
UNIDO	44.1
UN-HABITAT	38.5
IOM (Migration)	35.7

### Comments:

Could not get information on some Organisations

Difficult to get timely responses without having to constantly have to follow up. Possible due to no in-country presence

Certains organismes manquent de visibilité par leurs actions.

**Some agencies lack visibility in their actions.**

Les contributions se font sur la base des besoins exprimés par le pays à des moments précis. Toutefois, il arrive que l'on observe des retards dans la mise en place de ces contributions ou des dysfonctionnements empêchant le cours normal de l'exécution des activités.

**Contributions are based on the needs expressed by the country at a given time. However, we have also observed delays in these contributions or impaired functioning that impedes the normal course of the execution of the activities.**

Certaines de ces agences n'interviennent pas en [pays]. Le souhait est de les encourager à venir s'installer et intervenir en [pays], pays orphelin de l'aide.

**Some of these agencies are not present in [country], and we would like to encourage them to come and work in [country], an aid orphan country.**

<b><i>25. All things considered, the UN is efficient in providing its support to your country</i></b>	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>
Strongly agree	5	12	6	2

Somewhat agree	21	25	25	2
Somewhat disagree	1	2	2	1
Strongly disagree	1	0	1	0
Don't know	0	0	1	0
Please provide any additional comments:	10			
<i>answered question</i>	<b>107</b>			
<i>skipped question</i>	<b>4</b>			

### Comments:

Le soutien de l'ONU est à la fois substantiel et catalytique pour favoriser la mobilisation d'autres partenaires et d'autres ressources.

**The UN support is substantial and catalytic at the same time in facilitating the mobilization of other partners and resources.**

Les organismes qui ont collaboré avec notre pays étaient efficaces dans la mesure des ressources disponibles.

**The agencies collaborating with our country were efficient to the extent of available resources.**

Le souci d'économie coûte que coûte et la lenteur de réaction de certaines agences portent parfois préjudice à la qualité et à l'atteinte des résultats

**An excessive concern about savings and the slow reaction of some agencies can hamper quality and results.**

Le tiers de financement sert souvent au fonctionnement interne des organismes de l'ONU

**One third of funds are often used for UN institutions internal management.**

For those that we work with, there is still room for improvement

There are areas rooms for improvement but generally we are happy with the UN

The UN in [country] is inefficient in two ways - neither efficient nor don't allocate resources efficiently neither do they produce services efficiently – and therefore efficiency is not a concept that applies to the UN activities in [country].

<b>25 a. Please mention below any UN agencies that are highly efficient in the way they provide support to your country: -By Income groups</b>					
Entity	Low Income countries (27)	Lower Middle Income Countries (31)	Upper Middle Income Countries (15)	Other Income Groups (5)	Total
UNDP	18	26	10	4	58
WFP	7	5	0	0	12
UNICEF	20	19	5	0	44

WHO	10	10	6	0	26
UNHCR	1	2	1	0	4
FAO	8	6	3	0	17
UNFPA	14	7	3	0	24
UNRWA	0	0	0	0	0
ILO	1	3	1	0	5
IFAD	3	3	0	0	6
UNESCO	3	1	2	0	6
UNAIDS	3	4	0	0	7
UNODC	1	1	1	0	3
UNIDO	1	3	1	0	5
UNEP	1	1	1	0	3
OCHA	1	0	1	0	2
IAEA	0	2	0	0	2
UN-Habitat	1	1	0	0	2
UNIFEM/U NWomen	1	2	1	0	4
ICAO	0	0	0	0	0
OHCHR	2	0	0	0	2
UNDESA	0	1	0	0	1
ITC	0	1	0	0	1
UNOPS	1	2	0	0	3
UNCDF	1	0	0	0	1
UNCTAD	1	1	0	0	2
UNV	0	0	0	0	0
WMO	1	0	0	0	1
ECLAC	0	1	0	0	1
ESCAP	1	0	1	0	2
WIPO	0	2	0	0	2
ECE	0	1	0	0	1
IMO (Maritime)	0	0	0	0	0
IOM (Migration)	1	1	0	0	2
ITU	0	2	0	0	2
ECA	0	1	0	0	1
UPU	0	1	0	0	1
UNWTO	0	1	0	0	1
ESCWA	0	0	0	1	1
					255

**25 b. Please mention below any UN agencies that need to pay more attention to providing support in an efficient manner: -By Income groups**

Entity	Low Income countries (18)	Lower Middle Income Countries (20)	Upper Middle Income Countries (11)	Other Income Groups (3)	Total
UNDP	7	2	2	0	11
WFP	3	1	0	0	4
UNICEF	4	0	1	0	5
WHO	1	1	0	0	2
UNHCR	0	2	0	0	2
FAO	3	1	1	0	5
UNFPA	2	1	1	0	4
UNRWA	0	0	0	0	0
ILO	2	1	0	0	3
IFAD	1	1	0	0	2
UNESCO	3	1	2	1	7
UNAIDS	3	1	1	0	5
UNODC	0	1	1	0	2
UNIDO	2	2	1	0	5
UNEP	0	1	1	0	2
OCHA	2	0	0	0	2
IAEA	0	0	0	0	0
UN-Habitat	1	1	2	0	4
UNIFEM/U NWomen	2	1	1	0	4
ICAO	0	0	0	0	0
OHCHR	0	0	0	0	0
UNDESA	0	0	0	1	1
ITC	0	0	0	0	0
UNOPS	0	1	1	0	2
UNCDF	0	0	0	0	0
UNCTAD	1	1	0	0	2
UNV	1	0	0	0	1
WMO	0	0	0	0	0
ECLAC	0	0	0	0	0
ESCAP	0	0	0	0	0
WIPO	0	1	0	0	1
ECE	0	0	0	0	0



IMO (Maritime)	0	0	0	0	0
IOM (Migration)	0	0	1	0	1
ITU	0	0	0	0	0
ECA	0	0	0	0	0
UPU	0	0	0	0	0
UNWTO	1	1	0	0	2
ESCWA	0	0	0	0	0
					79

**26. Please suggest any measures that would improve the UN's efficiency in your country:**

Answer Options	Response Count
<i>answered question</i>	<b>60</b>
<i>skipped question</i>	<b>51</b>

<b>26. Ways to improve UN efficiency:</b>					
UN Reform	National ownership	Use of national systems and capacities	Monitoring and Evaluation	Transparency	Other
28	19	18	6	5	8

**Comments/Suggestions:**

La mejora en la armonización de los procedimientos resulta de fundamental importancia para mejorar la eficiencia de las NNUU, en la medida que sigan existiendo sistemas diferentes que reportan a las Sedes con mecanismos propios de cada agencia no se contribuirá a una real eficiencia de un SNU consolidado <b>The harmonization of procedures is of critical importance to improve UN efficiency to the extent there are still different reporting systems to HQ and each agency has its own mechanisms, which will not help towards the efficiency of a consolidated UN System.</b>
Employ native experts who have an experience with the economy rather than those from outside.
Reduction of transaction costs through joint planning mechanisms
Joint funding through the One Fund mechanism
Harmonization and Simplification

Improve the technical capacity and simplification of some business processes such as FACE/ATLAS
Use of national procurement system, avoid duplication in program activities, use of national experts
Transfer from project to sectoral approach
UN system should involve the government more in the process of planning and implementing of their programme
Adherence to the aid coordination framework and regular meetings with relevant UN agencies
As per point 9 and 18 above
Timely performance. Closer coordination.
Use of government systems in aid delivery
Policy dialogue between the Government focal point and UNCT & UNRC very important, the coming UNDAF has to build on the lesson learned from the previous.
To focus on the monitoring and evaluation of the projects
To strengthen the UN's presence in county by expanding the current UN joint presence office.
Headquarters need to advise country offices in a timely manner the quantum of resources to which they will have access. The uncertainty causes inefficiency in the way in which the agencies respond to country requests.
Efficient allocation of funding
Improve its efforts by closely and openly working with Government officers in a collaborative manner.
Coordinación para el monitoreo y evaluación conjunto. <b>Coordination of joint monitoring and evaluation.</b>
Prévoir des évaluations conjointes et périodiques des projets en cours. <b>Envision joint and periodic evaluations of ongoing projects.</b>
Pay more attention to M&E issues
Pay more attention for selection experts and UN technical team
Pay more attention in capacity building as well as knowledge transfer
Regular reporting, including financial reporting
Joint decision-making
The better process of monitoring and evaluation of the achieved results, particularly with regard to the expected outcomes
There is a lot of waste in the provision of services of UN activities in [country] and that created resentment among [country nationals] towards the UN. Most of the money is wasted in overhead costs and lavish lifestyle in [city] instead of helping the poor people in [country] who need those resources the most.
UNDAF
UN efficiency would be better if agencies are better coordinated under a single banner.
DaO
It is important to encourage UN agencies to provide progress reports and also their

plans for future in order to be discussed and noted by Ministry of Planning. In previous, there were UN and World Bank Experts working from offices inside MOP, and would be more effective to have such experts again.
In-Country presence Streamline processes (i.e. one system for all UN agencies)
Engage in dialogue regularly. MFED welcomes bilateral meetings with all its resident missions in between normal country meetings to receive progress feedback and share view that can enhance programme implementation.
Delegated cooperation, harmonized approach
Get more core funding, empower the RC office, delegate country offices to do more reform at the country level taking into account the country specificities without waiting the HQ approval, need to look beyond the UN harmonization and start focusing on the use of national system such as PFM and Procurement system
ROM, Sustainability of results should be more secured and national ownership in designing and delivering the UN assistance should be used more often.
Agreement to use country systems, devolution of authorisation to field offices
Being more aware of the national goals and national developmental agenda
UNRC should enforce UN agencies to follow one gate policy in national coordination
Need to improve collaboration with national partners to speed up development, approval and implementation of annual workplans
More transparency and paperless procedures
Delivering as One is the only solution to improved efficiency of the whole UN system
Employ a local focal point/UN representative dealing mainly with liaising and co-ordinating UN activities and programmes.
They should be more proactive and come up with concrete proposals for the development of the economy instead of producing only reports.
a) Also follow national standards b) Abide by HACT principles c) Use local procurement systems
For the UNCT to inform focal point on a regular basis of the activities of UN agencies & programmes/activities should be in accordance to [country's] perspective and needs
Mantener la coordinación estrecha con el Gobierno y sus agencias, evaluar permanentemente las circunstancias, y nunca perder la comunicación y evaluaciones periódicas. <b>Maintain close coordination with Government and its agencies, constantly assess circumstances and never lose periodic communication and evaluation.</b>
Urge que adapten los mecanismos existentes de coordinación interna que emplean para que sean más efectivos. El Gobierno solicita información a las agencias y algunas nunca responden o indican que únicamente las sedes en [país] o en otros países cuentan con la información pero no toman acciones para conseguir la información y proporcionarle al Gobierno lo que piden. Esto aumenta la carga de trabajo para el Gobierno. Entonces, una forma de mejorar las consecuencias de la excesiva fragmentación sería que publiquen toda la información en la web. Todos los estudios que hacen deberían estar en la web. <b>It is urgent to adapt existing internal coordination mechanisms with the aim of making them more efficient. The Government seeks information from the agencies</b>

<p>and some of them never respond or indicate that only the headquarters in [country] or in other countries have the information available but they don't take any action to get the information and provide it to the Government requesting it. This is an additional burden for the Government. So one way to limit the consequences of excessive work fragmentation would be to publish all the information on the web. All the studies they conduct should be on the web.</p>
<p>Una mejor coordinación interagencial y con las autoridades gubernamentales. <b>A better interagency coordination and with national authorities.</b></p>
<p>Utilización de los mecanismos nacionales para la administración de los recursos externos provenientes del Sistema de Naciones Unidas. <b>Use of national mechanisms for the management of external resources coming from the UN system.</b></p>
<p>Mayor alineamiento a las prioridades de Gobierno <b>Better alignment with Government's priorities.</b></p>
<p>Plus de concertation. <b>More exchange of views/consultation.</b></p>
<p>Ciblage des actions à effet/impact positifs, allègement des procédures de financement, suivi rigoureux de financement (obligation de rendre compte-GAR) <b>Targeting action with positive effect/impact, flexible financing process, strict financing monitoring (RBM accountability)</b></p>
<p>Mettre davantage l'accent sur la qualité des biens et services, en tenir compte dans la sélection des prestataires, renforcer les capacités de suivi-évaluation et faire régulièrement l'analyse coût-efficacité. <b>Emphasize more on the quality of goods and services, taking this aspect into consideration when selecting contractors, strengthen monitoring and evaluation capacities and make regular cost-benefit analyses.</b></p>
<p>Mise en oeuvre de la réforme du SNU <b>Implementation of the UN System's reform.</b></p>
<p>Simplifier les processus d'attribution et d'exécution des aides. Multiplier les évaluations conjointes des projets. <b>Simplify aid allocation and execution processes. Conduct more joint project evaluations.</b></p>
<p>Mettre en application les suggestions de la question 22. <b>Implement the proposals contained in question 22.</b></p>
<p>Renforcer les capacités de coordination, et de leadership du Gouvernement; le respect des engagements du Gouvernement dans la mise en œuvre de Projets (fonds de contrepartie, échéances, contribution volontaire), recours à l'expertise nationale et à la coopération Sud/Sud <b>Improve Government's coordination and leadership capacities, respect Government's commitments in project implementation (counterpart funds, payment dates, voluntary contribution), use national expertise and South-South cooperation.</b></p>
<p>Accroissement des capacités en matière de l'utilisation et gestion de ressources, affectation des fonds sur les actions prioritaires et à impact visible au niveau des bénéficiaires, meilleure répartition des tâches inter-agences <b>Increase capacities for management and use of resources, allocate funds to</b></p>

**priority actions with visible impact for beneficiaries, better division of tasks among agencies.**

Ne pas seulement se focaliser sur les résultats à court terme

**Do not focus only on short-term results.**

On ne peut pas sous-estimer le rôle joué par l'organisation des Nations Unies pour l'accomplissement de ses missions en [pays] à travers toutes ses agences d'exécution. Cependant, il existe des agences dont le rendement est perceptible à travers leurs réalisations, il s'agit notamment de : PNUD, UNICEF, FAO, PAM, FNUAP, UN-Habitat, UNOPS... Beaucoup d'autres agissent sur terrain sans effets remarquables importants. Pour s'en convaincre, il suffit de se rendre compte de leur méconnaissance par le Public. Dans cette catégorie, on peut regrouper plus de 70% de ces agences. On peut néanmoins formuler quelques observations générales communes à toutes les agences : 1°) Mauvaise affectation des ressources : les fonds mis à la disposition des Etats servent surtout plus à prendre en charge le personnel du système qu'à réaliser les projets ( ± de 40 % des ressources consacrées aux dépenses du personnel) 2°) Lenteur dans les procédures de décaissement des fonds du système 3°) Méfiance inexplicable vis – a – vis du personnel local préféré aux fonctionnaires internationaux inutilement coûteux pour des compétences égales aux nationaux. 4°) De plus en plus de clientélisme dans le recrutement du personnel expatrié. 5°) Non responsabilisation de l'expertise locale dans la réalisation de certaines tâches dont ils sont capable 6°) La préparation des projets ne s'alignant pas aux politiques de développement du pays. 7°) Chevauchement des activités entre plusieurs agences. 8°) Manque de coordination entre les réalisations transversales des agences, ce qui entraîne des doubles emplois.

**The role of the United Nations Organization cannot be underestimated for the execution of its missions in [country] through all its executing agencies. However, some agencies output/productivity is noticeable through their accomplishments. Some of these are: UNDP, UNICEF, FAO, UNFPA, UN-Habitat and UNOPS. Many others are in the field but without perceptible effects. To get convinced of this fact, it is enough to realize that they are unknown to the public. More than 70% of these agencies fall under this category. Nevertheless, it is possible to make the following general observations: 1) Poor resource allocation because the funds provided to the States are mostly used to pay the system's staff who has executed the projects than for project implementation (more or less 40% of the resources are earmarked for staff expenses). 2) UN system procurement processes are slow. 3) Unexplained mistrust towards local personnel and preference for international civil servants although more uselessly costly and having the same skills as the nationals. 4) Increased favoritism in the recruitment of expatriates. 5) Lack of accountability of local skilled personnel in tasks it is capable of performing .6) project preparation is not in line with the country's development policies. 7) Duplication of activities between several agencies. 8) Lack of coordination between crosscutting areas of the agencies, also conducive to duplication.**

## Topic 4 - The UN compared with other development partners

<b>27. a Alignment of assistance with national needs and priorities. Please rate the partners on the scale 1 to 3 (with 1 as closely aligned):</b>				
	<b>1 (Closely aligned)</b>	<b>2</b>	<b>3 (Not aligned)</b>	<b>Response Count</b>
International financial institutions and other multilateral organizations	42	47	2	91
Bilateral donors	38	51	6	95
The UN	57	43	4	104
Please provide any additional comments:				15
<i>answered question</i>				<b>104</b>
<i>skipped question</i>				<b>7</b>

### Comments:

Some bilateral donors are not relatively aligned to national needs

Répondre cette question, en comparant les différents groupes, peut nous induire en erreur. En fait, parmi chaque groupe il y des bailleurs/donateurs qui s'alignent étroitement aux besoins et priorités nationaux et il y a ceux que ne le font pas avec la même efficacité.

**Answering this question and comparing different groups could be misleading. Actually in each group you have donors who are closely in line with national needs and priorities, and others who do not act with the same efficiency.**

The issue of alignment is one of the weak areas during the previous experience

Ineligible for international financial institution and multilateral organisation assistance

Some bilateral programmes are directly determined by headquarter priorities

We did not rate the 1st and 2nd items. They play an important role, which needs to be addressed on a case by case basis.

The ratings given here is the alignment of assistance with national needs and not alignment to systems, policies, etc.

It is not possible to talk about bilaterals and multilaterals as homogenous groups.

The World Bank, IMF and other international financial institutions do not have significant engagement with [country].

Some other assistance provided by bilateral donors like Japan and Korea are strongly aligned with national priorities because of depending on Needs Hearing Surveys.

As mentioned previously, programme activities need to be country driven and match country priority sequencing because country immediate need may at times not match the activities provided by UN agencies.

There a need to achieve balance between individual agency mandates and country priorities

[Country] not getting assistance from financial institutions

Le financement fourni par les institutions internationales est très varié et sa destination souvent peu maîtrisée.

**Financing provided by international institutions is very diverse, and its destination rarely controlled.**

Par rapport aux autres partenaires de développement, l'assistance de l'ONU est étroitement alignée grâce à son document de planification qui est l'UNDAF avec des possibilités de révision périodique pour actualiser l'alignement.

**Compared to other development partners, UN's assistance is closely aligned on the basis of the UNDAF, which is its planning document offering periodic reviewing opportunities aimed at re-alignment.**

<b>27. b Ability to respond quickly to new development needs and priorities. Please rate the partners on the scale 1 to 3 (with 1 as very responsive):</b>				
	<b>1 (Very responsive)</b>	<b>2</b>	<b>3 (Not at all responsive)</b>	<b>Response Count</b>
International financial institutions and other multilateral organizations	22	61	10	93
Bilateral donors	23	67	7	97
The UN	46	54	6	106
Please provide any additional comments:				11
<i>answered question</i>				<b>106</b>
<i>skipped question</i>				<b>5</b>

### **Comments:**

Conviene señalar que dentro de cada uno de estos grupos las diferencias en la interna son importantes

**It should be noted that within each group there are considerable differences.**

Les mêmes commentaires que ceux de la question précédente.

**Same comments as for the previous question.**

We did not rate the 1st and 2nd items. They play an important role, which needs to be addressed on a case by case basis.

It is not possible to talk about bilaterals and multilaterals as homogenous groups.

The World Bank, IMF and other international financial institutions do not have significant engagement with [country].

UN is slow in comparison. Limited bilateral donors makes things easier.

There are improvements that have been observed, but there is still much to be improved on the responsiveness of donors.

Financing modalities used determine ability to respond quickly

More support is coming from Eastern partners.

This situation is as [country] is no longer eligible for assistance from most bilateral donors

En dehors de certaines agences qui sont un peu lentes dans leur réponse aux nouveaux besoins et priorités en matière de développement, l'ONU a dans l'ensemble une capacité de réponse plus rapidement que les autres partenaires grâce à sa grande proximité à travers la représentation nationale de ses agences et la collaboration étroite avec les partenaires nationaux même en situation de crise.

**Apart from some agencies that are rather slow in their response to the new needs and priorities in terms of development, the UN as a whole has a faster response capability than other partners because of its outreach through national representation of its agencies and its close cooperation with national partners, even in crisis /emergency situation.**

<b>27. c Quality of advice on development policies and strategies. Please rate the partners on the scale 1 to 3 (with 1 as high quality):</b>				
	<b>1(High quality)</b>	<b>2</b>	<b>3 (Low quality)</b>	<b>Response Count</b>
International financial institutions and other multilateral organizations	42	45	4	91
Bilateral donors	28	61	4	93
The UN	51	50	3	104
Please provide any additional comments:				9
<i>answered question</i>				<b>104</b>
<i>skipped question</i>				<b>7</b>

### Comments:

Definir calidad de asesoramiento supone un desafío, no existen insumos sólidos para dar una respuesta



### **Assessing quality advice amounts to a challenge and there is no strong basis for an answer.**

In terms of policies & strategies these areas show poor quality among the majority of development partners

We did not rate the 1st and 2nd items. They play an important role, which needs to be addressed on a case by case basis.

Bilateral and financial institutions do not give advice that really suit development needs because they mainly give advice that is reflective of their country policy and business interest.

It is not possible to talk about bilaterals and multilaterals as homogenous groups.

The World Bank, IMF and other international financial institutions do not have significant engagement with [country].

We base quality advice on the basis of its practicality and effective application and sustainability overtime.

The UN does not always provide the best quality level of expertise at the time assistance is requested - government is not always involved in the selection

Grâce à son UNDAF, l'ONU définit des stratégies plus appropriées pour atteindre les résultats de développement attendus au niveau du pays.

**Thanks to the UNDAF, the UN defines more appropriate strategies to attain the development results desired by the country.**

<b>27. d Effectiveness in providing support in politically sensitive areas.</b>				
<b>Please rate the partners on the scale 1 to 3 (with 1 as very effective):</b>				
	<b>1 (Very effective)</b>	<b>2</b>	<b>3 (Not at all effective)</b>	<b>Response Count</b>
International financial institutions and other multilateral organizations	19	52	13	84
Bilateral donors	19	57	12	88
The UN	49	44	7	100
Please provide any additional comments:				7
<i>answered question</i>				<b>100</b>
<i>skipped question</i>				<b>11</b>

### **Comments:**

There is good will but it challenge by security problem

The neutrality of the organizations' has afforded them general acceptance even in areas that are sensitive

It is not possible to talk about bilaterals and multilaterals as homogenous groups.  
The World Bank, IMF and other international financial institutions do not have significant engagement with [country].

Politically sensitive areas are a national domain

Political neutrality of the UN is a positive

L'ONU à travers ses conseillers/consultants et son appui financier aide davantage le pays à se doter de documents de politiques/stratégie dans les secteurs des OMD. C'est le cas par exemple de la stratégie d'intégration du genre dans les politiques, programmes et projets de développement, de la politique nationale d'équité et d'égalité de genre assorti de plan d'action.

**With its advisers/consultants and financial support, the UN provides more help to the country to develop policy/strategy documents in the MDG sectors. That is the case, for example, of mainstreaming gender in development policies, programmes and projects, and in the national policy on gender equity and equality, with action plans.**

<b>27. e Effectiveness in achieving planned results on time. Please rate the partners on the scale 1 to 3 (with 1 as very effective):</b>				
	<b>1 (Very effective)</b>	<b>2</b>	<b>3 (Not at all effective)</b>	<b>Response Count</b>
International financial institutions and other multilateral organizations	18	71	4	93
Bilateral donors	16	74	3	93
The UN	26	76	3	105
Please provide any additional comments:				7
<i>answered question</i>				<b>106</b>
<i>skipped question</i>				<b>5</b>

### **Comments:**

The plan only reflects the views of the other parties.

We did not rate the 1st and 2nd items. They play an important role, which needs to be addressed on a case by case basis.

It is not possible to talk about bilaterals and multilaterals as homogenous groups.  
The World Bank, IMF and other international financial institutions do not have significant engagement with [country].

World Bank is one of the main multilateral development organizations that achieving results effectively on time

Gradual adoption of results focused approach

L'ONU devrait être plus efficace que les autres avec son UNDAF si elle mobilise plus de ressources pour soutenir la réalisation des activités.

**The UN should be more efficient than others thanks to the UNDAF if it mobilizes more resources to enable activities to be implemented.**

<b>27. f Transparency in decision-making on assistance. Please rate the partners on the scale 1 to 3 (with 1 as very transparent):</b>				
	<b>1(Very transparent)</b>	<b>2</b>	<b>3 (Not at all transparent)</b>	<b>Response Count</b>
International financial institutions and other multilateral organizations	24	58	8	90
Bilateral donors	20	60	11	91
The UN	31	68	5	104
Please provide any additional comments:				7
<i>answered question</i>				<b>104</b>
<i>skipped question</i>				<b>7</b>

### Comments:

Les mêmes commentaires que ceux de la question a. et b. L'appréciation sur la Transparence doit se faire de façon individuelle que par groupe.

**Same comments as for question a) and b). Transparency appraisal must be done individually instead of by group.**

Trust is missing, need to be build

We did not rate the 1st and 2nd items. They play an important role, which needs to be addressed on a case by case basis.

It is not possible to talk about bilaterals and multilaterals as homogenous groups.

The World Bank, IMF and other international financial institutions do not have significant engagement with [country].

Information flow to the government not always the best

Les institutions financières internationales sont plus directes dans la prise de décision sur l'assistance.

**International financial institutions are more direct in decision-making related to assistance.**

### **27. g Willingness to collaborate with other external development**

<b><i>partners at the country level.</i> Please rate the partners on the scale 1 to 3 (with 1 as very willing):</b>				
	<b>1 (Very willing)</b>	<b>2</b>	<b>3 (Not at all willing)</b>	<b>Response Count</b>
International financial institutions and other multilateral organizations	41	48	5	94
Bilateral donors	37	52	5	94
The UN	66	40	0	106
Please provide any additional comments:				6
<b><i>answered question</i></b>				<b>106</b>
<b><i>skipped question</i></b>				<b>5</b>

### **Comments:**

Not clear as the ground is not on equal basis with the GOVERNMENT to assess the collaboration.

We did not rate the 1st and 2nd items. They play an important role, which needs to be addressed on a case by case basis.

It is not possible to talk about bilaterals and multilaterals as homogenous groups.

The World Bank, IMF and other international financial institutions do not have significant engagement with [country].

Recent improvements evident because the Government has been proactive in donor coordination

La collaboration de fait surtout avec l'Union Européenne.

**The main collaboration is with the European Union.**

<b><i>28. Your Government has noticed that collaboration between the World Bank and the UN has improved over the past four years: -By Income groups</i></b>					
	<b>Income group</b>				
	<b>Low Income Country (LIC)</b>	<b>Lower Middle Income Country (LMIC)</b>	<b>Upper Middle Income Country (UMIC)</b>	<b>High Income Country</b>	<b>Response Count</b>
Strongly agree	5	6	1	2	
Somewhat agree	14	22	13	1	
Somewhat disagree	4	5	5	0	

Strongly disagree	1	0	1	0	
Don't know	2	3	11	1	
Not applicable	2	1	3	0	
					103
Please provide any additional comments:					7
<i>answered question</i>					<b>103</b>
<i>skipped question</i>					<b>8</b>

**28. Your Government has noticed that collaboration between the World Bank and the UN has improved over the past four years: -Only DaO Countries**

Answer Options	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Not applicable	Response Count
	2	2	1	0	3	0	8
Please provide any additional comments:							0
<i>answered question</i>							<b>8</b>
<i>skipped question</i>							<b>0</b>

**28. Your Government has noticed that collaboration between the World Bank and the UN has improved over the past four years: -HC countries vs. countries without HC**

		Does the UN have a UN Humanitarian Coordinator in the country?	
Answer Options		Yes	No
Strongly agree		4	10
Somewhat agree		10	40
Somewhat disagree		5	9
Strongly disagree		1	1
Don't know		1	16
Not applicable		1	5
Please provide any additional comments:			7
<i>answered question</i>			<b>103</b>
<i>skipped question</i>			<b>8</b>

<b>28. Your Government has noticed that collaboration between the World Bank and the UN has improved over the past four years: -IM countries vs. countries without IM</b>		
	<b>Does the country have an Integrated Mission (IM)?</b>	
<b>Answer Options</b>	<b>Yes</b>	<b>No</b>
Strongly agree	3	11
Somewhat agree	5	45
Somewhat disagree	0	14
Strongly disagree	0	2
Don't know	0	17
Not applicable	1	5
Please provide any additional comments:		7
<i>answered question</i>		<b>103</b>
<i>skipped question</i>		<b>8</b>

### Comments:

Since the activities of World Bank are limited in [country], it is not appropriate to comment on this issue.

Nous n'avons pas la situation de collaboration entre les deux institutions.  
**We don't have a situation of collaboration between the 2 institutions.**

La concurrence entre la Banque Mondiale et l'ONU désoriente de temps en temps le Gouvernement  
**Competition between the World Bank and the UN sometimes baffles the Government.**

La Banque Mondiale est membre de l'équipe pays et participe régulièrement aux rencontres et activités organisées par les agences  
**The World Bank is a country team member, and takes part regularly in meetings and activities organized by the agencies.**

Oui, à travers un cadre de concertation Etat-partenaires mis en place par le Gouvernement  
**Yes, via a Government-established consultation framework between the State and partners**

No perceptible difference

Many good initiatives took place

**29. Lastly, please select the five most important areas for UN assistance to your country in the next four years, from the following list: -By Income groups**

	Income group				Response Count
	Low Income Country (LIC)	Lower Middle Income Country (LMIC)	Upper Middle Income Country (UMIC)	High Income Country	
Environment and sustainable development (including climate change, water and environmental sanitation)	17	28	30	5	80
Health	19	28	17	2	66
Poverty reduction	15	27	17	1	60
Education	18	21	13	3	55
Economic growth and employment	13	12	18	2	45
Governance and public administration	7	19	13	3	42
Agriculture and rural development	14	16	7	0	37
Gender equality	6	6	13	3	28
Knowledge and technology transfer	6	5	11	3	25
Human rights and equity	5	9	8	2	24
Disaster risk reduction	5	9	8	0	22
Decentralization	2	6	5	0	13
Food and nutrition	5	5	2	0	12
Industry, trade and investment	3	2	6	1	12
Peace-building and early-recovery	6	5	1	0	12
Humanitarian assistance	3	1	3	0	7
Others: Please specify	1	1	2	0	4
<i>answered question</i>					109
<i>skipped question</i>					2

**29. Lastly, please select the five most important areas for UN assistance to your country in the next four years, from the following list: -Only LDC countries**

	Response Percent	Response Count
Poverty reduction	57.6%	19
Health	66.7%	22
Education	63.6%	21
Environment and sustainable development (including climate change, water and environmental sanitation)	63.6%	21

Agriculture and rural development	45.5%	15
Food and nutrition	12.1%	4
Governance and public administration	33.3%	11
Decentralization	9.1%	3
Human rights and equity	18.2%	6
Humanitarian assistance	9.1%	3
Knowledge and technology transfer	12.1%	4
Gender equality	18.2%	6
Economic growth and employment	39.4%	13
Industry, trade and investment	9.1%	3
Disaster risk reduction	15.2%	5
Peace-building and early-recovery	24.2%	8
Others: Please specify	3.0%	1
<i>answered question</i>		33
<i>skipped question</i>		1

**29. Lastly, please select the five most important areas for UN assistance to your country in the next four years, from the following list: -Only SIDS countries**

	Response Percent	Response Count
Poverty reduction	57.9%	11
Health	57.9%	11
Education	52.6%	10
Environment and sustainable development (including climate change, water and environmental sanitation)	78.9%	15
Agriculture and rural development	31.6%	6
Food and nutrition	10.5%	2
Governance and public administration	42.1%	8
Decentralization	10.5%	2
Human rights and equity	21.1%	4
Humanitarian assistance	5.3%	1
Knowledge and technology transfer	21.1%	4
Gender equality	26.3%	5
Economic growth and employment	47.4%	9
Industry, trade and investment	15.8%	3
Disaster risk reduction	15.8%	3
Peace-building and early-recovery	5.3%	1
Others: Please specify	0.0%	0
<i>answered question</i>		19
<i>skipped question</i>		1



**29. Lastly, please select the five most important areas for UN assistance to your country in the next four years, from the following list: -Only HC countries**

	Response Percent	Response Count
Poverty reduction	59.1%	13
Health	59.1%	13
Education	40.9%	9
Environment and sustainable development (including climate change, water and environmental sanitation)	63.6%	14
Agriculture and rural development	54.5%	12
Food and nutrition	13.6%	3
Governance and public administration	27.3%	6
Decentralization	13.6%	3
Human rights and equity	22.7%	5
Humanitarian assistance	9.1%	2
Knowledge and technology transfer	13.6%	3
Gender equality	13.6%	3
Economic growth and employment	45.5%	10
Industry, trade and investment	4.5%	1
Disaster risk reduction	27.3%	6
Peace-building and early-recovery	27.3%	6
Others: Please specify	4.5%	1
<i>answered question</i>		22
<i>skipped question</i>		1

**Comments (other areas):**

Social protection

South-South and Triangular Cooperation

Inclusive growth, economic competitiveness

Indique cuáles - Combate a la delincuencia organizada transnacional y combate a la corrupción.  
**Indicate which ones - Fight transnational organized crime and corruption.**