

Introduction

Welcome to this survey on progress in implementing UN General Assembly resolution 67/226 on the 2012 quadrennial comprehensive policy review (QCPR) of UN operational activities for development.

The survey is an essential part of establishing a baseline for monitoring the implementation of the QCPR resolution as regards UN operations at the country level, particularly their coherence, relevance, effectiveness and efficiency. The results of the survey will be reported annually to the General Assembly and ECOSOC, as requested by the resolution.

The survey respondents are United Nations Resident Coordinators in UN programme countries. Only one survey response can be accepted per country/location.

Please note that the software allows you to exit the questionnaire and reopen it later provided you use the same computer. Your answers will be saved. You can also navigate forwards and backwards within the questionnaire.

Responses and comments will be treated in strict confidence. The reporting will not contain any data or statement from which a reader can identify the source of any answers or comments.

Please note that in this questionnaire the term 'UN agencies' is used as shorthand for UN specialized agencies, UN funds and programmes, and departments of the UN Secretariat.

Please complete the questionnaire by Friday, 26 April 2013, and click the "Exit Survey" button when you have finished it.

If you have any questions, please contact Mr. Liu Huanyu at liuh@un.org.

This survey takes approximately 45 minutes to complete. Your cooperation with this important exercise is highly appreciated!

Country Profile

1. Please select your country/location from the list below:

Other (please specify)

2. Please indicate your functions.

Please check all that apply.

- Resident Coordinator/Resident Coordinator a.i.
- Designated Official
- UN Humanitarian Coordinator/UN Humanitarian Coordinator a.i.
- Deputy Special Representative of the Secretary-General
- Executive Representative of the Secretary-General
- Deputy Special Coordinator
- Director of UN Information Centre

Other (please specify)

3. Do you serve as Resident Coordinator or Resident Coordinator a.i. for more than one country/territory?

- Yes
- No

Country Profile

4. Please indicate the number of UNCTs in which you serve, and for the remaining questions in the survey, please respond with reference to your country of residence.

- 1
- 2
- 3
- more than 3

5. Please indicate which UN country analysis processes are used in your country.

- Common country assessment (CCA)
- Selective country analyses specifically to support the UNDAF process
- Neither of the above

6. At the country analysis stage, the UNCT needs data that is disaggregated by various population groups as a basis for UNDAF (or equivalent instrument) strategies that properly address their specific situations and needs.

Please indicate below the extent to which the UNCT had access to adequate data on the following population break-downs:

	Very adequate data	Somewhat adequate data	Somewhat inadequate data	Very inadequate data	This topic is not applicable in this country
Income level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Age	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minorities (ethnic, religious, language, other)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indigenous peoples	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please indicate which UN programming frameworks are used in your country.

Please check all that apply.

- United Nations Development Assistance Framework (UNDAF)
- UNDAF Action Plan (UNDAP)
- UN integrated strategic framework or similar framework, in a transition country
- UN common country programme document
- Common operational document of the UNDAF (COD)
- None of the above

8. Please explain what programming instrument is used by your UNCT?

9. The activities of the UN and the country's development needs and priorities are...

- ...very closely aligned.
- ...closely aligned.
- ...somewhat aligned.
- ...not aligned at all.

10. The efforts of the UN are focused on assisting the country in achieving the Millennium Development Goals (MDGs):

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

11. Is the UNDAF period aligned with the Government's medium-term planning cycle (where applicable)?

- Yes
- No
- Not applicable

Programme

12. Please explain why:

13. Please indicate the status of the country in regards to Delivering as One (DaO).

- DaO pilot
- Self-starter
- Government has requested DaO
- Government is actively considering DaO
- Not a DaO country but we are applying some of the DaO approaches.
- Government not considering DaO

Programme

14. Please specify which DaO approaches you are implementing.

Please select all that apply.

(Please note that the approaches listed here are taken from the DaO Standard Operating Procedures (SOPs) as announced by the UNDG Chair in her message entitled '[cpn] UNDG Strategic Priorities 2013-2016 / Standard Operating Procedures for Delivering as One'.)

- One Leader
- One Programme
- One Budgetary Framework
- Operating as One
- Communicating as One

Other (please specify)

15. UNDAF (or equivalent instrument) strategic prioritization means that agencies agree to refrain from doing things that are important within their individual mandates and priorities, either because the issue is not a national priority or there is no clear UN comparative advantage.

Do you agree that the UNDAF process resulted in prioritization in this sense?

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

16. Regarding the preparation of the UNDAF (or equivalent instrument) please check one of the following:

- The UNDAF was prepared during the penultimate year of the previous UNDAF
- The UNDAF was prepared in the first half of the final year of the previous UNDAF (as provided for in the DaO Standard Operating Procedures)
- Other

Please explain:

17. Individual agency country programmes can be considered as a sub-set of the UNDAF (or equivalent instrument).

For each of the agencies listed below, based on the information available to you, please indicate whether all the outcomes in their country programme (or equivalent) document are reflected in the UNDAF and whether the outcome descriptions in the country programme are identical to the outcome descriptions in the UNDAF.

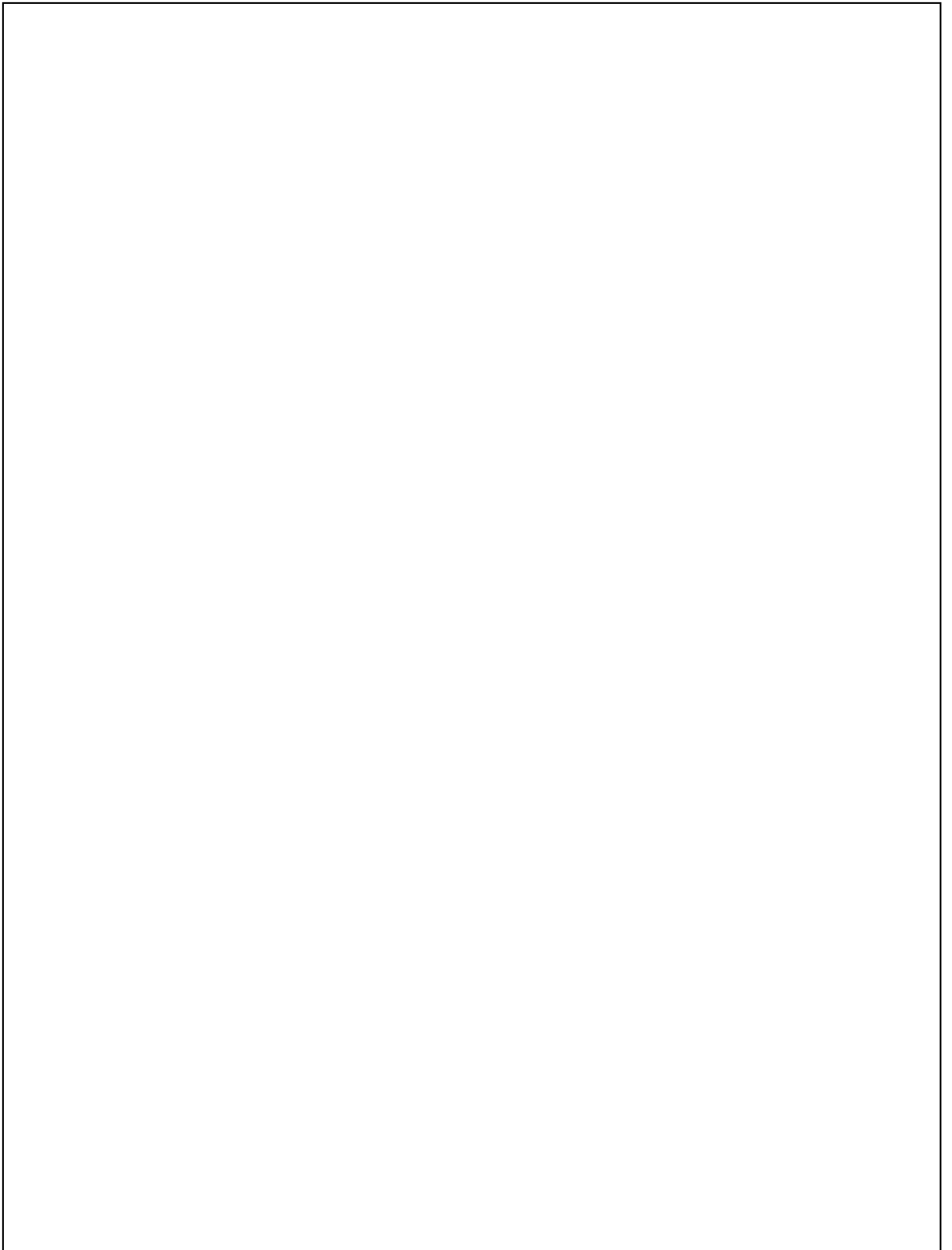
Please select all that apply.

	Some outcomes are outside of the framework of the UNDAF	All outcomes are related to the UNDAF	Outcome descriptions are identical to outcome descriptions in the UNDAF	Don't know	Not applicable
AO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IFAD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ILO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OCHA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNAIDS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNCDF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNCTAD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNDP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNESCO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNEP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNFPA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNHCR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UN-HABITAT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNICEF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNIDO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNOPS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNV	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UN Women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WFP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WHO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Agency/Organisation:

18. Is there a joint Government-UN Steering Committee (or similar body) on the UNDAF (or equivalent instrument)?

- Yes
- No



Programme

19. Did the joint Steering Committee (or similar body) conduct an annual review of the UNDAF (or equivalent instrument) in the past 12 months?

- Yes
- No
- Other

Please specify:

20. Was there a formal evaluation of the UNDAF (or equivalent instrument) during the last five years?

- Yes
- No

Programme

21. Was a management response prepared on the UNDAF (or equivalent instrument) evaluation?

- Yes
- No

22. Did the UNCT face any specific challenges regarding participation in the UNDAF (or equivalent instrument) process by any individual non-resident agency (NRA)?

- Yes
- No

Programme

23. Please explain briefly:

24. Was a national capacity assessment conducted at the country analysis stage?

- Yes
- No

Programme

25. Was a comparable assessment available to the UN country team (UNCT) prepared earlier by the UN system, by the government or another partner?

- Yes
- No

26. Does the UN country team (UNCT) have an agreed strategy for supporting national capacity development?

- Yes, it is built into the UNDAF and the UNCT also has a separate strategy
- Yes, it is built into the UNDAF but the UNCT does not have a separate strategy
- No

Programme

27. How often is the strategy reviewed?

- More than once a year
- Once a year
- Once in two years
- Less frequently than once in two years

28. Please indicate the extent to which you agree or disagree that the UN system in the country uses the specified national capacities as much as possible.

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
Uses national experts in the design of programmes and projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses national institutions in the design of programmes and projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses national procurement systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses national financial systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses national monitoring and reporting systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses national evaluation capacities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments you might have:

29. Does the UNCT have a joint training plan to strengthen the financial management capacity of implementing partners in your country?

- Yes
- No

30. Please estimate the share of UN funds in your country that are implemented through UN agency execution or implementation.

- less than 25%
- 25-50%
- 51-75%
- more than 75%

31. Considering the financial management and other capacities available in the country, to what extent do you agree that the UN system is using parallel implementation units (PIUs) more than necessary?

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

32. There is still some UN agency execution or implementation in the country because...

Please check all of the following statements that apply.

- ...the rules of some agencies do not allow them to transfer funds to the Government or other national institutions.
- ...the institutions in the country do not have the requisite capacities.
- ...the Government prefers UN agency implementation because the activities are of a small scale (e.g., a short-term international consultant) and it is more efficient that the UN agency does the work.
- ...the Government prefers UN agency implementation in some sensitive areas because it values the UN's neutrality.
- Other

Please specify:

33. In paragraph 58 of resolution 67/226, the GA calls on the UN system to support “transparent and accountable national development processes, in order to target and empower the poor and people in vulnerable situations;”

Do you agree that the UNDAF (or equivalent instrument) places sufficient emphasis on actions to empower the poor and people in vulnerable situations, as called for in the resolution?

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

34. The following table is designed to highlight the work of the UN system in your country in relation to selected thematic areas of activity.

For each of the following areas of activity, please indicate:

1. Which areas are covered by a results group (Results groups may also be known as programme coordination groups, outcome groups or theme groups.);

2. Which areas have one or more joint programmes; and,

3. In which areas have the results groups ensured that participants can access each other's knowledge networks.

Please select all that apply.

	Results group	Joint Programme	Agencies are able to access each other's knowledge network
Poverty reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment and sustainable development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge and technology transfer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender equality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disaster risk reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peace-building and early recovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
South-south cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agriculture and rural development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food and nutrition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance and public administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decentralization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human rights and equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Humanitarian assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic growth and employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industry, trade and investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)

35. Regarding the work planning of results groups, please check one of the following:

- Results groups have their own workplans on top of agency specific work plans.
- Results groups do not have own work plans.
- Other

Please explain:

36. Did the UNCT prepare an annual UN system results report in the last year?

- Yes
- No

37. Please rate the degree to which the UN system result report...

	Fully	Partially	Not at all
...was structured around the UNDAF outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...was linked to national development results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...informed government on the results of the UNCT as a whole	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. Considering the demands of joint reporting, how important do you think it is for the UN agencies to harmonize their results-based management systems?

- Very important
- Somewhat important
- Slightly important
- Not at all important

39. How effective was the support received by the UNCT from the regional commission over the last two years?

- Very effective
- Somewhat effective
- Slightly effective
- Not effective at all
- Don't know/insufficient information available

40. Based on your experience, how much potential does the regional commission have to make a larger contribution to the work of the UNCT?

- Great potential
- Moderate potential
- Small potential
- No potential

41. Please note that the following two questions refer to UNCTs in transition countries only. Please check "not applicable" if you are not located in a transition country.

Should the UN system be giving higher priority to preventing spillover effects in the region/subregion (e.g., subregional strategy needed but not in existence)?

- Yes
- No
- Don't know
- Not applicable

42. Was a post-conflict needs assessment carried out in your country in the past year by the UN and/or the World Bank?

Please check all that apply.

- Independent assessment by the UN
- Independent assessment by the World Bank
- Joint assessment by the UN and World Bank
- No assessments carried out
- Not applicable

43. How effective is the cooperation between the UNCT and the Bretton Woods Institutions, especially the World Bank, at the country level?

- Very effective
- Somewhat effective
- Slightly effective
- Not at all effective

44. How effective is the cooperation between the UNCT and the regional banks at the country level?

- Very effective
- Somewhat effective
- Slightly effective
- Not at all effective

45. Is there evidence that the Government provides or intends to provide development cooperation to other countries (e.g., South-South cooperation or other peer-to-peer exchange platforms)?

- Yes
- No

46. To what extent has the Government sought and received UNCT support in providing such cooperation?

- To a large extent
- To a moderate extent
- To a small extent
- Not at all

47. Has the UNCT completed the gender scorecard in your country?

- Yes
- No

Programme

48. When does the UNCT plan to complete the gender scorecard?

- This year
- Next year
- A later year (Please specify in the comment box below.)
- No plans at present

Please specify:

49. Does the UNCT have a policy on the use of gender markers to track allocations and expenditures on gender equality and the empowerment of women?

- Yes
- No

50. Does your country have an up-to-date disaster risk reduction strategy?

- Yes
- Yes, but it is over 3 years old.
- No

Programme

Funding

51. The concept of a Common Budgetary Framework (CBF), as an integral part of the UNDAF Action Plan, was developed to serve as a comprehensive and results-based planning and management instrument for financial requirements and identified funding gaps for the entire UNDAF programming period (see UNDAF Action Plan Guidance Note, Annex 3 of October 2010).

A current and publicly accessible CBF is also meant to serve as an instrument to enhance transparency by providing programme country governments, development cooperation partners (donors) and other stakeholders with a simplified single reference document that covers the UN funding situation at any point in time during the programming cycle.

The extent to which the CBF serves the purposes for which it is intended can be used as an indication of coherence in overall planning, management and communication relating to mobilizing the financial resources to support coherent UN operational activities for development at the country level.

Does a Common Budgetary Framework (CBF) exist covering the current UNDAF (or equivalent instrument) programming period in your country?

- Yes
- No

Funding

52. How often is the CBF formally updated?

- More than once a year
- Once a year
- Less frequently

53. Is the CBF at all times accessible for the government, development cooperation partners (donors) and other stakeholders?

	Yes	No
Government	<input type="radio"/>	<input type="radio"/>
Development cooperation partners (donors)	<input type="radio"/>	<input type="radio"/>
Other stakeholders	<input type="radio"/>	<input type="radio"/>

54. Does the UNCT in your country have a joint resource mobilization strategy?

- Yes
- No

55. To what extent is the CBF used as the basis of a deliberate UN system joint resource mobilization strategy in your country?

- To a large extent
- To moderate extent
- To a small extent
- To no extent
- Not applicable

56. Please select below the first year of operation of your current UNDAF (or equivalent instrument).

- 2013
- 2012
- 2011
- 2010
- 2009
- Not applicable

Other (please specify)

57. For the current UNDAF (or equivalent instrument) period, what percentage of total UN-system activities do you know, or estimate, to be captured by the CBF?

- Less than 50% 50-75% More than 75% Don't know Not applicable

58. Please estimate what percentage of the funding requirements stated in the CBF is currently available or firmly committed.

- 0-20%
 21-40%
 41-60%
 61-80%
 81-100%
 Not applicable

59. Is there a One-UN-Fund in your country?

- Yes
 No

Funding

60. Please estimate the percentage of available or firmly committed resources that are channeled through the One-UN-Fund in your country.

- 0-10%
- 11-20%
- 21-30%
- 31-40%
- 41-50%
- more than 50%

61. Regarding non-core funding, have you observed a trend in your country towards pooled funding arrangements as against funding that is single donor, single project specific?

- Strong positive trend
- Slight positive trend
- No noticeable trend
- Slight negative trend
- Strong negative trend

62. 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 the country's needs and priorities:

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

63. Regarding the additional donor-funded activities of UN agencies, in general, please assess the extent of their alignment with the UNDAF (or equivalent framework):

- Fully aligned
- Aligned to a great extent
- Aligned to a moderate extent
- Aligned to a small extent
- Not aligned at all

Optional comments:

64. Joint programmes

In accordance with the 2003 guidelines on joint programming and the UNDG revised standard joint programme document issued in April 2008, the minimum requirements for a joint programme include a joint programme document that incorporates a results framework, a joint programme monitoring framework and a related budget.

The 2003 guidelines also provide for joint annual work planning with a related budget involving two or more UN organizations and national partners, and for a single agency to take responsibility for joint annual reporting.

Please estimate the percentage of currently available or committed UN resources in your country that are channeled through joint programmes.

- 0-20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%

65. Please estimate the percentage of currently available or committed UN resources in your country that relate to joint programmes and that are subject to pooled or pass-through fund management arrangements (as against parallel funding).

- 0-20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%

66. Please indicate how much you agree or disagree that there are opportunities for the UN to make more use of the pooled or pass-through funding mechanisms.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

67. Based on current trends, how do you expect the UN system's share of total official development assistance (ODA) to change, if at all, in the coming years?

- Significantly increase
- Somewhat increase
- About the same
- Somewhat decrease
- Significantly decrease
- Don't know/insufficient information available to assess

68. Please provide your assessment of the current trends regarding the UN's share (that is, funds channeled through the UN) of the funds provided to the country by each of the following sources:

	Significantly increasing	Somewhat increasing	Staying about the same	Somewhat decreasing	Significantly decreasing	Don't know/insufficient information available to assess
DAC donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing country donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European Commission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Multi-lateral sources (including global funds)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-governmental organizations and private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

69. Please explain briefly what in your view are significant factors that influence the trends noted in the two preceding questions.

70. As far as you know, to what extent do UN agencies in your country compete with each other for donor funding?

- To a large extent
- To a moderate extent
- To a small extent
- Not at all

Funding

71. Please check any of the following statements that apply:

- Competition among UN agencies is healthy and the Government welcomes it.
- Competition among UN agencies creates confusion for the Government.
- Competition among UN agencies increases the workload on Government officials.
- Competition among UN agencies diverts the agencies' attention from the main tasks of providing support to the country.

72. Please indicate on the list below the areas where you have noticed competition.

- | | |
|--|---|
| <input type="checkbox"/> Poverty reduction | <input type="checkbox"/> Agriculture and rural development |
| <input type="checkbox"/> Environment and sustainable development | <input type="checkbox"/> Food and nutrition |
| <input type="checkbox"/> Knowledge and technology transfer | <input type="checkbox"/> Governance and public administration |
| <input type="checkbox"/> Gender equality | <input type="checkbox"/> Decentralization |
| <input type="checkbox"/> Disaster risk reduction | <input type="checkbox"/> Human rights and equity |
| <input type="checkbox"/> Peace-building and early recovery | <input type="checkbox"/> Humanitarian assistance |
| <input type="checkbox"/> South-south cooperation | <input type="checkbox"/> Economic growth and employment |
| <input type="checkbox"/> Health | <input type="checkbox"/> Industry, trade and investment |
| <input type="checkbox"/> Education | <input type="checkbox"/> None |

Other (please specify)

73. Based on what you know or observe, how would you assess the relationship between programme and non-programme expenditures of the UN system in your country?

Please refer to the following definitions of programme and non-programme expenditures:

Programme expenditures: relate to activities and associated costs that can be traced to specific programme components or projects, which contribute to delivery of development results contained in country/regional/global programmes and projects.

Non-programme expenditures: typically relate to activities that concern programme support, "development effectiveness", management and other activities like UN coordination, special purposes, which cannot be directly attributed to specific development programmes or projects.

- Generally a challenge to justify or explain
- Sometimes a challenge to justify or explain
- Not a challenge to justify or explain
- Cannot assess/insufficient information available to assess

Please provide any additional comments you might have:

WHO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Commission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Agency/Organisation:

76. With reference to the results groups and the OMT in your country, please indicate how many there are altogether, and how many of them are chaired by a head of agency or the UNDP country director.

(Note: Results groups may also be known as programme coordination groups, outcome groups or theme groups.)

	Total	Chaired by a head of agency or UNDP country director
Number of results groups plus OMT	<input type="text"/>	<input type="text"/>

77. Management and accountability system.

Based on the information available to you, please check the UNCT members that have met the requirements of the management and accountability system in the following ways: have revised job descriptions; have participation in the work of the UNCT as a key performance area; and have had a formal input from the RC to their performance appraisal.

Please check the boxes where you can provide an affirmative answer. Otherwise leave the box blank.

	Member of the UNCT	Has up-to-date job description reflecting his/her role vis-à-vis the RC	UNCT results are captured in UNCT member's own performance appraisal system	RC provided a formal input to UNCT member's performance appraisal
FAO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IFAD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ILO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OCHA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNAIDS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNCDF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNCTAD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNDP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNESCO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNEP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNFPA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNHCR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UN-HABITAT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNICEF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNIDO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNOPS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNV	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UN Women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WFP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WHO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Agency/Organisation:

78. Were any concerns about the "functional firewall" raised by any agency in your country in the last 12 months?

Yes

No

Management

79. Please briefly explain:

80. Does UNDP have the following positions in the country?

Please select all that apply.

- Country Director
- Deputy Resident Representative (DRR)
- Other senior-most UNDP official after the RC

Please explain:

Management

81. Would you be in favour of UNDP appointing a country director even if that person had to cover more than one country?

- Yes
- No

Please provide any additional comments you might have:

Management

82. Please indicate how important the presence of a country director is to ensuring that the functional firewall works well.

- Very important
- Somewhat important
- Not important at all

83. To what extent is responsibility for resource mobilization on behalf of UNDP delegated to the Country Director, DRR or senior-most UNDP official?

- Completely
- To a large extent
- To a moderate extent
- To a small extent
- Not at all
- Not applicable

Please provide any additional comments you might have:

84. What was the total income of the RC Office in 2012 expressed in US\$?

DOCO (incl. SRC/CCF)	<input type="text"/>
UNCT cost sharing	<input type="text"/>
Donor	<input type="text"/>
Other	<input type="text"/>

85. Several important functions of an RC office are shown in the table below. Please check the appropriate column to indicate the staff capacity of your office to handle these functions.

	1 or more full-time professional staff equivalent	½ to 1 full-time professional staff equivalent	Less than ½ full-time professional staff equivalent
Strategic analysis and planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oversight of the UN country programming cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representation of and support to UN Secretariat and UN agencies/NRAs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support to national coordination systems and processes (including donor coordination/partnerships)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development and management of shared operational support services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crisis management preparedness and response	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External communication and advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human rights mainstreaming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint resource mobilization and fund management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General UNCT oversight and coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="text"/>		

86. In the past year, how much joint training has the UNCT organized with respect to the functions listed below?

	More than 1 day	More than ½ day up to 1 day	Up to ½ day	None
Capacity development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitoring & Evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Results-based management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HACT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Mainstreaming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please specify:	<input type="text"/>			

87. In your opinion, is more joint training needed in each of these areas?

	Substantially more joint training needed	Some more joint training needed	No additional joint training needed
Capacity development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitoring & Evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Results-based management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HACT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Mainstreaming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please specify:

88. The General Assembly called on the UN development system to “improve the way individuals are attracted, selected, trained, appraised and retained within the resident coordinator system.”

Please suggest one measure that you believe would most help to improve the situation in this regard.

89. The RC office receives clear strategic guidance from UNDG on issues related to UN coherence at the country level:

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

Optional comments:

90. How effective was the support that the UNCT received from the UNDG regional team in the last year?

- Very effective
- Somewhat effective
- Slightly effective
- Not at all effective

Optional comments:

91. In regard to DaO, how effective has the support received from headquarters been?

- Very effective
- Somewhat effective
- Slightly effective
- Not at all effective
- Not applicable

Optional comments:

92. What in your opinion is required to ensure the highest level of coherent, relevant, effective and efficient support from DOCO and the UNDG regional team to the UNCT in your country?

93. Please indicate below to what extent you believe the UNCT members enjoy adequate delegated authority to allow timely decision-making at UNCT meetings.

	Very adequate delegated authority	Somewhat adequate delegated authority	Somewhat inadequate delegated authority	Very inadequate delegated authority	Not applicable or insufficient information available to assess
FAO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IFAD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ILO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OCHA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNAIDS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNCDF	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNCTAD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNDP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNESCO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNEP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNFPA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNHCR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-HABITAT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNIDO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNOPS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN Women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WHO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Agency/Organisation:

94. In your opinion, what factors could influence the extent of delegation of authority to country representatives in the future?

95. During the last year, did any agency resident in the country conclude a new hosting agreement with a non-resident agency?

- Yes
- No
- Don't know

Management

96. Please mention the agencies involved in the hosting agreement and explain very briefly:

97. Please rate the spirit of cooperation in the UNCT in your country?

Please answer on the scale of 1 to 10, with 1 being very poor to 10 being outstanding.

- 1 Very poor 2 3 4 5 6 7 8 9 10 Outstanding

98. Are you posted in a country where there is an integrated UN mission?

- Yes
 No

Integrated UN Mission

The following questions are addressed only to those UN resident coordinators who are posted to a country where there is an integrated UN mission.

99. The integration between the UNCT and the Mission enhanced the UN's coherence in the country.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

100. To what extent has this integration contributed to the effectiveness of UN support to peace consolidation in the country?

- To a large extent
- To a moderate extent
- To a small extent
- Not at all

101. To what extent did you receive coherent advice and support from headquarters in implementing transition policies and/or guidelines?

- To a large extent
- To a moderate extent
- To a small extent
- Not at all

Please comment on any specific challenges in this regard:

Thank You

Please press "Done" to submit the survey.

Thank you for taking the time for this survey.