QCPR Monitoring
Survey of UN Resident Coordinators- 2013

Statistical Data and respondents'comments reproduced verbatim

Note: The data in this document is organized according to the questions in the survey, in the order that they appeared

Development Cooperation Policy Branch
Department of Economic and Social Affairs
United Nations

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A. Introduction

1.	**In resolution 67/226 on the quadrennial comprehensive policy review (QCPR),** the UN General Assembly requested the Secretary-General, on the basis of information provided by the funds, programmes and specialized agencies of the United Nations development system, to submit to the Economic and Social Council, at its substantive sessions of 2013, 2014 and 2015, analytical reports on results achieved and measures and processes implemented in follow-up to the QCPR with a view to ensuring its full implementation (paragraph 186). The GA also requested the Secretary-General to continue to strengthen the analytical quality of system-wide reporting on funding and performance and programme results for United Nations operational activities for development, including the coverage, timeliness, reliability, quality and comparability of system-wide data, definitions and classifications (paragraph 187). In addition, the GA requested the Secretary-General to regularly assess and report on a comprehensive and quantitative basis on progress in furthering programme and operational coordination at the country level in order to inform annual reporting to the Economic and Social Council on the functioning of the resident coordinator system (paragraph 131).

2.	**In response to these requests, the Secretary-General conducted three surveys in the spring of 2013.** These surveys were addressed to the headquarters of all funds, programmes and specialized agencies of the UN development system; to all UN resident coordinators, and to the chairs of Operations Management Teams (OMTs) at the country level. They key findings from the surveys are presented in the Secretary-General's monitoring report on the QCPR, submitted to ECOSOC in July 2013. The present report comprises the full data that was received through the survey of resident coordinators.

3.	**The surveys of resident coordinators and chairs of OMTs at the country level received a high response rate.** For example, some 90 per cent of resident

Breakdowns of the response rate by country income level and by region are presented in the report.

4.	**The surveys of resident coordinators and chairs of OMTs included a number of questions that also featured in last year's questionnaires of programme country governments,** UN resident coordinators, UN country team members and chairs of OMTs. This permitted a degree of validation of the earlier findings, while also showing areas where significant progress or new challenges may have appeared. As decided in General Assembly resolution 67/226, the survey of programme country governments will be conducted biennially, with the next one in early 2014. Moreover, the Secretary-General intends to survey the UN country teams as well as the resident coordinators in 2014; this would allow a more balanced picture to be presented on issues relating to the functioning of UN country teams, such as the management and accountability system.

5.	**Regarding the performance of individual agencies at country level,** it should be borne in mind that the requests of the UN General Assembly are applicable to all UN funds and programmes and departments of the UN Secretariat. Specialized agencies, on the other hand, have their own sovereign governing bodies, and as such are not required to implement decisions of the UN General Assembly.

6.	**The survey questionnaires were developed in consultation with outside experts and a large number of United Nations officials,** including the UNDG Advisory Group. The responses were received over the period from mid-April to mid-May 2013.

7.	**This report presents the results of the survey of resident coordinators,** presented mainly in the form of tables and the written comments. The comments have been edited to the extent needed to preserve the confidentiality of the responses.

8.	**The first six tables in the enclosed report comprise**

coordinators who have served in that capacity for more than six months responded to the survey.

data that was added after the conclusion of the survey.

This data is basic demographic data such as country income level, and is available in headquarters; thus, it was not necessary to include the topics in the questionnaire received by the resident coordinators.

survey to manageable proportions, the number of questions had to be limited. For these reasons, the survey can be a complement but not a substitute for an in-depth analysis of any individual topic.

9.   It may be noted that respondents were not required to answer all the questions shown in the present report. Twelve questions have "skip logic". This means that, depending on the response to a question, the questionnaire would automatically skip to a later question. The questions with skip logic are: 14, 18, 20, 25, 27, 29, 31, 33, 54, 58, 66, and 105.

11.   Note on terminology: To make the survey questionnaire as easy to understand as possible, the word "agency" was used throughout to refer to UN specialized agencies, funds and programmes, as well as departments of the UN Secretariat. For this reason, the word "agency" is used in the same way in this report.

10.   In addition, to keep the process as cost-effective as possible, the survey questions were designed so as to be answered with a minimum of research; in most cases a multiple choice answer was provided. Also, to keep the

B. Country/RC Profile

1. Region

Answer Options	A Response Count	B Response Percent	C Number of RCs who received the survey	D Response rate by Region
Asia and Pacific	19	17.4%	24	79.1%
ECIS	18	16.5%	18	100.0%
LAC	23	21.1%	24	95.8%
Africa	38	34.9%	45	84.4%
Arab States	11	10.1%	18	61.1%
Answered question	109		129	84.5%

2. Income Level

Answer Options	A Response Count	B Response Percent	C Number of RCs who received the survey	D Response rate by income group
Low	28	25.7%	36	77.8%
Low/Mid	41	37.6%	46	89.1%
High/Mid	36	33.0%	39	92.3%
High	4	3.7%	8	50.0%
Answered question	109		129	84.5%

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

Answer Options	Response Percent	Response Count
Yes	32.1%	35
No	67.9%	74
Answered question	100.0%	109
Skipped question		0

12

4. Is the country classed as a Small Island Developing Country (SIDS)?

Answer Options	Response Percent	Response Count
Yes	12.8%	14
No	87.2%	95
Answered question	100.0%	109
Skipped question		0

5. Programme Size[1]

Answer Options	Response Percent	Response Count
Largest 41	31.2%	34
Middle 41	33.0%	36
Smallest 41	35.8%	39
Answered question	100.0%	109
Skipped question		0

6. RC ai?

Answer Options	Response Percent	Response Count
Yes	11.0%	12
No	89.0%	97
Answered question	100.0%	109
Skipped question		0

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[1] Responses were received from 123 countries to one or both of the RC and OMT surveys in 2013. For certain analysis purposes, these 123 countries were divided into three groups, as shown.

7. Size of Country Team:

Number of members	Regions					Response Percent	Response Count
	Asia and Pacific	ECIS	LAC	Africa	Arab States		
Up to 5	1	2	2	1	1	6.7%	7
6 - 10	5	6	10	8	0	27.6%	29
11 - 15	7	7	8	23	6	48.6%	51
16 - 20	6	2	2	6	2	17.1%	18
Above 20	0	0	0	0	0	0.0%	0
Answered question						96.3%	105

8. Please select your location:

Number of countries or territories that responded	Number of countries or territories that did not responded	Number of countries or territories to which the survey was sent
109 (84%)	20 (16%)	129

9. Please indicate your functions:

Answer Options	Response Percent	Response Count
Resident Coordinator/Resident Coordinator a.i.	97.2%	106
Designated Official	63.3%	69
UN Humanitarian Coordinator/UN Humanitarian Coordinator a.i.	24.8%	27
Deputy Special Representative of the Secretary-General	4.6%	5
Executive Representative of the Secretary-General	0.9%	1
Deputy Special Coordinator	0.9%	1
Director of UN Information Centre	6.4%	7
Other (please specify)		14

Comments
RR UNDP
Deputy Designated Official
RR UNFPA
RR of UNDP
Humanitarian Coordinator:
Designated Official a.i.
UNDP Resident Representative
Resident Representative, UNDP
Resident Representative
UN Coordination Officer (on behalf of RC)
UNDP RR
UNDP RR, FAO RR ai, UNFPA RR, UNV Representative
UNDP Resident Representative, UNFPA Representative
RR UNFPA

10. Do you serve as Resident Coordinator or Resident Coordinator a.i. for more than one country/territory?		
Answer Options	Response Percent	Response Count
Yes	11.9%	13
No	88.1%	96
Answered question	100.0%	109
Skipped question		0

11. 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.
This question was answered by the RCs who serve more than one country

Answer Options	Response Percent	Response Count
1	38.5%	5
2	30.8%	4
3	7.7%	1
More than 3	23.1%	3
Answered question	11.9%	13
Skipped question	88.1%	96

C. Programme

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

Answer options	Response Percent	Response Count
Common country assessment (CCA)	46.8%	51
Selective country analyses specifically to support the UNDAF process	57.8%	63
Neither of the above	7.3%	8
Answered question	100.0%	109
Skipped question		0

13. Please indicate below the extent to which the UNCT had access to adequate data on the following population breakdown:

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.

Answer Options	Very adequate data	Somewhat adequate data	Somewhat inadequate data	Very inadequate data	This topic is not applicable in this country	Response Count
Income level	36	51	13	6	2	108
Gender	26	65	15	3	0	109
Age	36	60	9	4	0	109
Disability	2	40	39	27	1	109
Minorities (ethnic, religious, language, other)	7	45	22	28	7	109
Indigenous peoples	3	30	18	14	44	109
Answered question						109
Skipped question						0

13. Please indicate below the extent to which the UNCT had access to adequate data on the following population breakdown: (By Income Level)

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.

Answer Options	Income Level				
	Low	Low/Mid	High/Mid	High	Response Count
Income level					
Very adequate data	9	12	14	1	
Somewhat adequate data	12	18	19	2	
Somewhat inadequate data	2	9	2	0	
Very inadequate data	3	2	0	1	
This topic is not applicable in this country	2	0	0	0	
Total	28	41	35	4	108
Gender					
Very adequate data	6	7	13	0	
Somewhat adequate data	18	26	18	3	
Somewhat inadequate data	3	6	5	1	
Very inadequate data	1	2	0	0	
This topic is not applicable in this country	0	0	0	0	
Total	28	41	36	4	109
Age					
Very adequate data	7	16	13	0	
Somewhat adequate data	18	19	21	2	
Somewhat inadequate data	2	5	1	1	
Very inadequate data	1	1	1	1	
This topic is not applicable in this country	0	0	0	0	
Total	28	41	36	4	109
Disability					
Very adequate data	1	0	1	0	
Somewhat adequate data	9	14	15	2	

Somewhat inadequate data	10	17	11	1	
Very inadequate data	8	9	9	1	
This topic is not applicable in this country	0	1	0	0	
Total	28	41	36	4	109
Minorities (ethnic, religious, language, other)					
Very adequate data	2	2	3	0	
Somewhat adequate data	14	12	17	2	
Somewhat inadequate data	4	10	8	0	
Very inadequate data	6	13	8	1	
This topic is not applicable in this country	2	4	0	1	
Total	28	41	36	4	109
Indigenous peoples					
Very adequate data	1	0	1	1	
Somewhat adequate data	7	7	15	1	
Somewhat inadequate data	2	10	6	0	
Very inadequate data	4	8	1	1	
This topic is not applicable in this country	14	16	13	1	
Total	28	41	36	4	109
Answered question					109
Skipped question					0

13. Please indicate below the extent to which the UNCT had access to adequate data on the following population breakdown: (By Region)
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.

Answer Options	Region					
	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Income level						
Very adequate data	7	4	12	10	3	
Somewhat adequate data	9	12	7	18	5	
Somewhat inadequate data	1	2	3	6	1	
Very inadequate data	1	0	1	2	2	
This topic is not applicable in this country	1	0	0	1	0	
Total	19	18	23	37	11	108
Gender						
Very adequate data	2	3	9	10	2	
Somewhat adequate data	13	11	12	23	6	
Somewhat inadequate data	4	3	1	5	2	
Very inadequate data	0	1	1	0	1	
This topic is not applicable in this country	0	0	0	0	0	
Total	19	18	23	38	11	109
Age						
Very adequate data	5	5	9	14	3	
Somewhat adequate data	12	12	10	20	6	
Somewhat inadequate data	2	1	3	2	1	
Very inadequate data	0	0	1	2	1	
This topic is not applicable in this country	0	0	0	0	0	
Total	19	18	23	38	11	109
Disability						
Very adequate data	0	0	1	1	0	
Somewhat adequate data	3	9	7	17	4	

Somewhat inadequate data	9	6	9	12	3	
Very inadequate data	7	3	5	8	4	
This topic is not applicable in this country	0	0	1	0	0	
Total	19	18	23	38	11	109
Minorities (ethnic, religious, language, other)						
Very adequate data	0	2	0	4	1	
Somewhat adequate data	5	8	11	17	4	
Somewhat inadequate data	6	2	7	6	1	
Very inadequate data	7	6	4	6	5	
This topic is not applicable in this country	1	0	1	5	0	
Total	19	18	23	38	11	109
Indigenous peoples						
Very adequate data	0	0	2	1	0	
Somewhat adequate data	5	3	10	9	3	
Somewhat inadequate data	4	1	6	5	2	
Very inadequate data	5	1	1	4	3	
This topic is not applicable in this country	5	13	4	19	3	
Total	19	18	23	38	11	109
Answered question						109
Skipped question						0

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

Answer Options	Response Percent	Response Count
United Nations Development Assistance Framework (UNDAF)	83.5%	91
UNDAF Action Plan (UNDAP)	22.9%	25
UN integrated strategic framework or a similar framework, in a transition country	11%	12
UN common country programme document	8.3%	9
Common operational document of the UNDAF (COD)	2.8%	3
None of the above	5.5%	6
Answered question	100.0%	109
Skipped question		0

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

This question was answered by the RCs who checked 'None of the above'

Answer Options	Response Count
	6
Answered question	6
Skipped question	103

Comments

One UN Plan

UN Development Cooperation Strategy which is a post-UNDAF document

National Development Plan

UNSF

Common Country Assessment

16. Alignment of the activities of the UN with the country's development needs and priorities:

Answer Options	Response Percent	Response Count
Very closely aligned.	57.8%	63
Closely aligned.	33.9%	37
Somewhat aligned.	8.3%	9
Not aligned at all.	0.0%	0
Answered question	100.0%	109
Skipped question		0

16. Alignment of the activities of the UN with the country's development needs and priorities: (Government responses in 2012 compared to RCs responses in 2013)

Answer Options	Response Percent	Response Percent
	GOV 2012	RC 2013
Very closely aligned.	22.5%	57.8%
Closely aligned.	60.4%	33.9%
Somewhat aligned.	16.2%	8.3%
Not aligned at all.	0.9%	0.0%

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

Answer Options	Response Percent	Response Count
Strongly agree	69.7%	76
Somewhat agree	27.5%	30
Somewhat disagree	2.8%	3
Strongly disagree	0.0%	0
Answered question	100.0%	109
Skipped question		0

17. The efforts of the UN are focused on assisting the country in achieving the Millennium Development Goals (MDGs): (Government responses in 2012 compared to RCs responses in 2013)

Answer Options	Response Percent	Response Percent
	GOV 2012	RC 2013
Strongly agree	60.0%	69.7%
Somewhat agree	35.5%	27.5%
Somewhat disagree	4.5%	2.8%
Strongly disagree	0.0%	0.0%

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

Answer Options	Income Level				
	Low	Low/Mid	High/Mid	High	Response Count
Strongly agree	21	34	19	2	76
Somewhat agree	6	4	18	2	30
Somewhat disagree	1	2	0	0	3
Strongly disagree	0	0	0	0	0
Answered question					109

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

Answer Options	Region					
	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Strongly agree	16	8	18	30	4	76
Somewhat agree	3	10	5	6	6	30
Somewhat disagree	0	0	1	1	1	3
Strongly disagree	0	0	0	0	0	0
Answered question						109
Skipped question						0

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

Answer Options	Response Percent	Response Count
Yes	53.2%	58
No	22.0%	24
Not applicable	24.8%	27
Answered question	100.0%	109
Skipped question		0

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

Answer Options	Income Level				Response Count
	Low	Low/Mid	High/Mid	High	
Yes	16	21	19	2	58
No	9	8	6	1	24
Not applicable	3	11	12	1	27
Answered question					109
Skipped question					0

19. Please explain why?
This question was answered by RCs who answered 'No' to the previous question.

Answer Options	Response Count
	24
Answered question	24
Skipped question	85

Comments

The UNCT is making efforts to align the UNDAF cycle to the government's by shortening the current UNDAF's term (2012-2015) so there is just a year of difference with the next government term.

The previous PRSP was ending in 2010 and the UNDAF in 2011. However, the development of both the PRSP and the UNDAF ended at the end of 2011 and the UNCT was expecting to convince the government to extend the previous PRSP by one year to cover 2011 and start in 2012. Eventually the Government decided that the PRSP will cover 2011-2014 while the UNDAF covers 2012-2016.

Because the UNDAF time framework is five years while National Development Plan is four.

The medium term planning cycle of the government is aligned with the mid-term review period of the current UNDAF.

The present Government period goes from 2010-2014 while the UNDAF is for 2012-2016.

The Government is currently using a 3-year PRSP. While the objectives are aligned, the UNDAF covers 5 years.

The national development strategy covers the period from 2008 to 2015, whereas the current UNDAF covers a 5-year cycle (2011-2015).

Poverty Reduction strategy is three year cycle and the new cycle started this year 2013. The UNDAF with a six year period started in 2010 and has not yet been reviewed and aligned a new with a new development environment. The midterm review is planned to take place this year to align with a new government midterm planning cycle and a new development environment.

The Government started its Mid Term Strategic Planning while the UNCT was in the middle of implementation of UNDAF.

The UNDAF is a sub-regional UNDAF covering 10 governments with different planning cycles. While the UNDAF is aligned with planning cycles of 15 agencies (UNDAF started when all agencies whether 4 year or 2 year cycles were at the start of a cycle) it is not possible to also align with 10 government planning cycles.

The Government's medium-term planning cycle has a 2025 horizon and was not available at the time of defining UNDAF priorities. However, those were identified with a major involvement from the Ministry of Planning so as to ensure proper alignment of the UNDAF with national priorities.

There is no long-term national development strategy or programme. Government of [country]- UN Partnership Framework 2012-2016 is aligned with Economic Reforms Programme of [the country] 2010-2014

Following the revolution, the Government has formulated a 10 year planning cycle from 2012 - 2022. The old UNDAF, which was supposed to end in December 2010, was extended for a period of 2 years due to the revolution (at the request of the Government). There were 6 cabinet changes in the years following the revolution. Following a lot of back and forth and changes in national partners, the new UNDAF was signed in January 2013 with implementation to begin on 1 July 2013

The UN did not have an opportunity to align the UN Strategic Framework as it was prepared prior to active engagement by UNCT with government given the political situation in the country at the time. The Framework for Economic and Social Reform - a result of the country's ongoing major reform work – was endorsed in January 2013. This framework suggests 3-year quick win. Government-development partner Sector Working Groups have now been established in 2013 to ensure that UN and donors' activities are aligned with the government's priorities. It is foreseen that the next UN strategic framework/UNDAF (from 2015) will be aligned with the government's next medium term development plan.

De concert avec le Gouvernement, nous avons préféré un alignement sur le contenu plutôt qu'un alignement sur la

durée du cycle étant entendu qu'a [country], par expérience, les documents de stratégies de réduction de la pauvreté n'ont jamais tenu dans leur délai. Il y a toujours eu un décalage alors que les Conseils d'administration des UNDAF se réunissent à une périodicité fixe.

An interim UNCT framework was adopted last year, the government just approved its interim national development Plan, UNCT will realign during 2013 to this document.

Government has used successive 3 year interim plans in the transition period but encouraged partners to align over longer time periods: UNDAF is aligned with new 3 year plan but extends beyond it.

Due to the UNDAF's guideline, the timing for the UNDAF development is not compatible with national planning cycle. A choice needs to be made: be aligned with the national cycle or with national priorities. The UNCT choose to be aligned on national priorities.

UNDAF not entirely aligned, since Govt planning cycle is much longer.

We serve 10 [countries] and the [country planning] varies in terms of timeframe.

The UNDAF 2013 2017 was to be aligned with the Government cycle. The recent crisis has put the process to a halt.

The Government cycle is 7 years, whereas the UN cycle is 5 years.

Due to different programming cycles.

The UNDAF was developed in line with the sectorial priorities identified in the adopted National Programme "Strategy of Economic, Political and Cultural Development" (2003).

20. Please indicate the status of the country in regards to Delivering as One (DaO).		
Answer Options	**Response Percent**	**Response Count**
DaO pilot	7.3%	8
Self-starter	24.8%	27
Government has requested DaO	3.7%	4
Government is actively considering DaO	4.6%	5
Not a DaO country but we are applying some of the DaO approaches.	34.9%	38
Government not considering DaO	24.8%	27
Answered question	100.0%	109
Skipped question		0

21. Please specify which DaO approaches you are implementing.

This question was answered by RCs in countries who indicated that their country was 'Not a DaO country but applying some of the DaO approaches.'

(Please note that approaches listed here are taken from Dao Standard Operating Procedures (SOPs) as announced by the UNDG Chair in her message entitled '[cpn] UNDG strategic priorities 2031-2016 / Standard Operating Procedures as Delivering as One '.)

Answer Options	Response Percent	Response Count
One Leader	54.1%	20
One Programme	18.9%	7
One Budgetary Framework	2.7%	1
Operating as One	27.0%	10
Communicating as One	91.9%	34
Other (please specify)		17
Answered question		37
Skipped question		72

Comments provided under 'Other'

There are different levels to reach these approaches, such as interagency work and thematic groups for UNDAF, communications and common services, RC's role as UNCT leader, Joint programmes and other activities such as celebrations of UN days and UN campaigns (MGDs training for decision-maker national authorities)

We have One UN programmes in two regions

None of the above applied systematically as the SoPs. Elements of each applied as appropriate within the current context

We actually apply all of them, but only partly

The UNCT explores opportunities for joint programme/project initiatives

Common Services

Increasing number of joint programmes; emphasis on common services

One reporting (joint UN annual report)

One UNDCS

Large number of joint programmes; the above two affirmative answers are not regularly done but very often

A joint Programme with all UN agencies in one region

Joint advocacy; joint inputs to EU reports; to SG reports to SC

Common Services

None of the above

Coordinate as one (consensus)

Common UN house

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

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

Answer Options	Response Percent	Response Count
Strongly agree	28.7%	31
Somewhat agree	51.9%	56
Somewhat disagree	16.7%	18
Strongly disagree	2.8%	3
Answered question	99.1%	108
Skipped question		1

22. Do you agree that the UNDAF process resulted in prioritization in this sense? (By Region)

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

Answer Options	Region					
	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Strongly agree	2	6	6	13	4	31
Somewhat agree	14	5	14	20	3	56
Somewhat disagree	2	7	2	4	3	18
Strongly disagree	1	0	1	0	1	3
Answered question						108
Skipped question						1

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

Answer Options	Response Percent	Response Count
The UNDAF was prepared during the penultimate year of the previous UNDAF	49.5%	54
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)	22.9%	25
Other	27.5%	30
Please explain:	39.5%	43
Answered question	100.0%	109
Skipped question		0

Comments

The preparation process was started over one year before the end of previous One Plan and the new plan for 2012 - 2016 was signed in March 2012.

The Government recommended a seven-year cycle from 2012-2018 to bring the UNDAF into a more practical alignment with government planning cycles, wit the understanding that a mechanism will be in place to monitor and make the adjustments on the UNDAF, as necessary.

The CCA was developed in July 2010 and the UNDAF development started in September 2010 and was completed in May 2011, followed by the UNDAF action plan, which was completed in November 2011.

New process following revolution.

The previous UNDAF for 2005-2009 was extended for 2 consecutive years. The new UNDAF for 2012-2016 was prepared during 2010-2011.

It was prepared as a light UNDAF one year after the expiry of the previous UNDAF following cooperation uncertainties with Government. It therefore fast-tracked and skipped some of the usual UNDAF preparation processes.

Ongoing UNDAF signed in March 2010. Previous UNDAF covered 2006-2010.

The Strategic Retreat with the Government took place in March 2011. The UNDAF 2012-2015 document was elaborated immediately afterwards, followed by a process of editing with the host Government. The final version of the document was signed in 2012.

The previous UNDAF was from 2006-2010, and later extended for another year. The preparation of the current UNDAF 2012-2016 started early 2010.

The 2011-2015 UNDAF was prepared in 2010.

The UNDAF was prepared between the penultimate year and the ultimate year of the previous UNDAF.

No UNDAF presently, considering light UNDAF/strategic framework

The previous UNDAF terminated at the time when the Government was publishing the report on the Joint Evaluation of the Role and Contribution of the United Nations System, and did not want to start a new UNDAF without discussing the results with the UN. This process took about 2 years in which a bridging programme was implemented.

It was the first UNDAF for the country, it was developed a year before the launch and signed by the Government 2 months before the beginning of the cycle.

Ceci a permis de se conformer aux directives d'élaboration de l'UNDAF qui veut que le processus soit lancé deux ans avant la fin de l'UNDAF en cours.

UNDAF preparation began in the penultimate year of the preceding UNDAF. The UNDAF was to have been signed in 2011. However, [due to political situation in the country] the Government agreed to extend the existing UNDAF until December 2012 and the new UNDAF was signed in January 2013 with implementation beginning July 2013.

Due to the political situation of the country, the UN only became able to work on a joint strategic plan from 2012. The current strategic plan is thus the first of its kind.

The UNDCS was prepared for the first time in 2011.

Previous UNDAF covered 2005-2009 and it was extended through 2010. Preparations of the new one started in 2008 and were concluded in 2009 and 2010.

[Country's] UNCT is in the process of UNDAF preparation.

The process started in November 2012 with a UNCT retreat on positioning and continued up to March 2013. It is expected that the final version of the UNDAF 2014-2018 will be signed in May 2013. The current UNDAF 2009-2013 will end in 2013.

UNDAF will be prepared during the penultimate year of the previous UNDAF.

Last UNDAF expired in 2011 as did the governments previous PRSP; UNCT was almost dormant in 2011 and required "reconstruction" during much of 2012 and process ongoing.

Work on the 2015-2019 UNDAF began during the last quarter of 2012. Most of the process will have been completed in December 2013 when UNDP, UNFPA and UNICEF send their draft CPDs to their Executive Boards for consideration. The new UNDAF is expected to be signed in July 2014.

The current UNDAF cycle covers the five-year period from January 2010 to December 2014. The preparation for the next UNDAF cycle started in January 2013.

Previously there was no common planning framework for the UN team in the country.

The UN in the country is preparing the UNDAF for the first time this year (2013) to cover years 2014-2016.

Preparing an UNDAF in the first half of the final year of the previous one doesn't provide adequate time for planning/rollout and causes misalignment with ongoing CPAP/CPD processes etc. It will only work for countries that are implementing a joint plan, but the time required to do joint planning and have it signed off by all additional parties - eg. Regional and HQ entities - should not be underestimated.

The current UNDAF is a revised version, which was revised two years into the previous UNDAF.

The country does not have an UNDAF.

The preparation process started during the penultimate year, but the document was finalized in the first quarter of the final year of the previous UNDAF.

The Government recommended a seven-year cycle from 2012-2018 to bring the UNDAF into a more practical alignment with government planning cycles, with the understanding that a mechanism will be in place to monitor and make the adjustments on the UNDAF, as necessary.

The 2011-2015 UNDAF was prepared in 2010.

The document was completed in 2010.

Prepared during the last quarter penultimate year and first quarter of final year.

This is the first UNDAF its cycle is 2010 – 2014.

The UNDAF was extended one year to coincide with a change of government.

Integrated UN Programme 2012-16 represents first UNDAF in independent [country].

First Generation UNDAF.

The UNCT current has no planning instrument based on expressed whole of government strategic priorities. Neither government currently has a national development strategy

[Country] is in political transition. Hence the UNDAF was suspended and we have a Transition strategy instead; running up to 2014.

No UNDAF presently, considering light UNDAF/strategic framework.

Common Country Assessment was prepared 2012-2013.

Prepared in penultimate year and continued finalization in last year of previous UNDAF. Signed a month before completion of precious UNDAF period.

24. Please select all that apply:

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.

Answer Options	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	Response Count
FAO	12	20	2	10	60	104
IFAD	13	16	1	18	58	106
ILO	27	46	3	17	17	108
OCHA	18	15	1	9	65	108
UNAIDS	17	62	11	8	13	107
UNCDF	6	17	1	4	81	108
UNCTAD	8	11	3	12	73	107
UNDP	11	69	32	0	5	108
UNESCO	35	43	9	10	12	107
UNEP	25	21	4	15	43	108
UNFPA	16	67	23	1	5	107
UNHCR	36	31	4	13	27	109
UN-HABITAT	15	26	3	8	57	107
UNICEF	15	74	19	2	5	109
UNIDO	25	30	4	13	34	106
UNOPS	12	17	4	14	60	107
UNV	11	30	9	9	49	105
UN Women	15	50	6	12	27	107
WFP	17	44	6	5	40	109
WHO	33	57	8	8	5	108
Other	7	21	2	3	23	56
Agency/Organisation						35
Answered question						109

Skipped question	0

Comments (Other agencies mentioned)	
UNODC	CEA, AIEA, OIM (even though not a UN agency).
OM, UNODC, ITC	ITC
Office of the human rights commission	UNODC, UNRWA, OHCHR
OHCHR, UNODC, UNECE	UNRWA, OHCHR,
WB/IMF	FAO
IOM. ITU	FAO
UNODC	IOM
WB/ADB/IOM	ECLAC
IOM	UNSF related
UNCAPSA/UNESCAP	OHCHR, FAO, IAEA, UNECE
UNODC	ITC, AIEA, IOM, UNECE, FAO, UNODC
IOM	IOM
UNODC	OHCHR
UNDP	IAEA
ITU	UNODC
FAO	FAO
World Bank, IMF, IFC, IOM	OHCHR
FAO, UNODC	

25. Is there a joint Government-UN Steering Committee (or similar body) on the UNDAF (or equivalent instrument)?		
Answer Options	**Response Percent**	**Response Count**
Yes	69.7%	76
No	30.3%	33
Answered question	100.0%	109
Skipped question		0

25. Is there a joint Government-UN Steering Committee (or similar body) on the UNDAF (or equivalent instrument)? (DaO Countries vs. Non-DaO Countries)

DaO Countries vs. Non-DaO Countries			
Answer Options	DaO pilot or Self-starter	Not a DaO or Self-starter	Response Count
Yes	28 (80%)	48 (66%)	76
No	7 (20%)	26 (34%)	33
Answered question	35 (100%)	76 (100%)	109
Skipped question			0

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

Answer Options	Response Percent	Response Count
Yes	52.6%	40
No	38.2%	29
Other	9.2%	7
Please specify:		28
Answered question	69.7%	76
Skipped question	30.3%	33

Comments

One will take place this year.

Last year was the first year of the new Plan.

The new UNDAF just commenced in January 2013.

One UN Coherence Fund Annual Progress Report.

The review was planned to take place in January 2013 but the armed conflict and overthrow of government disrupted the plan.

The joint Steering committee is a provision of the UNDAF 2013-2017 and UN system and Government are working to set it up.

2012 was the last year of the last One Programme. Secondly DaO independent evaluation also took place in 2011-12.

The UNDAF joint Steering Committee will start in January 2014 (New UNDAF 2014-2018).

Last review under preparation

Only the UNCT did it (not together with Government/stakeholders)

This was prepared in 2009

Held Board meeting to review performance

Les revues de l'UNDAF ont lieu tous les ans en janvier ou février

Will be held in May 2013

The Steering Committee was recently established following the signing of the new UNDAF in January 2013, whose implementation will start on 1 July 2013.

Annual report was produced and approved by NSC for the first year of UNDAF implementation - 2011

However mid-term review has been carried out and discussed.

At the moment, a progress report is being conducted

This is the first year of new UNDAF, SC to be activated

Since the current UNDAF was revised during 2012, it was only reviewed by UN agencies but the findings presented to the Government.

New UNDAF starting 2013 under new governance arrangements

Steering committee will be in place this year

MFA-chaired review with government agencies and other national partners.

Annual Review of the UN-Government of [country's] Program of Cooperation

The Steering Committee was established for the new 2013-2017 UNDAF and is to have its first meeting this year

27. Was there a formal evaluation of the UNDAF (or equivalent instrument) during the last five years?		
Answer Options	Response Percent	Response Count
Yes	52.3%	57
No	47.7%	52
Answered question	100.0%	109
Skipped question		0

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

Answer Options	Response Percent	Response Count
Yes	43.7%	31
No	56.3%	40
Answered question	65.1%	71
Skipped question	34.9%	38

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

Answer Options	Response Percent	Response Count
Yes	40.4%	44
No	59.6%	65
Answered question	100.0%	109
Skipped question		0

30. Please explain briefly:

Answer Options	Response Count
Response Count	44
Answered question	44
Skipped question	65

Comments

Contributions were not received on time and feedback was not provided. There was no signal that Heads of Agencies were actually participating but technical staff.

Some NRA does not have a clear vision on their programmes and resources for the coming five years to take formal commitments.

Development of a work plan for that includes the NRAs; committing to the activities stated in the UNDAF as well as resources.

Many NRAs did not participate effectively despite attempts to reach those including sharing planned timetables, draft programmes and invitations to key meetings.

It is difficult to obtain technical contribution and data.

UNESCO was part of the previous UNDAF but chose not to share information with the UNCT about its programme or country visits.

Despite best efforts to outreach from UNCT/RCO a few NRAs only engaged very late (too late) in process to be meaningfully included in UNDAF.

It is sometimes confusing to establish contacts with non-resident UN agencies since no clear information is available on whom to contact in their HQ.

The conclusions of the UNDAF mid-term review have been discussed during UNCT meeting even though there were no specific written management responses. Despite the fact that NRAs have signed off on UNDAF, many NRAs did not report back on activities carried out, others did not carry them out.

Many agencies with small programmes not present and lack of capacity within RC office to engage consistently with the UNCT. While they are copied in all reports and actions of UNCT, hardly any response. Exception ILO who participated in the retreat to finalize the interim operational plan.

A group of NRAs were approached at the beginning of the UNDAF development process, but only one agency responded in the later stage of the process.

Lack of capacity to participate actively in UN common programming process. Agency programming cycle not aligned with UNDAF.

Location of NRAs, ICT based communication, participation in more than one UNCT and [the country] being the lowest priority.

The process of preparation was joint programming requiring face to face UN joint meetings and negotiations between Agencies and government, which was not always possible for the NRA.

Some NRAs not actively engaging and contributing to joint work under the UNDAF. Also not keeping UNCT/RCO informed of their programmes.

No participation by some agencies, even not by email.

They did not get involved in the process.

Delays in communications.

High intents at the stage of development, but low resources, capacities and follow up actions to deliver on commitments.

Some NRAs did not participate in UNDAF preparations as rigorously as they should have, although they were invited to do so.

Not sufficient information flow, lack of capacity to dedicate necessary time and resources. Lack of financial resources.

With 24 UN entities present in the country, coordinating non-resident agencies (NRAs) is a real challenge for the RC office. Coordination with NRAs should be ensured by the UNDAF outcome lead agencies within their mandated areas.

An intensive process which ideally requires continuous physical presence.

Some of the NRAs did not participate in the time period we wanted.

IAEA and UNEP did not have staff capacity to participate actively in the process and it was difficult to get their inputs. Later, it was found that some activities were ongoing by these agencies in the country without inclusion in the UNDAF.

Difficulties with coordinating reviews and regular monitoring and other areas of focus of the outcome groups.

Largely, participation & coordination.

NRAs with very small programme budgets tried to divert the process.

There is an issue of coordination with the NRA for the implementation of the programme on the UNDAF.

ILO is non-resident, yet was associated with all events leading to the approval of the UNDAF. They then negotiated with donors two very large (by country standards) programmes that fit well within the UNDAF -- but make absolutely no reference to it -- and the RC/UNCT only found out about the existence of the projects when they approached one of the donors to mobilize funding for the OneFund...

In the case of UNESCO and ONUDI some consultations took a longer time due to the fact that their regional offices are located outside [the country].

Some NRA agencies tried to force priorities in line with their mandates but which were not the highest priority of the government or development challenge in the country.

Difficulties in monitoring programme performance and results from a distance.

UNWOMEN se invito a participar a traves de la sedes regionales con algunos compromisos

The calendars set by Government were several times changed and this made the participation of NRAs difficult.

Many choose not to participate or to participate and not fulfil their commitments.

Keeping the NRAs involved in the implementation part of the UNDAF process can sometimes be challenging. For NRAs fundraising and implementing the activities foreseen during the planning stage can be difficult down the road.

Some NRAs that included results in the UNDAF 2010-2014 have faced challenges in terms of achieving these results due to financial restrictions.

With the exception of UNDP, UNICEF and UNFPA most resident and not resident agencies see the UNDAF process and product somewhat useful but not mandatory. The degree of engagement and commitment to work on the document vary dramatically from agency to agency. That said, once signed, the UNDAF is seldom seen as a binding instrument, and coupled with little or no government leadership, and or interest in the product and process, the document is shelved.

17 of 19 UNCT members are NRA's. Without government development strategies in place it has been difficult to develop agreed UNCT tools. A draft CFA has been in existence for some time, but it is a project matrix rather than results based framework linked to a strategy.

It is difficult to get NRA to participate though all say they want to.

NRAs are co-convening agencies of several outcome groups. Convening meetings to advance the work of the outcome groups has been a persistent challenge due to participation in multiple country teams as well as limited agency resources due to small size.

It is a small country with not many UN agencies present. NRAs have difficulty working here because of several reasons: lack of resources; do not have Spanish-speaking personnel and hence cannot read or communicate effectively with government; NRA may have limited human resources to provide input to the programming process.

31. Was a national capacity assessment conducted at the country analysis stage? (By Income Level)

	Income Level				
Answer Options	Low	Low/Mid	High/Mid	High	Response Count
Yes	8	14	10	2	34
No	20	27	26	2	75
Answered question					109
Skipped question					0

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

Answer Options	Response Percent	Response Count
Yes	41.3%	31
No	58.7%	44
Answered question	68.8%	75
Skipped question	31.2%	34

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

Answer Options	Response Percent	Response Count
Yes, it is built into the UNDAF and the UNCT also has a separate strategy	9.2%	10
Yes, it is built into the UNDAF but the UNCT does not have a separate strategy	63.3%	69
No	27.5%	30
Answered question	100.0%	109
Skipped question		0

34. How often is the strategy reviewed?
Answered by RCs who answered Yes to previous question.

Answer Options	Response Percent	Response Count
More than once a year	3.8%	3
Once a year	46.8%	37
Once in two years	11.4%	9
Less frequently than once in two years	38.0%	30
Answered question	72.5%	79
Skipped question	27.5%	30

35. 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.

Answer Options	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Response Count
Uses national experts in the design of programmes and projects	73	32	3	1	109
Uses national institutions in the design of programmes and projects	59	46	3	1	109
Uses national procurement systems	8	42	33	26	109
Uses national financial systems	10	41	34	24	109
Uses national monitoring and reporting systems	17	47	32	13	109
Uses national evaluation capacities	18	38	39	14	109
Please provide any additional comments you might have:					22
Answered question					109
Skipped question					0

35. 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. (Percentage of governments in 2012 and resident coordinators in 2013 that checked each response)

Answer Options	Strongly Agree		Somewhat Agree		Somewhat Disagree		Strongly Disagree	
	GOV	RC	GOV	RC	GOV	RC	GOV	RC
Uses national experts in the design of programmes and projects	31	67	50	29	12	3	6	1
Uses national institutions in the design of programmes and projects	36	54	49	42	11	3	6	1
Uses national procurement systems	11	7	33	39	28	30	24	24
Uses national financial systems	12	9	37	38	27	31	21	22
Uses national monitoring and reporting systems	10	16	42	43	26	29	29	12
Uses national evaluation capacities	10	17	43	35	27	36	12	13

Comments

Procurement is mainly done by the Agencies; under HACT only some agencies use national financial systems and country does not have an established M&E system and practice.

National instruments are only used when the project or programme is under national execution modality. In the country almost 80% of our programme is nationally executed, but there is the humanitarian programme under the CAP process, which is agency and NGOs executed.

A strong national coordination entity is required.

National systems still need to be strengthened before they can be used by development partners.

The UN system is supporting the reinforcement of the national structures for M&E and fully align its programme with national capacities and accordingly foster ownership.

[Country] has a highly vulnerable national capacity; therefore the majority of the systems mentions above do not function adequately.

We use national capacities a much as possible, but often expertise is lacking.

[Country's] national capacity to do many of these things is limited. The UN is working to build the capacity.

Public institutions at large, and M&E and financial management systems need to be strengthened before the UN and other development partners can rely fully on these. The newly endorsed Framework for Economic and Social Reform focuses on public administration, and it is foreseen that the UN in the future can start to rely on national systems – both for financial accounts and MER. The UN system provides support to building the capacity of the relevant institutions.

The UNCT through UNDP plays a strong and significant role in the National Integrated Monitoring and Evaluation System in [the country].

HACT micro-evaluation has just been carried out. Even though some agencies are using National Implementation.

Extremely weak government capacities, but introduction of HACT should see the overall balance shifting.

The country is still dealing with national weaknesses at different levels.

UNCT aims to use national experts as much as possible, but we still do rely on international experts for some of the work.

These areas will be taken into account in the HACT process and joint capacity development strategy under preparation.

Lack of human and financial resources on the national and island level.

During the process of developing the UNDAF national capacities was used to design programmes and projects.

National capacities/experts are weak and few. In many cases we bring in international expert and recruit a local expert who in most cases collect information, arrange contacts and learn from the consulting process and activity.

In most of the cases the national financial system, monitoring and reporting systems do not function.

National evaluation capacities remain limited.

36. Does the UNCT have a joint training plan to strengthen the financial management capacity of implementing partners in your country? (By Income Level)

	Income Level				
Answer Options	Low	Low/Mid	High/Mid	High	Response Count
Yes	11	13	5	1	30
No	17	28	31	3	79
Answered question					109
Skipped question					0

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

Answer Options	Response Percent	Response Count
Less than 25%	30.3%	33
25-50%	32.1%	35
51-75%	21.1%	23
More than 75%	16.5%	18
Answered question	100.0%	109
Skipped question		0

38. 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? (By Income Level)

Answer Options	Income Level				Response Count
	Low	Low/Mid	High/Mid	High	
Strongly agree	1	0	1	0	2
Somewhat agree	8	14	7	0	29
Somewhat disagree	13	18	14	2	47
Strongly disagree	6	9	14	2	31
Answered question					109

39. There is still some UN agency execution or implementation in the country because… Please check all of the following statements that apply.

Answer Options	Response Percent	Response Count
The rules of some agencies do not allow them to transfer funds to the Government or other national institutions.	16.7%	18
The institutions in the country do not have the requisite capacities.	34.3%	37
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.	13.9%	15
The Government prefers UN agency implementation in some sensitive areas because it values the UN's neutrality.	23.1%	25
Other	12.0%	13
Please specify:		35
Answered question	99.1%	108
Skipped question		1

39. There is still some UN agency execution or implementation in the country because… Please check all of the following statements that apply. (By Income Level)

Answer Options	Income Level				
	Low	Low/ Mid	High/ Mid	High	Response Count
The rules of some agencies do not allow them to transfer funds to the Government or other national institutions.	6	7	5	0	18
The institutions in the country do not have the requisite capacities.	13	16	8	0	37
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.	2	3	9	1	15
The Government prefers UN agency implementation in some sensitive areas because it values the UN's neutrality.	4	8	11	2	25
Answered question					108
Skipped question					1

39. There is still some UN agency execution or implementation in the country because… Please check all of the following statements that apply. (By Programme Size)

Answer Options	Programme Size:			
	Largest 41	**Middle 41**	**Smallest 41**	**Response Count**
The rules of some agencies do not allow them to transfer funds to the Government or other national institutions.	7	5	6	18
The institutions in the country do not have the requisite capacities.	13	10	14	37
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.	3	4	8	15
The Government prefers UN agency implementation in some sensitive areas because it values the UN's neutrality.	7	12	6	25
Answered question				108
Skipped question				1

39. There is still some UN agency execution or implementation in the country because… Please check all of the following statements that apply. (By Region)

Answer Options	Region				
	Asia and Pacific	**ECIS**	**LAC**	**Africa**	**Arab States**
The rules of some agencies do not allow them to transfer funds to the Government or other national institutions.	2	2	4	8	2
The institutions in the country do not have the requisite capacities.	7	8	5	15	2
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.	4	2	4	4	1
The Government prefers UN agency implementation in some sensitive areas because it values the UN's neutrality.	3	5	9	6	2
Answered question					108
Skipped question					1

Comments
The humanitarian programme is under UN Agency or NGOs execution.
Justification of the use of funds by national institutions remain a big challenge. Accountability to be reinforced.
The introduction of the HACT process in the country was delayed by administrative constraints which are now in good way for resolution.
Financial controls -UN technical expertise in implementation -Need for UN visible engagement in certain areas - Quality control.
On case by case basis and in accordance with prevailing political context.
More demand driven work would result in less UN agency execution/implementation.
In some cases the government transfers funds to UN agencies as they have a better expertise.
In addition to the bullet selected, the HACT is not operationalized in [the country], which limits the capacity of UN agencies to channel resources through national systems.
The agencies are concerned about weak financial and procurement system of the government. Although macro assessment conducted in 2010 and micro assessment conducted in 2011 have shown some moderate improvements, agencies, in general, still consider government capacity insufficient.
In a sub-regional context, UN agency execution is sometimes used because there is not a national or regional institution that covers all the participating countries; if it involves management of a research project (including use of national/regional experts). UN Agency execution is sometimes more efficient and more effective in regional projects.
Humanitarian activities tend to require direct implementation to ensure they are needs-based and not politically driven
As mentioned, the public financial management systems are weak and the national institutions in the country do not have the requisite capacities. Most agencies and donors are therefore hesitant allowing transfer to the government.
UN closely monitors the EU decentralized implementation; once EU starts with this operating model the UN will start using more often national execution.
Micro-evaluation has just been completed for the HACT.
The politicization and sensitivity of some areas of work, along with the political instability in the country make the UN's implementation preferred.
UN status neutral position on [country] is an obstacle to national execution
The Govt wants the UN to engage in areas where it has limited jurisdiction.
Implementation by NGOs and civil society is hardly sought after either because of lack of knowledge and/or funding or lack of capacities but most often simply because these institutions do not exist.
It varies from the [countries] we serve for example some prefer UN agencies to implement and some its national institutions.
Some agencies are still required to do agency CPD and HQ reporting.
In some areas, particularly around specialized recruitment of some project staff it is faster to go via UN systems.
We are in a transition period where the Direct Execution has overtaken the traditional National Execution modality, but this is temporary.

40. 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? (By Income Level)

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"

Answer Options	Income Level				Response Count
	Low	Low/Mid	High/Mid	High	
Strongly agree	22	33	14	2	71
Somewhat agree	5	7	18	2	32
Somewhat disagree	1	1	3	0	5
Strongly disagree	0	0	0	0	0
Answered question					108
Skipped question					1

41. Please select all that apply.
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.

Answer Options	Results group	Joint Programme	Agencies are able to access each other's knowledge network	Response Count
Poverty reduction	67	35	37	86
Environment and sustainable development	71	33	32	93
Knowledge and technology transfer	17	3	25	36
Gender equality	91	49	39	105
Disaster risk reduction	69	15	31	82
Peace-building and early recovery	28	23	20	48
South-south cooperation	15	4	24	35
Health	81	41	28	93
Education	68	21	27	80
Agriculture and rural development	54	17	31	73
Food and nutrition	62	33	29	78
Governance and public administration	75	21	29	93
Decentralization	34	12	28	53
Human rights and equity	69	27	36	93
Humanitarian assistance	46	12	25	58
Economic growth and employment	60	27	33	82
Industry, trade and investment	25	8	27	48
Other (please specify)				29
Answered question				109
Skipped question				0

41. Please select all that apply. (By Income Level)

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.

	Income Level				
Answer Options	Low	Low/ Mid	High/ Mid	High	Response Count
Poverty reduction					
Results group	14	30	22	1	
Joint Programme	9	15	9	2	
Agencies are able to access each other's knowledge network	6	17	13	1	
Environment and sustainable development					
Results group	18	30	22	1	
Joint Programme	9	11	13	0	
Agencies are able to access each other's knowledge network	7	12	11	2	
Knowledge and technology transfer					
Results group	5	9	2	1	
Joint Programme	1	1	0	1	
Agencies are able to access each other's knowledge network	6	11	7	1	
Gender equality					
Results group	27	34	28	2	
Joint Programme	11	19	19	0	
Agencies are able to access each other's knowledge network	6	17	14	2	
Disaster risk reduction					
Results group	16	30	21	2	
Joint Programme	2	6	7	0	
Agencies are able to access each other's knowledge network	9	12	9	1	
Peace-building and early recovery					
Results group	14	8	6	0	
Joint Programme	7	12	4	0	

Agencies are able to access each other's knowledge network	7	8	5	0
South-south cooperation				
Results group	3	5	7	0
Joint Programme	1	1	2	0
Agencies are able to access each other's knowledge network	7	9	6	2
Health				
Results group	24	31	23	3
Joint Programme	14	17	9	1
Agencies are able to access each other's knowledge network	7	12	7	2
Education				
Results group	21	32	15	0
Joint Programme	9	7	5	0
Agencies are able to access each other's knowledge network	8	11	6	2
Agriculture and rural development				
Results group	16	26	12	0
Joint Programme	5	8	4	0
Agencies are able to access each other's knowledge network	8	13	8	2
Food and nutrition				
Results group	21	30	10	1
Joint Programme	14	12	7	0
Agencies are able to access each other's knowledge network	8	10	9	2
Governance and public administration				
Results group	21	32	21	1
Joint Programme	2	11	8	0
Agencies are able to access each other's knowledge network	5	12	10	2
Decentralization				
Results group	10	16	8	0
Joint Programme	4	5	3	0
Agencies are able to access each other's knowledge network	8	11	8	1

Human rights and equity				
Results group	20	23	26	0
Joint Programme	4	11	11	1
Agencies are able to access each other's knowledge network	9	14	11	2
Humanitarian assistance				
Results group	17	18	11	0
Joint Programme	5	6	1	0
Agencies are able to access each other's knowledge network	8	10	6	1
Economic growth and employment				
Results group	13	29	18	0
Joint Programme	4	15	8	0
Agencies are able to access each other's knowledge network	7	12	12	2
Industry, trade and investment				
Results group	8	14	3	0
Joint Programme	1	5	2	0
Agencies are able to access each other's knowledge network	9	9	7	2
Other (please specify)				29
Answered question				109
Skipped question				0

Comments (including additional topics covered by results groups)

Security and Justice.

Agencies can access each others websites but not corporate knowledge networks.

Results group and joint program exits for HIV activities aiming to protect vulnerable groups.

Drug Control; no joint programme at the moment or an access to each other's network

Creative economy, social protection.

Thematic Group Sport for Development and Peace, International Organized Crime, Security and Citizenship, Tobacco Control.

WASH, Housing, Protection.

HIV.

Disaster Recovery Joint Programmes, Human Trafficking Joint Programme, Disability Joint Programme.

Results Group on Indigenous Peoples.

Social protection.

Indigenous.

Indigenous People.

Refugees, WAH, HIV, AIDS, SP, other remaining thematic areas are covered by WGs.

We do not have results/outcome groups but do have a number of inter-agency groups and they are not all reflected above as not fitting.

Results group for Intercultural affairs; HIV/AIDS; Northern Border Zone.

HIV, joint programming and results group.

UNDAF

The three areas of operation in the UNDAF have a thematic group each, covering all work done by agencies. There are also operational groups covering monitoring and evaluation, communication, operation management, and programmes.

Youth.

Social protection, climate change/green economy, WASH.

Population, HIV/AIDS, Youth.

Preparedness, Data Collection, M&E, WASH.

Youth.

Social inclusion.

UN Theme Group on HIV/AIDS.

Green Economy, HIV/AIDS.

JUNTA on Hiv/AIDS.

42. Regarding the work planning of results groups, please check one of the following:		
Answer Options	**Response Percent**	**Response Count**
Results groups have their own workplans on top of agency specific work plans.	60.6%	66
Results groups do not have own work plans.	25.7%	28
Other	13.8%	15
Please explain:		34
Answered question	100.0%	109
Skipped question		0

Comments

Results groups have their own workplans taking into consideration agency specific work plans and current UNDAF action plan.

Joint work planning is done around One Plan in 8 thematic joint programming groups; all Agencies are members of relevant groups. All Agencies also have annual workplans following their respective corporate formats and requirements.

Result groups workplans are aligned to the UNDAF and include advocacy events.

In Health, education, food security and HIV.

The mandate of the Results/themes is to strengthen coherence of UN interventions planned to achieve UNDAF outcomes.

The Theme Group on Poverty has its own annual work plan fir 2013 while other four groups are in process of approving it.

Each Thematic Group/Task Force has its own joint work plan elaborated in the beginning of each programmatic year.

Not all results group have specific work plans.

Some results groups have own work plan, such as on Indigenous Peoples.

Results groups are linked with UNDAF outcomes.

Some groups have their own workplans, others don't have them.

Some of the results groups selected above (agriculture, public administration, education, health) refer to sector tables led by the Government in which the key partners in the sector, including UN agencies, are able to exchange information and support the development of national policies/strategies.

Most of the results groups mentioned above prepare a general plan of their activities at the beginning of the year.

Theme Groups have their targets and are not permanent.

Some do, others don't (yet).

The annual work plans of the Thematic or Outcome Working Groups are secondary to agency planning but do exist.

Last year was the first full year of implementation of the UN Strategic Framework. Most UN Strategic Priority groups never came up to speed, but UN agencies met in other forums that have evolved post [natural disaster]. These groups include civil society and a few development partners and that meet informally and irregularly. With the newly created gov't-development partners Sector Working Groups being established (of which many are co-lead by a UN agency and the Government) it is envisioned that UN will increase its engagement in these groups for the benefit of both the country and the UN system.

We do not have result/outcome groups but thematic inter-agency groups and they have their work plans; each group is lead by an agency head.

Not all, but some results groups have their own workplans.

The results groups have been set up around the three UNDAF outcomes.

Results group's workplans in the process of being established.

Areas linked to JPs have work plans.

Some groups have their own workplans, while others don't. The UNDAF outcome results matrices serve as the workplans for the integrated (UNDAF/ISF) and UNDAF working groups'.

Theme groups have work plans based on the annual work plan for the UNCT.

The operational groups have work plans, while the thematic groups relating to UNDAF do not.

The results groups are a component of the UNDAF architecture and support the implementation of the UNDAF.

There is a Programme Monitoring Framework (PMF), which serves as a joint annual work plan for the UNDAF/UNDAF Action Plan.

Thematic working groups just formed for development of UNDAF AP. This structure to be aligned to DaO SOPs on result groups.

However, WASH has.

However, UNDP, UNICEF and UNFPA do not have their own workplans.

Results Groups produce their annual work plans based on the UNDAF to identify and commit to synergies and complementarities for the year.

Results groups "workplans" so far only refer to the activities of the groups themselves (meetings, training events etc.), not the development/programme activities supported by Agencies

Thematic groups have work plans, but are an amalgamation of agency plans reformatted into a CFA.

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

Answer Options	Response Percent	Response Count
Yes	79.8%	87
No	20.2%	22
Answered question	100.0%	109
Skipped question		0

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

Answer Options	Fully	Partially	Not at all	Response Count
...Was structured around the UNDAF outcomes	66	28	14	108
...Was linked to national development results	56	39	12	107
...Informed government on the results of the UNCT as a whole	55	26	27	108
Answered question				108
Skipped question				1

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

Answer Options	Response Percent	Response Count
Very important	88.1%	96
Somewhat important	10.1%	11
Slightly important	1.8%	2
Not at all important	0.0%	0
Answered question	100.0%	109
Skipped question		0

46. How effective was the support received by the UNCT from the regional commission over the last two years? (By Region)

Answer Options	Region					
	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Very effective	1	1	2	2	0	6
Somewhat effective	1	7	3	11	0	22
Slightly effective	6	2	5	11	5	29
Not effective at all	4	5	7	8	2	26
Don't know/insufficient information available	7	3	6	6	4	26
Answered question						109
Skipped question						0

47. Based on your experience, how much potential does the regional commission have to make a larger contribution to the work of the UNCT? (By Region)

Answer Options	Region					
	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Great potential	1	7	12	20	2	42
Moderate potential	10	5	8	9	5	37
Small potential	8	6	1	7	4	26
No potential	0	0	1	2	0	3
Answered question						108
Skipped question						1

48. 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)? (By Region)

Answer Options	Region					
	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Yes	3	5	2	9	6	25
No	2	0	1	2	1	6
Don't know	2	2	0	1	1	6
Not applicable	12	11	20	26	3	72
Answered question						109
Skipped question						0

49. 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.		
Answer Options	**Response Percent**	**Response Count**
Independent assessment by the UN	2.8%	3
Independent assessment by the World Bank	0.0%	0
Joint assessment by the UN and World Bank	1.8%	2
No assessments carried out	17.4%	19
Not applicable	78.0%	85
Answered question	100.0%	109
Skipped question		0

50. How effective is the cooperation between the UNCT and the Bretton Woods Institutions, especially the World Bank, at the country level?		
Answer Options	**Response Percent**	**Response Count**
Very effective	22.0%	24
Somewhat effective	34.9%	38
Slightly effective	30.3%	33
Not at all effective	12.8%	14
Answered question	100.0%	109
Skipped question		0

50. How effective is the cooperation between the UNCT and the Bretton Woods Institutions, especially the World Bank, at the country level? (2012 RCs survey vs. 2013 RCs survey)

Answer Options	Response Percent	Response Percent
	RCs Survey 2013	RCs Survey 2012
Very effective	22	6
Somewhat effective	35	25
Slightly effective	30	30
Not at all effective	13	24

50. How effective is the cooperation between the UNCT and the Bretton Woods Institutions, especially the World Bank, at the country level? (By Region)

Answer Options	Region					
	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Very effective	3	6	2	9	4	24
Somewhat effective	8	8	4	16	2	38
Slightly effective	6	3	10	11	3	33
Not at all effective	2	1	7	2	2	14

51. How effective is the cooperation between the UNCT and the regional banks at the country level? (By Region)

Answer Options	Region					
	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Very effective	4	0	3	7	1	15
Somewhat effective	5	10	5	16	4	40
Slightly effective	7	6	10	11	4	38
Not at all effective	3	2	5	4	2	16
Answered question						109
Skipped question						0

52. 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)? (By Income Level)

	Income Level				
Answer Options	Low	Low/Mid	High/Mid	High	Response Count
Yes	14	25	29	4	72
No	14	16	7	0	37
Answered question					109
Skipped question					0

52. 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)? (By Region)

	Region					
Answer Options	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Yes	14	10	17	23	8	72
No	5	8	6	15	3	37
Answered question						109
Skipped question						0

53. To what extent has the Government sought and received UNCT support in providing such cooperation? (By Region)
Answered by RCs who answered Yes to the previous question

	Region					
Answer Options	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
To a large extent	6	2	8	8	2	26
To a moderate extent	7	6	5	9	2	29
To a small extent	1	2	3	2	3	11
Not at all	0	0	1	4	1	6
Answered question						72
Skipped question						37

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

Answer Options	Response Percent	Response Count
Yes	48.6%	53
No	51.4%	56
Answered question	100.0%	109
Skipped question		0

55. When does the UNCT plan to complete the gender scorecard?
Answered by RCs who answered No to the previous question

Answer Options	Response Percent	Response Count
This year	29.1%	16
Next year	18.2%	10
A later year (Please specify in the comment box below.)	7.3%	4
No plans at present	45.5%	25
Please specify:		5
Answered question	50.5%	55
Skipped question	49.5%	54

Comments

The current UNDAF was not sufficiently disaggregated at the results level to effectively use the gender scorecard.

UN Women hired an international consultant for this activity.

2015 since this is the mid-point of the UNDAF. The first UNDAF is 2014-2016.

UNCT has plans to do it.

2014

56. 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?

Answer Options	Response Percent	Response Count
Yes	20.0%	11
No	80.0%	44
Answered question	50.5%	55
Skipped question	49.5%	54

57. Does your country have an up-to-date disaster risk reduction strategy?
(By Region)

	Region					
Answer Options	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Yes	16	9	13	18	2	58
Yes, but it is over 3 years old.	2	3	7	9	3	24
No	1	6	3	11	6	27
Answered question						109
Skipped question						0

57. Does your country have an up-to-date disaster risk reduction strategy?
(By Income Level)

	Income Level				
Answer Options	Low	Low/Mid	High/Mid	High	Response Count
Yes	16	25	16	1	58
Yes, but it is over 3 years old.	4	7	12	1	24
No	8	9	8	2	27
Answered question					109
Skipped question					0

D. Funding

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

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.

Answer Options	Response Percent	Response Count
Yes	27.5%	30
No	72.5%	79
Answered question	100.0%	109
Skipped question		0

59. How often is the CBF formally updated?

Answered by RCs who answered Yes to the previous question

Answer Options	Response Percent	Response Count
More than once a year	20.0%	6
Once a year	50.0%	15
Less frequently	30.0%	9
Answered question	27.5%	30
Skipped question	72.5%	79

60. Is the CBF at all times accessible for the government, development cooperation partners (donors) and other stakeholders?
Answered by RCs who answered the previous question

Answer Options	Yes	No	Response Count
Government	29	1	30
Development cooperation partners (donors)	23	5	28
Other stakeholders	20	7	27
Answered question			30
Skipped question			79

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

Answer Options	Response Percent	Response Count
Yes	29.4%	32
No	70.6%	77
Answered question	100.0%	109
Skipped question		0

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

Answer Options	Response Percent	Response Count
To a large extent	8.3%	9
To moderate extent	4.6%	5
To a small extent	9.2%	10
To no extent	5.5%	6
Not applicable	72.5%	79
Answered question	100.0%	109
Skipped question		0

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

Answer Options	Response Percent	Response Count
2013	20.2%	22
2012	30.3%	33
2011	15.6%	17
2010	11.0%	12
2009	10.1%	11
Not applicable	12.8%	14
Other (please specify)		9
Answered question	100.0%	109
Skipped question		0

Comments
2008
UNDAF [country](2008-2013).
No UNDAF presently.
Our current UNDAF started 2007 and was to end in 2011. However, due to the [political situation], the UNDAF was extended until 30 June 2013.
2007
2014
2008
2008
Transition strategy

64. 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?
Answered by RCs who answered Yes to the question on whether they have a CBF

Answer Options	Response Percent	Response Count
Less than 50%	6.4%	7
50-75%	5.5%	6
More than 75%	16.5%	18
Don't know	1.8%	2
Not applicable	69.7%	76
Answered question	100.0%	109
Skipped question		0

65. Please estimate what percentage of the funding requirements stated in the CBF is currently available or firmly committed.
Answered by RCs who answered Yes to the question on whether they have a CBF

Answer Options	Response Percent	Response Count
0-20%	2.8%	3
21-40%	10.1%	11
41-60%	9.2%	10
61-80%	3.7%	4
81-100%	2.8%	3
Not applicable	71.6%	78
Answered question	100.0%	109
Skipped question		0

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

Answer Options	Response Percent	Response Count
Yes	17.4%	19
No	82.6%	90
Answered question	100.0%	109
Skipped question		0

67. Please estimate the percentage of available or firmly committed resources that are channeled through the One-UN-Fund in your country.
Answered by RCs who answered Yes to the previous question

Answer Options	Response Percent	Response Count
0-10%	52.6%	10
11-20%	21.1%	4
21-30%	15.8%	3
31-40%	5.3%	1
41-50%	0.0%	0
More than 50%	5.3%	1
Answered question	17.4%	19
Skipped question	82.6%	90

68. 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?

Answer Options	Response Percent	Response Count
Strong positive trend	9.2%	10
Slight positive trend	31.2%	34
No noticeable trend	46.8%	51
Slight negative trend	4.6%	5
Strong negative trend	8.3%	9
Answered question	100.0%	109
Skipped question		0

69. 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:

Answer Options	Response Percent	Response Count
Strongly agree	1.8%	2
Somewhat agree	19.3%	21
Somewhat disagree	45.0%	49
Strongly disagree	33.9%	37
Answered question	100.0%	109
Skipped question		0

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

Answer Options	Response Percent	Response Count
Fully aligned	17.0%	18
Aligned to a great extent	45.3%	48
Aligned to a moderate extent	29.2%	31
Aligned to a small extent	2.8%	3
Not aligned at all	5.7%	6
Optional comments:		10
Answered question	97.2%	106
Skipped question	2.8%	3

Comments

Not all information regarding fund raising by Agencies is available in a systematic manner

Since these are bilaterally funded activities, whether or not they are aligned is not known to the UNCT.

Not applicable, No UNDAF presently.

All UNCT members (including some NRAs) are participating in the formulation of the 2015-2019 UNDAF.

Premature to answer this question as 2014 is the first year of the UNDAF.

In a middle-income country context core funding is declining and non-core funding assumes greater importance.

Not applicable - very limited donor funded activities.

There is practically no donor funded activities.

Depends. Needs an analysis on a case by case basis.

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

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.

Answer Options	Response Percent	Response Count
0-20%	76.1%	83
21-40%	15.6%	17
41-60%	1.8%	2
61-80%	3.7%	4
81-100%	2.8%	3
Answered question	100.0%	109
Skipped question		0

72. 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).

Answer Options	Response Percent	Response Count
0-20%	81.7%	89
21-40%	11.0%	12
41-60%	0.9%	1
61-80%	0.9%	1
81-100%	5.5%	6
Answered question	100.0%	109
Skipped question		0

73. 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.

Answer Options	Response Percent	Response Count
Strongly agree	43.1%	47
Somewhat agree	48.6%	53
Somewhat disagree	5.5%	6
Strongly disagree	2.8%	3
Answered question	100.0%	109
Skipped question		0

74. 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?

Answer Options	Response Percent	Response Count
Significantly increase	1.8%	2
Somewhat increase	11.9%	13
About the same	26.6%	29
Somewhat decrease	35.8%	39
Significantly decrease	11.9%	13
Don't know/insufficient information available to assess	11.9%	13
Answered question	100.0%	109
Skipped question		0

75. 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:

Answer Options	Significantly increasing	Somewhat increasing	Staying about the same	Somewhat decreasing	Significantly decreasing	Don't know/insufficient information available to assess	Response Count
DAC donors	4	11	20	38	16	20	109
Developing country donors	7	24	22	3	9	43	108
European Commission	3	19	38	24	14	11	109
Other Multi-lateral sources (including global funds)	4	18	37	27	10	13	109
Non-governmental organizations and private sector	1	18	30	11	7	42	109
Answered question							109
Skipped question							0

76. Please explain briefly what in your view are significant factors that influence the trends noted in the two preceding questions. (By Income Groups)

Answer Options	Income Level				Response Count
	Low	Low/Mid	High/Mid	High	
	28	41	35	4	108
Answered question					108
Skipped question					1

Comments by RCs in Low Income Countries

[Country] is going through a transition with significant needs

Donor orphan country, regional disparities and regional programmatic priorities, only Muslim country in the region; perceived political instability based on historical developments since independence

Country context related

Information not available when responding to the survey

First is the financial crisis in Europe and the other developed countries, and the second is the rapid growth of BRICs and other emerging economies.

1, Donor will. 2, Government's willingness to use UN channel. 3, Productivity of UN to capture/raise funds

EU in-country joint strategic planning, aligned to national planning, may increase UN collaborations. DAC countries focused on human development results might increase support to the UN. Private sector opportunities are a potential still to be explored fully.

A number of DPs are scaling up interventions in [the country]. The UN will be better positioned to ascertain real data once we embark upon joint resource mobilization.

As transition evolves into development programming partners will use other channels

Unfavorable conditions in the host countries. Differences with key donors in some politically sensitive areas.

Donor disinterest, Focus on humanitarian activities, [the country] remains an aid orphan for development programmes with 70-80% covered by EU and African Development bank

Some developing countries have strong interests in the country. The country is prone to crisis, so NGOs and private foundations are providing support along with global funds. In addition, WB and EU are also big contributors to the country's development. The pledges during the country's round table have shown the trends identified.

The current trends in the country its leadership and opportunities that have come up due to the promulgation of the Constitution 2010

Many development partners establish themselves in [the country] these years as a result of the ongoing reform work. This has caused a remarkable increase in ODA. Many have budgeted for support till 2015 when the next pivotal election takes place. Depending on the development of the country and the government's willingness to show results and continue with the social and economic reform work the donors are likely to scale up their support.

Global economic crisis, new donor relations eg south south cooperation

The reduction in armed conflict and the increased stability and legitimacy of the central government means investment is likely to increase before the national systems are in place to manage it so the UN is likely to receive more.

Il y a d'abord les nouveaux défis qui se sont posés au pays tels que les inondations et la confection de la Liste Electorale Permanente Informatisée. Ensuite il y a la qualité des projets/programmes soumis.

Financial crisis, changing donor strategies

Overall economic decline

It's a very mixed picture at the moment. The partner groupings are not monolithic. Some DAC are increasing, some declining, same.

The ODA trends shows sharp decline, so competition among UN agencies will be hard.
Overall declining of aid from DAC due to global financial recession.
Donors focus on value for money.
A trend in aid shift from service delivery to more specific sector.
Political climate in the country

The deterioration of the economic situation in major donor countries is one factor adversely affecting the funding available to the UN.
The UN system is not delivering fast enough on UN reform and there are too many small agencies in too many countries that don't impress donors.

Share of DAC donors may increase because of the closures of some DAC donor's embassies in the country

The nature and quality of the political transition will condition the ability of the UN to mobilize funds to meet development goals.

In [the country] the donor base is falling significantly due to the operational context. The only supporting main development partners are the UN and the EU whose role is expected to increase with time.

Increase of bilateral funding strategies and programme; global economic and financial crisis; increase of the use of budgetary support funding modalities

The development aid management in the country is not perceived as transparent and good enough to build trust and attract more donors and funds.

Comments by RCs in Lower Middle Income Countries

GFC

The national government is already by far the largest donor to the UN Agencies -- but it funds almost exclusively UNDP; total ODA is of marginal importance in relation to national resources; the only new/increasing donors are non-DAC, and there is no sign that they are interested in channeling funds through the UN.

The factor is the capacity of absorption of the national institutions. Sometimes there is a problem of appropriation of all the projects and due to the political instability the implementation of the projects becoming very difficult and take time to start.

Global economic crisis

Being gradually moving towards middle-income status & incremental progress in achievement of MDGs however the issue of equity, quality and some critical indicators lagging behind

Potential of new emerging donors, increase in government on-budget funding from present donors, stronger focus on partnerships and innovative approaches to obtain funding from the private sector

Donor perceptions of UN as inefficient and ineffective
[The country's] transition to MIC status

Due to the global trend and the aid flows in the country at the moment.

Financial crisis
European integration agenda
MIC status

Political situation of the countries that we serve and the Global economic situation

Euro crisis and global financial downturn. Increasing domestic resources as result of oil discovery.

Given that [the country] now falls under the middle-income country category it is no longer considered a priority country for funding. In addition, recent developments [with regard to human rights] and the Government's reluctance to engage with certain donors is also contributing to the decline in the availability of funding.

Slow down in the global economic growth

Potential for EU Association makes the EU the dominant partner, it will always have a certain limit on how much it wishes to pass through the UN.

Donor fatigue, changing political context, some countries in the Gulf are funding projects directly and independently in [the country]

World financial crises and demands/ attention to domestic economic challenges

Economic financial crisis in Europe; developing countries becoming emerging economies

Provided the ongoing refugee crisis in the country, increasing financial resources have been provided to [the country] to fund the emergency response. These resources have been humanitarian rather than development focused.

The financial crisis and the fact that [the country] is a MIC.

Graduation of [the country]

NA

The revolution and the deteriorating economic situation led to several donors somewhat expanding their ODA to [the country]. However, due to the political instability, donors are also holding back financing projects until conditions are more stable and favourable.

Cuts/decrease in funds and resources is a global trend happening at all levels and in all countries

Increased interest in the country's natural resources by new developing countries.

Trend to prefer earmarking of resources (One UN fund is not earmarking); economic crisis; EU preference to contract European implementers

Donor fatigue

Quick transition from LDC to MIC status. Shifting interest among DAC donors towards other regions. Increased share of public spending coming from national budget (less reliance on international cooperation).

With regard to UN's share, it is due to [the country's] MIC status. Same logic applies for EC's increased involvement.

International financial crisis and lack of a UN wide strategy for mobilization of resources, as well as not yet significant efforts towards advancing UN Reform

Apart from global trends, this is considered to be a country with large national resources. The current trend with decreasing fund availability will continue.

Donors have less funding + UN needs to work more (together) to show its added value.

A few DAC donors phasing out their programmes in [the country] due to HQ decisions. Proportion of ODA to GDP reducing.

We may be able to raise funds by demonstrating that joint programs can be cost effective and provide evidence based results.

-Donors bilateral engagement with the government, donors providing budget support, including direct budgetary support to the government
-Donors engaged in implementation via contractors and international CSOs.

EU provides direct budget assistance to Government. Multilaterals funds are decreasing

Not sufficient information to explain

Global financial climate. Country classification (low-, middle- and high-income)

Transition to MIC in 2010; due to political context NGO sector is not well developed and national private sector does not have development focus

[Major developing country donor] taking a significant role in the humanitarian assistance support.

Comments by RCs in Upper Middle Income Countries

DAC donors are reducing their contributions to MICs.

ODA to [country] represents less than 0.5% of the national budget and the trend is for it to become less.

Limited donor funding in current MIC environment for the UN. Most stable pipeline of funding is via TFs

[Country] as an upper MIC is currently experiencing reducing donor assistance. The NGO and private sector contribution is non-existent.

The country is high in gas resource revenues. The perceived slowness of the country on political and cultural rights.

[Country] being UMIC

[Country] has a fast-growing GNP based on extractive industries.

High middle income countries that are both donors (south-south) and recipient countries most often do not qualify to receive ODA, IFIs loans and or multilateral trust fund monies. At the same time UN Agencies operating in such countries tend to have very small budgets and programmes and rely mostly on govt funds and other sources to carry out their programmes.

Political interest in the area, and effects on [the country] of the evolving humanitarian.
International conjuncture.
Budgetary cuts related to the global financial crisis.

Not Applicable to [country]

No comments.

In middle income country on the way to EU integration, all donors are decreasing the levels of their inputs and EU is increasing prospects for new funds and keeps the pre-accession funds at the same level every year with limited possibilities for the UN to access it

Upper middle country status and EU Accession

As a UMIC it is increasingly hard for the country to secure funding from UN trust funds and bilateral donors. The EC provides significant funding, but not for the UN. (As this country has decentralized management of pre-accession funds.)

Being an upper MIC donors are increasingly moving to regional programmes; BRICS and other donors including the private sector require greater advocacy and identification of opportunities; Government needs to have an effective aid effectiveness strategy

Crisis

While the funding opportunities are limited or decreasing, including UN core resources, in [this country] the UN is the most reliable partner for the development partners/donors, especially with the EC, so we do not expect that the resources will be decreasing and hope they will increase slightly.

Donor resources to upper MICs such as [this country] are on a downward trend.

[This country] being an Upper Middle Income Country is by definition a non-traditional donor environment; UNCT needs to leverage funding from the private sector and other entities.

Economic & financial crisis in developed countries will lead to reductions in aid while a dynamic & growing private sector will be able to increase financial flows for social development & poverty reduction.

The country's energy sector contributes to increasing GDP, plus the ambition to double GDP by 2020.

The Government is increasingly requesting traditional donors to channel contributions through trilateral cooperation initiatives, many including the UN System.

South-South Cooperation - {BRICS}
Establishment and improvement of Regional Cooperation Mechanisms (e.g CELAC)

Not applicable

N/A

Global trend of shrinking financial resources coupled with the political issue.

{Country} is a medium high income country

Global economic crisis
Privatization of aid-core contribution of ODA

Most of the UN agencies have a constant concern about the difficulty of obtaining funding for programmes. [The country] has a prospect of graduating from cooperation because is a MIC with a high human development index.

[The country] graduated to Middle Income country Status in 2011.

Excessive use of the GDP and middle income country category as a criteria for allocation

The global economic situation and the fact that [the country] is an upper MIC play a direct impact on these issues.

The country has oil and gas and a resulting high level of income so donors are not inclined to provide resources. EC does not provide resources, as country did not sign Cotonou Accord.

[The country] is NCC, Fully funds UN programming

Income based indicators that are not sufficiently nuanced to capture development complexities; strong perceptions that MICs are not in need of assistance; geographic/political significance

[The country] is a MIC that does not receive donor funding

77. As far as you know, to what extent do UN agencies in your country compete with each other for donor funding? (By Income Group)

Answer Options	Income Level				Response Count
	Low	Low/Mid	High/Mid	High	
To a large extent	7	8	4	1	20
To a moderate extent	11	18	17	0	46
To a small extent	9	14	12	0	35
Not at all	1	1	3	3	8
Answered question					109
Skipped question					0

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

Answer Options	Response Percent	Response Count
Competition among UN agencies is healthy and the Government welcomes it.	7.0%	7
Competition among UN agencies creates confusion for the Government.	80.0%	80
Competition among UN agencies increases the workload on Government officials.	61.0%	61
Competition among UN agencies diverts the agencies' attention from the main tasks of providing support to the country.	61.0%	61
Answered question	92.0%	100
Skipped question	8.0%	9

78. Please check any of the following statements that apply:
(Views of RCs and government on competition among agencies for donor funding)

Answer Options	% of RCs in 2013	% of RCs in 2012	% of Govts in 2012
Competition among UN agencies is healthy and the Government welcomes it.	7	7	16
Competition among UN agencies creates confusion for the Government.	80	79	60
Competition among UN agencies increases the workload on Government officials.	61	41	56
Competition among UN agencies diverts the agencies' attention from the main tasks of providing support to the country.	61	64	62

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

Answer Options	Response Percent	Response Count
Poverty reduction	34.7%	35
Environment and sustainable development	47.5%	48
Knowledge and technology transfer	4.0%	4
Gender equality	46.5%	47
Disaster risk reduction	32.7%	33
Peace-building and early recovery	19.8%	20
South-south cooperation	5.0%	5
Health	42.6%	43
Education	32.7%	33
Agriculture and rural development	28.7%	29
Food and nutrition	29.7%	30
Governance and public administration	19.8%	20
Decentralization	9.9%	10
Human rights and equity	19.8%	20
Humanitarian assistance	29.7%	30
Economic growth and employment	24.8%	25
Industry, trade and investment	8.9%	9
None	6.9%	7
Other (please specify)		12

Answered question	92.7%	101
Skipped question	7.3%	8

Comments

Even humanitarian agencies now are trying to do development work hence increasing the competition such as WFP and UNHCR

Social protection;

Water and sanitation

Refugees

Not clear what the survey refers to in terms of competition (also for Q64). Of course there are areas where there are some overlaps and also areas where such allows for synergies.

Assistance to Indigenous Peoples

Under decentralization we mainly mean here local development activities

Human security

Infrastructure

Not so much competition but uncoordinated UN engagement in broader planning and programming environments with development partners and Government.

HIV/AIDS

80. 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.

Answer Options	Response Percent	Response Count
Generally a challenge to justify or explain	16.5%	18
Sometimes a challenge to justify or explain	46.8%	51
Not a challenge to justify or explain	26.6%	29
Cannot assess/insufficient information available to assess	10.1%	11
Please provide any additional comments you might have:		15
Answered question	100.0%	109
Skipped question		0

Comments

At the macro level Agencies have systems to capture programme costs and other costs but difficult to repackage at project level so difficult to classify every dollar expenditure

Some donors want to see a direct impact of this funding to programme outcomes while non-programme allows achieving efficiency for programme delivery.

Security and accommodation costs still unavoidably high in [the country].

Coordination costs and results are discussed in the UNCT since the UNCT cost shares the UN development coordination costs

What are difficult to explain are the different overhead rates of UN agencies?

High Overheads, particularly UN salary scale in [the country], High Office costs and level of programme delivery

The security costs of operating in [the country] are extremely high and require effort to justify.

The relationship is difficult to assess given that we lack enough information related to non-programme expenditures.

Funds related to non-programme expenditures are insufficient to effectively ensure the required coordination and management support to the UN Country Team.

Agencies in country experience see and reap the benefits of quality UN coordination. What is difficult is the blockage (at HQ level) of those agencies allocating 'non-programme' resources at the country level.

UNCT is currently in the process of developing a Business Operations Strategy to better link programme and non-programme expenditures.

This is a false dichotomy for UN field presences today. What might be considered "non-program" is the overhead and capacity necessary to make the impact we aim for in program and policy.

Additional funds need to be allocated for UN Coordination (RC Offices) as it has been severely underfunded over the past years.

There is a low programme to non programme expenditure because of small size of programme.

Non-programme expenditures are not high and are easily justifiable

E. Management

81. Does the UNCT have a Code of Conduct?		
Answer Options	Response Percent	Response Count
Yes	41.3%	45
No	58.7%	64
Answered question	100.0%	109
Skipped question		0

82. Please check the UNCT members that support the work of the UNCT in the following ways: Participate in the UNDAF (or equivalent instrument); participate in results groups; serve as chair of a results group or the Operations Management Team (OMT); provide regular reports on funding commitments and programme implementation to the Resident Coordinator (RC) office; and always provide you with "immediate access" to their technical resources. Please select all that apply. (Note: Results groups may also be known as programme coordination groups, outcome groups or theme groups.)							
Answer Options	Agency participates in the UNDAF (or similar programme framework)	Agency participates in one or more results group	Agency chairs a results group or OMT	Agency provides regular reports to the RC office on their funding commitments	Agency provides RC office with regular reports on its programme implementation	Agency always provides you with immediate access to their technical resources	Response Count
FAO	98	86	44	26	32	40	102
IFAD	36	23	2	10	10	9	45
ILO	86	71	24	20	30	40	92
OCHA	35	30	8	15	20	43	64
UNAIDS	88	80	49	28	41	52	94
UNCDF	23	15	2	8	9	10	27
UNCTAD	23	14	1	5	5	9	30
UNDP	106	102	98	62	65	77	109
UNESCO	85	66	22	13	24	30	91
UNEP	58	28	6	10	13	11	64
UNFPA	104	98	76	38	48	61	107

UNHCR	77	68	21	23	28	35	83
UN-HABITAT	51	39	7	15	15	24	57
UNICEF	105	99	84	35	45	64	107
UNIDO	71	49	13	14	19	25	76
UNOPS	34	19	6	7	10	17	41
UNV	42	38	6	14	18	25	51
UN Women	78	68	45	22	27	44	82
WFP	68	59	29	22	24	32	74
WHO	99	90	60	28	38	50	103
Regional Commission	16	9	4	2	3	14	28
Other	31	25	13	8	10	14	34
Agency/Organisation:							38
Answered question							109
Skipped question							0

Comments (Additional agencies that are members of some UNCTs)	
UNODC	IAEA / UNAEC
Office of the human rights commission	UNU
IOM; UNODC	OHCHR
ISDR	UNRWA
UNREC	OHCHR
WB/IMF	OHCHR
UNODC	IOM
IOM, UNODC, IAEA, Global Mechanism	IOM
ION, OHCHR	IAEA
IOM, UNODC, UNCAPSA/UNESCAP, UNIC, UNORCID	UNODC
IOM	UNODC
UNODC	IAEA
ITU	UNODC, IOM, OHCHR, IAEA

IFM, WB, IFC, IOM	OHCHR
IAEA, UNODC	OHCHR
UNODC	ITC
Other agencies participating in UNDAF: UNHCR, OHCHR, UN WOMEN, UNODC. OHCHR and UNODC also chair a results group.	OHCHR, UNODC, UNRWA
OIM, even though not UN.	UNRWA, UNMAS
IMO; OHCHR; UNDSS	OHCHR, UNODC, UNE CE

83. 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.) (By size of the UN Country Team)

Number of Results group chaired by head of agency
(By Size of country Team: Up to 5)
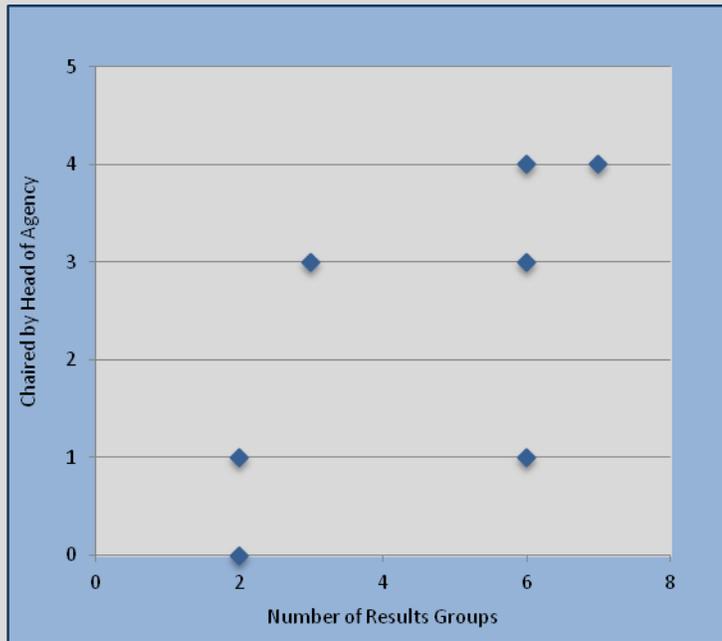
Number of Results group chaired by head of agency
(by Size of country Team: 6-10)
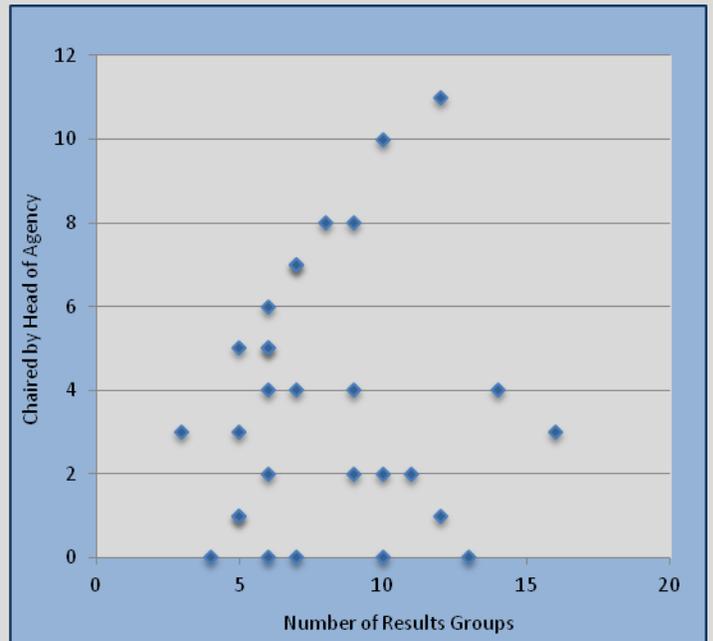
Number of Results group chaired by head of agency
(By Size of country Team: 11-15)
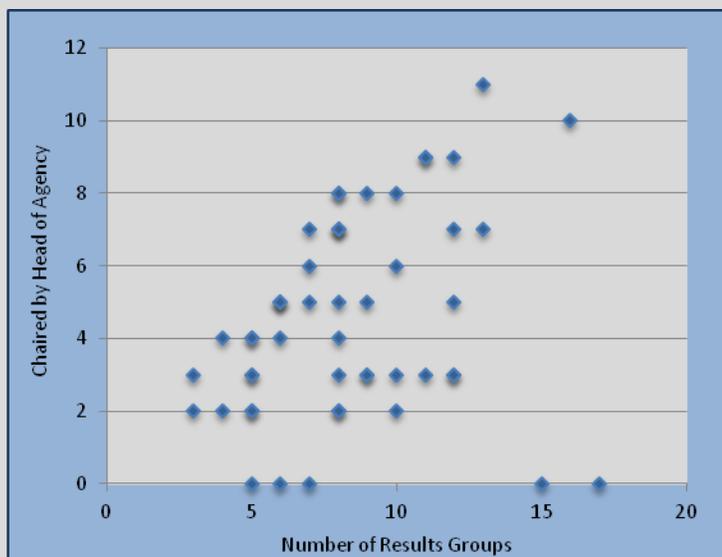
Number of Results group chaired by head of agency
(by Size of country Team: 16-20)
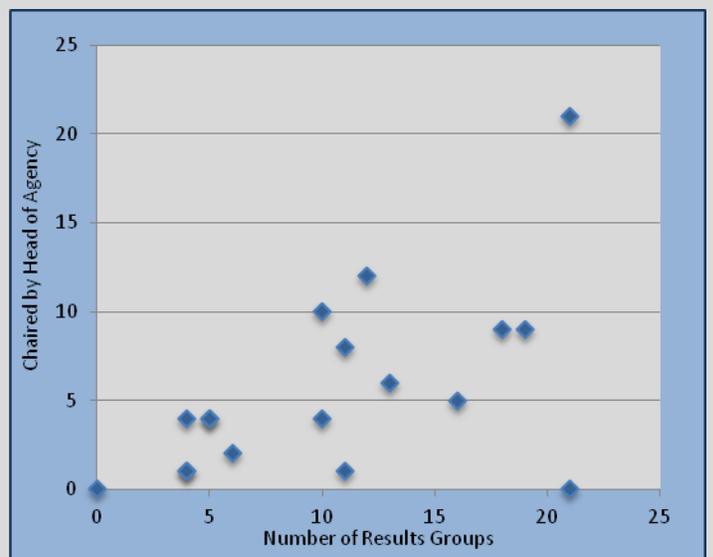
84. Management and accountability system. Based on the information available to you, please check the UNCT members that have met the requirements of the management and accountability system in the following ways: have revised job descriptions; have participation in the work of the UNCT as a key performance 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.

Answer Options	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	Response Count
FAO	90	11	22	24	91
IFAD	33	0	2	2	33
ILO	72	9	12	16	73
OCHA	38	7	6	9	39
UNAIDS	81	18	22	25	82
UNCDF	11	1	0	2	11
UNCTAD	7	0	1	2	8
UNDP	103	51	47	55	104
UNESCO	75	8	15	15	75
UNEP	26	1	2	2	27
UNFPA	101	27	33	41	102
UNHCR	78	10	15	25	78
UN-HABITAT	40	5	6	8	41
UNICEF	101	26	34	39	102
UNIDO	52	4	7	11	52
UNOPS	34	6	6	9	36
UNV	29	7	8	8	29
UN Women	64	7	11	16	64
WFP	67	8	12	16	68
WHO	98	15	22	29	99
Other	29	4	6	9	29
Agency/Organisation:					44
Answered question					105

Skipped question	4

Comments (Agencies mentioned under 'Other')	
UNODC	UNODC
Office of the human rights commission representation	ECLAC, OHCHR, UNIC, UNODC,
IOM, UNODC and three NRAs	UNODC
UNREC	CEA, OIM, WB, IMF
WB/IMF	IMO; OHCHR; UNDSS
IOM. ITU	OHCHR
UN-OHCHR	ITC
IOM, IWB, IMF	OHCHR, UNRWA, UNODC
ITU, IOM	UNRWA, OHCHR, UNRoD, UNMAS
UNIC, UNORCID, IOM, UNCAPSA/UNESCAP, UNODC	IAEA/UNAEC
UNODC	IOM
IOM. WB	ECA, IOM, OHCHR, UNODC
OHCHR	OHCHR, IAEA, IMF, WB, MONUSCO, IOM
The World Bank	OHCHR
ITU	Yes through 180
WB, IFC, IMF, IOM	UNRWA
ILO, UNODC	IOM, OHCHR
ILO	UNODC, IOM, ITC, AIEA
UNODC	IOM, OHCHR, DPA, UNDSS
UNOHCR	OHCHR
UNODC, IOM, OHCHR, IAEA	IOM, WB
ECLAC, OHCHR, UNIC, UNODC,	UNODC

85. Were any concerns about the "functional firewall" raised by any agency in your country in the last 12 months? (By Programme Size)

Answer Options	Programme Size:			Response Count
	Largest 41	Middle 41	Smallest 41	
Yes	6	3	11	20
No	28	33	28	89
Answered question				109
Skipped question				0

86. Please briefly explain:

Answer Options	Response Count
	18
Answered question	18
Skipped question	91

Comments

Firewall raised by UNDP CD.

UNICEF

Difficulty of agencies understanding the double role of RC/RR and responsibility on UNDP leading to confusion on the firewall concept

Agencies continue to criticize UNDP without being specific. If RC even acknowledges the work of UNDP in Press /media it is considered a break of the firewall

Issues of having UN RC also as UNDP RR

Many agencies still perceive the RC as UNDP, despite efforts of the RC to be neutral.

There is tension and misunderstanding of the firewall concept. Some HoAs assume that firewall means that the RC must completely disassociate him/herself from UNDP management. My understanding is that I am held accountable for UNDP and responsible for strategic management of UNDP. I also believe that without line authority over UNDP I would be unable to perform as RC due to severely limited resources available to RC. While in general I believe I am perceived first and foremost as "RC", many agency heads expect more than I can responsibly give, due to their understanding of the firewall.

Firewalls of UNDP and the RC's Office

The DSRSG/RC/HC post being vacant, the Senior Country Director of UNDP is assuming the RC/HC functions on an interim basis. It is in this context that one of the UNCT members raised the issue of the firewall between UNDP and the RC function.

Some agencies pointed out that the RC should give due attention to equally serving all agencies interests as part of One UN efforts

Many agencies see the RC function as a mostly UNDP function and mention this in different contexts. Serious concern has never been raised.

Different understandings of RR's role vis-à-vis the role of the CD by UNCT members

In some cases where RC was doing fund raising for UNDP

The issue had to do with how the previous RC handled common services and common premises - the view by UNCIEF was that UNDP was not transparent enough in their management and favouring UNDP. This issue has now been resolved.

Because for a very long time the UNRC was the only international staff member overlooking UNDP

Some Heads of Agencies periodically raise it for discussion; in the 2012 UNCT retreat we dedicated a session to reviewing the guidance documents and assessing whether all were comfortable with the RC's performance in this area. No major problems.

It was raised as part of the QCPR - the need to strengthen both the RC/RCO role/capacity/staffing and the need to strengthen the firewall system

In the absence of RC a.i, the UNDP DRR to have become the RC a.i

87. Does UNDP have the following positions in the country? Please select all that apply. (By Programme Size)				
Programme Size:				
Answer Options	**Largest 41**	**Middle 41**	**Smallest 41**	**Response Count**
Country Director	29	9	3	41
Deputy Resident Representative (DRR)	10	31	30	71
Other senior-most UNDP official after the RC	7	2	9	18
Please explain:				24
Answered question				108
Skipped question				1

Comments (other senior UNDP staff)

While DRR is a member of the UNCT representing UNDP, the DRR level is at P-4 hence does not give much leverage to the others who are graded much higher as full Rep. or CDs

Deputy Country Director (Operations)

Operations Manager

UNDP has a DRRO/P

There a national officer in a position of Assistant Resident Representative

Economist

CD vacant for now, acting in place.

UNDP has a Senior Country Director and two Deputies (programme and operations).

Position vacant for more than 14 months

Only Senior National Staff

Senior economist P5

In [the country] we have DCD (Operations) and DCD (Programmes) in addition to Assistant country Director who is a National Staff at NOD Level.

Senior Economist

Deputy Country Director

UNDP has CD and a DCD for Programme and for Operations

The arrangement is in transition - the original Country Director (D1) has been abolished. The previous Deputy Country Director (Prog) has been reconfirmed as Country Director (a.i.)

Senior Asst. Resident Representative

Senior Economist - he is more senior but not involved in day to day management of UNDP which is the responsibility of the DRR

Established very recently

Deputy Country Director position also exists

Senior Country Director

DRR P and DRR O Governance Advisor Economic Advisor

There are no senior level core functions after the RR. The most senior level function after the RR is an NOC ARR

88. Would you be in favour of UNDP appointing a country director even if that person had to cover more than one country? (By Programme Size)

	Programme Size:			
Answer Options	**Largest 41**	**Middle 41**	**Smallest 41**	**Response Count**
Yes	4	9	15	28
No	1	18	20	39
Please provide any additional comments you might have:				18
Answered question				67
Skipped question				42

Comments
A person placed in another country would not sufficiently cover the role of UNDP in the UNCT
The DRR & CD function are essentially the same. You should just have all CDs and eliminate DDR function in UNDP
Due lack financial situation of core resources, this strategy should be reviewed?
Sometimes we need to ensure economies of scale.
Absolutely necessary
We expect a new CD to be appointed soon.
[Country's] CO requires full time services of a Country Director.
Financing has to be provided by HQ
I see no distinction between a CD and DRR
In my view the DRR function is adequate
I would prefer to have a DRR with full attention to the country
But not for two countries. However in crisis situation with heavy load HC/RC, it is worth having a CD. In that case, national ARRs (operations and Programmes) will be sufficient depending on the delivery and the complexity
If based in [the country], a small developing country, a CD with a sub regional jurisdiction would be useful
Bearing in mind how much the RC function success relies on support of the UNDP office and programmatic platform, it is vital that UNDP is fully represented in its own right in the UNCT, as well as in its function as integrator of the UN system
With the steady decline of financial, technical and other human resources available to UNDP and most UN agencies I would not recommend creating more senior management posts
Even if a Country Director were not possible, a Deputy RR would be important given this is a multi-country office
Delinking the RC from UNDP programme would leave the RC without a substantial programme and resources.
Depending on the country size and/or situation

90

89. Please indicate how important the presence of a country director is to ensuring that the functional firewall works well. (By Programme Size)

	Programme Size:			
Answer Options	Largest 41	Middle 41	Smallest 41	Response Count
Very important	25	5	2	32
Somewhat important	2	3	1	6
Not important at all	2	1	1	4
Answered question				42
Skipped question				67

90. To what extent is responsibility for resource mobilization on behalf of UNDP delegated to the Country Director, DRR or senior-most UNDP official? (By Programme Size)

	Programme Size:			
Answer Options	Largest 41	Middle 41	Smallest 41	Response Count
Completely	7	3	2	12
To a large extent	19	14	20	53
To a moderate extent	6	11	8	25
To a small extent	1	4	6	11
Not at all	1	0	0	1
Not applicable	0	3	3	6
Answered question				108
Skipped question				1

Comments

The low level of the grade of the DRR of UNDP does not give the person enough leverage with donors and govt; and it is not fair to ask them unless they are a P-5 or a CD at D-1 level

Especially in a conflict or post conflict situation, the governance aspects may require RC engagement in mobilizing funds for UNDP, yet it may be that the funds channeled through UNDP, partially or primarily for UNDP will also support activities of other agencies in (for instance) agriculture, health or education.

This will depend on specific cases. Sometimes donors and host country may prefer to fund the programme through Common Budget Framework, rather than individual agencies

I am UNRC ai and do not oversee UNDP roles & responsibilities

The RC would support all agencies with fund raising including UNDP

This falls to the RR, AAR, and Environment Unit Leader

Decisions are taken together with RR/RC

Regardless of what the many DaO guidelines indicate, UNDP RR are expected to raise funds to finance UNDP operations are the country level and the extent of the efforts are central to annual performance exercises.

Resource mobilization is the responsibility of Portfolio Heads, DRR and RR

The government and partners discuss programme and resource mobilization with the RR

91. What was the total income of the RC Office in 2012 expressed in US$? Please insert positive numbers only. The number field does not accept commas (1,000 separator) or any other symbols.

Answer Options	Response Average	Response Total	Response Count
DOCO (incl. SRC/CCF)	160,580.43	17182106	107
UNCT cost sharing	129,843.58	11815766	91
Donor	242,643.95	15771857	65
Other	145,041.65	7397124	51
Answered Question			107
Skipped Question			2

92. 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

Answer Options	1 or more full-time professional staff equivalent	½ to 1 full-time professional staff equivalent	Less than ½ full-time professional staff equivalent	Response Count
Strategic analysis and planning	37	24	45	106
Oversight of the UN country programming cycle	29	31	45	105
Representation of and support to UN Secretariat and UN agencies/NRAs	23	23	60	106
Support to national coordination systems and processes (including donor coordination/partnerships)	21	21	62	104
Development and management of shared operational support services	12	19	73	104
Crisis management preparedness and response	22	20	62	104
External communication and advocacy	30	29	46	105
Human rights mainstreaming	23	14	67	104
Joint resource mobilization and fund management	9	20	75	104
General UNCT oversight and coordination	51	25	31	107
Other (please specify)				24
Answered question				107
Skipped question				2

Comments

RC office is handicapped and makes life difficult for the RC since there are only enough funds for one international UNV to help the RC oversee the entire coordination of the system. Agencies do not pay for personnel and neither do donors or UNDOCO

RBM

Common LSA (Security)

Monitoring and Evaluation

The only RCO post is the Coordination Specialist and this post have been vacant since October 2012

Supporting UNDP activities

M&E

Currently the above-mentioned functions are covered by 1 person in the RC Office

The RC Office is staffed only with one professional, the Coordination Officer

OHCHR covers the human rights mainstreaming function.

Only one RC Analyst in the office; 1 DRR expert funded by OCHA

We have 1 full time coordination officer who serves as head of office funded from DOCO and mostly UNCT and donor resources. In addition we have one full time assistant funded by DOCO resources. We have secured funding from UNDP HQ for an NRA officer who also supports communication. We have one full time staff member funded through the joint programmes to support joint programming and finally, a secondment from a donor country to support the RC in development coordination activities.

Communications and gender

Peace and development officer

Peace and Development Adviser, full time

UNDP staff cross subsidizing the UN RC office with capacity paid for by UNDP

Total of four: P4 Senior Coordination Specialist: G6 Admin Associate; UNV Communications/Advocacy Officer; UNV Youth/Learning Officer

All work is done by two fulltime professional staff

RCO has just one person working (NOA position)

We have three staff handling these issues; they constantly are required to multitask and they are not dedicated to any one area

There is one staff member in the RCO due to financial constraints

The resources provide are not enough to finance staff support and activities. All work in coordination is done by RC with some support from UNDP staff when possible

Currently the RC Office which cover two countries has one full-time coordination function, one administrative function, and two technical programme staff

RCO has been reduced from four to two positions - wholly inadequate for the task

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

Answer Options	More than 1 day	More than ½ day up to 1 day	Up to ½ day	None	Response Count
Capacity development	24	8	6	70	108
Monitoring & Evaluation	34	15	10	49	108
Results-based management	31	15	3	58	107
Business Operations	16	15	10	66	107
HACT	17	10	8	71	106
Communications	31	19	8	49	107
Gender Mainstreaming	37	21	5	43	106
Other	12	6	1	29	48
Please specify:					26
Answered question					108
Skipped question					1

Comments (additional topics for joint training)

Disaster management/contingency planning also; plus lots of UNDSS security trainings that were joint

Policy Advocacy; table top exercise for Pandemic

Human Rights / Security

HIV, environmental sustainability, human rights based approach, UN coordination

A Human Rights training was organized. Disaster risk reduction

Human Rights based approach to Development

More than 1 day: UNDAF formulation. More than ½ day up to 1 day: Human rights-based approach (HRBA) and Environmental sustainability

Human Rights mainstreaming

Human Rights & Emergency Preparedness & Response

Safety and Security // Culturally-based Programming

Une formation sur les crises et catastrophes naturelles

Conflict sensitivity - two days in three locations

Disaster Risk Reduction and Emergency Management and Human Rights

The UNCT has organised no in-country training. Instead staff are encouraged to participate in relevant trainings regionally and globally and greatly benefit from this

4 days HACT training, 2 weeks RBM training, 2 weeks gender training

Security management

Environment mainstreaming

Conflict sensitivity and do no harm training; HRBA in 2011

4 day diversity training for UN staff

Life skills/health, professional development, programme implementation, Induction, UN CARES, UN reform/UNDAF, Aid effectiveness

HIV/AIDS at workplace

DaO

DRR - more than one day

Multiple trainings related to emergency response coordination and contingency planning

If this refers to joint training of UN staff, none

94. In your opinion, is more joint training needed in each of these areas?				
Answer Options	Substantially more joint training needed	Some more joint training needed	No additional joint training needed	Response Count
Capacity development	55	40	13	108
Monitoring & Evaluation	65	37	6	108
Results-based management	62	40	6	108
Business Operations	47	47	12	106
HACT	38	42	27	107
Communications	47	51	10	108
Gender Mainstreaming	40	60	8	108
Other	15	9	9	33
Please specify:				20
Answered question				108
Skipped question				1

Comments (additional topics for joint training)

Joint resource mobilization from non traditional partners and the private sector

Up streaming policy advocacy

Resource mobilization

Resource mobilization

Up streaming programmatic work

Human Rights mainstreaming

Political skills, advocacy & policy formulation

Une formation sur l'utilisation du CERF est nécessaire

Human Rights Based Approach, Partnerships, Resource Mobilisation

Human Rights

The areas covered by UNETT

Team building and joint programming

DRR, environmental sustainability and decent work mainstreaming in programming

Environment mainstreaming

HIV/AIDS

UN reform

DaO

The UN system and best practices in coordination. Strategic planning and resource mobilization.

Strategy development

95. 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.

Answer Options	Response Count
	93
Answered question	93
Skipped question	16

Comments
To attract and retain talent in the RC system, the RC functions need to be strengthened, supported with appropriate funding and the RC needs to be empowered to implement efficiently UN coordination
Scouting also from within the system and in national governments in particular female candidates and ensuring that adequate coaching and mentoring is provided during at least the first few years on the job. Flexibility also for females when it comes to assignments that provide schooling for children; and upward mobility based on performance given to females in high graded posts
Predictable funding; established career track for coordination related functions; for RCs more authority and less subjective appraisals
A better RC evaluation system taking into account donors and parties and government evaluation and not only based on UN agencies evaluation
To have a truly fair RC evaluation to hold agencies accountable when they undermine the RC. To empower the RC financially over coherence funds
Establish a roster of potential RC and give them an early exposure to the RC functions and agency activities
Reinforce, monitor and assess the concrete implementation of the management and accountability framework system within UNCT and the between the RC and heads of agencies
Ensure regular budget and fix term contract for Coordination staff
Have better representation of all agencies and remove RC from UNDP management
Increase the accountability of the Agencies to the RC and give the RC the opportunity to participate in their appraisal as HoA as well as the appraisal of the Agency
Adequate
Stimulate other agencies to present candidates
Some level of sustained RCO funding by HQs would strengthen all aspects of the functions described above
Individuals need a professional development plan and to understand where their careers will go if they enter the resident coordinator system

Enhance criteria for selection

The Member States need to increase - not decrease funding to the RC system

Systematic training and recognition of complexity RC function by providing additional monetary incentives

Provides them with a clear career path and support their professional growth

Increasing the RC capacities in team building and accountability

Strengthening collaboration with staff agencies improve the programming and evaluation device

Fund the RCOs!

Incentive mechanisms for Resident Co-coordinators, such as the mandatory right of return for RCs to their home agencies, and to the extent possible, retention of the grade received

Empowering the RC position

More family friendly arrangements

It would be crucial to establish and fund a core career path on coordination support and one full time international would be assigned to every RC. The classification of the post would vary according to the complexity of country circumstances

Regular/annual quality training. Total overhaul of performance appraisal - not 2 appraisals as RC/DO/HC etc and RR separately

Mobility of the staff

Increase funding of the RC office, by better contributions from HQs/DOCO. COs of several agencies cannot contribute.

Ensure training, incentives and continuous engagement for resources mobilization

Facilitating spouse employment within the UN system; providing coaching & support on career development & opportunities.

A clear distinct RC Office PoPP taking into context realities of SIDS.

Require strong management experience.

Development of a clear career path for the RC Office staff.

1) substantial improvement of funding situation 2) All UN agencies should move to and strongly commit to a shared ownership of the RC system

To do more training on substantive issues other than the induction course at the beginning.

Offices should still have option of a probation period or options for short term contracts before making long term commitments.

Ensure long term career opportunities within the UN system and not necessarily linked to the RC system.

Rendre obligatoire l'obtention d'un certificat de formation en ligne sur les thématiques suscités

Better support to the RC Office from the UN system; More accountability of heads of agencies for joint results

Not lose the good ones we already have

Certainty of funding beyond one year; UNCT contribution to funding

Significant increase in financial resources needed

Selection, training and mentoring; south-south cooperation among RCOs

Encourage greater participation and reduce the costs of undertaking the RC assessment system

Opportunities for professional development and mobility within organisation could be considered, as well as greater integration into other agencies' work and operation to get practical experience within specific areas of agencies' mandates

More incentives for taking on the position including incentives for mobility

Replace 1 year RCO staff contract with a minimum of 3 years

Increased authority and empowerment

Better implementation of M Better and more consistent implementation of Management and Accountability Framework

With stronger communication, commitment and resources dedicated to importance of current and future UN coherence and coordination, strong professionals will be attracted to apply.

Ensure staff sustainability so that the capacity invested stays in the organization; in our country staff come and go with the knowledge gained in the organization

Allow the core team to be functional (strategic planner, communication specialist and monitoring and evaluation) and create clear career path.

The way is to help entrench the concept of moving from outcomes to results i.e. moving from monitoring lens to availability of results.

Stability of funding for RCO positions

Better salaries and professional horizons. Please those salaries for locally recruited staff have been frozen since 2008.

Empower Resident Coordinators more, provide more sustainable funding for critical positions

Create career options within the RCOs, and open more professional positions to support the challenging coordination positions.

Talent management.

More predictable funding and recognition that demand for services outstrips capacity

Sufficient consistent funding at country level for coordination staff with career perspective (learning, training, advancement opportunities

Use of core funds for key RCO post

More emphasis on career path for RCO staff

Key positions in the RC system could be funded through agency core to ensure retention of competent staff at the appropriate level.

More consistent recognition through the RDT appraisal system that reflects the complexity of our coordination task not only with the UNCT but also across the 3 pillars of the UN work.

An improved or completely alternative 180 degree assessment tool. The current tool doesn't work well for UNCTs and its format is actually a disincentive for UNCTs to participate. It's of little benefit for addressing real needs at the UNCT level. It does not in itself strengthen accountability of UNCT members to the UNCT without RC input into individual members' performance, appraisal and coordination-related results requirement in the individual member's key result areas for the year.

Identification of talented staff at an early stage and coaching.

The appraisal system should also measure staff contribution to the interagency activities.

Give more authority to the RC and enforce all UN agencies' commitment to their support to the RC system.

Reliable and predictable funding

More active head hunting

Offer training opportunities to develop capacity; - Address contractual continuity after internships, UNV and JPO, which is often compromised. - Introduce employee to employee internal performance assessment (anonymous, if appropriate) on a regular basis to support professional growth and team building.

Better coordination support through UN agencies and Regional agencies through collaboration and cooperation.

Give the RC more resources to work with - staff is the key

More training on the RC functions for a large pool of UN staff

Reinforce and support the principle of drawing the best UNCT leaders from all agencies.

Improve mentorship as regards to complex functions such as the HC. Also provide cultural awareness training where appropriate

A strong support system through a fully staffed RCO Office - appropriate levels, competencies required for coordination and leadership of UNCT

Harmonization of operational policy/procedures/guidelines within UN agencies, funds and programme from global, regional to country offices level.

Use the available pool of senior RC office strategic planners and advisors with ample experience in RC system policies and management as a source for recruiting good RCs Vest the RC with more authority to attract better RCs

More work needs to be done to encourage agencies other than UNDP to apply. This could be done through structured meeting by Regional Directors on benefits.

Increased overall staffing of the RCO providing for more strategic focus of individual staff; stronger role of the RCO overall, making it a more attractive work environment; clarity/commitment on funding for RCO led activities, ensuring a more strategic role beyond meeting and secretarial services; proper level of contract modalities for head of office and technical staff; better opportunity to use RCO staff as pool for regional/HQ coordination positions as a means of career development; more predictable multi-year funding

Robust capacity investment for the identified RC a.i.

Advertise more widely, success stories.

More regular support and training to RCO staff by the Regional UNDG offices. The COWs should be more practical and hands on.

Make staff movement among agencies, organizations and the UN easier (rules, administratively etc.) and more streamlined. Promote cross fertilization rather than the desire to keep "good" staff to one's own agency in the myopic desire for short term performance of Agency.

Induction processes are improving but more could be done.

RC assessment

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

Answer Options	Response Percent	Response Count
Strongly agree	25.0%	27
Somewhat agree	50.0%	54
Somewhat disagree	22.2%	24
Strongly disagree	2.8%	3
Optional comments:		9
Answered question	99.1%	108
Skipped question		1

96. The RC office receives clear strategic guidance from UNDG on issues related to UN coherence at the country level (Views of RCs in 2012 and 2013)

Answer Options	Response Percent	Response Percent
	% of RCs in 2013	% of RCs in 2012
Strongly agree	25	15
Somewhat agree	50	60.
Somewhat disagree	22	19
Strongly disagree	3	5

96. The RC office receives clear strategic guidance from UNDG on issues related to UN coherence at the country level: (By Region)

	Region					
Answer Options	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Strongly agree	2	6	4	14	1	27
Somewhat agree	9	6	13	18	8	54
Somewhat disagree	7	6	4	6	1	24
Strongly disagree	1	0	2	0	0	3
Optional comments:						9
Answered question						108
Skipped question						1

Comments
The speed of response has vastly improved.
The RCs receive good guidance. Not all Agencies get the same guidance. Some get opposing instructions in internal memos.
An inter agency visit to the field once a while would make the UNDG more visible
Since 6 months the office has an acting RC, while waiting for new RC. Lack of official communication between UNDG and RC a.i.
RCO has access to support related to DaO/coherence from UNDG. RCO would however be able to play a stronger role in the implementation of UN coherence if the same strategic guidance and information about policies and practices reached HoAs directly through their HQs or regional office.
But it does not get the same consistent message from its own host agency.
This is OK, because there is no agreement on many issues
The majority of support is via sharing of guidance notes etc

97. How effective was the support that the UNCT received from the UNDG regional team in the last year? (By Region)

	Region					
Answer Options	**Asia and Pacific**	**ECIS**	**LAC**	**Africa**	**Arab States**	**Response Count**
Very effective	2	3	5	7	2	19
Somewhat effective	7	10	9	16	3	45
Slightly effective	6	4	4	6	5	25
Not at all effective	4	1	5	9	0	19
Optional comments:						11
Answered question						108
Skipped question						1

Comments
No support even when you ask-somehow this year it changed positively with a changed chair of the regional UNDG
The regional UNG support team has been seriously reduced

Not a single member of the UNDG regional director's team did also not turn up for the regional coordination officer's workshop.

UNDG regional team has been very responsive to questions, however more active guidance would be appreciated

Based on my function as UNRC ai Oct-Dec 2012

The RUNDG team for [the country] is divided with some agencies treating the country as Africa, and others as MENA

No specific support was requested. regular communication and proper information flow was ensured and helped to align with regional processes and trends

Disappointingly low participation of RDT members in RC appraisal.

98. In regard to DaO, how effective has the support received from headquarters been? (By Region)

	Region					
Answer Options	Asia and Pacific	ECIS	LAC	Africa	Arab States	Response Count
Very effective	2	0	2	1	1	6
Somewhat effective	2	3	3	8	1	17
Slightly effective	5	4	3	11	2	25
Not at all effective	3	0	1	2	1	7

Comments

The support is mainly in the form of technical advice on the running of the One Fund which hosts DaO money

DaO is still by some organizations perceived as a UNDP matter. Unless HoAs report to their individual HQs on the DaO process it is unlikely that joint activities are given priority.

We are not official DaO country but implementing the concept and we have not received any support.

No support except for generic SOPs

In part because not much support sought as the process has been dormant

With the new SOPs released and the UNCTs moving forward, we hope to request more support in the future

99. 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?

Answer Options	Response Count
	90
Answered question	90
Skipped question	19

Comments

To hold direct talks with the UNCT via videoconference or make a field visit/mission to the country in order to see first hand the realities and challenges the UNCT faces on a day-to-day basis in terms of programming, operational and resources mobilization issues. Closed monitoring, support and increased funding are needed from DOCO.

More coherent policies among the agencies; more coherent messages sent to the respective reps in the UNCT; more coherent support including financial.

Recruitment of proven experience and expertise in inter-agency work in general and certain specific needs such as joint programming; RBM; UN reforms.

Strategic analysis for UNDAF; Support for multi-year planning; M&E evaluation system; Situational analysis; Risk analysis;

To have a member of RDT tasked with actually phoning the RC once a year and asking them how is going and what support they need as RC. This never happened in my 7 years as RC.

Increasing the number of staff to support CPC countries

Improved communication on specific issues related to UN reform; anticipated communications on relevant issues regarding UNCT functioning or feedbacks; strengthen support to COs related to UN reform and capacity building for the UNCT

More communication between UNDG and UNCT and improve DOCO technical capacities

Improve the coordination at HQ level by harmonizing practices and tools of Agencies. Reinforce capacities of regional UNDG Offices and RC offices at country level. Increase visibility of resources allocated to DOCO, UNDG regional and RC Offices.

Better knowledge of the countries and the UN system and its cooperation

Overall •The need for guidance on how UN assistance at the country level can catalyze development effectiveness (post [city]). •Guidance on instituting joint M&E mechanisms at the country level. Increased and sustained coordination capacity •A regular funding base for the RCO would lessen the financial dependency on agency contributions, resulting in the strengthening and institutionalization of the resident coordination system and the UN Reforms process. This would also manifest the seriousness of HQs based entities to sustain the Reforms process (from the agency country office perspective). •Adequate funding for [country's] RCO would have allowed for a focused UN coordinated interface on DRR, Human Rights, communications and MIS. •DOCO should liaise more with agency HQs to ensure coherence at HQ level and mitigate contradictory advisories to HoAs and country offices. The current situation is as follows, •Support from DOCO is inadequate and unpredictable •Agency contributions are not predictable and sustainable •If dependent on agency funding, financial sustenance of international technical expertise is problematic, as beyond 2013, there is no guarantee of funding for the international positions of the RCO. •Each year, the earlier agreed upon UN development coordination functions are reviewed by the UNCT, on the basis of fund availability and functional prioritization. •Substantial time investment is required in finding solutions to RCO funding, requesting for agency contributions. While the UNCT realizes the importance of UN development coordination in [the country], it is becoming increasingly difficult for them to provide sustained agency contributions for the RCO staff budget-especially from the mobilized resources raised by the agencies (the resident donors don't agree on such arrangements). Lastly, reporting on such contributions becomes difficult for the agencies.

Regular feedback.

Effective advocacy in support of coherence from Agency HQs

Given the resources and communications constraints, it works as well as it can be expected to.

Additional resources, personnel and money and an empowered office to reunify UN efforts

Clear division of labour between DOCO and UNDG A-P - one professional desk officer to facilitate support at HQ and regional level on specific issues

Being more knowledgeable on specific country challenges and modalities of work

Training of UN Agencies

Training in RBM

Effective accountability of staff/directors concerned.

More focus, less initiatives, more progress in HQ harmonization and simplification, more stability in processes and recommendations, more consultations.

Practical guidance. Punctually availed expertise.

More pro-active strategic guidance to RC Office, and more human resources in RC Office

- Predictable financial resources to cover core policy and strategic functions -resources for decent communication capacity

More support for exploring opportunities for joint regional initiatives

Funding is a crucial issue. Better communication with RC a.i.

DOCO & UNDG regional team should ensure UN agencies' coherence & harmonization at HQs at the policy, programme & operational levels. Also, they should reinforce communications to all UN agencies' representatives in the country on coherence & harmonization. In this regard, specific guidelines for non DaO countries should be sent to all UN agencies and their representatives in the countries.

Certain policies need to be articulated specifically for the RCO

A regular substantive update on major trends on development agenda.

More frequent and sustainable dialogue and interaction between UNDG and UNCT on decisions and follow-up actions; effective harmonization of business practices and programme cycles

Awareness of the challenges faced at the Country level especially on the relations between the UNCT and Government.

Resources to enable effective staffing of office to meet country needs; strong advocacy with CEB for improved agency commitment to One UN on the ground and to adjust agency policies and procedures and job descriptions to facilitate UN coordination.

Strengthen the RC leadership role.

Demander aux Directeurs régionaux de donner des directives claires à leurs représentats sur le terrain par rapport au DaO, notament en exigeant leur implication franche et sincère.

Regular dialogue and exchange of information.

The right incentive structure

More staffing in DOCO to provide support. UNDG regional team to visit the UNCT, be more present.

First to be a DaO country.

Improved coordination should start at the HQ level of agencies because it is the differing agency policies and procedures which pose main barrier to coordination at country level

More funding and technical surge support

Greater interaction; monitoring and evaluation and accountability

More Technical Human Resources at DOCO and UNDG Regional level dedicated to supporting country level.

Greater communication and cooperation with the country teams and RC that would allow provision of a more effective and focused country-specific guidance and advice.

Adequate dialogue.

- Directions from DOCO/UNDG should also be directed through individual agencies' HQs and Regional Offices - HoAs need to report within their own organization on contribution to and progress on DaO in the country

More attention to coherence on [country's] crisis response

Again with greater advocacy with specialized agencies without whom, coherence and coordination will not be fully effective

UNDG regional team to send strong messages through UNCT members/agency heads that is in line with the instructions that the RCO received from UN DOCO and regional team

1. Provide support to complete the minimum functional team;
2. Have an Action Plan of Support with performance from the UNCT and DOCO and UNDG regularly reviewed.
3. Have UNDG regional push to include result of contribution to the coherence and efficiency included in each HoA's assessment and have the RC involved in it.
4. Have at least two visits per year from the UNDG focal point to discuss achievements and review the action plan
5. Have an annual phone call UNCT and UNDG to assess the achievements.

Clearer position of HQ's on issues of coherence, the definition and understanding of OMT in different country typologies etc

Sufficient staff to provide specific support to UNCTs

Both units face severe budgets constraints and work overload.

More effective coordination networks across countries and with the HQ.

Support to the One UN Fund.

Enhance support through additional Coordination Officers. Enable further exchange of best practices. Continue support for agency staff participating UNDAF workshops.

Regular updates; communications with UNCTs; support that is custom-tailored to UNCT/country specificities

Regular interaction and capacity development with each other

Responsiveness to country realities

Assistance with DaO resource mobilization at HQ and regional levels. Establishment of SOPs for UNCT cost share for common services.

Consistent messages across all RDT member agencies that they adhere to and; promote within their own agency structures the recent SOPs.

Continuity and consistency between regional and HQ/DOCO advice; proactive and timely advice on available resources; Timelines and follow-up in responding to enquires; Advocacy for value and importance of UN coordination at the country level by regional and HQ levels

Agency HQ involvement. Guidance documentation available in French.

A sound system of communication and support which the UNCT can access according to need.

One stop shop

Strong support and clear guidelines from the respective Agencies HQs Management Teams

Provide sustainable and predictable funding for the UN coordination work.

Participation in UNCT retreats to deepen understanding of country challenges and issues. Operationalization of the UNDG Country Focal point. Increased funding of the RCO.

Keep on working as they are doing but putting more emphasis in pushing coherence between agencies/funds/programs/entities at a global level.

Support provided rated as very effective.

More interaction

Organize periodic meetings and briefings (e.g. in the shape of thematic webinar, or other) to keep the field updated of new policies, mechanisms, and initiatives.

Bilinguism, take into account the costs of travelling to an isolated and landlocked country like [the country], take into account this issue into budget allocation for RC office

DaO, UNDAFs, and other related planning and programming instruments assume an "idealized country context" that is increasingly less real and relevant. It also assumes an idealized view of UN agencies country level resources, capacities. The gap between what is aspired (DaO, coherence, relevance, impact and transformational change) and reality is huge and growing. There is little mutual accountability to DaO and limited proactive corporate leadership to drive change at the country level. Most agencies are free to do whatever they see fit to meet their own requirements and are not held accountable to each other and or to a Resident Coordinator.

Ongoing sharing of information, coordination meetings

Both need to become more field-oriented, and see themselves more as support mechanisms for the UNCTs rather than placing more levels of HQ demands upon the RCs.

Remote assistance could be effective with a more visible and frequent presence of advisors and of course additional resources

Sharing of knowledge experiences and practices from other similar countries in the region on more a frequent basis especially to countries in crisis.

Better alignment of headquarters and regional support capacities to the needs at country level. Systematic use of cost-effective KM tools to support peer-to-peer support, collection of good practices, etc. with DOCO as clearing-house

Improve communication mechanisms on what support they can provide and on how this will be provided.

A more coordinated approach at HQ and Agency HQ and agreement on a joint/harmonized approaches at that level

Country specific requests and challenges as self-starter DaO country; Head Quarter/regional cooperation among agencies and appreciation for DaO.

Funding for RC Offices need to be increased.

Improve on presence and regular update on what is available. I have realized that there is no regular "presence" between the UNCT and UNDG regional teams so much that sometimes UNCT go their way without really thinking of UNDG support. The quality assurance by the UNDG regional team seems "optional".

Provide adequate financial resources at country level. There should be country visits by reps of UNDG regional team to understand UNCT situation and needs. Reliance by UNDG RT on One80 to understand UNCT is flawed because of subjectivity of participating reps.

For our current structure, with no agreed development framework in place support has been difficult to define. Going forward support around the intent and policy of the new SOPs will be of critical importance, particularly in a facilitating role

Core funding for the RCO

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

Answer Options	Very adequate delegated authority	Somewhat adequate delegated authority	Somewhat inadequate delegated authority	Very inadequate delegated authority	Not applicable or insufficient information available to assess	Response Count
FAO	30	31	17	9	20	107
IFAD	2	12	6	6	78	104
ILO	21	22	13	19	32	107
OCHA	20	18	2	0	66	106
UNAIDS	39	33	7	5	22	106
UNCDF	3	6	5	1	89	104
UNCTAD	1	2	1	0	98	102
UNDP	90	15	0	1	2	108
UNESCO	11	32	16	10	38	107
UNEP	4	9	3	4	83	103
UNFPA	60	32	6	3	6	107
UNHCR	47	23	6	2	27	105
UN-HABITAT	9	21	9	4	61	104
UNICEF	78	23	2	1	2	106
UNIDO	10	25	9	4	56	104
UNOPS	16	10	5	3	69	103
UNV	11	19	5	3	65	103
UN Women	30	28	6	6	35	105
WFP	46	22	3	0	34	105
WHO	47	31	20	5	3	106
Other	13	10	3	2	30	58
Agency/Organisation:						30

Comments (including other agencies that are members of the UNCT)

UNODC

Office of the human rights commission

IOM and UNODC

OHCHR, UNODC

IOM, ITU

Agency devolution of authority/decentralization at the country level

UN-OHCHR

IOM, WB, IMF

UNCAPSA/UNESCAP

IOM, WB

UNODC

ITU

OHCHR

WB, IFC, IMF, IOM

UNODC

CEA/OIM/WB:IMF

IMO; OHCHR;UNDSS

OHCHR

OHCHR, UNODC, UNRWA

ITC

UNRWA, UNRoD, UNMAS, OHCHR

IAEA/UNAEC

IOM

ECLAC

OHCHR

IO<, OHCHR, UNDSS, DPA

IAEA

IOM, IAEA, UNOHCHR

OHCHR

OHCHR

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

Answer Options	Response Count
	81
Answered question	81
Skipped question	28

Comments

The participation of respective agencies in joint initiatives to be implemented in the country (with resource allocation).

Common UNDG understanding and position

Speed of decision making and informed of ground realities and curbs innovation and risk taking ability.

Coherence, relevant, effectiveness of country mechanisms

Governing bodies need to take decisions to support devolution of authority

Full management of resources delegated to the country level

If current resident and non-resident agencies further scale down operations the ability of country representatives to interact as a UNCT will be diminished.

Need to empower the country representative's participation in the UNCT decision making process. Effectiveness to respond timely to country needs or emergencies

Technical knowledge, communication and coordination.

Decentralized decisions making power

Improve the visibility of resources allocated to Agencies at Country level and their autonomy vis à vis their HQ for programmatic and financial decision.

Decision making, UN strategic approach in the country

Having more resident agencies with Representatives in country.

Personal attributes and the need for shared responsibility

More coherence and setting baselines for agency HQs in terms of requirements to ensure an effective country team

Clear delegation of authority and guidance from UNDG/AP to the heads of the respective agencies

UN agencies procedures

Decision to not engage in a country unless there is a sufficient level of activities (and funding) that would warrant an accredited representative.

Internal agency structure and the measurement of results

It is important to delegate authority, because that is the only way decision can be taken.

Financial constraints and downsizing the office staff

Reduction of funding to UN agencies; organizational changes to enhance efficiency of UN agencies leading to reduction of staff at HQs; adoption by UN agencies of common policies, rules & regulations for programme & operations.

Mutual understanding currently exists

A strong sense of mutual accountability for achieving common results.

Agency rules are mainly the main impediment in this regard. Given very constructive cooperation among UN agencies, once rules of the agencies are aligned and provide wider scope of action, this could definitely greatly improve UNCT effectiveness on the ground.

Trust, simplification of procedures and commitment to the RC system

Clear policies and procedures; adjusted governance structures to remove constraints on representatives (specialised agencies)

Effectiveness in programme implementation.

La qualité des recrutements et la renforcement des capacités du personnel recruté

Articulated position on the delegation of authority from the regional directors.

Trust and delegation supported by accountability and post profile

Increased collegial accountability at country level

Through implementation of greater accountability towards functioning of DaO and implementing SoP

Seniority of country representatives, size of budget, flexible access to funding

Insufficient information

The individual agency's own work arrangements, the level of trust they have in their representative, and the experience/skills the person brings to the job.

Lack of delegation' is at times used by HoAs as a justification for refraining from contributing to RCO budget or engaging in joint activities. It would be useful for the DaO process if organizations clearly articulated their commitment to the DaO and clearly expressed extent of delegation of authority.

The mandate and specialized status of some agencies

To integrate UN cooperation and coordination in selection, job description, training and performance assessment

Stronger commitment and readiness by respective agencies and more trust by UN RC in the delegated authority; there is still centralized way of perceiving the role of RC and RCO

The good use of delegation of authority

The ones without delegated authority tend to be lower level representation as Advisors or equivalent.

NRAs with technical presence in the country have less delegation of authority

The greater the level of activity of a given UNCT member, the greater the need for an extent of delegation of authority to its country representative.

Increase amount for which there is autonomy to spend.

Sufficient for resident agencies.

Level of position (some agency representatives are not decision-makers and require their HQ approval

Explicit statement in their appointment letter and TORs to take some final decisions on Programmes and funding issues

Corporate policy and government policy

Level of representation and size of agency country office portfolio.

UNDG HLCM decision to ensure adequate delegation to the field, and RDT to empower that process.

Ability of agencies to make timely decisions in the context of the programming country. Greater formal delegated responsibility to the most senior in-country representative/coordinator. Regular participation of senior representatives from non-resident agencies in country-level processes.

Clear guidelines from HQ with clear delegation of authority.

More capacity

Appointment of CDs

A stronger decentralization approach

The level of officer representing at country level.

Majority of NRAs have either a multi-country coverage or have a regional management office

The level of representation for agencies in the country

Joint programming design.

Government's pressure to get immediate response and assistance

The level of appointed representatives at the country level.

UN system-wide harmonization of business processes and governance structures to facilitate coherent UN performance at country level

Limited coordination of agencies at the regional level, lack of communication on agency participation in UN coordination activities at HQ and regional level

A clearer commitment and guidance from agency HQ and UNDG global on requirements of agencies as part of UNCT and in coordination work

NRA agencies to delegate full authority to their respective country representatives.

NRAs usually have only National Programme Officers in country and as such have limited delegation of authority. Some Head of Agencies cover more than one country and only have skeletal staff representing them at the UNCT level.

Establish post of Representative (UNFPA) Increased non core resources (eg. from government financing)

Nearly the entirety of the UNCT is NRA, so it is not always clear where the delegation of authority is

Performance accountability to UNCT and RC

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

Answer Options	Response Percent	Response Count
Yes	14.8%	16
No	68.5%	74
Don't know	16.7%	18
Answered question	99.1%	108
Skipped question		1

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

Answer Options	Response Count
	33
Answered question	33
Skipped question	76

Comments
IOM
UNDP. UNICEF, UNFPA, UNV, UNWOMEN, ILO are part of the common services agreement
UN HABITAT
WHO + UNAIDS UN RCO + UNHCR UNDP + ILO
UNDP for OCHA local advisory post.
OCHA
FAO is hosting the newly established IFAD office within their premises
UNDP
UNDP hosts UNHABITAT, UNV, UNESCO and OHCHR, UNICEF hosts UNAIDS
OCHA- Came on board at the request of the RC to support HCT and UNCT
No new agencies were involved
UNDP - host IFAD in [the country] and support many small agencies in terms of operational matters.

UNDP as a resident agency and IFC / IMF/UNESCO/ILO

UNDP, UNHCR, UN Habitat, OCHA, ILO

UNDP

UNDP, UNFPA, UNHCR, UNODC, ILO, UNDSS,

UNDP-UNOPS, UNDP-OHCHR

Respective in-country UN agencies take turn.

UNDP has an agreement with most of NRAs as regards their financial disbursements.

UNDP hosts UNFPA and UNICEF

Within the RCO, in the past year we had UNODC and UNESCO hosted. This will extend to UN HABITAT this year. The RCO also has posted that are co-financed by agencies

The RCO hosts OCHCR and OCHA UNDP hosts UNCDF

104. 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.		
Answer Options	**Response Percent**	**Response Count**
1 Very poor	0.0%	0
2	3.7%	4
3	0.0%	0
4	3.7%	4
5	6.5%	7
6	10.2%	11
7	18.5%	20
8	40.7%	44
9	13.9%	15
10 Outstanding	2.8%	3
Answered question	99.1%	108
Skipped question		1

F. Integrated UN Mission

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

Answer Options	Response Percent	Response Count
Yes	11.1%	12
No	88.9%	96
Answered question	99.1%	108
Skipped question		1

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

Answer Options	Response Percent	Response Count
Strongly agree	53.8%	7
Somewhat agree	38.5%	5
Somewhat disagree	7.7%	1
Strongly disagree	0.0%	0
Answered question	11.9%	13
Skipped question	88.1%	96

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

Answer Options	Response Percent	Response Count
To a large extent	30.8%	4
To a moderate extent	53.8%	7
To a small extent	15.4%	2
Not at all	0.0%	0
Answered question	11.9%	13
Skipped question	88.1%	96

108. To what extent did you receive coherent advice and support from headquarters in implementing transition policies and/or guidelines?		
Answer Options	**Response Percent**	**Response Count**
To a large extent	23.1%	3
To a moderate extent	23.1%	3
To a small extent	38.5%	5
Not at all	15.4%	2
Answered question	11.9%	13
Skipped question	88.1%	96

Comments
This is done through communication by emails and workshops organized annually.