

QCPR 2023 Survey of United Nations Country Team Members

Welcome to the UN Country Team members survey.

This survey is administered by the UN Department for Economic and Social Affairs (DESA) as an input to the preparation of the Secretary-General's report on the implementation of the UN General Assembly's resolutions on the [Quadrennial Comprehensive Policy Review \(QCPR\) of the UN system's operational activities for development \(A/RES/75/233\)](#) and the report of the UNSDG Chair on DCO and the RC system, [on the repositioning of the United Nations Development System \(A/RES/72/279\)](#).

The aim of the survey is to enable UN Country Teams (UNCTs) to provide feedback on country level implementation of the QCPR and the UNDS repositioning.

The survey contains questions for completion by individual UN Country Team members. Your entity, as part of the UN development system, has been requested to distribute this survey to all its UN Country Team representatives. The survey will also be transmitted to UNCT members through Resident Coordinators, to ensure full coverage.

Responses and comments will be treated in strict confidence by the UN Secretariat and will remain anonymous. The data will be used solely for the purposes of the mandated reporting of the Secretary-General and the Chair of the UNSDG, and as a feedback loop to help inform continued improvements in the work of United Nations country teams. Once collated, the results of the survey will be shared in aggregate form and will not contain data or statements from which a reader can identify the respondent. Responses will be also amalgamated by groups of countries, regions, country typologies and UN entities.

Please note that only one survey response can be accepted per entity representative, per country. If you are a member of more than one UNCT, you may provide a general response that covers the UNCTs in which you are a member. If you experience variation between UNCTs, you may submit individual responses for specific UNCTs. If completing multiple submissions (for more than one country), please close the browser and click on the survey link again for a new submission, specifying the country in the first section of the survey.

With some browsers, the software allows the questionnaire to be saved and reopened at a later stage on the same computer. You may also navigate forwards and backwards within the questionnaire. For reference, a MS Word copy of the questionnaire was included in the original email announcing the launch of this survey.

The link to the survey is included here for ease of access: <https://www.surveymonkey.com/r/qcpr2023UNCT>.

In this questionnaire, the term 'UN entities' is used to describe UN Specialized Agencies, UN Funds and Programmes, and Departments of the UN Secretariat that are carrying out or supporting operational activities for development.

If you have any questions regarding the survey, please contact the DESA QCPR team at qcpr@un.org.

Thank you for your cooperation.

I. Country Profile

1. Please select your entity [drop down menu]: UN Entity

At the request of several UNDS entities, the questionnaire has been adjusted to enable UNDS entities that cover multiple countries from one location to complete a single questionnaire for that set of countries should they wish to. The option to complete one questionnaire per country remains.

2. Are you a UNCT member in more than one UNCT?

- Yes
 No

[Skip logic - if yes] Please identify how you plan to respond to the survey:

- One general response to the survey covering all UNCTs of which I am a member
 A separate survey for each UNCT of which I am a member
 Other (for example, a general response and one or more individual responses for specific UNCTs)

3. Please select the country/countries that you are reporting on in this survey. You may indicate several countries with the same answers in a single questionnaire response, or complete one questionnaire per country [multiple checkboxes]:

Other (please specify)

4. For the country/countries covered in your response, does your entity have a physical in-country presence?

- Yes
 No

Comments: Please explain in case of multiple countries covered in your response.

5. Please provide your contact details for this survey response to facilitate survey validation or any technical issues with the response:

First Name
 Last Name
 Email
 Title

II. The UN Development System Offer

Please note that reference to the Operating Paragraphs (OP) refers to General Assembly's resolution 75/233, unless otherwise noted.

The integrated nature of the 2030 Agenda for Sustainable Development calls for a UNDS that works in a coordinated and coherent manner while preserving each entity's mandate and role and leveraging each entity's expertise. The UN development system needs to move towards integrated action in response to the integrated and indivisible nature of the 2030 Agenda, by operating as a system within and among countries and at the regional and global levels to address the needs and priorities of programme countries (OP 114, 86).

Alignment of UNDS operational activities for development with national plans, strategies and priorities reflects a tailored, demand-driven approach and strong national ownership and leadership (OP 2, 4).

Entity-specific Country Programme Documents (CPDs) or equivalent instruments should be derived from the UN Sustainable Development Cooperation Framework’s agreed priorities (OP 71, 72, 73, 74, 76). Support the Cooperation Framework by substantially increasing common resource mobilization and distribution for joint programmes at the country level (OP 59, 63).

6. Your entity’s individual country programme document or equivalent instrument is derived from the Cooperation Framework:
- Strongly agree
 - Agree
 - Disagree
 - Strongly disagree
 - Don’t know
 - Not applicable – the UNCT has not developed a Cooperation Framework

Optional comments:

7. Do you capture all the development activities of your entity at the country level in the Joint Workplan of the Cooperation Framework?
- Yes, in all areas
 - Yes, in most areas
 - Yes, in some areas
 - No
 - Not applicable – the UNCT has not developed a Joint Workplan

8. Compared to one year ago, the UN Country Team is providing support that is:
- Much more coherent
 - More coherent
 - The same as previously
 - Less coherent
 - Much less coherent
 - Don’t know

Optional comments: Please indicate what the main barrier is.

9. To what extent have the following measures improved the UNCT’s offer to the country in the last year?

	To a great extent	To a moderate extent	To a small extent	No Change	Don’t know	Not Applicable
Common Country Analysis						
Cooperation Framework						
Joint Workplans						
Strengthened capacity of the RC office						
Results groups						
Transparency on resource mobilization						
Collaborative approach to resource mobilization						

Increased pooled resources under the RC/UNCT's management (such as country-level SDG funds)						
Increased pooled resources available at global level (such as Joint SDG Fund, Spotlight, etc)						
System-wide reporting						
Systematic implementation of Management and Accountability Framework (MAF)						
Business Operations Strategy						
Increased use of common premises						

Optional comments per row:

10. The UNCT now, compared to one year ago, provides better:

(Note: "Integrated" in this context refers to policy advice that is offered by the UNCT acting in a collective way, rather than through each agency acting individually)

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Not applicable
Evidence-based policy advice that is tailored to national needs and priorities						
Joint integrated policy advice that is tailored to national needs and priorities						

Optional comments:

11. If your areas of programming cover 'humanitarian' and 'peacebuilding' work, please assess the level of collaboration between UN entities working across these different areas in the country, as indicated in the table below.

	Very close collaboration	Close collaboration	Not close collaboration	No collaboration at all	Not applicable
Development-Humanitarian					
Development-Peacebuilding					
Humanitarian-Peacebuilding					
Development-Humanitarian-Peacebuilding					

Optional comments: Please provide a good practice example of a whole-of-system response.

12. Apart from climate action, environmental considerations, such as addressing pollution and biodiversity loss, have been mainstreamed into other areas of programming and policy advice (i.e. economic affairs, health, trade, development planning, etc.) across the UNCT over the past year.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments: Please briefly mention if there are any plans to strengthen this effort.

13. The Resident Coordinator has led the UNCT in providing support for needed changes in national policies and regulatory frameworks to advance the SDGs:

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

14. The Resident Coordinator has convened a diverse group of stakeholders focused on the financing mix needed to advance the SDGs:

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

15. The Resident Coordinator has facilitated UNCT's focus on national opportunities for public and private investment at scale to advance the SDGs:

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

16. The Resident Coordinator has facilitated the UNCT's ability to collectively build capacity of public institutions and civil society for SDG acceleration:

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

*Enhanced transparency, accountability, coordination and results-based management at the **regional level** strengthens contributions and ensures that UN's regional assets are in line with the needs and priorities of each region (OP 78, 103).*

17. To what extent has the UNCT leveraged support from the relevant regional collaborative platform(s) in the past year?

	To a great extent	To a moderate extent	To a small extent	No change	Not applicable	Don't know
Normative and policy support related to the 2030 Agenda						
Technical expertise						

Platforms for policy discussion and exchange of experience						
Regional SDG monitoring, reporting, follow-up and review activities						

Optional comments:

*Measures implemented to align **staff capacities and UNCT configuration** with the cross-sectoral requirements of the 2030 Agenda (OP 91, 94) and the specific challenges and needs of programme countries (OP 94, 95).*

Note: UN configuration relates to the composition of a UN country team, including both UN entities physically present in the country and those contributing remotely from regional offices and/or HQ. The tailoring of UNCT configuration entails a look at capacities needed to deliver on the outcomes in the Cooperation Framework, be it by in-country UN agency presence and/or from a regional /global base, or other non-physical presence modality.

18. The current UNCT configuration is suitable for meeting the specific challenges of the country, as set out in the Cooperation Framework/UNDAF?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

[Skip logic – if “Disagree” or “Strongly disagree”] Please suggest how the UN presence could be more suited to your country’s needs.

19. The current UN configuration in your country:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Allows to respond quickly to needs (flexible)					
Is cost effective					
Operates collaboratively					

Optional comments:

20. There is a clear division of labour among UN entities at the country level:

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments: Please mention factors that have facilitated or been obstacles to ensuring a clear division of labour among the UN activities in the country.

21. How effective is the support from the Resident Coordinator Office to the UNCT?

	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Don't know
Strategic planning					
Economic analysis and solutions					

Data and results reporting					
Communication and advocacy					
Partnerships and Resource mobilization					

Optional comments:

III. The Management and Accountability Framework

The *Management and Accountability Framework (MAF)* guides the relationship between the UN development system and the Resident Coordinator system at country, regional and global levels. The General Assembly requests that the MAF is fully implemented, including a clear dual reporting model of accountability (OP 75, 77 and 88), i.e. by the UNCT representatives to their entities and to Resident Coordinators.

22. To what extent is the Resident Coordinator empowered within your UN country team to do the following?

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Make final decisions on the strategic objectives in the Cooperation Framework/UNDAF					
Substantially increase common resource mobilization					
Distribute common resources					
Inform country-level presence and leadership profiles of UN country team members					

Optional comments:

23. The Resident Coordinator fosters a coherent and strategic engagement with government counterparts on the UN's normative agenda.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

24. The Resident Coordinator has contributed to building stronger synergies across development, humanitarian and peacebuilding interventions:

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know
- Not applicable

25. As a UNCT member, I enjoy sufficient delegated authority from my entity's headquarter for decision-making to respond effectively and efficiently to national needs and priorities.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

26. The implementation of the Management and Accountability Framework (MAF) has improved in the UNCT over the past year?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Too soon to tell

Optional comments: Please note briefly which aspect(s) of the MAF have not improved and why.

27. The Resident Coordinator has displayed strengthened/increased impartiality vis-à-vis UN entities, compared to before 1 January 2019 that marks the start of the implementation of the reform.

- To a great extent
- To a moderate extent
- No change
- To a lesser extent
- Don't know

Optional comments:

28. As a UN country team representative, does your job description include provisions that recognize your relationship vis-à-vis the Resident Coordinator under the Management and Accountability framework?

- Yes
- No
- Don't know

Optional comments:

29. Has the Resident Coordinator provided input to your performance appraisal?

- Yes
- No
- Don't know

Optional comments:

30. Do you or your entity provide input on the RC's leadership as part of the RC's performance assessment process?

- Yes
- No
- Don't know

Optional comments:

31. Is information shared or actions coordinated regularly with the Resident Coordinator on:

	Always	Usually	Sometimes	Rarely	Not Applicable
Entity-specific outreach to funding partners					
Important meetings and discussions with government and other partners					
Programme implementation on performance of CF elements led by the entity					
Entity-specific activities as relevant to Cooperation Framework results					
Collective results based on the Cooperation Framework/UNDAF					

Optional comments:

32. Do you consult with the Resident Coordinator on sensitive cases related to your normative agenda?

- Yes
 No
 Not applicable – I have not faced sensitive cases related to the normative agenda

Optional comments:

33. Have you received entity-specific corporate guidance to access global pooled funding mechanisms, under leadership of the RC (e.g., Joint SDG Fund, Spotlight Initiative, Peacebuilding Fund) by country representatives?

- Yes
 No
 Don't know

Optional comments: Please provide short examples or briefly note any suggestions for improvements.

34. Do you involve the Resident Coordinator in key stages of agency-specific strategic planning in relation to UN Cooperation Framework agreed priorities?

- Yes
 No
 Not applicable- – the UNCT has not developed a Cooperation Framework

Optional comments: Please provide short examples or briefly note any suggestions for improvements.

35. Has joint communication and advocacy in your UN Country Team improved in the past year to better position the UNCT's development work and support to achieve the 2030 Agenda?

- Yes
 No
 Don't know

Optional comments: Please provide short examples or briefly note any suggestions for improvements.

36. Do you provide timely and sufficient financial data to enable the preparation of an effective Funding Framework for the Cooperation Framework?

- Yes, always
 Yes, mostly

- No
- Not applicable – the Funding Framework has not been prepared

Optional comments: If you replied no, please explain why not

37. What are the major constraints within your UN entity to the advancement of the UN development system reform implementation? [Please select all that apply]:

- Insufficient awareness of new working methods needed in line with the reform
- Systemic impediments, including business models and governance arrangements
- Lack of political will
- Overambitious expectations
- Lack of incentives
- Other – please specify

Optional comments: Please briefly elaborate on any impediments selected above:

38. There are no significant gaps and/or disconnects between UN Sustainable Development Group policies and the UNCT practices in your country:

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments: Please note areas and policies with significant gaps and suggestions to close the gaps:

39. Please add any information or comments you deem relevant to the objectives of this survey.

Thank you