



2017 Survey of Programme Country Governments on UN operational activities for development

Welcome

Welcome to this survey on UN development cooperation, requested by the UN General Assembly.

The aim of the survey is to give programme countries an opportunity to provide feedback with a view to improving the performance of the UN development system. The survey report will serve as an important input to the review by the UN Economic and Social Council of the continued effectiveness, efficiency and relevance of UN operational activities for development (in line with General Assembly resolutions 71/243 and 67/226 on the Quadrennial Comprehensive Policy Review (QCPR), and in support of achieving the Sustainable Development Goals.

The survey respondents are senior government officials responsible for or closely associated with coordinating UN development cooperation at the country level. We would like to encourage you to consult widely with relevant colleagues in line Ministries who are responsible for cooperation with UN entities, such as Funds, Programmes and Specialized Agencies. As an aid to these consultations, a PDF copy of the questionnaire, attached in the email with the survey link, can be printed and shared. However, the PDF version of the survey is for reference only.

Please be sure to submit the official response online. The software allows the questionnaire to be saved and reopened at a later stage on the same computer. Only one questionnaire may be completed per programme country.

The survey is set out in three broad categories: relevance, effectiveness and efficiency.

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

If you have any questions in regard to the survey, please contact Rebekah Chew at chewr@un.org with a copy to the QCPR team at qcpr@un.org. You may also seek support from the Resident Coordinator Office.

Thank you for your cooperation.



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Country and Respondent Profile

1. Please select your location:

2. Please specify the main focus of the government institution, Department or Ministry of the primary respondent that is coordinating the response to this survey:

- Foreign Affairs
- Economic Affairs
- Finance
- Trade
- Development planning
- Health
- Other (please specify):

3. For how many years have you been engaged in coordinating UN activities in your country?

Note: UN operational activities for development are activities that UN agencies carry out for the promotion of development and the welfare of developing countries as the primary objective.

- Less than one year
- 1 or 2 years
- 3 or 4 years
- 5 years or more
- Other (please specify):



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1. Relevance

In the context of this survey, relevance is about matching the needs and priorities of your country with the mandates and capacities of the UN. Some of the questions are phrased as statements. In these cases, please indicate how much you agree or disagree with the statement.

RELEVANCE: a) Alignment with national needs and priorities

4. Overall, the activities of the UN and your country's development needs and priorities are:

- Very closely aligned
- Closely aligned
- Somewhat aligned
- Not aligned at all



1. Relevance (continued)

5. Please explain briefly the key contributing factors that ensured very close alignment between the activities of the UN and your country's development needs and priorities:

6. Please mention briefly any challenges to achieving closer alignment between the activities of the UN and your country's development needs and priorities:

7. Many UN agencies receive contributions from donors for specific programmes or projects in addition to their non-earmarked (core) funds. Please indicate how aligned each type of contribution is with your country's development needs and priorities:

	Very closely aligned	Closely aligned	Somewhat aligned	Not aligned at all	Don't know
Non-earmarked/ core funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Earmarked/ non-core funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In regard to non-core funding, please use the comment box below to mention briefly the key factors that facilitated very close alignment or the obstacles to achieving closer alignment, as applicable.

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

- Much more relevant
- More relevant
- No change
- Less relevant
- Much less relevant

Optional comments:

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

10. To what extent does your country agree or disagree that the UN provides:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not applicable
Evidence-based policy advice that is tailored to national needs and priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint policy advice that is tailored to national needs and priorities <i>(Note that joint policy advice refers to policy advice offered by the UNCT acting collectively rather than each agency acting individually)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments/ Please briefly provide any examples in this regard:

11. UN presence is adequately tailored for meeting the specific challenges of the country:

(Note: For the purposes of this survey, UN presence refers to the number of UN agencies present, the number and location of offices, the number and expertise of staff, etc)

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

Optional comments/ Please suggest how the UN presence could be more suited to your country's needs:

12. To what extent does your country agree or disagree that UN presence is such that it:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Responds quickly to needs (is flexible)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is cost effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operates collaboratively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments:

RELEVANCE: b) Alignment with the 2030 Agenda for Sustainable Development

13. In 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development, which notes that eradicating poverty is the greatest global challenge and an indispensable requirement for sustainable development. In support of eradicating poverty, Member States set out a commitment in the 2030 Agenda to leave no one behind and to reach the furthest behind first.

With this in mind, please indicate the extent to which the UN has assisted your country to:

	To a great extent	To a moderate extent	To small extent	Not at all	Don't know
Identify those that are furthest behind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reach the furthest behind first	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments/ Please provide examples of UN agencies providing such advice:

14. The UN ensures adequate attention and resources are given to the development needs of the poorest and most vulnerable segments of society:

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

Optional comments:

15. Has the relevant Regional Commission provided any reports or studies that have supported your Government in its mission to implement the 2030 Agenda?

- Yes
- No
- Don't know

Optional comments/ What recommendations do you have, if any, to improve the Regional Commission's support to your country in implementing the 2030 Agenda?

16. How effective has your Regional Commission been in providing support on the highest priority regional/sub-regional issues of relevance to the country:

- Very effective
- Effective
- Ineffective
- We have not received any support from the Regional Commissions
- Don't know

Optional comments:

17. Please select the **FIVE** most important areas where: (please select no more than five areas in each column)

	UN contribution over the past two years has been especially significant in (select the top 5 areas)	UN assistance will be required in your country over the next four years in (select the top 5 areas)
Poverty eradication (SDG1)	<input type="checkbox"/>	<input type="checkbox"/>
Food security, nutrition and eradicating hunger (SDG2)	<input type="checkbox"/>	<input type="checkbox"/>
Health and well-being (SDG3)	<input type="checkbox"/>	<input type="checkbox"/>
Education (SDG4)	<input type="checkbox"/>	<input type="checkbox"/>
Gender equality (SDG5)	<input type="checkbox"/>	<input type="checkbox"/>
Water, sanitation and hygiene (SDG6)	<input type="checkbox"/>	<input type="checkbox"/>
Affordable and clean energy (SDG7)	<input type="checkbox"/>	<input type="checkbox"/>
Productive employment and sustainable economic growth (SDG8)	<input type="checkbox"/>	<input type="checkbox"/>
Industry, innovation and infrastructure (SDG9)	<input type="checkbox"/>	<input type="checkbox"/>
Reducing inequalities (SDG10)	<input type="checkbox"/>	<input type="checkbox"/>
Sustainable cities and communities (SDG11)	<input type="checkbox"/>	<input type="checkbox"/>
Responsible consumption and production (SDG12)	<input type="checkbox"/>	<input type="checkbox"/>
Combatting climate change and its impacts (SDG13)	<input type="checkbox"/>	<input type="checkbox"/>
Sustainable use of oceans, seas and marine resources (SDG14)	<input type="checkbox"/>	<input type="checkbox"/>
Sustainable use of land, ecosystems and forests (SDG15)	<input type="checkbox"/>	<input type="checkbox"/>
Peace, justice and strong institutions (SDG16)	<input type="checkbox"/>	<input type="checkbox"/>
Convening and leveraging partnership for the goals (strengthening resource mobilization, knowledge and technology transfer, capacity building etc) (SDG17)	<input type="checkbox"/>	<input type="checkbox"/>

Optional comments:

RELEVANCE: c) United Nations Development Assistance Framework

18. The United Nations Development Assistance Framework (UNDAF), or equivalent UN planning framework, has enabled the Government to ensure that the UN's activities are closely aligned with your national plans and strategies including on the delivery of the Sustainable Development Goals:

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

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Not applicable

Optional comments:

19. Is there a joint Government or national/UN Steering Committee (or similar body) that oversees the UNDAF (or equivalent planning framework)?

- Yes
- No

Optional comments:



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1. Relevance (continued)

20. The government's participation in the Steering Committee has allowed the Government to exercise leadership over the UN programmes:

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

Optional comments:

21. In facilitating the participation of the following actors during the development of the UNDAF, the UN is:

	Very effective	Effective	Ineffective	Very ineffective	Don't know
Parliamentarians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil Society (including NGOs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International Financial Institutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bilateral and Multi-lateral actors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments:

22. There has been an improved focus on common results among UN agencies in the last year:

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

Optional comments:

23. Compared to four years ago, the UN system currently works together:

- Much more collaboratively
- More collaboratively
- Neither more nor less collaboratively
- Less collaboratively
- Much less collaboratively

Optional comments:



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2. Effectiveness

Effectiveness is the degree to which a programme or project actually achieves the intended results or outcomes. Effectiveness can be measured in terms of development of national capacities and the contribution of the UN to the implementation of the 2030 Agenda for Sustainable Development.

EFFECTIVENESS: a) UN contribution to development

24. The UN has contributed to the implementation of the 2030 Agenda for Sustainable Development in the past two years:

- To a great extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know/ too soon to say

Optional comments/ Please indicate how the UN could improve its support to the implementation of the 2030 Agenda for Sustainable Development in your country:

25. Did your country present a Voluntary National Review (on implementation of the SDGs) at the High-Level Political Forum (HLPF) that took place in the previous calendar year?

- Yes, and the UN assisted in preparing the Voluntary National Review
- Yes, but no assistance was received by the UN in preparing the Voluntary National Review
- No, our country did not present a Voluntary National Review

Optional comments:

EFFECTIVENESS: b) Developing national capacities

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

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

Optional comments:



2. Effectiveness (continued)

27. Please mention briefly the key contributing factors that have enabled the UN to be effective in developing national capacities:

28. Please mention briefly any measures you would recommend the UN to take to be more effective in developing national capacities:

29. The UN system uses national systems wherever possible:

(Note: national systems refers to existing national structures that support the design, implementation and evaluation of operational activities for development, and could include for example national procurement systems, national financial systems etc.)

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

Optional comments/ Please provide example or best practice of a UN agency using national systems:

30. To what extent does your country agree or disagree that the UN has used each of the following as much as possible:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
National procurement systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National financial systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National monitoring and reporting systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National statistical systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National experts in the design of programmes and projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National institutions in the <i>design</i> of programmes and projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National institutions in the <i>implementation</i> of programmes and projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National institutions in the <i>evaluation</i> of programmes and projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments:

31. Compared to four years ago, how closely have UN agencies worked together to support capacity–building on disaggregated data collection and analysis:

- Much more closely
- More closely
- No change
- Less closely
- Much less closely

Optional comments/ Please provide examples of how UN agencies have jointly supported such activity:

32. The UN has contributed to the strengthening of national capacities in:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Statistics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments:

33. The United Nations Country Team (UNCT) engages as much as possible with:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Parliamentarians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil Society	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International Financial Institutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bilateral and Multi-lateral actors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments:

34. Has your country graduated in the last four years or has your country been scheduled to graduate from LDC status in the last three years?

- Yes
- No
- Don't know

Optional comments:



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2. Effectiveness (continued)

35. The UN has provided effective support in the formulation of your country's national transition strategy:

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

Optional comments:

EFFECTIVENESS: c) Strengthening complementarity among humanitarian, development and peacebuilding efforts

36. *The Quadrennial Comprehensive Policy Review specifies that a comprehensive whole of system, response including greater cooperation and complementarity among development, disaster risk reduction, humanitarian action and sustaining peace, is fundamental to most efficiently and effectively addressing needs and attaining the Sustainable Development Goals.*

Please indicate which areas of activity apply in your location:

- Development
- Disaster risk reduction
- Humanitarian action
- Sustaining peace

37. *Among the areas selected in the previous question, please assess the level of collaboration among the UN agencies engaged in more than one area:*

- Very close collaboration
- Close collaboration
- Not close collaboration
- No collaboration at all
- Don't know
- Not applicable as only selected one area in previous question

Optional comments:

38. Has your country had to address a situation with humanitarian consequences in the past four years?

(Note: This question is a self-assessment of whether a humanitarian emergency has taken place. Answers will remain anonymous and may only be used for internal data categorization. Countries that have had to address a humanitarian emergency may have experience with some of the following: i) a Humanitarian/Regional Response Plan ii) a Flash Appeal iii) a Refugee Response Plan iv) designation/appointment of a UN Humanitarian Coordinator accredited to the Government, or, iv) significant humanitarian assistance activities)

- Yes
- No
- Don't know

Optional comments:

39. The Resident Coordinator (and humanitarian coordinator where there is one) has prepared a joint (humanitarian and development) impartial, comprehensive assessment of needs to inform strategic decisions:

- Yes
- No
- Don't know
- Not applicable in our country

Optional comments:

EFFECTIVENESS: d) Leadership

40. The Resident Coordinator effectively leads the UN country team's strategic support for national plans and priorities:

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

Optional comments:

41. UN staff have the right mix of capacities and skills to support your country's development:

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

Optional comments:

42. The UN country team (heads of agencies) has the highest standards of leadership skills:

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

Optional comments:

43. To what extent has the Resident Coordinator demonstrated the following skills:

	Very effectively	Effectively	Ineffectively	Very ineffectively	Don't know
Impartiality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments/ What suggestions do you have, if any, to improve the impartiality and management skills of the Resident Coordinator in your country:

44. The Resident Coordinator has sufficient prerogative to effectively fulfill her/his mandate:

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

Optional comments/ In your opinion, how can the prerogative of the Resident Coordinator be improved:

45. The Resident Coordinator helps to minimize duplication of efforts among UN agencies, ensuring the efficient use of resources:

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

Optional comments:

46. How does your government access the technical expertise of non-resident agencies (NRAs):

- Through the Resident Coordinator
- Directly from the relevant UN agency headquarters and/or regional office
- We have not tried to access the expertise of the non-resident agencies
- We tried but were unable to access the expertise of the non-resident agencies (please briefly describe why in the comment box below)

Other (please specify)

47. In general, how easy is it to access technical expertise from UN agencies, including non-resident agencies (NRAs):

- Very easy
- Easy
- Difficult
- Very difficult
- Don't know

Optional comments:

48. Has the Resident Coordinator in your country completed his/her tenure (assignment) in the past two years?

- Yes
 - No
 - Don't know
-



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2. Effectiveness (continued)

49. Was your country duly informed when the tenure (assignment) of their out-going Resident Coordinator was coming to an end?

- Yes
- No
- Don't know

Optional comments:

EFFECTIVENESS: e) Delivering as One

50. Is your country interested in Delivering as One (DaO)?

(Delivering as One is a UN initiative that began in 2006 whereby a programme country would opt for a UN system with One Leader, One Programme, One Budgetary Framework, Operating as One, and Communicating as One)

- Yes, we are a Delivering as One country
- Yes, we have requested Delivering as One but it is not yet implemented
- Yes, we are interested in Delivering as One but have not yet requested it
- No, our country is not interested in Delivering as One
- Our country is not familiar with the elements of Delivering as One

Optional comments:



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2. Effectiveness (continued)

51. How satisfied is your country with the information provided by the UN Resident Coordinator and other UN officials on Delivering as One?

- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Optional comments:



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2. Effectiveness (continued)

52. Has the introduction of Delivering as One made it easier or more difficult for your Government to deal with the UN in your country?

- Much easier
- Easier
- More difficult
- Much more difficult
- Too early to say

Optional comments:

53. Please mention briefly any constraints encountered by your country in Delivering as One:

54. How satisfied are you with the UN's progress to date in fully implementing the Delivery as One approach?

- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Optional comments:



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2. Effectiveness (continued)

EFFECTIVENESS: f) Reporting on results

55. Did your Government receive a report from the UN Resident Coordinator on the results achieved by the UN system in your country in the last annual cycle?

- Yes
- No
- Don't Know

Optional comments:

56. To what extent do you agree with the following statements:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
We receive reports on UN results regularly enough to meet our needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information in the reports is up-to-date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The results of the whole UN system are included	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient financial data is included	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reporting is structured around the outcomes of the UNDAF (or equivalent programme framework)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reporting is linked to national development results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments, including any comments you would like to make on the reporting from individual UN agencies:

57. Does your Government have a national Results-Based Management (RBM) system?

- Yes
- No
- Don't know



2. Effectiveness (continued)

58. To what extent has the UN country team studied with your Government how results achieved by UN development assistance in your country are defined, measured and reported on, with a view to ensuring compatibility between the national and UN Results-Based Management systems?

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

Optional comments:

59. Has your Government requested support from the UN country team in strengthening national Results-Based Management systems?

- Yes, and support was received from the UNCT to strengthen national RBM systems
- Yes, however support has not yet been received from the UNCT to strengthen national RBM systems
- No
- Don't know

Optional comments:

60. Please suggest any additional actions the UN could take collectively to make itself more effective in your country:

EFFECTIVENESS: g) Partnerships

61. To what extent has the UN contributed to building the capacity of the country to engage in partnerships:

- To a large extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know

Optional comments:

62. The UN plays a catalytic role in facilitating partnerships:

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

Optional comments:

63. Does your country provide development cooperation to other countries (e.g., South-South cooperation or other peer-to-peer exchange platforms)?

- Yes
- No
- Don't know

Optional comments:



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2. Effectiveness (continued)

64. Does your country exchange information and best practices with South-South partners on science, technology, and innovation to help achieve the Sustainable Development Goals?

- Yes
- No
- Don't know

Optional comments:

65. Has the United Nations system undertaken any activities in your country to support South-South or triangular cooperation?

- Yes
- No
- Don't know

Optional comments/ Please mention any other type of assistance you would welcome from the United Nations system on South-South and triangular cooperation:

66. Please mention briefly any challenges you have encountered in working in the United Nations system on South-South and triangular cooperation:

67. Please provide a rough estimate of your country's annual expenditure on South-South cooperation:

- Less than USD\$1 million
- USD\$1 – USD\$10 million
- USD\$11 – USD\$50 million
- More than USD\$50 million
- Don't know

Optional comments:



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3. Efficiency

Efficiency is about how economically inputs (funds, expertise, time, etc.) are converted into results. It is essentially about using funds wisely and achieving value-for-money.

EFFICIENCY: a) Use of resources

68. All things considered, the UN is efficient in providing its support to your

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

Optional comments/ Please suggest any measures that would improve the UN's efficiency in your country:

69. To what extent does your country agree or disagree that the UN uses funds carefully and avoids waste:

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

Optional comments/ Please mention briefly any good practices or challenges in this context:

70. There is a clear division of labour (that is, no duplication or overlaps) among the activities of UN agencies in the country:

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



3. Efficiency (continued)

71. Please mention briefly the key contributing factors that have facilitated a clear division of labour among the activities of UN agencies in the country:

72. Please mention briefly any challenges to ensuring a clear division of labour among the activities of UN agencies in the country:

73. With regard to improving efficiency, please briefly describe any key contributing factors that have helped to foster collaboration among UN agencies in your country:

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

- To a large extent
- To a moderate extent
- To a small extent
- Not at all
- Don't know

Optional comments:



3. Efficiency (continued)

75. Please explain briefly any key contributing factors that helped to prevent any competition among UN agencies in your country:

76. Please indicate the extent to which you agree or disagree with each of the following statements:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Competition among UN agencies is healthy and the Government welcomes it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competition among UN agencies increases overall UN funding for the country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competition among UN agencies creates confusion for the Government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competition among UN agencies increases the workload on Government officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competition among UN agencies diverts the agencies' attention from the main tasks of providing support to the country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Optional comments:

77. Comparing the UN development system with other development partners, how does your country find the workload in complying with their procedures?

- It is much less work to deal with the UN
- It is slightly less work to deal with the UN
- The workload is about the same
- It is slightly more work to deal with the UN
- It is much more work to deal with the UN
- Don't know

Optional comments:

78. To reduce the workload on national partners, how important is it for the UN development system to take the following measures?

	Very important	Moderately important	Slightly important	Not important at all	Don't know
Use a single format for annual work plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use a single format for progress reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Simplify the UNDAF and agency country programming or planning processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rationalize agency-specific country programming/ planning processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhance the planning and coordination function of the Resident Coordinator by empowering them to make final decisions on strategic objectives in the UNDAF, in consultation with national Governments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Very important Moderately important Slightly important Not important at all Don't know

Consolidate its country presence so that the Resident Coordinator is accountable for all UN assistance

Designate a lead UN agency for thematic issues to represent a common UN approach in the country

Coordinate capacity-building activities among UN agencies

Plan **joint monitoring missions and evaluations** when working in the same thematic area

UN agencies **share office premises**

UN agencies **share more services** in areas such as procurement, human resources and information technology

Optional comments/ Please provide recommendations, if any, on how to simplify the UN planning processes (UNDAF, Country Programme Documents, or equivalent), and please mention briefly any other measures that the UN development system could take to reduce the workload on national partners, and provide any other comments on the subject:

EFFICIENCY: b) Joint programming

79. The Quadrennial Comprehensive Policy Review encourages the UN to strengthen joint programming processes at the country level, where appropriate. A **joint programme** is a set of activities contained in a common work plan and related budget, involving two or more UN agencies and (sub-) national partners.

Does the UN utilize joint programming to conduct development activities in your country :

- Yes
- No
- Don't know

Optional comments:



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3. Efficiency (continued)

80. UN joint programming has led to greater: (Please select *all* that apply from the following)

- UN coherence
- UN effectiveness
- UN efficiency
- None of the above

Optional comments:

81. In your opinion, what reforms should the UN system undertake in order the efficiency, coherence, and effectiveness of UN operational activities?

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

EFFICIENCY: c) The UN compared with other development partners

83. The following question seeks feedback on the areas of UN support in comparison to other development partners, and the preceding question seeks feedback on the quality of UN support in comparison to other development partners.

The table below lists the UN system and five other categories of development partners in the top row, and various types of support that they might provide to your country in the left-hand column.

Please select **UP TO TWO** partners that you consider to be the preferred provider of each type of support. In case your country is not interested in a particular type of support, or has no preference among the partners, please leave the row blank. If your Government has insufficient experience with one or other category of partner, please check that partner in the first row.

	UN system (Funds, Programmes and Specialized Agencies)	The Bretton Woods Institutions (e.g. World Bank, IMF etc.)	Other multilateral and regional institutions not part of the UN	OECD/ DAC partners (Traditional bilateral donors)	Southern partners	Thematic or alliance-based partners (e.g. The Global Fund)
The Government has insufficient experience with this category of partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peace & security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Humanitarian assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	UN system (Funds, Programmes and Specialized Agencies)	The Bretton Woods Institutions (e.g. World Bank, IMF etc.)	Other multilateral and regional institutions not part of the UN	OECD/ DAC partners (Traditional bilateral donors)	Southern partners	Thematic or alliance-based partners (e.g. The Global Fund)
Global challenges requiring common action (e.g. climate change, water, migration)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assisting countries through support with norms and standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting South-South and triangular cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting regional or sub-regional cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mobilizing external resources for development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing evidence-based and, where appropriate, integrated policy advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sectoral programming advice and technical assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthening national capacities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assisting Governments in leveraging partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct support and service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Optional comments:						

84. Please select **UP TO TWO** partners that best satisfy your Government's needs in respect of each of the performance factors (rows) in the table below:

If your Government sees no difference among the partners, please leave the row blank. If your Government has insufficient experience with one or other category of partner, please check that partner in the first row.

	UN system (Funds, Programmes and Specialized Agencies)	The Bretton Woods Institutions (e.g. World Bank, IMF etc.)	Other multilateral and regional institutions not part of the UN	OECD/ DAC partners (Traditional bilateral donors)	Southern partners	Thematic or alliance-based partners (e.g. The Global Fund)
The Government has insufficient experience with this category of partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is impartial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is accountable to beneficiaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is trusted by national partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aligns assistance with national needs and priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds quickly to new development needs and priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achieves planned results on time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Makes decisions transparently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willingly collaborates with other external development partners at the country level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Optional comments / In your opinion, what can be done to ensure that the UN development system is a neutral, objective, and trusted partner for your country?

85. Collaboration between the World Bank and the UN in your country has improved over the past four years:

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- I am unaware of collaboration between the World Bank and the UN
- The World Bank does not operate in this country

Optional comments



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Thank You

86. Please list Ministries and other governmental institutions (agencies) who consulted on UN operational activities in the country for this survey:

87. Optional comments on any aspect of the survey:

88. In the event that clarification or additional information is required for responses provided in this survey, please provide contact details below for the survey focal point:

Name:

Title:

Department:

Phone:

Email:

Thank you for taking the time to complete this survey.

Please press "Done" to submit the survey.
