QCPR 2021 Survey of UN Resident Coordinators and United Nations Country Teams

Part I: Survey of UN Resident Coordinators

Welcome to this survey on progress in implementing UN General Assembly resolution 75/233 on the Quadrennial Comprehensive Policy Review (QCPR) of UN operational activities for development as well as General Assembly resolution 72/279 on the repositioning of the UN development system (UNDS).

The purpose of the survey is to enable Resident Coordinators and UN country teams to provide feedback on the country-level implementation of the QCPR, including the repositioning of the UNDS, with the ultimate purpose to improve UN development system support to the implementation of the 2030 Agenda. The results of the survey will be used in the preparation of the next Secretary-General's report on the operational activities for development of the United Nations system and the report of the UNSDG Chair on the Development Coordination Office (DCO) and the Resident Coordinator (RC) system to be presented to the Economic and Social Council and the General Assembly in 2022[1].

This year, the survey includes two parts, one for UN Resident Coordinators and the other for UN country teams. In the **first part** of the survey**,** Resident Coordinators (RCs) are requested to each complete one survey. The **second part** of the survey is directed to UN country team (UNCT) members. **This is Part I for Resident Coordinators.** The second part of the survey is distributed separately to UNCT members**.**

Please be sure to submit the official response online. Depending on the browser, the survey software can allow the questionnaire to be saved and reopened at a later stage on the same computer.[2]

Responses and comments will be treated in strict confidence 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 as a feedback loop to help inform continued improvements in the work of United Nations country teams. 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 by the UN Department of Economic and Social Affairs before being shared with other offices.

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.

---

[1] For past reports see https://www.un.org/ecosoc/en/content/2021-secretary-general%E2%80%99s-report-implementation-qcpr

[2] Requires cookies to be saved on the device

Contents

I.   Country Profile

1. Please select your country/location [drop down menu, select all that applies]:
        Other (please specify)

   If you currently serve as a Resident Coordinator that covers a UN multi-country office, when completing this survey, please respond with reference to your country of residence. If there is a notable difference between countries covered in the UN multi-country office, please note this in the "optional comments" field.

II.   The UN Sustainable Development Cooperation Framework/UNDAF

A. Integrated and coordinated support

*Cooperation Frameworks (CFs) are developed with the full participation of national governments, and in consultation with relevant stakeholders (OP72). Entity-specific **Country Programme Documents** (CPDs) **or equivalent instruments** should be derived from the UN Sustainable Development Cooperation Framework's agreed priorities (A/RES/75/233 OP 71, 72, 73, 74, 76).*

2. With regard to the main processes in the life cycle of the Cooperation Framework/UNDAF, the Government has actively engaged in the **latest** Cooperation Framework/UNDAF:

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable – we have not started this process
CF/UNDAF development (signed or at design stage)					
CF/UNDAF implementation					
CF/UNDAF evaluation					

   Optional comments:

3. What proportion of UN country team members involve the Resident Coordinator in key stages of agency-specific strategic planning in relation to UN Cooperation Framework agreed priorities and formally solicit their feedback on the alignment of their Country Programme Documents (or equivalent instrument) to the UN Cooperation Framework?
   ☐ All
   ☐ Most
   ☐ Some
   ☐ None
   Optional comments:

4. Have you developed either an annual or multi-year Funding Framework (or Common Budgetary Framework) that is based on an assessment of the resources required to deliver the current Cooperation Framework (or UNDAF)?
   ☐ Yes
   ☐ No
   ☐ It is currently under development
   Optional comments:

[Skip logic – if "No"] Please explain briefly why it has not been developed.

[Skip logic – if "Yes" to the initial question] In the context of making the Funding Framework a useful and effective instrument, please indicate the proportion of entities that provide financial data on time.
☐ All entities provide information on time
☐ Most entities provide information on time
☐ Some entities provide information on time
☐ No entities provide information on time
Optional comments: Please mention briefly any good practices or challenges related to the timeliness of the data received.

5. To what extent is the financial data received from agency representatives structured around the Cooperation Framework outcomes?
☐ Always
☐ Usually
☐ Sometimes
☐ Rarely
Optional comments: Please mention briefly any good practices or challenges related to the quality of the data received.

6. Has your UNCT held or does it plan to hold a periodic funding dialogue with Government and donors?
☐ Yes, in the last 12 months
☐ Yes, but the last such dialogue was 1 to 3 years ago
☐ No, but intends to hold a dialogue in the next 12 months
☐ No and there are no plans to do so
Optional comments:

7. Please estimate what percentage of the CF/UNDAF budget is allocated for joint activities.
☐ >50%
☐ 26-50%
☐ 15-25%
☐ 5-14%
☐ <5%
Optional comments: Please specify any assumptions made in answering this question.

8. What proportion of entities are devoting at least 15% of development-related expenditures for joint activities in your country?
☐ All
☐ Most
☐ Few
☐ None
☐ Don't know
Optional comments: Please indicate what are the barriers in place and plan of actions to improve this (if any).

9. In the last year, are **entities of the UNDS** showing more or less interest in engaging in joint programmes in the country?

☐ They are showing more interest
☐ About the same
☐ They are showing less interest
☐ Don't know
Optional comments:

10. In the last year, are the **contributors** showing more or less interest in funding joint programmes in the country?
☐ They are showing more interest
☐ About the same
☐ They are showing less interest
☐ Don't know
Optional comments:

B. UN Country Team configuration

*Measures implemented to align **staff capacities and UNCT configuration** with the cross-sectoral requirements of the 2030 Agenda (A/RES/75/233 OP 91, 94) and the specific challenges and needs of programme countries (A/RES/75/233 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. 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.

11. The current UN configuration:

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

Optional comments:

12. The current UN configuration is suitable for meeting the specific challenges of the country, as set out in the CF/UNDAF or equivalent instrument:
☐ Strongly agree
☐ Agree
☐ Disagree
☐ Strongly disagree
☐ Don't know
Optional comments:

[Skip logic – if answered "disagree" or "strongly disagree"] Please suggest how the UN presence could be more suited to your country's needs.

13. 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.

14. A dialogue on a needs-based tailored country presence built on the CF/UNDAF was held with the Government and was facilitated by the resident coordinator:
☐ Yes
☐ No, but we plan to do so next year
☐ No
☐ Not applicable
Optional comments:

[*Skip logic – If "Yes"*] Was the UN country presence reconfigured on the basis of this dialogue?
☐ Yes
☐ No
Optional comments:

15. Please briefly describe, if applicable, the main challenges that the UNCT currently faces (or may need to address in the future) in aligning and tailoring its presence to meet the specific needs of the country in pursuing the implementation of the 2030 Agenda.

16. The UN staff in the country team has the right mix of capacities and skills to support the country's development:
☐ Strongly agree
☐ Agree
☐ Disagree
☐ Strongly disagree
☐ Don't know
Optional comments:

17. To what extent do you agree or disagree that the UNCT's expertise contributes effectively to the Cooperation Framework
☐ Strongly agree
☐ Agree
☐ Disagree
☐ Strongly disagree
☐ Don't know
Optional comments:

III. The UN development system offer

The integrated nature of the 2030 Agenda for Sustainable Development calls for a UNDS that works in a coordinated and coherent manner while leveraging each entity's mandate, role and 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 (A/RES/75/233 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*** *(A/RES/75/233 OP2, 4)*

18. 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:

[*Skip logic, if "less coherent" or "much less coherent"*] Please indicate what the main barrier is.

19. 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 moder ate extent	To a small extent	No Change	Don't know	Not Applicable
Common Country Analysis						
Cooperation Framework						
Joint Workplans						
Results groups						
Transparency on resource mobilization						
Collaborative approach to resource mobilization						
Increased resources under the RC/UNCT's management (such as SDG funds)						
System-wide reporting						
Systematic implementation of Management and Accountability Framework (MAF)						
Strengthened provisions of the MAF						
Business Operations Strategy						
Strengthened capacity of the RC office						
Increased use of common premises						

Optional comments: Please mention any other measures not listed.

20. Overall, the activities of the UNCT, as articulated in the Cooperation Framework/UNDAF, and the country's development needs and priorities are:
    - ☐ Very closely aligned
    - ☐ Closely aligned
    - ☐ Slightly aligned
    - ☐ Not aligned at all

Optional comments: Please briefly mention any measures the UN should take in order to achieve closer alignment between its activities and the country's development needs and priorities.

21. The UNCT adequately provides:

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

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
Evidence-based policy advice that is tailored to national needs and priorities in the implementation of the 2030 agenda					
Joint integrated policy advice that is tailored to national needs and priorities in the implementation of the 2030 agenda					

Optional comments:

22. Please rate the UNCT's effectiveness in implementing a leave no one behind lens when carrying out the following actions:

	Good	Adequate	Poor	Not applicable
Elaborating or updating the Common Country Analysis				
Developing or reviewing the Cooperation Frameworks				

23. The UNCT promotes adequate linkages between the UN's normative and operational activities:
    □ Strongly agree
    □ Agree
    □ Disagree
    □ Strongly disagree
    Optional comments:

24. If the Government presented a VNR in the last year, did the Government take **follow-up** actions to the Voluntary National Review (VNR)?
    □ Yes and the Government requested the assistance of the UN in their implementation
    □ Yes but no assistance was requested of the UN in their implementation
    □ No, the Government did not take follow-up actions to the VNR
    □ Don't know
    □ Not applicable - the Government did not present a VNR in the last year
    Optional comments:

    [Skip logic, If "Yes and the Government requested the assistance of the UN" to previous question] Please identify the area(s) where the UN assisted in the **VNR follow-up** (after presentation of report):
    □ Data and statistics
    □ Stakeholder engagement
    □ Resource mobilization
    □ Awareness raising for the SDGs
    □ Capacity building for the SDGs

☐ Institutional arrangements
☐ Report writing
☐ General advice on the VNR follow-up actions process
☐ Integration of the follow-up actions in the national plans and policies
☐ Monitoring and evaluation of VNR follow-up actions
☐ Other (specify in comments below):
Optional comments:

25. All things considered, to what extent was the **VNR processes** effective in strengthening implementation efforts towards the 2030 Agenda in the country?
☐ Very effective
☐ Somewhat effective
☐ Somewhat ineffective
☐ Very ineffective
☐ Not applicable – the Government has not yet prepared/presented a VNR
Optional comments:

[*Skip logic, if answered "very effective"*]: How was it effective?
[*Skip logic, if answered "very ineffective"*]: How could it be made more effective?

C. Poverty eradication and leaving no one behind

UNDS entities are called upon to support and work with programme countries In the context of COVID-19, in a coherent and collaborative manner in implementing, with urgency, sustainable solutions and catalysing partnerships, for achieving the Sustainable Development Goals in the post-COVID-19 era, giving particular attention to the specific challenges of countries in special situations, and analysing lessons learned from the response plans to the pandemic (A/RES/75/233, OP27)

Support to countries in implementing social protection systems and universal health coverage accelerates progress on poverty eradication *(A/RES/75/233 OP8, 25-27)*

A climate- and environment- responsive approach, *including biodiversity and ecosystem-based approaches, is mainstreamed into UNDS policies, strategic plans, programme planning and delivery (A/RES/75/233 OP29, 30, 37)*

*Capacities (A/RES/75/233 OP22, 109) and cooperation are strengthened in **science, technology, and innovation and international cooperation** (A/RES/75/233 OP31); **data collection and analysis** (A/RES/75/233 OP32); **development planning, monitoring & evaluation** (A/RES/75/233 OP31-32), **educatio**n (OP38), **digital inclusion** (A/RES/75/233 OP27b, 100) and digital technologies for sustainable development and volunteerism (A/RES/75/233 OP45)*

Reaching the furthest behind first *including persons with disabilities**, human rights, gender equality and the empowerment of women and girls**, are integrated across UNDS entities' strategies, plans, programmes and operations (A/RES/75/233 OP12-15, OP28, 39)*

26. Over the past year, to what extent has the COVID-19 socio-economic response of the UNCT, under the leadership of the Resident Coordinator been:

Nature of UN response	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
Comprehensive					

Targeted towards at-risk groups					
Timely					
Effective					
Sufficiently coherent with the Cooperation Framework/UNDAF					
Sufficiently coherent with the humanitarian response (if applicable)					

27. How effective has the support from the UNCT, under the leadership of the RC, been to the host country in implementing COVID-19 socio-economic response across the following areas:

Pillars of the UN COVID-19 socio-economic response framework	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Not applicable
Health First: Protecting Health Services and Systems during the Crisis					
Protecting People: Social Protection and Basic Services					
Economic Response and Recovery: Protecting Jobs, Small and Medium-Sized Enterprises, and Informal Sector Workers					
Macroeconomic Response and Multilateral Collaboration					
Social Cohesion and Community Resilience					

28. Does the UNCT have a mechanism or platform in place to analyse lessons learned from the response plans to the COVID-19 pandemic to support the host country better prepare for future shocks?
   ☐ Yes
   ☐ No
   ☐ Don't know

29. The UNCT has assisted the country to:

	Strongly agree	Agree	Disagree	Strongly disagree
Assess the situation of the poorest, most vulnerable, and those that are furthest behind				
Address the development needs of the poorest, most vulnerable, and those furthest behind				

Optional comments: Please provide good practice examples of when a UNCT has provided such support.

30. Has your host country requested support from the Resident Coordinator and UNCT on social protection systems and measures?
    ☐ Yes
    ☐ No

    [Skip logic – if "Yes"] To what extent in the past year has the UNCT provided effective support in:

	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Not applicable
Implementing national social protection systems					
Mobilizing domestic resources for social protection					
Improving social protection governance, administration and delivery					

    [Skip logic – if "Yes" to the initial question] To what extent has the UNCT provided effective support to the host country in the past year in expanding targeted measures of social protection policies and programmes for:

	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Not applicable
Children and Youth					
Women and girls					
Persons with disabilities					
People living with HIV/AIDS					
Older persons					
Indigenous peoples					
Refugees, migrants and internally displaced persons					
Workers in the informal and rural economy, including young workers					
Other groups (Please specify below)					

    Optional comments: Please specify "other groups" if selected.

31. Has the host country requested policy advice from the UN development system on climate action?
    ☐ Yes
    ☐ No

    [Skip logic: If "Yes"] There is close collaboration among UNCT members on climate action programming:

☐ Strongly agree
☐ Agree
☐ Disagree
☐ Strongly disagree

Optional comments: Please mention any steps the UN could take to increase collaboration on climate action programming.

32. Environmental considerations have been incorporated into other areas of programming and policy advice, apart from climate action (such as 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:

33. Has the host country requested policy advice from the UN development system on human rights?
☐ Yes
☐ No
☐ Don't know

[*Skip logic: If "Yes"*] There is close collaboration among UNCT members on human rights programming:

	Strongly agree	Agree	Disagree	Strongly disagree
Assisting the country in its engagement with international human rights mechanisms (Universal Periodic Review, treaty bodies, special procedures) and the use of their recommendations				
Upholding international norms and standards through advocacy and awareness raising				
Supporting national partners on the ratification and domestication of international treaties and alignment of laws, policies and practices with standards				
Building and strengthening of national capacities and institutions for the promotion and protection of human rights				

34. Over the past year, the UNCT has provided effective support in:

	Strongly agree	Agree	disagree	Strongly Disagree	Not applicable – not requested by the host country
Strengthening the capacity of the host country to build resilience to crisis, disasters and extreme climate events					
Implementing integrated policy approaches to **mitigate and adapt** to climate change					

35. Has your host country requested support from the Resident Coordinator and UNCT on digital technologies and cooperation?
    ☐ Yes
    ☐ No

[Skip logic – if "Yes"] Over the past year, the UNCT has provided effective support in:

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
Improving digital literacy and infrastructure					
Improving digital inclusion and closing access gap					
Promoting technological capacity and innovation, including through technology transfer					

Optional comments:

36. Has your host country requested support from the Resident Coordinator and UNCT to expand access to inclusive and equitable quality education and lifelong learning?
    ☐ Yes
    ☐ No

[Skip logic – if "Yes"] Over the past year, the UNCT has provided effective support in:

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
Improving children's access to digital learning, skills and platforms, including by connecting schools to the internet and through open-source digital education tools					
Improving digital literacy of children and adolescents					
Reducing the number of out-of-schools' children, especially for girls					
Eliminating gender disparities in education					

Ensuring equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations					
Taking measures towards universal lifelong learning and reskilling systems, including through apprentice schemes and technical and vocational training					

Optional comments:

37. Has your host country requested support from the Resident Coordinator and UNCT on gender equality and women's empowerment, including to prevent and eliminate all forms of violence and discrimination?
    ☐ Yes
    ☐ No

    [Skip logic – if "Yes"] Does the UNCT have sufficient capacity to deliver on gender equality as a **core priority** of work?
    ☐ Yes
    ☐ No
    Optional Comments: Please briefly note how capacity can be improved.

    [Skip logic – if "Yes" to the initial question] Over the past year, the UNCT has provided effective support in:

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
Promoting gender equality expertise					
Enhancing the collection, availability and use of sex-disaggregated data					
Strengthening institutional mechanisms and legal frameworks to prevent and eliminate violence and discrimination against women and girls					
Implementing specific measures to prevent women and girls from gender-based violence					
Implementing specific measures to strengthen responses of essential services for women and girls from gender-based violence					
Placing women and girls at the centre of sustainable development policy					

Full and equal participation of women and girls in development and emergency response plan					

Optional comments:

38. Has your host country requested support from the Resident Coordinator and UNCT on youth?
    ☐ Yes
    ☐ No

[Skip logic – if "Yes"] Over the past year, how strong was the UNCT engagement in the following areas:

	Good engagement	Fair engagement	Minimal/No engagement	Not applicable
Improving participation of youth in public affairs, including in political and civic processes				
Strengthening legal frameworks to improve political representation of youth, including young women				
Addressing the specific needs of youth in the areas of health and social protection				
Re-skilling and upskilling youth for employment				

Optional Comments:

D. National systems

39. The UN has contributed to the strengthening of national institutional capacities in the following areas (if such support was requested from the Government):

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable – Government did not request such support	Don't know
Planning						
Management						
Monitoring and Evaluation						
Statistical capacities and data collection, analysis and management						
Data disaggregation						

Optional comments: Please mention briefly factors that have helped or hindered the UN system from being fully effective in strengthening national capacities.

40. The UN has used the following national systems and capacities as much as possible:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
National procurement systems					
National financial systems					
National monitoring and reporting systems					
National statistical systems					
National experts in the design of programmes and projects					
National institutions in the design of programmes and projects					
National institutions in the implementation of programmes and projects					
National institutions in the evaluation of programmes and projects					

Optional comments: Please mention briefly any factors that have either helped or hindered the UN system from fully utilizing national systems and capacities.

41. Considering the financial management and other capacities available in the country, to what extent do you agree or disagree that the UNDS is using parallel implementation systems as little as possible:
    ☐ Strongly agree
    ☐ Agree
    ☐ Disagree
    ☐ Strongly disagree
    ☐ Don't know

Optional comments: Please mention briefly any good practices or challenges in this regard.

42. The UN has contributed to the strengthening of subnational and local institutions and capacities:
    ☐ Strongly agree
    ☐ Agree
    ☐ Disagree
    ☐ Strongly disagree
    ☐ Don't know

[skip logic, if "disagree" or "strongly disagree"]: Please indicate ways in which the UNCT can better support the host country in this regard.

E. Partnerships and Financing for Sustainable Development Goals

Countries' capacities to engage in innovative funding approaches including blended financing (OP58, 60-62), leverage **innovative national, regional and global partnerships** *(OP 33-35)* **and mobilize means of implementation** *is strengthened (OP23-24, 27b, 44)*

43. Is there a UN country team common approach on partnerships?
    ☐ Yes
    ☐ No, but there are plans to develop one
    ☐ No
    Optional comments:

44. The UNCT pursues a structured engagement with civil society groups throughout the planning and programming cycle:

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
Putting in place a vision/strategy to actively promote and protect meaningful, safe and diverse civil society actor participation					
Taking appropriate steps to actively promote and protect meaningful, safe and diverse civil society actor participation both online and offline					
Establishing or strengthening consultative mechanisms/platforms of dialogue on national development processes					
Addressing barriers that prevent specific population groups from engaging in development processes					
Creating ongoing feedback loops					
Putting in place remedy mechanisms					

Optional comments:

45. Has the UNCT provided support on south-south and triangular cooperation in the past year?
- ☐ Yes
- ☐ No
- ☐ Not applicable – the Government did not request any such support from the UNCT

[Skip logic if 'Yes'] Has the UNCT provided capacity development support on south-south and triangular cooperation in the context of developing national development strategies and relevant action plans in the past year?
- ☐ Yes
- ☐ No
- ☐ Not applicable – the Government did not request any such support from the UNCT

[Skip logic if 'Yes' to the initial question] What have been the main challenges, if any, for the UNCT in providing support for south-south and triangular cooperation?
- ☐ Lack of dedicated resources and capacity
- ☐ Lack of monitoring and evaluation
- ☐ Lack of engagement at national level
- ☐ Business rules and procedures
- ☐ Nature of the request
- ☐ Need for corporate strategy and policy
- ☐ Other (please specify in the comment box below)

Optional comments: If you checked any of the items above, please provide a brief explanation. Please also mention any plans to develop a collective approach.

46. Has the Government developed a mapping or framework that presents an overall view of the SDG financing requirements in the country?
    ☐ Yes
    ☐ No
Optional comments:

[*Skip logic – if "Yes"*]: Is the financing strategy an Integrated National Financing Framework (INFF)?
☐ Yes
☐ No
Optional comments:

[*Skip logic – if "Yes" to the previous question*]: Has the country requested assistance from the UN to develop this framework?
☐ Yes
☐ No
Optional comments:

[*Skip logic – if "Yes" to the previous question*] The UN has supported the country in developing this framework:
☐ Strongly agree
☐ Agree
☐ Disagree
☐ Strongly disagree
Optional comments: Please briefly mention the main impediments that have prevented the development of an Integrated National Financing Framework thus far, if applicable.

47. Has the Resident Coordinator and UNCT facilitated a dialogue in the past year with the host country on the volume and mix of financing required for the country to achieve the SDGs?
    ☐ Yes
    ☐ No
Optional comments:

IV. The Management and Accountability Framework

The Management and Accountability Framework is fully implemented, including a clear dual reporting model of accountability (A/RES/75/233 OP 75, 77 and 88)

A. A reinvigorated RC system

Resident Coordinator system improves effectiveness and efficiency of operational activities for development at the country level (A/RES/75/233 OP 87, 92- 93, 97-99)

48. The Resident Coordinator is empowered within the UN country team to do the following:

	Strongly agree	Agree	Disagree	Strongly disagree

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: Please mention briefly any challenges encountered.

49. How easy is it for the Resident Coordinator to access the expertise available within the United Nations development system to address national needs, priorities and challenges:

	Very easy	Somewhat easy	Somewhat difficult	Very difficult
Entities with physical presence				
Entities without physical presence				

Optional comments: Please note any main constraints on access to leverage expertise and knowledge.

50. The Resident Coordinator has the following attributes to prevent duplication of efforts within the United Nations country team:

	Strongly agree	Agree	Disagree	Strongly disagree
Sufficient capacity				
Sufficient prerogative				

Optional comments:

51. In the past year, to what extent has the focus on common results among UN entities improved?
   ☐ Greatly improved
   ☐ Improved to a small extent
   ☐ Not improved at all
   ☐ The situation has worsened
Optional comments:

52. If your areas of programming activity/activities include development action, including disaster risk reduction, humanitarian action and peacebuilding, please assess the level of collaboration among UN entities engaged in more than one of the areas selected above:

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

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

53. Has the Resident Coordinator experienced the sudden onset of a disaster where no Humanitarian Coordinator had been designated?
    ☐ Yes
    ☐ No

    [*Skip logic: If Yes*] Was there a joint, methodologically sound and impartial response strategy prepared to address the emergency?
    ☐ Yes
    ☐ No
    Optional comments:

54. The UN country team members regularly report to the Resident Coordinator in relation to the Cooperation Framework in a way that ensures strong coherence and complementarity of development, humanitarian and peacebuilding activities:
    ☐ Strongly agree
    ☐ Agree
    ☐ Disagree
    ☐ Strongly disagree
    ☐ Not applicable (please explain below)
    Optional comments:

B. A new generation of UN Country Teams

55. The latest UNCT annual report to the host country adequately reflects the UNCT's collective results and implementation of the Cooperation Framework/UNDAF:
    ☐ Strongly agree
    ☐ Agree
    ☐ Disagree
    ☐ Strongly disagree
    ☐ Not applicable
    Optional comments:

56. Do all UNCT members report to the Resident Coordinator regularly to meet your coordination needs on:

	All UNCT members do this	Most UNCT members do this	Only a few UNCT members do this	No UNCT member does this
Resource mobilization				
Programme implementation on performance of CF elements led by the entity				
Entity-specific activities as relevant to CF results				
Collective results based on the CF/UNDAF				

Optional comments:

57. In general, the reporting that the Resident Coordinator receives from UN country team heads is of:

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
High quality					
Sufficient scope and depth					
Relevant					
Sufficient frequency					
Sufficient to ensure effective communication with the Government regarding UNDS activities					

Optional comments: Please mention briefly any challenges encountered as well as suggestions on how to ensure that the UN country team regularly provides the Resident Coordinator with necessary updates.

58. The Resident Coordinator receives sufficient technical support from the UNCT to achieve the Cooperation Framework/UNDAF results in the following areas:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Analysis					
Planning					
Monitoring and evaluation					
Reporting					
Communication and advocacy					

Optional comments:

59. Please indicate the proportion of UN country team head of agencies for whom you have provided a formal input into their performance assessments in your capacity as Resident Coordinator in the past year.
   ☐ None
   ☐ Less than one third (but at least one)
   ☐ Between one and two thirds
   ☐ Greater than two thirds

Optional comments:

60. To what extent is the Resident Coordinator invited to participate in high level delegations, meetings and/or events of UNDS entities, including those events organized by entities not physically represented in the country?

	By all of them	By most of them	By some of them	By none of them
Entities physically present in the country				
Entities not physically present in the country				

Optional comments:

61. Compared to two years ago, how informed is the Resident Coordinator of all in-country activities carried-out by entities not physically represented in the country.
    ☐ More informed
    ☐ No change
    ☐ Less informed
    ☐ Not applicable
    Optional comments:

62. Do UNCT members consult with the Resident Coordinator on exceptional and sensitive cases related to their normative agenda?
    ☐ Yes
    ☐ No
    ☐ Don't know
    Optional comments:

63. The UNCT has reduced overlap and duplication of work over the last year:
    ☐ Strongly agree
    ☐ Agree
    ☐ Disagree
    ☐ Strongly disagree
    ☐ Don't know
    Optional comments: Please describe any good practices in this area or further efforts to ensure optimal use of resources.

64. The communication and advocacy activities delivered by UNCT members are aligned with the joint strategic communication and advocacy approach:
    ☐ Strongly agree
    ☐ Agree
    ☐ Disagree
    ☐ Strongly disagree
    ☐ Don't know
    Optional comments:

65. How would you characterize the willingness of UNCT members to cooperate with you and your office in the past year?
    ☐ Very willing
    ☐ Willing
    ☐ Reluctant
    ☐ Very reluctant
    Optional comments:

66. There are no significant gaps and/or disconnects between UN Sustainable Development Group policies and the UNCT reality in your country:
    ☐ Strongly agree
    ☐ Agree
    ☐ Disagree
    ☐ Strongly disagree
    Optional comments:

[Skip logic – if "Disagree" or "Strongly disagree"] Please note areas and policies with significant gaps and suggestions to close the gaps. What solutions do you have or have seen implemented to bridge these disconnects?

67. The implementation of the Management and Accountability Framework implementation has improved in the UNCT over the past year?
    ☐ Strongly agree
    ☐ Agree
    ☐ Disagree
    ☐ Strongly disagree
    Optional comments: Please note briefly which aspect(s) of the MAF can be further improved and why.

C. The regional and global dimensions

68. Please indicate how effective the following regional coordination mechanisms are in providing support on the regional or sub-regional issues of greatest relevance to the country.

	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Not applicable
Regional Collaborative Platforms					
Issue-Based Coalitions					
Peer Support Groups					

Optional comments: Please indicate what can be further improved.

69. In the last year, you and the UNCT have benefitted from support of the relevant regional collaborative platform(s): [MF 5.3.1 and MF 5.3.2, RC 2019 Q.82, SM, OP102]

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
Normative and policy support related to the 2030 Agenda					
Technical expertise					
Platforms for policy discussion and exchange of experience					
Regional SDGs monitoring, reporting, follow-up and review activities					

Optional comments:

70. In the last year, you and the UNCT have benefitted from support of the headquarters of UN entities on:

	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable	Don't know
Integrated policies to realize the SDGs						
Communications and Advocacy						
Data analytics and Statistics						
Digital transformation						
Innovation						
Leveraging partnerships						

Leveraging Financing						
Normative advice						
Performance and results orientation						
Strategic Foresight						

Optional comments:

71. Please choose the top areas of UN development system repositioning that have had the greatest positive impact in your UNCT's contribution to support the country's sustainable development progress. **[**select all that apply**]**

A new generation of UNCT:
- ☐ a revitalized, strategic, flexible and results and action-oriented United Nations Sustainable Development Framework
- ☐ UNCT presence and configuration
- ☐ Support to multi-country offices
- ☐ Strengthened capacities, resources and skill sets
- ☐ Common business operations

A reinvigorated RC system:
- ☐ dedicated, independent, impartial, empowered and sustainable development-focused coordination function and its transition to the Secretariat
- ☐ strengthened authority and leadership of resident coordinators, as the highest-ranking representatives of the United Nations development system

A revamped regional approach:
- ☐ reprofiled and restructured through Regional Collaborative Platforms (RCPs)

Strategic direction, oversight and accountability for system-wide results:
- ☐ improved efficiency, transparency and quality of governance structures
- ☐ improved monitoring and reporting on system-wide results
- ☐ strengthening of independent system-wide evaluation

Funding the United Nations development system:
- ☐ creation and implementation of the Funding Compact
- ☐ funding arrangements for the RC system
- ☐ funding for joint activities
- ☐ efficiency gains
- ☐ *Other (please specify)*

Optional comments:

72. Please add any information you deem relevant to the objectives of this survey.

73. Finally, we would welcome any comments you would like to make on the survey itself.

Thank you