

## QCPR 2021 Survey of UN Resident Coordinators and United Nations Country Team Members

### Part II: Survey of UN Country Team Members

Welcome to the **second part** of the survey of UN Resident Coordinators and UN Country Team members.

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 on the [repositioning of the United Nations Development System](#) and the report of the UNSDG Chair on DCO and the RC system (A/RES/72/279).

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

The **first part** of the survey contains questions for completion by the Resident Coordinator. The **second part** of 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 second part of the survey to its UN Country Team representative in each country.

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

For technical follow up and response validation by the survey team, we request you to also complete relevant contact information when selecting your relevant entity and country.

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](mailto:qcpr@un.org).

Thank you for your cooperation.

## I. Country Profile

1. Please select your location [drop down menu]:  
Other (please specify)

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

2. You are requested to provide your contact details to for this survey response to facilitate survey validation or any technical issues with the response:  
First Name  
Last Name  
Email  
Title

## II. The UN Sustainable Development Cooperation Framework/UNDAF

*United Nations Sustainable Development 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 (OP 71, 72, 73, 74, 76).*

3. Your entity's individual country programme document or equivalent instrument is derived from the Cooperation Framework/UNDAF:  
 Strongly agree  
 Agree  
 Disagree  
 Strongly disagree
4. To what extent are your entity's country activities aligned with the outcomes of the Cooperation Framework/UNDAF? Please choose the response that best describes the situation in your country.  
 Very closely aligned  
 Closely aligned  
 Slightly aligned  
 Not aligned at all

*Optional comments:*

5. In the last year, you and your entity have worked actively with the Resident Coordinator 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:*

6. 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:*

*[Skip logic – if “Disagree” or “Strongly disagree”]* Please briefly note what could be improved in the reporting.

7. The UN Cooperation Framework Funding Framework accurately reflects the volume and type of resources needed to deliver on the prioritized outcomes of the Cooperation Framework /UNDAF:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Not applicable – funding framework not yet developed
Volume of resources needed						
Type of resources needed						

*Optional comments:*

8. The UNCT engages in joint resource mobilization for programmes or projects in the country:
- Strongly agree
  - Agree
  - Disagree
  - Strongly disagree
  - Don't know

*Optional comments:[Skip logic – if disagree/strongly disagree]* What are some of the main challenges in implementing a joint resource mobilization, if any?

### 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 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 (OP2, 4)***

9. 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.

10. 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						
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.

11. 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.

12. 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 agency 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:*

13. Is your entity physically present in country?

- Yes
- No

*If no: The ability of your entity to participate as a full-fledged member of the UNCT has improved over the past year*

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

*Optional comments:*

14. 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				

15. If your areas of programming activity/activities include development action, including disaster risk reduction, humanitarian action and peacebuilding, please assess the level of collaboration between UN entities working across different areas of actions 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					

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

16. 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:*

17. Over the past year, to what extent has the UNCT provided effective support in:

	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Don't know	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						

18. Has the host country requested policy advice from the UN development system on climate action?
- Yes
  - No
  - Don't know

[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.

19. 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
- Strongly disagree
- 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)*

20. 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				

21. Is it easy for you, as a UNCT member, to access complementary expertise from other entities/offices of the United Nations development system not physically present in your country?

- Very easy
- Somewhat easy
- Somewhat difficult
- Very difficult
- Don't know
- Not applicable

*Optional comments:* Please briefly mention any main constraints.

22. To what extent has the UNCT benefitted from improved support of 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:*

23. To what extent has the UNCT benefitted from increased support of UN entities' headquarters in the past year:

	To a great extent	To a moderate extent	To a small extent	No change	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:*



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. 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.

24. 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.

25. 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:

26. In the past year, how effective was the support from the Resident Coordinator Office to the UNCT?

	Very effective	Somewhat effective	Somewhat ineffective	Very ineffective	Don't know
Strategic planning					
Economic transformation					
Data and results reporting					
Communication and advocacy					
Partnerships and Resource mobilization					

### III. The Management and Accountability Framework

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

27. 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:*

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

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Sufficient capacity					
Sufficient prerogative					

*Optional comments:*

29. The Resident Coordinator fosters a coherent and strategic engagement on the UN's normative agenda:

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

*Optional comments:*

30. As a UNCT member, I enjoy sufficient delegated authority to respond effectively and efficiently to national needs and priorities:

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

*Optional Comments:*

31. The implementation of the Management and Accountability Framework (MAF) 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 have not improved and why.

As a UN country team representative, does your job description include provisions that recognize your relationship vis-a-vis the resident coordinator under the new management and accountability framework?

- Yes
- No
- Don't know

Has the resident coordinator provided input to your performance appraisal?

- Yes
- No
- Don't know

*If no, why?*

32. Do you report regularly to the Resident Coordinator on:

	Yes	No	Not Applicable
Resource mobilization			
Programme implementation of CF elements led by the entity			
Entity-specific activities as relevant to CF results			
Collective results based on the CF/UNDAF			

*Optional comments:*

33. 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:*

*[Skip logic – if “No”] Please briefly note any suggestions for improvements.*

34. 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
- Don't know

*Optional comments:*

*[Skip logic – if “disagree/strongly disagree”] Please note areas and policies with significant gaps and suggestions to close the gaps.*

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

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

**Thank you**