



2017 UNDP Partnership Survey

United Nations Development Programme

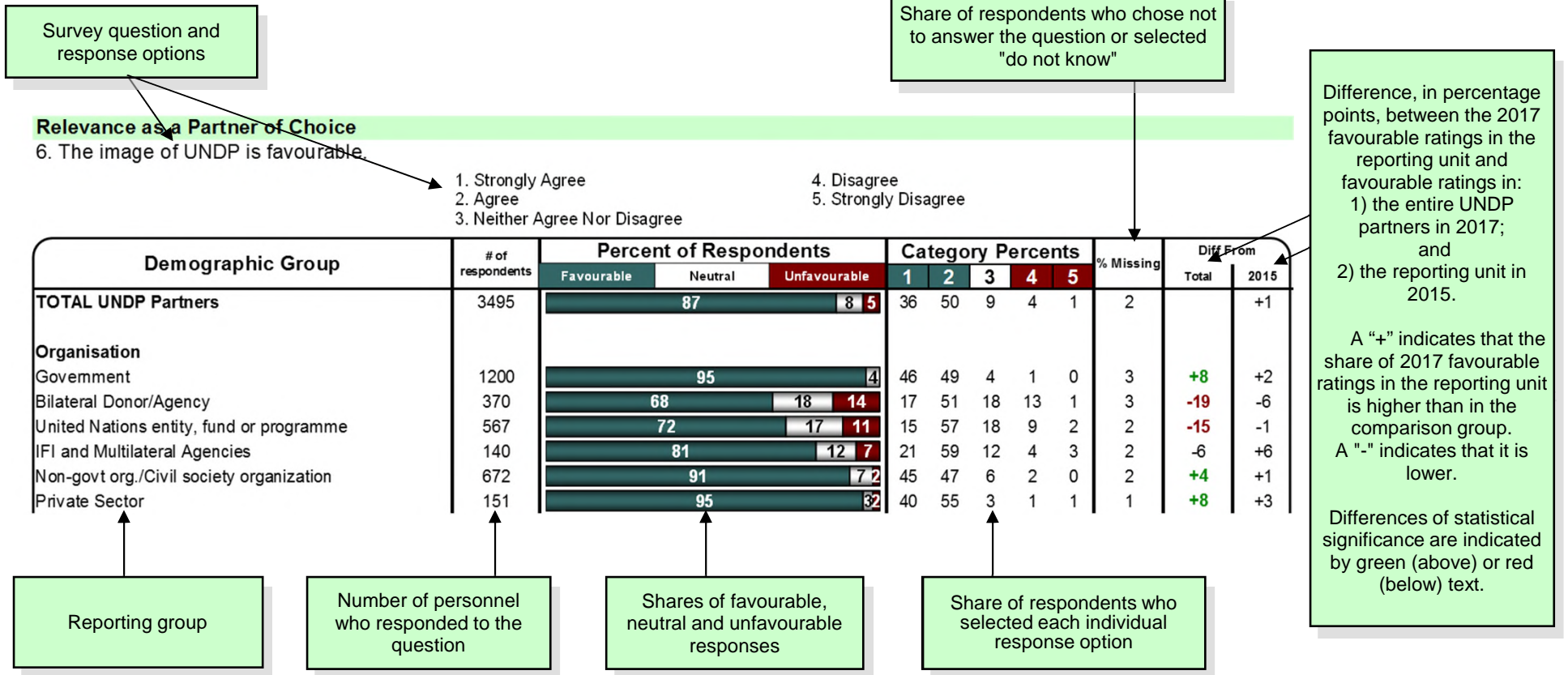
Total UNDP Partners

Organisation, Region, Function



How to Read the UNDP Partnership Survey Report

The results of the 2017 Partnership Survey are displayed by survey question. In order to ensure anonymity and confidentiality of responses, no results are shown for questions with less than 6 responses. "Insufficient data to report" appears next to such questions.



Relevance as a Partner of Choice

6. The image of UNDP is favourable.

- 1. Strongly Agree
- 2. Agree
- 3. Neither Agree Nor Disagree
- 4. Disagree
- 5. Strongly Disagree

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3495	87		8 5	36	50	9	4	1	2		+1
Organisation												
Government	1200	95		4	46	49	4	1	0	3	+8	+2
Bilateral Donor/Agency	370	68	18	14	17	51	18	13	1	3	-19	-6
United Nations entity, fund or programme	567	72	17	11	15	57	18	9	2	2	-15	-1
IFI and Multilateral Agencies	140	81	12	7	21	59	12	4	3	2	-6	+6
Non-govt org./Civil society organization	672	91	7	2	45	47	6	2	0	2	+4	+1
Private Sector	151	95		3 2	40	55	3	1	1	1	+8	+3
Foundations	56	80	16	4	39	41	16	2	2	5	-7	+4
Other	339	94		5	46	47	5	1	0	1	+7	-1
Region												
HQ	202	66	22	12	18	49	21	10	2	4	-21	-6
RBA	933	86	9	5	36	50	9	4	1	2	-1	0
RBAP	642	87	8	5	33	54	9	4	0	2	0	+1
RBAS	306	82	11	7	34	48	11	6	1	2	-5	+2
RBEC	712	91	6	3	41	50	6	2	1	3	+4	+1
RBLAC	700	91	6	3	41	50	6	3	1	2	+4	+2
Function												
Senior Management	1735	88	7	5	38	50	7	4	1	2	+1	+2
Middle Management	1427	85	10	5	34	51	10	4	1	3	-2	0
Other	333	90	8	2	40	50	8	2	0	3	+3	-1

Q 1-5 are demographic questions and respondents who only answered Q1-5 are not included in this report.

Relevance as a Partner of Choice

7. UNDP is a valued partner to my organisation.

- 1. Strongly Agree
- 2. Agree
- 3. Neither Agree Nor Disagree
- 4. Disagree
- 5. Strongly Disagree

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3495	89		8 3	46	43	8	2	1	2		-1
Organisation												
Government	1202	95		4	55	39	4	1	0	3	+6	+1
Bilateral Donor/Agency	371	81		12 7	29	52	12	5	2	3	-8	-4
United Nations entity, fund or programme	562	79		15 6	22	57	15	5	1	3	-10	-4
IFI and Multilateral Agencies	141	78		16 6	28	50	16	6	1	1	-11	+3
Non-govt org./Civil society organization	676	91		8	57	34	8	1	0	1	+2	-1
Private Sector	150	91		6 3	49	43	5	1	2	1	+2	+3
Foundations	56	86		9 5	45	41	9	4	2	5	-3	+7
Other	337	92		6 2	53	39	6	2	1	2	+3	-1
Region												
HQ	201	86		10 4	36	50	10	3	0	5	-3	-2
RBA	931	86		10 4	44	42	10	3	1	2	-3	-3
RBAP	640	87		9 4	43	44	9	3	1	2	-2	-2
RBAS	304	85		11 4	41	43	12	3	1	3	-4	0
RBEC	718	92		6 2	49	43	6	2	0	2	+3	0
RBLAC	701	93		5 2	52	41	5	1	1	2	+4	+3
Function												
Senior Management	1731	89		8 3	49	40	8	2	1	2	0	-1
Middle Management	1429	88		9 3	42	45	9	3	1	2	-1	-1
Other	335	92		5 3	43	49	6	2	1	3	+3	+1

Relevance as a Partner of Choice

8. UNDP plays a relevant role in the development of the programme countries, and implements projects that reflect the priorities of its partners.

1. Strongly Agree
2. Agree
3. Neither Agree Nor Disagree

4. Disagree
5. Strongly Disagree

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From			
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015		
TOTAL UNDP Partners	3490	87			10	3	37	50	10	2	1	2		0
Organisation														
Government	1199	92			6	2	46	46	6	1	0	3	+5	+1
Bilateral Donor/Agency	370	81			13	6	21	59	13	6	1	3	-6	-4
United Nations entity, fund or programme	560	75			21	4	18	57	20	4	1	3	-12	-5
IFI and Multilateral Agencies	141	84			9	7	25	59	9	4	3	1	-3	+11
Non-govt org./Civil society organization	676	89			9	2	44	45	9	2	0	1	+2	+2
Private Sector	151	91			7	2	41	50	7	0	2	1	+4	+6
Foundations	56	88			8	4	39	48	9	2	2	5	+1	+3
Other	337	91			8		46	46	7	1	0	2	+4	-1
Region														
HQ	193	79			17	4	22	57	17	4	1	9	-8	+1
RBA	931	86			10	4	40	46	10	3	1	2	-1	-2
RBAP	641	86			12	2	35	51	12	2	0	2	-1	-2
RBAS	302	84			12	4	34	50	12	3	1	3	-3	+3
RBEC	719	91			7	2	41	50	7	1	1	2	+4	0
RBLAC	704	89			8	3	38	51	8	2	1	2	+2	+4
Function														
Senior Management	1730	87			10	3	38	49	9	3	1	2	0	+1
Middle Management	1427	87			10	3	36	50	10	2	1	3	0	0
Other	333	89			10		39	50	11	0	0	3	+2	-1

Relevance as a Partner of Choice

9. Why does your organisation/government work with UNDP?*

- 1. Contribution to international development goals
- 2. Contribution to national development goals
- 3. Contribution to policy dialogue
- 4. Policy advice
- 5. Universal presence/Global network
- 6. South-South and Triangular Cooperation
- 7. Programme and project implementation
- 8. Capacity building/capacity development
- 9. Provision of innovative development solutions and/or to scale-up development solutions
- 10. Development partner coordination

Demographic Group	# of respondents	Percent of Respondents														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
TOTAL UNDP Partners	3578	55	73	42	26	18	13	70	56	23	39	32	17	19	24	4
Organisation																
Government	1240	58	82	41	31	19	20	79	72	28	40	27	16	21	29	2
Bilateral Donor/Agency	381	67	63	45	20	26	6	68	44	14	49	28	7	14	22	5
United Nations entity, fund or programme	577	59	68	47	25	16	10	55	34	12	39	80	50	16	17	3
IFI and Multilateral Agencies	143	64	66	47	18	16	10	52	38	12	56	24	10	14	25	3
Non-govt org./Civil society organization	683	46	75	44	23	15	8	73	59	27	33	18	7	18	23	3
Private Sector	152	40	56	27	16	20	6	51	39	28	28	13	7	22	14	13
Foundations	59	41	59	32	27	22	7	61	44	24	36	22	7	17	15	5
Other	343	44	69	38	26	19	13	70	60	31	34	18	8	24	28	9
Region																
HQ	211	73	36	50	25	39	12	46	43	19	31	43	10	33	19	6
RBA	950	57	80	50	30	17	15	73	63	27	47	37	19	23	29	4
RBAP	655	58	73	48	27	22	12	63	56	25	44	32	17	18	26	4
RBAS	312	52	71	29	17	17	13	71	57	21	37	35	18	15	21	6
RBEC	735	46	72	29	24	13	4	76	57	25	33	25	13	15	27	3
RBLAC	715	53	77	44	26	16	19	71	49	18	33	30	22	17	16	4
Function																
Senior Management	1769	56	76	46	28	18	13	68	56	24	39	34	17	21	25	3
Middle Management	1464	54	70	39	24	19	13	71	56	22	39	32	18	17	23	4
Other	345	48	72	37	23	20	11	72	57	27	41	27	16	19	27	9

* Top 3 reasons selected by partners are highlighted.

Relevance as a Partner of Choice

9. Why does your organisation/government work with UNDP? (cont'd)*

- 11. UN coordination
- 12. Administrative services
- 13. Thought leadership on the global development agenda
- 14. Development effectiveness
- 15. Other

Demographic Group	# of respondents	Percent of Respondents														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
TOTAL UNDP Partners	3578	55	73	42	26	18	13	70	56	23	39	32	17	19	24	4
Organisation																
Government	1240	58	82	41	31	19	20	79	72	28	40	27	16	21	29	2
Bilateral Donor/Agency	381	67	63	45	20	26	6	68	44	14	49	28	7	14	22	5
United Nations entity, fund or programme	577	59	68	47	25	16	10	55	34	12	39	80	50	16	17	3
IFI and Multilateral Agencies	143	64	66	47	18	16	10	52	38	12	56	24	10	14	25	3
Non-govt org./Civil society organization	683	46	75	44	23	15	8	73	59	27	33	18	7	18	23	3
Private Sector	152	40	56	27	16	20	6	51	39	28	28	13	7	22	14	13
Foundations	59	41	59	32	27	22	7	61	44	24	36	22	7	17	15	5
Other	343	44	69	38	26	19	13	70	60	31	34	18	8	24	28	9
Region																
HQ	211	73	36	50	25	39	12	46	43	19	31	43	10	33	19	6
RBA	950	57	80	50	30	17	15	73	63	27	47	37	19	23	29	4
RBAP	655	58	73	48	27	22	12	63	56	25	44	32	17	18	26	4
RBAS	312	52	71	29	17	17	13	71	57	21	37	35	18	15	21	6
RBEC	735	46	72	29	24	13	4	76	57	25	33	25	13	15	27	3
RBLAC	715	53	77	44	26	16	19	71	49	18	33	30	22	17	16	4
Function																
Senior Management	1769	56	76	46	28	18	13	68	56	24	39	34	17	21	25	3
Middle Management	1464	54	70	39	24	19	13	71	56	22	39	32	18	17	23	4
Other	345	48	72	37	23	20	11	72	57	27	41	27	16	19	27	9

* Top 3 reasons selected by partners are highlighted.

Relevance as a Partner of Choice

10. In which of these UNDP Strategic Plan 2014-2017 priority areas do you consider UNDP as a partner of choice?*

- 1. Poverty eradication through incl. growth/sustainable dvlpmnt
- 2. Democratic governance
- 3. Institutional capacity building for delivery of basic services
- 4. Gender equality and women's empowerment
- 5. Reducing likelihood of conflict and the risk of natural disasters, including from climate change
- 6. Early recovery and rapid return to sustainable development in post-conflict/disaster settings
- 7. Contribution to development debates and international development goals
- 8. Other

Demographic Group	# of respondents	Percent of Respondents							
		1	2	3	4	5	6	7	8
TOTAL UNDP Partners	3578	53	43	46	43	33	25	48	6
Organisation									
Government	1240	57	39	60	48	36	25	48	5
Bilateral Donor/Agency	381	44	59	39	34	29	26	46	4
United Nations entity, fund or programme	577	51	46	35	32	31	25	54	6
IFI and Multilateral Agencies	143	50	36	37	34	31	24	50	4
Non-govt org./Civil society organization	683	54	47	42	52	32	25	44	7
Private Sector	152	58	24	37	39	29	25	46	8
Foundations	59	41	25	29	46	22	15	41	10
Other	343	46	45	45	48	30	22	51	8
Region									
HQ	211	45	41	32	29	30	30	56	8
RBA	950	61	52	55	46	36	31	53	3
RBAP	655	57	39	45	46	41	25	44	6
RBAS	312	46	34	54	44	22	27	51	3
RBEC	735	42	44	48	41	28	16	38	7
RBLAC	715	54	40	35	44	30	22	53	8
Function									
Senior Management	1769	54	45	48	44	31	24	50	6
Middle Management	1464	50	42	44	42	33	25	46	5
Other	345	54	42	48	46	37	28	49	8

* Top 3 areas selected by partners are highlighted.

Relevance as a Partner of Choice

10a. Reasons why the UNDP Strategic Plan 2014-2017 priority areas were chosen.*

- 1. Technical expertise
- 2. Ability to influence policy and build capacity
- 3. Achievement of results
- 4. Outreach to a wide range of partners
- 5. Other

Demographic Group	# of respondents	Percent of Respondents				
		1	2	3	4	5
TOTAL UNDP Partners	3431	65	66	49	57	4
Organisation						
Government	1195	76	64	61	55	2
Bilateral Donor/Agency	359	63	65	36	58	6
United Nations entity, fund or programme	542	56	66	27	58	5
IFI and Multilateral Agencies	135	60	56	34	66	3
Non-govt org./Civil society organization	668	57	73	55	57	3
Private Sector	149	61	62	40	55	7
Foundations	54	52	61	44	70	4
Other	329	66	67	55	60	3
Region						
HQ	195	55	69	25	69	7
RBA	926	69	72	51	59	4
RBAP	625	62	68	44	59	4
RBAS	298	61	57	41	59	4
RBEC	703	60	61	63	49	2
RBLAC	684	72	63	47	56	4
Function						
Senior Management	1705	65	67	49	57	3
Middle Management	1398	65	65	49	59	4
Other	328	66	66	52	54	5

* Asked only of those who answered Q10.

UNDP Strategic Plan 2014-2017

11. Amount UNDP is contributing to this development outcome: Poverty eradication through inclusive and sustainable development

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3053	55	34	11	21	35	33	10	2	15		+2
Organisation												
Government	1037	62	30	8	26	36	30	7	1	16	+7	+2
Bilateral Donor/Agency	314	42	40	18	11	31	40	16	3	18	-13	-2
United Nations entity, fund or programme	510	41	40	19	11	30	40	15	3	12	-14	+1
IFI and Multilateral Agencies	126	42	43	15	12	30	43	12	3	12	-13	-5
Non-govt org./Civil society organization	604	60	33	7	25	35	33	6	1	12	+5	+5
Private Sector	133	65	27	8	26	40	26	6	2	13	+10	+10
Foundations	48	48	39	13	19	29	40	8	4	19	-7	+2
Other	281	65	24	11	23	41	25	10	1	18	+10	+3
Region												
HQ	157	54	37	9	18	36	37	8	1	26	-1	-1
RBA	855	58	30	12	27	31	30	10	2	10	+3	+2
RBAP	572	58	32	10	19	38	32	9	1	13	+3	+5
RBAS	253	44	39	17	16	28	38	15	3	19	-11	-1
RBEC	599	58	33	9	20	38	32	8	1	19	+3	+2
RBLAC	617	51	36	13	17	35	36	11	2	14	-4	+2
Function												
Senior Management	1537	56	33	11	21	34	33	9	2	13	+1	+5
Middle Management	1230	55	33	12	20	35	33	10	2	16	0	+2
Other	286	58	30	12	23	34	30	11	1	17	+3	-3

UNDP Strategic Plan 2014-2017

12. Amount UNDP is contributing to this development outcome: Democratic governance

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	2953	56	31	13	20	36	31	11	2	17		0
Organisation												
Government	955	59	30	11	23	37	30	9	2	23	+3	-1
Bilateral Donor/Agency	329	52	35	13	11	41	35	11	2	14	-4	-3
United Nations entity, fund or programme	511	50	32	18	15	35	32	15	3	11	-6	+2
IFI and Multilateral Agencies	119	50	34	16	8	43	34	13	3	17	-6	-5
Non-govt org./Civil society organization	593	58	28	14	23	35	28	12	2	13	+2	-1
Private Sector	117	45	40	15	16	29	40	10	4	23	-11	-6
Foundations	45	44	43	13	18	27	42	9	4	24	-12	0
Other	284	64	25	11	28	36	25	9	2	17	+8	+7
Region												
HQ	159	56	35	9	11	45	35	9	1	25	0	+2
RBA	833	60	28	12	26	33	28	10	2	12	+4	-5
RBAP	547	54	32	14	15	39	31	12	3	16	-2	+2
RBAS	240	45	35	20	11	34	34	17	3	23	-11	-3
RBEC	592	60	28	12	22	38	27	10	2	19	+4	+4
RBLAC	582	52	35	13	18	34	35	11	2	19	-4	+1
Function												
Senior Management	1490	57	29	14	21	36	30	11	2	16	+1	+1
Middle Management	1195	54	33	13	18	37	32	11	2	18	-2	-1
Other	268	59	29	12	20	39	29	10	2	22	+3	-3

UNDP Strategic Plan 2014-2017

13. Amount UNDP is contributing to this development outcome: Institutional capacity building for delivery of basic services

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3061	60	28	12	23	36	29	10	2	14		+4
Organisation												
Government	1066	70	23	7	33	38	23	6	1	14	+10	+4
Bilateral Donor/Agency	315	45	37	18	9	37	37	17	2	17	-15	+2
United Nations entity, fund or programme	494	40	38	22	11	30	37	18	4	14	-20	+4
IFI and Multilateral Agencies	126	49	34	17	10	40	33	13	4	12	-11	+5
Non-govt org./Civil society organization	596	61	30	9	26	36	30	8	0	13	+1	+1
Private Sector	127	64	26	10	25	39	26	8	2	16	+4	+7
Foundations	50	52	40	8	12	40	40	6	2	15	-8	+10
Other	287	70	21	9	29	42	20	8	1	16	+10	+7
Region												
HQ	161	54	34	12	12	42	34	12	0	24	-6	+10
RBA	861	63	23	14	30	33	23	11	3	9	+3	+3
RBAP	571	57	29	14	19	38	29	12	2	13	-3	+2
RBAS	274	59	32	9	23	37	32	8	0	12	-1	+4
RBEC	615	69	24	7	28	40	25	6	1	16	+9	+7
RBLAC	579	49	38	13	16	34	38	11	2	19	-11	0
Function												
Senior Management	1536	59	28	13	23	36	29	11	2	13	-1	+5
Middle Management	1233	61	28	11	23	38	28	9	2	16	+1	+5
Other	292	62	29	9	26	36	29	8	1	15	+2	-1

UNDP Strategic Plan 2014-2017

14. Amount UNDP is contributing to this development outcome: Gender equality and women's empowerment

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3036	59	29	12	23	36	29	10	2	15		+3
Organisation												
Government	1022	69	24	7	30	39	24	6	1	18	+10	+4
Bilateral Donor/Agency	316	45	37	18	10	34	37	14	4	17	-14	-1
United Nations entity, fund or programme	502	33	37	30	8	25	38	24	6	13	-26	-1
IFI and Multilateral Agencies	122	55	35	10	11	43	35	8	2	15	-4	+2
Non-govt org./Civil society organization	616	67	24	9	29	38	24	8	1	10	+8	+4
Private Sector	127	64	30	6	21	43	31	5	1	16	+5	+5
Foundations	52	67	23	10	31	37	23	8	2	12	+8	+24
Other	279	67	25	8	33	34	26	6	1	19	+8	+1
Region												
HQ	151	46	41	13	9	37	40	12	1	28	-13	0
RBA	831	58	27	15	25	33	27	12	3	13	-1	+3
RBAP	564	56	32	12	22	34	32	9	3	14	-3	+2
RBAS	264	55	26	19	19	36	26	16	3	15	-4	+6
RBEC	608	68	24	8	28	40	25	6	1	17	+9	+5
RBLAC	618	59	30	11	21	37	30	9	2	14	0	+1
Function												
Senior Management	1533	59	28	13	23	36	28	11	3	13	0	+4
Middle Management	1226	58	30	12	22	35	31	9	2	16	-1	+3
Other	277	64	26	10	25	39	26	9	1	20	+5	-1

UNDP Strategic Plan 2014-2017

15. Amount UNDP is contributing to this development outcome: Reducing likelihood of conflict and the risk of natural disasters, including from climate change

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	2797	50	32	18	16	33	33	14	3	22		+5
Organisation												
Government	950	56	31	13	20	36	31	10	3	23	+6	+3
Bilateral Donor/Agency	293	38	40	22	8	30	40	18	4	23	-12	-4
United Nations entity, fund or programme	485	34	38	28	8	26	38	23	5	16	-16	+1
IFI and Multilateral Agencies	117	46	39	15	11	35	38	11	4	18	-4	+8
Non-govt org./Civil society organization	533	55	30	15	20	36	29	13	3	22	+5	+9
Private Sector	121	54	25	21	20	34	26	18	2	20	+4	+9
Foundations	41	54	26	20	12	41	27	15	5	31	+4	+17
Other	257	58	28	14	23	35	28	11	4	25	+8	+9
Region												
HQ	141	44	37	19	11	33	37	15	4	33	-6	+5
RBA	776	50	31	19	16	33	32	16	3	18	0	+2
RBAP	538	54	32	14	17	37	32	11	3	18	+4	+1
RBAS	226	38	35	27	13	25	35	20	7	28	-12	+4
RBEC	557	54	31	15	19	34	32	12	3	24	+4	+5
RBLAC	559	48	33	19	15	33	33	15	4	22	-2	+8
Function												
Senior Management	1408	50	31	19	15	35	31	14	4	20	0	+5
Middle Management	1121	48	35	17	16	32	34	15	2	23	-2	+3
Other	268	52	34	14	22	30	34	11	3	22	+2	+3

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16. Amount UNDP is contributing to this development outcome: Early recovery and rapid return to sustainable

development in post-conflict/disaster settings

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount

- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	2577	48	33	19	16	32	33	15	4	28		+4
Organisation												
Government	869	54	31	15	20	33	32	11	3	30	+6	+5
Bilateral Donor/Agency	262	42	35	23	10	33	34	17	6	31	-6	+1
United Nations entity, fund or programme	439	31	37	32	8	23	37	25	7	24	-17	-3
IFI and Multilateral Agencies	108	51	36	13	16	35	36	11	2	24	+3	+9
Non-govt org./Civil society organization	500	51	31	18	17	34	32	14	4	27	+3	+7
Private Sector	113	61	25	14	20	41	25	11	4	26	+13	+13
Foundations	40	48	24	28	13	35	25	15	13	32	0	+21
Other	246	56	30	14	21	35	30	11	3	28	+8	+4
Region												
HQ	137	47	38	15	10	37	38	11	4	35	-1	+6
RBA	735	49	30	21	18	31	30	17	4	23	+1	+1
RBAP	498	47	34	19	15	32	33	15	4	24	-1	+1
RBAS	216	44	33	23	14	30	33	18	6	31	-4	+7
RBEC	493	54	31	15	17	37	31	12	4	33	+6	+9
RBLAC	498	46	35	19	17	29	35	14	5	30	-2	+6
Function												
Senior Management	1283	49	31	20	16	34	31	15	5	27	+1	+5
Middle Management	1055	46	35	19	16	30	35	15	3	28	-2	+2
Other	239	52	32	16	19	33	32	13	3	31	+4	+6

17. Amount UNDP is contributing to this development outcome: Contribution to development debates and international development goals

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3035	69	24	7	31	38	24	6	1	15		+3
Organisation												
Government	1024	71	24	5	34	37	24	4	1	17	+2	+3
Bilateral Donor/Agency	327	65	26	9	22	43	25	8	2	14	-4	+2
United Nations entity, fund or programme	509	64	28	8	21	43	28	7	1	12	-5	+5
IFI and Multilateral Agencies	128	65	27	8	20	45	27	5	2	10	-4	+2
Non-govt org./Civil society organization	583	68	24	8	33	35	24	7	1	15	-1	-1
Private Sector	130	70	22	8	29	41	22	8	0	14	+1	+4
Foundations	49	63	27	10	35	29	27	8	2	17	-6	+15
Other	285	76	21	3	46	31	20	2	1	17	+7	+3
Region												
HQ	172	71	24	5	30	41	24	3	1	18	+2	-2
RBA	835	68	24	8	33	35	24	6	1	12	-1	+1
RBAP	552	64	27	9	26	39	27	7	2	16	-5	+1
RBAS	257	70	23	7	26	44	23	5	1	18	+1	+5
RBEC	593	72	22	6	33	38	23	6	0	19	+3	+9
RBLAC	626	69	25	6	31	39	25	5	1	12	0	+3
Function												
Senior Management	1539	69	24	7	31	38	24	6	1	13	0	+3
Middle Management	1221	67	26	7	30	38	25	6	1	17	-2	+2
Other	275	72	23	5	33	39	23	4	1	20	+3	+3

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18. Amount UNDP is contributing to this development outcome: Other

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	265	66	26	8	27	38	26	6	3	93		+5
Organisation												
Government	98	67	28	5	29	39	28	3	2	92	+1	+9
Bilateral Donor/Agency	17	65	29	6	18	47	29	6	0	96	-1	+9
United Nations entity, fund or programme	37	57	29	14	24	32	30	5	8	94	-9	-4
IFI and Multilateral Agencies	10	20	60	20	0	20	60	10	10	93	-46	-63
Non-govt org./Civil society organization	56	70	14	16	27	43	14	14	2	92	+4	+10
Private Sector	14	71	29		36	36	29	0	0	91	+5	-12
Foundations	*	Insufficient Data to Report			*	*	*	*	*	*		
Other	32	75	25		38	38	25	0	0	91	+9	+13
Region												
HQ	20	75	25		25	50	25	0	0	91	+9	+8
RBA	61	62	23	15	23	39	23	11	3	94	-4	-2
RBAP	55	62	31	7	22	40	31	7	0	92	-4	+2
RBAS	17	53	23	24	24	29	24	0	24	95	-13	+7
RBEC	52	73	25	2	37	37	25	2	0	93	+7	+17
RBLAC	60	67	26	7	30	37	27	5	2	92	+1	+4
Function												
Senior Management	143	67	24	9	31	36	24	4	5	92	+1	-1
Middle Management	103	61	32	7	23	38	32	7	0	93	-5	+13
Other	19	79	10	11	16	63	11	11	0	94	+13	+15

Organisational Effectiveness

19. How much does this describe UNDP? Delivers high quality programmes through effective project design, planning, monitoring and evaluation.

1. A Great Deal
2. An Above Average Amount
3. About an Average Amount
4. Not Too Much
5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3301	66	25	9	29	37	25	7	2	8		+5
Organisation												
Government	1166	78	18	4	38	40	18	3	1	6	+12	+4
Bilateral Donor/Agency	353	46	34	20	13	33	35	14	5	7	-20	+4
United Nations entity, fund or programme	502	42	40	18	10	31	41	15	2	13	-24	+3
IFI and Multilateral Agencies	135	50	33	17	13	37	33	13	4	6	-16	+8
Non-govt org./Civil society organization	638	74	21	5	34	40	21	4	1	7	+8	+8
Private Sector	134	70	24	6	29	41	24	4	2	12	+4	+6
Foundations	55	60	35	5	31	29	35	4	2	7	-6	+2
Other	318	75	19	6	36	39	19	5	2	7	+9	+4
Region												
HQ	164	45	42	13	10	35	43	10	2	22	-21	+4
RBA	898	66	23	11	31	34	24	8	3	5	0	+5
RBAP	600	64	26	10	24	40	26	9	2	8	-2	+7
RBAS	284	68	22	10	27	42	22	8	1	9	+2	+9
RBEC	691	76	19	5	38	38	19	5	1	6	+10	+4
RBLAC	664	64	30	6	26	38	30	5	2	7	-2	+4
Function												
Senior Management	1655	67	24	9	30	37	25	7	2	6	+1	+8
Middle Management	1336	65	26	9	27	39	25	7	2	9	-1	+5
Other	310	70	25	5	33	37	26	4	1	10	+4	-1

Organisational Effectiveness

20. How much does this describe UNDP? Applies a robust results-based framework.

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3150	62	28	10	23	39	28	8	2	12		+6
Organisation												
Government	1113	73	22	5	31	42	22	4	1	10	+11	+7
Bilateral Donor/Agency	340	41	35	24	7	34	34	20	4	11	-21	+5
United Nations entity, fund or programme	490	44	41	15	9	35	41	13	1	15	-18	+3
IFI and Multilateral Agencies	125	44	42	14	15	29	42	8	6	13	-18	0
Non-govt org./Civil society organization	607	69	24	7	28	41	25	6	1	11	+7	+9
Private Sector	128	63	30	7	23	40	30	4	3	16	+1	+2
Foundations	50	64	30	6	30	34	30	4	2	15	+2	+24
Other	297	69	23	8	28	41	23	6	2	13	+7	+4
Region												
HQ	154	48	38	14	8	40	38	12	3	27	-14	+14
RBA	872	64	24	12	27	37	24	10	2	8	+2	+3
RBAP	581	59	29	12	17	42	29	10	2	11	-3	+5
RBAS	273	64	25	11	25	39	25	10	1	13	+2	+4
RBEC	641	70	25	5	29	41	25	5	1	13	+8	+9
RBLAC	629	56	36	8	21	35	36	6	1	12	-6	+5
Function												
Senior Management	1584	63	28	9	24	39	28	8	1	10	+1	+8
Middle Management	1274	60	30	10	22	38	29	8	2	13	-2	+5
Other	292	66	24	10	25	41	24	8	1	15	+4	+4

Organisational Effectiveness

21. How much does this describe UNDP? Ensures "value for money" and cost effectiveness.

- | | |
|----------------------------|-----------------|
| 1. A Great Deal | 4. Not Too Much |
| 2. An Above Average Amount | 5. Hardly Any |
| 3. About an Average Amount | |

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	2993	51	32	17	19	32	32	13	4	16		+7
Organisation												
Government	1058	63	29	8	24	39	28	7	1	15	+12	+9
Bilateral Donor/Agency	335	26	38	36	7	20	38	25	10	12	-25	+4
United Nations entity, fund or programme	456	28	43	29	6	22	43	24	5	21	-23	+3
IFI and Multilateral Agencies	123	35	36	29	13	22	36	20	9	14	-16	+8
Non-govt org./Civil society organization	583	60	26	14	26	34	27	10	3	15	+9	+6
Private Sector	119	61	28	11	18	43	28	8	3	22	+10	+12
Foundations	48	46	33	21	25	21	33	17	4	19	-5	+11
Other	271	58	28	14	25	32	28	10	4	21	+7	+2
Region												
HQ	151	26	44	30	7	19	44	23	7	28	-25	+1
RBA	830	54	28	18	23	31	28	13	5	13	+3	+4
RBAP	574	49	33	18	15	34	32	14	4	12	-2	+5
RBAS	251	52	29	19	20	32	29	13	6	20	+1	+4
RBEC	619	61	27	12	25	36	27	10	2	16	+10	+9
RBLAC	568	44	40	16	14	30	40	14	2	21	-7	+9
Function												
Senior Management	1516	53	30	17	20	33	30	14	4	14	+2	+8
Middle Management	1221	49	33	18	18	31	33	13	5	17	-2	+7
Other	256	54	33	13	22	32	33	11	2	26	+3	+4

Organisational Effectiveness

22. How much does this describe UNDP? Provides innovative solutions.

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3101	50	33	17	17	33	33	14	3	13		+2
Organisation												
Government	1078	61	30	9	22	39	30	8	1	13	+11	+3
Bilateral Donor/Agency	333	30	39	31	7	23	39	23	8	13	-20	-4
United Nations entity, fund or programme	480	26	45	29	5	21	45	24	5	17	-24	0
IFI and Multilateral Agencies	125	36	42	22	6	30	42	18	4	13	-14	+5
Non-govt org./Civil society organization	604	58	29	13	23	35	28	12	1	12	+8	+3
Private Sector	129	56	31	13	22	33	31	11	2	15	+6	+2
Foundations	53	51	28	21	21	30	28	19	2	10	+1	+17
Other	299	63	25	12	22	41	25	9	3	13	+13	+4
Region												
HQ	164	32	44	24	7	25	43	19	5	22	-18	-2
RBA	832	52	30	18	18	34	30	15	3	12	+2	+3
RBAP	576	46	35	19	14	33	35	16	3	12	-4	0
RBAS	268	50	32	18	16	34	33	14	3	14	0	0
RBEC	638	62	27	11	25	37	27	9	2	13	+12	+4
RBLAC	623	46	38	16	15	31	38	14	3	13	-4	+2
Function												
Senior Management	1551	50	33	17	17	33	33	14	3	12	0	+3
Middle Management	1261	49	34	17	16	33	34	13	3	14	-1	+3
Other	289	60	27	13	22	38	27	11	2	16	+10	+4

Organisational Effectiveness

23. How much does this describe UNDP? Is accountable and transparent.

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3209	67	23	10	32	35	23	8	3	10		+5
Organisation												
Government	1121	77	16	7	40	37	16	6	1	10	+10	+5
Bilateral Donor/Agency	353	50	32	18	14	36	32	12	6	7	-17	+3
United Nations entity, fund or programme	495	43	38	19	12	32	37	15	5	14	-24	0
IFI and Multilateral Agencies	129	55	31	14	17	38	31	9	5	10	-12	+5
Non-govt org./Civil society organization	620	72	21	7	39	34	20	6	2	9	+5	+6
Private Sector	132	76	18	6	45	31	18	5	2	13	+9	+5
Foundations	53	68	24	8	28	40	25	0	8	10	+1	+10
Other	306	79	15	6	40	39	15	3	3	11	+12	+5
Region												
HQ	168	48	37	15	15	33	36	10	6	20	-19	+1
RBA	868	65	23	12	32	33	22	10	3	9	-2	+4
RBAP	590	65	24	11	24	41	24	8	3	10	-2	+5
RBAS	273	66	21	13	35	31	22	7	6	13	-1	-2
RBEC	663	76	17	7	39	37	17	6	2	10	+9	+8
RBLAC	647	67	25	8	33	35	24	7	2	10	0	+4
Function												
Senior Management	1611	67	23	10	32	35	23	8	3	9	0	+5
Middle Management	1297	66	23	11	30	36	23	8	3	11	-1	+5
Other	301	71	21	8	37	35	21	5	3	13	+4	+2

Organisational Effectiveness

24. How much does this describe UNDP? Has high-quality professionals.

- 1. A Great Deal
- 2. An Above Average Amount
- 3. About an Average Amount
- 4. Not Too Much
- 5. Hardly Any

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	3284	70	24	6	31	39	23	5	1	8		+2
Organisation												
Government	1144	78	17	5	37	41	18	4	1	8	+8	+4
Bilateral Donor/Agency	352	58	34	8	17	41	34	6	2	8	-12	0
United Nations entity, fund or programme	517	52	38	10	13	38	38	9	2	10	-18	+2
IFI and Multilateral Agencies	134	57	33	10	20	37	34	6	4	6	-13	+1
Non-govt org./Civil society organization	631	74	20	6	36	37	21	4	1	8	+4	+3
Private Sector	141	81	13	6	38	43	13	4	1	7	+11	-2
Foundations	51	75	21	4	41	33	22	2	2	14	+5	+6
Other	314	80	15	5	48	32	15	4	1	8	+10	+1
Region												
HQ	175	68	27	5	25	43	27	3	1	17	-2	+8
RBA	878	67	25	8	29	38	25	6	1	8	-3	-2
RBAP	599	65	26	9	22	43	26	7	2	9	-5	+6
RBAS	286	68	23	9	33	35	23	7	2	8	-2	-1
RBEC	676	77	19	4	41	36	19	4	0	8	+7	+3
RBLAC	670	73	22	5	35	38	22	4	1	6	+3	+4
Function												
Senior Management	1646	69	24	7	31	39	24	5	1	7	-1	+2
Middle Management	1339	70	24	6	31	39	24	5	1	9	0	+3
Other	299	77	19	4	38	39	19	4	0	13	+7	+5

Partner-Specific Questions - Programme governments & Bilateral donors/agencies

25. Satisfaction with the performance of UNDP in: Quality, delivery, and sustainability of results.

- 1. Very Satisfied
- 2. Satisfied
- 3. Neither Satisfied nor Dissatisfied
- 4. Dissatisfied
- 5. Very Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	1479	79		16 5	24	55	16	5	1	9		0
Organisation												
Government	1137	85		12 3	28	57	12	3	0	8	+6	0
Bilateral Donor/Agency	342	59		28 13	11	48	28	11	2	10	-20	0
United Nations entity, fund or programme	*	No Data to Report			*	*	*	*	*	*		
IFI and Multilateral Agencies	*	No Data to Report			*	*	*	*	*	*		
Non-govt org./Civil society organization	*	No Data to Report			*	*	*	*	*	*		
Private Sector	*	No Data to Report			*	*	*	*	*	*		
Foundations	*	No Data to Report			*	*	*	*	*	*		
Other	*	No Data to Report			*	*	*	*	*	*		
Region												
HQ	46	43		46 11	4	39	46	9	2	18	-36	-15
RBA	450	76		16 8	19	57	16	6	1	7	-3	0
RBAP	271	79		15 6	20	59	16	5	0	9	0	+1
RBAS	119	76		16 8	18	59	16	5	3	16	-3	+4
RBEC	267	84		12 4	34	49	12	4	0	9	+5	-4
RBLAC	326	85		13 2	31	54	13	2	1	7	+6	+4
Function												
Senior Management	690	81		14 5	25	56	13	5	0	8	+2	0
Middle Management	651	77		17 6	23	54	17	5	1	9	-2	+2
Other	138	73		22 5	22	51	22	2	3	11	-6	-11

Partner-Specific Questions - Programme governments & Bilateral donors/agencies

26. Satisfaction with the performance of UNDP in: Engagement with your organisation (quality and timely communication, consultation and/or engagement in key project events/meetings, etc.)

- 1. Very Satisfied
- 2. Satisfied
- 3. Neither Satisfied nor Dissatisfied
- 4. Dissatisfied
- 5. Very Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From			
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015		
TOTAL UNDP Partners	1499	83			10	7	39	44	10	6	1	8		+1
Organisation														
Government	1143	87			9	4	43	44	9	4	1	8	+4	+2
Bilateral Donor/Agency	356	69			15	16	26	43	15	13	4	7	-14	-5
United Nations entity, fund or programme	*	No Data to Report					*	*	*	*	*	*		
IFI and Multilateral Agencies	*	No Data to Report					*	*	*	*	*	*		
Non-govt org./Civil society organization	*	No Data to Report					*	*	*	*	*	*		
Private Sector	*	No Data to Report					*	*	*	*	*	*		
Foundations	*	No Data to Report					*	*	*	*	*	*		
Other	*	No Data to Report					*	*	*	*	*	*		
Region														
HQ	49	78			8	14	24	53	8	14	0	13	-5	-2
RBA	454	78			13	9	33	45	13	7	2	6	-5	-1
RBAP	273	82			11	7	37	45	11	7	1	8	-1	0
RBAS	126	83			9	8	40	43	10	5	3	11	0	+5
RBEC	269	90			6	4	51	39	6	4	0	8	+7	+4
RBLAC	328	85			10	5	39	46	10	4	1	7	+2	0
Function														
Senior Management	697	85			10	5	42	43	9	4	1	7	+2	0
Middle Management	662	81			10	9	36	44	10	8	1	8	-2	+1
Other	140	81			13	6	33	49	12	4	2	10	-2	-4

Partner-Specific Questions - Programme governments & Bilateral donors/agencies

27. Satisfaction with the performance of UNDP in: Management of programme/project resources.

- 1. Very Satisfied
- 2. Satisfied
- 3. Neither Satisfied nor Dissatisfied
- 4. Dissatisfied
- 5. Very Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From		
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015	
TOTAL UNDP Partners	1462	77		16	7	29	48	16	6	2	10		+1
Organisation													
Government	1127	82		13	5	34	49	13	4	1	9	+5	+2
Bilateral Donor/Agency	335	58		27	15	13	44	27	11	4	12	-19	-2
United Nations entity, fund or programme	*	No Data to Report			*	*	*	*	*	*	*		
IFI and Multilateral Agencies	*	No Data to Report			*	*	*	*	*	*	*		
Non-govt org./Civil society organization	*	No Data to Report			*	*	*	*	*	*	*		
Private Sector	*	No Data to Report			*	*	*	*	*	*	*		
Foundations	*	No Data to Report			*	*	*	*	*	*	*		
Other	*	No Data to Report			*	*	*	*	*	*	*		
Region													
HQ	46	43	44	13		0	43	43	11	2	18	-34	-19
RBA	447	69		18	13	24	46	18	10	2	7	-8	-2
RBAP	269	78		16	6	25	54	16	6	0	9	+1	+3
RBAS	116	78		15	7	28	50	15	3	3	18	+1	+11
RBEC	267	84		12	4	38	46	12	3	1	9	+7	-3
RBLAC	317	84		13	3	37	47	13	2	1	10	+7	+5
Function													
Senior Management	681	82		13	5	31	51	13	4	1	9	+5	+5
Middle Management	644	73		18	9	27	45	18	8	1	10	-4	0
Other	137	72		17	11	26	45	18	7	4	12	-5	-12

Partner-Specific Questions - Programme governments & Bilateral donors/agencies

28. Satisfaction with the performance of UNDP in: Quality and timeliness of reporting.

- 1. Very Satisfied
- 2. Satisfied
- 3. Neither Satisfied nor Dissatisfied
- 4. Dissatisfied
- 5. Very Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From			
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015		
TOTAL UNDP Partners	1456	77			15	8	26	50	15	7	1	10		+2
Organisation														
Government	1121	83			13	4	31	52	13	4	1	10	+6	+2
Bilateral Donor/Agency	335	56			23	21	12	44	24	17	4	12	-21	-2
United Nations entity, fund or programme	*	No Data to Report					*	*	*	*	*	*		
IFI and Multilateral Agencies	*	No Data to Report					*	*	*	*	*	*		
Non-govt org./Civil society organization	*	No Data to Report					*	*	*	*	*	*		
Private Sector	*	No Data to Report					*	*	*	*	*	*		
Foundations	*	No Data to Report					*	*	*	*	*	*		
Other	*	No Data to Report					*	*	*	*	*	*		
Region														
HQ	45	36			33	31	4	31	33	27	4	20	-41	-22
RBA	446	72			17	11	21	51	16	9	2	7	-5	0
RBAP	268	79			15	6	23	56	15	5	1	10	+2	+4
RBAS	119	74			15	11	22	52	15	9	2	16	-3	+3
RBEC	263	85			12	3	39	46	13	2	0	10	+8	+2
RBLAC	315	80			15	5	30	50	15	4	1	11	+3	+3
Function														
Senior Management	681	82			13	5	27	55	13	4	1	9	+5	+4
Middle Management	640	72			17	11	26	46	17	9	2	11	-5	+2
Other	135	70			19	11	21	48	19	9	2	13	-7	-12

Partner-Specific Questions - Programme governments & Bilateral donors/agencies

29. Satisfaction with the performance of UNDP in: Visibility of your organisation/government's contribution to UNDP.

- 1. Very Satisfied
- 2. Satisfied
- 3. Neither Satisfied nor Dissatisfied
- 4. Dissatisfied
- 5. Very Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From		
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015	
TOTAL UNDP Partners	1448	74		19	7	27	47	19	5	2	11		+1
Organisation													
Government	1112	80		16	4	30	50	16	3	1	10	+6	+1
Bilateral Donor/Agency	336	53		31	16	14	39	31	11	5	12	-21	-1
United Nations entity, fund or programme	*	No Data to Report			*	*	*	*	*	*	*		
IFI and Multilateral Agencies	*	No Data to Report			*	*	*	*	*	*	*		
Non-govt org./Civil society organization	*	No Data to Report			*	*	*	*	*	*	*		
Private Sector	*	No Data to Report			*	*	*	*	*	*	*		
Foundations	*	No Data to Report			*	*	*	*	*	*	*		
Other	*	No Data to Report			*	*	*	*	*	*	*		
Region													
HQ	45	40		36	24	4	36	36	18	7	20	-34	-12
RBA	440	72		20	8	24	48	20	5	2	9	-2	+4
RBAP	272	72		21	7	21	51	20	6	1	8	-2	-3
RBAS	116	78		18	4	29	48	18	3	2	18	+4	+4
RBEC	256	80		16	4	36	45	16	2	1	13	+6	-1
RBLAC	319	75		18	7	29	46	18	5	2	9	+1	-1
Function													
Senior Management	682	76		18	6	28	49	18	4	2	9	+2	+1
Middle Management	632	72		20	8	26	45	21	6	2	12	-2	+1
Other	134	70		23	7	23	47	22	6	1	14	-4	-3

UNDP's Contribution to the Resident Coordinator System

30. How familiar are you with the contribution of UNDP to the Resident Coordinator system of the United Nations development system?

- 1. Very familiar
- 2. Familiar

- 3. Not very familiar
- 4. Not at all familiar

Demographic Group	# of respondents	Percent of Respondents			
		1	2	3	4
TOTAL UNDP Partners	3463	21	42	28	9
Organisation					
Government	1196	18	42	31	9
Bilateral Donor/Agency	368	19	40	31	10
United Nations entity, fund or programme	553	47	42	9	2
IFI and Multilateral Agencies	141	21	45	31	4
Non-govt org./Civil society organization	670	11	42	35	12
Private Sector	142	12	35	33	20
Foundations	58	17	34	34	14
Other	335	15	42	31	12
Region					
HQ	194	24	39	25	12
RBA	926	23	47	24	7
RBAP	633	17	47	30	5
RBAS	301	26	40	24	10
RBEC	717	20	37	33	9
RBLAC	692	20	36	31	14
Function					
Senior Management	1722	25	41	25	9
Middle Management	1410	17	42	31	9
Other	331	14	41	34	10

UNDP's Contribution to the Resident Coordinator System

31. Satisfaction with the contribution of UNDP in: Providing the Resident Coordinator system and their offices the appropriate coordination capacities to strategically and effectively deliver UN responses.*

- 1. Very Satisfied
- 2. Satisfied
- 3. Neither Satisfied nor Dissatisfied
- 4. Dissatisfied
- 5. Very Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	1983	78		16 6	22	56	16	4	1	8		+9
Organisation												
Government	652	87		10 3	27	60	11	2	1	9	+9	
Bilateral Donor/Agency	193	61		30 9	10	51	30	8	1	11	-17	-11
United Nations entity, fund or programme	474	69		19 12	14	55	19	9	3	4	-9	+1
IFI and Multilateral Agencies	80	76		23	15	61	23	0	1	13	-2	
Non-govt org./Civil society organization	321	83		15 2	27	56	15	2	0	10	+5	
Private Sector	62	77		20 3	27	50	19	3	0	6	-1	
Foundations	25	76		16 8	8	68	16	8	0	17	-2	
Other	176	84		11 5	30	53	11	4	1	8	+6	
Region												
HQ	105	62		26 12	10	52	26	11	1	14	-16	+1
RBA	584	79		15 6	21	58	15	5	1	9	+1	+6
RBAP	389	75		20 5	17	58	20	4	1	4	-3	+11
RBAS	181	75		17 8	20	55	18	7	1	9	-3	+11
RBEC	377	88		10 2	31	57	10	1	1	9	+10	+18
RBLAC	347	78		16 6	24	54	16	4	2	9	0	+7
Function												
Senior Management	1060	78		16 6	22	56	16	5	1	8	0	+13
Middle Management	761	78		17 5	21	57	17	4	1	9	0	+6
Other	162	83		13 4	24	59	13	4	0	11	+5	-5

* Asked of all demographic groups who responded "Very Familiar" or "Familiar" to Q30. In 2015, only Bilateral donors and UN entities responded.

UNDP's Contribution to the Resident Coordinator System

32. Satisfaction with the contribution of UNDP in: Advocating a common UN view/position on important development issues.*

- 1. Very Satisfied
- 2. Satisfied
- 3. Neither Satisfied nor Dissatisfied
- 4. Dissatisfied
- 5. Very Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From			
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015		
TOTAL UNDP Partners	2019	77			16	7	24	53	15	6	2	7		+12
Organisation														
Government	659	87			10	3	29	59	10	3	0	8	+10	
Bilateral Donor/Agency	201	64			23	13	17	47	23	11	2	7	-13	-5
United Nations entity, fund or programme	479	60			24	16	16	44	24	12	4	3	-17	-4
IFI and Multilateral Agencies	79	75			21	4	23	52	22	3	1	14	-2	
Non-govt org./Civil society organization	336	88			8	4	32	56	9	3	1	6	+11	
Private Sector	63	75			22	3	14	60	22	3	0	5	-2	
Foundations	25	84			8	8	12	72	8	8	0	17	+7	
Other	177	84			11	5	31	53	11	3	1	8	+7	
Region														
HQ	109	49			34	17	11	38	35	14	3	11	-28	+8
RBA	598	78			15	7	26	52	15	6	1	7	+1	+5
RBAP	390	79			14	7	19	60	14	5	2	4	+2	+14
RBAS	176	71			17	12	23	48	17	10	2	12	-6	+12
RBEC	386	85			11	4	32	53	11	3	1	7	+8	+18
RBLAC	360	78			15	7	24	54	15	6	2	6	+1	+14
Function														
Senior Management	1081	78			14	8	25	53	14	6	2	6	+1	+15
Middle Management	774	76			17	7	23	53	17	6	1	7	-1	+10
Other	164	81			15	4	28	53	15	4	0	10	+4	-1

* Asked of all demographic groups who responded "Very Familiar" or "Familiar" to Q30. In 2015, only Bilateral donors and UN entities responded.

UNDP's Contribution to the Resident Coordinator System

33. Satisfaction with the contribution of UNDP in: Supporting efforts for increased coherence and coordination of the UN Country Team.*

- 1. Very Satisfied
- 2. Satisfied
- 3. Neither Satisfied nor Dissatisfied
- 4. Dissatisfied
- 5. Very Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	1986	76		16 8	25	51	17	6	2	8		+12
Organisation												
Government	649	86		11 3	32	54	11	2	1	10	+10	
Bilateral Donor/Agency	198	57	29	14	15	42	29	12	2	9	-19	-10
United Nations entity, fund or programme	481	64	20	16	15	49	20	10	5	3	-12	+1
IFI and Multilateral Agencies	76	74	18	8	21	53	18	7	1	17	-2	
Non-govt org./Civil society organization	318	81	16	3	29	52	16	3	1	11	+5	
Private Sector	63	75	22	3	22	52	22	2	2	5	-1	
Foundations	24	79	8	13	13	67	8	13	0	20	+3	
Other	177	81	13	6	34	47	13	5	1	8	+5	
Region												
HQ	106	56	27	17	10	45	27	14	3	13	-20	+1
RBA	588	76	17	7	27	49	17	5	2	9	0	+7
RBAP	387	76	17	7	20	56	17	5	2	5	0	+18
RBAS	171	69	18	13	22	47	18	9	5	14	-7	+11
RBEC	377	84	12	4	31	53	11	3	1	9	+8	+19
RBLAC	357	75	17	8	27	48	18	6	2	7	-1	+6
Function												
Senior Management	1056	75	16	9	26	49	16	6	3	8	-1	+16
Middle Management	769	76	17	7	24	52	17	5	2	8	0	+7
Other	161	81	15	4	27	53	15	4	1	12	+5	+4

* Asked of all demographic groups who responded "Very Familiar" or "Familiar" to Q30. In 2015, only Bilateral donors and UN entities responded.

UNDP's Contribution to the Resident Coordinator System

34. Satisfaction with the contribution of UNDP in: Ensuring that there is a clear separation of functions in place between the role of the Resident Coordinator and that of UNDP Resident Representative, including in resource mobilisation activities.*

1. Very Satisfied 3. Neither Satisfied nor Dissatisfied 5. Very Dissatisfied
 2. Satisfied 4. Dissatisfied

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	1854	66	22	12	20	46	22	8	4	14		+17
Organisation												
Government	612	80	17	3	26	54	17	2	0	15	+14	
Bilateral Donor/Agency	177	49	35	16	12	37	36	14	2	18	-17	-9
United Nations entity, fund or programme	464	42	26	32	9	33	27	19	13	6	-24	-4
IFI and Multilateral Agencies	62	61	29	10	13	48	29	8	2	33	-5	
Non-govt org./Civil society organization	295	78	19	3	26	52	19	2	1	17	+12	
Private Sector	63	65	30	5	16	49	30	5	0	5	-1	
Foundations	21	76	19	5	19	57	19	5	0	30	+10	
Other	160	78	16	6	26	53	16	4	2	17	+12	
Region												
HQ	94	35	34	31	5	30	34	24	6	23	-31	0
RBA	541	64	23	13	21	43	23	9	3	16	-2	+11
RBAP	368	71	20	9	16	55	20	6	4	10	+5	+22
RBAS	162	63	22	15	19	44	22	9	6	19	-3	+16
RBEC	358	75	18	7	25	49	19	4	3	13	+9	+26
RBLAC	331	63	25	12	20	43	26	7	5	14	-3	+15
Function												
Senior Management	990	65	21	14	19	46	21	9	5	14	-1	+24
Middle Management	714	66	24	10	20	46	24	7	3	15	0	+9
Other	150	69	26	5	19	50	25	3	2	18	+3	+15

* Asked of all demographic groups who responded "Very Familiar" or "Familiar" to Q30. In 2015, only Bilateral donors and UN entities responded.

Partner-Specific Questions - UNDP's Administrative Support Services

35. Does your organisation receive administrative and support services from UNDP?*

- 1. Yes
- 2. No

Demographic Group	# of respondents	Percent of Respondents	
		1	2
TOTAL UNDP Partners	552	68	32
Organisation			
Government	*	*	*
Bilateral Donor/Agency	*	*	*
United Nations entity, fund or programme	552	68	32
IFI and Multilateral Agencies	*	*	*
Non-govt org./Civil society organization	*	*	*
Private Sector	*	*	*
Foundations	*	*	*
Other	*	*	*
Region			
HQ	44	43	57
RBA	160	72	28
RBAP	105	68	32
RBAS	57	77	23
RBEC	86	67	33
RBLAC	100	68	32
Function			
Senior Management	296	60	40
Middle Management	218	76	24
Other	38	82	18

* Asked only of UN agency, fund or programme partners.

Partner-Specific Questions - UNDP's Administrative Support Services

36. Rate UNDP as a service provider in: Overall quality and timeliness of service provided*

- 1. Very Good
- 2. Good
- 3. Average
- 4. Poor
- 5. Very Poor

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	367	58	29	13	16	43	29	10	3	2		+4
Organisation												
Government	*	No Data to Report			*	*	*	*	*	*		
Bilateral Donor/Agency	*	No Data to Report			*	*	*	*	*	*		
United Nations entity, fund or programme	367	58	29	13	16	43	29	10	3	2	0	+4
IFI and Multilateral Agencies	*	No Data to Report			*	*	*	*	*	*		
Non-govt org./Civil society organization	*	No Data to Report			*	*	*	*	*	*		
Private Sector	*	No Data to Report			*	*	*	*	*	*		
Foundations	*	No Data to Report			*	*	*	*	*	*		
Other	*	No Data to Report			*	*	*	*	*	*		
Region												
HQ	16	56	25	19	13	44	25	13	6	16	-2	+35
RBA	114	51	34	15	11	39	34	11	4	1	-7	0
RBAP	69	51	32	17	12	39	32	16	1	3	-7	-4
RBAS	44	52	28	20	7	45	27	14	7	0	-6	-2
RBEC	58	79	21		28	52	21	0	0	0	+21	+14
RBLAC	66	65	27	8	23	42	27	6	2	3	+7	+5
Function												
Senior Management	176	48	36	16	9	39	36	13	3	2	-10	-3
Middle Management	162	67	23	10	20	47	23	7	3	2	+9	+12
Other	29	72	21	7	31	41	21	7	0	6	+14	+8

* Asked only of UN agency, fund or programme partners who responded "Yes" to Q35.

Partner-Specific Questions - UNDP's Administrative Support Services

37. Rate UNDP as a service provider in: Transparency in cost recovery*

- 1. Very Good
- 2. Good
- 3. Average
- 4. Poor
- 5. Very Poor

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	360	64	22	14	17	47	22	9	5	4		+6
Organisation												
Government	*	No Data to Report			*	*	*	*	*	*		
Bilateral Donor/Agency	*	No Data to Report			*	*	*	*	*	*		
United Nations entity, fund or programme	360	64	22	14	17	47	22	9	5	4	0	+6
IFI and Multilateral Agencies	*	No Data to Report			*	*	*	*	*	*		
Non-govt org./Civil society organization	*	No Data to Report			*	*	*	*	*	*		
Private Sector	*	No Data to Report			*	*	*	*	*	*		
Foundations	*	No Data to Report			*	*	*	*	*	*		
Other	*	No Data to Report			*	*	*	*	*	*		
Region												
HQ	15	53	14	33	7	47	13	7	27	21	-11	+25
RBA	113	60	28	12	18	42	27	8	4	2	-4	+2
RBAP	67	63	19	18	9	54	19	15	3	6	-1	+12
RBAS	42	64	15	21	10	55	14	10	12	5	0	+4
RBEC	58	76	22	2	26	50	22	2	0	0	+12	+12
RBLAC	65	65	21	14	25	40	22	11	3	4	+1	+2
Function												
Senior Management	174	57	25	18	10	47	25	12	6	3	-7	+11
Middle Management	157	69	21	10	25	45	20	6	4	5	+5	+4
Other	29	79	14	7	21	59	14	3	3	6	+15	-1

* Asked only of UN agency, fund or programme partners who responded "Yes" to Q35.

Partner-Specific Questions - UNDP's Administrative Support Services

38. Rate UNDP as a service provider in: Client service orientation*

- 1. Very Good
- 2. Good
- 3. Average
- 4. Poor
- 5. Very Poor

Demographic Group	# of respondents	Percent of Respondents			Category Percents					% Missing	Diff From	
		Favourable	Neutral	Unfavourable	1	2	3	4	5		Total	2015
TOTAL UNDP Partners	362	50	33	17	12	38	33	12	5	3		+5
Organisation												
Government	*	No Data to Report			*	*	*	*	*	*		
Bilateral Donor/Agency	*	No Data to Report			*	*	*	*	*	*		
United Nations entity, fund or programme	362	50	33	17	12	38	33	12	5	3	0	+5
IFI and Multilateral Agencies	*	No Data to Report			*	*	*	*	*	*		
Non-govt org./Civil society organization	*	No Data to Report			*	*	*	*	*	*		
Private Sector	*	No Data to Report			*	*	*	*	*	*		
Foundations	*	No Data to Report			*	*	*	*	*	*		
Other	*	No Data to Report			*	*	*	*	*	*		
Region												
HQ	16	56	19	25	25	31	19	6	19	16	+6	+45
RBA	114	43	37	20	10	33	37	15	5	1	-7	+5
RBAP	67	46	33	21	6	40	33	12	9	6	-4	+3
RBAS	42	43	33	24	5	38	33	19	5	5	-7	-6
RBEC	57	63	32	5	26	37	32	5	0	2	+13	+6
RBLAC	66	58	31	11	14	44	32	9	2	3	+8	+1
Function												
Senior Management	174	43	34	23	8	35	34	18	5	3	-7	+3
Middle Management	159	54	35	11	16	38	35	6	4	4	+4	+8
Other	29	69	17	14	21	48	17	7	7	6	+19	+10

* Asked only of UN agency, fund or programme partners who responded "Yes" to Q35.

Recommendations for Improvement

39. Which of these themes would help UNDP become a trusted partner of choice to your organisation?*

- | | | |
|--|----------------------------|----------------------------|
| 1. UNDP Strategic Plan/Focus | 4. Fund Management | 7. Operational Procedures |
| 2. Development Effectiveness (strategic programming, new business development, policy advisory services) | 5. Communication/Reporting | 8. Impartiality/Neutrality |
| 3. Programme/Project Management and Implementation | 6. UN Coordination | 9. Advocacy |
| | | 10. Other |

Demographic Group	# of respondents	Percent of Respondents									
		1	2	3	4	5	6	7	8	9	10
TOTAL UNDP Partners	3578	22	26	41	19	17	18	13	9	16	3
Organisation											
Government	1240	24	29	49	23	16	12	16	7	12	2
Bilateral Donor/Agency	381	18	26	38	14	28	27	8	9	14	4
United Nations entity, fund or programme	577	18	19	22	10	12	43	18	11	17	5
IFI and Multilateral Agencies	143	16	22	41	12	15	15	10	13	14	4
Non-govt org./Civil society organization	683	24	28	44	23	18	10	11	8	25	2
Private Sector	152	22	26	32	20	21	13	10	8	14	3
Foundations	59	24	24	32	25	12	12	8	17	20	5
Other	343	21	28	41	18	22	11	8	13	19	3
Region											
HQ	211	25	27	21	9	14	32	9	8	14	4
RBA	950	26	26	47	23	20	19	17	9	19	3
RBAP	655	26	27	39	19	17	19	12	7	16	4
RBAS	312	22	23	36	10	16	22	11	8	14	2
RBEC	735	18	27	39	13	16	13	11	9	17	3
RBLAC	715	15	27	43	27	17	16	12	12	14	3
Function											
Senior Management	1769	24	27	39	19	16	19	13	10	17	3
Middle Management	1464	20	25	41	19	19	19	13	8	15	3
Other	345	19	25	47	17	21	12	13	11	14	4

* Top 3 themes selected by partners are highlighted.

Agenda 2030 and the next Strategic Plan

40. From your perspective, what are the roles through which UNDP can best contribute to the implementation of the 2030 Agenda and SDGs:

1. Help raise awareness on and advocate for the SDGs, including through convening dialogues between government, development partners, civil society and the private sector.
2. Assist government to integrate development planning and implementation across sectors at national and local levels.
3. Better coordinate support from UN agencies to national development priorities and programmes.
4. Develop broad-based partnerships and coalitions that push for large-scale development change.

Demographic Group	# of respondents	Percent of Respondents											
		1	2	3	4	5	6	7	8	9	10	11	12
TOTAL UNDP Partners	3578	72	66	55	46	45	38	36	41	25	33	45	3
Organisation													
Government	1240	73	68	60	43	51	43	43	45	30	41	49	2
Bilateral Donor/Agency	381	62	67	54	38	40	21	24	24	14	18	34	4
United Nations entity, fund or programme	577	76	67	58	45	43	32	38	37	23	31	43	2
IFI and Multilateral Agencies	143	66	64	50	47	45	25	30	25	14	22	25	1
Non-govt org./Civil society organization	683	77	68	50	54	42	45	34	45	25	33	53	3
Private Sector	152	63	58	44	52	34	33	26	51	28	30	38	3
Foundations	59	66	54	41	47	34	32	29	36	15	29	46	3
Other	343	68	63	50	48	45	41	34	42	26	38	43	3
Region													
HQ	211	61	55	50	39	28	23	30	25	12	13	36	3
RBA	950	79	76	64	52	55	50	50	48	31	40	56	3
RBAP	655	76	69	53	49	47	38	35	43	26	29	41	3
RBAS	312	66	65	55	45	40	30	36	35	21	29	42	3
RBEC	735	61	61	44	37	38	29	14	39	18	31	34	1
RBLAC	715	75	60	55	46	43	38	44	38	28	39	51	2
Function													
Senior Management	1769	74	67	54	48	46	39	38	43	26	33	47	3
Middle Management	1464	69	65	55	45	43	35	34	39	24	33	43	2
Other	345	71	69	54	42	43	40	36	39	21	37	44	3

* Top 3 themes selected by partners are highlighted.

Agenda 2030 and the next Strategic Plan

40. From your perspective, what are the roles through which UNDP can best contribute to the implementation of the 2030 Agenda and SDGs:

(cont'd)

- 5. Assist with developing national statistical and reporting systems.
- 6. Enable access to global funding mechanisms such as the Global Fund to Fight AIDS, Tuberculosis and Malaria or the Green Climate Fund.

- 7. Utilise South-South cooperation to help source knowledge, expertise and (potentially) finance.
- 8. Boost in-country innovation in policies, technologies, business models and related issues.

Demographic Group	# of respondents	Percent of Respondents											
		1	2	3	4	5	6	7	8	9	10	11	12
TOTAL UNDP Partners	3578	72	66	55	46	45	38	36	41	25	33	45	3
Organisation													
Government	1240	73	68	60	43	51	43	43	45	30	41	49	2
Bilateral Donor/Agency	381	62	67	54	38	40	21	24	24	14	18	34	4
United Nations entity, fund or programme	577	76	67	58	45	43	32	38	37	23	31	43	2
IFI and Multilateral Agencies	143	66	64	50	47	45	25	30	25	14	22	25	1
Non-govt org./Civil society organization	683	77	68	50	54	42	45	34	45	25	33	53	3
Private Sector	152	63	58	44	52	34	33	26	51	28	30	38	3
Foundations	59	66	54	41	47	34	32	29	36	15	29	46	3
Other	343	68	63	50	48	45	41	34	42	26	38	43	3
Region													
HQ	211	61	55	50	39	28	23	30	25	12	13	36	3
RBA	950	79	76	64	52	55	50	50	48	31	40	56	3
RBAP	655	76	69	53	49	47	38	35	43	26	29	41	3
RBAS	312	66	65	55	45	40	30	36	35	21	29	42	3
RBEC	735	61	61	44	37	38	29	14	39	18	31	34	1
RBLAC	715	75	60	55	46	43	38	44	38	28	39	51	2
Function													
Senior Management	1769	74	67	54	48	46	39	38	43	26	33	47	3
Middle Management	1464	69	65	55	45	43	35	34	39	24	33	43	2
Other	345	71	69	54	42	43	40	36	39	21	37	44	3

* Top 3 themes selected by partners are highlighted.

Agenda 2030 and the next Strategic Plan

40. From your perspective, what are the roles through which UNDP can best contribute to the implementation of the 2030 Agenda and SDGs:

(cont'd)

- 9. Offer other policy and technical advisory services in areas of UNDP's work not mentioned above.
- 10. Offer operational services (e.g. finance, recruitment and procurement) that can help countries accelerate implementation of national development programmes.

- 11. Help advance an integrated and participatory (or inclusive) approach to ensure the integrity of the 2030 Agenda.
- 12. Others

Demographic Group	# of respondents	Percent of Respondents											
		1	2	3	4	5	6	7	8	9	10	11	12
TOTAL UNDP Partners	3578	72	66	55	46	45	38	36	41	25	33	45	3
Organisation													
Government	1240	73	68	60	43	51	43	43	45	30	41	49	2
Bilateral Donor/Agency	381	62	67	54	38	40	21	24	24	14	18	34	4
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IFI and Multilateral Agencies	143	66	64	50	47	45	25	30	25	14	22	25	1
Non-govt org./Civil society organization	683	77	68	50	54	42	45	34	45	25	33	53	3
Private Sector	152	63	58	44	52	34	33	26	51	28	30	38	3
Foundations	59	66	54	41	47	34	32	29	36	15	29	46	3
Other	343	68	63	50	48	45	41	34	42	26	38	43	3
Region													
HQ	211	61	55	50	39	28	23	30	25	12	13	36	3
RBA	950	79	76	64	52	55	50	50	48	31	40	56	3
RBAP	655	76	69	53	49	47	38	35	43	26	29	41	3
RBAS	312	66	65	55	45	40	30	36	35	21	29	42	3
RBEC	735	61	61	44	37	38	29	14	39	18	31	34	1
RBLAC	715	75	60	55	46	43	38	44	38	28	39	51	2
Function													
Senior Management	1769	74	67	54	48	46	39	38	43	26	33	47	3
Middle Management	1464	69	65	55	45	43	35	34	39	24	33	43	2
Other	345	71	69	54	42	43	40	36	39	21	37	44	3

* Top 3 themes selected by partners are highlighted.