

# Assessment of the United Nations Sustainable Development Cooperation Framework for Brazil (2017-2021)

Product 5 - Final Report

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## List of acronyms and abbreviations

ABL	Annual Budget Law
ABLP	Annual Budget Law Project
AFP	Agencies, Funds and Programmes of the United Nations in Brazil
ANVISA	Agência Nacional de Vigilância Sanitária (Brazilian National Health Surveillance Agency in a free translation)
BOS	Business Operations Strategy
CCA	Common Country Analysis
CLT	Consolidação das Leis do Trabalho (Consolidation of Labor Laws in a free translation. Laws regulating formal work in Brazil.)
COVID-19	Coronavirus disease
DCO	Development Coordination Office
GEM	Gender Equality Marker
GEWE	Gender Equality and Women Empowerment
HIV	Human Immunodeficiency Virus
HLPF	High Level Political Forum
IATG GRE	Interagency Thematic Group on Gender, Race and Ethnicity
IPBS	Integrated Planning and Budgeting System
JOF	Joint Operations Facility
JWP	Joint Work Plan
LGBTTBQIA+	Llesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Pansexual, Two-spirit, Asexual, and ally

MAF	Management and Accountability Framework
MAP	Multiannual Plan
MDG	Millenium Development Goals
NCJ	National Council of Justice
OMT	Operations Management Team
PD	Persons/People With Disabilities
PPE	Personal Protective Equipment
PPP	Purchasing Power Parity
R4V	Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela
RCO	Resident Corrdinator Office
RMRP	Regional Refugee and Migrant Response Plan
SDG	Sustainable Development Goals
SERP	UN Framework for the Socio-Economic Response and Recovery Plan to COVID-19
STI	Sexually Transmitted Infections
SWAP	UN System-wide Action Plan
ToC	Theory of Change
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNS	United Nations System
UNSCDF	United Nations Sustainable Development Cooperation

Framework

USD

United States Dollar

VNR

Voluntary National Reviews

# 1. Executive Summary

This document is part of the Assessment of the United Nations Cooperation Framework<sup>1</sup> for Sustainable Development (2017-2021). The main objective was to *verify how the Framework is contributing to the development of Brazil, based on national priorities established by the Brazilian government in the period 2017-2021*. This evaluation focused on the development results that have been achieved, the challenges that were overcome, the identification of gaps and internal overlaps, and finally, the best practices that can be extracted from the implementation of joint actions.

The audiences identified as potential users of the assessment are the Resident Coordinator's Office (RCO), the United Nations Country Team (UNCT) and the participating United Nations Agencies, Funds and Programs (AFP): i) in the design of the next cycle of the Framework of Cooperation and its Theory of Change; ii) in planning the activities of the AFPs; iii) as a record and dissemination material of the technical contribution of the United Nations (UN) to the Brazilian government. In this evaluation, government partners, civil society organizations (CSOs) and the private sector are also audiences, emphasizing Federal Government partners in understanding synergies and potential and possible collaboration strategies.

Qualitative and quantitative primary data were collected from 60 semi-structured interviews, three focus groups and a questionnaire with 307 respondents. In addition to the primary data collected, the research team consulted progress reports, documents on operational actions, strategic plans, regulatory frameworks, AFP assessments, and other documents provided by the United Nations System (UNS), included in the Consulted Documents section.

The findings of this evaluation indicate that, in terms of **relevance**, the actions of the SNU remained aligned with the priorities of the Brazilian Government, the Sustainable Development Goals (SDGs) and the international frameworks of human rights, equity and equality of gender, race and ethnicity. The United Nations (UN) has shown itself to be flexible in promoting adaptations in the face of the migratory flow of Venezuelan people and the COVID-19 pandemic. However, it is noted that the Partnership Framework was little used as a planning instrument and has lost relevance in this aspect over the last few years.

Concerning **effectiveness**, the focus of the Partnership Framework *outcomes*<sup>2</sup> in broad areas and the UN System's intervention capacity makes it difficult to use its indicators as a parameter to assess the effectiveness of the work carried out. The absence of monitoring and systematic records of outputs limit the realization of measurements on the achievement of results. Therefore, the analyses carried out are based on documents and testimonies of the 354 people consulted about the contributions of the UNS in the last cycle.

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<sup>1</sup> Also known as Partnership Framework. Both terms are used throughout this text to describe the program.

<sup>2</sup> In an evaluation, outcomes are short- and medium-term transformations that can be fully or partially attributed to an intervention.



In **Effectiveness**, there is the understanding that, despite context challenges, it was possible to advance some agendas, such as migration, human rights, gender equity and equality with an ethnic/race<sup>3</sup> perspective, health, and advances in the internalization of the SDGs in the Judiciary. Even so, considering the main issues that permeate the country, it is necessary to strengthen the diversity agenda, work with greater emphasis on matters related to indigenous peoples, on the environmental agenda and on the fight against hunger, which is strongly returning in the country as a result of the COVID-19 pandemic.

In addition to thematic areas in which advances can be seen, consulted partners are incisive regarding the contribution of the United Nations in the production of evidence, concept translation and the assistance with technical knowledge, institutional support and credibility.

Focusing on the **coordination** aspect, despite all results being noticed by the consulted audience, there is a difficulty in thinking about collective results internally or results familiar to the AFP. This perception is a symptom of poor integration at the strategic level, with few bilateral and multi-agency activities being carried out in the last cycle. However, there is progress in the integration between the AFPs, but with a long work of coordination and cohesion to be carried out in the coming years so that it is possible to reach an integrated vision.

In **operational efficiency**, the Joint Operations Facility (JOF) proved to be an essential instrument for reducing costs and time expenditure when integrating activities, such as in the bidding process, for example, promoting a more unified UN System model. In addition, the Operations Management Team (OMT) and the Business Operations Strategy (BOS) present significant potential for sharing experiences and good practices among AFPs. However, many UNS collaborators do not know the joint operational strategies. Monitoring mechanisms are not yet capable of numerically evidencing JOF's efficiency gains.

Based on the findings, the following **recommendations** are made:

1. Take into account the dynamics of the Brazilian Federal Government's planning exercises, which may imply changes in the scenario during the planning of the next cycle, to make the document's structure able to keep it aligned with changes in national priorities;
2. Strengthen SDG 17, both in consolidating the coordinated work between AFPs and promoting greater engagement with other sectors (academy, private sector, civil society, etc.) and other government spheres (state and municipal), including consultations with these stakeholders during the elaboration of the new Framework for Cooperation;

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<sup>3</sup> Due to the popularization of its use, the term “race” is used in parts of this document to denote visible aspects of ancestry (phenotypes) that can give rise to prejudice, discrimination and exclusion, justify exploitation and, when applied collectively and systematically, racism. In this sense, therefore, it should not be confused with its original and mistaken meaning of the existence of essential differences between peoples of distinct appearances.

3. Strengthen the monitoring practices of the Cooperation Framework in the next cycle, taking advantage of the framework offered by UN Info. In the design of the next cycle, results should be included that are better suited to capture the contributions of the UNS, with indicators that are better able to measure changes attributable to this;
4. Re-discuss the existing coordination mechanisms and their effectiveness, reinforcing the role of the Cooperation Framework as a guiding instrument for programmatic planning and implementation;
5. Improve the measurement of results generated by the efficiency agenda, organize records of good practices and results from OMT, BOS and JOF and improve communication actions for the AFP on the gains promoted;
6. Maintain the agenda of promoting gender equality and combating racial discrimination as themes in the new Cooperation Framework, strengthening actions for indigenous peoples and Persons with disabilities (PD). Attention should be paid to enhancing affirmative actions within the UN System, if the indicators of the UNCT System-wide Action Plan (SWAP, under development) confirm the underrepresentation of minorities and historically excluded populations in the UN staff.

## 2. Introduction

This document comprises the fifth Product delivered under the Assessment of the United Nations Cooperation Framework for Sustainable Development (2017-2021), hereinafter called the UNDAF (United Nations Development Assistance Framework), “Partnership Framework” or “Framework”.

The evaluation of the Partnership Framework had as its main objective to *verify how the Framework is contributing to the development of Brazil, based on national priorities established by the Brazilian government* in the period of its last cycle (2017-2021). The evaluation was requested by the Resident Coordinator Office (RCO) as a way to gather information such as lessons learned and good practices that contribute to supporting decision-making in the preparation of the Framework for the next cycle and the strengthening of the UN System, establishing priorities, strategies and interventions. In addition, this study focused on development results achieved and challenges overcome, the identification of gaps and internal overlaps and the best practices that can be extracted from the implementation of joint actions.

Based on the conducted evaluability<sup>4</sup> analysis and the limitations identified at the beginning of the evaluation process, the scope analysis of the results focused on:

- Analyze whether the strategies adopted were appropriate;
- What advances were made in the period;
- Possible obstacles and externalities faced;
- Which strategies should be reinforced, revised or included in the next cycle;
- What evidence exists of the UN's contribution to achieving the intended results in each Partnership Framework axes.

The preliminary scope included both the design and implementation strategies of the Framework, at the national and sub-national levels, and its contributions to the results by UN System entities in the country, as well as the strategies and programmatic efforts implemented in response to the COVID-19<sup>5</sup> pandemic. The results presented here will serve as a primary input for the new planning cycle of the cooperation framework in the country, favouring the correction of directions and supporting the strengthening of the program through the realignment of priorities and strategies.

The evaluation process sought to be inclusive and participatory, while integrating the principles of equality and human rights established in the UNEG and favouring ownership through the meaningful participation of national partners and other stakeholders, such as other multilateral organizations. It is noteworthy that among the key users of the assessment are: the decision-makers

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<sup>4</sup> A análise de avaliabilidade de tem o objetivo de determinar, para cada pergunta avaliativa, se há fontes suficientes para respondê-la. Em não havendo base empírica para responder uma pergunta, esta é excluída ou alterada.

<sup>5</sup> Plano de Resposta e Recuperação Socioeconômica – SERP 2020/2022.

of the United Nations Country Team (UNCT – United Nations Country Team), resident and non-resident AFP, the Federal Executive, Legislative and Judiciary, partners from civil society, the private sector and academia.

This report has been divided into five chapters: Country Context, Methodology, Findings, Conclusions and Recommendations.

In the Country Context chapter, an update of the country's status is presented as a context for the assessment conclusions. We highlighted the main development challenges and opportunities and the status changes at the country level regarding the SDGs' reach. The context of the Partnership Framework is also presented, given the overlapping of other planning instruments in support of the cooperation of the UN System in the country, in the face of emerging states of need caused mainly by the COVID-19 epidemic and the mixed influx of Venezuelan migrants and refugees.

The Methodology chapter details the evaluation design and data collection methods, including data sources, data analysis and the steps taken to ensure that gender, race and ethnicity perspectives are integrated into the evaluation.

The chapter on *Findings* was divided into four subchapters, referring to the four dimensions investigated during the evaluation process, namely: Relevance, Effectiveness, Coordination, and Operational Efficiency. Each dimension provides answers to the evaluation questions from a combination of data sources: document analysis, questionnaire, semi-structured interviews and focus groups. The findings presented here are the result of the triangulation of these data.

Conclusions bring evaluative reflections that seek to add insights and analyzes beyond the findings. In addition to identifying gaps, synergies, overlaps and missed opportunities, the evaluation also sought to make *recommendations* on the overall strategic positioning of the UN System in Brazil, highlighting priorities for future support.

## 3. Context

### 3.1. The general context of the country and advances of the 2030 Agenda

The Federative Republic of Brazil has the 6th largest population globally, with more than 213 million inhabitants (IBGE, 2021). The country is a federation formed by 26 states and the Federal District, comprising 5,570 municipalities (IBGE, 2021) and has a territorial area of 8,510,345,538 km<sup>2</sup>, making it the largest country in territorial extension in Latin America and the 5th largest in the world.

In 2020, Brazil's Gross Domestic Product was R\$7.4 trillion. However, in the first quarter of 2021, the country presented a negative growth of 3.8%. The 2019 Brazil Human Development Index was 0.765, considered high, but places Brazil only in 84th in the global ranking of 189 countries (UNDP, 2020). Although Brazil is considered a middle-income country, the absolute numbers and the aggregated indicators hide considerable inequalities between different territorialities and population groups, especially between North and South, men and women and populations that are mostly Eurodescendants, on the one hand, and Afro-descendants, indigenous and mestizos, on the other hand<sup>6</sup>.

According to 2019 data from the Continuous National Household Sample Survey (Pesquisa Nacional por Amostra de Domicílios Contínua - PNAD), women represent 51.8% of the Brazilian population (Continuous PNAD, 2019). Women have better schooling rates than men: 73.5% of women have completed high school by 2016, against 63.2% of men; 23.5% of self-declared white women and 10.5% of black women have completed higher education, against 20.7% of white men and 7% of black men (IBGE, 2018). Despite the favourable educational indicators, in 2018, women earned an average of 20.5% less than men in the country (IBGE, 2021). Three factors explain this difference in average income between genders: women (i) work fewer hours (37h54min) than men (42h42min); (ii) they earn less (R\$ 13) than their male peers (R\$ 14.20) per hour worked; and (iii) dedicate more time to unpaid domestic work – 11.8% of women's daily working hours against 5.3% of men (PNAD, 2019). In addition, women are less represented, and in 2018, they occupied only 77 of the 513 seats in the Chamber of Deputies (Portal TSE, 2021).

In addition to gender inequalities, Brazil presents significant disparities according to the race/color criterion used by the IBGE. According to data from the Continuous National Household Sample Survey (Continuous PNAD, 2012 to 2019), 56.3% of the Brazilian population declares itself to be black (black or brown). However, the representativeness of this significant portion of the people in the Chamber of Deputies, for example, is only 24.4% (IBGE, 2019). In 2019, extreme poverty – less

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<sup>6</sup> As an example of the various inequalities existing in Brazil, the social markers of gender and race are highlighted, as will be seen in the next two paragraphs, in view of the centrality and transversality of these markers in the current Partnership Framework. When referring to gender, it is considered, above all, the inequalities associated with the relationship between men and women, and when referring to race, it takes into account the inequalities mainly based on the difference between the self-declared white and black populations according to the exclusion history of the latter in Brazilian history and the legacy of enslavement.

than USD 1.90 Purchasing Power Parity (PPP) per day per person – reached 8.9% of the black population, against 3.4% of the white population; in turn, 32.3% of the black population lived below the poverty line – less than USD 5.50 PPP per day per person – against 14.7% of the white population. If we looked at the average monthly income of the employed population in 2019, black people earned an average of BRL 1,696.00, while white people earned BRL 2,999.00.

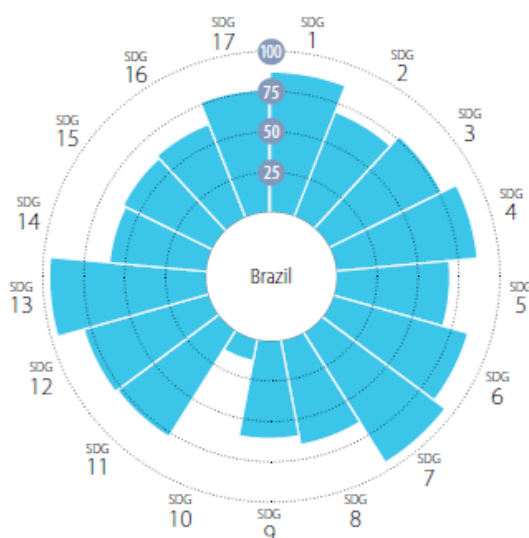
The intersection of the race/color and gender variables demonstrates that the vulnerability situation of women worsens among those who call themselves black when this is measured in terms of education, income and political representation. Thus, a socio-economic scenario is configured in which black women are more clearly disadvantaged than others.

Some of these data point to advances, while others to challenges in achieving the Sustainable Development Goals (SDGs) in Brazil. In 2018, IBGE launched the Sustainable Development Goals Digital Platform (SDG Platform). It includes the first set of global indicators for monitoring these objectives, with methodological sheets, tables, graphs and maps.

It is identified, in a first analysis, that among the SDGs with the most significant advances are the SDGs related to quality education (4), Clean water and sanitation (6), Clean and accessible energy (7); and the one that presents the most significant challenge is the one on Reducing Inequality (10).

The Brazilian government presented its first and only National Voluntary Report (NVR) at the High Level Political Forum on Sustainable Development (HLPF) in 2017. The expectation was that the second would be presented in 2019, which has not yet occurred.

**Figure 1 – Average Performance per SDG**



Source: Sustainable Development Report, 2021

### **3.2. Current situation and challenges of the Cooperation Framework program areas**

The current Partnership Framework was approved in 2016, and implementation began in 2017. Since then, Brazil has undergone profound changes in its political context. After the country passed, in 2016, through an impeachment process of the then-president Dilma Rousseff, linked to the Workers' Party (PT), Brazil was governed between 2016 and 2018 by Michel Temer, at the time vice president linked to the Brazilian Democratic Movement party (MDB). After a presidential election marked by significant political polarization, the current president Jair Messias Bolsonaro, then an affiliate of the Social Liberal Party (PSL), was elected.

In addition to changes in priorities, strategies and staff, inherent to changes within the federal government, the transition between the three previous presidencies is remarkable because it represents the rise of different political perspectives in a short historical period. They led to changes in the profile of international technical cooperation, focusing on adapting the AFP to the new objectives of the Brazilian government without losing sight of the fulfillment of the SDGs.

All of this is observed in a historical context of significant advances in implementing the Millennium Development Goals (MDGs) and subsequent retraction of some relevant social indicators since 2014. For example, the increase in the unemployment rate above 10%, thus triggering the expansion of social inequalities and greater vulnerability of specific groups<sup>7</sup>. In addition, it was pointed out that one of the main challenges in advancing the Brazilian development agenda would be providing the intended support at a time of scarce financial resources, especially after the fiscal adjustment declared with the constitutional amendment of the public spending ceiling in 2017<sup>8</sup>.

Faced with this political and economic scenario, the AFPs of the UN System in Brazil had to adapt to new contexts, seeking to find new spaces for dialogue to promote joint actions, as will be discussed in the evaluation findings section.

### **3.3. Humanitarian response and COVID-19 health crisis**

Two other unexpected events caused the Partnership Framework to undergo adjustments as new realities were imposed. First, there has been a higher influx of Venezuelan refugees and migrants

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<sup>7</sup> In: IBGE. Síntese de Indicadores Sociais: uma análise das condições de vida da população brasileira: Rio de Janeiro, 2017. Available in: <https://biblioteca.ibge.gov.br> Acesso em 28/11/2021.

<sup>8</sup> Forwarded by the government of President Temer to the Legislature with the objective of promoting the balance of public accounts through a rigid mechanism of expenditure control, PEC 95/2016, or PEC of the Teto dos Gastos. It determined that federal expenditures can only increase according to accumulated inflation according to the Broad National Consumer Price Index (IPCA). Available at: <https://www.camara.leg.br/noticias/505250-promulgada-emenda-constitucional-do-teto-dos-gastos-publicos/>. Accessed on 11/28/2021.

from 2018 onwards, especially across the land border between Venezuela and the Brazilian state of Roraima. To face this situation, the UN System allied itself with the Federal Government in Operação Acolhida, showing great flexibility and cooperation capacity in the humanitarian response, as will be described in the chapter on effectiveness.

In addition to the migratory flux, health, economic and humanitarian crisis generated by the COVID-19 pandemic have also strongly impacted the Brazilian population and, consequently, the performance of the entire UN System in the country. Most AFPs had to redefine their action strategies as of March 2020 to continue supporting Brazil in its actions to combat the pandemic.

During the pandemic, in addition to the regrettable human losses, the country saw its macroeconomic situation worsen with the consequences of the health crisis, which added to a prolonged downturn in progress since 2015. It has also brought worrying other implications, especially increasing exposure and impact on specific population groups to situations of risk and violence. It has deepened structural inequalities of income, gender, race, ethnicity, age and region, which, in turn, are determinants for access to rights and services.

The preventive measures necessary to save lives have imposed difficulties on companies, which has increased the unemployment rate, and countless people who depended on income from informal jobs have lost their primary sources of income, including a disproportionate number of black people. Schools were closed, affecting millions of children and adolescents who lost their daily school meals. Many are at risk of being subjected to child labour to forcibly supplement their families' income (UN, 2020d).

Because of this complex and challenging context, the Response Plan to COVID-19 and its socio-economic consequences, the Socioeconomic Response and Recovery Plan (SERP), was developed for Brazil to ensure that the UNCT responds in an integrated manner and aligned with the country's priorities. In consultation with technical teams from the Brazilian government and other partners, UNS adapted its letter of programs and projects to enable medium and long-term interventions with the 2030 Agenda, taking into account the involvement of local authorities and the active participation of marginalized populations (UN, 2020d). These interventions were organized into five pillars:

1. Health First
2. Protection of People
3. Response and economic recovery
4. Macroeconomic response
5. Social Cohesion

With the guidance of this new UN planning instrument for Brazil, most activities and resources between 2020 and 2021 were channelled to meet and promote advances in SDG 3 (health and well-being), SDG 10 (reduction of inequalities) and SDG 2 (zero hunger and sustainable agriculture).

The evaluation considered all these elements of the national context, having to adopt an expanded



and flexible perspective, just as the United Nations System had to adapt to changes in the country's political, social, economic, and humanitarian context.

The UNCT Brazil SERP received 5 good practice mentions in the global review conducted by the UN *Development Coordination Office* (DCO):

1. Focus on the vulnerable population (Afro-descendants, LGBTIQ+, people living with HIV and indigenous people);
2. Costing and financing gaps;
3. Clear focus on promoting social cohesion and building trust through social dialogue;
4. Gender and Human Rights;
5. Articulation and Complementarity between the Pillars.

High quality and recognition were achieved through a comprehensive and collaborative analysis of gender and human rights and a substantial contribution from the Interagency Thematic Group on Gender, Race and Ethnicity (IATG GRE).

### **3.4. Context of the Cooperation Framework**

Designed in response to the 2030 Agenda, and in the context of the Brazilian government's Multiannual Plan (MAP) for the period 2016–2019, the Partnership Framework was signed in 2016, consolidating itself as the fourth in the country. It is an orientation and strategic planning document with the AFPs as an integral part. It defines the bases for the development cooperation activities implemented by the AFPs in Brazil in 2017-2021. Recently, the Partnership Framework was extended until 2022.

In addition, the Framework has advanced in understanding alliances, which can include entities and people internal and external to the country that are considered fundamental for the establishment of solutions for sustainable development, facilitating and activating South-South and trilateral cooperation. South-South and trilateral cooperation, established between the Brazilian Government and international organizations for more than a decade, has proved to be an effective tool, with measurable impacts, for overcoming the development challenges of partner countries and using comparative advantages that these partnerships bring to Brazil.

In this way, the Framework can also be characterized by its foundation in elements common to the different UN System bodies, that is, by programming principles such as human rights, equity, gender, race and ethnicity equality, sustainability, capacity development and management by results.

As programmatic agendas, five priority axes were selected for the Framework's planning cycle: people, planet, prosperity, peace and partnerships. All five priority axes are divided into seven results, structured in the Framework document in an Outcome Matrix as shown in the table below. The Framework's Theory of Change was developed during the initial phase of the assessment and

can be found in Appendix A.

**Table 1 - Expected Outcomes in the United Nations Partnership Framework for Sustainable Development**

Axis	Outcomes
People: Inclusive, an equitable society with full rights for all	1 - Social development strengthened throughout the territory, with the reduction of poverty, through access to quality public goods and services, especially in the areas of education, health, social assistance, food and nutrition security and decent work, with equity and emphasis on gender, race, ethnicity, and generational equality
Planet: Sustainable management of natural resources for current and future generations	2 - Participatory governance models for sustainable management of natural resources and effective and strengthened ecosystem services, seeking integrated, resilient and inclusive territories 3 - Institutional capacities strengthened to promote public policies, their coherence and implementation, for the sustainable management of natural resources, ecosystem services and the fight against climate change and its adverse effects
Prosperity: Prosperity and quality of life for all people	4 - Inclusive and environmentally sustainable economic growth, with productive diversification, industrial strengthening, resilient infrastructure, increased productivity and innovation, transparency, social participation and appreciation of micro and small companies 5 - Reduction of socioeconomic and territorial inequalities, with the promotion of full employment and decent work, a guarantee of social and labour rights, professional qualification, with particular attention to people in situations of greater vulnerability
Peace: Peaceful, just and inclusive society	6 - Promotion of a peaceful, fair and inclusive society through social participation, transparency and democratic governance, respecting the secular nature of the State and guaranteeing Human Rights for all
Partnerships: Multiple partnerships for the implementation of the sustainable development agenda	7 - Strategic partnerships are established to strengthen and promote international cooperation and contribute to the reduction of inequalities within and between countries

Source: UN, 2016

### 3.5. Financial Structure of the Cooperation Framework

From an analysis of the Progress Reports and Outcome Matrices of the Partnership Framework, it appears that the estimated total resources for implementing the Cooperation Framework during 2017 - 2021 are in the order of USD 462,307,500.00. They would complement the resources available at the time of preparation of the Framework, in 2016, of approximately USD 1,462,430,000.00. The Brazilian Government was the leading funder of the activities. The table below shows resource distribution by the outcome, considering resources already available at the time of the Framework development and those to be mobilized.

**Table 2 – Budget Distribution of the Partnership Framework 2017–2021, by axis**

		<b>Resources mobilized (USD)</b>	<b>Resources to mobilize (USD)</b>	<b>Total per outcome (USD)</b>	<b>% of the total</b>
<b>People</b>	Outcome 1	191.759.989	129.518.229	321.278.218	16,69%
<b>Planet</b>	Outcome 2	57.980.000	20.540.000	78.520.000	4,08%
	Outcome 3	133.404.508	102.552.730	201.957.238	12,26%
<b>Prosperity</b>	Outcome 4	289.878.672	72.408.828	362.287.500	18,82%
	Outcome 5	56.866.666	18.022.250	74.888.916	3,89%
<b>Peace</b>	Outcome 6	23.809.780	53.858.570	62.868.350	4,04%
<b>Partnership</b>	Outcome 7	708.730.818	65.406.906	774.137.724	40,22%
<b>Total</b>		<b>1.462.430.433</b>	<b>462.307.513</b>	<b>1.924.737.946</b>	<b>-</b>

Source: Partnership Framework for Sustainable Development 2017-2021.

The table below presents the budget execution by year and by programmatic axis:

**Table 3 - Budget execution per year by Program Axis (USD and %)**

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total per axis (USD)</b>
<b>People<sup>9</sup></b>	366.120.416 (81%)	22.141.911 (17%)	145.144.369 (52%)	319.430.000 (85%)	852.836.696
<b>Planet</b>	23.449.853 (5%)	9.936.545 (8%)	89.754.436 (32%)	11.000.000 (3%)	134.140.834
<b>Prosperity</b>	56.318.818 (12%)	94.525.578 (71%)	16.511.146 (6%)	23.300.000 (6%)	986.977.530
<b>Peace</b>	2.892.867 (1%)	5.605.691 (4%)	15.481.142 (6%)	16.700.000 (4%)	40.679.700
<b>Partnership</b>	n/d	n/d	13.049.623 (5%)	2.800.000 (1%)	15.849.623
<b>Total</b>	<b>448.781.954 (100%)</b>	<b>132.209.725 (100%)</b>	<b>279.940.716 (100%)</b>	<b>375.800.000 (100%)</b>	1.236.732.395

Source: Own elaboration based on information provided in Progress Reports (2017, 2018, 2019 and 2020).

The following table presents the budget execution by SDG; coloured cells indicate the SDGs that concentrated most of the resources in the respective years:

<sup>9</sup> With 316.6 million dollars executed by PAHO/WHO referring to the Mais Médicos Program.

**Table 4 - Budget execution per year by SDG (in USD)**

SDG	2017	2018	2019
SDG 1	4.339.755,67	40.282.182,29	6.700.000,00
SDG 2	7.412.097,00	24.045.028,24	72.577.604,00
SDG 3	13.097.221,76	3.679.268,74	7.153.566,62
SDG 4	5.293.503,04	4.957.468,00	5.789.525,00
SDG 5	3.554.324,67	2.383.028,18	2.309.153,31
SDG 6	2.218.480,00	1.223.866,00	1.612.056,00
SDG 7	-	-	2.448.310,07
SDG 8	8.625.906,96	7.415.397,72	7.070.074,00
SDG 9	3.953.755,00	7.102.381,11	5.970.768,37
SDG 10	4.981.086,17	6.350.009,00	5.138.280,00
SDG 11	241.900,00	354.000,00	1.192.085,51
SDG 12	526.720,91	18.787.833,73	2.069.161,55
SDG 13	405.001,00	454.952,09	2.103.908,94
SDG 14	403.487,00	114.193,23	120.097,00
SDG 15	10.565.965,04	6.943.244,94	11.576.677,86
SDG 16	2.552.215,50	7.222.976,79	10.788.875,82
SDG 17	19.868.296,00	893.893,25	6.001.411,00

Source: Own preparation based on information provided in 2017 and 2018 Progress Reports; and 2019 Outcomes Matrix.

It is noteworthy that, according to the 2020 Annual Report, the UN System carried out 997 activities<sup>10</sup> throughout 2020. Of these, 249 were explicitly intended in response to COVID-19. With a total budget of US\$487 million, of which US\$375.8 million was effectively implemented, 24.4% of this amount was used in specific activities in the immediate response to COVID-19, equivalent to US\$91.8 million. The execution of most of the resources invested was concentrated in two SDGs, SDG 3 – Health and Well-being, which totaled US\$ 203.6 million; and SDG 2 – Zero Hunger and Sustainable Agriculture, with US\$ 61.9 million (UN, 2020a).

The documents also point to the origin of the UN System resources, which are divided between government resources and core and non-core resources<sup>11</sup>. In the Progress Reports, it is possible to notice that the proportion of the origin of the resources may vary between years.

Except for 2018, it is noted that most resources came from the Brazilian Government (either via Federal, State or Municipal Executive, or even from the Judiciary or Legislative). In 2017, 81.6% of costs were government-funded, and 18.4% comprised core and non-core funds. In 2018, 45.9% of expenses were government-funded, with 54.1% from core and non-core resources. In 2019, 77.2%

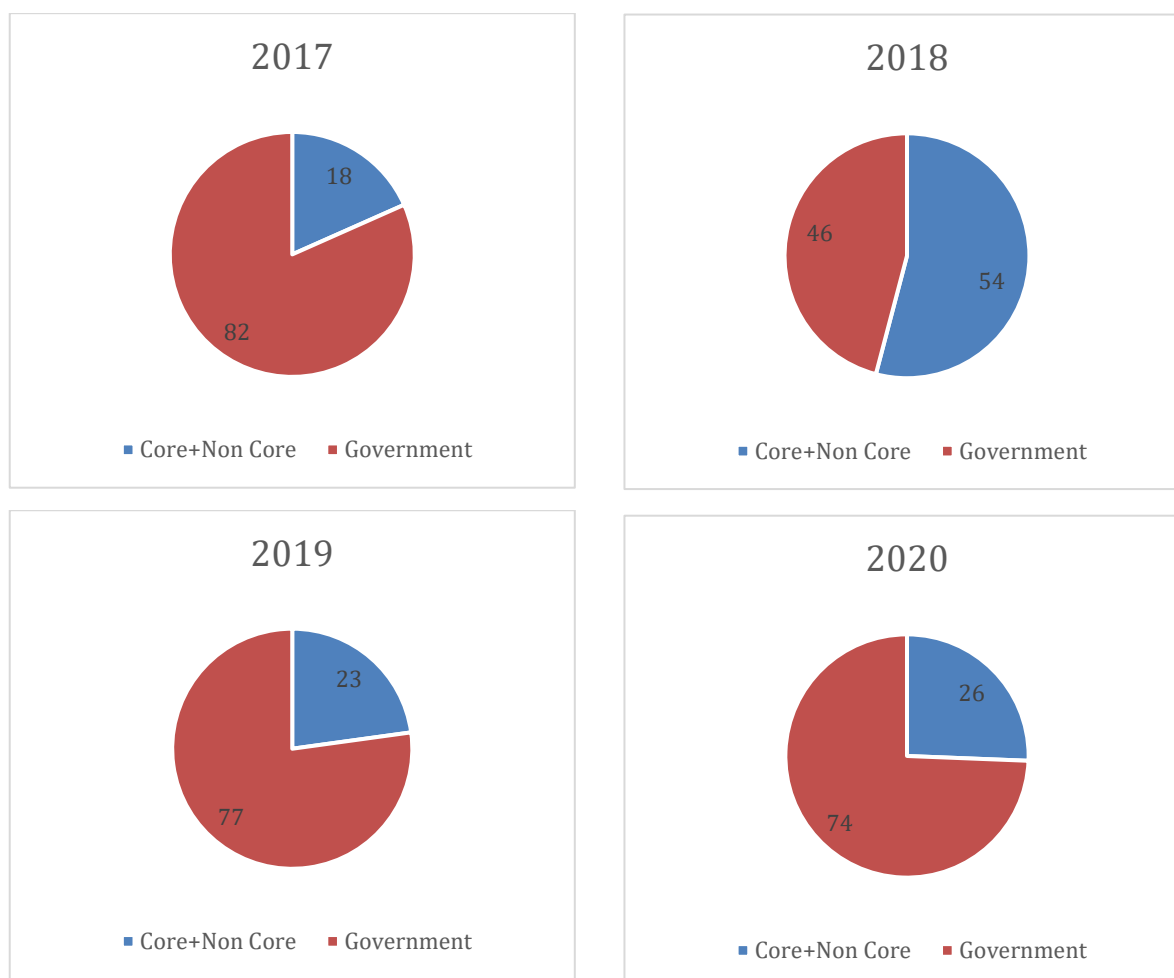
<sup>10</sup> This number should be treated with caution as there is no consensus in the UN System on the different levels of actions that can be considered “activities”.

<sup>11</sup> Core resources mean own resources, and non-core resources, resources from the private sector and resources from global funds, among others (UN, 2019c).

of the resources came from the Brazilian Government and 22.8% from core and non-core resources. Finally, 2020 had 74.4% of government resources, with the remaining 25.6% comprised of core and non-core resources.

Although the Brazilian Government finances a great portion of the resources, there is significant variation among the different axes of action of the UN System. There is a resource concentration from the government in the People Axis every year, while the Planet, Prosperity and Peace Axes depended, to a greater extent, on core and non-core resources in the years 2017 and 2018.

**Figure 2 - Origin of funds between Government and Core and Non-Core (%)**<sup>12</sup>



Source: Own preparation based on estimates based on Progress Reports (2017, 2018, 2019 and 2020). Decimal places adjusted to the next integer.

The UNCT Gender Equality Marker methodology was not applied in this cycle, which prevents a gender analysis of financial resources. This approach is left as a recommendation for the next cycle (see the Recommendations chapter).<sup>13</sup>

<sup>12</sup> Rounded numbers.

<sup>13</sup> The UNCT GEM tracks resources allocated collectively by the UN system under the UNSDCF cycle, making clear the level of commitment and the degree of resources allocated by the UNCT in support of national GEWE priorities. As applied to the UNSDCF, the UNCT GEM does not replace corporate GEMs that are designed to meet entity-specific accountability requirements at a global level. See <https://unsdg.un.org/resources/unct-gender-equality-marker-guidance-note>

## 4. Methodology

This report was built from the methodological choices made in the initial stage of the evaluation (preparation of the Inception Report), in which the approach to be adopted was agreed upon, as well as the evaluation matrix containing: dimensions, evaluative questions, indicators, techniques and sources. The matrix in which the relationship between these elements is evidenced is found in Appendix C. The evaluation matrix designed in the initial phase guided the entire consultation and analysis process. Special attention was paid to incorporating the intersectional perspective of gender and race in the analysis, which are transversal to the Partnership Framework, whenever the available information allowed (for example, when there were dissatisfactions in gender and color/race). It is important to note that the evaluation team took care to include in the matrix at least two different research approaches and more than one source of consultation per evaluative question, to guarantee the triangulation of information and reduce possible interpretive biases.

Information was collected in October 2021 throughout the national territory. Appendix B describes the profile of the people consulted in this process

Based on the matrix, data collection instruments were developed: a questionnaire with questions for the different profiles consulted (internal partners to the AFP, external partners) and specific interview scripts for each of the profiles of people interviewed individually: internal collaborators to the AFP, partners (government, civil society, academia, private sector) and a specific roadmap for the Resident Coordinator's Office (RCO), in addition to roadmaps for focus groups.

The whole research was guided by five dimensions of analysis following what was stated in the Term of Reference and the alignments made between the research team and the RCO team during the *Inception Report* phase. The dimensions of analysis, including evaluative questions, are:

1. **Relevance and ownership:** considered the extent to which the UN System identified and supported the achievement of national development goals, taking into account regional issues per the UN transversal principles/guiding principles. Furthermore, this criterion is intended to analyze the extent to which the UN System remained responsive to the country's emerging needs and people, prioritizing their demands, and reinforcing the coherence of UNCT members to provide quality political support, integrated and focused on the SDGs;
2. **Effectiveness of the Cooperation Framework:** sought to answer to what extent the UN System effectively contributed to the achievement of collective results, with transparency on the advances and resources used;
3. **Coordination:** focus on analyzing the coordination work, with emphasis on creating synergies, the adoption of a joint and coherent response by the UN System and the contribution of the Framework in developing a coordinated response;



4. **Support for transformative changes:** sought to answer the extent to which the UN System's actions contributed to building national and local capacities and ensuring long-term gains to guarantee the scale of impact necessary to achieve the 2030 Agenda;
5. **Efficiency and Operational:** intention to verify to what extent the strategies adopted within the Efficiency Agenda provided an increase in efficiency through the reduction of operational costs and optimization of the operations of the participating organizations

Seeking to answer the questions posed above, the team gathered information using various research techniques. The primary data collected were from:

- 60 semi-structured interviews;
- 3 focus groups;
- Questionnaire (with closed questions) with 307 respondents;
- Review of documents provided by UNS itself or by external partners<sup>14</sup>.

Groups participating in the semi-structured interview round and the respective topics addressed with each of them were:

**Table 5 - Audiences participating in the interview rounds**

Audience	Topics
AFP members	<ul style="list-style-type: none"> <li>• Relevance and Ownership: UNS alignment with the 2030 Agenda, Normative Frameworks, emerging needs and the needs of the most vulnerable populations;</li> <li>• Effectiveness of the Partnership Framework: collective UNS outcomes, thematic groups, race, gender and ethnicity, communication;</li> <li>• Coordination: joint responses from UNS, MAF, UNCT;</li> <li>• Supporting transformative change: institutional capacity building, areas that need to be strengthened, structural advances;</li> <li>• Efficiency and Operational: BOS, JOF and OMT.</li> </ul>
RCO Members	<ul style="list-style-type: none"> <li>• Relevance and Appropriation: UNS alignment with Agenda 2030, Normative Frameworks, emerging needs and needs of the most vulnerable populations, main challenges;</li> <li>• Effectiveness of the Partnership Framework: collective SNU outcomes, key challenges, thematic groups, race, gender and ethnicity, communication;</li> <li>• Coordination: joint UNS responses;</li> <li>• Supporting transformative change: institutional capacity building, areas that need to be strengthened, structural advances.</li> </ul>
Public partners, Private sector; representatives of Civil society organizations and social movements	<ul style="list-style-type: none"> <li>• Relevance and Ownership: UNS alignment with the 2030 Agenda, emerging needs and needs of the most vulnerable populations, main challenges and lessons learned;</li> <li>• Effectiveness of the Partnership Framework: Collective UNS Outcomes and Communication;</li> <li>• Support for transformative changes: positive impacts for public policies or projects, thematic areas to be strengthened, gender, race and ethnicity.</li> </ul>

<sup>14</sup> The documents are listed in the Documents consulted section.

All people participating in the qualitative interviews were selected from the nomination list of the AFP and the RCO, which provided their contacts.

During individual interviews, the assessment team ensured the anonymity of all people interviewed. Therefore, the citations presented throughout the text are registered anonymously, categorized only among the groups of people interviewed.

As a field protocol, the initial contact with each person interviewed was carried out via email. Once the qualitative interview was scheduled, the team of interviewers provided the following information:

*Thank you for agreeing to participate in the interview and making yourself available.*

*This interview is part of the evaluation of the main planning document of the UN System in Brazil, the UN Partnership Framework for Sustainable Development in Brazil (2017-2021). It aims to deepen our understanding of this last cycle's advances, challenges, and lessons.*

*The data and information collected will be consolidated and analyzed to inform the final report, and all citations from the interviews will be anonymous. If you don't want to answer any questions you can say so, and we'll skip the question. If you feel uncomfortable and want to pause or interrupt, we can stop at any time and you can choose to delete the information you have provided so far.*

*With your permission, I will record this interview. Please say "no" if you don't want to be recorded. Do you have any questions, or can we get started?*

Interviews and focus group meetings were recorded with the consent of the people interviewed, except in cases where the interviewee explicitly requested not to be recorded. Recordings were kept in a safe place, and their access was restricted to members of the evaluation team.

Given the severity of the COVID-19 pandemic scenario, all interviews and focus groups took place remotely via Zoom, Google Meet and other online communication platforms. The questionnaire was also carried out online, with the support of the KoboToolbox platform. Respondents completed the questionnaire on their own, and no inquiries were sent about the content of the questions to the research team. The questionnaire link was forwarded by the AFPs themselves to their internal collaborators and external partners.

Concerning the people interviewed in the qualitative part, the interview script did not include a question about race. About partners, efforts were made to have greater representation of organizations whose work is focused on reducing gender and racial inequalities. However, being the minority of the organizations indicated for the interviews, this group was under-represented in the qualitative part of the study.

**Table 6 - Distribution among the profiles of participants in the structured interviews vs. gender <sup>15</sup>**

Institution Type	People interviewed by institution	Men	Women
AFP + RCO	40	25	15
OSC	4	2	2
Private Sector	3	2	1
Government (Executive)	9	4	5
Legislative and Judiciary	2	0	2
Academia	1	0	1
Multilateral organization	1	1	0
<b>Total</b>	<b>60</b>	<b>34</b>	<b>16</b>

As for the three **focus groups**, there was a total participation of **33 people**. Given the collective dynamics of this method, even being carried out remotely, often without visual contact between the team of evaluators and the participants, it was decided not to present their profile in terms of identification by gender to avoid inaccuracies.

The team used analysis categories to organize all the information collected in a matrix form that later served as the basis for the preparation of this report.

In addition to the primary data collected, the research team consulted progress reports, documents on operational actions, strategic plans, regulatory frameworks, AFP assessments, the final report of the UNCT-SWAP Gender and Race Equality Scorecard, among other documents provided by the UNS itself, which are listed in the Consulted Documents section.

Quantitative data were analyzed using Stata software. The graphs presented here were created using the same software. The sample profile had the following composition: 71.34% were female; 27.34% male; 0.65% non-binary and 0.33% other (graphs included in Appendix B). The vast majority (73%) of the people who answered the questionnaire declared themselves white. Around 13% are brown and 8.5% are black, with only one indigenous respondent. Likewise, 70.3% of the respondents to the questionnaire consist of a group of UNS contractors, currently working in an AFP. Twenty

<sup>15</sup> Information related to the gender of the participants was recorded from the observation of the research team only. No occurrences of non-binary or others were recorded.

people declared themselves UNS consultants and 4 people were hired by UNS who worked in a partner institution. Ninety-one respondents are from partner institutions.

It is worth mentioning that, knowing the diversity in the composition of the group of people to which the questionnaire was sent to, there are answer blocks for people outside the UNS and other blocks aimed at people from inside the UNS, who are better acquainted with the internal and operational mechanisms of the United Nations (Questionnaire available in Appendix D).

### *Weaknesses and Limitations of the Assessment*

The realization of this evaluation brought rich learnings to the team of consultants, who also identified limitations in the study carried out. In both aspects, it is expected that the RCO and UNCT team can contribute with their notes, making this record more complete and useful for future evaluation processes. The Brazilian government also participated in this evaluation, in discussion and validation of this report, as provided for in the governance structure and the duties of the steering committee (Evaluation Steering Committee).

Regarding limitations, the evaluation cannot be based on the general results of the Partnership Framework nor on the specific results presented in the Progress Reports of the first years of implementation, and it was very challenging to find the focus of the evaluation so that it would bring a broad look, without losing relevance.

Regarding secondary data, the lack of continuity in the use of *specific results*, the discontinuity in the reporting of actions and the allocation of resources brought challenges to the use of existing data. It is often not possible to make inferences. In addition, not all AFPs conducted assessments in this period. Even though they have done it, the relationship between these assessments and the results in the Partnership Framework is not always straightforward. Therefore the use of this information was limited.

Finally, still on secondary data, for the analysis of efficiency, financial records and other resources (human and time) were not made available, which would allow analyzing whether the implemented measures by the Efficiency Agenda have promoted cost and time reduction in operations.

In primary surveys, limitations reside in the lack of knowledge of the universe of people working internally in the United Nations System and the universe of AFP partners. Thus, it is not possible to know the level of confidence or margin of error that one has about the data collected in the questionnaire.

In primary surveys, both qualitatively and quantitatively, there is a risk of bias in the information collected since the sample was not based on probabilistic methods. It is important to emphasize that members of the RCO team participated in two of the three Focus Groups, in view of their membership in all interagency groups, which may have caused bias in the information collected on

these occasions. However, considering that access to internal and external agents of the UN would not be possible without the indication of the RCO and partners, it was decided to continue with this sampling method based on indications. Triangulation with quantitative data, consulting documents and different sources, however, seeks to reduce these risks.

Still on qualitative data, we believe that it would have been better if, in addition to the AFP representatives, coordinators of program areas and representatives of the operations front had been interviewed. They would undoubtedly have made outstanding contributions to the advances in the efficiency agenda.

## 5. Findings

### 5.1. Relevance and Appropriation

#### Main Findings:

- In the analyzed period, the facilities or difficulties in maintaining alignment with the government, that started in 2019, were not uniform in the United Nations System. Given the changes in priorities in the new management, the AFPs linked to the least priority SDGs for the new government noticed greater stoppages, while in others, the joint work continued to be developed, even in cases where there were adjustments and revisions.
- Alignment between the Partnership Framework and the CCA is vital, as with all the SDGs. However, there is the opportunity to integrate the Judiciary's analyzes that point to the SDGs that have been the target of greater judicialization in a future Joint Country Review to observe areas in which there are more significant violations and which, therefore, deserve greater attention.
- Alignment with international norms and agreements on human rights, equity and equality of gender, race and ethnicity was also great, mainly due to work developed by the Gender, Race and Ethnicity Group during this period.
- It is observed that attention to persons with disabilities (PD), the indigenous population, the racial perspective and the intersectionality between gender and race should continue to be strengthened in the next cycle.
- The Partnership Framework proved to be fragile as a planning instrument due to incompleteness or lack of monitoring data.
- The need for flexibility and adaptability of the UNS and the Partnership Framework is reinforced, as well as the importance of carrying out broad listening and identification of strategic partnerships for the construction of a Framework that focuses on the country's long-term priorities.

The dimension of relevance and ownership analyzed the extent to which the United Nations System remained aligned to i) the priorities of the Brazilian Government; ii) the SDGs and critical issues and development challenges identified by the 2015 Joint Country Review (CCA); iii) international norms and agreements on human rights, equity and equality of gender, race and ethnicity and iv) the unforeseen emerging needs that affected the country, especially the most vulnerable people. In addition to these issues, it was considered essential to bring information about the relevance of the Partnership Framework as a planning instrument. This element emerged strongly during the fieldwork.

### *Alignment of the UNS with the priorities of the Brazilian government*

The alignment between the priorities of the Brazilian government and the UNS was investigated, firstly, through document analysis, to capture the commitments formally assumed by the Brazilian government in its medium-term planning in the periods that coincide with the validity of the Partnership Framework. The documents analyzed were, on the part of the Brazilian government: the Pluriannual Plans for 2016-2019 and 2020-2023 (MAP 2016-2019<sup>16</sup> and MAP 2020-2023<sup>17</sup>), the presidential messages on both MAPs, the Government's Annual Assessment Reports, years 2016, 2017, 2018, 2019 and 2020. In turn, on the part of the United Nations, were considered the Partnership Framework, the CCA and the Progress Reports.

Secondly, an analysis of data on budget and budget execution of the federal government, available in the Integrated Planning and Budget System (IPBG)<sup>18</sup> was carried out to understand, in addition to abstract guidelines, which areas were effectively prioritized between 2016 and 2022<sup>19</sup>. To examine executed expenses, expenses committed by function<sup>20</sup> were used, revealing government expenditures in central areas of its activity. For 2021, however, the initial allocation offered by the Annual Budget Law (ABL) was used as reference, since expenditures of this year were still being committed at the time of collecting this information. For 2022, the values provided for in the Annual Budget Law Project (ABLP)<sup>21</sup> were used. Then, the evaluation team classified the functions according to the Axis of the Partnership Framework to which they relate, allowing comparisons of what was prioritized. It is important to note that all amounts of committed expenditure between 2016 and 2020 have been updated to current values, with reference to October 2021 (most recent data)<sup>22</sup>.

As a methodological limitation, it is worth noting that there was a significant change in monitoring the outcomes of the MAP programs during the periods studied. The MAP 2020-2023 follows a rule whereby there could only be one program, one target and one indicator. The current MAP has 70 programs and 70 final goals with 70 indicators. In the 2016-2019 MAP, there were 747 indicators to monitor thematic programs, objectives, goals and initiatives. It should also be noted that the 2016-2019 MAP had two types of programs: thematic programs, which represented public policies, and budget programs. As a result of the new format, the actions of the 2016-2019 MAP that were visible

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<sup>16</sup> Law No. 13,249, January 13, 2016.

<sup>17</sup> Law No. 13,971, December 27, 2019.

<sup>18</sup> Integrated Planning and Budgeting System (IPBS). Available at: <https://www.siop.planejamento.gov.br/modulo/login/index.html#/>. Accessed December 10, 2021..

<sup>19</sup> We also use the 2022 base year to cover the extension of the Partnership Framework.

<sup>20</sup> The expenditure commitment phase corresponds to the stage in which the public administration commits to reserve a certain resource to cover expenses with the acquisition of goods or services provided. The committed expenses are preferable to analyze the budget execution in the public administration, as they demonstrate, with greater precision, the spending priorities in each area of action of the State.

<sup>21</sup> The ABLP must be approved by December 31 of the previous year, in this case, 2021.

<sup>22</sup> When working with the comparison of large monetary values from different years, it is necessary to correct the devaluation that these amounts suffer from the effects of inflation. The National Consumer Price Index (NCPI) was used for the calculation, a metric commonly used in budget analysis.

in the form of goals, programs and initiatives, some on a smaller scale due to government guidance, were dispersed in several programs, not necessarily suffering discontinuity or configuring themselves as an absence.

The alignment analysis undertaken here based on data from the Federal Budget takes into account the “Program” unit. This strategy fits how the 2020-2023 MAP was monitored, with one indicator per program. Regarding the 2016-2019 MAP, the analysis of budget data by program may not capture all the actions of the Federal Government since the indicators of results of policy actions and budget actions for the period are distributed between the levels of goals, programs and initiatives.

Considering document analysis, we can say that the UNS is aligned with the Brazilian government, although with different contours in the two planning cycles. As is known, the MAP, provided for in the Federal Constitution (art. 165, item I), consolidates the guidelines, goals and objectives of the Public Administration over four years. The beginning of each MAP occurs in the second year of the term of the head of the executive, and the end is at the end of the first year of its successor, in an attempt to ensure continuity in the planning process.

According to the comparative table (Appendix E), the missing themes are about the search for gender equality and access to reliable and sustainable energy. The least discussed topics are those found, in the Partnership Framework, within the People Axis — they deal with topics such as combating poverty, misery and hunger, promoting education and social well-being — and the Planet Axis, aimed at such as sustainable consumption, combating climate change, sustainable development and sustainability of terrestrial ecosystems.

Finally, considering Program levels, it was possible to observe that SDGs 9 (Prosperity Axis) are more concurrent with the 2019-2023 MAP than with the previous one, although guideline contents are different. While the 2016-2019 guidelines place the State as a central agent in promoting development, the 2020-2023 guidelines reinforce the need to reduce the State's role in the economy and reduce bureaucracy in administrative processes. Similarly, SDGs 16 (Peace Axis) are more present in the 2020-2023 MAP. However, topics of access to fundamental and citizenship rights dear to the UNS—for example, rights of the LGBT population and social participation— do not find correspondence in this MAP, which emphasizes issues related to public expenditure control and the efficiency of the State's administrative structure.



**Table 7 – Federal Government programs by axis in the 2016 and in 2020 MAPs**

Axis	Programs	
	MAP 2016-2019	2020
People	96 (32%)	43 (28%)
Planet	100 (34%)	53 (18%)
Partnership	36 (12%)	18 (12%)
Prosperity	45 (15%)	34 (22%)
Peace	21 (7%)	8 (5%)
Total	298 (100%)	156 (100%)

Source: Federal Planning Panel

According to data made available in the Federal Planning Panel, this difference in emphasis in the guidelines of the two MAPs is reflected in the proportion of programs implemented by the federal government. In the 2016-2019 MAP, 32% of the programs correspond to the People Axis, 34% to the Planet Axis, 12% to the Partnership Axis, 15% to the Prosperity Axis and 7% to the Peace Axis. In turn, in 2020, 28% of the programs are from the People Axis, 18% from the Planet Axis, 12% from the Partnership Axis, 22% from the Prosperity Axis and 5% from the Peace Axis. The table below shows the number of programs executed per SDG and per axis.

**Table 8 – Federal Government Programs, by SDG and by axis**

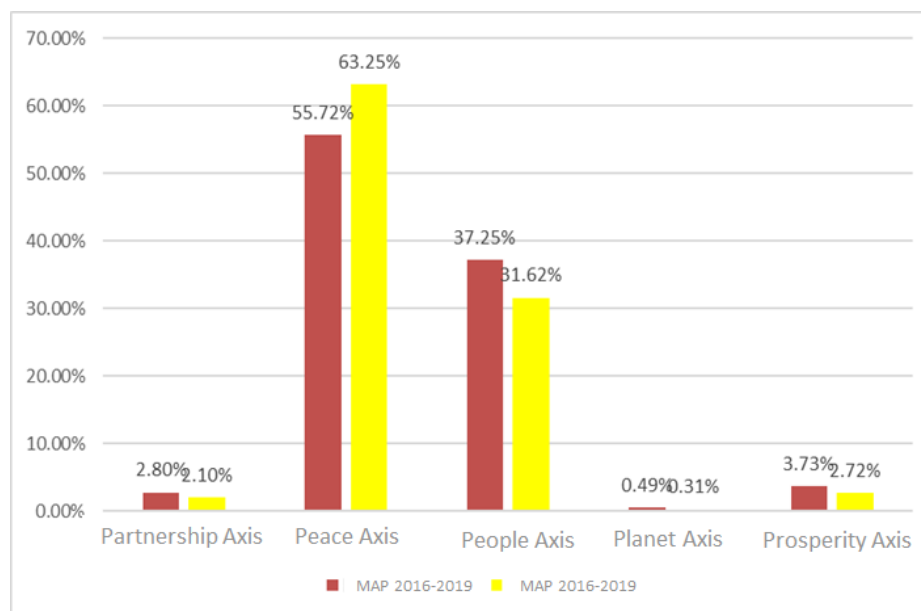
Axis	SDG	Number of Programs				
		2016	2017	2018	2019	2020
People	SDG 1	21	21	21	21	10
	SDG 2	21	21	21	21	9
	SDG 3	20	20	19	19	11
	SDG 4	23	23	23	23	11
	SDG 5	11	11	11	11	2
Planet	SDG 6	12	12	12	12	9
	SDG 7	10	10	10	10	4
	SDG 11	21	21	21	21	10
	SDG 12	14	14	14	14	7
	SDG 13	13	13	13	13	9
	SDG 14	14	14	14	14	7
	SDG 15	16	16	16	16	7

Axis	SDG	Number of Programs				
		2016	2017	2018	2019	2020
Partnership	SDG 10	21	21	21	21	10
	SDG 17	15	15	15	15	8
Prosperity	SDG 8	23	23	23	23	19
	SDG 9	22	22	22	22	15
Peace	SDG 16	21	21	21	21	8

Source: Federal Planning Panel

The budget analysis data corroborate the priorities observed in the document analysis, as illustrated by the chart below and detailed in Appendix F.

**Figure 3 - Priorities of the Brazilian government according to the budget execution by axis of action of the Partnership Framework**



Source: own elaboration from SIOP budget data and budget execution.

Still considering only the Programs, it can be seen that even with the advent of the pandemic and the worsening of the socio-economic conditions of the population, proportionally, there is a lower priority for themes related to the People Axis in the 2020-2023 MAP than in the previous one. At this point, it is essential to note that, in 2020, there was a substantial increase in budgetary commitment to the Health and Social Assistance functions, related to the health and social crises experienced, due to the increase in health expenses and the payment of emergency aid. On the other hand, areas such as education and culture suffered budgetary declines. In 2021 and 2022, they continued with

budget allocation below the average per year of the 2016-2019 MAP, even though expenditure on health and assistance had returned to figures from before the pandemic.

In view of this, also in line with the findings of the document analysis, the priority of the Peace Axis increases in proportion, even though there was a significant reduction in the Citizenship Rights function, with an increase in the Special Charges function. These cover expenses not associated with a good or service, such as debts, reimbursements, and indemnities, among others.

The interviews reveal how these shifts in priorities have influenced the ongoing work. Those AFPs closest to the lowest priority SDGs face more significant challenges in finding paths that are relevant to both sides. In others, although there are initial difficulties - common in cycle and management changes - there were no significant ruptures that prevented joint initiatives from continuing to be developed.

Additionally, it is essential to highlight the intentions of analyzing the alignment of the UNS with the government's priorities and not the opposite. If the Framework cannot be changed with changes in government, and if these changes bring with them changes in priority, it will be challenging for both sides to find ways that allow cooperation to be maintained and bring gains to the government. In this sense, the need for openness, flexibility and adaptability of the UNS and the construction of a framework that focuses on the country's long-term priorities is evident, with the identification of strategic partnerships that allow relevant technical cooperation to be carried out.

#### *Alignment with the SDGs and the JCA*

Focusing on the planning of actions, both the perception of the people consulted and the document analysis show strong alignment between the Partnership Framework, the SDGs and the Joint Country Analysis (JCA). Interviews with AFP representatives and coordinators confirm a positive alignment perception between the action planning documents and the 2030 Agenda, without any distinction between one SDG or another, all of which were covered. The external audience, in turn, has more significant difficulties in talking about the general alignment with the SDGs. However, within its partnerships and SDGs linked to their specific themes, there is recognition of alignment, led by the AFPs.

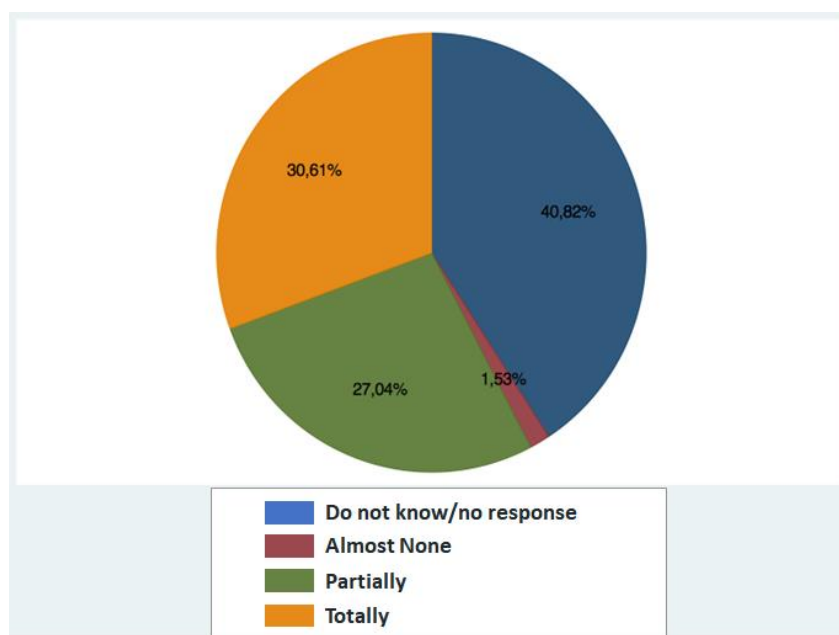
The survey with standardized questionnaires demonstrates this same understanding. 95.41% of respondents assess that, between 2017 and 2021, projects or actions of UN entities were totally (64.8%) or partially (30.61%) in line with the SDGs.

However, although this alignment exists and it is evident in the individual actions of the AFPs, which are guardians of specific SDGs, Progress Reports point out essential differences in the allocation of funds in each of them: SDGs 1 and SDGs 2 received 20 % and 14%, respectively, of the total resources

applied in 2017 and 2018, given the lack of resources for SDG 7 and negligible percentages for SDGs 11, 13, 14 and 15. However, the absence of resources in SDG 7 is justified by the transversality of the theme, for which there were no specific actions within the Framework<sup>23</sup>. The 2019 Progress Report does not provide an analysis by resources distribution but by activities, making comparisons among years difficult.

The choice to focus on one specific SDG in the detriment of another is mainly due to the needs identified in the 2015 JCA, which pointed out which areas deserved greater attention from the UNS. In this regard, it is worth mentioning that, according to the questionnaire, 40.82% of the AFP respondents do not know how to assess whether or not the Partnership Framework was aligned with the JCA, which indicates that this audience possibly does not know about the existence of one or both documents. Another 27.04% perceive partial alignment, and 30.61% understand that there was total alignment.

**Figure 4 - Perception on alignment of the Partnership Framework to the Joint Country Analysis (JCA)**



Source: Own elaboration based on questionnaire data.

To corroborate the understanding of the people interviewed, the analysis of both documents shows that the Framework addresses almost all the topics provided for in the JCA, but without the level of

<sup>23</sup> It is noted that, in general, projects meet more than one SDG and these analyzes only reflect the SDGs considered a priority for a given project or action..

detail present in the country assessment. The exception is the weight of the regressivity of the Brazilian tax system on the persistence of inequalities, which is present in the JCA and is not mentioned, even generally, in the Partnership Framework.

It is worth mentioning that, although the Partnership Framework is expected to be aligned with the JCA, it is not expected that all of its themes be the focus of the Framework's attention, which must present a strategic view and select some of them to focus its activities on. The JCA is a document that analyzes the country's situation, which does not determine the framework's structure but serves as a subsidy for its preparation by pointing out the issues affecting the country. Thus, the elaboration of the Partnership Framework in question was also based on other planning documents and sectoral plans to have a more integrated view of the national context and the priorities of the Brazilian Government.

Despite this substantive alignment with the SDG and the JCA, the National Justice Council's report "Justiça em números" (Justice in Numbers, in a free translation) points out that SDGs 16, 11 and 8 have been the subject of greater judicialization in the last two years, being areas in which rights violations are concentrated. The NCJ reports highlight that the UNS' performance has been focused only on the Executive's actions and, seeking to refine this approach, in 2019, through CNJ Ordinance No. 119, was created the Innovation, Intelligence and SDG Laboratory (LIODS). It has the objective of monitoring and promoting the judicial, procedural and administrative management of data from the 2030 Agenda. As will be described in the chapter about effectiveness, much progress has been made in the integration of the SDGs into the judiciary, which presents itself as an opportunity for, in the next cycle, themes that have been the subject of greater judicialization to complement the JCA, helping to guide the elaboration of the new Cooperation Framework and the work of the SNU.

It should be noted that the most significant difficulties in aligning with the SDGs reside in the implementation of ambitious goals, with results that do not depend exclusively on the efforts of the entities that make up the United Nations. These entities can only support and sensitize their partners to implement a particular agenda. Likewise, it is essential to highlight the difficulties in permeating actions in the states and municipalities with the 2030 Agenda, which is not very clear to everyone. More often than not, references to its goals end up being pro forma. However, the efforts made by the AFP to permeate initiatives with actions aimed at fulfilling the SDGs are recognized by multiple actors, whether representatives of the United Nations System, civil society, the private sector or public authorities.

#### *Alignment with international human rights, gender, racial and ethnic equality frameworks*

From the documental analysis carried out, it was possible to observe that the Partnership Framework refers each axis to the international treaties ratified by Brazil and their corresponding articles. For example, in the People axis, the right to education is based upon: the Universal

Declaration of Human Rights; the Convention on the Rights of the Child; the Convention on the Elimination of All Forms of Racial Discrimination; the International Covenant on Economic, Social and Cultural Rights; the Convention on the Rights of Persons with Disabilities; and the United Nations Declaration on the Rights of Indigenous Peoples (UN, 2016). However, when analyzing the contents of the Strategic Country Program of some AFPs<sup>24</sup>, the same explicit reference to international treaties is not found. These documents align with the issues of promoting human rights related to their mandates, in addition to emphasizing the alignment with the Partnership Framework (in almost all cases) and the SDGs.

Regarding the alignment of the Partnership Framework to gender equity and equality with a race and ethnicity perspective, the UNCT SWAP Gender and Race Scorecard<sup>25</sup> results were consulted. This assessment verifies whether requirements are being met (even if minimally) and weaknesses in the intersectionality between gender and race. According to the UNCT SWAP Gender and Race Scorecard results, the Common Country Analysis integrates gender analysis with a racial perspective, as do the Partnership Framework results. However, some important indicators are not being met by the current Framework, such as changes in gender equality from a racial perspective; the lack of monitoring and evaluation of the Framework to measure progress on planned gender equality outcomes with a racial perspective; and the lack of adequate allocated and monitored resources for gender integration with a racial perspective.

For most of the people interviewed, there is a perception that the UNS has maintained great alignment with international frameworks of human rights and equity and equality of gender, race and ethnicity. However, representatives of some AFPs state that these frameworks make more sense or can be used more easily depending on the mandate of the AFP, which shows that not all of them use such documents as a reference in planning their actions. The opinion of the people interviewed corresponds to that of the people answering the questionnaire, most of whom (91.83%) perceive the actions to be aligned with these milestones: for 59.69% of the people, the actions of the AFPs or projects (with which they worked) were fully aligned with international standards and agreements on human rights and gender, racial and ethnic equity and equality, while 32.14% believe that the alignment was partial.

For the sake of the correct interpretation of the representativeness of these data, it is important to highlight that the thematic axes prioritized in this evaluation reflect the mostly social nature of the UNS' performance in the country. As a result, most respondents from the agencies selected for the research deal with this area, which generated a sample imbalance in their favor and in partial

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<sup>24</sup> The following documents were made available for this consultation: UNICEF Country Program Document for Brazil (2017-2021), 2016; UNFPA Country Program Document for Brazil (2017-2021), 2016; UNDP Country Program Document for Brazil (2017-2021), 2016; IFAD Country Strategic Opportunities Programme, 2016.

<sup>25</sup> This is the key accountability framework that assesses the UNCT's performance for gender equality with a racial perspective in 7 dimensions and 15 indicators. Based on this evaluation, an Action Plan is proposed to improve this performance and mechanisms to monitor the evolution of these indicators..

detriment of the economic and environmental dimensions. For the profile of respondents, see Section 9.2 (Appendix B).

In terms of implementation, the perception of alignment with regulatory frameworks was very consistent in equity and gender equality. On the other hand, the people interviewed highlight the perspective of racial and ethnic equality as one of the major weaknesses to be overcome in the next cycle, as well as the alignment of the Partnership Framework to the specific needs of the incarcerated population, homeless people and of persons with disabilities (PD), as a way of achieving the UN principle of “leaving no one behind”.

In this sense, the documental analysis of the Partnership Framework also points out that, in the People Axis, indigenous peoples and persons with disabilities were only mentioned in a transversal way, among other diversities, when talking, for example, about the school exclusion of children and teenagers. Likewise, on the issue of mobility, there is talk of accessibility for PDs but without a central focus, such as it is given to women and the racial issue. In the progress reports, however, there are many activities aimed at indigenous peoples, for indigenous women, especially in the 2017 and 2019 reports, with no specific activity highlighted for PD. The understanding is that these efforts were not enough, and the indigenous issue was underrepresented in this last cycle, especially given the greater impact of the effects of the pandemic on this specific group<sup>26</sup>.

#### *Attention to emerging needs*

With regard to emerging needs, two events have gained prominence in this last cycle: the flow of Venezuelan migrants and refugees in the north of the country and the COVID-19 pandemic, as mentioned earlier. Documental analysis shows that the UN System remained responsive and flexible in meeting these needs. The response to the humanitarian crisis in the country's north is an example of good practice that will be carried over to the next cycle.

Regarding refuge and migration, the documental analysis points out that the topic was not satisfactorily included in the design of the Partnership Framework, most likely because the context was different at the time. Throughout the cycle, adjustments were made in the implementation so that this theme was addressed in proportion to the needs of the context required.

In this way, there was an increase in the relevance of working with Venezuelan refugees and migrants, through the Interagency Coordination Platform for Refugees and Migrants of Venezuela (R4V), which is an example of good practice both in terms of coordinating multiple entities and civil society organizations - in collaboration with the actions of the Federal Government in the Acolhida Program - as well as the results achieved, which will be detailed in the chapter on effectiveness. In

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<sup>26</sup> According to the compilation of data carried out by the National Committee for Indigenous Life and Memory and the indigenous organizations that make up the Articulation of Indigenous Peoples in Brazil: 1,241 indigenous people died as a result of COVID-19; 62,310 confirmed cases; and 162 people were affected (as of 12/14/21). Available at: <https://covid19.socioambiental.org/> Accessed on December 14, 2021.

terms of relevance, the Regional Refugee and Migrant Response Plan (RMRP) is a clear example of flexible action to serve people in situations of vulnerability. In such actions are present various social markers, in all activities, with targets disaggregated by gender and age, strategic axes and specific activities for indigenous Venezuelans and for PDs and LGBTQIA+ people, as can be seen in the response plans and in progress reports. However, it should be noted that the link between what is being done in the R4V and the SDGs needs to be more explicit in the RMRP, a weakness that has been remedied in the progress reports in which the SDGs are referenced in all activities carried out to serve refugees and migrants.

Finally, the United Nations response to the health, economic and social crisis of the COVID-19 pandemic throughout 2020 will be analyzed in the chapter on effectiveness. In terms of relevance, the UN Framework for the Socio-Economic Response and Recovery to Covid-19 (SERP) is yet another example of the flexibility and adaptability of the UNS and the Partnership Framework in meeting emerging needs, even increasing the possibilities for action and collaboration that were not on their radar. In SERP, it should be noted that the gender equality perspective appears in all five pillars with direct mentioning, and the racial perspective in three of the five pillars (not always in an intersectional way with the gender perspective).

It should be noted that both the RMRP and the SERP can be evaluated as strategic plans that comply with the principle established by the UNS of “leaving no one behind”. They present answers to meet the primary needs of populations affected by the unfavourable consequences of the pandemic or the migration of Venezuelan people, while taking into account the intersectionality of different social markers (and not just between gender and race).

#### *Relevance of the Partnership Framework as a planning instrument*

This flexibility and adaptability contrast with the limited relevance of the Partnership Framework as an instrument for planning the UN System's activities in Brazil, which can be strengthened in the next cycle.

From the analysis of the answers given by the people interviewed, the fragility of the Framework in this sense is clear. It is possible to state that the Partnership Framework was not widely used, as there are explicit statements by some AFPs and the Brazilian Government that the document was little used as a planning tool.

From the document analysis, it is not always possible to make inferences about the alignment of AFPs with the Partnership Framework, given that not all AFPs have planning documents executed within the period being analyzed. A survey carried out within the UNSDG Information Management System (IMS) shows that, in the analyzed period, seven AFPs developed planning documents (Country Programs or equivalent), presented in the list of documents consulted. Among them, four have a planning document directly related to the Partnership Framework, two do not have a



planning document per se and another does not mention the Framework in question. Regarding the other AFPs, the analysis is limited to the statements of the people interviewed.

Focusing on the documents of the interagency projects received, which are presented in the list of documents consulted, only two explicitly mention the Partnership Framework, with no other evidence (monitoring data, results reports, etc.) linking these projects and the Framework.

Even though there is little documental evidence about the frequency of use of the Partnership Framework as a planning instrument, besides what the interviewees mention, the design of outcomes and indicators help to raise hypotheses on this issue. The outcomes and their indicators are in spheres outside management and direct influence of the UNS and the explicit outputs in the Progress Reports in 2017 and 2018 are no longer used and reported. Although it is easy to establish a link with outcomes due to their breadth, using them in management and measurement mechanisms was not feasible in this last cycle.

However, in the opinion of AFP interviewees, this does not mean that the Partnership Framework has lost relevance. The understanding is that, having been agreed with the Government, which assumed joint commitments, the Framework proved to be important in maintaining some agreements in the context of political changes.

*"The Partnership Framework is essential because it gives legitimacy and legality to the work of the UN (...) it gives a guide on how this cooperation will be (...) This is important because, in several countries, changes are a constant. There is political instability. So when you have a defined cooperation framework, this gives you legitimacy to continue the work, so that in a change of government, this Cooperation Framework establishes a State agreement with the UN" (AFP interviewee)*

In this aspect, it must be recognized that there are many challenges to the construction of Cooperation Frameworks. One of them refers to temporality: considering that the elaboration of the Partnership Framework in question is not aligned with the elections and, naturally, cannot foresee issues, such as maintaining the relevance of the Cooperation Frameworks as a planning instrument if the situation of a country can change completely? The second challenge refers to the direction of actions: to whom should the Cooperation Framework be useful? To a government, which endorses it and enables the achievement of its results, or to a country?

Faced with these dilemmas, some interviewees defend that the document should be simplified, reinforcing the need to reduce its level of detail since, in fact, some elements - such as monitoring mechanisms, for example - were little used. This view, however, contrasts with the prerogatives of a Partnership Framework after the reform of the United Nations, with some interviewees pointing out that it would be interesting for the Framework to undergo broad consultation processes. It also contrasts with the view of representatives who criticize the document for not presenting a more structured and interconnected logic of results, which weakens it as a planning document. Therefore, there is a difficult balance between excessive detailing for an initial phase in uncertain contexts and

the need to build a planning document guided by results, goals, and indicators.

The action of the United Nations in this last cycle and the reflections brought by the interviewees point to a path. It is noted that the dialogue with other sectors such as universities, Civil Society Organizations and the private sector was fundamental, allowing the work in some axes to be preserved. Likewise, the emphasis on the collaboration of the UN System with governors, associations of municipalities and mayors was in line with a postulate already widespread, including by the Federal Government itself: “less Brasília, more Brazil” for the internalization of the SDGs by the country (FNP, 2017). However, it should be noted that working at subnational levels brings numerous challenges, given the size of the country, its diversities and complexities.

Some people interviewed guesses that the Framework will potentially be a much richer document if the new Cooperation Framework manages to make a broad consultation with other institutions, incorporating the country's demands identified by them, in a way that this is recognized and valued and accepted by the government. However, it should be noted that the UNSDCF is a partnership with the Federal Government, which must align with the 2020-2023 MAP, the Federal Development Strategy (Decree 10.531/2020) and other instruments that define public policies in the country.

It is also understood that centring the Cooperation Framework on this type of mapping allows for a higher level of planning, without losing relevance. This, by the way, is a prerogative after the UN reform: that the Framework be the main instrument of strategic planning and implementation of the United Nations at the country level, to which the AFPs must align their planning documents (Country Program Documents, among others). However, this requires much more work and implies dialoguing with more partners, making partnerships, having a broader view and having flexibility in negotiations.

## 5.2. Efficacy

### Main Findings:

- There are few records that allow making inferences about the achievement of joint or collective results.
- Respondents find it challenging to identify collective results, in addition to the R4V and SERP results. This difficulty strengthens the understanding that there is still progress to be made in promoting joint actions between the AFPs and in communicating common results.
- The R4V platform stands out as an example of good practice.
- The perception of the people consulted is that there was a greater contribution from the UNS in the areas of human rights, refugees and migrants, equity and equality of gender and race, health and education. However, it is noteworthy that there is a greater concentration of respondents linked to the AFP who are guardians of some of these themes.
- There is a strong recognition of the transversal contributions of the AFPs, such as:
  - institutional support,
  - articulation with other networks and spaces,
  - increased credibility,
  - qualification of debates etc.
- On all fronts, the production of evidence and the sensitization of leaders become even more strategic in the current Brazilian context.
- Internal and external criticisms are primarily due to the excess of bureaucracy, which limits the time dedicated to the core activities and transforming potential of the AFP.
- Advances can be seen in the communication of the United Nations System as a whole. However, there is still much to be done in this agenda, also reflecting the need to promote greater integration between the AFPs.

This section analyzes the results obtained from the actions implemented by the United Nations System between 2017 and 2021. To this end, the evaluative questions (see Evaluation Matrix in Appendix C) sought to identify: the extent to which the Partnership Framework strengthened the position, credibility and UNS reliability; which results were achieved collectively; how the result groups, interagency groups, implementation strategies and action fronts collaborated to reach the results and to promote advances in terms of sustainable development; and whether the communication of UNS' work was effective.

Before delving into the findings on efficacy, it is worth recalling the methodological choices made from the evaluability analysis (see footnote 4) and the agreements made during the initial phase. Both processes led to an assessment from a macro perspective on the contributions without the intention of analyzing in detail the outcomes, the specific results or the indicators listed in the Partnership Framework. Also, the result indicators listed in the Partnership Framework are not adequate to verify their effectiveness, since they look at aspects outside the governance of the UNS and are highly susceptible to changes in the context.

For example, in the People Axis, the Framework includes indicators such as the Basic Education Development Index (BEDI), Datasus and Mortality Rate per 100,000 inhabitants, from the Atlas of Violence. Taking only the BEDI as a reference, it is noted that the indicator has evolved little between 2013 and 2019<sup>27</sup>, having been above the target only in the early years of elementary school. Despite generally illuminating the quality of education and being an important parameter for understanding the context, this data says nothing about the effectiveness of the Partnership Framework in its People Axis. The same observation is valid for all the result indicators listed in the Framework. It justifies that they are not used as parameters for the analysis of the effectiveness of the UNS.

However, choosing these indicators is understandable because, similarly to the SDGs, they bring the idea that, if there is a concentration of agents to seek the expected changes, these will happen to a greater extent than if there were none. However, even though these indicators and the SDGs themselves must be used as indicators of outcomes, it is important that other parameters, more linked to the direct results that the UNS can generate, be incorporated so that an analysis of effectiveness may be more balanced.

Looking at what was accomplished in the period in analysis, in the Progress Reports, there was no systematic monitoring of the actions implemented, a weakness that must be remedied with the Joint Work Plan in the implementation phase for 2021-2022. There are, however, the quantities (number of bilateral, unilateral and multi-agency activities) by axis and “highlights of the main contributions brought by the UN System in Brazil”<sup>28</sup>.

In these reports, among the actions developed, there is a clear distribution among the strategic action fronts: strengthening institutional capacities, production of studies, research and evidence, sensitization of civil society, qualification of public policies and sensitization of public leaders. The reports do not only refer to joint or interagency actions, but also include individual actions by AFPs.

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<sup>27</sup> In 2013 - Early years of elementary school: 5.2; Final years of elementary school: 4.2; High School: 3.7. In 2019 - Early years of elementary school: 5.9 Final years of elementary school: 4.9 High school: 4.2.

<sup>28</sup> In 2020, the progress report does not detail which activities were unilateral, bilateral or multi-agency. Thus, the information available in the monitoring tables (SERP and not related to COVID-19) was used.

The absence of inputs to analyze collective results is noted. Exceptions are initiatives thought of as joint actions and have systematized data (SERP and R4V). In the absence of this information, the analyzes are based on the perception of the 354 people consulted during the evaluation.

Generally, all people interviewed - whether internal or external to the AFP - have difficulties in identifying collective results in addition to the results of the R4V and the SERP, and focus their discourse on the outcomes of actions or programs in which a particular agency or organization was involved. There are many good examples of positive results in this field, which can be seen in the evaluations of some initiatives or in performance evaluations of some AFPs. Still, people do not perceive the results achieved by the UNS. This difficulty in thinking beyond the results of individual actions points to a finding in synergy and coordination.

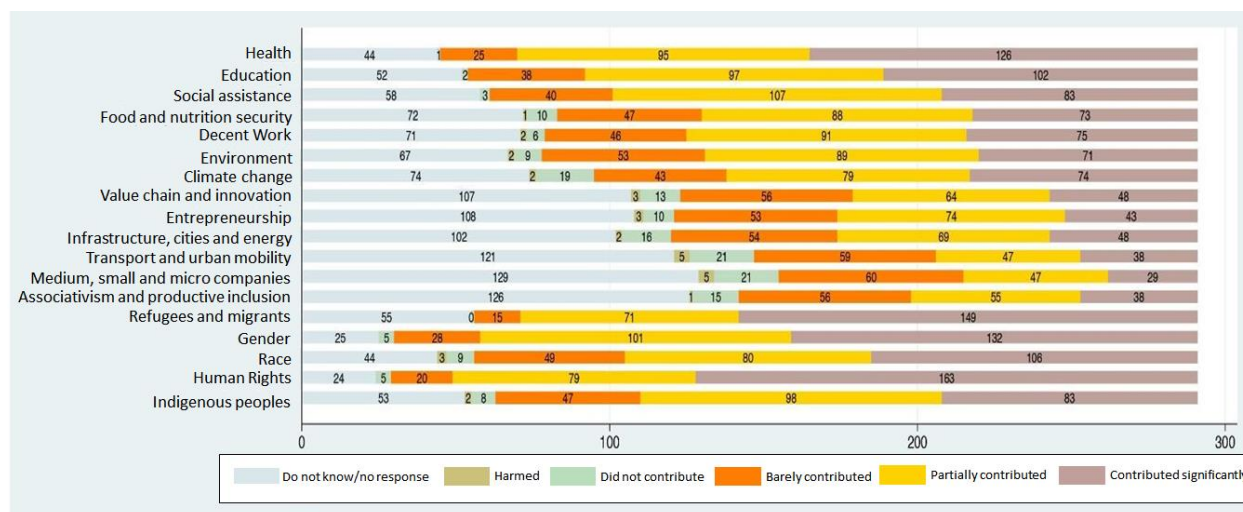
Thus, given data limitations and the search to identify areas in which the UNS brought the most significant contributions, we started to map the impressions of the professionals working in the AFPs and their partners.

In addition to individual achievements, there is a common perception that there was a strong contribution from the UNS in some themes in this last cycle. Data from the questionnaire showed that respondents believe that the UNS contributed a lot to topics such as: human rights (56%), refugees and migrants (51%), gender (45%), health (43%), race (36%) and education (35%). On the other hand, among the topics that the respondents did not know how to assess the contribution of the UNS, or considered that the contribution was little, are: medium, small and micro-enterprises, associativism and productive inclusion, transport and urban mobility, entrepreneurship, value chain and innovation, infrastructure, cities and energy.

It is worth mentioning that in these areas, in which there was a higher percentage of ignorance about the contribution of the United Nations, there is an underrepresentation of respondents, which brings bias to the analysis. Thus, the AFPs that were more engaged in the evaluation process provided a greater number of responses and, therefore, their themes gained greater weight. In order to minimize this fragility, data from other sources will be inserted to help corroborate or refute the perception of the UNS contribution in the highlighted areas. Nevertheless, there are important information gaps due to the absence of AFP records and assessments.

The perception of the people interviewed coincides with the data from the questionnaire. The vast majority of people interviewed see a significant contribution from the UNS on gender equality issues, on the response to the migration flow of Venezuelan people in the north of the country and in the response to the crisis arising from the COVID-19 pandemic. However, the contribution of the UNS to the topic of education is not frequently mentioned by the people interviewed. The chart below shows the responses of the entire sample of people consulted via the questionnaire, which includes people working at UNS and external partners.

**Figure 5 - Perception of UNS contributions by theme**



Source: Own elaboration based on questionnaire data

Concerning **human rights**, to which 56% perceive the SNU to have contributed significantly, essential caveats must be made. From the qualitative part of the study, it is possible to observe a common understanding among the interviewees, who understand that the context of the economic crisis has imposed restrictions, such as what they understand as budget reduction of institutions in the social area, situations of threats to human rights defenders, less emphasis on the equality agenda, among others. At this point, the understanding of these interviewees is that the contribution of the UNS was important, but in the sense of "avoiding further setbacks" (interview with a member of a public agency). As an example, the interviewees point to the power of sensitization and mobilization of opinions, studies and positions of the UNS in situations of threat to human rights.

In the evaluation process, we sought to identify elements that demonstrate or serve as an example of the effect of UN awareness-raising actions. There is no systematic record of all awareness-raising actions and their consequences. However, some examples were brought up during the interviews, such as the project that prohibits eviction of real estate in the pandemic (PL 827/2020), for which there was support from the UNS, recognized and valued by deputies in favor of the suspension of evictions during the pandemic<sup>29</sup>.

<sup>29</sup> Available at: <https://www.camara.leg.br/noticias/760884-camara-aprova-projeto-que-proibe-despejo-de-imoveis-na-pandemia>  
<https://acnudh.org/pt-br/agencias-da-onu-apoiam-projeto-de-lei-que-suspende-despejos-na-pandemia-no-brasil/>  
<https://www.camara.leg.br/noticias/692845-deputados-ressaltam-apoio-da-onu-a-projeto-que-suspende-despejos-na-pandemia/> Accessed on December 13, 2021.

In terms of **refugees and migrants**, the biggest contribution was the attention to the flow of people coming from Venezuela. This response, coordinated by the regional R4V Platform, took place in collaboration with *Operação Acolhida* (“Operation Welcome”, in a free translation). *Operação Acolhida* was created in 2018 by the federal government and is a humanitarian task force with the support of UN entities and more than 100 civil society institutions to provide emergency assistance to Venezuelan migrants and refugees, including reception, shelter and interiorization (Casa Civil, 2021).

As an internal plan of the UN System, the AFPs came together under the Regional Interagency Coordination Platform (R4V) to coordinate and monitor responses to this situation at the regional level<sup>30</sup>. According to data from R4V for 2021, seven AFPs<sup>31</sup> worked in Brazil, together with 25 other civil society organizations and public and private partners, seeking to meet the needs of Venezuelan refugees and migrants in areas such as: education, food security, health, nutrition, integration, transport, protection, housing, attention to prevention/treatment of migrant people living with HIV, including indigenous communities, and hygiene.

According to data from the *Operação Acolhida*<sup>32</sup> website, since the beginning of the internalization strategy, in April 2018, the operation has already displaced more than 60,000 Venezuelan refugees and migrants to 757 Brazilian municipalities, in addition to more than 600,000 people who have been received and sheltered, between 2017 and 2021. Data from the 2021 RMRP show that assistance of the target audience's needs was above 70% this year.

Most of the questionnaire respondents (53%) believe that the answer was adequate in terms of gender. 49% think it was adequate for indigenous peoples, and 39% consider it adequate for racial issues. Even so, there is a considerable part who cannot say whether the response to the migratory flow took into consideration issues of race (44%), gender (40%) and indigenous peoples (37%). The lack of knowledge or poor assessment of the attention to these issues can be derived from the way the Platform's performance is being communicated, since most respondents know the R4V. From data and documents, it is perceived great concern and attention to the intersectionality of social markers, considering gender, race, persons with disabilities and LGBTQIA+ people.

Additionally, most people (59%) perceived that the answer was immediate, with 36% fully agreeing with this statement and 23% partially agreeing with this statement. The percentages are very close when the statement is about the pertinence of the answer. A third of respondents could not say whether the answer was immediate or relevant. In this aspect, the interviewees' perception is consistent with surveys carried out in other sources, which point out that the UNS previously

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<sup>30</sup> This includes, in addition to the countries of South America, countries of the Caribbean region, Central America and Mexico.

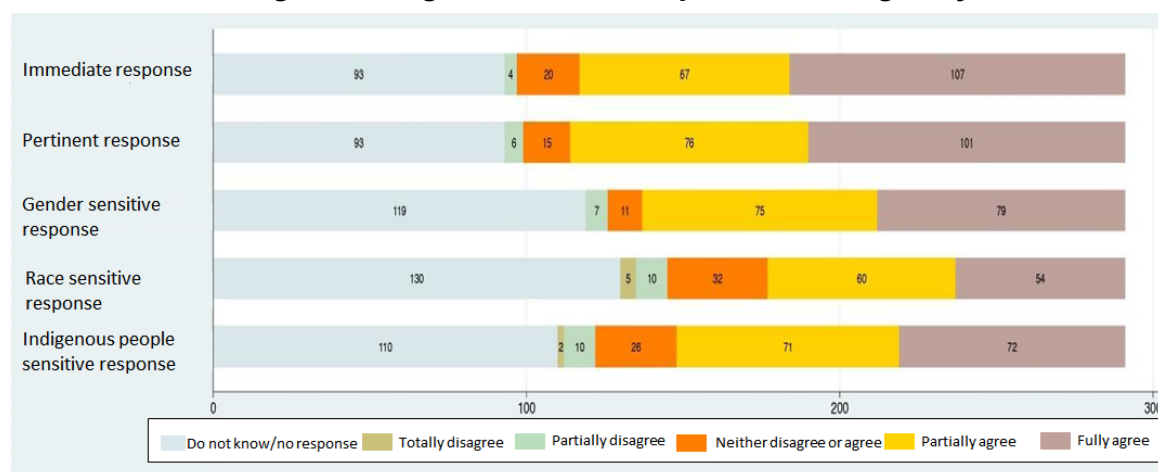
<sup>31</sup> Among the AFPs that could be identified, based on the analysis of the RMRP (2021), are: UNESCO, UNICEF, UN Women, UNFPA, IOM, UNHCR, WHO/PAHO.

<sup>32</sup> Disponível em: <https://www.gov.br/casacivil/pt-br/acolhida> Acesso em 18 nov.2021.



identified the migration movement, anticipating the crisis and collaborating from the beginning with the Government to face the situation that was coming.

**Figure 6 - Insight into the UNS response to the migratory flow**



Source: Own elaboration based on questionnaire data

In the qualitative aspect, all AFP respondents and external partners recognize the response to the migration flow as a success and an example of good practices, both for the results generated collectively and on the excellent relationship of collaboration and coordination of work between government, civil society organizations present in the area, universities and AFPs.

All these elements show that the platform achieved its goal that all partnerships could coordinate their actions, sharing information to avoid duplication, ensure complementarity, disseminate humanitarian response standards, and thus collaborating with the country's needs.

*"It is true to say, yes, that Operação Acolhida is an example of good practice in the work of International Organizations with the Brazilian Government. It must be said that this example of good practice happened as it should: in response to the requirements and needs of Brazil and with Brazilian funding" (Public Sector Interviewee).*

*"Brazil's response was exemplary. The UN response to support the Brazilian government was also very well coordinated. Good articulation with other countries, CSOs and governments. It was easy to create a task force within the UN with a response adapted to the local needs and possibilities" (An AFP interviewee)*

Third, 45% of questionnaire respondents believe that the UNS has significantly contributed to **advances in gender equality**. The understanding of the people interviewed in the AFPs is that the SNU has brought advances both internally and externally.



Internal advances can be seen, among other things, through the action to promote the theme of gender equity and equality, with a racial perspective, materialized in the UNCT SWAP Gender and Race Equality Scorecard under the responsibility of the Gender Thematic Group, Race and Ethnicity. Most of the people from AFPs interviewed recognize the commitment of this Group:

*"Based on my experience working with several UNCTs around the world, it's the first time I've seen such a strong dedication to this gender, race and ethnicity themed group. I've never seen it in other UNCTs at this level... and I see it as a good practice here in Brazil"* (An AFP interviewee)

The external promotion of the gender equality agenda is also recognized by partners, who observe the growth of this debate in their institutions, projects and in society as a whole<sup>33</sup>. The results of the UNCT SWAP Gender and Race Scorecard point to the achievement of indicators in the implementation process. Some of them were also confirmed during interviews, all taking into account an approach of intersection with the racial aspect: joint programs that contribute to reducing inequalities of gender; communication and advocacy that address areas of gender inequality; the UN Country Team collaborates and engages with government on gender equality and women's empowerment; it also collaborates and engages with women and civil society organizations for gender equality.

In addition, within the scope of the IATG GRE, interagency work was undertaken focused on greater visibility and protection of the rights of trans people, especially trans women and transvestites, which is a relevant aspect. The trans population disproportionately suffers the effects of stigma and discrimination, which results in greater violence and less access to health services, including those related to HIV/AIDS and other Sexually Transmitted Infections (STIs).

Among other important data, the UNCT SWAP Gender and Race Equality Scorecard also provides an overview of how UN Brazil has contributed to national legislation with a gender perspective, such as: Resolution no. 23,568 of the TSE, of May 22, 2018, which determined that political parties must invest at least 30% of the Special Fund for Campaign Financing in female candidates and allocate at least 30% of free electoral advertising time on radio and TV for female candidates; Law No. 13,467 / 2017, which amended labor legislation via the Consolidation of Labor Laws (CLT), guaranteeing the right to equal pay for the same job and employer, without discrimination based on sex, ethnicity,

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<sup>33</sup> The debate in society, for example, has led to an increase in the development of formal policies to promote gender equality in 58% of Brazilian companies, with goals and plans for 2021, according to the Women in Leadership survey, carried out by the Women in Leadership in Latin America (WILL). Compared to 2019, there was an increase of 17 percentage points (Available at: <https://www.latamwill.org/mulheres-na-lideranca/relatorio-2020/> Accessed on December 13, 2021). In the public area, with the promotion of affirmative policies to promote gender equality, there has been an increase, even if still small, in the participation of women in the municipal legislature. According to data from the Supreme Electoral Court (TSE, *Tribunal Superior Eleitoral*), the increase in the number of women councilors elected in the last elections was 19.2%. In 2021, 16.1% of the candidates chosen by the electorate were women. In 2016, the rate was 13.5%. (TSE, 2021).

nationality or age; Signing of the “Pact for the Implementation of Public Policies to Prevent and Combat Violence against Women” by the Ministry of Justice and Public Security, Ministry of Women, Family and Human Rights, in August 2019. Although some of the achievements incorporate a racial perspective, such as the Special Campaign Finance Fund that extends to black female candidates, what the UNCT-SWAP Gender and Race Equality Scorecard points out is that not all outcomes related to gender equality with a racial perspective planned by the UN Country Team have been reached or are in the process of being reached.

However, the issue of **race and ethnicity** does not seem to have evolved at the same rate as the issues of gender equality, even with 36% of the people responding to the questionnaire evaluating that the UNS contributed a lot to the agenda of promoting equity<sup>34</sup>. This perception of the need for greater efforts is frequently brought up by people interviewed internally who, despite recognizing the value of the *Vidas Negras* (Black Lives, in a free translation) Campaign, affirm that there is still little work to promote greater racial equity in the country, since it is known that the racial issue in Brazilian society is structural and is a topic to be dealt with incisively and in the years to come.

*"Without a doubt, there are structural aspects that need more attention (from the Framework) such as racial issues. Brazil is a country in which more than half of its population is black, and we saw how the pandemic had an impact on the black population due to the existence of structuring factors. The next Framework for Cooperation needs to look at ethno-racial issues in a stronger way"* (AFP interviewee)

*"We expected more from the United Nations System on the racial agenda. This is not to say that it was silent or stopped being a partner of the black women's movements, only that it was slower in acting... the UNS is less in line with society... maybe it can't respond the same way as Civil Society"*. (Civil society interviewee)

It is necessary to advance the racial equality agenda internally. People interviewed reinforced that few black people are still working in the UNS. In this regard, the UNCT-SWAP Gender and Race Equality Scorecard shows that there is still no system for tracking staff diversity in UN agencies, which is under development.

The perception of fragility with which the UNS addressed the indigenous issue is even more remarkable on the part of the people interviewed from the AFPs, who recognize the need for greater focus on this theme in the next cycle. Reports from the National Council of Justice (CNJ, 2021c) point out the risk of indigenous peoples in the pandemic, the issue of climate emergency and its relationship with the destruction of forests and irregularities of properties on public lands in forest

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<sup>34</sup> The debate on racial equity in the labor market is evolving slowly in a very unfavorable scenario for the black population. According to the Ethos Indicators (2019) with 500 companies in Brazil, black people account for 57% to 58% of apprentices and trainees, but in management areas they are 6.3%. In the executive staff, the proportion is even lower, 4.8%. Among black women, this proportion does not reach 1%. In an attempt to promote a more egalitarian scenario in the workforce, in 2020, a large Brazilian retailer proposed an exclusive trainee program for black people and this generated a great deal of controversy, with very different positions (for and against) in society, including in the legal environment. Available at: <https://www.conjur.com.br/2020-set-23/programa-trainee-exclusivo-negros-constitucional> Accessed on December 13, 2021.

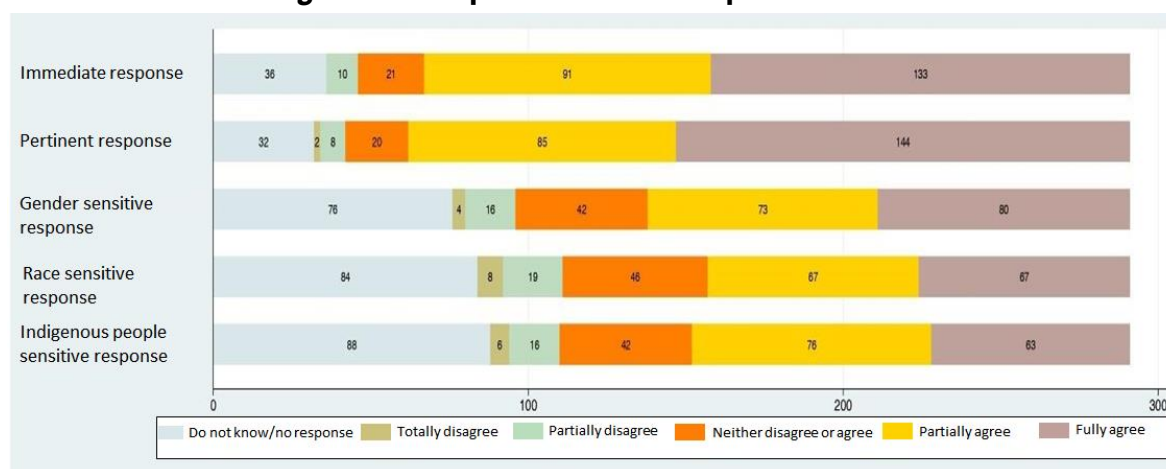
areas. The focus on the protection of indigenous peoples converges with the commitments assumed by Brazil with the ratification of ILO Convention No. 169 on indigenous and tribal peoples and with the goals of the 2030 Agenda on Global Climate Change (SDG 13) and terrestrial life (SDG 15).

Finally, there is the United Nations' response to the health, economic and social crisis of the COVID-19 pandemic throughout 2020, which is on the radar of the 43% who believe that the UNS has contributed a lot to the area of **health**.

With regard to gender, indigenous peoples and color/race, 52%, 48% and 46% of the respondents, respectively, agree to a greater or lesser degree that the response to the health crisis was adequate for each of these groups. That is, to approximately half of the respondents the proposals of the UNS response in attention to these social markers were clearly conveyed. This is because the documental analysis points out that the SERP maintains among its axes, goals and indicators specific guidelines for attention to the intersection between the aforementioned social markers.

Considering the total number of responses, most people (79%) perceive that the response was immediate, with 48% fully agreeing with this statement and 31% partially agreeing with this statement. Likewise, a third of the respondents could not say whether the answer was immediate (12%) or relevant (11%). The percentages are very close when the statement is about the pertinence of the response.

**Figure 7 - Perception of the UNS response to the health crisis**



Source: Own elaboration based on questionnaire data

In order to qualify the performance of the United Nations on this front, the document analysis brings more elements that help understanding what was accomplished. Assessing how successful the mission was is not possible given the scale of the crisis and the number of people directly or indirectly affected by COVID-19. However, it is possible to have a dimension of the effort made, the number of people and institutions served on the multiple fronts of direct support, the repercussion of communications and guidance offered over the months.

The main activities implemented through the SERP included:

- **acquisition of equipment and vaccines** (4 million doses via Covax Facility, acquisition of health supplies and equipment, PPE, donation of rapid tests);
- **diverse technical support** (training of health professionals, training of professionals who serve groups of vulnerable people, cooperation with ANVISA);
- **research** (impact of social distancing, research on other health issues, contribution and production of health protocols for the SUS – Sistema Único de Saúde (Unified Health System, in a Free Translation);
- **sensitization and advocacy** (education and awareness of rights);
- **provision of direct assistance** (primary health care service, provision of remote support for mental health, research on the impacts of the pandemic, distribution of Cestas Básicas (essential foodstuffs), financial aid, sports incentive program, installation of public access sinks).

The UN Info<sup>35</sup> portal brings data on the indicators of collective action within the SERP, carried out by the UN System in Brazil in 2020, in which it is possible to check the number of people directly served and supported policies and programs (Appendix G). Data for 2021 will be released in the first quarter of 2022.

In turn, groups targeted by these activities mainly were: migrants and refugees, homeless people, indigenous people, people living with HIV, managers and health professionals at different levels, riverside populations, peri-urban communities (from Roraima and Amazonas), vulnerable populations in favelas, quilombola communities, young adults, adolescents and children, prison population, smokers, small farmers, victims of human trafficking or of work analogous to slavery, micro-entrepreneurs, elderly people, artists and artisans, tourist and domestic workers.

Among the activities implemented under the SERP in 2020, 78 were aimed at refugees and migrants, 42 were aimed at the general public, 32 at children and adolescents, 12 at women; 1 at African descent; and 2 at indigenous peoples (monitoring tables, 2020). More broadly, the pillar that received the most resources was Pillar 1 - Health in First Place (linked to the People Axis of the Framework); and the most served SDG was SDG 3 - Health (Relatório de Resultados, 2020).

The numbers presented in the UN Info reports and data are expressive and demonstrate the UNS'

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<sup>35</sup> [https://data.uninfo.org/Home/\\_SERP](https://data.uninfo.org/Home/_SERP)

capacity to mobilize and adapt. In response to the pandemic and the migratory issue, the ability that the System has shown to work in a coordinated manner stands out, unlike what is observed in the daily activities of the AFPs. The view of the people interviewed is that the pandemic has made it possible to break down barriers that the System was unable to overcome before in order to promote more collective, coordinated and collaborative actions among the AFPs.

In this period, however, the challenges imposed by the context stand out, which limited the transforming potential of UNS actions to a greater or lesser extent. The consequences of the pandemic are still present and will demand attention from the public authorities and for which the United Nations can cooperate<sup>36</sup>.

Another topic worth mentioning is the progress made in the internalization of the SDGs by the Judiciary. In this period, national goal nº 9 was approved, based on which local courts began to develop action plans to include the 2030 Agenda in the Judiciary's agenda. The support provided to the Judiciary to integrate the SDGs, which are currently included in the long-term strategic plan carried out by the Brazilian judiciary, stands out. The plenary of the National Council of Justice even created a Permanent Commission for Monitoring the Sustainable Development Goals and the 2030 Agenda and established a goal to carry out actions to prevent or de-judicialize disputes aimed at the SDGs (TJDFT, 2020).

This advancement of the agenda in the Judiciary had the support of United Nations entities and represented an opportunity to promote greater integration of the UNS with the Judiciary, which can be a partner in the identification of areas that deserve greater attention.

### *Results of the different fronts of action and support for transformative changes*

One of the points that stood out the most in terms of long-term changes was the change in the political scenario, which consequently altered the priorities of the Brazilian political agenda. This generated conflicts with the actions that had already been planned during the previous government, causing a "discontinuity" in the adopted guidelines for some time, especially in the themes mentioned in the section on Relevance.

Because of this, people interviewed emphasized the importance that the UN has in the production of evidence that guide public policies, especially at the state and municipal levels, with a role to contribute to the Brazilian political agenda. There is recognition that the AFPs have great weight in the midst of public policies and political discussions, showing constancy in their actions, since they

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<sup>36</sup> Examples of these demands are: the number of children aged 6 to 17 years out of school, which rose from 2% in 2019 to 3.8% in 2020 (PNAD, 2019, 2020); the number of Brazilians subject to hunger and food insecurity, which is, respectively, 19 million and 116.8 million (VigiSAN); the unemployment rate, which has remained at high levels during the pandemic, and currently reaches 12.6% (Continuous PNAD); the number of evicted families, which increased by 340% (Campanha Despejo Zero - Zero Eviction Campaign in a Free Translation).

are always in alignment with international frameworks and guidelines, and enjoy great credibility on the part of the government, NGOs, civil society and other actors.

Thus, in addition to the UN's contribution in specific areas or themes, the recognition of transversal AFP contributions is strong among partners, such as:

- institutional support
- articulation with other networks and spaces
- increased credibility
- qualification of debates

Mention of these contributions are diverse and recognized by representatives of the partnerships, who claim that with the support of the UN they have achieved greater reach, more credibility and that the partnerships strongly contribute with technical knowledge.

*"The 'UN' Brand: we achieved a greater reach because of this."* (Interviewee from the public sector)

*"United Nations agencies bring an important technical contribution: translating issues, concepts into normative frameworks."* (Interviewee from the public sector)

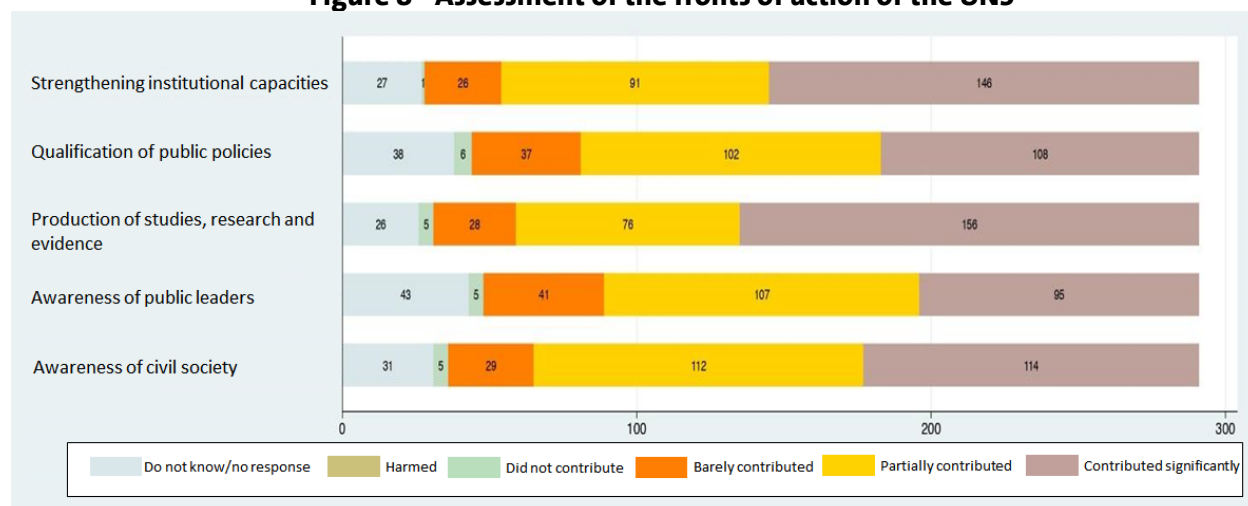
In addition to this specific support in partnerships, external interviewees recognize the importance of the UN for opinion formation, whether in the qualification of public policies, with the private sector or with civil society, in advocacy work with a view to positively impact public policies in the political field and in relations with ministries.

Among the fronts of action, the evaluation of the people responding to the questionnaire is also quite positive:

- 81% assess that the UNS has contributed to a greater or lesser extent in **strengthening institutional capacities**
- 79% consider that the UNS has contributed to a greater or lesser degree in the **production of studies, research and evidence**
- 77% assess that the UNS has contributed to a greater or lesser degree to the **awareness of civil society**
- 72% consider that the UNS contributed to a greater or lesser degree to the **qualification of public policies**

- 69% believe that the UNS has contributed to a greater or lesser degree to the **awareness of public leaders**

**Figure 8 - Assessment of the fronts of action of the UNS**



Source: own elaboration from the data of the questionnaire.

*"Evidence, more than ever, we are talking about how the UN can be useful in the work of Brazilian institutions. How this can be useful to make decisions."* (An AFP interviewee)

Evidence becomes even more strategic with the current political scenario, when some people interviewed criticize the UN System for expecting that it should have a more penetrating position to address sensitive issues, such as those related to gender inequality, for example.

Internal and external criticisms mostly fall on the issue of excessive bureaucracy, with internal interviewees who say that *"the UN talks a lot and doesn't do so much"*, that *"it gets lost in so many demands and documents"*.

Exclusively on the part of partnerships, some voices demand that the UNS be more open. They perceive that the AFPs are little engaged in the activities of the partners in the private sector and civil society, always expecting the engagement of others in the actions of the UNS.

*"I feel that sometimes the UN System focuses much more on generating knowledge/bringing information, but it needs to be more attentive to what partners have to say and contribute. Listen more attentively, understanding that this flow of information comes from all four corners. More than creating forums to present documents and promote policies and guidelines, it is necessary to create forums to listen and exchange experiences (...) The field of policy formulation today is in a network with multiple hubs than a field of a single hub and unilateral lines of action"* (Interviewee/private sector)



"When I think of the UN system, I think of a system for the protection of human rights, which uses an ingenious strategy of building consensus between states, but with low participation of civil society" (Civil society interviewee)

Given the power of partnerships with multiple actors, the importance of creating stronger ties with members of civil society and the private sector became clear. Due to its good reputation, several stakeholders already see the UN System and the 2030 Agenda as a reference.

#### *Effectiveness of communication work*

The analysis of the effectiveness of communication verified the extent to which external partners are aware of the joint action of the AFPs and the perception of the people interviewed regarding said work to give visibility to all AFPs.

From the perspective of external partners, it is clear that there is no knowledge about the composition of the United Nations System, which already demonstrates fragility in collaborative communication.

Some understand that the AFPs with which they relate are part of the UNS, but refer to this as knowledge acquired over time, and there are still expressions of surprise as to whether a particular AFP belongs to the UNS. Those closest to the UNS are pretty critical in this regard and perceive a significant miscommunication, stating that people in general only know the big ones due to the segmentation between AFPs, and that they have a great lack of knowledge about the role of the United Nations, attributing to this the use of communication aimed at "literates" in the UN System.

Internally, the understanding is similar, although the people interviewed noted that there have been advances in the communication of the UN System as a whole in the last five years. In this period, they observed a tendency to increase the communication of the UNS as "a single voice", with greater cohesion in what is communicated individually.

*"There is something more orchestrated...each agency continues to communicate, but the communication of the UN System via UNIC has improved a lot"* (Interviewee/AFP)

However, there is a common understanding that there is still a long way to go for the UNS to be able to communicate as a whole, transmitting this more integrated vision among AFPs. The interviewee's statements show that this is a lengthy process, which implies the involvement of people in this intense work of alignment between the objectives and objects of communication and that requires renouncing their territories. In addition, there is a common perception that the UNIC office needs to be closer to Brasilia and be strengthened to carry forward the messages of the United Nations System.



Finally, it is worth remembering that the work of communication is also a reflection of what happens in reality. So, if joint, coordinated and cohesive work is still a challenge for UNS in Brazil (as will be explored below), the mission of conveying an idea of integration and cohesion will also be challenging.

### 5.3. Coordination and challenges to achieve collective results

#### Main Findings:

Advances and positive findings of the work carried out by the Resident Coordinator Office (RCO):

- The new composition and structure of the RCO made possible a more significant freedom and independence of the Resident Coordinator System, promoting a more cohesive relationship between the AFPs and a more egalitarian dialogue between them.
- The RCO's performance in the context of the COVID-19 pandemic enabled it to exercise leadership and coordination of the AFPs, bringing clarity to its functions.

Challenges and limitations of the work carried out by the RCO:

- RCO team size.
- A necessary maturing of the RCO's role as leader and coordinator among the various AFPs that are already protagonists and have very solid structures within the UN System.

Advances and positive findings of the work carried out by the RCO by the UN Country Team (UNCT):

- Great effort to create work synergy between the AFPs. In the opinion of the interviewees, the meetings provide a suitable environment for exchanges, favouring greater coherence in joint responses given by the agencies.

Challenges and limitations of the work carried out by the UNCT:

- Need to strengthen the strategic focus in order to promote collective impacts.
- In addition to activities, at the strategic level there is the challenge of promoting greater cohesion between the AFPs:
  - Differences between AFPs in terms of size and tools at their disposal
  - Budget challenges for collective initiatives.

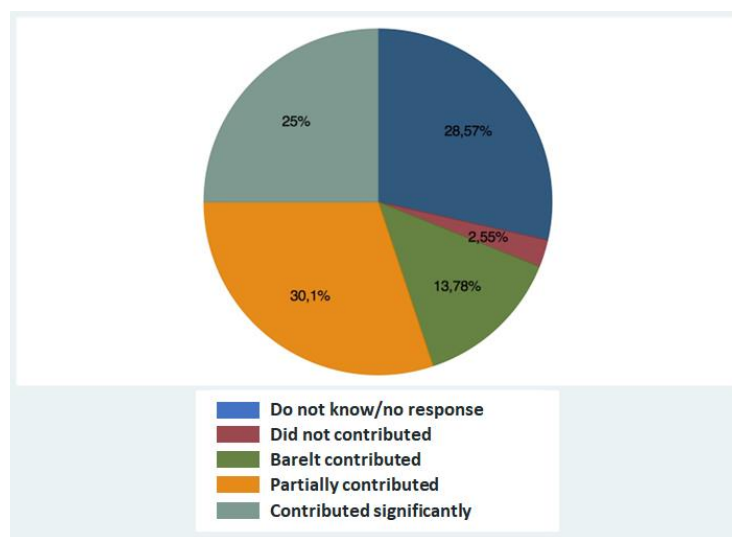
Advances and positive findings of the work carried out by other interagency spaces:

- Potential to facilitate fundraising for joint initiatives
- Promote greater cohesion between AFPs on certain themes (Thematic Groups)
- The work of the Gender, Race and Ethnicity Group is an example of good practice

According to the Management and Accountability Framework (MAF), the Resident Coordinator System (RC system), when focusing its work on advancing sustainable development in light of the 2030 Agenda, ensures the coordination of all United Nations entities, working with activities in the country. The RC System, in turn, is composed by the Resident Coordinator, the Resident Coordinator's Office (RCO) and the UN Country Team (UNCT).

In Brazil, the current structure and management of the Resident Coordinator's Office are recent. Until 2018, the coordination of the UN System and the representation of the UNDP were managed by the same person. Almost 29% of the people who work directly for the UN System and participated in the quantitative survey reported not knowing or not being able to answer about the RCO's contribution to coordinating the actions of the AFPs. In this sense, this is most likely because the current structure and form of operation<sup>37</sup> of the Coordinating Office are recent (with a resident coordinator not linked to an AFP), which still requires time for its work to be recognized by a more significant portion of the UN System members.

**Figure 9 - Perception of the extent to which the UN Coordinating Office contributed to the creation of synergies and cooperation among AFPs between 2017 and 2021 (N =196)**



Source: Own elaboration based on questionnaire data.

<sup>37</sup> Although the RCO is not a new structure, the way it operates and its current structure are recent.

However, the people interviewed recognize the importance of its emergence for the coordination of the actions of the UN System. An important fact pointed out during the interviews was that, as it is an independent structure, the RCO allows for a better relationship between the AFPs, which sometimes tend to compete for space within the UN System. The separation between the UN Coordination and UNDP allowed for greater exemption and independence of the Resident Coordinator System, promoting a more cohesive relationship between AFPs and an equal dialogue among them. This separation between UNDP and UN facilitated the coordination work, which combined program and coordination system functions.

The staff of the RCO was also highly praised, even though the team is small, which can be quite limiting considering that the coordination work of the UN System demands a significant amount of time and human resources.

On the other hand, it was highlighted that the RCO is still looking for space to act as a coordinating leadership among the various AFPs that are already protagonists and have very solid structures within the UN System.

*"We still need to find the precise work objects..." Looking back, I noticed that, for a while, the RC was looking to find spaces and work objects... AFPs are bigger and stronger... Sometimes I felt the RC was looking for freedom of action... it was often limited and even a little meaningless... We have, as UN, a challenge to find these spaces for collective work. (An AFP interviewee)*

*"If the AFPs had a better understanding of the coordination work itself, the work of the Coordinating Office would be much easier. This understanding is still lacking for interagency actions to happen." (An AFP interviewee)*

Something to highlight is the importance that the RCO has acquired amid the context of the COVID-19 pandemic. The RCO was still in the building and growth process until that moment, without presenting its functions more concretely. The pandemic gave strength to the RCO to assume the role of coordinating leader of the AFPs, bringing clarity to its functions.

Under the leadership of the Resident Coordinator, the UNCT is the main interagency decision-making mechanism, according to MAF. The UNCT is composed of representatives of UN System entities and is based on leadership principles for an integrated response to demands related to the SDGs and mutual accountability. In addition, the UNCT maintains dialogue with the Brazilian government and other national and international partners, as it is a key player in strategic and programmatic issues of the UN System.

Participants in this research welcome UNCT's work, pointing out that there is a great effort to create a work synergy among AFPs. In the opinion of the people interviewed, the meetings provide a suitable environment for exchanges, favouring greater consistency in the answers given by the agencies. However, challenges persist, and there is a need for greater focus and strategic planning

for a greater collective impact, so that individual initiatives of each agency do not prevail over collaborative initiatives.

Looking closely on the 2017, 2018, 2019 Progress Reports and on the SERP data, we notice that a tiny portion of the total activities carried out corresponds to bilateral or multi-agency activities, but with a significant increase in the number of bilateral activities over the years.

**Table 9 - Activities listed in Progress Reports, by year**

<b>Activities</b>	<b>2017-2018</b>	<b>2019</b>	<b>2020<sup>38</sup></b>
<i>Unilateral Activities</i>	395 (77%)	644 (72%)	598(60%)
<i>Bilateral Activities</i>	47 (9%)	197 (22%)	235(23%)
<i>Multi-agency activities</i>	39 (8%)	57 (6%)	16(2%)
<i>Working Group Activities or Theme Groups</i> <sup>39</sup>	30 (6%)	0	0
<i>Total actions taken</i>	511 (100%)	907 (100%)	997 <sup>40</sup> (100%)

Source: Own preparation based on information obtained from the 2017, 2018, 2019 and 2020 Progress Reports and their monitoring matrices.

However, in addition to activities that reflect how AFPs operate, the challenge of promoting greater cohesion among AFPs is even greater at the strategic level. In general, when internal people are asked about joint work, they talk about events and activities, but not about strategy. For this to be possible, there are some challenges to be overcome, which will be analyzed in the following paragraphs.

*"Working together does not mean inviting the other to an activity of yours, it means thinking collectively about the country's challenges, talking about these challenges at the UNS, analyzing what is possible to be done, who can be involved etc. and thus joint proposals are designed "* (An AFP interviewee).

The difference among AFPs is undoubtedly a factor that poses barriers to collective work, whether they are related to the size of the agencies or their individual interests. Mentions to the difficulty small agencies have in keeping up with big ones, which generally dictate the pace of certain actions, are common. In addition, it is noted in the discourse of some smaller agencies that their contributions could be more remarkable if they were open to working together. In addition to the little opening for the inclusion of these agencies, it was also noted that the UNCT decision-making

<sup>38</sup> It is important to note that there are inconsistencies in the 2020 information, as unilateral, bilateral or multi-agency activities are not broken down in the 2020 Progress Report.

<sup>39</sup> The activities of Working Groups or Thematic Groups were represented disaggregated only for 2017-2018.

<sup>40</sup> 249 were intended for responses to the pandemic; of the total, 718 were at the subnational level (118 COVID-19) and 279 at the national level (131 COVID-19).

process can be slow and difficult to align due to the diversity of interests among the AFPs, presenting few concrete collective results.

Besides that, the fact that there are no specific resources for the implementation of common goals also presents itself as a barrier, with a shared perception that the AFPs end up competing for resources, which does not facilitate good coordination, collaboration and partnership between them.

Finally, the limited relevance of the Partnership Framework as a planning instrument contributed to limited cohesion. In many cases, the Framework competed with other AFP activities. AFPs point out that it is *"difficult to know what should be prioritized"*.

There is a great challenge, therefore, for the UNCT to provide equal space for dialogue between the AFPs, even as a strategic space for reflection and decision-making. However, as more AFPs carry out their planning in light of the UNDAF and the coordination work at the strategic level is strengthened, these barriers might be overcome.

In addition to the work of the UNCT, mention is often made of the contribution of interagency spaces to collective actions. The perception is that these spaces facilitate fundraising and the development of joint projects and greater coordination of actions on various topics. However, despite recognizing these contributions, there is an important reflection: if the desire is to promote greater integration towards collective strategic thinking, what is the best model for interagency spaces? Could collective spaces guided by common goals be more agglutinating than Thematic Groups? In this sense, the recently created Interagency Group for the Amazon seems to be a good example of a multidisciplinary interagency space, which has the potential to promote greater synergy between the participating AFPs.

Another important element of the Resident Coordination system is the MAF, mentioned earlier. MAF notes that the dual accountability system ensures that representatives are accountable to their respective entities during their mandates, reporting to the RC their activities and contributions to the results proposed by the United Nations development system to achieve the goals of the 2030 Agenda, based on the Cooperation Framework.

MAF, however, was little discussed during interviews, as very few people interviewed who work for the UN System declared to know about it. Among the people who had an opinion, some question its relevance. Those who reflected on the document noted the importance of the MAF in clarifying the RCO's actions, although it is still too early to perceive its results.

## 5.4. Operational Efficiency

### Main Findings:

- OMT and BOS have great potential for sharing experiences and good practices among AFPs;
- Some AFPs may be reluctant to participate in joint operations initiatives because they already have a consolidated operating system;
- Quantitative data suggest that a considerable part of UNS collaborators do not know the joint operational strategies
- It is necessary to strengthen the monitoring mechanisms to evidence efficiency gains (time and costs) from the JOF.

This evaluation focused on three objects of study to evaluate the operational strategies adopted by the UN System in the period from 2017 to 2021:

1. *The Operations Management Team (OMT)*
2. *The Business Operation Strategy (BOS);*
3. *The Joint Operation Facilities (JOF);*

According to the 2019 OMT report<sup>41</sup>, BOS is an instrument that allows UN System entities to strategically analyze their operations to identify opportunities for joint operations, prioritizing cost efficiency. In Brazil, BOS was launched in 2013 in three different phases: (1) Delimitation and analysis; (2) Solution design; (3) Strategic design and implementation.

Under the supervision of the UNCT, the OMT leads the implementation of a common operational agenda so that it is coordinated, efficient and effective. The objective is to ensure the delivery of quality services in a timely manner to support the participating entities.

In this sense, it was recorded during the interviews that the OMT provides a contribution space among the AFPs, collaborating with the sharing of information, experiences, and good practices that other agencies can use or apply. In addition, it was also pointed out that the fact that PAHO/WHO had been at the forefront of the OMT until recently helped by bringing other major agencies into the group.

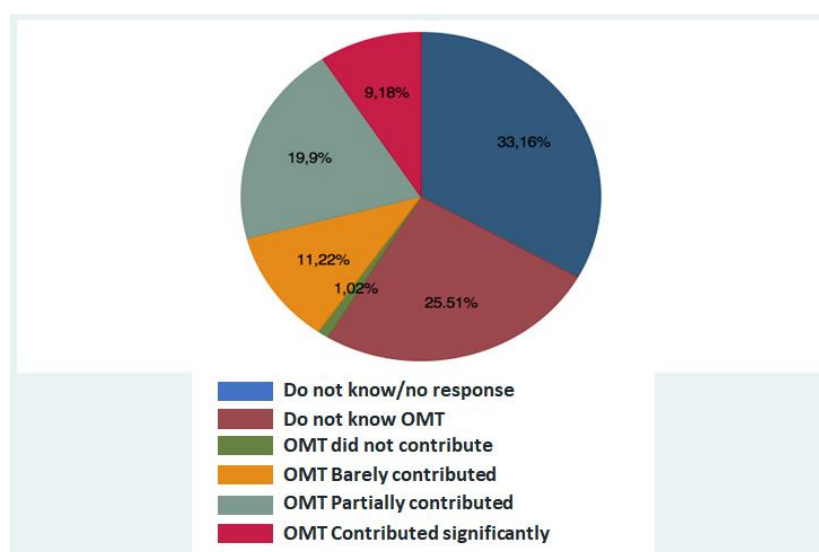
The result of the quantitative survey, however, showed that a minority of UN members consider that the OMT contributed partially or to any extent to the improvement of efficiency in operations.

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<sup>41</sup> Brazil United Nations Report - Business Operations Strategy 2019-2021.

Among those who work for the UNS, more than 55% do not know the OMT or have no opinion on the matter.

**Figure 10 - Perception on the sharing of information, processes and administration, by the Operations Management Team (OMT), in order to bring more efficiency to the activities of the UN System between 2017 and 2021 (N=196)**



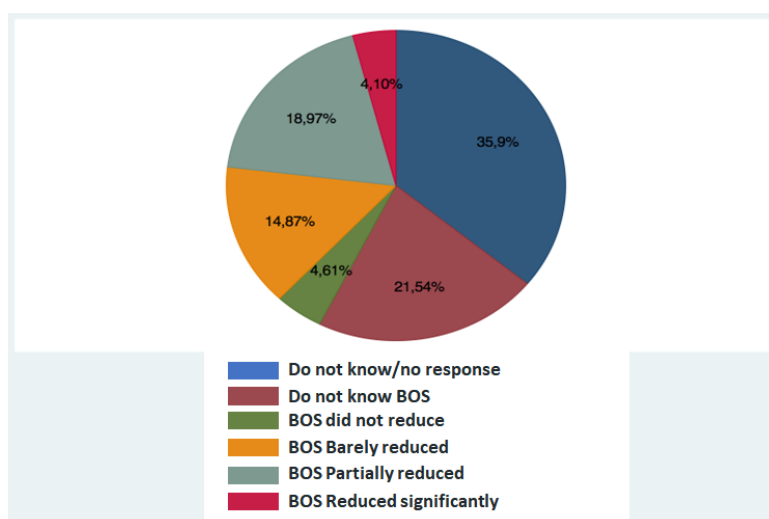
Source: Own elaboration based on questionnaire data

According to the people interviewed, the BOS, in turn, also creates a space for sharing, allowing some agencies to benefit from good practices already being carried out by other agencies. Therefore, the BOS is an instrument capable of solving budgeting problems through the communication of expenses. In addition, it was recorded that it is possible to identify needs and opportunities for improvements and changes through BOS.

Another interviewee, however, stated that although the BOS can collaborate with these fundamental problems, it still takes time for BOS activities to mature to optimize the system's operations.

Furthermore, although the BOS has excellent value for better operationalizing UN actions in Brazil, it still seems not to be known by most people within the System. The data collected from the quantitative survey indicate that more than half of the people are either unaware of the BOS or declared "don't know/no answer".

**Figure 11- Perception of the ability of efficiency strategies, especially those present in the Business Operation Strategy (BOS), to reduce operating costs and the volume of operations between 2017 and 2021 (N=196)**



Source: Own elaboration based on questionnaire data

Among the 196 people who work for the UNS, 61 declared that they work in the area of operations. Among them, 10 stated that they do not know the BOS and 15 did not respond. Four responded that the BOS did not reduce the costs and volumes of operations at all, 15 believe that it reduced a little, 14 that it reduced partially and 3 that it reduced a lot.

The JOF, which focuses on simplifying processes by integrating operational services between UN entities, was launched in Brazil in 2016. Currently, four AFP (UNDP, UN Women, UNEP, UNFPA (UNESCO has participated previously; but no longer today) are members of the JOF. The objective is to improve collective efficiency, avoid costs, and improve services quality. JOF provides services in the areas of:

1. Purchases;
2. Travels;
3. Support in communication and information systems.

As a proposal, the JOF is also very valuable to the operations of participating AFPs. The JOF proved to be an important instrument for reducing costs and time expenditures by integrating activities, such as in the bidding process, for example, promoting a more unified UN System model. Therefore, it can greatly facilitate the work of AFPs.

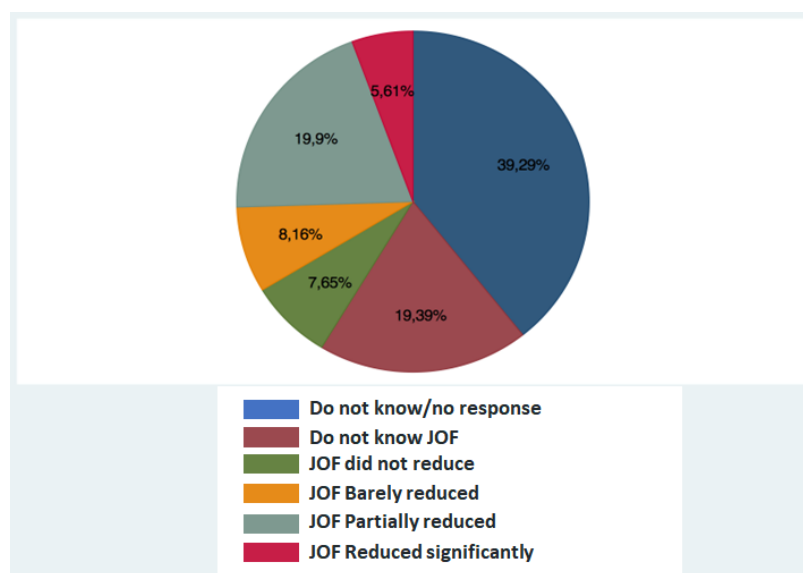


On the other hand, it was recorded that some AFPs may resist joining the JOF for fear of ceding their independence in operational activities to other agencies. Therefore, it is imperative that the results or benefits arising from the JOF are documented and disseminated among the AFPs, to strengthen it.

In addition, it was pointed out that even though the JOF may have reduced the costs of some bids, there are other processes that may be more expensive via JOF, according to one of the people interviewed. Also, the selection method proposed by JOF may not be aligned with that of the participating agency, causing it to choose to organize part of its operations in other ways.

Quantitative data also show that most people in the UN System do not know the JOF or are unable to answer about it.

**Figure 12 - Perception of the ability of efficiency strategies, especially those present in the Business Operation Strategy (BOS), to reduce operating costs and the volume of operations between 2017 and 2021 (N=196)**



Source: Own elaboration based on questionnaire data.

It was indicated that larger agencies have their own consolidated systems. For this reason, the adhesion of part of the AFPs to the JOF is a process that still takes time, also because some AFPs do not want to give up their respective operational structures, which have already been crystallized.

For better use and coordination of the BOS and JOF, those responsible for programmatic actions or thematic specialists must know these operational mechanisms, since specialists or technical assistants generally manage operational issues. As they work with strategic planning, the program

heads will be able to propose actions that are already more feasible and efficient to be put into operation by getting to know the challenges and possibilities in this area.

There are also specific suggestions, such as:

- (1) Sharing of internet services among AFPs, even if they are located in different locations;
- (2) Move forward with the Common Premises project, which significantly reduces costs, such as sharing systems and security structures;
- (3) Better document good operational practices being carried out by AFPs for sharing and disseminating these experiences in other contexts.

## 6. Conclusions

The information gathered during this study shows that the actions carried out by the UN during the last cycle are highly valued and contribute significantly to the fronts on which the organization operates. These contributions involve boosting successful initiatives, bringing them institutional support and legitimacy; providing technical knowledge, qualifying discussions, projects and initiatives of its partners, whether in the public or private sector; raising awareness among public and private agents, which has been extremely important in recent years. These contributions are made transversally from all the different fronts of action that guide the work of the United Nations and show that technical cooperation with knowledge transfer must remain at the heart of the AFPs' activities.

In terms of **relevance**, actions developed by the UNS were **aligned with the national priorities**, established by the Brazilian government, in the implementation cycle of the Partnership Framework (2017-2021). As seen previously, the SDGs are fully aligned with the 2016-2019 MAP. In the 2020-2023 cycle, there is an alignment between the SDGs and the MAP in general, but with some differences in content: the previous MAP had more points in common with the People Axis than the current one, which, in turn, coincides with the Peace Axis, especially in economic efficiency guidelines, reduction of the State and control of public expenditures.

Thus, it is possible to infer that the diversity of topics covered by the 2030 Agenda, around which the Partnership Framework is structured, allows the accommodation of different priorities for the development of Brazil throughout its implementation, even in the face of changes in government. Despite this, some AFPs, linked to topics such as gender equality and environmental protection, both of which are dear to the UNS, faced implementation challenges.

The actions developed are well aligned with the SDGs, and with international human rights and gender, racial and ethnic equity and equality frameworks, which is the prerogative of the United Nations System. It is essential to highlight that, between 2017 and 2018, the allocation of resources prioritized SDG 1 and SDG 2. This direction was directly linked to the needs identified in the 2015 Joint Country Analysis (JCA), as well as to the thematic transversality inherent to the SDGs. It should be noted that, due to the concentration of UNS activities in the social area — a fact that gave rise to its prioritization for this evaluation — the economic and environmental dimensions of cooperation were not analyzed in the same depth as social has been, which constitutes a limitation of this study.

Regarding **effectiveness**, the absence of monitoring and systematic records of outputs restrict performance measurement on the results achieved.

In **Efficacy**, there is the understanding that, despite the challenges of the context, it was possible to advance in some agendas such as migration, human rights and gender equity and equality with an ethnic/race and health perspective, in addition to advances in the internalization of the SDGs in the

Judiciary . Even so, considering the main issues that permeate the country, it is understood that it is necessary to strengthen the diversity agenda, to work with greater emphasis on issues related to indigenous peoples, on the environmental agenda and on the fight against hunger, which is again becoming a substantial issue in the country as a result of the COVID-19 pandemic.

In addition to the thematic areas in which advances can be perceived, consulted partners are incisive about the contribution of the United Nations in the production of evidence, translation of concepts and the contribution of technical knowledge, institutional support and credibility.

Focusing on the **coordination** aspect, even though the interviewed audience is perceiving all these results, there is a difficulty in thinking about collective results or results common to the AFPs, even internally. This perception is a symptom of poor integration at the strategic level, with few bilateral and multi-agency activities being carried out in the last cycle. However, there is progress in the integration between the AFPs, but with a long work of coordination and cohesion to be carried out in the coming years so that it is possible to reach an integrated vision.

In operational **efficiency**, the Joint Operations Facility (JOF) proved to be an important instrument for reducing costs and time expenditure when integrating activities, such as in the bidding process for example, promoting a more unified UN System model. In addition, the Operations Management Team (OMT) and the Business Operations Strategy (BOS) present great potential for sharing experiences and good practices among AFPs. However, many UNS collaborators do not know the joint operational strategies. Monitoring mechanisms are not yet capable of numerically evidencing the gains in efficiency of the JOF, either because there is no data on cost reduction of operations or because the existing mechanisms are still little known and used. There is room for this agenda to grow in visibility and participation, as these are highly relevant initiatives considering the explicit need to reduce costs and bureaucracy at the UNS.

Likewise, there are indications that efforts were made to make the Partnership Framework and the UNS' performance **relevant**, both in maintaining this alignment and in adapting actions in the face of emergencies that have affected the country in recent years. The evidence shows that the UNS responded well to the emerging needs in the period studied, emphasizing the R4V and the SERP, which proved to be examples of flexibility and coordinated action to assist people in vulnerable situations, thus meeting the “leave no one behind” principle. Both actions stand out as examples of good practices, both for the results achieved and for the coordinated operation. In the case of SERP, however, the understanding is that the work was successful, even though it was not possible to assist all those who needed it, due to the scale of the crisis that took place in the world.

Although the information gathered during this evaluation presented these positive aspects in terms of relevance, alignment and flexibility, several contextual factors and elements of the Partnership Framework's design made it work more as an instrument for reaffirming the agreements established with its external partners rather than as a planning instrument, with effective monitoring and evaluation mechanisms.

In this regard, expanding the consultation process at the stage of elaboration of the Cooperation Framework, strengthening strategic partnerships, preparing results that are closer to the contributions that the UNS can offer and continuing to demonstrate adaptability in dialogue with the government are aspects that deserve to be reinforced so that the Framework can maintain its relevance for the country, for the Government (its main partner) and as a planning instrument.

The coordination challenges did not reduce the transforming potential of the AFP's. Still, they limited the reach of collective results, the creation of synergies and the desired outcome of a more unified UNS, since thinking strategically in a collective way is still challenging, despite the advances observed in bilateral and multi-agency actions carried out in recent years.

Promoting collective impacts and long-term changes will therefore depend on how much progress can be made on this agenda in the next cycle, creating spaces for reflection so that the AFPs can look at the challenges of Brazilian society and jointly think about partnerships that must be built to face them. The recently established interagency group for the Amazon points to a possibility of acting following this logic.

Although most people consider that the UNS has contributed to the agendas related to racial equality, it is worth noting that in the UNS itself there is a perception that there is no appropriate representativeness of black people within its staff, considering the proportion observed in the Brazilian population. This is not observed in gender distribution. However, the mechanisms to measure domestic equity are still under development and, therefore, it is not possible to draw conclusions in this regard.

This study also showed that, in terms of the needs of minority groups, the agendas involving indigenous peoples and persons with disabilities were little highlighted in the Framework and in the performance of the UNS, and could be better addressed in the next Cooperation Framework, reinforcing the focus on the intersectionality between gender and ethnicity that has already been carried out in some AFPs actions.

## 7. Recommendations

Below are the recommendations defined based on the findings of the present evaluation.

Due to changes in the political landscape and the emergence of needs of paramount importance during the period between 2017 and 2021, the UNDAF appears to have lost its strength over time as a guiding document for AFP actions. Therefore, in order to strengthen the Framework as a planning instrument, the following recommendations are made:

*Recommendations:* Take into account the dynamics of the Brazilian Federal Government's planning exercises, which may imply changes in the scenario during the planning of the next cycle, to make the document's structure ready to be aligned with changes in national priorities.

The Framework, as a guiding document, can be more powerful if strategic partnerships are strengthened.

*Recommendation:* Strengthen SDG 17, both in consolidating the collaborative work between AFPs and promoting greater engagement with other sectors (academy, private sector, civil society, etc.) and other government spheres (state and municipal), including consultations with these stakeholders during the elaboration of the new Framework for Cooperation.

There is no monitoring of indicators linked to the general results and specific results proposed in the UNDAF. In addition, there was a disruption in the monitoring of activities and products executed in the period studied, thus compromising the ability to manage the coordinated actions of the UNS, in addition to preventing any type of evaluative inference related to the contribution of the UNS to what is proposed by the Framework itself.

*Recommendation:* Strengthen monitoring practices of the Cooperation Framework in the next cycle, taking advantage of the framework offered by UN Info. In the design of the next cycle, include results that are better suited to capture the contributions of the UNS, and indicators that are better able to measure changes attributable to it.

Part of these recommendations will also contribute to increasing the effectiveness of the Cooperation Framework, which also depends on achievements in the area of coordination and on the increase in synergy between AFPs. In this sense:

*Recommendation:* Re-discuss the existing coordination mechanisms and their effectiveness, reinforcing the role of the Cooperation Framework as a guiding instrument for programmatic planning and implementation.

A large proportion of the people who participated in the quantitative survey stated that they were ignorant of the joint operating mechanisms being implemented by the UNS or that they were not aware of their benefits.

*Recommendation:* Improve the measurement of results generated by the efficiency agenda, organize records of good practices and results from OMT, BOS and JOF, and improve communication actions to AFPs on the gains promoted.

Although the guidelines related to equity and gender equality with a racial/ethnic perspective were worked on by the UN during the period evaluated, there are strong indications that, as persistent inequalities, there is still room for work and development in the Brazilian context. On the other hand, actions aimed at indigenous peoples and persons with disabilities need to gain more prominence as transversal themes of the Framework.

*Recommendation:* Maintain the agenda of promoting gender equality and combating racial discrimination as themes in the new Cooperation Framework, strengthening actions for indigenous peoples and people with disabilities (PD). Attention should be paid to strengthening affirmative action within the UN System if the UNCT SWAP Race Equality Scorecard indicators confirm the underrepresentation of minority and/or historically excluded populations on UN staff.

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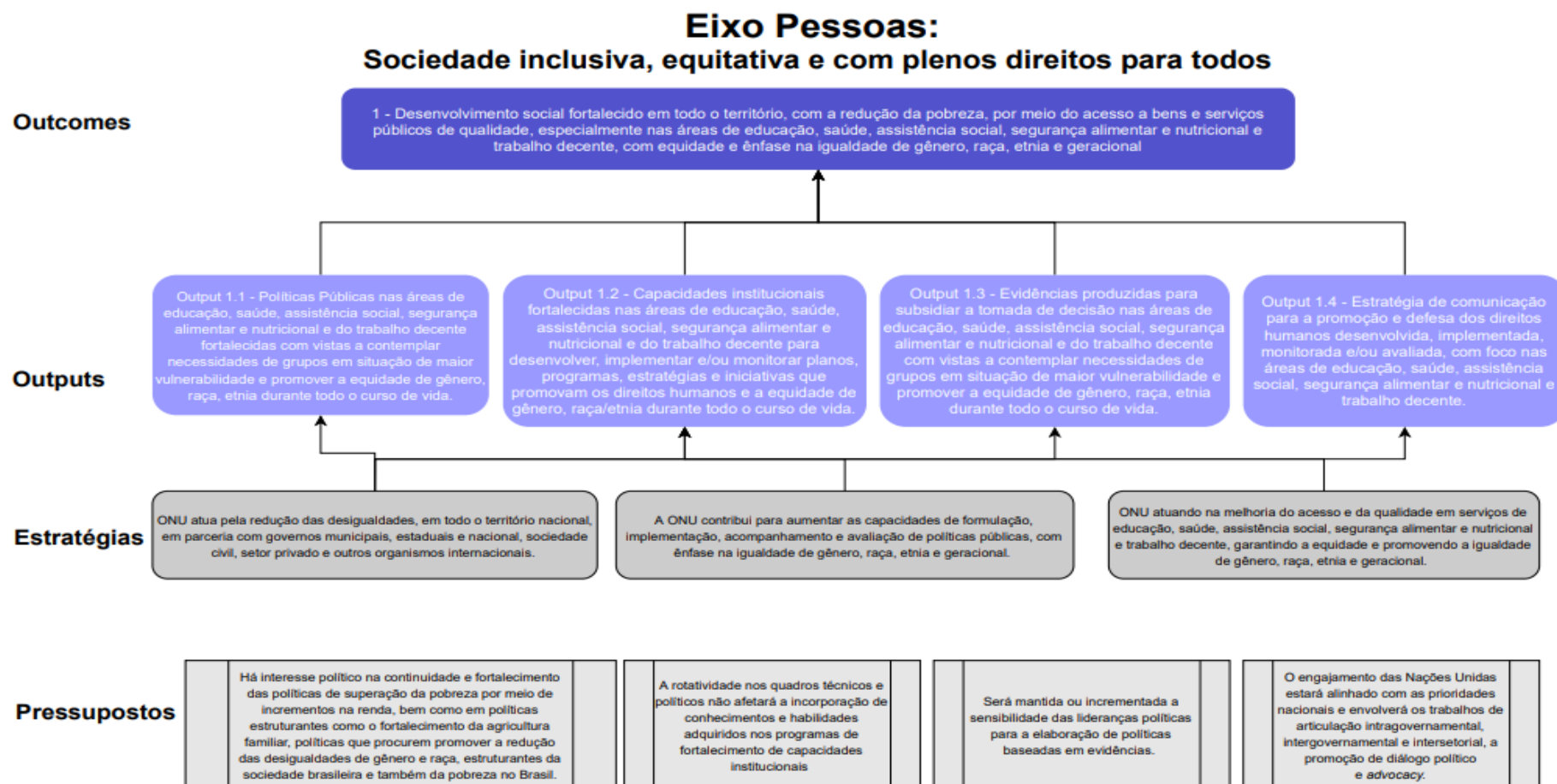
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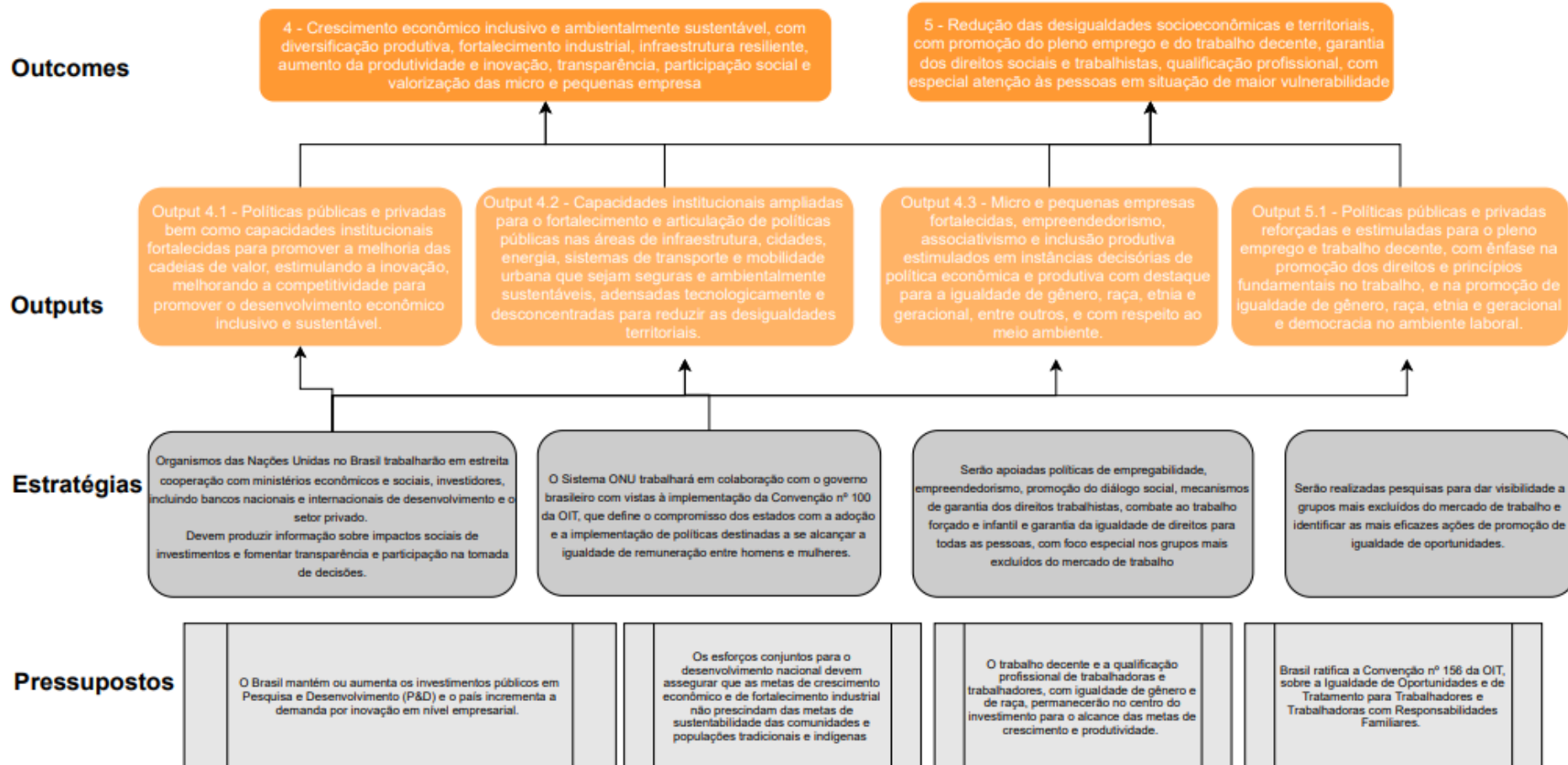
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## 9. Appendices

### 9.1. Appendix A – Theory of Change



## Eixo Prosperidade: Prosperidade e qualidade de vida para todas as pessoas



## Eixo Paz: Sociedade pacífica, justa e inclusiva

### Outcomes

6 - Promoção de uma sociedade pacífica, justa e inclusiva por meio de participação social, transparência e governança democrática, respeitando-se a laicidade do Estado e garantindo-se direitos humanos para todos e todas

### Outputs

Output 6.1 - Legislações, políticas públicas e capacidades institucionais fortalecidas, alinhadas aos padrões internacionais de direitos humanos para proteção, prevenção e resposta a violência, exploração, negligência e discriminação contra grupos em situação de maior vulnerabilidade, considerando gênero, raça, etnia e idade, assegurando governança democrática e transparente com ampla participação social e acesso à justiça.

Output 6.2 - Evidências produzidas e estratégia de comunicação e advocacy implementada, considerando gênero, raça, etnia e idade, subsidiando o planejamento e a transparente tomada de decisões, além de assegurar o enfrentamento à violência, a promoção de direitos humanos e o acesso à justiça.

### Estratégias

Será priorizada a promoção de ações nas áreas de de segurança pública com cidadania, acesso à Justiça, transparência e governança, em ambientes democráticos, com a promoção e a proteção dos direitos humanos para todos e todas, com ênfase na população negra.

O Sistema ONU atuará para fortalecer um conjunto de políticas e iniciativas de caráter educativo, voltadas para mudanças no que se refere às desigualdades de gênero e à naturalização da violência contra as mulheres, levando em conta, no entanto, a rica diversidade cultural do país.

O Sistema ONU deverá atuar em sintonia com as prioridades nacionais, privilegiando a colaboração com o poder executivo, judiciário e legislativo nas três esferas, para o desenvolvimento de iniciativas relacionadas a este Resultado. Ações de advocacy serão promovidas como importante mecanismo de sensibilização e diálogo social e as parcerias com a sociedade civil, academia e setor privado serão valorizadas

O Sistema ONU atuará para que sejam estruturadas ações que promovam o desenvolvimento de capacidades locais com vistas ao fortalecimento de uma gestão pública eficiente, eficaz e efetiva, em contextos democráticos, reforçando e inovando mecanismos de participação social, de forma a criar condições mais igualitárias e fortalecer a capacidade de escolha dos cidadãos

Serão incentivadas ações que promovam a consolidação de um sistema articulado para a promoção da transparência das ações públicas, sociais e privadas em todos os seus níveis, destacando-se as ações de combate à corrupção, de promoção da ética e da boa governança, de maneira a promover condições para que a corrupção não seja mais aceita ou tolerada

A atuação do Sistema ONU buscará ainda o fortalecimento de mecanismos de participação social que proporcionem a atuação ativa e a incidência nas políticas públicas, favorecendo o diálogo democrático com igualdade de gênero, raça, etnia e geracional.

### Pressupostos

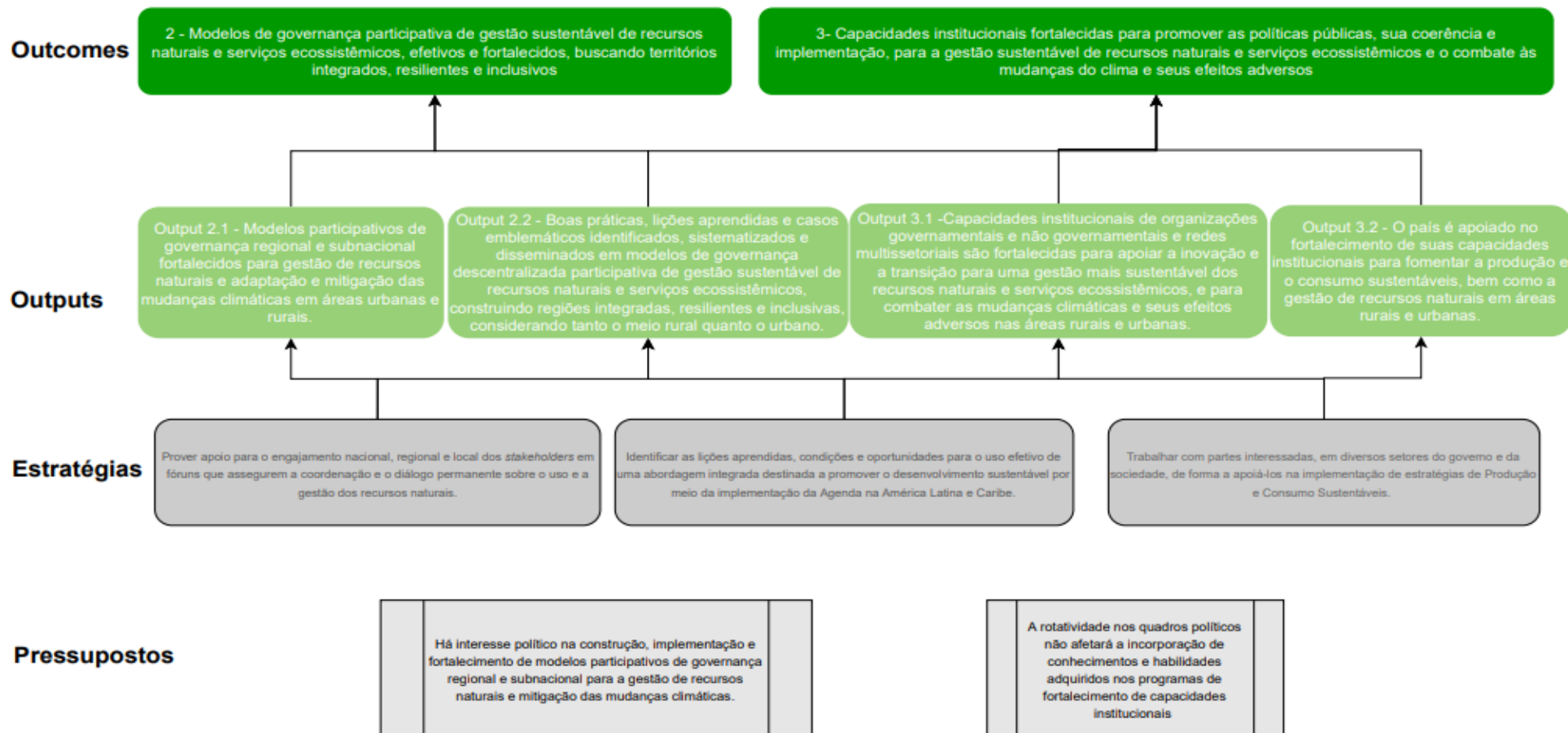
O estabelecimento duradouro de sociedades pacíficas e justas está consubstanciado em instituições públicas capazes de gerenciar recursos e assuntos públicos de forma eficiente e transparente, garantindo a entrega de serviços e bens públicos mediante processos inclusivos e responsivos de tomada de decisão e de implementação de políticas.

Os resultados serão atingidos caso sejam mantidos e/ou aprimorados canais de diálogo e espaços para construção de uma sociedade pacífica

Serão mantidos os interesses, espaços e acordos alinhados aos padrões internacionais visando a construção de uma sociedade justa, pacífica e inclusiva



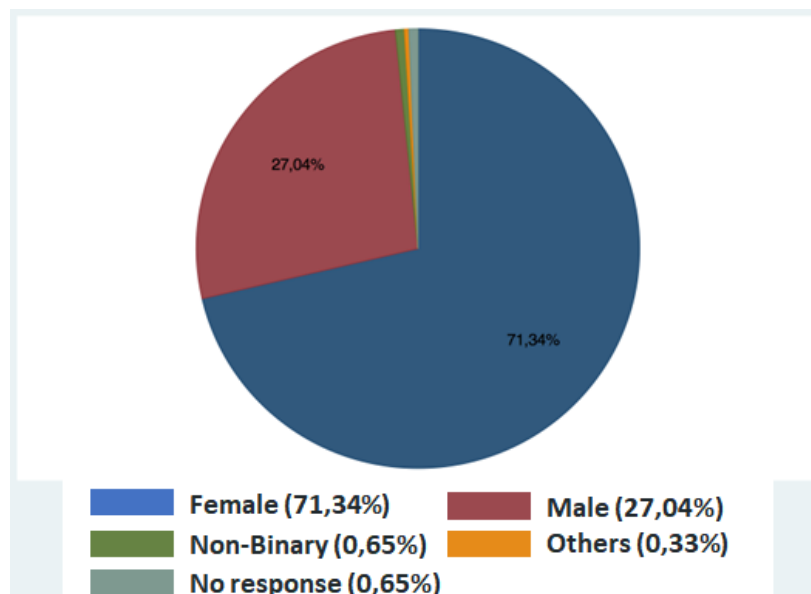
## Eixo Planeta: Gestão sustentável dos recursos naturais para as gerações atuais e futuras



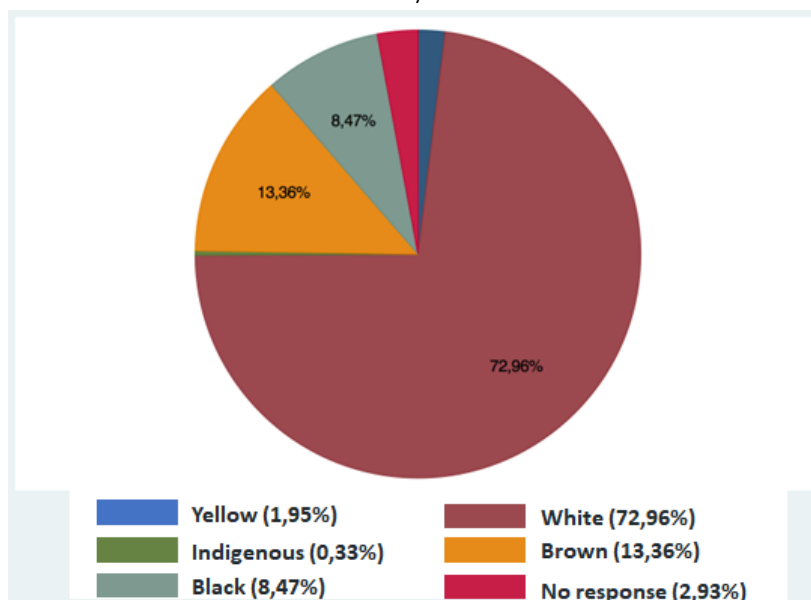


## 9.2. Appendix B - Profile of the people consulted (Sample of the questionnaire)

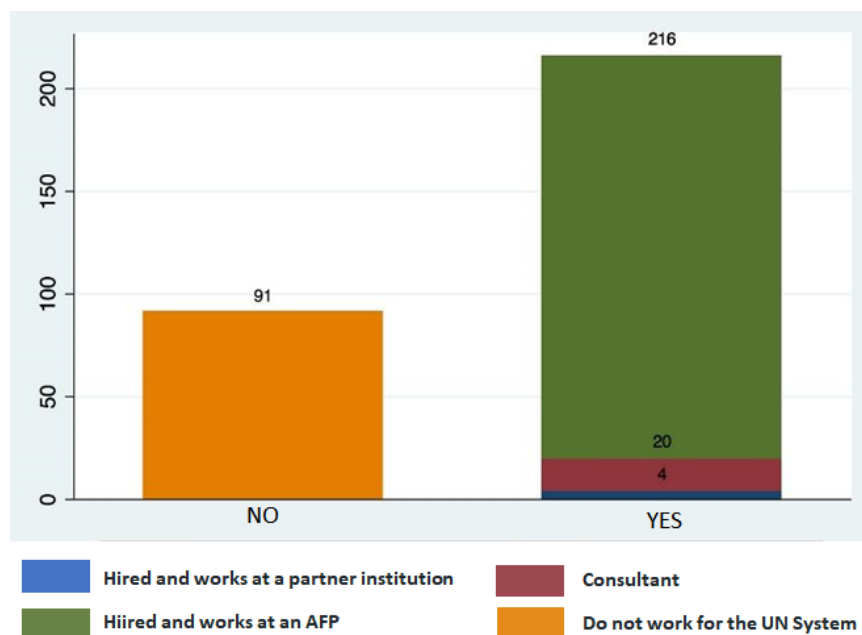
Gender



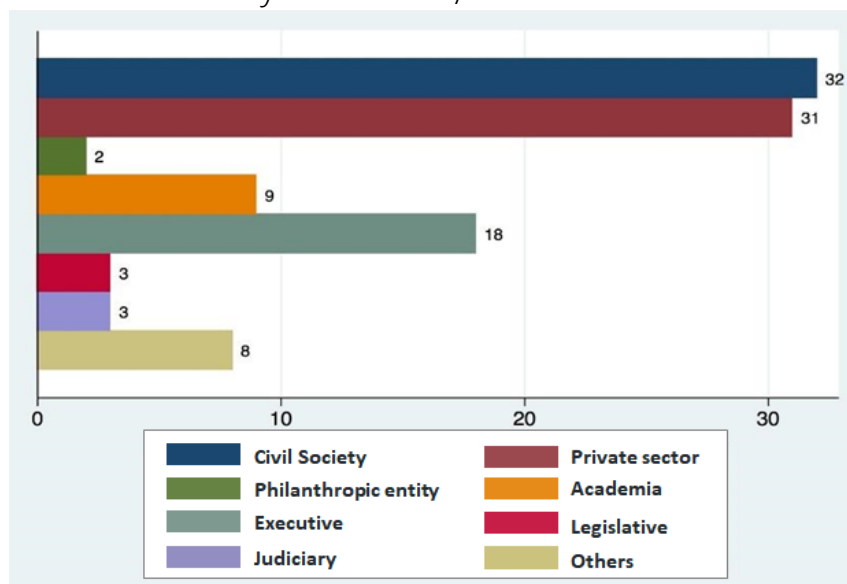
Color/Race



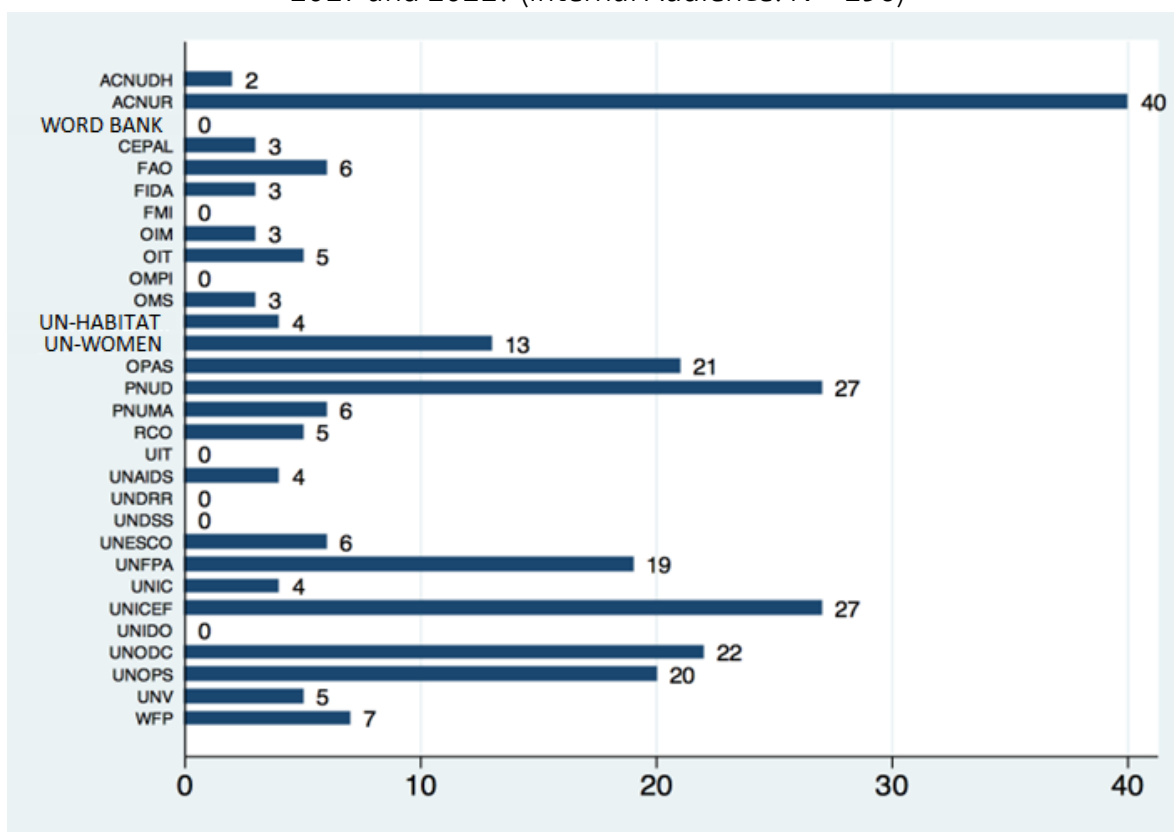
What kind of relationship do you have with the UN System?



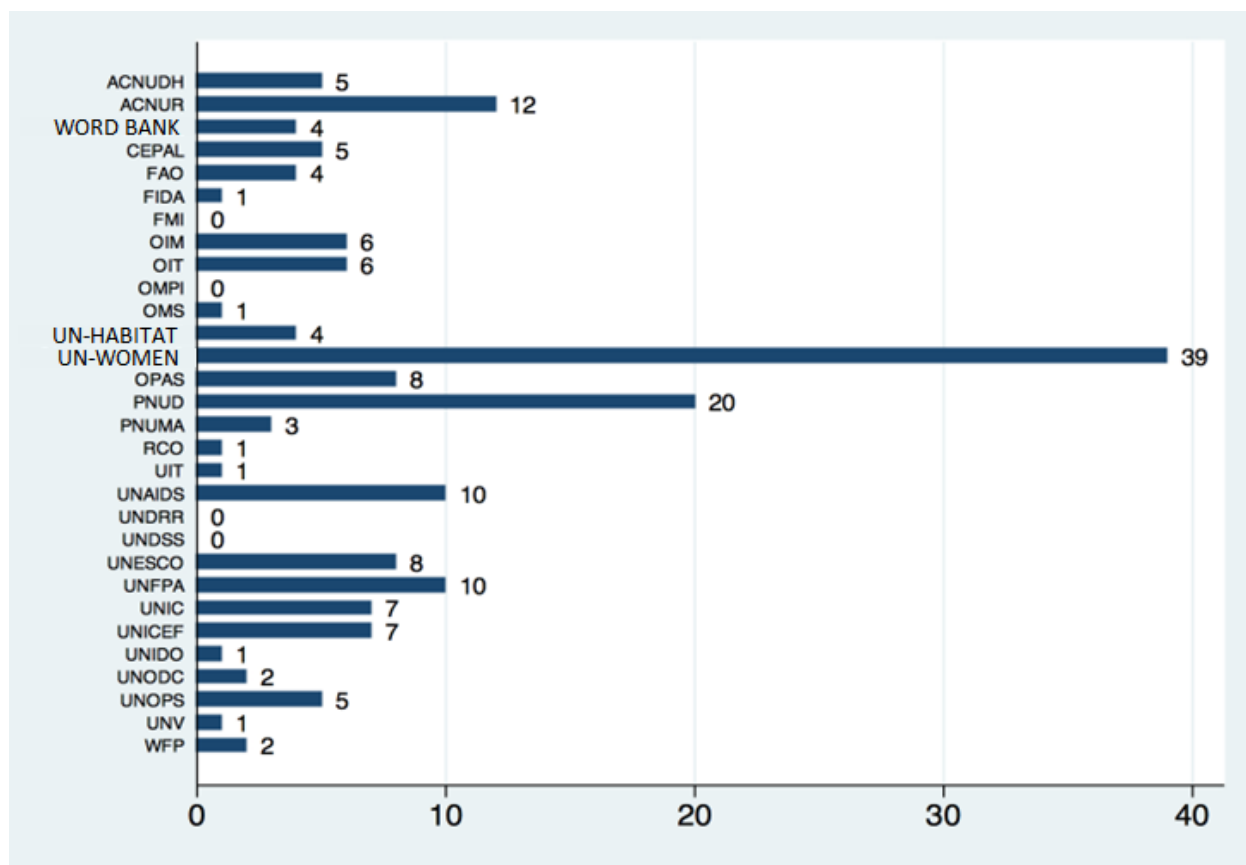
In which area or sector do you work and / or worked between 2017 and 2021?



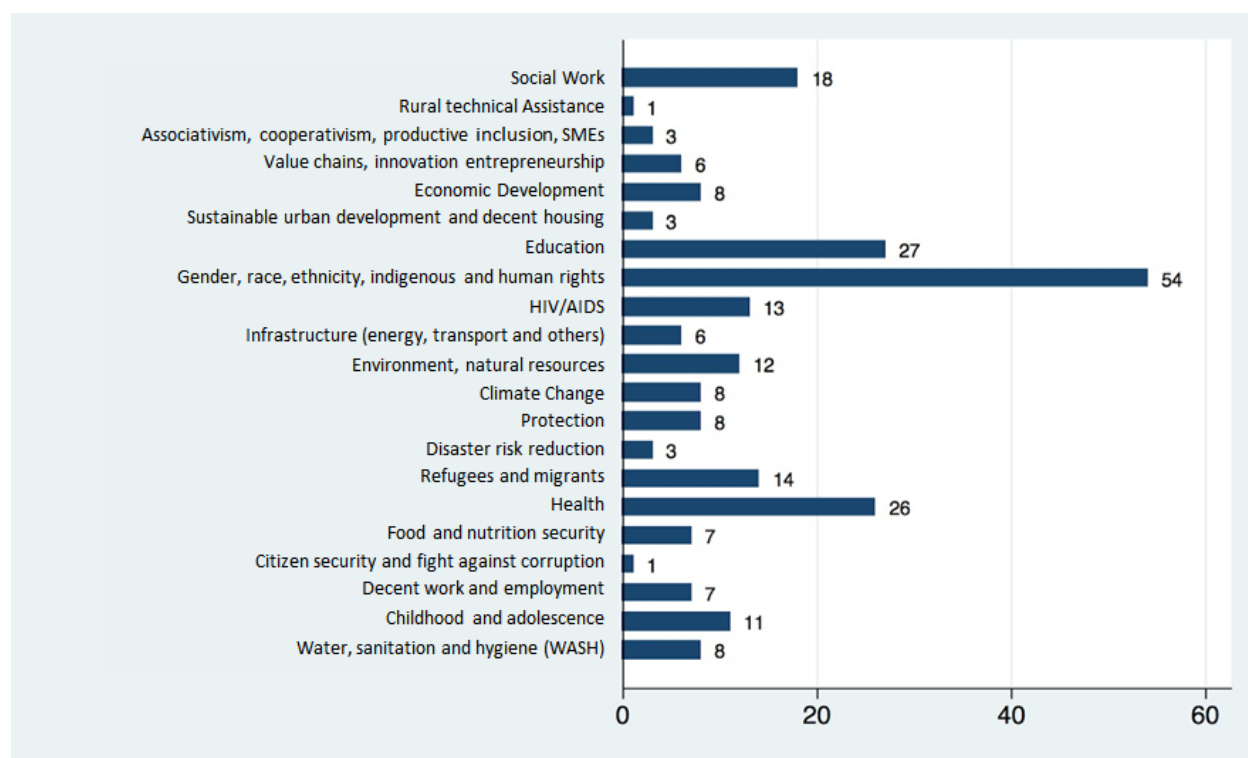
In which Agency of Funds and Programmes (AFP) do you work and/or worked between 2017 and 2021? (Internal Audience: N = 196)



Which UN System Agency of Funds and Programmes do you work or have worked with (internally or in a partnership) between 2017 and 2021? (External audience = 95)



In which thematic areas do you work or have worked in one or more UN System Agency of Funds and Programmes between 2017 and 2021? (External audience = 95)



### 9.3. Appendix C - Evaluation matrix

Evaluation dimensions	Evaluative questions	Indicators	Methods	Sources
a) Relevance and appropriation	Has the United Nations system in Brazil supported the fulfillment of the SDGs, in alignment with relevant global Normative Frameworks?	Level of alignment of UN System actions with the SDGs and relevant global regulatory frameworks	Internal survey Document Analysis Internal interviews	- AFP - Internal and external documents such as: CEDAW, UDHR, CRPD, Beijing Platform for Action, CERD, Durban Declaration and Plan of Action, International Decade of Peoples of African Descent, Convention 169, United Nations Declaration on the Rights of Indigenous Peoples
	Has the United Nations system contributed to the realization of international standards and agreements on Human Rights and Equality of Gender, Race and Ethnicity (e.g. CEDAW, UDHR, CRPD, Beijing Platform for Action, CERD, Durban Declaration and Plan of Action, International Decade of Peoples of African Descent, Convention 169, United Nations Declaration on the Rights of Indigenous Peoples), as well as national and local strategies to advance Human Rights and Gender, Race and Ethnic Equality?	Aspects of the Framework with greater or lesser alignment with the international normative frameworks on human rights and Gender, Race and Ethnicity Equality		
	Has the United Nations system addressed the key issues and development challenges identified by the Joint Country Assessment (JCA) in 2015 in meeting the SDGs?	Themes identified in the Country Assessment not covered by the Framework	Document Analysis	Partnership Framework and country analysis document
		Proportionality between the efforts undertaken and the challenges of the context	Document Analysis Internal Interviews	- AFP - Internal documents of interagency actions - Assessments carried out by the AFP
	Has the United Nations system remained responsive to the emerging and unforeseen needs of the country and people in situations of greatest	Plans and actions implemented to address the needs that emerged during the implementation of the	Document Analysis	- SERP documents and the “Plano Acolhida”, mostly

Evaluation dimensions	Evaluative questions	Indicators	Methods	Sources
	vulnerability, including in response to existing humanitarian and health crises?	Framework (how many and which ones)		
		Degree of the adequacy of these actions to the needs of the most vulnerable populations	Internal and external survey Internal and external interviews	- AFP - External partners
		Existence of necessities or groups not met by the planned response plans and actions	Document analysis Internal and external interviews	- Progress reports, AFP assessments and other internal documents - External partners and AFP
	Were there significant differences in terms of relevance and appropriation between the different outcomes of the Partnership Framework?	Results with greater or lesser alignment with the SDGs, local interests (when desirable) and relevant global Normative Frameworks	Document analysis Internal interviews	- Progress reports, AFP assessments and other internal documents
				- UNCT
	Were there important differences in terms of relevance and appropriation between the different fronts of action of the UN System (strengthening of public policies, strengthening institutional capacities, generation of evidence and communication)?	Types of action fronts with greater or lesser alignment with the SDGs, local needs and interests (when desirable) and relevant global Normative Frameworks	Internal and external interviews	- AFP - External partners
	What are the main challenges and lessons learned in terms of relevance and ownership?	Challenges identified and lessons learned for the planning and implementation of actions aligned with the SDGs, local needs and interests (when desirable) and relevant Global Normative Frameworks	Internal and external interviews	- AFP - External partners
b) Effectiveness of the Cooperation Framework	Has the Cooperation Framework strengthened the UN system's position, credibility and reliability as a government partner and other actors, and has it been used effectively as a vehicle for partnership?	Perception of public and private partners regarding the credibility and reliability of the UN System	Internal and external interviews	- External partners

Evaluation dimensions	Evaluative questions	Indicators	Methods	Sources
	What results were achieved collectively? Where were the gaps? What were the main best practices?	Variation in the indicators provided for in the Framework	Secondary data analysis	Several listed in the Partnership Framework
		Perception of AFPs and partners on the scope and challenges faced to achieve the expected results	Internal and external interviews	- AFP - External Partners
		Perception of the added value of the collective actions of the AFPs	Internal interviews	- AFP
	How did the Programme Management Team (PMT) and results groups collaborate to achieve the Framework's outcomes/results?	AFPs' perception of PMT benefits	Internal interviews	- AFP
	Which SERP results were worked on collectively? Where were the gaps? What were the main best practices?	Perception of AFPs and partners on the scope and challenges faced to achieve the results predicted in the SERP	Internal and external interviews	- AFP - External Partners
		Top SERP results	Descriptive analysis of secondary data	- SERP Data
	What results were achieved by R4V in support of Operação Acolhida, in a collective manner? Where were the gaps? What were the main best practices?	Perception of AFPs and partners on the scope and challenges faced to achieve the expected results	Internal and external interviews	- AFP - External Partners
		R4V actions and results	Descriptive analysis of secondary data	Documents and data of the Operação Acolhida
	To what extent were the Cooperation Framework implementation strategies adequate to facilitate its implementation?	Perception of AFPs and partners on the adequacy of the strategies adopted by the UNCT and different interagency thematic groups	Internal interviews	- AFP



Evaluation dimensions	Evaluative questions	Indicators	Methods	Sources
	How and to what extent has the UN System's performance through the different fronts of action (strengthening and qualification of public policies, generation of evidence and communication) contributed to promoting advances in terms of gender and race?	Presence and quality of the approach to the themes of race and gender in strengthened policies and content developed with the support of the UN system	Analysis of a sample of produced content (communication pieces, studies and evidence produced, evaluations carried out by the AFPs)	Sample of documents to be analyzed by indication of respondents
		Adequacy and sufficiency with which race and gender issues were addressed in policies and content produced or qualified with the support of the UN System	Internal and external interviews	- AFPs - External partners
	Has the communication of the work of the UN System been effective?	Degree of knowledge of external partners about the joint action	External survey	- External partners
		Perception of the effectiveness of communication to give visibility to all AFPs	Internal interviews	- AFPs
c) Coordenação	How and to what extent did the Coordinating Office make it possible to create synergies between the AFPs?	Actions taken (quantity and quality) by the Coordinating Office	Internal interviews Internal survey Document analysis	- Internal documents - AFPs - External partners
	How and to what extent did the Coordinating Office enable a joint UN System response?	Actions taken (quantity and quality) by the Coordinating Office	Internal interviews Internal survey Document analysis	- Internal documents - AFPs - External partners
	How and to what extent did the work of the interagency thematic groups qualify the debate and bring cohesion in the different planned thematic areas? Were there themes that emerged during the implementation and for which specific thematic groups should have been created?	AFPs' perception of the cohesion of actions taken by interagency groups in light of the Framework	Internal interviews	- AFPs

Evaluation dimensions	Evaluative questions	Indicators	Methods	Sources
	Has the Framework for Cooperation strengthened the coherence of UNCT members' work towards common goals and to provide quality, integrated and focused policy support for the SDGs?	AFPs' perception of the coherence provided by the Framework to UNCT members	Internal interviews	AFP
	Was the Resident Coordinator's Office able to properly publicize the Management and Accountability Framework (MAF)?	AFPs' perception of accountability-related actions promoted by the Resident Coordinator Office	Internal interviews	AFP
d) Support for transformative change	Have the different fronts of action of the United Nations system brought results in building national and local capacities and guaranteeing long-term gains?	Perception of AFPs and partners on sustainable institutional capacities	Internal and external survey Internal and external interviews	- AFP - External Partners
	Have the different fronts of action of the United Nations system for the country and for the most vulnerable people contributed to reducing vulnerability to shocks and crises, especially in relation to the Venezuelan influx and the COVID-19 pandemic, considering the 2020 Regional Refugee and Migrant Response Plan (RMRP) and the Socio-Economic Response Plan 2020-2021 (SERP)?	Perception of AFPs and partners on the response to the migration crisis and COVID-19	Internal and external interviews	- AFP - External Partners
	Has the UN system contributed to reducing the underlying causes of inequality and discrimination, contributing to the implementation of the principle of leaving no one behind?	Perception of AFPs and partners on actions to reduce inequality and discrimination	Internal and external survey Internal and external interviews	- AFP - External Partners
e) Efficiency and Operational	Were Efficiency strategies, especially those present in the Business Operation Strategy (BOS) and in the Joint Operational Facility (JOF) able to reduce operating costs, gaining efficiency in and reducing the volume of operations?	AFPs' perception of JOF's actions Actions taken (how many and which ones) with greater and lesser cost reduction	Internal interviews Internal survey Document analysis	- Internal documents (operational) - AFP

Evaluation dimensions	Evaluative questions	Indicators	Methods	Sources
	How could the JOF be extended to other agencies and other operational areas?	AFPs' suggestions on improvements and best practices	Internal interviews	AFP
	Has the Cooperation Framework reduced transaction costs for partners through greater coherence among AFP actions?	Perception of the AFPs on the promotion of joint actions aiming at greater efficiency	Internal interviews Internal survey	AFP
	Has the Operation Management Team (OMT) been able to implement an agenda to share information, processes, and administration to bring more efficiency to the activities of the UN System?	AFP's perception of actions, gaps and best practices	Internal interviews Internal survey	AFP
	Has the BOS contributed to the enhancement of the capacities of participating bodies to optimize operations?	Perception of the AFPs on the contribution of BOS to the optimization of operations	Internal interviews Internal survey	AFP

## 9.4. Appendix D - Interview scripts, Focus Groups and Questionnaire

### Interview Script

1. Semi-structured interviews - AFPs			
General Information	Interviewer	Platform	Date
	Interviewee	Gender	Position/Function
<b>Introduction</b>	<p>Thank you for agreeing to participate in the interview and making yourself available.</p> <p>This interview is part of the evaluation of the main planning document of the UN System in Brazil, the UN Partnership Framework for Sustainable Development in Brazil (2017-2021). It aims to deepen our understanding of this last cycle's advances, challenges, and lessons.</p> <p>The interview will take about an hour. The data and information collected will be consolidated and analyzed to inform the final report and all citations from the interviews will be anonymous. If you don't want to answer any questions, you can just say so and we'll skip the question. If you feel uncomfortable and want to pause or interrupt, we can stop at any time and you can choose to delete the information you have provided so far.</p> <p>With your permission, I will record this interview. Please say "no" if you don't want to be recorded. Do you have any questions at this point, or can we get started?</p>		
<b>Identification</b>	<p>-Position/activity/organization.</p> <p>-How long have you been working in this position/function?</p> <p>-What are your responsibilities in this position/function?</p>		
<b>Relevance and appropriation</b>	<p>In the first block of questions, we will look at the alignment of the UN System's actions in Brazil with the SDGs, human rights normative frameworks and emerging needs, seeking to know your perception of how aligned they were, what gaps are present and points for improvement.</p> <ol style="list-style-type: none"> <li>To what extent do you perceive that the actions of the UN System in Brazil between 2017 and 2021 were aligned with the 2030 Agenda? <i>(explore: if there are SDGs with which the actions of the UN System in Brazil were more or less aligned)</i></li> </ol>		

## 1. Semi-structured interviews - AFPs

	<ol style="list-style-type: none"> <li>2. Thinking about the international normative frameworks of Human Rights and Equality of Gender, Race and ethnicity, would you be able to say to what extent the actions of the UN System were aligned with these frameworks? <i>(explore: if there are milestones with which there was greater alignment in this period and/or if there were any regulations that were not fully considered)</i></li> <li>3. Thinking about the country's emerging and unforeseen needs and people in a situation of greater vulnerability, what plans and actions were implemented to meet them? <i>(explore whether the UN System was adaptable and flexible)</i></li> <li>4. How do you perceive the adequacy of these actions to the needs of the most vulnerable populations? <i>(explore whether there were needs or groups not addressed by the planned response plans and actions)</i></li> <li>5. What are the main challenges identified and lessons learned for planning and implementing actions aligned with the SDGs, international regulatory frameworks and unforeseen emerging needs?</li> </ol>
<b>Effectiveness of the Partnership Framework</b>	<p>In the second questions section, we will look at the achievements of this period and the challenges faced to achieve collective results, whether in the daily actions of the AFP or through instruments and unforeseen actions, such as the SERP and the RMRP (Regional Refugee and Migrant Response Plan from Venezuela).</p> <ol style="list-style-type: none"> <li>1. In general terms, what do you think were the main results generated by the performance of the UN System between the years 2017-2021? <i>(explore joint project results and SERP and RMRP results)</i></li> <li>2. What are the main challenges of promoting positive changes in society and institutions?</li> <li>3. How did outcome groups and interagency thematic groups collaborate to achieve these outcomes? Were the strategies adopted good enough to bring about cohesive and effective responses?</li> <li>4. In your opinion, have the issues of race, gender and ethnicity been adequately and sufficiently addressed? <i>(explore how they were contemplated on the different fronts of action)</i></li> <li>5. How do you evaluate the UN System's effectiveness in communicating its work as an instrument to give visibility to the actions of all AFPs?</li> <li>6. What are the main challenges identified and lessons learned to achieve collective results?</li> </ol>

## 1. Semi-structured interviews - AFPs

<b>Coordination</b>	<p>In this section, we would like to know your perception of the performance of the Coordinating Office and the contribution of the Country Team (UNCT) members to the development and implementation of the Partnership Framework (2017-2021).</p> <p>How and in what way did the Coordinating Office act to enable a joint response by the UN System?</p> <ol style="list-style-type: none"> <li>1. Regarding the MAF (Management and Accountability Framework), how do you evaluate the actions of the Resident Coordinator's Office for its implementation and compliance?</li> <li>2. Regarding the UNCT, how do you perceive the members' contribution to the achievement of common goals? (<i>explore which aspects stand out: quality political support, integration with the SDGs, focus of actions</i>)</li> <li>3. What are the main challenges identified and lessons learned to coordinate and generate synergies between the AFPs?</li> </ol>
<b>Support for transformative change</b>	<p>In this section, we would like to know your perception of the extent to which the UN System's performance has contributed to ensuring long-term gains.</p> <ol style="list-style-type: none"> <li>1. In your opinion, has the performance of the United Nations system brought results in the construction of long-term national and local capacities? (<i>action fronts: qualification of public policies, studies and evidence, strengthening institutional capacities, communication</i>).</li> <li>2. What forms of action or thematic areas do you perceive that need to be strengthened to generate sustainable results in the next cycle?</li> <li>3. Do you realize that there have been structural advances related to gender, race and ethnicity issues as a result of the contribution of the UN System?</li> <li>4. What are the main challenges identified and lessons learned to promote long-term gains?</li> </ol>
<b>Efficiency and Operational</b>	<p>In this section, we would like to know your perception about the contribution of structures such as BOS, JOF and OMT to optimize the joint actions of the UN System in Brazil.</p> <ol style="list-style-type: none"> <li>1. Do you know BOS and JOF? Does your AFP participate in the BOS? What about JOF? For AFP currently at JOF:</li> <li>2. In your perception, were the actions taken during the period between 2017 and 2021 able to reduce costs? In what way?</li> <li>3. Do you have any suggestions on improvements to the JOF's performance (such as ways to expand the JOF to other agencies)?</li> </ol> <p>For Everyone:</p>

## 1. Semi-structured interviews - AFPs

	<ol style="list-style-type: none"> <li>4. How do you perceive the promotion of joint actions between the AFPs to increase efficiency?</li> <li>5. In your assessment, has the OMT managed to implement an agenda to share information, processes, and administration to bring more efficiency to the activities of the UN System?</li> <li>6. To what extent do you perceive that the BOS may have contributed to optimizing the operations of the UN System in Brazil?</li> <li>7. What are the main challenges identified and lessons learned to increase efficiency and optimize operations?</li> </ol>
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## 2. Semi-structured interviews – Resident Coordinator Office

General Information	Interviewer	Platform	Date
	Interviewee	Gender	Position/Function
<b>Introduction</b>	<p>[Interviewer introduction]</p> <p>Thank you for agreeing to participate in the interview and making yourself available.</p> <p>This interview is part of the evaluation of the main planning document of the UN System in Brazil, the UN Partnership Framework for Sustainable Development in Brazil (2017-2021). It aims to deepen our understanding of this last cycle's advances, challenges, and lessons.</p> <p>The interview will take about an hour. The data and information collected will be consolidated and analyzed to inform the final report and all citations from the interviews will be anonymous. If you don't want to answer any questions, you can just say so and we'll skip the question. If you feel uncomfortable and want to pause or interrupt, we can stop at any time and you can choose to delete the information you have provided so far.</p> <p>With your permission, I will record this interview. Please say "no" if you don't want to be recorded. Do you have any questions at this point, or can we get started?</p>		
<b>Identification</b>	<p>-Position/activity/organization.</p> <p>-How long have you been working in this position/function?</p> <p>-What are your responsibilities in this position/function?</p>		

## 2. Semi-structured interviews – Resident Coordinator Office

<p><b>Relevance and Appropriation</b></p>	<p>In the first section of questions, we will look at the alignment of the UN System's actions in Brazil with the SDGs, global human rights normative frameworks and emerging needs, seeking to know your perception of how aligned they were, what gaps existed and points for improvement.</p> <ol style="list-style-type: none"> <li>1. To what extent do you perceive that the actions of the UN System in Brazil between 2017 and 2021 were aligned with the 2030 Agenda? <i>(explore: if there are SDGs with which the actions of the UN System in Brazil were more or less aligned)</i></li> <li>2. Thinking about the international normative frameworks of Human Rights and Equality of Gender, Race and ethnicity, would you be able to say to what extent the actions of the UN System were aligned with these frameworks? <i>(explore: if there are milestones with which there was greater alignment in this period and/or if any regulations were not fully considered)</i></li> <li>3. Thinking about the emerging and unforeseen needs of the country and people in situations of greater vulnerability, what plans and actions were implemented to meet them? <i>(explore whether the UN System was adaptable and flexible)</i></li> <li>4. How do you perceive the adequacy of these actions to the needs of the most vulnerable populations? <i>(explore whether there were needs or groups not addressed by the planned response plans and actions)</i></li> <li>5. What are the main challenges identified and lessons learned for the planning and implementation of actions in line with the SDGs, international regulatory frameworks and unforeseen emerging needs?</li> <li>6. In your opinion, were there important differences in terms of relevance and appropriation between the different outcomes of the Partnership Framework?</li> </ol>
<p><b>Effectiveness of the Cooperation Framework</b></p>	<p>In the second questions section, we will look at the achievements of this period and the challenges faced to achieve collective results, whether in the daily actions of the AFP or through instruments and unforeseen actions, such as the SERP and the RMRP (Regional Refugee and Migrant Response Plan for Venezuela).</p> <ol style="list-style-type: none"> <li>1. In general terms, what do you think were the main results generated by the performance of the UN System between the years 2017-2021? <i>(explore joint project results and SERP and RMRP results)</i></li> <li>2. What are the main challenges of promoting positive changes in society and institutions?</li> </ol>



## 2. Semi-structured interviews – Resident Coordinator Office

	<ol style="list-style-type: none"> <li>How did outcome groups and interagency thematic groups collaborate to achieve these outcomes? Were the strategies adopted good enough to bring about cohesive and effective responses?</li> <li>In your opinion, have the issues of race, gender and ethnicity been adequately and sufficiently addressed? (<i>explore how they were contemplated on the different fronts of action</i>)</li> <li>How do you evaluate the UN System's effectiveness in communicating its work as an instrument to give visibility to the actions of all AFPs?</li> <li>What are the main challenges identified and lessons learned to achieve collective results?</li> </ol>
<b>Coordination</b>	<p>About the coordination, we would like to know your perception of the work of the Coordinating Office and the contribution of the Country Team (UNCT) members to the development and implementation of the Partnership Framework (2017-2021).</p> <ol style="list-style-type: none"> <li>How and in what way did the Coordinating Office act towards a joint UN System response?</li> <li>What are the main challenges identified and lessons learned to coordinate and generate synergies between the AFPs?</li> </ol>
<b>Support for transformative change</b>	<p>In this section, we would like to know your perception of the extent to which the UN System's performance has contributed to ensuring long-term gains.</p> <ol style="list-style-type: none"> <li>In your opinion, has the performance of the United Nations system brought results in the construction of long-term national and local capacities? (<i>action fronts: qualification of public policies, studies and evidence, strengthening institutional capacities, communication</i>).</li> <li>What forms of action or thematic areas do you perceive that need to be strengthened to generate sustainable results in the next cycle?</li> <li>Do you think that there have been structural advances related to gender, race and ethnicity issues as a result of the contribution of the UN System?</li> <li>What are the main challenges identified and lessons learned to promote long-term gains?</li> </ol>

### 3. Semi-structured interviews

Brazilian government partners (national and subnational levels);  
Civil Society Organizations that are partners with the agencies;  
Private sector representatives;  
Judiciary and Legislative

General Information	Interviewer	Platform	Date
	Interviewee	Gender	Position/Function
<b>Introduction</b>	<p>[Interviewer introduction]</p> <p>Thank you for agreeing to participate in the interview and making yourself available.</p> <p>This interview is part of the evaluation of the main planning document of the UN System in Brazil, the UN Partnership Framework for Sustainable Development in Brazil (2017-2021). It aims to deepen our understanding of this last cycle's advances, challenges, and lessons.</p> <p>The interview will take about an hour and a half. The data and information collected will be consolidated and analyzed to inform the final report and all citations from the interviews will be anonymous. If you don't want to answer any questions, you can just say so and we'll skip the question. If you feel uncomfortable and want to pause or interrupt, we can stop at any time and you can choose to delete the information you have provided so far.</p> <p>With your permission, I will record this interview. Please say "no" if you don't want to be recorded. Do you have any questions at this point, or can we get started?</p>		
<b>Identification</b>	<p>-Position/activity/organization.</p> <p>-How long have you been working in this position/function?</p> <p>-What are your responsibilities in this position/function?</p>		
<b>Relevance and appropriation</b>	<p>In the first section of questions, we will look at the alignment of the UN System's actions in Brazil with the SDGs and emerging needs, seeking to know your perception of how aligned they were, what gaps existed and points for improvement.</p> <ol style="list-style-type: none"> <li>1. Do you think that between 2017 and 2021 the actions of the UN entities with which you interacted were aligned with the 2030 Agenda?</li> <li>2. Do you think that these actions were aligned with the needs of the most vulnerable populations? What are the main challenges faced in this regard? (<i>explore whether there were needs or groups not addressed by the planned response plans and actions</i>)</li> </ol>		

<b>3. Semi-structured interviews</b>  Brazilian government partners (national and subnational levels); Civil Society Organizations that are partners with the agencies; Private sector representatives; Judiciary and Legislative	
	3. What are the main challenges identified and lessons learned for planning and implementing actions in line with the SDGs and unforeseen emerging needs? 4. What do you expect from the UN System as a whole in terms of actions for the next planning cycle?
<b>Effectiveness of the Partnership Framework</b>	In the second section of questions, we will look at the achievements of this period and the challenges faced in achieving collective results. 1. In general terms, in your opinion, what were the main results generated by the performance of the UN System between the years 2017-2021? <i>(also explore results from SERP and RMRP - Regional Refugee and Migrant Response Plan for Venezuela)</i> 2. What are the main challenges of promoting positive changes in society and institutions? 3. How do you evaluate the UN System's effectiveness in communicating its work as an instrument to give visibility to the actions of all AFPs? 4. What are the main challenges identified and lessons learned to achieve collective results?
<b>Support for transformative change</b>	In this section, we would like to know your perception of the extent to which the UN System's performance has contributed to ensuring long-term gains. 1. In your opinion, did cooperation with the United Nations System bring positive impacts to the public policy/project in which you were involved? <i>(action fronts: qualification of public policies, studies and evidence, strengthening institutional capacities, communication).</i> 2. What forms of action or thematic areas do you perceive that need to be strengthened to generate sustainable results in the next cycle? 3. Do you think that there have been structural advances related to gender, race and ethnicity issues as a result of the contribution of the UN System? 4. What are the main challenges identified and lessons learned to promote long-term gains?

## Focus Group Scripts

Focus Groups			
UNCG (Communication)			
UN Thematic Group on Gender, race and ethnicity			
R4V			
SERP (only the Interagency Coordination Group)			
General Information	Interviewer	Platform	Date
	Interviewee	Gender	Position/Function
<b>Introduction</b>	<p>[Interviewer introduction]</p> <p>Thank you for agreeing to participate in this focus group and for making yourself available.</p> <p>This focus group is part of the evaluation of the UN Partnership Framework for Sustainable Development in Brazil (2017-2021). It aims to deepen our understanding of this last cycle's advances, challenges, and lessons.</p> <p>This conversation will take about two hours. The data and information collected will be consolidated and analyzed to inform the final report and all citations will be anonymous. If you don't want to answer any questions, you can just say so and we'll skip the question. If you feel uncomfortable and want to pause or interrupt, we can stop at any time and you can opt out of the group. Bear in mind, however, that it will not be possible to delete what has already been said, as your views will have been incorporated into the group discussion.</p> <p>With everyone's permission, I will record this interview. Please say "no" if you don't want to be recorded. Do you have any questions at this point, or can we get started?</p>		
<b>Identification</b>	<ul style="list-style-type: none"> <li>- Which organization does each one represent?</li> <li>- Could you tell us what the main objective of this group is (UNCG, GRE etc.)</li> <li>- To achieve this goal, what does this group do?</li> </ul>		

## Focus Groups

### UNCG (Communication)

### UN Thematic Group on Gender, race and ethnicity

### R4V

### SERP (only the Interagency Coordination Group)

<b>Relevance and Appropriation</b>	<ol style="list-style-type: none"> <li>1. Thinking about the group's purpose (UNCG, GRE, etc.) and about what you worked on between 2017 and 2021, how do you assess the alignment of the UN System's work with the SDGs, global human rights normative frameworks and emerging needs?</li> <li>2. Did this group also operate to promote this alignment? What are the main challenges faced in this period?</li> </ol>
<b>Effectiveness of the Partnership Framework</b>	<ol style="list-style-type: none"> <li>1. Thinking now about the reach of collective results by the UN System in terms of .... (equality of gender, race and ethnicity, support for people in situations of vulnerability in a crisis situation - migratory or health - in the communication), what do you perceive were the main results promoted by the UN System in the period? [Only for UNCG (Communication) and UN Thematic Group on Gender, race and ethnicity]:</li> <li>2. In your opinion, have the issues of race, gender and ethnicity been adequately and sufficiently addressed? <i>(explore how they were contemplated on the different fronts of action)</i></li> <li>3. What are the main challenges faced in promoting positive changes in society and institutions?</li> </ol>
<b>Support for transformative change</b>	<ol style="list-style-type: none"> <li>1. In your opinion, has the performance of the United Nations System brought results in the construction of long-term national and local capacities? (action fronts: qualification of public policies, studies and evidence, strengthening institutional capacities, communication).</li> <li>2. What forms of action or thematic areas do you perceive that need to be strengthened in order to generate sustainable results in the next cycle? [UN Thematic Group on Gender, race and ethnicity]:</li> <li>3. <i>Do you perceive that there have been structural advances related to issues of gender, race and ethnicity as a result of the contribution of the UN System?</i></li> <li>4. What are the main challenges identified and lessons learned to promote long-term gains?</li> </ol>

## Focus Groups

**UNCG (Communication)**

**UN Thematic Group on Gender, race and ethnicity**

**R4V**

**SERP (only the Interagency Coordination Group)**

### **Operational efficiency \*OMT only**

1. How do you assess that the BOS strategy and the JOF and OMT structures are helping to optimize joint actions by the UN System in Brazil?
2. How do you perceive that the promotion of joint actions among the AFPs has contributed to the increase in efficiency?
3. In your assessment, has the OMT managed to implement an agenda to share information, processes and administration in order to bring more efficiency to the activities of the UN System?
4. What are the main challenges identified and lessons learned to increase efficiency and optimize operations?
5. How to achieve greater participation of AFPs in interagency instruments of operations, such as the BOS strategy and the JOF structure?

## Questionnaire

Pesquisa ONU (2017-2021)

12/10/21, 14:58

A.1. EM QUAL ÁREA OU SETOR VOCÊ TRABALHA E/OU TRABALHOU NO PERÍODO ENTRE 2017 E 2021?

\*

- ☐ Organização da Sociedade Civil
- ☐ Setor Privado
- ☐ Entidade filantrópica
- ☐ Academia / Universidades / Think Tanks
- ☐ Mídia
- ☐ Poder executivo
- ☐ Poder legislativo
- ☐ Poder judiciário
- ☐ Outros

A.1.A. QUAIS OUTROS SETORES OU ÁREAS?

A.2. EM QUAL ESFERA OPERA A INSTITUIÇÃO NA QUAL VOCÊ ATUA E/OU ATUOU ENTRE 2017 E 2021?

*Selecione todas as alternativas que se aplicam*

- ☐ Federal
- ☐ Estadual
- ☐ Municipal
- ☐ Internacional

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A.3. COM QUAIS AGÊNCIAS, FUNDOS OU PROGRAMAS DO SISTEMA ONU VOCÊ TRABALHA OU TRABALHOU (INTERNAMENTE OU EM PARCERIA) ENTRE 2017 E 2021?

\*

Selecione todas as alternativas que se aplicam

- ☐ ACNUDH - Alto-Comissário das Nações Unidas para os Direitos Humanos
- ☐ ACNUR - Agência da ONU para Refugiados
- ☐ Banco Mundial
- ☐ CEPAL - Comissão Econômica para a América Latina
- ☐ RCO - Escritório da Coordenadora Residente
- ☐ FAO - Organização das Nações Unidas para Alimentação e Agricultura
- ☐ FIDA - Fundo Internacional de Desenvolvimento Agrícola
- ☐ FMI - Fundo Monetário Internacional
- ☐ OIM - Organização Internacional para as Migrações
- ☐ OIT - Organização Internacional do Trabalho
- ☐ OMPI - Organização Mundial da Propriedade Intelectual
- ☐ OMS - Organização Mundial da Saúde
- ☐ ONU-HABITAT - Programa das Nações Unidas para os Assentamentos
- ☐ ONU MULHERES - Entidade das Nações Unidas para a Igualdade de Gênero e o Empoderamento das Mulheres
- ☐ OPAS/OMS - Organização Pan-Americana da Saúde
- ☐ PNUD - Programa das Nações Unidas para o Desenvolvimento
- ☐ PNUMA - Programa das Nações Unidas para o Meio Ambiente
- ☐ UIT - União Internacional de Telecomunicações
- ☐ UNAIDS - Programa Conjunto das Nações Unidas sobre HIV/AIDS
- ☐ UNDRR - Escritório das Nações Unidas para a Redução do Risco de Desastres
- ☐ UNDSS - Departamento de Salvaguarda e Segurança das Nações Unidas
- ☐ UNESCO - Organização das Nações Unidas para a Educação, a Ciência e a Cultura
- ☐ UNFPA - Fundo de População das Nações Unidas
- ☐ UNIC - Centro de Informações das Nações Unidas
- ☐ UNICEF - Fundo das Nações Unidas para a Infância
- ☐ UNIDO - Organização das Nações Unidas para o Desenvolvimento Industrial
- ☐ UNODC - Escritório das Nações Unidas sobre Drogas e Crimes
- ☐ UNOPS - Escritório das Nações Unidas para Serviços de Projetos
- ☐ UNV - Programa de Voluntário das Nações Unidas



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- ☐ WFP - Programa Mundial de Alimentos
- ☐ Não trabalhei / Não conheço nenhuma dessas Agências, Fundos ou Programas da ONU

A.4. EM QUAIS ÁREAS TEMÁTICAS VOCÊ TRABALHA OU TRABALHOU COM UMA OU MAIS AGÊNCIA, FUNDO OU PROGRAMA DO SISTEMA ONU ENTRE 2017 E 2021? \*

- ☐ Saúde
- ☐ Educação
- ☐ Assistência Social
- ☐ Infância e adolescência
- ☐ Proteção
- ☐ Segurança alimentar e nutricional
- ☐ Água, Saneamento e Higiene (WASH)
- ☐ Meio ambiente, recursos naturais
- ☐ Mudanças do clima
- ☐ Redução de riscos de desastres
- ☐ Infraestrutura (energia, transportes e outras)
- ☐ Desenvolvimento urbano sustentável e moradia adequada
- ☐ Trabalho decente e emprego
- ☐ Cadeias de valor, inovação empreendedorismo
- ☐ Associativismo, cooperativismo, inclusão produtiva, pequenas e médias empresas
- ☐ Assistência técnica rural
- ☐ HIV/Aids
- ☐ Segurança cidadã e combate à corrupção
- ☐ Refugiados e migrantes
- ☐ Desenvolvimento econômico
- ☐ Gênero, Raça, etnia, indígnas e direitos humanos
- ☐ Outros

A.4.A. QUAIS OUTRAS ÁREAS TEMÁTICAS? FAVOR, ESPECIFICAR.

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A.5. QUAL O SEU ENVOLVIMENTO COM AS ATIVIDADES DAS ORGANIZAÇÕES QUE COMPÕE O SISTEMA ONU? \*

*Selecione todas as alternativas que se aplicam*

- ☐ Minha entidade financiou projetos e/ou iniciativas da ONU
- ☐ Como parceiro, acompanho(ei) o trabalho do Sistema ONU, com contato direto
- ☐ Parceiro co-implementador de projetos e/ou iniciativas
- ☐ Apenas acompanho(ei) o trabalho do Sistema ONU, sem contato direto
- ☐ Gerencio(ei) projetos para a ONU
- ☐ Presto(ei) serviços terceirizados para a ONU
- ☐ Beneficiário direto
- ☐ Outros

A.5.A. QUAIS OUTROS TIPOS DE ENVOLVIMENTO VOCÊ TEM COM O SISTEMA ONU? FAVOR, ESPECIFICAR \*

A.6. O QUANTO VOCÊ CONHECE SOBRE AS AÇÕES REALIZADAS PELAS ENTIDADES DO SISTEMA ONU ENTRE 2017 E 2021? \*

- ☐ Conheço o trabalho realizado por duas ou mais entidades do Sistema ONU
- ☐ Conheço somente o trabalho realizado por uma entidade do Sistema ONU
- ☐ Conheço somente as ações do projeto no qual trabalhei/colaborei
- ☐ Não conheço nada à respeito do trabalho realizado pelas entidades do ONU
- ☐ Não sei / Sem resposta

B.1. EM QUAIS AGÊNCIAS, FUNDOS OU PROGRAMAS (AFPS) VOCÊ TRABALHA E/OU TRABALHOU ENTRE 2017 E 2021? \*

*Selecione todas as alternativas que se aplicam*

- ☐ ACNUDH - Alto-Comissário das Nações Unidas para os Direitos Humanos
- ☐ ACNUR - Agência da ONU para Refugiados
- ☐ Banco Mundial
- ☐ CEPAL - Comissão Econômica para a América Latina
- ☐ RCO - Escritório da Coordenadora Residente
- ☐ FAO - Organização das Nações Unidas para Alimentação e Agricultura
- ☐ FIDA - Fundo Internacional de Desenvolvimento Agrícola
- ☐ FMI - Fundo Monetário Internacional
- ☐ OIM - Organização Internacional para as Migrações
- ☐ OIT - Organização Internacional do Trabalho
- ☐ OMPI - Organização Mundial da Propriedade Intelectual
- ☐ OMS - Organização Mundial da Saúde
- ☐ ONU-HABITAT - Programa das Nações Unidas para os Assentamentos
- ☐ ONU MULHERES - Entidade das Nações Unidas para a Igualdade de Gênero e o Empoderamento das Mulheres
- ☐ OPAS/OMS - Organização Pan-Americana da Saúde
- ☐ PNUD - Programa das Nações Unidas para o Desenvolvimento
- ☐ PNUMA - Programa das Nações Unidas para o Meio Ambiente
- ☐ UIT - União Internacional de Telecomunicações
- ☐ UNAIDS - Programa Conjunto das Nações Unidas sobre HIV/AIDS
- ☐ UNDRR - Escritório das Nações Unidas para a Redução do Risco de Desastres
- ☐ UNDSS - Departamento de Salvaguarda e Segurança das Nações Unidas
- ☐ UNESCO - Organização das Nações Unidas para a Educação, a Ciência e a Cultura
- ☐ UNFPA - Fundo de População das Nações Unidas
- ☐ UNIC - Centro de Informações das Nações Unidas
- ☐ UNICEF - Fundo das Nações Unidas para a Infância
- ☐ UNIDO - Organização das Nações Unidas para o Desenvolvimento Industrial
- ☐ UNODC - Escritório das Nações Unidas sobre Drogas e Crimes
- ☐ UNOPS - Escritório das Nações Unidas para Serviços de Projetos
- ☐ UNV - Programa de Voluntário das Nações Unidas
- ☐ WFP - Programa Mundial de Alimentos

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☐ Não trabalhei / Não conheço nenhuma dessas Agências, Fundos ou Programas da ONU

B.2. NA SUA OPINIÃO, ENTRE 2017 E 2021, OS PROJETOS OU AS AÇÕES DAS ENTIDADES DA ONU COM OS QUAIS TRABALHOU ESTIVERAM ALINHADOS AOS ODS? \*

- ☐ Totalmente alinhados
- ☐ Parcialmente alinhados
- ☐ Pouco alinhados
- ☐ Nada alinhados
- ☐ Não sei / Sem resposta

B.3. NA SUA OPINIÃO, ENTRE 2017 E 2021, EM QUE MEDIDA AS AÇÕES DAS AFP OU PROJETOS (COM OS QUAIS TRABALHOU) ESTIVERAM ALINHADAS COM NORMAS E ACORDOS INTERNACIONAIS DE DIREITOS HUMANOS E IGUALDADE DE GÊNERO, RAÇA E ETNIA (POR EXEMPLO, CEDAW, DECLARAÇÃO UNIVERSAL DOS DIREITOS HUMANOS, CRPD, PLATAFORMA DE AÇÃO DE PEQUIM, CERD, DECLARAÇÃO E PLANO DE AÇÃO DE DURBAN, CONVENÇÃO 169, DECLARAÇÃO DAS NAÇÕES UNIDAS SOBRE OS DIREITOS DOS POVOS INDÍGENAS)? \*

- ☐ Totalmente alinhados
- ☐ Parcialmente alinhados
- ☐ Pouco alinhados
- ☐ Nada alinhados
- ☐ Não sei / Sem resposta

B.4. ENTRE 2017 E 2021, AS AFP OU PROJETOS (COM OS QUAIS TRABALHOU) ABORDARAM QUESTÕES-CHAVE IDENTIFICADAS PELA AVALIAÇÃO DE PAÍS (CCA) DE 2015? \*

- ☐ Abordou todas ou quase todas
- ☐ Abordou parcialmente
- ☐ Abordou quase nenhuma
- ☐ Não abordou nenhuma
- ☐ Não sei / Sem resposta

B.5. ENTRE 2017 E 2021, EM QUE MEDIDA O ESCRITÓRIO DE COORDENAÇÃO DA ONU CONTRIBUIU PARA A CRIAÇÃO DE SINERGIAS E COOPERAÇÃO ENTRE AS AFP? \*

- ☐ Contribuíram muito
- ☐ Contribuíram parcialmente
- ☐ Contribuíram pouco
- ☐ Não contribuíram em nada
- ☐ Não sei / Sem resposta

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B.6. ENTRE 2017 E 2021, AS ESTRATÉGIAS DE EFICIÊNCIA, EM ESPECIAL AS PRESENTES NO *BUSINESS OPERATION STRATEGY (BOS)* FORAM CAPAZES DE REDUZIR CUSTOS DE OPERAÇÃO E O VOLUME DE OPERAÇÕES?

- ☐ As estratégias reduziram muito os custos e operações
- ☐ As estratégias reduziram parcialmente os custos e operações
- ☐ As estratégias reduziram pouco os custos e operações
- ☐ As estratégias reduziram em nada os custos e operações
- ☐ Não conheço o BOS
- ☐ Não sei / Sem resposta

B.7. ENTRE 2017 E 2021, AS ESTRATÉGIAS DE EFICIÊNCIA, EM ESPECIAL AS PRESENTES NO *JOINT OPERATIONAL FACILITY (JOF)* FORAM CAPAZES DE REDUZIR CUSTOS DE OPERAÇÃO E O VOLUME DE OPERAÇÕES? \*

- ☐ As estratégias reduziram muito os custos e operações
- ☐ As estratégias reduziram parcialmente os custos e operações
- ☐ As estratégias reduziram pouco os custos e operações
- ☐ As estratégias reduziram em nada os custos e operações
- ☐ Não conheço o JOF
- ☐ Não sei / Sem resposta

B.8. ENTRE 2017 E 2021, O OPERATION MANAGEMENT TEAM (OMT) CONSEGUIU COMPARTILHAR INFORMAÇÕES, PROCESSOS E ADMINISTRAÇÃO DE MODO A TRAZER MAIS EFICIÊNCIA ÀS ATIVIDADES DO SISTEMA ONU? \*

- ☐ O OMT contribuiu muito para o aumento da eficiência das atividades do Sistema ONU
- ☐ O OMT contribuiu parcialmente para o aumento da eficiência das atividades do Sistema ONU
- ☐ O OMT contribuiu pouco para o aumento da eficiência das atividades do Sistema ONU
- ☐ O OMT não contribuiu em nada para o aumento da eficiência das atividades do Sistema ONU
- ☐ Não conheço o OMT
- ☐ Não sei / Sem resposta

4. NUMA ESCALA DE 0 A 4, ONDE 4 É "CONCORDO PLENAMENTE" E 0 É "DISCORDO COMPLETAMENTE", ENTRE 2017 E 2021, COMO VOCÊ AVALIA AS RESPOSTAS DO SISTEMA ONU ÀS NECESSIDADES EMERGENTES E IMPREVISTAS RELACIONADAS ÀS SEGUINTE SITUAÇÕES?

0 = DISCORDO COMPLETAMENTE  
1 = DISCORDO PARCIALMENTE  
2 = NÃO DISCORDO NEM CONCORDO  
3 = CONCORDO PARCIALMENTE  
4 = CONCORDO PLENAMENTE

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<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS IMEDIATAS</b> ÀS QUESTÕES RELACIONADAS À <b>MIGRAÇÃO VENEZUELANA.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS PERTINENTES</b> ÀS QUESTÕES RELACIONADAS À <b>MIGRAÇÃO VENEZUELANA.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS QUE LEVARAM EM</b> <b>CONTA QUESTÕES DE GÊNERO</b> RELACIONADAS À <b>MIGRAÇÃO</b> <b>VENEZUELANA.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS QUE LEVARAM EM</b> <b>CONTA QUESTÕES RACIAIS</b> RELACIONADAS À <b>MIGRAÇÃO</b> <b>VENEZUELANA.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS QUE LEVARAM EM</b> <b>CONTA QUESTÕES INDÍGENAS</b> RELACIONADAS À <b>MIGRAÇÃO</b> <b>VENEZUELANA.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS IMEDIATAS</b> ÀS QUESTÕES RELACIONADAS À <b>COVID-19.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>



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<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS PERTINENTES ÀS QUESTÕES RELACIONADAS À COVID-19.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS QUE LEVARAM EM CONTA QUESTÕES DE GÊNERO RELACIONADAS À COVID-19.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS QUE LEVARAM EM CONTA QUESTÕES RACIAIS RELACIONADAS À COVID-19.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>O SISTEMA ONU OFERECEU <b>RESPOSTAS QUE LEVARAM EM CONTA QUESTÕES INDÍGENAS RELACIONADAS À COVID-19.</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>5. ENTRE 2017 E 2021, AS DIFERENTES FRENTES DE ATUAÇÃO DO SISTEMA ONU FORAM PLANEJADAS E IMPLEMENTADAS LEVANDO EM CONSIDERAÇÃO AS IMPLICAÇÕES AMBIENTAIS? *</p> <p><input type="radio"/> Sempre ou quase sempre consideraram possíveis implicações ao meio ambiente</p> <p><input type="radio"/> Consideraram algumas vezes implicações ao meio ambiente</p> <p><input type="radio"/> Consideraram pouco as implicações ao meio ambiente</p> <p><input type="radio"/> Consideraram em nada as implicações ao meio ambiente</p> <p><input type="radio"/> Não sei / Sem resposta</p>	

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<p>6. NUMA ESCALA DE 0 A 4, ONDE 4 É "CONTRIBUIU MUITO" E 0 É "PREJUDICOU", COMO VOCÊ AVALIA A CONTRIBUIÇÃO DO SISTEMA ONU ENTRE 2017 E 2021 NAS SEGUINTE FRENTE?</p>	<p>0 = PREJUDICOU 1 = NÃO CONTRIBUIU 2 = CONTRIBUIU POUCO 3 = CONTRIBUIU PARCIALMENTE 4 = CONTRIBUIU MUITO</p>
<p>FORTALECIMENTO DE <b>CAPACIDADES INSTITUCIONAIS DOS PARCEIROS</b> (PODER PÚBLICO, OSC, EMPRESAS ETC)</p>	<p>NOTA: *</p> <p><input type="radio"/> 0   <input type="radio"/> 1   <input type="radio"/> 2   <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p><b>QUALIFICAÇÃO DE POLÍTICAS PÚBLICAS</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0   <input type="radio"/> 1   <input type="radio"/> 2   <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>PRODUÇÃO DE <b>ESTUDOS, PESQUISAS E EVIDÊNCIAS</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0   <input type="radio"/> 1   <input type="radio"/> 2   <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>SENSIBILIZAÇÃO/ADVOCACY DE <b>LIDERANÇAS PÚBLICAS</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0   <input type="radio"/> 1   <input type="radio"/> 2   <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>SENSIBILIZAÇÃO/ADVOCACY DA <b>SOCIEDADE CIVIL</b></p>	<p>NOTA: *</p> <p><input type="radio"/> 0   <input type="radio"/> 1   <input type="radio"/> 2   <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>



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7. VOCÊ ACREDITA QUE ALGUMA DESSAS FRENTES DEVE SER MAIS FORTALECIDA NOS PRÓXIMOS ANOS? MARQUE TODAS QUE SE APLICAM. \*

- ☐ Capacidades institucionais dos parceiros (poder público, OSC, empresas etc)
- ☐ Qualificação de políticas públicas
- ☐ Estudos, pesquisas e evidências
- ☐ Sensibilização/advocacy de Lideranças públicas
- ☐ Sensibilização/advocacy da sociedade civil
- ☐ Outros

7.A. QUAIS OUTRAS FRENTES?

8. EM UMA ESCALA DE 0 A 4 ONDE 0 É "PREJUDICOU" E 4 É "CONTRIBUIU MUITO", COMO VOCÊ AVALIA A CONTRIBUIÇÃO DO SISTEMA ONU ENTRE 2017 E 2021 NAS SEGUINTE ÁREAS:

0 = PREJUDICOU  
1 = NÃO CONTRIBUIU  
2 = CONTRIBUIU POUCO  
3 = CONTRIBUIU PARCIALMENTE  
4 = CONTRIBUIU MUITO

SAÚDE

NOTA: \*

☐ 0 ☐ 1 ☐ 2 ☐ 3

☐ 4

☐ Não Sei / Sem resposta

EDUCAÇÃO

NOTA: \*

☐ 0 ☐ 1 ☐ 2 ☐ 3

☐ 4

☐ Não Sei / Sem resposta

ASSISTÊNCIA SOCIAL

NOTA: \*

☐ 0 ☐ 1 ☐ 2 ☐ 3

☐ 4

☐ Não Sei / Sem resposta

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<p>SEGURANÇA ALIMENTAR E NUTRICIONAL</p> <p>.....</p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>TRABALHO DECENTE</p> <p>.....</p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>MEIO AMBIENTE</p> <p>.....</p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>MUDANÇAS DO CLIMA</p> <p>.....</p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>CADEIA DE VALOR E INOVAÇÃO</p> <p>.....</p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>EMPREENDEDORISMO</p> <p>.....</p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
<p>INFRAESTRUTURA, CIDADES E ENERGIA</p> <p>.....</p>	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>

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SISTEMAS DE TRANSPORTE E MOBILIDADE URBANA	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
MÉDIAS, PEQUENAS E MICRO EMPRESAS	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
ASSOCIATIVISMO E INCLUSÃO PRODUTIVA	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
REFUGIADOS E MIGRANTES	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
GÊNERO	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
RAÇA	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>
DIREITOS HUMANOS	<p>NOTA: *</p> <p><input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3</p> <p><input type="radio"/> 4</p> <p><input type="radio"/> Não Sei / Sem resposta</p>

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<p>QUESTÕES INDÍGENAS</p>	<p>NOTA: *</p> <p> <input type="radio"/> 0   <input type="radio"/> 1   <input type="radio"/> 2   <input type="radio"/> 3  <input type="radio"/> 4  <input type="radio"/> Não Sei / Sem resposta         </p>
<p>9. VOCÊ ACREDITA QUE ALGUMA DESSAS AREAS TEMÁTICAS DEVE SER MAIS FORTALECIDA NOS PRÓXIMOS ANOS? *</p> <p><i>Selecione todas as alternativas que se aplicam</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Saúde</li> <li><input type="checkbox"/> Educação</li> <li><input type="checkbox"/> Assistência social</li> <li><input type="checkbox"/> Segurança alimentar e nutricional</li> <li><input type="checkbox"/> Trabalho decente e emprego</li> <li><input type="checkbox"/> Meio ambiente, recursos naturais</li> <li><input type="checkbox"/> Mudanças do clima</li> <li><input type="checkbox"/> Cadeias de valor e inovação</li> <li><input type="checkbox"/> Empreendedorismo</li> <li><input type="checkbox"/> Infraestrutura, cidades e energia</li> <li><input type="checkbox"/> Sistemas de transporte e mobilidade urbana</li> <li><input type="checkbox"/> Médias, pequenas e micro empresas</li> <li><input type="checkbox"/> Associativismo e inclusão produtiva</li> <li><input type="checkbox"/> Refugiados e migrantes</li> <li><input type="checkbox"/> Covid-19</li> <li><input type="checkbox"/> Gênero</li> <li><input type="checkbox"/> Raça</li> <li><input type="checkbox"/> Direitos Humanos</li> <li><input type="checkbox"/> Questões indígenas</li> </ul>	
<p>SE QUISER, DEIXE AQUI SEUS COMENTÁRIOS/CRÍTICAS SOBRE O TRABALHO DO SISTEMA ONU ENTRE 2017 E 2021 OU COMENTÁRIOS/SUGESTÕES PARA O PRÓXIMO CICLO (2022-2026):</p>	
<p>ESTE É O FIM DA NOSSA PESQUISA. MUITO OBRIGADO PELA SUA PARTICIPAÇÃO!</p>	

## 9.5. Appendix E - Comparison between SDGs and MAP Guidelines 2016-2019 and 2020-2023

AXIS	SDG	MAP 2016-2019	MAP 2020-2023
PEOPLE AXIS	SDG 1 End poverty in all its forms, everywhere.	To fight poverty and reduce inequalities, promote equitable access to public services and expand economic opportunities in the countryside and the city.	<i>See guidelines related to SDG 2</i>
	SDG 2 End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.	Guarantee of the human right to adequate and healthy food, with the promotion of food and nutrition sovereignty and security.	Fight against hunger, poverty and social inequalities (can also be understood as related to SDG 1);
		Promotion of sustainable rural development, aimed at expanding agricultural production and productivity, generating employment, income, foreign exchange and the rural population's access to public goods and services.	
		Strengthening land governance and promoting agrarian reform and protecting the rights of indigenous peoples, traditional peoples and communities and quilombolas.	
	SDG 4 Ensure inclusive, equitable and quality education and promote lifelong learning opportunities for all.	Promotion of quality and expansion of access to education with equity, articulating different levels, modalities and systems, guaranteeing conditions for permanence and learning and valuing diversity.	Priority to the quality of basic education, especially early childhood education, and preparation for the job market;
		Promotion of cultural and artistic development and access to culture, valuing diversity and strengthening the economy of culture.	
		Promoting the	

AXIS	SDG	MAP 2016-2019	MAP 2020-2023
		democratization of access to sports, sports training and the preparation of athletes, with a focus on improving the population's quality of life.	
	SDG 5 Achieve gender equality and empower all women and girls	Promotion of gender and ethnic-racial equality and overcoming racism, respecting the diversity of human relationships	<b>No related guidelines.</b>
	SDG 3 Ensure healthy lives and promote well-being for all, at all ages.	Guarantee universal access to primary and specialized health care services, focusing on care comprehensiveness and quality and strengthening the Unified Health System – SUS.	Expansion of coverage and resolution of primary health care, with priority on prevention, and strengthening of integration between health services;
		Ensuring the population's access to the social security system, with quality and equity in service and improved management, contributing to the system's sustainability.	
		Guarantee of quality access to social assistance services, through the consolidation of the Unified Social Assistance System (SUAS - Sistema Único de Assistência Social in Brazilian Portuguese).	
PLANET AXIS	SDG 6 Ensure the availability and sustainable management of water and sanitation for all	Promotion of water security, with investments in infrastructure and improvement of shared management and water conservation.	Promotion of environmental quality improvement, conservation and sustainable use of natural resources, considering environmental costs and benefits (can also be understood as related to SDGs 12, 13, 14 and 15).
	SDG 7 Ensure reliable, sustainable, modern and affordable access to energy for all	Promotion of investments to expand energy supply and fuel production, with an emphasis on renewable sources	<b>No related guidelines.</b>

AXIS	SDG	MAP 2016-2019	MAP 2020-2023
	SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable	Promotion of integrated and sustainable urban development, expanding and improving housing conditions, sanitation, accessibility and urban mobility, with environmental quality	Emphasis on sustainable urban development, using the concept of smart cities and promoting business with social and environmental positive impact;
	SDG 12 Ensure sustainable production and consumption standards	Promotion of conservation, recovery and sustainable use of natural resources.	<i>See guidelines related to SDG 6 and SDG 16.</i>
	SDG 13 Take urgent action to fight climate change and its impacts		
	SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development		
	SDG 15 Protect, restore and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, fight desertification, halt and reverse land degradation, and halt biodiversity loss.		
<b>PARTNERSHIP AXIS</b>	SDG 10 Reduce inequality within and between countries	Reduction of regional and intra-regional inequalities and promotion of sustainable territorial development, respecting identities and cultural diversity.	Articulation and coordination with federative entities, with a view to reducing regional inequalities, combined: a) formal relationship processes, through the execution of contracts or agreements, which involve the transfer of resources and responsibilities; and b) monitoring and evaluation mechanisms
	SDG 17 Strengthen the means of implementation and	Ensuring national defense and territorial integrity, and promoting peace, human	The promotion and defense of human rights, with a focus on family support ( <i>can also be</i>

AXIS	SDG	MAP 2016-2019	MAP 2020-2023
	revitalize the global partnership for sustainable development.	rights and cooperation between nations.	<i>understood as related to SDG 1)</i>
<b>PROSPERITY AXIS</b>	SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and adequate work for all.	Promotion of employment and adequate work, guaranteeing labor rights, professional qualification and strengthening the public employment system	Emphasis on the generation of opportunities and incentives to enter the labor market, with particular attention to the first job opportunity
	SDG 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and encourage innovation.	Promotion of the right to communication and digital inclusion, expanding broadband Internet access and expanding the offer of telecommunications services and content.	Efficiency of the action of the public sector, with the valorization of science and technology and reduction of State interference in the economy;
		Promotion of science, technology and innovation and stimulus to productive development, with expansion of productivity, competitiveness and sustainability of the economy.	Guaranteeing the balance of public accounts, with a view to reinserting Brazil among investment-grade countries.
		Promotion of economic development, improvement of the business environment and competition, with fiscal justice and balance of public accounts.	Promotion of scientific and technological research, with a focus on health care, including the prevention and treatment of rare diseases;
		Strengthening of micro and small companies and individual micro-entrepreneurs and promoting associated work, cooperation, self-management, and solidarity enterprises.	Expansion of private investment in infrastructure, guided by the association between long-term planning and reduction of legal uncertainty;
		Expansion of Brazil's performance in the international trade of goods and services, adding value, technological content, and diversifying the agenda and	Expansion and orientation of public investment, with



AXIS	SDG	MAP 2016-2019	MAP 2020-2023
		<p>destination of Brazilian exports.</p> <p>Investments in the improvement of passenger and cargo transport, seeking modal integration, the efficiency of the transport network, the country's competitiveness, sustainable development and regional, national and South American integration.</p>	<p>emphasis on the provision of infrastructure and its maintenance.</p> <p>Simplification and progressivity of the tax system, improvement of the business environment, stimulation of competition and greater opening of the national economy to foreign trade, prioritizing support for micro and small companies and promoting the protection of national industry to a degree equivalent to that practiced by the most industrialized countries;</p> <p>Encouraging entrepreneurship, by facilitating credit for the productive sector, granting tax incentives and benefits and reducing bureaucratic obstacles</p>
<b>PEACE AXIS</b>	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective,	<p>Strengthening citizenship and fundamental rights, promoting social participation, access to justice, the rights of the elderly, young people, persons with disabilities, respect for the LGBT population and the fight against all forms of violence.</p> <p>Strengthening public security and reducing homicides, with the integration of public policies among federated entities, border control and</p>	<p>Governance improvement, modernization of the State and federal public management, with administrative efficiency, state action transparency, digitalization of government services, and promotion of the productivity of the State's administrative structure.</p>

<b>AXIS</b>	<b>SDG</b>	<b>MAP 2016-2019</b>	<b>MAP 2020-2023</b>
	accountable and inclusive institutions at all levels	<p>promotion of a culture of peace</p> <p>Strengthening of the State's management capacity, with a focus on increasing the quality of services provided to citizens, quality of spending, transparency, communication and social participation, as well as the prevention and fight against corruption.</p>	<p>Continuous search for improving the quality of public spending, through the adoption of indicators and targets that allow the measurement of the effectiveness of public policies.</p> <p>Ensuring the balance of public accounts, with a view to reinserting Brazil among investment grade countries;</p> <p>Intensification of the fight against corruption, violence and organized crime;</p> <p>The development of the capabilities and conditions necessary for the promotion of sovereignty and national interests, considering the aspects of national defense, foreign relations and institutional security (<i>can also be understood as related to SDGs 12, 13, 14 and 15</i>)</p>

## 9.6. Appendix F - Budget analysis of the 2016-2019 and 2020-2023 MAPs

Function	UNDAF axes	2016	2017	2018	2019	2020	2021 (LOA)	2022 (PLOA)
01 - Legislative	Peace Axis	R\$ 9.042.656.098	R\$ 8.961.221.627	R\$ 8.796.627.587	R\$ 8.724.107.331	R\$ 8.262.028.750	R\$ 9.235.419.310	R\$ 9.437.253.865
02 - Judiciary	Peace Axis	R\$ 40.448.277.170	R\$ 42.776.031.744	R\$ 42.930.170.373	R\$ 43.132.639.744	R\$ 41.393.814.101	R\$ 42.507.472.401	R\$ 42.996.178.701
03 – Essential to Justice	Peace Axis	R\$ 8.379.290.440	R\$ 9.054.513.507	R\$ 8.873.504.254	R\$ 8.878.325.942	R\$ 9.006.353.243	R\$ 9.008.163.069	R\$ 8.848.055.510
04 - Administration	Peace Axis	R\$ 30.786.323.278	R\$ 34.007.635.249	R\$ 37.264.864.051	R\$ 31.411.484.823	R\$ 29.477.557.211	R\$ 28.705.048.320	R\$ 29.171.382.562
05 – National Defense	Partnership Axis	R\$ 78.432.583.643	R\$ 85.126.002.128	R\$ 91.978.182.157	R\$ 97.633.075.556	R\$ 90.646.208.591	R\$ 86.534.955.328	R\$ 85.767.142.329
06 - Public security	Peace Axis	R\$ 12.272.382.757	R\$ 13.457.479.486	R\$ 14.898.391.366	R\$ 13.121.537.894	R\$ 15.233.503.136	R\$ 13.494.498.021	R\$ 12.791.686.625
07 – Foreign Affairs	Partnership Axis	R\$ 3.743.254.474	R\$ 3.707.424.557	R\$ 3.892.909.164	R\$ 3.866.036.984	R\$ 4.295.673.423	R\$ 4.120.039.556	R\$ 4.338.286.009
08 – Social Assistance	People Axis	R\$ 100.751.815.581	R\$ 104.972.526.324	R\$ 106.104.969.072	R\$ 111.093.102.846	R\$ 466.079.974.976	R\$ 111.646.037.260	R\$ 109.138.612.066
09 – Social Security	People Axis	R\$ 752.195.967.328	R\$ 812.553.325.851	R\$ 818.717.411.385	R\$ 841.339.534.923	R\$ 843.801.530.108	R\$ 861.053.227.302	R\$ 855.028.452.661
10 - Health	People Axis	R\$ 136.762.089.798	R\$ 145.718.802.528	R\$ 144.623.995.676	R\$ 145.839.040.554	R\$ 181.213.146.515	R\$ 145.044.813.982	R\$ 127.946.280.336
11 - Work	Prosperity Axis	R\$ 91.466.201.482	R\$ 88.586.275.994	R\$ 86.617.401.762	R\$ 86.006.100.070	R\$ 84.984.219.737	R\$ 75.091.614.777	R\$ 90.340.695.149

Function	UNDAF axes	2016	2017	2018	2019	2020	2021 (LOA)	2022 (PLOA)
12 – Education	People Axis	R\$ 134.829.190.955	R\$ 138.040.210.940	R\$ 134.235.957.052	R\$ 132.053.620.584	R\$ 115.972.062.110	R\$ 122.166.032.144	R\$ 120.822.469.352
13 – Culture	People Axis	R\$ 2.449.968.276	R\$ 2.359.385.501	R\$ 2.392.619.651	R\$ 2.093.269.891	R\$ 1.386.595.471	R\$ 1.881.018.126	R\$ 1.625.921.024
14 - Citizenship Rights	Peace Axis	R\$ 3.042.199.733	R\$ 2.185.397.626	R\$ 1.943.742.023	R\$ 2.777.614.805	R\$ 1.600.188.529	R\$ 1.307.634.889	R\$ 999.862.954
15 - Urbanism	Planet Axis	R\$ 4.831.778.286	R\$ 7.874.676.830	R\$ 6.445.554.059	R\$ 8.650.098.748	R\$ 9.254.225.758	R\$ 9.856.402.909	R\$ 1.328.683.955
16 - Housing	Planet Axis	R\$ 48.206.390	R\$ 63.628.648	R\$ 22.172.128	R\$ 24.894.567	R\$ 85.232.962	R\$ 249.832.262	R\$ 8.100.000
17 - Sanitation	Planet Axis	R\$ 711.893.525	R\$ 1.064.033.252	R\$ 1.102.164.661	R\$ 595.905.697	R\$ 978.954.277	R\$ 255.582.406	R\$ 350.369.714
18 - Environmental management	Planet Axis	R\$ 7.042.803.765	R\$ 5.187.992.625	R\$ 5.552.203.284	R\$ 5.521.578.311	R\$ 5.272.806.670	R\$ 4.120.816.104	R\$ 3.988.262.738
19 – Science and Technology	Prosperity Axis	R\$ 9.210.794.212	R\$ 9.086.535.491	R\$ 8.940.536.139	R\$ 8.389.507.235	R\$ 8.053.734.912	R\$ 6.827.099.219	R\$ 12.693.024.128
20 - Agriculture	People Axis	R\$ 32.828.435.704	R\$ 28.779.405.095	R\$ 27.314.560.877	R\$ 25.359.685.653	R\$ 22.240.273.133	R\$ 25.143.047.765	R\$ 24.257.031.999
21 – Agrarian Organization	People Axis	R\$ 3.772.783.032	R\$ 3.412.308.290	R\$ 3.242.682.384	R\$ 2.267.011.537	R\$ 2.188.523.011	R\$ 1.916.529.612	R\$ 1.913.495.450
22 - Industry	Prosperity Axis	R\$ 2.978.570.254	R\$ 2.841.237.247	R\$ 2.682.146.974	R\$ 2.210.808.143	R\$ 1.919.672.817	R\$ 1.923.340.791	R\$ 1.864.807.259
23 - Trade and Services	Prosperity Axis	R\$ 3.899.118.923	R\$ 3.450.371.486	R\$ 5.522.351.917	R\$ 3.207.919.052	R\$ 8.568.935.970	R\$ 3.303.838.311	R\$ 4.329.223.357
24 - Communication	Prosperity Axis	R\$ 1.794.185.733	R\$ 1.564.671.057	R\$ 1.697.830.246	R\$ 1.616.554.080	R\$ 2.020.537.598	R\$ 3.258.590.476	R\$ 3.634.839.454
25 - Energy	Planet Axis	R\$ 2.402.170.849	R\$ 2.368.860.131	R\$ 2.406.669.757	R\$ 3.128.801.897	R\$ 1.793.926.200	R\$ 1.495.116.353	R\$ 1.693.719.879
26 - Transport	Prosperity Axis	R\$ 17.958.926.498	R\$ 18.967.082.362	R\$ 18.133.301.484	R\$ 14.150.327.775	R\$ 12.964.872.636	R\$ 15.599.462.216	R\$ 18.559.070.698

Function	UNDAF axes	2016	2017	2018	2019	2020	2021 (LOA)	2022 (PLOA)
27 - Sport and Leisure	People Axis	R\$ 1.784.679.111	R\$ 1.604.122.733	R\$ 1.490.162.346	R\$ 869.475.559	R\$ 656.499.430	R\$ 892.076.868	R\$ 302.215.355
28 - Special incumbency	Peace Axis	R\$ 1.868.045.120.865	R\$ 1.623.671.681.484	R\$ 1.711.389.515.573	R\$ 1.691.304.066.937	R\$ 2.121.880.825.338	R\$ 2.868.134.672.897	R\$ 2.986.988.595.827

## 9.7. Appendix G - Table of indicators obtained from the Covid-19 Portal - UN Info

### First pillar (*Health First*)

Indicator	Category	Total/Yes or No
Indicator 1.1	People accessing vaccination programs. Maternal health and nutrition	730 mil
	Maternal Health Programs	0
	Vaccination Programs	620 mil
	Nutrition Programs	110 mil
Indicator 1.2	Supported health facilities (immunization)	0
Indicator 1.3	Essential health services to be maintained during the COVID-19 Pandemic	Yes
Indicator 1.3	Public policies implemented in the health sector	Yes
Indicator 1.3	Multisectoral technical working group on mental health and psychosocial support	-
Indicator 1.4	Health professionals receiving UN support	22mil

## Second pillar (*Protecting People*)

Indicator	Category	Total/Yes or No
Indicator 2.1	People Reached (WASH)	1.5 milhões
Indicator 2.2	Children supported with online learning	3.8 milhões
Indicator 2.3	children receiving meals	0
Indicator 2.4	Ensuring access to justice. Empower key services to prevent impunity	No
Indicator 2.4	Ensuring continued functioning of shelters for victims of violence and expanding their capacity	Yes
Indicator 2.4	Integrate violence prevention and response into COVID-19 Response Plans	Yes
Indicator 2.4	Providing options for women to report abuse and seek help without alerting abusers	Yes
Indicator 2.4	Raise awareness about gender violence through advocacy and campaigns with targeted messages for both women and men	Yes
Indicator 2.5	Beneficiaries of social protection programs	110 mil

### Third Pillar (*Economic Response and recovery*)

Indicator	Category	Total/Yes or No
Indicator 3.1	Reinforcement of supported employment policies - Migrant workers	Yes
Indicator 3.1	Reinforcement of supported employment policies - Self-employed and family workers (proxy for informal workers)	No
Indicator 3.1	Reinforcement of supported employment policies - Women	Yes
Indicator 3.1	Reinforcement of supported employment policies - Workers with disabilities	Yes
Indicator 3.1	Reinforcement of supported employment policies - Youth (15-29)	Yes
Indicator 3.2	Supported workers (formal and informal)	370
Indicator 3.2	Supported companies (MSMEs. Private sector)	28
Indicator 3.3	Fiscal stimulus packages. Monetary and legislative - Climate and environmental sensitivity	Yes
Indicator 3.3	Fiscal stimulus packages. Monetary and legislative - Gender-sensitive	Yes
Indicator 3.4	Beneficiaries of goods supply protection regimes	1.2 mil



**Fourth Pillar (*Macroeconomic Response and Multilateral Collaboration*)**

Indicator	Category	Total/Yes or No
Indicator 4.1	Assessment of public and fiscal debt	Yes
Indicator 4.1	Gender-sensitive impact assessments	Yes
Indicator 4.1	Assessment of human impact needs for populations at risk	Yes
Indicator 4.1	Impact assessment on the labor market	Yes
Indicator 4.1	Assessment of macro and mesoeconomic needs	Yes
Indicator 4.1	Assessment of sectoral and multisectoral needs	Yes
Indicator 4.2	Tax policy	No
Indicator 4.2	Labor market policies. Including food safety assessment	No
Indicator 4.2	Social protection policy	No
Indicator 4.2	Socioeconomic policies. Including employment	No
Indicator 4.2	Women's Empowerment Policies	No

**Fifth Pilar (*Social Cohesion and Community Resilience*)**

Indicator	Category	Total/Sim ou Não
Indicator 5.1	Employers and business organizations	0
Indicator 5.1	Unions	0
Indicator 5.2	Community organizations empowered for resilience - Community-based organizations	17
Indicator 5.2	Community organizations empowered for resilience - Community-based organizations - Youth organizations	0
Indicator 5.3	Facilitated spaces of social dialogue for the population at risk	5