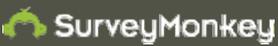


ANNEX 5 SUMMARY OF RESPONSES TO SENIOR MANAGEMENT SURVEY

Ministry for Foreign Affairs of Finland: Senior Staff
RBM Survey 

1. Q1: Are you based in an Embassy or Helsinki?

	Response Percent	Response Count
Embassy	0.0%	0
Helsinki	100.0%	10
answered question		10
skipped question		0

2. Q2: Please state your position in the organisation.

	Response Percent	Response Count
Ambassador/ Director General or deputy	50.0%	5
Department/ Unit Director	50.0%	5
answered question		10
skipped question		0

3. Q3: How long have you worked for the Ministry for Foreign Affairs of Finland (MFA) in any position?

	Response Percent	Response Count
Less than 1 year	0.0%	0
2-5 years	0.0%	0
6-10 years	0.0%	0
More than 10 years	100.0%	10
answered question		10
skipped question		0

4. Q4: It is important to my work for me to have regular information on the performance of the aid interventions.

		Response Percent	Response Count
Strongly Agree		50.0%	5
Agree		50.0%	5
Disagree		0.0%	0
Strongly Disagree		0.0%	0
Don't know		0.0%	0
answered question			10
skipped question			0

5. Q5: I have a clear idea what information I need to manage for results.

		Response Percent	Response Count
Strongly agree		10.0%	1
Agree		70.0%	7
Disagree		10.0%	1
Strongly disagree		0.0%	0
Don't know		10.0%	1
answered question			10
skipped question			0

6. Q6: Aid effectiveness is a regular topic for discussion among senior management/middle level management.

		Response Percent	Response Count
Strongly agree		10.0%	1
Agree		60.0%	6
Disagree		30.0%	3
Strongly disagree		0.0%	0
Don't know		0.0%	0
answered question			10
skipped question			0

7. Q7: Results-based management is a topic on KEPO meetings/ JORY/ Quality Assurance Group meetings.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		50.0%	5
Disagree		30.0%	3
Strongly disagree		10.0%	1
Don't know		10.0%	1
answered question			10
skipped question			0

8. Q8: I have sufficient means available for tracking information on the performance of aid interventions.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		20.0%	2
Disagree		70.0%	7
Strongly disagree		10.0%	1
Don't know		0.0%	0
answered question			10
skipped question			0

9. Q9: There is clear and effective guidance for senior management on results management.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		20.0%	2
Disagree		60.0%	6
Strongly disagree		20.0%	2
Don't know		0.0%	0
answered question			10
skipped question			0

10. Q10: Performance reporting should preferably inform about the percentage of projects performing well / satisfactorily /or badly.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		50.0%	5
Disagree		10.0%	1
Strongly disagree		10.0%	1
Don't know		30.0%	3
answered question			10
skipped question			0

11. Q11: A rating system for project performance would help in focusing efforts on weak areas of performance.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		80.0%	8
Disagree		10.0%	1
Strongly disagree		0.0%	0
Don't know		10.0%	1
answered question			10
skipped question			0

12. Q12: The Information Management System of the Ministry is functioning well.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		20.0%	2
Disagree		40.0%	4
Strongly disagree		30.0%	3
Don't know		10.0%	1
answered question			10
skipped question			0

13. Q13: The need to achieve development results is clearly stated as a priority by senior managers.

		Response Percent	Response Count
Strongly agree		10.0%	1
Agree		50.0%	5
Disagree		30.0%	3
Strongly disagree		10.0%	1
Don't know		0.0%	0
answered question			10
skipped question			0

14. Q14: The MFA encourages risk taking and mistakes in the pursuit of development results.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		0.0%	0
Disagree		70.0%	7
Strongly disagree		20.0%	2
Don't know		10.0%	1
answered question			10
skipped question			0

15. Q15: It is more important to achieve results, than to follow process and implement activities.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		60.0%	6
Disagree		40.0%	4
Strongly disagree		0.0%	0
Don't know		0.0%	0
answered question			10
skipped question			0

16. Q16: An adequate budget is made available for operating the RBM/M&E system.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		10.0%	1
Disagree		30.0%	3
Strongly disagree		0.0%	0
Don't know		60.0%	6
answered question			10
skipped question			0

17. Q17: It is normal that policy and planning decisions are informed by empirical evidence on past performance.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		40.0%	4
Disagree		40.0%	4
Strongly disagree		10.0%	1
Don't know		10.0%	1
answered question			10
skipped question			0

18. Q18: The MFA is structured to deliver the objectives of the 2007 Finnish development policy.

		Response Percent	Response Count
Strongly agree		10.0%	1
Agree		40.0%	4
Disagree		50.0%	5
Strongly disagree		0.0%	0
Don't know		0.0%	0
answered question			10
skipped question			0

19. Q19: The focus of management in country programmes is the achievement of outcomes rather than implementation of individual projects.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		40.0%	4
Disagree		30.0%	3
Strongly disagree		0.0%	0
Don't know		30.0%	3
answered question			10
skipped question			0

20. Q20: Team leaders/desk officers have the latitude, flexibility and authority to arrange resources (financial and personnel) as required to achieve the desired outcomes.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		20.0%	2
Disagree		30.0%	3
Strongly disagree		40.0%	4
Don't know		10.0%	1
answered question			10
skipped question			0

21. Q21: Managers at country and headquarters levels respond in a timely and effective way to monitoring reports.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		30.0%	3
Disagree		50.0%	5
Strongly disagree		0.0%	0
Don't know		20.0%	2
answered question			10
skipped question			0

22. Q22: There is effective follow-up and actions on management response to evaluations.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		40.0%	4
Disagree		40.0%	4
Strongly disagree		10.0%	1
Don't know		10.0%	1
answered question			10
skipped question			0

23. Q23: Whether positive or negative, performance information is used to foster learning.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		40.0%	4
Disagree		40.0%	4
Strongly disagree		10.0%	1
Don't know		10.0%	1
answered question			10
skipped question			0

24. Q24: Roles and responsibilities at all levels are clearly set out and known to staff.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		60.0%	6
Disagree		30.0%	3
Strongly disagree		0.0%	0
Don't know		10.0%	1
answered question			10
skipped question			0

25. Q25: A key factor in enhancing promotion and advancement is a proven ability to deliver development results.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		20.0%	2
Disagree		50.0%	5
Strongly disagree		20.0%	2
Don't know		10.0%	1
answered question			10
skipped question			0

26. Q26: Country level staff are under more pressure to spend the budget and ensure timely delivery than on enhancing the contribution by Finland to achievement of outcomes.

		Response Percent	Response Count
Strongly agree		0.0%	0
Agree		80.0%	8
Disagree		10.0%	1
Strongly disagree		0.0%	0
Don't know		10.0%	1
answered question			10
skipped question			0

27. Q27: I have received adequate training to enable me to plan and manage for outcomes.

		Response Percent	Response Count
Strongly agree		10.0%	1
Agree		50.0%	5
Disagree		30.0%	3
Strongly disagree		0.0%	0
Don't know		10.0%	1
answered question			10
skipped question			0

28. Q28: I can easily find information about the performance of a project towards it's objectives, from office systems.

	Response Percent	Response Count
Strongly agree	0.0%	0
Agree	0.0%	0
Disagree 	80.0%	8
Strongly disagree 	20.0%	2
Don't know	0.0%	0
answered question		10
skipped question		0

29. Q29: The MFA is adequately staffed to meet current policy objectives for development cooperation and follow an RBM approach.

	Response Percent	Response Count
Strongly agree	0.0%	0
Agree 	10.0%	1
Disagree 	70.0%	7
Strongly disagree 	20.0%	2
Don't know	0.0%	0
answered question		10
skipped question		0

30. Q30: The MFA's rewards systems provide real incentives for strengthening a results culture within the Ministry.

	Response Percent	Response Count
Strongly agree	0.0%	0
Agree	0.0%	0
Disagree 	50.0%	5
Strongly disagree 	40.0%	4
Don't know 	10.0%	1
answered question		10
skipped question		0

31. Q31: Please list in the following text box practical ways in which you think monitoring and reporting systems for results performance could be improved.

	Response Count
	5
answered question	5
skipped question	5

32. Q32: Please add any additional comments or remarks you wish to make about RBM/M&E in Finnish development cooperation.

	Response Count
	3
answered question	3
skipped question	7