ANNEX 4 SUMMARY OF RESPONSES TO MAIN SURVEY

Ministry for Foreign Affairs of Finland Staff Survey

SurveyMonkey

1. Q 1. Are you based in an Embassy or Helsinki?

	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	**Team leader/Desk Officer/Inspector**	**Response Totals**
An Embassy	**58.7% (27)**	26.7% (8)	46.1% (35)
Helsinki	41.3% (19)	**73.3% (22)**	**53.9% (41)**
answered question	46	30	**76**
		skipped question	**0**

2. Q 2. Please state your position in the organisation

	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	**Team leader/Desk Officer/Inspector**	**Response Totals**
Deputy Director General	0.0% (0)	0.0% (0)	0.0% (0)
Department/Unit Director	0.0% (0)	0.0% (0)	0.0% (0)
Senior Advisor/ Advisor	**100.0% (46)**	0.0% (0)	**60.5% (46)**
Team leader/Desk Officer/Inspector	0.0% (0)	**100.0% (30)**	39.5% (30)
Other (please specify)	3 replies	6 replies	9
answered question	46	30	**76**
		skipped question	**0**

3. Q 3. How long have you worked for the MFA in any position?			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	**Team leader/Desk Officer/Inspector**	**Response Totals**
Less than 1 year	13.0% (6)	6.7% (2)	10.5% (8)
2 - 5 years	**60.9% (28)**	**50.0% (15)**	**56.6% (43)**
6 - 10 years	15.2% (7)	10.0% (3)	13.2% (10)
More than 10 years	10.9% (5)	33.3% (10)	19.7% (15)
answered question	46	30	**76**
		skipped question	**0**

4. Q 4. Please indicate if you have ever attended one of the Ministry's training courses listed here:			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	**Team leader/Desk Officer/Inspector**	**Response Totals**
Policy issues	62.5% (25)	79.2% (19)	68.8% (44)
Project management and administration	**85.0% (34)**	**91.7% (22)**	**87.5% (56)**
Other (please specify)	8 replies	5 replies	13
answered question	40	24	**64**
		skipped question	**12**

5. In the following questions, please indicate if you agree or disagree with the statement. Q 5. I have a good working understanding of the Guidelines for Programme Design, Monitoring and Evaluation (M&E)			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	23.9% (11)	6.9% (2)	17.3% (13)
Agree	**58.7% (27)**	**58.6% (17)**	**58.7% (44)**
Disagree	17.4% (8)	17.2% (5)	17.3% (13)
Strongly disagree	0.0% (0)	6.9% (2)	2.7% (2)
Don't know	0.0% (0)	10.3% (3)	4.0% (3)
answered question	46	29	**75**
		skipped question	**1**

6. Q 6. I can confidently explain to my colleagues and development partners the difference between an output and an outcome			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	39.1% (18)	6.9% (2)	26.7% (20)
Agree	**43.5% (20)**	**62.1% (18)**	**50.7% (38)**
Disagree	17.4% (8)	20.7% (6)	18.7% (14)
Strongly disagree	0.0% (0)	0.0% (0)	0.0% (0)
Don't know	0.0% (0)	10.3% (3)	4.0% (3)
answered question	46	29	**75**
		skipped question	**1**

7. Q 7. I can explain clearly the underlying rationale for my projects. i.e. how the activities and outputs will give rise to the desired project purpose or outcomes			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	34.8% (16)	6.9% (2)	24.0% (18)
Agree	**52.2% (24)**	**62.1% (18)**	**56.0% (42)**
Disagree	8.7% (4)	17.2% (5)	12.0% (9)
Strongly disagree	0.0% (0)	0.0% (0)	0.0% (0)
Don't know	4.3% (2)	13.8% (4)	8.0% (6)
answered question	46	29	**75**
		skipped question	**1**

8. Q 8. The Quality Assurance Board provides a timely and effective function to improve project design			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	2.2% (1)	6.9% (2)	4.0% (3)
Agree	30.4% (14)	**48.3% (14)**	**37.3% (28)**
Disagree	**45.7% (21)**	24.1% (7)	**37.3% (28)**
Strongly disagree	6.5% (3)	13.8% (4)	9.3% (7)
Don't know	15.2% (7)	6.9% (2)	12.0% (9)
answered question	46	29	**75**
		skipped question	**1**

9. Q 9. The need to achieve development results is clearly stated as a priority by senior managers			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	4.3% (2)	6.9% (2)	5.3% (4)
Agree	**41.3% (19)**	**65.5% (19)**	**50.7% (38)**
Disagree	32.6% (15)	10.3% (3)	24.0% (18)
Strongly disagree	17.4% (8)	0.0% (0)	10.7% (8)
Don't know	4.3% (2)	17.2% (5)	9.3% (7)
answered question	46	29	**75**
		skipped question	**1**

10. Q 10. The Ministry for Foreign Affairs (MFA) encourages risk taking and mistakes in the pursuit of development results			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)
Agree	8.7% (4)	0.0% (0)	5.3% (4)
Disagree	**50.0% (23)**	**51.7% (15)**	**50.7% (38)**
Strongly disagree	37.0% (17)	31.0% (9)	34.7% (26)
Don't know	4.3% (2)	17.2% (5)	9.3% (7)
answered question	46	29	**75**
		skipped question	**1**

11. Q 11. It is more important to achieve results, than to follow process and implement activities			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	10.9% (5)	3.4% (1)	8.0% (6)
Agree	**37.0% (17)**	**31.0% (9)**	**34.7% (26)**
Disagree	30.4% (14)	20.7% (6)	26.7% (20)
Strongly disagree	15.2% (7)	20.7% (6)	17.3% (13)
Don't know	6.5% (3)	24.1% (7)	13.3% (10)
answered question	46	29	**75**
		skipped question	**1**

12. Q 12. An adequate budget is made available for operating the Results-based Management/Monitoring & Evaluation system			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	4.3% (2)	3.4% (1)	4.0% (3)
Agree	28.3% (13)	**41.4% (12)**	**33.3% (25)**
Disagree	**30.4% (14)**	17.2% (5)	25.3% (19)
Strongly disagree	10.9% (5)	0.0% (0)	6.7% (5)
Don't know	26.1% (12)	37.9% (11)	30.7% (23)
answered question	46	29	**75**
		skipped question	**1**

13. Q 13. Outcomes (Project Purpose) are developed through a process that brings ownership by all stakeholders (government, development partners, civil society)			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	6.5% (3)	3.7% (1)	5.5% (4)
Agree	**60.9% (28)**	**63.0% (17)**	**61.6% (45)**
Disagree	21.7% (10)	18.5% (5)	20.5% (15)
Strongly disagree	6.5% (3)	3.7% (1)	5.5% (4)
Don't know	4.3% (2)	11.1% (3)	6.8% (5)
answered question	46	27	**73**
		skipped question	**3**

14. Q 14. It is normal that policy and planning decisions are informed by empirical evidence on past performance			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	4.3% (2)	0.0% (0)	2.7% (2)
Agree	**45.7% (21)**	**48.1% (13)**	**46.6% (34)**
Disagree	26.1% (12)	29.6% (8)	27.4% (20)
Strongly disagree	10.9% (5)	0.0% (0)	6.8% (5)
Don't know	13.0% (6)	22.2% (6)	16.4% (12)
answered question	46	27	**73**
		skipped question	**3**

15. Q 15. The Ministry for Foreign Affairs (MFA) is structured to deliver the objectives of the 2007 Finnish Development Policy Programme			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)
Agree	**43.5% (20)**	**51.9% (14)**	**46.6% (34)**
Disagree	34.8% (16)	18.5% (5)	28.8% (21)
Strongly disagree	10.9% (5)	7.4% (2)	9.6% (7)
Don't know	10.9% (5)	22.2% (6)	15.1% (11)
answered question	46	27	**73**
		skipped question	**3**

16. Q 16. The focus of management in country programmes is the achievement of outcomes rather than implementation of individual projects			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)
Agree	30.4% (14)	33.3% (9)	31.5% (23)
Disagree	**54.3% (25)**	22.2% (6)	**42.5% (31)**
Strongly disagree	2.2% (1)	0.0% (0)	1.4% (1)
Don't know	13.0% (6)	**44.4% (12)**	24.7% (18)
answered question	46	27	**73**
		skipped question	**3**

17. Q 17. The Quarterly/Semi-annual/Annual reports are effective at reporting project contribution towards Project Purpose and Goal			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	11.1% (5)	11.1% (3)	11.1% (8)
Agree	**42.2% (19)**	**59.3% (16)**	**48.6% (35)**
Disagree	33.3% (15)	11.1% (3)	25.0% (18)
Strongly disagree	4.4% (2)	3.7% (1)	4.2% (3)
Don't know	8.9% (4)	14.8% (4)	11.1% (8)
answered question	45	27	**72**
		skipped question	**4**

18. Q 18. The 'Intervention Profile/Performance Summary' report is an effective performance monitoring tool			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	2.2% (1)	3.7% (1)	2.8% (2)
Agree	20.0% (9)	25.9% (7)	22.2% (16)
Disagree	26.7% (12)	25.9% (7)	26.4% (19)
Strongly disagree	2.2% (1)	14.8% (4)	6.9% (5)
Don't know	**48.9% (22)**	**29.6% (8)**	**41.7% (30)**
answered question	45	27	**72**
		skipped question	**4**

19. Q 19. Monitoring and reporting are well harmonised with other development partners and make use of country reporting systems			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	3.7% (1)	1.4% (1)
Agree	13.3% (6)	18.5% (5)	15.3% (11)
Disagree	**57.8% (26)**	25.9% (7)	**45.8% (33)**
Strongly disagree	13.3% (6)	18.5% (5)	15.3% (11)
Don't know	15.6% (7)	**33.3% (9)**	22.2% (16)
answered question	45	27	**72**
		skipped question	**4**

20. Q 20. Staff at MFA Headquarters and staff based at Embassies share the same priorities to manage for results			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	11.1% (3)	4.2% (3)
Agree	35.6% (16)	**40.7% (11)**	37.5% (27)
Disagree	**46.7% (21)**	33.3% (9)	**41.7% (30)**
Strongly disagree	4.4% (2)	0.0% (0)	2.8% (2)
Don't know	13.3% (6)	14.8% (4)	13.9% (10)
answered question	45	27	**72**
		skipped question	**4**

21. Q 21. Team leaders/desk officers have the latitude, flexibility and authority to arrange resources (financial and personnel) as required to achieve the desired outcomes

	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	**Team leader/Desk Officer/Inspector**	**Response Totals**
Strongly agree	8.7% (4)	3.7% (1)	6.8% (5)
Agree	30.4% (14)	14.8% (4)	24.7% (18)
Disagree	**34.8% (16)**	**63.0% (17)**	**45.2% (33)**
Strongly disagree	13.0% (6)	7.4% (2)	11.0% (8)
Don't know	13.0% (6)	11.1% (3)	12.3% (9)
answered question	46	27	**73**
		skipped question	**3**

22. Q 22. Managers at country and headquarters levels respond in a timely and effective way to monitoring reports

	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	**Team leader/Desk Officer/Inspector**	**Response Totals**
Strongly agree	4.3% (2)	3.7% (1)	4.1% (3)
Agree	23.9% (11)	**51.9% (14)**	**34.2% (25)**
Disagree	**41.3% (19)**	14.8% (4)	31.5% (23)
Strongly disagree	6.5% (3)	0.0% (0)	4.1% (3)
Don't know	23.9% (11)	29.6% (8)	26.0% (19)
answered question	46	27	**73**
		skipped question	**3**

23. Q 23. There are effective follow-up and actions on management response to evaluations			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	7.4% (2)	2.8% (2)
Agree	13.3% (6)	33.3% (9)	20.8% (15)
Disagree	**53.3% (24)**	**37.0% (10)**	**47.2% (34)**
Strongly disagree	17.8% (8)	3.7% (1)	12.5% (9)
Don't know	15.6% (7)	18.5% (5)	16.7% (12)
answered question	45	27	**72**
		skipped question	**4**

24. Q 24. Whether positive or negative, performance information is used to foster learning			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	3.7% (1)	1.4% (1)
Agree	26.1% (12)	**33.3% (9)**	28.8% (21)
Disagree	**45.7% (21)**	**33.3% (9)**	**41.1% (30)**
Strongly disagree	15.2% (7)	3.7% (1)	11.0% (8)
Don't know	13.0% (6)	25.9% (7)	17.8% (13)
answered question	46	27	**73**
		skipped question	**3**

25. Q 25. I can easily find information about experience from other projects to help in my work			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)
Agree	28.3% (13)	22.2% (6)	26.0% (19)
Disagree	**52.2% (24)**	**37.0% (10)**	**46.6% (34)**
Strongly disagree	19.6% (9)	25.9% (7)	21.9% (16)
Don't know	0.0% (0)	14.8% (4)	5.5% (4)
answered question	46	27	**73**
		skipped question	**3**

26. Q 26. Roles and responsibilities at all levels are clearly set out and known to staff			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	2.2% (1)	3.7% (1)	2.7% (2)
Agree	17.4% (8)	**48.1% (13)**	28.8% (21)
Disagree	**65.2% (30)**	33.3% (9)	**53.4% (39)**
Strongly disagree	13.0% (6)	7.4% (2)	11.0% (8)
Don't know	2.2% (1)	7.4% (2)	4.1% (3)
answered question	46	27	**73**
		skipped question	**3**

27. Q 27. A key factor in enhancing promotion and advancement is a proven ability to deliver development results			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	6.5% (3)	3.7% (1)	5.5% (4)
Agree	21.7% (10)	18.5% (5)	20.5% (15)
Disagree	17.4% (8)	14.8% (4)	16.4% (12)
Strongly disagree	**28.3% (13)**	7.4% (2)	20.5% (15)
Don't know	26.1% (12)	**55.6% (15)**	**37.0% (27)**
answered question	46	27	**73**
		skipped question	**3**

28. Q 28. Country level staff are under more pressure to spend the budget and ensure timely delivery than to enhance the contribution by Finland to achievement of outcomes			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	10.9% (5)	7.7% (2)	9.7% (7)
Agree	**34.8% (16)**	26.9% (7)	**31.9% (23)**
Disagree	**34.8% (16)**	26.9% (7)	**31.9% (23)**
Strongly disagree	10.9% (5)	3.8% (1)	8.3% (6)
Don't know	8.7% (4)	**34.6% (9)**	18.1% (13)
answered question	46	26	**72**
		skipped question	**4**

29. Q 29. I can easily find guidelines and support to help design objectives and indicators for projects and programmes			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	6.5% (3)	7.7% (2)	6.9% (5)
Agree	**39.1% (18)**	**42.3% (11)**	**40.3% (29)**
Disagree	**39.1% (18)**	19.2% (5)	31.9% (23)
Strongly disagree	8.7% (4)	15.4% (4)	11.1% (8)
Don't know	6.5% (3)	15.4% (4)	9.7% (7)
answered question	46	26	**72**
		skipped question	**4**

30. Q 30. The training I have received has equipped me with the ability to plan and manage for outcomes			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	2.2% (1)	3.8% (1)	2.8% (2)
Agree	35.6% (16)	**46.2% (12)**	**39.4% (28)**
Disagree	**42.2% (19)**	23.1% (6)	35.2% (25)
Strongly disagree	11.1% (5)	11.5% (3)	11.3% (8)
Don't know	8.9% (4)	15.4% (4)	11.3% (8)
answered question	45	26	**71**
		skipped question	**5**

31. Q 31. I can easily find information about the performance of a project towards it's objectives, from office systems			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)
Agree	4.3% (2)	19.2% (5)	9.7% (7)
Disagree	**60.9% (28)**	**34.6% (9)**	**51.4% (37)**
Strongly disagree	30.4% (14)	26.9% (7)	29.2% (21)
Don't know	4.3% (2)	19.2% (5)	9.7% (7)
answered question	46	26	**72**
		skipped question	**4**

32. Q 32. The MFA is adequately staffed to meet current policy objectives for development cooperation and follow an RBM approach			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Totals
Strongly agree	2.2% (1)	3.8% (1)	2.8% (2)
Agree	10.9% (5)	11.5% (3)	11.1% (8)
Disagree	**43.5% (20)**	**38.5% (10)**	**41.7% (30)**
Strongly disagree	30.4% (14)	**38.5% (10)**	33.3% (24)
Don't know	13.0% (6)	7.7% (2)	11.1% (8)
answered question	46	26	**72**
		skipped question	**4**

33. Q 33. In our office adequate time and structured occasions are made available to learn from results and evaluations.

	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	**Team leader/Desk Officer/Inspector**	**Response Totals**
Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)
Agree	6.5% (3)	23.1% (6)	12.5% (9)
Disagree	**65.2% (30)**	**34.6% (9)**	**54.2% (39)**
Strongly disagree	23.9% (11)	30.8% (8)	26.4% (19)
Don't know	4.3% (2)	11.5% (3)	6.9% (5)
answered question	46	26	**72**
		skipped question	**4**

34. Q 34. The MFA's rewards systems provide real incentives for strengthening a results culture within the ministry

	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	**Team leader/Desk Officer/Inspector**	**Response Totals**
Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)
Agree	0.0% (0)	3.8% (1)	1.4% (1)
Disagree	**52.2% (24)**	**34.6% (9)**	**45.8% (33)**
Strongly disagree	37.0% (17)	30.8% (8)	34.7% (25)
Don't know	10.9% (5)	30.8% (8)	18.1% (13)
answered question	46	26	**72**
		skipped question	**4**

35. Q 35. Please list in the following text box up to three main factors about the organization, structure or way of working that you think support results-based management in the MFA:			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Count
	30 replies	10 replies	40
answered question	30	10	40
		skipped question	36

36. Q 36. Please list in the following text box up to three main factors about the organization, structure or way of working that you think hold back or discourage results-based management in the MFA:			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Count
	32 replies	10 replies	42
answered question	32	10	42
		skipped question	34

37. Please add any additional comments or remarks you wish to make about RBM/M&E in Finnish development cooperation			
	Q 2. Please state your position in the organisation		
	Senior Advisor/ Advisor	Team leader/Desk Officer/Inspector	Response Count
	19 replies	3 replies	22
answered question	19	3	22
		skipped question	54