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UN Malawi

STAFF AND STAKEHOLDERS PERCEPTION SURVEY REPORT

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UN Malawi Stakeholders Perception Survey

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Acronyms

AIDS	Acquired Immuno-deficiency Syndrome
CSO	Civil Society Organization
FAO	Food Agriculture Organization
HIV	Human Immuno-deficiency Syndrome
MGDS	Malawi Growth and Development Strategy
NGO	Non-Governmental Organization
SPSS	Statistical Package for Social Scientists
UN	United Nations
UNAIDS	United Nations AIDS organization
UNCG	United Nations Communications Group
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHO	World Health Organization

EXECUTIVE SUMMARY

The UN has been operating in Malawi for a number of years now. With at least 8 resident and 8 non-resident agencies, Malawi has benefited in several ways towards its development objectives and the attainment of Millennium Development Goals. In particular, the UN has supported the government of Malawi in capacity building programs and strengthening the management and accountability systems which are prerequisites for ensuring that the poor, women, children and the most vulnerable are beneficiaries of economic growth. Supporting HIV/AIDS programs has also been high on the agenda for Malawi.

The reforms that have been in progress in the UN since 2006 have also been instituted in Malawi to bring about efficiency, cost effectiveness and harmonization of skills, expertise and financial resources for the benefit of Malawians.

The UN realizes that the perceptions of both internal and external stakeholders may be different from what the UN perceives itself, let alone what it actually represents. Such misperceptions would not augur well with the reforms being put in place. Therefore, for proper remedial mechanisms to be put in place, and for desired changes to be accepted and owned by stakeholders, proper diagnosis of the misperceptions has to be done. As a learning organization, the UN in addition to conducting its own assessment commissioned a study for an independent environmental scanning to inform its development of the UN Business Plan II and its Joint Communication Strategy.

Following a preliminary review of UN literature and after consultative meetings between the researcher and the UN through the UNCG, a research questionnaire was designed and administered online. In accordance with the terms of the study, technical advice and overall guidance was provided by UNCG for the development of the questionnaire and on the sampling of audience. The online tools were designed and the process was managed with due diligence. The statistically acceptable minimum response rate of 30% of potential respondents was achieved¹ and the data was collated and analysed for this report. The questionnaire targeted UN members of staff and selected

¹ 64 members of the targeted 155 members of UN staff (being 41%) responded, and 32 of 46 (being 69%) expected respondents from stakeholder institutions responded.

stakeholders from donors, NGOs and Government. Eventually all data was compiled electronically and analyzed on SPSS². The terms of reference were as per **Appendix 10**.

For purposes of developing the Joint UN Communication and Advocacy Strategy, the following findings are likely to be very informative and hence presented here as a summary:

- For channels of communication, stakeholders prefer to get information either through local meetings with the UN or from colleagues working with the UN. Preference for other media is very low. UN members of staff too prefer staff meetings, with the website as a second choice. By implication, the UN needs to integrate more inter-personal communication as it considers developing communication strategies for delivering as one.
- Communications with UN through telephone or email was rated as very good by stakeholders irrespective of regularity of their interaction with UN staff; similarly; UN staff also rated the ease and effectiveness of regular communications within and outside the UN as good and very good respectively. This shows that they felt information flows are fine and that any shortfalls in stakeholders and staff not appreciating UN reforms could be reflecting the content rather than the form of information/messages being sent out – the information may not be getting the right messages out.
- The amount of information being accessed by recipients is good, reflecting satisfied consumers. Some however are indifferent as regards to the levels of satisfaction. Information quality is barely good, with 50% of respondents registering indifference (recipients not sure whether they are getting the right messages from the information received). If the advocacy strategy is to be a success, there ought to be quality assurance for the whole process.
- UN staff and stakeholders both responded that the working environment in and with the UN was conducive and receptive to change. This is a good perception, as it ensures that the stakeholders do look forward to the UN's new strategies.
- Although UN staff generally felt that their heads of agencies strike the right balance between their agencies and the UN system, senior and middle management identified themselves more with their agencies than with the UN as a whole. The

² Statistical data analysis software package.

members of staff themselves too identified more with their agencies than with the UN. These findings have important implications for the UN's reform agenda given that senior managers seem to associate themselves more with their agencies than the UN as a unit. Such managers are unlikely to champion the 'delivering as One' cause. The attitude of the senior managers could partly be reflecting their desire not to lose their influence of decisions over their agencies. It could also be because the senior managers work together more in the country team and the clusters where they appreciate the frustration of operating as a single UN entity.

- There is a felt inter-dependency between UN staff and stakeholders as reflected through their mutual assessment for supporting each other. They rated each other as good in matters of honesty, efficiency, attention to detail, and in providing timely feedback on project implementation. Nevertheless, there is need for improvements in matters of effectiveness of regular communication, a key attribute if desired changes are to be successful.
- For UN staff, impartiality in aid support and policy advice was reported as the greatest comparative advantage of the UN compared to other donors in Malawi. It also turned out that provision of policy advice and technical assistance to Malawi government was listed among the top five functions of the UN. Senior management did not think that the UN has comparative advantages in having a clear niche, in sustainability of interventions, implementation rate and in access to high level of funding. For middle management too, the UN is perceived as not having comparative advantages in sustainability of interventions and in implementation rate. Both the program and support staff also shared the view that the UN has no advantages in implementation rate.
- From the perspective of stakeholders, the UN was perceived as having a comparative advantage in impartiality in aid support and policy advice. The stakeholders did not feel that there is any comparative advantage in defined clear niche, competence of staff, implementation rate and sustainability of interventions. The importance of defining a clear niche cannot be overstated. In its strategies therefore, the UN needs to highlight its focal areas fully. After all, the critical issue of provision of policy advice is also felt as a comparative advantage both by stakeholders and senior management.

- Regarding the “Delivering as One” approach to UN business, although only very few members of staff had not heard about it, the respondents’ knowledge of key components of the approach showed they lack understanding of the concepts.
- In general, the older the staff respondents’ age, the better they felt that the UN is realizing its mandate. This could be reflecting the UN’s long-lasting relationship with Malawi, as the younger generation may have seen a spate of other donors apart from the UN hence not really appreciative of its role. The younger generation could be more important to target with communication messages regarding what the UN does in Malawi and its achievement over the years.
- On matters for improvements, there is a felt call to improve communication pattern, engage effective consultations and efficient delivery of services. It was also felt by a senior manager that UN needs to consider hiring right personnel in its jobs, although high level of expertise was highlighted as the second most important comparative advantage by middle management and program staff. The UN might therefore wish to re-consider its recruitment standards, if the new strategies are to be effective, in the light of such a felt incoherence.

1.0 Introduction

The UN Malawi operates as multiple agencies with multiple programmes. The existing fragmentation and especially the lack of programme cohesion have meant that the UN as a body has not provided the best assistance that the Government needs to fight hunger, reduce poverty, and provide universal access to basic social services to all, including the fight against climate change. The different UN agency systems and processes created a burden for the Government as it was required to participate in multiple programme planning processes and reviews and to submit several reports and documents as part of the framework of co-operation.

The UN Reform process is popularly known as “Delivering as One” to signify the UN working together as one team irrespective of the UN programme or agency. It is premised on the fact that a stronger united team translates into activities that have an increased impact on the people of Malawi, such as improved efficiency, better quality of activities, and use of funds cost-effectively and accountably. It implies pulling together UN skills, expertise, and financial resources and managing this wealth in a way that Malawi can benefit most from it.

The UN family with its many and different agencies is being reformed to deliver in a more coordinated way at country level. In Malawi, the “Delivering as One” reforms aim to ensure that the UN, together with its partners, best responds collectively to the Malawian needs. The overall purpose of the UN Reform under the “Delivering as one” is for the UN to be unified and better aligned in order to more cost-effectively deliver results in support of national priorities. Further, this will help in avoiding duplication of UN’s efforts and assist combining different skills and resources to have greater impact on the ground.

In order to do this most effectively, the UN has had to develop a different approach to how it provides support to the Government:

Firstly, it has had to understand the country’s development goals and challenges and then to identify those areas where the UN has the expertise. Along with this is the realisation that the resources, skills and finances it provides must respond to national development goals and priorities, which are presented in the Malawi Growth and Development Strategy (MGDS).

Secondly, it has organised and managed its operations in a way that maximises resources by simplifying its systems and structures with the aim of saving costs and improving effectiveness and efficiency. This approach is presented in a comprehensive UN-wide country strategy known as the Malawi UN Business Plan I. It shows UN activities responding to the MDGS and outlines the parallel operational and managerial structures needed to achieve these development activities. The Business Plan demonstrates how the UN is working as One Team, managing One Programme under the overall guidance of One Leader (the Resident Coordinator). The Business Plan includes the funding required to implement the One Programme and a unified mechanism to monitor and evaluate the quality and impact of its activities and finances.

The UN Development Assistance Framework (UNDAF, 2008 – 2011) is the One Programme that all resident and non-resident agencies in Malawi are implementing, in response to the MDGS. It is founded on five thematic pillars called clusters, namely a) Sustainable Economic Development and Food Security; b) Social Protection and Disaster Risk Reduction; c) Social Development; d) HIV and AIDS; and e) Good Governance.

The United Nations Development Assistance Framework provides the context and structure of the UN's programs in response to the economic growth and development needs and priorities of Malawi. There are five areas of priority or outcomes in the current UNDAF. The (first) 1997-2000 UNDAF had poverty eradication as its focus, while the 2002-2006 UNDAF focused on poverty reduction among other areas. (UNDAF, 2008-2011).

The UN, however, realises that in addition to programme and operational restructuring, communication has a fundamental role to play in promoting the mission and vision of the UN, communicating its strategic direction and nurturing a stronger team culture and productive synergies with partners.

In this regard, the UN commissioned this research for an independent environment scan to understand stakeholder and staff perceptions of the UN's role and impact in Malawi. Findings of this research will in turn inform the development of the UN Business Plan II and the Joint Communication Strategy.

The environmental scanning which this study undertook was meant to elicit staff and stakeholder perceptions in order for relevant communication strategies to be developed to support the ongoing change and reform process.

This report highlights findings of the research and is organised as follows: the research process; a discussion of the findings relating to staff and stakeholder perceptions/understanding of the UN in Malawi; a discussion of the communication environment and communication channels preferred by both staff and stakeholders; and finally, the implications of the findings for the UN Joint Communication and Advocacy Strategy.

2.0 Research process

An online research questionnaire was designed for this report (**Appendix 1**). Both staff and sampled external stakeholders were sensitized in advance of the survey. Sixty four of the targeted 155 members of staff responded, representing a 41% response rate, which is above the 30% statistically acceptable level for a targeted sample size. Thirty two of the 46 respondents sampled from stakeholder institutions responded, representing a 69% response rate, also above the minimum 30% acceptable level. Due to technical problems, some questionnaires were administered manually but processed with the rest of the electronic responses. The questionnaire was developed by the researcher with input from the UNCG.

Key respondents involved in the study included members of staff from the UN family, government institutions, departments and ministries, international donor agencies and development partners, and NGOs.

Of the stakeholders who responded to the survey, 40.6% were from government, 21.8% from donor agencies, 18.8% from NGOs and another 18.8% chose not to reveal their affiliation.

3.0 Staff and Stakeholders' understanding of UN Malawi

UN staff and stakeholders' perceptions of the UN Malawi are crucial to the development of a viable communication strategy and to the success of UN reforms in the country in general.

3.01 The Role of the UN

Members of staff ranked the top five functions of the UN as (**see Figure 1**):

1. Providing policy advice and technical assistance to Government;
2. Development of Malawi;
3. Assisting HIV/AIDS affected and infected people;
4. Addressing gender and children's issues

On the other hand, stakeholders ranked the top five functions as (see **Figure 2; Appendix 2**):

1. Promotion of human rights;
2. Building institutional and individual capacities;
3. Assisting refugees;
4. Assisting HIV/AIDS affected and infected people; and
5. Addressing gender and children's issues

While there are synergies in three of the areas highlighted by both staff and stakeholders (gender, HIV/AIDS, and children issues), there still seems to be differences in what staff and stakeholders view as the role of the UN. Where staff saw the primary role of the UN as being to offer the government policy and technical advice, the government saw the promotion of human rights as they key function of the UN. This has interesting implications as it means staff and stakeholders do have significant divergences in what they think is the UN's main comparative advantage. The implication is that the communication messages (content) are not well packaged – either the staff or stakeholders don't seem to fully understand the UN's main areas of support. However, given the divergent nature of UN's intervention areas, such differences are expected as different stakeholders deal with different UN agencies.

Figure 1: Staff ranking of UN functions³

³ Due to the divergent options of functions between staff and stakeholders, Figures 1 and 2 could not be directly compared. The summary of the top four options is therefore more relevant.

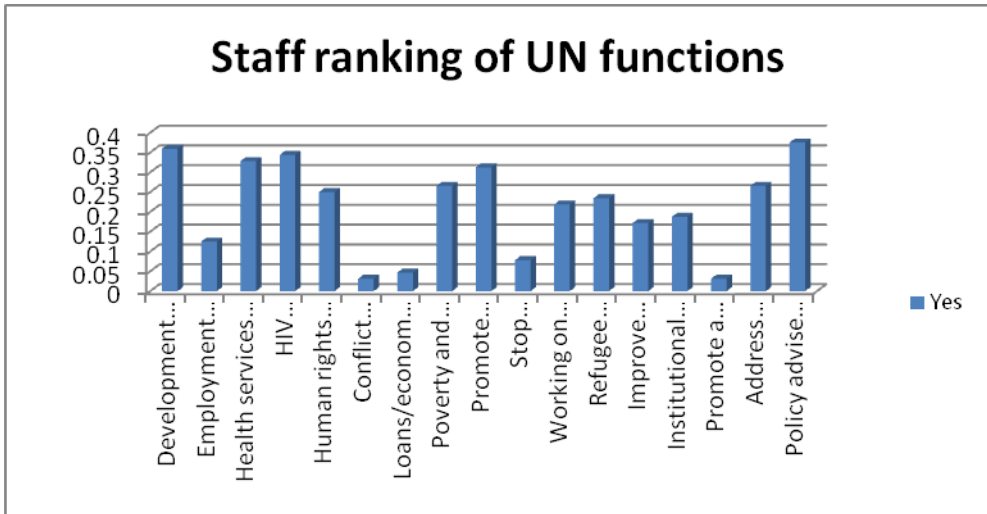
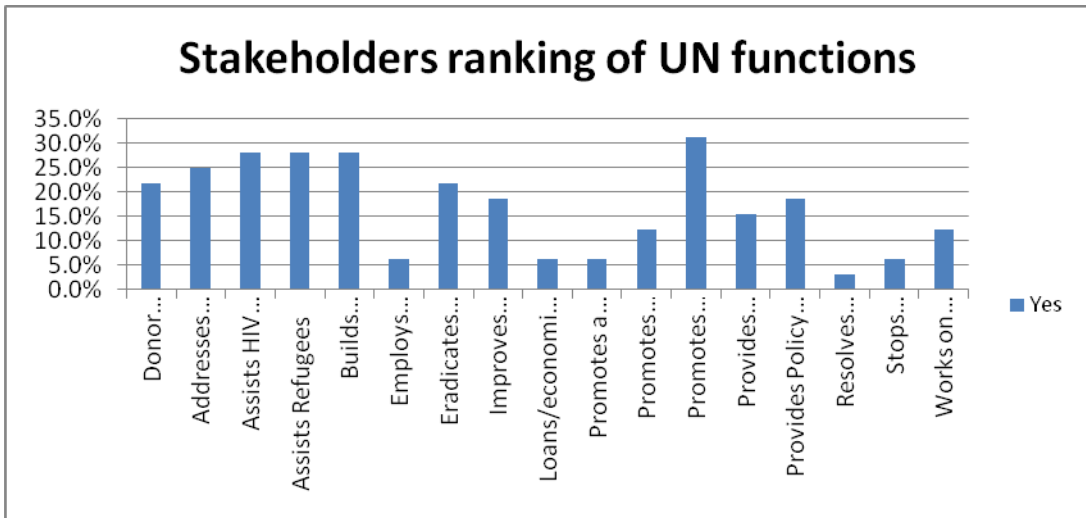


Figure 2: Stakeholders ranking of UN Functions



3.02 Development and humanitarian organisations

In their list of top 10 development and humanitarian organisations, all respondents (staff and stakeholders) topped their list with UNDP, then followed by other UN agencies i.e. FAO, UNICEF, WHO, UNAIDS, UNFPA, UN Habitat, ILO, and WFP (Appendix 3). This indicates that the UN is fairly known by stakeholders.

3.03 UN ranking and staff conduct

Compared to other development organisations in Malawi, the UN was on average rated as very good by 42.1% of the respondents. Of those who rated it excellent, 40% interact with UN staff irregularly and 12.5% interact with UN staff at least once each quarter (**Figure 3**). This is interesting as it seems to imply that the UN agencies treat new partners well but as time goes by, the conduct of staff wanes. This has serious implications on how long-term partners view the UN. Future service surveys would need to therefore concentrate on long-term partners as these are likely to give a truer picture of UN perceptions by stakeholders.

Figure 3: UN and other development organisations

		How do you rate the work of the UN in Malawi compared to other development organizations in Malawi?				Total
		Excellent	Very good	Good	Fair	
How often do you interact with UN staff as part of your job?	At least once each quarter	12.5%	37.5%	12.5%	37.5%	100.0%
	At least once every fortnight		40.0%	40.0%	20.0%	100.0%
	At least once every month		100.0%			100.0%
	Irregularly	40.0%	40.0%	20.0%		100.0%
Total		15.8%	42.1%	21.1%	21.1%	100.0%

The category of stakeholders who interact with UN staff both irregularly and once in a quarter represented 68% of respondents to the question on assessing UN staff. The majority of stakeholders rated as good staff behaviour in the following attributes: honesty, efficiency and motivation. However, the stakeholders were indifferent when it came to assessing the speed with which UN members of staff respond to issues, and also to being flexible, despite being timely on reporting important occurrences in project implementation (**Appendix 4**). UN members of staff were also perceived to be good at paying attention to detail, good and effective at regular communication, and were viewed as professionally competent. Inter-cultural skills were something that stakeholders also appreciated in UN staff.

For those stakeholders dealing with the UN, the bulk of them had worked with their organizations for between 2 to 5 years (**Appendix 4**). Their views influenced the indifferent (mixed) feelings in matters of harmonisation and simplification of programming, speaking as one voice as UN, coherent decision-making in proper allocation of resources. Nonetheless, the respondents felt that there was good aid

effectiveness and good transparency of UN activities in Malawi, good predictability of funding, good avoidance of overlaps and duplications in UN programmes, generally good coherent programming process, and good division of labour. They also felt that there was good organisational efficiency.

3.04 UN staff assessment of stakeholders' support

In their evaluation of their partners, UN staff who have been with the organization for up to 2 years (compared with staff who have been with the organisation for longer period of time) had greater impact on determining the UN survey respondents' views regarding stakeholders' support (**Appendix 5**). As with the stakeholders' evaluation of UN staff, the staff respondents also rated their partners as good in matters of honesty, efficiency, attention to detail, and in providing timely feedback on project implementation. This shows a felt inter-dependency relationship between the UN and its stakeholders. *Nevertheless, whereas the partners were indifferent in their assessment of UN staff in the three aspects of speed with which they respond to issues, flexibility and ease and effectiveness of regular communication, UN staff members rated the partners as good in all of these areas.*

3.05 Comparative advantage: staff perspective

For each category of senior management, middle management, program staff and support staff, impartiality in aid support and policy advice was reported as the most comparative advantage of the UN compared to other donors in Malawi (**Appendix 9**). As it also turned out, provision of policy advice and technical assistance to Malawi government was listed among the top five functions of the UN. High level of expertise was highlighted as the second advantage by *middle management and program staff*. *On the other hand, senior management and support staff ranked support for capacity development and addressing the right priorities as per Malawi's needs respectively as the secondary advantages.*

Senior management did not think that the UN has comparative advantages in having a clear niche, in sustainability of interventions, implementation rate and in access to high level of funding. For middle management too, the UN is perceived as not having comparative advantages in sustainability of interventions and in implementation rate. *While both the program and support staff also shared the view that the UN has no advantages in implementation rate, support staff included organizational efficiency.*

3.06 Comparative advantage: stakeholders' perspective

From the perspective of stakeholders, the UN was perceived as having a comparative advantage in impartiality in aid support and policy advice (Appendix 10). It was highest for NGOs/CSO/Development stakeholders and government respondents. Support for capacity development was ranked highest among donors. All these stakeholder categories did not report that clear niche (focused areas of support), competence of staff, implementation rate and sustainability of interventions have any comparative advantage.

'I am a huge fan of the UN. I think the global goal served by having a United Nations far outweighs the criticisms of the UN. However, I think the UN is now hiring a lot of lousy people whose reputation supersedes that of the organization.'

UN Senior Manager

3.07 Doing well, and call for improvement

On activities/ programmes that the UN does well, and on what it needs to improve on or embark upon, several aspects were mentioned by both staff and other stakeholders as per Table 1 below:

Table 1: What is done well and what to improve

Respondent category	For improvement	What has been done well
NGO/CSO/Development Stakeholder	-More support to HIV/AIDs -Review Labour laws -More resource mobilisation -Timely funding where promised	-Child trafficking reduction -Support to maternal health -Promotion of universal education -Food security -Child rights and health -Education and -Good governance
Government	-Donor coordination in general, esp. consulting on programmes before agreeing them with Government	-Preparatory work for LOGSIP launch -Preparatory work for national decentralisation programme II

	-Reduce transaction costs and really deliver as ONE.	-School meals -Governance assistance -Child rights
Donor Country/Organisation	- Capacity building of institutions and individuals. -support to HIV and AIDs -Direct funding to civil society organizations -Scale up HIV prevention, infrastructure development, -scale up training of health service providers.	-Poverty and disease eradication -Gender and child rights -Social protection and disaster management -Providing advice to government -HIV prevention -Good governance -Food security

Top management	- UN should hire the right people for its jobs - Less overheads -Technical advice and funding directly to civil society organizations -Sceptical about the number and diversity of projects/programmes. -Program looks good but there need for proper coordination within stakeholders	-There has been a big improvement in transparency in 2009. However, the new momentum should not be restricted to UN agencies but take other partners on board. -Good development partner -Impressive people working for the UN, real effort made to communicate to others about delivering as one. -The current crop of UN reps particularly at UNICEF and UNAIDS are a delight to work with and will have transformational input to our joint work in Malawi.
Middle management	-Addressing urban poverty. -There seems to be an efficiency problem and	-It is a reputable institution in terms of humanitarian support but most of its activities remain unknown to many!

	<p>little coordination</p> <ul style="list-style-type: none"> -UN has to involve all areas people want- -Following the daily subsistence rates and the policy established by the heads of diplomatic missions to hold events in the city where most participants are present. While most other partners comply with these standards, UN agencies don't. -sharing information on what the UN is doing and intends to do through various forms of communication. - Scholarship offering -progress information on delivering as one 	
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Generally, the comments are basically on already existing activities, with a call for improved communication pattern, effective consultations and efficient delivery of services.

3.1 Understanding of UN's strategy

UN Malawi is currently operating its 5-year UN Development Assistance Framework with five outcomes envisaged: good governance, HIV/AIDS, Social development, Social Protection and Disaster management, and Sustainable Economic development and food security.

3.2 Attitudes towards Delivering as One

3.2.1 At an average of 79.5% rating, UN staff described their heads of agencies as striking the right balance between their agencies and the UN system (**Figure 4**). Nonetheless, there were differences in how different levels of staff identified themselves with the UN. Notably, 66.7% of senior management and 81.8% of programme staff identified themselves more with their agencies (see **Figure 5**) than with the UN.

Figure 4: Agencies heads strategies

		In your opinion, what statement BEST describes the Head of your Agency below:			Total
		He/she puts too much emphasis on agency interests	He/she strikes the right balance between agency and UN system	He/she puts too much emphasis on UN system interests	
What is the level of your current position in your organization?	Senior management	16.7%	83.3%		100.0%
	Middle management	11.1%	88.9%		100.0%
	Programme Staff	13.6%	77.3%	9.1%	100.0%
	Support Staff	14.3%	71.4%	14.3%	100.0%
Total		13.6%	79.5%	6.8%	100.0%

3.2.2 Middle management staff identified themselves more with their agencies more than UN. Support staff uniquely identified themselves more with both their agencies and the UN overall at 75% (**Figure 5**).

3.2.3 Findings emerging from Figure 5 have important implications for the UN's reform agenda given that senior managers seem to associate themselves more with their agencies than the UN as a unit. Such managers are unlikely to champion the 'delivering as One' cause. The attitude of the senior managers could partly be reflecting their desire to protect their 'empires' (unwillingness to give their powers to a single individual – resident coordinator) so as not to lose their influence of decisions over their agencies. It could also be because they work together more in the country team and the clusters, they encounter the

frustrations of delivering as one more than support staff who mostly do their work in individual agencies.

Figure 5: Staff strategic reflections

		In your candid opinion, you as an individual identifies more strongly with...			Total
		Your agency	The UN overall	Your agency and the UN overall equally	
What is the level of your current position in your organization?	Senior management	66.7%		33.3%	100.0%
	Middle management	33.3%	44.4%	22.2%	100.0%
	Programme Staff	81.8%		18.2%	100.0%
	Support Staff	12.5%	12.5%	75.0%	100.0%
Total		57.8%	11.1%	31.1%	100.0%

3.2.3 Concerning the rating of the UN in realising its mandate in Malawi, about 43% of support staff rated it 'average' whereas the general view by staff was a 'good' rating (64.4%, **Figure 6**).

Figure 6: Mandate realisation- by position

		Please rate how you think the UN performs in realizing its mandate in Malawi				Total
		Very good	Good	Average	Very poor	
What is the level of your current position in your organization?	Senior management	16.7%	50.0%	16.7%	16.7%	100.0%
	Middle management	33.3%	55.6%	11.1%		100.0%
	Programme Staff	4.3%	82.6%	13.0%		100.0%
	Support Staff	28.6%	28.6%	42.9%		100.0%
Total		15.6%	64.4%	17.8%	2.2%	100.0%

The ratings are similar to those based on respondents' age: 63% felt that the UN's realization of its mandate is good. This was more due to the highest rating by those aged over 50 (100%), between 31 and 40 (64%), and 41 and 50 (58.3%). Half of those aged 30 years and below rated the UN's performance as average (**Figure 7**). The general overview going by the age analysis, this could be reflecting the UN's long-lasting

relationship with Malawi (since 1964). On the other hand, the younger generation may have seen a spate of other donors apart from the UN hence not really appreciative of its role. The younger generation could be more important to target with communication messages regarding what the UN does in Malawi and its achievement over the years.

Figure 7: Mandate realisation- by age

		Please rate how you think the UN performs in realizing its mandate in Malawi					Total
		Very good	Good	Average	Poor	Very poor	
Please indicate Your Age?	Up to 30 yrs	25.0%	25.0%	50.0%			100.0%
	31 to 40 yrs	12.0%	64.0%	24.0%			100.0%
	41 to 50 yrs	25.0%	58.3%		8.3%	8.3%	100.0%
	More than 50 yrs		100.0%				100.0%
Total		15.2%	63.0%	17.4%	2.2%	2.2%	100.0%

Staff in the UN revealed that they like the UN mostly because it is taken seriously, having a lot of clout; otherwise the reason of modernity as a measure was the least likely reason (**Figure 8**). On the contrary, staff members least like the bureaucratic tendencies of the UN, *hence the need for reform and change, or at least the need for effective communication of UN's transformation business*. And while remuneration is not the least factor for members of staff to like, most of them are uncertain whether they are better remunerated than other donor organisations (**Figure 9**). *This could have some significance regarding information accessibility within the environment.*

Figure 8: UN's likeability

		What do you LIKE MOST about UN? (in %ages)						Total (%age)
		Is fair in its dealings with staff	Is taken seriously / does have a lot of clout	Is modern / up-to-date	Has sound communication system	Is innovative and progressive	Remunerates well compared to other development organisations	Is transparent in its dealings with stakeholders

Please indicate how long you have worked at the UN?		15	25	10	15	10	5	20	100
	Up to 2 yrs								
	2 to 5 yrs	7	21	7	7	14	14	29	100
	More than 5 yrs	20	20		30	20	10		100
Total		14	23	7	16	14	9	18	100

Figure 9: Remuneration aspect

		Staff are better remunerated in the UN compared to other donor organizations					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
What is your gender	Male	12.5%	15.6%	50.0%	15.6%	6.3%	100.0%
	Female	7.7%	30.8%	23.1%	30.8%	7.7%	100.0%
Total		11.1%	20.0%	42.2%	20.0%	6.7%	100.0%

The general ambience, workload and work place respect are agreeably in order of significance according to most members of staff (**Appendix 8**).

3.3 Perceptions on UN Reforms

Both top and middle management of stakeholder institutions felt that the overall impact of the UN reforms on their organisations is somewhat positive.

Nearly a third of the middle management staff were not sure about the impact and another third felt the impact was very positive (**Figure 10**).

Regarding the “Delivering as One” approach to UN business, although only 9% of members of staff had not heard about it (**Figure 11**), the respondents’ knowledge of key components of the approach showed they lack understanding of the concepts. For example, 71% of senior management, 56% of middle management and 78% of program staff all had not heard about the One Leader concept. Notably, 88% of support staff had not heard about it. If the ‘delivering as one’ reforms are to bear fruits sooner than late, then this is one area requiring urgent attention (well-targeted communication).

For senior management, 71% had not heard about “Delivering as One Communications Team”, for middle management, program staff and support staff it was respectively 33%, 96%, and 38%. The scenario is the same with other aspects of the approach (Figure 12). In view of the upcoming Joint Communications and Advocacy Strategy, this background situation has a direct impact and lasting implications.

Figure 10: UN Reform Impact

		How would you rate the overall impact of the UN Reform on your organization?			Total
		very positive	somewhat positive	Not sure/I don't know	
What is the level of your current position in your organization?	Top Management	6%	31%	0%	37%
	Middle Management	19%	25%	19%	63%
Total		25%	56%	19%	100%

Figure 11: “Delivering as one” Knowledge

		What is the level of your current position in your organization?				Total
		Senior management	Middle management	Programme Staff	Support Staff	
Have you heard about ‘DELIVERING AS ONE’?	Yes	14%	16%	49%	12%	91%
	No	0%	2%	2%	5%	9%
Total		14%	19%	51%	16%	100%

Figure 12: Delivering as One Components

Delivering as one	Senior management	Middle management	Programme Staff	Support Staff
	Not heard			
One leader	71%	56%	78%	88%

One Plan	57%	33%	52%	88%
One Budget	43%	22%	22%	63%
One Set of Management Practices	57%	56%	61%	50%
One Communications team	71%	33%	96%	38%
UNDAF Clusters	86%	56%	43%	50%

4 The communication environment

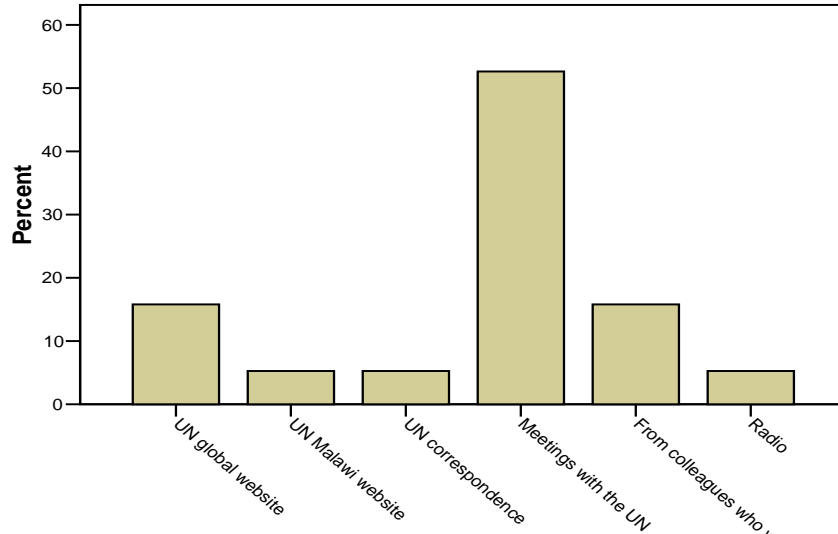
4.1 Information needs

For stakeholders, local meetings with the UN have been the major source of information on the UN activities and reforms in Malawi (**Figure 13**). This is followed by meetings with their colleagues who work for the UN agencies. The UN global website has also been used, and least of all the radio. The amount of information accessed has been good, up to 40% of satisfied consumers. About 30% are indifferent as regards to the levels of satisfaction. However, the quality is felt to be barely good, with about 50% of indifference. There are the same levels of indifference and goodness (30%) for the frequency of receiving the information characterizing the trend (**Appendix 6**).

On the other hand, regular office meetings have been sources of information for UN staff (**Figure 14**), followed by UN correspondences and UN Malawi website. UN global website has also been usefully accessible.

Figure 13: Information Sources,

What has been your major source of information on the UN activities and reforms in Malawi?

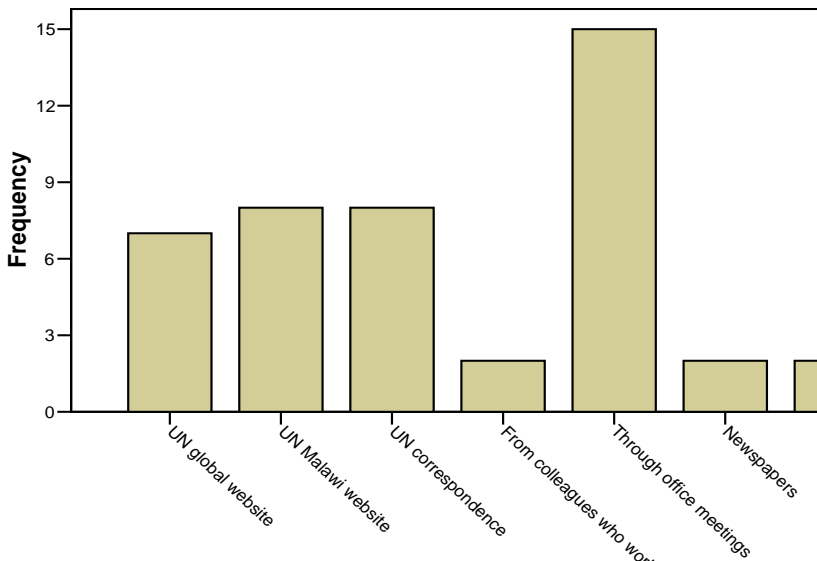


stakeholders

What has been your major source of information on the UN ?

Figure 14: Information sources, UN staff

Through what source do you MOSTLY get information on the Malawi?



Through what source do you MOSTLY get information on the U

4.2 Communication channels preferences

Preferentially, stakeholders would like to be getting information either through local meetings with the UN or from colleagues working with the UN. Preference for the other media is very low (**Appendix 6**).

Similarly for UN staff, they would rather get information through staff meetings, UN Malawi website and agency office meetings in that order (**Appendix 7**).

5. 2009-2011 UN Joint Communications and Advocacy Strategy

5.1 Background

The key outcome of this survey which the UN Malawi carried out through an independent environmental scanning process is to inform the development of the Business Plan II and the 2009-2011 first-ever Joint Communication Strategy. As the UN is undergoing reforms, its strategies and communication channels ought to move along the same developments for clarity, accuracy, completeness and ease of stakeholder and staff accessibility to information.

5.2 Findings and their implications

5.2.1 There is a complete database of the research information according to the questionnaire whose excerpts are in **Appendix 1**. Scenario reviews for different purposes and findings can be determined, or further analyzed through SPSS or MS Access, or even MS Excel.

5.2.2 At a time when electronic media is advancing, stakeholders here prefer to be getting information either through local meetings with the UN or from colleagues working with the UN. It was observed that preference for other media is very low. And UN staff too preferred staff meetings, with Malawi website as a second choice. By implication, the UN needs to integrate such positions as it considers developing communication strategies which might already be working differently in other countries.

5.2.3 During the research, responses to the electronic questionnaire were very slow, prompting the researchers to do the telephone follow-ups and effect manual completion of the questionnaire. Further to the preference of stakeholders and staff, this could be a structural (infrastructure) issue, if not a mentality stance, indicative of

the need for UN Malawi to be inclusive in its advocacy strategies – despite this being the digital age, Malawi’s communication channel preferences remain largely traditional (physical meetings).

5.2.4 The ease and effectiveness of regular communications with UN (telephonic, emails) was rated as very good (cumulatively 65%) by stakeholders irrespective of regularity of their interaction with UN staff (**Appendix 4**). For UN staff, there was also a cumulative 81% rating as good and very good for the ease and effectiveness of regular communications with UN (**Appendix 5**). Against this background, it shows therefore that the content of information being accessed could be an issue if the resultant impact is not the same as what it was intended to be like.

5.2.5 The amount of information being accessed by respondents is good, up to 40% of satisfied consumers. About 30% are indifferent as regards to the levels of satisfaction.

However, quality is barely good, and there is about 50% response on indifference (*recipients not sure whether they are getting the right type of information*). The same levels of indifference and goodness (at 30% each) of the frequency of receiving the information characterized the trend. If the advocacy strategy is to be successful, and indeed any other strategy, it must be designed to address the stakeholder needs.

5.2.6 Much as members of staff are aware of the key concept of Delivering as One, the lack of entrenchment of its details in the minds of members of staff poses a serious threat to any further reforms and business processes, including the formulation of the advocacy strategy.

5.2.7 The working environment for both the UN members of staff and other stakeholders with the UN has been noted to be conducive and receptive of change. Consultative approaches and needs analyses therefore must be mainstreamed throughout the design and development of the advocacy strategies.

6. Conclusions and Recommendations

This survey was in response to UN’s need for an environmental scanning for information that will guide its future strategies, in particular the UN Joint Communication and Advocacy Strategy. Within the current UNDAF Framework and with the UN Business Plan II in the offing, conclusions and recommendations are drawn from the findings to

guide the UN in filling the gaps of knowledge that would have otherwise made it difficult to proceed.

Meetings were held with the UN System and the UN stakeholders in Malawi, online survey tools were designed and administered. Consequently, this report found out the following for consideration during the design and review of UN strategies:

- The survey generally found out that the ease and effectiveness of regular communications with UN (telephonic, emails) was rated as very good by stakeholders irrespective of regularity of their interaction with UN staff. The UN, however, needs to integrate stakeholder and staff opinions about their preferred channels of communication. Stakeholders prefer to be getting information either through local meetings with the UN or from colleagues working with the UN. It was observed that preference for other media is very low. UN members of staff too prefer staff meetings, with Malawi website as a second choice. By implication, arranging meeting with stakeholders will be a more effective route for delivering messages by the UN in the short- to medium-term. For the long term, however, efforts should be made to assess and understand the challenges with the other forms of media. While addressing such challenges, efforts should be made to make UN partners appreciate how cost-effective and convenient it is to use electronic media.
- Further to the preference of stakeholders and staff on communication channels, there could be a structural (infrastructure) issue, if not a mentality stance, indicative of the need for UN Malawi to be inclusive in its advocacy strategies – scan the communication challenges of the partners first (infrastructural/skill gap/attitude). This follows the observed slow and low responses to the questionnaire under this study when it was solely electronic at first, prompting the researchers to do the telephone follow ups and effect manual completion of the questionnaire.
- Although currently the amount of information being accessed by recipients is good, reflecting some satisfaction by consumers there is some indifference regarding the levels of satisfaction. Again, information quality is barely good, with 50% response on indifference (*recipients not sure whether they are getting the right type of information*). If the communication and advocacy strategy is to be a success, it must be designed to address the stakeholder needs.
- Much as members of staff are aware of the key concept of Delivering as One, the lack of entrenchment of its details in the minds of members of staff poses a serious

threat to any further reforms and business processes, including the formulation of the upcoming advocacy strategy.

- The working environment for both the UN members of staff and other stakeholders with the UN has been noted to be conducive and receptive of change. Consultative approaches therefore must be mainstreamed throughout the design and development of the communication and advocacy strategies.
- There is need to undertake a larger survey following the same format as this but including beneficiaries of UN aid so as to appreciate how the common people comprehend the role and impact of the UN in Malawi. Further to this would be the need to conduct a follow-up monitoring survey after a couple of years to understand how the UN Communications Group has addressed the challenges identified in this survey and assess if such interventions are bearing intended fruits.

Appendices

Appendix 1: Research questionnaire excerpts

ID	SEQ	FORMID	FIELD	QUESTION	TYPE
103	67	2	D15	What is the most significant change that you may have seen through the “Delivering as One” so far?	1
104	68	2	D16	How would you rate the overall impact of the UN Reform on your organization?	1
105	69	2	D17	In the past one year that you have interacted with the UN, compared to the years before, how would BEST describe the UN and its agencies?	1
106	70	2	D18	Thinking about the DELIVERING AS ONE that you have just heard about, what could be one of the key barriers to achieving its objectives in Malawi?	6
107	71	2	E1	What has been your major source of information on the UN activities and reforms in Malawi?	2
108	72	2	E2	Thinking about communication, which THREE MAIN sources would you PREFER to receive information about the UN and its reforms in Malawi?	2
109	73	2	E3	Amount of information that you have received about the UN reform in Malawi?	1
110	74	2	E4	Quality of information that you have received about the UN reform in Malawi?	1
111	75	2	E5	Frequency of information that you have received about the UN reform in Malawi?	1
112	76	2	F1	What do you think is the ONE area you would wish the UN to concentrate in but does not adequately do so currently?	6
113	77	2	F2	What is one thing you would wish the UN to improve for better effectiveness of its operations?	6
114	78	2	F3	Do you have any general FINAL comment(s) about the UN in Malawi?	6
115	79	1	SA1	What is your gender	1
116	80	1	SA2	Please indicate how long you have worked at the UN?	1
117	81	1	SA3	Please indicate Your Age?	1

118	82	1	SA4	What is the level of your current position in your organization?	1
119	83	1	SB1	The United Nations is a development and humanitarian organization. What are the FIVE most important things the UN does in Malawi?	2
120	84	1	SB2	What do you consider to be the UN's MOST comparative advantages (what it does better than other development organisations) in Malawi?	2
121	85	1	SB3	Which of the following areas does the current UN Development Assistance Framework focus in Malawi? (MULTIPLE)	2
122	86	1	SB4	Please rate how you think the UN performs in realizing its mandate in Malawi	1
123	87	1	SB5	What do you LIKE MOST about UN?	1
124	88	1	SB6	What do you LIKE LEAST about UN?	1
125	89	1	SD1	In your opinion, what statement BEST describes the Head of your Agency below:	1
126	90	1	SD2	In your candid opinion, you as an individual identifies more strongly with...	1
127	91	1	SC1	The general atmosphere in my office is good, e.g., I enjoy working with my colleagues	1
128	92	1	SC2	Work pressures in my job are at acceptable levels	1
129	93	1	SC3	Workload is distributed fairly in my office	1
130	94	1	SC4	My office is free of harassment (abuse of authority and fair treatment on the basis of ethnicity, sex, religion, disability, or HIV status)	1
131	95	1	SC5	I am treated with respect at my work	1
132	96	1	SC6	Diversity is promoted in my agency	1
133	97	1	SC7	Gender balance is promoted in my agency	1
134	98	1	SC8	Opportunities (for development, etc) are distributed fairly in my agency	1
135	99	1	SC9	Staff are better remunerated in the UN compared to other donor organizations	1
136	100	1	SE1	Honesty	1
138	102	1	SE2	Speed with which they respond to issues	1
139	103	1	SE3	Efficiency	1
140	104	1	SE4	Attention to detail	1
141	105	1	SE5	Flexibility	1
142	106	1	SE6	Ease and effectiveness of regular communications with UN (telephonic conversations, emails, news bulletin etc.)	1

143	107	1	SE7	Professional competence	1
144	108	1	SE8	Timeliness of feedback on important occurrences in the project implementation	1
145	109	1	SE9	Other	1
156	120	1	SF1	Have you heard about 'DELIVERING AS ONE'?	1
157	121	1	SF2	IF YES, what have you heard about DELIVERING AS ONE? (MULTIPLE)	1
158	122	1	SF3	What, in your view, should be the MOST important reason for pursuing 'Delivering as one' or UN reform?	1
159	123	1	SF4	Increasing the UN's impact on Malawi's development	1
160	124	1	SF5	Reducing the cost and burden to government of working with the UN system	1
161	125	1	SF6	Increasing coordination among agencies	1
162	126	1	SF7	Reducing the internal cost of the UN system	1
163	127	1	SF8	Reducing the level of bureaucracy in the UN system	1
164	128	1	SF9	What – in your view – has been the most significant change so far as a result of 'Delivering as One'?	6
165	129	1	SF10	I believe "Delivering as One" is the right way to increase the impact of the UN's work in Malawi	1
166	130	1	SF11	I believe "Delivering as One" will significantly reduce inter-agency conflict and duplication of work.	1
167	131	1	SF12	The Resident Coordinator clearly wants to make "Delivering as One" a success	1
168	132	1	SF13	My Head of Agency clearly wants to make "Delivering as One" a success.	1
169	133	1	SF14	My Supervisor clearly wants to make "Delivering as One" a success.	1
170	134	1	SF15	I feel motivated to work in inter-agency teams and groups	1
171	135	1	SF16	The Resident Coordinator works closely with all agencies in Malawi	1
172	136	1	SF17	My Head of Agency works closely with other agencies in Malawi	1
173	137	1	SF18	The Government of Malawi is clearly supportive of "Delivering as One" in Malawi	1
174	138	1	SF19	Donors, implementing and other partners are clearly supportive of "Delivering as One" in Malawi.	1

175	139	1	SF20	I have been given clear descriptions of my roles for contributing to 'Delivering as One'	1
176	140	1	SF21	I believe that 'Delivering as One' will increase the impact of my agency's work and of the entire UN System in Malawi	1
177	141	1	SF22	I believe we can successfully work as One Team in Malawi.	1
178	142	1	SF23	My agency has the necessary financial and human resource capacity for making 'Delivering as One' a success	1
179	143	1	SF24	The additional workload created by 'Delivering as One' is not sustainable for me in the long term	1
180	144	1	SF25	Successful implementation will lead to more posts in the UN in Malawi	1
181	145	1	SF26	I believe that 'Delivering as One' could lead to fewer posts in the UN in Malawi.	1
182	146	1	SF27	Give your most important INCENTIVE for contributing to 'Delivering as One'?	6
183	147	1	SF28	Give your most important DISINCENTIVE for contributing to 'Delivering as One'?	6
184	148	1	SF29	How much has your job changed ALREADY because of 'Delivering as One'?	1
185	149	1	SF30	How much (further) do you expect your job to change because of the Delivering as One?	1
186	150	1	SG1	Through what source do you MOSTLY get information on the UN in Malawi?	2
187	151	1	SG2	Which THREE main sources would you PREFER to receive information about UN activities and reforms in Malawi?	2
188	152	1	SG3	I think it is a good idea for the UN to speak with One Voice in Malawi, i.e. coordinating communications and advocacy efforts	1
189	153	1	SG4	The Resident Coordinator takes all opportunities to communicate with agency staff on "Delivering as One".	1
190	154	1	SG5	My Head of Agency takes all opportunities to communicate with agency staff on "Delivering as One".	1
191	155	1	SG6	My Supervisor takes all opportunities to communicate with our team on "Delivering as One".	1
192	156	1	SG7	Please mention any other communication channels that you consider effective for the UN?	6

193	157	1	SH1	Do you have any general FINAL comment(s) about the UN in Malawi?	6
1	1	2	A1	What is your gender?	1
2	2	2	A2	What organisation do you work with?	1
3	5	2	A3	How long have you worked at your organisation?	1
4	6	2	A4	What is the level of your current position in your organization?	1
5	8	2	B1	How often do you interact with UN staff as part of your job?	1
6	9	2	B2	In which programmatic area(s) are you currently working together with UN organizations in Malawi (multiple)?	2
7	10	2	B3	With which UN agency are you currently having a project/programme in Malawi (multiple)?	2
8	11	2	B4	For how long have you been working together with these organizations in Malawi?	1
9	12	2	C1	Which TEN organizations FIRST come to mind when you think of development and humanitarian organizations? By development & humanitarian organization, we mean one that provides aid or support in some way to people living in Malawi (MULTIPLE).	2
10	13	2	C2	The United Nations is a development and humanitarian organization. What are the FIVE most important things the UN does in Malawi?	2
11	15	2	C3	Which of the following areas does the current UN Development Assistance Framework (UNDAF) focus in Malawi? (Multiple)	2
12	16	2	C4	How do you rate the work of the UN in Malawi compared to other development organizations in Malawi?	1
13	17	2	C5	What specific activities/programmes has the UN performed well? Name them:	6
14	18	2	C6	What specific activities/programmes should the UN improve its performance Name them:	6
15	19	2	C7	What do you consider to be the UN's MOST comparative advantages (what it does better than other development organisations) in Malawi?	1
16	20	2	C8	UN is an impartial organization	1
17	21	2	C9	UN is committed to helping Malawi	1
18	22	2	C10	UN has a good reputation in Malawi	1

20	24	2	C11	UN sets international norms	1
21	25	2	C12	UN represents universal values	1
22	26	2	C13	UN promotes a human rights approach to development	1
23	27	2	C14	UN is bureaucratic	1
24	28	2	C15	Honesty	1
25	29	2	C16	Motivation	1
26	30	2	C17	Speed with which they respond to issues	1
27	31	2	C18	Efficiency	1
28	32	2	C19	Attention to detail	1
29	33	2	C20	Flexibility	1
30	34	2	C21	Ease and effectiveness of regular communications with UN (telephonic conversations, emails, etc.)	1
31	35	2	C22	Intercultural skills	1
32	36	2	C23	Professional competence	1
33	37	2	C24	Timeliness of feedback on important occurrences in the project implementation	1
34	38	2	C25	Predictability of funding	1
35	39	2	C26	Avoidance of overlaps and duplications in UN programmes	1
36	40	2	C27	Coherent programming process	1
37	41	2	C28	Coordination among agencies	1
38	42	2	C29	Division of labour (among UN agencies, programmes and funds)	1
39	43	2	C30	Aid effectiveness	1
40	44	2	C31	Harmonization and simplification of programming	1
41	45	2	C32	Speaking with one voice as UN	1
42	46	2	C33	Coherent decision-making on allocation decisions	1
50	47	2	C34	Proper allocation of resources	1
51	48	2	C35	Transparency of the UN's activities in Malawi	1
52	49	2	C36	Organizational efficiency	1
53	50	2	D1	Have you heard about 'DELIVERING AS ONE'?	1
54	51	2	D2	IF YES, what have you heard about DELIVERING AS ONE? (MULTIPLE)	2
55	52	2	D3	Here are some elements of the "Delivering as One". Which of the following have you heard of? (Multiple)	2
63	53	2	D4	One Leader	1
90	54	2	D5	One Plan	1
91	55	2	D6	One Plan Fund / One Budget	1
94	58	2	D7	One Voice	1

95	59	2	D8	UNDAF Clusters	1
96	60	2	D9	One Leader	1
97	61	2	D10	One Plan	1
98	62	2	D11	One UN fund	1
100	64	2	D12	Delivering as One Green House	1
101	65	2	D13	UN Communications Team	1
102	66	2	D14	UNDAF Clusters	1

Appendix 2: Stakeholders ranking UN functions

	Donor organization	%	Addresses gender and children's issues	%	Assists HIV affected/infected people assisted, encourage testing	%	Assists Refugees	%	Builds institutional and individual capacity building	%
No	25	78.1	24	75	23	71.8	23	71.8	23	71.9
Yes	7	21.9	8	25	9	28.1	9	28.2	9	28.1
Total	32	100	32	100	32	100	32	100	32	100

	Employs Malawians	%	Eradicates Poverty and Disease	%	Improves governance	%	Loans/economic assistance	%	Promotes a culture for development	%	Promotes education	%
No	30	93.75	25	78.1	26	81.25	30	93.75	30	93.75	28	87.5
Yes	2	6.25	7	21.9	6	18.75	2	6.25	2	6.25	4	12.5
Total	32	100	32	100	32	100	32	100	32	100	32	100

	Promotes Human rights	%	Provides health services/food to the less fortunate	%	Provides Policy advice and technical assistance to the government	%	Resolves Conflict resolution	%	Stops environmental degradation	%	Works on population issues and family plan	%
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					ment						ning		
No	22	68.75	27	84.4	26	81.25	31	96.87	5	30	93.75	28	87.5
Yes	10	31.25	5	15.6	6	18.75	1	3.125		2	6.25	4	12.5
Total	32	100	32	100	32	100	32	100		32	100	32	100

Appendix 3: Stakeholders ranking of UN with others

a) Summary:

Top 10 Humanitarian Organisations	Up to 2 years	2 to 5 years	over 5 years
FAO (Food & Agriculture Organization)	1	3	1
UNAIDS (Joint UN programme for HIV/AIDS)	2	1	0
UNDP (UN Development Programme)	4	6	4
UNESCO (UN Educational, Scientific & Cultural Org)	1	0	1
UNFPA (UN Population Fund)	2	1	1
UNHCR (UN High Commissioner for Refugees)	1	1	0
UNICEF (UN Children's Fund)	3	2	0
WFP (World Food Programme)	2	1	0
WHO (World Health Organization)	3	1	0
UN Resident Coordinator's office	4	3	1
IFAD	1	0	1
ILO	1	2	1
UN Habitat	2	0	2
UNIDO	1	0	0

b) Details:

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
FAO	No	7	8	5	20
	Yes	1	3	1	5
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
UN Resident Coordinator's office	No	4	8	5	17
	Yes	4	3	1	8
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
IFAD	No	7	11	5	23
	Yes	1	0	1	2
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
ILO	No	7	9	5	21
	Yes	1	2	1	4
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
UN	No	6	11	4	21

Habitat				
	Yes	2	0	2
Total		8	11	6
				25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
UNAIDS	No	6	10	6	22
	Yes	2	1	0	3
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
UNDP	No	4	5	2	11
	Yes	4	6	4	14
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
UNESCO	No	7	11	6	24
	Yes	1	0	0	1
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
UNFPA	No	6	10	5	21
	Yes	2	1	1	4
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	

UNHCR	No	7	10	6	23
	Yes	1	1	0	2
Total		8	11	6	25

		How long you have worked at your organization?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
UNICEF	No	5	9	6	20
	Yes	3	2	0	5
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
UNIDO	No	7	11	6	24
	Yes	1	0	0	1
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
WFP	No	6	10	6	22
	Yes	2	1	0	3
Total		8	11	6	25

		How long you have worked at your organisation?			Total
		up to 2 yrs	2 to 5 yrs	More than 5 yrs	
WHO	No	5	10	6	21
	Yes	3	1	0	4
Total		8	11	6	25

Appendix 4: Stakeholder Interaction time and assessments of UN staff and services

		Honesty				Total
		Very Good	Good	Indifferent	Poor	
How often do you interact with UN staff as part of your job?	At least once each quarter	1	7	1	0	9
	At least once every fortnight	1	2	1	1	5
	At least once every month	1	1	0	0	2
	Irregularly	1	3	2	0	6
Total		4	13	4	1	22

		Motivation				Total
		Very Good	Good	Indifferent	Very Poor	
How often do you interact with UN staff as part of your job?	At least once each quarter	2	7	0	0	9
	At least once every fortnight	1	3	1	0	5
	At least once every month	1	0	0	0	1
	Irregularly	1	3	1	1	6
Total		5	13	2	1	21

		Speed with which they respond to issues					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
How often do you interact with UN staff as part of your job?	At least once each quarter	3	2	3	1	0	9
	At least once every fortnight	0	0	5	0	0	5
	At least once every month	0	1	0	0	0	1
	Irregularly	2	1	0	1	2	6
Total		5	4	8	2	2	21

		Efficiency					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
How often do you interact with UN staff as part of your job?	At least once each quarter	2	4	1	2	0	9
	At least once every fortnight	0	2	1	2	0	5
	At least once every month	0	1	0	0	0	1
	Irregularly	1	0	2	2	1	6

Total	3	7	4	6	1	21
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How often do you interact with UN staff as part of your job? * Attention to detail Crosstabulation

		Attention to detail				Total
		Very Good	Good	Indifferent	Poor	
How often do you interact with UN staff as part of your job?	At least once each quarter	1	6	2	0	9
	At least once every fortnight	0	2	2	1	5
	At least once every month	0	1	0	0	1
	Irregularly	2	2	1	1	6
Total		3	11	5	2	21

		Flexibility					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
How often do you interact with UN staff as part of your job?	At least once each quarter	0	4	3	2	0	9
	At least once every fortnight	0	3	2	0	0	5
	At least once every month	1	0	0	0	0	1
	Irregularly	2	0	1	2	1	6
Total		3	7	6	4	1	21

		Ease and effectiveness of regular communications with UN (telephonic conversations, emails, etc.)				Total
		Very Good	Good	Indifferent	Poor	
How often do you interact with UN staff as part of your job?	At least once each quarter	3	4	1	1	9
	At least once every fortnight	0	4	1	0	5
	At least once every month	1	0	0	0	1
	Irregularly	1	1	2	1	5
Total		5	9	4	2	20

		Intercultural skills			Total
		Very Good	Good	Indifferent	
How often do you interact with	At least once each quarter	0	8	1	9

UN staff as part of your job?	At least once every fortnight	1	2	2	5
	At least once every month	0	0	1	1
	Irregularly	0	4	2	6
Total		1	14	6	21

		Professional competence			Total
		Very Good	Good	Indifferent	
How often do you interact with UN staff as part of your job?	At least once each quarter	2	7	0	9
	At least once every fortnight	0	4	1	5
	At least once every month	0	1	0	1
	Irregularly	1	4	0	5
Total		3	16	1	20

		Timeliness of feedback on important occurrences in the project implementation				Total
		Very Good	Good	Indifferent	Poor	
How often do you interact with UN staff as part of your job?	At least once each quarter	1	6	1	1	9
	At least once every fortnight	0	3	2	0	5
	At least once every month	0	0	1	0	1
	Irregularly	0	4	2	0	6
Total		1	13	6	1	21

		Predictability of funding				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	0	0	3	0	3
	From 1-2 years	0	3	2	0	5
	From 2-5 years	1	2	1	2	6
	More than 5 years	0	2	0	0	2
Total		1	7	6	2	16

		Avoidance of overlaps and duplications in UN programmes				Total
		Very Good	Good	Indifferent	Poor	

For how long have you been working together with these organizations in Malawi?	Less than 1 year	0	0	2	1	3
	From 1-2 years	1	2	0	2	5
	From 2-5 years	4	1	2	1	8
	More than 5 years	0	2	0	0	2
Total		5	5	4	4	18

		Coherent programming process				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	0	0	2	1	3
	From 1-2 years	0	2	1	2	5
	From 2-5 years	2	4	2	0	8
	More than 5 years	0	2	0	0	2
Total		2	8	5	3	18

		Coordination among agencies				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	0	1	1	1	3
	From 1-2 years	1	2	1	1	5
	From 2-5 years	1	5	2	0	8
	More than 5 years	1	1	0	0	2
Total		3	9	4	2	18

		Division of labour (among UN agencies, programmes and funds)				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	0	1	1	1	3
	From 1-2 years	0	2	1	1	4
	From 2-5 years	1	5	2	0	8
	More than 5 years	1	0	1	0	2
Total		2	8	5	2	17

	Aid effectiveness	Total
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		Very Good	Good	Indifferent	
For how long	Less than 1 year	0	0	3	3
have you been	From 1-2 years	0	2	3	5
working together	From 2-5 years	1	4	3	8
with these	More than 5 years	0	2	0	2
organizations in					
Malawi?					
Total		1	8	9	18

		Harmonization and simplification of programming				Total
		Very Good	Good	Indifferent	Poor	
For how long	Less than 1 year	0	0	1	2	3
have you been	From 1-2 years	0	1	2	2	5
working together	From 2-5 years	2	2	4	0	8
with these	More than 5 years	0	2	0	0	2
organizations in						
Malawi?						
Total		2	5	7	4	18

		Speaking with one voice as UN				Total
		Very Good	Good	Indifferent	Poor	
For how long	Less than 1 year	0	0	2	1	3
have you been	From 1-2 years	1	2	1	1	5
working together	From 2-5 years	2	2	3	1	8
with these	More than 5 years	1	1	0	0	2
organizations in						
Malawi?						
Total		4	5	6	3	18

		Coherent decision-making on allocation decisions				Total
		Good	Indifferent	Poor	Very Poor	
For how long	Less than 1 year	0	3	0	0	3
have you been	From 1-2 years	1	4	0	0	5
working together	From 2-5 years	4	2	1	1	8
with these	More than 5 years	2	0	0	0	2
organizations in						
Malawi?						
Total		7	9	1	1	18

	Proper allocation of resources	Total
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		Good	Indifferent	Poor	
For how long	Less than 1 year	2	1	0	3
have you been	From 1-2 years	2	3	0	5
working together	From 2-5 years	2	4	2	8
with these	More than 5 years	2	0	0	2
organizations in					
Malawi?					
Total		8	8	2	18

		Transparency of the UN's activities in Malawi					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
For how long	Less than 1 year	0	2	1	0	0	3
have you been	From 1-2 years	1	2	1	1	0	5
working together	From 2-5 years	0	3	2	1	2	8
with these	More than 5 years	1	0	1	0	0	2
organizations in							
Malawi?							
Total		2	7	5	2	2	18

		Organizational efficiency				Total
		Very Good	Good	Indifferent	Poor	
For how long	Less than 1 year	0	1	1	1	3
have you been	From 1-2 years	1	1	2	1	5
working together	From 2-5 years	2	4	0	2	8
with these	More than 5 years	0	2	0	0	2
organizations in						
Malawi?						
Total		3	8	3	4	18

			Predictability of funding				Total
			Very Good	Good	Indifferent	Poor	
For how long	Less than 1 year	Count	0	0	3	0	3
have you been		% within					
working together		Predictability	0.0%	0.0%	50.0%	0.0%	18.8%
with these		of funding					
organizations in	From 1-2 years	Count	0	3	2	0	5
Malawi?		% within					
		Predictability	0.0%	42.9%	33.3%	0.0%	31.3%
		of funding					
	From 2-5 years	Count	1	2	1	2	6
		% within					
		Predictability	100.0%	28.6%	16.7%	100.0%	37.5%
		of funding					
	More than 5 years	Count	0	2	0	0	2

Total	% within Predictability of funding	0.0%	28.6%	0.0%	0.0%	12.5%
	Count	1	7	6	2	16
	% within Predictability of funding	100.0%	100.0%	100.0%	100.0%	100.0%

			Avoidance of overlaps and duplications in UN programmes				Total
			Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	0	0	2	1	3
		% within Avoidance of overlaps and duplications in UN programmes	0.0%	0.0%	50.0%	25.0%	16.7%
	From 1-2 years	Count	1	2	0	2	5
		% within Avoidance of overlaps and duplications in UN programmes	20.0%	40.0%	0.0%	50.0%	27.8%
	From 2-5 years	Count	4	1	2	1	8
		% within Avoidance of overlaps and duplications in UN programmes	80.0%	20.0%	50.0%	25.0%	44.4%
	More than 5 years	Count	0	2	0	0	2
		% within Avoidance of overlaps and duplications in UN programmes	0.0%	40.0%	0.0%	0.0%	11.1%
	Total	Count	5	5	4	4	18
		% within Avoidance of overlaps and duplications in UN programmes	100.0%	100.0%	100.0%	100.0%	100.0%

	Coherent programming process	Total
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			Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	0	0	2	1	3
		% within Coherent programming process	0.0%	0.0%	40.0%	33.3%	16.7%
	From 1-2 years	Count	0	2	1	2	5
		% within Coherent programming process	0.0%	25.0%	20.0%	66.7%	27.8%
	From 2-5 years	Count	2	4	2	0	8
		% within Coherent programming process	100.0%	50.0%	40.0%	0.0%	44.4%
	More than 5 years	Count	0	2	0	0	2
		% within Coherent programming process	0.0%	25.0%	0.0%	0.0%	11.1%
Total		Count	2	8	5	3	18
		% within Coherent programming process	100.0%	100.0%	100.0%	100.0%	100.0%

			Coordination among agencies				Total
			Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	0	1	1	1	3
		% within Coordination among agencies	0.0%	11.1%	25.0%	50.0%	16.7%
	From 1-2 years	Count	1	2	1	1	5
		% within Coordination among agencies	33.3%	22.2%	25.0%	50.0%	27.8%
	From 2-5 years	Count	1	5	2	0	8
		% within Coordination among agencies	33.3%	55.6%	50.0%	0.0%	44.4%
	More than 5 years	Count	1	1	0	0	2
		% within Coordination among agencies	33.3%	11.1%	0.0%	0.0%	11.1%

Total	Count	3	9	4	2	18
	% within Coordination among agencies	100.0%	100.0%	100.0%	100.0%	100.0%

			Division of labour (among UN agencies, programmes and funds)				
			Very Good	Good	Indifferent	Poor	Total
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	0	1	1	1	3
		% within Division of labour (among UN agencies, programmes and funds)	0.0%	12.5%	20.0%	50.0%	17.6%
	From 1-2 years	Count	0	2	1	1	4
		% within Division of labour (among UN agencies, programmes and funds)	0.0%	25.0%	20.0%	50.0%	23.5%
	From 2-5 years	Count	1	5	2	0	8
		% within Division of labour (among UN agencies, programmes and funds)	50.0%	62.5%	40.0%	0.0%	47.1%
	More than 5 years	Count	1	0	1	0	2
		% within Division of labour (among UN agencies, programmes and funds)	50.0%	0.0%	20.0%	0.0%	11.8%
Total	Count	2	8	5	2	17	
	% within Division of labour (among UN agencies, programmes and funds)	100.0%	100.0%	100.0%	100.0%	100.0%	

	Aid effectiveness	Total
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			Very Good	Good	Indifferent	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	0	0	3	3
		% within Aid effectiveness	0.0%	0.0%	33.3%	16.7%
	From 1-2 years	Count	0	2	3	5
		% within Aid effectiveness	0.0%	25.0%	33.3%	27.8%
	From 2-5 years	Count	1	4	3	8
		% within Aid effectiveness	100.0%	50.0%	33.3%	44.4%
	More than 5 years	Count	0	2	0	2
		% within Aid effectiveness	0.0%	25.0%	0.0%	11.1%
Total	Count	1	8	9	18	
	% within Aid effectiveness	100.0%	100.0%	100.0%	100.0%	

			Harmonization and simplification of programming				Total
			Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	0	0	1	2	3
		% within Harmonization and simplification of programming	0.0%	0.0%	14.3%	50.0%	16.7%
	From 1-2 years	Count	0	1	2	2	5
		% within Harmonization and simplification of programming	0.0%	20.0%	28.6%	50.0%	27.8%
	From 2-5 years	Count	2	2	4	0	8
		% within Harmonization and simplification of programming	100.0%	40.0%	57.1%	0.0%	44.4%
	More than 5 years	Count	0	2	0	0	2
		% within Harmonization and simplification of programming	0.0%	40.0%	0.0%	0.0%	11.1%
Total	Count	2	5	7	4	18	

	% within Harmonization and simplification of programming	100.0%	100.0%	100.0%	100.0%	100.0%
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			Speaking with one voice as UN				Total
			Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	0	0	2	1	3
		% within Speaking with one voice as UN	0.0%	0.0%	33.3%	33.3%	16.7%
	From 1-2 years	Count	1	2	1	1	5
		% within Speaking with one voice as UN	25.0%	40.0%	16.7%	33.3%	27.8%
	From 2-5 years	Count	2	2	3	1	8
		% within Speaking with one voice as UN	50.0%	40.0%	50.0%	33.3%	44.4%
	More than 5 years	Count	1	1	0	0	2
		% within Speaking with one voice as UN	25.0%	20.0%	0.0%	0.0%	11.1%
Total		Count	4	5	6	3	18
		% within Speaking with one voice as UN	100.0%	100.0%	100.0%	100.0%	100.0%

			Coherent decision-making on allocation decisions				Total
			Good	Indifferent	Poor	Very Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	0	3	0	0	3
		% within Coherent decision-making on allocation decisions	0.0%	33.3%	0.0%	0.0%	16.7%
	From 1-2 years	Count	1	4	0	0	5
		% within Coherent	14.3%	44.4%	0.0%	0.0%	27.8%

	From 2-5 years	decision-making on allocation decisions Count	4	2	1	1	8
		% within Coherent decision-making on allocation decisions	57.1%	22.2%	100.0%	100.0%	44.4%
	More than 5 years	Count	2	0	0	0	2
		% within Coherent decision-making on allocation decisions	28.6%	0.0%	0.0%	0.0%	11.1%
Total		Count	7	9	1	1	18
		% within Coherent decision-making on allocation decisions	100.0%	100.0%	100.0%	100.0%	100.0%

			Proper allocation of resources			Total
			Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count	2	1	0	3
		% within Proper allocation of resources	25.0%	12.5%	0.0%	16.7%
	From 1-2 years	Count	2	3	0	5
		% within Proper allocation of resources	25.0%	37.5%	0.0%	27.8%
	From 2-5 years	Count	2	4	2	8
		% within Proper allocation of resources	25.0%	50.0%	100.0%	44.4%
	More than 5 years	Count	2	0	0	2
		% within Proper allocation of resources	25.0%	0.0%	0.0%	11.1%
Total	Count	8	8	2	18	

	% within Proper allocation of resources	100.0%	100.0%	100.0%	100.0%
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			Transparency of the UN's activities in Malawi					Total
			Very Good	Good	Indifferent	Poor	Very Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count % within Transparency of the UN's activities in Malawi	0 0.0%	2 28.6%	1 20.0%	0 0.0%	0 0.0%	3 16.7%
	From 1-2 years	Count % within Transparency of the UN's activities in Malawi	1 50.0%	2 28.6%	1 20.0%	1 50.0%	0 0.0%	5 27.8%
	From 2-5 years	Count % within Transparency of the UN's activities in Malawi	0 0.0%	3 42.9%	2 40.0%	1 50.0%	2 100.0%	8 44.4%
	More than 5 years	Count % within Transparency of the UN's activities in Malawi	1 50.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	2 11.1%
Total		Count % within Transparency of the UN's activities in Malawi	2 100.0%	7 100.0%	5 100.0%	2 100.0%	2 100.0%	18 100.0%

			Organizational efficiency				Total
			Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	Count % within Organizational efficiency	0 0.0%	1 12.5%	1 33.3%	1 25.0%	3 16.7%
	From 1-2 years	Count % within	1 33.3%	1 12.5%	2 66.7%	1 25.0%	5 27.8%

		Organizational efficiency					%
	From 2-5 years	Count	2	4	0	2	8
		% within	66.7%	50.0%	0.0%	50.0%	44.4%
	More than 5 years	Count	0	2	0	0	2
		% within	0.0%	25.0%	0.0%	0.0%	11.1%
Total		Count	3	8	3	4	18
		% within	100.0%	100.0%	100.0%	100.0%	100.0%

		Predictability of funding				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year			50.0%		18.8%
	From 1-2 years		42.9%	33.3%		31.3%
	From 2-5 years	100.0%	28.6%	16.7%	100.0%	37.5%
	More than 5 years		28.6%			12.5%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%

		Avoidance of overlaps and duplications in UN programmes				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year			50.0%	25.0%	16.7%
	From 1-2 years	20.0%	40.0%		50.0%	27.8%
	From 2-5 years	80.0%	20.0%	50.0%	25.0%	44.4%
	More than 5 years		40.0%			11.1%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%

		Coherent programming process				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year			40.0%	33.3%	16.7%
	From 1-2 years		25.0%	20.0%	66.7%	27.8%
	From 2-5 years	100.0%	50.0%	40.0%		44.4%
	More than 5 years		25.0%			11.1%
	Total					

organizations in Malawi?					
Total	100.0%	100.0%	100.0%	100.0%	100.0%

		Coordination among agencies				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year		11.1%	25.0%	50.0%	16.7%
	From 1-2 years	33.3%	22.2%	25.0%	50.0%	27.8%
	From 2-5 years	33.3%	55.6%	50.0%		44.4%
	More than 5 years	33.3%	11.1%			11.1%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

		Division of labour (among UN agencies, programmes and funds)				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year		12.5%	20.0%	50.0%	17.6%
	From 1-2 years		25.0%	20.0%	50.0%	23.5%
	From 2-5 years	50.0%	62.5%	40.0%		47.1%
	More than 5 years	50.0%		20.0%		11.8%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

		Aid effectiveness			Total
		Very Good	Good	Indifferent	
For how long have you been working together with these organizations in Malawi?	Less than 1 year			33.3%	16.7%
	From 1-2 years		25.0%	33.3%	27.8%
	From 2-5 years	100.0%	50.0%	33.3%	44.4%
	More than 5 years		25.0%		11.1%
Total		100.0%	100.0%	100.0%	100.0%

		Harmonization and simplification of programming				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together	Less than 1 year			14.3%	50.0%	16.7%
	From 1-2 years		20.0%	28.6%	50.0%	27.8%
	From 2-5 years	100.0%	40.0%	57.1%		44.4%

with these organizations in Malawi?	More than 5 years		40.0%			11.1%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

		Speaking with one voice as UN				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year			33.3%	33.3%	16.7%
	From 1-2 years	25.0%	40.0%	16.7%	33.3%	27.8%
	From 2-5 years	50.0%	40.0%	50.0%	33.3%	44.4%
	More than 5 years	25.0%	20.0%			11.1%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

		Coherent decision-making on allocation decisions				Total
		Good	Indifferent	Poor	Very Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year		33.3%			16.7%
	From 1-2 years	14.3%	44.4%			27.8%
	From 2-5 years	57.1%	22.2%	100.0%	100.0%	44.4%
	More than 5 years	28.6%				11.1%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

		Proper allocation of resources			Total
		Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year	25.0%	12.5%		16.7%
	From 1-2 years	25.0%	37.5%		27.8%
	From 2-5 years	25.0%	50.0%	100.0%	44.4%
	More than 5 years	25.0%			11.1%
Total		100.0%	100.0%	100.0%	100.0%

		Transparency of the UN's activities in Malawi					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
For how long have you been working together	Less than 1 year		28.6%	20.0%			16.7%
	From 1-2 years	50.0%	28.6%	20.0%	50.0%		27.8%

with these organizations in Malawi?	From 2-5 years		42.9%	40.0%	50.0%	100.0%	44.4%
	More than 5 years	50.0%		20.0%			11.1%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

		Organizational efficiency				Total
		Very Good	Good	Indifferent	Poor	
For how long have you been working together with these organizations in Malawi?	Less than 1 year		12.5%	33.3%	25.0%	16.7%
	From 1-2 years	33.3%	12.5%	66.7%	25.0%	27.8%
	From 2-5 years	66.7%	50.0%		50.0%	44.4%
	More than 5 years		25.0%			11.1%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

Appendix 5: UN staff assessment of stakeholders' behavior

		Honesty				Total
		Very Good	Good	Indifferent	Poor	
Please indicate how long you have worked at the UN?	Up to 2 yrs	25.0%	70.0%		5.0%	100.0%
	2 to 5 yrs	35.7%	57.1%	7.1%		100.0%
	More than 5 yrs	10.0%	70.0%	20.0%		100.0%
	Total	25.0%	65.9%	6.8%	2.3%	100.0%

		Speed with which they respond to issues				Total
		Very Good	Good	Indifferent	Poor	
Please indicate how long you have worked at the UN?	Up to 2 yrs	20.0%	55.0%	10.0%	15.0%	100.0%
	2 to 5 yrs	21.4%	57.1%	21.4%		100.0%
	More than 5 yrs	10.0%	50.0%	20.0%	20.0%	100.0%
	Total	18.2%	54.5%	15.9%	11.4%	100.0%

	Efficiency	Total
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		Very Good	Good	Indifferent	Poor	Very Poor	
Please indicate	Up to 2 yrs	10.0%	70.0%	10.0%	5.0%	5.0%	100.0%
how long you	2 to 5 yrs	21.4%	42.9%	28.6%	7.1%		100.0%
have worked at	More than 5 yrs		60.0%	20.0%	20.0%		100.0%
	the UN?						
Total		11.4%	59.1%	18.2%	9.1%	2.3%	100.0%

		Attention to detail					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
Please indicate	Up to 2 yrs	15.0%	80.0%	5.0%			100.0%
how long you	2 to 5 yrs	7.1%	71.4%	14.3%	7.1%		100.0%
have worked at	More than 5 yrs	10.0%	50.0%	20.0%	10.0%	10.0%	100.0%
	the UN?						
Total		11.4%	70.5%	11.4%	4.5%	2.3%	100.0%

		Flexibility					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
Please indicate	Up to 2 yrs	5.0%	50.0%	25.0%	15.0%	5.0%	100.0%
how long you	2 to 5 yrs	7.1%	28.6%	28.6%	35.7%		100.0%
have worked at	More than 5 yrs		30.0%	40.0%	30.0%		100.0%
	the UN?						
Total		4.5%	38.6%	29.5%	25.0%	2.3%	100.0%

		Ease and effectiveness of regular communications with UN (telephonic conversations, emails, news bulletin etc.)				Total
		Very Good	Good	Indifferent	Poor	
Please indicate	Up to 2 yrs	40.0%	30.0%	20.0%	10.0%	100.0%
how long you	2 to 5 yrs	14.3%	78.6%		7.1%	100.0%
have worked at	More than 5 yrs	44.4%	44.4%		11.1%	100.0%
	the UN?					
Total		32.6%	48.8%	9.3%	9.3%	100.0%

		Professional competence					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
Please indicate	Up to 2 yrs	30.0%	55.0%	10.0%	5.0%		100.0%
how long you	2 to 5 yrs	28.6%	57.1%	7.1%		7.1%	100.0%
have worked at	More than 5 yrs	40.0%	50.0%			10.0%	100.0%
	the UN?						
Total		31.8%	54.5%	6.8%	2.3%	4.5%	100.0%

		Timeliness of feedback on important occurrences in the project implementation					Total
		Very Good	Good	Indifferent	Poor	Very Poor	
Please indicate how long you have worked at the UN?	Up to 2 yrs	25.0%	40.0%	20.0%	15.0%		100.0%
	2 to 5 yrs	15.4%	46.2%	30.8%	7.7%		100.0%
	More than 5 yrs		60.0%	10.0%	20.0%	10.0%	100.0%
	Total	16.3%	46.5%	20.9%	14.0%	2.3%	100.0%

Appendix 6: Information channels for stakeholders

Amount of information that you have received about the UN reform in Malawi?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	7	21.9	41.2	41.2
	Very Good	2	6.3	11.8	52.9
	Indifferent	5	15.6	29.4	82.4
	Poor	2	6.3	11.8	94.1
	Very Poor	1	3.1	5.9	100.0
	Total	17	53.1	100.0	
Missing	System	15	46.9		
Total		32	100.0		

Quality of information that you have received about the UN reform in Malawi?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	4	12.5	23.5	23.5
	Very Good	5	15.6	29.4	52.9
	Indifferent	8	25.0	47.1	100.0
	Total	17	53.1	100.0	
Missing	System	15	46.9		
Total		32	100.0		

Frequency of information that you have received about the UN reform in Malawi?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	6	18.8	35.3	35.3
	Very Good	2	6.3	11.8	47.1
	Indifferent	6	18.8	35.3	82.4
	Poor	3	9.4	17.6	100.0
	Total	17	53.1	100.0	
Missing	System	15	46.9		

Total	32	100.0		
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What has been your major source of information on the UN activities and reforms in Malawi?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UN global website	3	9.4	15.8	15.8
	UN Malawi website	1	3.1	5.3	21.1
	UN correspondence	1	3.1	5.3	26.3
	Meetings with the UN	10	31.3	52.6	78.9
	From colleagues who work for the UN	3	9.4	15.8	94.7
	Radio	1	3.1	5.3	100.0
	Total	19	59.4	100.0	
Missing	System	13	40.6		
Total		32	100.0		

What has been your major source of information on the UN activities and reforms in Malawi?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	32	100.0	100.0	100.0

UN Malawi Website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	23	71.9	71.9	71.9
	Yes	9	28.1	28.1	100.0
	Total	32	100.0	100.0	

UN Correspondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	30	93.8	93.8	93.8
	Yes	2	6.3	6.3	100.0
	Total	32	100.0	100.0	

UN Press Release

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	No	29	90.6	90.6	90.6
	Yes	3	9.4	9.4	100.0
	Total	32	100.0	100.0	

UN Newsletter or Regular Bulletin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	27	84.4	84.4	84.4
	Yes	5	15.6	15.6	100.0
	Total	32	100.0	100.0	

Local Meetings with the UN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	22	68.8	68.8	68.8
	Yes	10	31.3	31.3	100.0
	Total	32	100.0	100.0	

From Colleagues working with UN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	22	68.8	68.8	68.8
	Yes	10	31.3	31.3	100.0
	Total	32	100.0	100.0	

From Government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	30	93.8	93.8	93.8
	Yes	2	6.3	6.3	100.0
	Total	32	100.0	100.0	

Newspapers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	29	90.6	90.6	90.6
	Yes	3	9.4	9.4	100.0
	Total	32	100.0	100.0	

TV

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	29	90.6	90.6	90.6
	Yes	3	9.4	9.4	100.0
	Total	32	100.0	100.0	

Radio

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	32	100.0	100.0	100.0

Other

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	32	100.0	100.0	100.0

Appendix 7: Information channels for staff**Through what source do you MOSTLY get information on the UN in Malawi?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UN global website	7	10.9	15.9	15.9
UN Malawi website	8	12.5	18.2	34.1
UN correspondence	8	12.5	18.2	52.3
From colleagues who work for the UN	2	3.1	4.5	56.8
Through office meetings	15	23.4	34.1	90.9
Newspapers	2	3.1	4.5	95.5
From my Regional or Headquarter office	2	3.1	4.5	100.0
Total	44	68.8	100.0	
Missing System	20	31.3		
Total	64	100.0		

preference Frequency Table**UN global website**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	55	85.9	85.9	85.9
Yes	9	14.1	14.1	100.0
Total	64	100.0	100.0	

UN Malawi website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	37	57.8	57.8	57.8
	Yes	27	42.2	42.2	100.0
	Total	64	100.0	100.0	

UN correspondence/news bulletins

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	49	76.6	76.6	76.6
	Yes	15	23.4	23.4	100.0
	Total	64	100.0	100.0	

UN Press releases

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	58	90.6	90.6	90.6
	Yes	6	9.4	9.4	100.0
	Total	64	100.0	100.0	

At regular all UN Staff meetings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	35	54.7	54.7	54.7
	Yes	29	45.3	45.3	100.0
	Total	64	100.0	100.0	

During my agency office meetings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	42	65.6	65.6	65.6
	Yes	22	34.4	34.4	100.0
	Total	64	100.0	100.0	

From my Regional or Headquarter Office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	58	90.6	90.6	90.6
	Yes	6	9.4	9.4	100.0
	Total	64	100.0	100.0	

Newspapers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	62	96.9	96.9	96.9
	Yes	2	3.1	3.1	100.0

Total	64	100.0	100.0
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TV

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	62	96.9	96.9	96.9
Yes	2	3.1	3.1	100.0
Total	64	100.0	100.0	

Radio

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	64	100.0	100.0	100.0

Other (specify)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	63	98.4	98.4	98.4
Total	64	100.0	100.0	100.0

Appendix 8: UN work place environment

		The general atmosphere in my office is good, e.g., I enjoy working with my colleagues					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
What is your gender	Male	43.8%	43.8%	6.3%	3.1%	3.1%	100.0%
	Female	23.1%	53.8%	15.4%	7.7%		100.0%
Total		37.8%	46.7%	8.9%	4.4%	2.2%	100.0%

		Work pressures in my job are at acceptable levels					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
What is your gender	Male	21.9%	53.1%	6.3%	9.4%	9.4%	100.0%
	Female	7.7%	61.5%		23.1%	7.7%	100.0%

Total	17.8%	55.6%	4.4%	13.3%	8.9%	100.0%
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		Workload is distributed fairly in my office					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
What is your gender	Male	21.2%	36.4%	15.2%	15.2%	12.1%	100.0%
	Female	15.4%	38.5%	15.4%	23.1%	7.7%	100.0%
Total		19.6%	37.0%	15.2%	17.4%	10.9%	100.0%

		My office is free of harassment (abuse of authority and fair treatment on the basis of ethnicity, sex, religion, disability, or HIV status)				Total
		Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	
What is your gender	Male	40.6%	40.6%	12.5%	6.3%	100.0%
	Female	16.7%	50.0%	25.0%	8.3%	100.0%
Total		34.1%	43.2%	15.9%	6.8%	100.0%

		I am treated with respect at my work					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
What is your gender	Male	39.4%	39.4%	9.1%	3.0%	9.1%	100.0%
	Female	25.0%	50.0%	25.0%			100.0%
Total		35.6%	42.2%	13.3%	2.2%	6.7%	100.0%

		Diversity is promoted in my agency					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
What is your gender	Male	25.0%	43.8%	18.8%	3.1%	9.4%	100.0%
	Female	15.4%	76.9%		7.7%		100.0%
Total		22.2%	53.3%	13.3%	4.4%	6.7%	100.0%

		Gender balance is promoted in my agency				Total
		Strongly agree	Agree	Neither agree	Disagree	

				nor disagree		
What is your gender	Male	27.3%	51.5%	18.2%	3.0%	100.0%
	Female	15.4%	84.6%			100.0%
Total		23.9%	60.9%	13.0%	2.2%	100.0%

		Opportunities (for development, etc) are distributed fairly in my agency					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
What is your gender	Male	12.5%	40.6%	28.1%	15.6%	3.1%	100.0%
	Female		46.2%	38.5%	15.4%		100.0%
Total		8.9%	42.2%	31.1%	15.6%	2.2%	100.0%

		Staff are better remunerated in the UN compared to other donor organisations					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
What is your gender	Male	12.5%	15.6%	50.0%	15.6%	6.3%	100.0%
	Female	7.7%	30.8%	23.1%	30.8%	7.7%	100.0%
Total		11.1%	20.0%	42.2%	20.0%	6.7%	100.0%

Appendix 9: Comparative Advantages, UN Staff perspective

		Impartiality in aid support and policy advice		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	42.9%	57.1%	100.0%
	Middle management	44.4%	55.6%	100.0%
	Programme Staff	39.1%	60.9%	100.0%
	Support Staff	50.0%	50.0%	100.0%
Total		42.6%	57.4%	100.0%

		Access to Malawian Government		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	71.4%	28.6%	100.0%
	Middle management	55.6%	44.4%	100.0%
	Programme Staff	60.9%	39.1%	100.0%
	Support Staff	75.0%	25.0%	100.0%
Total		63.8%	36.2%	100.0%

		Support for capacity development		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	57.1%	42.9%	100.0%
	Middle management	88.9%	11.1%	100.0%
	Programme Staff	56.5%	43.5%	100.0%
	Support Staff	75.0%	25.0%	100.0%
Total		66.0%	34.0%	100.0%

		Access to a network of international experts		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	71.4%	28.6%	100.0%
	Middle management	55.6%	44.4%	100.0%
	Programme Staff	56.5%	43.5%	100.0%
	Support Staff	75.0%	25.0%	100.0%
Total		61.7%	38.3%	100.0%

		Objective monitoring and evaluation of development initiatives		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	71.4%	28.6%	100.0%
	Middle management	88.9%	11.1%	100.0%
	Programme Staff	73.9%	26.1%	100.0%
	Support Staff	75.0%	25.0%	100.0%
Total		76.6%	23.4%	100.0%

		High levels of expertise		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	71.4%	28.6%	100.0%
	Middle management	33.3%	66.7%	100.0%
	Programme Staff	43.5%	56.5%	100.0%
	Support Staff	62.5%	37.5%	100.0%
Total		48.9%	51.1%	100.0%

		Knowledge and application of best practices		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	85.7%	14.3%	100.0%
	Middle management	77.8%	22.2%	100.0%
	Programme Staff	73.9%	26.1%	100.0%
	Support Staff	62.5%	37.5%	100.0%
Total		74.5%	25.5%	100.0%

		Access to high level of funding		Total
		No	Yes	

What is the level of your current position in your organization?	Senior management	100.0%		100.0%
	Middle management	55.6%	44.4%	100.0%
	Programme Staff	78.3%	21.7%	100.0%
	Support Staff	62.5%	37.5%	100.0%
Total		74.5%	25.5%	100.0%

		Organizational efficiency		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	85.7%	14.3%	100.0%
	Middle management	88.9%	11.1%	100.0%
	Programme Staff	91.3%	8.7%	100.0%
	Support Staff	100.0%		100.0%
Total		91.5%	8.5%	100.0%

		Competence of staff		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	85.7%	14.3%	100.0%
	Middle management	55.6%	44.4%	100.0%
	Programme Staff	73.9%	26.1%	100.0%
	Support Staff	87.5%	12.5%	100.0%
Total		74.5%	25.5%	100.0%

		Implementation rate		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	100.0%		100.0%
	Middle management	77.8%	22.2%	100.0%
	Programme Staff	100.0%		100.0%
	Support Staff	100.0%		100.0%
Total		95.7%	4.3%	100.0%

		Addressing the right priorities as per Malawi's needs		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	71.4%	28.6%	100.0%
	Middle management	66.7%	33.3%	100.0%
	Programme Staff	52.2%	47.8%	100.0%
	Support Staff	50.0%	50.0%	100.0%
Total		57.4%	42.6%	100.0%

		Clear niche (focused areas of support)		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	100.0%		100.0%
	Middle management	66.7%	33.3%	100.0%
	Programme Staff	82.6%	17.4%	100.0%
	Support Staff	75.0%	25.0%	100.0%
Total		80.9%	19.1%	100.0%

		Sustainability of interventions		Total
		No	Yes	
What is the level of your current position in your organization?	Senior management	100.0%		100.0%
	Middle management	100.0%		100.0%
	Programme Staff	91.3%	8.7%	100.0%
	Support Staff	62.5%	37.5%	100.0%
Total		89.4%	10.6%	100.0%

What is the level of your current position in your organization?	Senior management	85.7%	14.3%	100.0%
	Middle management	100.0%		100.0%
	Programme Staff	100.0%		100.0%
	Support Staff	100.0%		100.0%
Total		97.9%	2.1%	100.0%

Appendix 10: Comparative Advantages, Stakeholders' perspective

		Impartiality in aid support and policy advice		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	2	4	6
	Government	9	4	13
	Donor	5	2	7
	Country/Organisation			
Total		16	10	26

Count

		Access to Malawian Government		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	3	3	6
	Government	10	3	13
	Donor	7	0	7
	Country/Organisation			
Total		20	6	26

Count

		Support for capacity development		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	3	3	6
	Government	12	1	13
	Donor	3	4	7
	Country/Organisation			

Total	18	8	26
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What organisation do you work with? * Access to a network of international experts Crosstabulation

Count

		Access to a network of international experts		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	4	2	6
	Stakeholder			
	Government	9	4	13
	Donor	7	0	7
	Country/Organisation			
Total		20	6	26

What organisation do you work with? * Objective monitoring and evaluation of development initiatives Crosstabulation

Count

		Objective monitoring and evaluation of development initiatives		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	5	1	6
	Stakeholder			
	Government	13	0	13
	Donor	6	1	7
	Country/Organisation			
Total		24	2	26

What organisation do you work with? * High levels of expertise Crosstabulation

Count

		High levels of expertise		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	5	1	6
	Stakeholder			
	Government	12	1	13
	Donor	6	1	7
	Country/Organisation			
Total		23	3	26

What organisation do you work with? * Knowledge and application of best practices Crosstabulation

Count

		Knowledge and application of best practices		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	6	0	6
	Stakeholder			
	Government	13	0	13
	Donor	5	2	7
	Country/Organisation			

Total	24	2	26
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What organisation do you work with? * Access to high level of funding Crosstabulation

Count

		Access to high level of funding		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	5	1	6
	Stakeholder			
	Government	11	2	13
	Donor	5	2	7
Total	Country/Organisation	21	5	26

What organisation do you work with? * Organizational efficiency Crosstabulation

Count

		Organizational efficiency		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	5	1	6
	Stakeholder			
	Government	13	0	13
	Donor	6	1	7
Total	Country/Organisation	24	2	26

What organisation do you work with? * Competence of staff Crosstabulation

Count

		Competence of staff		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	6	0	6
	Stakeholder			
	Government	12	1	13
	Donor	7	0	7
Total	Country/Organisation	25	1	26

What organisation do you work with? * Implementation rate Crosstabulation

Count

		Implementation rate		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	5	1	6
	Stakeholder			
	Government	13	0	13
	Donor	7	0	7
Total	Country/Organisation	25	1	26

What organisation do you work with? * Addressing the right priorities as per Malawi's needs Crosstabulation

Count

		Addressing the right priorities as per Malawi's needs		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	6	0	6
	Government	12	1	13
	Donor	6	1	7
	Country/Organisation			
Total		24	2	26

What organisation do you work with? * Clear niche (focused areas of support) Crosstabulation

Count

		Clear niche (focused areas of support)		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	6	6	6
	Government	13	13	13
	Donor	7	7	7
	Country/Organisation			
Total		26	26	26

What organisation do you work with? * Sustainability of interventions Crosstabulation

Count

		Sustainability of interventions		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	5	1	6
	Government	13	0	13
	Donor	7	0	7
	Country/Organisation			
Total		25	1	26

What is your gender? * Impartiality in aid support and policy advice Crosstabulation

Count

		Impartiality in aid support and policy advice		Total
		No	Yes	
What is your gender?	Male	12	10	22
	Female	5	0	5
Total		17	10	27

What is your gender? * Access to Malawian Government Crosstabulation

Count

		Access to Malawian Government		Total
		No	Yes	

What is your gender?	Male	18	4	22
	Female	3	2	5
Total		21	6	27

What is your gender? * Support for capacity development Crosstabulation

Count

		Support for capacity development		Total
		No	Yes	
What is your gender?	Male	15	7	22
	Female	4	1	5
Total		19	8	27

What is your gender? * Access to a network of international experts Crosstabulation

Count

		Access to a network of international experts		Total
		No	Yes	
What is your gender?	Male	17	5	22
	Female	4	1	5
Total		21	6	27

What is your gender? * Objective monitoring and evaluation of development initiatives Crosstabulation

Count

		Objective monitoring and evaluation of development initiatives		Total
		No	Yes	
What is your gender?	Male	20	2	22
	Female	5	0	5
Total		25	2	27

What is your gender? * High levels of expertise Crosstabulation

Count

		High levels of expertise		Total
		No	Yes	
What is your gender?	Male	20	2	22
	Female	4	1	5
Total		24	3	27

What is your gender? * Knowledge and application of best practices Crosstabulation

Count

		Knowledge and application of best practices		Total
		No	Yes	
What is your gender?	Male	20	2	22
	Female	5	0	5
Total		25	2	27

What is your gender? * Access to high level of funding Crosstabulation

Count

		Access to high level of funding		Total
		No	Yes	
What is your gender?	Male	18	4	22
	Female	4	1	5
Total		22	5	27

What is your gender? * Organizational efficiency Crosstabulation

Count

		Organizational efficiency		Total
		No	Yes	
What is your gender?	Male	21	1	22
	Female	4	1	5
Total		25	2	27

What is your gender? * Competence of staff Crosstabulation

Count

		Competence of staff		Total
		No	Yes	
What is your gender?	Male	21	1	22
	Female	5	0	5
Total		26	1	27

What is your gender? * Implementation rate Crosstabulation

Count

		Implementation rate		Total
		No	Yes	
What is your gender?	Male	22	0	22
	Female	4	1	5
Total		26	1	27

What is your gender? * Addressing the right priorities as per Malawi's needs Crosstabulation

Count

		Addressing the right priorities as per Malawi's needs		Total
		No	Yes	
What is your gender?	Male	21	1	22
	Female	4	1	5
Total		25	2	27

What is your gender? * Clear niche (focused areas of support) Crosstabulation

Count

		Clear niche (focused areas of support)	Total

		No	
What is your gender?	Male	22	22
	Female	5	5
Total		27	27

What is your gender? * Sustainability of interventions Crosstabulation

Count

		Sustainability of interventions		Total
		No	Yes	
What is your gender?	Male	21	1	22
	Female	5	0	5
Total		26	1	27

		Impartiality in aid support and policy advice		Total
		No	Yes	
What is your gender?	Male	70.6%	100.0%	81.5%
	Female	29.4%		18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Access to Malawian Government Crosstabulation

% within Access to Malawian Government

		Access to Malawian Government		Total
		No	Yes	
What is your gender?	Male	85.7%	66.7%	81.5%
	Female	14.3%	33.3%	18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Support for capacity development Crosstabulation

% within Support for capacity development

		Support for capacity development		Total
		No	Yes	
What is your gender?	Male	78.9%	87.5%	81.5%
	Female	21.1%	12.5%	18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Access to a network of international experts Crosstabulation

% within Access to a network of international experts

		Access to a network of international experts		Total
		No	Yes	
What is your gender?	Male	81.0%	83.3%	81.5%
	Female	19.0%	16.7%	18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Objective monitoring and evaluation of development initiatives Crosstabulation

% within Objective monitoring and evaluation of development initiatives

		Objective monitoring and evaluation of development initiatives		Total
		No	Yes	
What is your gender?	Male	80.0%	100.0%	81.5%
	Female	20.0%		18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * High levels of expertise Crosstabulation

% within High levels of expertise

		High levels of expertise		Total
		No	Yes	
What is your gender?	Male	83.3%	66.7%	81.5%
	Female	16.7%	33.3%	18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Knowledge and application of best practices Crosstabulation

% within Knowledge and application of best practices

		Knowledge and application of best practices		Total
		No	Yes	
What is your gender?	Male	80.0%	100.0%	81.5%
	Female	20.0%		18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Access to high level of funding Crosstabulation

% within Access to high level of funding

		Access to high level of funding		Total
		No	Yes	
What is your gender?	Male	81.8%	80.0%	81.5%
	Female	18.2%	20.0%	18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Organizational efficiency Crosstabulation

% within Organizational efficiency

		Organizational efficiency		Total
		No	Yes	
What is your gender?	Male	84.0%	50.0%	81.5%
	Female	16.0%	50.0%	18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Competence of staff Crosstabulation

% within Competence of staff

		Competence of staff		Total
		No	Yes	
What is your gender?	Male	80.8%	100.0%	81.5%

Total	Female	19.2%	100.0%	18.5%	100.0%
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What is your gender? * Implementation rate Crosstabulation

% within Implementation rate

		Implementation rate		Total
		No	Yes	
What is your gender?	Male	84.6%		81.5%
	Female	15.4%	100.0%	18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Addressing the right priorities as per Malawi's needs Crosstabulation

% within Addressing the right priorities as per Malawi's needs

		Addressing the right priorities as per Malawi's needs		Total
		No	Yes	
What is your gender?	Male	84.0%	50.0%	81.5%
	Female	16.0%	50.0%	18.5%
Total		100.0%	100.0%	100.0%

What is your gender? * Clear niche (focused areas of support) Crosstabulation

% within Clear niche (focused areas of support)

		Clear niche (focused areas of support)	
		No	Total
What is your gender?	Male	81.5%	81.5%
	Female	18.5%	18.5%
Total		100.0%	100.0%

What is your gender? * Sustainability of interventions Crosstabulation

% within Sustainability of interventions

		Sustainability of interventions		Total
		No	Yes	
What is your gender?	Male	80.8%	100.0%	81.5%
	Female	19.2%		18.5%
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Impartiality in aid support and policy advice Crosstabulation

% within Impartiality in aid support and policy advice

		Impartiality in aid support and policy advice		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	12.5%	40.0%	23.1%
	Government	56.3%	40.0%	50.0%
	Donor Country/Organisation	31.3%	20.0%	26.9%

Total		100.0%	100.0%	100.0%
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What organisation do you work with? * Access to Malawian Government Crosstabulation

% within Access to Malawian Government

		Access to Malawian Government		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	15.0%	50.0%	23.1%
	Government	50.0%	50.0%	50.0%
	Donor	35.0%		26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Support for capacity development Crosstabulation

% within Support for capacity development

		Support for capacity development		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	16.7%	37.5%	23.1%
	Government	66.7%	12.5%	50.0%
	Donor	16.7%	50.0%	26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Access to a network of international experts Crosstabulation

% within Access to a network of international experts

		Access to a network of international experts		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	20.0%	33.3%	23.1%
	Government	45.0%	66.7%	50.0%
	Donor	35.0%		26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Objective monitoring and evaluation of development initiatives Crosstabulation

% within Objective monitoring and evaluation of development initiatives

		Objective monitoring and evaluation of development initiatives		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	20.8%	50.0%	23.1%
	Government	54.2%		50.0%
	Donor	25.0%	50.0%	26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * High levels of expertise Crosstabulation

% within High levels of expertise

		High levels of expertise		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	21.7%	33.3%	23.1%
	Government	52.2%	33.3%	50.0%
	Donor	26.1%	33.3%	26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Knowledge and application of best practices Crosstabulation

% within Knowledge and application of best practices

		Knowledge and application of best practices		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	25.0%		23.1%
	Government	54.2%		50.0%
	Donor	20.8%	100.0%	26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Access to high level of funding Crosstabulation

% within Access to high level of funding

		Access to high level of funding		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	23.8%	20.0%	23.1%
	Government	52.4%	40.0%	50.0%
	Donor	23.8%	40.0%	26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Organizational efficiency Crosstabulation

% within Organizational efficiency

		Organizational efficiency		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	20.8%	50.0%	23.1%
	Government	54.2%		50.0%
	Donor	25.0%	50.0%	26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Competence of staff Crosstabulation

% within Competence of staff

		Competence of staff		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	24.0%		23.1%
	Government	48.0%	100.0%	50.0%
	Donor	28.0%		26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Implementation rate Crosstabulation

% within Implementation rate

		Implementation rate		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	20.0%	100.0%	23.1%
	Government	52.0%		50.0%
	Donor	28.0%		26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Addressing the right priorities as per Malawi's needs Crosstabulation

% within Addressing the right priorities as per Malawi's needs

		Addressing the right priorities as per Malawi's needs		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	25.0%		23.1%
	Government	50.0%	50.0%	50.0%
	Donor	25.0%	50.0%	26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

What organisation do you work with? * Clear niche (focused areas of support) Crosstabulation

% within Clear niche (focused areas of support)

		Clear niche (focused areas of support)	
		No	Total
What organisation do you work with?	NGO/CSO/Development Stakeholder	23.1%	23.1%
	Government	50.0%	50.0%
	Donor	26.9%	26.9%
	Country/Organisation		
Total		100.0%	100.0%

What organisation do you work with? * Sustainability of interventions Crosstabulation

% within Sustainability of interventions

	Sustainability of interventions	Total

		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	20.0%	100.0%	23.1%
	Government	52.0%		50.0%
	Donor	28.0%		26.9%
	Country/Organisation			
Total		100.0%	100.0%	100.0%

		Impartiality in aid support and policy advice		Total
		No	Yes	
What is your gender?	Male	54.5%	45.5%	100.0%
	Female	100.0%		100.0%
Total		63.0%	37.0%	100.0%

What is your gender? * Access to Malawian Government Crosstabulation

% within What is your gender?

		Access to Malawian Government		Total
		No	Yes	
What is your gender?	Male	81.8%	18.2%	100.0%
	Female	60.0%	40.0%	100.0%
Total		77.8%	22.2%	100.0%

What is your gender? * Support for capacity development Crosstabulation

% within What is your gender?

		Support for capacity development		Total
		No	Yes	
What is your gender?	Male	68.2%	31.8%	100.0%
	Female	80.0%	20.0%	100.0%
Total		70.4%	29.6%	100.0%

What is your gender? * Access to a network of international experts Crosstabulation

% within What is your gender?

		Access to a network of international experts		Total
		No	Yes	
What is your gender?	Male	77.3%	22.7%	100.0%
	Female	80.0%	20.0%	100.0%
Total		77.8%	22.2%	100.0%

What is your gender? * Objective monitoring and evaluation of development initiatives Crosstabulation

% within What is your gender?

		Objective monitoring and evaluation of development initiatives		Total
		No	Yes	
What is your gender?	Male	90.9%	9.1%	100.0%

	Female	100.0%		100.0%
Total		92.6%	7.4%	100.0%

What is you gender? * High levels of expertise Crosstabulation

% within What is you gender?

		High levels of expertise		Total
		No	Yes	
What is you gender?	Male	90.9%	9.1%	100.0%
	Female	80.0%	20.0%	100.0%
Total		88.9%	11.1%	100.0%

What is you gender? * Knowledge and application of best practices Crosstabulation

% within What is you gender?

		Knowledge and application of best practices		Total
		No	Yes	
What is you gender?	Male	90.9%	9.1%	100.0%
	Female	100.0%		100.0%
Total		92.6%	7.4%	100.0%

What is you gender? * Access to high level of funding Crosstabulation

% within What is you gender?

		Access to high level of funding		Total
		No	Yes	
What is you gender?	Male	81.8%	18.2%	100.0%
	Female	80.0%	20.0%	100.0%
Total		81.5%	18.5%	100.0%

What is you gender? * Organizational efficiency Crosstabulation

% within What is you gender?

		Organizational efficiency		Total
		No	Yes	
What is you gender?	Male	95.5%	4.5%	100.0%
	Female	80.0%	20.0%	100.0%
Total		92.6%	7.4%	100.0%

What is you gender? * Competence of staff Crosstabulation

% within What is you gender?

		Competence of staff		Total
		No	Yes	
What is you gender?	Male	95.5%	4.5%	100.0%
	Female	100.0%		100.0%
Total		96.3%	3.7%	100.0%

What is you gender? * Implementation rate Crosstabulation

% within What is you gender?

		Implementation rate		Total
		No	Yes	
What is you gender?	Male	100.0%		100.0%
	Female	80.0%	20.0%	100.0%
Total		96.3%	3.7%	100.0%

What is you gender? * Addressing the right priorities as per Malawi's needs Crosstabulation

% within What is you gender?

		Addressing the right priorities as per Malawi's needs		Total
		No	Yes	
What is you gender?	Male	95.5%	4.5%	100.0%
	Female	80.0%	20.0%	100.0%
Total		92.6%	7.4%	100.0%

What is you gender? * Clear niche (focused areas of support) Crosstabulation

% within What is you gender?

		Clear niche (focused areas of support)	
		No	Total
What is you gender?	Male	100.0%	100.0%
	Female	100.0%	100.0%
Total		100.0%	100.0%

What is you gender? * Sustainability of interventions Crosstabulation

% within What is you gender?

		Sustainability of interventions		Total
		No	Yes	
What is you gender?	Male	95.5%	4.5%	100.0%
	Female	100.0%		100.0%
Total		96.3%	3.7%	100.0%

What organisation do you work with? * Impartiality in aid support and policy advice Crosstabulation

% within What organisation do you work with?

		Impartiality in aid support and policy advice		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	33.3%	66.7%	100.0%
	Government	69.2%	30.8%	100.0%
	Donor	71.4%	28.6%	100.0%
	Country/Organisation			
Total		61.5%	38.5%	100.0%

What organisation do you work with? * Access to Malawian Government Crosstabulation

% within What organisation do you work with?

		Access to Malawian Government		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	50.0%	50.0%	100.0%
	Government	76.9%	23.1%	100.0%
	Donor	100.0%		100.0%
	Country/Organisation			100.0%
Total		76.9%	23.1%	100.0%

What organisation do you work with? * Support for capacity development Crosstabulation

% within What organisation do you work with?

		Support for capacity development		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	50.0%	50.0%	100.0%
	Government	92.3%	7.7%	100.0%
	Donor	42.9%	57.1%	100.0%
	Country/Organisation			100.0%
Total		69.2%	30.8%	100.0%

What organisation do you work with? * Access to a network of international experts Crosstabulation

% within What organisation do you work with?

		Access to a network of international experts		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	66.7%	33.3%	100.0%
	Government	69.2%	30.8%	100.0%
	Donor	100.0%		100.0%
	Country/Organisation			100.0%
Total		76.9%	23.1%	100.0%

What organisation do you work with? * Objective monitoring and evaluation of development initiatives Crosstabulation

% within What organisation do you work with?

		Objective monitoring and evaluation of development initiatives		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	83.3%	16.7%	100.0%
	Government	100.0%		100.0%
	Donor	85.7%	14.3%	100.0%
	Country/Organisation			100.0%
Total		92.3%	7.7%	100.0%

		High levels of expertise		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	83.3%	16.7%	100.0%

you work with?	Stakeholder			
	Government	92.3%	7.7%	100.0%
	Donor			
	Country/Organisation	85.7%	14.3%	100.0%
Total		88.5%	11.5%	100.0%

		Knowledge and application of best practices		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	100.0%		100.0%
	Stakeholder			
	Government	100.0%		100.0%
	Donor	71.4%	28.6%	100.0%
	Country/Organisation			
Total		92.3%	7.7%	100.0%

		Access to high level of funding		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	83.3%	16.7%	100.0%
	Stakeholder			
	Government	84.6%	15.4%	100.0%
	Donor	71.4%	28.6%	100.0%
	Country/Organisation			
Total		80.8%	19.2%	100.0%

		Organizational efficiency		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	83.3%	16.7%	100.0%
	Stakeholder			
	Government	100.0%		100.0%
	Donor	85.7%	14.3%	100.0%
	Country/Organisation			
Total		92.3%	7.7%	100.0%

		Competence of staff		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development	100.0%		100.0%
	Stakeholder			
	Government	92.3%	7.7%	100.0%
	Donor	100.0%		100.0%
	Country/Organisation			
Total		96.2%	3.8%	100.0%

		Implementation rate		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	83.3%	16.7%	100.0%
	Government	100.0%		100.0%
	Donor	100.0%		100.0%
	Country/Organisation			
Total		96.2%	3.8%	100.0%

		Addressing the right priorities as per Malawi's needs		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	100.0%		100.0%
	Government	92.3%	7.7%	100.0%
	Donor	85.7%	14.3%	100.0%
	Country/Organisation			
Total		92.3%	7.7%	100.0%

		Clear niche (focused areas of support)	
		No	Total
What organisation do you work with?	NGO/CSO/Development Stakeholder	100.0%	100.0%
	Government	100.0%	100.0%
	Donor	100.0%	100.0%
	Country/Organisation		
Total		100.0%	100.0%

		Sustainability of interventions		Total
		No	Yes	
What organisation do you work with?	NGO/CSO/Development Stakeholder	83.3%	16.7%	100.0%
	Government	100.0%		100.0%
	Donor	100.0%		100.0%
	Country/Organisation			
Total		96.2%	3.8%	100.0%

Appendix 11: Research Terms of Reference for the Study

OBJECTIVES OF THE ASSIGNMENT

The overall objective of the survey is to tailor effective communications for 2010-2011. Specifically, the assignment will:

- Provide data on stakeholders' understanding of and attitude towards UN's strategy, programs, UN reform.
- Collect data on the communication environment, stakeholders' information needs and preferred communication channel.
- Provide data that will influence the activities of the UN Joint Communications and Advocacy Strategy for 2009 – 2011.

Expected Deliverables

- Step by step methodology to conduct the survey produced
- Online survey developed
- Survey executed (with UNCG)
- Data analyzed and report on implications of the data on the UN Communication and Advocacy Strategy submitted

Main Tasks

In order to meet the intended objectives and achieve the aforementioned outputs, Lovell-Park consulting, as a process oriented institution, intends to carry out the following specific tasks:

Provide overall direction and technical advice to the UNCG for the development of the questionnaire, the sampling of audience, collating final data and analysis report.

Using samples from pilot countries, develop an online questionnaire, based on the current progress of the UN in Malawi implementing programmes towards attainment of MDGs.

Provide guidance on the samples and required respondents against the total number of respondents and different functions/organizations.

Develop the online survey using online tools.

Manage the survey including setting instructions and guidelines for the survey, making presentations to staff at agencies, follow up with UNCG to ensure minimum respondents across functions are received.

Compile, analyse the data, prepare and present the results and its implications on the UN Communication and Advocacy Strategy.