

Annex D — Additional Survey Data

The survey was sent to a total of 551 recipients out of which 148 responded, leading to a participation rate of 27%. Out of the 148 participants, 70%/104 respondents confirmed that they are engaged in the management of development cooperation (Figure 3). 54%/80 respondents are dealing with bilateral cooperation, 26%/39 respondents administer multi-bilateral cooperation, and 19%/28 respondents are involved in the management of core funding to multilateral organisations. As the total number of recipients involved in the various types of development cooperation is unknown (e.g., number of recipients managing bilateral cooperation), a response rate for the different types cannot be established. As the number of respondents for the administration of core funding is comparatively low, this data needs to be interpreted with caution.

When looking at the profile of the respondents, it becomes clear that most respondents have either worked at the MFA for more than 10 years or between one and five years (Figure 1). There was a balanced division of replies regarding the place of posting with slightly fewer replies from posted staff compared to MFA staff in Copenhagen or national staff (Figure 2).

Figure 1: Duration of survey participants' work experience at the MFA

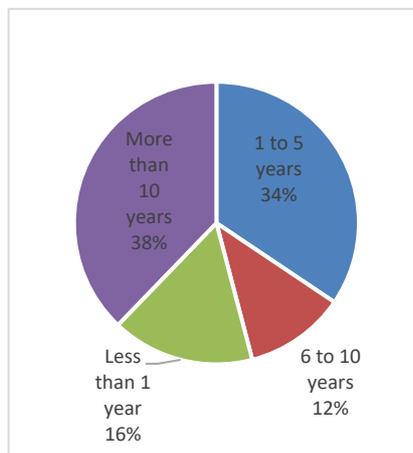


Figure 2: Place of posting of survey participants

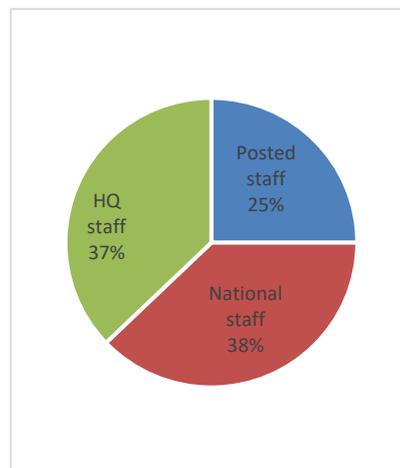
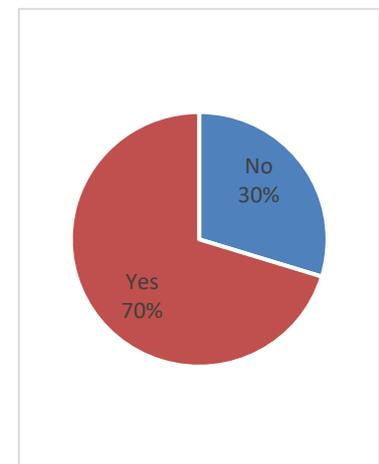
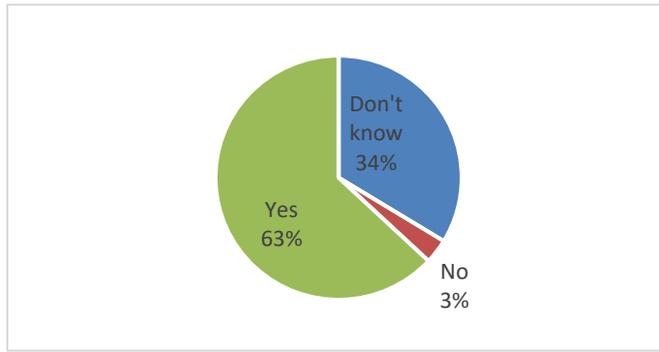


Figure 3: Involvement in the management of development cooperation of survey participants



When asked if development cooperation is better managed than before, most respondents (63%) replied 'Yes' (Figure 4). The main reason that was given underline the importance of localisation and being able to respond to changes in the local context, especially in fragile countries. Additionally, adaptive management provides better opportunities to take local needs and staff opinions into account. Development cooperation can therefore be delivered more effectively. This shows that adaptive management is overall appreciated and important as an approach to development cooperation. The comparatively large number of participants who responded with "don't know" is mostly due to the number of respondents who have not worked in the MFA long enough to provide an opinion on this matter.

Figure 4: Is development cooperation better managed with the use of adaptive management approaches?



Regarding flexibility (Figure 5), the overall picture is that staff thinks that flexibility is given, it is useful, and it is implemented. There is a smaller portion of staff thinking that their unit does not have the flexibility to use their own judgement when it comes to reallocating funds. When taking a closer look at the replies (Figure 5), it is visible, that while posted staff and MFA staff in Copenhagen agree to approximately the same degree, a much higher percentage of posted staff strongly disagree, while more MFA staff in Copenhagen have opted to say that they don't know or it's not applicable to their work. This might indicate that representations abroad do not hold the same degree of decision-making power as the units in Copenhagen.

Figure 5: Flexibility

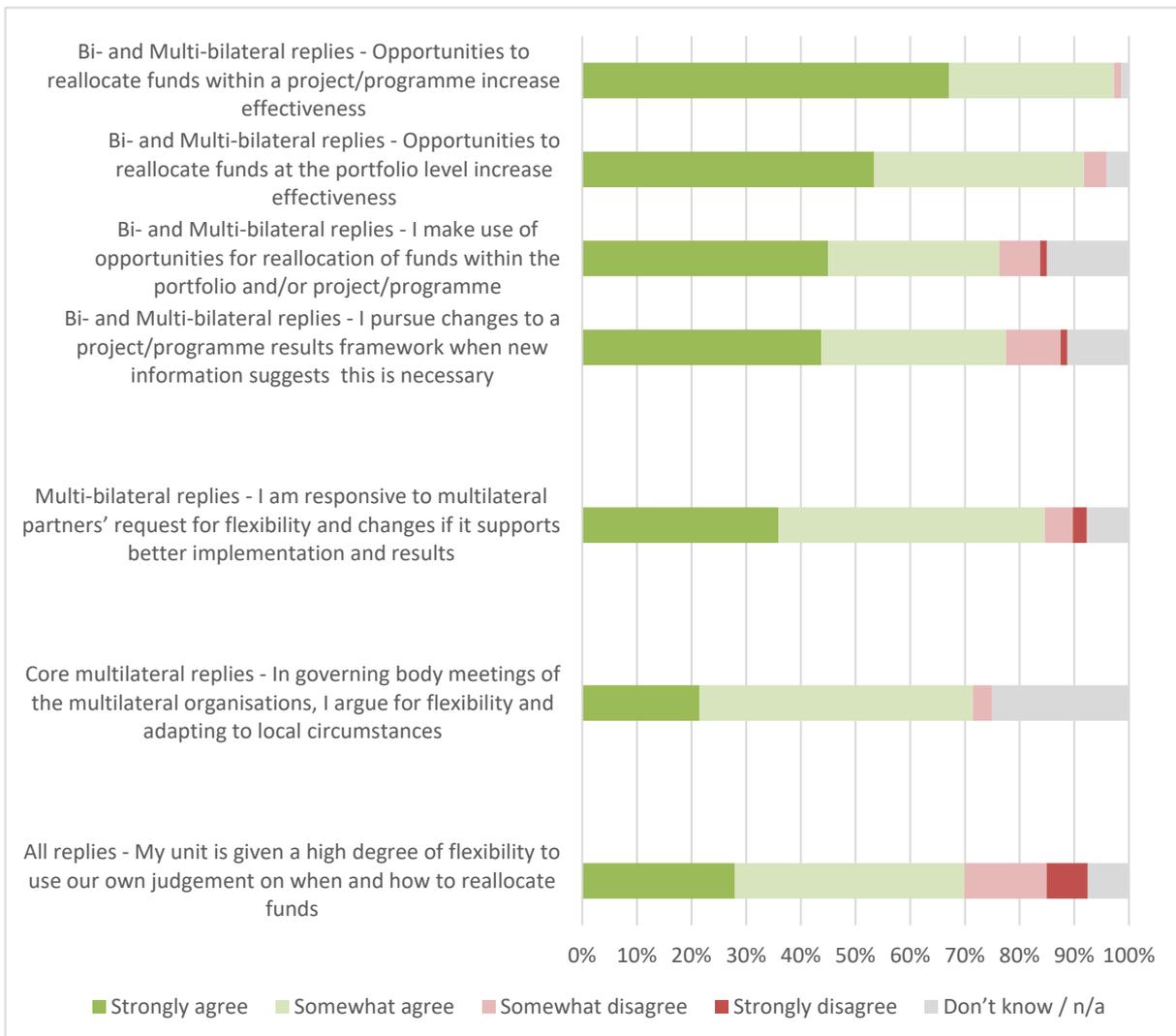


Figure 6: Flexibility to make calls on fund reallocations — comparison across place of posting

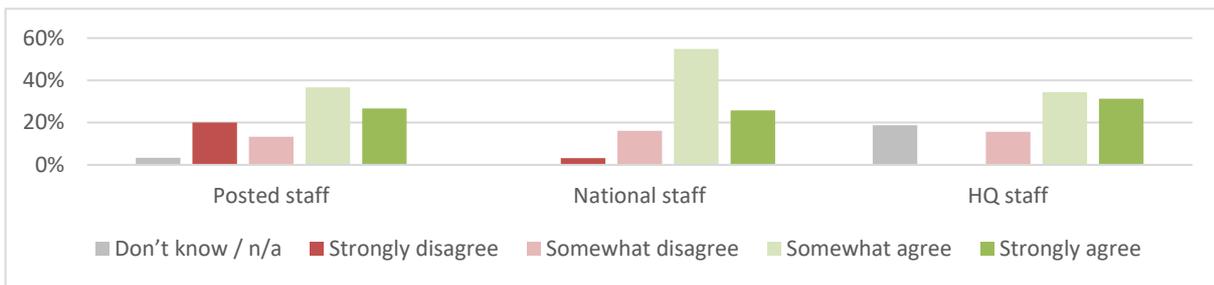


Figure 7 suggests that there is need for improvement when it comes to accessing information to implement adaptive management approaches and other objectives under the DDD, such as promoting synergies. This is also the case for multilateral partners.

Figure 7: Access to information

