

Government and Public Sector

Department for International Development (DFID)

Stakeholder survey

Final report

March 2008

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Introduction

1. Background to the stakeholder survey

1.1 Objectives

DFID's 2007 Capability Review highlighted better partnership working as a key area for improvement. As part of its commitment to address this issue, DFID commissioned a quantitative and qualitative stakeholder survey with the aim to:

- Establish a baseline of perceptions among other government departments (OGDs) of DFID's cross-Whitehall working, as a means to track progress in this area;
- Enhance DFID's broad stakeholder management strategy and provide a baseline against which progress on engagement with external stakeholders can be tracked;
- Ascertain the future needs and expectations of key stakeholder groups (Whitehall and others); and
- Understand what influences people's views of DFID and how DFID might engage better with key stakeholder groups.

1.2 Methodology

192 stakeholders from across Whitehall, Parliament, business, civil society and the donor community responded to an e-questionnaire seeking their opinions on DFID within four broad subject areas: relationship; role and remit; communication; and staff. Comparisons were sought with DFID's performance twelve months previously. The quantitative research was supplemented by a series of in-depth interviews on the same topics. The interviews were conducted with twenty representatives from the same five stakeholder groups listed above.

The survey was carried out by PricewaterhouseCoopers LLP during January and February 2008, and will be repeated in 2009 with an identical methodology in order to capture the progress made in DFID's joint working across Whitehall as well as its wider stakeholder engagement. Case studies were also produced in order to highlight examples of cross-Whitehall working. The main findings of the 2008 survey are presented below. A full overview of the project's methodology can be found in the technical report accompanying the research report.

1.3 Note on data

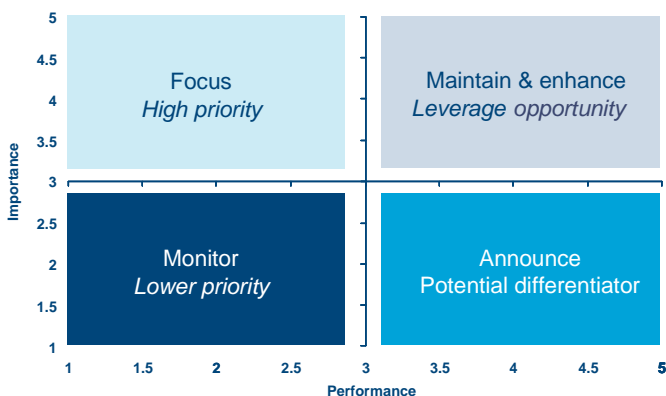
This report is informed by the quantitative e-survey, with supporting quotations from the qualitative stakeholder interviews. The qualitative data have been emphasised on key issues but represent only a small sample of stakeholders. The qualitative data should be viewed as illustrative of the main, more representative findings that were produced by the e-questionnaire. All quantitative findings included in the report are statistically significant.

Only very few Parliament stakeholders responded to the e-questionnaire. In order to avoid unrepresentative data appearing in the report, these responses have been omitted from the quantitative findings. Comments from qualitative interviews conducted with Parliamentarians have been integrated where it adds value to the overall discussion.

Throughout the report, we have used additional analysis, including gap analysis and priority performance analysis, for which a full explanation is set out at annex 1:

Gap analysis: A gap analysis measures the distance between the expectations stakeholders hold of DFID and the reality they experience when interacting with the department.

Priority performance analysis: This analysis allows prioritisation of the attributes for improvement. It is calculated by plotting the mean attribute performance rating along the x axis, against the mean importance rating for the attribute on the y axis. The scatter graph is split into 4 quadrants with the x and y axis crossing at the overall mean score of all of the attributes in terms of performance and importance.



The diagram is thus split into four quadrants which can be interpreted as follows:

- The 'maintain and enhance' category is those attributes that have higher than average importance scores and higher than average performance scores;
- The 'focus' category is those attributes that have higher than average importance scores and lower than average satisfaction scores;
- The 'monitor' quadrant is those attributes that have lower than average importance scores and lower than average satisfaction scores; and

- The 'announce' quadrant are those attributes that have lower than average importance scores and higher than average satisfaction scores.

A correlation analysis across the four subject areas offers some hypotheses behind the results obtained, which can be found at annex 2.

Executive summary

2. Perceptions of DFID

2.1 Overall messages

Headline message

DFID staff and their expertise are DFID's biggest assets, and are a key factor in the good service the department is perceived to provide. DFID's mission is clearly understood, very well respected by stakeholders and considered to be the driving force of the institution. Whilst DFID is seen as increasingly outward looking, it is still viewed as a unique institution with a clear mandate and strong organisational culture which determines how it interacts with others. DFID is seen as a key department at the centre of government but the manner in which it is organised can be unclear to stakeholders, so there is scope to enhance understanding in this area. Although DFID is regarded as being innovative, creative and able to get things done, it is not viewed as leading other government departments. One in three stakeholders perceive DFID as a team player. Overall, DFID has good relationships with stakeholders, particularly with Whitehall and donor stakeholders, but less so with civil society. There is a sense that business is willing to engage but wants more direction on how a partnership might work. The majority of stakeholders are satisfied with DFID overall and would speak highly of the department to others.

The key findings across all stakeholder groups are outlined below:

- 94% of stakeholders believe that their relationships with DFID work well most of the time and 72% of stakeholders think DFID responds well to their needs;
- The majority of stakeholders (76%) are involved with DFID because the department influences the international system on issues that are relevant to their organisation;
- Half of all stakeholders think that DFID is flexible, although a quarter think that DFID is not very flexible, so there is room to improve in this area;
- DFID is considered to be an open and honest department and one that listens to and understands the needs of its stakeholders, although there is room to take this one step further by acting more effectively upon stakeholder input;
- There is a wish amongst stakeholders to see more joined up policy and programme work with other

government departments and for DFID to be a better team player;

- 85% of stakeholders understand DFID's role and remit and most are satisfied with how DFID delivers on them, although all non-Whitehall stakeholders agree that DFID is not delivering as well as they would expect on climate change;
- Stakeholders have a high opinion of their communication with DFID, and many describe this as a two-way process; and
- Staff are consistently rated very highly by stakeholders for their professionalism, enthusiasm, commitment and expertise. They are considered to be effective and efficient but they could be more open and transparent. Four out of five stakeholders were satisfied with the staff that they had dealt with most recently.

Of all the areas that the stakeholders agree are important to them in relation to DFID's performance, the table below highlights those in which DFID receives favourable feedback and those in which stakeholders believe DFID can improve.

Overall perceptions of DFID	
Areas considered important by stakeholders in which DFID is currently performing well (Maintain and enhance performance)	Areas considered important by stakeholders in which DFID is not performing as well (Focus to improve performance)
Whitehall	
Actual service provided	Carrying out joined up policy and programme work with OGDs
Quality of staff	The appropriateness of DFID's response to address the needs of stakeholder organisations
	Listening to stakeholders
Civil Society	
Quality of staff	
Actual service provided	
Listening to stakeholders	
Building a shared understanding of international development issues	
Donors	
Quality of staff	Listening to stakeholders
Building a shared understanding of international development issues	The appropriateness of DFID's response to address the needs of stakeholder organisations
Business	
Quality of staff	Carrying out joined up policy and programme work with OGDs
Listening to its stakeholders	
Building a shared understanding of international development issues	

2.2 Key viewpoints of the stakeholder groups

Whitehall stakeholders

Whitehall stakeholders are very positive in their opinions of DFID. They consider the department to be responsive to their needs, although they would like to see DFID act more on their input and involve them to a greater degree in the development of policy and strategy. As might be expected, working on joined-up policy and programme work is of particular importance to this stakeholder group, and is viewed both as a chief benefit of their relationship with DFID and an area in which more can be done.

DFID staff stand out as a key element in sustaining good working relationships with other government departments, and are commended for their professionalism. DFID staff can improve their performance by being *even more* responsive to their needs and more open and transparent. Whitehall stakeholders are unlikely to experience a change in their key contacts within DFID and when changes do occur, they have minimal or, in some cases, a positive impact. Communication with DFID staff is generally considered to be two-way, although there is a preference for more concise information rather than long analytical documents.

Overall, Whitehall stakeholders are satisfied that DFID delivers on its role and remit, and they think that DFID communicates these well. However, the findings show that Whitehall stakeholders tend to have a more narrow view of DFID's remit than other groups and are perhaps more easily satisfied as a result.

In-depth interviews extract: Whitehall stakeholders

- “DFID is accountable in ensuring that HMG policy is joined up. To that end, it provides information, briefings and documents. Generally DFID understands that other government departments want information and is responsive in providing it”.
- “One of the challenges is that [DFID] has a strong organisational culture to protect its mission”.
- “DFID’s headline objective is very well known. Most people know that it’s working towards the Millennium Development Goals but how that breaks down and how DFID is organised is less communicated and understood”.
- “I find it hard to imagine there is a big problem in not knowing what it does as a department, but when it comes to areas of policy that overlap with other departments, it is much less clear sometimes who is responsible for what, and how the departments are supposed to work together”.
- “It is not very easy to get in touch with the right person [within DFID] if you do not know them already. It is difficult to understand how the organisation is structured and where people sit”.
- “My impression is that there is probably more interaction and dialogue now than there was a couple of years ago. I’m optimistic that the mutual understanding is increasing. I think there will probably be a few crunch points and arguing about what policy should be, but that’s inevitable”.
- “Internationally, DFID is incredibly well respected. I am quite struck by how other European colleagues really view DFID as a model department of international development and see its work as very progressive and state of the art. I think [DFID] has a very strong influence internationally”.

Business stakeholders

Generally, the relationship between DFID and business stakeholders works well. This is largely because DFID has expertise on issues that are relevant to them and because they consider the department to be open and honest in its interaction. DFID staff are considered to be knowledgeable and efficient, they listen to stakeholders and their advice is valued. At the same time, the department's bureaucracy is considered a key challenge amongst businesses, and DFID is not considered to be straightforward to deal with. Overall, half of all business stakeholders are satisfied with their relationship with DFID, but there is still scope to respond more effectively to their needs.

Most business stakeholders are satisfied that DFID delivers on its role and remit, although they are less positive on how that role and remit is communicated. The key areas in which business stakeholders think DFID should focus its attention in order to improve its performance on its role and remit are: donor harmonisation and aid effectiveness, and investment and trade in poor countries. DFID mostly meets their expectations in relation to general communication issues, although they are more likely than other stakeholder groups to experience a change in their key contacts and to report a negative effect of this change. Businesses would also prefer DFID to be more proactive in its communication and only a few are aware of stakeholder feedback mechanisms.

In several areas of questioning there is a sizeable percentage of business stakeholders with no strong opinion, perhaps indicating the more recent nature of their relationship with DFID and a corresponding lack of knowledge about the department. This may be addressed as DFID continues to interact with business stakeholders, and the relationship can be enhanced through DFID providing greater guidance on how this partnership might work in the future.

In-depth interviews extract: Business

- “Every time we have met and engaged with [DFID] the relationship has got better. There is a genuine willingness to engage with companies like ours”.
- “They seem to show slightly different messages from different parts of DFID”.
- [DFID’s intention to engage with business] “has not filtered down to all parts of DFID, which has caused frustration”.
- “In general terms, DFID does not seem to respond constructively to communications – I am kept in the loop, but this does not mean that I am getting the information I need. I do not feel ignored, but neither do I feel that I get a quick response. Overall the communication process is mostly one-way, with us providing information to DFID”.
- “If I wanted to find out more, I could easily find out more – and that is not necessarily a trait of other government departments”.
- “DFID has given us very tight deadlines to provide information, but then we have to keep chasing DFID for feedback. We really want to work with [the department] but it feels as though we are being made to jump through hoops to do so”.
- “The people we meet are good quality, smart, open-minded and committed to progress”.

- “It is hard to tell whether there has been any discernable improvement in the last twelve months, although it is a positive development that DFID is now thinking about issues such as communication”.

Civil society

Civil society stakeholders generally think that DFID is responsive to their needs but a smaller proportion than any other group thinks that DFID responds very well. While almost half think that DFID is flexible to the changing needs of stakeholders, a third also think that DFID is not as flexible as it could be.

However, civil society stakeholders do acknowledge that DFID listens and understands its stakeholders and is open and honest, which are important qualities to them. They also make some suggestions as to where DFID should focus and improve its performance, including by carrying out more joined up policy and programme work and involving stakeholders in the development of policy and strategy.

Civil society stakeholders believe that an essential part of the good relationship they enjoy with DFID is their collaboration on a set of common aims but are sometimes of the opinion that there is a lack of expertise on issues that are relevant to their organisations. Funding is considered a key benefit of civil society relationships with DFID and changes in DFID’s funding priorities a corresponding challenge. A lack of continuity of staff and staff turnover are believed to have a negative impact on their relationship with the department, but otherwise they are of the view that DFID is straightforward to deal with. Two out of five civil society stakeholders do not think DFID meets their expectations regarding general communication and they would like to experience a more reciprocal process.

Civil society stakeholders are satisfied with DFID staff and, much like the other groups, they acknowledge their overall excellence. However, unlike the other stakeholders, they cite more areas in which they think DFID should focus and improve its staff performance. These are: providing a high quality service; being open and transparent; being consistent in its approach; listening to stakeholders; and providing a consistent point of contact.

In-depth interviews extract: Civil society

- “[DFID] is a fairly inflexible model in terms of its ability to react to external stimulus and our view is that it is sometimes quite difficult to change”.
- “[Communication] is a two way process on an individual level but institutionally, they often feel they need to take the lead”.
- [Engaging with DFID] “...depends on individuals, it depends on the country’s interests, it depends on time...it just depends on who we talk to”.
- “[DFID] has the knowledge to create the message, but not necessarily the knowledge of the recipient to allow it to craft the message so that it is better understood and well received”.
- “[DFID] influences our thinking about development and the priority we put on it, which we consider important. They are very good educators about what we ought to be doing and how we ought to be going about it”.
- “[DFID] ought to be looking for opportunities to get its message across to the public. DFID is doing

some fantastic work and people ought to know more about it”.

Donors

Out of all the stakeholder groups, donors are most satisfied with their relationship with DFID. They believe that DFID both responds well to their needs as a stakeholder and are flexible in understanding their needs as they change. They perceive DFID as both a leader and team player, and as a participant in joint advocacy with their organisations. Donors feel that they enjoy the mutual respect of DFID and this is a significant factor in the good working relationship they experience. Donors would like to see DFID be even more open and honest, and to be more involved in the policy and strategy of their organisations.

Donor stakeholders would also like to see greater action taken on stakeholder input. They are mostly satisfied with communication and consider it to be straightforward and reciprocal. At the same time, donors are least likely to have a key contact within DFID and also believe that staff turnover within DFID has a negative impact on their relationship. This is perhaps why they would like DFID to assist them to make contact with the right people within the department.

Despite these challenges, the benefits to donors of a relationship are clear: DFID’s global network and its ability to work on joint initiatives. They are particularly satisfied that DFID *delivers* on its role and remit and are almost equally satisfied in terms of how DFID *communicates* its role and remit. However, of those donors questioned, there is a shared view that DFID needs to focus and improve its performance on human rights issues and climate change. Like other stakeholder groups, donors rate DFID staff members very highly.

In-depth interviews extract: Donors

- “[It is a challenge to achieve] consistent communication if you are dealing with different teams who are also sometimes belonging to different directorates”.
- “[DFID staff] are very open about what they understand and what they don’t understand... and if they don’t have an answer, they are very efficient and helpful about getting it. They are world class civil servants”.

2.3 Comparisons

Comparisons with a year ago

In almost all respects, the survey suggests that DFID’s performance has improved over the past twelve months. In particular, it is felt that DFID’s performance as a team player has improved, and most significantly in terms of listening to its stakeholders: only 37% of stakeholders perceive that DFID listened to inputs from its stakeholders twelve months ago compared to 49% now.

There is only one area in which it could be said that there has been a slight decline in DFID’s performance: DFID’s proactivity in its dealings with stakeholders, where a higher proportion of stakeholders (22% as opposed to 18%) now disagree with the statement that DFID is proactive.

Whitehall stakeholders perceive an improvement in DFID’s performance overall compared to a year

ago. Significantly, the large improvements are in communications generally and overall satisfaction with their relationship with DFID, but they do believe that DFID has made little progress in terms of being proactive.

Business stakeholders overall are least likely to perceive improvements in DFID’s communications between now and a year ago, but do think that DFID listens more to its stakeholders. They consider DFID to be less of a team player now than it was, but more open in its dealings with stakeholders.

Civil society stakeholders are the least positive with regards to improvements in DFID’s performance now compared to a year ago, to the extent that there is little or no difference observed. In fact, they perceive DFID to be less proactive now than a year ago although more positively, they are more likely than any other group to agree that DFID is open in its dealings with stakeholders both now and a year ago.

Donor stakeholders perceive a significant improvement in DFID being responsive to their input and being open in its dealings with them.

2.4 Recommendations

The following recommendations are intended to guide DFID as it considers the ways in which it can engage with Whitehall and non-Whitehall stakeholders. They will provide a platform for the design of a more detailed implementation plan, which will include individual engagement strategies across the different stakeholder groups.

All stakeholders	Make it easier for stakeholders to communicate with the right people within DFID and provide more information on the department’s organisational structure.
	Adopt a more proactive approach to information-sharing with Whitehall and non-Whitehall stakeholders.
	Provide more information on DFID’s policy focus, particularly on areas that are new or that are undergoing re-evaluation.
Whitehall	Do more joined-up policy and programme work with other government departments.
Civil society	Develop engagement plans to guide relationships with civil society stakeholders.
Business	Provide business stakeholders with a clear structure for engaging with DFID and issues of mutual interest.
Other stakeholders	Improve the communication of DFID’s success stories, impact and spending to stakeholders and the wider public in order to be even

	more accountable.
	Hold events to raise DFID's profile outside of the traditional stakeholder community to involve opinion formers, community leaders and the media.

Summary of key messages by theme

Summary of key findings	Overall perceptions of DFID
<ul style="list-style-type: none">• DFID is considered to be an organisation that has high quality staff, provides a good service and is governed by a clear mission. 69% of stakeholders are satisfied with DFID overall.• DFID is perceived as a key department at the centre of government (59%) but less likely to be viewed as a key department in influencing other government policy (43%).• Although DFID is regarded as being innovative, creative and able to get things done (48%), it is not regarded as leading while other departments follow (16%) or being at the heart of helping other government departments improve (12%). One in three stakeholders perceive DFID as a team player.• Stakeholders' overall view of DFID is positive and there are three areas which they consider important and in which they perceive DFID to be performing well: the quality of staff; the actual service provided (Whitehall and civil society stakeholders); and building a shared understanding of development issues (all stakeholders).• Areas that are important to stakeholders and in which DFID can improve its performance are: joined up policy and programme work with other government departments; listening to stakeholders and; providing an appropriate response to address the needs of stakeholders.• The widest gaps between the expectations of stakeholders and their experience in their overall dealings with DFID are: the appropriateness of DFID's response to address stakeholder needs; carrying out joined up policy and programme work; and listening to stakeholders.• Personal experience is the most significant determining factor shaping stakeholders' image of DFID and the service it provides (98%).• The majority of stakeholders would speak highly of DFID (63%) and donors are more likely than any other stakeholder group to do so.	

Summary of key findings

Relationships

- Stakeholders are very positive about their relationships with DFID: 94% of stakeholders believe their relationship with DFID works well most of the time.
- The majority of stakeholders (76%) are involved with DFID because the department influences the international system on issues that are relevant to their organisation.
- Central aspects to a good working relationship with DFID are: high quality of staff, mutual respect, and openness and honesty (all stakeholders but particularly Whitehall and donors).
- Primary reasons for relationships with DFID not working well are: DFID is not always straightforward to deal with (Whitehall and businesses); DFID does not always understand the issues and challenges facing stakeholders (Whitehall and business); a lack of continuity of staff (civil society and donors); and DFID lacks expertise on issues relevant to stakeholder organisations (civil society).
- Key benefits of a relationship with DFID are: working on joint initiatives (Whitehall and donors); funding (civil society); advice (business); and DFID's global network (civil society and donors).
- Key challenges of a relationship with DFID are: DFID's bureaucracy (Whitehall and business), changes in DFID's funding priorities (civil society); and the turnover of DFID staff (donors).
- 72% of stakeholders think that DFID responds well to their needs, with donors being the most satisfied of the stakeholder groups in this area. Donors also have the most favourable opinions with regards to DFID's flexibility in understanding the changing needs of stakeholders. Only 12% of civil society groups think that DFID responds very well to their needs.
- Stakeholders are generally satisfied with their relationship with DFID, with over one quarter of donors and one fifth of Whitehall stakeholders satisfied. Civil society stakeholders are least satisfied with their relationship with DFID.
- Of those stakeholders who say they know DFID very well (32%), a quarter are very satisfied overall and just over one third would speak highly of DFID without being asked. However, only 13% think DFID is very flexible in terms of understanding stakeholder needs and almost a quarter describe the nature of their relationship with DFID as working well. This would suggest that the degree of knowledge stakeholders have of DFID does not influence their level of satisfaction, perception of DFID's flexibility, the nature of the relationship nor how stakeholders would speak of the department.

Summary of key findings

Role and remit

- Stakeholders know DFID's role and remit well: 85% of stakeholders fully understand or understand a considerable amount about DFID's role and remit. Businesses are slightly less aware of DFID's role and remit than other stakeholder groups.
- 65% of DFID stakeholders are satisfied with how DFID delivers on its role and remit. Donors are most satisfied, followed by civil society and Whitehall stakeholders.
- Whilst a large majority of stakeholders have a good understanding of DFID's role and remit, only 64% of

Summary of key findings	Role and remit
<p>stakeholders think that the department communicates its role and remit well. Civil society and donor stakeholders are more positive in this area than business and Whitehall stakeholders.</p> <ul style="list-style-type: none"> • There are gaps in overall stakeholder expectations and their perception of DFID's performance in relation to: migration; environmental stability; and helping poor countries create conditions for economic growth. DFID is performing well in the area of humanitarian assistance, and this is also an area of importance for stakeholders. • There are clear indications of where stakeholders think DFID should focus its attention in order to improve its performance on its role and remit: climate change (all non-Whitehall stakeholders); human rights (civil society and donors); educating wider audiences on development issues (civil society groups); donor harmonisation and aid effectiveness; and investment and trade in poor countries (business). 	

Summary of key findings	Communication
<ul style="list-style-type: none"> • Stakeholders have a positive view of communicating with DFID, with 63% of stakeholders expressing satisfaction in this area. DFID fully meets the expectations of Whitehall stakeholders and donors more often than for business stakeholders and civil society groups. Overall, civil society groups are least satisfied with their communication with DFID. • Almost all stakeholders have key contacts within DFID (93%), although donors are less likely than others. The majority of stakeholders (56%) describe a change in key contact as having a negative effect on their interaction with DFID. Whitehall stakeholders experience less of a negative effect than other stakeholders. • Although face-to-face meetings with DFID are a preferred method of contact overall, both donors and business stakeholders prefer to use email. • Stakeholders who perceive DFID to have fully met their expectations with regard to communications are more likely to perceive the effect of a change in key contact as nominal or positive. These are mainly Whitehall and donor stakeholders. • There are gaps in overall stakeholder expectations and their perception of DFID's performance in relation to: keeping stakeholders informed of progress; being straightforward to deal with; being proactive; and engaging in two-way communication with DFID. • There are several areas where stakeholders identify room for improvement: making DFID more straightforward to deal with (Whitehall); ensuring communication is reciprocal (civil society); making it easier to get in touch with the right person (donors and business); and communicating more proactively (business). • Only 34% of all stakeholders are aware of any feedback mechanisms. Regular planned discussions and consultations with key contacts are the feedback mechanism that the majority of stakeholders would like available to them. 	

Summary of key findings**Staff**

- Staff are consistently rated very highly by stakeholders for their professionalism, enthusiasm, commitment and expertise. They are considered to be effective and efficient. Four out of five stakeholders were satisfied with the staff they dealt with last.
- There are gaps in overall stakeholder expectations and their perception of the performance of DFID staff in relation to communication and making stakeholders feel they are important to DFID. DFID staff are friendlier than stakeholders expect and are close to meeting expectations with regard to their professionalism, knowledge and empathy.
- Areas for improvement in staff interaction include: being responsive (Whitehall and business) and open and transparent (all stakeholders except business). There is also room for improvement in providing a consistent approach (civil society) and being effective (civil society and business). Civil society stakeholders listed more areas for improvement than other stakeholder groups.
- There is a strong correlation between speaking highly of DFID and satisfaction with DFID staff: of the 28% of stakeholders who would speak very highly of DFID without being asked, 60% are very satisfied and 34% are satisfied with the DFID staff they last had dealings with.

Summary of key findings**Comparisons with a year ago**

- DFID's performance has improved over the last year in seven out of eight areas. The most significant improvement in performance is in terms of listening to inputs from its stakeholders: 37% of stakeholders perceive that DFID listens to inputs from its stakeholders twelve months ago compared to 49% now.
- There is only one area in which it could be said that there has been a slight decline in DFID's performance – that is DFID's proactivity in its dealings with stakeholders where a higher proportion of stakeholders (22% as opposed to 18%) now disagree that DFID is proactive.

Perceptions of DFID

1. Relationships

Respondents were asked about the nature of their relationship with DFID, the benefits and challenges the relationship represents to their organisation as well as their perceptions of the level to which DFID understands the needs of its stakeholders.

Summary of key findings	Relationships
<ul style="list-style-type: none">• Stakeholders are very positive about their relationships with DFID: 94% of stakeholders believe their relationship with DFID works well most of the time.• The majority of stakeholders (76%) are involved with DFID because the department influences the international system on issues that are relevant to their organisation.• Central aspects to a good working relationship with DFID are: high quality of staff, mutual respect, and openness and honesty (all stakeholders but particularly Whitehall and donors).• Primary reasons for relationships with DFID not working well are: DFID is not always straightforward to deal with (Whitehall and businesses); DFID does not always understand the issues and challenges facing stakeholders (Whitehall and business); a lack of continuity of staff (civil society and donors); and DFID lacks expertise on issues relevant to stakeholder organisations (civil society).• Key benefits of a relationship with DFID are: working on joint initiatives (Whitehall and donors); funding (civil society); advice (business); and DFID's global network (civil society and donors).• Key challenges of a relationship with DFID are: DFID's bureaucracy (Whitehall and business), changes in DFID's funding priorities (civil society); and the turnover of DFID staff (donors).• 72% of stakeholders think that DFID responds well to their needs, with donors being the most satisfied of the stakeholder groups in this area. Donors also have the most favourable opinions with regards to DFID's flexibility in understanding the changing needs of stakeholders. Only 12% of civil society groups think that DFID responds very well to their needs.• Stakeholders are generally satisfied with their relationship with DFID, with over one quarter of donors and one fifth of Whitehall stakeholders satisfied. Civil society stakeholders are least satisfied with their relationship with DFID.• Of those stakeholders who say they know DFID very well (32%), a quarter are very satisfied overall and just over one third would speak highly of DFID without being asked. However, only 13% think DFID is very flexible in terms of understanding stakeholder needs and almost a quarter describe the nature of their relationship with	

DFID as working well. This would suggest that the degree of knowledge stakeholders have of DFID does not influence their level of satisfaction, perception of DFID's flexibility, the nature of the relationship nor how stakeholders would speak of the department.

1.1 Overall perceptions

Both Whitehall and non-Whitehall stakeholders are positive about their relationships with DFID. The majority of stakeholders, particularly Whitehall and civil society stakeholders, report that their organisation knows DFID well, although donors and business have less knowledge of DFID. The majority of stakeholders (76%) state that they are involved with DFID because the department influences the international system on issues that are relevant to their organisation.

Stakeholders refer to their relationship with DFID in a variety of ways, including as:

- A partner in policy formation (Whitehall stakeholders, 73%);
- A joint advocate (donors, 68%);
- An information provider to DFID (business, 40%); and
- A donor (civil society groups, 70%).

A good working relationship

94% of all stakeholders think their relationship with DFID works well most or all of the time. This is a very positive acknowledgement of DFID and is attributed by all stakeholders to the department's:

- Expertise on issues which are relevant to stakeholder organisations (63%);
- Collaboration with stakeholders on a set of common aims and goals (60%); and
- High quality staff (51%).

DFID staff feature positively throughout the comments made by stakeholders and are clearly considered to be a key element to the overall success of the service offered by DFID. Moreover, the high quality of DFID staff is mentioned by the majority of donor (64%) and Whitehall (57%) stakeholders as a central aspect to a good working relationship with DFID. The importance of mutual respect (59%) and the open and honest relationship (59%) between DFID and stakeholders are also significant contributory factors to good working relationships. This is true of the majority of stakeholders but again, is particularly true of Whitehall and donors.

Why stakeholder relationships with DFID do not work well all the time

Despite their positive nature, DFID's relationships with stakeholders do not work well all the time. 41% of

all stakeholders perceive that DFID is not always straightforward to deal with, which is a perception held most strongly by Whitehall (51%) and business (42%) stakeholders. 38% of all stakeholders think that DFID does not understand the issues and challenges facing them, with 40% of Whitehall and 42% of business stakeholders expressing this view. Amongst civil society groups (61%) and donors (40%) there is a perception that a lack of continuity of DFID staff, due to staff turnover, has a negative impact on their relationship with DFID. Civil society groups believe that when their relationship does not work well with DFID, this is due to a lack of expertise on issues that are relevant to their organisation (38%).

1.2 The benefits of a relationship with DFID

A relationship with DFID brings many benefits to stakeholders, particularly the:

- Ability to working on joint initiatives (59%);
- Receipt of DFID funding (55%); and
- Provision of DFID advice (48%).

For Whitehall (70%) and donor stakeholders (81%), working on joint initiatives is the main benefit of a relationship with DFID but funding is the main benefit for civil society groups (90%). DFID advice is the main benefit for businesses (57%). For both civil society groups (43%) and donors (43%), a benefit of their relationship with DFID is its global network.

Qualitative results: The benefits of a relationship with DFID

The benefits of a relationship with DFID listed above also resonate in the in-depth interviews. Whitehall stakeholders see a chief benefit as DFID playing a role in more joined-up government in the longer term: they see DFID as a well positioned department that can assist with political engagement and contribute to more overarching, global goals. Several Whitehall stakeholders think joint working is most successful when driven by specific shared objectives at a project level. One stakeholder comments, for example, that the *“quality of the relationship depends on the clarity of the role and the dependence between the two government departments”*.

Funding is acknowledged by most civil society groups as a key benefit, particularly when it enables groups to operate more effectively and move their priorities up the international agenda. Civil society stakeholders interviewed generally see DFID as an effective donor, with one stating, *“[DFID is a] donor that respects the vision and mission of the organisation and our capacity to use more strategic funding to make the organisation grow in an effective way”*. Several civil society stakeholders think that DFID can provide an efficient network and, through its targeted funding, enable organisations to be more innovative in their work.

The value placed on the networks that DFID brings to its stakeholders is underscored by a business stakeholder who states that *“we have extensive contact with NGOs and a relationship with a major aid player such as DFID complements and extends these other relationships”*. This, in part, may explain why at least one business stakeholder is keen to engage with DFID, commenting that *“we believe that we can*

contribute funding and technical expertise, and hope that DFID can advise on development aid and how not to create aid dependency in communities". Another business stakeholder comments that "every time we have met with and engaged with [DFID] the relationship has got better. There is a genuine willingness to engage with companies like ours".

Several civil society stakeholders see DFID as a valuable intellectual and analytical resource, as well as providing vital political support. For example, a civil society stakeholder notes the importance of DFID advice, stating, "*[DFID] influences our thinking about development and the priority we put on it, which we consider important. They are very good educators about what we ought to be doing and how we ought to be going about it". One civil stakeholder explains that when their organisational objectives converge with those of DFID, they develop a synergy which enables them to operate more as a team.*

1.3 The challenges of a relationship with DFID

The benefits of a relationship with DFID are very clear, but stakeholder relationships can also bring challenges. Overall, stakeholders perceive these challenges to be DFID's:

- Changes in policy direction (50%);
- Bureaucracy (47%);
- Changes in funding priorities (46%); and
- Staff turnover (40%).

DFID's bureaucracy is the main challenge for Whitehall (47%) and business (46%) stakeholders whilst 73% of civil society stakeholders find a central challenge to be DFID's changes in funding priorities. The most significant challenge according to donors is the turnover in DFID staff.

Qualitative results: The challenges of a relationship with DFID

Civil society groups, in particular, experience challenges in their relationships with DFID. Given the fact that many civil society stakeholders believe that a good working relationship often depends on collaborating upon shared aims and goals, it is perhaps understandable that they express concern when DFID's policy direction changes. They also comment that it would be helpful at times to have a broader discussion around issues that do not always neatly mirror DFID's leading policy or funding priorities. DFID is encouraged by civil society stakeholders to be more confident in getting involved in areas that it knows less about but where the department has credible partner organisations.

DFID's devolved structure can make it difficult, particularly for Whitehall stakeholders, to identify how all the different parts of the organisation fit together and to reach the most relevant people within the department. For example, one government representative states "*it is not very easy to get in touch with the right person if you do not know them already. It is difficult to understand how the organisation is structured and to know where people sit". Another comments that it was very helpful when DFID circulated an organisational chart which included staff contact details following a restructuring process.*

Furthermore, Whitehall stakeholders see DFID as having a distinct institutional culture and, unlike themselves, at times a client relationship with recipient governments rather than HMG. According to one Whitehall stakeholder, “one of the challenges...is that [DFID] has a strong organisational culture to protect its mission”.

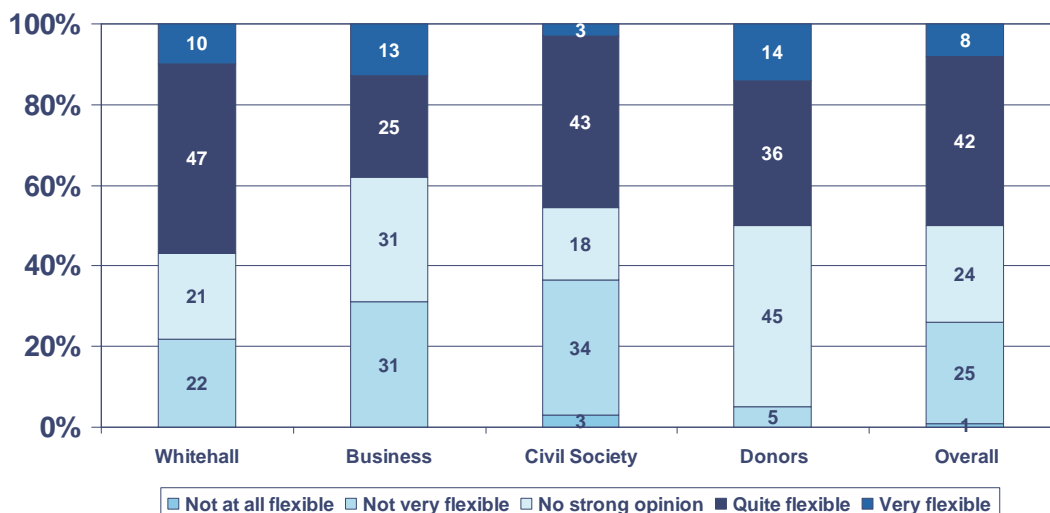
The perception of DFID as a fragmented organisation is also reflected in comments made by external stakeholders relating to its communications, with one business stakeholder remarking that “they seem to show slightly different messages from different parts of DFID”. This observation is shared by a donor stakeholder who considers the challenge of achieving “consistent communication if you are dealing with different teams who are also sometimes belonging to different directorates” and is further echoed by a business stakeholder who believes that “the relationship with DFID works well on one [everyday] level. Taking the relationship to the next level has proved difficult – this seems to result from structural and communication problems within DFID”.

Concern is expressed by several stakeholders, particularly amongst civil society groups, that with DFID’s rising budget and decreasing headcount, stakeholder relationships will suffer due to the time necessary to forge and maintain them. One civil society stakeholder comments that “with DFID having more money and fewer staff, relationships are threatened as relationships take time”, while it was noted by a business stakeholder that there is only limited external communication to show how DFID will manage this upcoming challenge.

1.4 DFID’s understanding of its stakeholders

Understanding stakeholders’ changing needs

S1Q5b. How flexible do you think DFID is in understanding your changing needs as a stakeholder now and in the future?

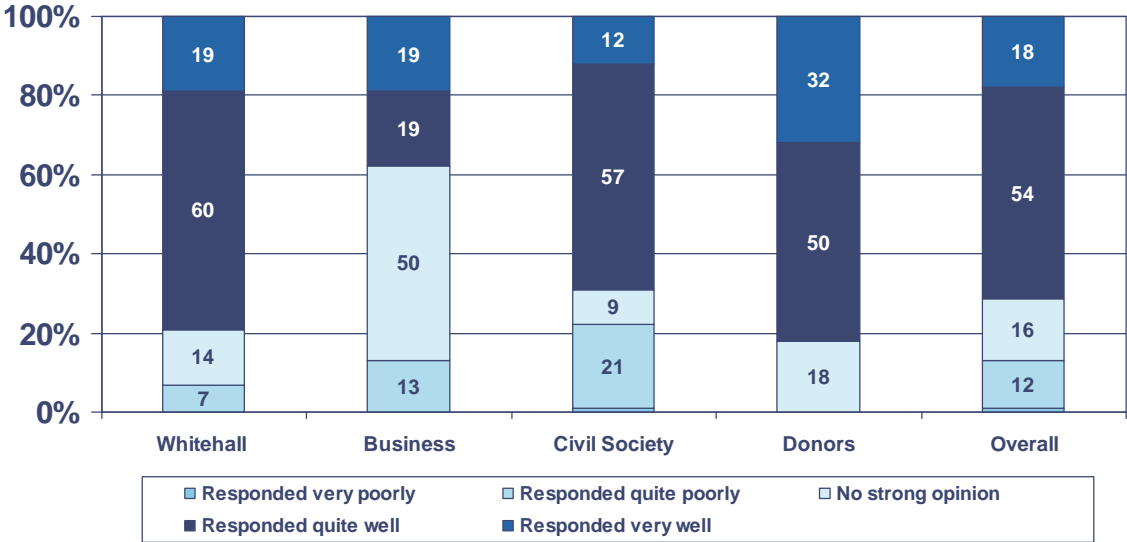


As shown by the above bar chart, a significant minority of stakeholders believe that DFID is not as flexible as it could be when understanding the changing needs of its stakeholders now and in the future. Whilst half of all stakeholders think that DFID is flexible, a quarter is of the opinion that it is not. Donors express

the most favourable opinions compared to other stakeholder groups, with only 5% being of the opinion that DFID is not flexible.

Responding to stakeholder needs

S1Q5a. How has DFID responded to your needs as a stakeholder?



The bar chart above summarises how stakeholders perceive DFID responds to their needs. The majority of stakeholders (72%) think that DFID responds well to their needs as a stakeholder. Donors, in particular, believe that DFID responds well to their needs with one third reporting that DFID responds very well to their needs. Conversely, only 12% of civil society groups think that DFID responds very well to their needs.

Qualitative results: DFID’s level of responsiveness to civil society organisations

As noted above, the majority of stakeholders believe that DFID is responsive to their needs, which is clearly a very positive signal to the department that it has a good relationship with stakeholders in this regard. Acknowledging that the overall context is a positive one, and that 46% of civil society stakeholders think that DFID is flexible in understanding its needs now and in the future, the following comments are intended to be instructive for DFID as it considers how it can be *even more* responsive to this stakeholder group in particular.

One civil society stakeholder commented that they face a significant challenge when encouraging DFID to be as responsive to civil society organisations as they are to it. DFID is seen by some civil society stakeholders to be more impervious to external attempts to influence it than other government departments, with one stakeholder commenting that “[DFID] is a fairly inflexible model in terms of its ability to react to external stimulus and our view is that it is sometimes quite difficult to change”.

Civil society stakeholders perceive an absence of a coherent strategy to engage externally and therefore to understand their priorities, and believe that it would be helpful for DFID to develop a more systemic

understanding of stakeholder needs. They acknowledge that some parts of DFID are more open to different viewpoints than others, but noted that these perceived differences within the same organisation can make engagement more awkward. They also observe that stakeholder relationships are at times subject to the vagaries of engaging with the ‘right’ individuals within DFID. For instance, one civil society participant expresses the view that *“it depends on individuals, it depends on the country’s interests, it depends on time...it just depends on who we talk to”*. This is reinforced by another stakeholder who states *“in a sense it feels very capricious, whether you bump into a person one day who does not understand you or who does is not entirely a matter of choice”*.

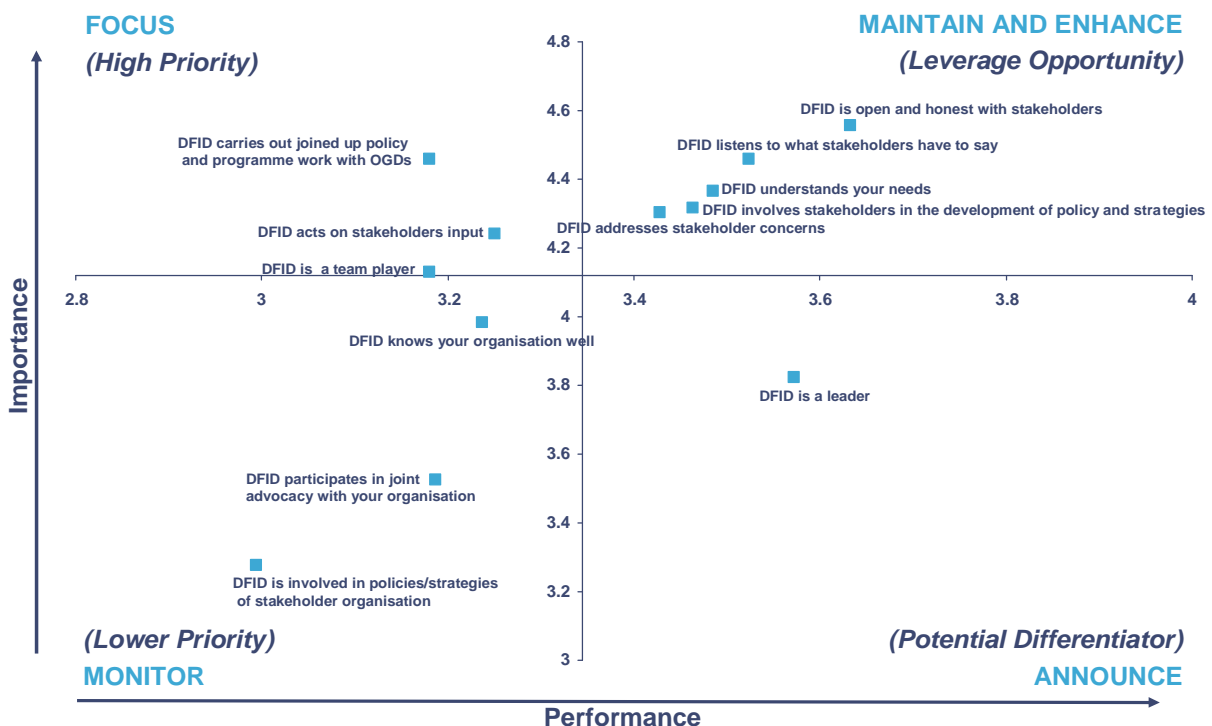
Whilst there is certainly respect amongst civil society organisations for DFID’s focus on poverty, one civil society stakeholder explains that *“the debate among NGOs is that we’re not properly valued or that we’re taken for granted, or that DFID comes to us only when it suits their agenda”*. There is also a perception that NGOs can be seen as vehicles for DFID to raise its profile with a wider audience, particularly now that its budget has increased and there are likely to be associated demands for greater accountability.

Business stakeholder welcome a greater commitment on behalf of DFID to engage with the private sector, but believe this commitment *“has not filtered down to all parts of DFID, which has caused frustration”*. There is a sense among select business stakeholders that although some DFID staff members want to engage with the private sector, this enthusiasm is not universal and there is a need for DFID to be more focused in its interaction with business stakeholders.

1.5 Maintaining and improving DFID’s performance according to all stakeholders

Priority performance analysis

The following chart shows where DFID is performing well and where it can improve its performance as perceived by all stakeholders collectively in relation to attributes stakeholders consider to be important.



The chart highlights a range of areas that are considered to be important aspects of stakeholder relationships with DFID and where DFID is performing well:

- Being open and honest;
- Listening to what stakeholders have to say;
- Understanding stakeholder needs;
- Involving stakeholders in the development of policy and strategies; and
- Addressing stakeholders' concerns.

As the chart also demonstrates, there are a number of areas which are important to stakeholders but where stakeholders perceive DFID's performance could be improved. Stakeholders perceive DFID to not be performing as well in:

- Joined up policy and programme work with other government departments;
- Acting on stakeholders' input; and
- Being a team player.

Qualitative results: Joined up policy and programme work

As shown by the e-survey results, the issue of joined up policy and programme work with other government departments was an area considered important by stakeholders and also one in which DFID's performance could be improved. This issue also emerged in the in-depth interviews, particularly amongst Whitehall stakeholders.

It is recognised by Whitehall stakeholders that DFID has common interests with other government departments and that information-sharing is key to the interaction amongst them. One Whitehall stakeholder comments: *"DFID is accountable in ensuring that HMG policy is joined up. To that end, it provides information, briefings and documents. Generally DFID understands that other government departments want information and are responsive in providing it."* However, it is noted by another that this responsiveness can wane when there is a policy difference between departments and also that there is scope for more proactive information sharing, particularly directed towards those who do not work squarely on development issues.

Where information is generated, a few Whitehall stakeholders observe the need for DFID to present data in a way that is more tailored to the requirements of the government department which has requested it, for example, by making documents more concise. There is also a clear indication from some Whitehall stakeholders that they would prefer to be consulted by DFID early on in joint planning processes. For instance, one states that *"DFID could improve communication with other government departments by adopting the attitude that they are joint working partners...[DFID] needs to be more flexible and view us as part of the same team"*. A Whitehall stakeholder comments that DFID *"is too cautious in making*

information available. If they get over that caution and place more confidence in stakeholders to support them, they will score higher marks in terms of team-working”.

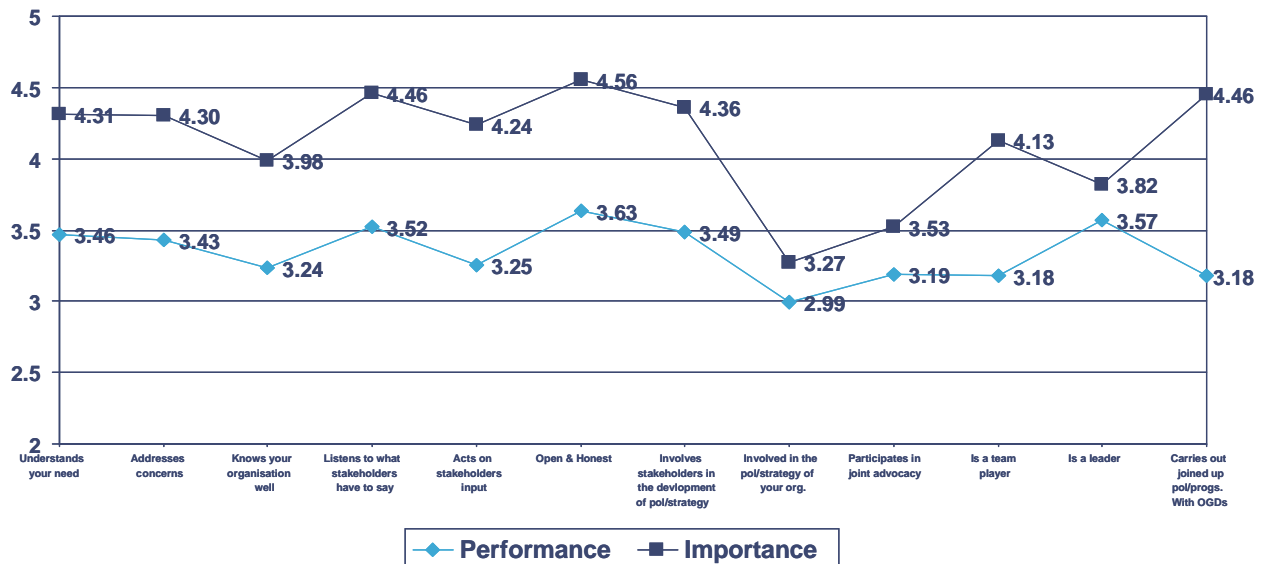
In order to examine the issue of joined up working across Whitehall in some depth, information was gathered on concrete examples, as detailed in the following text box.

Example of Cross-Whitehall working: Conflict prevention and mitigation

Every day the terrible effects of armed conflict are felt by ordinary people around the world. DFID works very closely with the FCO, the MOD and other departments to improve the UK’s overall effort in areas suffering from violent conflict, or where there is tension which might lead to violent conflict. A chief coordinating role is played by the Cabinet Office. One of several main points of cross-departmental cooperation in this field is the Stabilisation Unit (formerly the Post-Conflict Reconstruction Unit). The Stabilisation Unit, established in late 2004, is jointly owned by DFID, the Foreign and Commonwealth Office (FCO) and Ministry of Defence (MOD), known as the three “parent departments”. Housed within DFID but with a degree of independence, it provides specialist, targeted assistance in countries emerging from violent conflict where the UK is helping to achieve a stable environment that will enable longer term development to take place. The Unit involves the most integrated form of cross-departmental working that DFID has seen. It has been engaged in Afghanistan, Iraq, Lebanon, Sudan, Somalia, Nepal and DRC, working to improve HMG’s delivery of stabilisation and early recovery activities and to ensure that government policy is developed taking account of best practice and lessons learned. It has played an active role in raising Whitehall’s shared understanding of good practice and influenced MOD thinking of the military’s role in supporting stabilisation.

Gaps between stakeholders’ expectations of DFID’s performance and their perceptions of DFID’s actual performance with regards to stakeholder relationships

The following chart highlights the gap that exists between the expectation of all stakeholders and their perception of DFID’s performance in reality.



The chart illustrates that the widest gaps between reality and expectation are in relation to the ability of DFID to carry out successfully joined up programmes and policies with other government departments, and to act on stakeholder input. Again, given the importance placed on joined up working, we include a second example of cross-Whitehall collaboration in the text box below.

Example of cross-Whitehall working: Climate change

Climate change is the greatest environmental challenge facing the world today and as such, the case for joined up working across HMG on this issue is compelling. The Environmental Transformation Fund (ETF) is one example of the extensive commitment of different departments to contribute to a set of clear, shared priorities. The ETF is managed jointly by DFID and Defra – with a strategic role for the Treasury - and will help developing countries tackle climate change and reduce poverty by supporting work on mitigation (largely clean energy), adaptation and forestry. It will be used to help capitalise a range of multi-donor funds administered by the World Bank. The poorest inhabitants of developing countries already struggle to cope with current extreme weather events and climate variability; this challenge will only increase in future. Whilst Defra focuses on the scientific aspects of adaptation (investigating climate change impacts in, for example, Africa, India and China), DFID is working to integrate climate risk assessment and management into its own development policy and practice, and to support partner governments to do the same.

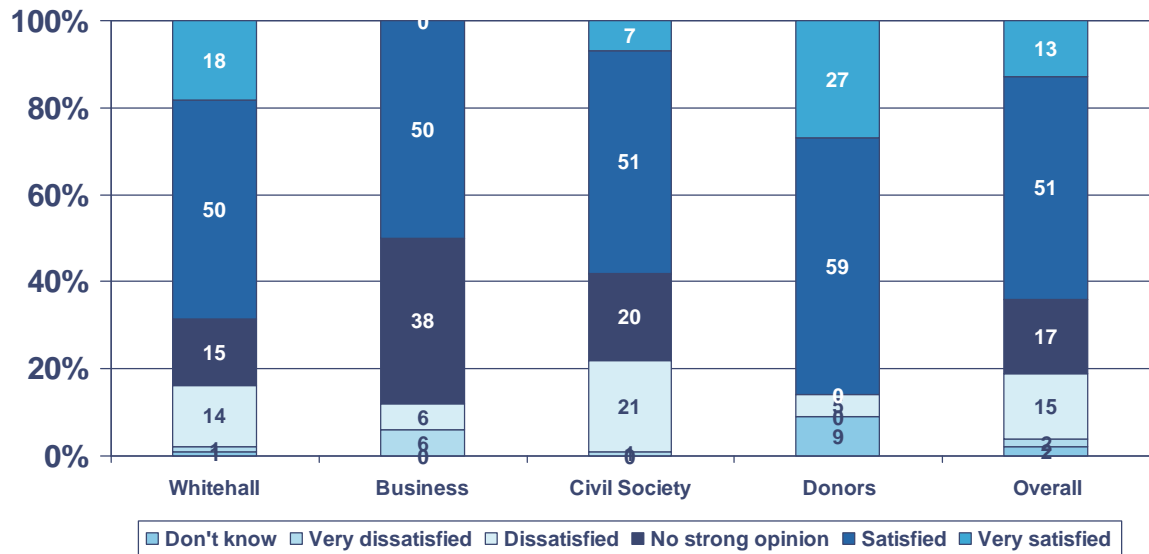
1.6 Maintaining and improving DFID’s performance disaggregated by stakeholder group

The following table summarises the aspects of DFID’s relationships which are considered important to the different stakeholder groups and where they also agree that DFID is performing well. It also shows elements which different stakeholders consider to be important but where DFID is not performing as well as it could be.

DFID's relationships with stakeholders	
Areas considered important by stakeholders in which DFID is currently performing well (Maintain and enhance performance)	Areas considered important by stakeholders in which DFID is not performing as well (Focus to improve performance)
Whitehall	
Listening to what stakeholders have to say	Carrying out joined up policy and programme work with OGDs
Being open and honest with stakeholders	Being a team player
Understanding stakeholder needs	Involving stakeholders in the development of policy and strategies
Addressing stakeholder concerns	Acting on stakeholder input
Civil society	
Listening to what stakeholders have to say	Carrying out joined up policy and programme work with OGDs
Being open and honest	Acting on stakeholder input
Understanding stakeholder needs	Involving stakeholders in the development of policy and strategies
Addressing stakeholder concerns	
Donors	
Being a team player	Being open and honest
Participating in joint advocacy with your organisation	Being involved in policies/strategies of stakeholder organisation
Being a leader	Acting on stakeholder input
Understanding stakeholder needs	Listening to what stakeholders have to say
Business	
Being open and honest	Addressing stakeholder concerns
Listening to what stakeholders have to say	Understanding stakeholder needs
Being involved in policies/strategies of stakeholder organisation	
Being a team player	
Acting on stakeholder input	
Carrying out joined up policy and programme work with OGDs	

1.7 Stakeholder satisfaction with relationships with DFID

S1Q13. Overall, how satisfied or dissatisfied are you with your relationship with DFID in the last 12 months?



As the above bar chart shows, stakeholders are generally satisfied (51%) or very satisfied (13%) with their relationship with DFID over the past year. Over one quarter of donors and almost one fifth of Whitehall stakeholders are very satisfied, whereas civil society stakeholders are the least satisfied with their relationship with DFID.

1.8 Making stakeholder relationships better

Stakeholders clearly have a good relationship with DFID and are generally satisfied with current relationships, despite the challenges outlined above. However, stakeholders would like to see a more proactive approach to communication and greater clarity over DFID's processes and structures. Stakeholders have also suggested that better cross-Whitehall working would improve relationships. Finally, greater flexibility and being more of a team player would enhance relationships.

2. Role and remit

Stakeholders were asked to explain DFID's role and remit as well as judge the extent to which they feel that they understand them. They were asked to rate how well DFID communicates its role and remit, and to consider how well DFID performs on its role and remit relative to their expectations.

Summary of key findings	Role and remit
<ul style="list-style-type: none">• Stakeholders know DFID's role and remit well: 85% of stakeholders fully understand or understand a considerable amount about DFID's role and remit. Businesses are slightly less aware of DFID's role and remit than other stakeholder groups.• 65% of DFID stakeholders are satisfied with how DFID delivers on its role and remit. Donors are most satisfied, followed by civil society and Whitehall stakeholders.• Whilst a large majority of stakeholders have a good understanding of DFID's role and remit, only 64% of stakeholders think that the department communicates its role and remit well. Civil society and donor stakeholders are more positive in this area than business and Whitehall stakeholders.• There are gaps in overall stakeholder expectations and their perception of DFID's performance in relation to: migration; environmental stability; and helping poor countries create conditions for economic growth. DFID is performing well in the area of humanitarian assistance, and this is also an area of importance for stakeholders.• There are clear indications of where stakeholders think DFID should focus its attention in order to improve its performance on its role and remit: climate change (all non-Whitehall stakeholders); human rights (civil society and donors); educating wider audiences on development issues (civil society groups); donor harmonisation and aid effectiveness; and investment and trade in poor countries (business).	

2.1 Understanding DFID's role and remit

A significant majority of stakeholders (85%) have a good understanding of DFID's role and remit, and there is also a view that DFID delivers on its mission. The majority of stakeholders fully understand (26%) or understand (59%) a considerable amount about DFID's role and remit, and the remainder understand a little (14%). Businesses are slightly less aware of DFID's role and remit compared to other groups.

Qualitative results: Understanding DFID's role and remit

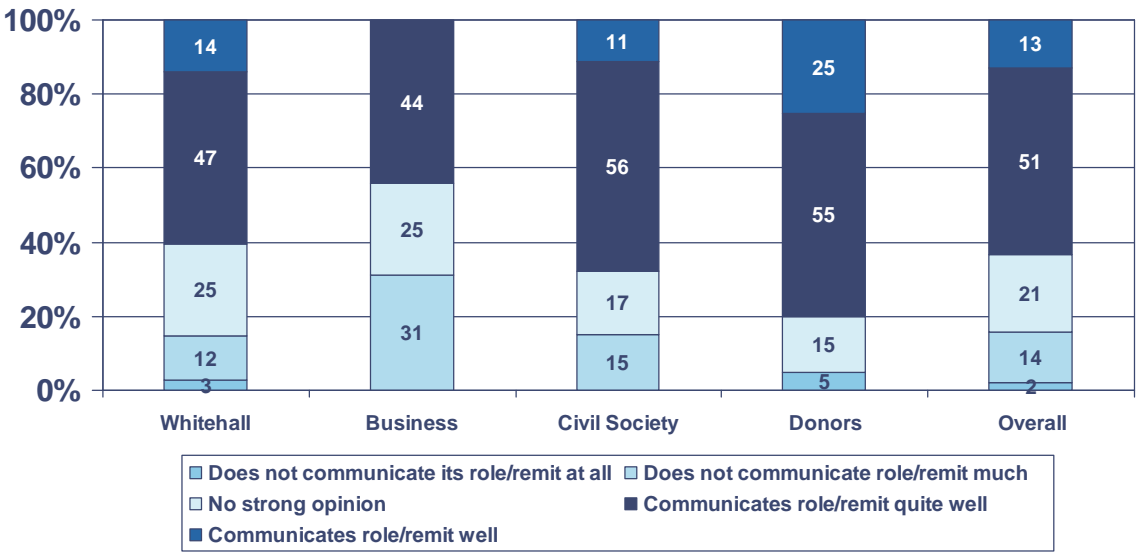
The high levels of understanding of DFID's role and remit, particularly amongst Whitehall stakeholders, is perhaps explained by the perception that it has a single purpose to reduce poverty. As one Whitehall stakeholder noted, "*[DFID] happens to have a single clarity of purpose in a way that other [government departments] do not, so it becomes incredibly obvious. It has been advertised and set up in a way to have a single purpose. I think it has done a good job in protecting its role within government*". Another Whitehall stakeholder confirms that whilst DFID's role and remit are well understood, it is how DFID

interacts with other departments that requires greater clarification: “I find it hard to imagine there is a big problem in not knowing what it does as a department, but when it comes to areas of policy that overlap with other departments, it is much less clear sometimes who is responsible for what and how the departments are supposed to work together”. It is noted that the policy overlap between departments is particularly important because DFID has the capacity and capability to deliver real change on the ground in areas that are of interest to other government departments.

External stakeholders also believe that DFID’s role and remit are clear, even “very clear compared to many other government departments that have lots of different objectives” (civil society stakeholder). However, one private sector stakeholder noted that “DFID’s role is to drive forward social and economic development in defined parts of the world”, but felt that “DFID’s view on how this is to be done seems to shift”. It is acknowledged that DFID’s remit has recently been extended to include a greater emphasis on trade, for example, and there is a call for more information, particularly amongst civil society and private sector stakeholders, on how the department is going to respond to this new area of its remit.

2.2 Communicating DFID’s role and remit

S2Q3. Which of the following best describes how DFID communicates its role/remit to you?



The above chart summarises stakeholders’ overall perceptions on how well DFID communicates its role and remit to them. It is interesting that whilst 85% of stakeholders have a good understanding of DFID’s role and remit, only 64% of stakeholders overall think that DFID communicates this role and remit well. Civil society and donors are more positive about how DFID communicates its role and remit than business and Whitehall stakeholders.

Qualitative results: Communicating DFID's role and remit

As the quantitative results revealed, DFID communicates its role and remit well. Some positive aspects to DFID's communications in this specific area include DFID publications and the 'key facts' documents made available on the department's website, which are well received by stakeholders. Similarly, there is considerable knowledge of DFID's progress towards the Millennium Development Goals, aid disbursement, and its poverty reduction agenda. However, although over 60% of Whitehall stakeholders think that DFID communicates its role and remit well, it is indicated by the in-depth interviews that there is perceived scope within this stakeholder group for communicating DFID's role and remit more broadly across other government departments.

Perhaps because DFID is seen to be *"at the heart of the administration and implementation of government policy"*, it has been called upon to explain even more effectively what the department actually does, how it is structured and how it delivers. One Whitehall stakeholder comments that: *"DFID's headline objective is very well known. Most people know that it's working towards the Millennium Development Goals but how that breaks down and how DFID is organised is less communicated and understood. We do not always understand DFID's remit and the institutional culture."*

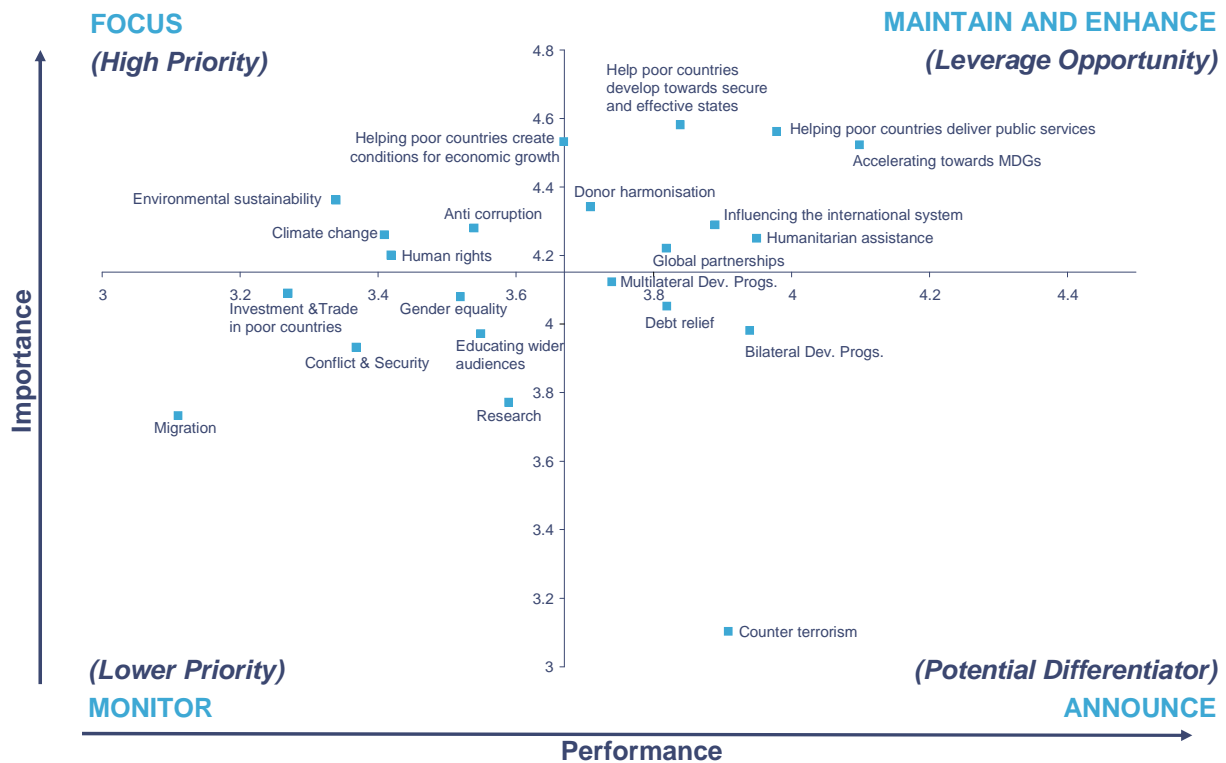
There is also a demand amongst Whitehall stakeholders for DFID to share information on its role and remit more proactively, as one stakeholder comments: *"as a department, I am not aware of getting a lot of communication directly from DFID on what their overall remit is. In our area we once had a seminar from somebody ... at DFID, but that was very much at our invitation. [DFID] could be more proactive [in relation to this]"*. Further feedback recommends any such communication be concise and targeted: *"[DFID] could present information in a more easily understood way for UK politicians and people on the street"* (Whitehall stakeholder).

Furthermore, some civil society groups questioned the extent to which DFID understands the audience to which it is reaching out, with one stakeholder remarking that *"[DFID] has the knowledge to create the message, but not necessarily the knowledge of the recipient to allow it to craft that message so that it is better understood and well received"*. It is also felt by another civil society stakeholder that *"we visit its website but its website rarely visits us"*. According to several stakeholders, the provision of information to external stakeholders and the wider public on DFID more generally should include details of DFID's success stories: *"[DFID] ought to be looking for opportunities to get its message across to the public. DFID is doing some fantastic work and people ought to know more about it"* (civil society stakeholder).

2.3 Maintaining and improving DFID's performance according to all stakeholders

Priority Performance Analysis

The following chart shows where DFID is performing well on its role and remit and where it can improve its performance, as perceived by all stakeholders.



As shown by the above chart, there is a clear indication of the aspects to its role and remit in which DFID is viewed as performing well, which are also areas of high importance to stakeholders. These are:

- Helping poor countries develop towards becoming secure and effective states;
- Helping poor countries deliver public services;
- Accelerating towards the Millennium Development Goals;
- Donor harmonisation and aid effectiveness;
- Influencing the international system;
- Humanitarian assistance; and
- Global partnerships on development.

Stakeholders are also quite clear on the areas of DFID’s role and remit which are important to them but in which they think DFID could perform better. These are:

- Helping poor countries create conditions for economic growth;
- Environmental sustainability;
- Climate change;

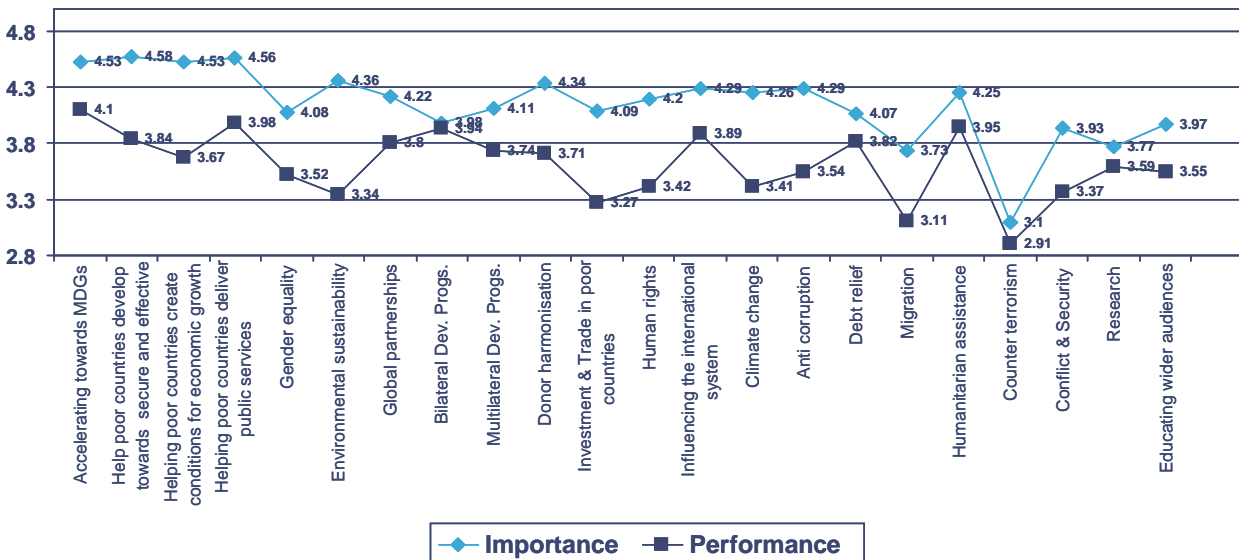
- Anti-corruption; and
- Human rights.

Each of the stakeholder groups cite different areas in which they believe DFID should focus its attention in order to improve its performance:

- Civil society groups and donors both believe that DFID needs to focus more on human rights;
- All non-Whitehall stakeholders agree that DFID is not delivering as well as they would expect on climate change;
- Civil society groups think that DFID needs to perform better in relation to educating wider audiences on development issues; and
- Business community stakeholders would like to see improved delivery on donor harmonisation and aid effectiveness, and investment and trade in poor countries.

2.4 Gaps between stakeholders' expectations of DFID's performance and their perceptions of DFID's actual performance in relation to its role and remit

The following chart highlights the gap that exists between the expectation of all stakeholders and their perception of DFID's performance in reality.

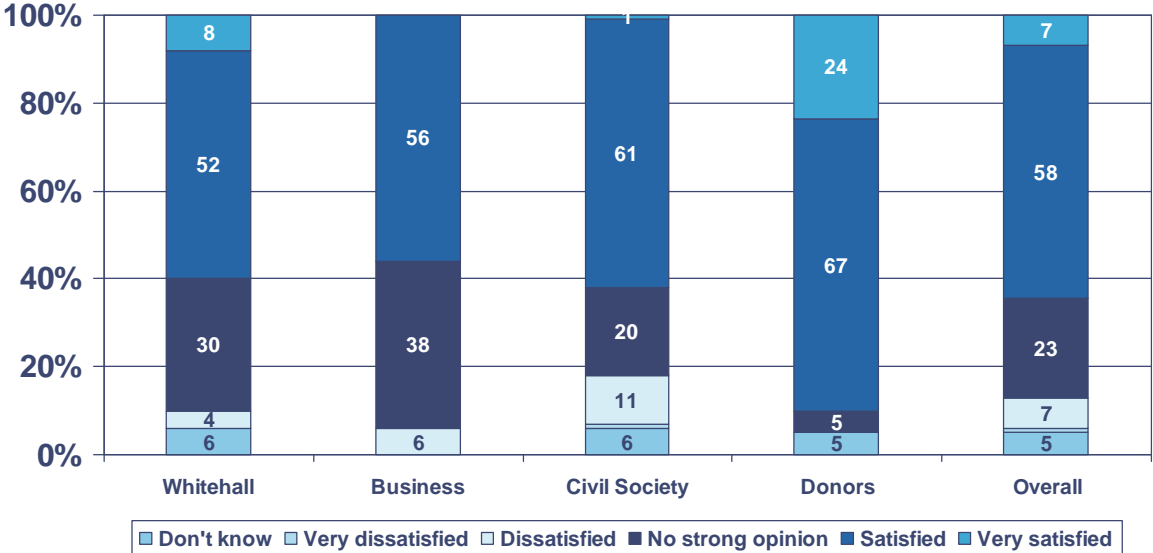


This chart shows clear gaps in relation to environmental sustainability, helping poor countries create conditions for economic growth, investment and trade in poor countries, climate change and migration. More positively, there are also a number of areas where there is not a significant difference between expectation and reality: DFID is performing well in the area of humanitarian assistance and this is also an area of importance for stakeholders. In addition, DFID is performing reasonably in line with expectations on counter terrorism, debt relief, research, and bilateral development programmes, although none of

these have as high an importance rating as most of the other areas.

2.5 Satisfaction with DFID’s delivery of its role and remit

S2Q7. Based on your knowledge of DFID, how satisfied or dissatisfied are you that DFID delivers on its role/remit?



As this chart shows, the majority (65%) of DFID stakeholders are satisfied with how DFID delivers on its role and remit. Donors are most satisfied with how DFID delivers on its role and remit (91%) followed by civil society (62%) and Whitehall stakeholders (60%). However, there is some ambivalence amongst stakeholders, with almost one quarter having no strong opinion on how satisfactorily DFID delivers on its role and remit. This is especially evident with Whitehall (30%) and business stakeholders (38%).

3. Communication

In this section stakeholders consider the nature and their experiences of interacting with DFID.

Summary of key findings	Communication
	<ul style="list-style-type: none">• Stakeholders have a positive view of communicating with DFID, with 63% of stakeholders expressing satisfaction in this area. DFID fully meets the expectations of Whitehall stakeholders and donors more often than for business stakeholders and civil society groups. Overall, civil society groups are least satisfied with their communication with DFID.• Almost all stakeholders have key contacts within DFID (93%), although donors are less likely than others. The majority of stakeholders (56%) describe a change in key contact as having a negative effect on their interaction with DFID. Whitehall stakeholders experience less of a negative effect than other stakeholders.• Although face-to-face meetings with DFID are a preferred method of contact overall, both donors and business stakeholders prefer to use email.• Stakeholders who perceive DFID to have fully met their expectations with regard to communications are more likely to perceive the effect of a change in key contact as nominal or positive. These are mainly Whitehall and donor stakeholders.• There are gaps in overall stakeholder expectations and their perception of DFID's performance in relation to: keeping stakeholders informed of progress; being straightforward to deal with; being proactive; and engaging in two-way communication with DFID.• There are several areas where stakeholders identify room for improvement: making DFID more straightforward to deal with (Whitehall); ensuring communication is reciprocal (civil society); making it easier to get in touch with the right person (donors and business); and communicating more proactively (business).• Only 34% of all stakeholders are aware of any feedback mechanisms. Regular planned discussions and consultations with key contacts are the feedback mechanism that the majority of stakeholders would like available to them.

3.1 Methods of contact with DFID

Key contacts within DFID

Almost all stakeholders have key contacts within DFID (93%), although donors are less likely than any other group to have key contacts (73%). Almost all stakeholders (93%) have experienced a change in these contacts at some time or other; almost half describe the change in contacts as infrequent (every two years).

A change in key contacts has varying effects on the interaction between DFID and stakeholders. Overall, for 33% of stakeholders it has no effect and for 10% it has a positive effect. However, the majority of stakeholders (56%) describe a change in key contact as having a minimal (42%) or significant (14%) negative effect on the interaction between DFID and their organisation. Whitehall stakeholders (37%)

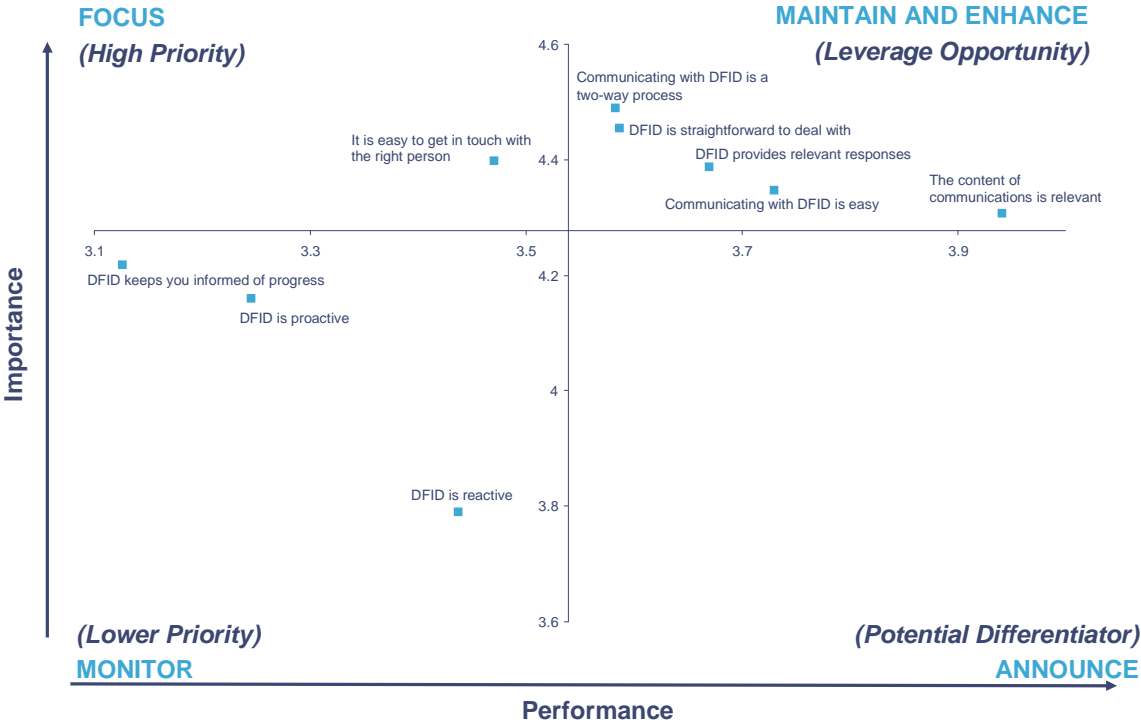
experience less of a negative effect than any of the other groups. Having to build new relationships (46%) and the perception of a lack of continuity or consistency in contact with DFID (38%) are described as the main effects of changes to key contacts. However, some stakeholders are also affected by a lack of follow up to initial communication (3%) and what they term a lack of institutional memory (11%).

Type of contact

DFID, not surprisingly, uses a variety of media to contact its stakeholders, with email (95%), face-to-face meetings (86%) and telephone (79%) being the main methods of communication. Business stakeholders tend to have fewer face-to-face meetings than the other stakeholder groups (69%). Stakeholders reciprocate by also using these three methods most frequently to communicate with DFID. Face-to-face meetings (36%) and email (37%) are the preferred method of communication with DFID, followed by the telephone (15%). Donors prefer to use email (68%) more than any of the other groups and are much less likely to prefer face-to-face meetings (14%). Business stakeholders also prefer email (47%) over face-to-face meetings (33%).

3.2 Priority Performance Analysis

The following chart shows where DFID is performing well and where it can improve its performance as perceived by all stakeholders.



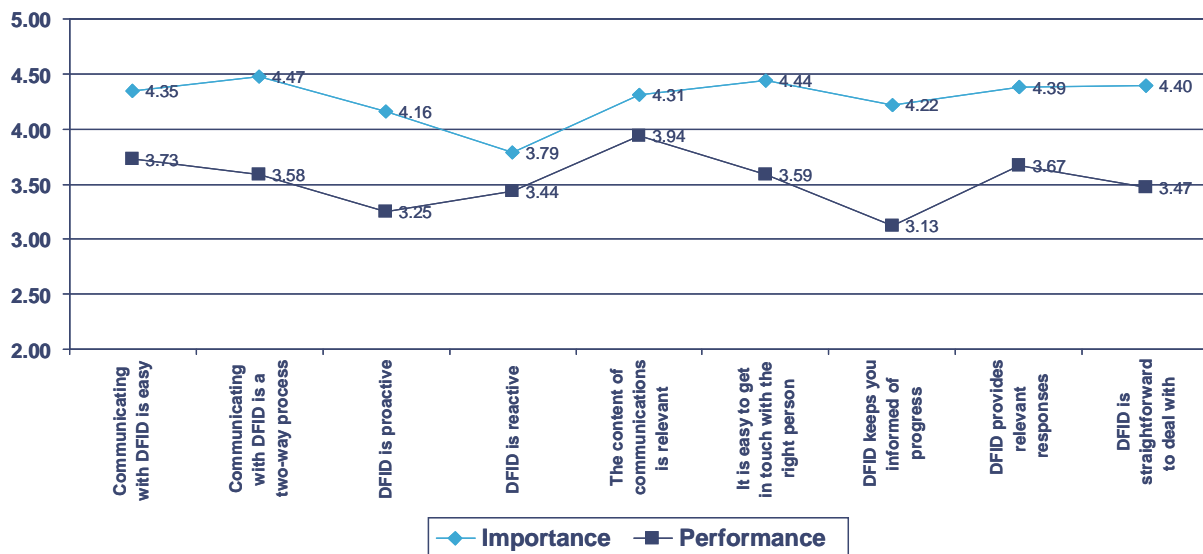
As shown by the above chart, stakeholders are quite clear on the areas of DFID’s communication which are important to them and where they think DFID is performing well:

- Providing a two-way communication process;
- Being straightforward to deal with;

- Providing relevant responses to stakeholders;
- Enabling stakeholders to communicate with DFID easily; and
- Providing content which is relevant to stakeholders.

The key area upon which DFID needs to focus its attention in order to improve its general communication is making it easier for stakeholders to get in touch with the right person within DFID.

3.3 Gaps between stakeholders' expectations of DFID's performance and their perceptions of DFID's actual performance in relation to communication



As can be seen from the graph above, there are a number of clear gaps between stakeholders' expectations and the reality they experience when communicating with DFID. The most significant of these gaps suggest that DFID:

- Does not keep stakeholders as informed of progress as they would expect;
- Is not always straightforward to deal with;
- Is not as proactive as stakeholders would expect; and
- Does not engage in a two-way communication process as much as stakeholders would like.

There are two areas in which stakeholder expectations are virtually met by DFID's performance and these are:

- Communicating reactively; and
- Providing content which is relevant to stakeholders.

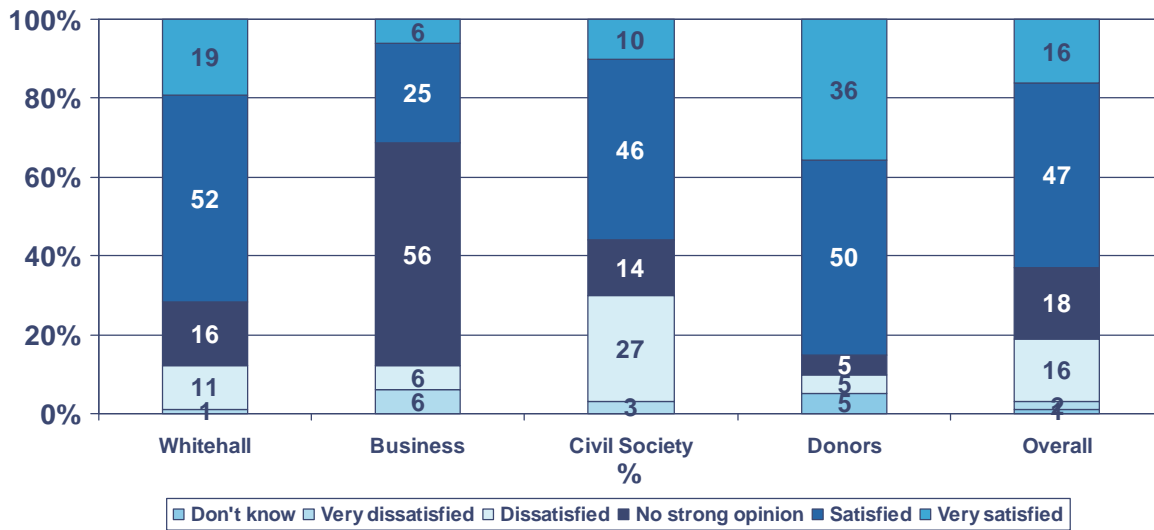
3.4 Maintaining and improving DFID's performance disaggregated by stakeholder group

The following table summarises the areas where the different stakeholder groups believe DFID has leverage to maintain and enhance its performance and areas where it needs to focus in order to improve its performance. This table supplements the overall chart above: for example, although DFID is considered straightforward to deal in the overall priority performance analysis chart, this is nonetheless an area of focus for Whitehall stakeholders.

DFID's communications with stakeholders	
Areas considered important by stakeholders in which DFID is currently performing well (Maintain and enhance performance)	Areas considered important by stakeholders in which DFID is not performing as well (Focus to improve performance)
Whitehall	
Providing content which is relevant to stakeholders	Being straightforward to deal with
Engaging in a two-way communication process	
Ensuring it is easy for stakeholders to get in touch with the right person	
Enabling stakeholders to communicate with DFID easily	
Providing relevant responses	
Civil Society	
Being straightforward to deal with	Engaging in a two-way communication process
Providing relevant responses	
Enabling stakeholders to communicate with DFID easily	
Ensuring it is easy for stakeholders to get in touch with the right person	
Donors	
Engaging in a two-way communication process	Ensuring it is easy for stakeholders to get in touch with the right person
Enabling stakeholders to communicate with DFID easily	
Providing content which is relevant to stakeholders	
Being straightforward to deal with	
Business	
Being straightforward to deal with	Being proactive
Providing content which is relevant to stakeholders	Ensuring it is easy for stakeholders to get in touch with the right person

3.5 Satisfaction with communication

S3Q11. Overall, how satisfied or dissatisfied are you with the communication you had with DFID?



The majority of stakeholders (63%) are satisfied with the communication they have with DFID, although mostly they are satisfied (47%) rather than very satisfied (16%). More donors tend to be very satisfied (36%) than any other group. There is a certain amount of ambivalence about satisfaction with almost one fifth of stakeholders having no strong opinion: this is particularly true of business stakeholders (56%). Overall, civil society groups are least satisfied with their communication with DFID (27% dissatisfied, 3% very dissatisfied).

The majority of stakeholders perceive that DFID meets their expectations with regard to communication, mostly (50%) or fully (15%). In contrast, 27% think that DFID does not always meet their expectations with regard to communication.

DFID fully meets the expectations of Whitehall stakeholders (26%) and donors (27%) more often than for businesses (6%) and civil society groups (3%).

Of those stakeholders (85%) where expectations with regard to communication are not fully met, it is perceived that:

- Communication by DFID is reactive rather than proactive (24%); and
- It takes too long to get a response from DFID (19%).

Business stakeholders in particular feel that DFID is reactive and not proactive in communications (63%) and civil society groups tend to perceive that it takes too long to get a response from DFID (22%). Managing to speak to the right person in DFID is a factor (6%) in the level of satisfaction stakeholders feel with regards to communication. The varying quality of communication (6%) also contributes to the

expectations of stakeholders not being fully met. Donors (25%) and Whitehall stakeholders (11%) state that there are too many changes occurring to agreed policies and that they are not kept informed of these changes.

Qualitative results: Satisfaction with communication

Although the majority of stakeholders are satisfied with DFID communication, delving deeper into the issue through the small number of in-depth interviews that took place reveals that stakeholders, at times, perceive communication with DFID as a one-way process.

One business stakeholder states that: *“in general terms, DFID does not seem to respond constructively to communications – I am kept in the loop, but this does not mean that I am getting the information I need. I do not feel ignored, but neither do I feel that I get a quick response. Overall, the communication process is mostly one-way, with us providing information to DFID”*. However, it is also noted that *“if I wanted to find out more, I could easily find out more – and that is not necessarily a trait of other government departments”*. It is remarked by business stakeholders that the level of communication and interaction with DFID is improving, and that there is a genuine willingness to engage with private companies. However, it is felt by a couple of business stakeholders that when information is provided by DFID, expectations can be uneven, for example: *“DFID has given us very tight deadlines to provide information, but then we have to keep chasing DFID for feedback. We really want to work with [the department] but it feels as though we are being made to jump through hoops to do so”*.

Among Whitehall stakeholders, there is general agreement that there is a two-way communication process in place, but mostly if an avenue is already set up or if work is being undertaken on a common project where it is more likely that *“views are taken into account and responded to in a timely manner”*, otherwise interaction is more limited. Furthermore, it is remarked that the views expressed by other government departments are not always captured in documents that have been commented upon and there is a perception that DFID does not always understand the time pressures other government departments are under.

On the whole, DFID staff are seen by Whitehall stakeholders as helpful when information for briefings is required, with one stakeholder commenting that *“they are very good in sharing expertise”*. However, it is remarked by another Whitehall stakeholder that whilst the analysis DFID provides is excellent, often the documents are too long given the time constraints and pressing needs of other government departments, despite requests for more headline summaries.

Civil society stakeholders generally think that communication processes with DFID are reciprocal. Grantee organisations tended to be more satisfied with DFID’s communication channels, with one commenting that DFID takes their organisation’s views on board and follows up very effectively. However, according to one civil society stakeholder *“it’s a two-way process on an individual level, but institutionally, they often feel they need to take the lead.”* It is also commented upon by a donor stakeholder that there is a consistent exchange of views although this does not always translate into visible changes at a senior level. Certain private sector stakeholders think that some groups – such as civil society organisations – are closer to DFID than other sectors which may be explained, in part, by one

civil society stakeholder’s comment that “I think we are taken more seriously as we are seen as bringing a constituency with us, also because we have a nuisance value”.

3.6 Feedback mechanisms

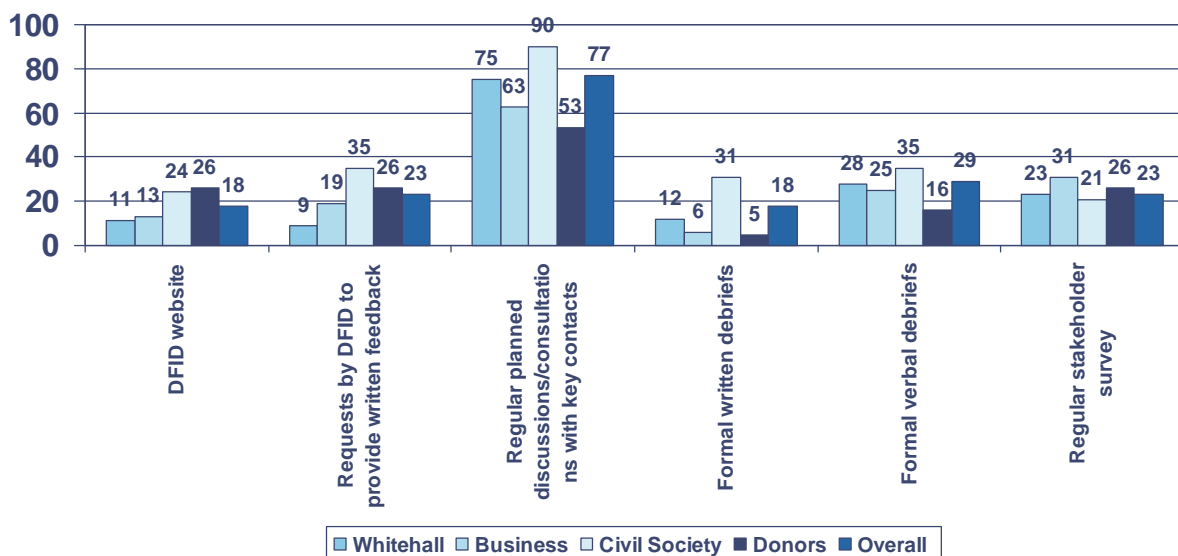
A minority (34%) of stakeholders are aware of mechanisms being in place for stakeholders to share their views with DFID. Of those aware of these mechanisms, they describe them as:

- Regular planned discussions/consultations with key contacts (73%);
- Requests by DFID to provide written feedback (50%);
- Formal verbal debriefs (30%);
- Formal written debriefs (23%); and
- Regular stakeholder surveys (22%).

All donors who are aware of feedback mechanisms mention regular planned discussion and consultations with a key contact, whereas those from civil society groups (54%) who are familiar with feedback mechanisms are more likely to mention requests by DFID to provide written feedback (68%) than any other stakeholder group. Whitehall stakeholders and civil society groups are more likely than donors or business to use the whole range of feedback mechanisms available.

The chart below summarises the types of feedback mechanisms that stakeholders would like to have available to them.

S3Q16. Which of the following best describes the feedback mechanisms you would like to have available to your organisation?



As the above chart demonstrates, regular planned discussions and consultations with key contacts are the feedback mechanism that the majority of stakeholders would like to have available to them (77%), particularly civil society groups (90%) and Whitehall stakeholders (75%). Formal verbal feedback is also a popular mechanism with the stakeholders overall (29%) and again this is particularly favoured by civil society groups (35%).

Feedback frequency

The following chart summarises how often stakeholders would be prepared to provide feedback to DFID.

S3Q17. How frequently would you be prepared to provide feedback to DFID?



As this chart shows, overall, there is no clear consensus among stakeholders as to how often they would be prepared to provide feedback to DFID.

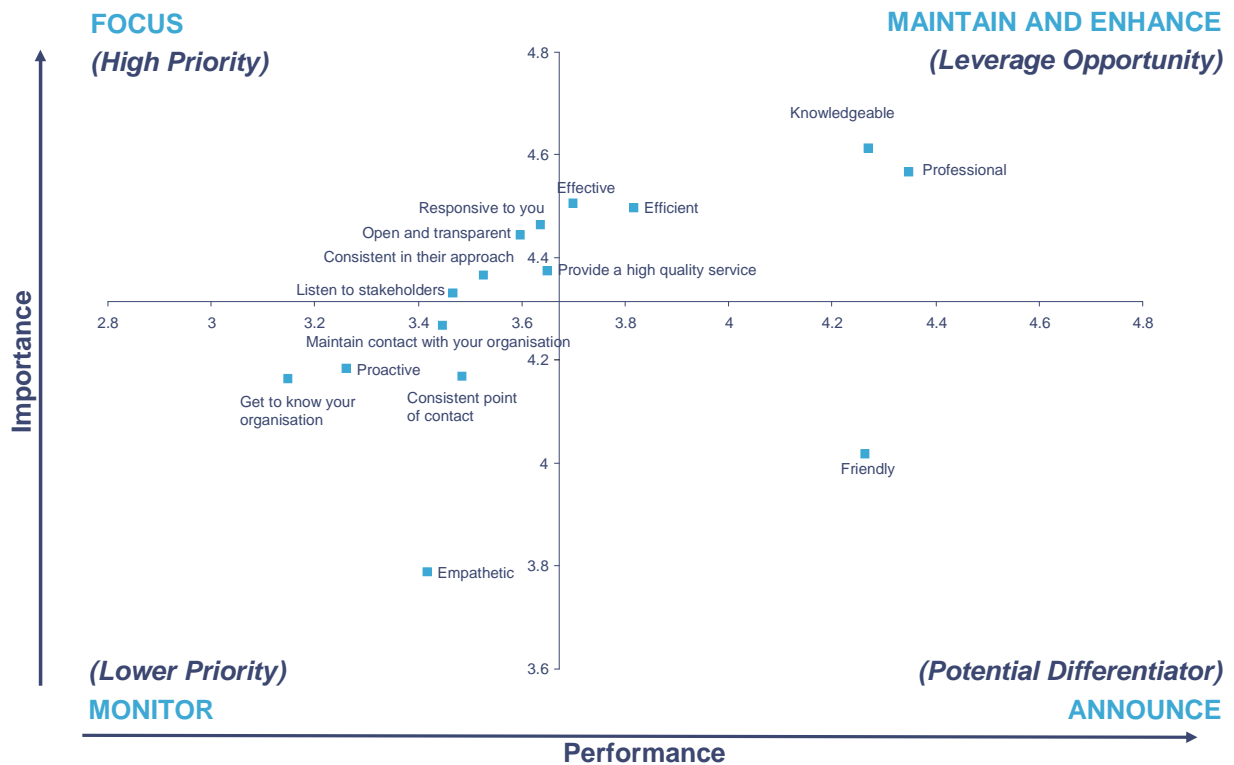
4. Staff

Personal interactions with DFID staff are explored in this section as well as stakeholder perceptions of their strengths and weaknesses, and the degree to which DFID staff are perceived to be open and transparent.

Summary of key findings	Staff
<ul style="list-style-type: none">• Staff are consistently rated very highly by stakeholders for their professionalism, enthusiasm, commitment and expertise. They are considered to be effective and efficient. Four out of five stakeholders were satisfied with the staff they dealt with last.• There are gaps in overall stakeholder expectations and their perception of the performance of DFID staff in relation to communication and making stakeholders feel they are important to DFID. DFID staff are friendlier than stakeholders expect and are close to meeting expectations with regard to their professionalism, knowledge and empathy.• Areas for improvement in staff interaction include: being responsive (Whitehall and business) and open and transparent (all stakeholders except business). There is also room for improvement in providing a consistent approach (civil society), being effective (civil society and business). Civil society stakeholders listed more areas for improvement than other stakeholder groups.• There is a strong correlation between speaking highly of DFID and satisfaction with DFID staff: of the 28% of stakeholders who would speak very highly of DFID without being asked, 60% are very satisfied and 34% are satisfied with the DFID staff they last had dealings with.	

4.1 Perceptions of staff

The following chart shows where DFID staff are performing well and where they can improve their performance as perceived by all stakeholders.



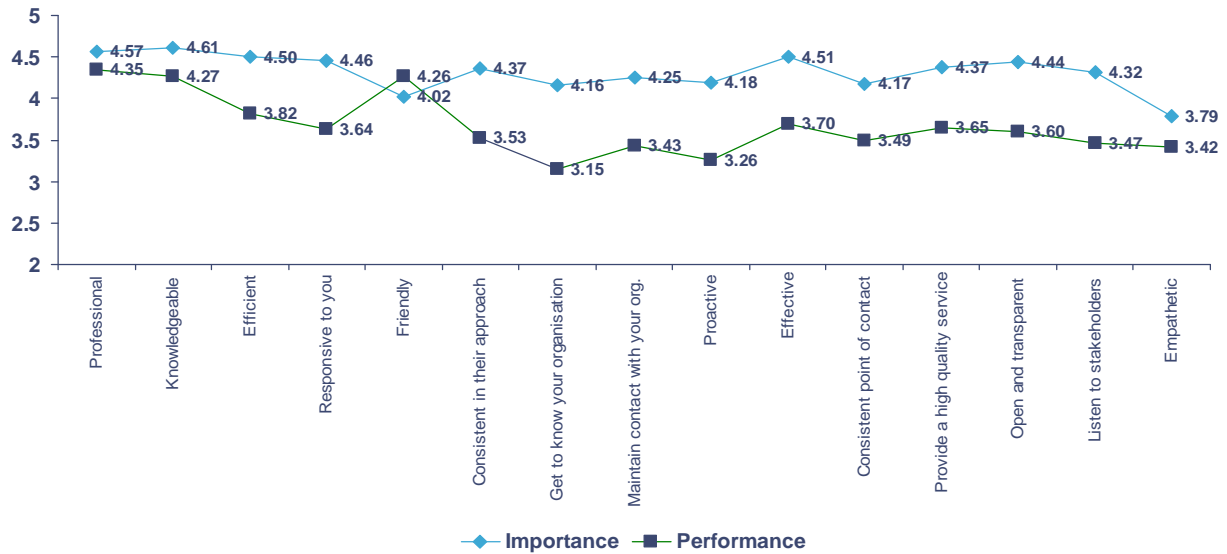
Overall, DFID staff are considered to display a variety of positive qualities by stakeholders and are considered to be:

- Knowledgeable;
- Professional;
- Effective; and
- Efficient.

There are also a number of areas which are important to all stakeholders but in which they perceive DFID staff are not performing as positively. In order to improve their perceived performance in these areas, DFID staff need to:

- Be more responsive to stakeholders;
- Be more open and transparent;
- Provide a consistent approach;
- Listen to stakeholders; and
- Provide a high quality service.

Gaps between stakeholders' expectations of staff performance and their perceptions of staff's actual performance



There are a number of clear gaps between the expectations of all stakeholders and the reality they experience with DFID staff, and these are mostly in the area of communication and making the stakeholders feel that they are important to DFID. The largest gaps between reality and expectation are:

- DFID staff getting to know the stakeholder's organisation;
- Being proactive;
- Listening to stakeholders;
- Being open and transparent; and
- Being consistent in their approach.

DFID staff are friendlier than stakeholders expect and are close to meeting expectations with regard to their professionalism, knowledge and empathy.

4.2 Maintaining and improving DFID's performance disaggregated by stakeholder group

This table summarises areas which DFID can maintain and enhance its performance and areas in which it should focus to improve its performance.

Perceptions of DFID's staff	
Areas considered important by stakeholders in which DFID is currently performing well (Maintain and enhance performance)	Areas considered important by stakeholders in which DFID is not performing as well (Focus to improve performance)

Whitehall	
Being professional	Being responsive to stakeholders
Being knowledgeable	Being open and transparent
Being efficient	
Being effective	
Providing high quality information	
Civil Society	
Being professional	Providing a high quality service
Being knowledgeable	Being open and transparent
Being efficient	Being consistent in their approach
Being effective	Listening to stakeholders
Being responsive to stakeholders	Being a consistent point of contact
Donors	
Being professional	Being effective
Being knowledgeable	Being open and transparent
Being efficient	Getting to know stakeholder organisations
Being responsive to you	
Being a consistent point of contact	
Business	
Being professional	Being effective
Being knowledgeable	Being responsive to you
Being open and transparent	Being proactive
Listening to stakeholders	
Being efficient	

Qualitative results: Openness of staff

A strong theme that emerged from the in-depth interviews relates to the openness of DFID staff members. One Whitehall stakeholder comments that *"transparency is an issue – there is a sense that DFID is more guarded under the new leadership"*. According to another Whitehall stakeholder, DFID is sometimes perceived as being secretive and to have difficulties in effectively communicating its message which in turn makes it difficult to hold DFID to account. This issue is underscored by another Whitehall stakeholder who notes the importance of providing an open channel of communication and explaining DFID's objectives because *"it has a very large budget and so transparency in expenditure is essential, including to the public in general"*.

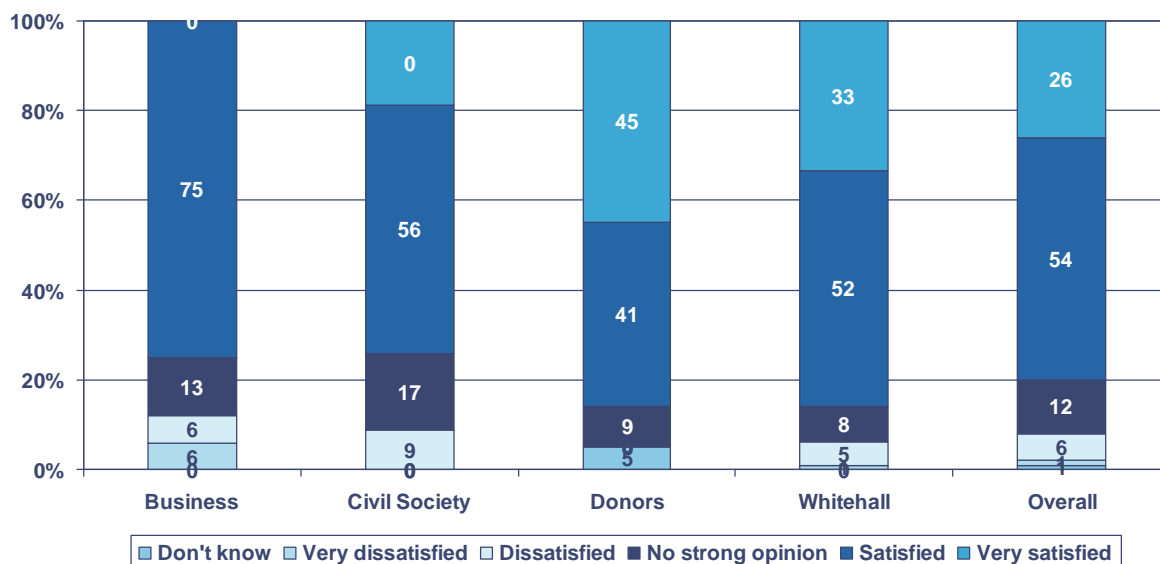
Whilst one civil society stakeholder acknowledges a general commitment to openness within the constraints of a lack of staff and decentralised structure, others within this group think that DFID is becoming more cautious in its interaction with stakeholders. For example, one stakeholder remarks that *"the contrast between getting information on what the World Bank or USAID are doing in a country and knowing what DFID is doing, is massive"*. This point is also reflected upon by the representative of a civil

society organisation who feels that transparency is crucial for those who apply to DFID for funding: “we need to hear the discussions which are taking place, but generally we are pretty much left in the dark until a (funding) decision is made, then we are notified of the final decision, both in terms of actual funding as well as potential new funding”.

The view amongst business stakeholders is more mixed. One comments on the open and transparent nature of DFID staff, in which they “always get the impression that the information is just at the other end of a telephone call or an email”. However, it is also stated that at an institutional level “dealing with DFID has got easier, but it still isn’t as open and transparent as it could be, or when compared to the transparency expected of large NGOs and companies in relation to their goals, performance and stakeholders”.

4.3 Satisfaction with staff

S4Q4. How satisfied or dissatisfied are you with the DFID staff you last had dealings with?



The above chart reveals that DFID staff are highly regarded by stakeholders, and four out of five stakeholders are satisfied with the staff they dealt with last. Whitehall (33% very satisfied) and donor stakeholders (45% very satisfied) are particularly complimentary about the staff they have dealt with. Although business stakeholders are least likely to be very satisfied, three quarters of them are still satisfied with staff.

Only a small number of stakeholders are dissatisfied with DFID staff (7%). Furthermore, there is little ambivalence about stakeholder satisfaction with staff, with only 12% of stakeholders having no strong opinion either way. Where there is some ambivalence, it tends to be among civil society groups (17% no strong opinion).

4.4 Quality of staff

As outlined above, DFID staff are considered to be excellent. In terms of interactions with stakeholders overall, they are described as being: knowledgeable and competent (23%); responsive to queries/requests (14%); friendly and supportive (14%); communicating well/giving good advice (14%); understanding and listening to stakeholders (11%); good at their job (9%); committed (6%); efficient (6%); and focused and professional (5%). Whitehall stakeholders (33%), more than any other group, describe DFID staff as being knowledgeable and competent, and business stakeholders' experience is mostly one where staff are friendly and supportive (33%).

Qualitative results: Quality of staff

The stakeholders spoken to directly in the qualitative interviews also portray a positive view of DFID staff. *"The people we meet are good quality, smart, open-minded and committed to progress"* (business stakeholder). One civil society stakeholder remarked that DFID staff add real value to the discussions in which they participate. DFID staff are described by stakeholders across the board as having good technical skills and *"many of them are experts, not just knowledgeable."* (Whitehall stakeholder). It is also remarked by a Whitehall stakeholder that senior level staff are very focused and able to achieve their objectives. It is commented that staff are less generalist than in other departments although also perhaps less able to *"work the Whitehall system"*. Overall, stakeholders describe DFID staff as committed, passionate, easy to work with and enthusiastic. In the words of one donor stakeholder, *"they are very open about what they understand and what they don't understand... and if they don't have an answer, they are very efficient and helpful about getting it. They are world class civil servants."*

4.5 Areas for improvement

The top three areas where stakeholders think that DFID staff could improve are:

- Communication;
- Increased knowledge/understanding; and
- Being more proactive.

Non-Whitehall stakeholders tend to suggest improvements in communication (27%), more staff (13%) and being more consistent (13%) as areas for improvement more than their Whitehall counterparts. The Whitehall stakeholders outline increased knowledge/understanding as an area for improvement (19%), teamwork and interaction with other government departments (14%) and flexibility (8%) more than non-Whitehall stakeholders.

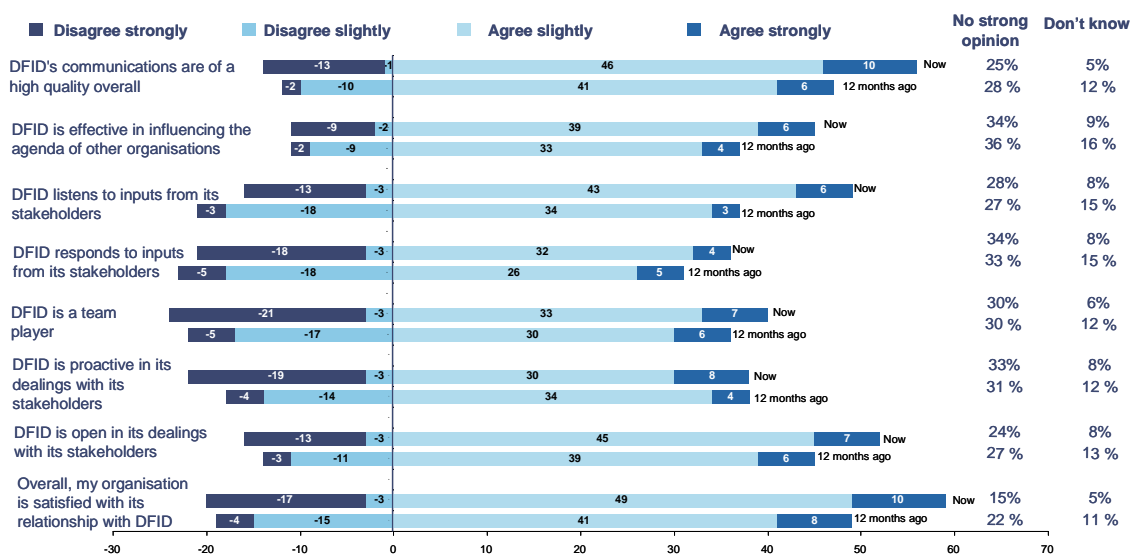
DFID in comparison with a year ago

1. Introduction

This section of the report deals with DFID now in comparison with a year ago. It looks at overall comparisons between performance twelve months ago and now, and then gives an overview of opinions broken down by stakeholder group.

1.1 Overall comparisons between performance twelve months ago and now

S6Q1. Could you please rate your agreement or otherwise with each of the following statements for DFID's performance now and 12 months ago?



DFID's performance has improved over the last year in seven out of eight areas. The most significant improvement in performance is in terms of listening to inputs from its stakeholders: 37% of stakeholders perceive that DFID listens to inputs from its stakeholders twelve months ago compared to 49% now.

There is only one area in which it could be said that there has been a slight decline in DFID's performance – that is DFID's proactivity in its dealings with stakeholders where a higher proportion of stakeholders (22% as opposed to 18%) now disagree that DFID is proactive.

1.2 Comparisons disaggregated by individual stakeholder group

Communications

Stakeholders think that DFID's communications are of a high quality overall. Whitehall stakeholders (54%) perceive a significant improvement in DFID's performance, but are still less likely to agree that communications are of a high standard compared to donors (69%) and civil society stakeholders (58%),

Qualitative results: Communications

It is felt by a Parliament stakeholder that *"on the communication front, [DFID] needs to improve its storytelling to the UK public and change its name. Unless DFID is able to improve its storytelling and show the impact of its work, the consensus to increase aid may break up"*. A business stakeholder comments that *"it is hard to tell whether there has been any discernable improvement in the last twelve months, although it is a positive development that DFID is now thinking about issues such as communication."*

Effectiveness at influencing the agendas of other organisations

Whitehall stakeholders (46%) have perceived an improvement in DFID's performance but are still less likely to agree that DFID is effective at influencing the agendas of other organisations compared to donors (58%). Business (40%) and civil society (43%) stakeholders have perceived least improvement in this area.

Qualitative results: Whitehall perceptions of DFID's influence

Most Whitehall stakeholders interviewed directly referred to a significant change in DFID over the past year. It is noted by one that although DFID has been more effective in influencing agendas and seems to show a willingness to help government be joined up, there is still room for greater engagement and to show that it is able to change its own decisions in response to the influence of others. The influence DFID has on the agendas of others is commended by a Whitehall stakeholder who remarked *"internationally, DFID is incredibly well respected. I am quite struck by how other European colleagues really view DFID as a model department of international development and see its work as very progressive and state of the art. I think [DFID] has a very strong influence internationally"*. It is noted that there has been an express wish at a senior level for DFID to be more of an influencing department and less of an aid agency, *"less about delivery, more about shaping"*, which is welcomed and viewed as an important role that DFID can play. The improvement noted by Whitehall stakeholders may also be due to growing contact, as one states *"my impression is that there is probably more interaction and dialogue now than there was a couple of years ago. I'm optimistic that the mutual understanding is increasing. I think there probably will be a few crunch points and arguing about what policy should be, but that's inevitable"*.

Listening to inputs from its stakeholders

Whitehall stakeholders are still less likely to agree that DFID listens to inputs from its stakeholders (45%), compared to all the other stakeholder groups (donors (48%), civil society (52%), business - 47%). One civil society stakeholder noted that *"DFID is getting better at listening and responding to its stakeholders. In this respect it is better than most other government departments, but not as good as it should be."*

Responding to inputs from its stakeholders

A year ago, Whitehall stakeholders (38%) were more likely to agree that DFID responds to inputs from its stakeholders but now donors are equally likely to hold this view (42%). Other stakeholder groups show lower levels of agreement with this statement (civil society (32%), business 20%).

Qualitative results: Whitehall perceptions of DFID's response to stakeholder inputs

It is remarked upon by Whitehall stakeholders and others that the stakeholder survey itself is a sign that DFID is taking its external relations with different groups seriously. For example, a Whitehall stakeholder comments that *"there is an awareness of the need to engage with stakeholders - hence this survey. [DFID] has been taking proactive steps such as [providing] a course on development, which is a prime example of its increased awareness. There are attempts to improve understanding of how the organisation works. With the new Public Service Agreement (PSA), there is a clearer engagement on paper. In terms of its performance, there is starting to be a broader understanding in my department of what DFID does"*. A Whitehall stakeholder comments that *"DFID shows willingness to engage more with others but not a genuine willingness to change decisions"* with another reflecting that *"where we're going with policy its going to be a rocky road but we have more understanding and a lot more dialogue than we did a year ago, so that's a good thing"*.

A team player

Donors are still more likely to agree that DFID is a team player (48%), compared to all the other stakeholder groups (Whitehall (46%), civil society (36%) and business (14%). Businesses perceive that DFID is less of a team player now than twelve months ago.

Qualitative results: Whitehall and external stakeholder perceptions of DFID as a team player

Across the Whitehall stakeholder group, there is a sense that *"[DFID] has tried to become more of a team player in the last year. There is intent to engage more but when it comes to hard choices, it falls back on this defensive mission"*. It is acknowledged that DFID organises meetings with other parts of Whitehall before signing off its Country Assistance Plans (CAPs) but it does not always take on board what others say, and in some instances *"there is a growing confidence to stand its ground when it wants to"*. It is also thought that certain parts of the organisation recognise the real benefits of working through others, but there are pockets of DFID that have not bought into this message. Despite the efforts that have been made to work in a more joined up manner, it is felt by some that it does not necessarily come naturally to engage with other government departments early on in planning processes, partly because DFID has such a strong mission focus and one that leaves it more isolated at times.

Civil society stakeholders comment that although DFID aspires to being a team player, there is still room for improvement to achieve this in practice. It is also seen to be more of a team player as a donor, rather than a policy partner, although in one case was referred to as a 'coach'. Business stakeholders observe that DFID appears to engage well with civil society but that there is room for improvement in engaging with the private sector and other government departments. There is a general consensus amongst external stakeholders that DFID is increasingly outward looking.

Proactivity in its dealings with its stakeholders

Donors are more likely to agree that DFID is proactive in its dealings with its stakeholders (52%), compared to all the other stakeholder groups (Whitehall (46%), civil society (27%), business (27%)). Civil society groups perceive that DFID is less proactive in its dealings with its stakeholders now than twelve months ago.

Openness in its dealings with its stakeholders

Civil society stakeholders (53%), donors (53%) and businesses (53%) are now a little more likely to agree that DFID is open in its dealings with its stakeholders compared to Whitehall (50%). There has been a significant increase in the number of business stakeholders who believe DFID is open in its dealings with stakeholders.

Overall satisfaction with the DFID relationship

Donors are more likely to agree that overall their organisation is satisfied with its relationship with DFID (74%), compared to all other stakeholder groups (Whitehall (64%), civil society (55%), business (47%)). A Parliament stakeholder comments that *“generally speaking I would speak highly of DFID. The people are of very high calibre and very motivated. We’ve had feedback to say DFID is the role model and is the lead aid player”*.

Overall perceptions of DFID

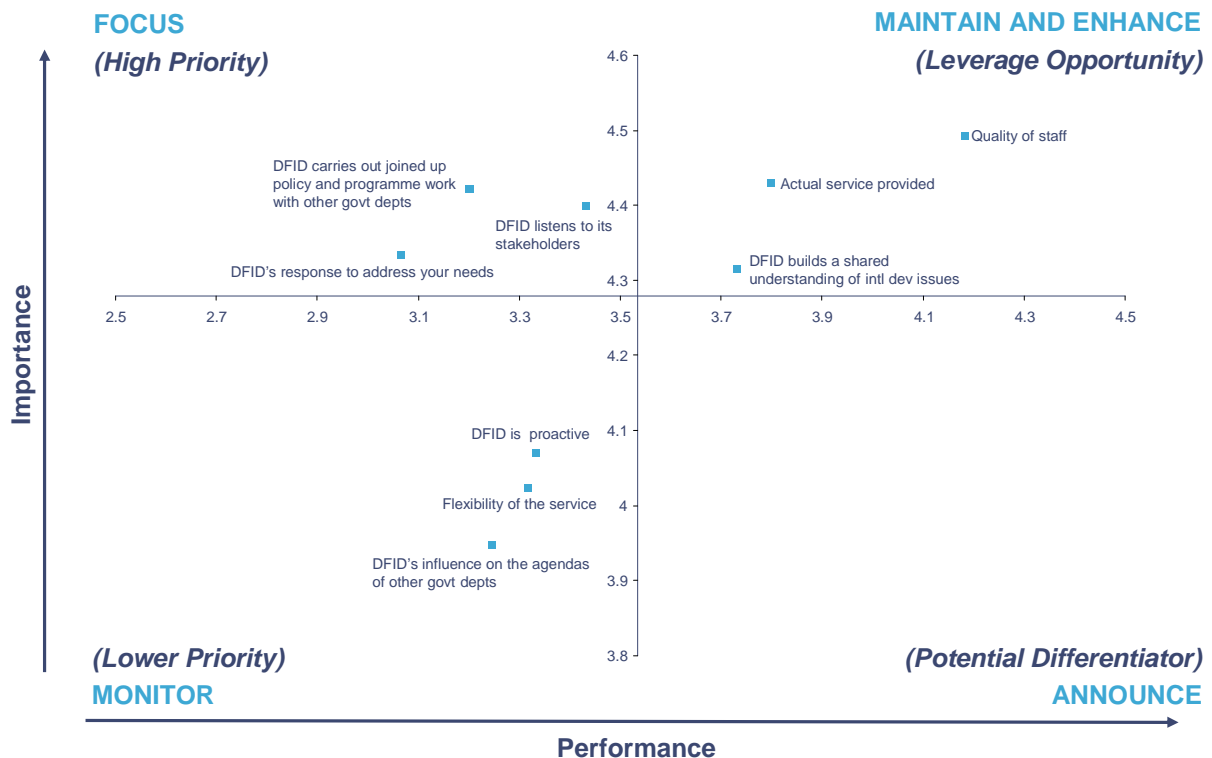
1. Introduction

Here we summarise the main findings of the report and perceptions of DFID, as well as the results of questions asking stakeholders about their overall dealings with DFID.

Summary of key findings	Overall perceptions of DFID
<ul style="list-style-type: none">• DFID is considered to be an organisation that has high quality staff, provides a good service and is governed by a clear mission. 69% of stakeholders are satisfied with DFID overall.• DFID is perceived as a key department at the centre of government (59%) but less likely to be viewed as a key department in influencing other government policy (43%).• Although DFID is regarded as being innovative, creative and able to get things done (48%), it is not regarded as leading while other departments follow (16%) or being at the heart of helping other government departments improve (12%). One in three stakeholders perceive DFID as a team player.• Stakeholders' overall view of DFID is positive and there are three areas which they consider important and in which they perceive DFID to be performing well: the quality of staff; the actual service provided (Whitehall and civil society stakeholders); and building a shared understanding of development issues (all stakeholders).• Areas that are important to stakeholders and in which DFID can improve its performance are: joined up policy and programme work with other government departments; listening to stakeholders and; providing an appropriate response to address the needs of stakeholders.• The widest gaps between the expectations of stakeholders and their experience in their overall dealings with DFID are: the appropriateness of DFID's response to address stakeholder needs; carrying out joined up policy and programme work; and listening to stakeholders.• Personal experience is the most significant determining factor shaping stakeholders' image of DFID and the service it provides (98%).• The majority of stakeholders would speak highly of DFID (63%) and donors are more likely than any other stakeholder group to do so.	

1.1 Priority Performance Analysis

The following priority performance analysis chart clearly illustrates the attributes of importance on which DFID is performing well and not performing as well.



As the chart above shows, DFID is considered to be an organisation that has high quality staff, provides a good service and is governed by a clear mission. Stakeholders' overall view of DFID is positive and there are three areas which stakeholders consider to be important and where DFID is also performing well.

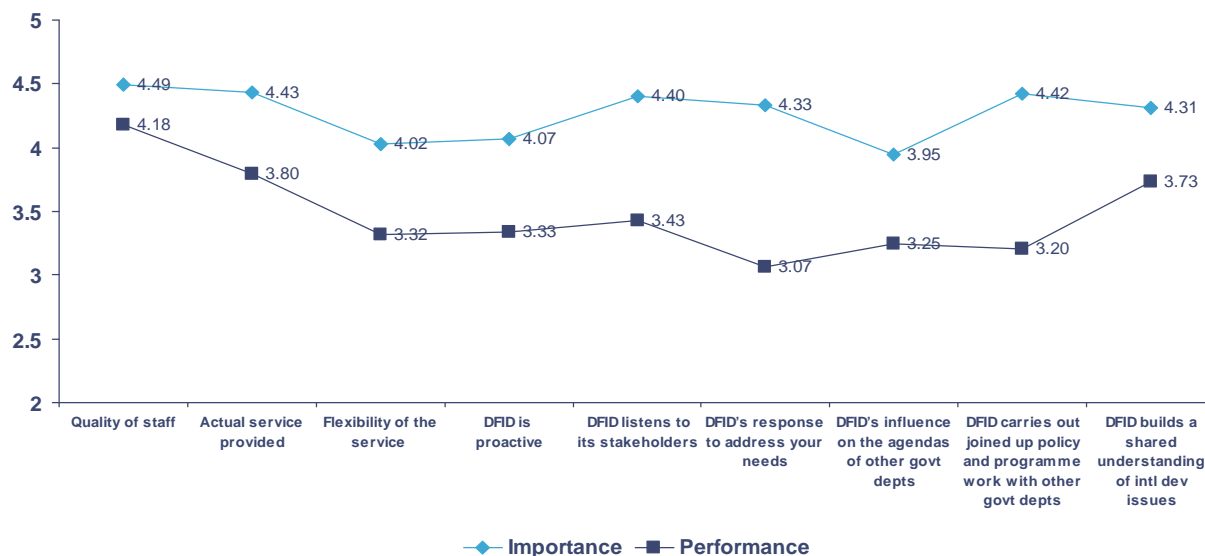
These are the:

- Quality of DFID's staff;
- Actual service DFID provides (Whitehall and civil society stakeholders); and
- Manner in which DFID builds a shared understanding of development issues (all stakeholders).

However, there are also areas which are equally important to stakeholders but where DFID needs to focus more attention in order to improve its performance:

- Improving joined up policy and programme work with other government departments (Whitehall and business stakeholders);
- Listening to stakeholders (Whitehall and donors); and
- Providing an appropriate response to address the needs of stakeholders (Whitehall and donors).

1.2 Gaps between stakeholders' expectations of DFID's overall performance and their perceptions of DFID's actual performance



Stakeholders have clear expectations of DFID and in certain areas there are significant gaps between the expectation and the reality of their experiences. The widest gaps exist in relation to:

- The appropriateness of DFID's responses to address stakeholders' needs;
- Carrying out joined up policy and programme work with other government departments; and
- Listening to stakeholders.

There are also three attributes on which the gap between expectation and reality are narrow: two of these attributes, DFID has high quality staff and DFID builds a shared understanding of international development issues, are both very important to stakeholders, so it is a positive message for DFID that stakeholder's expectation and the reality they experience are so closely matched.

As shown above, joined up policy and programme work with other government departments has again emerged as an area in which DFID can do more to satisfy its stakeholders. A third example of cross-Whitehall working is detailed in the text box below.

Example of cross-Whitehall working: China-Africa

Whilst it has a long history, China's involvement in Africa has developed rapidly; this decade has seen an increase in trade, investment and aid ties, demonstrated by the 2006 China-Africa Summit in Beijing. The objective for the UK is to address increasing Chinese engagement in Africa to reinforce priorities for development and stability in the continent.

To meet this objective, DFID, the FCO, the Treasury and other departments maximise their cooperation: involving other departments in meetings; sharing policy briefings; and collaborating

on parliamentary work, speeches and presentations. At more senior level, DFID and FCO's Africa directors work jointly with counterpart staff in Africa and participated in directors' meetings in Beijing. The progress made in joint working is substantial: the FCO and DFID have agreed core messages which guide official and ministerial discussions with China on Africa, and is a resource for FCO and DFID staff in Africa. The UK and China have signed up to the Sustainable Development Dialogue, with DFID as the lead office on dialogue in China. DFID and the Treasury are also working to encourage China to contribute to international initiatives such as the OECD guidelines for responsible lending by export credit agencies.

The results of cross-departmental working are tangible, with China now more open towards the UK in its approach to Africa, compared with two years ago, wishing to learn more about the UK's approach to overseas aid. At the same time there is still much work that remain to be done in translating high level commitments into action and change on the ground; in translating China's recognition of its wider interests (for example in stability) into political action and action to improve governance in Africa; and in using this joined-up approach to influence others in the EU and beyond, while maintaining UK interests in strategic areas.

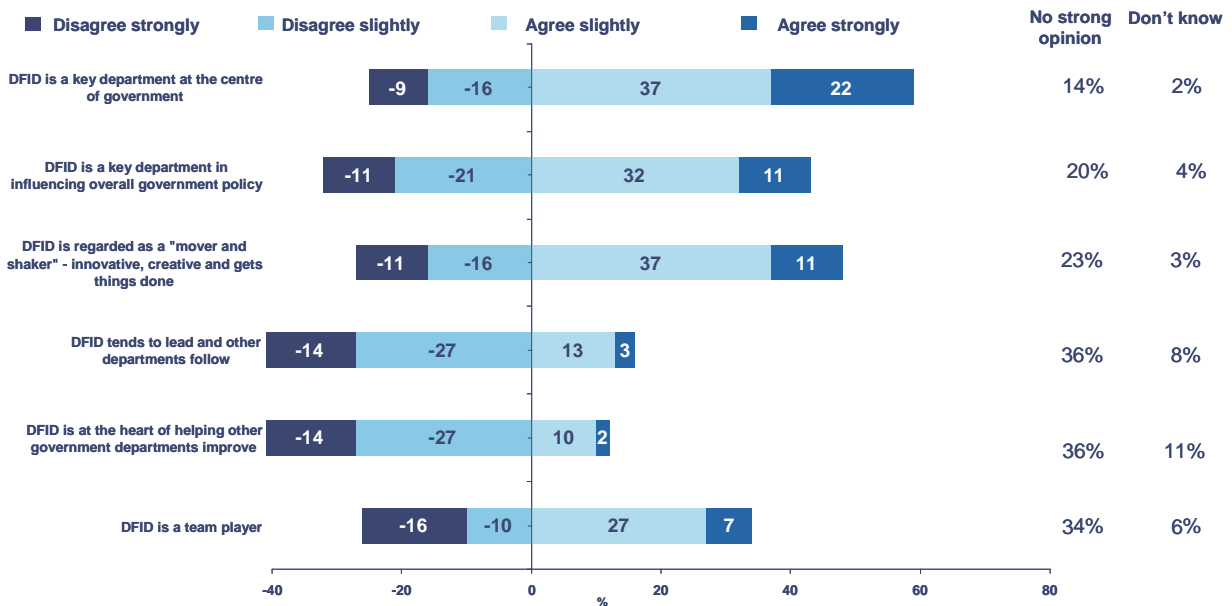
1.3 Maintaining and improving DFID's performance disaggregated by stakeholder group

The following table summarises areas where DFID should maintain and enhance its performance and where DFID should focus its attention in order to improve its performance in areas that are important to its stakeholders.

Overall perceptions of DFID	
Areas considered important by stakeholders in which DFID is currently performing well (Maintain and enhance performance)	Areas considered important by stakeholders in which DFID is not performing as well (Focus to improve performance)
Whitehall	
Actual service provided	Carrying out joined up policy and programme work with other government departments.
Quality of staff	The appropriateness of DFID's response to address the needs of your organisation Listening to stakeholders
Civil Society	
Quality of staff	
Actual service provided	
Listening to stakeholders	
Building a shared understanding of international development issues	
Donors	

Overall perceptions of DFID	
Areas considered important by stakeholders in which DFID is currently performing well (Maintain and enhance performance)	Areas considered important by stakeholders in which DFID is not performing as well (Focus to improve performance)
Quality of staff	Listening to stakeholders
Building a shared understanding of international development issues	The appropriateness of DFID's response to address the needs of your organisation
Business	
Quality of staff	Carrying out joined up policy and programme work with other government departments.
Listening to stakeholders	
Building a shared understanding of international development issues	

S7Q7. Here are some statements that have been made about DFID. To what extent would you agree or disagree with each of the following?

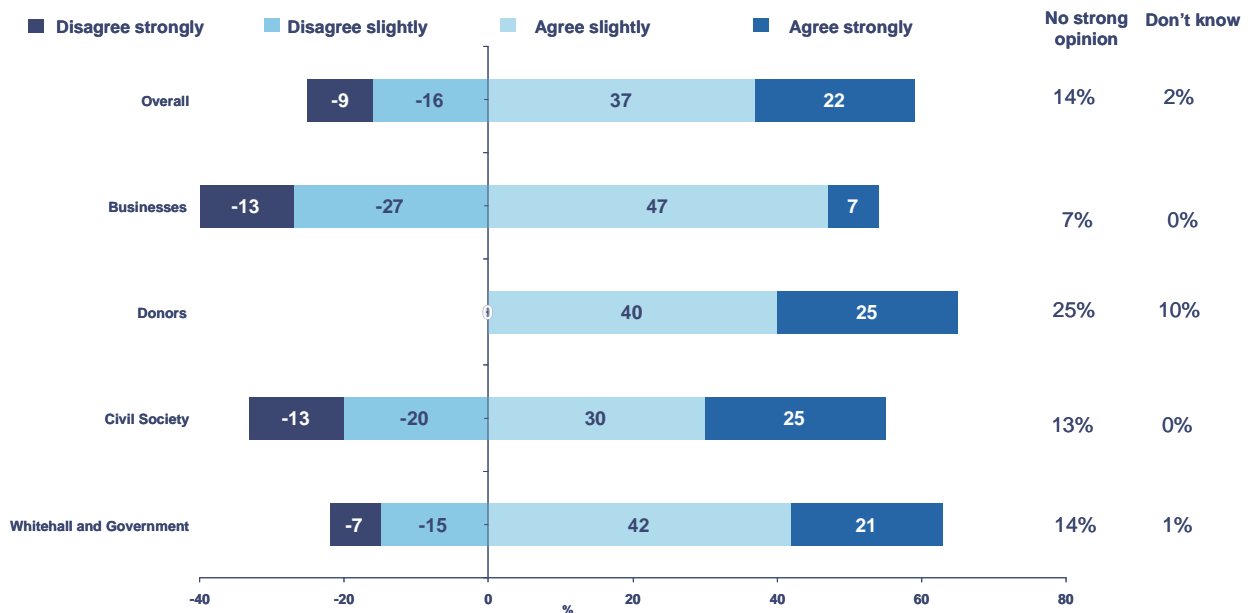


As shown by the above graph, DFID is perceived as a key department at the centre of government (59%) but less likely to be viewed as a key department in influencing overall government policy (43%). Although DFID is regarded as being innovative, creative and able to get things done (48%), it is not regarded as leading while other departments follow (16%) or being at the heart of helping other government departments improve (12%). One in three stakeholders perceive DFID as a team player.

However, there is some ambivalence about what DFID is and is not, demonstrated by the fact that a significant number of stakeholders have no strong opinion on a number of these perceptions. There is particular ambivalence on the following statements:

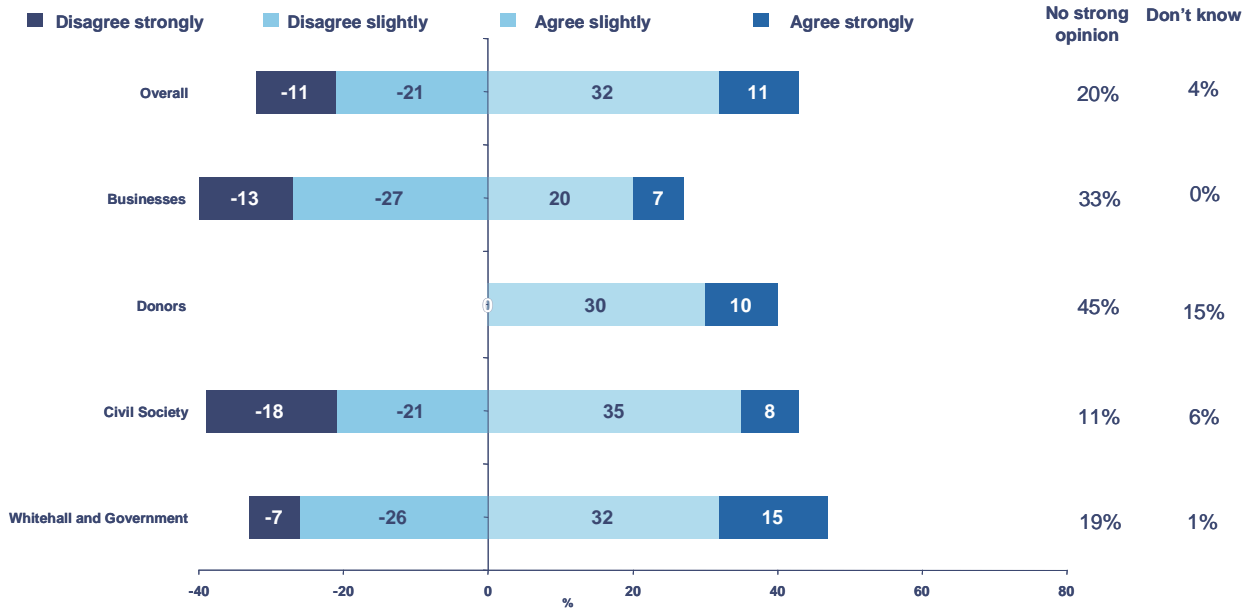
- DFID tends to lead and other departments follow (36% no strong opinion). Donors (60%) in particular choose to hold the middle ground on this statement and this may be because this is not a particular focus of their relationship with DFID.
- DFID is at the heart of helping other government departments improve (36% overall): again, donors (45%) are ambivalent about this, but so are business stakeholders (47%). Given the nature of these organisations, their lack of commitment either way on this issue may be because this area is not a priority in their relationship with DFID.
- DFID is a team player (34% overall): all non-Whitehall stakeholders have no strong opinion on this issue.

S7Q7. Here are some statements that have been made about DFID. To what extent would you agree or disagree with each of the following?
 DFID is a key department at the centre of government



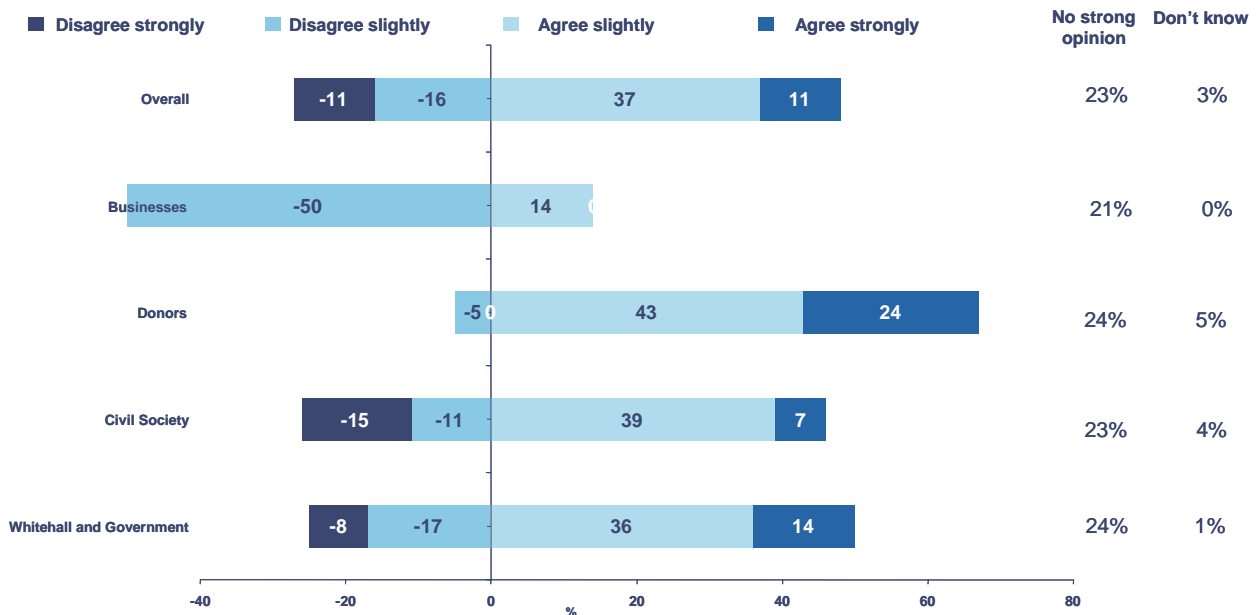
Overall, 59% of stakeholders consider DFID to be a key department at the centre of government. Donors are most inclined to perceive DFID in this way; business stakeholders are least inclined to do so.

S7Q7. Here are some statements that have been made about DFID. To what extent would you agree or disagree with each of the following?
 DFID is a key in influencing overall government policy



Overall, a minority of stakeholders consider DFID to be a key department in influencing overall government policy (43%). However, Whitehall stakeholders (47%) are more likely to view DFID as key in this area compared to all other stakeholder groups.

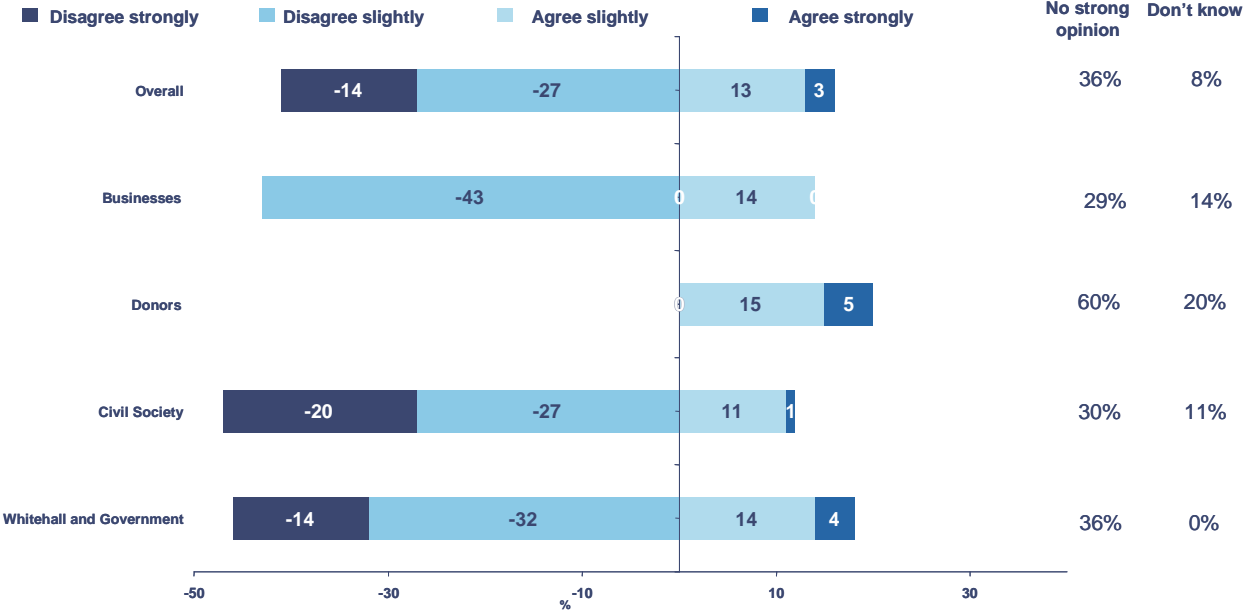
S7Q7. Here are some statements that have been made about DFID. To what extent would you agree or disagree with each of the following?
 DFID is a mover and shaker – it is innovative, creative and gets things done



Donors (67%) more than any other stakeholder group regard DFID as being innovative, creative and a

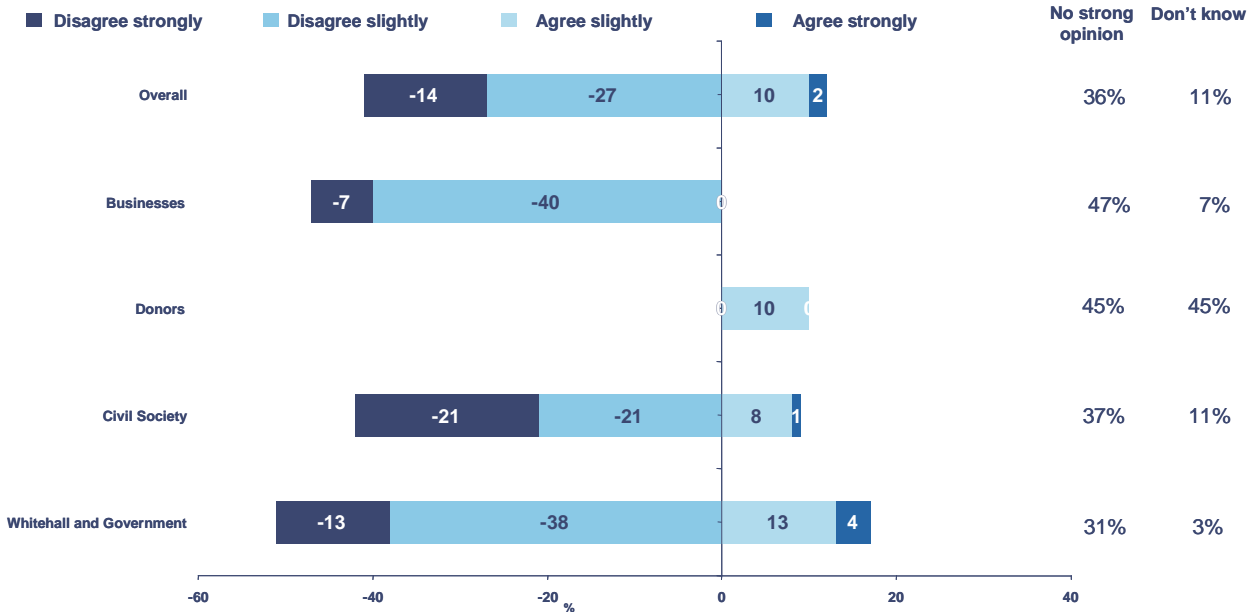
department that gets things done. Half of Whitehall stakeholders also agree with this statement, although to a lesser extent.

S7Q7. Here are some statements that have been made about DFID. To what extent would you agree or disagree with each of the following?
DFID tends to lead and other departments follow



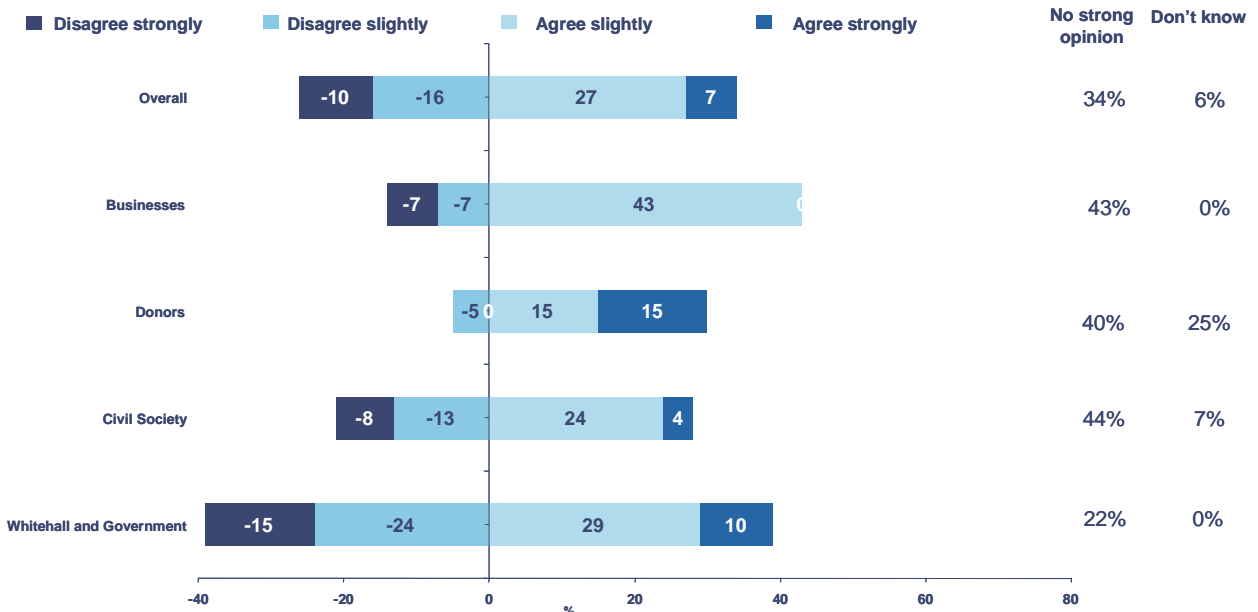
Stakeholders do not view DFID as a leader with other government departments following. Almost half of Whitehall (46%) and civil society (47%) stakeholders disagree with this statement. Furthermore, just over one third are undecided (i.e. have no strong opinion), as to whether DFID tends to lead and other departments follow.

S7Q7. Here are some statements that have been made about DFID. To what extent would you agree or disagree with each of the following?
DFID is at the heart of helping other government departments improve



Stakeholders do not consider DFID to be at the heart of helping other government departments improve. Whitehall stakeholders (51%) are more likely to disagree with this statement than any other stakeholder group.

S7Q7. Here are some statements that have been made about DFID. To what extent would you agree or disagree with each of the following?
DFID is a team player

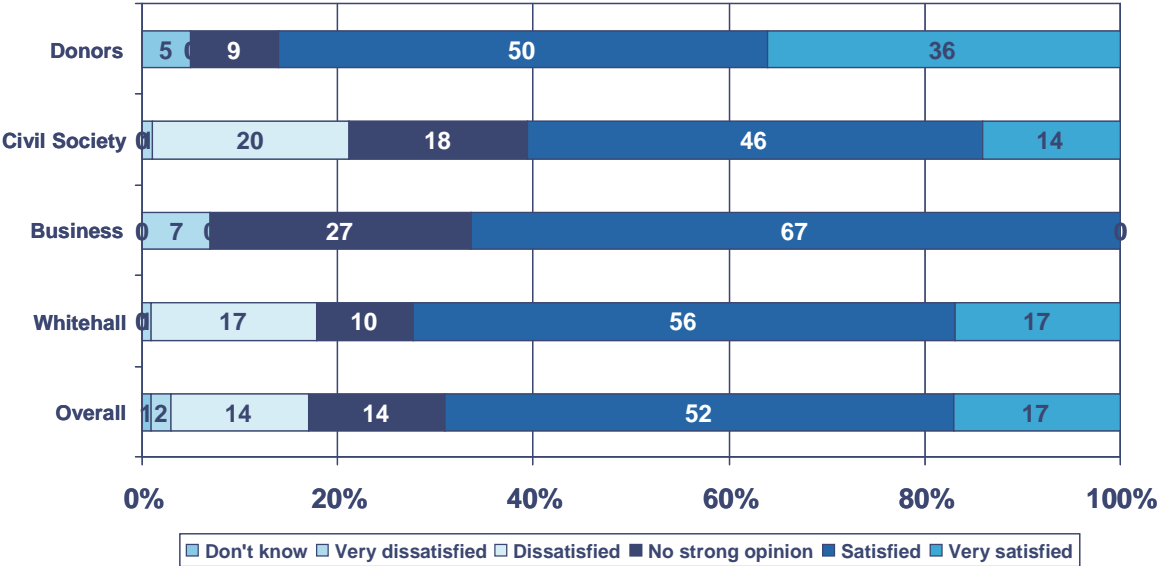


Whitehall stakeholders (39%) tend more than any other stakeholder group to disagree that DFID is a

team player. However, at least two fifths of the other stakeholder groups are undecided about DFID being a team player. There is a general sense that ‘being a team player’ does not come naturally to DFID although there is an acknowledgement that it has become more of a team player in the past year.

1.4 Overall satisfaction with DFID

S7Q3. Overall, how satisfied or dissatisfied have you been with DFID?



Stakeholders are satisfied with DFID overall (69%). There is very little ambivalence regarding satisfaction with DFID, with only 14% of stakeholders having no strong opinion, mostly among business (27%) and civil society (18%) stakeholders. However, a minority of stakeholders overall are dissatisfied (17%). Dissatisfaction is particularly evident among Whitehall (18%) and civil society stakeholders (21%). Satisfaction among donors is very high, with over one third being very satisfied whereas no business stakeholders are very satisfied with DFID overall.

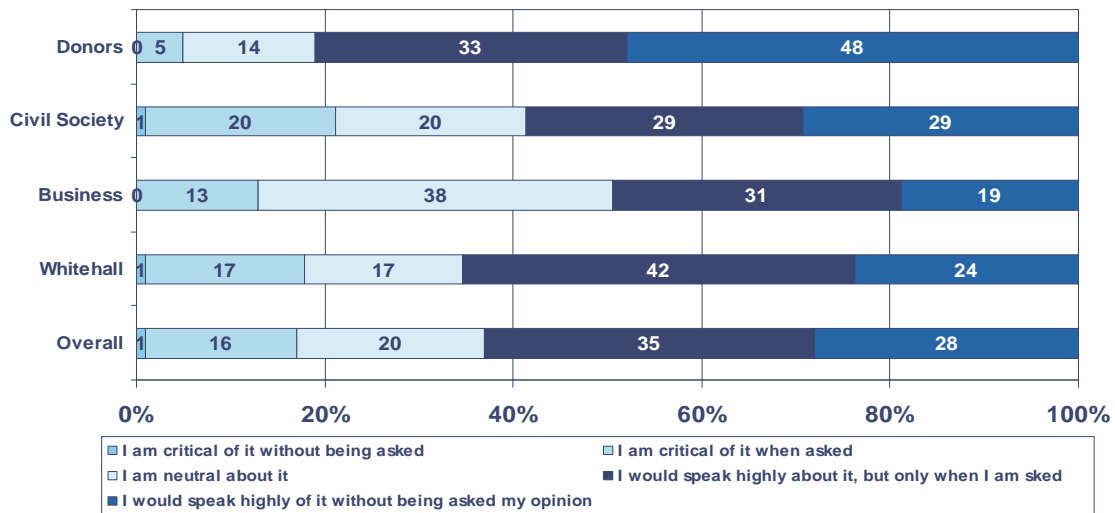
1.5 Factors determining perceptions

Overwhelmingly, personal experience has shaped all stakeholders’ image of DFID and the service it provides (98%). DFID reports/outputs (54%) and feedback from third parties (28%) also shape stakeholders’ image of DFID, whereas the media (14%) and marketing materials (4%) prove to be a less significant factor.

Aside from personal experience, business stakeholders are more likely to be influenced by reports/outputs (69%) and feedback from third parties (38%) than any of the other stakeholders. Whitehall stakeholders are most likely to be influenced by personal experience (100%) and least likely to be influenced by anything else.

1.6 Supporters of DFID

S7Q6. Which **one** of the following statements comes closest to describing how you would speak about DFID?



The majority of stakeholders would speak highly of DFID (63%), although one fifth are neutral about DFID and 17% are critical. Donors are more likely than any other group to speak highly of DFID without being asked (48%) whereas Whitehall stakeholders are more likely than any other group to speak highly of DFID but only if asked. As a result, DFID has a number of advocates among their key stakeholder groups.

Business stakeholders are more likely to be neutral (38%) whereas civil society stakeholders are more likely than any other group to be critical of DFID but usually only if asked (20%). Stakeholders who were spoken to directly mainly indicate that they would speak highly of DFID.

It is suggested that DFID needs to improve communication/engagement with stakeholders (20%), provide a more effective/efficient service (16%) and work more closely with other government departments (15%). Donors (36%) and business (31%) stakeholders in particular would like to see an improvement in communication. Whitehall stakeholders (30%) would like DFID to work more closely with other government departments.

Recommendations

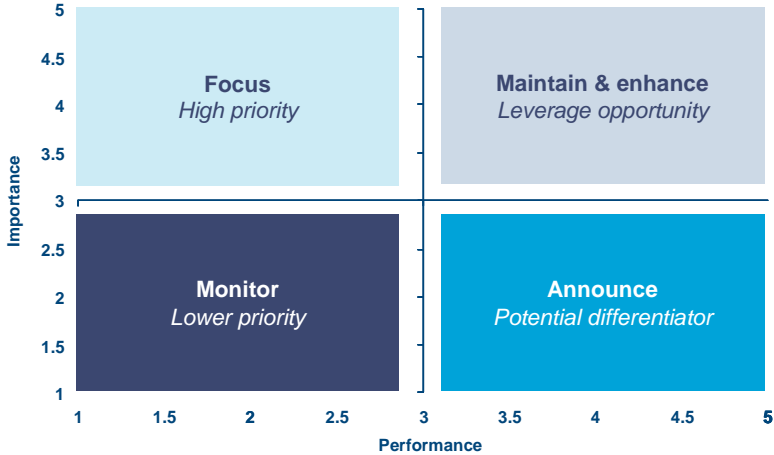
The following headline recommendations are intended to guide DFID as it considers the ways in which it can engage with Whitehall and non-Whitehall stakeholders. They will provide a platform for the design of a more detailed implementation plan, which will include individual engagement strategies across the different stakeholder groups.

All stakeholders	Make it easier for stakeholders to communicate with the right people within DFID and provide more information on the department's organisational structure.
	Adopt a more proactive approach to information-sharing with Whitehall and non-Whitehall stakeholders.
	Provide more information on DFID's policy focus, particularly on areas that are new or that are undergoing re-evaluation.
Whitehall	Do more joined-up policy and programme work with other government departments.
Civil society	Develop engagement plans to guide relationships with civil society stakeholders.
Business	Provide business stakeholders with a clear structure for engaging with DFID and issues of mutual interest.
Other stakeholders	Improve the communication of DFID's success stories, impact and spending to stakeholders and the wider public in order to be even more accountable.
	Hold events to raise DFID's profile outside of the traditional stakeholder community to involve opinion formers, community leaders and the media.

Annex 1: Explanation of the analysis

Priority Performance Analysis

This analysis allows prioritisation of the attributes for improvement. It is calculated by plotting the mean attribute performance rating along the x axis, against the mean importance rating for the attribute on the y axis. The scatter graph is split into 4 quadrants with the x and y axis crossing at the overall mean score of all of the attributes in terms of performance and importance.



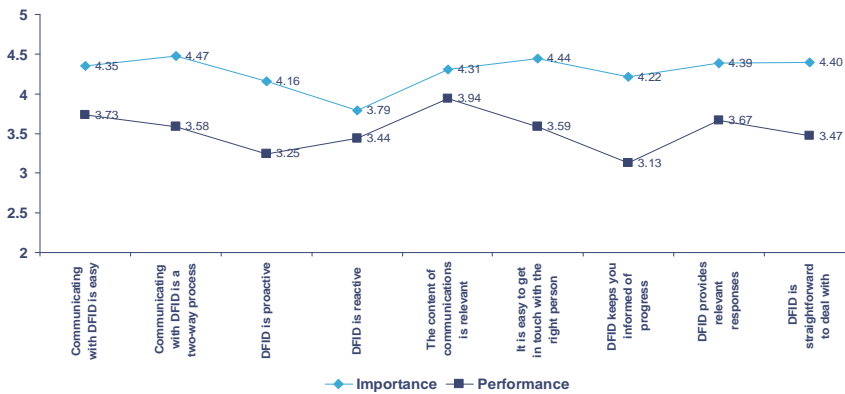
The diagram is thus split into four quadrants which can be interpreted as follows:

- The 'Maintain and Enhance' category is those attributes that have higher than average importance scores and higher than average performance scores;
- The 'Focus' category is those attributes that have higher than average importance scores and lower than average satisfaction scores;
- The 'Monitor' quadrant is those attributes that have lower than average importance scores and lower than average satisfaction scores; and
- The 'Announce' quadrant are those attributes that have lower than average importance scores and higher than average satisfaction scores.

Gap analysis

A gap analysis measures the distance between expectation (importance) and reality (agreement). For example, the following chart describes the relationship between the importance ascribed to aspects of DFID's communications by stakeholders, compared to its perceived delivery in these areas. The larger the gap between these two lines, the less DFID is meeting stakeholder expectations. In the example shown, we can see that DFID has room for improvement in keeping stakeholders informed of progress whereas DFID is nearer to meeting expectations with regards to the extent to which the department is reactive and produces relevant communications.

Gap analysis – Distance between expectation (importance) and reality (performance)
Communication



Annex 2: Identifying DFID's key relationships

2. Correlation analysis

Correlation analysis was conducted to ascertain the strength of the relationship between satisfaction and performance on individual areas within the four main sections within the questionnaire (relationship, role/remit, communication and staff).

In interpreting correlation analysis it is important to remember that this is a measure only of the strength of association between two variables - and does **not** necessarily infer causation. However, the larger the correlation coefficient, the stronger the association between the two variables and the more accurate it becomes to predict one variable from knowledge of the other variable.

A correlation coefficient of greater than 0.5 is considered a strong positive relationship and a coefficient over 0.3 is considered a medium positive relationship.

3. Correlations observed

3.1 Relationships Fig.1

Correlation analysis used to identify the key relationships
Relationships with DFID – Whitehall and Government



As figure 1 shows, within the Whitehall stakeholder group, a strong positive correlation was observed between the levels of satisfaction with the relationships that stakeholders have with DFID and with DFID's performance on participating in joint advocacy, understanding stakeholders needs and carrying out joined up working with other government departments.

Fig 2

Correlation analysis used to identify the key relationships – Relationships with DFID - Non Whitehall and Government

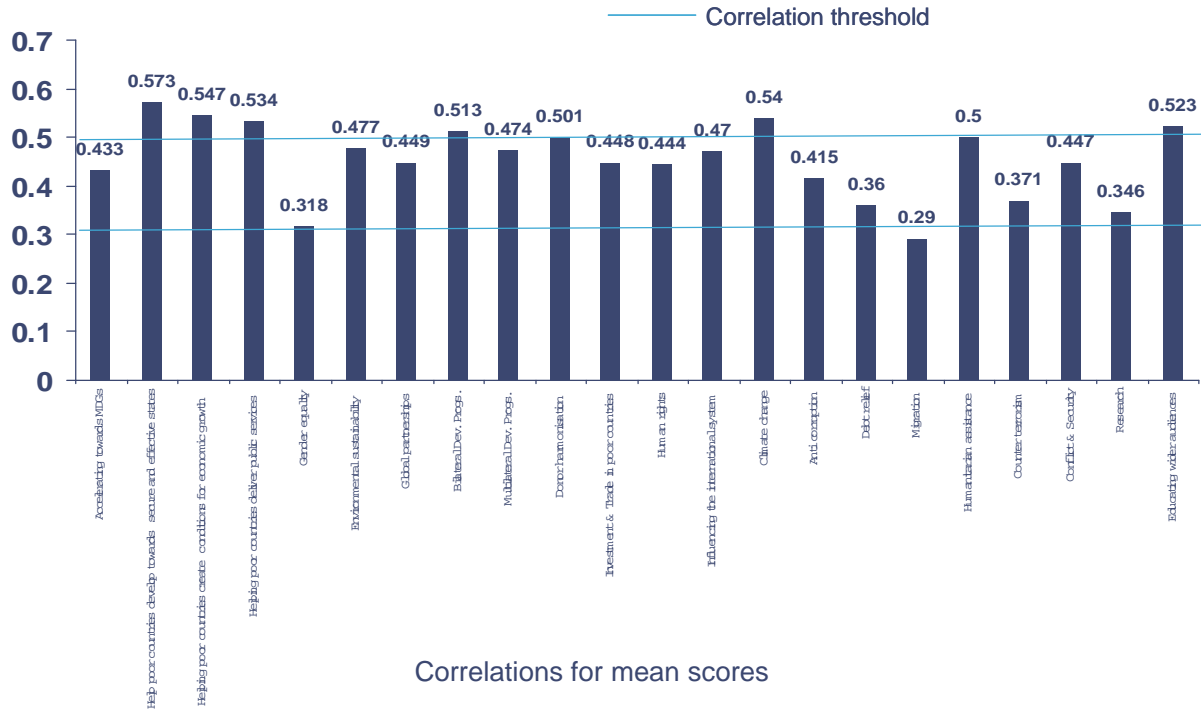


For non-Whitehall groups the relationship between their level of satisfaction with their relationship with DFID is more positively correlated with how well DFID knows their organisation, how well DFID understands their needs and addresses their concerns. This is shown in fig.2.

3.2 Role/remit

Fig 3

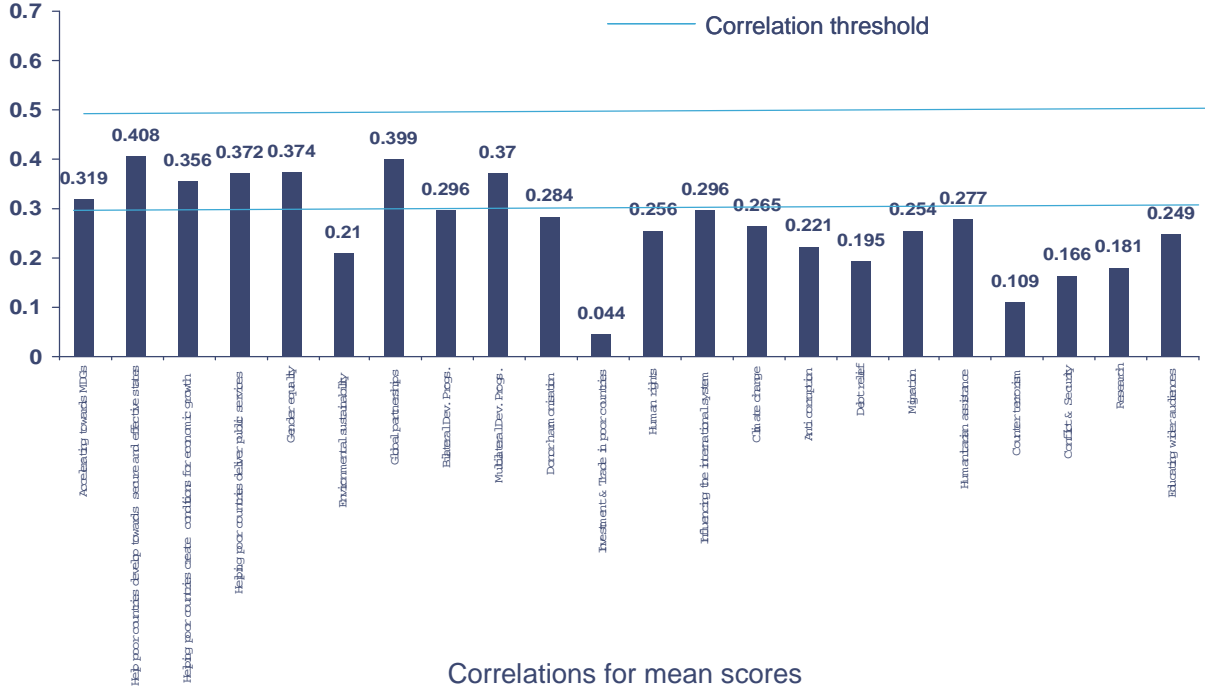
Correlation analysis used to identify the key relationships
 Role/remit – Whitehall and Government



For Whitehall stakeholders (as shown in fig. 3 above) there is a strong correlation between satisfaction with DFID and DFID delivering on its role and remit with regard to helping poor countries develop as secure and effective states, helping poor countries create conditions for economic growth, climate change and helping poor countries to be able to deliver public services.

Fig. 4

Correlation analysis used to identify the key relationships
 Role/remit – Non Whitehall and Government

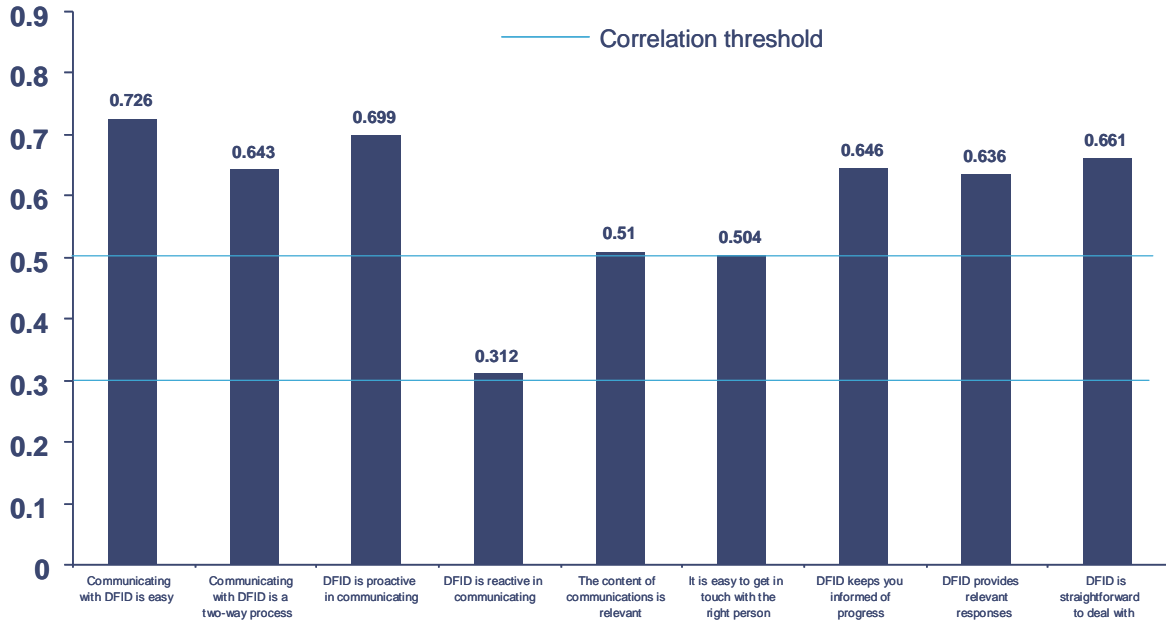


However, a more varied picture emerges when considering non-Whitehall stakeholders, as shown in fig.4. No one correlation emerges above 0.5 to suggest a strong and positive association. However there are weaker associations with satisfaction and DFID’s performance on helping poor countries develop as secure and effective states, helping poor countries to be able to deliver on public services, gender equality and global partnerships on development issues, showing different priorities compared to Whitehall stakeholders. Moreover, the apparent dilution of the association between satisfaction and the individual elements of role/remit are probably due to the disparate focus of the non-Whitehall groups. That is, businesses, civil society and donors all have different priorities and areas of focus.

3.3 Communications

Fig. 5

Correlation analysis used to identify the key relationships
Communications – Whitehall and Government

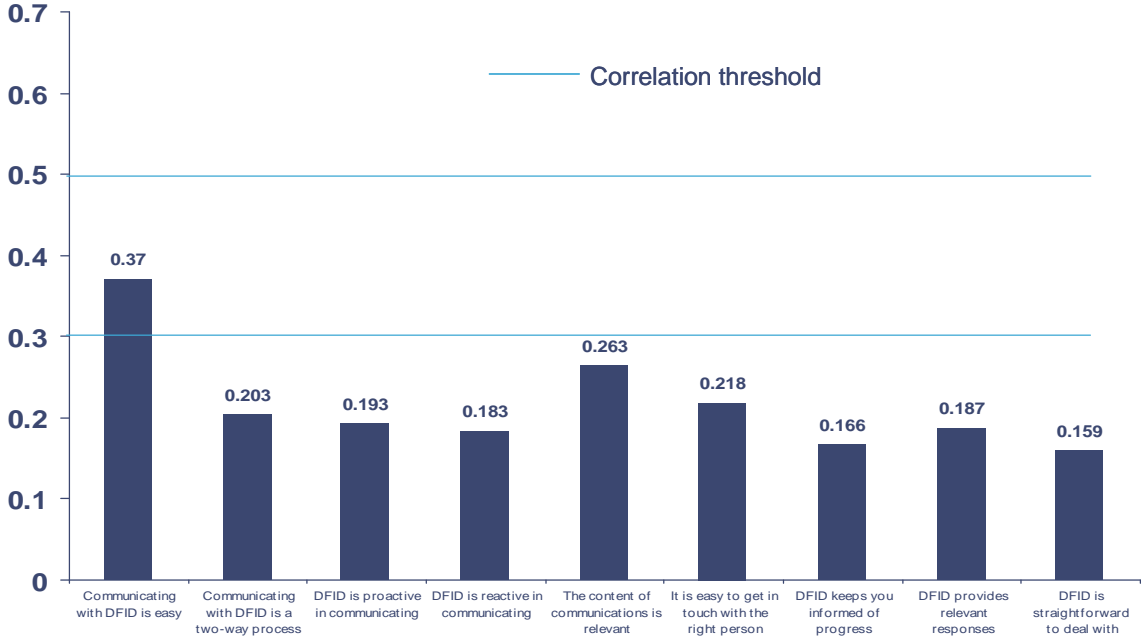


Correlations for mean scores

Fig.5 above shows that for Whitehall stakeholders there were a number of communication elements which had a strong positive relationship with levels of satisfaction. The top three were that communicating with DFID is easy, DFID is proactive in communicating and DFID is straightforward to deal with.

Fig 6

Correlation analysis used to identify the key relationships
Communications – Non Whitehall and Government



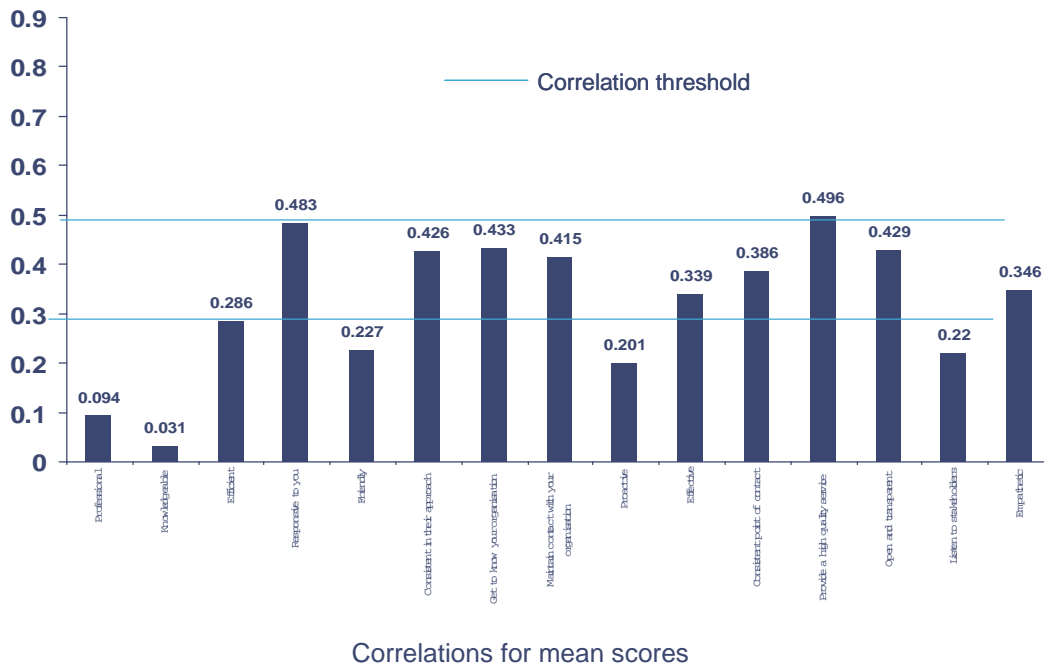
Correlations for mean scores

Non-Whitehall stakeholders generated lower levels of association between satisfaction and elements of communication as displayed by fig.6 above, the strongest emerging in relation to easy communication with DFID. This lack of correlation could suggest that levels of satisfaction are more closely related to a different aspect of communication. Further to this, it is noted that this stakeholder group was more likely than Whitehall stakeholders to experience changes in key contacts and were also more likely to interpret this change in a negative way.

3.4 Staff

Fig 7

Correlation analysis used to identify the key relationships
Staff - Whitehall and Government



The levels of association between satisfaction with staff and performance on the key elements by DFID staff are lower across Whitehall than those observed with external stakeholders. Fig.7. does, however, show a positive relationship on all elements, particularly staff provide a high quality service and staff are responsive to you. DFID staff are held in very high esteem by their Whitehall colleagues in terms of their knowledge and expertise. Hence it is not surprising that the relationship between satisfaction and performance of staff focuses more on what DFID do for other government departments (responsive to you) and what they produce (quality of work), i.e., the tangible rather than the more elusive softer skills.

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