

**Annex 3**

***UNCDF Mid-Term Review***

***SUMMARY: PARTNER PERCEPTION SURVEY 2015***

**March, 2016**

**BACKGROUND**

The UNCDF partner perception survey was conducted during December 2015 – January 2016. The survey was meant to assess partners’ views on UNCDF’s work in its core areas of expertise – Financial Inclusion and Local Development Finance - and help identify strengths, weaknesses, challenges and opportunities that will allow UNCDF to better serve the countries where it works. The survey sought feedback from a wide range of partners including government partners, financial service providers, and multi-and bi-lateral donors.

**METHODOLOGY**

The survey was administered from 9 December 2015 – 22 January 2016 in both English and French through Survey Monkey. It consisted of 18 questions in five sections addressing relevance; organizational performance; institutional effectiveness; outreach and communication; and reputation. The survey included a mix of quantitative and open-ended qualitative questions.

Some 750 partners were contacted across 60 countries (31 LDCs and 29 developing and donor countries) based on lists provided by UNCDF staff around the world. 180 responses to the survey were received, for a response rate of 24 percent. All of those responses were received online, except one which was received in hard copy. The data collection and analysis was handled internally by UNCDF staff; anonymity of the responses was ensured throughout.

**INFORMATION ON RESPONDENTS**

The survey respondents categorized themselves into eight types of partners (Table 1). The highest response rate was received from the central government / ministries (28.3 percent), followed by financial services providers (19.4 percent), United Nations agencies, funds or programmes (13.9 percent) and bilateral or multilateral donors or agencies (13.3 percent). Eighty-three percent of the respondents identified themselves as either ‘very familiar’ or ‘familiar’ with UNCDF and its activities.

**Table 1: Respondents by Partner Type**

|  |  |  |
| --- | --- | --- |
| 1 | Central Government / Ministry | 51 |
| 2 | Regional / local government | 14 |
| 3 | Bilateral or multilateral donor or agency | 24 |
| 4 | United Nations agency, fund or programme | 25 |
| 5 | Foundation | 5 |
| 6 | Financial service provider | 35 |
| 7 | Technical service provider | 15 |
| 8 | Private sector institution | 11 |
| Total | | 180 |

**Figure 1 Partner Type Breakdown**

**SUMMARY FINDINGS**

**RELEVANCE**

The ‘relevance’ questions of the survey aimed to assess whether UNCDF’s work is in line with the needs and priorities of the countries where it is present, as well as the plans and strategies of donors and other development actors. Five options were provided for the respondents to indicate the level of their agreement with various statements. Overall, the majority of the respondents (67 - 92 percent) identified UNCDF as a relevant partner, with 92 percent of them seeing UNCDF as a ‘valued partner’. UNCDF’s alignment to national or sub-national priorities are also viewed positively, with 83 percent of the respondents either ‘strongly agreeing’ or ‘agreeing’ with statement three (Figure 2). UNCDF’s alignment with other development partners’ policies and strategies was slightly lower, with 26 percent of the respondents either ‘neither agreeing or disagreeing’ or ‘disagreeing’ with the fourth statement in the table.

The survey also sought the view of respondents on UNCDF’s core areas of expertise (Figure 3) and UNCDF’s ability to address cross-cutting issues (Figure 4). On UNCDF’s core areas of expertise, 60 percent of the respondents identified UNCDF as a partner of choice on Inclusive Finance related areas while 36 percent considered it as a partner of choice on Local Development Finance areas. With regard to the crosscutting issues, partners view capacity building as what UNCDF is addressing most in its programmes (21 percent), followed by gender equality and women’s economic empowerment (19 percent ) and youth inclusion (14 percent ).

**Figure 2 UNCDF’s Relevance**

**Figure 3 UNCDF as Partner of Choice**

**Figure 4 UNCDF Cross Cutting Areas**

**ORGANIZATIONAL PERFORMANCE AGAINST UNCDF’S STRATEGIC FRAMEWORK**

The ‘organizational performance’ section of the survey aimed to assess UNCDF’s capability to achieve results against its Strategic Framework 2014-2017 as well as its overall capacity to support the LDCs in the context of Agenda 2030. Nine statements were provided against which respondents ranked their level of agreement. The responses received were positive overall with more than half of the respondents ‘strongly agreeing’ or ‘agreeing’ to all given statements (Figure 5). Among the nine statements, UNCDF’s ability to advance policy agenda was seen as the strongest, with 86 percent of the respondents ‘strongly agreeing’ or ‘agreeing’ with statement two. Similarly, 83 percent of respondents agreed that UNCDF is well positioned to respond to Agenda 2030. UNCDF’s resource-leveraging capacity (statements four and five) and ability to support LDC graduation (statement seven) received the highest ‘neutral’ responses relative to the rest of the statements.

**Figure 5 Organizational Performance against UNCDF Strategic Framework 2014-2017**

**INSTITUTIONAL EFFECTIVENESS**

UNCDF’s organizational well-being was assessed through partners’ perceptions on quality and availability of tools, systems, and human resources necessary to manage its operations. Six statements were provided against which respondents ranked their level of their agreement. The results were positive overall, with 76 – 89 percent of the respondents “agreeing” or “somewhat” agreeing to all given statements (Figure 6). Specifically, respondents felt that UNCDF has a strong ability to support innovative solutions (statement five) and employs high-quality staff (statement six). Both UNCDF’s ability to produce high quality reports (statement three) and to achieve cost effectiveness of its operations (statement four) were perceived less positively, providing a focus for future efforts.

When partners were asked about UNCDF’s capacity to manage partner relations, a majority of the respondents (79 percent) recognized that UNCDF is either ‘very effective’ or ‘effective’ in maintaining its relations (Figure 7) while 19.5 percent of the respondents indicated a need for improvement. According to qualitative information provided in the survey, there is in particular a need for better programme level reporting; and a desire for more information sharing and/or support to programme partners beyond existing project lifespans (this is presumed to refer *inter alia* to UNCDF’s early departure from a number of programmes because of funding shortfalls). A number of respondents also suggested an increase in UNCDF’s country presence would help improve communications and partner relations on the ground.

**Figure 6 Institutional Effectiveness**

**Figure 7 Partner Relations**

**OUTREACH AND COMMUNICATION**

The quality of UNCDF’s outreach and communication work was assessed based on partners’ perceptions of UNCDF’s messaging, publications, and online presence. UNCDF’s key messages seem to be well received, with 79 percent of the respondents viewing them as either ‘very well’ or ‘adequately’ communicated. Similarly, UNCDF’s publications were perceived as useful, informative, and of adequate quality by the majority of those who receive them. However, the results also showed that over half of the respondents are either not aware of, or do not receive, UNCDF publications, suggesting room for improvement on outreach and dissemination.

UNCDF’s online presence via its website, Twitter, and Facebook accounts shows that nearly 40 percent of partners visit UNCDF’s online platforms either regularly or occasionally. This result suggests that partners tended to consider online platforms as supplementary tools for communicating with UNCDF in addition to their direct engagement with the focal point on the ground. Further, the qualitative findings of the survey indicate that more coverage of human success stories and knowledge products are of particular interest to UNCDF partners.

**Figure 8 UNCDF Outreach and Communication**

**REPUTATION**

The last section of the survey aimed to assess UNCDF’s reputation and credibility. Overall the results are positive, with over half of the respondents recognizing UNCDF favourably relative to their other partners (Figure 9). Answers to the open-ended qualitative questions have also yielded similar results, with a wide range of strengths noted by the partners including UNCDF’s ability to drive policy, its flexibility, professionalism of staff, and its project management capacity. In terms of UNDF’s weaknesses, the most frequently mentioned relate to the insufficient number of staff and volume of funding at the country level; the lack of coordination with other agencies or actors at country level (a victim of insufficient presence at country level); operational ineffectiveness including delays in procurement processes or payments; and lack of quality reporting.

**Figure 9 UNCDF Reputation**