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## **ABSTRACT**

The study set out to investigate the factors influencing turnover among professional staff in some selected NGOs in Malawi. Using qualitative and participatory methods, the study used the levels of complexity model to analyse the factors leading to the problem of staff turnover in the selected NGOs.

The main findings were that:

- Professional staff turnover was 50% within a period of 18 months across all the NGOs interviewed.
- For the professional staff, the main factors contributing to staff turnover were: ineffective organisational policies, systems and procedures; poor relationships and communication; and poor organisational values and culture.
- In addressing the problem, NGO leaders tend to concentrate on efforts to improve salaries and other monetary benefits; and training opportunities.

In order to more comprehensively address the problem of staff turnover among the professional staff however, NGO leaders must adopt a process or an Organisation Development (OD) approach.

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## **LIST OF ACRONYMS**

CARER	Centre for Advocacy, Rights Education and Research
COMPASS	Community Partnerships for Sustainable Resource Management
CONGOMA	Council for Non-Governmental Organisations in Malawi
DBU	Development Broadcasting Unit
DfID	Department for International Development
IEF	International Eye Foundation
MACRO	Malawi AIDS Counseling Research Organisation
MHRRC	Malawi Human Rights Resource Centre
NGO	Non-Governmental Organisation
OD	Organisation Development
WLSM	Wild Life Society of Malawi
YONECO	Youth Net and Counseling Organisation