

SPA Partner Survey Results

This document describes the findings of a survey administered to Southern partners of Danish CSOs in receipt of a Strategic Partner Agreement (SPA). The survey was implemented as part of an evaluation of Danish support to civil society, organised by the Danish Ministry of Foreign Affairs (MFA). It was conducted between February and May 2021.

The methodology

A detailed methodology for anyone wishing to replicate the survey is set out in an additional document. The methodology outlined below is a summary only.

1. Each Danish CSO in receipt of Lot HUM (Humanitarian) or Lot CIV (Civil Society) funding was asked to provide a comprehensive list of all its Southern partners. Organisations were considered to be Southern partners if all the following criteria applied.
 - They had received funds directly from a Danish CSO, or had a legal contract such as an MOU.
 - They had been funded or supported over the most recent 4-year SPA period (even if they were no longer being funded or supported).
 - They had been funded or supported for at least a year.
 - They were based in the global South.¹

National CSOs with their own governance structure and legal registration were considered partners, even if they were members of the same federation or international alliance as the Danish CSO.²

2. From the resulting list of 646 partners (the sample frame), a stratified random sample was developed. This was produced by first choosing a sample size (originally set at 120 and later reduced to 106)³ and then allocating a number of Southern partners to each Danish CSO depending on the size of their SPA funding.⁴ The resulting numbers of Southern partners for each Danish CSO is contained in the table on the following page.

¹ An exception was made for a very small number of diaspora organisations which were physically based in the North but derived their legitimacy from the South.

² For the remainder of this document, these organisations are known as 'Alliance partners.'

³ This reduction was because of a decision to consider the amount of HUM Lot funding that the Danish Refugee Council channels through partners as the basis for selecting those partners, rather than the raw amount of money it receives, much of which is spent on direct implementation.

⁴ Some adjustments were also made to allow a sufficient number of Alliance partners to enable some cross comparison of results.

Numbers of Southern partners selected

ActionAid Denmark	16	Danish Family Planning Association	2	Mission East	2
ADRA Denmark	6	Danish Red Cross	11	Oxfam IBIS	12
CARE Denmark	6	Danish Refugee Council	4	Plan-Boernefonden	4
Caritas Denmark	6	Danmission	2	Save the Children Denmark	11
DanchurchAid	20	International Media Support	2	WWF Denmark	2

- For each Danish CSO, partners were chosen at random from the list supplied. In some cases, further stratification also occurred. This was mainly to ensure an adequate representation of Alliance partners (country offices that were members of a federation or international alliance) in order to carry out some cross comparison.
- Once the sample had been developed it was checked against the known profile of all listed partners to ensure that the proportion of Southern partners based in different regions was roughly similar between the sample and the sample frame.
- Danish CSOs were asked to supply the email addresses and contact details of the partners selected in the sample. On a few occasions this revealed some issues that needed to be resolved. For example, one organisation was in a legal dispute and could not complete the survey, whilst some organisations in Myanmar had to be removed from the sample because of security concerns. In these cases the partners were replaced by the next similar partner on the randomised list.
- Southern partners were sent a link to the survey, which was conducted via SurveyMonkey. Options were provided to fill the survey in using English, French, Spanish or Arabic. Options were also provided to fill in an offline version of the survey.
- Repeated reminders were provided to named contacts, and on a small number of occasions Danish CSOs were asked to write to the Southern partners reminding them to complete the survey. However, the survey results were only sent to the evaluation team, and it was made clear that findings would be anonymous.

The response

Responses were eventually received from 96 out of the sampled 106 organisations (90.6%). This is an extremely high response rate for this kind of survey.⁵ This means that results can be generalised across the entire portfolio with a high degree of accuracy.

Margins of error

Any margins of error quoted within this document are based on:

- a population of 646 (the total number of Southern partners provided by Danish CSOs);
- a sample of 96 (the number of Southern partners completing the survey); and
- a confidence level of 95%.

This margin of error goes up or down according to the results for each question in the survey. So, for example:

- If 50% of Southern partners agreed with a statement (rather than disagreeing) the margin of error would be 9.25%.
- If 90% of Southern partners agreed with a statement (rather than disagreeing) the margin of error would be 5.5%.

⁵ For comparison, a survey administered as part of a previous MFA civil society evaluation had a usable response rate of around 35%; Keystone partner surveys typically get around 40-50% response rates.

Caveats

The survey was administered as an anonymous survey, meaning that results were either filled in online on a platform that only the evaluation team had access to, or were filled in offline and were sent directly to the evaluation team. Nonetheless, there are many factors that may affect responses to these kind of surveys, and it is impossible to eliminate bias completely. Perhaps the biggest issue is the 'politeness' bias, where organisations answer in a way they feel will not offend.

In addition, many partners may have filled in the survey in their second or third language (even though it was translated into French, Spanish and Arabic). Differences in language and culture can also lead to differences in the way questions are interpreted.

The evaluation team had little control over who within Southern partners filled in the survey (although the recommendation was that it be filled in by at least the Chief Executive Officer (CEO), or equivalent, and one other senior member of staff), and it is possible that responses may have been different according to who completed the survey.

A response rate of 90.6% is very high. Nonetheless, the evaluation team does not know why 10 of the 106 organisations did not complete the survey. In the worst case scenario, it is possible that those that filled in the survey were, on average, more positive about their relationships with Danish partners than those that did not. This would have some influence over the margins of error of the findings, although not a large one considering the high response rates.

Finally, the survey only covers the views of Southern partners in receipt of funding or an MoU, and does not represent the views of Southern organisations more widely.

Question 1: Name of partners

Southern partners were asked to supply their name so they could be identified by the evaluation team in order to know which organisations had completed the survey. The table below shows the total number of responses received from Southern partners according to each Danish CSO. In the table:

- The total number of partners is the number of Southern partners recorded by each Danish CSO. This represents the **sample frame**.
- The number of partners in the sample is the number that were asked to complete the survey.
- The number of partners completing the survey is the number that completed the compulsory sections of the survey.⁶
- The response rate is the percentage of partners that completed the survey.

Danish CSO	Total number of partners	Number of partners in sample	Numbers of partners completing the survey	Response rate
ActionAid Denmark	29	16	12	75%
ADRA Denmark	9	6	6	100%
CARE Denmark	39	6	6	100%
Caritas Denmark	14	6	6	100%
DanchurchAid	176	20	18	90%
Danish Family Planning Association	17	2	2	100%
Danish Red Cross	24	11	11	100%
Danish Refugee Council	37	4	3	75%
Danmission	17	2	2	100%
International Media Support	12	2	2	100%
Mission East	17	2	2	100%
Oxfam IBIS	162	12	11	92%
Plan-Boernefonden	21	4	4	100%
Save the Children Denmark	50	11	9	82%
World Wildlife Fund Denmark	22	2	2	100%
Total	646	106	96	90.6%

Comparison of sample and sample frame

- Of the Southern partners completing the survey:
 - 32.3% were based in East Africa compared to 34.8% across the sample frame.
 - 24.0% were based in West Africa compared to 21.0% across the sample frame.
 - 14.6% were in the MENA region compared to 10% across the sample frame.
 - 12.5% were in South Asia compared to 16.7% across the sample frame.
- Across the sample frame, around 73.4% of partners were funded through CIV Lot money only, 12.1% through HUM Lot money only and 4.2% through a mixture.⁷ In the sample, these figures were 72.9%, 9.4% and 12.5% respectively.
- In the sample frame, 7.9% of Southern partners were Alliance partners. In the sample the figure was much higher, at 28.1%. This was a deliberate decision in order to: a) do some cross-analysis; and b) reflect the fact that Alliance partners are fewer in number but often much larger than other Southern partners. The Alliance partners completing the survey were country offices of ActionAid (7 partners), ADRA Denmark (5), Caritas Denmark (4) and Danish Red Cross (11).

⁶ Some parts of the survey were optional

⁷ The remainder were unspecified or were unfunded partners

Question 2: Partner Country

Southern partners were asked “In what country is your organisation based?” The responses are shown in the table below. Note that countries have been grouped into regions according to the United Nations Geoscheme.⁸ Some Southern partners work on a regional basis, but have only been categorised according to the country in which they are based.

Region	Total	Countries
East Africa	31	Ethiopia (2); Kenya (3); Malawi (2); Rwanda (1); Somalia (2) ⁹ ; South Sudan (3); Tanzania (6); Uganda (6); Zimbabwe (6)
West Africa	23	Burkina Faso (2); Ghana (4); Mali (5); Niger (4); Nigeria (2); Sierra Leone (4); Togo (2)
Middle East and North Africa (MENA)	14	Iraq (1); Jordan (2); Lebanon (3); Palestine (5); Sudan (1); Syria (1); Yemen (1)
South Asia	12	Afghanistan (3); Bangladesh (3); India (1); Myanmar (1) ¹⁰ ; Nepal (3); Pakistan (1)
South East Asia	8	Cambodia (2); Laos (2); Malaysia (1); Philippines (1); Thailand (1); Vietnam (1)
Latin America	5	Brazil (1); Colombia (1); El Salvador (1); Guatemala (2)
Central and Eastern Europe	2	Belarus (1); Ukraine (1)
Middle Africa	1	DR Congo (1)
Total	96	

Analysis

Overall:

- 54 out of 96 Southern partners (56%) completing the survey were based in East or West Africa
- 20 out of 96 (21%) were based in South or South East Asia
- 14 out of 96 (15%) were based in MENA
- The remaining 8 Southern partners were based in Latin America, Central or Eastern Europe and Middle Africa.

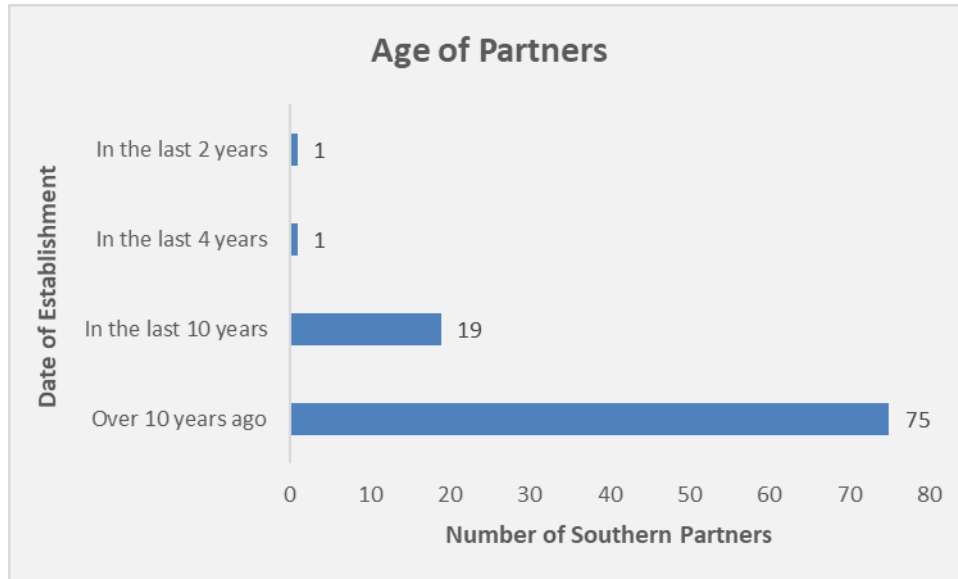
⁸ The scheme distinguishes between the Middle East and North Africa, but these have been grouped together as MENA in this document.

⁹ Includes one diaspora organisation operating out of Denmark.

¹⁰ In the sample frame, 54 Southern partners are based in Myanmar. The under-representation of Myanmar is because of the security issues and loss of internet access in the country early in 2021. Where possible, Southern partners in Myanmar selected as part of the sample were replaced by other South Asian partners.

Question 3: Age of Southern Partner

Southern partners were asked “**When was your organisation established?**” They were given four options to choose from. The responses are shown in the table below.



Analysis

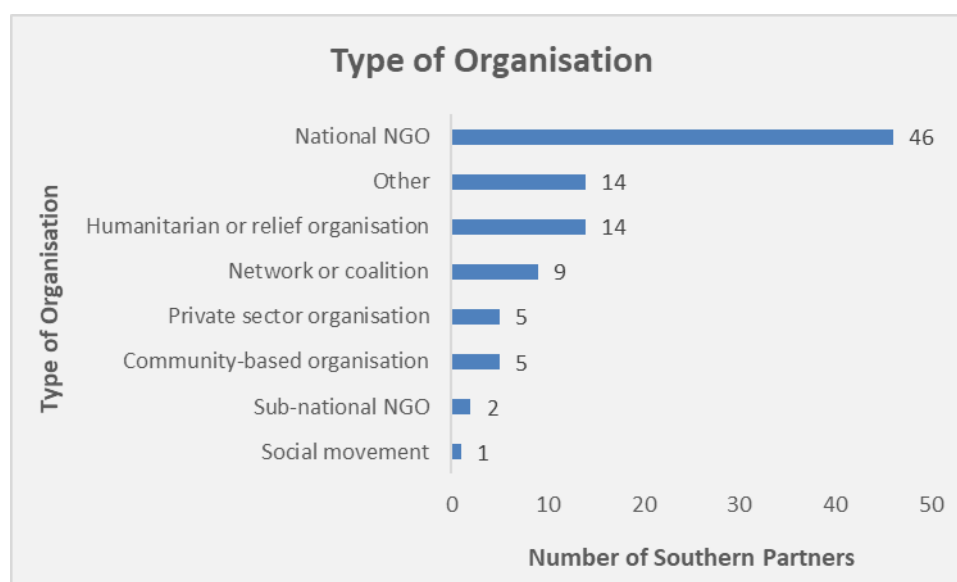
The vast majority of Southern partners were established over 10 years ago, and only 2 were established in the last 4 years. This indicates that Danish CSOs are predominantly partnering with well-established organisations with a known track-record of working in their respective countries.

25 out of 27 Alliance partners were established over 10 years ago, compared to 50 out of 69 non-Alliance partners. This discrepancy is to be expected as Alliance partners supported by Danish CSOs tend to be large, established NGOs, whereas non-Alliance partners cover a broader range of different types of organisations, include networks, social movements, community-based organisations, and private sector companies.

There were no noticeable differences in the age of Southern partners across the different regions.

Question 4: Type of Organisation

Southern partners were provided with a set of different organisation descriptions, and were asked “Which description best fits your organisation?” They were given eight options to choose from, including an ‘Other’ category. The responses are shown in the table below.



Analysis

46 out of 96 Southern partners described themselves as ‘National NGOs’, with a further two organisations identifying as ‘Sub-national NGOs’. This means that exactly half of all Southern partners self-identified as NGOs. Adding in the ‘Humanitarian or relief organisations’ and ‘Community-based organisations’ (CBOs) suggests over two-thirds of Southern partners could be called ‘traditional’ partners of Danish CSOs.

Relatively few Southern partners described themselves as ‘Networks or coalitions’ or ‘Private sector organisations’. If the number in the sample is roughly representative of the wider portfolio of partners, it would suggest Danish CSOs are working overall with around 25-35 private sector organisations, and around 45-65 networks or coalitions. However, there is potentially a very large margin of error here as the numbers are small.

Only one organisation self-identified as a social movement. It is not possible to estimate the total number of social movements in the wider portfolio based on this evidence, but it is likely to be very low. This is consistent with information received through another piece of research currently being conducted by MFA.¹¹

The Southern partners describing themselves as ‘Other’ described themselves variously as faith-based organisations (4); regional NGOs (3); an international NGO; a continental trade union organisation; a think-tank; an independent, research-based, policy-oriented institute; and a network. Some organisations also said they were a ‘Humanitarian or relief organisation’ as well as a ‘National NGO’.

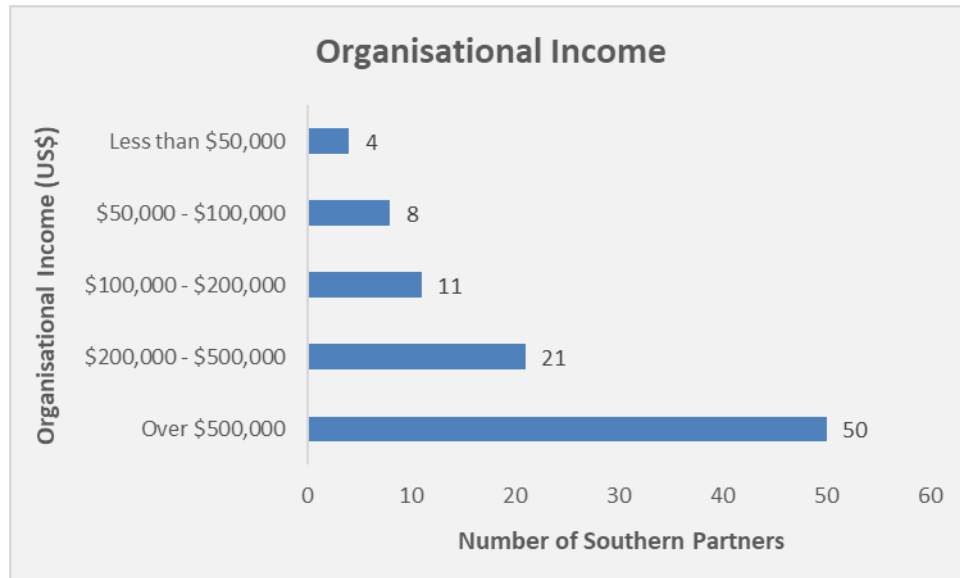
¹¹ A key distinction is that the survey only deals with direct Southern partners. For example, ActionAid Kenya is a direct Southern partner of Action Aid Denmark. ActionAid Kenya works with a social movement based in Kenya, but this would not be counted under the survey as it is an indirect partner of ActionAid Denmark, and not a direct partner.

Some Facts and Figures

- An initial analysis of the entire sample frame suggests around 100 of 646 Southern partners are funded through the HUM (Humanitarian) Lot. The numbers of Southern partners in the survey self-identifying as 'Humanitarian or relief organisations' (14) is consistent with this number.
- All of the 'Networks or coalitions' and 'Private sector organisations' were funded under the CIV (Civil society) Lot funding.
- Of the Alliance partners, 11 self-identified as 'National NGOs', 10 as 'Humanitarian or Relief organisations', and 5 as 'Other'. The remaining Alliance partner described itself as a 'Social movement'.

Question 5: Organisational Income

Partners were provided with a set of five different categories, and were asked “**What was your organisational income in the past financial year in US dollars (US\$)?**” The responses are shown in the table below.



Analysis

Over half of Southern partners had an income of over US\$500,000 in the last year, and nearly three quarters had an income of over US\$200,000. By contrast, only 12 out of 94 Southern partners had an annual income of less than US\$100,000 dollars.

There was a high correlation between length of establishment and income. 45 out of 73 Southern partners (62%) established over 10 years ago had an income of over US\$500,000. Only 5 out of 21 (24%) of Southern partners established in the last 10 years did so.

22 out of 25 Alliance partners (88%) had an annual income of over \$500,000 last year compared to 28 out of 69 non-Alliance partners (41%). This would be expected given that Alliance partners are mostly large, well-established NGOs.

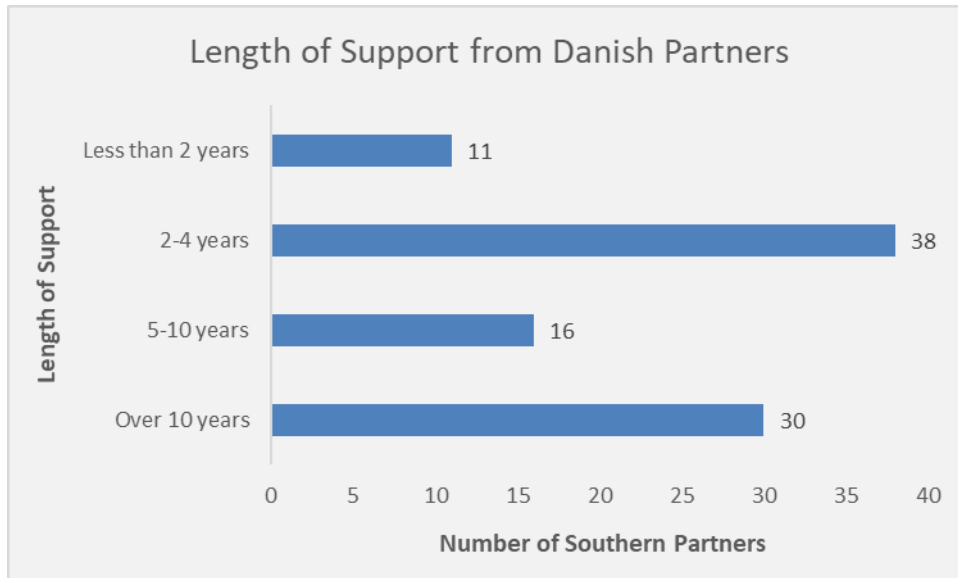
Question 6: Danish CSO partner(s)

Southern partners were provided with a list of all Danish SPA agencies in receipt of CIV or HUM Lot funding. They were asked to identify each Danish CSO that had funded them directly, or with which they had a formal agreement (such as an MoU). For the rest of the survey, these were then referred to as the 'Danish partner(s)'. Most Southern partners only received money or support from one Danish CSO. However, some had received support from more than one partner. These were as follows:

- A national NGO in Tanzania had received support from both ADRA Denmark and DanchurchAid.
- A national NGO in Niger had received support from both CARE Denmark and Oxfam IBIS.
- A network in Niger had received support from both CARE Denmark and Danish Refugee Council.
- A diaspora humanitarian or relief organisation supporting Somalia had received support from Danmission as well as Danish Refugee Council.
- A humanitarian or relief organisation based in Jordan had received support from both Save the Children Denmark and Danish Refugee Council.

Question 7: Length of Support

Partners were asked “**How long have you been receiving support from, or had an agreement with, your Danish partner(s)?**” Four different categories were provided for partners to choose from. The responses are shown in the table below.



Analysis

Interestingly, 49 out of 94 Southern partners (52%) have been receiving support from their Danish partners for four years or less, which corresponds approximately to the length of the current SPA period. This represents a relatively high number of newer Southern partners. This suggests the greater stability of funding allowed by the SPA funding mechanism has enabled many newer partnerships to be developed.

The proportion of Southern partners supported by Danish CSOs for four years or less is much higher for non-Alliance partners (65%) than for Alliance partners (19%). By contrast, 22 out of 27 Alliance partners (81%) have been receiving support for 5 years or more, compared to only 24 out of 68 non-Alliance partners (35%).¹²

Partners in West Africa were notably newer on average, with only 6 out of 22 (27%) having been supported for 5 years or more. By contrast, 17 out of 31 (55%) partners in East Africa have been supported for 5 years or more. This is partly explained by a shift in emphasis within the Danish MFA from East to West Africa.

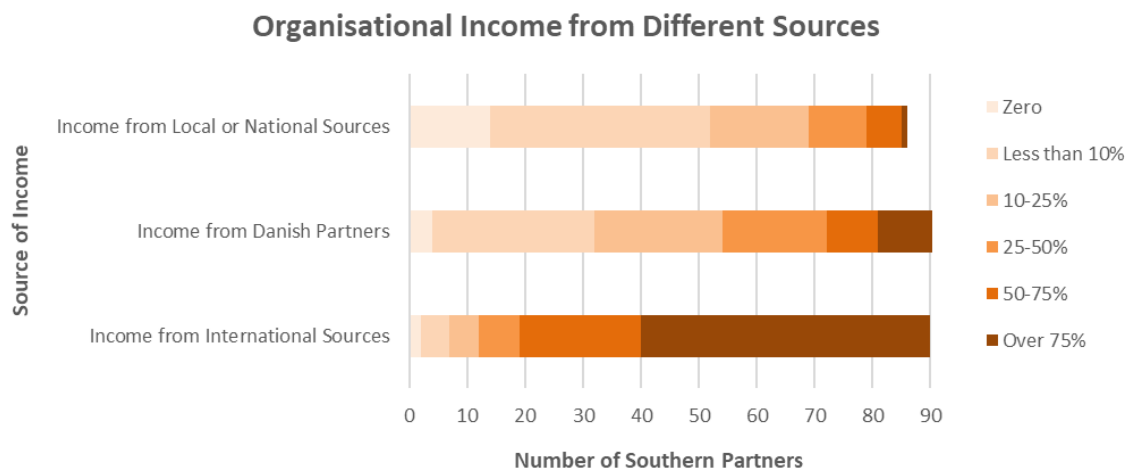
¹² It is, of course, possible that Alliance partners based in the South have themselves been able to work with new partners in their respective countries. However, this would not show up in the survey as the partners would be indirect partners (i.e. partners of partners).

Question 8: Income from Different Sources

Partners were asked to state “In the last financial year for which you have full records, what proportion of your total income was received from the following sources?” The sources covered were:

- Income received from international organisations.
- Income received from their Danish partner(s).
- Income received from local or national sources.

The question was not compulsory in case Southern partners were not happy answering it. However, most did. It should be emphasised that Southern partners were asked for an estimate only, and the figures were not expected to be exact. The responses are shown in the table below.



Analysis

Nearly 80% of Southern partners said they received over half of their income in the previous financial year for which they had records from international sources. By contrast, less than 10% of Southern partners received over half their income from local or national sources. This shows how reliant Southern partners are on funding from international sources. However, only around 20% of Southern partners received more than 50% of their income from Danish partners, meaning they are not so reliant on Danish funding per se.

When information was disaggregated according to whether Southern partners were Alliance partners or not, the following was revealed.

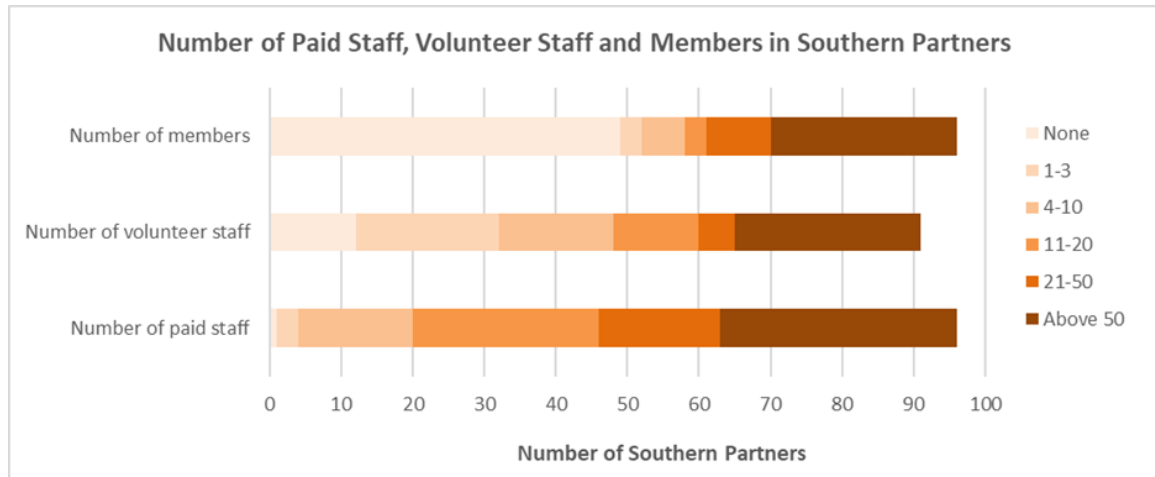
- Only 11 out of 26 Alliance Partners (42%) said they received more than 75% of their funding from international sources, compared to 39 out of 64 (61%) of non-Alliance partners.
- 20 out of 26 Alliance Partners (77%) received less than 25% of their money from their Danish partners, compared to only 34 out of 65 (52%) of non-Alliance partners.
- 42 out of 61 non-Alliance partners (69%) received less than 10% of their funding from national or local sources compared to 10 out of 25 (40%) of Alliance partners.

The overall conclusion from this is that, in the sample, Alliance partners on average receive a greater proportion of their money from local sources, are less dependent on Danish partners, and receive a lower proportion of their money from international sources.

Interestingly, 8 out of 9 networks and coalitions received over 50% of their money from international sources, and all but one received less than 10% of its income from local or national sources. This suggests that the networks supported by Danish partners are quite reliant on international income.

Question 9: Staff and Members

Southern partners were asked to state how many paid and volunteer staff, and how many members they had (for membership organisations only). Again, partners were asked for estimates only, rather than exact figures. The intention of the question was to try and assess how well Southern partners are rooted in local civil society. The responses are shown in the three tables below.



Analysis

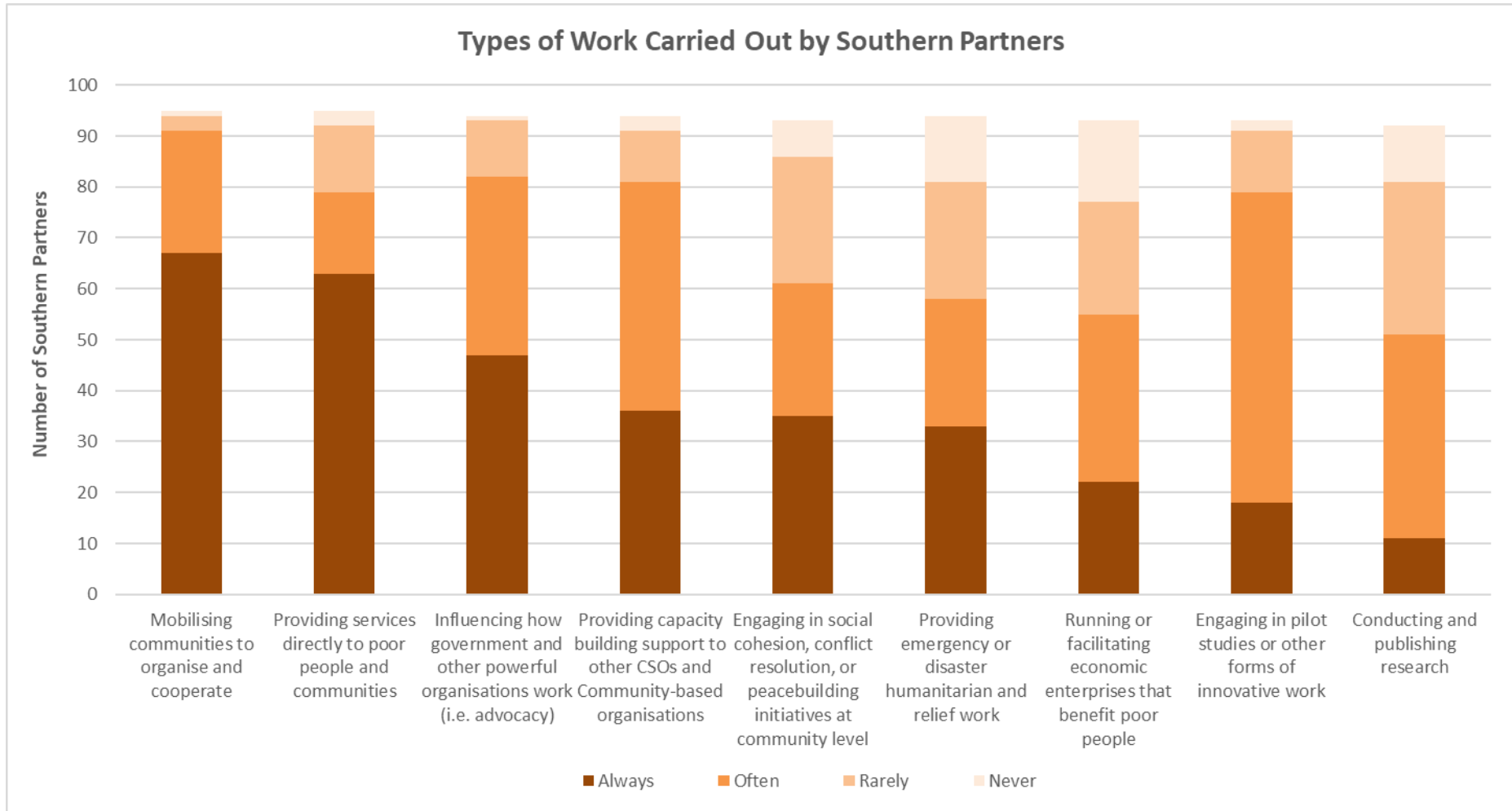
There were some gaps in the data provided, and it is hard to draw any overall conclusions. Some basic data is provided in the box below.

Some Facts and Figures

- Around 50% of Southern partners had members, and just over half of these had more than 50 members.
- Most Southern partners had some volunteer staff, and almost all Southern partners had at least some paid staff.
- Membership was higher, on average, for Southern partners established more than 10 years ago, compared to those established more recently.

Question 10: Work Carried Out by Southern Partners

Partners were asked to state how often they were involved in different areas of work. Options provided were 'Always', 'Often', 'Rarely' and 'Never'. The intention was to establish a rough profile of the work carried out by Southern partners. Responses are contained in the table below. The columns are ordered from left to right according to the number of Southern partners that responded 'Always' in each category.



Analysis

Over 80% of Southern partners were 'Always' or 'Often' engaged in four areas of work: mobilising communities to organise and cooperate (over 95%); providing services directly to poor people and communities; influencing how government and other powerful agencies work (i.e. advocacy); and providing capacity building support to other CSOs and/or community-based organisations. These are clearly core areas of work for Southern partners.

At least 50% of Southern partners engaged 'Always' or 'Often' in each of the other areas of work. Only 18 Southern partners said they were 'Always' engaging in pilot studies or other forms of innovative work, but a further 61 said they were 'Often' engaged. This is important as it is a key objective of Danish MFA's support to civil society.

Some Facts and Figures

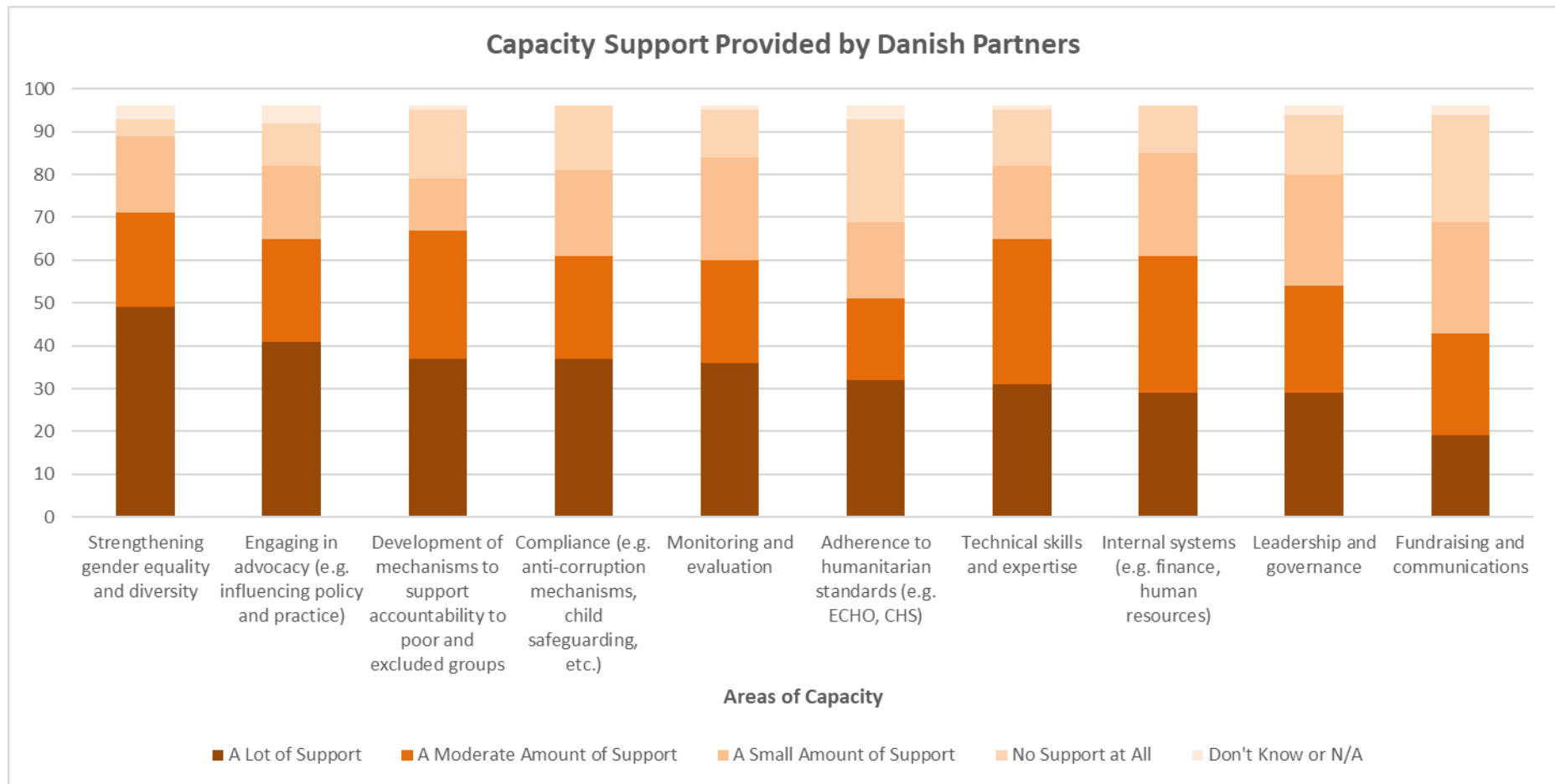
- All 21 Southern Partners funded wholly or partly under the HUM Lot funding were 'Always' or 'Often' providing services directly to poor people and communities. The figure was only 77% for partners funded purely under CIV Lot funding.
- 57% of Southern partners funded only under CIV Lot funding were 'Always' involved in influencing how government and other powerful agencies work (i.e. advocacy), compared to only 24% of partners funded wholly or partly under HUM Lot funding.
- 5 out of 27 Alliance partners (18%) said they 'Rarely' or 'Never' engaged in influencing how government and other powerful agencies work (i.e. advocacy) compared to only 7 out of 67 non-Alliance partners (10%).
- Partners describing themselves as 'humanitarian or relief' organisations were much less likely to say they 'Always' or 'Often' provided capacity building support to other agencies.
- All but one of the 21 Southern partners receiving at least some HUM Lot funding said they 'Always' or 'Often' provided emergency or disaster humanitarian and relief work. Only half of the 70 Southern partners that only received CIV Lot funding said the same.
- 25 out of 27 Alliance partners (93%) said they 'Always' or 'Often' engaged in emergency or disaster humanitarian and relief work. Only 49% of non-Alliance partners said the same.

Southern partners were also given the option of providing an 'Other' category. Some of the responses were as follows:

- *"Interfaith dialogue, peace building, and reconciliation."*
- *"Prehospital services (National emergency number 101), disaster preparedness, response and management)."*
- *"Strengthening of community water boards, agroecology, ... work with youth for the defence of Human Rights, cooperatives, social health audit, community radio, protection and conservation of the environment and livelihoods."*
- *"Provide legal counselling and assistant to the court for vulnerable women and girls regarding domestic violence and violence against women."*
- *"Church based missions at grassroots level."*
- *"Defending women rights and livelihood program to the marginalized communities."*
- *"Promotion of the rights of children and women and the fight for the end of gender-based violence."*
- *"Promote feminist and youth leadership, right to quality education and access to and control over natural resources."*
- *"Mobilising the private sector to engage in sexual reproductive health and gender equality programming at work."*
- *"Organising all categories of workers and their communities to drive change, including workers in the informal economy."*

Question 11: Capacity Support Received from Danish Partners

Southern partners were asked to state how much support they had received from their Danish partner(s) in the last four years in ten, pre-defined areas of capacity. This question was intended to establish what kind of capacity development support is provided to Southern partners. The term 'capacity development' was not defined in the survey, but is often taken to mean training, mentoring, accompaniment, technical assistance, etc. Columns are ordered from left to right according to the number of Southern partners that received 'A Lot of Support' in each area of capacity. Responses are contained in the table below.



Analysis

The highest amount of support was provided to strengthen gender equality and diversity. 49 out of 96 Southern partners (51%) had received 'A Lot of Support' in this area. This was followed by two other externally-focused areas – engaging in advocacy, and development of mechanisms to support accountability to poor and excluded groups. All three areas have a direct influence over how Southern partners support their constituents.

The next three highest-scoring areas in which Southern partners had received 'A Lot of Support' were all linked to compliance issues – namely compliance (e.g. safeguarding), monitoring and evaluation, and adherence to humanitarian standards.

Southern partners had received least support for fundraising and communications. Only 19 partners had received 'A Lot of Support' in this area, and only 24 had received 'A Moderate Amount of Support'. Taken together, this represents less than half of Southern partners.

Some Facts and Figures

- Organisations funded only under HUM Lot funding had, in general, received less support on internal systems, leadership and governance, monitoring and evaluation, and fundraising and communications. Unsurprisingly, they had, on average, received more support on adherence to humanitarian standards.
- Only 6 out of 21 Southern partners (28%) receiving HUM Lot funding had received 'A Lot of Support' or 'A Moderate Amount of Support' to engage in advocacy. This compares to 55 out of 70 (79%) of organisations funded only under CIV Lot funding.
- Perhaps surprisingly, nearly 50% of Southern partners funded only under CIV Lot funding had also received at least 'A Moderate Amount of Support' on adherence to humanitarian standards.
- Alliance partners were more likely to have received support for fundraising and communications. For example, 31% of Alliance partners had received 'A Lot of Support' in this area compared to just 16% of non-Alliance partners. Alliance partners were also nearly twice as likely to have received 'A Lot of Support' on the development of mechanisms to support accountability to poor and excluded groups than non-Alliance partners.
- Alliance partners were also a great deal more likely to have received 'A Lot of Support' on technical skills and expertise – 56% compared to just 24% for non-Alliance partners.
- Overall 71 out of 96 organisations (74%) said they had received 'A Lot' of capacity support in at least one the pre-identified areas. Only 4 out of 27 Alliance partners (15%) had received 'A Lot of Support' in none of the areas, compared to 21 out of 68 non-Alliance partners (31%).

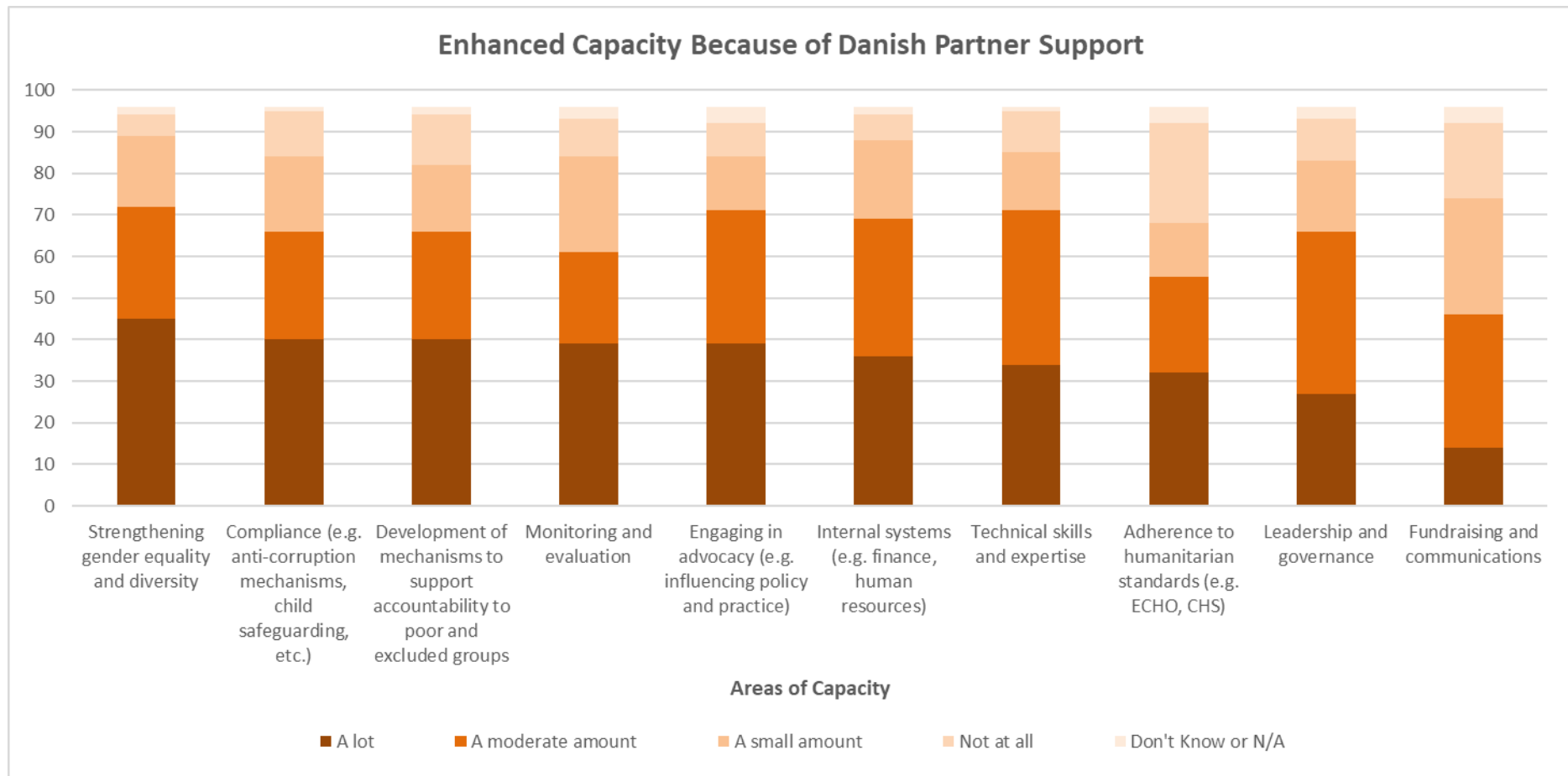
Southern partners were also given the option of providing an 'Other' category. The responses were as follows, most of which overlapped to some extent with the pre-defined categories:

- *"Child protection and youth empowerment strategy."*
- *"Training in FMS approach."*
- *"Support to Rohingya refugees since 2017, transitional shelter construction, site improvement, cash for work."*
- *"Strengthening localisation agenda and triple nexus."*
- *"Strengthening the community resiliency and enhancement and providing of psychosocial services. Improving the emergency services and prehospital care."*
- *"Humanitarian diplomacy, volunteer management, branch development, social inclusion, mentoring and life skills."*

One Southern partner specifically mentioned that the small amount of support they received was only project-related.

Question 12: Enhanced Capacity Due to Danish Partner Support

Southern partners were asked “**How much do you think your capacity has been enhanced because of any support you have received from your Danish partner(s) in the last four years**” in the same pre-defined areas of capacity as in the previous question. Options provided were ‘A Lot’, ‘A Moderate Amount’, ‘A Small Amount’, ‘Not at All’, and ‘Don’t Know or Not applicable’. This question was intended to examine whether or not enhanced capacity matched up to the levels of support provided by Danish partners. Columns are ordered from left to right according to the number of Southern partners that thought their capacity had been enhanced ‘A Lot’ in each area of capacity.



Analysis

The highest scoring area was strengthening gender equality and diversity. 45 out of 96 Southern partners said their capacity had been enhanced 'A lot' in this area, with a further 26 saying it had been enhanced 'A moderate amount'. Taken together, this means three quarters of Southern partners think their capacity has been enhanced at least a moderate amount in the area of strengthening gender equality and diversity over the past four years.

Across most of the areas of capacity there was very little significant difference, with between 60% and 70% of Southern partners feeling their capacity had increased at least 'A Moderate amount' in each area. This suggests that Danish CSO capacity development support is targeted across multiple facets of Southern partners' work.

The exceptions were 'adherence to humanitarian standards' and 'fundraising and communications'. Fundraising and communications scored lowest overall, with only 14 out of 96 Southern partners saying their capacity had increased 'A lot' in this area. Exactly half of all Southern partners said it had increased only 'A small amount' or 'Not at all'. (This theme is revisited later in the document, as it is clearly an area in which Southern partners feel that they would like to receive more support).

Some Facts and Figures

- By and large, increases in capacity were seen in proportion to the capacity support provided (see table under question 11). There was generally high (although not perfect) correlation between support provided and enhanced capacity.
- Alliance partners were more likely than non-Alliance partners to say their capacity had been enhanced 'A lot' or 'A moderate amount' in every area of capacity. This is possibly because Alliance partners are only supported by Danish CSOs where capacity support is an explicit objective of the support. However, loyalty to Danish partners when completing the survey cannot be ruled out as a contributory factor.
- Overall, 67 out of 96 Southern partners (70%) believe their capacity has been enhanced 'A Lot' in at least one of the 10 defined areas of capacity, because of support received from Danish partners. And 89 out of 96 Southern partners (93%) believe their capacity has been enhanced at least 'A moderate amount' in at least one of the 10 defined areas of capacity, because of support received from Danish partners..
- 2 Southern partners said their capacity has not been enhanced in any area. One said it had only received minimal funding for one small project. Another was no longer a partner of the Danish CSO concerned.

Projections

Because of the high response levels, it is possible to extrapolate these findings across the larger portfolio of partners, supplied by Danish CSOs. Some of the extrapolations are shown in the table on the following page. The table shows that, based on findings from the sample:

- About 450 Southern partners have seen their capacity enhanced 'A lot' over the past four years in at least one of the ten capacity areas, because of support from Danish partner(s).
- Around 600 Southern partners have seen their capacity enhanced 'A lot' or 'A moderate amount' over the past four years in at least one of the ten capacity areas, because of support from Danish partner(s).
- About 480 Southern partners have seen their capacity enhanced 'A lot' or 'A moderate amount' in engaging in advocacy over the past four years because of support from Danish partner(s).

Table: Projected Number of Partners Across the Portfolio with Enhanced Capacity Support

	Percentage of partners in sample	Projected number of partners	Margin of error	Range of partners
Southern partners that say their capacity has been enhanced 'A lot' over the past four years in at least one of the ten capacity areas, because of support from Danish partner(s).	69.8%	451	± 8.49%	413-489
Southern partners that say their capacity has been enhanced 'A lot' or 'A moderate amount' over the past four years in at least one of the ten capacity areas, because of support from Danish partner(s)	92.7%	599	± 4.81%	570-628
Southern partners that say their capacity has been enhanced 'a lot' or 'a moderate amount' in defined areas of capacity				
Strengthening gender equality and diversity	75.0%	485	± 8.00%	446-523
Engaging in advocacy	74.0%	478	± 8.11%	439-517
Technical skills and expertise	74.0%	478	± 8.11%	439-517
Internal systems (e.g. finance, human resources)	71.9%	464	± 8.31%	426-503
Leadership and governance	68.8%	444	± 8.56%	406-482
Compliance (e.g. anti-corruption mechanisms, safeguarding)	68.8%	444	± 8.45%	406-482
Mechanisms to support accountability to poor and excluded groups	68.8%	444	± 8.45%	406-482
Monitoring and evaluation	63.5%	410	± 8.90%	374-447
Adherence to humanitarian standards	57.3%	370	± 9.14%	336-404
Fundraising and communications	47.9%	310	± 9.23%	281-338

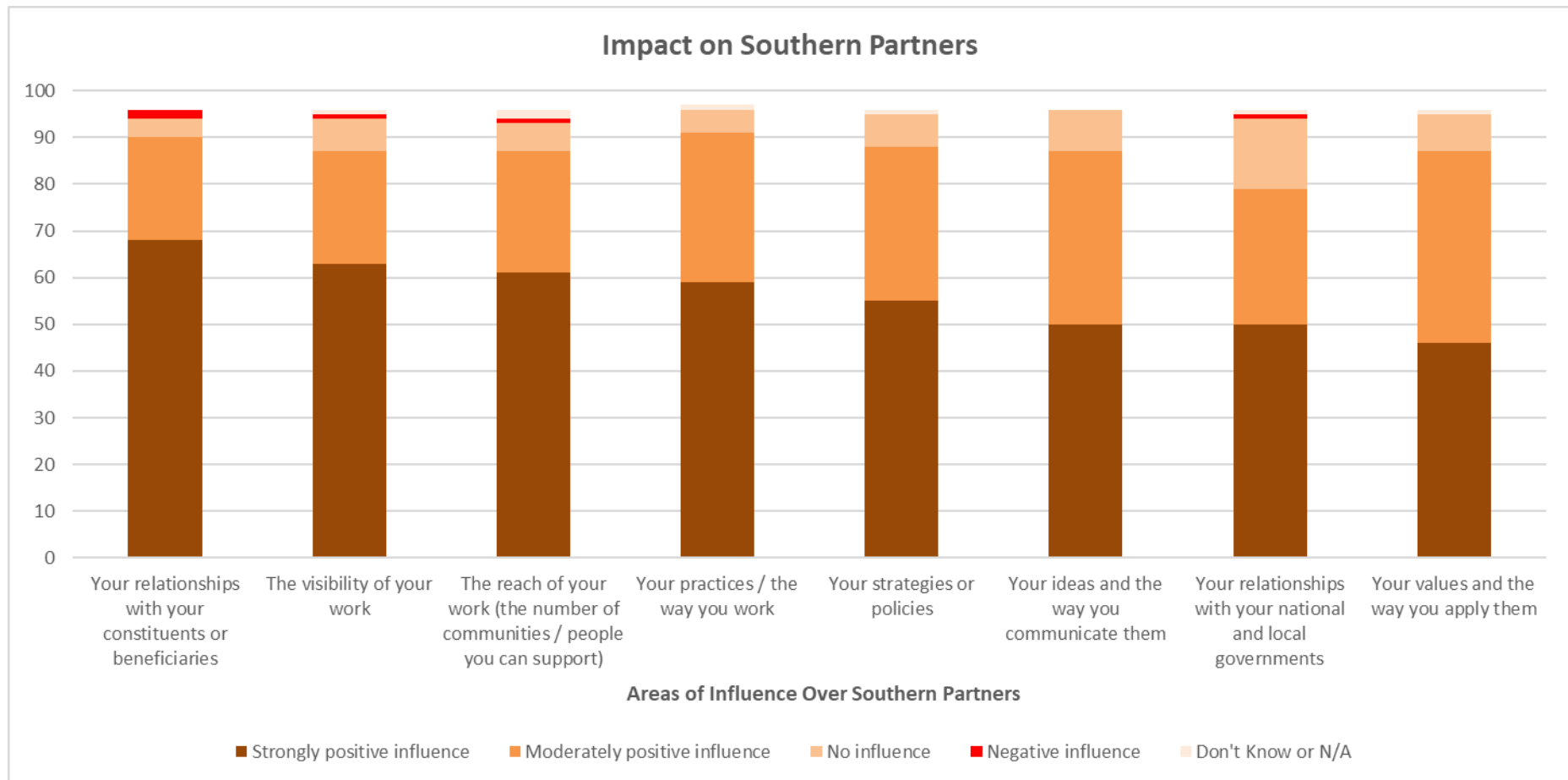
The highlighted number in bold represents the projected number of Southern partners across the portfolio, based on the percentages shown in the second column, and presuming the sample was completely representative of the wider portfolio. The range of partners in the fifth column shows how this number might vary based on the margins of error shown in the fourth column.

All margins of error are based on a total population of 646 (the complete number of Southern partners supplied by Danish CSOs), a confidence level of 95%, and a sample size of 96. The actual margin of error is different for each finding. For example, if 90% of Southern partners express a view the margin for error is around 5.5%. If 50% say something the margin is around 9.2%.

The same calculations have been used for all similar tables in this document.

Question 13: Impact on Southern Partners

Southern partners were asked “**Overall, how much do you think your Danish partner(s) have influenced you over the past four years in the following areas?**”. Options provided were ‘*Negative influence*’, ‘*No influence*’, ‘*Moderately positive influence*’, ‘*Strongly positive influence*’, and ‘*Don’t Know or N/A*’. This question was a straightforward attempt to find out what influence Southern partners think their Danish partners have had over different aspects of their organisations. The precise wordings of the options were chosen so they could be consistent (as far as possible) across the four different languages in which the survey was implemented. Responses are contained in the table below.



Analysis

The highest area of influence was over Southern partners' relationships with their constituents or beneficiaries. 68 out of 96 Southern partners (71%) said their Danish partners had had a 'strongly positive influence' in this area. Overall, 94% of Southern partners said there had been at least a 'Moderately positive influence' in this area. This is a very high score indeed.

Over 60% of Southern partners also said their Danish CSO partners had had a 'Strongly positive influence' in the visibility of their work, the reach of their work (the number of communities / people they can support, and their practices / the way they work).

Lower levels of 'Strongly positive influence' were seen in Southern partners' ideas and the way they communicate them (52%) and their values and the way they apply them (48%). This perhaps reflects a view from Southern partners that their ideas and values are their own, and Danish partners tend to have more influence over tangible areas such as strategies, reach and practices.

Some Facts and Figures

- Overall, there were 5 indications of 'negative influence'. These came from two different organisations – one based in the MENA region and the other in South Asia. Neither organisation provided qualitative comments, so it is not possible to know what the particular grievances were.
- 86 out of 96 Southern partners (90%) said that their Danish partner(s) had had a 'Strongly positive influence' in at least one of the eight areas of influence.
- There were few non-current Southern partners in the survey. However, there was no indication that they felt, on average, that the influence of their Danish partners had been any less than for current partners.
- Alliance partners were much more likely to feel that their Danish partners had had a 'Strongly positive influence' in the following areas than non-Alliance partners:
 - Values and the ways they are applied (63% compared to 42% for non-Alliance partners)
 - Strategies and policies (78% compared to 49%)
 - Practices and the ways they work (74% compared to 57%)
 - The reach of their work (85% compared to 55%)In other areas the results were approximately the same.
- Organisations established in the last ten years were less than half as likely to say that their Danish partners had had a 'Strongly positive influence' over their relationships with their constituents and beneficiaries – 32% compared to 80%.

Southern partners were also given the option of providing an 'Other' response. One response received was that *"Our Danish partner has helped us improve relationships between people in Denmark and the MENA region, on issues related to interfaith, peace, and justice."*

Projections

Because of the high response levels, it is possible to extrapolate these findings across the larger portfolio of partners, supplied by Danish CSOs. Some of the extrapolations are shown in the table on the following page. The table shows that, based on findings from the sample:

- About 460 Southern partners have been strongly positively influenced by their Danish partner(s) in their relationships with their constituents or beneficiaries over the past four years.
- Around 600 Southern partners have been strongly or moderately positively influenced by their Danish partner(s) in their relationships with their constituents or beneficiaries over the past four years.
- About 580 Southern partners have been strongly positively influenced by their Danish partner(s) in at least one of the eight defined area over the past four years.

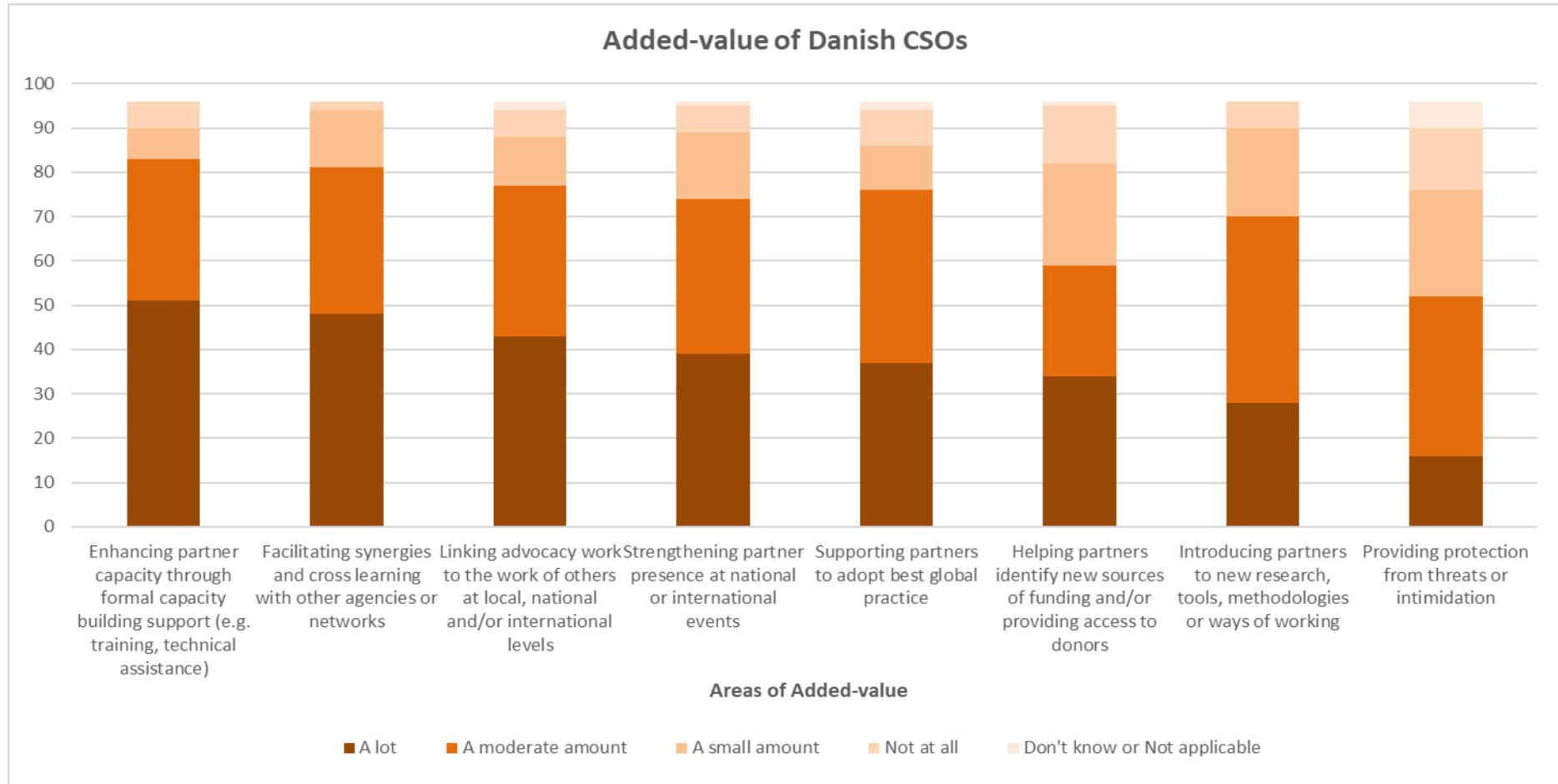
Table: Projected Number of Partners Across the Portfolio Influenced by Danish partners

	Percentage of partners in sample	Projected number of partners	Margin of error	Range of partners
Southern partners that say they have been strongly positively influenced by their Danish partner(s) in at least one of the eight defined area over the past four years.	89.8%	580	± 5.60%	548-612
Southern partners that say their Danish partners have had a 'strongly positive influence' over different areas of their work				
Their relationships with their constituents or beneficiaries	70.8%	458	± 8.40%	419-496
The visibility of their work	65.6%	424	± 8.78%	387-461
The reach of their work	63.5%	410	± 8.90%	374-447
Their practices (the way they work)	61.5%	397	± 8.99%	361-433
Their strategies or policies	57.3%	370	± 9.14%	336-404
Their relationships with national or local governments	52.1%	336	± 9.23%	305-368
Their ideas and the way they communicate them	52.1%	336	± 9.23%	305-368
Their values and the way they apply them	47.9%	310	± 9.23%	281-338

See under question 12 for a detailed explanation of the table.

Question 14: Added Value of Danish CSOs

Southern partners were asked “In addition to any funding provided, to what extent do you feel your Danish partner(s) add value (or have added value) to your work in the following areas?”. Options provided were ‘A lot’, ‘A moderate amount’, ‘A small amount’, ‘Not at all’, and ‘Don’t Know or Not applicable’. This question was designed to find out how Southern partners perceive the work of their Danish counterparts. Responses are contained in the table below.



Analysis

51 out of 96 Southern partners (53%) said Danish CSOs had added-value 'A lot' in the area of enhancing partner capacity through formal capacity building support, and 48 out of 96 (50%) said the same for facilitating synergies and cross learning with other agencies or networks. Other highly scoring areas were linking advocacy work to the work of others at local, national and/or international levels; strengthening partners' presence at national or international events; and supporting them to adopt best global practice. At least three quarters of Southern partners felt their Danish partner(s) had added value 'A lot' or 'A moderate amount' in each of these areas. These are very strong scores overall.

Only 17% of Southern partners felt Danish CSOs had added value 'A lot' in providing protection from threats or intimidation. However, there are a limited number of partners who would feel the need for this kind of protection. Helping partners identify new sources of funding also scored low compared to the other areas.

5 out of 96 Southern partners felt their Danish partners had added-value either not at all, or only a small amount in any of the eight areas. Based on the qualitative comments received, one organisation was clearly unhappy with the way it was treated as a project partner, and the lack of a proper exit strategy; another had issues with fund disbursement; and a third was concerned with a lack of strategic purpose for the partnership. Three of the five organisations were based in the MENA region, and four out of the five had received some level of HUM Lot funding.

Some Facts and Figures

- 78 out of 96 Southern partners (81%) said that their Danish partners had added-value 'A lot' in at least one of the eight areas of added-value.
- Alliance partners were much more likely to feel that their Danish partners had added-value 'A lot' in the following areas than non-Alliance partners:
 - Enhancing capacity through formal capacity building support (70% compared to 46% for non-Alliance partners)
 - Facilitating synergies and cross learning with other agencies (63% compared to 45%)
 - Strengthening their presence at national or international events (59% compared to 33%)
 - Introducing them to new research, tools, methodologies or ways of working (52% compared to 20%)
 - Supporting them to adopt best global practice (56% compared to 32%)
 - Providing them with protection from threats or intimidation (41% compared to 7%)
 - Helping them identify new sources of funding and/or providing access to donors (67% compared to 23%)

These are quite stark differences. It could be because Danish CSOs only partner with Alliance partners where it is believed they can add significant value. It is also possible that Alliance partners tend to be especially positive regarding the performance of federation or family offices.

- 61% of partners based in West Africa said their Danish partners had added-value 'a lot' to their enhanced capacity, and 91% said at least 'a moderate amount'. This was much higher than the overall average.
- Similarly, 70% of West African partners said their Danish partners had added value 'A lot' in the area of linking their advocacy work to the work of others at local, national and/or international levels, and a further 26% said 'a moderate amount'. This was also a lot higher than the average across all regions.

An 'Other' category was also provided as an option. One comment received was "*It would be good if our Danish partners can give more sustainable/consistent support to our programs, especially in peace building and intercultural relations.*" Another asked for more support in the area of facilitating exchange study visits.

Projections

Because of the high response levels, it is possible to extrapolate these findings across the larger portfolio of partners, supplied by Danish CSOs. Some of the extrapolations are shown in the table below. The table shows that, based on findings from the sample:

- Danish partners have added-value 'a lot' in at least one of the eight areas of added-value to around 525 Southern partners.
- Danish partner(s) have added-value 'a lot' to around 340 Southern partners in the area of enhancing partner capacity through formal capacity building support, e.g. training.
- Danish partner(s) have added-value 'a lot' to around 320 Southern partners in the area of facilitating synergies and cross learning with other agencies or networks.

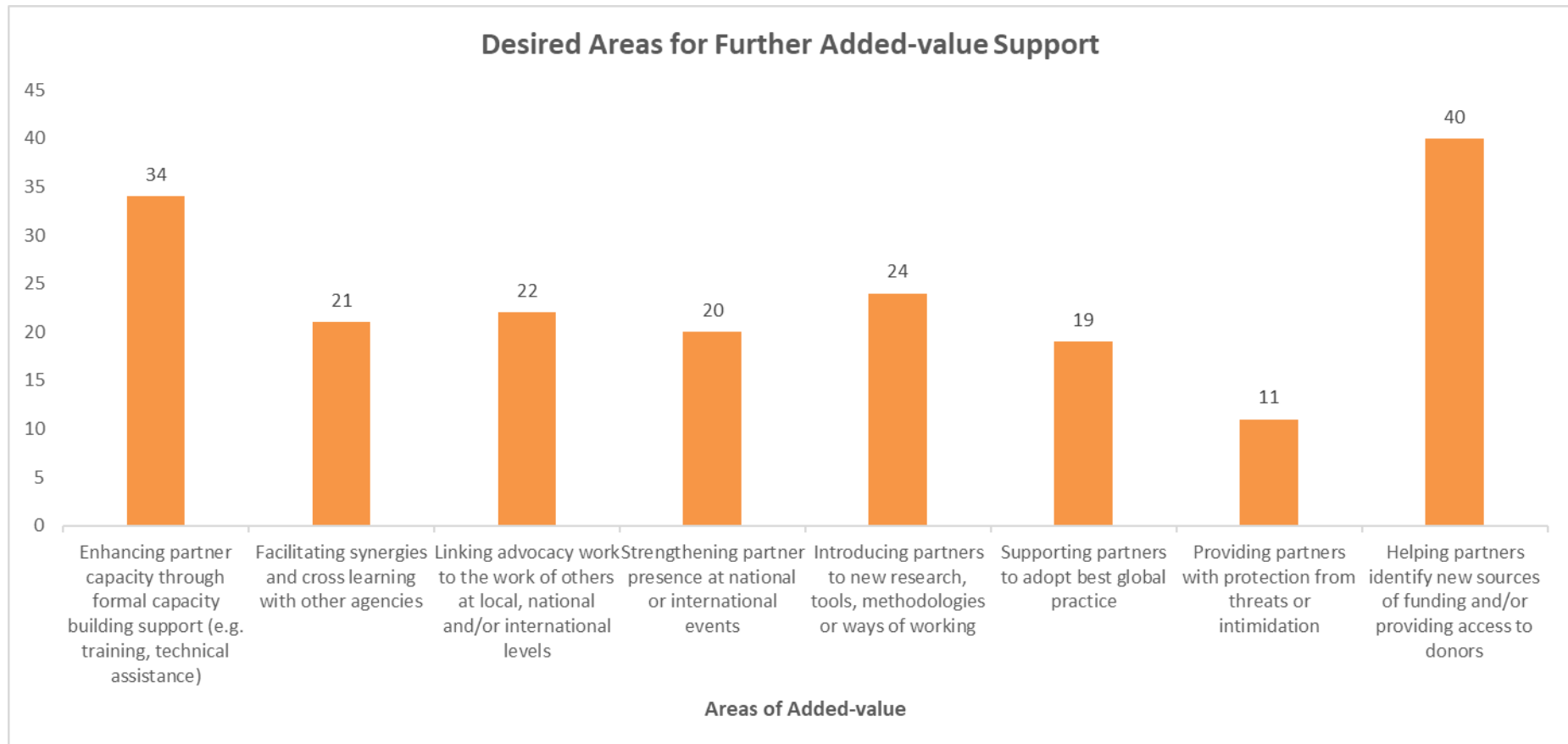
Table: Added-value of Danish CSOs Across the Portfolio of Southern Partners

	Percentage of partners in sample	Projected number of partners	Margin of error	Range of partners
Southern partners that say their Danish partners have added-value 'a lot' in at least one of the eight areas of added-value	81.3%	525	± 7.21%	487-563
Southern partners that say their Danish partners have added-value 'a lot' to their work in defined areas				
Enhancing capacity through formal capacity building support (e.g. training)	53.1%	343	± 9.22%	312-375
Facilitating synergies and cross learning with other agencies or networks	50.0%	323	± 9.24%	293-353
Linking advocacy work to the work of others at local, national and/or international levels	44.8%	289	± 9.19%	263-316
Strengthening partner presence at national or international events	40.6%	262	± 9.08%	239-286
Supporting partners to adopt best global practice	38.4%	248	± 8.99%	226-271
Helping partners to identify new sources of funding and/or providing access to donors	35.4%	229	± 8.84%	209-249
Introducing partners to new research, tools, methodologies or ways of working	29.2%	188	± 8.40%	173-204
Providing protection from threats or intimidation	16.7%	108	± 6.89%	100-115

See under question 12 for a detailed explanation of the table.

Question 15: Areas of Further Support

Southern partners were asked “Thinking about the areas of added-value covered in question 14, in which areas would you most like to see more support from your Danish partner(s). Partners were asked to restrict themselves to three options, although this was not enforced due to technical limitations of the survey platform, and some partners chose more than three categories. Responses are contained in the table below.¹³



¹³ The table omits 9 organisations who were no longer in partnership. It also omits any organisation that chose more than 5 options. The table therefore represents the opinions of the remaining 67 organisations

Analysis

Once Southern partners who were no longer in partnership (and therefore did not answer the question) and those who opted for more than five options had been stripped out, 67 Southern partners remained. Of these, 40 out of 67 (60%) wanted further help to identify new sources of funding and/or provide access to donors. It should be noted that this was one of the areas where Southern partners felt Danish CSOs had had least added-value (see table under question 14). This is the one area of support where Southern partners clearly feel that: a) they are not currently getting that much support, and b) they would like more support.

The second most popular option was 'Enhancing partner capacity through formal capacity building support'. 34 out of 67 partners chose this option (51%). In contrast to the funding issue, this is an area where Southern partners already believe that Danish CSOs contribute a lot of added-value, and would like to see even more support.

There was not a great deal of difference between most of the other areas, with between 28% and 36% of Southern partners opting for each option, which is within the margin of error. However, relatively few Southern partners chose 'providing protection from threats and intimidation' – just 11 out of 67. Nevertheless it is clearly an important issue in some contexts.

Some Facts and Figures

- Non-alliance partners had a much higher desire, on average, to receive further support to link their advocacy to the work of others (62% compared to 41% of Alliance partners). A greater number of non-Alliance partners also wanted further protection against threats and intimidation (38% compared to 22% of Alliance partners).
- 91% of Southern partners in West Africa wanted more formal capacity building support, compared to an average of 70% overall. However, they had less desire to receive support to link their advocacy work to the work of others (43% compared to 55% overall), or to adopt best global practice (33% compared to 55% overall).
- All 21 West African partners wanted more help to identify new sources of funding and/or provide access to donors. Clearly this is a big issue in the region. By comparison, in East Africa 22 out of 28 Southern partners wanted the same kind of help (79%).

An 'Other' category was also provided as an option. Suggestions were as follows:

- *“Facilitate exchange study visits.”*
- *“Strengthen [partner] presence during national and international events for visibility and exchanges with other partners in humanitarian actions.”*
- *“Provide more sustainable/consistent support to our programs, especially in peace building and intercultural relations.”*
- *“Strengthen the sharing of experiences at national and international level.”*
- *“Strengthening internal governance and leadership and that of partners’ organizations.”*
- *“National Society Development (develop systems and infrastructure).”*
- *“Support the [partner] in its financial empowerment through the establishment of income-generating activities - help us directly access donors and external funding.”*

Question 16: Localisation

Localisation is a complex concept to handle in a quantitative survey. In this survey it was decided to develop a series of dimensions of localisation, using resources and papers supplied by Danish CSOs. The dimensions are:

- the provision of long-term, strategic capacity development support;
- recognition and use of Southern partner full capacities;
- the provision of flexible, long-term funding;
- early and full engagement of Southern partners in project design and planning;
- treatment of Southern partners as equal partners rather than grantees or sub-contractors;
- visibility of Southern partners, and giving credit for their work;
- involvement of Southern partners in communications and discussions with donors;
- consultation of Southern partners around major decisions; and
- engagement of Southern partners in international fora and debates.

Two statements were developed for each dimension. One was a positive statement expressing a more equal (or at least more mutually beneficial) partnership, and one was a negative statement expressing a less equal partnership. This was to avoid the well-known tendency of people to prefer to 'agree' than to 'disagree' with statements. Southern partners were randomly allocated one of the two questions for each of the nine dimensions – either through the SurveyMonkey software, or through a random number generator for those who filled in offline versions.

In this document, the data has been analysed in two ways. The first is analyse across the different localisation dimensions. The second is to analyse within the individual dimensions.

Analysis across the localisation dimensions

In order to analyse the statements, an index was developed.¹⁴ The higher the index score for each dimension of localisation, the more positively Southern partners felt about it. The strength of feeling on localisation is summarised in the table on the following page.

The table shows that there was only one localisation dimension where partners, on average, felt negatively. This was the involvement of Southern partners in communications and discussions with donors.

Five of the localisation dimensions scored most positively across all partners. These were:

- early and full engagement of Southern partners in project design and planning;
- recognition and use of Southern partner full capacities;
- visibility of Southern partners, and giving credit for their work;
- consultation of Southern partners around major decisions; and
- treatment of Southern partners as equal partners rather than grantees or sub-contractors.

Four of the localisation dimensions scored less positively across all Southern partners. These were:

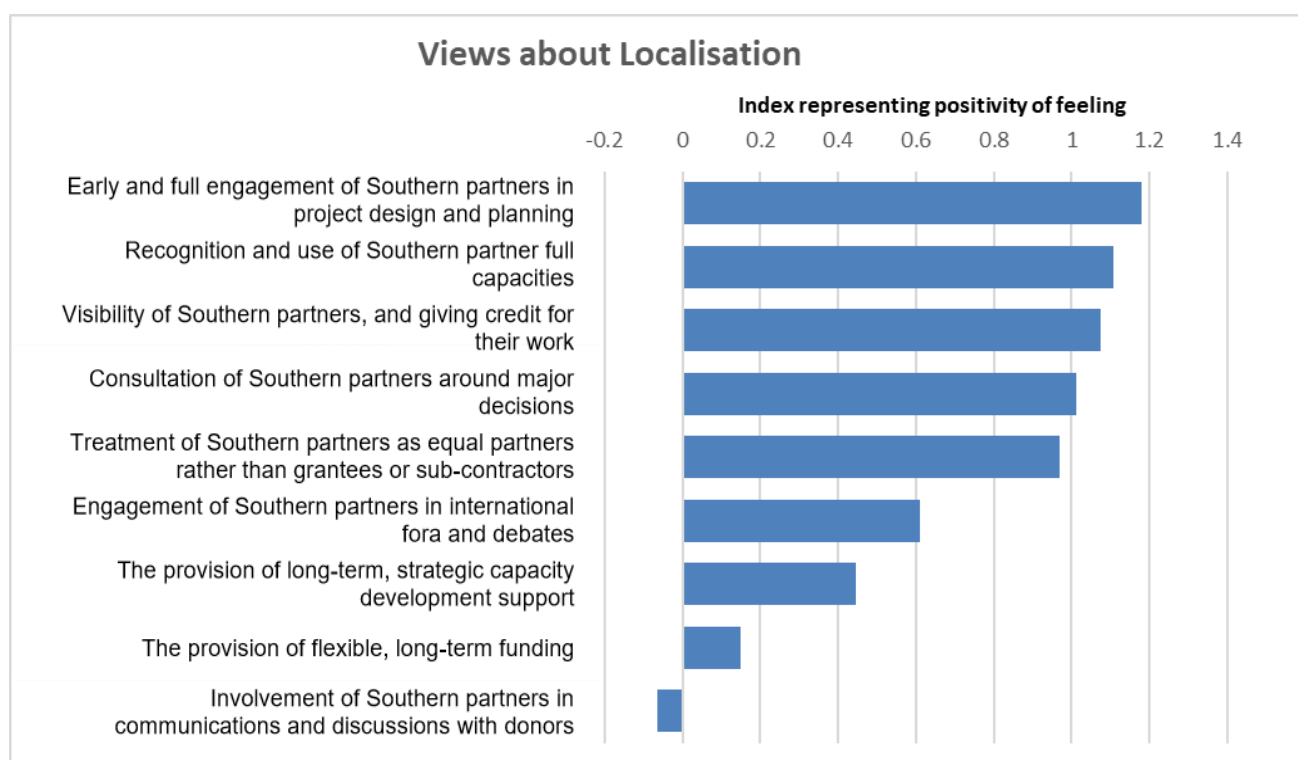
- engagement of Southern partners in international fora and debates;

¹⁴ The method used to develop the index was as follows. Positively framed statements were coded as: strongly agree = 2, agree = 1, neutral = 0, disagree = -1, strongly disagree = -2. For negatively framed statements the coding was reversed. This made it possible to sum and average the responses to form a combined score (on a scale of 2 to -2), or count the number of partners who had positive or negative views to particular localisation questions.

An interesting point to note is that the framing of the statements did have a large influence on individual responses. Across all localisation questions, respondents averaged 0.99 (i.e. "positively agree") to positively framed statements, but averaged 0.37 (i.e. somewhere between "neither agree nor disagree" and "positively agree") when the statement was framed negatively. This was not a problem looking across the responses, but does provide a justification for using the approach.

- the provision of long-term, strategic capacity development support;
- the provision of flexible, long-term funding; and
- involvement of Southern partners in communications and discussions with donors.

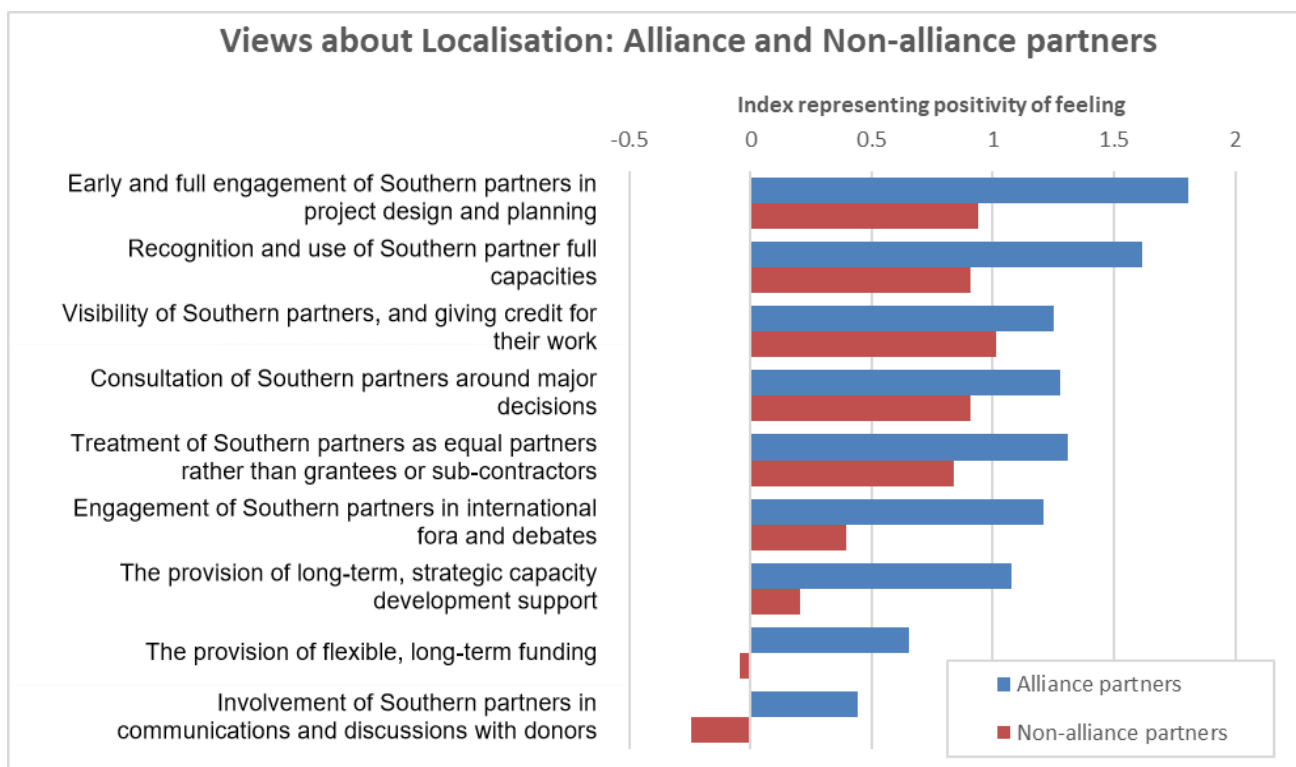
One way to explain these findings would be to consider that the first set of five dimensions – those that scored most positively – reflect behaviours that may be achievable through changes in practices and behaviour at staff level, but do not necessarily require additional resources or fundamental changes to financial or contractual arrangements. The latter four dimensions reflect behaviours that may require additional resources (e.g. international travel, money and time for capacity development); willingness to change contractual arrangements and accept greater risk in the partnership on the side of the Danish CSOs (e.g. longer-term, flexible funding and greater involvement of Southern partners with donors); or changes in donor behaviours (such as allowing more security of funding over longer timescales). These more material aspects of localisation appear more difficult to achieve overall, particularly when working with independent CSOs in the south (the non-Alliance partners).



When different groups of Southern partners were considered, some interesting findings emerged. For example, Alliance partners had more favourable views about localisation than non-Alliance partners. Non-alliance partners scored four aspects particularly low when compared to Alliance partners (see diagram on the following page). These were:

- the involvement of Southern partners in communications and discussions with donors;
- the provision of flexible, long-term funding;
- the provision of long-term, strategic capacity development support; and
- the engagement of Southern partners in international fora and debates.

In fact, non-Alliance partners had (on average) a negative view about the provision of flexible, long-term funding, as well as their involvement in communications and discussions with donors.



Other disaggregated findings were as follows:

- Southern partners funded only through HUM Lot funding had less favorable views about localisation than those funded under the CIV Lot funding, or those funded under both lots. However, this was only based on the views of nine organisations, which is too small a sample to draw many conclusions.
- Partners with lower organisational incomes (smaller organisations) had less favourable views about localisation than those with higher incomes.
- Longer-established partners had more favourable views about localisation than newer partners.

It was also possible, using the data, to look at the overall views of individual Southern partners. Generally, Southern partners were positive about localisation. 81 of 94 Southern partners (86%) had, on average, positive views across the localisation dimensions, while the remaining 13 (14%) had negative views overall.

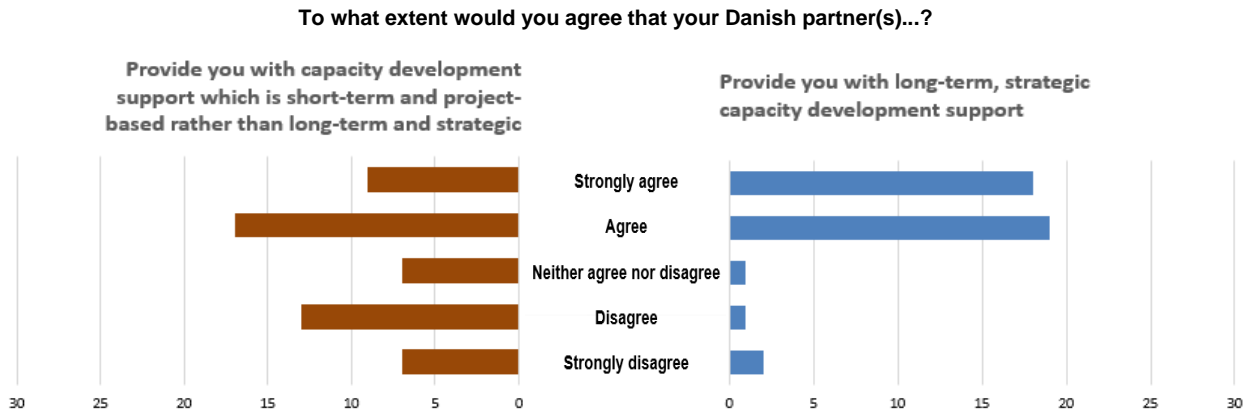
The small number of Southern CSOs in the sample that were no longer partners of Danish CSOs had more negative views about localisation. This was only based on the views of five organisations. However, considering the different reasons why some Southern partners are no longer partners of Danish CSOs, it is likely that these views would be mirrored across the wider portfolio.

Analysis within the individual localisation dimensions

The tables in this section show individual responses to statements against each dimension. It is particularly interesting to compare the strength of feeling across the statements by looking at how many partners ‘strongly agreed’ with the positive statements, or ‘strongly disagreed’ with the negative ones.

Note that in each table the ‘negative’ statement is shown on the left (brown colouring) and the ‘positive’ statement on the right (blue colouring).

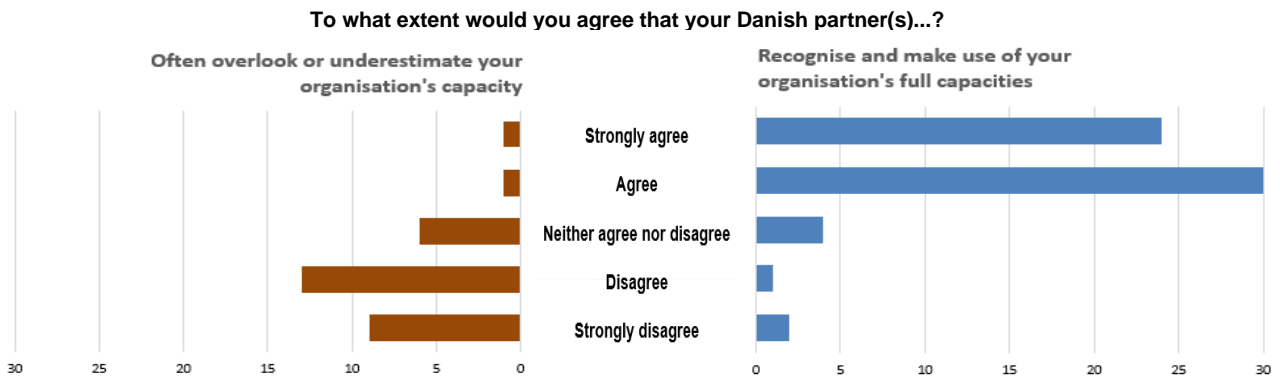
Questions 16a: The provision of long-term, strategic capacity development support



When provided with the positive statement, Southern partners mostly agreed that capacity development support was strategic and long-term. The responses were evenly split between strongly agree and agree. However, when provided with a more negative statement the responses were much more varied. Nine Southern partners strongly agreed with the statement that their Danish partners provided them with “capacity development support which is short-term and project-based rather than long-term and strategic”, and a further 17 agreed.

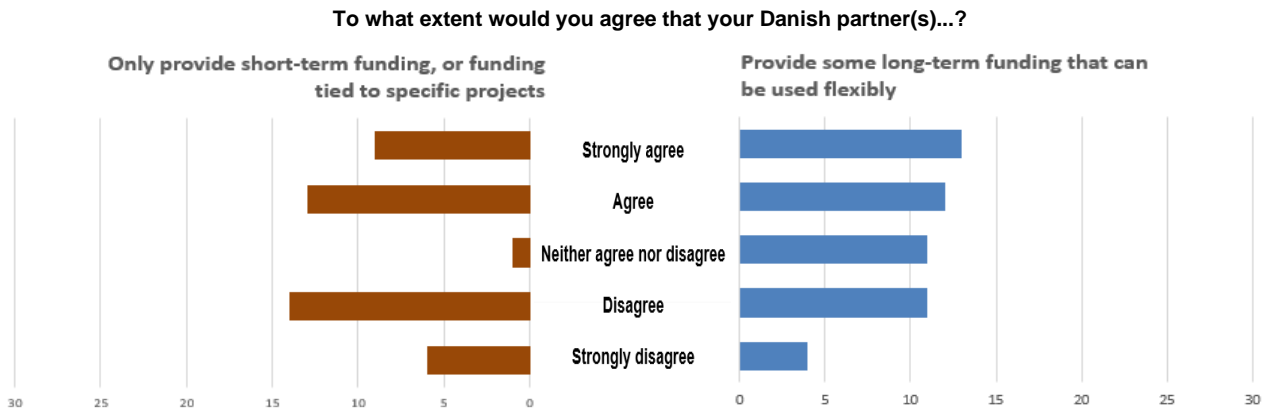
The majority (60%) of non-Alliance partners provided with the negative statement agreed or strongly agreed that capacity development support was short-term and project-based, rather than long-term and strategic. This is a significant finding, and clearly represents an area of dissatisfaction for many Southern partners.

Question 16b: The recognition and use of Southern partner full capacities



For the positive statement, 55 out of 61 Southern partners agreed that their Danish partners recognised and made use of their full capacities, with only three disagreeing. For the more negative statement, only two Southern partners agreed that their organisational capacity was often overlooked or underestimated. This does not seem to be an area of concern for Southern partners overall.

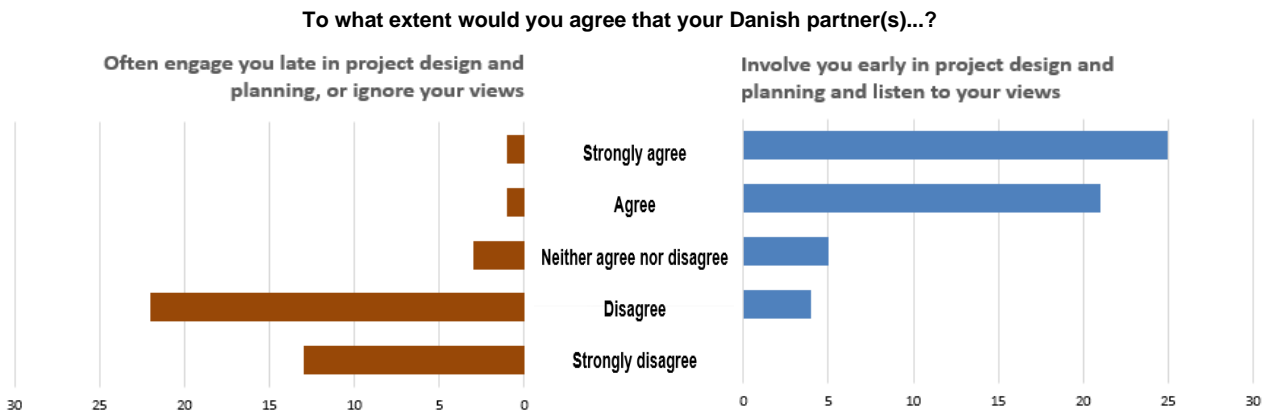
Question 16c: The provision of flexible, long-term funding



Dissatisfaction with the flexibility and nature of funding was high. 19 out of 43 Southern partners (44%) agreed or strongly agreed with the negative statement that their Danish partners “only provide short-term funding or funding tied to specific projects”. 15 out of 51 (29%) disagreed or strongly disagreed with the positive statement that Danish partners provided “some long-term funding that could be used flexibly”, and a further 11 neither agreed nor disagreed. This means the majority of Southern partners did not agree with the positive statement.

As stated earlier, the majority of non-Alliance partners were dissatisfied with the flexibility of funding. The dissatisfaction was particularly strong amongst partners only receiving HUM (Humanitarian) Lot funding, and amongst those organisations whose funding started in the past four years.

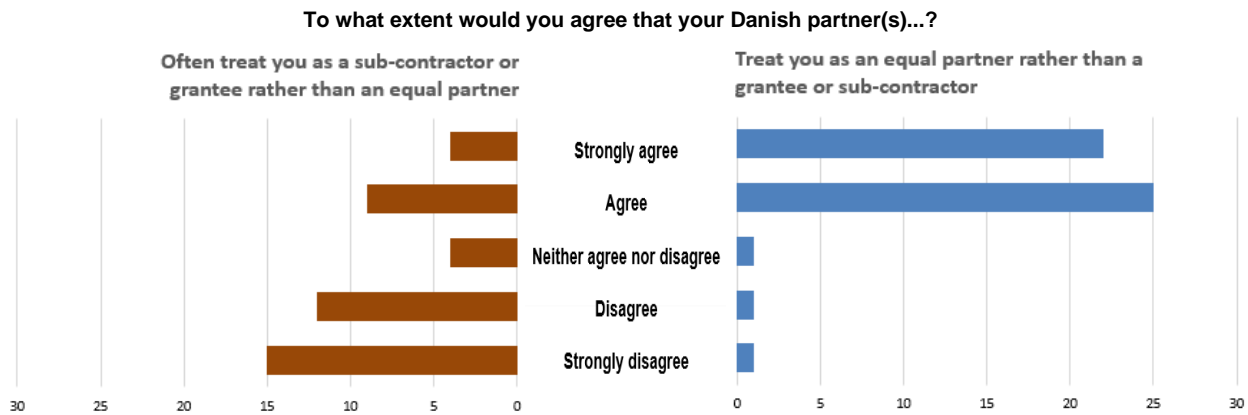
Question 16d: Early and full engagement of Southern partners in project design and planning



There was much more consensus for this dimension. For the positive question, 46 out of 55 Southern partners (84%) agreed that Danish CSOs involved them early in project design and planning, and listened to their views. More tellingly, 35 out of 40 (88%) disagreed that their Danish partners often engaged them late in planning or ignored their views, with only 2 partners dissenting.

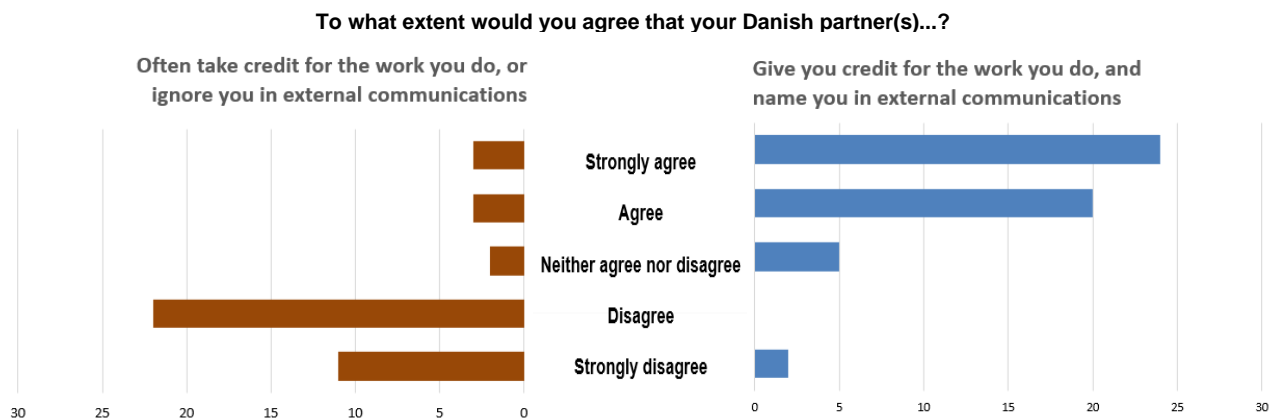
This does not seem to be an area of concern for Southern partners in general.

Question 16e: Treatment of Southern partners as equal partners rather than grantees or sub-contractors



For the positive statement, only 2 out of 50 Southern partners disagreed that they were treated as an equal partner rather than a grantee or sub-contractor. However, when the statement was framed in a more negative way, 13 out of 44 Southern partners (30%) agreed or strongly agreed that they were often treated as a sub-contractor or grantee, rather than an equal partner. Interestingly, this included 3 out of 13 Alliance partners (who generally had extremely positive attitudes towards localisation).

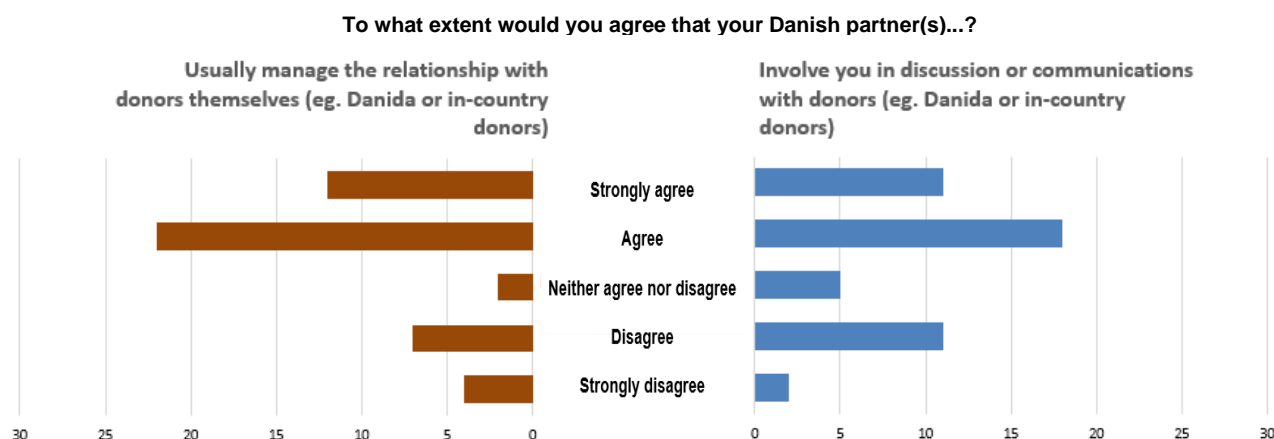
Question 16f: Visibility of Southern partners and giving credit for their work



Again, this did not appear to be much of an issue for Southern partners. Only 2 disagreed that their Danish partners gave them credit for the work they do, and named them in external communications (although both strongly disagreed). 6 out of 41 agreed that their Danish partner(s) often took credit for their work, or ignored them in external communications.

Southern partners that were not happy with this aspect of localisation were spread evenly across regions, funding streams and types of organisation, and there were no obvious patterns. It is likely that some of the dissatisfaction arises from specific incidences.

Section 16g: Involvement of Southern partners in communications and discussions with donors

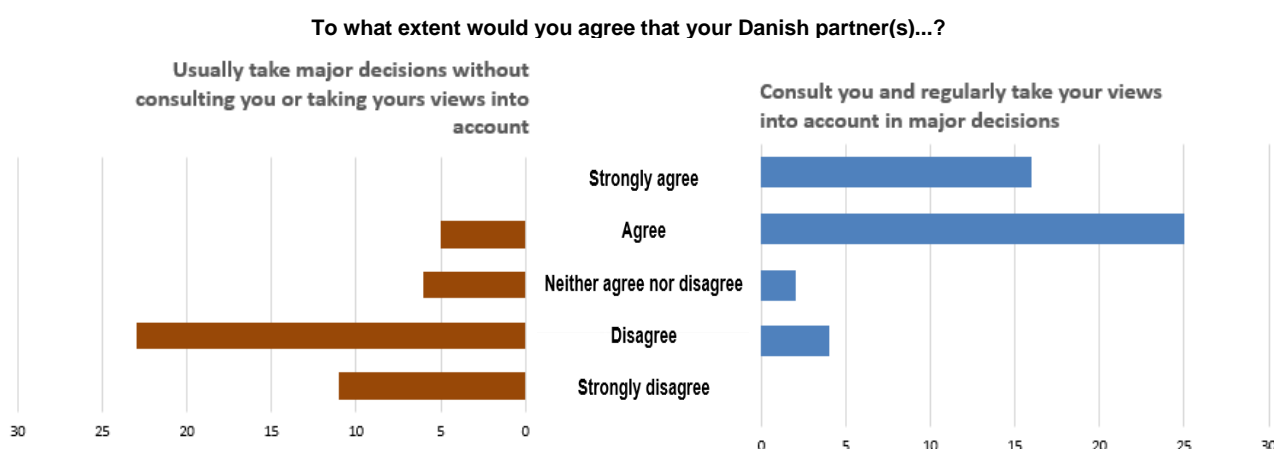


This was an interesting case where responses were very much affected by the way in which statements were phrased. Southern partners tended, on average, to agree with both statements, even though they were meant to be opposite statements. So, 29 out of 47 (62%) of Southern partners strongly agreed or agreed that they were involved in discussion or communications with donors, whereas 33 out of 46 Southern partners (72%) strongly agreed or agreed that their Danish partner(s) managed the relationships with donors themselves.¹⁵

Organisations funded only under HUM (Humanitarian) Lot funding were more prone than others to feel they were not involved in communications with donors, and Alliance partners much less so. 15 out of 23 Southern partners in West Africa felt they were not involved in communications with donors – this was much higher than in other regions.

On the face of it, this is the dimension of localisation in which there was the most dissatisfaction. However, follow-up work would be required to find out why Southern partners feel the way they do, and whether there are any circumstances in which they would prefer that their Danish partners manage the relationship with donors themselves.

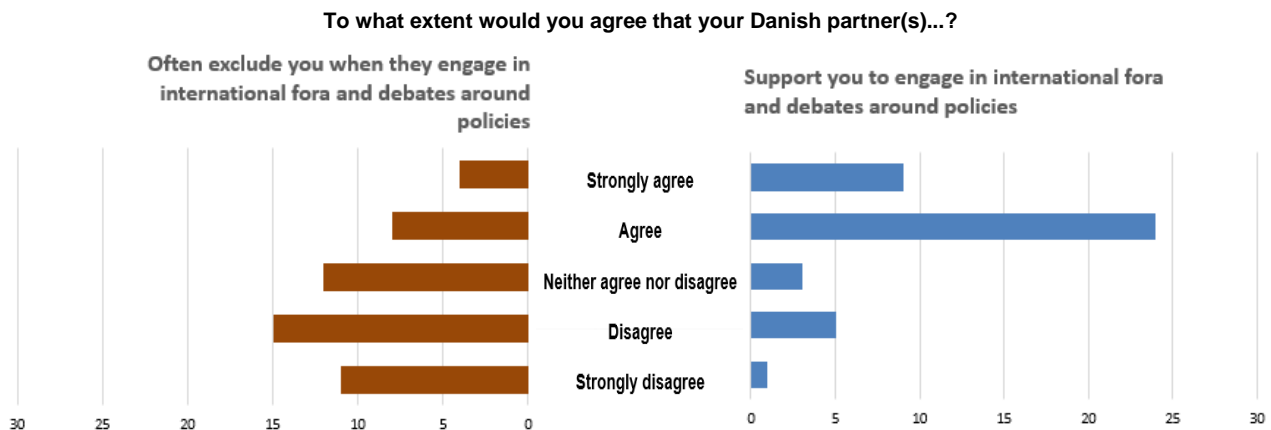
Question 16h: Consultation of Southern partners around major decisions



¹⁵ This, of course, does not necessarily mean Southern partners would prefer to be involved, and this is probably something that depends very heavily on the context.

Only a few Southern partners (9 out of 94) agreed that their Danish partners took major decisions without consulting them or disagreed that their views were taken into account when making major decisions. Again, this does not appear to be a major area for concern amongst the majority of Southern partners, although for a minority it is an issue.

Question 16i: Engagement of Southern partners in international fora and debates



Not all Southern partners are involved in advocacy work, so some caution is needed when analysing responses to this question. Perhaps of most interest is the number of Southern partners that strongly agreed or agreed that they were often excluded when their Danish partner(s) engaged in international fora and debates around policies. 12 out of 50 Southern partners felt this way, with a further 12 neither agreeing nor disagreeing.

The depth of positive feeling was not high for this question. Only a small number of Southern partners 'strongly agreed' that they were supported to engage in international fora and debates. This might hint at some desire for improvement.

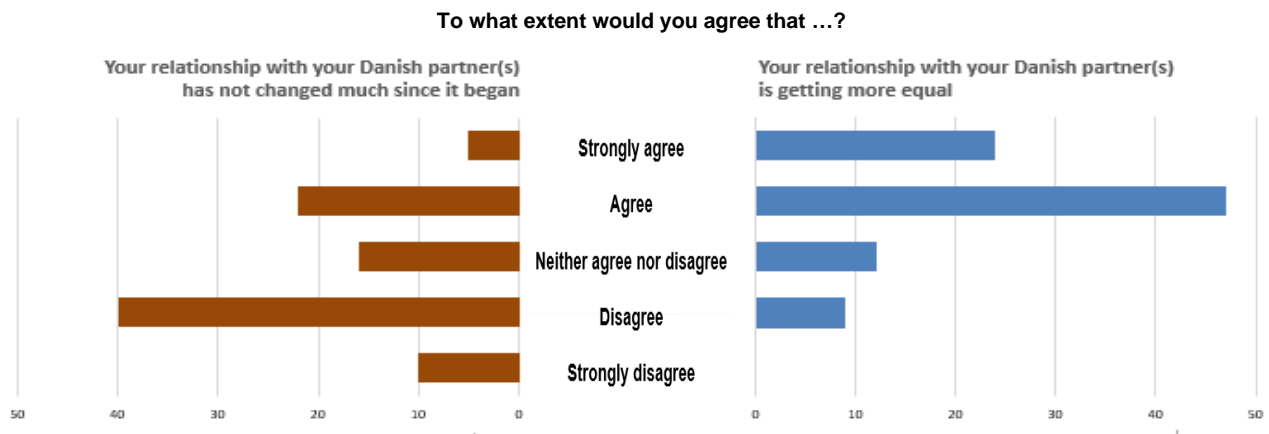
Question 17: Localisation Trends

For question 17, Southern partners were presented with the statement:

“Danish CSOs have an ambition to change how they work with partners so that the relationship is more equal, longer-term, and enables national partners to have more of a say in key decisions. By equality, we mean increased trust and accountability between partners, more transparency in decision making, and more empowerment of partners.”

Southern partners were then provided with a series of four statements, and were asked whether they agreed or disagreed with the statements. As with the previous question, the statements were designed to be analysed in pairs.

Questions 17a and 17d: Changes in the relationships between Danish CSOs and Southern partners



71 out of 92 Southern partners (77%) strongly agreed or agreed that their relationship with their Danish partner(s) is getting more equal, with nine disagreeing. A majority also disagreed or strongly disagreed that the relationship had not changed much since it began. However, there was a sizeable minority (29%) that strongly agreed or agreed that the relationship hadn't changed much. Interestingly, nearly a fifth of all partners agreed with both statements. This could be interpreted as feeling that the relationships are getting more equal, although not by much.

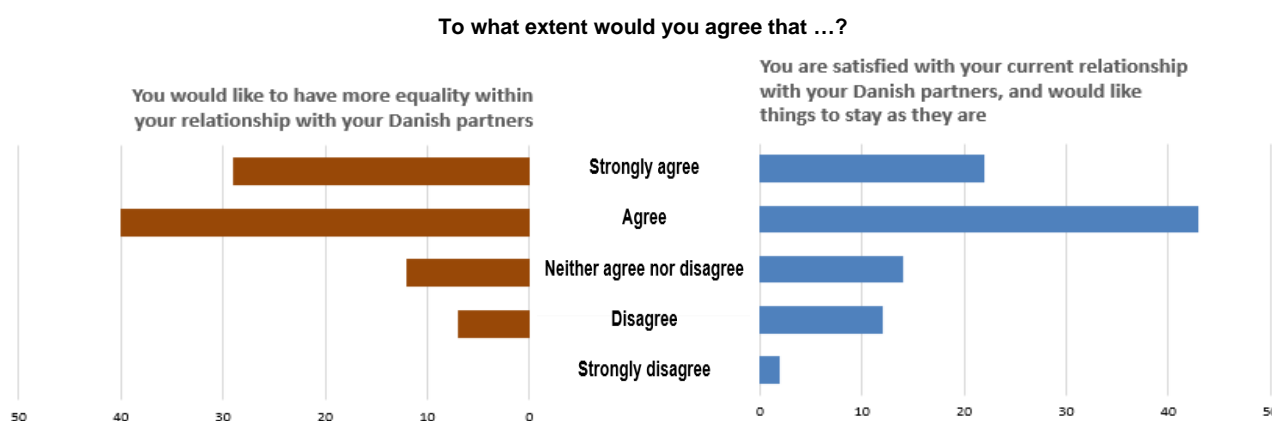
Alliance partners were more likely to strongly agree or agree that their relationship with their Danish partners is getting more equal (88% compared to 71% for non-Alliance partners). However, Southern partners based in West Africa were less likely to agree (only 61% agreed with the statement) compared to other regions. Most interestingly, 90% of Southern partners who have been supported for their Danish partners for over 10 years felt the relationship was getting more equal. The proportion was much lower for organisations supported for less than five years. This may be because it is harder to see real change over short time periods.

Southern partners were also invited to explain their answers if they wished. Some of the relevant comments were as follows.

- *“There has been an attempt in the past two years to improve our partnership by holding annual review meetings to reflect on relationship. This has helped to reduce donor-recipient gap.”*
- *“The relationship with the partner has changed to improve very positively.”*

- “[Our] relationship with [our] Danish partners has evolved for the better since our partnership began.”
- “They have changed in the sense that they tend to degrade more. They are more focused on control, procedures become cumbersome, trust crumbles. Relations take place in a climate of growing mistrust. Procedures become dogmas.”
- “Our partnership has not changed given the short-term funding award not covering not all the aspects and gaps encountered in the field.”
- “Our relationship with our Danish partner has certainly changed since its inception, but we will suggest a more egalitarian and dynamic relationship.”
- “The relationship with the Danish partner has changed a small amount. Ten years ago, the Danish partner placed the emphasis on the organizational and operational development ... But today more and more the relationship is based mainly on the implementation of projects.”

Questions 17b and 17c: Satisfaction with current relationships



41 out of 91 Southern partners (45%) agreed with both statements. This could perhaps be interpreted as Southern partners feeling reasonably happy with the status quo, but thinking that if there are opportunities for improvement they would be glad to pursue them. However, it does make analysis of trends for this question more difficult, and it is hard to read much into the data.

Interestingly, a higher proportion of Alliance partners (19%) disagreed that they were satisfied with the current relationship compared to non-Alliance partners (13%). Usually, in this survey, Alliance partners tend to rate the partnerships more highly than non-Alliance partners, so it is telling that some clearly want to move the relationships on. Dissatisfaction with the current relationship was higher in West African Southern partners (33%) than in other regions of the world. However, it was markedly less for Southern partners that have been supported for more than 10 years.

Some of the qualitative comments received by Southern partners were as follows.

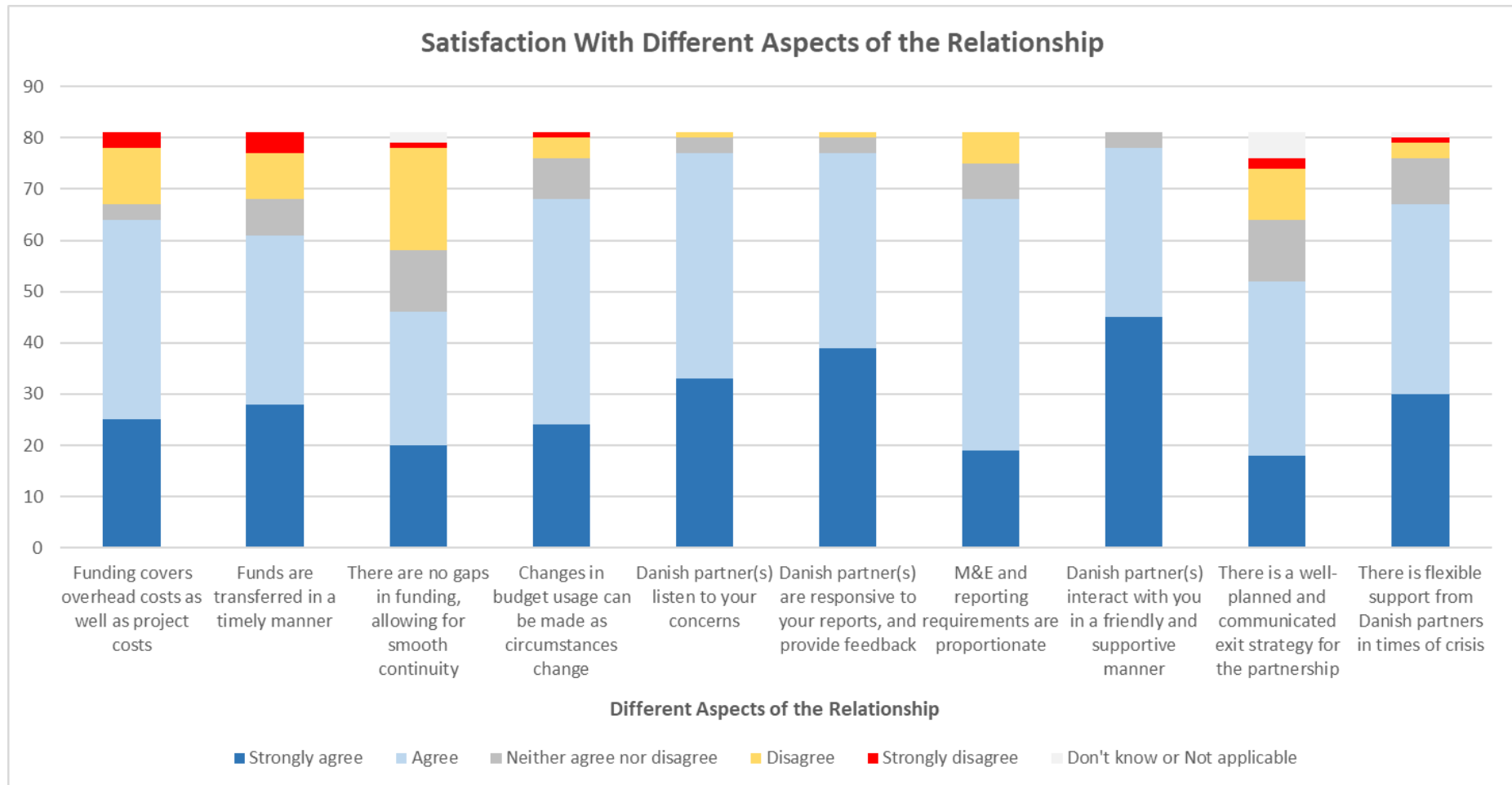
- “Our relationship is good but can still improve for the better as we also grow as an organization in terms of our capacity.”
- “Danish organizations should build the capacity of the local organizations ... and wherever they work, they should not use them to collect data and then given a small amount of funding and take the rest where the credit shows, they should be proud of their partners because we are the ones who go and work in the field and we are the ones who are taking the risk and managing the anger of the beneficiaries and dealing with local authorities, Danish organizations should make sure their international staff are familiar with the countries and cultures they work with, not take the credit for the hard work the local organizations do, we

worked for several years with [Danish CSO] yet [Danish CSO] did not even mention us in their reports and website and in public, they were only mentioning their name when it comes to media and other platforms, this is not how it should be, because we "the local organizations" are the ones doing the hard work and working in the field. Danish organizations should make sure the local organizations can be dependent when the partnership is over, this includes not only giving a small amount of funding, it should also cover the capacity building of the local organizations in terms of working directly with donors and they should also build the systems of the local organizations, which in our experience we did not see anything."

- "The relationship has been quite horizontal, we have participated in the matter of decisions, we have been consulted to make decisions, we are given a lot of confidence so that we can execute with enough autonomy and empower ourselves of the project."
- "Our relationship between Danish partners and [us] is going well and I am very satisfied because this assisted my association improve staff capacity e.g. English, IT and professional. ... I like this fund as Number one because it is very flexible and it assisted me to driven to reach my vision, mission, goals and objectives really. It assisted me to fill the gaps which other donors could not do."
- "It is important to note that our partnership is new (only last six month of 2020. so unfair to compare. but one must say that the ... team we are working with are communicative and share with us everything in transparent way."
- "We have had a very good and equal relations with [Danish CSO] and both Board and management are happy with it."
- "We do take cognizance of the contractual obligation that [Danish CSO] would have as a principal signatory to a contract and hence despite the flexibility in the relationship we acknowledge the fact that their efforts are all geared towards equality and which has been very evident in the partnership as well as the partner who bears more risk than us given that we are in a multi-country relationship. Hence from a strategic point, we acknowledge the fiduciary role that they play."
- "The relationship will improve more if power and decisions are equally shared."
- "[Danish CSO's] relationship with our organization ... has been more equal in that we are able to make key decisions and we are transparent with each other. Even though our partnership is less than 2 years old, we have the assurance of a stable, equal and more transparent relationship."
- "Our Danish partner has facilitated [us] to participate in localization conferences and the Charter for Change ... Not only that but also built our capacities in several areas namely: Sphere standards, core humanitarian standards to mention but just a few."
- "While we have an excellent relationship with our Danish partner, we often face difficulties together in securing funding from back donors for relevant long-term projects, especially the ones that are related to organizational development. It is unfortunate that we often have to make proposals very complicated, thereby diluting their meaning, to meet back donor requirements. We wish for more opportunities to discuss directly with back donors and reduce misunderstandings."

Question 18: Satisfaction with Different Aspects of Relationship

Southern partners were asked “**Please state how far you agree or disagree with the following statements about your relationship with your Danish partner(s)**”. The statements were designed to explore some of the more traditional aspects of partnership, similar to a basic satisfaction survey. Only 82 Southern partners were receiving money from their Danish partner(s) at the time of the survey, and a further 2 partners declined to answer any of the questions. The responses are included in the table below.



Analysis

Working from left to right on the table on the previous page, the first four statements concerned budgets and finance. In all four areas there was at least some level of dissatisfaction. This was most pronounced for gaps in funding. 33 out of 79 Southern partners expressing an opinion (42%) did not agree with the statement that “there are no gaps in funding, allowing for smooth continuity”. Clearly, this is an area of concern for many Southern partners.

After that, 20 Southern partners did not agree that funds were transferred in a timely manner, 17 did not agree that funding covered overhead costs as well as projects costs, and 13 did not agree that budgets could change along with circumstances.

Satisfaction was generally much higher for engagements with Danish partners (see columns 5-8). There was near unanimous agreement that Danish partner(s) interacted with their Southern partners in a friendly and supportive manner, listened to their concerns, and were responsive to their reports. This is to the credit of the Danish CSOs, and shows a very strong level of affinity between Danish CSOs and their Southern partners, on average.

There was slightly more disagreement that M&E and reporting requirements were proportionate, with 13 out of 81 Southern partners disagreeing or strongly disagreeing with the statement (16%). It is noticeable, however, that no Southern partners strongly disagreed with any of the statements around engagement with Danish partner(s).

For the remaining columns, only 52 out of 81 Southern partners (64%) felt there was a well-planned and communicated exit strategy for the partnership, and of those only 18 strongly agreed. This was the lowest level of strong agreement for any of the statements. By contrast, 67 out of 81 Southern partners (83%) agreed there was flexible support from Danish partners in times of crisis.

Some Facts and Figures

- 9 out of 81 Southern partners strongly disagreed with at least one of the ten statements.
- Alliance partners were generally much more satisfied than non-Alliance partners across the board. For example, 79% of Alliance partners agreed or strongly agreed there were no gaps in funding, allowing for smooth continuity, compared to only 48% of non-Alliance partners. In most other areas the difference was around 15 percentage points, indicating that processes for finance, M&E and reporting are generally easier between Danish CSOs and their Alliance partners than they are between Danish CSOs and non-Alliance partners.
- Agreement on funds being transferred in a timely manner was much lower in East and West Africa (63%) than in the rest of the world (86%). Clearly, there appears to be a problem in this regard.
- Organisations that had been supported by their Danish partner(s) for over 10 years were much more likely to agree that there were no gaps in funding, and that funds were transferred in a timely manner.

Question 19: Other comments

Finally, Southern partners were asked **“Do you have any other comments you would like to share about your relationship with your Danish partner(s)?”** Comments that have not been included elsewhere in this report are included here. Note that many of the comments have been altered to preserve the anonymity of the Danish CSOs and their Southern partners.

On funding and flexibility ...

“From January this year [Danish CSO] has joined with [another organisation] and we are not sure whether the Joint Country Program will be as flexible with funding as [Danish CSO] used to be to us.”

“We are so happy of the fund received, but one core point which is required to increase is the amount of funding which is very less and according [to] the capacity of our organization we are pleased to increase this amount between 50000-100000USD.”

“Our work with [Danish CSO] has been a vital relationship to the development of our organization. The flexibility, tools and trust granted have been of great importance so that the impact of our work is greater. Especially during the COVID 19 crisis, this relationship has allowed us to be agile and effective in making relevant changes to make a difference in our context and local needs. For these reasons, we would like not only to preserve the relationship we already have, but also to be able to consolidate it in the long term.”

“[Danish CSO] provides timely support during project activities implementation BUT the challenge lies in timely funds disbursements. We assume UNDP delays processing project funds to [Danish CSO] since the [Fund] covers almost all districts of the country, which involves a number of consortia.”

“[We] rarely have got a long term relationship as funding is normally for a year. Sometimes the break disrupts the smooth flow and also prohibits long term planning resulting in ad hoc planning.”

“With the support of our Danish partner, we have been able to engage in challenging but relevant, long-term projects that we would not have been able to engage on with other partners due to lack of long-term planning or predictability of funding. However, in the more recent years, the funding has become less secure, thereby reducing our appetite for taking on riskier (but more relevant and impactful), projects.”

“We have received financial support for one ... project that we funded and we hope that we will be able to receive more funding as we are currently grossly underfunded for the projects that we have.”

“[We are] very grateful for the support provided by Danish partners over the years, which has been integral to [our] institutional stability and continuity. ... [We] view the cooperation with Danish donors as an expression of shared values of human rights and respect for international law, and are grateful for the integral partnership and support. Core support grants provided by Danish donors enable [us] to respond more effectively to changes in the field and new situations that arise and change suddenly. Strong funding relationships with Danish donors help insulate [us] from crises and shocks and enables [us] to navigate the complex reality from a position of relative strength and security. Core funding from Danish donors also allows [us] the flexibility to utilize its resources according to its real needs that can change according to the reality on the ground rather than be confined to project budgets, which tend to be limited in scope. Core funding by the Danish enables [us] to pursue bold and innovate strategies, and respond to developments in the field rapidly and professionally. [We have] also found a strong added value in advocacy partnerships with Danish partners, which have developed considerably over the years. [We] thank the Danish donor agencies for their partnership and friendship over the years, and into the future.”

“We would like a lasting partnership that can produce more impact at the community level.”

“All these four projects were completed with successful and they were very effective with good results, we are thus requesting if we can have a new project agreement with [Danish CSO] to continue support given to most vulnerable children. We are also seeking to have partnership agreement with other members of Danish partners.”

“More involvement and support in resource mobilization is required to sustain the existing good practices.”

“As an organization, we are grateful for the support that we have been receiving from our Danish partners. We look forward to continued support and partnership in our work. We desire to get more resources so that we can be able to do more and impact our societies more positively.”

“The Danish partner is the only partner whose fund support is never restricted on project based, there is ever flexibility to reallocate fund to where need arises. Additionally, the support from partner is reasonably predicable, [We know] the level of support would always get on time and if there is any discrepancy its communicated prior which enable room further discussion.”

On strategic focus and exit plans ...

“Should be a more strategic focus with a clear plan and proactive support to partners.”

“When the partnership is over, they should be clear about the reasons with the local organizations, not deal with them as dealing with a daily worker!”

“The partnership began a year ago ... At first, a four-year agreement was thought, but we ended up signing a two-year agreement, because it is uncertain whether [the platform] will be a priority for the strategy and the DANIDA Funds in the new agreement with [Danish CSO]. There is concern about not having funds for two thousand twenty-two onwards, we consider DANIDA's support in Central America very relevant during a context of fragile democracies, forced displacement, increased migration, violations of the human rights of youth and women and strong threats to the environment.”

“[We] want the Danish partner to direct the strategic and financial support to the real needs of the partner. It is desirable that the Danish partner supports [us] in materials and tools (Vehicles, Metal detectors, PPE, Motorcycles, Mapping devices, Communication, ...), Various training (example: EOD / EOD, reporting techniques, Monitoring and Evaluation ...) to properly plan the strategic exit plan in the event of the [Danish CSO's] disengagement in the country.”

“We would appreciate a more sustained exit strategy so that our right holders will not feel abandoned. Support for the development of a new strategic plan will be fine.”

On capacity development ...

“We would like to have a long-term relationship with our Danish Partner as their support is helping us achieve our mission. Their capacity building will make us strong and short-term relationship may not help us achieve our mission. Thank you!”

“We appreciate the capacity building support and International exposure during joint advocacy and campaigns.”

“It should also be noted that the quarterly meetings with the country office ... were opportunities for us to strengthen our knowledge on: the strategy for the sustainability of activities; the results framework; results-oriented management; theory and management of change, management (contextual and institutional) of risks; the transformative genre, etc.”

“This partnership, by its quality, is characterized by equality, loyalty, respect and mutual support. To this end, the following elements emerge: • Good management of the partnership relationship through respect for the ethics and values of the partner; • capacity building of [our] organization within the framework of the partnership relationship; • Support for capacity building processes influenced the capacity of the partner organization.”

“We are satisfied with our partnership with [Danish CSO]. They are always ready to support and engage in all aspects of programs, finance, leadership and capacity building. Easy partner to work with and have respect to the country office.”

On general matters ...

“The delegated approach to partnership in the country office often does not respect the initial spirit of partnership with Danish partners. Country partners often misinterpret the fact that we continue to maintain the link with the Danish partner who is often not present in the countries of intervention. Opposing the procedures often put in place is not linked to the fact that we do not wish to report, these procedures increase the number of Steps, create a climate of mistrust between our organizations and the Danish implementing partners, and the unannounced checks right down to the beneficiaries in the field discredit us and create an environment of suspicion. All of this diminishes the attractiveness of Danish support. Danish support lacks a real humanitarian component, which relies on local organizations and with simplified procedures that do not mean lack of control. A real security strategy and policy for the staff of local organizations which enables a better understanding of the risk in the field.

“Partnership, to cultivate and extend their funding support to cover also other natural Resources including Wildlife conservation and Marine.”

“Request Danish partners to continue support [us] as long term development in order to empower women leader to be role model.”

“[We have] been working with [Danish CSO] for more than a decade. Throughout the partnership journey, we could build trust and strong relationship between us through continuous support to our people and to our organization in our mission toward the integral human development. For that we are very grateful to our Danish partner and we hope to sustain our partnership in the many years to come.”

“It was great to work with the Danish Partner ... We look forward to partner again with them in near the future.”

“[Danish CSO] is a highly valued strategic partner

“Our partnership stayed for a long time, more than 25 years.”

“Thank you for this survey it helped us to reflect on the relationships.”

“We are highly satisfied with how we work with [Danish CSO].”

“Our partnership with [Danish CSO] has grown into different areas and this growth signifies healthy and productive relationship.”

“We have been in good relationship with [Danish CSO] for over 15 years. With each of their management changes, we do see shifts in how the partner relates to us. But we always negotiate as equals about how they can best support us in responding to our people's concerns and needs.”

“Thank you for designing this survey.”

“Our relation with our partner takes its uniqueness from basis of friendship which is a key value. It has been strengthened over the years with mutual trust, accountability and openness between us.”

“Engagement with mass-based organisations such as trade union organisation has remained low and can benefit from improvement. peer learning through internships exchange programs can help to improve partner's relationship and philosophy.”

“Very positive position that strengthens local recognition of the organisation process.”

“As indigenous authorities, we agree on the transparency and anti-corruption policies in which project funds are executed.”

“Our partnership with the Danish came into existence from the development of the DANIDA project proposal of which content emanated from our collective and participatory notions that facilitate ownership and leadership in the implementation phases.”

“We have a strategic relationship with [Danish CSO], built in equal terms. [We] feel heard in this relationship as [Danish CSO] is always open to feedback and to rethinking together the way to follow.

“We are happy and hope it would be more productive and agile in future.”

“We think the relationship with DANISH partners goes well. We can build the existing relationship further and engaging the country programmes with the international networking and advocacy while Global Platforms are more integrated with countries' programmatic intervention.”

“We commend [Danish CSO] in the approaches that they engage in while interacting with us, especially in influencing locally and internationally. Support for partnerships that role down to local communities and their organizations has continued to empower the local organizations hence supporting sustainability and continuity beyond [our] presence.”

“[Danish CSO] have been a supportive partner in the area of engagement with CSOs and government as well as community mobilization. We believe we have the opportunity to engage stakeholders in areas align with the strategic frame work of Denmark.”

“It is a very nice development partner and our joint efforts are bearing fruits. Thank you!

“Bangladesh is moving to Developing Country but still there are so many areas to address specially still we could not reach to the hardest to reach areas with education.

“They are as Global as possible and as Local as Necessary.”

“Keep up the good work. [We need] more support from the Ministry of Foreign Affairs of Denmark to be channelled through our Danish partner.”

“Thanks for being a partner to support [us] in supporting people in need. We still need your support.”