

Pooled Fund Southern Partner Survey: Results

This document provides an initial overview of the findings of the survey of Southern partners funded through Danish pooled funds, and implemented under the “*Evaluation of the Danish support to civil society*”. It is based mostly on the headline findings from the survey with limited secondary analysis.

The survey

The survey was administered to 95 Southern partners supported through Danish pooled funds. The survey was comprehensive, in that it was sent to **all** supported partners meeting the following criteria.

- Southern partners of Danish CSOs receiving over 3 million DKK per year from a pooled fund
- Around 5 Southern partners involved in a case study covered by this evaluation

The pooled funds covered were:

- The Civil Society Fund / Pool (CSF) administered by CISU
- CKU (formerly DMCCDD)
- Dansk Handicap (DH) – Danish Disability

Note that some Faith-based Organisations are members of both CKU and CISU, but have their programme funding from CISU. No partners administered by DUF (Danish Youth Council) were included in the survey because their grants are relatively small, and so none met the criteria set up for selecting Southern partners.

The response

Responses were received from 75 out of 95 organisations. This marks a response rate of around 79%, which is well above the expected response rate. (For reference, a survey administered as part of the previous civil society evaluation had a usable response rate of around 35%; Keystone partner surveys typically get around 40-50% response rates). The very high response rates are likely down to two key factors

- A lot of effort went into writing to partners individually, using named contacts wherever possible, and regular personalised reminders.
- There appears to be a genuine affection on behalf of many Southern partners for their Danish counterparts and/or a desire to contribute to MFA policy decisions.

The caveats

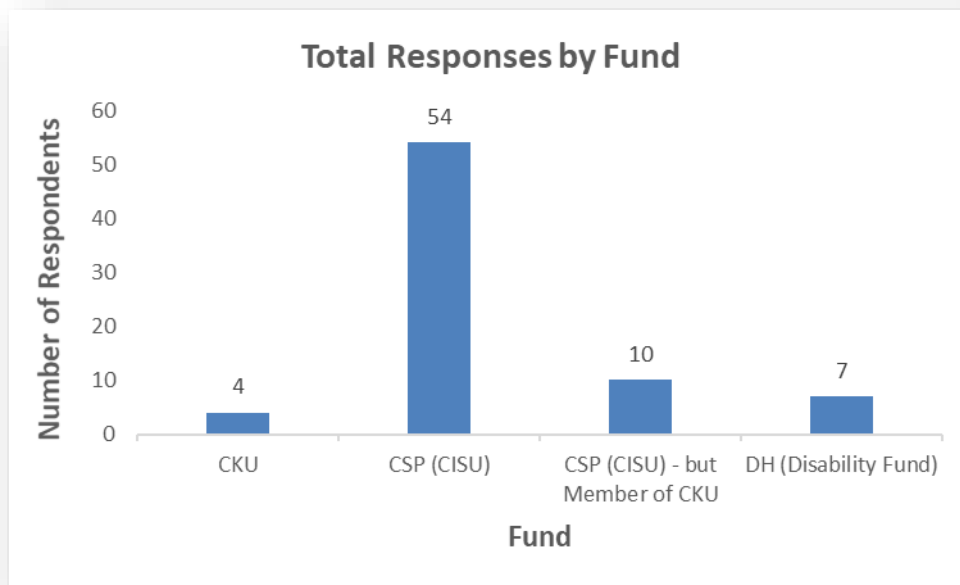
The survey was administered as an anonymous survey, meaning that results were either filled in online on a platform that only INTRAC had access to, or were filled in offline and were sent directly to INTRAC. Nonetheless, there are many factors that may affect people’s responses to these kind of surveys,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

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. INTRAC also had little control over who within Southern partners filled in the survey (although we recommended it be filled in by at least the CEO 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 79% is very high. Nonetheless, we do not know why 20 of the 95 organisations did not complete the survey. In the worst case scenario we need to accept that those that filled in the survey were probably, on average, more positive about their relationships with Danish partners than those that did not. It is not possible, therefore, to take the views of the 75 organisations as representative of the views of all 95. Finally, the survey only covers the views of Southern partners in receipt of funding, and does not represent the views of Southern CSOs more widely.

Question 1: Partners Completing the Survey

The diagram below shows the total number of responses received from Southern Partners in each fund.



When considered as a response rate, the figures are as follows:

- CKU only – 4 out of 6 (66%) responded
- CSP (CISU) only – 54 out of 69 (78%) responded
- CSP (CISU) that are also members of CKU – 10 out of 13 (77%) responded
- DH – 7 out of 7 (100%) responded

Question 2: Partner Country

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. 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 |
|-----------------|-----------|---|
| Central Asia | 2 | Tajikistan (2) |
| Central Europe | 1 | Bosnia and Herzegovina (1) |
| East Africa | 45 | Burundi (2); Ethiopia (2); Kenya (6); Malawi (2); Mozambique (2); Rwanda (3); Somalia (2); South Sudan (2); Tanzania (7); Uganda (17) |
| Latin America | 14 | Bolivia (5); Honduras (4); Nicaragua (3); Peru (2) |
| MENA | 2 | Sudan (2) |
| South Asia | 6 | Bangladesh (1); Myanmar (2); Nepal (3) |
| South East Asia | 1 | Vietnam (1) |
| West Africa | 4 | Ghana (4) |
| Total | 75 | |

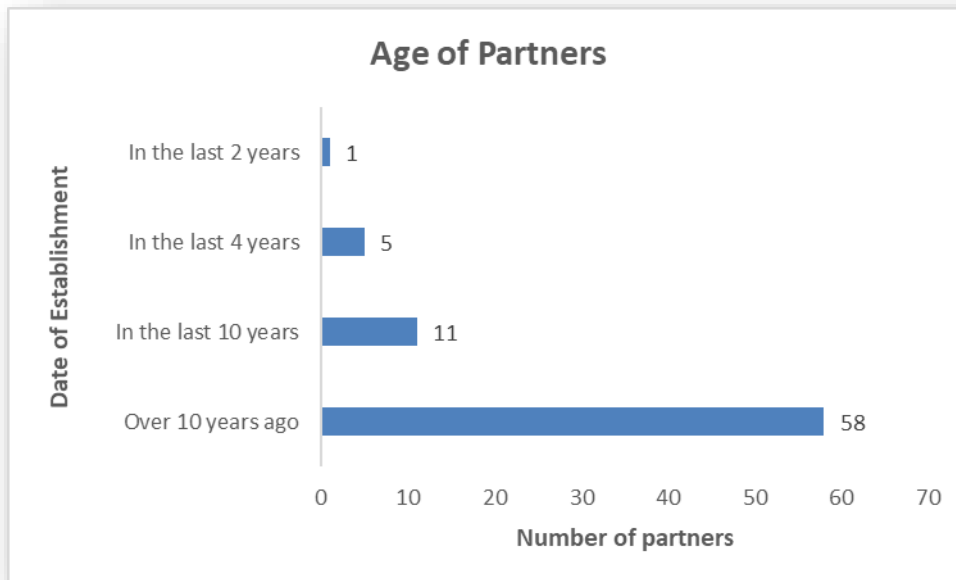
Compared to the profile of organisations covered in the survey of SPA partners, there is a very high concentration of Southern partners in East Africa, and much lower numbers in South Asia, MENA and West Africa. On the other hand there is a higher concentration in Latin America, which accounts for around 18% of partners in this survey.

It is worth noting that nearly a quarter of all pooled fund partners who responded to the survey are based in Uganda (17 out of 75).¹

¹ Note that all Southern partners based in Uganda responded to the survey. Ugandan partners therefore represented 17 out of a total of 95 organisations that were sent the survey.

Question 3: Age of Partner

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

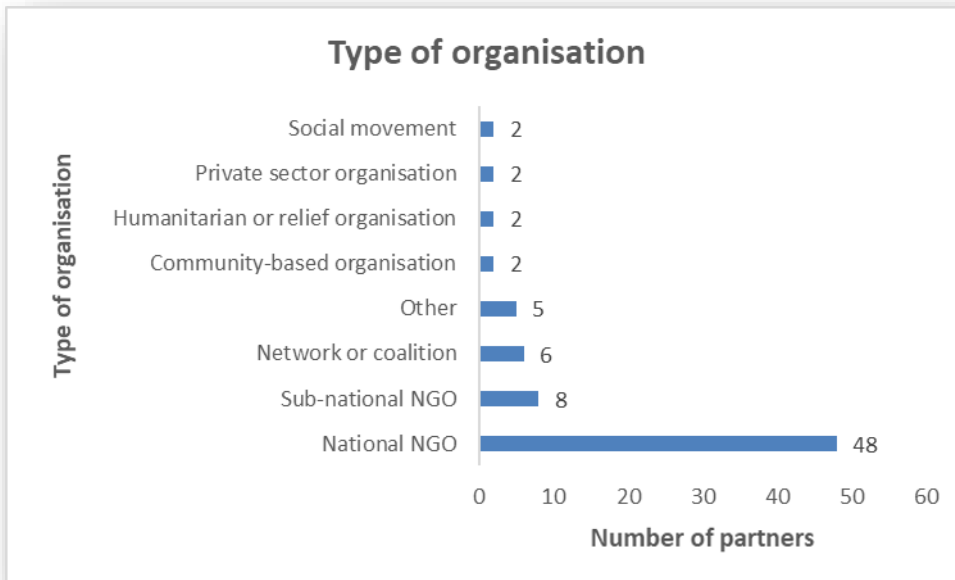


Some facts

- The vast majority of partners (77%) were established over 10 years ago.
- Only 6 of the 75 partners were established in the last four years.
- The organisation established in the past two years was supported under the disability fund, as was one of the other Southern partners established in the past four years. This means that two of the seven partners supported under the disability fund are relatively new.
- The Southern partner established in the past 2 years described itself as a branch of an international disability organisation.
- 52 of the 54 Southern partners supported under the CISU fund were established more than 4 years ago.

Question 4: Type of Organisation

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.



Some facts

- 48 out of 75 partners (64%) described themselves as National NGOs, with a further 8 describing themselves as sub-national NGOs. This means that nearly three quarters of all partners self-identified as NGOs.
- Of the newer forms of partnership there were 6 networks or coalitions, 2 social movements and 2 private sector organisations. One of the national NGOs also operated as a network.
- The partners describing themselves as ‘Other’ described themselves variously as a Christian organisation, a faith-based organisation, an international NGO based in Sudan, and the branch of an international disability organisation.
- Members of CKU were least likely to consider themselves as national NGOs, with only 7 out of 14 doing so. The other 7 described themselves as a humanitarian or relief organisation; a private sector organisation; a social movement; a sub-national NGO; a faith-based organisation; a Christian organisation; and an International NGO engaged in humanitarian, rehabilitation and development work.

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.



Some facts

- 30 out of 75 partners (40%) had an annual income of over \$500,000 dollars in the last year.
- Only 6 partners had an annual income of less than \$50,000 dollars.
- None of the partners supported under the Disability Fund had an annual income of more than \$500,000.
- On the other hand, 50% of CKU member partners had an annual income of over \$500,000.
- 28 out of the 30 partners with an annual income of over \$500,000 were established over 10 years ago. No organisation established in the last 4 years had this level of annual income.

Question 6: Danish CSO partner(s)

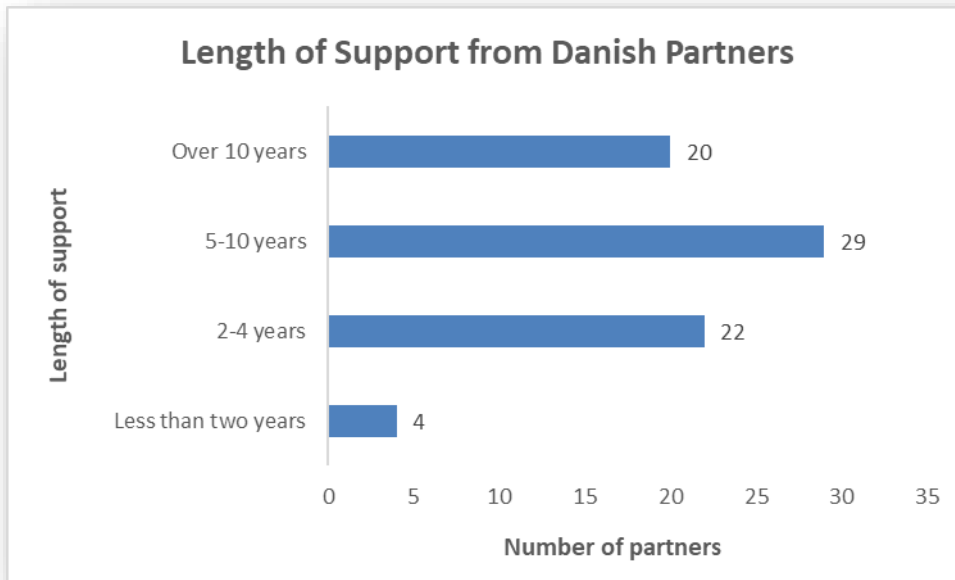
Southern partners were asked “Which Danish CSOs do you currently receive funding from?” The list is given in the box below. For the remainder of the survey, these organisations were referred to as the 'Danish partner(s)'. Note that some Southern Partners listed more than one Danish partner, and many Danish partners supported more than one Southern partner.

| Danish CSO partner(s) | |
|--|--|
| AIDS FONDET (4) | DERF |
| AXIS (4) | Forest of the World (FOW) (5) |
| Baptist Union of Denmark | Ghana Venskab (GV) (2) |
| Bosques del Mundo (2) | Grow for It |
| BUD and DMCDD | International Aid Services (3) |
| Caritas Denmark | International Network for Sustainable Energy (INFORSE) |
| Center for Church Based Development | IWGIA |
| CISU (8) | Leprosy Mission Denmark |
| DANIDAS (Asociación Danesa de Personas con Discapacidad) (3) | Mission East (2) |
| Danish Family Planning Association (DFPA) | Ninguna |
| Danish Forestry Extension | Organic Denmark (5) |
| Dansk Handicap Forbund (DHF) (3) | Seniors Without Borders Denmark |
| Danish Non Communicable Diseases Alliance (7) | Solidaridad Internacional Infantil de Dinamarca (SIID) (4) |
| Danish Outdoor Council (2) | SOS Children's Villages Denmark (2) |
| Danish Peoples Aid (7) | Spastiker Association |
| Dansk Ornitologisk Forening (DOF) (2) | Sustainable Energy (4) |
| DFE (2) | |
| DHF-DK (2) | |
| DMCDD (3) | |

Responses are not exact as some organisations listed the precise Danish CSOs, whilst others mentioned only the pooled fund, or mentioned both. The table above should therefore be taken as an indication only.

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.



Some facts

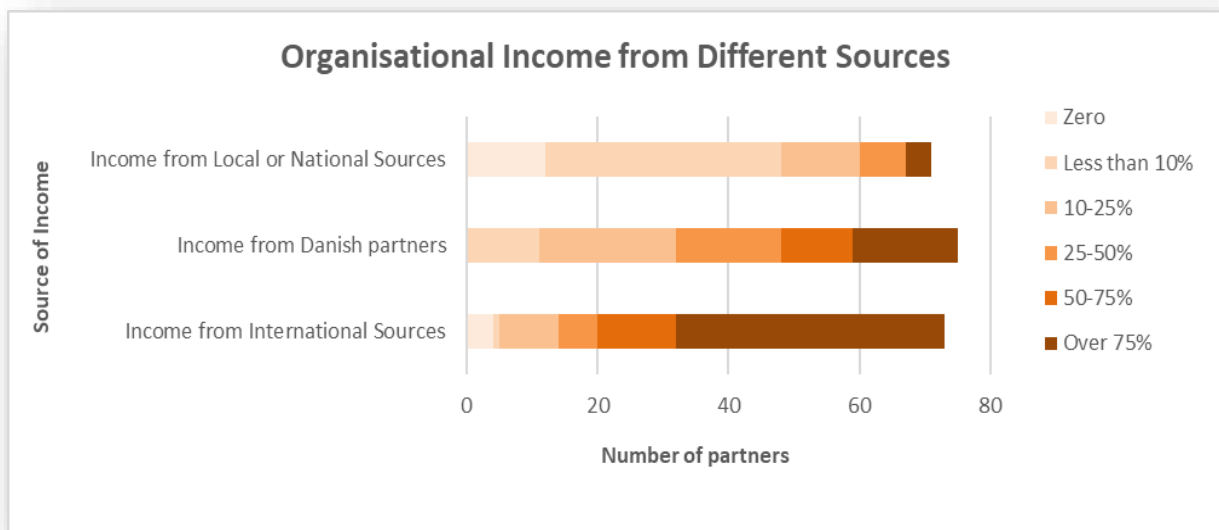
- 20 out of 75 Southern partners (27%) have been receiving support from their Danish partners for over 10 years.
- The modal length of support (the most common) was between 5-10 years.
- 26 Southern partners have been receiving support for less than four years.
- All 4 Southern partners receiving support for less than two years were funded under CISU, and none were members of CKU.

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.

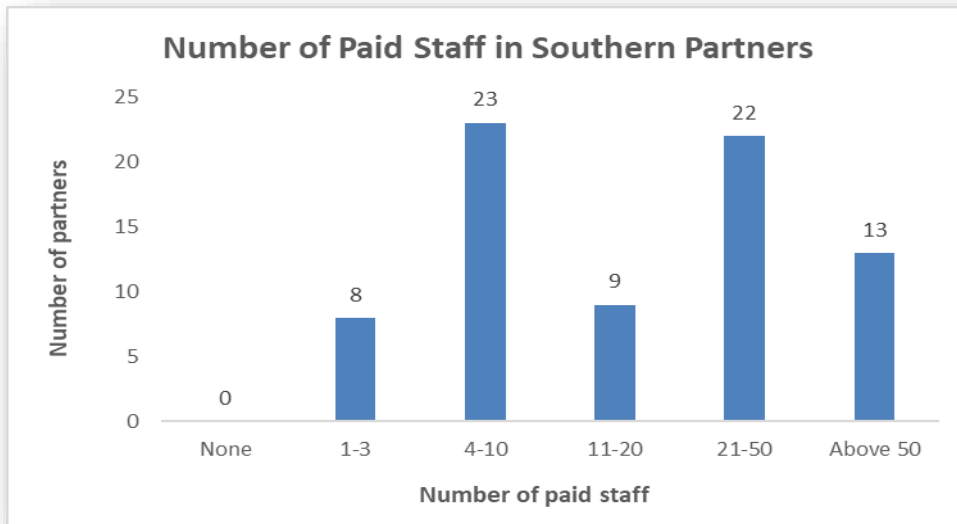


Facts and Interpretation

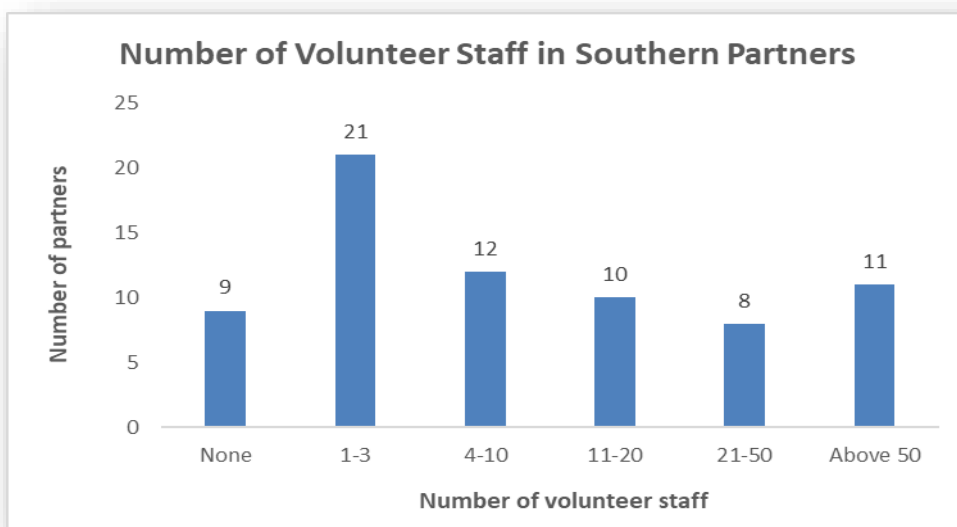
- 41 out of 73 Southern partners (56%) that answered the question said that over 75% of their organisational income came from international sources. A further 12 said that 50-75% of their income came from international sources. This means that, overall, 73% of partners that answered the question said that more than half their income came from international sources.
- By contrast, 14 out of 73 Southern partners (19%) said that less than 25% of their income came from international sources.
- The proportion of income received from Danish partners was evenly split across the categories. Almost exactly half of Southern partners said it was between 10-50%.
- 16 out of 75 Southern partners (21%) said that income from their Danish partners accounted for more than 75% of their income. 11 out of 75 (15%) said it accounted for less than 10% of their income.
- 48 out of 71 Southern partners (68%) said that less than 10% of their income (or no income at all) came from local or national sources. Only 4 Southern partners said that over 75% of their income came from local or national sources.
- Of organisations established in the last ten years, 9 out of 17 (53%) received over 75% of their money from their Danish partners. By contrast, only 7 of the 58 Southern partners established over 10 years ago received over 75% of their money from Danish partners.
- All of the six networks and coalitions said that less than 10% of their income came from local or national sources. And 7 out of 8 sub-national NGOs said that either less than 10% or none of their income came from local or national sources.

Question 9: Staff and Members

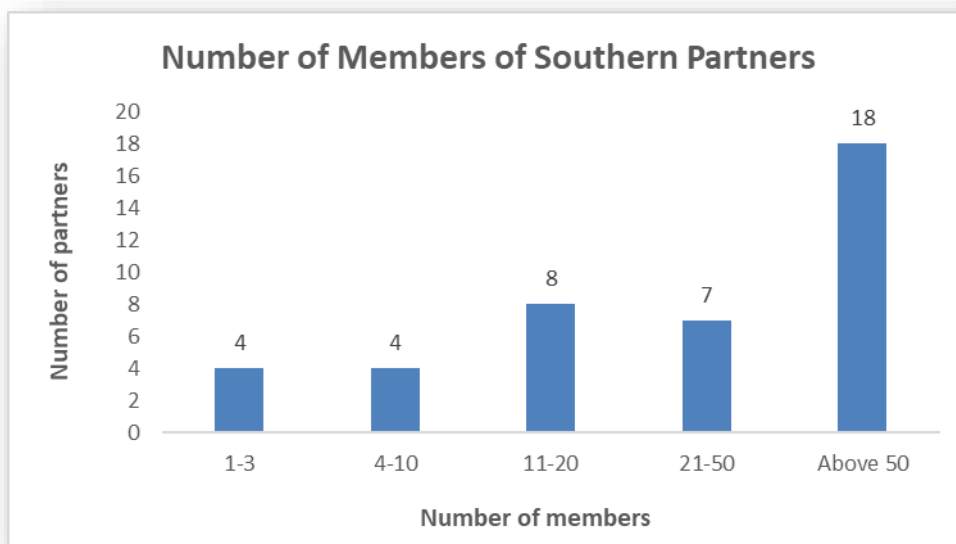
Southern partners were asked to state how many paid and volunteer staff, and how many members they had (for membership organisations only). Again, partners were asked for estimates only, rather than exact figures. The intention of the question was to try and assess how well Southern partners are rooted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



The first table (above) shows the number of paid staff in Southern partners. All 75 survey respondents answered this question. Around a half (35) of partners said they had more than 20 paid staff. A similar number (31) had less than ten paid staff. No Southern partners operated on a purely voluntary basis, although 8 Southern partners had only 1-3 paid members of staff.



The second table (above) shows that 30 of the 71 Southern partners (42%) that answered the question had three or less volunteer staff. By contrast, 11 organisations had more than 50 volunteer staff.



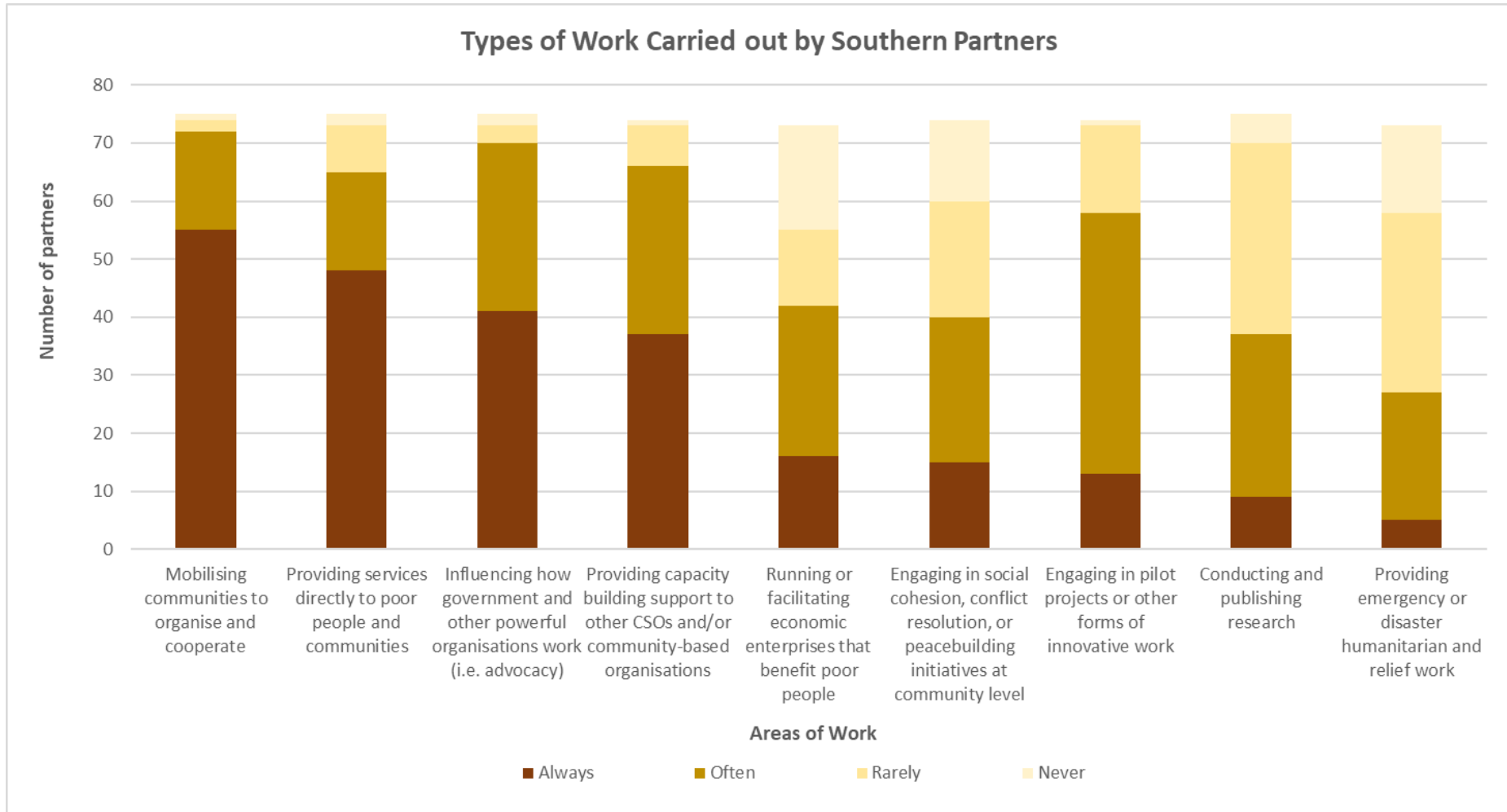
Southern partners were also asked how many members they had (for membership organisations only). Some skipped the question, whilst others stated 'N/A', and some said 'zero'. Of the remaining 41 organisations – who are presumably membership based – the responses are shown in the table above.

18 Southern partners had more than 50 members, whilst a further 15 Southern partners had between 11 and 50 members. It is worth noting that 5 out of the 6 networks and 1 of the 2 social movements had more than 50 members. The other network and social movements ticked the *'don't know or not applicable'* box, which might mean they do not have members, or it might mean they did not have the answer to hand.

Overall, a total of 9 organisations did not specify having **either** volunteer staff **or** members. The remaining 66 did.

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.



Facts and Interpretation

- As can be seen from the table, almost all Southern partners were 'Always' or 'Often' engaged in:
 - mobilising communities to organise and cooperate;
 - 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.
- There was more of a mixture of responses on:
 - running or facilitating economic enterprises that benefit poor people (which was specifically included as a category in case Southern partners self-identified as private sector organisations); and
 - engaging in social cohesion, conflict resolution or peacebuilding initiatives at community level.
- 58 out of 74 Southern partners (78%) were 'Always' or 'Often' engaging in pilot projects or other forms of innovative work.
- Only 5 organisations operated full time in providing emergency or disaster humanitarian and relief work. However, 22 of the 73 Southern partners that answered the question (30%) said they 'Often' did.

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

"Ensure compliance with rights and equal opportunities, strengthen affiliated associations by training leaders, coordinate actions with other organizations of people with disabilities and strengthen the associative movement with international organizations (ULAC and UMC)."

"Providing skills training for local people."

"Convening regional and national platforms."

"1. Engaging on Sustainable Community Forestry Initiatives; 2. Engaging on Management of Coastal Ecosystems with Indigenous Peoples Community."

"Carry out and accompany citizen consultations on issues of public interest such as: 1) being in favour or against mining and hydroelectric projects, 2) the approval of environmental policies, 3) Compliance or not with the Human Rights of the Companies."

"Child protection, providing alternative care to children without adequate parental care, education and health; and youth employability."

"Empower social actors, so that they know their rights and exercise their citizenship."

"Coordination and collaboration with the Government local authorities."

"Working hand to hand with Government and national and international partners NGOs working in the same sector to support the communities."

"Educating Disadvantaged Girls and Rural Transformation specialist information sharing on Radio skilling the youth."

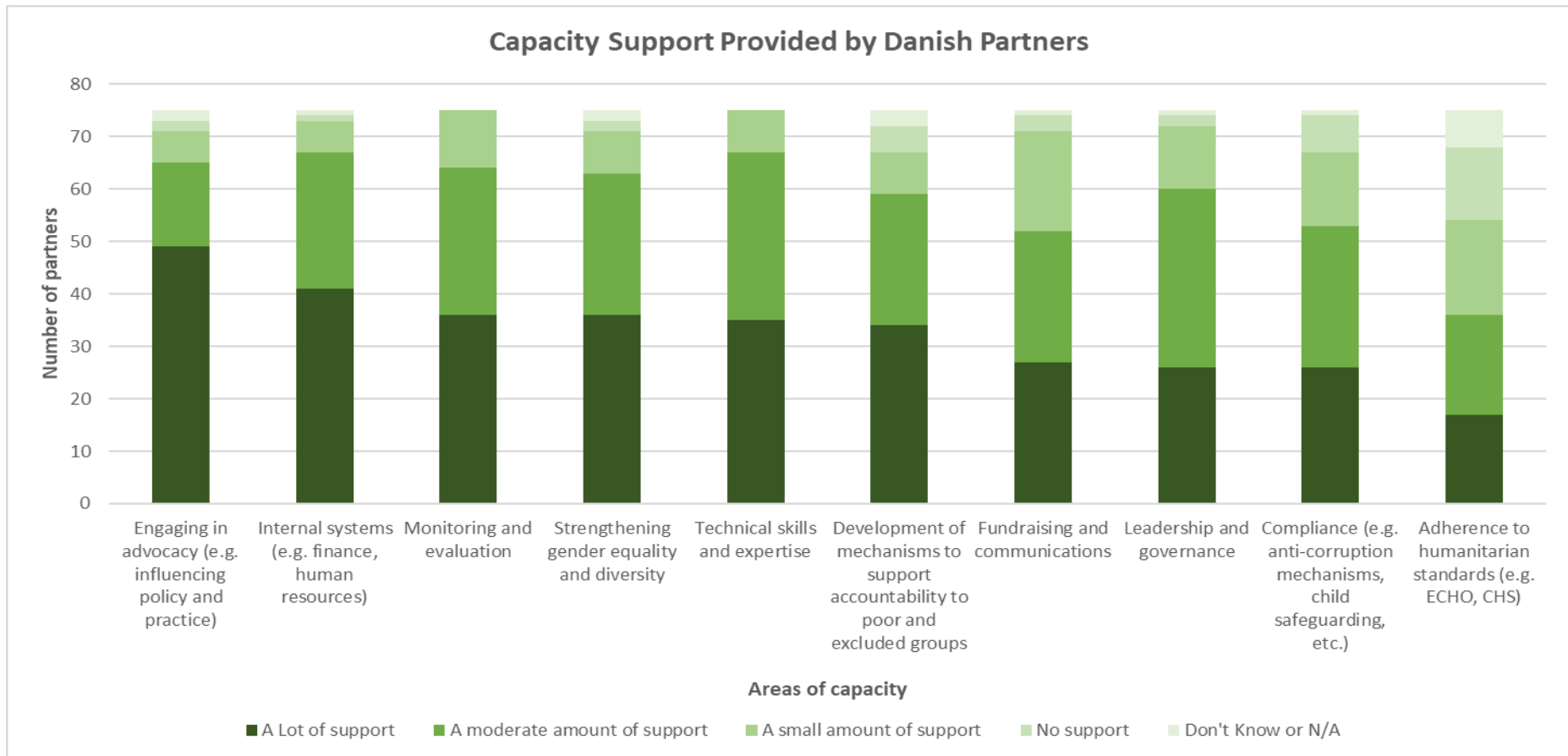
"We also engage in schools through the school greening approach to ensure that schools become food forests after a period of 5 - 10 years. This also attracts the youth back into agriculture especially the school drop-outs."

"Promoting the mainstreaming rights of persons with disabilities living with HIV&AIDS and Tuberculosis in the international, national and local HIV&AIDS and Tuberculosis response."

"Capacity building of membership for self advocacy, influencing for inclusive designs and accessibility, disability sports as a tool for membership mobilization, inclusive education, empowerment and talent identification, partnership and networking, influencing inclusive budgets, among others."

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. The intention of this question was 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.



Facts and Interpretation

- As can be seen from the table, the highest level of support was received for engaging in advocacy (49 out of 75 Southern partners said they received ‘*A lot of support*’ in this area – 65%).
- Around a half of Southern partners received ‘*A lot of support*’ in internal systems, monitoring and evaluation, strengthening gender equality and diversity, technical skills and expertise, and development of mechanisms to support accountability to poor and excluded groups.
- Fewer Southern partners said they had received ‘*A lot of support*’ in fundraising and communications, leadership and governance, and compliance (anti-corruption mechanisms, child safeguarding, etc.).
- The lowest levels of support were seen in adherence to humanitarian standards, although this can be explained by the fact that many Southern partners stated in question 10 that they were rarely or never involved in this kind of work.
- Nearly a third of Southern partners said they had received ‘*A small amount of support*’ or ‘*No support*’ around areas of fundraising and communications.

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:

“Engaging in Climate Change Policy Advocacy - A lot of Support.”

“Support in the development of participatory methodologies.”

“Financial management policy.”

“Mentorship, monitoring, evaluation and learning.”

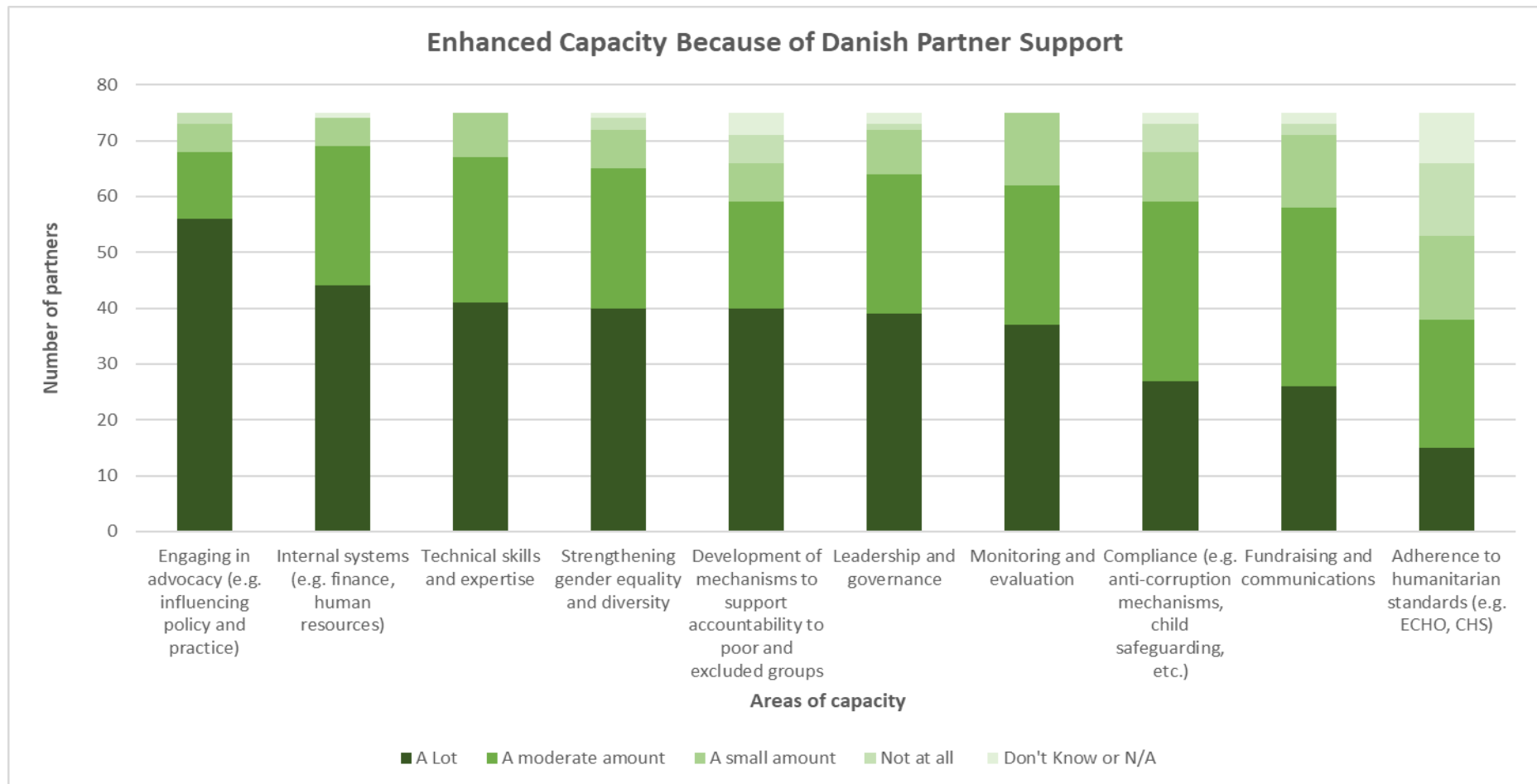
“Organisational capacity building and development.”

“Networking and linkage, international exposure and profile building.”

“Support in networking with other resourceful CSO's Support in fundraising.”

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’. The intention of this question was 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.



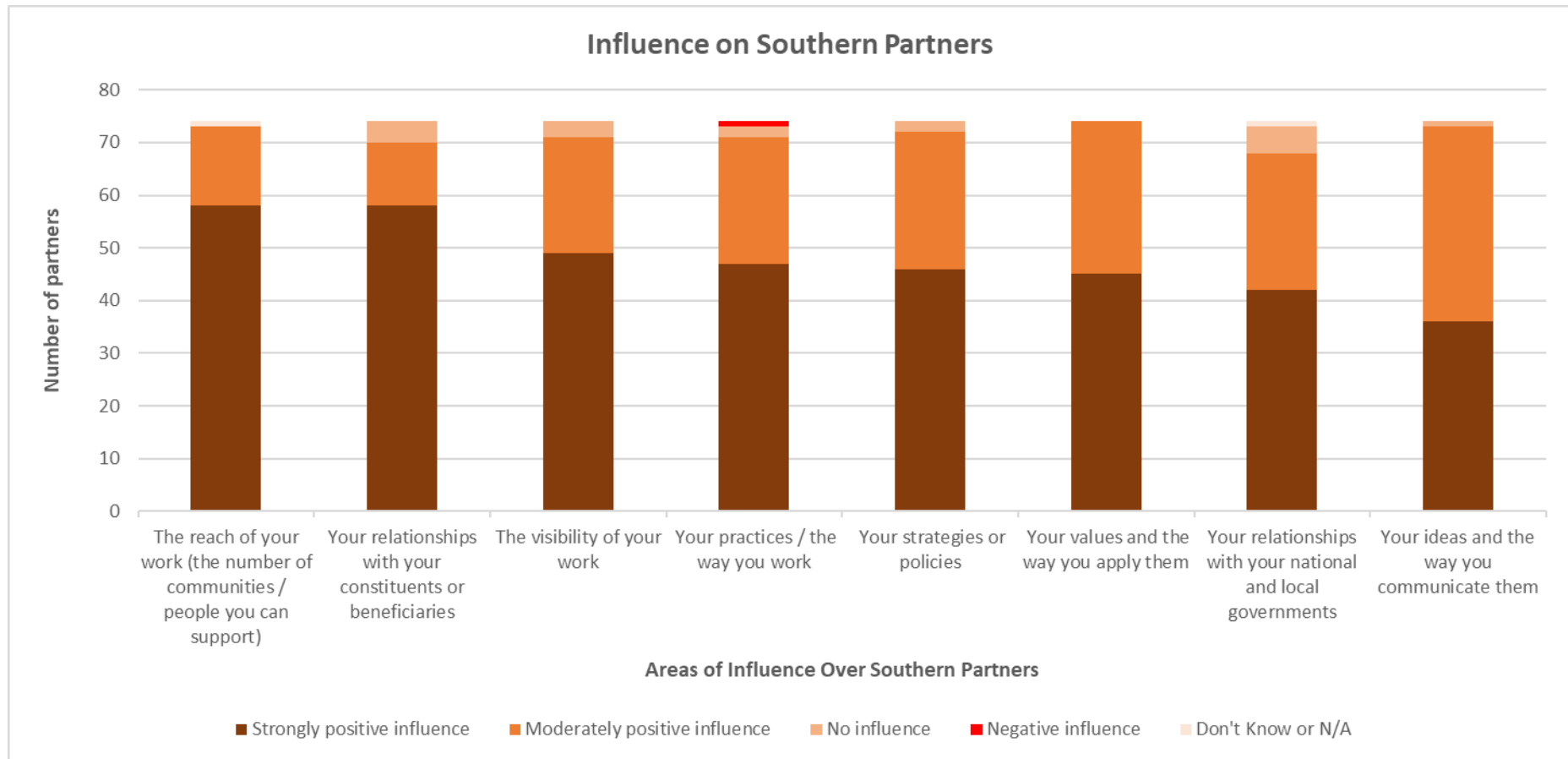
Facts and Interpretation

- Again, advocacy scored the highest, with 56 out of 75 of Southern partners (75%) saying their advocacy capacity had increased ‘A Lot’ over the past four years. This clearly includes partners who previously said they received ‘A Lot of support’, as well as some who received ‘A moderate amount of support’ in this area.
- Over 50% of partners said their capacity had increased ‘A Lot’ in internal systems, technical skills and expertise, strengthening gender equality and diversity, development of mechanisms to support accountability to poor and excluded groups, and leadership and governance.
- The evidence does not suggest that enhanced capacity is primarily around areas around compliance with the international aid system. (This would be seen if the greater portion of capacity development efforts were focused on internal systems, monitoring and evaluation, compliance, etc.)
- By and large, increases in capacity were seen in proportion to the capacity support provided (see table under question 11).
- At a more granular level, there was high correlation between support provided and enhanced capacity. However, it was not normally a perfect correlation. For example, some partners said they had received ‘A Lot of support’ in an area, but only had ‘A moderate amount’ of increased capacity, whilst others had received ‘A moderate amount of support’ in a capacity area, but their capacity had increased ‘A Lot’.
- The exception was support for engaging in advocacy, where the correlation was extremely high. Of the 49 Southern partners who said they had received ‘A Lot of support’ in this area, 47 said their capacity had been enhanced ‘A Lot’ and only 2 said it had been enhanced ‘A moderate amount’. A further seven Southern partners said their capacity for engaging in advocacy had been enhanced ‘A Lot’ even though they had only received ‘A moderate amount of support’.
- Overall, 66 out of 75 Southern partners (88%) said their capacity had been enhanced ‘A Lot’ in at least one of the 10 areas. The other 9 did not.

Southern partners were also given the option of providing an ‘Other’ category. Only two responses were received. They were “*Engagement in Climate Change Policy and Advocacy - A Lot*” and “*Increase/Change in our network partners.*”

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.



Facts and Interpretation

- The two areas of influence which saw the highest scores for *'strongly positive influence'* were the reach of Southern partners' work and their relationships with constituents or beneficiaries. Both saw 58 of 74 Southern partners (78%) say that their Danish partner(s) had had a *'strongly positive influence'* over the past four years.
- The first of these categories – 'the reach of work' – is to be expected, given that Danish funds presumably enable Southern partners to run more projects, and therefore support more people. The second – 'relationships with constituents or beneficiaries' – was more unexpected, and would be worth investigating through qualitative analysis at some stage.
- Visibility also scored highly, which is interesting given the current debates on localisation.
- The lowest level of *'strongly positive influence'* was seen for the category on 'Your ideas and the way you communicate them'. This may be a reflection of the (relatively) lower levels of support provided on fundraising and communication seen in earlier tables. However, it may also reflect the possibility that it is a badly worded question, covering two separate aspects – 'ideas' and 'communication'.
- One Southern partner based in Latin America said that their Danish partner had had a *'Negative influence'* over their practices / the way they work. This was backed up by a comment which has been included in a later section to protect the anonymity of the organisation.
- Overall, 70 out of 75 Southern partners said that their Danish partners had had a *'Strongly positive influence'* over at least one of the eight areas of influence. The other 5 did not.

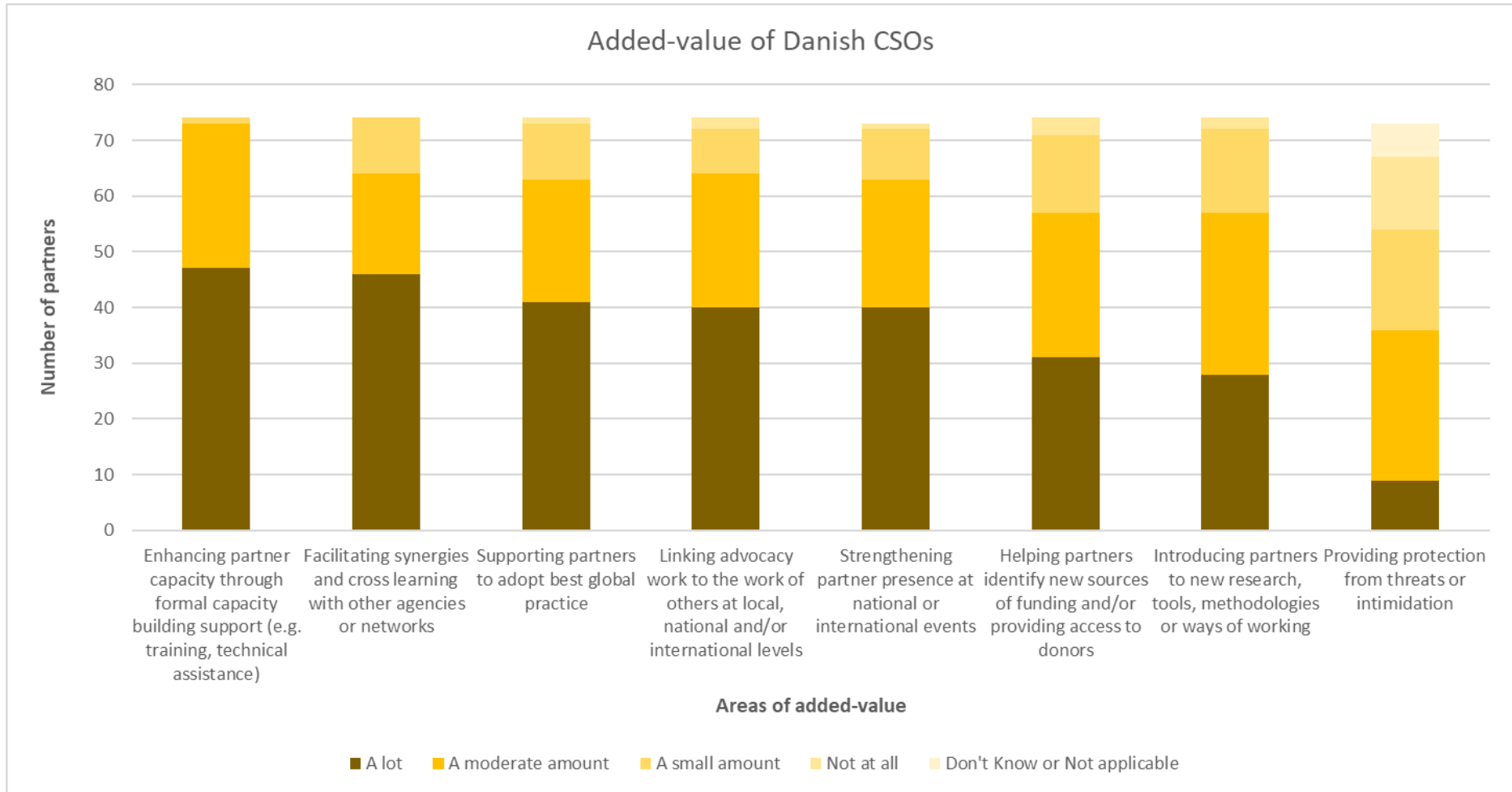
Southern partners were also given the option of providing an 'Other' response. Two responses were received as follows.

"This was one of our most significant projects that completely changed the way we do business and look at the same. The project has given us greater visibility and impact and enabled new opportunities, initiatives and enabled us to grow in every sense."

"Reach of our work at regional, continental and internationally."

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.



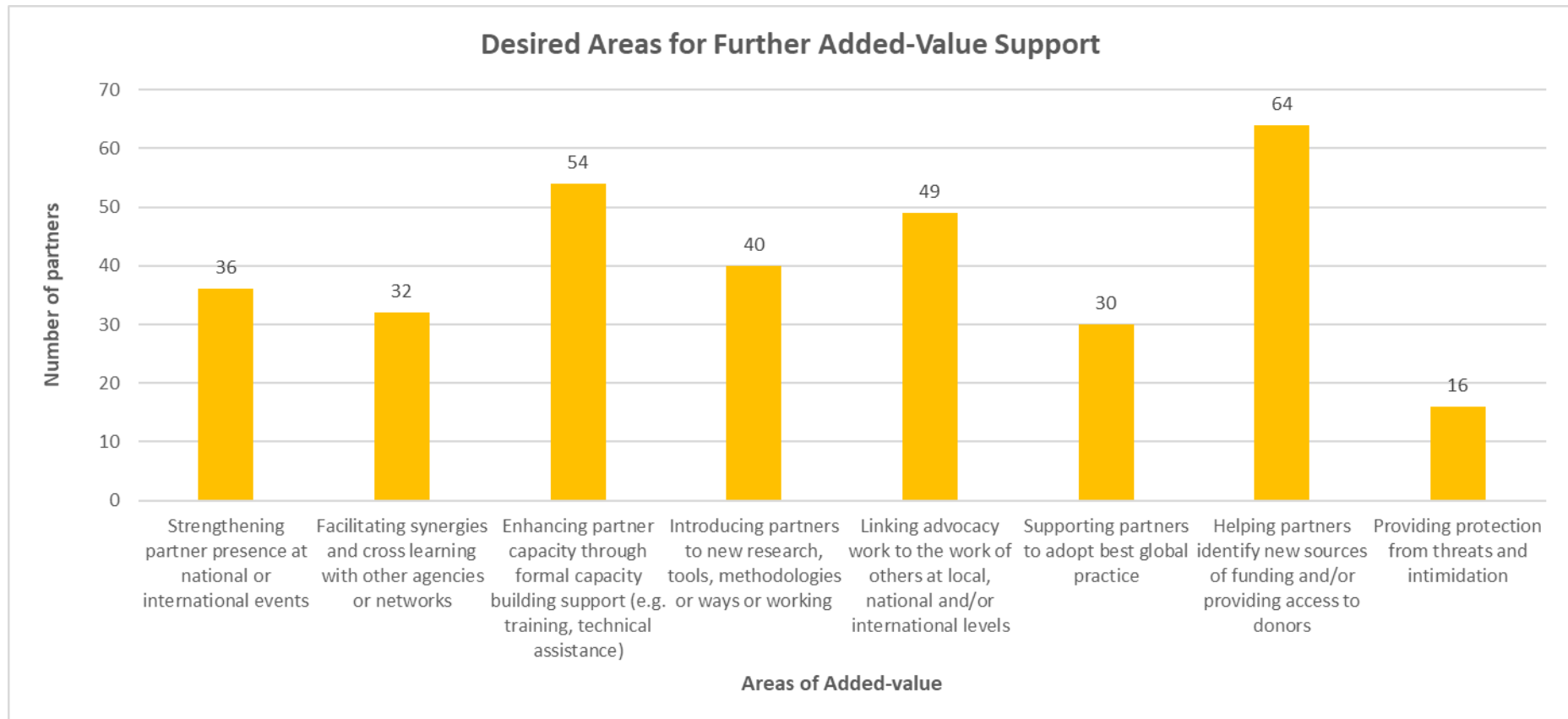
Facts and Interpretation

- 'Enhancing partner capacity through formal capacity building support' and 'facilitating synergies and cross learning with other agencies or networks' scored the highest, with 47 and 46 Southern partners (around 60%) respectively saying Danish CSOs added 'A Lot' of value to their work in these areas.
- 40 Southern partners said Danish CSOs had added 'A Lot' of value to their work in 'linking advocacy work to the work of others at local, national and/or international levels' and 'strengthening partner presence at national or international events'. The same Southern partners tended to score these two areas identically, although it was not a complete correlation (33 Southern partners said 'A Lot' for both these categories).
- '*Support partners to adopt best global practice*' also scored highly with 40 out of 74 partners (54%) saying there had been 'A Lot' of added-value in this area.
- By contrast, fewer Southern partners said they had been supported to identify new sources of funding and/or provided with access to donors. A sizeable minority (23%) said their Danish CSO partners had only added value 'A small amount' or 'Not at all' in this area. The proportion of Danish partners adding 'A Lot' of value in this area was also lower than in most other areas.
- About half of Southern partners felt that Danish CSOs had added-value 'A Lot' or 'A moderate amount' in providing protection from threats and intimidation. However, 19 Southern partners said either said there had been no added-value in this area, or stated that the issue was not applicable in their circumstances.
- Overall, 64 out of 75 Southern partners (85%) said their Danish CSO partners had added-value 'A Lot' to at least one of the eight areas of added-value support. The remaining 11 did not.

An 'Other' category was also provided as an option, but no comments were received. This could be because no other relevant areas of added-value had been identified. However, there may also have been a certain level of survey fatigue, as people tend to comment less on these kinds of surveys as they progress through them.

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.



Facts and Interpretation

- A clear winner was *'Helping partners identify new sources of funding and/or providing access to donors'*. 64 out of the 74 Southern Partners that chose at least one area for further support (87%) chose this area. 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).
- The next two most popular areas were *'Enhancing partner capacity through formal capacity building support'* (54 out of 74 – 73% of Southern partners) and *'linking advocacy work to the work of others at local, national and/or international levels'* (49 out of 74 – 66% of Southern partners). In contrast to the funding issue, these are areas where Southern partners already believe that Danish CSOs contribute a lot of added-value, and would like to see even more support.
- Around 50% of partners would like to prioritise further support around strengthening their presence at national or international events.
- Relatively few partners chose *'providing protection from threats and intimidation'* – just 16 out of 74. Nevertheless it is clearly an important issue in some contexts.

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

"Training in management of social development projects at the national and international level. Provide means of transportation to access the action area."

"Institutional Capacity Building including Human Resources."

"Transforming the alternative care sector in Kenya."

"Institutional strengthening and financial sustainability of our organisation."

"Communication capacity for project managers and PLWNCDs and general communication department, this can be linkage to other CSOs to support pro bono in an organized formal manner."

Question 16: Added-value of Southern Partners

Southern partners were asked “**How do you think you add value to the work of your Danish Partner(s)?**” This is an open question that was not asked in the corresponding SPA survey. The responses were roughly grouped into different categories as follows.

- Provision of updated information on beneficiaries, areas of intervention and context situations (including adapting projects to local contexts) (mentioned by 14 Southern partners)
- Contribution to Danish partners’ institutional or strategic objectives (12)
- Mutually beneficial learning and knowledge sharing, or promotion of spaces for reflection and analysis (11)
- Connecting Danish partners with other local organisations or networks through contacts and social networks (9)
- Provision of stories for fundraising (or for development education in Denmark) (6)
- Helping provide visibility and communication for Danish partners in-country (6)
- Providing evidence for advocacy work or influencing international decision-making (5)
- Piloting innovations to serve as a basis for learning and scaling up, or upscaling work to other project areas (5)
- Acting as an advocate or mediator for the Danish partner with local communities (4)
- Sharing of best practices (1)
- Enabling new work and advocacy spaces for the Danish partner (1)
- Adding methodological and conceptual elements to programming (1)
- Providing basic information platforms to generate new community action methodologies (1)
- Improving project management policies (1)
- Generating ideas for new projects (1)
- Making joint presentations at national and international events (1)
- Provision of a security system that is readily available if needed (1)
- Organising multidisciplinary working groups to apply systemic and holistic approaches (1)
- Helping Danish partners meet compliance requirements (1)
- Submitting joint proposals for small grants (1)

Question 17: 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 were:

- 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
- Involvement of Southern partners in communications and discussions with donors
- Consultation of Southern partners around major decisions
- 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' with statements, than to 'disagree' with statements. Southern partners were randomly allocated one of the two questions for each of the nine dimensions – either through the Survey Monkey software, or through a random number generator for those who filled in offline versions.

The results are shown below. For these questions 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.

Questions 17a: The provision of long-term, strategic capacity development support

| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|--|---|
| | Provide you with long-term, strategic capacity development support | Provide you with capacity development support which is short-term and project-based rather than long-term and strategic |
| Strongly agree | 16 | 8 |
| Agree | 11 | 13 |
| Neither agree nor disagree | 2 | 2 |
| Disagree | - | 17 |
| Strongly disagree | - | 5 |
| Don't know or not applicable | - | - |

When provided with a positive statement, Southern partners agreed that capacity development support was strategic and long-term. The responses were split between 'strongly agree' and 'agree'. However, when provided with a more negative statement the responses were much more varied. 8 Southern partners 'strongly agreed' with the statement that their Danish partners provide them with "capacity development support which is short-term and project-based rather than long-term and strategic", and a further 13 agreed.

It is possible that some Southern partners may have received more than one kind of capacity development support, and that both statements could have been true for some partners, and it is had to make any firm conclusions based on these responses.

Question 17b: The recognition and use of Southern partner full capacities

| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|--|--|
| | Recognise and make use of your organisation's full capacities | Often overlook or underestimate your organisation's capacity |
| Strongly agree | 13 | 1 |
| Agree | 18 | 4 |
| Neither agree nor disagree | 2 | 2 |
| Disagree | 1 | 18 |
| Strongly disagree | 0 | 15 |
| Don't know or not applicable | 0 | 0 |

For the positive statement, 31 out of 34 Southern partners agreed that their Danish partners recognised and made use of their full capacities, with only one disagreeing. For the more negative statement, 4 Southern partners agreed that their organisational capacity was often overlooked or underestimated, with one Southern partner strongly agreeing that this was the case. Altogether (including Southern partners who neither agreed nor disagreed with the statement they were provided) 10 out of 74 Southern partners did not feel that their full organisational capacity was being fully recognised and utilised. A large majority, however, did.

Question 17c: The provision of flexible, long-term funding

| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|--|--|
| | Provide some long-term funding that can be used flexibly | Only provide short-term funding, or funding tied to specific projects: |
| Strongly agree | 10 | 7 |
| Agree | 19 | 12 |
| Neither agree nor disagree | 5 | 1 |
| Disagree | 9 | 4 |
| Strongly disagree | 2 | 4 |
| Don't know or not applicable | 0 | 1 |

Dissatisfaction with the flexibility and nature of funding was higher than with either of the previous two questions. 9 Southern partners disagreed with the statement that Danish partners provided some long-term funding that could be used flexibly, and 2 strongly disagreed. This was in addition to 5 who neither agreed nor disagreed, meaning a total of 16 Southern partners out of 45 did not agree with the positive statement.

For the more negative statement, only 8 out of 29 Southern partners disagreed that funding was only short-term, or tied to specific projects. This is more likely to be a statement of fact for Southern partners than an opinion. There may of course be valid reasons why funding is short-term or tied to specific projects. Nonetheless, the evidence points to some fairly widespread dissatisfaction with the flexibility of funding.

Question 17d: Early and full engagement of Southern partners in project design and planning

| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|---|--|
| | Involve you early in project design and planning and listen to your views | Often engage you late in project design and planning, or ignore your views |
| Strongly agree | 27 | 0 |
| Agree | 11 | 3 |
| Neither agree nor disagree | 0 | 1 |
| Disagree | 0 | 17 |
| Strongly disagree | 1 | 14 |
| Don't know or not applicable | 0 | 0 |

There was much more consensus on this statement. For the positive question, 38 of 39 Southern partners agreed that Danish CSOs involved them early in project design and planning, and listened to their views. Indeed, 27 of the 39 strongly agreed that this was the case. For the negative statement, only 3 of 35 Southern partners thought that they were engaged late in project design and planning, or that their views were ignored.

The number of partners strongly agreeing that they are involved throughout the design and planning process indicates this a strong area of partnership between Danish CSOs and Southern partners overall.

Question 17e: Treatment of Southern partners as equal partners rather than grantees or sub-contractors

| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|---|---|
| | Treat you as an equal partner rather than a grantee or sub-contractor | Often treat you as a sub-contractor or grantee rather than an equal partner |
| Strongly agree | 11 | 2 |
| Agree | 18 | 3 |
| Neither agree nor disagree | 1 | 5 |
| Disagree | 1 | 18 |
| Strongly disagree | 0 | 14 |
| Don't know or not applicable | 1 | 0 |

For the positive statement, only 2 out of 31 Southern partners did not agree that they were treated as an equal partner rather than a grantee or sub-contractor. Most agreed rather than strongly agreed, which might suggest some reservations. For the negative statement, 2 Southern partners strongly agreed they were often treated as a sub-contractor or grantee rather than an equal partner, and a further 3 agreed. In addition, 5 neither agreed nor disagreed.

Overall, the majority of Southern partners (61 out of 74) stated that they were treated as an equal partner. A sizeable minority (13 out of 74) did not.

Question 17f: Visibility of Southern partners

| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|--|---|
| | Give you credit for the work you do, and name you in external communications | Often take credit for the work you do, or ignore you in external communications |
| Strongly agree | 26 | 0 |
| Agree | 13 | 1 |
| Neither agree nor disagree | 1 | 0 |
| Disagree | 1 | 19 |
| Strongly disagree | 0 | 10 |
| Don't know or not applicable | 2 | 1 |

Overall, this did not appear to be much of an issue for Southern partners. Only 2 either disagreed with the positive statement or agreed with the negative statement. 68 out of 74 Southern partners overall agreed that they were usually given credit for the work they do, and were named in external communications. The fact that 26 Southern partners strongly agreed with the positive statement is a further indication that if there are problems in this area it is only in a small minority of cases.

Section 17g: Involvement of Southern partners in communications and discussions with donors

| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|--|---|
| | Involve you in discussion or communications with donors (e.g. Danida or in-country donors) | Usually manage the relationship with donors themselves (e.g. Danida or in-country donors) |
| Strongly agree | 6 | 7 |
| Agree | 18 | 18 |
| Neither agree nor disagree | 7 | 2 |
| Disagree | 4 | 6 |
| Strongly disagree | 1 | 3 |
| Don't know or not applicable | 1 | 1 |

Although the two statements were meant to reflect differing positions regarding involvement with donors, the responses were remarkably consistent. 24 of 37 Southern partners strongly agreed or agreed that they were involved in discussion or communications with donors, whilst 25 of 37 Southern partners strongly agreed or agreed that Danish partners usually managed the relationship with donors themselves.

The positive statement is the more straightforward of the two, and from the responses it appears around a third of Southern partners did not feel they were involved in discussions or communications with donors. This, of course, does not necessarily mean they would prefer to be involved, and this is probably something that depends very heavily on the context.

Question 17h: Consultation of Southern partners around major decisions

| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|---|---|
| | Consult you and regularly take your views into account in major decisions | Usually take major decisions without consulting you or taking your views into account |
| Strongly agree | 14 | 1 |
| Agree | 20 | 4 |
| Neither agree nor disagree | 1 | 3 |
| Disagree | 1 | 15 |
| Strongly disagree | 1 | 13 |
| Don't know or not applicable | 1 | 0 |

Most Southern partners (62 out of 73) felt that they were consulted during most major decisions, and many had strong feelings on the issue. Again, a sizeable minority (7 out of 73) felt they were not always consulted, and their views were not always taken into account, with a further 4 Southern partners being neutral on the issue. This is also evidenced by some of the more qualitative comments made in the next section.

Question 17i: Engagement of Southern partners in international fora and debates

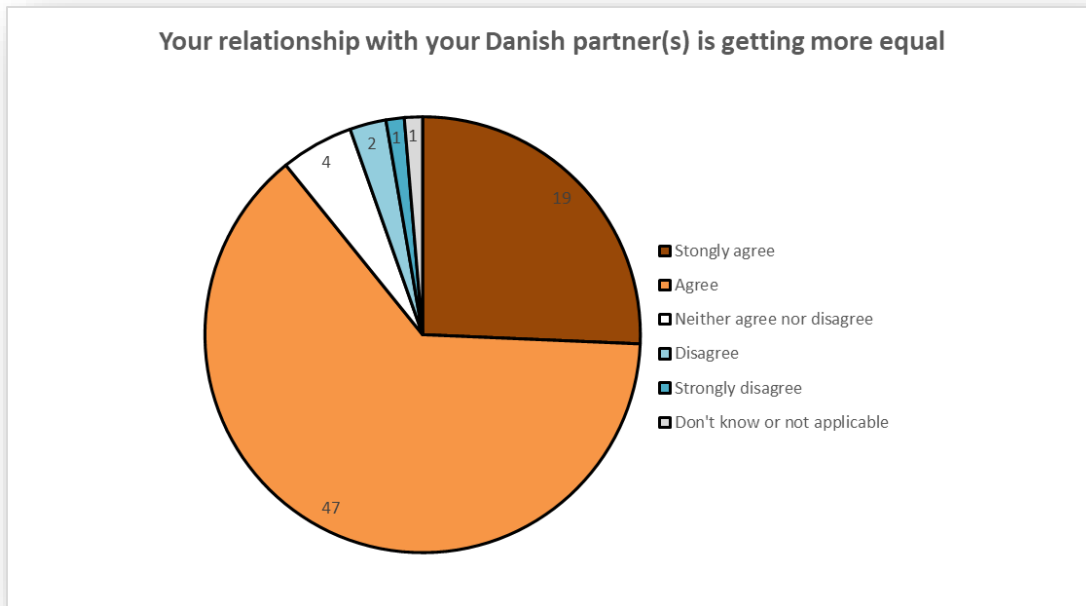
| | To what extent would you agree that your Danish partner(s)...? | |
|------------------------------|---|--|
| | Support you to engage in international fora and debates around policies | Often exclude you when they engage in international fora and debates around policies |
| Strongly agree | 8 | 2 |
| Agree | 18 | 2 |
| Neither agree nor disagree | 6 | 4 |
| Disagree | 4 | 17 |
| Strongly disagree | 0 | 9 |
| Don't know or not applicable | 2 | 0 |

Not all Southern partners are involved in advocacy work, so it is safest to treat those that neither agree nor disagree with the statements as totally neutral on this question. Of the remaining 60 Southern partners, 52 felt they were supported to engage in international fora and debates compared to 8 who felt regularly excluded.

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, and only a small number 'strongly disagreed' that they were excluded from doing so. This might hint at some desire for improvement, which is backed up by some of the qualitative comments in the next section.

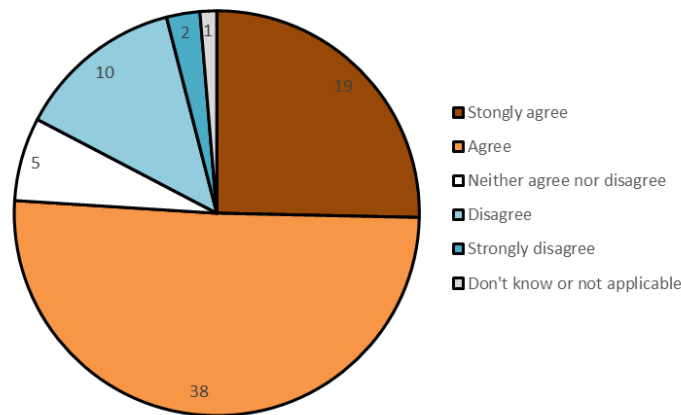
Question 18: Localisation Trends

For question 1, a statement was made that *“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 over-lapping statements, and were asked whether they agreed or disagreed with the statements. Responses were as follows.



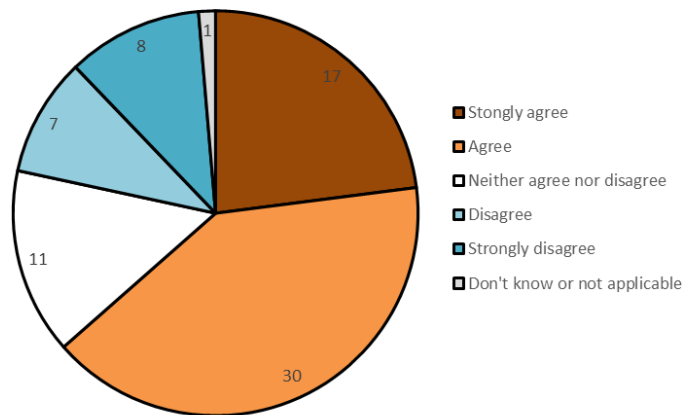
- 66 out of 74 Southern partners felt the relationship with their Danish partner(s) is getting more equal, although only 19 of these strongly agreed with the statement.
- Some of the comments received from agencies that disagreed, or stated they neither agreed or disagreed were as follows:
 - *“Our institution needs full autonomy in the development of its actions; We are aware that a fair and democratic relationship with the Danish partner would substantially improve the achievement of positive results.”*
 - *“A more equitable relationship would have to take into account more open dialogues so that they take into account our realities in relation to the risk of our work and the precariousness of the social security system in our country.”*
 - *“Let our partner also link us to other funding opportunities of small funding from other small funders so that we shall not only depend on one funding which sometimes is insufficient to handle other emergency needs in the country of operation.”*
 - *Level of satisfaction in relationship is difficult to configure out and some time the Danish partners come with already finalized issues like budgets, tools and require the inputs which seems as just formality while have been already fixed by the partner.*
 - *We have good relationship with our partner and it has grown stronger, we more believe, respect and trust each other. We have become more open and highly transparent! Although there remains a tendency to look at our partner as our benefactor rather than our equal partner, it is probably due to our opinion rather than the making or intention of our partner. This may call for increased capacity in international relations and confidence building of south partners.”*

You are satisfied with your current relationship with your Danish partners, and would like things to stay as they are

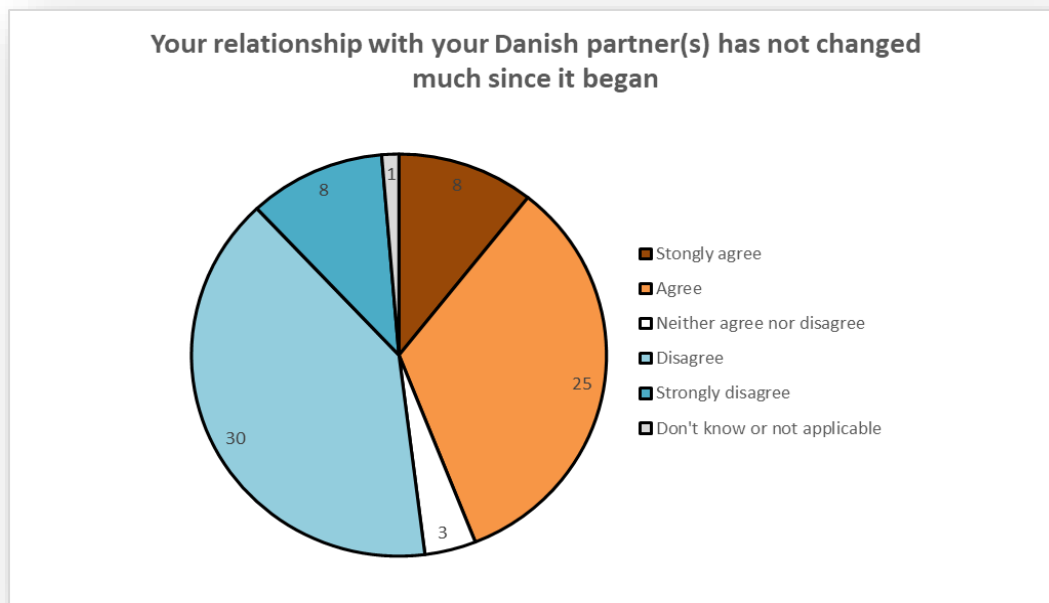


- 57 of 75 Southern partners 'strongly agreed' or 'agreed' that they were satisfied with their current relationship with their Danish partners and would like things to stay as they are. However, a sizeable minority disagreed.
- Some of the comments received from agencies that disagreed, or stated they neither agreed or disagreed were as follows:
 - *"We are satisfied with the relationship except to say that there is room for improvement. There are some areas that need improvement."*
 - *"The current funding from CISU allows for a certain percentage for admin/ salaries. Knowing this is a sensitive (but crucial) thing to discuss the feeling is that the Danish partner refrains from taking up the discussion with CISU, yet it could be based on documented needs and proof of how more flexibility would allow for greater impact and sustainability. E.g. currently staff in joint programme is funding from outside the programme due to the limits put by CISU - yet the costs are reasonable but cannot even be considered since it will have a negative impact on the competitive rating by CISU of the Danish partner when submitting the applications. This is working against the joint objectives of alleviating poverty in CISU, the Danish partner and our organisation."*
 - *"We would like to run more longer-term projects supported by our Danish Partners, beyond three years and with some aspect of direct service delivery, especially in water and sanitation infrastructure for demonstration purposes in addition to our core areas of policy influencing, coordination and capacity building."*
 - *"The Partners, should be able to consult the Local organizations and take their views into perspective while making certain decisions, we should be seen more as of equal partners rather than the Danish partners taking themselves as superior partners because the relationship is mutual and often professional."*
 - *"More should be done to ensure that local partners drive the development agenda and priorities when working in partnership with Danish agencies."*
 - *"We agree to this statement but we hope we can create more synergies together as role model to other partners. That means we can together put more pace ahead for new innovations and development."*

You would like to have more equality within your relationship with your Danish partners



- 47 out of 75 Southern partners 'strongly agreed' or 'agreed' that they would like to have more equality with their Danish partners. On the face of it, this is slightly inconsistent with the previous question, although it is of course possible to be satisfied with a relationship and yet wish for it to improve.
- Only 15 Southern partners disagreed with the statement, suggesting that there is indeed a desire for more equality on behalf of Southern partners.
- Some of the relevant comments were as follows:
 - *"Although we are currently satisfied with our relationship with the Danish partner, we are still welcome to any other ideas they might have to improve further the quality of our relationship."*
 - *"Where there are more than two [Danish] partners like it is in our case ... the two organisation are different. There will definitely be a cultural variation in the way two organisations presented themselves and encourage equality."*
 - *"Our partnership should be strengthened more for the benefits of our community."*
 - *"We want relationship be improved more."*
 - *"We are satisfied with our current relationship with our Danish partners and therefore we will like a little more equality in the relationship."*
 - *"The only observation is that we were unable to continue with the Program that we were developing and that we supposedly had until this year 2021, which affected our entire technical team, we were left unemployed, and in [country] there are no short-term employment alternatives for the same world situation that we are experiencing, which has affected our household economies."*
 - *"There are just some instances where they (not all) make decisions without sufficient consultation. This should be corrected and the local partners should be treated as equal partners. Otherwise, the relationship and the long walk we have had together has been smooth without any major worry."*



- There was a mix of responses here. 33 out of 75 Southern Partners felt there had not been much change in the relationship with Danish partners since it began. Again, this contrasts slightly with responses to the first question, and demonstrates that responses often differ according to the way that questions are asked.
- Nonetheless, a small majority of Southern Partners feel that their relationship has changed – usually for the better judging by the qualitative comments.
- Some of the relevant comments were as follows:
 - *“The relationship has changed because there is more trust that we can deliver as per their expectations.”*
 - *“It has changed a lot because we have moved from having a Danish residence to more of Danish presence (regular monitoring visits to [country]).”*
 - *“Since 1928, the relationship between Baptist Union of [country] and Baptist Union of Denmark has been strong and has not changed even in tough times.”*

Overview

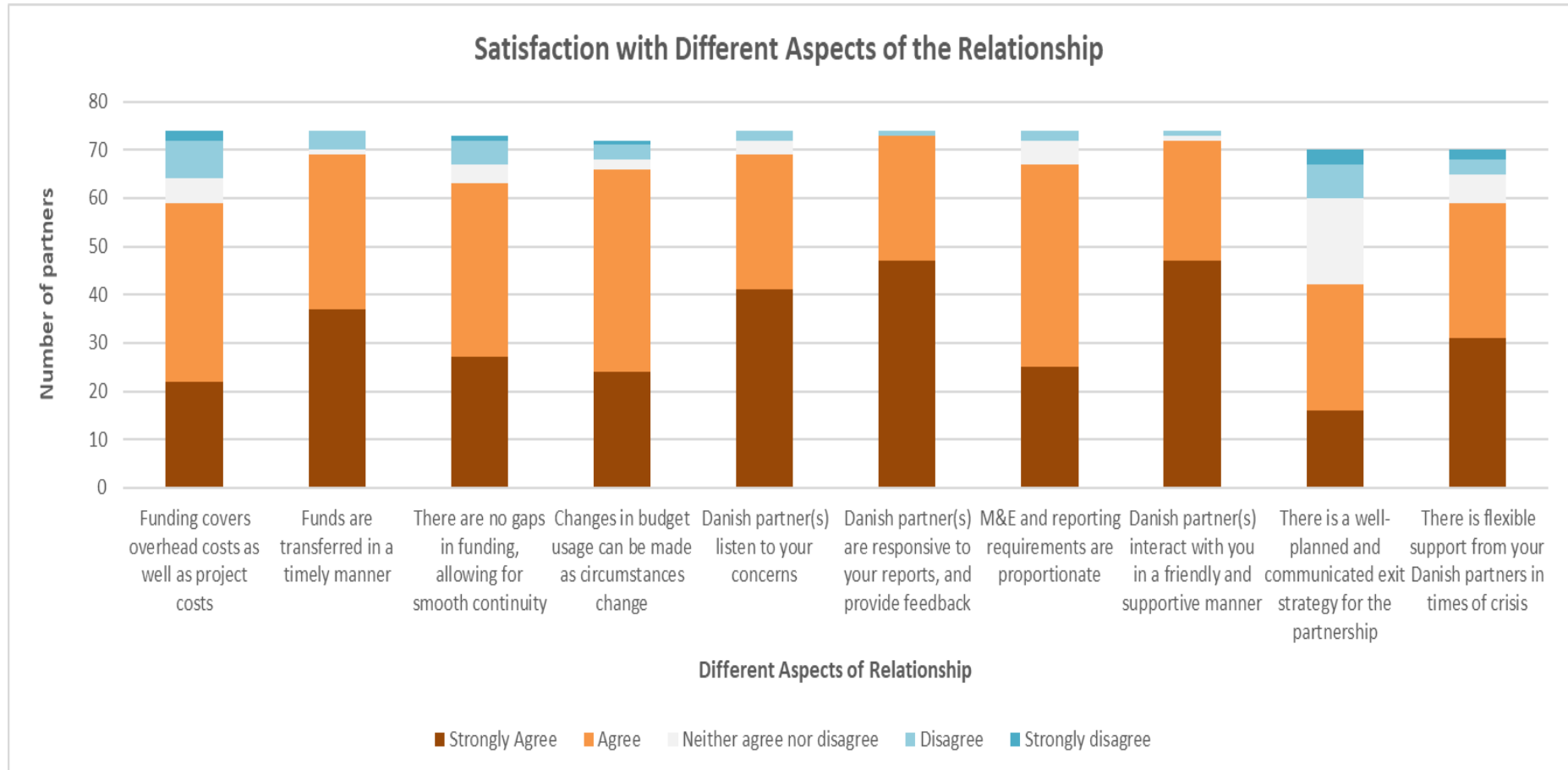
Overall, a mixed picture emerges. There is plenty of evidence from this partner survey that many Southern partners are satisfied with their current relationship(s) with their Danish partners. Yet there is also plenty of evidence that many of the same Southern partners would still like the relationship to become more equal. A few Southern partners are clearly unhappy with some aspects of the relationship. Many positive comments were also received, and a selection is included below.

- *“[Danish partner] provide us with strong support and give us opportunity to discuss on the planned activities and designing of the project. They engage us from the scratch and value our ideas and suggestions.”*
- *“From the inception, our partnership has been establish as the long-term one. We engage on each other, discuss issues together, making plans together, and supporting each other.”*
- *“There was continuous improvement in our relationship, this was demonstrated by organization of annual conference where program/policy matters are discussed and collective decisions/recommendations were made. Channel of communication is open and views are respected and incorporated in organization policies.”*
- *“Since day one we started working with [Danish Partner] everything has been on a smooth run as we often check with one another and get to have consensus on key points.”*

- *“Our partnership has been growing better and better.”*
- *“We appreciate how we work with our danish partner. They are more consultative, inclusive and engage us in designing, planning, implementation, and evaluation which make these projects successful, and we also engage our community in decision making especially PLWNCD.”*
- *“We are learned a lot with our Danish partner, and compared to the others, they treat us an equal organization, involving us from the planning and design project to end, phase out and evaluations. we are very happy with this partnership. Its productive, trustfully and horizontal.”*
- *“The relationship is good but it should grow to the best.”*

Question 19: 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. The responses are included in the table below.



Facts and Interpretation

- Working from left to right, the first four statements concern budgets. Satisfaction is highest with *'funds are transferred in a timely manner'* (37 strongly agreeing and 32 agreeing) and lowest for *'funding covers overhead costs as well as project costs'* (22 strongly agreeing and 37 agreeing).
- For *'Funding covers overhead costs as well as project costs'*, 8 disagreed, 2 strongly disagreed, and 5 neither agreed nor disagreed. This represents a sizeable minority unhappy with this aspect of funding. One partner responded *"There is a need for considering long term development strategies, increase of project period and increase of funding based on the development gaps assessed whenever new projects or programs designed. Overhead costs like vehicle purchase should be considered for the betterment of the quality performance achievement."* Another said that *"As mentioned funding does not cover all overhead costs and it seems to be a non-negotiable which is not part of a sustainable partnership and development."*
- The numbers of Southern partners strongly agreeing that *'there are no gaps in funding, allowing for smooth continuity'* and *'Changes in budget usage can be made as circumstances change'* is relatively low compared to the other financial areas.
- The highest number of Southern partners strongly agreeing with statements was for:
 - *'Danish partner(s) are responsive to your reports, and provide feedback'* (47 out of 74);
 - *'Danish partner(s) interact with you in a friendly and supportive manner'* (47 out of 74);
 - and
 - *'Danish partner(s) listen to your concerns'* (41 out of 74).These are very high scores, and seem to denote a strong sense of affection between Southern partners and their Danish counterparts. In total, only 3 Southern partners disagreed with any of these statements (1 partner disagreed with 2 of them).
- Only around of a third of Southern partners strongly agreed that M&E and reporting requirements are proportionate, but then this is a statement that is unlikely to provoke a strong emotional reaction. Two partners disagreed that they were proportionate. One partner reported *"The staff time spent in monitoring, auditing and reporting related issues are not comparable to the fund provided. It is more demanding. We feel that our staff time would have been used in better efficient way."*
- By far the lowest level of agreement was for there being a *'Well-planned and communicated exit strategy'*. 7 partners disagreed, 3 strongly disagreed, and a very high number of 18 neither agreed nor disagreed.
- 5 Southern partners disagreed in one way or another that there is flexible support from Danish CSOs in times of crisis. It is likely that the Covid-19 pandemic will have affected this response.

Question 20: 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 were as follows.

Positive comments on the relationship

“The relationship with [partner name] is too important for us, because they have strategic objectives similar to ours, and they were a great support when we went through difficult times.”

“We are proud and satisfied of the equal relationship we have with [Danish partner].”

“The relationship with our Danish partner is based on long term friendship for development that covers not only project activities but also humanitarian support, exchange visits and mobilizing private donations in Denmark in support for other interventions.”

“Our Danish partner has been supportive, very open and transparent. It has contributed in increasing our visibilities in [country].”

“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.”

“It is a pleasure to work with the Danes, which has been a great opportunity for the development of society in our country.”

“Thank you for the support you provide to the disability sector.”

“The relationship is very cordial, communication frequent and open and reporting simple and not very complicated.”

“We would like to thank [our partner] for the support they provide to [us]. With funding, we have changed and saved more lives in accessing health services and Advocacy on human rights. Thank you!”

“[Danish CSO] support for our work has been essential for us in making differences for our people particularly in resilience and inclusion activities in the community as well as greatly in improving and sustainability of our organisations as a local NGO, we are looking much forward into even for a better partnership and relationship in the future. Thanks.”

“Our Danish partner have supported in our organisational growth also.”

“We feel very satisfied with the relationships that we have managed to have with our partner Danish over all years, they were relationships of respect and mutual support.”

“We are satisfied with the Danish partner, for their close and friendly technical support.”

“Our Danish partners have for example been very supportive in assisting us to cope with covid-19 situation.”

“Our relationship is quite good. We are more than partners! We became friends. They quick communicate with us and they value our point of view on different issues to take into account.”

“We always appreciate how supportive they are in terms of capacity building, listening, and strategic planning.”

“Our Danish partner have always made frequent field monitoring visit which help strengthen [our] implementation capacity. In the times of COVID- 19 pandemic our relationship remained strong because of frequent online meeting conducted.”

“We are mutually trusting each other, values conformity have been success factors to our relationship.”

“Our partner is the excellent one, as they are responsive, transparent, they engage, and constructively support our organization in different capacities.”

“Generally we have very good relationship with [Danish partner] and wish to continue with this partnership for many years more.”

“The focus of our interests is similar to than of our partner and therefore we understand each other well, and they understand our work well. This has helped in strengthening our relationship, wanting to do more together. Besides [Danish partner] technical team are good chaps!”

“Danish partners are so far the best partners [partner] has ever had in the organization's history, and would request that the partnership continues for more years as PWDs still need more support.”

“Our relationship with our Danish Partner has been of great importance to us, we have learnt a lot from them, and their financial, technical and networking support to our organisation has made it possible for us to grow further, and actively contribute to the fight against HIV/AIDs in Uganda. We do believe that a continued partnership with [Danish partner], will translate into a sustainable and scaled up response to HIV/AIDs response among Sex Workers and the public in Uganda.”

“We thank our partners and we would wish to continue our cooperation at least the five years.”

“We highly appreciate the support from and are having strong relationship with our Danish partners. We expect to strengthen this relationship with CISU and to be engaged in relationships with other Danish CSOs. Thank you.”

Comments on the survey

“Appreciate the opportunity, very constructive and open minded survey.”

“We are very thankful with our Danish partner for this exercise. We certainly learn a lot. Best greetings.”

Suggestions for the future

“It is a good relationship that can be improved, if there is a willingness to listen and understand our work, especially because of the risk involved in working to defend the environment and human rights in [country].”

“To support us to reach out to more funding partners so as to increase our funding base that will help us to strategically expand our reach and mandate.”

“The support they give should target working more with the Grassroot organizations.”

“We understand that the partners also have undergone tremendous stress due to COVID which might alter the course for future action despite making substantial landmark changes in project country which could halt immediately or bleed small organisations like ours bleed to death. Therefore exit strategies, if required might be a good place to be and also possibility to be part of the "potential partner pool" for other danish partners interested to work in the same , based on good work could be considered.”

“Keep and maintain the current relationship looking for improvement where the gap and need will be identified between the parties through communication and exchanging the ideas, expertise and experiences through participatory manner.”

“We will be happy if our Danish partner will also engaged in building our organization capacity and support in introducing specific business that will build our sustainability.”

“Our relationship with Danish partner is increasing positively, so they should increase capacity building which will enable us to be more independent upon their departure

“1. They should think of supporting or facilitating some of the Partner Institutional Governance costs like Boards which are key policy organs of the partners 2. Consider capacity building enhancements of Partner staff and Boards either directly or through

linkages 3. Supporting or helping market linkages of Joint marketing groups in south to the North niche markets and else where."

"The relationship is okay with our Danish Partners and its a healthy one of mutual respect and understanding. However some times the overhead costs may not be fully covered that are aimed at institutional strengthening."

"We have a cordial relationship but things improve to allow more empowerment and supporting the growth of the local partner."

"We commend the support from CISU channelled through [Danish partner]. We propose that they involve us more in international fora especially those that affect agrarian policy making. This will help to include our pertinent issues during this policy making process."

Other comments

"The global health crisis that hit [partner name] very hard, in which we have lost many people involved in the institution, has generated mixed feelings and actions with those who have not been affected by this disease, as a result of this we lost the leader of the financed program by the Danish government for 5 years, perhaps it could have given different information regarding the questionnaire, however the information that is filled in the questionnaire has been consulted with the new and old personnel of the institution."

"The question about exit strategy is not clear - since there is a clear exit strategy for the project/ programme but the partnership is long-term and will continue until the overall objective/ purpose is fulfilled."

"We are grateful for the financial and technical support to develop projects in Nicaragua."

"I find it interesting that we can plan projects within the framework of a program, because it allows us to act on the educational contexts and processes to achieve the project indicators, work in a network and position the results achieved on the public agenda."

"Danish organization promotes the development of the potential of public organizations. Teaches organizations planning, studying the implementation of the project cycle, advocacy, communication, fundraising. These projects provide an opportunity to exchange experience between local organizations. It gives an opportunity to get involved in the process of communication with the community and government agencies. Public organizations receive the skills of introducing documentation and reporting and training in financial procedures. I would like to learn from foreign public organizations abroad."

"We hope this working relationship continues to be stronger and we look forward to visit and learn from others Danish partners in the future to come."

"Our Danish partner understands and value our disability needs than the Danish local country representatives/ staff."

"We appreciate this Relationship. It has been good and they have been open. There is a lot we have learnt from [Danish partner] and we still need to learn more from them. We also request more capacity-building support from them. The training we participated in and the experience while in Denmark was a nice one, we learnt a lot and have used the knowledge Implementation of Different projects. Therefore we request more opportunities where we can learn."

"Our Relationship with [Danish partner] is collegial one, though no clear exit strategy."