

The FK Partner Survey 2009

The FK Partner Survey 2009 is a part of FK Norway's biannually survey series which provides the organization with important feedback from the institutions that take part in partnerships facilitated by FK Norway.

The survey conducted in 2007 focused upon partner's perception of FK Norway and how to improve services delivered by FK Norway. This study will try to get some information on which partners that perceive that the FK exchange project has a positive effect in capacity development and which of FK Norway's facilitations means something for the partners. We will of course also seek information from our partners about what services they are satisfied with or not.

129 partner representatives responded to this survey, which makes 36,1% of the population. This response is about average for such self complete questionnaires and should make us able to outline some trends. Initially the survey asks background questions related to partner constitution, sector, program line etc. For statistical information about FK Norway's diversity, impact areas and sector involvement we would like to refer to FK Norway's annual reports for more accurate information. Data from this study shows us that there is a slight bias in the partners who have responded to the survey as the South-South partners are overrepresented, and more Norwegian partners in North-south exchange has completed the questionnaire. By filtering results we will try to deal with this bias and hence the data of this survey should be representative for the view of FK Norway's partner institutions.

The survey was sent to the administrative leaders of the institutions, who were able to delegate the response. All in all around 30% of the answers were made by the CEO and 50% by the program coordinator. 20% of the respondents held other positions, although many of them stated to be leaders of the project or directors.

Recruitment

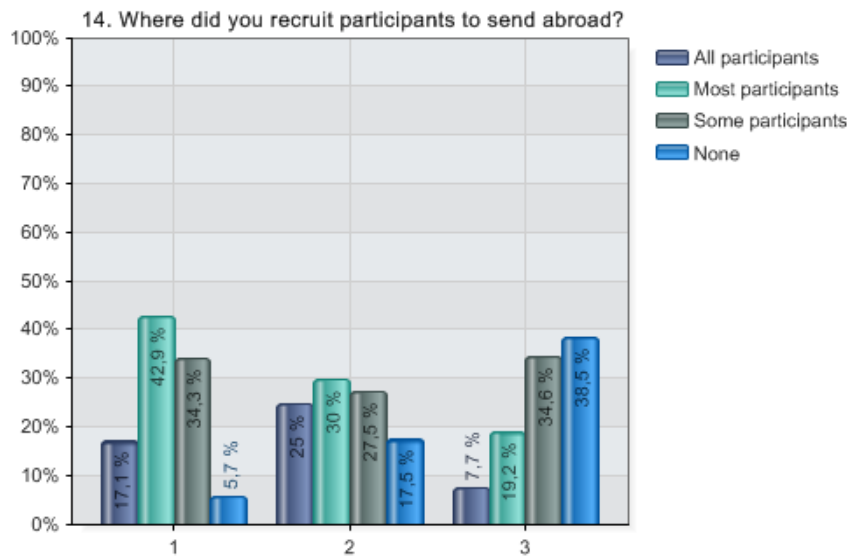
The FK statutes clearly state that exchanges consist of partner institutions exchanging members of staff. However, FK accepts that participants may be recruited through external recruitment.

The partner study from 2007 revealed that only 15% of the Norwegian partners recruited all their participants from their own staff, while around 50% of the South partners did the same.

As we can tell from the charts on the next page, this is still the tendency, although more partners have started to recruit exclusively from own staff. There has been a slightly increase in internal recruitment amongst Norwegian partners, but the fact that 64% of the south-partners report to select all their participants internally shows us a significant trend.

By looking at the charts at page three we can see that internal recruitment in the South-South program is much more common(55% exclusive) than in the other programs, but this number is still significantly lower than south partners on the North-South program (72%). Not surprisingly Youth partners tend to recruit more on membership / network basis and less on basis of their own staff. Regarding the use of external recruitment there is no significant difference between the Youth program and the other programs.

Norwegian partners



14.1 External recruitment (from outside of the organisation)

N* 35

14.2 Internal recruitment (from the staff of the organisation)

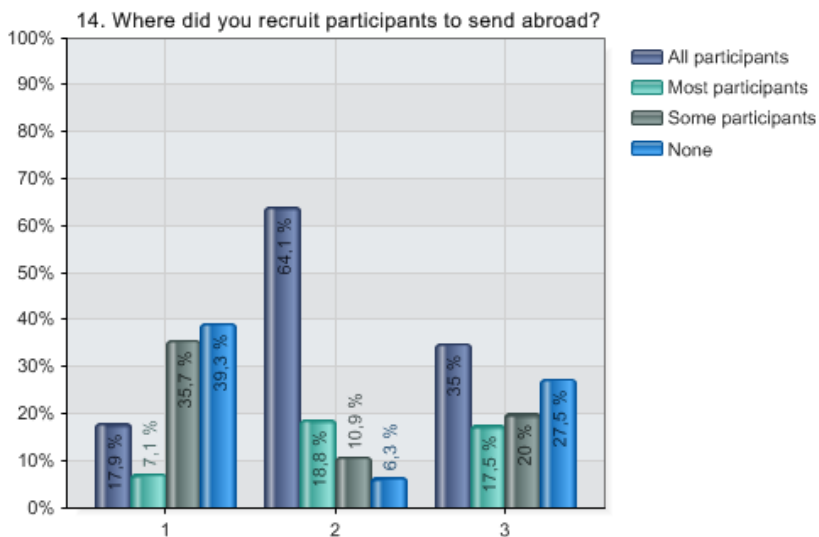
N* 40

14.3 Network based recruitment (from members or other network)

N* 26

*N = number of respondents answered the question

South partners



14.1 External recruitment (from outside of the organisation)

N* 28

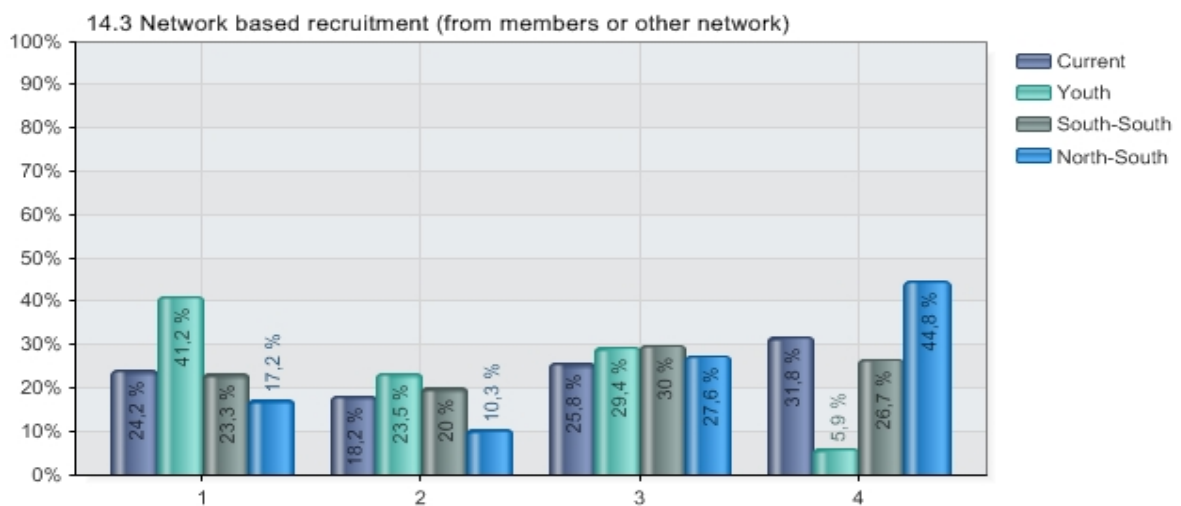
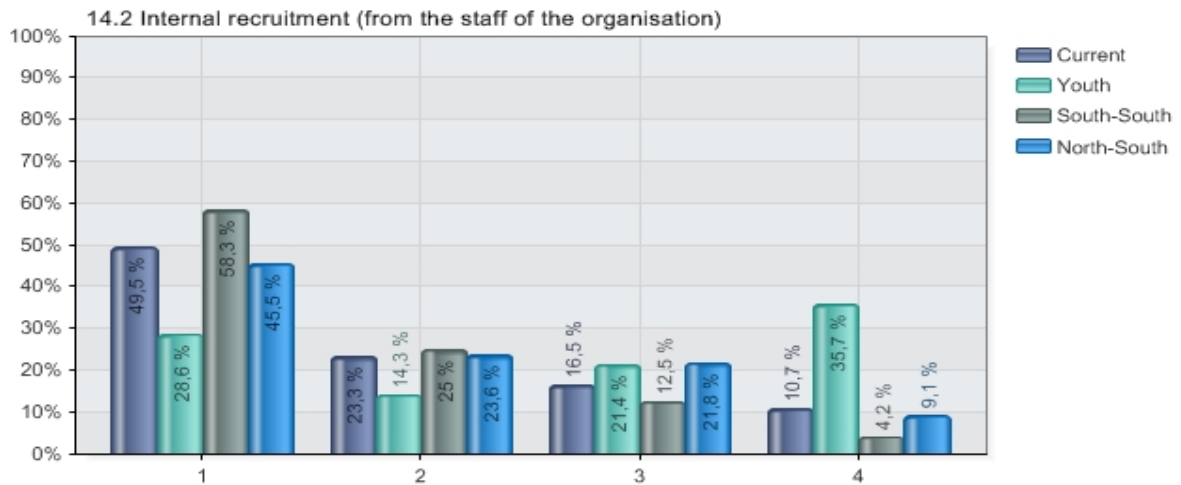
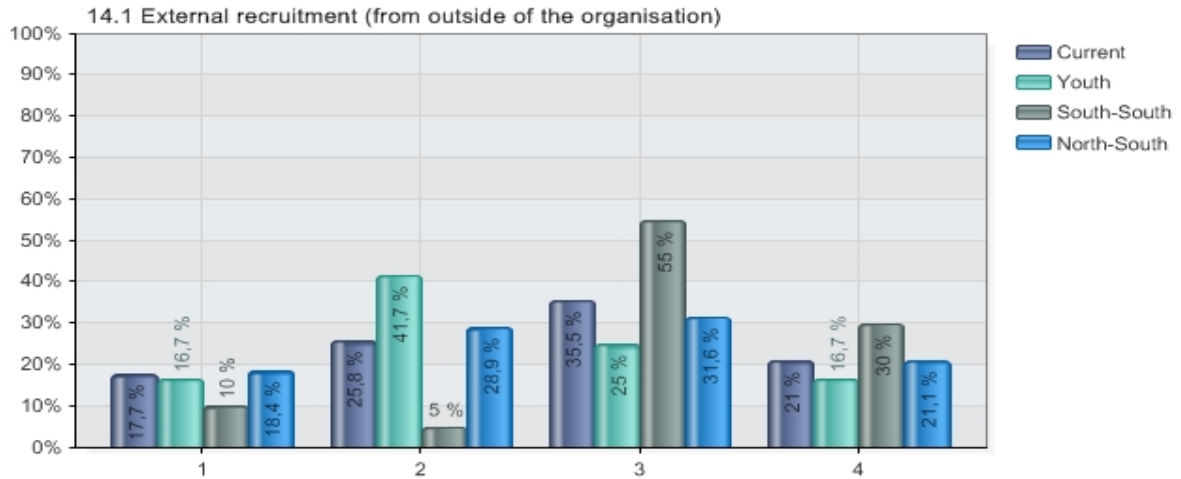
14.2 Internal recruitment (from the staff of the organisation)

N* 64

14.3 Network based recruitment (from members or other network)

N* 40

*N = number of respondents answered the question

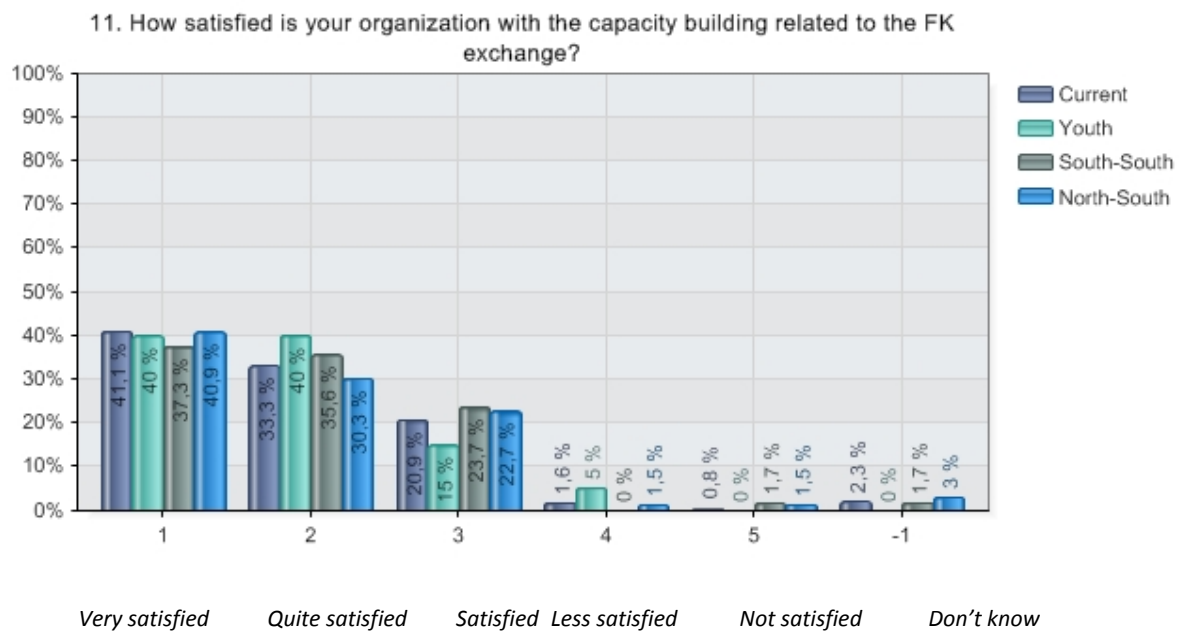


Capacity building

Overall satisfaction

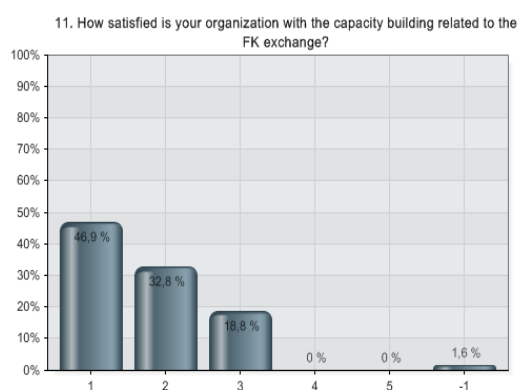
The use of partnership based exchange is based on the idea that institutions can learn and develop through exchange of personnel. Each partner institution will set their own goals for the project which are monitored through other means. This survey will reveal what the partner representatives perceive as effects of the exchange.

Overall results show that the partner representatives are satisfied with the results of the FK project. More than 95% of the partners' state to be satisfied with the capacity building related to the FK exchange. 75% are quite or very satisfied. There are no significant differences between program lines, except for the Youth partners where 80% are quite or very satisfied.

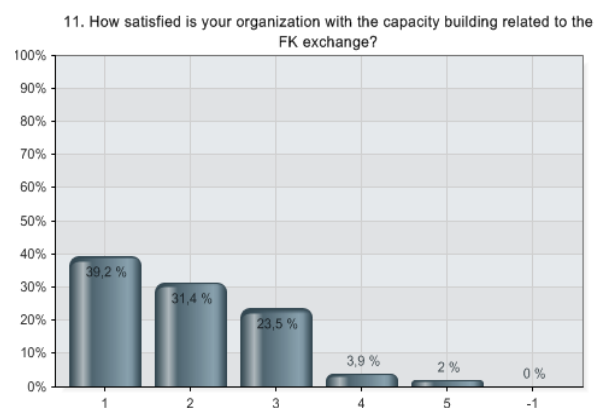


It is remarkable that the length of involvement has no impact on the organizations satisfaction.

1-3 rounds of exchange



4 or more round of exchange



This is something that should be looked further upon. It might be that partners get higher expectations after the initial rounds, become more critical, or that they meet more challenges as they go.

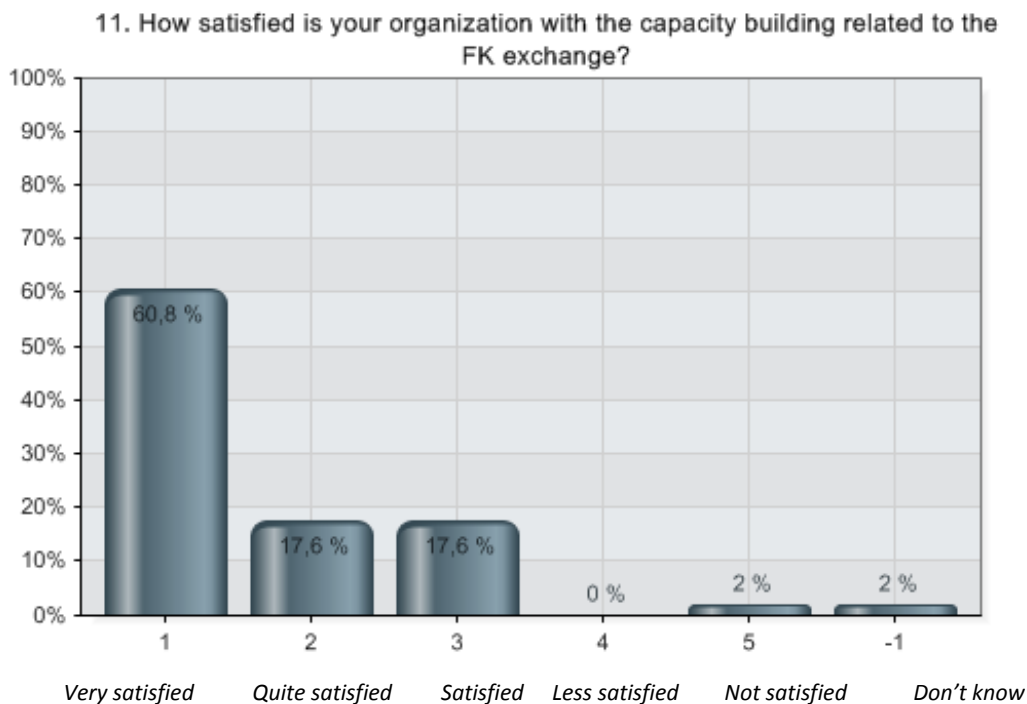
There are, however, differences. In North-South exchanges, South partners tend to be a little more positive, As 52,6% are very satisfied while 33,3% of the North partners are the same.

South partners

North partners



The main difference, however, relates to how they recruit participants. Among those partners who exclusively recruit of their own staff 60,8 % are very satisfied, compared to an average of 41%.

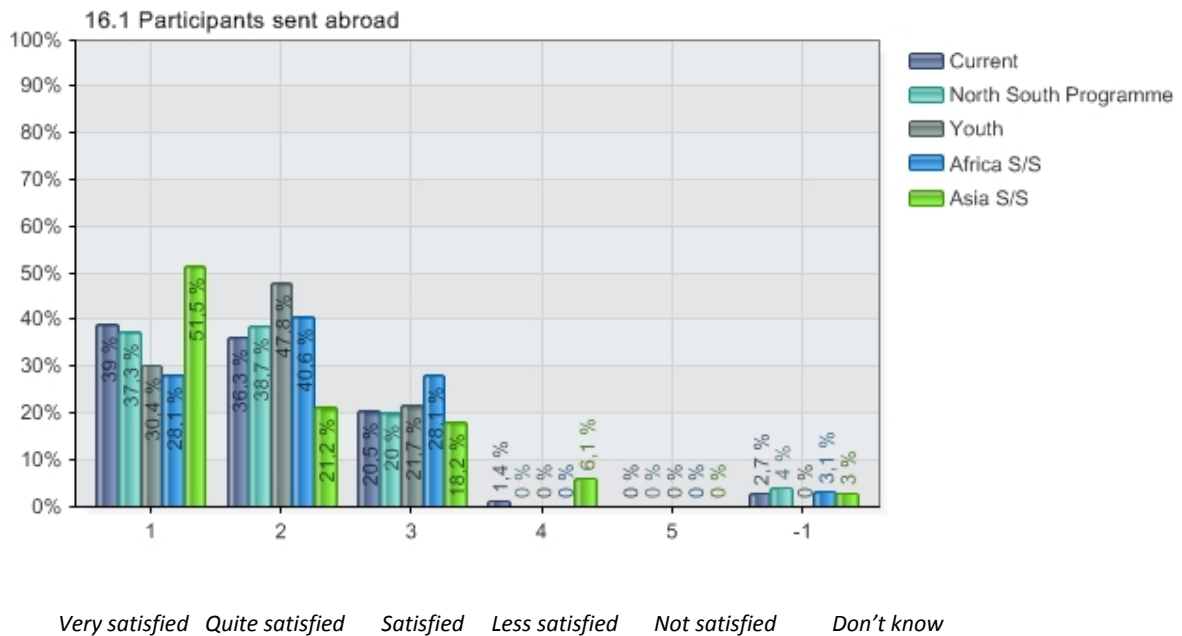


Participants' contribution

The main investment in the exchange project is the participant. The partner organizations will in most cases both receive and send participants. Ideallyistically the participants should both bring

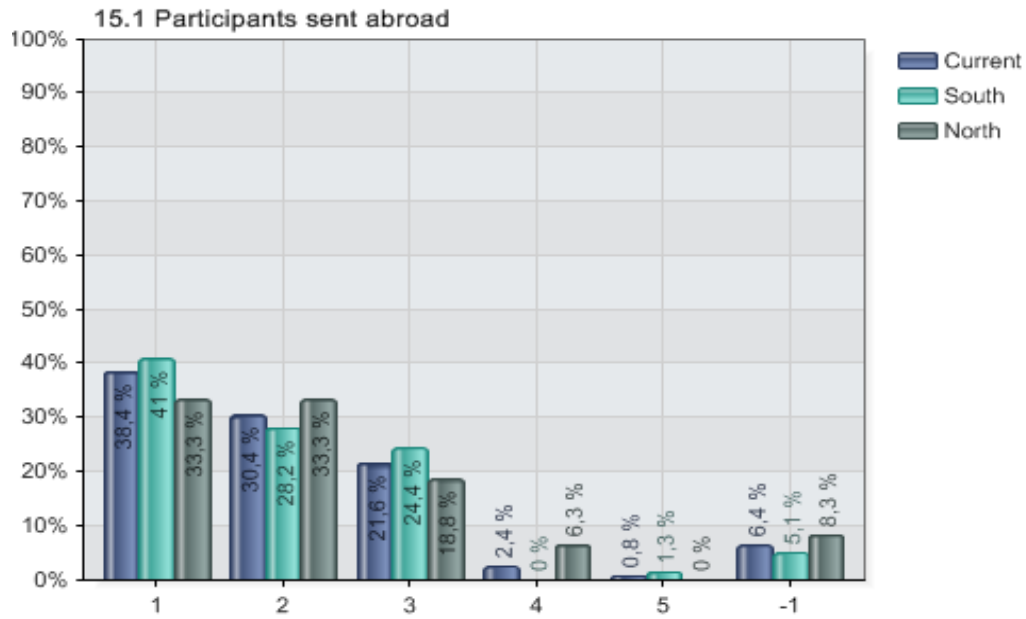
capacity to the host organization and bring back new experience and knowledge to the participants' home organization.

Are you satisfied with how the FK participants contribute to institutional capacity building in your organization?

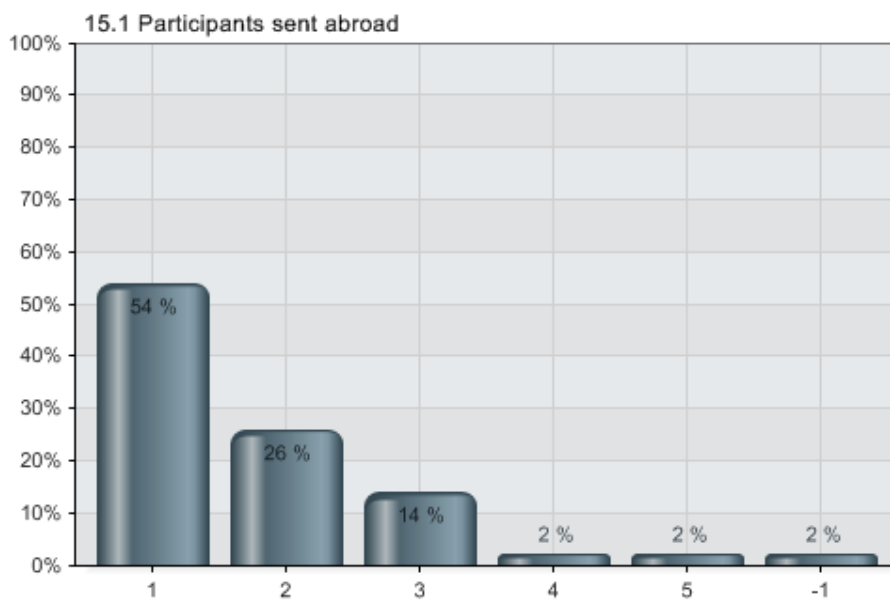


The chart above shows that 95 % of the partners are satisfied with how the sent participants contribute to capacity building in their own organization. Asian South-South partners tend to say very satisfied while more Youth partners use the term “quite satisfied”. There are only two partners, both from Asia that are less than satisfied.

The chart below demonstrates that there are only minor differences between north and south as well, where South partners are more inclined to use “very satisfied”.

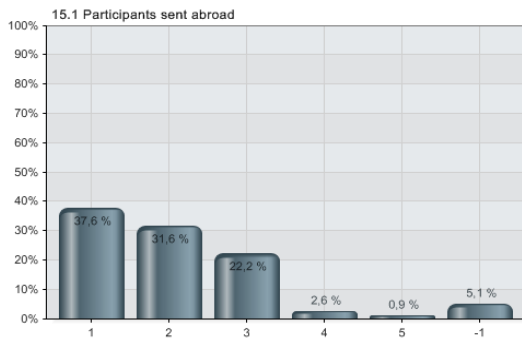


All internal recruitment



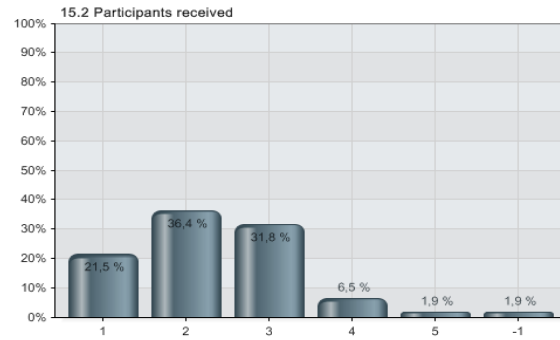
When we look at how the participants are recruited we are able to find significant differences, as 54% of the partners that only recruit internally are very satisfied compared to an average of 38,4%.

Satisfaction with sent and received participants' contribution to capacity building



N 117

- 1 Very satisfied
- 2 Quite satisfied
- 3 Satisfied
- 4 Less than satisfied
- 5 Not satisfied at all
- 1 Don't know

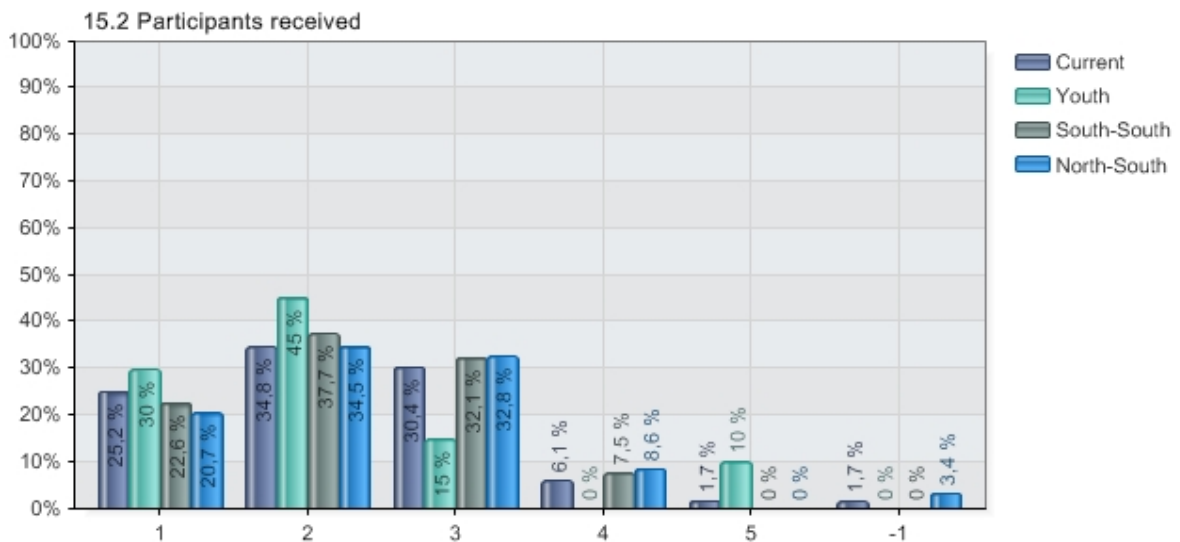


N 107

- 1 Very satisfied
- 2 Quite satisfied
- 3 Satisfied
- 4 Less than satisfied
- 5 Not satisfied at all
- 1 Don't know

It is interesting to find that all partners seem to be more satisfied with the participants they send than they are with the participants they receive. Even partners who do all external recruitment are more satisfied with participants sent than received, even if this usually means that they have the received participant for a year and the sent participant for a couple of months.

Overall figures still tell us that 90,4% of the partners are satisfied with the contribution of the participants they receive. However, the number of partners saying “don’t know” is significantly lower. There are also more obvious differences between program lines as more Youth partners are both more very satisfied and not satisfied. There are no significant difference between North-South and South-South, and no difference between Norwegian partners and partners from South.



What concrete results from the FK exchange have you seen so far?

The respondents were able to tick off as many alternatives they found appropriate in this question. This means that we are not able to find whether there are better results on some areas than others.

We are, however, able to say something about which results that can be found in many partnerships.

In the table below we have chosen to highlight results that have occurred in more than 70% of the partnerships within a program line. It is at the same time important to stress that this table is not saying anything about which partnerships who are able to reach their own goals.

84% of the partners state that their staff has developed friendship across borders while almost 80% say that the staff knows more about other cultural traits. These results are valid for all program lines.

70% of the Youth partners say their organization has developed, and among the Youth partners 50% say that the quality of leadership has improved. The most significant results for the Youth partners are that 85% say that the knowledge of North/South issues has increased and that 80% claim that the intercultural acceptance has improved.

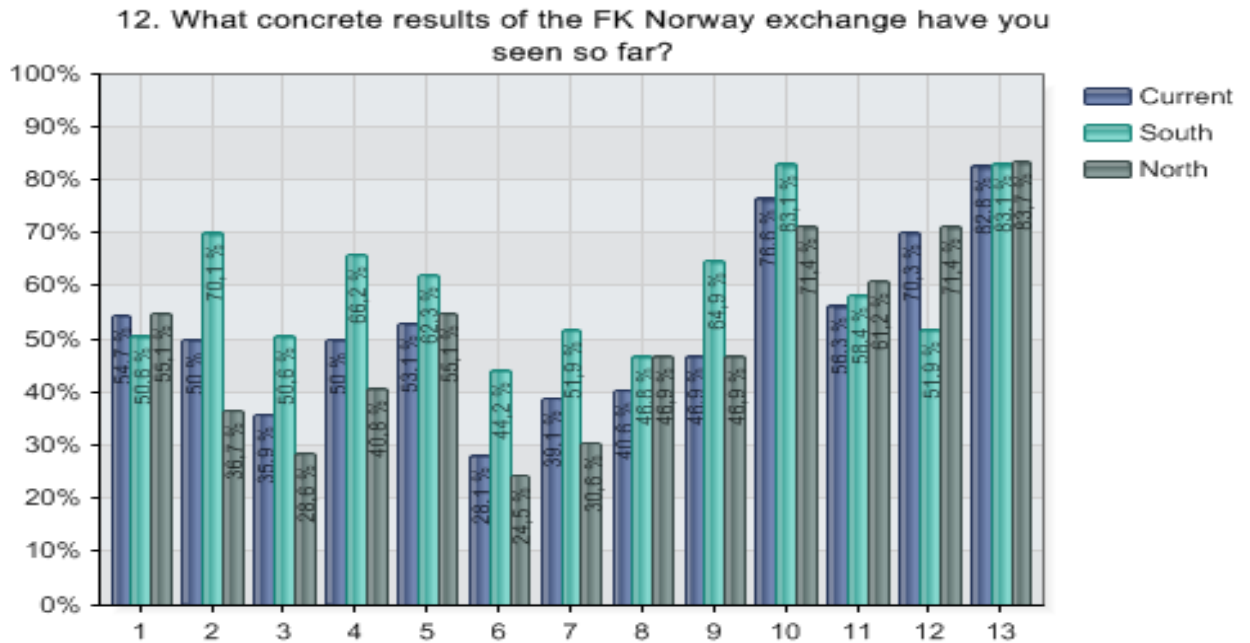
The South-South partners have emphasized more international exposure, improved technical skills and more motivated staff, which are all results that is found in more than 70% of the South-South partners.

The North-South partners did not show any such uniform results. As we will see on the next page this is mostly due to the differences between North and South partners. South partners seem to follow the same trends as described for South-South partners.

			North-South Programme	South-South programme	Youth programme
		Percent	Percent	Percent	Percent
1	Staff language skills have improved	52,8	54,7	57,9	30,0
2	Staff technical skills have improved	57,6	50,0	73,7	40,0
3	The staff is better trained	42,4	35,9	56,1	25,0
4	The staff is more motivated	56,8	50,0	70,2	55,0
5	The organization has developed	60,0	53,1	63,2	70,0
6	The quality of the leadership has improved	36,8	28,1	43,9	50,0
7	The informational work/PR has improved	44,0	39,1	47,4	35,0
8	The organization takes part in more strategic international networks	46,4	40,6	52,6	45,0
9	The organization gets more international exposure	58,4	46,9	71,9	65,0
10	The staff knows more about other cultural traits (e.g. values, beliefs, perception of time, importance of arts)	79,2	76,6	84,2	80,0
11	The intercultural acceptance has improved	60,0	56,3	57,9	80,0

12	The knowledge on North/South issues has increased	60,0	70,3	42,1	85,0
13	The staff has developed friendships across borders	84,0	82,8	87,7	80,0
	N	125	64	57	20

North-South program divided by North and South



- 1 They got promoted
- 2 They kept the same job
- 3 They left our organization
- 4 They stay in touch with us informally
- 5 At times we use those who left as a resource to improve our capacity

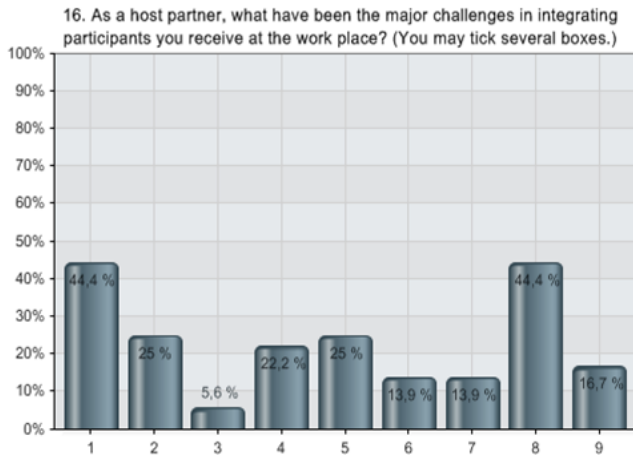
building
6 Other:
-1 Don't know

This question can only show us some main trends. As the respondents are able to check all answers that fit, after many rounds one partner might be able to check all alternatives, but not say whether this holds for one or many participants.

There are however trends. Youth partners do much member based recruitment and 50% of the organizations are able to use former participants as resource persons. The differences between South-South and North-South seems to be more a difference between north and South where the most significant result is that South partners are more inclined to promote their participants.

Challenges

North

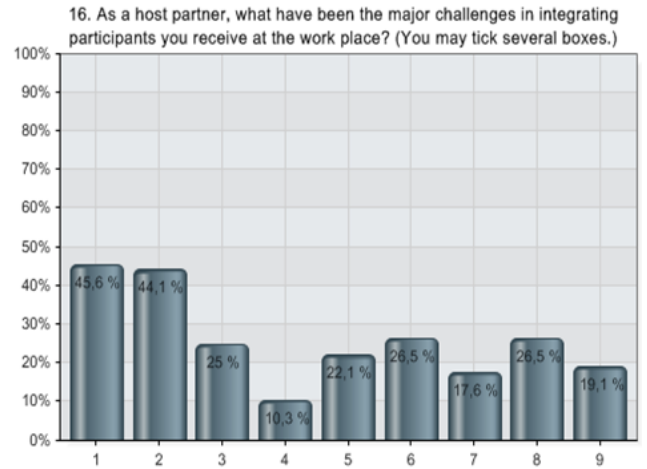


N* 36

- 1 Language barriers
- 2 Cultural barriers
- 3 Lack of skills
- 4 Socializing with them
- 5 Professional challenges
- 6 Personality challenges
- 7 Different technical knowledge
- 8 To make use of their knowledge
- 9 Other, please specify

*N = number of respondents answered the question

South

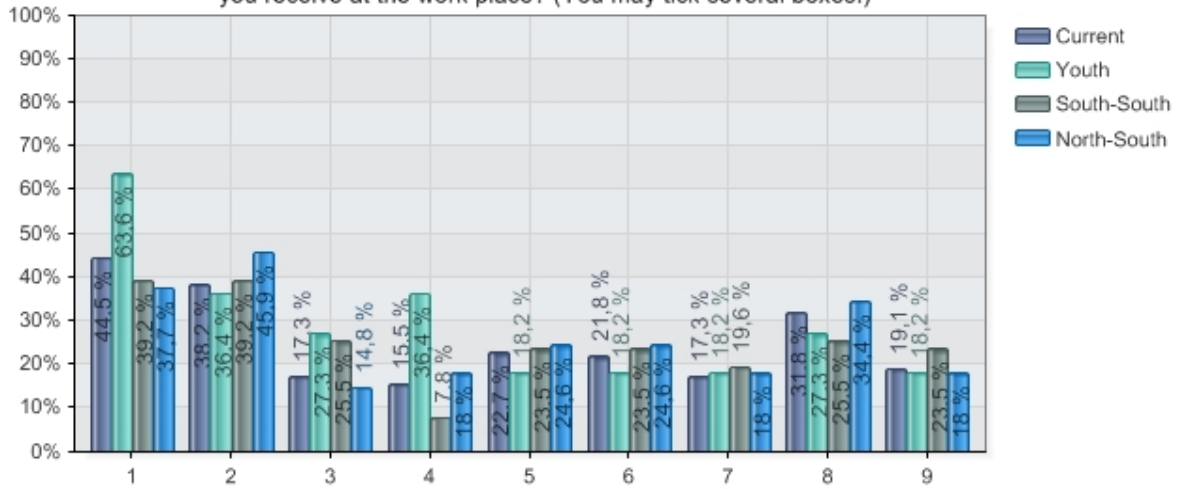


N* 68

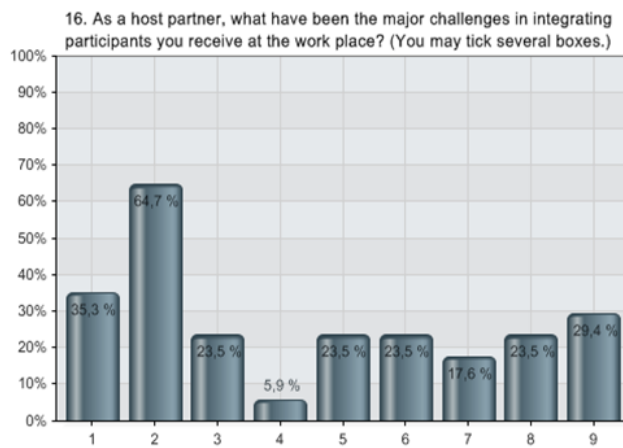
- 1 Language barriers
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*N = number of respondents answered the question

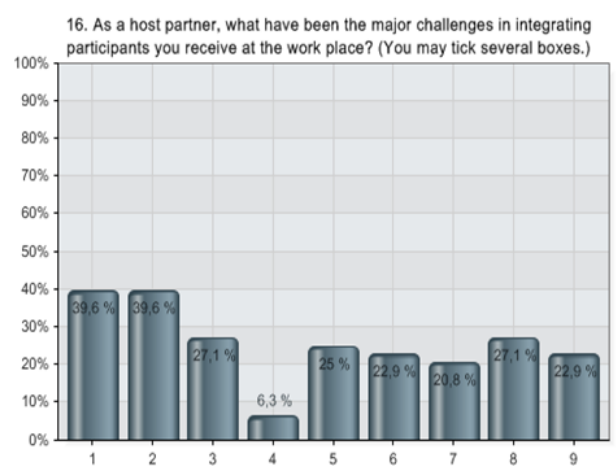
16. As a host partner, what have been the major challenges in integrating participants you receive at the work place? (You may tick several boxes.)



South partners with North



South-South partners



As we are able to see from the charts above there are some challenges in receiving participants. There are, however, no trends towards which of these challenges that are worst to handle.

It is interesting to see that almost 65% of the South-partners in North-South projects and 40% of South-South partners find cultural barriers challenging, while only 25% of the Norwegian partners sees this as a challenge.

On the other hand, while 25% of South-partners see participants' lack of skills as a challenge, this is a challenge for only 5% of Norwegian partners. This is probably translated into the challenge of making use of their knowledge, which is a challenge for 44,4 % of the North partners and 26,5% of the South partners.

The only remaining significant difference is that language barriers are challenging for 63,6% of the Youth-partners compared to an average of 44,5%.

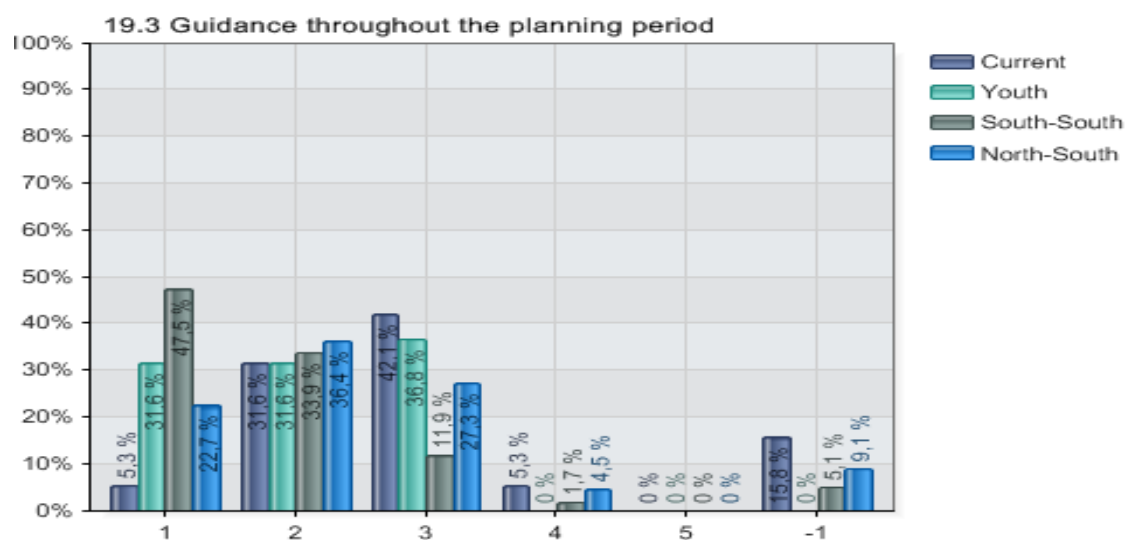
FK Services to partners



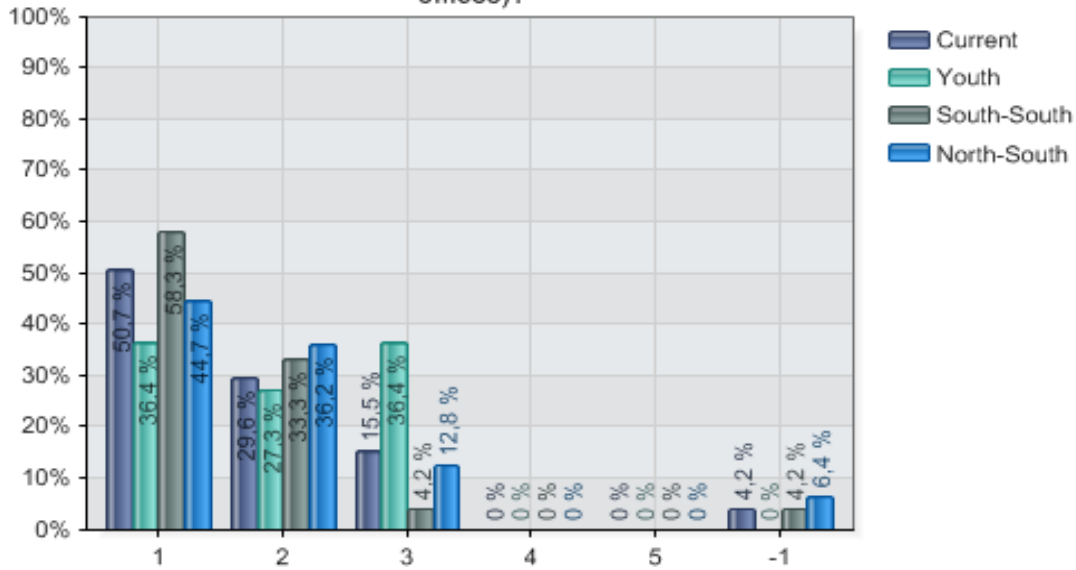
The general level of satisfaction with FK services is high, spanning from 78% satisfaction (web pages) to 89% (processing time) (note: 8,6% ticked off "not applicable"). There is few significant differences between different type of partners with a few exceptions.

Youth partners are in general more critical and South partners are in general more positive, except for Guidance, Program staff accessibility and reporting routines where South-South are very satisfied and South partners on the North-South program are less satisfied.

Example: Current = South partners in North-South program



28. How satisfied are you with the communication between your organization and FK Norway (including the regional offices)?

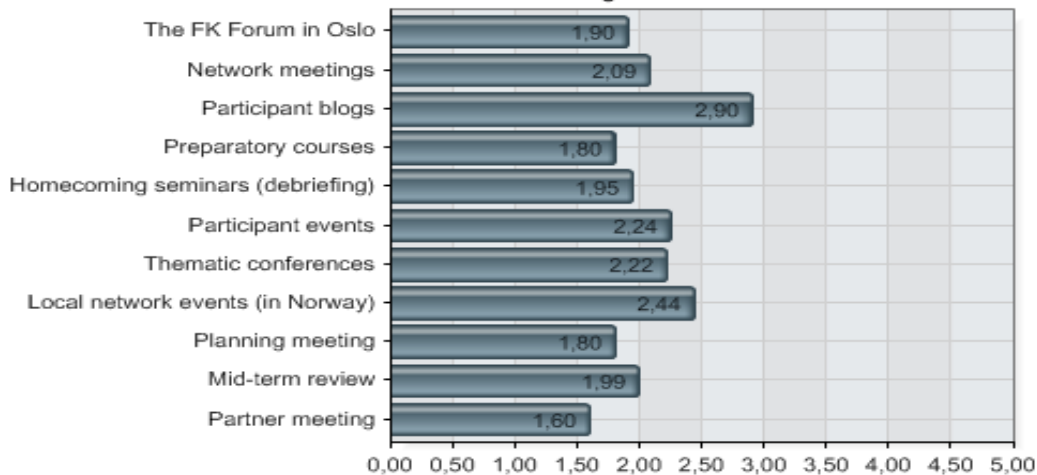


- 1 Very satisfied
- 2 Quite satisfied
- 3 Satisfied
- 4 Less than satisfied
- 5 Not satisfied at all
- 1 Don't know

All the partner representatives that had an opinion about communication with FK Norway were satisfied! At the same time there are differences between the program lines. South-South partners are significantly more satisfied while Youth partners are significantly less satisfied than the average of the respondents.

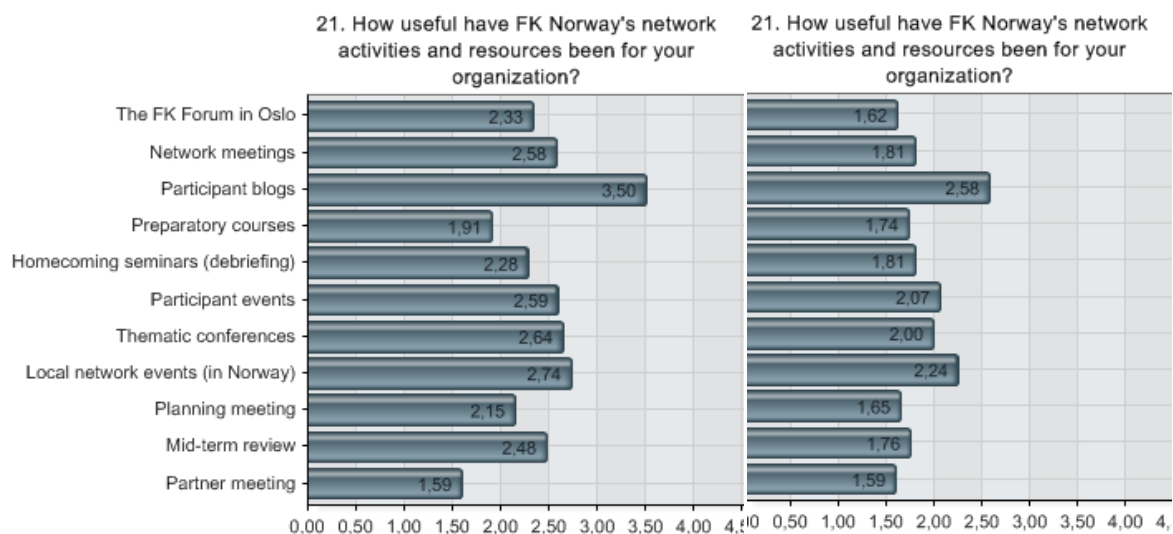
Network

21. How useful have FK Norway's network activities and resources been for your organization?



North Partners

South partners

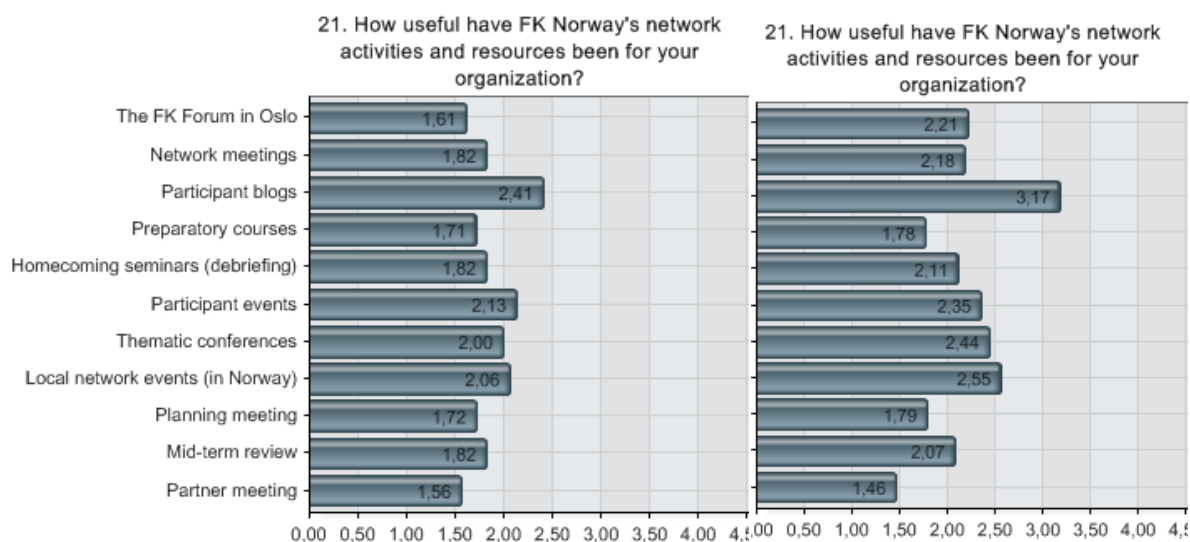


As we can tell from the charts, different arenas are considered useful depending on whether the partner is from Norway or from the South. All partners find partner meetings most useful, but for South partners the FK Forum and planning meeting has been appreciated as just as useful. Also network meetings are concerned more useful in South where they have made regional networks for FK partners.

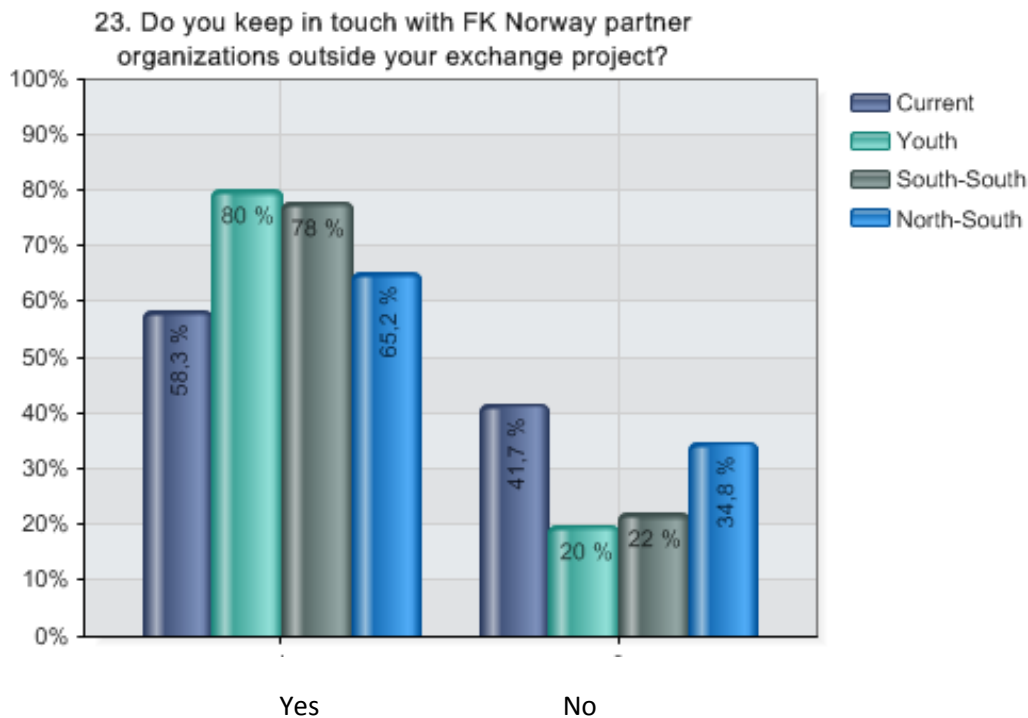
In addition to the north/south dimension, it is also interesting to see that, independently of region, the views on network arenas differ depending on which position the respondent have in their own organization:

CEO

Project Coordinator

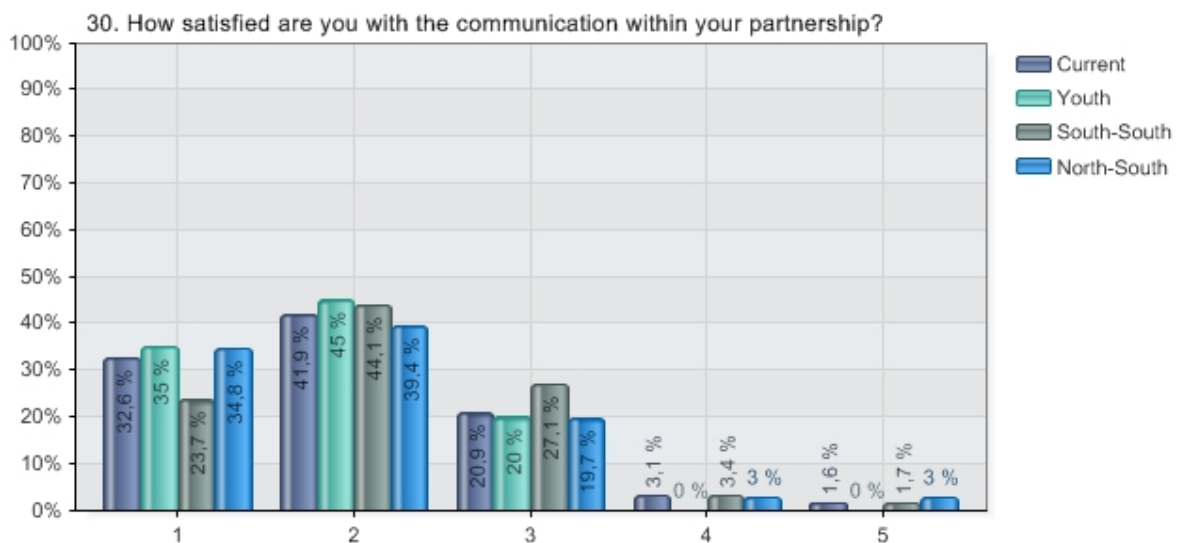


Current = Primary partners in North-South program



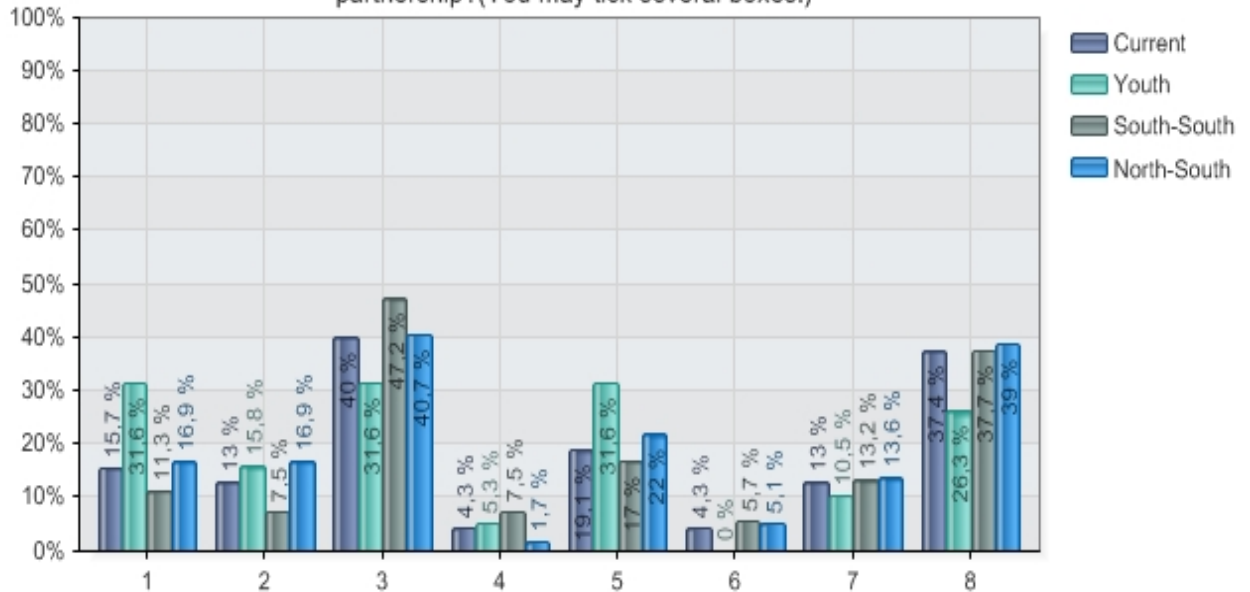
Almost 80 % of all Youth partners and South partners keep in touch with FK partners outside their own projects. 41,7% of the Norwegian partners on the North-South program do not have any such contact. This is probably due to the fact that while we have started to initiate some network arenas for FK partners in Norway, they are more limited in scope compared to the regional networks in South.

Partnership



In total 93,6% of the partners are satisfied with the communication within their partnership.

31. What have been the greatest challenges regarding the communication within your partnership?(You may tick several boxes.)



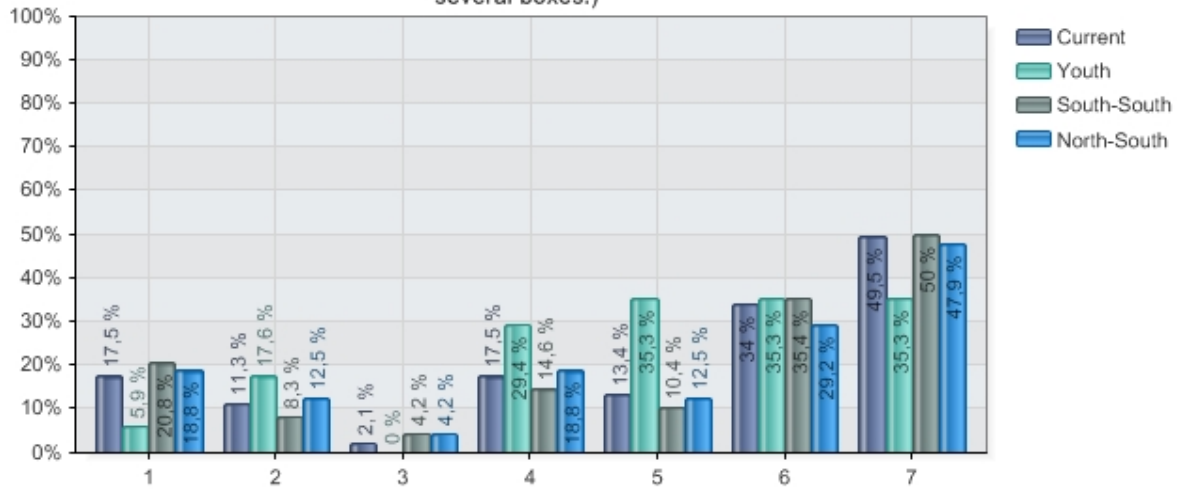
Alternatives	Percent
1 Language barriers	15,7
2 Location in different time zones	13,0 %
3 Technical problems (phone, internet, fax, power shortage, etc.)	40,0 %
4 Participants are intermediaries, so we have little direct contact	4,3 %
5 Changing of contact persons	19,1 %
6 Not get along with other partner	4,3 %
7 Having different values and beliefs	13,0 %
8 Other, please specify:	37,4 %

There are not so many communication challenges within the partnerships.” Technical problems” is the only alternative that has many responses. Many of the respondents have chosen to stress the fact that there is good communication within the partnership by checking the alternative “other” and then specified that there are no problems.

However,” communication problems” is the alternative that ranks highest among the challenging issues within the partnership (next page).

It is important to have in mind that the percentages can seem high on the challenges on the chart above as well as the chart on the next page, but the percentages are counted out of response to each question. In these two questions almost 30% refused to answer, one respondent asking: *Why only negative questions?*

33. What have been the challenging issues within the partnership?(You may tick several boxes.)



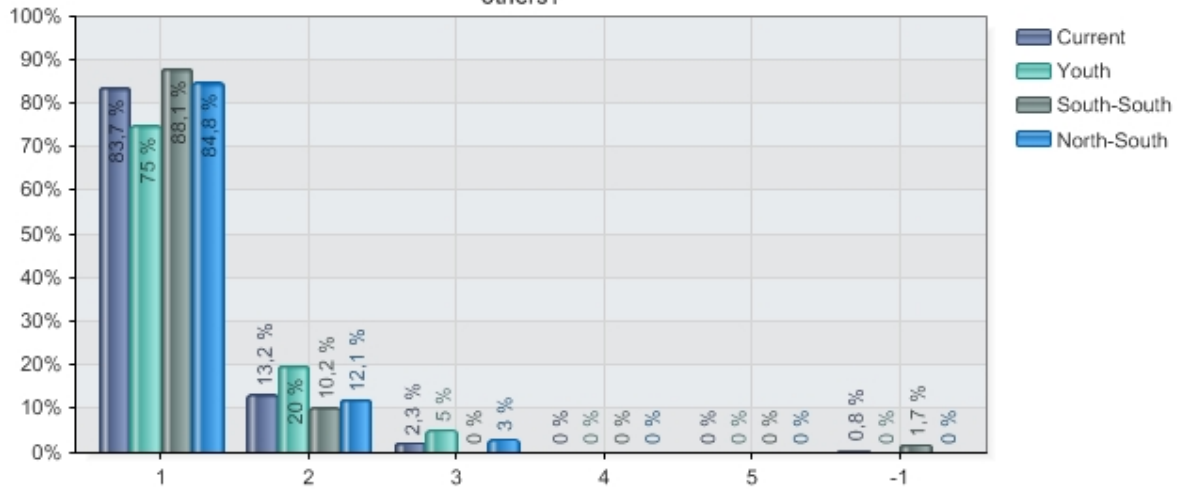
- 1 The payments are irregular
- 2 There are unclear roles in the partnership
- 3 We do not get along with the people from the partner
- 4 The partner does not act in accordance with the contract
- 5 The professional knowledge of the participants we sent abroad is not acknowledged
- 6 Communication problems
- 7 Other, please specify

34. How satisfied are you with the equality, reciprocity and transparency in the management of your partnership?



96,1 % of the partner representatives are satisfied with the equality, reciprocity and transparency in the management of the partnerships. It should, however be noted that 7,6% of the North-South partners are not satisfied by the management of the partnership, and that South partners in the North-South program are underrepresented in this survey.

37. How likely is it that you would recommend FK Norway's exchange program to others?



- 1 Very likely
- 2 Quite likely
- 3 Likely
- 4 Less than likely
- 5 Not likely at all
- 1 Don't know

On the basis of this survey it is safe to say that it is likely that all FK-partners would recommend others to take part in an FK exchange program.

Conclusion

This survey demonstrates that the partners involved in FK exchange projects are generally satisfied.

- Capacity building: 95,3%
- Participants sent: 90,4
- Participants received: 90,4
- FK services: 80 – 90%
- Communication with FK: 100%
- Communication within partnership: 95,4%
- Management of partnership: 95,3%
- Recommendation: 99,2%

It is a clear tendency through the survey that South-partners are more positive and Youth-partners more critical. On the basis of this study we are not able to tell whether this should be explained by

cultural behavior and thus be weighted in the analysis or if the impact of, and services to, the FK program actually is somewhat higher in South and subsequently lower in the Youth program.

There is more internal recruitment by South partners. This is important to look further into as partners who focus upon internal recruitment generally are more satisfied with the capacity building related to the exchange.

FK Norway should also look further into why long time partners are not more satisfied than those who have less rounds of exchange. These findings are in direct contradiction to the assumptions that it will take time to build institutional capacity through an exchange program.