

## The FK Partner Survey 2011

The FK Partner Survey 2011 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. In 2009 we tried to get some information on which partners that perceive that the FK exchange project has a positive effect in capacity development. The 2011 Partner survey is a follow up on the previous surveys, but we have also added questions regarding the participants' follow-up work when returning from an exchange.

181 partner representatives responded to this survey, which makes 35% 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 Asian South-South partners are overrepresented, and more Norwegian partners in North-south exchange has completed the questionnaire. Civil society is slightly overrepresented while public sector is slightly underrepresented.

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 34% of the answers were made by the CEO and 44% by the program coordinator. 22% of the respondents held other positions, although many of them stated to be leaders of the project or directors. It is interesting to see that 83% of the Norwegian answers were by the project coordinator, while only 11% of the Norwegian answers were given by a director or CEO. This could be interpreted in several ways:

- 1 - That Norwegian project coordinators just answer the questions without bothering the CEO while project coordinators in South will ask their bosses to be sure.
- 2 – That FK-projects are more important to CEOs in South than in Norway.

## 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 earlier partner studies have revealed that few (15 - 25%) of the Norwegian partners recruited all their participants from their own staff, while most (55 – 64) of the South partners did the same. There have also been differences between programme lines, as more South partners in a North-

South partnership recruit from their own staff, compared to South-South partnerships. Overall there has been a trend that more partners recruit their participants from own organization.

In the 2011 survey this trend has turned. Only 4 Norwegian partners (15% of those who answered the question, 11% of total Norwegian partners) report that they have recruited all the participants from their own staff. Amongst the South partners 60 % of those who answered the question reported the same. There is now no significant difference between *the South-South partners and the South-North partners*.

There are methodical questions to be raised regarding the answers to this question. As we can see from the table below, there are only 79 to 128 out of 181 who have chosen to answer the questions. It is hard to tell whether partners who have answered positive on internal recruitment choose to not answer regarding external recruitment or if many have chosen not to answer the question at all.

Alternatives	N
1 External recruitment (from outside of the organisation)	82
2 Internal recruitment (from the staff of the organisation)	128
3 Network based recruitment (from members or other network)	79

*Example: External recruitment:*

#### 12.1 Where did you recruit participants to send abroad? - External recruitment (from outside of the organisation)

Alternatives	Current		Norwegian		South	
	Percent	Value	Percent	Value	Percent	Value
1 All participants	28,0 %	23	17,2 %	5	<b>34,0 %</b>	<b>18</b>
2 Most participants	20,7 %	17	41,4 %	12	9,4 %	5
3 Some participants	32,9 %	27	37,9 %	11	30,2 %	16
4 None	18,3 %	15	3,4 %	1	26,4 %	14
Total		82		29		53

If we look at how many who report that they have recruited externally, we may see a pattern in respondent behavior. Only one South partner claim to have recruited “none” from outside the organization- At the same time 60% claim to have recruited all their participants from their own organization. The 18 organisations from South that say they have recruited all participants externally are actually only 11% of the 146 organisations from south that responded to the survey. The 5 Norwegian partners represent 14% of the Norwegian partners.

In total 36% recruit all participants from their own staff, 14% recruit all participants among members and 13% recruit all participants externally.

For more accurate information on how many of the participants that have been recruited internally or externally, we refer to The FK Participant Survey 2011.

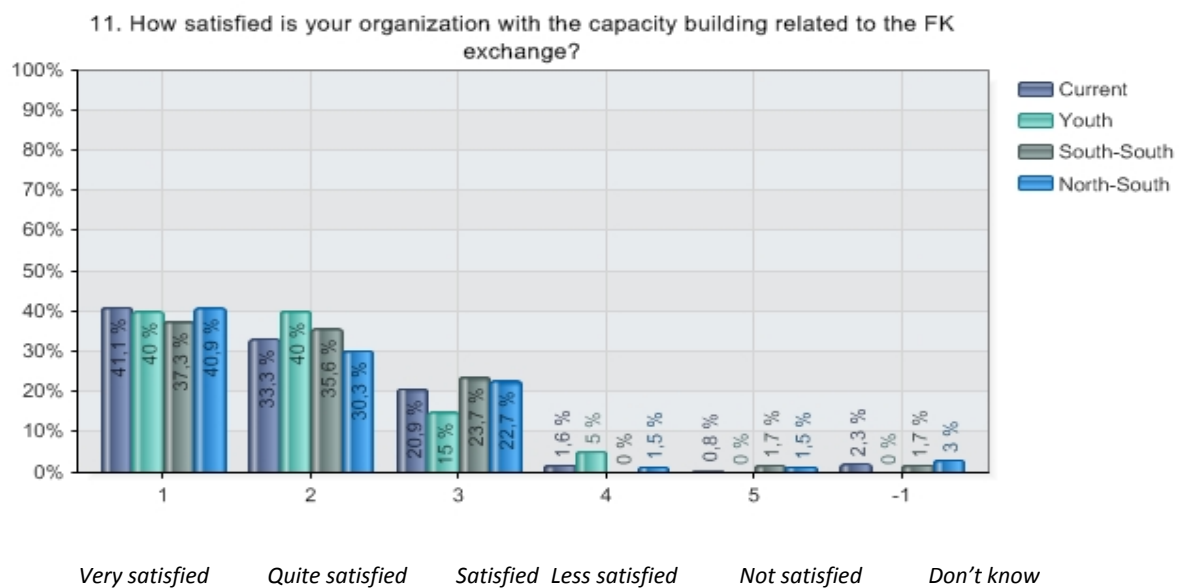
## Capacity building

### Overall satisfaction

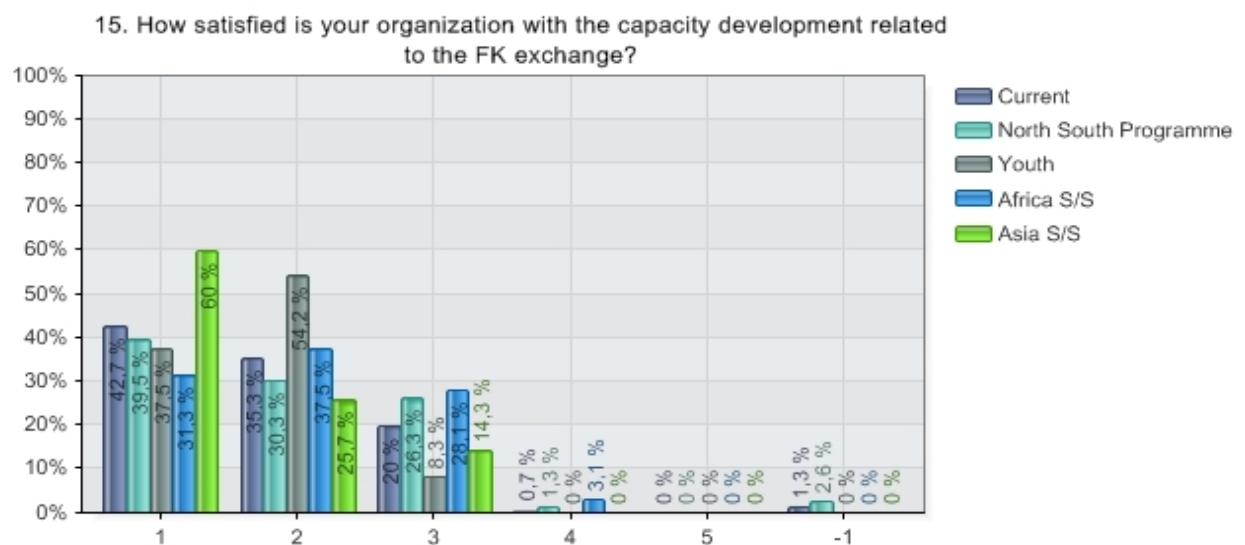
The use of partnership based exchange is based on the idea that institutions can learn and develop through exchange of personnel. Each partner institution will set their own goals for the project which are monitored through other means. This survey will reveal what the partner representatives perceive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

Overall results in previous surveys have shown that the partner representatives are satisfied with the results of the FK project.

2009 Survey:

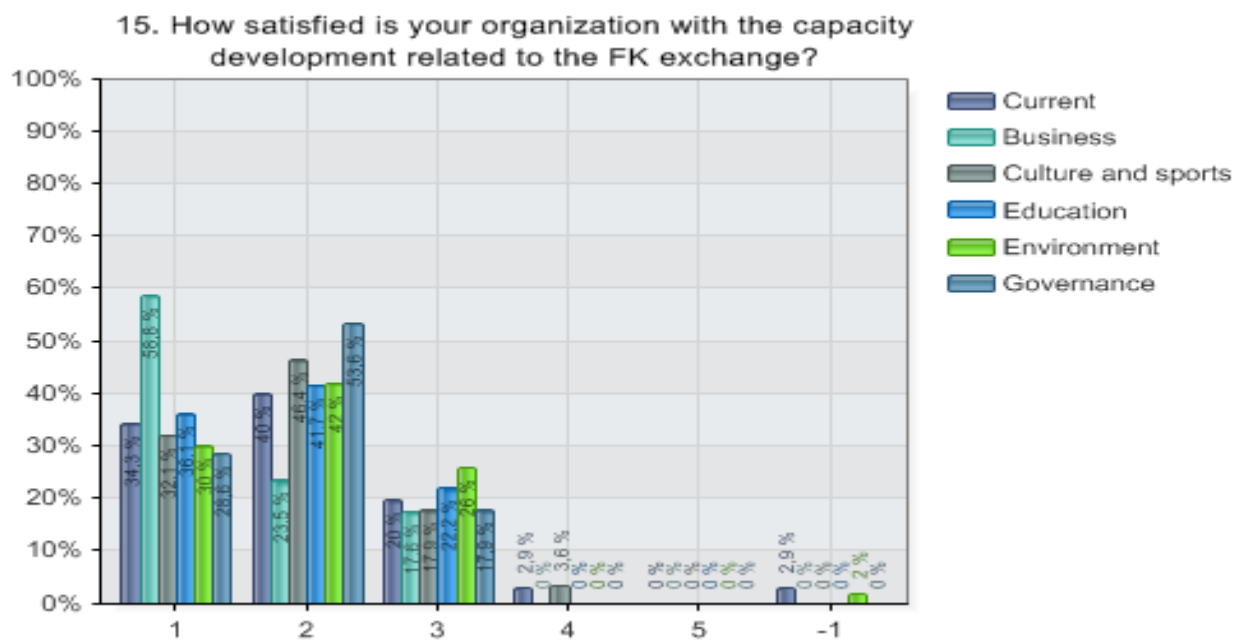


2011- Survey:



The overall results are slightly better than previous studies, as 98% of those who have responded to the question claim to be satisfied. On the other hand; 1 out of 6 respondents have chosen not to answer this question.

There are differences between continents, as 95% of the Norwegian partners answered the question, 84 % of the Africans, but only 76% of the Asian partners have answered the question, regardless of programme line.



As in 2009, there are still no differences between new and old partners.

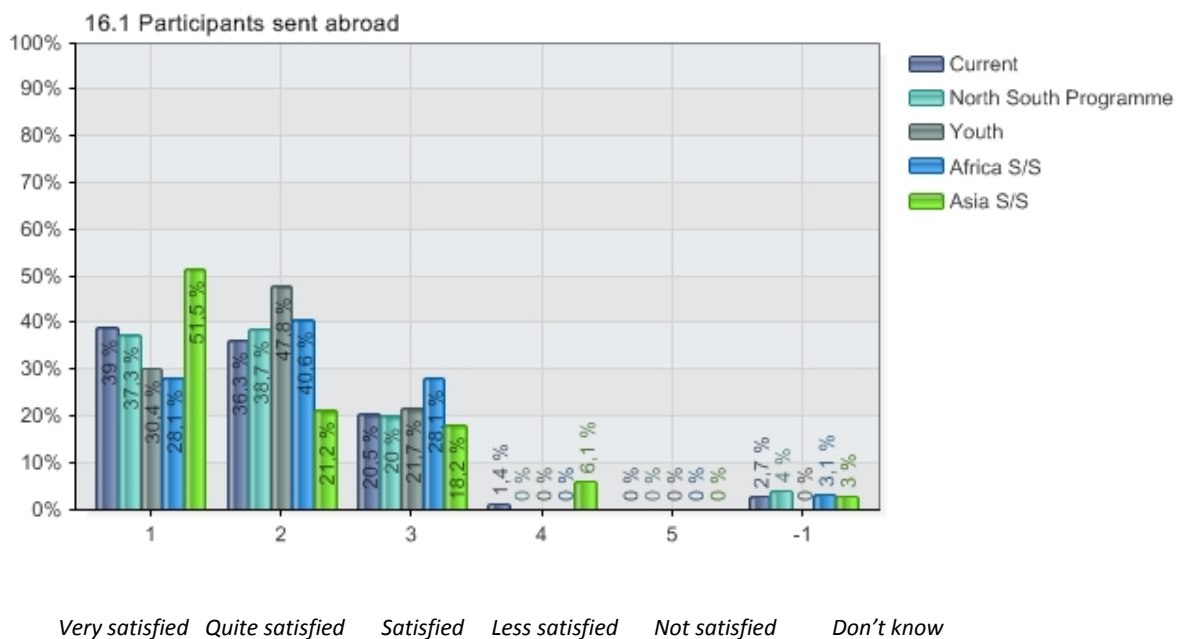
This is something that should be looked further upon. It might be that partners get higher expectations after the initial rounds, become more critical, or that they meet more challenges as they go.

There are, however, differences. In North-South exchanges, South partners tend to be a little more positive, as 46% are very satisfied while 30% of the North partners are the same.

### Participants' contribution

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

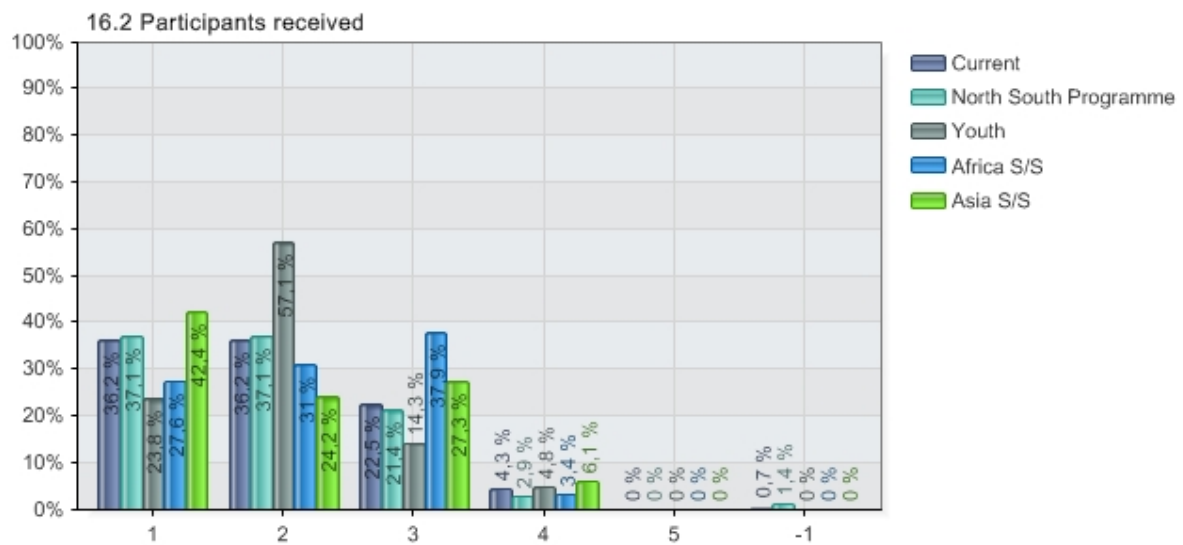


The chart above shows that 95 % of the partners are satisfied with how the sent participants contribute to capacity building in their own organization. Asian South-South partners tend to say very satisfied while more Youth partners use the term “quite satisfied”. There are only two partners, both from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

There are no significant differences between north and south in the North-South or Youth programme.

In 2009 we found that all partners seemed to be more satisfied with the participants they send than they are with the participants they receive. In 2011 we find that there are small differences between sent and received participants, although a few partners are less than satisfied with received participants.

Overall figures tell us that 95% of the partners are satisfied with the contribution of the participants they receive.



In total the partners are more satisfied with the participants in 2011 than in 2009.

In 2009 38% were very satisfied and 92% were satisfied with sent participants.

In 2011 39% are very satisfied and 95% are satisfied with sent participants

In 2009 25% were very satisfied and 90% were satisfied with received participants

In 2011 36% are very satisfied and 95% are satisfied with received participants.

### Follow up work

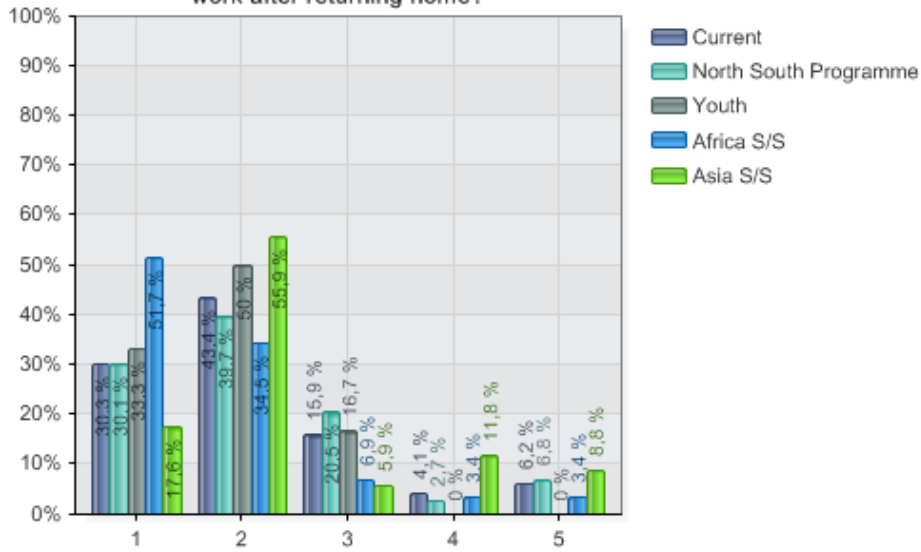
All the participants are required to carry out follow-up work upon arrival back home. This applies to both the Youth and North-South program. On the latter, the follow-up work is often set to be one month, while on the Youth program it might last three-four months.

In the 2011 surveys we have asked both partners and participants on the length and form of follow-up conducted by the participants.

We would expect that Youth-partners stated that their participants did follow-up work for two months or more, and that other partners would state 2-3 weeks or between one and two months. However, 31% of South partners and more than 50% of African South-South partner claim that their participants did more than two months of follow-up work. On the other hand, only one out of three youth partners said the same.

Almost 90% of the partners say that the participants carry out follow-up work for 2-3 weeks or more.

19. Did the participants carry out any follow-up work after returning home?

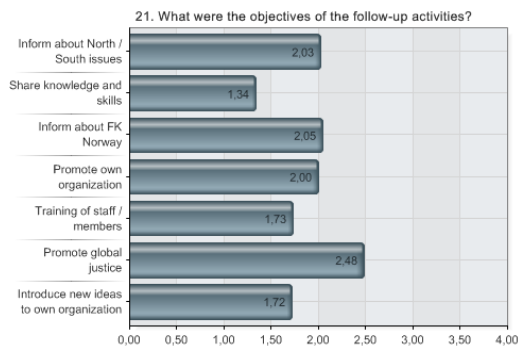


Alternatives	Current		Norwegian		South	
	Percent	Value	Percent	Value	Percent	Value
1 Yes, two months or more	30,3 %	44	28,1 %	9	31,0 %	35
2 Yes, 1-2 months	43,4 %	63	37,5 %	12	45,1 %	51
3 Yes, 2-3 weeks	15,9 %	23	34,4 %	11	10,6 %	12
4 Yes, for about one week	4,1 %	6	0,0 %	0	5,3 %	6
5 No, none	6,2 %	9	0,0 %	0	8,0 %	9
Total		145		32		113

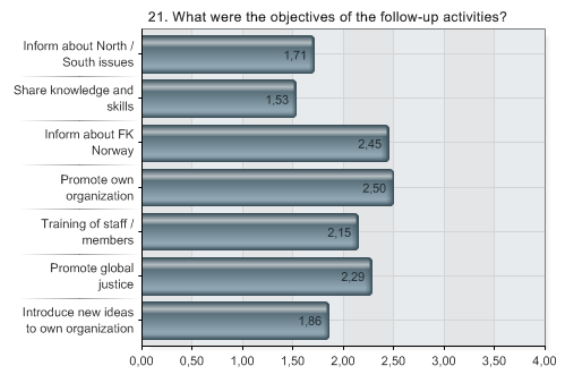
These results do not differ substantial from the results when we asked the participants, even if more participants (especially Youth) stated to have done more than two months of follow-up work, but also more participants stated to have done a week or less (15%).

## Objectives of the follow-up work

### South partners



### Norwegian partners



There are differences between which objectives each organization have regarding the follow-up work. South partners state share knowledge and skills, introduce new ideas and training of staff as the most important objectives. Norwegian partners also say that information about North / South issues are important.

The south - participants state that sharing of knowledge and introducing new ideas are important, but do not say that training of staff is more important than promotion of their own organization and FK.

Norwegian participants do not find that new ideas to their own organization is among the most important objectives, but find promotion of global justice to be more important.

It is not strange that representatives for partner organizations are more focused on the organizations outcome of the exchange, while the participants are more focused on their exchange experience as such. Hopefully the participants deliver training of staff and new ideas to the organizations while sharing their new knowledge.



## 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 that are able to reach their own goals.

			North-South Programme	South-South programme' Africa / Asia	Youth programme
		Percent	Percent	Percent	Percent
1	Staff language skills have improved	<b>70,5</b> 52,8	66,7 54,7	53,1 / <b>82,9</b> 57,9	<b>75,0</b> 30,0
2	Staff technical skills have improved	69,1 57,6	57,3 50,0	<b>81,3 / 82,9</b> 73,7	66,7 40,0
3	The staff is better trained	55,0 42,4	41,3 35,9	40,6 / <b>85,7</b> 56,1	62,5 25,0
4	The staff is more motivated	60,4 56,8	46,7 50,0	<b>78,1 / 71,4</b> 70,2	66,7 55,0
5	The organization has developed	58,4 60,0	50,7 53,1	59,4 / 65,7 63,2	<b>75,0</b> 70,0
6	The quality of the leadership has improved	48,3 36,8	34,7 28,1	56,3 / 62,9 43,9	<b>75,0</b> 50,0
7	The informational work/PR has improved	45,0 44,0	30,7 39,1	43,8 / 57,1 47,4	66,7 35,0
8	The organization takes part in more strategic international networks	46,3 46,4	33,3 40,6	53,1 / 65,7 52,6	54,2 45,0
9	The organization gets more international exposure	69,1 58,4	62,7 46,9	<b>71,9 / 74,3</b> 71,9	<b>87,5</b> 65,0
10	The staff knows more about other cultural traits (e.g. values, beliefs, perception of time, importance of arts)	<b>75,8</b> 79,2	<b>72,0</b> 76,6	<b>71,9 / 80,0</b> 84,2	<b>91,7</b> 80,0
11	The intercultural acceptance has improved	63,1 60,0	54,7 56,3	56,3 / <b>71,4</b> 57,9	<b>87,5</b> 80,0
12	The knowledge on North/South issues has increased	59,1 60,0	<b>74,7</b> 70,3	43,8 / 37,1 42,1	<b>87,5</b> 85,0
13	The staff has developed friendships across borders	<b>91,3</b> 84,0	<b>86,7</b> 82,8	<b>93,8 / 94,3</b> 87,7	<b>95,8</b> 80,0
	N	149 125	75 64	32 / 35 57	24 20

We have chosen to include the results from the 2009 survey in this table (numbers in smaller fonts), to show that there are some significant changes in reported results. In nine out of thirteen result areas more partners report results now than two years ago. In the Youth partners more partners report to have observed results in every area.

While 53% of the partners reported that language skills improved in 2009, now more than 70% report the same. Improvement in technical skills was reported by almost 58% in 2009, but now this is observed by 69% of all partners.

In this table we have not divided North and South, but there are very significant differences in what kind of results more partners report. More than 75% of Norwegian partners report to have seen results in result areas 10 – 13, while 69% of Norwegian partners report results in language skills and international exposure. South partners in North - South partnerships follow almost the same patterns as South-South partners, but with significantly lower scores except for knowledge of North-South issues.

These results are based on perceivable changes in the organization. However many organizations value other results from the exchange:

*We often see, and also hear that the participants families have noticed, a positive change in the behaviour of our participants. They are more mature, more knowledgeable and have developed a much stronger self confidence.*

*Several former participants of the Youth program become youth leader in our youth network, and several staff members have been recruited to our organization through the FK Youth program.*

*People minds had opened up. They see a broader way of interacting with people from different countries. most of them come to have great admiration for Norway as a country, its system and people. life changing experience for all of them.*

### What happened to the participants?

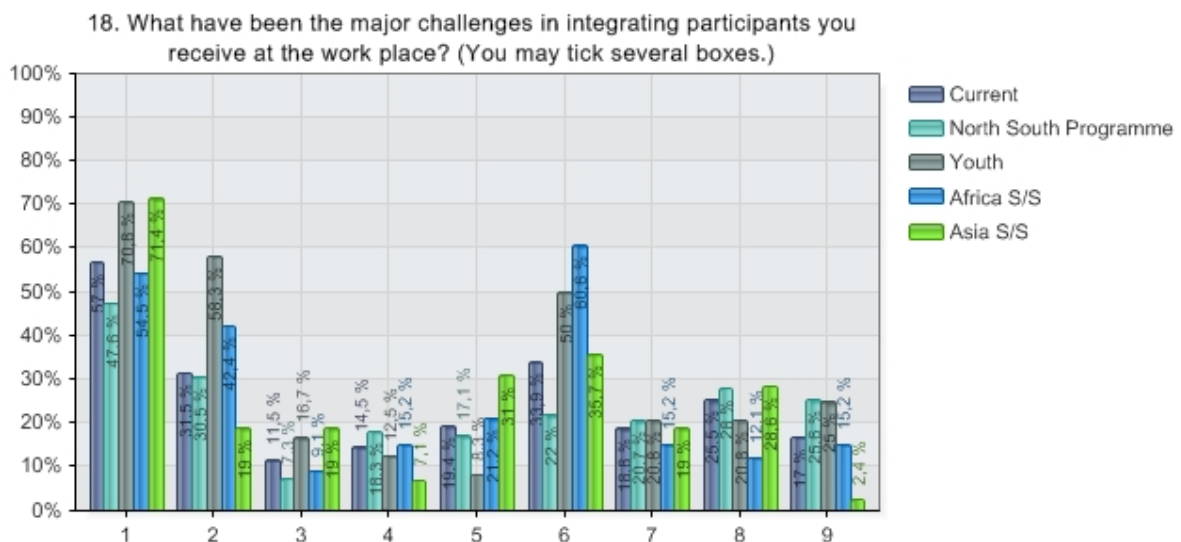
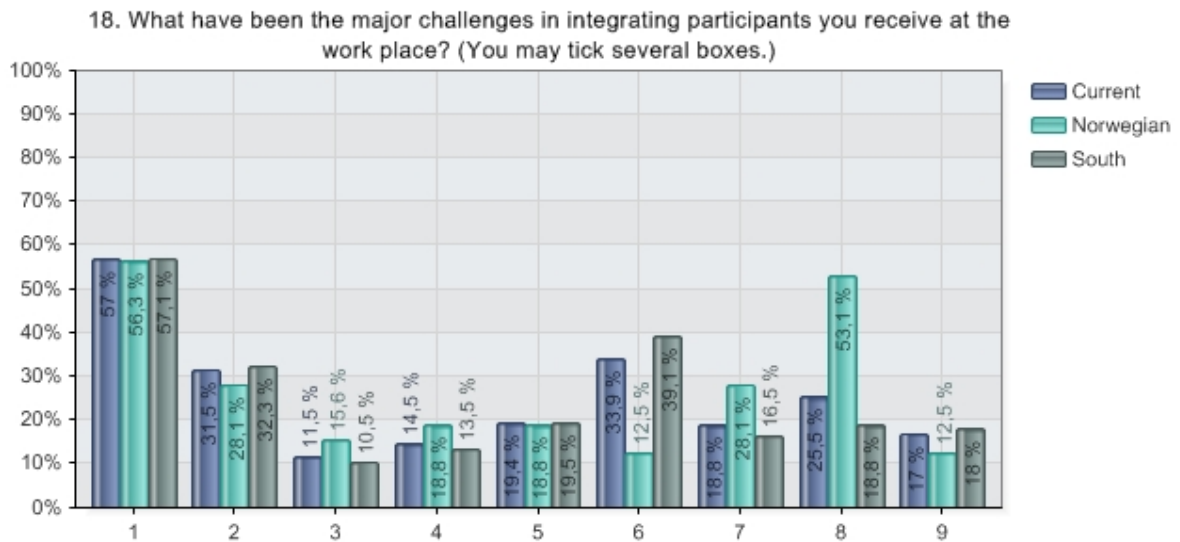
This question can only show us some main trends. As the respondents are able to check all answers that fit, after many rounds one partner might be able to check all alternatives, but not say whether this holds for one or many participants.

There are however trends



Youth partners do much member based recruitment and 75% 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



- 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

Language barriers are reported to be the greatest challenge in integrating participants in the work place. More than 50% of the Youth partners also report cultural barriers and personalities as challenges. Personality challenges are also reported by south partners in general and among 60% of

the African south-south partners. More than 50% of Norwegian partners report that making use of the participants' knowledge is a challenge.

## FK Services to partners

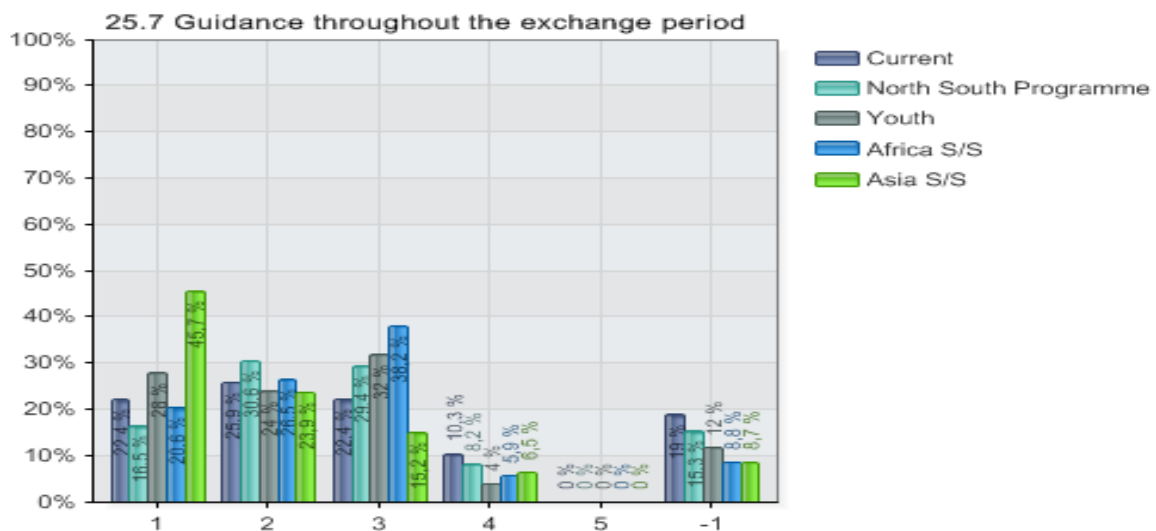


The general level of satisfaction with FK services is high, spanning from 79% satisfaction (web pages) to 87% (program staff accessibility) (note: 10 % ticked off “not applicable”).

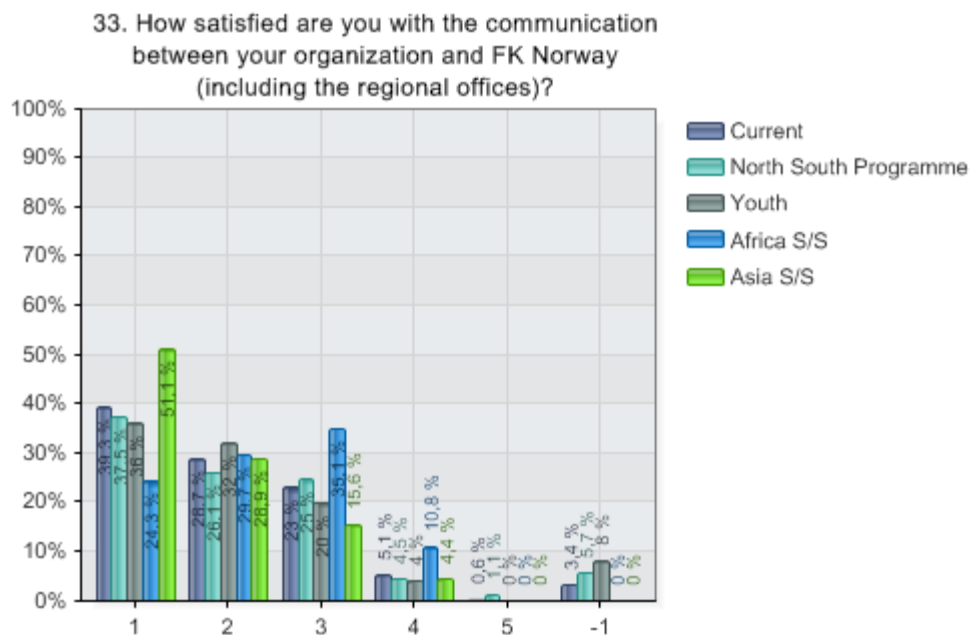
As one partner says: *We are really very satisfied with the help and guidance we receive. It is also a pleasure to meet the staff of FK Norway, weather it is the director or anyone else. Our collaboration with the program officers has been excellent, also when unforeseen things happened.*

There are 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



## Communication



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

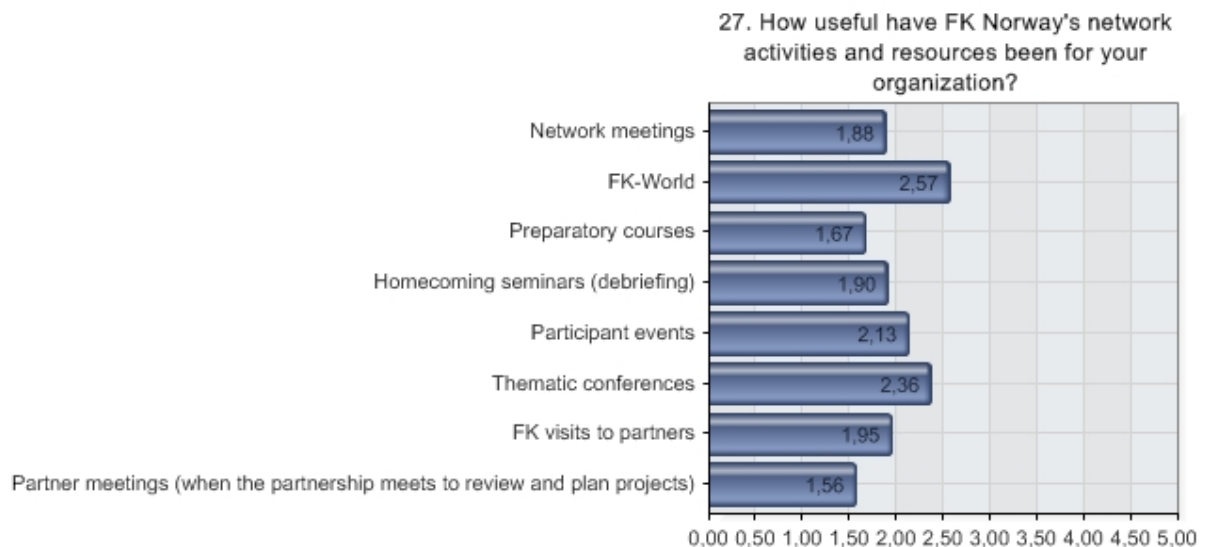
More than 90% of the respondents are satisfied with the communication between FK and their organization. However, this is a negative trend as **all** partners were satisfied in 2009.

Many secondary partners say that their communication is only through primary partner:

*Our Primary Partner is more responsible for direct communication with FK - Norway and we communicate more often with them.*

Although most partners seem very satisfied and make comments like *"the communication is efficient and good"* and *"No problem"*, there are also partners that are worried because they have to change contact person in FK too frequently. *"Each person has been nice and highly competent, but with such a high turnover, we feel to have lost valuable continuity in the follow up."*

## Network



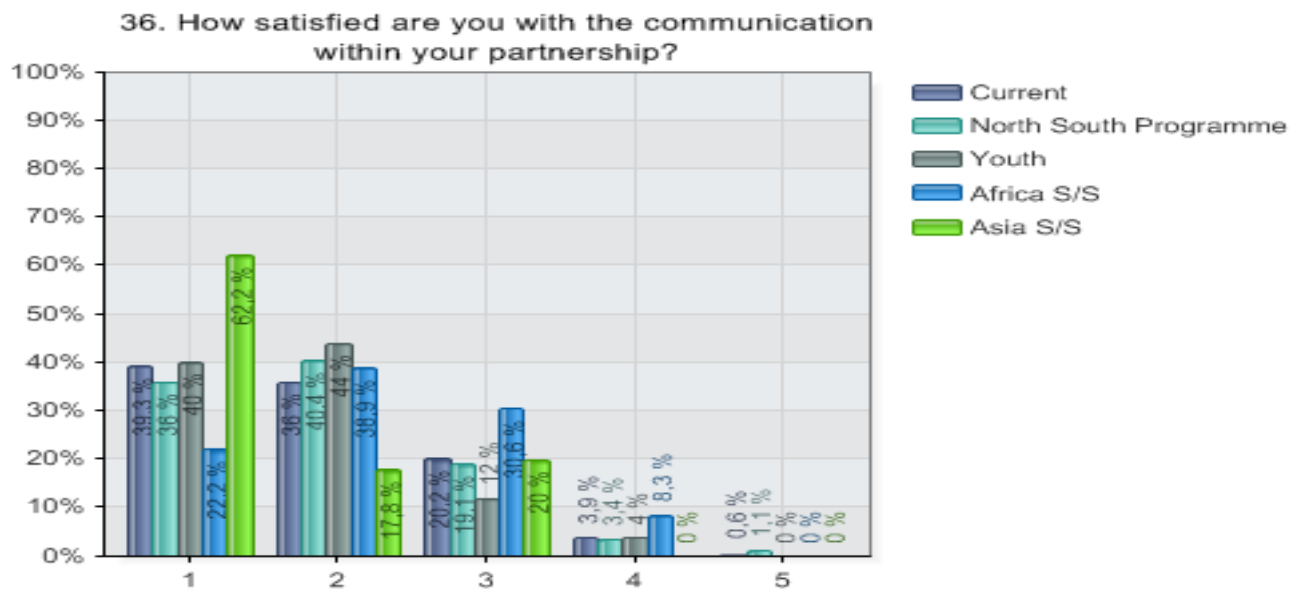
The partner meetings, participants courses and network meetings are the arenas most useful to FK-partner organizations.

As for network meetings, 97% of those who attended found it useful, but 21,5 % found it “not applicable”. For FK World it is a challenge that 45% found it “not applicable”. 83% of the other found it more or less useful.

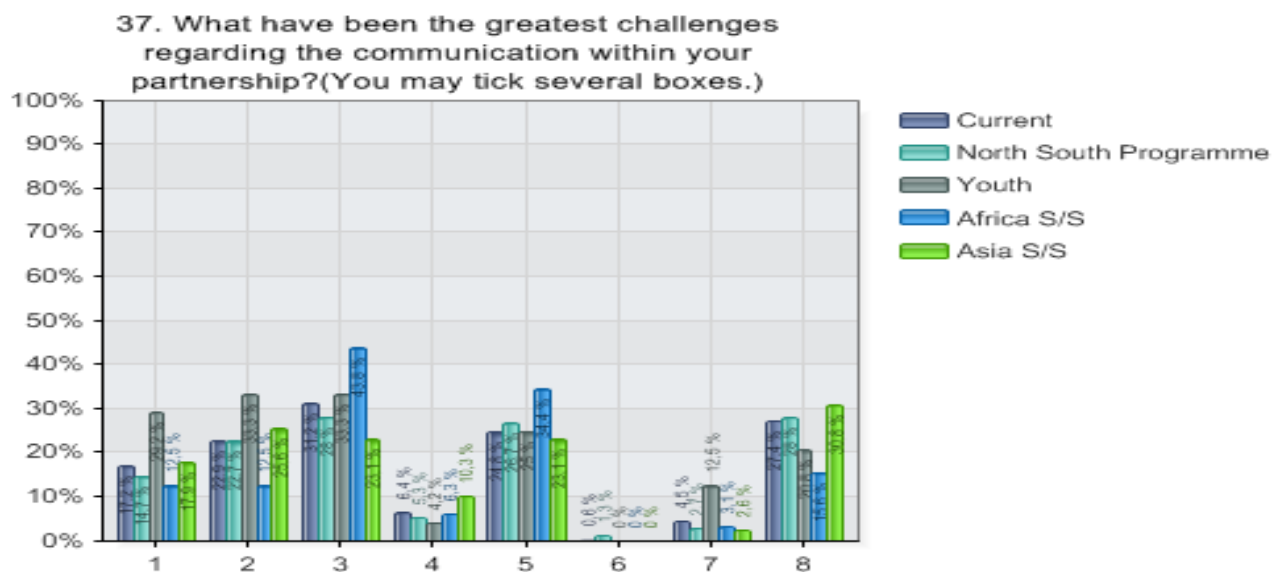
Thematic conferences are perceived as useful for many partners, but it is not applicable for 49% of the partners and only 12% found it very useful.

Those who have met other FK-organizations use the contacts they have made. 70% of the respondents say that they keep in touch with FK-partners outside their own partnership. 77% of those use this contact to get practical information and 60% use them as support when challenges erupt within the exchange program. 80% of the south partners who keep the contact also use this for professional discussions, while only 40% of Norwegian organizations do the same.

## Partnership



In total 95,5% of the partners are satisfied with the communication within their partnership. This is even better than in 2009, when 92,5% was satisfied. 39% are very satisfied, compared to 32% in 2009.



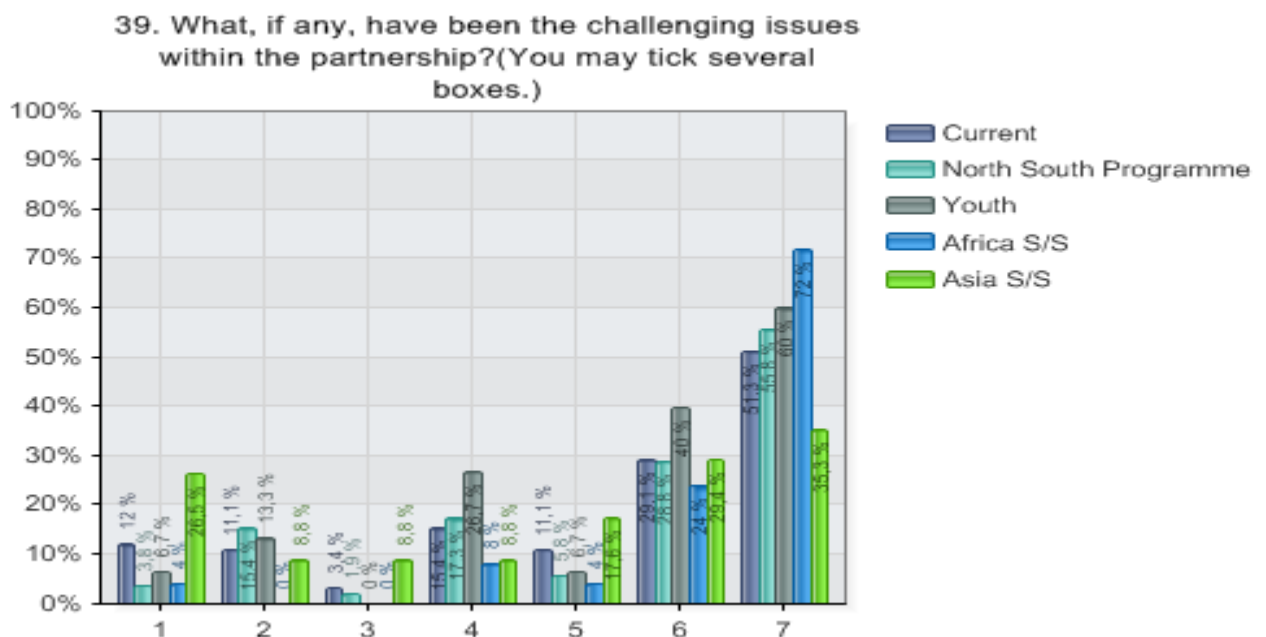
Alternatives	2009 numbers
1 Language barriers	15,7
2 Location in different time zones	13,0 %
3 Technical problems (phone, internet, fax, power shortage, etc.)	40,0 %
4 Participants are intermediaries, so we have little direct contact	4,3 %
5 Changing of contact persons	19,1 %
6 Not get along with other 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: *Actually, we do not have communication problems!*

Many partners also say that they don’t have the time they would like to have available for communication within the partnership. As one partner representative stated:

*People are very busy doing their actual work, not have so much time for managing FK project*

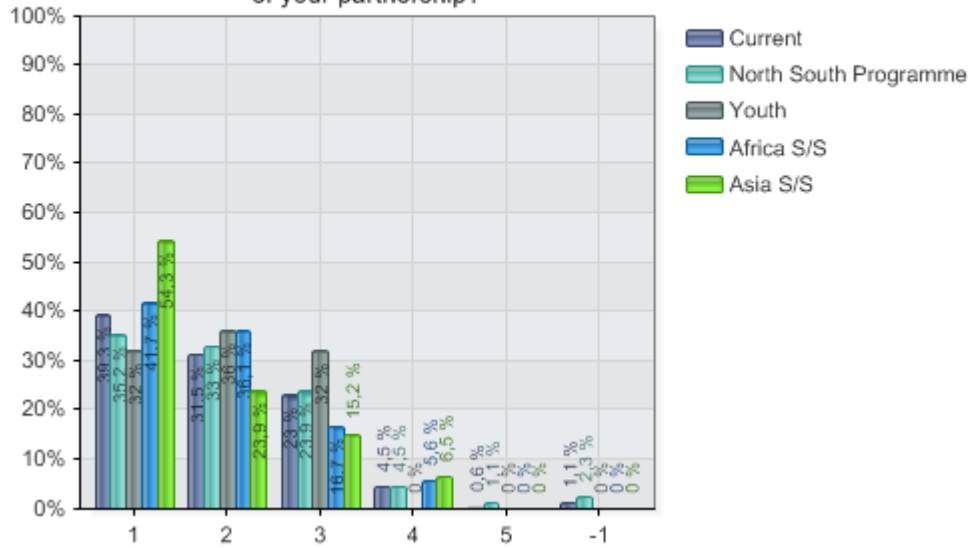
However,“ communication problems” is the alternative that ranks highest among the challenging issues within the partnership, except for “other”. That said, only 65% answered this question and among the 50% who answered “other”, most of them stated that there were “none” problems. If we look at total number of respondents only 19% reported communication problems.



- 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



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



94,4 % of the partner representatives are satisfied with the equality, reciprocity and transparency in the management of the partnerships. It should, however be noted that 11% of the Norwegian North-South partners are not satisfied by the management of the partnership. Only one South partner in the North-South program is not satisfied.

It is very interesting to see that secondary partners are more satisfied (50% very satisfied and 96,8 satisfied) than primary partners ( 27,6% very satisfied and 92% satisfied). It is tempting to say that FK Norway's focus on transparency make partners very critical towards their own behavior.

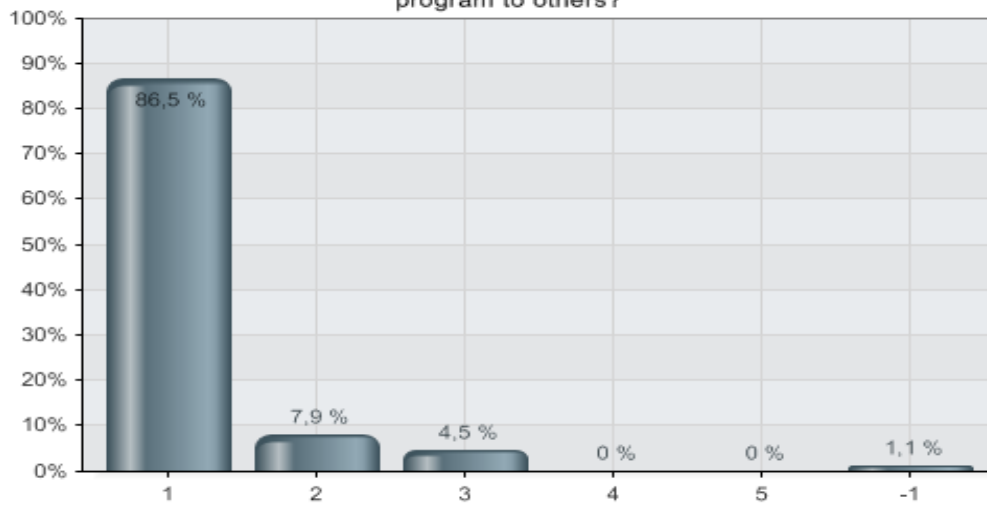
It is a fact that Norwegian partners are less satisfied than South partners, and that primary partners (administrative partners in the partnership) are less satisfied with the management of the partnership and the secondary partners. It is a good thing that the administrative partners acknowledge that it is possible to get more reciprocity, equality and transparency, even if the secondary partners are satisfied.

Some partners have also mentioned that they can be satisfied with the management of the programme, but that equality cannot be made out of a single exchange project:

*This is a joke. You cannot have same opportunities / say with the one who is already privileged!*

## Reccomendations

43. 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.

There are numerous partner representatives that state that FK Norway contributes to development both of partners and participants.

*“My organisation appreciates the considerable work FK has put and continues to put into developing and running the exchange programmes. These are of great benefit to my organsiation, and we look to further develop new partnerships in our sector and strengthen our work with FK in the years to come.”*

*“The exchange programme has been informative as Participants, upon return, come with different ideas that are instrumental in the success of other programmes.”*

## Conclusion

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

- Capacity building: 98%
- Participants sent: 95%
- Participants received: 95%
- FK services: 79 – 87%
- Communication with FK: 90,9%
- Communication within partnership: 95,4%
- Management of partnership: 94,8%
- Recommendation: 98,9%

It is a clear tendency through the survey that South-partners are more positive, and especially partners from Asia. 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 Asia. We also can see that Asian partners choose not to answer all questions, but are not able to conclude anything on this basis.

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.

It is clear that the partner organisations participating in FK exchange programmes perceive a positive change and clear results both on the participant level and on the institutional level. They are in general satisfied with the services, while many have used the open spaces to call for more involvement from FK, both in network arenas and in general follow-up of the programmes.