

FREDSKORPSET

The FK Partner Survey 2013

Results, management and satisfaction

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This report shows the FK partner institutions' perception and satisfaction regarding cooperation, results and the services of FK Norway. The partners are generally satisfied and the satisfaction is increasing.

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Introduction

The FK Partner Survey 2013 is a part of FK Norway's biannual survey series which provides the organization with important feedback from the institutions that take part in partnerships facilitated by FK Norway.

The earlier surveys have focused upon partners' perception of FK Norway and the services provided by FK, the positive effect in capacity development and the effects of returning participants. This survey will look into changes from previous studies, as most of the questions have been unchanged.

The report is divided in three parts and each can be read separately. Part one is called **Results** and deals with the effect on the organisation and the members. Part two is called **Project Management** and look into satisfaction and perception of the partnership and the relation to the participants. Part three is about the partners **Perception of FK Norway** and how satisfied partners are with the services and activities provided by FK Norway.

122 partner representatives responded to this survey, which makes 29,5% of the total number of partners. This response rate is lower than in previous studies and also slightly below average for such self complete questionnaires. There should be sufficient answers to outline some trends on the population as a whole. On sub-groups in the material there will be weaker data.

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 coordinating partners are overrepresented, and more Norwegian partners has completed the questionnaire. African partners are 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 38% of the answers were made by the management and 60% by the program coordinator. 2% of the respondents held other positions in the organisations. Some of the respondents report to be both management and FK coordinator. Only 15% of the Norwegian respondents are in a management position, while 42% of the African respondents report to be CEO.

Summary

This survey strengthens the view given by former studies that the partners involved in FK exchange projects are generally satisfied. The statistics also show improvements from earlier studies. If we look at how many partners say that they are satisfied we get these numbers:

- Capacity building: 98%
- Participants sent: 94%
- Participants received: 95%
- FK services: 80 – 89%
- Communication with FK: 92%
- Communication within partnership: 97%
- Management of partnership: 98%
- Recommendation to other potential partners: 100%

When there are 80 – 100% satisfaction, we need to look more into details to measure improvements, which are shown in the tables and figures attached to the report.

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.

This study shows improvement in almost all areas, but in most cases all of the improvement is related to the FK Youth Programme. FK Norway should look into best practices to see how the other programmes could improve in the same manner.

There are also differences in managing the projects that correlate with satisfaction regarding results. FK Norway should emphasize the importance for follow-up work and a strategy for keeping former participants in the organization.

The results in the partnerships would also benefit if the integration of participants into the host environment received more attention.

FK Norway should also look further into why long time partners are not more satisfied with the organisational development related to the FK project 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.

Part 1: Results

The very satisfied partner:

42% of the respondents state that they are very satisfied with results and organizational development related to the FK exchange projects. They don't differ much from other partners in experience. When we look at recruitment, fewer of the very satisfied partners have chosen one single recruitment strategy, so they are more inclined to have recruited some of the participants internally, some in the network and some externally.

The amount of very satisfied partners that report that technical skills have improved, staff is better trained and that the organization gets more international exposure is significantly higher than other partners.

The very satisfied partners are of course more satisfied with the participants than other partners, scoring 85,9 points at the satisfaction ratio for both sent and received participants, while the average is 78 for sent and 75,5 for received participants. The very satisfied partners will set the same value on both sent and received participants, while other partners will value sent participants higher than received participants.

More of the very satisfied partners find it easier (or more manageable) to make use of the participants' knowledge and fit the participants into work patterns. On the other side the very satisfied partners find it more challenging than the other partners to find the right place in the organization for the participants.

80% of the very satisfied partners find it easy or manageable to integrate the participants at the working place, which is the same as other partners, but 86,5% find it easy or manageable to integrate them in the host community, compared to 64% of the other partners.

When asked about challenges in integrating participants the very satisfied partners will report less on "lack of skills" (5%) compared to other partners (20%). They will also report less on "to make use of their knowledge" (18% vs 34%). On the other side more of the very satisfied partners will report on "professional challenges" and "different technical knowledge" compared to other partners.

The very satisfied partners do not report on more follow-up work than other partners in general. More of the participants from very satisfied partners have done follow-up work for more than two months, but this is most likely due to the fact that more Youth organisations are very satisfied partners. The very satisfied partners report much more on training of staff / members as an objective for the follow-up work, where 86% of very satisfied partners report this as an objective (to a high or some extent) compared to 64% among other partners.

There are differences between the very satisfied partners and other partners also when we look at what happened to the participants after the exchange period. 46% of the very satisfied partners have promoted one or more participants after the exchange (32% among other partners), only 17% report that participants have left the organisation (30% among other partners) and 51% report that they use their participants as a resource to develop the capacity of the organization (40% among other partners).

Asians are overrepresented and Norwegians underrepresented among the very satisfied partners. This is no surprise, as Asian partners are more inclined to keep the participants in the organization, while many Norwegian partners recruit externally and have no position for the participant when they return home.

Civil society is overrepresented among the very satisfied partners and private sector is underrepresented. This is mostly linked to the fact that among priority areas Health and business are underrepresented and Youth, environment and culture/sport overrepresented.

The FK Youth programme and FK South-South programme are overrepresented among the very satisfied partners and North/South (incl. ESTHER) underrepresented. This is in line with the overall trends in this survey, as there are more and better results in the FK Youth Programme and to a certain extent The FK South-South programme.

Capacity development

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. In the 2013 survey 98% are satisfied, which is the same as in the last study. 42% of the partners are very satisfied, which is almost the same as in previous studies.

To measure changes in the satisfaction we have chosen to create a satisfaction ratio, scoring from 0 – 100. The partners rate the satisfaction using the terms “not satisfied”, “less than satisfied”, “satisfied”, “quite satisfied” and “very satisfied”. We give a score where we assign 100 points if all partners are “very satisfied” and zero points if all partners are “not satisfied”. If all partners had chosen “satisfied” the ratio would be 50.

Using the satisfaction ratio the overall result of the 2013 survey is 80,61. In comparison the 2011 score were 80,41 and the score for 2009 were 78,77. This show a trend of improving scores, but there are no significant changes the last two years. (*Table 1*)

There are differences between programme lines and continents in satisfaction regarding capacity building. Norwegian partners are not as satisfied as south partners scoring 75,0 to 82,3. Norwegian partners in North-South professional exchange programmes score the lowest at 69,23 and African partners in South-South exchange programmes score highest at 86,42.

The score has been remarkably consistent throughout the years except for Norwegian and African partners in North-South professional exchange programmes.

The Youth programme have an overall score of 84,75 with minor differences between north and south. The South – South programme have a score of 83,6, African partners scoring four points more

than Asian partners. In the North-South programme Norwegian partners score 69,2, African partners score 76,9 while Asian partners score 82,14 (exactly the same as Asian S-S).

Organisational capacity development will usually need time. We would therefore believe that more experienced partners should report higher satisfaction than newer partners. This is not the case. Previous studies have not shown significant differences between new and old partners. In this study new partners (0-2 rounds of exchange) score 80,7, more experienced partners (3-5 rounds) score 83,3 while the most experienced partners (6 or more rounds) score 77,5.

There are several possible explanations for this. In the group of the most experienced partners there are more Norwegian partners than in the other groups. As Norwegian partners are less satisfied than other partners this may be the real reason, countering the experience factor. It is also possible that there will be less development combined with higher expectations after 5 years of cooperation.

Participants' contribution

The main investment in the exchange project is the participant. The partner organisations 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?

93,8% of the partners are satisfied with how the participants sent abroad contribute to capacity building in their own organization. 94,6% are satisfied with the contribution by the participants received to the organisation. If we use the satisfaction ratio we can see that sent participant score 78 and received participants score 75,5 points, so although it seems that more partners are satisfied by the received participants, they are more satisfied with the sent participants contribution to capacity development in their organisations.

In 2011 95% of the partners were satisfied with both sent and received participants, scoring 79 for sent and 76,3 for received participants. We are able to see a small reduction in satisfaction regarding the participants, and that it is a stable trend that the partners are more satisfied with sent participants than received participants regarding their contribution to organizational development.

One should believe that there is a strong connection between satisfaction on capacity development and participants' contribution. Youth partners are more satisfied and North-South partners are less satisfied, especially regarding sent participants. If we, however, look at received participants there are huge differences. Asian partners score lowest, especially on the south-south exchange, while African partners receiving participants from Norway are most satisfied.

If we look at the partners that are "very satisfied" on capacity development related to the FK exchange, they are equally satisfied with sent and received participants, scoring 86 points on both.

Concrete results from the FK exchange

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.

Result	Percent
The staff has developed friendships across borders	88
The staff knows more about other cultural traits	80
Staff technical skills have improved	75
The intercultural acceptance has improved	75
The organization gets more international exposure	71
Staff language skills have improved	69
The staff is more motivated	65
The organization has developed	64
The staff is better trained	62
The knowledge on North/South issues has increased	62
The quality of the leadership has improved	55
The informational work/PR has improved	52
The organization takes part in more strategic international networks	52

We have asked partners to report on the same result areas in several surveys. The 2011 survey reported progress in a way that each partner reported results in an average of 8,1 result areas, compared to 7,4 in 2009. In 2011 more partners reported results in nine areas compared to 2009.

In this survey there are increased scores in 11 result areas since 2011, and in all areas compared to 2009. Each partner report results in an average of 8,7 areas. The improvement is mostly related to the North-South programme, as the South-South programme has almost the same score as in 2011, and the Youth programme has slightly lower scores than in 2011, although still highest with an average of 9,4 reported result areas for each partner.

The most significant changes are related to staff skills, training of the participants and intercultural acceptance. In 2011 41% of the partners on the North/South programme reported that the staff is better trained as a result. In 2013 71% of the partners on the same programme report that the staff is better trained as a result of the exchange project. We can see the same trend as 77% of the same partners now report that the staff's technical skills have improved, while 57% reported the same in 2011.

These results are based on perceivable changes in the organization. However many organizations value other results from the exchange. We have chosen to include some of the comments made in the survey below:

Fantastic to see the Volunteers return home and be much more confident and organised because of their experiences...

Participants develop a notable higher level of self esteem.

Many former volunteers are now employed within our organization.

As a volunteer based organization we see that former participants take on responsibility and are key persons when it come to develop the policies and programs of the organization.

The first 2 project years, we needed to learn how to manage the programme well and how to best select and guide participants through the year experience. While I believe every participant gained something and each partner gained something from each exchange, from the 3rd year we had better selection, matching, and guidance of the participants. Thus last year we received someone with excellent skill where we needed it and with a great attitude. We were also well prepared to accept him and make best use of his skills. The results were very strong and much stronger than the average exchange in year 1 or 2.

The organizations morale has greatly improved

The partnership has been very beneficial for my organization in increasing visibility at national level

The exchange resources through FK program, give the opportunity for FK participants to develop better job performance, leadership, and creative idea. So, the organization also developed because the staff has developed themselves both personal and professional and contributes to organization.

Certainly positive in terms of productivity, attitude and staff satisfaction

As a general conclusion we can say that more partners are more satisfied with organizational development related to the FK projects, and that more partners report more concrete results compared to earlier surveys.

Part 2: Project management

To ensure good results the projects need to be managed well. In the FK projects the most crucial factors in the management is the relation between partners and between the institutions and the participants.

Partnership

Communication is vital for good partnerships. In 2009 92,5% of the partners were satisfied with communication within their partnerships. This number increased to 95,5% in 2011, and in 2013 96,7% of the partners are satisfied. If we look at the satisfaction score, we see that the increase in satisfaction actually is even better. The satisfaction score in 2013 is 82,2 compared to 77,4 in 2011 and 75,2 in 2009.

#	Alternative	2009	2011	2013
1	Language barriers	16	17	22
2	Location in different time zones	13	23	25
3	Technical problems (phone, internet, fax, power shortage, etc.)	40	31	47
4	Participants are intermediaries, so we have little direct contact	4	6	6
5	Changing of contact persons	19	24	22
6	Not get along with other partner	4	1	1
7	Having different values and beliefs	13	5	16
8	Other	37	27	24
	Average challenges (incl. other)	1,46	1,34	1,63

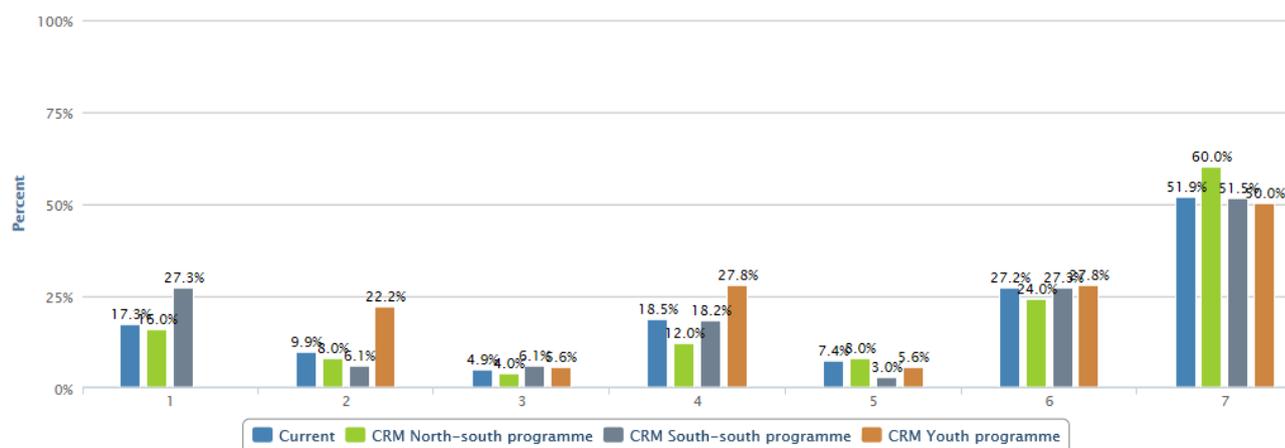
Among the partners that have chosen the category “other” more than 50% have specified this as “no challenges”. Some partners (12%) also chose not to tick off any categories. Other partners who have used “other” say that they don’t have the time they would like to have available for communication within the partnership.

Technical problems are by far the greatest challenge in the communication, as 47% of the partners have chosen this category. This may be due to higher expectations, as some partners specify the challenges to wi-fi coverage.

The comments suggest that there are few challenges, and that the communication within the partnerships in general is satisfactory. However many of the partners say that most of the communication is based on issues and is between coordinating partner and each other partner. They would like more opportunities to involve the whole partnership in meetings.

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 18% reported communication problems.

What, if any, have been the challenging issues within the partnership?



- 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

Note: The graph shows percentage of those partners that actually answered the question. As an example, there are really only 12% of the youth partners that responded to the survey that report on unclear roles in the partnership.

There is however some challenging issues that need to be addressed. Although few partners report on challenges at all, one out of three Asian partners report that the payments are irregular, and one out of three Norwegian Youth partners say that their partner does not act in accordance with the contract.

Equality, reciprocity and transparency

In general, the partners are getting more satisfied with the equality, reciprocity and transparency in the management of their partnership. 97,5% of the partners are satisfied, compared to 94,4 in 2011 and 95,5% in 2009.

The satisfaction score underline the general improvement and show that the changes are significant. South partners are more satisfied than Norwegian partners, and coordinating partners are slightly less satisfied than other partners, but Norwegian partners are more satisfied in 2013 compared to earlier studies. The most significant change is that Youth-partners, who used to be least satisfied with the equality, reciprocity and transparency in the management of the partnerships now are the most satisfied, going from a satisfaction score of 73,9 in 2009 to 84 in 2013. There is a negative trend on The FK South-South programme line, although too small to be significant.

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 than the secondary partners. Earlier studies have suggested that the administrative partners acknowledge that it is possible to get more reciprocity, equality and transparency, even if the secondary partners are satisfied. In this study we suggest that the gap between North and South still can be explained by the same reasons, but that the increase in satisfaction by Youth partners has an influence in the overall results for Norwegian partners as well.

When asked if there were any challenges regarding equality, reciprocity and transparency 76% of the partners answered “not applicable” or didn’t answer. 8% mentioned lack of consultation, 10% lack of cooperation by a partner and 7% domination by a partner.

A few partners mentioned that the structure and nature of the FK exchange made real equality impossible.

When it comes to equality in the partnership it is a great challenge that the North partner monitors the work and results of the South partner, when it is not done the other way around. The way we are organized only allows equality to some extent.

Some also mention the difference in culture and structures of management as challenges to transparency and reciprocity.

Participants

Recruitment

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

Earlier partner studies have revealed that few (10 - 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.

Although the 2011-study showed less internal recruitment, the 2013 study tells us that the earlier trend that more partners recruit from own staff is still valid. In this survey more Norwegian partners report to have recruited all the participants internally and there is still a high number of partners from the south that report the same. There are big differences between programme lines. In the FK Youth programme most Norwegian partners rely on external recruitment, while south partners use recruitment from members and staff on an equal basis. Partners involved in South-South exchanges report mostly on recruitment from own staff, where some partners also recruit from members. None of the African partners on the South-South programme have recruited participants from outside the organization.

On the professional North – South exchange (including The FK Health programme) 70% of the South based partners and 29% of Norwegian partners report to recruit all the participants from own staff. At the same time 24% of the Norwegian partners report to recruit all the participants from outside the organization, which is more than earlier studies show.

For more accurate information on how many of the participants that have been recruited internally or externally, we refer to The FK Participant Survey 2013.

Challenges

The survey included questions regarding how challenging it is for the partner institution to receive participants and to integrate them in the new environment. These questions were also asked to the participants.

In general, a majority of the partner representatives found most challenges easy or manageable. Around 80% found it easy or manageable to integrate the participants at the working place, while 25% found it challenging to integrate the participants in the host community. The major challenges for integration are language (58%), cultural barriers (50%) and personality challenges (33%).

Whether the participants feel that they are integrated is not an exact measure on whether it is easy or not to integrate them, but it is still interesting to compare answers from partners and participants on these questions.

4,5% of the partners find it very challenging to make use of the skills and knowledge of the participants. 6,6% of the participants felt that the partners failed in using their knowledge and skills, and the difference between programme lines match between partners and participants.

1,8% of the partners find it very challenging to fit the participant into work pattern and routines, while 9,3% of the participant felt that their hosts did not fit them into routines and patterns. None of the Youth partners found this very challenging, but 14% of the youth participants said that their host partners failed to fit them into work patterns and routines.

3,6% of the partners find it very challenging to find the right place in the organisation. 10% of the participants feel that they were not placed in the right position. Among Norwegian Youth and the north-south exchange more than 15% say they were not put in the right position. In this case the participants may have too high expectations regarding where they should be placed in the organisation.

Only 1,8% of the partners find it very challenging to integrate participants socially at the working place. 10% of the participants answered no to whether the partner did integrate them socially. On the South-South programme only 2,7% answered the same.

1,8% of the partners find it very challenging to integrate the participants in the host community. South-south partners find it more challenging than others. 13% of all the participants and 22% of the North-South participants say they were not integrated in the community. It is interesting that only 7% of south-south participants answered the same. 25% of the Norwegians and 10% of the South participants coming to Norway state that they were not integrated in the community, while more Norwegian partners than South partners in North-South exchanges find this challenging.

Without making claims about specific partner organisations, it is fair to say that the groups of partners who find integration of participants most challenging are more likely to succeed, i.e. have more satisfied participants. On the other side, the very satisfied partners report on fewer challenges than other partners.

Returned participants

All the participants are required to carry out follow-up work upon arrival back home. The follow-up work is often set to be one month, but on the Youth program it might last three-four months.

In the 2013 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, earlier studies have shown that many South partners in North-South partnerships have reported on longer follow-up periods, while two out of three partners in the Youth programme have reported shorter follow-up periods.

In total 86,7% of the partners say that the participants carry out follow-up work for 2-3 weeks or more. This is a reduction from earlier studies. There is however an improvement in the Youth programme where 55% of the partners and 65% of the South-partners say that they carry out follow-up work for two months or more. On the other hand, 23% of the Youth partners report that they carry out follow-up work for less than a month. 78% of the participants say that they have spent 2-3 weeks or more doing follow-up work.

40% of South-south partners and 44% of South partners report that they conduct follow-up work for more than two months, and 81% of the South-south partners report that the follow-up work is conducted for more than a month. On the North-South exchange 13% of the partners report that their participants have done follow-up work for a week or less.

87% of the partners have report writing as a part of the follow-up work. 70% of the partners report that the follow-up work consist of presentations to colleagues and 60% training of colleagues.

The objectives of the follow-up work should of course differ from project to project. Among Youth-partners 26% state that information about North/South issues is an objective to a high extent, while this is as important for 12 % of the professional exchanges (20% for Norwegian partners).

Sharing of knowledge and skills is an important objective for 75% of the South-South projects, 56% of North-South projects and 46% of the Youth projects. There are however differences between north and south. 67% of South-partners in Youth projects and 83% of Norwegian partners in North-South projects state this as an important objective. 37% of south partners say the same.

39,5% of the partners say that training of staff/members is an objective of the follow-up work to a high extent, but there are differences here as well. 50% of South-South partners, South Youth partners and Norwegian partners in the professional exchange programmes say training is an

important objective, while only 25% of South partners on the North-South programme and none of the Norwegian Youth partners say the same.

There are some incoherencies in the responses, as 94% of South partners in North-South projects say that the follow-up work consist of presentations to colleagues and members of the organization, and 41% say that training is a part of the follow-up work. This is higher than other groups, so it is remarkable that fewer in this group state these as objectives.

Looking at the participant's responses to the same questions, information about North/South issues are more important to the participants, as 50% of the Youth participants and 30% of North-South participants state this to be an important objective.

Sharing of knowledge and skills is also an important objective for the participants, where 74% of South-South participants, 67% of Youth participants and 60% of the other participants state this as an objective "to a high extent". Among the participants there are no differences between north and south.

Regarding training there are very much differences between north and south and not so much between the programme lines. 42% of South participants say that training of colleagues and fellow members have been one of the main objectives of the follow-up work, while 8% of the Norwegian participants say the same.

Ensuring that the follow-up work is done, and that it is more than writing a report should be a priority both for FK Norway and the partner institutions. It is clear that partners that use follow-up work as a way to train other colleagues and members in the organization report more satisfaction in their own results and capacity development.

After the project

One of the keys to sustainable results in the organization is to keep the returned participants in or around the organization. Both this study and previous results suggest that those partners who are most satisfied with the outcome of the projects are those who manage to use the participants in new ways after coming home.

59% of South-South partners have promoted participants after the project. For other programme lines this is around 30%, while only 20% of Norwegian partners have promoted participants. Among partners on the North – South programme 39% have experienced that participants have left the organization, while only 28% of South-south partners and 10% of Youth partners report the same.

The FK-projects have very different goals and the institutions have different conditions related to recruitment. There is no reason to claim that internal recruitment is best in all projects. That some organisations use the FK-exchange to recruit new members, while other use the exchange to gain new competence is not a problem.

However, in working on, and evolving, partnerships, it is important that the participants are in a position to continue the relations. It's therefore more of a challenge that only 26% of the Norwegian participants on the North/South exchange are employed by home partner when they return.

Our suggestion would be that each organization should have a strategy on recruitment based on their needs, but that FK should encourage each project to have some elements of staff or member based recruitment.

What's more important is that the partners should have a strategy for keeping participants as members or staff when returning home to ensure the relationships in the future.

Part 3: Perception of FK Norway

Services to partners

The general level of satisfaction with FK services is high, spanning from 80% satisfaction (web pages) to 89% (reporting routines).

“All in all good services and knowledgeable people “

“Being constantly challenged by FK has forced us to constantly continue to develop our program and that is one of the key factors that has led us to where we are today”

The general level of satisfaction will, however, not give any indication on trends and where we are able to improve, as many partners say “not applicable” to many of the questions.

If we use the satisfaction ratio we get these scores on FK services.

FK Services	Percent Total Satisfied	Satisfaction ratio						
		Youth	South-South	North-South	Total 2013	Total 2011	Total 2009	Total 2007
Obtaining information on how to become a FK partner	81 %	78,3	78,0	75,7	76,8	77,0	75,5	80,5
Processing time of application: Feasibility/preliminary study	82 %	82,6	71,3	76,4	75,8	75,0	75,9	74,3
Guidance throughout the planning period	88 %	86,5	79,6	76,3	78,6	75,8	77,3	75,0
Processing time of application: Collaboration Agreement	86 %	86,3	75,0	78,2	78,5	74,3	80,8	77,5
Program staff accessibility	87 %	86,4	83,1	79,6	81,7	78,0	77,4	79,7
Follow-up and monitoring	87 %	82,6	74,3	73,1	75,5	71,3	72,9	70,4
Guidance throughout the exchange period	86 %	81,5	79,1	68,4	74,5	71,0	74,6	72,4
Reporting routines	89 %	75,0	74,3	68,4	71,5	68,3	68,2	63,1
FK web pages	80 %	64,4	70,6	66,0	67,3	67,3	65,0	N/A
Average		80,4	76,1	73,6	75,6	73,1	74,2	74,1

Explanation of the satisfaction ratio:

Responses are set in a scale from 0-100 points. “Not applicable” and “Don’t know” are taken out of the equation. If all responses are “not satisfied” the score is zero. If all responses are “very satisfied” the score is 100. If the score is 50 it can both mean that all are “satisfied” or an equal distribution.

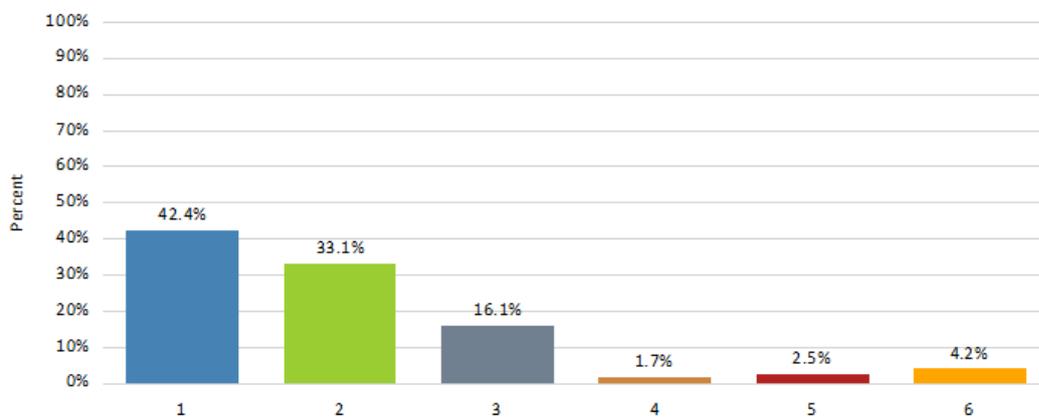
One points difference means that four percent of the population has scored one level up (from satisfied to quite satisfied) or that two percent have scored two levels up (from satisfied to very satisfied).

Overall the FK partners in 2013 are more satisfied with the services provided than in previous studies. The score has improved slightly on almost every category, but there are no big differences between the studies. A total improvement on 2,5 points shows that 10% of the partners rates the services one level higher in each category.

There are however differences between programme lines, showing that Youth partners are more satisfied with FK services than North-South partners. This is the exact opposite of the 2011 survey where Youth partners had an average score of 68. This shows that in average 50% of the Youth partners rate the services from FK one level higher than in 2011.

Communication

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



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

91,6% of the respondents are satisfied with the communication between FK and their organization. This is slightly better than 2011, but not as good as in 2009 when all partners were satisfied. There is also a tendency that more partners are more satisfied as the satisfaction ratio has moved from 76,2 to 79.

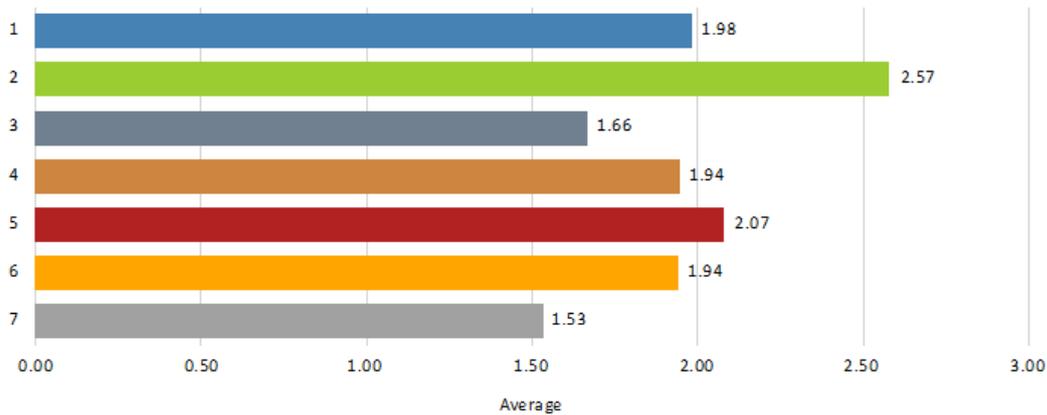
Very easy to get in contact with FK-Oslo and good to share challenges.

Visit of FK Norway officers will be very appreciated

Usually information is passed through the Primary Partner and FK Newsletters

Activities

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



Series name	Average
1	1.98
2	2.57
3	1.66
4	1.94
5	2.07
6	1.94
7	1.53

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

As for network meetings, 97% of those who attended found it useful, but 23,5% found it “not applicable”. Thematic conferences are perceived as useful for many partners, but it is not applicable for 40% of the partners and only 15% found it very useful. This is however an improvement from 2011, when fewer found it useful and more partners found it not applicable.

FK visits to partners is found very useful for 38% and useful for 96,5% of the partners that received visits. 21% report that this is not applicable. Several partners state that such visits are appreciated.

One out of every three partners has not visited fk-world. Only 15% of the partners are very satisfied with the website. However some partners are interested in using such a network among partners.

I am afraid that I have not used FK world enough to experience what I suspect is its full potential. I have found it useful to source information about other projects working in the same areas and fields as us.

One respondent are expressing interest in opening fk-world for partner representatives as users.

While it is not required that FK fulfill this need, there could be a network (such as FK world) that would facilitate exchange of hosting and sending experiences of partners from different

partnerships. Many questions come up for new partners during the first 2 programme years. Experienced partners may have found answers to such questions.

Those who have met other FK-organizations use the contacts they have made. 74% of the respondents say that they keep in touch with FK-partners outside their own partnership. 78% of those use this contact to get practical information and 66% use them as support when challenges erupt within the exchange program. 70% of the partners who keep the contact also use this for professional discussions.

Recommendations

100% of those who answered this survey say that it is likely that they would recommend others to take part in an FK exchange program. 83,5 say that they are very likely to recommend the programme.

This is a great contribution for transforming lives. We are very satisfied with both our partnership and FK Norway!

I have talked to other partners involved for more than 10 years and am very motivated to keep participating as the results for the organization have been very positive.

I have already recommended the exchange programme to some of our networks.

Several of the partners also chose to give final comments, saying that the survey in itself became a good exercise for reviewing their exchange projects.

Appendixes

Table 1: Capacity development

Questions:

How satisfied is your organization with the capacity development related to the FK exchange?

Are you satisfied with how the FK participants contribute to your organization?

a) participants sent abroad

b) participants received

Partners Category	Org. development	Participants sent	Participants received	Total score			Difference 2009 - 2013
				2009	2011	2013	
Total	80,6	78	75,5	75,2	78,6	78	+ 2,8
FK Youth	84,75	81,7	79,2	76,7	78,2	81,9	+ 5,2
South-South	83,6	78,3	71,5	75,6	77,4	77,8	+ 2,2
North N/S	69,2	73,1	71,4	73,2	78,7	71,2	- 2
South N/S	79,2	73,5	79,4	72,6	78,0	77,4	+ 4,8

The score is given by converting all answers into a 0-100 score and calculating the mean score of the respondents.

Table 2: Concrete results

		Total 2013	North- South Programme (2011 / 2009)	South-South programme (2011 / 2009)	Youth programme (2011 / 2009)	2009 - 2013	2011 - 2013
		Percent	Percent	Percent	Percent		
1	Staff language skills have improved	69	74 <i>67 / 55</i>	72 <i>71 / 58</i>	65 <i>75 / 30</i>	+4	-2
2	Staff technical skills have improved	75	77 <i>57 / 50</i>	81 <i>82 / 74</i>	65 <i>67 / 40</i>	+17	+6
3	The staff is better trained	62	71 <i>41 / 36</i>	56 <i>63 / 56</i>	61 <i>63 / 25</i>	+20	+7
4	The staff is more motivated	65	55 <i>47 / 50</i>	63 <i>75 / 70</i>	74 <i>67 / 55</i>	+8	+5
5	The organization has developed	64	61 <i>51 / 53</i>	59 <i>63 / 63</i>	71 <i>75 / 70</i>	+4	+6
6	The quality of the leadership has improved	55	35 <i>35 / 28</i>	62 <i>58 / 44</i>	71 <i>75 / 50</i>	+18	+7
7	The informational work/PR has improved	52	39 <i>31 / 39</i>	53 <i>49 / 47</i>	68 <i>67 / 35</i>	+8	+7
8	The organization takes part in more strategic international networks	52	45 <i>33 / 41</i>	50 <i>57 / 53</i>	58 <i>54 / 45</i>	+6	+6
9	The organization gets more international exposure	71	61 <i>63 / 47</i>	75 <i>69 / 72</i>	77 <i>88 / 65</i>	+13	+2
10	The staff knows more about other cultural traits	80	81 <i>72 / 77</i>	72 <i>76 / 84</i>	87 <i>92 / 80</i>	+1	+4
11	The intercultural acceptance has improved	75	77 <i>55 / 56</i>	75 <i>64 / 58</i>	71 <i>88 / 80</i>	+15	+12
12	The knowledge on North/South issues has increased	62	71 <i>75 / 70</i>	28 <i>40 / 42</i>	87 <i>88 / 85</i>	+2	+3
13	The staff has developed friendships across borders	88	84 <i>87 / 83</i>	94 <i>94 / 88</i>	84 <i>96 / 80</i>	+4	-3
	Number of responses	98	31	32	31		
	Number of results pr respondent	8,7	8,3	8,4	9,4		

Table 3: FK Services

Question: Please indicate how satisfied you are with FK Norway's services to your organization.
(Very satisfied, quite satisfied, satisfied, less than satisfied, not satisfied – don't know)

FK Services	Percent satisfied	Satisfaction ratio							Difference Total 2009 - 2013
		Youth	South-South	North-South	Total 2013	2011	2009	2007	
Obtaining information on how to become a FK partner	81 %	78,3	78,0	75,7	76,8	77,0	75,5	80,5	+ 1,3
Processing time of application: Feasibility/preliminary study	95 %	82,6	71,3	76,4	75,8	75,0	75,9	74,3	- 0,1
Guidance throughout the planning period	88 %	86,5	79,6	76,3	78,6	75,8	77,3	75,0	+ 1,3
Processing time of application: Collaboration Agreement	86 %	86,3	75,0	78,2	78,5	74,3	80,8	77,5	- 2,3
Program staff accessibility	87 %	86,4	83,1	79,6	81,7	78,0	77,4	79,7	+ 4,3
Follow-up and monitoring	87 %	82,6	74,3	73,1	75,5	71,3	72,9	70,4	+ 2,6
Guidance throughout the exchange period	86 %	81,5	79,1	68,4	74,5	71,0	74,6	72,4	- 0,1
Reporting routines	89 %	75,0	74,3	68,4	71,5	68,3	68,2	63,1	+ 3,3
FK web pages	80 %	64,4	70,6	66,0	67,3	67,3	65,0	N/A	+ 2,3
Average	87 %	80,4	76,1	73,6	75,6	73,1	74,2	74,1	+ 1,4

Table 4: Equality, reciprocity and transparency

Partner category	2009	2011	2013	Difference 2009 - 2013
South partners	79,75	78,75	83,00	3,25
North partners	74,00	67,00	75,75	1,75
Coordinating partners	77,25	72,75	76,75	-0,5
Other partners	79,75	80,25	83,50	3,75
Youth programme	73,75	75,00	84,00	10,25
South-South programme	78,75	80,50	79,25	-0,5
North-South Programme	77,00	74,75	80,75	3,75
Tot	77,75	76,50	81,00	3,25