

# **Partnership in Practice**

## **A Kenyan Perspective on the Nature of Relationships with Irish NGOs**

**REPORT**

**May 2010**

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## **Preface**

As the association of Irish Non-Governmental Development Organisations, Dóchas provides a forum for consultation and cooperation between its members and helps them speak with a single voice on development issues. In particular, it works to enhance Ireland's contribution to sustainable human development by leading the Irish development sector towards high standards of practice and being an independent representative voice of Ireland's development sector, in order to influence public debate and decision-making in Ireland and the European Union.

Through Dóchas, Irish development NGOs come together to sustain and enhance standards of practice in the sector in order to maximise NGO effectiveness and impact, thus enhancing Ireland's contribution to sustainable global development. Dóchas members come together to build their ability to learn – from field practice, advocacy, policy engagement, and so forth – and, in applying the lessons of that learning, strengthen themselves and the network.

Meanwhile, the Open Forum for CSO development effectiveness, a civil society initiative to develop measures of effectiveness specifically for CSOs, is striving to generate a global civil society consensus on the principles to which we hold ourselves accountable and to which we wish to be held accountable by the constituencies we serve and represent, by our fellow CSOs, and by donors.

This CSO development effectiveness initiative, which Dóchas is watching carefully, will clearly inform aspects of our work in the coming years. Though much of the substance and detail will not be finalised until 2011, certain strands are already emerging that underline the importance of Dóchas' prior work on NGO governance, peer and beneficiary accountability, and the nature of effective partnerships.

It was as part of developing its strategic framework for 2009 to 2013 that Dóchas decided to undertake a poll to gain a 'Southern perspective' on the work of Irish NGOs. Based on the geographical spread of Irish NGOs (with a higher number of Irish NGOs working in Kenya than any other developing country), Dóchas opted to investigate the views held by Kenyan stakeholders of Irish NGOs. Those stakeholders included NGOs, community-based organisations and other civil society partners.

The survey provides Dóchas members with a valuable, albeit summary, appraisal of their partnership practice, and allows Kenyan counterparts – as a proxy for Southern counterparts generally – to contribute to the continuing debate Dóchas is facilitating on the role of Irish NGOs, their accountability and effectiveness.

Feedback and reflection sessions held in Dublin in April 2009 and in Nairobi in June 2009 deepened and broadened Kenyan and Irish NGO partners' understanding of the findings. The Nairobi session in particular brought an articulation of ideas on how to progress mutually beneficial arrangements between Southern civil society actors and Northern (in this case Irish) NGO partners.

We have been slower than we hoped to finalise this report, although the reflection has continued, with peer seminars on formulating partnership policies (April 2010), enhancing downward

accountability (May) and impact assessment framework (incorporating capacity assessment and indicators of success for capacity building work), as well as input to a Kenyan embassy meeting in Dublin on the headline issues of development effectiveness and partnership (June), and a meeting with Irish Aid planned on development effectiveness (also June 2010).

The report was delayed partly because of the evolving CSO development effectiveness process but in large part due to the crisis in Irish ODA spending, which threatened the fundamentals of Ireland's development cooperation programme, not to mention its effectiveness, and required an inordinate amount of defensive endeavour, coordinated by Dóchas.

Yet the delay in returning our focus to this piece of work has allowed understanding of the importance of the aid and development effectiveness processes to percolate through the Dóchas member NGOs, such that demands for continuous improvement in our structures, relationships and programmes are better understood and embraced.

Confident that its focus on partnership (among other areas) chimes with our own membership and the global CSO effectiveness agenda, this is an area Dóchas will be seeking to advance through peer learning exercises and other internal reflection on the ways forward suggested here. The survey also suggests that some guidelines for Irish NGOs – reflecting their particularities and context – may be useful as they seek to establish, consolidate or renew their development partnerships.

The CSO Development Effectiveness initiative, due to come up with its framework and guidelines in 2011, has already seen suggestions from different regional workshops for increased transparency, a mechanism for establishing results and impact, and some type of self-regulation through a global CSO Code of Conduct, a peer review mechanism or some other means.

While these may not be on the table in the final proposals, it is clear that NGOs are coming under increasing pressure, from within as well as without, to clarify, capture and demonstrate the effectiveness and impact of their work.

This will bring many new pressures and demands, but Dóchas hopes that moving forward as it has been in relation to partnership practice – jointly, in a reflective way, and ahead of any requirement to do so that may emerge – while, at the same time, consolidating adherence to existing standards and Codes of Conduct, will serve its members well in addressing some of the challenges of development effectiveness.

Hans Zomer  
Director, Dochas

## **Executive Summary**

This is the report on a survey commissioned by Dóchas, the umbrella body of Irish International Development NGOs on behalf of its members. As part of its preparations in 2008 for the development of a new strategic plan, Dóchas committed this work to gain a Southern perspective on the work of Irish NGOs, with Kenyan partners' views serving as a type of proxy for Southern development voices in general (while accepting, of course, that they will not fully align with all partners' views in the many different contexts).

This paper is a summary of findings from a partnership survey conducted with a sample of the Kenyan partners of Dóchas member organisations, and incorporating feedback from a number of follow-up and feedback meetings.

Dóchas commissioned this work on behalf of its members in the interest of improving NGO effectiveness, as part of its commitment to promote good development practice, through revisiting partnership models, priorities and practices. The survey aimed, among other things, to collect views from Kenyan partners on the nature of their relationships with Irish NGOs, establish what those relationships look like in practice, and capture lessons that could help improve such partnerships.

In the first place it was undertaken as a stock-take, with Southern partners giving a collective and constructive critique of their partnerships (anticipated and real) with Dóchas members. It was also envisaged that this would encourage individual Dóchas members to take stock of those relationships, and perhaps take measures to reassess, consolidate or improve their partnerships. As such, it was clearly set out as an initiative to link collective learning with strengthening the network, as Dóchas has set out to do in its strategic framework 2009-2015.

The survey revealed limited – sometimes very limited – knowledge among Kenyan 'partners' of the Irish NGOs with which they have links, in relation to vision, mission, priorities, funding sources and budget matters.

It also brought up issues of the credibility of some of the Kenyan NGOs/CSOs with which Dóchas members partner, which not alone reflected poorly on those relationships and the extent to which they are maintained – but also gave rise, within the genuine and credible partners doing valuable development work, that they could be tainted by association.

In a workshop in Nairobi that followed up the initial survey, genuine Kenyan NGOs and CSOs encouraged Irish and other partner NGOs to be rigorous in the selection, scrutiny and maintenance of partnerships, on the basis of clear policies, criteria and guidelines; and that they support self-regulation, codes of good practice and other local standard-setting in the Kenyan CSO sector.

While Irish NGOs were broadly characterised as flexible, collaborative and knowledgeable development partners, survey respondents considered that other (non-Irish) partner NGOs from developed countries sometimes brought better language skills and cultural awareness, innovation and learning, mentoring and coaching, and local knowledge rooted in presence on the ground.

Kenyan partners, in describing the ‘ideal partnerships’ they would like, highlighted a range of key values, characteristics and practices. These included: respect, consultation and joint decision-making; complementarity and flexibility; listening and learning together; and a focus both on real impact and the long term, above and beyond any short-term financial relationships.

In contrast, many of the Kenyan NGOs and CSOs surveyed found that the *donor Irish NGO’s* values, objectives or priorities predominated; that they could be overly focused on funding-related aspects of the relationship, or on programme delivery, rather than capacity building and organisational development; and that the priorities, outcome thresholds and timeframes they used inclined them towards short-term engagement.

The survey suggests that, although there is some shared thinking as to what an ‘ideal partnership’ might look like (with the importance of mutuality, respect, joint decision-making and accountability noted), there seems to be something of a gap between how Irish NGOs and Kenyan partners think of and value partnership, and that is sometimes reflected in dissonance around the purpose, approaches and expectation levels of current relationships.

At the risk of simplification, Kenyan survey respondents considered that Irish NGOs tended to view partnership as a modality for programme delivery while they preferred to think of partnership as the purpose of their work: a longer-term collaboration for sustained change.

Yet there is no ‘simple consensus view’ and, while some Kenyan organisations would love to have deeper, more engaged and longer term partnerships, others consider that the typical power disparity characterising the current relationships (arising from who provides and who accounts for the funding available) makes it very difficult to have true partnership. Still others suggest that it very much depends on the nature of the relationship, and that funding need not be at the core of a mature and well-grounded partnership for development.

A majority of Kenyan CSOs interviewed expressed the view that they valued non-financial support (technical support, capacity strengthening) just as much, and sometimes even more, than the funds that an Irish NGO typically brought to the table.

The survey gave rise to interesting observations (albeit to be taken cautiously and interrogated further, given sometimes disparate views and the danger of aggregating opinion) as to the purpose and nature of partnership; the balance of values and elements required for success; the quality and credibility of partners; and the challenges of building meaningful partnerships.

The survey suggested that, broadly (and very conscious that this is not always the case), current partnerships seemed to have the following characteristics:

- Funding procedures are more systematised than partnership processes;
- Partnership processes reflect the funding system, imposing Northern NGO control and Southern (financial) accountability;
- Systematically agreed or applied principles of partnership practice are rare;

- Northern NGOs partnership policies and definitions are relatively recent. They tend to focus on concepts rather than on the purpose of partnership;
- The nature of a relationship will be determined by the organisational capacity of the Southern partner. Balanced partnership is most likely to exist between organisations of similar size and capacity; and
- The old donor-recipient relationship is being (gradually) replaced by new forms of partnership based on policy discussions.

In order to improve effectiveness and legitimacy for both Dóchas members and local/Kenyan partners, the survey responses suggest that the relevant parties should:

- Be clear about the objectives of a partnership from the outset
- Reconsider/abandon management structures that have evolved from funding or operational role assignment
- Establish procedures for mutual assessment of a partnership
- Avoid imposing agendas on partners/counterparts (especially relevant for Northern NGOs and Southern partners in development)
- Create formal structures for dialogue on matters affecting the relationship and development practice. Policy, advocacy, information exchange and development education are areas where partnerships can be more effective
- Focus less on control (upward accountability) and more on ensuring that Southern partners are accountable to their own constituencies, through Codes of Conduct or umbrella groups.

By way of moving forward, the survey suggests *inter alia* that Kenyan partners would like to see more formalised, mutually agreed and transparent partnership agreements; moves towards more mutual and downward accountability, rather than just financial accountability; and greater emphasis on learning, capacity building and organisation development.

Indeed, a recurrent theme in the survey findings, emphasised time and again by both Kenyan and Irish respondents, was that Northern and Southern NGO/CSO partnerships for development must not be restricted to agreements on funding and narrow accounting for its use. Capacity strengthening, sharing technical learning and organisational development are other vital elements of partnership arrangements that are too often neglected.

Beyond that, the findings suggested that Irish NGOs – and Dóchas as their umbrella organisation – might usefully reflect on why they work in partnership; what they mean by it, and whether different forms of ‘light’ or ‘deep’ partnership may be equally valid; how long can, or should a partnership last for, with or without associated funding support; and can a North-South partnership arrangement best exist, or exist at all, without a funding relationship.

As intended, the survey findings provide Dóchas and its membership with a valuable summary and appraisal of their relationships with Kenyan partners – as a proxy for Southern counterparts generally – to contribute to the continuing debate that Dóchas is facilitating on the role of Irish NGOs, their accountability and effectiveness.

There are, of course, issues with extrapolating from the experiences of a sample of Kenyan partners to the remainder, and even more so in daring to imagine that they would represent the views of other civil society partners of the same or other Dóchas members in different countries and contexts.

Even so, it is hoped that this analysis holds a mirror up to Dóchas members, with a view to seeing if they recognise themselves and their partnerships, and seeing if they need to change their approaches and practices to achieve better development results.

The survey suggests the need to continue the discourse between Irish NGOs and their Southern partners, including Kenyan partners, bearing in mind the outcomes and recommendations of the CSO development effectiveness process, due to reach fruition through 2010 and 2011.

The findings will certainly prompt Dóchas and its member NGOs to assess their common thinking on the models and concepts of partnership. It will also stimulate Dóchas to consider the utility of developing criteria or guidelines as to what partnership means, how Irish NGOs can better go about recruiting partners, and how they can ensure those partnerships deliver on the overarching mission of helping those they seek to support and assist in moving from poverty, marginalisation or exclusion.

## **Section 1: Survey Design and Method**

### **1.1 Background**

The survey was undertaken to capture the independent views and perception of Kenyan NGOs that will provide Dóchas and its membership with an impartial, valuable and meaningful appraisal of their partnership approaches, and to give them some insight into the Kenyan perspective (and hopefully wider Southern perspective) on enhancing such partnerships for development.

A sample frame of 51 partner agencies was developed from a list of 114 Kenyan partner organisations derived from Dóchas members. Organisations were selected to give a diverse sample according to size, location (rural or urban) and type of work, as well as the type and duration of their partnerships with Irish NGOs. Informants from each organisation were chosen to ensure a range of job responsibilities. Where possible, more than one staff member from a Kenyan partner organisation was interviewed.

The organisations in the sample frame were drawn from the partners of 12 of the 24 Dóchas members who identified that they had partners in Kenya. The sample frame included 11 national organisations, 16 urban and 24 rural. These partners were identified in 17 geographical locations, with most of them in Nairobi, Turkana, Nakuru and Kisumu.

Efforts were made to survey these organisations through a questionnaire and semi-structured interview between December 2008 and April 2009. Further discussions and debates were held with Irish NGOs in Dublin in April 2009 and with Kenyan partners in Nairobi in June 2009. Suggestions and additional input from those two workshops are incorporated in this final report.

The survey focused on partnership: what it means, what it looks like in practice, and the expectations and challenges of such relationships. It was not a monitoring and evaluation exercise, rather a general collection of views and experiences, fact finding, opinion capturing, and drawing out of recommendations, or at least suggestions.

The research addressed questions exploring issues of intent and practice (such as “Do theoretical and ideological commitment of Dóchas members to partnerships translate into practice in the field?”) as well as addressing expectations, such as “What do Kenyan partners expect from such relationships?”

This piece of work is about the past, the current state of partnerships, and what a future might look like. The efficacy of the partnerships and the extent to which the aims of the partnerships are achieved (or are expected to be achieved) are of some importance in light of Dóchas members’ commitment to NGO effectiveness and accountability.

## 1.2 Principles and values guiding the survey

1. **Elicit an honest Southern perspective.** This work was intended to get genuine views of Kenyan CSOs captured and recorded with integrity, using simple, appropriate techniques, and with adequate preparation and explanation to Kenyan CSO respondents.
2. **Neutrality.** The research team was required to remain neutral, bringing no ‘guiding influences’ on their own behalf or that of Dóchas. They were to only pursue a line of questioning as guided by the research document or as a follow up to answers/points already raised by the respondent.
3. **Confidentiality.** Respondents were assured of absolute confidentiality and the research team committed to this in writing. They were assured that data will not be attributed to specific respondents. Where appropriate, permission was sought to use quotations and/or stories (anonymously) for purposes of presenting the findings.
4. **Mutual Accountability.** The survey is intended to benefit both Irish and Kenyan development participants. It provides a good opportunity for Kenyan CSOs to reflect on their own approach to partnership. The report will be shared with all participants and will be widely available to all Irish NGO partners in Kenya (not just those contacted to participate in the survey). The Kenyan research team, in discussion with Dóchas, will also consider hosting a session at a central location (Nairobi) to present the findings to all Kenyan partners of Irish NGOs.
5. **Evidence based.** While the survey was on views and perceptions, it was required that these should be based solidly on demonstrated experience of working in partnership with Irish partners.
6. **Culturally appropriateness** and sensitivity to local (and organisational) dynamics. Care and consideration was taken to balancing sensitivities around culture, practices, hierarchy etc and gaining a true insight on matters pertaining to partnership.

## 1.3 Methodology, Process and Adjustment to the TOR proposal

The survey was conducted by a Kenyan team led by Nancy Aburi of Strategic Resources. A detailed survey proposal was prepared in September 2008 in response to the Dóchas terms of reference. To ensure that the research methodology proposed was realistic, contextually appropriate and achievable, Strategic Resources considered it important to simplify the original TOR objectives to focus on the partnership approach.

The survey methodology and techniques were, therefore, simplified, informed by the nature of sample and initial experience of trying to engage with the intended survey group. This took into account the views of targeted survey respondents on:

- Location: some of the interviews had to be conducted over the telephone
- Time constraints: most respondents expressed a wish not to be required to spend too much time on the survey

- Benefits: to better capture and understand how Kenyan partners might benefit from this survey.

Changes were made to the proposed semi-structured interview, which was simplified to zone in on three questions relating to their view of ideal partnership and how that tallies with their relationships with Irish NGOs. The Kenyan respondents were encouraged to support their answers with examples from real life experience through stories and case examples.

The survey was done in two phases.

- Part 1: A quantitative questionnaire that captured basic information about the organisation, knowledge and perception audit and a comparison rating, rating Irish NGO partners against other partners. This questionnaire was sent to 50 Kenyan partner organisations by email, post or hand delivery, and they were given 3 weeks to return it. Many of the partners required help completing the questionnaire and this support was given over the telephone or, where possible, in person. Most respondent organisations took more than 6 weeks to complete and return the questionnaire.
- Part 2: Most of the semi-structured interviews were conducted face-to-face with respondents on their premises, with a few done over the phone. These interviews lasted between 60 and 90 minutes.

From 50 Kenyan organisations to which the survey team delivered the questionnaire by email, post, telephone or in person, there was a response received from 25 organisations (50 percent response rate) and follow-up, semi-structured interviews were conducted in person or by telephone with 19 of those (76 percent of the questionnaire respondents, and 38 percent of the overall total sample frame).

There was a 55 percent response rate from those organisations to which the questionnaire could be sent by email, which dropped to 38 percent when it was sent by post. For the two organisations to whom the questionnaire was hand-delivered, the response rate was 100 percent.

Among the main reasons for a failure to complete the survey and/or interview among 50 percent of the organisations included in the sample frame were: inability to make contact at all, or to make contact with people with a sufficient level of seniority/knowledge; refusal/ reluctance to cooperate; non-cooperation of ‘gatekeepers’ in allowing access to relevant personnel; and physical/geographical inaccessibility.

The data team conducted semi-structured interviews with staff from 19 local Kenyan organisations that have working partnerships with 25 Irish NGOs, 12 of those in person and seven by telephone. Eighteen of these were follow-up interviews after the completion of a questionnaire; one was done in the absence of a questionnaire response.

The survey was not a performance review but an accumulation of organisational learning related to the quality of partnerships. The quantitative data collected included basic data on each Kenyan organisation (size, financial turnover, date of Irish partnership, programme areas, etc.), and a

knowledge audit of what the Kenyan staff member(s) knew about their Irish NGO partner(s), in terms of size, mission statement, financial turnover, etc.

More qualitative and interpretive data was captured within rating scales on pre-defined questions on the approach and quality of the partnership. These included comparisons with non-Irish partnerships, where applicable. Other qualitative data was gathered from the open-ended semi-structured interviews. This allowed the research team to inquire into and tease out ratings, opinions and suggestions put forward.

#### **1.4 Challenges Delivering Methodology**

One of the sub objectives of the survey was to create an opportunity for Kenyan stakeholders to give informal and unrestricted feedback to independent researchers on their relationship with, and opinion of, Irish NGOs in this partnership context.

Among the key challenges were contacting Kenyan partners, eliciting interest in the survey and engaging Kenyan partners. A combination of factors was responsible for this, including the fact that some of the Irish NGOs did not provide complete, accurate or appropriate contact details from the start, which meant that it took a long time to establish contact. On the Kenyan side, there was a high degree of ‘gate keeping’ by secretarial and administrative staff, which meant it was very difficult to get the right people in the organisations to participate.

In this regard, the make-up of the survey team was important. An all-Kenyan survey team (with an understanding of the Irish context) ensured confidence and trust with respondents, and removed, or at least eased, the challenge of power relations.

The fact that confidentiality was assured up front meant that respondents were very open in their contributions, although it does mean that the survey report does not have the specificity of information that would be desired, and the findings have had to guarantee anonymity and aggregated to quite a high level. Yet, Kenyan participants were happy that their contribution would not be traced directly back to them, and they were also more comfortable to speak to someone with whom they did not have direct funding relations.

- **Sampling:** Balancing the sample was difficult because most Dóchas member NGOs with Kenyan partners only have one or two; only four Dóchas members have more than six partners in Kenya. The final sample was developed to reflect Irish NGO operations in urban, rural or national areas, size of organisation, length of partnership and sector or work. For NGOs with less than six partners, all their partners were included. For those with more than six partners, a sample of these was taken.
- **Cultural Appropriateness:** It was often difficult to get access to the right people to respond to the questionnaire and/or do the interview. The survey team was constantly striving to balance access to an organisation at all with the need to get to people who could offer a constructive insight on matters pertaining to partnership, and the need to respect management and authority structures.

The team tried to speak to more than one person in each organisation. For example, a project manager may have completed the questionnaire and the executive director or head of programmes participated in the semi-structured interview. Whenever the team had the opportunity to speak to anyone other than the director or chief executive, those respondents were afraid to go beyond their role mandate – even when contributing very good and valuable input – and preferred to speak off the record.

- **Openness and Transparency:** There was general unwillingness to disclose information about their organisation by Kenyan partners. This was especially the case in relation to budgets or other partners. When asked to detail the size of the organisation or how many additional (non-Irish) partners they had, for example, most declined to be specific.

### **1.5 Rationale for Data Analysis and Reporting**

The questionnaires were designed to open the entire survey to a degree of variety in order to capture as widely and unrestrictedly as possible the views and perceptions of representative staff of Kenyan NGOs. This helped foster accuracy and convergence. The survey tried to ensure the following types of data, though with varying degrees of success:

- **Quantitative:** distinct numbers and measures, based on organisational knowledge and experience;
- **Qualitative data that can be collated (categorised and coded).** Data was coded according to inductive category for open-ended questions and deductive category, such as for each type of staff member;
- **Data that is not statistically reproducible but reliable (repeated observations using similar questions under the same conditions);**
- **Qualitative information that is not collated or summarised in numerical form, normally describing people's knowledge, attitudes or behaviours.**

## Section 2: Key Findings

### 2.1 Knowledge Audit: What Kenyan partners know of Dóchas partners

Fifty percent of the respondents in Kenyan organisations surveyed said they knew only the name of the Irish partner organisation, with the other half saying they knew more about their Irish partners.

Of those, 70 percent of respondents said they knew of the sectors in which their Irish partner NGO(s) worked, 60 percent that they knew their sources of funding, and 20% that they knew its financial turnover (although the survey process did not involve analysis as to the accuracy of the knowledge reportedly held). Some 53% said they knew the mission statement of an Irish partner organisation, and the same percentage that they knew the year in which it was established.

Kenyan partners expressed a willingness and desire to know more about their Irish partners. They were especially surprised to learn that many Irish NGOs enjoy strong financial and other support from the Irish public.

As one participant said at the Nairobi reflection workshop:

*“I think it would hugely change the attitude of our people if they understood that the support they get from Ireland comes from ordinary folks like themselves... It will also help our efforts to promote accountability.”*

### 2.2 Comparative Rating; What Kenyan Partners think of Irish NGOs

When asked to compare their Dóchas NGO partners in development to other foreign organisations they work with, or have worked with, the Kenyan respondents broadly considered their Irish partners to be:

- Flexible and easy to work with; very friendly;
- Understanding of the challenges facing Kenyan partners;
- Quick to respond; and
- Genuinely interested in what is happening on the ground.

More than 60% of those surveyed had non-Irish partners for comparison. Irish NGOs were considered to be better than those from other countries when it came to:

- Being open to feedback
- Working together with their Kenyan partners/collaborating as a team
- Demonstrating knowledge in the sectors in which they work; and
- Bringing interpersonal and communication skills to the relationship.

Non Irish partners were considered to be better at:

- Language skills, cultural awareness and sensitivity;
- Sharing innovations, practices and learning;
- Providing mentoring and coaching; and
- Understanding work in a Kenyan/local context – enhanced by (more often) having a physical presence in the country.

Partner NGOs from Norway, Denmark, Sweden and the USA were rated above Dóchas partners (as a group) in these regards.

*(Note: It should be remembered that the findings above capture generally held views of Kenyan civil society organisations about their Dóchas NGO partners, but that this is aggregated information and does not necessarily reflect the views of any particular Kenyan NGO of any particular Dóchas partner or partners it may have.)*

### 2.3 The Ideal Partnership: What Kenyan partners think it should look like

Kenyan partners used the terms below to describe an 'ideal partnership' for development, or an ideal partner, with the terms arranged in the order of frequency with which they were cited:

- **Consultation:** In a good partnership, there is continuous consultation.
- **Respect:** A good partner respects the vision and mission of a local/Kenyan partner, their expertise and experience.
- **Equal power/ influence:** In an ideal partnership, all partners have equitable power and influence. There is also **joint decision-making**.
- **Learning:** A good partner promotes learning, which enriches the mutuality of the relationship.
- **Listening:** Good partners listen to local/Kenyan partners, even when their opinions may differ from their own. Good partners seek to learn from local partners' knowledge and experiences on the ground.
- **Flexible:** A good partner adapts to changing circumstances, and the changing needs of their local partner. Good partners do not insist on pursuing their own strategies when they are not in the best interest of the communities being helped.
- **Real Impact:** Meaningful partnerships address real needs on ground and are dynamic.
- **Long term:** The duration of a partnership reflects the nature of the work to be achieved (and sustainable development cannot be rushed). The partnership period should extend beyond the duration of funding arrangements to allow for other/future collaborations.
- **Complementary.** Good partners recognise their complementary strengths and try to build on those.

### 2.4 Partnerships in Reality: What they shouldn't be but often and currently are

When asked to reflect on their current partnerships with Dóchas members NGOs vis a vis the partnership ideals they described, Kenyan partners described the broad reality of current partnerships as follows

- **Donor-led:** Often the Irish '*donor partner*' dictates the direction of the 'partnership' process, the terms of engagement and desired outcomes.
- **Imposes values or objectives:** The Irish partner organisation typically expects the Kenyan partner to work to its values and objectives. While that can be acceptable and work if the partnership has been established on the basis of shared/similar values and objectives, it is problematic if the partners have differing values and objectives.
- **Too focused on funds and the funding relationship:** Kenyan respondents considered that Dóchas partners generally over-emphasise financial reporting (in an effort to ensure

financial accountability) to the detriment of listening, shared learning, and solving real problems in development practice.

- Limited to programmes: Dóchas partners are generally interested in funding specific programmes/sharing specific programme costs, not technical capacity strengthening or organisational development. This means that Kenyan/local partners are under pressure to deliver development programmes to budget, but without the expertise required to produce effective and transformational impact.
- ‘Hit and Run’: Partners are often emotionally driven to addresses simple problems, typically of infrastructural types (such as building latrines at a girls’ school, or a village well) and fail to adequately address the bigger picture around that issue (such as girls’ education more broadly) and, therefore, make a more lasting impact. Kenyan partners considered that Irish partners were especially prone to “emotive decision-making” when it comes to selecting programmes for funding.
- Imbalanced in terms of power relations and dependency: Kenyan partners expressed the opinion that for so long as relationships are excessively focused on the funding aspect, they will always feel inferior in the ‘partnership’. At the same time, if the ‘partnership’ is about one party being the donor and the other the recipient of funds, it breeds dependence.

*(Note: It should be remembered that the findings above capture generally held views of Kenyan civil society organisations about their Dóchas NGO partners, but that this is aggregated information and does not necessarily reflect the views of any particular Kenyan NGO of any particular Dóchas partner or partners it may have.)*

## **2.5 NGO Credibility and Accountability**

This partnership survey brought a keen issue of NGO credibility and accountability to the fore, with the survey team discovering that some of the Kenyan ‘partner organisations’ were not exactly who or what they purported to be. This was also an issue that some of the genuine partners responding to the survey raised as a concern.

There are circa 7,000 registered NGOs in Kenya and among them are known to be some pseudo or ‘briefcase’ organisations. Many of the genuine Kenyan partners are concerned that the sector faces a keen challenge in addressing this problem, because the reputation of a few bogus actors can damage the image and reputation of the wider sector.

NGOs and CBOs attending the Nairobi reflection workshop on the Dóchas survey discussed the issue at length. A number of specific suggestions were made that could help address the problem of credibility, both collectively as a sector and individually by organisations:

- Northern partners or ‘donor NGOs’ need to be rigorous in their selection of local/Kenyan organisations they intend to partner. They should have their own policy, guidelines and criteria, and should assess and scrutinise potential partners before entering into partnerships.

- Kenyan partners should set their own self-regulatory standards within the sector, and promote accountability within their own organisations. They should also join and participate in existing fora that promote good practice.
- Efforts should be made to support initiatives in Kenya to develop and promote sector-wide codes of good practice. For example, the NGO regulatory board might play such a role if it had the capacity. Other initiatives mentioned included the Kenya Civil Society Standards Initiative.

## Section 3: Analysis

### 3.1 Meaning of Partnerships

The survey highlights that there is a gap between how Irish NGOs and Kenyan partners think of partnership. For the Irish NGOs, it is likely to be about development strategy. To them, partnership appears to be a tool to deliver their development interventions: another approach towards delivery.

For Kenyan partners, the survey suggests, partnership refers more to a long term collaboration to bring about sustained change. Partnership is the purpose of their work. “We work in partnership so as to progress our shared vision of a better world,” was one comment.

Some Kenyan actors, on the other hand, never view Irish NGOs as ‘partners’ in the sense they have of the word. “I always thought of them as donors. I have never considered them to be a partner in our work,” was one comment that captured this view.

And yet there are also some shared perceptions of what an ‘ideal partnership’ should be, both Irish and Kenyan actors describing using similar terms and phrases: mutual, respectful of each other’s position, joint decision making, and accountability.

The divergence seems to arise when the relationship between the Irish and Kenyan actors calls for these values of partnership to be applied in practice. In reality, the ‘ideal partnership’ described by both sides is not being achieved yet.

Kenyan partners especially feel that it is very difficult to have an equal partnership for so long as one party is the financial donor and the other the recipient of funds. One respondent suggested that real partnership can probably only begin when the funding relationship has ended and a continuing collaboration is established. Others suggested that it very much depends on the nature of the relationship, and that funding need not be the core of the relationship.

A majority of Kenyan CSOs interviewed expressed the view that they valued non-financial support (technical support, capacity strengthening) just as much – and sometimes even more – than the funds an Irish NGO typically brought to the table.

*“Irish NGOs can give us money, but unless we have the technical capacity to effectively and efficiently apply those resources, our impact on the ground will not be much.”*

A Kenyan partner

### 3.2 Value of Partnerships with Irish NGOs

Despite differences in emphasis and some distance from a perceived ‘ideal model’, the survey shows that Kenyan partners value the partnerships with Irish NGOs and find that they add real value to their work.

When asked to compare Irish NGOs with those from other countries with which they have worked, Kenyan respondents said that Irish NGOs were seen as flexible and generally very easy to deal with. Respondents described Irish NGOs as being genuinely committed to the issues on

the ground, with a good understanding of the circumstances the Kenyan partners are dealing with.

Kenyan respondents also suggested said that their Irish NGO partners generally came to the table without undue ‘baggage’ – by which they meant not having other agendas, be they religious, tribal or political. This was highly valued and, in practice, it meant that Irish NGOs offered assistance where it best applied and where it is really needed, with decisions taken very quickly when required.

“When we experienced the post election violence of 2007/2008, our Irish partner was the first to approve quick funding to respond to the emergency,” said one Kenyan NGO partner. “They were on the ground with us within two days.”

“Our Irish partner consults us extensively on where we would like to apply their funding”, said a Kenyan official with a stakeholder ministry. “They even involve us in joint resource planning, unlike other countries who want to dictate to us where we should apply their funds.”

### **3.3 Ways Forward**

The survey suggests that Northern NGOs and Southern partner organisations (whether NGOs, CBOs or some other organisation type) can do much more to clarify their own concepts and assumptions around what it is to be a partner for development.

In particular, more thinking could go into determining how to operationalise partnerships and to move them, where appropriate, beyond funding relationships or service delivery mechanisms to be more collaborative, long term arrangements based on a shared vision and common approaches to supporting sustainable development.

As a matter for discussions, Kenyan partners would like to see a future partnership model with Irish NGOs, and applied in practice, that involves

- Formalised partnership, with explicit, written agreements between parties (in the form of contracts, MOUs, etc). Ideally, these would be longer term partnerships that can possibly go beyond funding.
- Negotiation of terms based on real issues, context and dynamics on the ground and not overly influenced by donor strategies. Collaboration terms should be discussed and negotiated beforehand and they should be acceptable to, and supported by, both parties.
- Shared accountability between partners, but with accountability also extending to the communities being served and all other relevant stakeholders.
- Accountability that is not restricted to financial accountability (in the shape of audited accounts and financial reports) but is promoted as part of shared values and responsibilities towards each other as partners, and to the poor and vulnerable populations being targeted. This also implies that Irish NGOs should not use financial reporting as a way to “catch out” partners, but should be open to promoting general transparency that will facilitate learning – as included in the Dóchas concept of NGO accountability.
- Kenyan partners, on their part, addressing real needs on the ground rather than, in any way, following the availability of funding.

- Kenyan NGOs and CSOs sharing their local knowledge and expertise in such a way that it promotes accountability and learning with their partners.

A key finding of this survey, emphasised time and again by both Kenyan and Irish respondents, is that Northern and Southern NGO/CSO partnerships for development must not be restricted to agreements on funding and narrow accounting for its use. Capacity strengthening, sharing technical learning and organisational development are other vital elements of partnership arrangements that are too often neglected.

The survey suggests the need to continue the discourse between Irish NGOs and their Southern partners, including Kenyan partners, bearing in mind the outcomes and recommendations of the CSO development effectiveness process.

The findings should certainly prompt Dóchas and its member NGOs to assess their common thinking on the models and concepts of partnership, as well as to consider the development of criteria or guidelines as to what partnership means, how Irish NGOs can better go about recruiting partners, and how they can ensure those partnerships deliver on the overarching mission to help those they seek to help.

## **Section 4: Implications for Dóchas**

As outlined earlier, Dóchas commissioned this survey to feed into its 2009-2015 strategy and assist member organisations in enhancing the quality of their work. Dóchas considers partnership a key issue in development practice, and a key tool for NGOs to strengthen their accountability.

In the continuing discussions about aid effectiveness and, more specifically, CSO development effectiveness, many suggestions are being elaborated as to how NGOs can improve their work.

Some of the CSO development effectiveness consultations suggest ways forward on many areas that relate to the issues addressed in this paper. Certain principles of CSO effectiveness are being proposed, for example, and in European consultations at least, these have included:

- A genuine partnership approach, including respect and dialogue, acknowledging diversity;
- A people-centred, poverty focus, addressing rights-based development, including ownership, participation and empowerment; and
- Continuous enhancement of transparency and accountability in all its dimensions, including legitimacy and representativeness.

### **4.1 Towards defining characteristics of successful partnerships**

The Dóchas survey of Kenyan partners' experience of its members suggested the following characteristics of successful partnerships. These warrant further interrogation given the limit in scope of the research and the high aggregation of results but, even so, they can usefully inform the development of any partnership guidelines or good practice to which the CSO development effectiveness initiative, or any Dóchas guidelines on partnership initiative, gives rise.

*Characteristics of successful partnerships (from Kenyan partners of Irish NGOs):*

- Mutual trust
- Complementary strengths
- Reciprocal accountability
- Joint decision-making
- A two-way exchange of information (affective communication)
- Clearly articulated goals
- Equitable distribution of costs and benefits
- Performance indicators and mechanisms to measure and monitor performance
- Clear delineation of responsibilities and a process for adjudicating disputes
- Shared perceptions
- A notion of mutuality with 'give and take'
- Mutual support and constructive advocacy
- Transparency with regard to financial matters
- Long-term commitment to working together
- Recognition of other partnerships

The list should inform Dóchas members continued debate and discussion on this matter, as should the analysis of key issues arising from this study, and recommendations, as set out below.

## **4.2 Advancing the partnership discussion within Dóchas**

In line with one of the specific survey objectives: to generate general recommendations to Irish NGOs as to how they could augment relationships with partners in all countries of operation, some of the suggestions captured in this survey are outlined below.

### *Quality and credibility of partners*

An interesting, if anecdotal and necessarily cautious, suggestion emerged from the Kenyan survey team in the course of its work that the features of particular partnership arrangements and practices might be loosely linked with the individual organisations – or, in other words, that the quality of the partnership might somehow reflect the quality of the organisations involved, and of their work.

The survey team also suggested a link between the quality of partnership and the credibility of the Kenyan/local partners on the ground. Most of these confidently quoted some good experience of partnering with Irish NGOs and offered constructive suggestions as to how partnership relationships could be improved. However, in the few cases where the legitimacy of a Kenyan partner was cast into doubt, this was also – and perhaps necessarily – reflected in a poor relationship with the Irish partner, featuring poor communication, a lack of accountability or openness, and so forth.

In Kenya, the issue of local CSOs' credibility is complicated by the sheer number: it is estimated that there are more than 7,000 NGOs in the country. Some of these organisations are said to have been established as a cover for political or tribal machinations, others formed by family and friends (including board members) in order to acquire wealth for themselves rather than address social or development needs.

The problem of credibility among some local CSOs/NGOs impinges, to at least some degree, on the development sector and the organisations within it, whether because of direct links and risks to tainted organisations or because of associational risk. This, among many other issues, is being addressed through the Kenya Civil Society Standards Initiative.

The Kenyan survey team who undertook this work maintains that the language gap is a major constraint for some Irish NGOs operating in the country, as is the limited understanding among international staff (even of many based in Kenya for an extended period) of the social, cultural and political web of complexities that shape 'normal life', much less deliberate manipulations of the system to personal advantage.

Geographical distance – often linked with an organisational distance too, even among partners – is also a keen concern where Dóchas members, or other international NGOs, do not have a physical presence in the country, or sometimes where such presence is limited to the capital city.

### *Meaning of Partnership*

Current trends in international development thinking suggest a demand for stronger and more effective partnerships, driven by local ownership of development priorities, more predictability

in relations and funding arrangements, a collaborative approach to programming, and enhanced mutual accountability for achieving impact.

As a result, the concerns associated with good partnering have become more explicit and involve more diverse stakeholders. Learning approaches and partnerships imply a conscious approach to change and a response to demands for greater accountability – downward, to beneficiaries and target beneficiaries; as well as horizontal, peer to peer; and of course, upward, where the incentives and requirements have been more readily understood

The importance of North-South partnerships between civil society actors (if the numbers of studies and reports on partnerships in the global non-profit arena are any indicator) means that organisations from both sides of the equation are looking beyond the historical donor-implementer type relationship in a development project. However, defining partnership, deciding how to do the right things, and elaborating what it may mean for long-term relations as well as current practices for working together is still under discussion and debate.

In practice, the term ‘partnership’ has been applied to such a wide variety of funding, collaborative and cooperative agreements that the term is in danger of becoming meaningless. Consider how the ‘funding chain’ looks from different points of view: bilateral donors regard Northern NGOs, and sometimes Southern NGOs funded directly, as partners, yet such NGOs usually view them as donors and themselves as implementers. Similarly, Northern NGOs generally see Southern civil society organisations with which they work as partners, while global research, including this report, suggests that Southern NGOs regards northern NGOs as donors.

How the beneficiaries or ‘recipients’ of Southern NGO programmes view their own local ‘donor’, self-styled as an NGO or community organisation, is not addressed here, but one can imagine there is also a degree of dissonance between the various perceptions.

### *Purpose of Partnership*

This survey in Kenya suggests that Irish NGOs tend to hope they will continue in a post-funding partnership, although experience shows that the purpose for the relationship – and often the relationship itself – ceases to exist when a particular funding line or arrangement ceases.

At the same time, if the role of Northern NGOs as intermediary funders is being called into question (as donors envisage directly funding Southern NGOs with the required capacity and look for the ‘added value’ in Northern NGOs’ intermediary role), what other role is there for Northern NGOs?

Some survey participants felt that clarity about the kinds of relationships was important: relationships may range from being more equitable to more hierarchical in different circumstances, but the nature of them and reasons for that needs to be clear. “Real partnership means trust in relationships and building it over years. Then it works,” one respondent noted.

The survey findings suggest that if partnership starts with money and funds, rather than values, it will be very hard to change the nature of the relationship over time. One participant noted that networks are providing greater scope for mutual learning than bilateral partnerships, since they

can move beyond the donor-recipient role. Examples of some of the more ‘mutual partnership’ working arrangements that emerged from the survey included:

- Southern partners being represented on committees and formal structures of Northern organisations;
- Projects being explicitly conceived as partnerships, with the necessary communication and dialogue supported as part of the project; and
- The establishment of programme agreements with partners, rather than basing work on narrower project arrangements.

Survey participants emphasised that funding is vital to support spaces for reflection, discussion and learning opportunities. It was noted that there is increasing donor awareness of, and funding support to, this aspect of work, or what represented an “open door” for people to build it into programme proposals.

### Learning

On-the-ground knowledge and learning is important to local partner organisations, and one respondent suggested finding ways of measuring the knowledge and social capital that is built in partnerships, in an effort to move beyond a narrow money focus.

One survey respondent noted that, in talking of learning and partnership, we need to include so-called ‘beneficiaries’ much more explicitly, deliberately and meaningfully.

### Challenges to building meaningful partnerships

North-South NGO partnerships can undoubtedly bring mutual benefits. The effective Southern NGO may have some or all of the following: skills and experience in service provision, consciousness raising or group formation; deep and wide local knowledge and presence; on the ground understanding of the lives and concerns of poor and marginalised people; greater access to populations, especially ‘beyond the tarmac’; understanding of power dynamic, policy and political processes; enhanced legitimacy as an actor in a participatory democracy, and so forth.

Among other things, including many of the above, Northern NGOs are often well-placed to approach donors and/or a giving public for the funds needed for development work, and to approach relevant politicians or policy-makers for advocacy work.

A strong partnership can link the two constituencies, strengthening the legitimacy of both partners and move beyond the temporary individual development project, or even the programme, to help build processes, constituencies and dynamics that challenge poverty and inequality.

However, the Kenya study found that problems can arise when NGO aspirations are not fulfilled and where mutual expectations and responsibilities are not made clear. In practice, partnerships seemed to have the following characteristics:

- Northern NGOs partnership policies and definitions are relatively recent. They tend to focus on concepts rather than on the purpose of partnership;
- The nature of a relationship will be determined by the organisational capacity of the Southern partner. Balanced partnership is most likely to exist between organisations of similar size and capacity;
- Systematically agreed or applied principles of partnership practice are rare;
- Funding procedures are more systematised than partnership processes;
- Partnership processes reflect the funding system, imposing Northern NGO control and Southern (financial) accountability;
- The old donor-recipient relationship is being (gradually) replaced by new forms of partnership based on policy discussions.

### Augmenting Relationships

In order to improve effectiveness and legitimacy for both Dóchas members and local/Kenyan partners, the survey response suggests that the relevant parties should:

- Be clear about the objectives of a partnership from the outset
- Avoid imposing agendas on their counterparts (especially relevant for Northern NGOs and Southern partners in development)
- Reconsider/abandon management structures that have evolved from funding or operational role assignment
- Establish procedures for mutual assessment of a partnership
- Create formal structures for dialogue on matters affecting the relationship and development practice. Policy, advocacy, information exchange and development education are areas where partnerships can be more effective
- Focus less on control (upward accountability) and more on ensuring that Southern partners are accountable to their own constituencies, through Codes of Conduct or umbrella groups.

The principles and attributes involved in an ‘ideal partnership’ are well and good, but still leave the most important aspect, which is how they are applied in practice.

Moving from wherever they variously find themselves now (having good, bad or indifferent partnerships, or none at all) towards better practice in this area – as suggested in this report, but which will also emerge from the CSO development effectiveness process – is one way in which Dóchas and its members can tangibly contribute to better development outcomes.

Dóchas may want to consider establishing a task group, or working group, on the issue of NGO partnerships, with a view to developing a programme of work to assist its members in developing high-quality relationships and partnership arrangements.

Such an initiative could contribute to Dóchas’ engagement with the broad issues of aid effectiveness and CSO effectiveness, and more specifically NGO quality. It would be helpful for Dóchas to feed the learning from this survey and the outcomes of any partnership work that emerges into its continuing agenda of leading the Irish development sector towards improved

development practice, as well as back into the European and global discussions on CSO effectiveness.

### **4.3 Wider Questions Raised by the Survey Findings**

Beyond the details and suggestions that will have particular resonance for Dóchas and its membership, there are four broad categories of question that suggest themselves from these survey findings – and which might usefully feed into the global CSO effectiveness discussions. Three of the clusters of questions fall fairly naturally into why, what and how categories, while the fourth addresses vexed issues of power, autonomy, reciprocity and complementarity in a relationship too often defined by who holds the purse strings.

*I. Why should development organisations work in partnership?*

Is partnership primarily a strategy to achieve some other purpose (such as a particular programme outcome or service delivery), or is there value in the partnership itself?

*II. What is the character of the partnership relationship?*

Do Northern NGOs' current partnerships for development match up with local partners' broadly shared understanding of the attributes of successful partnerships, or their own? Are there different legitimate models of partnership that might apply to different development actors? What kinds of organisations should partner with each other? If a partnership relationship should be one in which partners are, in some sense, equal, what kind of equality is this and how would it be achieved? How should partnering organisations interact with each other, and how should they work together?

*III. How should the partnership evolve, and how long should it last?*

Should phasing out of partnership arrangements at some (specified or unspecified) future time be part of the expectations? Are parties to it morally obliged to stay in a partnership – after an agreed funding cycle has finished, for example?

*IV. What is the role of funding in a partnership relationship?*

Can we really speak of a meaningful partnership for development when one organisation funds another, and so holds power over it? Is financial – or organisational – sustainability of the Southern NGO or CSO a legitimate goal of partnership?

How would a partnership for development that was not based (or did not even involve) a funding relationship look, feel and operate differently to what is currently in place? And what, if any, effect would that have on organisation's outcomes, effectiveness and development impact?

## **Section 5: Conclusions**

The survey findings and analysis in this report offer scope for learning, reflection and, possibly, revised policy and practice among Dóchas members in the area of partnership with Southern civil society organisations, which is timely given current debate and discussion around aid and development effectiveness, the move by many NGOs toward a ‘partnership model’ and considerable interest in NGO accountability.

It is pertinent for NGOs to reflect on what they themselves understand to mean by the term ‘partnership’ and what it looks like in practice; but also, what Southern NGO partners expect from such relationships.

*“International aid is fundamentally about relationships.....one of the criticisms of NGDO aid relationships, noted by Fowler (2000a), is that they display a careless application of the partnership principle. Authentic partnerships require a joint commitment to long term interaction, shared responsibility towards achieving common goals, reciprocal obligations, equality, mutuality and a balancing of power in relationships.*

*Aid agencies, therefore, need to honestly assess the realities they confront and learn from them rather than obliquely applying the term ‘partnership’ to a vast and disparate array of aid relationships.”*

(Dóchas NGO Accountability Paper: 2006)

Key issues arising naturally from such a lengthy exploration of qualitative and sometimes open-ended response capture also contain much that can inform joint learning to enhance the effectiveness and impact of Irish NGOs overall.

The survey findings, analysis and suggestions towards enhanced development practice should help inform discussion within Dóchas and enrich the partnership element of any development effectiveness work programme, as well as offering a valuable Southern perspective to bring to the continuing deliberations through the Open Forum on CSO Development Effectiveness.

Not alone are the survey findings and suggested ways forward interesting in their own right, they also resonate with some other evolving thinking, and research, in this area, which underlines their relevance and validity.

A 2009 survey by the Dutch institute for development cooperation, Hivos, similarly found that partners’ views of its support to organisational/institutional development, innovation, and sensitivity to local needs were not as positive as it had hoped – and that the feedback provided opportunities for learning and further improvement.

Hivos found that commitment to long-term support, respect for autonomy and field visits were important and highly valued by Southern partners, while partners in certain regions felt excluded from policy development.

Southern partners suggested as areas that could be improved were: the quality of relationships; communication towards partners, especially in relation to capacity development strategies; support to organisational and institutional development; the availability of knowledgeable and helpful staff; and support for innovation.

And through the Open Forum on CSO Development Effectiveness, for example, civil society practitioners worldwide are exploring what principles, guidelines and practices they can agree and progress in North-South CSO relations in order to enhance partnership, mutual respect and accountability, ownership, alignment, shared vision and trust, dialogue, solidarity and continuing/long-term commitment.

The Open Forum initiative is also exploring what changes Southern CSOs would like to see happen in the way Northern CSOs work with them, and to capture examples of good donor practise in supporting more equitable international CSO partnerships.

Meanwhile, these survey findings provide Dóchas and its membership with a valuable summary and appraisal of their relationships with Kenyan partners – as a proxy for Southern counterparts generally – to contribute to the continuing debate Dóchas is facilitating on the role of Irish NGOs, their accountability and effectiveness.

There are, of course, issues with extrapolating from the experiences of a sample of Kenyan partners to the remainder, and perhaps even more so in daring to imagine that they would represent the views of other civil society partners in different contexts in different countries.

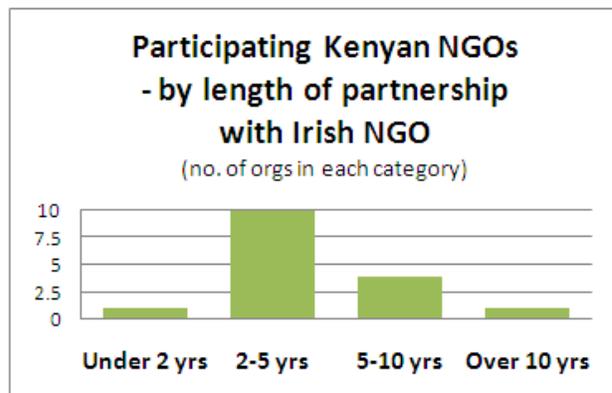
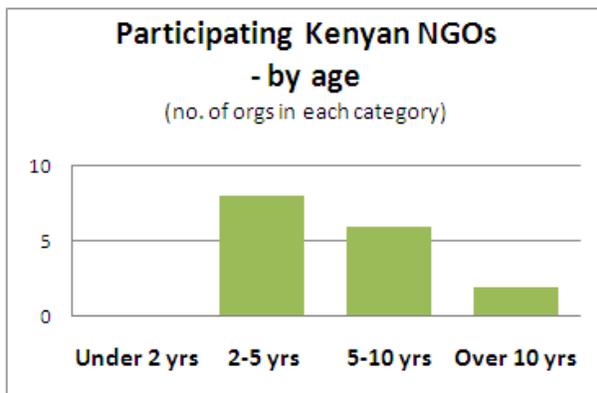
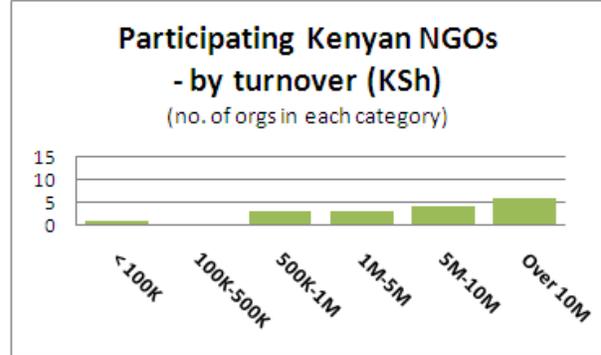
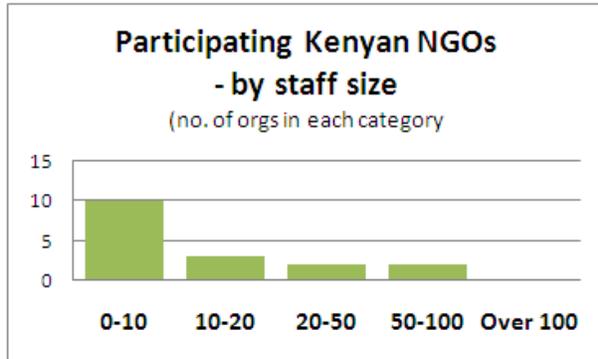
Even so, it is hoped that this analysis at least holds a mirror up to Dóchas members, with a view to seeing if they recognise themselves and their partnerships, and seeing if they need to change their approaches and practices to achieve better development results.

It is hoped that these findings will be considered by the leadership and membership of Dóchas – as the partnership and accountability work strands of the development effectiveness process evolve – and will result in the elucidation of lessons, recommendations and practices that can contribute to the broader goal of improving development practice.

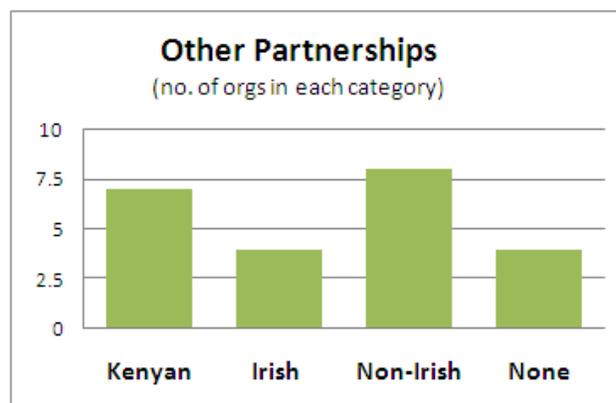
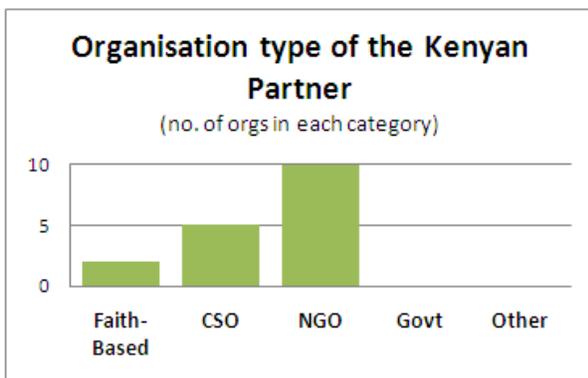
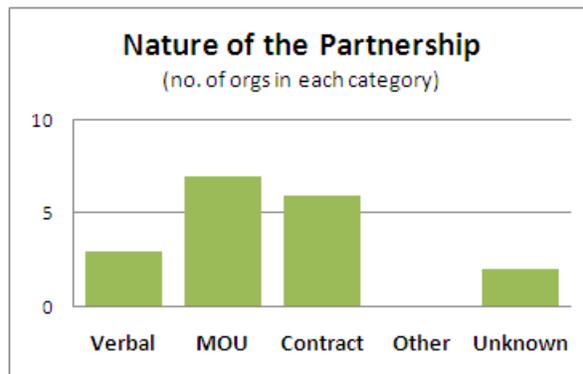
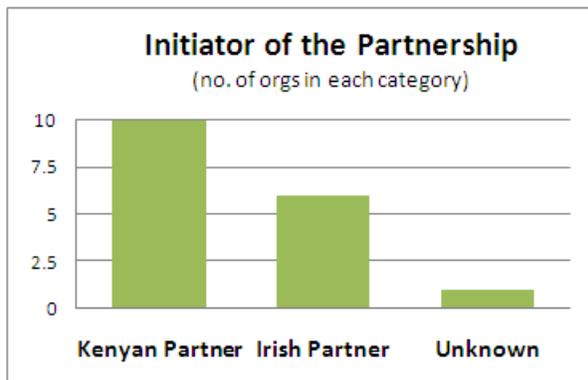
## Appendix 1: Kenyan respondents to Dóchas partnership survey

	Organisation	Profile	Questionnaire	Follow-up interview
1	Ministry of Health (Nairobi West District)	Government	√	√
2	Girl Child Network	NGO	√	√
3	Kisumu Urban Apostolate Programme	NGO	√	√
4	Community Mobilisation for Economic Development & Advancement (C-MEDIA)	NGO	√	√
5	Baraka Agricultural College	College	√	√
6	Elementaita Mwangaza Self-Help Group	CBO	√	
7	Kianda Foundation	CBO	√	√
8	Masaba Women's Development	CBO	√	
9	THUCIDEV	CBO	√	√
10	Marafiki Women's Peer Group	CBO	√	√
11	Mamar HIV/AIDS Awareness Group	CBO	√	√
12	Londiani Catholic Church	FBO	√	√
13	Ishiaru Parish, Diocese of Embu	FBO	√	√
14	Baraka Agricultural College	College	√	√
15	Girl Child Network	NGO	√	√
16	Kenya Land Alliance	Network	√	
17	GCN	NGO	√	√
18	KUAP	NGO	√	√
19	Msichana Mwafirika	CBO	√	
20	Aid the Needy	CBO	√	
21	Anglican Diocese of Kajiado	FBO	√	
22	VSO Jitolee	NGO	√	√
23	Gatoto Community Primary School	NGO	√	√
24	Kongowea Primary School		√	√
25	Maweni Primary School, Mombasa			√

**Appendix 2: Profile details of Kenyan respondent organisations & partnerships**



**Note:** These details were not provided by every respondent, or for every information type, so the number of organisations in each category does not add up to the total 25 organisations which completed either the questionnaire or did a telephone interview in this survey.



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### **Appendix 3: Dóchas members list and those working in Kenya**

#### **All Dóchas member organisations (2010)**

A-Z Children's Charity, ActionAid Ireland, Afri, Africa Centre, Aidlink, Amnesty International Ireland, Bóthar, Camara Education, Centre for Global Education, ChildFund Ireland, Children in Crossfire, Christian Aid Ireland, CBM Ireland, Church Missionary Society Ireland (CMSI), Comhlámh, Concern Worldwide, Friends of Londiani (Ireland), Galway One World Centre, Gorta, Habitat for Humanity Ireland, International Service Ireland, Irish Commission for Justice and Social Affairs (ICJSA), Irish Council for International Students (ICOS), Irish Family Planning Association (IFPA), Irish Foundation for Co-operative Development (IFCD), Irish League of Credit Unions International Development Foundation (ILCU/IDF), Irish Missionary Union (IMU), Irish Red Cross (IRC), Kerry Action for Development Education (KADE), National Youth Council of Ireland (NYCI), Oxfam – Ireland, Plan Ireland, Progressio Ireland, Self Help Africa, Sightsavers International Ireland, Skillshare International Ireland, Suas Educational Development, The Hope Foundation, Trócaire, Vita, Voluntary Service International (VSI), Voluntary Service Overseas (Ireland), Volunteer Missionary Movement (VMM), War on Want Northern Ireland, World Vision Ireland.

For a list of all Dochas members with contact details, go to:

[http://www.dochas.ie/members/documents/List\\_of\\_Members.pdf](http://www.dochas.ie/members/documents/List_of_Members.pdf)

#### **Dóchas member organisations working in Kenya (2009)**

1. ActionAid Ireland
2. Aidlink
3. Bóthar
4. ChildFund Ireland
5. Children in Crossfire
6. Church Mission Society Ireland
7. Concern Worldwide
8. Friends of Londiani
9. Gorta
10. Irish League of Credit Unions
11. Irish Missionary Union
12. Irish Red Cross
13. Oxfam Ireland
14. Plan Ireland
15. Self Help International Ireland
16. Suas Educational Development
17. Trócaire
18. Vita
19. Volunteer Mission Movement
20. Voluntary Services International
21. Voluntary Service Overseas
22. World Vision Ireland