



# Partner Survey Report

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FOR PEACENEXUS

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## Acknowledgements

The Health Poverty Action team was led by Sarah Oswald, with Nicole Tobin as the Quality Adviser and responsible for French translation and Oksana Yakovenko undertaking the Russian translation. All PeaceNexus staff were involved in finalising the survey methodology and list of respondents, with direction and coordination provided by Lisa Ibscher, supported by Héloïse Heyer and Catriona Gourlay.

## Executive Summary

PeaceNexus provides a range of capacity building services to governments, multi-lateral organisations and NGOs, with the objective of strengthening the effectiveness of organisations that play a role in building peace. In April 2018, Health Poverty Action was contracted to undertake a baseline survey of their 37 partners, in order “to get feedback.....on: how [partners] perceive the partnership with [PeaceNexus], how [the] partnership has changed their organisational practice; and what impact this has had on their organisational performance.” An online survey was developed, comprising 23 questions (multiple choice, scalar response and open-ended) and shared with partners in English, French and Russian.

### **1) How do partners perceive their relationship with PeaceNexus?**

The key finding that comes from the survey is that partner organisations are generally very happy with their partnership with PeaceNexus. The relationship is less of a traditional donor-recipient connection and is instead more of organisations working closely together, in an open, flexible, responsive partnership. PeaceNexus should be commended for this achievement.

The online survey achieved a 100% response rate, which is extremely unusual for any ‘voluntary’ survey, particularly one online, and is an indication of the close relationship that PeaceNexus has with its partner organisations. More than 80% of partners feel that they have a collaborative, supportive, responsive partnership, based on mutual trust; organisations generally see PeaceNexus as a facilitator and adviser. Organisations largely rate the partnership as ‘very good’ (8.72 out of 10), and most are positive about PeaceNexus’ staff skills and experience and the overall working relationship. Partners have less positive perceptions of PeaceNexus’ financial/expertise investment and the three-way relationship (PeaceNexus – partner organisation – consultant), although most have good working relationships with their consultant(s). To varying degrees, none of the organisations felt that they would achieve their intended changes without the support from PeaceNexus.

### **2) How do partners perceive the methodology and approach used by PeaceNexus?**

Considering the methodology and approach used by PeaceNexus, partners generally consider the initial engagement / application process and the planning process as very good, though with some variation. Partnership objectives, roles and responsibilities are generally agreed at the start of the partnership, although perceptions of the monitoring process were more mixed.

### **3) How do partnerships with PeaceNexus change partners’ organisational (i) knowledge, (ii) attitudes and beliefs, and (iii) practices (including structures, systems, strategy, methodology, staff behaviour etc.)?**

All respondents reported improvements in their organisation due to the support they receive from PeaceNexus, though perceptions of the specific competency areas being supported and the quality of evidence provided by the organisations was mixed. The majority of organisations reported that their partnership with PeaceNexus had improved staff knowledge and understanding in a range of areas. Many partner organisations have used the PeaceNexus partnership to strengthen Direction, and develop strategies, plans and organisational policies, and a good number of organisations highlighted changes in attitude and an increase in ‘team spirit’, with some noting changes in Direction-related processes and

systems. A number of partner organisations reported that the PeaceNexus partnership had strengthened aspects of their Conflict Analysis capacity, including the ability to identify conflict drivers, their potential affects and how these can be mitigated. Organisations also highlighted how the support from PeaceNexus had improved their Learning and Adaptation approach, including the use of research, evaluations and discussions to feed into organisational decisions and contribute to improved project proposals, and the inclusion of learning and reflection as part of the project cycle. Other organisations noted that the partnership had improved their Collaboration with others (including beneficiaries, network members, CSOs and government authorities).

**4) If changes in organisational practices have been felt, what positive impact have they had on partners' peace-building work, if any?**

Given the time taken to achieve 'impact', it is reasonable to expect current partner organisations to report very little, if any, long-term changes so far. However, many respondents reported that the partnership had already had some impact on their organisation's overall effectiveness, though the evidence provided was weak, with the examples given showing changes at the output or outcome level, rather than showing the subsequent effect of such changes (i.e. the impact level).

**5) How can PeaceNexus increase the effectiveness of the services it provides?**

Considering findings and feedback from partner organisations, seven recommendations can be made:

- 1) Provide more clarity and details of the overall process at the application and planning stages.
- 2) Create a more explicit shared notion of what success would look like; agree on and monitor indicators in order to measure progress or adapt the course of action.
- 3) Establish a timeline with specific points of reflection and regular face-to-face meetings.
- 4) Improve the 3-way relationship between PeaceNexus, the partner organisation and the consultant(s), with increased communication and context sharing.
- 5) Develop links between PeaceNexus' partner organisations.
- 6) Widen the choice of languages that can be used for communication.
- 7) Discuss the factors affecting partners' survey responses.

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## 1. Introduction

PeaceNexus provides a range of capacity building services to governments, multi-lateral organisations and national and international NGOs, with the objective of strengthening the effectiveness of organisations that play a role in building peace. In April 2018, the PeaceNexus Foundation contracted Health Poverty Action to undertake a survey of their partners. The Partner Survey would complement PeaceNexus' internal monitoring practices, with the expectation that it could be administered annually by an independent consultant. As per the Terms of Reference (see Annex A), the purpose of the survey is "to get feedback from [PeaceNexus'] partners on: how they perceive the partnership with [PeaceNexus], how [the] partnership has changed their organisational practice; and what impact this has had on their organisational performance."

In the course of the survey design process, this purpose was expanded into five high-level questions for the survey to answer:

- 1) How do partners perceive their relationship with PeaceNexus?
- 2) How do partners perceive the methodology and approach used by PeaceNexus?
- 3) How do partnerships with PeaceNexus change partners' organisational (i) knowledge, (ii) attitudes and beliefs, and (iii) practices (including structures, systems, strategy, methodology, staff behaviour etc.)?
- 4) If changes in organisational practices have been felt, what positive impact have they had on partners' peace-building work, if any?
- 5) How can PeaceNexus increase the effectiveness of the services it provides?

## 2. Methodology

### 2.1 Survey Description

The online (GoogleForms) survey was developed in English and then translated into French and Russian, to enable respondents to answer the questionnaire in whichever language they were most comfortable. The survey included 23 questions, covering partners' perceptions of PeaceNexus, PeaceNexus' approach, changes seen as a result of the partnership, recommendations for the future, plus background information. Mandatory questions were multiple-choice (with single or multiple-answer, with options to add alternative responses) or required a scalar-response, with respondents asked to rate an item on a scale of 0 to 10. '0' generally represented 'Poor' and '10' represented 'Excellent', though in three items, the scale instead represented other aspects, such as organisation involvement, likelihood of achievement and impact seen. These variations are shown clearly in the analysis below. Within the survey, questions seeking a free-response, such as recommendations for improvements, were optional, with answers subsequently translated into English if necessary. All data was anonymised before analysis.

### 2.2 Survey Design and Implementation

Following an initial meeting with PeaceNexus, Health Poverty Action reviewed key documents provided by PeaceNexus (see Annex B). In order to assist in the design of the survey, the purpose noted in the Terms of Reference was expanded to clarify five high-level questions which the survey would answer

(see section 1 above). A draft inception report (including schedule, methodology overview and survey questionnaire) was then produced, discussed and finalised with PeaceNexus.

All PeaceNexus staff involved in partner coordination were involved in finalising the questionnaire (see Annex D for English text) and in compiling the list of respondent partner organisations (see Annex C). PeaceNexus managers subsequently contacted their respective partner organisations to introduce the survey and highlight its importance. Health Poverty Action translated the agreed questionnaire into French and Russian (with translations approved by PeaceNexus), and used GoogleForms to create the online questionnaire (three separate versions were produced, so that the quantity of text would not overwhelm respondents). The questionnaires were shared with partner organisations, according to assumed language preference (and with the option of alternative languages), with partners asked to respond within two working weeks. Health Poverty Action sent two reminders to slow-responders, and PeaceNexus sent one final reminder.

GoogleForms automatically compiled the data from each of the three language versions into separate spreadsheets. Open-ended responses were translated into English and all the data was combined into an Excel document for analysis. The names of the organisations were removed at this point, so the data could be analysed and presented completely anonymously

## 2.3 Sample Description

Survey respondents comprised all PeaceNexus' 37 partner organisations, working in four main regions (Central Asia, South East Asia, West Africa and Western Balkans) or 'internationally' (i.e. programmatic activities in at least five countries). Data was coded based on the type of organisation, the region in which they are based, and the type of support they receive from PeaceNexus (all self-reported). The sample, disaggregated by type and location of organisation is shown in table 1 below.

*Table 1 - Overview of partner survey respondents, by type and region*

Type of Organisation	Region					TOTAL	Proportion
	Central Asia	South East Asia	West Africa	Western Balkans	Inter-national		
National NGO	4	2	3	6	3	18	49%
International NGO	0	2	0	0	7	9	24%
Multilateral Organisation	1	0	0	2	3	6	16%
Government Body	3	0	1	0	0	4	11%
<b>TOTAL</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>13</b>	<b>37</b>	
<b>Proportion<sup>1</sup></b>	<b>22%</b>	<b>11%</b>	<b>11%</b>	<b>22%</b>	<b>35%</b>		

In terms of the type of support the partner organisation received from PeaceNexus, 57% (21 organisations) described the focus as 'Organisational development', 32% (12 organisations) described it as 'Conflict sensitivity and peacebuilding integration' and 11% (4 organisations) described it as 'Inclusive dialogue with business'. The distribution of type of support, by location and type of organisation, are shown in table 2 below.

<sup>1</sup> Percentages may not total 100% due to rounding



*Table 2 - Overview of support received by partner organisations, by type and region*

Focus of Support	Type of Organisation	Region
Organisational development	<ul style="list-style-type: none"> <li>• 14 NGOs</li> <li>• 5 INGOs</li> <li>• 2 Multilateral organisations</li> </ul>	<ul style="list-style-type: none"> <li>• 3 Central Asia</li> <li>• 1 South East Asia</li> <li>• 3 West Africa</li> <li>• 6 Western Balkans</li> <li>• 8 International</li> </ul>
Conflict sensitivity and peacebuilding integration	<ul style="list-style-type: none"> <li>• 3 NGOs</li> <li>• 2 INGOs</li> <li>• 3 Multilateral organisations</li> <li>• 4 Government bodies</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Central Asia</li> <li>• 1 West Africa</li> <li>• 2 Western Balkans</li> <li>• 4 International</li> </ul>
Inclusive dialogue with business	<ul style="list-style-type: none"> <li>• 1 NGO</li> <li>• 2 INGOs</li> <li>• 1 Multilateral organisation</li> </ul>	<ul style="list-style-type: none"> <li>• 3 South East Asia</li> <li>• 1 International</li> </ul>

It is interesting to note that there are a number of differences between PeaceNexus' and partners' categorisation in terms of the focus of support and the nature of the partner organisation:

- Three partners in Central Asia, two in the Western Balkans and one working internationally consider PeaceNexus' support as conflict sensitivity and peacebuilding integration, although PeaceNexus had categorised their support as organisational development. In this report, partners' self-categorisation of PeaceNexus support has been used.
- Four partner organisations described their type of organisation as 'Other', rather than the survey options of national NGO, INGO, multilateral organisation or government body. Following discussion with PeaceNexus, these organisations (plus another which had originally described itself as an INGO) were reclassified in this report to be considered as three NGOs and two multilateral organisations.

## 2.4 Data Analysis

Survey findings were analysed using Excel, with data coded for ease of analysis. Data related to items 6 and 15 were inverted, so that a high score could be considered a positive perception<sup>2</sup>. Quantitative data was presented as mean scores or proportions, as appropriate, disaggregated by type of organisation, location and support area. Open-ended, qualitative responses were summarised into themes.

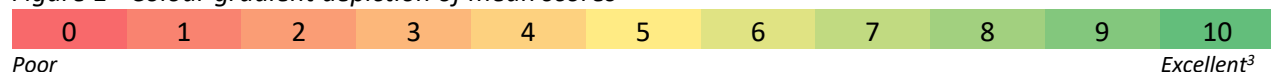
## 2.5 Report Structure

The report begins by presenting the findings related to PeaceNexus as an organisation and their relationship with partners. It moves on to describe partner organisations' perceptions of the methodology and approach used by PeaceNexus, followed by reported examples of the effect of the partnerships on partner organisations and their work. The report concludes with a number of recommendations.

Key observations are presented in bold text, followed by elaboration and supporting evidence. In tables, mean scores are colour graded for ease of understanding. This gradient is shown in figure 1 below:

<sup>2</sup> In future surveys, the scales should be inverted on the initial survey questionnaire.

Figure 1 - Colour gradient depiction of mean scores



Quantitative findings (e.g. proportions and mean scores) are shown with the number of organisations in parenthesis [ ], to increase understanding, given the relatively small number of partner organisations in most of the disaggregated groupings. Full, anonymised, quantitative disaggregations are available (see Annex E), but are too numerous to be included within the main report. In order to facilitate the readability of the report, data tables and figures have been inserted in order to illustrate or complement the narrative. These tables and figures may be considered supplementary in the sense that they do not represent the entirety of the data under discussion.

Quotes included within the report have been completely anonymised, as given the relatively small number of partner organisations, even stating background information (e.g. type of organisation, location, area of support) may identify the organisation to PeaceNexus staff.

## 2.6 Limitations

Two important considerations, when reviewing the survey findings in general, should be borne in mind:

- 1) The total number of respondents was only 37. When disaggregated by type of organisation, location or support area, numbers within a disaggregated group can consequently become very small and hence one organisation can affect findings quite substantially. Quantitative findings are therefore presented with the number of responding organisations in parenthesis [ ], to increase understanding.
- 2) The survey attempts to measure an organisation's perceptions of their partnership with PeaceNexus. However, it is unclear which responses are collective and which are those of just one individual within that organisation. Responses are therefore affected by respondents' awareness and understanding of the survey items, cultural values (personal and organisational) and their personal perspective, and are therefore subjective in nature.

## 2.7 Lessons for future partner surveys

It was decided not to undertake a pilot survey and that instead lessons from this year's survey would be used to inform future partner surveys. In light of responses to the survey questionnaire, the following changes should therefore be considered in subsequent years (see report narrative for rationale):

- Invert the scales for items 6 and 15.
- Predefine the categorisation for type of organisation to match the descriptions used by PeaceNexus; consider having 'Network' as a separate category.
- Include an additional question as to whether survey responses are from one individual, or following consultation with colleagues; in the introductory email from PeaceNexus, highlight that the survey can be an opportunity to discuss the partner organisation's relationship with PeaceNexus and that collective responses to the questions could be submitted (though such as discussion would obviously increase the time involved for partners).

<sup>3</sup> For three of the items, scores of '0' and '10' represented alternative responses to 'Poor/Excellent', though can still be considered as similar negative/positive perceptions. Where relevant, details are noted in the report.

- Review question 14; consider simply asking for concrete examples of changes that have occurred, rather than asking respondents to disaggregate their responses (this can then be undertaken as part of data analysis).
- Review questions 16 and 17, and consider measuring impact through an alternative method.

## 3. Findings

### 3.1 PeaceNexus as an organisation, and their relationship with partners

**OBSERVATION: PeaceNexus has a close relationship with its partner organisations.**

The online survey of the 37 organisations achieved a 100% response rate, which is extremely unusual for any 'voluntary' survey and particularly one which is shared through email and completed online. In light of the responses, discussed below, this achievement is an indication of the close relationship that PeaceNexus has with its partner organisations, rather than a signal that partner organisations wanted to use the opportunity to complain.

**OBSERVATION: Partner organisations like many aspects of PeaceNexus' support and partnerships.**

Partner organisations were asked what they like about the support they currently receive from PeaceNexus. Taking their responses (and removing the word 'PeaceNexus'), a word cloud was produced<sup>4</sup>, showing the descriptive words used most frequently. As can be seen in figure 2 below, key words that stand out include: responsive, flexibility, support and understanding.

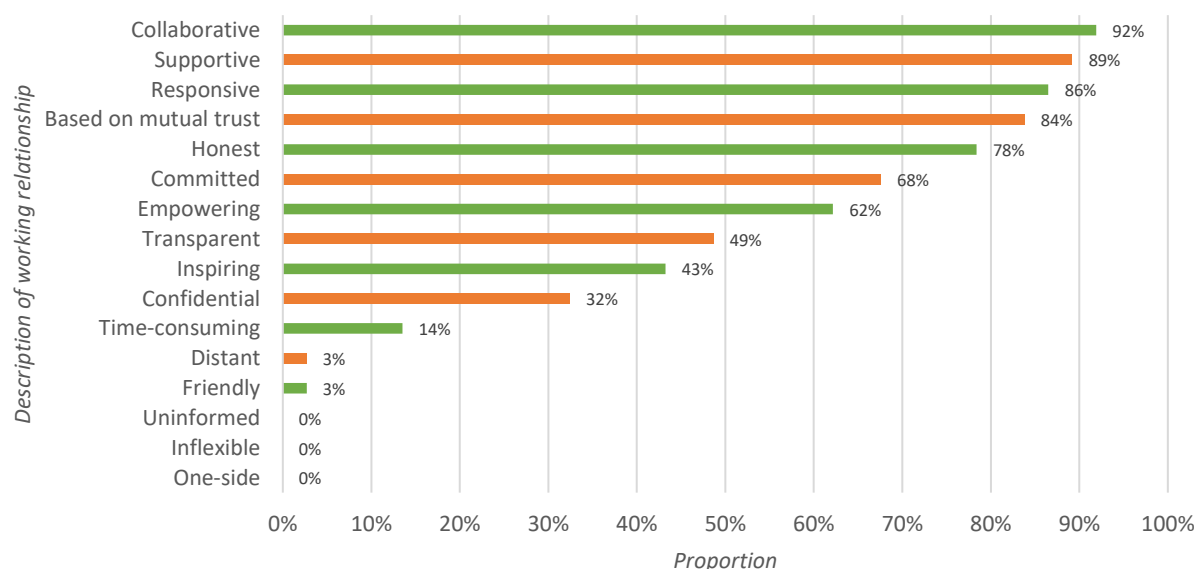
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<sup>4</sup> Courtesy of [www.wordclouds.com](http://www.wordclouds.com)

A word cloud shaped like a heart, composed of various terms related to social enterprise. The words are arranged in a circular pattern, with 'flexibility', 'organisation', and 'support' being the most prominent. Other words include 'responsive', 'understanding', 'process', 'partners', 'changes', 'honesty', 'donor', 'reporting', 'open', 'really', 'team', 'financial', 'needs', 'willingness', 'approach', 'working', 'requirements', 'context', 'advice', 'help', 'meetings', 'flexible', 'encouragement', 'relationship', 'manage', 'pressure', 'expert', 'difficult', 'find', 'collaboration', 'local', 'funding', 'experience', 'work', 'ideas', 'challenges', 'staff', 'need', 'without', 'relations', 'will', 'mission', 'expertise', 'make', 'analysis', 'recognition', 'feedback', 'able', 'trust', 'and', 'like', 'issues', 'well', 'time', 'like', 'needs', 'approach', 'working', 'willingness', 'requirements', 'context', 'advice', 'help', 'meetings', 'flexible', 'encouragement', 'relationship', 'manage', 'pressure', 'expert', 'difficult', 'find', 'collaboration', 'local', 'funding', 'experience', 'work', 'ideas', 'challenges', 'staff', 'need', 'without', 'relations', 'will', 'mission', 'expertise', 'make', 'analysis', 'recognition', 'feedback', 'able', 'trust', 'and'.

Partner organisations were extremely positive about their working relationship with PeaceNexus, with more than 80% describing it as collaborative, supportive, responsive and based on mutual trust, and with very few negative descriptions of the relationship. PeaceNexus should be commended for the relationships that they have developed with their partner organisations. Details are shown in figure 3 below.

Figure 3 - Proportions of partners and their descriptions of their working relationship with PeaceNexus



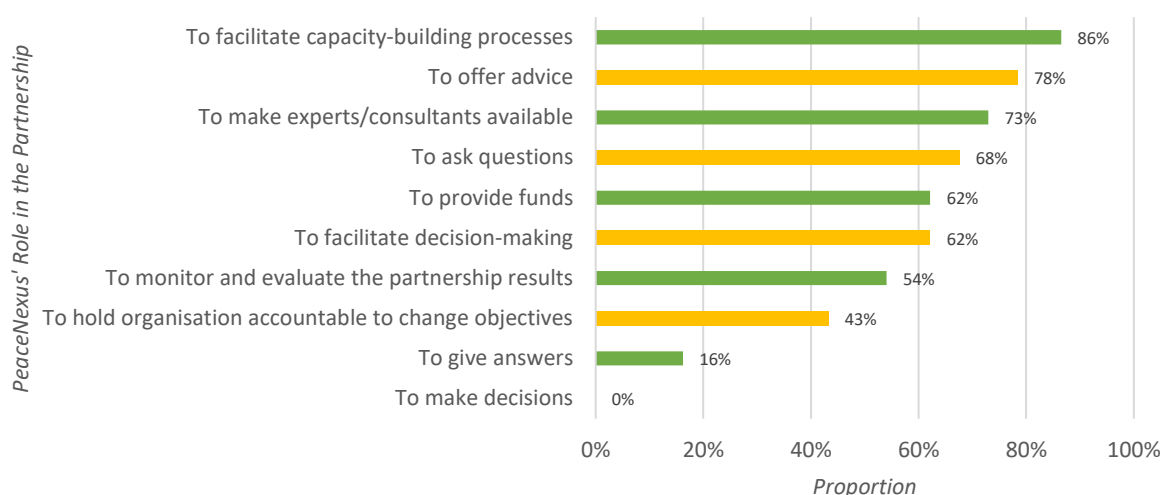
Cultural values (both personally and organisationally) are likely to have influenced responses, though looking at disaggregated findings (by type of organisation, location or area of support), there is little variation with only a few exceptions:

- Half the NGOs and multilateral organisations describe the relationship as “confidential” (50% [9] / 50% [3]), but no government bodies.
- 75% of organisations in West Africa [3] and those working on inclusive dialogue [3] describe the relationship as “inspiring”, but just 25% [1] of government bodies and 22% [2] of INGOs.
- 100% of multilateral organisations [6] and organisations in West Africa [4], 88% [7] of those in the Western Balkans and 85% [11] of organisations working internationally describe the relationship as “committed”, but just 25% of government bodies [1] and organisations in Central Asia [2] and South East Asia [1].
- Considering type of organisation, 67% of multilateral organisations [4] and NGOs [12] and 89% [8] of INGOs describe the relationship as “empowering”, but just 25% [1] of government bodies. The largest difference in opinion can be seen in location, with more than 75-88% of organisations in West Africa [3], South East Asia [3], Western Balkans [8] and working internationally [10] describing the relationship as “empowering”, but 0% of those in Central Asia.
- 14% of organisations [5] viewed the relationship as time-consuming.

#### **OBSERVATION: Partner organisations generally see PeaceNexus’ role as a facilitator and adviser**

As shown in figure 4 below, partner organisations generally see PeaceNexus’ role in the partnerships as one of facilitator and adviser, with a relatively large proportion of organisations also feeling that PeaceNexus supports them by making experts / consultants available. Monitoring and evaluation of results, and accountability to change objectives are not considered as highly as might be expected, given that PeaceNexus is providing funds and could reasonably be assumed to want to ensure that they are being spent effectively and according to the agreed objectives.

Figure 4 - Proportions: Partner organisations' descriptions of PeaceNexus' role in the partnership



Descriptions were generally similar across type of organisation, location and area of support, but there were some interesting differences:

- Multilateral organisations and organisations in Central Asia were much less likely to describe PeaceNexus' role as facilitating decision-making (17% [1] / 38% [3] respectively), whilst NGOs and INGOs, and organisations in West Africa and the Western Balkans were much more positive (respective proportions of 67% [12] / 89% [8] / 75% [3] / 75% [6]).
- PeaceNexus' role in offering advice was a much more common perception in West Africa, the Western Balkans and internationally (respective proportions of 100% [4] / 100% [8] / 85% [11]) than in South East Asia (25% [1]). This advisory role was also reported much more from organisations receiving support for organisational development (95% [20]), and to a certain extent conflict sensitivity (67% [8]), compared to those working in inclusive dialogue with business (25% [1]). 89% [16] of NGOs, 83% [5] of multilateral organisations and 78% [7] of INGOs felt that PeaceNexus' role was to offer advice.
- The perceptions of PeaceNexus' role to monitor and evaluate partnership results and hold partner organisations accountable to their change objectives appear slightly more prevalent amongst multilateral organisations, NGOs, organisations in West Africa and those working on organisational development (for the two indicators, respective means of 67% [4] – 67% [4] / 72% [13] – 50% [9] / 100% [4] – 75% [3] / 57% [12] – 67% [14]), compared to government bodies, organisations in Central and South East Asia, and those working on inclusive dialogue with business (respective means for the two indicators of 50% [2] – 0% / 50% [4] – 25% [2] / 25% [1] – 0% / 25% [1] – 0%).

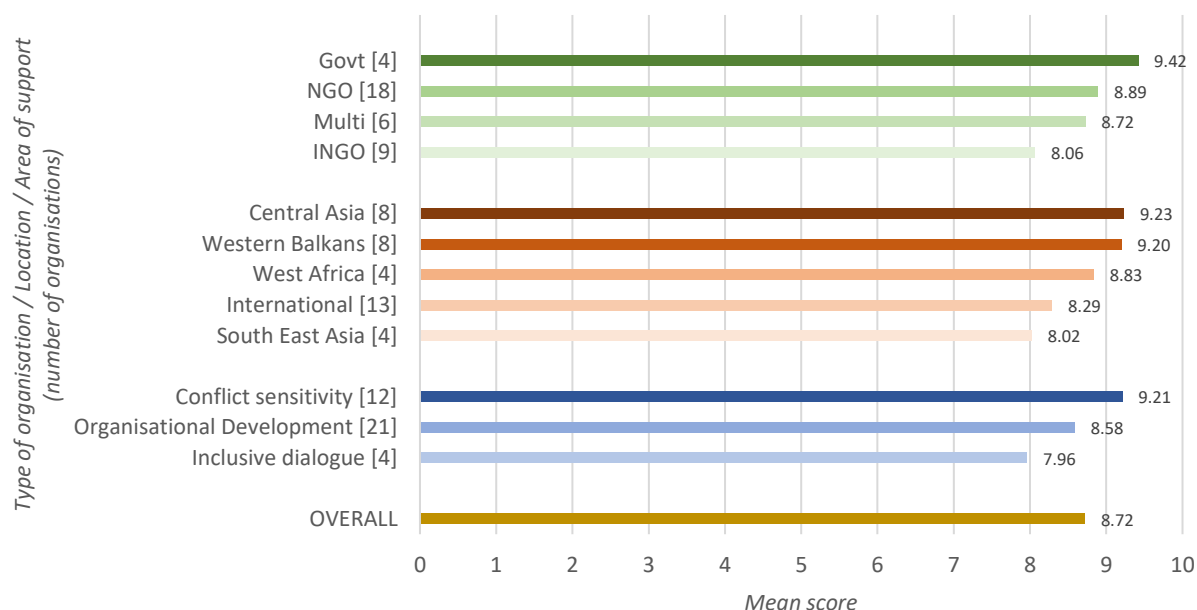
**OBSERVATION: Partner organisations generally rate PeaceNexus partnership with their organisations as very good, with some variation.**

Partner organisations were asked to rate twelve different aspects of PeaceNexus' partnership with their organisation on a scale of 0 to 10, where '0' was 'Poor' and '10' was excellent. Overall, partners gave the partnership a mean score of 8.72, which could be considered 'very good'.

Looking at disaggregated results, as shown in figure 5 below, government bodies, organisations based in Central Asia or the Western Balkans, and those involved in conflict sensitivity, have the most positive

perceptions of their partnership with PeaceNexus. INGOs, organisations based internationally or in South East Asia, and those organisations working on inclusive dialogue with business are the least positive. However, with the exception of organisations working in inclusive dialogue, all mean scores are above 8 and can be considered ‘good’ to ‘very good’.

*Figure 5 - Mean overall scores of partners' partnership with PeaceNexus, by type of organisation, location and area of support*



**OBSERVATION: Partner organisations have positive perceptions of all aspects of PeaceNexus' approach, through to varying degrees, with organisations most positive about PeaceNexus' staff skills and experience and the working relationship between the two organisations, and slightly less positive towards PeaceNexus' financial/expertise investment and the three-way relationship.**

As can be seen in figure 6 below, the mean scores for the different aspects of a partner organisation's partnership with PeaceNexus are very similar. Partners perceived PeaceNexus' staff skills and experience and the overall working relationship the most positively, and PeaceNexus financial/expertise investment and the three-way relationship (with the partner, PeaceNexus and the consultant(s)) the least positive.

Figure 6 - Mean score of aspects of partners' partnership with PeaceNexus

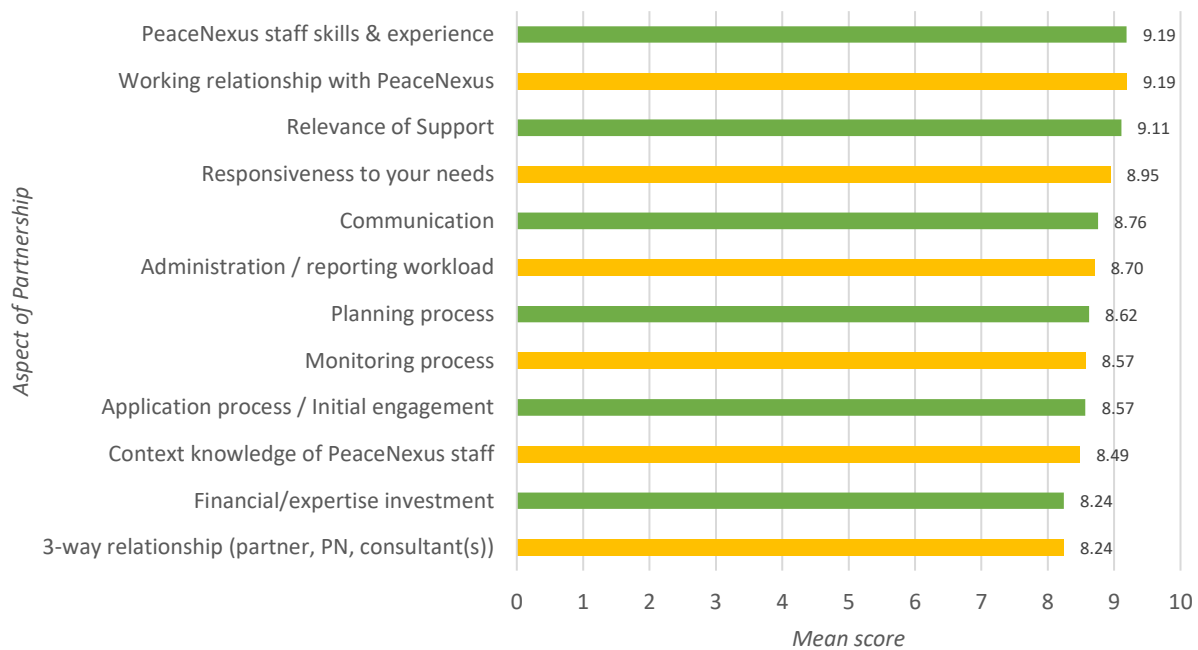


Table 3 below shows aspects of the partnership with the highest and lowest mean score for each type of organisation. All aspects of the partnership were viewed positively. As can be seen, PeaceNexus staff skills and experience was rated highly by NGOs and multilateral organisations, relevance of support was rated highly by INGOs and government bodies, and the overall working relationship was perceived positively by multilateral organisations and government bodies. NGOs and INGOs had relatively lower mean scores for the 3-way relationship between PeaceNexus, the partner organisation and the consultant(s), and NGOs and government bodies perceived the context knowledge of PeaceNexus staff the least positively - though government bodies were still very positive towards aspects of the partnership, and the lower mean score was purely relative.

Table 3 – Aspects of the partnership with the highest and lowest mean scores, by type of organisation

Type of Organisation [no. of orgs]	Highest mean scores		Lowest mean scores	
NGO [18]	- PeaceNexus' staff skills & experience	9.50	- Context knowledge of PeaceNexus' staff - 3-way relationship - Financial/expertise investment	8.39
INGO [9]	- Relevance of support	8.56	- 3-way relationship	7.22
Multilateral [6]	- Working relationship with Peace Nexus - PeaceNexus' staff skills & experience	9.33	- Initial engagement - Monitoring process	8.00
Government [4]	- Working relationship with Peace Nexus - Relevance of support - Responsiveness to needs - Monitoring process	9.75	- Context knowledge of PeaceNexus' staff - Initial engagement	9.00



Organisations in South East Asia, West Africa and those working internationally, were the most positive towards PeaceNexus' staff skills and experience, whilst those in Central Asia appreciated PeaceNexus' responsiveness to their needs, and those in the Western Balkans had positive perceptions of the working relationship in general. Looking at items perceived the least positively relatively, those in West Africa and the Western Balkans both mentioned the context knowledge of PeaceNexus' staff, whilst those in Central Asia noted the application process / initial engagement, those in South East Asia the administration/reporting workload, and those working internationally were the least positive relatively towards PeaceNexus' financial/expertise investment. Details are shown in table 4 below.

*Table 4 - Aspects of the partnership with the highest and lowest mean scores, by location of organisation*

Location [no. of orgs]	Highest mean scores		Lowest mean scores	
Central Asia [8]	- Responsiveness to needs	9.88	- Application process / initial engagement	8.25
South East Asia [4]	- PeaceNexus staff skills & experience	8.50	- Administration / reporting workload	7.25
West Africa [4]	- Relevance of support - PeaceNexus' staff skills & experience	9.75	- Context knowledge of PeaceNexus' staff	7.25
Western Balkans [8]	- Working relationship with Peace Nexus	9.88	- Context knowledge of PeaceNexus' staff - 3-way relationship	8.50
International [13]	- PeaceNexus' staff skills & experience	9.08	- Financial/expertise investment	7.46

Looking finally aspects of partnership by areas of support, as can be seen in table 5 below, the most and least positive perceptions of organisations varied in detail, although the most positively perceived items all related to PeaceNexus' staff, their experience and way of working.

*Table 5 - Aspects of the partnership with the highest and lowest mean scores, by area of support*

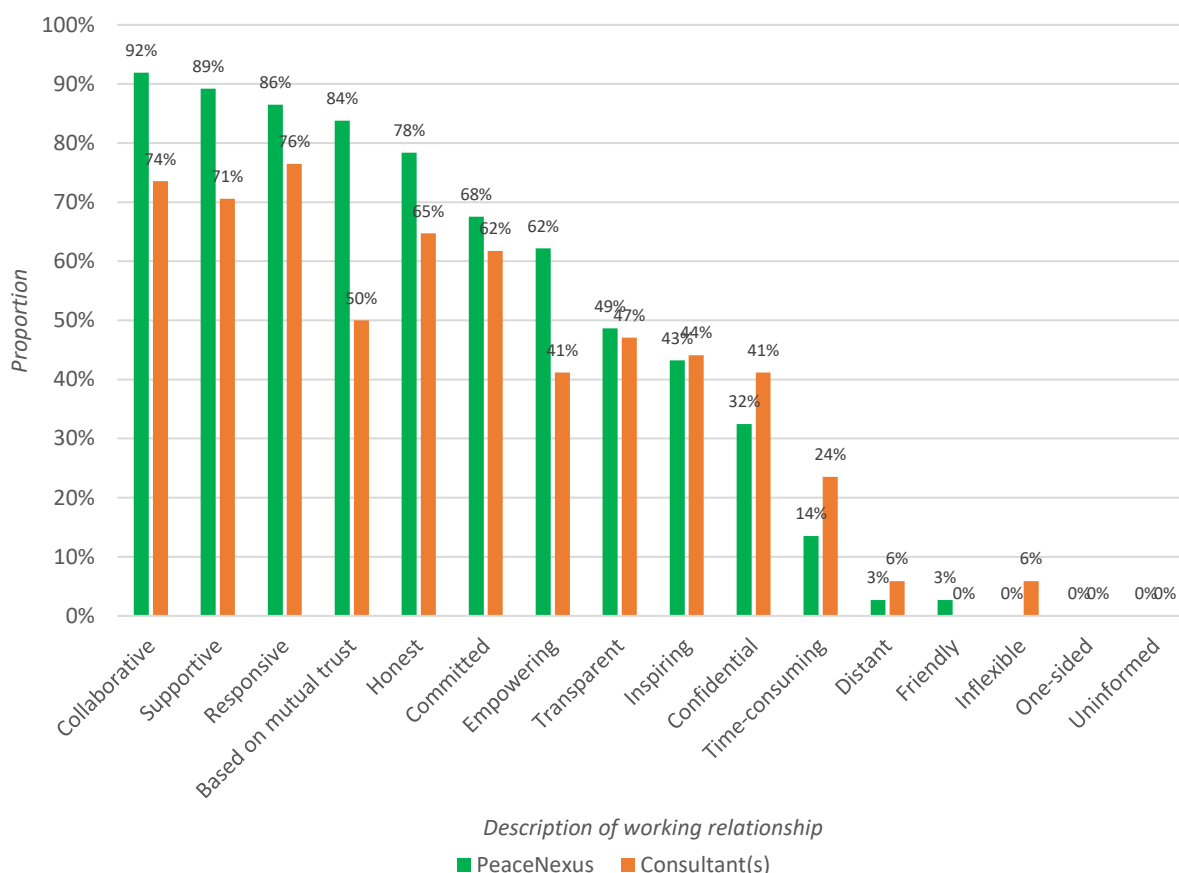
Area of Support [no. of orgs]	Highest mean scores		Lowest mean scores	
Organisational development [21]	- Working relationship with Peace Nexus	9.19	- Financial/expertise investment	7.81
Conflict sensitivity [12]	- Responsiveness to needs	9.75	- 3-way relationship	8.58
Inclusive dialogue [4]	- PeaceNexus' staff skills & experience - Context knowledge of PeaceNexus' staff	9.00	- Application process / initial engagement - Monitoring process	7.25

**OBSERVATION: Partner organisations generally have good working relationships with their consultant(s).**

As seen in figure 7 below, Partner organisations generally have good working relationships with their consultant(s), although there is some variation between organisations. Consultants appear to be

collaborative, supportive and responsive (but not to the same extent as PeaceNexus), though the working relationships are less based on mutual trust. Of interest is that consultants are considered to be very slightly more inspiring and have a more confidential working relationship than PeaceNexus, however consultants are also more likely to be considered time-consuming, distant and inflexible.

*Figure 7 - Proportions of partner organisations who described their working relationships with PeaceNexus and their consultant(s)*



**OBSERVATION: To varying degrees, none of the organisations felt that they would achieve their intended changes without the support from PeaceNexus.**

Partner organisations were asked the following question: “if you did *not* have support from PeaceNexus, would you have achieved your intended changes?”. The answer was in the form of a rating from 0 to 10 where ‘0’ represented ‘Would definitely achieve the changes without PeaceNexus support’ and ‘10’ represented ‘Would definitely *not* achieve the changes without PeaceNexus support’. The overall mean score was 6.91, with 81% of organisations having a mean score of 5 or more. At the extreme level of the scale, 16% of organisations gave a rating for this item of ‘10’, i.e. they feel certain that they would *not* have achieved the change without PeaceNexus. This suggests that PeaceNexus is fulfilling a need that probably would not otherwise be addressed. There was some variation between type of organisation (ranging from a mean of 5.50 [6] amongst multilateral organisations to a mean of 7.67 [9] amongst INGOs) and area of support (ranging from a mean of 5.50 [4] from those working in inclusive dialogue to 7.25 [12] for those involved in conflict sensitivity). The greatest variation was due to location, with

organisations based in West Africa being the most likely to think that they would *not* have achieved their changes without PeaceNexus (mean score of 8.33 [4]) and those in South East Asia the least likely (mean of 5.25 [4]).

### 3.2 Methodology and approach used by PeaceNexus

**OBSERVATION: Partners generally consider the initial engagement (for multilateral and government partners) or application process (for INGOs/NGOs/CSOs) very good, though with some variation.**

Respondents were asked to rate three aspects of the initial engagement / application process – specifically ease of understanding, appropriateness and transparency of the process - with ‘0’ denoting ‘Poor’ and ‘10’ denoting ‘Excellent’. The overall mean for all three aspects was 8.60, i.e. very good, with individual means of 8.41-8.70. This is very similar to respondents’ mean score of 8.57 for when they were asked to specifically rate the initial engagement / application process.

Government bodies, organisations based in West Africa or the Western Balkans, and those involved in conflict sensitivity were the most positive towards the initial engagement / application process (respective means of 9.42 [4], 9.33 [4], 9.17 [8] and 8.94 [12]) and organisations in South East Asia and those involved in inclusive dialogue were the relatively least positive (means of 7.58 [4] and 7.33 [4]). These latter organisations all rated ‘ease of understanding’ the lowest of the three aspects related to the initial engagement / application process, with respective means of 7.00 [4] and 6.75 [4].

**OBSERVATION: Partners generally consider the planning process very good, though with some variation.**

As with their views on the initial engagement / application process, respondents were asked to rate five aspects of the planning process – specifically appropriateness of approach, clarity on roles and responsibilities, level of detail, usefulness and time taken - with ‘0’ denoting ‘Poor’ and ‘10’ denoting ‘Excellent’. The overall mean for all five aspects was 8.61 (virtually the same as that for the initial stages), i.e. very good, with individual means of 8.32-8.97. This is very similar to respondents’ mean score of 8.62 for when they were asked to specifically rate the planning process.

As with perceptions of the initial engagement / application process, government bodies, organisations based in West Africa or the Western Balkans, and those involved in conflict sensitivity were the most positive towards the planning process (respective means of 9.40 [4], 9.35 [4], 9.00 [8], 9.05 [12]), with organisations in South East Asia and those involved in inclusive dialogue less positive (respective means of 7.45 [4] and 7.60 [4]). These latter two organisations both rated ‘time taken’ the lowest of the five planning-related aspects, with respective means of 6.75 [4] and 6.00 [4], with INGOs and multilateral organisations only slightly more positive (means 7.67 [9] and 7.83 [6]).

Partner organisations were asked who decided on the objectives for the partnership (or ‘roadmap for change’) on a scale of 0 to 10, where ‘0’ represents ‘PeaceNexus’ and ‘10’ represents ‘the partner organisation’<sup>5</sup>. The overall mean score was 6.22, implying that both organisations were involved in the

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<sup>5</sup> The findings have been inverted so that a score of ‘10’ (partnership objectives completely chosen by the partner organisation) is considered more positive than a score of ‘0’ (partnership objectives completely chosen by the partner organisation). This is also in-line with the positive/negative perceptions in the other questions. However, it is noted that the situation regarding organisational involvement in deciding partnership objectives is not clear-cut.

decision, but with more input from the partner. This mean score is very similar across disaggregations, with the only exceptions being partner organisations in West Africa having slightly more input on average (mean 7.25 [4]) and multilateral organisations and organisations in Central Asia having relatively more input from PeaceNexus (respective means 5.83 [6] / 5.25 [8]).

**OBSERVATION: Objectives and roles and responsibilities are generally agreed at the start of the partnership, although the monitoring process is more mixed.**

89% [33] of partner organisations felt that there were agreed partnership objectives and 86% [32] of partnerships have agreed roles and responsibilities. Together, this suggests a strong direction and division of work.

However, monitoring of the partnerships and the change processes is more mixed, with 62% of organisations reporting that there are agreed indicators of progress on organisational changes and / or indicators of success for the partner organisation's effectiveness and impact. In each case, a further 24% of respondents are unsure – implying that even if indicators do exist, they are not really part of the planning, implementation and monitoring process. There is little difference across disaggregations, although NGOs are slightly more likely to have indicators (78% having each), along with organisations in Central Asia (88% having indicators of progress and 75% having indicators of success).

When respondents were asked to specifically rate the monitoring process (with '0' denoting 'Poor' and '10' denoting 'Excellent'), partner organisations had an overall mean score of 8.57. However there was some variation across disaggregations, with government bodies, organisations based in Central Asia, West Africa or the Western Balkans, and those working on conflict sensitivity more positive (respective means of 9.75 [4], 9.13 [8], 9.25 [4], 9.13 [8], 9.00 [12]) and organisations in South East Asia or working internationally, and those involved in inclusive dialogue relatively less positive (respective means of 7.75 [4], 7.92 [4], 7.25 [4]).

### 3.3 Changes reported in partner organisations

**OBSERVATION: Partner organisations' perceptions of the competency areas being supported by PeaceNexus are mixed.**

Partners were asked whether their organisation's knowledge, attitudes/beliefs and/or practices had improved as a likely consequence of the support they receive from PeaceNexus, and if so, in which competency area (conflict analysis, direction, collaboration, learning and adaptation, or 'other')<sup>6</sup>. Partners were also asked to provide examples to evidence their responses. Although some organisations understood the question and answered well, others appeared confused by the differentiation provided and their responses were unclear, particularly in terms of many organisations reporting changes in competency areas that their PeaceNexus partnership is not specifically addressing<sup>7</sup> and in the quality and relevance of evidence provided. The responses discussed below should therefore be seen as a reflection of not just changes within an organisation, but also respondents' understanding of the terms used in the question and perhaps their perception that they were expected to respond to each competency area. The findings below have tried to err on the side of assuming positive change, but it is

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<sup>6</sup> As per PeaceNexus' Strategy 2018-20, each partnership has specific competency areas it aims to strengthen.

<sup>7</sup> As per the perception of PeaceNexus

possible that changes may have occurred within partner organisations that were not sufficiently described and hence have not been included in the findings.

**OBSERVATION: All partner organisations reported improvements in their organisation due to the support they receive from PeaceNexus, but there were variations in the quality of evidence provided.**

All respondents reported improvements (in knowledge, attitudes/beliefs, and/or practices) in their organisations due to the support they receive from PeaceNexus. However, when asked for qualitative evidence to support this, some partners left the question blank, whilst others said it was too early to see any changes, or instead reported activities or discussed PeaceNexus' approach, rather than the improvements that had subsequently occurred.

Considering the evidence provided, 54% of partner organisations demonstrated changes in direction, 22% showed changes in collaboration and/or learning and adaptation, and 14% presented changes in conflict analysis. There were some variations in proportions between type of partner organisation, location and focus of support, but these are likely to be due to organisational context and need, rather than intrinsic differences.

**OBSERVATION: Many partner organisations report that their partnership with PeaceNexus has improved staff knowledge and understanding.**

Many organisations reported increased knowledge and understanding among staff members of a wide range of issues, as a consequence of PeaceNexus' support, with little difference between organisation type, location or support focus. When asked to describe the particular issues, organisations generally reported the over-riding topics, rather than organisation-specific detail. Subjects mentioned include: organisational learning, organisational culture, organisation structure, roles & responsibilities, relationships, partner coordination, priority setting, effectiveness, strategic planning, identifying and understanding context and risks, monitoring and evaluation, training methodology, network development, legal context, conflict sensitivity, conflict analysis and programming for peacebuilding.

**OBSERVATION: Many partner organisations have used the PeaceNexus partnership to strengthen Direction, and develop strategies, plans and organisational policies.**

Many partner organisations reported that their partnership with PeaceNexus has enabled them to clarify their mandate and direction, develop an overall organisational strategy (or a strategy to address a specific issue, such as fundraising or stakeholder involvement), produce change-management or specific workplans, and improve their organisational policies (e.g. in human resources).

The development of an organisational strategy was the most common example given, with many respondents referencing the participatory process that was used and the associated improvements:

*"As a result of the consulting process, the organisation has rewritten its strategy. This has included a great deal of consultation with both the team and the supervisory board. Previously, the strategy had been developed by management and then imposed in a top-down manner. This change in practice reflects a change in belief that the organisation needs to better reflect the thoughts of its employees."*

*"The entire staff participated in the creation of the new vision and mission statement for the organization. The sense of ownership and commitment increased dramatically."*

**OBSERVATION: A good number of partner organisations highlight changes in attitude and an increase in 'team spirit', as a consequence of their partnership with PeaceNexus.**

A range of partner organisations reported the positive effects of PeaceNexus' approach and partnership, in terms of improving commitment and increasing teamwork amongst staff. There were numerous qualitative examples of increased participatory processes, improved relationships between staff / management / Board members, improved communication and more open discussion of challenges and potential solutions. This is best demonstrated through quotes:

*"We have a clarity of direction and togetherness as a team that was not present previously and a significant factor has been Peace Nexus' support in resolving complex structural issues."*

*"We have seen a positive shift in attitudes, even by those most sceptical of the need for our agreed change process with Peace Nexus' support. For example, at a strategic [organisation] meeting, several individuals who have generally had a sceptical or even negative view of [the organisation's] need to focus on fundraising and fundraising diversification ended up recognizing that the specific investments we had made in this area had led to positive and important results and were more open minded to contemplating further investment in this area."*

*"Some projects that were not communicating and not cooperating in the past, seeing each other as competition, started to work together and think about joint future projects."*

*"Part of the problem was the siloing of the organisation, so the process helped to highlight this, break down some of these barriers and prompted joined up initiatives and thinking."*

*"Although this hasn't been the main focus of our process, we have seen more openness and pro-activity in exchanging information and using internal tools for coordination and sharing than previously. This is partly due to Peace Nexus giving us more opportunities to meet in person, which fosters trust and collaboration and leads people to be more likely to want to share with others."*

**OBSERVATION: Some partner organisations have changed Direction-related processes and systems, to improve their way of working.**

A number of organisations have introduced new technologies in order to improve management and communication, for example: online management tool for monitoring staff / management performance, exchanging information, dividing tasks among team members, and providing feedback; electronic database of personnel data; record management base (samples of business letters, reports, etc.); Google calendar and ASANA.

Organisations also mentioned the implementation of improved strategies, programming processes, fundraising efforts, and governance or organisation structures. One organisation explained that they now aligned both team and individual staff objectives to organisational and programme goals and objectives, which was leading to improved performance management and monitoring of processes within the organisation, as well as better information flows and communication between different project/programme teams. Another organisation noted that “more efficient division of labour” had improved staff motivation.

Other examples of Direction-related changes in partner organisations include:

- Increased staffing, to meet newly recognised needs.
- Relocation of the head office to a more strategic location (which had been considered previously, but was only acted upon with the impetus from the PeaceNexus partnership).
- Establishment of an additional office, to enable more effective working with other civil society organisations, plus further office equipment and internet connections for existing offices (the latter was not financed by PeaceNexus, but was purchased by the organisation as a consequence of PeaceNexus’ wider support).
- A surge support system, to quickly deploy specialised expertise in peacebuilding in countries where their organisation is lacking this capacity.

**OBSERVATION: A number of partner organisations have used the support from PeaceNexus to strengthen their Conflict Analysis competency area.**

Respondents reported that their partnership with PeaceNexus has enabled them to increase their wider understanding, of both the context in which they are working and the effects of their organisation’s work, including the identification of conflict drivers, their potential affects and how these can be mitigated. A number of organisations mentioned that this was an area in which they were currently receiving support, including the availability of conflict analysis tools and the undertaking of a joint conflict analysis.

**OBSERVATION: A number of partner organisations highlighted the support from PeaceNexus to strengthen their Learning and Adaptation approach.**

A number of partner organisations noted the use of research, evaluations and discussions to produce recommendations, feed into decisions on organisational direction (e.g. strategy) and contribute to improved concept notes and project proposals. A couple of respondents also mentioned their own professional development, following mentoring sessions or specific learning opportunities with consultants.

Some organisations reported improved planning and monitoring of work in general, with some providing details of specific changes in their monitoring, evaluation and learning practices, for example: external fundraising initiatives now referencing monitoring, evaluation and learning findings; and regular exchange and sharing meetings being institutionalised in a number of organisations, to *“allow both the programme department to improve its work on current projects and ensures that new project proposals do not repeat mistakes.”* One organisation which has recently absorbed monitoring, evaluation and learning into their processes, wrote:



*“Learning objectives (and processes) became embedded into project proposals, personal objectives, job descriptions, and MEL [monitoring, evaluation and learning, internal reporting. Several programmes now have learning and reflection as part of their project cycle. Staff have initiated learning opportunities for themselves- e.g. from our publications. Completing the circle - i.e. adapting based on learning and innovation is work in progress, but happening. We have also documented more of our practice so others can learn from it.”*

Examples of other changes related to Learning and Adaptation include:

- Simple word changes, e.g. from “constructive” to “strategic”, that had increased understanding of the partner organisation’s objectives.
- Delegating representation to different employees, with staff members speaking at, and participating in, a number of conferences and working groups.

**OBSERVATION: The support from PeaceNexus has improved some partner organisations’ Collaboration with others.**

The process used by PeaceNexus was also reported to have changed staff attitudes towards those outside of their organisation. This is best understood through a number of quotes:

*“The consulting process led to a complete change in how the organisation thinks about its beneficiaries...”*

*“There is a changed belief among member organizations about what is a good network. I think that ‘big’ organizations start to empathize with ‘small’ and young people in the network.”*

A number of examples of improved Collaboration were reported by partners:

- Decentralisation of a partner organisation’s governance structure had improved collaboration between network members and resulted in the network responding to, and acting upon, their members’ needs and priorities more effectively.
- A number of partner organisations noted that they had changed how they interacted with, and hence strengthened their cooperation with, their government and local authorities.
- Another partner organisation commented that they had been able to develop new partnerships with other organisations.
- Another organisation reported that it was cooperating more actively with other civil society organisations and was starting to “overcome negative stereotypes and their organisation’s isolation in civil society”.
- And finally, another organisation commented that it had improved its representation at the national level, with government authorities and international organisations, and at the regional level, by improving cooperation with partners.

### **3.4 Impact of partnerships**

**OBSERVATION: Partner organisations generally felt that their partnership with PeaceNexus had already had some impact on their organisation’s overall effectiveness, though the examples given were weak.**



Partner organisations were asked, if they had already made changes, to what extent these had already affected their organisation's overall effectiveness - recognising that internal changes in strategy, governance and practice take time to have a noticeable impact on an organisation's achievements. Partners were asked to rate the impact already seen on a scale of '0' to '10', where '0' represented 'No impact yet' and '10' represented 'Large impact'. The overall mean score was 5.38, implying the average organisation had seen 'some impact', however this varied from a mean of 3.56 [9] amongst INGOs to 7.00 [4] amongst government bodies. There were also differences between regions (from a mean of 3.50 [4] in South East Asia through to a mean of 6.63 [8] in Central Asia) and to some extent between areas of support (with organisations working on inclusive dialogue having a mean of 3.25 [4], but those focusing on organisational development or conflict sensitivity having means of 5.57 [21] / 5.75 [12]).

Unfortunately, the examples provided to show this 'impact' were all at the output or outcome level (e.g. an organisation has improved capacities, and the organisation subsequently does something differently), rather than at the impact level (e.g. the long-term effects of the modified behaviour), making it difficult to confirm if there has been sufficient time for any impact to so far be achieved.

It is generally accepted that it takes time to achieve 'impact', as this is the desired long-term change and the ultimate reason behind PeaceNexus' support. Although dependent on the duration of support to each partner organisation and the wider context, on the whole it would be reasonable to expect only a small number of long-term partner organisations to be able to report any impact. It is interesting to note that only three organisations said there had been no impact so far and only 13 gave a score below 5. Combined with the examples of 'impact' that instead related to output or outcome level of changes, this implies that many respondents felt that either they 'should' be able to report an impact, or that they didn't understand the question – due to wording, or their incomplete understanding of terms used to describe different levels of change within a result chain. This is supported by a number of respondents who gave mid-range scores (e.g. 5 or 6), but when asked to explain further noted, "Not a clear understanding of what this question is asking and not possible to assess impact at this early stage", "I think we still have to see how our overall impact will be affected..." or, "As explained earlier." This finding may also be linked to the earlier finding (discussed above) that less than two-thirds of partnerships have agreed indicators of progress on organisational changes and / or indicators of success for the partner organisation's effectiveness and impact.

### 3.5 Discussion of differences

**OBSERVATION: There appear to be slight trends in partner organisation perceptions, depending on their type, location and area of support.**

As seen above, partner organisations have positive perceptions of their partnership with PeaceNexus and the approaches used, but it is interesting to highlight some overall trends and *relative* differences. Looking at type of organisation, government bodies [4] did not really choose phrases such as 'empowering' to describe PeaceNexus, or describe PeaceNexus' role as being 'to facilitate decision-making', however, they had the most positive perceptions of PeaceNexus' processes. The multilateral organisations [6] generally had the relatively least positive overall perceptions of PeaceNexus' processes, whilst INGOs [9] had the least positive perceptions of the partnership, relative to the other type of organisation. Throughout, NGOs [18] were amongst the most positive.

Looking at the location of partner organisations, those in West Africa [4] and the West Balkans [8] were generally the most positive overall, with those in South East Asia [4] the least positive. Organisations based in Central Asia [8] had mixed responses, having some of the most positive perceptions of their partnership with PeaceNexus, but, as with government bodies, they were relatively less positive. If area of support is considered, those receiving support for conflict sensitivity [12] were probably the most positive, and those working in inclusive dialogue [4] the least.

## **4. Conclusion and Recommendations**

The key finding that comes from the survey is that partner organisations are generally very happy with their partnership with PeaceNexus. The relationship is far less of a traditional donor-recipient connection and is instead far more two organisations working closely together, in an open, flexible, responsiveness partnership. PeaceNexus should be commended for this achievement.

In light of the above findings, and considering the specific suggestions from partner organisations, a number of recommendations can be made. All are focused on practicalities and processes, rather than PeaceNexus' underlying approach.

### **1) Provide more clarity and details of the overall process at the application and planning stages.**

One NGO commented that the planning process had improved since their first involvement with PeaceNexus in 2014, however, a repeated recommendation from partner organisations (predominantly INGOs) was for there to be greater clarity on the overall process at the application and planning stages, specifically:

- (i) One organisation noted that a 'Framework Agreement may be helpful.
- (ii) More detailed meetings early on to explain the application process in person (i.e. initial online application, workshop, PeaceNexus summary of the workshop, full application);
- (iii) More explicit parameters/criteria for what PeaceNexus can and cannot support;
- (iv) Although recognising that PeaceNexus has a different approach from other organisations, partner organisations may benefit from greater understanding of PeaceNexus' overall objectives and hence why PeaceNexus decided to partner with them;
- (v) Examples of PeaceNexus' work with other partner organisations;
- (vi) Details regarding the length of the grant;
- (vii) Discussion over the nature of the relationship with PeaceNexus, including respective roles and responsibilities;
- (viii) Expectations of the time, energy and resources the process will involve;
- (ix) Practical information on the disbursement of funds; and
- (x) Communication, information and reporting expectations, processes and timeframes.

### **2) Create a more explicit shared notion of what success would look like; agree on and monitor indicators in order to measure progress or adapt the course of action.**

There was general agreement that partnerships with PeaceNexus have a clear and shared sense of direction. However, a good number of partner organisations mentioned their desire for more clearly articulated indicators of success – though not a heavy M&E framework - which are insightful and proxies for the way their organisation is changing, with indicators at the output and outcome levels (perhaps

thinking in terms of changes in knowledge, attitudes/beliefs and practices). Although impact-level changes will only occur in the long-term, it is still important to include a number of key indicators, to help the organisation keep in mind the reasons behind all their hard work and what they are striving towards. (Objectives and indicators should also be revised, if needed, during the course of the partnership). A number of organisations also commented that it would be useful for them to hear, at regular intervals, whether PeaceNexus was satisfied with the process or the achievement of its own institutional objectives.

### **3) Establish a timeline with specific points of reflection and regular face-to-face meetings.**

Increased face-to-face time with PeaceNexus was a common request from a range of partners, along with more regular (e.g. quarterly, rather than ad hoc) debriefings on progress (including against agreed indicators?) and the changing local context. It was also proposed that the reflection points should include a process, built formally into the workplan, for obtaining feedback from a range of stakeholders, to bring to the discussion.

### **4) Improve the 3-way relationship between PeaceNexus, the partner organisation and the consultant(s), with increased communication and context sharing.**

A number of organisations mentioned that they would like increased input and support from PeaceNexus in managing the relationship with their consultant(s). One suggestion was to have a kick-off workshop to include all three of the stakeholders, to ensure that everyone is on the same page, expectations are clear, and there is a good mutual understanding of different roles and needs. In light of organisations' feedback, it may also be useful for PeaceNexus to provide specific guidance to organisations on how to manage consultants, on issues such as: the overall direction; clarifying the objectives, contributions to the process and the accompanying deliverables; delivery of the agreed outputs; expected time commitment (including how to extend the hours of a consultant's contract); and having a structured iterative review process. See Annex F for detail.

### **5) Develop links between PeaceNexus' partner organisations.**

In light of feedback and experience, it would be useful if PeaceNexus could organise regular (perhaps annual) opportunities for partner organisations to come together, to learn from each other, network, and discuss opportunities for further collaboration. Organisations could convene regionally, or based on their particular area of interest.

### **6) Widen the choice of languages that can be used for communication.**

The issue of language was raised by a number of organisations, specifically: the option to be able to complete the initial application form in the organisation's local language, and then if short-listed, apply in English; partners able to have phone-calls in their first ('local') language; and when preparing key documents (e.g. the framework agreed during the kick-off meeting), for PeaceNexus to bear in mind the challenges associated with translating. Russian, Kyrgyz and Balkan languages were specifically mentioned, though Burmese would also be appropriate (and was highlighted indirectly). For this survey, 5 of the 37 partner organisations were more comfortable responding in Russian, rather than English or French, including one respondent who specifically requested the Russian survey rather than the English version. Additionally, the nuances and detail of some partner organisations' responses to this survey

were lost as they had to explain in English (their second, or third, language) rather than their mother tongue<sup>8</sup>.

## **7) Discuss the factors affecting partners' survey responses.**

There appear to be slight trends in partner organisation perceptions depending on their type, location and area of support. It would therefore be useful for PeaceNexus to have an internal discussion as to whether these differences are due to cultural factors associated with the organisations, or due to differences – whether conscious or sub-conscious - in the ways that PeaceNexus works with different organisations.

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<sup>8</sup> For example: "Engagement with government (Myanmar) need to combine strategy without any pressure, there was no action by government. So, we are using strategy as 'cooking with spicy', that really worked in real experiences."