

Annual Partner Survey 2011-2012

This report presents the findings of the annual CDKN Partner Survey, 2011-2012. The survey was sent out to members of CDKN's Roster of Experts, Action Lab participants, and subscribers to CDKN's newsletter in November and December, 2011. No sampling techniques were used, and the survey was completed on a voluntary basis, with all the attendant risks of bias implied.

A total of 202 people started the survey, of which 161 (around 80%) completed it. The figures presented in this report include responses from people who started the survey but did not complete it. The survey was administered and analysed through the SurveyMonkey (www.surveymonkey.com) website. The main, headline findings of the survey are as follows:

Headlines

- CDKN's newsletter was used 'sometimes' or 'frequently' by over 67% of respondents, with the website used at least 'sometimes' by 60%.
- CDKN publications and policy briefs received the highest approval rating, with 88% of respondents who ventured an opinion saying they were good or excellent. This was closely followed by the newsletter, with 84% of respondents saying it was good or excellent. Over 80% of respondents also said the website was good or excellent, and less than 2% thought it was poor.
- In general, the proportion of respondents from the South who thought that CDKN's services or products were 'good' or 'excellent' (88% for each of the website, newsletter and publications respectively) were higher than in the North.
- Over 83% of respondents said the CDKN was effective or very effective at facilitating knowledge sharing.
- Around 74% of respondents thought the CDKN was very effective or effective at facilitating partnerships between different organisations, although this figure was higher (83%) amongst Southern respondents and much lower (56%) amongst Northern respondents.
- CDKN was reported as having significant influence over organisations' ideas, visibility and linkages/networks, but relatively less influence over capacity, practices and policies.
- 83% of respondents said CDKN supported their need for up-to-date and/or cutting edge information. NGOs and research institutes were the most positive of the respondent groups in this area.
- NGOs and research institutes viewed CDKN as particularly good at developing partnerships – over 80% rated it as good or very good. By contrast, more individuals rated CDKN as 'poor' or 'average' at developing partnerships than 'good' or 'very good'.
- Overall, individual consultants, many belonging to the CDKN Roster of Experts, were more likely to rate CDKN as performing poorly than organisations such as NGOs and research institutes.
- Approval ratings were generally higher from individual respondents and organisations based in the South, which accounted for about 60% of all respondents.
- Several respondents made critical comments about CDKN systems and procedures – particularly concerning how CDKN uses its Roster of Experts.

Section 1: Partner Profiles

Type of Organisation

Respondents were asked to indicate what type of organisation they were. One choice only per respondent was allowed. The respondents classified themselves as the following:

Type of organisation	Number	Percentage
NGO	62	30.7
Individual consultant	40	19.8
Research institute	32	15.8
Private sector organisation	19	9.4
Government department / Ministry	16	7.9
Policy institute	6	3.0
Multilateral institution	5	2.5
Media	3	1.5
Other	19	9.4
Total	202	100

- NGOs and individual consultants accounted for around half of all respondents;
- The majority of individual consultants (just over 75%) were members of the Roster of Experts;
- Very few of the respondents were from policy institutes, multilateral institutes or the media; and
- 18 out of the 32 research institutes (56%), and 4 out of the 6 policy institutes (67%) were based in the North.

Country of Origin

Respondents were asked in which country they were based. The responses were as follows:

The North (76)

Australia (2)	Canada (3)	Denmark (1)	France (3)
Germany (3)	Netherlands (12)	Portugal (2)	Switzerland (2)
USA (8)	UK (40)		

The South (120)

Bangladesh (7)	Benin Republic (2)	Bhutan (1)	Bolivia (4)
Brazil (2)	Burkina Faso (1)	Cameroon (1)	Cambodia (1)
China (2)	Colombia (1)	DR Congo (1)	Ecuador (2)
Egypt (1)	Ethiopia (7)	Fiji (2)	Ghana (1)
Guinea (1)	India (13)	Indonesia (4)	Jordan (1)
Kenya (9)	Madagascar (1)	Malawi (2)	Malaysia (1)
Mexico (4)	Mozambique (1)	Namibia (2)	Nepal (6)
Nicaragua (1)	Niger (1)	Nigeria (4)	Pakistan (6)
Peru (1)	The Philippines (2)	South Africa (3)	Sri Lanka (2)
Sudan (1)	Tanzania (5)	Thailand (1)	Togo (1)
Tunisia (1)	Uganda (3)	Uruguay (2)	Vietnam (1)
Zambia (3)	Zimbabwe (1)		

- Around a fifth of all respondents were based in the UK;
- Over 60% of respondents were individuals or organisations based in the South;
- 54 respondents were from African countries, 46 from Asia and 17 from Latin America; and
- It seems clear that language played a role in the response rate, with more response from English-speaking countries than others

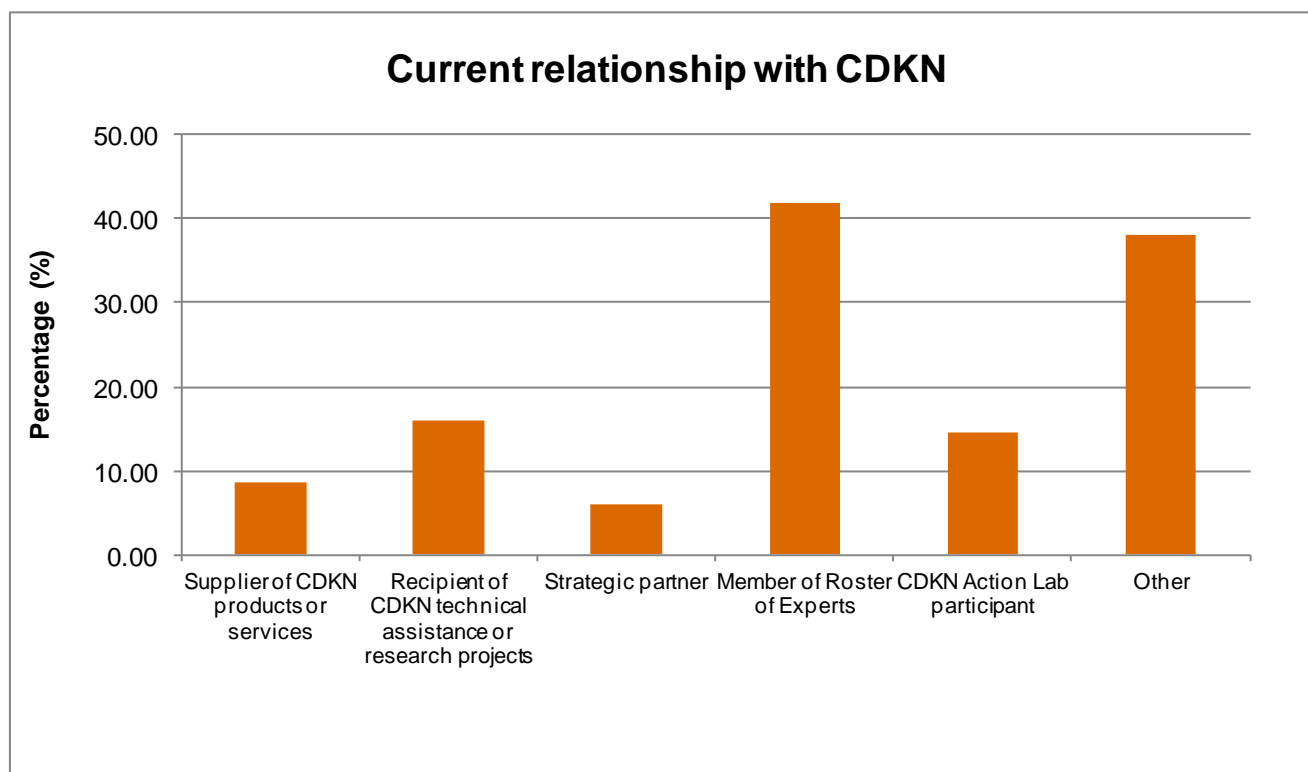
Current Relationship with CDKN

Respondents were asked what their current relationship with CDKN was. They were allowed to indicate more than one relationship if required. Little guidance was given as to what the different terms meant, allowing room for different interpretations. As such, the responses need to be treated with some caution. The responses were as follows:

Current Relationship with CDKN	Number	Percentage
Member of Roster of Experts	84	42.0
Recipient of CDKN technical assistance or research projects	32	16.0
CDKN Action Lab participant	29	14.5
Supplier of CDKN products or services	17	8.5
Strategic partner	12	6.0
Other	76	38.0

- The highest response was from members of the Roster of Experts, at 42%;
- 14.5% of the respondents were participants in CDKN's Action Lab;
- Less than 10% of the respondents were strategic partners or suppliers respectively;
- The 'recipient' figure needs to be treated with some caution as it may have been interpreted differently by different people; and
- Nearly 40% of the respondents were classed as 'other', meaning they receive the CDKN newsletter, but do not have any formal contractual relationship with CDKN.

The figures are summarised in the chart below:



Section 2: CDKN Products and Services

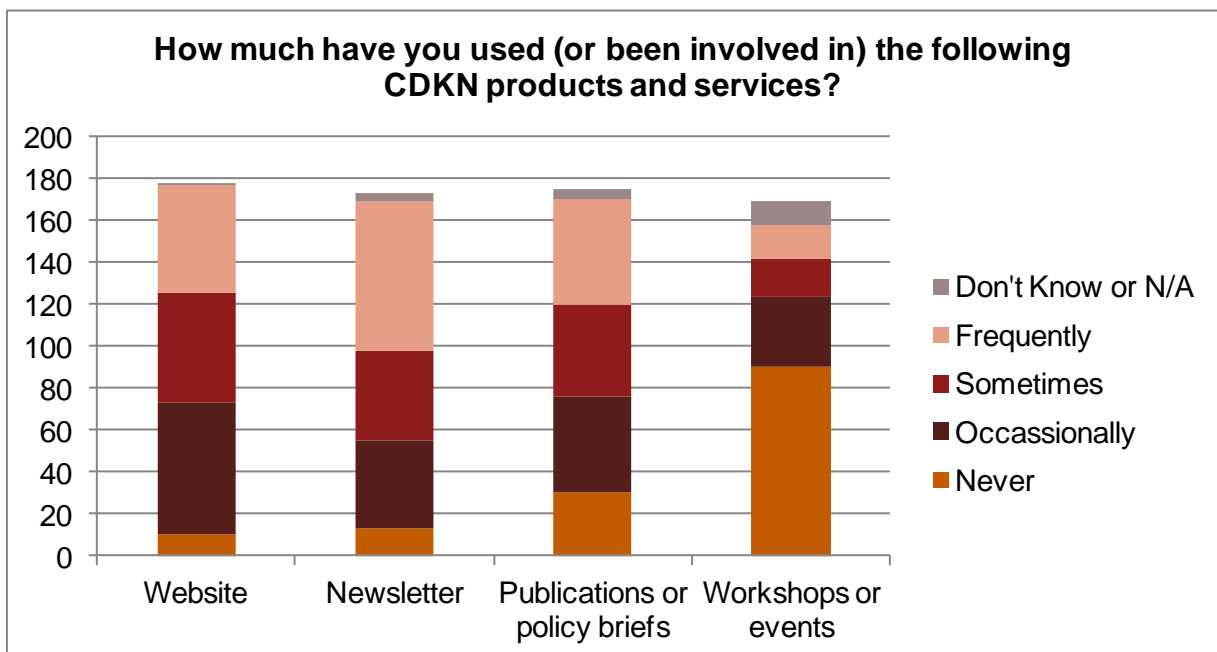
Involvement in CDKN products and services

Respondents were asked how often they had used (or been involved in) various CDKN products and services. The responses were as follows:

CDKN service or product	Never		Occasionally		Sometimes		Frequently		Don't Know or N/A
	n	%	n	%	N	%	n	%	n
Website	10	5.7	63	35.6	53	29.9	51	28.8	1
Newsletter	13	7.7	42	24.9	43	25.4	71	42.0	4
Publications or policy briefs	30	17.6	46	27.1	44	25.9	50	29.4	5
Workshops or events	90	57.0	34	21.5	18	11.4	16	10.1	11

- The most frequently used product and service was the newsletter – unsurprising in view of the fact that the survey was sent out to newsletter subscribers. Over 67% of respondents used the newsletter ‘sometimes’ or ‘frequently’. In fact, over 60% of individual consultants said they used the newsletter ‘frequently’. By contrast, 35% of research institutes ‘never’, or only ‘occasionally’, used the newsletter;
- Nearly 60% of respondents used the website ‘sometimes’ or ‘frequently’, and only 6% of respondents said they never used it. The website was most regularly used by individual consultants (66% ‘sometimes’ or ‘frequently’ using it) and research institutions (62%);
- A similar proportion of respondents said they ‘sometimes’ or ‘frequently’ used CDKN publications or policy briefs. However, a somewhat larger proportion (17.6%) never used them; and
- Over half the respondents had never been to a CDKN workshop or event.

The responses are summarised in the table below:



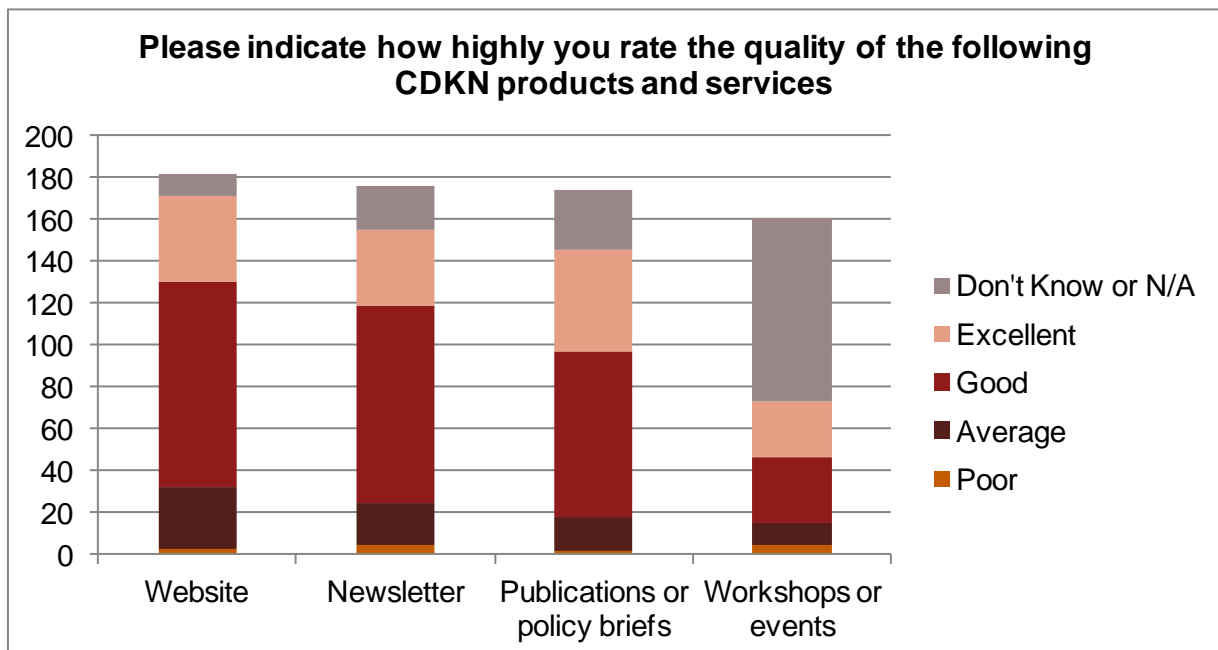
The quality of CDKN products and services

Respondents were asked what they thought about the quality of various CDKN products and services. The responses were as follows:

Quality of CDKN service or product	Poor		Average		Good		Excellent		Don't Know or N/A
	n	%	n	%	N	%	n	%	n
Website	3	1.8	29	17.0	98	57.3	41	24.0	11
Newsletter	5	3.2	20	12.9	94	60.6	36	23.2	21
Publications or policy briefs	2	1.4	16	11.0	79	54.1	49	33.6	28
Workshops or events	5	6.8	10	13.7	31	42.5	27	37.0	88

- CDKN publications and policy briefs received the highest approval rating, with 88% of respondents who ventured an opinion saying they were ‘good’ or ‘excellent’;
- This was closely followed by the newsletter, with 84% of respondents saying it was ‘good’ or ‘excellent’;
- Over 80% of respondents said the website was ‘good’ or ‘excellent’, and less than 2% thought it was ‘poor’. Of the thirteen government departments and ministries that had an opinion, twelve thought the website was ‘good’ or ‘excellent’, and one thought it was ‘average’;
- Fewer people had attended workshops and events, but of those that had, nearly 80% rated them as ‘good’ or ‘excellent’. A higher proportion of respondents thought that workshops and events were ‘poor’ or ‘average’ than the other products and services. However, a higher proportion also found them to be ‘excellent’. The numbers involved are not particularly significant; and
- In general, the proportion of respondents from the South who thought the various services or products were ‘good’ or ‘excellent’ were higher than in the North (88% for each of the website, newsletter and publications respectively).

The figures are shown in the chart below:



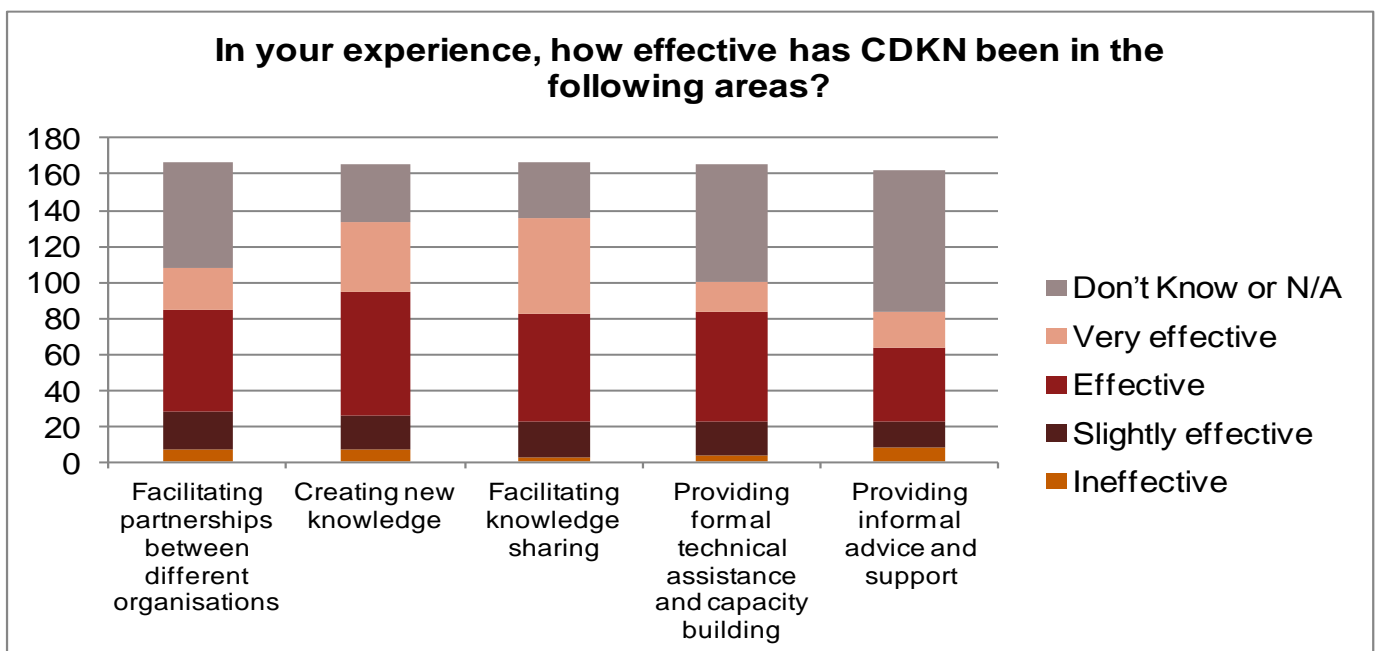
Section 3: CDKN Performance

Area of performance

Respondents were asked how effective (or not) CDKN had been in different areas of its work. The responses were as follows:

Area of performance	Ineffective		Slightly effective		Effective		Very effective		Don't Know or N/A
	n	%	n	%	n	%	n	%	n
Facilitating partnerships between different organisations	7	6.5	21	19.4	57	52.8	23	21.3	59
Creating new knowledge	7	5.3	19	14.3	69	51.9	38	28.6	33
Facilitating knowledge sharing	3	2.2	20	14.7	59	43.4	54	39.7	31
Providing formal technical assistance and capacity building	4	4.0	19	19.0	60	60.0	17	17.0	65
Providing informal advice and support	8	9.5	15	17.9	40	47.6	21	25.0	78

- Over 83% of respondents said the CDKN was 'effective' or 'very effective' at facilitating knowledge sharing. This number rose to 91% amongst respondents based in the South. Knowledge sharing also gained by far the highest 'very effective' response at nearly 40%. Seven out of ten respondents from the government/ministry sector thought CDKN was 'very effective' at facilitating knowledge sharing;
- Just under 80% thought that CDKN was 'effective' or 'very effective' at creating new knowledge, with less than 30% saying 'very effective';
- Around 74% thought the CDKN was 'very effective' or 'effective' at facilitating partnerships between different organisations, although this figure was higher (83%) in the South and much lower (56%) amongst Northern respondents; and
- The lowest ratings were for the provision of informal advice and support, with nearly 30% of those that ventured an opinion stating that CDKN was 'ineffective' or only 'slightly effective' in this area.

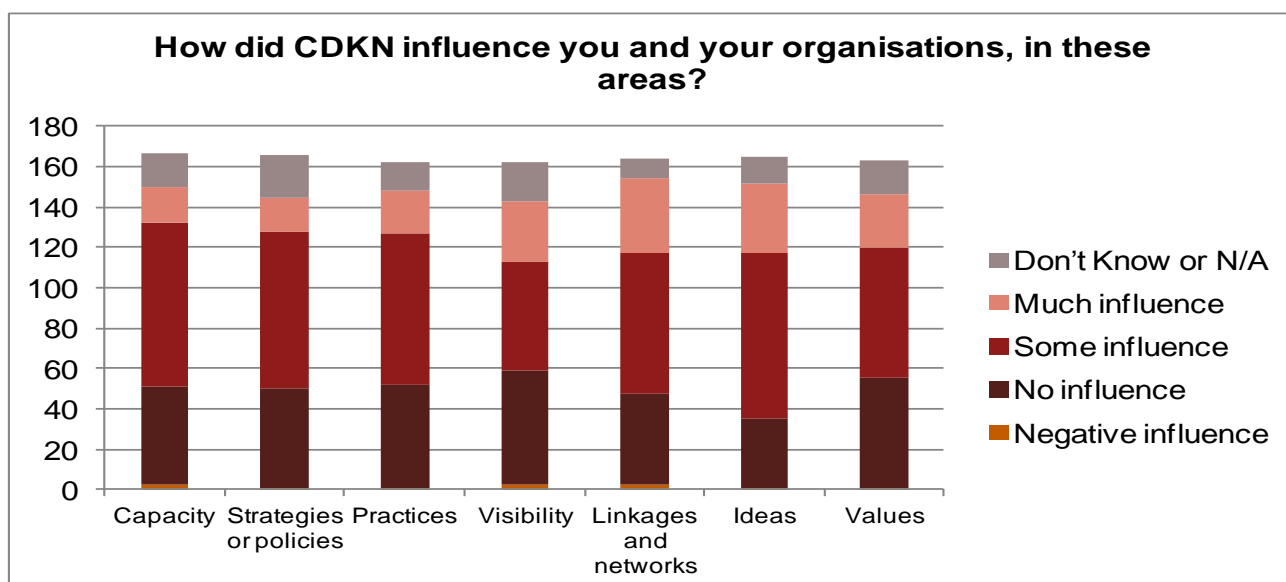


CDKN influence

Respondents were asked how much CDKN had influenced them, or their organisations, in different areas. The responses were as follows:

Area of influence	Negative influence		No influence		Some influence		Much influence		Don't Know or N/A
	n	%	n	%	n	%	n	%	n
Capacity	2	1.3	49	32.7	81	54.0	18	12.0	17
Strategies or policies	1	0.7	49	33.8	78	53.8	17	11.7	21
Practices	1	0.7	51	34.5	75	50.7	21	14.2	14
Visibility	2	1.4	57	39.9	54	37.8	30	21.0	19
Linkages and networks	2	1.3	45	29.2	70	45.5	37	24.0	10
Ideas	1	0.7	34	22.4	82	53.9	35	23.0	13
Values	1	0.7	54	37.0	65	44.5	26	17.8	17

- Over 75% of respondents said CDKN had 'some' or 'much' influence over their ideas, or those of their organisations;
- In all other areas, over 30% of respondents said CDKN had 'no influence' (or in a small minority of cases a 'negative influence'). Over 40% of respondents said that CDKN had no positive influence on their visibility. This was markedly affected by members of the Roster of Experts – where exactly half of all respondents said CDKN had had no effect on their visibility. Nearly 40% of all Roster of Expert respondents also said CDKN had had no influence over their linkages and networks;
- CDKN was reported as having the most influence over organisations' ideas, visibility and linkages/networks, but relatively less influence over capacity, practices or policies. However, more than 60% of all respondents still said that CDKN had at least some influence over their capacity, policies and/or practices;
- The groups most likely to say CDKN had at least 'some influence' over their capacity were NGOs and research institutes. 75% of research institutes said CDKN had had at least some influence over their policies or strategies;
- All nine government/ministries that responded said CDKN had had some influence over their linkages and networks. By contrast, about 60% of individuals said CDKN had had no influence in these areas; and
- In the areas of capacity, policies, practices, visibility and values, more respondents based in the North said CDKN had 'no influence' (or a negative influence) than said it had 'some' or 'much' influence. For linkages/networks and ideas, there was more of a positive balance.



Section 4: Working with the CDKN

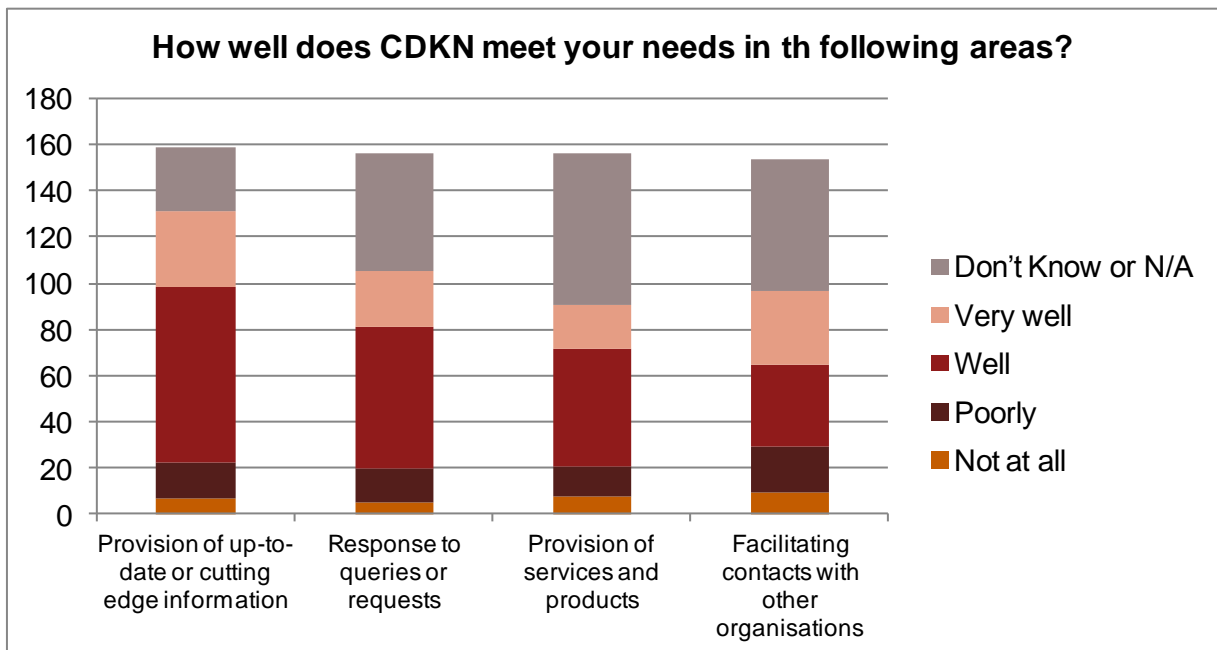
Meeting organisational needs

Respondents were asked how well CDKN met their needs, or those of their organisations, in specified areas. The responses were as follows:

Organisational needs	Not at all		Poorly		Well		Very well		Don't Know or N/A
	n	%	n	%	n	%	n	%	n
Provision of up-to-date or cutting edge information	7	5.3	15	11.5	76	58.0	33	25.2	28
Response to queries or requests	5	4.8	15	14.3	61	58.1	24	22.9	51
Provision of services and products	8	8.8	13	14.3	51	56.0	19	20.9	65
Facilitating contacts with other organisations	9	9.3	20	20.6	36	37.1	32	33.0	57

- 83% of respondents said CDKN supported their need for up-to-date and/or cutting edge information 'well' or 'very well'. NGOs and research institutes were the most positive, whilst over a third of all individuals thought that CDKN supported them 'poorly' or 'not at all' in these areas;
- 81% also said CDKN responded 'well' or 'very well' to queries;
- However, only around 70% said that CDKN had helped facilitate contacts with other organisations. Again, this was most marked amongst members of the Roster of Experts, with over 40% saying CDKN served their needs 'poorly' or 'not at all' in this area;
- Many organisations and individuals had not had direct contact with CDKN, so could not give a response to some of the questions

The information is summarised in the chart below:



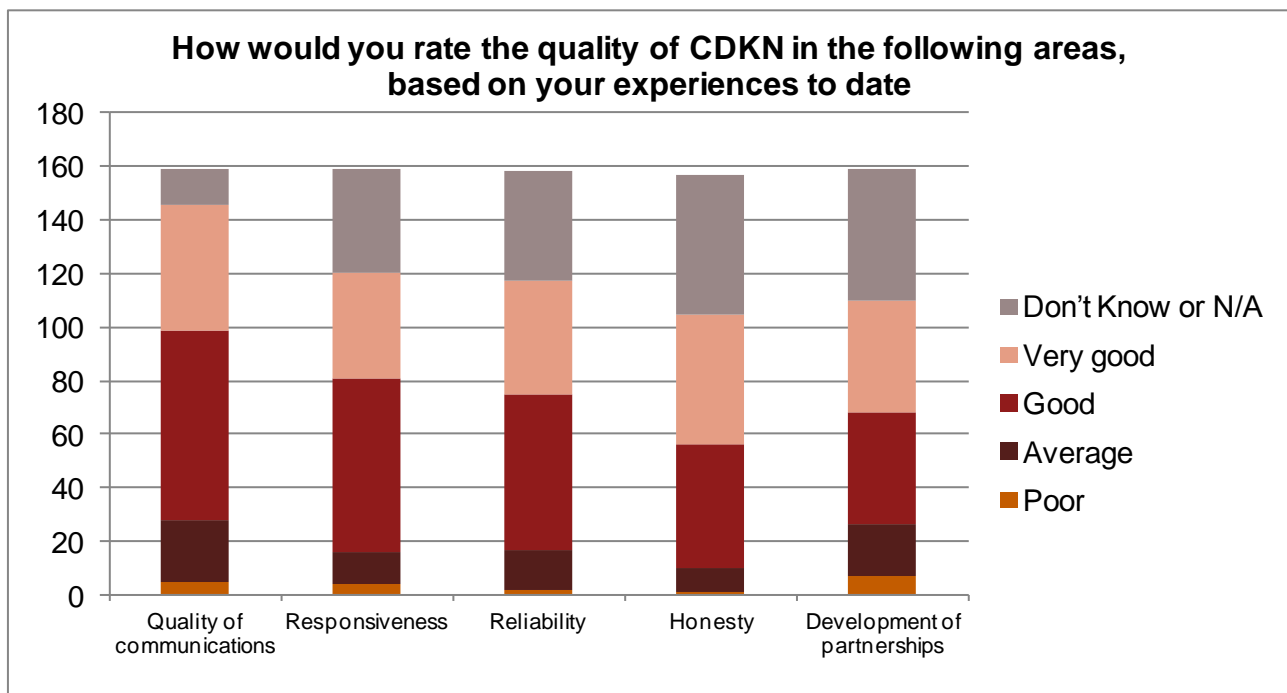
Quality of the CDKN

Respondents were asked to rate the quality of CDKN in different areas. The responses were as follows:

Area	Poor		Average		Good		Very good		Don't Know or N/A
	n	%	n	%	n	%	n	%	n
Quality of communications	5	3.4	23	15.8	71	48.6	47	32.2	13
Responsiveness	4	3.3	12	10.0	65	54.2	39	32.5	39
Reliability	2	1.7	15	12.8	58	49.6	42	35.9	41
Honesty	1	1.0	9	8.6	46	43.8	49	46.7	52
Development of partnerships	7	6.4	19	17.3	42	38.2	42	38.2	49

- CDKN scored over 80% 'good' or 'very good' ratings in all areas except for the development of partnerships, where just over 75% felt it was 'good' or 'very good';
- However, a sizeable minority (19%) felt CDKN was only average or poor at communicating information; and
- NGOs and research institutes viewed CDKN as particularly good at developing partnerships – over 80% rated it as 'good' or 'very good'. By contrast, more individuals rated CDKN as 'poor' or 'average' at developing partnerships than 'good' or 'very good'.

The information is summarised in the chart below:



Section 5: Other information

Respondents were also asked two open-ended questions:

1. Are there any comments you would like to make concerning the quality or performance of CDKN to date?
2. What do you think is the most important question to be addressed concerning the future of CDKN?

A large number of responses were received, not all of which fell neatly into the two categories of questions. A sample of the responses is shown below.

Creation of partnerships and facilitation of networks

Many respondents felt that CDKN should concentrate on the creation of partnerships and facilitation of linkages and networks.

“I think more needs to be done in creating partnerships and platforms for people from different organisations to interact and share learning.”

“The important question that CDKN should focus on in future is strengthening its network and reaching to the practical field workers with pertinent issues of taking poverty and climate smart options of livelihood or green economy together.”

“There needs to be country-based informal (if not formal) networks of people and organisations closely linked with CDKN.”

“Much more emphasis on practical realities blending with academics/theoretical research. Strengthen networks - knowledge brokering and innovation - keep absolute honesty detached from donor priorities as being done now.”

Support to practitioners and organisations in the South

Many respondents also linked the creation of partnerships with support provided to practitioners and organisations working at grassroots or field level in the South.

“How to further engage with existing networks and initiatives in developing countries so they are empowered?”

“Addressing the current knowledge gap of development workers at field level is an important issue to do an effective job through mobilization of the vast majority of the poor and vulnerable farmers on CC Adaptation, mitigation, climate smart agriculture etc.”

“To what extent does CDKN address the needs of grassroots communities? What technical assistance is readily available to them and how easily can they access it?”

“Increase the resources made available in the various areas of climate change, especially to research organizations and think tanks across the third world countries. In this respect, South Asian nations are especially vulnerable to the impacts of climate change hence there is a need to develop robust research based evidence.”

“There’s need to develop the capacity of developing nations in regard to combating climate change. What does CDKN do in terms of integrating the indigenous knowledge in adapting and coping with climate change with the standard modern scientific practices?”

“CDKN should consider funding local based institutions because the impact will be felt. Our institution has never been considered for any workshop by CDKN despite all the efforts which we make to apply for support.”

“I want CDKN to create more partnership with developing countries NGOs in addressing climate change and rural development especially indigenous people who suffers more since they depend on natural resources for their livelihood. Also support research work. CDKN should encourage those who are willing to sacrifice their time in helping others.”

“How CDKN can support the needs of the organization, like ours, that is working on the ground?”

“How to make it a truly global platform How to involve people from the emerging economies and from Africa.”

“How do you involve real climate change and adaptation practitioners in your work, and not those who knew climate change by reading books?”

CDKN's systems and procedures

Some groups also clearly feel that their needs are not being met by CDKN. A couple of people mentioned the lack of emphasis on the work of NGOs. There was also a strong feeling from many people on the Roster of Experts that CDKN is set up to encourage large organisations, and its systems are biased against individual consultants or smaller organisations. Comments related to CDKN's systems and procedures are as follows.

“The newsletter does not come out regularly enough and we have missed invitations to tender because of this. I don't think we should have to continually visit the CDKN site to get this information, and regular updates of procurement calls should be the norm.”

“Much more streamlined communication and procedures around procurement with and between regional partners / services providers and [CDKN].”

“What can CDKN do to facilitate greater involvement on individual consultants on specific tenders, instead of writing specs in favour of larger organisations?”

“I wonder how CDKN makes use of the database of experts?”

“Find innovative modes of knowledge networking beyond the normal tendering process. Normal tendering process could be prohibitive to harnessing talent in select cases.”

“Announcements of Winning Bidders and their attributes [is needed].”

“I wish CDKN would organise a Conference for CDKN Roster of Experts to map out their participation in climate Knowledge dissemination. Important question is sustainable financial support to allow CDKN reach as many Experts as possible and allow them to participate in knowledge creation, research and dissemination.”

“Maintaining momentum and retaining institutional memory based on linkages established and partnerships developed. There is laxity on part of CDKN in relation to procuring of services with third parties where CDKN is playing a coordinating role. No feedback is provided to the bidders with regard to non-successful bids and reasons as to why not successful. This would assist the bidders to strengthen their future bids.”

“Be distinctive, specific and explicit about what you can and cannot offer - to different groups.”

“My experience of CDKN to date and the feedback I have had from colleagues is that PwC's involvement is leading to the partnership being micro-managed. I experienced this directly in terms of the difficulty we faced (as an established UK university) in bidding into one of the recent funding calls. CDKN is supposed to facilitate partnerships with and capacity building among developing country organisations - but the administrative and financial burden that PwC's micro management is demanding makes it difficult even for developed country organisations with established capacity to work with CDKN. Our LDC based partners in our recent bid, despite being relatively good in terms of their admin and finance capacity were completely unable to deal with the demands of the recent CDKN proposal we partnered with them on - mostly due to the ridiculous number of different ways the budget was asked to be presented. Other colleagues have told me they've faced similar

problems with CDKN funded projects. The most important question for CDKN is therefore how to get PwC to understand the need to simplify and reduce the demands put on funded organisations and make this an accessible process for developed and developing countries alike.”

Practical suggestions

A number of practical suggestions were also made by various respondents.

“Make calendar of capacity building events available to us.”

“Workshops should mix low to mid career experts so that there can be induced mentorship.”

“CDKN should build and provide a web page in French for the Francophone.”

“Let the Action Lab Approach in Oxford be replicated in the various regions of the world.”

“Making 'development' a clearer part of climate policy. There are all sorts of ways to do this, but CDKN still doesn't really shape the agenda. More workshops, meetings, newsletters or emails that catch the eye, etc.”

“The e-newsletter is a sort of 'boring' and could use a facelift...sorry.”

“The action lab was great, follow-up through complex, full, non-transparent newsletters and websites is less of a success.”

“Idea sharing among the members by organizing global workshop/seminar annually.”

“I'd like to see where CDKN has reached people and how their lives have been improved. Where and with what kind of project can CDKN have the greatest impact?”

General comments

Finally, there were a number of more general comments, reproduced below – the good, the bad and the downright ugly!

“I joined CDKN recently during the online course on CC, Agric & Food Security of FAO. I am happy & confident about the quality of CDKN and hope this will continue in the future.”

“Still getting to know about CDKN, but seems to be a good well organised programme.”

“CDKN has provided me opportunity to improve my knowledge and expertise in my field of interest. The overall performance of CDKN newsletter and quality of information in the newsletter is quite helpful for me.”

“The performance of CDKN to date is of high quality in term of information to partners and consistence.”

“As to my level of understanding CDKN is working its best to facilitate climate compatible development. Keep it up!. The most important question to be addressed is are we bringing practical impact to mitigate climate change? I am asking this question because in most cases lots of meetings, workshops, seminars, are given, in the end nothing to be practiced. Change will come when we put what we talk into practice.”

“There are so many of these types of communities of practice around at the moment I was sceptical that CDKN would be able to add any value to existing networks. But I do find the updates useful and website easy to navigate. It will be important for CDKN to foster links with others doing similar things and carve a niche for itself.”

“I discovered CDKN by luck on the internet. Institutions are made to be contacted by innovators: come to universities, government agencies, etc. to talk about what you are doing worldwide including the intentions to introduce your activities wherever you want. I personally found the idea of

"Climate Compatible Development" extremely innovative and useful to attack troubles and weaknesses in development process especially in semi-arid areas

"Can't really see the point of CDKN ~ just another delivery mechanism trying to carve a niche in a crowded market place ~ no added value just "me too"

"Transparency and quality of staff. Staff quality, leadership and direction is very poor."

"It needs a stronger core and network. I am not sure where it's USP is- probably technical assistance."

"Overall very strong information resource and one of the first places to go for answers. What happens next?"

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