



# Global Partnership Examining Power Survey Results

**The Global Partners “Examination of Power” Survey was sent to 158 Both ENDS partners on 4 September 2023 in five languages (Bahasa, Portuguese, French, Spanish, English). By the end of September, 82 partners completed the survey (54% responded).**

# Purpose of the process

1. A clear and documented process that seeks to understand the Both ENDS partnership experience regarding how equity and power are experienced by partners with Both ENDS.
2. Increased understanding of the power that Both ENDS staff holds and how Both ENDS can better share access and power towards fair and equitable partnerships.
3. To develop and implement a process that results in partners and BE staff having increased understanding and improved ability to discuss issues of equity and power in a 'safe' and comfortable manner.
4. Increased understanding of the chain of relationships between Funders, Both ENDS and the global partner network (example: Households, Communities, CBO, NGO, INGO, Policymakers, Funders).
5. Learning of how trust can offer an entry point to more solidarity and joint strategizing using the respective advantages between Both ENDS and global/local partners.

# Possible Outcomes

1. Increased clarity and mutual understanding of roles and responsibilities between Both ENDS and global partners.
2. More congruence between BE partnership values and aspirations and partnership practices.
3. Updated policies and processes tailored to the needs and experiences of partners.
4. Increased and deepened trusted relationships and partnerships.
5. A summary of learnings and practices that can inform and be incorporated into Both ENDS new institutional strategic plan (2025-2030).
  - a. Other possible mechanisms or processes for institutional change:
    - i. MoUs and Code of Conduct
    - ii. Questions within annual evaluations or any partner reports
    - iii. Partner safety team / System of Care
    - iv. Integrity policy (in case of internal/external complaints)
    - v. Design of programmes and resource allocations

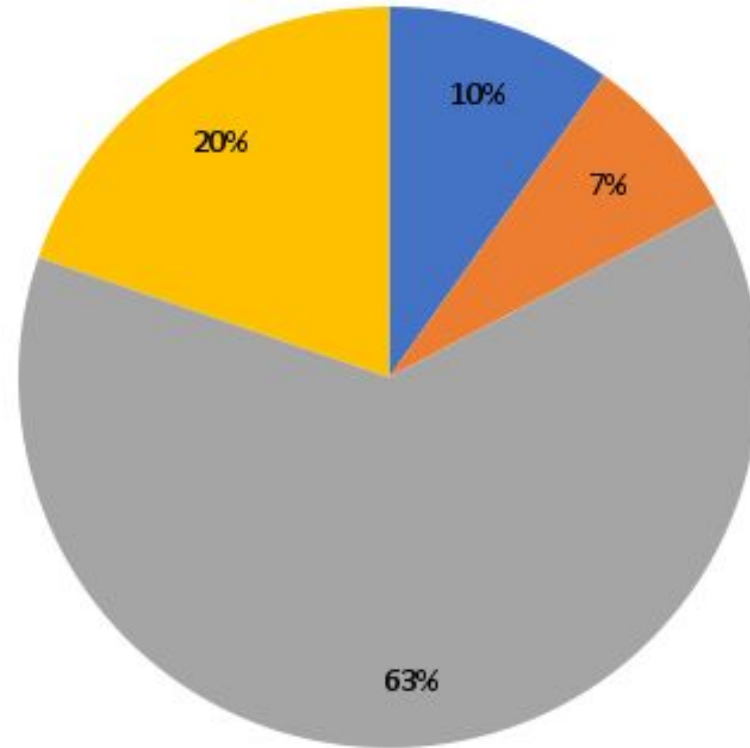
# Methodology & Process

- A. The Global Partners “Examination of Power” Survey was collaboratively designed by members of the Both ENDS staff team, global team of partners invited to guide and inform this process and the Consultant Team.
- B. The Global Partners “Examination of Power” Survey was sent to 158 Both ENDS partners on 4 September 2023 in five languages (Bahasa, Portuguese, French, Spanish, English). By the end of September, 82 partners completed the survey (54% responded).
- C. Completed Surveys were translated into English by language access practitioners who accompanied the overall process.
- D. The Consultant Team completed multiple readings of the survey results per language-specific results as well as overall in aggregated results in English
- E. Consultant Team completed thematic coding and through working sessions identified key patterns and themes.
- F. The quantitative data from the five surveys was aggregated to present results from the respondents collectively
- G. The Consultant Team shares recurring themes, needs and questions from open-ended questions as well as meaningful quotes illustrating themes and/or important experiences
- H. Consultant Team has aimed to account for the ways that language is reflective culturally and regionally.

# Q1: How did your org first come in touch with Both ENDS?

63%: We were connected with Both ENDS via a common network

How did your org first come in touch with Both ENDS?



- Both ENDS reached out directly to us
- We reached out to Both ENDS
- We were connected with Both ENDS via a common network
- Other (please specify)

## Q2: What motivated you to work with Both ENDS, when you first entered this partnership? (Please select up to 5)

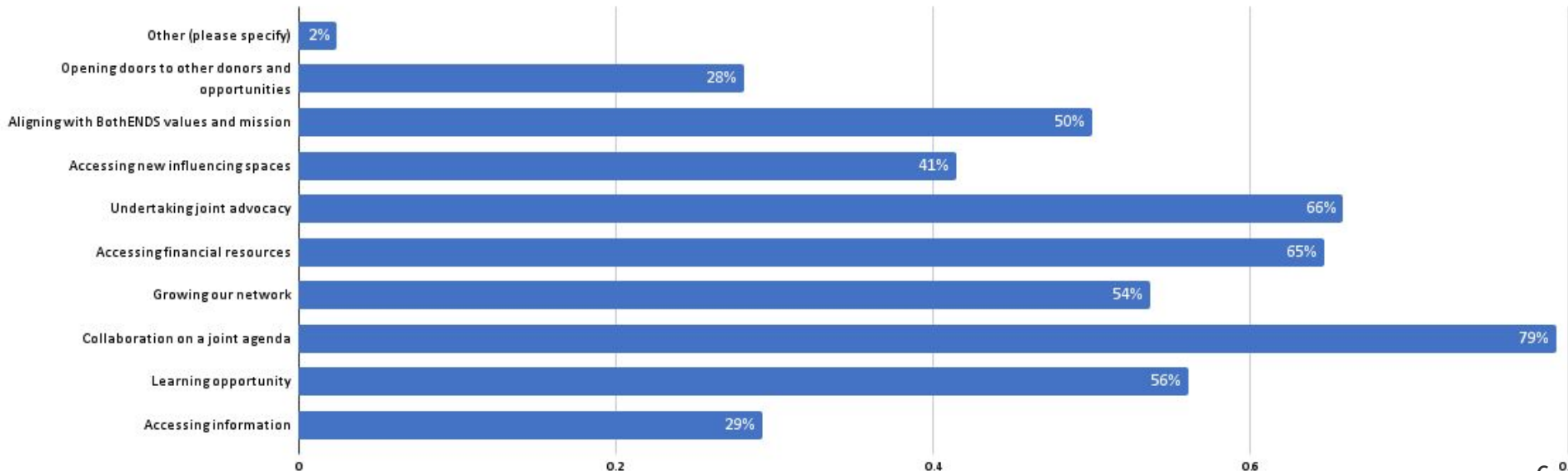
**79% of respondents:  
Collaboration on a joint agenda**

**66% of respondents:  
Undertaking joint advocacy**

**65%: Accessing financial resources**

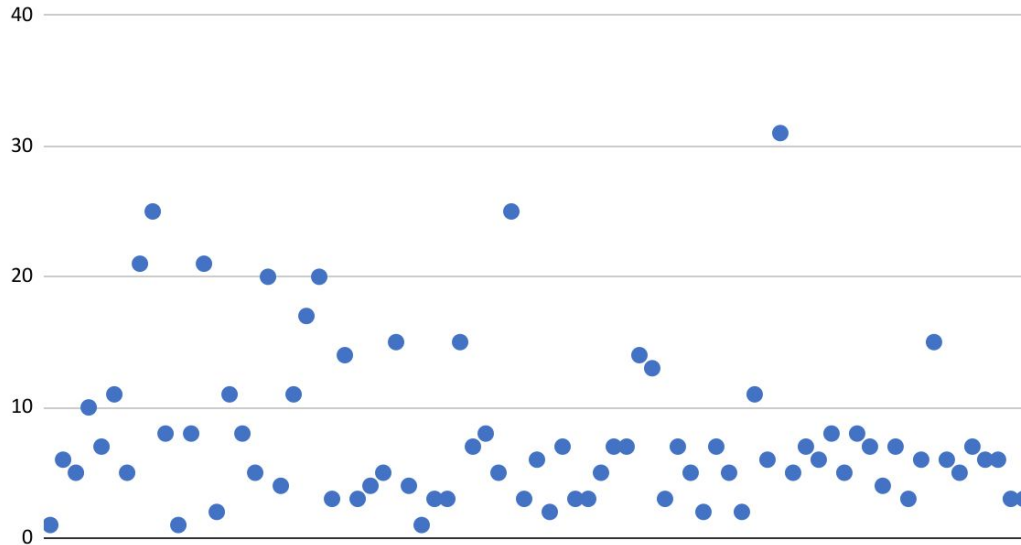
**56%: Learning opportunity**

What motivated you to work with Both ENDS, when you first entered this partnership?



### Q3: When: How many years has your organisation been in partnership with Both ENDS?

#### Years



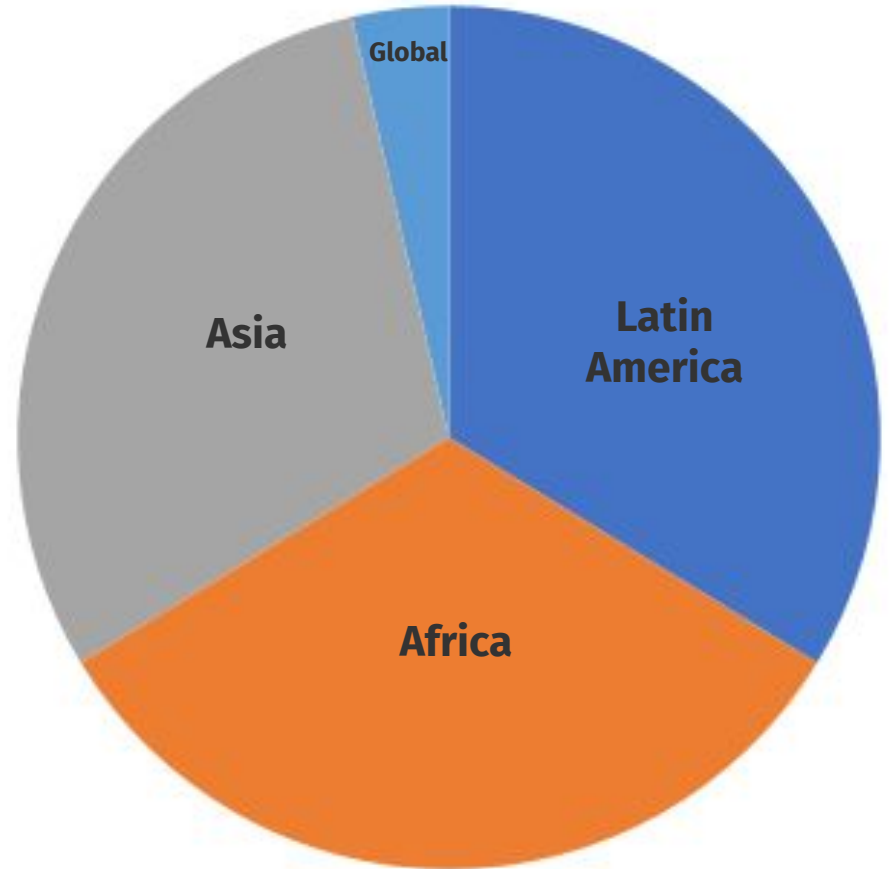
- Most respondents have less than 10 years of partnership
- The average is near 8 years
- A majority of respondents are in this range:
  - 1.5 years to 13 years of partnership with Both ENDS

**Q4: Regional context: What region is your work primarily based in?**

- Africa 34%
- Latin America 33%
- Asia 30%
- Eastern Europe
- Global 4%

82 completed surveys

What region is your work primarily based in?



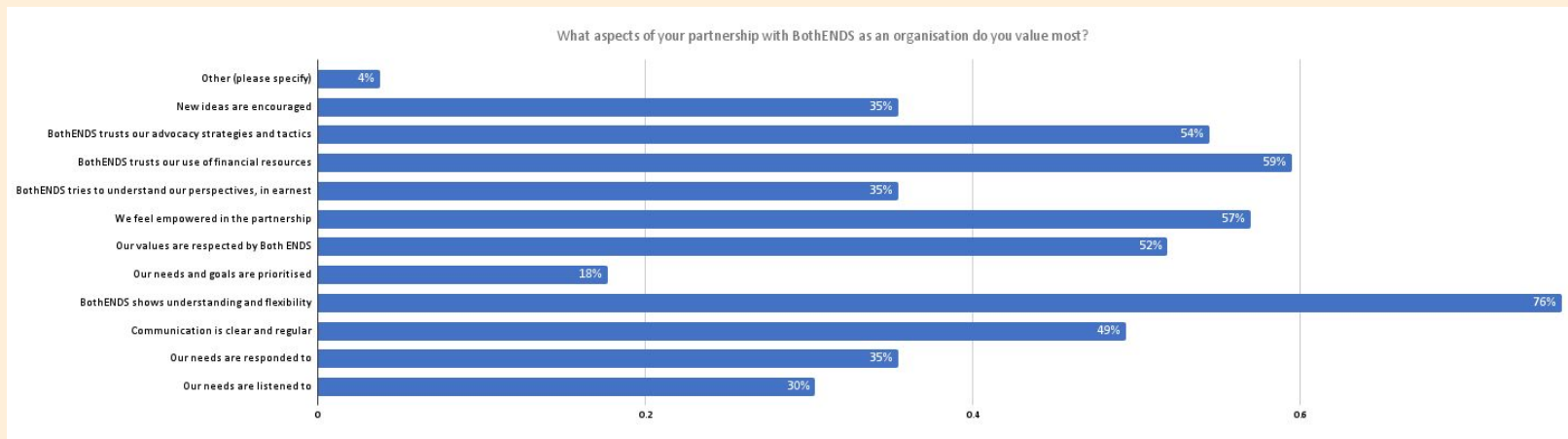


**Q5: How does your partnership with BothENDS serve the purpose of your organisation?  
Please rank these options from most to least important.**

**(1: Ranked Less important ----- 5: Ranked Most important)**

- ★ **4.8** — Advocacy - Collaboration on joint agenda, accessing new influencing and policy spaces, increases impact of our advocacy
- ★ **4.4** - Funding - Access to financial resources, increases impact of our activities, exposure to new donors
- ★ **4.0** - Network and alliances - Growing network, increases visibility to our work, helps us grow our network nationally and internationally
- ★ **3.7** - Capacity Strengthening - Provides opportunities to develop our internal capacities, supporting strategic reviews of our organisation
- ★ **2.9** - Values and Mission - Aligned Values

## Q6: What aspects of your partnership with BothENDS as an organisation do you value most? Please select up to 5.



**76%: BothENDS shows understanding and flexibility**

**59%: BothENDS trusts our use of financial resources**

**57%: We feel empowered in the partnership**

**54%: BothENDS trusts our advocacy strategies and tactics**

**Q7: On a scale of 1 (completely disagree) to 10 (completely agree) (with 5 neutral), please rate the following statements.**

**Over 80% of respondents showed significant agreement for the following statements:**

- We feel supported by Both Ends.
- We feel high levels of mutual trust in our partnership with Both ENDS.
- We can communicate directly, clearly, and openly in our partnership with Both ENDS.
- We feel empowered by our partnership with BothENDS.

**Under 60% of respondents showed agreement for the following statements:**

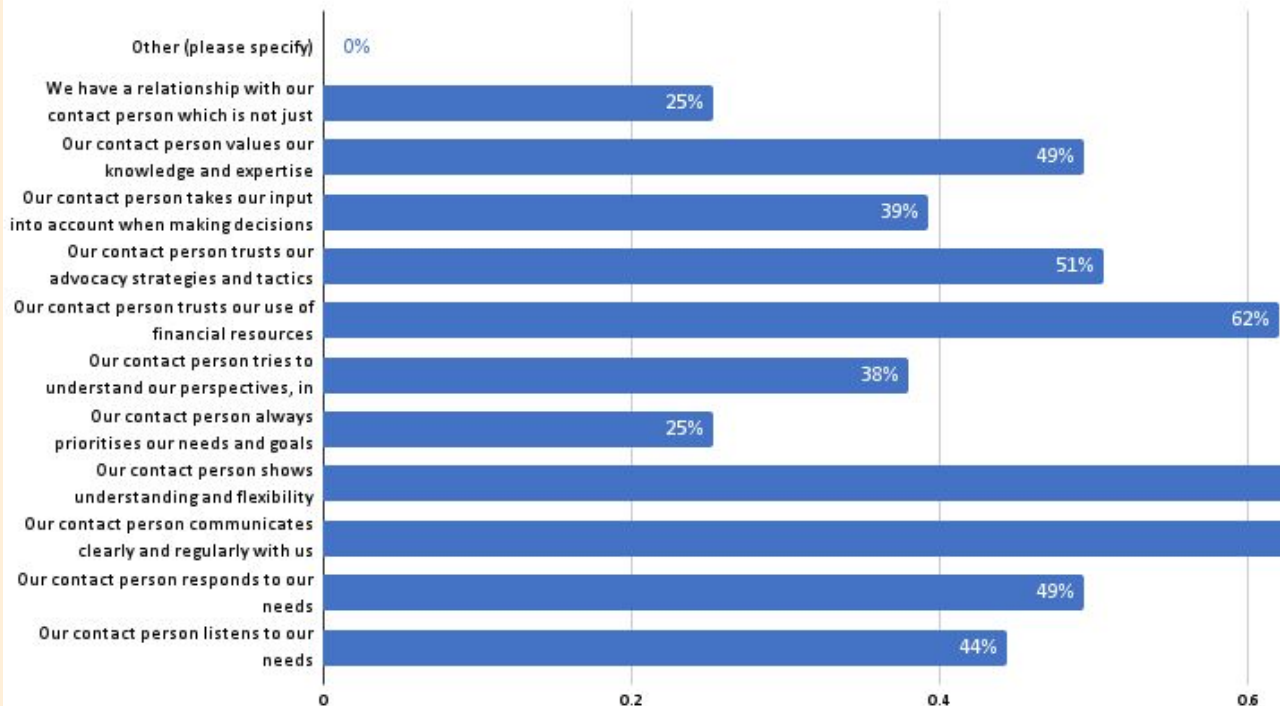
- Our partnership with BothENDS is equitable.
- BothENDS uses its position to give us access to resources/donors.

**This statement received the most neutral responses:**

- BothENDS uses its position to give us access to policymakers.

## Q8: What aspects of your relationship with your Both ENDS contact staff member do you value most? Please select up to 5.

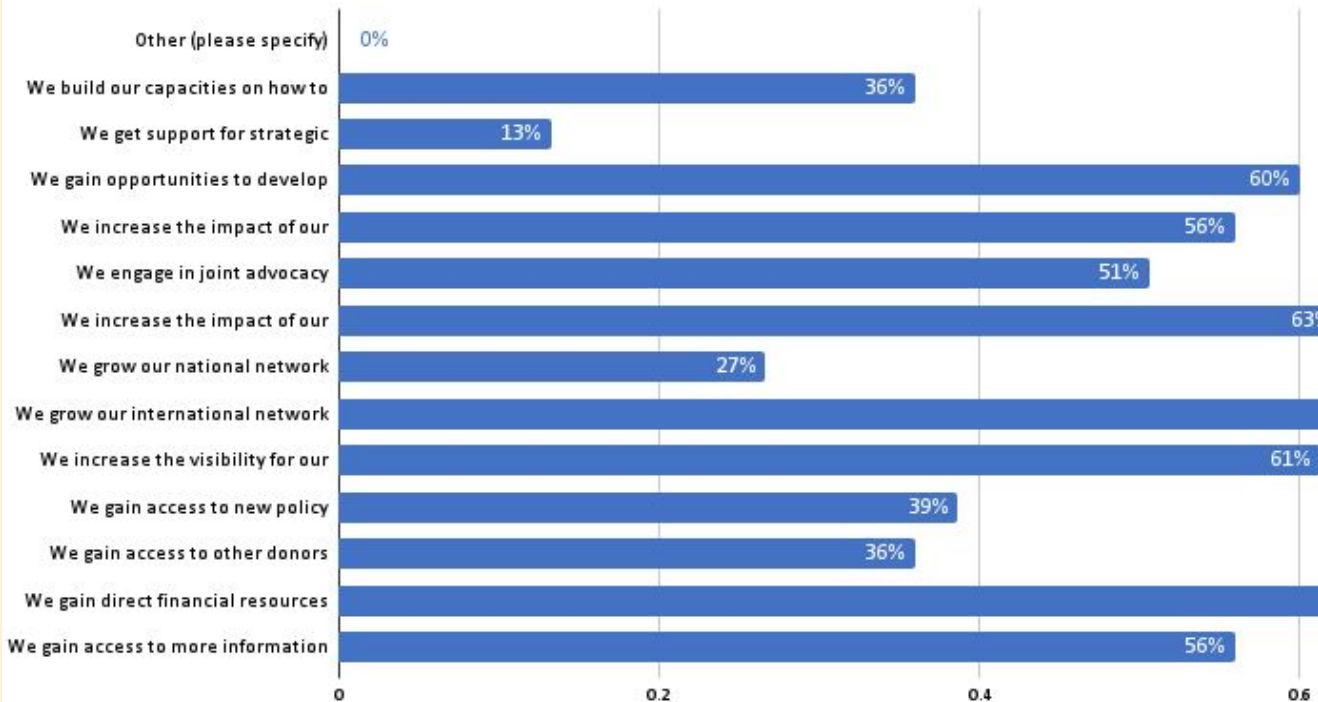
What aspects of your relationship with your Both ENDS contact staff member do you value most?



- ★ 70%: Our contact person shows understanding and flexibility
- ★ 68%: Our contact person communicates clearly and regularly with us
- ★ 62%: Our contact person trusts our use of financial resources

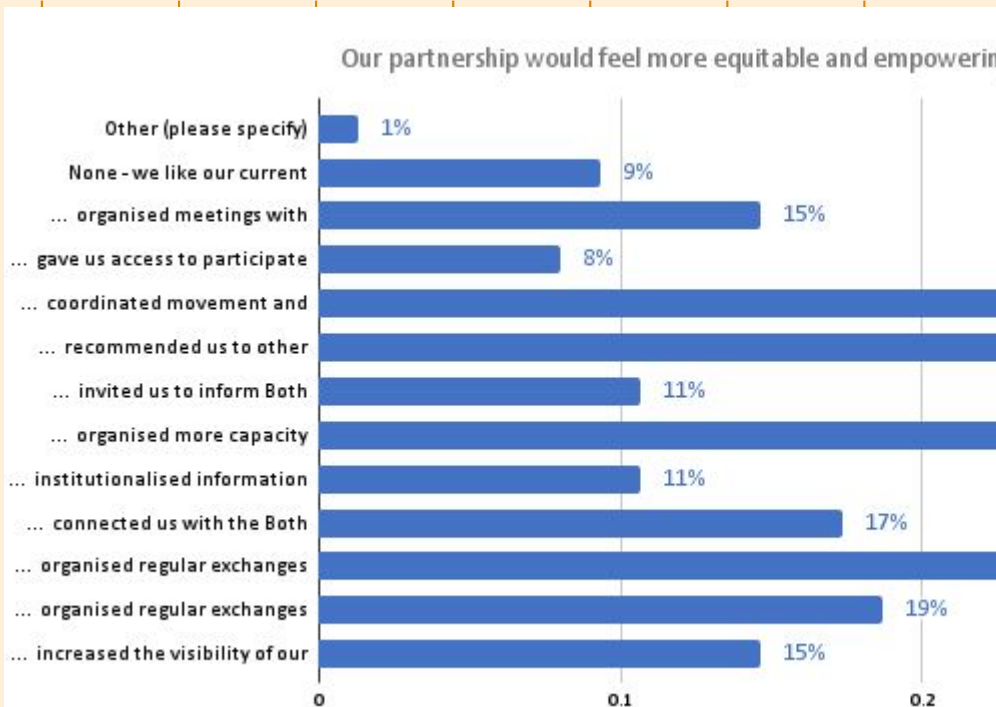
## Q9: How does your partnership with Both ENDS enable you to achieve your goals?

How does your partnership with Both ENDS enable you to achieve your goals?



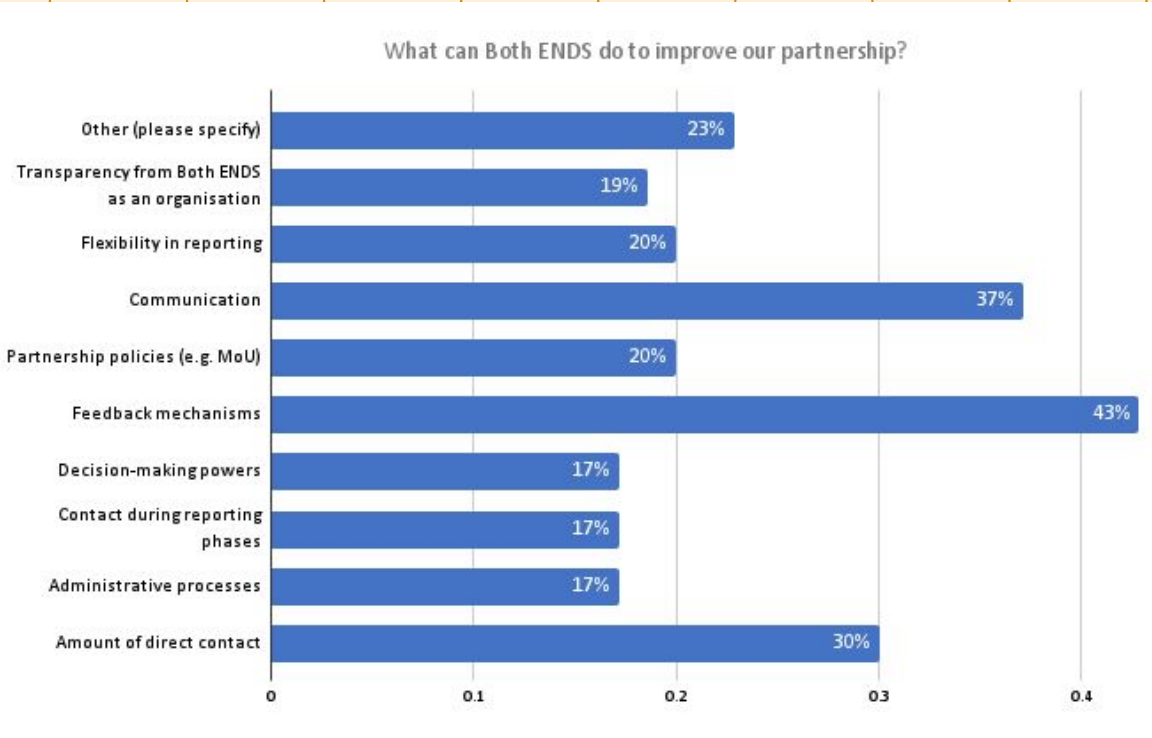
- ★ 77%: We grow our international network
- ★ 68%: We gain direct financial resources
- ★ 63%: We increase the impact of our advocacy

## Q10: Our partnership would feel more equitable and empowering if Both ENDS...



- ★ 31%: ... organised more capacity building activities
- ★ 29%: ... recommended us to other donors and foundations
- ★ 29%: ... coordinated movement and coalition-building with other partners in our country/region or with global partners working on similar topics
- ★ 28%: ... organised regular exchanges with global partners working on similar topics

## Q11: What can Both ENDS do to improve our partnership? In which areas do you see room for improvement?



- ★ 43%: Feedback mechanisms
- ★ 37%: Communication
- ★ 30%: Amount of direct contact

## Q11: What can Both ENDS do to improve our partnership? In which areas do you see room for improvement?



### **23% Other:**

- “we are satisfied as it is but linking us with other topical networks is very much welcome.”
  - *“existing partnership is very satisfactory”*
  - *“We already experience a good engagement on the options listed above”*
  - *“We are satisfied with existing interaction and flexibility of our partnership.”*
  - *“we like our current partnership with Both Ends”*
  - *“We believe that nothing needs to be changed”*
- “Raising funding thresholds”
- “promoting cooperation with other donors”
- “more capacity building opportunities and opportunities for mutual sharing”
- “Access to information on the internal management process to minimize uncertainties; to know the donor's policies”



**Q 12: Based on the above, please elaborate on the points that need further improvement in your partnership with Both ENDS.**

**Communication:** Comments on communication, including external communication about the partners' work and internal communication with Both ENDS, were the most common theme expressed.

**(External) communication: Communicate (externally/within BE network) about our activities/results, visibility**

- “improve communication to transmit the results achieved with the project to improve the visibility of the results and to share them throughout the network.” This quote was selected as it is representative of the link many respondents made between BE's communication around their partners and the visibilisation of partners' impact and results.

**(Internal) Communication:**

- Communication/increase points of contact with BE, e.g. through on the ground/local reps

**Q 12: Based on the above, please elaborate on the points that need further improvement in your partnership with Both ENDS.**

**Movement-building/collaboration among BE network: Meet with rest of BE network, share experiences, establish connections for joint work, e.g. regionally/nationally/thematically. This was the second most common theme.**

- “Our suggestion for improvement is to link us also in other networks where possible. BothENDS may not see it as our “typical” network but sometimes, being in other networks allow us to learn more, grow and strategize better.”
- “Keep on improving and expanding local-global strategic partnerships with impacts.”
- “Both ENDS could perhaps allow us to share our experience in international meetings with other partners so that we also learn from these partners in the Both ENDS network in Asia or Latin America”
- “We deeply appreciate the flexibility of Both Ends in different aspects, we believe it is important to have more connections and relationships to be able to inform with greater relevance and concreteness some aspects of our work to strengthen the actions that we may have. Especially at the international level, it would be very useful to have more feedback meetings and opportunities to exchange experiences with other partners.”

## Q 12: Based on the above, please elaborate on the points that need further improvement in your partnership with Both ENDS. (four other prominent themes)

**Feedback:** More and consistent spaces for feedback around projects & partnership

**Sustainability:** Support for sustainability of the organisation (e.g. through longer grant cycles, linking us to other funders, capacity building)

**Reporting:** less mid-term reports, more progress calls, better alignment with lived reality/dynamics of implementing org/project, flexibility

- “We would love to have regular contact or discussions during the period of implementation of the projects to discuss on the progress of the projects and any other emerging issues that can be shared with BothEnds to devise to be guided on how to approach those emerging issues.” *This quote was selected as it highlights the intersection between recommendations and comments regarding reporting dynamics.*

**Transparency of BE:** e.g. use of funds, monitoring processes, decision-making power and processes (accountability)

- “Actually we have a great collaboration, the only thing is that in order to understand them better it is necessary to know them more deeply, that is why having some transparency spaces would be very worthwhile, in which we are not only donors giving reports but where there is a bilateral or multilateral accountability.” *This quote was selected for it highlights an interesting link between transparency of Both ENDS and accountability to its partners, which can be part of a process of shifting power in the partnership.*

**Q 12: Based on the above, please elaborate on the points that need further improvement in your partnership with Both ENDS.**

“To improve the partnership between our organization and Both ENDS, several key areas require attention and enhancement. Firstly, in the realm of advocacy and policy-related processes, clear objectives, robust monitoring and evaluation systems, and strengthened stakeholder engagement are crucial for achieving desired outcomes. Secondly, focusing on capacity development necessitates a comprehensive needs assessment, tailored training programs, and a commitment to long-term sustainability. At the national and international levels, strategic alignment of advocacy efforts, rigorous research and analysis, and skill-building in lobbying are vital. A robust feedback mechanism, consisting of regular communication and active integration of feedback, can significantly enhance partnership dynamics. Flexibility in reporting processes, with customized and potentially real-time reporting, ensures transparency and relevance. Lastly, to maximize advocacy impact, diversification of partnerships, effective media and communication strategies, and a commitment to advocacy innovation are essential. By addressing these areas, our partnership with Both ENDS can be more effective and adaptable, driving positive environmental and social change.”

*This quote was selected as it encapsulated many of the different themes that were highlighted in response to this question.*

**Q 13: Notions of power, equity and trust mean different things to different people. For example, striving for equity and trust within a partnership can involve acknowledging one's own mistakes, valuing partners' knowledge, allowing autonomy, showing flexibility and an ability to learn/unlearn/relearn...**

### **Examples of Equitable Power**

**Ways of Working, A large majority of participants view are compiled below:**

- Being provided with the opportunity to brainstorm ideas in developing strategies, planning, and implementing projects that fit our culture and needs.
- There is flexibility in moving across and reallocations across budget lines.
- Our suggestions and ideas have been accepted and responded positively.
- Both ENDS do not impose strategies but encourage mutual sharing of ideas.
- Pursuing the same program goals and results while working with Both ENDS.
- Partners have the autonomy to plan projects that can be implemented within the given financial availability of funds.
- Our queries are responded to promptly and accurately.
- It helps that Both ENDS have staff working for a long time and that helps in building trusting relationships and long-term partnerships.

## Q 13: Examples of Equitable Power: Notions of power, equity & trust mean different things

### Attitude, A large majority of participants view are compiled below:

- A. There is an appreciation of partners' work. Some respondents gave specific examples which are represented by this quote, while a majority gave broad examples which are represented in the below points, *“Each feedback to the reports we send are answered with words of appreciation to the work, rescuing the positive, or when we plan projects there is confidence to talk and learn more about the proposal, but there is never imposition”*.
- B. There is an understanding of delays in reports
- C. Demonstration of a relationship of trust
- D. Acceptance of territorial and institutional challenges we face.
- E. There is an attitude to listen and be supportive.
- F. We feel respected and valued by Both ENDS.
- G. There is a comfort level and confidence in requesting support when required, and clarifying doubts while preparing proposals and we have received prompt responses from Both ENDS.
- H. There is a space to voice our opinions, debate, ask questions, and oppose something we do not agree with.
  - I. Recognition that Both ENDS and Partners are part of the same ecosystem, the same chain where they are bigger and Partners are smaller, however, both walk in the same direction.
  - J. Both ENDS is respectful and respond to the needs and aspirations of the local community and respect their participation.

*One respondent made this point, which we thought was important to highlight, “We appreciate that Both ENDS approached us many years after the partnership had ended when we faced a serious event and offered support”.*

## Q 13: Examples of Equitable Power: Notions of power, equity & trust mean different things

### Examples of Equitable Power

#### Advocacy, Shared by a few respondents

- Share information regularly
- Offer to connect with other networks
- Invite participants to work on advocacy asks, joint advocacy efforts, and suggestions for advocacy are considered and welcomed.

#### Evaluations, Shared by a few respondents

- Validation of mid-term and annual reports, joint and critical evaluation of agreed activities and indicators, progress indicators, and annual audit of expenditures.

## Q 13: Notions of power, equity and trust mean different things to different people...

### Examples of Inequitable Power

#### Funding

- A few respondents shared that allocations for overheads and honorarium for local partners are very small, even though local partners are subject to domestic rules related to worker's wages.
- The funding should be adjusted to the needs of the intervention.
- A few respondents shared that the funds come in late and that impacts the program implementation.
- There is a power imbalance when deciding about long-term grants

This quote represents the statements of some of the respondents, *“Any organization that can decide on the financial resources of who should receive how much, as well as impose predefined models of reporting and submission has more power than the organizations being supported. The relationship is not equitable when Both ENDS holds more information about the supporting organization and does not share all the information collected from the organizations supported with them.”*

#### Communication

- Not being in regular touch with partners
- In the recent times, communication has been weak



## Q 13: Examples of Inequitable Power: Notions of power, equity and trust mean different things ....

### Partnerships --- A few respondents stated the following points:

- “(In our partnership) Both ENDS have not been transparent about themselves and how they make decisions.”
- “Enlarging pool of partnerships has impacted the kind of relationship we had with Both ENDS earlier.”
- “Long-term partnerships have been sustained due to personal relationships with staff of Both ENDS rather than results.... This is unfair to those who, with the same funds, do achieve results and also make efforts to improve their organization in terms of administrative management, institutional policies, intergenerational turnover, women in decision-making positions, etc.”
- This quote represents the statements of few respondents and it was compelling hence presented, “Both ENDS need to self-reflect about power imbalances.”

## Q 14: Building on your reflections around the previous question, what might an equitable partnership with BothENDS look like for you?

### Values and Principles-aligned Partnership:

- A summary of responses express: More openness in expressing ideas, decision-making, and policies applicable to partners. Listen to each other. Stand in solidarity with partners and develop a common movement by respecting each other's knowledge and capacities. Demonstrates more flexibility
- *"joint reflection, mutual respect and coordination"*
- *"Acknowledge principles of equality, mutuality, reciprocity, and respect"*

### More joint learning & Joint advocacy: international exchanging, events

- Expand joint advocacy activities: international development partners, media, private sector, other donors/funders
- Opportunities for linkages to networks by provide more interaction among regional partners

### Transparency – Both ENDS are transparent about their funding,

where both partners are made aware of the finances and transparency is displayed.

- *"Not sure please but I guess where Both Ends get their money dictates their agenda so that agenda is passed to the recipient organizations"*
- *"In my view, some organizations are always placed in a more privileged position, leading to a hierarchy in relationships, which does not translate into equity or a relationship of trust."*

## Q 14: Building on your reflections around the previous question, what might an equitable partnership with BothENDS look like for you?

- ★ *“Between us and BothENDS, there is trust and comfort both at the individual (staff) level, as well as organizational. Looking at the other networks we work with, this distinct relationship may stem from our long relationship with them. This familiarity allows for the fostering of trust, professionalism, as well as comfort and confidence but to balance this out, there is still respect and accountability from both parties. Incorporating our relevant/ useful inputs into their program designs and institutional development processes.”*
- ★ *“I believe there are areas in our expertise that has been growing with time, areas that both of us could benefit for better coordination. That has not been fully recognized by then in full, we feel. That is where we could connect more deeply in the future.”*
- ★ *“An equitable partnership with Both ENDS would be characterized by transparency, open communication, and shared decision-making processes. Both organizations would commit to mutual capacity development, ensuring that resources are allocated fairly and reflect each partner's contributions and needs. Inclusivity would be a priority, involving affected communities and stakeholders in decision-making, while adaptability would enable the partnership to respond to evolving challenges. Mutual learning, accountability, shared values, and long-term commitment would underpin the partnership, fostering trust and sustained impact. Equitable distribution of benefits among stakeholders and conflict resolution mechanisms would ensure fairness and constructive collaboration, ultimately driving positive change in environmental and social advocacy.”*

## Q 15: Is there anything else you would like to share about your partnership with Both ENDS? Or do you have any final comments, suggestions or feedback you can offer Both ENDS?

### Generally positive feedback - A majority of respondents

- ★ *“A relationship based on trust and respect has allowed us to grow and gain access to other resources”*
- ★ *“We are very pleased with our relationship with Both Ends. We have had a good experience. As a result of this relationship we are growing as an organization, achieving our goals and objectives. Thank you for everything!”*
- ★ *“I think that it's a chance and great opportunity that Both ENDS offers us in this model of sincere, equitable and very free partnership; we even praise our partnership with Both ENDS compared to other partners and projects.”*
- ★ *“Overall, I admire Both ENDS' Theory of Change and Institutional Strategy which prioritizes the system change approach.”*
- ★ *“Both ENDS has been a consistent organization - providing financial, technical and spaces for our program work. We are grateful for this partnership.”*
- ★ *“Our partnership with BothENDS has been characterised by Trust and responsible execution. Constant exchange of progress with the contact person has been very encouraging.”*

**Q 15: Is there anything else you would like to share about your partnership with Both ENDS? Or do you have any final comments, suggestions or feedback you can offer Both ENDS?**

- ★ “Suggest promotion of networks and connections, exchanges, synergies”
- ★ “Let’s continue to build a long term joint work agenda”
- ★ Some respondents shared requests for direct grant/more financial resources/longer-term resourcing
- ★ Some respondents shared more direct contact (through on site visits in projects and in the Netherlands) with Both ENDS
- ★ Some respondents shared hope that Both ENDS will maintain policy of respect for autonomy in our work

**Q 15: Is there anything else you would like to share about your partnership with Both ENDS?  
Or do you have any final comments, suggestions or feedback you can offer Both ENDS?**

**“I think they should revisit their whole position about local funds in the global south. There is a lot of development in narratives in this area that we don't feel they are fully aware of, thus have not incorporated to the level that we would like them to”**

**“To enhance the partnership with Both ENDS, it's vital to prioritize continuous evaluation and improvement, with a focus on achieving advocacy and capacity development goals and maintaining equitable practices. Consider establishing a joint steering committee for decision-making and conflict resolution, explore joint fundraising opportunities, and maintain strong communication both internally and with external stakeholders. These measures will promote transparency, alignment, and the sustainability of the partnership, ultimately furthering its impact in environmental and social advocacy.”**

# Observations & Insights from Researchers/Consultant Team

1. **Meaningful & Positive Feedback:** Overall the survey respondents shared positive feedback of their partnership with Both ENDS and shared appreciation for the partnership
2. **Mission-aligned Partners:** A majority of partners describe Both ENDS as an international mission-aligned advocacy partner, many do not see Both ENDS only a funder/donor
3. **Length of Partnership allows for depth:** Both ENDS partners have an average **8-year relationship**. The length of relationship allows partners to have continued connection with Both ENDS that facilitates deeper relationships. We noticed differences between “older” and “newer” partners regarding sharing feedback with Both ENDS.
4. **Shift from Individual to Institutional:** There is strength in the partnership with Both ENDS and it also requires attention, such as increased and standardized process and practices with the Both ENDS direct contacts. Partners asked for a shift from individualised to institutional relationships and some partners asked for increased consistent communication with their direct contact.
5. **Partners shared the following areas for strengthening and improvement:**
  - a. Improve and standardise feedback and reporting mechanisms. Instead of a report can we hold a feedback call?
  - b. Transparency: Communicate more how decisions are being made
  - c. More & consistent direct contact/communication between Both ENDS and partnership contact
  - d. More connections to funders/donors: Use and leverage your power to make connections
  - e. More connections to international network and advocacy spaces
  - f. Share and amplify partners work more externally
  - g. For some partners the delay in receiving funds impacted work on the ground
  - h. Increase capacity strengthening support offered to partners
  - i. Convene and coordinate more regional connections between partners, spaces where partners come together

## Researchers/Consultant Team



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**Thank you to BothENDS & all the partners that participated, guided and informed this effort.  
For any questions, please contact [Ingrid.Benedict@gmail.com](mailto:Ingrid.Benedict@gmail.com)**