

Survey among Southern E-Motive Partners



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1. Introduction

1.1. What is E-Motive?

E-Motive is a programme which facilitates exchanges of knowledge by linking agents of change (experts) from the 'Global South' (Africa, Asia, Latin America and Middle East) to agents of change in the Netherlands, Poland and Spain. In this way, these agents of change can come to new and better solutions to problems that are in common in both parts of the world. Since its inception in 2006, over 80 South-North exchanges have been organized between 30 Dutch and Southern civil society organizations. In 2013, E-Motive was rolled out in Poland and Spain. Each of these countries' contexts asks for its own E-Motive approach, but all have in common the drive to identify civic driven change solutions to local problems through an exchange between professionals worldwide.

1.2. Research

As part of Oxfam Novib's E-Motive programme (funded by the EU as part of the Development Education and Awareness Raising Call), NCDO is studying the effects of the E-Motive exchanges. Within this programme, NGOs and CSOs in The Netherlands, Poland and Spain exchange knowledge with organisations from the Global South (Africa, Asia, South-America) to learn from each other about solutions for local and global issues, such as safety, social cohesion and food security.

Within E-Motive, initially the emphasis was placed on 'learning from the South', to offer an alternative to the traditional power imbalances in development cooperation. In the first year of the research, the effects on the Northern partners were the central topic: To what extent (and how) does the exchange program affect the Northern participants' behaviour, attitude and knowledge about global interdependencies and the effectiveness of development cooperation in addressing common global issues? This question was founded on ideas about Northern prejudice about, and lack of connection with 'the South' and development cooperation.

After a year of research it became clear that the effects in the South were mostly based on assumptions, and that empirical evidence was lacking completely. E-Motive wants to develop itself into a new model for development cooperation, in which cooperation, equality and mutual inspiration for solving global problems are central. This makes insights into the effects of E-Motive in the South urgent. E-Motive wants to involve the partners from the South more at strategic level and wants to offer partners worldwide an online platform where knowledge can be shared. E-Motive needs to know if and how Southern partners want to be involved at these levels.

E-Motive wishes to investigate the impact of the program in the South and also investigate the possible role of the South within the organisational structure of E-motive. To this end, we designed a two-part study: one part consists of an online survey among all Southern partners. The other part, to be conducted later, is a visit to six Southern partners in South Africa. This report describes the survey. The survey described in this research report asked Southern participants in past exchanges about their experiences with and ideas about the future of E-Motive. In this way, the research contributes to the development of E-Motive towards a new model of development cooperation, co-created by 'developed' and 'developing' countries: a worldwide network in which people work together to solve global and local issues, with equal voice and participation from the South and North.

Research questions:

- **How do Southern partner organisations of E-Motive view E-Motive?**
 - What do they understand E-Motive to be?
 - How is their relationship with the programme?
 - What have their experiences with E-Motive been like?
- **What do Southern partner organisations see as effects of the exchange(s)?**
- **What should E-Motive look like, according to the Southern partners?**
 - Do E-Motive's Southern partner organisations feel a need to be part of decision-making at strategic level?
 - Do E-Motive's Southern partner organisations see a need to be involved via an online platform?
 - What would the ideal E-Motive network look like to Southern participants?
 - What would development cooperation ideally look like according to Southern participants?

2. Methodology

An online survey was sent per e-mail to all 58 potential participants, part of 24 organisations. The survey was designed in English, and translated into Spanish (see Appendix for the English version – Spanish version available upon request). The e-mail invitation also contained both languages and provided links to both the English and Spanish versions. The answers given in Spanish were translated back into English before analysis.

The survey contained mostly open questions, as this is an exploratory study where little is known about the possible answers. The analysis is therefore relatively descriptive. The answers were coded into categories to allow for some quantitative analysis in SPSS.

2.1. Sample

We sent the survey to 58 respondents from 24 organisations that took part in E-Motive exchanges since 2006. They covered a range of countries and all three Southern continents that are part of the E-Motive network.

36 respondents started answering the questions in the survey, giving us a response rate of 62%. Seven of them answered only the background questions and were therefore excluded from the research, as no analysis could be done on these survey forms. Of the 29 respondents who answered at least a third of the questionnaire and were therefore included in this study, 26 respondents fully completed the survey. Hence the reported n (number of respondents) in the following chapter gradually decreases from 29 for the first questions, to 26 for the last questions.

Table 1: Sample description (n=29)

	People	Organisations	Countries	Continents
Approached	58	24	13	3
Partly completed questionnaires	36	18 (± 1)	11	3
Completed questionnaires	26	17 (± 1)	11	3

3. Results

3.1. Background information of respondents

The 36 respondents who started the survey represent 18 out of the 24 organisations approached for this study (see Table 1 above). The 26 respondents who completed the survey come from approximately 17 different organisations (± 1 organisation, since two respondents are unidentifiable). The respondents represent organisations in eleven countries across South America, Asia and Africa. With the exception of one respondent, they all took part in an E-Motive exchange; the one who did not, did attend the E-Motive Day in 2014 and was included in this study. The other respondents were all directly involved in an exchange, calling themselves facilitators, participants, or describing the work they contributed to the exchange.

The majority of the respondents took part in exchanges recently (in the past 2-3 years) (see Figure 1). Respondents could choose multiple years because some organisations took part in multiple E-Motive exchanges, hence the total number of exchanges in the graph exceeds the sample size of 29 respondents.

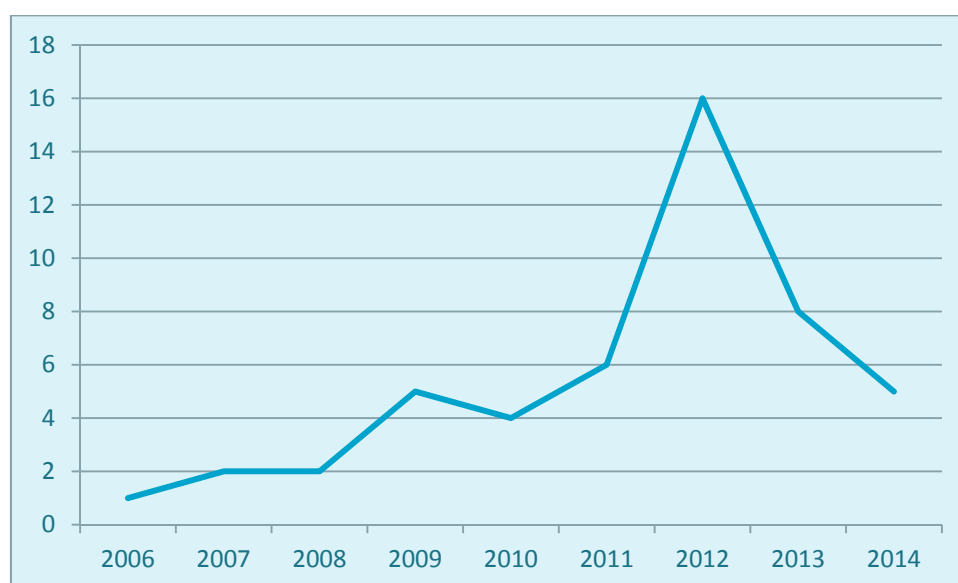


Figure 1: Years in which the respondents report having had E-Motive exchanges (n=29).

The sample thus contains a wide range of organisations and years in which the exchanges took place, and will sketch the experiences with and effects of exchanges that, in most cases, took place in the past two to three years. This is important to take into consideration, as E-Motive has developed over time, from focusing on 'learning from the South' to more mutual learning. The results below thus predominantly reflect the most recently developed types of exchange: those characterised by mutual learning.

We analysed the relation between the years in which an exchange took place and the corresponding respondent's appraisal of E-Motive. We used the latest year in which a respondent took part in an exchange as the reference point in that analysis, except in cases where the last exchange had been in 2014 but the respondent also took part in an exchange in an earlier year. In these cases we used the latest earlier year, to separate these respondents from those who had very limited experience with E-Motive at the time of data collection, i.e. those having started exchanging only in 2014. Almost no significant effects were found; we can only report two significant relationships with the timing of the

exchange (see paragraph 3.3 and 3.7). In the remaining chapters, we make no mention of the absence of significant relationships, only of the significant ones.

3.2. Most important memory

The most important memories that respondents held about the E-Motive exchange(s) were usually related to the interactions they had, followed by the results of the exchange and personal memories. Because it was an open question, respondents could mention multiple types of memory. Most respondents answered with a single type of memory; 6 respondents mentioned 2 types of memory and 2 even mentioned three different types.

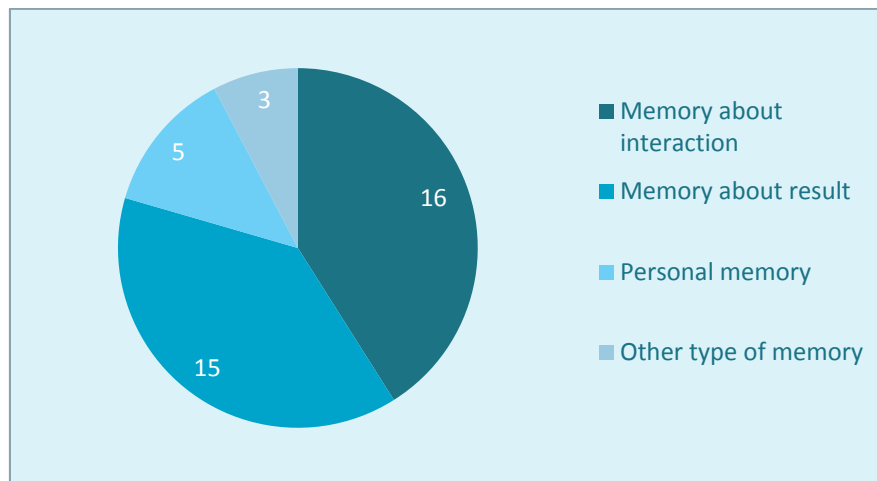


Figure 2: Types of most important memories mentioned (n=29).

The interactions were characterised by the mutual sharing of experiences and the quality of the people met:

“To meet exceptional value oriented people” (respondent 9)

“In general the moments we were together in the organization the trainings, but were also memorable and remarkable the moments we met with the E-motive network. It happened for me in two different occasions and both brought insights and growth for me and for my organization” (respondent1)

Memories about the results of the exchange were organisational; e.g.
“a working relationship [which] has continued to this day” (respondent 18)

as well as target-group based:

“I was amazed by seeing something that we started in Brazil being applied in a neighbourhood of immigrants in Amsterdam and producing a powerful result in dealing with diversity and prejudice” (respondent 19).

Personal memories were often mixed with other types of memories, such as interactions with others, and were all about insights about one’s own work:

“It expanded my worldview of journalism and how collaboration across terrains can lead to better stories” (respondent 17).

The 'most important memories' question has given us insights into the process and effects of the exchanges described by respondents. They illustrate an overall positive assessment of the process of the exchanges, and the direct impact of the exchanges on partners organisations and their beneficiaries.

3.3. Most significant change

The most significant changes (n=29) mentioned can be categorised into organisational changes, changes to the methodology, and personal changes. Most respondents' most significant change stories include a mix of the three:

"I have built several contacts with media houses and journalists in the Netherlands, that have helped me write better stories on Nigeria; and have also assisted many of them when working on Nigeria-related stories" (respondent 17).

The nine respondents reporting organisational changes mentioned such things as developing a closer relationship with the partner, the development of a new organisation, receiving materials from the partner organisation, or expansion of network (even beyond the direct partner). Thirteen respondents also mentioned changes related to their intervention/methodology, such as validation of their working methods and having achieved changes in the participants through the exchange. The five personal changes mentioned were usually related to the international aspect: expanding their international network, seeing a different country, or, in one case, changing one's perception of Europeans:

"My perceptions about Europeans [changed]. I realised that Ubuntu cannot be limited to Africa, it is a virtue of all men" (respondent 22).

Furthermore, quite a large number of respondents (7) mentioned other types of changes. What striking here is that the respondents describing these other types of changes are in most cases recent respondents who had exchanges in 2013-2014 ($p=0.004$). This is partly explained by answers related to the fact that no changes have yet taken place because the exchange started so recently, but only two respondents answer in this fashion. Other answers are:

"More synergy between North and South" (respondent 24).

"Gaining perspective on cross regional and regional challenges we all need to address" (respondent 9)

"The information we shared and exchanged with each other" (respondent 26)

"We learnt from our experiences and also been able to impact other partners locally by sharing the knowledge we acquired. We have learnt the value of partnership and believe that there is a need to create a community of practice across different structural and cultural settings to improve livelihoods." (respondent 3).

These answers are not easily related to organisational, personal or methodological changes, though they have an organisational flavour in a sense. They capture the connective and mutual learning power of E-Motive.

In brief, E-Motive exchanges appear to have a wide range of possible spin-offs. The changes described by the respondents show that the exchanges have led to positive organisational, methodological and personal changes among the respondents, and the thread that links them all seems to be 'connection'.

To go deeper into the process and effect questions, we now turn to the answers to the questions: What was good about the E-Motive exchange? And what was not good?

3.4. Evaluation of the exchanges

3.4.1. What was good?

The answers to the question, “What was good about the E-Motive exchange(s)?” can be categorised into several types (see Figure 3).

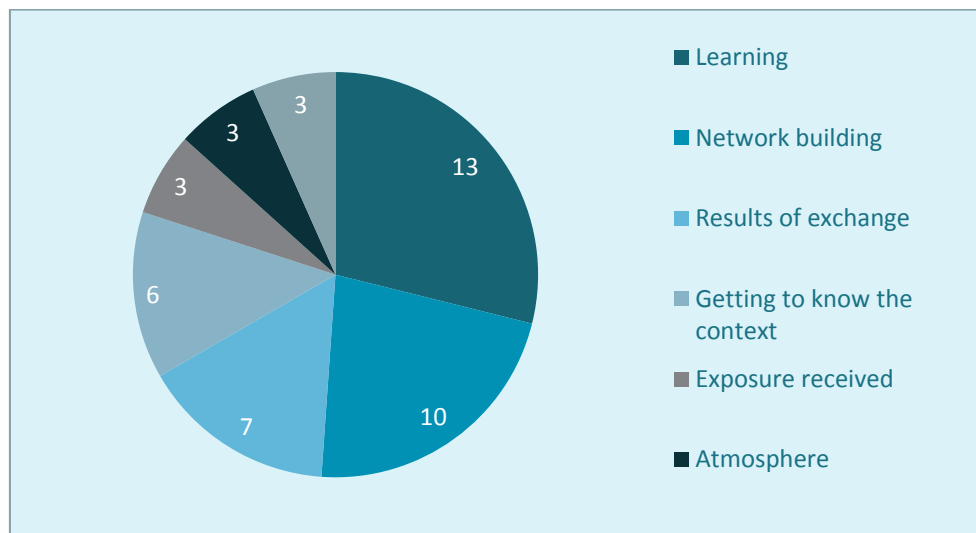


Figure 3: “What was good about the E-Motive exchange(s)?” (n=27).

The majority of respondents (16 out of 27) listed two or more types of good things about the exchange. All respondents could mention at least one good thing about the exchange.

“My fingers would not be enough to do the counting” (respondent 22)

“Getting to know new cultures and finding work experiences that later would become useful to apply with youth in our city. Knowing that our job is headed down the right path and that it is being implemented in some Dutch institutions. Having been in various cities where we shared the form and above all the work strategies we have” (respondent 12).

The most commonly appreciated aspects of the exchange were the (in four cases, mutual) learning that took place and the strengthening or expansion of the respondents’ network.

“Great learning, and opportunity. First experience with similar minded people on that side of the hemisphere” (respondent 35).

Seven respondents explicitly valued the result achieved among participants or target groups, for example:

“receiving opportunities that have allowed us to empower others” (respondent 26)

and

“opportunity to have cultural diversity appreciated especially where there exists cultural shocks” (respondent 30).

In conclusion, respondents list numerous good things about the E-Motive exchanges; some about the process, some about the effects. Process-wise, three respondents mentioned the positive atmosphere, and besides that, the comments also show that the interactions and sharing of ideas was valuable. The learning was in some cases explicitly described as mutual. Through the exchanges, respondents learned from their partners and from seeing their own work applied in a different context. In this sense they deepened their understanding and appreciation of their own work, and were able to have impact on target groups both in the exchange country as well as in their own context.

3.4.2. What was not good?

Where the majority of respondents mentioned multiple good things about the exchange in the previous question, here the majority (14/27) only mentioned a single negative aspect of the exchange, and six people mentioned two. Strikingly, the second largest group, seven out of 27 respondents, could not think of anything that was not good. All in all, respondents spontaneously list more positives than negatives.

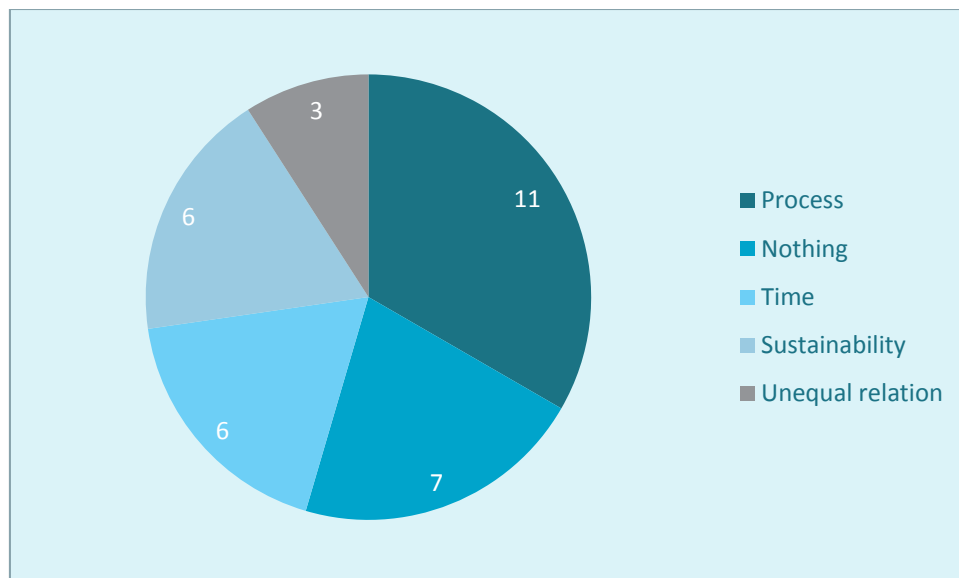


Figure 4: “What was not good about the E-Motive exchange(s)?” (n=27).

Eleven respondents mentioned process-specific things that were not good, such as missing a personal conversation between partners, not having evaluated the impact, budget cuts influencing the organisation, or not having enough art supplies at hand.

Six respondents said that there was not enough time during the exchange. The full schedule caused stress and had a negative impact on the results of the exchange. For example, respondents missed opportunity for reflection and evaluation with the exchange partner and/or with the participants; also, more time might have allowed for

“a greater chance for collaboration in the future” (respondent 13).

Another six had concerns about sustainability of the project.

“It needs to be a continuous programme, not once-off” (respondent 36)

is a comment that summarises these concerns.

“The focus of the E-Motive should be on building a movement, and building movements take time” (respondent 24).

Three respondents mentioned that the relationship was unequal, for example feeling that there was

“less participatory involvement and consultation on decision making of southern partners” (respondent 10).

Similarly, another participant wished for

“More dialogue and co-responsibility of all participants” (respondent 33)

The most negative reaction was:

“In the reverse development cooperation, Novib has never opened up to [our organisation] as the source of the work for the Netherlands. This feels a bit like stealing the work as there is a disconnect between the value Novib sees in us as a source of valuable concepts for the Netherlands and the support necessary to continue this work in South Africa.” (respondent 18).

These three reactions highlight the need to involve Northern and Southern partners together in the planning, monitoring and evaluation of the exchanges. The nature and (in)equality of the relationships is explored further in chapter 3.6).

In summary, respondents list more positive aspects of E-Motive than negative ones, suggesting an overall positive appraisal of the programme. The negative aspects point to opportunities for improvement: E-Motive at strategic level may be able to guide future exchanges in the areas of time management so that the exchanges are not too rushed; shared decision-making; and (participatory, inclusive) impact evaluation. Also, E-Motive could safeguard the sustainability of the relationships built by focusing on building long-term relationships and facilitating multiple exchanges per pair of partners.

3.5. How does E-Motive compare to other partnerships?

When asked to compare E-Motive to other partnerships, respondents tend to value E-Motive equally or more highly than other partnerships. Five respondents did not wish to compare partnerships as they say the partnerships were all valuable in different ways, but five other respondents, who value E-Motive more highly than other partnerships, call the E-motive partnership *“very useful”* (respondent 8), *“ambitious”* (respondent 25), and *“a great experience”* (respondent 13) in comparison.

The largest group of answers (10 responses) relates to the E-Motive philosophy. To varying degrees, respondents recognise the uniqueness of E-Motive in its focus on *“shared learning”* (respondent 10) between North and South (or *“East to West”*, respondent 20).

“For now it is the only European program that I know that instead of looking us as poor and offer help, starts by saying ‘we value what you have and we want to learn from you because we need that in order to solve our challenges’” (respondent 19).

In short, most respondents refer to the philosophy of E-Motive as a differentiating factor when comparing it to other partnerships. Hence E-Motive's philosophy can be said to be unique in these participants' work. The answers to this question further add to the evidence from the previous questions that overall, participants are enthusiastic about E-Motive.

3.6. Relation with partner

In this paragraph we focus on the nature of the relationship between partners, and on the frequency of contact between them.

3.6.1. Equality

Equality in partnerships is a key value of E-Motive. The respondents' answers suggest that in around half of the cases, the partners experienced an equal relationship, with equal contribution, benefit and social position. Eight respondents indicate that though there were differences in the relationship, these were acceptable:

"[I] didn't think in unequal and equal terms. Rather recognised [that] each brings different elements to the partnership and an open learning experience needs this attitude... each valid and capable in their situation as context of North and South [is] very different" (respondent 35).

The six other respondents do identify inequalities in the relationship; in half of these cases, multiple inequalities are indicated. According to these respondents, the Northern partners seem to have contributed and benefited slightly more than the Southern.

Figure 5 represents the number of answers given in each category. Because it was a multiple-choice question, some respondents mentioned several inequalities.

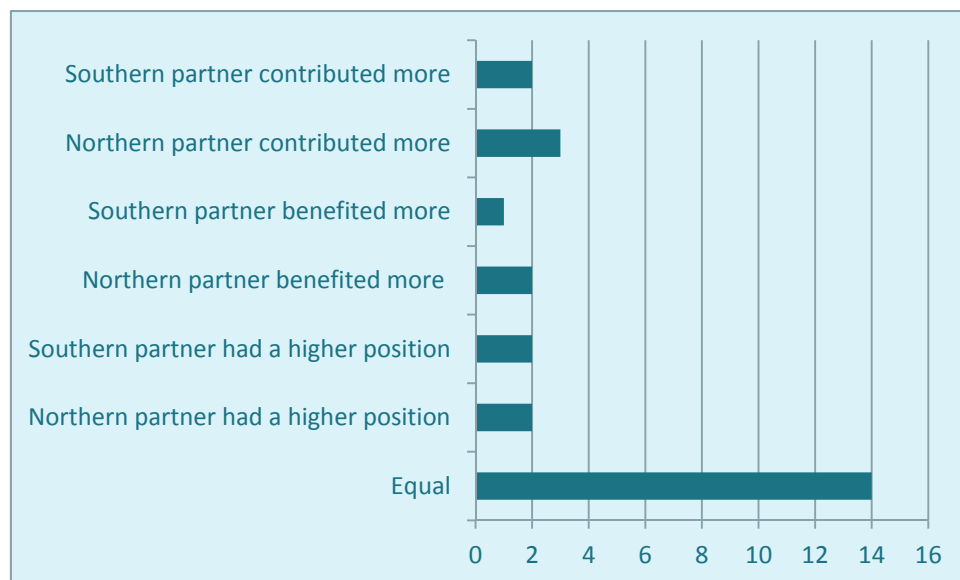


Figure 5: Description of the relationship between partners (n=27).

To summarise, the majority of respondents did not experience (problematic) inequalities in the relationship with their partners. In most cases, differences in the relationship are seen as acceptable, understandable and valuable, and not as problematic inequalities.

3.6.2. Frequency of contact

Most respondents report frequent or regular contact with their E-Motive partners.

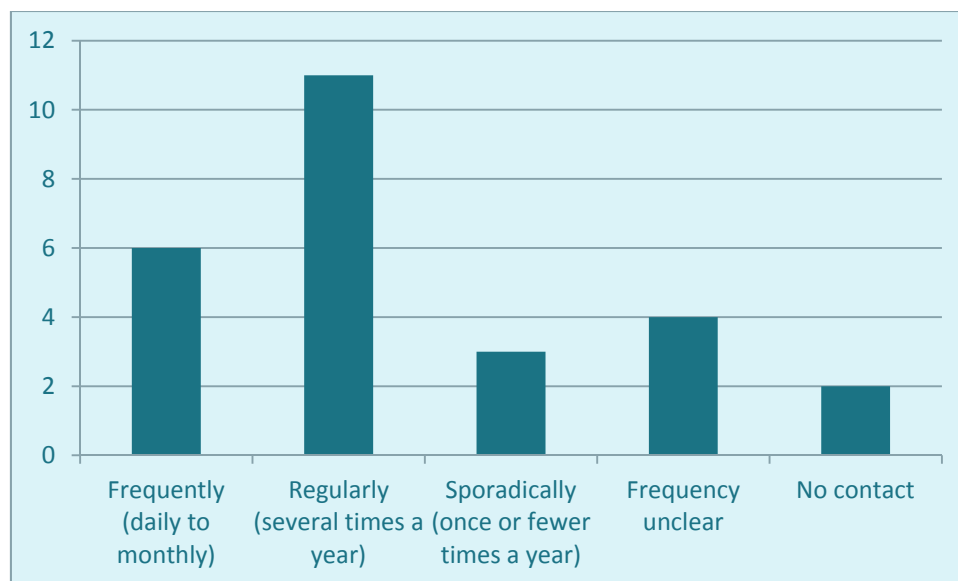


Figure 6: Reported frequency of contact with Northern partner (n=26).

It is worth noting that 4 respondents emphasise that they are in touch on a personal level, not an organisational one. Also, 4 respondents (some of which the same ones) mention that they are in touch via social media.

Even when the exchanges took place a longer time ago, partners seem to keep in touch. Some of them make explicit that they continue on a personal basis, others keep in touch in a more professional context. This suggests that even though in answers to other questions in the survey, the partners express regretting the lack of follow-up exchanges, E-motive exchanges are often the start of long-term relationships.

3.7. Effects of E-Motive

Respondents noted almost exclusively positive effects of the exchange(s) on all items included in the survey (see Table 2 below). All respondents note a positive effect on knowledge development in their organisation, and all but one say their methodology has been positively influenced by the exchange. The organisations' reputations appear to have improved more at local level than at national or international level. The broader the level, the more uncertain the respondents seem to be about the effect on their reputation, answering 'don't know' more often. The exchanges are also reported to have positively influenced the respondents' perceptions of Europeans and Dutch people. The only negative effect reported was on the respondents' perception of Europeans, and is not severe:

"They are not knowledgeable all the time in all spheres as [I] had earlier thought" (respondent 30).

Hence, the exchanges have the largest self-reported effect on knowledge and methodological development, and least on the Southern organisation's access to funds, and even there the majority note a positive effect. All respondents note a positive effect on at least 4 of the themes shown in Table 2 below, and seven of them note a positive effect on all nine themes.

	Positive effect	No effect	Negative effect	Don't know
Knowledge development in your organisation	27			
Your organisation's methodology	26			1
The reputation of your organisation, locally	24	2		1
The size of your network	23	2		2
Your perception of Dutch people	22	3		2
The reputation of your organisation, internationally	22	1		4
Your perception of Europeans	19	4	2	2
The reputation of your organisation, nationally	19	5		3
Your organisation's access to funds	14	6		7

Table 2: Reported effects of E-Motive exchanges (n=27).

Those who reported 'no effect' on any of the above were most often older exchanges ($p=0.03$). This can be explained in several ways. Either recent exchanges were more effective, or the exchanges tend not to have long-term, sustainable effects, leading respondents of older exchanges to conclude that in the end, the exchanges have no effect. Alternatively, the respondents of older exchanges do not recall as vividly what the effects (short-term) have been and therefore select 'no effect'. It is relevant to share that only two respondents answered 'no effect' on 3 and 5 different variables. The majority report 'no effect' on just one or two variables, or chose 'Other' and explain that though there were differences in the relationship, these were not problematic. These two respondents were last part of exchanges in 2009 and 2006 respectively; the other respondents, who chose 'No effect' less than twice, are more recent respondents in general. Hence we stand by our conclusion that the respondents from older exchanges report fewer effects than those from more recent exchanges.

Further, we asked respondents whether the exchange had an effect on organisational goals, strategy, or method of fundraising. The majority noted effects on all of these (see Table 3).

	No effect	Effect	Don't know
Your organisational goals	5	18	3
Your organisational strategy	4	19	3
Your method of fundraising	9	11	6

Table 3: Reported effects of E-Motive on organisations (n=26)

In the following subparagraphs we will look into the qualitative explanations that respondents accompanied their answers with, starting with those items on which the largest positive effect was measured, and ending with the three organisational items from Table 3, where we look at the nature of the noted effects: were they positive, negative? What is the meaning of the answers 'No effect'?

3.7.1. Effects on knowledge development

Qualitatively, the effects on knowledge development remain quite abstract:

“Knowledge gained was shared with colleagues” (respondent 17)

“Important having learned new experiences from other countries and picking up the best for our work” (respondent 12)

“Knowing other projects helps us incorporate new work strategies” (respondent 32).

Some respondents are more specific in their answers:

“It has given us new perspectives and also allowed us to learn different methodologies of getting our message across to people” (respondent 36)

“We are enriched with new methodologies and ways of approaching life, culture, art, exchanges, and alliances. And especially with an outlook and direct participation of youth in this process” (respondent 6)

and another respondent reported using the experiential tools of the Northern partner to translate theories the Southern participants had. However, many answers are vague and seem unrelated to knowledge development:

“I know what my organisation wants better” (respondent 13)

“More persons involved actively and pursuing their dreams” (respondent 35).

It is difficult to find trends in the ways in which knowledge development took place in the Southern organisations, however from the answers we derive that Southern organisations feel they learned from the exchange and were able to take away some new ideas and ways of working. Whether those were also implemented, we will see in the next subchapters.

3.7.2. Effects on methodology

As Table 2 shows, all respondents, but one, noted positive effects on their methodology. Their explanations highlight effects *on* their methodology (as the question was intended) as well effects *of* their methodology:

“A new organisation was formed in the North based on best practices in the South” (respondent 24)

“Methodology attracted a lot of attention from other partners internationally and regionally” (respondent 30).

These answers suggest a misreading of the question, but still provide relevant information on the effects of the exchanges. Other answers do focus on effects on their methodologies:

“Ideas shared and learnt on reporting skills” (respondent 17)

“Integrated new facilitation approaches” (respondent 9).

However, these two answers are the only two where it is clear that the methodology has been impacted; other answers are ambiguous, such as:

“We are sharing one methodology as the partner” (respondent 26).

Two answers are about a positive appraisal of one's own methodology. These answers suggest that the exchange enabled Southern organisations to confirm the strength of their methodology, for example:

“We know it has been positive, because it is possible to use our methodologies and apply it to other realities” (respondent 12)

The one respondent who answered ‘Don’t know’ in response to this question said that the *“one-day demonstration was not enough”*, and that there was *“too little time to interact with others and understand”* (respondent 35).

In all, the effects of the exchanges on the Southern methodologies are somewhat vague. In some cases the exchange led to (renewed) positive appraisal of their own methodologies, and two respondents explicitly refer to new skills and approaches having been integrated into their methodologies. However, for other respondents it is unclear whether the question was interpreted as we intended it to be, and little can be said about any positive changes to the methodology. Still, respondents did highlight positive changes due to the exchange, even though these changes were not directly related to their methodology. As one respondent wrote to explain the positive effect of the exchange: *“Collaboration is always a good thing to do”* (respondent 13). The majority of respondents are positive about the effects of the exchange, and seem to learn from it, perhaps simply because it exposes them to new things. Concrete learning outcomes and changes to the methodology, however, are hardly given.

3.7.3. Effects on reputation, locally

The exchanges affected the Southern partners’ reputation locally at multiple levels:

“Allowed for greater credibility and trust of family, colleagues and the community where the experience was shared” (respondent 6)

“Increased interaction with implementing partners” (respondent 10)

“The exchange visit has placed [us] in upper hand in mobilizing locally or international resources” (respondent 11)

“More people value the work of our organisation since it now has an international reach” (respondent 24).

In these answers some elements of international reputation also show through. Locally, we conclude that the exchanges have positively influenced the Southern organisations’ reputation among communities, colleagues and partners, and among local funding bodies.

3.7.4. Effect on size of network

The network of respondents was positively impacted, both locally and internationally. The network expansion appears to have occurred both directly through the exchange as well as outside if it:

“We got to know more people in The Netherlands and Africa, and got access to a target group of social entrepreneurs in Africa” (respondent 1)

“We have more partners now and are more communicative with others” (respondent 26)

It is clear that the network of many respondents is *“obviously broader”* (respondent 13).

3.7.5. Effects on perception of Dutch people

For the majority of respondents, the exchanges affected their perception of Dutch people positively. Many of them list positive qualities of Dutch people they report having observed during the exchanges.

“Joyful people, introverts, quiet, intelligent, punctual, practical” (respondent 16)

“My prejudices were erased. They are actually awesome people once you meet them, and everyone is different” (respondent 36).

However these qualities all differ per answer and some respondents explicitly recognise the complexity of the questions:

“A multi-faceted society. I have been fortunate... to meet fantastic people even those that disagree on issues. Having said this I must add there is still lots of work to do with those who have been privileged and are fearful of people who are not as privileged taking over the resources” (respondent 28).

For the five on whom the exchanges did not have this effect, only two explain their answers, saying they already had experience with Dutch people. Like the question about their perception of Europeans, this question pertained to the awareness-raising and network aspects of E-Motive: do the exchanges lead to a reduction in prejudice, and a network of like-minded people working on solutions together? It seems the exchanges have connected Southern and Dutch partners in a positive way, and erased prejudices in at least one of the respondents.

3.7.6. Effects on reputation, internationally

A vast majority of respondents note a positive effect on their international reputation:

“We receive good comments on our job in the different cities we work in” (respondent 12)

“My organisation was new and it was introduced to other organisations [in The Netherlands]” (respondent 20)

“Many people especially in Holland know our organisation and what it does through this exchange programme” (respondent 25)

“It’s been invited to international for as a result of the exchange” (respondent 30).

The degree to which this improved reputation leads to new partnerships might be limited:

“Other than the e-book publication, organisations from other countries have not followed up new work opportunities” (respondent 35).

However, it is clear that being part of E-Motive has led organisations internationally, especially in The Netherlands, to recognise the Southern organisations for their work.

3.7.7. Effects on perception of Europeans

Less than on their perception of Dutch people, the exchanges also had (mostly positive) effects on respondents’ perceptions of Europeans. The exchange exposed them to the

“diversity of people with different cultures and ways of life” (respondent 16)

and gave them

“the opportunity to interact with and understand more Europeans” (respondent 17)

“They are as good as Africans” (respondent 11)

“There are more good people in the world than those who oppress and dictate. Very good and lasting organisational relationship” (respondent 28)

“I had prejudices about Dutch [sic] people but I was wrong. Everyone is different and generalisations cannot be made on a group based on one person” (respondent 36).

Of the respondents who noted no effect, one explains that they already had good relations with Europeans, while another is ambivalent:

“I think it depends... I think they are individualistic and cold/distant in their dealings” (respondent 32).

As mentioned earlier, the negative effect on perception of Europeans was explained by one of the two respondents who selected ‘negative effect’:

“They are not knowledgeable all the time in all spheres as had earlier thought” (respondent 30).

Taken together, these answers tell us that the exchanges, for many participants, led to better or deeper understanding of and relationships with Europeans. In a few cases it led to the undoing of prejudice, but the majority of answers are related more to meeting of like-minded, ‘good’ people around the world.

3.7.8. Effects on reputation, nationally

Strikingly, the national reputation was affected slightly less than both international and local level, while one could expect a gradual decline in effect from local, through national, to international level.

“It was not an event that had relevance at national level. The media show little interest in culture” (respondent 6)

“[We] used it in applications for funding...but too few other ngo's aware of e motive, so not so important an achievement for them” (respondent 35).

Some positive effects are phrased in general terms and do not explain what E-Motive’s contribution to national reputation have been:

“network has enriched the reputation of my organisation” (respondent 11)

“We have a reputation because we are generating incidence” (respondent 32)

“In our region we are managing to position ourselves and are on track to achieve it nationally with the organisation of a conference on Social Educator this year” (respondent 12)

but others are clearer:

“The Dutch practitioner helped my organisation by doing a documentary film for me so it help[s] my organisation to go more visible” (respondent 20)

“The international link is useful as well as making the organisations programme visible and adaptable” (respondent 28).

At national level, just like at international and local level, reputation seems to have been improved through enhanced credibility given by being part of an international network. However, concrete

examples are often missing in the answers and it is difficult to measure the extent to which and ways in which E-Motive boosted the Southern partners' reputation.

3.7.9. Effects on access to funds

Some respondents are unsure of the effects on their access to funds. They have not directly experienced an increase in access to funds, but it *"may change in future"* (respondent 10).

"I guess working closer with [the Dutch partner] have us room to better discuss and design strategies" (respondent 1).

For those who do note an effect, some report receiving extra funds, others focus on improved visibility:

"The positive effect of the exchange resulted in more funding for the Dutch Ministry of Foreign Affairs" (respondent 24).

"The partnership exposed my organisation to wide scope of funding organisations and prospects" (respondent 11).

The exchange not only improved visibility but also the exchange itself can be used as a selling point:

"It helps me get introduced to donors but also I used this experience to be attractive for donors" (respondent 20).

In conclusion, although a smaller number of respondents note a positive effect on access to funds than on the preceding items, the exchanges are seen as opportunities for exposure, networking and profile building to attract funds. This has not led to increased funds directly for all respondents, but some do note specific funding bodies that they have been able to reach due to the exchanges.

3.7.10. Effects on organisational goals

The answers to the question of effects on organisational goals give an unclear picture. Only a few respondents give concrete examples, such as:

"Getting news across to a wider audience" (respondent 17).

"To become more sensitive to the target group's needs" (respondent 20).

and

"More focused on movement building now, with international partners" (respondent 24).

Hence the exchanges seem to have shaped organisational goals in a positive way, for the respondents. Other answers however are less clear:

"Focused and direct" (respondent 10).

"We must consider higher challenges that contribute to the development of our target population, for this we propose to review and rethink our goal" (respondent 32).

It is not clear whether the organisational goals already changed in the above quote. It is perhaps difficult to pinpoint exact changes in one's goals but

"Somehow, knowing [an] organisation with more years of work serve[s] to better focus the work that one develops" (respondent 12).

We conclude that although most respondents do not give concrete examples to back up their answers, the general sentiment is that their organisational goals may have at least been reflected on due to the exchange, and in some cases even changed quite concretely to be either more ambitious or to fit a need better.

3.7.11. Effects on organisational strategy

Respondents give many examples of how the exchange affected their organisational strategy:

“Expanded and diversified organisational strategies towards [our field of work], fundraising, coordination, collaboration and approaches to peace” (respondent 11)

“We open more to outside collaboration” (respondent 13)

“Use of the networks and linkages in promoting the organisational work and sharing knowledge” (respondent 30).

More than organisational goals, the organisational strategy of many respondents has changed due to the E-Motive exchange. The respondents seem to have found value in working with partners to achieve their goals, promote their work and find new ways of organising their work.

3.7.12. Effects on method of fundraising

The method of fundraising was less clearly affected than the organisational goals and strategy. Less than half of respondents noted an effect. One respondent reports having written a joint proposal with the Dutch partner and having been granted the money; another respondent is *“exploring possibilities of shared funding to give continuity to the exchanges”* (respondent 6). The other respondents who note an effect are less clear in how exactly the exchanges impacted their fundraising methods. In some cases the cause-and-effect link appears a bit weak:

“It built my own capabilities which has an effect on the ability to fundraise” (respondent 20)

“Undoubtedly, present the results and their application makes it an interesting project” (respondent 12).

Of all the items, method of fundraising has been impacted the least according to the respondents. However for two organisations it seems to have enabled joint grant proposal writing, and one of these organisations managed to secure funding through their collaboration with the E-Motive partner.

Of the organisational effects (see Table 3), the exchanges reportedly had the most effect on the organisational strategy, closely followed by an effect on organisational goals. The method of fundraising was affected according almost half of respondents. The seven respondents who explained their answer suggest that the exchange(s) improved their access to funds through their expanded network and respondents' own improved capacity to raise funds.

3.7.13. Summary

Respondents are overwhelmingly positive about the effects of E-Motive exchanges. The majority note effects on almost every item, and report no negative effects (except the aforementioned nuancing of one respondent's overly positive view of Europeans). The explanations of the answers, to a limited extent, give concrete examples of the way in which E-Motive contributed to these effects. Hence we have seen that E-Motive exchanges have led to knowledge development, mostly in the sense that respondents feel they have learned from the exchange, and to some degree, have shared knowledge and methodologies with their colleagues, and implemented the newly learned tools. The exchanges

also led, according to many, to network expansion and reputation building. Capacity building for fundraising, and opportunities for fundraising are also mentioned by around half of the respondents.

Interestingly, older partners do not differ much from newer partners in their answers, except that they selected 'no effect' slightly more often in total. However, no one specific item came out as being less effective among older partners on its own.

In the final comments, one respondent writes:

"This has been a very empowering experience. Our cooperation with [our Dutch partner] is a longstanding one and will continue. We must free our minds to free our countries and the world of petty prejudices" (respondent 28).

This quote brings back one of the assumed effects of E-Motive exchanges: empowerment of the Southern partner. However it also makes clear that the empowerment might be mutual, as the respondent speaks of cooperation, and speaks in *terms of "we", "our countries"*. This is from a respondent who took part in an exchange in the past two years, suggesting that E-Motive might indeed empower Southern partners, but that empowerment should be seen as something that happens for both parties; this makes the issue of empowerment less contentious in light of the 'arrogance of the North' in traditional development cooperation.

3.8. Desired involvement in E-Motive

3.8.1. At strategic level

Almost all (23/26) respondents want to be involved in E-motive at strategic level. They believe it will improve impact, is desirable in light of values of inclusivity and participation, and will benefit E-Motive at strategic/network level (see Figure 7).

"I think that north-south processes are very crucial ones. Would be glad to know about initiatives and be involved in taking part of design and implementation of initiatives" (respondent 9)

"[Our organization] has a great deal to give the Netherlands through the work of [our partner] and others - we would like to develop this further and also see how other areas of development work in [our country] can add value to what is happening in Europe, particularly around the alarming move to the right" (respondent 18)

"By bringing up fundraising strategies to ensure that as Southern partners we contribute almost as much in these exchanges" (respondent 22).

Those who do not wish to be more involved at strategic level report not having time; one of them also mentions the language barrier.

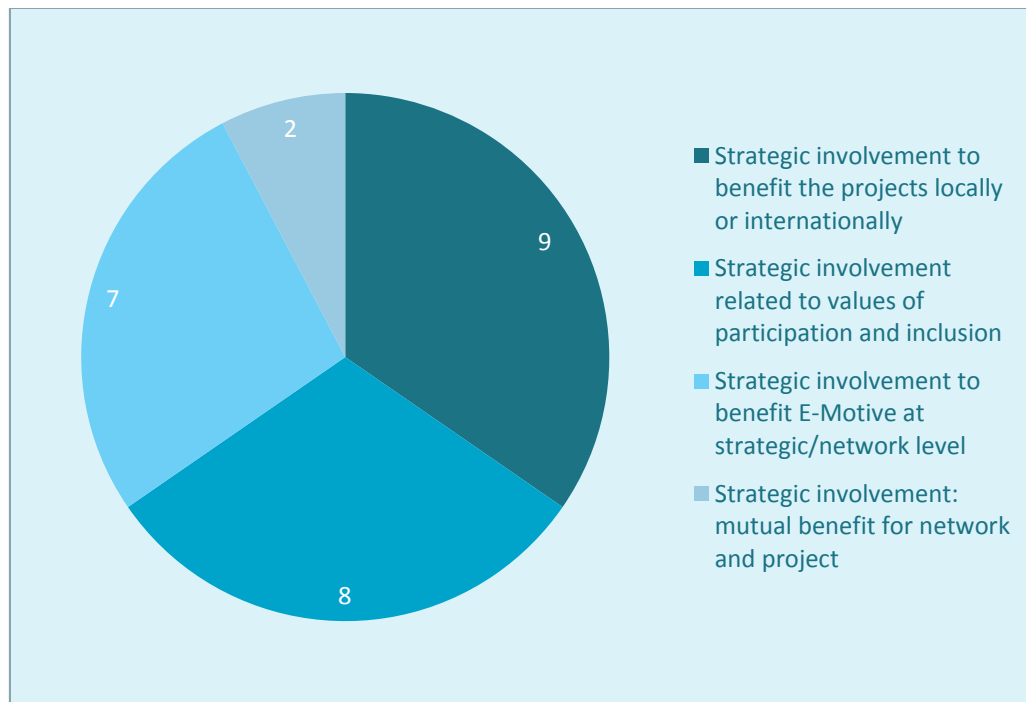


Figure 7: Reasons for strategic involvement (n=26).

Only a minority of the respondents do not want to be involved at strategic level due to time constraints. Others report seeing the value of participation in decision-making: in their eyes it will improve the project and the network. The present study does not investigate how this participation should be organised, though below we will cover respondents' ideal form of development cooperation and E-Motive network in a broad sense.

3.8.2. At platform level

The same number of people, though not exactly the same individual respondents, wish to be involved through an online platform. Those who don't, name limited Internet access and time constraints as the main barriers, and one participant highlights that it should not replace the physical meetings but be complementary:

"I believe that online communication should be used for follow up and I do believe in the value of being physically introduced to different culture and live their details and daily life" (respondent 20).

The 23 respondents who are interested in an online platform explain their answers by referring to the opportunities such a platform would provide for shared learning, and, to a lesser extent, sharing updates, socialising, and cost effectiveness:

"I think this is probably a more cost effective way to communicate. I like the idea of webinars and exchanging of best practices and supporting upcoming organizations through online discussions, sharing tools etc." (respondent 24).

A wide range of online media is understood by 'online platform': respondents who are interested in an online platform suggest such media as e-mail, webinars, BBM and WhatsApp. Hence, a website is not seen as the only opportunity for the network to be in touch and present themselves.

All in all we see some overlap between answers about strategic and platform level, as respondents cross-reference their answers to these two questions based on aspirations of participation for the benefit both of their own projects and of the wider E-Motive network. In general we can say that where

time and Internet access are not a barrier, there is a willingness among the majority to help E-Motive grow.

3.9. Ideal form of development cooperation

Respondents were asked about their vision for development cooperation more broadly. What strikes us is that many respondents seem to interpret the question still within the E-Motive framework, indicating that the disclaimer that

“this last section (consisting of two questions) is about your ideas for the future of development cooperation and of E-Motive”

led them to interpret that the questions were not about development cooperation more broadly. Many of the answers reflect on ways in which E-Motive partnerships could be improved, or even reiterations of the E-Motive form of development cooperation:

“Working together with Dutch/European professionals doing similar work, learning from one another; etc.” (respondent 18).

Many of these answers thus revolve around working with Dutch or European partners, the need for the collaboration in a setting of equality, and for funding to facilitate the exchange:

“As a Southern organization we need financial support to continue our work with the European, mainly Dutch communities. Is important to work together from the conception of the project until the evaluation of impact” (respondent 15).

Here, too, respondents focus on equal participation, longer exchanges, and the building of a worldwide network:

“A needs analysis should be done, looking at the strengths and weaknesses of both parties in the exchange and then design a program that will serve the needs of both. A more extensive period should be spent in each party's country and more involvement in the operations of the organizations” (respondent 24)

“An exchange programme that is on-going and that includes education on peace, human rights and anti-discrimination education in the modern edge and the practical tools to go about making this change. A network that goes beyond two partners but a whole congregation of members from different countries to start acting for change in a non-politicized manner but for the good of humanity itself without any hidden agendas” (respondent 36).

In answers related to development cooperation more broadly, respondents mention the need for *“respectful partnerships”* (respondent 35) and *“mutual planning”* (respondent 30), participation of the beneficiaries, and increased attention for the respondents' particular field of work.

All in all these answers reflect that an ideal form of development cooperation, within or outside of E-Motive, should include all relevant parties in planning, executing, monitoring and evaluating the cooperative project. Most answers focus on what the relation between two partners should be like, and what it should lead to, rather than zooming out to what development cooperation worldwide should bring to bear.

3.10. Ideal E-Motive network

Because funding is a contentious issue within the E-Motive network (do the Southern partners need funding more than knowledge exchange?), we highlight here that only one respondent mentions funding as a part of the ideal E-Motive network, and that even there the focus is not entirely on financial resources (see Figure 8):

“A network of funders and groups that have been funded, not only to raise money but to generate knowledge, reflection, debate, support on many different areas of expertise e.g. IT, materials development, fundraising trends” (respondent 28).

The other respondents are more motivated by the immaterial exchanges (focused around mutual learning), the global and participatory aspects of the network.

“A network of good experiences with capacity to exchange and give more visibility to them” (respondent 15)

“That it's built with simple structures, easy to stimulate. Highly participatory in achieving its objectives, plans and operationalization. That it is not dependent much on resources but on the experiences and desires of its participants” (respondent 6).

The participation is to take place not only between partner organisations but also include the target groups and wider potential network of like-minded organisations:

“I'd like to include representative of the target groups of the projects when it applies” (respondent 1)

“The network should be a whole inclusive, interactive, updates, consultative, free information sharing platform, promotes linkages and collaboration” (respondent 11).

The following answer summarises the different ways in which the network can be inclusive.

“A network of diverse people with different skills and knowledge working together on similar projects. This way one can ensure that the voices at every level [are] heard so that the projects objectives are strengthened and the impacts realized. An ideal network for me is where the lines between North and South are no longer defined as such, but that we can embrace our experiences coming from different geographical areas” (respondent 24).

The above quote highlights one way of looking at the global nature of E-Motive; some respondents thus would like to overcome the divide between North and South, developed and developing, whilst others frame their answer within the developed/developing frame:

“Drawing partners together from a few key development partners from South America, Africa, and maybe even include India” (respondent 18).

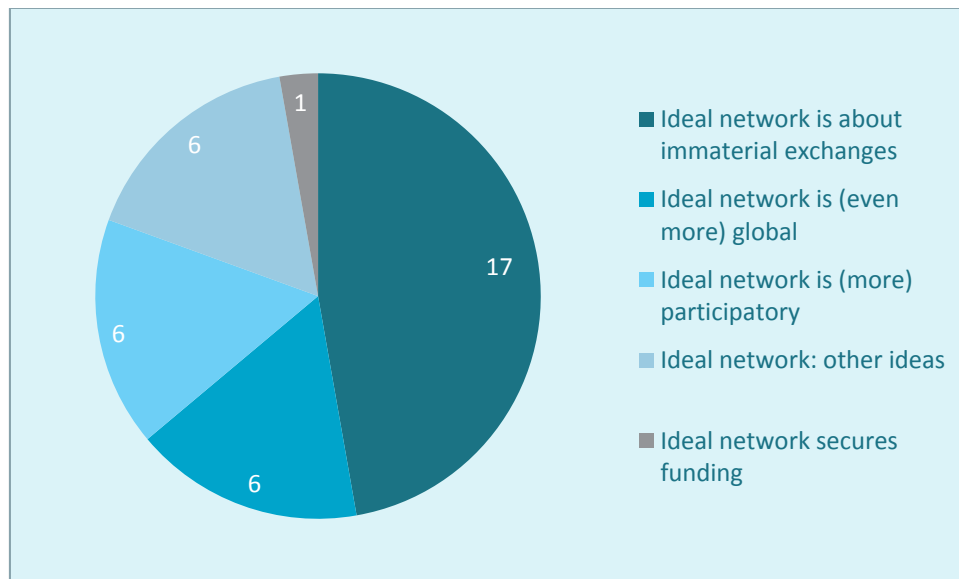


Figure 8: Characteristics of the ideal E-Motive network (n=26).

Running through the answers is also the theme of a network that is flexible enough to allow for each organisation to get out of it what they want. Some participants make this explicit:

“A simple plan that will allow different countries to adjust to it” (respondent 26)

“Open honest sharing, understanding and encouragement of goals and initiatives born by the person, for their own context, not dictated to by outside partner with no understanding of needs of participants and motives for involvement. Support rather than directives of ‘must-do’s” (respondent 35).

All in all, respondents express a wish for the E-Motive network that E-Motive already strives to be: inclusive, global, participatory and revolving around knowledge, not funds. They highlight the importance of equal participation in decision-making and design of the exchanges so that they are as useful to both parties as possible.

3.11. Further comments

At the end of the questionnaire, respondents were asked whether they had any other comments or concerns. 15 respondents used the opportunity to either express their gratitude for the programme, or to emphasise the need to increase the frequency of exchanges, long-term orientation, and inclusiveness, for example by including the Southern partner in planning, monitoring and evaluation, and by including youth and making sure the messages on the LinkedIn page are in English.

“This evaluation has reminded me with the fun times that we spend together and with hard times that we spent discussing theories and its experimental translation” (respondent 20).

3.12. Focus Group Workshop

On the 27th of June, 2014, we held a ‘Picknick Pensant’ with a Southern partner, a Dutch partner, a consultant, and the E-Motive covenant group. The outcomes can be read in the Appendix. Here we summarize the views of the Southern participant:

“E-Motive is about working together. You achieve more when you work with different people.”

Why is further involvement of the South desirable?

“There is a practical and political side to the ‘why’. Practically, to learn from each other and put it into practice. Politically, E-Motive changes power relations and the issues are global. It widens solidarity. Don’t talk about us, without us.”

What are the needs?

“Visibility of issues and methodologies in the South. Is it a partnership of equals or should the South be leading if we want to change the power relations? We need long-term support, and South-South learning, because now the money is awarded through competition between Southern NGOs, not cooperation. E-Motive should encourage South-South learning.”

“One need we have is the generation of knowledge. In the South we are doers, we don’t document the knowledge we develop. There is value in the North helping by documenting our methodologies – I am thinking of partnerships between universities and NGOs. Funders appreciate evidence-based methodologies. There is thus a need to make the Southern methods evidence based so that they can receive funding. Also if there is to be professional learning, let it be a 2-3 month course, not a one-week exchange.”

To organise the increased involvement, the Southern partner suggested:

“Create working groups, issue-based, to be led by the South. The central governing body remains Oxfam Novib; that is where the money comes from. Let there not be false leadership by putting the South in the central governing body. There’s a community of practice, online platform for different issues. Working groups could have their own platforms to increase their visibility.”

These suggestions will be further explored in the visit to six partner organisations in South Africa, of which a written report will also be written. For the present report, we take away that the value of the E-Motive network for Southern partners lies in facilitating access to funding through expansion of the network and documentation of the methodologies. South-South learning can also be promoted through the E-Motive network. Increased participation in the network is desirable so that decisions made benefit the South, and should not be a form of ‘false leadership’. In brief, E-Motive needs to develop meaningful participation of Southern partners, for example through issue-based working groups led by Southern partners. And once again, the necessity of a longer-term exchange is emphasised.

4. Conclusion

4.1. Appraisal of E-Motive

Overall, the respondents are very positive about E-Motive. The most important memories and most significant changes all refer to positive things such as positive interactions, achieving results, learning from the Northern partner, or the partners learning from each other. Respondents spontaneously list more positive than negative aspects of E-Motive, and in most cases notice positive effects on multiple aspects of their organisation, methodology, target group, and on themselves.

4.2. Effects of E-Motive

The effects of E-Motive exchanges have been manifold: respondents report positive effects on knowledge development, methodological development, network size, and reputation. Those who specify it explain that their network and reputation improved mostly in their own country and in The Netherlands; wider international visibility and networking might have taken place, but this is not mentioned. A few respondents make mention of a reduction in prejudice, but in general the answers convey a sense of having met likeminded people in another country, and that this is the value of E-Motive. To a lesser extent, though still by about half of respondents, improved access to funds and methods of fundraising are also mentioned, in one case leading to a successful joint grant application together with the Dutch partner.

Though the qualitative explanations are somewhat vague in many cases, some respondents give clear examples of all these changes. Thus we are cautious in ascribing clear, positive effects to all exchanges in general; some, it seems, have had clear impact, others have been valued by respondents (as seen by their positive appraisal of E-Motive), but have had effects that are more difficult to pinpoint. It is not clear whether this is because respondents wished to express positive feedback about E-Motive, but could not back this up with concrete examples, or if it is because respondents simply did not describe the effects as clearly as they could have.

4.3. Looking to the future: improvements and aspirations

When points of improvement are considered, sustainability of the project pops out. Many want the exchanges to continue; some have continued by themselves, others regret that the collaboration hasn't continued. They suggest E-Motive facilitates exchanges with longer visits and long-term relationships. That is to say, both the individual visits should last longer, as well as the period of time in which partners can collaborate and visit each other. This would increase impact and facilitate the building of a true 'movement'.

Another way to have more impact would be increased participation. Comments about decision-making being more inclusive of the Southern partners as well as of their target groups have been made repeatedly. Respondents wish to be included in joint planning, executing, monitoring and evaluation. For this, more frequent meetings between partners are desirable, though finding the financial resources for this will be an issue.

The digital platform is seen as a possible way to keep in touch after funding ends. Though most respondents already do stay in touch via e-mail and social media, in many cases this is on a personal level. To facilitate longer-term exchanges while staying cost-effective, the online platform should therefore somehow facilitate what physical exchanges normally do, and what longer term exchanges would achieve: impact through (continued) sharing of knowledge, dialogue, methodological development, network- and reputation building. An online platform is also seen as an opportunity to make the network more inclusive, as it can include not only the partners on an equal level, but also smaller organisations that are not yet linked in to the network, and beneficiaries could also join the

conversation. For this, it is important that the platform be available in English and Spanish, according to the respondents, but Polish as well, according to the E-Motive consortium.

As long as time available and access to Internet permit, respondents are very willing to take part in the network at platform and strategic levels. They see equal participation as a necessary part of E-Motive, and believe they have insights to contribute at both levels. The ideal form of the network is one that is (more) participatory and global. It is based around knowledge exchange, with funds taking second place as a necessary precondition for the exchanges. Funding is an important reason to be part of the E-Motive network, but not the first reason. Many characterise their ideal E-Motive network as driven by knowledge exchanges rather than funding. However, funding seems to be an important condition for Southern partners to be able to participate in an exchange. If E-Motive wants to move towards equal co-funding or not funding at all, merely facilitating the network by providing a platform, the focus might have to shift towards organisations worldwide who can carry out such an exchange without receiving funding from E-Motive, or as suggested by one respondent, towards new fundraising strategies the partners so they can contribute to the exchanges.

4.4. Closing words

The results presented in this report suggest that the vision that E-Motive has: to become a global network of organisations exchanging knowledge to tackle local and global issues, is supported by the Southern E-Motive community.

E-Motive is seen as having potential in bringing partners together, both on- and offline, to share knowledge (methodological and organisational), to improve visibility, and to build a global network of likeminded professionals working on local and global issues.

In order to help E-Motive achieve this (even) better, the respondents suggest building on long-term relationships, facilitating the continuation of knowledge exchanges online, and making the whole process (on- and offline) more inclusive of Southern partners, beneficiaries and other organisations not yet plugged in to the network. This can be done by making the platform accessible to all, as well as by involving Southern partners in decision-making about E-Motive at strategic level. It was emphasised in the focus group workshop that this participation at strategic level should be meaningful; not a form of false leadership since those who have the money, also get to decide, and the Southern partners simply do not have the money. In the survey answers, too, the participatory aspect is emphasised many times.

E-Motive seems to be on the way to achieving its aim in the South: to provide opportunities for mutual learning with partners worldwide, in an inclusive network, to enable the sharing of ideas and methods to tackle local and global issues. It has built positive relationships with its Southern partners, which it can continue to build on by involving them in decision-making about E-Motive at strategic level, and during planning, implementing, monitoring and evaluation of projects, as well as by letting them network through an engaging online platform. Taken together with our earlier reports on E-Motive's effects in the North, our research suggests that E-Motive is less about development education (addressing knowledge, attitude and behaviour related development cooperation) than it is about professional learning between organisations in the North and South.

5. Appendix

5.1. Appendix: Survey (English)

[Invitation E-Mail]

Dear [First Name],

Some time ago, your organisation participated in an E-Motive exchange with [Name of Dutch Partner Organisation]. To develop and improve the E-Motive program further, we are conducting research among E-Motive partner organisations such as yours. The research concerns exchanges that took place between 2006-2014, and asks about those exchanges as well as partners' views on development cooperation and E-Motive more broadly. Yours is one of the 15 organisations that we would like to invite to take part in this research.

We would like ask you to help us with this study by completing the following questionnaire:

[\[!LINK!\]](#)

It will take about 30 minutes of your time.

If you think someone else in your organisation is better suited to answer the questionnaire, because he/she has been more involved with the E-Motive exchange(s), please let us know how we can contact them and we will forward the questionnaire to them.

We thank you very much in advance for your participation.

With kind regards,

dr. Christine Carabain, Senior Researcher
Kirsten van Reisen, Junior Researcher

Postbus 94020
1090 GA Amsterdam

tel. (+31) 020 – 568 8743
www.ncdo.nl
www.oneworld.nl

The first part of this questionnaire concerns your experience(s) with E-Motive exchange(s). The second part consists of questions about your ideas for the future of development cooperation and of E-Motive.

The questionnaire will take about half an hour to complete. It is possible to complete the survey in multiple sessions; if you close the questionnaire, your answers will be saved and you can continue where you left off at any other time.

Your answers will be processed anonymously.

1. In which year(s) did the exchange with your E-Motive partner take place?

☐ 2006

☐ 2007

☐ 2008

☐ 2009

☐ 2010

☐ 2011

☐ 2012

☐ 2013

☐ 2014

What was your own role in the exchange? _____

2. What is your most important memory of the E-Motive exchange(s)?

3. What was the most significant change as a result of the E-Motive exchange(s)?

4. What was good about the E-Motive exchange(s)?

5. What was not good about the E-Motive exchange(s)?

6. If you compare the E-Motive exchange(s) with other collaborations/partnerships you have experienced, how would you describe it?

7. How would you describe the nature of the relationship between your organisation and the E-Motive exchange partner?

- ☐ Unequal: Southern partner had a higher position in the exchange than Northern partner
- ☐ Unequal: Southern partner benefited more than Northern partner
- ☐ Unequal: Northern partner contributed more than Southern partner
- ☐ Unequal: Southern partner contributed more than Northern partner
- ☐ Unequal: Northern partner had a higher position in the exchange than Southern partner
- ☐ Unequal: Northern partner benefited more than Southern partner
- ☐ Equal: Northern and Southern partners were equal to each other in terms of contribution, benefit and social position
- ☐ Other, namely: _____

In the table below, please use the right-hand column to explain your answers. If there was an effect, please tell us about the most significant effect. If there was no effect on something, or you don't know, please explain your answer as well.

8. To what degree has the E-Motive exchange had an influence on...

	Negative effect	No effect	Positive effect	Don't know	Example or explanation of your answer
Knowledge development in your organisation	()	()	()	()	_____
Your organisation's methodology (<i>the methodology shared with the partner(s) in the E-Motive exchange(s)</i>)	()	()	()	()	_____
Your organisation's access to funds	()	()	()	()	_____
Your perception of Europeans	()	()	()	()	_____
Your perception of	()	()	()	()	_____

Dutch people					
The reputation of your organisation, <u>locally</u>	()	()	()	()	_____
The reputation of your organisation, <u>nationally</u>	()	()	()	()	_____
The reputation of your organisation, <u>internationally</u>	()	()	()	()	_____
The size of your network	()	()	()	()	_____

Comments (optional):

9. Has/have the E-Motive exchange(s) had an influence on...

	No	Yes	Don't know	Example or explanation of your answer
Your organisational goals	()	()	()	_____
Your organisational strategy	()	()	()	_____
Your method of fundraising	()	()	()	_____

10. In the past 12 months, how often did you have contact with your E-Motive exchange partner(s)?

Comments (optional):

11. Would you like to be more involved in the E-Motive program at strategic level, thinking about the development of E-Motive as a programme?

() Yes

() No

12. You indicated you would like to be more involved in the E-Motive network. Please tell us why and how you would like to be more involved in this way:

13. You indicated you would not like to be more involved in the E-Motive network at strategic level. Please tell us why you would not like to be more involved in this way:

14. Would you like to be more involved in the E-Motive program through an online platform, sharing methodologies and discussing with other practitioners?

☐ Yes

☐ No

15. You indicated you would like to be more involved in the E-Motive network through an online platform. Please tell us why and how you would like to be more involved in this way:

16. You indicated you would not like to be more involved in the E-Motive network through an online platform Please tell us why you would not like to be more involved in this way:

This last section (consisting of two questions) is about your ideas for the future of development cooperation and of E-Motive.

17. What would your ideal form of development cooperation look like?

18. What would your ideal E-Motive network look like?

19. Any additional input, comments or questions?

You have reached the end of the questionnaire. Thank you for participating in our study.

5.3. Appendix: Minutes of Picknick Pensant 27 of June

Report of the core-outcomes of the meeting

Location: KIT Amsterdam
Participants: Christine Carabain, Kirsten van Reisen, Lebo Ramafoko, Bea Stalenhoef, Carin Boersma, Luc Opdebeeck, Joost van Alkemade, Saskia van Grinsven en Josje van de Grift.

Round 1 – NEEDS

WHY should there be more involvement of the South?

- More equality on a strategic level (in the governing structure);
- To improve the impact of E-motive around the world;
- To become real partners (in which we still take differences into account);
- To get to a co-producing E-motive;
- To give southern partners access to knowledge, channels and visibility on a global level;
- To get to active interaction between the members worldwide, and not just.
- An open access platform where knowledge and tools are shared, could be interesting for crowd funding;
- Practical: to learn from each other and put it into practice;
- Political: changing power relations. The world is smaller.
- Nothing about the South without the South
- Because E-motive operates as countervailing power of the unbalanced power relations in development cooperation

What are the NEEDS

- Let the South decide what kind of knowledge they want to share;
 - Need to elevate local/national issues to global issues
 - Shared agenda setting;
 - Focus on a global community in which all members benefit (instead of focus on 'the north & south')
 - Clear communication, listen to each other's needs.
 - A global communication tool, for example an online dialogue network;
 - Documentation> how to document the knowledge and experiences of the south to make it easier to share;
 - Generation of knowledge: How to bring the knowledge from the south to an academical level; sistematization and creating evidence based documentation
 - Higher level of visibility of the challenges that are faced in the north *and* south.
 - Partnerships
 - Link to global partners (international networks and organisations)
 - Long-term funding
 - South – south learning (online)
 - Longterm learning and support to ensure sustainability
 - What do the south want to share
 - Global network
 - Create urgency for online network
 - Evidence-based research should also be based on evidence collected in the south.
- Need to bring issues to a larger public. The ultimate need is advocacy
There is an ethical side, most of the time the South is burning with heavy challenges in difficult circumstances, In the North (NL) there is not that urgency. And then we use the South for our "problems"??? Strange.

Round 2- IMPACT

If we dream – everything is possible- what would be the impact that Emotive could have in the world?

- To make the network of E-motive worldwide visible, and make it more practical – how can we support and learn from each other;
- To get to issue-based, shared decision-making on different theme's (gender, climate change);
- To get to a community of practise, that gets together both offline and online;
- The online community should be interactive, with the lead in both north and south;
- To get to a further sharing of experiences worldwide.
- To feel globally interconnected
- Change power relations at global and local level
- Solve the issues of the under privileged

Round 3- ORGANIZATIONAL STRUCTURE

Suggestions:

- Southern partners should be in the board of the E-motive program;
- The South should be leading the process;
- There should be issue-based advisory commissions/ Working groups (closed groups) lead by southern partners;
- The south should be involved in global decision-making and agendasetting, but even more as an expert on the different topics (climate change, gender etc.)
- Beware of fake leadership!
- Let's clear on who has formal leadership and power to make decisions (money-driven)
- Create working groups on content