



بسم الله الرحمن الرحيم

**Sudan University of Science & Technology**  
**College of High Graduate**



**تقييم أثر الشراكة بين المنظمات غير الحكومية العالمية والمنظمات الوطنية  
في تقديم الخدمات للأسر الفقيرة بمدينة الدمازين - ولاية النيل الأزرق**

**Assessing the Impact of the Partnership between  
International NGOs and National Organizations in Providing  
Services to Poor Families in Damazin City Blue Nile State**

A Thesis Submitted in fulfillment of the requirements for the degree of  
M.Sc.in Institute of Family &Community Development

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**December 2022**

## الإِسْتِهَالَال

قَالَ تَعَالَى:

﴿ فَإِذَا وَمَنْ يَتَّقِ اللَّهَ يَجْعَلْ لَهُ مَخْرَجًا ﴿٢﴾ وَيَرْزُقْهُ مِنْ حَيْثُ لَا يَحْتَسِبُ ﴿٣﴾  
وَمَنْ يَتَوَكَّلْ عَلَى اللَّهِ فَهُوَ حَسْبُهُ ﴿٤﴾ إِنَّ اللَّهَ بَلِغُ أَمْرِهِ قَدْ جَعَلَ اللَّهُ لِكُلِّ شَيْءٍ قَدْرًا ﴿٥﴾ ﴾

[ سورة الطلاق: ٢ - ٣ ]

صدق الله العظيم

قَالَ تَعَالَى:

﴿ يَتَأَيُّهَا الَّذِينَ ءَامَنُوا ارْكَعُوا وَاسْجُدُوا وَعِبُدُوا رَبَّكُمْ  
وَأَفْعَلُوا الْخَيْرَ لَعَلَّكُمْ تُفْلِحُونَ ﴿٧٧﴾ ﴾

[ سورة الحج : ٧٧ ]

صدق الله العظيم

قال الرسول عليه الصلاة والسلام

(فمن تطوع خيراً فهو خير له)

قال الرسول عليه الصلاة والسلام: (مثل المؤمنین فی توادهم وتراحمهم وتعاطفهم

كمثل الجسد الواحد إذا اشتكى منه عضو تداعى له سائر الجسد بالسهر والحمى)

## **Dedication**

To my parents (father& mother) and siblings, who taught me the meaning of bonding and collaboration? And \To all of my teachers, colleagues, and friends, who showed me the sweats, tears, and joys of partnership development.

## **Acknowledgements**

I am most thankful for the tireless support from my family. Though they were far away in Aldamazien, the geographical distance never stopped them from letting me know that their love and care were always there. My deep gratitude goes to my Advisory Committee member's leader with my supervisor. Dr. Hassan Mohamed Yousif taught me big-picture thinking, enabling me to draw synthesis and build coherency in my work. Mr. Monir Eliyas taught me the art of qualitative research, helping me to lay the methodological foundation and systematically navigate the research process and taught me the intricacies of inter-organizational network, partnership and collaboration, equipping me with the knowledge to pursue the subject of my study. All in all, their expertise and guidance made this accomplishment possible. I treasure the help of Ms. My wife Dr. Noha Soliman whose aid was most crucial during the data collection process that I conducted in Blue Nile State Damazien. I am indebted to my friend and officemate, who gave me remarkably honest and constructive criticism and never let me lose sight of my goal. I truly appreciate the support from Dr. Maha Abdelraheem and from my friends in INGOS, that helped me endure the difficult times. I also want to thank the faculty and staff of the (Institute of family &Community development) for the support they provided me throughout my time in the first presentation of work plan and also extended thanks to University of Blue Nile state. I am grateful to my friends, in particular Ustaz Ahmed Hussein for their insights and encouragement, Dr.Adel internal supervisor and Dr.Faiz Omer Mohammed Jami external supervisor whom was delighted the Study with strong comment to finalized this theses thanks so much with highly appreciated .

## **Abstract**

Impact Assessing of the Partnership Between International NGOs and National Organizations in providing services to poor families in Blue Nile State through funding ,financial system, human resources, corruption and employment system,The study are proposed to examine these issues in a range of partnership to reflect and revealed the partnerships between NNGO and INGOs as an effective and innovative instrument for realizing objectives to deliver services to vulnerable people in the Blue Nile State, to achieve the objectives of research in line with sustainable development SDG (goal 17) the research was tapping on partnership in different approaches and principles , Likewise confirms the global partnership for sustainable development in the sense of an overall improvement in, funding, cooperation, finance system, human resources , corruption, and capacity building for the local NGOs to enjoy partnership with INGOs . This study targeted fifteen (15) local NGOs and seven (7) international NGOs working in the Blue Nile State, through partnerships advocating for human rights, education, environmental protection, building, youth leadership, Agriculture, peace building, climate change, health, nutrition and energy, working to end violence against women and children, assisting the poor on sustainable livelihoods and much more to mitigate food insecurity. Despite these important roles of local NGOs through partnerships they are faced with a number of challenges which raises concerns about their sustainability for projects implemented in the partnership with INGOs especially in the remote areas targeted the emergency projects to archived partnership with INGOs to delivery services. In the period January 2022 the Methodology used was focusing qualitative and quantitative survey approach was adopted using questionnaires started with local NGOs information and six points, partnership, funding, human resources, Corruption, Governance dominance and financial system in the other hand Group discussion and Interview, the group discussion was focusing on. Proposal, concept note ,contract, network and MOU and interview, to examine the local NGOs partnership challenges, and interview with INGOs leaders and also mangers of line ministry targeted mission, vision and programs, challenges, problem facing partnership, the study was resulted in many finding and recommendation that reflected the gap of partnership between local NGOs and INGOs , the main important result of study is fund challenged and financial systems also the study reveal that the key recommendation is to improve the capacity building of local INGOs in partnership agreement and financial system between two entities and encouragement the university academic, practitioner and initiative to involve in coordination, collaboration and network to prepare strategic plan of partnerships as guideline for Local NGOs, Government, Line Ministry, private sector and CBOs and finally improve the partnership methodology, methods skills and principles to achieve partnership with donor and INGOs with high technical and high efficiency.

## مستخلص

تقييم أثر الشراكة بين المنظمات غير الحكومية العالمية والمنظمات الوطنية في تقديم الخدمات للأسر الفقيرة في ولاية النيل الأزرق من خلال التمويل والنظام المالي والموارد البشرية والفساد ونظام التوظيف ، وتقترح الدراسة لدراسة هذه القضايا في مجموعة من الشراكة لتعكس وكشف عن الشراكات بين LNGO والمنظمات الدولية غير الحكومية كأداة فعالة ومبتكرة لتحقيق أهداف تقديم الخدمات للأشخاص المستضعفين في ولاية النيل الأزرق ، لتحقيق أهداف البحث بما يتماشى مع أهداف التنمية المستدامة للتنمية المستدامة (الهدف 17) كان البحث يستغل الشراكة في مناهج ومبادئ مختلفة ، وبالمثل تؤكد الشراكة العالمية من أجل التنمية المستدامة بمعنى التحسين الشامل والتمويل والتعاون ونظام التمويل والموارد البشرية وبناء القدرات والفساد وبناء القدرات للمنظمات غير الحكومية المحلية للتمتع بالشراكة مع المنظمات غير الحكومية العالمية. استهدفت هذه الدراسة خمسة عشر (15) منظمة غير حكومية محلية وسبع (7) منظمات غير حكومية دولية تعمل في ولاية النيل الأزرق ، من خلال شراكات تدافع عن حقوق الإنسان ، والتعليم ، وحماية البيئة ، وبناء القيادة الشبابية ، والزراعة ، وبناء السلام ، وتغيير المناخ ، والصحة ، التغذية والطاقة ، والعمل على إنهاء العنف ضد النساء والأطفال ، ومساعدة الفقراء على سبل العيش المستدامة وأكثر من ذلك بكثير للتخفيف من انعدام الأمن الغذائي. بالرغم من هذه الأدوار الهامة التي تنفذ بين المنظمات غير الحكومية من خلال الشراكات تواجه عدداً من التحديات التي تثير مخاوف بشأن استدامتها للمشاريع المنفذة بالشراكة مع المنظمات العالمية غير الحكومية وخاصة في المناطق النائية التي تستهدف مشاريع الطوارئ للشراكة المؤرشفة مع المنظمات العالمية غير الحكومية لتقديم الخدمات. في فترة 2020 ، كانت المنهجية المستخدمة تركز على منهج المسح الكمي والنوعي باستخدام استبيانات بدأت بمعلومات المنظمات غير الحكومية المحلية وست نقاط ،. شراكة مقترحة ،. التمويل ،. الموارد البشرية ،. الفساد ،. هيمنة الحوكمة و المالية من ناحية أخرى ، تركزت مناقشة المجموعة على. الاقتراح ،. الملاحظة المفاهيمية. العقد ،. الشبكة ومذكرة التفاهم والمقابلة ، لفحص تحديات شراكة المنظمات غير الحكومية المحلية ، وإجراء مقابلات مع قادة المنظمات غير الحكومية العالمية ومديريها ، المهمة والرؤية والبرامج والتحديات والمشكلة التي تواجه الشراكة ، نتج عن الدراسة العديد من النتائج والتوصيات التي عكست فجوة الشراكة بين المنظمات غير الحكومية المحلية والمنظمات العالمية غير الحكومية، والنتائج المهمة والرئيسية التي تواجه الشراكات من خلال التمويل وبناء القدرات والنظام المالي، كما كشفت الدراسة أن التوصية الرئيسية هي الافتقار إلى بناء القدرات في اتفاقية الشراكة بين المنظمات الوطنية والعالمية وإستقطاب الدعم لتنفيذ المشروعات و خاصة من جانب المنظمات العالمية ولذلك توصي الدراسة من المنظمات العالمية بتبني التدريب في إستقطاب الدعم للتمويل وصلاح النظام المالي للمنظمات المحلية الوطنية. تشجيع الأكاديمي والممارسين للتنمية والمبادرات بالجامعات على المشاركة في التنسيق والتعاون والشبكات لإعداد خطة استراتيجية للشراكات كمبدأ توجيهي للمنظمات غير الحكومية المحلية والحكومة والوزارات التنفيذية والقطاع الخاص والمنظمات المجتمعية وأخيراً تحسين منهجية الشراكة وأساليبها ومبادئها من أجل تحقيق الشراكة مع الجهات المانحة والمنظمات العالمية غير الحكومية بكفاءة فنية عالية.

Translation by: Babel Translation, language & Research Services Center (BATRACE (Translator Without Borders) Member of the American Translator Association

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# **CHAPTER ONE**

## **Methodological Introduction**

## **1. Introduction**

The United Nations in headquarter in New York from 6-8 September 2000 at the dawn of new millennium to reaffirm our faith in the Organization and its charter as indispensable foundation of more peaceful proposer and just world focusing on 8 goals and after the end 2015, world leaders adopted the new Agenda to (2030) targeted 17 goals seventeen goal is partnership) for sustainable development that aims to end poverty, tackle inequalities and combat climate change. We need everyone to come together, government, civil society, scientist, academia and private sector, INGOs to achieve the sustainable development goals and provides an informal space for policymakers, scientists and development practitioners to come together to explore common concerns and discuss strategic action of partnership between local NGOs and INGOs to achieve partnership goal.

There is no universal standard definition of partnership within the development world and the concept of partnership has become so pervasive, and means so many different things to different people and in different contexts, that need partnership with different approaches and principles to strengthen the partnerships together. Here you can see what you can do to contribute. [References \(Global University Network for Innovation page \(12.13.14\) \(July 2018\)](#)

Find organizations to support, information to share and some useful tips for your everyday life that can really make a difference. Strength the means of implementation and revitalize the global partnership for sustainable development finance, technology, capacity building, trader, systematic issues: policy and institutional coherence, multi-stakeholder partnership; data, monitoring and accountability

The 2030 Agenda requires effective collaborations between all stakeholders in order to achieve the seventeen sustainable Development Goals (SDGs). Only through close collaboration can there be any

possibility of finding global solutions to the world's current and future challenges. Partnerships are included in the five dimensions of the 2030 Agenda, the so-called "5 Ps": People, Planet, Prosperity, Peace and Partnerships. Partnerships englobe the whole Agenda and are called upon as the essential tool for its advancement and accomplishment. This publication intends to offer a first approach to Sustainable Development Goal 17: "Partnerships for the Goals". It includes the perspectives and views of different networks, organizations, geographical regions and working cultures on what "partnership" means, and how work should be done to implement SDG 17. This collection of articles offers a glimpse at different ways to embark upon SDG 17 and the 2030 Agenda and provides examples and recommendations for higher education stakeholders, policymakers and international organizations and network, the construction of multi-stakeholder partnerships is no easy task. But much can be achieved by working on the obstacles and difficulties: sharing knowledge and culture, innovative ways of working and collaborating, attracting more resources, uniting efforts and mobilizing expertise. (Referenc Josep A. Planell GUNi (President (page 9 September 17, 2018)). The **2030** Agenda presents us with the opportunity to update a governance model in which all actors are called upon to play a crucial role, and where we all need to pool our efforts, our expertise and our resources together for a better future for humanity.

## **1-1 Problem Statement**

Blue Nile State is challenged by creation of effective development partnerships, with various actors, which would contribute effectively to meeting the growing development challenges which is resulted from the civil war, poverty, vulnerability and climate change, and intervention of INGOs was not adequate to help the community to improve food security and livelihood and nutrition statues of affected people. The 2005 is a date of assign comprehensive peace agreement as is becoming the date of starting organized of voluntary work in Blue Nile State and voluntary work is only most important and is a second sector involve to improve livelihood and income for the affected people, by the end of civil war and assign of CPA in the year (2006) encourage intervention of voluntary work through the International NGOs, Government and N NGOs. Previously, INGOs used to deliver its services directly to the target beneficiaries but after declaration of Sudanization of voluntary work in Sudan in 2006, the Ministry of Social welfare was declaring new regulation to organize voluntary work and obliged the INGOs to work through partnership with N NGOs. In the year 2012 directly after the end of the second civil war 2011. (Reference BNS HAC) Since those national NGOs lack organizational capacities, skills and experience in partnership approaches policy to capture fund from INGOs through partnership, there will be a big gap in the performances, unless the NNGOs have appropriate approaches, policy and methodologies knowledge to improve structure of the partnership. Otherwise the voluntary work of NNGOs, remains with no impact assessment and hence financial resources, funding and donors' endeavors will be useless.

The intervention of NNGOS is came to help the vulnerable, IDPs, Returnees and the host communities which affected with civil war in all

localities of Blue Nile especially the locality which are more affected and located in remote and marginalized area.

The international INGOs before Sudanization of Voluntary work was directly practicing the work of implementation activities without partnership, and they are now restriction from authority represented in federal HAC in Sudan and especially Blue Nile State according to new regulation system was (work through local partners)

The local NGOs which is became leader of humanitarian work( as implementers partner) and INGOs as donor) NNGOs was a new organization and need experience to work through partnership and ignorant of many requirements of International INGOs in ` financial, Human Resources and funding and donor reporting and proposal writing , concept note recruitment to deliver services to the community of poorer people and this was appear many constraints and the partnership is became problem for INGOs to implement the work in the field according to partnership agreement to achieve partnership goals` .

The study was coming to assessment the impact of Partnership between NNOGs and INGOs for delivering the services to household(HH) in the Blue Nile state and how the NNGOs involving in the partnership and achieve the ability requirement of International NGOs to deliver the services with high efficiency, capacity and skill according to INGOs partnership principles and approaches. Since independence Blue Nile state, particularly remote marginalize area has been confronted with a wide range of challenges that hinder it development. For instance, the social, economic and political costs of conflicts in Blue Nile State have been extremely high. Besides, the secession of Southern Sudan has resulted in two challenging issues and inflation rate that would seriously affect the development performance in Sudan and directly Blue Nile State ,Moreover, Blue Nile is facing the challenge of dealing with massive population

movement (IDPs, refugees and migrants) caused by instability of the neighboring countries and the continuation of internal conflicts and environmental challenges resulting mainly from the existing extractive livelihood systems, climate changes and conflicts. And this was open the road to for partnership with INGOs to intervention and help the poorer and needy people affected with natural and human being factors.

## **1.2 Research Importance**

Literature in partnership is limited in Sudan in general and BNS particularly. This study focused on Blue Nile State which is currently facing economic and social problems that necessitate the intervention of, government, LNGOs, INGOs and government engaging in various partnerships. The study was an attempt to assessment impact and recommend ways to address the problems on the ground in an effort to allow for fair service delivery by NGOs, INGOs and government alike through partnership. The overall aim of the study was to show the impact assessment, strengths and weaknesses of partnerships in human resources, funding, corruption, financial system proposal writing, in the hope of helping and delivery services to poorer people in Blue Nile State, through implementing partners to work towards a common goal. It is also hoped that the study will help researchers, scholars, development workers and indeed anyone who is interested in partnerships and development to grow academically and practically in voluntary work targeted Local NGOs working in different field.

### **1.3 Research Objectives:**

#### **1.3.1 General Objective:**

To identify the current impact assessment of partnership between the INGOs and NGOs in Sudan in delivering services to the target people in Blue Nile State. Through principle approaches of international INGOs in funding, financial system, Human resources.

#### **1.3.2 Specific Objectives:**

1-2 The partnership assess the capacity of LNGOs in services delivery through funding, financial system accessibility

3-1-1 Identify gaps in LNGOs performance through partnership targeted donor reporting and finance system

3-1-2 Recommend any approaches and methodology that can improve partnership in human resources for local NGOs

### **1-4 Research Questions:**

1.4.1 What is the sort of partnership between Labena and Practical Action?

1.4.2 What is the current capacity of Labena NGOs in term of HR, Financial and Institutional to meet the partnership requirements?

1.4.3 To what extent Labena NGO is able to meet the partnership requirement in proposal writing?

1.4.4 What are the gaps in partnership between Labena and Practical Action (PA) in funding?

1.4.5 How partnership is could be improved to build capacity of NNGOS?

### **1.5 Case Study**

National NGOs lacks knowledge about the partnership with (INGOs) and International NGOs don't provide necessary capacity building programs for their local partners and local NGOs have no adequate experience in voluntary work through partnership to achieve the work implementation in the field.

- **Purpose**

The purpose of this study is to examine the challenges facing NGO in the partnership with International NGOs. Non-governmental organizations in Sudan targeted BNS to obtain fund from donor because of lack in proposal, financial systems to meet up and also because National non-government organization have ignorant about Donor requirements and the main purpose of this study was to assess the outcome of partnerships that exist between Local NGOS and INGOS in BNS. and the immediate objectives were;

To identify the impact assessment of partnerships existing between international organizations and local implementing partner's(NNGOS) indifferent approaches of funding, financial systems and human resources.

- To examine the areas of funding in the partnership between NNGOs and INGOS.
- To identify the quality of partnerships that exists between international local organizations in financial system.
- To establish the challenges and constraints encountered in the execution of partnerships.
- ❖ To determine areas that needs strengthening in capacity building and training

To propose relevant policy recommendations in partnership

- Definition of Key terms used

Voluntary work:

Voluntary work includes activities or responsibilities that you take on without obligation or payment. Volunteers contribute time and experience to nonprofit organizations and charities for both altruistic and self-serving purposes.



- **Definition of INGOs:**

The United Nations Economic and Social Council (ECOSOC) defines an INGO as "any organization which is not established by inter-governmental agreement" (Resolution 288 (X) the 27th February 1950), "including organizations which accept members designated by government authorities, provided that such membership does not interfere with the free expression of views of the organizations" (Resolution 1296 (XLV) of 25th June 1968).

- **Definition of NGOs:**

January 2010 DOI: 10.1007/978-0-387-93996-4 3In book: International Encyclopedia of Civil Society (pp.1056-1062) Authors:

Non-governmental organizations (NGOs) are now recognized as key third sector actors on the landscapes of development, human rights, humanitarian action, environment, and many other areas of public action, from the post-**2004** tsunami reconstruction efforts in Indonesia, India, Thailand, and Sri Lanka, to the **2005** Make Poverty History campaign for aid and trade reform and developing country debt cancellation. As these two examples illustrate, NGOs are best-known for two different, but often interrelated, types of activity – the delivery of services to people in need, and the organization of policy advocacy, and public campaigns in pursuit of social transformation. ((**Martens, 2002, p.282**) NGOs are also active in a wide range of other specialized roles such as democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research, and information provision. This chapter mainly confines itself to a discussion of NGOs in the international development context, but much of its argument also applies to NGOs more widely NGOs are formal (professionalized) independent societal organizations whose primary aim is to promote common goals at the national or the international level.)

- **Capacity Building:**

Capacity-building is defined as the "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world." An essential ingredient in capacity-building is transformation that is generated and sustained over time from within; transformation of this kind goes beyond performing tasks to changing mindsets and attitudes (**About the Hub: Handong Global University**). Sustainable Development Goal 17: Revitalizing the Global Partnership for Sustainable Development, the United Nations is committed to transformation from within. Goal 17 includes targets for capacity-building, including increasing technology and innovation in least developed countries and improving data collection and monitoring for the achievement of the SDGs themselves. Universities in particular can serve as centers of capacity-building through research, innovation and data collection and analysis

- **Transparency –**

As a principle, public officials, civil servants, managers and directors of companies and organizations and board trustees have a duty to act visibly, predictably and understandably to promote participation and accountability. Simply making information available is not sufficient to achieve transparency. reference ([www.transparency-initiative.org/blog/1179/tai-definitions/](http://www.transparency-initiative.org/blog/1179/tai-definitions/)) Large amounts of raw information in the public domain may breed opacity rather than transparency. Information should be managed and published so that it is:

- **Relevant and accessible:**

Information should be presented in plain and readily comprehensible language and formats appropriate for different stakeholders. It should retain the detail and disaggregation necessary for analysis, evaluation and

participation. Information should be made available in ways appropriate to different audiences.

- **Timely and accurate:**

Information should be made available in sufficient time to permit analysis, evaluation and engagement by relevant stakeholders. This means that information needs to be provided while planning as well as during and after the implementation of policies and programmes. Information should be managed so that it is up-to-date, accurate, and complete. Which is achieved through dialogue with an emphasis on early consultations and Information sharing?

- **Integrity:**

is a term used to describe a person's level of honesty, moral commitments, and willingness to do what's right? For example, we expect our doctors to be honest with us about diagnoses, won't try to prescribe medications we don't need, and will generally work in the best interest of our health and well-being. We expect this because, in most societies, doctors are perceived to be people of great integrity with strong moral compasses.

Conversely, if your doctor didn't have any integrity, he or she might be strongly influenced by drug companies or bribes and might talk you into getting tests or procedures you don't need. When this happens, society takes a dim view of that person—and in some cases legal charges are brought—because he or she was expected to act with integrity.

5-3 Memorandum of Understanding:

A memorandum of understanding (MOU) is an agreement between two or more parties outlined in a formal document. It is not legally binding but signals the willingness of the parties to move forward with a contract. The MOU can be seen as the starting point for negotiations as it defines the scope and purpose of the talks. Such memoranda are most often seen in

international treaty negotiations but also may be used in high-stakes business dealings such as merger talks.

The researcher defines the MOU as Non-legal agreement between two parties that explains the responsibilities and requirements of both parties in partnership between NNGOs and International INOG to achieve specific goal. (By **WILL KENTON Reviewed By THOMAS BROCK Updated**

(Jul 15, 2020)An MOU) is often the first stage in the development of a formal contract, Memorandum should be used when you submit a request for application involving a collaborative partner(s) that agree to provide a non-financial exchange that will enhance the project. Examples include: a work station for an out-stationed advocate and training for staff/volunteers

- **Coordination:**

Coordination is the systematic utilization of policy instruments to deliver humanitarian assistance in a cohesive and effective manner. Such instruments include: (1) strategic planning; (2) gathering data and managing information; (3) mobilizing resources and assuring accountability; (4) orchestrating a functional division of labour in the field; (5) negotiating and maintaining a serviceable framework with host political authorities; and (6) providing leadership. Sensibly and sensitively employed, such instruments inject an element of discipline without unduly constraining action. (Miner, L., U. Chellia, J. Crisp, J. Macinlay and T. Weiss (1992). UN Coordination of the International Humanitarian Response to the Gulf (Crisis 1990-1992, Thomas J. Watson Institute for International Studies)

The controlling and combination of events, responsibilities, and knowledge and control structures to safeguard that the resources of an organization are used most resourcefully in chase of the definite objectives. Laterally with organizing, monitoring, and evaluation, coordinating is one of the key

functions of coordination based on consequence abilities and concrete operational capacities between two entities (Definition By researcher)

#### 5-5 Responsibility:

A duty or obligation to satisfactorily perform or complete a task (assigned by someone, or created by one's own promise or circumstances) that one must fulfill, and which has a consequent penalty for failure. Humanitarian organizations have an ethical obligation to work responsibly, with Integrity and in a relevant and appropriate way;

- **Complementarily:**

Valuing the diversity of the humanitarian community and striving to work with local capacity to enhance and complement contributions from partnering organizations.

- Volunteering:

We define volunteering as any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives. Central to this definition is the fact that volunteering must be a choice freely made by each individual.

This can include formal activity undertaken through public, private and voluntary organizations as well as informal community participation and social action. Everyone has the right to volunteer and volunteering can have significant benefits for individuals. ([/www.ncvo.org.uk/policy-and-research/volunteering-policy](http://www.ncvo.org.uk/policy-and-research/volunteering-policy)). Volunteering is share of the broader concept of community participation. These notes clarify what Volunteering considers volunteering in the partnership with INGs, these may also act as pathways for people to become volunteers. The term ‘volunteering’ covers a wide diversity of activities in Sudan civil society. It includes formal and informal volunteering that takes place within organizations and with CBOs (including institutions and agencies and private sector) in a structured way

and informal volunteering, acts that take place outside the context of a formal organization when natural and human being hazard appear(Reference(Researcher)

- Partnership:

Takes the notion of partnership as accompaniment further, and defines partnership as a means of enhancing the potential of each partner to meet the needs of the poor in a more efficient way. **Hoyer (1994)**

Partnerships between NGOs are seen as a means to achieving social development for marginalized groups of people.

Researcher define the partnership as:

Is an association of teamwork and coordination between different LNGOs and INGOs, geared toward achieving specific goal or activities used various forms, to implement project activities? In recent years, “partnership” has become a common term in the project implementation targeted Sudan in development and humanitarian between INGOs and LNGOs as well as in publications of the United Nations (SDG) 2030

Contract:

(<http://www.businessdictionary.com/definition/contract.html>)

A voluntary, deliberate, and binding agreement between two or more competent parties. Contracts are usually written but may be spoken or implied, and generally have to do with employment, sale or lease, or tenancy. A contractual relationship is evidenced by (1) an offer, (2) acceptance of the offer, and a (3) valid (legal and valuable) consideration. Each party to a contract acquires rights and duties relative to the rights and duties of the other parties. However, while all parties may expect a fair benefit from the contract (otherwise courts may set it aside as inequitable) it does not follow that each party will benefit to an equal extent.

Agreement:

An agreement can be between two or more parties and be held as confidential, but has no legal teeth for enforcement, so it depends upon the participation of the parties to be sustainable. (Buddy. DBA from Grand Canyon University (2020) Definition by researcher A negotiated legally enforceable understanding between two or more legally competent parties for example in the partnership between LNGOs and INGs in the Partnership to implement activities.

The NGOs Scenery in Blue Nile State (BNS)

The recognizes and important role of LNGOs& INGOs play especially in reaching underserved communities, the vulnerable, host and marginalized people in the community or society of farmers and pastoralist especially in rain fed agriculture sector which was affected with civil war and heightening Rosaries Dam. Before (2005) there are limited or lack of INGOs were operating in the BNS delivery services for needy people. Those were mostly Islamic and church mission based on providing services to the poor people targeted affected needy household (HH)in deprived communities. However, since the 2005 after CAP was assigned there has been significant growth in the local NGO in sector of humanitarian field and HAC witness about 200 registered in HAC ( Ministry of Social Welfare) but 19 local NGOs have head office in Khartoum and LNGOs now existence and practicing work eventually is only 14 from total local NGO registered , on other hand the total of international NGOs work in Blue Nile have offices is total of 8 INGOs (**HAC& Ministry of Social Welfare BNS**)The INGOs interventions in the region include agriculture, water and sanitation, education ,women rights and excluded the vulnerable ,IDPs ,returnees, Host community to claim their rights. The agriculture represent that the livelihood and food security is mile stone of intervention with INGOs and Local NGOs through partnership.

The intervention of INGOs and LNGOs in agriculture sector was helping many community farmers in the Blue Nile state targeted 7 localities especially farmers located in territory area between Sudan, Ethiopia and South Sudan, most of activity implemented through partnership with local partners, but the partnership was ignoring many approaches from INGOs to LNGOs, this represented in the lack capacity of implementer staff and lack knowledge of principles of partnership.

Other intervention areas include HIV/AIDS situation, vocational training, Nutrition, health advocacy and research, environmental protection issues and good governance.

The international NGOs programmer is based on partnership according to Sudan federal policy, and this is done with local NGOs, Network and communities.

The operations of NGOs activities are regulated through the Department of Social Welfare HAC. The BNS Humanitarian Aid Commission was facilitated the process of accessibility to any team have project in the field and maintain registers of LNGOs in the Blue Nile State. The monitor the activities is through submitting their, midterm, annual reports and any request report.

#### - Principles of Partnership

There are three overarching principles agreed among many organizations as important for partners to be able to work together.

([http://csoeffectiveness.org/IMG/pdf/final\\_istanbul\\_cso\\_development\\_effectiveness\\_principles\\_footnote.pdf](http://csoeffectiveness.org/IMG/pdf/final_istanbul_cso_development_effectiveness_principles_footnote.pdf))

Practicing these principles in concert provides a firm foundation upon which to build effective partnerships. All partnerships are developed in service of helping to support the development of secure, productive and/or just communities, not to partner for partnership's sake.



Reference (link to the documents reviewed are provided in the annex to this paper.

- Vision

All partners should share a similar vision on human rights-based development (Equality, Participation, etc.) and should align to the Istanbul Principles on CSO Development Effectiveness<sup>3</sup>. The vision and mission statements of all partners should be sufficiently compatible to allow them to collaborate. There should be a higher aim involved in the partnership rather than partnering for partnership's sake. The partnership shall aim, amongst other things, to connect local issues to global discussions and local voices to a global audience. Reference (The Sphere Project (2011): The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response)

- Values

Partnerships should build upon shared organizational values. There should be a sufficient overlap in the values of all partners allowing them to collaborate comfortably.

- Expectations

Expectations are to be set at a level that reflects the capacities of all partners to deliver outcomes in a realistic and timely manner. There should be mutual benefits in the partnership and mutual learning from the relationship. International CSOs should not expect their partners to deliver to higher standards than the international CSO itself. Local and national CSOs shouldn't rely entirely on international CSOs financial assistance and international CSOs should mitigate these dependency risks by encouraging local and national CSOs to build a diversified, sustainable mix of resources.

### Respect

Recognize and respect differences between the organizations, especially due to power imbalances since international CSOs often have significantly

more funding and capacities than local or national CSOs. Respect means accepting the counterpart as an equal partner and engaging in mutual learning. Additionally, respect means entering the local job market in the civil society sector without distorting it. Finally, respect means that international CSOs recognize and promote local development practices which are embedded in a cultural framework, etc.

- Strategy

All partners have their own strategic plans and agendas which will have to be sufficiently compatible. A common strategy for the implementation of the partnership needs to be agreed upon. This may include that international CSOs develop a clear, transparent exit strategy in consultation with local partners. Additionally, local and national CSOs should not have to change their overall strategic direction to accommodate the partnership. The priorities of the local and national CSO should be prioritized and decisions should be taken at a level as close as possible to the people affected (this is particularly important when addressing the management of institutional or community dynamics).

- Responsibilities

Specific roles and responsibilities should be set out in an overall partnership agreement. This helps during the implementation of a partnership and helps to avoid that international CSOs crowd the operating space of local and national CSOs. For instance, commonly agreed rules and coordination mechanisms should indicate how each partner is allowed to autonomously approach media (local/international), government, donors and other external audiences when representing the partnership and in which cases a prior joint sign-off is required.

- Accountability

Develop and ensure a robust accountability framework, evaluation process and accountability mechanisms. All partners commit to being fully

accountable to each other and to other stakeholders, including the final beneficiaries. The partnership shall be deployed with a phased approach, including regular reviews of the joint strategy plan as well as of the partnership itself. The level and ways of disclosing information between the two partners and to the other stakeholders need to be agreed at the onset of the partnership.

- Flexibility

The context in which CSOs work can change significantly, quickly and surprisingly. Thus there is a need for flexibility regarding objectives, approaches, activities, etc. Periodic reviews on the partnership and related activities need to be in place.

- **Communication**

Have an open and professional relationship. Solve problems transparently and harmoniously and come to mutual agreements of the best solution, recognize that there may be differences in the way of communicating and work with them respectfully.

(Reference (The Sphere Project (2011): The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response)

- Type of NGOs Operating in the Blue Nile State

The type of NGOs operating in a geographical area reflects the local realities and characteristics of the area, and these local realities and characteristics include: the level of education of the people, their traditional and religious beliefs and value systems, their attitudes and aspiration and other relevant socio-economic and cultural characteristics. All these internal characteristics influenced the type of programmers, projects and activities that NGOs will be devoted to and thus account for the unique nature of NGOs operating in a geographical area.

The principal groups of Local NGOs very common in the region are depending on emergency project very few development project was

implemented with government and LINGOs play role of implementer. Development NGOs are organizations which address the direct needs to poor communities, IDPs, Vulnerable, Host community through the provision of physical development or Humanitarian oriented projects. They focus more on poverty reduction programmers, education, health and nutrition, agriculture and food security, livelihood, water and sanitation, vocational and income generating activities. They execute projects that have to do with infrastructure development (water, schools and health projects in very minor intervention), income generation (agriculture, credit schemes and dairy improvement), better environment (resource conservation) and health care (HIV/AIDS and reproductive health this was implemented with Agency WHO and Ministry of health through partnership and local NGOs work privately in the health sector.

The local NGOs in the Blue Nile State focus on emergency project and also targeted poverty and their goal is usually to provide the under people affected with civil war, climate change and agriculture resilience with the means of survival to targeted community. The action of LINGOs function as watch dog of the society cooperative, union, CBO. They challenge human oppression, human rights abuse and marginalization and seek to restore human freedom, dignity and self-esteem in the region. However, the activities of these Local NGOs are considered as a threat to the needy people assemblies in the Blue Nile. This is because they expose ills, injustices, and corruption of the society with the aim of fighting for justice, transparency and equity.

The researcher revealed that there was no local NGO in the Blue Nile that was purely development or action oriented NGO. The local NGOs in the Blue Nile try to touch on every sector of society depending on where the funding is coming from, although they have their focus on particular activities through partnership with INGOs to deliver work with high

transparency to pave road to stick sustainability. The globally the successful partnerships are illustrated by The (Scottish Executive (2002) noted that for partnerships to be successful, principle and purpose, resources and partnership, communication between partners, effective planning and understanding of specific objectives, and evaluation and monitoring have to be evident. On the other hand, Edwards et al., (2000), identified clarity of aims, right people, trust, good organization, and commitment to a way of working, adaptability, adequate resources and territorial competence, as the key variables for effective partnership. (In 1999, at the Asian Development Bank Institute conference on Public-Private Partnership-PPP) in the Social Sector; legal and regulatory framework, transparency and accountability, suitable public policies, commitment to public good, common understanding, sharing of resources were identified, as the key requirements for effective partnership work. Berry et al., (2011) in their empirical research study pointed out that mechanisms associated with better partnership working relies on leadership, data sharing and problem focus, communication and co-location, structures and experience. (Fowler (2000) and Blagescu & Young (2005)), emphasized that the success of any partnership organization depends on the degree to which ownership, power and commitment are shared among the partners involved.

World Bank (Source: World Bank website "Nongovernmental Organizations and Civil Society/Overview."

<<http://wbln0018.worldbank.org/essd/essd.nsf/NGOs/home>> Accessed June 8, 2001 (no longer available

The world bank was illustrated on the strengths and weakness of NGOs and explained that there are different in the nature and quality of individual NGOs vary greatly, it is extremely difficult to make generalizations about

the sector as a whole. Despite this diversity, some specific strength generally associated with the NGO sector includes the following:

- strong grassroots links
- field-based development expertise
- the ability to innovate and adapt
- process-oriented approach to development
- participatory methodologies and tools
- long-term commitment and emphasis on sustainability
- cost-effectiveness

The most commonly identified weaknesses of the sector include:

- limited financial and management expertise
- limited institutional capacity
- low levels of self-sustainability
- isolation/lack of inter-organizational communication and/or coordination
- small scale interventions
- lack of understanding of the broader social or economic context)

# **CHAPTER TWO**

## **Theoretical frame work**

## CHAPTER TWO

### Theoretical frame work

#### **2.1 Methodology:**

The methodology applied during this study was focusing on a quantitative and qualitative approach

**2-1.1 Qualitative** uses assessment tools focusing on the main tools used, as focus groups discussion, interview and meeting key informants, manager of BN ministry and INGOs nonprofit organization, the analysis of secondary data and negotiation with many practitioners some names of those was included (Annex's(1) These need to be chosen carefully on the basis of their appropriateness in progress towards the partnership in qualitative assessment tools, such as semi-structured interviews, focus groups and Negotiation combined with analysis of secondary data form the basis for the data collection methods. In addition, more participatory tools such as mapping and ranking can be used to identify the how partnership between local NNGOs& INGOs implement project and delivery service with high transparency and integrity through the robust financial system, proposal standard, HR policy to deliver good services to the poor people in Blue Nile state,

#### **2-1.2 Selection Criteria of local NNGOs targeted 15 Local NOGs and & 7 INGOs**

The selection of Local NGOs and Ingo was done according to the duration time, vision of partnership policy and informative methods which is applicable to partnership approaches

The selection sample was done in consultation with different experts working in humanitarian and development field based on accessibility and term of duration and type of project implemented through partnership and



delivery service to poor people in the Blue Nile State as livelihood sources of agricultural activities.

Sample size:

The sample of local NGOs to be interviewed in each questions was based on the vision. mission and challenge of partnership and benefit resulted from partnership in the questionnaire in(Annex)

### **Focused group discussions (FGD)Annex**

The FGDs were used as a tool to collect the required qualitative information from various local NGOs and INGOs. A check list of guiding questions was designed reviewed and checked to provide answers to the questions related to the objectives of this study. FGD was organized and involved manager of line ministry, local community leaders, expert in the humanitarian and development community. The FGDs use open questions developed to focus on specific themes (e.g. vision of local NGOs, access to fund, service and environmental financial system challenge and benefit of partnership structure).

**Quantitative data can be interpreted with statistical analysis, and since statistics are based on the principles of mathematics, the quantitative approach is viewed as scientifically objective, and rational**

### **Checking data and entry:**

The filled questionnaires were checked immediately after filling to make sure that all the questions were answered. Sample of questionnaires were checked for data entry while in order to allow for correcting mistakes that might make. the researcher was responsible for checking the questionnaire for the numbers of NGOs targeted, completeness and consistency used.

Analysis of questionnaire by: SPSS done by the expert in data analysis (Asim Osman) (Phone (0912143158) the questionnaire data was analyzed

as percentage of the certain topic, funding, human resources, Financial, Corruption, Governance and Dominance, and partnership process.

### **2.3. Literature Review:**

*(The NGO Hand book, Author (Hilary Binder Aviles) page 56) and another study reviewed* is master degree of (Abdelqayoum Ali, Bashir A) (2010) Non-governmental organizations and development in the Sudan: Relations with the state and institutional strengthening. thesis, Swansea University.

<http://cronfa.swan.ac.uk/Record/cronfa42550> page (190 to 193) focusing financial management and implementation and services delivery

Review of the relevant information related to the study which includes The area of study witness the different incidences, focusing on the economic inflation , the poverty and impact of civil war, targeted Blue Nile State, in 2019, Sudan faced a worsening economic crisis that will continue to drive humanitarian needs into 2020, even as the transitional government works toward economic reforms, the situation was open the way of INGOs to intervention to Blue Nile state and delivery services to needy people and there more than 10 INGOs and more than 20 local NGOs, civil societies and CBOs was involving in Humanitarian work in the Blue Nile State localities , through partnership, and this research was focusing on the partnership between local NNGOs and INGOs in project implementation , the theses or study was look seriously on impact assessment of partnership between two entities to achieve partnership with high transparency and integrity and pave road to LNGOs to benefit from the approaches , principles and theory of international NGOS , to build capacity and open direct way to donor to gain fund , robust finical system, the study was classified the process of collection data according to role of Local NGOs in the community through partnership as implementer and INGOs as Donor ,the data collection through the Questionnaire to identify the gap between

LNGOs and INGOs in partnership in different topics capacity building,, funding ,financial system ,Corruption, governance dominants, Human resources , the researcher was interview more than 7 persons targeted INGOs coordinators, 5 head of financial department and also 7of government institutions(line Ministry of Animal resources and Ministry of Agriculture and forestry) manager to explain to what extend the partnership was achieved when local NGOs intervention in Collaboration with technical department to implementing activities in the field, the sample of INGOs targeted 15 local NGOs and filling questionnaire separately and 7 INGOs and also the interview ,**targeted** World vision , Safe Children, ADRA, VSF, Islamic Relief , IMC, Aecom and PA the name of LOCAL NGOs Labena , Moobadroon, Jasmara, Edafa, FBDO, Asalam Alsalam Welema , Alsalam, Red crescent, Almassara, Pancara,Solo ,HAD, ADD.NIDAA,CORD and also meeting with expertise in humanitarian and development field , Khalid Badrabi, ( expert development engineering) expert engineering Munier Alias.

Also The literature of study was focusing on the tow basic term which was facilitating the literature review of the study, the concept of the terms and the secondary data and primary data study. The Blue Nile State conflict is a ‘frontline’ in post-CPA intra-Sudanese military conflict of the three areas, Blue Nile has received comparatively little attention, despite the state’s strategic significance. Three-quarters of Nile waters enter Sudan in Blue Nile and the state sits at the crossroads of Western Ethiopia, South Sudan, and the Northern Nile Valley. Since its eruption in September 2011, fighting in Blue Nile pits the Sudan Armed Forces (SAF) and its allied militias against the Sudan People’s Liberation Movement-North (SPLM-N). The forces that make up the SPLM-N are historically northern but maintain strong ties to their old comrades in South Sudan. The humanitarian work process was exited in the form of indigenous helps like

Naffer and Alwgaf and individual participation and civil societies and Maseed.

## **2.4 Partnership and local NGOs**

The first attention and looking for partnership is starting in the workshop orientation about the partnership in Sudan in the 2009, Sudan: Workshop outcome - Towards effective partnership between national LNGOS& INGOs international NGOs.

*ReferenceFormat News and Press Release Source [Govt. Sudan Posted12 Oct 2009.](#)*

In belief of human principles which call for hared word, and to ensure building a genuine partnership between Sudanese NGOs and their international counterparts, and in support of efforts of NNGOs capacity building, and in encouragement of direct and frank dialogue between partners, came this initiative from TJTC that includes Government, UN and NGOs to organize this "Towards a More Effective Partnership Workshop", with the participation of 48 NGOs and 27 INGOs, in addition to representatives of donors and concerned government departments and this work ship the put the point of collaboration of INGOs and Local NGOs to implement the project through partnership

### **2.4.1 Summary of Workshop between LNGOs and INGOs**

The workshop was held between (10-12 October 2009) at Burry Family Park with the attendance of participants from NNGOs, INGOs, the concerned Government departments and UN. A new methodology was adopted in running this Workshop followed known as Open Space Technology which is based upon agenda raised by participants themselves, then discussed in separate groups. The participants then reach final recommendations for actual application. A number of issues were reviewed by participants through two sessions from 11 am to 4 pm. Recommendations was look seriously on the basic element of evolve the

LNGOs and CSO to be well understanding to involving in the partnership with INGOs through the following recommendation resulted from workshop:

**2.4.2 Building of Trust** Consolidate communications trust between NNGOs and INGOs to enhance trust. Partnership need to be in a written agreement that specifies the commitments of each party making transparent and accountability the reference points. Building of capacity. Mutual trust is basis of partnership and it is the responsibility of everybody.

**2.4.3 The role of Government in Partnership between NNGOs and INGOs.** Create a positive atmosphere for partnership by: Facilitation and simplification of procedures such as visas for experts and donors without complications and respect of time. Establish an electronic website with information's related to NNGOs and INGOs. Commit INGOs to work through a local partner, while leaving the choice of partner to the INGO in accordance with agreed references. Establish a frame policy to encourage and organize and improve partnership. Qualify HAC staff to become capable in their capacities.

**2.4.3.1. Capacity Building and activating Funding mechanism for effective partnership:**

Short term plan: Exchange of experiences On-Job -Training \ enforce understanding of Capacity building Exchange meetings \ documenting and analyzing partnerships experiences Establishment of national academy \ facilitating procedures \ Create Websites \ knowledge about raising funds.

The mechanism for selection a partner and sector activities: Short term: Establishing a directory or a website for communication Activate current partnerships Inquire some information from (HAC regarding (2006) Voluntary Act Medium term): Joint evaluation between national & INGOs Long term: Frame work for evaluating partnership Internal funding mechanism

**2.4.3.2. Effect of communication and personnel relations on partnership,** Initiate mutual respect Direct step, identify participants contacts details and circulate Exchange messages and greeting cards in different occasions Formation of 5-man committee for developing future plans Create regular sectoral meetings (every Saturday) Future plan: Establish a Club Directory for circulating Activate role of (SCOVA )in Sudan as general for organization Humanitarian work with Local NGOs and International NGOs.

### **2.4.3.3 History of conflict in the Blue Nile state before (2005)**

The region that now encompasses Blue Nile state was once the heartland of the Funj Kingdom; under 19th century Ottoman-Egyptian colonial rule it became a target for Slave-raiding. In modern times, President Ja'afar Nimeiri (1969–85), imposed top down Agricultural reforms in Blue Nile as a source of exports for the Middle East and Africa. His real intention was to use the introduction of mechanized agriculture to establish firm political control over the rural peripheries where Sudan's traditional parties opposed his dominance in Khartoum. The reforms eroded their grip, but the programmer ended up displacing thousands of small landholders and pastoralists. When the SPLM/A invaded Kurmuk in 1987 during the second Sudanese civil war, many locals—often those previously displaced by Numeri and his functionaries—joined the rebel war against Khartoum. The regime of *Sheikh* Hassan al Turabi and President Omar AlBashir inherited the conflict, but intensified it when they declared Blue Nile a model province for Islamizing Sudanese society and crushing secularist forces. From 1995 onwards, thousands of Ethiopian and Eritrean soldiers backed the SPLM/A in this conflict. Despite this regionalization of the war, Khartoum managed to control most of the state but could not prevent the second fall of Kurmuk in 1997. While fears about a possible attack on the Rosaries Dam and the Nile Valley Never Materialized, the SPLM/A held

on to Blue Nile's southernmost tip and effectively wore down SAF in the Western part of the state. Thousands died during almost 20 years of bitter civil war in Blue Nile.

#### **2.4.3.4 Comprehensive Peace Agreement (SPLA\ Sudan Government)**

Reaching agreement about how to resolve the deep crisis in Blue Nile—while protecting all parties' strategic interests—proved one of the most difficult elements of the peace negotiations that led to the CPA. SPLM/A chairman John Garang and local commander Malik Agar saw the region as critical to the SPLM/A's 'New Sudan' project of transforming the state and decentralizing wealth and power; for the Sudanese regime, Blue Nile was the frontline of its Islamist state-building project. The final provisions of the CPA covering Blue Nile satisfied almost no one.

A six-year power-sharing arrangement included a vaguely worded 'popular consultation', intended to give residents a voice in how to restructure their relationship with Khartoum and address the conflict's root causes. A tenuous peace held in the state for five years, with the SPLM/A and the National Congress Party (NCP) co-existing. Some 120,000 people—almost 20 per cent of the population—are thought to have fled Blue Nile into Upper Nile, to locations such as Jama refugee camp, situated on floodplain. The 40,000 people there are facing 'horrific living conditions' according to (Medicines Sans Frontiers), which warned in July 2012 that mortality rates in the camp are nearly double the threshold for an emergency—due mainly to widespread malnourishment and unhygienic living conditions. Perhaps only one-third of all those displaced can access safe drinking water. An estimated 30,000 refugees are also living in camps in Ethiopia's Assosa region, where they fled after September 2011. While some began returning to Sudan after the fall of Kurmuk, this trend seems to have been reversed since March 2012, with thousands of new arrivals escaping the fighting and the SAF bombardments. UN High Commissioner

for Refugees Antonio Gutierrez said in July that UNHCR operations in Upper Nile and Unity are 'close to breaking point' due to logistical challenges, lack of financial support, and, most crucially, the political impasse. It was only in late June that the Sudanese government, under heavy international pressure, accepted a Humanitarian operation in SPLM-N held areas, giving aid workers access again to key areas inside Blue Nile where food insecurity is high. According to the situation in Blue Nile State after comprehensive Agreement assign and the rebel arm came to Damazin the NOGs activation and the authority give endorsement to the Local NON governmental organization and International organization INGOs to introduce the services to affected people, displace people, returnees and host community which was more affected with civil war and security situation was stable and there are accessibility to remote and marginalize areas and work was done without restriction form government authority and there are no intervention from local NGOs expect in the meeting and coordination through HAC and OCHA , but after declaration of Sudanization of humanitarian work low in 2006 the scenario of partnership was appeared and the work was governed with process of partnership between local INGOs through agreement or any approaches govern the humanitarian work according to the Sudan humanitarian law, the partnership is a new approaches local NGOs and many process to become law to deliver the humanitarian work and achieve the INGOs requirement in partnerships to conducting the work and delivery services to needy community in Blue Nile State.

Relevant themes to the study and derived review should be consistent with the requirements of the title partnership as answering WHAT IS PARTNERSHIP WORKING? A lot has been written about the theory of partnership working. However, translating theory into practice is not always easy. Partnerships can be formed between a number of individuals,



agencies or organizations with a shared interest. There is usually an overarching purpose for partners to work together and a range of specific objectives. Partnerships are often formed to address specific issues and may be short or long term partnership, in order to achieve a coordinated service partner's need, between local NGOs and INGOs it was in the best communicate, Co-ordinate and co-operate

**2.4.4 The project implemented through partnership in agriculture sector** between INGOs and LNGOs targeted rural people farmers is become milestone and Skelton of economic in Blue Nile State.

Most intervention of partnership between INGOs and LNGOs is focusing on the livelihood of small farmers affected with civil war, Agriculture in the Blue Nile remains an important means of alleviating poverty, but shortage of finance can constrain its development. At the same time, agriculture is evolving towards a global system requiring high-quality, competitive products, and is organized in value chains which often exclude smallholders. Value chain financing in agriculture offers an opportunity to increase the scope, and reduce the cost and risk of financing to agriculture. It can also help value chains to be more inclusive, by making resources available for smallholders to be integrated into higher value market opportunities. Agricultural Value Chain Finance provides a comprehensive look at the models, tools and approaches used by industry leaders in all parts of the developing world. These are described, analyzed and illustrated by many rich examples in order to demonstrate how they work, and to extract lessons and applications for others to adapt. The book builds on the deep experience of the Food and Agriculture Organization of the UN (FAO) in agricultural development and finance and includes 40 industry examples and 5 comprehensive case studies to enhance learning. This study is essential reading for agribusiness leaders and technical staff, bankers and cooperative leaders working in agriculture, NGO and microfinance

development practitioners, researchers and policy makers implemented the project through partnership to reflect strong collaboration to achieve goal of delivery services to needy people. household. The male to female ratio is 1:1, while the annual population growth rate is estimated at 3.01 percent between 1998 and 2003. Refence the Ministry of finance.

#### **2.4.4.1 Agriculture and partnership**

Because successful of small farms in rural area targeted Blue Nile State, provide jobs for affected people with civil war and unskilled labors, small family farms generate income and improve livelihood and spent in rural communities and stimulates rural economies, which in turn and resulted in contribute to peace building, farms grow the food that feeds us all and reflected in security situation and reconciliation in the communities of pastoralist and farmers, this was very clear in the project implementation through partnership between LNGOs and INGOS in the blue Nile State.

The partnership between local NGOs and INGOS involving in the project implementation to mitigate the affected people with civil war resulted in hunger and malnutrition not only endanger the health of people but pose a significant threat to the overall humanitarian and development project implementation in the Blue Nile. The Partnership in agriculture activities implemented with entities with Ministry of product and economic resources is committed to ensuring adequate, sufficient and good-quality food for all, taking into account the entire food value chain: from the fields where food is produced, to storage and processing, markets, trade, transport and up to consumers via diet. The partnership works between local NGOs and INGOS to secure the human right to adequate food. It designs its activities with the aim of giving poorer and disadvantaged population groups, such as smallholder farmers, women and young people, equal access to education, productive resources and markets. The partnership implemented with two actions helps the community to make productive but sustainable use of

natural resources and supports them in dealing with the effects of climate change, with the storage and marketing of their produce and with continuous adaptation to changing environmental conditions. Throughout all these endeavors, the partnership persistently pays special attention to the preservation of the highly endangered biodiversity in each context of targeted area of the project. It also promotes needs-oriented of activities implementation and advisory services delivery to community with high transparency and integrity to reflected the clear partnership between entities. Sustainable agriculture ensures a healthy diet, preserves biodiversity, and is the basis for securing the human right to adequate food. With this goal in mind, Study engages in international cooperation with INGOs and Local NGOs in the field of food security. The agriculture sector, with its multifunctional, family-based and environmentally-friendly food production geared to social and regional balance, acts as a role model in Blue Nile state.

**2.4.4.2 The types of irrigation prevailing in Blue Nile State -Sudan were divided in three categories.**

**Table (2.1) The types of irrigation prevailing in Blue Nile State**

<b>Orchard</b>	<b>Rain fed</b>	<b>Basin irrigation</b>
On the two bank of Blue Nile stream and territories and khor	This was spread in zone agriculture rain fed area	The area coverage by the dam water

**2.5 Women & Agriculture**

The INGOs and Local NGOs give the women priorities in service s delivery and this resulted from the big role of women in the community and carry out a major portion of agricultural activities and bear almost the entire burden of household work in Blue Nile State, including water and fuel wood collection and food processing and preparation. Depending on

the States, women are active in agriculture either only within their households (in Northern and Eastern states) or within and outside their households (in Western and Central states). Although women have equal access to land use, very few have land ownership rights, and thus can't access credit, membership in cooperatives or extension. Fewer women than men work in the irrigated agricultural sector; however, they represent 49 percent of the farmers in the irrigated sector—versus 57 percent in the rain fed traditional sector. Women in the rain fed sector are primarily subsistence farmers but they also work as seasonal wage laborers in the rain fed mechanized sector, and as hired or unpaid family laborers in the irrigated sector. At the household level, women are responsible for a wide range of decision making in farming activities, even when the husband is present (UNEP, 1994).

**2.4.4.4 The sector cultivation area of partnership between LNGOs &INGOs in Blue Nile is divided as following**

**Table (2.2) The cultivation area in Blue Nile is divided (Source of information MOPER BNST)**

	<b>Total irrigation area</b>	<b>Total area invested</b>	<b>Under invested</b>
Orchard	18,561 faddan	15,468	3,093
Water well	36.000 faddan	11,000	25,000
Flood area	110,000	65,000	45,000
Total	164,000	91,468	73,000

**2.3.5-5Table (2.3) Orchard crop and water well pump Blue Nile**

	<b>Cultivated area</b>	<b>Crop</b>
1	12,374	Banana
2	232	Grape
3	210	Orange
4	1,237	Citrus
5	310	Vegetables

The intervention of INGOS and LNGOs in the sectors is depend on delivery certified seeds, seedling and establish of women farm, training of women farmer's female and male farmers. References (Ministry of Agriculture) Department of Horticulture

# **Chapter Three**

## **International NOGs and local NGOs in Blue Nile State**

### 3.1. Partnership between local NGOs and INGOs

This Chapter highlights methodological details that were used in the study includes Data collection, data processing and analysis and focusing on previous and first works orientation on partnership in the field of humanitarian and development work.

The area of the study is Blue Nile State (Damazien) and the study is targeted 15 Local NGOs and 7 INGOs working in the Blue State through partnership, BNS situated in the south east of Sudan, rims Sinnar state and shares international borders with Ethiopia and South Sudan. And this area witnesses more activities implementation through partnership with LNGOs and INGOs According to the Sudan (2008) census, Blue Nile had a population of 835,000 people, the State is sub-divided into seven localities namely Damazin (Capital of State), Kurmuk, Roseires, Tadamon, Baw, Wad Almahi and Geissan and all localities witness partnership between LNGOs and INGOs especially in Agriculture sector, 80% of BNS population was practicing agriculture as the main source of livelihoods which are particularly prevailing in the rural and remote marginalized areas and most intervention through partnership was focusing on agricultures and livestock species because most of population practicing agriculture are rural people and mainly depend on agriculture (farmers and pastoralist) to secure livelihood. The INGs and LNGOs **International** World Vision, Safe Children, ADRA, VSF, Islamic Relief, IMC, AECOM and PA the name of LOCAL NGOs Labena, Moobadroon, Jasmara, Edafa, FBDO, Asalam Welema , ISRA, Red crescent, Almassara, Pancara, Solo, HAD,ADD.NIDAA,CORD.

The study was focusing on 15 local NGOs and 7 International NGOs used 30 questionnaires and 2 group discussion attended by 10 participants from stakeholder 8 key person from government and 9 meeting with head office of INGOS and line Ministry.

Study design is focusing on the different methods that help researcher to analyze the data and give the appropriate finding and recommendation of partnership between local NGOs and International NGOs to deliver services according to partnership with tow entity targeted INGOs& LNOG leaders, financial, recruitment, structure and policy) through, questionnaire, interview, group discussion(qualitative & quantitative methods) to deliver services and implementing project activities in the Blue Nile State in the period 2015 to 2020.

The data in this study was statistically analyzed using SPSS program to present results reflecting how the partnership was achieving the goal of the project activity, implementing with different actors and explain the failure and success of partnership and assess how the INGOs pave the road to join with local NGOs in partnership. From the results a thorough discussion was derived to explain the findings and suggest reasonable recommendations.

### **3.2. Case study**

Delightful originate this distant from understanding the sources(policy and structure about partnership between Practical Action Blue Nile State office and lebean local NGOs is focusing on financing ,HR, Staff recruitment project implementation, acknowledging ,capacity building, challenges and problem is related to the local NGOs from partnership agreement , this offerings the major result of the partnership made in between LNGOs and INGOs and have been made to address the issues and challenges that emerged from the partnership between two entities ,Capacity Areas of the Assessment for select partners The rating of the organization was based on a variety of capacity elements that were clustered into five dimensions of nonprofit organizational capacity:



### **3.2.1 Leadership:**

The capacity of organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate to creation the robust financial system and proposal writing.

### **3.2.2 Adaptive:**

The capacities of Local NGOs nonprofit organization to monitor, assess, and respond to internal and external changes of partnership with INGOs.

Management: to achieve the capacity of a nonprofit organization to ensure the effective and efficient use of organizational resources.

### **3.2.3 Operational:**

The capacity of a nonprofit organization to implement key organizational and programmatic functions.

### **3.2.4 Financial over site:**

Monitoring to exercise due diligence: all revenue and expenses, including grant funds, are accurately recorded and capably managed,

The areas of assessment were scored from 1-4 where:

Score 1: basic capacity

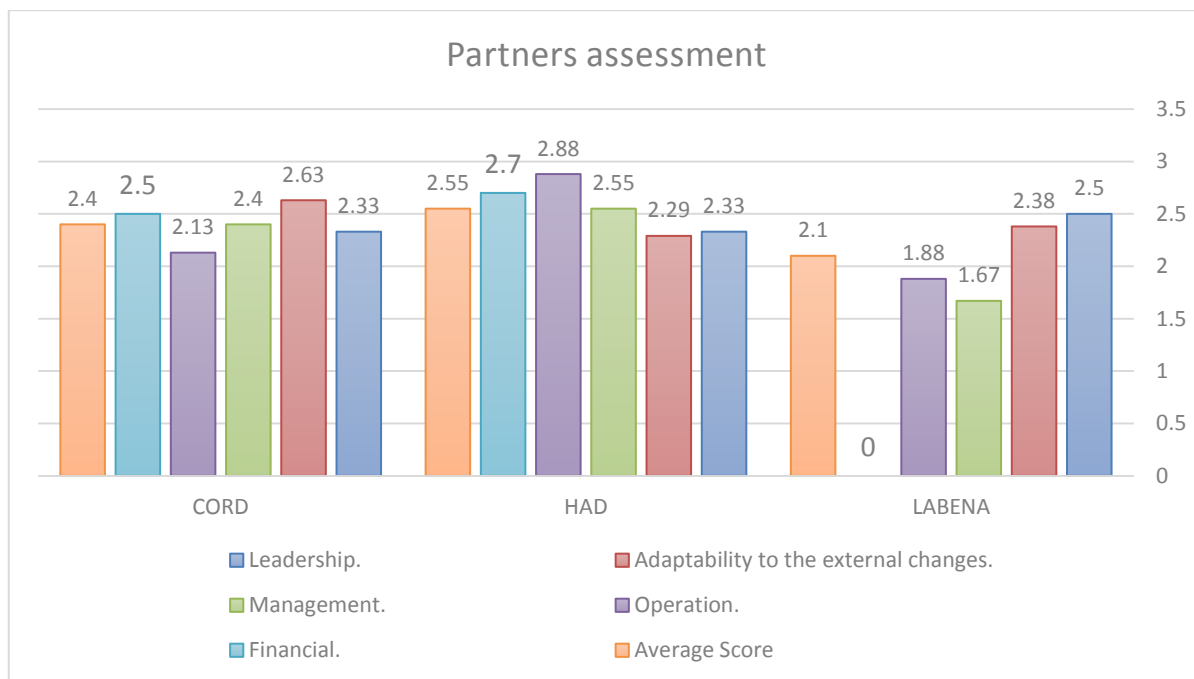
Score 2: moderate capacity

Score 3: good capacity

Score 4: excellent capacity

**Table (3.1) Results Summary:**

Capacities	LABENA	HAD	CORD
Leadership.	2.50	2.33	2.33
Adaptability to the external changes.	2.38	2.29	2.63
Management.	1.67	2.55	2.40
Operation.	1.88	2.88	2.13
Financial.	N/A*	2.70	2.50
Average Score	2.1	2.55	2.40



**Figure 3.1**

The table 3-1 was explained that Labena scoring is lower in the financial system and this pointed that we need more capacity building in financial system to improve the score of priority for selection.

Significance testing:

Mean = 2.35      SD = +/- 0.17

**Table (3-2) Significance testing**

	<b>LABENA - HAD</b>	<b>HAD – CORD</b>	<b>LABENA – CORD</b>
Difference	0.45	0.15	0.30
Significance	Significant different	Non-significant different	Significant different

3- The case study analysis of the table (3-2) was resulted in the following recommendation to robust the partnership between Local NGOs and INGOSs .

### **3.2.5 Diversified Funding Support**

Diversifications means secure money from the broad and base on possible ways, the local business of local NGOs in the targeted community, national and local government and the general public and not just depend on external donors, institutional donors such as foreign NGOs such as USAID or DfID. Local NGOs have to expand their fundraising activities directed at the general public and also tap local co-corporate donors for monetary and in-kind support.

#### **3.2.5.1 Approaching Corporate Bodies**

The corporate bodies today are increasingly becoming aware of their responsibility towards the partnership in the community of society which was more affected in the Blue Nile state Sudan. The local NGOs can approach the corporate bodies for their support through partnership methods to secure the organization working. This would help the local NGOs solve their problem of human and capital resources as well as securing funds to implement the humanitarian emergency and development projects. The corporate bodies could work in tandem with the local NGOs and help them carry out all their activities in a better and organized way. If this is done the local NGOs would appreciate that one of the best ways of securing funding is leveraging corporate bodies to get directly involved in their partnership to implement the project interventions. If the local NGOs continue depend on partnership without contribution was resulted in the lack of approaches to achieved finance methods in our project and the project supporting is going to come from the business sector it was pave the road for Local NGOs; we can't depend on government and INGOs to solve our financial problems to implement the project and reached the goal of sustain the humanitarian and development in, then needy community.

### **3.2.6 Ensure Availability of in-restricted Funds**

Funds that are received from donors for a specific purpose are known as restricted funds. Local NGOs are legally obliged to use them for the reason that the donor gave them. In contrast, unrestricted funds can be used for anything at all that helps local NGOs to achieve their mission. The more unrestricted funds local NGOs have, the more freedom of action they have. Local NGOs can choose and change the projects that they want to run and they can cover costs that donors are reluctant to fund, like overheads cost and staff salaries.

Local NGOs have to look beyond institutional donors for sources of unrestricted funds, for example: fee income and general appeals to the general public. Local NGOs must start involve themselves more in income generating activities in order to reduce their reliance on the donor for funding their activities as a means of ensuring sustainability of their activities in the event that the donor cease funding. Having a regular source of unrestricted income is essential for the next feature of financial sustainability of local NGOs. In the local NGOs the above mention was not clear and structure of staff is depending on the project duration and depend mostly on the volunteer staff.

### **3.2.7 Strong Stakeholder Relationships**

The more that local NGOs can build up and manage a positive relationship with donors through strong partnership which depend on strong policy rely on integrity and transparency lead with clear coordination. The key to financial sustainability through partnership is to develop relationships with an eye to the future as well as meeting today's needs. This means building the confidence of donors over time. For instance, it may not be appropriate to press them for funds today, if you believe that you might win more funds from them in the future. It is a mistake for local NGOs to take funds for projects that they cannot deliver, just because the money is available. This

will harm their relationship with the donor and reduce the chance of winning funds that they really need next year or the year afterwards.

### **3.2.8 Careful and Complete Organizational Management**

The discussions from the research showed lack of organizational structure by most of the local NGOs. This greatly affected access to funding from especially internal corporate and individuals. It is therefore important that each local NGO begins to realize the importance of organizational structure and work towards the development of one. They must also be transparent in the use of funds and accountable to their constituents. Moreover, qualified personnel need to be employed to help project the good image of local NGOs to other internal and foreign donors.

### **3.3 The case study resulted in the following:**

Local NGOs are performing extremely by providing social facilities like water, sanitation, Agriculture, health and education. They have over the years demonstrated the capacity of doing more with the needed support. However, funding for effective implementation of project activities is inadequate. Giving the expected roles local NGOs have to play in the development of the less privileged communities, all other players in the development process must collectively re-examine their contributions towards the financing of local NGOs.

Local NGOs on their part should be able to assess factors that hinder them from enjoying public and corporate support and ensure effective collaboration between them and the public. As local NGOs improve on their capacity levels, they should be able to benefit themselves for services like consultancy in order to generate adequate funds internally to limit the over dependency on external funding.

One can look to the practices of Practical Action & local NGOs Labena in Sudan targeted Blue Nile State. (PA-Sudan in Blue Nile as an illustration of what potential partnership might look like. PA is a British NGO that has been working in Sudan since (1993), and one of its goals is to build local partners'

capacities and skills. PA works in Sudan as well as other African, Asian, and Latin American countries. According to PA criteria of selection, partners should exhibit a variety of criteria. It is important to an INGO that the collaborating with LNGO has a formal or informal village level-setting that would more difficult for an international actor to establish. While the LNGO should have the necessary ties to the community, it is also important that it measures up to certain standards as an organization, should have a written constitution, an executive committee that is democratically elected and has considerable female representation, and recognize equal rights of all people regardless of gender, race, religion, etc. An ideal local partner organization would perform its role democratically, have Methods already established for educating through action, and actively participate in community activities.

Now PA works in Blue Nile state with the country office in Khartoum. PA in Sudan partners with LNGOs, CBOs, VDCs, and other civil society organizations. On the government side, university, private sector, works with the Commission of Humanitarian Affairs as organizing the work for implementing the project (HAC) and other line ministries, such as the Ministry of Agriculture (MoA), Education and the Ministry of Health (MoH), through technical agreements (TAs) and memorandums of understanding (MoUs). Mentioning portions one aspect of the TAs and MoUs pertain to entails building capacities of and providing support for local partners (work through partnership) and line ministries so that they will be better able to engage in and effectively participate in development. For their part, local partners can sometimes play a vital role in providing LNGOs with knowledge and information about cultures, livelihood methods as well as methods of access to local communities and targeted beneficiaries.

### **3-4 Practical Action Profile**

Practical Action is a British charity established in 1966 with the vision of a sustainable world free of poverty and injustice in which technology is used for the benefit of all. We have been working in Sudan since 1988 and are

operational in Blue Nile, North Darfur, and Eastern Sudan, supported by our country office in Khartoum and our Head Office in the UK. We work in the fields of natural resource management, energy, WASH, and DRR with markets and climate change cross-cutting all our work. Our approach is to work closely with civil society to build their capacity and leadership skills to meet the needs of the communities. We have experience of delivering emergency and development projects in conflict humanitarian situations as we have continued working in Darfur throughout the conflict which began in 2003. We have been operating in Blue Nile since April 2007 delivering food security and livelihood projects funded by EC to support war affected people (farmers and pastoralist), CHF, and Fisheries project from jersey overseas commission and implemented small Dam and many water hand pump in Blue Nile State in 2007 to 2010

### **3-4.1 Labena Profile**

59 the Street, Amar rat, Khartoum, Sudan, Tel. +249912149897, Cell. +249912394828

e-mail. labena2005@hotmail.com,info@labena.org .Registered No.: T. N. 566  
website: www.labena.org

#### About us

Labena Organization for Women Development and Capacity Buildings non-profit organization established, 2004. Labena is concerned with issues of capacity building and economic empowerment for women infields of education, health, peace building, gender, good governance development skills, income generation activities and livelihood stock. The organization implements its projects helped by its dedicated staff and a wide base of volunteers of different specializations in different localities and Blue Nile Sate is represented Labena in (2007).

### **3-4.2 Process of selection of partners through International Organization**

Crucial to the success of the INGO to achieve the best partnership with local NOGs is depending on the selection criteria used to achieve efficient and effective the project implementation in the targeted area, Recovery, development and humanitarian interventions. The following is a summary of criteria utilized by both Local NGOs and INGOs (Practical Action \_Sudan and Lebena Local NGOs) work in Blue Nile State. The INGO possess the principles and approaches for section partners to discuss details, including the process and the objective of the partnership. This ensures that both organizations looking to form partnership will do so on common assessment LNGOs are be high transparency and integrity in information given focusing on profiles with details on the organization's activities, current staff and skills, financial systems and mechanisms and potential areas for collaboration in humanitarian assistance delivery. The INGO then scores potential partners based on the analysis and prepares findings and recommendations on the path forward. By formulating the process, transparency and accountability are ensured along with clear partnership frameworks and delineation of roles and responsibilities. Examples of projects implemented through partners' networks and supported by PA: Practical Action is also unique because we work with communities at the grassroots level, through the community-based organizations (CBOs) and Networks that represent them. Now most of these CBOs are completely independent in terms of identifying their local needs, raising funds from donors and other INGOs, implementing projects and evaluating the impact of their interventions. Furthermore, this has enabled us to continue working alongside local communities, even when there are serious security risks. Practical Action credibility has enable building partnerships with Donors, UN agencies, technical government departments, community networks and a wider civil society environment and it was a surprise that it was selected for the leadership of the INGO's working in Sudan.



**The selection** criteria from researcher view is focusing on many step and approaches to achieve the partnership between local NGOs and INGOs the steps are beginning with question what local NOGs need from partnership agreement with INGOs? the answer definitely we need money, and INGOs we need commitment from local NGOs to adopt integrity, transparency, coordination, communication, financial system, Structure, management, HR and skill worker and whom was participating in deliverance service. Reference (Westhorp, G. (2014).) from other wise there are difficulties appear when the LNGOs was ignorant about principles and approaches of INGOs and this resulted as disadvantages mentioned by McQuaid (2009), organizational difficulties that constrain the successful co-ordination of programmers and approaches, and the overcoming of specialist concerns of individual organizations, is a key implementation problem faced by agencies working together. Accordingly, differing, barriers to effective partnership working range from organizational for example differing missions, professional orientations, structures and processes of agencies, to legal or technical for example statutes or regulations set down by higher authority, the technological capacity, and practice of individual organizations. Ball and Maginn (2005) argue that there is also a danger that strategic-level partnerships can be drawn into the minutiae of process, rather than focusing on implementing change. In this regard, the actual outcomes achieved by partnership working can be difficult to measure. Consequently, a partnership risks being interpreted as end in itself rather than a means of implementing policy.

### **3.5 Pervious study**

Improving Partnerships Between National and International NGOs in Africa

Tara R. Gingerich and Marc J. Cohen, “Turning the humanitarian system on its head: saving lives and livelihoods by strengthening local capacity and shifting leadership to local actors”, Oxfam Research reports (Oxford, UK, Oxfam International, 2015). Available from <http://tinyurl.com/htsh76i>

2. International Partnership in Research in the Sudan Context By Prof. Balghis Badri( page 22)

1.Non-governmental organizations: challenges and future reforms Case of Sudan 2005-2012(SHAHINDA SAEED shahysaif@gmail.com)

2.Iran J Public Health. 2014 May; 43(5): 561–571.

PMCID: PMC4449404

PMID: 26056656

3.Collaboration between Government and Non-Governmental Organizations (NGOs) in Delivering Curative Health Services in North Darfur State, Sudan-a National Report-Abdallah I A YAGUB

4.The Role of Development NGO In the Context of Authoritarian Regimes: A Case Study of Sudan

By: Hamid M. K. Khalafallah -UB Number: 17003407

4-Ejaz, I., Shaikh, B.T. & Rizvi, N. NGOs and government partnership for health systems strengthening: A qualitative study 5. presenting viewpoints of government, NGOs and donors in Pakistan. BMC Health Serv Res 11, 122 (2011). <https://doi.org/10.1186/1472-6963-11-122>

The implications of the rights-based approach on NGOs' funding

Babatunde Olawoore

6.Pages 515-527 | Received 11 Mar 2016, Accepted 13 Dec 2016, Published online: 13 Jun

2017<https://doi.org/10.1080/09614524.2017.1307943>

6. Partnerships, Learning, and Development: A Case Study from Ghana

Chie Takahashi Development in Practice Vol. 16, No. 1 (Feb., 2006), pp. 39-50 (12 pages) Published by: Taylor & Francis, Ltd.

# **CHAPTER FOUR**

## **Result & Analysis**

## CHAPTER FOUR

### 4.1. Analysis

A total of predesigned questionnaires were administered to more than 15 local NGOs and more than 7 International NGOs used 30 questionnaires ,group discussion, interview attended by 10 participants for stakeholder key person from government and meeting with head office with Local municipalities and localities and the Local NGOs and International as following ,**International** World vision , Safe Children, ADRA, VSF, Islamic Relief , IMC, AECOM and PA the name of LOCAL NGOs Labena , Moobadroon, Jasmar, Edafa, FBDO, Asalam Welemar , Jasr Alsalam, Red crescent, Almassar, Pancar, Solo, HAD,ADD.NIDAA,CORD.

The analysis of Questionnaire was classified in Six parts targeted, staff, strategic, projects process to achieve objective of partnership and identify to what extended local NGOs deal with new variable change in the implementation project through partnership.2. Part two exposed on the partnership proposed and consist of 14 questions targeted the LNGO resources, objective, duration, types of partnership and process of intervention in the partnerships to reflect capability of LNGOs to intervention in the partnership with INGOs and Part three was focusing on funding, this was looking for sources of fund, types, financial process, methods for fundraising, and also government dominance, this is targeted the operation, ownership of LNGOs is indigenous and authorizations also analysis identify auspices of LNGOs by the governance and extended to Corruption: to answered to what extended LNGOs achieve partnership with high transparency when involving in the partnerships with INGOs .and last of Questionnaire focusing on Human resources and consisted, targeted process of recruitment, officers in partnerships, agreement management, training, incidence affecting the process of implementation project the

objective to measure the capacity of LNGOs before intervention in partnership.

The answers were focusing on group discussion to face lifted to what extended the Ingo's provide capacity through partnership and the FGDs were used as a tool to collect the required information from various groups targeted Blue Nile state (Damazien area). A check list of guiding questions was designed reviewed and checked to provide answers to the questions related to the objectives of this study. In each group cluster, at least one FGD was organized and involved Stakeholder, LNGOs & Ingo's and government line ministry, local community leaders. The FGDs use open questions developed to focus on specific themes (e.g. capacity building, access to partnership, coordination and finance process and services delivery through partnership, proposal, reporting, partnership principle and concept not also the researcher used interview designed to identify international NGOS responses on how local NGOs in Sudan, targeted Blue Nile State are achieved requirement of INGOs using the partnership in delivery services to poorer people.

## 1. Partnership Questionnaire for local Nongovernmental organization

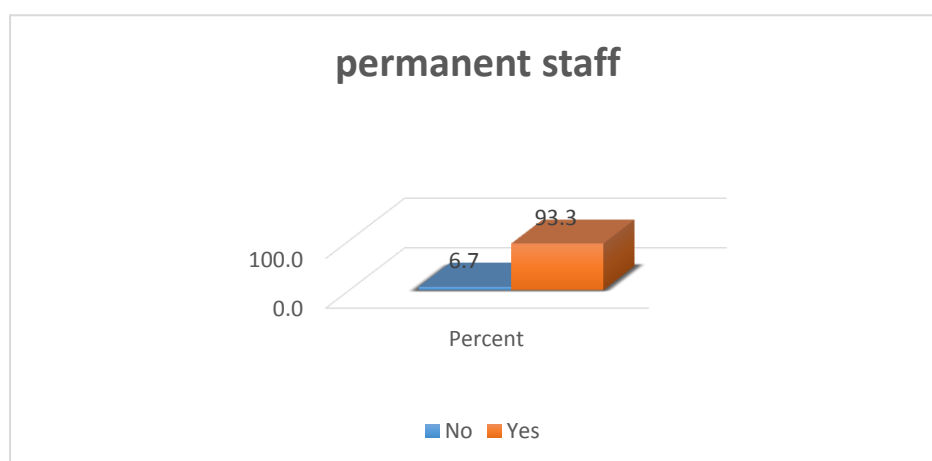
### 1.4.1 Part One:

Describe the assessment of staff employed in your organization with answer yes or No?

#### 1. Permanent staff:

**Table (4.1) Permanent staff**

	<b>Frequency</b>	<b>Percent</b>
No	1	6.7
Yes	14	93.3
Total	15	100.0



**Figure (4.1)**

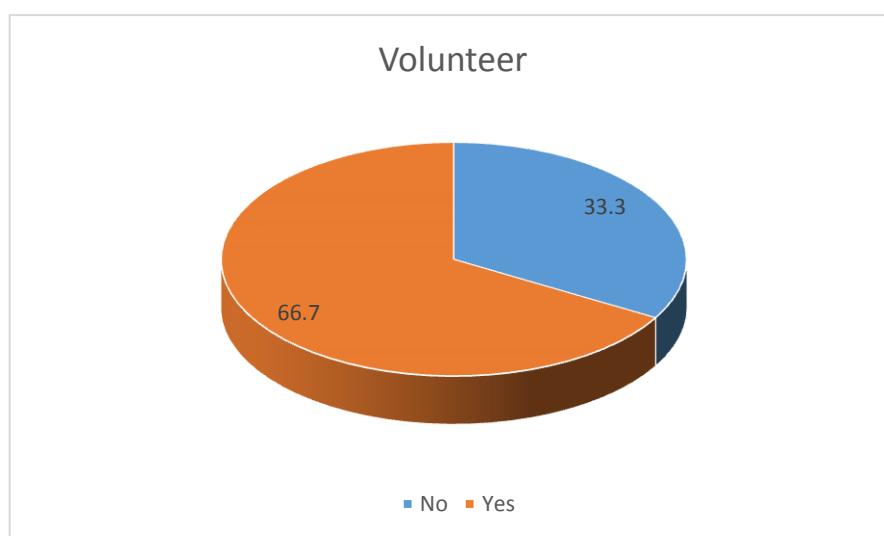
#### 2. Permeant staff

The table (4-1) explain that the answered yes scored 93.3% permanent employee work in the local NGOs to deliverable project services with partners, but from my experiences the local NGOs implemented the project with volunteer staffs and this according to lack of financial payment after the project phase out ,and also when take monitoring there are no cost operation to coverage expenditure of the of staff conducted monitoring to follow up the activity in the field and case study of this explain the Labena local organization have implemented the project by volunteer in the Blue Nile state .

### 3. Volunteer's staff

**Table (4.2) Volunteer's staff**

	<b>Frequency</b>	<b>Percent</b>
No	5	33.3
Yes	10	66.7
Total	15	100.0



**Figure (4.2)**

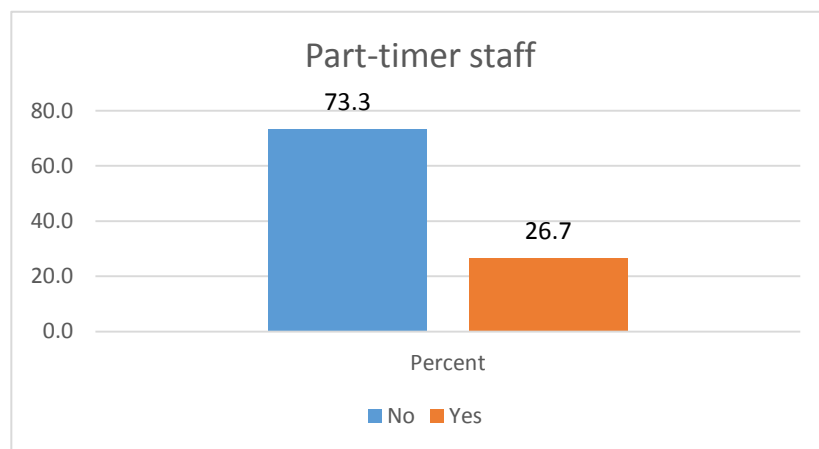
### 4. Volunteer's staff

The table (4.2) answering yes is indicated 66.7% is volunteer staff and explain local NGOS implemented the project with volunteer staff and issued that the permanent staff indicated 33.3% when we compared with two 4-1 and 4-2 there are confusion answering and the analysis explain the most staff of local NGOs is volunteer and permanent staff is very minor in the local NGOS compare with INGOs.

## 5.Part-timer staff

**Table (4-3) Part-timer staff**

	<b>Frequency</b>	<b>Percent</b>
No	3	20.0
Yes	12	80.0
Total	15	100.0



**Figure (4-3)**

### Part-timer staff

The table (4-3) was focusing on the part-timer staff working with local NGOs and explain that the local NGOs, benefit from 26,7% of part-timer staff in supporting project implementation in the field in the partnership collaboration with ING

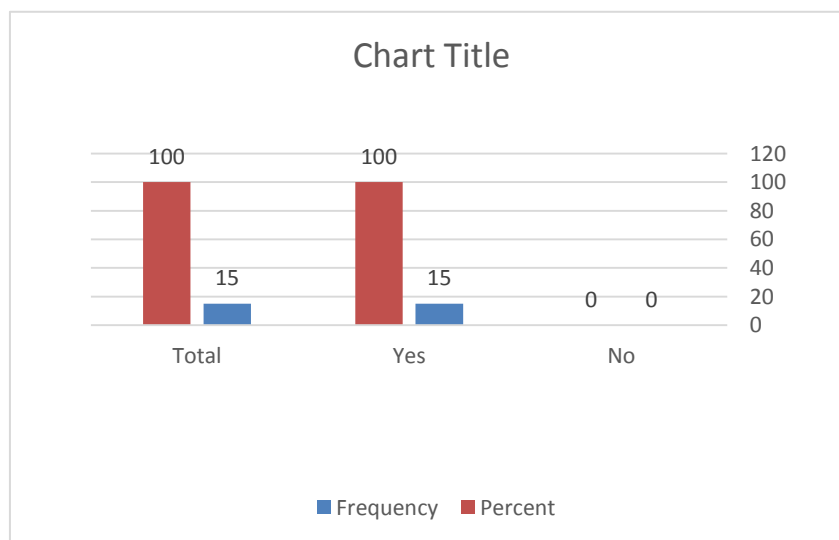


6. Are strategic partnerships between LNGOs and INGOS should identify the following?

4-1 The aims and objective of the partnership is very clear

**Table (4-4) the aims and objective of the partnership is very clear**

	Frequency	Percent
No	11	73.3
Yes	4	26.7
Total	15	100.0



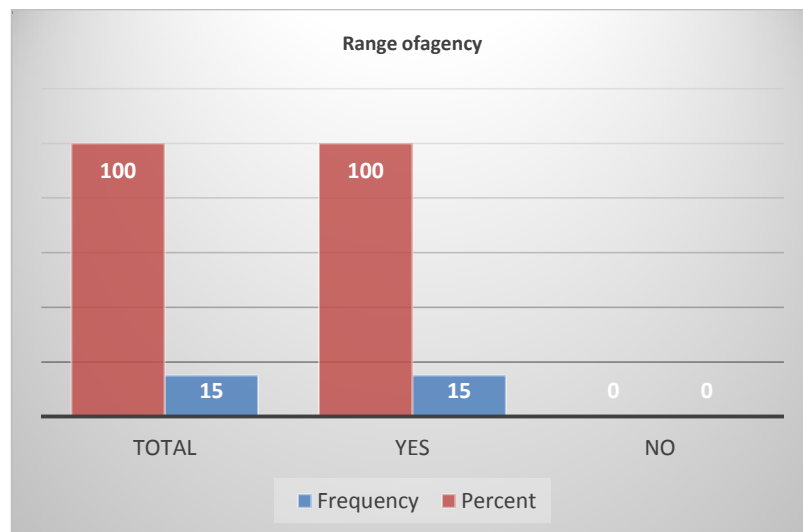
**The Figure (4.4)**

Table 4-4 (100%) answered from local NGOs is explained that the local NGOs have known ledged with aim and objective of partnership, but unfortunately there are lack of information about the structure, policy and coordination and network in the partnership with LNGOs and INGOS especially in the financial issues and this was very clear in survey and interview conducted with INGOS in the Blue Nile State by the researcher of study.

**7. The range** of agencies that could be engaged in the partnership is achieving organization goal.

**Table (4.5) The range of agencies that could be engaged in the partnership is achieving organization goal.**

	Frequency	Percent
No	0	0
Yes	15	100.0
Total	15	100.0



**Figure (4-5)**

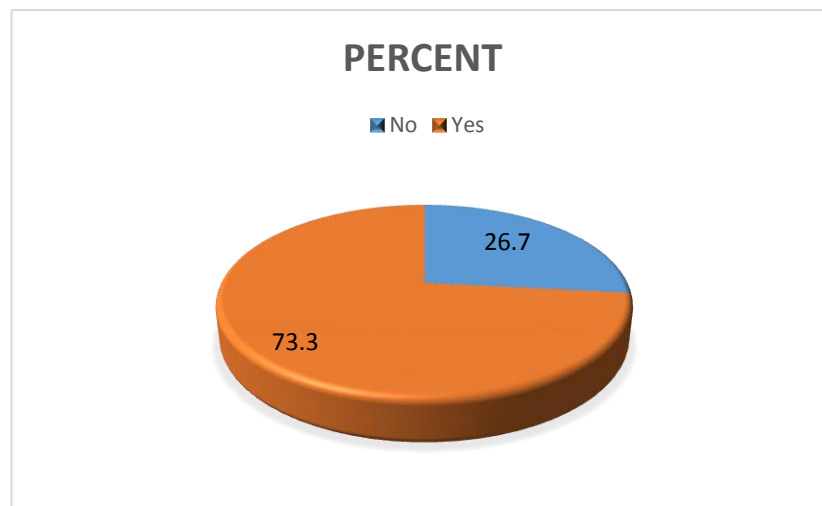
The range of agencies that could be engaged in the partnership is achieving organization goal.

The table (4.5)100% is the answered that the partnership was achieved organization goal, but unfortunately the goal is big aim to reached within one years in the partnership between two actors and was not clear because the goal is planned in strategic of Organization to achieve with high transparency and long time frame work of the project implemented.

8. The commissioning and management arrangements for sharing information are the best.

**Table (4.6) The commissioning and management arrangements for sharing information are the best.**

	Frequency	Percent
No	4	26.7
Yes	11	73.3
Total	15	100.0



**Figure (4-6)**

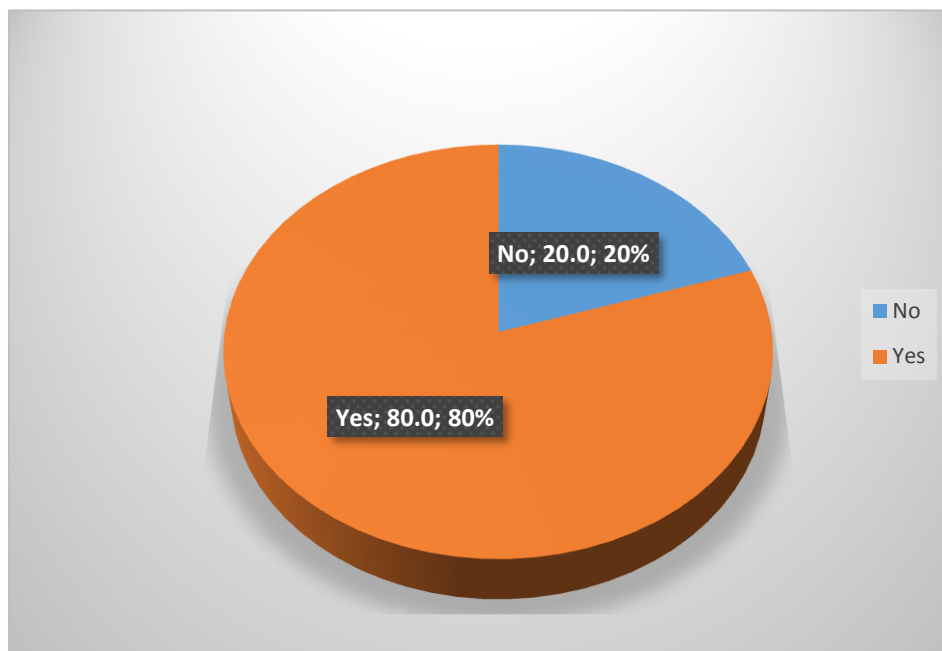
The commissioning and management arrangements for sharing information are the best.

The table (4.6) explain that the sharing information with two entities is very clear when implementing the project with partnership, the 73.3 is answering that the sharing information is best with two actors when organized in the partnership there are improve capacity building of staff in program and finance.

**9. Arrangements** for multi-agency training to promote mutual understanding are in line with partnership approaches

**Table (4-7) Arrangements for multi-agency training to promote mutual understanding are in line with partnership approaches**

	<b>Frequency</b>	<b>Percent</b>
No	3	20.0
Yes	12	80.0
Total	15	100.0



**Figure (4.7)**

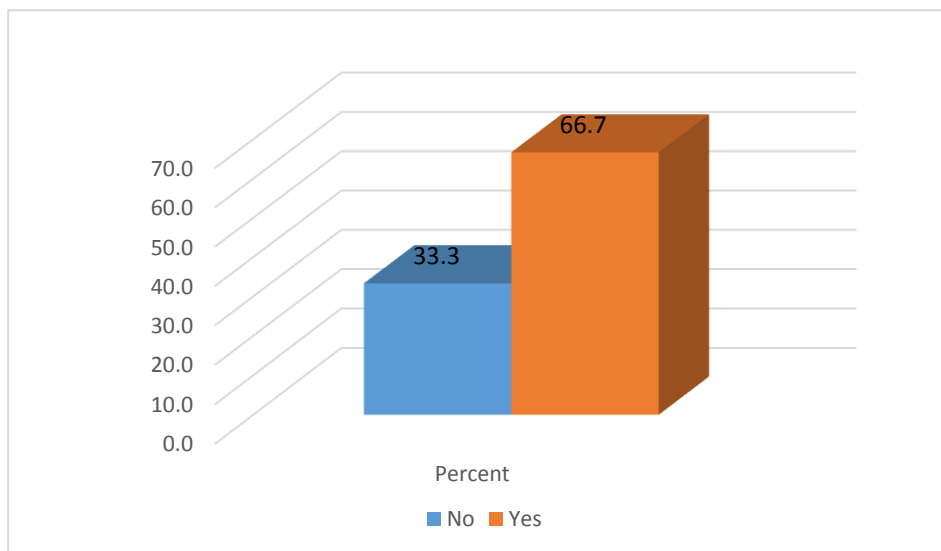
Arrangements for multi-agency training to promote mutual understanding are in line with partnership approaches

The table (4-7) explained that 80% of NGOs answered yes and there are in line with partnership approaches but unfortunately the analysis of information from international organization is answering there are lack of information about the partnership approaches and this very clear in the answering of Question analysis conducted with international organization.

**10. Monitoring** and evaluation arrangements for both the partnership collaboration are need more explanation

**Table (4-8) Monitoring and evaluation arrangements for both the partnership collaboration need more explanation**

	Frequency	Percent
No	5	33.3
Yes	10	66.7
Total	15	100.0



**Figure (4-8) Monitoring and evaluation arrangements for both the partnership collaboration are need more explanation**

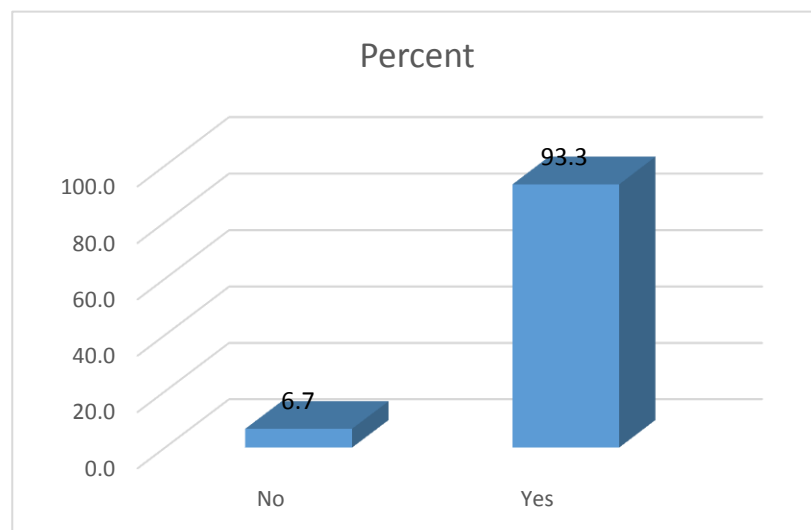
The table (4-8) was explained that 66.7% have knowledge about Monitoring and evaluation arrangements for both the partnership, collaboration is very clear in partnership between two entities and 33.3% have ignorant about the partnership collaboration to achieve work between two action in this way we need more capacity building.

**11. what types of projects implemented through partnership?**

11-1 Recovery project is limited duration

**Table (4-9) Recovery project is limited duration**

	<b>Frequency</b>	<b>Percent</b>
No	1	6.7
Yes	14	93.3
<b>Total</b>	<b>15</b>	<b>100.0</b>



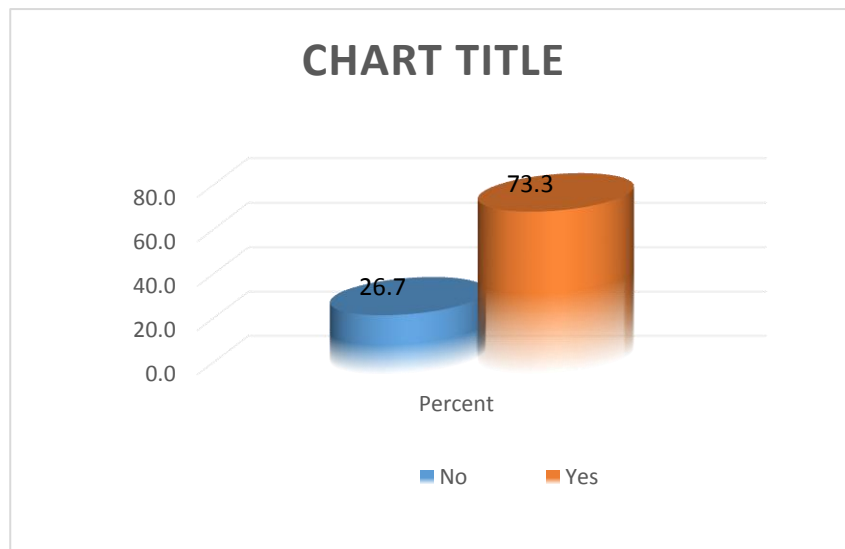
**Figure (4-9) Recovery project is limited duration**

The table (4- 9) reflected that recovery project represent the 93.3 that indicted for limited project but from experiences in the humanitarian work, there are donors have donated fund for more than three years for recovery project in the affected area and the 93.3 is lacked of experiences of local NGOs in how to join with relationship and contact with donors to reached fund directly to coverage long years to reach sustainability.

## 11-2 Emergency projects short duration

**Table (4-10) Emergency projects short duration**

	Frequency	Percent
No	4	26.7
Yes	11	73.3
Total	15	100.0



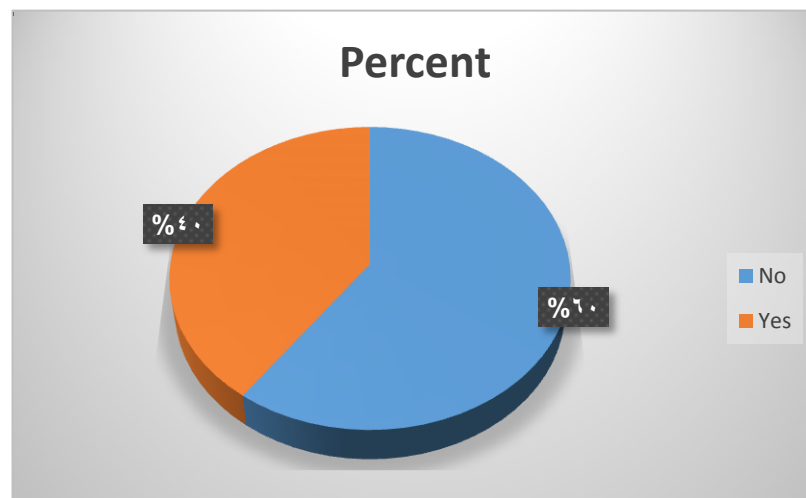
**Figure (4-10) Emergency projects short duration**

The Table 4-10 explained that emergency project is depending on the situation analysis to identify the duration of the projects and interesting of donor in supporting the fund for specific project to facilitate the needy of the targeted people benefit from the project. the answered yes scored 73.3% and this was reflected the most project supported is emergency project and answered 26.7% this was ignorant about what emergency means.

12. **Development** project through partnership is complicated project

**Table (4.11) Development project through partnership is complicated project**

	<b>Frequency</b>	<b>Percent</b>
No	9	60.0
Yes	6	40.0
Total	15	100.0



**Figure (4.11)**

Development project through partnership is complicated project

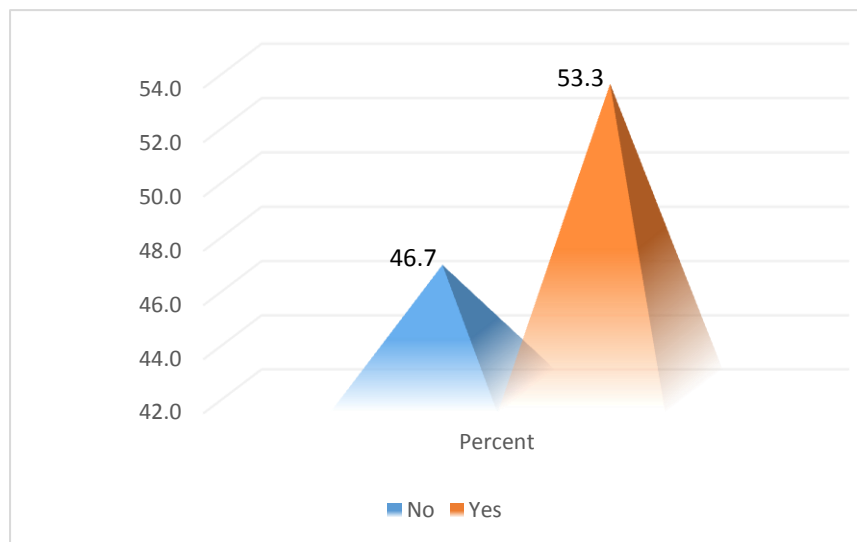
The table (4.11) explained that the 60% said there are no beard to implement the project through partnership with INGOS but 40% said yes and this very clear when the partner involving in the partnership and requested to finalize the financial clearness for activity implemented, the process was take more time to finish and need deep experiences in partnership approached and reflected the main obstacle that was delayed the cleaners smoothly.



13. **Other (specify)** combination project is achieve the partnership approaches

**Table (4-12) Other (specify) combination project is achieve the partnership approaches**

	Frequency	Percent
No	7	46.7
Yes	8	53.3
Total	15	100.0



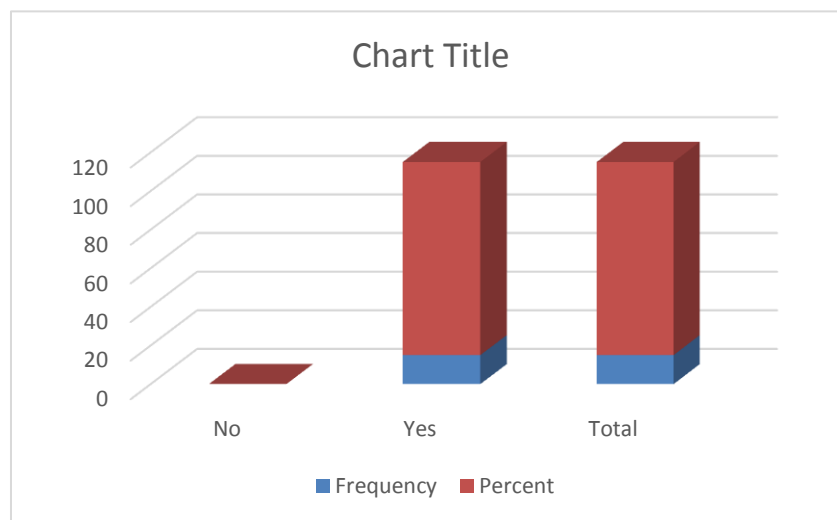
**Figure (4-12)**

Other (specify) combination project is achieve the partnership approaches  
 The table (4-12) answered yes is represented 53.3 and this very important answering because the combination of the project with tow entity with clear partnership agreement for implementing the activities in the field with high transparency to achieve the partnership approaches, which deliver the work smoothly and pave the road to suitability between actors to development the partnership in the work and answered No was scored 46.7% and this indicated to lack about combination and coordination in the work through partnership

**14. Has your organization been involved to achieve partnership goal?**

**Table (4-13) Has your organization been involved to achieve partnership goal?**

	<b>Frequency</b>	<b>Percent</b>
No	0	0.0
Yes	15	100.0
Total	15	100.0



**Figure (4-13)**

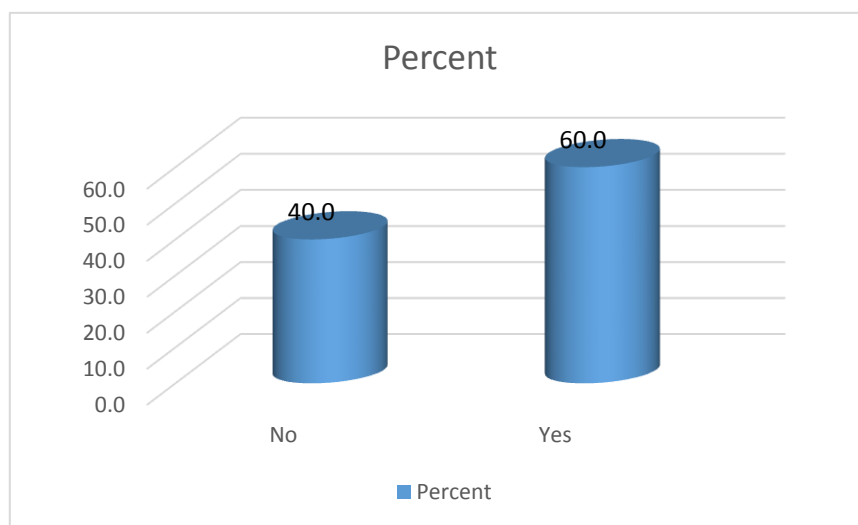
The table (4-13)100% of intervened was answer that the involving in the partnership was achieved the partnership goal.

**15. Is organization** giving or licensing program with a nonprofit organization in the past to archive the following (benefit, Success and Nature)?

15.1 Benefit resulted is very obvious

**Table (4-14) Benefit resulted is very obvious**

	<b>Frequency</b>	<b>Percent</b>
No	9	60.0
Yes	6	40.0
<b>Total</b>	<b>15</b>	<b>100.0</b>



**Figure (4-14)**

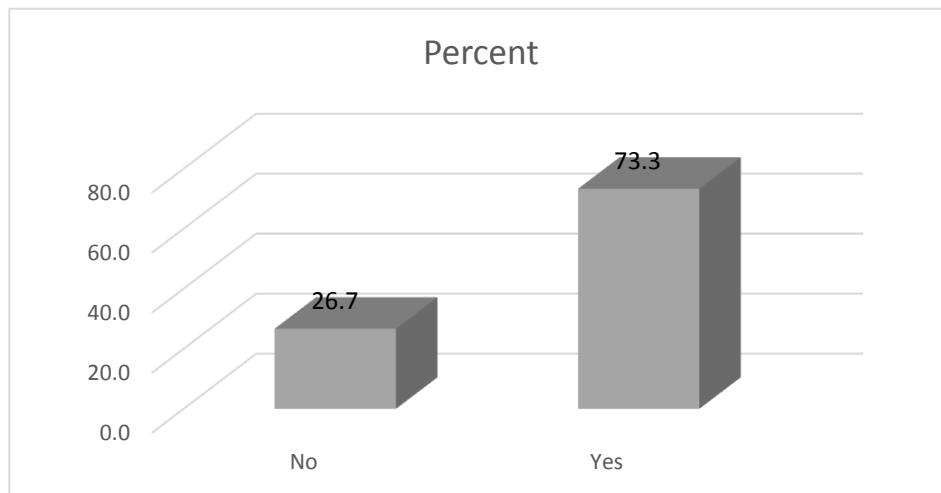
**Benefit resulted** is very obvious

The table 4-14 was explained that the 60% was involving in the partnership previously is benefiting from international organization 40% may be not involving in the partnership with INGOs and indicted that they are ignorant about partnership benefit.

15-1-Nature of the best implementation is adopted partnership approaches

**Table (4-15) Nature of the best implementation is adopted partnership approaches**

	Frequency	Percent
No	4	26.7
Yes	11	73.3
Total	15	100.0



**Figure (4-15)**

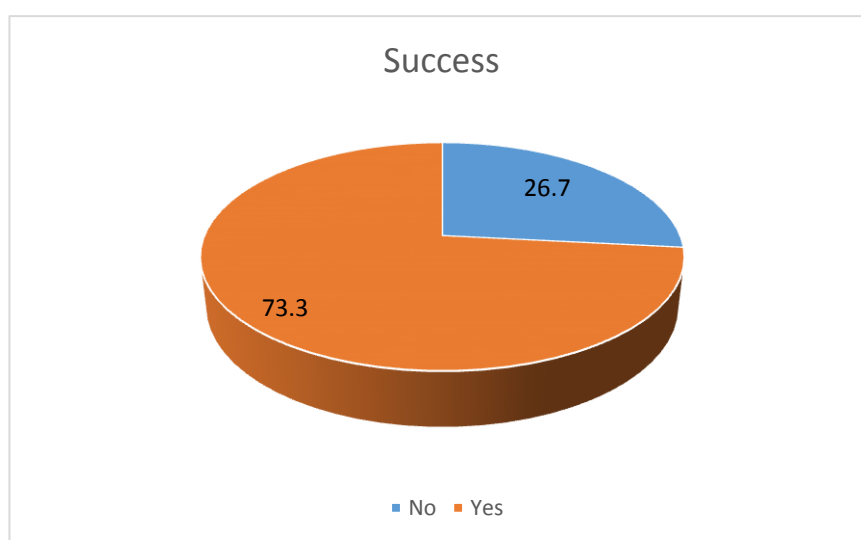
Nature of the best implementation is adopted partnership approaches

The table (4-15) was discovered that 73.3 % was clear nature in implementing project through partnership 26.7% is lack to reached the good nature of partnership with INGOs.

15.2 **Success** is delivering partnership to further or to new project

**Table (4-16) Success is delivering partnership to further or to new project**

	<b>Frequency</b>	<b>Percent</b>
No	4	26.7
Yes	11	73.3
Total	15	100.0



**Figure (4.16)**

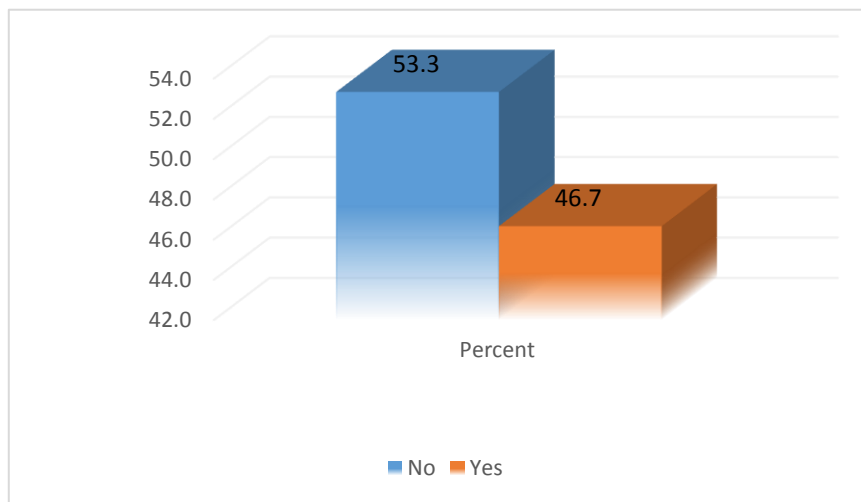
15-3 Success is delivering partnership to further or to new project

The Table (4-16) answered yes was reflected that 73.3% was focusing on the success partnership between two organizations in project activity implementation, and this was clarification success in implementation and pave the road to new project to avoid any conflict appear between two entities and go further to other coordination and collaboration and network to achieve goal of partnership with high efficiency and transparency, but the indicator of No was scored 26.7% and this is constraints for LNGOs in capacity building.

**16.Is Partnerships** are often terminated quietly and privately by INGOs when the problems are around poor performance?

**Table (4.17)**

	<b>Frequency</b>	<b>Percent</b>
No	8	53.3
Yes	7	46.7
Total	15	100.0



**Figure (4-17) Termination**

In the Table (4.17) the performance of LNGOs is become obstacle to delay the project and result in any acceptances of the Ingos to look for LNGOs in the future, the answered yes are semi- different with answered No, this was reflected that from the answers there are complicated result to termination, the INGOs was look seriously for Lngos performances to achieve partnership goals, when the activities implemented by LNGOs in the field we need good monitoring and supervision of delivery services to communities, sometime there barrier for prevented the coworker to achieve the work probably, especially the natural resources factors , from my experiences there two probability of this answered one focusing on the best selection criteria of LNGOS to intervention in the partnership and other if the situation of financial is low functioning this resulted in termination.

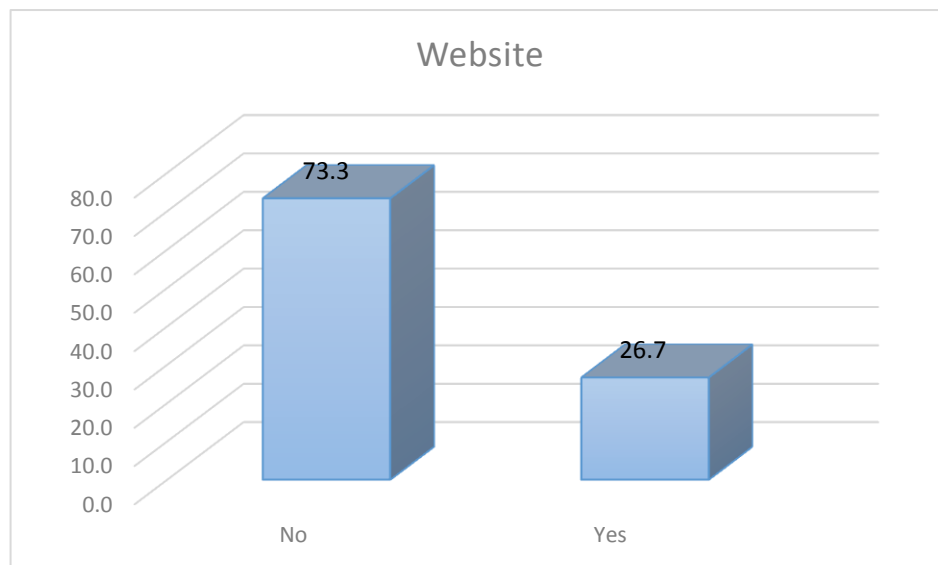
## Part 2: The partnership

1 -Describe the partnership your organization is proposing in as much detail as possible. Include all resources you will utilize to support the partnership in implementation project (e.g.).

1.1 Website, is not available

**Table (4-18) Website, is not available**

	Frequency	Percent
No	11	73.3
Yes	4	26.7
Total	15	100.0



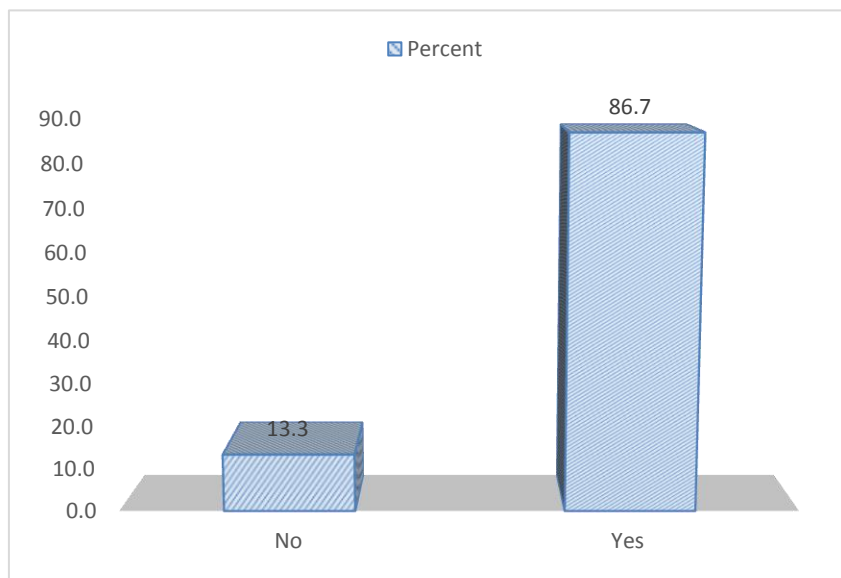
**Figure (4-19) Website, is not available**

The table (4-19) was reflected that most local organization in the table they are reached the network easily according to percentage of (73.3) %, but unfortunately most organization have big problem to contact to network according limited services from net company in Blue Nile State especially Hawawi services also they are limited area coverages with the company.

## 1-2 Advertising is limited

**Table (4-19) Advertising is limited**

	<b>Frequency</b>	<b>Percent</b>
No	2	13.3
Yes	13	86.7
Total	15	100.0



**Figure (4-19) Advertising is limited**

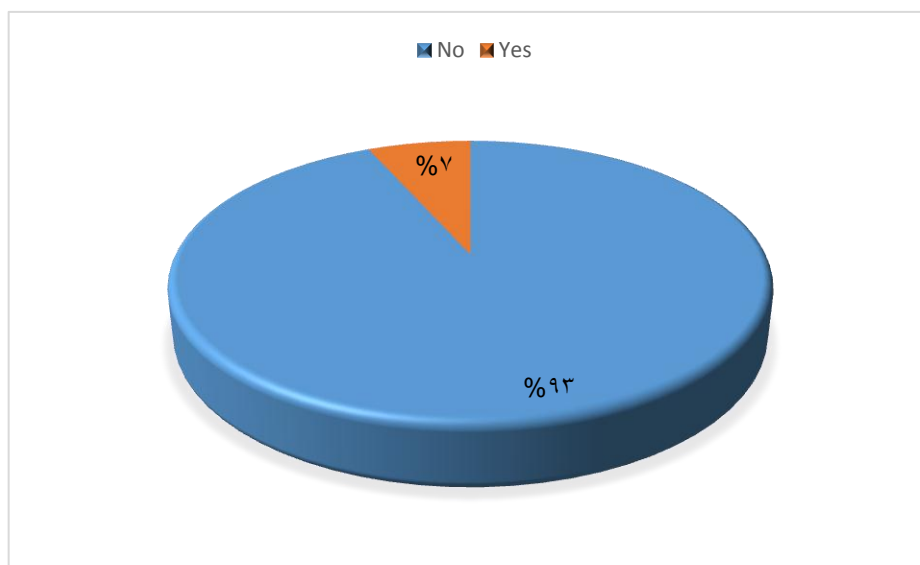
The table (4-19) the answered yes is scored 86.7% and this reflected that LNGOs it has very minor advertisement to coverage's beneficiaries in remote area, also documented syllabus for training was very shorted and disseminated is very slighted or non.



### 1-3 Public relations activities not existed

**Table (4-20) Public relations activities not existed**

	Frequency	Percent
No	14	93.3
Yes	1	6.7
Total	15	100.0



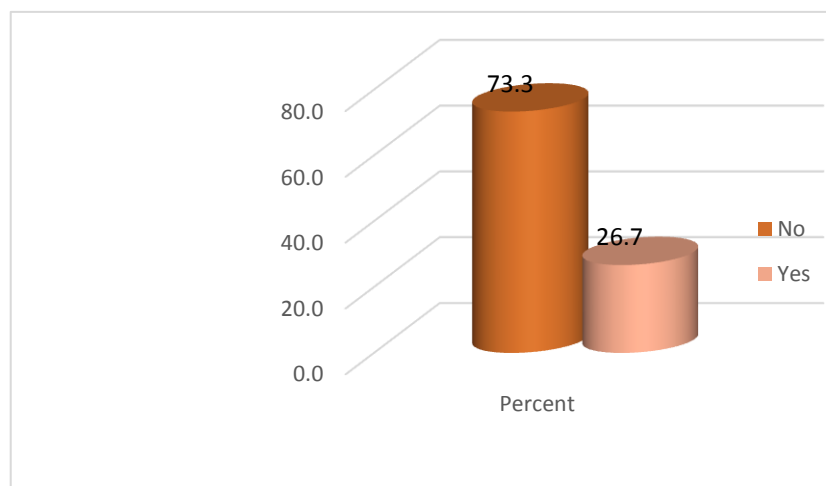
**Figure (4-20) Public relations activities not existed**

The public relations activities from Table (4-20) is represented that 93.3 was shared activities with another client explain how the organization have good relationship in the partnership to improve the work to sustain the approaches to achieve the goal partnership through clear plain and sharing information and the explicitly of bright contribution to enforces the implementation of the activities in field with high transparency.

#### 1.4. Account support/sales team, have no experience

**Table (4-21) Account support/sales team, have no experience**

	Frequency	Percent
No	11	73.3
Yes	4	26.7
Total	15	100.0



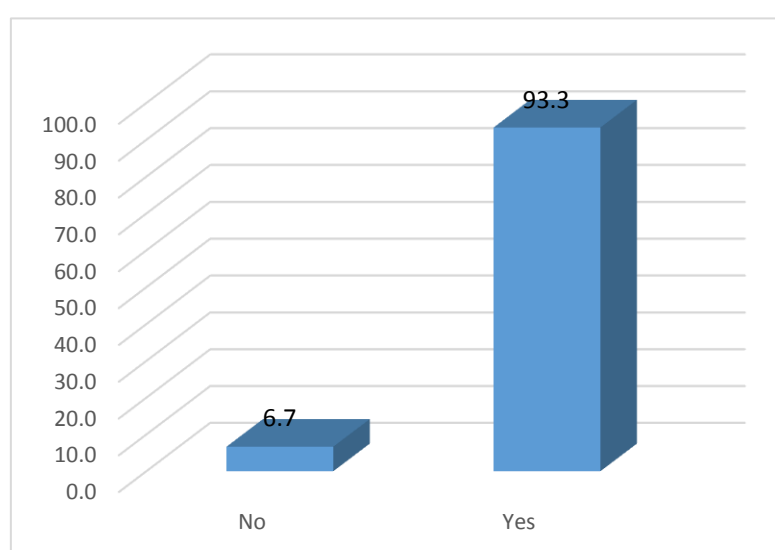
**Figure (4-21) Account support/sales team, have no experience**

The table (4-21) explain that account supported for sales team was represented 73.3% said no and this was reflected the organization was well financially team but unfortunately the main problem facing the international organization in the humanitarian and development work through partnership with local NGOS is came from financially process and this was very appeared in the financial topic in this theses.

### 1-4-1 Promotional materials are functioning

**Table (4-22) Promotional materials are functioning**

	Frequency	Percent
No	1	6.7
Yes	14	93.3
Total	15	100.0



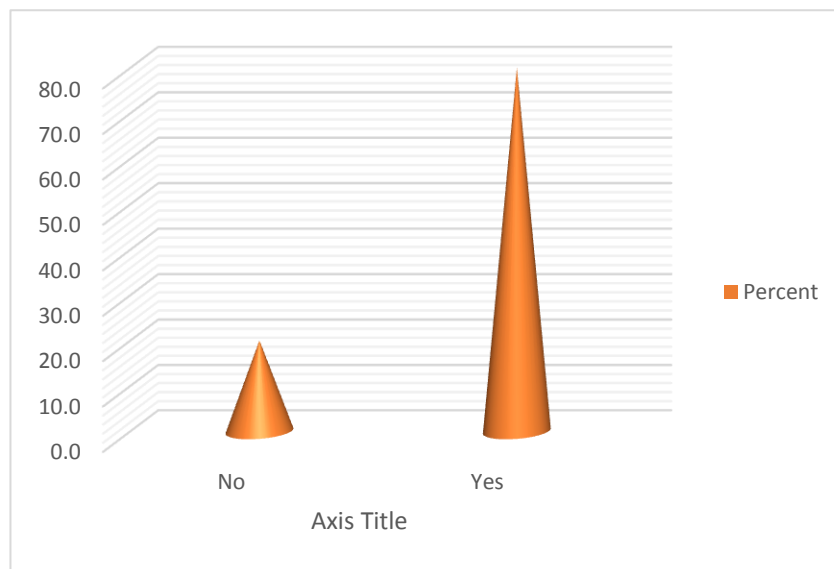
**Figure (4.22) Promotional materials are functioning**

Table (4-22) promotional material is represented 93.3 with local NGOs targeted partnership with INGOs and 6.7% represented that no, but from my experiences and interviewed with INGOs leaders and practitioners they answered that the promotional done through partnership with LNGOs is focusing on many approaches to deliver the work and build capacity of staff in program and financial methods was take slight focusing.

1-4-2 Printing, store visibility, hangtag/on packs, etc. it is best media

**Table (4-23) Printing, store visibility, hangtag/on packs, etc. it is best media**

	Frequency	Percent
No	3	20.0
Yes	12	80.0
Total	15	100.0



**Figure (4-23)**

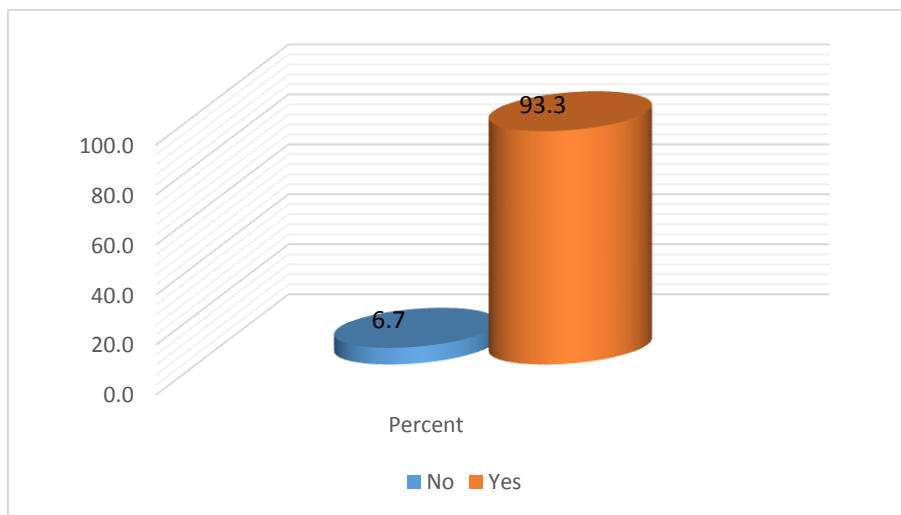
Printing, store visibility, hangtag/on packs, etc. it is best media

Table (4-23) explained that the printing and visibility, hangtag/on packs, etc... is scored 80% this is true and well obvious in the project activity implemented with partners in the partnership agreement when INGOs was very keen to see the Banners and Sign board for activities implemented.

2 -is the **partnership** management from Local NGOs appropriate in implementing the project activities?

**Table (4.24) Are they any partnership management from Local NGOs appropriate in implementing the project activities?**

	Frequency	Percent
No	1	6.7
Yes	14	93.3
Total	15	100.0



**Figure (4-24) partnership management**

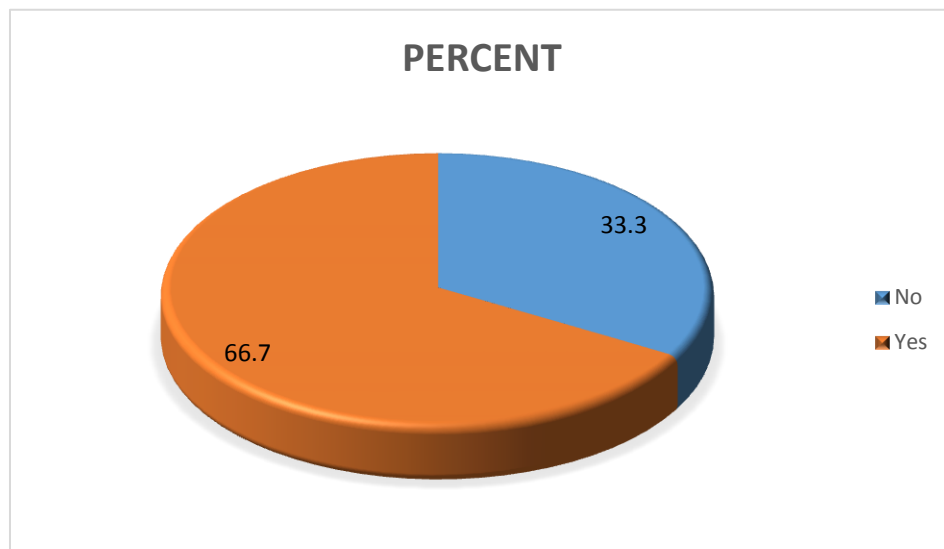
Table (4.24) represented that 93.3 is explain that the management directed by Local NGOs in the partnership was managed the process implementing of activities to achieve the goal of partnership management, but unfortunately the management of partnership was not clear managing by the Local NGOs and this appeared in cleanse of activity budget (INGOs financial department).

**3- Describe** the key objectives that your local organization would like to achieve through this partnership.

Available fund is one of the partnership approaches

**Table (4-25) Available fund is one of the partnership approaches**

	Frequency	Percent
No	5	33.3
Yes	10	66.7
Total	15	100.0



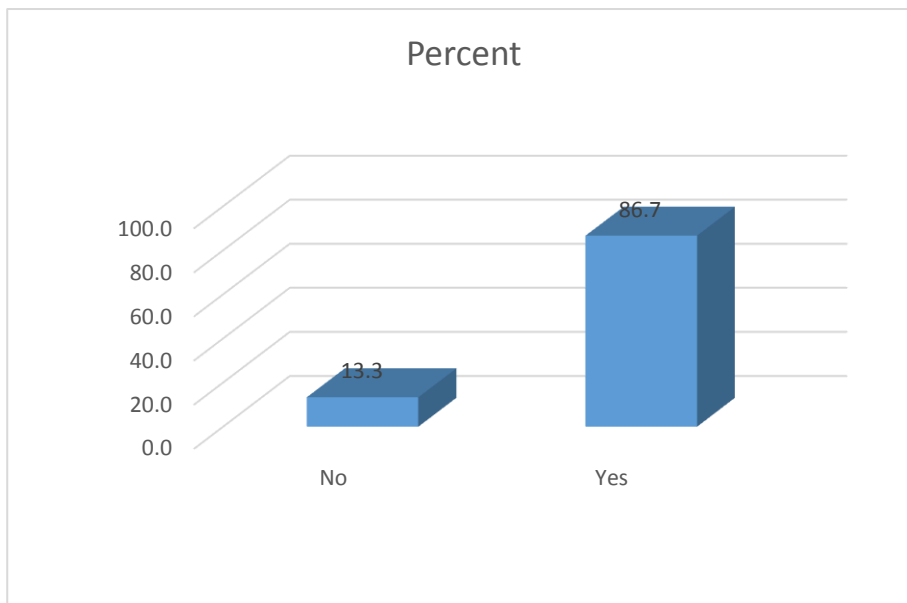
**Figure (4-25) Available fund is one of the partnership approaches**

Table (4-25) explains that the 66.7% was focusing on fund as available approaches to achieve partnership between two action, but 33.3 was look for more approaches to achieve the partnership when local NGOs involving in the partnership with INGOs.

### 3.1. Build capacity in line of partnership approaches

**Table (4-26) Build capacity in line of partnership approaches**

	Frequency	Percent
No	2	13.3
Yes	13	86.7
<b>Total</b>	<b>15</b>	<b>100.0</b>



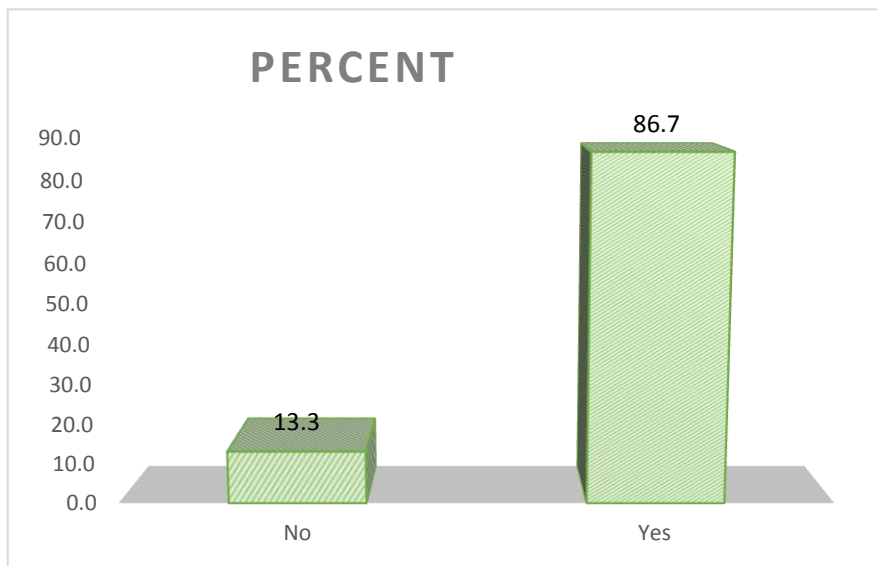
**Figure (4-26) Build capacity in line of partnership approaches.**

Table (4-26) explains that the 86.7% was ensure the partnership lead to capacity building of Local NGOs when involving in the partnership, 13.3% was ignorant about the benefit return to local NGOs and this is resulted from lack of experiences and capacity building of the staff.

3.2 .Delivery services to community achieve the goal of partnership objectives

**Table (4-27) Delivery services to community achieve the goal of partnership Objectives**

	<b>Frequency</b>	<b>Percent</b>
No	2	13.3
Yes	13	86.7
Total	15	100.0



**Figure (4-27)**

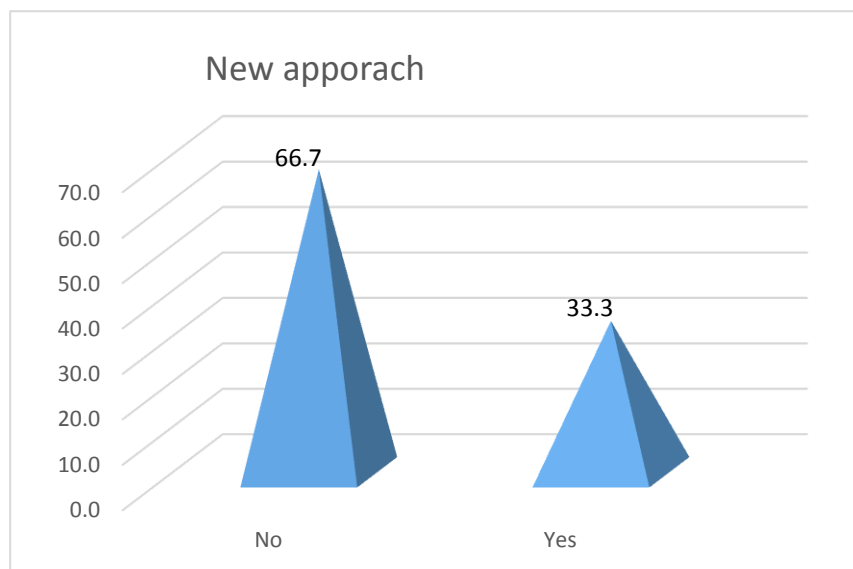
Delivery services to community achieve the goal of partnership Objectives Table (4-27) explained that percentage of 86.7% was reflected that services delivery to community through partnership was achieved the objective of partnership implemented with two entities, this according to trust coordination and transparency in delivery services to community with clear plan, view organization was answered no is scored 13.3 this very minor answer compared with previous answered yes and resulted from the lack about the partnership approaches and principles.



3.3 Others (specify) focusing on the new Approaches other than partnership

**Table (4-28) Others (specify) focusing on the new Approaches other than partnership**

	Frequency	Percent
No	10	66.7
Yes	5	33.3
Total	15	100.0



**Figure (4-28) Others (specify) focusing on the new Approaches other than partnership**

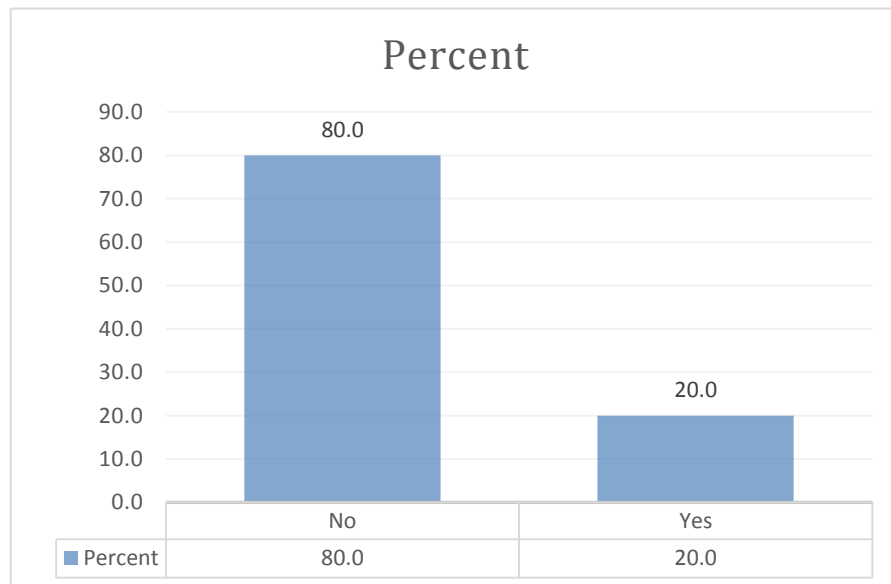
Table (4-28) explains that 66.7% was look seriously for partnership to implement the project activities and 33.3% was looked that partnership only it's not adequate to achieve goal partnership and new approaches is become the one of the fuel of approaches to compensate the gap that was not achieved with partnership and resulted of many factors, the first one is lack of transparency from INGOs and ignorant of staff capacity building or the local NGOs was low experiences to improve the partnership coordination.

4- What is the expected duration of the partnership to achieve the best program?

Six months adequate

**Table (4-29) Six months adequate**

	<b>Frequency</b>	<b>Percent</b>
No	12	80.0
Yes	3	20.0
Total	15	100.0



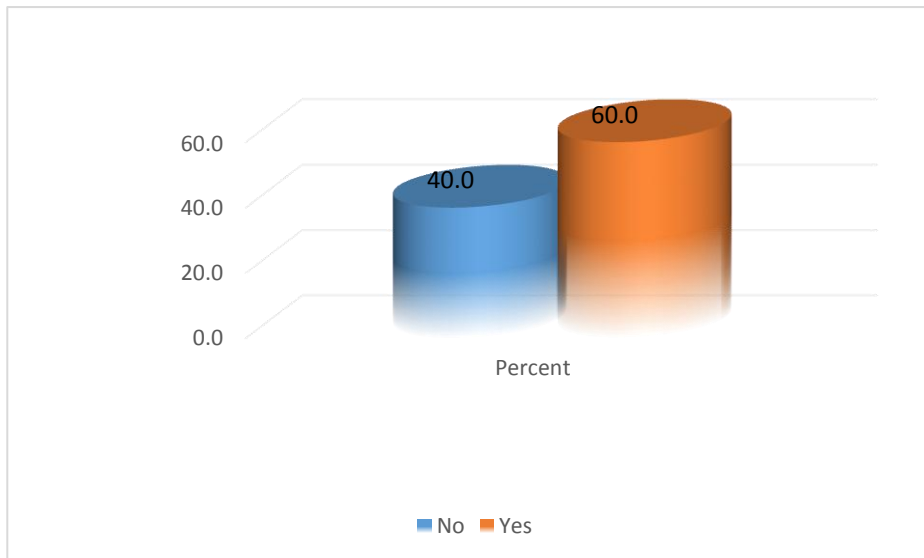
**Figure (4.29) Six months adequate**

Table (4-29) explained that the 80% was answered the six month was not adequate to achieve the program through partnership, but 20% answered that is adequate to achieve partnership program, from experiences the local NGOs it ignorant about the partnership structures and policy of INGOs and this is very obvious in the data analysis in financial questionnaire.

- One year is the best

**Table (4-30) One year is the best**

	Frequency	Percent
No	6	40.0
Yes	9	60.0
Total	15	100.0



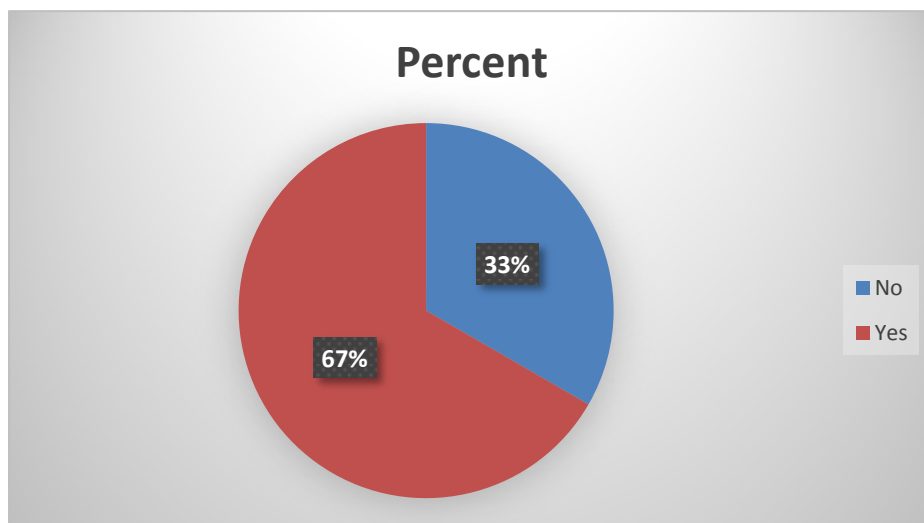
**Figure (4-30) One year is the best**

Table (4-30) explained that 60% was focusing on one year is the best to achieve the partnership in the program and 40% look for more approaches and more time to achieve partnership in the program.

### Three-year near to achieve the best partnership goal

**Table (4-31) Three-year near to achieve the best partnership goal**

	Frequency	Percent
No	5	33.3
Yes	10	66.7
Total	15	100.0



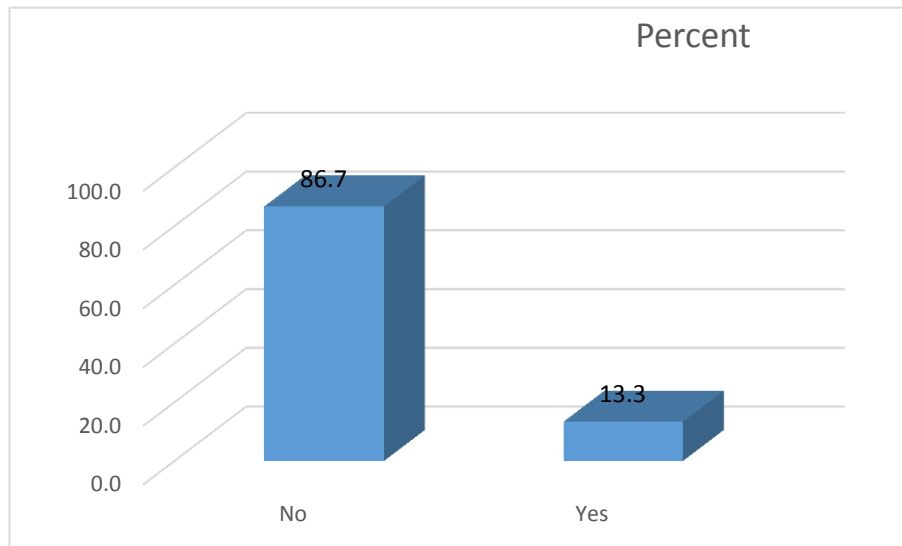
**Figure (4-31) Three-year near to achieve the best partnership goal**

Table (4-31) illustrated that the answered yes was scored 66.7 % and no scored 33.3% was reflected this answered was negligible because the partnership was agreement between two parties to achieve specific goal of the project activities, and unfortunately the partnership depend on three types network and is focusing less formal or informal, and the main purpose of most network is to exchange information among the members and to share experiences in their local activities and second is coordination which is more closely linked and definition of specific tasks among organization which require resources beyond information sharing and the third one is collaboration and this was focused on the relationship among the members are strong with functional and more broad ranging areas defied for joint activities.

- Five years is not adequate

**Table (4.32) Five years is not adequate**

	<b>Frequency</b>	<b>Percent</b>
No	13	86.7
Yes	2	13.3
<b>Total</b>	<b>15</b>	<b>100.0</b>



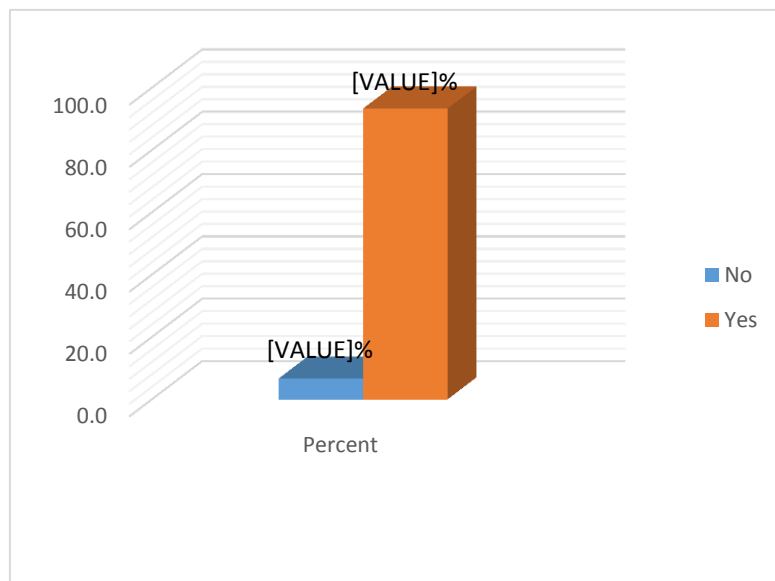
**Figure (4-32) Five years is not adequate**

Table (4.32) is explaining that the 86.7% is answering No and reflect the opinion of local organization experiences , lack of information about partnership policy and structure, the partnership between two entities was depend on clear steps to involve in partnership if the organization have no experience's is look feeble to reached the approaches and policies of INGOs and the Local NGOs said that yes and scored 13.3%it is ignorant about methods and skill and approaches of partnership, partnership depend on assessment to identify capacity and experiences and availability to join with another action

5- Are the Local NGOs make the partnership in the organization have choice for your different International organization?

**Table (4-33) Are the Local NGOs make the partnership in the organization have choice for your different International organization?**

	Frequency	Percent
No	1	6.7
Yes	14	93.3
Total	15	100.0



**Figure (4-33)**

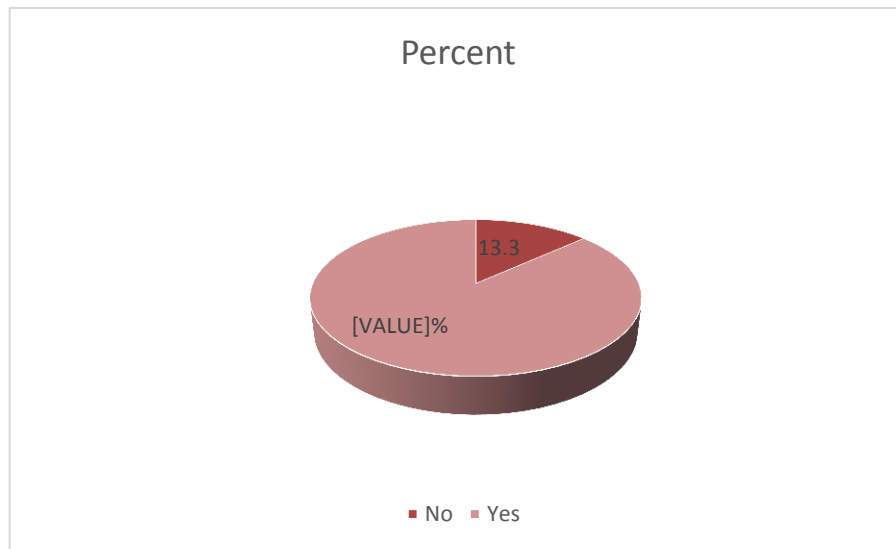
Are you seeking to make the partnership in the organization have choice for your different International organization?

Table (4-33) The answered yes secured 93.3% and this result was reflecting many question to readers and researchers, firstly the researchers confused because the partnership is new approaches in SDG and ranking goal 17 study is focusing on partnership to facilitated the coordination and collaboration between LNGOs and INGOs to deliver the work in the humanitarian development field and reached good implementation and deliver services with high transparence and integrity. The LNGOs in the Blue Nile was establish work through partnership recently after Sudanaization of voluntary work and this was not efficient for local NGOs to know well structure and policies of Ingo's to diver services to communities in the fields.

6- Will the project implemented through partnership achieves sustainability of partnership goals?

**Table (4-34) Will the project have implemented through partnership achieves sustainability of partnership goals?**

	Frequency	Percent
No	2	13.3
Yes	13	86.7
Total	15	100.0



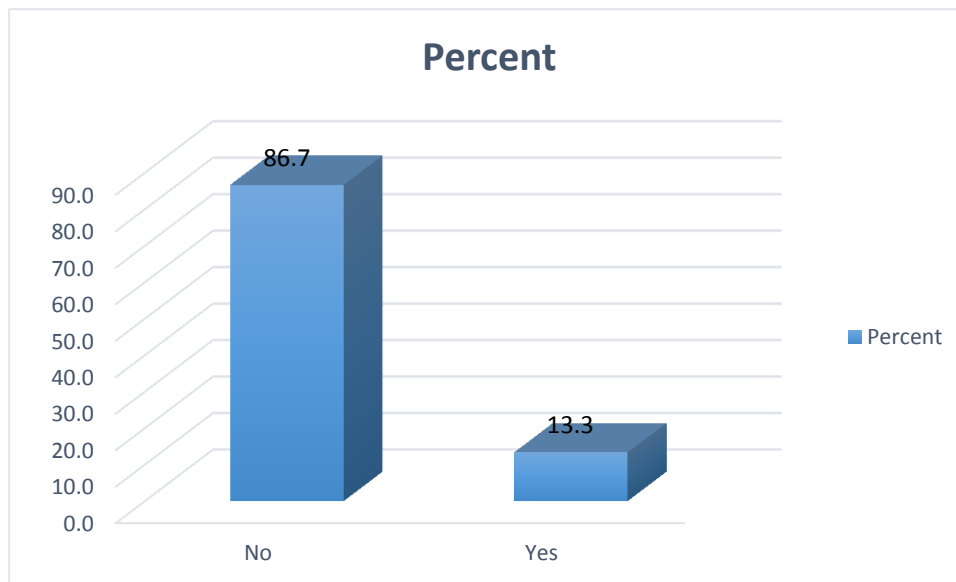
**Figure (4-34) Will the project had implemented through partnership achieves sustainability of partnership goals?**

The Table (4-34) show that the answered yes explained that the 86.7 % was reflected that the project implemented through partnership was achieved the sustainability of partnership goals, but the partnership to achieve is depend on many approaches and methods to achieve, is local NGOs have well structures and policy of international Ingo's, from experiences most of local NGOS its ignorant about the policies and structures of INGs and this was very clear in the project implemented through partnership, answered no was scored 13.3% this answered was reflected that the some LNGOs was well known with INGOs requirement.

7- Has the item of partnership already been produced without coordination?

**Table (4-36) Has the item of partnership already been produced without coordination**

	Frequency	Percent
No	13	86.7
Yes	2	13.3
Total	15	100.0



**Figure (4-35) One of the most important factors that improving partnership**

is coordination and the table (4-35) was explained that answer of no is scored 86.7 and this percentage is reflected the important of coordination in the partnership, the answer no is scored 13,3 and answer reflected there are no clear understating about the important of coordination in partner

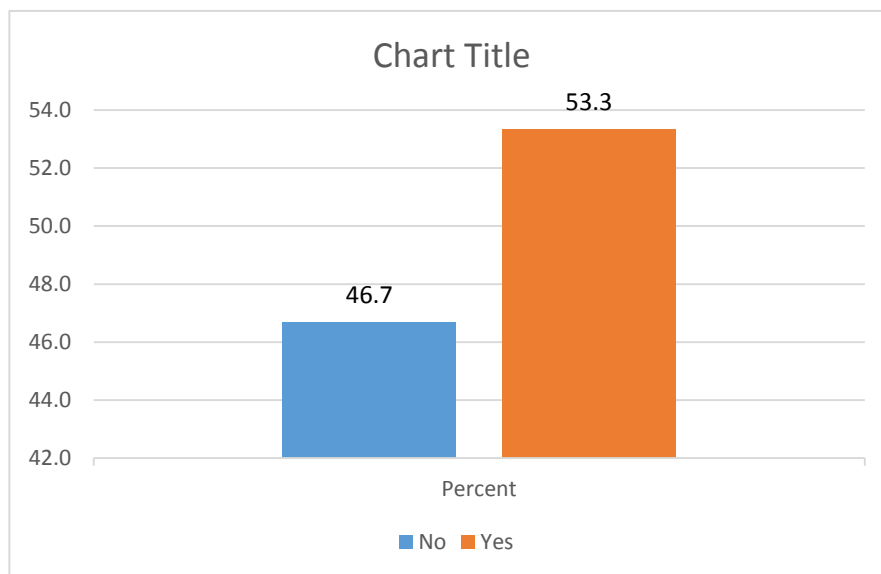
8-What are the types of partnership do you have to promote the voluntary working in the area LNGOs operation?



8- Long-term partnership focusing on the success only.

**Table (4-36) Long-term partnership focusing on the success only**

	Frequency	Percent
No	7	46.7
Yes	8	53.3
<b>Total</b>	<b>15</b>	<b>100.0</b>



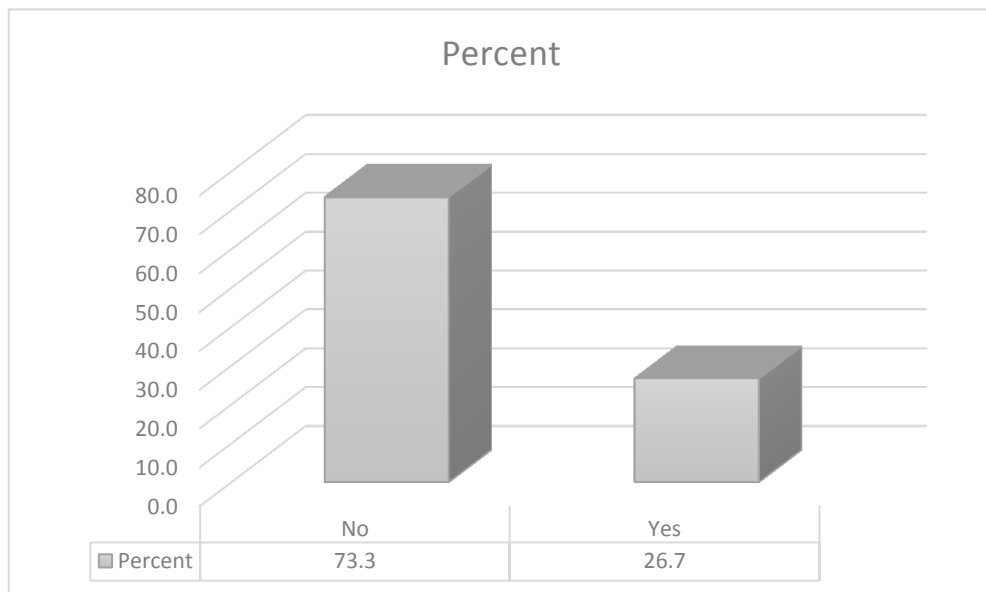
**Figure (4-36) Long-term partnership focusing on the success only**

The table (4-36) explained that answered yes is scored 53.3% and this from 8 local organizations and 6 organization answered no 46.7%, this was reflected that LNGOs is ignorant about partnership policy and structure to secured the success of partnership to deliver the services to community that in need of help, the success in partnership is most important when the two entities involving to implement activities in the field. if not reached the goal of success the partnership is failure and the communities was no benefit from the services delivery.

- Short term Partnership ignorant the capacity building of staff

**Table (4-37) Partnership ignorant the capacity building of staff**

	Frequency	Percent
No	11	73.3
Yes	4	26.7
Total	15	100.0



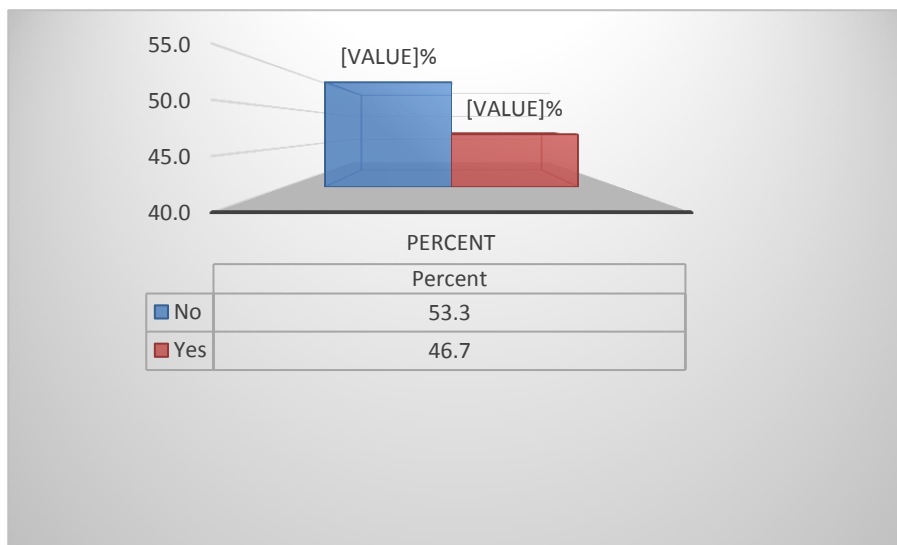
**Figure (4.37) Partnership ignorant the capacity building of staff**

The table (4-37) international NGOs some time was not look seriously on the capacity building of local NGOs staff, but the answered yes is reflected this phenomenon (no scoured 73.3% and this result from experiences of partnership implemented with two actions and illustrate that the local NGOs is need more intervention in the capacity building process, put as benchmarks in the agreement between the organization when assign partnership to be obligatory for the INGOs to support LNGOs with skills .

- Is Semi term partnership inadequate to achieve the goal.

**Table (4-38) Semi term partnership inadequate to achieve the goal.**

	Frequency	Percent
No	8	53.3
Yes	7	46.7
Total	15	100.0



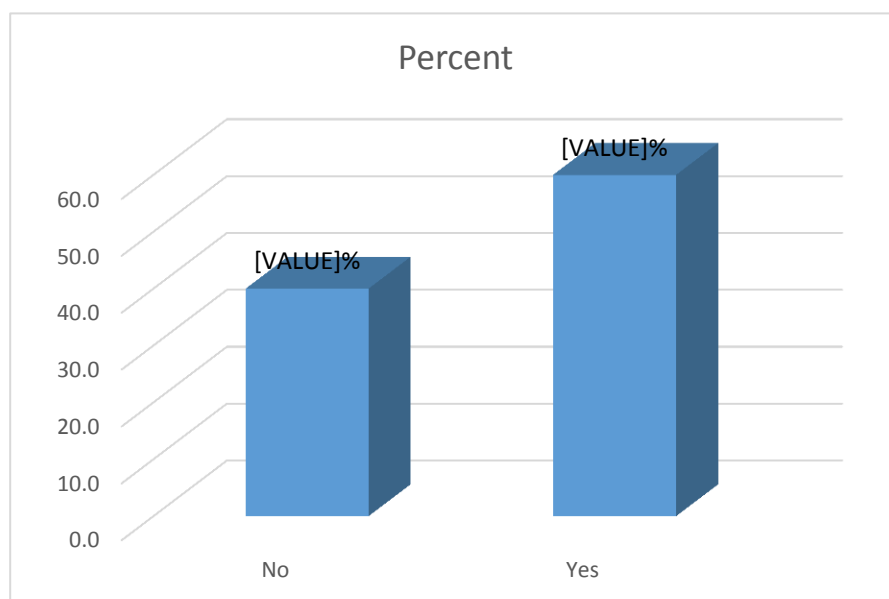
**Figure (4-38) Semi term partnership inadequate to achieve the goal.**

The table (4-38) answered yes is secured 46.7 and this is reflected that semi term partnership was not achieved goal. because the partnership is need strong approached to achieved when assign with local NGOs and time is factor to explain the implementation of the activities in the field and some time the accessibility is stand barrier to reached the field according to many factors affected implementation from example the follow budget, conflict and natural barriers.

- Other (specify) - need clear approaches to reach sustainability

**Table (4-39) Other (specify) \_need clear approaches to reach sustainability**

	Frequency	Percent
No	6	40.0
Yes	9	60.0
Total	15	100.0



**Figure (4-39) other (specify) \_need clear approaches to reach sustainability**

The table (4-39) illustrated that answered yes is scored 60% this is accurate answering, because the sustainability is need more time to achieved but 40% reflected there are no realistic answer, because the partnership need many steps to achieve the goals and reached the sustainability to improve the strategic partnership in delivery services in the fields when LNGOs involving with INGOs in the partnership agreement.

9- What is the guaranteed donation amount that you propose to the LNGOs from INOGS for implementing partnership in the project?

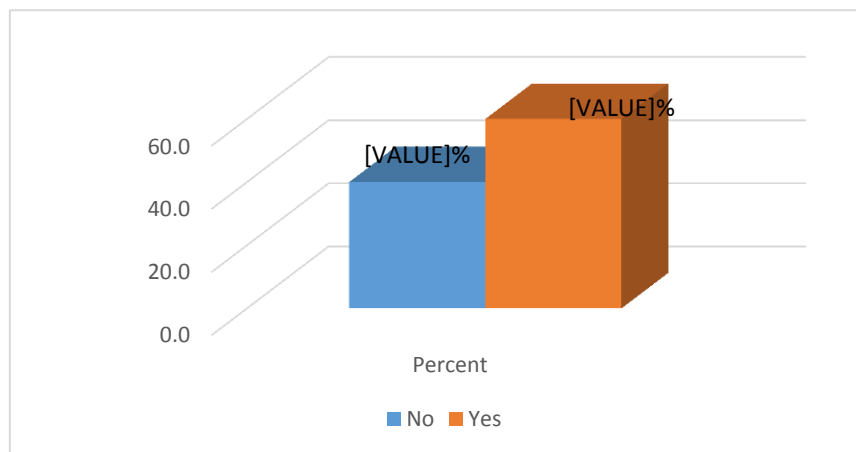
(Express this as both dollars and a percentage)?

Is this donation: -

9-1 Minimum financing adequate to implement project in range 50to 60%of total budget in Dollar.

**Table (4-40) Minimum financing adequate to implement project in range 50to 60%of total budget in Dollar.**

	Frequency	Percent
No	6	40.0
Yes	9	60.0
Total	15	100.0



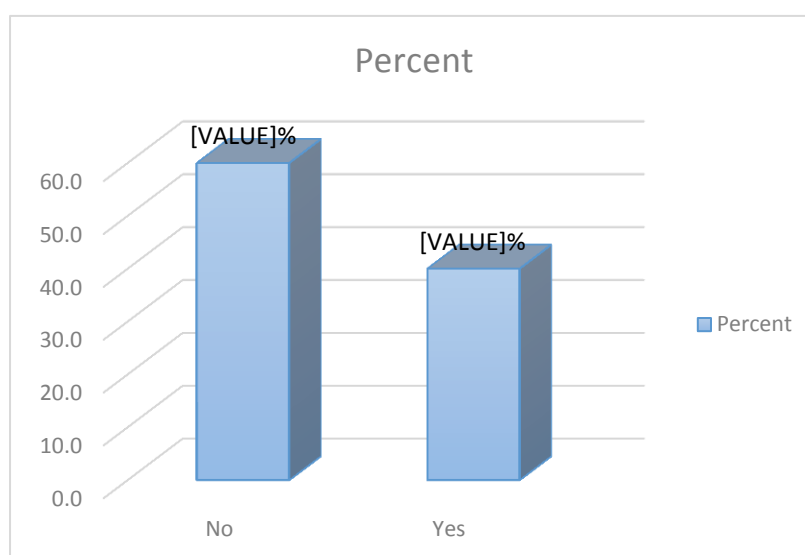
**Figure (4-40) Minimum financing adequate to implement project in range 50to 60%of total budget in Dollar.**

The table (4-40) explained that answered no or yes was resulted that the organization was answered according to the involving in the partnership with INGOs, the financial is identify according to the project budget and activities implemented with partners, the partnership agreement is depend on clear budget and structure of agreement between two entities and the answer yes is scored 60% this was ignorant about partnership policy, principle and structure, the budget of the project is governed with operation cost and activities budget, and this assign in the contract between two entities involving in the partnership. And the answered no secured 40% also this need more clarification in partnership with INGOs for long time.

1- Maximum financing is in range of 60 to 70% of total budget in Dollar to achieve the goal of partnership.

**Table (4.41) Maximum financing is in range of 60 to 70% of total budget in Dollar to achieve the goal of partnership**

	Frequency	Percent
No	9	60.0
Yes	6	40.0
Total	15	100.0



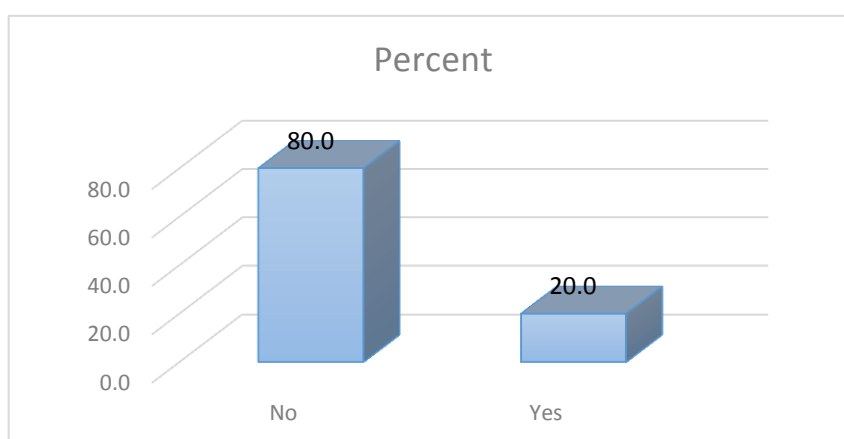
**Figure (4-41) financing is in range of 60 to 70% of total budget in Dollar to achieve the goal of partnership.**

The table (4.41) answer yes is scoring about 60% from total 15 local NGOs and this reflected that organization need more experiences and capacity building and finance policy to improve financially skill of logistic and finance department, the partnership was reflected on how the cost operation and activities budget is require to achieved the partnership smoothly without conflicts. And answered No was scored 40% this it is no realistic answered, because and budget is governed with specific time and activities.

10- Does the proposed partnership apply to achieve the targeted beneficiaries of the project only?

**Table (4-42) Does the proposed partnership apply to achieve the targeted beneficiaries of the project only?**

	Frequency	Percent
No	12	80.0
Yes	3	20.0
Total	15	100.0



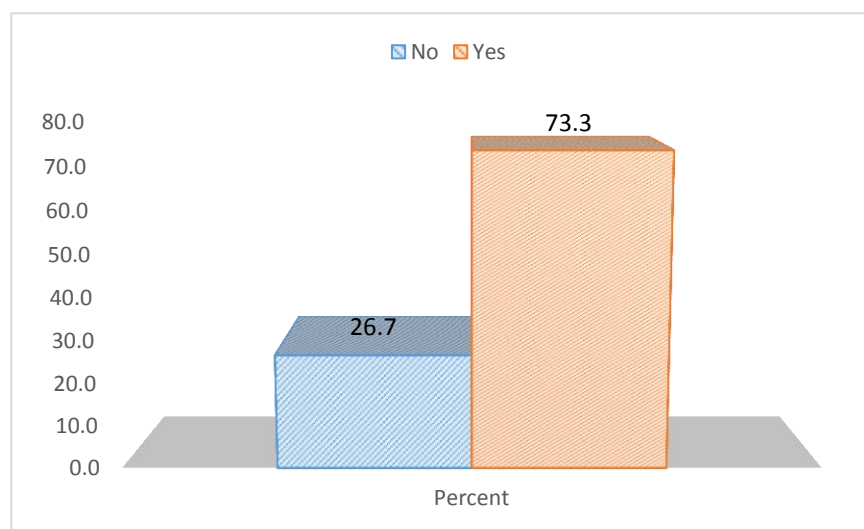
**Figure (4-42) Does the proposed partnership apply to achieve the targeted beneficiaries of the project only?**

The table (4-42) explained that partnership is process to achieve goal of partnership according to project agreement between two organizations, the scored 80% is reflected that partnership is milestone in the project implementation recently in Sudan targeted Blue Nile State and this according to the Sudan Sudanization voluntary work in year 2006, from this study that was clear evidence appear in the implementation of the project through partnership with INGOs, the LNGOs have lack about policy and structure of INGOs in the Humanitarian and Development field, also the most of local origination are new born and lack steps of involving in the direct partnership agreement , to implement activities with high transparency and integrity. And answered No scored 20% this is minor percentage but have a big impact for local NGOs if have requirements about partnership process.

11- Are there dates that your organization is trying to meet with regard to the partnership that should take into consideration during the evaluation process?

**Table (4-43) Are there dates that your organization is trying to meet with regard to the partnership that should take into consideration during the evaluation process**

	Frequency	Percent
No	4	26.7
Yes	11	73.3
<b>Total</b>	<b>15</b>	<b>100.0</b>



**Figure (4-43) Are there dates that your organization is trying to meet with regard to the partnership that should take into consideration during the evaluation process**

The table (4-43) explained that answer yes scored 73,3% percentages from total hundred100%, the evaluation the current process doing by M&E and team fields or any field workers that implementing the activity project during partnership between (the (date and consideration is heart of agreement) LNGOs is supervision from INGOs is continually going on



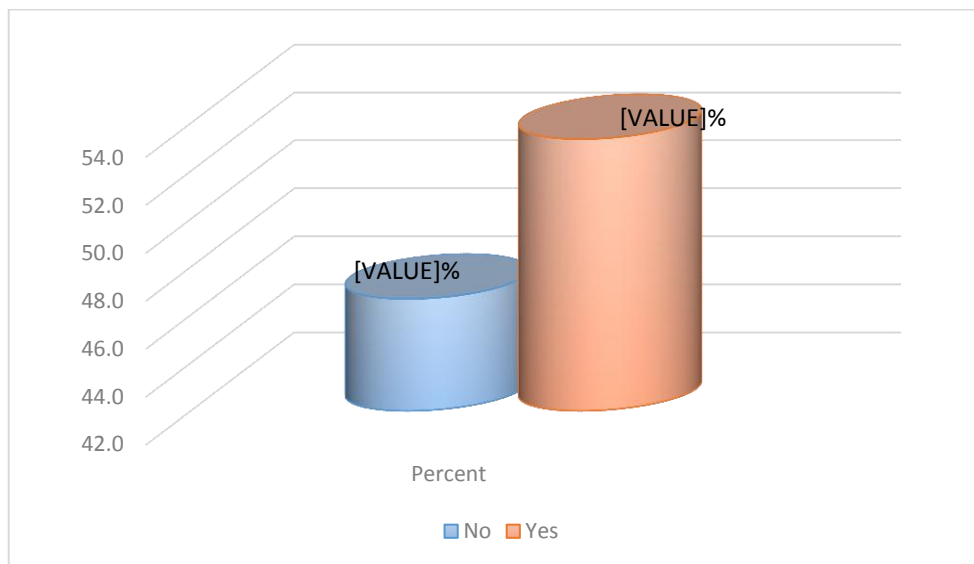
when project starting and assigned of partnership agreement between two entities and sit bench mark of the role and responsibility for each in the agreement assigned, when the conflict appeared or tension in the relationship between local NGOs and grassroots in the community(CBOS) according misunderstanding or intervention to the communities without take consideration of indigenous role and tradition of the communities prevailing among them , the partnership was exposed to damage and INGOs was look seriously to capacity building of LNGOs and focusing on the sources of problems and starting directly to solve problem with cooperation with Key informant, Omda, Sheikh and community leader to avoid any repetition of conflict. The answered no is four from total 15 Organization and percentage is 26.7, this answered is governed with lack of experiences of partnership and how to immersing in the community individually.

12- What expectations for the partnership involvement and support of the partnership? Include any cost to envision in developing this partnership.

- Questionnaire will help us better understand your vision of partnership

**Table (4-44) Questionnaire will help us better understand your vision of partnership**

	Frequency	Percent
No	7	46.7
Yes	8	53.3
Total	15	100.0



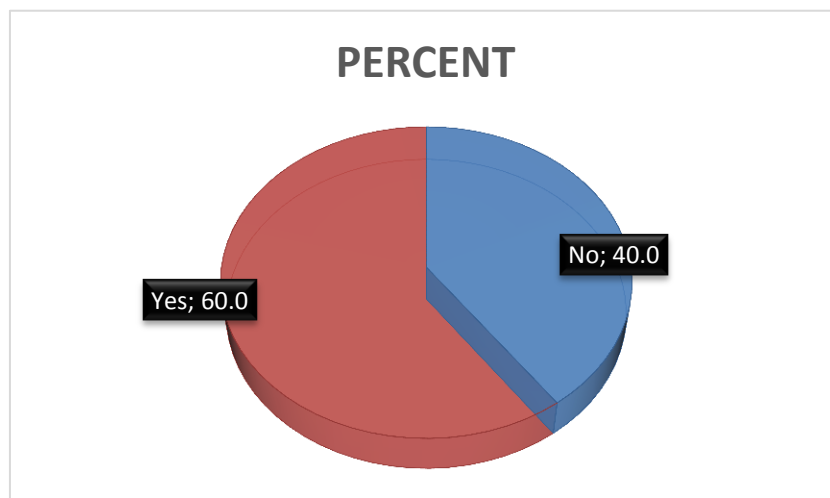
**Figure (4-44) Questionnaire will help us better understand your vision of partnership**

The table (4-44) explained that answered no and yes was scored is slight difference and this answered was reflected that the organization is need more capacity building to achieve the partnership with different approaches to improve objective and goal partnership vision.

- We realize some points may need from partnership

**Table (4-45) realize some points may need from partnership**

	Frequency	Percent
No	6	40.0
Yes	9	60.0
Total	15	100.0



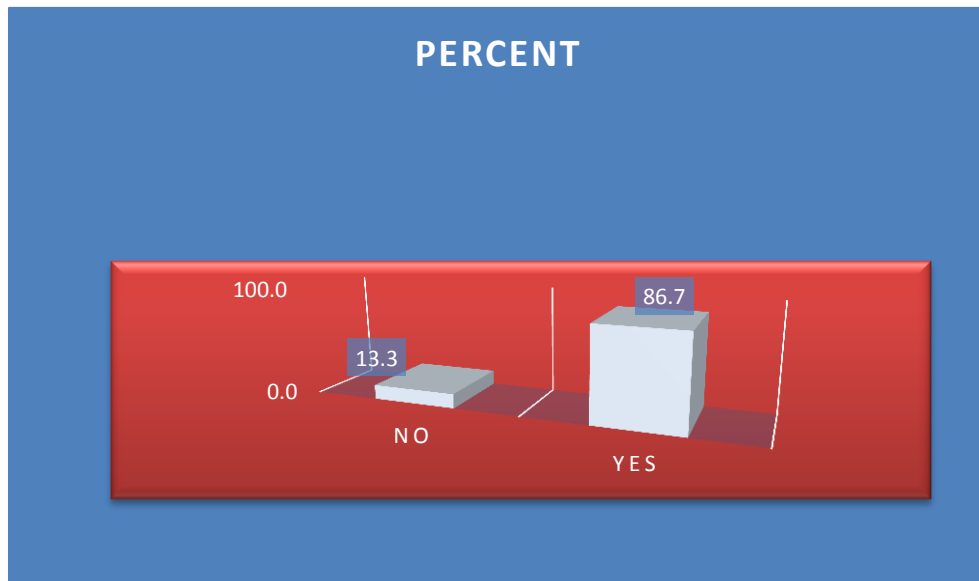
**Figure (4-45) realize some points may need from partnership**

The table (4-45) explained that answered yes scored 60%, this reflected that was clear understanding of partnership principles and also the LNGOs look seriously about the points to achieve the strong partnership to face lifted the road of agreement with INGOs to implement the project activities with high integrity and transparency, some points they give flexibility of selection the best criteria to involving in the partnerships and avoid misunderstanding and unseen problems appeared through or after implementing the partnership. 40% answered No and this is ignorant about the partnership.

- Additional discussion resulted in achieve partnership goal

**Table (4-46) Additional discussion resulted in achieve partnership goal**

	Frequency	Percent
No	2	13.3
Yes	13	86.7
Total	15	100.0



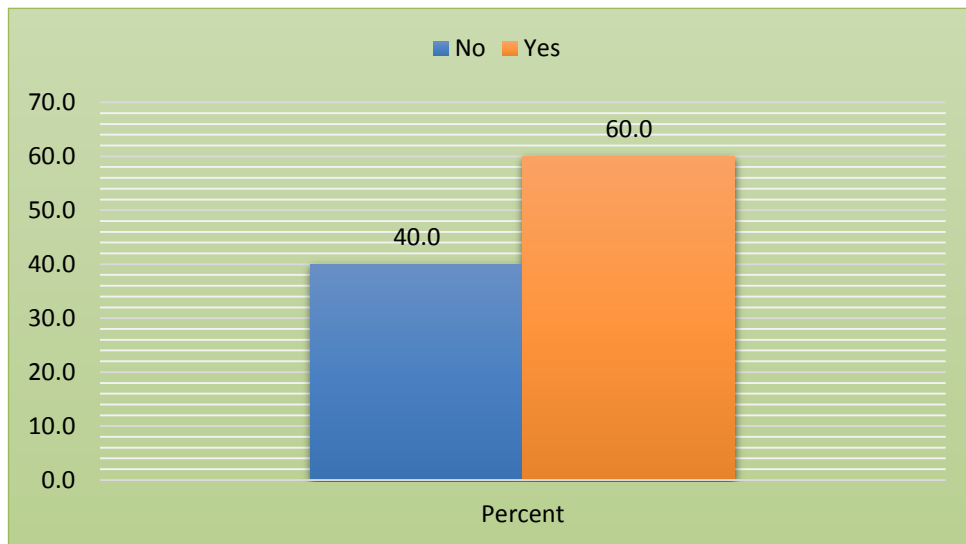
**Figure (4.46) Additional discussion resulted in achieve partnership goal**

The table 4-46 answered yes is scored 86.7 % this answered is depending on the right way of involving in the partnership after take clear discussion with another party, the discussion is way of explain the criteria, principles and approaches of partnership and give benchmarked of how to finalized steps of involving in the partnership clearly without any obstacle when starting implementing the project through partnership in the field. The sored 13.3 is minor answered and this reflected that LNGOs need more capacity building in partnership.

13. Any information you can provide will be extremely useful before assign partnership?

**Table (4-47) Any information you can provide will be extremely useful before assign partnership?**

	Frequency	Percent
No	6	40.0
Yes	9	60.0
Total	15	100.0



**Figure (4-47) Any information you can provide will be extremely useful before assign partnership?**

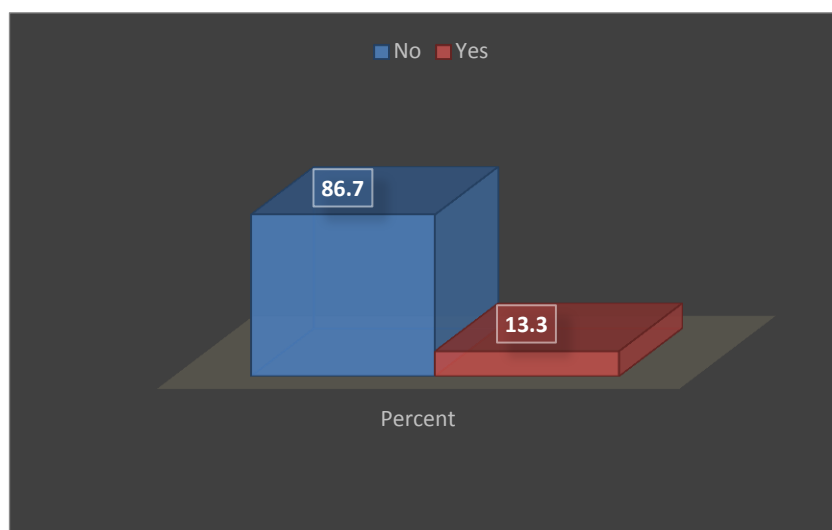
The table (4-47) explained that answered yes scored 60% this was useful answered because the information about partnership is most important before intervention in the partnership immediately, it is useful steps of endeavor ideas and notion about the partnership benefit in development and humanitarian sectors and illustrate the staff about the partnership methodology and skill and build the capacity of logos to achieve the partnershipw1 with high transparency when starting implementation project in the field. But the answered No was scored 40% and this definitely lack information about the partnership goal.

14- What are partnerships your organization need?

- The partnership depends on the integrity only

**Table (4-48) The partnership depends on the integrity only**

	<b>Frequency</b>	<b>Percent</b>
No	13	86.7
Yes	2	13.3
Total	15	100.0



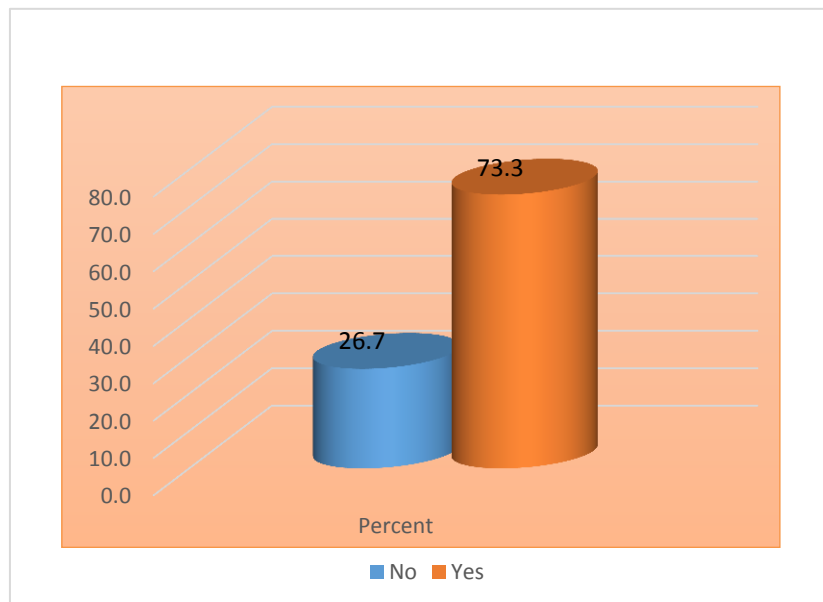
**Figure (4-48) The partnership depends on the integrity only**

The table (4-48) explain that the answered no was scored 86.7 and this answered is reflected that integrity is not only approached to achieve the partnership only, there are many principle and criteria joined to collaborate to achieve the partnership with high transparency and integrity adopted to in involving in the partnership assignment with INGs to implement project activities and answered yes was scored 13.3 % and this need to immersing Deeping in getting in different partnership to pave road capacity building in partnership.

- The partnership delivers the services to the community with high transparency

**Table (4-49) The partnership delivery the services to the community with high transparency**

	Frequency	Percent
No	4	26.7
Yes	11	73.3
Total	15	100.0



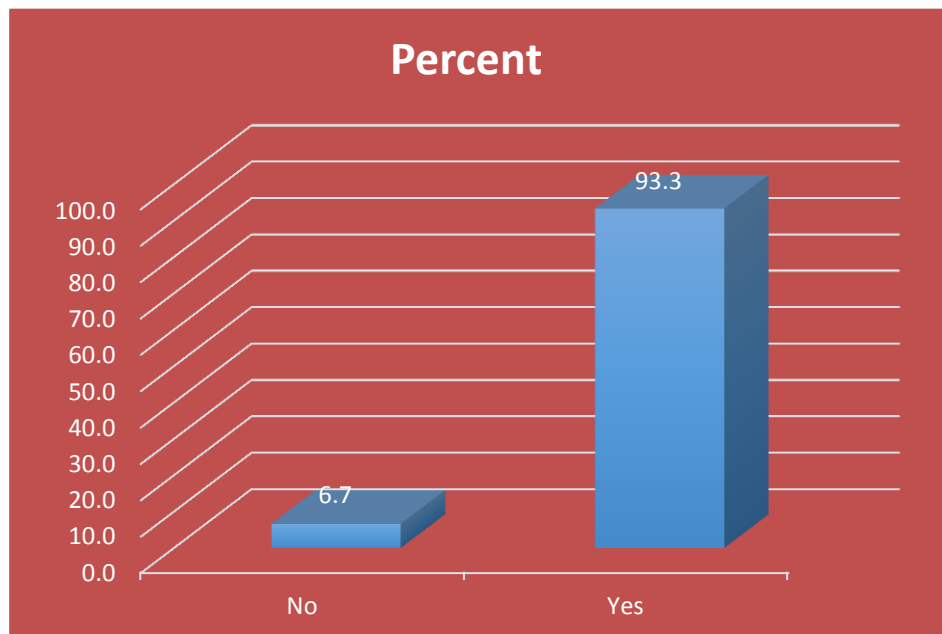
**Figure (4-49) The partnership delivery the services to the community with high transparency**

In the table (4-49) explained that the partnership between LNGOS and INGs plays good role in activity implementation and the answered yes was indicted that the partnership in the humanitarian work and development is become milestone according to SDG which the partnership occupied role number 17 SDG and currently all INGOs go through partnership to implement the project and also donors look for partnership to deliver the work with high efficiency and transparency to avoid different any misused of financially and ignorant accountability.

- The partnership consists or combination of the integrity, transparency, capacity building is Achieve the partnership goal.

**Table (4-50) The partnership consists or combination of the integrity, transparency, capacity building is Achieve the partnership goal.**

	Frequency	Percent
No	1	6.7
Yes	14	93.3
Total	15	100.0



**Figure (4-50) The partnership consists or combination of the integrity, transparency, capacity building is Achieve the partnership goal.**

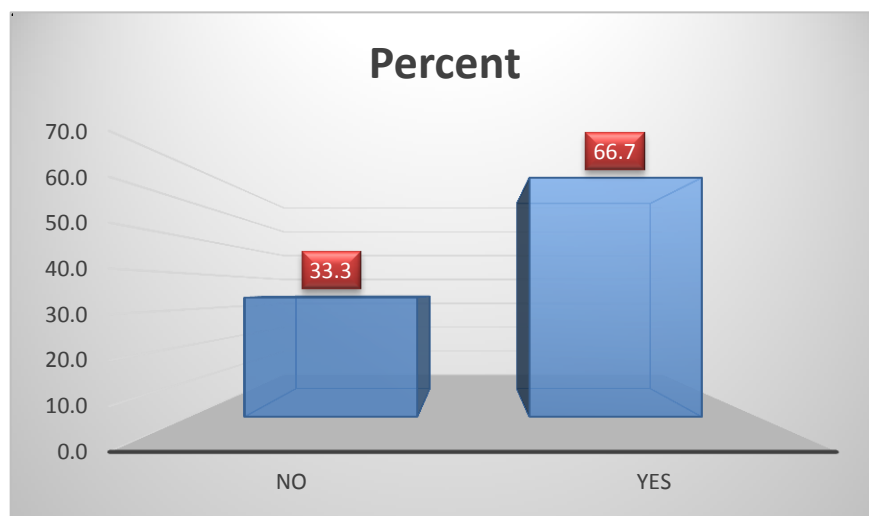
The table (4-50) was explained that the 93.3 % scored this percentage was belonging deep experiences and look seriously to partnership to achieve the work between two entities and pave the road to sustainability and capacity building of staff working through partnership.



- Are there set criteria for inclusion/exclusion partnership in the program?

**Table (4.51) There set criteria for inclusion/exclusion partnership in the program**

	Frequency	Percent
No	5	33.3
Yes	10	66.7
Total	15	100.0



**Figure (4-51) There set criteria for inclusion/exclusion partnership in the program.** The table (4.51) answered scored yes was reflected that 66% said yes according to work done or he imagine this criterion was deliver program when involving in the partnership, but the answered no was scored 33% .3 this answered was look glumly because there is lack about partnership, principles and approaches which lead the LNGOs to deliver services probably when take in partnership with international Org. and other the capacity building indeed to reflected the best way to involving in the partnership.

### 3- Part Three: Access to funding

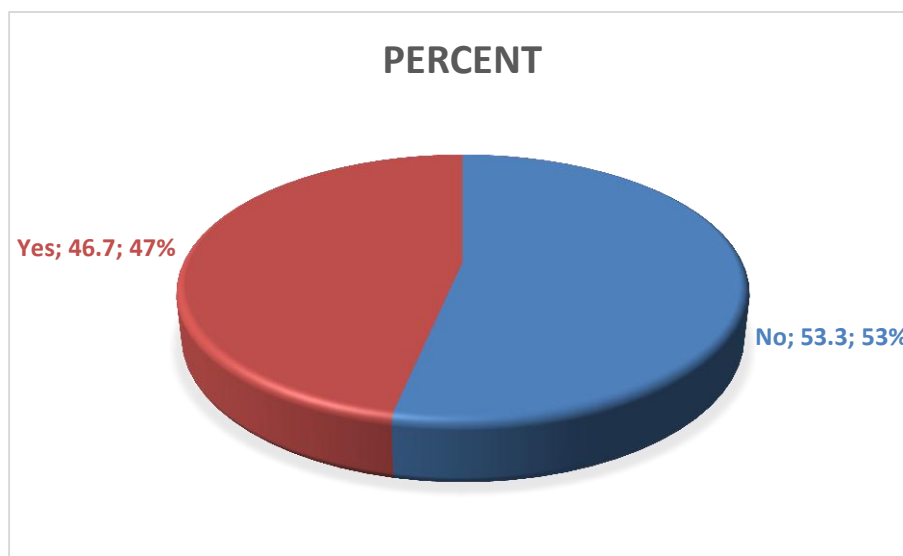
Funding is most important factor of deliverance the humanitarian& development work and pave the road for LNGOs to join in partnership agreement with others actors like INGOS, when there is available access to donors it is reflected good result to play vital role in the community need.

14-5 Where are the sources of fund to implement the project without involving in partnership of International NON-governmental Organization?

1/ Is the Self-funding available to deliver the partnership to reach the goal?

**Table (4-52) The Self-funding available to deliver the partnership to reach the goal**

	Frequency	Percent
No	8	53.3
Yes	7	46.7
Total	15	100.0



**Figure (4-52) The Self-funding available to deliver the partnership to reach the goal**

The Table (4-52) explained that answered was reflected that eight organizations were scored 53.3 and seven secured 46.7 % this finally, is the

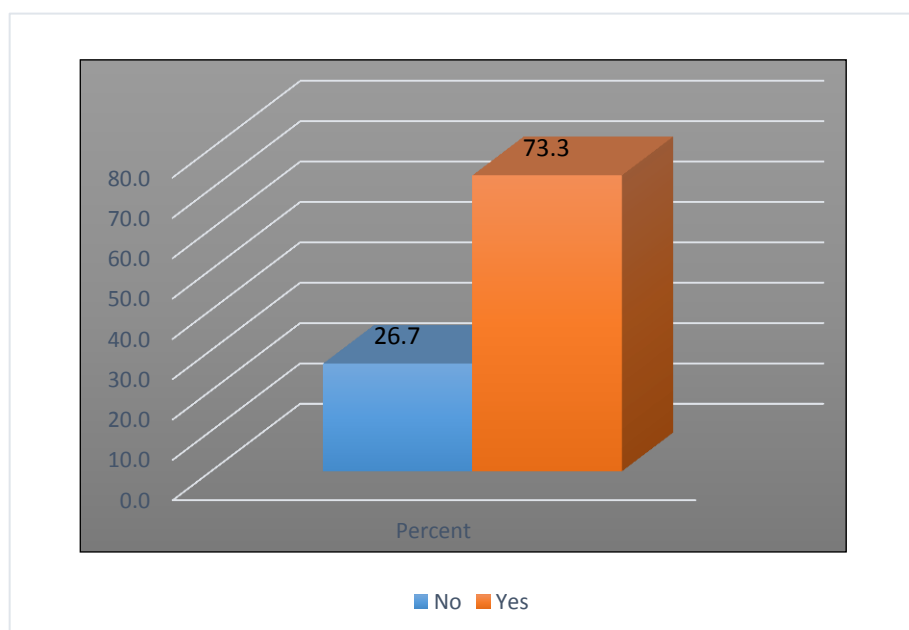
most commonly identified challenging issues for LNNGOs include; fundraising, limited financial and management expertise, limited institutional capacity, low levels of self-sustainability, isolation/lack of inter-organizational communication and/or coordination, lack of understanding of the broader social right to acquire assets, Protection from Personal Liability, Corporate entity, Structured financial plan, Stability, Perpetual succession. Access to credit.

To start, an NPO stands for a (non-profit organization) NPO and means exactly that. NPOs include NGOs (Non-governmental organizations), FBO's (Faith-based organizations), and CBO's (Community based organizations). On the other hand, an NPC stands for a (non-profit company). This all we need clear financial system to achieve partnership goal through available funding.

## 2. Is the partnership being priority for the local NGOs

**Table (4-53) The partnership being priority for the local NGOs**

	Frequency	Percent
No	4	26.7
Yes	11	73.3
Total	15	100.0



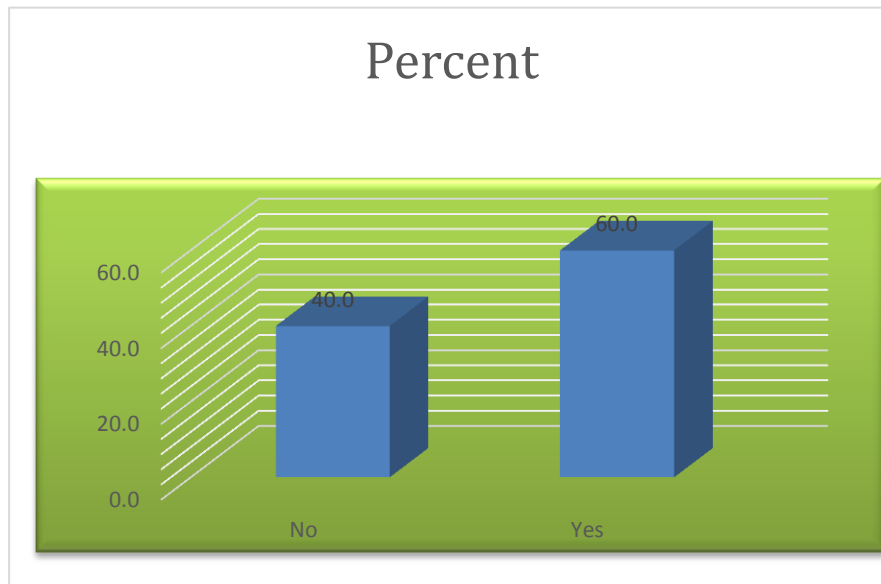
**Figure (4-53) The partnership being priority for the local NGOs**

After the Sudanization of Voluntary work, declaration by the Sudanese government in 2006 is enforcing any INGOs to work and implementing activities through local partnerships, this step of success and failure if the LNGOs was trusted and honest in dealing with high commitment in delivering services to targeted communities, (the Table (10-2) explained that the answered yes scored 73.3% and this in live with SDG to 2030 which focusing on partnership goal -17 and the answered no scored 26.7 and this need strengthen in capacity building.

3 The most source of partnership fund came from Gift.

**Table (4-54) The most source of partnership fund came from Gift**

	Frequency	Percent
No	6	40.0
Yes	9	60.0
Total	15	100.0



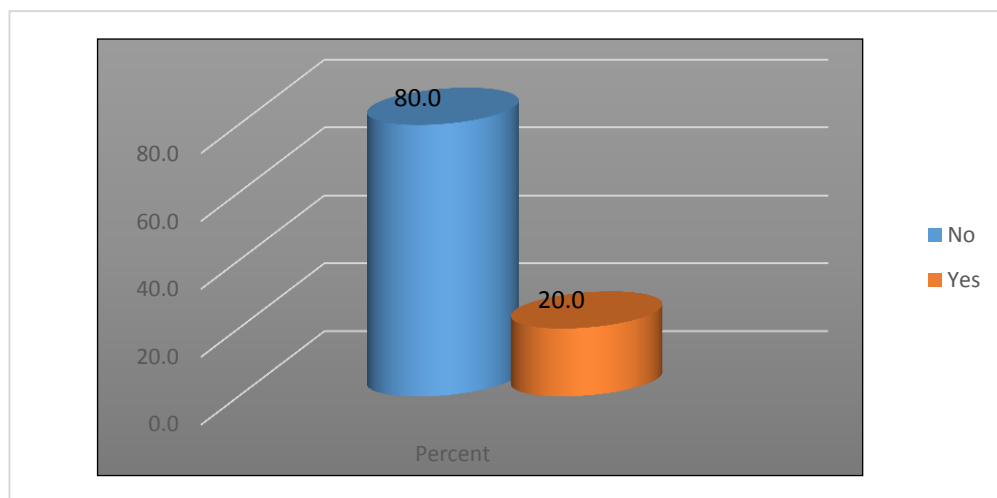
**Figure (4-54) The most source of partnership fund came from Gift**

The table (4-54) explained that the answered yes scored 60% and answered no was scored 40%, from experiences and interview with many leaders of INGOs illustrate that the most sources of fund provided from INGOs, UN agency and there is minor gift came from different supporter, this was very obvious the Islamic charity which is supportive from international Islamic people. Like Sudia- Arabia and Qatar.

#### 4 -Others (specify)

**Table (4-55) Others (specify)**

	<b>Frequency</b>	<b>Percent</b>
No	12	80.0
Yes	3	20.0
Total	15	100.0



**Figure (4-55) Others (specify)**

The table (4-55) explained that answered yes scored 80% this compared with table 4-51 was reflected that there are another sources of fund, from my experiences and study survey the are no available sources of fund through partnership expect the involving in the agreement partnership with INGOs and Un agency, this main sources of intervention in the agreement with any entities to endeavor the work of humanitarian and development in the field to support and delivery services to needy people.

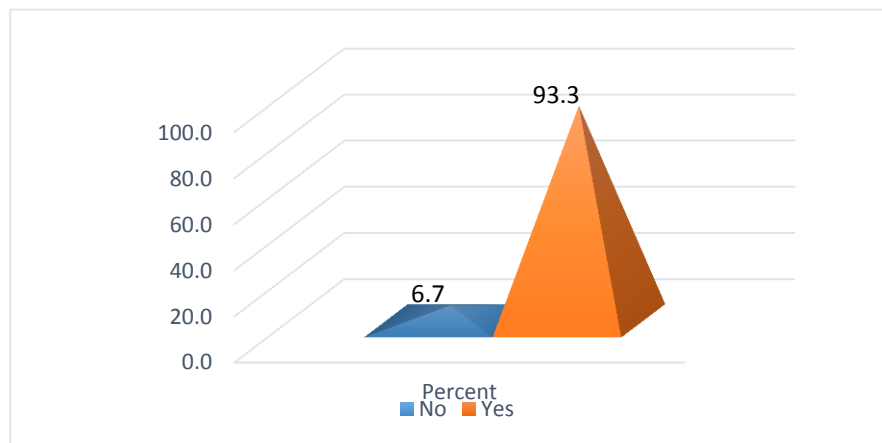
- What are the methods local NGOs use to mobilize funds for their operations and implementation project?

Three methods were identified and they include

1 Proposal writing is represented the best methods of Local organization

**Table (4-56) Proposal writing is represented the best methods of Local organization**

	Frequency	Percent
No	1	6.7
Yes	14	93.3
Total	15	100.0



**Figure (4.56) proposal writing**

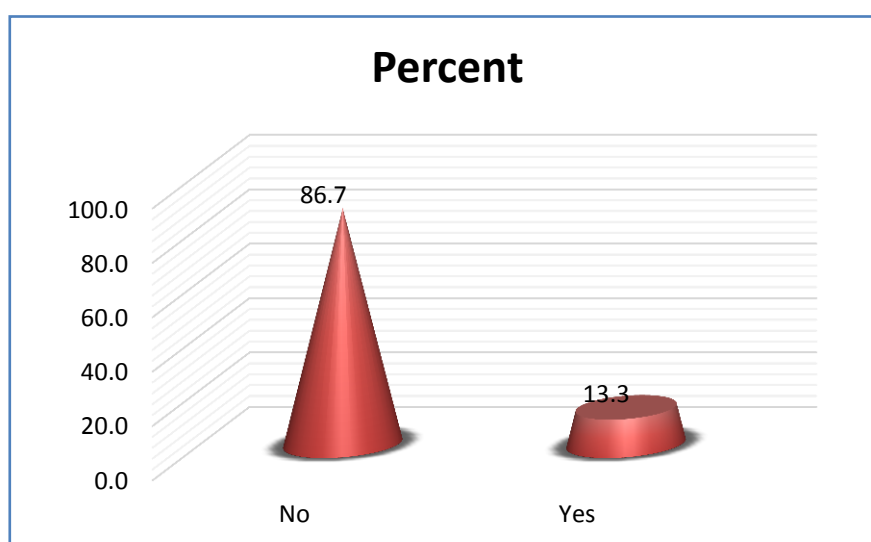
Proposal writing is represented the best methods of Local organization

The table (4-56) explained that answered yes is scored 93.3% and the answered is reflected the important of proposal writing to capture fund from the donor, the proposal needs high skills and experiences of how donor need and also proposal depend on the problems which was reflected the ambitious and interesting of donor to fund the proposal submitting, the proposal need person with deep experiences and skill and know about donor's requirement also the relationships was the one way to donor for supporting the project and answered No is very minor percentage but we are indicator of failure of some LNGOs about knowledge of proposal writing.

Partnership representative the priority methods of sources fund

**Table (4-57) Partnership representative the priority methods of sources fund**

	Frequency	Percent
No	13	86.7
Yes	2	13.3
Total	15	100.0



**Figure (4-57) Partnership representative the priority methods of sources fund**

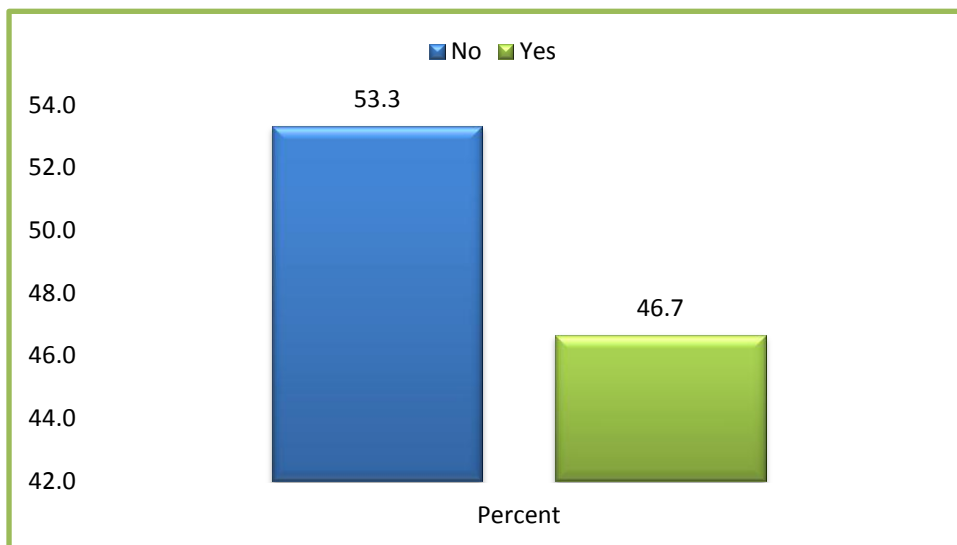
The table (4-57) explained that answered no scored 86.7 and represent that partnership was not priority methods to help in gaining fund, this answered from my experiences is not correct because partnership with Un agency and INGOs created the chance of relationship between donors and local NGOs and consolidate the coordination and build the trust and transparency to lead the partnership to another project and consolidate the skills of staffs to improve skill experiences in partnership policy and structures.



- Social enterprise is becoming available fund

**Table (4-58) Social enterprise is becoming available fund**

	Frequency	Percent
No	8	53.3
Yes	7	46.7
Total	15	100.0



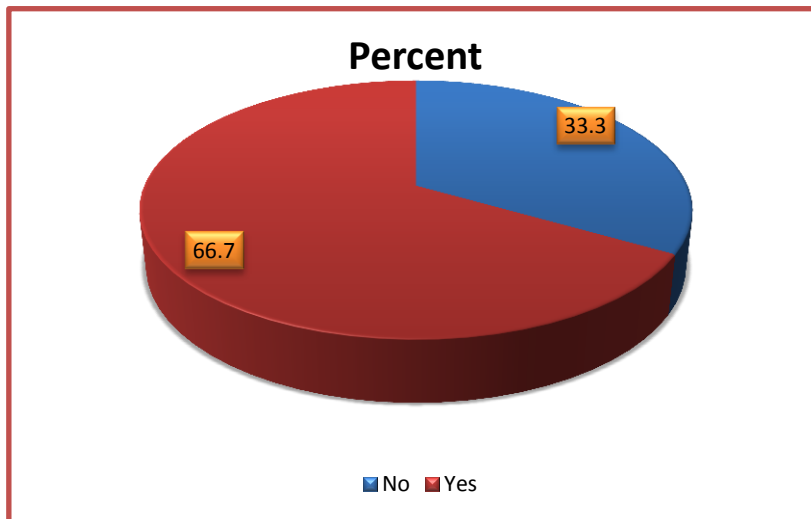
**Figure (4-58) Social enterprise is becoming available fund**

The table (4-58) explained that answered No scored 53.3% this was reflected that social enterprise is not dominant among the local NGOs to keep sustainability, this reflected that the LNGOS look seriously to seek demonstrate the commercial potential of a undertaking by generating income early in the project cycle before intervention in the partnership to maintain any risk; • create the conditions where private sector partners and both have clear incentive to invest time and resource, to ensure that the ‘Team’ participated in the project through partnership, have well known with partnership principle; Ensure that the conditions for trial, test and failure exist in partnership, but trust and transparency were helping LNGOs successfully, the answered yes scored 46.6% and this % it is very important if it have clear tractability in partnership to generating the social enterprise to compensate any LNGOs requirement .

5. Is the LNGOs having available funding source to coverage the operation cost without involving in the partnership?

**Table (4-59) the LNGOS having available funding Source to coverage the operation cost without involving in the partnership**

	Frequency	Percent
No	5	33.3
Yes	10	66.7
Total	15	100.0



**Figure (4-59) the LNGOS having available funding Source to coverage the operation cost without involving in the partnership**

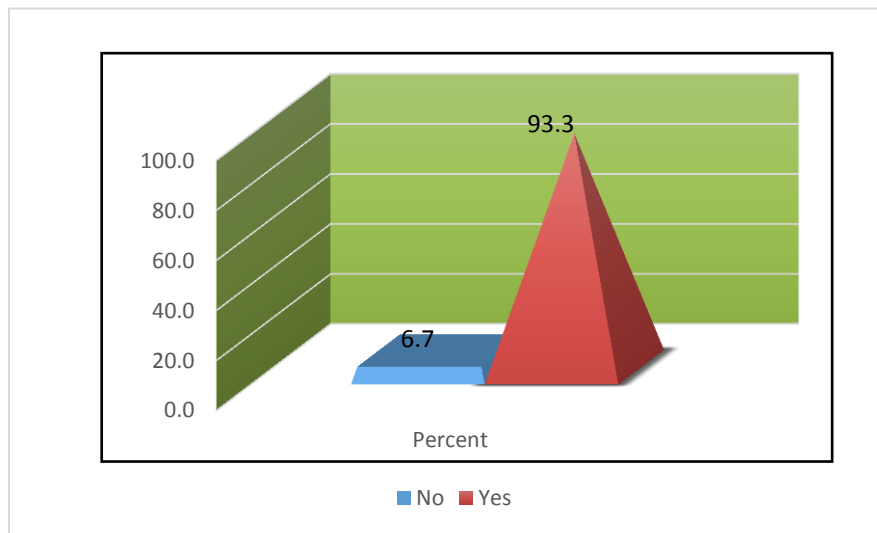
The table (4-59) explained that answered yes scored 67% and No secured 33% this answered reflected that LNGOs was lack of fund and how to coverage operation cost staff recruited rent and so on, Humanitarian needs are likely to continue to rise, and traditional donors are unlikely to be able to keep pace with the growth in demand for funding. Humanitarian actors will need to negotiate agreements on the limits of responsibility to be based on a common commitment to priorities on a shared understanding and analysis of risk and this is need experts in Communication and proposal writing.

6. Is the LNGOs have Self-financing skills to implement the project through?

1 -Restricted Funds

**Table (4-60) Restricted Funds**

	Frequency	Percent
No	1	6.7
Yes	14	93.3
Total	15	100.0



**Figure (4-60) Restricted Funds**

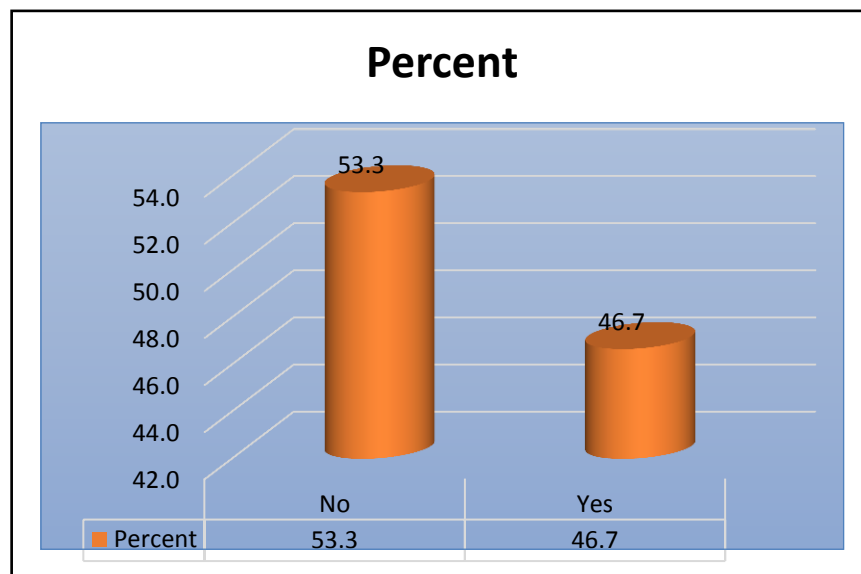
The table (4-60) explained that the answered yes was scored 93.3 this answered have tow hypnosis, one the LNGOS have well trained staff and enjoyable with honest, commitment and trust and have High skill capacity, and the second the LNGOs work with high corruption facilities and the staff lack of experiences about what restrict fund, the restricted fund is fund that focusing on the project activity implementation and must be used for particular purposes.

For example, funds may have been donated to a charity on the basis that they must be used for its work in a particular region in particular project and the very minor answered no is scored 6.7% this very interesting answered because we know well about restricted fund.

## 7- Financial Dependency

**Table (4-61) Financial Dependency**

	<b>Frequency</b>	<b>Percent</b>
No	8	53.3
Yes	7	46.7
Total	15	100.0



**Figure (4-61) Financial Dependency**

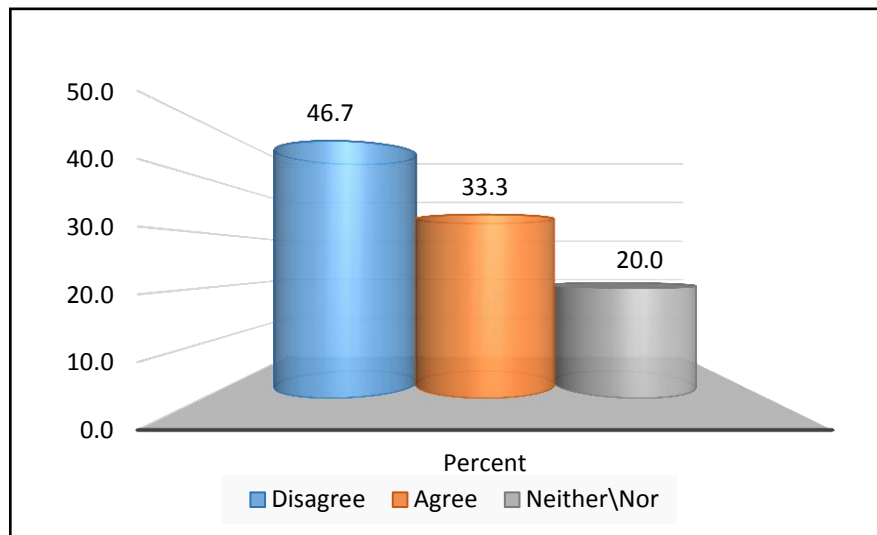
The table (4-61) explained that answer yes and no, near to equal and this was pointed that without contribution in the partnership between LNGOs and INGOs the implementing project was failure and whom is not contribution have no saying in decision making through partnership.

(Hands up anyone cheating on their partner because they are dependent on them?).

- Low Capacity of Local NGOs

**Table (4.62) Low Capacity of Local NGOs**

	<b>Frequency</b>	<b>Percent</b>
Disagree	7	46.7
Agree	5	33.3
Neither\Nor	3	20.0
Total	15	100.0



**Figure (4-62) Low Capacity of Local NGOs**

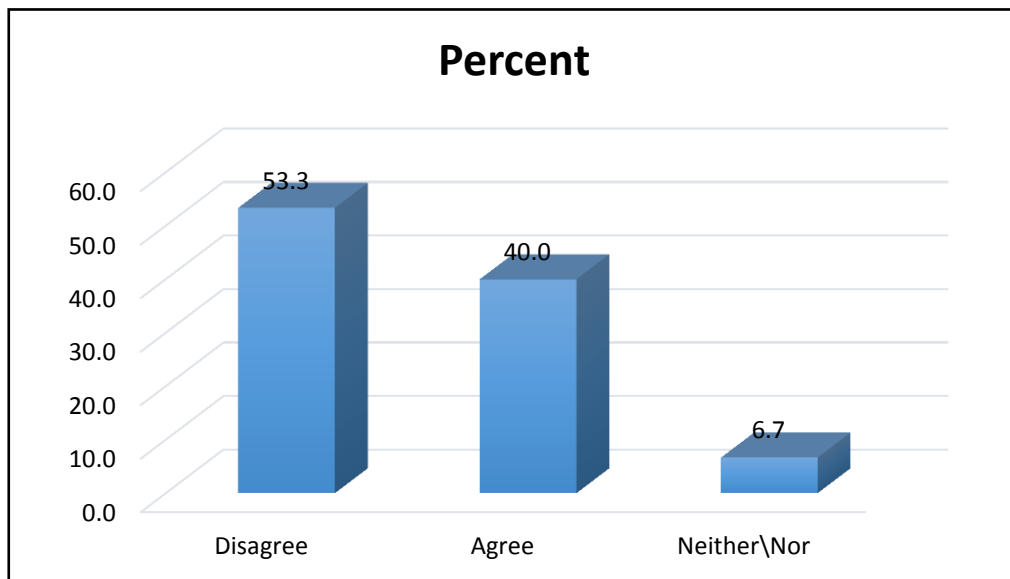
The table (4.62) explained answered disagree was scored 46.7% and Neither\Nor & agree scored 50.3

Definitely the LNGOs lack knowledge about partnership principles and approaches to joining in partnership with INGOs to implement project, this was very obvious in staffing recruitments and turn over and low wages and so on.

-un Restricted Funds

**Table (4-63) unrestricted Funds**

	<b>Frequency</b>	<b>Percent</b>
Disagree	8	53.3
Agree	6	40.0
Neither\Nor	1	6.7
Total	15	100.0



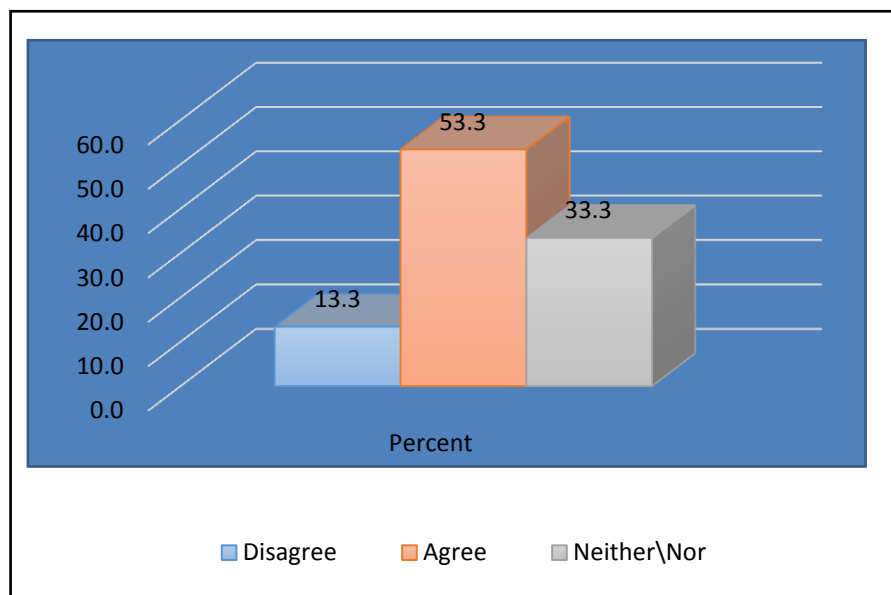
**Figure (4-63) unrestricted Funds**

The table (4-63) illustrate that disagree is scored 53% and agree and neither nor secured 46.7 % this result was discovering many local NGOs was ignorant about Unrestricted fund and how to deals, this fund to secured the organization from face out and continues to involving in the work and when loss to join in the partnership the staff and office and assets was secured. The unrestricted fund is defining as Money given by specific donor and sometime is return from recovery project budget. to a non-profit organization by a donor that the organization is free to use as they see fit. For example, when given a donation of unrestricted funds by an individual, a non-profit organization might allocate their use toward helping offset the organization's operating costs such as: rent, labor, cost utility bills.

8- IS there any Lack of Corporate and Philanthropic Funding for Local NGOs to affect project achievement?

**Table (4-64) Are there any Lack of Corporate and Philanthropic Funding for Local NGOs to affect project achievement**

	Frequency	Percent
Disagree	2	13.3
Agree	8	53.3
Neither\Nor	5	33.3
Total	15	100.0



**Figure (4-64) Are there any Lack of Corporate and Philanthropic Funding for Local NGOs to affect project achievement through partnership?**

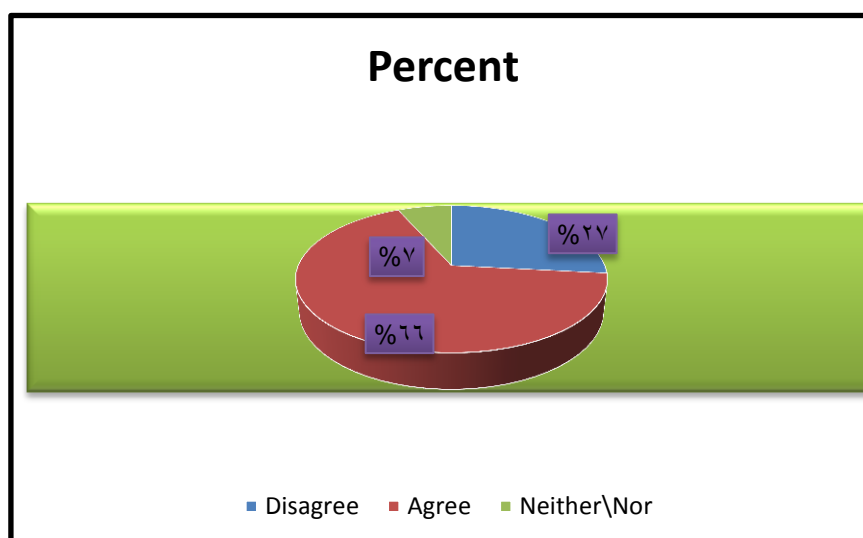
The table (4-64) was reflected the answers as following, agree was scored 53% and Neither\Nor and Disagree was scored 46.7%, assuredly the answered was reflected that there are gap in coordination and collaboration to improve the partnership for funding and this is directly affected the performance of implementation project activities and sustainability of partnership with two entities in the futures

9- Is Organization must have experience of implementing similar projects without the following?

1. It must be a legal organization with legitimate objectives

**Table (4-65) It must be a legal organization with legitimate objectives**

	<b>Frequency</b>	<b>Percent</b>
Disagree	4	26.7
Agree	10	66.7
Neither\Nor	1	6.7
Total	15	100.0



**Figure (4-65) It must be a legal organization with legitimate objectives**

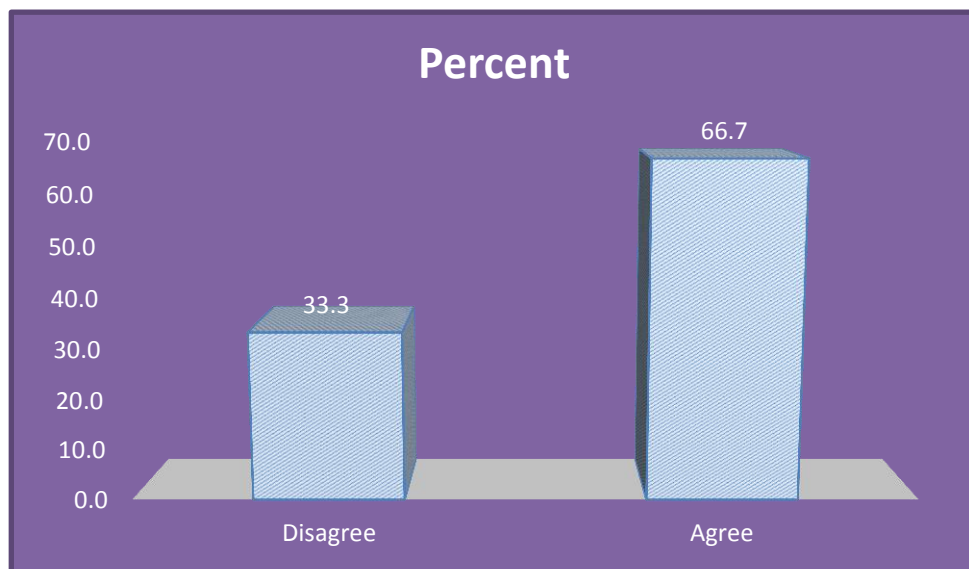
The table (4-65) was reflected the a the answered agree was achieved 66.7% and disagree and Neither \nor was scored 37.3% there are gap in LNGOS to achieve legitimate objective. legitimate aim is the reason behind the discrimination. This reason must not be discriminatory in itself and it must be a genuine or real reason. Here are examples of legitimate aims: the health, safety and welfare of individuals when occupied job in the Organization to achieve work through partnership any project.



.It must have proper and capable management, administrative structures

**Table (4-66) It must have proper and capable management, administrative structures**

	<b>Frequency</b>	<b>Percent</b>
Disagree	5	33.3
Agree	10	66.7
Neither\Nor	0	0.0
Total	15	100.0



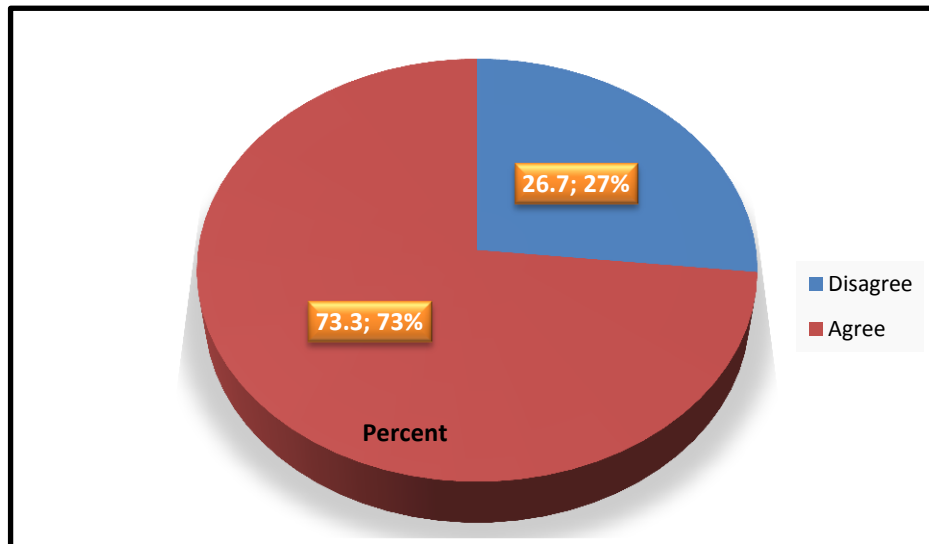
**Figure (4-66) It must have proper and capable management, administrative structures**

The table (4-66) explain that the answered agree was scored 66.7% and this was reflected that the LNOGs was functional organization structure, people who do similar tasks are grouped together based on specialty and experience. So all the accountants are placed in the finance department and so on for the marketing, operations, senior management and human resources departments. The answered disagree was represented 33.3% this reflected there is gap in this way we need clear structure to manage how LNGOs was capability to intervention with INGOs in Partnership

-. The organization must have financial management capacity

**Table (4-67) The organization must have financial management capacity**

	<b>Frequency</b>	<b>Percent</b>
Disagree	4	26.7
Agree	11	73.3
Neither\Nor	0	0.0
Total	15	100.0



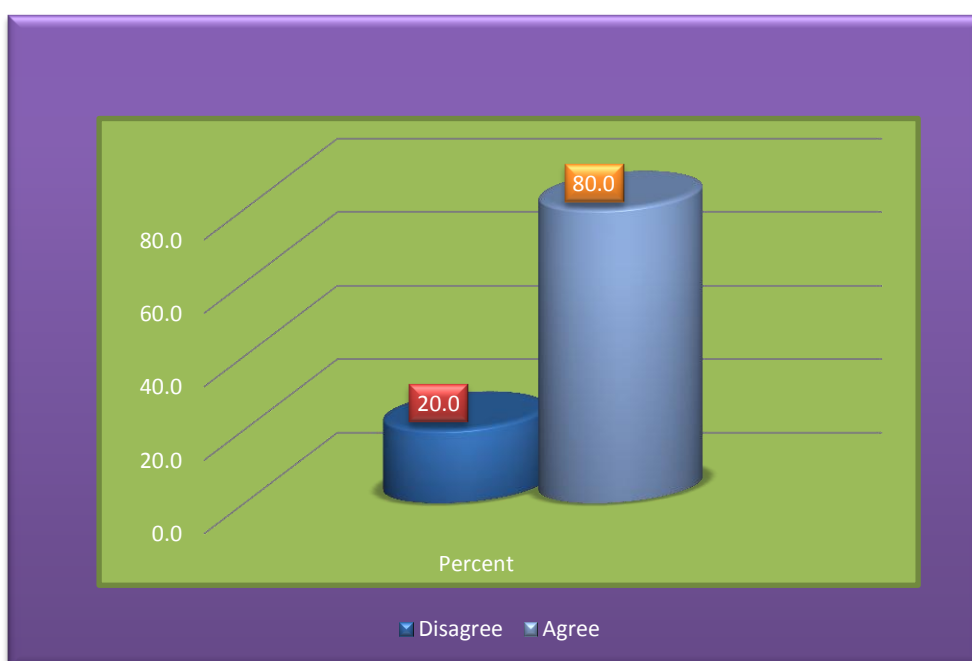
**Figure (4.67) The organization must have financial management capacity**

The table (4-67) explain that agree scored 73.3% and 26.6 % represented disagree, but from assessment done for three LNGOs, in the Financial Statements there are gap, and all LNGOS you must be containing five main elements of the entity's financial information, and these five elements of financial statements are:1. Assets2.Liabilities,3. Equities4.Revenues 5. Expenses

. **Financial control** and administration systems and measures

**Table (4-68) financial control and administration systems and measures**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	12	80.0
Neither\Nor	0	0.0
Total	15	100.0



**Figure (4-68) financial control and administration systems and measures**

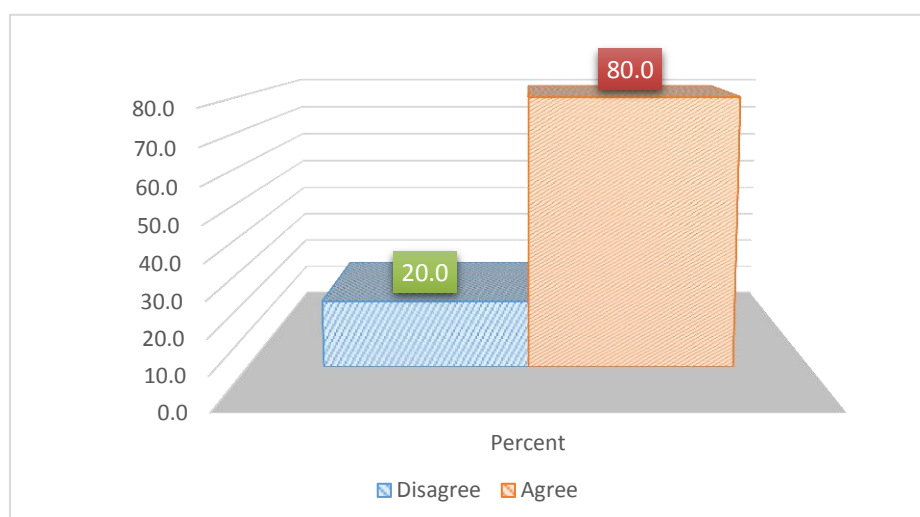
The table (4-68) was explained that their area of financial control but from experiences and interview with financial department of 5 INGOs was appeared that there are Gap in the following as generally include:

Developing financial strategy, including risk minimization plans and opportunity forecasting, High-level financial reporting and analysis, Regular budget consolidation, Cash flow management. and improving efficiencies and reducing costs across the Organization.

. It must have capacity specifically for reporting to donors on project activities

**Table (4-69) It must have capacity specifically for reporting to donors on project activities**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	12	80.0
Neither\Nor	0	0.0
<b>Total</b>	<b>15</b>	<b>100.0</b>



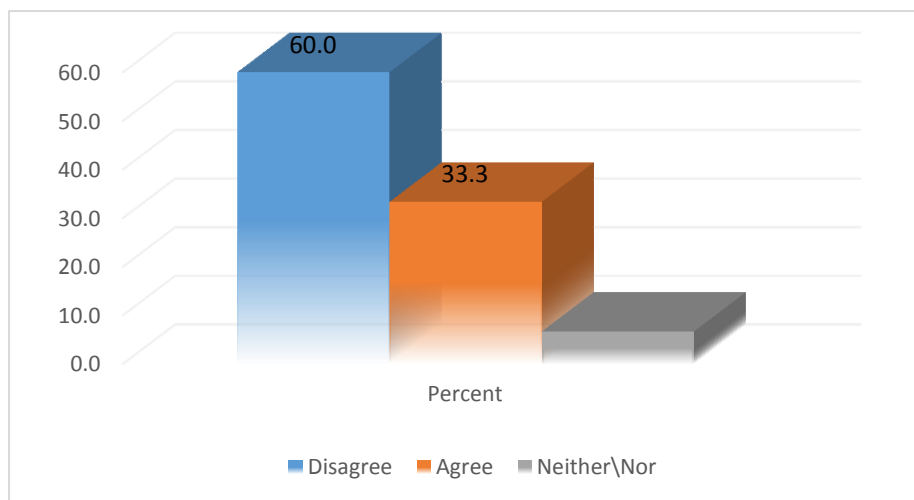
**Figure (4-69) It must have capacity specifically for reporting to donors on project activities**

The table (4-69) was explaining that the agree was scored 80% and disagree was scored 20% definitely the table explain there are high capacity, but you must aware about donor requirement, there are donor is very difficult to responds to LNGOs, expect to involve with INGOs through partnership.

. If there is a call for funding?

**Table (4-70) If there is a call for funding**

	<b>Frequency</b>	<b>Percent</b>
Disagree	9	60.0
Agree	5	33.3
Neither\Nor	1	6.7
Total	15	100.0



**Figure (4-70) If there is a call for funding**

If agree what would you do?

The (4-70) was explaining that the disagree was scored high rate and agree and neither and nor have achieved lower rate, this reflected that there are gap in capture fund when there are call for fund and the process to achieve fund depend on the following: these tips below will help you to become a (guru) expert

Read lots of projects. ...

Collaborate with colleagues who have received funding. ...

Peruse the Donors Choose vendors. ...

Keep it simple. ...

Write from the heart. ...

Create a catchy title. ...

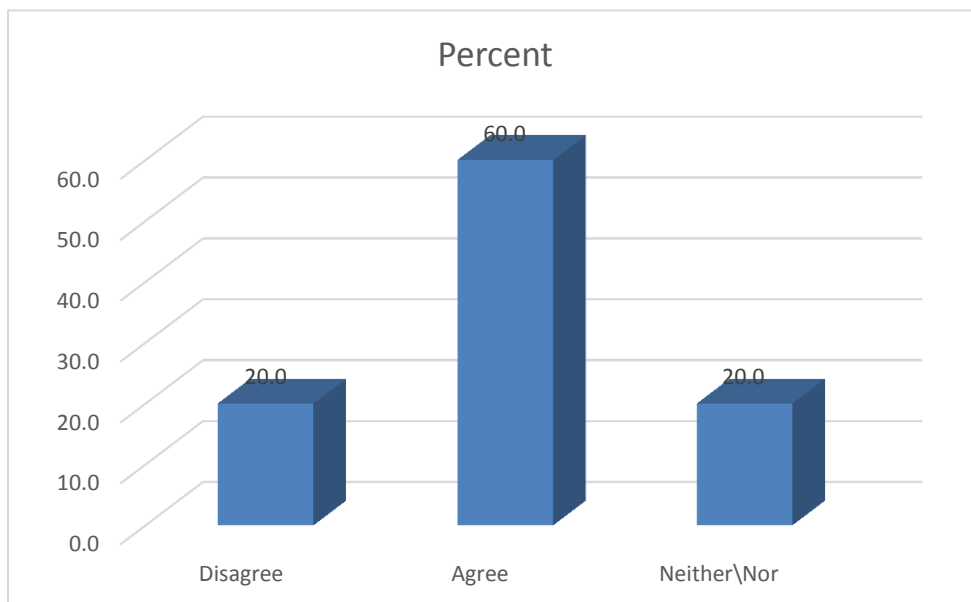
Know about match offers. ...

Tell everyone you know, then tell them ago

. Is it competitive?

**Table (4-71) competitive**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	9	60.0
Neither\Nor	3	20.0
<b>Total</b>	<b>15</b>	<b>100.0</b>



**Figure (4-71)**

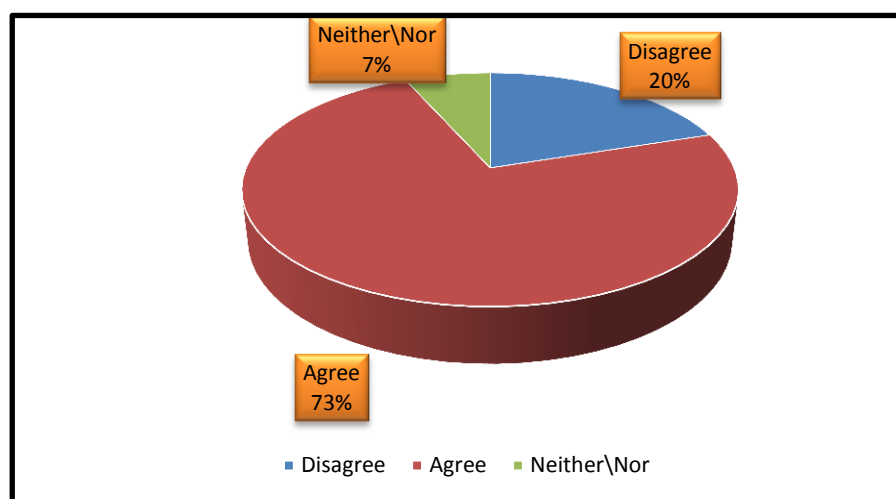
The table (4-71) explains that the agree was scored high rate and this was reflected that there are clear competitive for funding, funding is a process of proposal selection based on the evaluation of a reviewer or team of reviewers. Funding is based on the merits of the application, and recipients are not pre-determined, in the partnership that linked to Consortium project is the best proposal was selected and LNGOs was very lower professionally in writing proposal.

10. Which Local NGOs are your competitors for funding?

1. Internal funds

**Table (4-72) internal funds**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	11	73.3
Neither\Nor	1	6.7
Total	15	100.0



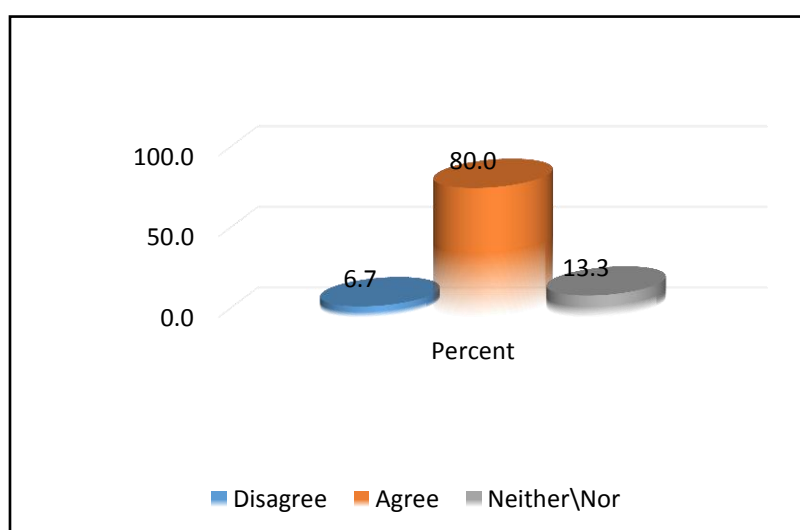
**Figure (4-72) internal funds**

The table (4-72) explain that the LNGOs was answered with very cleared in this table (agree scored (73%) because the local fund was some time is available for local NGOS but was restricted with proposal writing and project implemented in the area and evaluation and impact of the project in the fields.

## 2. External Funds

**Table (4-73) External Funds**

	Frequency	Percent
Disagree	1	6.7
Agree	12	80.0
Neither\Nor	2	13.3
Total	15	100.0



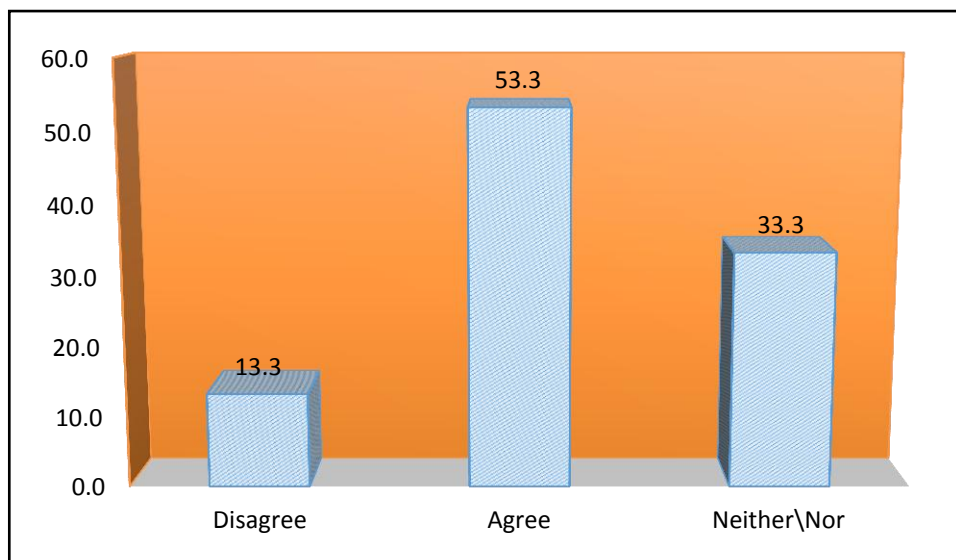
**Figure (4-73) External Funds**

The table (4-73) explained that the more fund implement through partnership is external fund from foreign INGOS and other donors through participation in partnership or network and so on, this very obvious in answers agree which scored 80%. This need brilliant stories to get fund (Stories influence people, their emotions, behaviors, and actions). Stories find their way to human hearts and heads in a way that very few (if any) other communication methods, and this is need high skill and professional person.14-12 is the distribution of funds transparent?



**Table (4.74) the distribution of funds transparent**

	<b>Frequency</b>	<b>Percent</b>
Disagree	2	13.3
Agree	8	53.3
Neither\Nor	5	33.3
Total	15	100.0



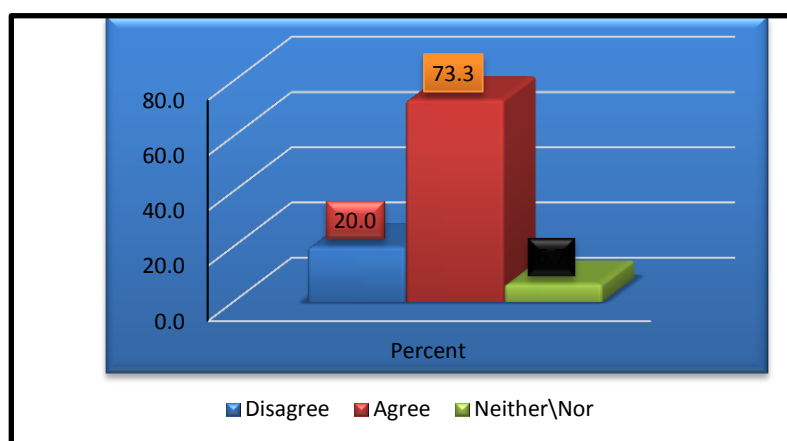
**Figure (4-74) the distribution of funds transparent**

The table (4.74) resulted that answered agree is score 53.3% and the Neither\ nor is scored 47.3% this decreases transparency, lack of promote the rule of law and increase corruption in developing partnership with local NGOs. They mobilize expertise and resources to provide advice and small grants to civil society organizations (CSOs) that engage citizens in actions to improve governance, increase transparency and reduce corruption before in involving in partnership. Their goal is to pilot and scale-up innovative approaches and tools that reduce corruption and improve governance. Throughout the project cycle they seek to draw lessons from these experiences and share the resulting knowledge widely to advance a culture of transparency among the LNGOs community.

11. Is there good coordination between your NGO and others?

**Table (4-75) there good coordination between your NGO and others**

	Frequency	Percent
Disagree	3	20.0
Agree	11	73.3
Neither\Nor	1	6.7
Total	15	100.0



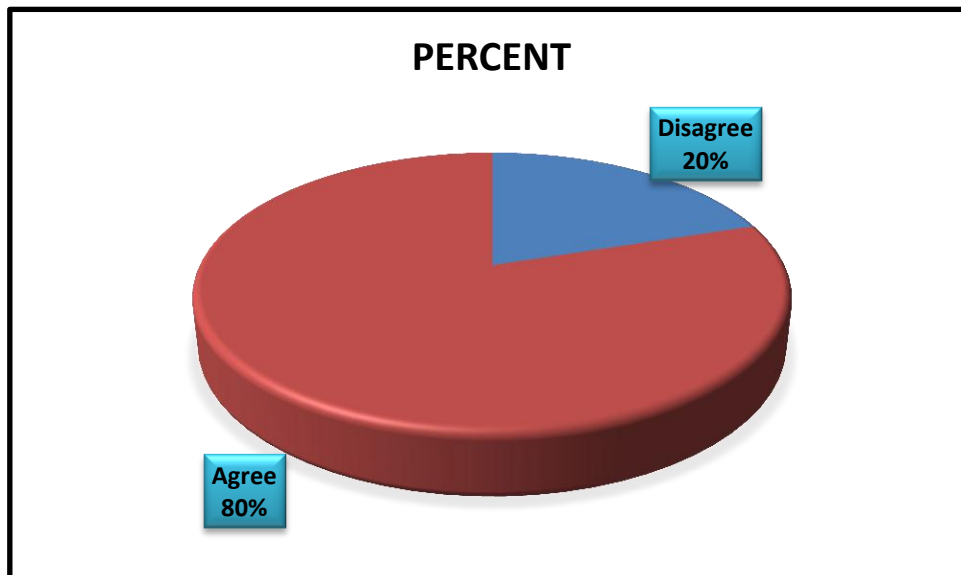
**Figure (4-75) there good coordination between your NGO and others**

The table 4-75) was reflected that degree was scored 73.3% from total hundred percent and disagree and neither \nor 26.7% this result was look for some LNGOs have coordination and other have lack or a few coordination with other NGOs. Many LNGOs is ignorant about Coordination, definition: - is the systematic utilization of policy instruments to deliver humanitarian& development assistance in a cohesive and effective manner. Such instruments include: (1) strategic planning; (2) gathering data and managing information; (3) mobilizing resources and assuring accountability; (4) orchestrating a functional division of labor in the field; (5) negotiating and maintaining a serviceable framework with host political authorities; and (6) providing leadership. Sensibly and sensitively employed, such instruments inject an element of discipline without unduly constraining action.

## 12 How do you describe good partnership?

**Table (4-76) Achieve the objective of partnership**

	Frequency	Percent
Disagree	3	20.0
Agree	12	80.0
Neither\Nor	0	0.0
Total	15	100.0



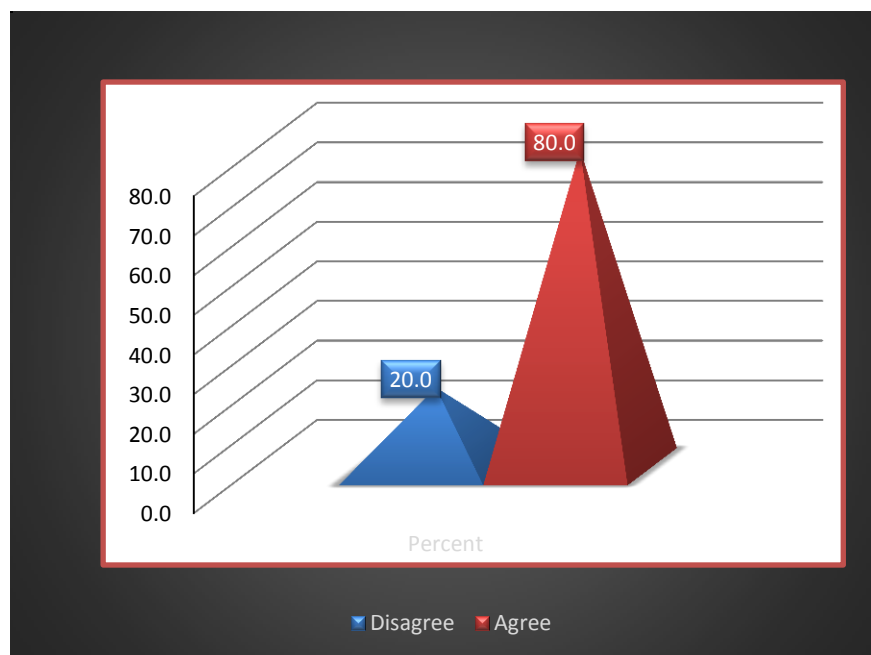
**Figure (4-76) Achieve the objective of partnership**

The table (4-76) answered was reflected that agree was scored 80% this percentage is show that the partnership achieve objective is good partnership but the good partnership result from LNGOs when intervention with other INGOs you must achieve the following trust, coordination, transparency and final implanted the activities in the field as we agreement in partnership, this answered was not reflect the best partnership.

## 2. Work in the development field

**Table (4-77) Work in the development field**

	Frequency	Percent
Disagree	3	20.0
Agree	12	80.0
Neither\Nor	0	0.0
Total	15	100.0



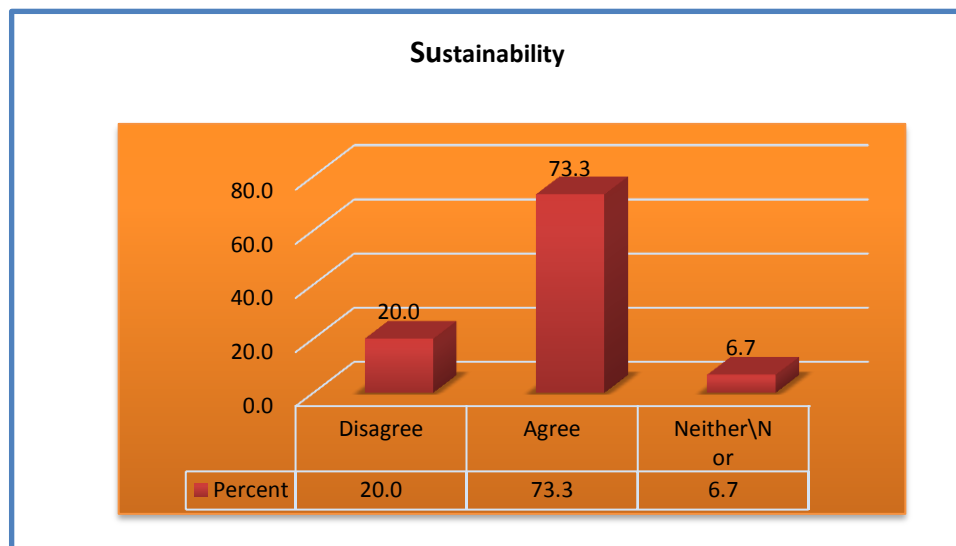
**Figure (4-77) Work in the development field**

The table (4-77) was explained that agree was scored 80% and this reflected that working in development is good to achieve partnership this not right answered because most of the LNGOs working in the Blue State in humanitarian field was implemented emergency project there are no development project expect the minor activities that it may be belonged to development, unfortunately the sustainability of project governed with short duration one years, If measure impact it is clear obvious in the field .

### 3- Look for sustainability

**Table (4-78) Look for sustainability**

	<b>Frequency</b>	<b>Percent</b>
Disagree	2	13.3
Agree	13	86.7
Neither\Nor	0	0.0
<b>Total</b>	<b>15</b>	<b>100.0</b>



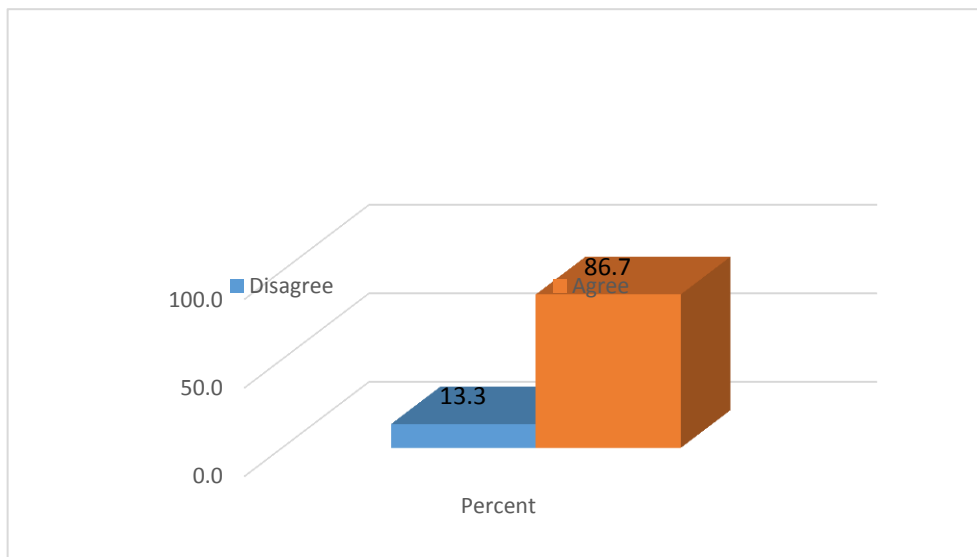
**Figure (4-78) Look for sustainability**

The table (4-78) was explaining that the agree scored 73.3% this reflected that LNGOs are look seriously for sustainability and this the best indicator to achieve partnership and open new way to coordinate to implement new project through partnership with other entities, according to availability of fund from donor.

#### 4. Combination of the above mention

Table (4-79) Combination of the above mention

	Frequency	Percent
Disagree	3	20.0
Agree	11	73.3
Neither\Nor	1	6.7
Total	15	100.0



**Figure (4.79) Combination of the above mention**

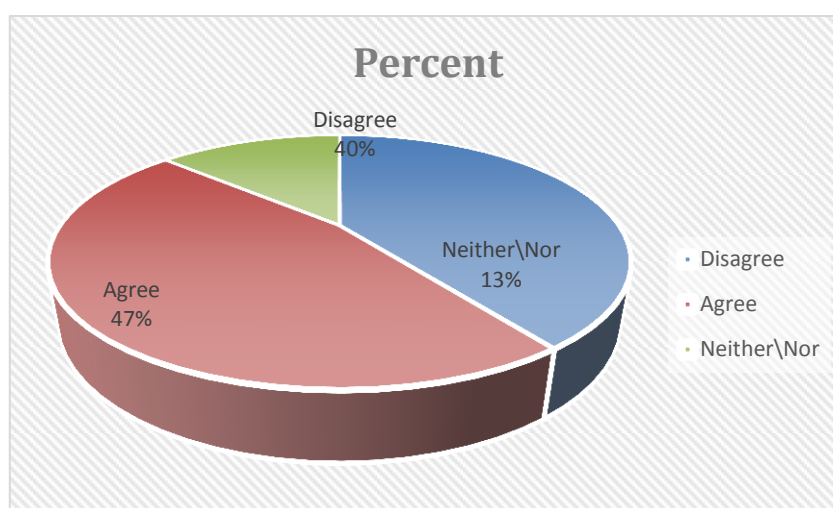
The table (4-79) was explained that agree was scored 86.7 eventually is a good indicator to combination of achieve objective and sustainability in the partnership in specific project, bear in mind that the power of corporate/NGO collaborations is commitment and a relationship that requires attention, communication and nurturing. And to this end, both parties must be willing and able to adapt, evolve, and scale – in short order – to make the fundamental and systemic change they collectively seek to achieve partnership approaches and principles.

13. Which INGO do you/do you not have good partnership with?

1. Which was not focusing on the capacity building?

**Table (4-80) Which was not focusing on the capacity building**

	Frequency	Percent
Disagree	6	40.0
Agree	7	46.7
Neither\Nor	2	13.3
Total	15	100.0



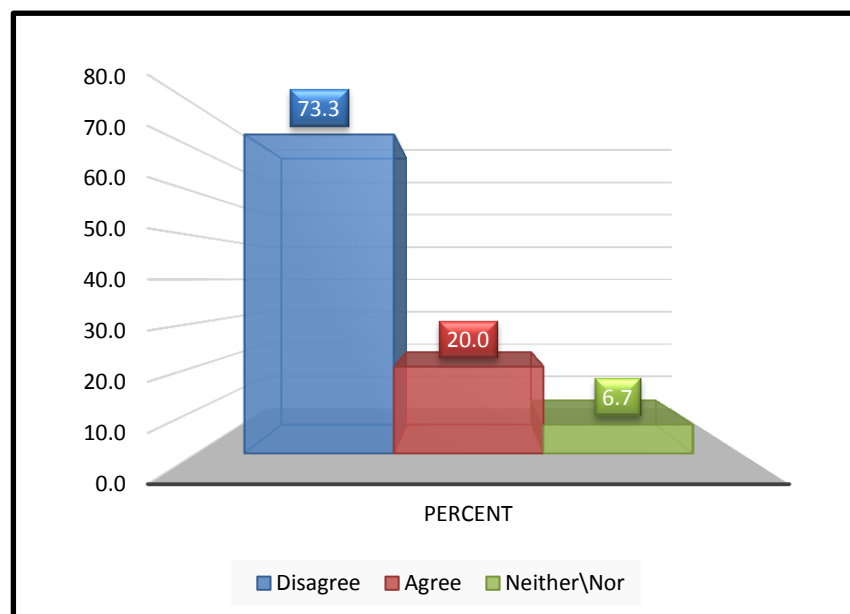
**Figure (4-80) Which was not focusing on the capacity building**

The table (4-80) was illustrated and reflected that the agree was scored 47% and disagree \ Neither\Nor was scored 53% this indicated to two things, firstly the INGOs was look for implementation the project according to policy and structure of INGOs in the partnership and the capacity building it not the priorities, LNGOS in this case we are benefit from experts and professionals that join staff in implementation activities, in the other hand or secondly they evaluate that the role of INGOs in capacity building is very minor.

2. The project was short duration

**Table (4-81) The project was short duration**

	<b>Frequency</b>	<b>Percent</b>
Disagree	11	73.3
Agree	3	20.0
Neither\Nor	1	6.7
Total	15	100.0



**Figure (4-81) The project was short duration**

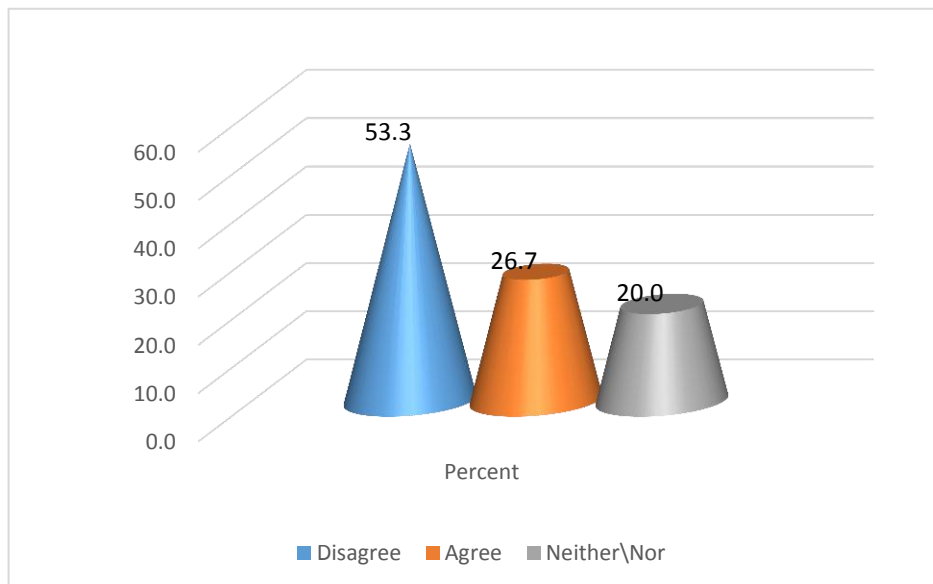
The Table (4-81) explained that most project implemented with LNGOs in the partnership is short period, and this reflected that the sustainability is very difficult, the table was focusing on the agree and scored 73.3% this is focusing on development project to achieve the partnership with high efficiency.



### 3. Work in emergency project

**Table (4-82) Work in emergency project**

	<b>Frequency</b>	<b>Percent</b>
Disagree	8	53.3
Agree	4	26.7
Neither\Nor	3	20.0
Total	15	100.0



**Figure (4-82) Work in emergency project**

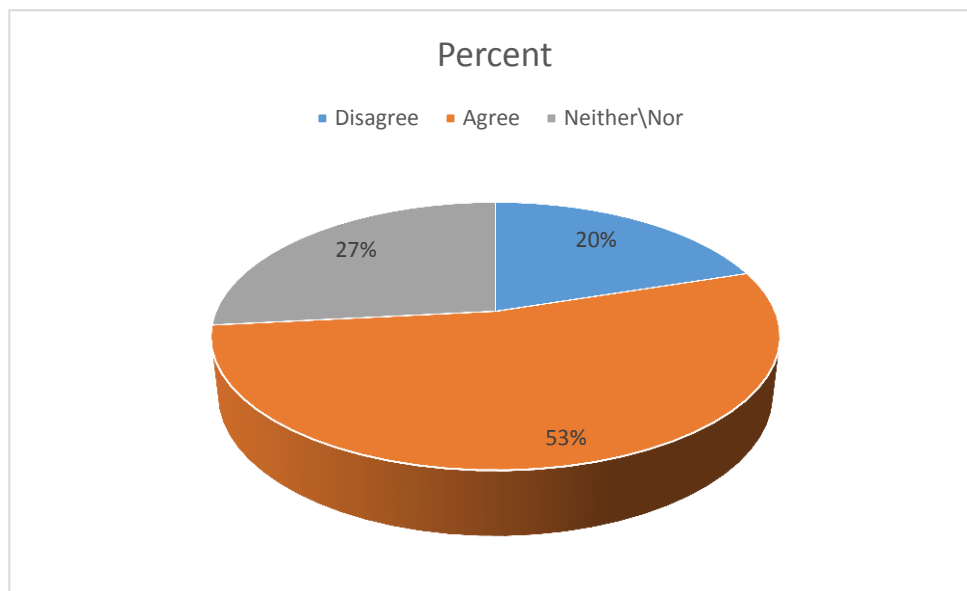
The table (4-82) was explained that agree was scored 53.3% this is indicating to partnership implementing in the emergency project, but unfortunately the most project in the period of study is emergency project, and the disagree\neither \ nor scored 46.7% the percentage answered is similar and the variation is very minor and this indicate to project that implemented with INGOs through partnership in the emergency project

## Part 4: Government dominance

1-Is there are many NGOs in your area operations through partnership?

**Table (4-83) NGOs in your area operations through partnership**

	Frequency	Percent
Disagree	3	20.0
Agree	8	53.3
Neither\Nor	4	26.7
Total	15	100.0



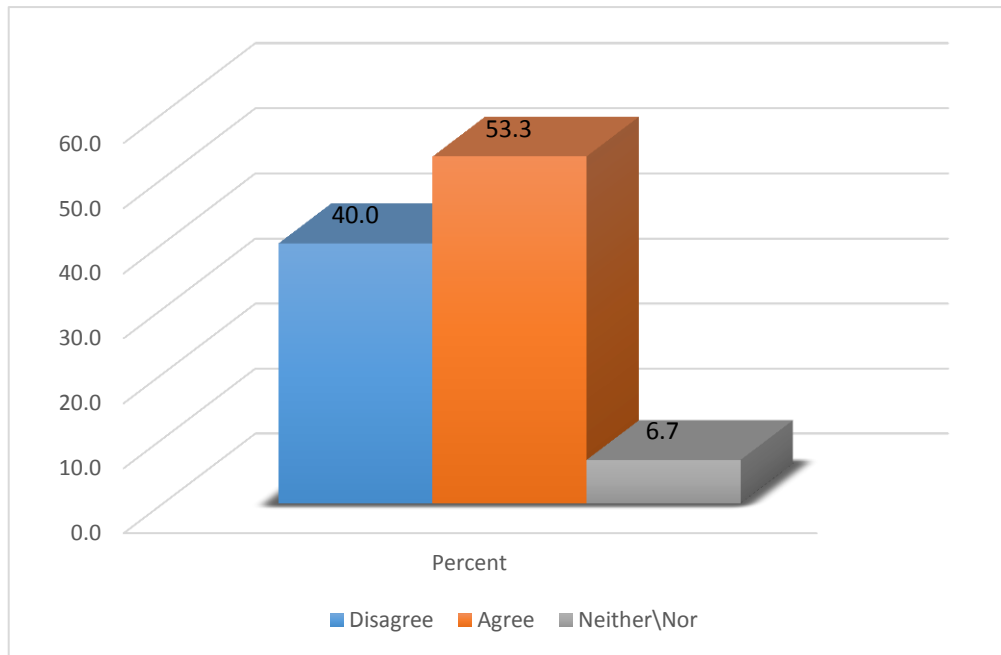
**Figure (4-83) There many NGOs in your area of operations through partnership**

The table (4-83) explain that agree is scored 53.3% and disagree and neither \nor was scored 37% this reflect there are NGOs working in the area and governed with Government authority according HAC regulation and declaration of working through partnership, this indicate that LNGOs was need more verification and cleared knowledge to facilitated the partnership and avoid to linked with government to direct to politic issues.

2. Who are the owners?

**Table (4-84) Are they owners by the community leaders?**

	<b>Frequency</b>	<b>Percent</b>
Disagree	6	40.0
Agree	8	53.3
Neither\Nor	1	6.7
Total	15	100.0



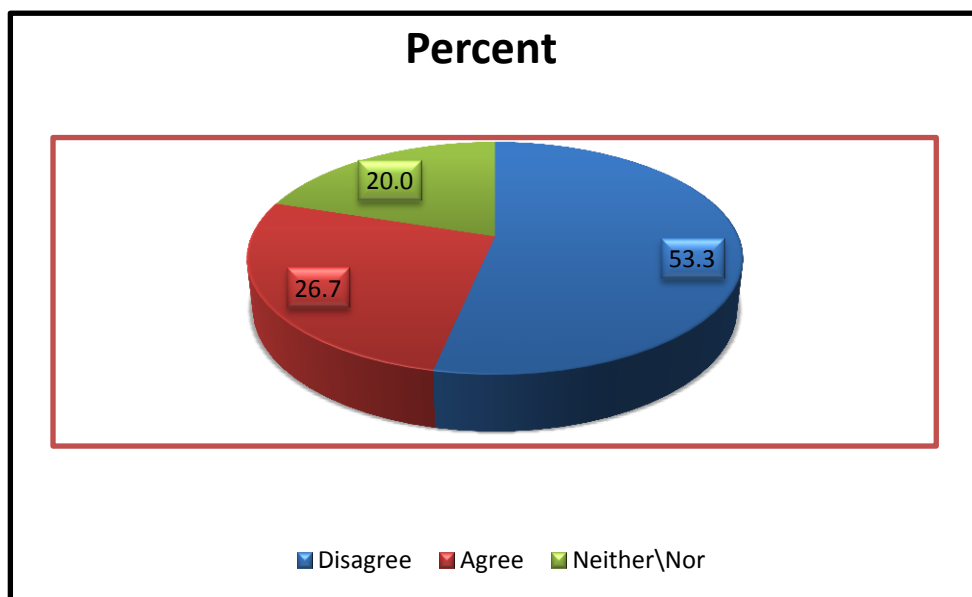
**Figure (4-84) are the owners by the community leaders**

The table (4-84) was explained that the agree was scored 53.3% this unfortunately is not logic answered because most of LNGOs is form society and some was directed with authority and answered agree and neither\Nor was scored 46.7% this reflected that the owners is the community whom was deprive from direct help according to Humanitarian policy and organized to help people through LNGOs Local ownership is the idea that people have capacities and resources to support peace and development and to transform conflict. Local ownership begins with local people analyzing their situation and recognizing their capacity to make change.

3. Are the management with Locals expert from the area?

**Table (4-85) Are the management with local expert from the area)**

	Frequency	Percent
Disagree	8	53.3
Agree	4	26.7
Neither\Nor	3	20.0
Total	15	100.0



**Figure (4-85) Are the management with local expert from the area?**

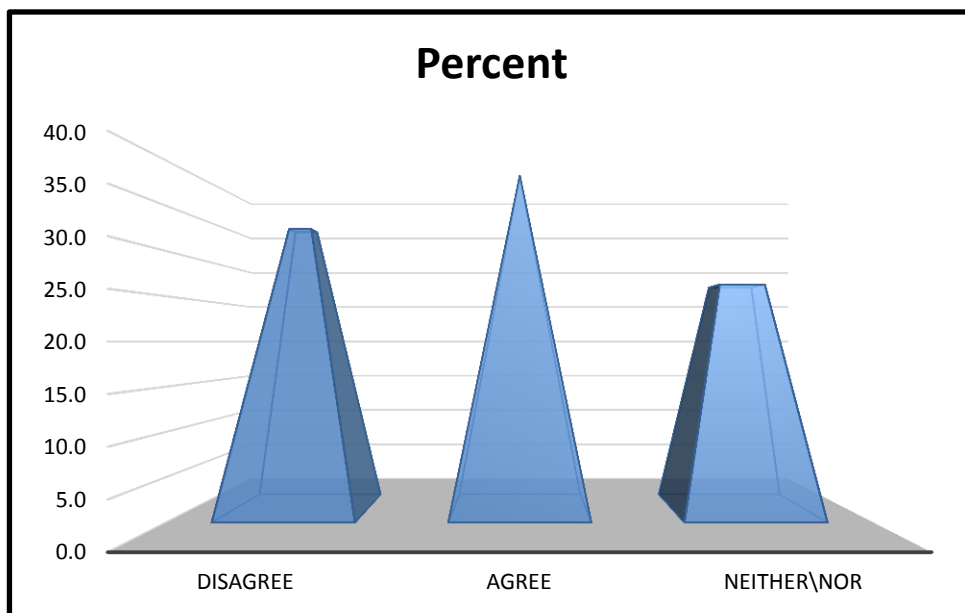
The table (4-85) explained that the answered disagree was scored 53.3%, and this reflected that the owners of LNGOs its not from community, and is establish under umbrella of government to support people affected with civil war and developing to prevailing in the area participated in partnership with INGOs after the Sudanization of Voluntary work, the answered agree was pointed to small CBOs that consisted with community for supporting when intervention from INGOs targeted the area. Anthe answered Neither\ Nor is lack of experiences about indigenous of LNGOs

4. Do they implement the same projects?

#### 4. Do they implement the same projects?

**Table (4-86)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	5	33.3
Agree	6	40.0
Neither\Nor	4	26.7
Total	15	100.0



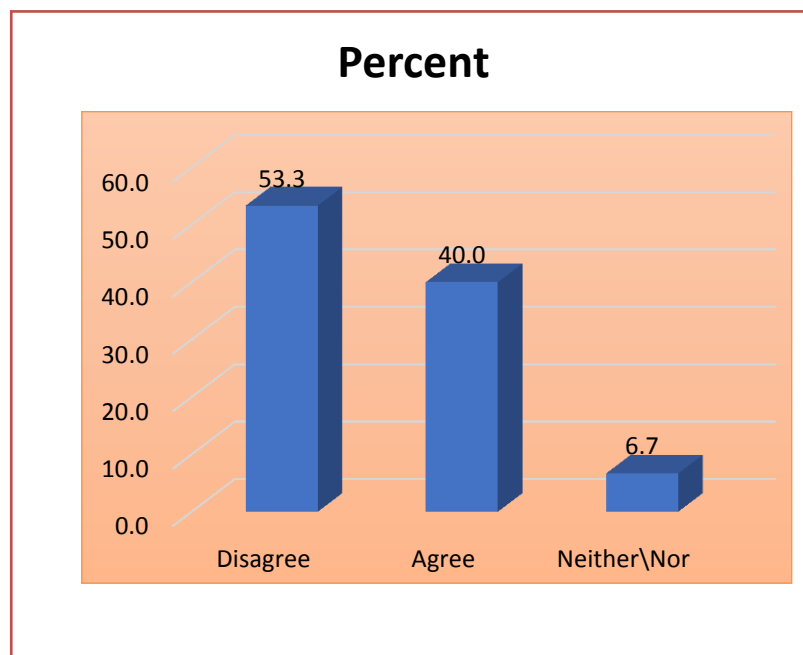
**Figure (4-86) Do they implement the same projects?**

The table (4-86) was explained that the answered disagree is scored 33.3% this according to project implemented through partnership and network to delivery services to community, this reflected that any Organization have strategic plan according to mission, vision and values, also the answered agree was scored 40% this reflected that some INGOs was work in Multisector activities and the compromise with other LNGOs in the work implementations.

5. Can NGOs owned by non-locals work here?

**Table (4.87) Can NGOs owned by non-local's work here**

	<b>Frequency</b>	<b>Percent</b>
Disagree	8	53.3
Agree	6	40.0
Neither\Nor	1	6.7
Total	15	100.0



**Figure (4-87) Can NGOs have owned by non-local's work here**

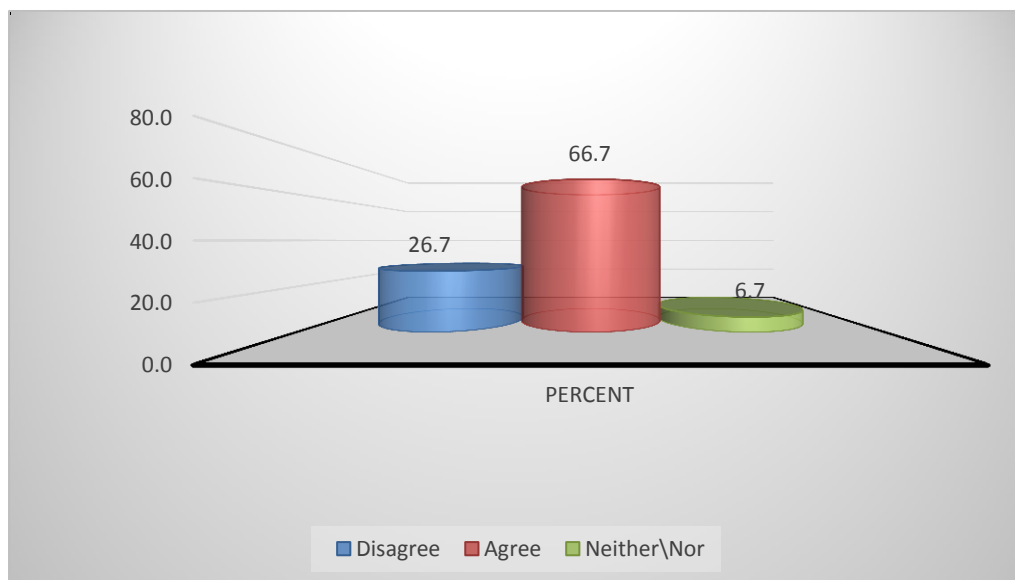
The table (4.87) explained that answered disagree was scored 53.3% and this reflected that the NGOs have license to work anyway or owned by with local workers or non-local workers, but if the politic intervention to divert the vision of Organization the Problems appeared and become no charity, the answered agree was scored 40% this focusing on the localization of Organization and this especially established and owned by the community grassroots organization (CBOs, Network).

## Part 5: Corruption

is the funding application process transparent?

**Table (4-88) funding application process transparent**

	Frequency	Percent
Disagree	4	26.7
Agree	10	66.7
Neither\Nor	1	6.7
Total	15	100.0



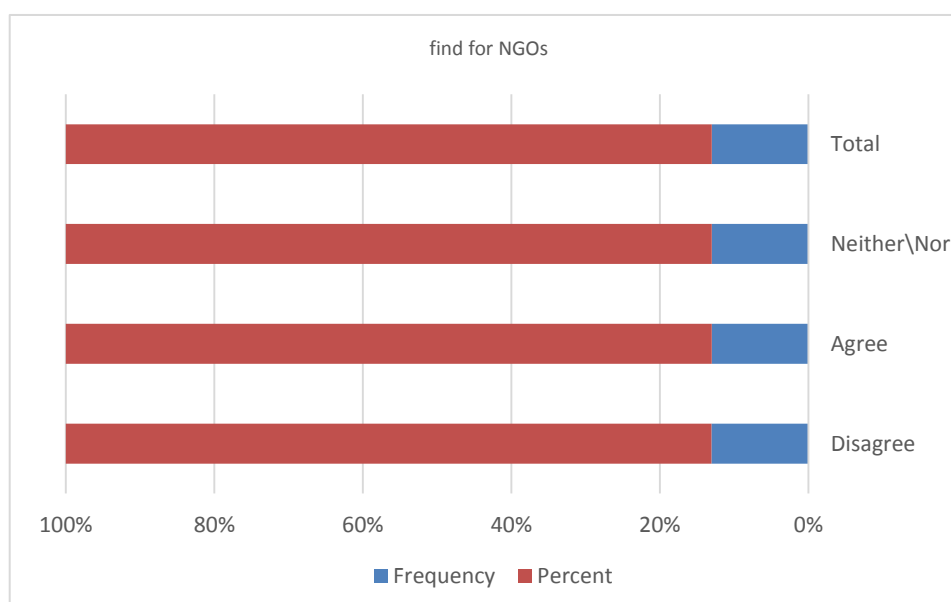
**Figure (4-88) funding application process transparent**

The table 4-88 explain that the answered yes was scored 66.7% and this was reflected that when LNGOs intervention in partnership with INGOs there are fund transparency according to plan of partnership agreement between two entities, but disagree was focusing on the hiding of transparency, this according to partnership details and procedures of agreement. for Example, some INGOs have used the Local NGOs as implementer according to specific budget of cost operation only.

1. Are there NGOs you feel get more funds without intervention in the partnership?

**Table (4-89)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	8	53.3
Agree	4	26.7
Neither\Nor	3	20.0
<b>Total</b>	<b>15</b>	<b>100.0</b>



**Figure (4-89)**

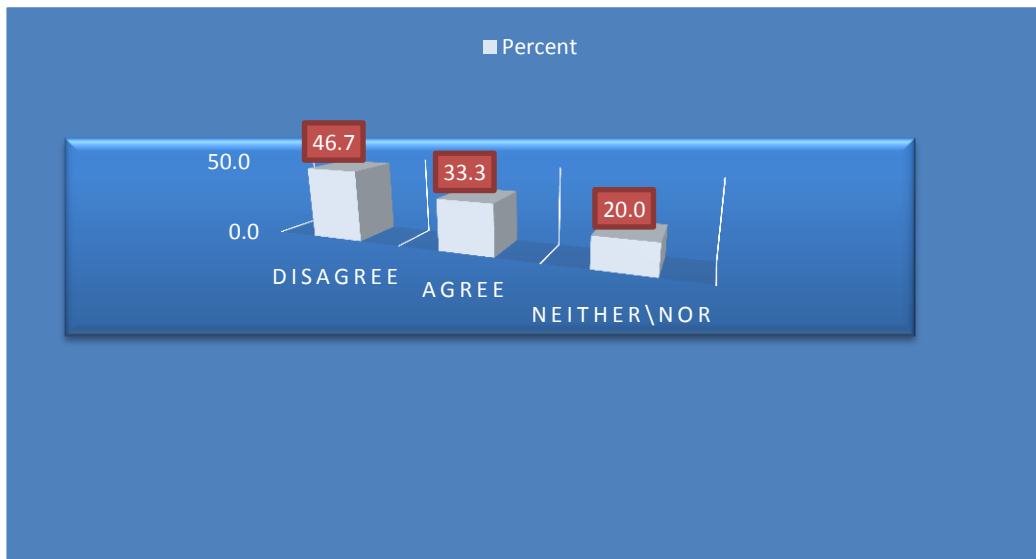
The table (4-89) was assuredly focusing on the fund that delivery from donor to LNGOs through partnership with INGOs and is fact answered in pervious Question about funding availability to LNGOs from different donor locally or Regionally or Globally, the study from the table (13-3 was reflected that most the fund is coming from INGOs and other agencies to LONGOs in Sudan targeted Blue Nile State.



2. Do you know of any NGO paying bribes to get funding?

**Table (4-90)**

	Frequency	Percent
Disagree	7	46.7
Agree	5	33.3
Neither\Nor	3	20.0
Total	15	100.0



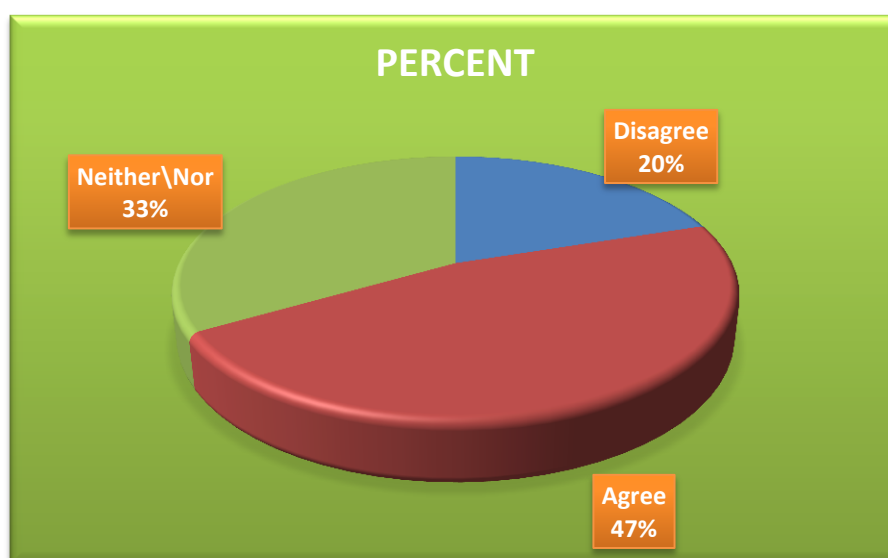
**Figure (4-90)**

The table (4-90) the answered agree was scored 33.3% and reflected that there are paying bribes in partnership when the process is starting to assign agreement, this is very big problem and directly classified as a particular issue of corruption and include an analysis of these problems, as well as an approach to reform existing systems and processes to lessen the risk of corruption in the future. The outcome sought should be a measurable or at least an identifiable reduction in corruption, often associated with increased transparency

3. Do beneficiaries receive their rightful share of partnership in implementing the project?

**Table (4-91)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	7	46.7
Neither\Nor	5	33.3
Total	15	100.0



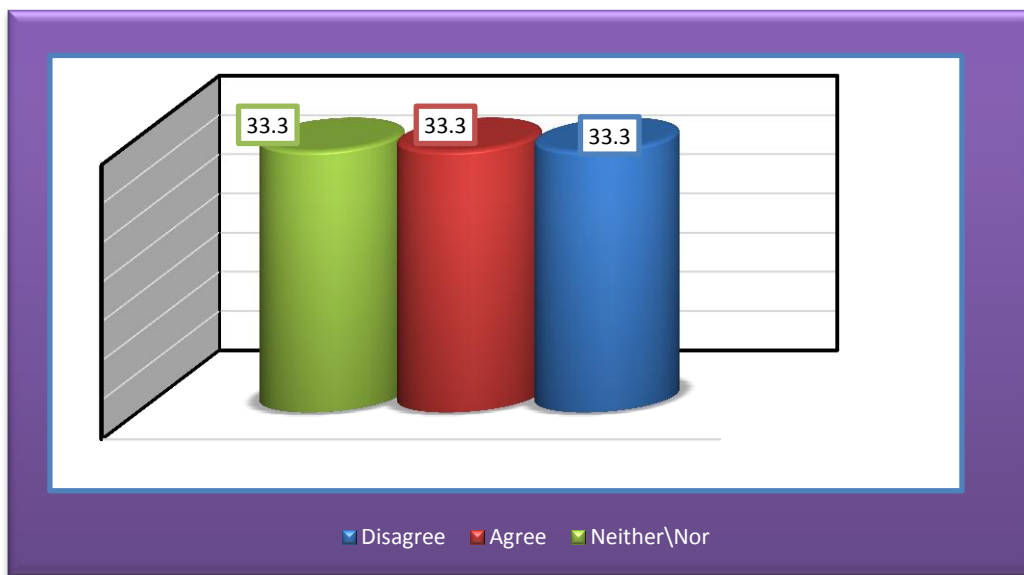
**Figure (4-91).**

The table( 4-91) explained that agree is scored 46.7% and this is very to explain that beneficiaries is representing in the partnership when the project starting implementation in the field, the key informant, CBOs, Committee of, water, wash, education and VEA, this facelifted intervention of LNGOs staff to delivery service to the community and help prepared road map of intervention with implementer, the second answered scored 53.3% and this was ignorant about the role of beneficiaries in the partnership and this was failure the work in the field and the community was look to implementer is not adequate to finalize the work with high transparency and rejected the needy people affected with any specific incidences.

4. Do there any misused of funds through implementing partnership?

**Table (4-92)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	5	33.3
Agree	5	33.3
Neither\Nor	5	33.3
Total	15	100.0



**Figure (4.92)**

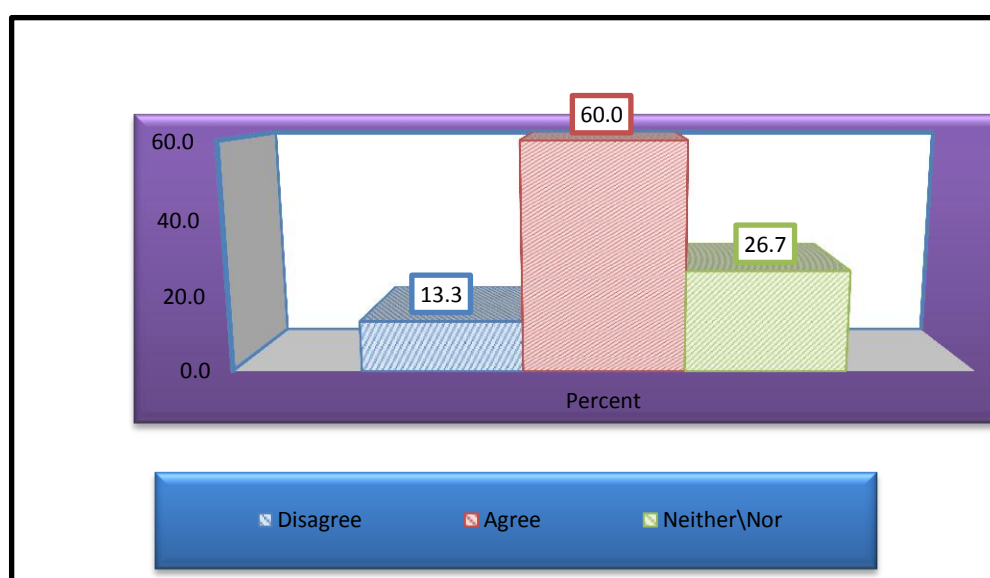
The table (4.92) was indicator that the scored is 33.3 for all answered, this mean that there are clear misused of fund through partnership, if the LNGOs was lack of experiences and skill to deal with partnership approaches or there no qualify staff with low capacity and also there are no transparency to achieve budget clearances through partnership when LNGOs intervention with other entities in the specific project

## Capacity of Local NON governmental organization LNGOs

1. Are recruitments done through competitive process?

**Table (4-93)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	2	13.3
Agree	9	60.0
Neither\Nor	4	26.7
Total	15	100.0



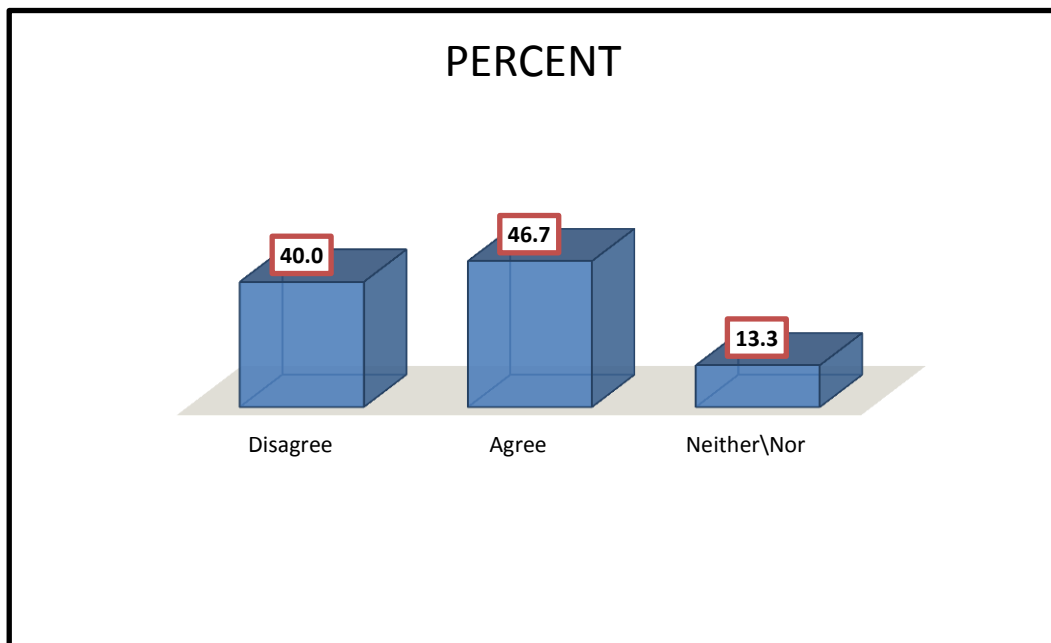
**Figure (4-93)**

The table (4-93) was explained that the agree was scored 60% this is reflected that the recruitment of staff was not according to skills because the LNGOs was depend on voluntary staff to achieve work when the LNGOs have partnership with INGOs to implementing project in the field, most of LNGOs was used voluntary staff to implement the project. the second answered disagree and Either \Nor scored 40% and this indicator they are no competitive when LNGOs was recruit the staff in the Job vacancy

2. Are employees paid their right salaries are shown on the proposals when joining in partnership with INGOs?

**Table (4-94)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	6	40.0
Agree	7	46.7
Neither\Nor	2	13.3
Total	15	100.0



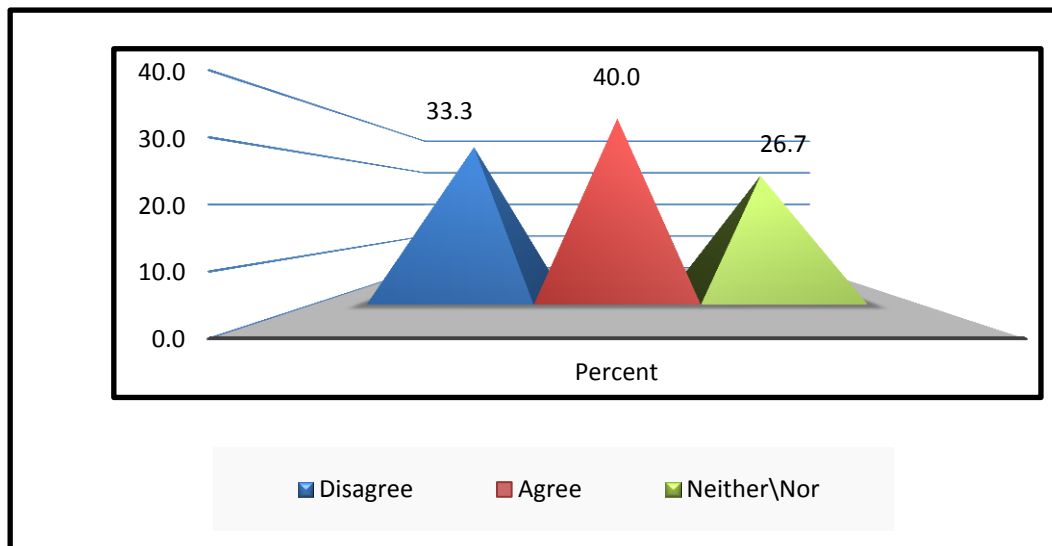
**Figure (4-94)**

The table (4-94) was explained that the scored of answered is very similar with agree and disagree and neither |nor, this indicator of the rare no clear process of recruitment depend on transparency and integrity in LNGOs for paid salary as we write in the proposal.

3. Is there any capacity building for yours before involving in partnership?

**Table (4-95)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	5	33.3
Agree	6	40.0
Neither\Nor	4	26.7
Total	15	100.0



**Figure (4-95)**

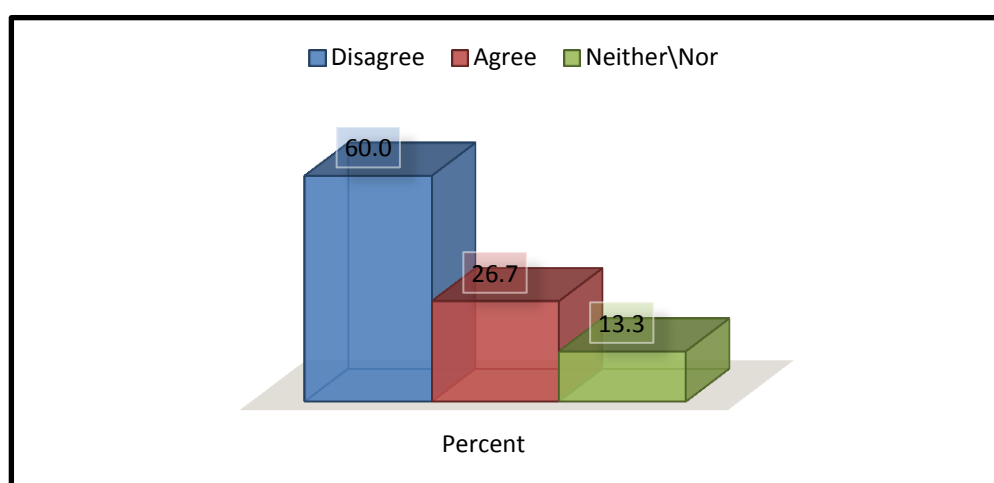
The table (4-95) focusing on different answered the agree was scored 40% and this is reflected that there are capacity building achieve but its minor and this was not reflected the full principle approaches when involving in the partnership with INGOs, and the second answered is disagree and Neither\Nor was reflected there

Are no training or capacity building for staff when LNGOs intervention in the partnership with INGOS? This the big obstacle and need clear commitment from INGOs when prepared and begin

4. Does the partnership focusing on general management training rather than technical Training?

**Table (4-96)**

	Frequency	Percent
Disagree	9	60.0
Agree	4	26.7
Neither\Nor	2	13.3
Total	15	100.0



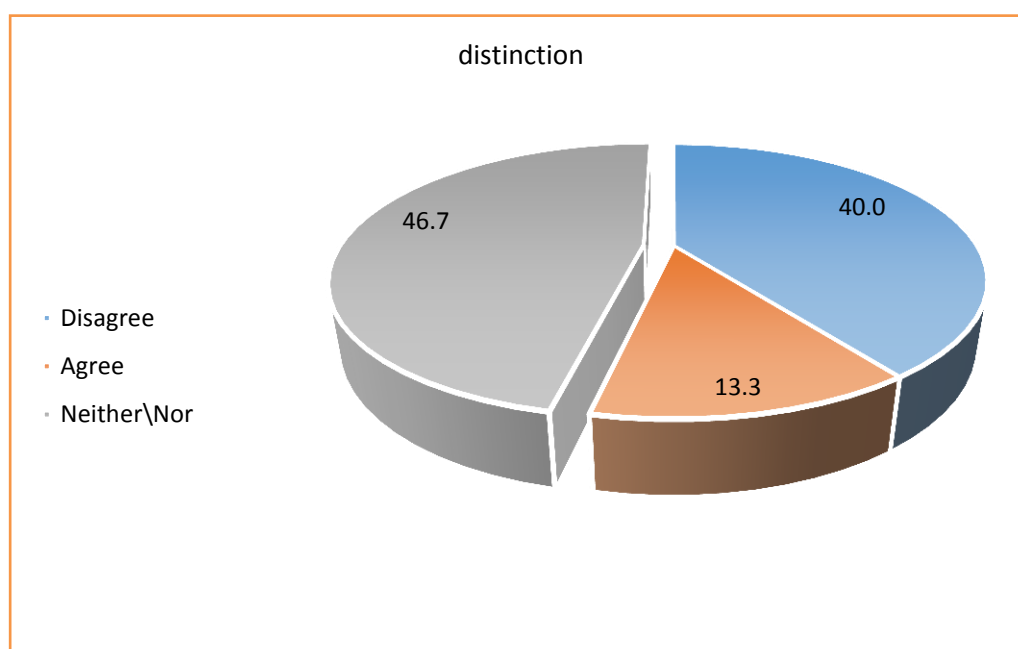
**Figure (4-96)**

The table 4-96 was explaining that the disagree was reflected that the INGOs was focusing on the management of implementing activities though partnership and ignorant technical support for local NGOs and this was affected in relationships ship between two entities, the agree was scored 60% and this high percentage, the second degree is achieved is 40% from agree and neither \ nor, this resulted that the scored is reflected there are technical support in partnership between LNGOs and INGOs when joining in the project implementation through partnership , definitely this percentage is very minor was not pointed to capacity building of LNGOs from INGOs.

5. Is the partnership in the implementing activities makes no distinction between international and national staff?

**Table (4-97)**

	Frequency	Percent
Disagree	6	40.0
Agree	2	13.3
Neither\Nor	7	46.7
Total	15	100.0



**Figure (4-97)**

The table (4-97) was look seriously because the answered was different resulted the high resulted scored is 46.7 Nether \Nor, this definitely reflected bad resulted and discovered many LNGOs was lack capacity to endeavor the partnership to achieve goal, agree and disagree was scored 53.3 and this scored is no illustrate that there is no distinction between staff of LNGOs and INGOS.

And this result was designated roadmap to be undertaken by all LNGO in order to complete the partnership with INGOSs in the field of humanitarian and development and directly to Build trust across the

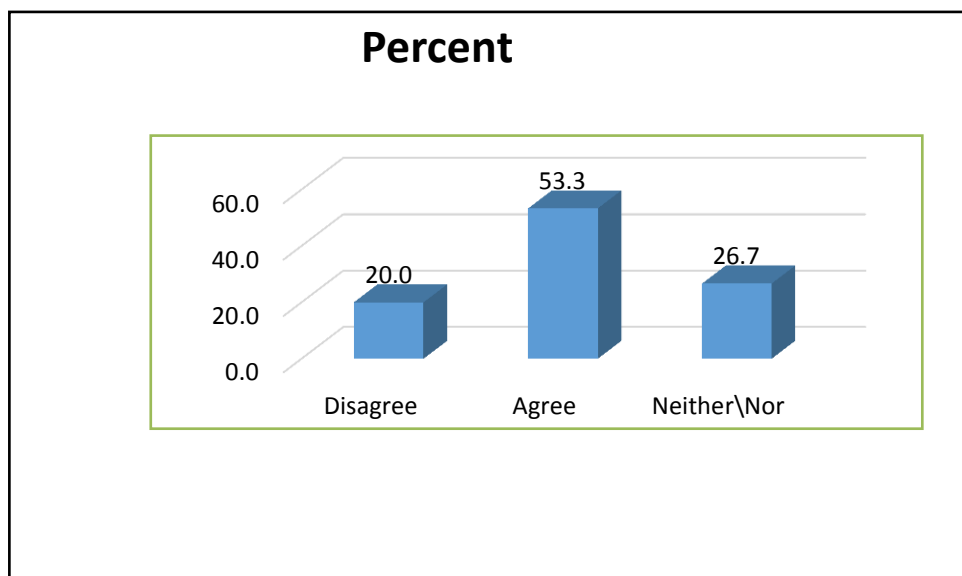


sectors and build understanding of their alignment of interest and the benefits of partnership implementation and to ensure open and inclusive planning of development priorities to engage in partnership with high commitment and resulted to ensure partnership good practice and effectiveness and measure results to demonstrate value of implementation and finally build institutional capability for staff of partner , and developing strategies partnership , systems and processes and improve the skills and understanding of LNGOs staff in how to join in the partnership with INGOs.

6. Is the NGO practicing partnership and will be identified by name in the report without permission?

**Table (4-98)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	8	53.3
Neither\Nor	4	26.7
Total	15	100.0



**Figure (4-98)**

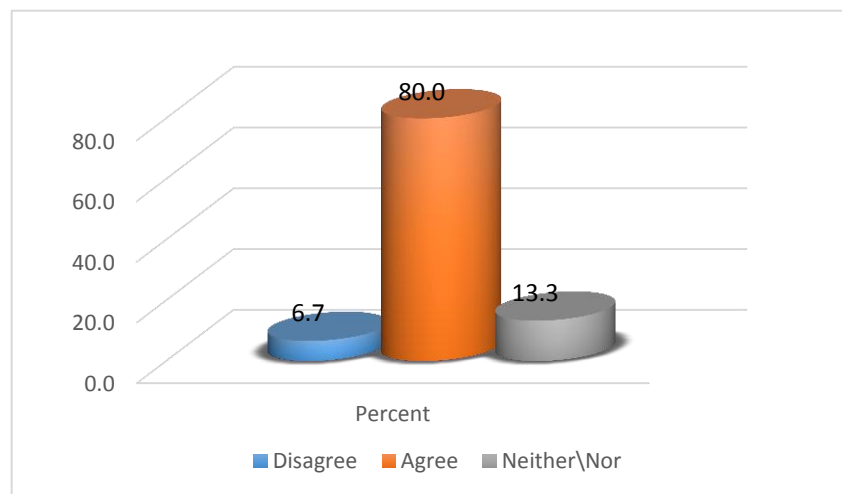
The table (4-98) was reflected that the agree scored 53.3% and this right answered because local NGOs is involving in the partnership through contracts and there is no seeking for approval to mentioned in report the names, this definitely is deceived of LNOGs to do. And the answered disagree and nether \nor and disagree was scored 46.7% this resulted was reflected that some LNGOs was ignorant about partnerships policies and principle s and this lead to failure the partnership in project implementation between two entities, also staff and more clarification about partnership approaches.

## Part 6: Human Resources process (HR)

1 Is staff has been capable to sharing audit report Information with Partners?

**Table (4-99)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	1	6.7
Agree	12	80.0
Neither\Nor	2	13.3
Total	15	100.0



**Figure (4-99)**

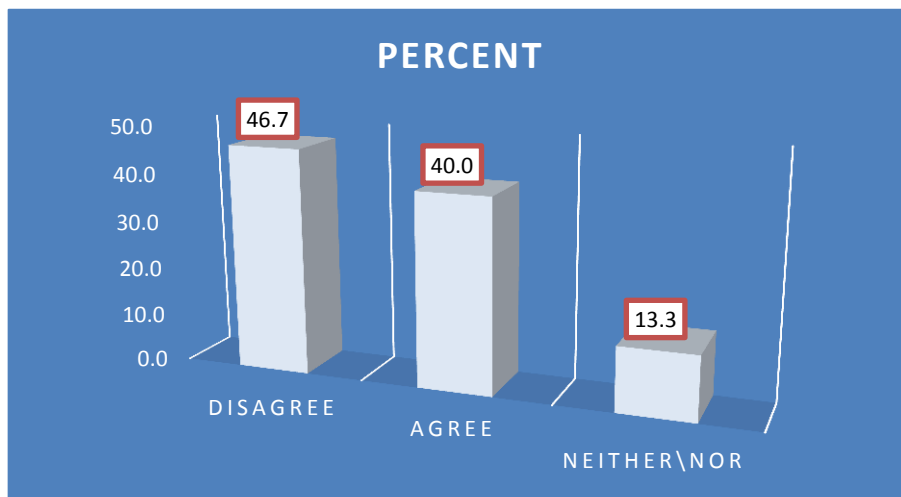
The table( 4-99) was explaining that agree was scored 80% definitely this a good answered but fortunately the main constraint facing any organization is audit report especially final financially report, the answered disagree and neither \nor is applicable answered because we are look seriously for question and this need investigation of how audits classified and achieve the work through partnership , the was focusing on three main types of audits: external audits, internal audits, and Internal revenue service (IRS) audits. For example, the external audits are commonly performed by Certified Public Accounting (CPA) firms and result in an auditor's opinion which is included in the audit report

2- How many staff based in organizations involved in the management of the organization in the partnership with INGOs?

Total of 3-5 Officers satisfy to work

**Table (4-100) Officers satisfy**

	Frequency	Percent
Disagree	7	46.7
Agree	6	40.0
Neither\Nor	2	13.3
Total	15	100.0



**Figure (4-100)**

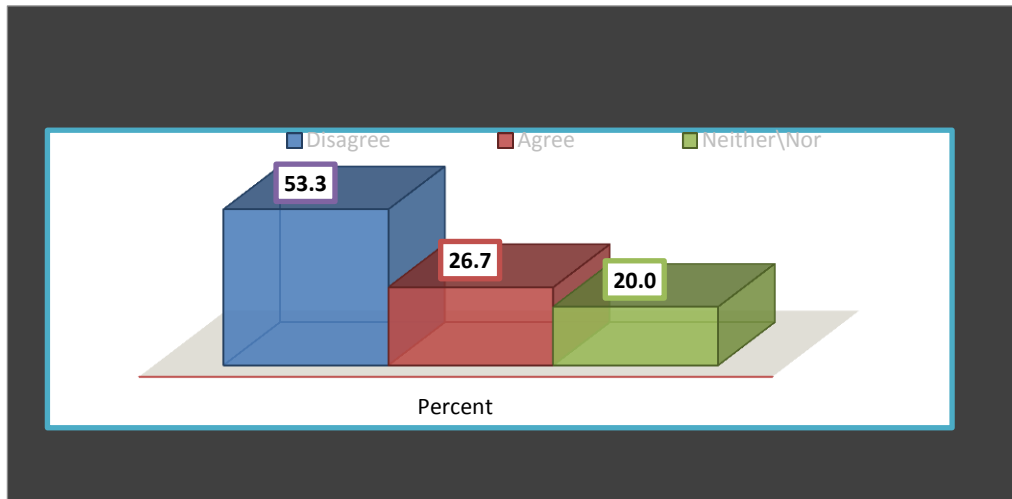
**Officers satisfy to work in partnership with INGOs**

The table (4-100) was reflected that the disagree is win scored of 46.7% definitely when compared with two other scored is near similar, this adequate to manage the work through partnership and other two scored is reflected that it is not enough to manager partnership with INGOs but when we look for management by objectives (MBO) is a principle or practice of management that empowers employees and. management by exception (MBE) is a method of control Managers in partnership for staff of two entities intervned in the implementation activities only, they work outside the partnership approaches and ignorant about scope or they can't meet the standard of partnership agreement.

3. Officers adequate to management the work properly

**Table (4.101) Officers adequate to management the work properly**

	Frequency	Percent
Disagree	8	53.3
Agree	4	26.7
Neither\Nor	3	20.0
Total	15	100.0



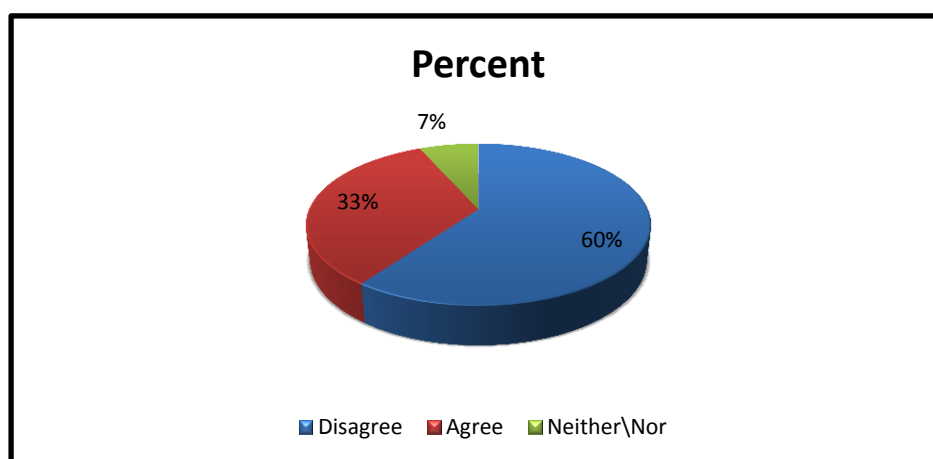
**Figure (4-101) Total of 6-7 Officers adequate to management the work properly**

The table (4.101) was reflected that the disagree was high scored and win 53.3 % this definitely is not in line with management of partnership implementation because the staff is classified according to job description, shoulder other task in implementation was affected the efficiency of person afford, the agree and niter\Nor is scored 46.7 % and this look seriously about how to manger the organization when involving in the partnership with INGOs , the answered similar right and indictor to knowledge of leader in the organization.

4. Officers is quite enough to achieve the project work through partnership

**Table (4-102) Officers is quite enough to achieve the project work through partnership**

	Frequency	Percent
Disagree	9	60.0
Agree	5	33.3
Neither\Nor	1	6.7
Total	15	100.0



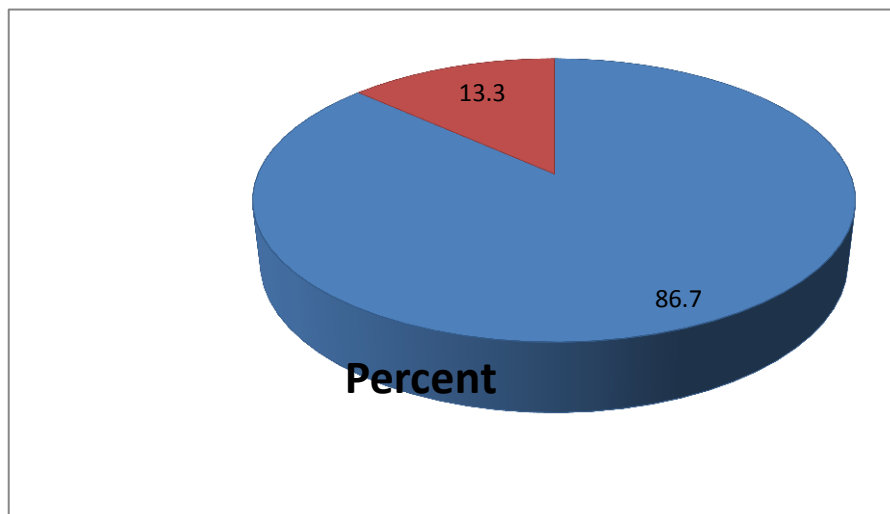
**Figure (4-102)**

8 Officers is quite enough to achieve the project work through partnership. The table (4-102) explained that the disagree is scored 60% this answered was logic and reflected the that this more staff to achieve the partnership, the project activities is depending on the LNGOs as implementer and local NGOs work through volunteer staff, definitely the crowed of staff is hider the work. The agree and neither \nor was scored 40% if look for neither there few LNGOs ignorant about how staff manger the partnership with INGOs and the agree is look with unfair familiarity about the staff, the staff is depending on skills and experience to implement activities and answered need more clarification to become in line with to represented the actual answering.

5. Officers

**Table (4-103) Officers**

	<b>Frequency</b>	<b>Percent</b>
Disagree	13	86.7
Agree	2	13.3
Neither\Nor	0	0.0
Total	15	100.0



**Figure (4-103)**

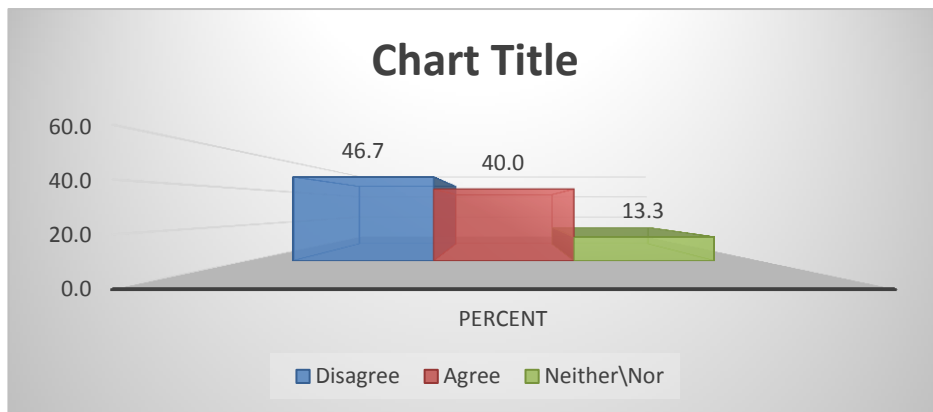
The table (4-103) was explaining that the answered is depending on the scored win and also need clarification this answered, according to logical intervention of staff in the partnership with INGOs, the scored 86.7% is answered of 13 LNGOs definitely have frustration resulted, which reflected that the local NGOs is far away from management and need full capacity building in leadership, networking and coordination to build good skill to join in the partnership with INGOS, and another scoured is resulted or scored 13.3% this indicator of LNGOs represented that 10 Staff is adequate, this LNGOs is need revision to vision and mission and to become related to know what approaches in the partnership implementing project in the field.

6. What are the best types of collaboration done between Local Non-governmental organization and International NON- governmental Organization in delivery services to the community?

- Memorandum of understanding is achieving partnership goal.

**Table (4-104) Memorandum of understanding is achieving partnership goal**

	<b>Frequency</b>	<b>Percent</b>
Disagree	7	46.7
Agree	6	40.0
Neither\Nor	2	13.3
Total	15	100.0



**Figure (4-104) Memorandum of understanding is achieving partnership goal**

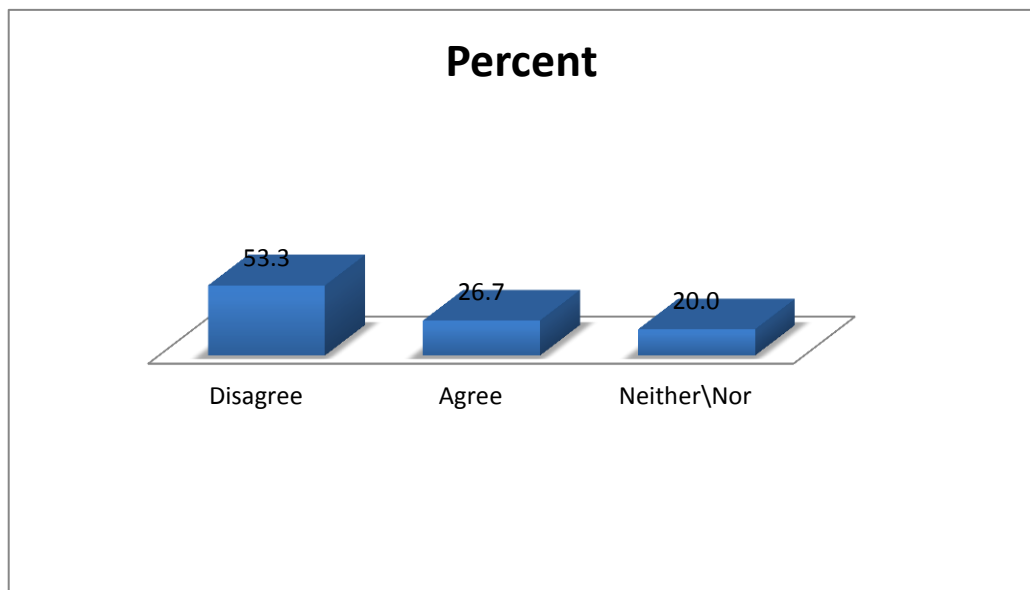
The table (4-104) was reflected that the partnership through MOU is one of agreement to achieve partnership, but in the analyses the disagree was scored 53.3% and this pointed that the MOU is not standard of agreement, eventually this a good answered because the MOU need not contain legally enforceable promises. While the parties to a contract must intend to create a legally binding agreement. And the agree is scored 26.6 this actually right answered and neither was scored 20.0% this answered depend on the knowledge of LNGOs about MOU actually the LNGOs in this answered need more information to be well known with MOU before intervention in the partnership with other entities



7. Contract is best one

**Table (4-105) Contract is best one**

	<b>Frequency</b>	<b>Percent</b>
Disagree	8	53.3
Agree	4	26.7
Neither\Nor	3	20.0
Total	15	100.0



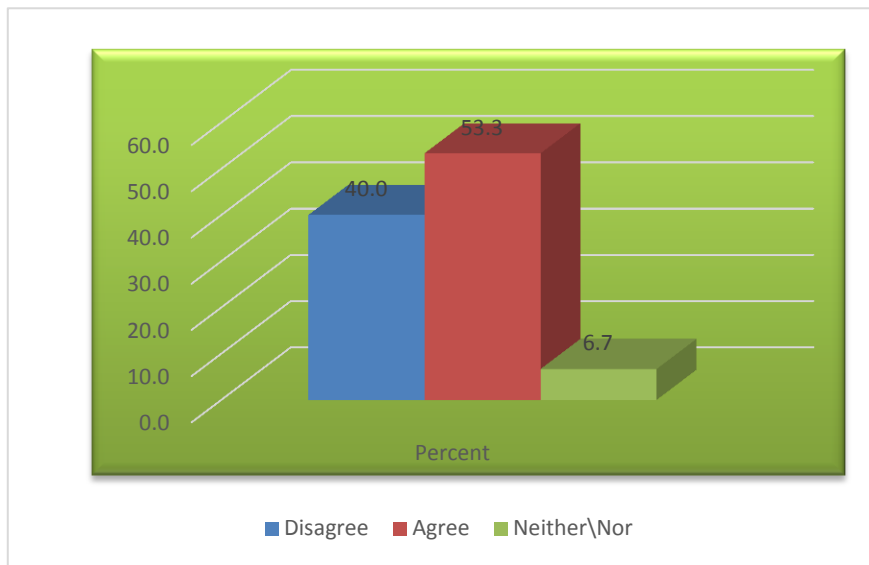
**Figure (4-105)**

The table 4-105 was reflected that 8 organizations was scored 53.3 and pointed disagree, unfortunately this answered was not recommended because contract is best for two entities and maintained the process of partnership go according to planned prepared also any responsibility is clear and the jobs classified, but LNGOs we need more capacity to understand how to prepare contract to join in the partnership. The answered agree was scored 26.7 and this feeble answered compared to total of organization assessment and answered neither \Nor is scored 20 % and this reflected this answered with LNGOs is ignorant about the contract steps and process

- Agreement is the step of partnership to achieve work

**Table (4-106) Agreement is the step of partnership to achieve work**

	Frequency	Percent
Disagree	6	40.0
Agree	8	53.3
Neither\Nor	1	6.7
Total	15	100.0



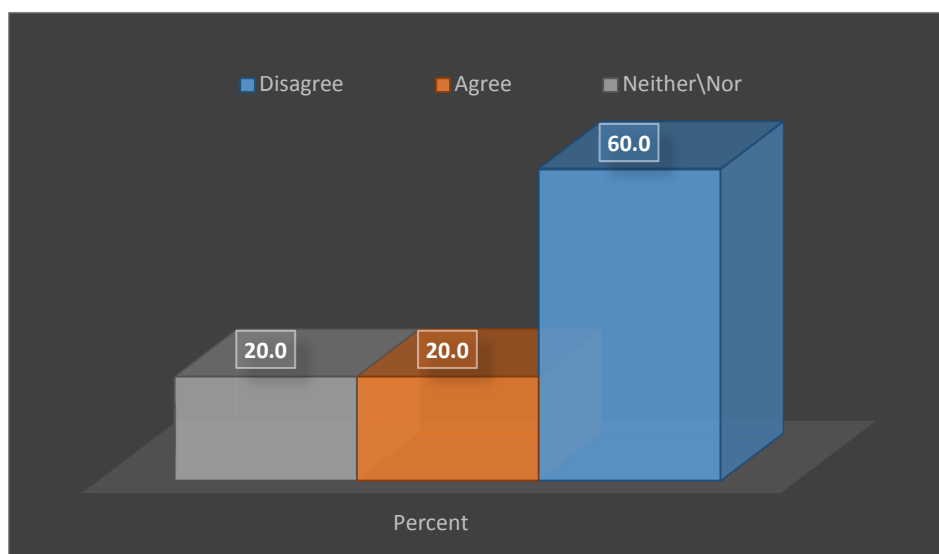
**Figure (4.106) Agreement is the step of partnership to achieve work**

The agreement from the table (4-106) was illustrated with answered scored in the graph as following, the disagree was scored 40 % this answered was reflected that the agreement is step of partnership, eventually the agreement representative the first step of involving in the partnership, and answered returned to background of LNGOs about agreements, this LNGOs need more clarification about agreement, and the answered agree was scored 53.3% this answered in line with partnership agreement , the Neither \nor is very minor or understanding about agreement.

- Is Partnership approaches is one of LNGOs systems

**Table (4-107) Partnership approaches**

	<b>Frequency</b>	<b>Percent</b>
Disagree	9	60.0
Agree	3	20.0
Neither\Nor	3	20.0
Total	15	100.0



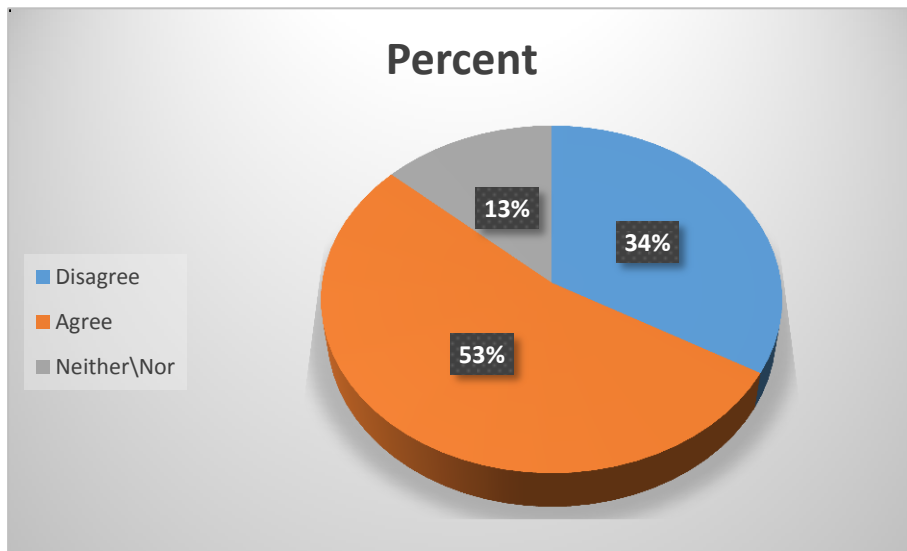
**Figure (4-107) Partnership approaches**

The table (4-107) explained that the disagree was scored 60%

- Other (specify) combination of three topics above

**Table (4-108) Other (specify) combination of three topics above**

	Frequency	Percent
Disagree	5	33
Agree	8	54
Neither\Nor	2	13
Total	15	100.0



**Figure (4-108)**

Other (specify) combination of three topics above

The table (4-108) explains that the disagree is scored 33% unfortunate this answered was reflected that LNGOs was ignorant about partnership, because the

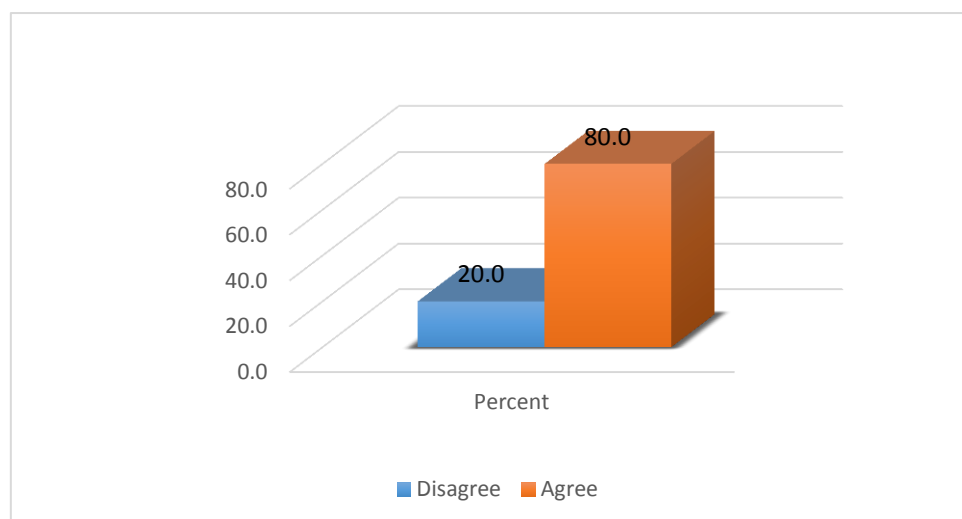
The answer represented that 9 LNGOs from 15 LNOGs is high percentage and is indicator to lack of experiences in partnership as general, 20% is minor when say agree this very few LNGOs have knowledge about partnership and Neither |nor is also look for lower percentage and this indicator of lack of experience.

8 Is management is defined as senior management team as following?

1. Finance

**Table (4-109) Finance**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	12	80.0
Neither\Nor	0	0.0
Total	15	100.0



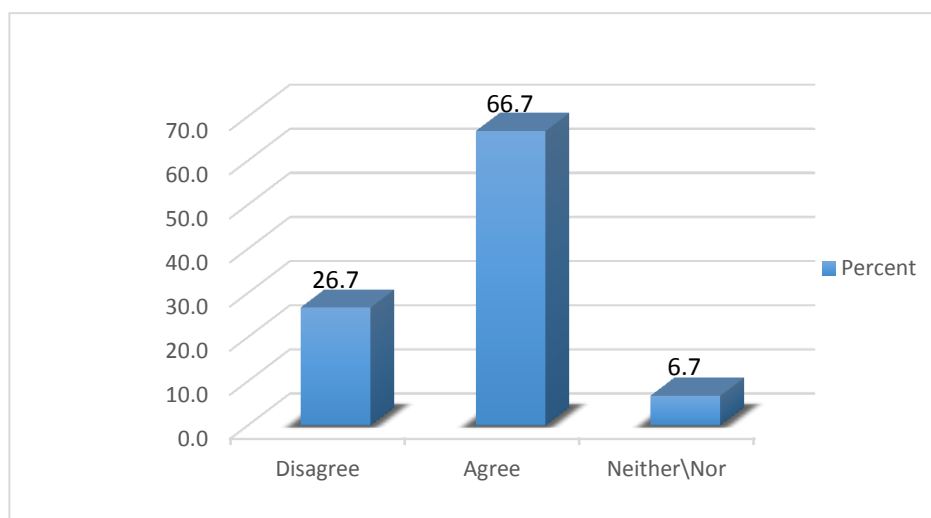
**Figure (4-109) Finance**

The table (4-109) explains that the agree was scored 80% of total 100% and this was represented that finance is very serious in implementation the partnership the agreement between local NGOs and INGOs, adjust finance process in the partnership was indicated to smooth the wok through partnership with INGOs, the disagree was scored 20 % of total 100 % this very minor percentage, it look serous when it raise up.

## 2 . Human resources

**Table (4-110) Human resources**

	<b>Frequency</b>	<b>Percent</b>
Disagree	4	26.7
Agree	10	66.7
Neither\Nor	1	6.7
Total	15	100.0



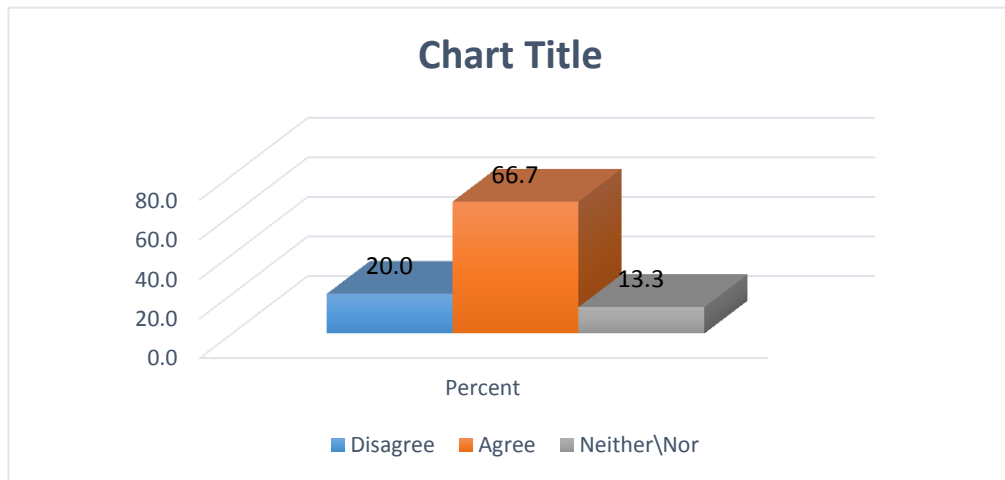
**Figure (4-110) Human resources**

The table (4-110) was illustrating that the agree was scored 66.7% this indicated that there is process undertaking in this issues, when we look to disagree, we pointed that scored 26.7% this is reflected that disagree answer is representing there are some LNGOS was lack in the HR process and neither \Nor is scored very minor % it is represented lowered the process in the HR.

### 3. Information management

**The table (4-111)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	10	66.7
Neither\Nor	2	13.3
<b>Total</b>	<b>15</b>	<b>100.0</b>



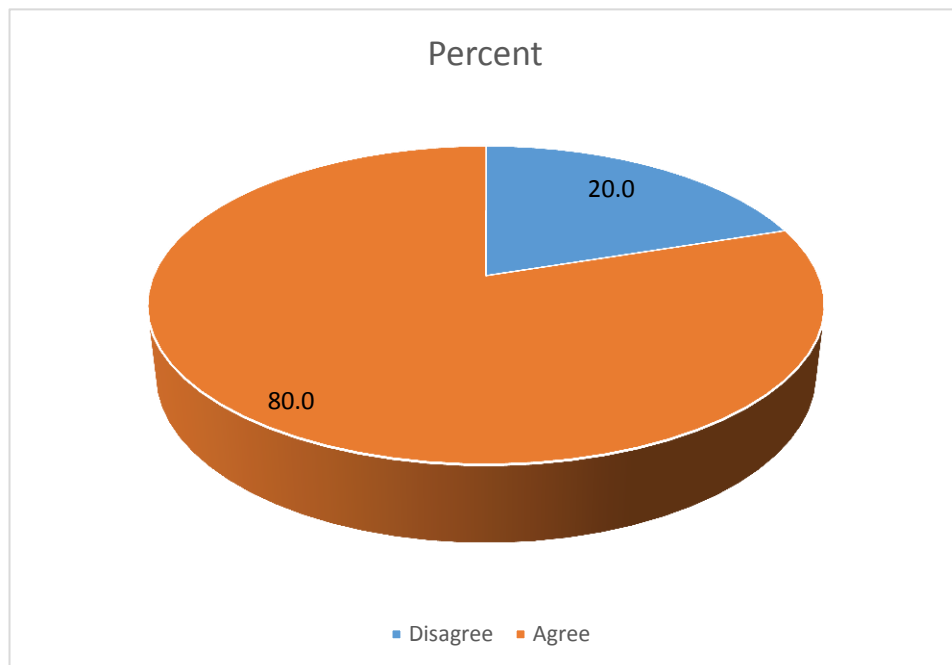
**Figure (4-111)**

The table (4-111) was illustrated that the agree was win 66.7% definitely this indicated to knowledge with information management in the local NGOs, disagree was look serious for NOGs that have low Knowledge about information management and neither \Nor scored of 13.3 % do not forget the affected of this percentage.

#### 4. Administration

**Table (4-112) Administration**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	12	80.0
Neither\Nor	0	0.0
Total	15	100.0



**Figure (4-112) Administration**

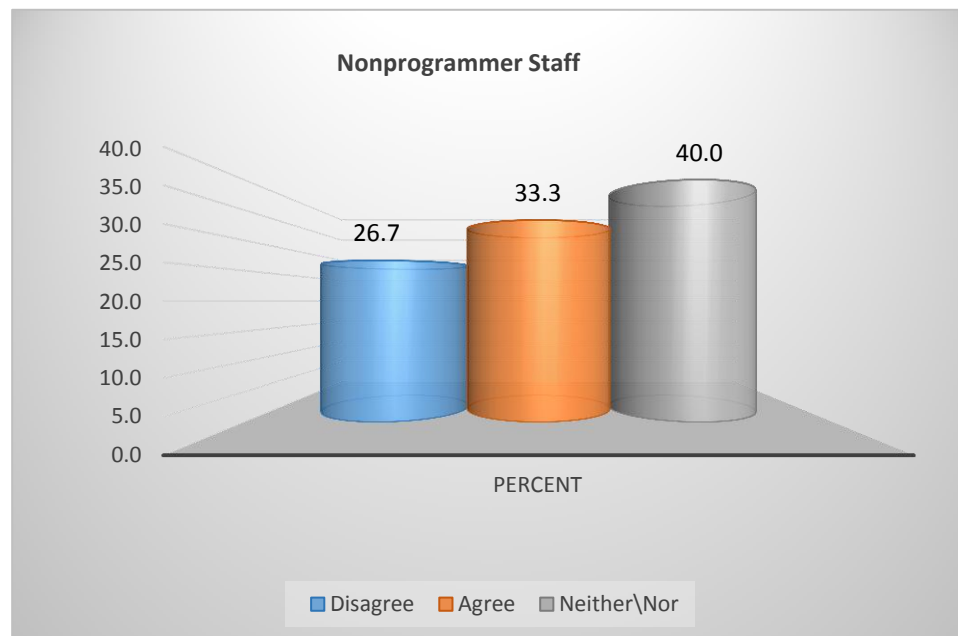
The table (4-112) was explaining that the agree was scored 80 % this is represented that the administration is practicing in LNGOS management, disagree is scored 20 % is look serious when the administration of LNGOs is ignorant.



## 5. Other nonprogrammer staff

**Table (4-113) other nonprogrammer staff**

	<b>Frequency</b>	<b>Percent</b>
Disagree	4	26.7
Agree	5	33.3
Neither\Nor	6	40.0
Total	15	100.0



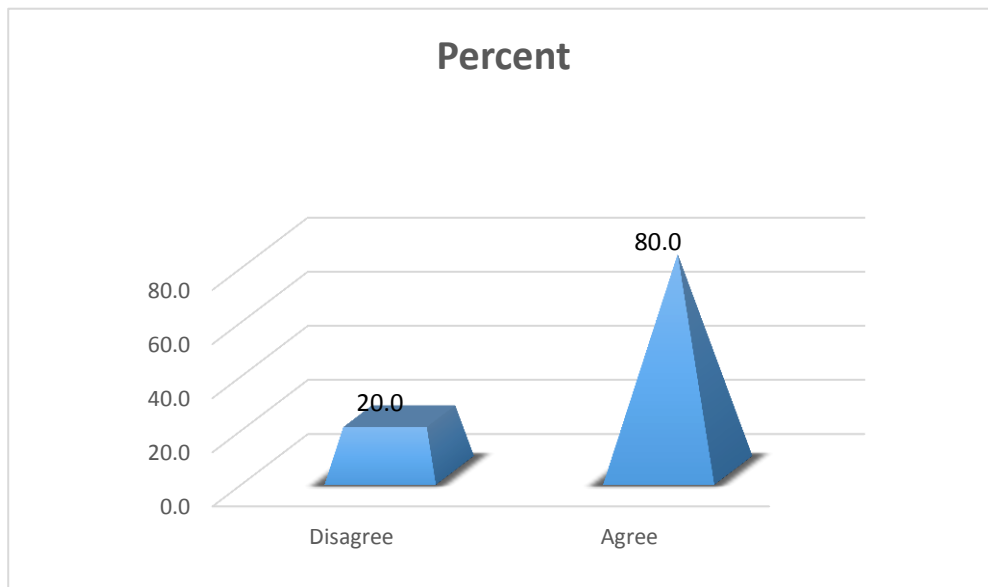
**Figure (4-113) other nonprogrammer staff**

The table (4-113) was reflected that the Neither \ nor scored high percentage win 40% of total 100 % and agree was scored 33.3 and disagree was scored 26.7, definitely there are volunteer staff, involving in the implementation the activities with LNGOs when intervention in the Partnership with INGOs.

6. monitoring and evaluation

**Table (4-114) monitoring and evaluation**

	<b>Frequency</b>	<b>Percent</b>
Disagree	3	20.0
Agree	12	80.0
Neither\Nor	0	0.0
Total	15	100.0



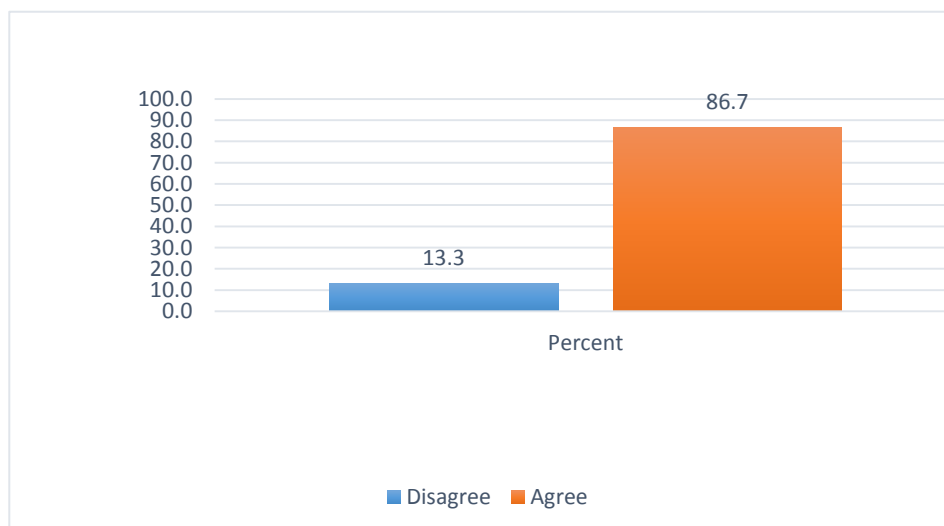
**Figure (4-114) Monitoring & Evaluation**

The table (4-114) was identifying low percentage one for disagree and other for agree and have won the high scored of 80% of total 100%, and explain that there are M&E process was following in the project implementation through partnership and Disagree was scored 20% and this minor percentage it is very important when we look for the benefit returned from the M&E impact in the project implementing through partnership.

8.Do you have staff exclusively dedicated to Human Resource Management?

**Table (4-115)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	2	13.3
Agree	13	86.7
Neither\Nor	0	0.0
<b>Total</b>	<b>15</b>	<b>100.0</b>



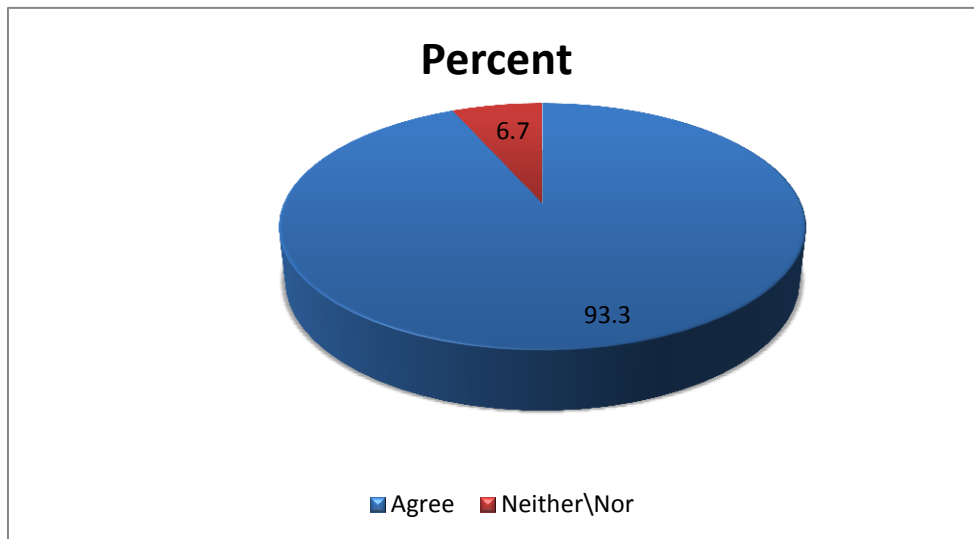
**Figure (4-115)**

The table (4-116) was explaining that the agree was scored 86.7% and this indicated that the LNGOs have keen staff to HR management in the partnership and disagree was look low keen in the HR management and this indicator of delayed the process of implementation the project through partnership.

9. Does your organization have a staff training and development policy before involving in partnership?

**Table (4.116)**

	Frequency	Percent
Disagree	14	93.3
Agree	1	6.7
Neither\Nor	0	0.0
Total	15	100.0



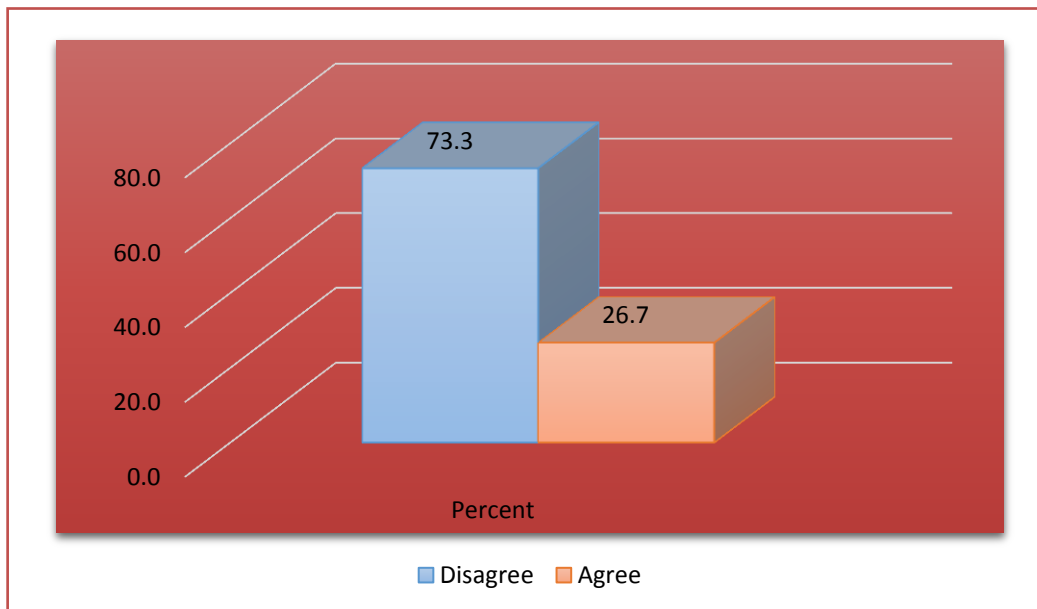
**Figure (4-116)**

The table (4.116) was explaining that the disagree was scored 93.3% and definitely this was indicated that The LNGOs was no clear plan for training and policy for develop organization to pave road of intervention with INGOs in the partnership. The graph above was illustrated that the disagree was scored the 93.3 % and this indicate that there is no any intervention done when the LNGOs joined in the partnership agreement before implementation activities and in general there are no clear plan for training lined with contract of activities s implementation, and the agree was scored 6.7 % and this very minor percentage, you must be look serious for this issues.

10. If your answer to question seven yes, would you be willing to share this policy with participants with other INGOs?

**Table (4-117)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	11	73.3
Agree	4	26.7
Neither\Nor	0	0.0
Total	15	100.0



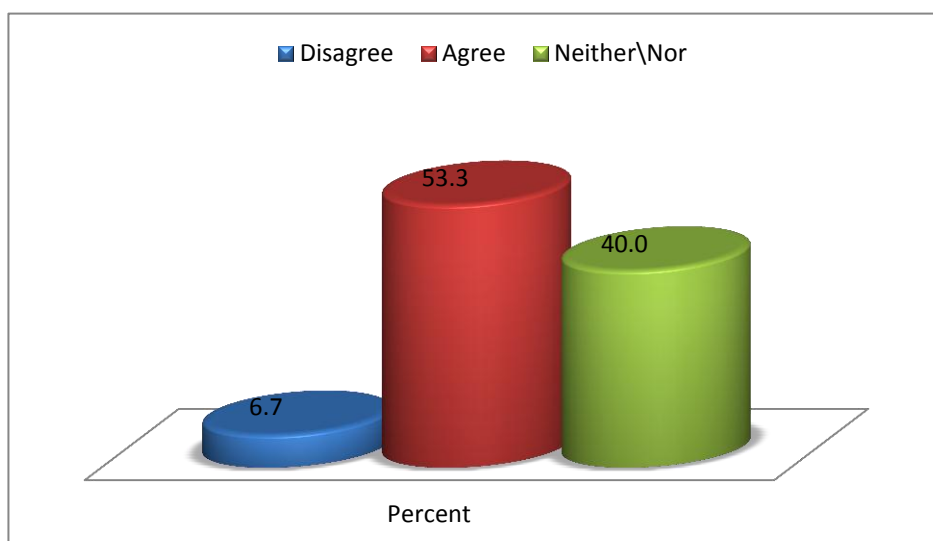
**Figure (4-117)**

The table (4-117) explained that the answered disagree was scored 73.3% and explained that it is sharing policy with other, definitely this lead transparency to consolidate the relationship between participants and staff from different entities especially partnership agreement of Multisector project which was implementing in Consortia with different LNGOs and INGOs, agree was scored 26.7% this answered was facelifted that some LNGOs was ignorant about the benefit returned from coordination experiences sharing and need more capacity.

11. Does your organization have a staff training and development budget through partnership?

**Table (4-118)**

	Frequency	Percent
Disagree	1	6.7
Agree	8	53.3
Neither\Nor	6	40.0
Total	15	100.0



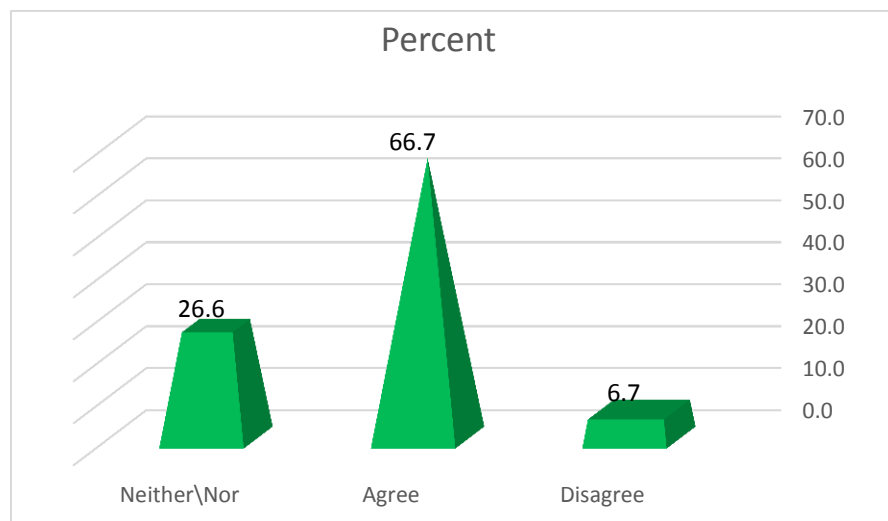
**Figure (4-118)**

The table (4-118) was explained that the answered agree was scored 53.3% and showed there are budget and staff training, this is complicated answered because the LNGOs was involving in the partnership according to specific plan for implementing activities with identified budget for activities, the answered disagree was the best answered and NO\neither is scored 40% and this very high percentage and indicated that there are lack of experiences in dealing with partnership from some LNGOs.

12. Does your agency use an agreed list of general management competencies when recruiting and appraising staff in partnership in the implementing project?

**Table (4-119)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	1	6.7
Agree	10	66.7
Neither\Nor	4	26.7
<b>Total</b>	<b>15</b>	<b>100.0</b>



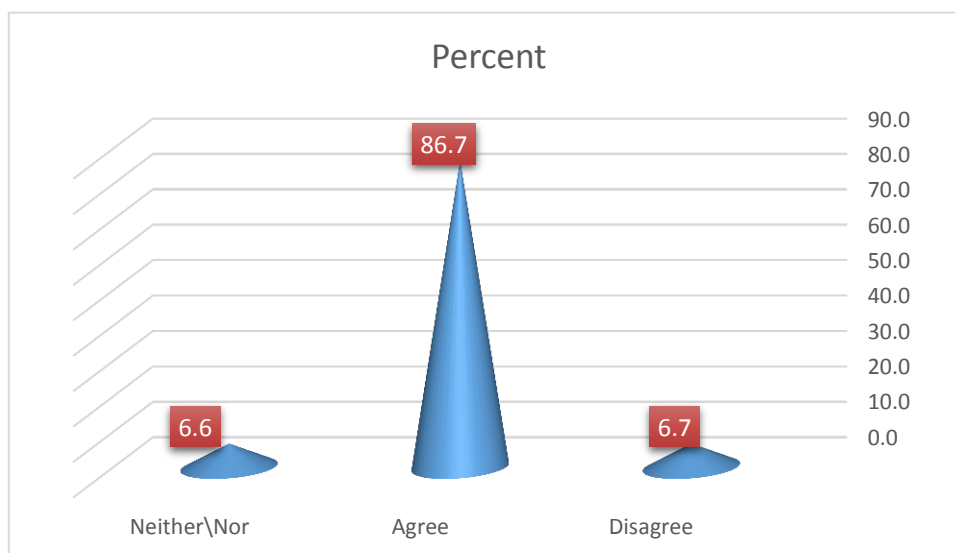
**Figure (4-119)**

The table (4-119) was explained that the answered agree is illustrating that LNGOs have procedure of listing in recruitment of staff and appraising staff whom working in the partnership, the disagree was scored 26.6% and reflected that there're no clear process of appraising staff and list for recruitment, is depending on volunteer staff and short contract without end benefit and the answered Neither\Nor was very minor but you must be taken in consideration.

13. Is duration in the past two years which have the partnership, resulted in progress for your organization?

**Table (4-120)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	1	6.7
Agree	13	86.7
Neither\Nor	1	6.7
Total	15	100.0



**Figure (4-120)**

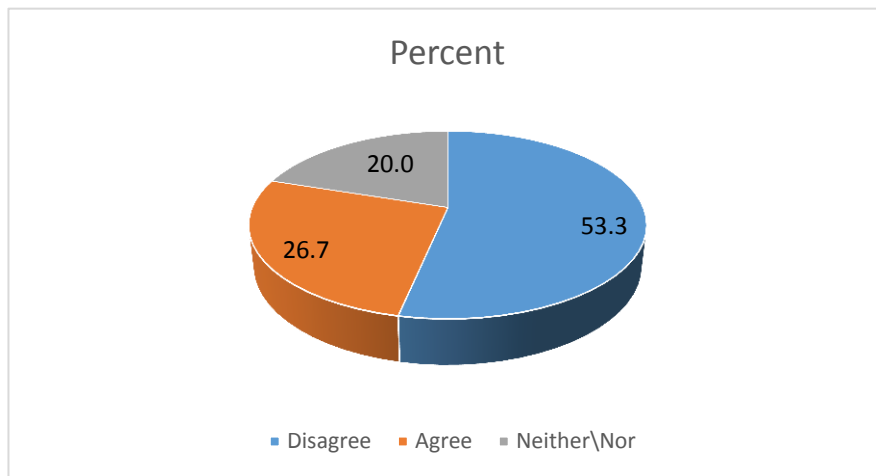
The table (4-120) was explained that the answered agree was scored 86.7% and focusing on progress returned to local NGOs from partnership, in the partnership when LNGOs was committed with plan and contract assign this was progressing relationship with Ingo's and pave road to New partnership.



14. Are there any causes affected partnership to fulfill the organization's objectives?

**Table (4-121)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	8	53.3
Agree	4	26.7
Neither\Nor	3	20.0
<b>Total</b>	<b>15</b>	<b>100.0</b>



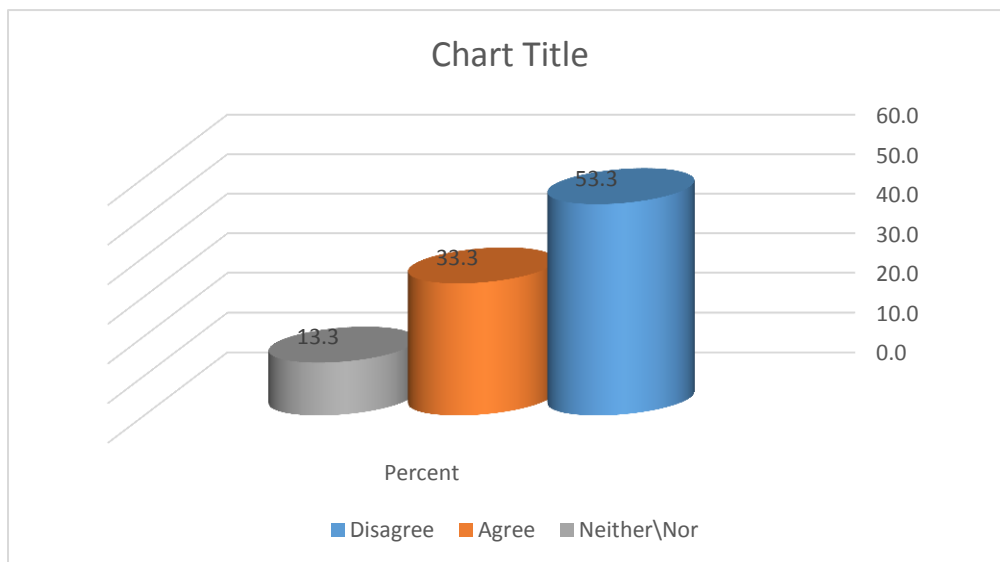
**Figure (4.121) cases affected partnership**

Partnerships are increasingly being used between LNGOs &INGOs in different sector to achieve impressive project activity in the targeted community to achieve partnership goals. What is surprising is that the table (4-121) was indicated that answered disagree was scored (53.3%). We believe there are no any case to affect organization objective and agree was scored 26.7% and indicated there are cases affected the organization objectives meant to give inspiration on how to plan, implement and further develop partnerships, focusing on strategic and operational issues in partnering and the lessons, good and bad, learned from past partnering experiences. And the last sored is win by neither \Nor is 20% and this is very affective organization objective.

15. Is the partnership unable to identify appropriate training courses for National NON-governmental organization?

**Table (4-122)**

	Frequency	Percent
Disagree	8	53.3
Agree	5	33.3
Neither\Nor	2	13.3
Total	15	100.0



**Figure (4-122)**

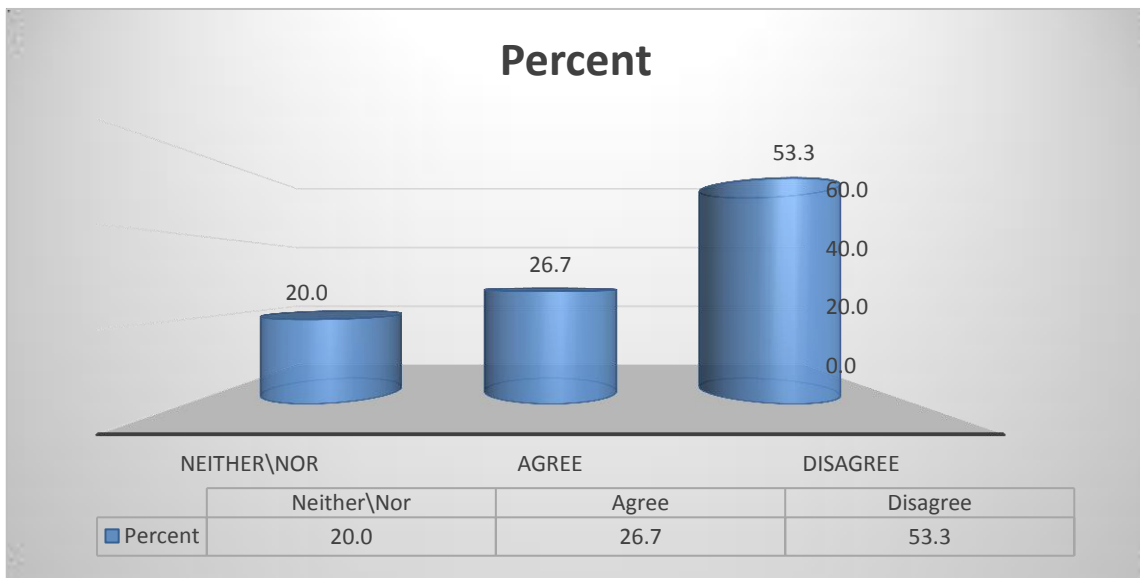
Unable to identify appropriate training courses in partisanship

The table (4-122) was explained that the Disagree was scored 53.3% and this reflected that the partnership when assign between two entities it is capable to introduce the training for staff, but the answered agree scored 33.3% was acceptable that Partnership was unable to identify training courses and last scored is win by neither \Nor 13.3 this minor, but was very affected, do no ignorant this answered. But from my experiences the partnership is capable to identify different courses for training.

16. Is LNGOs are not satisfying requiring of International organization need, in the area of partnership?

**Table (4-123)**

	<b>Frequency</b>	<b>Percent</b>
Disagree	8	53.3
Agree	4	26.7
Neither\Nor	3	20.0
Total	15	100.0



**Figure (4-123)**

The table (4-123) was illustrated that disagree is scored 53.3% and this reflected that the LNGOs was satisfy the requirement of NGOs when involving in the partnership and answered agree was scored 26.7% and this illustrated that the LNGOs difficult, according lack of experiences in the field of partnership and neither \ nor scored 20 % this percentage was not clear answered to identify the requirement of partnership. From my experiences and result in this study the requirements partnership we need strong LNGOs with deep experiences in partnership approaches policy principles.

- Second Data collection (interview, meeting and group discussion)

Interview data from my field research helps to make sense of these regressions to the partnership between local NGOs and INGOs. In this section, I propose several possible meeting with INGOs leaders and line ministry manager focusing on challenge and benefit resulted from partnership to LNGOs. These are divided into three types of question: one focusing on deliberate pre-requested for partnership, another on vision and mission of local NGOs, and the third on the types of expectations common among the poor partnership targeted, particularly the challenge and benefit result. Some of these mechanisms were brought to my attention during qualitative fieldwork interviews with NGO leaders and workers, civil societies meaning that they reflect the partnership in different approaches.

The meeting venue is hall of(MOPER) Blue Nile State - Pasture and Range manager (Expert Ahmed Alawd Abusaa) to discuss activity implemented through LNGOs through partnership with INGOs participants, head of government Institution Meeting was conducted and attendees is 8 participants, targeted Government institutions departments, the meeting focusing on the process of implementation activities through partnership.

The objective of meeting to identify weakness and strength of implementation project before and after partnership. The meeting was reflected that the direct implementation of the activities or project in collaboration with INGOs with technical minster, easy process and the government staff work with professional INGOs staff and this help in consolidate skill of Government staff, but when the Government work through partnership with local NGOs was lost many of privileges, capacity building and new ideas and notions.

The second said the work with LOCL NGOs, we feel that staff are well Known with area and easy to intervention to community and other said this

sometime represent pious and this was affected the implementation, to discuss financial process, the work through INGOs there are smooth but the work through implementer partner LNGOs the process financial process was complicated need more flexibility.

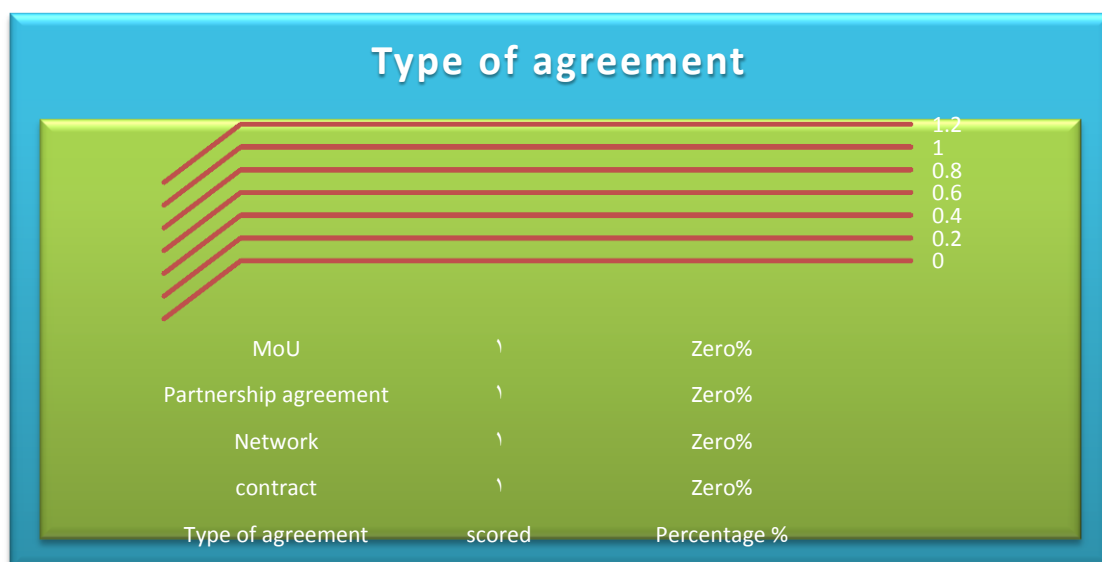
Focused group discussions (FGD to face lifted to what extended the Ingo's provide capacity through partnership, The FGDs were used as a tool to collect the required information from various groups targeted Blue Nile state (Damazin area). A check list of guiding questions was designed reviewed and checked to provide answers to the questions related to the objectives of this study. In each group cluster, at least one FGD was organized and involved Stakeholder, LNGOs& Ingo's and government institutions local community leaders. The FGDs use open questions developed to focus on specific themes (e.g. MOU, concept note, proposal, and funding

## 4.2 Focused group discussions (FGD)

Type of partnership

1. Mention what is the types of agreement have high scored when LNGOs involving in partnership with government institution targeted training approaches?

All government institution has involving in the partnership with local NGOs in delivery services to targeted community this according to the project activities and department was practicing's work as technical staff. there are no capacity building from local NGOs delivered when implementing the work in the field they are depend on incentive paid to extension officers



**Figure (4-124)**

The graph 15-8 explain that the all types of agreement was no accompanied with any capacity building for government institution and this was reflected that scored is equal and there is no clear plan for improve capacity or training from LNGOs and this indicate that all process achieved through selection of Agriculture engineering to implement work in the field through supervision from LNGOs and International NGOs. The NOGs the is implementer and INGOs as donor. The agreement partnership it is approaches help the two entities to achieve the work with high efficiency

and look seriously for raising the capacity of staff implementer through interaction in the field.

1. Is there any access to training (capacity building) through agreement partnership?

Capacity Building		
CONCEPT NOTE	\	ZERO%
PARTNERSHIP	\	ZERO%
REPORT	\	ZERO%
PROPOSAL	\	ZERO%
ITEM	DEGREE	RESULT

**Figure (4-125)**

Conducting training for all types in the Figure 4-21 was look very minor percentage and this definitely is repented that the capacity building is very feeble for all staff involving in the partnership between LNGOs and government Institution for example department of ex to implement the project activities in the field

### 4-3 Result

1. Most local NGOs have Limited capacity to inspire partnership with INGOs targeted partnership principle and approaches to finalize implementation activity with high quality.
2. The Local NGOs Lack of clear purpose and inconsistent level of understanding partnership policy of INGOs and follow up with less experience in financial systems and donor reporting.
3. Lack of local LNGOs in the understand roles/responsibilities of partnership approaches, is factor of poor and delaying the process of delivery services to needy people through partnership and donor reporting and coordination before involving in the partnership with INGOs is pave road for successfully partnership.
4. Lack of support from International INGOs to local partner LNGOs in capacity building when in involving in partnership agreement is very feeble.
5. Differences of philosophies and manners of working through partnership is need more verification from INGOs to Local NGOs especially in financial system approaches and fundraising.
6. Lack of commitment; unwilling participation of clear contribution from LNGOs in agreement partnership with INGOs in activity implementation is affected the partnership impact.
7. Unequal or unacceptable balance of power and control of financial systems before assign partnership is the become the milestone of intervention in the partnership agreement between with local NGOs and INGOs.
8. LNGOs lack review your current practices of partnership and still finding it difficult to find new grants from donors to support your work without intervention in the partnership to achieve objectives of partnerships



9. Lack proper review in recruitment process, corrupting methods, lack of experiences practitioner in Local NGOs to achieve the goal of partnership between LNGOs and INGOs
10. The study reveal that LNGOS was ignorant approaches to contact donor for funding request, also lack of budget to cover proper office continuation expect through partnership.
11. The study was exploring that survival on a single donor by local NGOs in partnership was affected services delivery to Poorer people and directly affected LNGOs continuations.
12. local NGOs you must be require a sustainability plan to prepare the clear methods and skills of partnership to improve partnership requirement before assigning contract of partnership agreement with INGOs
13. Improve fundraising system governed dominance and rebuild financial system, of local NGOs tend to ease up on their fundraising activities once they receive a sizable grant, to find alternatives donors to pave road of involving in partnership with high transparency and integrity.

#### **4-4 Recommendation**

1. Improve Local NGOs through technical support to achieve sustainability strategy of partnership principle approaches of INGOs to achieve partnership principles with high efficiency.
2. Enhance Local NGOs to skill workforce to facilitate implementation of work in line with INGOS principles approaches.
3. Improve partnerships through regenerated coordination and robust monetary system between LNGOs and INGOs to guarantee the partnerships in delivery services with high integrity.
4. Encourage The effective use of partnerships depend upon how INGOS in partnerships was consolidate the partner's financial system.
5. If you want to teach a man to fish, you better be prepared to provide him a fishing rod. help the local NGOs through networking to properly support with training, skill communications, reporting, technology, to pave road for LNGOs to achieve partnership Goals with INGOs.
6. Consolidate grass-roots (LNGOs to improve capacity in fundraise, proposals writing before involving in partnership with INGOs.
7. Help LNGOs with the more capacity to involving in the partnerships with Ingo's, to help the smaller CBOs to mobilize resources and delivery good work in the field through partnership.
8. Improve of LNGOs flexibility before intervention in the partnership we need clear financial system and capacity of experts to achieve partnership objectives with INGOs.
9. Many LNGOs have excellent and high quality work as implementer project through partnership, but have limitations when it comes to fundraising reporting and principles of partnership we need more training in different approaches.

10. LNGOs you must be asking for Feedback when involving in the coordination meeting of assessment financial and donor reporting with INGOs
11. Improve availability of additional resources of partnership for LNGOs to consolidate fundraising and financial department before assign partnership agreement with INGOs
12. Deliver the partnership steps to chance the local NGOs to fostered and gain capacity approaches of fundraising in other way there are some great resources available online for donors to build capacity building in partnership approaches and principles.
13. Encourage the university academic, practitioner and initiative to involve in coordination, collaboration and network to prepare strategic plan of partnerships as guideline for Local NGOs, Government, Line Ministry, private sector and CBOs and finally improve the partnership methodology, methods and principles to achieve partnership with donor and INGOs with technical and high efficiency.

# **Chapter Five**

## **Conclusion**

## 5-1 Conclusion

This chapter was focusing on partnership impact assessment between local NGOs and INGOs to shed some lights on the current assessment of partnership between the INGOs and LNGOs in Sudan focusing delivering services to the target people in Blue Nile state BNS focusing on many approaches and principles lead to reach goals and objectives of research, the questionnaire was met six topics as following, Funding, partnership, human resources, financial system, corruption and Governance dominance to fill the basic gap between LNGOs and INGOs delivery services livelihood to poor people with high integrity and transparency, the result there lack of fund for LNGOs and most fund is from INTERNATIONAL Community, Targeted INGOs and UN agency the table (4-10) and table(4-14), table (4-15), table (4-20) was answering that LNGOs need to improve capacity of staff to delivery services with high transparency to targeted community in the Blue Nile state, the study reveal that in the table (4-27) there is a big gap in coordination, network and collaboration in partnership between LNGOs and INGOs and this is need clear process to achieve goal of partnership according to Sustainability Development Goal 2030 (SDG) the study discovered that the LNGOs need clear definition of partnership connected with other approaches to consolidated the partnership implementation when join the agreement with Ingo's and analysis data resulted in the how LNGOs build capacity and reached full knowledge about the following approaches, Partnership definition, communication and financial management system, donor for funding, Preparation proposal also, Study reveal that the LNGOs was ignorant about the specific time to implement program in partnership with INGOs and this very obvious in the table (4-27) also the study was discovering that in the table 4-49 the fund for LNGOs to coverage operation after the project end is constraints and affect office continuation, the study achieves

the answering of question 2 in HR and capacity and is very obvious in the table of assessment to select partners also Hypothesis was answering in the case study was reflected that LNGOs was need improvement in the staff capacity building especially in financing, The researcher is look for the case study between Labena & Practical Action in the partnership as step to pave road to improve partnership between LNGOs and INGOs to achieve work delivery services with high integrity , and finally robust the capacity of LNGOs in proposal and financial systems. The researches focusing on the following to build strong partnership to delivery service to needy community, through high transparency in the following, trust, coordination financial systems, Network, equality, complementarity and Knowledge about this question before intervention in the partnership, a partnership broker can use these questions to build shared understanding, and develop trust and ownership: How well does each partner understand the other's business? What are the missions, strategies, and values of each partner? What are the areas of current and potential overlap? How can each partner help the other accomplish its mission through partnership with INGOS? To what extent is the collaboration a strategic tool for each partner? Have the partners engaged in shared visioning about the future? What resources of each partner are of value to the other? What specific benefits will accrue to each partner from the collaboration? Do benefits outweigh costs and risks? What social value can be generated by the alliance? What new resources, capabilities, and benefits can be created by the collaboration partnership between LNGOs and INGOs? Are resource and capability transfer two-way? Are benefits equitably balanced between the partners before intervention in the partnerships? most of the question was answering in this research.

Local NGOs are performing extremely by providing social facilities like water, sanitation, Agriculture, health and education. They have over the years demonstrated the capacity of doing more with the needed support. However, funding for effective implementation of project activities is inadequate. Giving the expected roles local NGOs have to play in the development of the less privileged communities, all other players in the development process must collectively re-examine their contributions towards the financing of local NGOs.

Local NGOs on their part should be able to assess factors that hinder them from enjoying public and corporate support and ensure effective collaboration between them and the public. As local NGOs improve on their capacity levels, they should be able to benefit themselves for services like consultancy in order to generate adequate funds internally to limit the over dependency on external funding.

One can look to the practices of Practical Action & local NGOs Labena in Sudan targeted Blue Nile State. (PA-Sudan in Blue Nile as an illustration of what potential partnership might look like. PA is a British NGO that has been working in Sudan since (1993), and one of its goals is to build local partners' capacities and skills. PA works in Sudan as well as other African, Asian, and Latin American countries. According to PA criteria of selection, partners should exhibit a variety of criteria. It is important to an INGO that the collaborating with LNGO has a formal or informal village level-setting that would more difficult for an international actor to establish. While the LNGO should have the necessary ties to the community, it is also important that it measures up to certain standards as an organization, should have a written constitution, an executive committee that is democratically elected and has considerable female representation, and recognize equal rights of all people regardless of gender, race, religion, etc. An ideal local partner organization would perform its role democratically, have Methods already

established for educating through action, and actively participate in community activities.

Now PA works in Blue Nile state with the country office in Khartoum. PA in Sudan partners with LNGOs, CBOs, VDCs, and other civil society organizations. On the government side, university, private sector, works with the Commission of Humanitarian Affairs as organizing the work for implementing the project (HAC) and other line ministries, such as the Ministry of Agriculture (MoA), Education and the Ministry of Health (MoH), through technical agreements (TAs) and memorandums of understanding (MoUs). Mentioning portions one aspect of the TAs and MoUs pertain to entails building capacities of and providing support for local partners (work through partnership) and line ministries so that they will be better able to engage in and effectively participate in development. For their part, local partners can sometimes play a vital role in providing L NGOs with knowledge and information about cultures, livelihood methods as well as methods of access to local communities and targeted beneficiaries.

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## List of supporters,

*The following practitioner's member especially acknowledge for their contributions*

*The professional person helps and supporting me in this work as following*

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Mr. Ahmed Alawad Abusas	Practitioners in rural Development	Free Consultant
Mr. Mohamed Majzoub Fedall	Country Director Of PA –Sudan and ADD.Org	Expert development
Mr. Mohamed Sedig Alasem	UNEP Alfasher Office	
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# **Appendices**



INGOs	International NON- governmental Organization
LNGOs	local National Non Gove mental Organization
CSO	Civil Societies
CBO	Community Base Organization
FPDO	Friend of Peace and Development Org.
CAFA	Community animator Friendship Association
ISRA	Islamic Relief Agency
CORD	Charity Organization for Rehabilitation and Development
HAD	Humanitarian Aid Development Organization
MOBADRON	Organization for Preventing of Disaster and War Impact
PANCAR	
NIDAA	Sudanese Development call organization
PASS	Paralegal Association
SOLO	Sudan Open Learning Organization
AIMASSAR	Charity Organization for Nomad development and Environmental Conservation
JASMAR	Sudanese association for combating land mine ( Jasmар human security organization )
SRC	Sudanese Red Crescent
HAC	Humanitarian Aid Commission
ADD	Addition for Disaster Assistance& Development
Labena Building	labena Organization for Women Development& Capacity Building
WV	World vision
PA	Practical Action
IRW	Islamic Relief World Wide
AECOM	Architecture Engineering Consultation Operations and Management
VSF	Veterinary San Frontiers Germany

ISC	International Save Children
IMC	International Medical Corts
ADRA	Adventist Development Relief Agency

## The Partnering Cycle

The figure below is a model of the partnering process, divided into four main stages

and twelve subsidiary phases. This is not a model of any one partnership

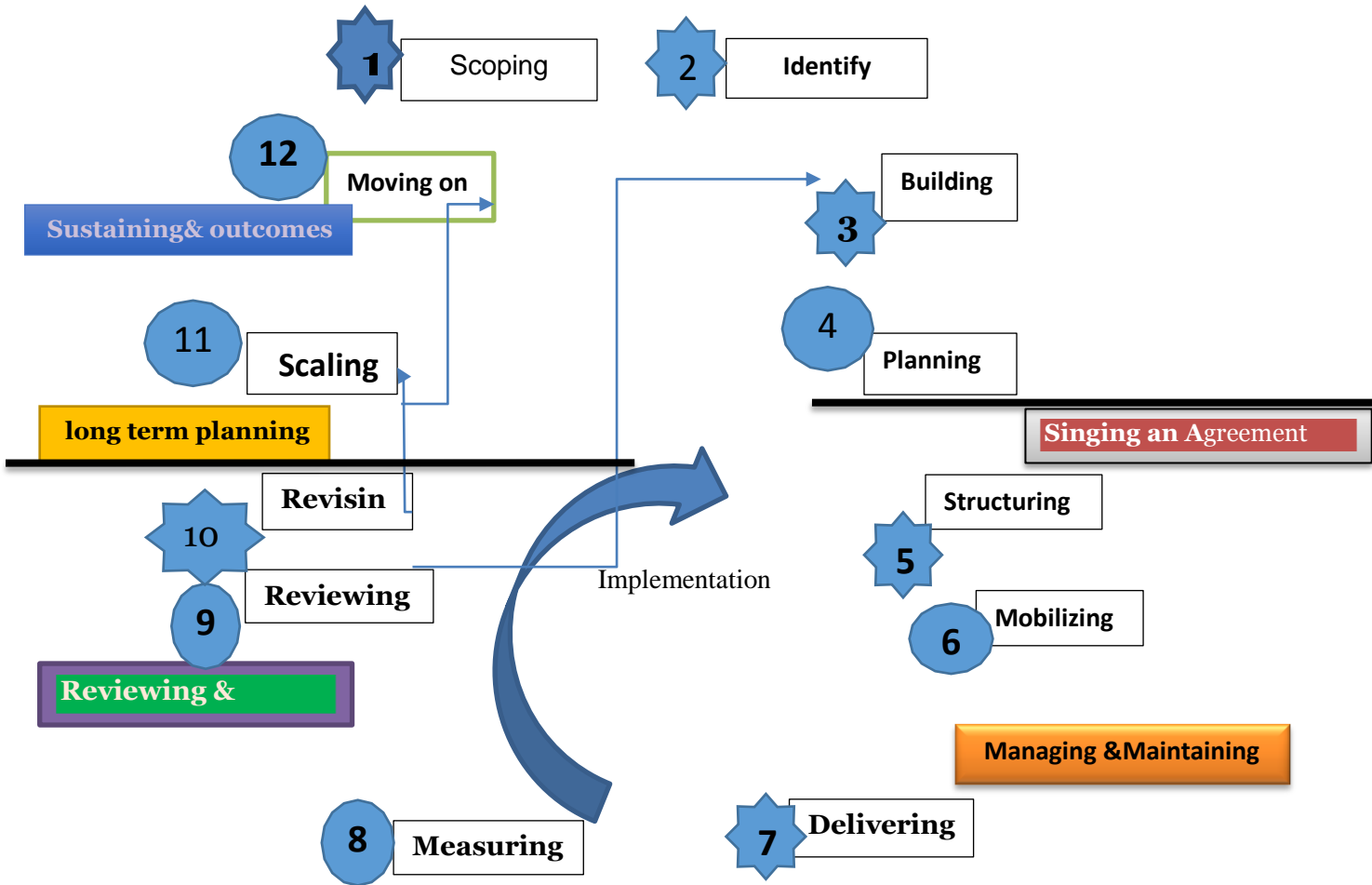
prescriptive – partnerships might not look like this and don't have to look like this!

What it provides is a shorthand method of identifying the main stages that a typical cross-sector collaboration will move through

Scoping & Building

## دورة الشراكة

الشكل أدناه هو نموذج لعملية الشراكة ، مقسم إلى أربع مراحل رئيسية واثنتي عشرة مرحلة فرعية . هذا ليس نموذجا لأية شراكة ولا هو كذلك إلزامية - قد لا تبدو الشراكات بهذا الشكل ولا يجب أن تبدو هكذا !ما يقدمه هو طريقة مختصرة لتحديد المراحل الرئيسية النموذجية سوف ينتقل التعاون عبر القطاعات



تحديد النطاق والبن  
بسم الله الرحمن الرحيم

Partnership Questionnaire (for local NON Governmental organization):

Organization information

*Prepared by: Mahgoub Abdelkareem Mahgoub for Master degree*

Organization Name	
State	
City	
Contact person	
Title	
Cellular phone	
Email	

Answer with tick

1-discribe the staff employed in your organization?

1. Permeant staff

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

2. Volunteers staff

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

3. Part-timer staff

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

2-Are strategic partnerships between LNGOs and INGOS should identify the following?

1. The aims and objective of the partnership is very clear

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

2. The range of agencies that could be engaged partnership is achieving organization goal.

Yes		No	
-----	--	----	--

3. The commissioning and management arrangements for sharing information are the best.

Yes		No	
-----	--	----	--

4. Arrangements for multi-agency training to promote mutual understanding are in line with partnership approaches.

Yes		No	
-----	--	----	--

5.-Monitoring and evaluation arrangements for both the partnership collaboration are need more explanation.

Yes		No	
-----	--	----	--

2.What types of projects implemented through partnership?

1-Recovery project is limited duration.

Yes		No	
-----	--	----	--

2-Emergency projects short duration.

Yes		No	
-----	--	----	--

3-Development project through partnership is complicated project.

Yes		No	
-----	--	----	--

4-Other (specify) combination project is achieve the partnership approaches.

Yes		No	
-----	--	----	--

3- Has your organization been involved to achieve partnership goal?

Yes		No	
-----	--	----	--

If strongly agree with whom

4-Is organization giving or licensing program with a nonprofit organization in the past (benefit, Success and Nature)?

Disagree		No	
----------	--	----	--

If yes, please mention the benefiting of organization(s) and describe

The nature and success of the program(s).

1. Benefit resulted is very obvious

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

2-Nature of the best implementation is adopted partnership approaches.

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

3-Success is delivering partnership to further or new project.

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

5. Is Partnerships are often terminated quietly and privately by INGOs when the problems are around poor performance?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

## 2. **The process of partnership**

Tick for the right answer

1-Describe the partnership your organization is proposing in as much detail as possible. Include all resources you will utilize to support the partnership in implementation project (e.g.

1. Website, is not available

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

2.Advertising is limited

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

3. Public relations activities not existed

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

4. Account support/sales team, have no experience

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

5. Promotional materials is functioning

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

6. Printing, store visibility, hangtag/on packs, etc. it is best media

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

3. Is the partnership management from Local NGOs appropriate in implementing the project activities?

Yes		No	
-----	--	----	--

If no why,

4-Describe the key objectives that your local organization would like to achieve through this partnership.

1. Available fund is one of the partnership approaches.

Yes		No	
-----	--	----	--

2. Build capacity in line of partnership approaches

Yes		No	
-----	--	----	--

3-delivery services to community achieve the goal of partnership objectives

Yes		No	
-----	--	----	--

4. Others (specify) focusing on the new approaches other than partnership

Yes		No	
-----	--	----	--

5-What is the expected duration of the partnership to achieve the best program?

1.Six months adequate

Yes		No	
-----	--	----	--

2. One year is the best

Yes		No	
-----	--	----	--

3. Three-year near to achieve the best partnership goal

Yes		No	
-----	--	----	--

4. five years is not adequate

Yes		No	
-----	--	----	--

6. Are you seeking to make the partnership in the organization of choice for your different International organization?

Yes		No	
-----	--	----	--



7. Will the project implemented through partnership achieves sustainability of partnership goals?

Yes		No	
-----	--	----	--

If yes in what manner

8. Has the item of partnership already been produced without coordination?

Yes		No	
-----	--	----	--

9. What is the types of partnership do you have to promote the voluntary working the area LNGOs operation?

Long term partnership focusing on the success only.

Yes		No	
-----	--	----	--

2-Short-term partnership ignorant the capacity building of staff

Yes		No	
-----	--	----	--

3.Semi term partnership inadequate to achieve the goal.

Yes		No	
-----	--	----	--

4-other (specify) \_need clear approaches to reach sustainability.

Yes		No	
-----	--	----	--

10. What is the guaranteed donation amount that you propose to the LNGOs from INOGS for implementing partnership in the project?  
(Express this as both dollars and a percentage)?

Is this donation a:

1-Minimum financing adequate to implement project in range 50to 60%of total budget in Dollar.

Yes		No	
-----	--	----	--

2-Maximum financing is in range of 60 to 70% of total budget in Dollar to achieve the goal of partnership.

Yes		No	
-----	--	----	--

11. Does the proposed partnership apply to achieve the targeted beneficiaries of the project only?

Yes		No	
-----	--	----	--

If yes in what case

12. Are there dates that your organization is trying to meet with regard to this partnership that should take into consideration during the evaluation process?

yes		No	
-----	--	----	--

13. What expectations for the partnership involvement and support of the partnership. Include any cost to envision in developing this partnership.

1-Questionnaire will help us better understand your vision of partnership

Yes		No	
-----	--	----	--

2. We realize some points may need from partnership

Yes		No	
-----	--	----	--

3-Additional discussion resulted in achieve partnership goal

yes		No	
-----	--	----	--

4. Any information you can provide will be extremely useful

Yes		No	
-----	--	----	--

14. What are partnerships your organization need?

1.The partnership depends on the integrity only.

Yes		No	
-----	--	----	--

2. The partnership delivery the services to the community with high transparency.

Yes		No	
-----	--	----	--

3. The partnership consist or combination of the integrity, transparency, capacity building and achieve the partnership goal.

Yes		No	
-----	--	----	--

15-Are there set criteria for inclusion/exclusion partnership in the program?

Yes		No	
-----	--	----	--

### 3-Funding process

Tick for the right answer

1-Where is the sourced of fund to implement the project without involving in partnership of International NON governmental Organization?

1-Is the Self-funding available to deliver the partnership to reach the goal?

yes		No	
-----	--	----	--

2-Is the partnership being priority for the local NGOs

Yes		No	
-----	--	----	--

3. the most source of partnership fund came from Gift.

Yes		No	
-----	--	----	--

4. Others (specify)

2-What are the methods local NGOs use to mobilize funds for their operations and implementation project? Three methods were identified and they include

1. Proposal writing is represented the best methods of Local organization

Yes		No	
-----	--	----	--

2-Partnership representative the priority method of resources fund

Yes		No	
-----	--	----	--

3. Social enterprise is becoming available fund

Yes		No	
-----	--	----	--

3-Is the LNGOS having available funding Source to coverage the operation cost without involving in the partnership?

Yes		No	
-----	--	----	--

If disagree what % of the budget and mention source

4-Is the LNGOs have Self-financing skills to implement the project through?

1-Restricted Funds

Yes		No	
-----	--	----	--

## 2-Financial Dependency

Yes		No	
-----	--	----	--

## 3-Low Capacity of Local NGOs

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

## 4-in restricted Funds

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

## 5- Are there any Lack of Corporate and Philanthropic Funding for Local NGOs to affect project achievement?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

## 6- Is Organization must have experience of implementing similar projects without the following?

### 1-It must be a legal organization with legitimate objectives

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

### 2- It must have proper and capable management, administrative structures.

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

### 3-The organization must have financial management capacity

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

### 4.Financial control and administration systems and measures

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

### 5. It must have capacity specifically for reporting to donors on project activities

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

### 6.If there is a call for funding?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

If agree what would you do?

### 7.Is it competitive?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

*If agree, how do you stay relevant?*

8. Which Local NGOs are your competitors for funding?

1. Internal funds

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

2. External Funds

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

9. Is the distribution of funds transparent?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

If disagree, Why?

10. is there good coordination between your NGO and others?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

11. How do you describe good partnership?

1-achieve the objective of partnership

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

2. Work in the development field

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

2. Look for sustainability

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

3. Combination of the above mention

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

12. Which INGO do you/do you not have good partnership with?

1. Which was not focusing on the capacity building?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

2. The project was short duration

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

3. Work in emergency project

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

#### 4-Government dominance

Which is the best answer?

1- Is there are many NGOs in your area operations through partnership?

Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>	disagree	<input type="checkbox"/>
-------------	--------------------------	-------	--------------------------	----------	--------------------------

2. Are they owners by the community leaders?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

3-Are They management by the local expert from the area?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

4-Do they implement the same projects?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

5-Can NGOs owned by non-locals work here?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

#### **5. Corruption**

Tick for appropriate answer

1-Is the funding application process transparent?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

2. Are there NGOs you feel get more funds without intervention in the partnership?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

If agree how

3-Do you know of any NGO paying bribes to get funding?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

4. Do beneficiaries receive their rightful share of partnership in implementing the project?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

5-Do there any misused of funds through implementing partnership?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

If agree, how much?

6-Capacity of Local NON governmental organization LNGOs

1-Are recruitments done through competitive process?

Tick for the right answer

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

2-Are employees paid their right salaries are shown on the proposals?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

3-Is there any capacity building activities for yours before involving in partnership?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

4-Dose the partnership focuses on general management training rather than technical Training?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

5-Is the partnership in the implementing activities makes no distinction between international and national staff?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

If strongly agree which different type

6-is the NGO practicing partnership and will be identified by name in the report without permission.

## 6. Human Resources) (HR)

Tick for the best answer

1. Is staff has been capable to sharing audit report Information with Partners?

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

2. How many staff based in organizations involved in the management of the organization?

1. 3 - 5officers satisfy

Disagree	<input type="checkbox"/>	Neither\Nor	<input type="checkbox"/>	Agree	<input type="checkbox"/>
----------	--------------------------	-------------	--------------------------	-------	--------------------------

2. 6- 7officers adequate to management the work properly

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

3. 7-8 officers is quite enough to achieve the project work through partnership

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

4. 8-10 officers

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

3-What are the best types of collaboration done between Local Non-governmental organization and International NON- governmental Organization in delivery services to the community?

1. Memorandum of understanding is achieving partnership goal.

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

2. Contract is best one

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

3. Agreement is the step of partnership to achieve work

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

4.Partnership approaches is one of LNGOs system

Disagree			Neither\Nor		Agree	
----------	--	--	-------------	--	-------	--

5 Other(specify) combination of three topics above

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

4.Is management is defined as senior management team as following?

1. Finance

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

2-Human resources

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

3. Information management

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

4. Administration



Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

5. Other nonprogrammer staff

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

6. Monitoring and evaluation

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

5. Do you have staff exclusively dedicated to Human Resource Management?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

6. Does your organization have a staff training and development policy before involving in partnership?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

7. If your answer to question 7 is yes, would you be willing to share this policy with participants with other INGOs?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

8. Does your organization have a staff training and development budget through partnership?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

If your answer to question 8 is strongly agree, how is this amount determined?

9. Does your agency use an agreed list of general management competencies when recruiting and appraising staff in partnership in the implementing project?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

If the answer to question 9 is Agree would you agree to share the list of management competencies and their definitions with partners?

10. Is duration in the past two years which have the partnership resulted in progress for your organization?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

11. Is there any cases affected partnership to fulfill the organization's objectives?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

If agree why

12. Is the partnership unable to identify appropriate training courses for National NON governmental organization?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

If agree why

13. Is NGOs are not satisfying their required of International organization need in the area of partnership?

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

Interview for International NGOs to achieve partnerships

This interview is designed to identify international NGOS responses on how local NGOs in Sudan, targeted Blue Nile State are achieved requirement of INGOs using the partnership in delivery services to poorer people.

The information is for academic purposes only and will be treated with strictest confidentiality.

*Prepared by: Mahgoub Abdlkareem Mahgoub for Master degree*

Part one- INGOs background and capacity

1-Name of INGOs

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-----

2-Location of INGOs (Town and locality)

-----  
-----

Mission: -----

Vision: -----

Programmers: -----

5-What is the pre-requester or requirement for establishing partnership with LNGOs?

A.-----

B.-----

C.-----

6- What is the total number of staff adequate to achieve the best partnership goal with local NGOs?

SN	Member	Staff Category
1	Permanent staff	
2	Volunteers	
3	Part-timer	
#	Total	

7- What are the annual budget running of local NOGs to achieve partnership?

8- What benefit do INGOs derive from partnership with LNGOs?

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9- How do they assess and support your partner to generate funds for partnership operations?

10- What is your NGOs effort to build capacity of your local partner?

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11-How do you monitor your work implemented through partnership?

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12-What are challenges encountered in the operation of partnership between local NGOs and INGOs in BNS?

1-Admin

2-Technical

3-Finance

4-others

13- How do you manage these challenges?

## Focused group discussions (FGD)

### Objective

To face lifted to what extended the Ingo's provide capacity through partnership.

The FGDs were used as a tool to collect the required information from various groups targeted Blue Nile state (Damazien area). A check list of guiding questions was designed reviewed and checked to provide answers to the questions related to the objectives of this study. In each group cluster, at least one FGD was organized and involved Stakeholder, LNGOs& Ingo's and government institutions local community leaders. The FGDs use open questions developed to focus on specific themes (e.g. capacity building, access to partnership, coordination and finance process and services delivery through partnership).

1.Is there any access to training (capacity building) through agreement partnership? Focusing on proposal, reporting, partnership principle and concept not? Score 1- 10

#### A. Proposal

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

#### B. Reporting

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

#### C. Partnership principle

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

#### D. Concept note

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

2.Mention what is the types of agreement used through partnership?

1.Contract

Score, 1- 10

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

2.Network

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

3.Partnership agreement

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--

4. MOU

Disagree		Neither\Nor		Agree	
----------	--	-------------	--	-------	--