"~~Perhaps~~ we need another *we*"[1]
Fostering Equitable Relationships: Shifting the Power in and with Liliane Foundation/MIVA & partners

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By Disrupt Development's network of activist advisors:
Manon de Courten, Taymour Kanaan, Eshban Kwesiga & Esther Miedema

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[1] Erik Ackerman, January 2024

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1. Executive Summary

Background: In January 2024, the Liliane Foundation (LF) and MIVA embarked on a Shift the Power (StP) trajectory with the ambition of developing more authentic partnerships. Disrupt Development (DD), with its network of activist advisors, was engaged to support this process. This report documents the initial phases of this journey, detailing the outcomes of the Discover and Define phases and providing a foundation for the Ideation phase where LF/MIVA and its partners will collaboratively develop their vision and ambitions for authentic partnerships. The primary objectives of this report are to detail the outcomes of the Discover phase, define the phases of the LF/MIVA StP trajectory, and provide grounding for the Ideation stage.

Process: Between March and May 2024, data were gathered and analyzed through document reviews, semi-structured conversations, and surveys tailored for Partner Organizations (POs), Strategic Partner Organizations (SPOs), LF/MIVA staff, and donors. Quantitative data collection took place from mid-March to mid-April, complemented by qualitative insights from online and face-to-face conversations.

Assets: LF/MIVA possesses several unique strengths and assets. They enjoy a high degree of freedom and flexibility due to a significant portion of their income being un-earmarked, which allows them to adapt more easily to changing needs and circumstances. The organisation places a strong emphasis on empowering communication, portraying empowered partners and local communities. A shared mission with a commitment to young people with disabilities helps maintain focus and purpose across LF/MIVA and its partners. LF/MIVA is appreciated for its straightforward approach to proposal writing and its role in capacity strengthening. LF/MIVA's commitment to community engagement and inclusive development ensures that its work is grounded in the needs and experiences of the communities it serves. They can also play a crucial connector role, linking SPOs to embassies, thereby providing a basis for national lobbying and advocacy by partners. Moreover, the youth panel within LF/MIVA offers a fresh perspective, ensuring that the voices of the younger generation are heard.

Areas to address: Despite its strengths, the report identifies several areas for (re)consideration in order to realise more authentic partnerships. Financing is a primary concern, with a top-down structure of fund management leading to power imbalances and delays in disbursement, impacting project implementation. There is a call for more participatory grant-making models and greater clarity on these innovative financial arrangements. Accountability mechanisms, particularly in reporting, are criticized for being overly burdensome and complex. There is a need for more transparent, streamlined and consistent reporting formats. Decision-making processes should be more inclusive, with partners having a greater say in strategic decisions. Communication and relations also require enhancement, with calls for more direct and two-way communication channels, increased cultural sensitivity, and better internal communication within LF/MIVA.

The survey responses also reveal contrasting views on desired changes within the Shift the Power process, particularly within LF/MIVA. That said, among both LF/MIVA and SPO/POs, there are calls for more equitable partnerships based on shared decision-making and responsibility, and respect for partners' knowledge and autonomy. Addressing power imbalances, increasing trust and responsibility,

and enhancing transparency are highlighted as crucial for more inclusive and respectful collaboration. LF/MIVA is working on Diversity, Equity and Inclusion (DEI) internally, offering an important basis for fostering an organisation where biases and prejudice can be respectfully, yet consistently and 'bravely,' explored and questioned, and staff are supported in moving from a 'them/us' to a 'we' mindset. Ideally, what 'doing good' means is collectively re-thought, both internally and with donors.

Concerns: Key concerns raised during the consultation process included the complexity of the development landscape, the need for long-term partnerships to ensure sustainability, challenges in maintaining accountability to donors, and the need for greater cultural sensitivity. Addressing these concerns will be critical in the Ideate and subsequent phases to ensure that all stakeholders are on board with the StP initiative.

Next steps: The report outlines tentative points of departure for the Ideate phase, recommending the co-design of a Partnership Ambition and Charter, operationalizing mutuality, subsidiarity, and solidarity principles, redefining roles within the partnership, and closer connections between the StP and DEI trajectories in LF/MIVA. Emphasis is placed on revisiting funding and finance models, exploring participatory grant-making, and jointly designing a mutual and collaborative decision-making process. The next steps include validation and sense-making workshops to establish the basis for a Partnership Framework and accompanying Action Plan. The latter will allow for operationalization of principles of equitable partnership in day-to-day work and relations.

By addressing these areas and fostering more equitable partnerships, LF/MIVA aims to enhance its impact and build stronger, more balanced relationships with its partners, ultimately contributing to more effective and sustainable collaboration outcomes.

2. Introduction

LF/MIVA embarked on a Shift the Power (StP) trajectory with the ambition of developing equitable partnerships, requesting support of DD during the initial steps therein. Starting in January 2024, DD has worked with LF/MIVA and its partners on phases 1-3 depicted in the figure below.
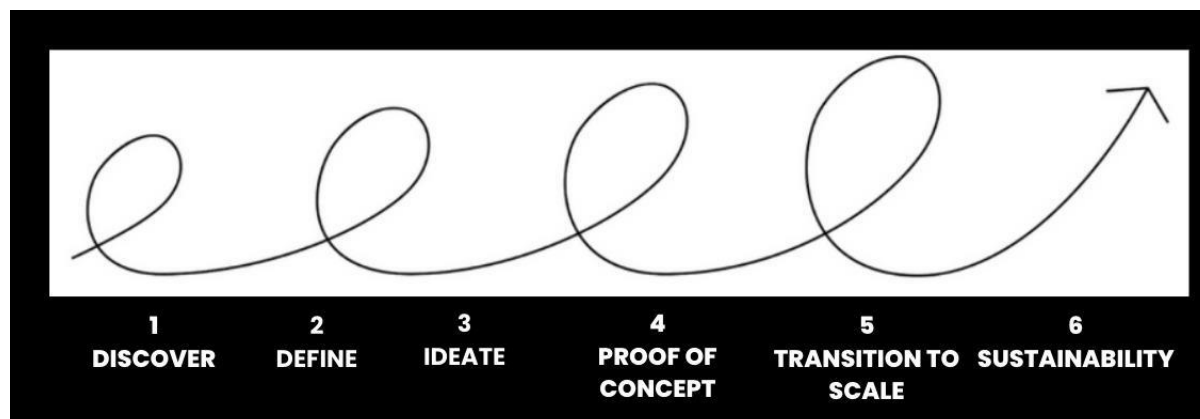
During the initial Discover (1) phase, we engaged in a process of reflection on power dynamics, perspectives on StP and (desired) change. This report forms an important part of the Define (2) phase, in which we document, validate and refine findings in relation to key assets, concerns and spaces for change toward equitable partnerships. This report is (thus) expected to provide a basis for the subsequent Ideation (3) phase, in which LF/MIVA and its partners collaboratively develop their vision and ambitions with respect to building equitable partnerships.

The objectives of this report are thus to:
- Detail the outcomes of the discovery phase and define the phases of the LF/MIVA StP trajectory.
- Provide grounding for the ideation stage of the trajectory.

2. Process and Methodology

From March through May 2024, we gathered and analysed data using different approaches: review of documents provided by LF/MIVA; developing guides for semi-structured conversations with different sets of partners (see Annex I) and four surveys (see Annex II) tailored for POs, SPOs, Liliane Fonds/MIVA staff, and donors. We gathered quantitative data between mid-March and mid-April To complement this data set with qualitative insights from April 2024, through May 2024, we conducted online conversations with SPOs, with POs, and online/face-to-face with Liliane Fonds and MIVA staff. We obtained the following response rates:

Interlocutors/communication channel	Survey	Conversation*
Partner Organizations	106	17+
Strategic Partner Organizations	42	12+
Liliane Fonds and MIVA staff	55	16**
Donor panel	135	n.a

*This week, we are completing a last conversation round, so these figures will slightly change.
** This number excludes (approximately 10) LF/MIVA staff, Supervisory Board members spoken with during the initial introductory phase (January 2024), conversations held during the kick off meeting with various LF/MIVA staff and informal conversations held between January - May 2024.

The analysis of findings was carried out by the authors of this report, and was conducted during regular team meetings, review of one another's conversation notes and co-writing sessions. Gerrit de Vries provided further support to this analysis, particularly in the formulation of the tentative points of departure.

2. StP Trajectory: LF/MIVA Strengths and Assets

LF/MIVA possesses a unique set of strengths and assets that significantly contribute to their success in international partnerships.
- **Freedom and Flexibility:** LF/MIVA enjoys a high degree of freedom compared to other NGOs, with 75% of its income being un-earmarked. This allows the organisation to respond more easily to changing needs and circumstances, enhancing its impact.
- **Empowering external Communication:** LF/MIVA's staff place a strong emphasis on portraying empowered partners and local communities.
- **Shared Mission:** A commitment to young people with disabilities is a strength of LF/MIVA and its partners. *'We share the same goal.'* (SPO & PO). This helps maintain focus and purpose.
- **Donor and Capacity Builder:** LF/MIVA is appreciated for its straightforward approach to proposal writing and its role in providing capacity strengthening.
- **Partnership:** LF/MIVA is recognized for its *'open, real partnership,'* showing understanding and flexibility in extending reporting deadlines and being lenient on the definition of community-based inclusive development.
- **Community Engagement:** LF/MIVA's commitment to community engagement and community-based inclusive development ensures that its work is grounded in the needs and experiences of the communities it serves.
- **Connector Role:** LF/MIVA plays a crucial role in linking SPOs to embassies, providing a basis for national lobbying and advocacy by partners: *'this could be even much more impactful if [SPO partner] and LF managed together to create this link with our authorities.' (PO)*
- **Youth Panel:** The youth panel provides a fresh perspective and ensures that the voices of the younger generation are heard.

In the next StP phase (Ideate), these strengths can be leveraged to enhance the organisation's impact and foster more balanced and mutually beneficial relationships with its partners.

3. StP Trajectory: Areas for Improvement

After exploring perceptions and experiences of power dynamics, operational challenges, and opportunities for transformation within LF/MIVA and its broader network, we have synthesized our findings in key themes that have emerged from our data sources and conversations.

Financing

This area covers funding decisions, funds disbursement, funds management, fundraising, and seeking alternative sources of income. It is the primary source of concern for all interlocutors. As one interlocutor observed: *'We from the South have the impression that, well, sometimes the power due*

to money hampers us from saying what we think'. We return to the element of funding and the underlying mindset that require rethinking in the context of Equitable Partnership in section 7 (p.14).

Despite efforts undertaken under BEN, financing is managed in a top-down structure:

- **LF/MIVA-SPO:** At the top of the pyramid, LF/MIVA has the main decision and control of funds over SPOs. LF staff suggested this power relation was meant to stay and also has positive aspects. Only 12% of SPOs perceive they 'always' have the power to negotiate against decisions on fund allocation, 43% feel they 'sometimes' have the power, and 35% feel they never have the power. Some SPOs confirmed in conversations that they know better where the needs and funding priorities are than LF/MIVA does. This system perpetuates a *'dependency syndrome which is engraved in the DNA of less developed countries... This underlies the belief that there is no choice but to depend on external funding... If we don't abide, we get no money, and the problem stays' (SPO).* To this powerful statement, we should add that the corollary of this 'dependency syndrome' in the Global South is the equally pervasive 'helper syndrome' in the Global North.

  Delayed disbursement of funds is another key source of stress for SPOs, impacting project implementation. In one case, an LF focal point drafted a budget despite the SPO having trained accountants, which was perceived as abusive by the SPO. SPOs also pointed to financial constraints, particularly insufficient funding allocation for staff and overhead costs, leading to subsidizing projects and affecting staff morale. SPOs highlighted the need for structural funding, also called 'institutional support,' to avoid both SPO and PO overstretching.

- **SPO-PO:** At the second level of the pyramid, SPOs have managerial power of funds over POs. While POs appreciate SPO support, anonymous survey responses reveal that only 25% of POs feel they 'always' have the power to negotiate against decisions on fund allocation, 50% feel they 'sometimes' have the power, and 25% feel they 'never' have the power. POs depend on SPOs for funds disbursement, with concerns about delays in funding due to various approvals needed within SPOs. These delays impact program implementation, cause stress, and force POs to use their reserves*: 'this is not sustainable! And not every NGO has reserves' (PO).*

- **PO-LF:** POs mentioned limited funding, delays in fund disbursement, and the discontinuation of project funds as major frustrations. POs spoke of the relatively small funds they could expect from SPOs/LF and the difficulties they faced without institutional support. *'LF supports [PO] to achieve their mission. But a big thing for us is that LF doesn't support salaries and that places a big burden on us to find funding for salaries elsewhere... you're constantly walking on eggshells because you want to fit in with the funding partner, you can't get off track because you're so desperately trying to meet the demands that you lose sight of your own objectives.' (PO).* The lack of institutional support is also particularly problematic given the extra time that is needed to meaningfully include staff with disabilities, who are crucial to the impact POs seek to have on the ground.

- **LF/MIVO-PO:** LF staff acknowledged that at the core of the power relations is the question on where the money comes from. It was suggested from various LF staff that a way to flatten this power dynamic is a long term journey to support POs to build their own resources independent of LF. This might take the form of mobilising local resources or supporting POs with other international fundraising efforts away from LF.

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Exploring **alternative financial arrangements**, some LF/MIVA staff showed interest in innovative models like participatory grantmaking and unearmarked funding for partners. Partners expressed curiosity towards participatory budgeting and capacity building from LF on this topic. However, there is a need for clarity on what participatory grantmaking entails, and ideas of 'risk,' 'transparency,' and 'accountability' need to be rethought.

Accountability

- **Reporting:** Currently, accountability is performed mainly through reporting by SPOs and POs. SPOs and POs criticized the excessively heavy burden of complex and redundant reporting. Reporting templates require *'too much detail'* and frequently change (in line with staff turnover in SPOs and/or LF/MIVA), causing frustration. Simpler reporting formats and follow-up by SPOs on reports would be welcome.
  SPOs fulfill various roles, from buffering between POs and LF to enforcing compliance. LF staff acknowledge the heavy reporting burden but cite the need for data to measure impact and comply with external regulations.
- **Downward Accountability:** Partners are not familiar with the concept of downward accountability. Survey findings show mixed responses about mechanisms in place to hold LF and SPOs accountable. Besides, SPOs are more critical than POs about transparency provided by LF.
- **Monitoring and Evaluation (M&E):** Part of the reporting is dedicated to M&E to track progress. While some partners determine the indicators to measure progress, others say LF decides on the monitoring timing, contents, and indicators. Partners wish for more qualitative indicators and improved M&E capacity to measure what matters to them, which is hindered by financial shortages to recruit and retain competent M&E staff.

Decision-Making

- **LF-SPO:** Overall, SPOs report satisfaction with their decision-making power. Most SPOs appreciate that LF checked on their needs and priorities, though some feel LF occupies a distant and hierarchical position. Some SPOs want more governance on resources and flexibility to conduct adaptive management. In one conversation, SPO representatives suggested creating a network of LF and SPOs to decide on the future on equal footing, improving mutual understanding. '*This would make decisions more fair'. (SPO).* During another conversation, an SPO spoke of the experience gained as part of the NLR network, and specifically how the roundtable governing and reporting structure fostered principles and a sense of **subsidiarity, solidarity and mutual accountability,** a 'we.'[2]

- **SPO-PO:** Most POs are satisfied with SPOs checking on their needs and priorities, though some wish for more decision-making power on projects. POs highly value the SPO's guidance, capacity building support, and empowerment through training.
- **LF-PO:** Although POs do not have regular interaction with LF, most appreciate that LF checks on their needs and priorities.

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[2] NB: it should be noted that in practice, the role of NLR Netherlands office appears to (still) be defined in terms of ensuring necessary reporting is done (by the country offices). It thus appears to still occupy, at least partially, its former role as central office/HQ. What can be learned from this experience so that LF/MIVA can avoid repeating re-creating existing structures as NLR, in some sense, may have done?
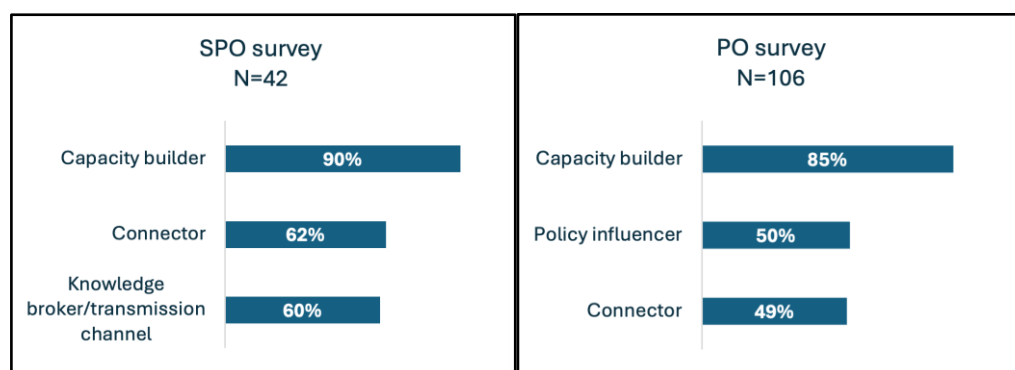
Communication and Relations

- **Linguistic and cultural barriers:** while such barriers are not considered to play a significant role in communication issues, sensitivity to hierarchies varies. For example, junior INGO staff meeting with high-level officials was inappropriate in some settings, highlighting the need for better preparation and cultural sensitivity. Sensitivity to hierarchies and their impact on relations was evident in SPO/PO comments about communication at higher levels. Also, we were alerted to the ways in which Dutch communication styles, characterized by directness, can affect perceptions of and achieving equitable partnerships. Within LF/MIVA, some spoke of equitable partnerships requiring partners 'speak their minds,' even or also when this concerns criticism, whilst other staff members observed that equitable partnership (also) required learning to listen. These questions are also relevant to internal DEI trajectories.
- **PO/SPO-LF:** Some POs express frustration with the lack of direct communication or feedback mechanisms with LF. One SPOs wishes to express themselves with '*more trust*' on reports, evaluations, and annual budgets. Uncertainty about 'Building Effective Networks' (BEN) and the implications thereof was mentioned by several interlocutors.
- **SPO-PO:** Most POs praised their SPO for open and regular communication, though some mentioned breakdowns or last minute communication and lack of transparency in decision-making . *'As a director, I've not really had contact [with the SPO]. [There is] no sharing of policies, annual reports, no information given unless you look it for yourself.' (PO).* Some POs experience communication as too one-directional and limited to their duty to comply with oftentime onerous reporting demands, while little is being communicated back.
- **LF Internal Communication and with Donors:** LF has made steps towards inclusive language and empowering portrayals of children with disabilities and partners. However, it has not yet addressed the implications of the (Dutch and other) colonial past in communications. LF communicates with individual donors based on emotion and storytelling, trying to balance simplicity and respect for complexity.
- **Communication by Children with Disabilities and Their Families:** Children with disabilities have not yet been involved in telling their own stories or producing their own visuals. Involving them and their families in community sensitization, advocacy, and project decisions is worth exploring.

Capacity strengthening

For the sake of fair language, we replace the term 'capacity building' by 'capacity strengthening' below.

In surveys and conversations, **LF's role as a capacity strengthener and facilitator** is most valued by partners. When asked what role LF could play to benefit them, the capacity strengthening role came up most prominently indeed:

SPO survey
N=42

Capacity builder	90%
Connector	62%
Knowledge broker/transmission channel	60%

PO survey
N=106

Capacity builder	85%
Policy influencer	50%
Connector	49%

Partners came up with various suggestions about areas on capacity strengthening to be provided/facilitated, whether by LF or by others. Some SPOs evoked the need by partners to identify their own training needs and finding local expertise to provide training (rather than external experts being flown in). Other SPOs spoke of the value of learning about, for example, new relevant technologies, such as prosthetic technologies and tele rehabilitation. Training on/exposure to these kinds of technologies would also be valuable, given lack of support and options for people with disabilities in education and health sectors, and social protection. Overall, ongoing support to improve quality of, for example, health and education sectors and inclusion of people with a disability remains a concern. Finally, some SPOs about LF ideally playing a stronger role in facilitating exchange between different partners.

POs evoked other areas in which they would wish their capacity strengthened. The transition to BEN was mentioned a number of times, with the remark that this change would require organisations to develop managerial and financial accounting skills. Several people spoke of changes to the international development landscape and the drying up of funds. One interlocutor spoke of POs needing (local) support in developing alternatives: *'where we really struggle is organisational costs, its salaries. [...] People don't diversify their incomes enough, just depend on grants, which are less and less. We need to find more unique ways of fundraising,'* they concluded. This required 'shifting mindsets,'

Their PO had recently organised a workshop to think about fundraising: *'we were trying to develop ideas of social enterprises of what we could do, but we got stuck, including me, we were stuck in the development mode of thinking, we are so focused on communities' needs and not able to think about developing realistic ideas and to think outside the box, 'let me not just look at the funding partner for support, e.g. can I work with some corporate business. I think there needs to be a mindset shift to look outside the box. Shift the power.' (PO)*

While this might be an isolated experience, on the whole, we perceived an aspiration by many partners to have more equitable practices of capacity strengthening, in the sense it should be done in tandem with recognition of strengths already present and provided by local experts where possible.

Diversity, Equity & Inclusion

The involvement of people with a disability in SPOs and POs and programmes **varied considerably**. Some POs were adamant that abled people alone could not develop good quality programmes for people with a disability, and these teams thus actively included people with a disability. In many other cases, the involvement of people with a disability seemed less central. When asked, some POs, for example, indicated that former beneficiaries were now part of their organisation, working in, for example, administration. In some instances, involvement of people with a disability seemed rather tokenistic, interlocutors speaking of their joining seminar in villages to showcase the work done by the organisations, and showing the public that people with a disability could also '*do good.*'

It is not our intention here to minimise what organisations are doing to involve people with a disability in their work or to dismiss the value thereof (in relation to, in the last example, public awareness raising). One conversation with organisations is not sufficient to develop a comprehensive understanding of how involvement is done. What it does suggest is that active involvement of people with a disability across different layers of an organisation requires **continued attention**, not only within LF/MIVA itself but also its partners.

An SPO pointed out that while persons with disabilities are at **decision-making positions** in SPOs, to their knowledge they do not hold such positions at LF/MIVA. They experienced it as *'a bit painful.'* Another SPO, which is a religious organisation, senses that religious affiliation is a problem for some people and wishes to work with more respect and objectivity. Within LF/MIVA, staff diversity has been a point of discussion for a longer period of time. The DEI and StP 'agendas' are clearly related.

Ideas concerning '**doing good**,' as well as pain and discomfort were also spoken of in relation to internal dynamics in LF/MIVA and its relations with donors. The differences in opinion on StP and what equitable partnership means in the international development sector clearly varied considerably. The notion of 'doing good' was raised in relation to LF/MIVA staff and its donor base, and the fact that this notion needed to be revisited. Doing so can be both uncomfortable and distressing. We see an important role for LF/MIVA in relation to its donor base in this regard, and for LF/MIVA leadership to actively establish connections between DEI and StP/equitable partnership processes.

4. Perspectives on Change in Liliane Foundation/MIVA

The survey responses shared by **LF/MIVA** show contrasting views about desired change within the Shift the Power process.

First of all, regarding the level of involvement in StP:
- 49% of staff feel "somewhat involved," 18% feel "involved," and 25% feel "very involved" in debates on "decolonization" and "StP." [TO BE DEVELOPED INTO PIE CHART]

However, a majority (75%) feel that LF/MIVA's effort towards StP is important.

Asked which areas SPOs and POs should have the most influence upon, LF/MVA staff responded:

Area	Average Score*
Programme/project objectives	4.82
Programme/project design	4.78
Selection of beneficiaries	4.58
Planning of future initiatives	4.56
Setting project timeline	4.51
Type of support received (e.g., financial, in-kind, training)	4.4
Programme/project budgets	4.2
Funding priorities (topics, countries, etc.)	4.15
Funding decisions	3.8
Strategic directions of LF and MIVA	3.33
Policy decisions within LF and MIVA	3

*Scale: 1 = none, 2 = a little, 3 = some, 4 = moderate, 5 = a lot

Obviously, as the table above shows, LF/MIVA staff support the current set-up: partners should exert the most influence upon programme/project design and planning, to a lesser extent on finance, and least on LF/MIVA longer-term strategy. Important to note here is the discrepancy with

what particularly SPOs hope in terms of equitable partnership and particularly shared decision-making, including on strategic issues.

LF/MIVA staff also clearly subscribe to key values and practices related to equity:
- **Equality and Autonomy:** There is a strong call for equal partnerships, local autonomy, and respect for non-Western approaches.
- **Power Dynamics:** Many responses highlight the need to address power imbalances, dismantle oppressive systems, and shift towards more equitable power structures.
- **Trust and Responsibility:** Trust, responsibility, and ownership are frequently mentioned as crucial for more inclusive and respectful collaboration.
- **Cultural Sensitivity:** Acknowledgment of cultural differences and historical contexts, as well as a move away from white saviorism, are emphasized.
- **Transparency:** 84% said LF should be "very transparent" in its decision-making process with its partners, while 16% said "somewhat transparent."
- **Funding:** 60% said LF should provide both conditional and unconditional funding, 33% said only conditional funding.
- **Respect for Partner Expertise:** 45% said the level of respect for partners' expertise is "good," only 4% said "excellent," and 27% said "they don't know." 47% "don't know" if this level of respect is reflected in decisions on projects, 29% feel it is "mostly reflected," and 16% said it is "moderately reflected."
- **Improving StP Efforts:** Key themes identified include improving collaboration and communication, empowering partners, simplifying reporting requirements, increasing awareness of international development as a colonial legacy, and addressing funding delays and insufficient allocation for staff and overhead costs.

The findings in the table contradict somewhat with those in the list above. These discrepancies between values and practices indicate LF/MIVA might benefit from a hands-on reflection on concrete implications of the organisation's core values in practice.

5. StP Trajectory and Process: Key Concerns

Throughout our consultation process, in particular in the conversations held, LF/MIVA staff and partners raised several key concerns:
- **Willingness vs. Fear of Change:** There is a mix of willingness and fear regarding change. Some staff are concerned about maintaining LF/MIVA's unique hands-on character, while others see the need for change in self-perception and the organisation's role.
- **Complexity of Development Landscape:** POs spoke of the complex terrain they navigate to carry out their activities, in particular competition with better endowed INGOS and UN agencies to get government's attention, and conflicting government bodies. Such terrain requires flexibility and time investment on a daily basis.
- **Sustainability:** The lack of structural funding is a major concern. Long-term partnerships and minimising dependency on the funding partner are essential for sustainability.
- **Accountability and Donor Trust:** There are worries about maintaining accountability to donors, ensuring program quality, and retaining donor trust.
- **Implementation Challenges:** Concerns about the complexity and duration of the process towards more equal partnerships and the flexibility required for gradual implementation.
- **Cultural Sensitivity:** The need for greater cultural sensitivity and respect for partners' development paths.

To make sure everyone is (at least somewhat) on board with StP, addressing these concerns in the Ideate phase will be critical.

Looking at the position of individual donors, the table below gives an overview of a series of statements that donors were asked to indicate their (dis)agreement with (from 1 = strongly disagree to 5 - strongly agree). In our view, the results are inconclusive, but nevertheless merit consideration by LF/MIVA leadership.

Donor panel statements	Average score
It is important that the money from the Netherlands is properly monitored and that Liliane Fonds maintains strict supervision to prevent fraud.	4.33
I like to contribute. In return, I believe that there should be accountability for how the money is spent, but this administrative work should not get in the way of working with children and families.	4.19
I trust the Liliane Foundation to select the best possible organizations in Asia and Africa to work with. Which projects are funded is a decision that is best made by the partners of the Liliane Fund.	3.93
I trust that the partners of the Liliane Foundation in Africa and Asia will make the best choice for children with disabilities and will make good use of my contribution.	3.91
I like to contribute. I don't need to know in advance exactly how the Liliane Foundation and the partners are going to carry out their work. I'll hear what happened afterwards.	3.90
I believe that more thought should be given to how we solve problems together and in solidarity, rather than focusing on financial control in development cooperation.	3.85
I would like to contribute. It is no longer of this day and age that 'we' in the Netherlands determine what 'they' should do in Africa or Asia. They know best.	3.79
It is important that the reporting requirements of the Liliane Foundation are proportional to the size of the financial contribution that is made. A partner organization should not have to do very extensive administration for a small contribution.	3.71
I like to contribute. However, Liliane Fonds is the expert in the field of children with disabilities and should continue to play a leading role in African and Asian countries, therefore.	3.38
I would like direct feedback on what happens to my money and to whom exactly it was given, even if this means that partners of Liliane Fonds have to meet heavy reporting requirements.	2.79

LF staff do consider that partner-led decisions on how to use funds can be easily explained to the donors: '*Because people themselves know best what they need, whether medicine or food, or something else. Instead of us distributing it. If with this, one can increase the impact, then nobody can be against it… Provided one tells and explains it well' (LF).*
The donor survey has also indicated a strong trust in LF/MIVA and its work. We thus believe there is sufficient space and opportunity for LF/MIVA to progress with its StP/equitable partnership trajectory.

6. Tentative Points of Departure for LF/MIVA Vision & Action Plan

In what follows, we highlight a range of key areas for consideration during the Ideate phase (inspiration & co-creation meetings). It is important to note that our suggestions below are non-exhaustive; they do not, for example, explicitly address important steps that would also need to be taken in relation to communications, donor relations, and connections with the LF/MIVA's DEI agenda, for example.

Equitable Partnership Lens

Designing and operationalising a Partnership Ambition & Charter

During the following Ideate phase, LF/MIVA and its partners will collaboratively build their vision on Equitable Partnerships. In developing such a vision, we recommend LF/MIVA and its partners together pay attention to the following questions/issues:
- What are the roles of different partners in the partnership (PO, SPO, LF/MIVA)?
- Can LF/MIVA and its partners form a **Partnership Ambition**? Doing so is different from and goes beyond a shared mission, that is, improving the lives of children and young people with a disability. The Partnership Ambition specifically relates to how all those in the partnership want to work together, as equitable partners.

To achieve the above, we recommend LV/MIVA and partners co-design their Partnership Values/ Principles and document these in a **Partnership Charter**. Such a charter would:

- Explain what binds the partners, and what motivates them,
- Define the principles of collaboration and commitments of partners in the partnership.

Mutuality, subsidiarity and solidarity
These elements can be operationalised, identifying key dimensions of, for example, a key value/principle and identifying indicators or, even better, guiding questions, which are better suited to more qualitative reflection. They could, for example, be used to support annual partnership reflection & strategy meetings.

Important values/principles could include those of mutuality, subsidiarity and solidarity in building a partnership, as well as those listed above (section 5). We return to the principle of **mutuality** further below.

The **subsidiarity** principle could be operationalised as: decisions regarding XYZ are made at the level closest to communities as possible, whereas decisions relating to ABC are made at the collective level of the parties, and agreement that each actor is responsible for their own functioning and others do not interfere unless this is requested by the party in question.

The principle of **solidarity** could be operationalised in terms of the risk sharing agreement that identifies potential risks different partners may face *and* mechanisms to respond to these different kinds of risks. Such an agreement would provide the basis as to how LF/MIVA and the SPOs/POs can jointly mitigate risks, and allow them to share risks in a way that they help each other to sustain as organisations and be able to implement their work. Such risk sharing approaches include both financial and non-financial elements.

It will be important to together move from an 'us' and 'them,' to 'We.' Whilst elements of a 'we' were present in certain conversations as well as interest in re-thinking who 'we' are, many conversations were (also) typified with an us/them mindset. During the coming co-creation phase, DD hopes to explore with LF/MIVA and its partners how this collaborative 'we' partnering mindset can be nurtured. Such a mindset is crucial to sharing ambitions, constraints, opportunities and assets, risks and ultimately, impact.

We recommend using, among other sources, the work of the Partnership Brokers Association (PBA) on critical success factors for effective partnerships. These include 'soft' (e.g. principles & attitudes) and 'hard' (e.g. efficiency & results) factors.[3]

Last but not least, the **BEN process** offers an important building block towards equitable partnership. As we note in the report, it is important that more transparency is provided on the process and implications for both SPOs and POs so that uncertainties are removed (as these can undermine the very change that BEN seeks to foster).

Roles in the partnership

During the conversations we carried out, the issue of **role clarity** was raised a number of times. The report also provides insight into what different partners need from others (e.g. more structural two-way communication, involvement of leadership in strategic decision-making processes).

Working towards StP and equitable partnerships tends to require re-examining and re-defining roles. A crucial question here is: what do partners **need from each other** (added value) to achieve complementarity and jointly achieve their mission? It is quite possible that these re-defined roles will differ from how these have evolved historically!

Once roles have been clearly defined, these will also shape how parties **behave**. For instance, SPOs have a central role in coordinating work at country level, which means that LF should take a supportive rather than a directive role, and be thus less strict in reporting and monitoring. Working from an equitable partnership lens can entail that contracts are established at strategic level, leaving implementation to others. Co-defining **minimum standards** is critical to success in this regard (see below).

Capacities

Terminology: We propose to change the language of Capacity Building by Capacity Strengthening and/or Capacity Sharing (CS).

Capacity needs: As soon as roles are clearly described, the partners may want to review which capacities are needed to fulfil the roles at each of the three levels (PO-SPO-LF/MIVA). Actors can identify themselves which capacities they need to grow. So it also means that LF/MIVA and its Board of Trustees assess their capacities: do they also have the right capacities to fulfil their roles in the partnership? In this regard, we see important connections with LF/MIVA's DEI trajectory.
Capacity providers: Capacity strengthening should be part of any organisation's plans and budgets. As various parties have indicated, providers of capacity strengthening need not be LF/MIVA. Often there are better and more context-relevant capacity strengthening actors available in-country.

Minimum standards

There is concern by some (e.g. IF team) that compliance standards will not be maintained. Building a partnership means that parties **jointly decide** on what should be minimum standards that the work should adhere to *in order to* serve a) the ambitions and b) external compliance demands. Beyond these standards, parties will have the space to determine their own ways of working. Such minimum standards can provide understanding, clarity and respect.Minimum standards can be applied to all

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[3] See, for example, PBA (2019) *Brokering Better*.

domains that parties find relevant, for example, communication, fund disbursement (within a given time), finance, and HR.

We are duly aware that ambitions of lower reporting demands and compliance might clash. However, when designing these standards together, **understanding** will increase and creativity will ensue on how to achieve compliance and who takes what role in this process.

A **mechanism** should be jointly agreed on how to monitor adherence to these standards, and who does so (also to support and motivate one another!).

Mutuality

If mutuality is created, processes tend to run more smoothly. Going forward, inclusive and collective decision-making is crucial. We recommend critically revisiting the approach taken to the role of POs in (strategic) decision-making discussions to prevent (further) power imbalances between parties in-country, that is, between SPO and POs. These imbalances surfaced repeatedly during our conversations, and seem to be supported by the quantitative data gathered.

A mutual relationship between all partners (LF/MIVA, SPOs, POs) entails that they are sitting at the decision table and reach agreements that benefit them all. We recommend to have a look at the process to reach agreement as designed by PBA, which comprises 7 steps:

Seven Steps to Reaching Agreement
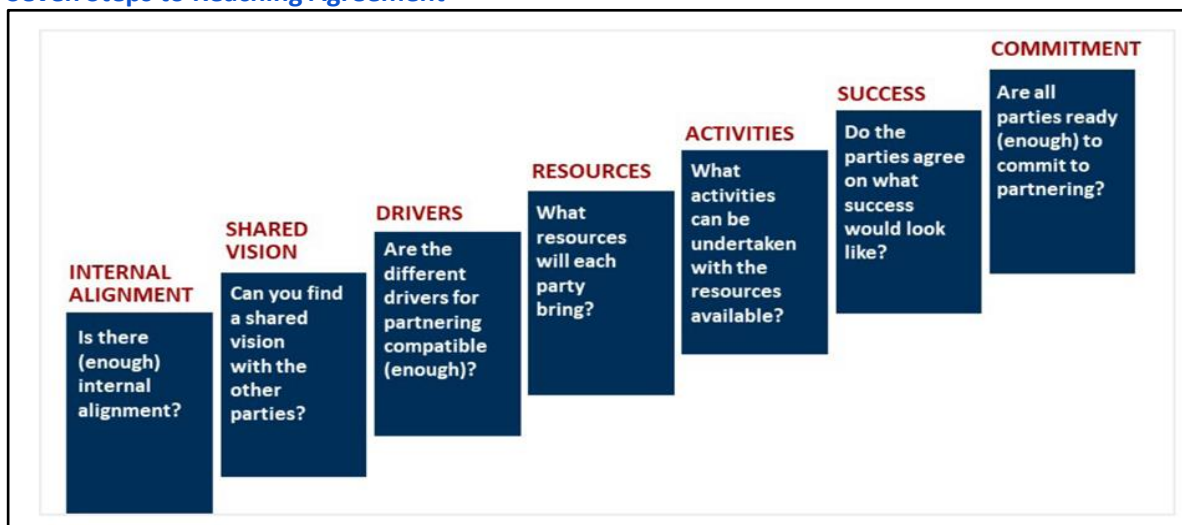
Governance

When designing new ways of partnering, partners will need to collectively agree on how the partnership will be governed, at all levels. If equitable partnership is really taken seriously, this requires considering how, for example, staff, management and LF Supervisory Board need to be adapted, both in composition and/or in mechanisms to have more structural input from both partner organisations (SPO and PO) and young people with a disability. Building on the suggestions of a number of SPOs, creating a platform for SPO, PO and LIF/MIVA to co-decide on strategic decisions could support a sense of mutuality and solidarity. As one SPO interlocutor observed, such a platform would also foster partners' awareness of constraints LF/MIVA might be encountering itself and support therein.

The BEN programme can offer footholds in terms of governance too. That said, available documentation[4] only indicates that decision-making processes will take place or have taken place on the composition of programme networks and their governance structures at country level, and not at the overall network level (i.e. including LF/MIVA).

Calls for greater transparency in communication, and PO and SPOs alike expressing the need for more strategic level engagement (SPO-LF/MIVA, PO-SPO) indicate a need to reconsider governance issues. Prior experience of (certain) SPOs can be built on in rethinking governance structures of the partnership, such as those gained in the context of revision of NLR structures. We recommend LF/MIVA consider consulting NLR and other INGOs who have embarked on StP trajectories on changes made in terms of governance and to identify which *elements* would be relevant to LF/MIVA. In the case of NLR, such elements could include the Roundtable construction, whereby directors of all NLR offices gather on a regular basis to jointly agree on major strategic issues.

In relation to the Partnership Principles, it will be important to jointly reflect on these (so: all levels/partners) on a regular basis. Basic questions to engage with include: how are we partnering, how are we implementing the joint principles that we have agreed on?

Funding and finance

#ShiftthePower calls for moving away from a system that is based on, and organized around, transfer of funds. Doing so also requires that LF/MIVA and its partners change how they approach, and measure, the idea of success.[5]

A solid analysis of LF/MIV/partners' roles can also be the basis of **reviewing the funding system.** For example, if SPOs and POs, respectively, have crucial roles not only in portfolio management and implementation, but also in grassroots mobilisation and country coordination, then it has implications for their funding. All their tasks ought to be funded, not just administrative tasks and (some) overhead.

In debates on #Shift the Power,[6] much attention is paid to **quality funding**, which is understood in terms of:

- long term, so recipients can plan and invest;
- flexibility in budget lines, to enable organisations to adapt to changes, and;
- focused on organisations instead of projects, the former being the basis of all work.

In an equitable partnership, this understanding of quality funding also shows that all parties take each other seriously as equal partners.

Our conversations with LF/MIVA indicate that there is a willingness to explore participatory grant-making with its partners. We recommend further prototyping and piloting thereof.

The emphasis on funding also needs to be seen as a question of **mindset**: is it LF/MIVA funding that is being distributed, or is it funding that has been made available for the common purpose of the partnership and therefore to be viewed as something that should be collectively decided on? The

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[4] LF/MIVA Multi-annual Strategy 2024-2027; ToR BEN Phases 1 & 2.
[5] See e.g. Martins (2021) *#ShiftThePower Synthesis Paper. Global Fund for Community Foundations*
[6] See, for example, Partos (2022) *Dream Paper Shift the Power*.

understanding of what funding is and who it belongs to, has a crucial role in shaping partnerships. Such reflection and innovation in practices would facilitate the much needed breakthrough of the abovementioned 'dependency syndrome' and 'helper syndrome.'

Going forward, co-creation of an equitable fundraising model will be crucial. In this regard, we also recommend exploring concretely the suggestions of POs with regard to local fundraising and thinking outside the box.[7] A good resource might be WACSI Ghana, which organises the Change the Game Academy, focusing on training organisations in local fundraising.

PME & reporting

If mutuality is also applied to reporting and PME, then this also means that parties design a PME system together (collaboratively), which meets demands of each of the parties involved, looking notably at what PME makes sense, how to measure success, how PME will be used, and what data and capacity are needed for these purposes.

Mutuality also implies that all parties report to each other, or rather: share, involve one another. This bi- or multi-directional communication and sharing is in line with the principle that all parties contribute to the partnership and its ambitions.

7. Next steps

Below we offer a brief summary of the next that we recommend on the basis of the findings and reflections done. The topics from this report – as well as any new insights – that are deemed most urgent and/or important by LF/MIVA and partners will be picked up on during co-creation meetings to follow.

Two basic principles:
- **together:** Every next step is done together with (representatives of) the most important stakeholders in the partnership, that is, POs, SPOs, LF/MIVA, and potentially the donor panel. We also recommend that LF/MIVA forms a Change Team, the members representing at a minimum, PO, SPO and LF/MIVA.
- **long-term:** Efforts to shift power are sometimes viewed as "dot-to-the-dot" actions that can be implemented to create the "perfect" organisations, yet the reality is shifting power is rather a marathon than a sprint.

Three key steps:
1. **A validation workshop** involving all parties

2. **A sense-making / co-creation workshop** (or 2, in 2 regions), focusing on developing a Partnership Framework / Charter with Partnership Principles, commitments, etcetera. This includes developing new partnering set-ups. A good analysis of the roles of each actor will also be helpful. The workshop needs to provide space for both the mindset/'soft' parts of the change process and the 'harder' sides (e.g. organisation, planning).

3. **A process operationalising the Partnership Framework/Charter.** This process will be dedicated to putting the principles of subsidiarity, solidarity and mutual accountability, as

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[7] The work of the Resource Alliance may be of interest, see here.

well as other key values espoused by partners, into practice and think through its implications for day-to-day work and relations between partners.

Annex I: Guiding questions for conversations

Conversations with every relevant staff group were prepared and questions tailored to each field of expertise and operations. The example below provides guiding questions for the conversation with LF/MIVA Communication & Fundraising staff.

Start:

We are starting to get a picture of how LF/MIVA figures out Shift the Power. During the kick-off, many participants identified 6 building blocks for StP: the value of partnerships and networks – the willingness to change and improve – the mission of empowering target groups in inclusive ways – robust knowledge and experience – financial freedom to use funds – staff who is very committed to the partners on the long term and at the same time hands on. Would you like to comment on these building blocks?

Communication:

General question: what does StP mean concretely for e.g. language, visuals and terminologies?

1. Which challenges do you experience in your work on communication? How does this limit impact?
2. Is communication an area which could better reflect equitable partnerships between LF and its partners ? In which ways? Can Inclusive communication (both text and visuals) be improved?
3. Are you happy with the way partners report on their activities, what would you like to see more reflected in their narratives? How do you view story-telling as a communication tool from partners to LF, from LF to public? see link; collaborative story-telling and gathering (kick-off)
4. How would inclusive and equitable communication look like according to you? What is needed to achieve that?
5. How could we measure progress towards this goal? What would be milestones in the communication work?
6. What opportunities are there already at LF/MIVA to move towards this goal?

Fundraising:

7. General question: what does StP mean concretely for e.g. fundraising (type of donors, size of grants, agreements on use of grants, reporting requirements, accountability to donors)?
8. Which challenges do yo experience in your work on fundraising? How do these challenges limit impact?
9. How equitable is LF/MIVA fundraising according to you? Could you envisage LF doing accountability downward as well, that is, towards communities?

10. How do you think about more flexible funding for LF/MIVA? [less restrictions and admin, less time spent on detailed proposals, budgets and reports, more time tackling for 'real' work] Is it feasible?
11. How would successful fundraising look like, from a shift the power point of view (= more equitable)? What would be needed to achieve that?
12. How could we measure progress towards this goal? What would be milestt=ones in the fundraising work?
13. What opportunities are there already now to move towards this goal?

SPOs/POs:

1.   Do you know or have any background on LF's introspection on these issues.

2.   What roles does LF fulfil in the present collaboration setting? (donor, critical friend, networking facilitator, knowledge broker, etc.

3.   How many other funders do you have alongside LF, and what percentage of your funder base do they represent?

4.   On the question of power and how it's used by funders generally, what would you say is the basis of this power held by funders? (Nudge them into responding to this with reference to LF, and if LF is doing things differently than the average donor).

5.   What have you enjoyed the most working with LF?

6.   What have you experienced as challenging working with LF?

7.   What has been your experience with proposal writing, M&E, reporting within LF?

8.   Speaking generally from your vantage point, what do you see as the practices that indicate undesirable behaviors by and from international organizations.

9.   How would you define a 'good' donor, what is the kind of practices you would expect to describe an organization as a good donor. (Nudge this question beyond the amounts of money granted). -> what does a good donor do?

10.   If you could change anything about the way you engage with international organizations, what would it be?

11.   We increasingly hear words like #ShiftThePower and decolonize aid; we appreciate they mean different things to different people. When you hear these words, what comes to mind and what do they represent for you?

12.   If you could envision an ideal collaboration, what fundamental changes would it include to address the current shortcomings?

13.   What are the achievements you are most proud of? (Follow up with; are these achievements you talk about in the LF reports and if not, why not?)

14.   Within international cooperation, who is accountable to whom, in your experience? (probe: In what ways do you feel accountability is a one or two-way street when working with LF?)

15.   What are you optimistic about and skeptical about with the international aid system, shifting power and decolonizing aid?

16.   What do you feel is a good role for LF to play in the sector/sector system?

17.   Have you come across any cultural observations as a result of your experience in working with Dutch people and organisations?

18.   Anything else you would like to add?

Annex II: Surveys

Partner Organizations Survey

The Disrupt Development team is conducting a survey on behalf of Liliane Fonds to understand about your experiences in working with Liliane Foundation and the Strategic Partner Organization, and your views and experiences with topics relating to 'shifting the power'.

We would be very grateful if you could complete the below survey before 18th of March, which should not take longer than 20 minutes to complete. Your responses will be treated as strictly confidential, and your data will be stored outside of Liliane Fonds servers. Your identity will never be disclosed, and all answers will be aggregated to represent group opinions.

C1. Do you wish to participate in the survey?
- Yes
- No

1. **Demographics**

D1. Country
- Bangladesh
- Burkina Faso
- Burundi
- Cameroon
- Democratic Republic of Congo
- Ethiopia
- Indonesia
- Kenya
- Philippines
- Rwanda
- Sierra Leone
- South Sudan
- Tanzania
- Uganda
- Zambia
- Zimbabwe

D2. Type of organization
- Hospital
- Clinics
- Rehabilitation Centers
- Organization of/for Persons with Disability
- Non-Governmental Organization
- Religious Organization
- Other

D3. How long has your organization been partnering with Liliane Fonds?
- Less than a year
- 1-2 years

- 3-5 years
- 6-10 years
- 11 years+

D4. Are you part of the management team?
- Yes
- No

D5. How old are you?
- 18-24 years
- 25-29 years
- 30-34 years
- 35-39 years
- 50+ years

2. **Survey**

Q1. How would you rate your partnership with the Strategic Partner Organization?
- Poor
- Fair
- Good
- Excellent

Q2. Can you please select the top 3 aspects of your partnership with the Strategic Partner Organization you would like to see improve?
- Communication
- Space for partners to decide on priorities
- Speed at which funds are released to partners
- Conditions for release of funds
- Project monitoring protocols
- Funding allocation
- Transparency in decision making processes
- Strategic Partner Organization responsiveness to partner communication
- Approach to accountability
- Reporting burden
- Relations of trust
- Risk management
- Risk tolerance
- Compliance requirements
- Administrative burden
- Capacity building provided by SPO

Q3. How would you rate your partnership with Liliane Fonds?
- Poor
- Fair
- Good
- Excellent

Q4. Can you please select the top 3 aspects of your partnership with Liliane Fonds would you like to see improve?

- Communication
- Space for partners to decide on priorities
- Speed at which funds are released to partners
- Conditions for release of funds
- Project monitoring protocols
- Funding allocation
- Transparency in decision making processes
- LF responsiveness to partner communication
- Approach to accountability
- Reporting burden
- Relations of trust
- Risk management
- Risk tolerance
- Compliance requirements
- Administrative burden
- Capacity building provided by LF
- Social and cultural sensitivity of LF staff

Q5. When communicating with the Strategic Partner Organization do you feel a barrier due to:
[SINGLE ANSWER PER ROW]

	Yes	No	Not applicable
The (English, French, Other) language used			
Technical terminology (e.g. Donor Jargon)			
Cultural differences			

Q6. When communicating with the Liliane Fonds do you feel a barrier due to: **[SINGLE ANSWER PER ROW]**

	Yes	No	Not applicable
The (English, French, Other) language used			
Technical terminology (e.g. Donor Jargon)			
Cultural differences			

Q7. How often does the Strategic Partner Organization consult with you about your needs and priorities?

- Never
- Rarely
- Sometimes
- Often

- Very often

Q8. Do you feel the Strategic Partner Organization understands and respects your organization's needs and decisions?
- Never
- Rarely
- Sometimes
- Always

Q9. How often does Liliane Fonds consult with you about your needs and priorities?
- Never
- Rarely
- Sometimes
- Often
- Very often

Q10. Do you feel Liliane Fonds understands and respects your organization's needs and decisions?
- Never
- Rarely
- Sometimes
- Always

Q11. What do you appreciate most in your partnership with the Strategic Partner Organization? **[OPEN ENDED]**

Q12. What frustrates you most in your partnership with the Strategic the Partner Organization? **[OPEN ENDED]**

Q13. What do you appreciate most in your partnership with Liliane Fonds? **[OPEN ENDED]**

Q14. What frustrates you most in your partnership with Liliane Fonds? **[OPEN ENDED]**

Q15. Do you feel your partnership with Liliane Fonds is mutually beneficial?
- Yes
- Sometimes
- No

Q16. Which roles could Liliane Fonds play that would be beneficial for you?
- Connector
- Knowledge broker
- Advocate-watchdog
- Capacity builder
- Policy influencer
- Other, please specify

ASK IF Q16 CODED "Other"
Q16a. Which other role could Liliane Fonds play that would be beneficial for you? **[OPEN ENDED]**

Q17. How transparent is the Strategic Partner Organization about their funding decisions and processes?

- Not at all transparent
- Not very transparent
- Not very transparent
- Very transparent

Q18. How transparent is Liliane Fonds about their funding decisions and processes?

- Not at all transparent
- Not very transparent
- Somewhat transparent
- Very transparent

Q19. Are there any mechanisms in place to hold the Strategic Partner Organization accountable for their actions and decisions?

- Yes
- No

Q20. Are there any mechanisms in place to hold Liliane Fonds accountable for their actions and decisions?

- Yes
- No

Q21. How does the Strategic Partner Organization typically respond to feedback or criticism from your organization?

- Never positively
- Rarely positively
- Sometimes positively
- Always positively
- We are never sent feedback or criticism

Q22. How does Liliane Fonds typically respond to feedback or criticism from your organization?

- Never positively
- Rarely positively
- Sometimes positively
- Always positively
- We are never sent feedback or criticism

Q23. How often do you communicate with the Strategic Partner Organizations about project decisions?

- Daily
- Weekly
- Monthly
- Yearly

Q24. Does your organization have a formal process for decision-making?

- Yes
- No

Q25. Does your organization have a mechanism to include local communities in decision-making?
- Yes
- No

Q26. Who decides how resources are used for a full or partially Liliane Fonds funded program?
- Your organization decides
- Your organization co-decides with the Strategic Partner Organization
- Your organization co-decides with Liliane Fonds
- Your organization co-decides with the Strategic Partner Organization and Liliane Fonds
- Your organization is consulted before a decision is made
- Your organization is informed about decision-making
- Your organization is not involved in decision-making

ASK IF Q26 NOT CODED "Your organization decides" OR "Your organization co-decides with the Strategic Partner Organization" OR "Your organization co-decides with Liliane Fonds" OR "Your organization co-decides with the Strategic Partner Organization and Liliane Fonds"
Q26a. Does your organization feel it has the power to negotiate or push back against decisions on allocation of funds?
- Never
- Sometimes
- Always

Q27. Do you feel that your organization has enough influence over the projects that are funded?
- Yes
- No

3. Follow up conversation

I1. We are conducting conversations to better understand the point of view of Liliane Fonds' partners between mid-March and mid-April. Are you willing to take part in those conversations?
- Yes
- No

I2. Could you please provide us with your contact information?
[Please note that the below information will not be linked to your previous answers]
- Name:
- Email:
- Number:
- Availability:

Strategic Partner Organizations Survey
The Disrupt Development team is conducting a survey on behalf of Liliane Fonds to understand about your experiences in working in or with Liliane Foundation and the Partner Organization network and with topics relating to 'shifting the power'.

We would be very grateful if you could complete the below survey before the 18th of March, which should not take longer than 20 minutes to complete. Your responses are strictly confidential and

anonymous, and your data will be stored outside of Liliane Fonds servers. Your identity will never be disclosed, and your answer will be aggregated to represent group opinions.

C1. Do you wish to participate in the survey?
- Yes
- No

1. **Demographics**

D1. Country
- Bangladesh
- Burkina Faso
- Burundi
- Cameroon
- Democratic Republic of Congo
- Ethiopia
- Indonesia
- Kenya
- Philippines
- Rwanda
- Sierra Leone
- South Sudan
- Tanzania
- Uganda
- Zambia
- Zimbabwe

D2. How long has your organization been partnering with Liliane Fonds?
- Less than a year
- 1-2 years
- 3-5 years
- 6-10 years
- 11 years+

D3. Are you part of the management team?
- Yes
- No

D4. What is your age?
- 18-24 years
- 25-29 years
- 30-34 years
- 35-39 years
- 50+ years

2. **Survey**

Q1. Who decides on which Partner Organization to develop a partnership agreement with for a full or partially Liliane Fonds funded program?
- Your organization decides
- Your organization co-decides with Liliane Fonds
- Your organization is consulted before a decision is made by Liliane Fonds
- Your organization is informed about decision-making
- Your organization is not involved in decision-making

Q2. How would you rate your partnership with the Partner Organizations you work with?
- Poor
- Fair
- Good
- Excellent

Q3. Can you please select the top 3 aspects of your partnership with the Partner Organizations would you like to see improve?
- Communication
- Space for partners to decide on priorities
- Project monitoring protocols
- Funding allocation
- Transparency in decision making processes
- Partners responsiveness to communication
- Approach to accountability
- Reporting burden
- Relations of trust
- Risk management
- Risk tolerance
- Compliance requirements
- Administrative burden

Q4. How would you rate your partnership with Liliane Fonds?
- Poor
- Fair
- Good
- Excellent

Q5. Can you please select the top 3 aspects of your partnership with Liliane Fonds would you like to see improve?
- Communication
- Space for partners to decide on priorities
- Speed at which funds are released to partners
- Conditions for release of funds
- Project monitoring protocols
- Funding allocation
- Transparency in decision making processes
- Liliane responsiveness to partner communication
- Approach to accountability
- Reporting burden

- Relations of trust
- Risk management
- Risk tolerance
- Compliance requirements
- Administrative burden
- Capacity building provided by Liliane Fonds
- Social and cultural sensitivity of Liliane Fonds staff

Q6. When communicating with Liliane Fonds do you feel a language barrier due to: **[SINGLE ANSWER PER ROW]**

	Yes	No	Not applicable
The (English, French, Other) language itself			
Technical terminology (e.g. Donor Jargon)			
Cultural differences			

Q7. How often does Liliane Fonds consult with you about your needs and priorities?
- Never
- Rarely
- Sometimes
- Often
- Very often

Q8. Do you feel Liliane Fonds understands and respects your organization's needs and decisions?
- Never
- Rarely
- Sometimes
- Always

Q9. What do you appreciate most in your partnership with Liliane Fonds? **[OPEN ENDED]**

Q10. What frustrates you most in your partnership with Liliane Fonds? **[OPEN ENDED]**

Q11. Do you feel your partnership with Liliane Fonds is mutually beneficial?
- Yes
- Sometimes
- No

Q12. Which roles could Liliane Fonds play that would be beneficial for you?
- Connector
- Knowledge broker
- Advocate-watchdog
- Capacity builder
- Policy influencer
- Other, please specify

ASK IF Q12 CODED "Others"
Q12a. Which other role could Liliane Fonds play that would be beneficial for you? **[OPEN ENDED]**

Q13. How transparent is Liliane Fonds about their funding decisions and processes?
- Not at all transparent
- Not very transparent
- Somewhat transparent
- Very transparent

Q14. Are there any mechanisms in place to hold Liliane Fonds accountable for their actions and decisions?
- Yes
- No
- Not that I know of

Q15. How does Liliane Fonds typically respond to feedback or criticism from your organization?
- Never positively
- Rarely positively
- Sometimes positively
- Always positively
- We are never sent feedback or criticism

Q16. How often do you communicate with the Partner Organizations about project decisions?
- Daily
- Weekly
- Monthly
- Yearly

Q17. Does your organization have a formal process for decision-making?
- Yes
- No

Q18. Does your organization have a mechanism to include Partner Organizations in decision-making?
- Yes
- No

Q19. Does your organization have a mechanism to include local communities in decision-making?
- Yes
- No

Q20. Who decides how resources are allocated for Partner Organizations?
- Your organization decides
- Your organization co-decides with Liliane Fonds
- Your organization is consulted before a decision is made by Liliane Fonds
- Your organization is informed about decision-making
- Your organization is not involved in decision-making

ASK IF Q20 NOT CODED "Your organization decides" OR "Your organization co-decides with Liliane Fonds"

Q20a. Does your organization feel it has the power to negotiate or push back against Liliane Fonds' decisions on allocation of funds?
- Never
- Sometimes
- Always

Q21. Do you feel that your organization has enough influence over the projects that are funded?
- Yes
- No

3. Follow up conversations

I1. We are conducting conversations to better understand the point of view of Liliane Fonds' partners between mid-March and mid-April. Are you willing to take part in those conversations?
- Yes
- No

I2. Could you please provide us with your contact information?
[Please note that the below information will not be linked to your previous answers]
- Name:
- Email:
- Number:
- Availability:

Liliane Fonds/MIVA staff survey

Work related to 'Shift the Power' is geared to more equal forms of collaboration, focusing particularly on collaboration in the international development sector. This work involves moving from 'top-down' to 'people-led development,' entailing, among other things, reviewing governance and funding structures and reflection on questions of trust and accountability. These debates relate to discussions about 'decolonization' of international development aid.

The Disrupt Development team is conducting a survey on behalf of Liliane Fonds and MIVA to understand views regarding "shifting power" within Liliane Fonds and MIVA. We would be very grateful if you completed this 10-15 minute survey, and if you could do so before Thursday 21st of March!

Your responses will be treated as strictly confidential and anonymous. Your identity will never be disclosed, and all answers will be aggregated to represent group opinions. Please note that any possible identifying elements will be removed (such as department) if there are too few completed surveys to guarantee confidentiality. If you have any questions or comments, the team would love to hear from you. Please e-mail Esther Miedema: e.a.j.miedema@uva.nl

1. **Demographics**

D1. How old are you?
- 18-29 years

- 30-39 years
- 40-49 years
- 50-59 years
- 60 + years
- Do not wish to say

D2. In which department do you work in Liliane Fonds of MIVA?
- International Partnerships and Programmes (IPP)
- Bedrijfsvoering, (business operations in English)
- Communication and Funding
- MIVA

D3. Do you have direct contact with (S)POs in your work?
- Yes
- No

2. **Survey**

Q1. How personally involved are you in debates on "decolonization" and "shifting power"?
- Not involved at all
- Somewhat involved
- Involved
- Very involved

Q2. Which words/phrases do you associate with "shifting power" and/or decolonizing international development? **[OPEN ENDED]**

Q3. Do you find Liliane Fonds' and MIVA's current efforts towards "decolonization" and/or "shifting power"?
- Unimportant
- Somewhat unimportant
- Neither important nor unimportant
- Somewhat important
- Important

Q4. On a scale of 1 to 5, with 1 being "None" and 4 being "A lot", how much influence do you feel local partners (Strategic Partner Organizations and Partner Organizations) should have over: **[SINGLE ANSWER PER ROW]**

	1 (None)	2 (A little)	3 (Some)	4 (Moderate)	5 (A lot)
Funding priorities (topics, countries, etc.)					
Funding decisions					
Programme/project design					

Programme/project objectives					
Programme/project budgets					
Selection of beneficiaries					
Setting project timeline					
Planning of future initiatives					
Type of support received (e.g. financial, in-kind, training,					
Strategic directions of LF and MIVA					
Policy decisions within LF and MIVA					

Q5. When we say "shifting power", what form(s) of power do you feel need(s) to be shifted? **[OPEN ENDED]**

Q6. In your view, what level of transparency should Liliane Fonds/MIVA aim for in its decision-making process with its partners?
- Not at all transparent
- Not very transparent
- Somewhat transparent
- Very transparent

Q7. Do you feel Liliane Fonds should provide partners with funding that is released under certain conditions, such as submission of financial reports (conditional funding), funding which is not tied to specific conditions unconditional funding), or both? Liliane Foundation should provide:
- Conditional funding
- Unconditional funding
- Both
- None

Q8. How would you describe the level of respect for Strategic Project Partners and Project Partners' knowledge and expertise within Liliane Fonds/MIVA?
- Poor
- Fair
- Good
- Excellent
- I don't know

Q9. To which extent is this level of respect reflected in decisions taken on projects?

- Not reflected at all
- Rarely reflected
- Moderately reflected
- Mostly reflected
- Always reflected
- I don't know

Q10. In your own words, how could Liliane Fund/MIVA improve its "decolonization" and/or " shifting power" efforts? [**OPEN ENDED**]

Q11. What are your expectations and/or concerns for the future regarding the process of "decolonization" and/or " shifting power " in the Liliane Fund/MIVA ? [**OPEN ENDED**]

Q12. Is there anything you would like to add? [**OPEN ENDED**]

Donor Panel Survey

1. **Demographics**

First, a few questions about yourself.

D1. I am:
- Female
- Male
- Other

D2. My age is:
- 10-19 years
- 20-29 years
- 30-39 years
- 40-49 years
- 50-59 years
- 60-69 years
- 70-79 years
- 80-89 years
- 90+ years

D3. I have been supporting the work of the Liliane Fund / MIVA for:
- 0-5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- 21 years or more

2. **Survey**

In what follows, we pose a series of questions and statements about the topics we touched on in the introduction, that is, about cooperation between, in this case, Liliane Fonds/MIVA* and its partners in Asia and Africa, i.e. the organizations with which they work to improve the opportunities of children with disabilities.

In the survey, for the sake of brevity, we only refer to the Liliane Fund.

Q1. The next four statements are about the division of responsibilities between the Liliane Foundation and its <u>partners</u>. On a scale of 1 (strongly disagree) to 5 (strongly agree), indicate whether you agree or disagree with the following statements:

- The Liliane Foundation should <u>consult</u> its partners during the development of projects.
- The Liliane Foundation should <u>inform</u> its partners about the projects of the Liliane Fund, and then formulate clear tasks for its partners.
- Partners of the Liliane Foundation should <u>lead</u> the development of projects for children with disabilities. The Liliane Foundation mainly has a <u>supporting role</u>.
- The Liliane Foundation and its partners should share decisions about projects for children with disabilities in a balanced manner.

Q2. Dutch development organisations are increasingly working on an equal footing with organisations in Africa and Asia. In your opinion, is this development:?

- Highly Desirable / Important
- Desired / Important
- Somewhat desirable / important
- Not very desirable or important
- Not wanted or important at all
- I don't know

Q3. The following 10 statements concern your opinion on how your donations are managed. On a scale of 1 (strongly disagree) to 5 (strongly agree), indicate what you think of the statements below:

- I trust the Liliane Foundation to select the best possible organizations in Asia and Africa to work with. Which projects are funded is a decision that is best made by the partners of the Liliane Fund.
- I trust that the partners of the Liliane Foundation in Africa and Asia will make the best choice for children with disabilities and will make good use of my contribution.
- It is important that the money from the Netherlands is properly monitored and that Liliane Fonds maintains strict supervision to prevent fraud.
- I would like direct feedback on what happens to my money and to whom exactly it was given, even if this means that partners of Liliane Fonds have to meet heavy reporting requirements.
- It is important that the reporting requirements of the Liliane Foundation are proportional to the size of the financial contribution that is made. A partner organization should not have to do very extensive administration for a small contribution.
- I would like to contribute. It is no longer of this day and age that 'we' in the Netherlands determine what 'they' should do in Africa or Asia. They know best.
- I like to contribute. In return, I believe that there should be accountability for how the money is spent, but this administrative work should not get in the way of working with children and families.
- I like to contribute. I don't need to know in advance exactly how the Liliane Foundation and the partners are going to carry out their work. I'll hear what happened afterwards.

- I like to contribute. However, Liliane Fonds is the expert in the field of children with disabilities and should continue to play a leading role in African and Asian countries, therefore.
- I believe that more thought should be given to how we solve problems together and in solidarity, rather than focusing on financial control in development cooperation.

Q4. I would stop contributing to the work of the Liliane Foundation if: [open question]

Q5. Do you have any other comments?