

STUDY ON “BUILDING LOCAL CAPACITY FOR EFFECTIVE
AND SUSTAINABLE LOCAL PARTNERSHIP: A PATH
TOWARDS SUSTAINABLE DEVELOPMENT”

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A thesis submitted to the Department of Masters in Procurement and Supply Management (MPSM) of
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Declaration

It is hereby declared that

1. The thesis submitted is my own original work while completing degree at Brac University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.
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Approval

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Ethics Statement

Hereby, I, Jannatul Farjana, consciously assure that for the manuscript / Study on “Building Local organizations’ capacity for effective and sustainable local partnership”/ the following is fulfilled:

- 1) This material is the authors' own original work, which has not been previously published elsewhere.
- 2) The paper is not currently being considered for publication elsewhere.
- 3) The paper reflects the authors' own research and analysis in a truthful and complete manner.
- 4) The paper properly credits the meaningful contributions of co-authors and co-researchers.
- 5) The results are appropriately placed in the context of prior and existing research.
- 6) All sources used are properly disclosed (correct citation).

I agree with the above statements and declare that this submission Ethical Statement stated above.

Date: January 1, 2021



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Abstract

Local organizations play a vital role in identifying solutions for the local challenges, from humanitarian needs to private sector development, and even beyond those areas such as socioeconomic aspect of a country. One of the seventeenth goals under the SDGs is Goal 17: Partnership: A successful development agenda requires inclusive partnership- at the global, regional, national, and local levels . While the SDG goals are aimed at both national and international partnership, this particular study focuses on the aspects of building local capacity for sustainable and effective local partnership, with both profit and non-profit organizations in Bangladesh. The study is intended to explore the opportunities for local partnership and how capacity development can play an important role and create opportunities for businesses and development organizations for strong and long-term partnership that will help leverage our resource more efficiently and contribute to the achievement of the SDGs 2030 and lead the country to a journey to self-reliance in the long run.

Keywords: Sustainable Development Goals; Local Partnership; Private Sector Development; local capacity; Non-profit organization; self-reliance.

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List of Acronyms

ADB	Asian Development Bank
BRAC	Bangladesh Rural Advancement Committee
CBO	Community Based Organization
CD	Capacity Development
CIDA	Canadian International Development Agency
CSO	Civil Society Organization
DFID	Department for International Development
GoB	Government of Bangladesh
JICA	Japan International Cooperation Agency
LG	Local Government
MDG	Millennium Development Goals
NGO	Non-governmental Organizations
NPI	New Partnership Initiative
OECD	Organization of Economic Cooperation and Development
SIDA	Swedish International Development Agency
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Educational Scientific and Cultural Organization
UNICEF	United Nations International Children Emergency Fund
USAID	United States Agency for International Development
WB	World Bank

Chapter One

Introduction

1.1 Background

In 2015, the United Nations and its member states agreed to the adaptation of seventeen (17) Sustainable development Goals, for people for planet (as announced), a part of the 2030 Agenda for Sustainable Development, that sets out a 15-year plan to achieve those goals. One of the seventeenth goals under the SDGs is Goal 17: Partnership: A successful development agenda requires inclusive partnership- at the global, regional, national, and local levels¹. While the SDG goals are aimed at both national and international partnership, this study will only focus on the aspects of building local capacity for sustainable and effective local partnership, with both profit and non-profit organizations in Bangladesh. This study is intended to explore how capacity development can play an important role and create opportunities for businesses and development organizations for strong and long term partnership that will help leverage our resource more efficiently and contribute to the achievement of the SDGs 2030.

As per UNDP’s country classification system, which is built around the Human Developmental Index (HDI), and the recent World Economic Situation and Prospects 2020, countries are classified into three categories, Developed economies, Economies in transition, and Developing economies.² International development is aimed at building and implementing long term solutions for development issues that are commonly found in the developing and least developing countries. The context of development consists basically human, social, and economic development. However, the broader arena of development encompasses foreign aid, governance, healthcare, education, poverty reduction, gender equality, disaster preparedness, infrastructure, economies, human rights, environment, and issues associated with those.³ In addition to the government development programs, international development agencies, multilateral banks and agencies and development institutions, both profit and nonprofit organizations, work in and for the development of developing and least developed countries that require the attention most. While the development sector works through different

¹ Sustainable development Goals <https://www.un.org/sustainabledevelopment/development-agenda/>

² United Nation https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/WESP2020_Annex.pdf

³ International Development https://en.wikipedia.org/wiki/International_development

development programs, projects, and activities and other mechanisms, the private sector, apart from its direct contribution to the economy, plays a significant role for the social development through corporate social responsibility programs along with their direct and core business focus. Partnerships are valuable tool to drive change toward more responsible, inclusive, and sustainable growth (Nelson 2017:4). While partnership is a broad term and can be done with international, regional, national, private, public, or any other entity, for the purpose of this study the focus will be on the local partnership.

1.2 Problem Statement

As per the global definition of Local partnership provided by the “Origin of Spaces by European Union”, it is a cooperative arrangement in the local context involving members Stakeholders of the public, private, community and voluntary sector organizations, which allocates funding and address various problems affecting local infrastructures, systems, services, and communities, as well as strategies and initiatives to intervene and solve them.⁴ As the different forms of partnership as well as the number of it have emerged over the past few decades, it is necessary to measure the impact these partnerships have had over the economy of a country or a region. Even though the partnership form varies based on their scope, targets, sector, governance models, purpose, levels of activity and strategic focus, whether long term or short-term goals, the ultimate objective has been to resolve different business, socio economic and other issue presents in an economy, at micro or macro level, (Nelson; 2017). Over the time, organizations have put resources and emphasis on measuring the outcome as well as lessons learnt from such partnerships to be able to integrate the lesson learning and inform the future partnerships based on that. While a lot of emphasis is given on the international, regional partnership, local partnership plays an important role to achieving the development objectives of a country. While the fundamental principles of local partnerships are commonly known and acknowledged, the number of local partnerships have not increased proportionately as well as demonstration of the number of successful partnerships have been few.⁵ The rationale behind that could be the challenges associated with working with the local organizations. NGOs in Bangladesh face a lot of challenges and limitations, such as lack of financial sustainability; inadequate infrastructure, lack of motivation to expand operations due

⁴ Global definition of Local Partnership by Origin of Spaces by European Union
<http://toolbox.originofspaces.com/module/step-1-2/>

⁵ Local Partnership: A Successful Strategy for Social Cohesion by EUROPEAN FOUNDATION for the Improvement of Living and Working Conditions

to limited capacity; inadequate knowledge of international standards and compliance and sometimes even they have knowledge, it the lack of resources that limit them follow such standards (TIB report, 2007). Providing necessary support to improve the organizational practice can help the local organization achieve and perform in their best (Thomas; 2005). And the purpose of this study to comprehend what the development actors perceive about the relationship between local partnership and local capacity development. The study also focuses on the challenges and potential areas where capacity building can be done for the improvement of local organizations’ programmatic performances as well as for the organizations’ sustainability.

1.3 Objectives

The purpose of the research is to understand the importance of local partnership, especially in the development aid sector. The research focuses on the roles of local capacity improvement for the effective and sustainable local partnership as therefore explores the areas where capacity building is most needed.

1.4 Research Questions

In view of the above-mentioned objectives, the follow research questions were considered for further study under this research/

- a) Do the current stakeholders believe that local partnership is crucial for the achievement of sustainable development outcomes?
- b) Do the relevant stakeholders believe that building local organizations’ capacity may lead to effective and long-term partnerships?
- c) If integrating business models, such as social business and/or creating innovative revenue generation models may have a positive impact on the sustainability of the development program as well as the local organizations.
- d) If it is important to allocate specific resources for building local capacity development;
and
- e) If developing local capacity would lead to effective partnership with local organizations.

1.5 Scope of the Study

Bangladesh has been a champion in achieving some of the major millennial development goals. While the country is currently working towards the achievement of sustainable development

goals (SDGs) along with other development partners, the area that may have a significant impact to ensure the development interventions are sustainable and impactful could potentially be the local partnership, if explored sufficiently. However, as more and more local organizations are entering into the development aid sector with their technical expertise, a lot of these organizations work only at the grassroots level only under other international nonprofit and/or non-governmental organizations. Over the few years, local partnership has gained significant attention in the global front and is already becoming recognized as a key vehicle for local development. While local partnership is driven several factors, such as sustainable, domestic resource mobilization etc, there are a number of challenges to work with local organizations due to their lack of organizational capacity to run activities independently. Given that these local organizations are generally originated with technical expertise and motivation, a long-term vision to continue and expand their operation is often missing due to lack of resources. This study focuses on seeing that whether it is believed by the stakeholders in the development and humanitarian aid sector that local partnership can play a crucial role for sustainable development outcomes, as well as how local capacity development may lead to that effective partnership. This study covers both local non-governmental and/or non-profit organization for the consideration of local partnership as well as local capacity development. Under the local capacity development, it may encompass an organization’s both technical and management/operations aspects.

1.6 Outline of the Study

Chapter one provides an introduction of the problem statement of and development opportunities for the study. Chapter one includes problem statement, research objectives, research questions, and scope of the study. Chapter one also includes the research structure. The detail methodology is provided under the research methodology section of this report.

Chapter Two reflects the literature review done for the purpose of this thesis. It includes the background of local partnership in the development sector, the current structure of work that are seen in the sector; local capacity and the opportunity to build capacity, role of local capacity, current stakeholders process, areas of local capacity, current barriers faced by local organizations, initiatives taken by government, private sector and development partners for local partnership and local capacity development, risks associated with working with locals directly, ways to bring sustainability in the local organizations. Chapter two also included the

conceptual framework of the research study. This chapter also reflects the secondary research data that supports this study.

Chapter three presents methodology of this research study. This chapter explains the research design, process, and data analysis techniques used for this study.

Chapter Four shows the analysis of primary data collected through questionnaire survey. It presents the major findings of the study.

Chapter Five concludes this research study along with a review of the research objectives and recommendations based on the findings in the study for the improvement of existing selection process.

Chapter Two

Literature Review

2.1 Introduction

Chapter two- literature review is to provide a comprehensive insight into the existing literature to reflect upon the context, status, approaches pertinent to the subject research topic. The chapter includes how local partnership is perceived based on the current literatures available. There has been a lot of discussion and research conducted on the relationship and the need for local capacity development. This chapter includes the aspect of current local partnership approaches as well as approaches on local capacity development by different development aid stakeholders.

2.2 Local Partnership

As the global definition suggests that local partnership can be formal or informal. It can be a cooperative arrangement in a local context that would include local stakeholders such as civil society, local communities, community-based organizations (CBO), local non-governmental or nonprofit organizations. The idea is that under this collaborative arrangement, the local organization would receive funding to address various development technical problems such as health, democracy, nutrition, financing, environment, and education, among others, affecting the local communities.⁶ This is done with the understanding that the local organizations have better contextual knowledge and reach of the cultural norms, issues, and sensitivities, among others (Altaf; ATHA). In different part of the world, including the developed countries, the approach of partnering with the local organizations have gain positive attention over the last few decades as the aim of such partnership arrangements is to mobilize the local energy, resources, skills, and ensuring the local actors’ and their participation is reflected on the local development policies as they are the eventual target beneficiaries and/or audience who would be impacted most (Geddes, 1998). Apart from these, there are a number of mutual advantages

⁶ A GLOBAL DEFINITION: LOCAL PARTNERSHIP, http://toolbox.originofspaces.com/wp-content/uploads/2017/02/OOSEU_LP_module_1_p.pdf

to building sustainable local partnerships with local partners, such as perceived cost effectiveness, local knowledge, established network with the grassroots populations, etc.

2.3 Context

Development aid that can be called development assistance, technical assistance, international aid, overseas aid, official development assistance or foreign aid is usually the term used for financial aid provided by host government and other development agencies, including but not limited to development banks, bilateral agencies, multilateral banks, international NGOs. The aid is mostly to support the developing countries’ social, economic, environmental, and political development. The broader idea behind the aid is to promote development.⁷ One of the development agency, United States Agency for International Development USAID’s objective is to support the partners to become self-reliant and capable of taking their own development forward.⁸ Another development agency, Japan International Cooperation Agency’s vision is that “with its partners, it will take the lead in forging bonds of trust across the world, aspiring for a free, peaceful and prosperous world where people can hope for a better future and explore their diverse potentials.”⁹ Other development agencies such as AUSAID, CIDA, CIDCA, EU, SIDA, and DFID (UKAID), The World Bank, United Nations and its agencies, also have similar objectives for the countries that work in, in addition to their primary objective to support the developing countries. These imply that the aim of the development organization is to help the local organizations explore their potentials and take ownership of their respective countries’ development work. The idea and discussion on capacity development has always been linked with the development efforts, it was always present, if not specifically, as a part of the development goals (Grejin, 2015). Given that the world now works like a global village and development actors can explore the opportunity to work together and engage, see each other’s work, avoid overlaps, measure performance with better available tools and approaches, these evaluations helped see if development interventions are having lasting impact. From the results of this evaluation and considering other aspects, development actors realized that the efforts are less likely to have sustainability unless local stakeholders are identified and then involved to lead these efforts upfront. Thus, Dev. Partners broadened their sphere of work and started engaging differently. Capacity building is not only about what a

⁷ Development aid. https://en.wikipedia.org/wiki/Development_aid

⁸ USAID objective <https://www.usaid.gov/who-we-are/mission-vision-values>

⁹ JICA’s Vision <https://www.jica.go.jp/english/about/mission/index.html>

country requires but also how the external and internal partners engage with each other. (Grejin, 2015). As the OECD’s report on local partnership suggests that local partnership should not only be thought at the micro level of an interventions but integrated at the strategic and policy level. Although it can be difficult to find out the right level of partnership and with the most appropriate actor, however, organization should continue to work on exploring the opportunities as well as the right level of partnership as they design new programs (Hofer, OECD, Juric, USAID).

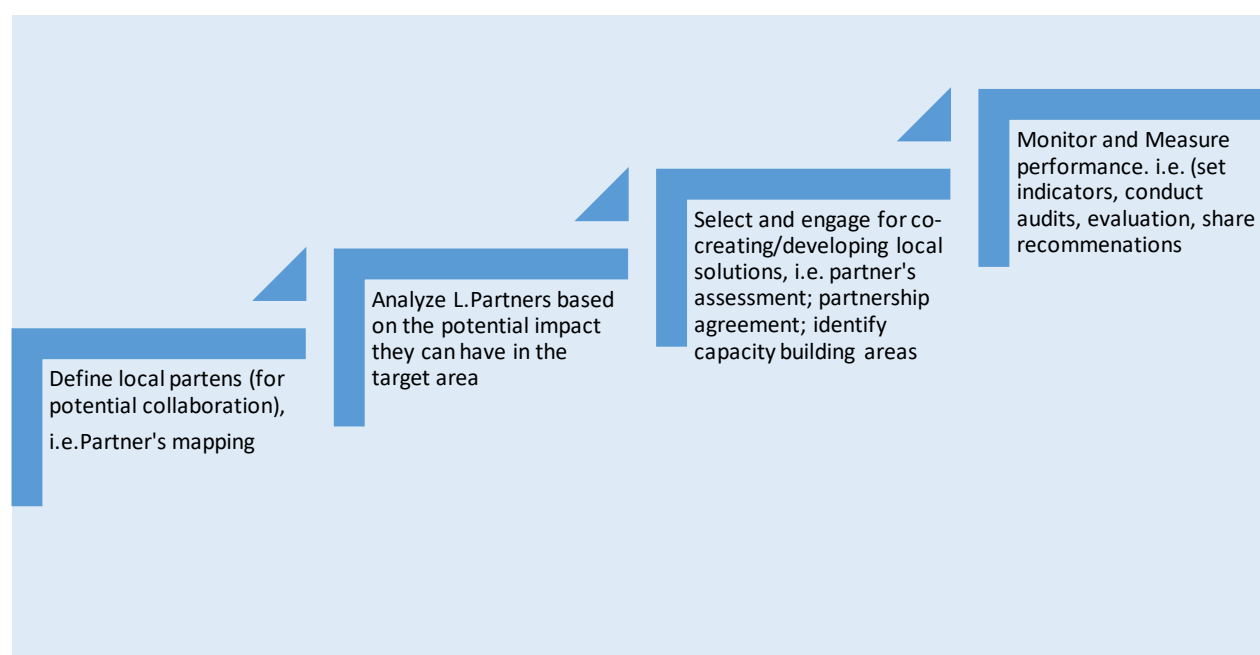


Figure 1 Potential process to identify and engage Local partners in the development solutions process

As per the article on “Making Partnership Effective in Their Contribution to Local Development by OECD and USAID, to ensure the partnerships with local organizations are effective and fruitful, there are a number of preconditions that needs to be fulfilled by all the partners, including but not limited to, 1) flexible policies that are adaptive; 2) the policies should emphasize on the importance of local partnership as well as mandate on this as a requirement; 3) outline the process of ensuring relevant stakeholders’ both national and international, input are reflected when programs are designed; 4) ensure the partnership structures have transparency and accountability 5) ensure specific indicators are included and followed to comprehend the performance and impact; and 6) ensure appropriate monitoring and evaluations and reframe the designs to reflect the lessons learnt, among others (Hofer, OECD, Juric, USAID).

2.4 Local Capacity Development

As per the global definition of capacity building, it is a process that organizations go through for their own improvement in performance and better delivery of services and implementations.

¹⁰ The OECD definition specifies further that the capacity building process also focuses on the technical and management capacity and may take place through provision of technical, human, material, intellectual, and physical assistance and may also include allocation of resources for this purpose. ¹¹ The global principles of partnership established by the Global Humanitarian Platform, is that it focuses onto facilitating constructive outcomes and result for all the development partners, INGOs and local partners, which is aimed to ensure it will benefit the ultimate target population. This is perceived with the idea that working with local on their capacity would improve the aggregate outcome, especially from the perspective of sustainability (Althir, Rethinking the Relationship of International NGOs And Local Partners). The idea behind any partnership, collaborative work with stakeholders, building local capacity would not eventually lead to practice if strong commitment of resources from the international development actor and host government (Hofer, OECD, Juric, USAID). Before and while in the partnership process, the donors and or the INGOs who often work directly with the local partners should follow a framework for ensuring capacity development remains a priority as well.

As per the USAID report on Organizational Capacity Development Measurement, capacity development is a prolonged process and takes time to show tangible results. Therefore, this time lag should be taken into consideration when such interventions are designed and ensured continuous evaluation and feedbacks are provided and those are embedded into the interventions (Capacity Development Measurement, USAID). The capacity of an organization is often linked with its governance and management of operations. While some local organizations might have capacity pertinent to governance and management, the broader aspect of capacity is “strategic capability” which focused on the organization’s ability to undertake a task that would have long term affect and development, in short, sustainability (Saifullah, 2001). The following figure shows a potential area that can be looked at when partnering with local organizations and determine on their need for capacity development.

¹⁰ Capacity Building, https://en.wikipedia.org/wiki/Capacity_building

¹¹ OECD definition of Capacity Building, [https://stats.oecd.org/glossary/detail.asp?ID=5103#:~:text=Definition%3A,\(e.g.%2C%20computer%20systems\).](https://stats.oecd.org/glossary/detail.asp?ID=5103#:~:text=Definition%3A,(e.g.%2C%20computer%20systems).)



Figure 2 important areas of local organization's business system

Capacity development activities for the local organizations would primarily focus on the resources, processes, and cultural development (Parisi, 2009). As per secondary data, limited capacity of local partners is one of the areas that could have specific resource allocation for capacity development. A number of projects have been run to work on the local capacity development and the common areas these projects were designed to work on were: Management, Human Resources, Marketing/Communication, Control system, and Financial Management, among others (Wal, 2007). Monitoring and evaluations and reporting play a crucial role in measuring such projects or interventions’ result. As per the USAID Local capacity suggests, using only indicators may not serve the full purpose of capacity development when it is a major focus of the partner’s development strategy (Local capacity Development, USAID). Therefore, comprehensive methods should be used to allocate resources, and monitor and measure capacity development interventions.

2.5 Promising initiatives and approaches for local partnerships and their capacity development

Under the new Acquisition and Assistance strategy of USAID, launched in December 2018, the development agency has stated its guiding principles. One of the principles includes

Engaging New and Underutilized Partners. Under this guiding principles, the agency mentions that the agency’s assistance should prioritize local partner capacity and performance improvement back at the core of their technical approach and how the success is measured (USAID’s Acquisition and Assistance Strategy, 2018). The strategy also demonstrates “working with local and locally established partners” as one of their guiding principles. The strategy does talk about how the one of the key drivers of self reliance is a partner country’s capacity and capability to manage and finance their own development activities. Therefore the new strategy focuses on using various tools such as innovative procurement and programming approaches, to engage a range of partners and promote and work on building local capacity that is expected to holistic impact for the sustainability of interventions over the years (A&A Strategy, 2018). With that strategy in mind, USAID announced the “New Partnership Initiative” that seeks to work with new, underutilized, local entity, and locally established partners, with the key principles guide that changes the way partnership is being perceived by the agency. One of those principles is to promote local leadership, and the agency’s plan to work with local actor and systems and engage partners in developing and strengthening local capacity.¹² Under this initiative, the agency issued funding opportunities as well, an example of relationship between local partnership, local capacity, and allocation of resources for local capacity building. The Acquisition and Assistance (A&A) Strategy states, the Agency is shifting “from viewing successful local capacity building as an organization’s ability to receive and manage federal funding directly to measuring success by the strengthened performance of local actors and local systems in achieving and sustaining demonstrable results.” On this shift, USAID uses a specific indicator called “Capacity Building for local development, CBLD-9” to help measure improved performance of the organizations that received USG funding. Setting up specific indicators help understand the need to allocate resource, set the target, measure the improvement in performance and frame the interventions accordingly (CBLD-9, USAID).

2.6 Policy Aspect- Local capacity development

While it is important that individual projects take local capacity development seriously to ensure the organization can continue to provide benefit to the local target population, development organizations’ strategic goal and national policy should reflect a supporting framework to embed its importance as well as mandate it formally. The role of development

¹² USAID’s New Partnership Initiatives; <https://www.usaid.gov/npi>

actor and host government is crucial establishing this attitude and approach towards development. The policies and strategies should also include provision for adequate support in the form of allocation of resources, such as financial and human, among others. (LEED program, Final report 2007).

Close collaboration, effective engagement with multilayer stakeholders and supportive policies and mindset may lead to an effective local partnership. The leader organizations along with the host government can play a crucial role in changing the mindset and integrating the idea of sustainability across all the development actors, both national and international and design/co-create programs accordingly with the cooperation from all the development stakeholders.

Chapter Three

Research Methodology

3.1 Introduction

This chapter presents the methodology of this research study. It explains the research design, process, categories of respondents, way of questionnaire development, and data collection & analysis techniques used for this study. It also covers the limitations of this study.

3.2 Detail methodology of data collection

3.2.1 Research method

This dissertation focuses on areas a) to understand how important local partnership is for the development of development outcomes, b) what is the role of local capacity building and how this contributes to the effective local partnership. The purpose of the study is also to enable further dialogue in the development aid sector. The challenges and development opportunities associated with this area may lead to more public discourse.

On the research methodology, A research hypothesis is a specific, clear, and testable proposition or predictive statement about the possible outcome of a scientific research study based on a particular property of a population, such as presumed differences between groups on a particular variable or relationships between variables (Lavrakas, 2008). For the purpose of this study, the researcher has pursued the form of Action Research methodology. As per the book “Action Research Methodology” it is a testing of theories developed to overcome an immediate on the job difficulty and this moves into the realm of developing ideas, methods, concepts, techniques or approaches in solving the difficulty. A most important aspect of Action Research Methodology is the growth in the researcher’s understanding and concepts (Pernecky; 1963).¹³

¹³ *Bulletin of the Council for Research in Music Education* No. 1 (1963), pp. 33-37 (5

<https://www.jstor.org/stable/40375233?read->

As per the Action Research Methodology, the researcher followed the following steps for the data collection and analysis.

3.2.2 Selection of topic or problem

The researcher initially selected an area for the study, which is sustainable development. After brainstorming, review of secondary data, and literature review, the researcher finalized the topic “effective local partnership through building local organizations’ capacity”. The in-depth literature review helped the researcher determine the problem area, which in this case if sufficient initiatives have been taken to explore the opportunities for improved development outcomes through local partnership or not as well as if there are substantial need to intentionally allocate resources for the local capacity development. The research questions demonstrate further aspects of the problem statement.

3.2.3 Definition and selection of hypothesis

Based on the literature review and Key informant interview conducted, the researcher came down to the following development hypothesis

H₀ = Partnership with local organizations is crucial to achieving sustainable development outcomes (with agree level at least= 4)

H₁= Partnership with local organizations is not crucial to achieving sustainable development outcomes (less than agree level <4)

3.3 Sources of Data

The researcher used both primary and secondary data for the purpose of this study. The researched collected both qualitative and quantitative data as well. While for the purpose of this study, Key informants’ interviews were conducted that provided the required qualitative data. A survey has been conducted that provided both qualitative and quantitative data. Secondary data has been collected from various sources, including but not limited to published articles, journals, newspapers, government policy documents, reports published by different

development partners, and content found in multiple partners about me page and others, among others.

3.4 Key informants’ interview

The respondent conducted three key informant interviews to obtain qualitative data as well as understand the perspective of different stakeholders on the local partnership and local capacity building. The three interviewees were from three different departments of USAID Bangladesh. The details of the respondents are provided in the annex section of this report. The KII questionnaire is also attached in the annex section.

3.5 Sample Size

The researcher used a random sampling and shared the electric version of google survey form with representatives from both international donors, such as, USAID, WorldBank, UNFPA, UNDP; government representatives, International NGOs, Local NGOs, and representatives from the Civil society. A total of 41 respondents completed the survey and shared their responses.

Therefore, n=41

Survey Respondents

As mentioned above, a total of 41 respondents responded to the survey questionnaire. Development professionals from some of the following organizations participated it in the Survey

1. USAID/Bangladesh and Other Mission
2. Department of Social Service, Government of Bangladesh
3. BISDP, IDRA, FID, Ministry of Finance
4. Palli Karma Sahayak Foundation (PKSF)
5. UNFPA Bangladesh Office
6. UNICEF
7. German-Kazakh University

3.6 Research Instruments

This research study is conducted using both qualitative and quantitative data that have been collected through KIIs and Survey Questionnaire. The KIIs were taken suing google meet due

to the pandemic situation and the survey questionnaire was developed and routed using Google survey form.

3.7 Questionnaire development

The questionnaires included different categories of questions, both qualitative and quantitative. The KII questions were more focused towards obtaining qualitative information whereas the survey questions were developed considering both qualitative and quantitative aspects. The survey questions had the following structure

1. Open ended questions
2. 1-5 Likert scale questions, and
3. Multiple choice questions

3.8 Pre-test of prepared questionnaire

The questionnaire was pre-tested by a development sector professional; the professional is also a professional editor and therefore helped the researcher come up with more structured survey questionnaire.

3.9 Questionnaire Administer

Both the KII and Survey questionnaires were prepared and administered by the researcher under the guidance of the thesis Supervisor.

3.10 Data Analysis and Presentation

Data Analysis and presentation is an integral part of the research studies. The collection of data can be implied in relation to the study based on the data analysis conducted and presentation done. For this study, the researcher has used both statistical tool SPSS and Microsoft Excel to analyze the data. To test the hypothesis, the researcher used one-way simple t-test to understand the significance of the null or alternate hypothesis. The P test value was also taken into consideration. Furthermore, the graphical, charts, as well as the tabulation presentation have also been done to illustrate the data presentation.

3.11 Limitation of the Study

The study is based on the data provided by the development professionals as only reflect their views about the local partnership and local capacity. Due to the pandemic, it was not possible

to conduct in person interviews and arrange focus group discussions. The researcher followed the Supervisor guidance to set a sample size of more than 30. Due to the time and resources constraints, the study could not capture a bigger sample size and data analysis was also limited to focusing on the broad areas of the studies only. This data set can be used for multi-dimensional analysis and presentation as well.

Chapter Four

Research Findings and Discussion

4.1 Introduction

The chapter research findings and discussions present the data analysis conducted and its corresponding narrative in accordance with the research methodology elaborated in chapter three. In addition, this chapter reflects the discussion around the broader questions pertinent to the title of this thesis. The data analysis are presented in this section in an abridged version demonstrating its relationship with the research questions and the study.

4.2 Data particulars

The purpose of the survey was also to understand how the years of experiences, positions, organizations, may have an impact on the research questions. The respondents were selected based on their availability. However, the researcher provided best effort to ensure true reflections of all the stakeholders are reflected in the study.

4.3 Questionnaire and Responses with General Analysis

4.3.1 Name of the Organizations

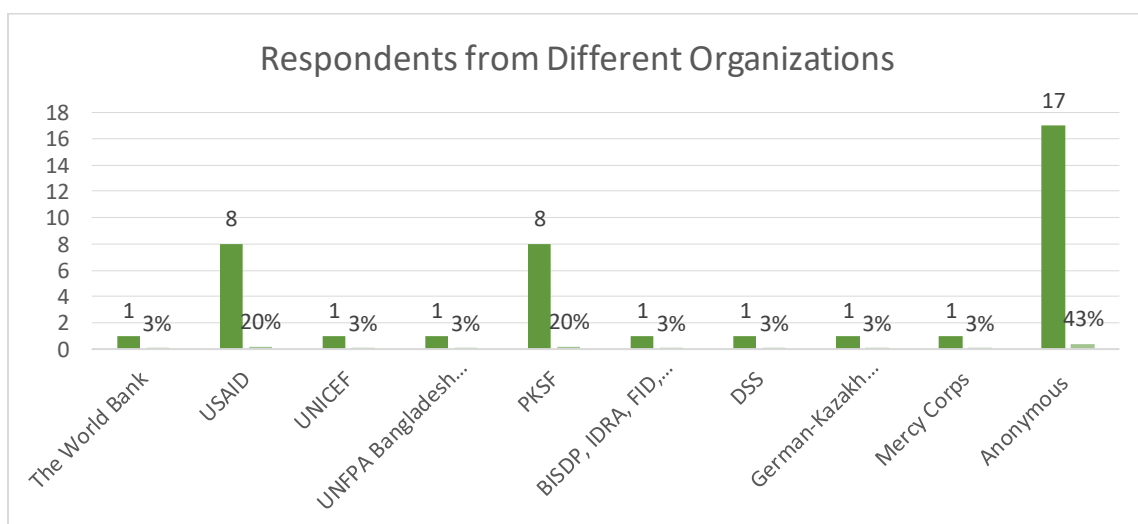


Figure 3 Name of the Organizations

A total of 40 development professionals participated in the survey. As the development sector encompasses different types of organizations including but not limited to the Host

Government, International donor agencies, multilateral banks, bilateral banks, international NGOs, Civils societies, and local NGOs, among others. For the purpose of this study, a random sampling was done and 40 development professionals from the different national and international organizations participated in the survey. 20% of the participants are from USAID/Bangladesh and other missions, 20% were from various departments of PKSF which is a financial institution founded by the Government of Bangladesh to finance rural development and provide trainings; 3% samples were from The World bank, UNFPA, UNICEF, Department of Social Service of GoB, and Mercy corps, among others. In addition, 43% of the development professional decided to remain anonymous.

4.3.2 *Types of Organizations the respondents are from*

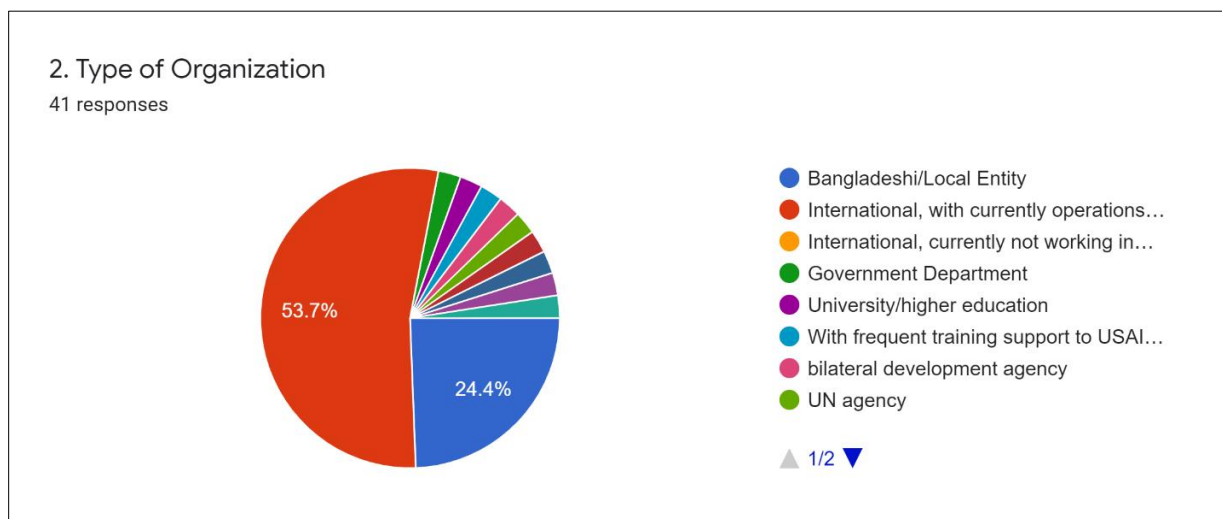


Figure 4 Types of Organizations the respondents are from

The purpose of the study is to understand the capacity of the local organizations as well as how the development actors perceive local partnership. To understand these aspects, it is important that the stakeholders from all around the development sector share their perspectives on this. 53.5% of the respondents are from International organizations that currently have operations in Bangladesh. It is essential to see how international organization perceive and recognize the need to collaborate with the local organizations and build their capacity. 24.4% Bangladeshi/Local entity participated in the survey and shared their opinion on the challenges and opportunity to work with local partners. In addition, Government organizations, University/higher education, UN agency, bilateral development agencies and private organizations working in the development sector participated in the survey.

4.3.3 The Sector/Industry the respondents are from

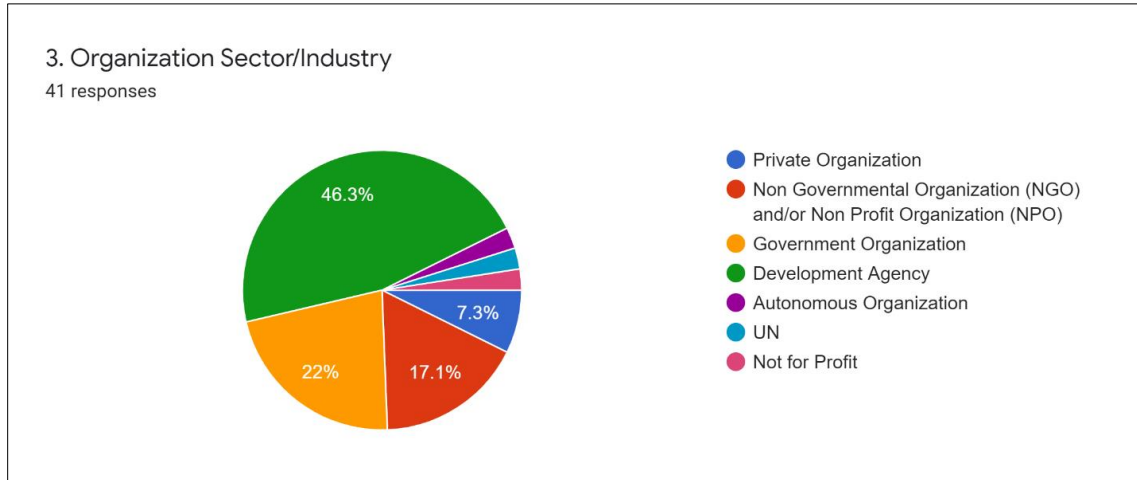


Figure 5 The Sector/Industry the respondents are from

To understand which sector a participant is from, the survey included a question. 46% participants are from development agencies. 22% were from Government organizations, 17.1% were from Non-government Organizations/Non-profit Organizations. 7.3% were from private organizations; this is important as the study does reflect upon the necessity to work with the private organizations for sustainability.

4.3.4 Role in the Current Position

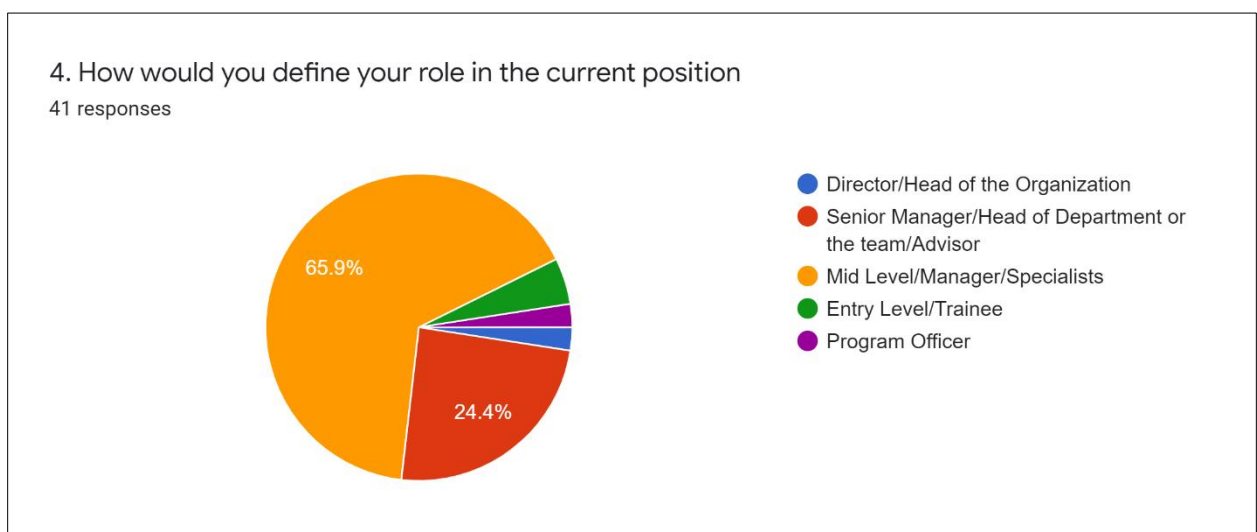


Figure 6 Role in the Current Position

The role in the current position would reflect the participants’ knowledge about the sector as well as ability to connect to the problem statement based on their experiences and work responsibilities. 65.9% participants were from mid-level/Manager/ Specialist positions whereas, 24.4% were from Senior Manager/Head of the Department of team/Advisor. There were participants who are currently working as head of the organization as well as from programmatic role. Participants also included young development professionals.

4.3.5 Years of Experience

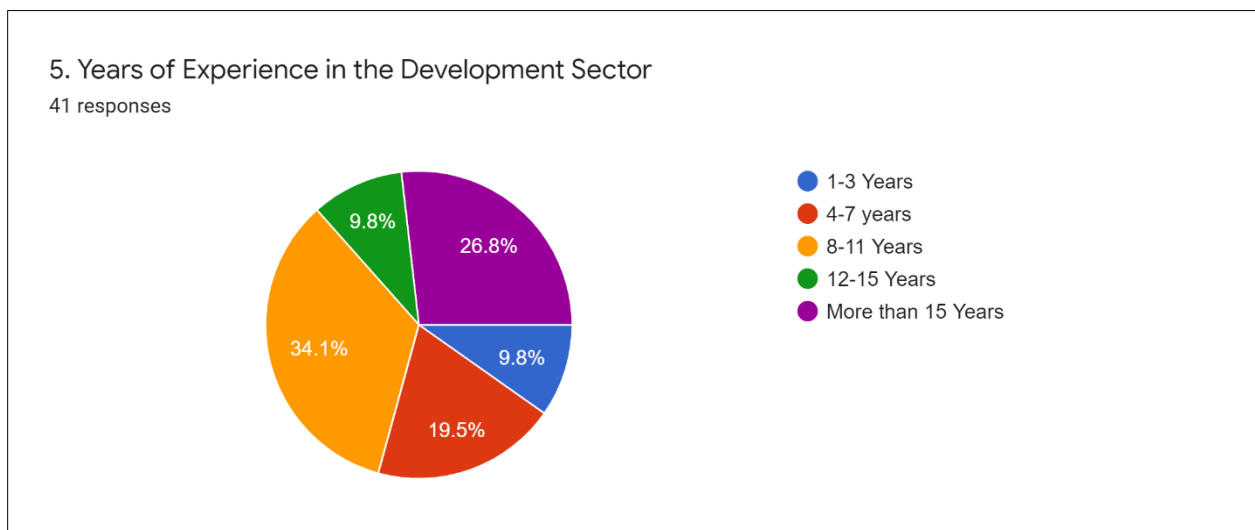


Figure 7 Years of Experience

As the previous question suggests, a significant number of participants were from mid-level/manager level positions, 34.1% of the survey attendees have 8-11 years of development sector experience; 26.8% have more than 15 years of experience in this field and 19.5% have 4-7 years of experience. This shows the response received from the professionals are would reflect a comprehensive understanding of the current scenario in the development sector. While 10% of the participants have 12-15 years of experience, 10% have 1-3 years of experience. This means around 70% respondents have more more than 8 years of experience in the development sector.

4.3.6 View on “Partnership with local organizations is crucial to achieving sustainable development outcomes. (For the purpose of this study Local Organizations: registered Local non-governmental, non-profit organizations/entities)”

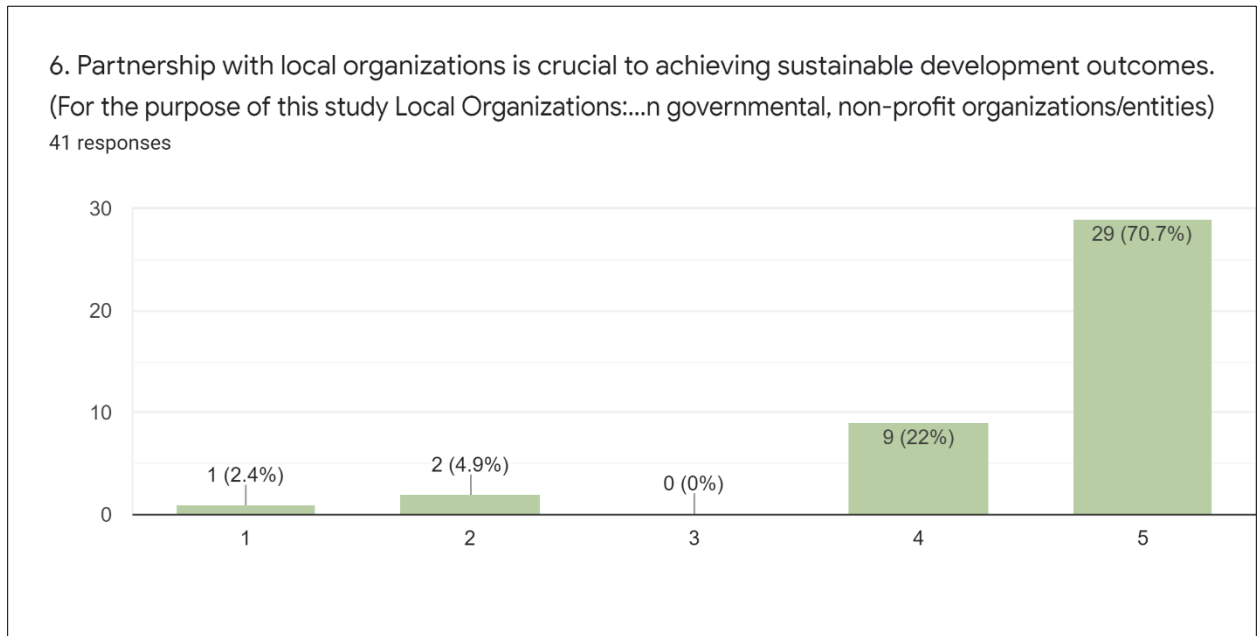


Figure 8 Partnership with local organizations is crucial to achieving sustainable development outcomes

One of the major research questions is to understand whether partnership with local organizations is crucial to achieving sustainable development outcomes or not. As the literature review suggests, partnership with local organizations is important to deal with problems such as social, economic, as well as environment development. Partnering with local organization may lead to better employment, social cohesion, domestic resources mobilization and quality of life. 70.7% of the participants strongly agree that partnership with local organization plays an important role towards achieving our sustainable development outcomes. 22% of the participants responded to agree. And therefore, a total of 92.7% agreed to this statement. While 3 of the participants answered to neutral, 3 answered to not agree to this statement at all. The impact of this response is further analyzed on the statistical tests of data.

4.3.7 View on “ Local partners are an important part of the management cycle of development projects/programs/activities”

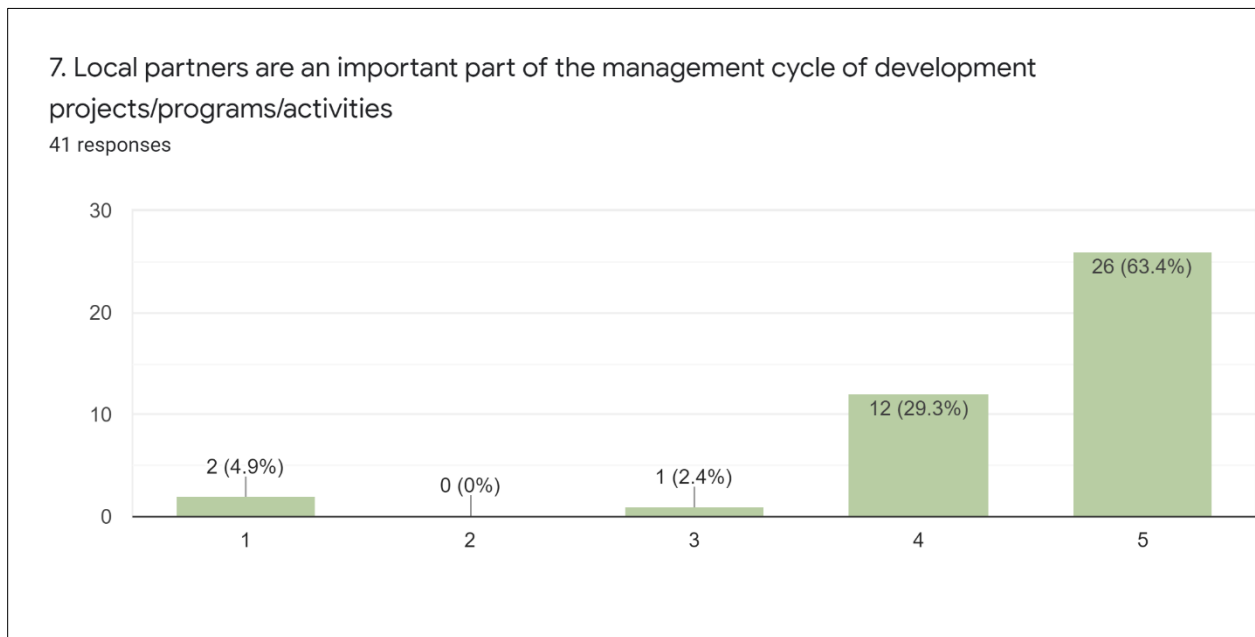


Figure 9 Local partners are an important part of the management cycle of development projects/programs/activities

Development programs, as defined in the literature review, that are funded by host government and/or development agencies (bilateral or multilateral agencies and NOGs) are often implemented by non-profit organizations, both international and local organization. The ratio of international organizations implementing the programs, as prime, is higher than the number of local organizations. The local organizations mostly (not all) play a vital role in the implementation of these development aid programs and work on the grassroots level. Given that implementation of such programs require local knowledge , established network, local organizations may play a critical role in the management cycle of development projects. 63.4% of the participants strongly agree to this statement whereas 5% strongly disagrees. 29.3% of the participant showed agreement to this statement and 2.4% remained neutral. More than 92% of the participants agree that local organizations are an important part of the management cycle of development activities/programs/and projects.

4.3.8 View on “Developing and strengthening relationships with local partners leads to opportunities to understand the needs of the affected population as well as provide quality assistance.”

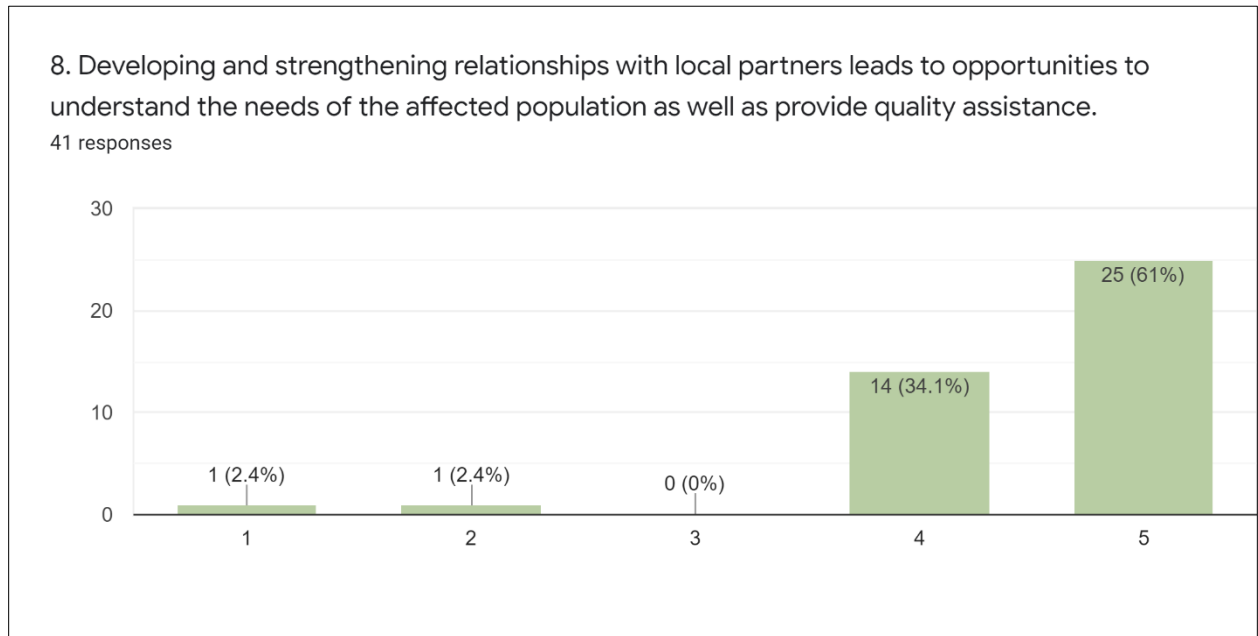


Figure 10 Developing and strengthening relationships with local partners leads to opportunities to understand the needs of the affected population as well as provide quality assistance

One of the most crucial aspect of the development program is to make sure this is targeted to the most affected and vulnerable population of a country. With the assumption that as local organization are usually originated from a local need, by local people therefore local organization may have strong understanding about the development, social, economic, and political conditions. Therefore, developing and strengthening relationship with local partners may lead to opportunities to understand the needs of the affected populations as well as provide quality and timely assistance. 61% of the respondents have answered to this statement as “strongly agree”; 34.1% answered to agree. 5% respondents did answer that they do not agree to this statement.

4.3.9 View on “Local partners can play a vital role in providing with knowledge and information about cultures, livelihood methods as well as methods of access to local communities and beneficiaries.”

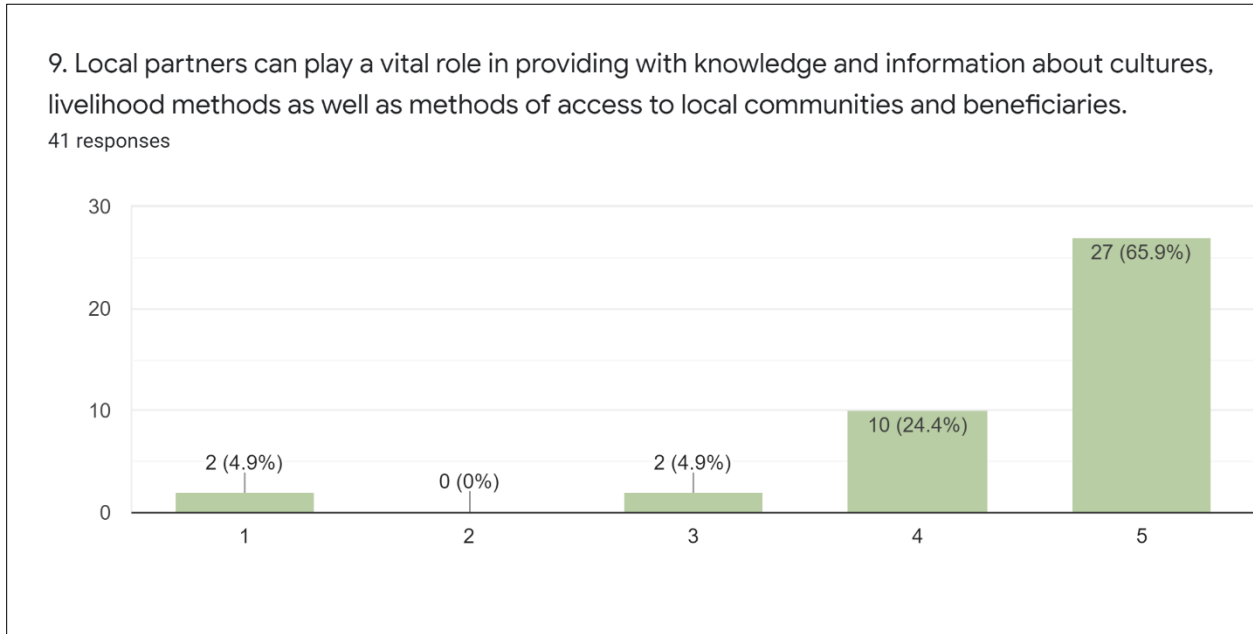


Figure 11 Local partners can play a vital role in providing with knowledge and information about cultures, livelihood methods as well as methods of access to local communities and beneficiaries

As local organizations are locally originated as well as functions locally, mostly. The assumption of this question was that local partners can play a vital role in providing with local knowledge and information about culture and livelihoods methods as well as methods of access to local communities and beneficiaries. To design and implement program that would fit the local requirements and needs, it may be essential to partner with local organization and involve them in the design process so that the development interventions are more aligned with the local needs. 65.9% participants strongly agree to the statement while around 5% showed strongly disagree. Around 25% responded agree and that shows approximately 90% agree that local partners play a vital role in providing with knowledge and information about cultures, livelihoods as well as methods of access to local communities and beneficiaries.

4.3.10 View on “The opportunities as well as the need to partner with local organizations are sufficiently explored.”



Figure 12 The opportunities as well as the need to partner with local organizations are sufficiently explored

As the literature review suggests that a lot of initiatives have been taken to increase the number of local partnerships. In addition, the development agencies continue to conduct evaluation to understand the effectiveness of such partnerships as well as to explore opportunities of getting into such partnerships. The survey question was focused to understand if the opportunities as well as the need to partner with local organizations are sufficiently explored. 53.7% of the participants remained neutral, neither agree nor disagree, on this, whereas around 25% answered to agree and 5% said strongly agree. 17.1% disagreed to this statement on that the opportunity and the need to partner with local organizations have been sufficiently explored.

4.3.11 View on “Working with local organizations can provide the following competitive advantage/s.”

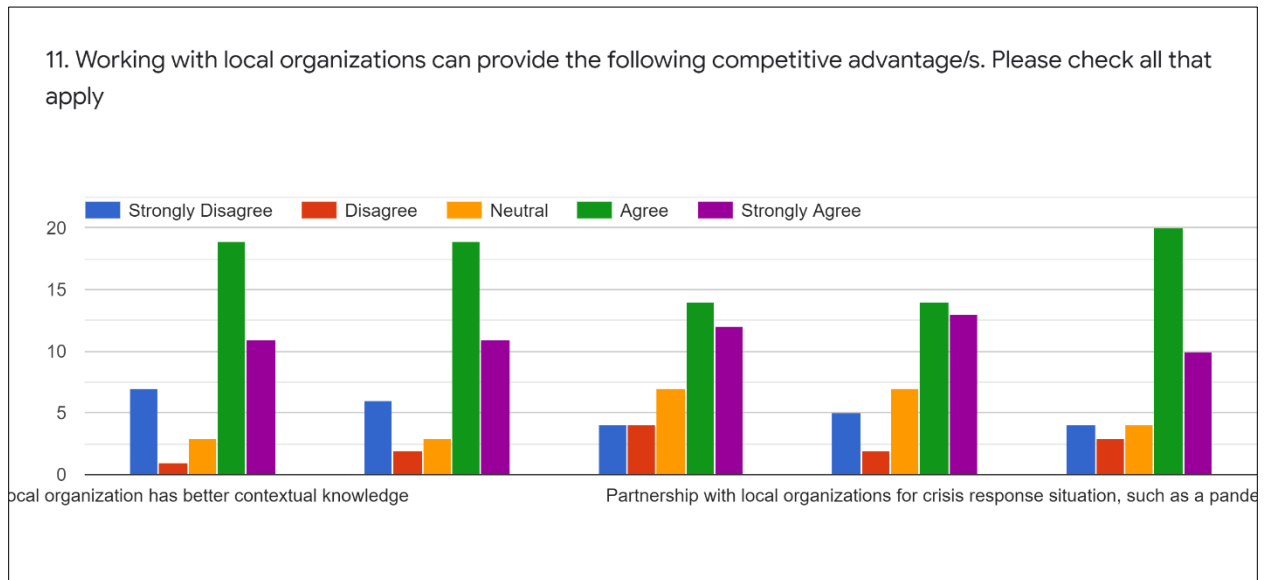


Figure 13 Working with local organizations can provide the following competitive advantage/s

Local organizations have better contextual knowledge: If there is a hypothesis that local partnership is essential for sustainable development outcomes, it is necessary to identify what are the major competitive advantages of partnering with the local organizations. Around 46% participants agreed that local organizations have better contextual knowledge; 27% strongly agreed to this statement. 17% and 2% participants answered strongly disagree and disagree, respectively. 7% answered neutral to this statement.

Local partnership can be cost effective: 48% and 28% respondents answered agree and strongly agree, respectively, to this statement. Whereas, 15% and 3% said they would strongly disagree and disagree, respectively. 8% respondents said neutral. The idea was to see how cost effective local partnership can be to become a potential tangible advantage for the development partners to work with the locals.

Working with local organization can reduce the time to establish networks: given that local organizations work directly with the local communities, local officials, the idea is that such existing working relationships may reduce the time to establish networks when development programs are initiated as establishing network may take time and therefore the implementation might have delay. 50% and 29% of the respondents agree and strongly agree to that working

with local can reduce the time to establish networks whereas 11% and 3% strongly disagree and disagree. 3% remained neutral.

Local organization often have strong network with grassroots organizations, local government, host government that can be advantageous to ensure rapid development solutions: 49% and 28% strongly agreed and agreed to the statement, respectively whereas 13% showed strongly disagree, 3% disagree and 8% showed neutral.

Partnership with local organizations for crisis response situation, such as a pandemic can be advantageous to ensure rapid response: As the developing nations are often susceptible to natural calamities and disasters, ensuring immediate assistance to the most affected population is crucial. 50% and 29% development professionals participated in the survey shows agree and strongly agree to this statement that partnering with local organizations for crisis response situation could be advantageous to ensure rapid solution. 14% respondents disagreed while 8% remained neutral.

4.3.12 View on “Developing local capacity may lead to effective partnership with local organizations”

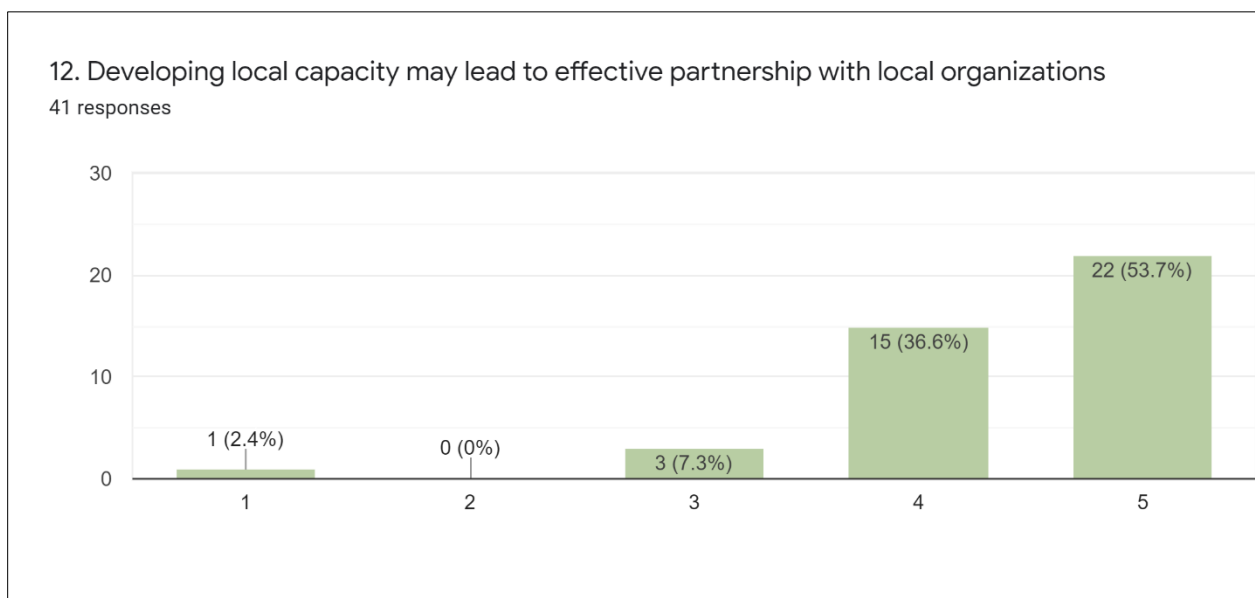


Figure 14 Developing local capacity may lead to effective partnership with local organizations

As the study raises a question that whether building local capacity is one of the most important factors when it comes to local partnership. The survey question 12 addresses this aspect. 53.7% and 36.6% of the respondents strongly agreed and agreed respectively that developing local

capacity may lead to effective partnership with local organizations. 7.3% remained neutral whereas only 2.4% strongly disagreed to this statement.

4.3.13 *Currently the percentage of Bangladeshi local organizations that have knowledge, skills, motivations, and awareness to implement /perform a development activity independently, with only financial assistance and minimum technical guidance would be:*

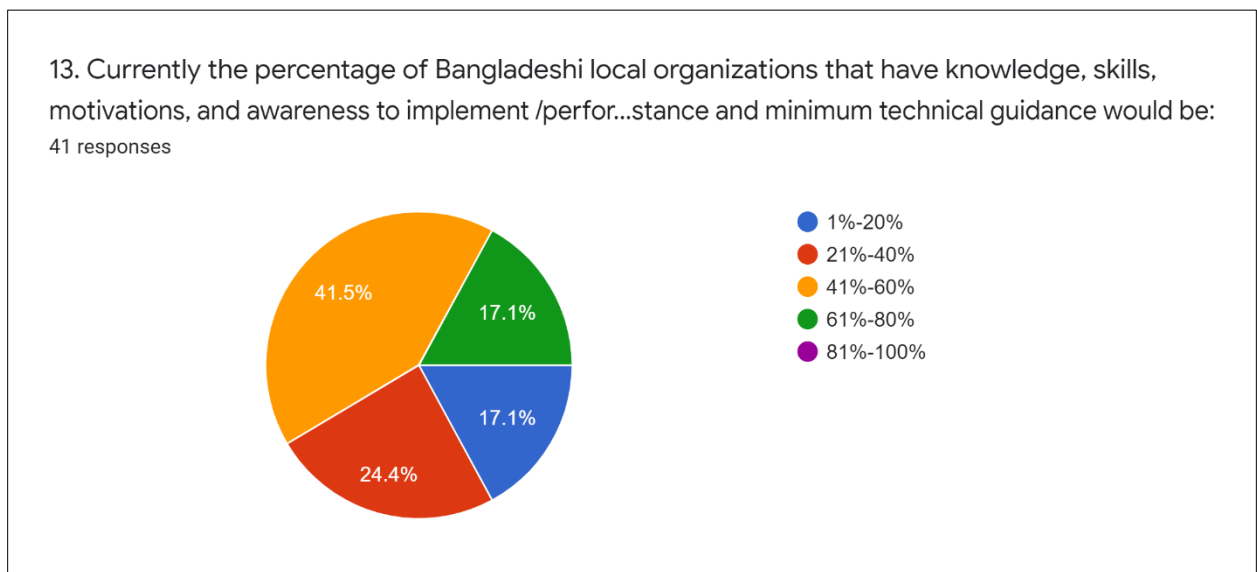


Figure 15 percentage of Bangladeshi local organizations that have knowledge, skills, motivations, and awareness to implement /perform a development activity independently, with only financial assistance and minimum technical guidance

The survey aimed to understand the professionals view on the percentage of Bangladeshi local organizations that have knowledge, skills, motivation, and awareness to implement development activities only with financial assistance and minimum technical guidance. 41.5% respondents suggested that 41%-60% local organizations fit to be in that category. Whereas 24.4% said 21%-40% local organizations can implement an activity with financial assistance and minimum technical guidance. 17.1% and 17.1% said 61%-80% and 1%-20% organizations have the capacity, respectively.

4.3.14 Currently the percentage of Bangladeshi local organizations that have readiness to partner with international donor organizations as well as host government organizations directly for the implementation of a development activity would be:

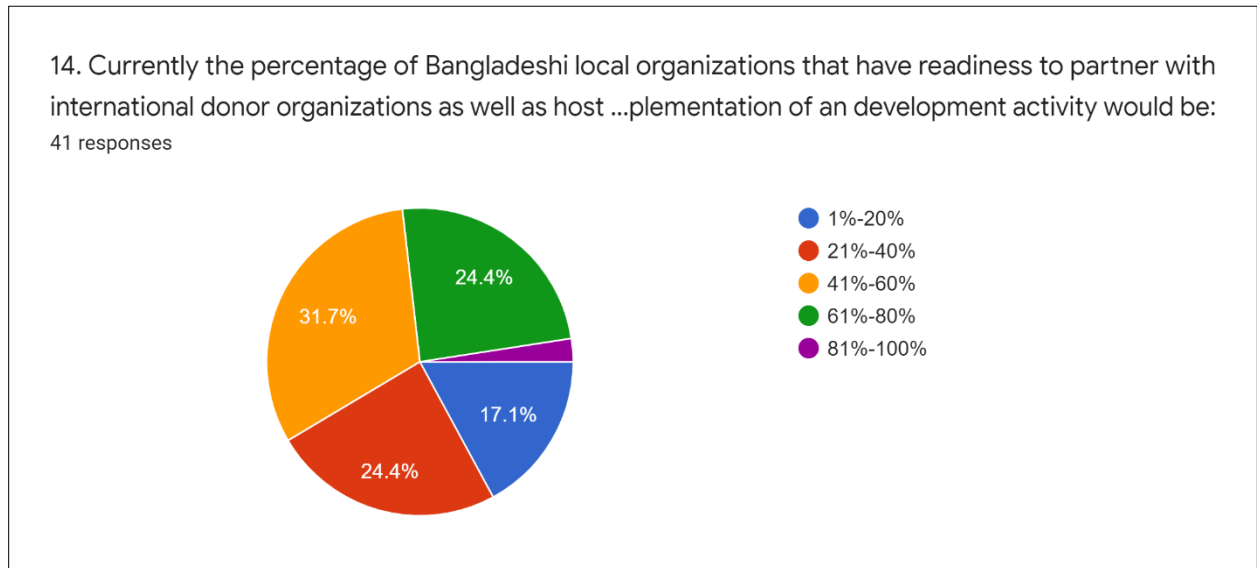


Figure 16 percentage of Bangladeshi local organizations that have readiness to partner with international donor organizations as well as host government organizations directly for the implementation of a development activity

31.7% respondents answered 41%-60% Bangladeshi local organizations have readiness to partner with international donor organizations as well as host government organizations directly for the implementation of a development activity. 24.4% said 61%-80% and 24.4% answered 21%-40%; whereas 17.1% answered 1%-20% organizations have the readiness to partner with the GoB and international organizations.

4.3.15 View on “There is a need to build local organizations' capacity in the following areas for better delivery of performances, long term relationships, and sustainability of the local organizations as well as the development interventions

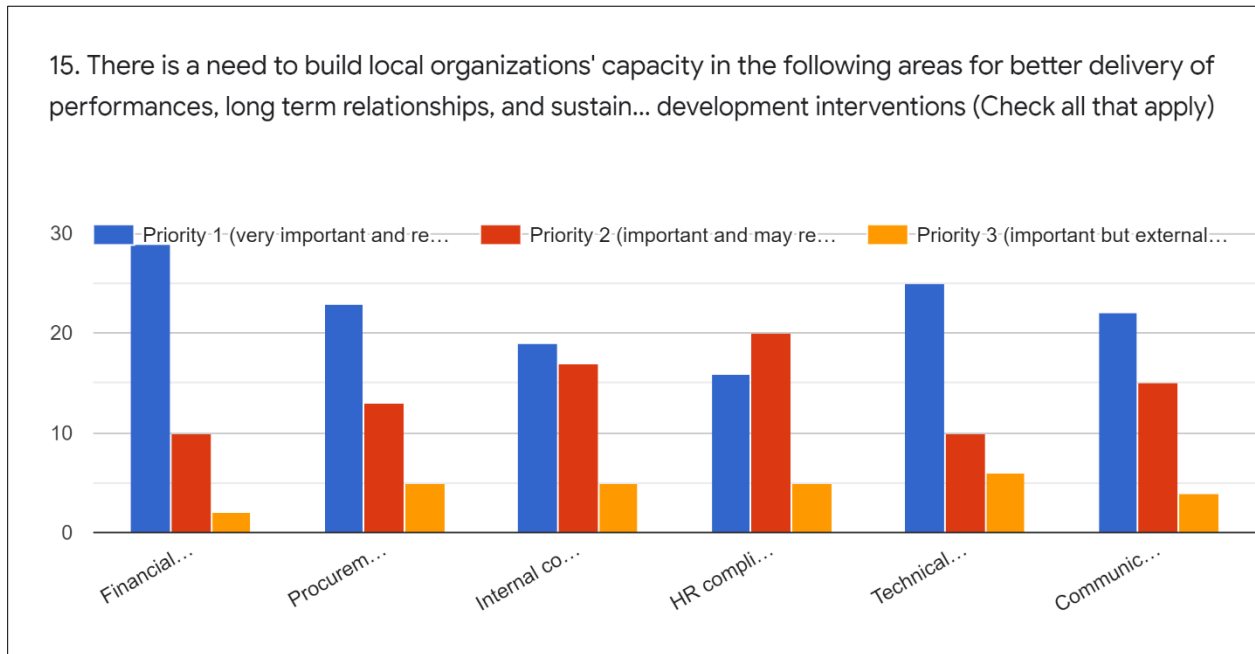


Figure 17 Areas to build local organizations' capacity

To determine the need to build local organizations' capacity, it is essential to understand the areas that need the focused assistance from the international NGOs, GoB, and international donors. The question asks the respondents to prioritize the areas that need focused assistance to the ones that can be improved internally. The following areas may require focused assistance for better delivery of performances, long term relationships, and sustainability of the local organizations as well as the development interventions

Financial management: 71% respondents believe that financial management of the local organizations’ is most important from the operation level with them and requires focused assistance. Whereas 24% puts it in the priority 2 level where it is important and may require focused assistance.

Internal control: 66% survey respondents feel internal control falls under most important and requires focused assistance; whereas 29% and 6% put it in the priority 2 and 3 level.

Procurement compliance: 61% respondents feel procurement compliance area of local organization is very important and requires specific assistance for capacity development. 32% and 6% feel it falls under priority 2 and 3 respectively.

HR compliance: 57% respondents think technical expertise on Human resource area of the local organization is most important and requires focused assistance. 36% and 7% think, this area fall under the priority 2 and 3.

Technical expertise, i.e. proposal/application preparation: 68% respondents feel that technical expertise such as proposal writing and or presentation is a very important area that can be considered for capacity development and requires focused assistance. 27% and 5% have put it in the priority level 2 and 3 respectively.

Communication: 65% of the respondents think that communication is very important for capacity building and requires specific assistance. 29% and 6% feel this could go to priority level 2 and 3.

4.3.16 View on “There’s a need to intentionally allocate resources for local organizations’ capacity development”

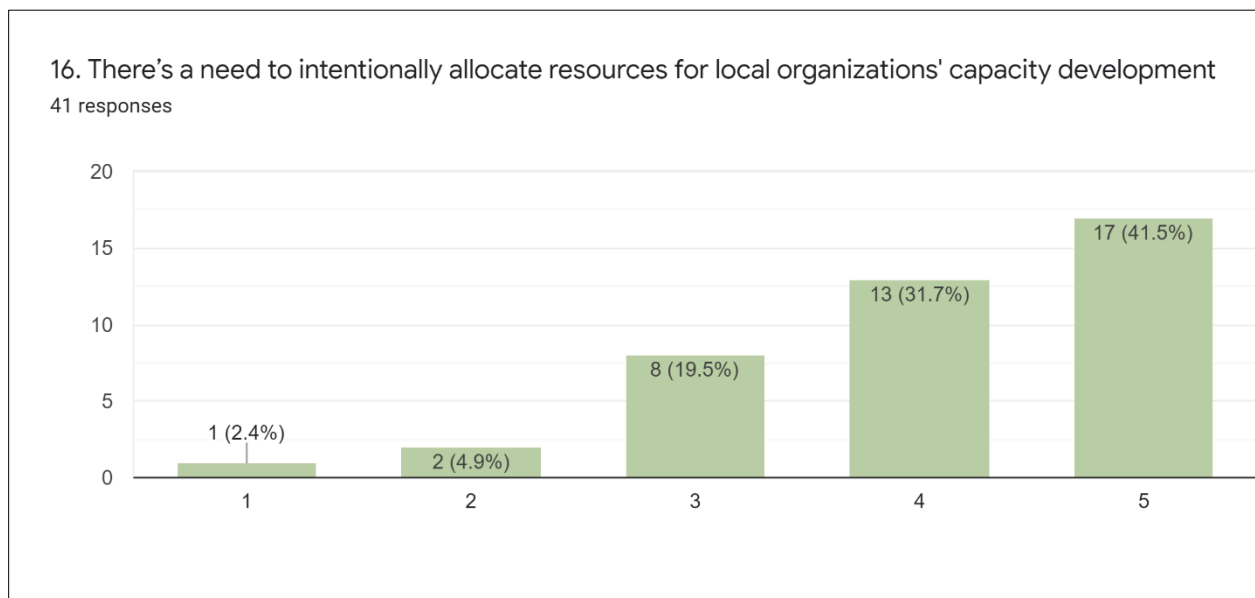


Figure 18 Need to intentionally allocate resources

The idea of capacity building has always been in discussion. While a number of initiatives have been taken to improve the capacity of the local organizations, a lot of time capacity building is

a part of the regular development activities. However, the research raised the questions is specific attention is required to be given for local capacity development and is so, focused assistance may require intentional allocation of resources for the capacity development. 41.5% respondents agreed that there’s a need to intentionally allocate resources for local capacity development. 13.7% also answered agreed while around 7 did not agree to this statement and 20% remained neutral.

4.3.17 View on “Types of resources that could be allocated for the local organizations' capacity development, both from the perspective of effectiveness and feasibility”

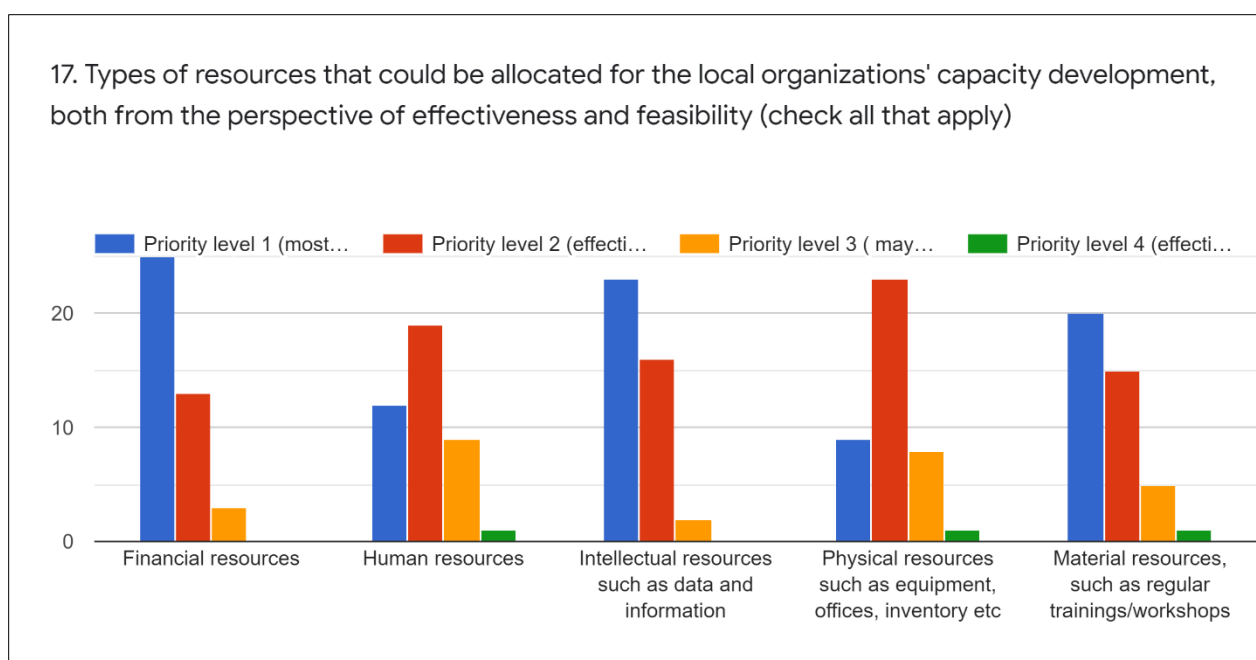


Figure 19 Types of resources that could be allocated

When we talk about intentional allocation of resources for capacity development, it is important to understand which resources would be most effective as well as feasible to allocate.

Financial resources: 61% respondents feel allocating financial resources would be most effective and it is also feasible. 32% agreed that this is effective and feasible. 7% think this may not be effective but feasible.

Human resources: 43% respondents feel allocating human resources would be most effective and it is also feasible. 46% agreed that this is effective and feasible. 11% think this may not be effective but feasible.

Intellectual resources such as data and information: 59% respondents feel allocating intellectual resources would be most effective and it is also feasible. 33% agreed that this is effective and feasible. 8% think this may not be effective but feasible.

Physical resources such as equipment, offices, inventory etc: 36% respondents feel allocating physical resources would be most effective and it is also feasible. 52% agreed that this is effective and feasible. 12% think this may not be effective but feasible.

Material resources, such as regular trainings/workshops: 56% respondents feel allocating material resources would be most effective and it is also feasible. 36% agreed that this is effective and feasible. 8% think this may not be effective but feasible.

4.3.18 *If the respondents’ respective organization have specific policy and/or strategic goal on local partners capacity development*

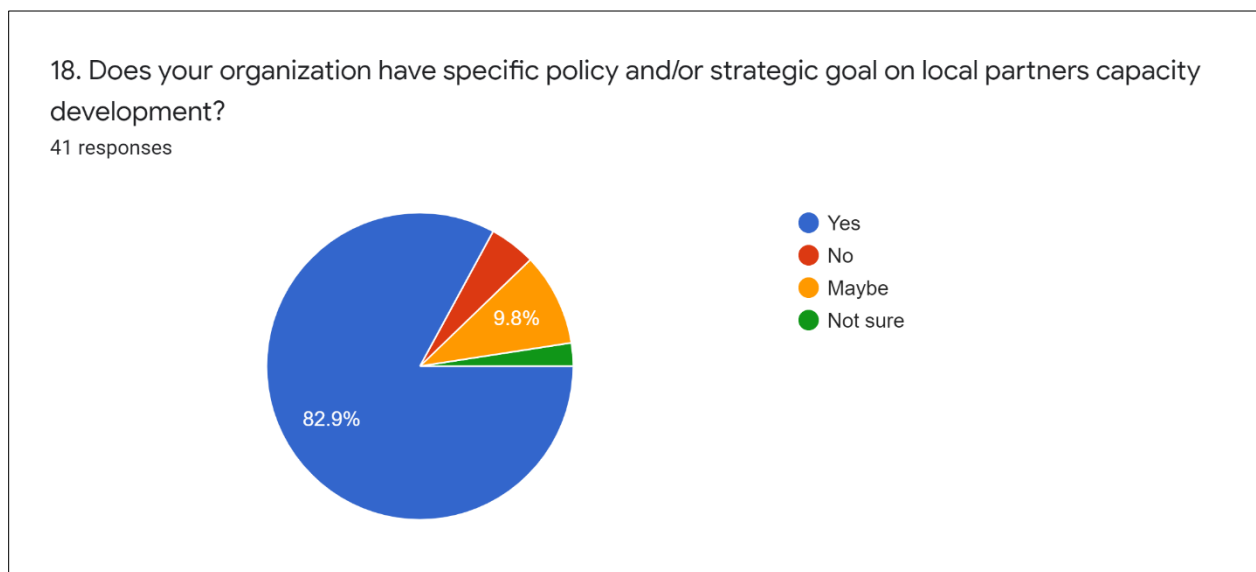


Figure 20 Organization have specific policy and/or strategic goal on local partners capacity development

It is important to see if the development organizations have specific policy and/or strategic goals on local partners’ capacity development. 82.9% respondents said their respective organizations have specific policy and/or strategic goals for the development of local organization of capacity. 9.8% said they are not sure about the prevalence of such policies or goals.

4.3.19 If in the respondents’ respective organizations, do any of the current partnership arrangements with the local organizations have capacity building/development as a supplemental component?

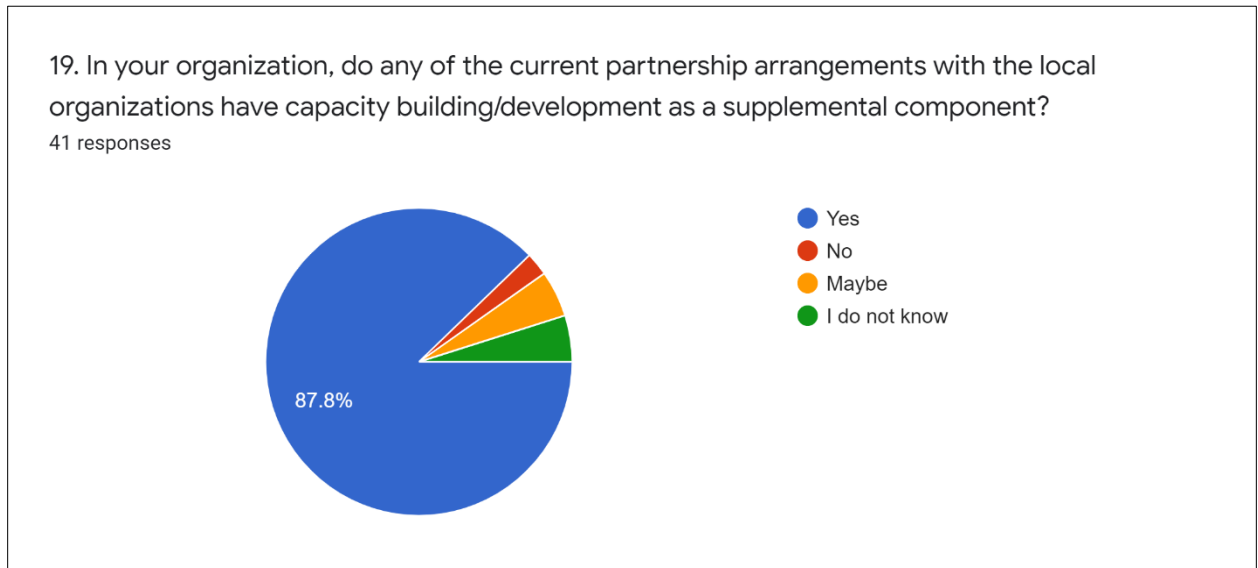


Figure 21 Organizations that have any of the current partnership arrangements with the local organizations have capacity building/development as a supplemental component

As mentioned earlier that capacity building is often a part of the current agreement or partnership mechanism as a supplemental component. 87.8% respondents agreed that the current partnership with local organizations have local capacity development as a supplemental component.

4.3.20 View on “To ensure capacity development is monitored and measured continuously, how important it is”

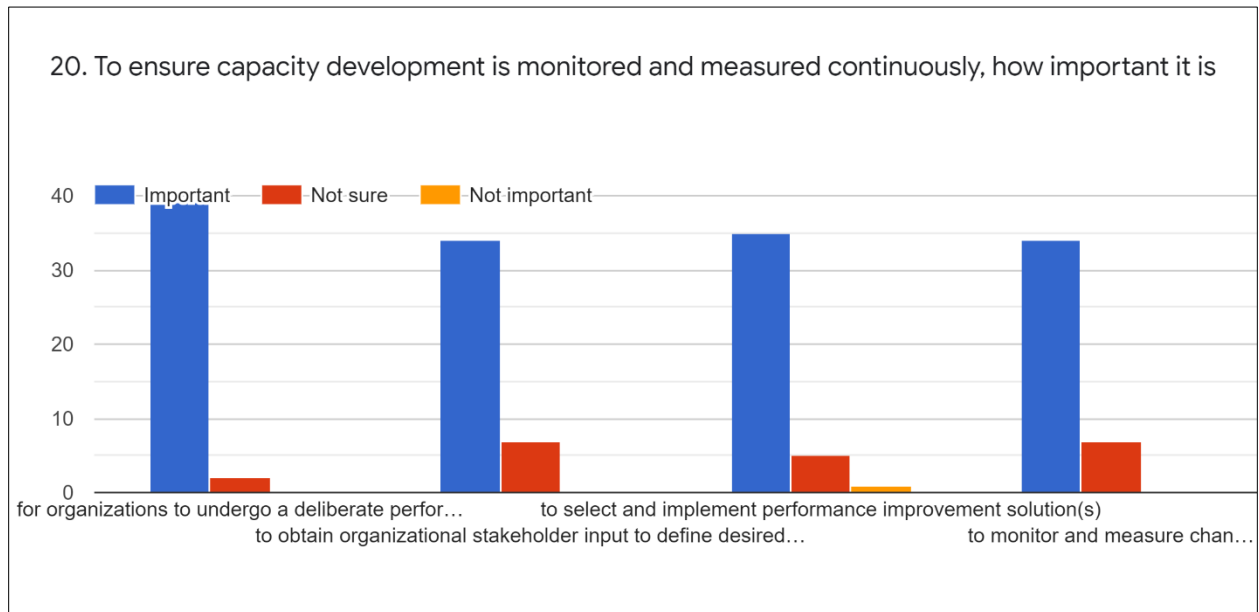


Figure 22 Areas to focus for measurig and monitoring capacity development

The survey question also focused on the process of capacity building. And therefore, asked the respondents on to ensure capacity development is monitored and measured continuously, how important it is:

for organizations to undergo a deliberate performance improvement process that is documented: 95% respondents feel that it is important for local organizations to undergo a deliberate performance improvement process that is also documented. This could also be named as self-assessment. 2% were not sure about this step.

to obtain organizational stakeholder input to define desired changes in performance: 94% of the respondents feel it is important to to obtain organizational stakeholder input to define desired changes in performance 6% were not sure about this aspect.

to select and implement performance improvement solution(s): 94% of the respondents think it is important to select and implement performance improvement solution(s). 5% were not sure about this aspect.

to monitor and measure changes in performance: 94% of the respondents think it is important to monitor and measure changes in performance .6% were not sure about this aspect.

4.3.21 View on “Methods that can be used to measure and monitor capacity building (check all that apply)”

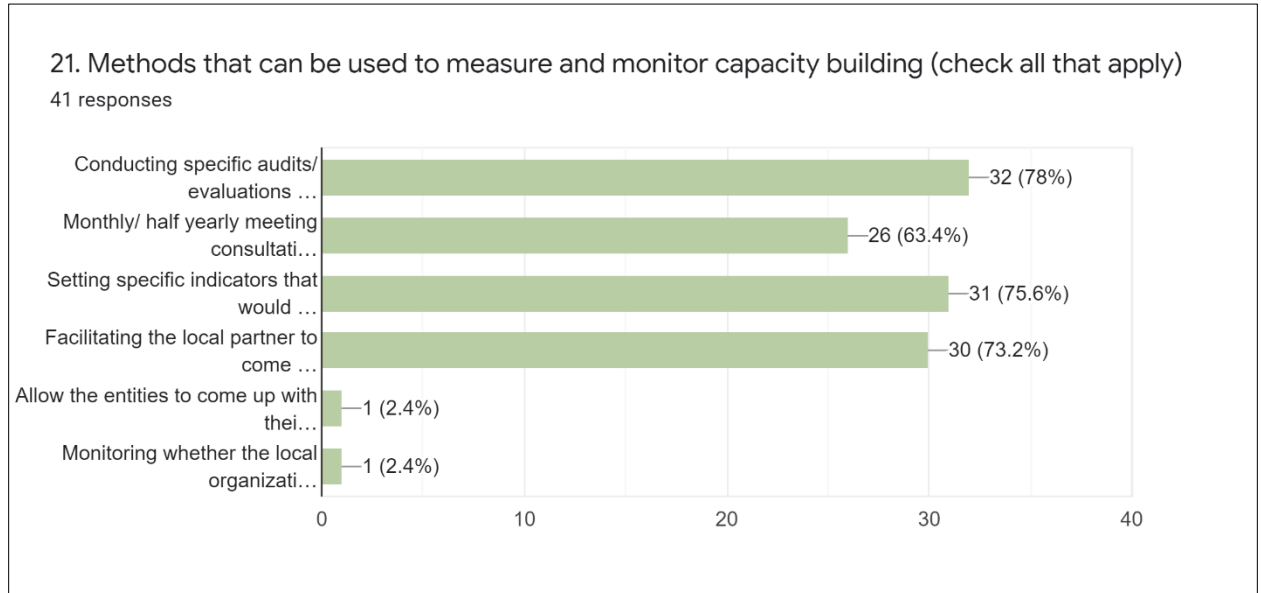


Figure 23 Methods that can be used to measure and monitor capacity building

78% of the respondents said conducting specific audits/evaluations can be a method to be used for measuring and monitoring capacity building. 63.4% agreed that monthly/half yearly meeting and regular consultation could be methods for measuring capacity building performances. 75.6% answered and agreed that setting specific indicators that would measure the capacity building performance component would can be considered as method. 373.2% also agreed that facilitating the local partner to come up with risk mitigation and management plan could also be used as method to measure capacity building.

4.3.22 View on “Major challenges to work with the local organizations that can also be a focus area for capacity development (check all that apply)”

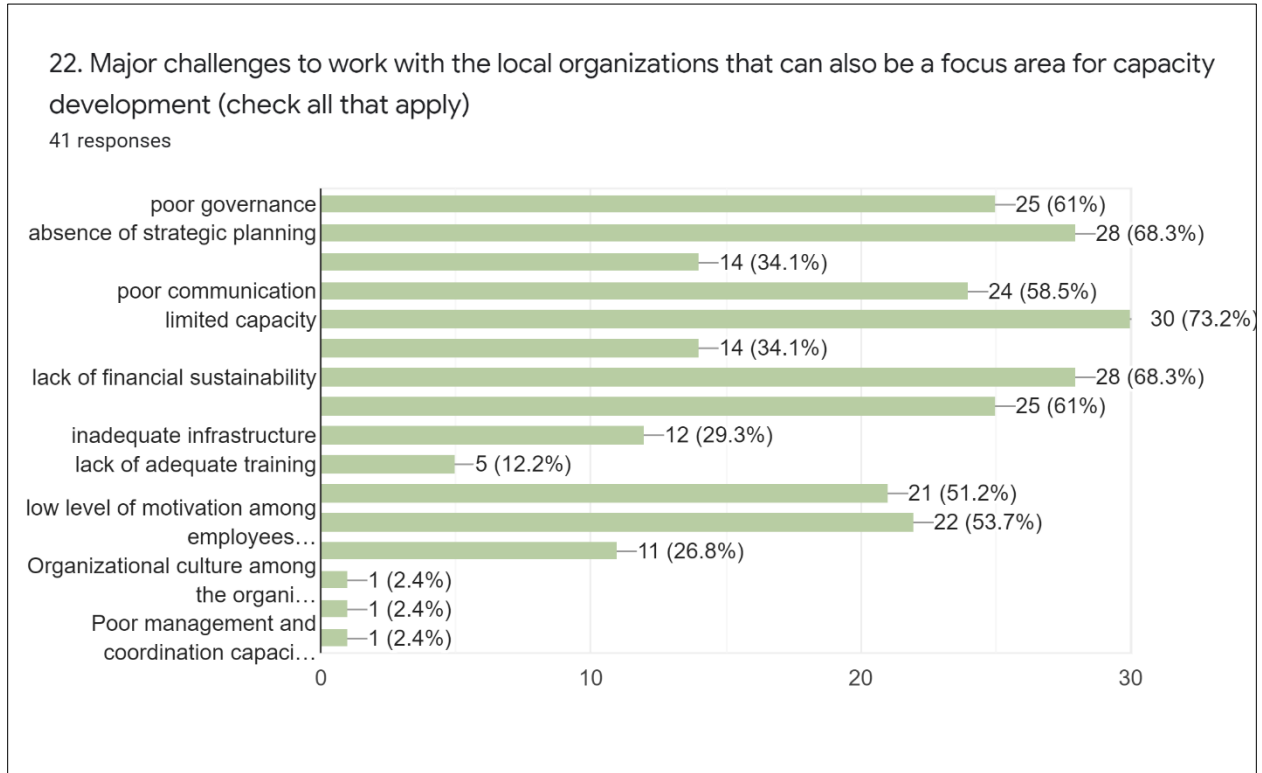


Figure 24 Major challenges to work with the local organizations

To understand the areas where challenges are perceived and development may be brought through capacity building exercise, the survey questions asks to mark on the challenges and areas for improvement. 73.2% believe that limited capacity is one of the major challenges and can be further worked on through different mechanisms. 68.3% believes that absence of strategic planning and lack of financial sustainability are some of the major challenges to work with local organizations. 61% believe that poor governance as well as shortage of efficient employees and high employee attrition could also be major challenges. Poor communication, low level of motivation among employees are also believed to be major challenges by 58.5% and 53.7% respondents, respectively.

4.3.23 View on “Integrating business models, such as social business and/or creating innovative revenue generation models may have a positive impact on the sustainability of the development program as well as the local organizations.”

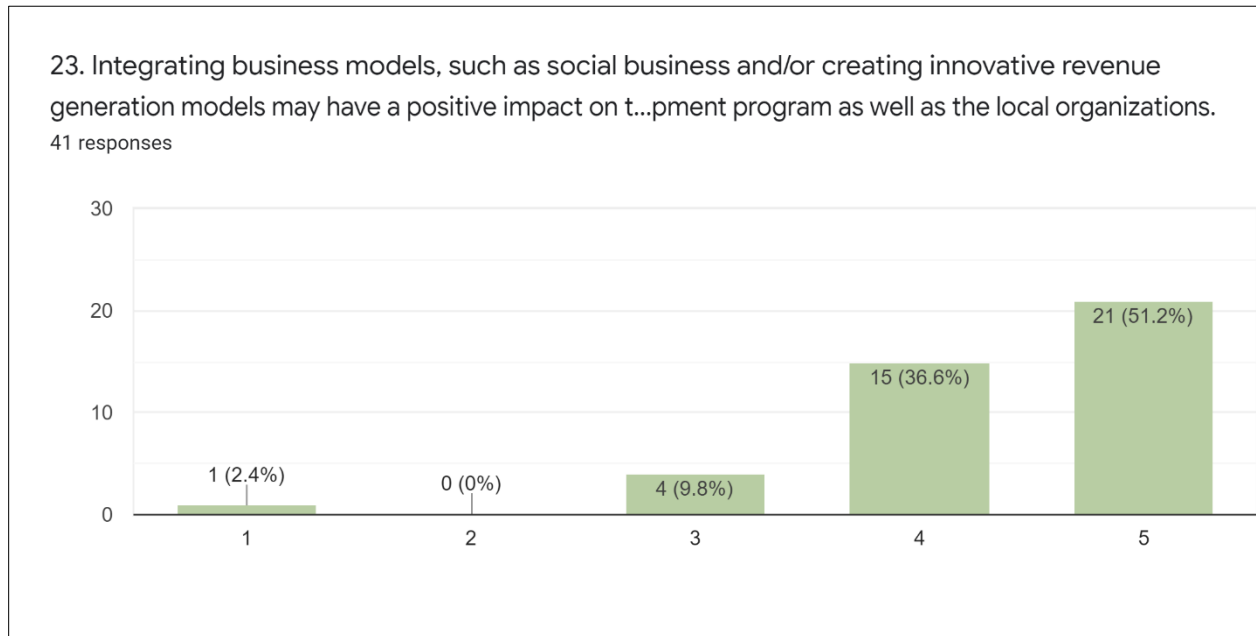


Figure 25 Integrating business models

As discussed in the literature review section, as local NGOs are originated locally and in most of the cases with a need to work on one of the technical areas, such as nutrition, health, democracy, gender rights, and environment, among others, they are mostly technically focused and therefore, once a project is completed, the management may not have the capacity to continue to support their target beneficiaries. Social business or any form of revenue generation model could be introduced by these organizations to ensure they continue to grow and become sustainable as an organization and reduce their dependency on the development aid funding. From that perspective, the respondents were asked that if integrating business models would have a positive impact on the sustainability of the development program as well as local organizations. 51.2% respondent saying they strongly agree; 36.6% also agreed to the statement, whereas 9.8% showed neutral and 2.4% strongly disagreed.

4.3.24 View on “The component “Building Local capacity” should be reflected in the strategic goals of international development organizations as well as in the development policies mandated by the host government”

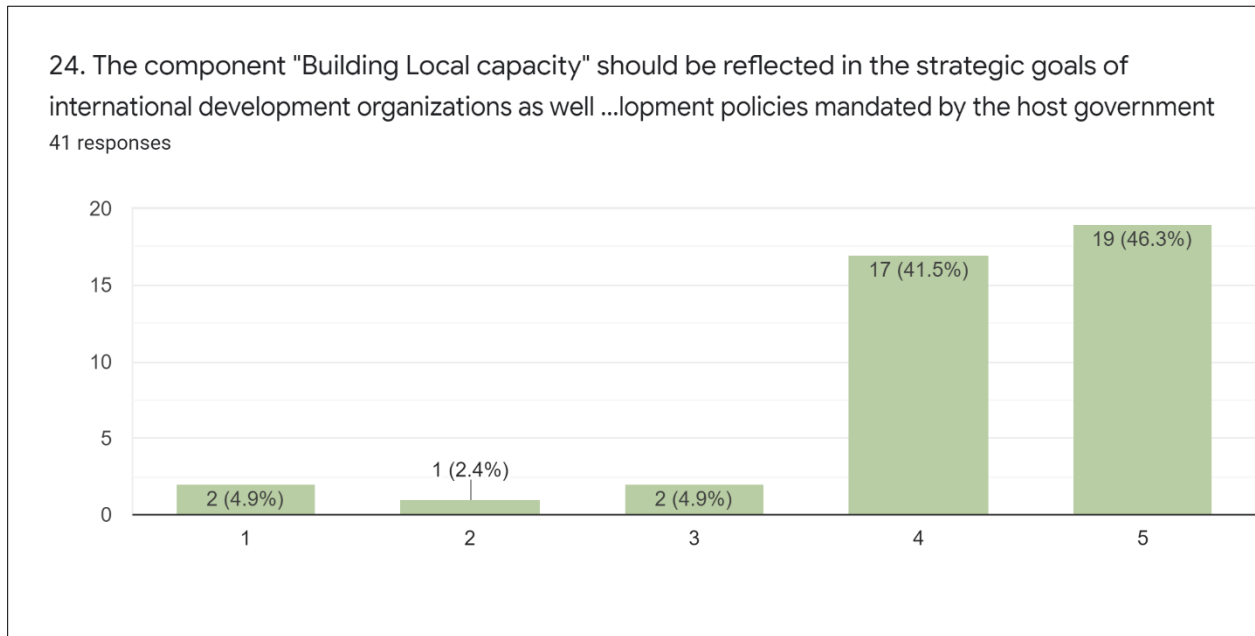


Figure 26 Building Local capacity" should be reflected in the strategic goals of international development organizations as well as in the development policies mandated by the host government

While most of the respondents did agree that their respective organizations do have specific policy and/or strategic goal for local capacity development, as per the KII interview qualitative data received, this should be reflected in the strategic goals of international development organization as well as development policies mandated by the host government. 46.3% and 41.5% strongly agree and agree to this statement and 4.9% remained neutral. 4.9% also showed strongly disagree to this point.

4.3.25 Qualitative aspects “Thoughts on “Importance of local partnership to achieve our sustainable development goals.

The survey respondents were requested to share their thoughts on the important of local partnership to achieve our sustainable development goals. This section contributes to the qualitative aspects of the research.

- Local partner has a good knowledge about the native environment. They work with the grassroot people. Therefore, they can easily identify the problem which are flowing

there. Therefore for achieving sustainable development goals local partnership is very important.

- It is surely important to have local partnership for sustainable development because community participation is crucial for sustainable development and local partnership can ensure the community participation.
- Community empowerment is needed to achieve the goals.
- Sustainability needs to be an across-the-board goal. If some are excluded from the goal then the likelihood of success is diminished.
- A major component of development projects sustainability can be achieved by partnerships with local organizations, especially those that have a big footprint in different parts of the host country.
- It contributes to cost efficiency, local ownership, local solutions to local problems, and design and implementation of culturally sensitive programs.
- Local organizations are best positioned to sustain development results because of trust and ownership of people.
- Local partnership and capacity of local NGOs are rooted in a deep, shared commitment to lifting people out of poverty in a way that is self-sustaining. Local NGOs would be flexible in adapting to local situations and responding to local needs so they will be able to develop integrated projects, as well as sectoral projects. However, local NGOs sometimes may have limited strategic manner and weak linkage with other players in development. And, in Bangladesh, many local NGOs have limited managerial and organizational capacities.
- Local partnerships play an integral role in achieving sustainable development goals. These partnerships should be done with a focus on building the institutional capacity of local organizations along with plans that builds the capacity of all the staff. Monitoring needs to be in place to ensure policies and manuals developed for capacity development are utilized on a regular basis. Many of local organizations do not have financial, operational or security systems in place. They do not have trained staff or systems that address gender inequalities and healthy work environment. In some cases field level people do not have access to training related to how to communicate, be gender sensitive, or how to deal with situations in places that have security issues. These issues impact overall quality and delivery of development objectives. Corruption and poor governance are major issues that need to be addressed through the development of

transparent and accountable systems, but these are not enough to ensure strong impact on field with efficient use of resources. It's important to build strong leadership values and communication among local organizations, development agencies and host government counterparts so that they work in collaboration with each other. Achieving SDGs require strong partnerships between host governments and local agencies along with acceptance and trust so that they can deliver results together. This is lacking in this sector, and impacts the quality and time it takes local organizations to deliver results. Local partners work closest with grassroots organizations, but strong monitoring is required to assess this relationship and for ensuring voices of grassroots stakeholders are heard. Evaluation procedures and organizational strategies must allow space for feedback loops and adaptive mechanisms so that they are able to cope with changes over time including crises. Local partnerships must consider integrating research and its use for decisions as part of its foundation. It's well understood that achieving sustainable development goals will be difficult to attain without local partnerships, and that the capacity development of local organizations are integral to developing long term solutions that are effective. These processes should consider working in collaboration with host governments to help create a positive behavior of acceptance and ownership of local organizations in our country. This will further strengthen the sustenance of local organizations, the capacity developed to improve their organizational skills and ability, and ultimately, how they aid in achieving SDGs. Local partnerships and their ability to operate effectively, efficiently through accountable procedures are absolutely important to achieving our SDGs.

- Local partnerships and strengthened capacity are essential for self-reliance and sustainability.
- This is extremely important particularly in cases when participation is meant to be realized and that is aligned with all three parties: the international development organizations, the local organizations, and the local community and/or beneficiaries.
- It is important for a country’s long term strategic growth.
- Agreed but it is almost; however, might not motivate international entities and consultants to impose “capacity building” on local entities because they would not have the context in the first place to understand the need of capacity development. Secondly, it should be the local organization that shall determine what kind of capacity they will need. So, self-assessment and intrinsic evaluation methods such as organizational

capacity assessment (oca) are more useful when they are used properly with proper facilitation rather than imposing capacity building elements that would not have lasting impacts. Local partners are also not supposed to be hyped up to everything. There are certain elements of development interventions that local organizations can do well.

- Host Government should not consider the LOCAL NGO's as adversaries. Rather it should bind the development activities with LNGO's involvement. At the same time LNGO's should also be held accountable for the activity implementation through robust monitoring.
- Building capacity of local organizations should have the highest priority from the side of donor agencies and other international development partners and should aim to make them be able to work independently.
- Accountability, Transparency, Monitoring and Intellectual capacity development of employees with effective employee benefits are highly essential.
- This is important for achieving many of the SDGs.
- Local knowledge and networking must be ensured implementing development activities for impact. Capacity development of local organizations will always benefit the international partners to effectively design, implement, and delivery.
- Local knowledge and networking must be ensured implementing development activities for impact. Capacity development of local organizations will always benefit the international partners to effectively design, implement, and delivery.

4.4 Statistical Analysis

For this study, the researched used both general and statistics data analysis. For the 5 likert scale questions, the researched worked on the SPSS to run descriptive statistics

4.5 Descriptive Statistics

In descriptive statistics, the data is summarized and validated, and than organized in such a way so that it illustrates the relationships between different variables, both dependent and independent, of a sample size and/or the population. Descriptive statistics is the first steps of conducting analysis and should be completed before proceeding with inferential statistics and related analysis and comparisons. Descriptive analysis would include types of variables such as nominal, ratio, ordinal, interval and it demonstrates measures of frequency, tendency,

position, among others (Yellapu; 2018). The researcher can draw down summary of data using descriptive statistics. Here, the mean of the data has been calculated using the SPSS.

Table 1 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
6. Partnership with local organizations is crucial to achieving sustainable development outcomes. (For the purpose of this study Local Organizations: registered Local non governmental, non-profit organizations/entities)	41	1	5	4.54	.925
7. Local partners are an important part of the management cycle of development projects/programs/activities	41	1	5	4.46	.951
8. Developing and strengthening relationships with local partners leads to opportunities to understand the needs of the affected population as well as provide quality assistance.	41	1	5	4.49	.840
9. Local partners can play a vital role in providing with knowledge and information about cultures, livelihood methods as well as methods of access to local communities and beneficiaries.	41	1	5	4.46	.977

10. The opportunities as well as the need to partner with local organizations are sufficiently explored.	41	2	5	3.17	.771
12. Developing local capacity may lead to effective partnership with local organizations	41	1	5	4.39	.833
16. There’s a need to intentionally allocate resources for local organizations’ capacity development	41	1	5	4.05	1.024
23. Integrating business models, such as social business and/or creating innovative revenue generation models may have a positive impact on the sustainability of the development program as well as the local organizations.	41	1	5	4.34	.855
24. The component "Building Local capacity" should be reflected in the strategic goals of international development organizations as well as in the development policies mandated by the host government	41	1	5	4.22	1.013
Valid N (listwise)	41				

4.6 Interpretations:

The interpretations are given based on the “mean”

- Partnership with local organizations is crucial to achieving sustainable development outcomes. (For the purpose of this study Local Organizations: registered Local non governmental, non-profit organizations/entities): With a mean of 4.54, it can be said that

majority of the sample size “agrees” to the statement that Partnership with local organizations is crucial to achieving sustainable development outcomes.

- Local partners are an important part of the management cycle of development projects/programs/activities. With a mean of 4.46, it can be said that local partners are agreed to be an important part of the management cycle of the development activities.
- Developing and strengthening relationships with local partners leads to opportunities to understand the needs of the affected population as well as provide quality assistance. With a mean of 4.49, it can be said that the sample size agrees that Developing and strengthening relationships with local partners leads to opportunities to understand the needs of the affected population as well as provide quality assistance.
- Local partners can play a vital role in providing with knowledge and information about cultures, livelihood methods as well as methods of access to local communities and beneficiaries. With a mean of 4.46, it can be said local partners can play a vital role in providing with knowledge and information about cultures, livelihood methods as well as methods of access to local communities and beneficiaries
- The opportunities as well as the need to partner with local organizations are sufficiently explored. With a mean of 3.17, it can be said that the sample size is neutral.
- Developing local capacity may lead to effective partnership with local organizations. With a mean of 4.39, it can be interpreted that Developing local capacity may lead to effective partnership with local organizations.
- There is a need to intentionally allocate resources for local organizations' capacity development. With a mean of 4.05, it can be inferred that there's a need to intentionally allocate resources for local capacity development.
- Integrating business models, such as social business and/or creating innovative revenue generation models may have a positive impact on the sustainability of the development program as well as the local organizations. With a mean of 4.34, this statement is agreed by the sample size.
- The component "Building Local capacity" should be reflected in the strategic goals of international development organizations as well as in the development policies mandated by the host government: as the mean is 4.22 which is more than the value “agree=4”, the majority of the respondents agreed that the component building local capacity should be

reflected in the strategic goals of the international development organizations as well as in the development policies mandatory by the host government.

4.7 Inferential statistics

Hypothesis testing.

As the data collected for the research questions were in the form of likert scale. To conduct the hypothesis, the researcher considered 4= as the agreed stage of the following statements .

Which means

H_0 = null hypothesis “Agreement” with the following statements”

H_1 = Alternate hypothesis “Not in agreement” with the following statements.

One simple t-test was conducted to see if the assumption that the population mean would be =4, and how significant these statements are based on the sample size 41’s responses at a significance level 95%.

Table 2 One sample T-test

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
6. Partnership with local organizations is crucial to achieving sustainable development outcomes. (For the purpose of this study Local Organizations: registered Local non governmental, non-profit organizations/entities)	41	4.54	.925	.144

Table 3- One sample T-test to determine significant

One-Sample Test	
	Test Value = 4

	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
6. Partnership with local organizations is crucial to achieving sustainable development outcomes.	3.716	40	.001	.537	.24	.83

Interpretation: Based on the P value which is $P > .001$, it can be said that this is significant and therefore, the null hypothesis is accepted that Partnership with local organizations is crucial to achieving sustainable development outcomes.

4.8 Discussion

Based on the data analysis, both descriptive as well as inferential, it can be said that partnering with local organizations is viewed as for sustainable development outcomes. There can be different ways and mechanisms to collaborate with the local organizations, as discussed in the literature review, from regular consultation to co-creating development activity designs. Local organizations play an important role in the cycle of development activities. 90% of the development professional from the sample size agreed that partnership with local organization is crucial for sustainable development outcomes and more than 92% agreed that local partners are an important part of the management cycle of the development activities. Around 94% of the development aid sector believes developing and strengthening relationships with local partners leads to opportunities to understand the needs of the affected populations as well as provide quality assistance. 90% of the professional feel local partners can play a vital role in providing with knowledge and information about cultures, livelihoods methods, as well as methods of access to local communities and beneficiaries. One of the major observations from this study is 53.7% of sample show neutral on the opportunities as well as the need to partner with local organizations are sufficiently explored. Local organizations provide some of the competitive advantages including they have better contextual knowledge and therefore may be able to contribute to the policy development and activity implementation. Around 40%-60% local organizations have motivation, awareness, skills, and knowledge to implement an activity independently and 40%-60% have readiness to have direct partnerships. The remaining ones may need focused support to improve their financial management skills, procurement compliance, internal control, HR compliance, technical presentation, and communication. To

work to those areas, more than 70% development professionals believe that intentional allocation of resources would help develop these areas. Financial resource has been considered as one of the most effective and feasible resources that can be allocated for the betterment of the local organizations’ capacity development. In addition, organizations can be motivated towards pursuing business and revenue models for the sustainability of their business as well as development interventions. Furthermore, organizations should have better transparency, accountability, and strong governance systems to ensure their internal control follows international standards and is ready for partnering with these organizations as well. It is also said that one of the major aspects that can formally motivate international organizations to collaborate with the local organization is by mandating it through national development policy frameworks (OECD; 2001).

Chapter Five

Conclusion and Recommendations

As the study starts with the idea that one of the SDGs targets, target 17.17 encourage and promote effective public, private, and civil society partnerships, building on the experience and resourcing strategies of partnership; even though local partnership is not explicitly stated under the indicator, however, it is inevitable to ensure the higher-level partnership for national economic growth. As the organization IIED suggests, the role of local partnership is often understood but not realized fully and discussions have been taking place on this. Also even it is perceived that development is management by the host government, bilateral agencies, development banks, and international NGOs, but local organizations are as effective as the funding support of received from these organizations.¹⁴ In addition to potential economic growth, local partnership may also promote to better social cohesion... it also responds to the issue pertaining to national unemployment, poverty and social exclusion and therefore has received increasing attention over the last few decades both from the development agencies as well as host governments (Geddes. 1998). While a number of initiatives have been taken by the development agencies and governments, the purpose of the study was to understand development actors view on the important of the local partnership as well as the challenges associated with it. USAID, one of the development partners, in their local capacity development guidance mentions that how local organizations may have critical understanding of the local context, and knowledge as well as the different norms, system, roles of other actors and stakeholders, and social, economic and political sensitivity and challenges.¹⁵ Given there are several challenges to partner with the local organizations, as the data suggests, improving local organizations’ capacity may lead to effective and sustainable partnership. For the capacity building, number of areas would need focused assistance and support. And Capacity development should also be considered as a continuous process (Local Capacity Development suggested Approaches). It also suggests that it is the local organization that should embed this approach into their operations and continuously monitor their performance

¹⁴ Local organizations: introduction; <https://www.iied.org/local-organizations-introduction>

¹⁵ Local Capacity Development Suggested Approaches

https://www.usaid.gov/sites/default/files/documents/2496/Local_Capacity_Development_Suggest_Approaches_1.pdf

and conduct self-assessments to comprehend the areas where capacity development is mostly needed.

5.1 Recommendations

On the basis of research conducted and data analyzed, and findings discussed, the following recommendations can be made to reflect upon the view of the development actors on the role of local partnership as well as the need to work on the capacity development for the sustainable development outcomes.

- I. As the study suggests that 53.7% shows neutral on the statement that the opportunities as well as the need to partner with local organizations are sufficiently explore, this certainly implies that there’s scope and opportunity to explore this area more. More research could be done to see the type of opportunities and need exist and based on those approaches can be developed.
- II. As around 90% believe that developing local capacity may lead to effective partnering with local organizations, more capacity building interventions could be initiated should the development actors feel the necessity for effective local partnership.
- III. Given the study finding on the percentage of Bangladeshi local organization that have knowledge, motivations, skills, and to implement development activity independently is 41%-60%, there is opportunity to both increase direct partnership with these number of the organizations, as well as support the remaining 60%-40% with capacity development support for better performance.
- IV. The research findings show that financial management is one of the most important aspects of capacity development, local organizations should work to integrate updated financial management system, improve their internal accountability and transparency. The development organization may support the local organization improve their financial management areas by providing them advisory, consultative, as well financial support, as needed. In addition, areas such as procurement compliance, internal control, HR compliance, technical expertise improvement, and communication are the areas the both local organizations as well partner organizations should be working on to improve capacity and credibility.
- V. From the Development partners as well as Government’s part, allocating financial resources is the most effective resources which is also feasible, as per the study findings. Development organizations can work do work with third party who can help

develop capacity of the local organizations. There’s also practice to fund organization for a development activity and have capacity building as a supplemental component. Allocating resources, financial, human, material, intellectual could bring measurable changes.

- VI. Around 82.9 development professionals informed that their respective organizations have specific policy and/or strategic goals on local partners’ capacity development. Development partners, whose prime objective is to help countries eradicate development issues, such as poverty, hunger, etc, should incorporate working with local and their capacity development in their country and/or regional development strategy.
- VII. To ensure capacity building is monitored and measured continuously it is important for organizations to undergo deliberate performance improvement process that is also well documented. Local organization should undergo self-assessments to comprehend the areas and extent of capacity development needs. There is a need to continue rigorous consultations with different stakeholders who would be able to share their perspectives about local engagement and barriers to do that.
- VIII. As some of the major challenges to work with local organizations are their limited capacity; lack of financial sustainability and shortage of efficient employees and high employee attrition; organizations may take up the approach of creative and innovating business plan for revenue generation, such as social business and earning program income as such for the sustainability of the organization as well as the program they support.

Finally, while local partnership comes with a number of competitive advantages, it is important to note that capacity development and sustainability is a long-term process. In addition, the capacity building and associated supports should not overwhelm both the local organization and the development partners and distract the organizations from their primary goals. The recommendation stated above are very broad and may require further studies to determine the specifics. However, the purpose of this study is to understand the view of the development actors towards local partnership and if building local capacity can lead to effective and sustainable of local partnership which is crucial for sustainable development outcomes and goals; which has been served by the data analysis done and findings received.

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Appendix 1: Definition and Glossary

Capacity Development

The OECD definition is:

“Capacity” is the ability of people, organizations and society as a whole to manage their affairs successfully.

“Capacity development” is understood as the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.

“Promotion of capacity development” refers to what outside partners – domestic or foreign – can do to support, facilitate or catalyze capacity development and related change processes.

“Capacity Building” Means by which skills, experience, technical and management capacity are developed within an organizational structure (contractors, consultants or contracting agencies) - often through the provision of technical assistance, short/long-term training, and specialist inputs (e.g., computer systems). The process may involve the development of human, material and financial resources. ¹⁶

“The development of an organization’s capabilities, through a coherent set of activities aimed at embedding core skills and functions in order to build the organization’s effectiveness and sustainability.”

GLOBAL DEFINITION:

LOCAL PARTNERSHIP A cooperative arrangement in the local context involving members stakeholders of the public, private, community and voluntary sector organisations, which allocate funding and address various problems affecting local infrastructures, systems, services and communities, as well as strategies and initiatives to intervene and solve them.

¹⁶ OECD <http://www.ilo.org/public/english/employment/recon/eiip/index.htm>

Appendix 2: Survey Questionnaire



Masters dissertation
- Google Forms.pdf

Survey Questionnaire-Master's Dissertation

Hello!

Thank you for taking the time to do the survey. This is a great help!

The questionnaire is an approach to collect primary data to facilitate my Master's research. The dissertation's area of focus is to understand the challenges and opportunities to work with the local organizations (non government, non-profit registered entities) and whether and how building local organizations' capacity can lead to effective and sustainable local partnership as well as improved development outcomes.

Researcher's disclaimer: The respondent's name or identity information will not be quoted anywhere in the thesis report and the response to this survey will only be used for the purpose of this study.

Thank you again for your great support!

* Required

1. Email address *

2. 1. Name of Your Organization (Optional)

3. 2. Type of Organization *

Mark only one oval.

- Bangladeshi/Local Entity
- International, with currently operations going on in Bangladesh
- International, currently not working in Bangladesh
- Other: _____

4. 3. Organization Sector/Industry *

Mark only one oval.

- Private Organization
- Non Governmental Organization (NGO) and/or Non Profit Organization (NPO)
- Government Organization
- Development Agency
- Other: _____

5. 4. How would you define your role in the current position *

Mark only one oval.

- Director/Head of the Organization
- Senior Manager/Head of Department or the team/Advisor
- Mid Level/Manager/Specialists
- Entry Level/Trainee
- Other: _____

6. 5. Years of Experience in the Development Sector *

Mark only one oval.

- 1-3 Years
- 4-7 years
- 8-11 Years
- 12-15 Years
- More than 15 Years

7. 6. Partnership with local organizations is crucial to achieving sustainable development outcomes. (For the purpose of this study Local Organizations: registered Local non governmental, non-profit organizations/entities) *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

8. 7. Local partners are an important part of the management cycle of development projects/programs/activities *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

9. 8. Developing and strengthening relationships with local partners leads to opportunities to understand the needs of the affected population as well as provide quality assistance. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

10. 9. Local partners can play a vital role in providing with knowledge and information about cultures, livelihood methods as well as methods of access to local communities and beneficiaries. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

11. 10. The opportunities as well as the need to partner with local organizations are sufficiently explored. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

12. 11. Working with local organizations can provide the following competitive advantage/s. Please check all that apply *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Local organization has better contextual knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local partnership can be cost effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with local organization can reduce the time to establish networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local organization often have strong network with grassroots organizations, local government, host government that can be advantageous to ensure rapid development solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnership with local organizations for crisis response situation, such as a pandemic can be advantageous to ensure rapid response	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. 12. Developing local capacity may lead to effective partnership with local organizations *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

14. 13. Currently the percentage of Bangladeshi local organizations that have knowledge, skills, motivations, and awareness to implement /perform a development activity independently, with only financial assistance and minimum technical guidance would be: *

Mark only one oval.

- 1%-20%
- 21%-40%
- 41%-60%
- 61%-80%
- 81%-100%

15. 14. Currently the percentage of Bangladeshi local organizations that have readiness to partner with international donor organizations as well as host government organizations directly for the implementation of an development activity would be: *

Mark only one oval.

- 1%-20%
- 21%-40%
- 41%-60%
- 61%-80%
- 81%-100%

16. 15. There is a need to build local organizations' capacity in the following areas for better delivery of performances, long term relationships, and sustainability of the local organizations as well as the development interventions (Check all that apply) *

Mark only one oval per row.

	Priority 1 (very important and requires focused assistance)	Priority 2 (important and may require focused assistance)	Priority 3 (important but external support may not be required)
Financial management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procurement compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HR compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical expertise ,i.e. proposal/application preparation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. 16. There's a need to intentionally allocate resources for local organizations' capacity development *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

18. 17. Types of resources that could be allocated for the local organizations' capacity development, both from the perspective of effectiveness and feasibility (check all that apply) *

Mark only one oval per row.

	Priority level 1 (most effective and feasible)	Priority level 2 (effective and feasible)	Priority level 3 (may not be effective but feasible)	Priority level 4 (effective but not feasible)
Financial resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intellectual resources such as data and information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical resources such as equipment, offices, inventory etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Material resources, such as regular trainings/workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. 18. Does your organization have specific policy and/or strategic goal on local partners capacity development? *

Mark only one oval.

- Yes
- No
- Maybe
- Not sure

20. 19. In your organization, do any of the current partnership arrangements with the local organizations have capacity building/development as a supplemental component? *

Mark only one oval.

- Yes
- No
- Maybe
- I do not know

21. 20. To ensure capacity development is monitored and measured continuously, how important it is *

Mark only one oval per row.

	Important	Not sure	Not important
for organizations to undergo a deliberate performance improvement process that is documented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to obtain organizational stakeholder input to define desired changes in performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to select and implement performance improvement solution(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to monitor and measure changes in performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. 21. Methods that can be used to measure and monitor capacity building (check all that apply) *

Check all that apply.

- Conducting specific audits/evaluations and sharing results and recommendations
- Monthly/ half yearly meeting consultation, as appropriate
- Setting specific indicators that would reflect actual performance improvement
- Facilitating the local partner to come up with Risk mitigation and management plan

Other: _____

23. 22. Major challenges to work with the local organizations that can also be a focus area for capacity development (check all that apply) *

Check all that apply.

- poor governance
- absence of strategic planning
- poor networking with international stakeholders
- poor communication
- limited capacity
- relationship with relevant stakeholders, i.e. Donors, INGOs,
- lack of financial sustainability
- shortage of efficient employees and high employee attrition
- inadequate infrastructure
- lack of adequate training
- lack of information and relevant research
- low level of motivation among employees often aggravated by lack of job security

Other: _____

24. 23. Integrating business models, such as social business and/or creating innovative revenue generation models may have a positive impact on the sustainability of the development program as well as the local organizations. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

25. 24. The component "Building Local capacity" should be reflected in the strategic goals of international development organizations as well as in the development policies mandated by the host government *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

26. 25. Importance of local partnership to achieve our sustainable development goals. Please share your thoughts on this statement. (This is optional; however would be very helpful for the qualitative aspects of the research)

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Appendix 3: Key Information Interview details

KII Questionnaire

- a) What is your thought about the important of local partnership in the development sector aid?
- b) Do you agree that local partnership is important? If yes, why?
- c) In your opinion, what are some of the challenges to work with local organization/partnership?
- d) Do you think local capacity building can lead to sustainable local partnership? If yes, why and how?
- e) What are some of the major risks to work with locals What is the benefit of working with local organization?
- f) Do you think the number of initiatives taken by donors to engage with them are sufficient?
- g) How can we improve the work on local capacity? Allocating resources, providing continuous feedback would help?
- h) Do you think integrating business models to generate a revenue source would help the local NGOs’s become sustainable in a long run.
- i) Do you think working with local organization to provide rapid response in the crisis and/or pandemic situation would ensure efficiency?

Key Informant interviewees’ details

1. Private Sector Specialist

Economic Growth Office,

USAID/Bangladesh

2. Financial Analyst

Office of Financial Management

USAID/Bangladesh

3. Health Sector Specialist

Office of Health, Population, Nutrition, and Education

USAID/Bangladesh

[End of the Dissertation]