

KEYSTONE PERFORMANCE SURVEYS

Development Partnerships Survey 2015

**Partner Feedback Report:
Netherlands Institute
for Multiparty Democracy
(NIMD)**



www.KeystoneAccountability.org

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Introduction

Since 2010, Keystone has been conducting benchmark surveys of partners of international non-governmental organisations (INGOs). 70 INGOs have since taken part in these surveys. 18 INGOs have repeated the process.

In the survey, partners are asked to rate and comment on different aspects of an INGO's performance. The surveys are conducted confidentially, with Keystone guaranteeing as an independent third party that respondents' identities will not be revealed to the INGO.

In 2012, NIMD took part in the process together with a group of Dutch INGOs. In 2015, it decided to repeat the process, this time with a cohort of 10 Dutch INGOs who took part in this process together in coordination with Partos. This report presents what the partners of NIMD said about the INGO compared to benchmarks reflecting partner ratings from the 70 INGOs in our data set, as well as with the 10 Dutch INGOs comprising the Dutch cohort. It provides credible data on how well NIMD carries out its role in the partnership, as seen from the partner perspective.

A public report summarising the overall Dutch performance will also be produced in consultation with Partos.

- **Annex 1** is the questionnaire that was used for the survey.
- **Annex 2** includes the raw quantitative data as well as all the responses given to the open-ended questions of the survey. These have been edited to protect the anonymity of respondents.
- **Annex 3** contains a list of NIMD's partners that have expressed their willingness to take part in follow-up interviews, which NIMD can conduct should they wish. 91% of respondents expressed an interest in seeing the results from the survey.
- **Annex 4** is a short outline of how Keystone can assist NIMD to introduce more regular partner feedback into its management systems to complement these larger periodic surveys.

SURVEY PROCESS

The survey process was managed by Keystone Accountability. The questionnaire was administered to NIMD's partners in English, French, Portuguese and Spanish, from 19 January to 27 February 2015. Regular reminders were sent to encourage a high response rate.

The questionnaire was administered as an interactive PDF form. It was distributed by Keystone directly to partners by email. Partners completed it off-line (they did not need stable internet access to complete it) and then emailed their responses back to Keystone. The survey was limited to partners who had a basic level of Internet access. We believe this did not make the data significantly less representative.

Keystone emphasised to partners that their participation was voluntary and anonymous.

Introduction

BENCHMARKS AND INDEXES

Throughout the report, NIMD's results are compared to the 70 INGOs listed below.

- ACTEC
- ASF-Belgium
- CAFOD
- CARE UK
- CARE USA
- Caritas Belgium
- Caritas Luxembourg
- Catholic Relief Services
- CBM
- ChildFund International
- Christian Aid
- Church World Service
- Concern
- Cordaid
- DISOP
- **Ecosystems Alliance**
- Entraide et Fraternité
- Free a Girl
- **Free Press Unlimited**
- Handicap International Belgium
- Helen Keller International
- Helvetas
- **Hivos**
- **ICCO**
- IDS/MK4D programme
- IKV Pax Christi
- International Rescue Committee
- International Service
- Investing in Children and their Societies
- Kinderpostzegels
- Liliane Fonds/Strategic Partner, National Coordination Team
- Lutheran World Relief
- Mennonite Central Committee
- Mensen met een Missie
- Mercy Corps US
- Methodist Relief and Development Fund
- Minority Rights Group
- **Netherlands Institute for Multiparty Democracy**
- Oxfam Canada
- Oxfam (confederation)
- **Oxfam Novib**
- Peace Direct
- Plan International
- Practical Action
- Progressio UK
- **Red een Kind**
- RFSU
- **Rutgers WPF**
- Simavi
- Save the Children International
- Save the Children UK
- Save the Children US
- Schorer
- Self Help Africa
- Skillshare
- Solidarité Socialiste
- SOS Faim
- SPARK
- Tear Netherlands
- Tearfund
- Terre des Hommes Netherlands
- Trias
- Trocaire
- UMCOR US
- V.S.O. International
- Vredeseilanden
- VSF-Belgium
- WaterAid
- **Wereldkinderen**
- **Woord en Daad**

The INGOs in the cohort operate in different ways and places, providing a variety of support including funding, training, moral support, joint advocacy and volunteers. While the agencies have different goals and structures, they all share a common purpose and operating model: they aim to tackle poverty, injustice and suffering in developing countries by working in partnership with organisations. This commonality provides the basis for useful comparisons through benchmarks. The benchmarks enable international development organizations to understand their partner ratings in relation to how partners rate other INGOs and see what kind of performance ratings are possible.

Introduction

However, the data needs to be interpreted with care, in light of NIMD’s specific context, goals and activities. It is unlikely that any organisation would be ‘best in class’ across all performance areas.

The benchmarks are calculated as the average ratings of the 70 INGOs and the 10 Dutch INGOs (highlighted in the table above) respectively, not the average of all survey respondents. This reduces the chance that data is skewed by larger INGOs with larger respondent numbers. The Dutch cohort added some specific questions, which are also benchmarked against the Dutch average. No benchmarks are available for NIMD’s unique questions.

The performance summary (Figure 3) consists of seven performance indexes. Each index was calculated by combining the results from 4 – 10 specific questions in the survey. Most indexes correspond to one of the sections of the report. Where questions from one section are more relevant to another index they have been included there to increase accuracy.

RESPONDENTS

	NIMD 2015	NIMD 2012	Cohort	Dutch cohort
No. of partners invited to respond	18	18	13,981	2483
No. of responses received	10	5	4238	684
Response rate	56%	28%	46%	44%

The figures in the table above show the total number of complete and partial responses. Some respondents did not answer all questions. The response rate varies between questions. With only 10 respondents, we are not able to provide a robust disaggregation among respondents, for example between respondents from different regions.

A response rate of 56% is well above the cohort averages and provides quality data, which give a rather complete picture about the performance of NIMD. The response rate is significantly higher than the one obtained in the 2012 survey.

For those partners that responded to the survey, the following people were involved in completing the questionnaire:

	NIMD 2015 (%)	NIMD 2012 (%)	Cohort Benchmark (%)	Dutch cohort Benchmark (%)
Head of the organisation	78	100	76	80
Other senior leadership	44	20	67	63
Manager	22	0	37	36
Operational staff / field staff	22	20	50	42
Others	0	0	10	6

The figures add to more than 100%, as several members of staff were often involved in completing each questionnaire.

89% of NIMD’s respondents rated the survey process as useful or very useful (NIMD 2012: 100%; cohort benchmark: 83%; Dutch cohort benchmark: 87%).

THE NET PROMOTER ANALYSIS

Keystone uses a technique of feedback data analysis increasingly common in the customer satisfaction industry known as Net Promoter Analysis (NPA)¹ to distinguish between three profiles of constituents. As NIMD considers how to improve in light of the survey findings it is extremely important to develop distinct strategies to work with each of these constituent profiles.

The “Promoters” are constituents that rate NIMD as 9 and 10 on the 0-10 point scale used in the survey. These are NIMD’s champions. They are highly likely to be wholehearted participants in activities and consistently recommend NIMD to their friends and colleagues.

The “Passives” are those who give ratings of 7 and 8. They do not have major concerns, but they are not particularly enthusiastic about or loyal to NIMD. With the right encouragement, they could well become Promoters.

Those who provide ratings from 0-6 are categorized as “Detractors”. They have fairly negative perceptions of the partnership with NIMD and common developmental objectives are likely to be negatively affected as a result.

Many organizations find it useful to track their ‘Net Promoter score’ (commonly referred to as NP score). To get an NP score, one subtracts the proportion of detractors from the proportion of promoters. It is not uncommon to have negative NP scores. The most successful organizations generally have high NP scores. Data from thousands of companies show a clear correlation between high Net Promoter scores and corporate growth and profitability.²

Keystone believes that the customer satisfaction approach is even more relevant to development and social change than it is to business. This is so because those who are meant to benefit from the intended change are key to bringing it about. In this survey context, the practices and policies of international organisations can profoundly affect the performance of their local partners. Surveys such as this provide local partners with a safe space to express what they honestly feel about their international partners, and enable more open, data-driven dialogue for improving performance by both.

NPA also provides an effective way to interpret survey response rates. A growing number of organizations include non-responses to surveys as Detractors. Keystone did not take that approach in this report. The data reported here is only for actual responses.

All data was analysed to look for trends across demographic and other variables. Unless otherwise stated, there are no significant trends to report. Only significant results have been included in the report.

Occasionally in this report, next to the NP analysis, we provide an analysis of the mean ratings given by respondents, as it helps further understanding of the distribution of perceptions and comparisons with the other INGOs in the cohort.

1 For more see: www.netpromotersystem.com, as well as the open source net promoter community at www.netpromoter.com.

2 You can see typical NP scores for a range of industries at www.netpromoter.com.

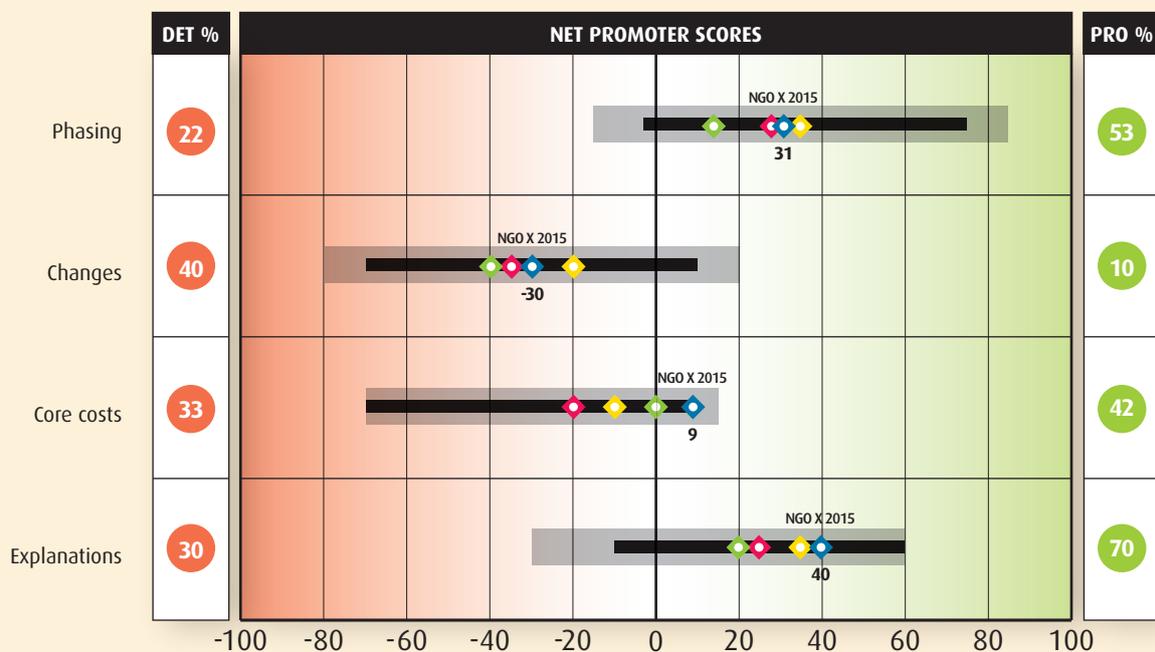
Introduction

READING THE CHARTS

The chart below shows how a specific INGO ('INGO X') is rated across four areas: phasing, changes, core costs and explanation. This chart is composed of the following elements:

- The bars show the range from the lowest to the highest NP score within the cohort of INGOs. In this case, for 'phasing', scores range from -15 to 85 for the cohort (grey bar) and -3 to 75 for the Dutch group (black bar).
- The data labels on the bars show the average NP score for the cohort of INGOs and the Dutch group, and INGO X's specific NP score for the survey both for 2012 and 2015. For 'phasing' these are 28, 35, 14 and 31 respectively.
- The percentages in circles on either side of the chart show the total percentages of INGO X's respondents that can be seen as 'promoters' on the right (i.e. gave a rating of 9 or 10) and 'detractors' on the left (i.e. gave a rating from 0 to 6). The chart does not show benchmarks for these figures.

Figure 1 Sample Graph

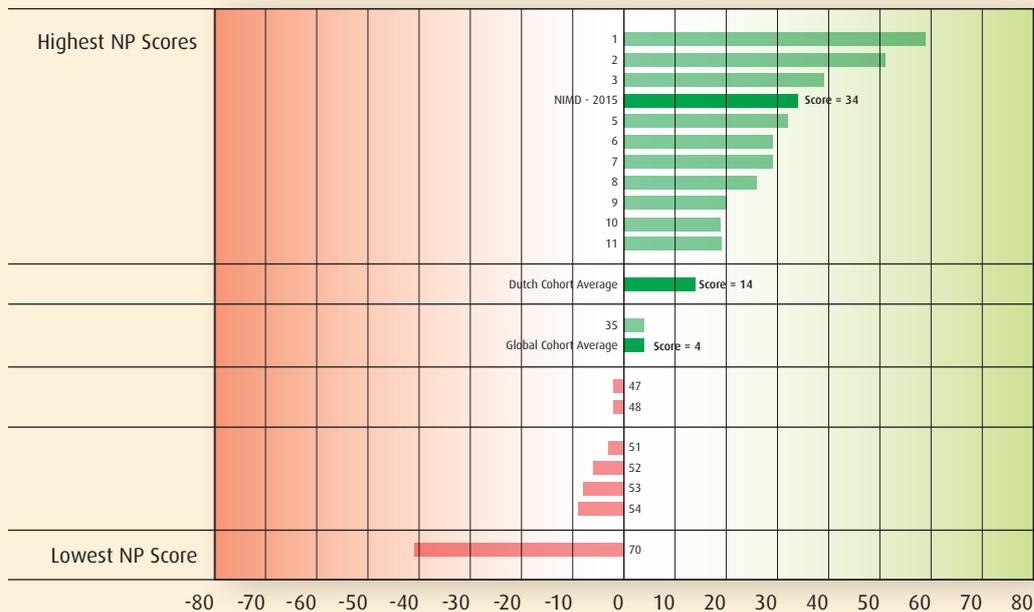


The chart shows how much respondents agree with the statements:

- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'INGO X allows us to make any changes that we need to about how we spend funds.'
- 3 'INGO X makes an appropriate contribution to general / core costs.'
- 4 'INGO X clearly explains any conditions imposed by the original donors who provide the funds.'

Performance summary

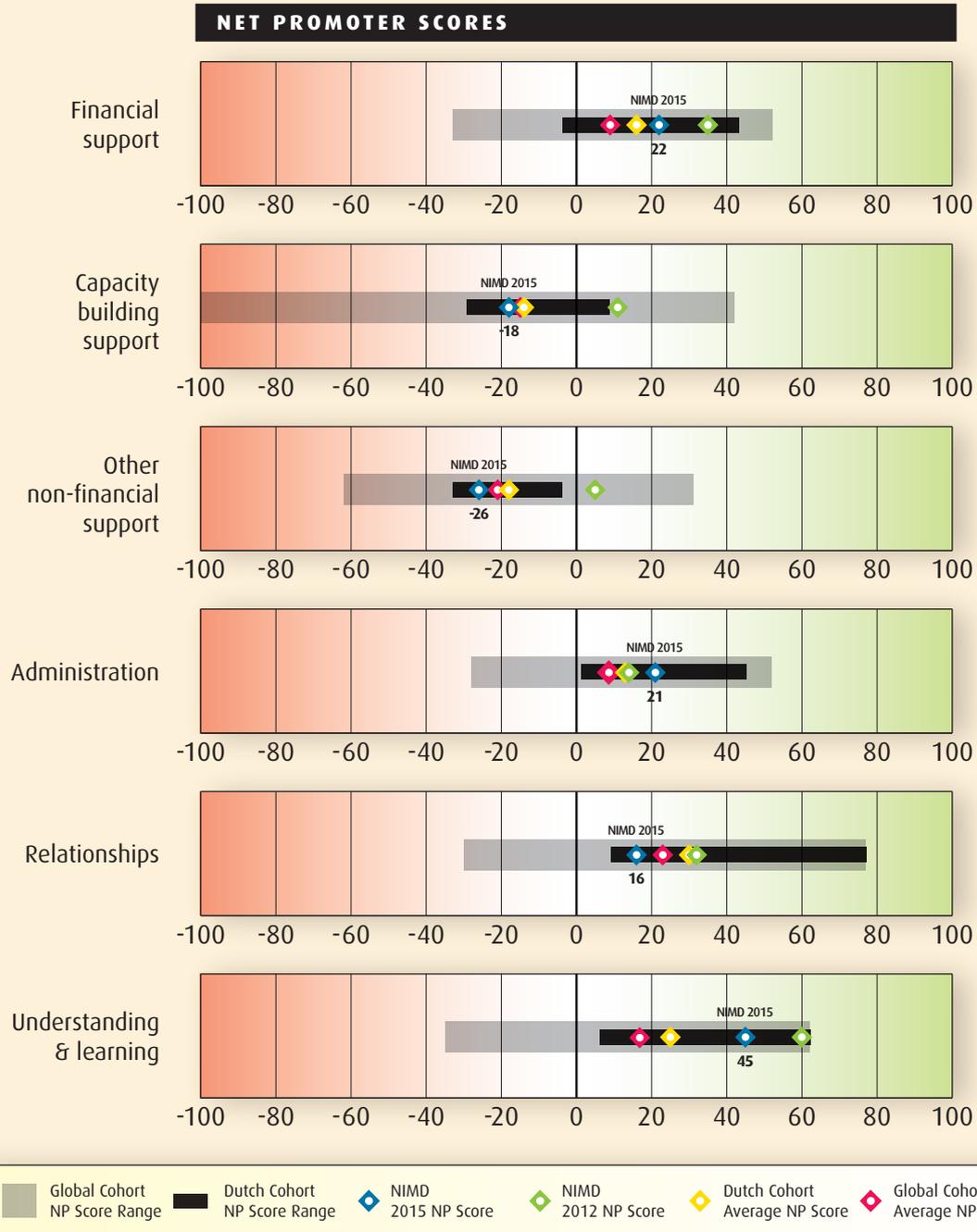
Figure 2 Overall satisfaction: NP scores for All NGOs



- NIMD is rated 4th out of 70 in the wider cohort and 2nd in the Dutch cohort of INGOs in terms of 'overall satisfaction', (this is based on an index of scores when respondents were asked to compare the performance of NIMD across seven key areas against other INGOs and funders). In 2012 it was rated 1st out of 46 and 1st in the Dutch cohort. Other Dutch INGOs have been highlighted. The picture that emerges from the survey is of an organisation that must pay attention to a few areas in particular that are now of greater importance to their partners.
- In regards to the quality of financial support, respondents rated NIMD lower than in 2012 and in half of the aspects lower than the global and Dutch cohort averages. NIMD is rated highly for the appropriate contribution to general and core costs as well as making payments in the appropriate phases. Like most INGOs, NIMD received its lowest rating for allowing respondents to make changes to specific conditions of the grant. Particular attention should be paid however to the clear explanation of any conditions imposed by the original donors.
- For the capacity building support provided, NIMD's respondents received the most support in financial management and monitoring and evaluation. When asked to report the value of this support, like many INGOs, NIMD's respondents tended to rate many of the aspects negatively. However, many respondents found value in the capacity building provided by NIMD for board or governance as well as financial management. The least value was found in strengthening the news and advocacy and campaigning. For both of these aspects, NIMD was the lowest ranked within the Dutch cohort.
- In regards to the non-financial support provided, NIMD generally provides more support than most of the INGOs in the global and Dutch cohorts. Respondents primarily receive support for introductions but receive little support in protection from threats and shared advocacy, which explains why the least value was found in these two areas. Most of NIMD's respondents highly rated strengthening their presence at national and international levels as well as shared program goals. .
- All of NIMD's respondents report that a short amount of time passed from the date in which they first discussed support to the date when they first received support. For this reason, respondents rated NIMD very highly when it comes to the agreement process. The most valued aspects were NIMD's flexibility as well as its provision of

Performance summary

Figure 3 Performance summary



adequate support to finalize the agreement. The least valued aspects were the amount of support it provides as well as the pressure to change their priorities. Respondents feel that NIMD now asks for less information than in 2012.

- In regards to the administrative support provided, NIMD generally conducts more monitoring and evaluation activities with its respondents than the INGOs in the global and Dutch cohorts and than it did in 2012. While

Performance summary

many NIMD respondents viewed this support positively, the scores were often lower than those received in 2012. Respondents found the most value in the audited financial reports as well as in discussing progress with partners remotely. The least value was found in encouraging them to review their work with stakeholders as well as independent monitoring.

- NIMD's respondents generally found the monitoring and evaluation support lacking with many aspects being rated lower than either the global or Dutch cohort and than in 2012. All respondents report receiving reporting formats, and many find them easy to use. Respondents found the most value in how quick and easy it is to collect the information required as well as how NIMD only asks them to report on important issues. However, many respondents feel that they do not know how their information is put to use nor do they work with NIMD to identify useful and relevant ways of monitoring their impact.
- Respondents are split on whether the amount of contact with NIMD is just right or too much. However, NIMD is rated highly in many of the relationship aspects with the most value being found in providing support on time, understanding its partners' strategies and understanding the environment and cultural context. Of particular concern is the low value given to the complaints procedure as it remains below both the global and Dutch cohort averages.
- NIMD's respondents generally view positively the staff attitude as well as how comfortable they feel approaching NIMD to discuss any problems. Particular attention should be paid to not making demands on their time and to asking for the partner's advice and guidance. To improve their relationship, respondents would most like NIMD to develop joint strategies with them and to promote their work. These choices are a significant shift from 2012.
- Many respondents feel that NIMD has a good understanding of the sector in which they work in and is making a sizeable contribution to the sector. However, particular attention should be paid to being a leader in the sector and learning from its mistakes, as respondents rated NIMD significantly lower than in 2012.
- Overall, NIMD is rated highly by its respondents. Respondents found the most value in the respect it shows its partners as well as the knowledge and influence it provides. Attention should be paid to the support provided in finalizing the agreement, as it is the only aspect that's ranked below both the global and Dutch cohort averages.
- Looking ahead, respondents would like to receive additional support from NIMD for the technical abilities to deliver services as well as for long-term planning and financial viability. Respondents would also like opportunities to share lessons and experiences among organisations as well as help from NIMD with monitoring and reporting in ways that are useful to them and the people they work with. Lastly, to improve their relationship with their partners, respondents would most like NIMD to develop joint strategies with them as well as to promote their work in the media.

Performance summary

Table 3 Priorities for the future: NIMD respondents	
Non-financial support	
1.	Technical abilities to deliver services
2.	Long term planning/financial viability
Monitoring and reporting	
1.	Share lessons and experiences among organisations
2.	Help partners monitor and report in ways that are useful for them and the people they work with
Relationships	
1.	Develop joint strategies with partners
2.	Promote partners' work

Next steps

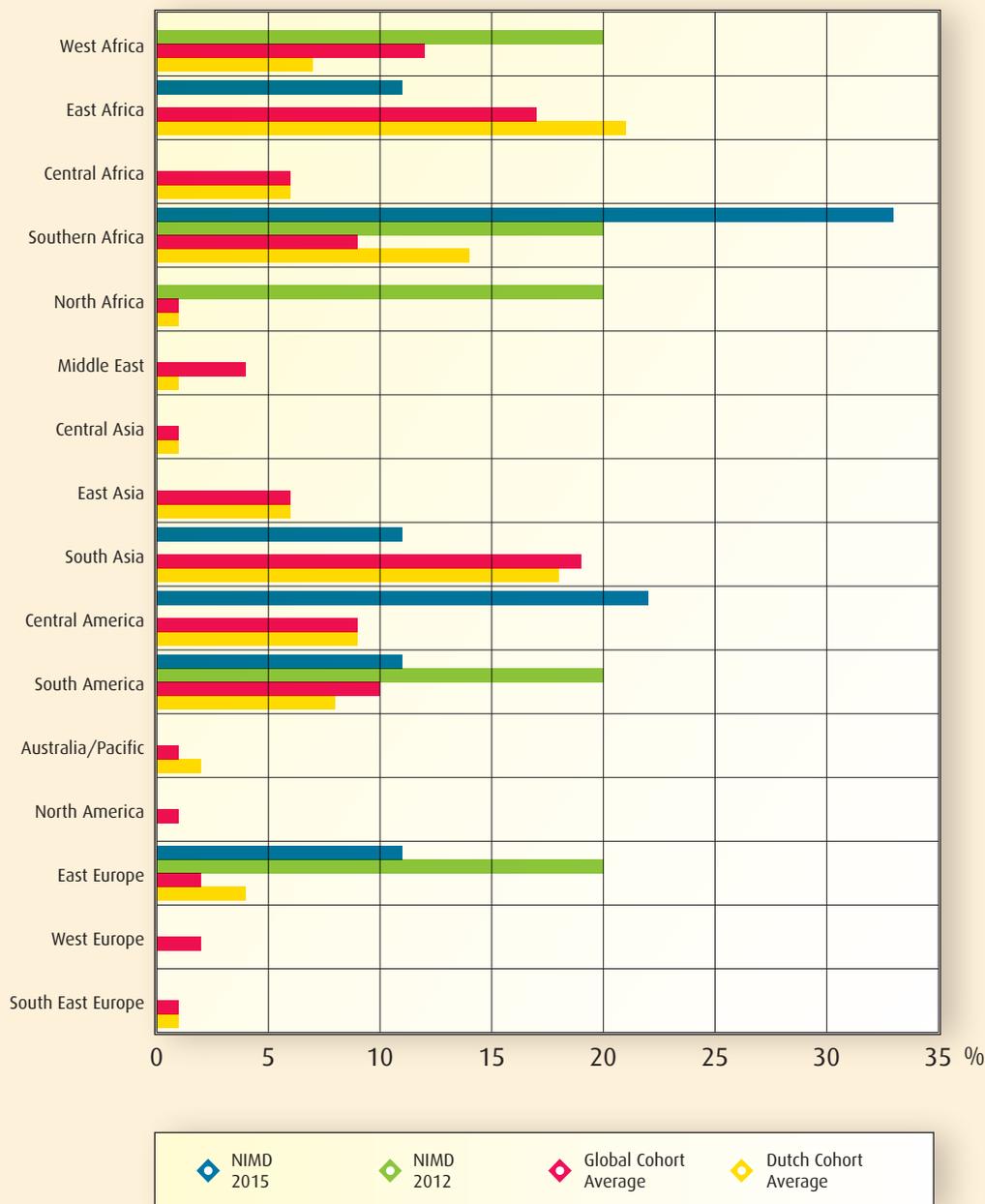
We provide guidelines for following up on your survey results in a Recommendations section at the end of this report. In summary, they are:

- **Learn:** Dig into the report with key internal and external constituents. Many of our clients have found it useful to develop different presentations for different stakeholders such as staff, local partners and the INGOs governing bodies. During this process it is important to put the focus on getting different inputs for the interpretation of the findings and co-deciding the actions to take in response.
- **Act:** Take the corrective actions identified and agreed by staff and partners. Make sure everyone – staff, local partners and board – understands what these corrective actions are, and that there will be future opportunities to provide feedback on whether the changes are having the intended effects. Consider publishing this feedback report.
- **Repeat:** Implement a continuous partner feedback system based on micro-surveys triggered by specific interactions with your partners. For taking stock of the progress made over a larger period of time, repeat this in-depth survey in 12-36 months.

Keystone and the Feedback Commons can support you in this process. Please see Annex 4 for more details.

Section 1: Partnership profile

Figure 4 Location of partners



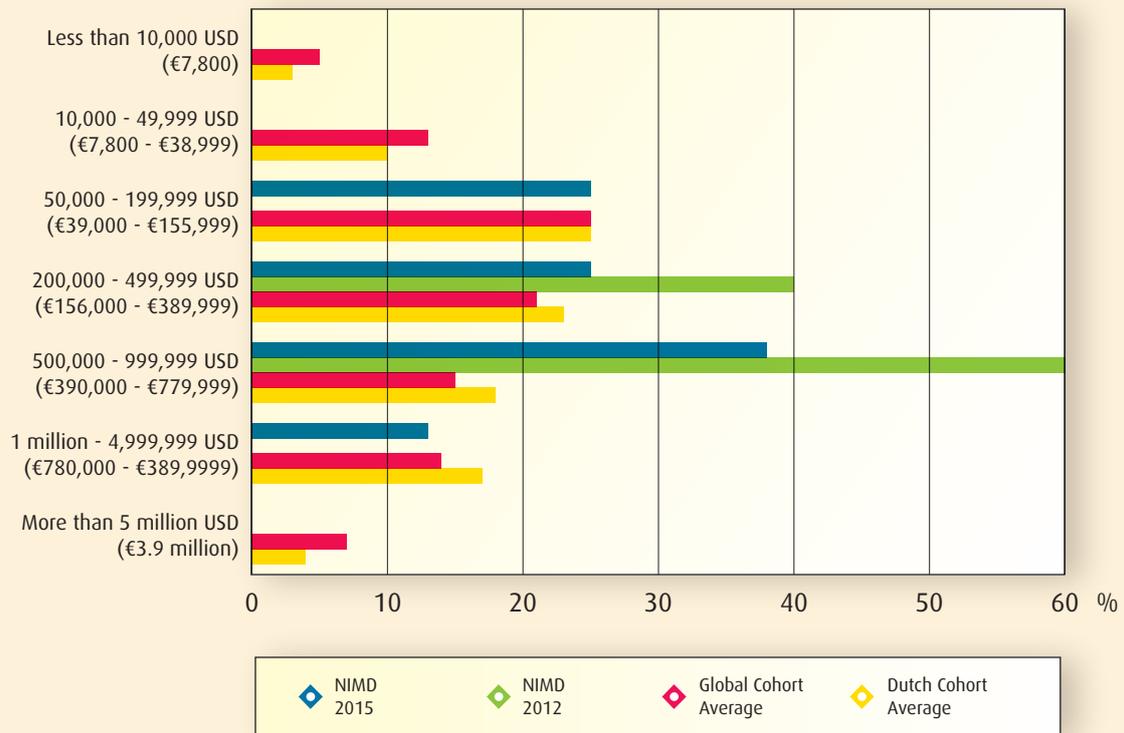
- 44% of NIMD’s respondents are located in Africa (NIMD 2012: 60%; cohort benchmark: 44%; Dutch cohort: 49%), 11% in South and East Asia (NIMD 2012: 0%; cohort benchmark: 25%; Dutch cohort: 24%), 33% from Latin America (NIMD 2012: 20%; cohort benchmark: 19%; Dutch cohort: 17%) and 11% from Europe (NIMD 2012: 20%; cohort benchmark: 4%; Dutch cohort: 0%).
- 89% of respondents describe themselves as ‘non-governmental organisations’: (NIMD 2012: 100%; cohort benchmark 71%; Dutch cohort: 80%). 11% of respondents describe themselves as media organisation (Dutch cohort: 3%).
- NIMD’s respondents describe themselves as predominantly providing ‘advocacy’, whereas in 2012 ‘helping to build peace and reconciliation’ was the predominant activity.

Partnership profile

Table 4: Predominant activities				
Means on a scale of 0=Never to 10=All of our work	NIMD 2015	NIMD 2012	All INGOs	Dutch cohort
Provide Services	1.6	0.5	6.9	6.2
Support Enterprises	0.1	0	4.4	4.0
Advocacy	8.2	5.0	5.6	6.1
Research	5.4	4.2	3.7	4.2
Support Organisations	6.0	4.8	5.4	5.9
Human Rights	3.6	2.3	6.0	5.9
Collective action	4.4	2.7	6.2	6.4
Fund individuals	0.1	0.5	1.7	1.7
Peace and Reconciliation	7.7	6.3	5.2	5.1
Independent news	2.4	4.3	N/A	5.2

Partnership profile

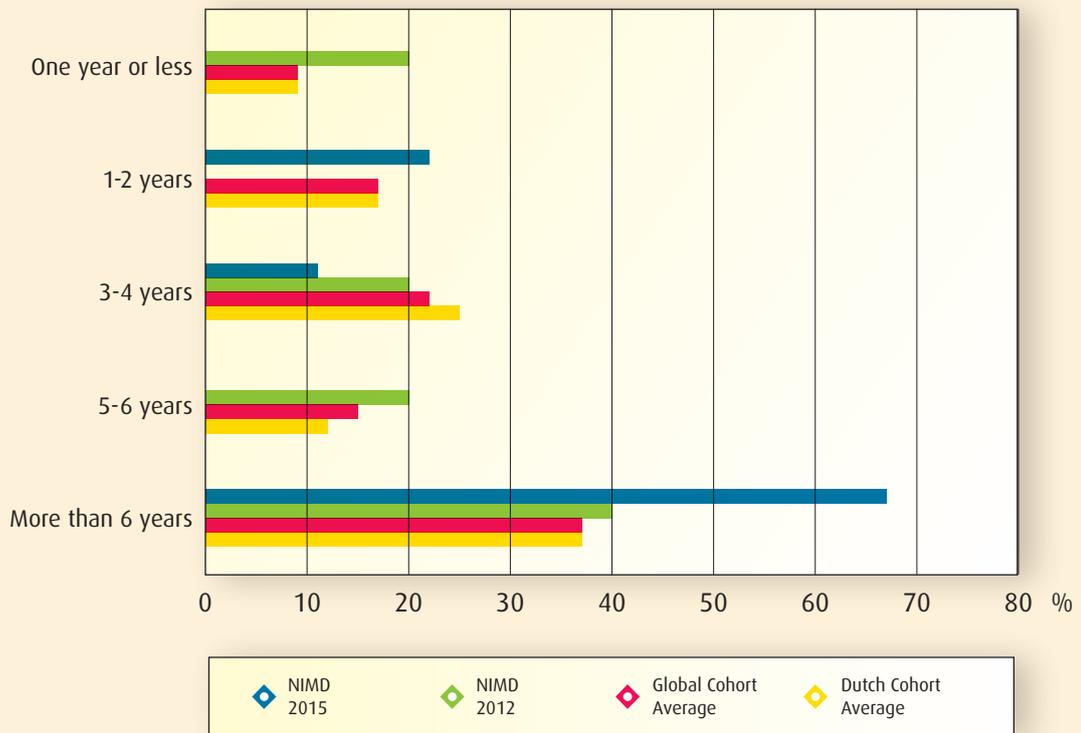
Figure 5 Partner annual budget



- Annual budget sizes for NIMD’s respondents are on the larger end with 63% of respondents having budgets between €156,000 and €779,999 (NIMD 2012: 100%; cohort benchmark: 36%; Dutch cohort: 41%).
- 89% of NIMD’s respondents receive funds from 1 to 4 different organisations (NIMD 2012: 100%; cohort benchmark: 50%; Dutch cohort: 57%).

Partnership profile

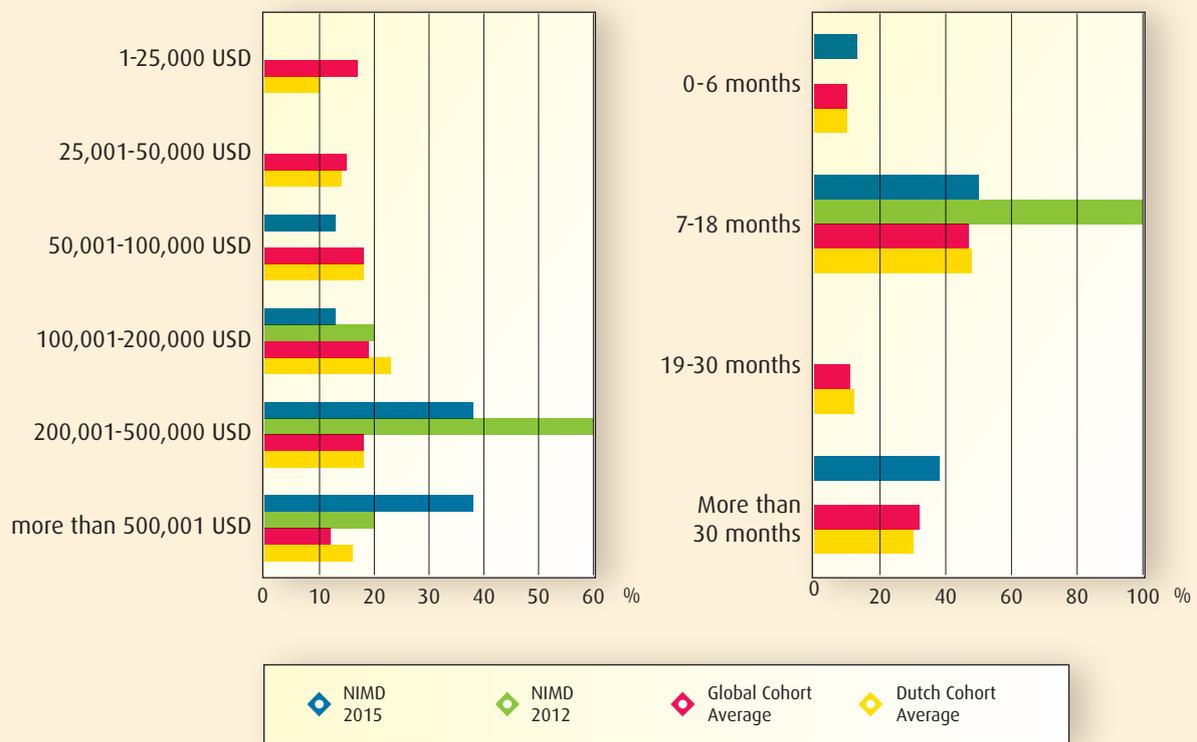
Figure 6 Length of the relationship



- Most respondents (33%) have received support for between 1 and 4 years (NIMD 2012: 20%; cohort benchmark: 39%; Dutch cohort: 42%)
- Like in 2012, the most important reasons why respondents choose to work with NIMD are to 'achieve shared goals' followed closely by 'fund our work'. 'Achieving shared goals' is the most common reason why INGOs in both the wider cohort and the Dutch cohort work with their partner organisations. 'Fund our work was not a priority in 2012.'

Section 2: Financial support

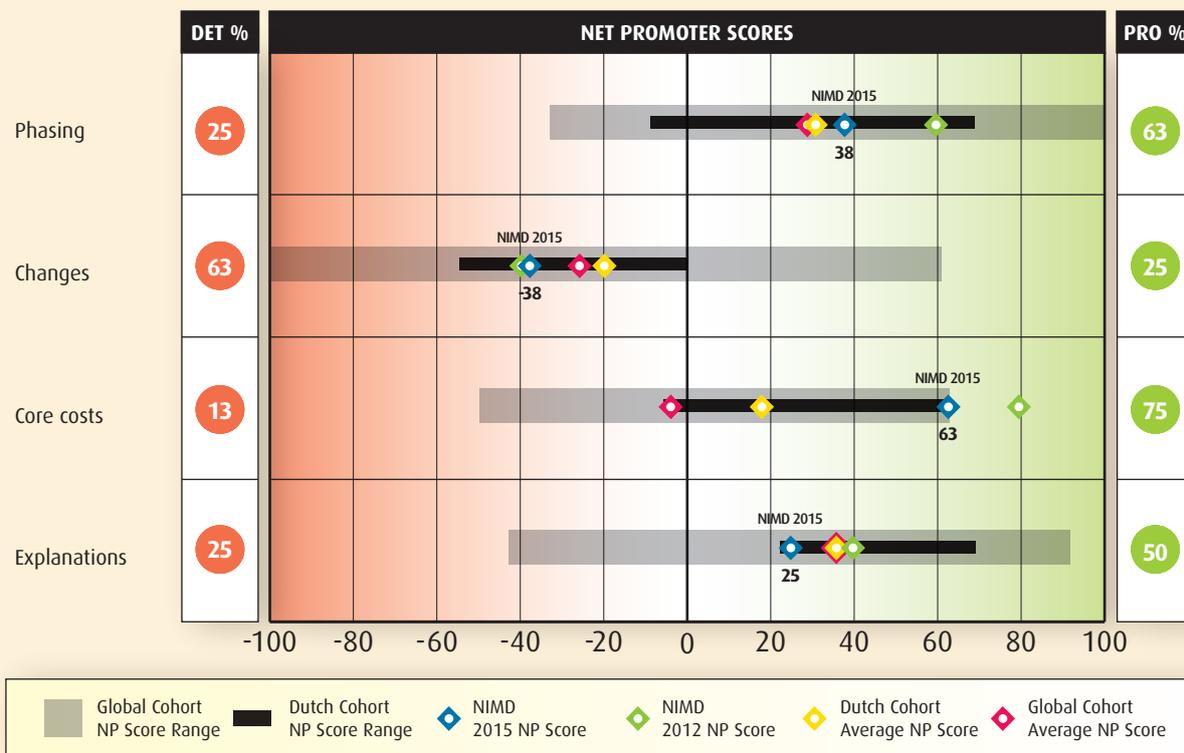
Figure 7 Grant size and Grant length



- 100% of NIMD's respondents said they currently receive or have recently received funds from NIMD (NIMD 2012: 100%; cohort benchmark: 92%; Dutch cohort: 96%).
- 75% of respondents receive grants over €150,000 (NIMD 2012: 80%; cohort benchmark: 31%; Dutch benchmark: 35%). No respondents receive grants of less than €37,500 (cohort benchmark: 32%, wider cohort: 24%)
- Most respondents have grant lengths of less than 18 months at 63% (NIMD 2012: 100%; cohort benchmark: 57%; Dutch cohort: 58%). Unlike the INGOs in the global and Dutch cohort, NIMD does not have any respondents with grant lengths between 19 and 30 months (NIMD 2012: 0%; cohort benchmark: 11%; Dutch cohort: 12%).

Financial support

Figure 8 Quality of financial support



The chart shows how much respondents agree with the statements:

- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'NIMD allows us to make any changes that we need to about how we spend funds.'
- 3 'NIMD makes an appropriate contribution to general / core costs.'
- 4 'NIMD clearly explains any conditions imposed by the original donors who provide the funds.'

- In relation to 2012, NIMD receives lower NP scores in 3 out of 4 aspects regarding the quality of the financial support it provides to partners. In 2 out of the 4 aspects, NIMD received higher NP scores than the global and Dutch cohorts.
- NIMD receives its best score for making an appropriate contribution to general/core costs with 75% promoters (NIMD 2012: 80%; cohort benchmark: 35%; Dutch cohort: 44%). This NP score of 63 puts NIMD at the top of both the global and Dutch cohorts; however, it is much lower than the score received in 2012 of 80.
- Making payments in appropriate phases is the second highest rated aspect with 63% promoters and an NP score of 38 (NIMD 2012: 60, 80%; cohort benchmark: 29, 54%; Dutch cohort: 31, 55%).
- All INGOs, as is the case for NIMD, are rated quite low for allowing respondents to make changes to specific conditions of the grant, such as the changes they allow respondents to make in spending funds. The average NP score for the cohort of INGOs is -26 and -20 for the Dutch cohort respectively. NIMD's score is -38, showing a slight increase in relation to the 2012 survey when its score was -40.
- NIMD receives the second lowest score for clearly explaining any conditions imposed by the original donors who provide funds with an NP score of 25 in comparison to the score of 36 received on average within each cohort.

Financial support

- Relevant comments provided in this section include:

“More information should be shared regarding the rules of work for the principle donors such as general and specific guidelines regarding the use of funds. This information should be in writing and provided in a timely manner when there is a change in rules.”

“NIMD should provide financial guidelines for budgeting in advance.”

Section 3: Non-financial support

Figure 9 Percentage of respondents who received capacity building support

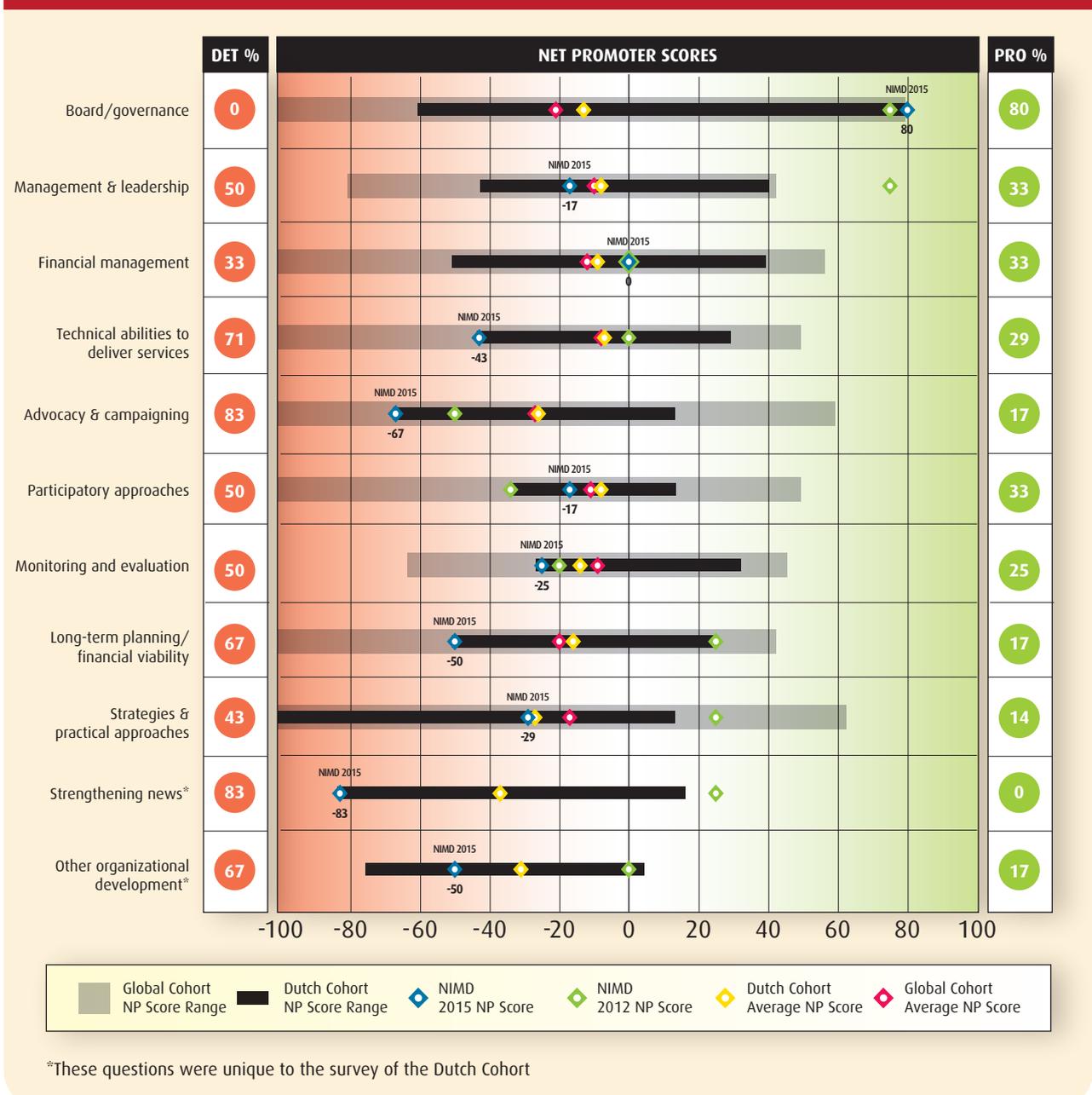


*These questions were unique to the survey of the Dutch Cohort

- This chart shows the percentage of NIMD’s respondents who said they received capacity building support in each area.
- NIMD provides more support than the global cohort in 2 aspects. For 7 aspects, NIMD provides equal or more capacity building support than the Dutch cohort average. In 9 areas respondents received less support than in 2012.
- Respondents received the most support in financial management with 100% of respondents (NIMD 2012: 74%; cohort benchmark: 72%; Dutch cohort: 66%) followed by monitoring and evaluation with 89% of respondents (NIMD 2012: 81%; cohort benchmark: 78%; Dutch cohort: 79%).

Non-financial support

Figure 10 Value of capacity-building support



- The chart shows how useful the respondents who received capacity building support found it. The NP scores for NIMD’s respondents are shown in relation to the cohort of INGOs and the Dutch cohort of INGOs.
- NIMD receives negative scores in 9 out of 11 aspects and scored above both the global and Dutch cohorts in 2 areas. In comparison, both the global and Dutch averages had negative NP scores in all aspects. In relation to 2012, NIMD received equal or higher NP scores in only 3 aspects.
- The most appreciated aspect is capacity building for board and governance with 80% promoters (NIMD 2012: 75%; cohort benchmark: 26%; Dutch cohort: 32%). This score was slightly higher than the score received in 2012 and the highest score received in either cohort for this aspect.
- The second most appreciated aspect was capacity building support for financial management with an NP score of 0 (cohort benchmark: -12; Dutch cohort: -9). This score was equal to the score received in 2012 and higher than the average scores of either cohort.

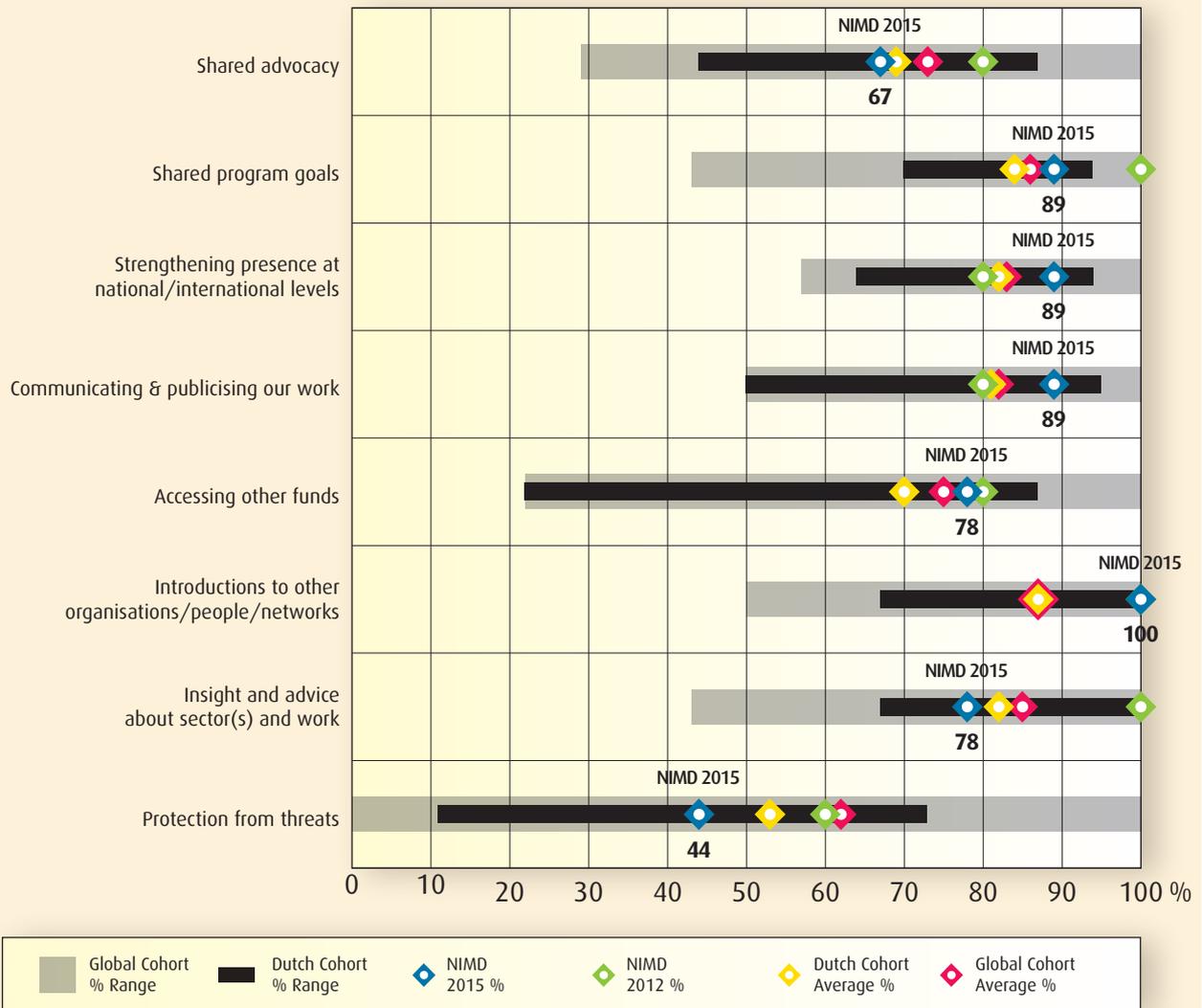
Non-financial support

- The lowest value was found in strengthening the news with an NP score of -83 (NIMD 2012: 25; Dutch cohort benchmark: -37). This is the lowest rated score within the Dutch cohort.
- The second lowest rated aspect is advocacy and campaigning with an NP score of -67 (NIMD 2012: -50; cohort benchmark: -27; Dutch cohort: -26). This score is the lowest within the Dutch cohort.
- Relevant comments provided by respondents in this section are:

“NIMD should develop a niche and specialize in that. Apart from funding, they should provide technical assistance in their area of expertise, like inter-party dialogue platforms. They should develop a pool of people with technical competence to implement their niche.”

Non-financial support

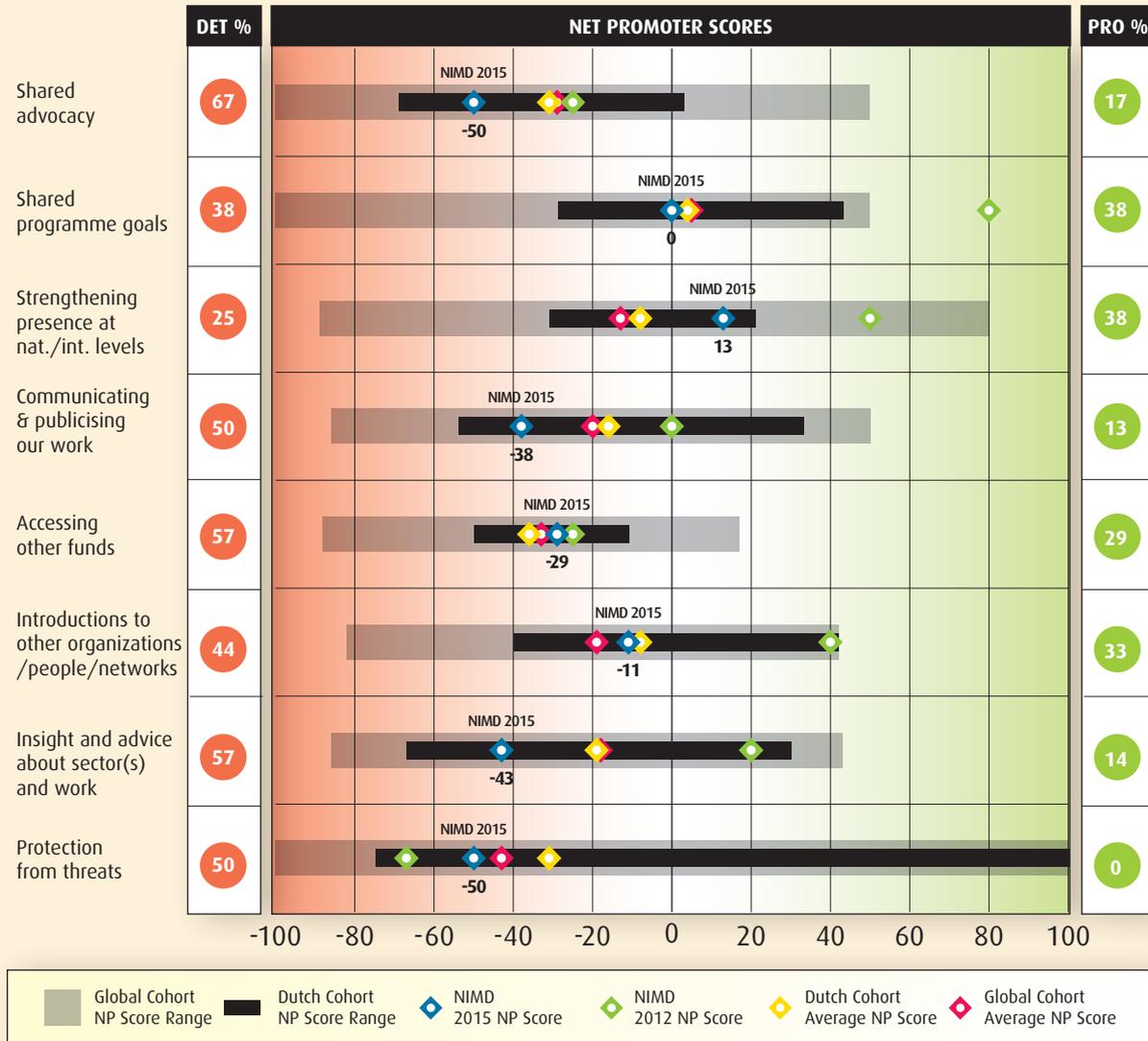
Figure 11 Percentage of respondents who received other non-financial support



- The chart shows the percentage of NIMD’s respondents who said they received support in each area.
- NIMD provides more support than the global and Dutch cohort averages in 5 out of the 8 areas listed above. In two of those areas, it provides more support to respondents than in 2012.
- Respondents primarily receive support for introductions to other organisations, people or networks. This was followed by support received in shared program goals, strengthening presence at national and international levels, and communicating and publicising its partners’ work. NIMD provided the least amount of support in protection from threats and shared advocacy.

Non-financial support

Figure 12 Value of other non-financial support



- The chart shows how useful the respondents found the other forms of non-financial support they received. The NP scores of NIMD’s respondents are shown in relation to the cohort of INGOs and the Dutch cohort of INGOs.
- NIMD receives negative NP scores in 6 out of 8 areas (which is common for most INGOs in the cohort). NIMD received NP scores above the average of the wider cohort of INGOs in 3 out of 8 areas and in 2 areas in relation to the Dutch cohort. In only one area did the rating improve in relation to 2012, which is protection from threats
- The highest rated aspect was ‘strengthening presence at national/international levels with 38% promoters (NIMD 2012: 50%; global cohort: 27%; Dutch cohort 29%). The score for this aspect was significantly lower than in 2012.
- 38% of respondents express high satisfaction with the support received for achieving shared programme goals (NIMD 2012: 80%; cohort benchmark: 34%; Dutch cohort: 36%). Once again, the score for this aspect has dropped significantly from 80 in 2012 to 0 in 2015.

Non-financial support

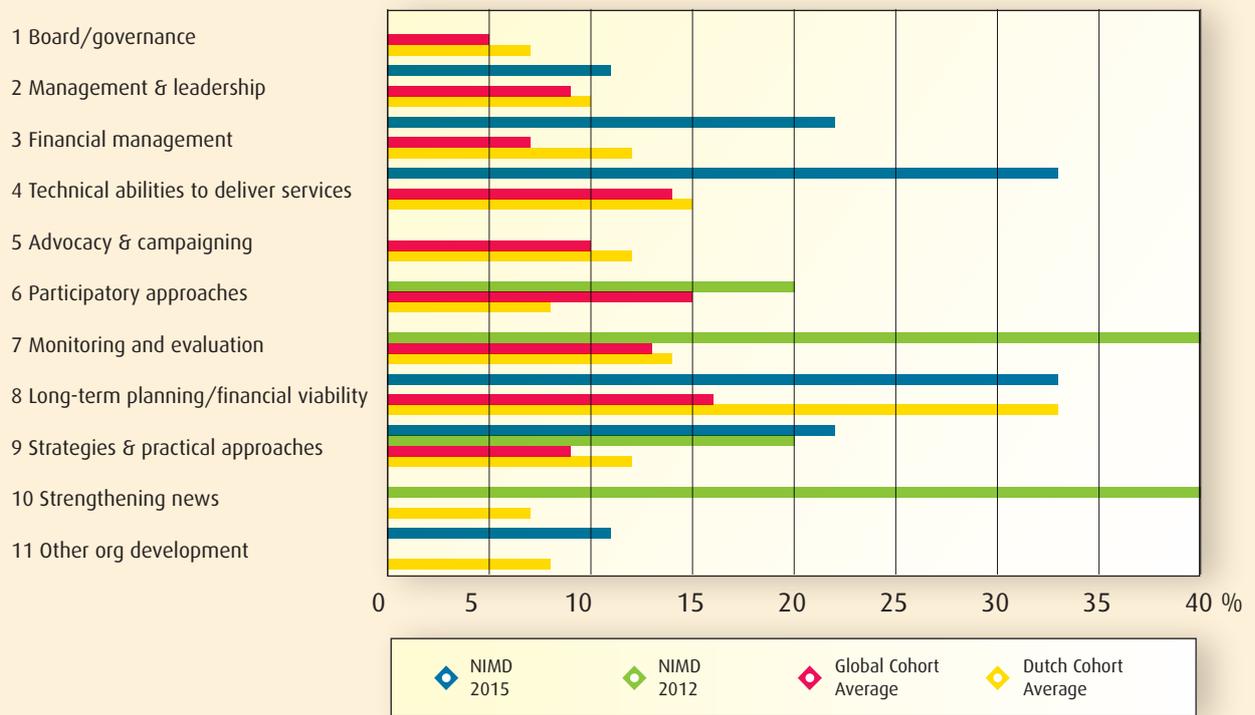
- The lowest rated aspects were ‘protection from threats’ with 50% of respondents as detractors (NIMD 2012: 67%; cohort benchmark: 59%; Dutch cohort: 52%) and shared advocacy with 67% detractors (NIMD 2012: 50%; cohort benchmark: 49%; Dutch cohort: 48%). Both of these aspects were rated on the lower end of both cohorts.
- Comments on this aspect include:

“A needs assessment should be developed to strengthen the capacities of the program.”

“We should create spaces for technical capacity building as well as the exchange of good practices and multidisciplinary dialogue... Regional exchanges are not utilized the best way although these meetings are costly and infrequent, we lose opportunities to learn new things or begin those already possessed...”

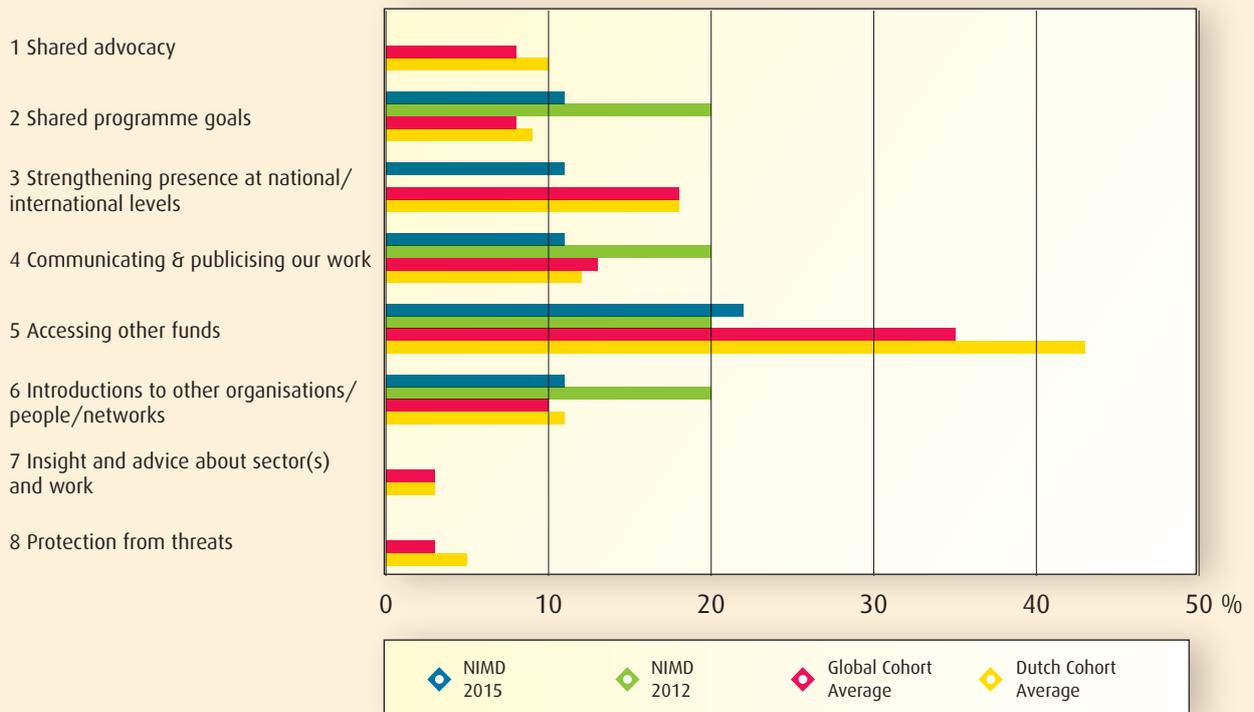
Non-financial support

Figure 13 Requests for non-financial support in the future: capacity building



*These questions were unique to the survey of the Dutch Cohort

Figure 14 Requests for non-financial support in the future: other areas

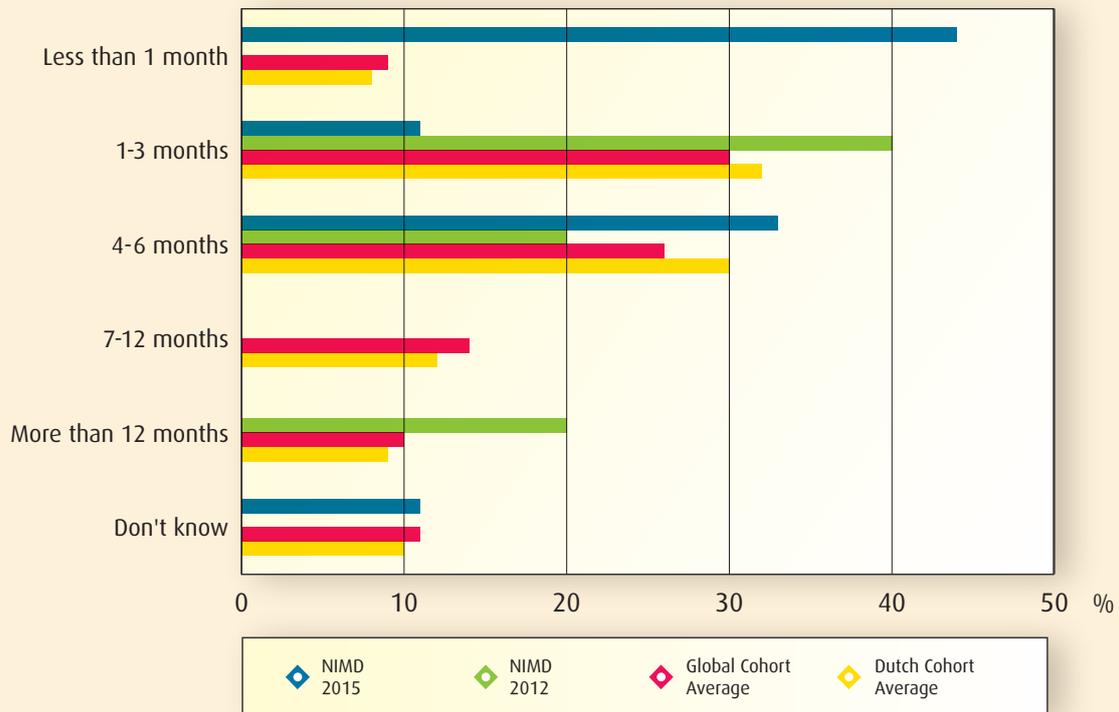


Non-financial support

- Respondents were each asked to identify up to two areas in general where they would most like to receive support from NIMD in the future.
- Respondents would most like to receive support for technical abilities to deliver services and with long-term planning and financial viability. This is unlike the requests received in 2012 and the requests for the global and Dutch cohorts. 'Accessing other funds' is usually the most frequent among the wider and the Dutch cohort.

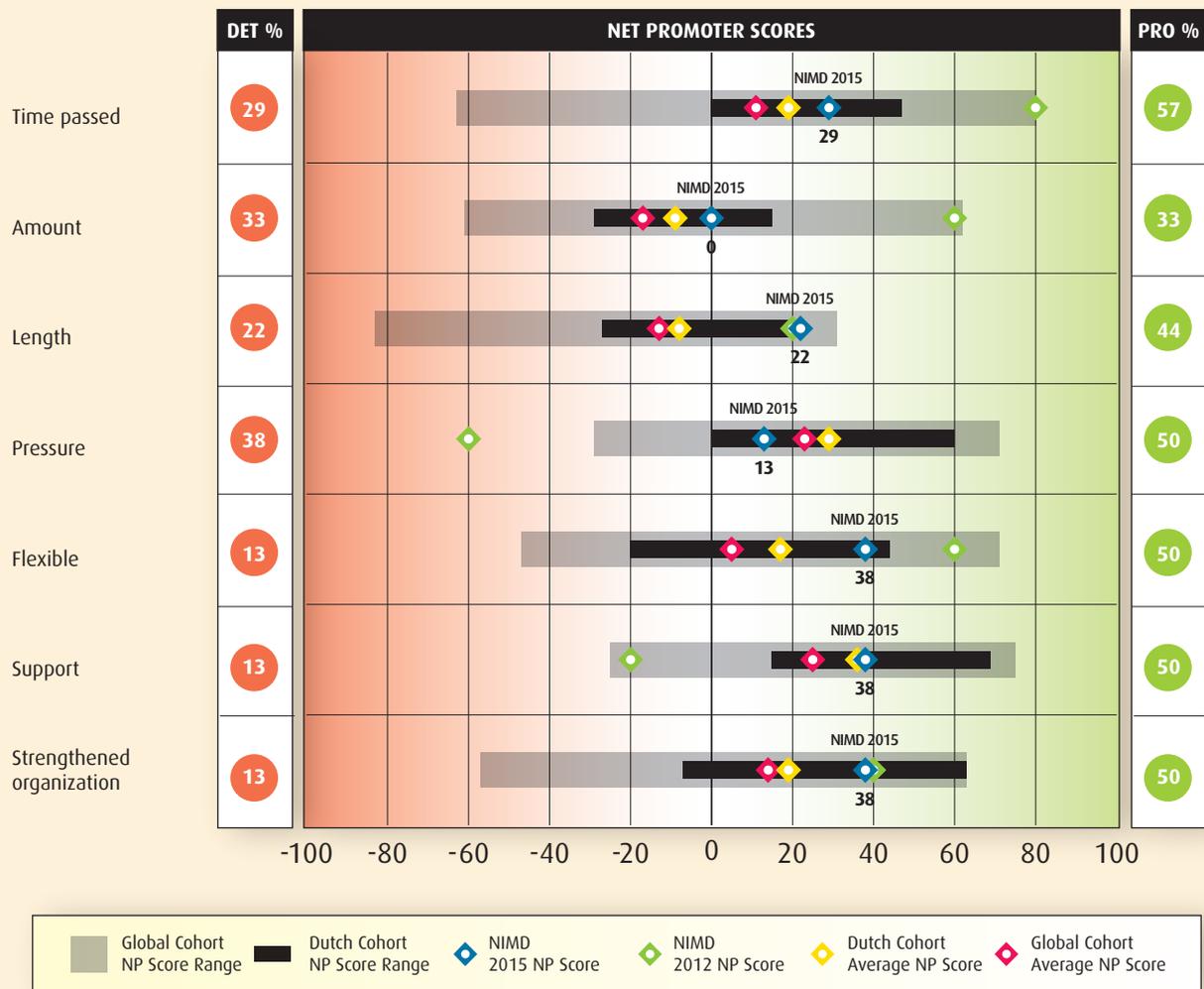
Section 4: Administration

Figure 15 Time taken to receive support



- All of NIMD's respondents report that less than 6 months passed from the date that they first discussed support with NIMD and the date when they first received support (NIMD 2012: 60%; cohort benchmark: 65%; Dutch cohort: 70%).
- The majority (44%) of respondents reported that less than 1 month passed from discussion of support to the date received. This is a significant improvement from 2012 in which no respondents reported that amount of time (cohort benchmark: 9%; Dutch cohort: 8%).

Figure 16 The agreement process



The chart shows how much respondents agree with the statements:

- 1 'The time that passed from starting discussions to receiving support was reasonable.'
- 2 'The amount of support from NIMD is well matched to our needs.'
- 3 'The length of support from NIMD is well matched to our needs.'
- 4 'During the agreement process, we did not feel pressured by NIMD to change our priorities.'
- 5 'NIMD is flexible and is willing to adapt the terms of its support to meet our needs.'
- 6 'NIMD gave us enough support to help us finalize the agreement.'
- 7 'The process of finalizing the agreement helped strengthen our organization.'

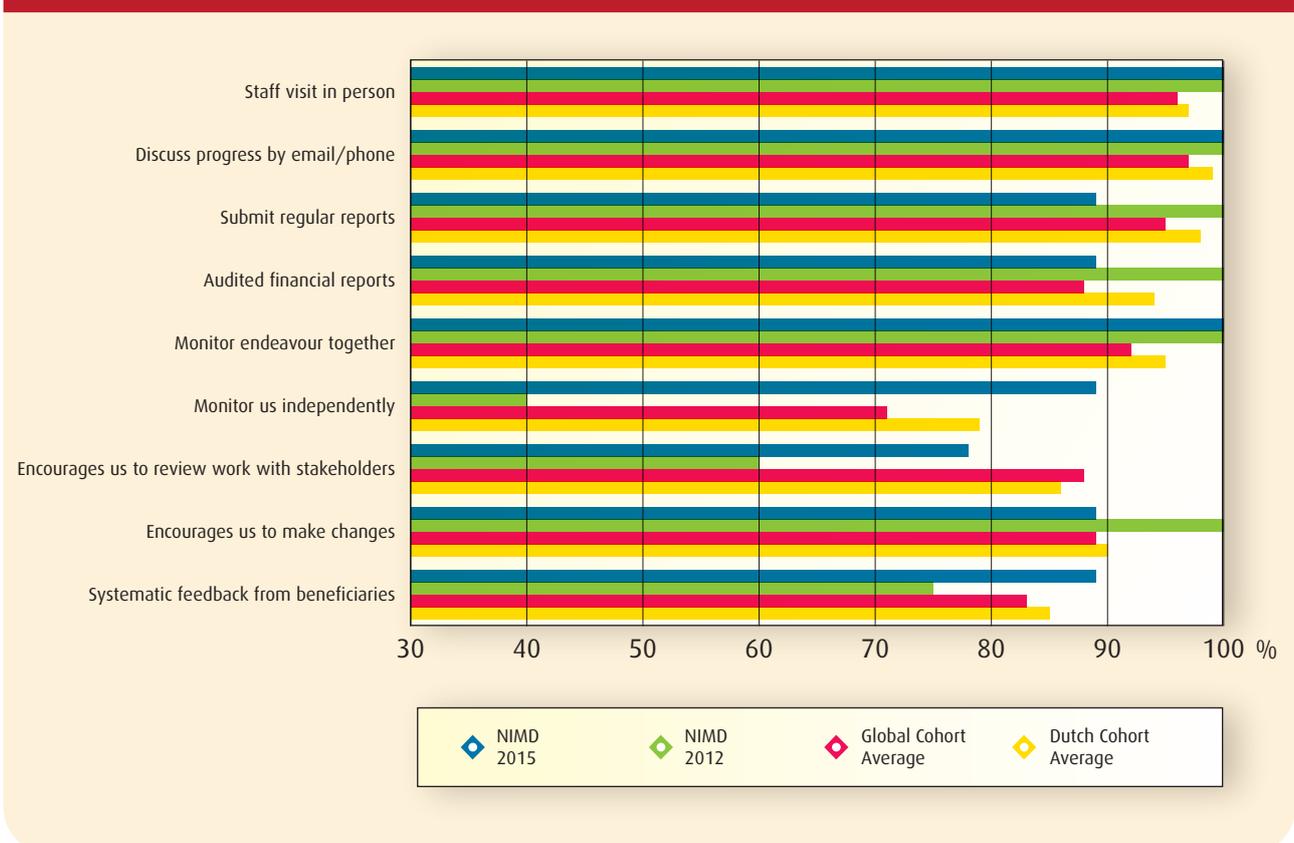
- NIMD receives NP scores equal or above both the wider cohort and the Dutch cohort average in 6 out of 7 aspects of finalising partnership agreements listed above. In 1 aspect, it obtains better scores than in 2012.
- NIMD receives its highest scores for its flexibility, adequate support in finalizing the agreement and for how the process of finalizing the agreement helped strengthen their organisation with an NP score of 38 each (cohort benchmark: 5,25,14; Dutch cohort: 17, 36, 19). While all of these aspects were above the global and Dutch cohort averages, only one was higher than the score received in 2012 (NP 60; NP -20; NP: 40).

Administration

- As is the case for most INGOs, NIMD receives its lowest scores for the amount of support it provides. For this aspect, there were an equal amount of promoters and detractors such that the final NP score was 0 (NIMD 2012: 60; cohort benchmark: -17; Dutch cohort: -9). In 2012 this score was up at 60.
- The second lowest score received was for feeling pressured to change their priorities with an NP score of 13 (NIMD 2012: -60; cohort benchmark: 23; Dutch cohort: 29). While this score has significantly improved from 2012, it remains well below either cohort average.
- 50% felt that NIMD does not ask for more information during the agreement process than other NGOs or funders. (NIMD 2012: 80%; cohort benchmark: 36%; Dutch cohort: 44%).
- A comments made by a respondent regarding the agreement process is:

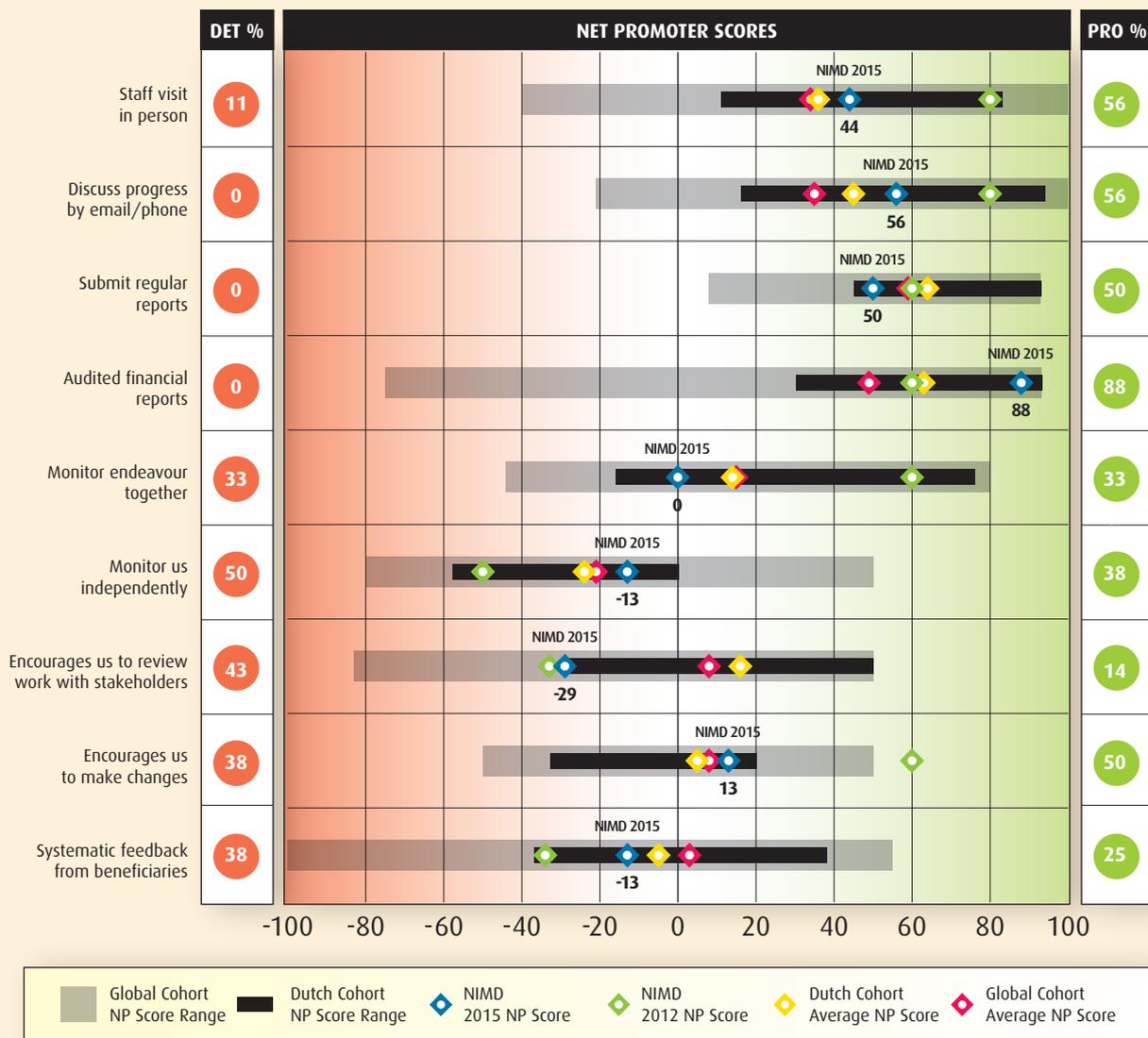
“The contract negotiating process can be very lengthy and time consuming.”

Figure 17 Monitoring and reporting activities



- NIMD conducts 5 out of 9 monitoring and reporting activities with an equal or higher proportion of its respondents than the average of the INGOs in both the wider and Dutch cohorts. In two of those areas, it conducts 2 activities with a higher proportion of its respondents than the average of just the global cohort. In 6 of the 9 areas, the proportion of respondents grew since 2012.
- While independent monitoring was very low in 2012(40%) it is now provided to 89% of NIMD’s respondents.

Figure 18 Value of monitoring and reporting activities

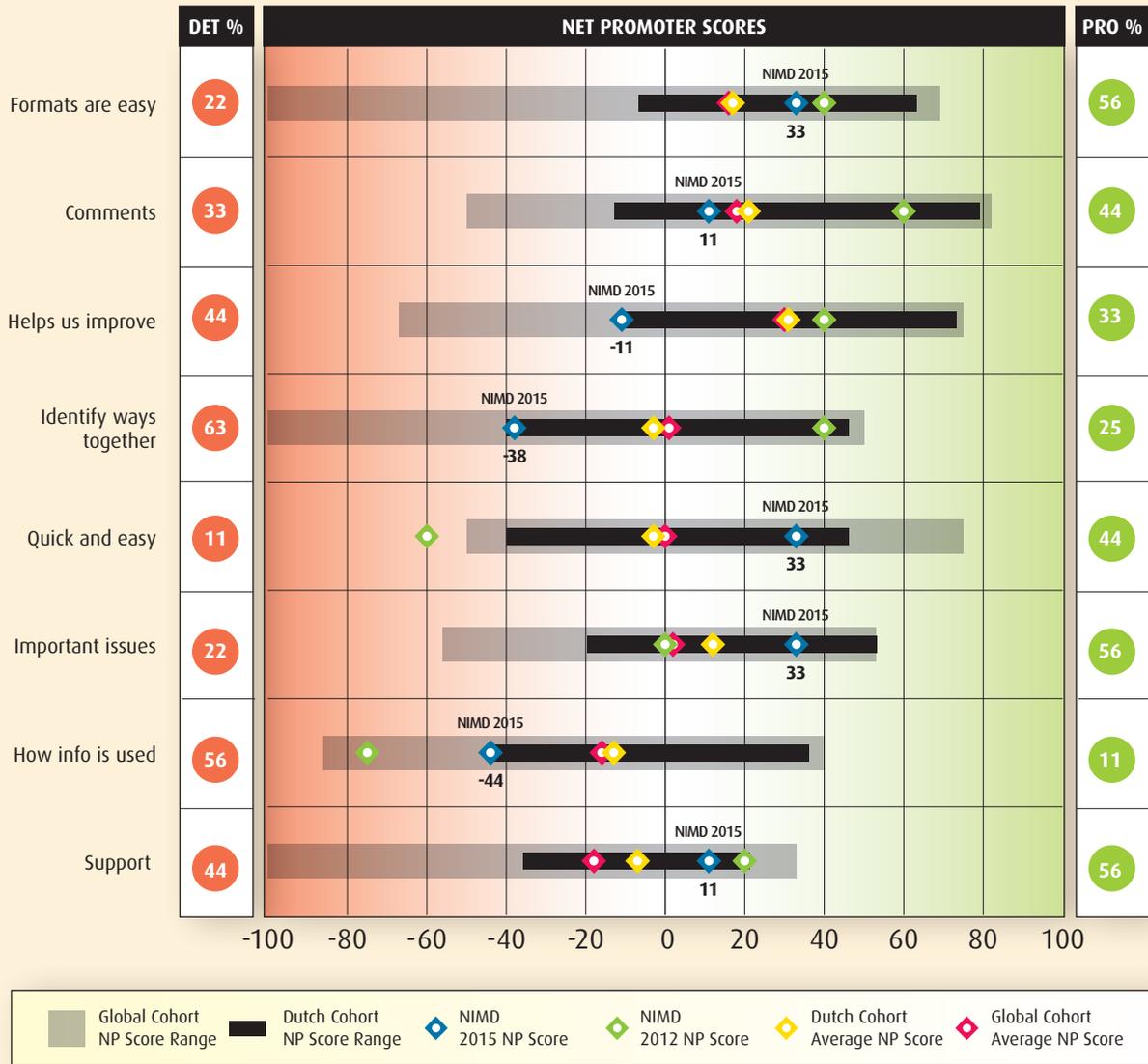


- This chart shows the NP scores for respondents who said that each activity applies to them. It excludes those who said that the activity does not apply.
- NIMD receives above average scores for 5 out of 9 aspects in relation to both the global and the Dutch cohorts. In 5 aspects however, its scores are lower than those obtained in the 2012 survey.
- As is the case for most INGOs, it receives its highest scores for requiring the submission of audited financial reports. 88% of respondents sit in the promoters category in comparison to 64% in the global and 73% in the Dutch cohorts. The NP score received for this aspect of 88 is significantly higher than the NP score of 60 received in 2012.
- Discussing progress with partners remotely is also highly appreciated by respondents with 56% of them being promoters (NIMD 2012: 80%; cohort benchmark: 52%; Dutch cohort: 59%).
- Few respondents found value in NIMD encouraging them to review their work with their stakeholders with an NP score of -29. Though slightly higher than in 2012, this score was significantly lower than the averages in either cohort (NIMD 2012: -33; cohort benchmark: 8; Dutch cohort: 16).

Administration

- Independent monitoring undertaken by NIMD receives little appreciation by respondents, with 50% being detractors (NIMD 2012 detractors: 50%; cohort benchmark: 46%; Dutch benchmark: 50%). The low value given to this aspect is equal to the value given to system feedback from beneficiaries with 38% detractors (NIMD 2012: 67%; cohort benchmark: 36%; Dutch cohort: 39%). Both of these scores are significantly higher than in 2012.

Figure 19 Monitoring and reporting process



The chart shows how much respondents agree with the statements:

- 1 'Reporting formats provided by NIMD are easy to understand and use.'
- 2 'NIMD gives us useful comments about the reports we send them.'
- 3 'The monitoring and reporting we do for/with NIMD helps us improve what we do.'
- 4 'We work with NIMD to identify useful and relevant ways of monitoring our impact.'
- 5 'It is quick and easy for us to collect information and write reports for NIMD.'
- 6 'NIMD makes us report on what is important, rather than details.'
- 7 'We understand how NIMD uses the information we provide.'
- 8 'NIMD provides enough funds and support for us to monitor and report on our work.'

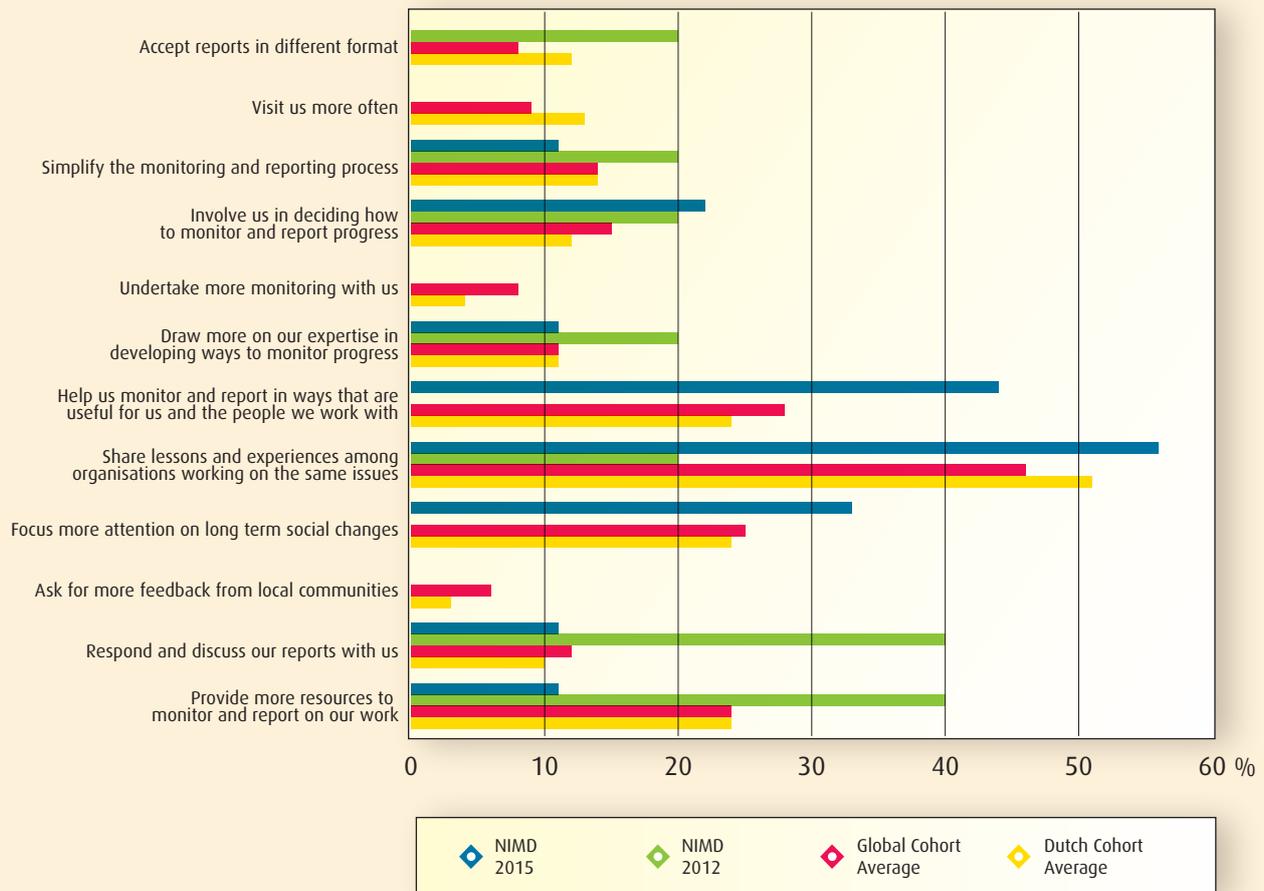
Administration

- NIMD receives NP scores below the global and Dutch cohort averages in 6 out of 8 aspects. Also, in 5 aspects, scores are lower than in 2012.
- 100% of respondents report that NIMD provides them with reporting formats to use (NIMD 2012: 100%; cohort benchmark: 81%; Dutch cohort: 91%). Respondents give an average rating of 8.0 out of 10 regarding how easy these formats are to use (NIMD 2012: 8.8; cohort benchmark: 7.6; Dutch cohort: 7.6).
- Aside from the formats being easy, respondents give the highest scores to how quick and easy it is to collect the information required as well as how NIMD only asks them to report on important issues. For each of these aspects the NP score of 33 was above both cohort averages (cohort benchmark: 0, 2; Dutch cohort: -3, 12) and significantly higher than the scores received in 2012 (NIMD 2012: -60, 0).
- 56% do not feel that they know how the information they provide is used by NIMD (NIMD 2012: 75%; cohort benchmark: 44%; Dutch cohort: 44%).
- While in 2012 nobody stated that they did not work with NIMD to identify useful and relevant ways of monitoring their impact, it was 63% in this round (cohort benchmark: 34%; Dutch cohort: 36%).
- Comments received in this area were:

“For both planning and monitoring, it would be good to establish standard reporting formats independent of the project or program in order not to duplicate work or efforts.”

“They should simplify the reporting formats and create periodic meetings for feedback. It is not necessary to do these in person, Skype can be used.”

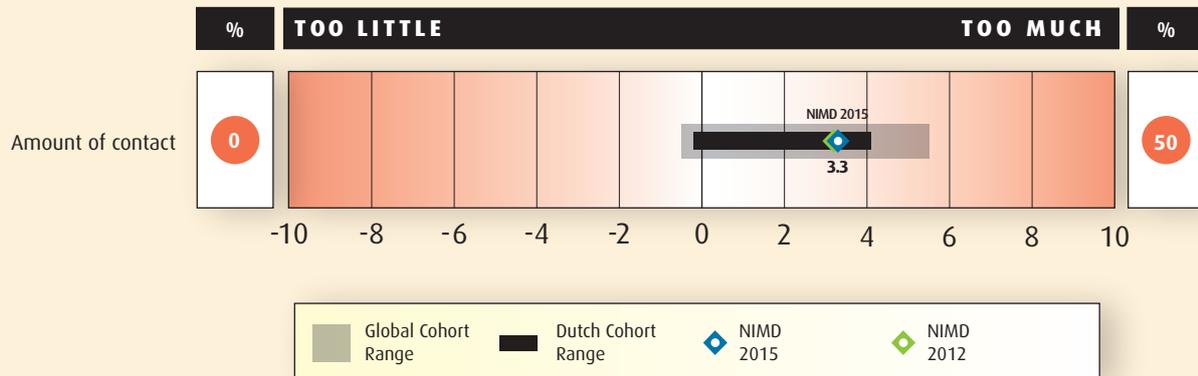
Figure 20 Improving monitoring and reporting



- Respondents were asked to identify two options from this list that they would most like NIMD to do to improve its monitoring and reporting in the future.
- Respondents’ top preference is to share lessons and experiences among organisations working on the same issues. This is also the top choice in both the global and Dutch cohorts. As a second choice, respondents would most like help with monitoring and reporting in ways that are useful for them and the people they work with. These choices are very unlike those chosen in 2012, when response to their reports and discussing them and resources to monitor and report on their work were most popular.

Section 5: Relationship and communications

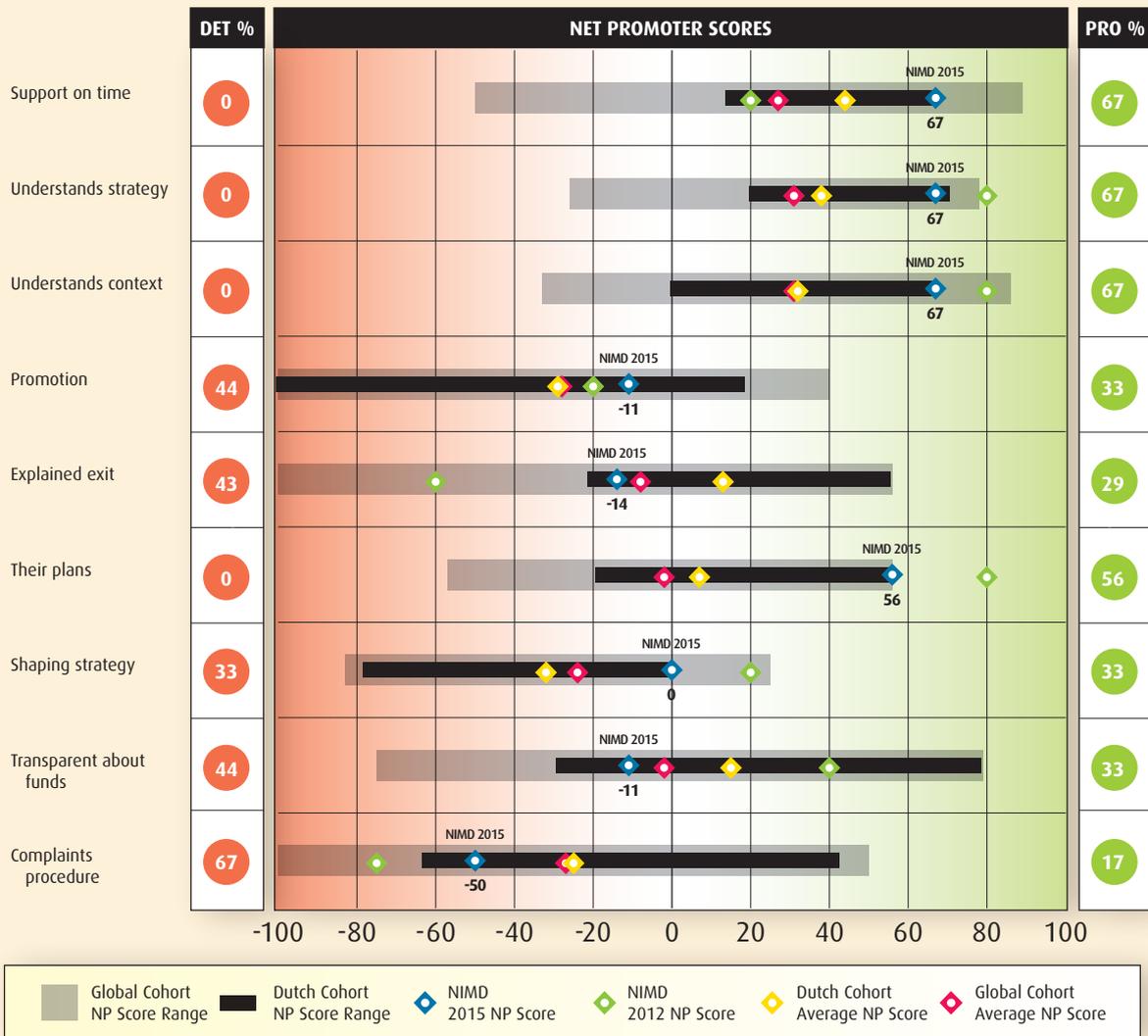
Figure 21 Amount of contact



- The chart shows responses to the question: 'How would you rate the amount of contact you have had with NIMD during your current or most recent agreement?'
- 50% of respondents feel that the amount of contact they have with NIMD is about right (NIMD 2012: 60%). The average for the cohort of INGOs is 41%, and the average for the Dutch cohort of INGOs is 49%.
- The other 50% of respondents would like to have less contact with it (NIMD 2012: 40%; cohort benchmark: 49%; Dutch cohort: 47%).

Relationship and communications

Figure 22 How NIMD works with respondents



The chart shows how much respondents agree with the statements:

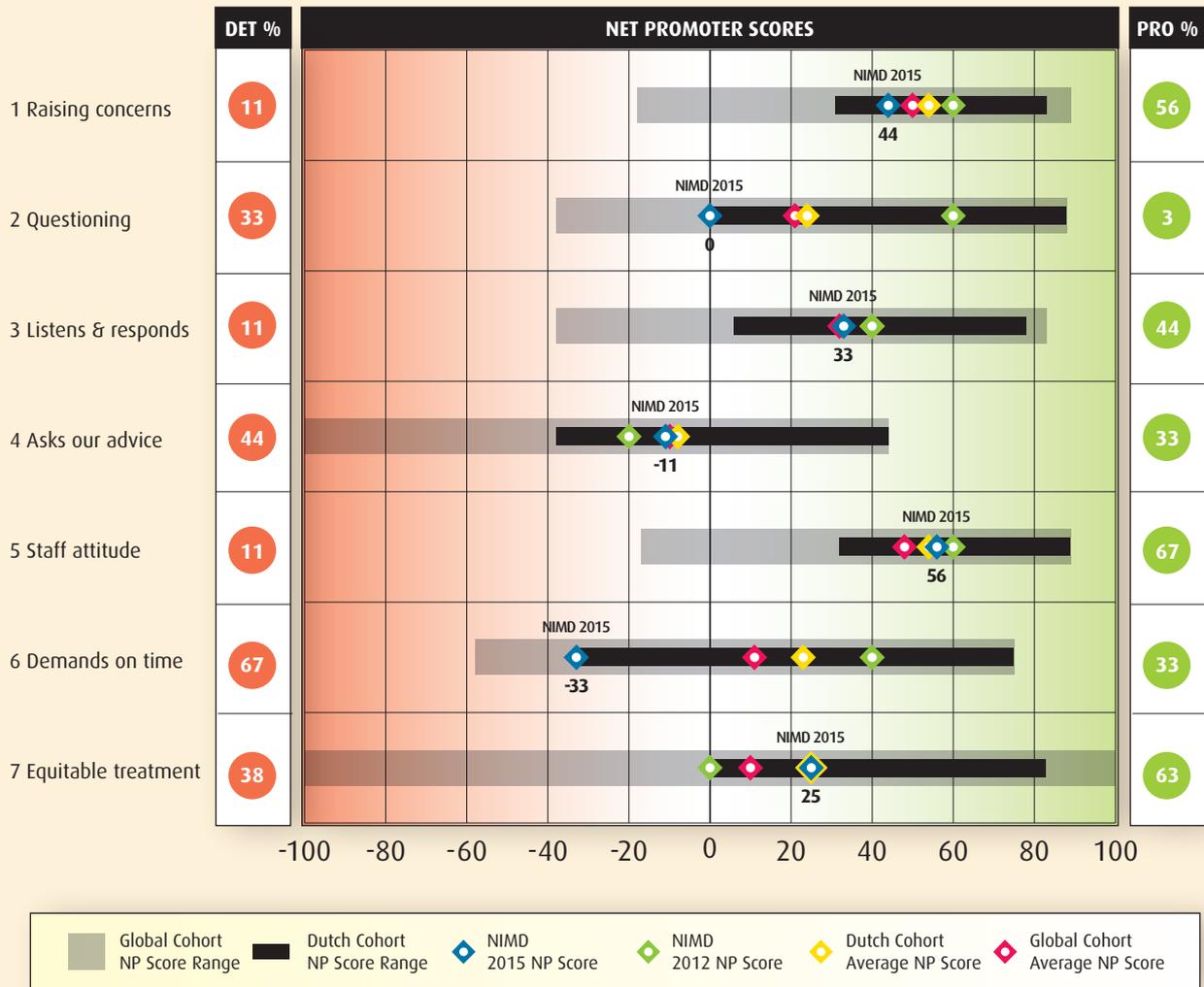
- 1 'Support (including funding) arrives when NIMD says it will.'
- 2 'NIMD understands our strategy.'
- 3 'NIMD understands our working environment and cultural context.'
- 4 'NIMD promotes our organisation in the media and elsewhere.'
- 5 'NIMD has explained when it expects to stop working with us.'
- 6 'We understand NIMD's plans and strategies.'
- 7 'NIMD involves us in shaping its strategy.'
- 8 'NIMD is transparent about how it uses its funds.'
- 9 'NIMD has a complaints procedure we could use if we had to.'

Relationship and communications

- In 6 out of 9 aspects listed above, NIMD receives NP scores above the wider and Dutch cohort averages. In 4 out of 9 aspects its scores are higher than those received in the 2012 survey.
- NIMD receives its highest NP scores equally for providing support on time, understanding its partner's strategies and understanding the working environment and cultural context with NP scores of 67 each (NIMD 2012: 20, 80, 80; cohort benchmark: 27, 31, 31; Dutch cohort: 44, 38, 32). While the score for providing support on time has greatly improved since 2012 (NP score 20 to 67), the NP scores for understanding the strategy as well as the cultural context have decreased from NP scores of 80 each to 67.
- Respondents scored NIMD's complaints procedure the lowest with an NP score of -50 and 67% detractors (NIMD 2012: -75, 75%; cohort benchmark: -27, 52%; Dutch cohort: -25, 52%). While this score is significantly higher than in 2012, it was below both the global and Dutch cohort averages.

Relationship and communications

Figure 23 Respondents' interactions with NIMD



The chart shows how much respondents agree with the statements:

- 1 'We feel comfortable approaching NIMD to discuss any problems we are having.'
- 2 'We feel comfortable questioning NIMD's understanding or actions if we disagree with them.'
- 3 'NIMD listens and responds appropriately to our questions and concerns.'
- 4 'Staff from NIMD ask us for our advice and guidance.'
- 5 'NIMD's staff are respectful, helpful and capable.'
- 6 'NIMD does not make demands on our time to support their work.'
- 7 'NIMD treats all partners the same way.'

Relationship and communications

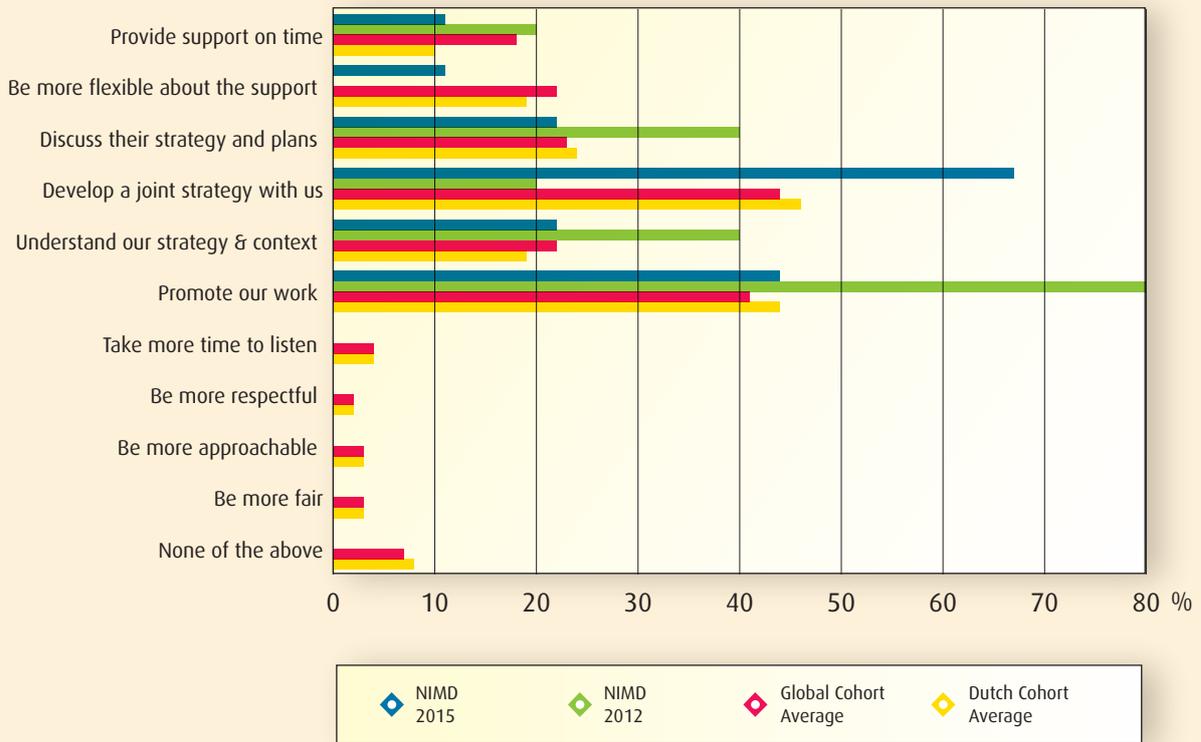
- In 2 out of 7 aspects listed above, NIMD is rated equal to or above the average for both the wider cohort of INGOs and for the Dutch cohort and in one additional aspect it is slightly above the global average. In 5 aspects however, its scores are below the 2012 survey levels.
- NIMD receives its highest average ratings for its staff's attitude with an NP score of 56 (NIMD 2012: 60; cohort benchmark: 48; Dutch cohort 54). This score is lower than the score received in 2012.
- The second highest score was given for how respondents feel comfortable approaching NIMD to discuss any problems they are having with an NP score of 44 (NIMD 2012: 60; cohort benchmark: 50; Dutch cohort: 54). This score is significantly lower than the global and Dutch cohorts as well as the score received in 2012.
- NIMD receives its lowest score for not making demands on its partners time to support its work with 67% detractors (NIMD 2012: 20%; cohort benchmark: 32%; Dutch cohort: 29%).
- The second lowest score is received for asking for their advice and guidance with an NP score of -11 (NIMD 2012: -20; cohort benchmark: -20; Dutch cohort: -8). While this is a large improvement from 2012, this aspect still scores slightly lower than both the global and Dutch cohort averages.
- Relevant comments received in this section expressed respondents' satisfaction with their relationship and communications with NIMD:

“As an organization, we are currently satisfied with our partnership with NIMD. We are also in recent times been working on joint proposals and we know this will bear fruit in the near future.”

“The lessons learned should be systematized and shared in all areas: administrative, financial, programmatic...”

Relationship and communications

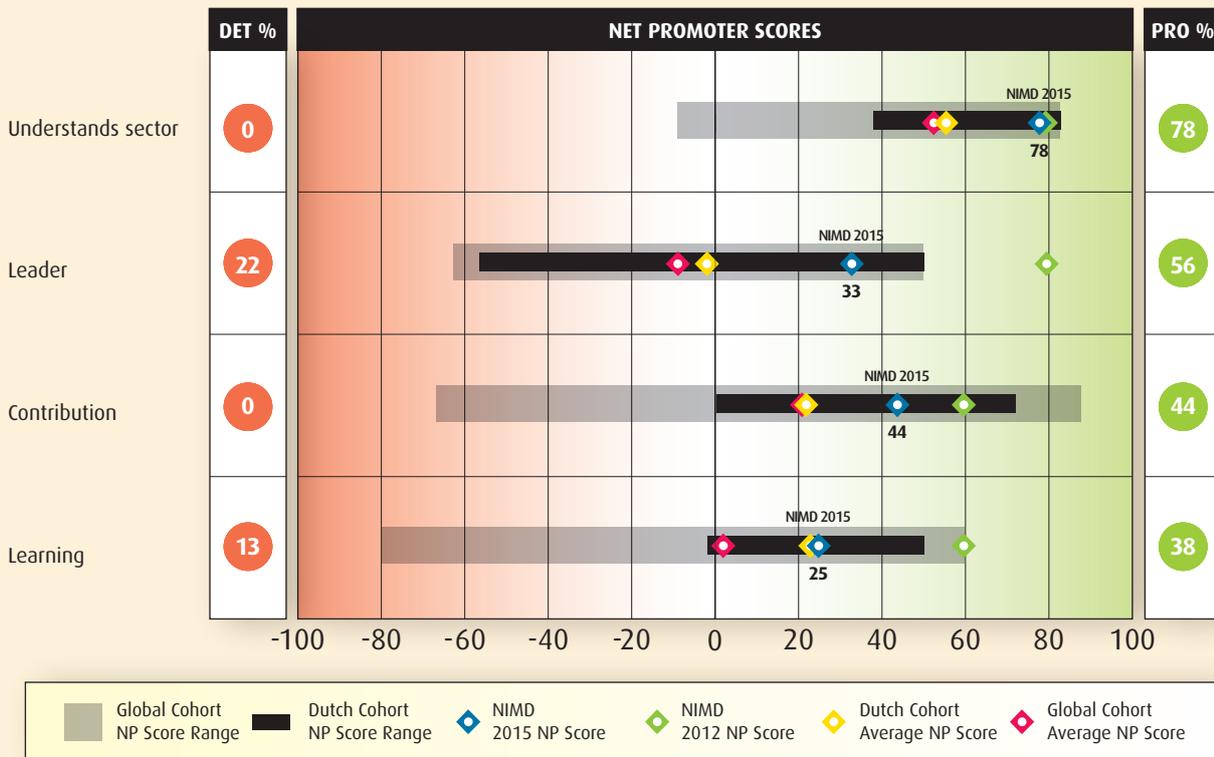
Figure 24 Improving relationships



- Respondents were asked to select the two options they would most like NIMD to do to improve its relationship with them.
- In a shift from 2012 and like the respondents in the global and Dutch cohorts, most respondents would like NIMD to improve its relationships with them by developing joint strategies with their partners.
- Their second preference is to promote their work. This was the favoured option in 2012.
- These are also the top two choices for respondents across both the wider and the Dutch cohorts.

Section 6: Understanding and learning

Figure 25 Understanding and Learning



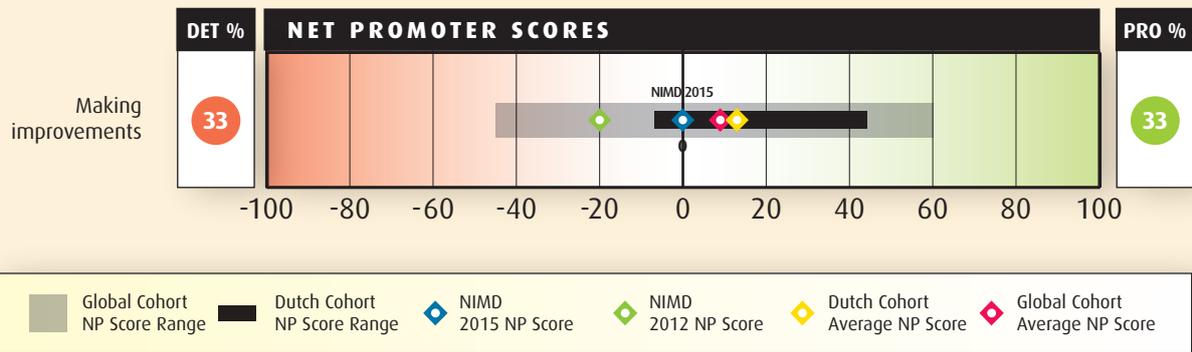
The chart shows how much respondents agree with the statements:

- 1 'NIMD understands the sector(s) we work in.'
- 2 'NIMD is a leader in the sector(s) we work in.'
- 3 'NIMD has made a major contribution to the sector(s) we work in.'
- 4 'NIMD learns from its mistakes and makes improvements to how it works'

- In all 4 aspects, NIMD receives NP scores above the average of both the global and Dutch cohorts. However, all the scores decreased in relation to 2012.
- 78% of respondents consider that NIMD has a very good understanding of the sector they work in, however only 44% consider that it makes a major contribution to it (NIMD 2012: 80% and 80%; cohort benchmarks: 63% and 45% respectively; Dutch cohort: 66% and 43%).
- NIMD gets its lowest scores in regards to it learning from its mistakes and making improvements to how it works with an NP score of 25 (NIMD 2012: 60; cohort benchmark: 2; Dutch cohort: 25). This score is higher than both cohort averages but significantly lower than the score received in 2012.
- The second lowest score is received for being a leader in the sector with an NP score of 33 (NIMD 2012: 80; cohort benchmark: -9; Dutch cohort: -2). As before, this score is higher than both cohort averages but significantly lower than the score received in 2012.

Understanding and learning

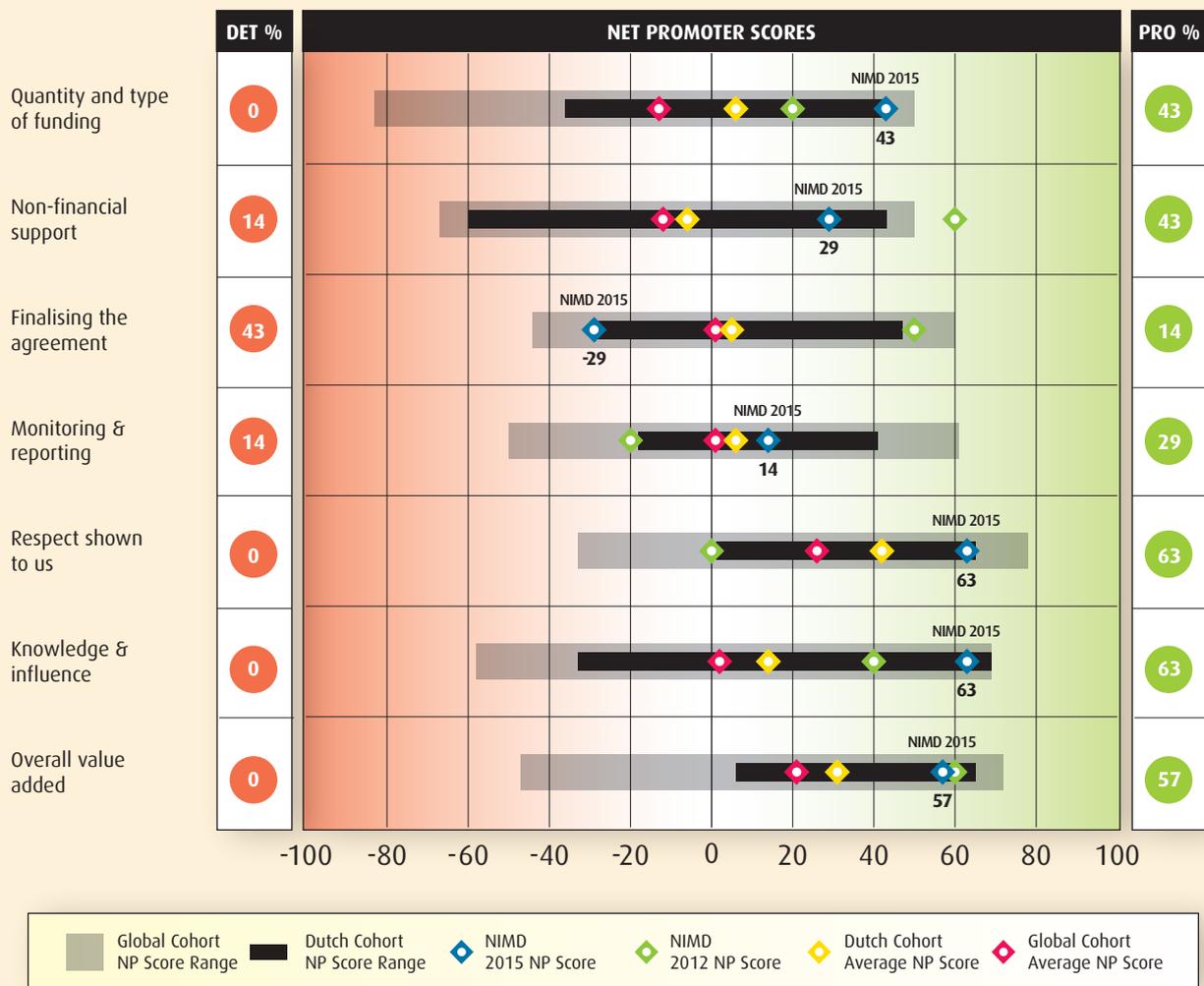
Figure 26 Making improvements



- Respondents were asked to rate how likely they think it is that NIMD will make changes as a result of their answers to this survey.
- NIMD received a lower score than the wider and Dutch cohort averages, however this was higher than in the 2012 survey.

Section 7: Overall satisfaction

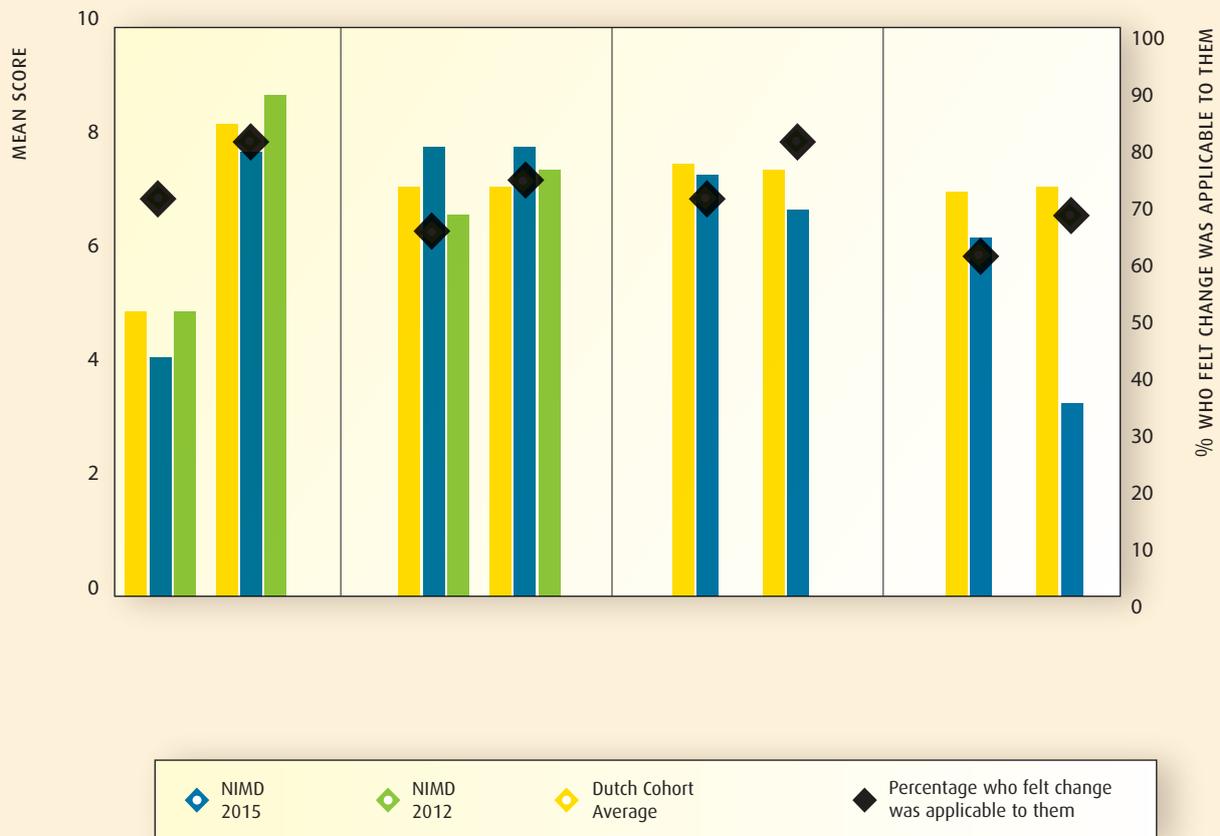
Figure 27 Satisfaction compared to other NGOs/funders



- The chart shows how respondents compare NIMD to other INGOs and funders they receive support from, across each of the areas listed.
- In 6 out of the 7 aspects listed above, NIMD scores above both the global and Dutch cohort averages. 4 of those areas had higher scores than in 2012.
- As is the case for most INGOs, NIMD receives high ratings for the respect it shows partners with 63% promoters (NIMD 2012: 25%; cohort benchmark: 47%; Dutch cohort: 57%) as well as for its knowledge and influence with 63% promoters as well (NIMD 2012: 40%; cohort benchmark: 31%; Dutch cohort: 39%).
- The lowest score is received for the support in finalising the agreement with an NP score of -29 (NIMD 2012: 50; cohort benchmark: 1; Dutch cohort: 5). Not only is this score significantly lower than in 2012, it is the only aspect that scores below either cohort averages.

Section 8: Dutch Cohort Questions

Figure 28 Mean impact of organisational changes



The chart shows whether the following organisational changes had a positive or negative impact on respondents in the last 2 years³:

- 1 'The budget was reduced substantially.'
- 2 'The budget reduction was communicated well'.
- 3 'A decentralisation process saw staff relocated to regional offices'.
- 4 'The decentralisation process was communicated well'.
- 5 'New policies or requirements including M&E frameworks'.
- 6 'New policy changes were communicated well'.
- 7 'Changes in the collaboration structure'.
- 8 'The changes in the collaboration structure were communicated well'.

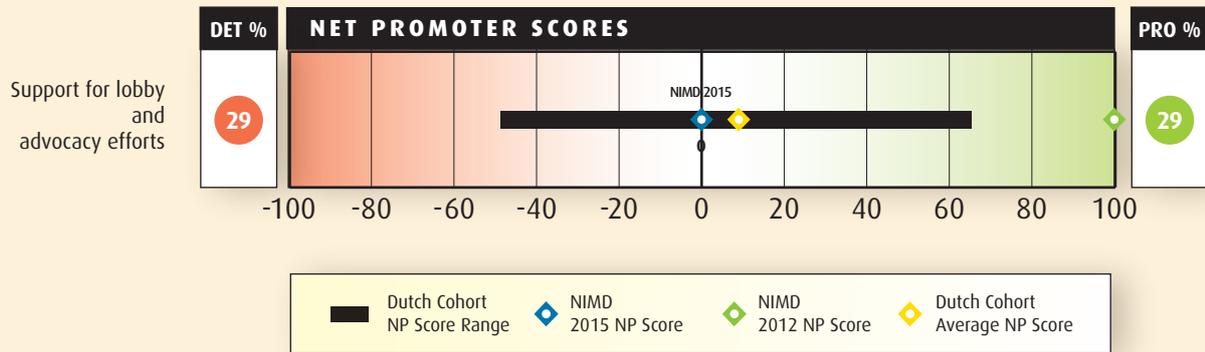
For the impact questions: 0= negative impact; 5= neutral impact; 10= positive impact. For the communication questions: 0= we had no clue, it just happened; 10= it was carefully communicated and we understood it completely.

Dutch Cohort Questions

- This section presents findings from a series of specific questions that were only included in the survey for the Dutch cohort of INGOs.
- This chart shows mean ratings for respondents who said that each organisational change was applicable to them. It excludes those who said that the organisational change does not apply.
- NIMD receives mean ratings below the Dutch cohort average for 6 out of the 8 aspects listed above. For the 2 aspects in which it was rated higher than the Dutch cohort average, the score received was also higher than in 2012.
- The highest rated aspect was the impact of the decentralisation process as well as the communication of it with mean ratings of 7.9 each (NIMD 2012: 6.7, 7.5; Dutch cohort: 7.2, 7.2). For these aspects, 67% and 56% of respondents reported feeling that the change was applicable to them respectively.
- The lowest score was received for the communication of the changes in the collaboration structure with a mean score of 3.4 and 100% of respondents reporting that they felt the change was applicable to them.
- The second lowest score was given to the impact of the budget reductions with a mean score of 4.2 (NIMD 2012: 5; Dutch cohort: 5). 89% of respondents felt that this change was applicable to them.

Dutch Cohort Questions

Figure 29 Value of lobby and advocacy support



- The chart shows how useful respondents find support for lobby and advocacy efforts. It shows the NP scores for respondents who said that they received support for lobby and advocacy efforts (78% reported receiving support). It excludes those who don't feel that this area applies to them.
- NIMD receives a mean rating of 7.0 out of 10 (Dutch cohort benchmark: 7.3) with 29% being promoters and 29% being detractors. The NP score for this category is significantly lower than the score obtained in 2012.
- Suggestions received on lobbying and advocacy include:

"NIMD's continued intervention is appreciated."

"Strengthen field personnel capacities."

Recommendations

The leitmotiv for partner feedback is Listen, Learn, Act, and Repeat. You have now listened, so it is time for Learn, Act and Repeat. Following are some recommendations to take into account for making the most of partner feedback.

LEARN

Dig into the report with key internal and external constituents. Many of our clients have found it useful to develop different presentations for different stakeholders.

- 1 Staff** It is generally best to start with the staff, and then return to them after dialogues with local partners (see below). Different staff may need different presentations. Themes to explore with staff include:
 - a** The implications of the main findings
 - b** Interpretations of the data where, as they often are, the meaning is ambiguous. This is also explored with the local partners.
 - c** Possible explanations for the feedback received
 - d** Possible corrective actions
 - e** Their sense of your organizational capabilities around feedback
 - Working together with our partners at Feedback Labs, we have created a simple organizational self-diagnostic tool called the Quiz. We recommend that you have a number of staff take the Quiz and that you aggregate and compare their answers to discuss in staff meetings.
- 2 Local Partners** The main way to deepen your interpretation of your feedback is through dialogue with your local partners. These activities serve the additional all-important purpose of demonstrating that their feedback is taken seriously. This can be done in dialogue sessions with groups of partners or through follow up interviews with a sample of them. Annex 3 to the report provides a list of respondents that expressed a willingness to take part in follow up interviews. We recommend that these sessions be introduced as an opportunity to co-create solutions. These sense-making dialogues build directly out of staff discussions and focus on three main themes:
 - a** Areas where NIMD needs improvement
 - b** Questions arising from the findings that need more interpretation to understand (including staff-generated ideas)
 - c** Corrective actions – co-creating solutions
- 3 Governing Board** Your board members need a simple dashboard with the key metrics that you propose to track and report to the board, accompanied by a narrative that sets out the main findings and your response, including planned improvement activities. This board report can be done right away, when your interpretations of the data are not yet validated through dialogue with local partners and your response plans are prospective, or after some follow up and therefore incorporating more about how improvement activities are bedding down.

ACT

Take the corrective actions identified and agreed by staff and partners. Make sure everyone – staff, local partners and board – understands what these corrective actions are, and that there will be future opportunities to provide feedback on whether the changes are having the intended effects.

Consider publishing this feedback report and similar such reports in the future. This establishes your commitment to public accountability for your work, and creates incentives that lubricate the joints between performance, reporting and funding. A growing number of the organizations in the benchmark dataset have published their Keystone partner survey reports.³

³ Links to these reports can be found here: <http://www.keystoneaccountability.org/ngoreport>

Recommendations

REPEAT

- 1** Get a short cycle of feedback-to-action going
 - a** The “Big Bang” survey that you just completed is comprehensive, and generates a wealth of data that you are now busy digesting. Going forward, in order to make sustained and steady progress, you need a continuous, clean signal that will tell you if things are getting better or worse in real time. Fortunately, this is easy and inexpensive to do by sending out micro-surveys (one or two questions only) that are triggered by interactions with your partners (e.g., when they submit a funding application or a report, after a training, or even after a meeting). You can rotate different questions in these micro-surveys, allowing you to get a steady signal on different issues. By surveying in this way at or near these touch points you will get a high response rate – as long as you remember to continue to demonstrate to people that their feedback makes a difference.
 - b** Your partners experience you in different ways, so don’t engage with them all in the same way! Develop and implement distinct strategies to respond to feedback based on the three categories we used in this report – promoters, passives and detractors.
 - c** Over the next year, as you work steadily to reduce the time between listening and acting, you will want to invest in your staff.
 - i** Empower frontline staff to try different ways to improve and learn from what happens. If your partners feel listened to, they will appreciate what you do, as long as you keep trying until you get it right.
 - ii** Discuss with them the benefits of receiving and being open to feedback. Receiving feedback is not easy. In fact, recent neuroscience tells us that we are all to different extents hard wired to resist feedback!⁴
 - d** Use ongoing micro-surveys to discover some predictive questions. You can do this by correlating partners’ answers to certain questions to other outcome measures you may be collecting. To give you one example, the Gates Foundation discovered five questions that predicted student learning in US high schools.⁵ Now schools can use these questions to identify which teachers need help at the beginning of the school year and not after the annual test results come in at the end of the year.
- 2** Get help from your peers! You don’t have to do this alone. The best way to do this is – as you have done with this in-depth survey – is together.
 - a** Keystone created a web platform for this purpose: The Feedback Commons. Going forward, the commons will be a less expensive way for you to share and compare your feedback data than working directly with Keystone. Your in-depth survey feedback data are already there in the commons in the same anonymised way they appear in this report.
 - b** At the commons you can also share challenges and questions and effective practices.
 - c** But maybe the most immediately useful part of the commons for you right now will be the Quiz and the “How To” materials collected there. The Quiz is a free online self-diagnostic tool that we created with our partners at Feedback Labs. It will give you a benchmark diagnosis of your feedback practice capacity that you can return to as your practice matures. Having different people in the organization take the Quiz, and comparing their results, gives you a more comprehensive benchmark. You can take the Quiz here.
- 3** Get help from Keystone! You may feel you have the capacity to move forward in your Constituent Voice practice on your own, or together with your peers via the Feedback Commons. That is great! Our overriding goal at Keystone is to work ourselves out of a job. But we have found that many organizations would like more direct support. We are happy to provide custom advice and training support as you advance your journey of Listen, Learn, Act and Repeat! Please see Annex 4 for more details.
- 4** Repeat this in-depth survey in 12-36 months to evaluate progress. The time frame depends on whether you move ahead with light touch, continuous micro-surveys. If you do, you can go longer before the next in-depth survey is needed.

4 For a great review of the science and a lot of practical advice on how to help staff get ready for feedback, see *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*, by Douglas Stone & Sheila Heen (2014).

5 Amanda Ripley, “Why Kids Should Grade Teachers”, *The Atlantic*, (October 2012).