

KEYSTONE PARTNERSHIP SURVEY 2020

ActionAid Denmark



Contents

Introduction	3
Survey process	4
Benchmarks and indexes	4
Respondents	6
Reading the charts	7
1 ActionAid Denmark to Country Offices	9
Executive Summary	10
1.1 Partnership profile	12
1.2 Non-financial support	21
1.3 Administration and relationship	22
1.4 Monitoring and reporting	26
1.5 Custom Questions	29
1.6 Understanding and Learning	31
2 ActionAid Denmark to Partners	35
Executive Summary	36
2.1 Partnership profile	38
2.2 Non-financial support	47
2.3 Administration and relationship	48
2.4 Monitoring and reporting	52
2.5 Custom Questions	54
2.6 Understanding and Learning	58
3 Country Offices to Local Partners	63
Executive Summary	64
3.1 Partnership profile	67
3.2 Non-financial support	76
3.3 Administration and relationship	77
3.4 Monitoring and reporting	81
3.5 Custom Questions	83
3.6 Understanding and Learning	87
Modalities	92
Conclusion	93
Annexures	94
Annex 1: Survey questionnaires	
Annex 2: Anonymised raw data	
Annex 3: Net Performance Analysis	
Annex 4: General recommendations	

Introduction

Since 2006, Keystone Accountability has worked with over a hundred government agencies, private foundations, international non-governmental organisations (INGOs), and businesses to improve the way they work with others. We help organisations understand and improve their performance through harnessing feedback, especially from the people they serve. We have developed the Constituent Voice™ method for this purpose. Keystone uses this method to collect feedback from primary constituents, turn it into performance data, and then use the data to facilitate open, learning dialogue between an organisation and its constituents. This generates validated learning that deepens insights, strengthens relationships, and enables better management to shared outcomes. The process involves people being asked to rate and comment on different aspects of an organisation's performance. People respond anonymously. Keystone acts as a neutral third party so no one's unique responses are revealed to the organisation soliciting feedback.

In 2020, *ActionAid Denmark (AADK)* conducted a partnership survey, administered to its constituents all over the world. AADK conducted this survey to collect feedback from its constituents about the overall partnership dynamic as well as hone in on some more specific themes, designing a survey to examine the relationship between: (1) AADK and its country offices (COs), (2) AADK and its direct partners, and (3) AADK's country offices and their local partners. This data that has been collected about each of these relationships, provide a performance benchmark - helping to set the bar and contextualise what 'good' performance looks like. This report presents what AADK's constituents said about the different relationships with the organisation compared to benchmarks reflecting partner ratings from 88 organisations in our *Keystone Partnership Survey* dataset. It provides credible data on how well AADK carries out its role in its partnerships, as seen from its constituents' perspectives. This report employs the *Net Performance Analysis* for quantitative data. For a more elaborate explanation of the Net Performance Analysis, please refer to the *Benchmarks and indexes* section below or consult *Annex 3*.

- **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** Net Performance Analysis
- **Annex 4** General recommendations

Introduction

SURVEY PROCESS

The survey process was managed by Keystone Accountability, as an online survey to which people were invited by email. The invitation emphasised that their participation was voluntary and anonymous.

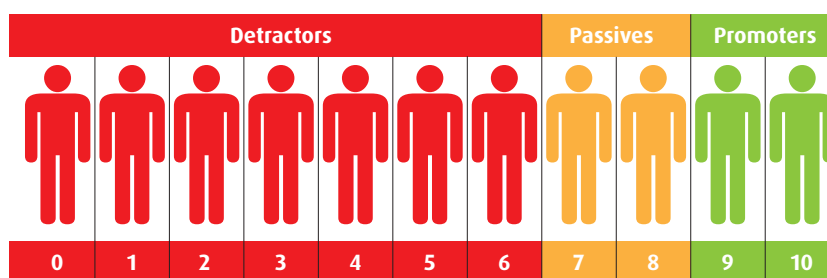
Keystone Accountability created three separate surveys for each of the different constituent groups. The three questionnaires were sent in English and Portuguese from March 17, 2020 to June 15, 2020. Keystone administered the online survey and sent out regular reminders to increase the response rate. AADK supported Keystone in encouraging members to respond by referring to and/or sending out reminders. A detailed response rate is included below. Partners had the option to complete the survey offline, if necessary. The survey was limited to those who had a basic level of internet access. From experience, Keystone does not believe that this makes the data significantly less representative.

BENCHMARKS AND INDEXES

Benchmarks are calculated by averaging ratings per question for each organisation, then averaging these average scores together so that each organisation is weighted equally. This reduces the chance that data is skewed by larger organisations with more respondents.

As previously mentioned, Keystone uses a technique of feedback data analysis increasingly common in the customer satisfaction industry known as *Net Performance Analysis* (NPA)¹ to distinguish between three profiles of constituents. As AADK considers how to improve in light of the survey findings it is extremely important to develop distinct strategies on how to address the areas that received the most negative score, based on the qualitative feedback provided by the different types of constituent profiles. The three constituent profiles are as follows:

- The “*promoters*” are constituents that rate AADK with a 9 or 10 on the 0-10-point scale used in the survey. These are AADK’s champions. They are highly likely to be wholehearted participants in activities and consistently recommend AADK to their friends and/or colleagues.
- The “*passives*” are those who give ratings of 7 and 8, which are considered “*okay*”. They do not have major concerns, but they are not particularly enthusiastic about or loyal to AADK. With the right encouragement, they could well become promoters.
- Those who provide ratings from 0-6 are categorised as “*detractors*”. They have fairly negative perceptions of the partnership with AADK and common developmental objectives are likely to be negatively affected as a result.



$$\text{Net promoter score} = \% \text{ Promoters} - \% \text{ Detractors}$$

The Net Performance Analysis, uses a Likert scale ranging from 0 to 10, and allows organisations to track their ‘Net Performance Score’ (commonly referred to as ‘NP score’ or ‘NPS’). To get a NP score, one subtracts the percentage

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

Introduction

Table 1 Organisations making up the global cohort benchmark	
ACTEC	Liliane Fonds
ActionAid Denmark	Lutheran World Relief
AGIR	Mennonite Central Committee
ASF-Belgium	Mensen met een Missie
BC Zambia	Mercy Corps US
Blaggrave Trust	Methodist Relief and Development Fund
CAFOD	Minority Rights Group
CARE UK	Netherlands Institute for Multiparty Democracy
CARE USA	Open Contracting Partnership
Caritas Belgium	Omidyar
Caritas Luxembourg	Oxfam Canada
Catholic Relief Services	Oxfam International
CBM/IAA	Oxfam Novib
ChildFund International	Peace Direct
Christian Aid	Plan International
Church World Service	Practical Action
Concern	Progressio UK
Cordaid	Red een Kind
Christian Children's Fund Canada	RFSU
Danish Church Aid	Rutgers WPF
Danish Refugee Council	Save the Children International
DISOP	Save the Children UK
Ecosystems Alliance	Save the Children US
Entraide et Fraternité	Schorer
Fred Hollows Foundation	Self Help Africa
Free a Girl	Simavi
Free Press Unlimited	Skillshare
Grassroot Soccer	Solidarité Socialiste
Handicap International Belgium	SOS Faim
Helen Keller International	SPARK
Helvetas	Tear Netherlands
Hivos	Tearfund
IBIS	Tearfund ELAC
ICCO	Terre des Hommes Netherlands
ICS	Trias
IDS	Trócaire
IKV Pax Christi	UMCOR US
IM Swedish DP	VECO
International Alert	Vitamin Angels
International Rescue Committee	VSF-Belgium
International Service	V.S.O. International
International Planned Parenthood Federation	WaterAid
Kinderpostzegels	Wereldkinderen
Kvinna til Kvinna	Woord en Daad
LEGO Foundation	

Introduction

of negative responses from the percentage of positive responses. This allows for a clear comparison between the two opposite poles – respondents who give positive scores and those who provide negative scores. It is not uncommon to have negative NP scores. However, the most successful organisations generally have high NP scores. Data from thousands of companies show a clear correlation between high Net Performance Scores and corporate growth and profitability.² For further information on the NPS and how it is calculated and analysed, please refer to Annex 3. *Keystone believes that the customer satisfaction approach is highly relevant to social change and the development sector as a whole because those who are meant to benefit from the intended change are key to bringing it about.*

NPA also provides an effective way to interpret survey response rates. A growing number of organisations include non-responses to surveys as “detractors” or “negatives”. However, Keystone did not apply this correction to data in this report. The NP scores reported here omit non-responses.

Throughout this report, AADK’s results are compared to the Global Cohort Benchmark (GCB), where relevant. The GCB comprises the 89 organisations listed below, of which some organisations may have taken a Keystone Partnership Survey more than once in previous years. Some organisations focussed on different aspects of their relationship with partners, meaning that not every global cohort benchmark that is provided, is composed of the responses from all 89 organisations who have done the Keystone Partnership Survey. It should be considered that the nature of each organisation as well as its constituents differ and as such, comparisons should be interpreted with caution.

RESPONDENTS

The following tables portray AADK’s survey response rate for each of the three surveys. The ‘No. of total responses received’, comprises the total number of *partial*³ and *complete*⁴ survey responses. Some respondents only answered some of the questions, which is why the number of responses varies between questions and is indicated, where applicable, in the respective tables and figures.

Comments derived from the open-text questions in the survey are included where relevant. Direct quotes are presented using quotations and redacted where deemed necessary, to ensure anonymity.

It should be noted that the survey from AADK to its country offices (survey no.1), was sent to **various** individuals **per** partner organisation, whereas the survey from AADK to its partners (survey no.2) and the survey from AADK country offices to local partner organisations (survey no.3) were sent to **one** individual per partner organisation. As such, the quantitative NPA questions for this survey have been aggregated by organisation to ensure that no one organisation is over-represented. However, the demographic qualitative data has not been aggregated.

Table 2 Survey response rate			
	1. AADK to CO	2. AADK to Partners	3. CO to Partners
No. of partners invited to respond	61	57	94
No. of total responses received	15 representing 9 country offices	31	70
Response rate	25%	54%	74%
Total no. of responses received	116		
Response rate	55%		

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

3 **Partial response:** The respondent clicked the “Next” button on at least the first page but has not yet reached the “Thank You” page.

4 **Complete response:** The respondent reached the “Thank You” page of the survey.

Introduction

As shown in Table 2, the response rates differed across the three surveys and constituent groups. AADK received 116 responses out of 212 constituents who were invited to respond, yielding an overall response rate of 55%. Considering the respective sample sizes for across different surveys, Keystone advises that the data be interpreted with caution, as it is perilous to make assumptions or derive causal links and conclusions solely based on the sample of responses in this dataset.

READING THE CHARTS

Each survey section includes an executive summary, pulling out the most important findings and offering recommendations where relevant based on what the data seems to be suggesting. This interpretation needs to be reflected on as part of AADK's broader analysis process and should not be considered the only interpretation, or even the right one.

This report uses simple charts to show how AADK is rated across all areas. These include simple bar charts, tables, and stacked bar charts showing the NPA. Occasionally these NPA visuals include a benchmark NP score for comparison purposes, referred to as the "global cohort benchmark". The global cohort benchmark is the average NP score of the global cohort against which AADK is being benchmarked. This should not be confused with a "mean", which is merely the average score given by all respondents for one particular question on a Likert scale of 0 to 10. The tables include an 'n-value' where applicable, referencing how many out of the total 116 complete and partial respondents in 2020 provided an answer to that respective question.

For several tables, data pertaining to the global cohort are not available as a result of customisation. Customised questions were not posed to the global cohort and can thus not be benchmarked.

Figure 1 Sample Graph

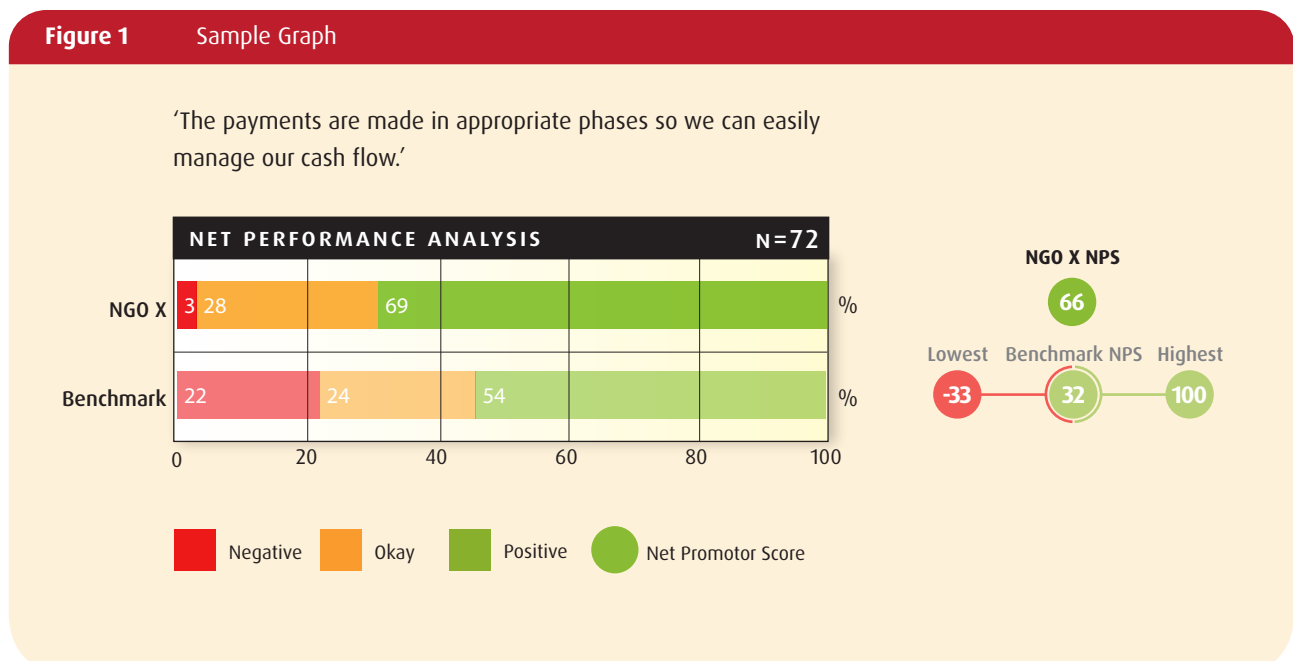


Figure 1 shows how *Organisation X* is rated based on the statement: 'The payments are made in appropriate phases so we can easily manage our cash flow'. The scores provided by *Organisation X*'s respondents are additionally compared to the global cohort benchmark, where applicable. This figure is composed of the following elements:

- The bars show the percentage of respondents who are detractors, passives, and promoters. The top bar reflects the responses provided by *Organisation X*'s stakeholders to the respective question, and the bottom bar indicates the distribution of respondents from the *global cohort benchmark*.

Introduction

- The NP scores are indicated to the right of the bars. Where applicable, the *global cohort benchmark* NPS includes the lowest and highest NPS in its cohort as a point of reference. In this case, the NPS for *Organisation X* for 'Phasing' is 66, and the NPS for the *global cohort benchmark* is 32. The NP scores within the *global cohort benchmark* range from -33 to 100.
- Some of the total percentages may add up to 99% or 101% instead of 100%, because the values have been rounded to whole numbers for ease of comprehension and reading.

Part 1

ActionAid Denmark to Country Offices

1 Executive Summary

PARTNERSHIP PROFILE

- The survey shared with country offices about the working relationship with AADK only includes a maximum of 15 responses. Of these, 94% of the respondents identify as Non-Governmental Organisations (NGOs) and the remaining respondents identified as 'regional bodies.' The majority of respondents from this survey are located in East Africa, Southern Africa, and the Middle East.
- The majority of country office respondents have identified their predominant activities to include 'helping people claim their human rights', 'supporting and strengthening civil society organisations', and 'supporting collective action by their members'. Respondents seldomly 'fund individuals', 'conduct research', or 'support economic and productive enterprises.'
- Respondents have identified working with AADK to 'better achieve their goals', 'benefit from joint learning and understanding', and to receive the necessary 'funding' for their work. Considering that these respondents represent the ActionAid country offices, it may seem less surprising that the majority of respondents also indicated working with AADK to 'strengthen their presence at the national/international level', providing higher scores for this category than the global cohort benchmark.
- Unlike the global cohort benchmark, the majority of respondents have a higher annual budget of over \$1 million and receive funding from more than 7-8 organisations.

CAPACITY-BUILDING, FINANCIAL AND NON-FINANCIAL SUPPORT

- When asked about the value of **capacity-building support** provided by AADK to its country offices, respondents indicated general room for improvement in helping them 'strengthen their management and leadership skills' and 'introducing them to other organisations or networks', with almost half of the respondents providing detractor scores. While AADK received a positive NP score for 'achieving shared program goals', its overall scores in this category remain below those of the global cohort benchmark.

Recommendation: *AADK needs to investigate what aspects of its non-financial support country offices are content with and where there is room for improvement. Relevant probing question include: what capacity building support is valuable, what can be improved? Who would people like to be connected with? How can AADK better help its country offices achieve shared program goals? What is hindering this?*

ADMINISTRATION AND RELATIONSHIP

- Respondents generally 'did not feel pressured by AADK to change their priorities' during the **agreement process**. Moreover, AADK received positive NP scores, higher than the global cohort benchmark, for 'understanding the working environment and cultural context', having a 'complaints procedure' in place, and ensuring that 'support arrives as agreed.'
- Regarding the **interaction with AADK**, country office respondents provided the most positive scores for AADK's 'staff being respectful, helpful and capable', 'listening and responding to questions and concerns' brought forth by respondents and for making respondents feel 'comfortable to approach it with any problems they may be having'. However, AADK received lower scores for the level of comfort that respondents experience with regard to 'questioning AADK's understanding or actions' as well as for 'asking them for advice and guidance'.

Recommendation: *While the working relationship is generally very supportive and open, AADK could deepen collaboration by engaging the respective country offices more in its decisions and approaches. AADK should consider engaging in dialogue with respondents to surface ways to agree how this could work moving forward.*

1 Executive Summary

MONITORING AND REPORTING

- AADK's country offices have indicated that 'AADK's **monitoring and reporting** activities help them improve their work', and 'identify useful and relevant ways of monitoring their impact'. However, country offices provided a low score for AADK 'asking people for systematic feedback from their constituents'

Recommendation: *Considering that AADK works through country offices, it would make sense for AADK to encourage offices to support partners to systematically collect feedback from key constituents on the ground. This would enable each office, and by extension, AADK, to better understand and report on outcomes at the constituent and community level.*

CUSTOM QUESTIONS

- When asked about the value of ActionAid Denmark's different **modalities and interventions**, respondents highly value 'programme support', as well as 'global platforms', and 'advisors.' Modalities and interventions that received mixed responses regarding their value, include the *Training Centre of Development Cooperation (TCDC)*, as well as 'inspirators.'
- When asked about the most immediate important areas of support for AADK to focus on, respondents mentioned that AADK should focus on "programme and global platforms because this is an avenue of reaching more young people and developing their capacities on different areas", as well as 'technical expertise and digital tools', and support to build and work with 'movements.'

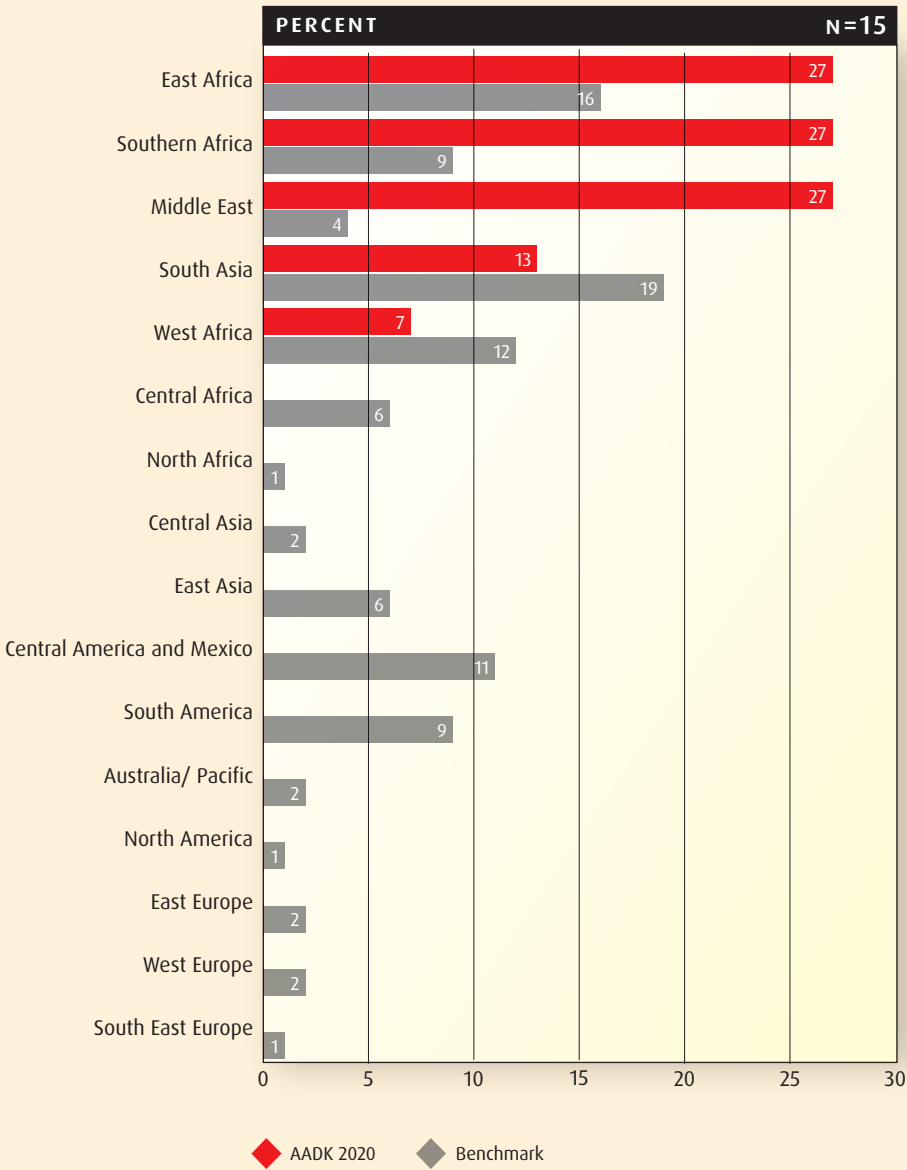
Recommendation: *AADK needs to engage with the open-text responses provided by respondents and use these as a starting point for a dialogue with its country offices to further gain insight into the various aspects of the respective modalities and interventions that country offices find valuable. Keystone recommends using a series of inclusive workshops to facilitate these discussions, using this survey data as the starting point.*

UNDERSTANDING AND LEARNING

- Respondents generally feel that AADK 'understands the sector(s) they work in', as well as is a 'leader' and has 'made a major contribution in these respective sectors'. Respondents also feel that AADK generally 'learns from its mistakes and makes improvements to how it works.'
- Country offices are likely to recommend AADK to others and believe that it is likely to improve its work based on the feedback from this survey. Some recommendations provided by respondents include the 'introduction of an annual learning review with partners' and being more in tune and 'understandable of the context and culture of the communities and countries they fund.'

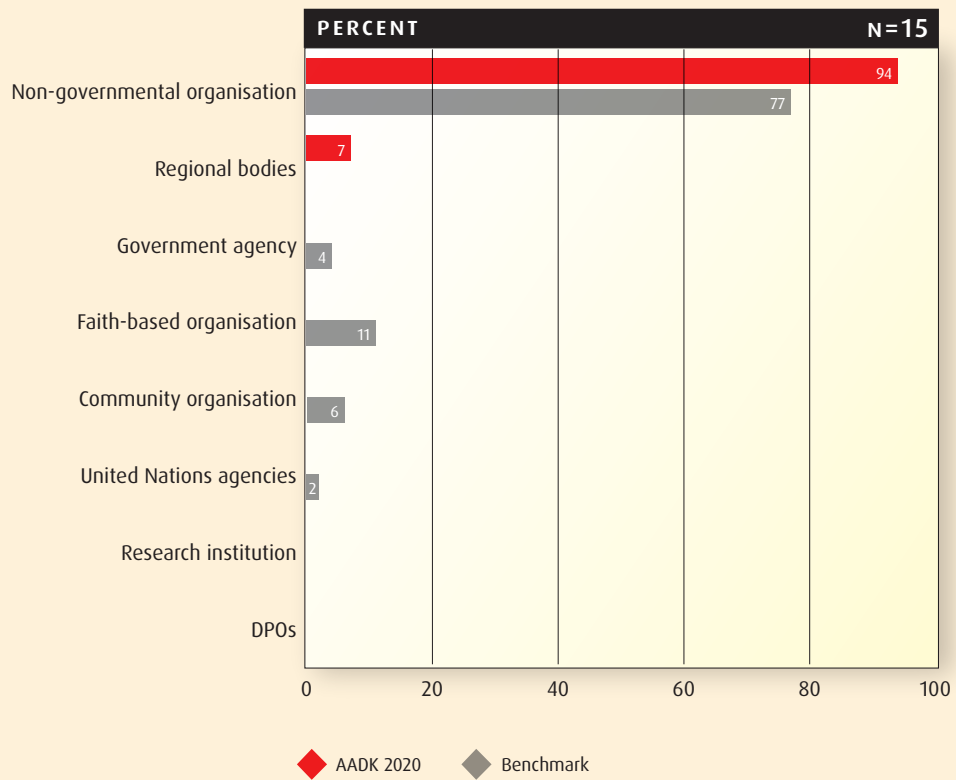
1.1 Partnership profile

Figure 2 Location of country office respondents



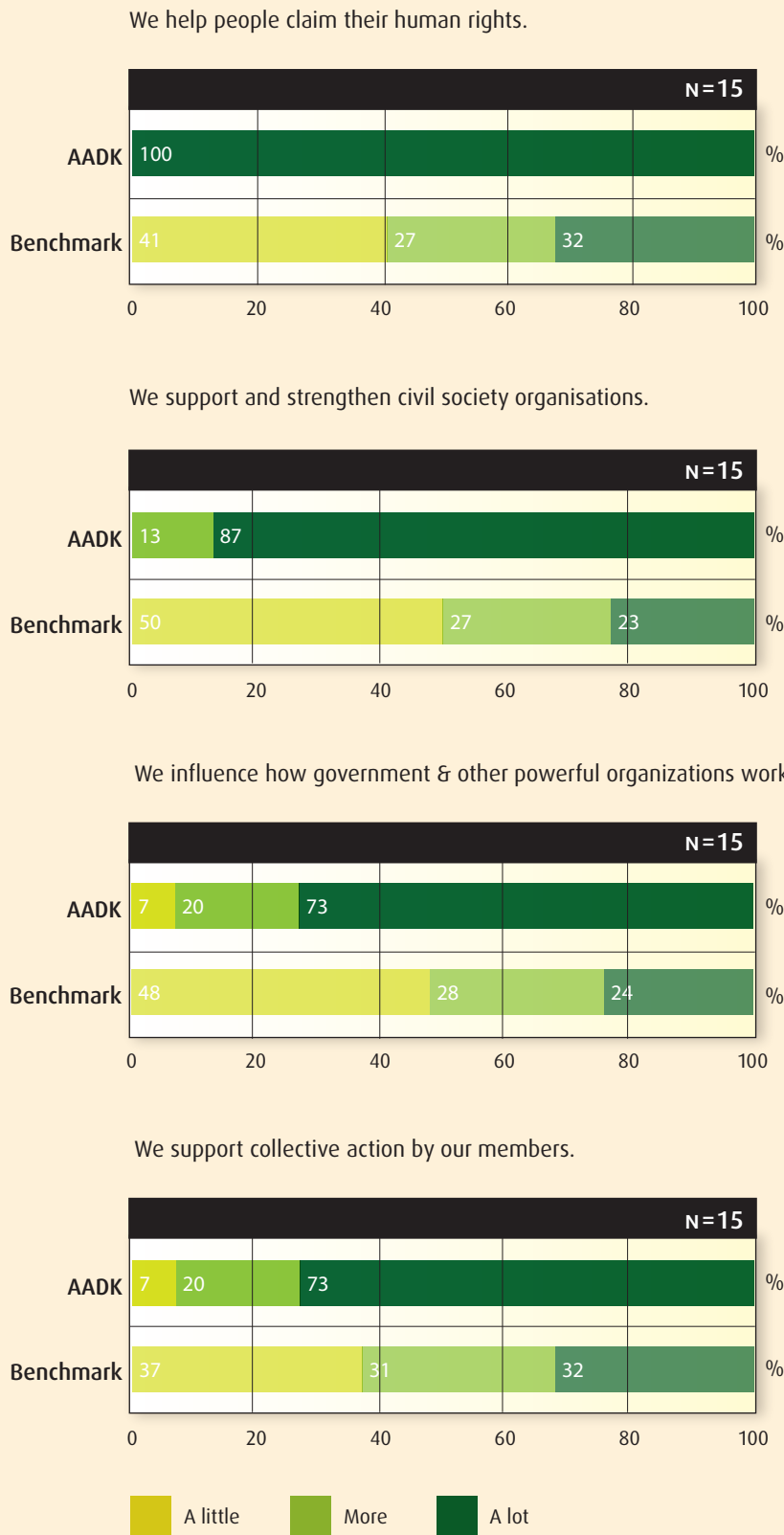
1.1 Partnership profile

Figure 3 Type of partners



1.1 Partnership profile

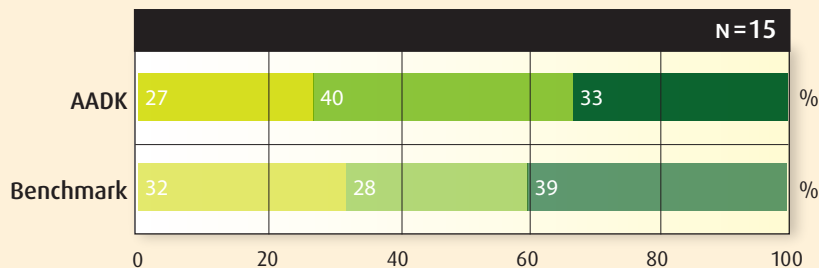
Figure 4 Part A Predominant activities of country offices



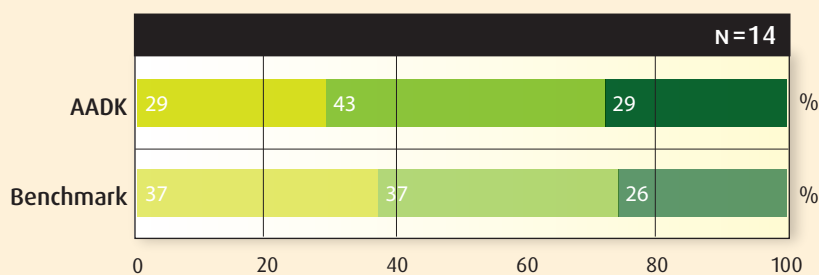
1.1 Partnership profile

Figure 4 Part B Predominant activities of country offices

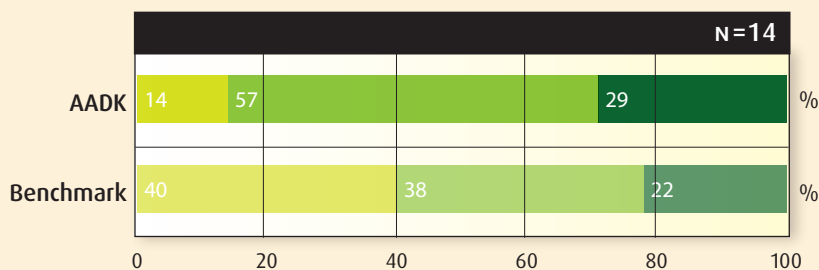
We provide services directly to poor people and communities (food, healthcare, education, training etc.).



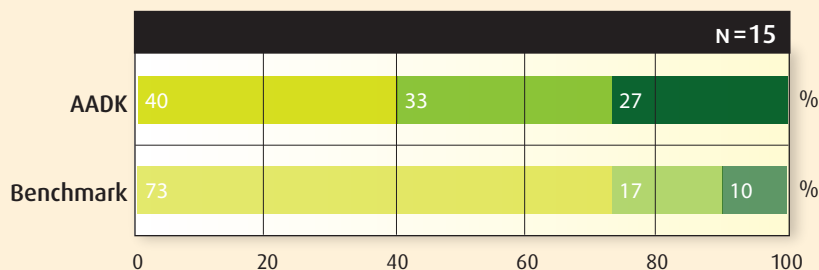
We offer humanitarian assistance.



We support disaster risk reduction.



We conduct and publish research.

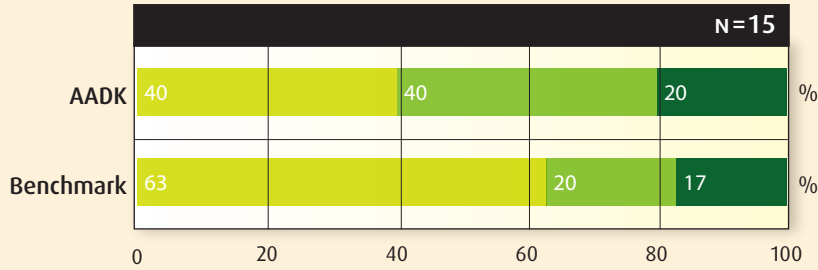


A little
 More
 A lot

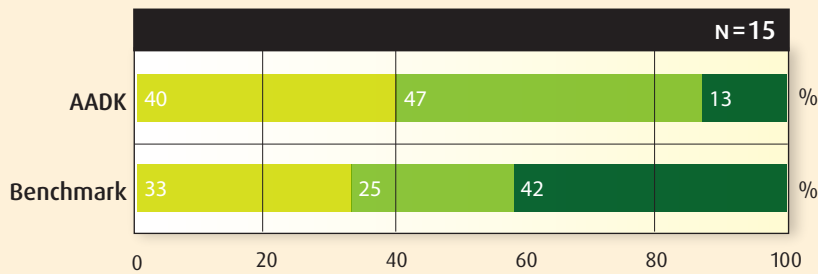
1.1 Partnership profile

Figure 4 Part C Predominant activities of country offices

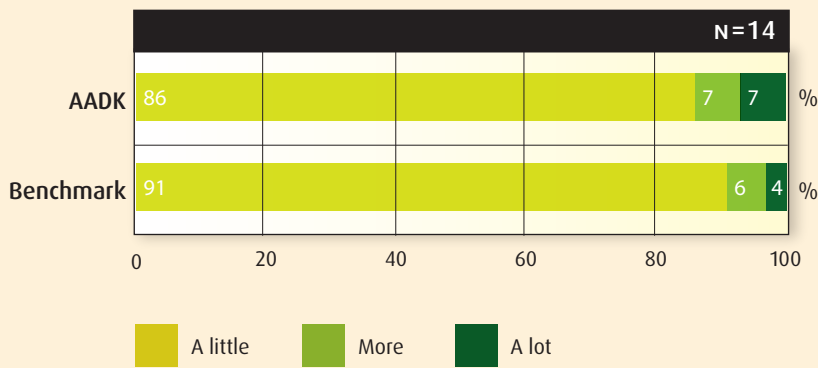
We support economic and productive enterprises that benefit poor people.



We help build peace and reconciliation.



We fund individuals.

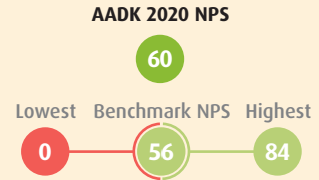
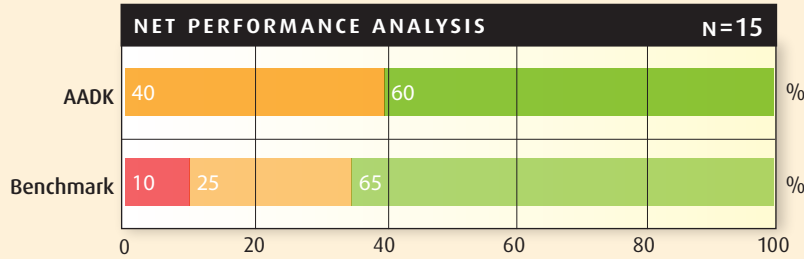


A little
 More
 A lot

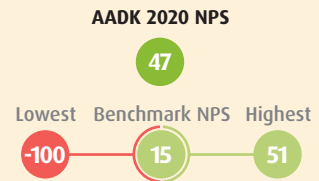
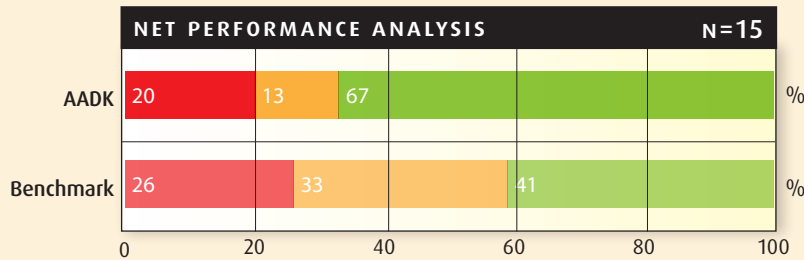
1.1 Partnership profile

Figure 5 Part A Importance of 'support from ActionAid Denmark' as main reason for collaboration

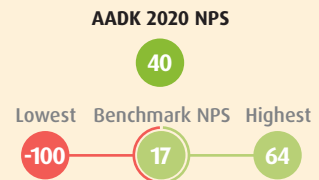
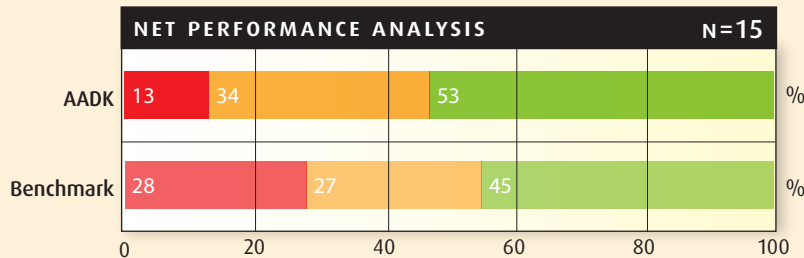
Getting the support from ActionAid Denmark that you need to better achieve your goals.



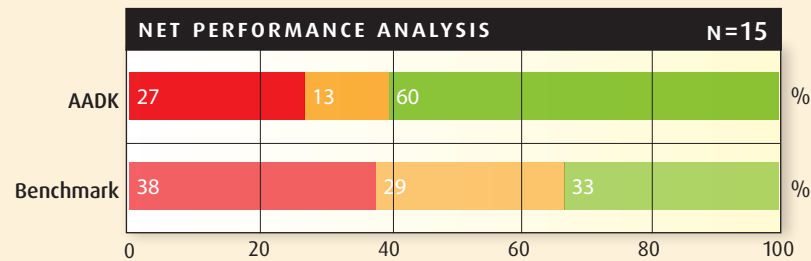
To benefit from joint learning and understanding.



Funding your work.



To strengthen your presence at national/international levels.

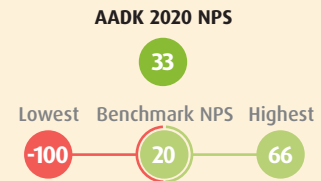
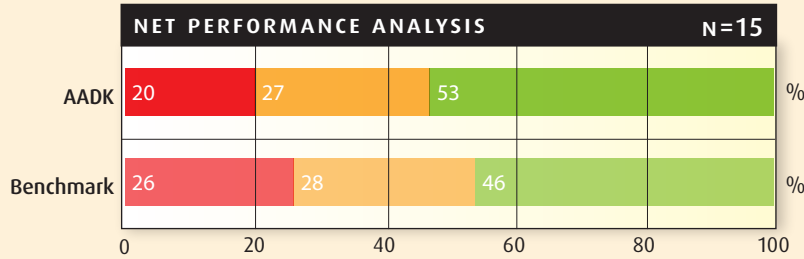


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

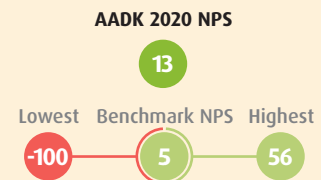
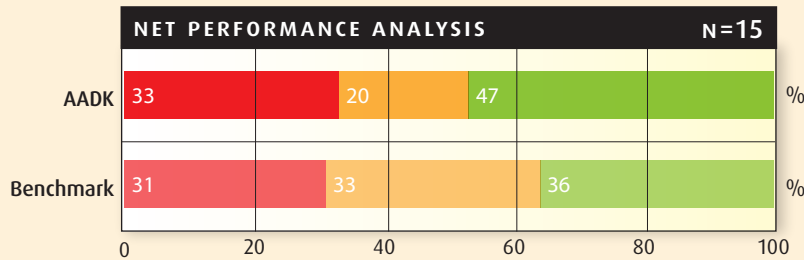
1.1 Partnership profile

Figure 5 Part B Importance of 'support from ActionAid Denmark' as main reason for collaboration

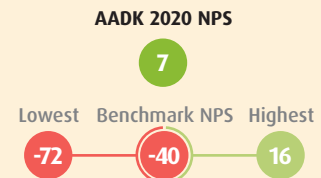
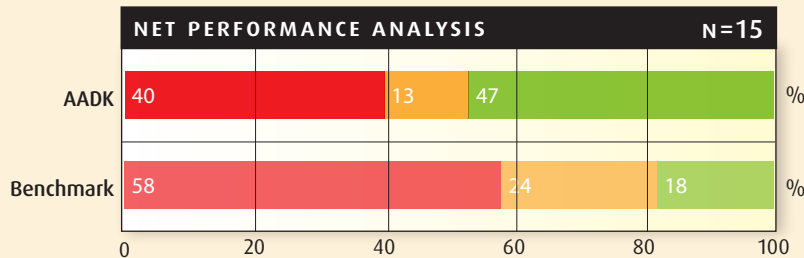
Strengthening your skills and organizational capacity.



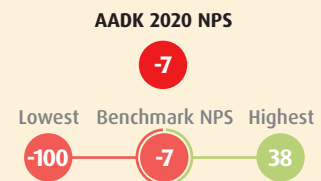
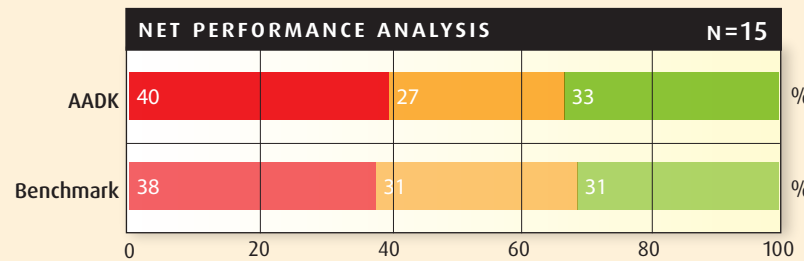
To improve your strategies.



To influence the work of ActionAid Denmark.



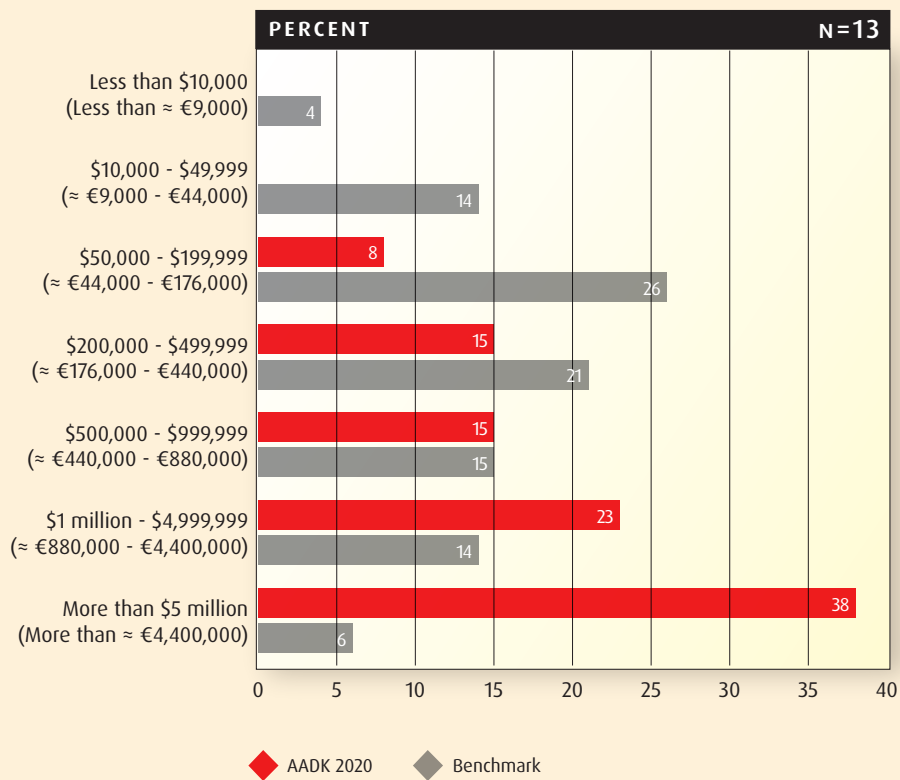
To link with other organisations.



■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

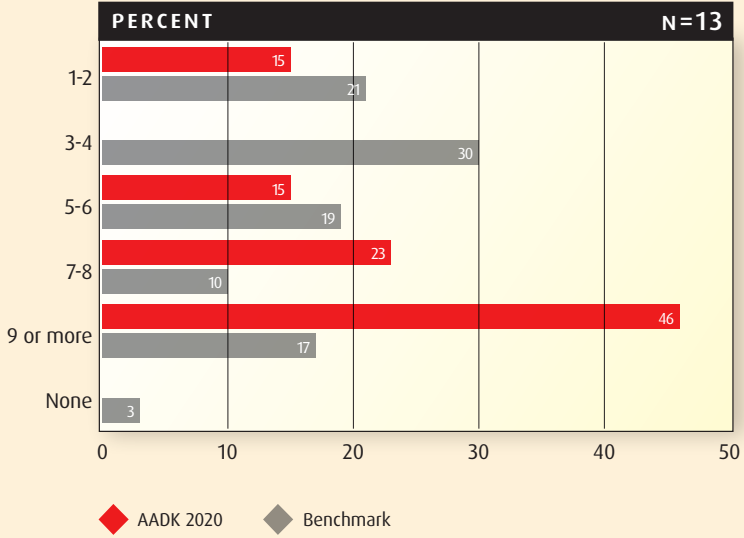
1.1 Partnership profile

Figure 6 Partner annual budget



1.1 Partnership profile

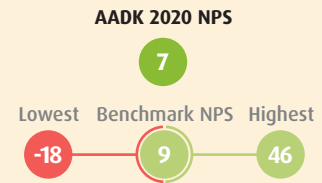
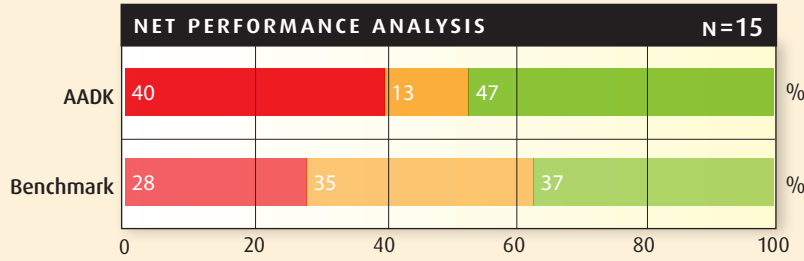
Figure 7 Number of organisations from which partners received funds/other support in the last complete financial year



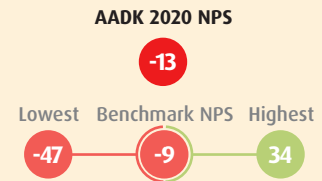
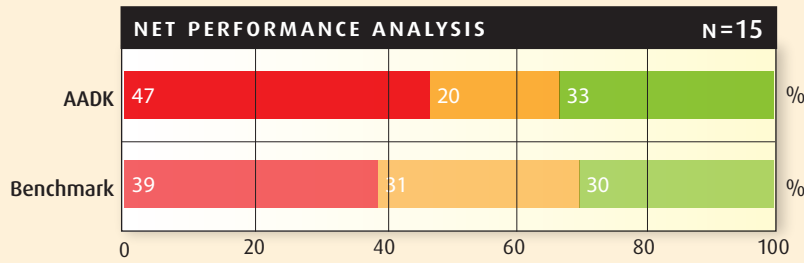
1.2 Non-financial support

Figure 8 Value of capacity-building and non-financial support

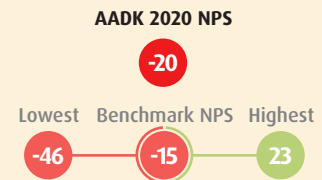
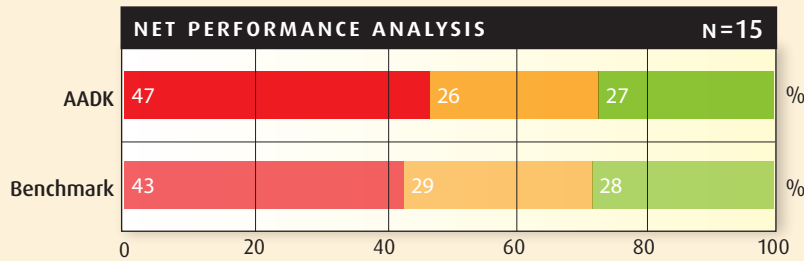
Achieve shared program goals.



Strengthening our management and leadership skills.



Introductions to other organizations/people/networks.

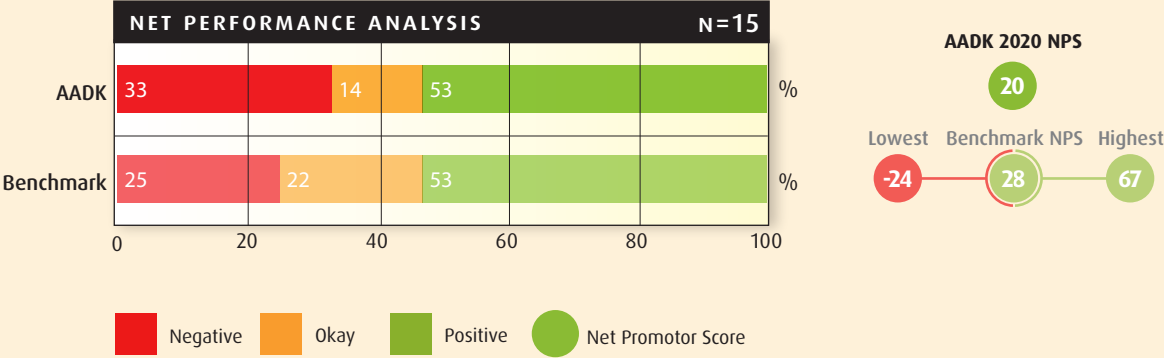


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

1.3 Administration and relationship

Figure 9 Developing and finalising agreements to receive support from ActionAid Denmark

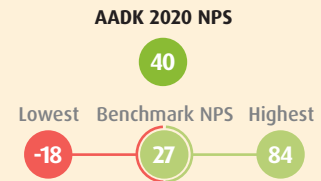
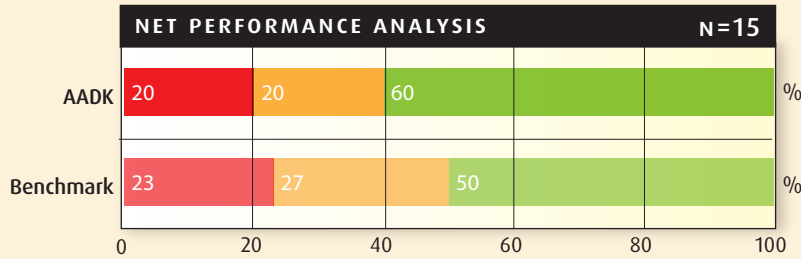
During the agreement process, we did not feel pressured by the organisation to change our priorities.



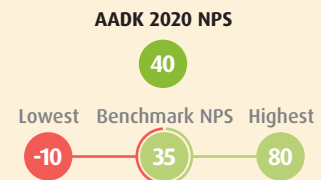
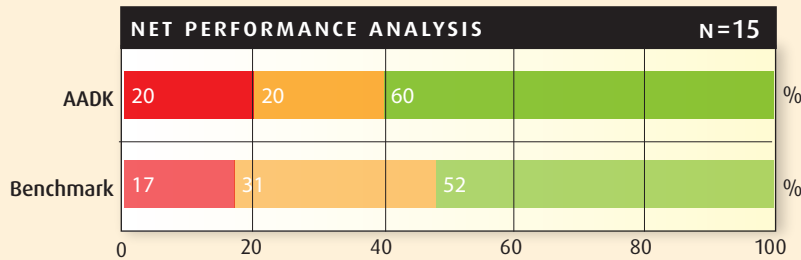
1.3 Administration and relationship

Figure 10 How ActionAid Denmark works with respondents

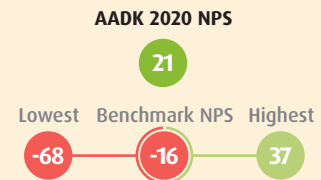
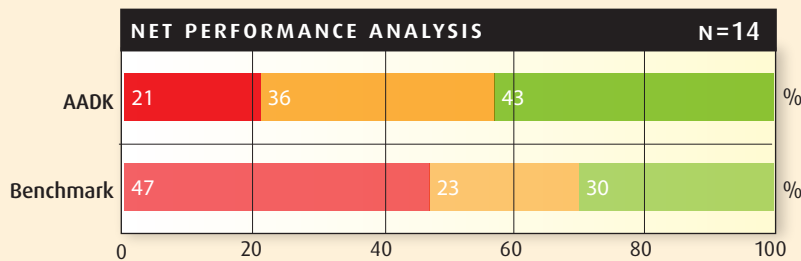
Support (including funding) arrives when ActionAid Denmark says it will.



ActionAid Denmark understands your working environment and cultural context.



ActionAid Denmark has a complaints procedure we could use if we had to.

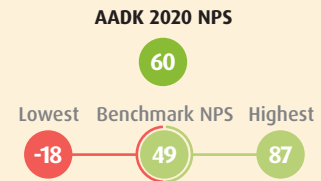
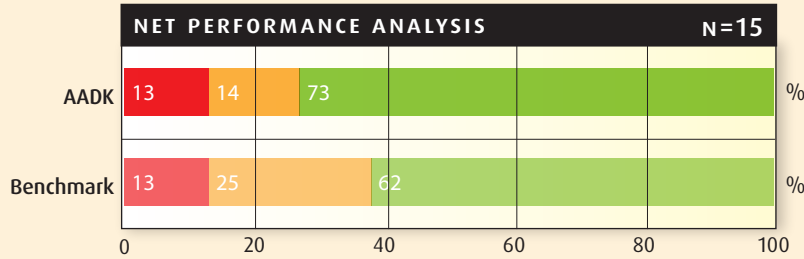


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

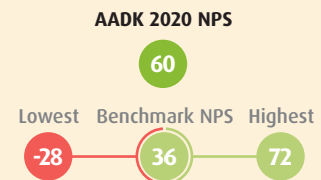
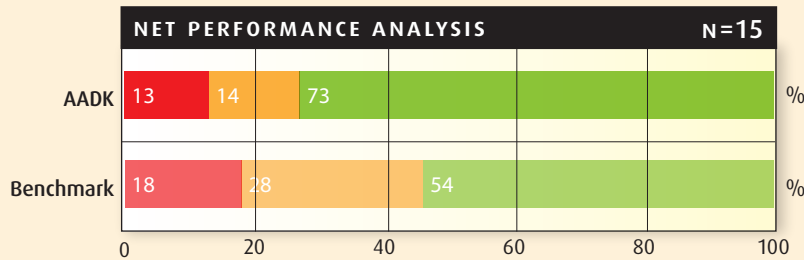
1.3 Administration and relationship

Figure 11 Part A Interactions with ActionAid Denmark

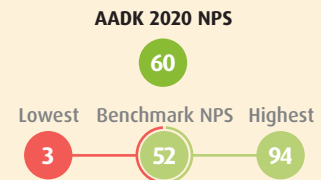
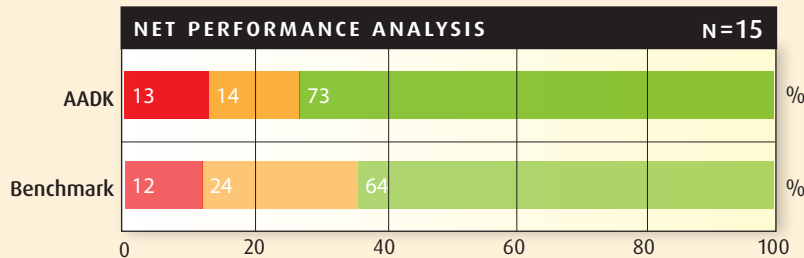
We feel comfortable approaching ActionAid Denmark to discuss any problems we are having.



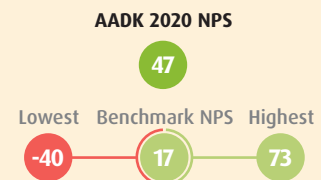
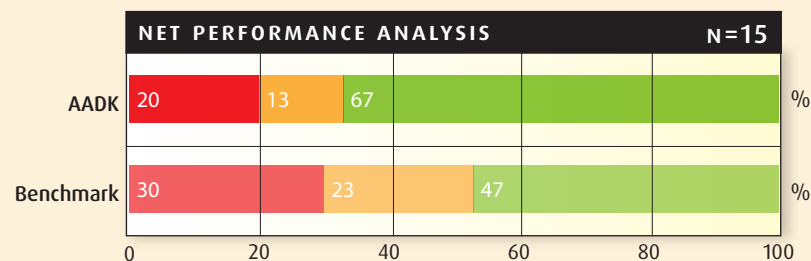
ActionAid Denmark listens and responds appropriately to our questions and concerns.



ActionAid Denmark's staff are respectful, helpful and capable.



ActionAid Denmark does not make demands on our time to support their work.

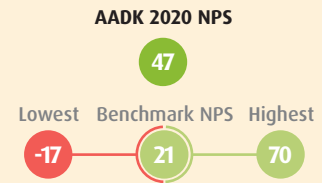
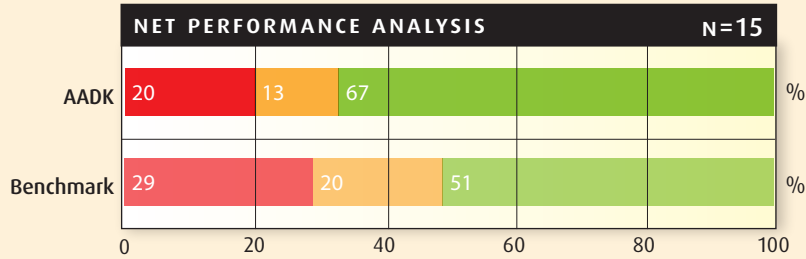


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

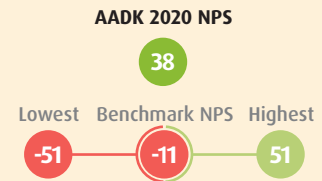
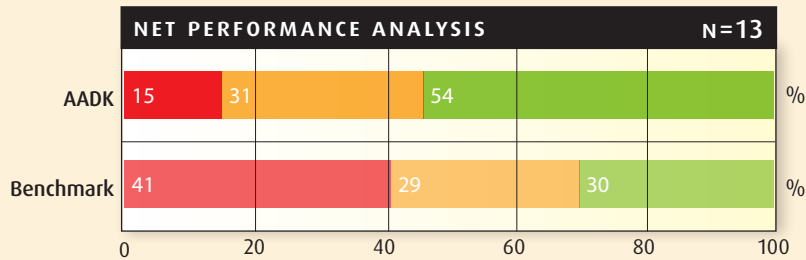
1.3 Administration and relationship

Figure 11 Part B Interactions with ActionAid Denmark

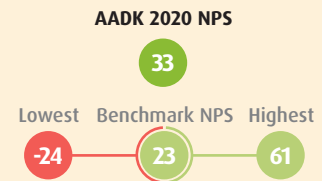
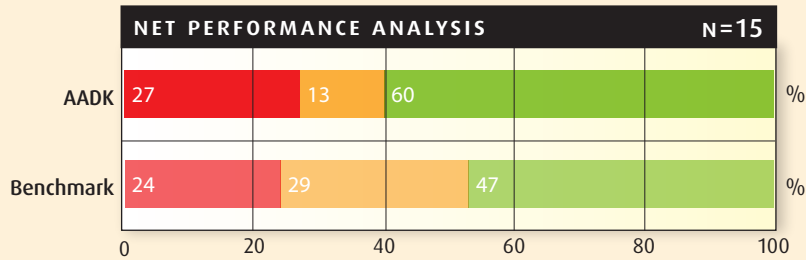
ActionAid Denmark treats all partners the same way.



Do staff from ActionAid Denmark ask you for your advice and guidance?



We feel comfortable questioning ActionAid Denmark's understanding or actions if we disagree with them.

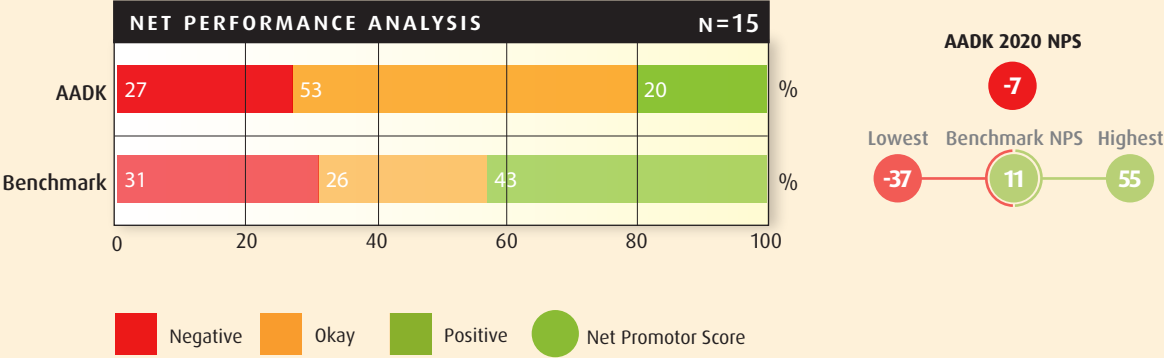


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

1.4 Monitoring and reporting

Figure 12 Usefulness of gathering systematic feedback

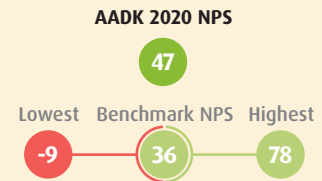
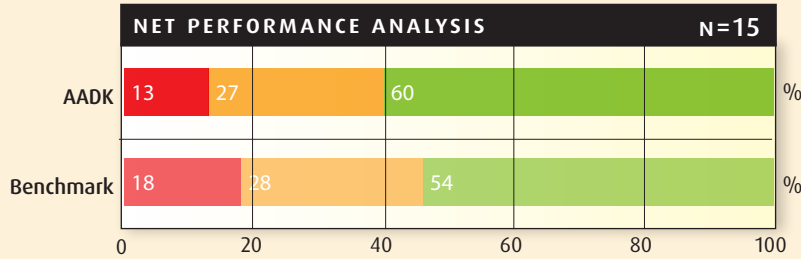
ActionAid Denmark asks for systematic feedback from your constituents and communities.



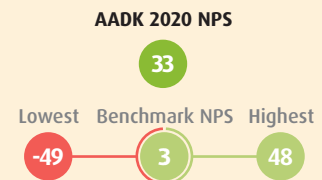
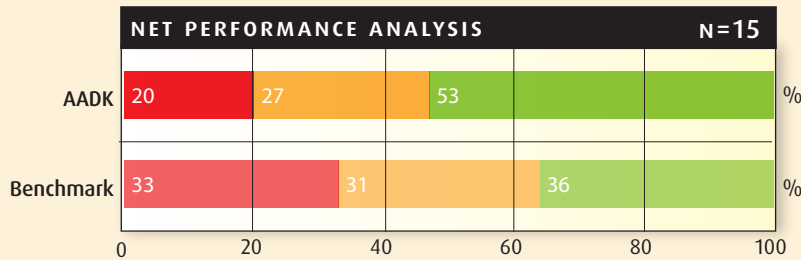
1.4 Monitoring and reporting

Figure 13 Monitoring and reporting process

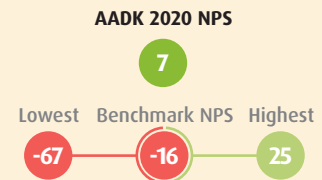
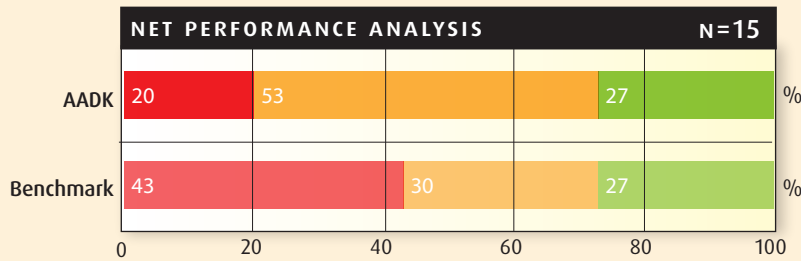
The monitoring and reporting we do for / with ActionAid Denmark helps us improve what we do.



We work with ActionAid Denmark to identify useful and relevant ways of monitoring our impact.



ActionAid Denmark provides enough funds and support for us to monitor and report on our work.

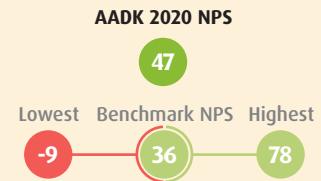
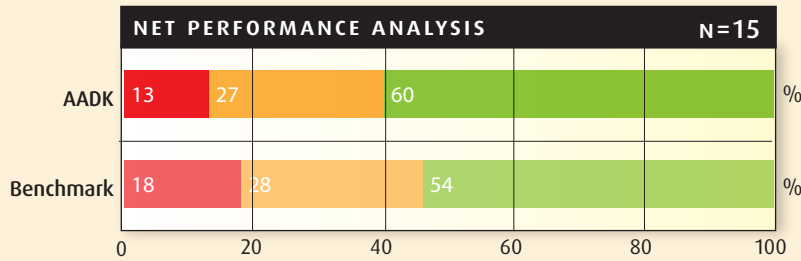


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

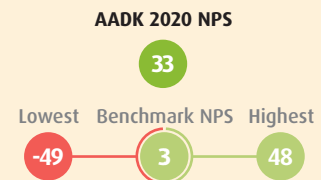
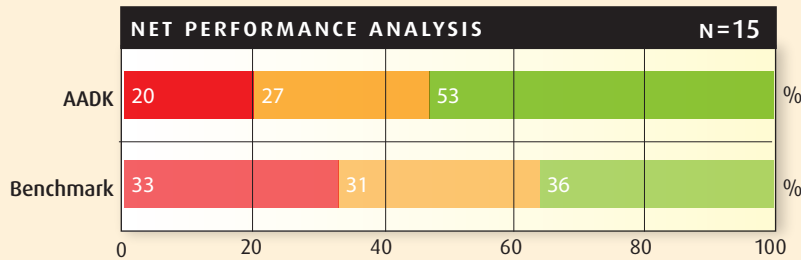
1.4 Monitoring and reporting

Figure 13 Monitoring and reporting process

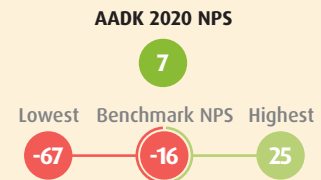
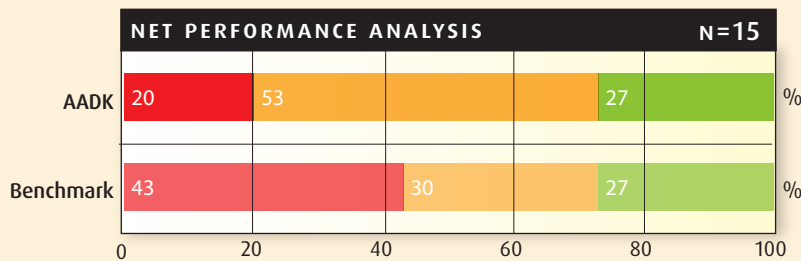
The monitoring and reporting we do for / with ActionAid Denmark helps us improve what we do.



We work with ActionAid Denmark to identify useful and relevant ways of monitoring our impact.



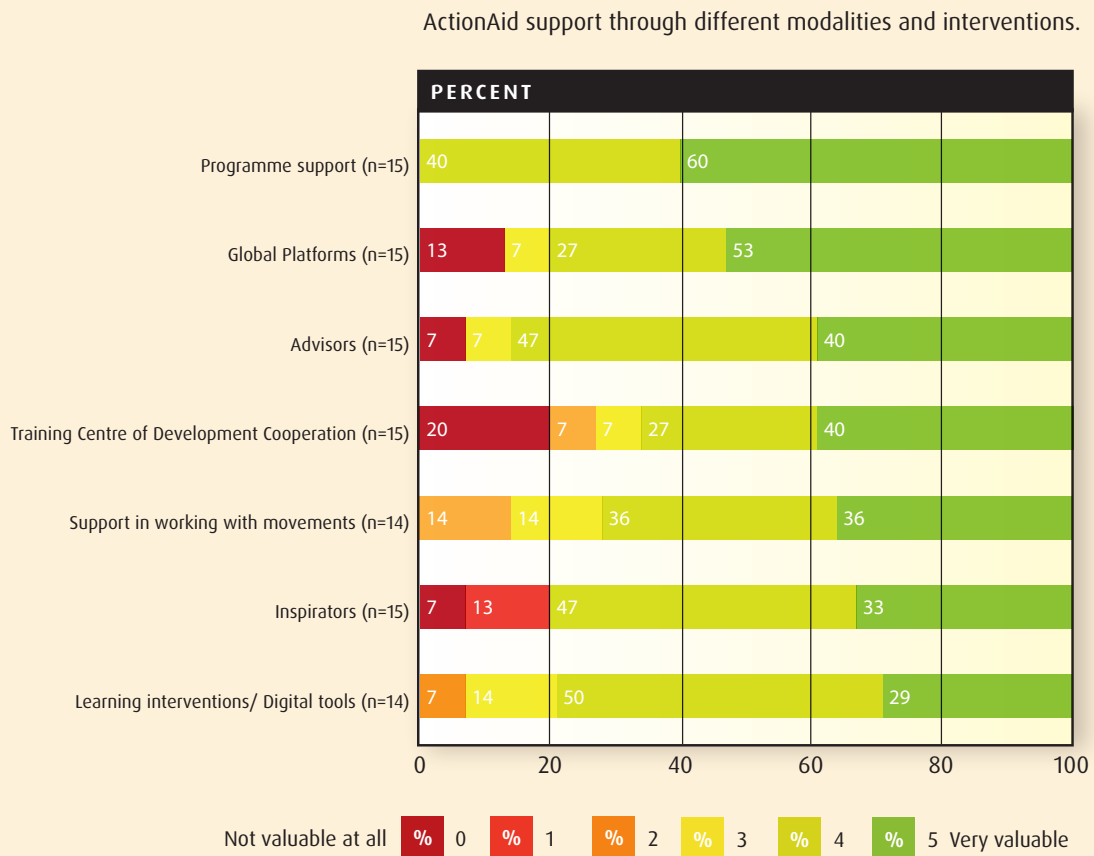
ActionAid Denmark provides enough funds and support for us to monitor and report on our work.



■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

1.5 Custom Questions

Figure 14 ActionAid support through different modalities and interventions



1.5 Custom Questions

- AADK additionally asked respondents about the **most immediate important area of support** that they think ActionAid Denmark should focus on and why. Comments received include:

“ActionAid Denmark should focus on programme and Global Platforms because this is an avenue of reaching more young people and developing their capacities on different areas.”

“Digital tools - we find these a bit difficult to use but they seem to produce good results so we need to understand them more.”

“Connecting local movements to global movements. This is key for the Federation and it is AADK’s value add.”

“Movement building and organising - most organisations are struggling to speak in one voice and that’s the only way to collectively challenge inequality.”

- AADK additionally asked respondents about the **most valuable type of support** that they are currently receiving from ActionAid Denmark and why. Comments received include:

“Advisors - They bring in different perspective thereby making our work innovative.”

“Global Platforms that are centres to connect with youth and also receive contextualised capacity support.”

“[Translated] Analysis and improvement of programmatic reports as it improves our ability to better collect information and better guide local partners in implementing the program.”

- AADK additionally asked respondents to **share their thoughts on the different modalities** (What worked well? What could be improved?). Comments received include:

“Advisors are well qualified and have expertise in relevant areas.”

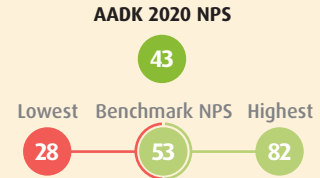
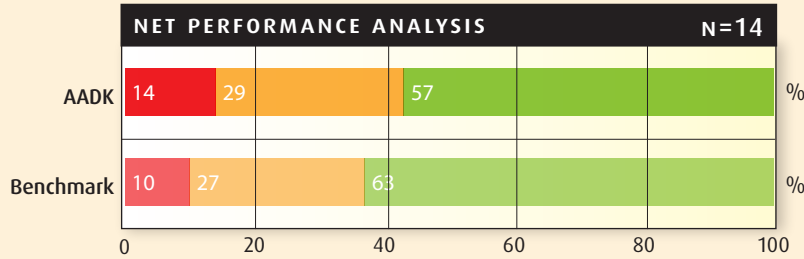
“The advisors and inspirators bring a creative flair to our programming.”

“TCDC is a very useful facility as there is scope to also tailor make and co-create training with the TCDC team.”

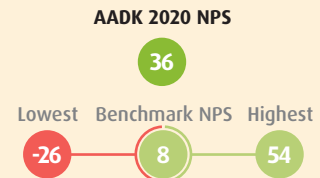
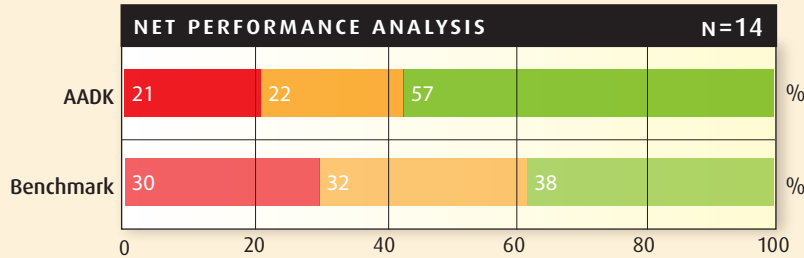
1.6 Understanding and Learning

Figure 15 Understanding and learning

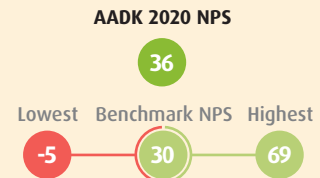
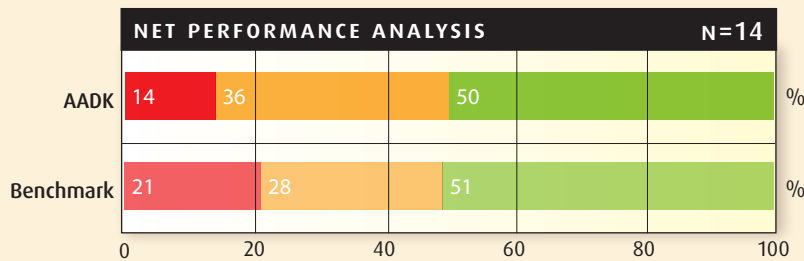
ActionAid Denmark understands the sector(s) we work in.



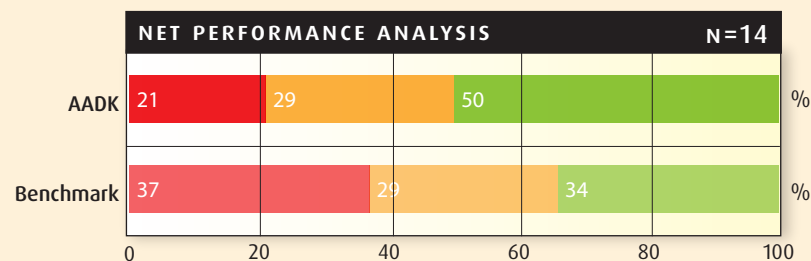
ActionAid Denmark learns from its mistakes and makes improvements to how it works.



ActionAid Denmark has made a major contribution to the sector(s) we work in.



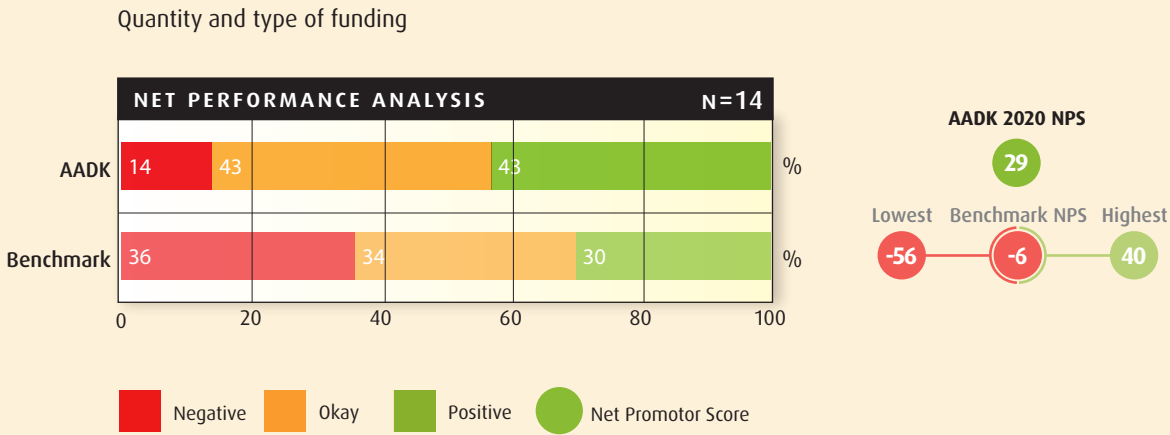
ActionAid Denmark is a leader in the sector(s) we work in.



■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

1.6 Understanding and Learning

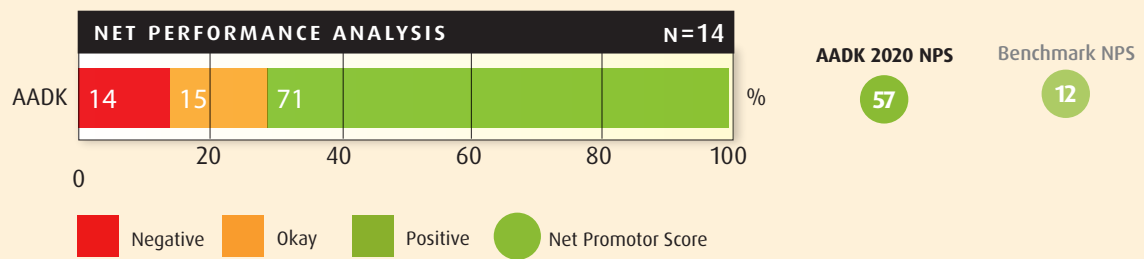
Figure 16 How does respondent experience with ActionAid Denmark compare to that with other NGOs/funders?



1.6 Understanding and Learning

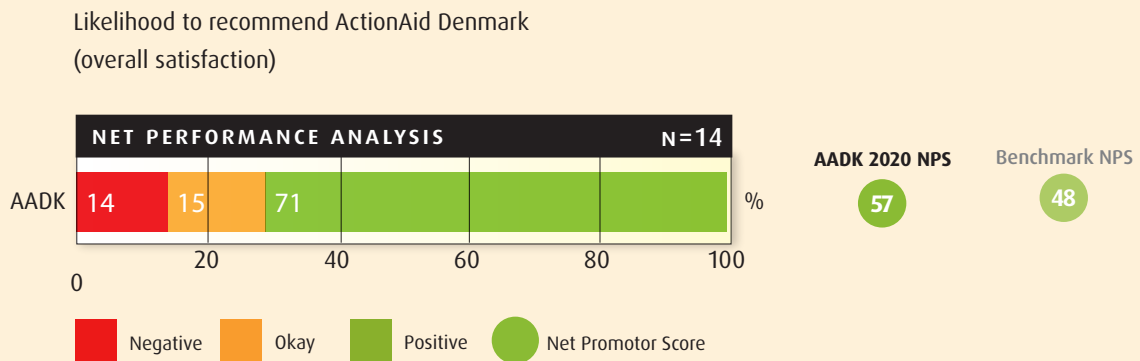
Figure 17 Likelihood of ActionAid Denmark to improve its work based on feedback from this survey

Likelihood of ActionAid Denmark to improve its work based on feedback from this survey.



1.6 Understanding and Learning

Figure 18 Likelihood to recommend ActionAid Denmark (overall satisfaction)



- AADK additionally asked respondents to share other thoughts about their relationship with ActionAid Denmark. Comments received include:

“ActionAid Denmark is providing all the necessary support to programme implementation and constantly ensures that partners are engaged in capacity building initiatives that impact greatly on programmes they fund.”

“Consider an annual learning review with the partners that implements similar projects, to allow learning and joint planning for further enhancement of the programming.”

“I recommend AADK to be more understandable to the context and the culture of the community and country they fund.”

Part 2

ActionAid Denmark to Partners ⁵

⁵ In addition to the AA Country offices, AADK are partnering directly with organisations, movements, and youth groups. This is e.g. regional networks, regional movements etc. This category thus contains partners that are funded and supported directly from AADK, often receiving smaller and more flexible funding in comparison to the larger AA Country office country programmes.

2 Executive Summary

PARTNERSHIP PROFILE

- The survey shared with partners about the working relationship with AADK only includes a maximum of 31 responses. Of these, 77% of the respondents identify as Non-Governmental Organisations (NGOs), and 13% as social movements. The majority of respondents from this survey are located in West Africa, East Africa, and South Asia.
- The majority of respondents have identified their predominant activities to include ‘supporting collective action by their members’, ‘supporting and strengthening civil society organisations’, and ‘helping people claim their human rights’. Respondents seldomly ‘fund individuals’, ‘offer humanitarian assistance’, or ‘support economic and productive enterprises.’
- Respondents have identified working with AADK to ‘benefit from joint learning and understanding’, ‘better achieve their goals’, and to ‘strengthen their skills and organisational capacity.’ The least important reason for interaction with AADK was to ‘influence the work of AADK’, and to ‘link with other organisations’.
- Similar to the global cohort benchmark, respondents indicated a wide range of annual budgets, with the majority having an annual budget between \$10,000 and \$500,000. 74% of respondents indicated receiving funding from 1-6 organisations in the last complete financial year.

CAPACITY-BUILDING, FINANCIAL AND NON-FINANCIAL SUPPORT

- When asked about the value of **capacity-building support** provided by AADK to its partners, respondents indicated room for improvement in helping them ‘strengthen their management and leadership skills’ with a lower NP score than the global cohort. Moreover, respondents did not consider ‘introductions to other people and organisations’ to be highly valuable. However, respondents value the capacity-building support they have received to achieve shared program goals, with a NP score above the global cohort benchmark.

Recommendation: *With 50% of respondents providing detractors scores for the value of ‘strengthening management and leadership skills’, AADK should engage in dialogue with respondents to determine how it can better support its partners in this area. Regarding introductions to others it is worth exploring if this is not needed or just not helpful in its current form. Keystone’s experience suggests there is huge potential from linking partners with each other and would encourage AADK to understand more around the responses here.*

ADMINISTRATION AND RELATIONSHIP

- Respondents generally ‘did not feel pressured by AADK to change their priorities’ during the **agreement process**. Moreover, AADK received a higher positive NP score than the global cohort benchmark for ensuring that ‘support arrives as agreed.’ Respondents also feel that AADK ‘understands their working environment and cultural context’ with almost half of the respondents providing promoter scores. However, AADK received a negative NP score for having a ‘complaints procedure’ in place that partners can use if they have to.
- Regarding the **interaction with AADK**, respondents provided the most positive scores for AADK’s ‘staff being respectful, helpful and capable’, and for making respondents feel ‘comfortable to approach it to discuss any problems they may be having’. However, AADK received lower scores for level of comfort that respondents experience with regard to ‘questioning AADK’s understanding or actions’ as well as for ‘asking them for advice and guidance’. Respondents also indicated room for improvement around ‘listening and responding appropriately to their questions and concerns.’

Recommendation: *AADK should deepen its relationship with partners by actively engaging them and closely collaborating with them to ensure that they feel heard, listened to, and responded to in the appropriate ways. This should include proactively reaching out to partners, but also having reactive systems they can access, such as a complaints mechanism. This dialogue in turn could help AADK extend its knowledge of partners’ working environment and cultural context without making too many demands on their time.*

2 Executive Summary

MONITORING AND REPORTING

- AADK's partners have indicated that 'AADK's **monitoring and reporting** activities help them improve their work', and 'identify useful and relevant ways of monitoring their impact'. However, respondents have clearly indicated that AADK does not 'provide enough funds and support for partners to monitor and report on their work'. Moreover, with a NP score of -4, respondents have indicated no clear approach from AADK on whether and how it 'asks for systematic feedback from partners' constituents' and how this information is used in its monitoring and reporting approach.

Recommendation: *AADK needs to rethink its M&E approach, and ensure it is adequately supporting partners to avoid it becoming a tick-box exercise. Demonstrating how AADK uses M&E data would be an important and simple next step. Moreover, AADK should provide direct support (both the fund and tools) to enable partners to better record the experiences of their constituents. Doing so would likely improve service quality, and provide the basis for AADK reporting on outcomes at the individual and community level.*

CUSTOM QUESTIONS

- When asked about the value of Action Aid Denmark's different **modalities and interventions**, respondents highly value 'global platforms', 'programme support', and 'support in working with movements.' Modalities and interventions that received mixed responses regarding their value, include the 'Training Centre of Development Cooperation (TCDC)', 'inspirators', and 'advisors.'
- When asked about the most immediate important area of support for AADK to focus on, respondents mentioned that AADK should focus on youth programs in particular as well as the power of movements to induce legislative changes.

Recommendation: *AADK needs to engage with the open-text responses provided by respondents and use these as a starting point for a dialogue with its partners to further gain insight into the various aspects of the respective modalities and interventions that respondents find valuable and those aspects which respondents found least valuable, and why. As above, Keystone suggests a workshop format for such discussions, using these survey findings.*

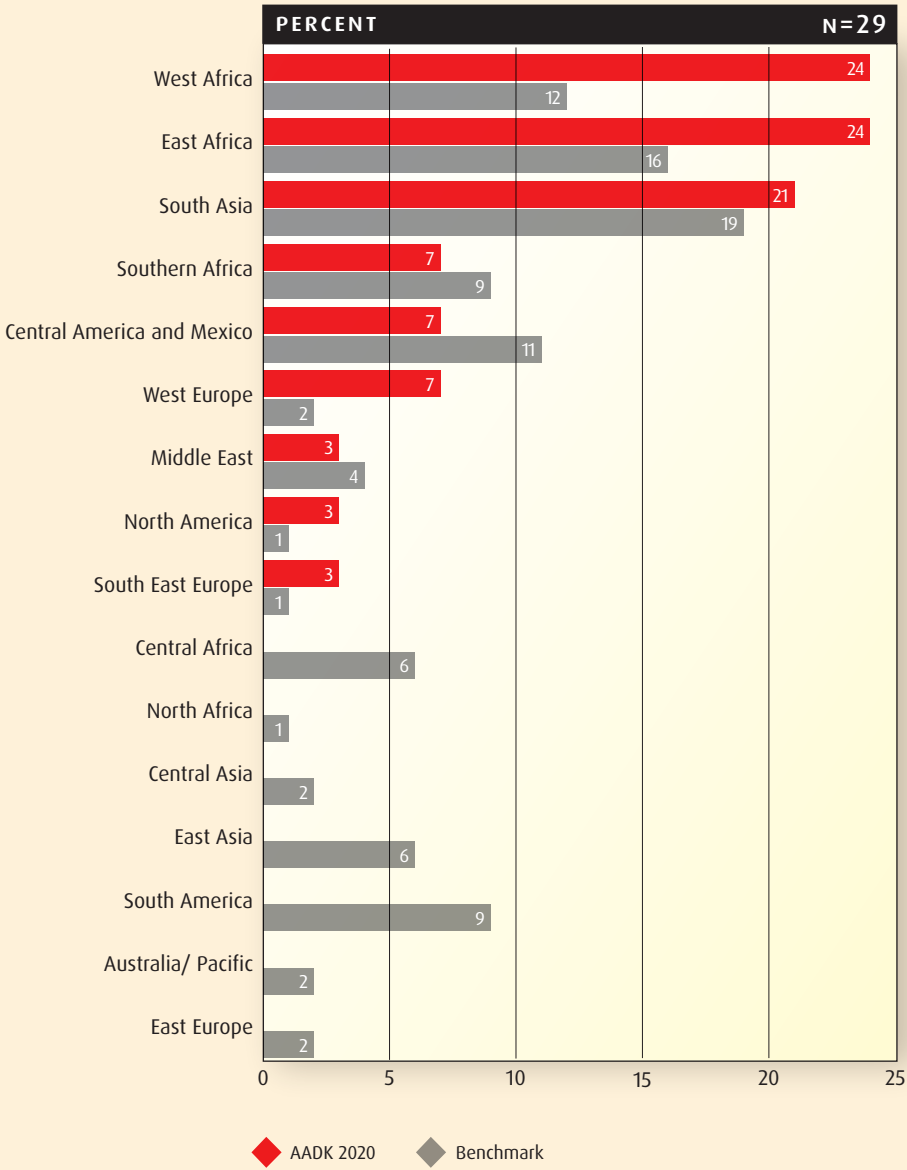
UNDERSTANDING AND LEARNING

- Respondents generally feel that AADK 'understands the sector(s) they work in', as well as that it 'learns from its mistakes and makes improvements to how it works.' While respondents feel that AADK 'has made a major contribution to the sector(s) they work in', AADK received lower scores for it being seen as 'a leader in the sectors in which its partners work.' Partners also indicated diverging opinions around the experience of 'quantity and type of funding compared to other funders', with respondents being almost equally split across the three NPA buckets.
- Partners are likely to recommend AADK to others and believe that it is likely to improve its work based on the feedback from this survey. Some final recommendations provided by respondents include the development of 'complaint, feedback and response mechanisms in partner organisations and in the field of operations', as well as 'seizing opportunities such as leveraging moments to mobilise social movements.'

Recommendation: *It is clear that AADK needs to reflect on the funding it provides, and whether or not it offers sufficient support for monitoring and core costs. Not investing in these vital areas has the potential to undermine programmatic support.*

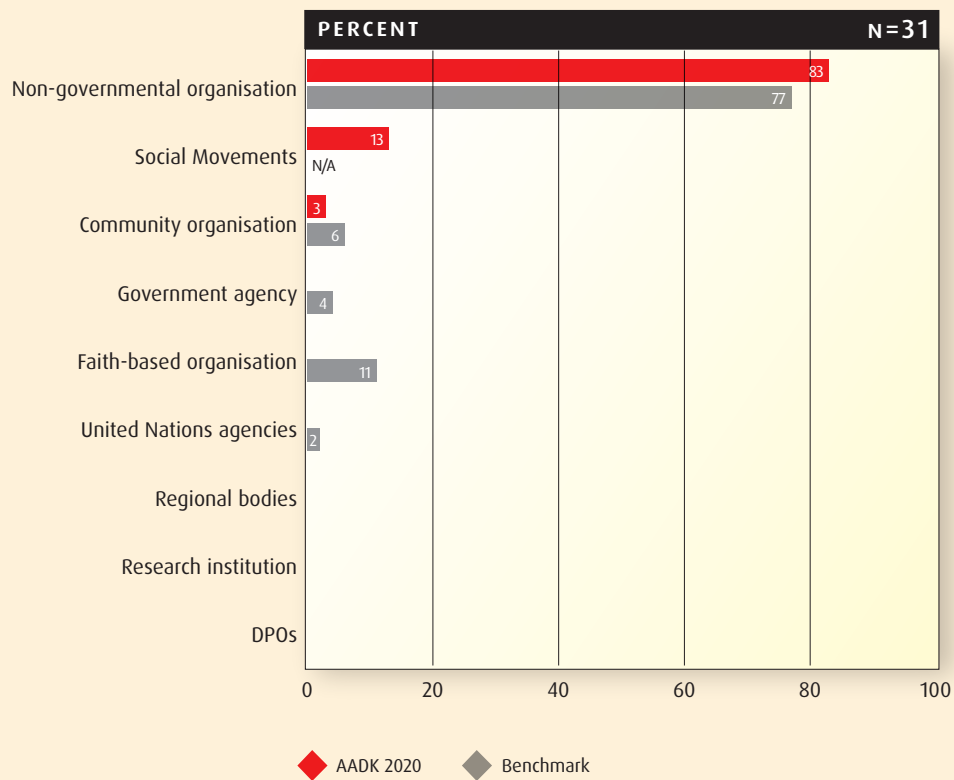
2.1 Partnership profile

Figure 19 Location of partners



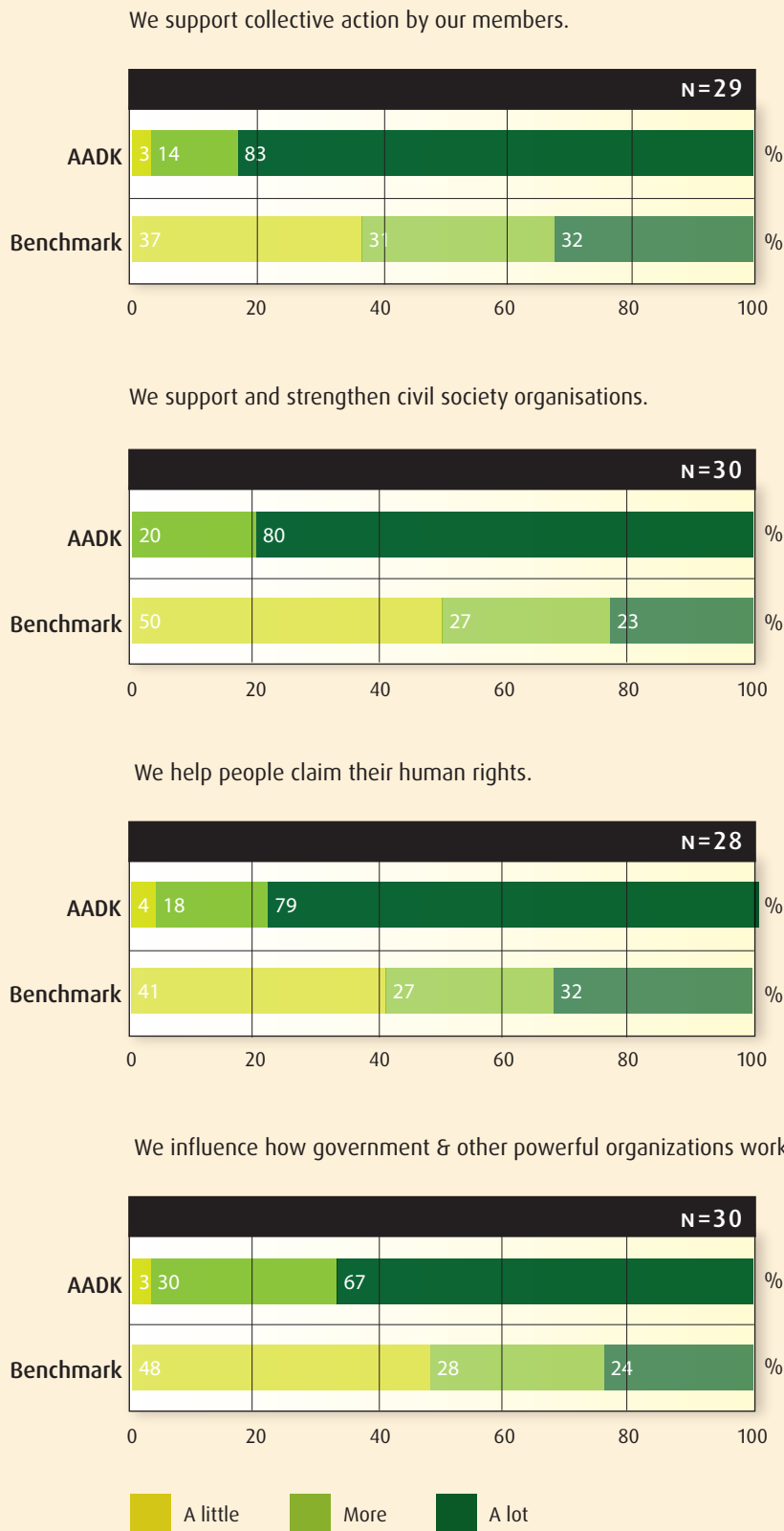
2.1 Partnership profile

Figure 20 Type of partners



2.1 Partnership profile

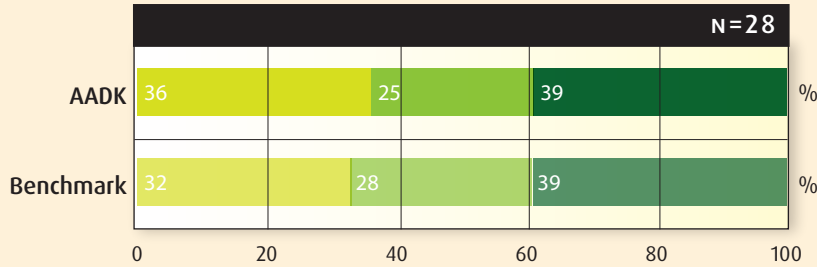
Figure 21 Part A Predominant activities of partners



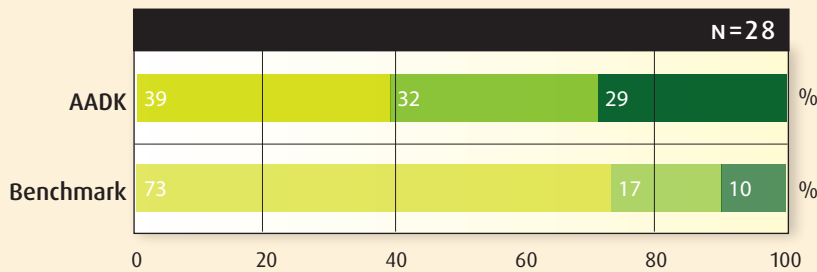
2.1 Partnership profile

Figure 21 Part B Predominant activities of partners

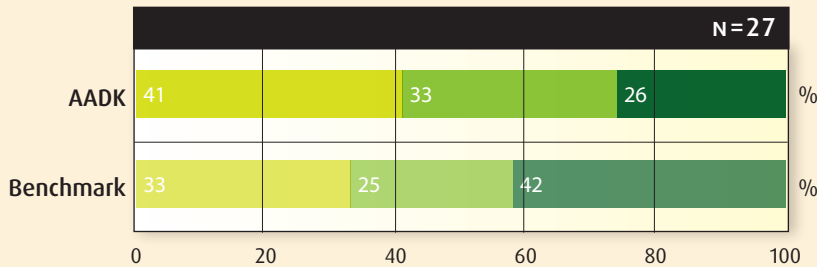
We provide services directly to poor people and communities (food, healthcare, education, training etc.) .



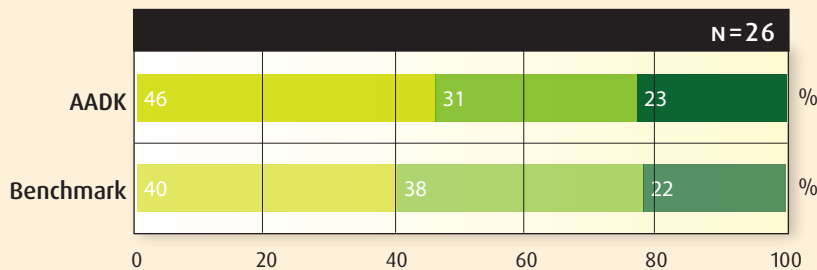
We conduct and publish research.



We help build peace and reconciliation.



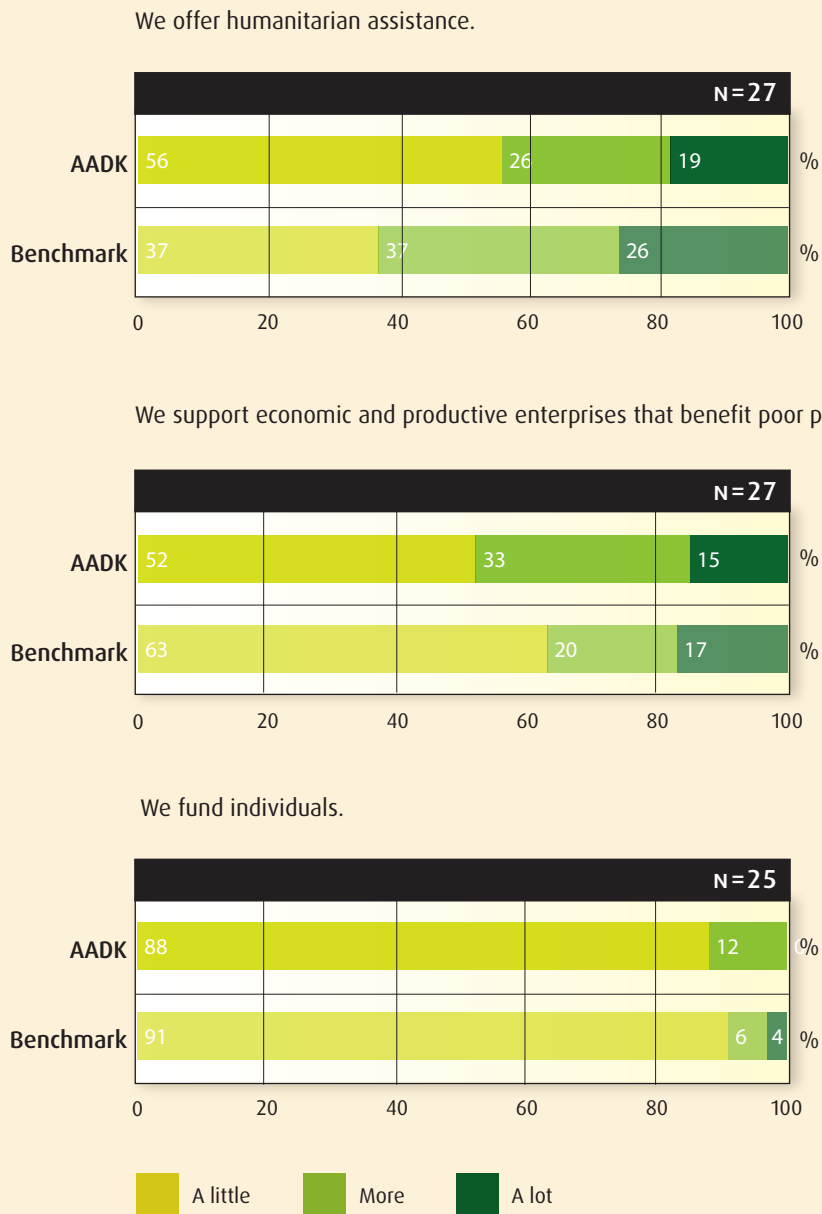
We support disaster risk reduction.



A little
 More
 A lot

2.1 Partnership profile

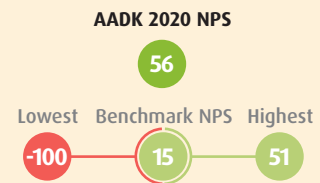
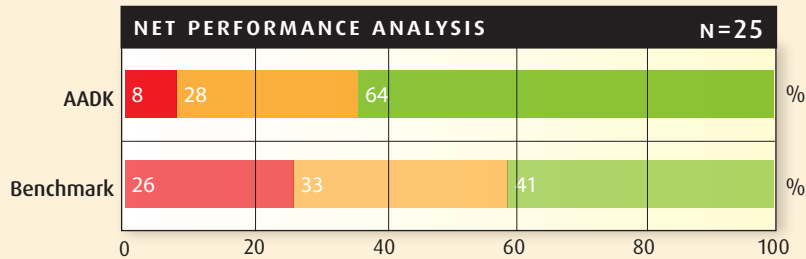
Figure 21 Part C Predominant activities of partners



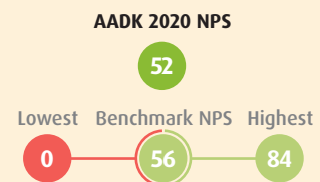
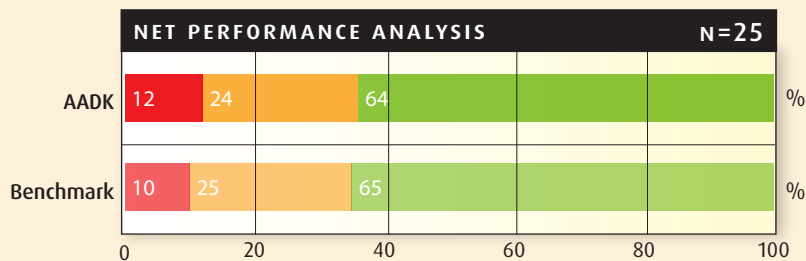
2.1 Partnership profile

Figure 22 Part A Importance of 'support from ActionAid Denmark' as main reason for collaboration

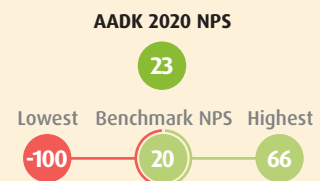
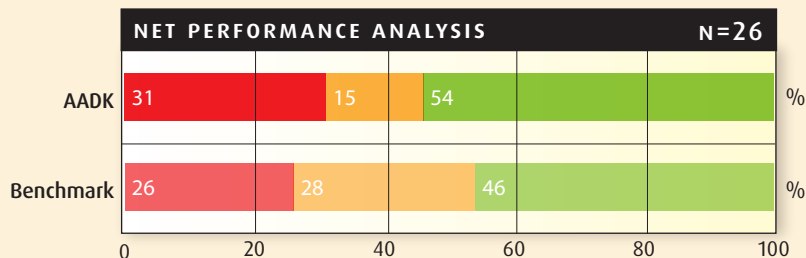
To benefit from joint learning and understanding.



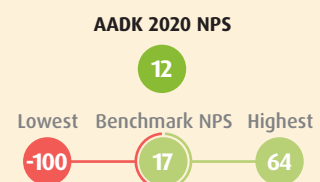
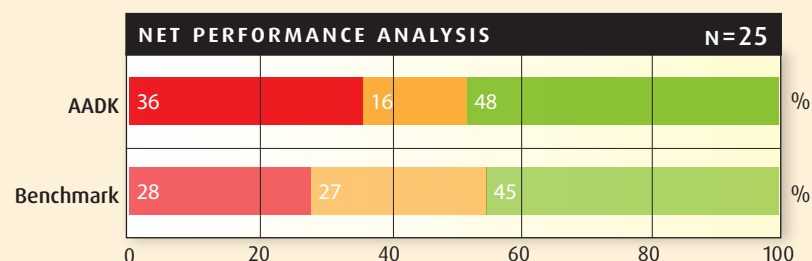
Getting the support from ActionAid Denmark that you need to better achieve your goals



Strengthening your skills and organizational capacity.



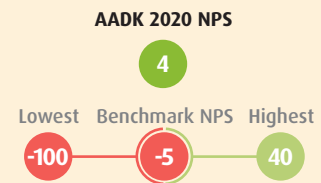
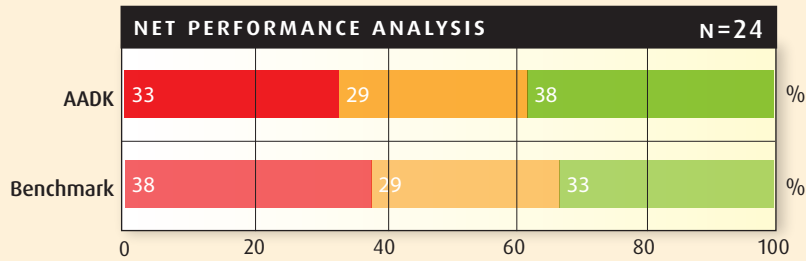
Funding your work.



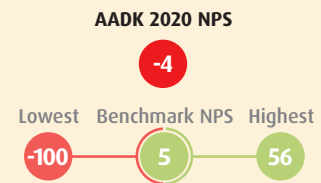
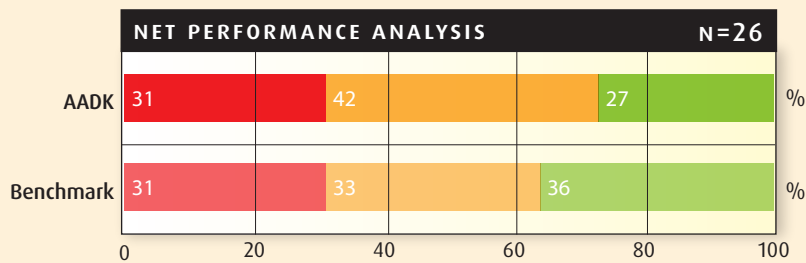
2.1 Partnership profile

Figure 22 Part B Importance of 'support from ActionAid Denmark' as main reason for collaboration

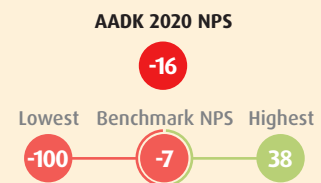
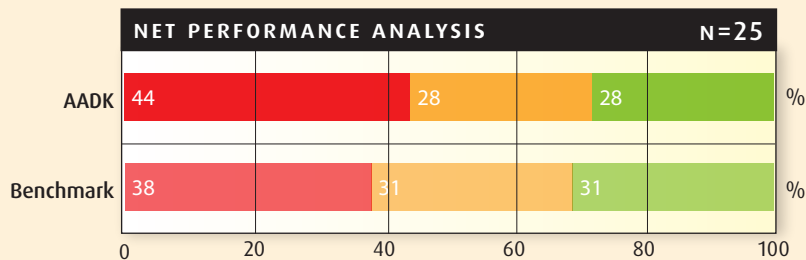
To strengthen your presence at national/international levels.



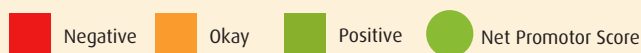
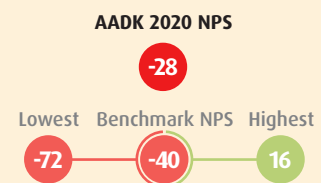
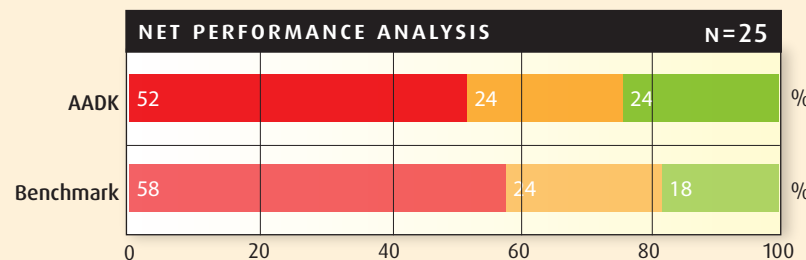
To improve your strategies.



To link with other organisations.

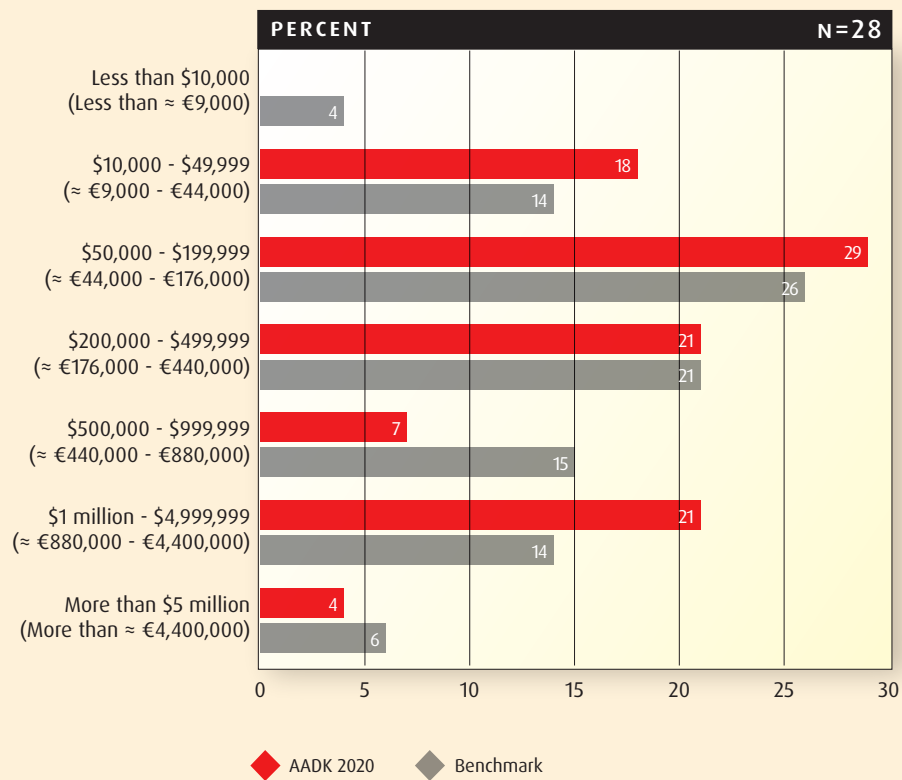


To influence the work of ActionAid Denmark.



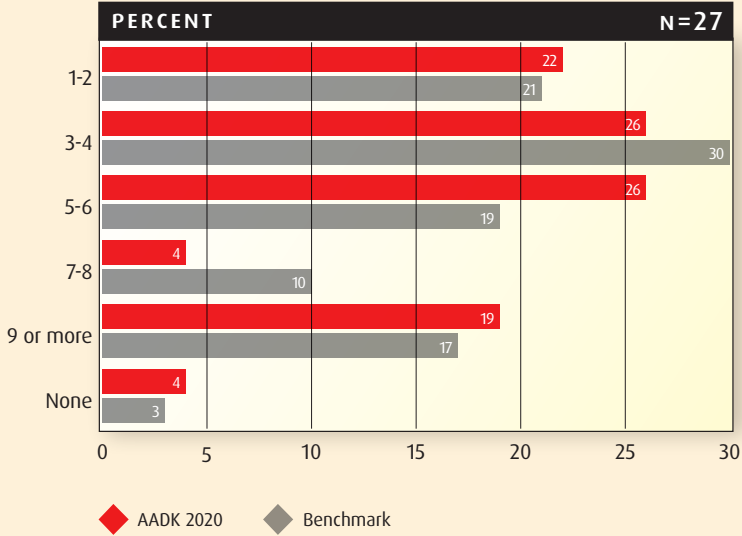
2.1 Partnership profile

Figure 23 Partner annual budget



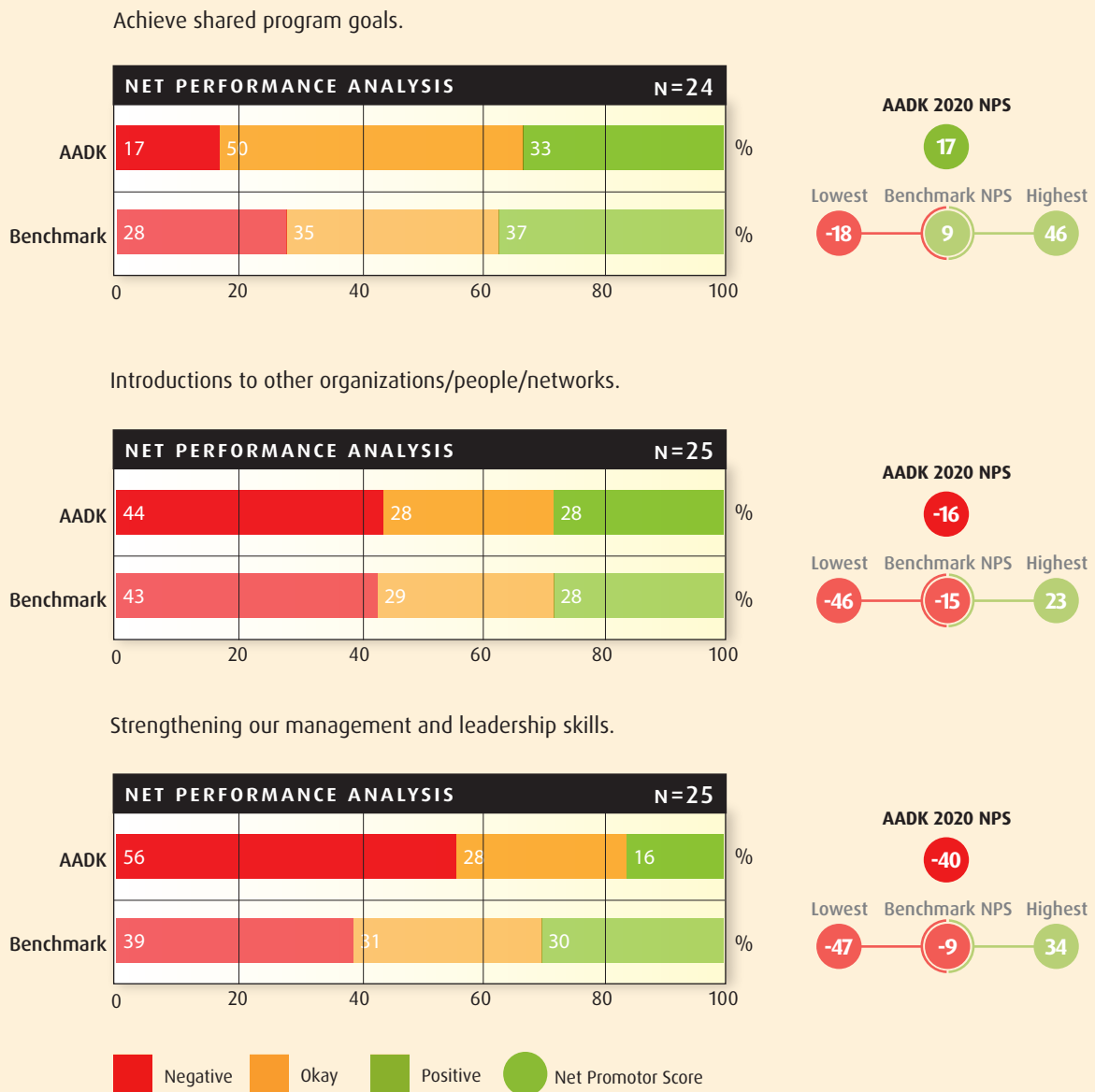
2.1 Partnership profile

Figure 24 Number of organisations from which partners received funds/other support in the last complete financial year



2.2 Non-financial support

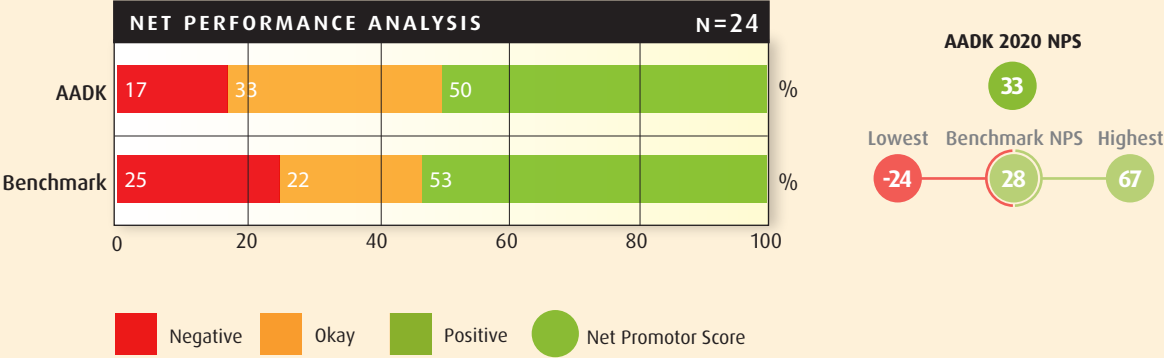
Figure 25 Value of capacity-building and non-financial support



2.3 Administration and relationship

Figure 26 Developing and finalising agreements to receive support from ActionAid Denmark

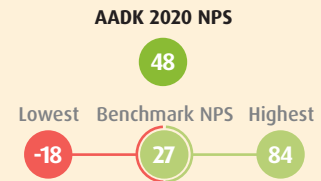
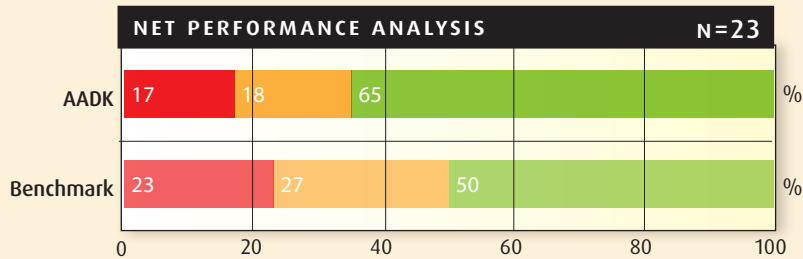
During the agreement process, we did not feel pressured by the organisation to change our priorities.



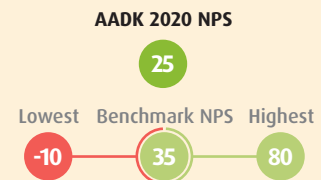
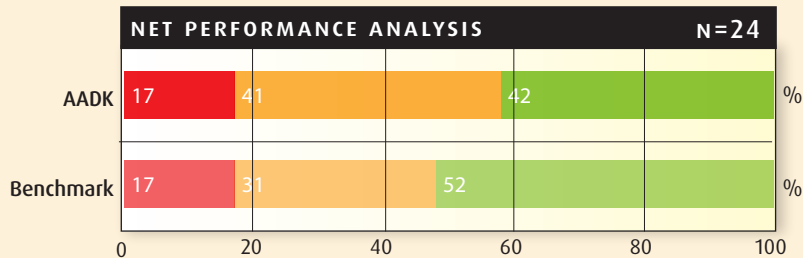
2.3 Administration and relationship

Figure 27 How ActionAid Denmark works with respondents

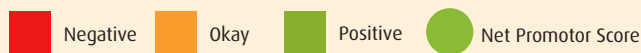
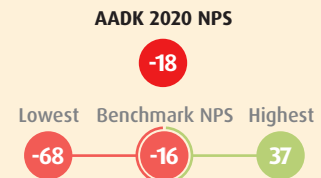
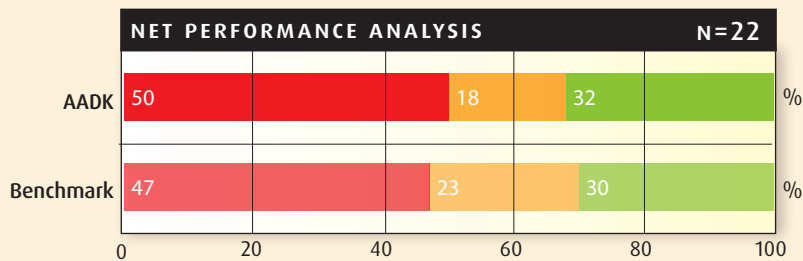
Support (including funding) arrives when ActionAid Denmark says it will.



ActionAid Denmark understands your working environment and cultural context.



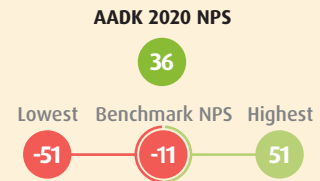
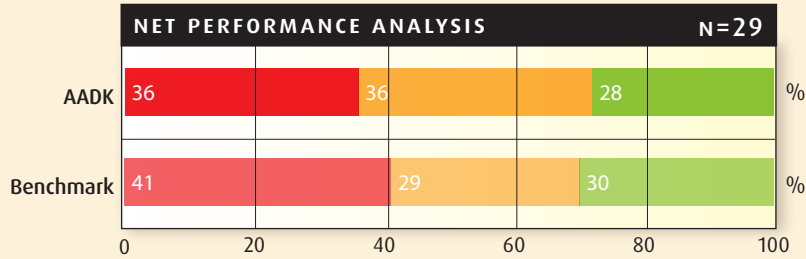
ActionAid Denmark has a complaints procedure we could use if we had to.



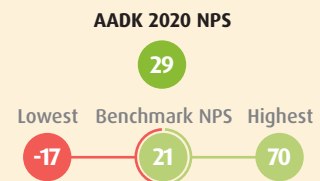
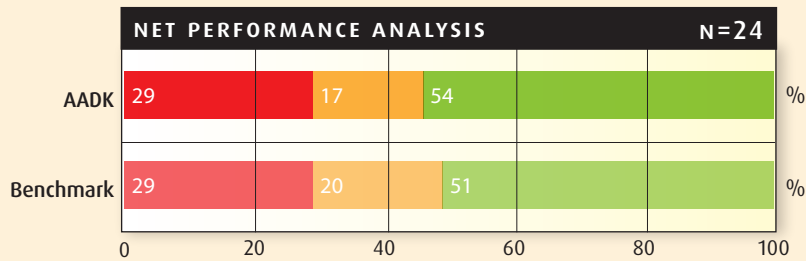
2.3 Administration and relationship

Figure 28 Part A Interactions with ActionAid Denmark

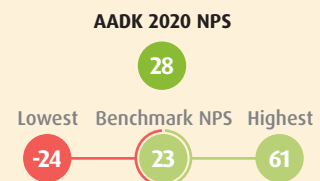
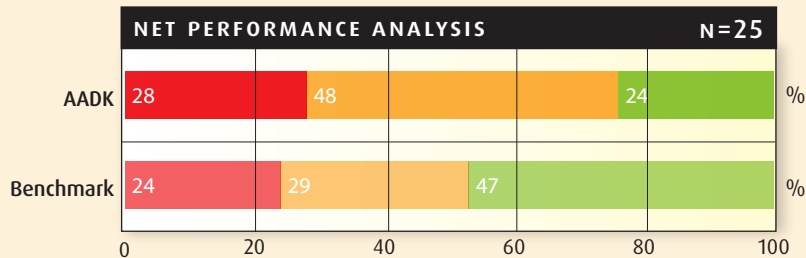
Do staff from ActionAid Denmark ask you for your advice and guidance?



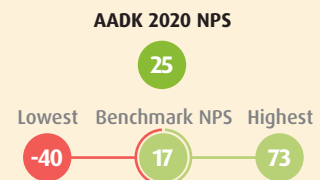
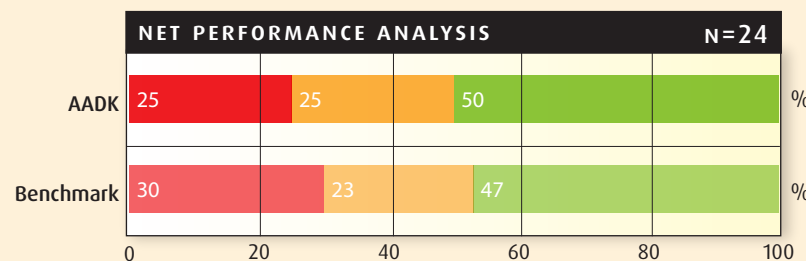
ActionAid Denmark treats all partners the same way.



We feel comfortable questioning ActionAid Denmark's understanding or actions if we disagree with them



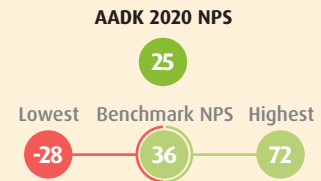
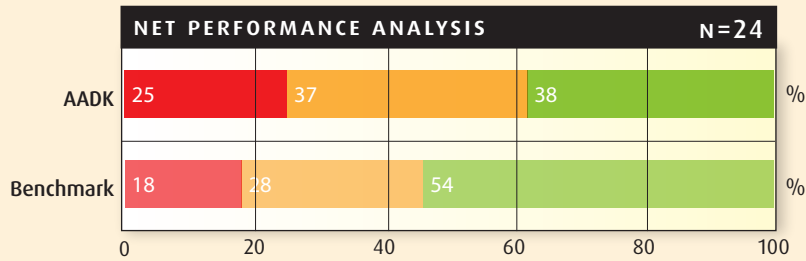
ActionAid Denmark does not make demands on our time to support their work.



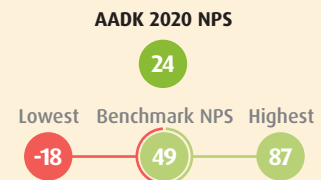
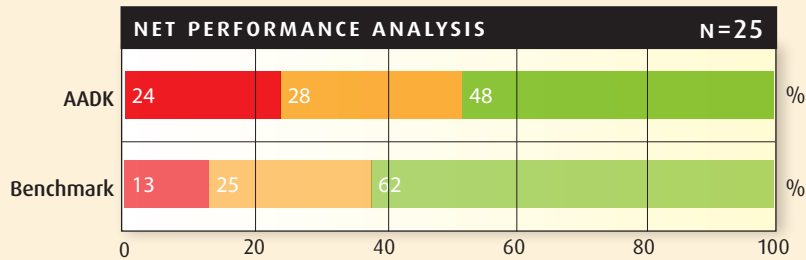
2.3 Administration and relationship

Figure 28 Part B Interactions with ActionAid Denmark

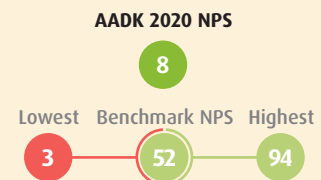
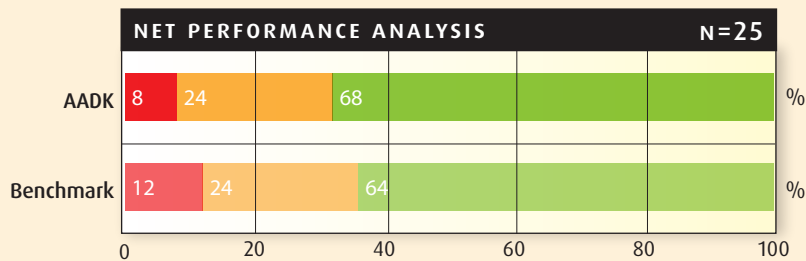
ActionAid Denmark listens and responds appropriately to our questions and concerns.



We feel comfortable approaching ActionAid Denmark to discuss any problems we are having.



ActionAid Denmark's staff are respectful, helpful and capable.

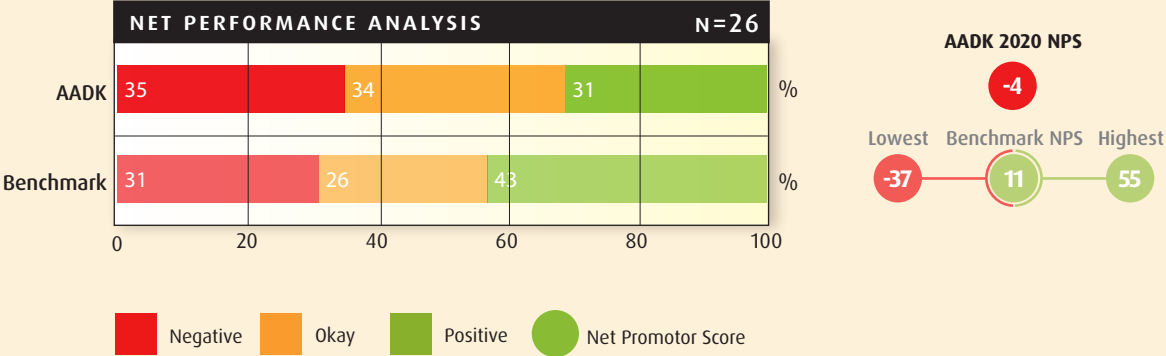


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

2.4 Monitoring and reporting

Figure 29 Usefulness of gathering systematic feedback

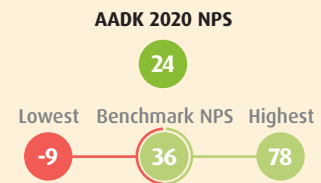
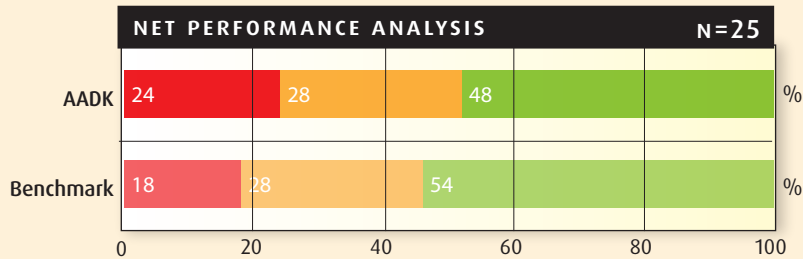
ActionAid Denmark asks for systematic feedback from your constituents and communities.



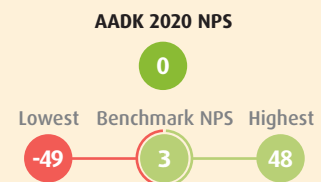
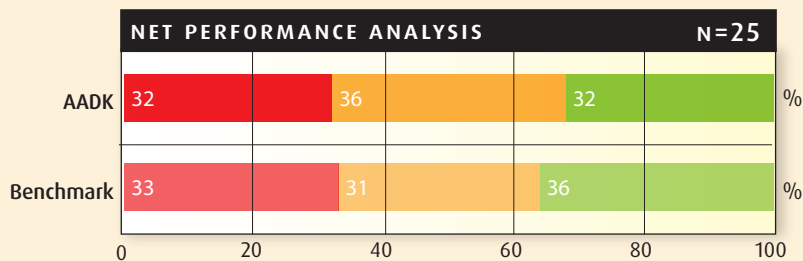
2.4 Monitoring and reporting

Figure 30 Monitoring and reporting process

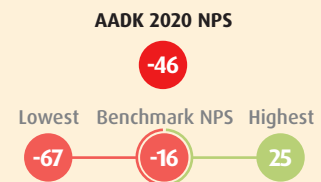
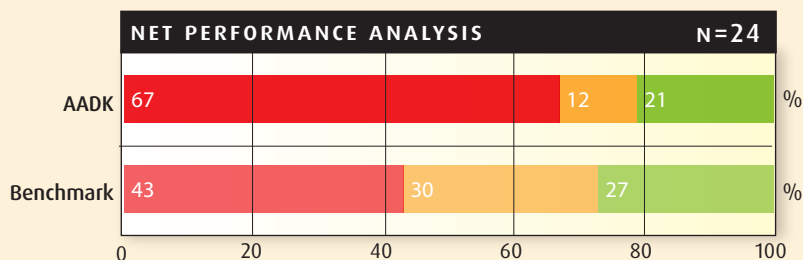
The monitoring and reporting we do for / with ActionAid Denmark helps us improve what we do.



We work with ActionAid Denmark to identify useful and relevant ways of monitoring our impact.



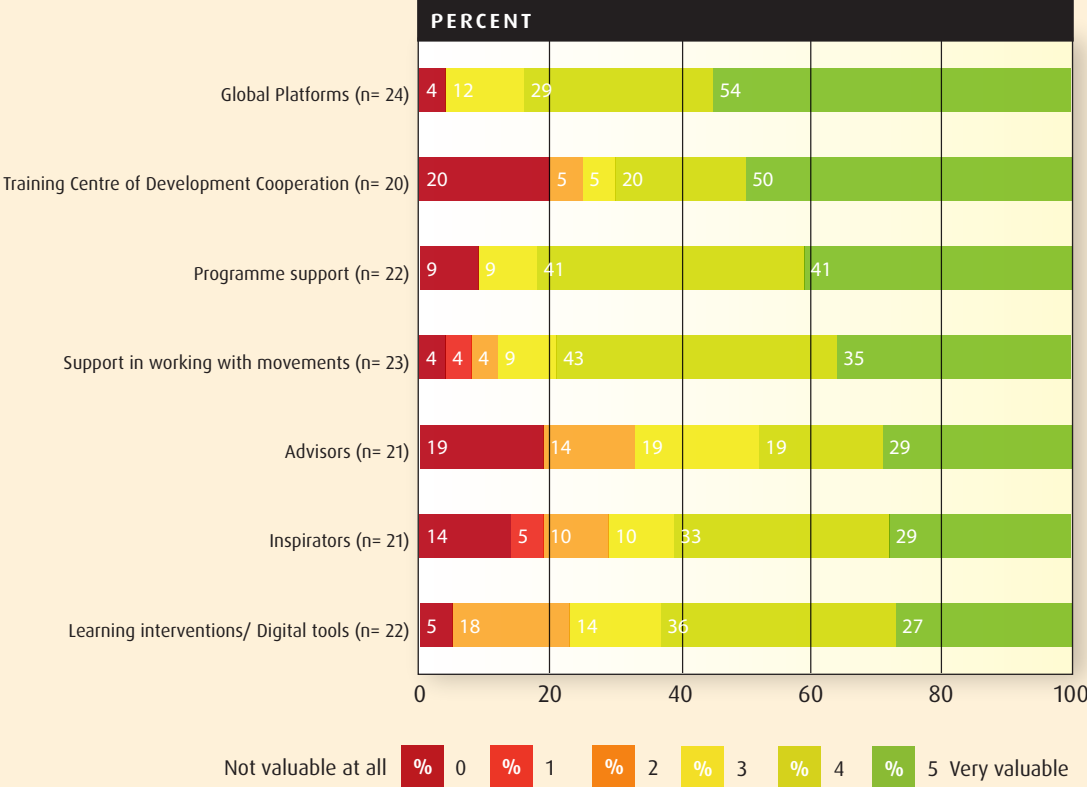
ActionAid Denmark provides enough funds and support for us to monitor and report on our work.



2.5 Custom questions

Figure 31 ActionAid support through different modalities and interventions

ActionAid support through different modalities and interventions.



2.5 Custom questions

- AADK additionally asked respondents about the **most immediate important area of support** that they think ActionAid Denmark should focus on and why. Comments received include:

"[Translated] Lobby, advocacy and campaign: this area helps to change attitudes and behaviour of government officials and develops the capacities of communities to claim their rights based on evidence."

"ActionAid Denmark should support education as part of its engagement on political participation of young people. The economic empowerment should also be associated to political empowerment. In the context where ActionAid operates, education or economic alternatives remain key means to bring about change. Sometimes, young people, especially those out of school have to choose between food and credit for a phone or internet. Their level of vulnerability can lead to a lack of interest for governance topics that seem for them too far from their immediate needs."

"Learning interventions/digital tools and linking capacity building support to countries to support movement and youth work, which is often not available and not flexible in other grants. Opportunity to ground innovation in various contexts and serve as a convener (both in resource access and amplifying)"

"Share learnings on empowering and engaging marginalised groups."

"Support in working with movement as movements are doing the real work to bring the needed social change in communities. They have the courage to finish the struggle of the people and it is focus on people agenda."

"This is high time to set up global platform and focus on youth migration and democratic governance because in our context, we have a new federal constitution and it demands huge energy, resource and time to engage with governments and parliamentarians for legislation building process to ensure wider and youth friendly space and participation through budgetary and planning process."

2.5 Custom questions

- AADK additionally asked respondents about the **most valuable type of support** that they are currently receiving from ActionAid Denmark and why. Comments received include:

"[Translated] Capacity building and training on democratic governance, tax justice and anti-corruption. These actions help to monitor and advocate for local, provincial and national plans and budgets."

"Core funds to be used to support the movement, its development and achievement of our goals. The flexibility to use the funds broadly across the mission reflects a strong understanding of the stage of development we are at, where highly projectized or restricted funds are not helpful to ensure we meet our goals."

"Funding in response to needs we identify, strategic support, networking across the ActionAid federation."

"Knowledge exchange, and collaborate on joint advocacy."

"Our interactions with the learning unit helps us a lot."

"Partnership working on national coalitions, this is very valuable and allows us to share expertise and advocacy capacity."

"Regional and global advocacy collaboration - ensures strengthened profile for our organisations, and therefore bigger impact, through co-leading events and meetings with governments. our expertise compliments each other's work / approaches- underpinned by the same values."

"Support in working with movements, it is critical as they help us to advance the struggle of grassroots movement and build the local and pan-African solidarity of struggle of our people."

2.5 Custom questions

- AADK additionally asked respondents to **share their thoughts on the different modalities** (What worked well? What could be improved?). Comments received include:

“Action Denmark should work closely or have a connection with local partners.”

“AADK colleagues are incredibly thorough and responsive in their communications. I don’t really have reflections on areas for improvement.”

“Good discussions on strategies, roles and mutual respect in agreements. Clarity in advance on the co-operation available. AADK makes the full range of its resources - people, venues, funds, connections - available to us - and that is hugely valuable and what real solidarity should look like.”

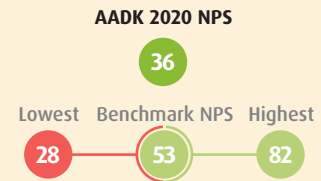
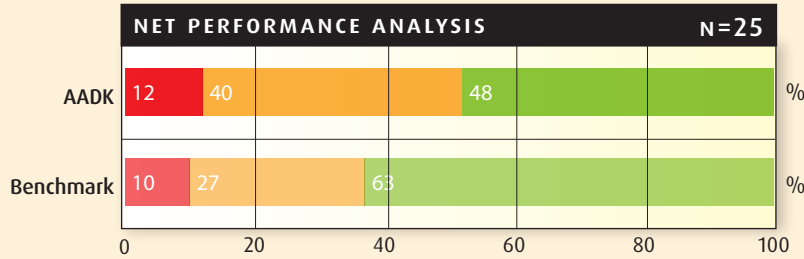
“Opportunity to link hands on capacity building to small orgs and movements very useful as even AA shifts away from traditional programming. There’s real need however to ground learning and ground global platform to context so they are linked to the programs while also serving as a convening space and connector for young people. this is particularly important in contexts where this type of resource is lacking in the overall education system and or opportunities are generally poor.”

“Establish social hubs for ybo’s (youth-based organization) at community level. Where: this activity will take place selecting two city corporation wards [Redacted] selecting a total of 10 youth-based organization with both male & female representatives. Who: this project will be targeting 10 youth’s organizations where 100 will be involved as direct target audiences attending from ybo. Moreover, local representatives, community influential, different personalities will take part into the intervention. What: selection of youth organization, selecting of potential youths from respective organization, kick-off meeting with respective department/ persons, orientation with youth organizations, establishing of social hub, capacity development training for youths on social/digital media literacy, organized community level peace campaign facilitating by youths. Why: Community level youth don’t have well concern about ve issues ybo’s (youth-based organization) less capacity to handle ve issue if it demands for making interaction at community level spaces. Most of the youth are using of digital device but don’t have well understanding of proper using of social & digital media. Youth has less initiatives community level initiatives relate with peace building & conflict resolution.”

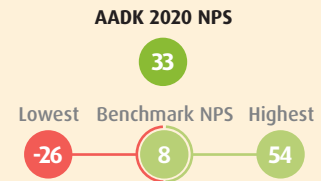
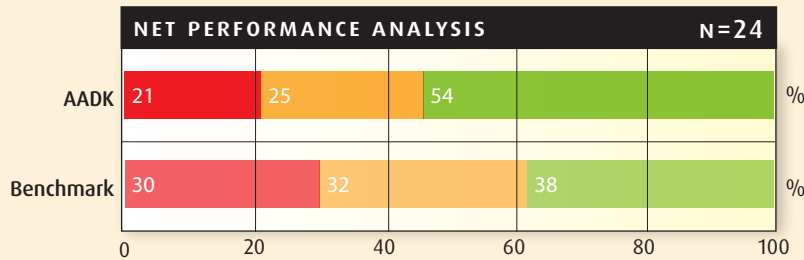
2.6 Understanding and learning

Figure 32 Understanding and learning

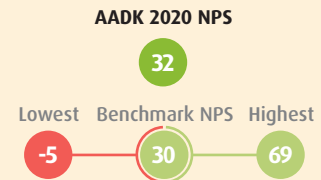
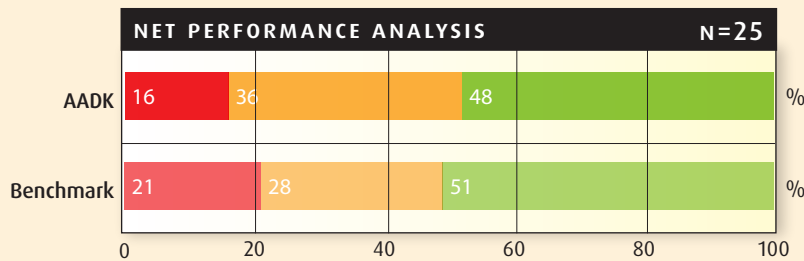
ActionAid Denmark understands the sector(s) we work in.



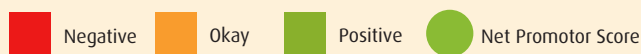
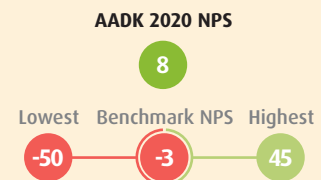
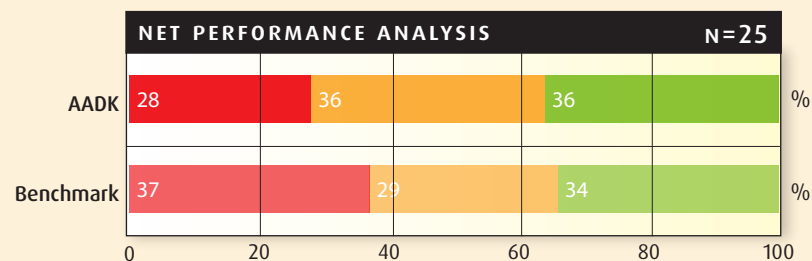
ActionAid Denmark learns from its mistakes and makes improvements to how it works.



ActionAid Denmark has made a major contribution to the sector(s) we work in.

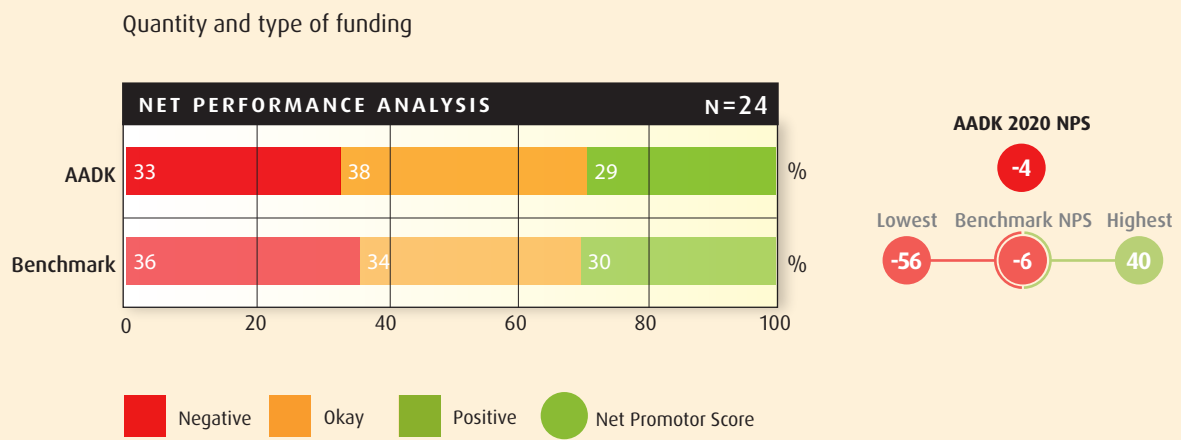


ActionAid Denmark is a leader in the sector(s) we work in.



2.6 Understanding and learning

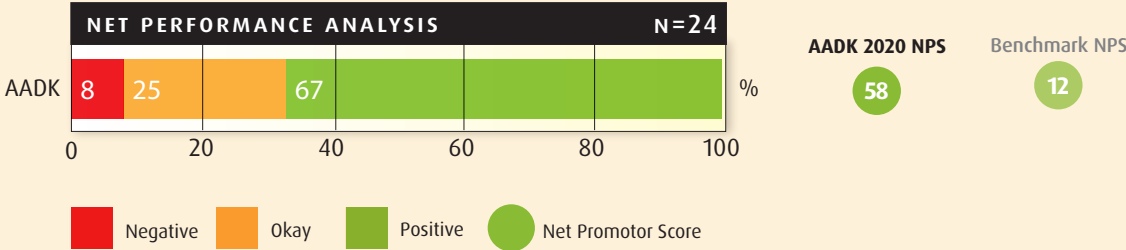
Figure 33 How does respondent experience with ActionAid Denmark compare to that with other NGOs/funders?



2.6 Understanding and learning

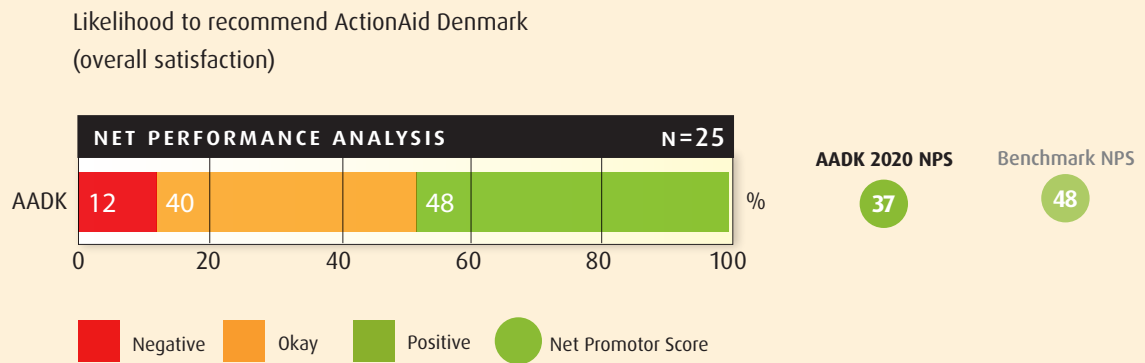
Figure 34 Likelihood of ActionAid Denmark to improve its work based on feedback from this survey

Likelihood of ActionAid Denmark to improve its work based on feedback from this survey.



2.6 Understanding and learning

Figure 35 Likelihood to recommend ActionAid Denmark (overall satisfaction)



2.6 Understanding and learning

- AADK additionally asked respondents to **share other thoughts about their relationship with ActionAid Denmark**. Comments received include:

"[Translated] The human rights-based approach, child protection policies, on anti-corruption are a major contribution to the fight against absolute poverty and help to exclusively identify this partnership."

"Cfrm (complaint, feedback and response mechanism) should be developed in the partner organizations and in the field of operations."

"For several years AADK has been one of my favourite partners to work with - they treat our teams with real respect, and we follow the same principles and values in our programmes i.e. we don't talk about beneficiaries and we are focused on redressing power imbalances across the development sector. I hope in the coming years we will continue to deliver more work together."

"In general, our relationship is very respectful and full of trust."

"Not perfect, but definitely on the better end of the civil society spectrum! Great work, and we admire the spirit with which your personnel carry out their duties. They put a lot of heart and intention into things. Excellent job."

"There seems to be missed opportunities to support long term work that can be leveraged for mobilization than emphasis on spontaneous social movement. Context changes from country to country in terms of what youth have access to, what motivates them (can sometimes be food related or frustration with governance), and where and how they find support including co-option. Our role with movements has to be flexible but consistent. As movement builds, or leadership changes or shifts, we as AA have to be consistent as a force for good, an ally for youth struggles, and a resource for learning especially where opportunities and time allow for."

Part 3

Country Offices to Local Partners

3 Executive Summary

PARTNERSHIP PROFILE

- This survey was shared with local partners concerning their working relationship with ActionAid Country Offices. The survey was sent to various individuals from the same organisation and includes a maximum of 70 responses. The sample size is slightly smaller for quantitative NPA questions, as these have been aggregated by organisation to ensure that no organisation is over-represented.
- 79% of the respondents identify as Non-Governmental Organisations (NGOs), and 12% as community organisations. The majority of respondents from this survey are located in Southern Africa, East Africa, South Asia, the Middle East, and West Africa.
- The majority of respondents have identified their predominant activities to include 'helping people claim their human rights', 'influencing how the government and other powerful organisations work (i.e. 'advocacy')', and 'supporting collective action by their members.' Respondents seldomly 'fund individuals', offer 'humanitarian assistance' or 'disaster risk reduction', or 'support economic and productive enterprises.'
- Respondents have identified working with AA Country offices on the AADK programme to 'benefit from joint learning and understanding', 'better achieve their goals', and to 'strengthen their skills and organisational capacity.' The least important reason for interaction with AADK was to 'influence the work of AADK', and to 'improve their strategies' or 'receive funding for their work'.
- Similar to the global cohort benchmark, respondents indicated a wide range of annual budgets, with the majority, however, having an annual budget below the global cohort benchmarks. The majority of partners indicated a budget between \$0 and \$200,000, which is slightly below the global cohort average. 77% of respondents indicated receiving funding from 1-6 organisations in the last complete financial year.

CAPACITY-BUILDING, FINANCIAL AND NON-FINANCIAL SUPPORT

- When asked about the value of **capacity-building support** provided by Country Offices to its partners, respondents indicated room for improvement in 'introducing partners to other organisations and networks', as well as 'strengthening their management and leadership skills.' However, respondents value the capacity-building support they have received to 'achieve shared program goals', with a NP score above the global cohort benchmark.

Recommendation: *The Country Offices should engage in dialogue with their partners to determine why respondents do not consider the introductions to other people or networks to be valuable. It should also use this opportunity to determine how it can better support its partners in areas of non-financial support and try to be as responsive as possible to the views of partners. Keystone believes that quality capacity strengthening can only happen when it is locally led, and bottom-up.*

ADMINISTRATION AND RELATIONSHIP

- With 85% of respondents being equally split between detractors and promoters, there is room for improvement around the 'pressure that Country Offices put on their partners to change their priorities' during the **agreement process**. Moreover, ActionAid Country Offices received lower scores for almost all **administration and relationship** questions, when compared to the global cohort benchmark. While respondents feel that ActionAid Country Offices 'understands their working environment and cultural context', they provided low scores for 'support arriving when the ActionAid Country Office says it will' and for the lack of having an appropriate 'complaints procedure' in place that partners can use if they have to.
- Regarding the **interaction with ActionAid Country Offices**, respondents provided the most positive scores for AADK's 'staff being respectful, helpful and capable', and for making respondents feel 'comfortable to approach it to discuss any problems they may be having'. However, respondents strongly feel that the 'ActionAid Country Office makes demands on their time' and does not 'treat all partners the same way.' Respondents also do not feel comfortable 'questioning ActionAid Country Offices' understanding or actions' if they disagree with them and do not feel that ActionAid Country Offices 'ask them for advice and guidance'.

3 Executive Summary

Recommendation: *ActionAid Country Offices need to improve how they communicate and interact with their partners in a way that makes them feel heard listened to, and treated equally. This needs to start at the administration phase, early in the relationship. ActionAid Country Offices must engage in a deeper dialogue to surface some of the underlying issues that may have led to these low scores, when compares to the global cohort benchmark, and may need some independent facilitation to do so.*

MONITORING AND REPORTING

- AA Country office's partners have indicated that 'AADK's **monitoring and reporting** activities help them improve their work', and 'identify useful and relevant ways of monitoring their impact'. However, respondents have clearly indicated that on the AADK programme isn't 'provided enough funds and support for partners to monitor and report on their work'. Moreover, respondents have indicated room for improvement around 'asking for systematic feedback from partners' constituents and communities.'

Recommendation: *Monitoring and reporting appears to be too much of a burden for partners – while there is some value in the process, there is not enough support for them to do it properly. This, risks undermining the process. Moreover, and as with AADK as a whole, ActionAid Country Offices should emphasise the importance of partners listening to their primary constituents, and how that process can be an integral part of M&E activities.*

CUSTOM QUESTIONS

- When asked about the value of Action Aid Denmark's different **modalities and interventions**, respondents highly value 'global platforms', 'support in working with movements', and 'programme support'. Modalities and interventions that received mixed responses regarding their value, include the 'advisors', and 'learning interventions/digital tools.'
- When asked about the most immediate important area of support to focus on, respondents mentioned that ActionAid Country Offices should provide more 'program support', 'economic opportunities', 'support with youth programs', 'improving the speed of disbursement', and 'providing more monitoring and evaluation support.'

Recommendation: *AADK and AA Country offices need to engage with the open-text responses provided by respondents and use these as a starting point for a dialogue with its local partners to further gain insight into the various aspects of the respective modalities and interventions that respondents find valuable and those aspects which respondents found least valuable, and why. It is also clear that more support (financial and otherwise) is needed from partners to better achieve their aims. Exploring what could be quick wins here might be a good way to bolster relationships in the short-term.*

UNDERSTANDING AND LEARNING

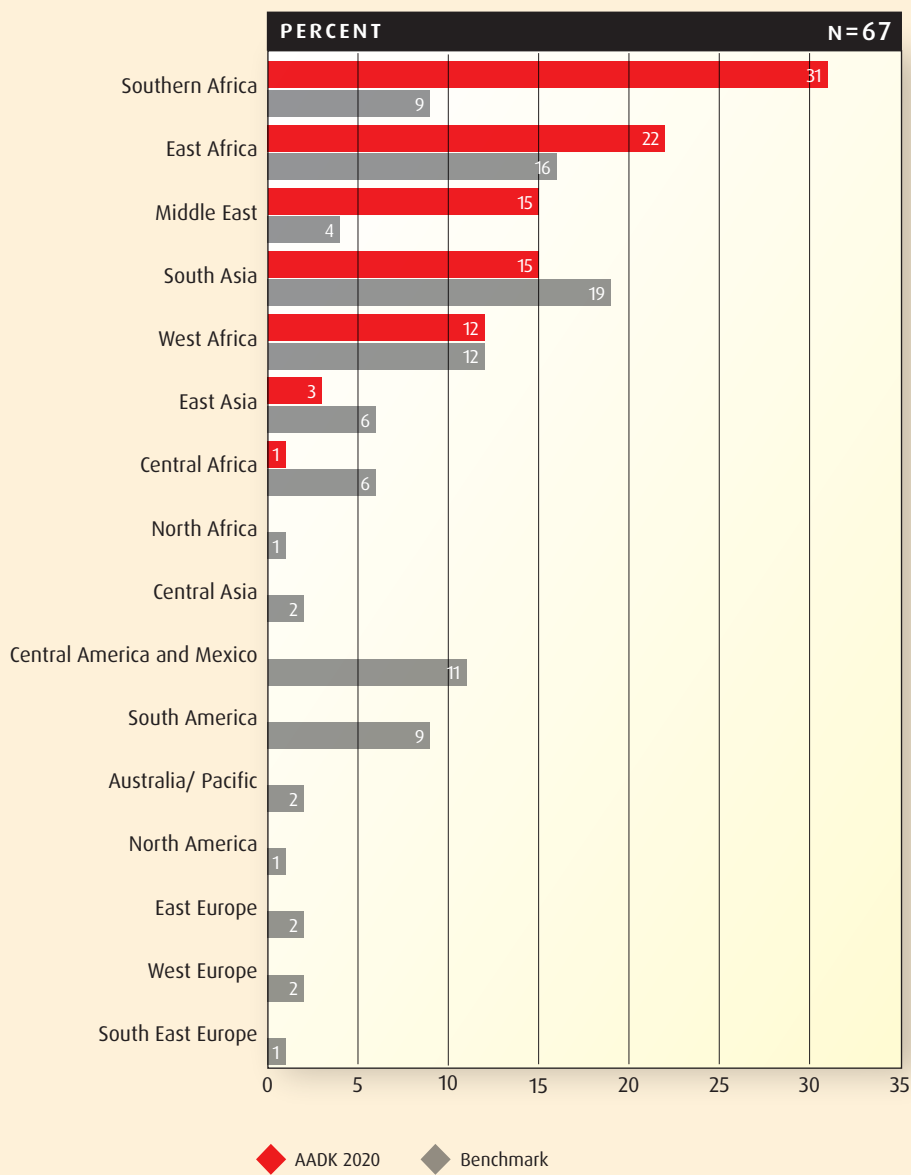
- Respondents generally feel that ActionAid Country Offices 'understands the sector(s) they work in', as well as that they have 'made a major contribution to the sector(s) they work in.' However, respondents seemed to have mixed feelings (32% detractors and 36% promoters) regarding ActionAid Country Office's ability to 'learn from its mistakes and make improvements to how it works'. Moreover, ActionAid Country Office received a negative NP score for being a 'leader in the sector(s) partners work in', indicating that there is still room for improvement.
- Respondents have also indicated that ActionAid Country Offices do not compare well to other funders when looking at the 'quantity and type of funding', with 54% of respondents being detractors. ActionAid should clarify its funding abilities with partners and manage expectations that may not be met.
- Partners are likely to recommend AADK to others and believe that it is likely to improve its work based on the feedback from this survey. Some final recommendations provided by respondents included an improvement of 'fund disbursements', as well as 'improved communication.'

3 Executive Summary

Recommendation: *Country Offices are not seen as effective learning entities. This has the potential to undermine relationships with partners, and reduce the interaction to a transactional one. Country offices should recognise the experience and skills of their partners in local contexts and find ways to have that local knowledge guide how the work to a greater extent.*

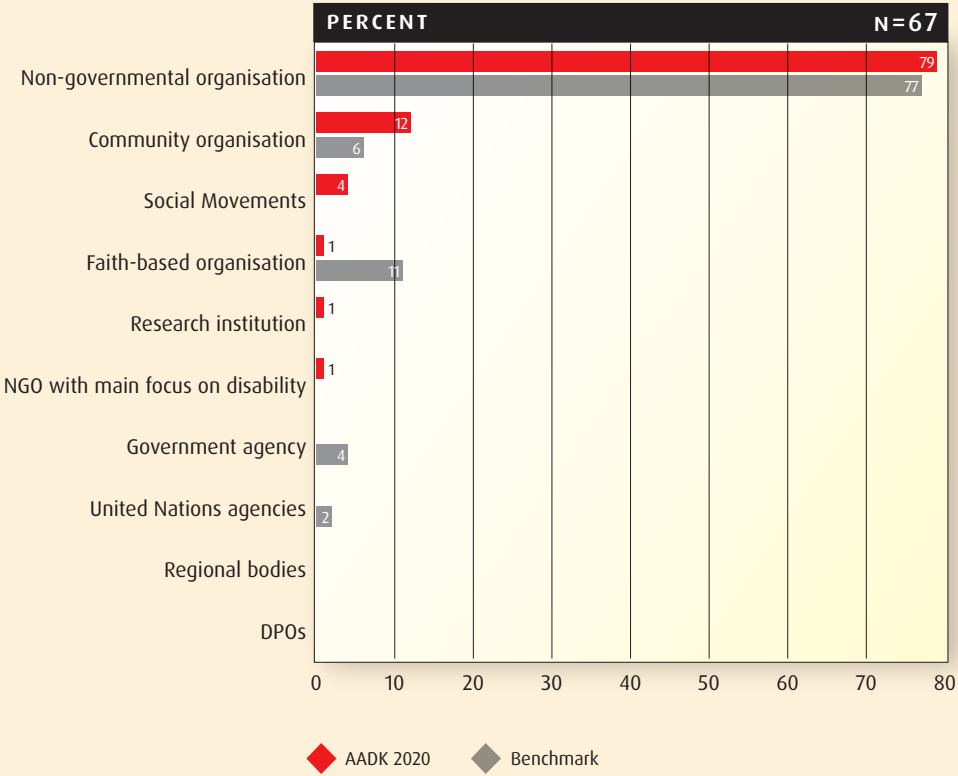
3.1 Partnership profile

Figure 36 Location of partners



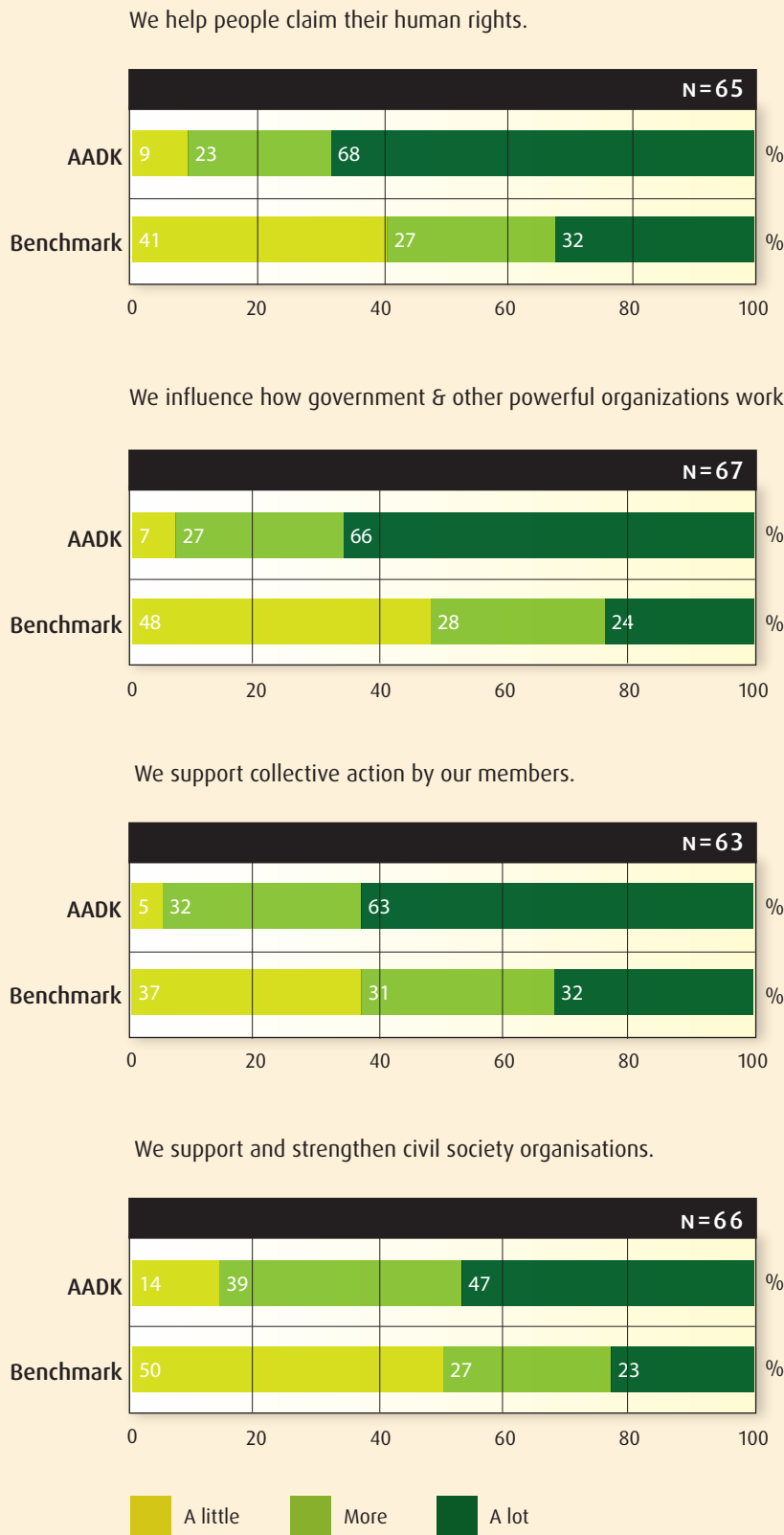
3.1 Partnership profile

Figure 37 Type of partners



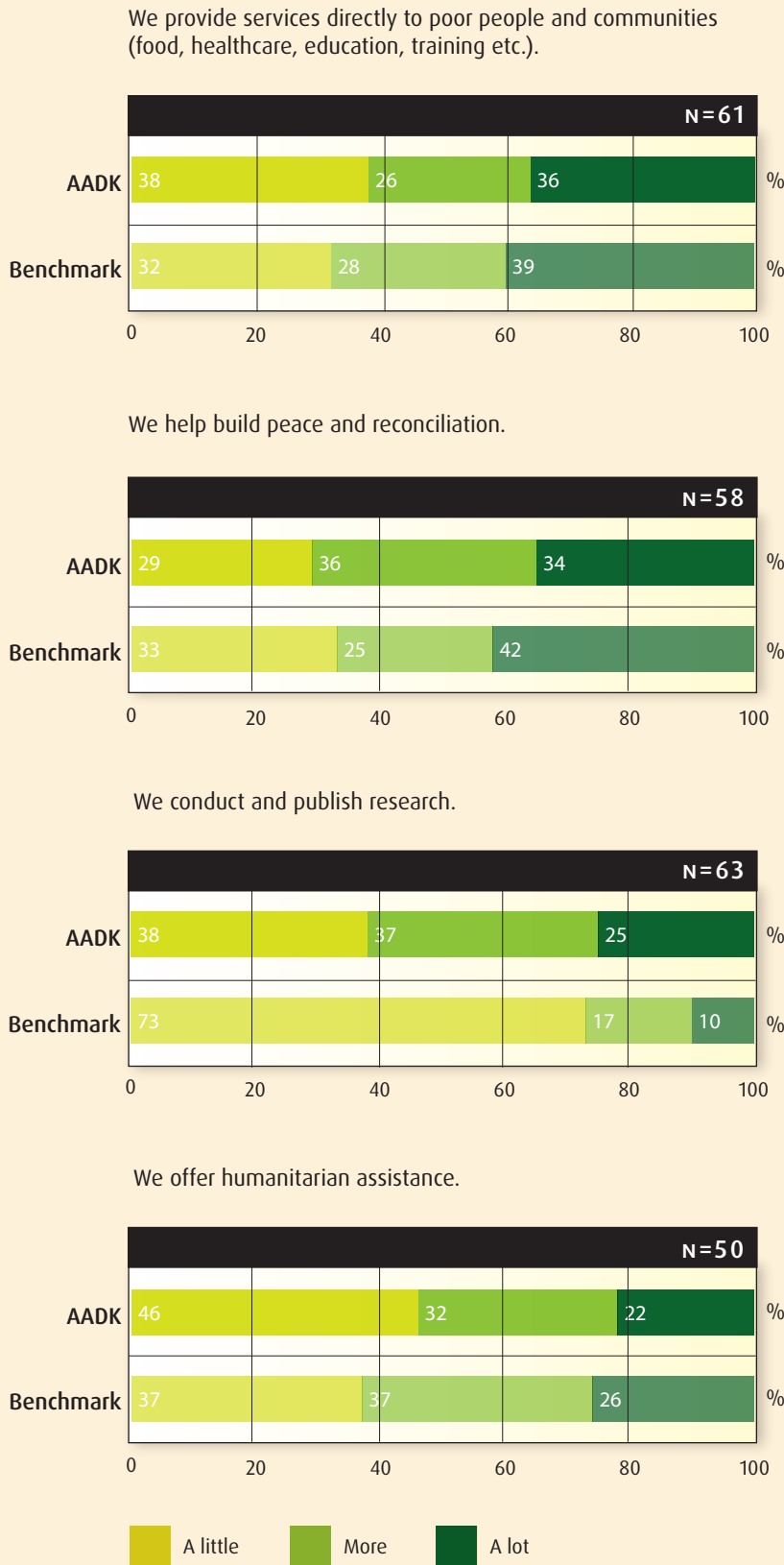
3.1 Partnership profile

Figure 38 Part A Predominant activities of partners



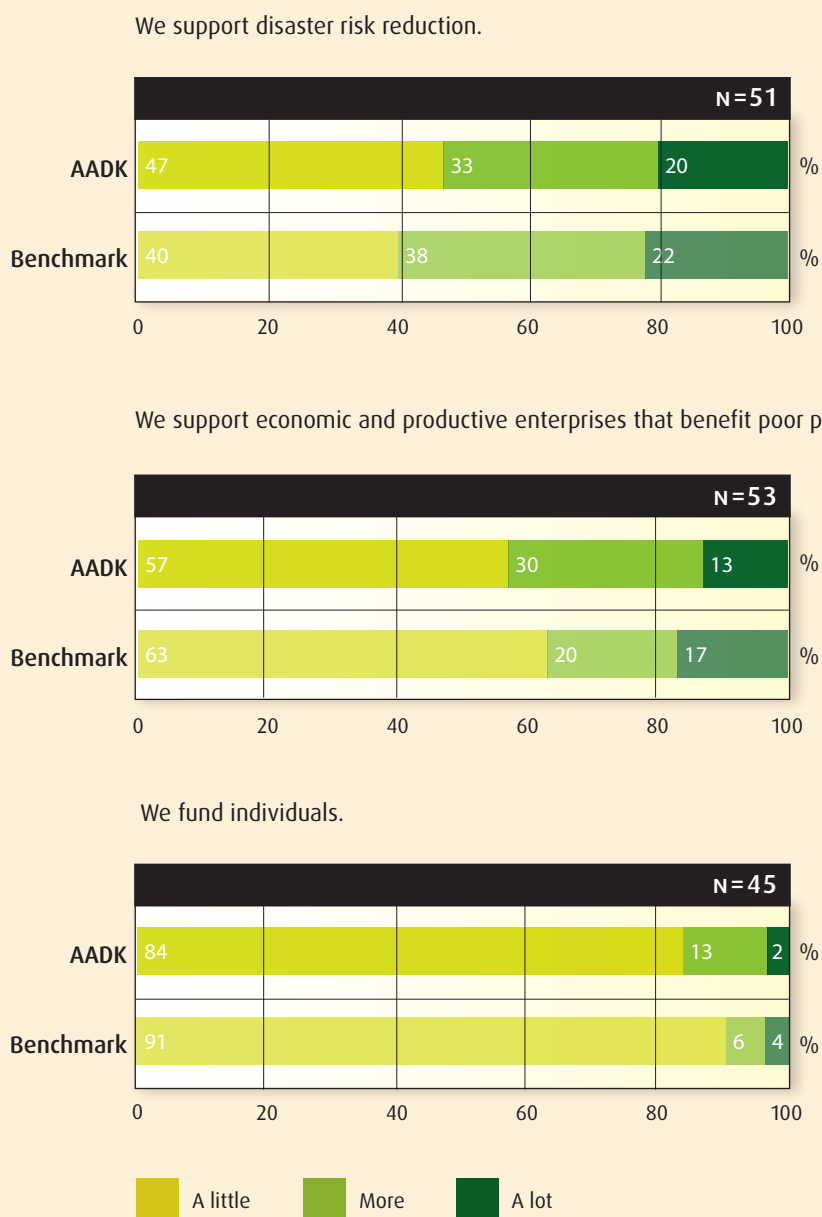
3.1 Partnership profile

Figure 38 Part B Predominant activities of partners



3.1 Partnership profile

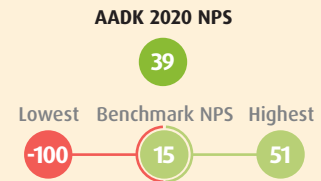
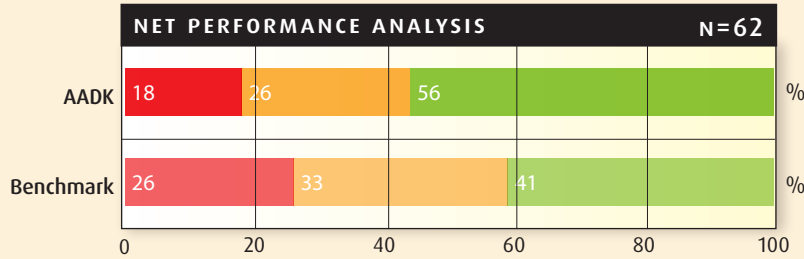
Figure 38 Part C Predominant activities of partners



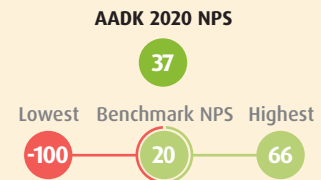
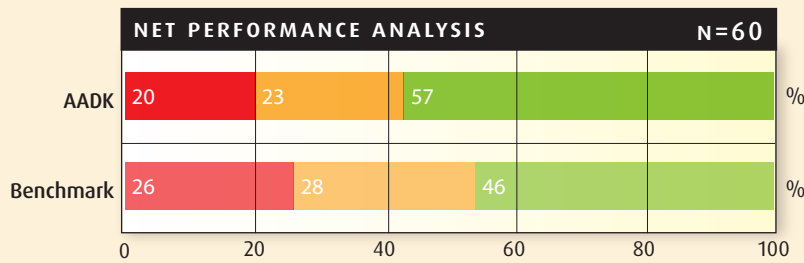
3.1 Partnership profile

Figure 39 Part A Importance of 'support from ActionAid Country Office' as main reason for collaboration

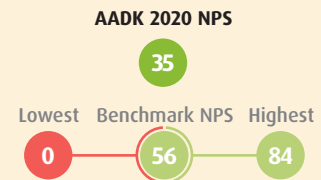
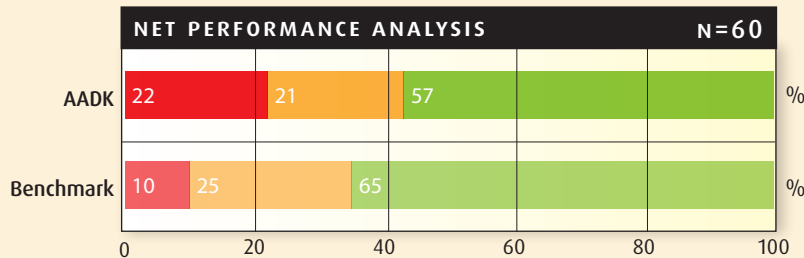
To benefit from joint learning and understanding.



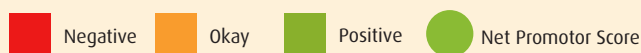
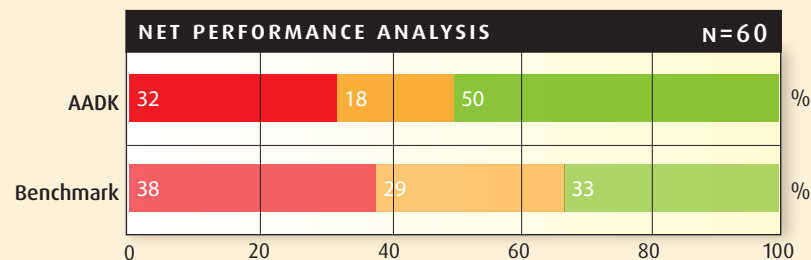
Strengthening your skills and organizational capacity.



Getting the support from ActionAid Country Office that you need to better achieve your goals.



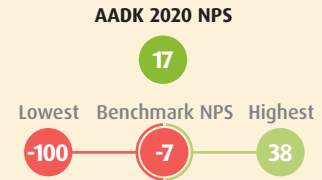
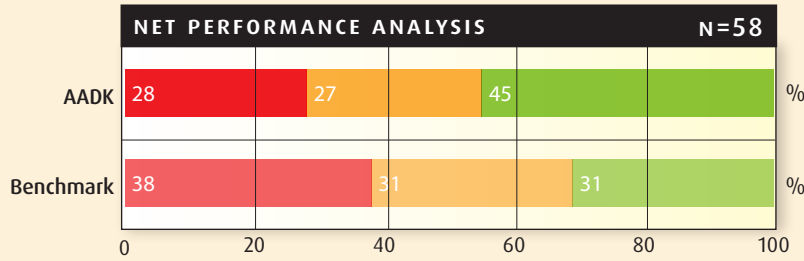
To strengthen your presence at national/ international levels.



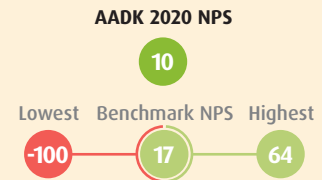
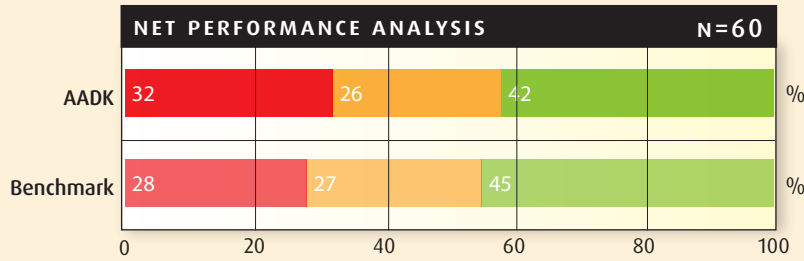
3.1 Partnership profile

Figure 39 Part B Importance of 'support from ActionAid Country Office' as main reason for collaboration

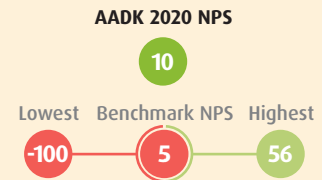
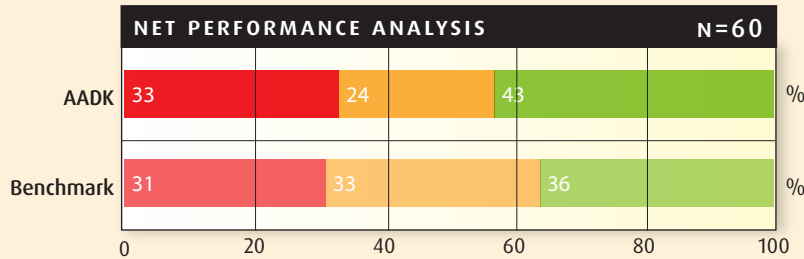
To link with other organisations.



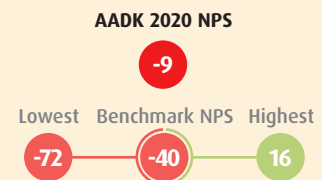
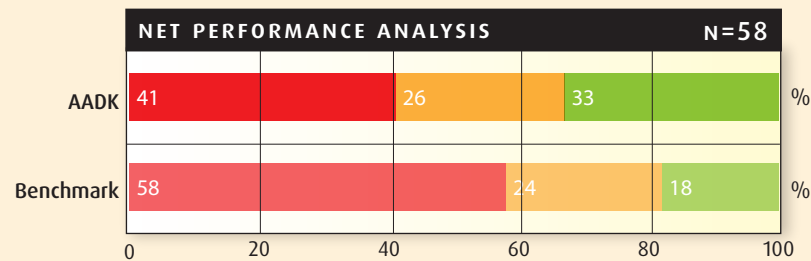
Funding your work.



To improve your strategies.



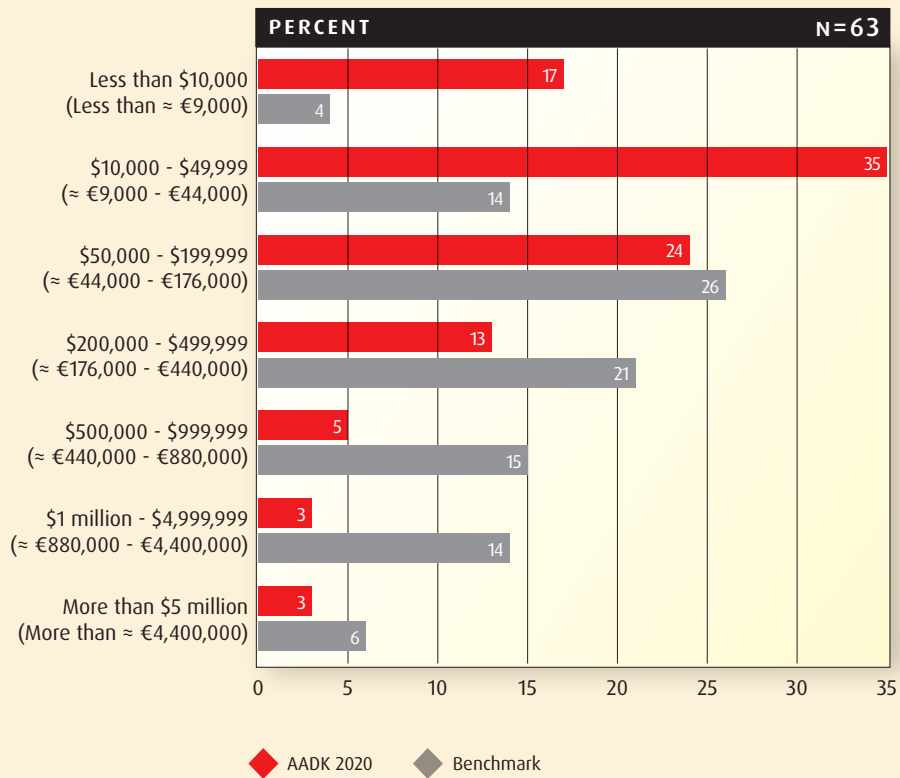
To influence the work of ActionAid Country Office.



■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

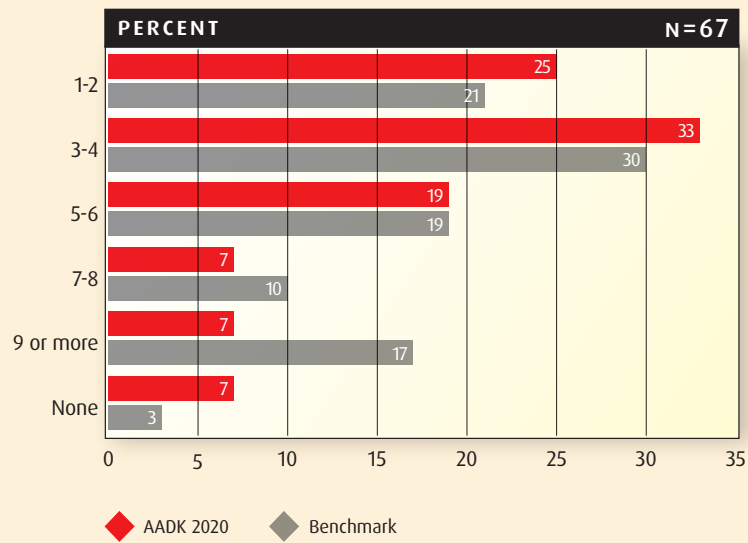
3.1 Partnership profile

Figure 40 Partner annual budget



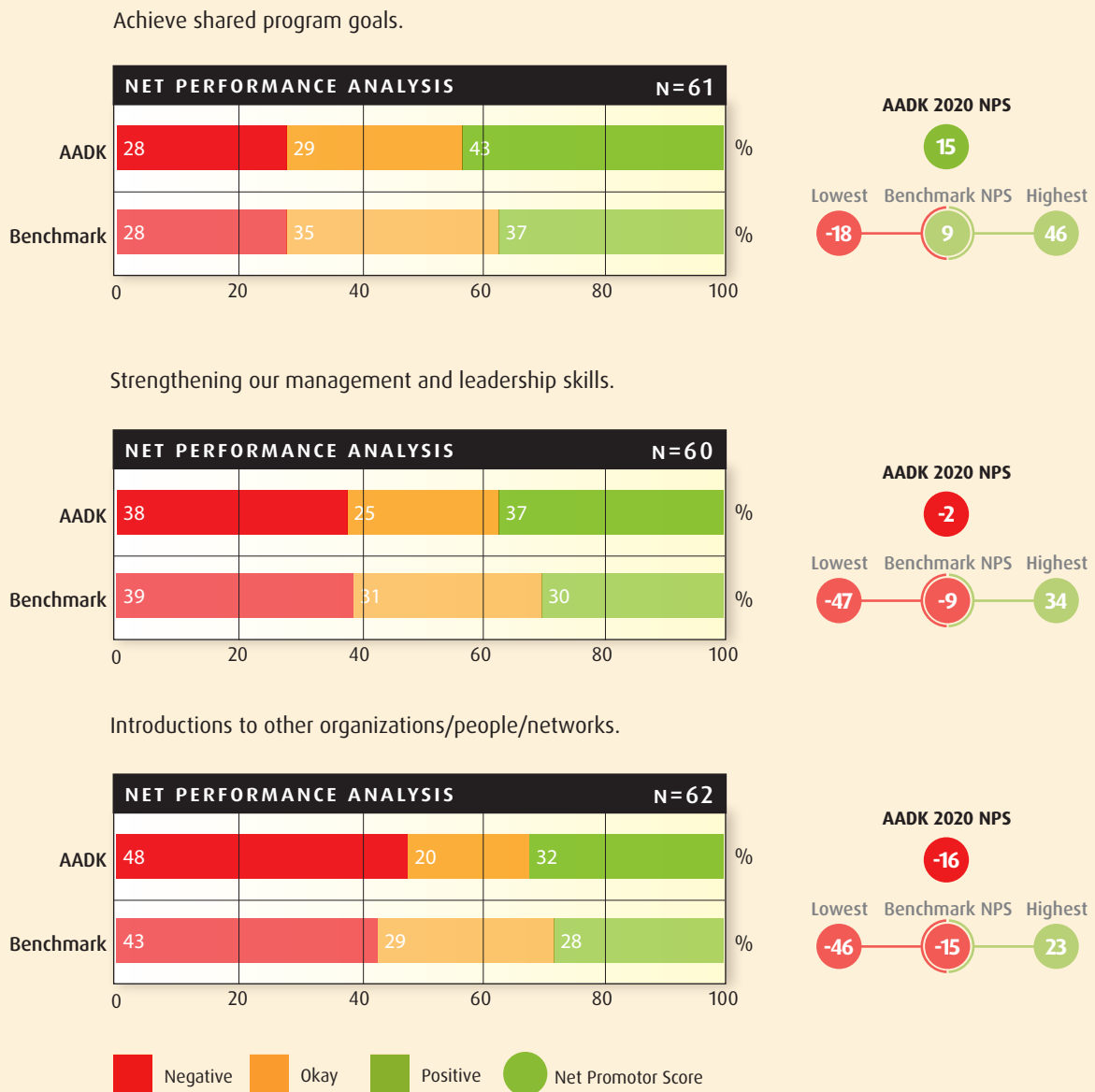
3.1 Partnership profile

Figure 41 Number of organisations from which partners received funds/other support in the last complete financial year



3.2 Non-financial support

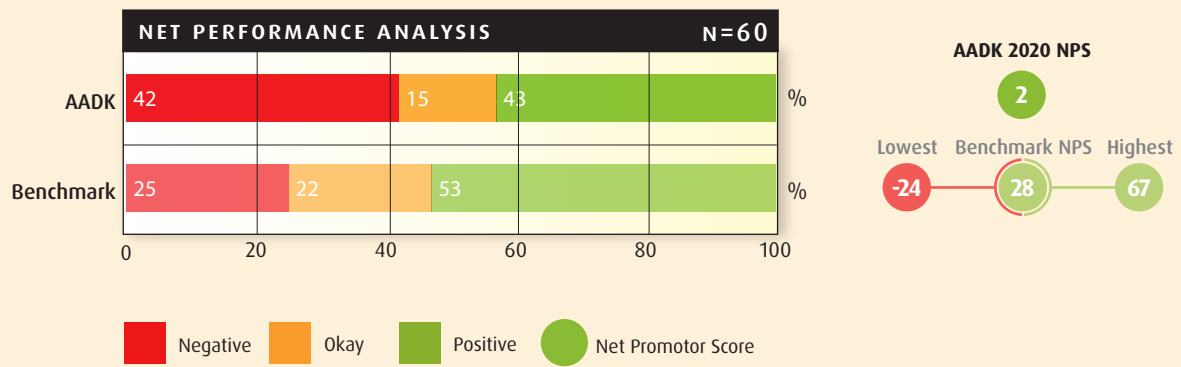
Figure 42 Value of capacity-building and non-financial support



3.3 Administration and relationship

Figure 43 Developing and finalising agreements to receive support from ActionAid Country Office

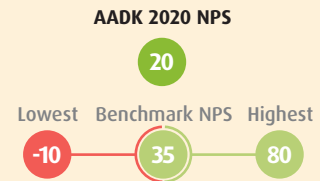
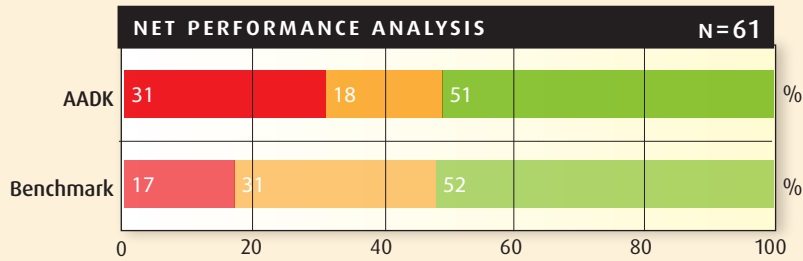
During the agreement process, we did not feel pressured by the organisation to change our priorities.



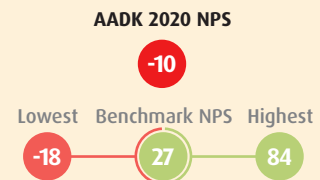
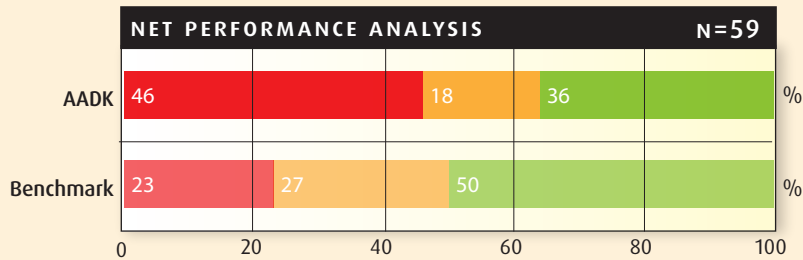
3.3 Administration and relationship

Figure 44 How ActionAid Country Office works with respondents

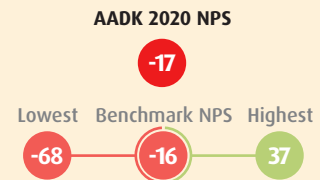
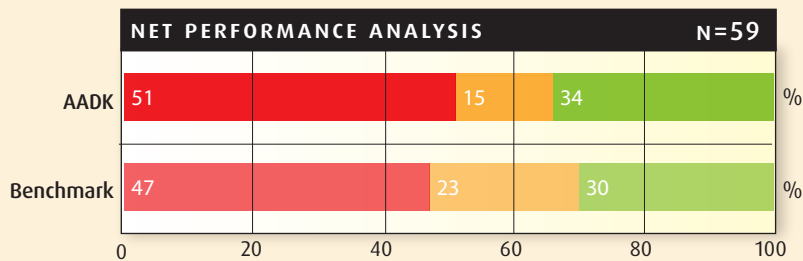
ActionAid Country Office understands our working environment and cultural context.



Support (including funding) arrives when ActionAid Country Office says it will.



ActionAid Country Office has a complaints procedure we could use if we had to.

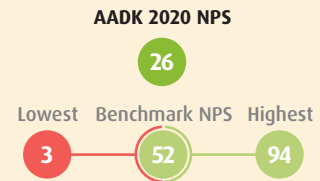
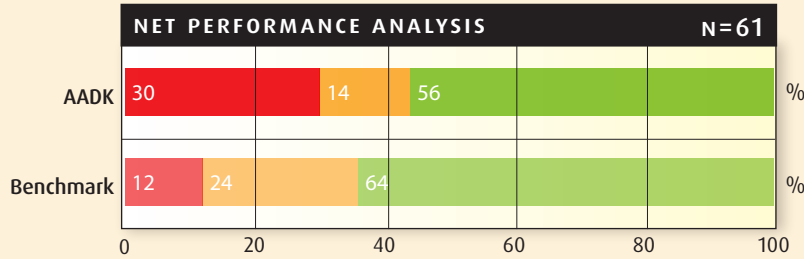


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

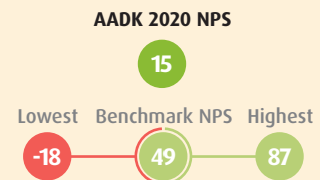
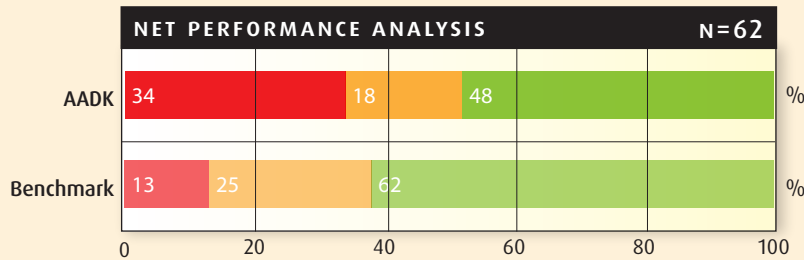
3.3 Administration and relationship

Figure 45 Part A Interactions with ActionAid Country Office

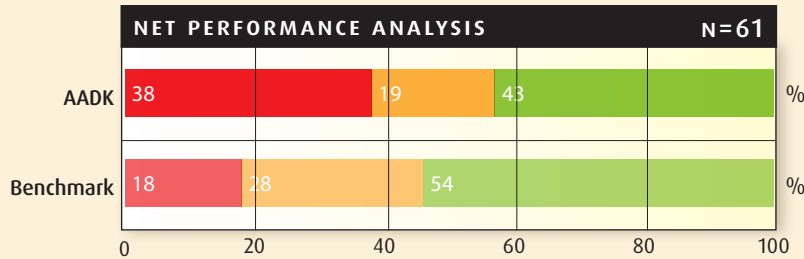
ActionAid Country Office's staff are respectful, helpful and capable.



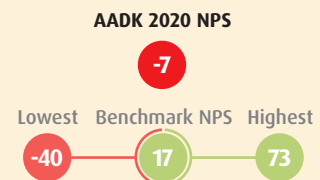
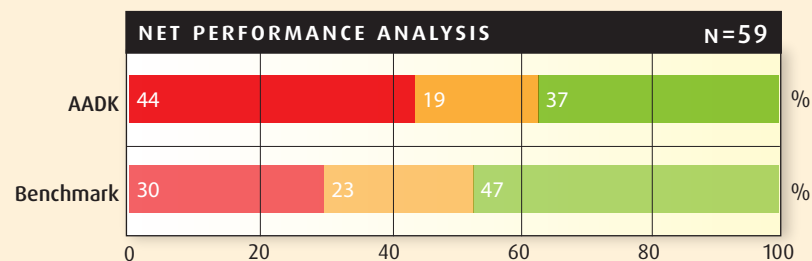
We feel comfortable approaching ActionAid Country Office to discuss any problems we are having.



ActionAid Country Office listens and responds appropriately to our questions and concerns.



ActionAid Country Office does not make demands on our time to support their work.

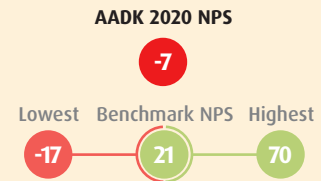
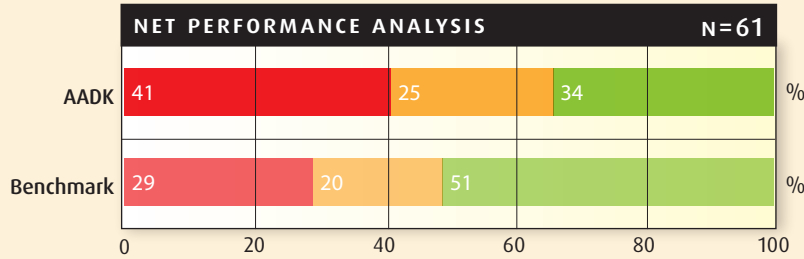


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

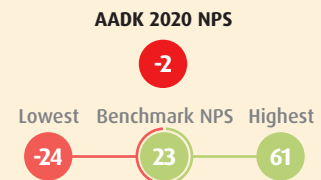
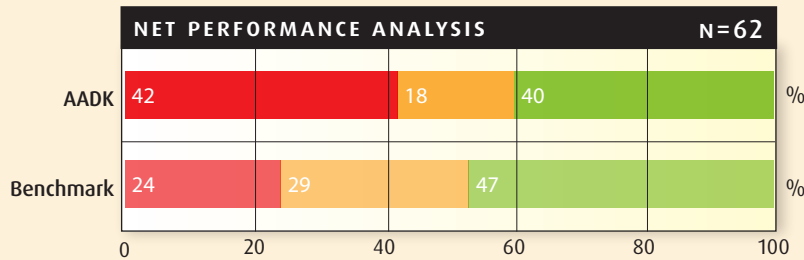
3.3 Administration and relationship

Figure 45 Part B Interactions with ActionAid Country Office

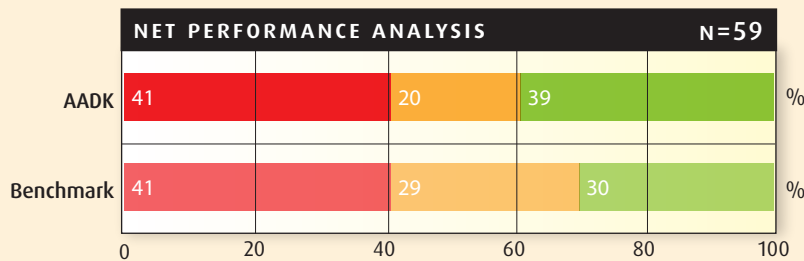
ActionAid Country Office treats all partners the same way.



We feel comfortable questioning ActionAid Country Office's understanding or actions if we disagree with them.



Do staff from ActionAid Country Office ask you for your advice and guidance?

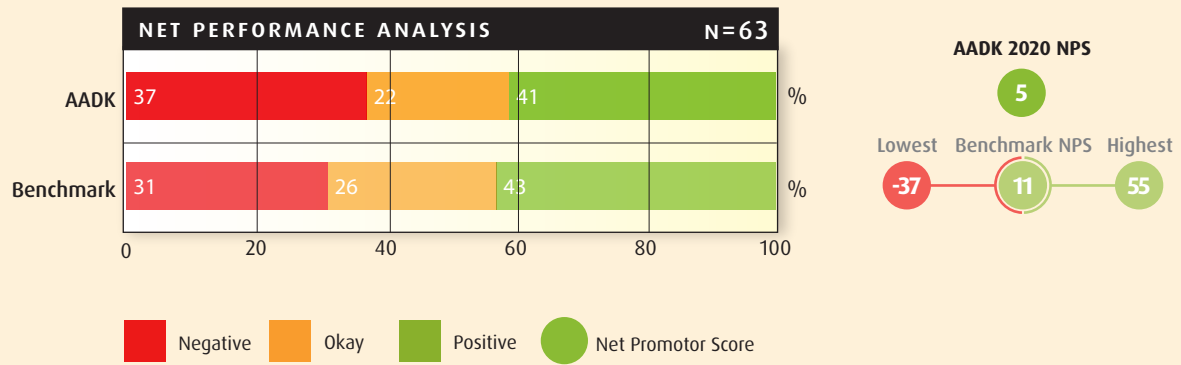


■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

3.4 Monitoring and reporting

Figure 46 Usefulness of gathering systematic feedback

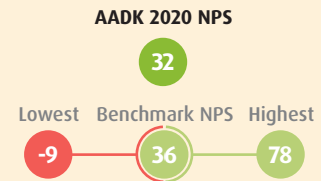
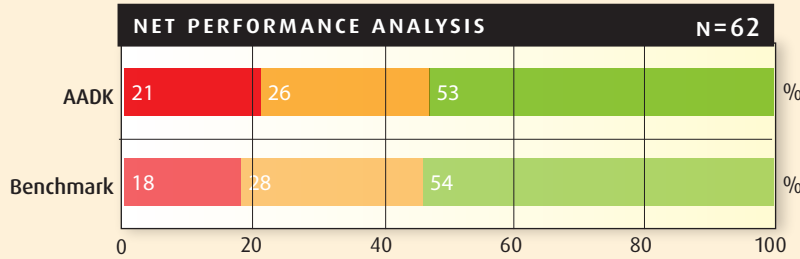
ActionAid Country Office asks for systematic feedback from your constituents and communities you work in.



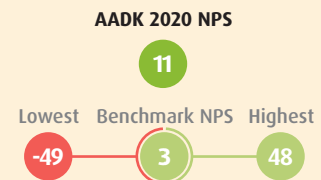
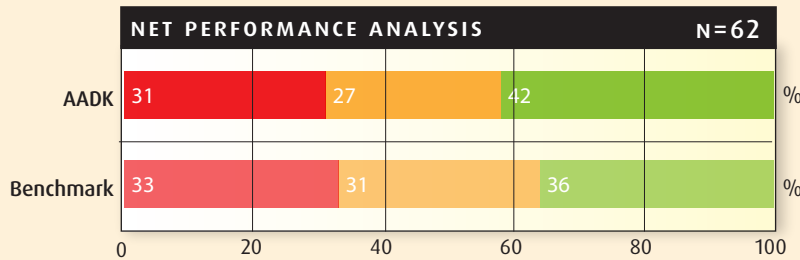
3.4 Monitoring and reporting

Figure 47 Monitoring and reporting process

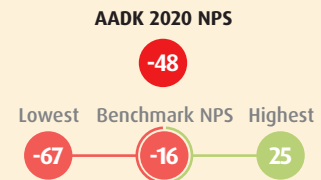
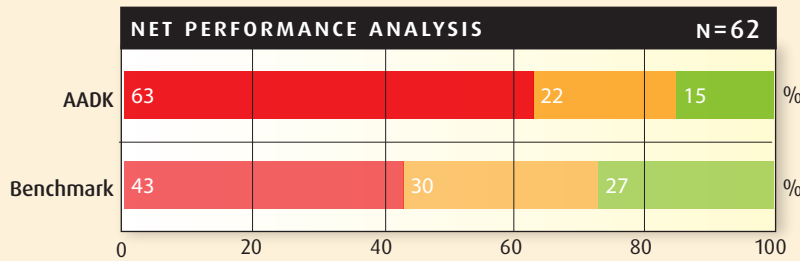
The monitoring and reporting we do for/with ActionAid Country Office helps us improve what we do.



We work with ActionAid Country Office to identify useful and relevant ways of monitoring our impact.



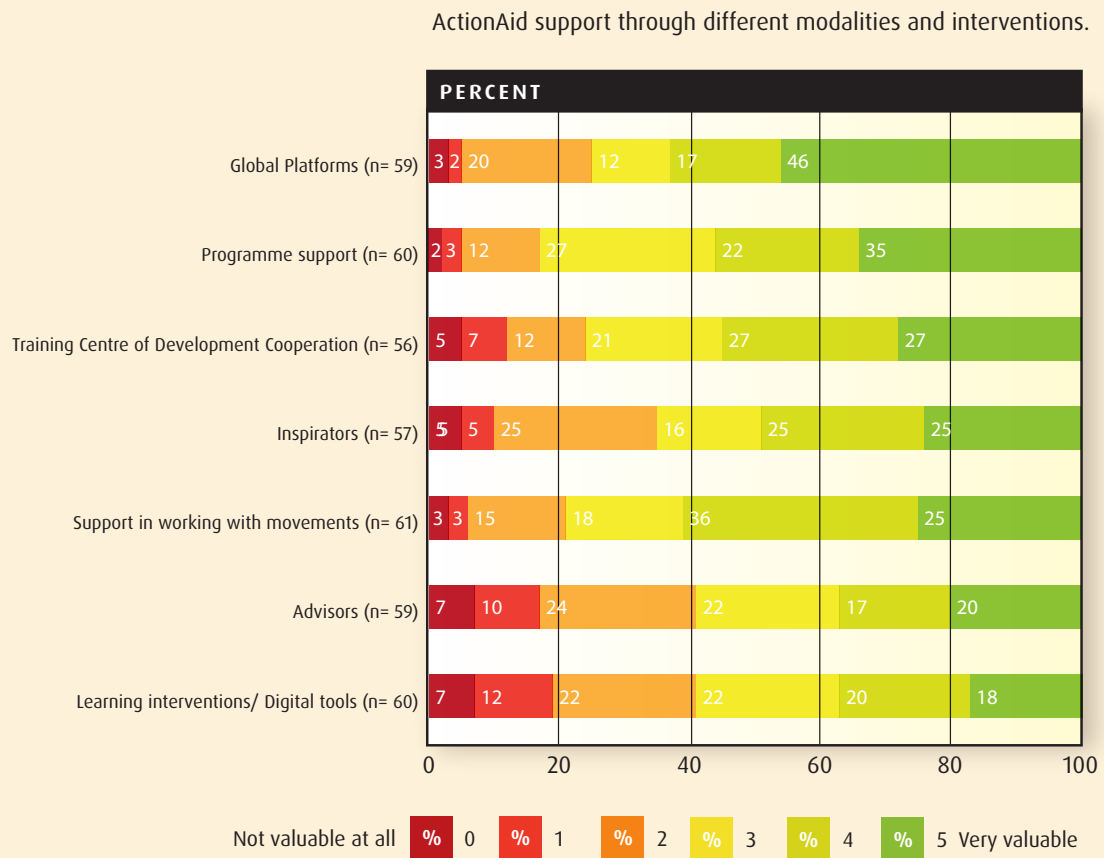
ActionAid Country Office provides enough funds and support for us to monitor and report on our work.



■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

3.5 Custom questions

Figure 48 ActionAid support through different modalities and interventions



3.5 Custom questions

- AADK additionally asked respondents about the **most immediate important area of support** that they think ActionAid Country Office should focus on and why. Comments received include:

“(Translated) Advocacy and lobbying because it helps influence decision-making bodies.”

“(Translated) I think that the program support would be the most immediate and important support area, because even if we have good learning and other support without a program support we can do nothing.”

“Accounts department is not transparent in their operations [Redacted] delay in disbursement of [Redacted] they lose retirements given to them and keep asking for them every time. The accounts department should work on their operations, they are not doing a good job.”

“ActionAid country office need to change their strategy plans dependent of country political situation to get more international funds. The reason why we said like this is ActionAid country office have to description local partners guideline and approach to donors or international community.”

“Facilitate to create economic opportunities, cause it can bring sustainable change in the life of community people and improve their living standards.”

“Flexible funding for social movements and M&E. country office doesn’t really understand how social movements work and operate, they therefore have challenges with the social movement culture, they need to invest more in understanding this.”

“Get more support on monitoring and documenting the outcomes of the project especially we manage a space that is not easy to track outcomes as we do not have direct programmatic threads but broad interventions such as public activities, hosting meetings for youth groups and initiatives (that we do not directly engage with) unless specific support is required from [Redacted] team. technical supporting to enhance capacities to create and mobilize movements and wide action with young people to influence positive change. provide solid technical support to provide digital services or enhance the current digital services that can be of sound value for young people.”

“Monitoring and evaluation support at the partner level rather than ActionAid level. this will strengthen programming at partner level rather than programme level.”

“Monitoring training on new tools working more on the projects (proposal, log frame, monitoring tools, clear targets.)”

“Strengthening work on youth policy influencing that makes public office accessible to youth - this is critical in shifting power to the youth and driving a new paradigm of new political actors. this is critical given the focus of the strategy on youth and the concept of shifting power.”

“The immediate area of support is finance, digital tools and transport because we work mostly in remote areas of the country therefore, they help in the organization and mobilization of the people and beneficiaries of our programs.”

3.5 Custom questions

- AADK additionally asked respondents about the **most valuable type of support** that they are currently receiving from ActionAid Country Office and why. Comments received include:

“(Translated) The program support and most valuable support that we currently receive from the national ActionAid office, because it is from it that we develop our activities and achieve our results within the program.”

“(Translated) There are several from the program support, inspiring development cooperation training centre (tcdc), because it allows our interventions to be visible and we increase our intervention skills and capacities.”

“Financial and technical support to carry out our community advocacy initiatives.”

“Financial management. Due to the rigorous reporting and expectations from [Redacted], we have been able to improve our finance systems overall.”

“Funding support - enhances sustainability and continuity of our work capacity building, training and organizational development - it strengthens our organizations, increases our influence and reach. M&E and learning- highlights milestones of our work while providing platform for improvement, renewal and change.”

“Human rights programs.”

“Income generation projects, advocacy, policy influencing.”

“Legal protection, the next stage will be difficult for institutions after the Coronavirus, especially during the exercise of the right of expression and gatherings, which is expected to be dangerous for participants and campaign workers. capacity building of institutions.”

“Money being flexible.”

“Outcome harvesting and trainings, important because they enhance capacity of the project implementation team during implementation and harvesting results.”

“Program related support that combines financial and non-financial components (institutional training) to enable programming work targeted at the youth. this is critical given its linkages with our focus areas on youth and the current donor fatigue which has seen less and less donors funding work relayed to youth especially loose groups such as social movements.”

“Technical and financial support because we are still a starter up community-based youth organization hence we need technical and financial to effectively implement our planned activities.”

“The most valuable support is funding and capacity building. these two are important in that no programme can run effectively without funds but efficiency of the programme depends on the capacity of the human capital to deliver.”

“Training workshops in order to enhance the performance of the partners.”

3.5 Custom questions

- AADK additionally asked respondents to **share their thoughts on the different modalities** (What worked well? What could be improved?). Comments received include:

“ActionAid country office should improve on effective monitoring and evaluation.”

“At first the action aid country office started very well with regards to providing support to deserving organization on merit, however the has drastically changed as support is based personal relationships and not on the merit.”

“Being flexible is not always a sign of good work because sometimes it is confusing (changing basics or log frame on the middle of the project …)”

“Inspirators support to the organization is a good modality. it helps to capacity development of the program people in line with action aid goals. funds for the program should be increasing. partner staff’s benefits should be complying with partner organizations system/policy.”

“(Translated) Communication between partners and ActionAid could improve. On the one hand, some internal rules could change in order to accommodate some needs of the partners. By way of example: the partners have faced several constraints related to late disbursements, which has a negative impact on the fulfilment of the activity plan and budget. On the other hand, during this period the partners are left without their subsidies, which means that the organizations are not able to keep their collaborators for a long time. ActionAid should find a middle ground to leave a percentage of the budget for partners to be able to address at least the administrative affairs of the organization at the beginning of each year.”

“[Redacted] is extremely slow to respond to requests or changes in our work plan. furthermore, the disbursement of funds come in very late consequently affecting the quality of programs.”

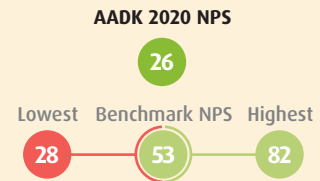
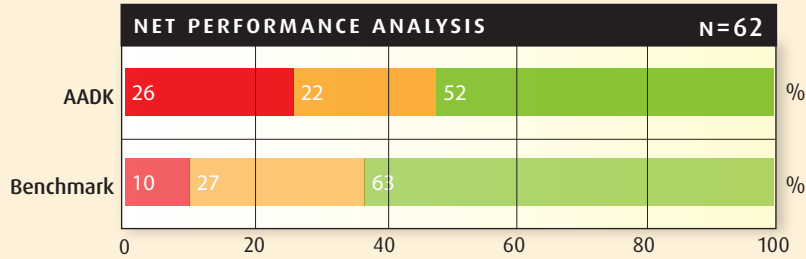
“Joint campaigns with partners [Redacted] have worked well. funds to partners should be disbursed at least in quarter one, partners should be informed of how much they will be given to enable them submit appropriate budgets. We are in march, and [Redacted] has not informed us about the budget ceiling, we submitted our all our documents in January and they have never gotten back to us despite various emails that we have sent. there has been a general laxity with [Redacted] over time, and the image is not as good as before. timely communication to partners is key!”

“The ActionAid human rights-based approach is one of the best tools in engaging the duty bearers. there is need to improve on the support towards monitoring and documentation of the work at partnership level and linking the partners to other donors.”

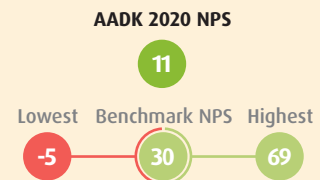
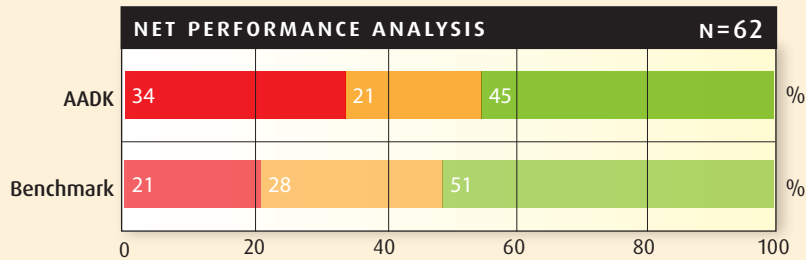
3.6 Understanding and learning

Figure 49 Understanding and learning

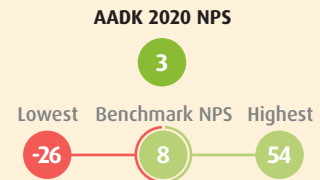
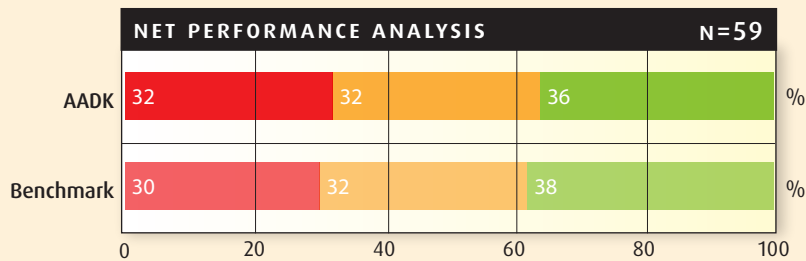
ActionAid Country Office understands the sector(s) we work in.



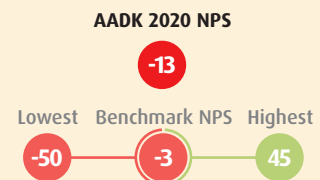
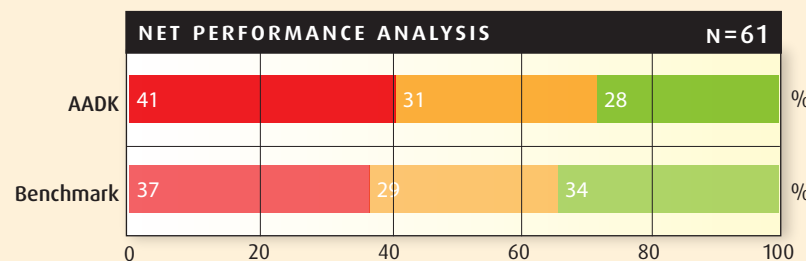
ActionAid Country Office has made a major contribution to the sector(s) we work in



ActionAid Country Office learns from its mistakes and makes improvements to how it works.



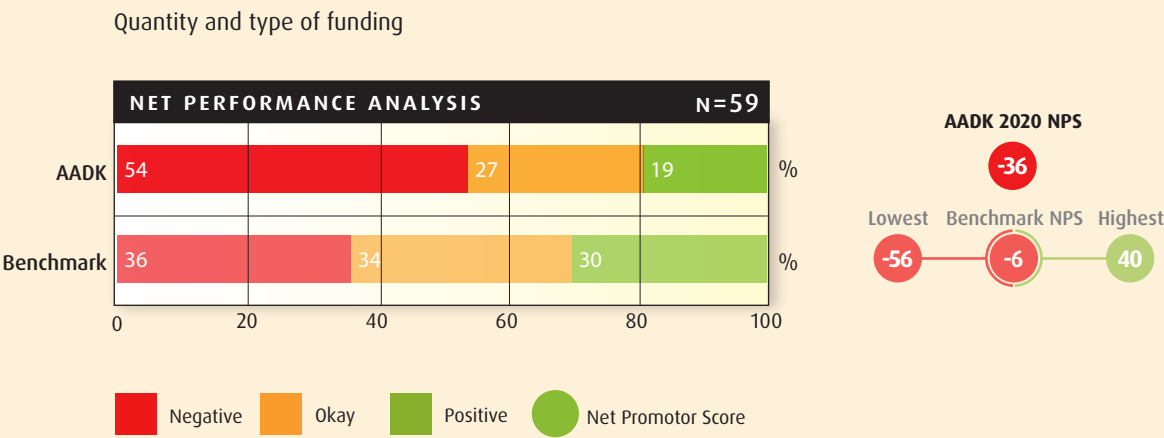
ActionAid Country Office is a leader in the sector(s) we work in.



■ Negative
 ■ Okay
 ■ Positive
 ● Net Promotor Score

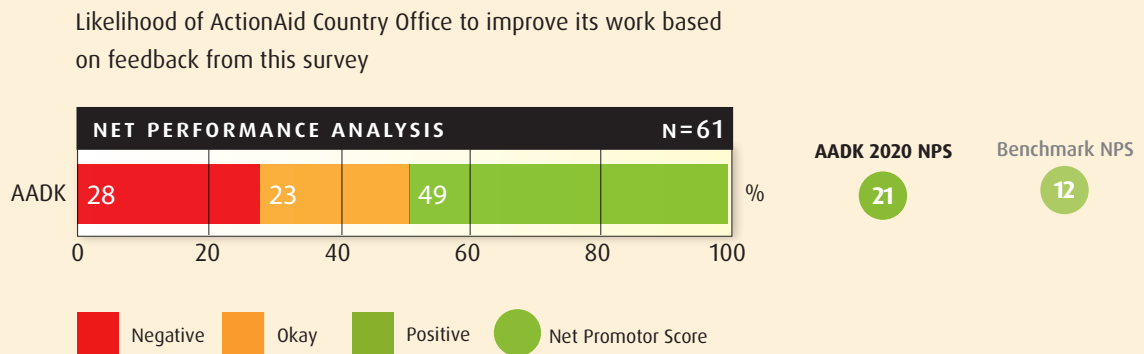
3.6 Understanding and learning

Figure 50 How does respondent experience with ActionAid Country Office compare to that with other NGOs/funders?



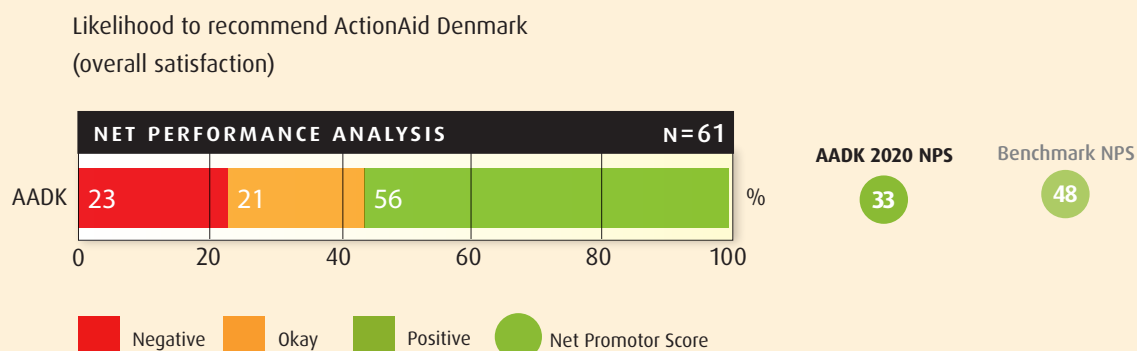
3.6 Understanding and learning

Figure 51 Likelihood of ActionAid Country Office to improve its work based on feedback from this survey



3.6 Understanding and learning

Figure 52 Likelihood to recommend ActionAid Denmark (overall satisfaction)



- AADK additionally asked respondents to **share other thoughts about their relationship with ActionAid Country Office**. Comments received include:

“(Translated) Action aid is an important partner, although lately it started to try to be an implementer which puts it in unfair competition with its own partners.”

“(Translated) An aspect of emphasis is the advance planning of the intervention. in the past two years, it has experienced a considerable delay, that is, it has occurred in the same year of execution. experience has proven that the plan has better results when it occurs in the year prior to its execution. so, we suggest the return to planning in the last quarter of the year, in order to increase the probabilities of its success.”

“(Translated) May it continue to be a healthy, harmonious partnership above all of mutual respect.”

“(Translated) The relationship is still good with [ActionAid] such that we still continue with the partnership.”

“(Translated) There is a need to look more at the needs of communities as a whole.”

“Action aid is a great partner for organization building, very strong systems however there is a sense of little focus on youth activities from strategic plan to implementation compared to the other pillars.”

“ActionAid country office regard us as collaborative partners and does not give us grants but occasionally supports of activities. we would appreciate an arrangement where we can get grants and become an implementing partner.”

“Overall, despite the challenges in working with [Redacted], we have still been able to grow as an organization as a result of the capacity building that came with our grant. Furthermore, the grants have allowed us to remain active in our sector, ultimately propelling us for future funders who have continued to support us with far much more funding, and for that, we are grateful.”

“Rapid changing of staff also affected how we related with action aid throughout the project life because we would always have to build new relationships with the new staff and sometimes they would leave before you cement relationship and the cycle would start all over again.”

3.6 Understanding and learning

“The idea of decentralising support is quite effective. Each county that ActionAid is working in now has a representative who coordinates all ActionAid engagements even those through the partners.”

“The new team that leads programming is modelling new things and is engaging in formal ways which have great prospects for youth participation and empowerment. the relationship owing to this in 2020 is largely seen as being more open, aligned to enable delivery on key result areas and will contribute in a better way in realizing the country strategy.

“We are very proud of our partnership with action aid country office.”

Modalities

AADK was particularly interested in the modalities it currently offers and keen to hear from its constituents on the perceived value of the various modalities – Which should be prioritised and why? AADK asked its constituents to rank these modalities on a scale from 0 (not valuable at all) to 5 (very valuable).

Based on the feedback collected from constituents in the three different surveys, there is a strong indication that AADK needs to target its support more to the various constituent groups it works with. For example, while ‘advisors’ are seen as valuable to AADK’s country offices, they are considered less valuable by AADK’s partners. As such, AADK must align its modality support to the constituents seeking support.

The country offices considered the ‘programme support,’ ‘advisors,’ and ‘global platforms’ to be the most valuable, with 100% and 87% ranking them with a 4 or 5, respectively. The lowest scores were given for the ‘Training Centre of Development Cooperation (TCDC)’ and ‘inspirators,’ which equally had 20% of respondents providing a score of 0 or 1. Modalities and interventions that received mixed responses regarding their value, include the *Training Centre of Development Cooperation (TCDC)*, as well as ‘inspirators.” *Respondents strongly suggested a need for more targeted capacity building support (such as using programme and global platforms to reach more youth) and networking support to connect various movements with one another and encourage more collaboration. COs also indicated a need for increased training regarding the digital tools and learning interventions that AADK provides them with.*

AADK’s partners similarly suggest that ‘programme support’ is considered very valuable (82% providing a score of 4 or 5) as well as ‘global platforms’ with 83% giving a score of 4 or 5. Respondents do not consider the ‘Training Centre of Development Cooperation (TCDC)’ to be of high value (20% gave a score of 0 or 1), as well as ‘advisors’ and ‘inspirators’ (19% provided a score of 0 or 1 for both modalities). *Partners suggest that AADK should focus more on knowledge exchange between constituents as well as supporting movements as they are seen to induce legislative changes. Moreover, targeted capacity building support from AADK is considered valuable to link various organisations with one another and move towards a more collaborative approach and away from traditional programming.*

When asked by the country offices to rate the various modalities, partners indicated that ‘global platforms’ and ‘support in working with movements’ are the two most highly-rated modalities (63% and 61% giving either a score of 4 or 5, respectively). The two modalities that received the lowest scores, include the ‘learning interventions/digital tools,’ and ‘advisors,’ with 19% of respondents rating the former with a 0 or 1, and 17% rating the later with a 0 or 1. *Respondents indicated that the country offices should provide more program support (such as monitoring and evaluation), as well as introduce more flexible funding and capacity building support (workshops and trainings that address project implementation, institutional support, and increase the capabilities of staff).*

The modalities that constituents generally seem to value include ‘program support’ and ‘global platforms.’ Modalities that have received lower scores and are therefore considered less valuable, include the ‘Training Centre of Development Cooperation (TCDC)’ and ‘inspirators.’ It is key for AADK to thoroughly engage with the qualitative feedback from Annex 2, to give more insight into how the various modalities are valued by constituents and use this information to engage in a dialogue with its different constituent groups, to identify how best to tailor its support in order to help its constituents improve their overall performance.

Conclusion

The quantitative and qualitative data in this report, as well as the recommendations in the executive summaries, provide valuable insight into how the ActionAid Denmark's various partners experience their working relationship. AADK's next challenge will be to use the provided data to further analyse and engage in dialogue, ultimately allowing it to course-correct and improve its relationship with partners as well as increase its social impact. Keystone recommends that AADK not only focus on the quantitative data but also the qualitative data provided through open comments, as this can inform the dialogue between itself and its partners, ultimately providing meaningful insight into how AADK's performance can be improved. Moreover, considering the diversity of partners as well as respective sample sizes, we advise that the data be interpreted with caution, as it is perilous to make assumptions or derive causal links and conclusions solely based on this dataset. A deep-dive into the comments, can help AADK determine how best to address the issues or areas where there is room for improvement in collaboration with its partners. Keystone could assist AADK in digesting and understanding the results and consider how to integrate a more regular, light-touch feedback system (see Annex 4).

Annexures

Annex 1: Survey questionnaires

Annex 2: Anonymised raw data

Annex 3: Net Performance Analysis

Annex 4: General recommendations