



**GROUND TRUTH
SOLUTIONS**

WORLD HUMANITARIAN SUMMIT

FIELD SURVEY AND ANALYSIS

SURVEY OF LOCAL PARTNER ORGANISATIONS
PROVIDING HUMANITARIAN AID IN AFGHANISTAN

– ROUND ONE –

JUNE 14, 2017





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OVERVIEW

Introduction

As the focus of the humanitarian response in Afghanistan shifts from major international agencies to greater provision of aid by local organisations, this report is based on surveys conducted in Afghanistan with 63 local partners of two international NGOs and four United Nations agencies. The survey instruments were shared by the international agencies with the designated focal points in their partner agencies using an online survey tool. Completed surveys went straight to Ground Truth for analysis. The questions are adapted from the Partnership Survey developed by Keystone Accountability.¹

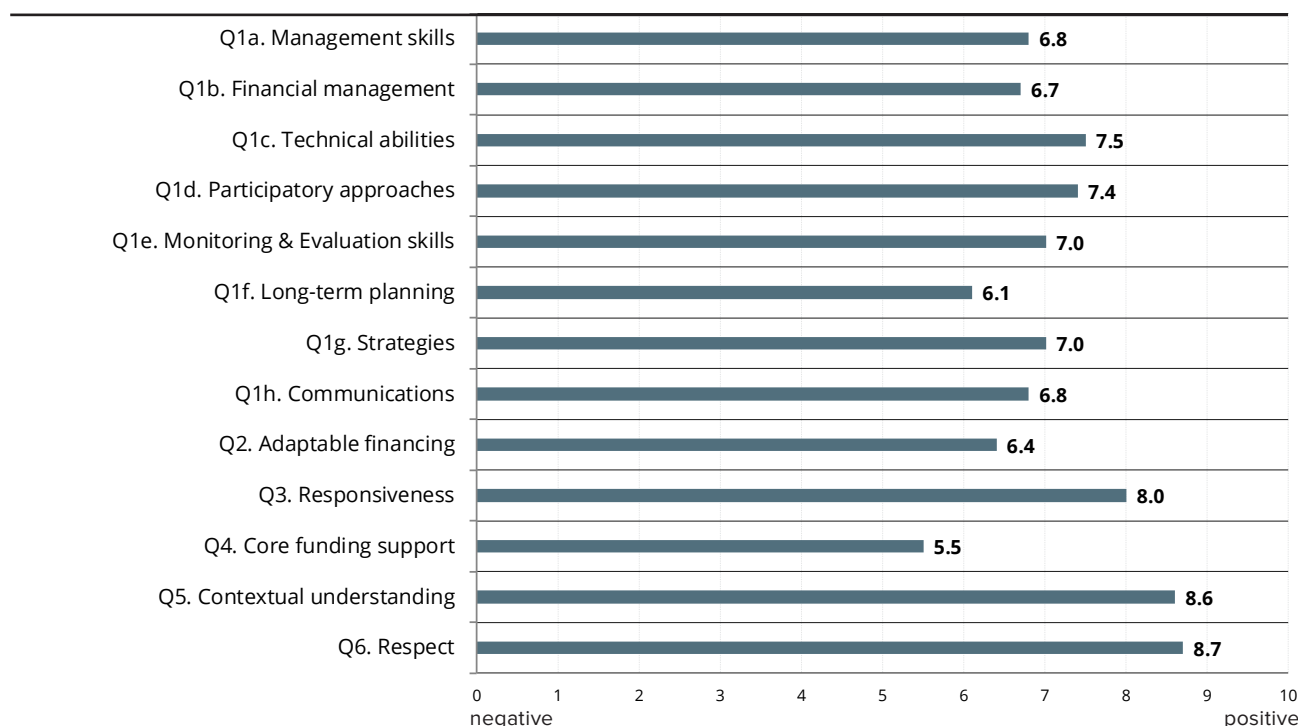
The data presented in this report is aggregated from the responses of all participating organisations. When drawing inferences from the findings, bear in mind that responses differ significantly from one organisation to another. In addition to strengthening collaboration among international and local partners, the information serves to inform progress towards the fulfilment of the Grand Bargain’s second commitment - support for the successful localisation of humanitarian aid assistance.

Summary findings

Our data indicates that the local partners are:

- Very satisfied with the way in which international counterparts treat them with respect (Q6) and their understanding of the local context (Q5).
- Complimentary about the efforts made by their international partners to listen and respond to questions and concerns (Q3).
- Least positive about the financial support they receive towards core costs (Q4).
- Somewhat critical of the assistance they receive for strengthening the capacity for ensuring long-term planning capabilities and financial security (Q1f).
- Somewhat concerned with how flexible the financial support from their partners is to changing contexts on the ground (Q2).

Overview of mean scores per question



¹Keystone Accountability International Non-Governmental Organization Survey. For more see: <https://keystoneaccountability.org/international-non-governmental-organization-survey/>



Reading this report

The responses to the survey questions are illustrated in two graphs. The bar charts show the frequency of each chosen answer option from 0 to 10. In addition to the frequencies, the mean score is shown to allow for easy comparison of results across each question.

To add another layer of analysis, the bar charts are colour-coded according to the Net Promoter Analysis²: Detractors are on the left in red (i.e. rating of 0 to 6), passives are in the in yellow (i.e. rating of 7 or 8), and promoters are found on the right in green (i.e. rating of 9 or 10).

For benchmarking purposes, we use the net promoter score (NP score). The respondents' NP scores are compared to the benchmark data, which is an aggregated score of 27 international NGOs operating across Central Asia that were included in the Keystone Accountability partnership survey. We provide scatter charts which fall along an axis that spans from an NP score value of -100 to 100.

For more information on the Net Promoter Analysis and the benchmarking of the data, please refer to our methodology section on page 10.

² 'Net Promoter' is a registered trademark of Fred Reichheld, Bain & Company and Satmetrix. For more see: www.netpromotersystem.com, as well as the open source net promoter community at www.netpromoter.com



SURVEY QUESTIONS

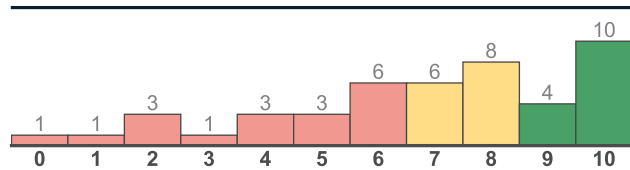
| | |
|---------------------|------------|
| ◇ COHORT NP SCORE | DETRACTORS |
| ○ KEYSTONE NP SCORE | PASSIVES |
| | PROMOTERS |

Q1. Non-financial support

Please rate the different types of non-financial support you received:

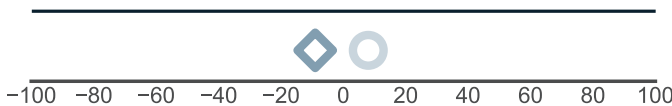
a. Strengthening our management and leadership skills

Distribution of responses Mean: 6.8



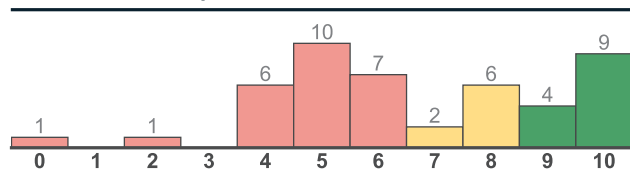
Results are mixed among respondents on the support they receive from their partners with regards to how it strengthens their management and leadership skills. Most give scores between 0 and 6. The NP score (-9) falls below the Keystone benchmark (8).

Net promoter score



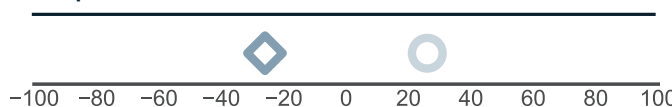
b. Strengthening our financial management skills

Distribution of responses Mean: 6.7



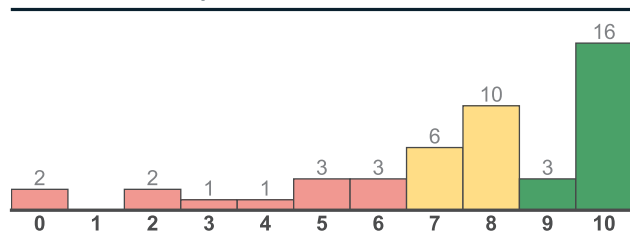
Over half rate the support from partners that strengthens their financial management skills between 0 and 6, resulting in a mean score of 6.7. The NP score lies well below the Keystone benchmark for the region (-26 vs. 26).

Net promoter score



c. Strengthening our technical abilities to deliver services

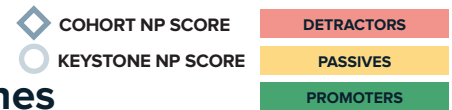
Distribution of responses Mean: 7.5



Forty percent of the respondents view positively the support from their partners meant to strengthen their technical abilities to deliver services. The NP score is above the Keystone benchmark for the region (14 vs. -5).

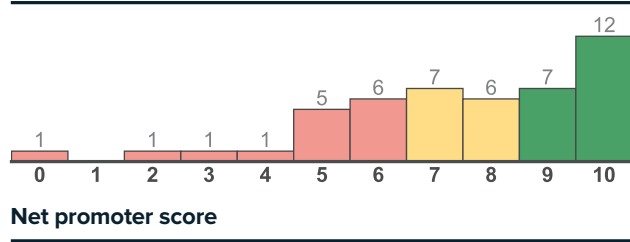
Net promoter score



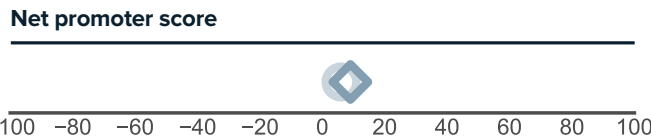


d. Strengthening our participatory approaches

Distribution of responses Mean: 7.4

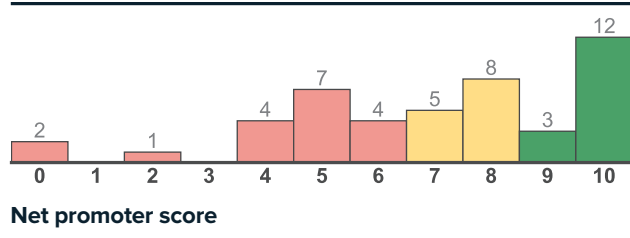


While many respondents answer positively, just under a third rate their international partner's assistance in strengthening their participatory approaches as 6 and lower. The NP score is in line with the Keystone benchmark for the region (8 and 6, respectively).

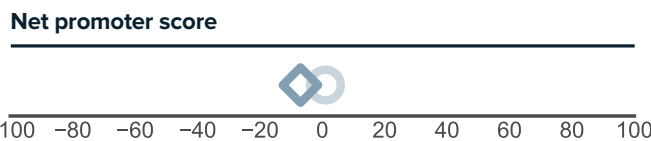


e. Strengthening our monitoring and evaluation skills

Distribution of responses Mean: 7.0

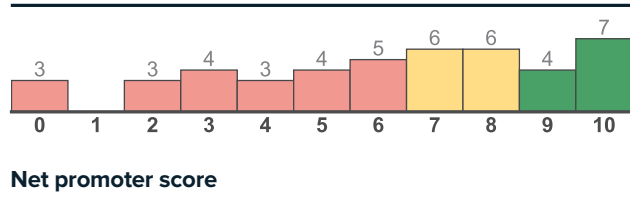


More than half of the respondents rate the support from their partners meant to enhance their monitoring and evaluation skills between 7 and 10. Nevertheless, the NP score lies below the Keystone benchmark (-6 vs. 1).

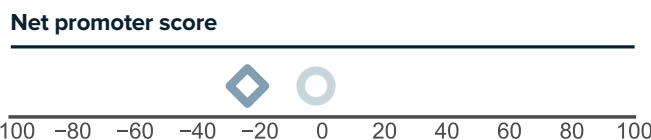


f. Strengthening our long-term planning/financial viability

Distribution of responses Mean: 6.1

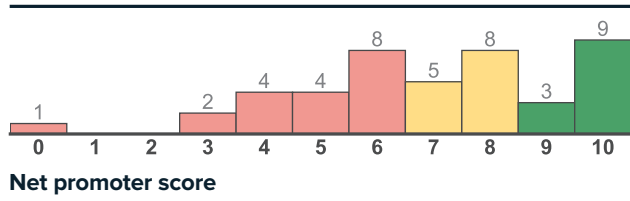


International partners receive a low rating for their efforts to strengthen the long-term planning and financial viability of local partners. There is a large disparity between the NP score of -25 and the Keystone benchmark of -2.

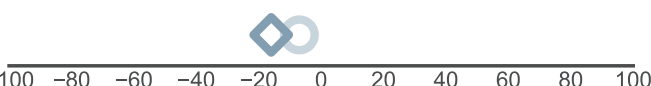


g. Improving our strategies and practical approaches

Distribution of responses Mean: 7.0



While views are mixed, many partners hold negative views about their international counterpart's efforts to improve strategies and practical approaches at the local and national levels. The NP score lies below the Keystone benchmark (-16 vs. -7).

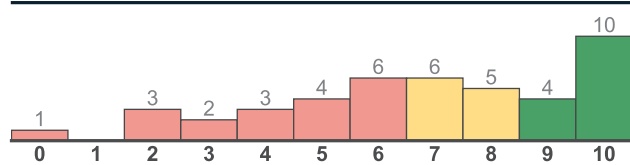




| | |
|---------------------|------------|
| ◇ COHORT NP SCORE | DETRACTORS |
| ○ KEYSTONE NP SCORE | PASSIVES |
| | PROMOTERS |

h. Communications and publicising our work

Distribution of responses Mean: 6.8



Results are fairly mixed and scattered, with 43% giving scores between 0 and 6. The NP score is higher than the Keystone benchmark for the region (-11 vs. -17).

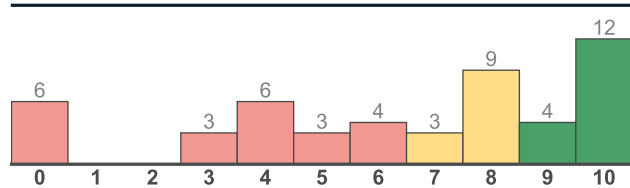
Net promoter score



Q2. Adaptable financing

Flexibility in adapting the terms of financial support so we can adjust our programmes to changing needs.

Distribution of responses Mean: 6.4



Just under a third of respondents rate the flexibility of their partners to adapt the terms of financial support with a score of 9 or 10. There is a considerably larger number of local partners giving a score of 6 and below. The NP score is below that of the Keystone benchmark (-12 vs. 3).

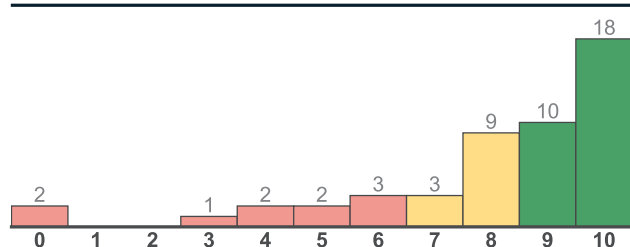
Net promoter score



Q3. Responsiveness

[Name of organisation] listens and responds appropriately to our questions and concerns.

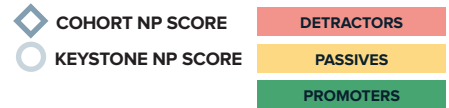
Distribution of responses Mean: 8.0



Respondents are fairly pleased in how their partner organisation listens and responds to their questions and concerns. There is still a considerable proportion who hold negative views. Still, the NP score is substantially higher than the Keystone benchmark for the region (36 vs. 11).

Net promoter score

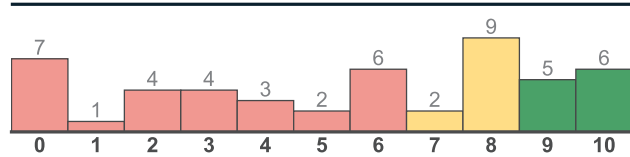




Q4. Core funding support

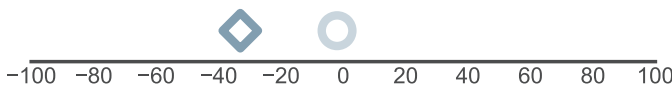
The funding we receive from [name of organisation] makes an appropriate contribution to my organisation’s core costs.

Distribution of responses Mean: 5.5



Well over half of respondents negatively view the financial contribution of their partner towards core costs, the lowest mean among the survey questions. The NP score is well below that of the Keystone benchmark (-33 vs. -2).

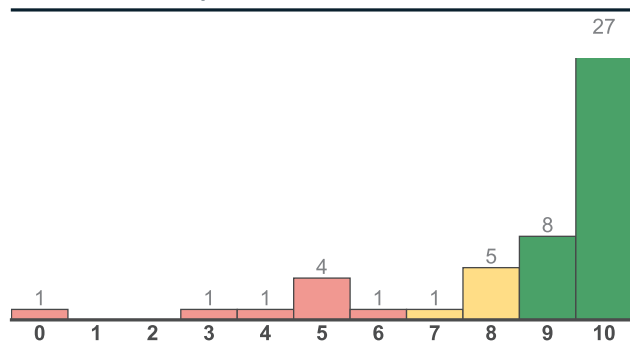
Net promoter score



Q5. Contextual understanding

[Name of organisation] understands the context in which we work.

Distribution of responses Mean: 8.6



Almost three-quarters of respondents positively view their partner’s contextual understanding of the work that is conducted at the local and national levels. The positive perceptions contribute to a NP score that is well above that of the Keystone benchmark for the region (55 vs. 36).

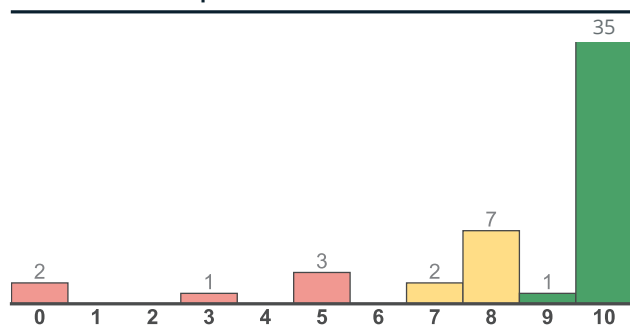
Net promoter score



Q6. Respect

[Name of organisation] treats us with respect.

Distribution of responses Mean: 8.7



Respondents give high ratings to whether their partner treats them with respect, with most respondents choosing the highest score. It is the highest mean score among the survey questions. The NP score is well above the Keystone benchmark for the region (58 vs. 15).

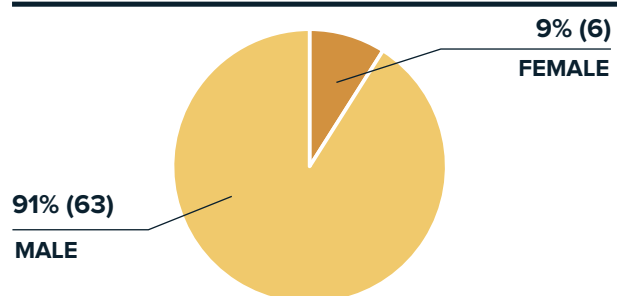
Net promoter score



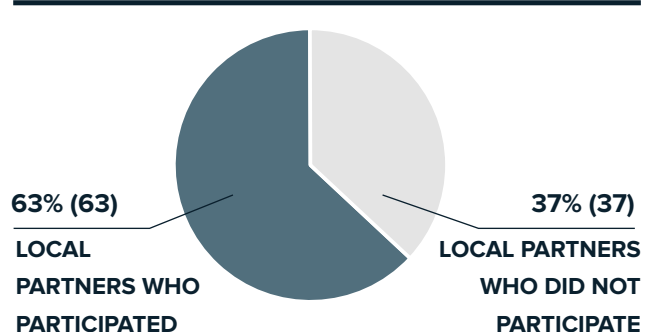


DEMOGRAPHICS

Gender*

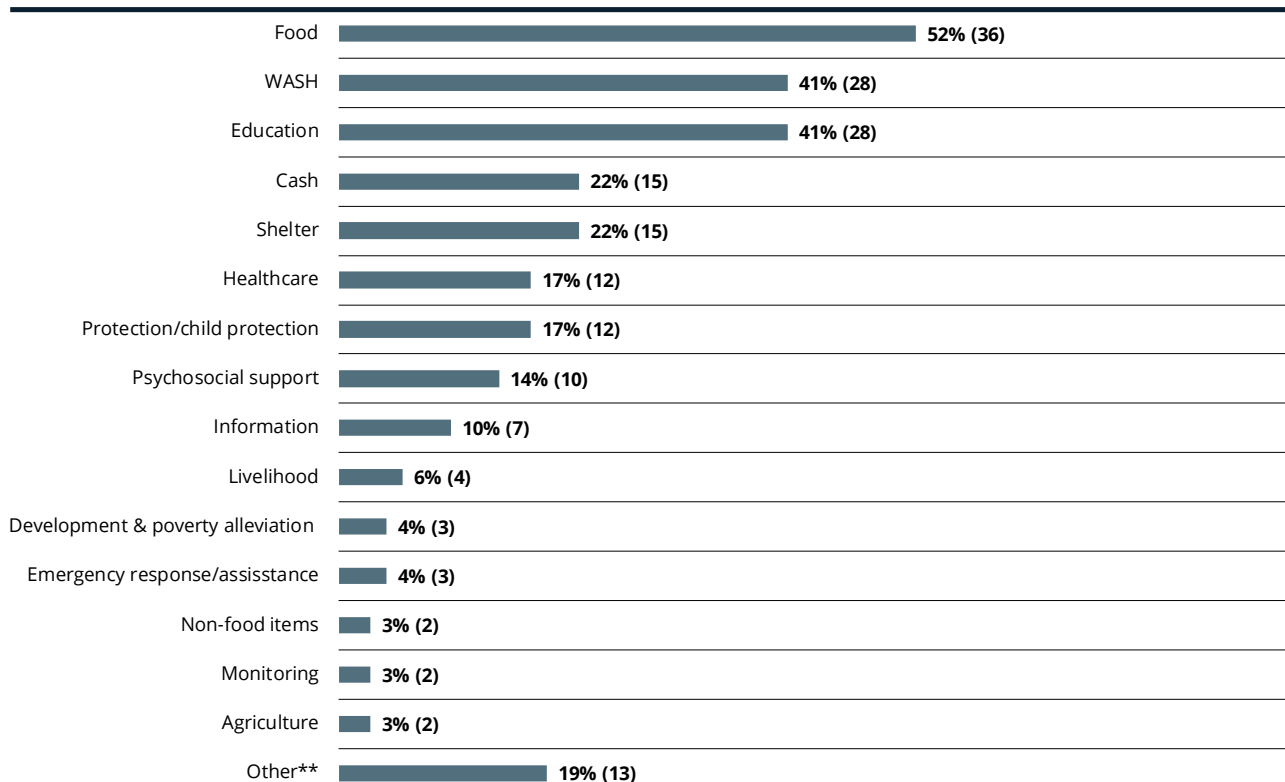


Survey completion rate



* The frequency (69) is higher than the total number of participating local organisations (63) as some organisations had multiple focal points responding to the survey on their behalf.

Services provided by local partners*



* Respondents were given the option to select multiple services.

** 'Other' includes nursery, food security, animal husbandry, gender-based violence services, human rights and justice, winterisation, social services, reforestation and watershed management, vocational training, women and youth empowerment, employment services, and community development.



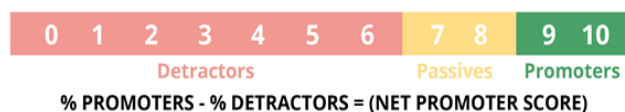
NOTE ON METHODOLOGY

Background

OECD donors and humanitarian actors made a series of commitments at the World Humanitarian Summit in Istanbul to increase the efficiency and effectiveness of humanitarian aid. The OECD secretariat seeks to assess whether the commitments made in The Grand Bargain are having the intended impact. As part of this exercise, Ground Truth Solutions has been commissioned to track the reforms set out in The Grand Bargain. The partner survey investigates Commitment 2 under The Grand Bargain – “more support and funding tools for local and national responders.”

Net Promoter score

The NP score distinguishes between three constituent profiles: promoters, passives, and detractors. The NP score is widely accepted as a key performance indicator within the private sector capable of helping to understand customer loyalty to products or services. In the humanitarian context, the support provided by international agencies to national responders can be seen as surveyable services. This analysis provides the basis for the development of distinct strategies to work with each of the constituent profiles.



Promoters are people who rate a question as 9 and 10 on a 0 to 10 point scale. These are the champions. They are likely to be wholehearted and active enthusiasts who recommend services or, in this case, organisations, to their friends and colleagues.

Passives are those who give ratings of 7 and 8. They do not have major concerns, but they are not particularly enthusiastic about the specific aspects of the collaboration. However, with the right incentives, they could well become promoters.

Detractors are people who rate the questions from 0-6. They have fairly negative or mediocre perceptions on the question and their views are likely to negatively affect the collaboration and even the reputation of the international partner.

The NP score is calculated by subtracting the detractors from the promoters while ignoring the passives. A positive NP score indicates that among the respondents to a specific question, there are more promoters than detractors. Alternatively, a negative score indicates more detractors than promoters among those who answered a question.

Benchmarking the data

As the survey’s questions are adapted from the Keystone Accountability Partnership Survey, the results of this report have been compared to those of 27 other organisations providing similar assistance in Central Asia and have also answered the questions posed to the current respondents. While these organisations have different goals and structures, there is a commonality that provides the basis for useful comparisons through benchmarks. The benchmarks offer a point of comparison based on the views of the partners of other international organizations in the region. Considering each organisation’s specific context, goals, and activities, the data should be interpreted with care. The benchmarks are calculated as the average ratings of the six organisations, not the average of all survey respondents. This reduces the chance that data is skewed by larger organisations with larger respondent numbers.

Survey development

Ground Truth developed a survey tailored to gauge the experiences of local and national responders who administer humanitarian assistance in collaboration with INGOs and UN agencies. Closed questions use a 0-10 Likert scale to quantify answers, which have been analysed by comparing means, response patterns, as well as comparing their Net Promoter Score with benchmark data.

Sample size

Participation was voluntary and the sample consists of all local partners of the six international organisations who participated in the survey. Overall, some 63 local partners (out of a total of 100 who were asked) provided feedback.

It should be noted that some local partners had multiple focal points responding to the survey on their behalf. For these, we have calculated the mean of these responses. The number of local organisations providing feedback is therefore lower than the number of individual responses.

Sampling methodology

The partner survey was commissioned by the OECD and managed by Ground Truth Solutions. The questionnaire was built on an online platform and was administered to frontline partners in Afghanistan via email by the INGOs and UN agencies. Focal points were chosen to complete the survey on behalf of local partner organisation. Focal points are those who regularly manage donor relations on behalf of the organisation. Data was collected May 4-22, 2017.

Language of the survey

The survey was conducted in Dari, Pashto, and English.

For more information about Ground Truth surveys in Afghanistan, please contact Michael Sarnitz (michael@groundtruthsolutions.org) or Andrew Hassan (andrew@groundtruthsolutions.org).