KEYSTONE PARTNERSHIP SURVEY 2021

ACTEC

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Executive Summary

In 2020, ACTEC expressed its interest in conducting a *Keystone Partnership Survey* with its constituents across the globe. ACTEC wanted to collect feedback from its constituents about the overall partnership dynamic as well as hone in on some more specific themes and objectives. This report presents the feedback from a representative sample of ACTEC partners about the organisation and provides credible data on how well ACTEC carries out its role in the partnership, as seen from the partner perspective.

The questionnaire was sent to a cohort of 26 partners, out of which 24 respondents provided a complete response, yielding a response rate of 92%. A detailed breakdown of respondents is provided in the main report.

This executive summary provides an overview of ACTEC's performance, underlining the key findings for each performance category. Keystone employs the *Net Promoter Analysis (see Annex 3)*, allowing it to compare and benchmark ACTEC's data against that of Keystone's global cohort of social change organisations and allows ACTEC to benchmark against itself from 2013 (i.e., time-series) where possible. ACTEC's performance was analysed by focusing on five main categories: (1) Financial support, (2) Non-financial support, (3) Administration and relationship, (4) Monitoring and reporting, and (5) Understanding and learning as well as an additional section encompassing ACTEC's tailored questions.

General reflections

Overall, ACTEC's respondents indicate a strong relationship with ACTEC and a high level of trust and confidence regarding the extent to which it will utilise the data from this survey process to make improvements to the way it works. ACTEC has received very positive feedback on its monitoring and reporting process and its understanding and learning. It also received positive feedback for its financial support and its administration and relationship. The areas where respondents indicated room for improvement mostly reside within non-financial support and certain aspects of strengthening technical abilities of partners.

ACTEC must examine the results of this report alongside its strategic and organisational objectives to help determine which areas it intends to prioritise in the future, as well as where it should manage the expectations of its partners. In light of this, ACTEC should focus on maintaining its positive scores for those aspects where it performed well and should consider how it can improve in its collaborative efforts and non-financial support. Keystone proposes that ACTEC reflects and shares the feedback it has received, acknowledging both the areas in which it performs well and where there is need for improvement.

Financial support

Like many organisations in the global cohort benchmark, respondents indicated that *ACTEC funding their work* was an important reason to work with ACTEC (although not their primary reason in contrast to other reasons such as to *better achieve their goals*). The average *grant size* from ACTEC surpassed the global cohort benchmark indicating that ACTEC advocates for longer grant lengths in comparison to the average duration of the global cohort benchmark's grants.

When asked about the value of that financial support, results were generally very positive and exceeded the global cohort benchmark. Respondents feel that ACTEC clearly *explains any conditions imposed by the original donors who provide funds*, whilst also agreeing that *payments are made in appropriate phases so they can easily manage their cash flow*. However, ACTEC received a lower NP score for its ability to *make an appropriate contribution to general/core costs* and a negative NP score for its ability in *allowing partners to make any changes that they need to about how they spend funds*.

Moreover, 25% of respondents requested further support in accessing other sources of funds in the future. *Project funding* is also highlighted as the area within the current partnership that respondents feel ACTEC has contributed to the most and is positioned as the area that will be most important for ACTEC to contribute to in the future. Respondents also feel that their *financial autonomy* is an area that could be improved upon when considering the results of the partnership on their capacities.

Recommendation: *Low scores concerning ACTEC's contribution to general/core costs as well as the limitations on flexibility attached to funding indicate a certain degree of dissatisfaction amongst respondents. Keystone proposes that ACTEC conducts a dialogue session or otherwise collect further information that may provide deeper insights into how ACTEC can better support its partners and improve on this particular aspect. Possible solutions could include dedicating a certain percentage of funding specifically to general/core costs or managing expectations from partners if this is something that ACTEC is unable to do. It may also be beneficial to consider offering trainings on financial sustainability or facilitate dialogue on how ACTEC can be more flexible and support its partners in this area.*

Non-financial support

A core reason that respondents mention for collaborating with ACTEC is to *strengthen their skills and organisational capacity*. Respondents gave positive scores for *improving their strategies and practical approaches* and for *strengthening their long-term planning/financial viability*. Clearly, respondents felt satisfaction in attempts by ACTEC to help them further develop their organisational skills and they recognise that the services that ACTEC provides strongly meets their needs. There is optimism from 73% of respondents that their current levels of non-financial support will not diminish in the future. However, respondents seek further assistance with their *technical abilities to deliver services* and want help in *strengthening their strategies and practical approaches*. Whilst respondents identified that they had received training in several areas, they also suggest that service areas that could be focused on and further refined include *marketing skills, entrepreneurial/business skills, and addressing environmental issues*. Respondents felt a low amount of value in *shared advocacy or campaigning goals* and equally none requested support in this area going forward. Beyond this, ACTEC could better support its partners in *strengthening their governance, and management and leadership skills*.

Recommendation: *Keystone proposes that ACTEC further examines the qualitative data provided by partners in which they outline several ways in which ACTEC could improve its non-financial support. This could help ACTEC better align with partners on their non-financial support priorities. ACTEC should clearly communicate which type of non-financial support it is able and willing to provide to partners (in line with its organisational strategy and theory of change) and manage expectations where they cannot be met.*

Administration and relationship

ACTEC asked its respondents about their agreement process, working relationship, and overall interaction with ACTEC. With regard to the **agreement process,** respondents think that ACTEC *gives enough support to help finalise the agreement***,** that *the process of finalising the agreement helped strengthen their organisation,* and *the time that passed from starting discussions to receiving support was reasonable.* Respondents were also satisfied that the *length of support and the amount of support is well matched to their needs.* However, respondents scored lower when asked whether ACTEC *asks for more information during the agreement process than other organisations/funders*.

Concerning **how ACTEC works with its partners**, ACTEC received exceptionally high scores above those of the global cohort benchmark for most aspects. Respondents strongly believe that *support arrives when ACTEC says it will,* that ACTEC *respects their vision and values, understands their strategy, is transparent about how ACTEC uses its funds,* that *ACTEC understands their working environment and cultural context,* and *83%* of respondents feel that the level of contact is *'just right'.* As is the case for many other INGOs, many respondents do not think that ACTEC *has a sufficient complaints procedure they could use if they had to* and do not strongly believe that *ACTEC involves them in shaping its strategy.*

With regard to **respondents' interactions with ACTEC**, ACTEC again received higher scores than the global cohort benchmark in all areas. Respondents state that ACTEC's *staff are respectful, helpful and capable, treat all*

partners the same way, and that *ACTEC makes partners feel comfortable to approach them* to discuss problems or issues and *listen and respond appropriately to their questions and concerns*. However, respondents feel there is room for improvement in *ACTEC's staff asking them for their advice and guidance* and there is a neutral feeling over whether *ACTEC's local office/representative brings an added value to the partnership.*

With regards to the **administration and overall relationship with ACTEC**, the highest request on how ACTEC can improve its relationship with partners in the future was *'none of the options offered'*, suggesting a high level of satisfaction. Beyond this, respondents request further support in ACTEC *being more flexible about the support they provide.*

Recommendation: *While generally satisfied, respondents flagged a need for ACTEC to consider how it can further examine the priorities of its partners to better match their needs with the various types of support ACTEC offers. Respondents have suggested within the agreement process that ACTEC could delve deeper in the information it obtains from them. ACTEC could benefit from further engaging with partners in open dialogue to determine their needs and link these to the support ACTEC can provide. This could ultimately improve collaboration in certain areas and give partners greater security in pursuing their own goals.*

Monitoring and Reporting

ACTEC's partners were asked about various aspects of its **monitoring and reporting**. In every aspect, ACTEC's respondents find the monitoring and reporting activities conducted to be useful and received positive scores higher than the global cohort benchmark. Respondents scored very high in their overall satisfaction with *monitoring and reporting* compared to other NGOs/funders and placed *monitoring of results* as the most influential aspect of their work that their partnership with ACTEC has helped improve.

With regard to the **usefulness of monitoring and reporting activities conducted**, respondents provided positive scores for *discussing progress with ACTEC by telephone or email*, *submitting regular narrative and financial reports to ACTEC*, *ACTEC staff visiting them in person*, and *monitoring their joint endeavour together with ACTEC.* Respondents feel there could be room for improvement in *ACTEC monitoring their work independently from them,* and for ensuring that *ACTEC encourages them to review their work with external stakeholders (e.g., beneficiaries, government, other NGOs).*

With regard to the **monitoring and reporting process**, respondents provided positive scores for all aspects and most value that *the monitoring and reporting they do for/with ACTEC helps them improve what they do*, that *ACTEC gives them useful comments about the reports they send*, and *reporting formats provided by ACTEC are easy to understand and use.* There could, however, be a greater emphasis placed on *how ACTEC uses the information respondents provide.*

With regard **to requests on how to improve monitoring and reporting in the future,** respondents suggested that they want ACTEC to continue to *help them monitor and report in ways that are useful for them and the people they work with*, that they would like ACTEC to further *share lessons and experiences among organisations working on the same issues*, and for ACTEC to *provide more resources to monitor and report on their work*.

Recommendation: *While the scores are mostly positive, ACTEC could use the dialogical process[1] to determine how it can further engage its partners to experience a more valuable monitoring and reporting process. Additionally, other themes that emerged from the open text comments within this section suggest that ACTEC should further ensure an understanding of changes to local context and its impact on the monitoring and reporting process and ACTEC should further integrate environmental issues into its process in reporting. It may be valuable to specifically address these topics with partners using the above process.*

1 The dialogical process refers to the Dialogue stage of the Constituent Voice™ cycle. For more information, please see the **Constituent Voice Technical Note**.

Executive Summary

Understanding and learning

ACTEC asked respondents to answer questions about ACTEC's understanding and learning and their satisfaction compared to other NGOs/funders.

With regards to **understanding and learning**, respondents feel that ACTEC *understands the sectors in which they work,* it *has made a major contribution to them,* and respondents consider ACTEC *a leader in the sector in which they work* also. However, 14% of respondents feel that ACTEC could do more to *learn from its mistakes to make improvements on how it works* which is common across most INGOs.

Concerning how the **satisfaction of respondents compares to other NGOs/funders**, ACTEC scored higher than the global cohort benchmark for all aspects which indicates a high level of satisfaction amongst respondents. Respondents are most satisfied with the *overall value added to their work, monitoring and reporting,* and the *respect that ACTEC shows them.*

> ***Recommendation:*** *ACTEC could further engage in communicating learnings in a more in-depth manner, for instance, by facilitating cross-partner learning. Moreover, it should be stated that while there are areas in which ACTEC has improved since 2013, indicating a learning on its part, there are also areas in which it has not improved. As such, while it is important for ACTEC to recognise and celebrate areas in which it has performed well, it is also important to examine in which areas it may have performed worse and what learning can be taken from this. Moreover, it is crucial for ACTEC to close the feedback loop with its partners to demonstrate that they are listening and learning from the feedback that has been provided.*

ACTEC asked its partners *how confident they are that ACTEC will act upon the feedback it has received through this survey process*. Out of all respondents, 62% scored this question with a 9 or 10, indicating that most are confident and believe ACTEC will seek to make improvements to its work and performance based on the results of this survey. Moreover, ACTEC asked its partners *how likely they would be to recommend engaging with ACTEC to a friend or colleague*. Out of all responses, 71% scored this question with a 9 or 10, indicating that they are very likely to recommend ACTEC. As such, ACTEC should critically engage with the comments and suggestions provided by its partners to ensure an appropriate response to the ways in which it can improve its support, all the while aligning this to its own strategic and organisational goals and objectives.

ACTEC's tailored questions

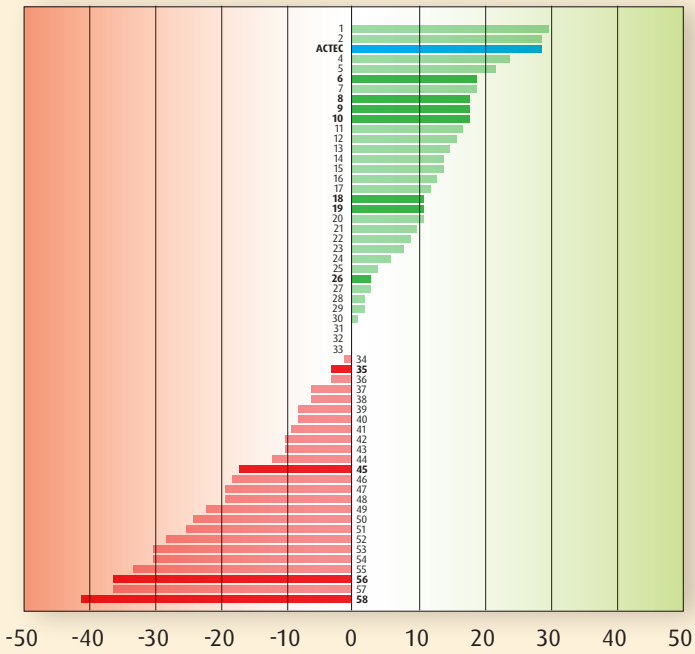
ACTEC additionally asked its respondents to answer more specific questions about its contribution to the work of partners. When asked about the **most important current and future partnership contribution**, partners mentioned the current value of *project funding* and *project management support*, as well as the request for future contributions to *supporting partners with the successful completion of project activities.*

ACTEC also asked its partners about how they perceive the **intensity of financial and non-financial support, as well as how accountable partners believe it to be**. The majority of respondents believe that they are *receiving lots of non-financial and financial support* and *do not believe the non-financial support will diminish in the future*, but do believe that it is *likely for the financial support to diminish in the future*, indicating worries amongst partners on the financial viability or backing from ACTEC in the future.

Lastly, ACTEC asked its partners to indicate **how it has changed its partners and improved their ways of working**. Respondents strongly believe that working with ACTEC has helped them improve the *monitoring of their results*, has led to the *empowerment of beneficiaries in their actions,* and has improved the *sustainability of their actions and services.*

Performance summary

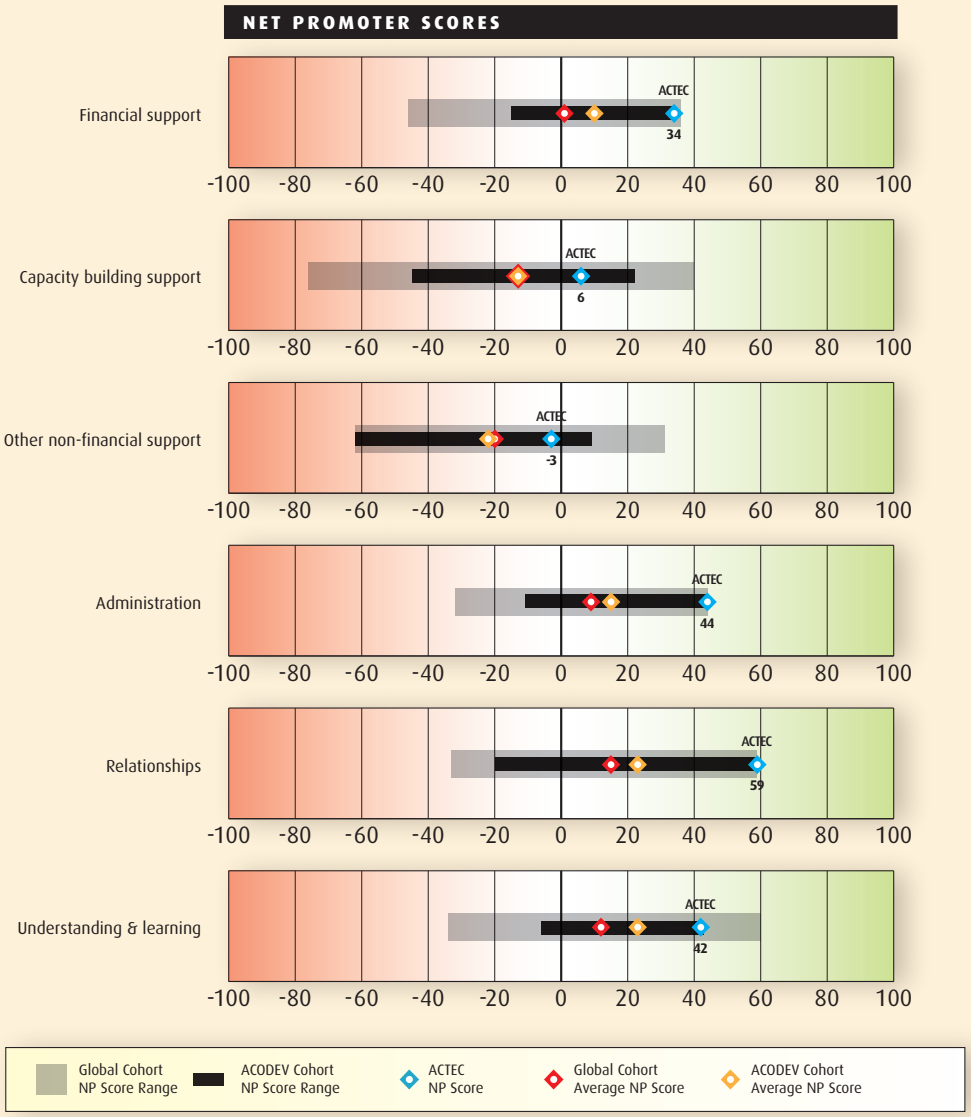
Figure 2 Overall satisfaction: NP scores for All NGOs



- ACTEC is rated 3rd out of 58 in the cohort, and 1st in the ACODEV cohort in terms of 'overall satisfaction' (this is based on an index of scores when respondents where asked to compare the performance of ACTEC across seven key areas against other NGOs and funders). Other ACODEV NGOs have been highlighted. The picture that emerges from the survey is of an organisation that maintains respectful relationships with its partners and brings real added value to them.
- Respondents express high satisfaction with the financial support they receive from ACTEC. They particularly appreciate that ACTEC gives clear explanations about back-donor requirements and that funds are disbursed in appropriate phases. However, they say that ACTEC does not always allow them to make the changes they need to in spending funds.
- Respondents give relatively high ratings for most of the types of capacity building support that they receive from ACTEC. This is not the case for most NGOs. Partners express particular satisfaction with support received in the areas of monitoring & evaluation and for improving their strategies and practical approaches. There is room for improvement in the areas of advocacy & campaigning and participatory approaches.
- ACTEC was rated above the average for the ACODEV cohort for most types of other non-financial support it provides to partners. Respondents particularly appreciate the insight and advice provided by ACTEC about their sectors and work, as well as support for achieving shared program goals. There is significant room for improvement in helping partners protect themselves from threats and for achieving shared advocacy and campaigning goals.
- Respondents express high levels of satisfaction with the agreement process. They are particularly satisfied with the support received in order to finalize the agreement and with the amount of support, which is well matched

Performance summary

Figure 3 Performance summary: ACTEC



Performance summary

to their needs. ACTEC is not seen as demanding more information than other funders or NGOs during the agreement process. ACTEC can improve on the length of support it provides to partners.

- Respondents value interactions with ACTEC's staff for monitoring purposes. They give however low ratings to the independent monitoring by ACTEC and consider that ACTEC does not encourage them to review their work with their stakeholders. Reporting formats are easy to understand and use, ACTEC provides useful comments to reports submitted by partners and the monitoring process is generally perceived as useful. Respondents feel however, that collecting information and writing reports for ACTEC is burdensome.
- A large portion of respondents feels that the amount of contact they have with ACTEC is excessive. They are however very satisfied with most other aspects of their relationship and communications with ACTEC. They feel that they can easily raise concerns with ACTEC and they appreciate the attitude of ACTEC's staff.
- They feel that ACTEC is a reliable partner, who is transparent about its exit strategy and the use of funds. ACTEC is seen as having a good reading of the context in which partners operate.
- Respondents feel that ACTEC can improve on involving partners in shaping strategy, in further promoting partners' work publicly and in putting in place a complaints procedure.
- ACTEC, like many other NGOs in the cohort, receives negative NP scores in various areas. It is important to address negative NP scores, even in those cases where these are common among other organizations. A negative NP score should never leave an organization indifferent as it means that in that area there are more detractors than promoters.

Looking ahead, as is the case for most NGOs in the cohort, respondents would like to receive more support in accessing other sources of funding. They would also like to receive more support for strengthening their Board/ governance, their technical abilities and for improving their strategies and practical approaches. Furthermore, they ask ACTEC to facilitate more experience exchanges among organisations working on similar issues and to put in place monitoring and reporting systems that adjust better to the needs of the partners and their constituencies, as well as to provide more resources for this purpose. They believe that relationships with ACTEC could be improved by promoting partners' work more, involving them in the development of joint strategies and by setting-up local offices.

Table 3: Priorities for the future: ACTEC respondents
Non-financial support
1. Board/governance; Technical abilities to deliver services; Strategies & practical approache
2. Accessing other sources of funds
Monitoring and reporting
1. Share lessons and experiences among organisations working on the same issues
2. Help partners monitor and report in ways that are useful for them and the people they work with; Provide more resources to monitor and report on their work
Relationships
1. Promote partners' work
2. Develop joint strategies with partners; set up local offices

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.

In 2013, *ACTEC* was part of a larger cohort, under the umbrella of ACODEV, who decided to take the survey process together. It contained specific custom questions and custom cohort-wide questions and each organisation received its own confidential report with their scores benchmarked against the wider ACODEV group and the global cohort benchmark. In 2020, ACTEC decided to revisit this survey process by conducting another partnership survey, administered to its constituents all over the world. Where possible, comparisons to 2013 have been drawn across each survey question, although due to changes in method since, not all data collected in 2013 is comparable. The overall 2013 Belgian Cohort average has also been included where applicable for reference. ACTEC conducted this survey to collect feedback from its constituents about the overall partnership dynamic as well as hone in on some more specific themes and objectives - additionally including further custom questions on specific areas of value. This comparative data provides a performance benchmark - helping to set the bar and contextualise what 'good' performance looks like.

This report presents what ACTEC's partners said about the organisation compared to benchmarks reflecting partner ratings from 89 organisations in our *Keystone Partnership Survey* dataset. It provides credible data on how well ACTEC carries out its role in the partnership, as seen from the partner perspective. For a more elaborate explanation of the Net Promoter Analysis, please refer to the *Benchmarks and indexes* section below or consult *Annex 3*.

- **Annex 1** includes 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 redacted where necessary to protect the anonymity of respondents.
- **Annex 3** Net Promoter Analysis
- **Annex 4** Introducing regular partner feedback in your management systems

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.

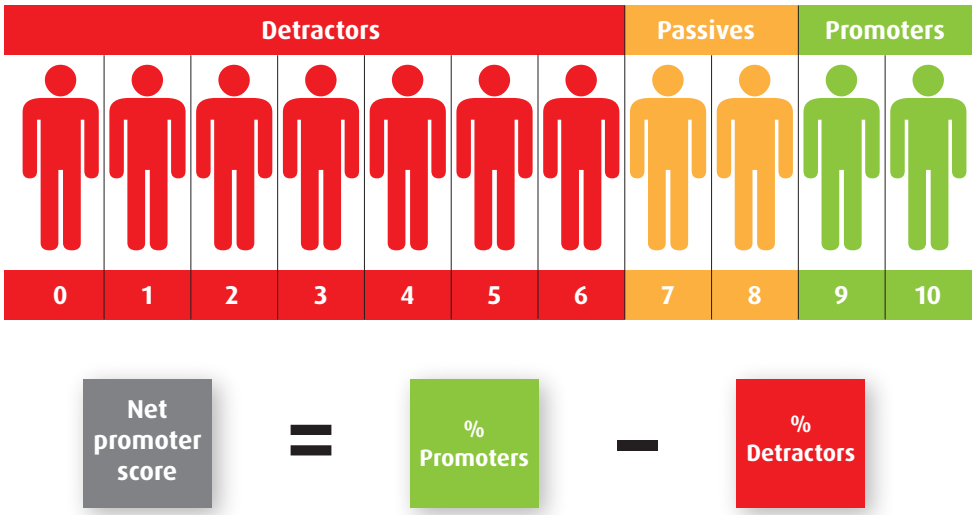
The questionnaire was sent to 26 partners in English, French, and Spanish from November 17, 2020 to December 16, 2020. Keystone administered the online survey and sent out regular reminders to increase the response rate. ACTEC supported Keystone in encouraging members to respond by referring to and/or 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 Promoter Analysis (NPA)[2] to distinguish between three profiles of constituents. As ACTEC 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 ACTEC with a 9 or 10 on the 0-10-point scale used in the survey which are considered "*positives*". These are ACTEC's champions. They are highly likely to be wholehearted participants in activities and consistently recommend ACTEC 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 ACTEC. With the right encouragement, they could well become promoters.
- Those who provide ratings from 0-6 are categorised as "*detractors*" or "*negatives*". They have fairly negative perceptions of the partnership with ACTEC and common developmental objectives are likely to be negatively affected as a result.



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

Table 1. Organisations making up the global cohort benchmark for INGOs	
ACTEC	Liliane Fonds
ActionAid Denmark	Lutheran World Relief
AGIR	Mennonite Central Committee
ASF-Belgium	Mensen met een Missie
BC Zambia	Mercy Corps US
Blagrave 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

The Net Promoter Analysis uses a Likert scale ranging from 0 to 10 and allows organisations to track their 'Net Promoter Score' (commonly referred to as 'NP score' or 'NPS'). To get a NP score, one subtracts the percentage 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 Promoter Scores and corporate growth and profitability.[3] 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, ACTEC's results are compared to the Global Cohort Benchmark (GCB), comprising 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 ACTEC's survey response rate, comprising the total number of *partial*[4] and *complete*[5] survey responses. Some respondents did not answer all questions.

Out of the 24 responses in total, 24 are considered a complete response in which they answered each question and 0 were registered as partial responses. The overall response rate considers both complete and partial responses. 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.

Table 2 Survey response rate

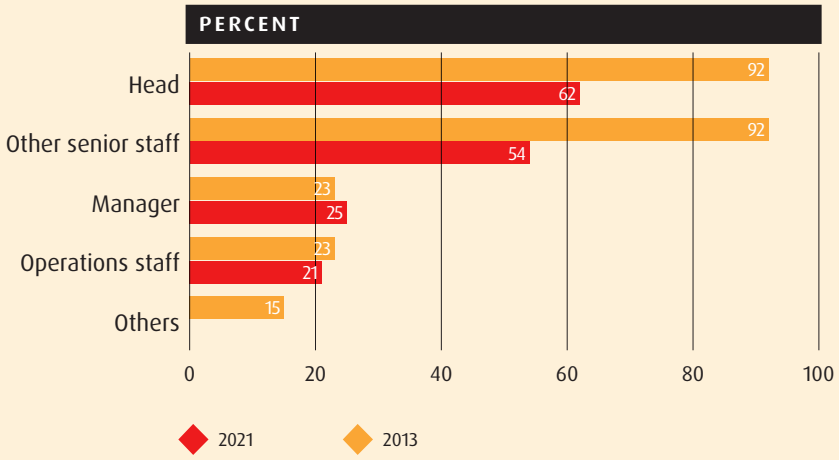
	2013	2021
No. of partners invited to respond	15	26
No. of total responses received	13	24
Complete	13	24
Partial	0	0
Total response rate	**87%**	**92%**

Table 3 Survey response rate by language

Language	2021 (%)
English	100%
French	100%
Spanish	86%

3 Note: You can see typical NP scores for a range of industries at **www.netpromoter.com**.
4 **Partial response**: The respondent clicked the "Next" button on at least the first page but has not yet reached the "Thank You" page.
5 **Complete response**: The respondent reached the "Thank You" page of the survey.

Figure 1 Respondents by staff category



For those partners that responded to the survey, the people who were involved in completing the questionnaire are shown in Figure 1.

The percentages in Figure 1 add to more than 100% as several members of staff were often involved in completing each questionnaire and multiple options were accessible.

- The majority (46%) of ACTEC's respondents declared themselves as a 'majority of men/ male', 38% of respondents declared themselves as a 'majority of women/woman', 8% declared themselves as 'half men and half women' and 8% preferred not to say. In contrast to 2013, 85% of respondents declared themselves as male, indicating a diversifying pool of respondents.
- When asked about the usefulness of the survey process, 87% of ACTEC's respondents rated the survey process as useful or very useful (in 2013, this was higher with 90%).

Reading the charts

Each section includes a short bullet-point summary of the findings based on what the data seems to suggest. This interpretation needs to be reflected on as part of ACTEC'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 ACTEC is rated across all areas. These include 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' (GCB). The global cohort benchmark is the average NP score of the global cohort against which ACTEC 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 24 *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. There are also custom questions in the 2020 survey process which were not asked in the 2013 survey process by ACTEC.

Figure 2 Sample Graph

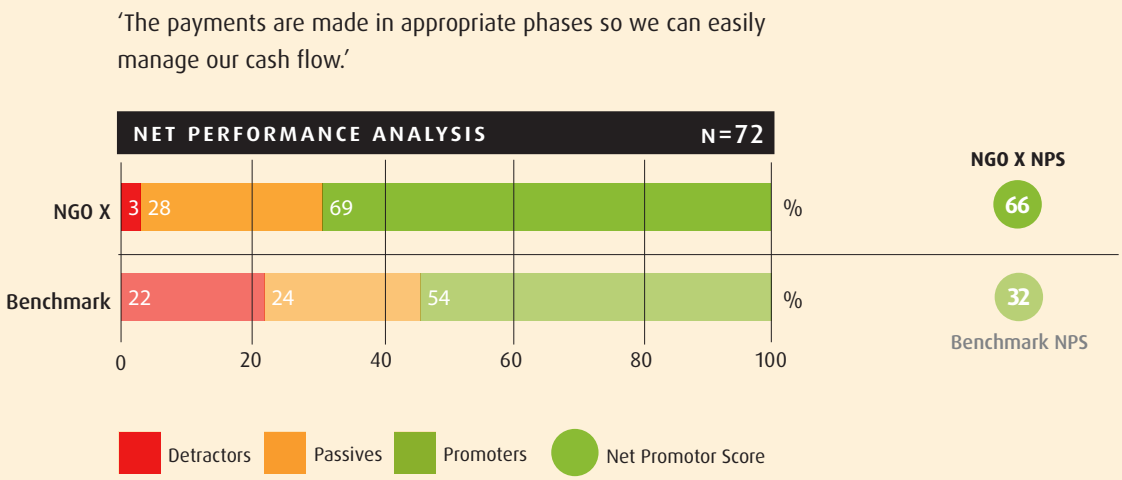
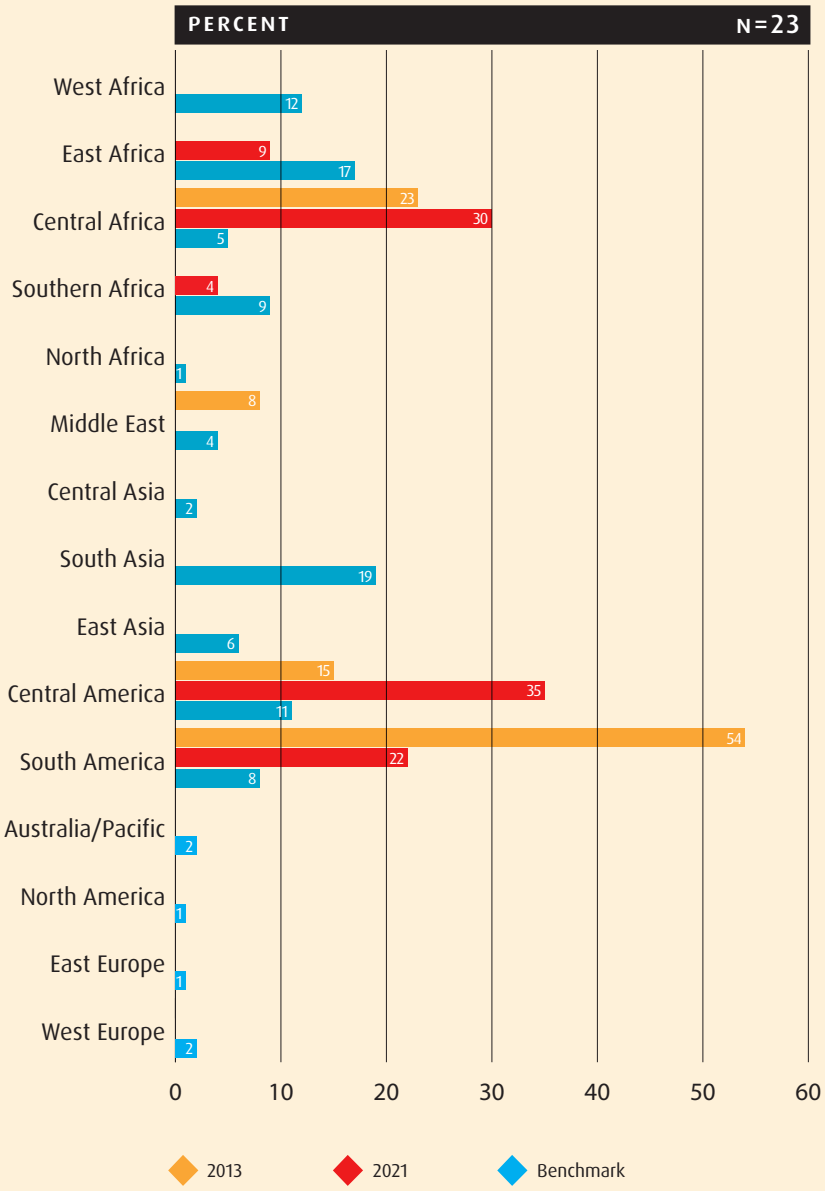


Figure 2 shows how *Organisation X* is rated based on the statement: *'The payments are made in appropriate phases so we can easily manage our cash flow'.* The scores provided by *Organisation X*'s respondents are additionally compared to the global cohort benchmark, where applicable. This figure is 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*.
- The NP scores are indicated to the right of the bars. In this case, the NPS for *Organisation X* for 'Phasing' is 66, and the NPS for the *global cohort benchmark* is 32.
- 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.

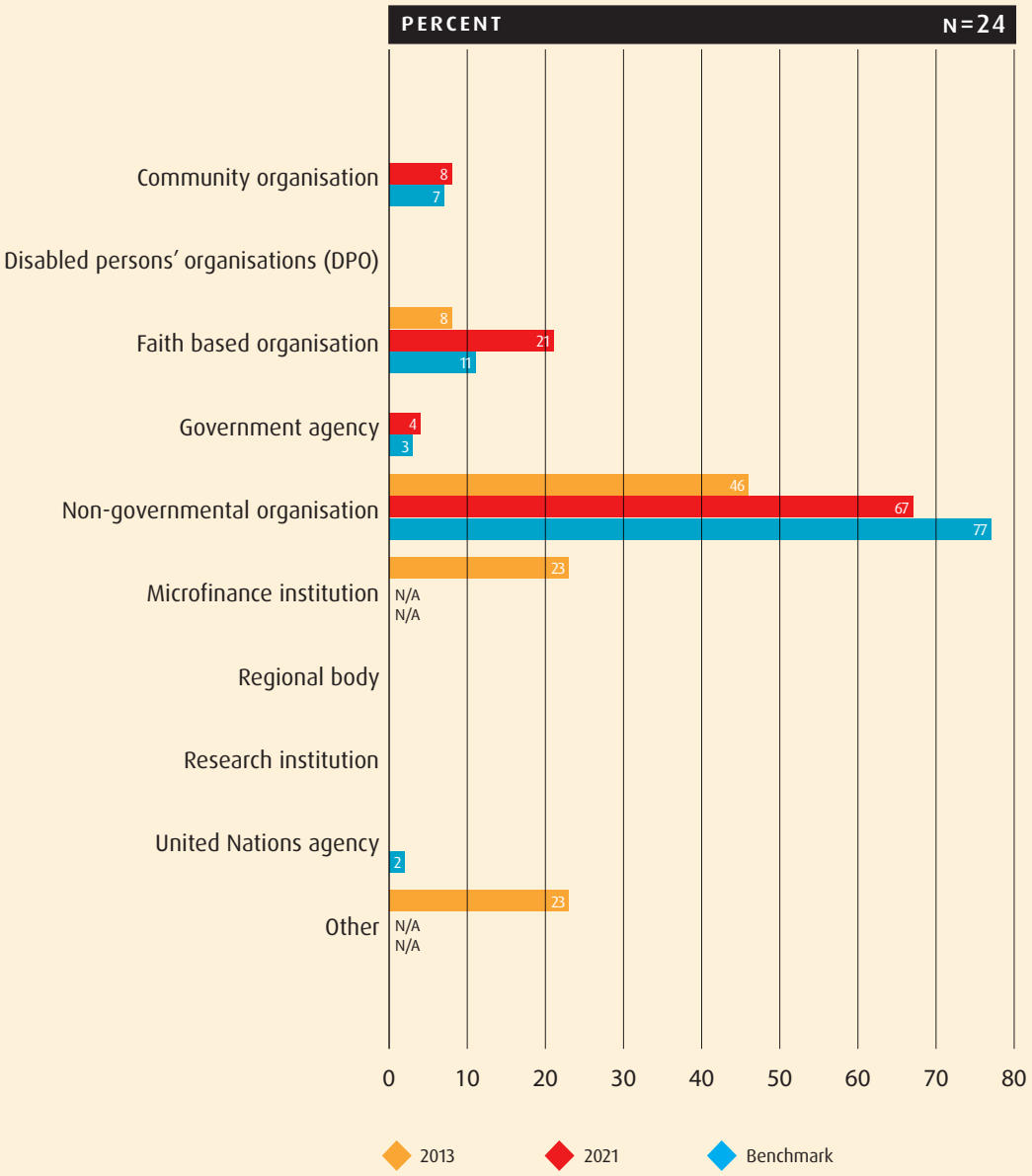
Partnership profile

Figure 3 Location of partners



- The biggest concentration of ACTEC's respondents are located in Central America (35%), followed by Central Africa (30%). South America constitutes 22% of respondents, whilst East Africa and Southern Africa constitute 9% and 4%, respectively.
- In contrast to 2013, ACTEC has seen the greatest changes in South America with 32% fewer respondents in 2021, whilst there have been increases in Central America (20% increase), East Africa (9% increase), Central Africa (7% increase), and Southern Africa (4% increase).
- The global cohort benchmark is more widely distributed across the globe, however, with the majority of its respondents located in South Asia (19%), followed by East Africa (17%).

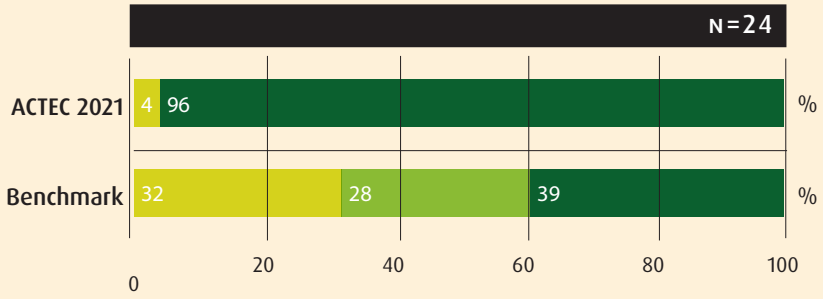
Figure 4 Type of partners



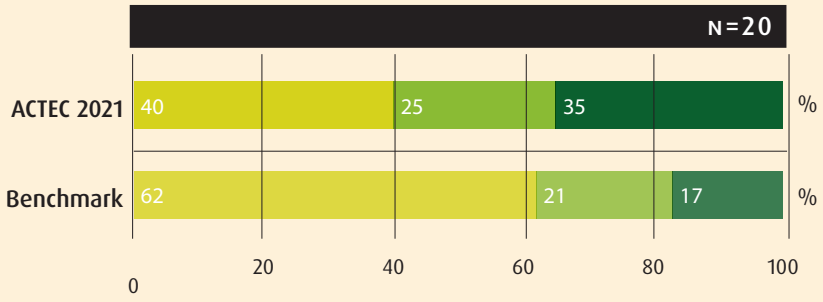
- 67% of ACTEC's' respondents consider themselves to be a 'Non-governmental organisation', which is below the global cohort benchmark (77%) and is a 21% increase for ACTEC since 2013. 21% consider themselves a 'faith based organisation' – an increase of 13% since 2013 and almost twice as high as the global cohort benchmark (11%). Please note, in 2013, ACTEC's respondents were able to give an 'other' option. Responses included: 'foundation', and 'development support association'. Some categories in 2013 did not align with the global cohort benchmark.

Figure 5 Part A Predominant activities of partners

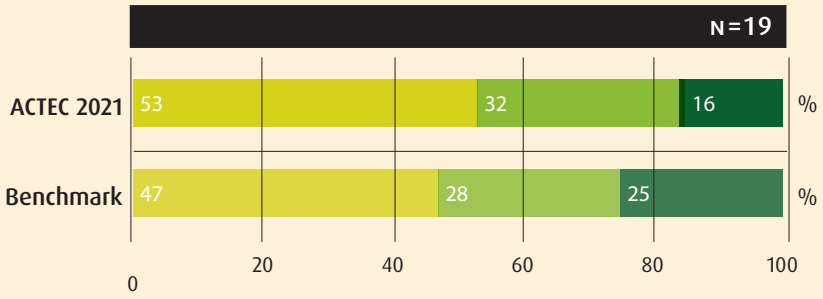
We provide services directly to poor people and communities (food, healthcare, education, training etc.).



We support economic and productive enterprises that benefit poor people.



We influence how government & other powerful organisations work (i.e., "advocacy").



We conduct and publish research.

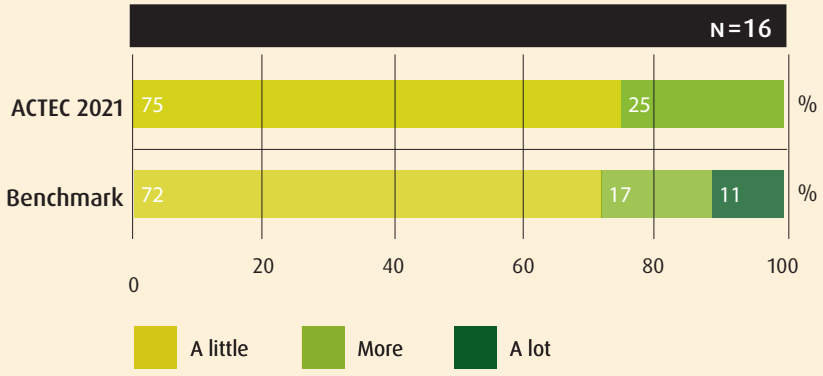


Figure 5 Part B Predominant activities of partners

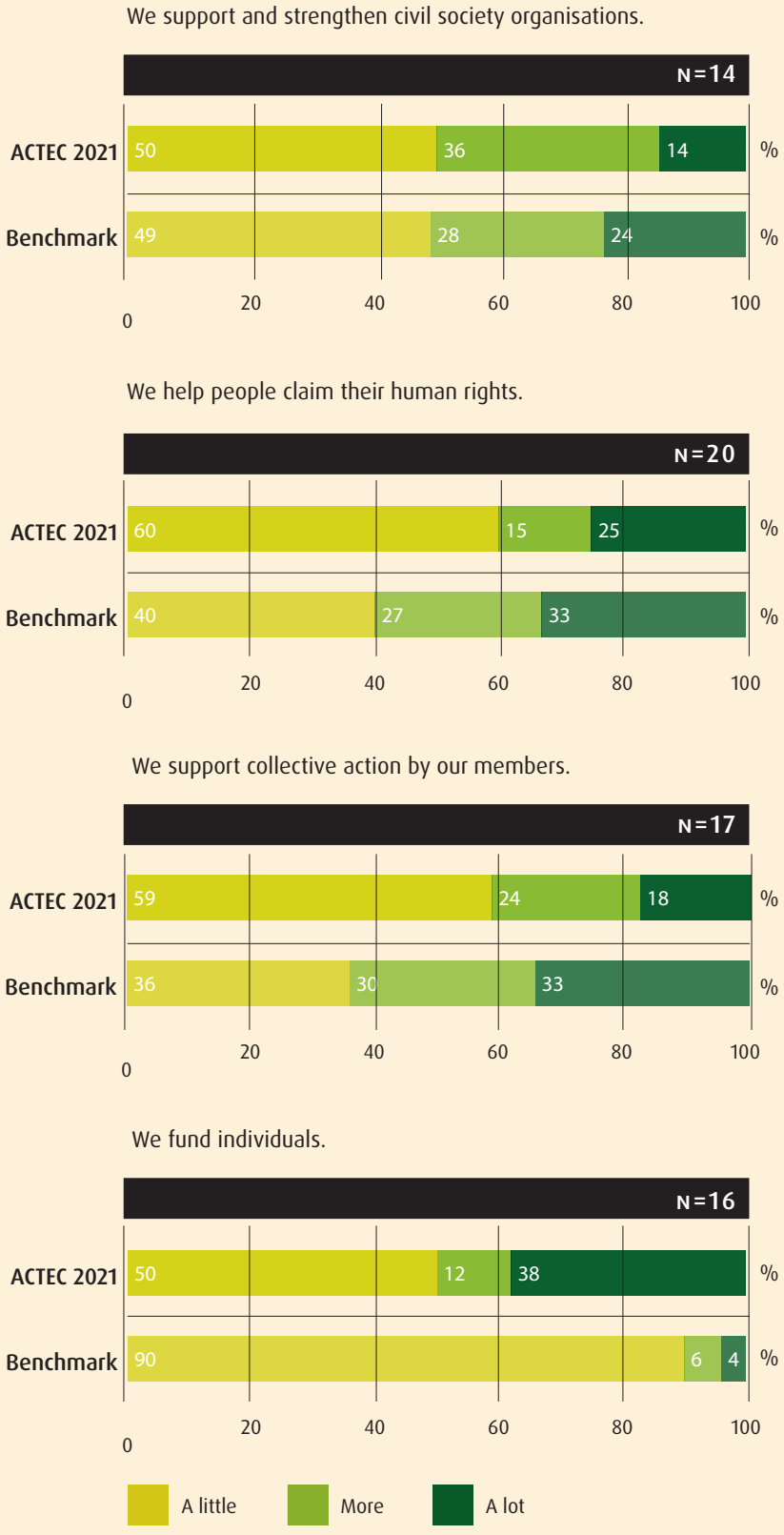
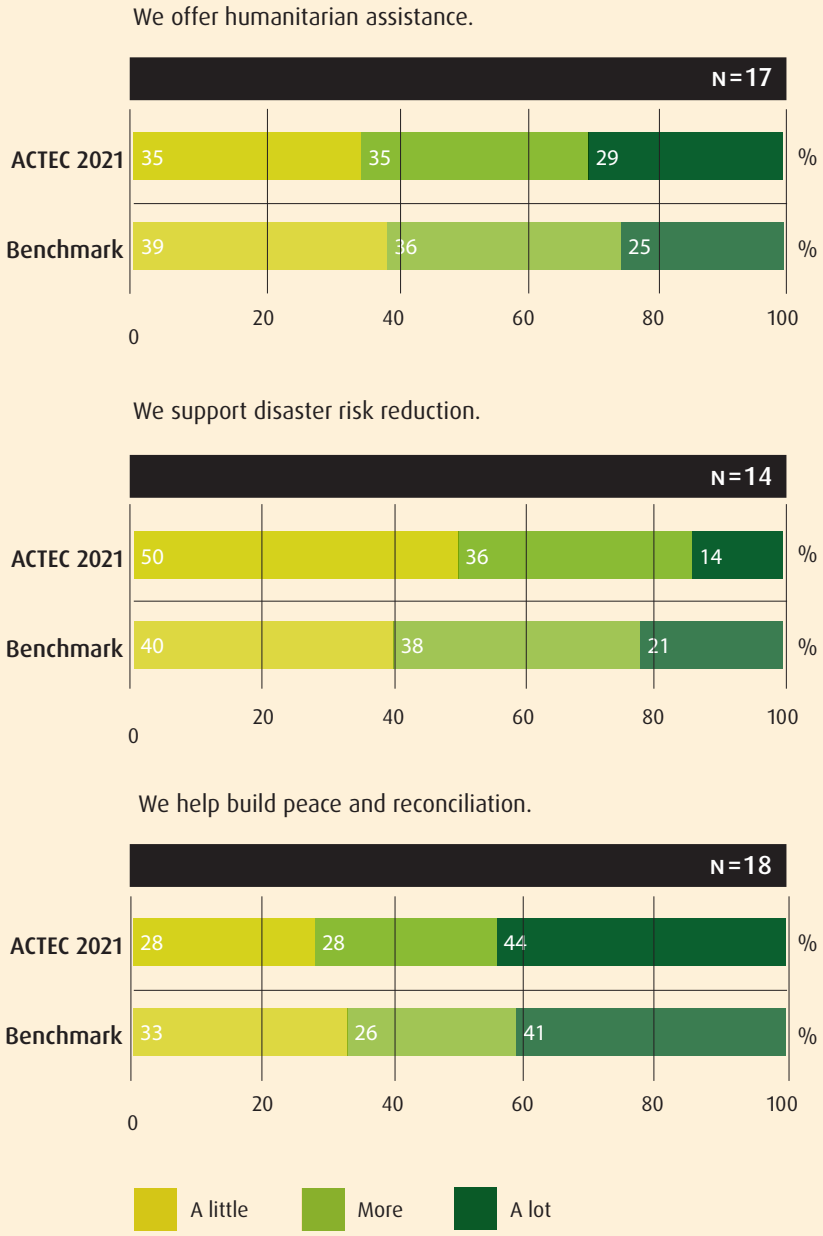


Figure 5 Part C Predominant activities of partners

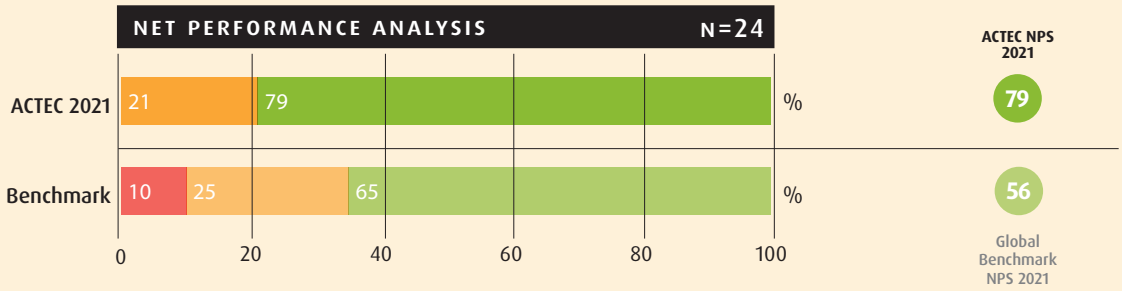


Partnership profile

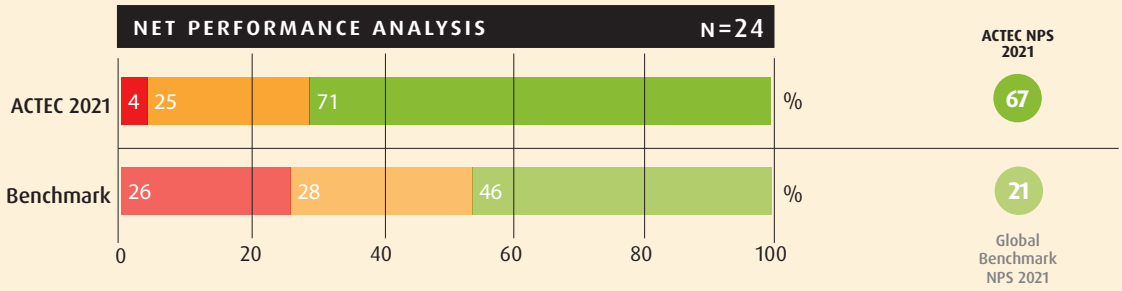
- ACTEC's respondents' predominant activity is 'providing services directly to poor people and communities' (96% choosing "A lot"), whilst other major activities include: 'building peace and reconciliation' (44% choosing "A lot"), and 'funding individuals' (38% choosing "A lot").
- In the global cohort benchmark, respondents similarly indicated 'providing services directly to people and communities' as one of their predominant activities (39% choosing "A lot"), although the predominant activity in the global cohort is 'building peace and reconciliation' (41% choosing "A lot"). It is also clear to see ACTEC's respondents' focus on 'funding individuals' (50% choosing "A little") much more than the global cohort benchmark (90% choosing "A little").
- The activities which resonated the least with ACTEC's respondents include: 'conducting and publishing research' (75% choosing "A little"), and 'helping people claim their human rights' (60% choosing "A little"). Similar to ACTEC's respondents, 'conducting and publishing research' is one of the activities that resonates lowest with the global cohort.

Figure 6 Part A Main reasons for collaboration

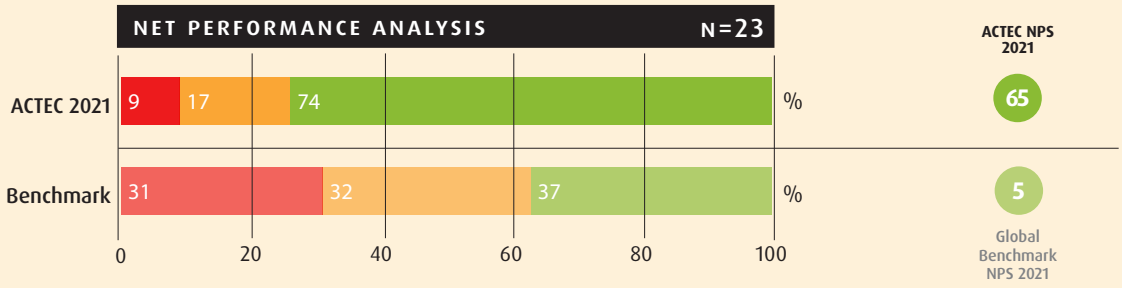
Getting the support from ACTEC that we need to better achieve our goals.



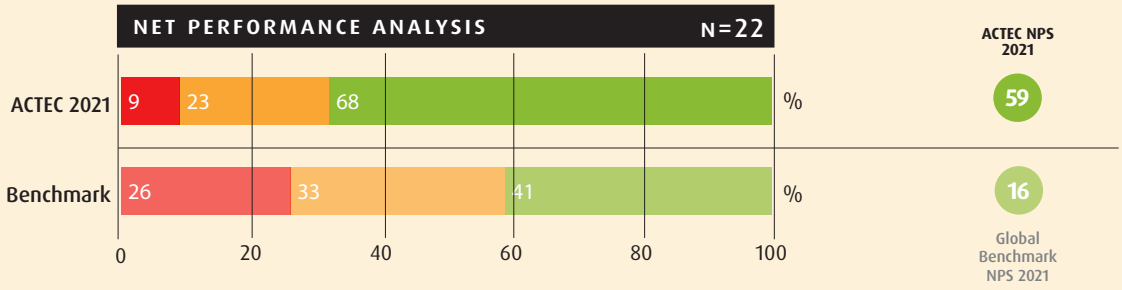
To strengthen our skills and organisational capacity.



To improve our strategies.



To benefit from joint learning and understanding.



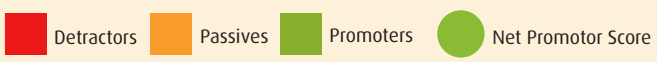
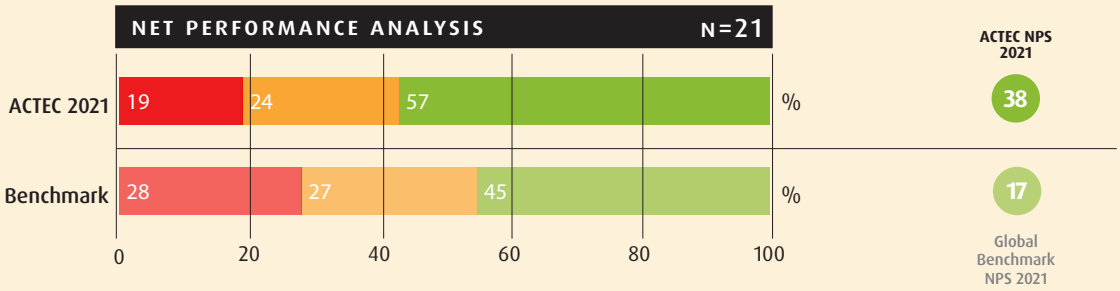
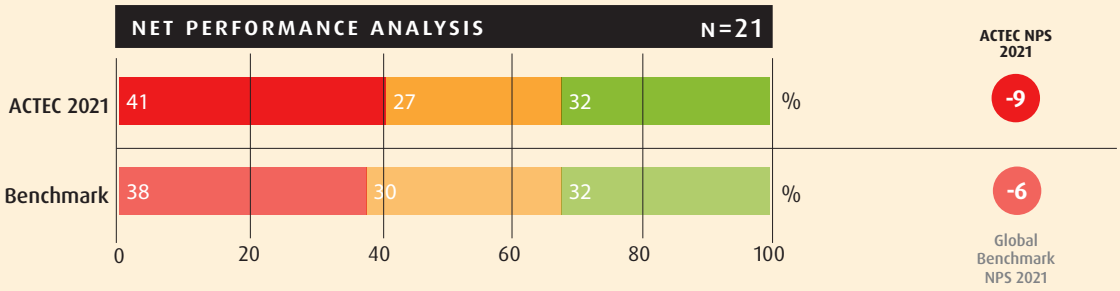


Figure 6 Part B Main reasons for collaboration

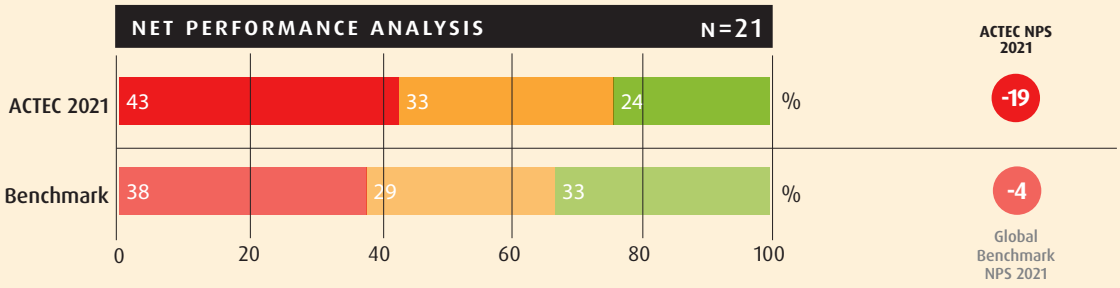
To fund our work.



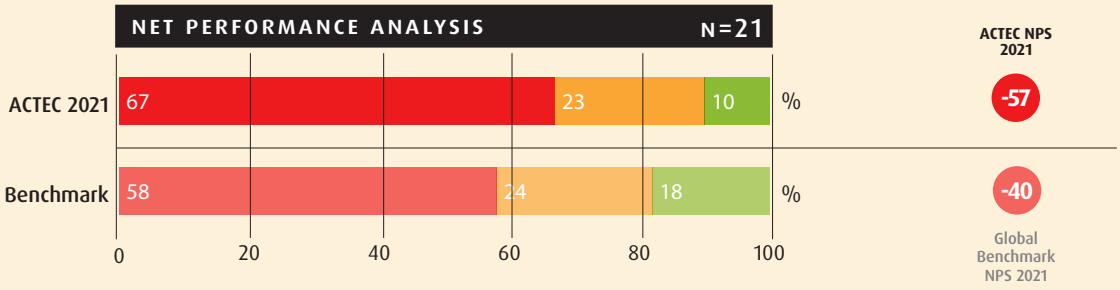
To link with other organisations.

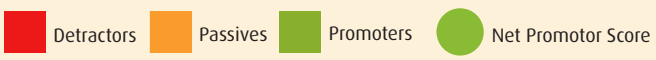


To strengthen our presence at national/international levels.



To influence the work of ACTEC.

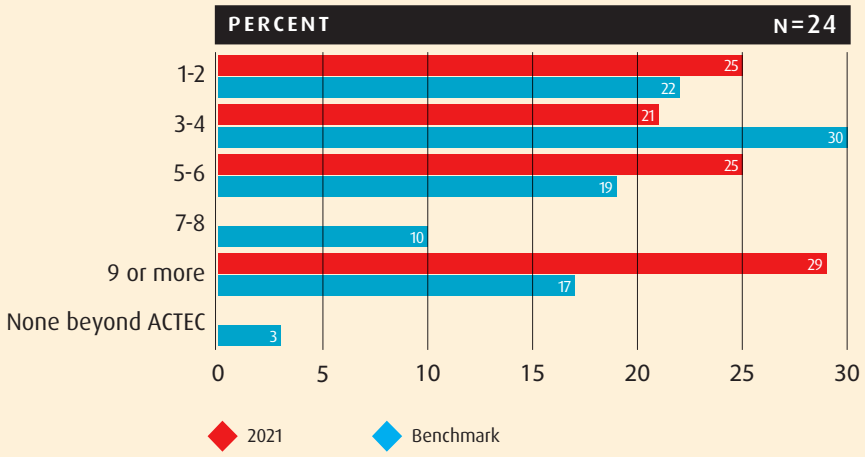




Partnership profile

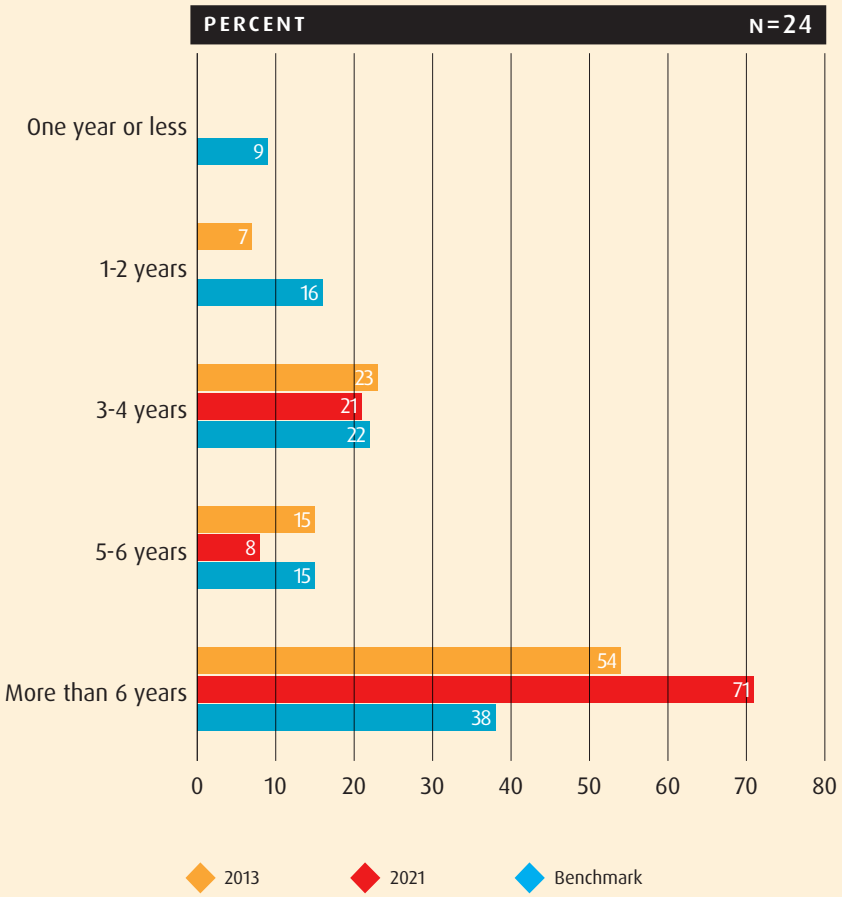
- When asked about the main reasons for working with ACTEC, respondents provided the highest scores for 'receiving support to better achieve their goals' (NPS: 79), 'to strengthen their skills and organisational capacity (NPS: 67), 'to improve their strategies' (NPS: 65), and 'to benefit from joint learning and understanding' (NPS: 59). These scores are very high when compared to other reasons for working with ACTEC and when compared to the global cohort.
- 'Influencing ACTEC's work' (NPS: -57) was stated as the least important reason to work with ACTEC, however, this places only slightly less positively than the global cohort benchmark which has an NP score of -40.

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



- ACTEC's respondents generally tend to receive funding from more organisations than the organisations in the global cohort benchmark with 54% of respondents' receiving funding from 5 or more organisations. The highest percentage of ACTEC's respondents (29%) claim to receive funding from 9 or more organisations, which is 12% higher than the global cohort benchmark with 17%
- 46% of ACTEC's respondents receive funds from less than 4 organisations, compared to 52% of the respondents in the global cohort. Every respondent receives funding from at least one other organisation beyond ACTEC, contrasting with 3% of the global cohort benchmark who do not.

Figure 8 Number of years that partners have received support from ACTEC for

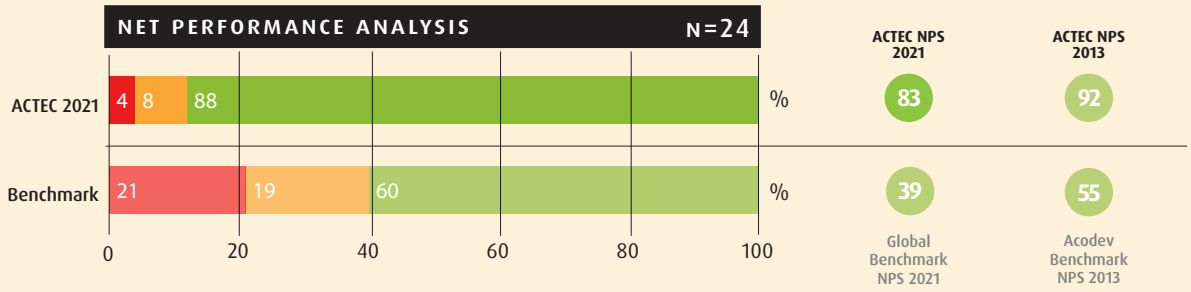


- When asked for the number of years that partners have received support from ACTEC, 71% stated more than six years. This is considerably higher than the global cohort benchmark and indicates an interest for ACTEC to engage in multi-year projects or programs. No partners suggested they had received support from ACTEC for less than a period of three years, in contrast to 25% of the global cohort benchmark.

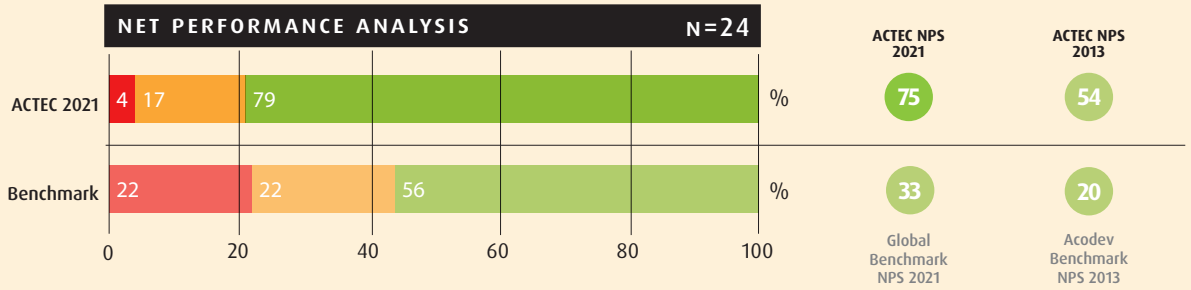
Financial support

Figure 9 Quality of financial support

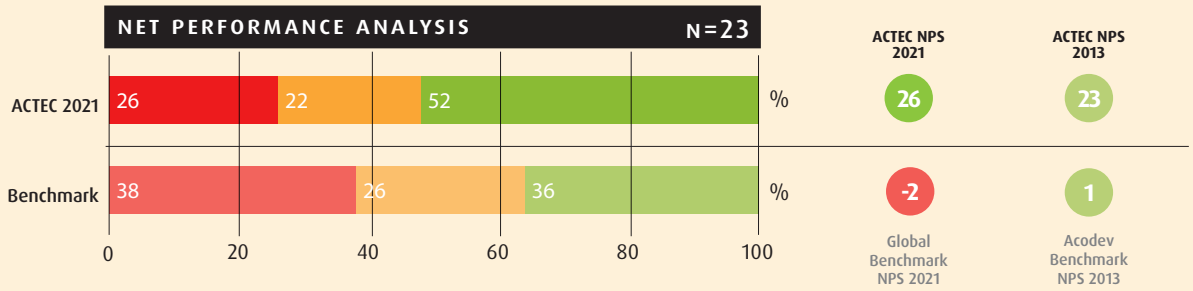
ACTEC clearly explains any conditions imposed by the original donors who provide the funds.



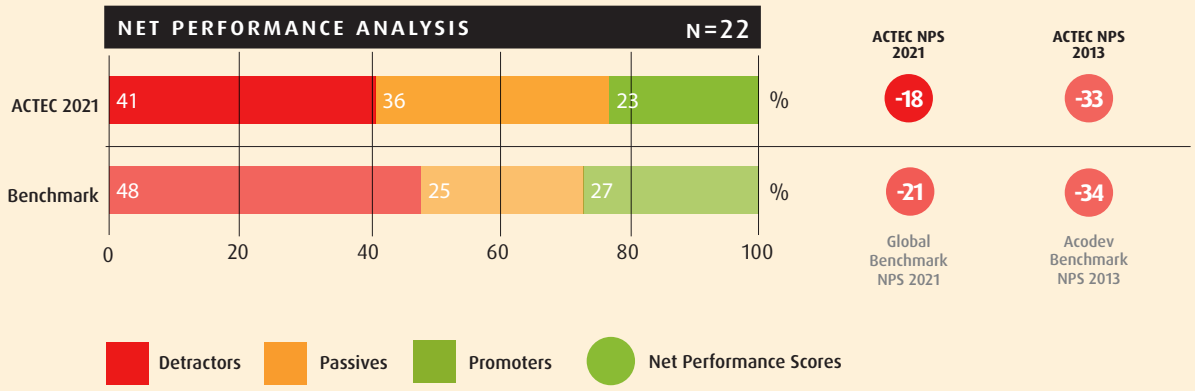
The payments are made in appropriate phases so we can easily manage our cash flow.



ACTEC makes an appropriate contribution to general/core costs.



ACTEC allows us to make any changes that we need to about how we spend funds.



Financial support

- When asked about the quality of financial support, ACTEC received higher scores than the global cohort benchmark in all aspects. Respondents value most that 'ACTEC clearly explains any conditions imposed by the original donors', with a NP score of 83. While this score is higher than the global cohort benchmark of 39, it is slightly lower than the NP score of 92 received in 2013. Respondents also value that 'payments are made in appropriate phases', allowing partners to easily manage their cash flow (NPS: 75, GCB: 33).
- ACTEC received the lowest score for 'allowing partners to make any changes they need to how they spend funds' with 41% of respondents providing a detractor score between 0 and 6. Whilst a negative NP score of -18, it remains higher than the global cohort benchmark's score of -21. As such, ACTEC has some room for improvement in ensuring that partners receive greater flexibility in using funds. However, this is an improvement since 2013, where partners gave a score of -33, suggesting progress has been made in this area.

Financial support

Figure 10 Percentage of partners who currently or recently received funds from ACTEC

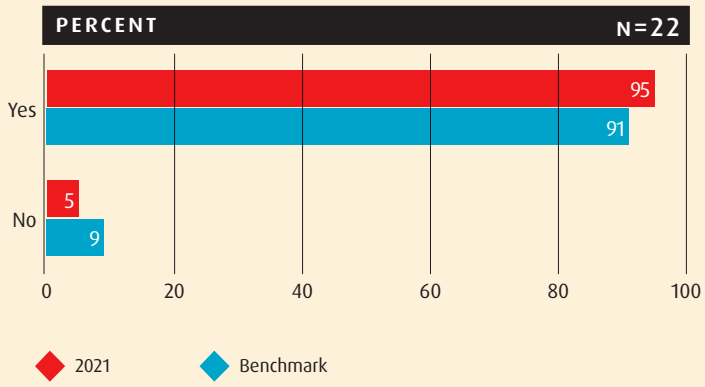
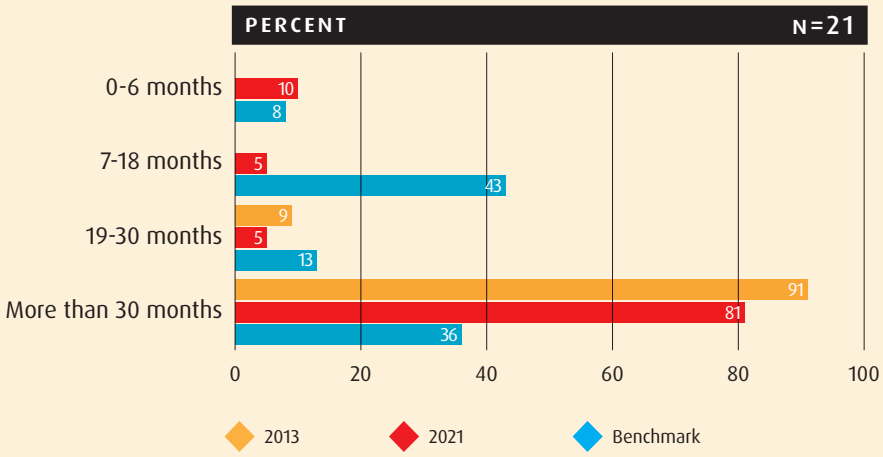


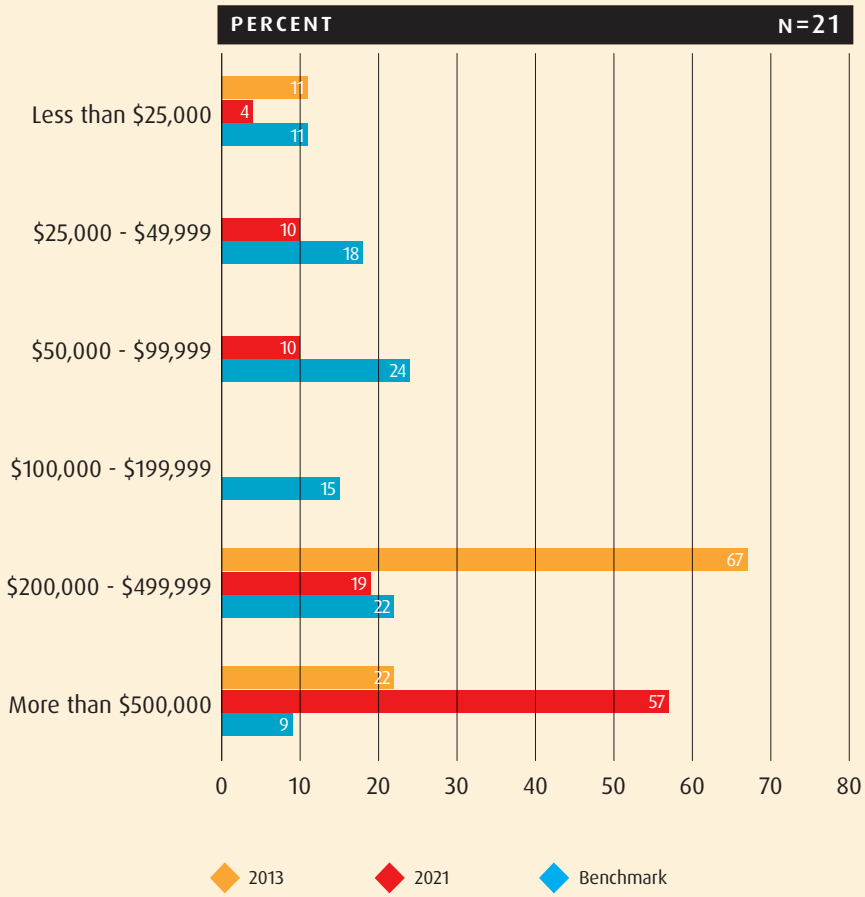
Figure 11 Grant length



- When asked about the length of the most recently received funds from ACTEC, 81% of the survey respondents report that the duration of their grant is more than 30 months. This is considerably higher than the global cohort benchmark (36%). In comparison with 2013, it is apparent there has been a shift towards introducing new grants, with 15% of respondents reporting funding within the last 18 months. This also correlates with the number of years that partners received support from ACTEC, highlighting an interest of ACTEC to engage in multi-year projects or programs (see Figure 8).

Financial support

Figure 12 Grant size



- In terms of grant size, the majority of ACTEC's respondents (57%) have received a grant of more than $500,000 and only 4% of respondents received funding less than $25,000. This is a strong contrast to the global cohort, where only 9% of organisations have received funding over $500,000 and 68% of the cohort received a grant of less than $200,000.
- Respondents were also asked whether they would like to say anything else about the ***funding*** they have received from ACTEC. Comments received include:

  (Translated) "It seems to me that the funding is always lower than our real needs."

  "The funding timeline is good and helps a lot in the area of accountability. We support the funding strategy used by ACTEC."

  (Translated) "Certain requested budget schedules could be less demanding."

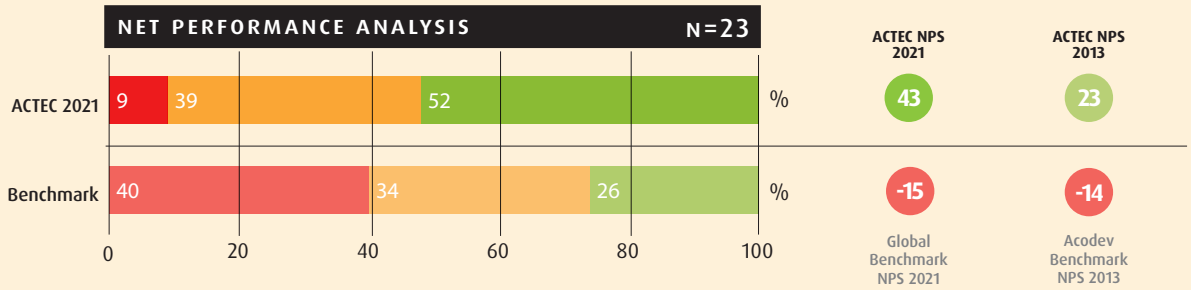
  (Translated) "The rules are clear and are followed. We are very satisfied with this arrangement."

  (Translated) "There is always a follow-up and direct communication regarding the initiation, execution and settlement of the funds."

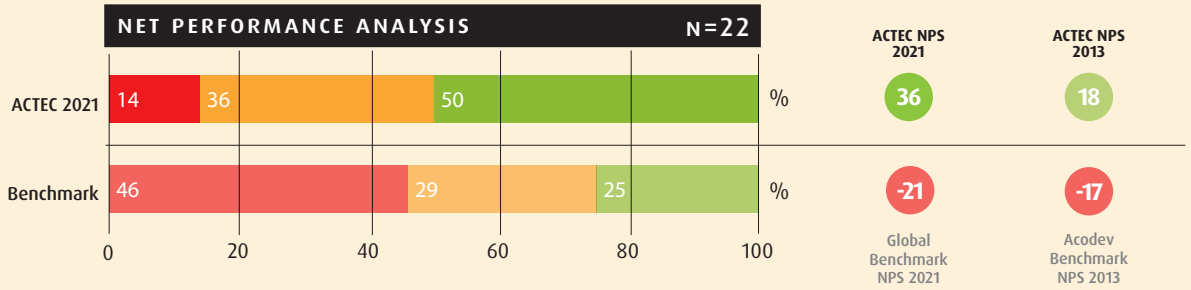
Non-financial support

Figure 13 Part A Value of non-financial support

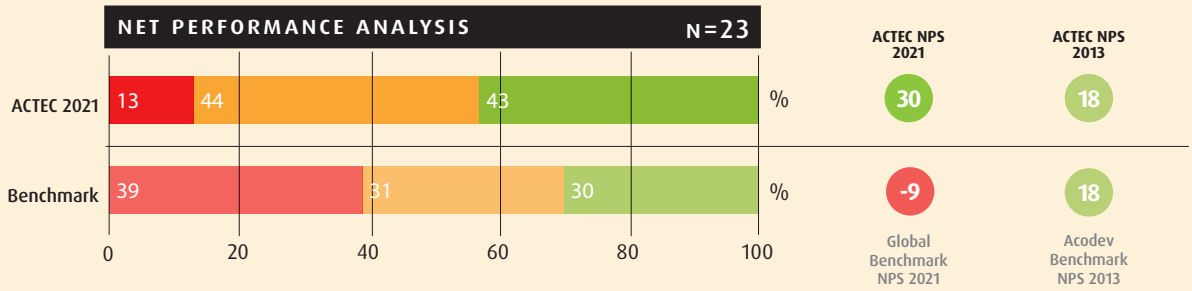
Improve our strategies and practical approaches.



Strengthen our long-term planning /financial viability.



Strengthen our management and leadership skills.



Strengthen our technical abilities to deliver services.

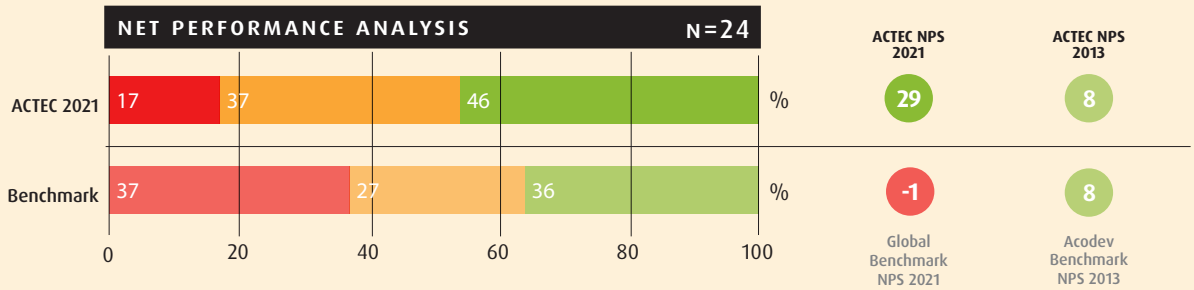
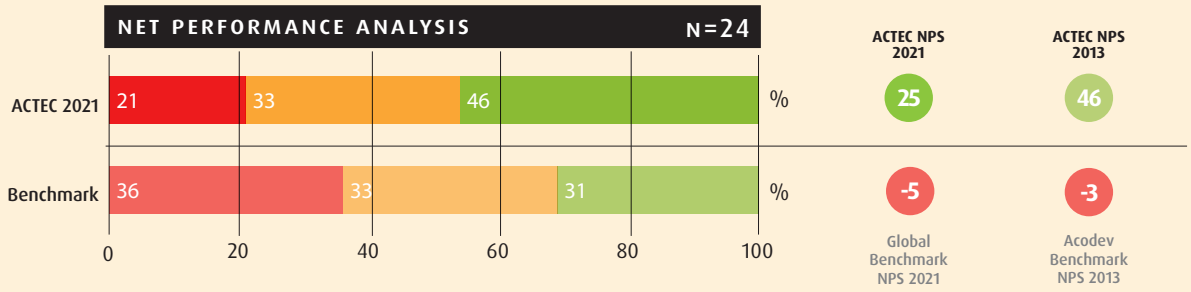
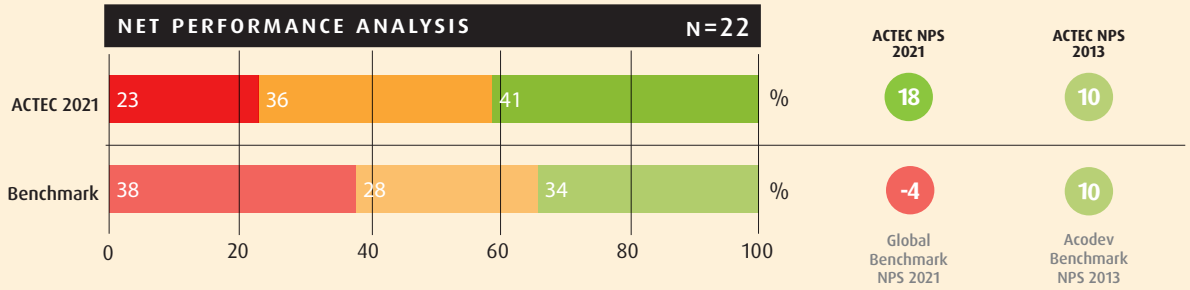


Figure 13 Part B Value of non-financial support

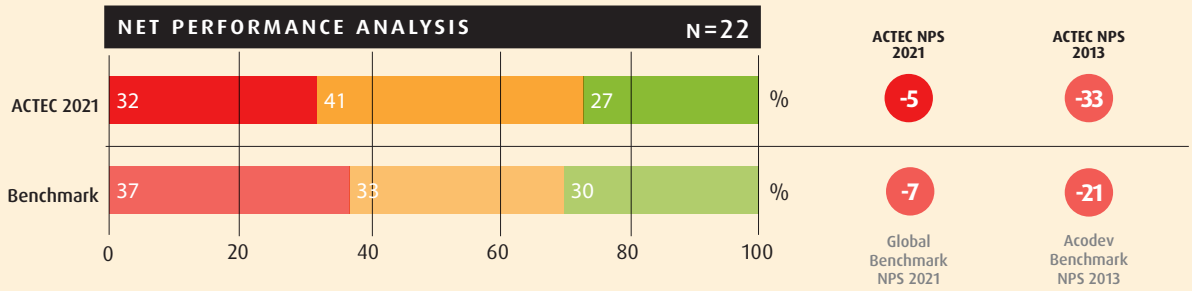
Strengthen our monitoring and evaluation skills.



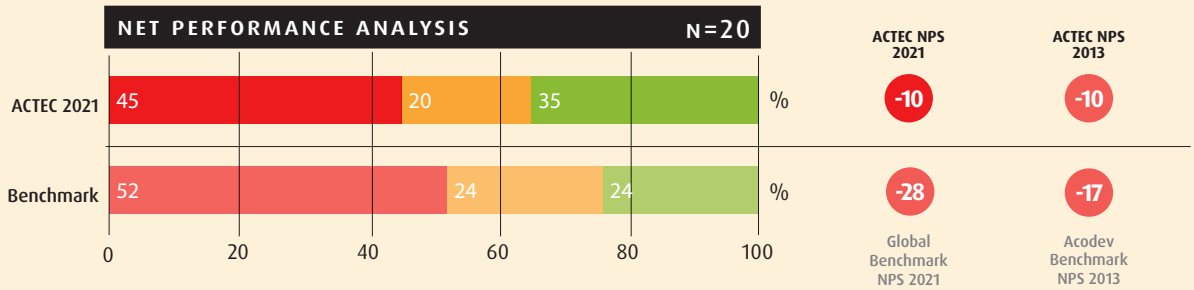
Strengthen our financial management skills.



Strengthen our participatory approaches.

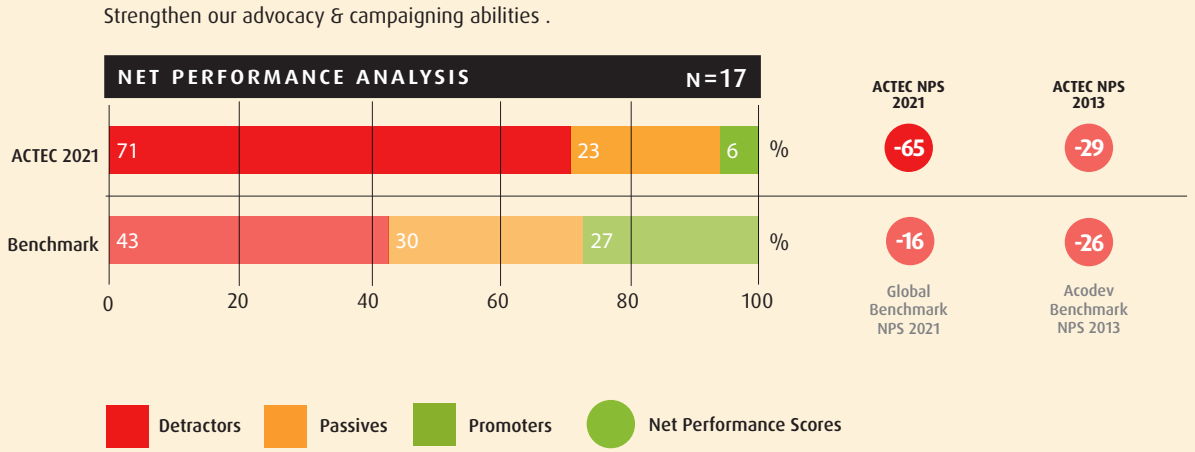


Strengthen our Board/governance.



Non-financial support

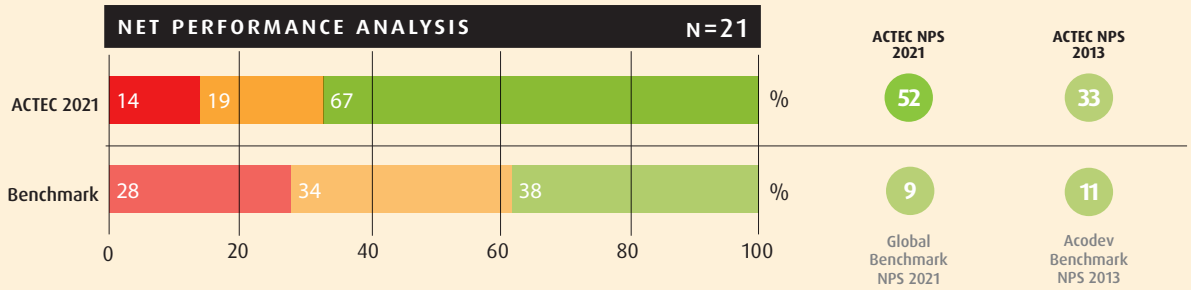
Figure 13 Part C Value of non-financial support



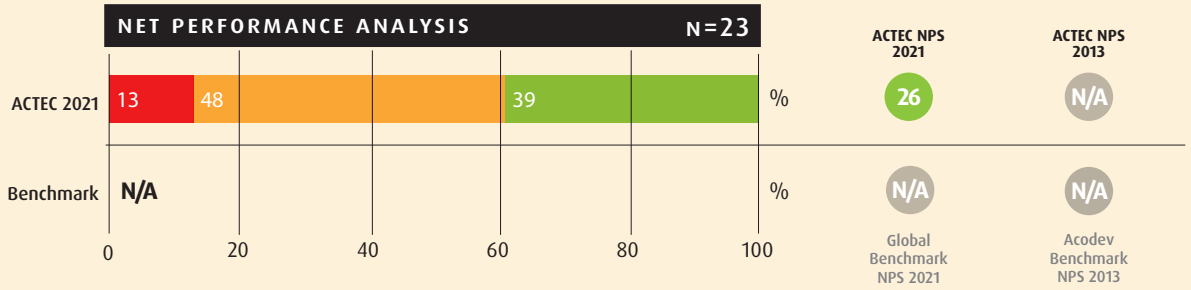
- Respondents were asked to rate the different areas of non-financial support they have received from ACTEC.
- ACTEC received the highest NP score (43), for 'strengthening its partners' strategies and practical approaches'. Other high scores included 'strengthening their long-term planning/financial viability' (NPS: 36), and 'strengthening partners' management and leadership skills (NPS: 30).
- The area for which ACTEC received its lowest NP score is for 'strengthening its partners' advocacy and campaigning abilities' (NPS: -65). ACTEC's NP score for this area has decreased from -29 in 2013 to -65 in 2021, indicating that this type of support is not considered valuable.
- In 8 out of 9 aspects, however, ACTEC has an NP score equal to or higher than the global cohort benchmark.

Figure 14 Part A Value of capacity-building support

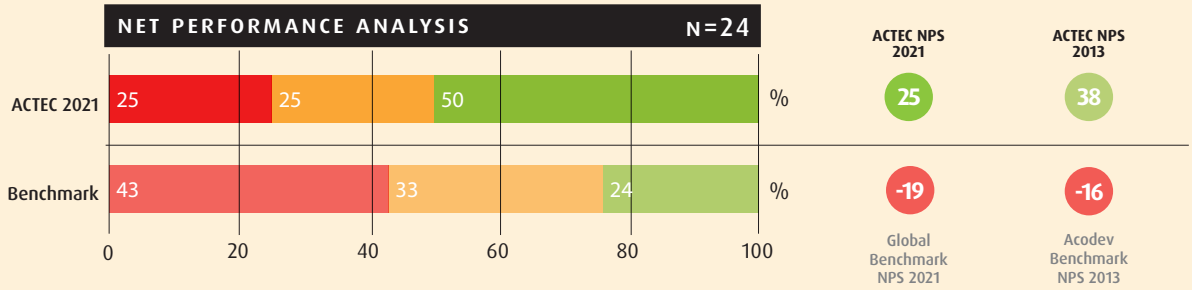
Achieve shared program goals.



Strengthen our entrepreneurial/business skills.



Insight and advice about our sector(s) and work.



Introductions to other organisations/people/networks.

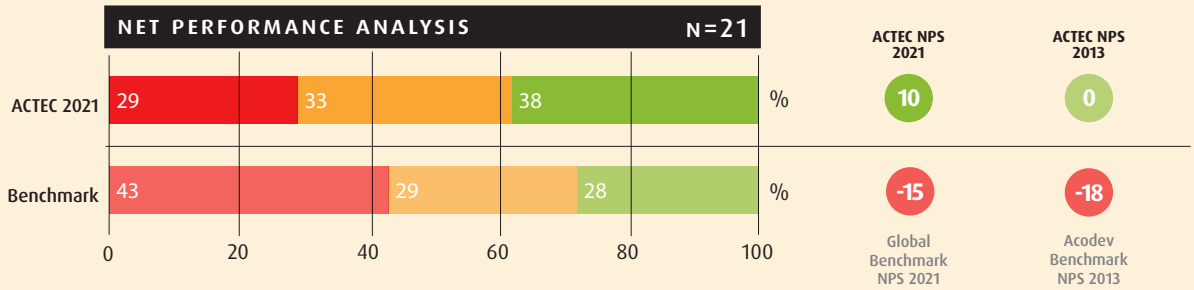
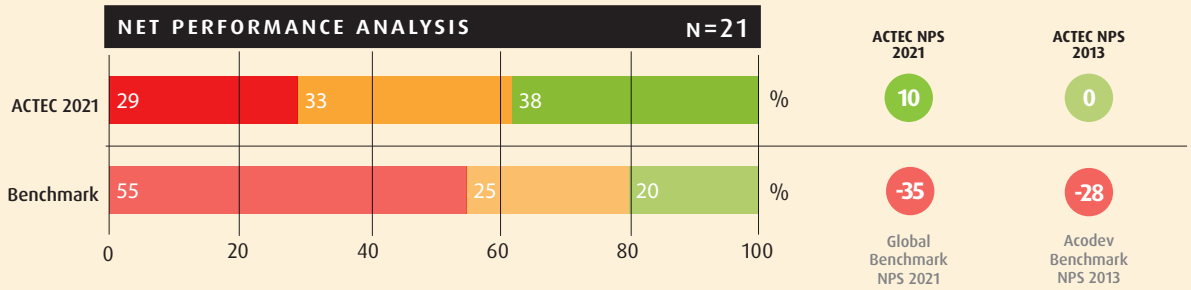
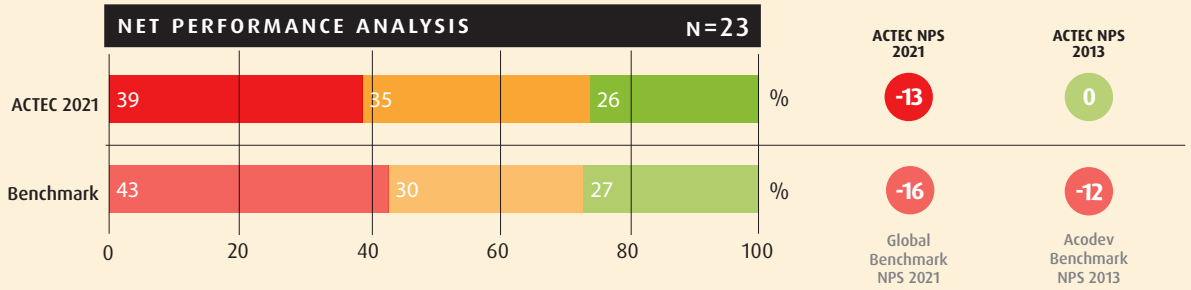


Figure 14 Part B Value of capacity-building support

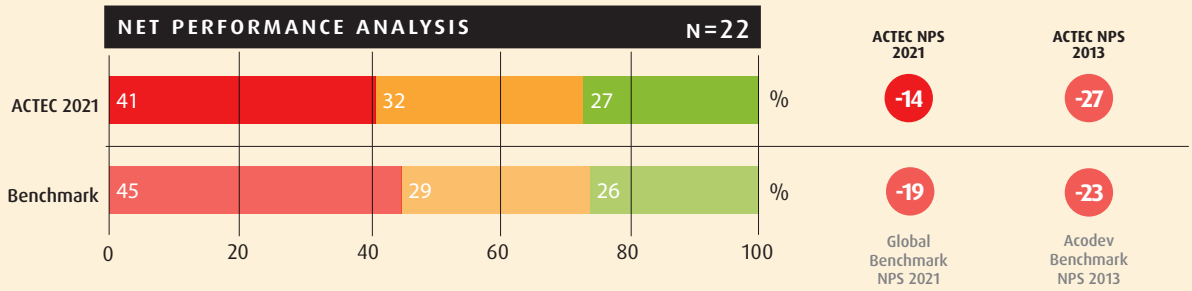
Access other sources of funds.



Strengthen our presence at the national/international levels



Communicate and publicise our work.



Protection from threats to our work or organisation .

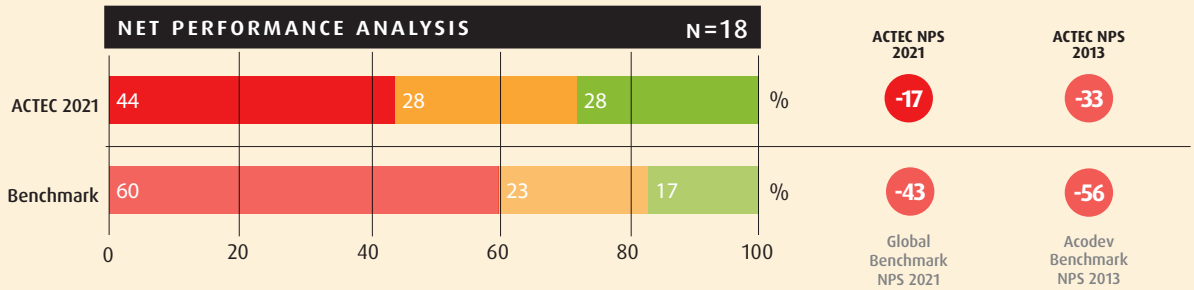
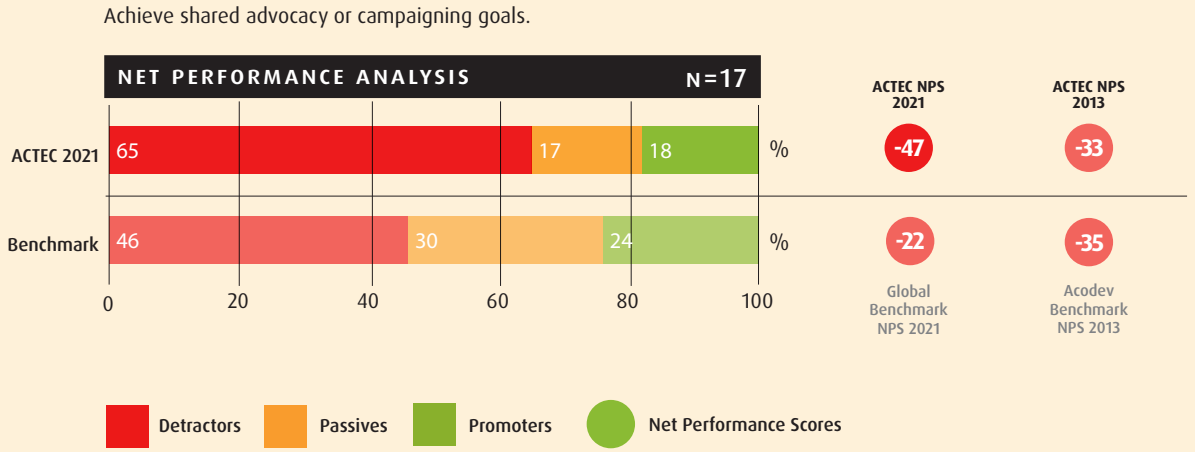


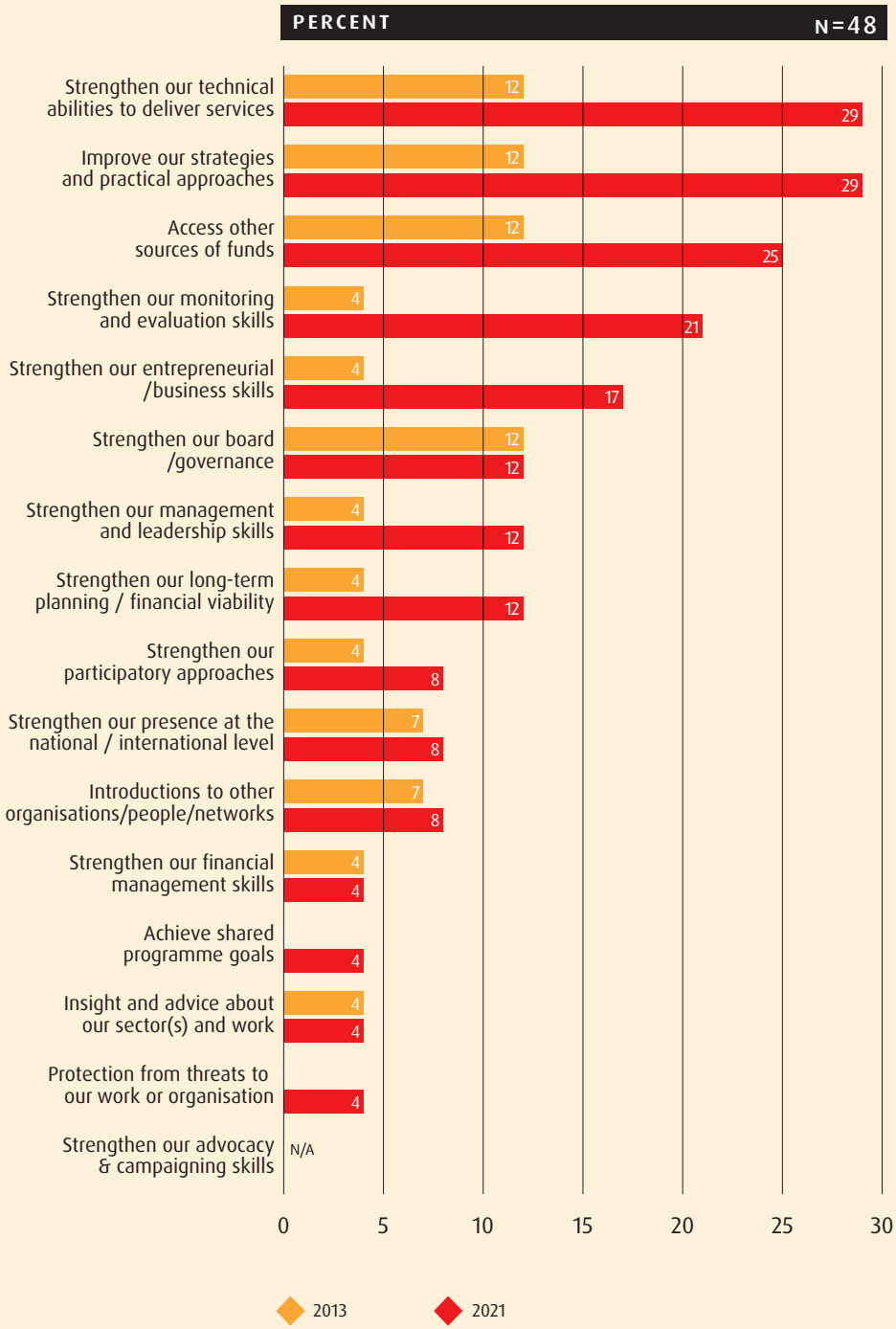
Figure 14 Part C Value of capacity-building support



- Respondents were asked to rate the different types of capacity-building support they have received from ACTEC.
- The area of support for which ACTEC received the highest NP score is for 'achieving shared program goals', with a NP score of 52. Similarly, the respondents in the global cohort benchmark scored this aspect the highest with a NP score of 9. Respondents gave the second highest scores for ACTEC's support in 'strengthening the entrepreneurial and business skills' of respondents, with a NP score of 26. Moreover, compared to 2013, ACTEC received lower scores for 'providing valuable insights and advice about their partners' sector(s) and work' (2013 NPS: 38, 2021 NPS: 25).
- The aspect for which ACTEC received its lowest NP score of -47, is for its support to partners in 'achieving shared advocacy or campaigning goals'. Other areas for improvement include providing 'protection from threats to partners' work or organisation' (NPS: -17) and in 'communicating and publicising their work' (NPS: -14), although these have been improved upon since 2013.
- In comparison to the global cohort, ACTEC scored above the global cohort benchmark in 8 out of 9 aspects.

Non-financial support

Figure 15 Requests for non-financial support in the future



Non-financial support

- Respondents were additionally asked to indicate up to two areas in which they would like to receive future support from ACTEC. The joint core areas for which respondents would like to receive future non-financial support from ACTEC include the 'strengthening of partners' technical abilities to deliver services' (29%) and 'improve partners' strategies and practical approaches' (29%). Beyond this, 'accessing other sources of funds' (25%) is also highly requested. The area that is the least prioritised is 'strengthening partners' advocacy & campaigning skills' (0%) which resonates with the low scores provided by respondents regarding the *value* of this type of support (see Figure 13).
- Respondents were also asked whether they would like to say anything else about the ***non-financial support*** they have received from ACTEC. Comments received include:

  (Translated) "ACTEC, in addition to financial support, has accompanied each of our projects from the beginning, helping to guide actions so that they respond to the real needs of the groups that are served."

  (Translated) "Strengthen access to methodologies provided by research centers and/or universities."

  (Translated) "Non-financial support responds to needs felt by the local partner and respects values and principles."

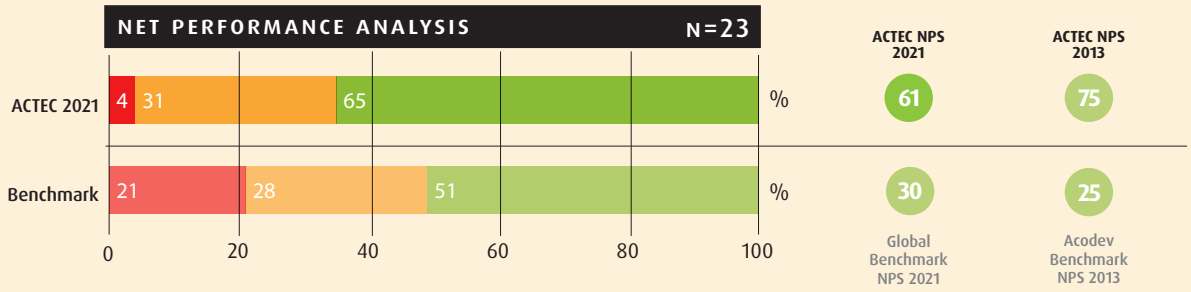
  (Translated) "We would have liked ACTEC to send a marketing expert to train our team and make us better known."

  (Translated) "Continue working on the environment issue, which makes us look at our work as an educational institution from another point of view."

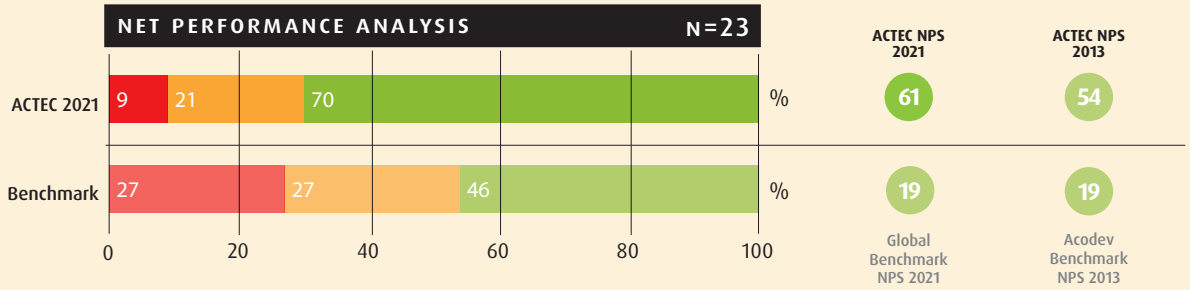
Administration and relationship

Figure 16 Part A The agreement process

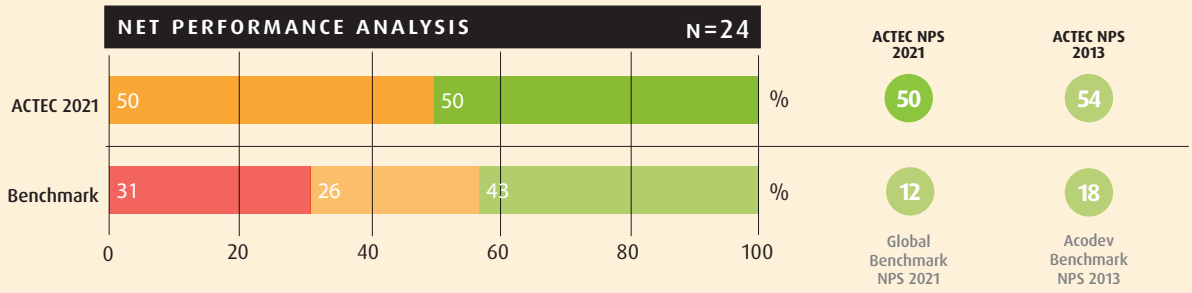
They gave us enough support to help us finalise the agreement.



The process of finalising the agreement helped strengthen our organisation.



The time that passed from starting discussions to receiving support was reasonable.



The length of support is well matched to our needs.

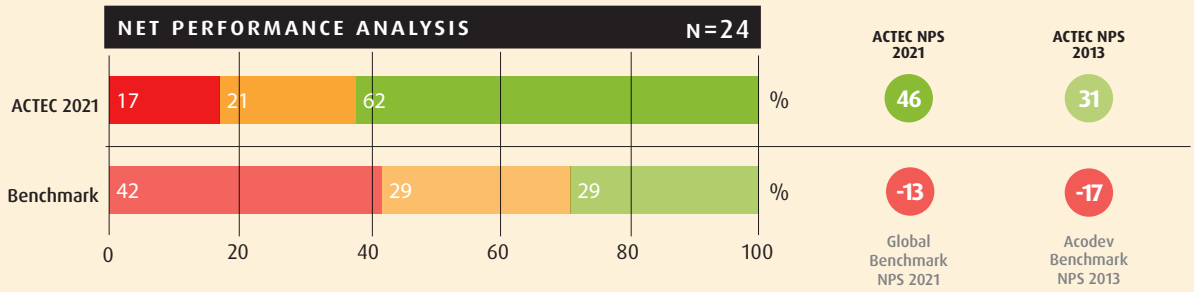
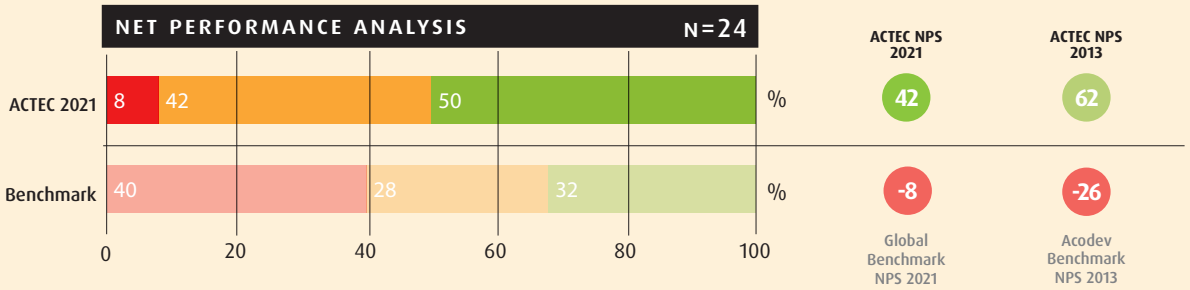
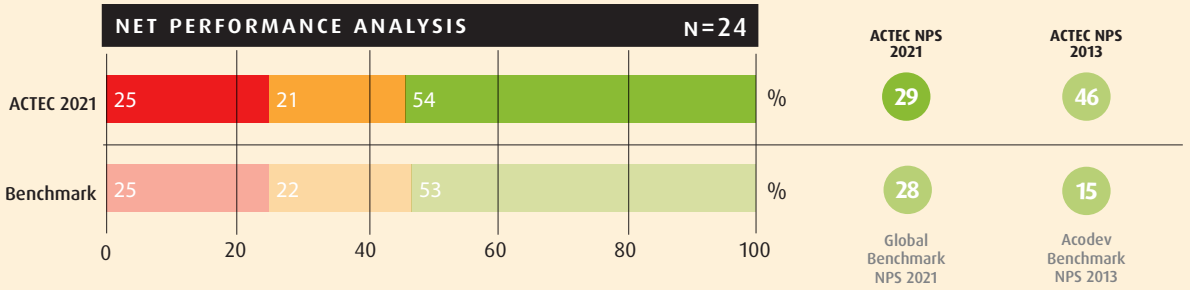


Figure 16 Part B The agreement process

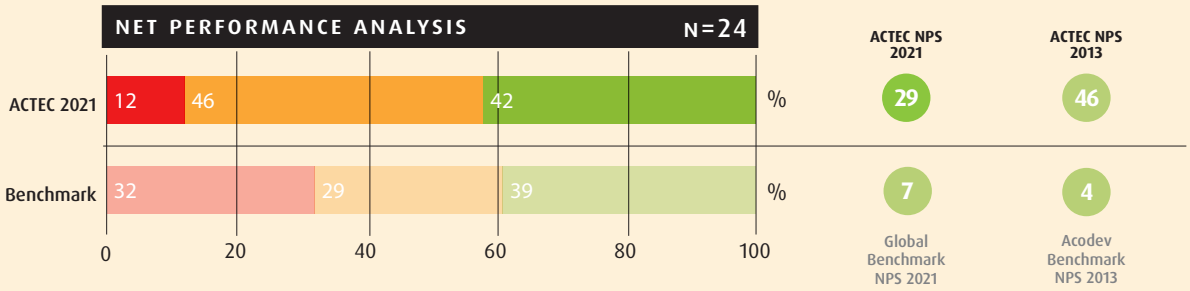
The amount of support is well matched to our needs.



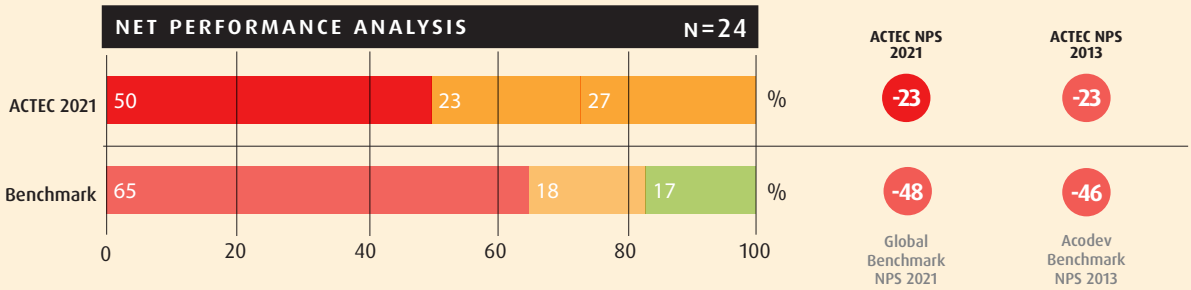
During the agreement process, we did not feel pressured by the organisation to change our priorities.



They are flexible and willing to adapt the terms of their support to meet our needs.



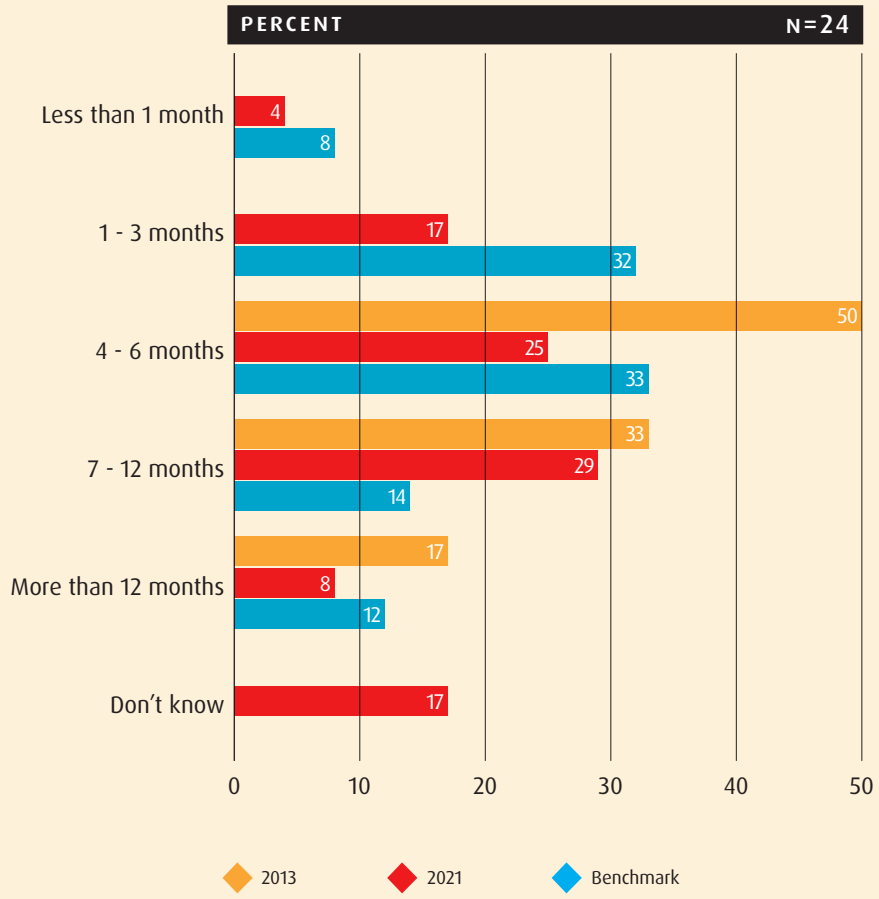
They ask for more information during the agreement process than other organisations /funders.



Administration and relationship

- ACTEC asked its partners to what extent they agree with the above 8 statements about their agreement process. ACTEC scored higher than the global cohort in all areas.
- The two areas in which ACTEC received the highest NP scores are for 'giving partners' enough support to help finalise the agreement' and 'the process of finalising the agreement helped strengthen our organisation' (both with an NP score of 61).
- ACTEC received the lowest NP score for 'asking for more information during the agreement process than other NGO's/funders' (NPS: -23), indicating that respondents generally believe that ACTEC is asking for less information during the agreement process than other NGOs/funders.
- In 2013, respondents suggested they were more satisfied that the 'amount of support is well matched to our needs' (NPS: 62), with a decrease in the NP score to 42 in 2021.

Figure 17 Time taken to receive support



- 46% of ACTEC's respondents claim to have waited less than 6 months between first discussing ACTEC support to the date when they first received it. Only 8% of ACTEC's respondents claim to have waited over 12 months. As can be seen in the previous figure, 50% of respondents consider that the time taken to receive support was reasonable.
- Respondents were also asked whether they would like to say anything else about the ***process of finalising their agreement*** with ACTEC. Comments received include:

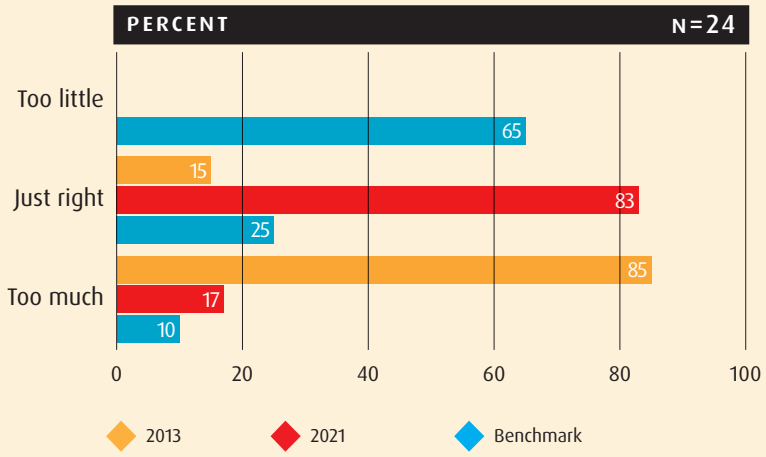
(Translated) "Lately I have not received funds, but a lot of advice and a lot of openness from them."

(Translated) "We value flexibility and adaptation to new realities."

(Translated) "Dialogue with ACTEC in this process is important because a true partnership and relationship has been established for years which allows us, freely, to specify and adjust our projects and therefore the partnership that will result from them."

"They take their time to understand better the organization before committing themselves to support them. The process is quite thorough."

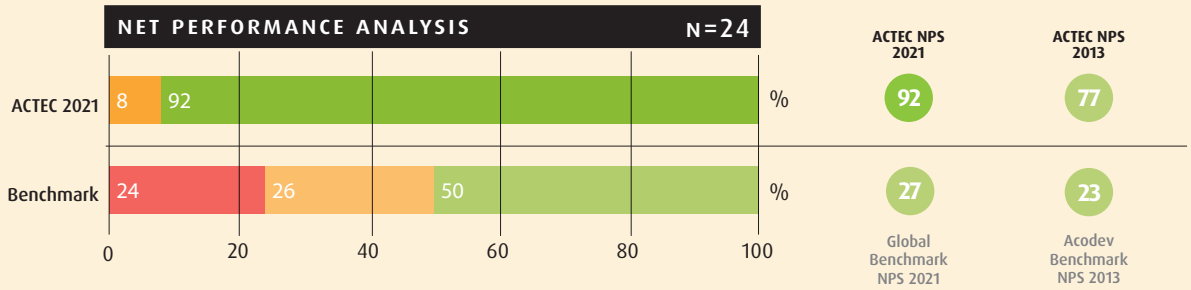
Figure 18 Amount of contact



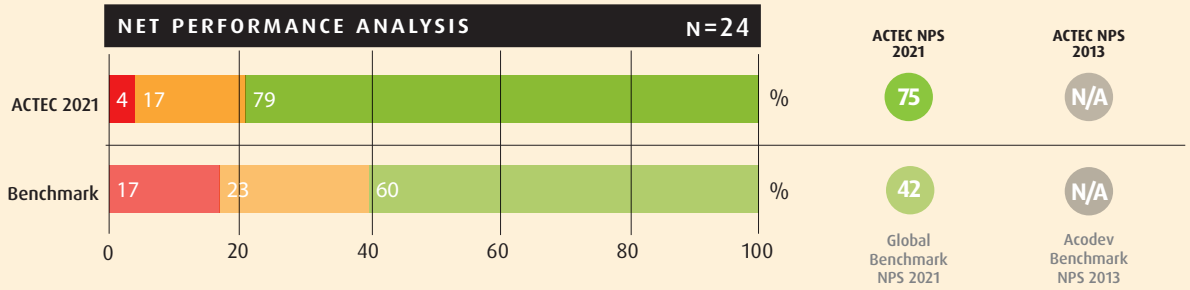
- ACTEC asked its respondents to rate the amount of contact they have had with ACTEC during their current or most recent agreement. The majority of respondents (83%) suggest the amount of contact is 'just right' which is 58% higher than the global cohort benchmark. Only 17% of respondents suggested there is 'too much' contact.

Figure 19 Part A How ACTEC works with respondents

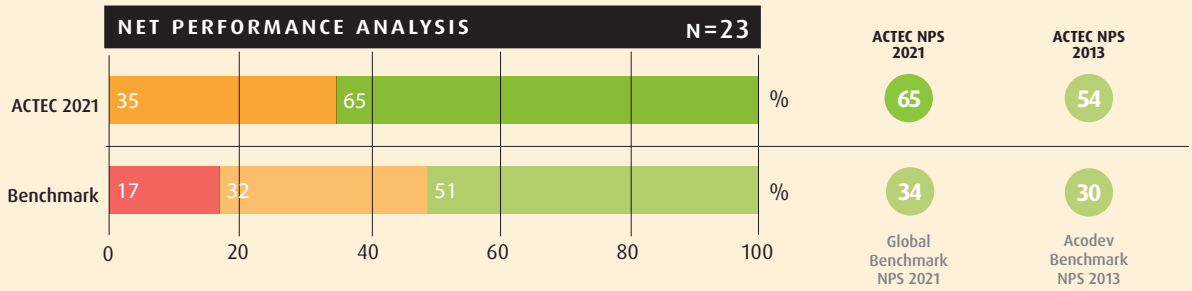
Support (including funding) arrives when ACTEC says it will.



ACTEC respects our vision and values.



ACTEC understands our strategy.



ACTEC is transparent about how it uses its funds.

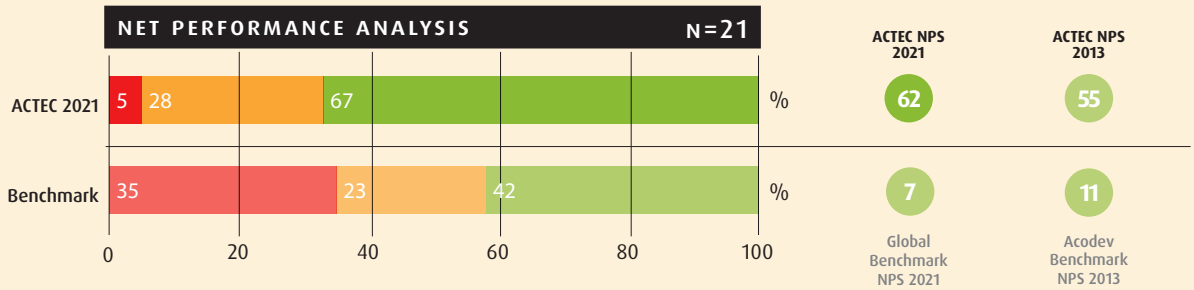
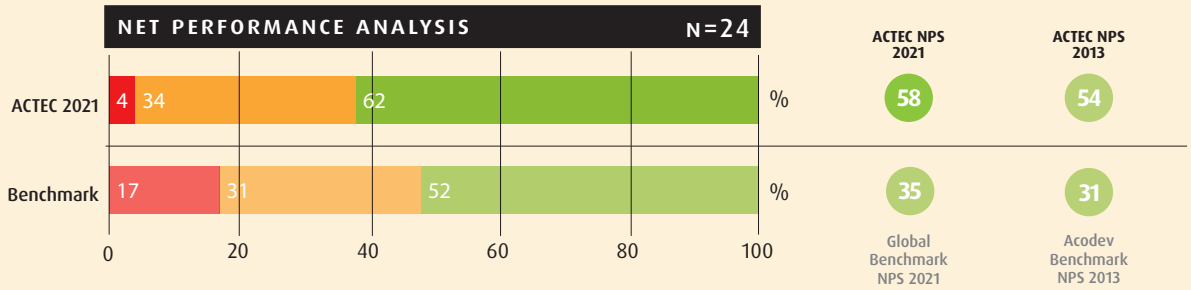
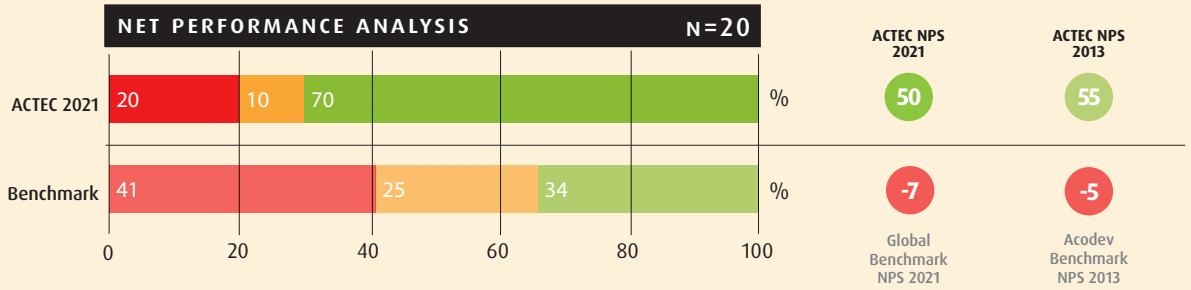


Figure 19 Part B How ACTEC works with respondents

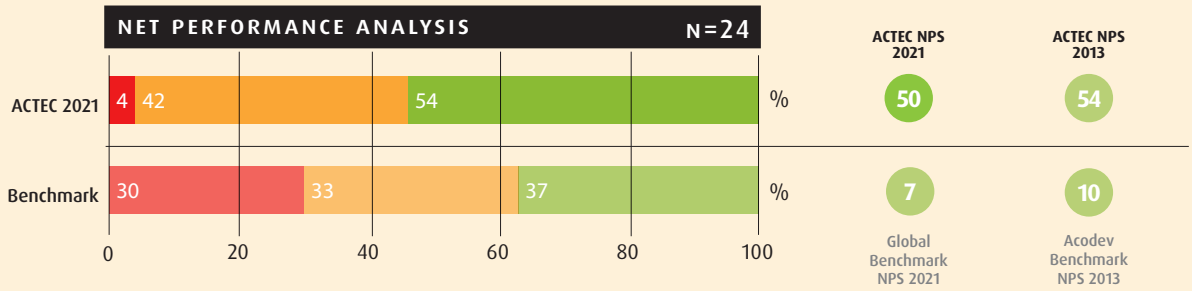
ACTEC understands our working environment and cultural context.



ACTEC has explained when it expects to stop working with us.



We understand ACTEC's plans and strategies.



ACTEC promotes our organisation in the media and elsewhere.

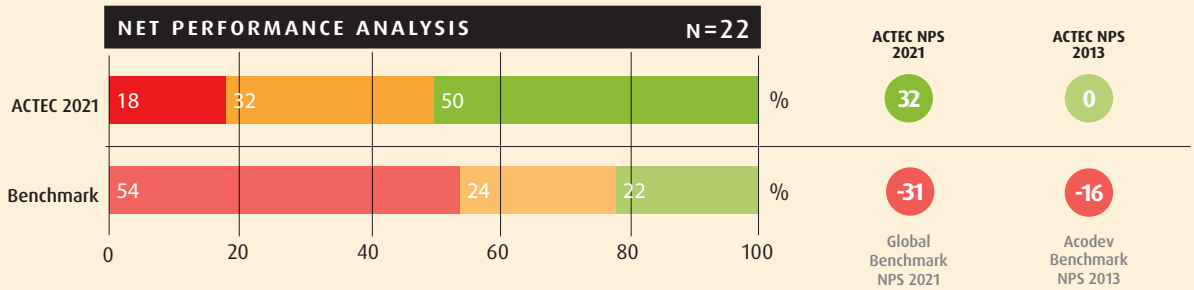
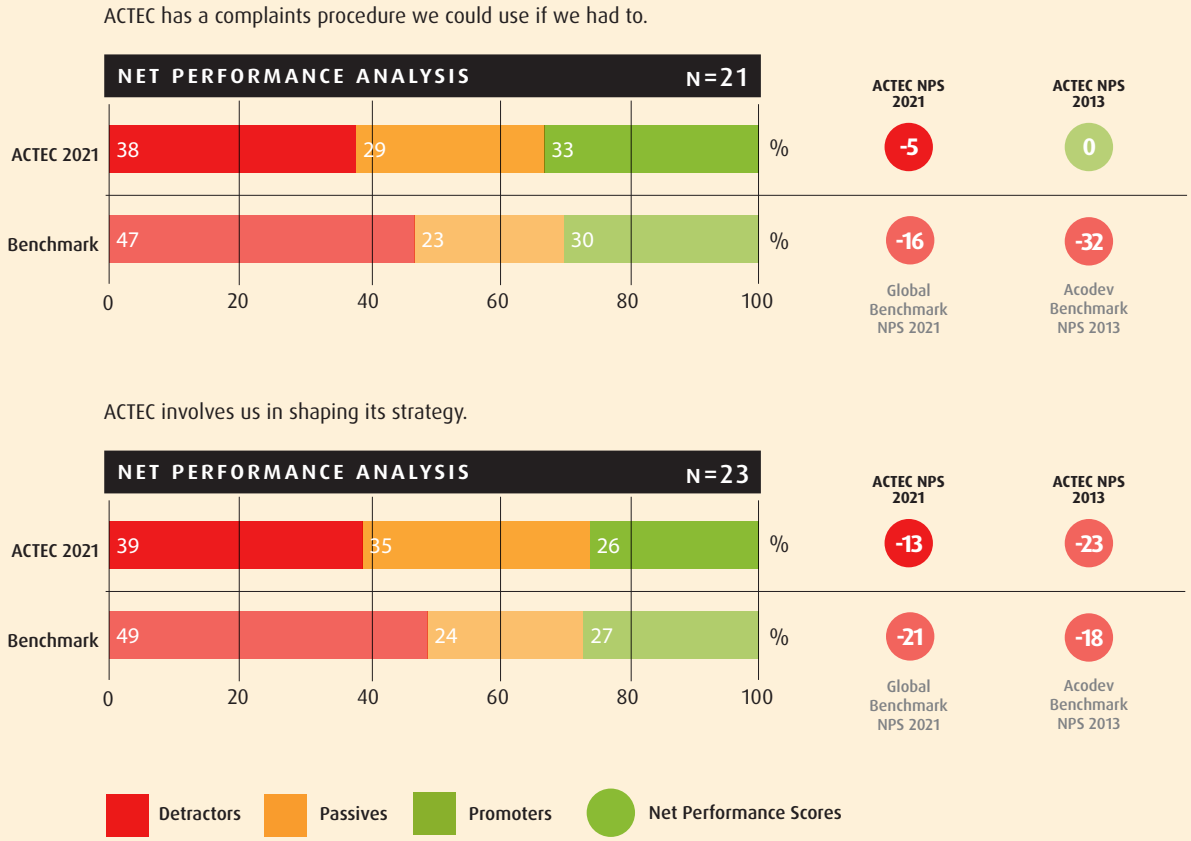


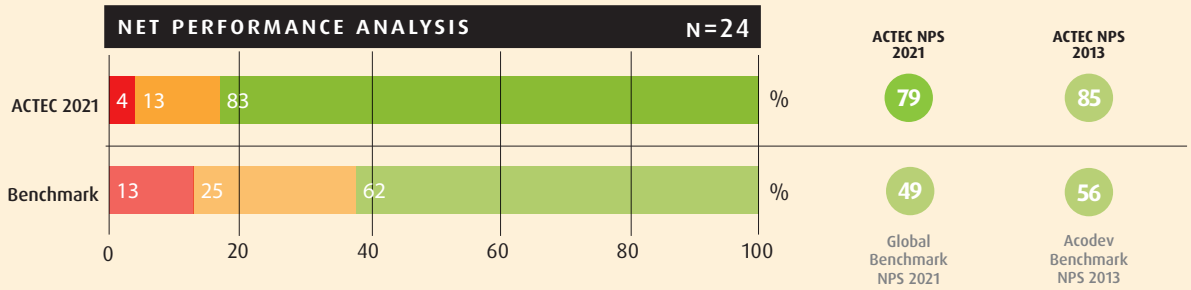
Figure 19 Part C How ACTEC works with respondents



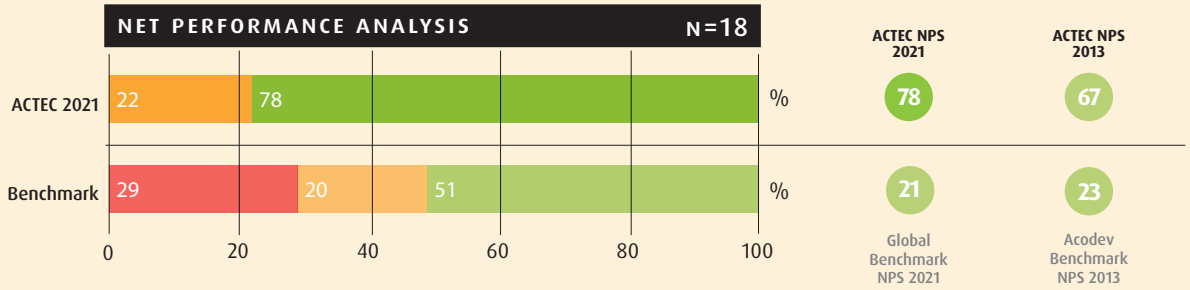
- ACTEC scores above the global cohort benchmark for all 10 aspects about how it works with its partners.
- ACTEC received its highest NP score (92) for 'support arriving when ACTEC says it will', with 92% of promoters and 0% of detractors. ACTEC also received high NP scores for aspects such as: 'ACTEC respects our vision and values' (NPS: 75), 'ACTEC understands our strategy' (NPS: 65), and 'ACTEC is transparent about how it uses its funds' (NPS: 62). The previous aspect is particularly high in comparison to the global cohort benchmark (NPS: 7), suggesting transparency is a key part of ACTEC's relationship with its partners.
- Another area in which ACTEC performed significantly higher than the global cohort benchmark is 'ACTEC promotes our organisation in the media and elsewhere' (NPS: 32; GCB: -31).
- ACTEC received its lowest score (NPS: -13) for 'ACTEC involves us in shaping its strategy', yet this is still higher than the global cohort benchmark (NPS: -21).

Figure 20 Part A Respondents' interactions with ACTEC

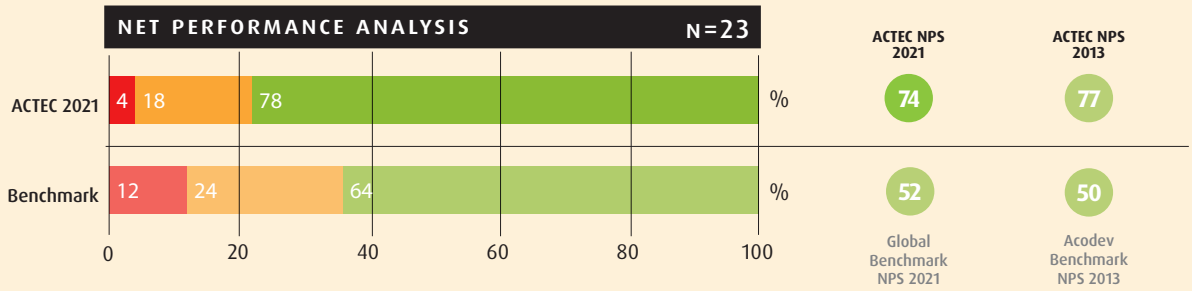
We feel comfortable approaching ACTEC to discuss any problems we are having.



ACTEC treats all partners the same way.



ACTEC's staff are respectful, helpful and capable.



ACTEC listens and responds appropriately to our questions and concerns.

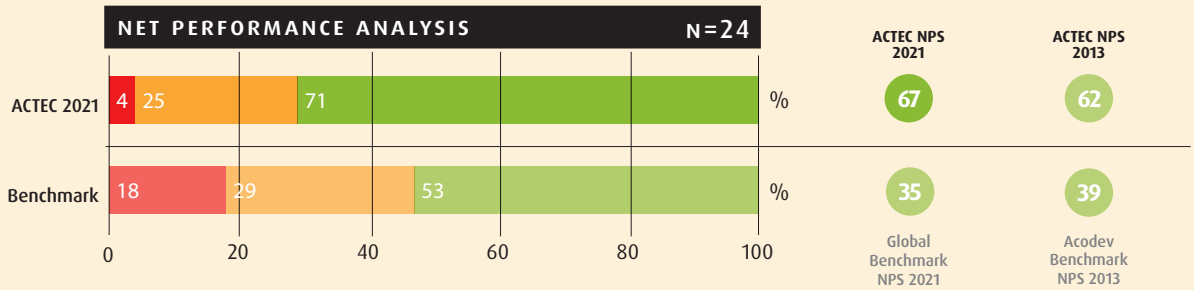
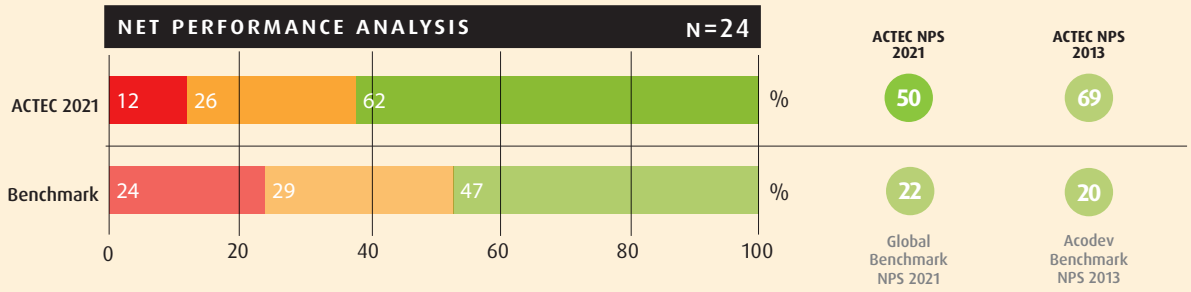
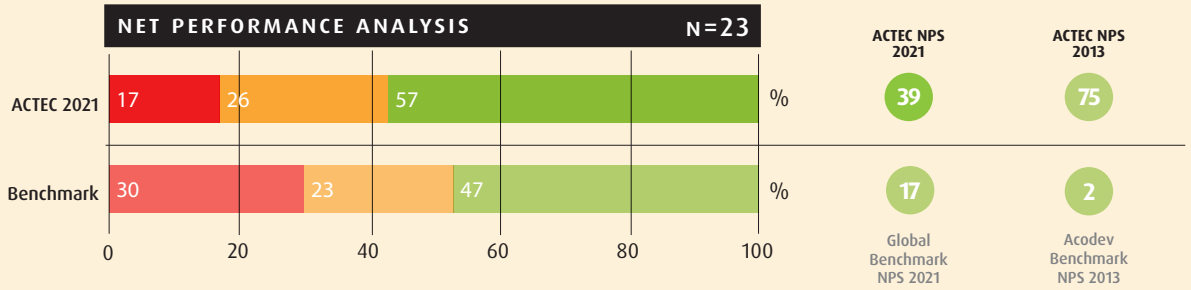


Figure 20 Part B Respondents' interactions with ACTEC

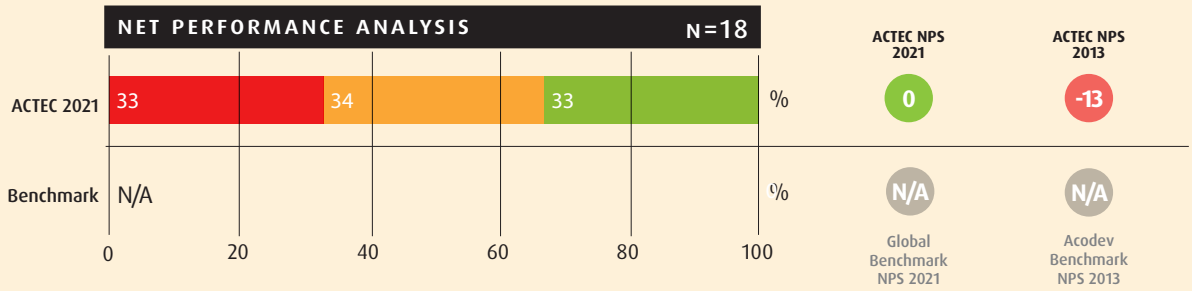
We feel comfortable questioning ACTEC's understanding or actions if we disagree with them.



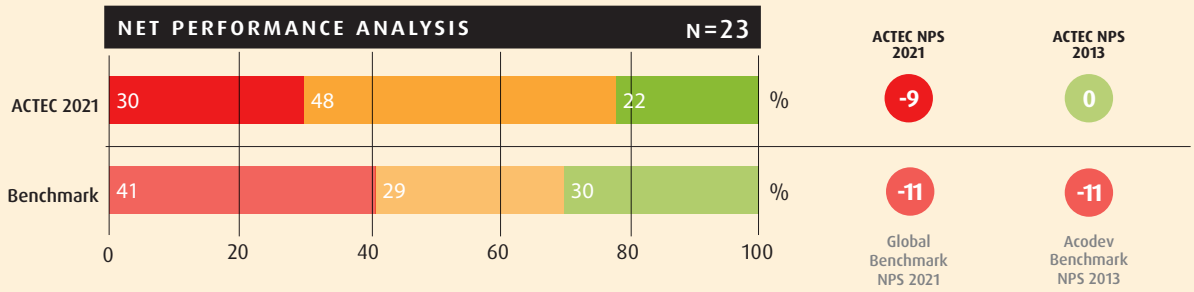
ACTEC does not make demands on our time to support their work.



ACTEC's local office / representative brings an added value to the partnership.



ACTEC's staff ask us for your advice and guidance.

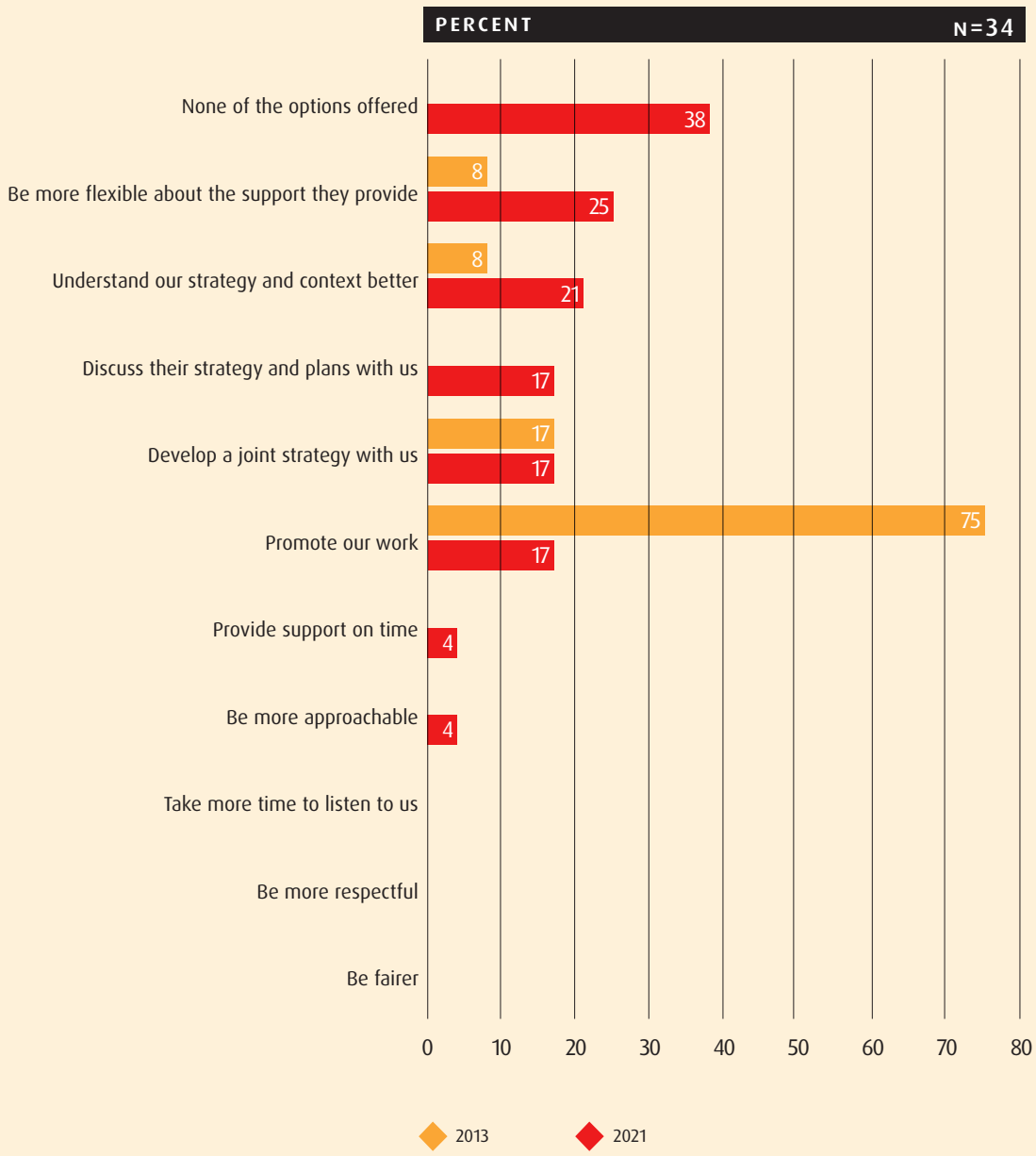


Administration and relationship

- ACTEC further asked its respondents about the various ways in which it interacts with its partners. ACTEC received higher scores than the global cohort benchmark, where applicable, in all aspects. Similar to the global cohort benchmark, ACTEC received high NP scores for making partners feel 'comfortable to approach ACTEC to discuss any problems they may be having' (NPS: 79, GCB: 49), and for having 'respectful, helpful and capable staff' (NPS: 74, GCB: 52).
- ACTEC received its lowest score for the extent to which 'ACTEC asks partners' for advice and guidance' (NPS: -9) which is similar to the global cohort NP score of -11.

Administration and relationship

Figure 21 Requests on how to improve ACTEC's relationship with partners in the future



- Respondents were asked which two things they would most like ACTEC to improve in its relationship with its partners for the future. The most selected option that respondents would like ACTEC to improve is in 'none of the options offered' (38%). This seems to suggest that respondents who chose this option are satisfied with their current relationship with ACTEC. However, two areas for which respondents have indicated room for improvement include being 'more flexible about the support that ACTEC provides' (25%) and 'understanding partners' strategy and context better' (21%)
- In 2013, 75% of respondents wanted ACTEC to further 'promote their work', whereas only 17% have indicated this as an area to improve in 2021. This resonates with ACTEC's improved performance in 'promoting its partners in the media and elsewhere', as indicated by the increased NP score of 0 in 2013 to 32 in 2021.

Administration and relationship

- Respondents were also asked whether they would like to say anything else about their **relationship and communication** with ACTEC. Comments received include:

  (Translated) "Many new work strategies in ongoing projects must start from a joint consultation with those in the territory."

  (Translated) "There is a lot of constructive dialogue with ACTEC. Any problem is discussed via skype with due time. We always come to common ground. ACTEC wants to promote and consolidate our work."

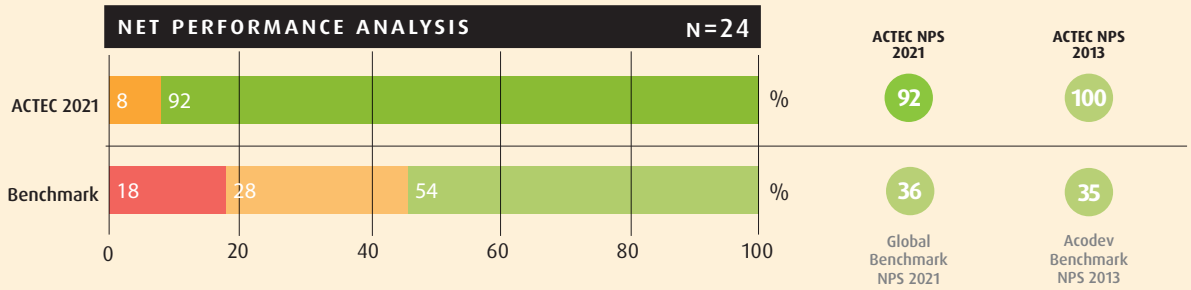
  (Translated) "ACTEC is an organization that respects its partners and really seeks to promote the work we do its support helps us be more efficient and effective."

  (Translated) "The relationship with ACTEC is quite fluid and focused on promoting sustainable development. It is considered that a good practice is the quarterly meetings to see progress, limitations and adjustments of the actions and to have a defined line of technical assistance requirements."

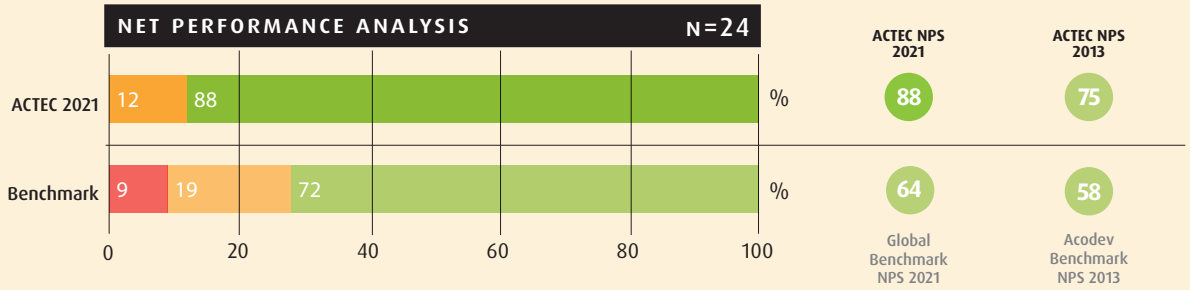
Monitoring and reporting

Figure 22 Part A Usefulness of monitoring and reporting activities conducted by ACTEC

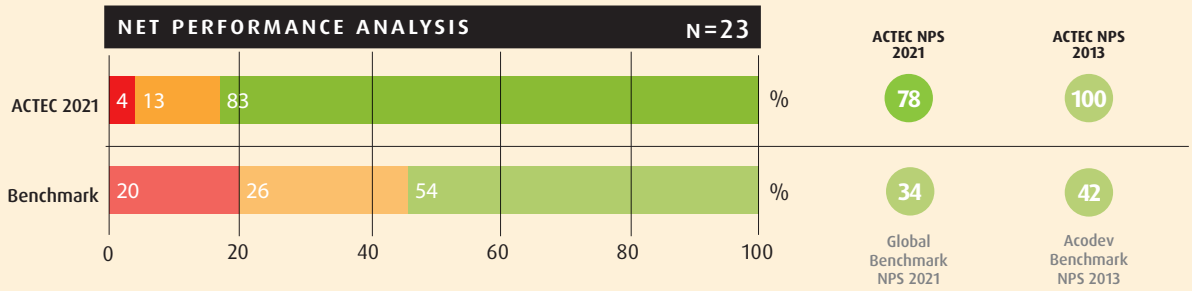
We discuss progress with ACTEC by telephone or email.



We submit regular narrative and financial reports to ACTEC.



ACTEC staff visit us in person.



We monitor our joint endeavour together.

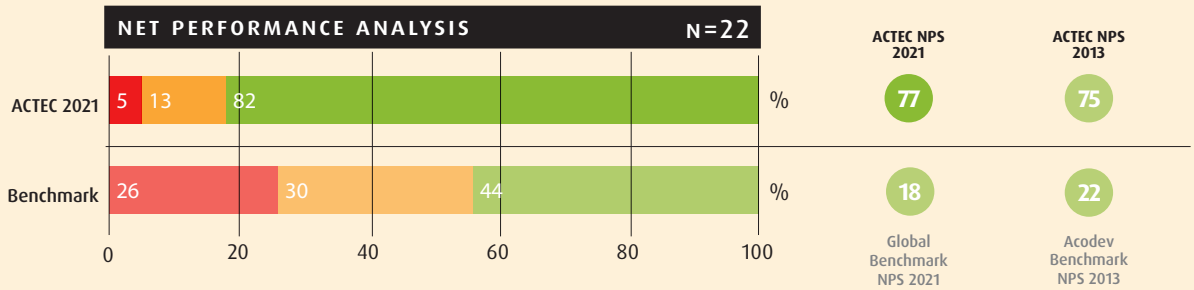
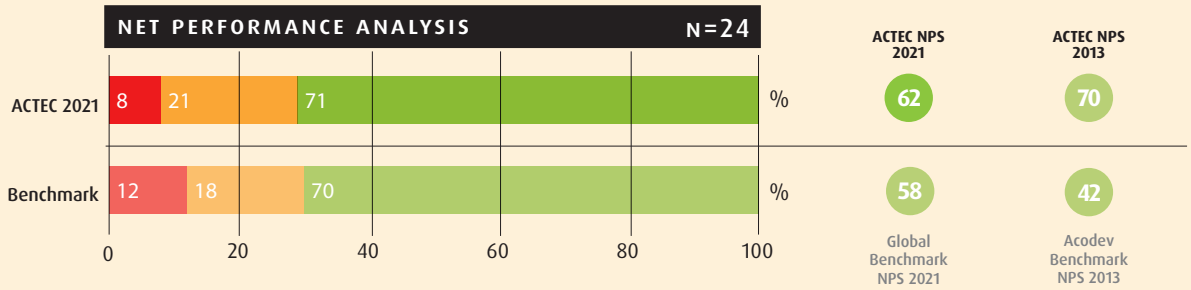
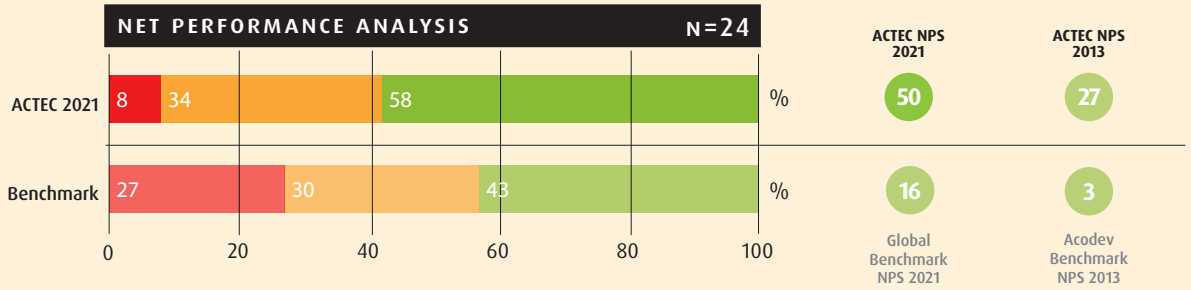


Figure 22 Part B Usefulness of monitoring and reporting activities conducted by ACTEC

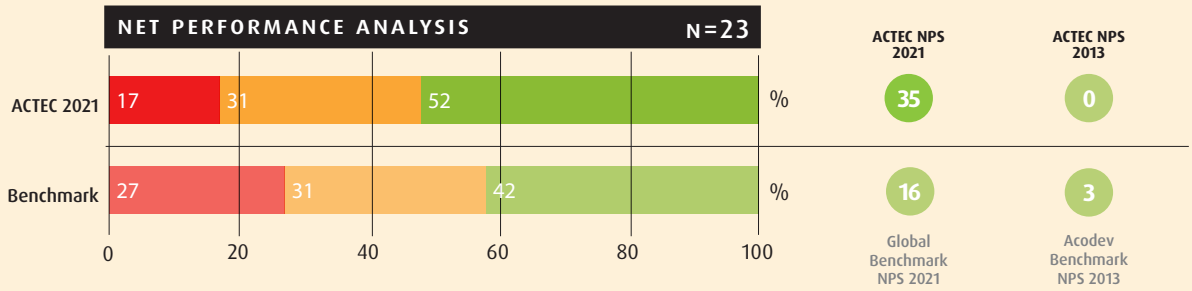
ACTEC requires verified or audited financial reports.



ACTEC encourages us to make changes to our activities and budgets based on lessons learned.



ACTEC encourages us to review our work with external stakeholders (e.g., beneficiaries, government, other NGOs).



ACTEC asks for systematic feedback from our main beneficiary groups.

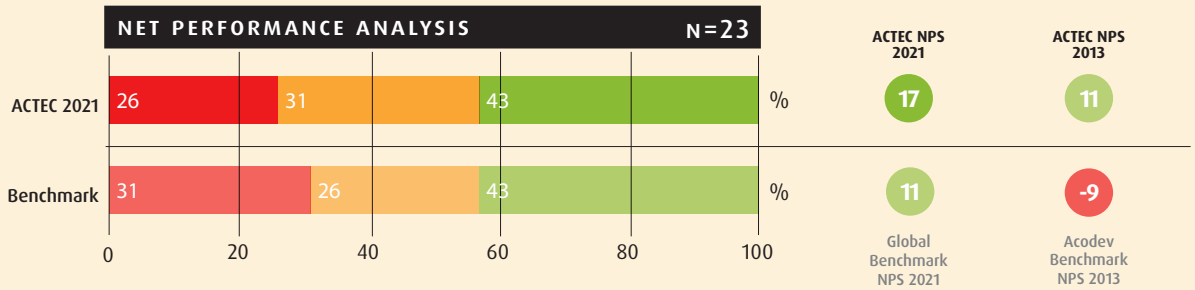
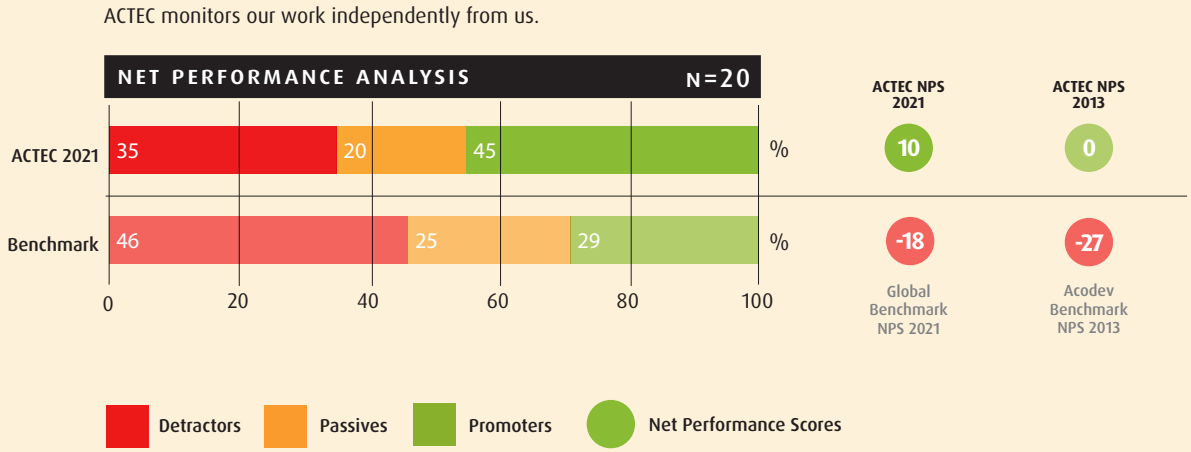


Figure 22 Part C Usefulness of monitoring and reporting activities conducted by ACTEC



- ACTEC asked its respondents to state the different monitoring and reporting activities they conduct and how useful they find them. In every aspect, ACTEC's monitoring and reporting activities scored higher than the average of the INGOs in the global cohort benchmark.
- The two areas which resonated the most with ACTEC's respondents are 'discussing progress with ACTEC by telephone or email' (NPS: 92) and 'submitting regular narrative and financial reports to ACTEC' (NPS: 88).
- The two monitoring and reporting activities that respondents find least useful are that 'ACTEC asks for systematic feedback from our main beneficiary groups' (NPS: 17) and 'ACTEC monitors our work independently from us' (NPS: 10).
- Since 2013, there has been a trend that respondents find more value in 'ACTEC encouraging partners to review their work with external stakeholders' (a NP score increase of 35).

Figure 23 Provision of reporting formats by ACTEC

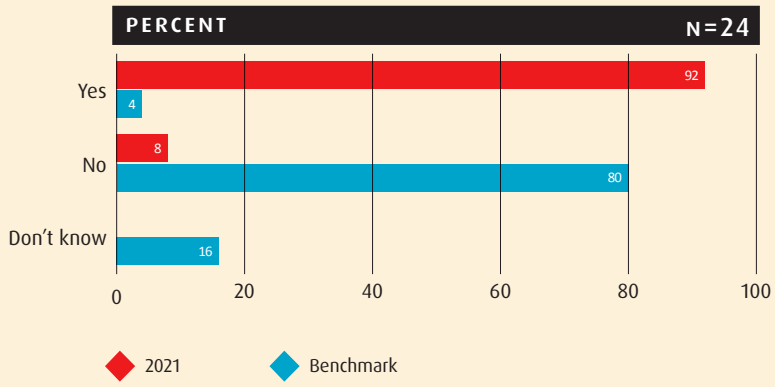
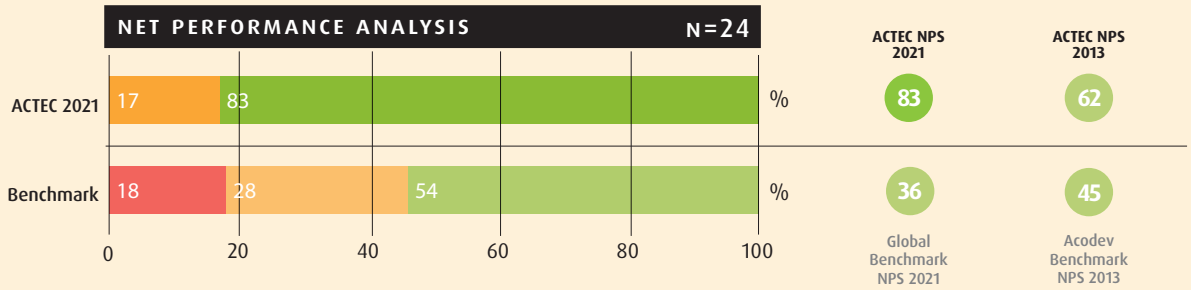
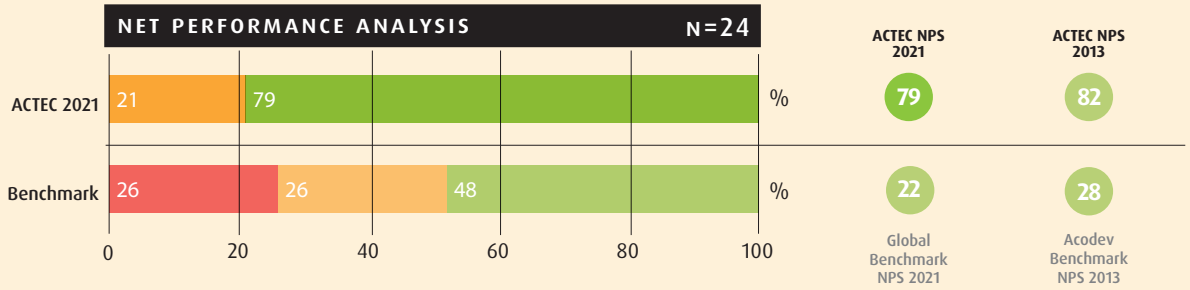


Figure 24 Part A Value of monitoring and reporting process

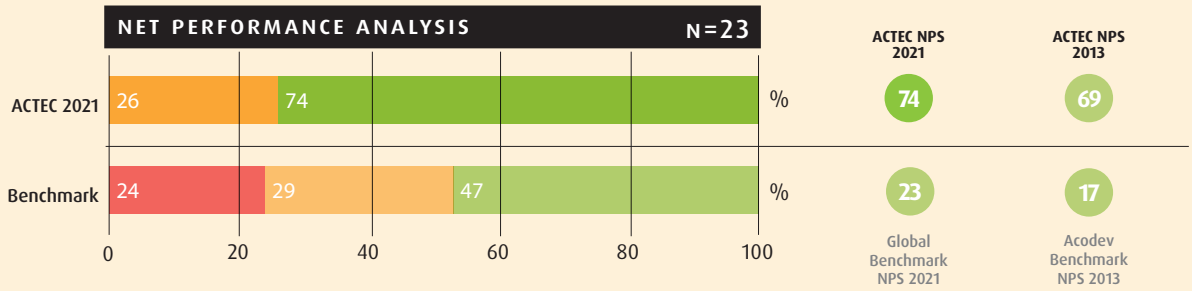
The monitoring and reporting we do for / with ACTEC helps us improve what we do.



ACTEC gives us useful comments about the reports we send them.



Reporting formats provided by ACTEC are easy to understand and use.



ACTEC provides enough funds and support for us to monitor and r eport on our work.

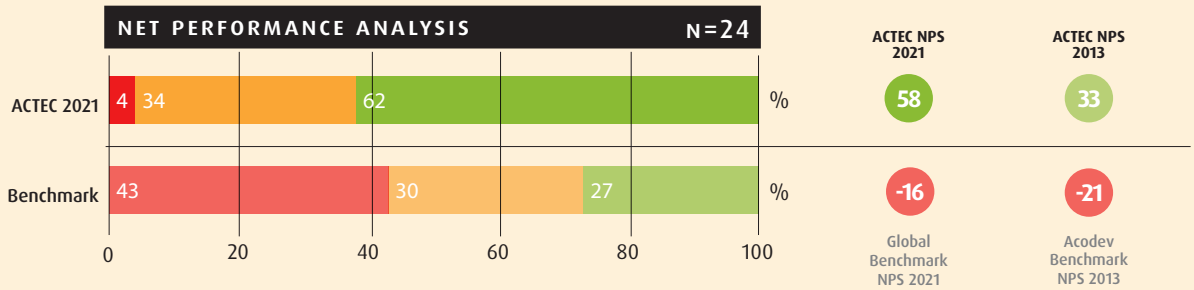
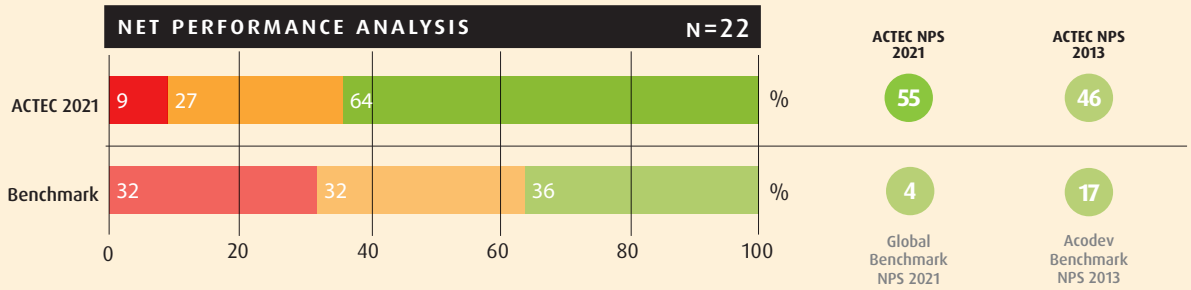
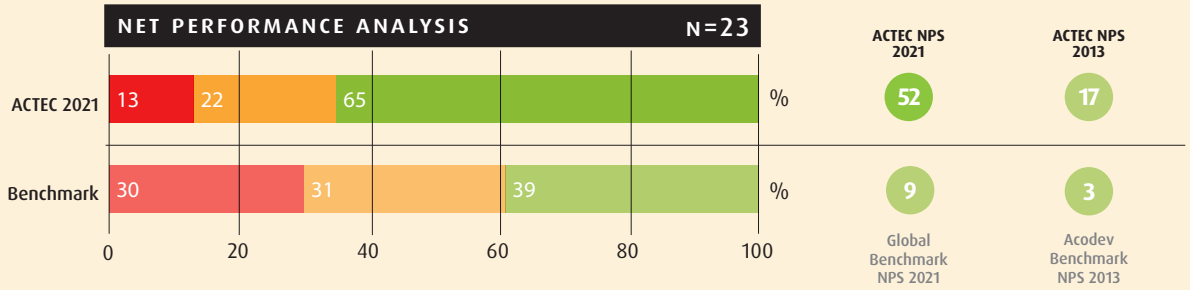


Figure 24 Part B Value of monitoring and reporting process

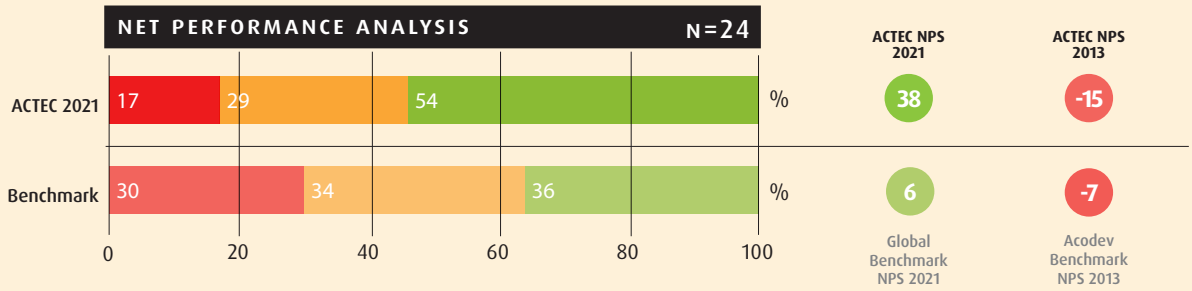
We work with ACTEC to identify useful and relevant ways of monitoring our impact.



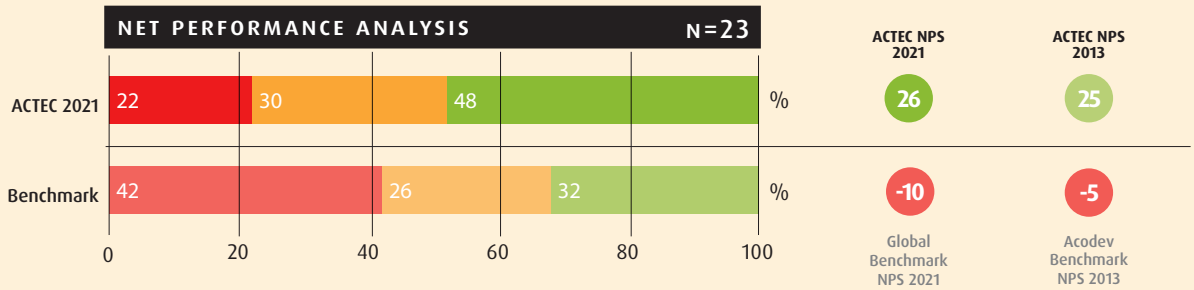
ACTEC makes us report on what is important, rather than details.



It is quick and easy for us to collect information and write reports for ACTEC.



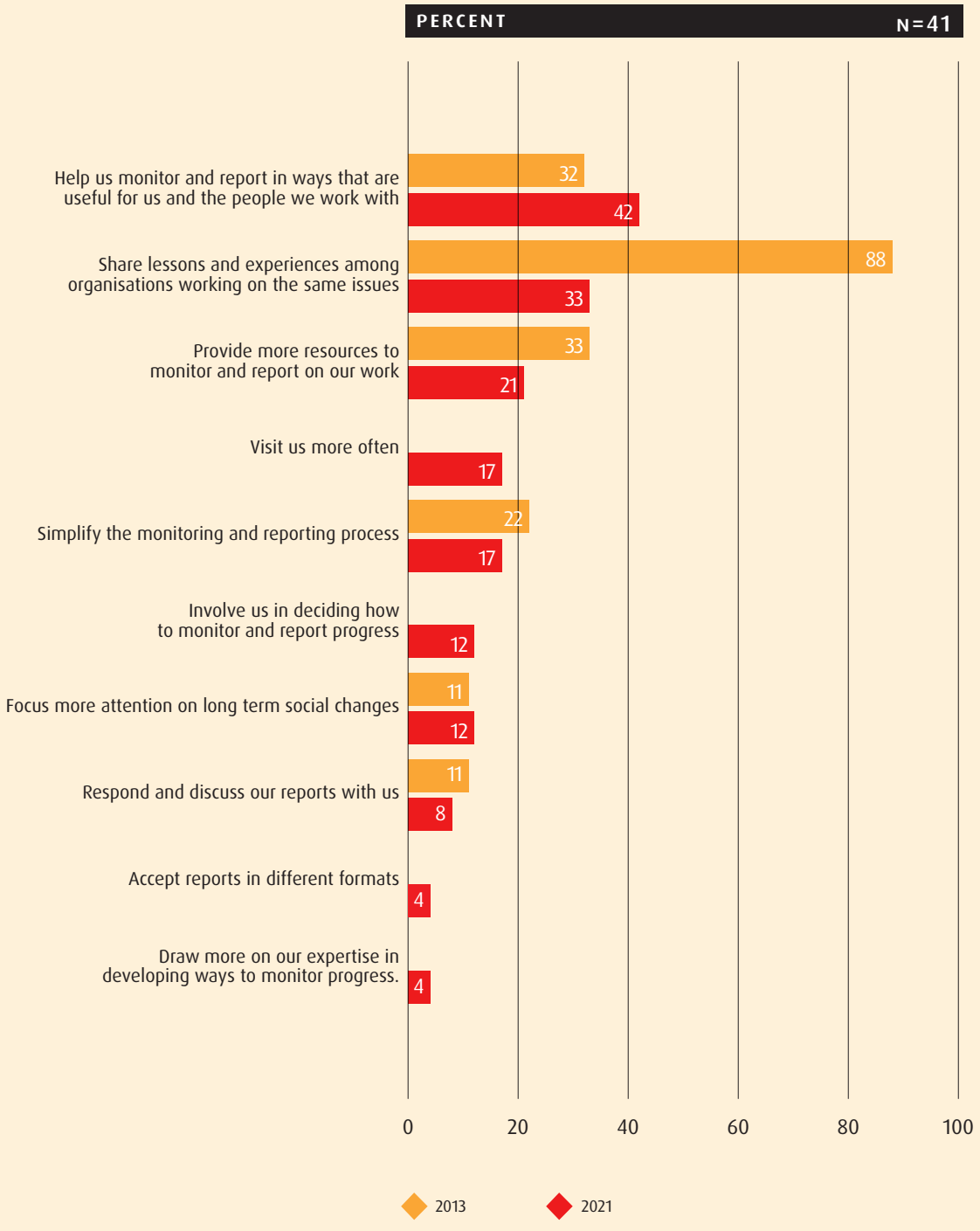
We understand how ACTEC uses the information we provide.



Monitoring and reporting

- To determine the overall value of its monitoring and reporting, ACTEC asked respondents to rate the above statements. ACTEC received scores higher than the global cohort benchmark in all areas.
- The most valuable aspect with a NP score of 83 is that 'the monitoring and reporting partners' do with ACTEC helps them improve what they do'. The second most valued monitoring and reporting activity, with a NP score of 79, is for the statement 'ACTEC gives partners useful comments about the reports they send to them'.
- Areas for which ACTEC received lower scores include 'we understand how ACTEC uses the information we provide' (NPS: 26), although, this is still higher than the global cohort benchmark (NPS: -10).

Figure 25 Requests on how to improve ACTEC's monitoring and reporting in the future



Monitoring and reporting

- Respondents were asked which two things they would most like ACTEC to improve in its monitoring and reporting with its partners for the future. The main aspect that respondents would like ACTEC to improve is to 'help partners monitor and report in ways that are useful for them and the people they work with' (42%). Beyond this, the second most common request is for ACTEC to 'share lessons and experiences among organisations working on the same issues' (33%) which in contrast to 2013 (88%) indicates improvement.
- The least common request on how to improve ACTEC's monitoring and reporting is 'drawing more on partners' expertise in developing ways to monitor progress' (4%).
- Respondents were also asked whether they would like to say anything else about the ***monitoring and reporting*** they do for ACTEC. Comments received include:

  (Translated) "The corrections suggested by ACTEC before finalizing the reports are always very useful and much appreciated."

  (Translated) "ACTEC maintains constant monitoring and communication and always make punctual observations on periodic and year-end reports."

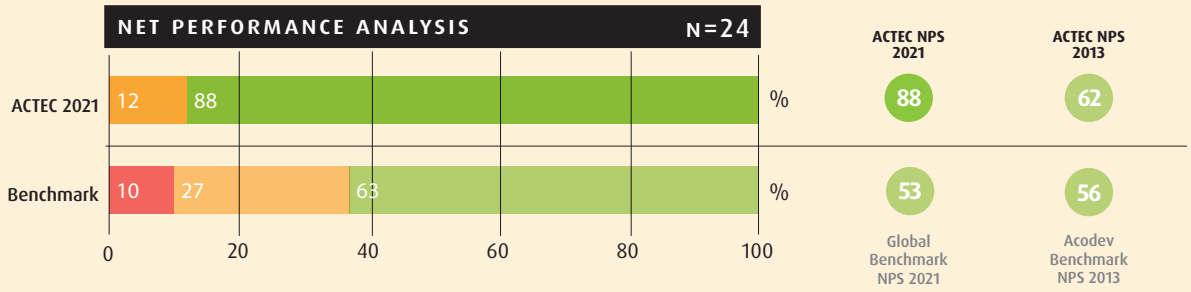
  (Translated) "I would hope that in the future, the environmental issue will be a cross-cutting issue, as it should be."

  (Translated) "It is essential to constantly read the changes in context, that is, in all the problems that occur in the territories where we operate and to recognize together these short, medium and long-term modifications in order to carry out the program more effectively, adapting it to the changing reality."

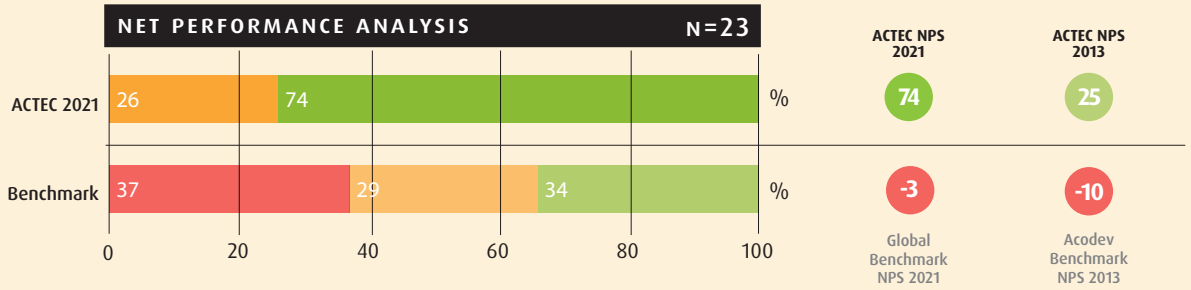
Understanding and learning

Figure 26 Understanding and learning

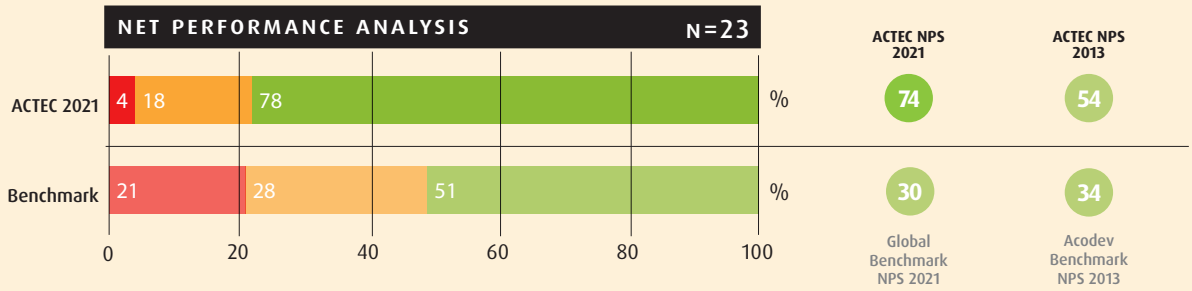
ACTEC understands the sector(s) we work in.



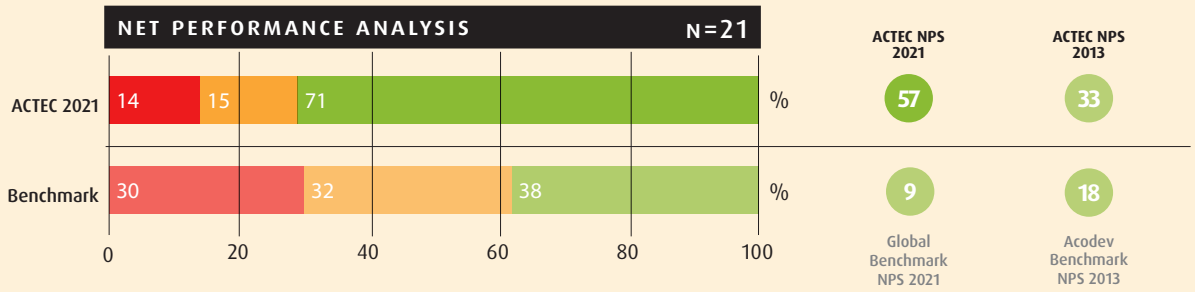
ACTEC is a leader in the sector(s) we work in.



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



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

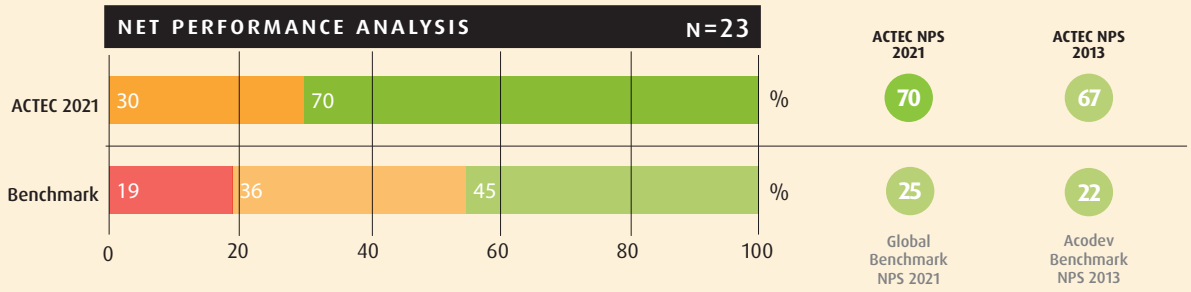


Understanding and learning

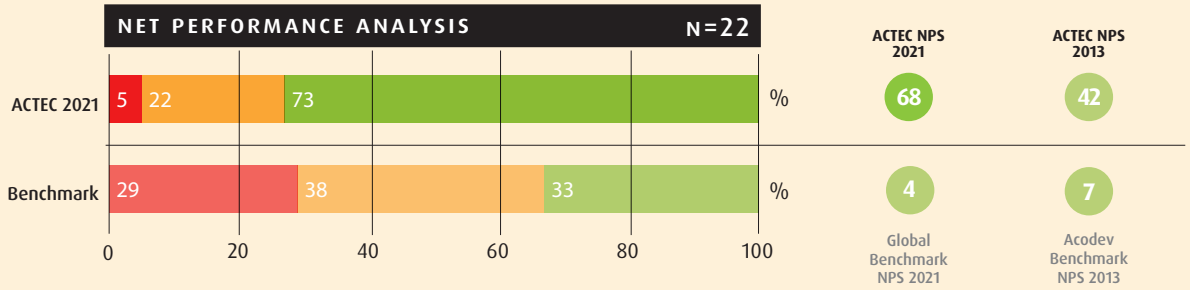
- ACTEC asked respondents to indicate their satisfaction with the above elements in understanding and learning. ACTEC received higher scores than the global cohort benchmark in all four aspects, and higher scores compared to 2013 in all categories.
- The area for which ACTEC received its highest score is for 'understanding the sector(s) respondents work in' (NPS: 88). ACTEC also received high scores for being seen as 'a leader in the sector(s) respondents work in' (NPS: 74) and 'making a major contribution to the sector(s) respondents work in' (NPS: 74).

Figure 27 Part A Satisfaction compared to other NGOs/Funders

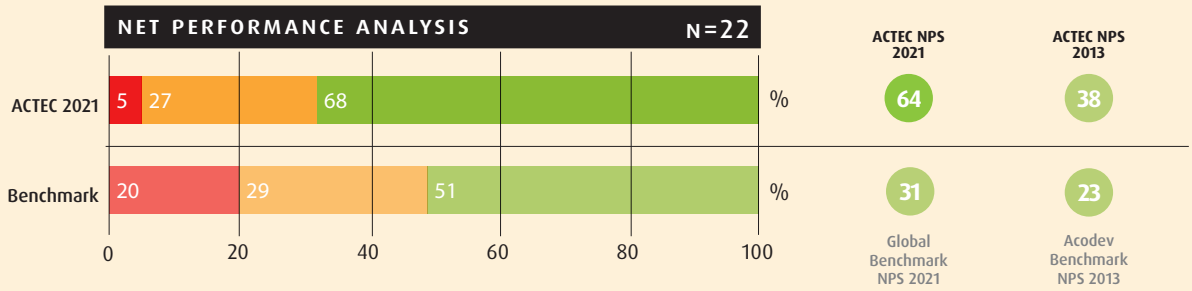
Overall value added to your work.



Monitoring and reporting.



Respect ACTEC shows to us.



Non-financial support.

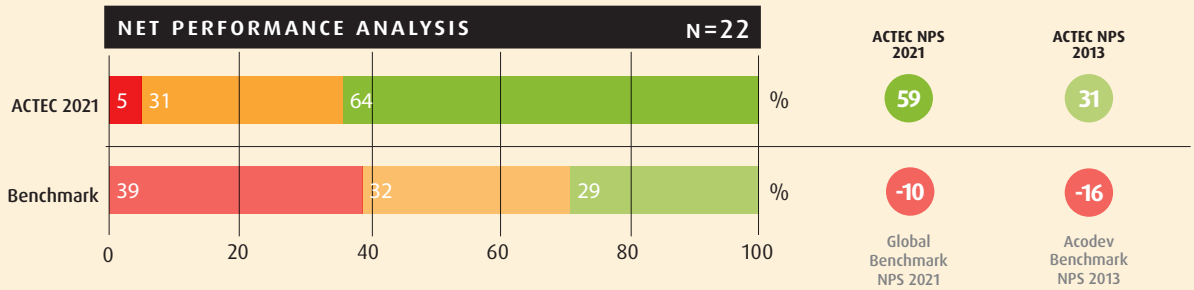
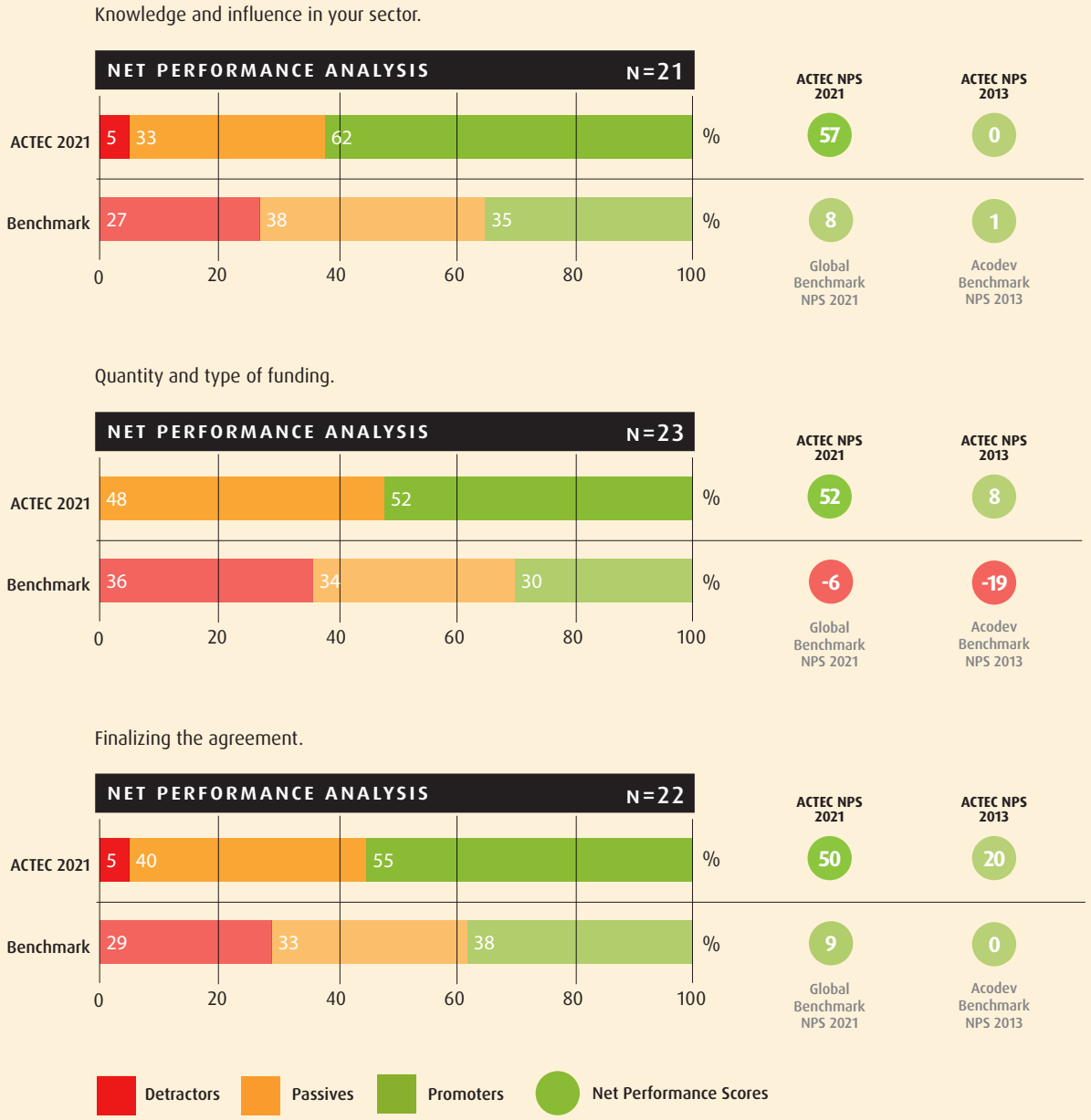


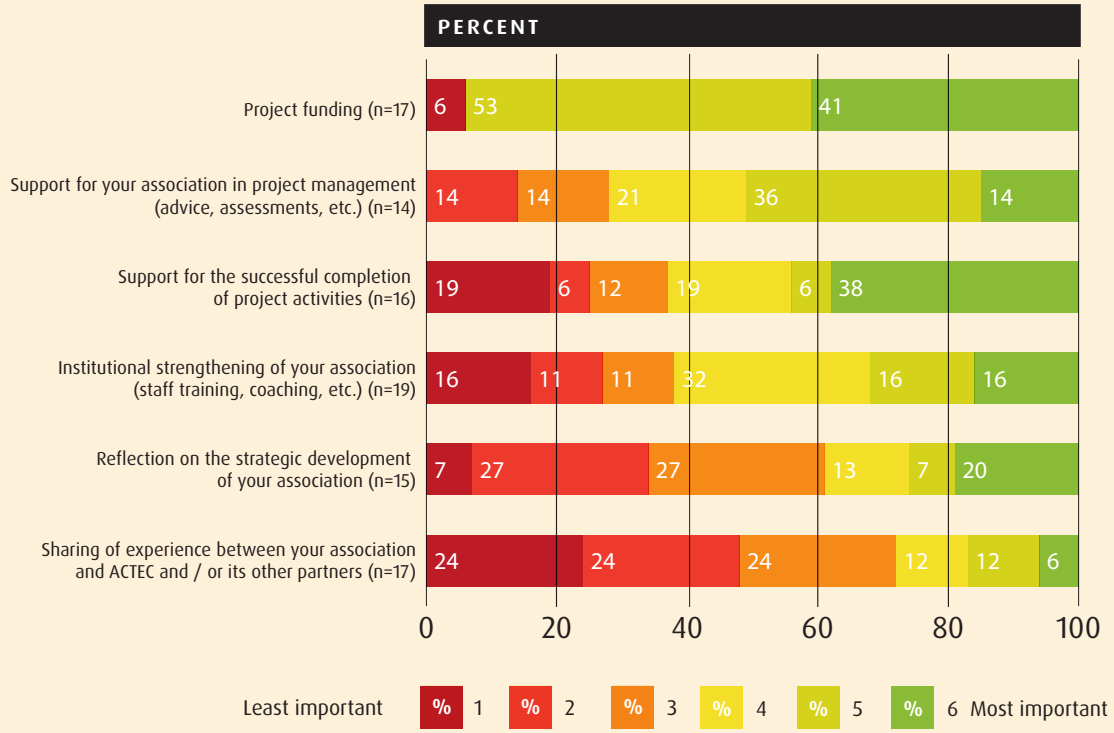
Figure 27 Part B Satisfaction compared to other NGOs/Funders



- In all aspects, ACTEC has NP scores above the global cohort benchmark in terms of satisfaction compared to other NGOs/funders.
- The two areas for which ACTEC received its highest NP scores are for its 'overall value added to partners' work' (70% promoters and NP score of 70) and its 'monitoring and reporting' practice (73% promoters and NP score of 68).
- The area with the most negative NP score (50) is for 'finalizing the agreement' in comparison to other NGOs/funders.
- Two areas that are emphasised as strong improvements since 2013 are ACTEC's 'knowledge and influence in the sector' (increase of 57) and 'quantity and type of funding' that ACTEC provides (increase of 44).

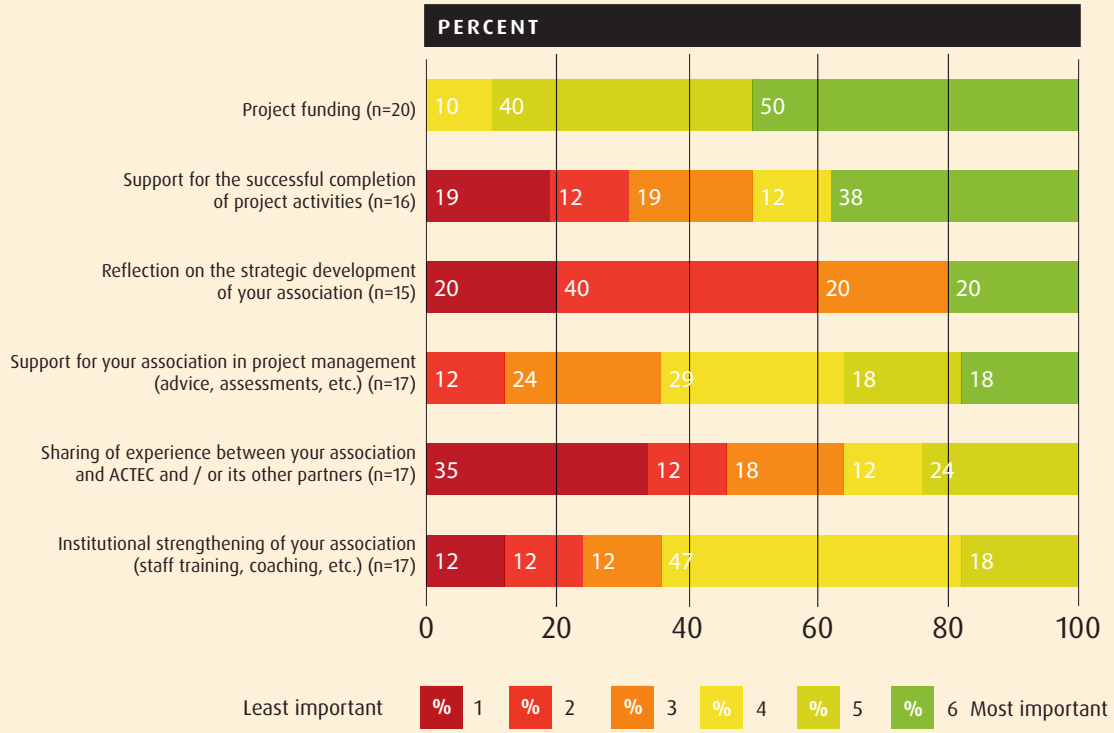
ACTEC's tailored questions

Figure 28 Most important current partnership contribution by ACTEC



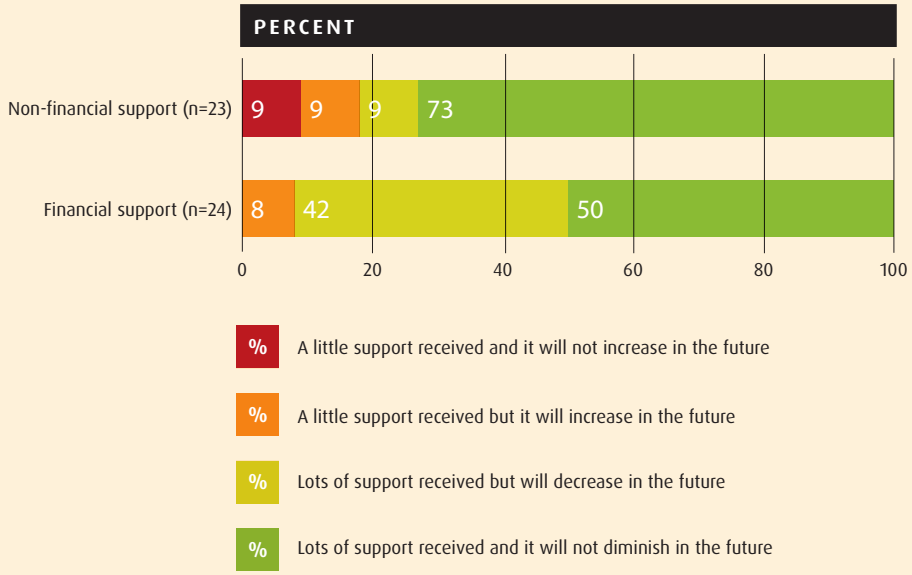
- ACTEC's respondents were asked to indicate which of the above contributions made by ACTEC they consider to be the most important. 41% of respondents feel that 'project funding' is the most important contribution made by ACTEC (94% of respondents provided a high score of 5 or 6). Beyond this, 50% of respondents (providing a high score of 5 or 6) indicated that the 'support for partners' association in project management (advice, assessments, etc.)' is considered the second most important contribution by ACTEC.
- The least important area of contribution currently as seen by respondents is the 'sharing of experiences with ACTEC and/or other ACTEC partners' (48% giving a low score of 1 or 2).

Figure 29 Most important future partnership contribution by ACTEC



- ACTEC's respondents were then asked to indicate which contribution they consider the most important for ACTEC to focus on in future partnerships. Similar to the current perceived importance of ACTEC's contributions, respondents feel that 'project funding' (90% provided a high score of 5 or 6) remains the most important contribution by ACTEC for future partnerships. Moreover, 38% of respondents (providing a high score of 5 or 6) believe that 'support for the successful completion of project activities' is an important contribution for the future, as well as 36% of respondents scoring either a 5 or 6 for continued support from ACTEC for 'partners' association in project management (advice, assessments, etc.)'.
- The least important areas of contribution going forward as seen by respondents is the 'reflection on the strategic development of partners' association' (with 60% providing a low score of 1 or 2), and the 'sharing of experiences with ACTEC and/or other ACTEC partners' (with 47% providing a low score of 1 or 2).

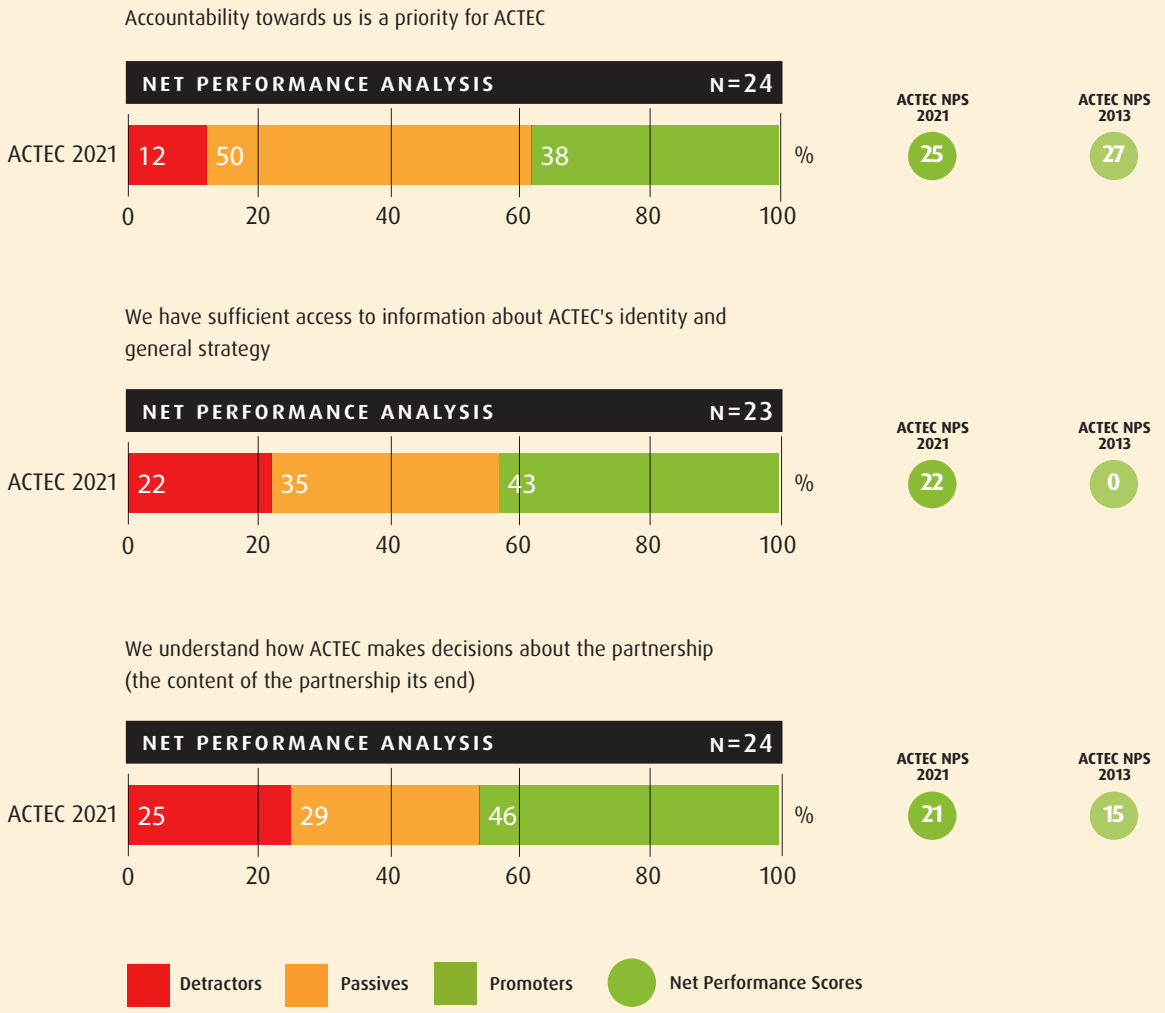
Figure 30 Intensity of partnership with ACTEC



- When asked about the intensity of their partnership with ACTEC in terms of non-financial support, 73% of respondents say that they have received 'lots of support' from ACTEC and they are confident 'it will not diminish in the future'. This is an increase of 19% since 2013.
- In regard to financial support, 42% of respondents say that they have received lots of support but expect this will decrease in the future. This is lower, however, than 2013 where 54% of respondents chose this option.

ACTEC's tailored questions

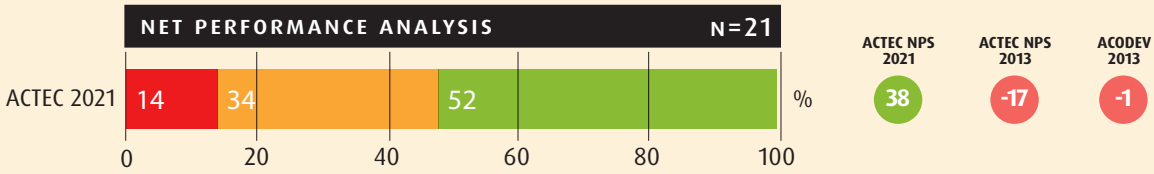
Figure 31 Perceptions of accountability



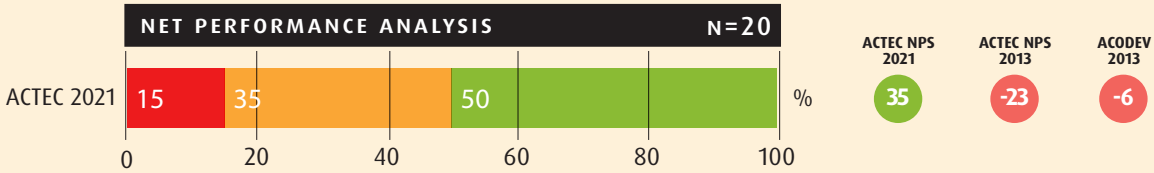
- Respondents were asked about their perceptions of ACTEC's accountability to partners. ACTEC received its highest NP score for 'accountability towards partners is a priority for ACTEC' (NPS: 25). With 12% detractors, this suggests the majority of respondents were passive about their views on this. This is a decrease from 2013, where ACTEC received an NP score of 27.

Figure 32 Part A Results of partnership on organisation's capacities

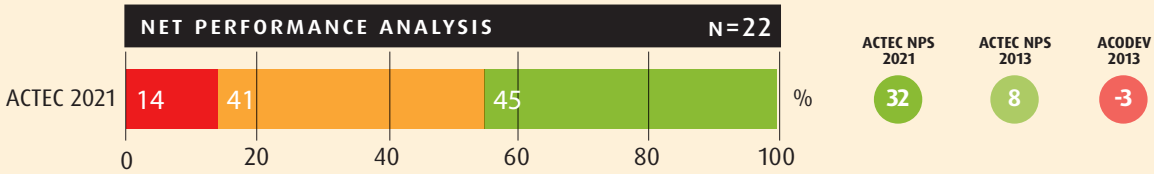
The way you achieve results.



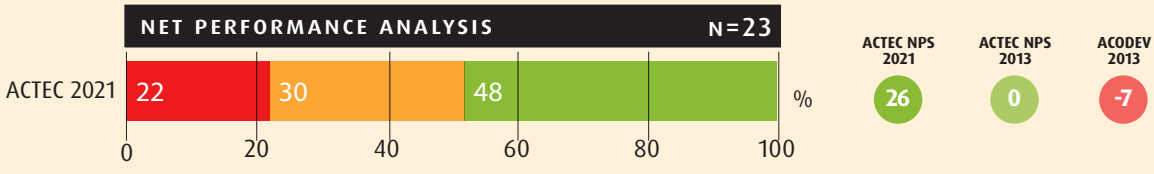
The way you manage your organisation.



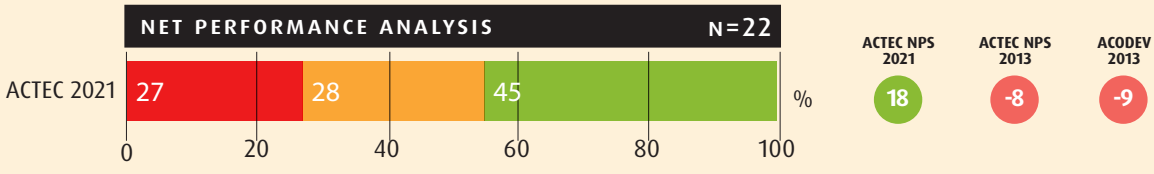
Your strategic planning.



Your internal coherence.



The clarity of your role in the society.



Your responsiveness to change.

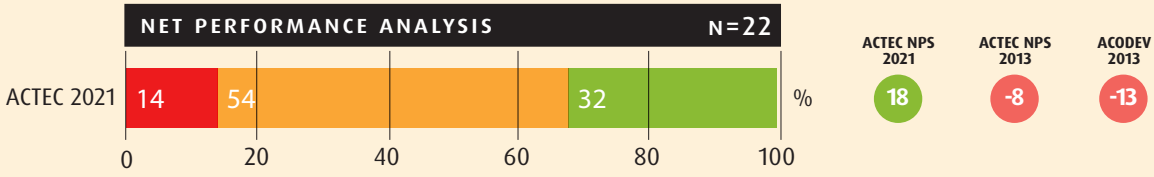
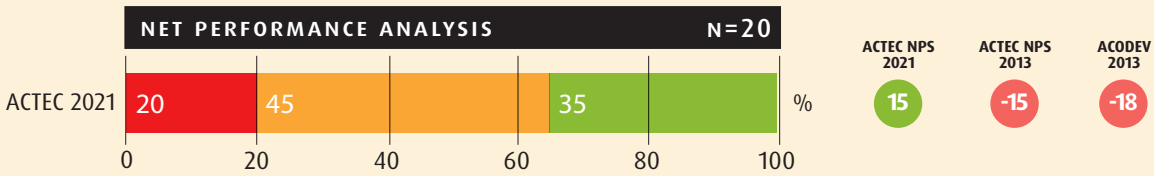
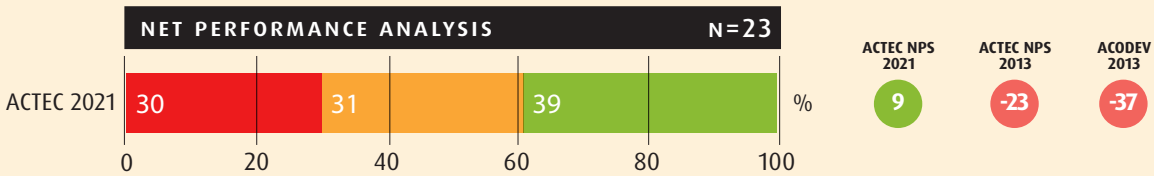


Figure 32 Part B Results of partnership on organisation's capacities

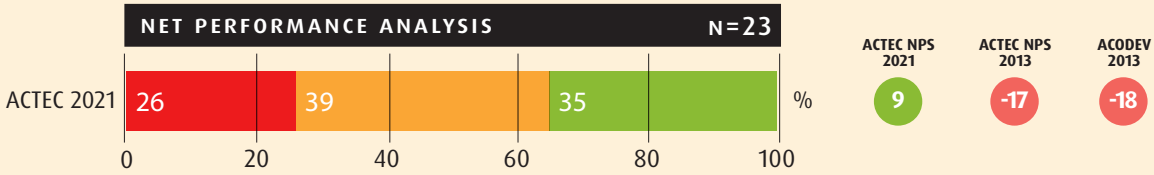
The energy your organisation deploys to assume this role.



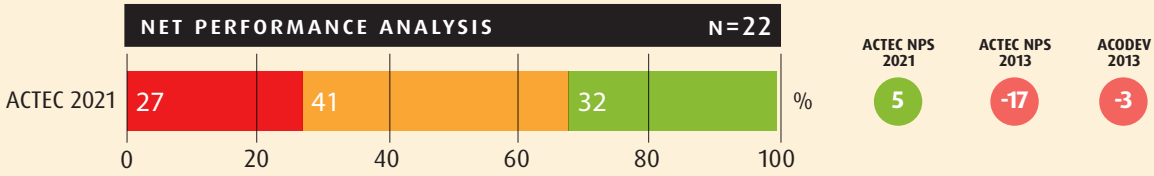
Your financial autonomy.



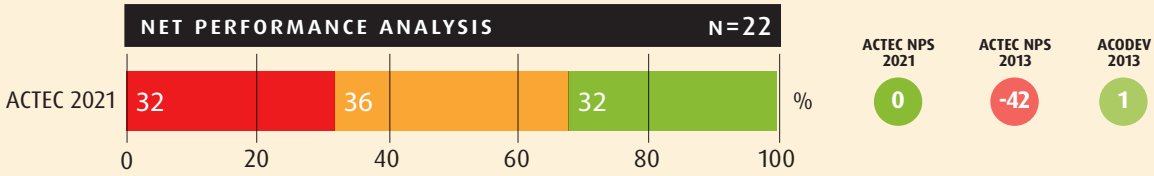
Your influence on our direct environment.



The way you work with other organisations.



Your legitimacy and the respect of the society.

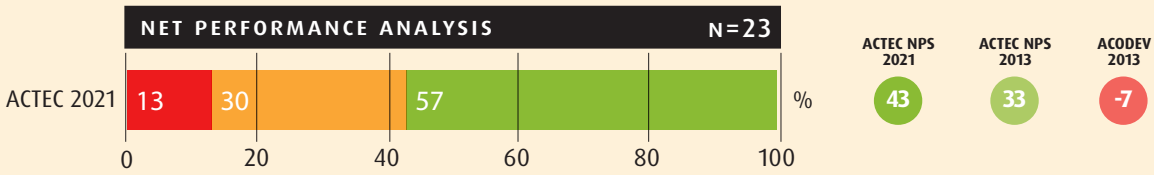


ACTEC's tailored questions

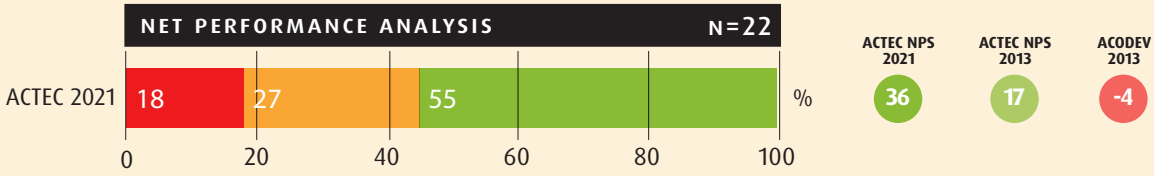
- ACTEC asked its respondents to indicate whether their partnership with ACTEC has changed their organisation in each of the domains listed above. In all areas, ACTEC has scored higher than in 2013.
- The highest score is given for the 'way partners achieve results' (NPS: 38), followed closely by the 'way partners manage their organisation' (NPS: 35), and their 'strategic planning' (NPS: 32).
- ACTEC receives its lowest score for 'influencing change in partners' legitimacy and respects of the society' (NPS: 0) which received an NP score of -42 in 2013, suggesting improvements in this area have been made.

Figure 33 Part A Results of partnership on development processes and approaches

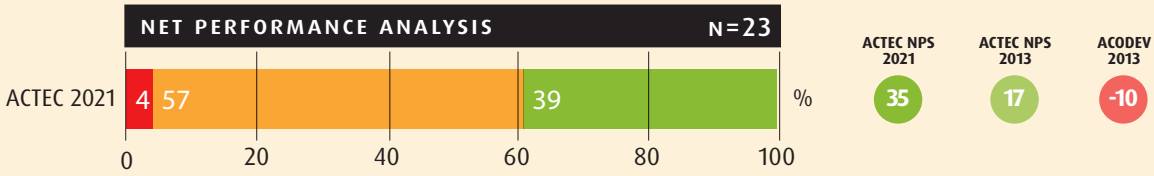
Monitoring of results.



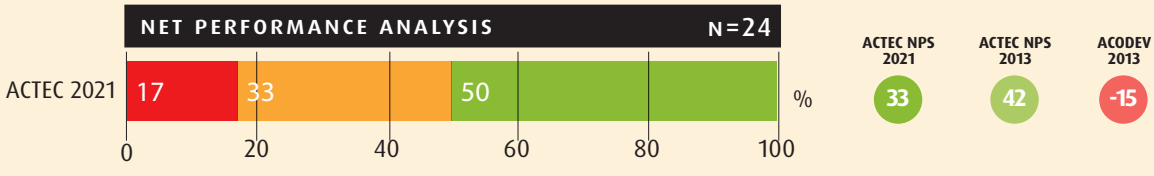
Empowerment of beneficiaries in our actions.



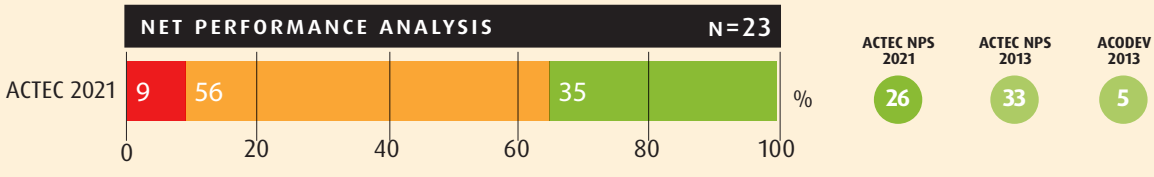
Sustainability of our actions/services.



Evaluation of impact.



Type of actions we do/services we deliver.



Search of complementarities or synergies with other organisations.

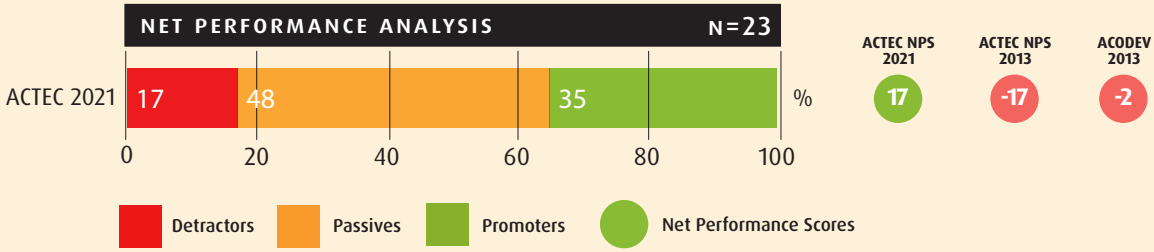
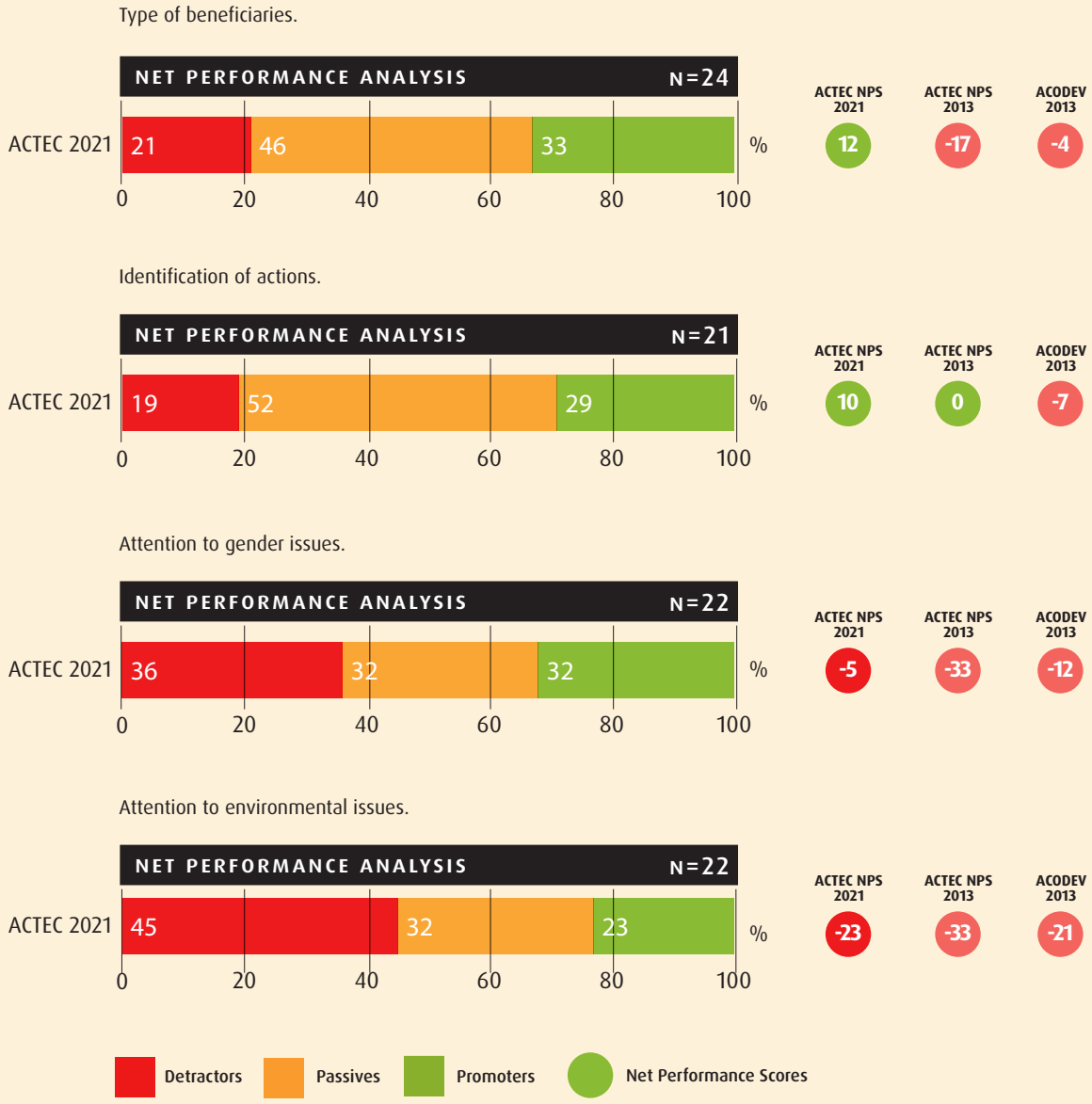


Figure 33 Part B Results of partnership on development processes and approaches



- ACTEC asked its respondents to indicate to what extent their partnership with ACTEC has led to improvements in various aspects of their work.
- The highest score is given for improvements produced in partner's work on 'monitoring of results' (NPS: 43), followed by 'empowerment of beneficiaries in their actions' (NPS: 36), and 'sustainability of their actions/ services' (NPS: 35).
- The area in which ACTEC scored most negatively was for 'attention to environmental issues' (NPS: -23). This aligns with some open-text comments highlighting more focussed on this topic is favourable.
- ACTEC scored higher than in 2013 in 8 out of 10 aspects. The areas in which it performed less positively since 2013 are 'evaluation of impact' (NPS: 42) and the 'type of actions they do/services they deliver' (NPS: 33).

ACTEC's tailored questions

- Respondents were also asked to give an example of what ACTEC is ***doing well in their partnership relationship*** with them. Comments received include:

  (Translated) "Dialogue is always open and can be received with respect and reflection even though specific differences may arise."

  (Translated) "Total and unconditional support for our cause."

  (Translated) "The relationship of many years and shared objectives allows working in an environment of trust, transparency, friendliness, and with the clear vision of maintaining the values and mission of alleviating as much as possible the needs of the profile of the region and beneficiaries that we serve."

  (Translated) "Timely attention to any concern we may have."

- Respondents were additionally asked to give an example of what ACTEC is ***not doing well in their partnership relationship*** with them. Comments received include:

  (Translated) "The relations between the partners, in particular representatives of ACTEC and us, are not equal."

  (Translated) "It could be mentioned that a weak point is the rotation of ACTEC technical personnel, which hinders continuity of processes."

  (Translated) "There is no weak point in the relationship."

  (Translated) "There are times when ACTEC finds it difficult to understand the institutional dynamics of the local partner, which creates tension in their relationship."

  (Translated) "Communication protocols, at some point can leave aside institutional instances that are defined and this does not benefit an integrated process."

- Respondents were also asked to give ***insight into the ways in which ACTEC could improve the partnership relationship.*** Comments received include:

  (Translated) "Have a better understanding of the institutional conditions of the local partner, under a respectful environment."

  (Translated) "Deepening the search for international resources."

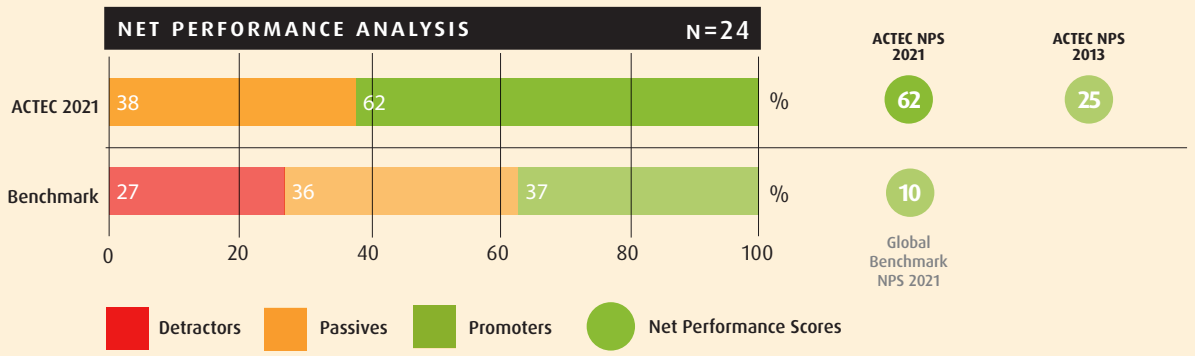
  (Translated) "Allowing to carry out activities that help to better visualize the impact they cause within our community, through sharing schedules outside the institutional context."

  (Translated) "Make a comprehensive diagnosis of our needs."

  (Translated) "Think about having within your team people who know the local reality and have lived there. This should facilitate some small misunderstandings."

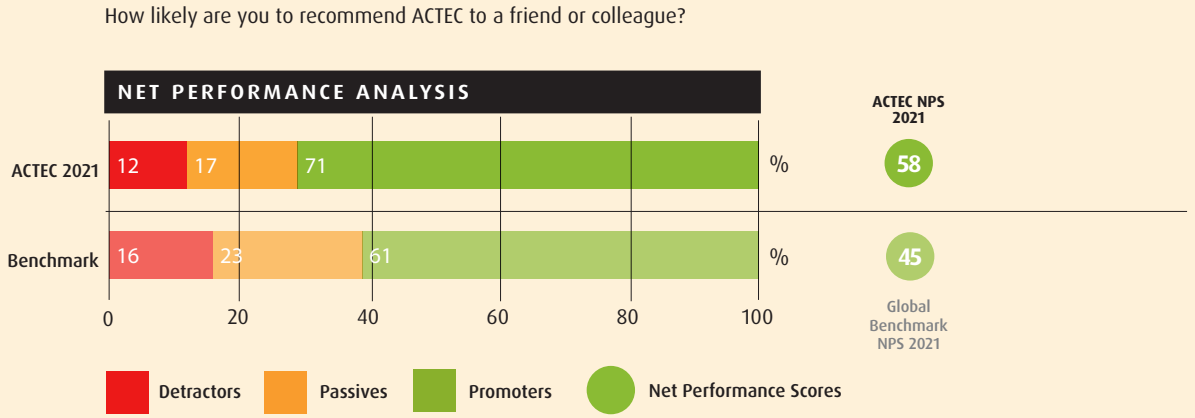
ACTEC's tailored questions

Figure 34 Confidence that ACTEC will act upon this feedback



- ACTEC asked its respondents about the likelihood with which they believe ACTEC would use the feedback from this survey to improve its work. 62% of respondents gave a score of 9 or 10, indicating that they strongly believe ACTEC will improve its work and performance based on the feedback they have provided. With a NP score of 62, ACTEC scores higher than the global cohort benchmark with a NP score of 10.

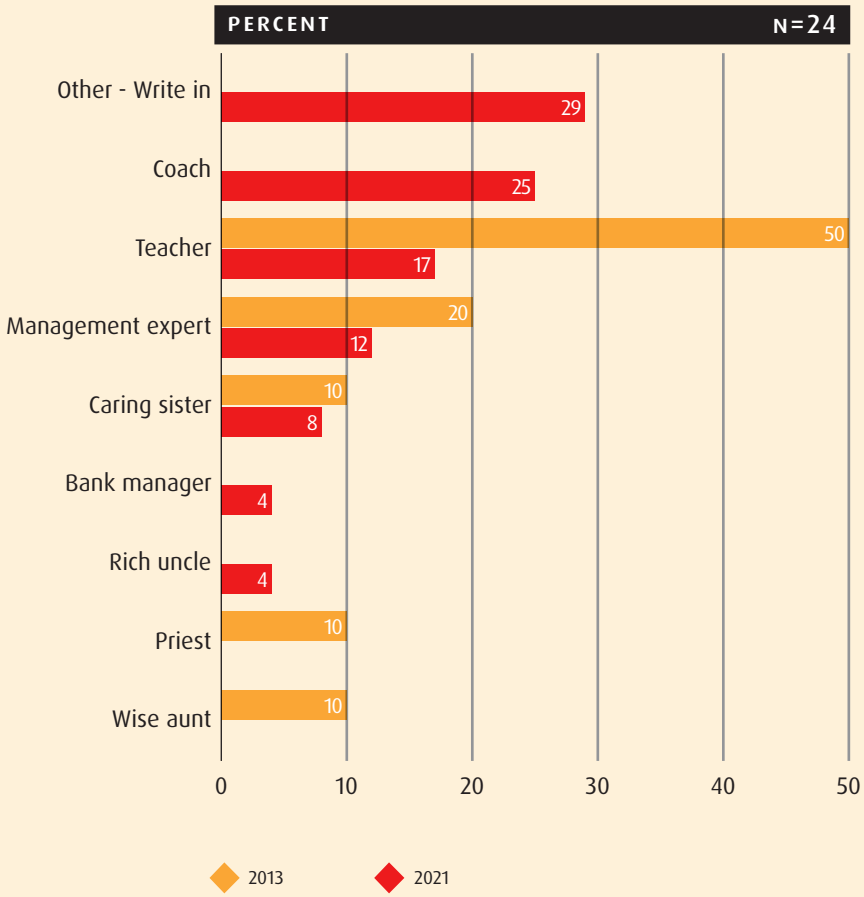
Figure 35 Overall satisfaction



- ACTEC asked its respondents about the likelihood with which they would recommend ACTEC to a friend or colleague, with 71% of respondents suggesting they are likely to. With an overall NP score of 58, this is higher than the global cohort benchmark score of 45.

ACTEC's tailored questions

Figure 36 ACTEC can be described as...



- ACTEC asked its respondents how they would best describe it as a partner. 29% of respondents chose the 'other' option which included descriptions such as: 'friend on whose professionalism it is possible to rely', 'companion on the way', 'rigorous guide', 'fraternal brother for the fight against poverty', 'partner with shared goals', 'strategic partner', and 'understanding partner'. Beyond this, 25% of respondents chose 'coach', and 17% chose 'teacher'.
- In 2013, the most selected option was 'teacher' with 50%, suggesting a change in the perspective of the relationship.

ACTEC's tailored questions

- Finally, respondents were asked whether they wanted to provide ***any other comments about this survey and what they would like ACTEC to do next***. Comments received include:

  (Translated) "A meeting to evaluate the progress of the work and share lessons learned with all partners."

  (Translated) "We would like ACTEC to allow us to welcome many more disadvantaged young people, to continue to help us make the recipients autonomous and to help us strengthen the business schools in our various centers."

  (Translated) "I would like ACTEC to generate an investigative line (direct or with other allies) to enhance the results achieved in the projects and thus contribute to influencing changes in the business ecosystem."

Conclusion

The quantitative and qualitative data in this report, as well as the recommendations in the executive summary, provide valuable insight into how ACTEC's various partners experience their working relationship. ACTEC'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 ACTEC 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 ACTEC's performance can be improved. Moreover, considering the diversity of partners, 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 ACTEC determine how best to address the issues or areas where there is room for improvement in collaboration with its partners. Keystone could assist ACTEC in digesting and understanding the results and consider how to integrate a more regular, light-touch feedback system (see Annex 4).

Annex

Annex 1: Survey questionnaire
Annex 2: Anonymised raw data
Annex 3: Net Promoter Analysis
Annex 4: Introducing regular partner feedback in your management systems