Save the Children

keystone

Contents

Executive Summary

In 2021, Save the Children expressed its interest in conducting a *Keystone Partnership Survey* with its constituents across the globe. Save the Children 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 Save the Children partners about the organisation and provides credible data on how well Save the Children carries out its role in the partnership, as seen from the partner perspective.

The survey questionnaire was sent to a cohort of 855 partners, out of which 381 respondents provided a complete response, and 47 provided a partial response, yielding a total response rate of 50%. A detailed breakdown of respondents is provided in the main report.

This executive summary provides an overview of Save the Children'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 Save the Children's data against that of Keystone's global cohort of social change organisations and allows Save the Children to benchmark against itself from 2013 (i.e., time-series) where possible. Save the Children's performance was analysed by focusing on six main categories: (1) Financial support, (2) Non-financial support, (3) Administration and finalising the agreement, (4) Relationship and communication, (5) Monitoring and reporting, and (6) Understanding and learning.

General reflections

Overall, Save the Children's respondents indicate a strong relationship with Save the Children 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. Save the Children has received positive feedback on its *relationship and communication, monitoring and reporting* process, and its *understanding and learning*. The areas where respondents indicated room for improvement mostly reside within *financial support, non-financial support* and certain aspects of strengthening technical abilities of partners, and within the *administration and agreement finalisation process*.

Save the Children 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, Save the Children 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, financial support, and non-financial support. Keystone proposes that Save the Children reflects and shares the feedback it has received, acknowledging both the areas in which it performs well and where there is need for improvement. It is especially important for Save the Children to review the various responses from partners to the open-text questions as these sometimes provide direct recommendations, which would not only help Save the Children improve its social impact but also its overall organisational performance.

Financial support

The majority of Save the Children's respondents, identify themselves as *non-governmental organisations*. Like many organisations in the global cohort benchmark, respondents indicated that they collaborate with Save the Children to *provide services directly to people and communities living in poverty*, as well as to *help their constituents claim their human rights* and *support collective action by their members*. The reason for collaboration which least resonated with respondents was the *funding of individuals* which is similar to the global cohort. The average *grant size* from Save the Children has increased since 2013 indicating that Save the Children advocates for larger grants in comparison to the past.

When asked about the value of that **financial support**, results were generally rather negative, wish scores decreasing since 2013 and remaining below the global cohort benchmark. While respondents more or less agree that Save the Children's *payments are made in appropriate phases so they can easily manage their cash flow*, they feel that there could be more flexibility to make *changes to how funds are spent* and receive more *financial support with regards to general/core costs*. This was reflected in the negative NP scores and open comments provided by respondents.

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Recommendation: Low scores concerning Save the Children'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 Save the Children conducts a dialogue session or otherwise collect further information that may provide deeper insights into how Save the Children 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 Save the Children is unable to do. It may also be beneficial to consider offering trainings on financial sustainability or facilitate dialogue on how Save the Children can be more flexible and support its partners in this area.

Non-financial support

Some of the core requests from respondents in their open comments address the need for more **non-financial capacity building support**. Respondents provided negative scores for *providing access to decision-makers* and, similar to 2013, for the support from Save the Children to facilitate *introductions to other organisations / people / networks* as well as *strengthen the advocacy and campaigning abilities* of respondents. Thus, respondents felt dissatisfied by Save the Children's attempts to further help develop their organisational skills and they recognise that the services that Save the Children provides do not adequately meet their needs. However, when asked about the specific *Organisational Capacity Assessment (OCA)* process, respondents were more positive. Respondents gained the most value from the OCA process' ability to *allow partners to identify priorities and invest accordingly*, as well as *shape the support provided by Save the Children*. However, when asked about the *effectiveness of the OCA process* in addressing the top focus areas of partners, opinions were almost equally split across the NPA categories, indicating that some aspects are considered effective whereas others are not. It would thus be of interest to Save the Children to further interrogate how it can improve its effectiveness for this type of non-financial support.

In terms of the *programme development* involvement of Save the Children, respondents *understand how their work contributes to the wider programme* objectives but do not feel like they have been adequately involved in the *programme design* or in their ability to *shape the overall objectives of the programme.*

Recommendation: Keystone proposes that Save the Children further examines the qualitative data provided by partners in which they outline several ways for Save the Children to improve its non-financial support. This could help Save the Children better align with partners on their non-financial support priorities. Save the Children 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 this cannot be met. Moreover, there is a sense from respondents that there is a need for deepened collaboration with the goal of creating a more mutually beneficial relationship.

Administration and finalising the agreement

Save the Children asked its respondents about their agreement process, working relationship, and overall interaction with Save the Children. With regard to the **agreement process,** respondents feel that Save the Children *supports their risk management efforts* and they *did not feel pressured by Save the Children to change their priorities*. However, respondents scored lower when asked whether *the amount of support is well matched to their needs* and whether Save the Children is *flexible and willing to adapt its terms of support to meet the needs* of its partners. This closely aligns with the feedback provided by respondents regarding the non-financial support offered by Save the Children.

Recommendation: As indicated in the open comments, there is a need for Save the Children to re-examine its current funding and agreement framework as respondents call for more flexibility and a better alignment of the needs and objectives of Save the Children and its partners. Especially in light of the Covid-19

pandemic, there is a sense that more flexible and reactive agreements could be beneficial to members but also to Save the Children and its funding sources. It would be highly valuable for Save the Children to engage in a dialogue with its partners to determine where it can make adjustments and improvements.

Relationship and communication

Concerning **how Save the Children works with its partners**, Save the Children received high scores mainly in line with or higher than those of the global cohort benchmark for most aspects. Respondents strongly believe that *Save the Children is transparent about how it uses its funds,* and that it *understands the working environment and cultural context* of its partners. However, many respondents feel that Save the Children could do a little more to *fairly represent and accredit its partners and their work in external communications/fora* and that more can be done to make its partners *feel like an equal partner to Save the Children*.

With regard to **respondents' interactions with Save the Children**, respondents state that they *feel comfortable approaching it to discuss any problems they are having* and that Save the Children's *staff are respectful, helpful and capable.* However, while all NP scores in this category are positive, when compared to 2013, one aspect that decreased is the level of *comfort experienced by partners to question Save the Children's understanding or actions if they disagree with them*.

Recommendation: While generally satisfied, respondents flagged a need for Save the Children to consider how it can further examine the priorities of its partners to better match and align with their needs. This could ultimately improve collaboration in certain areas and give partners greater security in pursuing their own goals.

Monitoring and reporting

Save the Children's partners were asked about various aspects of its **monitoring and reporting**. In every aspect, Save the Children's respondents find the monitoring and reporting activities conducted to be useful and received positive scores higher than the global cohort benchmark and higher than the scores received in 2013. Respondents *regularly submit narrative and financial reports* to Save the Children and feel that Save the Children *encourages them to review their work with external stakeholders.*

With regard to the **usefulness of monitoring and reporting activities conducted**, respondents provided positive scores as they believe that *the monitoring and reporting they do for / with Save the Children helps them improve what they do* and for the *useful comments they receive from Save the Children on their reports*. Respondents feel there is some room for improvement around *Save the Children providing enough funds and support for partners to monitor and report on their work*. While there have been improvements since 2013, this was also indicated as something to further improve in the open comments.

Recommendation: Save the Children should determine to what extent it would be able to provide its partners with additional financial and non-financial support to conduct monitoring and reporting activities. As this is something that is also closely linked to the agreement parameters, it would be important for Save the Children to more deeply engage with some of the open comments to determine how it can improve its current agreement process to address some of the most pressing issues affecting its partners' ability to fulfil the requirements of Save the Children.

Understanding and learning

Save the Children asked respondents to answer questions about its understanding and learning and their satisfaction compared to other NGOs/funders.

With regards to **understanding and learning**, respondents feel that Save the Children *understands the sectors in which they work,* and respondents consider Save the Children to be *a leader in the sector in which they work.* However, 22% of respondents feel that Save the Children could do more to *learn from its mistakes and make*

improvements on how it works which is common across most INGOs. Moreover, when asked which areas their partnership with Save the Children has contributed to, partners indicated *sensitivity to issues affecting minorities* and *effectively collaborating with others* as the areas it contributed to most.

Moreover, Save the Children asked several questions about the effects of and strategies used to tackle the Covid-19 pandemic. The most prominent effects of the pandemic on partners includes the *shrinking of new funding opportunities, staff-wellbeing,* and *inability to continue program activities.* When asked about the strategies employed by partners to respond to the Covid-19 pandemic, the most mentioned strategies were *program adaptation, social distancing, health and hygiene management*, and *working from home*.

Concerning the extent to which the overall experience with Save the Children **compares to other NGOs/ funders**, Save the Children scored higher than the global cohort benchmark for all aspects which indicates a high level of satisfaction amongst respondents, although the NP score has decreased slightly since 2013.

> **Recommendation:** *It should be stated that while there are areas in which Save the Children has improved since 2013, indicating a learning on its part, there are also areas in which it has worsened. As such, while it is important for Save the Children 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 Save the Children to close the feedback loop with its partners to demonstrate that they are listening and learning from the feedback that has been provided.*

Save the Children asked its partners *how confident they are that Save the Children will act upon the feedback it has received through this survey process*. Out of all respondents, 59% scored this question with a 9 or 10, indicating that most are highly confident and believe Save the Children will seek to make improvements to its work and performance based on the results of this survey. Moreover, Save the Children asked its partners *how likely they would be to recommend engaging with Save the Children to a friend or colleague.* Out of all responses, 63% scored this question with a 9 or 10, indicating that they are very likely to recommend Save the Children. As such, Save the Children 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.

Introduction

Since 2006, Keystone Accountability has worked with over one 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, *Save the Children International* conducted a partnership survey, administered to its global partners. The survey was aimed 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. In 2021, Save the Children Norway decided to revisit this survey process by conducting another partnership survey, comprising some of the same questions as in 2013 as well as new tailored custom questions. Where possible, comparisons to 2013 have been drawn across each survey question. However, it should be noted that due to changes in the analytical and reporting approach of Keystone over time, some data from 2013 are not deemed comparable and may therefore have been exempt. This comparative data provides a performance benchmark - helping to set the bar and contextualise what 'good' performance looks like. This report presents what Save the Children's partners said about the organisation compared to benchmarks reflecting partner ratings from 90 organisations in our *Keystone Partnership Survey* dataset. It provides credible data on how well Save the Children carries out its role in the partnership, as seen from the partner perspective. For a more elaborate explanation of the Net Performance Analysis, please refer to the *Benchmarks and indexes* section below or consult *Annex 3*.

- **Annex 1** 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 Performance 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 855 partners in Arabic, English, French, Mandarin, Portuguese, and Spanish from March 23, 2021 to April 21, 2021. Keystone administered the online survey and sent out regular reminders to increase the response rate. Save the Children 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)[1] to distinguish between three profiles

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

of constituents. As Save the Children 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 Save the Children with a 9 or 10 on the 0-10-point scale used in the survey which are considered "*positives*". These are Save the Children's champions. They are highly likely to be wholehearted participants in activities and consistently recommend Save the Children 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 Save the Children. 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 Save the Children and common developmental objectives are likely to be negatively affected as a result.
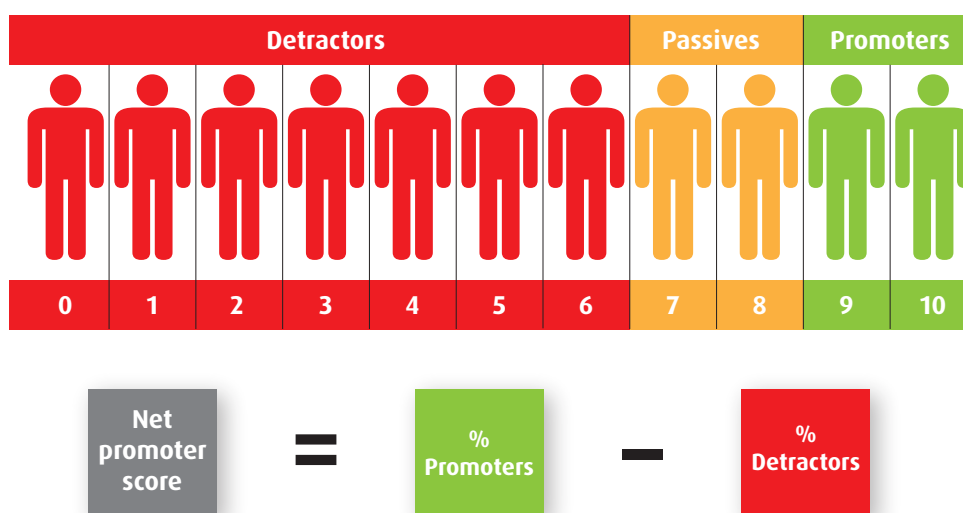
The Net Promoter Analysis uses a Likert scale ranging from 0 to 10 and allows organisations to track their 'Net Promoter Score' (commonly referred to as 'NP score' or 'NPS'). To get a NP score, one subtracts the percentage of negative responses from the percentage of positive responses. This allows for 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.[2] For further information on the NPS and how it is calculated and analysed, please refer to *Annex 3*. Keystone believes that the customer satisfaction approach is highly relevant to social change and the development sector as a whole because those who are meant to benefit from the intended change are key to bringing it about.

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

Throughout this report, Save the Children's results are compared to the Global Cohort Benchmark (GCB), comprising the 90 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

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

Introduction

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 Norway***
Ecosystems Alliance	Save the Children UK
Entraide et Fraternité	Save the Children US
Fred Hollows Foundation	Schorer
Free a Girl	Self Help Africa
Free Press Unlimited	Simavi
Grassroot Soccer	Skillshare
Handicap International Belgium	Solidarité Socialiste
Helen Keller International	SOS Faim
Helvetas	SPARK
Hivos	Tear Netherlands
IBIS	Tearfund
ICCO	Tearfund ELAC
ICS	Terre des Hommes Netherlands
IDS	Trias
IKV Pax Christi	Trócaire
IM Swedish DP	UMCOR US
International Alert	VECO
International Rescue Committee	Vitamin Angels
International Service	VSF-Belgium
International Planned Parenthood Federation	V.S.O. International
Kinderpostzegels	WaterAid
Kvinna til Kvinna	Wereldkinderen
LEGO Foundation	Woord en Daad

Introduction

from all 90 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 Save the Children's survey response rate, comprising the total number of *partial*[3] and *complete*[4] survey responses. Some respondents did not answer all questions.

Out of the 428 responses in total, 381 are considered a complete response in which they answered each question and 47 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	620	855
No. of total responses received	147	428
Complete	N/A	381
Partial	N/A	47
Total response rate	**24%**	**50%**

Table 3 Survey response rate by language		
Language	**2021 (N-value)**	**2021 (%)**
Arabic	50	12%
English	234	55%
French	95	22%
Mandarin	9	2%
Portuguese	16	4%
Spanish	24	6%

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 Save the Children'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 Save the Children 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 Save the Children 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 428 *complete* and *partial* respondents in 2021 provided an answer to that respective question.

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3   **Partial response**: The respondent clicked the "Next" button on at least the first page but has not yet reached the "Thank You" page.
4   **Complete response**: The respondent reached the "Thank You" page of the survey.

Introduction

Figure 1   Sample Graph

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

NET PERFORMANCE ANALYSIS	N=72

NGO X 3 | 28 | 69 %

Benchmark 22 | 22 | 54 %

0   20   40   60   80   100

NPS

66

-41 (Lowest NPS)   32   85 (Highest NPS)

🟥 Detractors   🟧 Passives   🟩 Promoters   🟢 Net Promotor Scores
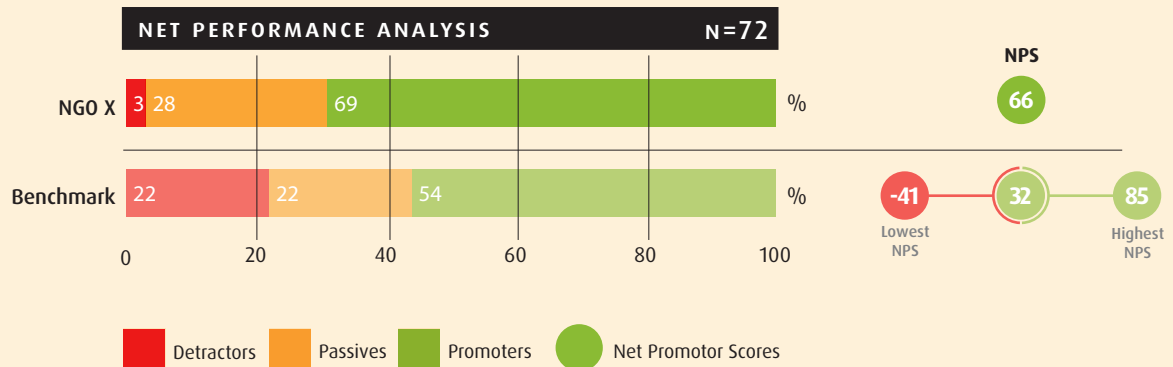
For several tables, data pertaining to the global cohort are not available as a result of customisation. Customised questions were not posed to the global cohort and can thus not be benchmarked. There are also custom questions in the 2021 survey process which were not asked in the 2013 survey process by Save the Children.

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

- The bars show the percentage of respondents who are detractors, passives, and promoters. The top bar reflects the responses provided by *Organisation X*'s stakeholders to the respective question, and the bottom bar indicates the distribution of respondents from the *global cohort benchmark*.
- The NP scores are indicated to the right of the bars. Where applicable, the *global cohort benchmark* NPS includes the lowest and highest NPS in its cohort as a point of reference. In this case, the NPS for *Organisation X* for 'Phasing' is 66, and the NPS for the *global cohort benchmark* is 32. The NP scores within the *global cohort benchmark* range from -41 to 85.
- 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 2   Location of partners

PERCENT   **N=461**

Country	2021 Percent	2021 N Values
Afghanistan	3	9
Albania	3	9
Argentina	0	1
Bangladesh	6	22
Bolivia	1	4
Bosnia & Herzegovina	2	7
Botswana	0	1
Brazil	0	1
Burkina Faso	8	28
Cambodia	6	20
Cape Verde		1
China	4	13
Cote D'Ivoire	9	32
Democratic Republic of Congo	4	14
Egypt	6	20
El Salvador	1	2
Eswatini	0	1
Ethiopia	4	13
Georgia	0	1
Guatemala	1	3
Guinea	1	2
Guinea Bissau	0	1
Haiti	1	3
Kenya	1	3
Kosovo	2	8
Laos	1	2
Lebanon	2	8
Malawi	3	9
Mali	3	12
Moldova	0	1
Montenegro	0	1
Mozambique	4	16
Nepal	1	15
Nicaragua	1	3
Occupied Palestinian Territory (OPT)	3	12
Pakistan	1	4
Palestinian Territory	2	6
Paraguay	1	2
Peru	2	7
Philippines	4	16
R.N. Macedonia	0	1
Rwanda	1	5
Senegal	2	6
Serbia	2	8
Sierra Leone	2	8
Somalia	3	12
South Africa	1	2
South Sudan	2	7
Sudan	1	3
Syria	2	6
Taiwan		1
Tanzania	3	10
Togo	1	2
Turkey	1	4
Uganda	3	10
Ukraine	0	1
United States	1	2
Venezuela	1	4
Vietnam	1	5
Yemen	3	10
Zambia	6	20
Zimbabwe	0	1

0   2   4   6   8   10

🟥 2021 Percent   ⚫ 2021 N Values

Partnership profile

- In 2013, Save the Children asked its respondents to indicate the region which best describes where their organisation is based, whereas in 2021, Save the Children asked respondents to identify the country in which they are based.
- As such, the biggest concentration of Save the Children's respondents are located in countries such as the Ivory Coast (9%) and Burkina Faso (8%), as well as Bangladesh, Cambodia, Egypt, and Zambia, each representing 6% of the respondent sample.
- In 2013, the biggest concentrations of respondents were similarly in Africa with 25% (GCB: 43%), as well as South Asia with 22% (GCB: 19%), and Latin America with 19% (GCB: 19%).

Partnership profile

Figure 3 — Type of partnerships

PERCENT   **N=399**

Type	2021 Percent	2021 N Values
Government agency	7	28
Non-governmental organisation	88	350
Inter-governmental organisation	2	7
Private sector	1	5
University/Academic institution	1	4
Research institution	1	5

■ 2021 Percent   ● 2021 N Values
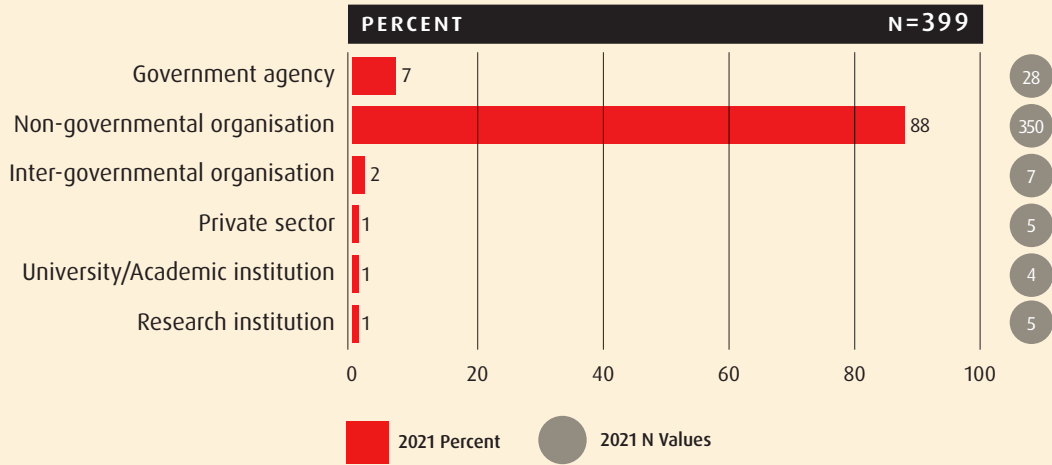
- 88% of Save the Children's respondents consider themselves to be a 'Non-governmental organisation' (NGO), which is above the global cohort benchmark (77%). 7% consider themselves a 'government agency' which is less than the global cohort benchmark (11%).
- Given that Save the Children is aware that most of its partners are non-governmental organisations, it decided to include an additional question for those identifying themselves as a NGO, asking them to further clarify why type of NGO they are.

Partnership profile

Figure 4   Type of NGO partnerships

PERCENT   N=342

	Percent	N Value
Local non-governmental organisation	60	206
National network / umbrella /coalition	7	24
Community based organisation	6	22
Civil society network	6	21
Child or youth-led organisation	4	12
Faith based organisation	3	9
Women-led and women's rights organisation	3	9
Regional/international network/coalition/umbrella	2	8
Disabled persons organisation	2	7
Other	7	24

2021 Percent   2021 N Values

- Out of all partners who identify as a NGO, 60% described themselves as a 'local non-governmental organisation', 7% identified themselves as a 'national network / umbrella / coalition', and another 7% described themselves as 'other'. The 'other' category included some of the following: Pan-African NGO, popular education and social promotion movement, regional NGO, international NGO, civil society foundation, civil society organisation, faith-based national organisation, legal aid / human rights, and mental health organisation, amongst others.

Partnership profile

Figure 5 — Nature of partnerships

PERCENT   **N=431**

Strategic partnership with signed Memorandum of Understanding (MoU)	41 — 175
Strategic partnership (without any MOU or Letter of Intent)	7 — 29
Implementing partner with sub-awards	53 — 227

0   10   20   30   40   50   60

■ 2021 Percent   ● 2021 N Values
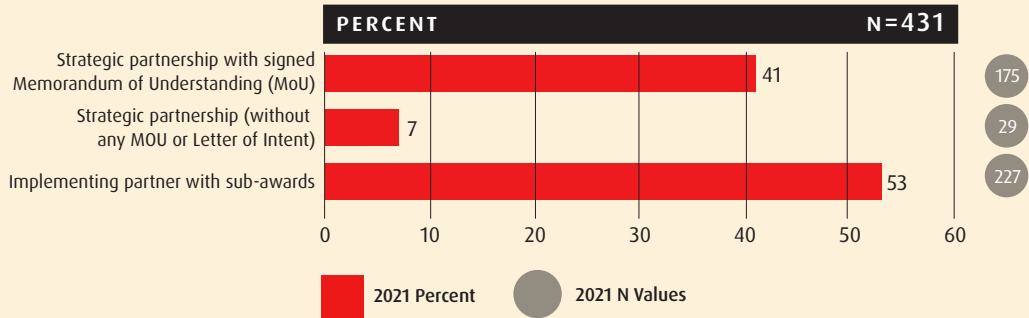
● When asked about the nature of the partnership, 53% stated that they were an 'implementing partner with sub-awards', and a similarly high percentage of 41% indicated that they were in a 'strategic partnership with a signed Memorandum of Understanding (MoU). Only 7% identified themselves as being in a 'strategic partnership without a MoU or Letter of Intent'.

Partnership profile

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

N=382

	A little	More	A lot
2021	12	25	63
Benchmark	32	28	39

0   20   40   60   80   100

We support economic and productive
enterprises that benefit poor people.

N=313

	A little	More	A lot
2021	45	30	25
Benchmark	62	21	17

0   20   40   60   80   100

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

N=351

	A little	More	A lot
2021	22	33	45
Benchmark	47	28	25

0   20   40   60   80   100

We conduct and publish research.

N=339

	A little	More	A lot
2021	28	38	34
Benchmark	72	17	11

0   20   40   60   80   100

■ A little   ■ More   ■ A lot

Partnership profile

We help people claim their human rights

N=339

2021	19	35	46	%
Benchmark	40	27	33	%

0   20   40   60   80   100

We support collective action by our members

N=318

2021	18	39	43	%
Benchmark	36	30	33	%

0   20   40   60   80   100

We fund individuals

N=269

2021	74	16	10	%
Benchmark	90	6	4	%

0   20   40   60   80   100

We offer humanitarian assistance

N=315

2021	29	32	39	%
Benchmark	39	36	25	%

0   20   40   60   80   100

■ A little   ■ More   ■ A lot

Partnership profile

Figure 6C Predominant activities of partners

We support disaster risk reduction

N=298

2021	39	37	24	%
Benchmark	40	38	21	%

0   20   40   60   80   100

We help build peace and reconciliation

N=302

2021	30	39	31	%
Benchmark	33	26	41	%

0   20   40   60   80   100

■ A little   ■ More   ■ A lot
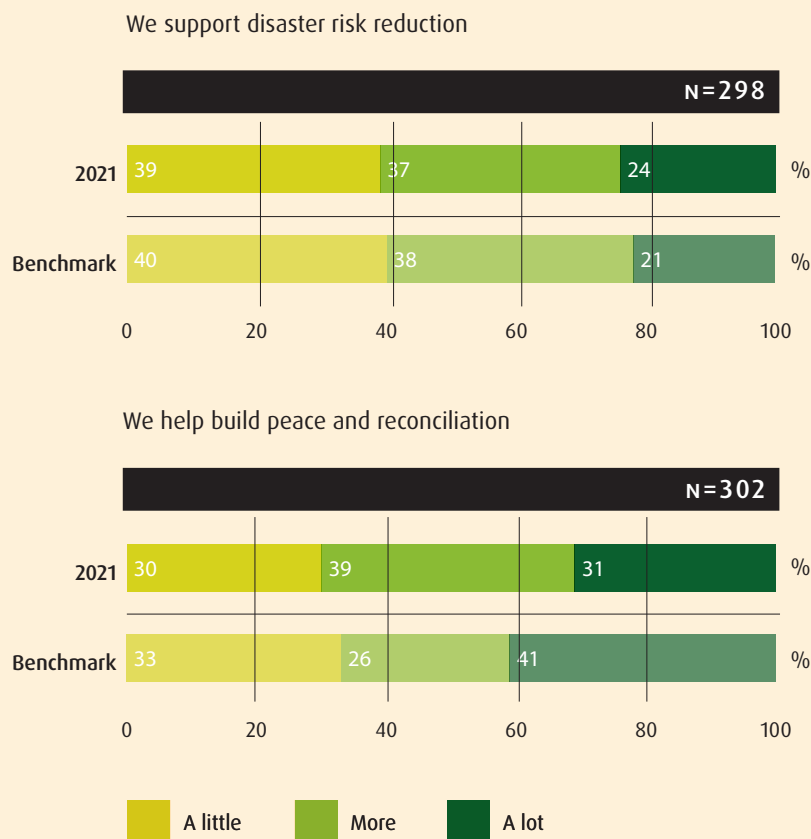
- Save the Children's respondents' predominant activity is 'providing services directly to poor people and communities' (63% choosing "A lot"), whilst other major activities include: 'helping people claim their human rights' (46% choosing "A lot"), and 'influencing how government and other powerful organisations work' (45% 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 that Save the Children's respondents' focus on 'influencing how government and other powerful organisations work' is 20% higher than the global cohort benchmark with only 25% choosing "A lot").

- The activities which resonated the least with Save the Children's respondents include: 'funding individuals' (74% choosing "A little"), and 'supporting economic and productive enterprises that benefit poor people' (45% choosing "A little"). Similarly, these are the two least predominant activities of the global cohort, as well as 'conducting and publishing research with 72% choosing "A little", unlike the Save the Children respondents, where only 28% chose the same option.

Partnership profile

Figure 7   Partner annual budget (in USD)

PERCENT   N=395

Budget range	2013	2021	Benchmark
Less than 10,000	4	7	4
10,000 - 49,999	12	11	14
50,000 - 199,999	28	18	26
200,000 - 499,999	21	19	21
500,000 - 999,999	12	11	15
1 million - 4,999,999	16	15	14
More than 5 million	7	18	6

0   5   10   15   20   25   30

■ 2013   ■ 2021   ■ Benchmark
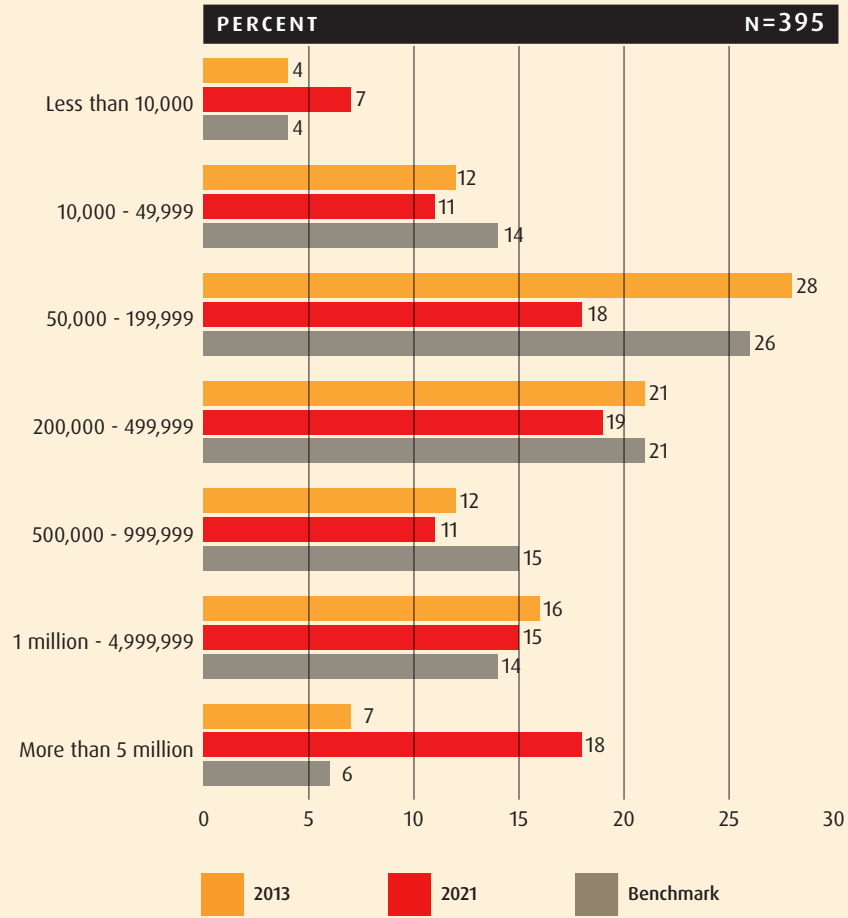
● Similar to the global cohort benchmark, the majority of Save the Children's respondents (37%) have an annual budget between 50,000 and 199,000 (GCB: 47%). When compared to 2013, it can be seen that there has been a trend towards a larger annual budget, with the budget of more than 1 million having increased from 23% in 2013 to 33% in 2021.

Partnership profile

Figure 8   Number of organisations from which partners received funds/other support in the last financial year

PERCENT   N=407

1-2: 2021 20, Benchmark 22

3-4: 2021 35, Benchmark 30

5-6: 2021 16, Benchmark 19

7-8: 2021 9, Benchmark 10

9 or more: 2021 17, Benchmark 17

No other organisations: 2021 3, Benchmark 3

(axis: 0, 5, 10, 15, 20, 25, 30, 35)

2021   Benchmark
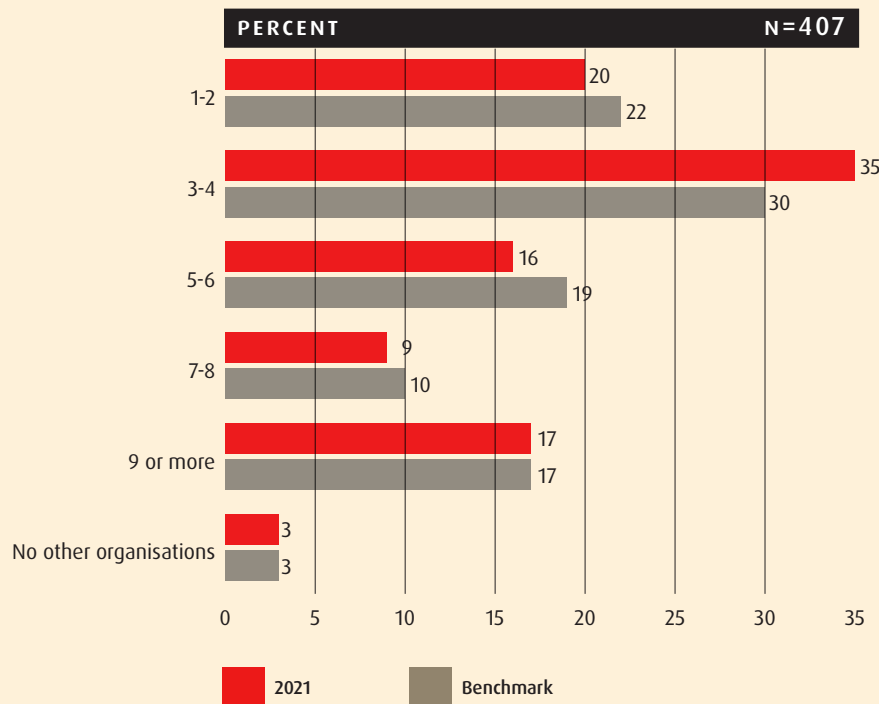
- 55% of Save the Children's respondents receive funding from 1-4 organisations (GCB: 52). 17% of the respondents from Save the Children and the global cohort receive funding from 9 or more organisations. Overall, the number of organisations from which Save the Children receives funding is relatively diverse. Only 3% of Save the Children's respondents solely receive funding from Save the Children.

Financial support

Figure 9   Partner awareness of funding sources

PERCENT   **N=978**

Funding source	Percent	N Value
UNICEF	12	117
SIDA	11	104
USAID	10	96
Other - Write In	7	68
SC Norway	5	50
SC Sweden individual donors	5	47
Danida	5	46
EU Trust Fund	4	39
NORAD	4	39
Don't know	4	38
Global Fund	4	35
World Bank	3	33
WFP	3	27
ECHO	2	23
UNHCR	2	23
Education Cannot Wait	2	21
UNDP	2	19
NMFA	2	18
USAID – Bureau of Humanitarian Affairs (BHA)	2	18
DEVCO (EuropeAid)	2	15
Finnish MFA	1	11
SCUS-supported private donors (foundations & corporations)	1	10
SCUS	1	9
US DoS – Bureau for Population, Refugees and Migration (PRM)	1	9
WHO	1	8
Asian Development Bank	1	6
EC DEVCO	1	6
LEGO Foundation	1	6
US DoS – Bureau of Democracy, Human Rights and Labor (DRL)	1	6
Plan International	0	4
SC Lithuania	0	4
SNV	0	4
Swedish Post Code Lottery	0	4
IGAD	0	3
US Department of Labor	0	3
Børnekatastrofefonden	0	2
Other USG	0	2
SBFF Radiohjälpen	0	2
Atlas Alliance	0	1
Care Deutschland/Luxembourg	0	1
Novo Nordisk Foundation	0	1

Axis: 0   2   4   6   8   10   12

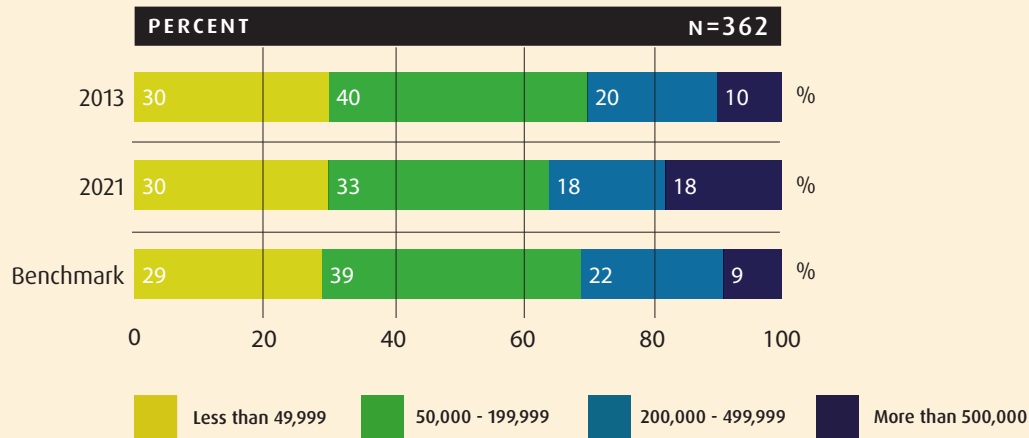**2021 Percent**   **2021 N Values**

Financial support

- Save the Children was interested to understand more about the degree to which its partners are aware of the various funding sources that support the work of Save the Children and its partners. As such, respondents were asked to indicate all funding sources of which they were aware.
- Overall, according to Save the Children's respondents, 12% of the funding originates from 'UNICEF', 11% from 'SIDA', 10% from 'USAID', and 7% from 'other'. The 'other' funding sources include 'Global Affairs Canada' and other Save the Children country offices, amongst others *(see Annex 2 for a complete list)*.
- Other prominent funding sources with 46-50 (5%) respondents are 'SC Norway', 'SC Sweden individual donors', and 'Danida'. Funding sources with 35 – 39 respondents (4%) include the 'EU Trust Fund', 'NORAD', 'Global Fund', and people who chose 'don't know'.

Financial support

Figure 10 — Total amount of funding received through Save the Children

PERCENT   **N=362**

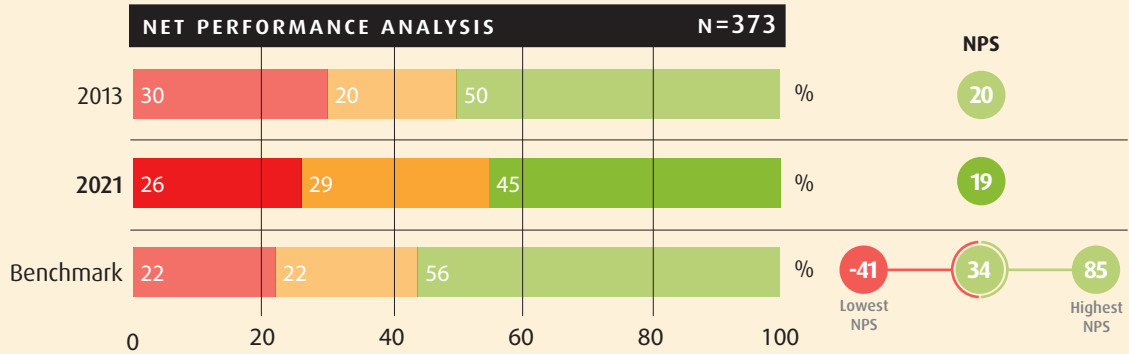|	Less than 49,999	50,000 - 199,999	200,000 - 499,999	More than 500,000
2013	30	40	20	10
2021	30	33	18	18
Benchmark	29	39	22	9

- In terms of grant size, the majority of Save the Children's respondents (63%) have received a grant of less than $199,000. This is similar to the global cohort and to the 2013 Save the Children cohort. However, compared to 2013, Save the Children seems to have a higher percentage of respondents who receive more than $200,000, with 30% in 2013, and 36% in 2021, indicating a shift towards a higher funding total. This is higher than the global cohort benchmark, with 31% receiving more than $200,000.
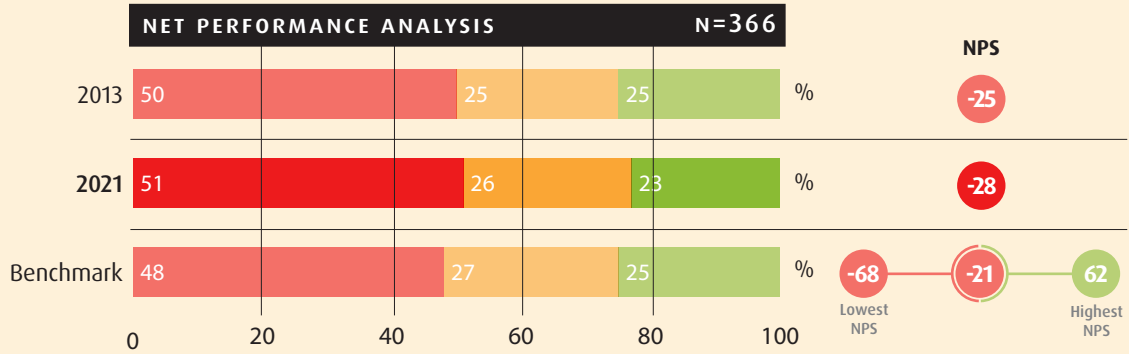
Financial support

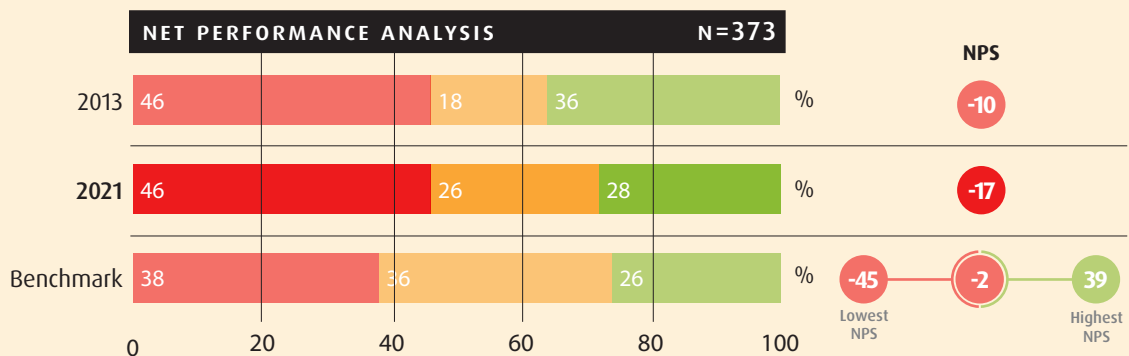**Figure 11**   Quality of financial support

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

NET PERFORMANCE ANALYSIS			N=373

NPS

	Detractors	Passives	Promoters		NPS
2013	30	20	50	%	20
2021	26	29	45	%	19
Benchmark	22	22	56	%	-41 / 34 / 85

Lowest NPS -41   34   Highest NPS 85

0   20   40   60   80   100

Save the Children allows us to make any changes that we need to about how we spend fund

NET PERFORMANCE ANALYSIS			N=366

NPS

	Detractors	Passives	Promoters		NPS
2013	50	25	25	%	-25
2021	51	26	23	%	-28
Benchmark	48	27	25	%	-68 / -21 / 62

Lowest NPS -68   -21   Highest NPS 62

0   20   40   60   80   100

Save the Children makes an appropriate contribution to general/core costs

NET PERFORMANCE ANALYSIS			N=373

NPS

	Detractors	Passives	Promoters		NPS
2013	46	18	36	%	-10
2021	46	26	28	%	-17
Benchmark	38	36	26	%	-45 / -2 / 39

Lowest NPS -45   -2   Highest NPS 39

0   20   40   60   80   100

■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

Financial support

- When asked about the quality of financial support, Save the Children received lower scores than the global cohort benchmark and its scores in 2013, in all aspects. Respondents value most that 'payments are made in appropriate phases to easily manage the cash flow', with a positive NP score of 19, although it is lower than the NPS of 20 in 2013, and the NPS of 34 of the global cohort.
- The two areas for which Save the Children has received lower scores than in 2013 are 'allowing partners to make changes to how funds are spent' (from a NPS of -25 in 2013 to -28 in 2021), and 'making an appropriate contribution to general/core costs' (from a NPS of -10 in 2013 to -17 in 2021). It is interesting to note that the percentage of detractors has more or less stayed the same when comparing 2013 to 2021, however, the percentage of promoters has decreased, indicating that the number of passives has increased, indicating that there has been a deterioration in these areas. As such, Save the Children has some room for improvement in ensuring that partners receive greater flexibility in using funds and more core /general cost support.

Respondents were also asked whether they would like to say anything else about the **_funding_** they have received from Save the Children, and were encouraged to provide examples as well as propose potential improvement areas. Comments received include:

"1. All funding is project-oriented, the organization has no direct support, 2. Organizational support even when it was available could not be used without the agreement of Save the Children, 3. A remuneration for PCAs that is involved in the success of projects 4. Reviewing Save's funding policy towards our structures bring our NGOs to empowerment."

"A concrete example that is very positive for us is the accompaniment by its financial area to our administrative area, in which they review all the necessary documents as support and also discuss expenses, disbursements and if necessary discuss changes in it and weigh the known good practices in this regard before making a decision on such authorization or not. One thing to improve is about payment times and lapses, as it has happened on several occasions that even if the request is made with sufficient time according to its regulations, the money does not arrive according to the expected time which causes delays in terms of payments to staff and purchase of items necessary for the operation of the project."

"Activities planned in a year are so minimal in relation to the period of action. The budget is insufficient to create a tangible positive impact towards beneficiaries."

"Allow partner to budget for activities and operating cost instead being fixed by SCI."

"An excellent contribution under education sector. Appreciate implementing other projects under different sectors such as health and livelihood."

"Arrange the flow of payments on specific dates that are not delayable. - Assisting in the flexibility and determining the appropriate operating expenses for implementation according to the policy of the implementing partner under which competent cadres are employed in the field."

"Bad practices: Making beneficiaries contribute to the purchase of medicines, many sheets of paper to fill out before serving a patient."

"Beyond the project, SCI should support general institutional funding including vehicles, furniture, contribution to Annual General Meetings, upgrading or annual subscriptions of financial management packages, office retooling (say photocopier of computers replacement), etc."

Financial support

"Clarity on reporting requirements. Feedback and additional supporting documentation done at quarterly and interim reporting stages, rather than at year end."

"Continuing to strengthen public (core) funding that supports the overall costs of the institution … This methodology has been discussed and experimentally introduced and we demand that it be strengthened and continued. Working with children for the purposes of change requires relatively long periods of time, so we see long-term support. Speeding up the enforcement of agreements between the end of projects and the beginning of new projects. One of the distinctive practices in child rescue funding is to support the plan to build the capacity of partner institutions and to allocate part of the funding for this purpose."

"Empower National NGOs through localization and implement grand bargaining commitments."

"Good is that they have been very supportive when it comes to budget modification especially during the Covid-19 crisis. What they can do better is timely processing of disbursements to allow smooth continuity of programmes."

"Grant period should be extended to about a year so that the results can be better measured and evaluated."

"I think Save the Children should first listen to the real needs and priorities of the Implementation Partner and not just inform the partner how much funding amount will have in the coming fiscal year."

"I would like to see the funding made available to us in the last month of the current fiscal year so that it has a continuity of operations for the following fiscal year. Therefore, let the endorsements be signed before the end of the current fiscal year. Also, I would like the funding to come directly from the lessor, i.e. USAID headquarters (USA)."

"More flexible in core budget support."

"More participation and involvement for the project design."

"Need more partnership and shared planning."

"Need to emphasis timely disbursement of funds."

"Procedures are quite cumbersome and funds are sometimes available late and as a result, activities start with great delay and some operational difficulties. Good practices: advancing a minimum fund just at the beginning of the year for current expenses."

"Save funds are intended for meaningful actions for the organization and respond to local reality. There is dialogue and flexibility to respond to context changes in a relevant way. Institutional strengthening funds are supremely relevant in an increasingly adverse environment."

"Save The Children's financial teams sometimes act as if they are superior to our team. This has been raised on several occasions. While we value STC insight and knowledge they could improve on their approach to interacting with partners."

"The amount of funding received for operations is almost non-existent."

Financial support

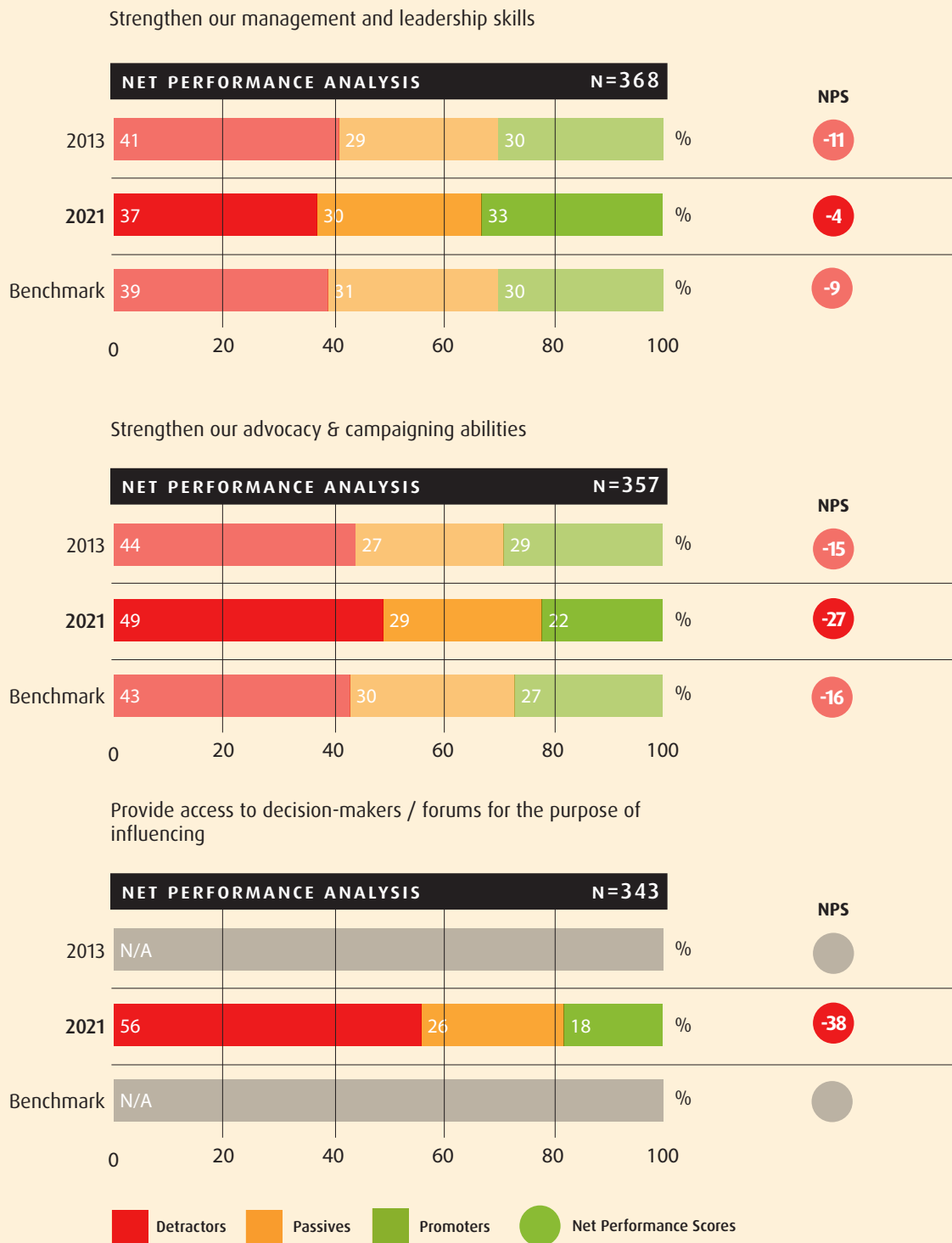*"The amounts of cooperation in recent years have been progressively decreased."*

"Too much hands in the partners affairs such that it disturbs implementation. Nosy and highly unprofessional conducts by Save the Children staff."

"We have not had a standard financial reporting template from SC thus changing from quarter to quarter."

"We would like Save to grant us administrative costs of between 10 and 15% of our budget. We have already worked with other organizations such as Care on USAID funding, which provides us with 12% management fees in addition to contributions to the Director and Accountant's salaries and other fixed expenses related to the implementation of the project. Save only gave us old unusable equipment at the end of [redacted], this does not help us to strengthen our operational capabilities."

Non-financial support

Strengthen our management and leadership skills

NET PERFORMANCE ANALYSIS	N=368

		NPS
2013	41 / 29 / 30 / %	-11
2021	37 / 30 / 33 / %	-4
Benchmark	39 / 31 / 30 / %	-9

0   20   40   60   80   100

Strengthen our advocacy & campaigning abilities

NET PERFORMANCE ANALYSIS	N=357

		NPS
2013	44 / 27 / 29 / %	-15
2021	49 / 29 / 22 / %	-27
Benchmark	43 / 30 / 27 / %	-16

0   20   40   60   80   100

Provide access to decision-makers / forums for the purpose of influencing

NET PERFORMANCE ANALYSIS	N=343

		NPS
2013	N/A / %	
2021	56 / 26 / 18 / %	-38
Benchmark	N/A / %	

0   20   40   60   80   100

■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

Non-financial support

Strengthen our monitoring and evaluation skills

NET PERFORMANCE ANALYSIS		N=370

	Detractors	Passives	Promoters	NPS
2013	37	30	33	-4
2021	34	34	32	-2
Benchmark	36	33	31	-5

Introductions to other organisations/people/network

NET PERFORMANCE ANALYSIS		N=358

	Detractors	Passives	Promoters	NPS
2013	43	30	27	-16
2021	52	24	24	-28
Benchmark	43	30	27	-16
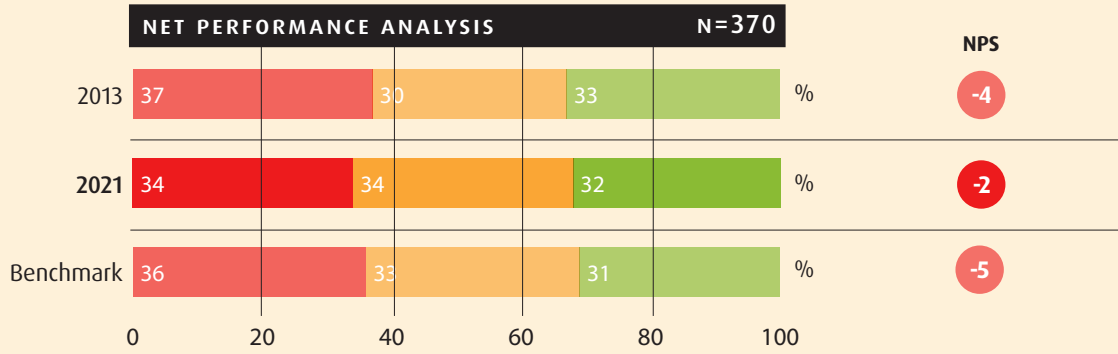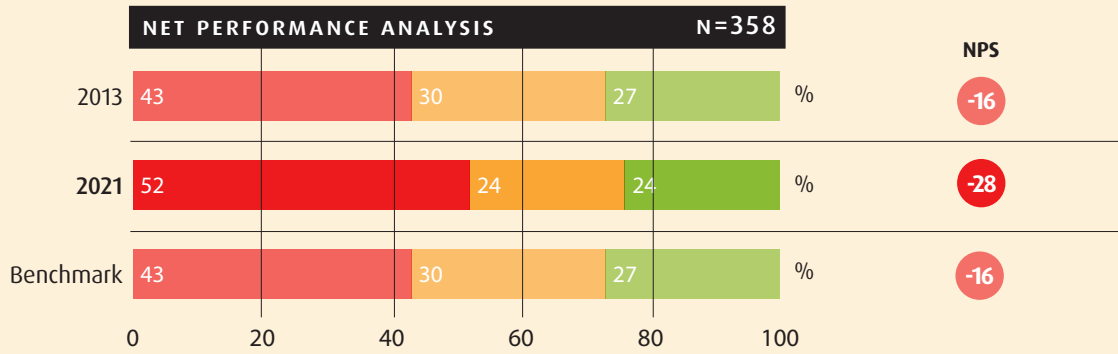
Provide access to coordination mechanisms

NET PERFORMANCE ANALYSIS		N=350

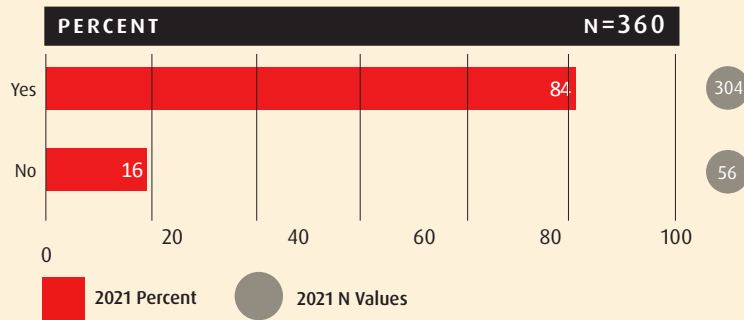|	Detractors	Passives	Promoters	NPS
2013	N/A			
2021	45	32	23	-23
Benchmark	N/A			
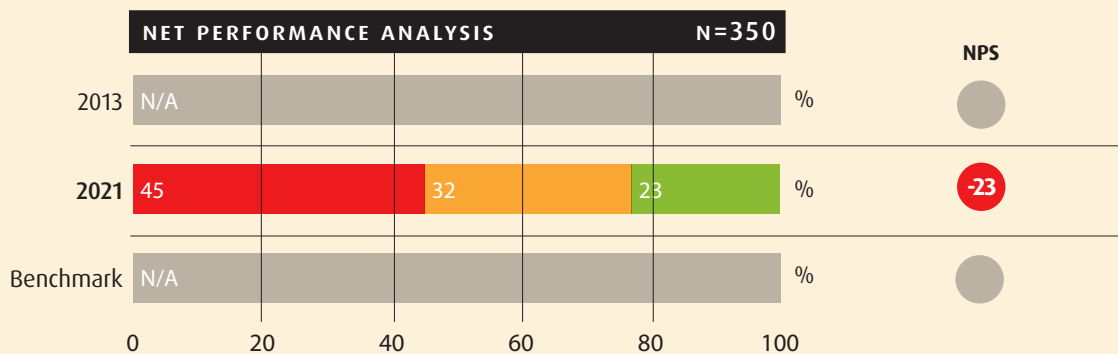
Legend: ■ Detractors ■ Passives ■ Promoters ● Net Performance Scores

Non-financial support

- Respondents were asked to rate the different areas of non-financial support they have received from Save the Children.
- Save the Children received negative NP scores for all 6 aspects. However, when compared to 2013, Save the Children slightly improved its score for two aspects: 'strengthening its management and leadership skills' (NPS 2013: -11, NPS 2021: -4), and 'strengthening its monitoring and evaluation skills' (NPS 2013: -4, NPS 2021: -2).
- The area for which Save the Children received its lowest NP score is for 'providing access to decision-makers / forums for the purpose of influencing' (NPS: -38). The second lowest score was received for 'introductions to other organisations / people / network', decreasing from -16 in 2013 to -28 in 2021 and indicating that this type of support is not considered valuable.
- In 2 out of 4 aspects, however, Save the Children has a NP score higher than that of the global cohort benchmark.

Non-financial support

Figure 13 Participation in the organisational capacity assessment process

PERCENT   **N=360**

Yes ████████████████████████████████ 84   (304)

No ██████ 16   (56)

0   20   40   60   80   100

■ 2021 Percent   ● 2021 N Values

● In order to get some further insight into the value of Save the Children's **Organisational Capacity Assessment (OCA) process**, respondents we asked whether they have received this support, and for those that have received this support, further questions were posed concerning the value of this support. Out of 360 respondents for this question, 84% have indicated that they have participated in the OCA process of Save the Children.
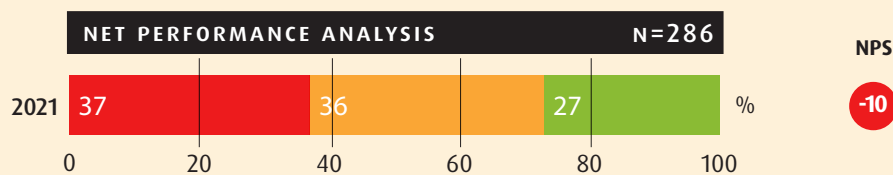
Non-financial support

**Figure 14** Value of the organisational capacity assessment process

The organisational capacity assessment process has shaped Save the Children's support to our organisation

| NET PERFORMANCE ANALYSIS | | N=294 |

NPS

| 2021 | 27 | 34 | 39 | % |

12

0   20   40   60   80   100
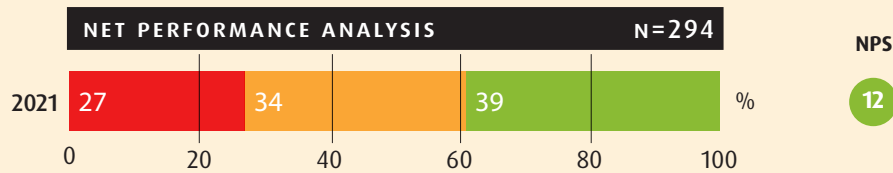
The organisational capacity assessment process has been used to shape other organisations' capacity strengthening support to our organisation

| NET PERFORMANCE ANALYSIS | | N=286 |

NPS

| 2021 | 37 | 36 | 27 | % |

-10

0   20   40   60   80   100

The organisational capacity assessment process has allowed our organisation to identify priorities and invest accordingly

| NET PERFORMANCE ANALYSIS | | N=294 |

NPS

| 2021 | 24 | 35 | 41 | % |

17

0   20   40   60   80   100
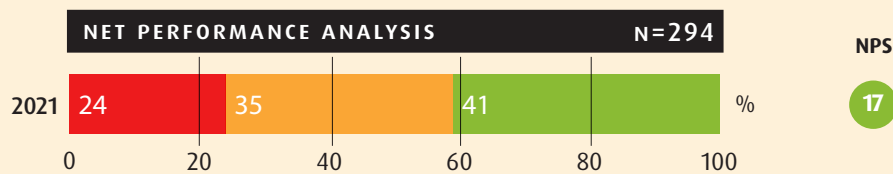
■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

- The most valuable aspects of the OCA process include that it has allowed partner organisations to 'identify priorities and invest accordingly' (NPS: 17), and it has 'shaped Save the Children's support to partner organisations' (NPS: 12). As such, for these two particular aspects, there were more promoters than detractors.
- However, with a negative NP score of -10, respondents have indicated that the OCA process has not been as valuable in 'shaping other organisations' capacity strengthening support to their organisation'.

Non-financial support

How effective has Save the Children's support been at addressing the top focus areas you identified from the organisational capacity assessment?

NET PERFORMANCE ANALYSIS   **N=290**

NPS

| 2021 | 31 | 36 | 33 | % |

0   20   40   60   80   100

2

■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores
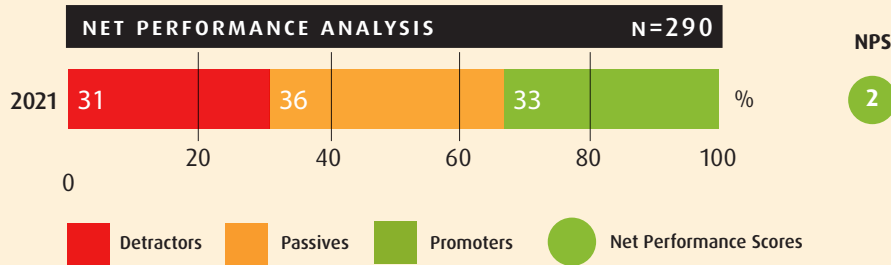
- Regarding whether the support from 'Save the Children has effectively addressed the top focus areas identified by organisations in the OCA process', most respondents are scattered across the three NPA buckets. With 31% detractors, 36% passives, and 33% promoters, there seem to be varying viewpoints, where some partners have considered Save the Children's support to be effective in addressing key areas, and others feel that it has been less effective.

Non-financial support

Figure 16 Value of capacity building support

Access to consultant/other service provider

NET PERFORMANCE ANALYSIS N=296

| 2021 | 53 | 22 | 25 | % |

0   20   40   60   80   100

NPS **-29**

Funding for OCD activities

NET PERFORMANCE ANALYSIS N=291

| 2021 | 54 | 19 | 27 | % |

0   20   40   60   80   100

NPS **-26**

Mentoring

NET PERFORMANCE ANALYSIS N=283

| 2021 | 52 | 23 | 25 | % |

0   20   40   60   80   100

NPS **-27**

On-the-job Coaching

NET PERFORMANCE ANALYSIS N=290

| 2021 | 50 | 22 | 28 | % |

0   20   40   60   80   100

NPS **-22**

Policy development support

NET PERFORMANCE ANALYSIS N=307

| 2021 | 51 | 23 | 26 | % |

0   20   40   60   80   100

NPS **-25**

Workshops

NET PERFORMANCE ANALYSIS N=337

| 2021 | 34 | 24 | 42 | % |

0   20   40   60   80   100

NPS **8**

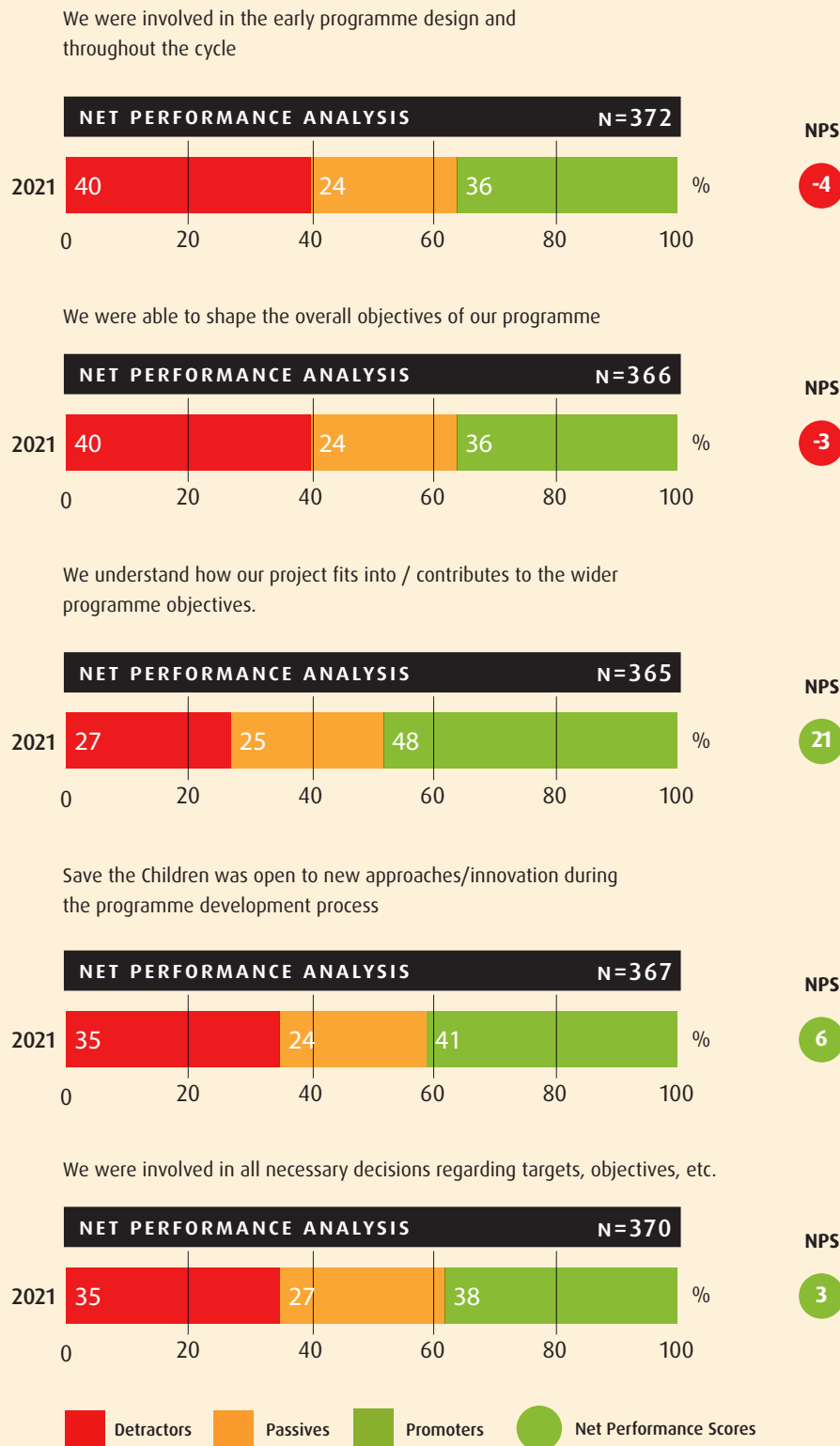■ Detractors ■ Passives ■ Promoters ● Net Performance Scores

Non-financial support

- When asked which of the different types of capacity building support are the most valuable, respondents have clearly indicated that 'workshops' (NPS: 8) are considered more valuable than the other types of support, whose NP scores all range between -22 and -29.

Non-financial support

Figure 17 Programme development involvement

We were involved in the early programme design and throughout the cycle

NET PERFORMANCE ANALYSIS	N=372

2021 | 40 | 24 | 36 | % |

0   20   40   60   80   100

NPS **-4**

We were able to shape the overall objectives of our programme

NET PERFORMANCE ANALYSIS	N=366

2021 | 40 | 24 | 36 | % |

0   20   40   60   80   100

NPS **-3**

We understand how our project fits into / contributes to the wider programme objectives.

NET PERFORMANCE ANALYSIS	N=365

2021 | 27 | 25 | 48 | % |

0   20   40   60   80   100

NPS **21**

Save the Children was open to new approaches/innovation during the programme development process

NET PERFORMANCE ANALYSIS	N=367

2021 | 35 | 24 | 41 | % |

0   20   40   60   80   100

NPS **6**

We were involved in all necessary decisions regarding targets, objectives, etc.

NET PERFORMANCE ANALYSIS	N=370

2021 | 35 | 27 | 38 | % |

0   20   40   60   80   100

NPS **3**

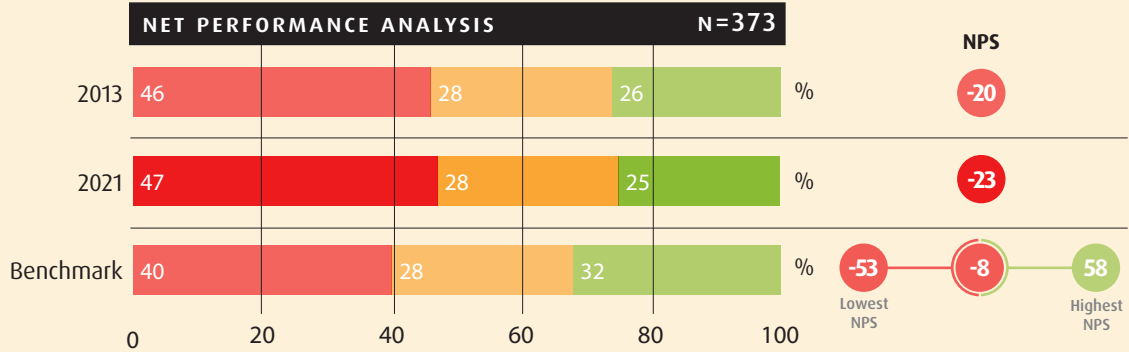■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

Non-financial support

● In terms of the programme development involvement, Save the Children's respondents have provided positive NP scores for 3 out of 5 aspects. The highest NP score (21) was received for the extent to which partners 'understand how their project fits into / contributes to the wider programme objectives'. Respondents also feel that 'Save the Children was open to new approaches / innovation during the programme development process' (NPS: 6), and that they 'were involved in all necessary decisions regarding targets, objectives, etc.' (NPS: 3).

● The aspects for which Save the Children received the lowest scores include the degree to which partners were 'involved in the early programme design and throughout the cycle' (NPS: -4), and degree to which partners 'were able to shape the overall objectives of their programme' (NPS: -3).
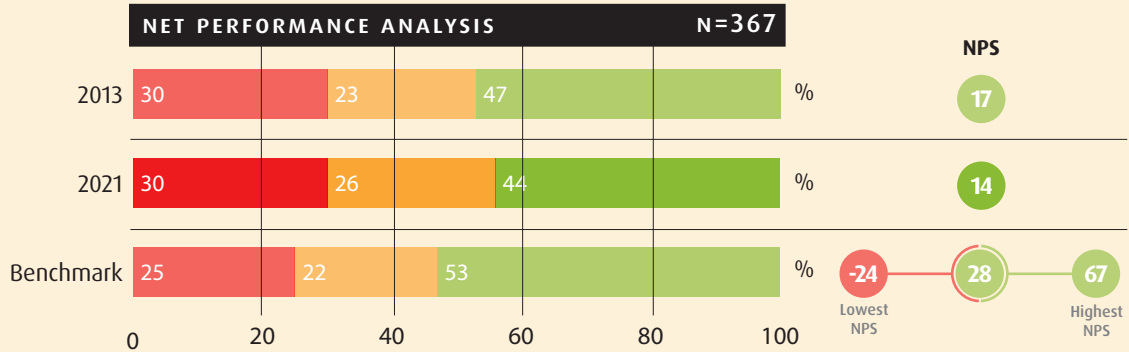
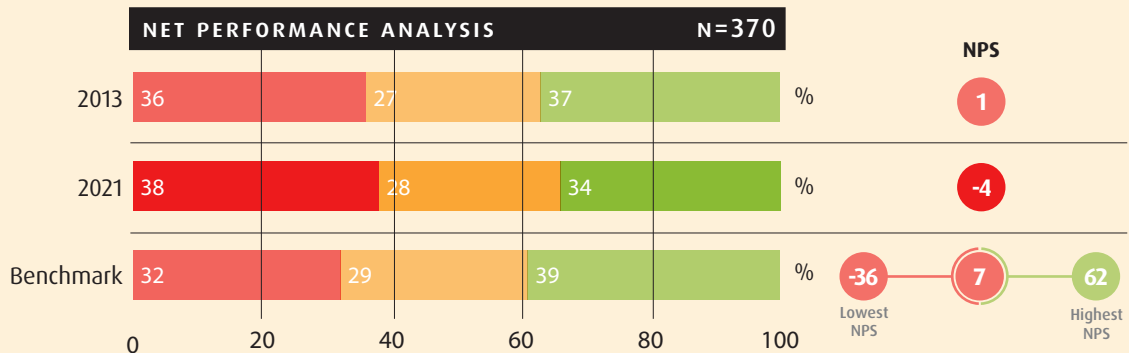# Administration and finalising the agreement

The amount of support is well matched to our needs

NET PERFORMANCE ANALYSIS			N=373

	Detractors	Passives	Promoters	NPS
2013	46	28	26	-20
2021	47	28	25	-23
Benchmark	40	28	32	Lowest NPS -53 / -8 / Highest NPS 58

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

NET PERFORMANCE ANALYSIS			N=367

	Detractors	Passives	Promoters	NPS
2013	30	23	47	17
2021	30	26	44	14
Benchmark	25	22	53	Lowest NPS -24 / 28 / Highest NPS 67

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

NET PERFORMANCE ANALYSIS			N=370

	Detractors	Passives	Promoters	NPS
2013	36	27	37	1
2021	38	28	34	-4
Benchmark	32	29	39	Lowest NPS -36 / 7 / Highest NPS 62

Detractors   Passives   Promoters   Net Performance Scores

Administration and finalising the agreement

They support our risk management efforts and do not expose us
to unnecessary risk above our risk threshold.

NET PERFORMANCE ANALYSIS   **N=365**

NPS

		NPS
2013	N/A %	
2021	29 24 47 %	18
Benchmark	N/A %	

0   20   40   60   80   100

■ Detractors ■ Passives ■ Promoters ● Net Performance Scores
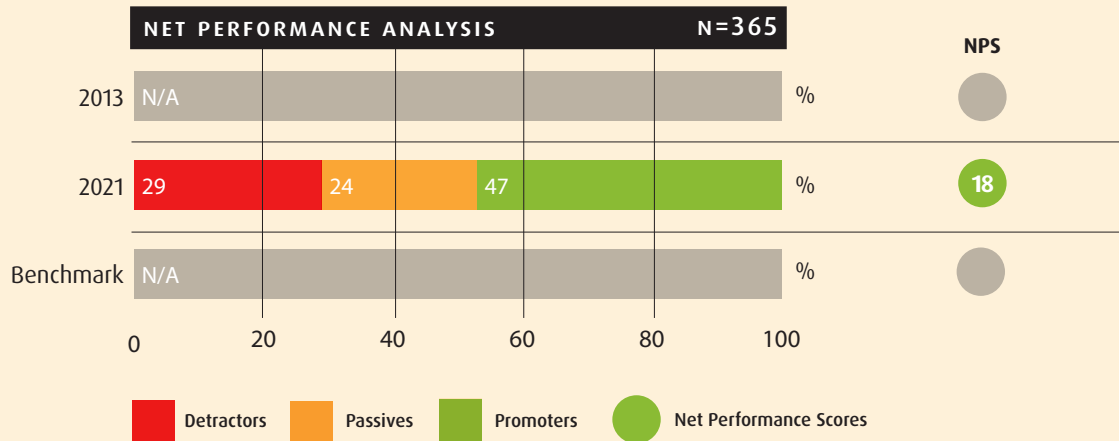
- Save the Children asked its partners to what extent they agree with the above 4 statements about the administration and finalisation of their agreement process.
- The two areas in which Save the Children received the highest NP scores are for support provided by Save the Children to its partners' 'risk management efforts and for not exposing them to unnecessary risk above their risk threshold' (NPS: 18), and for 'not pressuring partners to change their priorities during the agreement process' (NPS: 14).
- Save the Children received the lowest NP score for the extent to which the 'amount of support is well matched to the needs of partners' (NPS: -23), which has further decreased since 2013, where it received a NP score of -20.
- Save the Children has received lower scores than the global cohort benchmark in all comparable categories.

Respondents were also asked whether they would like to say anything else about the ***process of finalising their agreement*** with Save the Children, and were encouraged to provide examples as well as propose potential improvement areas. Comments received include:

"A good practice has been: Saving us regarding VAT coverage and the currency exchange lost. SC covered the lost on the currency changes."

"As we are at last year of project implementation it should be better to organize a meeting with implementers to share the possible priorities for the coming period based on the context and results of the existing project."

"Before signing the agreement Save the Children shares the draft agreement with us. So, they gave partner a chance to give their feedback. They are maintaining a participatory approach for finalizing any agreement. After signing the agreement, we are providing training to our staff about our programme as well as agreement. If Save the Children will elaborately orient about the agreement then definitely our staff will follow that efficiently."

Administration and finalising the agreement

"Budget release is always lagging by a minimum of 4 months , this has its own negative impact specially with costs related to Payroll."

"Currently, Agreements are signed annually, However, we propose that we have one partnership agreement covering the entire programme period .e.g. If DANIDA programme is for 4 years, we should enter into an agreement for four years instead of doing it annually so that it gives confidence to Implementing Partners."

"Facilitate support and develop capacity further so that local civil society organizations can play their leading role in serving the community."

"Funding does not match the % of time spent delivering and reporting."

"Good practice is that they hold our hand making sure we understand each and every stage of the agreement process. They are also always available to clarify where there is need. What they can do better is related to the precious concern on time. Most of the time we end up doing the process in a rush with the intention of getting approvals early enough to match programme timelines."

"I would like to highlight the dialogical aspect of the relationship with Save, based on mutual respect and the assessment of our capabilities to contribute to a common plan."

"Improve on the timeline to finish off the process so that projects don't have implementation gaps; you start discussions in Nov for a running project whose agreement is ending in Dec but you only come to finish the agreement in Feb the next year; which has caused a program implementation lag for two months."

"In light of recent environmental changes & COVID-19 impacts; implementation timelines have constantly needed to be reviewed and revised, leading to delays in implementations and targets - risk mitigation plans need to be more concretely incorporated and more realistic targets need to be considered."

"Involve partners in the development of Activity Action Plan."

"Involve partners to the end in programme development."

"It will be nice if there is an opportunity to discuss and come in the consensus based on the field reality before final signature."

"Delays in signing agreements and issuing payments for several months : this repeatedly occurs while requesting from partners to proceed with implementation on time and in accordance with workplans. o Budget concerns: allocations between partners and SC after proposal design often leave partners under budgeted in comparison to   • Amendments/ changes/ approvals to activities and programs: delays and lack of timely responsiveness from SC officers which affects implementation and further causes delays to implementation. expressed results to be achieved. SC contracts include approval and vetting of full-time staff, however the process from SC for vetting is not done in a timely manner which often risks implementing orgs losing qualified candidates for announced positions. SC shall work on sharing agreement with ALL annexes with partner before signing (and before start of project, not months after start) , and highlight any clauses of concern to partner before signing."

"On time disbursement has been good. Funding key or core staff has been a huge challenge."

Administration and finalising the agreement

"One aspect to improve is internal communication between their areas, as they sometimes stop working so independently that they do not know information or material required by the other areas and that it has indeed already been sent according to the requirements. Apart from this, in this area we have no complaints about the process with Save The Children."

"Save the Children country office seem tied by their own agreements with their back funders making it difficult for them to be responsive to the needs of their partners on a one on one basis. For example, they have blanked capacity building which was not the case when Save the Children and Norway supported us. There was rapid growth in our capacity needs then. We believe the capacity building being provided is based on what SCI local office put in their own proposal to back funders than based on the results of partner assessment. It looks like the partner assessment we undergo during agreements are to 'pass' the selection for funding."

"Save the children don't give partners the opportunity to negotiate on the variances that the partners see are important. If we raise an issue on the agreement, Save the Children says it is already approved by the donor."

"Strengthen support for networks and civil society organizations by addressing the context and needs of such organizations."

"The agreement was flexible and compatible with our requirements and objectives."

"The budget is always fixed in advance which is a limitation to need-based or learning-based program development."
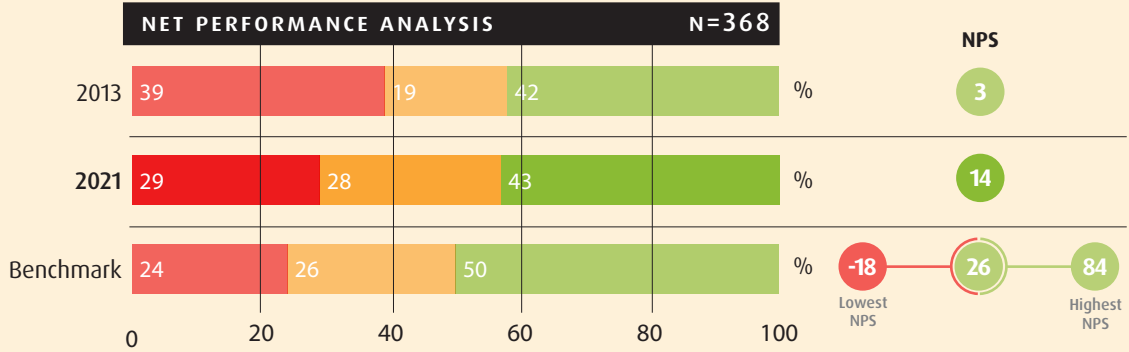
"To tell the truth there are some un professional program people, some time they are using very wrong language and thinking like they are giving us charity from their pocket. believe me they are forced our management to change the policy because he doesn't like this without any reason. I thought they are just like shop keepers and bargaining for the benefit of their pockets. SCI staff is getting two times more salary than our team, but we offer two time more salary to our staff in other program and projects, when we ask them why they said there is working opportunity the people are ready to work on this amount in result of this action we faced with lots of turnover in SCI project."

"We can suggest to Save the children every time accelerate the contracting process. Indeed, the Save the Children Administration is too slow which does not allow the partner to evolve well with field activities and/or delays them."
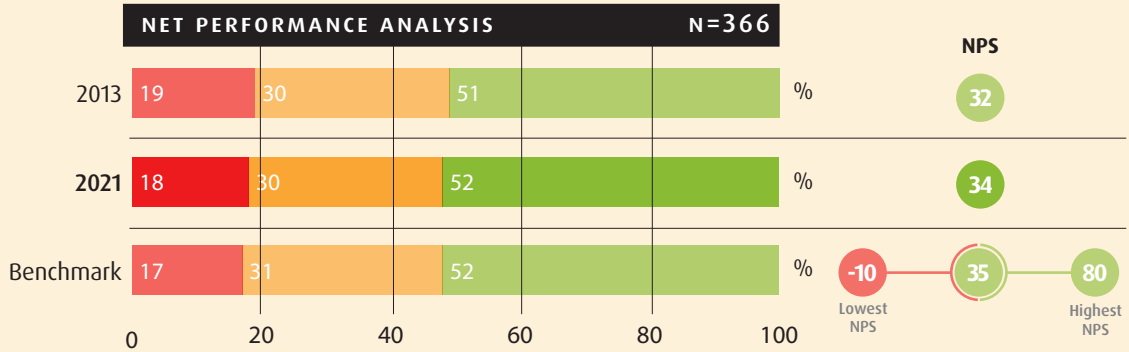
Relationship and communication

Support (including funding) arrives when Save the Children says it will

NET PERFORMANCE ANALYSIS			N=368		NPS
2013	39	19	42	%	3
2021	29	28	43	%	14
Benchmark	24	26	50	%	-18 26 84

Lowest NPS: -18   26   Highest NPS: 84

Save the Children understands our working environment and cultural context

NET PERFORMANCE ANALYSIS			N=366		NPS
2013	19	30	51	%	32
2021	18	30	52	%	34
Benchmark	17	31	52	%	-10 35 80

Lowest NPS: -10   35   Highest NPS: 80

Save the Children is transparent about how it uses its funds

NET PERFORMANCE ANALYSIS			N=363		NPS
2013	32	19	49	%	17
2021	23	20	57	%	34
Benchmark	35	23	42	%	-53 7 48

Lowest NPS: -53   7   Highest NPS: 48
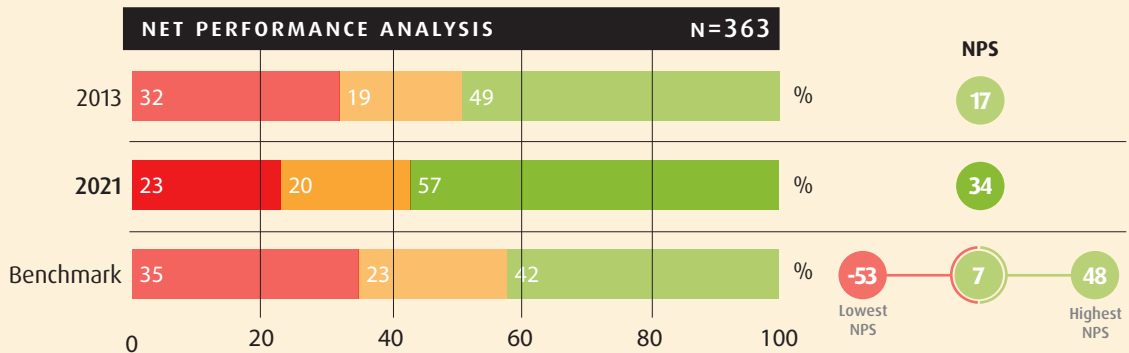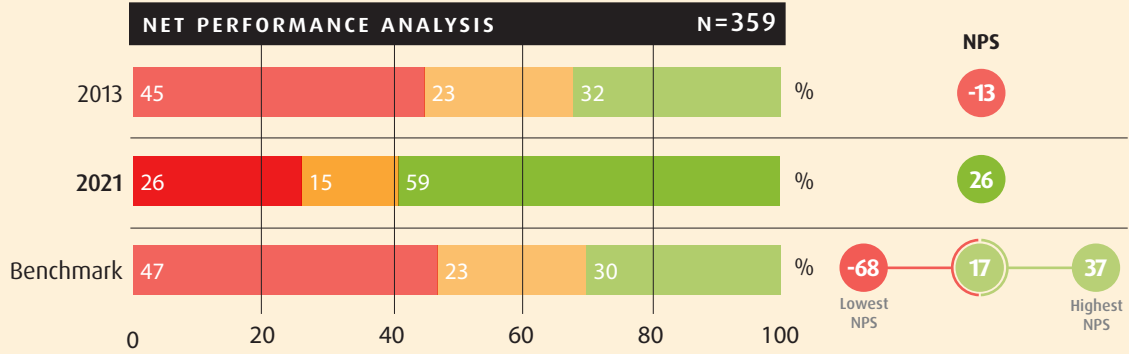
■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

Relationship and communication

Save the Children has a complaints procedure we could use if we had to
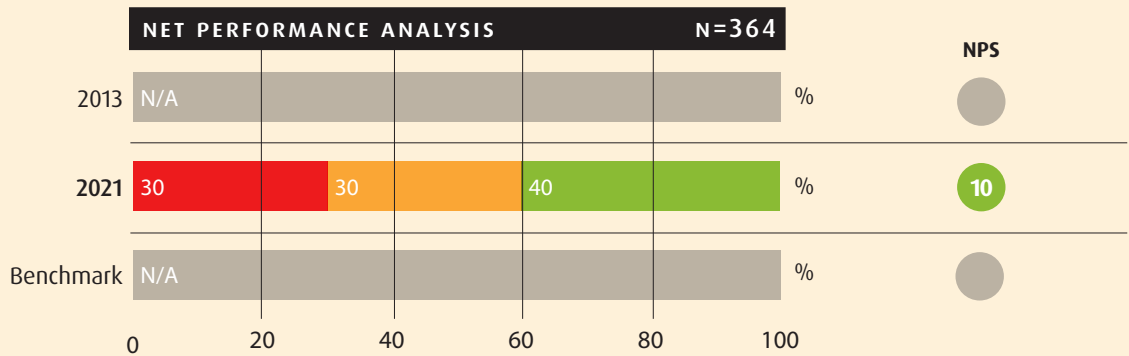
NET PERFORMANCE ANALYSIS	N=359

	Detractors	Passives	Promoters	%	NPS
2013	45	23	32	%	-13
2021	26	15	59	%	26
Benchmark	47	23	30	%	

NPS scale: -68 Lowest NPS — 17 — 37 Highest NPS

We have sufficient access to information about Save the Children's identity and general strategy

NET PERFORMANCE ANALYSIS	N=363

	Detractors	Passives	Promoters	%	NPS
2013	N/A			%	
2021	24	28	48	%	25
Benchmark	N/A			%	
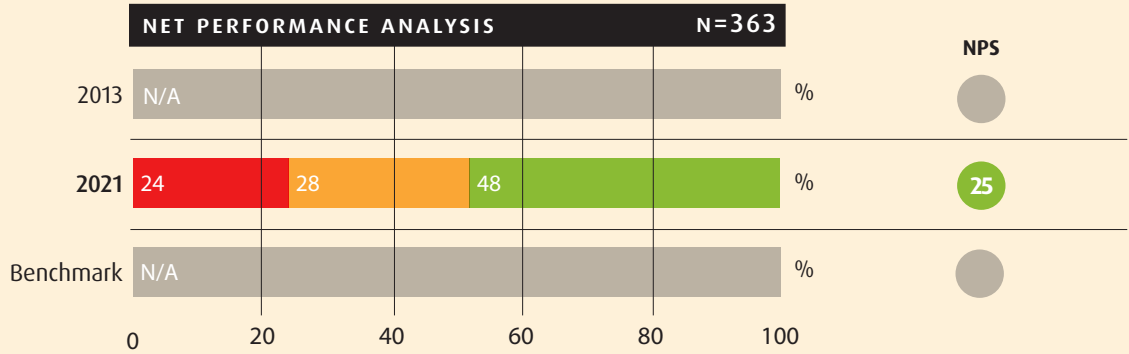
We understand how Save the Children makes decisions about the partnership (the content of the partnership and its end)

NET PERFORMANCE ANALYSIS	N=364

	Detractors	Passives	Promoters	%	NPS
2013	N/A			%	
2021	30	30	40	%	10
Benchmark	N/A			%	

Legend:
- **Detractors** (red)
- **Passives** (orange)
- **Promoters** (green)
- **Net Performance Scores** (green circle)

Relationship and communication

Accountability towards us is a priority for Save the Children

NET PERFORMANCE ANALYSIS	N=362	NPS

2013	N/A %	(grey)
2021	26 / 32 / 42 %	16
Benchmark	N/A %	(grey)

0   20   40   60   80   100

My organisation feels like an equal partner to Save the Children

NET PERFORMANCE ANALYSIS	N=364	NPS

2013	N/A %	(grey)
2021	32 / 23 / 45 %	13
Benchmark	N/A %	(grey)

0   20   40   60   80   100
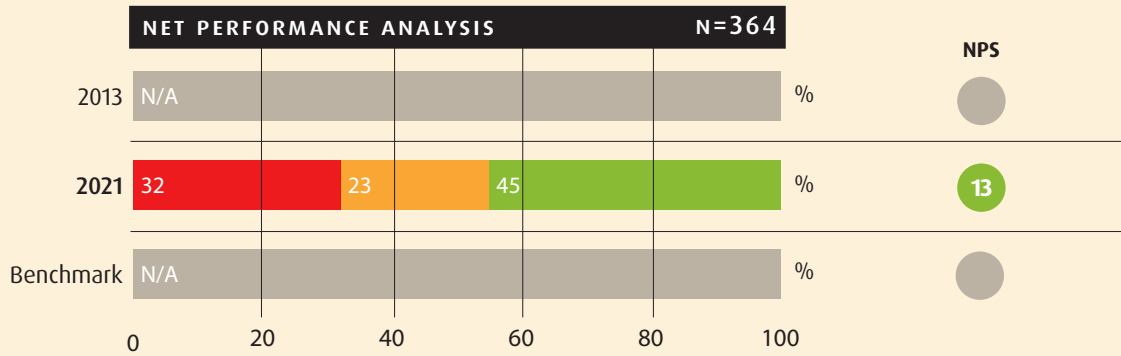
Save the Children has fairly represented and accredited partners and their work in external communications/ fora.

NET PERFORMANCE ANALYSIS	N=354	NPS

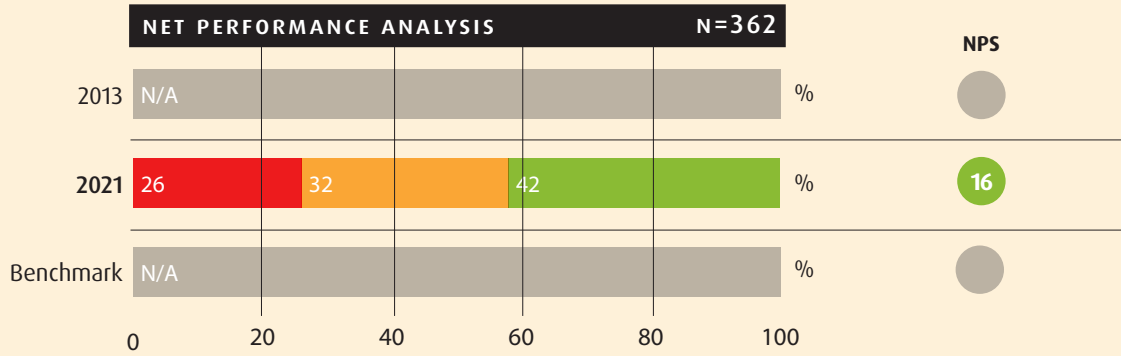|		
2013	N/A %	(grey)
2021	31 / 29 / 40 %	8
Benchmark	N/A %	(grey)

0   20   40   60   80   100

■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

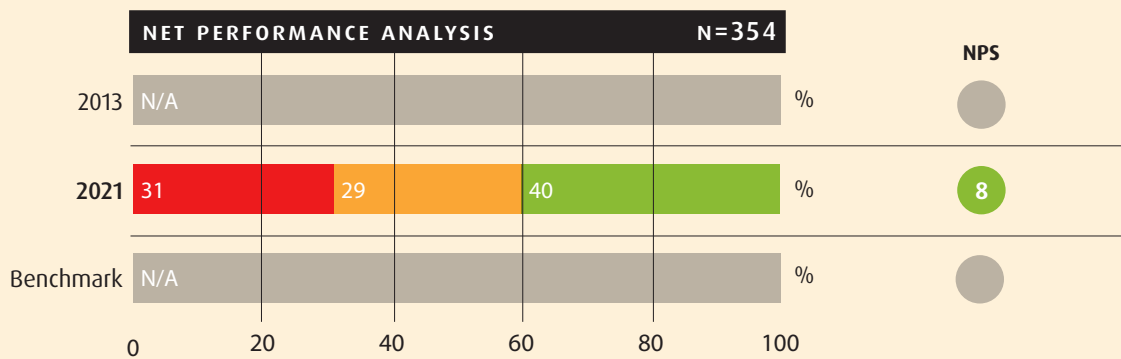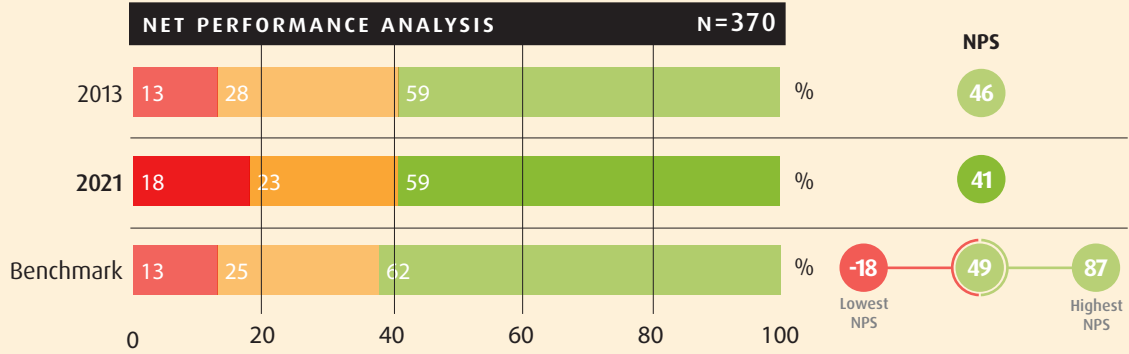# Relationship and communication

- Save the Children scores above the global cohort benchmark in 2 out of 4 categories.
- Save the Children received its highest NP score (34) for 'understanding its partners' working environment and cultural context' and for 'being transparent about how it uses its funds'. The previous aspect is particularly high in comparison to the global cohort benchmark (NPS: 7), suggesting transparency is a key part of Save the Children's relationship with its partners.
- Save the Children also received high NP scores for aspects such as: 'having a complaints procedure that partners can use if they have to' (NPS: 26), and 'for providing partners with sufficient access to information about Save the Children's identity and general strategy' (NPS: 25).
- Save the Children received its lowest score (NPS: 8) for 'having fairly represented and accredited its partners and their work in external communications/forums'.
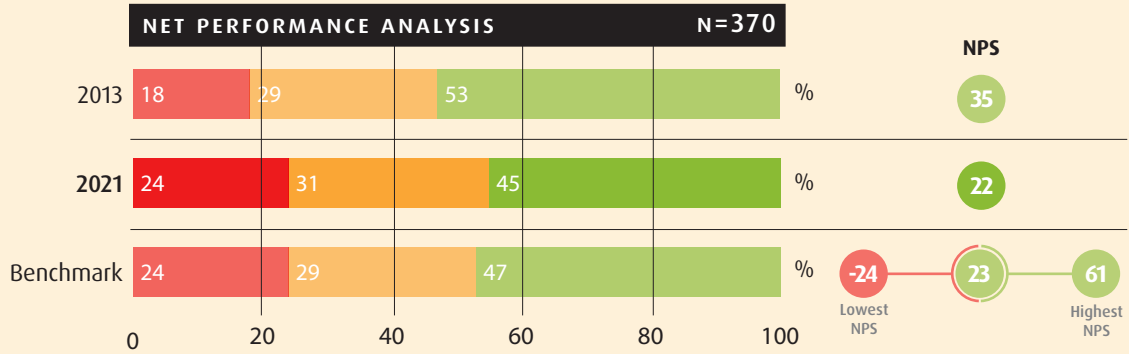
Relationship and communication

We feel comfortable approaching Save the Children to discuss any problems we are having.

NET PERFORMANCE ANALYSIS	N=370	NPS
2013	13 / 28 / 59 %	46
2021	18 / 23 / 59 %	41
Benchmark	13 / 25 / 62 %	-18 Lowest NPS / 49 / 87 Highest NPS

We feel comfortable questioning Save the Children's understanding or actions if we disagree with them

NET PERFORMANCE ANALYSIS	N=370	NPS
2013	18 / 29 / 53 %	35
2021	24 / 31 / 45 %	22
Benchmark	24 / 29 / 47 %	-24 Lowest NPS / 23 / 61 Highest NPS

Save the Children listens and responds appropriately to our questions and concerns

NET PERFORMANCE ANALYSIS	N=372	NPS
2013	18 / 30 / 52 %	34
2021	23 / 24 / 53 %	30
Benchmark	18 / 29 / 53 %	-28 Lowest NPS / 35 / 72 Highest NPS

Detractors   Passives   Promoters   Net Performance Scores

Relationship and communication

Save the Children's staff ask us for your advice and guidance
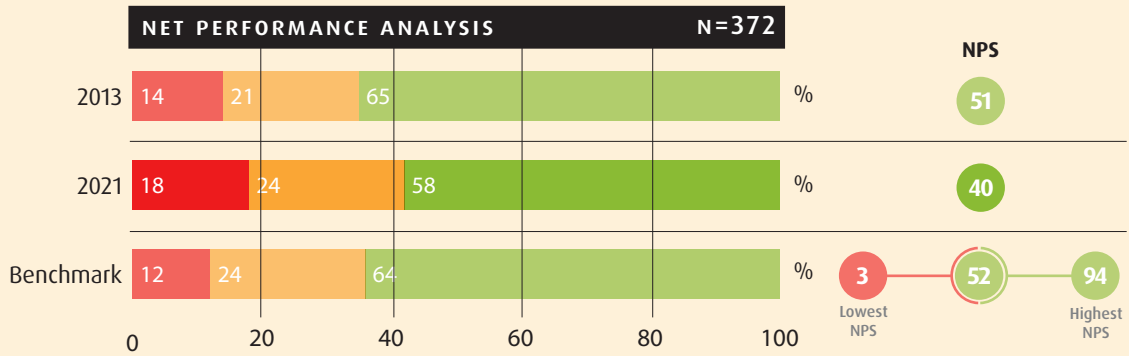
NET PERFORMANCE ANALYSIS	N=369

NPS

2013   38   30   32   %   -6

2021   33   27   40   %   8

Benchmark   41   29   30   %

0   20   40   60   80   100

-51 Lowest NPS   -11   51 Highest NPS

Save the Children's staff are respectful, helpful and capable

NET PERFORMANCE ANALYSIS	N=372

NPS

2013   14   21   65   %   51

2021   18   24   58   %   40

Benchmark   12   24   64   %

0   20   40   60   80   100

3 Lowest NPS   52   94 Highest NPS

Save the Children does not make demands on our time to support their work

NET PERFORMANCE ANALYSIS	N=363

NPS

2013   39   20   41   %   2

2021   31   27   42   %   12

Benchmark   30   23   47   %

0   20   40   60   80   100

-40 Lowest NPS   17   73 Highest NPS

🟥 Detractors   🟧 Passives   🟩 Promoters   🟢 Net Performance Scores

Relationship and communication

Figure 20C How Save the Children interacts with partners

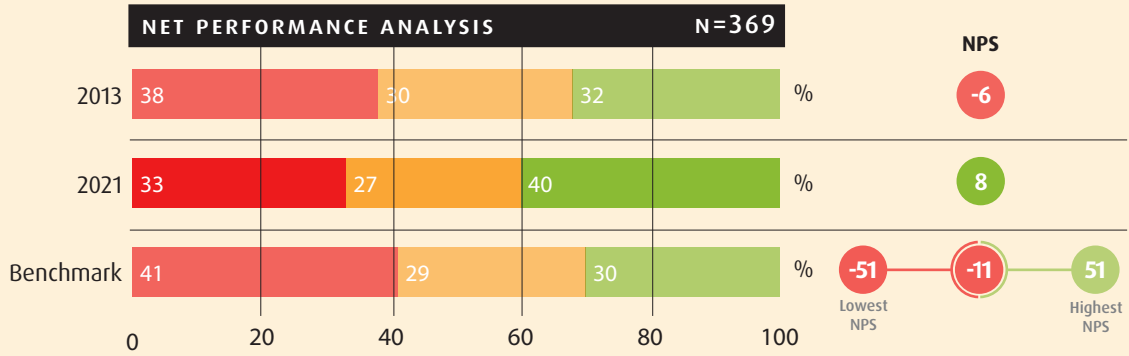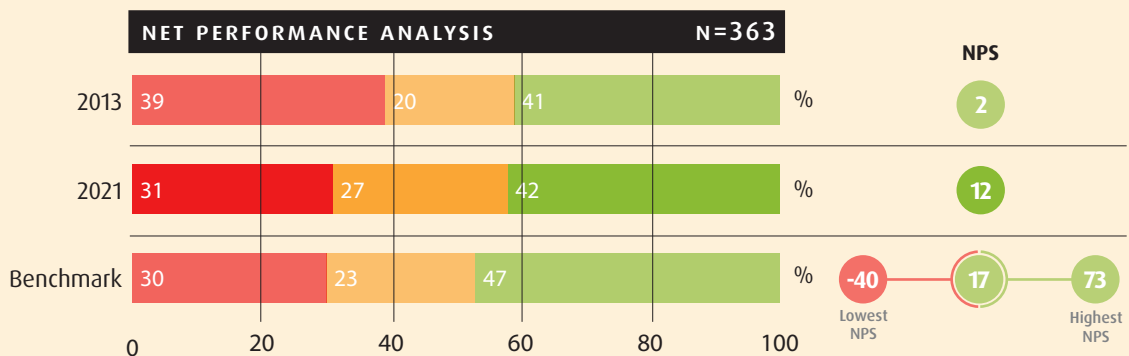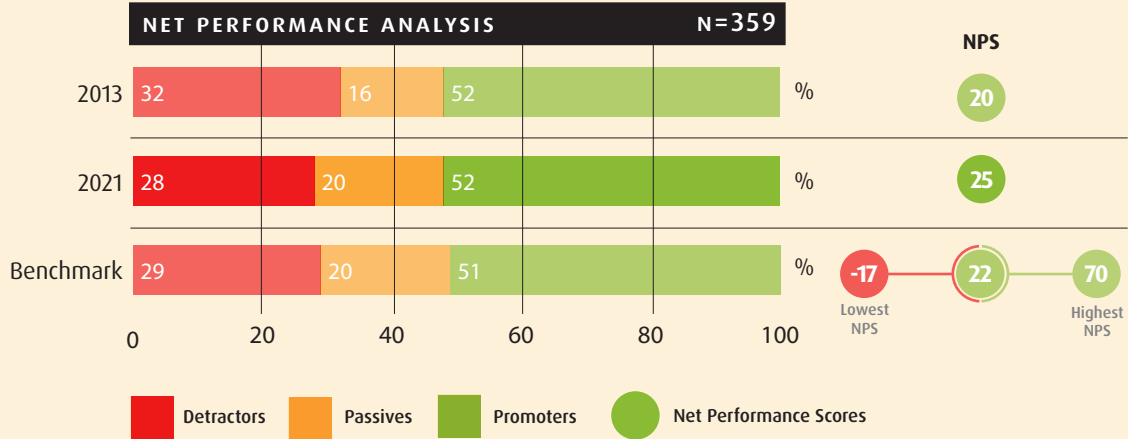Save the Children treats all partners the same way.

NET PERFORMANCE ANALYSIS   N=359

NPS

	Detractors	Passives	Promoters		NPS
2013	32	16	52	%	20
2021	28	20	52	%	25
Benchmark	29	20	51	%	

-17 Lowest NPS   22   70 Highest NPS

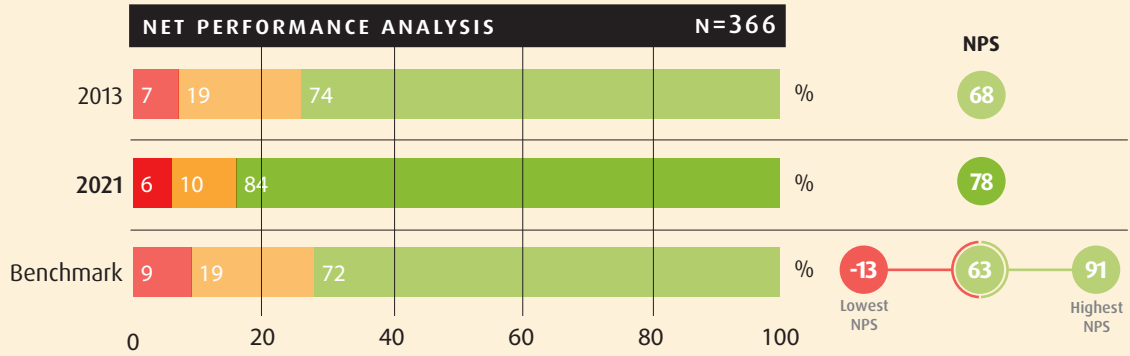■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

- Save the Children further asked its respondents about the various ways in which it interacts with its partners, and received higher scores than the global cohort benchmark, where applicable, in 2 out of 7 aspects. Overall, when compared to 2013, Save the Children received lower scores in 4 out of 7 aspects.

- Similar to the global cohort benchmark and the scores received in 2013, Save the Children received high NP scores for making partners feel 'comfortable to approach Save the Children to discuss any problems they may be having' (2013 NPS: 46, 2021 NPS: 41, GCB: 49), and for having 'respectful, helpful and capable staff' (2013 NPS: 51, 2021 NPS: 40, GCB: 52).

- Also, similar to the global cohort benchmark and the scores received in 2013, Save the Children received its lowest score for the extent to which 'Save the Children asks partners' for advice and guidance' (2013 NPS: -6, 2021 NPS: 8, GCB: -11) and for 'Save the Children does not make demands on our time to support their work' (2013 NPS: 2, 2021 NPS: 12, GCB: 17).
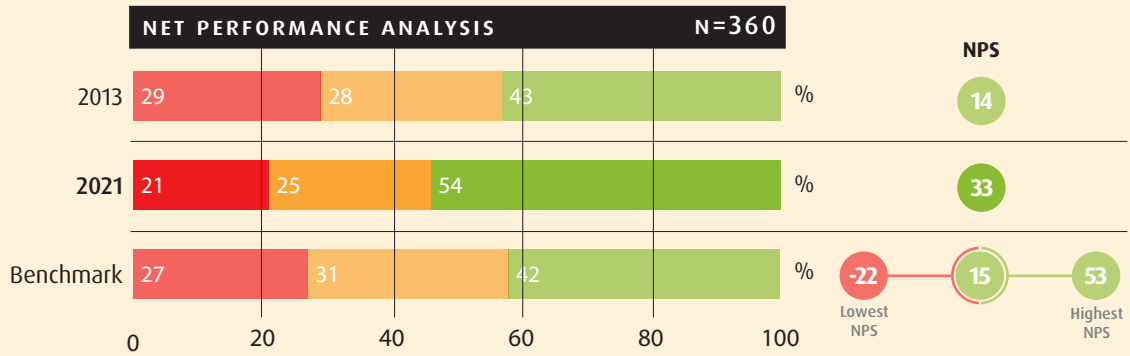
Monitoring and reporting

We submit regular narrative and financial reports to
Save the Children

NET PERFORMANCE ANALYSIS		N=366

NPS

2013	7	19	74	%	68
2021	6	10	84	%	78
Benchmark	9	19	72	%	-13 · 63 · 91

Lowest NPS · Highest NPS

0   20   40   60   80   100

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

NET PERFORMANCE ANALYSIS		N=360

NPS

2013	29	28	43	%	14
2021	21	25	54	%	33
Benchmark	27	31	42	%	-22 · 15 · 53

Lowest NPS · Highest NPS

0   20   40   60   80   100

Save the Children encourages us to make changes to our
activities and budgets based on lessons learned
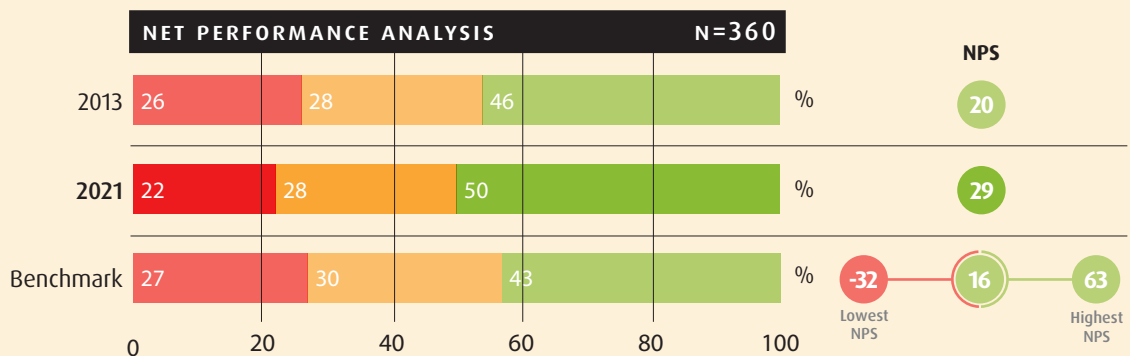
NET PERFORMANCE ANALYSIS		N=360

NPS

2013	26	28	46	%	20
2021	22	28	50	%	29
Benchmark	27	30	43	%	-32 · 16 · 63

Lowest NPS · Highest NPS

0   20   40   60   80   100

■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

Monitoring and reporting

Figure 21B Monitoring activities conducted by Save the Children

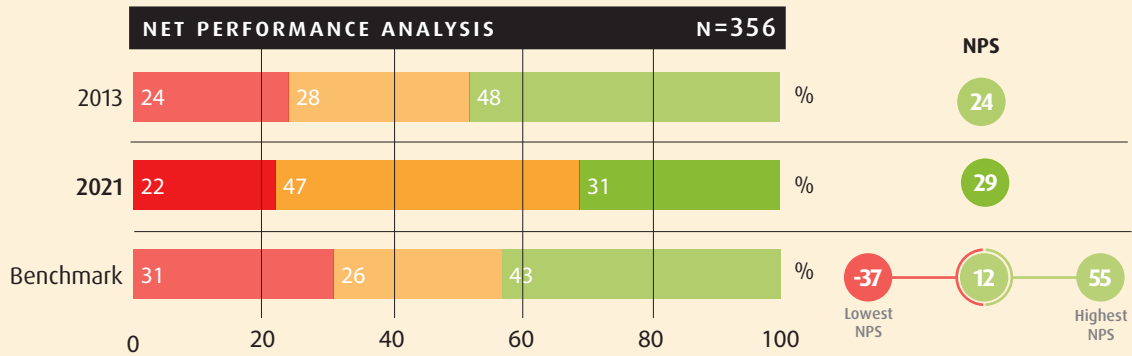Save the Children asks for systematic feedback from our main beneficiary groups

NET PERFORMANCE ANALYSIS N=356

				%	NPS
2013	24	28	48	%	24
2021	22	47	31	%	29
Benchmark	31	26	43	%	

0   20   40   60   80   100

-37 Lowest NPS   12   55 Highest NPS

- Save the Children asked its respondents to state the different monitoring and reporting activities they conduct and how useful they find them. In every aspect, Save the Children's monitoring and reporting activities scored higher than the average of the INGOs in the global cohort benchmark and the scores it received in 2013.
- The area which resonated the most with Save the Children's respondents and where it continues to receive a significantly higher score is for 'submitting regular narrative and financial reports to Save the Children' (2013 NPS: 68, 2021 NPS: 78). Another area for which Save the Children has received a positive NP score is for 'encouraging its partners to review their work with external stakeholders' (2013 NPS: 14, 2021 NPS: 33).

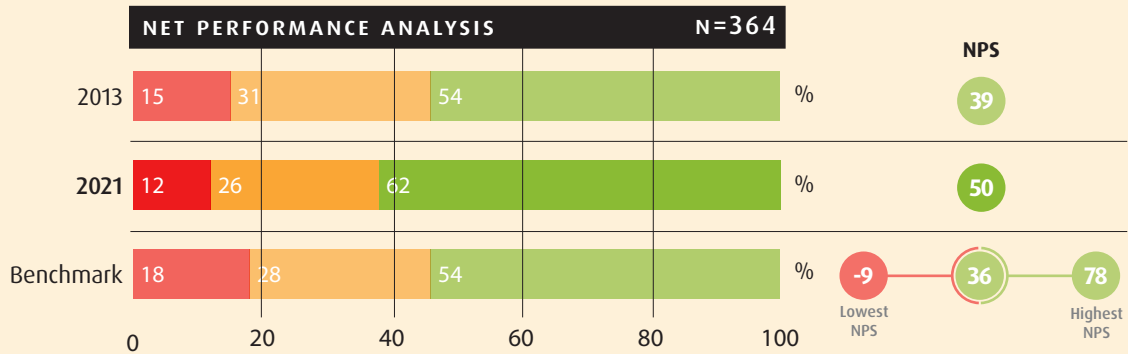# Monitoring and reporting

Save the Children gives us useful comments about the reports
we send them

NET PERFORMANCE ANALYSIS   N=363

NPS

2013	22	23	55	%
2021	14	28	58	%
Benchmark	26	26	48	%

2013: 33
2021: 44

Benchmark: -45 Lowest NPS | 22 | 68 Highest NPS

0   20   40   60   80   100
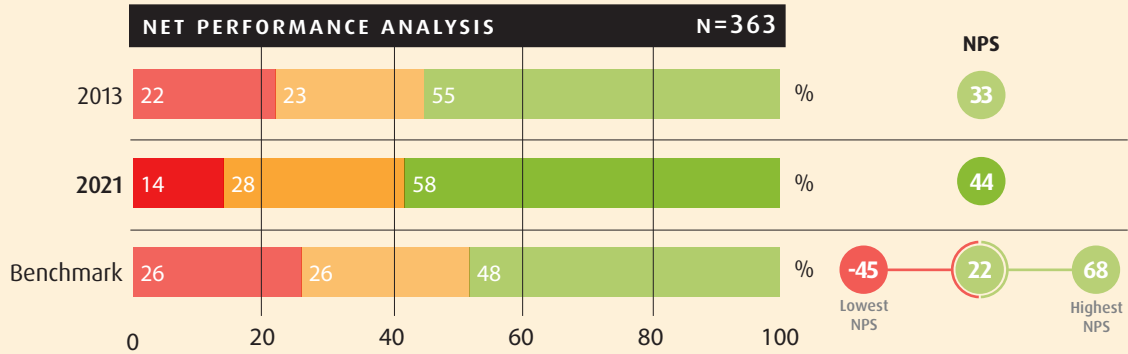
The monitoring and reporting we do for / with Save the Children
helps us improve what we do

NET PERFORMANCE ANALYSIS   N=364

NPS

2013	15	31	54	%
2021	12	26	62	%
Benchmark	18	28	54	%

2013: 39
2021: 50

Benchmark: -9 Lowest NPS | 36 | 78 Highest NPS

0   20   40   60   80   100

We work with Save the Children to identify useful and relevant
ways of monitoring our impact

NET PERFORMANCE ANALYSIS   N=361

NPS

2013	31	26	43	%
2021	20	30	50	%
Benchmark	32	32	36	%

2013: 12
2021: 29

Benchmark: -49 Lowest NPS | 4 | 48 Highest NPS

0   20   40   60   80   100

🟥 Detractors   🟧 Passives   🟩 Promoters   🟢 Net Performance Scores

Monitoring and reporting

Figure 22B   Usefulness of monitoring and reporting activities conducted by Save the Children

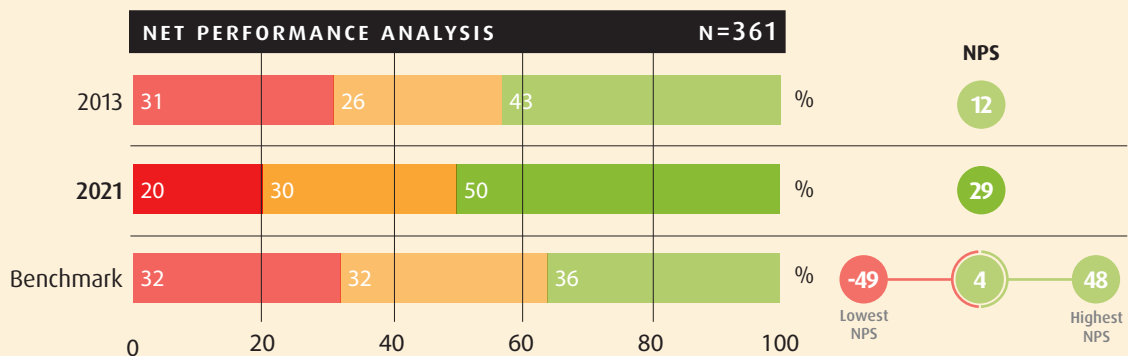We understand how Save the Children uses the information we provide

NET PERFORMANCE ANALYSIS	N=359	NPS
2013	40 · 24 · 36 %	-3
2021	26 · 32 · 42 %	16
Benchmark	42 · 26 · 32 %	-60 · -10 · 54

Lowest NPS · Highest NPS

0 20 40 60 80 100

Save the Children provides enough funds and support for us to monitor and report on our work

NET PERFORMANCE ANALYSIS	N=357	NPS
2013	46 · 30 · 24 %	-22
2021	36 · 31 · 33 %	-3
Benchmark	43 · 30 · 27 %	-67 · -16 · 25

Lowest NPS · Highest NPS

0 20 40 60 80 100

🟥 Detractors   🟧 Passives   🟩 Promoters   🟢 Net Performance Scores

- To determine the overall value of its monitoring and reporting, Save the Children asked respondents to rate the above statements. Save the Children received scores higher than the global cohort benchmark in all areas.
- The most valuable aspect with a NP score of 50 is that 'the monitoring and reporting partners' do with Save the Children helps them improve what they do'. The second most valued monitoring and reporting activity, with a NP score of 44, is for the statement 'Save the Children gives partners useful comments about the reports they send to them'.
- The only area for which Save the Children received a negative NP score in 2021, is for 'providing enough funds and support to partners to be able to monitor and report on their work' (NPS: -3). However, this area has improved since 2013, where Save the Children received a NP score of -22.

Monitoring and reporting

Respondents were also asked whether they would like to say anything else about the **monitoring and reporting** they do for Save the Children, and were encouraged to provide examples as well as propose potential improvement areas. Comments received include:

"All monitoring and reporting tools are flexible and very clear providing useful information about actions and activities."

"Allocate more funds for activities monitoring."

"Consider lessons learned for planning and monitoring activities."

"I am very happy with the Save the Children's MEAL system that help us to bring impact in our project."

"M&E is useful and helpful and where possible we use standardised M&E reports. I think more effort could be focused on measuring impact and not just outcomes. I think that budgets should be adjusted based on deliverables. We work as a network of NGOs so if one NGO is unable to deliver on targets and another organisation is able to pick up this work the funding should be reallocated. However, this may be a donor requirement that this funding can't be redistributed."

"MEAL is not sustainable from the beginning so the partners have to spend much time for changing and filling the information and data in it."

"Monitoring frameworks are good to monitor and follow up the activities. But the rapid changes in the usable formats and tools hamper the flow of work. It's better to introduce specific and final format or system tools at once for better working results and reporting."

"Most of the support costs required from MEAL were provided by our organization. If you want quality monitoring you need to investment in administration."

"Practices less good: Save the Children does not give the final report of the audits that are carried out by the auditors and we would like you to send us the copies of the final reports."

"Project Reports submission and review process (no set period for SC review length): Partners are often pressured to write lengthy and detailed reports within less than 5 days while the SC team can take more than a month to provide feedback. This often causes delays in payments until SC approval thus burdening the partner financially with project costs while being pressured to not delay implementation. SC often returns with comments on final project reports after 3-5 months of end of implementation and submission of partner final report. which at the time FT personnel sometimes are no longer at org. proper closeout of projects with IPs during their periods of imp need to be conducted • Concerns on SC team technical capacities: specifically, program officers and MEAL personnel whether it be technical expertise related to sector of program or technical PCM capacity. Partner teams often end up spending a quite great deal of time attempting to get the SC program staff on board of the program rather than the opposite.

This is mostly manifested through the exaggerated number of meetings and workshops that partner staff is called in for often to clarify program documents or agreed upon design to SC. This continues until end of implementation. o Lack of follow up on projects and provision of required templates for implementation and reporting(updated monitoring tools, partner specific templates ...etc) o Extreme reliance on partners during process of projects development and implementation, and lack of internal communication between

Monitoring and reporting

SC staff to facilitate process internally. • Cooperation and coordination concerns: o Partners are expected to be attentive and available for SC staff demands which always seem to be urgent and last minute. This places a big strain on partner project staff and management. o Partner complaints often go unaddressed by SC (related to program officer behaviour, timeliness, responsiveness, decisiveness in decisions ….etc). o SC deliverables to partners are often push backed if the responsible staff is out of office at times for several weeks, however, SC does not deal with partners in same respect."

"Practices less good: Save the Children does not give the final report of the audits that are carried out by the auditors and we would like you to send us the copies of the final reports."

"Save the Child foundation conducts tracking and reporting effectively and systematically."

"Save the Children should consider allocating budget for monitoring activities. There is no budget provided for activity monitoring."

"Save the Children should consider revising the current Reporting template; especially the cross-cutting section. It is unnecessarily long and very confusing."

"Save the Children should empower partner organizations by giving them allocation that could help them to conduct monitoring unlike centrally controlling funds meant for monitoring for partners because he has no budget line for monitoring."

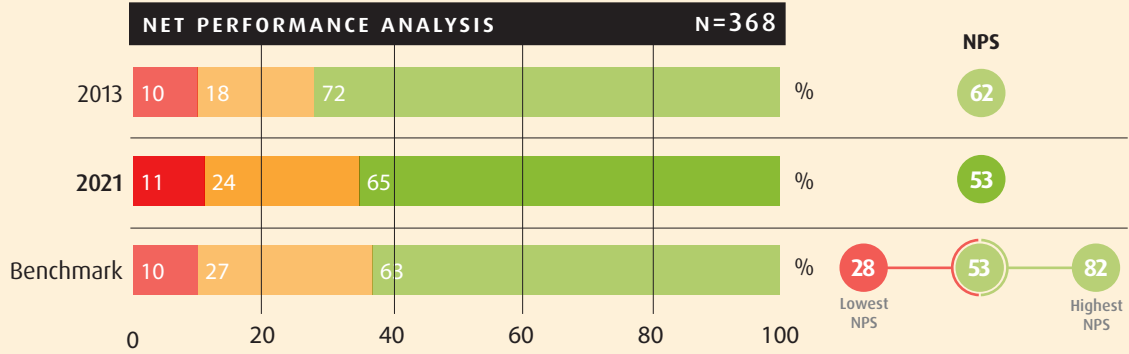*"They should inform the partner about their requirements before starting the project."*

"We hold regular meetings with the save the Children person who coordinates our relationship with the organization and this has allowed us to address the problems of improving way and enhancing our joint achievements. There is a relationship of mutual support and partnership. I like that it's not a power relationship (from the donor) to us."

Understanding and learning

Figure 23   Understanding and learning

Save the Children understands the sector(s) we work in.

NET PERFORMANCE ANALYSIS	N=368

NPS

2013 | 10 | 18 | 72 | % | 62
2021 | 11 | 24 | 65 | % | 53
Benchmark | 10 | 27 | 63 | %

28 Lowest NPS   53   82 Highest NPS

Save the Children is a leader in the sector(s) we work in.
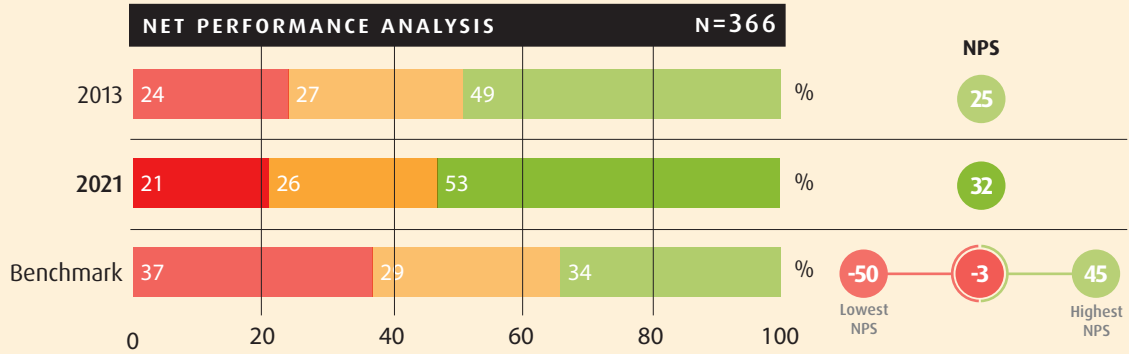
NET PERFORMANCE ANALYSIS	N=366

NPS

2013 | 24 | 27 | 49 | % | 25
2021 | 21 | 26 | 53 | % | 32
Benchmark | 37 | 29 | 34 | %

-50 Lowest NPS   -3   45 Highest NPS

Save the Children learns from its mistakes and makes improvements to how it works.

NET PERFORMANCE ANALYSIS	N=356

NPS

2013 | 27 | 26 | 47 | % | 20
2021 | 22 | 32 | 46 | % | 24
Benchmark | 30 | 32 | 38 | %

-26 Lowest NPS   8   54 Highest NPS

0   20   40   60   80   100
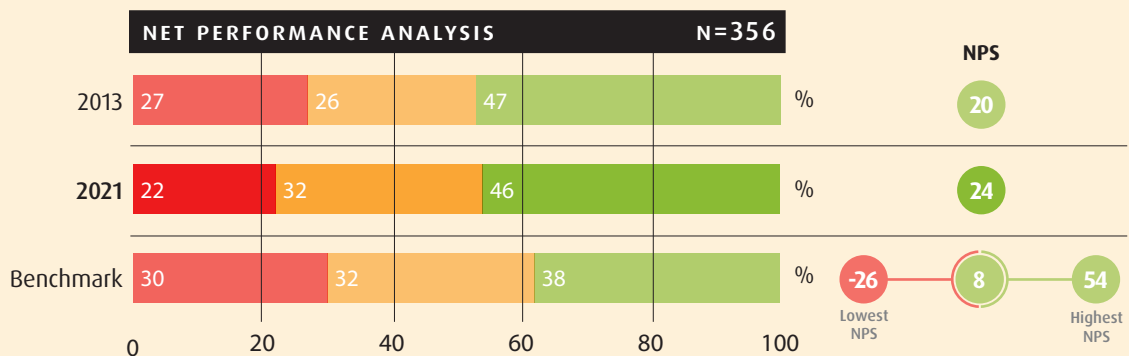
■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

Understanding and learning

- Save the Children asked respondents to indicate their satisfaction with the above elements in understanding and learning. Save the Children received equal or higher scores than the global cohort benchmark in all three aspects, and higher scores compared to 2013 in two categories.
- The area for which Save the Children received its highest score is for 'understanding the sector(s) respondents work in' (NPS: 53). However, Save the Children seems to have worsened in this area when compared to 2013, where it received a NP score of 62. Save the Children also received high scores for being seen as 'a leader in the sector(s) respondents work in' (NPS: 32).

Understanding and learning

Willing engagement from the people we work with.

NET PERFORMANCE ANALYSIS   **N=360**

NPS

2021 | 17 | 37 | 46 | %

0   20   40   60   80   100

29

Resilience and ability to adapt – and withstand shocks

NET PERFORMANCE ANALYSIS   **N=350**

NPS

2021 | 24 | 34 | 42 | %

0   20   40   60   80   100

17

Save the Children learns from its mistakes and makes improvements to how it works

NET PERFORMANCE ANALYSIS   **N=356**

NPS

2021 | 22 | 32 | 46 | %

0   20   40   60   80   100

24

Ability to mobilise diverse resources

NET PERFORMANCE ANALYSIS   **N=355**

NPS

2021 | 30 | 34 | 36 | %

0   20   40   60   80   100

6

Ability to become more inclusive in everything we do

NET PERFORMANCE ANALYSIS   **N=360**

NPS

2021 | 21 | 30 | 49 | %

0   20   40   60   80   100

28

■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

Understanding and learning

Figure 24B Contribution of Save the Children

Sensitivity to issues affecting minorities (e.g. based on gender, race, etc.

| NET PERFORMANCE ANALYSIS | N=352 |

2021 | 18 | 28 | 54 | %

0   20   40   60   80   100

NPS **35**

Shift the power towards greater local ownership

| NET PERFORMANCE ANALYSIS | N=347 |

2021 | 29 | 32 | 39 | %

0   20   40   60   80   100

NPS **11**

Effectively collaborating with others

| NET PERFORMANCE ANALYSIS | N=359 |

2021 | 18 | 29 | 53 | %

0   20   40   60   80   100

NPS **35**

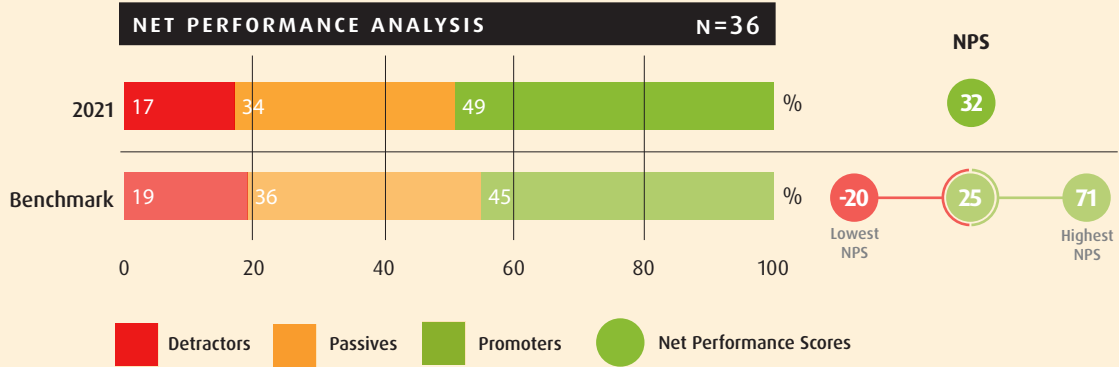■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

- Respondents were asked to what extent they believe their partnership with Save the Children has contributed to the above areas. Save the Children received positive NP scores for all areas.
- Respondents feel that their partnership with Save the Children has made the biggest contribution regarding the 'sensitivity to issues affecting minorities' and for 'effectively collaborating with others' (NPS: 35 for both).

Understanding and learning

Figure 25   Satisfaction compared to other NGOs/funders

How does your overall experience with Save the Children
compare to your experience with other NGOs / funders?

NET PERFORMANCE ANALYSIS   **N=36**

NPS

2021	17	34	49	%

NPS: **32**

Benchmark	19	36	45	%

0   20   40   60   80   100

-20 Lowest NPS   25   71 Highest NPS

🟥 Detractors   🟧 Passives   🟩 Promoters   🟢 Net Performance Scores

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● When asked about respondents' overall experience with Save the Children when compared to other NGOs /
funders, 17% are detractors and 49% are promoters who are satisfied with their overall experience. As such,
Save the Children has received a NP score of 32, which is higher than the global cohort benchmark of 25.
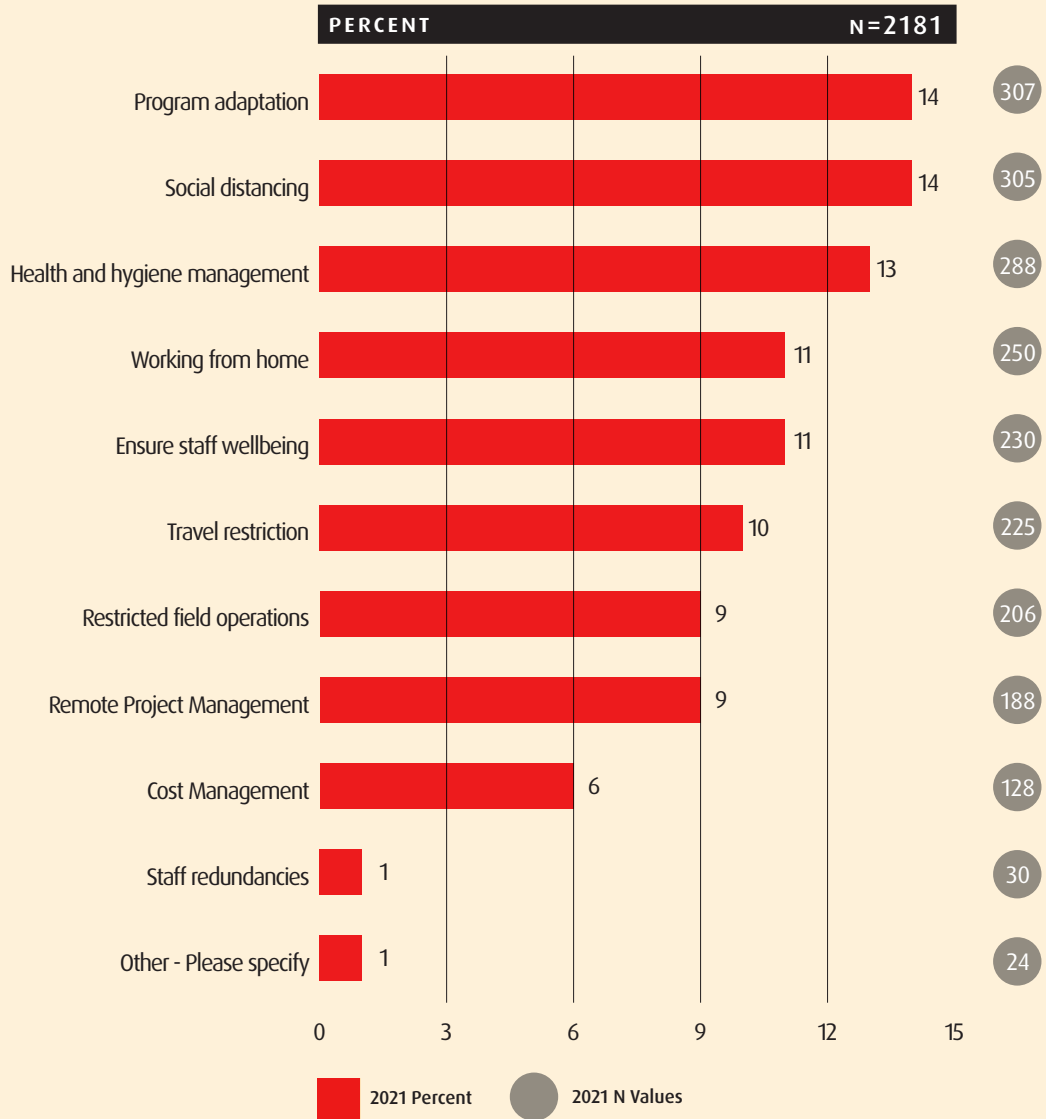
Understanding and learning

Figure 26 Effects of COVID-19 pandemic on organisational management

PERCENT	N=1261

Shrinking of new funding opportunities — 17 — 209

Staff-wellbeing (e.g. low morale, less productivity, stress) — 14 — 182

Inability to continue program activities — 12 — 150

Incapability to implement remote working modality — 7 — 91

Inability to pay office rent and operations cost — 6 — 77

Reduction of shared cost for any adjustments in existing projects — 6 — 76

Disruption in Supply Chain Management — 6 — 74

Staff redundancies — 6 — 71

Hindrance in Financial Management — 5 — 68

Loss of current grant funding — 5 — 63

Suspension of any pipeline or committed funding — 5 — 61

No significant impact — 4 — 54

Loss of revenue from social enterprise and microcredit — 3 — 44

Other - Please specify — 3 — 41

0   5   10   15   20

■ 2021 Percent   ● 2021 N Values

- In order to better understand the impact of the Covid-19 pandemic, Save the Children asked its respondents to indicate the various effects of the Covid-19 pandemic on the organisational management of its partners.
- The most predominant effects of the Covid-19 pandemic are a 'shrinking of new funding opportunities' (209 respondents indicated this as a challenge), as well as an impact on 'staff wellbeing' (182 respondents indicated this as a challenge), and their 'inability to continue program activities' (150 respondents indicated this as a challenge).
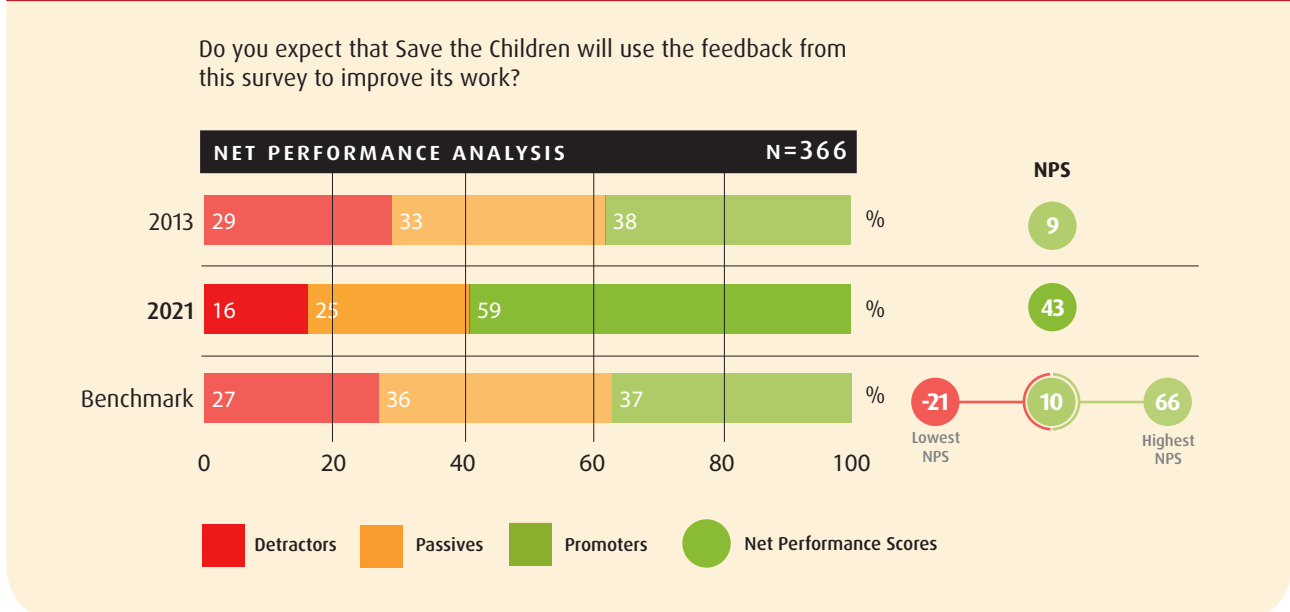
Figure 27 — Strategies to respond to COVID-19 pandemic

PERCENT		N=2181
Program adaptation	14	307
Social distancing	14	305
Health and hygiene management	13	288
Working from home	11	250
Ensure staff wellbeing	11	230
Travel restriction	10	225
Restricted field operations	9	206
Remote Project Management	9	188
Cost Management	6	128
Staff redundancies	1	30
Other - Please specify	1	24

0   3   6   9   12   15

■ 2021 Percent   ● 2021 N Values

- Moreover, when asked about the various strategies that partners have implemented in response to the Covid-19 pandemic, the majority have indicated 'program adaptation' (307 respondents) and 'social distancing' (305 respondents) as the main strategies to tackle the Covid-19 pandemic.
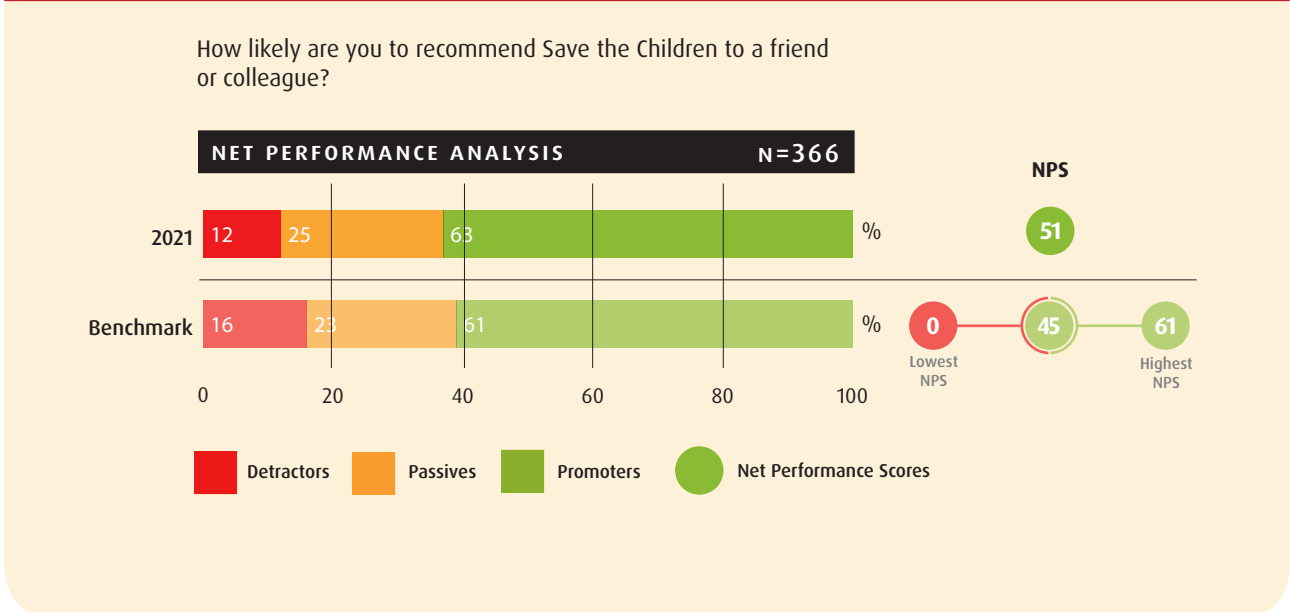
Understanding and learning

Figure 28   Confidence that Save the Children will act upon this feedback

Do you expect that Save the Children will use the feedback from this survey to improve its work?

NET PERFORMANCE ANALYSIS   N=366

NPS

2013   29   33   38   %   9

2021   16   25   59   %   43

Benchmark   27   36   37   %   -21 Lowest NPS   10   66 Highest NPS

0   20   40   60   80   100

■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

- Save the Children asked its respondents about the likelihood with which they believe Save the Children would use the feedback from this survey to improve its work. 59% of respondents gave a score of 9 or 10, indicating that they strongly believe Save the Children will improve its work and performance based on the feedback they have provided. With a NP score of 43, Save the Children scores higher than the global cohort benchmark with a NP score of 10 and its 2013 NPS of 9.

Understanding and learning

Figure 29   Likelihood to recommend

How likely are you to recommend Save the Children to a friend
or colleague?

NET PERFORMANCE ANALYSIS   **N=366**

NPS

2021   12 25   63   %   51

Benchmark   16 23   61   %   0   45   61
                                    Lowest   Highest
                                    NPS   NPS

0   20   40   60   80   100

■ Detractors   ■ Passives   ■ Promoters   ● Net Performance Scores

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- Save the Children asked its respondents about the likelihood with which they would recommend Save the Children to a friend or colleague, with 63% of respondents suggesting they are likely to. With an overall NP score of 51, this is higher than the global cohort benchmark score of 45.

Respondents were asked whether they would like to say anything else about their **partnership with Save the Children** and what they would like the organisation to focus on next. Comments received include:

"Activating more cooperation due to Covid-19 and its psychological effects on children."

"Although SCI is already doing great with financial and technical support, [redacted] is an association that still needs to be able to conduct operations and raise funds, but also in institutional support. [Redacted] therefore expects SCI to play a big role in achieving this."

"Apart from running the program, we do not have any more value in the partnership with Save at the moment. - No communication with the first institutional managers since the evaluation of the partners. Hence the establishment of a dialogue with the management of each institution to better draw the experience and expertise of one or the other. - improve the salary of project teams and shared costs. - develop a broader cooperation roadmap that includes various areas of [redacted] intervention and goes beyond the programme to enable better anchoring and strengthening of the partner's long-term institutional capacity."

"As a partner that was with Save the Children before their 2012 unification we as partners really do not see the benefit of that unification. We still only seem to qualify for support when the back funder is either Save the Children Sweden, SIDA, Save the Children Norway or Norad. So, what was the big deal of unification?"

"As we have problems of fraud case that my organization reported to Save the Children, it has made us fearful of the existing staff that we reported the case against them though one has left the Save the

Children. Our Partnership is not expected to grow well in the near future maybe after this funding according to the rumours we get."

"Build partnerships with sustainable local organizations, instead of casual providers and opportunities, as a guarantee of the emergence of strong local NGOs capable of influencing decision-makers."

"Conduct webinars on good practices of various partners in saving the children and coping with the challenges brought about by pandemic."

"Continuation of project activities by SCI during Covid-19 period has been acclaimed by the target population and enhanced our acceptability in the catchment area of project. Considering price hike and inflation, the all salary structure of the field staff may be revised and increased to an optimal level. We wish to continue the excellent participation with SCI on a sustain level with greater multi-dimensional footings."

"Continue its activities and programs to serve this important category, promote sustainability of activities and programs, integrate this category into society more strongly and focus on groups with special needs in the children's category."

"Continue partnership with well performed partner as well as develop diverse partnerships with other thematic areas."

"Continue with technical support so that we can improve our performance."

"For us implementing a project with SCI wasn't that comfortable as we thought it would be, this due to the project manager's behaviours and actions towards our implementing processes and our staff."

"I would suggest to be treated equally as partners and not giving us orders or blaming us, provide more constructive support, respect staff and not jump in on a daily basis through skype to request new things, the way they were treating us was not equal but were giving us orders always. the staff was not satisfied, some of them were overwhelmed of the requests, of course we had weaknesses but we were always blamed and the number of emails, messages and skype messages were putting lot of pressure on the staff. we acknowledge weaknesses we have but other donors were more supportive. Also, each time we had challenges, Save the children was always frightening us with the donor, and mentioning the donor as a way to pressure us."

"Improve overhead costs, take into account the reality of the field taking into account the specificity of certain implementation partners."

"Increase funding for disability activities that is towards inclusive Education, Health, employment and disability Human Rights so that we widen our focus and catchment areas of operations."

"Increase visibility of their partners in its programming through especially advocacy and funding platforms."

"Let the projects directly implemented by SCI in the field be coordinated with local partners to avoid discrepancies, this in terms of focus, to have better results."

Understanding and learning

"More trainings and capacity development initiatives to cope with the challenges of the new normal. How to improve blended ways/approaches(online and off line) to community development work and work with children."

"Mostly satisfactory."

"Need to be more flexible in listening to partners opinion and disclosing the total project information."

"Save the Children can allocate more resources for strengthening the organizational capacity."

"Save the Children should continue its good work, especially more capacity building for improved programming and effective monitoring."

"SC staff need to be alerted, and trained to deal with local implementing partners staff as equal partners. most of SC hires have an attitude of superiority with local staff, and view the relationship as service providers."

"SCI has been a genuine partner to us and very responsive. It has helped our institution to expand our programming in terms Inclusive Education. I encourage SC to improve on allocation of project resources and Disbursement of funds. This will help us to implement activities on time."

"SCI is a good partner, respectful and approachable. They should keep these good values and practices in managing partnerships."

"The annual reporting template is too lengthy, SCI should consider clear and precise reporting template for ease of reporting."

"The current partnership is good with no major differences. SCI support learning and programme adaptation."

"They should always make an effort to listen to the feedback that partners provide for a good partnership. We should be understood that we are partners as such communication is very key and imperative. There should not be a boss and servant like partnership."

"They should give us more power in decision making during the implementing program procedure."

"This is our first partnership with Save the Children and we cannot, after 6 months of work, objectively appreciate save the Children's contribution. We have not made much progress in the work and training planned since the first quarter has not yet been carried out. Management procedures are complicated and sister associations are not ready to work under these conditions. We recommend that Save, for the success of their program, comply with the realities on the ground. In terms of safe spaces, we found safe spaces without fences and toilets. Save does not want to cover its costs and the villagers do not have the means to contribute to this work."

"Very resourceful when given an accurate description of the challenge on the ground and the team never pretends to know it all; great attribute for partnership. Keep it up."

Understanding and learning

"We would like a partnership based on trust that helps us not only to be more effective on the ground but also to develop our development and lobbying strategies on the education system."

Conclusion

The quantitative and qualitative data in this report, as well as the recommendations in the executive summary, provide valuable insight into how Save the Children's various partners experience their working relationship. Save the Children'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 Save the Children 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 Save the Children 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 Save the Children determine how best to address the issues or areas where there is room for improvement in collaboration with its partners. Keystone could assist Save the Children 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