GROUND TRUTH
SOLUTIONS

WORLD HUMANITARIAN SUMMIT

FIELD SURVEY AND ANALYSIS

SURVEY OF LOCAL PARTNER ORGANISATIONS
PROVIDING HUMANITARIAN AID IN LEBANON

– ROUND ONE –

MAY 17, 2017

OECD

CONTENTS

OVERVIEW

Introduction

As the focus of the humanitarian response in Lebanon shifts from major international agencies to greater provision of aid by local organisations, this report is based on surveys conducted in Lebanon with 41 local partners of two international NGOs and one United Nations agency. The survey instruments were shared by the international agencies with the designated focal points in their partner agencies using an online survey tool. Completed surveys went straight to Ground Truth for analysis. The questions are adapted from the Partnership Survey developed by Keystone Accountability.[1]
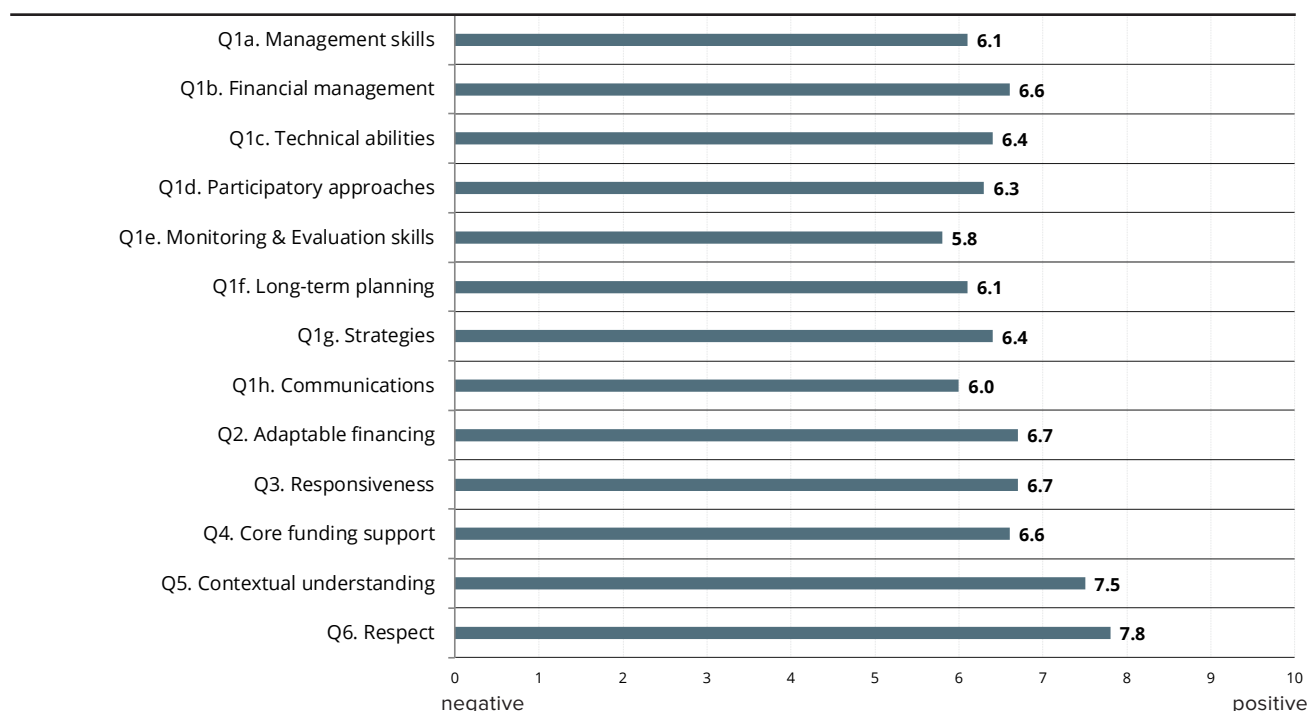
The data presented in this report is aggregated from the responses of all participating organisations. When drawing inferences from the findings, bear in mind that responses differ significantly from one organisation to another. In addition to strengthening collaboration among international and local partners, the information serves to inform progress towards the fulfilment of The Grand Bargain's second commitment – support for the successful localisation of humanitarian aid assistance.

Summary findings

Our data indicates that the local partners are:

- Appreciative of the way in which international counterparts treat them with respect (Q6).
- Complimentary on international partners' understanding of the local context (Q5).
- Less positive on support for their core costs (Q4).
- More critical of a lack of flexibility in adapting financial to changing needs compared to the benchmark of NGOs in the region (Q2).

- Less positive on the different aspects of non-financial support they receive (Q1).
- Somewhat concerned about a lack of response to their questions and efforts to listen (Q3).
- Keen to get more support in building institutional capacity.

Overview of mean scores per question

Question	Score
Q1a. Management skills	6.1
Q1b. Financial management	6.6
Q1c. Technical abilities	6.4
Q1d. Participatory approaches	6.3
Q1e. Monitoring & Evaluation skills	5.8
Q1f. Long-term planning	6.1
Q1g. Strategies	6.4
Q1h. Communications	6.0
Q2. Adaptable financing	6.7
Q3. Responsiveness	6.7
Q4. Core funding support	6.6
Q5. Contextual understanding	7.5
Q6. Respect	7.8

0 negative — 10 positive

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

Reading this report

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

To add another layer of analysis, the bar charts are colour-coded according to the Net Promoter Analysis[2]: Detractors are on the left in red (i.e. rating of 0 to 6), passives are in the middle in yellow (i.e. rating of 7 or 8), and promoters are found on the right in green (i.e. rating of 9 or 10).

For benchmarking purposes, we use the net promoter score (NP score). The NP scores of the respondents to this survey are compared to the benchmark data, which is an aggregated score of 30 international NGOs operating across the Middle East who were included in the Keystone Accountability partnership survey conducted in 2016. We provide scatter charts, which fall along an axis that spans from an NP score value of -100 to 100.

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

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

SURVEY QUESTIONS

COHORT NP SCORE   **DETRACTORS**
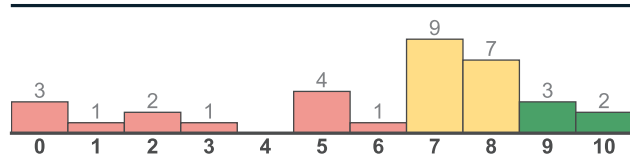KEYSTONE NP SCORE   **PASSIVES**
   PROMOTERS
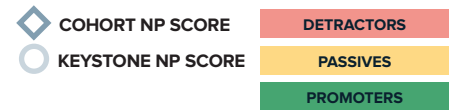
Q1. Non-financial support

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

a. Strengthening our management and leadership skills

**Distribution of responses**   **Mean: 6.1**

Net promoter score

The results show that most respondents have positive views on the support they receive from their partners with regards to how it strengthens their management and leadership skills. However, it needs to be noted that a considerable amount of responses are negative, indicating a lack of support in that regard. The NP score (-21) falls below the Keystone benchmark (-6).

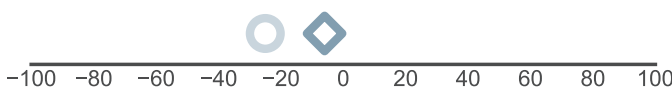## b. Strengthening our financial management skills

Distribution of responses   **Mean: 6.6**
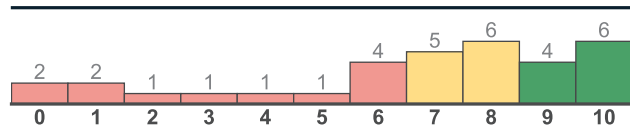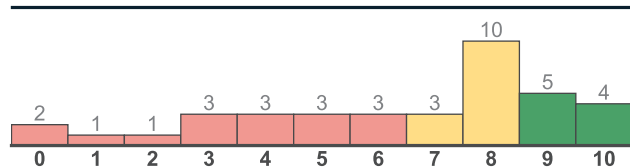

Net promoter score

The majority of respondents rate the support that strengthens their financial management skills between 6 and 10, resulting in a mean of 6.6. The NP score lies well above the Keystone benchmark for the region (-6 vs. -25).

## c. Strengthening our technical abilities to deliver services

Distribution of responses   **Mean: 6.4**

Net promoter score

While many respondents answer positively, over 40% rate their international partner's assistance in building the technical abilities as 6 and lower. The NP score is in line with the Keystone benchmark for the region (-18 and -20 respectively).
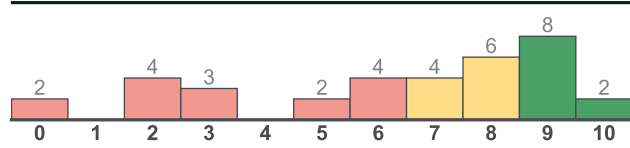
COHORT NP SCORE   DETRACTORS
KEYSTONE NP SCORE   PASSIVES
PROMOTERS
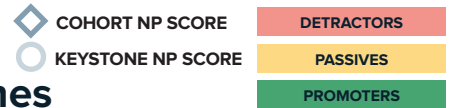
d. Strengthening our participatory approaches

**Distribution of responses**   **Mean: 6.3**

Net promoter score

The majority rate the support from partners for training in participatory approaches between 7 and 10, but there is still a considerable amount of negative responses, resulting in a mean of 6.3. The NP score lies slightly below the Keystone benchmark for the region (-14 vs. -10).

e. Strengthening our monitoring and evaluation skills

**Distribution of responses**   **Mean: 5.8**

Net promoter score
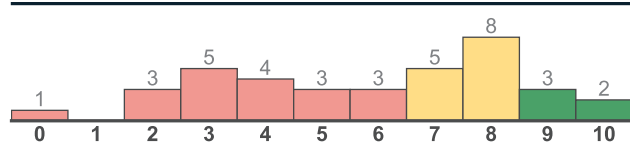
International partners receive a low rating for their efforts to strengthen the monitoring and evaluation skills of its partners, it is the lowest mean among the survey questions. It is worth highlighting the large disparity between the NP score of -37 and the Keystone benchmark of -10.

f. Strengthening our long-term planning/financial viability

Distribution of responses   **Mean: 6.1**


Net promoter score
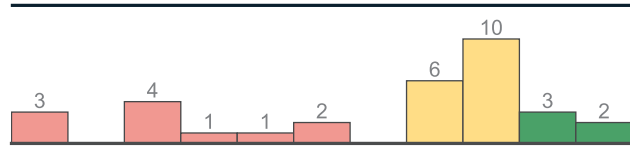
Half of the respondents rate their partner's support for strengthening the capacity for ensuring their own long-term planning capabilities and financial security with a score of 7 or 8. However, organisations should investigate why some partners give ratings of 5 and below. The NP score is in line with the Keystone benchmark for the region (-18 and -21 respectively).

g. Improving our strategies and practical approaches
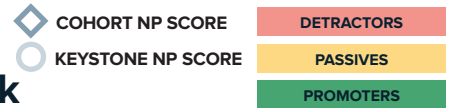
Distribution of responses   **Mean: 6.4**

Net promoter score
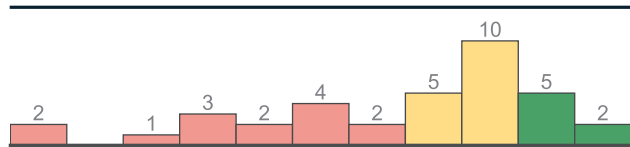
Most respondents rate the support from their partners in improving their strategies and practical approaches as 7 or higher. However, it needs to be noted that there is a considerable amount of negative scores. The NP score is in line with the Keystone benchmark for the region (-20 and -17 respectively).
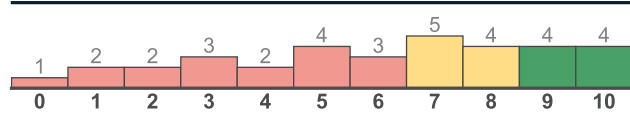
◇ COHORT NP SCORE	DETRACTORS
◯ KEYSTONE NP SCORE	PASSIVES
	PROMOTERS

h. Communications and publicising our work

Distribution of responses   **Mean: 6.0**

Net promoter score

−100 −80 −60 −40 −20   0   20   40   60   80 100

Half of the respondents rate the support from their partners meant to enhance their communications strategies or assist in publicising their work between 0 and 6. The NP score is in line with the Keystone benchmark for the region (-26 and -24 respectively).
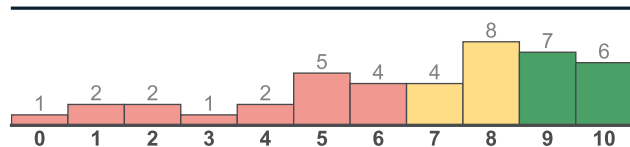
Q2. Adaptable financing

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

Distribution of responses   **Mean: 6.7**

Net promoter score

−100 −80 −60 −40 −20   0   20   40   60   80 100

Most respondents are positive, but a considerable proportion of the partners voice negative views on their international partner's flexibility to adapt the terms of financial support to meet changing needs on the ground. The NP score lies below the Keystone benchmark (-9 vs. 24).
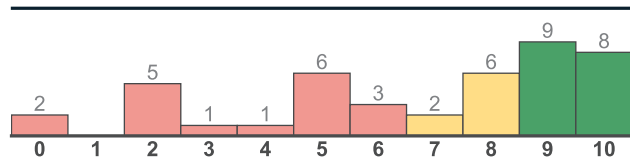
Q3. Responsiveness

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

Distribution of responses   **Mean: 6.7**
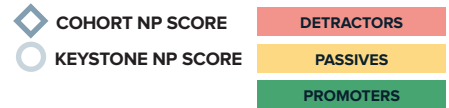

Net promoter score

−100 −80 −60 −40 −20   0   20   40   60   80 100

Many respondents feel as though their partner organisation listens and responds appropriately to their questions and concerns. But there is also a considerable proportion of those who hold more negative views. The NP score lies far below the Keystone benchmark (-2 vs. 46).
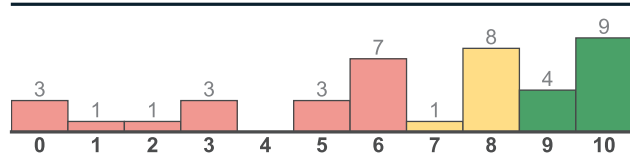
Q4. Core funding support

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

Distribution of responses **Mean: 6.6**

Net promoter score

Results are mixed and scattered across the scale from 0 – 10. A large proportion of respondents give scores between 0 and 6. It should be investigated further what can be done to strengthen local NGOs core costs. The cohort NP score is higher than the Keystone benchmark for the region (-9 vs. -24).
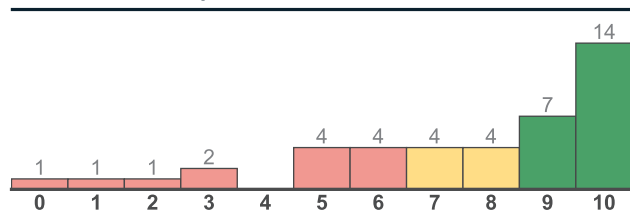
Q5. Contextual understanding

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

Distribution of responses **Mean: 7.5**

Net promoter score

Most respondents positively view their partner's contextual understanding of the work that is conducted at the local and national levels. Nevertheless, the NP score lies behind the Keystone benchmark (19 vs. 47).

Q6.Respect

[Name of organisation] treats us with respect.

Distribution of responses **Mean: 7.8**
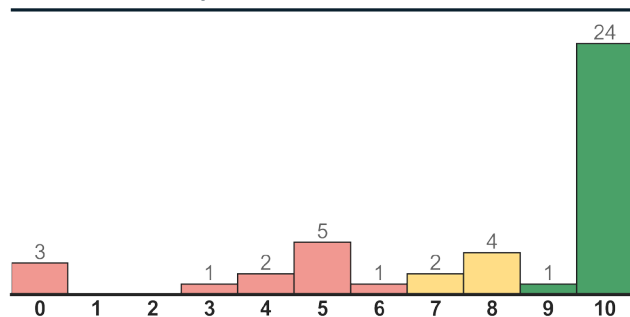
Net promoter score

Respondents give high ratings to whether their partners treat them with respect, with most respondents choosing the highest score. The NP score is above the Keystone benchmark for the region (30 vs. 15).

DEMOGRAPHICS

Gender

52% (22)
MALE

48% (20)
FEMALE

Survey completion rate

53% (48)
LOCAL PARTNERS WHO DID NOT PARTICIPATE

47% (42)
LOCAL PARTNERS WHO PARTICIPATED
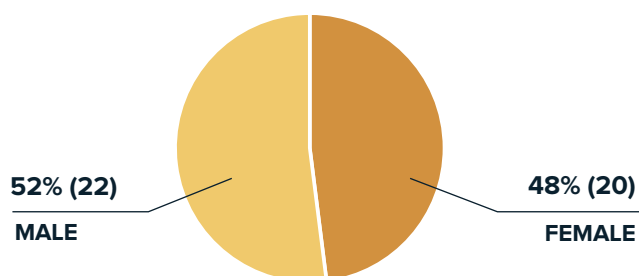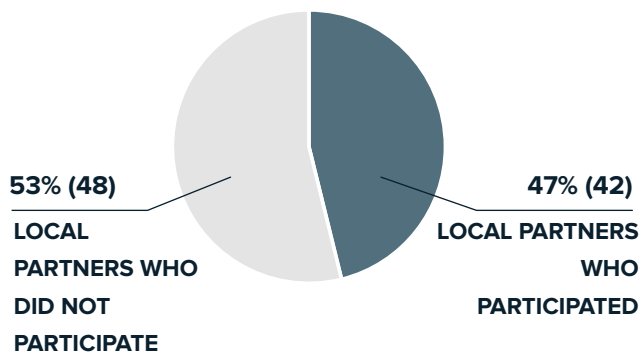
Services provided by local partners*

Psychosocial support	**65% (28)**
Education	**53% (23)**
Other	**28% (12)**
WASH	**26% (11)**
Food	**12% (5)**
Health care	**9% (4)**
Information	**9% (4)**
Shelter	**5% (2)**
Cash	**2% (1)**
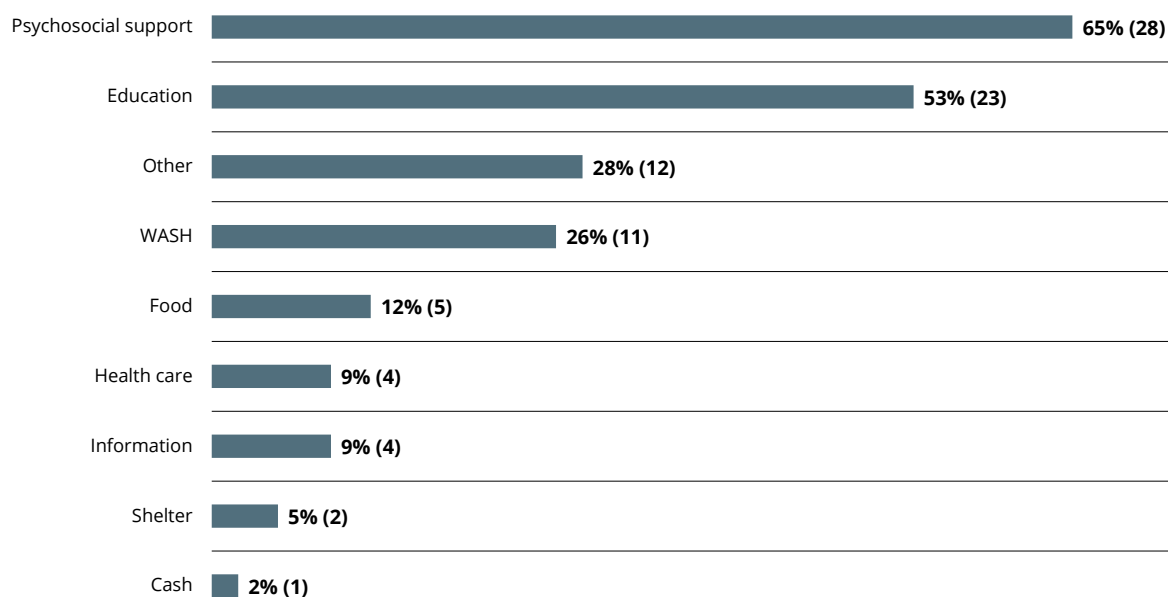
*Respondents were given the option to select multiple services.

NOTE ON METHODOLOGY

Background

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

Net Promoter score

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

% PROMOTERS - % DETRACTORS = (NET PROMOTER SCORE)
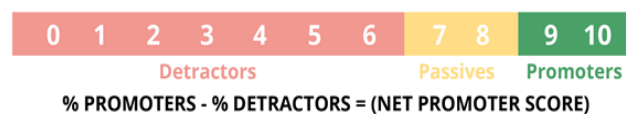
Promoters are people who rate a question as 9 and 10 on a 0 to 10 point scale. These are the champions. They are likely to be wholehearted and active enthusiasts who recommend services or, in this case, organisations, to their friends and colleagues.

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

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

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

Benchmarking the data

As the survey's questions are adapted from the Keystone Accountability Partnership Survey, the results of this report have been compared to those of 30 other organisations providing similar assistance in the Middle East and have also answered the questions posed to the current respondents. While these organisations have different goals and structures, there is a commonality which provides the basis for useful comparisons through benchmarks. The benchmarks offer a point of comparison based on the views of the partners of other international organizations in the region. Considering each organisation's specific context, goals and activities, the data should be interpreted with care. The benchmarks are calculated as the average ratings of the 30 organisations, not the average of all survey respondents. This reduces the chance that data is skewed by larger organisations with larger respondent numbers.

Survey development

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

Sample size

Participation was voluntary and the sample consists of all local partners of the three international organisations who participated in the survey. Overall, some 42 local partners (out of a total of 90 who were asked) provided feedback.

Sampling methodology

The questionnaire was built on an online platform and sent to frontline partners in Lebanon by email. An individual focal point was chosen to complete the survey on behalf of each local partner organisation. Focal points are people who regularly manage donor relations on behalf of the organisation.

Language of the survey

The survey was conducted in Arabic and English.

Data collection

Data was collected between December 14, 2016 and February 23, 2017.

For more information about Ground Truth surveys in Lebanon, please contact Michael Sarnitz (michael@groundtruthsolutions.org).