Partner Feedback Report

and

Management Response & Action Plan

2022

Partner Feedback Survey
Management Response
& Action Plan

2022

Introduction

In early 2022, Keystone Accountability, an independent not-for-profit that specialises in improving accountability in international aid and philanthropy, surveyed the Freedom Fund's grassroots NGO grantees on a range of questions to do with the quality of their partnership with the Freedom Fund.

In response to the report from Keystone, we are pleased to share the following Management Response and Action Plan.

Background to the Freedom Fund

- The Freedom Fund is a global fund with the single aim of helping to end modern slavery. A key pillar of our model is to support grassroots organisations rooted in communities in global slavery hotspots. Since its inception in 2014, the Freedom Fund has supported 186 organisations carrying out a range of interventions including education, jobs training, legal support, community organising, engagement with business to improve labour practices, and advocacy to government to strengthen the policy environment against exploitation.

- The Freedom Fund believes grassroots organisations are critical in the fight against modern slavery. They have the local knowledge and credibility to represent affected communities, and play an essential role in challenging power imbalances that put specific groups at high risk of exploitation.

- As a funder, we pride ourselves on understanding the needs of grassroots organisations and supporting them with more than simply financial resources. We build capacity, connect partners to learning and advocacy opportunities locally and internationally, are patient in our expectations for results, and wherever possible allow partners the flexibility to adapt their plans as they go. We place staff and consultants close to our partner organisations to support them, including through quarterly community of practice meetings where partners come together to share learning and plan joint actions.

- Although the Freedom Fund has regular opportunities to engage with partners and gather their feedback on what is working – and what isn't – in the program and our partnership together, this Keystone Survey is the first time the Freedom Fund has employed an external organisation to solicit anonymous feedback from our partners.

Background to the survey

- Keystone sent the survey in February 2022 to 27 of the Freedom Fund's frontline NGO partners in Thailand, Myanmar, Nepal and Ethiopia[1]. The survey was set up to be completed anonymously and was provided in partners' local languages (except in Ethiopia where partners were comfortable completing it in English). 22 partners, or 81%, responded, which according to Keystone is a high response rate for surveys of this kind.

- Nearly all of the survey consisted of standard questions that Keystone uses as part of its Global Cohort Benchmark (GCB) process. Keystone has been running this survey over many years with some 90 INGOs and foundations such as Oxfam, Save the Children, Omidyar Network, International Rescue Committee, and CARE - with more than 7,000 local partners participating. This allows Keystone to benchmark organisations' results against others who have taken the survey.

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[1] All partners surveyed had at least two years of experience as Freedom Fund grantees. This means that we did not request a response from partners in several of our early-stage programs i.e. in Indonesia, Brazil and Bangladesh. The survey was sent to current and selected former implementation partners (those whose partnerships ended several years ago were excluded). The survey also precluded long-standing partnerships with 32 organisations in India, whom we have not supported with funding since July 2021, due to restrictions from the Indian government.

Survey results

- Overall, we are humbled and reassured by the responses from our partners. Partners rated the Freedom Fund significantly above the global benchmark average on nearly all questions, which Keystone sees as a "strong validation of the Freedom Fund's "soft skills.""

- The scores were high in areas such as flexibility to adapt based on learning, transparency, and accountability to partners, strengthening financial management and approaches to safeguarding, and contributing to resilience, effective collaboration and shifting power to vulnerable groups.

- According to the report, "Mutuality in relationships is an area of evident strength in which the Freedom Fund scores significantly higher than the GCB average in all areas." We feel especially proud of the fact that many of our partners feel comfortable questioning the Freedom Fund's understanding and actions if they disagree with us, and that partners feel we listen and respond appropriately to questions and concerns. We also appreciate the recognition that the Freedom Fund team seeks advice and guidance from our partners.

- The Freedom Fund set a record for the Keystone benchmark on four questions, meaning these were the highest scores ever recorded since the survey began. These were:

  - The Freedom Fund allows us to make any changes that we need to about how we spend funds.
  - The Freedom Fund is transparent about how it uses its funds.
  - The Freedom Fund encourages us to review our work with external stakeholders (e.g. beneficiaries, government, other NGOs.
  - We work with the Freedom Fund to identify useful and relevant ways of monitoring our impact.
  - The Freedom Fund makes an appropriate contribution to general/core costs.

Areas of strength identified in the survey include:

- Flexibility in funding and contributing to core costs
- Strengthening financial management
- Honouring commitments and understanding partner contexts
- Helping reduce discrimination and patriarchy in organisations
- Transparency and accountability to partners
- Listening and responding
- A useful M&E practice and useful feedback on reports
- Helping partners recruit & retain skilled staff

Areas for improvement that were identified include[2]:

- Strengthening management and leadership skills
- Strengthening advocacy skills
- Accessing other sources of funding
- Access to information about the Freedom Fund's strategy
- Funding for M&E

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[2] Scores in these areas were nearly all above the global benchmark, but the Freedom Fund is considering them as areas for improvement, given that one third of the respondents gave negative responses.

Action plan

The results suggest that overall, the Freedom Fund is highly appreciated by our grantees. This is especially gratifying as one of the Freedom Fund's goals is to be the funding vehicle of choice for our grantees, and this report suggests we are performing well across many key areas.

However, the report also highlights areas for improvement. Based on partners' feedback, we have selected three areas to prioritise for action.

1. **Supporting partners to grow and diversify their funding**

Partners across all hotspot[3] programs expressed a desire for more assistance in securing funding and building their networks outside of the Freedom Fund. This echoes feedback we have been hearing from partners in our regular interactions with them.

In response to the feedback, three initiatives have been rolled out:

a) A Grassroots Capacity Enhancement initiative that includes a specific budget allocation to directly support fundraising and communications requirements of grassroots partners. To begin with, select partners will be supported with the creation of a video showcasing their organisation and its work, which they can use for their own fundraising purposes and which the Freedom Fund will help to promote.

b) Funder roundtables to introduce organisations to new funders and increase domestic funding to grassroots partners.

c) Donor Education Initiative: In recognition that the sharing of our grant-making practices could benefit the wider philanthropic community, a new initiative, tentatively titled "Funding Frontline Impact", aims to document what we have learned about supporting grassroots organisations through grant-making and share this with donors and other philanthropic influencers in an approachable and compelling format. Ultimately, we hope the resources produced will drive greater and more sustainable investment in grassroots organisations.

2. **Reviewing burdens placed on NGOs at the outset of the partnership**

The Freedom Fund places a number of requirements on NGOs as part of our due diligence process on new partners and to track progress against program objectives. However, we are conscious of the need to avoid overburdening partners with excessive donor requirements. Feedback from partners suggests that while the Freedom Fund is, on the whole, not overburdening partners, requirements in the early stages of the partnership can feel too high and could be phased over time.

In response to the feedback, the Finance team at the Freedom Fund has classified Due Diligence into a set of Basic and Enhanced requirements. The Basic requirements will be shared with partners at the outset of the partnership, and support will be provided by local technical assistance to achieve these standards over a period of time. The Enhanced requirements will be shared only with those partners who seek to build readiness for bilateral or government funding as part of their fundraising strategy.

Additionally, Safeguarding requirements have also been phased, with all partners needing to fulfil the mandatory "Phase 1" requirements with support from the Freedom Fund. Those who seek enhanced Safeguarding capabilities ("Phases 2 and 3") will be able to access them in discussion with Freedom Fund teams.

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[3] "Hotspots" refer to the Freedom Fund program model of supporting clusters of grassroots organisations in geographic locations with a high prevalence of modern slavery.

3. **Strengthening core support, including leadership, management and advocacy**

Partners appreciated the support that the Freedom Fund provides for leadership, management and advocacy but expressed the need for more inputs from us in these areas.

We have just completed the first full round of training in our new leadership program, Freedom Rising, and are set to expand it to more hotspots over the next three years. The program will not only help enhance the skills of current leaders but also support organisations in growing a new generation of leadership to advance their respective missions.

We Speak for Us is another new Freedom Fund program that helps organisations understand and leverage international opportunities to impact policy and implementation. This is shortly being rolled out for those leaders who are already engaged in significant regional and national level advocacy work. It will help these leaders continue to develop their advocacy skills and will provide financial support for them to participate in global and regional convenings.

In addition to the above three priority areas, we commit to engaging with partners on two additional issues, where survey results were ambiguous, and where further unpacking will help us respond more effectively:

- Partners have said that they lack information about the Freedom Fund's strategy. We will seek to understand whether this is with reference to the strategy within the hotspot or whether it refers to the global strategy of the organisation, and then address the gap(s) identified.

- Partners have shared that they feel pressured to shift priorities as part of the Freedom Fund partnership. We will aim to understand how these pressures manifest themselves and in what ways we can be more conscious of partners' experience in this regard.

Next steps

Our teams will now hold conversations with partners in their respective Communities of Practice, to discuss this management response and review an action plan for the hotspot. We will welcome further feedback and suggestions during these conversations.

We will move forward on the initiatives listed above and ensure updates reach partners through our teams, as well as through written communications from time to time.

Future surveys

The Freedom Fund aims to conduct this survey regularly with partners, every 2-3 years. We look forward to including new partners and returning to older partners in future iterations, to track progress and continue to learn how we can be a more effective supporter of frontline organisations in the fight against modern slavery.

Partner Feedback Report:
The Freedom Fund

keystone

Contents

Executive Summary

In 2022, the Freedom Fund requested Keystone Accountability to conduct a survey of 27 of their local partners around the world. Partners were assured that the usual Keystone protections of their identities were in place and that their responses are reported in a way that is in no way attributable to any one of them. The survey was conducted in Burmese, English, Nepali and Thai.

The Keystone Partnership Survey process

This report provides a detailed picture of local partners' experience working with the Freedom Fund in a trans-national developmental or human rights partnership. There are 66 separate data points (many questions have multiple parts) that together make up partner experience in working with the Freedom Fund.

The data points cover specific practices (e.g., how the Freedom Fund responds to formal M&E reports) as well as general relationship dynamics (e.g., how well the Freedom Fund learns and adapts, or how the Freedom Fund compares to other international partners).

The questionnaire was sent in their preferred language to 27 local partners during February 2022. Out of these, 22 provided a response sufficient to be included in the report, yielding a response rate of 81%. This is an excellent response rate and gives a high level of confidence that these data portray a representative picture of partnership practices overall.

The report presents overall results for each survey question in a single graphic chart. For rating questions, Keystone employs *Net Promoter Analysis* (described in ***Annex 3***), allowing it to compare and benchmark the Freedom Fund's current responses against a benchmark drawn from Keystone's global cohort of social change organisations.

Respondents indicated their region of work, budget size, number of other funding partners, and the type of work they do, enabling us to analyse the data by these respondent characteristics without compromising anonymity. Where organizations of a particular characteristic (e.g., language or size of budget) vary from the combined response, we highlight these variations in the text accompanying the charts showing the NP scores rather than creating separate charts.

Selections from open text questions are also included. The complete open text answers, edited to protect anonymity, are included in ***Annex 2***, which also contains the anonymized quantitative data.

Findings and recommendations

Simply interpreting the data presented here will yield limited insights. Making sense of the data together with respondent groups not only leads to richer insights from a wider range of perspectives and experience, but also provides an opportunity to explore mutual actions for improvement.

In many areas the Freedom Fund scores higher than the Global Cohort Benchmark which is a strong validation of the Freedom Fund's "soft skills" – listening, learning, supporting and mutuality. We feel confident that reflecting together on this data with partners is the best way to get to a shared understanding of what it really means, and will also spark creative new ideas and solutions.

The table below summarises the main areas where the Freedom Fund's ratings are strongly positive and those where there are significant (one third or more) negative scores. Many more granular patterns are apparent in the analysis of the individual questions.

Some of the areas where the Freedom Fund's partners feel least positive are also systemic problems mirrored in the Global Benchmark scores and the experience of INGO partners everywhere. But this is not a reason not to address them and build towards more sustainable and effective developmental relationships.

Executive Summary

Areas where the Freedom Fund's performance is rated very positively:

- Phasing of payments, flexibility in spending and contributing to core costs.
- Flexibility and willingness to adapt based on learning
- Strengthening financial management
- Strengthening M&E skills
- Strengthening organization policies and procedures
- Strengthening approaches to safeguarding
- Honoring commitments and understanding partner contexts.
- Transparency and accountability to partners.
- Comfortable to question decisions and approach the Freedom Fund to discuss problems
- Listening and responding
- Respectful, helpful and capable staff
- Treats all partners the same way
- No unnecessary demands on partner's time
- Considers feedback from primary constituents
- A useful M&E practice and useful feedback on reports
- Contribution to resilience, diversifying funding base, effective collaboration and shifting the power to vulnerable groups
- Helping reduce discrimination and patriarchy in organizations
- Helping partners recruit and retain skilled staff

Areas where there are significant (one third or more) negative responses:

- Strengthening management and leadership skills
- Strengthening advocacy skills
- Accessing other sources of funding
- Matching financial support to needs
- Access to information about the Freedom Fund's strategy
- Funding for M&E

Introduction

Since 2006, Keystone Accountability has worked with over two hundred government agencies, national nonprofits, 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, pictured below, for this purpose.

Voice is a foundational idea for us, meaning the ability of constituents to influence an organization. Keystone designed the Constituent Voice method for organizations 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. We have learned that feedback is more likely to result in improvements if it is turned into data and factored into organizational performance management.
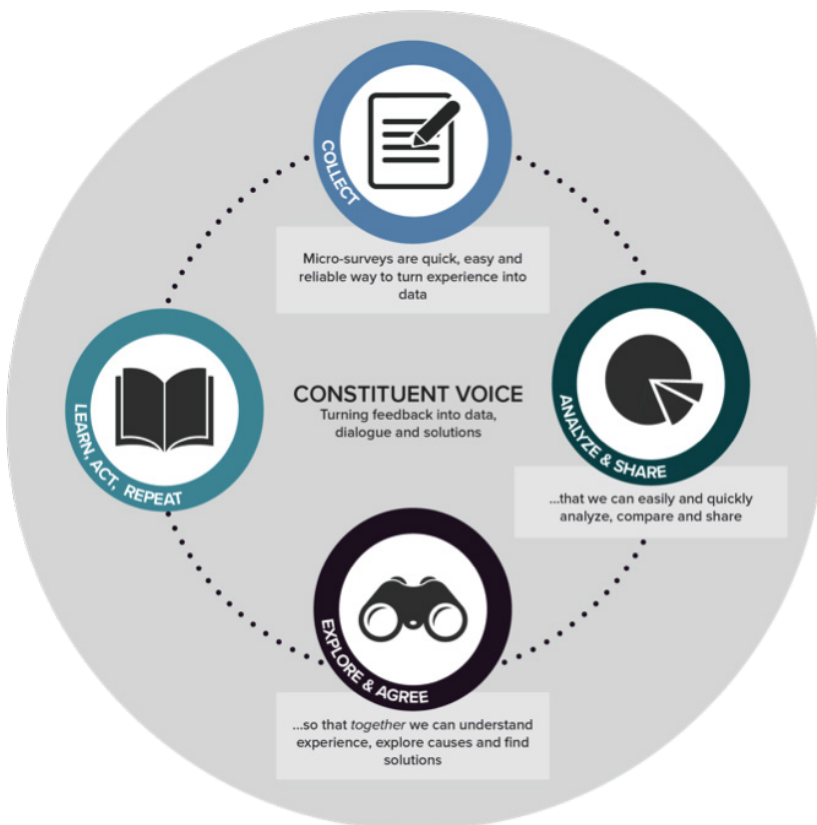
The CV cycle generates validated learning that deepens insights, strengthens relationships, and enables better management to shared outcomes. The process involves people being asked to rate and comment on different aspects of an organisation's performance. The initial feedback is provided anonymously. Then, with this data on the table, more authentic dialogue is possible about how to improve. Keystone acts as a neutral third party so no one's unique responses are revealed.

In 2022, the Freedom Fund expressed its interest in conducting a *Keystone Partnership Survey* to understand how its local partners assessed their experience of working with the Freedom Fund in an international development and human rights partnership. This report provides credible perceptual data from a partner perspective on how well the Freedom Fund performs its role in the partnership.

Keystone's partnership survey enables INGOs to benchmark their performance ratings against the experiences and perceptions of over 7,000 local partners of more than 90 INGOs (listed below in Table 1) that have taken the survey.

Introduction

Thematically, the survey explores the most important operational dimensions to international development partnerships – learning, monitoring & reporting, communications, financial support, and non-financial support. The Freedom Fund's technical competence is further assessed through a series of questions about its sector-specific knowledge, leadership reputation, and value adding abilities. Overall relationship dynamics are captured through questions about how well the Freedom Fund learns and adapts, and the extent to which the local partner would recommend working with the Freedom Fund.

The report presents overall results for each survey question in a single graphic chart. For rating questions, Keystone employs *Net Promoter Analysis* (see ***Annex 3***), allowing it to compare and benchmark the Freedom Fund's current responses against a benchmark drawn from Keystone's global cohort of social change organisations.

Respondents indicated their region of work, budget size, number of other funding partners, and the type of work they do, enabling us to analyse the data by these respondent characteristics without compromising anonymity. Where organizations of a particular characteristic (e.g., location or size of budget) vary from the average, we do not present it in a separate chart, but highlight these variations in the text accompanying the charts.

Selections from open text questions are included where relevant. Direct quotes are presented using quotations and redacted if deemed necessary to ensure anonymity. The complete open text answers, edited to protect anonymity, are included in ***Annex 2***, which also has the anonymized quantitative data that the Freedom Fund may use to do further analysis of the data.

For a more elaborate explanation of the *Net Performance Analysis*, please refer to the *Benchmarks and indexes* section below or consult ***Annex 3***.

- **Annex 1** 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. Respondents were invited by email to an online survey. The survey was open from 31 January until 21 February 2022. The invitation emphasised that participation was voluntary and anonymous.

The questionnaire was sent in respondents' preferred languages to 27 local partners, out of which 22 provided a response sufficient to be included in the report, yielding a response rate of 81%. This is an excellent response rate and gives a high level of confidence that these data portray a representative picture of the Freedom Fund's partnership practices from the perspective of local partners.

Benchmarks and indexes

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

As previously mentioned, Keystone uses a technique of feedback data analysis increasingly common in the customer satisfaction industry known as Net Performance Analysis (NPA)[1] to summarise findings into three categories: those whose response can be seen as strongly positive, those who feel 'okay' and those whose response can be seen as negative.

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

Introduction

- Those who rate the Freedom Fund with a 9 or 10 on a 0-10-point scale are classified as *positive*. These are the Freedom Fund's champions. They are highly likely to be wholehearted participants in activities and consistently recommend the Freedom Fund to their friends and/or colleagues.
- Those who give ratings of 7 and 8 are classified as *okay*. They do not have major difficulties, but they are not particularly enthusiastic about or loyal to the Freedom Fund. With the right encouragement, they could well become positives.
- Those who give ratings from 0-6 are categorized as *negative*. They have significant reservations about the partnership with Freedom Fund and shared objectives are likely to be negatively affected as a result.

Detractors							Passives		Promoters	
0	1	2	3	4	5	6	7	8	9	10
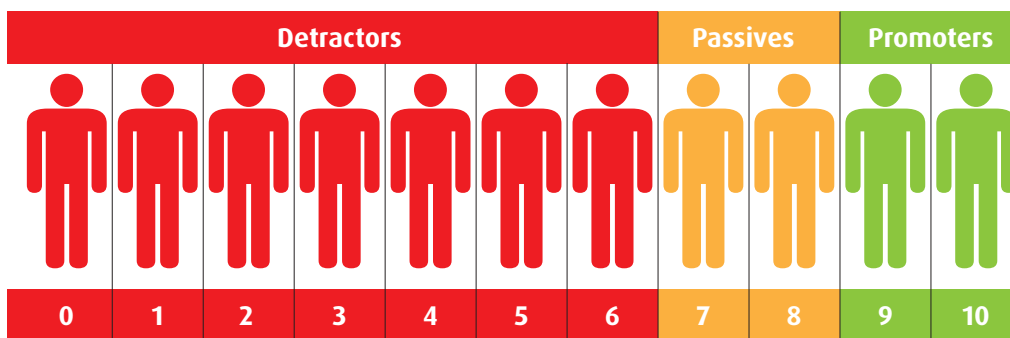
$$\text{Net promoter score} = \%\ \text{Promoters} - \%\ \text{Detractors}$$

From the range of responses we calculate a single 'Net Performance Score' (commonly referred to as NP score or NPS) by subtracting 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 very positive scores and those who provide negative scores. It is not uncommon to have negative NP scores. However, the most successful organisations generally have high NP scores.

Data from thousands of companies show a clear correlation between high Net Performance Scores and corporate growth and profitability.[2] For further information on the NPS and how it is calculated and analysed, please refer to **Annex 3**. Keystone believes that the customer satisfaction approach is even more relevant to development and social change than it is to business. This is so because those who are meant to benefit from the intended change are key to bringing it about.

NPA 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, the Freedom Fund's results are compared to the 90 INGOs listed below, of which some organisations may have taken a Keystone Performance Survey more than once since 2016. Bear in mind, however, that the nature of each organisation as well as its constituents differ and, as such, comparisons should be interpreted with caution.

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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
The Freedom Fund	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

READING THE REPORT

The report presents overall results for each survey question in a single graphic chart. Where we have benchmark data for a question from our global cohort, we present this alongside the chart showing the Global Cohort Average as well as the range of scores (the lowest and highest scores in the cohort). The tables include an 'n-value' where applicable, referencing how many out of the total 27 respondents provided an answer to that question.

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

Sample Graph

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

NET PERFORMANCE ANALYSIS   **N=72**

		NPS
NGO X 2022	3 / 28 / 69 %	66
Benchmark	22 / 24 / 54 %	-41 (Lowest NPS) / 33 (Benchmark NPS) / 85 (Highest NPS)

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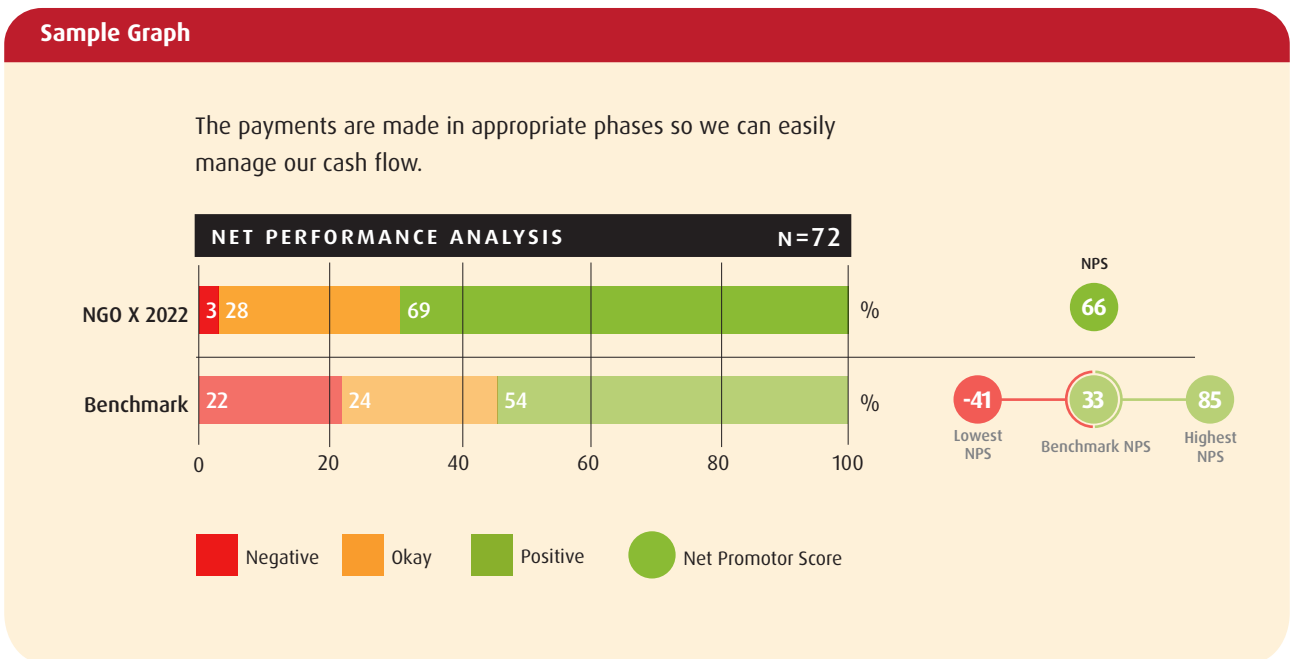
Figure 1 shows how *Organisation X* is rated based on the statement: *'The payments are made in appropriate phases so we can easily manage our cash flow'*. The scores provided by *Organisation X*'s respondents are also compared to the global cohort benchmark where applicable. This figure is composed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

- The bars show the percentage of respondents who we classify as negative, okay, and positive. The top bar shows responses to the question from the current survey. The bottom bar shows the average scores 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 the 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 33. The NP scores within the *global cohort benchmark* range from -41 to 85.

- Some of the reported scores may appear to be a single point off because the values have been rounded to whole numbers for ease of comprehension and reading. (E.g., as in the benchmark bar in the sample graph above.)

Partnership profile

Nepali

Response rate
44 %

Thai

Response rate
100 %

4

18%

4   18%

Total
22

41%   9

23%

5

English

Response rate
100 %

All languages

22

5

Response rate
81%

Burmese

Response rate
100 %
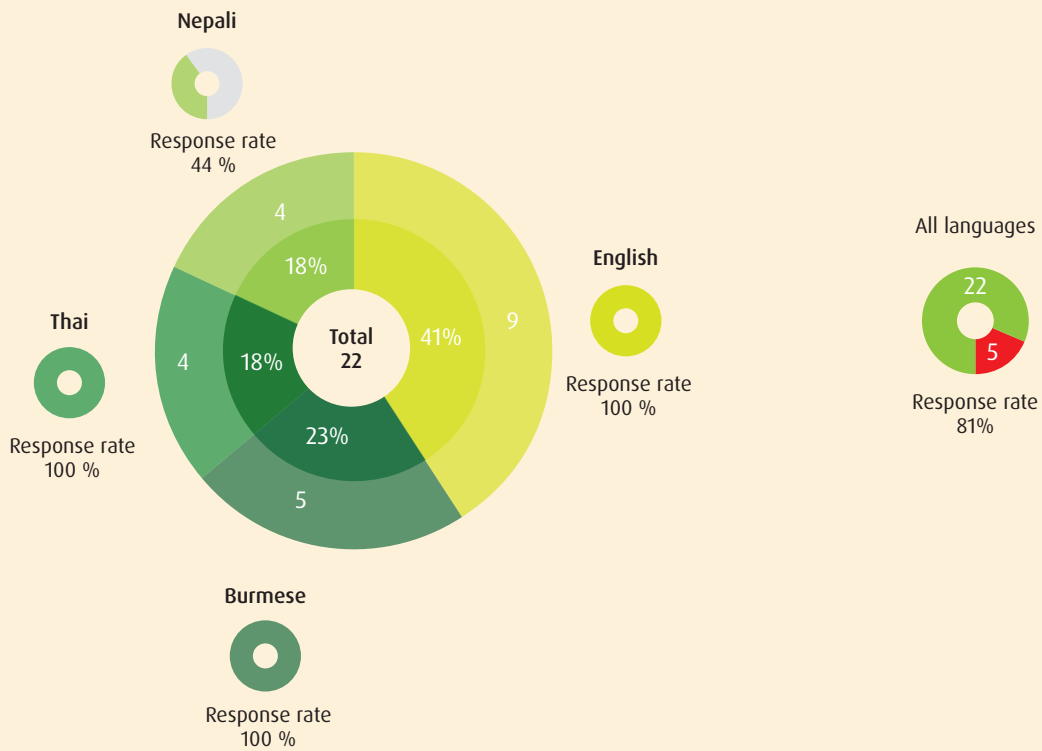
● The English questionnaire got the most responses, but responses in the other languages are evenly spread.

Partnership profile

Figure 2   Regional location

East Africa — 9 — 40%

Total 22

60% — 13 — South and East Asia
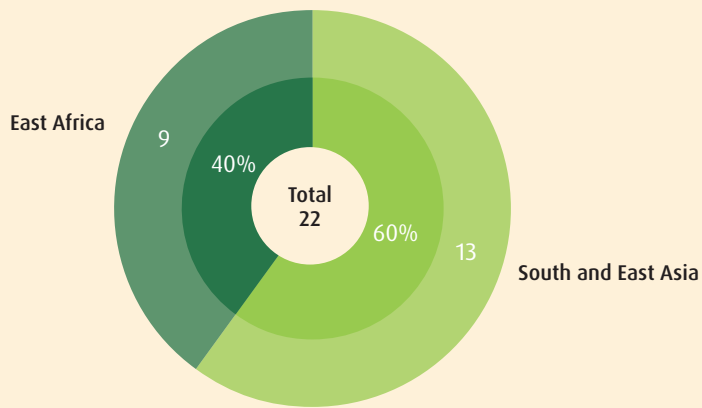
- Most responses are from East Africa and South Asia.

Partnership profile

Figure 3 Respondents' self-description from two choices

Non-governmental organisation (NGO)

21

100%

Total
21
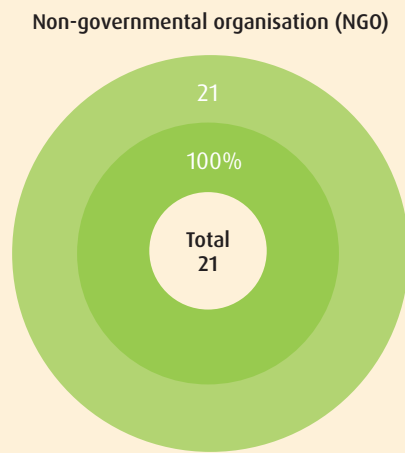
- All Respondents self-identify as local or national NGOs.

Partnership profile

Figure 4 Part A   Patterns of work

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

Percent

| 29 | 71 | % |

0   20   40   60   80   100

Frequency

| 6 | 15 |

We support economic and productive enterprises that benefit
poor people.

Percent

| 16 | 47 | 37 | % |

0   20   40   60   80   100

Frequency

| 3 | 9 | 7 |

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

Percent

| 14 | 52 | 33 | % |

0   20   40   60   80   100

Frequency

| 3 | 11 | 7 |

We conduct and publish research.

Percent

| 65 | 24 | 12 | % |

0   20   40   60   80   100

Frequency

| 11 | 4 | 2 |

■ A little   ■ More   ■ A lot

Partnership profile

Figure 4 Part B   Patterns of work

We support and strengthen civil society organizations.

| Percent | 25 | 45 | 30 | % |

0   20   40   60   80   100

| Frequency | 5 | 9 | 6 |

We help people claim their human rights.

| Percent | 14 | 43 | 43 | % |

0   20   40   60   80   100

| Frequency | 3 | 9 | 9 |

We support collective action by our members.

| Percent | 5 | 43 | 52 | % |

0   20   40   60   80   100

| Frequency | 1 | 9 | 11 |

We help to hold businesses accountable for human rights violations.

| Percent | 32 | 41 | 27 | % |

0   20   40   60   80   100

| Frequency | 7 | 9 | 6 |

- A little
- More
- A lot

Partnership profile

Figure 4 Part C   Patterns of work

We fund individuals.

Percent		
56	22	22	%

0   20   40   60   80   100

Frequency		
10	4	4

We offer humanitarian assistance.

Percent	
32	68	%

0   20   40   60   80   100

Frequency	
6	13

We support disaster risk reduction.

Percent		
37	32	32	%

0   20   40   60   80   100

Frequency		
7	6	6

We help build peace and reconciliation.

Percent		
35	35	30	%

0   20   40   60   80   100

Frequency		
7	7	6

■ A little   ■ More   ■ A lot
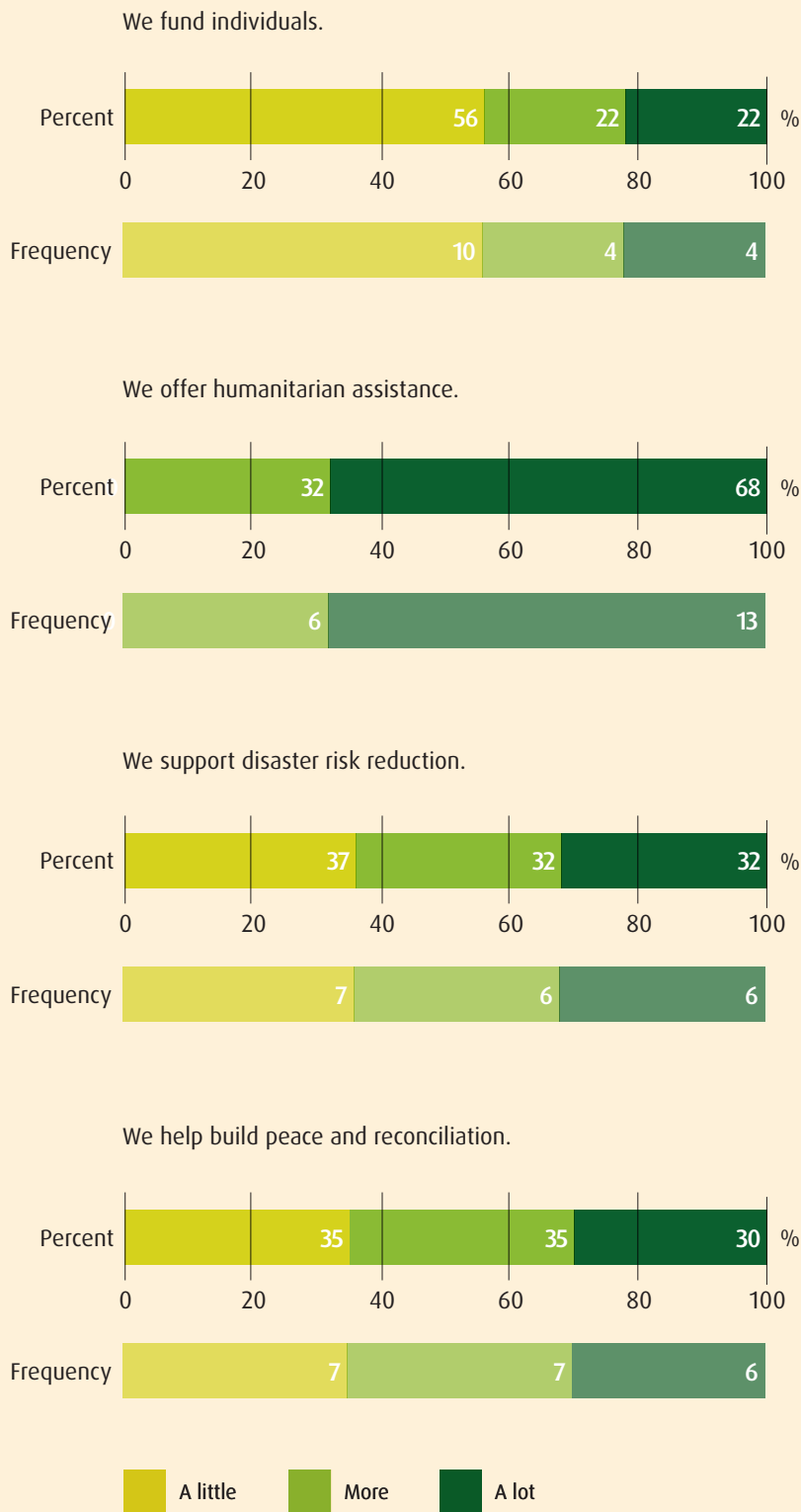
Partnership profile

- Around 70% of respondents provide services to people in communities in a humanitarian relief context.
- Approximately half see a major part of their work as helping people claim their rights and act collectively.
- A substantial proportion, 40-50%, see advocacy, civil society strengthening, supporting human rights, and collective action as an important part of their work.
- 47% support enterprise and livelihood development.

Partnership profile

PERCENT	N=21	FREQ.

Budget	2022 Percent	2022 Frequency
10,000 - 49,999	14	3
50,000 - 199,999	24	5
200,000 - 499,999	24	5
500,000 - 999,999	14	3
1 million - 4,999,999	24	5

Legend: 2022 Percent · 2022 Frequency
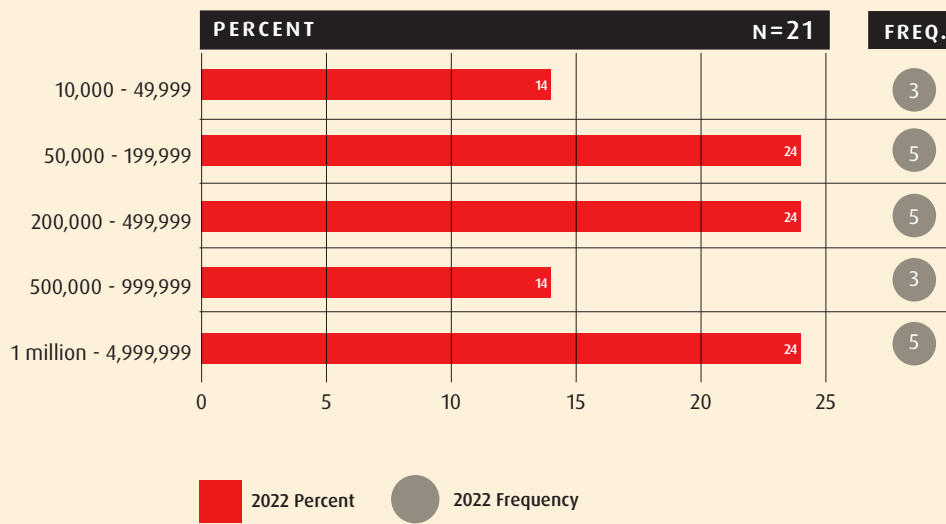
- Partner annual budgets vary greatly.
- To preserve the anonymity of respondents in the breakout analyses, we collapsed these into three categories: Less than $200,000 (38%); $200,000 - $499,000 (24%); and over $500,000 (38%).

Partnership profile

Figure 6   Number of other funders from which the local partner received support

PERCENT		N=21	FREQ.
None	5		1
1 to 2	19		4
3 to 4	10		2
5 to 6	33		7
7 to 8	19		4
9 or more	14		3

■ 2022 Percent   ● 2022 Frequency
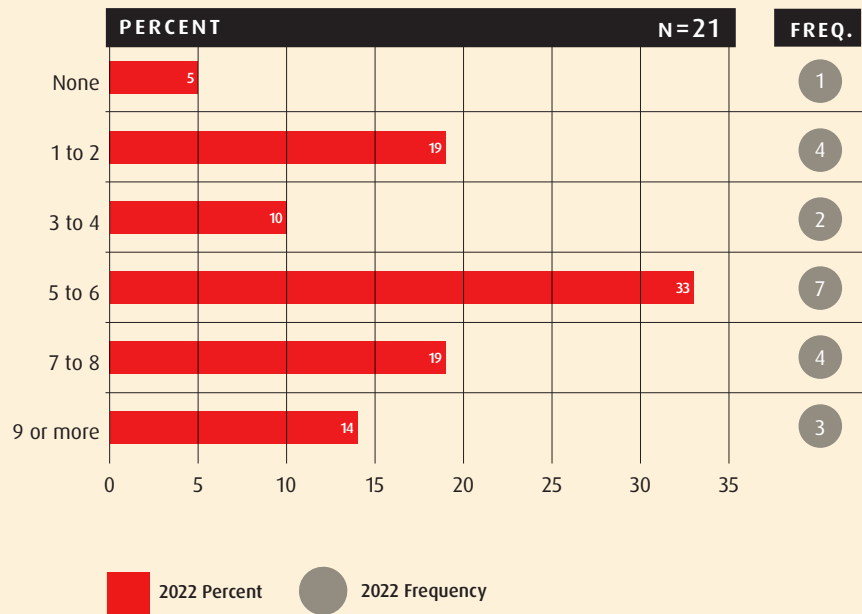
- The number of other funders that partners have also varies greatly.
- To preserve the anonymity of respondents in the breakout analyses, we collapsed these into three categories: Fewer than four funders (34%); 5-6 other funders (33%); and more than seven other funders (33%).

Financial support

Figure 7 Quality of financial support

The payments are made in appropriate phases so we can easily manage our cash flow.
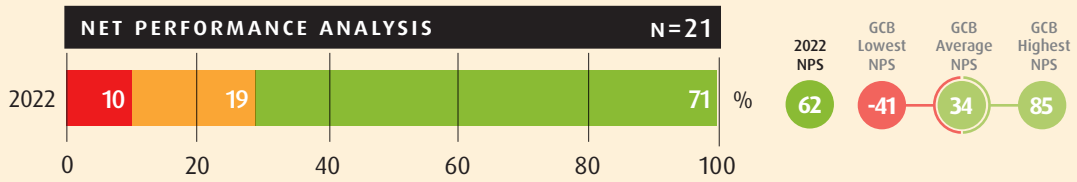
NET PERFORMANCE ANALYSIS	N=21

	2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
	62	-41	34	85

The Freedom Fund allows us to make any changes that we need to about how we spend funds.

NET PERFORMANCE ANALYSIS	N=21

	2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
	62	-68	-21	62

The Freedom Fund makes an appropriate contribution to general/ core costs.

NET PERFORMANCE ANALYSIS	N=22

	2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
	50	-45	-2	39
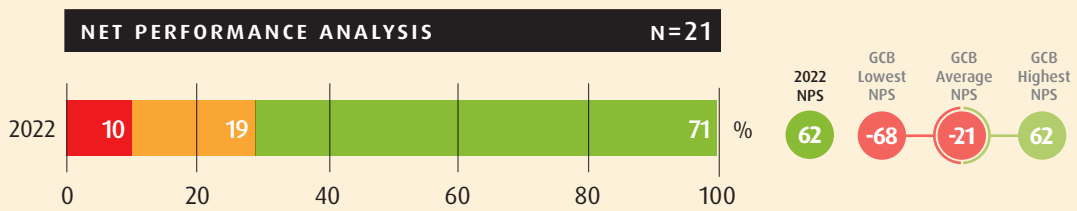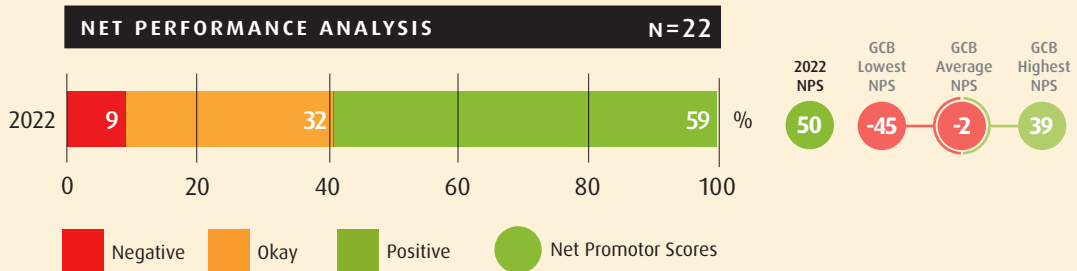
Negative   Okay   Positive   Net Promotor Scores

- Satisfaction with the Freedom Fund's financial support is very high - above the GCB in all three aspects, and equal to or higher than the highest benchmark scores in two.
- Nepal partners were moderately satisfied with the Freedom Fund's flexibility (NPS 0).

Partnership profile

Open text comments, while mostly positive, were mixed, and included some constructive suggestions.

So far, the fund release is good to do activities as per the agreed timetable.

We want the money to be sent once a month. [regulatory authorities] have a lot of scrutiny if they have a lot of money.

The Freedom Fund [transfers funds] in time with fund request letter and fund forecast.

FF should provide project coverage ... and need-based funding to NGO.

10 percent money asked to be given to the organization unconditionally.

It is an organization that has flexibility in budgeting in emergency situations.

FF is one of the best donors with excellent practice of financial support.

... Freedom Fund provide us quarterly payment through the budget forecast. It is nice part of the Freedom Fund. It would be better that provide fund timely to conduct program.

It pays attention to capacitate the organization in the process of project implementation. The system used itself helps to promote capacity.

... the difference of the FF is very ... close to context, and also easy and free to manage the fund by the receiver side.

Unliteral withdrawal without warning was damaging.

Non-financial support

Figure 8 Part A   Value received from non-financial support

Strengthen our management and leadership skills

NET PERFORMANCE ANALYSIS	N=20

2022: Negative 35 | Okay 25 | Positive 40 %

Scale: 0 20 40 60 80 100

2022 NPS: 5
GCB Average NPS: -9

Strengthen our advocacy & government engagement abilities.

NET PERFORMANCE ANALYSIS	N=20

2022: Negative 45 | Okay 15 | Positive 40 %

Scale: 0 20 40 60 80 100

2022 NPS: -5
GCB Average NPS: -16

Strengthen our financial management skills

NET PERFORMANCE ANALYSIS	N=22

2022: Negative 18 | Okay 36 | Positive 45 %

Scale: 0 20 40 60 80 100

2022 NPS: 27
GCB Average NPS: -4

Strengthen our monitoring and evaluation skills

NET PERFORMANCE ANALYSIS	N=22

2022: Negative 32 | Okay 18 | Positive 50 %

Scale: 0 20 40 60 80 100

2022 NPS: 18
GCB Average NPS: -5

Introductions to other organisations / people / networks.

NET PERFORMANCE ANALYSIS	N=21

2022: Negative 19 | Okay 48 | Positive 33 %

Scale: 0 20 40 60 80 100

2022 NPS: 14
GCB Average NPS: -15

Legend: Negative | Okay | Positive | Net Promotor Scores

Non-financial support

Figure 8 Part B   Value received from non-financial support

Access other sources of funds.

NET PERFORMANCE ANALYSIS	N=21

2022 | 33 | 33 | 33 | %

2022 NPS: **0**

GCB Average NPS: **-35**

Strengthen our organisational policies and procedures

NET PERFORMANCE ANALYSIS	N=22

2022 | 27 | 36 | 36 | %

2022 NPS: **9**

GCB Average NPS: **-16**

Strengthen our program quality.

NET PERFORMANCE ANALYSIS	N=21

2022 | 38 | 24 | 38 | %

2022 NPS: **0**

Strengthen our understanding and approach to safeguarding

NET PERFORMANCE ANALYSIS	N=21

2022 | 14 | 43 | 43 | %

2022 NPS: **29**

Negative   Okay   Positive   Net Promotor Scores

Non-financial support

- The GCB average NP scores for non-financial services are mostly negative - partners of most INGOs feel that non-financial support could be improved.
- Compared to the GCB, scores for the Freedom Fund's non-financial support were mostly positive, and in all cases above the GCB average.
- Strengthening financial management, M&E skills, policies and procedures, as well as accessing other funding sources and introductions to other organisations were rated significantly higher than the GCB.
- Highest rated was strengthening of partners' understanding and approach to safeguarding.
- However, it might be useful to explore together how the Freedom Fund can help partners access other sources of funds, strengthen their program quality and strengthen their advocacy skills.
- Partners with budgets under $200,000 (NPS -13) felt most negatively about support for strengthening program quality.
- Burmese partners (NPS -20) and those with 7 or more funders (NPS -29) scored negatively for 'strengthening our understanding and approach to safeguarding.

Non-financial support

Respondents were then asked in which areas they would most value additional non-financial support. This is an edited list of their answers.

Staff capacity, Emergency Respond and COVID-19 vaccine...

Management international organization regulations

Organization Development

Organizational development part....

Connecting with other funders

...to look at sustainability

The Freedom Fund should conduct advance financing techniques, develop capacity of fundraising.

We request to provide funding and technical support

Advocacy

Training for research work is needed on migration issues...

More focus on community led development work with CBOS.

Help to strengthen the electronic skills of the staff of the organization.

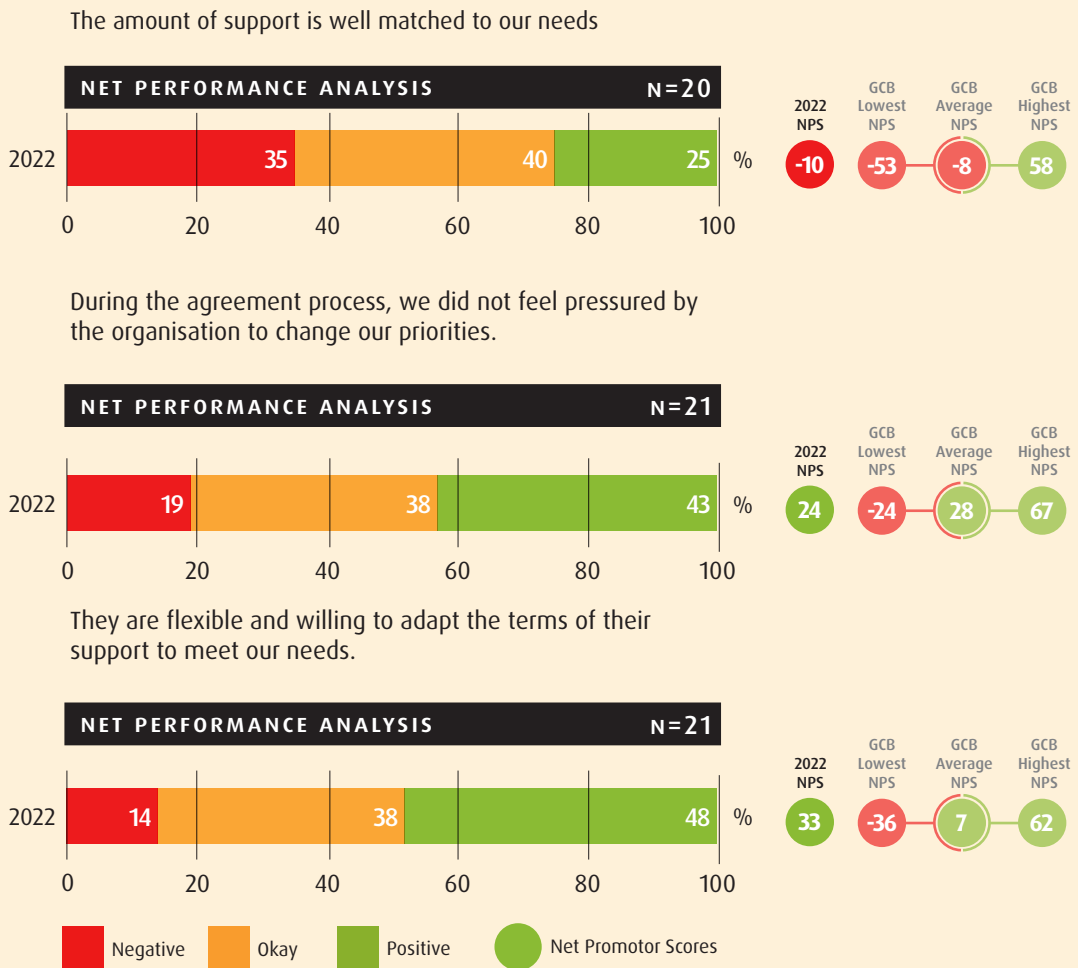*Technical support to sustain our mission.*

Technical support, materials support.

Relationship, administration, and communications

These questions cover important partnership practices around transparency, accountability, communications, financial and other operational administration. A number of these questions are new to the Keystone Partnership Survey, so there are no benchmarks available yet.

Figure 9 — Developing and finalising the agreement

The amount of support is well matched to our needs

NET PERFORMANCE ANALYSIS			N=20

2022	35	40	25	%

0 20 40 60 80 100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
-10	-53	-8	58

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

NET PERFORMANCE ANALYSIS			N=21

2022	19	38	43	%

0 20 40 60 80 100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
24	-24	28	67

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

NET PERFORMANCE ANALYSIS			N=21

2022	14	38	48	%

0 20 40 60 80 100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
33	-36	7	62

Negative Okay Positive Net Promotor Scores

- Partner experience of the agreement process seems generally positive, and closely follows the GCB average.
- However, 35% felt that the amount of support was not always well-matched to their needs. Burmese respondents (NPS 20) felt more positive than other language groups (NPS -13; -25; and -33) in this area. Those with budgets less than $500,000 (NPS 0) were also more positive than those with budgets over $500,000).
- The Freedom Fund's flexibility is particularly appreciated.

Relationship, administration, and communications

Open text comments on the agreement process included:

So far, the Freedom Fund has been understanding and supporting our partners to the best of our ability.

It is done with good spirit

Agreement (based on) mutual understanding of organization according to needs of community and budget must be reviewed on half yearly basis.

Need joint planning meeting with FF team.

Adjust the work plan according to the situation.
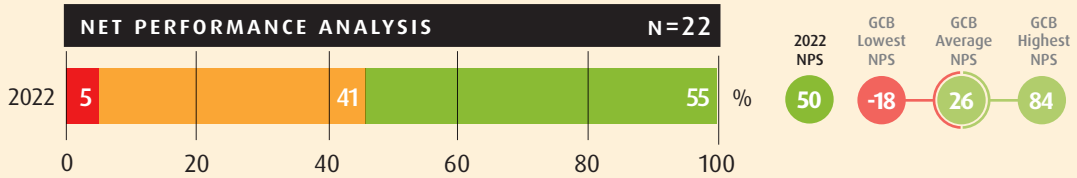
Keep up the good work and concerns.

The Freedom Fund work is nice and process also is good, so it should be continued.

Phase out strategy, or transitional period needs to be given more attention.
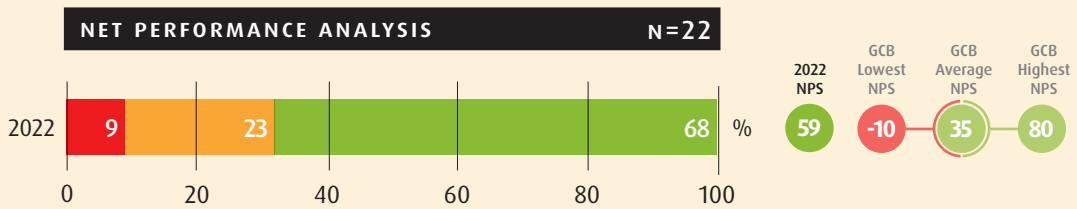
Relationship, administration, and communications

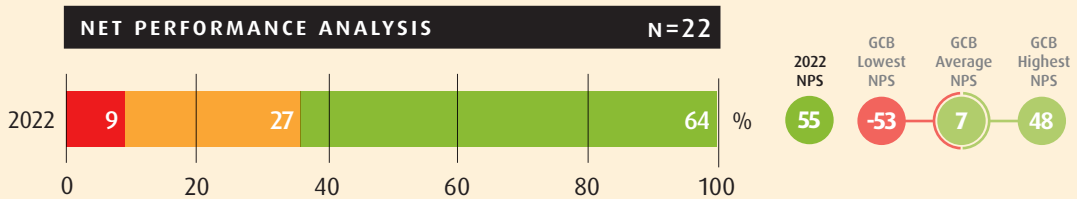## Figure 10 Part A   Partnership practices, administration, and communications

Support (including funding) arrives when The Freedom Fund says it will.
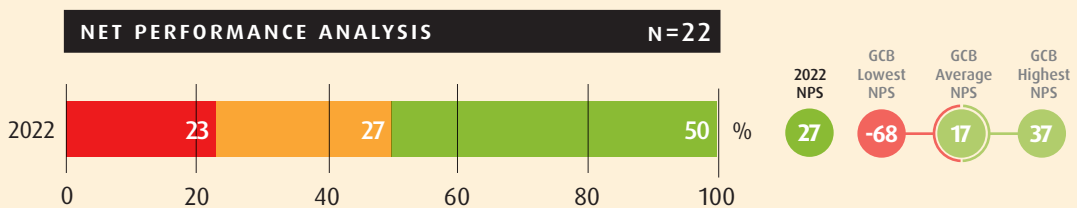
NET PERFORMANCE ANALYSIS	N=22

2022	5	41	55	%	

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
50	-18	26	84

The Freedom Fund understands our working environment and cultural context

NET PERFORMANCE ANALYSIS	N=22

2022	9	23	68	%	

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
59	-10	35	80

The Freedom Fund is transparent about how it uses its funds

NET PERFORMANCE ANALYSIS	N=22

2022	9	27	64	%	

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
55	-53	7	48

The Freedom Fund has a complaints procedure we could use if we had to.

NET PERFORMANCE ANALYSIS	N=22

2022	23	27	50	%	

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
27	-68	17	37

We have sufficient access to information about The Freedom Fund's identity and general strategy.
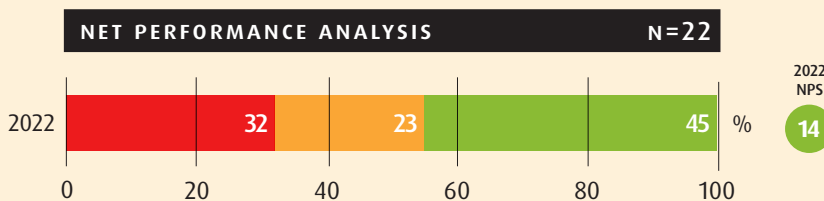
NET PERFORMANCE ANALYSIS	N=22

2022	32	23	45	%	

0   20   40   60   80   100

2022 NPS
14

■ Negative   ■ Okay   ■ Positive   ● Net Promotor Scores

Relationship, administration, and communications

Figure 10 Part B Partnership practices, administration, and communications

We understand how The Freedom Fund makes decisions about the partnership

NET PERFORMANCE ANALYSIS		N=22

2022

2022	27	32	41	%

0   20   40   60   80   100

2022 NPS 14

Accountability towards us is a priority for The Freedom Fund

NET PERFORMANCE ANALYSIS		N=22

2022	9	27	64	%

0   20   40   60   80   100

2022 NPS 55

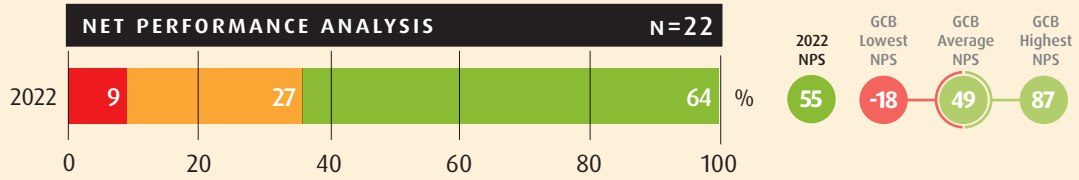■ Negative ■ Okay ■ Positive ● Net Promotor Scores
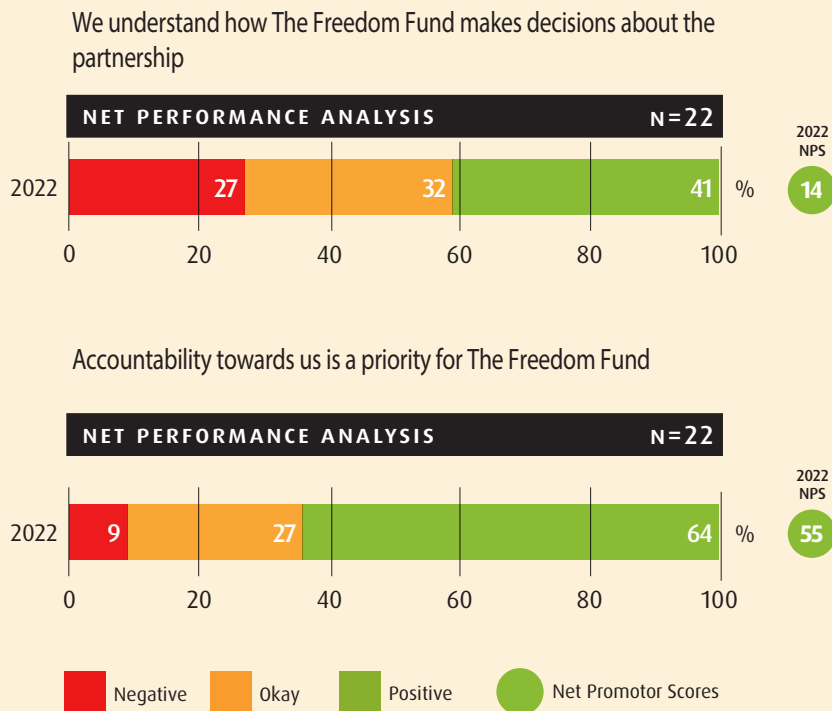
- The Freedom Fund scores are consistently high in all areas - and significantly higher than the GCB average in all areas for which benchmark data exists.
- In two areas (information about the Freedom Fund's identity and strategy, and understanding how the Freedom Fund makes decisions about the partnership), while mostly positive, almost one third of partners gave a negative score.
- Nepali speakers (NPS 0) and partners with fewer funders and budgets below $200,000 (NPS 0) responded more negatively than others about complaints procedures.
- Burmese speakers (NPS -20) and those with more funders (NPS -29)and budgets over $500,000 (NPS -13) scored most negatively for access to information about strategy.
- Nepali speakers (NPS 0) felt least positive about the Freedom Fund's accountability towards partners.
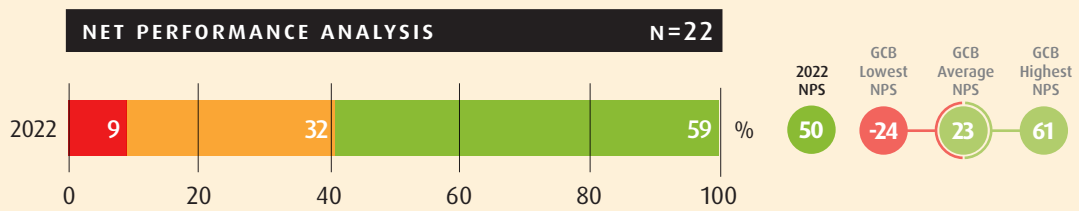
Figure 11 Part A   Mutuality in relationships – fair, respectful, solicitous, open, responsive

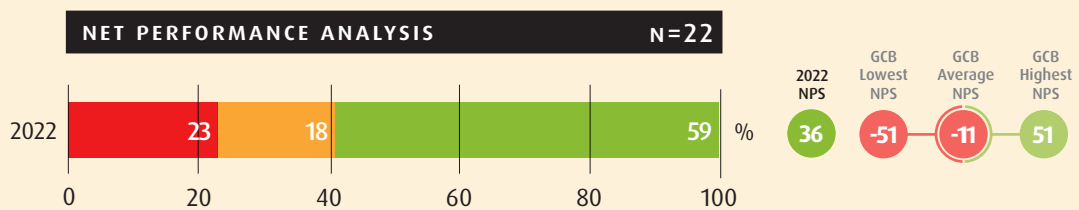We feel comfortable approaching The Freedom Fund to discuss any problems we are having.

NET PERFORMANCE ANALYSIS	N=22

2022: 9 | 27 | 64 %

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
55	-18	49	87

We feel comfortable questioning The Freedom Fund's understanding and actions if we disagree with them.

NET PERFORMANCE ANALYSIS	N=22

2022: 9 | 32 | 59 %

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
50	-24	23	61

The Freedom Fund listens and responds appropriately to our questions and concerns.

NET PERFORMANCE ANALYSIS	N=22

2022: 5 | 32 | 64 %

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
59	-28	35	72
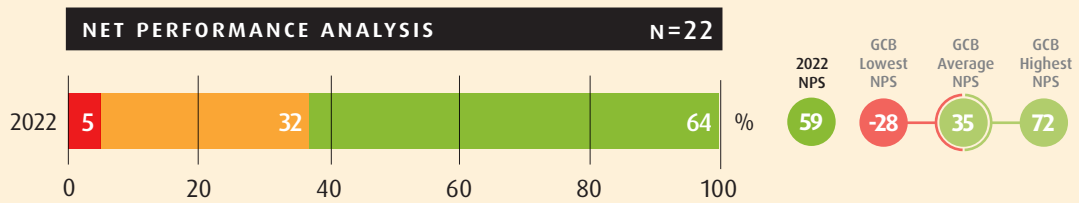
The Freedom Fund's staff ask us for our advice and guidance

NET PERFORMANCE ANALYSIS	N=22

2022: 23 | 18 | 59 %

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
36	-51	-11	51

The Freedom Fund's staff are respectful, helpful and capable

NET PERFORMANCE ANALYSIS	N=22

2022: 5 | 32 | 64 %

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
59	3	52	94

■ Negative   ■ Okay   ■ Positive   ● Net Promotor Scores

Relationship, administration, and communications

The Freedom Fund does not make unnecessary demands on our time to support their work
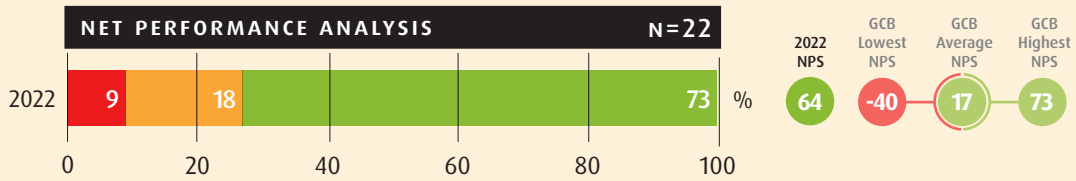
NET PERFORMANCE ANALYSIS	N=22

					2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
2022	9	18	73	%	64	-40	17	73

0   20   40   60   80   100

The Freedom Fund treats all partners the same way

NET PERFORMANCE ANALYSIS	N=22

					2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
2022	18	14	68	%	50	-17	22	70

0   20   40   60   80   100
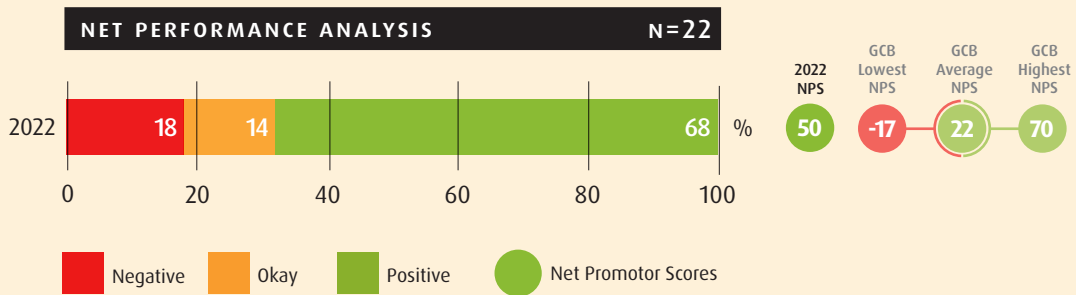
🟥 Negative 🟧 Okay 🟩 Positive 🟢 Net Promotor Scores

In development, relationships drive outcomes. These questions home in on the most important partnership qualities best summarized as mutuality, and include themes like fairness, respectfulness, responsiveness, and openness.

- Mutuality in relationships is an area of evident strength in which the Freedom Fund scores significantly higher than the GCB average in all areas.
- Nepali speakers (NPS 0) feel less confident than other partners to question the Freedom Fund's understanding if they disagree.
- Burmese speakers (NPS -40) and those with 7 or more funders (NPS -14) say the Freedom Fund does not always ask them for advice.
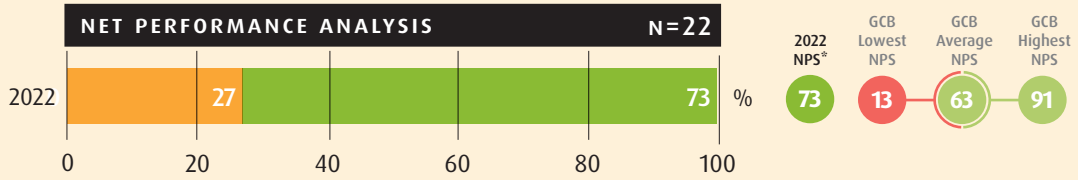- Nepali speakers (NPS 0) feel less positively that the Freedom Fund treats all partners the same way.

Monitoring and reporting

We asked nine questions to assess the dynamics around monitoring and reporting. In Figures 16 and 17, respondents rate the usefulness of and benefits from different monitoring or reporting related practices. They could also indicate that the practice "does not happen". The NP scores for these questions subtract "Does not happen" and "Negative" from "Positive" on the logic that if it does not happen, it cannot be useful.
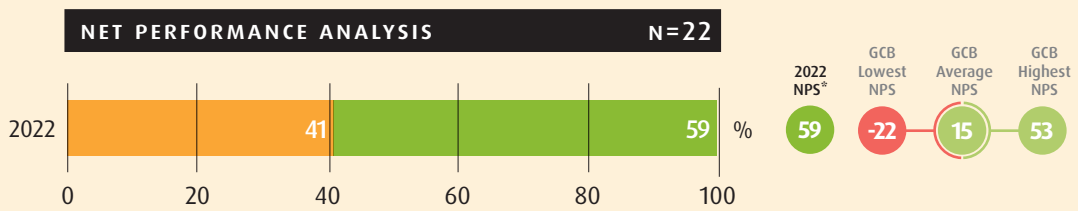
Monitoring and reporting

We submit regular narrative and financial reports to The Freedom Fund

NET PERFORMANCE ANALYSIS	N=22

2022: Okay 27 | Positive 73 %

(0, 20, 40, 60, 80, 100)

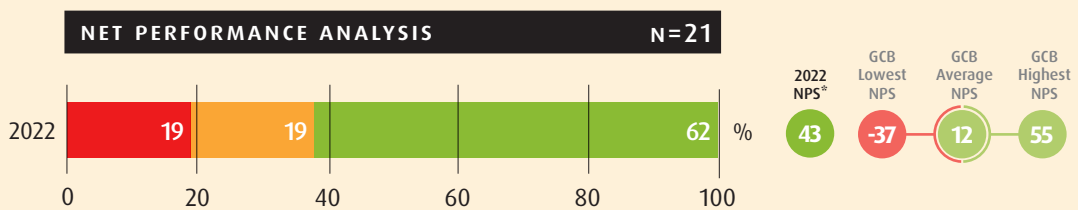| 2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
73	13	63	91

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

NET PERFORMANCE ANALYSIS	N=22

2022: Okay 41 | Positive 59 %

(0, 20, 40, 60, 80, 100)

2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
59	-22	15	53

The Freedom Fund encourages us to make changes to our activities and budgets based on lessons learned.

NET PERFORMANCE ANALYSIS	N=22

2022: Does not happen 5 | Negative 14 | Okay 14 | Positive 68 %

(0, 20, 40, 60, 80, 100)

2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
50	-32	16	63
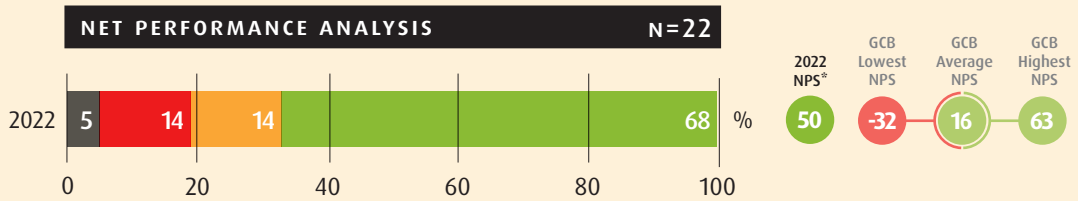
The Freedom Fund asks for systematic feedback from our main constituent groups.

NET PERFORMANCE ANALYSIS	N=21

2022: Negative 19 | Okay 19 | Positive 62 %

(0, 20, 40, 60, 80, 100)

2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
43	-37	12	55

Legend: ■ Does not happen   ■ Negative   ■ Okay   ■ Positive   ● Net Promotor Scores

*NPS includes "Does not happen" with "Negative"
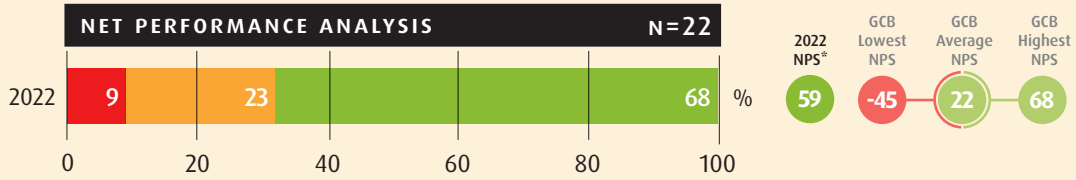
Monitoring and reporting

- The Freedom Fund scores significantly higher than the GCB in all areas - suggesting that most partners feel that the Freedom Fund's M&E practice is more than just a routine reporting exercise.
- The usefulness of Freedom Fund's encouragement to review work with external stakeholders is a new record high.
- In the only significant variance among partners, some Nepali (NPS 0) and Burmese (NPS 0) respondents felt that the Freedom Fund was not very concerned with feedback from constituent groups.
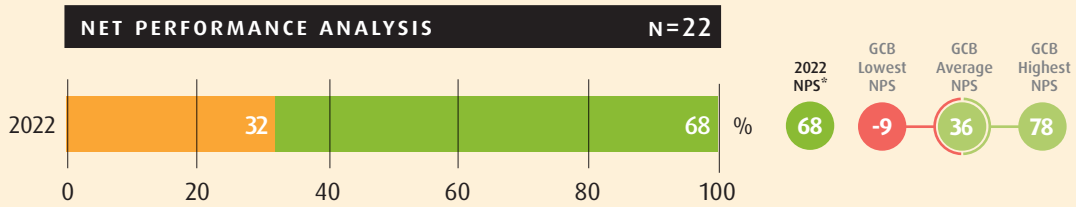
Monitoring and reporting

Figure 13 Benefits of the Freedom Fund's monitoring and reporting requirements

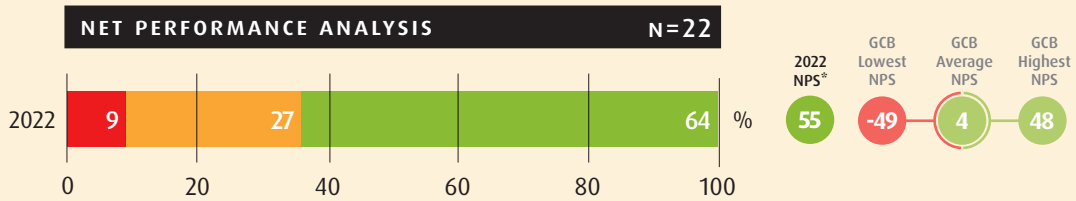The Freedom Fund gives us useful comments about the reports we send them

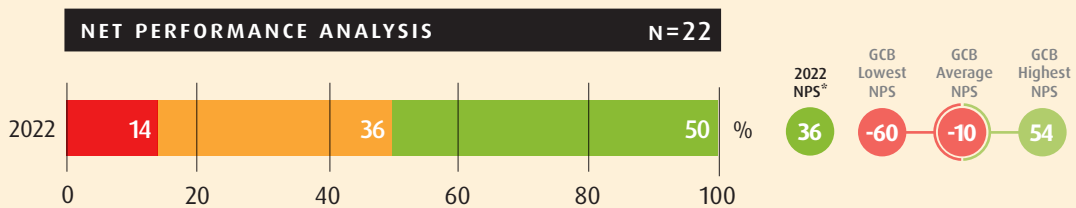*NPS includes "Does not happen" with "Negative"

NET PERFORMANCE ANALYSIS	N=22

| 2022 | 9 | 23 | 68 | % |

2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
59	-45	22	68

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

NET PERFORMANCE ANALYSIS	N=22

| 2022 | 32 | 68 | % |

2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
68	-9	36	78

We work with The Freedom Fund to identify useful and relevant ways of monitoring our impact.

NET PERFORMANCE ANALYSIS	N=22

| 2022 | 9 | 27 | 64 | % |

2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
55	-49	4	48

We understand how The Freedom Fund uses the information we provide.

NET PERFORMANCE ANALYSIS	N=22

| 2022 | 14 | 36 | 50 | % |

2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
36	-60	-10	54

The Freedom Fund provides enough funds and support for us to monitor and report on our work.

NET PERFORMANCE ANALYSIS	N=22

| 2022 | 36 | 32 | 32 | % |

2022 NPS*	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
-5	-67	-16	25
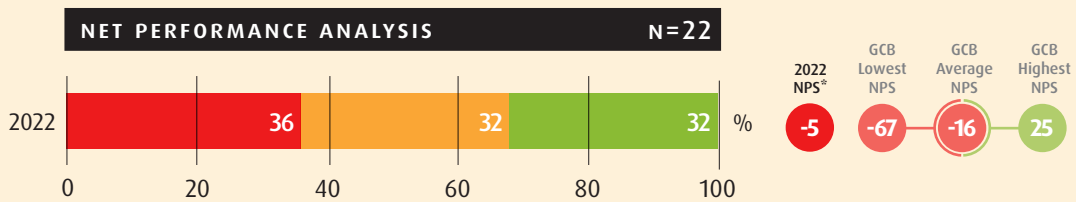
Does not happen   Negative   Okay   Positive   Net Promotor Scores

Monitoring and reporting

- Scores are mostly very high - and set a record for working together on useful ways of monitoring impact.
- However, over one third felt that they did not have enough funds for monitoring and reporting.
- Burmese speakers felt more negatively about working together to identify useful and relevant ways of monitoring impact (NPS -20), and how the Freedom Fund uses the information they provide (NPS -20).

Monitoring and reporting

- A follow-up open text question invited reflections on the Freedom Fund's M&E practice. Comments included the following.

Narrative Report Template Sections 1 and 2 are a bit difficult. It's a little difficult to connect with the work we are doing. We want the report to be light.

FF is very supportive in establishing M&E plan.

Each and every team reviewed the report and feedback on it for the improvement.
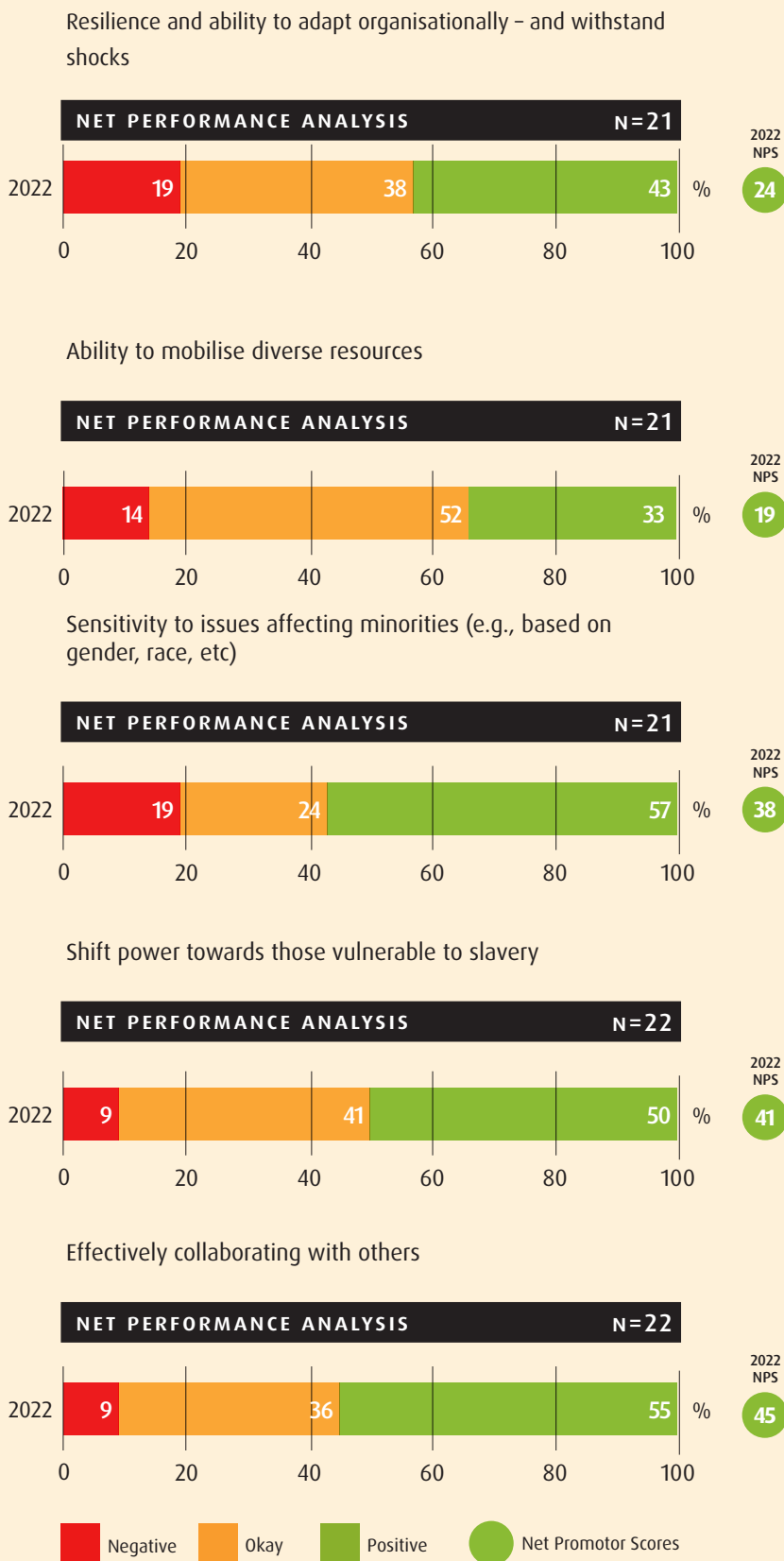
Need frequent field visits and technical support.

The Freedom Fund use a narrative report and result sheet which are nice tools of monitoring.

M&E: We would like to request that you provide support in the relevant ways.

Adding value

Figure 14 Growth and thriving: To what extent has your partnership with the Freedom Fund contributed to

Resilience and ability to adapt organisationally – and withstand shocks

NET PERFORMANCE ANALYSIS	N=21

2022 NPS

2022: Negative 19, Okay 38, Positive 43 % | NPS 24

Ability to mobilise diverse resources

NET PERFORMANCE ANALYSIS	N=21

2022 NPS

2022: Negative 14, Okay 52, Positive 33 % | NPS 19

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

NET PERFORMANCE ANALYSIS	N=21

2022 NPS

2022: Negative 19, Okay 24, Positive 57 % | NPS 38

Shift power towards those vulnerable to slavery

NET PERFORMANCE ANALYSIS	N=22

2022 NPS

2022: Negative 9, Okay 41, Positive 50 % | NPS 41

Effectively collaborating with others

NET PERFORMANCE ANALYSIS	N=22

2022 NPS

2022: Negative 9, Okay 36, Positive 55 % | NPS 45

Legend: ■ Negative ■ Okay ■ Positive ● Net Promotor Scores

Adding value

This new set of questions this year in the Keystone Partnership Survey explores the extent to which the international NGO contributes to their partners' growth and thriving.

- Because these are new questions, there are not yet any global benchmarks.
- Over 80% of partners feel that the Freedom Fund has contributed positively in each area.
- Burmese (NPS 0) and Nepali-speaking (NPS -25) partners gave fewer positive scores for the ability to mobilise diverse resources. So did partners with less than 4 funders (NPS -17) and budgets less than $200,000 (NPS 0).
- Some Nepali partners (NPS 0) and partners with 7 or more funders felt the Freedom Fund contributed less positively to their sensitivity to minorities.

Custom questions

**Figure 15**   How much partners agree or disagree with statements

The Freedom Fund actively convenes an effective 'community of practice' among its partners:
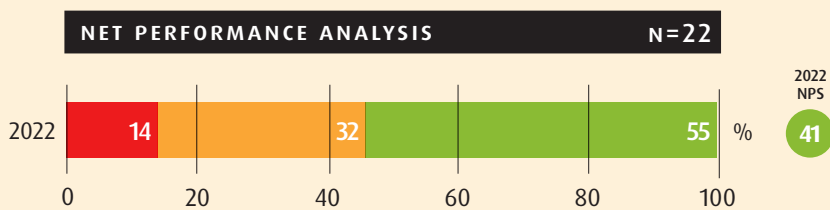
NET PERFORMANCE ANALYSIS	N=22

2022: Negative 27, Okay 14, Positive 59 %

2022 NPS: 32
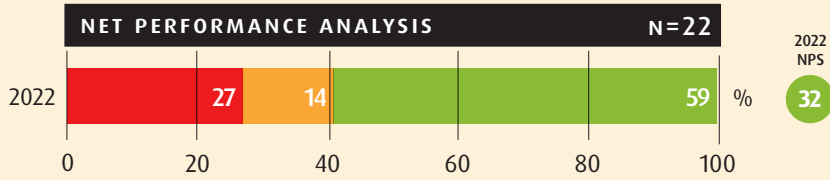
We understand and fully agree with The Freedom Fund's current strategy in the country/sector we work in.

NET PERFORMANCE ANALYSIS	N=22

2022: Negative 9, Okay 32, Positive 59 %

2022 NPS: 50
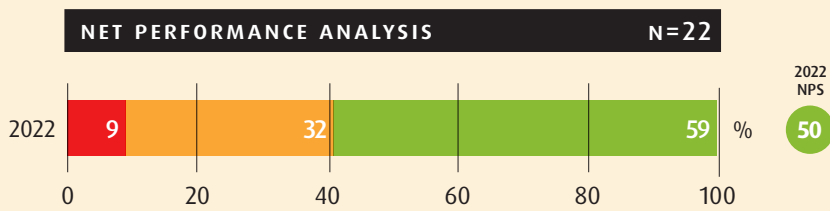
Working with The Freedom Fund can help organisations to reduce discrimination and patriarchy in their organisations

NET PERFORMANCE ANALYSIS	N=22

2022: Negative 14, Okay 23, Positive 64 %

2022 NPS: 50
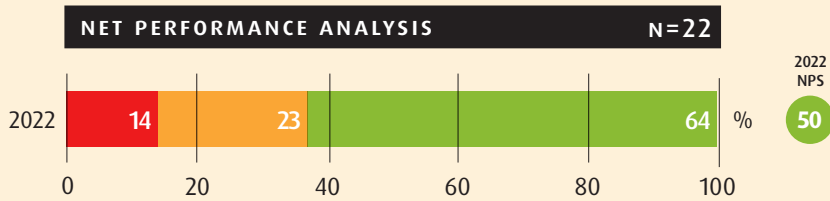
Working with The Freedom Fund can help organisations recruit and retain skilled staff

NET PERFORMANCE ANALYSIS	N=22

2022: Negative 14, Okay 32, Positive 55 %

2022 NPS: 41

Legend: ▮ Negative ▮ Okay ▮ Positive ● Net Promotor Scores

Custom questions

- The Freedom Fund introduced a custom question asking partners to indicate, on a scale of 0-10, how much they agreed or disagreed with a set of statements.
- Close to 60% of partners strongly agreed with each statement.
- However, almost one third were not sure that the Freedom Fund convenes an effective community of practice. Nepali (NPS 0) as well as those with fewer than 4 funders (NPS 0) were among the most negative on this issue.
- Burmese partners were slightly less positive than other partners on the Freedom Fund's contribution to reducing discrimination (NPS 0) and recruiting and retaining staff (NPS 0).

Custom questions

The Freedom Fund asked two custom open text questions. Automated translation sometimes makes it difficult to interpret comments. These responses have been slightly edited language, and where the intention might be unclear, suggestions are made in brackets.

What do you value most about the Freedom Fund team in your country/sector?
How could their support be improved?

... It would be better if we could provide vocational training for young people who are unable to complete their education (so that they) no longer have to travel to another country to work, so you can avoid being trafficked and exploited.

Recruit and retain skilled staff.

Collaborative, understanding each organization.

Financial management, Project Management of Funded Organizations.

Accessible, caring and open.

Coordination and cooperation with FF team.

Right based advocacy & liberation of bonded labour.

...being an organization that pays attention and importance to the work of the Front-Line organizations that have good reputation but lack the opportunity to access capital.

FF is the pioneer to struggle (against) modern slavery in the country.

Nice question. it would be great if the Freedom Fund support making policy, advocacy, and finance literacy .... And other parts, conducting campaigns with evidence .... Policy and advocacy part is strengthening of local level change.

Joint meetings to strengthen partnership with stakeholders.

Please (?) the partner before you phase out.

Target area and activities should be implemented in the long run (for the long-term?).

Custom questions

As the Freedom Fund develops its strategy over the next five years, where do you feel it could make the biggest difference?

Victims of human trafficking; Victims of plagiarism; Victims of domestic violence; We will continue to support victims and women. Different ways to achieve justice; ...

Modern day slavery

Provide fund for marginalized women development and deprived community...

The community aware of their rights and the local government endorse the community issues.

There is a very good feeling that I still have to work with vulnerable groups such as migrant workers and I want the budget to be extended to Burma.

Freedom Fund is committed to creating sustainable change. Both at the community level, policy and organization development .... The Freedom Fund is clearly different from other funding sources which support only the funds for the activities but not creating potential or stability for people to work.

Wow great, Harawa Charawa shall be liberated legally in Nepal... There will be two types of program one is to literate financial to HC and the other part is local government will make policy for HC in local level.

My organization is working on the promotion safe migration of peoples. It will be more effective for all to work with CBOS for community led development. Make the community lead their destinies of safe migration of peoples and for that work with CBOS.
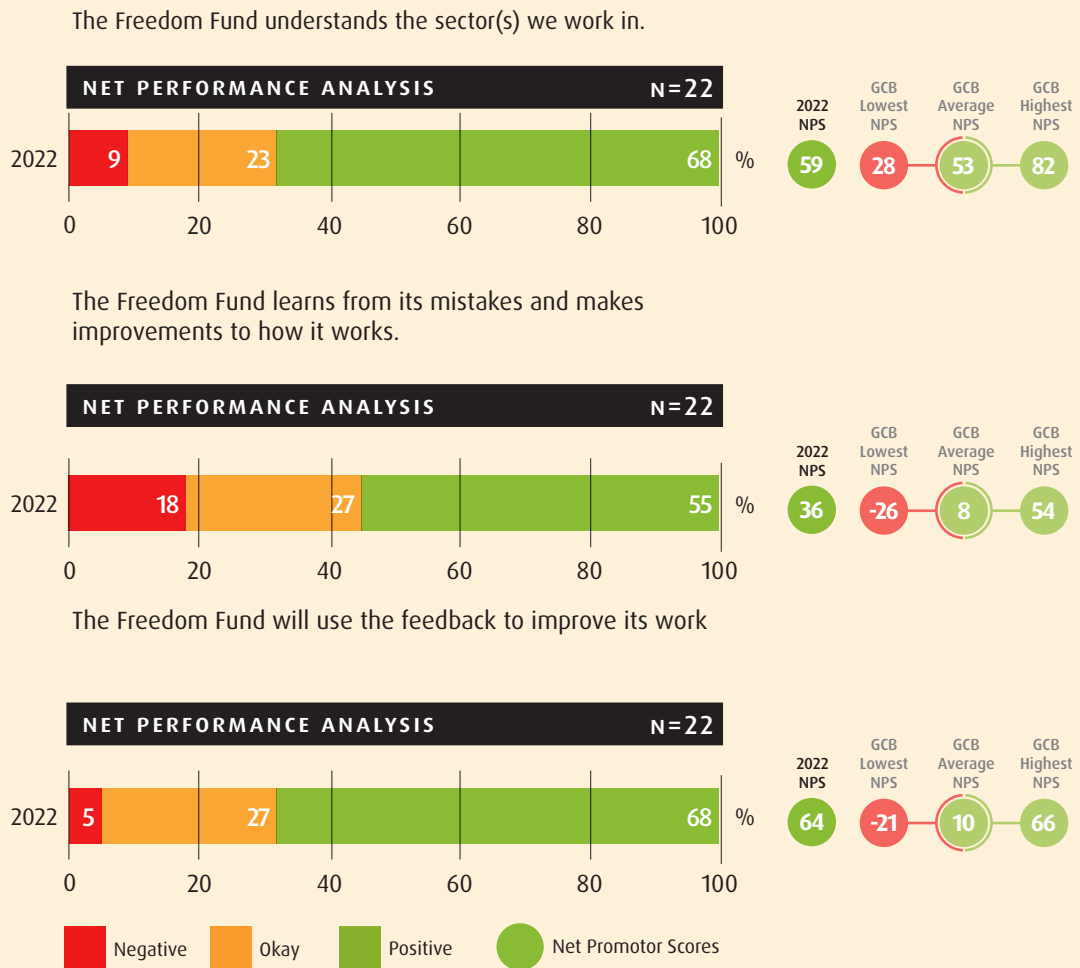
Connecting its partners with donors

Phasing in and phasing out should be clear to the partner organisation. Unilateral phasing out is damaging.

By implementing the five-year strategy. We need to assess the target areas and implement the required activities in the target areas to see the big differences.
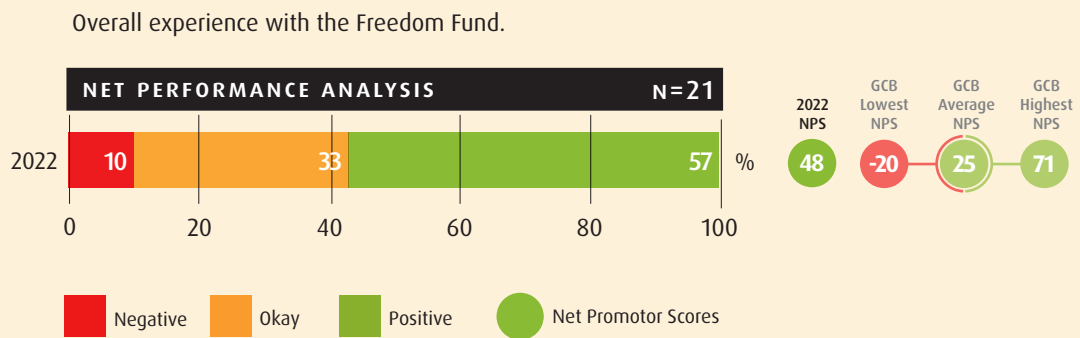
The relationship overall

Figure 16   Confidence in the Freedom Fund's knowledge and capacity

The Freedom Fund understands the sector(s) we work in.

NET PERFORMANCE ANALYSIS	N=22

2022: Negative 9 | Okay 23 | Positive 68 %

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
59	28	53	82

The Freedom Fund learns from its mistakes and makes improvements to how it works.

NET PERFORMANCE ANALYSIS	N=22

2022: Negative 18 | Okay 27 | Positive 55 %

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
36	-26	8	54

The Freedom Fund will use the feedback to improve its work

NET PERFORMANCE ANALYSIS	N=22

2022: Negative 5 | Okay 27 | Positive 68 %

0   20   40   60   80   100

2022 NPS	GCB Lowest NPS	GCB Average NPS	GCB Highest NPS
64	-21	10	66

■ Negative   ■ Okay   ■ Positive   ● Net Promotor Scores

- Most partners express confidence in both the Freedom Fund's understanding of the sector, and its learning and improving.
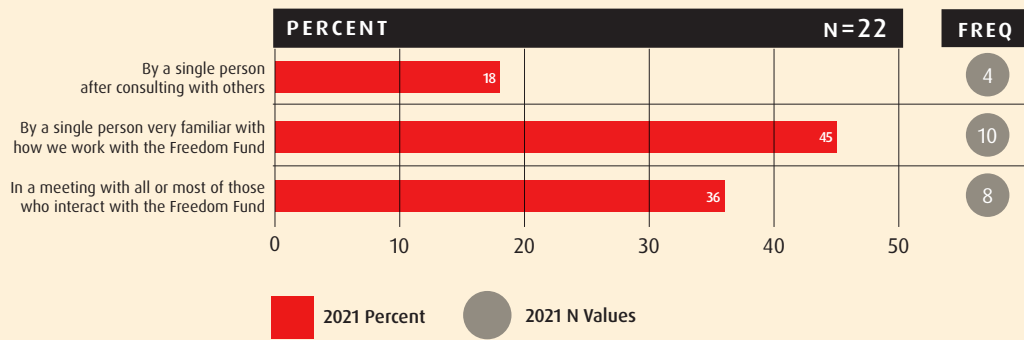
The relationship overall

Figure 17   Overall experience

Overall experience with the Freedom Fund.

NET PERFORMANCE ANALYSIS					N=21

2022: Negative 10, Okay 33, Positive 57 %

0 20 40 60 80 100

Legend: Negative, Okay, Positive, Net Promotor Scores

2022 NPS: 48
GCB Lowest NPS: -20
GCB Average NPS: 25
GCB Highest NPS: 71

- As one would expect given the generally positive scores in this report, the Freedom Fund's scores are very high, significantly above the GCB average.
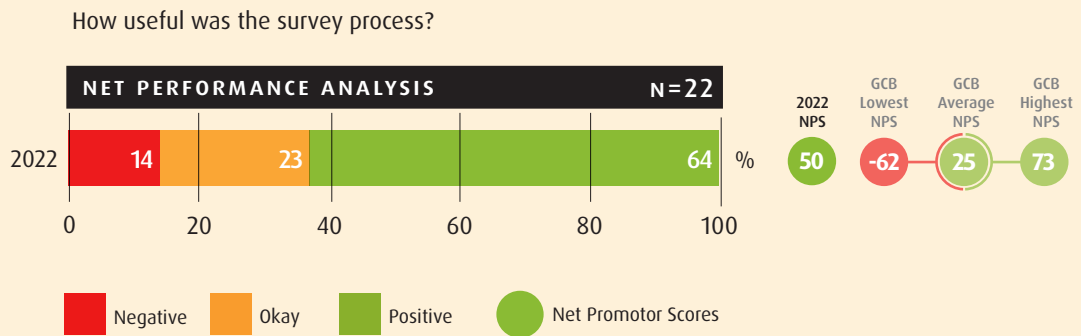
The survey process

Figure 18 How the survey was completed

PERCENT		N=22	FREQ
By a single person after consulting with others	18		4
By a single person very familiar with how we work with the Freedom Fund	45		10
In a meeting with all or most of those who interact with the Freedom Fund	36		8

0   10   20   30   40   50

■ 2021 Percent   ● 2021 N Values

- In almost half the partners, this survey was completed by an individual. 36% of partners completed the survey as recommended in a meeting of all staff that interact with the Freedom Fund.

The survey process

Figure 19 Usefulness of survey process

How useful was the survey process?

NET PERFORMANCE ANALYSIS			N=22

2022: Negative 14 | Okay 23 | Positive 64 %

0 20 40 60 80 100

Negative | Okay | Positive | Net Promotor Scores

2022 NPS: 50
GCB Lowest NPS: -62
GCB Average NPS: 25
GCB Highest NPS: 73

- Overall, respondents felt very positive about the survey process.
- Thai partners (NPS 0) found it slightly less useful.

Summary findings and recommendations

The quantitative and qualitative data in this report provide valuable insight into how local partners experience their partnership with the Freedom Fund. They provide a snapshot of your normal working relationships made up of 66 often highly specific data points.

Below is a short summary of the most significant findings.

Areas where the Freedom Fund's performance is rated very positively:

- Phasing of payments, flexibility in spending and contributing to core costs.
- Flexibility and willingness to adapt based on learning
- Strengthening financial management
- Strengthening M&E skills
- Strengthening organization policies and procedures
- Strengthening approaches to safeguarding
- Honoring commitments and understanding partner contexts.
- Transparency and accountability to partners.
- Comfortable to question decisions and approach the Freedom Fund to discuss problems
- Listening and responding
- Respectful, helpful and capable staff
- Treats all partners the same way
- No unnecessary demands on partner's time
- Considers feedback from primary constituents
- A useful M&E practice and useful feedback on reports
- Contribution to resilience, diversifying funding base, effective collaboration and shifting the power to vulnerable groups
- Helping reduce discrimination and patriarchy in organizations
- Helping partners recruit and retain skilled staff

Areas where there are significant (one third or more) negative responses:

- Strengthening management and leadership skills
- Strengthening advocacy skills
- Accessing other sources of funding
- Matching financial support to needs
- Access to information about the Freedom Fund's strategy
- Funding for M&E

Keystone cannot say which areas matter most to partners. We also cannot recommend specific improvement actions. Some very powerful pointers to what partners would most like to see are revealed in the open comments. These issues should be further explored in dialogue between the Freedom Fund and partners.

The relatively high scores in most areas create a very positive basis from which to undertake this enquiry. Change is achieved by people and organizations working together. The Constituent Voice model is founded on this insight. Achieving the right kind of togetherness is the immediate next milestone along the road ahead.

We suggest the following process:

1 The Freedom Fund develops a management response to the data. This would include a summary of key findings from a management perspective - perhaps further developing the short summary above. From this summary it should formulate a set of key messages or insights about the Freedom Fund's partnership practice that emerge from the data. It can also develop a set of questions to discuss further with partners.

2 The Freedom Fund shares this report with partners - together with the management response.

Summary findings and recommendations

3 The Freedom Fund then convenes one or more dialogues with partners at which they collaboratively validate and expand on the insights and explore the questions. These discussions could focus on specific findings, or on the entire report. They could take the form of physical meetings or online webinars or forums. From these discussions, the Freedom Fund and partners together develop a list of *key shared insights* and *practical improvement actions* for both the Freedom Fund and partners. They could also agree on targets for future question scores.

4 The Freedom Fund and partners then agree on clear improvement plans that identify specific improvement actions that they both wish to prioritize and set out specific pathways and timelines to follow. Improvement actions that fall within the Freedom Fund's or partners' sphere of control will be easy to implement. Other improvements may be more complex. They might involve multiple role-players or depend on deeper change processes that take time. It is important to work on a few, manageable actions at a time.

5 The Freedom Fund conducts another survey of local partners in six months. This follow up survey is short, for its sole purpose is to track the progress and impact of specific improvement actions.

The opportunity here is to build confidently from the very strong validation of the Freedom Fund's "soft skills" – listening, learning, mutuality, and related practices – to interpret the findings in this report together with your partners in an intentional process to agree where you will work together in structured ways to improve.

Imagine if in a year from now the Freedom Fund had three or more improvement plans in play. Every six months, you are sending out simple two-question surveys to local partners checking on (a) whether they are aware of your actions, (b) whether they experience any improvement, and (c) why. Imagine that these survey findings are shared with everyone in such a way that anyone can comment – such as a forum or blog that is carefully curated to inform regular conversations between the Freedom Fund and its partners.

Your partners' contexts are highly varied, so the process of creating improvement plans must be led by them. The data hints that regional clusters to undertake this work could be effective. You could start in one region and iterate from there.

Overall reflections from a decade of partner feedback

As you consider this recommended process and develop your plan to share this report with your partners, we share some general reflections about the Freedom Fund's data in the light of insights from the global cohort.

While the scores in this report are consistently high in comparison to the global cohort benchmarks, they often follow the same trends that appear in the full dataset. At the high level, one could say that the Freedom Fund has mastered the traditional basics of development partnership and needs now to work on the finer aspects of this work.

One overall trend in the data on partner experience reveals that most INGOs find it difficult to be flexible and put in place the monitoring and learning systems that will enable partners to adapt their strategies as they discover what will best enable them to achieve meaningful and sustainable results.

Most traditional project management approaches don't do this well. The data suggests that the Freedom Fund has adopted some of the emerging new approaches and tools that provide alternatives to the traditional linear logframes and theories of change - and enable more inclusive collaborations and partnerships around complex, long-term development problems and a shared developmental purpose.

The other area where INGOs often score relatively low is in fostering local ownership and shared decision-making. For a decade, since we started the KPS surveys, these scores have remained static, which suggests there has not been much innovation in the way development partnerships are imagined and managed.

Discussing the issues raised in the open comments from partners (such as covering core costs, making monitoring and reporting more useful, technical capacity building and supporting long-term financial sustainability) can lead to meaningful improvements. But the deeper structural problems in international development assistance, such as de-colonising Aid and contributing to meaningful and sustainable change within complex systems, require more than just implementing traditional internationally funded projects effectively.

Summary findings and recommendations

Finally, and this is echoed in the open comments of the Freedom Fund's partners, local partners everywhere want to become more financially self-reliant. They need your help to do so. Is it possible to create an ecosystem wide program for financial self-reliance? What might that look like? Could it emerge from the improvement actions experiment that we have proposed? Do you have the expertise internally on the self-reliance models and practices that are working for others? Do your partners?

Keystone can help organizations develop a more agile, responsive, and ecosystem-focused management practice through its online Feedback Commons platform that enables regular, real-time learning loops that help organizations understand and improve constituent experience. To learn more, see *Annex 4*.

Annexes