

Survey Report for Progressio  
**Keystone Accountability**

February 2012

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## Introduction

This report presents what 29 partners of Progressio say about its performance. The results are shown in comparison to the same questions asked in 2010.

During January 2012-February 2012, Keystone conducted a short survey comprising four questions, three closed and one open.<sup>1</sup> These same questions were among those administered in 2010.

This survey provides Progressio with information for deliberation and dialogue with its partners in order to identify specific opportunities for improvement. Reporting back purposefully on the findings of the survey to partners also builds a culture of trust, openness mutual accountability that underpins the best development partnerships. Not incidentally, it will ensure that partners realize the value of providing candid feedback through online surveys.

**Annex 1** is the questions that were used for the survey.

**Annex 2** is a list of individuals willing to participate in follow-up work by Progressio, to help identify underlying explanations or possible solutions in certain areas.

**Annex 3** is the mean scores by country.

**Annex 4** is a spreadsheet that includes the raw quantitative data as well as all the responses given to the open-ended questions of the survey. These have been edited to protect the anonymity of respondents.

## Methodology

In this survey, data was collected through an anonymous questionnaire independently administered by Keystone. Progressio was asked to supply the names and contact details of all their partners. The survey was conducted using an online *Zoomerang* survey tool.<sup>2</sup>

Year	Nº of invites delivered	Nº of responses	Response rate
2012	58	29	50%
2010	73	30	41%

The questionnaire was administered in English and Spanish and was received by 58 partners. Of these, 29 returned a completed questionnaire, representing a total response rate of 50%. This was a significant improvement from the 2010 response rate of 41%, but still short of the

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<sup>1</sup> The survey ran from 31 January 2012 to 14 February 2012. Reminders were sent out on 7/2/12.

<sup>2</sup> <http://www.zoomerang.com/>

65% that Keystone would consider to be a good rate. Using the response rate and the variance in responses, we have attached confidence intervals to each question as footnotes – please see the relevant section for individual confidence intervals. This year there were 17 responses in English, and 12 in Spanish, representing response rates of 49% and 52% respectively.

Analysis was carried out on both English and Spanish sub-results. When not reported, it should be read as no significant differences being noted between the languages.

Answers to open-ended questions were coded and quantified when relevant.

## ***Net Promoter Analysis***

In 2010, results were given as averages on a 0-10 scale. This year, as well as presenting results as means, a technique increasingly common in the customer satisfaction industry known as Net Promoter Analysis (NPA) was also used.<sup>3</sup> For this report, we applied a net promoter analysis to the 2010 results to allow for like-to-like comparisons to be made to 2012 results.

NPS distinguishes between “Promoters”, “Passives” and “Detractors”. The “Promoters” are partners that rate Progressio as 6 and 7 on the 1-7 point scale used in the survey. These are your champions. They are highly likely to be wholeheartedly behind your activities and consistently recommend Progressio to their friends and colleagues.

The “Passives” are those who give ratings of 5. They do not have major concerns, but they are not particularly loyal to Progressio. With the right encouragements, they could well become Promoters.

Those who provide ratings from 1-4 are categorized as “Detractors”. They have reservations about Progressio and are most likely to complain to other constituents and actors.

Many companies find it useful to track their Net Promoter score (commonly referred to as NP score). To get an NP score, one subtracts the proportion of detractors from the proportion of promoters. It is not uncommon for companies to have negative NP scores. Most profitable companies generally have high NP scores. Data from thousands of companies show a clear correlation between high Net Promoter scores and corporate growth and profitability.<sup>4</sup>

Keystone believes that the customer feedback approach is even more relevant to development and social change than it is to business. This is so because those who are meant to enjoy the benefits of change are key to bringing it about. Customer feedback metrics – the feedback data in this report – allow you to see what those people really think.

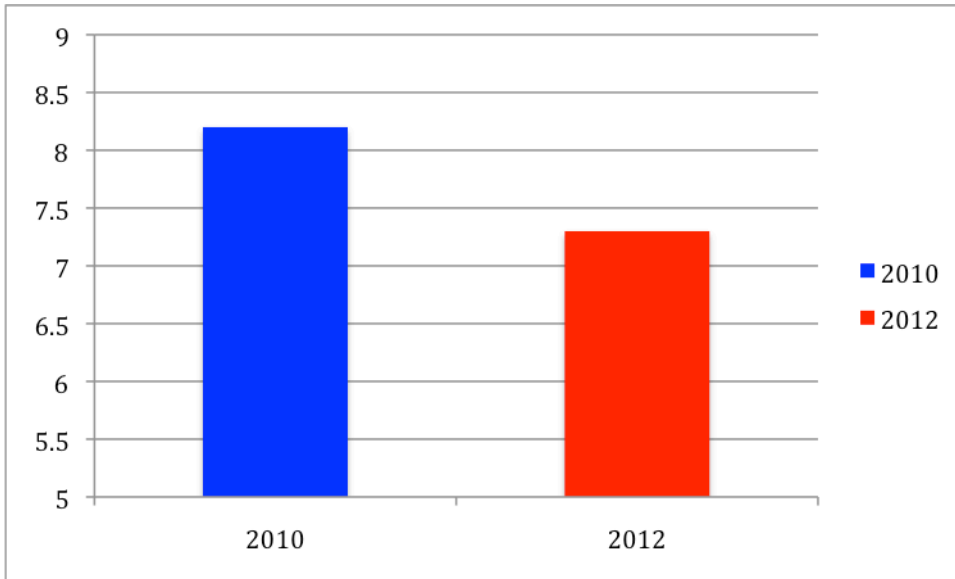
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<sup>3</sup> For more see: [www.netpromotersystem.com](http://www.netpromotersystem.com), as well as the open source net promoter community at [www.netpromoter.com](http://www.netpromoter.com).

<sup>4</sup> You can see typical NP scores for a range of industries at [www.netpromoter.com](http://www.netpromoter.com).

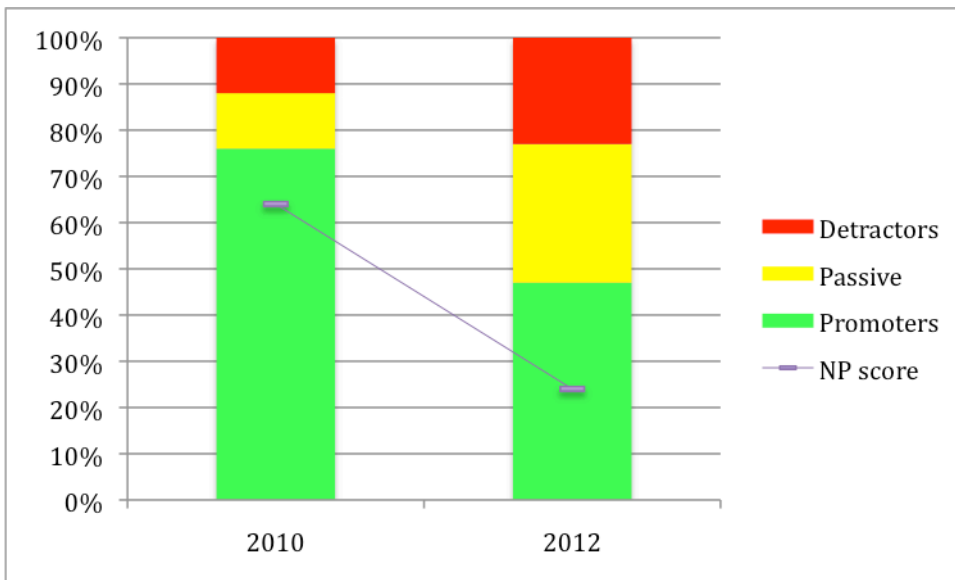
## Reading the graphs

Sample column graph showing mean:



We use two kinds of charts to present the findings of the survey. The first are simple column graphs, showing the mean score on a 0-10 scale, comparing 2010 and 2012 results.

Sample NPS graph showing proportion of promoters, passive and detractors and NP Score

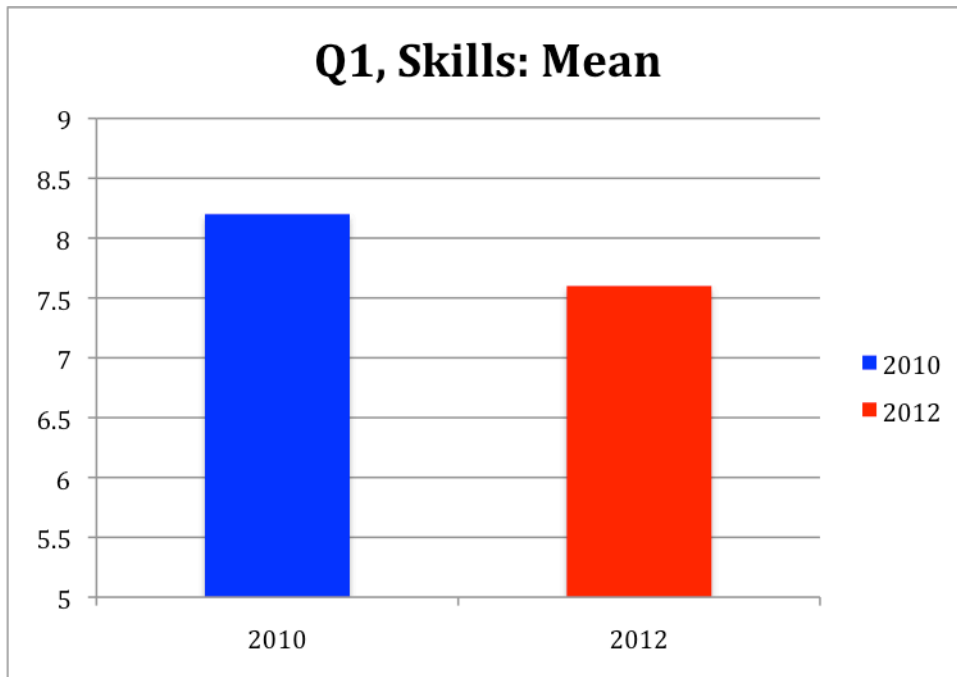


The second represent the Net Promoter Analysis. In these cases we compare the proportion of Promoters, Passives and Detractors of Progressio, contrasting 2010 and 2012 results.

The purple marker on each column indicates the NP score (percentage of promoters minus the percentage of detractors). The line between the two markers traces the trend between the two years; 2010 and 2012.

# 1. Development Worker skills

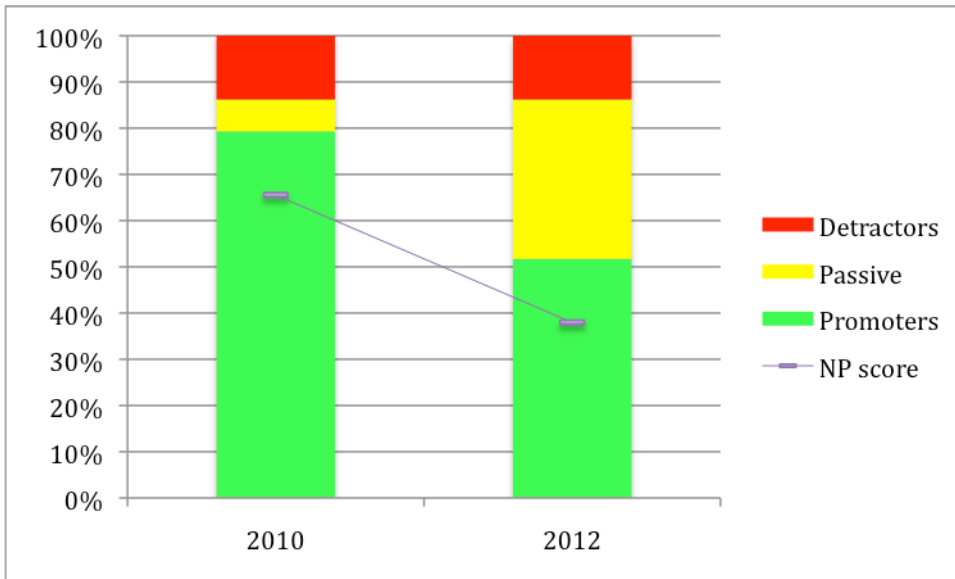
*“How would you describe the skills of the Development Workers placed with your organisation by Progressio?” 0 = very poor, 5 = fine, 10 = excellent*



The 2012 mean score for this question on a 0-10 scale is 7.6<sup>5</sup>. There is no significant difference between responses in English or Spanish. The mean rating given to Progressio on this question in 2010 was 8.2, suggesting a slight decline the quality of the skills of Development Workers.

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<sup>5</sup> For question 1 the confidence level is 95%, where we believe that if you were to randomly sample all partners, 95% of responses would be +/- 0.56 of the reported mean.

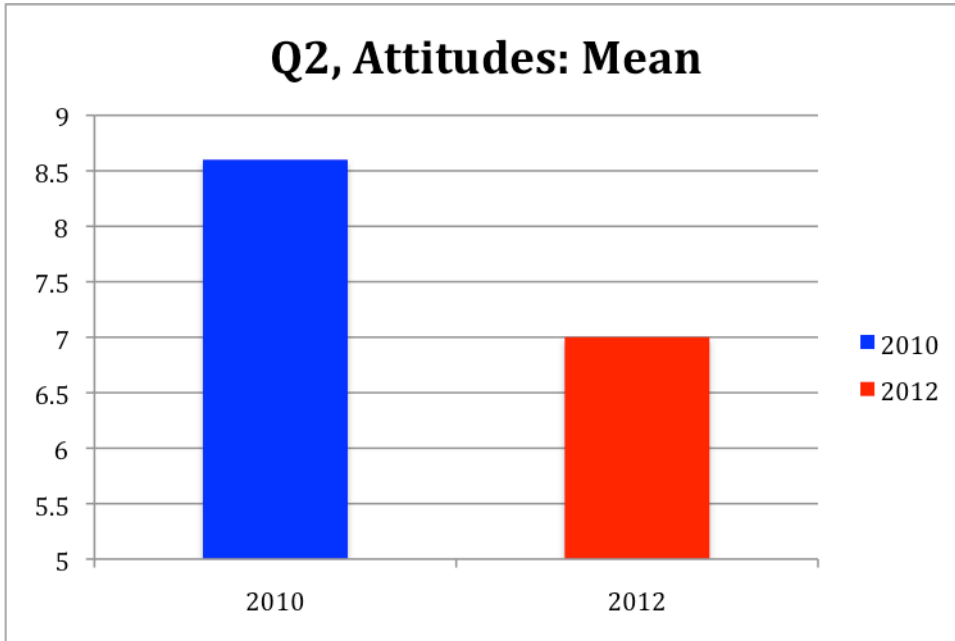


This year 52% can be qualified as “promoters”, i.e. scoring 6 or 7 on this question. The 2012 NP score for Progressio for this question is 38. In 2010 promoters were at 79%, with the NP score at 66. Overall there has been a downward shift in NP score by 28. While the level of detractors has not increased significantly, the passive category has increased noticeably.

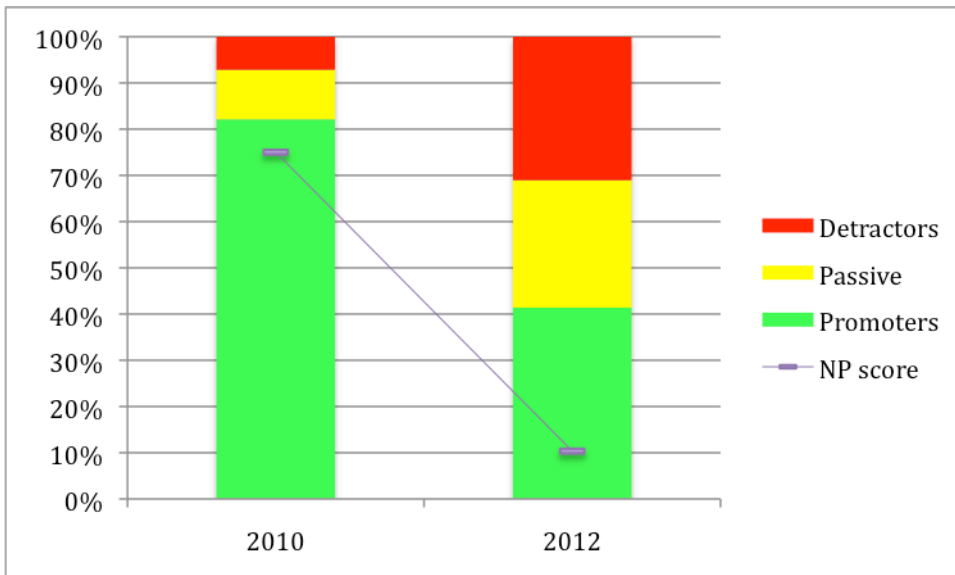
To get a more accurate interpretation of this data, it could be valuable to use the report back process to ask partners explicitly if they are experiencing a decline in quality of skills between 2010 and 2011.

## 2. Development Worker attitudes

“How would you describe the attitudes of the Development Workers placed with your organisation by Progressio?” 0 = very poor, 5 = fine, 10 = excellent



In 2010, this was Progressio’s highest scoring question, with a mean of 8.6 on a 0-10 scale. In 2012 however, this mean has decreased to 7.0<sup>6</sup>. Once again there is no difference in response from the English and Spanish surveys.



<sup>6</sup> For question 2 the confidence level is 95%, where we believe that if you were to randomly sample all partners, 95% of responses would be +/- 0.76 of the reported mean.

The percentage of promoters has halved from 82% in 2010 to 41% in 2012. This marked drop results in a change of NP score from 75 to 10.

The open answers associated with this question highlight potential reasons for the reduced satisfaction with worker attitude;

- ***“Good work but sometimes not careful in communicating with the partner organization.” [Passive]***
- ***“The DW who come were junior in their career path some of them straight from college. They did not have work experience.” [Promoter]***
- ***“He/she needs some psychological skills, social culture and administrative skills” [Detractor]***

Understanding local culture and the need for more skilled workers were also cited in 2010’s open questions. Generally, the lack of social awareness and communication skills dominate 2012’s negative comments.

In terms of positive comments, the following are indicative;

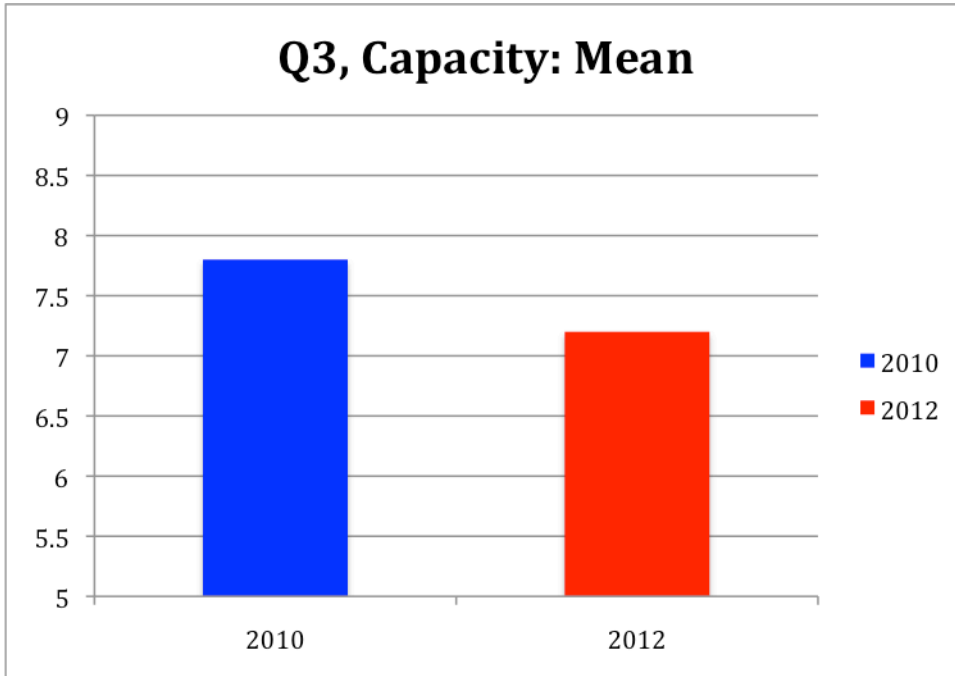
- ***“I am working with two Development Workers on two different projects and their attitudes are very good. They are obedient and always ready to assist. It helps build good team work.” [Passive]***
- ***“The placements were of the calibre we needed as an organisation.” [Promoter]***

As with question one, given the significant decline over the past 18 months, in order to get a more accurate interpretation of this data, it could be valuable to use the report back process to ask partners explicitly if they are experiencing a decline in quality of attitudes between 2010 and 2012.



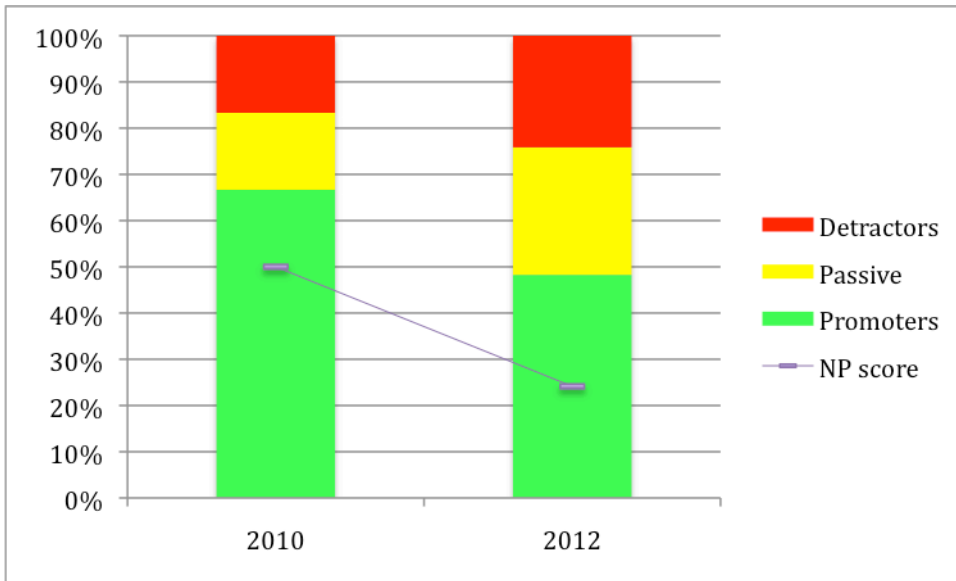
### 3. Strengthened Capacity

*“How much has your capacity been strengthened by Progressio? (your ‘capacity’ is your ability as an organisation to effectively achieve your aims)” 0 = very poor, 5 = fine, 10 = excellent*



Capacity here was defined as an organization’s ability to effectively achieve its aims. On this question there is the least deviation from 2010, with the mean rating this year at 7.2 on a 0-10 scale. This contrasts to 7.8 in 2010<sup>7</sup>. Interestingly, Spanish respondents rate higher with a mean of 8.1 compared to 6.7 for English respondents. This variation is ‘statistically different’, with a P-value of 0.03 (anything less than 0.05 is generally considered significant). This difference between Spanish and English is seen in the NP scores where the Spanish NP score is 50 and the English NP score is 6.

<sup>7</sup> For question 3 the confidence level is 95%, where we believe that if you were to randomly sample all partners, 95% of responses would be +/- 0.73 of the reported mean.



Overall, the NP scores for 2012 is 24, compared with 50 in 2010.

## Conclusions and recommendations

The findings from this short survey present independently gathered data about the value that Progressio's partners gain from development workers. They are a basis for deliberation and dialogue with partners in view of driving improvements in selection and training of the DWs as well as supporting partners to make effective use of them.

Our analysis is based exclusively on the survey data. Progressio staff and board may add to this analysis with insights from their experience and specialist knowledge. Another way to deepen analysis is to explore the report in depth through open conversations with partners and other constituents. This is not only valuable to validate the findings and your proposed corrective actions, but it will lead to high quality and even more candid feedback to future surveys.

### Recommendations

We suggest that Progressio could:

#### Partners

- Consider separately the three categories of constituents – promoters, passives and detractors – and elaborate specific strategies of engagement with each one of them, especially detractors.
- Report this survey's findings and proposed corrective actions back to its partners, along with initial responses to the feedback received. One new area of inquiry is the drop in scores this year. Is this a result of objective changes, or is it to do with partners taking the feedback more seriously after seeing how seriously Progression took the 2010 survey findings? A discussion of this question might include a description of the follow up and changes that Progression may have instigated after the 2010 survey, as well as the explicit question to partners about whether they are experiencing declining quality of development workers between 2010 and 2011.
- Formalise your commitment to soliciting feedback with your partners, including creating an anonymous way for partners to provide feedback at their instigation as well as responsively to surveys triggered by Progression.
- Create opportunities for your partners to provide non-anonymous feedback as well. This allows you to "close the loop" about specific feedback directly, redressing issues in as close to real time as possible. In order to assist here, we have included in Annex 3 a list of individuals willing to discuss the issues within this report further.
- Consider other ways for collecting feedback, triggered by specific events or interactions with partners that would be useful for monitoring performance.

- Investigate why Spanish respondents score significantly higher (mean 8.1) than English respondents (mean 6.7) on strengthening capacity.

### Development workers

- Report and discuss this survey’s findings with Development Workers to understand their perspectives on responses.
- Consider running a short survey with development workers to gain insights into how they view their work with partner organisations.
- Review and strengthen training provided to development workers on cultural sensitivity and communications skills. Provide ongoing support to the DWs in the form of a dedicated coach or advisor with a deep experience of intercultural dynamics.

Finally, we recommend a one-time change in Progressio’s short partner survey questions. While this would lose a direct comparison over time, reasonable inferences as to trends over time could still be drawn and we believe that the benefits outweigh the costs as these questions should generate a better signal for Progression to follow going forward.

1. To what extent on a scale of 0 to 10 do you agree with the statement, “Progressio Development Workers have the right skills for my organization.”
  - a. Progressio is especially interested in improving in this area. Please briefly explain the reasons for your answer.
2. To what extent on a scale of 0 to 10 do you agree with the statement, “Progressio Development Workers have right attitudes to be effective at my organization.”
  - a. Progressio is especially interested in improving in this area. Please briefly explain the reasons for your answer.
3. On a scale of 0 to 10, how much has your capacity been strengthened by Progressio? (your ‘capacity’ is your ability as an organisation to effectively achieve your aims).

0 = The DW has significantly reduced our capacity  
 5 = The DW has made no difference plus or minus on our capacity  
 10 = The DW has significantly increased our capacity

4. How likely would you be on a scale of 0 to 10 to recommend your Progressio Development Worker to another organization like yours?

0 = Extremely unlikely  
 5 = Neither likely or unlikely  
 10 = Extremely likely

- a. Why?

## Annex 1

The three closed questions used for this survey were:

1. How would you describe the skills of the Development Workers placed with your organisation by Progressio?

1 = very poor

4 = fine

7 = excellent

2. How would you describe the attitudes of the Development Workers placed with your organisation by Progressio?

1 = very poor

4 = fine

7 = excellent

3. How much has your capacity been strengthened by Progressio? (your 'capacity' is your ability as an organisation to effectively achieve your aims)

1 = very poor

4 = fine

7 = excellent

Respondents were asked to provide comments following their answers for question two.

## **Annex 2**

The following individuals completed the survey and are happy to discuss the results of the survey further, in order to help provide Progressio with additional information which may better enable you to improve your performance.

[Note: Names and contact details have been removed from this published version of the report, for reasons of confidentiality.]

## Annex 3

Mean scores by country.

<b>Country</b>	<b>1. How would you describe the skills of the Development Workers placed with your organization by Progressio?</b>	<b>2. How would you describe the attitudes of the Development Workers placed with your organization by Progressio?</b>	<b>3. How much has your capacity been strengthened by Progressio?</b>
<b>East Timor</b>	6.7	5.4	5.8
<b>El Salvador</b>	6.7	4.2	9.2
<b>Hispaniola</b>	8.3	6.7	10
<b>Honduras</b>	6.9	6.2	6.4
<b>Malawi</b>	6.7	6.1	5.6
<b>Nicaragua</b>	9.4	9.4	9.4
<b>Somaliland</b>	9.2	9.2	8.3
<b>Yemen</b>	6.7	6.7	8.3
<b>Zimbabwe</b>	7.7	7.7	6.3