

# Segal Family Foundation

## Grantee Perception Survey Report



# Welcome To Your 60dB Results

We enjoyed hearing from 264 of your grantee-partners from around the world – they had a lot to say!

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# Context

## About Segal Family Foundation

SFF works with over 350 grantee organizations across Africa. It provides its grantees with three main types of support: flexible funding, capacity strengthening, and connections to peer changemakers and aligned funders.

Previously, SFF had conducted a Grantee Perception Survey in 2018. SFF's engagement has naturally changed over the past four years. It would therefore like to hear again from its grantee-partners.

Findings from this listening exercise will enable SFF to more comprehensively understand what has changed and how their partners are doing since its last Grantee Perception Survey in 2018.

60 Decibels partnered with Segal Family Foundation to conduct a Grantee Perception Survey across its grantee-partners. This report presents findings from the study.

## Research Focus

- The Segal Family Foundation (SFF) is undertaking a listening exercise to hear from their grantee-partners' about their satisfaction with SFF, its funding, and non-financial support; impact of SFF grants, community building services, and access to networks; and challenges and areas for additional support.
- SFF commissioned 60 Decibels (60dB) to conduct this 2023 Grantee Perception Survey (GPS).

## Sampling & Methodology

- Between February and March 2023, 60dB conducted phone and video interviews with 264 grantee-partners. Respondents were selected from SFF's overall database / portfolio of 350 grantee-organizations.
- Interviews were conducted in English and in French with SFF grantee-partners across Africa.
- The survey tool used in this study included open and close ended questions with each interview taking an average of 37 minutes.
- All the insights on this report are based on data that is anonymized at an individual level.

## Terminology & Segmentation

- Throughout this report, we refer to SFF's grantee-partners as 'partners'.
- Where results differ significantly by variables such as region of operation, tenure with SFF, African Visionary Fellowship (AVF) participation, and a partner's operating size we have called them out in the commentary.

# Performance Snapshot

SFF performs well on partner satisfaction and overall impact on these organizations. There is opportunity to deepen impact through further direct and consistent engagement with partners.

Net Promoter Score®

91

on a -100 to 100 scale

Drivers of Satisfaction

- 49% mention the right level of autonomy
- 44% mention top quality business support
- 36% value how invested SFF is in their success

Interactions with Peer Organizations

55%

‘very much increased’ frequency of interactions with peer organizations

Relationships with Peer Organizations

58%

‘very much increased’ relationships with peer organizations

Partner Voice

“SFF trusts its partners. It gives them the freedom to use the funds according to the missions and objectives of the organization.”  
- Grantee-partner, West Africa and Global

Data Summary

Performance Snapshot: 264 grantee partner interviews conducted from February - April 2023.

Clarity with SFF’s Offerings

59%

‘very confident’ in their understanding of SFF and its offerings

Top Challenges

- 21% mention poor responses to inquiries
- 18% mention low involvement
- 10% mention SFF’s limited understanding of their organization

SFF’s Depth of Engagement

8

Median rating on a scale of 10

Most Significant Impact

- 43% mention overall organization health
- 35% are able to reach more beneficiaries
- 27% increase the number of employees

# Key Takeaways

SFF's partners are very satisfied with SFF. They report high impact as a result of SFF's financial and non-financial support. There is room for improvement in SFF's level of engagement with their grantee-partners.

## 1 Impact

Partners are able to raise more money, collaborate with more peer organizations, and learn from each other because of SFF.

4 in 5 partners report an increased ability to fundraise because of SFF – particularly those who have been SFF's partners for more than 3 years and their Tanzanian partners. Partners attribute this change to SFF's funder suggestions and personal introductions.

Partners mention increased peer partnerships and improved leadership as the most common benefits they experience because of their engagement with SFF. More than 4 out of 5 partners report an increase in the number and frequency of interactions with peer organizations. Increased collaborations and skill sharing are the top benefits from these partnerships.

Pages: [11](#) and [15](#)

## 2 Satisfaction

Overall, partners are very satisfied with SFF and its offerings. There is room for improvement in providing access to additional staff and further marketing support.

SFF's Net Promoter Score – a gauge of customer satisfaction – of 91 is excellent. Drivers of satisfaction include the level of autonomy and trust that partners experience, and the highly effective capacity building workshops. **Supportive, Empowering and Flexible** are the three most common words that partners use to describe SFF.

High satisfaction levels were similar across other areas such as the grant renewal process, access to stipends, and fundraising resources. However, they differed the most in relation to access to additional staff, and marketing support.

Pages: [26](#) and [30-37](#)

## 3 Challenges & Additional Areas of Support

3 in 5 partners report facing a challenge. Fundraising and networking services and access to more unrestricted funding are areas of support that partners want.

Despite the positive impact of partners' engagement with SFF on their ability to fund raise, partners would still benefit from more fundraising support.

A quarter of all partners also mention low involvement from the SFF team leading to feelings of disconnection and a fifth mention poor responses to inquiries as their top challenges.

Pages: [39](#) and [46-48](#)



# Grantee- Partners' Profile



# Partner Profile Snapshot

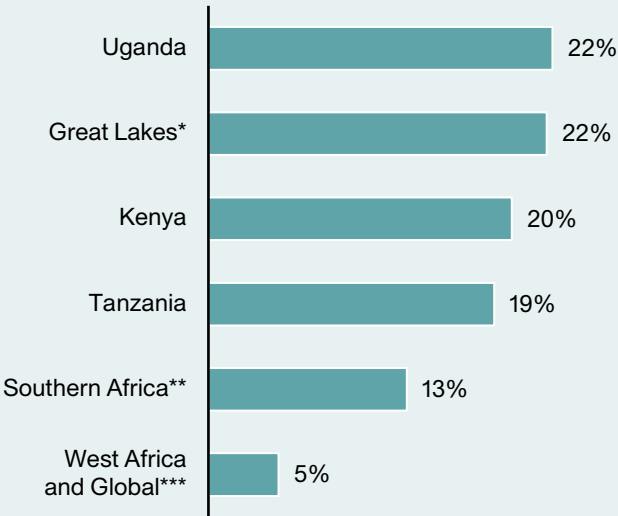
We spoke to 264 partners representing organizations across multiple countries, sizes, and tenures with SFF.

53% Women-led

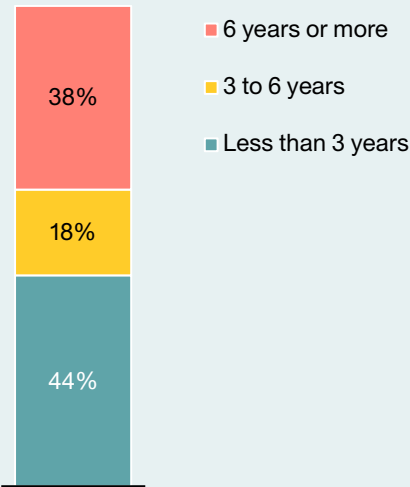
85% Locally-Led

22% Participated in the African Visionary Fellowship program

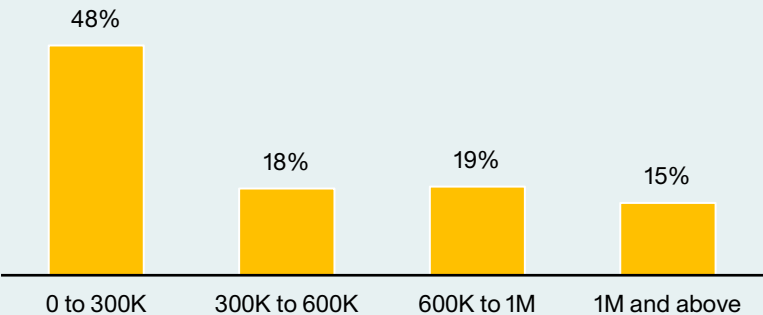
Regions  
(n = 264)



Tenure With SFF  
(n = 264)



Organization Size based on 2022 Operating Costs  
(In USD) (n = 264)



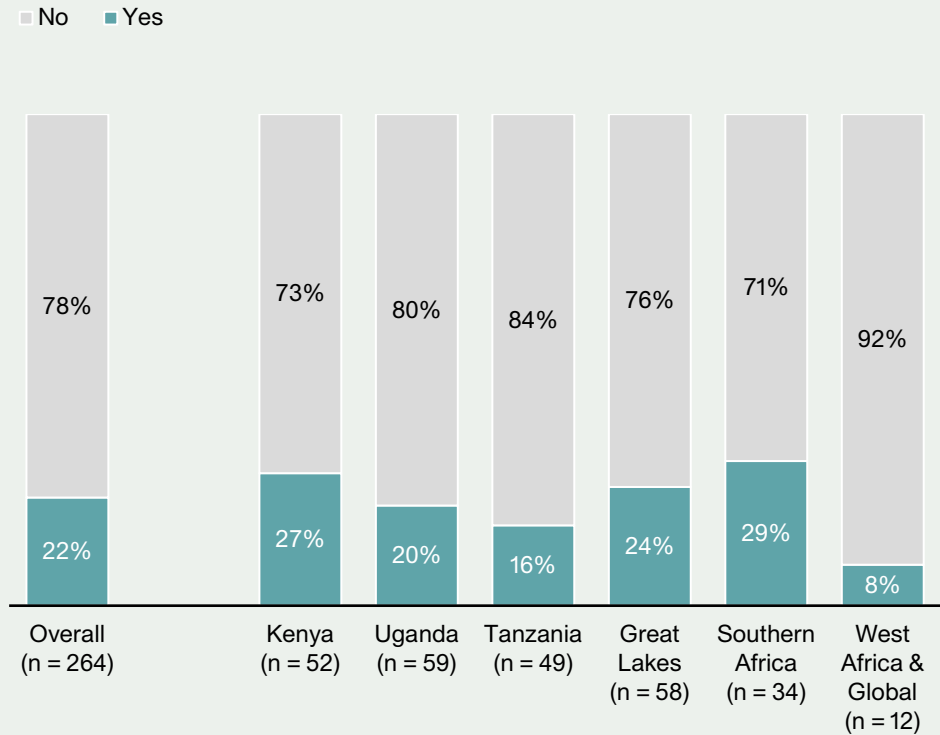
\*Countries include Rwanda, Burundi, and DRC.  
\*\* Countries include Malawi and Zimbabwe.  
\*\*\*Countries include Liberia, Togo, Guinea, Nigeria, Mali, Benin, and Madagascar.

# Partner Profile: African Visionary Fellowship

Less than a quarter of partners we spoke to had been a part of SFF’s African Visionary Fellowship. Partners from Southern Africa and Kenya were most likely to be African Visionary Fellows.

## AVF Representation by Region

Data relating to SFF’s Partners (n = 264)





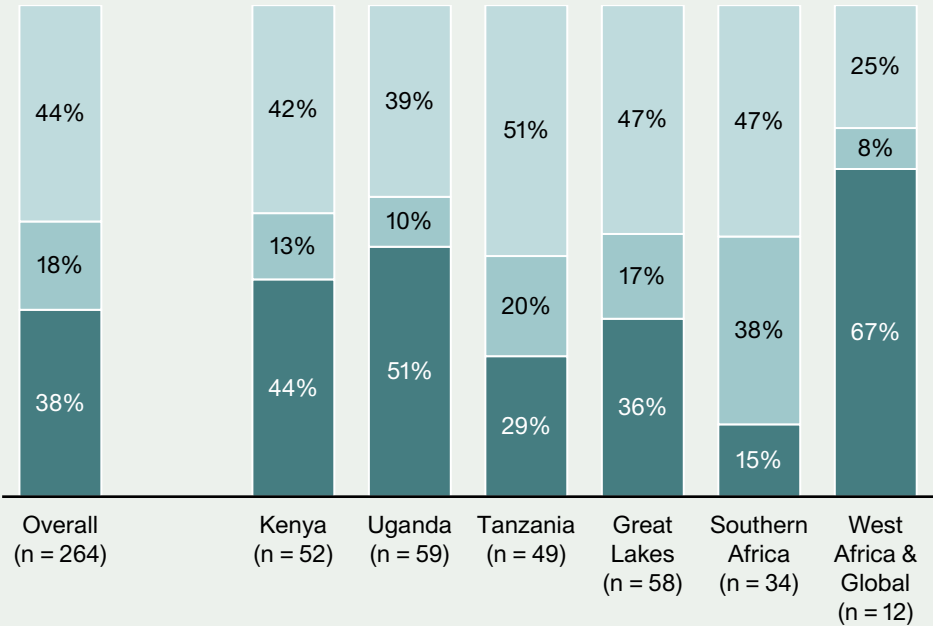
# Partner Profile: Tenure with SFF

Nearly 2 in 5 partners have been engaged with SFF for 6 years or more. In Uganda and West Africa & Global, this is true for more than half of all partner organizations.

## Tenure with SFF Segmented by Region

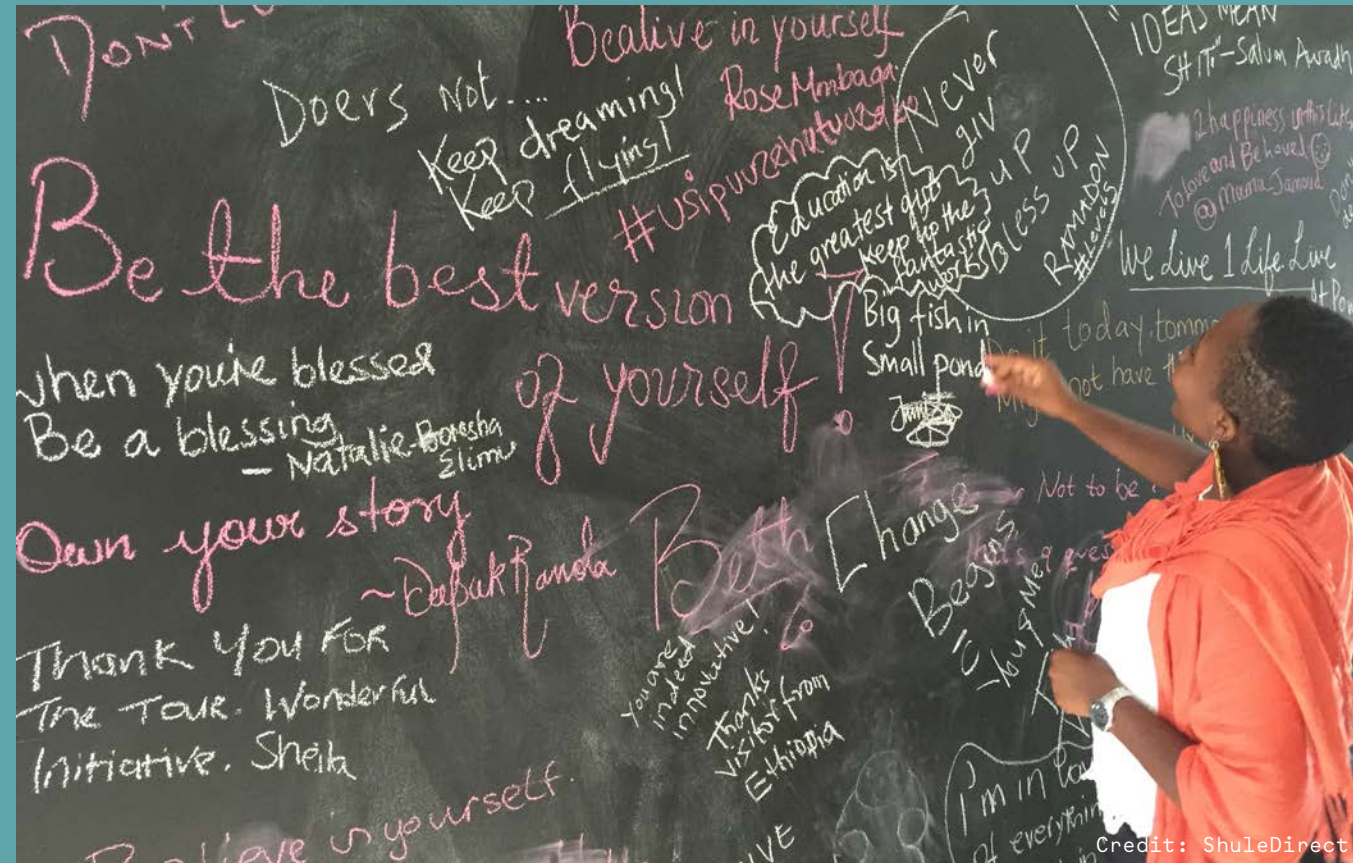
Data relating to SFF's Partners (n = 264)

Less than 3 years   3 to 6 years   6 years or more



# Partner Impact

- Top Organizational Outcomes
- Ability to Fundraise
- Peer Relationships / Networks



# Most Significant Organizational Impact

Partners have a range of top reported outcomes with nearly half of all partners mentioning improved organizational health as the most significant change.

Other reported outcomes include:

- > larger network of peer organizations (8%)
- > increased visibility and publicity (4%)

Partners from the Southern Africa region are more likely to mention 'built new facilities' than any other regional segment (24% vs. overall 13%).

## Top Reported Outcomes

Q: What has been the most significant change at your organization because of the funding you received from SFF? (n = 264). Open-ended, coded by 60 Decibels.



\* Responses under this theme speak about overall improvements at the organization.

# Ability to Fundraise (1/2)

4 in 5 partners report an increased ability to fundraise because of SFF – particularly those who have been SFF partners for more than 3 years and partners in Tanzania.

Partners who have interacted with SFF for more than 6 years are more likely to report that their ability to fundraise has ‘very much increased’ (61%) when compared to partners with lower tenures. This suggests that the amount of money partners can fundraise could increase over time.

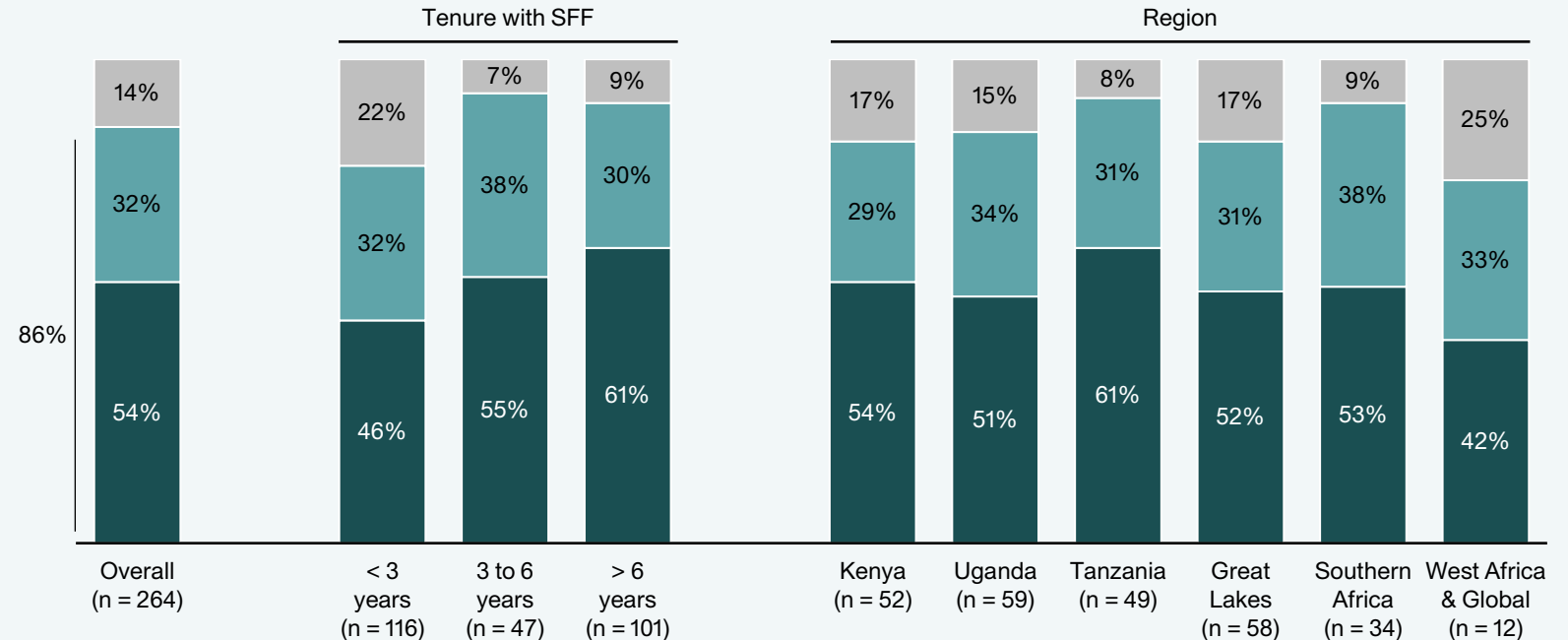
Partners from Tanzania are most likely to report a ‘very much increased’ ability to fundraise (61%).

Partners who were part of the African Visionary Fellowship (AVF) are more likely to report ‘very much’ increased in their ability to raise money while compared to those who were not part of the AVF (68% vs. 49%).

## Change in Ability to Fundraise

Q: Has the amount of money your organization can fundraise changed because of SFF? Has it:

Very much decreased Slightly decreased No change Slightly increased Very much increased



## Ability to Fundraise (2/2)

Of the partners who report an increased ability to fundraise, nearly 7 in 10 attribute it to SFF suggesting other funders while over half attribute it to SFF's personal introductions.

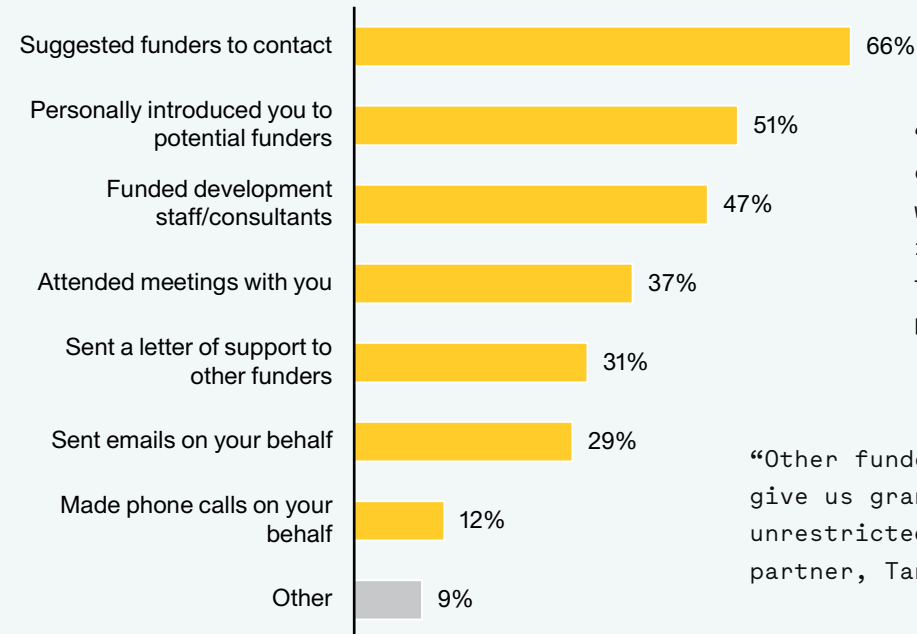
When looking at differences across regions, we found that partners from the Great Lakes Region are most likely to appreciate how SFF attended meetings with them (48% vs. overall 37%).

The other areas where partners feel supported by SFF around fundraising include:

- > sense of legitimacy with other funders due to association with SFF (3%)
- > participation in SFF's annual conferences (2%)
- > direct SFF recommendations (2%) and access to peer interaction platforms (2%)

### Top Reported Areas of Fundraising Support

Q: How did SFF assist you in obtaining additional funding from other sources? (n = 241)\*



“They have a portal which is very open and easy such that you do not have to write a whole proposal to get grants. You just put in your details, target and pap! You get the resources that you need.” – Grantee-partner, Kenya

“Other funders are now more confident to give us grants, knowing we get unrestricted funding from SFF.” – Grantee-partner, Tanzania

\* This sample includes 86% of partners who report increased ability to fundraise because of SFF.



# Most Significant Impact: Partner Voices

Here are some of the things grantee-partners had to say about the impact of SFF's funding.

## Kenya

"We have been able to grow as an organization in terms of our programs, staff capacity, and infrastructure. We have been able to use the funding to reach huge milestones."

## Uganda

"We have been able to reduce our stress and anxiety due to the unconditional support we get from SFF. We have been able to handle our operational costs such as salaries."

## Tanzania

"Our organization has really grown, and we have been able to reach 75 more beneficiaries who are very needy."

## Great Lakes

"We were able to build new shelters and enroll more kids who were being harassed in the regular school system. We were able to get them back into the system after some transitional school training."

## Southern Africa

"We have been able to plan accordingly with the finances we have received and distributed them very well in all our priority projects which has made them very successful."

## West Africa and Global

"We have tremendously grown over the years, supporting and sponsoring over 60,000 students who are very well equipped with valuable skills."



Credit: Shekinah Centre

# Benefits of SFF Partnership to Grantee-Partners (1/2)

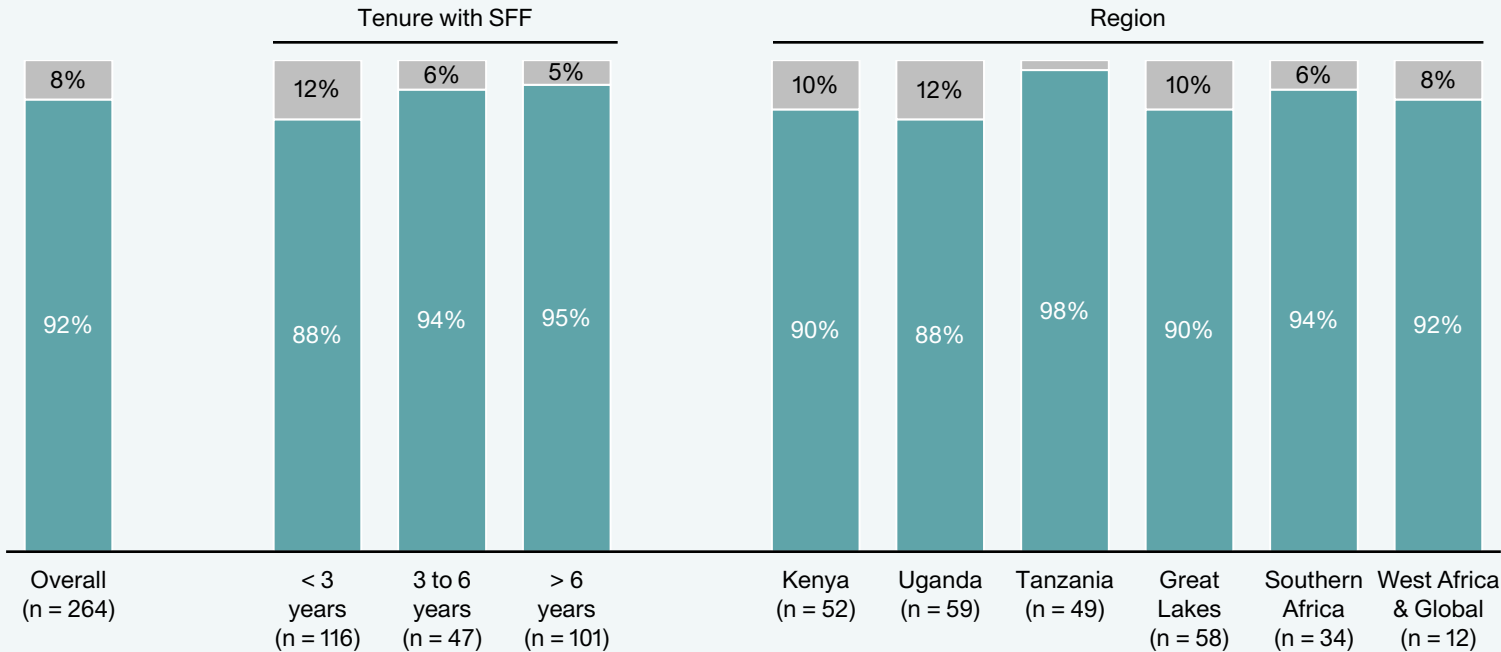
9 in 10 partners have experienced benefits from their partnership with SFF. This is consistent regardless of tenure or region.

SFF is having a positive impact on partners across regions and tenures. On the next slide, we dive deeper into the top benefits that partners experience.

## Experience of Impact From SFF Partnership

Q: Have you experienced benefits from the partnership with SFF for your team? (n = 264)

No Yes



# Benefits of SFF Partnership to Grantee-Partners (2/2)

In the table, we have listed the top three themes that partners mention by region.

Across different regions, we see slight variation in the percentage of partners reporting a particular benefit.

Partners who were part of the AVF are more likely to report ‘improved leadership’ (82%), as compared to those who were not part of the program (60%).

The top 3 benefits reported by partners as a result of their partnership with SFF are increased partnerships, increased skills, and improved leadership.

## Top Benefits From Partnerships by Region

Q: What are the top 3 benefits of the partnership with SFF to your organization? (n = 242)

	Kenya	Uganda	Tanzania	Great Lakes	Southern Africa	West Africa and Global
Benefit #1	<div><div></div>70%</div>	<div><div></div>75%</div>	<div><div></div>85%</div>	<div><div></div>73%</div>	<div><div></div>81%</div>	<div><div></div>82%</div>
Benefit #2	<div><div></div>70%</div>	<div><div></div>67%</div>	<div><div></div>67%</div>	<div><div></div>67%</div>	<div><div></div>78%</div>	<div><div></div>82%</div>
Benefit #3	<div><div></div>64%</div>	<div><div></div>67%</div>	<div><div></div>67%</div>	<div><div></div>67%</div>	<div><div></div>69%</div>	<div><div></div>73%</div>

Key:

More partnerships and networks

Improved leadership

Able to reach more beneficiaries

Able to provide more support to beneficiaries

Increased skills/knowledge among staff

# Peer Relationships (1/3): Quantity

Nearly 9 in 10 partners report an increase in the number of relationships with peer organizations because of SFF. More than half report that it has ‘very much increased’.

Partners with a tenure of 3 to 6 years are more likely to report that their number of relationships has ‘very much increased’ (64%), Those with less than 3 years tenure are least likely to report this (51%).

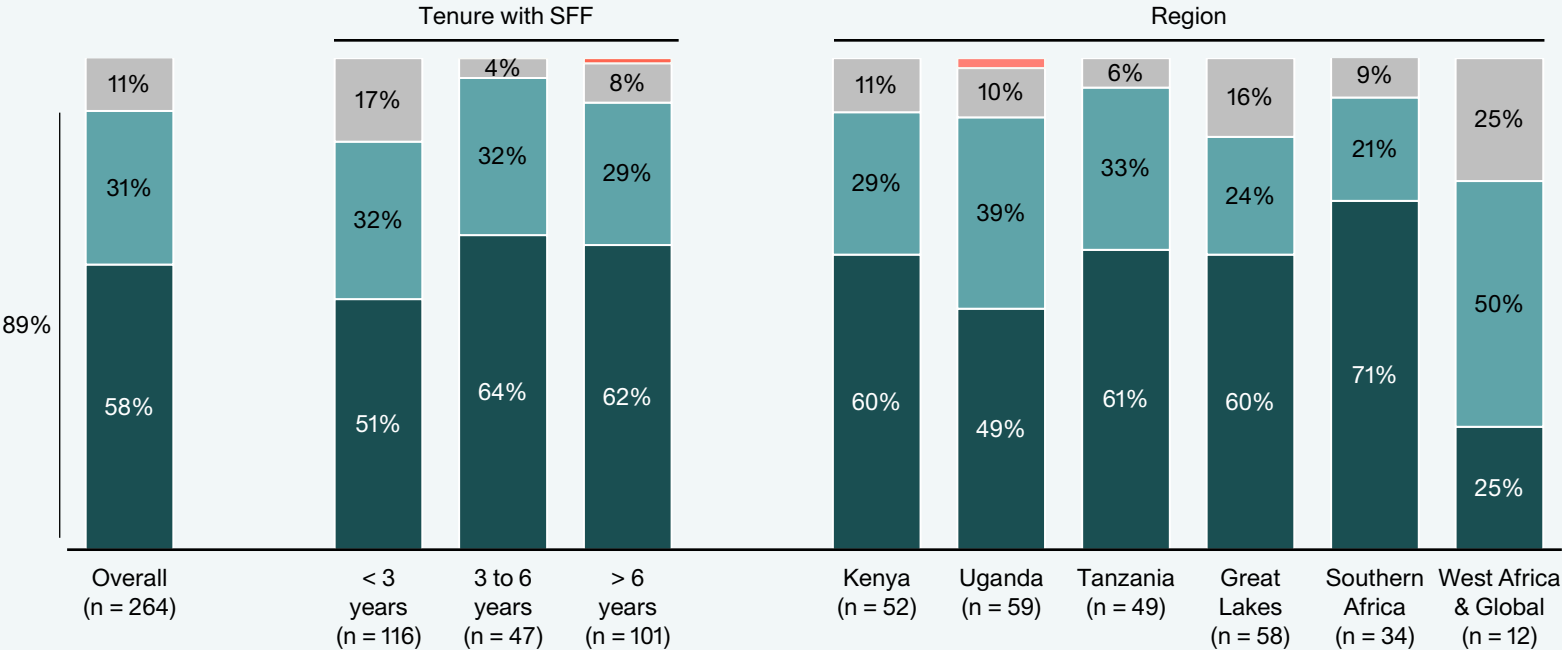
Comparing across regions, partners from the Southern Africa region are more likely to report ‘very much increased’ number of relationships (71%), while those in West Africa & Global are least likely to report this (25%).

Partners who were part of the AVF are more likely to report that the number of relationships with peer organizations has ‘very much increased’ (73%) as compared to those who were not part of the program (53%).

## Change in Number of Relationships With Peer Organizations

Q: Has there been a change in the number of relationships that you have with peer organizations because of SFF? (n = 264)

Very much decreased Slightly decreased No change Slightly increased Very much increased



# Peer Relationships (2/3): Frequency

4 in 5 partners report that they interact with peer organizations more frequently due to SFF. Half report ‘very much increased’ frequency of interactions with peers.

Partners with a tenure of more than 6 years are more likely to report that their frequency of conversations/ interactions with peer organizations has ‘very much increased’ (60%). Those with less than 3 years tenure are least likely to report this (50%).

Comparing across regions, partners from Tanzania are more likely to report a significant increase in the frequency of conversations (61%), while those in West Africa & Global are least likely to report this (33%).

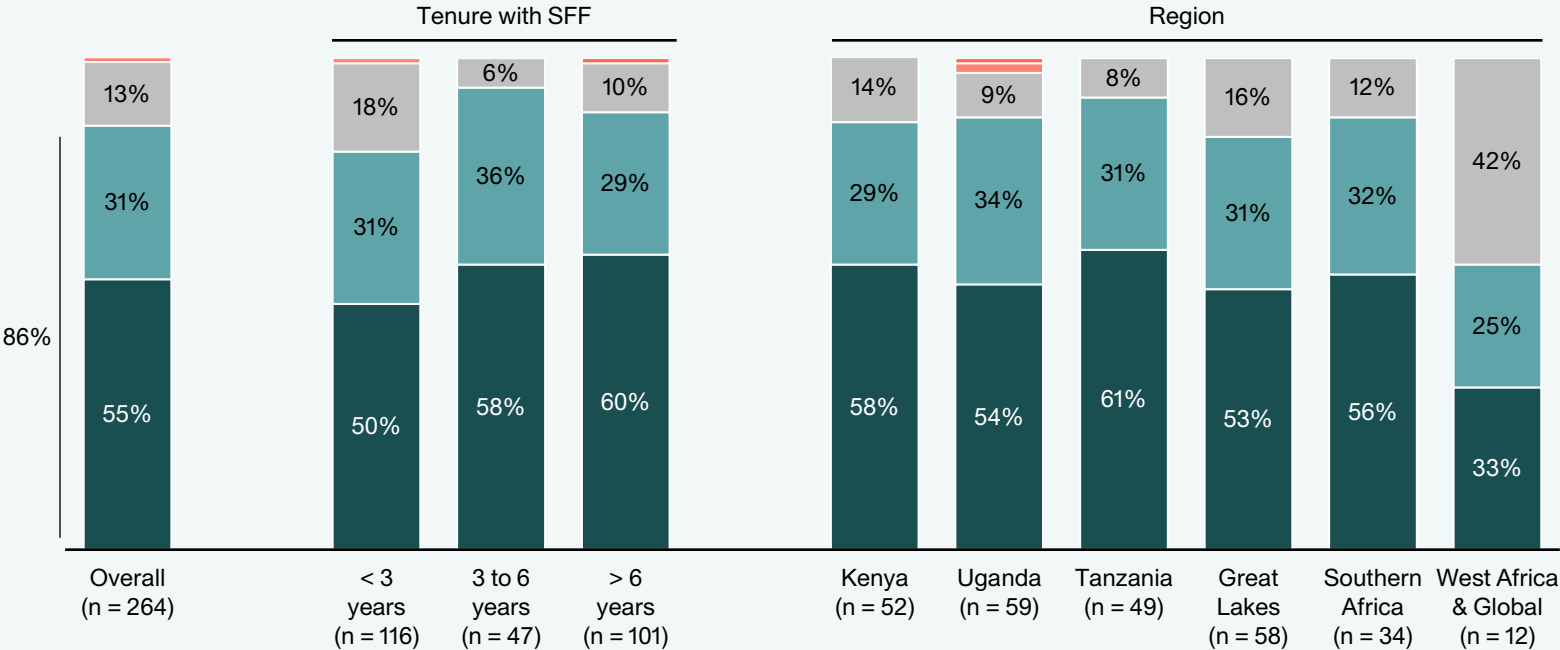
We could not find any correlation between this metric and other partner segments like participation in the AVF or operating size of the organization.

The top outcomes from peer relationships are discussed in the next slide.

## Change in Frequency of Relationships With Peer Organizations

Q: Has there been a change in your frequency of conversations/interactions with peer organizations because of SFF? (n = 264)

Very much decreased   Slightly decreased   No change   Slightly increased   Very much increased





# Peer Relationships (3/3): Top Outcomes

Increased collaborations, skill sharing, and access to funding opportunities are the most common outcomes from increased peer relationships.

Across the different regions, increased collaborations and skill sharing are the most common outcomes.

Partners who participated in the AVF are more likely to talk about access to more funding opportunities (44%) when compared those who did not participate in the program (27%).

## Top Outcomes from Increased Peer Relationships

Q: Could you explain how this change has impacted your organization? (n = 236). Open-ended, coded by 60 Decibels.

Key: Top Outcome 1 Top Outcome 2 Top Outcome 3

Top Outcomes	Kenya	Uganda	Tanzania	Great Lakes	Southern Africa	West Africa and Global
Sample Size	46	54	46	50	31	9
236						
Increased collaborations	67%	65%	61%	56%	55%	67%
Increased skill sharing	59%	46%	48%	38%	61%	44%
Access to funding opportunities	24%	43%	28%	28%	35%	11%
Able to reach more beneficiaries	24%	28%	30%	28%	19%	33%
Increased visibility	9%	7%	7%	22%	10%	33%
Feeling of community	22%	9%	4%	8%	10%	0%
Increased legitimacy amongst peers	4%	2%	4%	14%	10%	0%

# Peer Relationships: Partner Voices



Here are some of the things grantee-partners had to say about the impact of SFF on their relationships with peer organizations.

## Kenya

“We are learning how to improve our own organization from peers especially on program models and internal structures.”

## Uganda

“It has been good to collaborate with other organizations. We run some joint projects together and apply for funding together, so it has been great. “

## Tanzania

“We share, brainstorm, exchange notes and benchmark together. We have a great circle of advisers.”

## Great Lakes

“It created an opportunity for us to meet like-minded organizations and we are able to use the skills and knowledge that we share in some of these spaces.”

## Southern Africa

“We have learnt from other organizations, travelled and seen how they do their work as well as how they interact with their community.”

## West Africa and Global

“It has impacted our organization because we are now able to interact freely with other peer organizations, learn from each other and discuss with one another areas of our work we can do better.”

# Partner Experience: Perceptions

- Value Drivers
- Alternative Funders



Credit: SFF



# SFF's Value Drivers

On average, organizations' three-word descriptions indicate a positive experience with SFF's services.

### Action to Consider

Use these word-descriptions in marketing material to highlight partners' experience with SEF.

Partners describe SFF as supportive, empowering, flexible, and understanding. Supportive was also the most common descriptor used by partners in SFF's last GPS in 2018.

### Three Word Description of Partners' Experience with SFF

Q: Can you describe your experience working with SFF in 3 words? (n = 264)



# Alternative Funders

## (1/2): Access

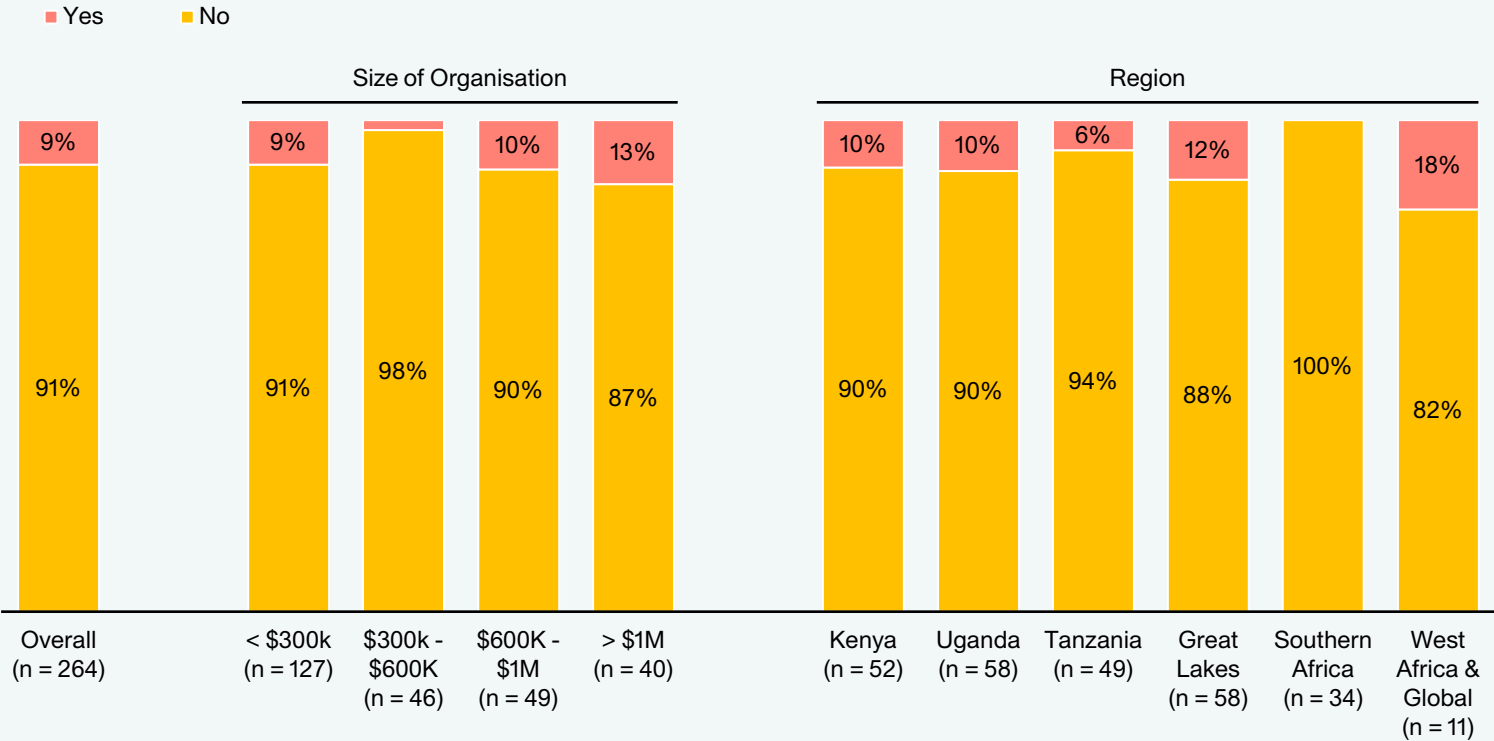
9 in 10 partners say that they could not find a good alternative funder to SFF.

Partners from West Africa & Global are most likely to report that they can easily find good alternatives (18%) when compared to other regions. None of the partners in Southern Africa mention being able to find a good alternative.

Partners who were part of the AVF are more likely to report easily finding an alternative as opposed to those who have not participated in the same (12% vs. 8%).

### Experience of Impact From the Partnership With SFF

Q: Can you easily find a good alternative funder to SFF? (n = 262)





# Alternative Funders

## (2/2): Experience

The top three ways in which alternative funders do better than SFF are more funding, more in-person events, and longer and more consistent support.

When asked what alternative funders do better, access to larger funding is the most reported theme from partners in Kenya, Uganda, and Great Lakes. Long-term and consistent support is to be the most common theme for partners in Tanzania.

Two-thirds (67%) of partners who mention ‘larger funding’ are likely to have a tenure of 3-6 years.

Those who have participated in the AVF are more likely to mention ‘in-person events’ as something they prefer in other funders, than those who have not participated in the same (43% vs. 25%).

### Top Benefits from Alternative Funders By Region

Q: Please explain what other alternative funders do better than SFF, which SFF can learn from. (n = 23).  
Open-ended, coded by 60 Decibels.

Key: ■ Top Benefit 1 ■ Top Benefit 2 ■ Top Benefit 3

Top Benefit	Kenya	Uganda	Tanzania	Great Lakes	West Africa and Global
Sample Size (23)	5	6	3	7	2
More funding	40%	33%	0%	71%	0%
In-person events	40%	33%	33%	14%	50%
Long term and consistent support	40%	17%	67%	14%	50%
Regular and engaging communication	20%	17%	33%	0%	50%
Better strategic planning	0%	17%	33%	0%	50%
More advocacy of grantees	0%	17%	0%	0%	0%
Other	20%	17%	0%	29%	0%

# Partner Experience: Satisfaction

- Net Promoter Score
- SFF's Depth of Engagement
- SFF Team and Non Financial Services



Credit: Maison Shalom

# Net Promoter Score: Segments

The Net Promoter Score® (NPS) is a gauge of satisfaction and loyalty. Anything above 50 is considered excellent. A negative score is considered poor.

Asking respondents to explain their rating provides insight into what they value and what creates dissatisfaction. These details are on the next page.

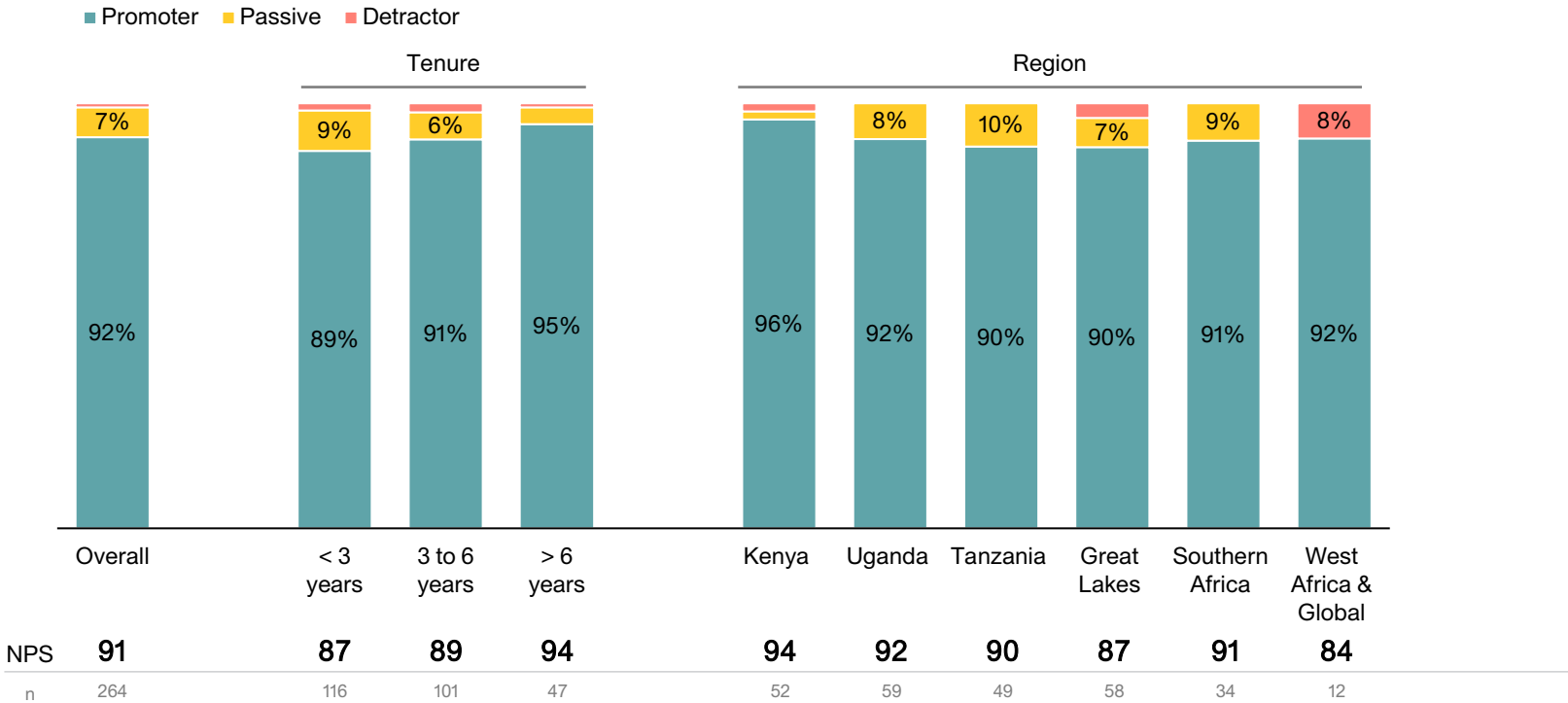
We see that NPS increases with tenure. Partners engaged with SFF for over 6 years have the highest NPS (94) and are more likely to be satisfied with SFF than partners with lesser tenure.

The West Africa & Global segment has the highest percentage of Detractors at 8%, consequently resulting in the lowest NPS as compared to other regions. Detractors are partners who give a score between 0 and 6 for the NPS question.

SFF’s overall NPS of 91 is excellent and indicates high levels of satisfaction. The NPS is highest in Kenya and for partners engaged with SFF for more than 6 years.

## Net Promoter Score® by Region, and Tenure

Q: On a scale of 0 to 10, how likely are you to recommend SFF as a funder to a peer CEO or Founder, where 0 is least likely and 10 is most likely?



# Net Promoter Score: Drivers

The most common drivers are mentioned in the ‘key’, and in the table, we have listed the top three drivers of satisfaction that partners across different regions mention. Across different regions, we see slight variation in the percentage of partners reporting a particular driver, and this could represent what is significant in that region.

Those who have participated in the AVF are more likely to appreciate SFF’s investment in their partners’ success than those who have not (48% vs. 32%).

Four partners were Detractors (who gave a score of below 6), and they spoke about unclear communication, withdrawal of funds, and language barriers as reasons for dissatisfaction.

Partners value the level of autonomy and trust that SFF provides, along with the effective capacity building trainings.

## Top Drivers of Satisfaction for 92% of Promoters by Region

Q: Please explain why you would recommend SFF to a peer CEO or Founder. Open-ended, coded by 60 Decibels. (n = 242)\*

	Kenya (n = 52)	Uganda (n = 59)	Tanzania (n = 49)	Great Lakes (n = 58)	Southern Africa (n = 34)	West Africa and Global (n = 12)
Driver #1	<div><div></div>50%</div>	<div><div></div>46%</div>	<div><div></div>55%</div>	<div><div></div>50%</div>	<div><div></div>48%</div>	<div><div></div>64%</div>
Driver #2	<div><div></div>40%</div>	<div><div></div>44%</div>	<div><div></div>48%</div>	<div><div></div>46%</div>	<div><div></div>45%</div>	<div><div></div>36%</div>
Driver #3	<div><div></div>32%</div>	<div><div></div>37%</div>	<div><div></div>48%</div>	<div><div></div>27%</div>	<div><div></div>39%</div>	<div><div></div>27%</div>

Key:

Right level of autonomy and trust

Flexibility around fund usage

Effectiveness of capacity building training

SFF’s investment in partners’ success

\*This question was only asked to Promoters of SFF, those who give a score of 9 or 10 to the NPS question

# Net Promoter Score: Partner Voices

Here are some of the things that grantee-partners said about their satisfaction with SFF.

**92% are Promoters**  
(those who give a score of 9 or 10)

**1% are Detractors**  
(those who give a score of 0 to 6)

## Kenya

"SFF is very generous with its unrestricted grants and are very easy to work with. They ask for the right amount of reporting requirements and they are not a burden."

## Great Lakes

"I would like them to also bear in mind that there are numerous French organizations such as ours who need those kind of opportunities, but English is a big barrier."

## Uganda

"Segal Family Foundation usually provides unrestricted funding, meaning the person is flexible to do what the community expects and not what the donor wants."

## Kenya

"It would be great if there was some kind of induction telling us how we can work together instead of us chasing them to understand benefits."

## Tanzania

"They are more than willing to allow you to use the funds towards focusing on things which matter to the organization rather than giving orders of what one has to do."

## West Africa and Global

"They seem to be stretched and lacking enough staff/capacity because they are not very available when you need something or have requests."



Credit: Equality for Growth



# SFF's Depth of Engagement

Partners who have participated in the AVF rate SFF 9 out of 10 for this metric, while those who have not participated have a slightly lower score of 8.

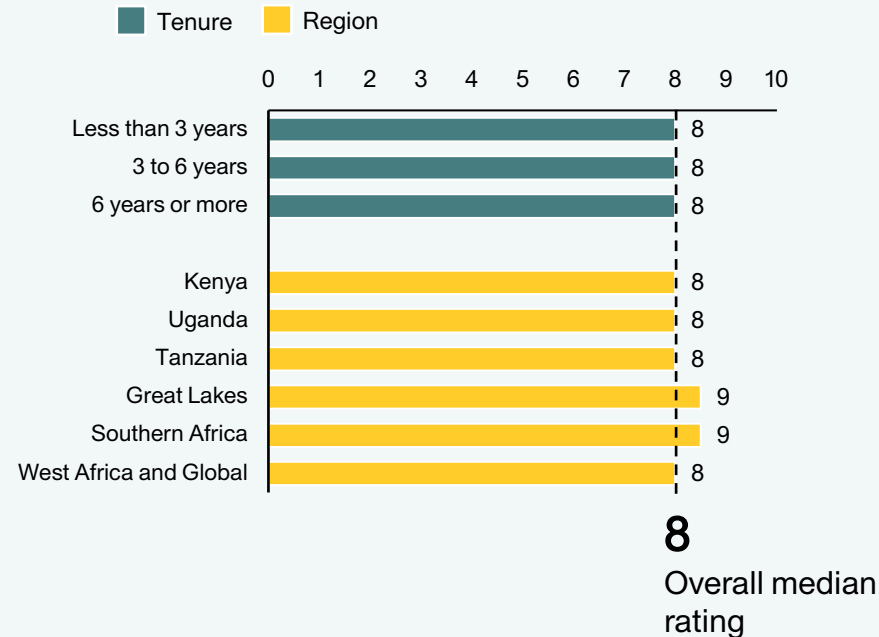
Partners with a tenure of less than 3 years are more likely to report that they would like SFF to understand their future plans when compared to those who with more than 3 years tenure (73% vs. 62%).

More partners in Tanzania (82%) mention future plans as something they would like SFF to understand better.

Partners rate SFF's understanding of their strategy and goals an 8 out of 10. Yet, about 6 in 10 say they would like SFF to better understand their future plans and funding needs.

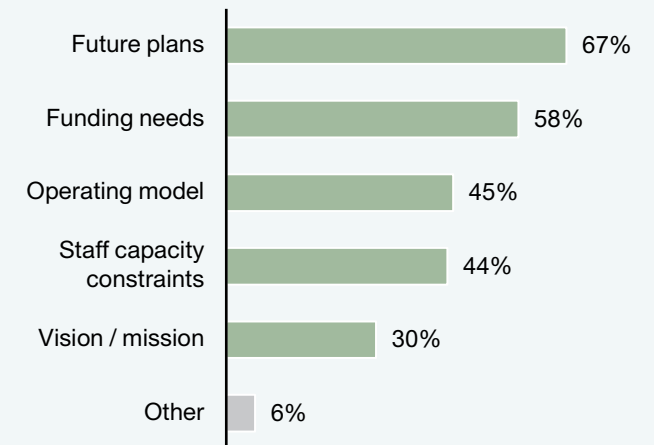
## Median Rating: Perceived SFF's Understanding of Partner Organizations

On a scale of 0 to 10, how well does SFF understand your organization's strategy and goals? (n = 264)



## Top Reported Areas of Support

Q: What would you like SFF to better understand about your organization? (n = 264)



# Partner Satisfaction: Grant Renewal Process

Nearly 9 in 10 partners are satisfied with the communication and guidance from the SFF team on the grant renewal process.

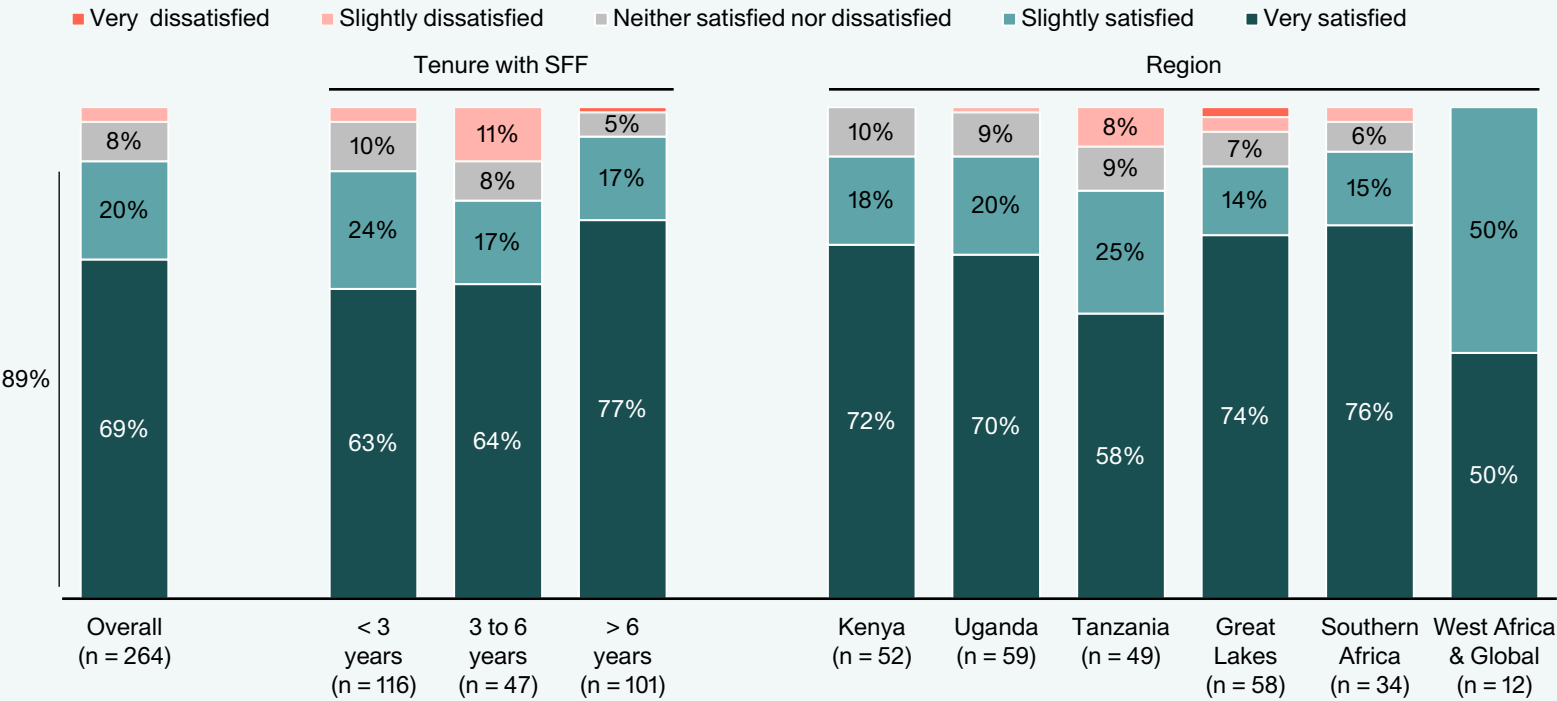
Partners with a tenure of more than 6 years are more likely to report that they are ‘very satisfied’ with the communication and guidance offered (77%). Those with less than 3 years tenure are least likely to report this (63%).

Comparing across regions, partners from Southern Africa are more likely to report being ‘very satisfied’ with the communication and guidance offered (76%), while those in West Africa & Global are least satisfied (50%).

“On the renewals, it is a little bit unclear how they decide to increase the funding amount. We have had a very positive experience so far, but they could show a more structured way to partners.” – Grantee-partner, Great Lakes

## Satisfaction with Comms and Guidance Around Grant Renewal Process

Q: How satisfied or dissatisfied are you with the communication and guidance from the SFF team on the grant renewal process? (n = 264)



# Partner Satisfaction: Responsiveness

Nearly 9 in 10 partners are satisfied with the responsiveness from the SFF team on the grant renewal process. Nearly three-quarters are very satisfied.

Partners with a tenure of less than 3 years are more likely to report being ‘very satisfied’ with responsiveness from the SFF team (78%). Those with 3 to 6 years are least likely to report this (66%).

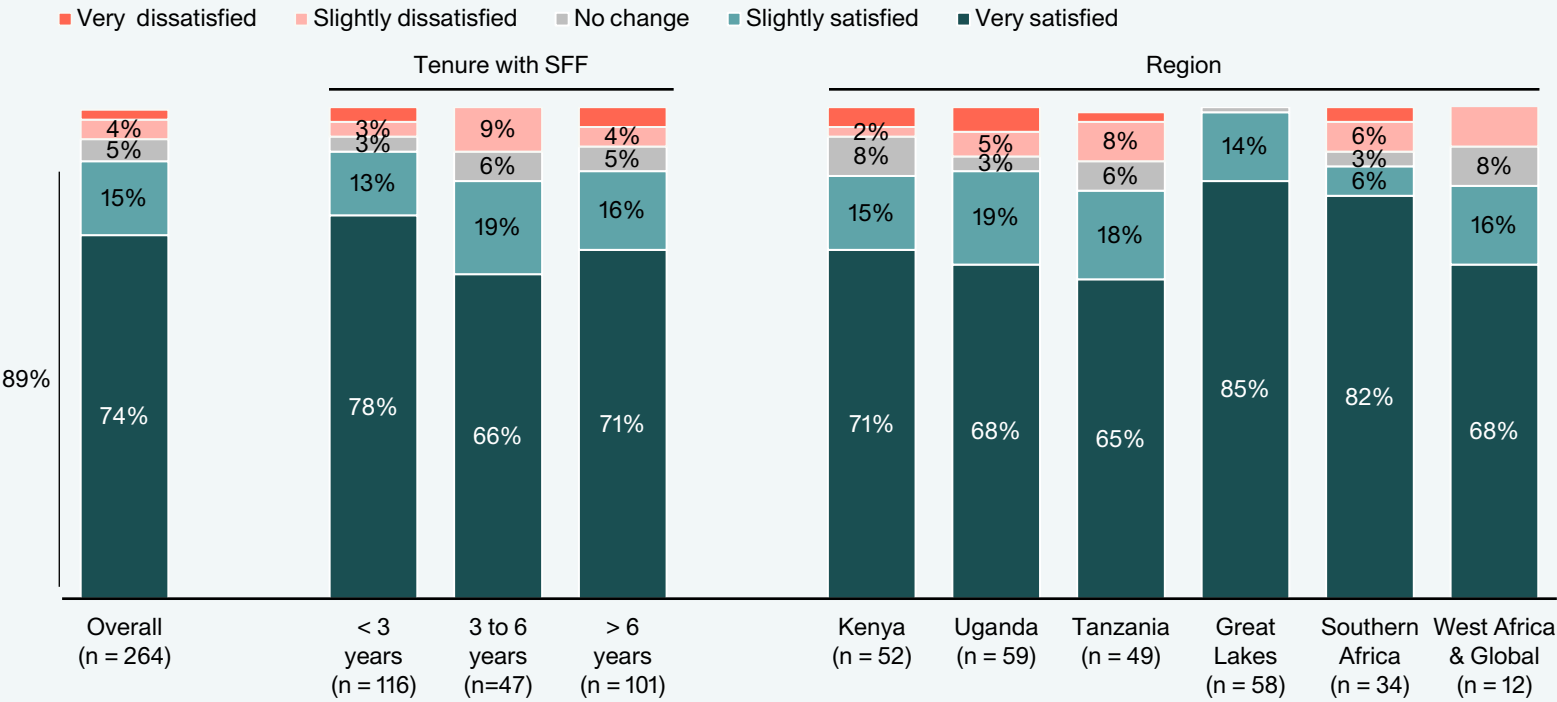
Comparing across regions, partners from the Great Lakes region are more likely to report being ‘very satisfied’ with the SFF team’s responsiveness (85%), while those in Tanzania are least satisfied (65%).

We could not find any correlation between this metric and other partner segments like participation in the AVF or operating size of the organization.

“They delay in responding to emails, so you have to send follow-up emails to get a response” - Grantee-partner, Kenya

## Satisfaction with Responsiveness from the SFF team

Q: How satisfied or dissatisfied are you with the responsiveness from the SFF team (e.g. to questions, requests for information, concerns) (n = 264)



# Partner Satisfaction: Stipends

9 in 10 partners are satisfied with stipends for organizational development provided by SFF while about two-thirds are very satisfied.

Partners with a tenure of more than 6 years are more likely to report being ‘very satisfied’ with stipends (68%), and those with 3 to 6 years are least likely to report this (62%).

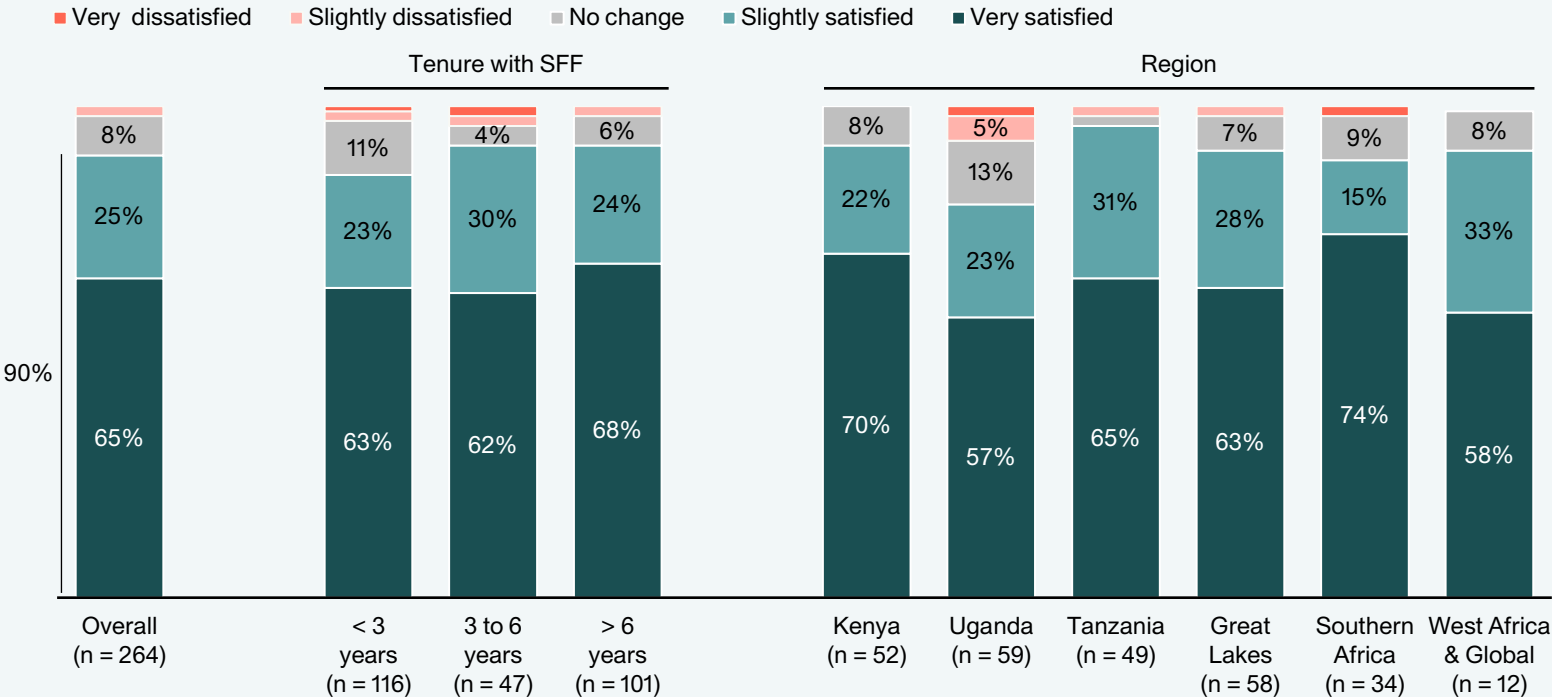
Comparing across regions, partners from the Southern Africa region are more likely to report being ‘very satisfied’ with their stipend (74%), while those in the Uganda are least likely to report this (57%).

Partners who were not part of the AVF are more likely to report ‘very satisfied’ with their stipends (65%) compared to those who were part of the program (63%).

“The additional stipends they provide and fundings apart from the grants make them stand out.” – Grantee-partner, Tanzania

## Satisfaction with Stipends for Organizational Development

Q: How satisfied or dissatisfied are you with the stipends for organizational development (learning, communications) provided by SFF. (n = 264)



# Partner Satisfaction: Capacity Building Workshops

Nearly 9 in 10 partners are satisfied with the capacity building workshops offered by SFF. About 6 in 10 are very satisfied.

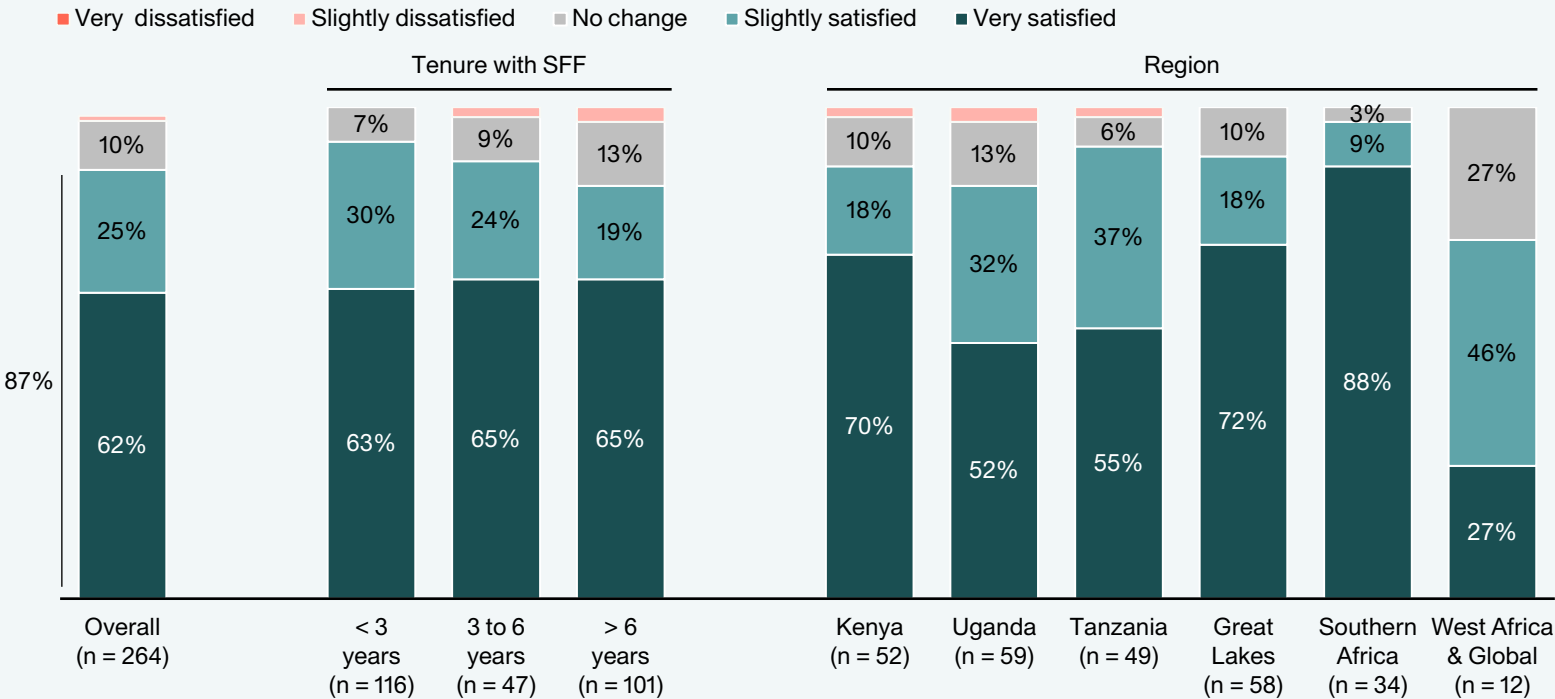
Comparing across regions, partners from the Southern Africa region are more likely to report being ‘very satisfied’ with the capacity building workshops (88%), while those in the West Africa & Global region are least satisfied likely to report this (27%).

Partners who were part of the AVF are more likely to report that they are ‘very satisfied’ with the capacity building workshops by SFF (80%) as compared to those who were not part of the program (69%).

“I would specifically recommend SFF to a fellow leader because they do not only offer funds to you, but they also prepare you for growth by offering capacity building to the organization.” - Grantee-partner, Great Lakes

## Satisfaction with Capacity Building Workshops

Q: How satisfied or dissatisfied are you with the capacity building workshops offered by SFF. (n = 264)



# Partner Satisfaction: Fundraising Resources

Nearly 9 in 10 partners are satisfied with the fundraising resources provided by SFF. Almost 6 in 10 are very satisfied.

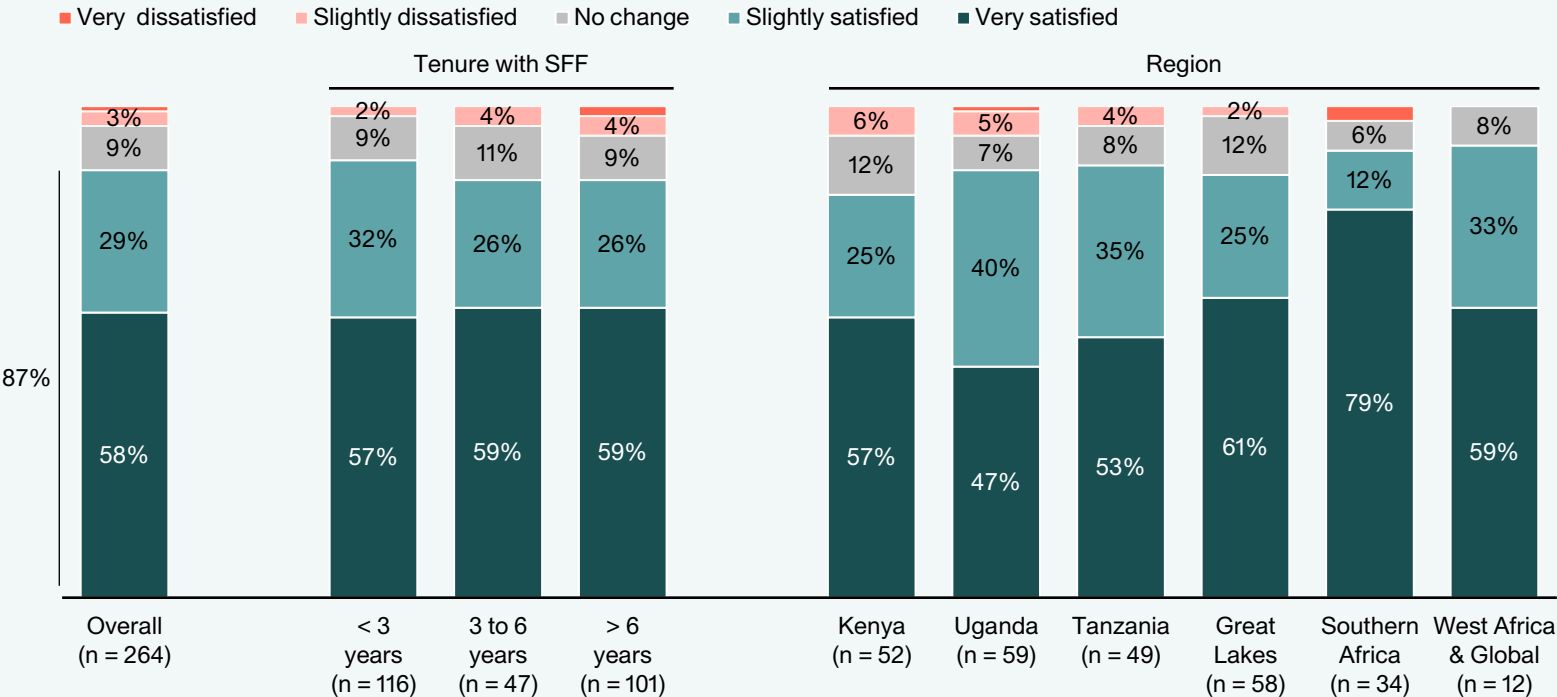
Comparing across regions, partners from the Southern Africa region are more likely to report being ‘very satisfied’ with the fundraising resources (79%), while those Uganda are least satisfied likely to report this (47%).

Partners who were part of the AVF are more likely to report that they are ‘very satisfied’ with the fundraising resources provided by SFF (68%) as compared to those were not part of the program (55%).

“We would like more clarity on donor databases; these are quite overwhelming. It is like finding a needle in a haystack. SFF could point out relevant opportunities to their partners.” - Grantee-partner, Kenya

## Satisfaction With Fundraising Resources

Q: How satisfied or dissatisfied are you with Fundraising resources (e.g., Funds for NGOs, Philanthropia, Donor Database) provided by SFF? (n = 264)





# Partner Satisfaction: Networking

Nearly 9 in 10 partners are satisfied with the convenings and networking opportunities provided by SFF. About two-thirds are very satisfied.

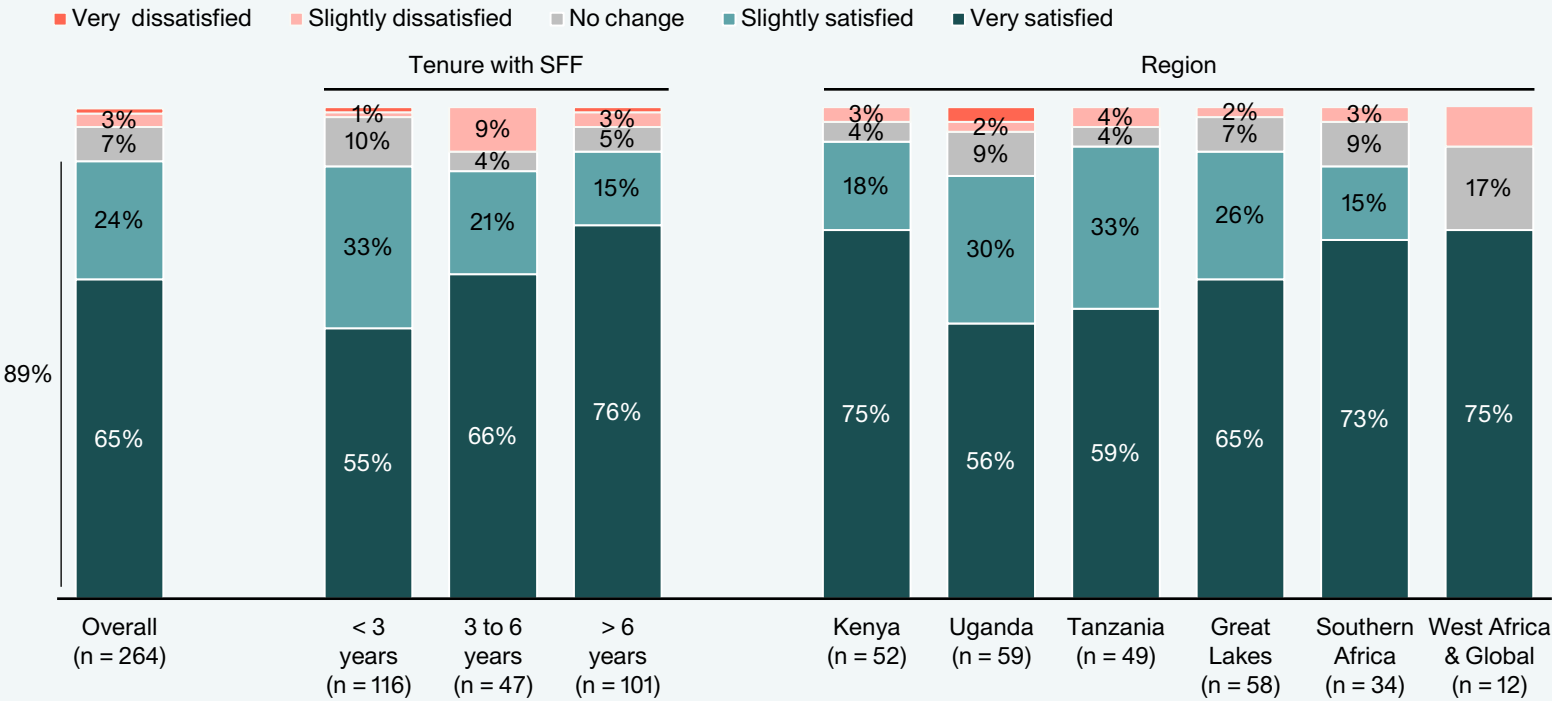
Partners who were part of the AVF are more likely to report that they are ‘very satisfied’ with the networking opportunities provided by SFF (78%) when compared to those who were not part of the program (61%).

65% of partners who are ‘very satisfied’ with the convenings and networking opportunities are also likely to report ‘very much increased’ number of relationships with peer organizations. See [pg. 17](#) for more on change in number of peer relationships.

“We have been able to get involved in more convenings and networking opportunities which have enabled us to be very well established and grow our organization’s programs to higher levels.” – Grantee-partner, Tanzania

## Satisfaction With Networking Opportunities

Q: How satisfied or dissatisfied are you with convenings and networking opportunities provided by SFF? (n = 264)



# Partner Satisfaction: Access to Staff

7 in 10 partners report they are satisfied with the access to consultants and volunteers provided by SFF.

Compared to other regions, partners in West Africa & Global are least likely to be satisfied with their access to additional staff support (50%).

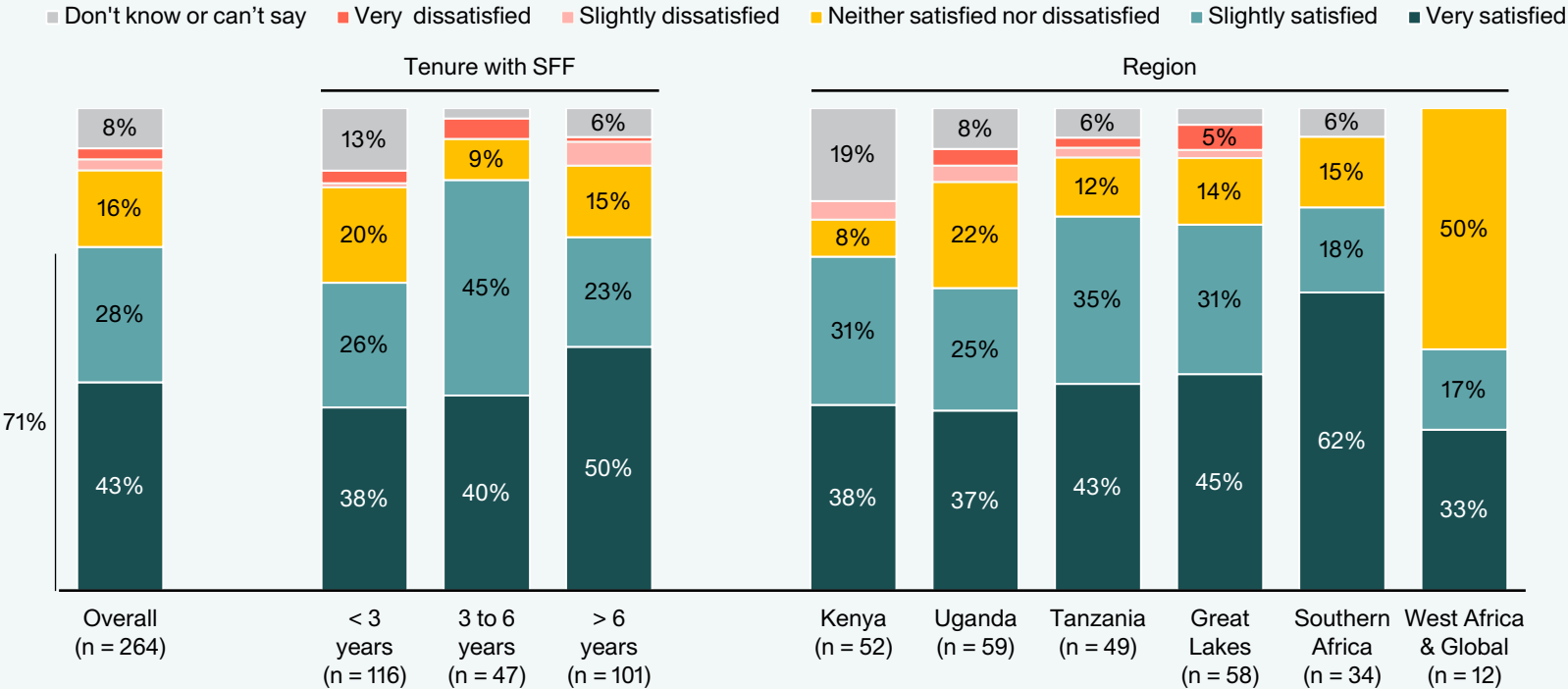
Partners who were not part of the AVF are likely to be slightly less satisfied with access to consultants and volunteers as opposed to those who have participated (66% vs. 88%).

Partners whose operating size is less than 1 million USD are more likely to report they are ‘very satisfied’ with the access to consultants and volunteers provided by SFF as opposed to those who spend a million USD or more (49% vs. 34%).

“There are service providers like Catchafire who helped us improve our monitoring and evaluation system. There are also the consultants who trained us in AVF.” – Grantee-partner, Great Lakes

## Satisfaction With Access to Additional Staff Support

Q: How satisfied or dissatisfied are you with the access to consultants and volunteers provided by SFF?  
(n = 264)



# Partner Satisfaction: Marketing Support

Three-quarters of partners report being satisfied with the promotion and marketing provided by SFF. 6 in 10 are very satisfied.

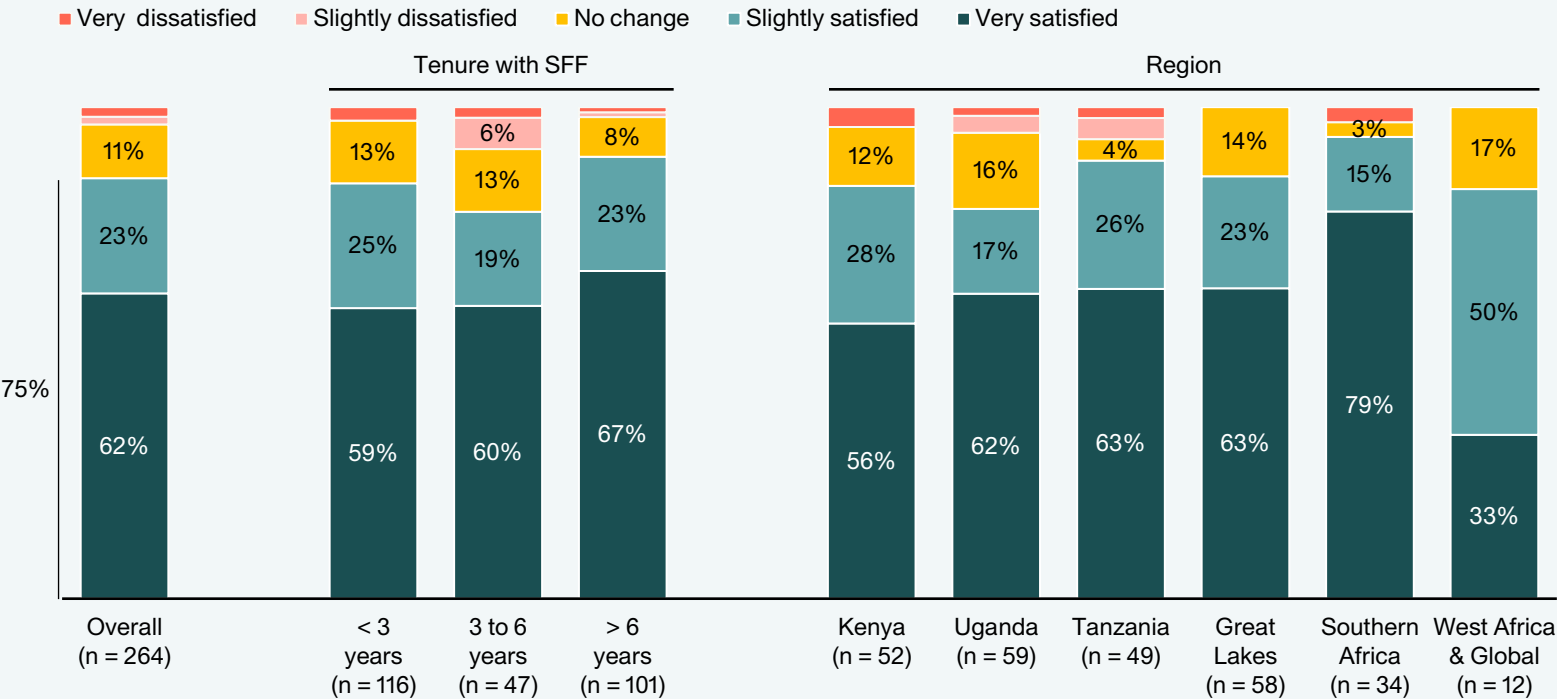
8 in 10 partners from Southern Africa are likely to report they are ‘very satisfied’ with the promotion and marketing that SFF provides, which is the highest likelihood compared to other regions.

Partners who were part of the AVF are more likely to report they are ‘very satisfied’ as opposed to those who have not (70% vs. 60%).

“They have highlighted people's work in their newsletters. That is not only empowering but also exposes you to other partners and puts your work out there.”  
- Grantee-partner, Uganda

## Satisfaction With Marketing Support

Q: How satisfied or dissatisfied are you with promotion and marketing (e.g., SFF newsletters, social media etc.) provided by SFF? (n = 264)



# Partner Experience: Challenges

- Challenges Faced
- Clarity of SFF's Offerings
- Fund Allocation



# Challenges Faced

3 in 5 partners report facing a challenge. Top challenges are poor responses to inquiries and low involvement from the SFF team.

Partners in Southern Africa and West Africa regions were more likely to report facing challenges than others. (25% not facing a challenge vs average of 40% in other regions not facing a challenge).

In the Southern Africa region more partners report SFF’s limited understanding of their organizations as a challenge they face.

In the West Africa and Global regions, more partners report withdrawal of support as a major challenge.

## Top Reported Challenges By Region

Q: What are some of the challenges you / your organization faced in your interactions or engagement with SFF? Open-ended, coded by 60 Decibels. (n = 264)

Key: ■ Top Challenge 1 ■ Top Challenge 2 ■ Top Challenge 3

Top Benefit	Kenya	Uganda	Tanzania	Great Lakes	Southern Africa	West Africa and Global
Sample Size (n)	31	33	27	35	26	9
Slow and unclear responses to inquiries	23%	17%	21%	25%	18%	25%
Low involvement leading to partners feeling disconnected	23%	24%	15%	5%	29%	17%
SFF’s limited understanding of partner organizations	10%	10%	8%	7%	21%	8%
Issues with the technical platform	2%	5%	6%	5%	9%	0%
Insufficient physical interactions	2%	3%	6%	4%	6%	0%
Withdrawal of support	0%	2%	2%	2%	3%	25%
Impact reporting	2%	0%	2%	0%	3%	0%
Did not face any challenge	40%	44%	44%	38%	24%	25%



# Challenges: Partner Voices



Credit: Women's Probono Initiative

Here are some quotes regarding the challenges partners have faced during their engagement with SFF.

## Kenya

"SFF has many organizations it is supporting and sometimes it is difficult to reach your project facilitator if you need something very fast. We need timely responses."

## Uganda

"The challenge we face in interactions with SFF is that when we send emails, they take a lot of time before they address the issues or respond which I find very annoying."

## Tanzania

"Communication is not flowing at all. It is hard to get an urgent matter responded to with the urgency it deserves."

## Great Lakes

"Information flow especially from the global level; Sometimes we get long emails which we try to understand what they mean."

## Southern Africa

"One challenge we've faced and still face is that it takes a lot of time to get feedback on inquiries. It takes lots of follow up calls to get information."

## West Africa and Global

"Most of SFF's partners are English-speaking, which limits the access of other French-speaking organizations."



# Clarity With SFF's Offerings (1/2)

9 in 10 partners report that they are confident in their understanding of SFF and its services. 6 in 10 report that they are very confident.

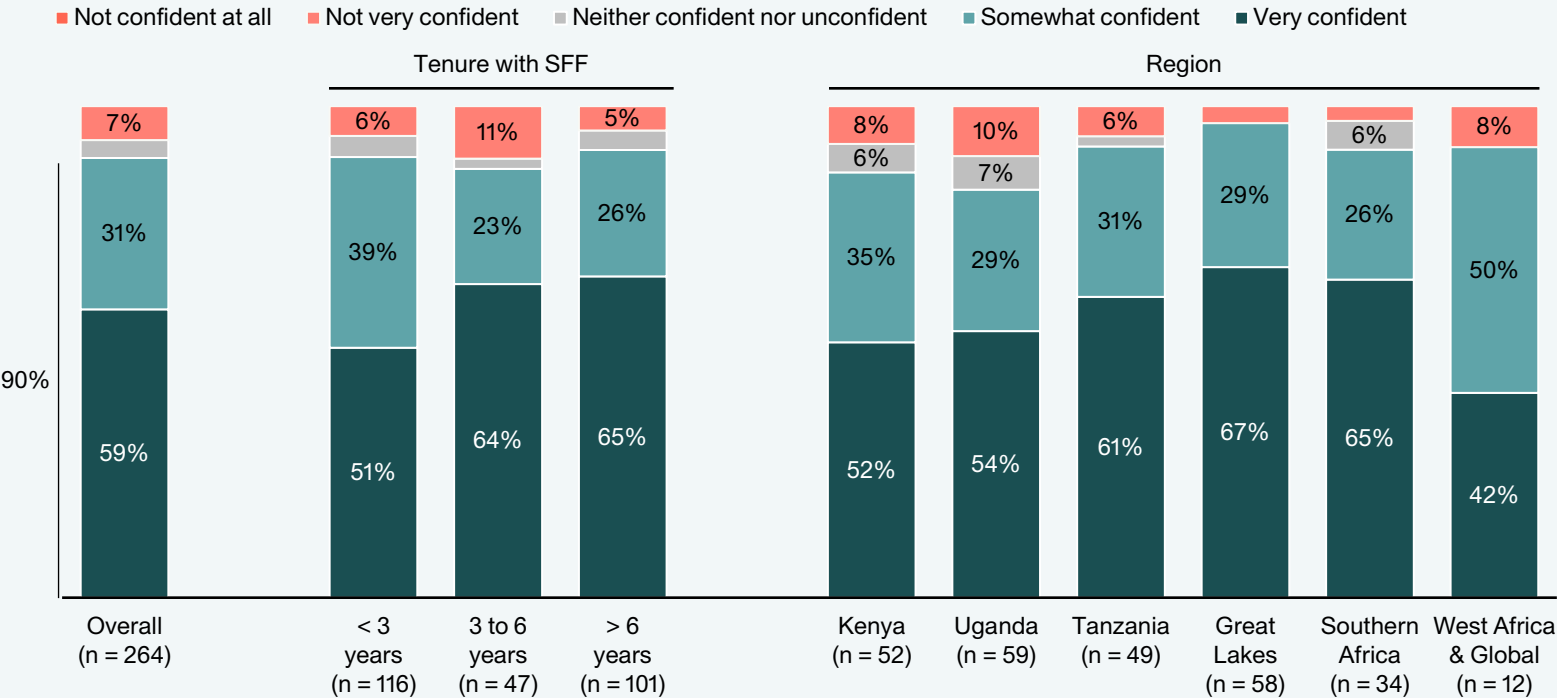
Partners with a tenure of more than 6 years are most likely to report that they are 'very confident' with their understanding of SFF and its services (65%). Those with less than 3 years tenure are least likely to report this (51%).

Comparing across regions, partners from Great Lakes are most likely to report they are 'very confident' in their understanding (67%), while those in West Africa & Global are least likely to report this (42%).

Partners who were part of the AVF are slightly more likely to report they are 'very confident' than those who have not participated (68% vs. 56%).

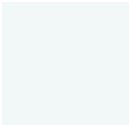
## Clarity with SFF's Offerings

Q: Overall, how confident are you in your understanding of SFF and its services?



# Clarity With SFF’s Offerings (2/2)

Partners primarily report criteria and timelines for funding or grant renewal and partner selection as areas that need more clarity.

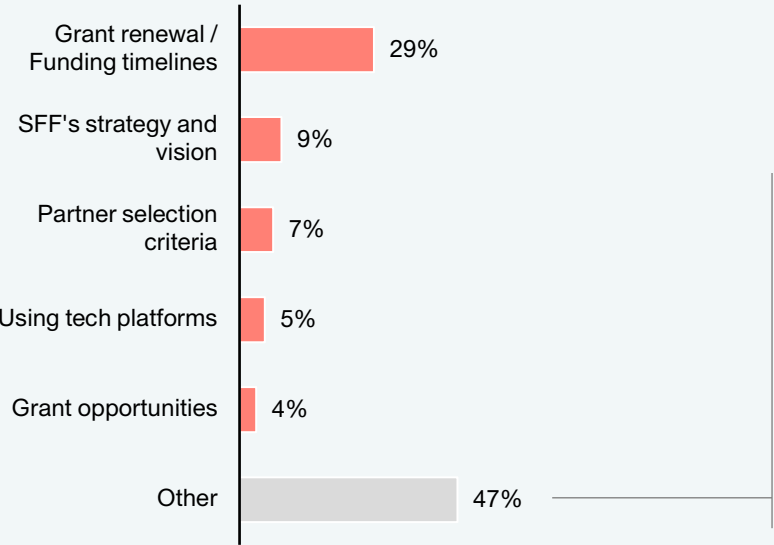


For partners who mentioned they were not confident with SFF and its services, we asked them to explain areas for which they needed more clarity.

A fifth of the partners mention criteria for funding or grant renewal as a top area that needs more clarity. Some others include partner selection criteria, timeframes and practical implementation, and SFF’s vision and mission.

## Top Reported Areas That Need More Clarity

Q: Describe up to the top three areas of SFF’s approach or services for which you do not have enough clarity. (n = 55)



# Fund Allocation

With greater choice, partners report that they would allocate funds differently by expanding scope of current projects, up-skilling staff, and investing in income generating projects.

Partners from the West Africa & Global region are most likely to report expanding their scope as a way in which they would allocate funds differently.

Partners with more than 6 years of tenure are more likely to report that they would like to invest in income generating projects as compared to those with less than 6 years tenure (25% vs. 13%). On the other hand, those with less than 6 years tenure are more likely to report that they would like to build staff capacity as compared to partners with a tenure of more than 6 years (22% vs. 12%).

## Top Reported Themes Around Fund Allocation By Region

Q: If you had more choice on how to allocate all of the funds you receive from your funders, what would you do differently as an organization? Open-ended, coded by 60 Decibels.

Key: ■ Top Theme 1■ Top Theme 2■ Top Theme 3

Top Benefit	Kenya	Uganda	Tanzania	Great Lakes	Southern Africa	West Africa and Global
Sample Size (264)	52	59	49	58	34	12
Expand scope of current projects	58%	46%	57%	48%	62%	75%
Up-skilling staff	17%	20%	22%	16%	21%	0%
Invest in income generating projects	17%	25%	12%	16%	18%	8%
Buy permanent facilities	6%	12%	4%	12%	18%	0%
Already experiences the right amount of flexibility	10%	10%	2%	16%	0%	17%
Increase employee remuneration	8%	10%	10%	3%	3%	8%
Digitize systems	2%	5%	8%	2%	6%	8%
Invest in publicity/media	0%	3%	6%	0%	6%	8%

# Fund Allocation: Partner Voices

Here are some some quotes from grantee-partners about what they would do with more choice over funding allocation.

## Kenya

“I think I will allocate most of the funding towards ongoing projects like sponsoring more girls to education and also building more structures to accommodate more students.”

## Great Lakes

“I would expand into new territories. There are lots of dumping sites that we could help recycle.”

## Uganda

“We only get unrestricted funding so we don't have the dilemma of allocating it but if we received more funding, we would increase our impact and ensure that we expand more rapidly.”

## Southern Africa

“We would empower the community more. There are so many who are challenged and are not able to get enough medical attention.”

## Tanzania

“We would set up an entrepreneurship program that empowers our beneficiaries to start their own business.”

## West Africa and Global

“I will allocate more money to ongoing projects in our organization to create more sustainability. I will also expand more across our networks towards the community.”



Credit: Asembo Skills for Hope

# Additional Areas of Support

- Fund Allocation
- Clarity of SFF's Offerings



# Additional Services & Trainings

Across regions, partners are likely to report fundraising and networking as a helpful training or service that SFF could provide.

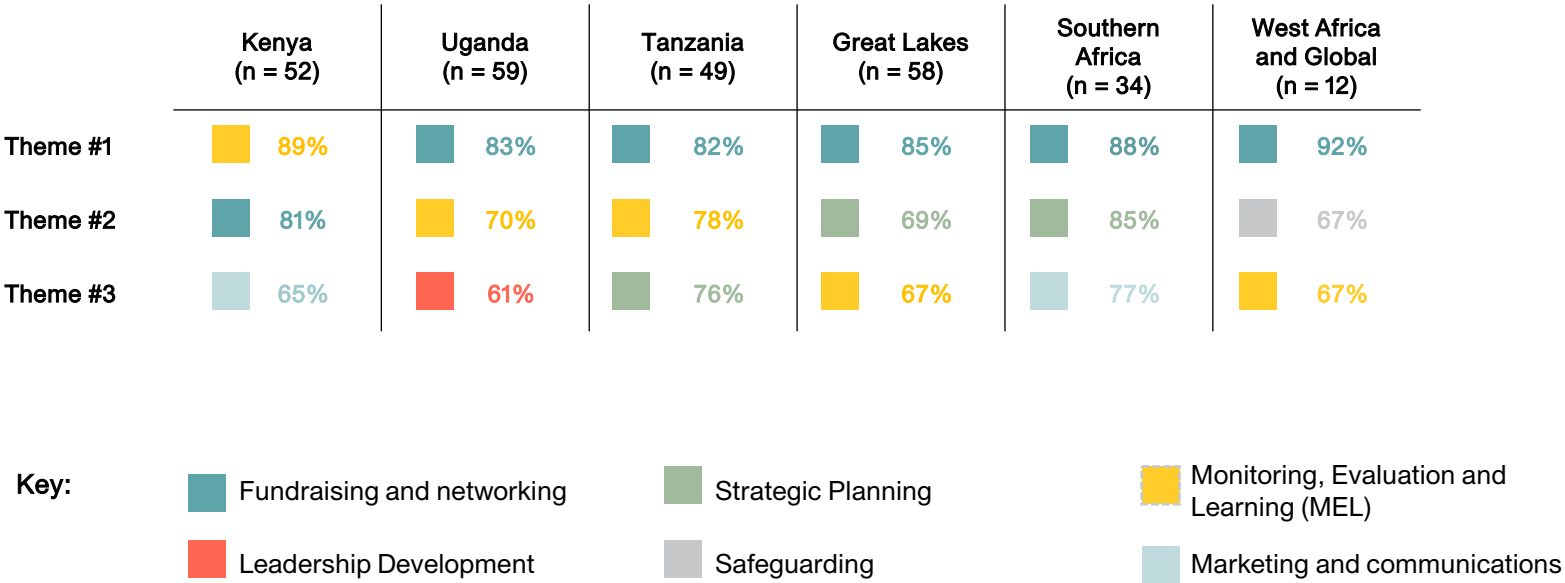
Those who have a tenure of more than 6 years are slightly more likely to mention leadership development, when compared to partners with less than 6 years of tenure (65% vs. 56%).

Partners with less than 6 years of tenure are slightly more likely to mention needing help with MEL when compared to partners with more than 6 years of tenure with SFF (76% vs. 64%).

Support around fundraising, monitoring and evaluation, and strategic planning are partners’ top requests.

## Top Reported Additional Services

Q: What are some specific services or training that SFF could provide that would be helpful? (n = 264)





# Additional Networks & Organizations

Nearly all partners from the Great Lakes region report they would like to access other funders via SFF – this is the highest proportion amongst all regions. This is also a common need across all regions.

Those who were part of the AVF are more likely than those who are not to report that they wish to access conferences (78% vs. 65%) and technical assistance providers (76% vs. 68%) through SFF.

“We would want to access legal networks to be able to understand issues such as giving consent forms to beneficiaries when doing activities like taking pictures.”  
- Grantee-partner, Southern Africa

The top reported opportunities that partners seek include other funders, conferences, and technical assistance providers.

## Top Reported Additional Networks and Organizations

Q: What other types of networks / organizations would you want to access through SFF? (n = 264)

	Kenya (n = 52)	Uganda (n = 59)	Tanzania (n = 49)	Great Lakes (n = 58)	Southern Africa (n = 34)	West Africa and Global (n = 12)
Theme #1	<div><div></div>92%</div>	<div><div></div>93%</div>	<div><div></div>92%</div>	<div><div></div>97%</div>	<div><div></div>91%</div>	<div><div></div>92%</div>
Theme #2	<div><div></div>75%</div>	<div><div></div>73%</div>	<div><div></div>78%</div>	<div><div></div>69%</div>	<div><div></div>79%</div>	<div><div></div>83%</div>
Theme #3	<div><div></div>64%</div>	<div><div></div>70%</div>	<div><div></div>71%</div>	<div><div></div>66%</div>	<div><div></div>74%</div>	<div><div></div>75%</div>

Key:

Other funders

Conferences

Government

Technical assistance providers

Fellowships

Other grantee-partners

# Additional Areas of Support

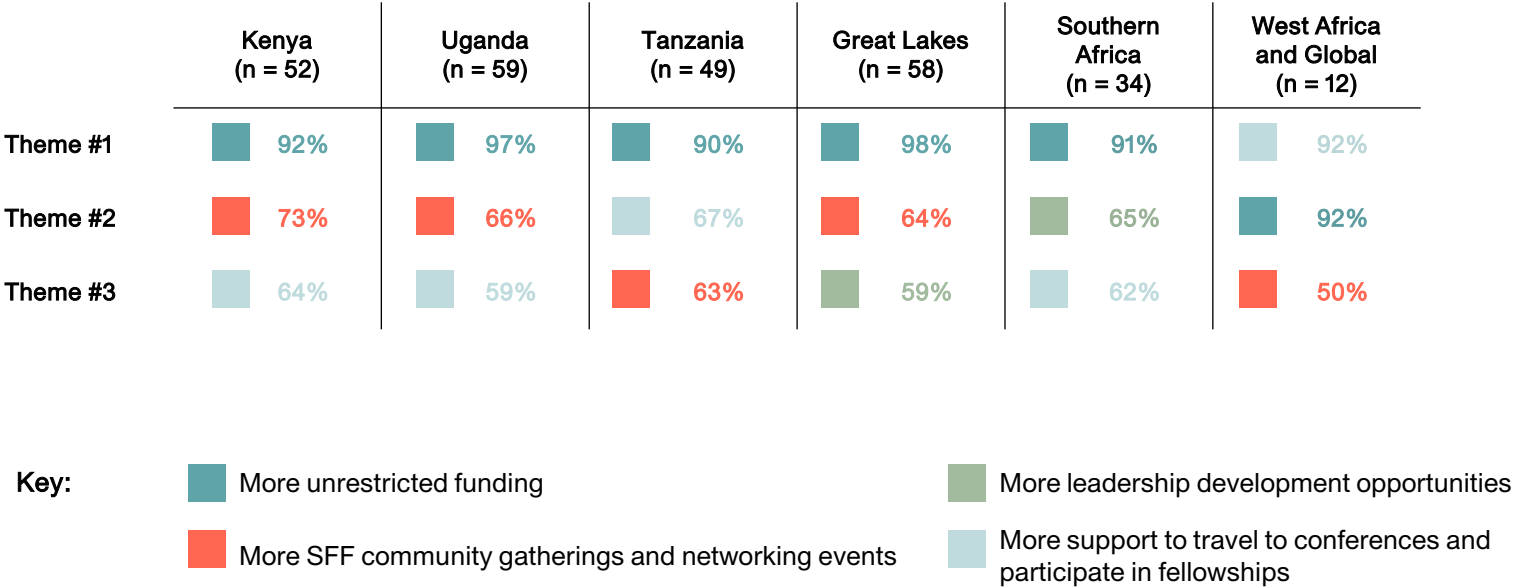
Compared to other regions, partners in the Great Lakes region are most likely to report needing more unrestricted funding (98%), while those in Kenya are the most likely to report that they need more SFF community gatherings and networking events (73%).

Partners with a tenure of more than 6 years are more likely to express a need for SFF community gatherings and networking events compared to those with a tenure of less than 6 years (72% vs. 60%). Moreover, those who have participated in AVF are more likely to report this need, compared to those who haven't (73% vs. 62%).

More unrestricted funding and more networking events are the top additional areas of support that partners report.

## Additional Areas of Support

Q: What specific needs do you have from SFF that would better support your organization to meet its goals?



Key:

More unrestricted funding

More leadership development opportunities

More SFF community gatherings and networking events

More support to travel to conferences and participate in fellowships

# Closing Thoughts

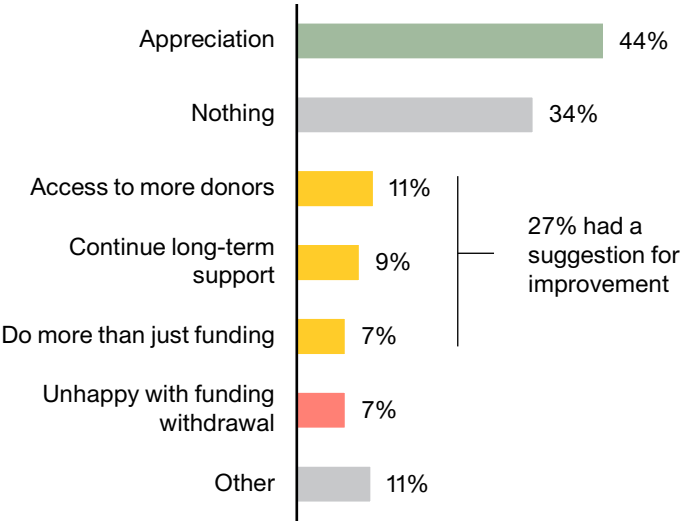
At the end of the interview, we asked, as we always do, whether there was anything else partners would like to share.

27% of those we interviewed had a suggestion for improvement.

Nearly half of SFF’s partners expressed appreciation. In addition, access to more donors and continuing long-term support are the most common comments that partners wished to share.

## Closing Thoughts

Q: Is there anything else you’d like to share related to what we’ve been talking about? (n = x).  
Open-ended, coded by 60 Decibels.

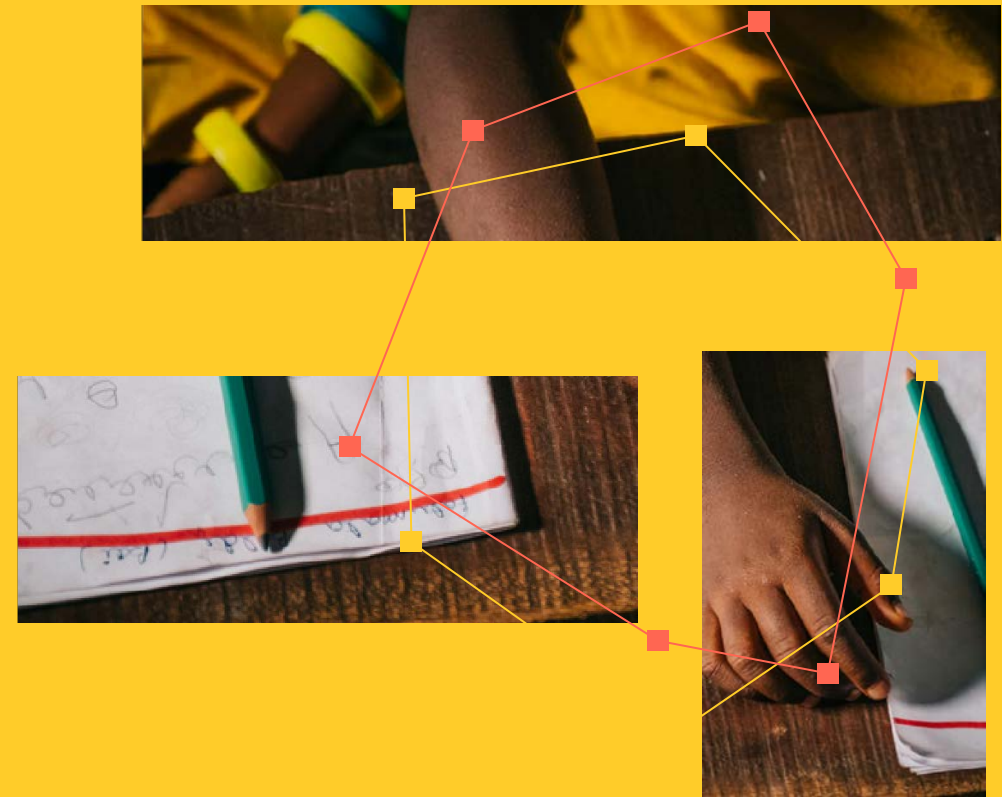


“A big thank you to SFF, even if our grant is coming to an end. We are still safe because of the connections we got with other funders. But given the opportunity, we would be with them forever.” – Grantee-partner, Great Lakes”

“I would request SFF to think about mentoring and coaching its grantees.” – Grantee-partner, West Africa and Global

# What Next?

## ...& Appendix



# How to Make the Most of These Insights

Here are ideas for ways to engage your team and use these results to fuel discussion and inform decisions.

## What You Could Do Next. An Idea Checklist From Us To You :-)

Engage Your Team	<input type="checkbox"/>	Send deck to team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!
	<input type="checkbox"/>	Set up team meeting & discuss what's most important, celebrate the positives & identify next steps
Spread The Word	<input type="checkbox"/>	Reach a wider audience on social media & show you're invested in your partners.
Close The Loop	<input type="checkbox"/>	We recommend posting on social media/website/blasting an email saying a 'thank you to everyone who took part in the recent survey with our research partner 60 Decibels, your feedback is valued, and as a result, we'll be working on XYZ'
	<input type="checkbox"/>	If you can, address partner challenges and/or suggestions to show you care.
	<input type="checkbox"/>	After reading this deck, don't forget to <a href="#">let us know what you thought!</a>
Take Action!	<input type="checkbox"/>	Collate ideas from team into action plan including responsibilities
	<input type="checkbox"/>	Keep us updated, we'd love to know what changes you make based on these insights

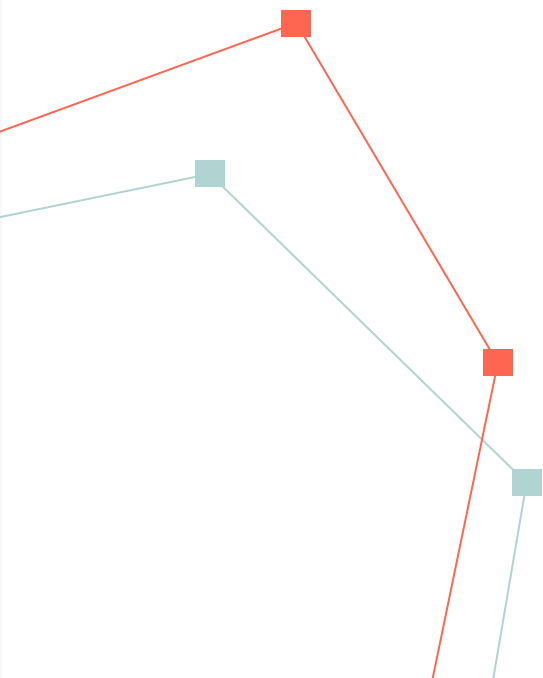
# Calculations & Definitions

For those who like to geek out, here’s a summary of some of the calculations we used in this deck.

Metric	Calculation
Net Promoter Score®	The Net Promoter Score is a common gauge of customer loyalty. It is measured through asking customers to rate their likelihood to recommend your service to a friend on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of customers rating 9 or 10 out of 10 ('Promoters') minus the % of customers rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.



# Summary Of Data Collected



264 phone interviews completed in February and April 2023

Methodology

Survey mode	78% Zoom calls 22% Phone calls
Country	Multiple
Languages	English, French
Dates	February and April, 2023
Sampling	264 grantee-partners sampled from full partner database of 350 contacts shared by SFF.
Response rate	75%
Average time p/interview	37 mins

Responses Collected

Partners	264
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Sampling

	% sample	% population
% Kenya	20%	20%
% Uganda	22%	20%
% Tanzania	19%	17%
% Great Lakes	22%	20%
% Southern Africa	13%	14%
% West Africa and Global	5%	8%

Accuracy

Confidence Level	~95%
Margin of error	~3%

Research Assistant Gender

Female	3
Male	3

# Thank You For Working With Us!


Let's do it again sometime.

## About 60 Decibels

60 Decibels makes it easy to listen to the people who matter most. 60 Decibels is an impact measurement company that helps organizations around the world better understand their customers, suppliers, and beneficiaries. Its proprietary approach, Lean Data, brings customer-centricity, speed and responsiveness to impact measurement.

60 Decibels has a network of 830+ trained Lean Data researchers in 70+ countries who speak directly to customers to understand their lived experience. By combining voice, SMS, and other technologies to collect data remotely with proprietary survey tools, 60 Decibels helps clients listen more effectively and benchmark their social performance against their peers.

60 Decibels has offices in London, Nairobi, New York, and Bengaluru. To learn more, visit [60decibels.com](https://60decibels.com).

We are proud to be a Climate Positive company. 

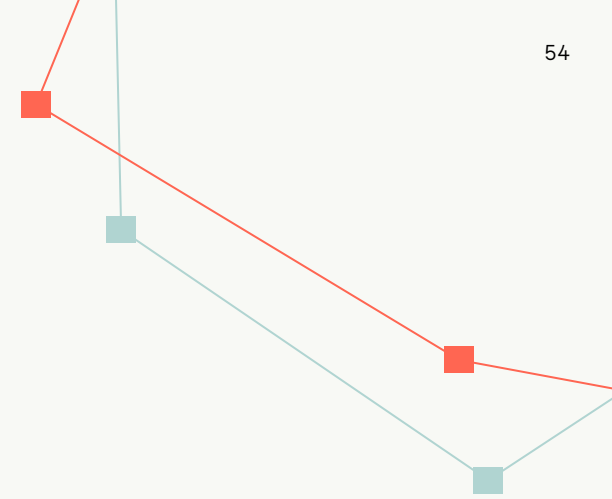
## Your Feedback

We'd love to hear your feedback on the 60dB process; take 5 minutes to fill out our [feedback survey](#)!

## Acknowledgements

Thank you to Gladys Onyango and Beth Head for their support throughout the project.

This work was generously sponsored by Segal Family Foundation.



SFF is a partner who does so much more than just giving money.  
- Grantee-partner, Southern Africa

Segal is just like family.  
- Grantee-partner, Uganda

SFF came to us, small as we were.  
- Grantee-partner, Tanzania

They are like a big brother  
> who coaches you,  
> uplifts you, and  
> walks alongside you all  
the way.  
- Grantee-partner, Southern  
Africa

Nilah Mitchell

Achyut Rokkam

Srinidhi Balaji

Joyce Nyokabi

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