# SPRING 2020 PARTNERSHIP SURVEY: FINDINGS & ANALYSIS

*April 30, 2020*

Written by the Internews Partnerships Accountability Team

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## EXECUTIVE SUMMARY:

The Internews Partnership Survey was distributed to all organizations that have received funding through Internews between January 2019 and March 2020. Our goal is to better understand their experience working with Internews and how we can best serve their needs and strengthen these relationships. moving forward. It was **distributed to a list of 750 individuals** in each region Internews works who are listed as primary contacts for Internews subawards. A total of **209 people responded to the full survey**, which asked respondents to identify themselves in order to better understand the context of their comments. And **29 provided** anonymous **feedback** through a separate online form. Our response rate was approximately 32%[1]. The survey was conducted between March 12 and April 11, 2020. Respondents lived and worked in more than 55 different countries around the world.

Overall, **respondents said collaboration with Internews is a positive experience** and would like to continue working with us in future projects. On a rating from 1-5 with 5 being the best, Internews received an average score of 4.54. More than half of respondents said their experience working with Internews is *better* than other organizations from which they receive funding, while 41% said it was *equal*, and 0.5% (five people) said it was *worse*.

**Partners would like more support in several areas**, including budgets and financial reports; documenting activities, successes, and challenges of projects; and institutional support, such as trainings, capacity building, and technical support. Specifically, partners would like more training in human rights and journalism, as well as technical training, such as leadership, project implementation, fundraising, and IT. We also noted that about half of respondents said Internews assisted them with strategic planning, and all of those (81 of 81) said it was useful.

**Additionally, partners also suggested some adjustments to how we work**, most frequently seeking more flexibility with funding and more funding opportunities; more opportunities to connect and share knowledge and experiences with other Internews partners; longer funding durations; and for Internews to provide more feedback on their progress and more frequently promote partners' success stories.

**Partners reported that working with Internews has added value to their organization or professional career** in numerous ways. Specifically, partners said they have increased or improved their professional relationships; their skills and knowledge have improved, including leadership, writing, and technical skills; they have gained professional and organizational development, such as improved efficiency and operational improvements; they are more financially stable and their financing and accounting skills have improved; and finally, their credibility and reputation as an organization has improved, such as increased visibility and recognition as a professional in their field.

Of 29 responses, **seven anonymous respondents included critical feedback**, including budget constraints, slow processes, a request for more journalism trainings, the need for more flexibility, and better communication between Internews and local staff.

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[1] Due to data errors or other factors, some of the 750 partners may not have received the survey due to email account issues. Due to the nature of anonymous feedback forms, it is impossible to determine how many respondents to the anonymous survey also completed the full survey. The participation rate is thus an estimation.

## ADDITIONAL TAKEAWAYS ON THE SURVEY PROCESS:

- While we were satisfied with the participation rate for the survey (~32% of the distribution list), it is possible that the emerging coronavirus pandemic depressed participation to some extent. Future surveys under more typical circumstances may result in higher participation.
- Feedback was almost uniformly positive. While the non-anonymous nature of the main survey may have discouraged candid feedback, the critiques in the anonymous form were a fraction of the overall response we received.
- The vast majority of responses were in English (152), despite providing translated versions of the survey in Russian (40), French (9), Spanish (4), and Arabic (4).
- Due to the above, the Partnerships Accountability team will explore more targeted follow-ups with specific respondents to the survey to receive more detailed, candid and actionable feedback.
- Our initial plan was to repeat this survey in the Fall of 2020. We will likely do so, possibly with minor adjustments to the format.

The Internews Partnership Survey was distributed to all organizations that have received funding through Internews between January 2019 and March 2020.  It was **distributed to a list of 750 individuals across approximately 700** unique organizations who are listed as primary contacts for Internews subawards. A total of **209 people responded to the full survey**, which asked respondents to identify themselves in order to better understand the context of their comments. Also, **29 provided anonymous feedback** through a separate online form. Thus, our response rate was approximately 32%. The survey was conducted between **March 12 and April 11, 2020**.

The survey helped us gather background information, such as where partners are located, how long they have worked with us, and the purpose of the funding they received. We also asked partners to assess their experience working with Internews, from trainings on programmatic activities to completing financial reports. Additionally, we asked several open-ended questions for partners to provide more detailed feedback on how we can better serve their needs or address concerns.

**Data and Feedback:**

Feedback was overall favorable and included numerous helpful suggestions for how we can further strengthen our relationship with partners and provide the tools and support they need to implement projects and do their work.

Respondents **live in 55 different countries** and **work with Internews in 58 different countries**.
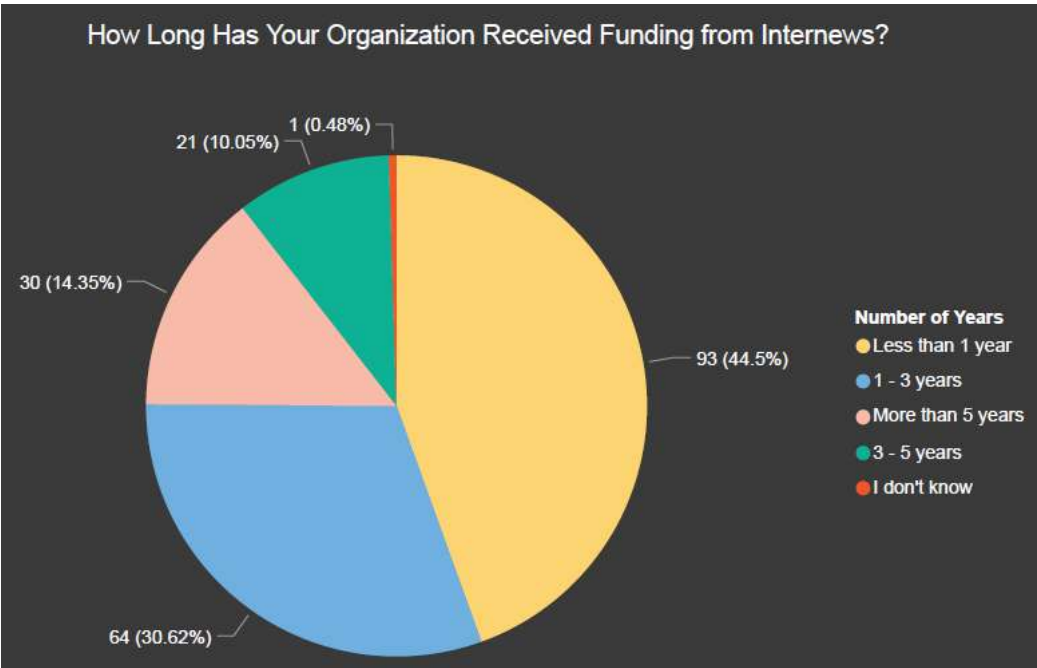
**Response Language Breakdown:**

| | |
|---|---|
| **English** | 152 |
| **Russian** | 40 |
| **French** | 9 |
| **Arabic** | 4 |
| **Spanish** | 4 |

# FINDINGS:

Almost half of respondents reported that they have worked with Internews for less than one year, and about 30% have worked with us for 1-3 years.



Respondents were also asked whether they agreed or disagreed with the following statements:

  a. Internews staff respond to my requests in a timely manner
  b. Internews funding was driven by my needs
  c. Internews staff are respectful in our interactions
  d. Internews clearly explained all reporting requirements
  e. I am encouraged to provide feedback
  f. If I have a question, I know who to contact at Internews
  g. My feedback is incorporated into the program
  h. I would work with Internews in the future

Almost all respondents (ranging from 85-95%) said that they either agreed or strongly agreed with the above statements, while a few remained neutral or disagreed. All but 10 respondents (5 neutral; 5 strongly disagreed) said they would work with Internews in the future.

Additionally, more than half of respondents (56.5%) said that their experience working with Internews is better than other organizations from which they receive funding, while 41% said it was equal, and 2.5% (five people) said it was worse.

**Document Sharing:**

Internews partners were asked whether we share the following documents with them:

a. Project proposal narrative
b. Project work plan
c. Project deliverables from other partners
d. Budget information on other components
e. M&E Plans and Findings

The answers to these questions were the most varied of the entire survey. While 92% said we do share the project proposal narrative, almost half said they did not receive budget information, and 59% said they did not receive project deliverables from other partners. These responses correspond to several answers to the open-ended questions, which included requests for more clarity or assistance with budgeting and project implementation.

**Internews Processes:**

We asked partners to evaluate the difficulty of procedural requirements or processes, including:

a. Receiving required approvals
b. Receiving payment or reimbursement for expenses
c. Complying with subaward rules
d. Submitting programmatic reports
e. Submitting financial reports
f. Traveling with award funds
g. Resolving problems that occur during the grant

Responses to these questions also varied. Partners seemed to have the most difficulty with complying with subaward rules, receiving required approvals, and traveling with award funds. However, a majority said complying with the above processes were easy or very easy.

QUESTION: IN WHICH AREAS DO YOU THINK YOU NEED MORE SUPPORT? (MULTIPLE SELECTIONS ALLOWED)

Partners would like more support in M&E (33.52% of all selections), documenting their activities, successes and challenges (25%), budgeting (22.16%) and completing financial reports (18.75%).
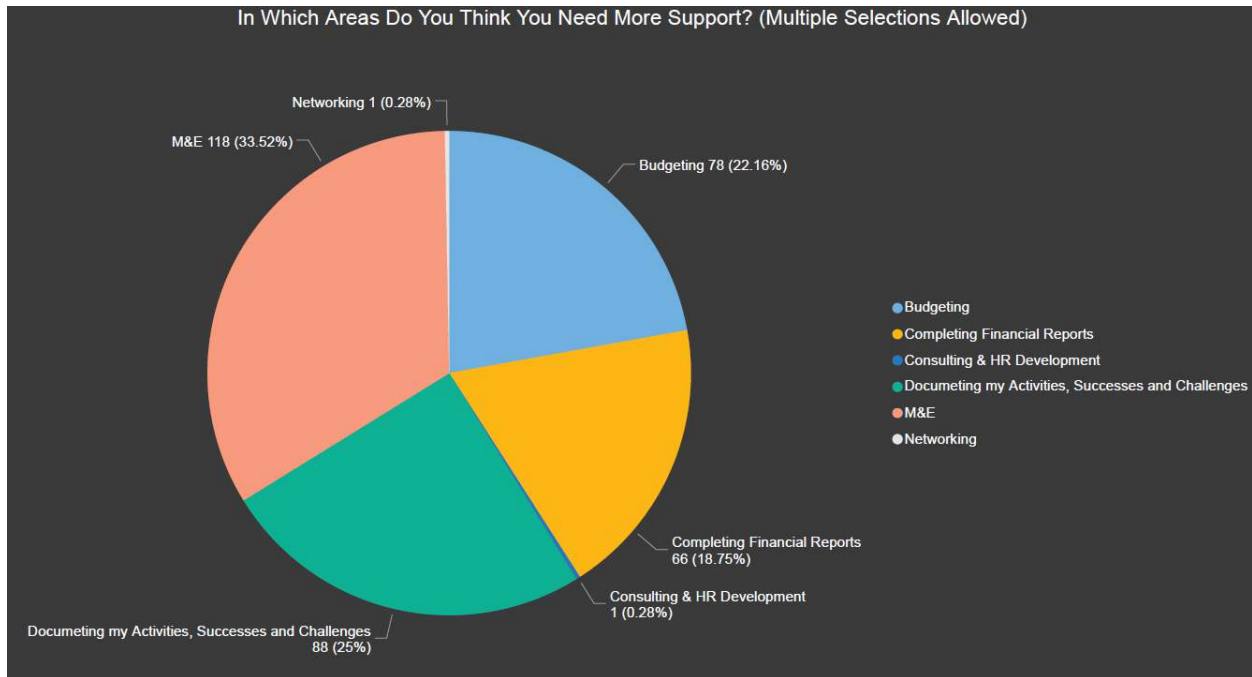


**Partners would like to receive information from Internews about... (Multiple selections allowed)**

a. Updates about Internews
b. Summaries of Global Conferences and events Internews attends
c. Suggested articles, reports and other materials
d. Other Internews partners and their work
e. Opportunities to meet up with other Internews partners
f. Grant and conference opportunities
g. Internews tools and resources
h. Open webinars or trainings
i. Opportunities to meet up with Internews staff

Responses to this question were almost exactly evenly distributed, though the most popular answers were grant and conference opportunities (15.27%of all selections), Internews tools and resources (12.9%), and open webinars or trainings (12.82%). This also corresponds to feedback to the open-ended questions.
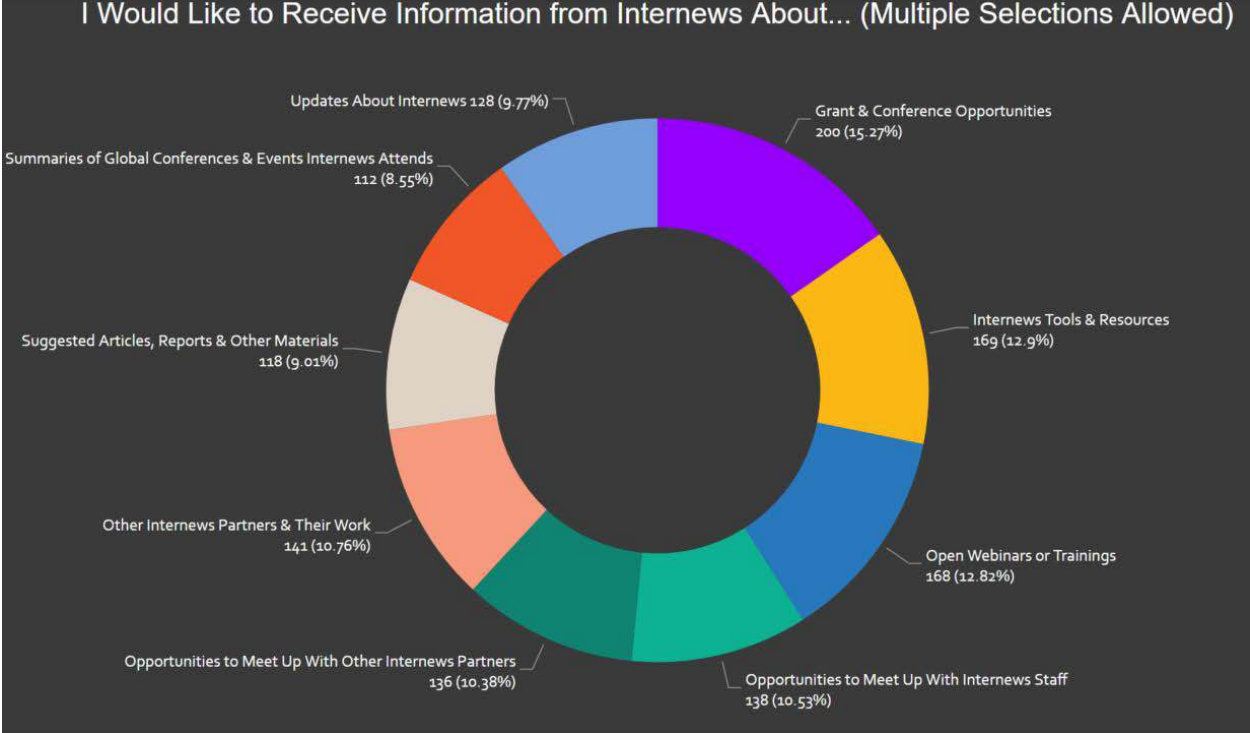


I Would Like to Receive Information from Internews About... (Multiple Selections Allowed)

- Updates About Internews 128 (9.77%)
- Summaries of Global Conferences & Events Internews Attends 112 (8.55%)
- Suggested Articles, Reports & Other Materials 118 (9.01%)
- Other Internews Partners & Their Work 141 (10.76%)
- Opportunities to Meet Up With Other Internews Partners 136 (10.38%)
- Grant & Conference Opportunities 200 (15.27%)
- Internews Tools & Resources 169 (12.9%)
- Open Webinars or Trainings 168 (12.82%)
- Opportunities to Meet Up With Internews Staff 138 (10.53%)

**Overall Experience Working with Internews:**

On a rating from 1-5, Internews received an average score of 4.54.

Response breakdown:

| Rating | Number of Responses |
|--------|---------------------|
| 5 | 133 |
| 4 | 50 |
| 3 | 11 |
| 2 | 4 |
| 1 | 1 |

**\*See appendix for exact numbers and percentages for all close-ended responses.**

**Coding Process and Analysis:** Each open-ended question was individually coded based on all the partners' responses. The coding process involves labeling and organizing qualitative data in order to draw insights and identify themes in the responses and quantifying it. The responses were manually coded using an inductive method of coding, which creates categories, or "codes," based on the data itself.

**Challenges:** Numerous respondents used languages other than English to respond to the survey, which has the potential for misinterpretation or inexact translations. Additionally, the language or word choice used, whether originally written in English or in another language, was sometimes inconsistent, or answers were vague or short. This made it challenging to discern their exact meaning. For example, training and capacity building were sometimes used interchangeably, or sentences were incomplete. Some categories also overlapped each other, such as financial support and grant application support.

### QUESTION: HAS INTERNEWS HELPED YOU BUILD A STRATEGIC PLAN? IF SO, IS IT USEFUL?
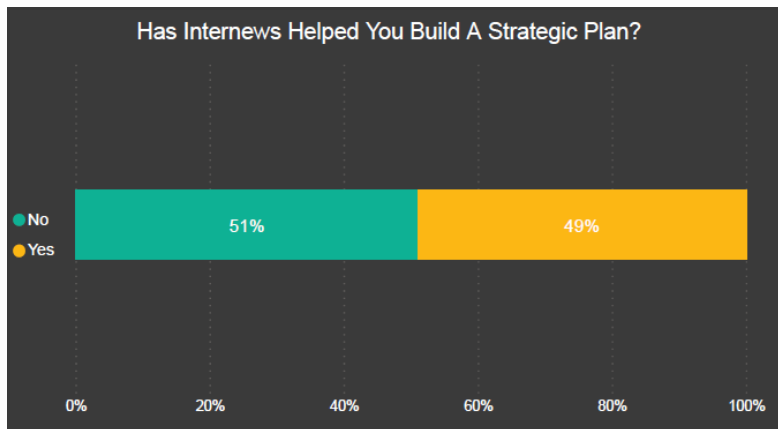


Just under half of respondents (81 out of 167) said Internews helped them build a strategic plan. **All 81 said this help was useful**. The phrase "very useful" or similar wording was used eight times to describe Internews' help.

Just over half of respondents said they did not receive help in building a strategic plan, but several expressed interest in receiving such help. Six said they have yet to receive our help, likely indicating their projects are still in the beginning stages. One respondent indicated they they've received assistance in the past, but no longer do: *"Yes, in 2013 it was useful. Since then there was no alike help."*

A few respondents also indicated that strategic planning assistance has helped them in other ways:

*"Yes. The framework developed for the project was helpful to the extent that I'm also considering using it for other projects that don't involve Internews."*

*"The OCA activities are very helpful for us. It has helped us look back on what we have got and what we need to improve to make our organization work efficiently and sustainably."*

**Takeaway:** The strategic planning Internews provides is almost always helpful. However, several partners indicated that although they did not receive this help, they would find it useful in future collaborations.

## QUESTION: HAVE YOU RECEIVED LEADERSHIP OR MANAGEMENT TRAINING? IF SO, IS IT USEFUL?
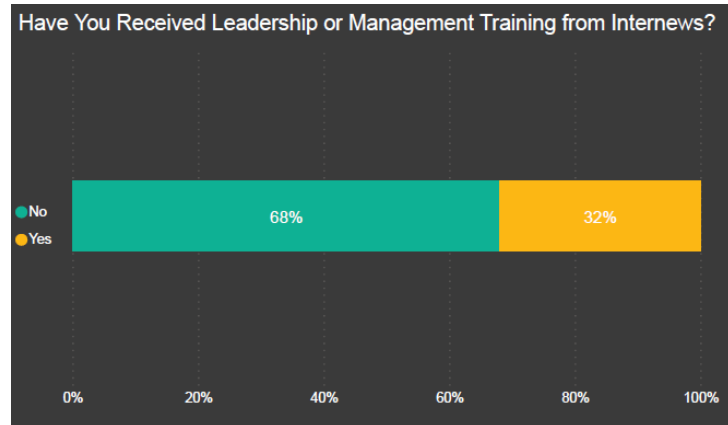


Approximately 32% (52 out of 166) said they have received leadership or management training from Internews. All but one said this training was useful. Sixty-eight percent (113) said they did *not* receive such training. Twenty-four people gave positive feedback in relation to receiving training. Fourteen respondents said the training they received was "very useful," or used similar phrasing.

One participant said the training they received was "extremely useful," and emphasized that Internews should organize more of such trainings. Several others who did not receive leadership trainings expressed interest in receiving them, including one respondent who said, "Not yet, this is a great need."

Only one respondent said the trainings were not useful, giving mixed feedback: *"A little. Sometimes useful, sometimes has a negative impact on our limited resources and time."*

Responses to two other open-ended questions also indicated a strong interest in more leadership and management trainings. These topics will be discussed later in this report.

**Takeaway:** Almost all respondents believe the leadership and management trainings they received were useful for them, and many of those who did not receive such training would like future trainings to include these skills.

## QUESTION: HAS INTERNEWS ADDED VALUE TO YOUR ORGANIZATION OR PROFESSIONAL CAREER OUTSIDE OF FORMAL PROJECTS AND SUBGRANTS? IF SO, PLEASE EXPLAIN.



About 88% of respondents (150 out of 168) said working with Internews has added value to their organization or professional career. Four percent (7 out of 168) said no value was added to their careers. Two people said they were unsure, and 10 said it was not applicable to them.

Several respondents replied, "not yet." These were categorized as N/A. These responses likely indicate that their projects are still in early stages, so it is too soon for them to determine.
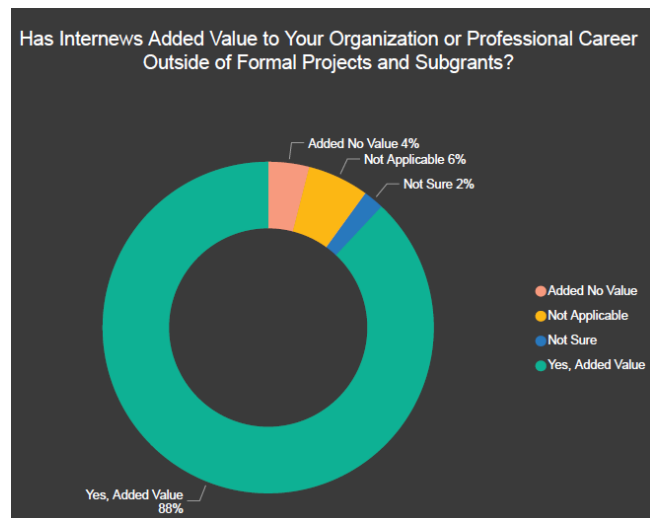
Coding: Responses to this question were categorized into seven main codes:

    i.        Relationships, Connections
    ii.       Skills/Knowledge
    iii.     Professional Development
    iv.     Organizational Development
    v.       Finances
    vi.     Reputation

**Professional Development**

Partners most frequently mentioned professional development (20) for how working with Internews has added value to their career. These respondents said they have improved their own professional skills, gained experience, become more efficient, and have gained new work opportunities.

Subcategories:

| Professional Development | 20 |
|---|---|
| Experience | 9 |
| New professional opportunities | 6 |
| Improved Efficiency | 2 |

Examples:

*"Yes. Each experience generates learning and growth, which gives us more and more reason to continue supporting the initiatives of institutions like you."*

*"Our team is now more professional and experienced in the field of production and broadcasting of TV programs."*

*"Yes, thanks to the partial support of Internews, the Organization has the opportunity to continue working in the direction of protecting the rights of journalists and the media and to develop professionally."*

**Organizational Development:**

The second most frequently discussed topic includes organizational development (broadly), improved stability and workplace communication, and operational improvement or development. Several respondents said that they have taken the tools they used or experience they gained while working with Internews and applied them in other situations.

This code was broken down into the following categories:

| Organizational Development | 18 |
|---|---|
| Operational Improvements/Development | 3 |
| Stability | 3 |
| Improved Workplace Communication | 2 |

**Examples:**

*"Internews had provided the organization with the opportunity to asses itself, highlight the strengths and flaws and work on the things that can be improved."*

*"Before we joint hand with Internews, we improvised a lot with our team – if not organizational- activities. After receiving our sub-grant, we've followed a useful and accurate guideline to keep our operations standard and accountable. We have also expanded our network of non-profit partners, though, as to keep each other in balance check."*

**Relationships & Connections:**

Numerous respondents also said that their professional networks have grown or improved since working with Internews. For example, respondents reported that their partnerships with other organizations have increased or improved, their relationships with their audience has expanded or improved, and that their understanding of marginalized or vulnerable groups, such as persons with disabilities or women journalists, has improved.

This code was broken down into the following categories:

| | |
|---|---|
| **Increased or Improved Professional Network** | **20** |
| **New Partnerships** | 12 |
| **Expanded or Improved Relationship with Audience/Community** | 6 |
| **Improved Relationship or Understanding of Marginalized Groups** | 5 |
| **Improved Relationship with the Government** | 5 |
| **New Funders** | 3 |
| **Enhanced Online Presence** | 2 |

Two examples:

*"Working with the Internews helped [our organization] to increase its relationship and partnership with Disabled people organisations."*

*"Yes, we have undergone training in the production of programs with vulnerable groups. We have understood that it is necessary that in our community radios we give voice to women, young people, girls, indigenous peoples and all those who are unable to speak on the radio or give their point of view. Seen on a democratic debate in our country. We are now very sensitive to this category of people when we develop our program schedule."*

Five respondents reported that their relationship with the local government has improved, such as increased trust by the government:

*"After project, we felt that our relation [sic] with government and popular bodies extended and now they are interested to be in contact with our team."*

**Skills/Knowledge:**

Respondents reported that their skills in leadership and management, strategic thinking, technical abilities, writing, and research and analysis improved. Additionally, several people reported that their organizations improved or increased content creation.

This code was broken down into the following categories:

| | |
|---|---|
| **Leadership and Management Skills** | 7 |
| **Training** | 7 |
| **Increased Knowledge** | 7 |
| **Technical Skills** | 11 |
| **Improved or Increased Content Creation** | 12 |
| **Thematic Expertise** (ex: GBV, digital rights, human rights, digital security, media literacy) | 6 |
| **Journalist Trainings and Skills** | 7 |
| **Strategic Thinking** | 2 |
| **Research and Analytical Skills** | 2 |
| **Writing Skills** | 5 |
| **Skills** | 4 |

Four people mentioned skills with no context or other details.

Increased understanding and knowledge of thematic topics, such as gender, gender-based violence, digital rights, data rights, digital security, and media literacy were also cited numerous times. Improved skills in journalism and reporting was most frequently mentioned:

*"Absolutely. The Internews continuous support, and most importantly their thorough understanding of journalism has enabled us as a media organization to enrich our content, especially the multimedia one."*

*"Internews organized trainings for journalists that strengthened [our organization's] fact-checking media [and] internal capacities in the areas of mobile and multimedia journalism."*

**Finances:**

This code was broken down into the following categories:

| | |
|---|---|
| **Financial Stability** | 3 |
| **Finance and Accounting Skills** | 6 |

This code had the least number of mentions and encompasses both improved financial stability and improved finance and accounting skills, such as financial reporting and cost savings skills.

Examples include:

*"Our organization has become more financially independent and stable in the market. Employees mastered new skills and tools in their profession."*

*"Yes, it strengthened our capacity in financial report writing as well as narrative."*

*"Increased capacity in the preparation of financial statements and financial discipline, in general."*

**Reputation:**

This code encompasses positive effects on professional reputation, whether individually or as an organization, improved credibility, increased recognition as a professional in [my] field, increased visibility, and improved information sharing.

This code was broken down into the following categories:

| Reputation | 9 |
|---|---|
| Credibility | 8 |
| Recognition as a Professional in My Field | 5 |
| Increased Visibility | 9 |
| Improved Information Sharing | 2 |

Several of these subcategories overlap or are similar in meaning, but each code was determined based on the frequency of which they were mentioned in the feedback.

Some examples:

*"The work and the partnership with Internews was [sic] a high value for our organization, as Internews is an international and solid organization and the partnership with it gave credibility to our organization, whether for the target group or other organizations."*

*"[My organization] is currently one of the rare and credible local organizations in the province [redacted]…It is also because of the funding received from Internews which promotes broadcast citizen debates.*

*"Yes, I collaborated with Internews and managed to realize myself and show my strengths in my field. Many recognize me as a good specialist, and our organization as one of the leaders in the regions of the country."*

*"We had been retained as an international consultant to train journalists for community radio stations in Central Africa on the production of magazines sensitive to conflicts, respect for rights and duties."*

*"Definitely, without Internews my organization could not have been able to survive the first year of existence. We did so much work to lay the foundations of our organization and people to know us,,, and we were able to continue along the path thanks to Internews budget. Now people know us and trust us."*

A total of 169 respondents answered this question. Thirteen of them responded with "N/A" or had nothing to add. Most of the responses were in English (119), followed by Russian (34), French (9), Arabic (4), and Spanish (3).

The codes are organized into five broad categories:

i.   Training
ii.  Networking
iii. Institutional/Operational Support
iv.  Feedback/Communication
v.   Grants/Financial Reports/Programmatic Support

*Note: This question proved to be the most difficult to code, with many responses and categories overlapping, containing multiple codes, or lacked clarity on the part of the respondent. Some respondents did not provide context in their comments or were vague. One example: "reports" is mentioned 18 times without specification on what kind of report the respondent means. For this reason, "reports" has its own subcategory under the fifth category of coding, separate from "financial reports."*

**Training:**

"Training" was referenced 25 times, without any specifics on the type of training. For this reason, it has its own separate category. The responses to this question were categorized based on two separate definitions of training.

| |
|---|
| **Definition 1:** Thematic; trainings for how I can help others<br>Examples: Human rights, gender-based violence, digital rights training |
| **Definition 2:** Technical/operational; how to help myself or my organization (often overlapping with capacity building)<br>Examples: Leadership, project implementation, IT training |

The "Training" code focuses only on the first definition of training, while the second definition has been incorporated into the "Institutional/Operational Support" code, since it frequently overlaps with capacity building, and respondents often lumped the two subjects together.

This code was broken down into the following subcategories:

| | |
|---|---|
| **Journalism** (ex: investigative journalism, environmental journalism, data journalism) | 19 |
| **Human Rights** (ex: digital rights) | 3 |
| **Gender** (ex: GBV) | 2 |
| **Press Freedom** | 1 |
| **Security (ex:** digital security, physical security) | 3 |

Journalism training was the most referenced type of training by far. Most responses did not specify on the type of journalism training, but some included specific topics, like investigative journalism, data journalism, journalism training for women, and environmental journalism. For example, on respondent said, *"Training young journalist [sic] to prepare investigative reports on corruption."* Another respondent said they would like to see *"Continuous training of new personnel in the standards and values of modern journalism."*

**Networking:**

Numerous respondents expressed the desire to work with or connect with other Internews partner organizations and share experiences and ideas.

This code was broken down into the following categories:

| | |
|---|---|
| **Networking** | 14 |
| **Facilitate connections with other Internews partners** (ex: exchange of ideas, exchange of experiences, workshops, exchange programs, sharing and cross-learning) | 20 |
| **Conferences** (ex: professional conferences (global and domestic), financing for participation, offer remote attendance, more invitations to conferences) | 10 |

Networking was referenced 14 times with little to no detail on specifics. However, numerous respondents said they would like Internews to help facilitate connection with other Internews partners, often through workshops or meetings with other partners.

These comments match the responses to the close-ended question asking partners what information they would like to receive from Internews, where 141 out of 209 said they would like to receive more information about other partners and their work, and 136 said they would like more opportunities to meet up with other Internews partners.

Additionally, 10 responses expressed interest in attending more conferences, such as more invitations to conferences, financing their participation, and offering remote attendance. This feedback also reflects the same question in which 200 respondents said they would like more information on grants and conference opportunities, and 112 said they would like to receive more information on summaries of global conferences and events Internews attends.

Some examples of responses:

*"Organize a platform for Central Asian partners to exchange work experience."*

*"Support to attend the conference in regional or global level on the issue that related the program to upscale the organization knowledge and experience."*

**Institutional/Operational Support**

This code encompasses feedback dealing with operational support, technical equipment or support, and institutional support like mentoring and capacity building for trainings in leadership and management.

This code was broken down into the following subcategories:

| | |
|---|---|
| **Capacity Building** | 18 |
| **Provide Technical Equipment** (ex: IT equipment, radio, digital, audio/visual, office equipment, TV, cameras, mics, transmitter, online tools) | 15 |
| **Mentoring** | 11 |
| **Fundraising and Funding** | 31 |
| **Technical Support** | 9 |
| **Technology (IT) Training/Support** | 4 |
| **Institutional Support** (ex: organizational support, core support, human development) | 12 |
| **Leadership and Management** (Capacity Building/Training) | 16 |

"Capacity building" and "technical support" were both frequently referenced without any details or specifics. Numerous respondents also reported that they would like more training in IT and audio/visual tools, and they would like Internews to either provide more equipment or that we provide funding so they can purchase them.

The Fundraising and Funding subcategory includes requests for more financial support, fundraising training, and guidance on how to become more financially independent as an organization.

*Note: It was sometimes difficult to discern feedback about financial support. Some responses just said, "finances," or "financial support," without specifying whether they would like more support with financial reports for projects or if they would like more funding to implement such projects. This section includes feedback related to financial assistance as an organization. Anything related to financial reports for projects was coded under Grants/Financial Reports/Programmatic Support. Some of these codes may overlap slightly.*

Some responses include:

*"Capacity building of members in fundraising other grants connective with other partners to diversify activities."*

*"Professional training for managers on monetization of affiliate media."*

*"Training on monetization."*

**Feedback/Communication:**

This code was broken down into the following subcategories:

| | |
|---|---|
| **Internews promoting and sharing partner successes** | 9 |
| **More/Regular feedback** | 8 |
| **Communication** | 8 |
| **Information Sharing** | 4 |

Numerous respondents said they would like Internews to promote our partners' work and share success stories more frequently. Partners also would like more feedback on their progress, as well as more communication and information sharing. Several noted that they would like more feedback on why their grant application was not approved, or why some applications were successful over others.

Some examples:

*"Information is needed on completed projects successfully/not. What experience is gained? How to take advantage of successful experience?"*

*"Documentation of our activities, successes, and problems."*

*"Communication between Internews and grantor must be a two-way, correct and ethical."*

**Grants/Financial Reports/Programmatic Support:**

This code was the largest and most complicated to organize and categorize. It contains topics like respondents requesting more guidance with the grant application process, longer project duration, programmatic support, project management, and assistance with budgets and financial reports.

This code was broken down into the following subcategories:

| | |
|---|---|
| **Grant Application Process** | 17 |
| **Duration of Project** (ex: more projects, long-term projects) | 30 |
| **Project Management** | 21 |
| **Financial Reports** | 10 |
| **Reports** | 18 |
| **Monitoring & Evaluation** | 12 |
| **Narrative Writing** | 4 |
| **Budgets** | 13 |
| **Proposal Process** | 8 |

**Grant Application Process:**

Several respondents asked for more feedback on why some grant applications were selected over others. Even if Internews cannot respond to each applicant individually, one respondent asked that we "*at least emphasize the general shortcomings of all participants who did not go further.*" Receiving this kind of feedback would help them in future grant applications.

Other respondents asked for funding requirements to be broadened, training on grant applications, clarity on how applications are being evaluated, and for Internews to post on social media in case of delays of grant application announcements.

**Duration of Project:**

Numerous respondents asked for longer project duration, as well as more opportunities to work with Internews. This was one of the most frequently mentioned requests, particularly that projects last "longer than one year."

Longer project time would allow partners to better achieve their organizational goals and have a greater impact in their communities.

Examples:

*"More long-term projects and financial support that will ensure the stability of the medium and the team."*

*"To make greater capacity and impact, long term partnership is required."*

**Project Management:**

Partners also would like more assistance or trainings on project development and implementation throughout the entire project. Some respondents also requested for more flexibility with decision-making related directly to the project, but might need assistance with technical aspects, such as writing reports. For example, one respondent said*, "Have in mind that people included in projects are more experienced, educated in making project happen than in writing reports and summaries, try to provide some kind of assistance."*

**Financial Reports:**

*Note: It was sometimes difficult to discern feedback about finances. Some responses just said, "finances," or "financial support," without specifying whether they would like more support with financial reports for projects or if they would like more funding to implement such projects. This section includes financial support dealing only with financial reports related to project implementation. Anything related to financial assistance generally was coded under Institutional/Operational Support.*

Several respondents requested that Internews provide more support with writing financial reports, such as making reports "easier," trainings on writing financial reports, improve deadlines, and to reduce the number of reports partners must complete.

**Reports:**

"Reports" were referenced 18 times, without specification on the type of report. While one can generally deduce that these respondents mean to say financial reports, this was given a separate category to prevent confusion. Partners said they would like extensions on the reporting period, more consultations on report improvement,

simplification of the reporting process, assistance or training with report writing, and more flexibility with reporting requirements.

Some examples:

*"That there is greater flexibility in the requirements for contracting, since sometimes these procedures delay the execution of projects."*

*"More consultations on report improvement."*

**Monitoring & Evaluation and Narrative Writing:**

Partners would like more support or guidance with the monitoring & evaluation and narrative writing process during projects.

**Proposal Process:**

This includes requests for more help in proposal development and writing, quicker approval process, and trainings for project managers for proposal writing.

Some examples:

*"To convene and/or consult potential partners and beneficiaries to assess needs for support and consider their inputs during development of programs and calls for proposals."*

*"Conduct a webinar for project managers and organizations -- on plans, innovations, possible errors in the preparation of the project proposal and reporting."*

*"More visibility regarding the full proposal and work plan of the project, beyond what our Foundation will be implementing."*

**Budgets:**

Several respondents asked for more flexibility with budgets, more assistance with budgeting issues, and an increase in budgets. Again, some answers were vague or only said "budgeting" in response.

Some examples:

*"Provide help with budgeting before the final budget sheet is signed."*

*"Planning and distribution of budgets."*

*"Flexibility in financial support depending on the immediate/current situation and not necessarily sticking to the annual planned activities and budget."*

**Positive Feedback:**

Thirteen respondents said "N/A" or provided no specific feedback for how Internews can better support them or their organization. Several respondents also provided positive comments about their experience working with us.

Some examples:

*"I am pretty satisfied with our collaboration. All those staff were nice, professional and supportive."*

*"Internews has always supported [us]."*

*"We were pleased with the cooperation with the Internews and right now it is hard to imagine what should be done differently."*

*"I do not see what it could be, Internews did it in a way to make the whole process going easy, in non-bureaucratic way, and we appreciate it."*

## QUESTION: WHAT VALUE HAVE OTHER FUNDERS PROVIDED TO YOU OR YOUR TEAM THAT INTERNEWS DID NOT? HAS THAT VALUE CONTINUED AFTER YOUR JOIN PROJECTS OR GRANTS HAVE ENDED?

The responses to this question mirrored the responses to the previous question asking what partners what Internews could do to better support them. There were 152 responses to this question, but 62 had nothing specific to add, or said it was "not applicable" to them because they work with no other funders.

Capacity building, trainings, financial support, and longer project duration were frequently mentioned in response to this question. Additionally, several respondents said that other partners or donors have been more flexible with funding, and their support continues after projects have ended.

*Note: Parts of this section have been redacted or edited in order to remove identifiable information about a respondent or their organization.*

Much of the anonymous feedback was positive or was used for those who participated in the initial survey to clarify or add more detail to their response. Others also just used this space to talk about their projects or to thank Internews for our partnership.

Seven of the 29 anonymous respondents provided more critical feedback. This included issues related to budget constraints, financial assistance, training for journalists, communication between HQ and local staff, and professionalism. A few of these respondents included the name of their organization, while others referenced only the country in which they work or included no identifiable information about themselves.

**Critical Feedback:**

This table summarizes each respondent's comments. Information about organization, region, or other identifiable information has been removed.

| | |
|---|---|
| **1** | This respondent said that their project overall has been a positive experience: Internews is helpful, the process is thought out, and the ideas are good. However, the respondent said they would like smaller media outlets that are not government affiliated to become main partners in their region. They are struggling financially and need financial support in order to conduct their work. Their organization is the only regional media outlet conducting investigations, multimedia content, and are active on social networks. They say the next step for their organization must be monetization, but Internews did not understand their strategy and decided they do not have sales department potential. The respondent feels [we] are losing the information war to fake news and destructive forces. |
| **2** | This respondent says their organization has been collaborating with Internews for a long time. However, Internews' attention has shifted from journalists to NGOs and bloggers, but private broadcasters and professional journalists still need support. There are regions in [my country] where private media and television channels simply die. They ask for focus to return to journalists, rather than bloggers and NGOs. |
| **3** | This respondent discussed how the auditing requirement to partner with Internews conflicts with the [country's] governmental rules. While Internews requires an audit report for grants exceeding XXX USD, [our government] requires an audit report for projects using any amount of money, no matter the sum. |
| **4** | This respondent expressed their positive experience working with Internews and appreciates how [we all] brainstormed together on a previous project. Their only issue was with budget constraints, which seemed to prevent their organization from reaching its full potential. Still, they all reached a compromise to achieve outputs. |
| **5** | This respondent outlined several positive notes about Internews, stating that working together is a unique experience with much benefit for the partner organization. Specifically, the scientific material for exercises is excellent and adds a lot of experience; Internews provides support with information and communication with partners is good; Internews shares information with partners and listens well to notes and comments; they receive helpful instructions, information, and support with accounting. |

| | |
|---|---|
| | They also discussed some negative points, such as issues with the project contract being long overdue; significant reduction in funding from the original proposed budget; slow process in the project's launch procedures and the collection of personnel documents; lack of flexibility regarding the terms of the contract's implementation deadlines. Internews should consider the emergency situation in this country where partners work when managing deadlines. |
| 6 | This respondent said that after their organization submitted a project proposal to Internews, they received a call from an Internews team member asking for some clarification. They sent their response and received another call to negotiate budget and cost. After a week, they received a letter letting them know the proposal was declined. The respondent said this funding was desperately needed to continue building on previous work. The respondent noted they are not sure if the person they communicated with was an Internews employee or not. The person's phone call and negotiation were unprofessional, according to the respondent. |
| 7 | This respondent said that they would like grants to be allocated only to those who are able to conduct work on a professional level, such as footage and content meeting television standards. The respondent asked for Internews to pay closer attention to private television networks. |

APPENDIX:

DATA VISUALIZATION SET 1

DATA VISUALIZATION SET 2