Executive Summary

Vitamin Angels' Constituent Voice Results

In 2016, Vitamin Angels (VA) asked Keystone Accountability to conduct an independent survey of VA's network of field partners (i.e., locally registered non-governmental organizations [NGOs]). Through the survey, VA sought to understand what its field partners say VA does well and what it can do to improve. Surveys in English, French, Spanish, Bahasa Indonesia, Haitian Kreyol, and Tagalog were sent to more than 1,000 partners. In total, 506 partners from 46 countries responded to questions in four categories including: capacity building, administration, relationships, and understanding and learning (Fig. 1).*

![Figure 1](image)

*Scores were analyzed using net promoter analysis – subtracting the “detractors” (or those who select 0-6 on a 10-point scale) from “promoters” (or those who select 9-10 on a 10 point scale).

VA was ranked 7th out of 80 international non-governmental organizations (INGOs) in Keystone's global cohort and received ratings above the global cohort average for the summary scores in each of the four categories of performance (Fig. 1). Individual survey questions were asked on a 10-point scale and overall summary scores for each category fell within the range of -100 to +100. In capacity building, for example, VA scored 26, while the Keystone global cohort scored -11 (Fig. 1).

The Ultimate Question

Field partners were asked to rate how likely they would be to recommend VA to others. The resulting score is strong, and higher than the global cohort average (Fig. 2).

Based on overall responses, Keystone stated that VA is “an organization that listens to its partners and is performing well.”

![Figure 2](image)
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Capacity building

The capacity building category includes questions about how VA supports partner organizations’ technical capacity, advocacy and networking abilities, and overall organizational goals.

Overall, VA provides more capacity building support than all other INGOs benchmarked. VA’s score of 26 is the highest in Keystone’s global cohort (Fig. 1).

However, partners did report the need for VA to provide additional assistance to help strengthen their advocacy and networking abilities. For example, lower scores were reported for VA’s current efforts in providing partners with introductions to other people or networks (VA score: 10, Global cohort score: -18; Fig. 3).

Respondents valued VA’s support in reaching women and children with micronutrients and deworming (VA score: 46; Global cohort score: 5) (Fig. 3). Field partners also like VA’s support to strengthen partners’ technical ability to deliver services to women and children (VA score: 36, Global cohort score: -6; Fig. 3). Most (93%) respondents reported receiving capacity-building materials and trainings.

Field partner feedback on capacity building

“I appreciate in-country training that was done in [my country]. This is good to continue for volunteers to receive additional education. The focus on teaching about nutrition seems key vs. a simple distribution of vitamin products. Rural communities greatly benefit from the education aspect.”

VA should “engage partners more by creating in-country partnership networks to share knowledge, challenges and field experiences.”

“We appreciate the nutritional support Vitamin Angels is giving to our needy children and women. The trainings are very rich and they help us attain necessary skills for hygienic administration of tablets.”
## Administration

The administration category includes questions about the grant application process, monitoring and reporting activities, and how field partners value such activities undertaken by VA.

As compared to the global cohort in the overall category of administration, VA provides more administrative support than most organizations (VA score: 37, Global cohort score: 4; Fig. 1). But when asked about specific types of support received, partners stated VA undertakes less monitoring and reporting activities than other organizations in the global cohort, as seen in all five categories in Fig. 4.

Respondents also attributed the least value to VA’s in-person monitoring visits (VA score: 12, Global cohort score: 36). For example, only 40% of respondents experienced an in-person visit from a VA staff member – a rate much lower than the global cohort average of 95% (Fig. 4).

However, 93% of respondents said they discuss progress by email and phone with VA and 94% of respondents stated that they submit regular reports to VA (Fig. 4). Partners also attribute the most value to discussing progress (VA score: 51, Global cohort score: 36) and submitting regular reports (VA score: 50, Global cohort score: 60).

### Field partner feedback on administration

"Vitamin Angels is very good at monitoring our progress every 6 months. With all that they do, they still remember to get our feedback and provide advice regularly."

"On-site visits should be conducted for mentoring and capacity building. Vitamin Angels should also come and discuss the findings with us."

## Relationships

The relationships category includes questions about respondents’ overall interactions with VA staff members and asks field partners their suggestions for improving relationships.

Field partners rate VA above the global cohort average within the overall category of relationships (VA score: 50, Global cohort score: 20; Fig. 1). However, respondents said that VA does not often seek advice and guidance from its field partners (VA score: -14, Global cohort score: -10; Fig. 5).

Nonetheless, scores for staff attitude are higher than the global cohort, as respondents said that VA staff are respectful, helpful, and capable (VA score: 79, Global cohort score: 50). Field partners also agree that they receive equitable treatment from VA staff (VA score: 67, Global cohort score: 14; Fig. 5).

### Field partner feedback on relationships

"We have a very good relationship. The partnership is not easy because it involves complexities, but it is valuable and critically important to our organization and beneficiaries."

"They demand too many questions which suggests that there is lack of trust and confidence on their side and most of those questions most of the time are too technical and more scientific."

"I’m very impressed with the customer service we receive from Vitamin Angels. Our account manager is amazing and always returns emails in a timely manner, which is much appreciated."
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Understanding & learning

The understanding and learning category includes questions about VA as an organization, if it is a leader in the nutrition sector and is making a global impact.

For the overall category of understanding and learning, respondents rate VA higher than the global cohort average (VA score: 39, Global cohort score: 6; Fig. 1):

However, VA can continue to develop in its ability to learn from mistakes and make improvements to how it works (VA score: 34, Global cohort score: 5; Fig. 6).

Field partners agree that VA is a leading partner to the nutrition community (VA score 58, Global cohort score: 23), and positive changes are taking place in communities around the world because of VA’s work (VA score: 54, Global cohort score: N/A; Fig. 6).

Field partner feedback on understanding & learning

“Thank you so much for the products. They have highly improved nutrition of many children under five years.”

“I appreciate the fact that VA is being very responsive by making this effort to hear from partners anonymously with a view to improving on their already excellent services.”

Next steps

Vitamin Angels would like to thank all of its field partners for taking time to complete this survey. We take your feedback seriously and are in the process of scheduling in-depth discussions with field partners to deepen our interpretation of the feedback we received. We look forward to working with our staff and partners to improve and strengthen our performance together.

To access the full Constituent Voice Report for Vitamin Angels, please visit https://www.vitaminangels.org/financials-and-performance