

REPORT

2015 Annual NPO Partner Survey

From October to December 2015, LIN Center for Community Development conducted its annual NPO partner survey. LIN conducts this annual survey of not-for-profit organizations (NPOs) that are partnered with LIN in order to track their progress, understand the challenges they are facing, as well as LIN's impact on their development. It is our belief that systematic evaluation of LIN services to our NPO partners and our ability to address the priorities and challenges they face will help us to improve and prioritize LIN services, fill existing gaps in our services, and allow us to better report on LIN's impact to key stakeholders.

In previous years, both parts of the survey were conducted in one format at one time: a paper survey that was emailed out. This year, the survey was conducted in two separate parts: Part One – with a focus on quantitative data – was sent out online to all LIN partners via *SurveyGizmo*. LIN asked the NPO Director, Leader or a member of the Management Team to complete the survey on behalf of the organization. A total of 86 surveys were completed and analyzed (46% of LIN NPO Partners). When questions were left blank or answered “not applicable”, calculations were adjusted accordingly.

Part Two – with a focus on qualitative data – was conducted via focus groups using the *Nominal Group Technique*. Two focus groups were conducted with a total of ten participants: Group One consisted of NPOs that reported high satisfaction with LIN's services whereas Group Two included NPOs that reported low satisfaction with LIN's services. The objective of the focus groups was to consider the capacity-building services that LIN provides and discuss the most and least useful service that the NPO's used, a specific time they used this service, and how it assisted (or did not assist) in building their capacity.

We must thank many people for their support with this survey. Firstly, we would like to thank the 86 NPO leaders that took their valuable time to complete the new online version of the survey with thoughtful answers. We would like to extend further appreciation to the ten NPO representatives that participated in the focus groups in late December. Finally, we would also like to thank the *Global Giving Feedback Fund 2015* for providing a grant and mentorship that allowed the LIN team to develop a more robust feedback process in order to collect more meaningful feedback.

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1. NPO Establishment (N=86)¹

Exactly half of the NPO respondents operated for five years or more. Only 18% have ten or more years experience and 9% operated for less than one year.

| <i>Years in Operation</i> | <i>Count</i> | <i>Percentage</i> |
|-------------------------------------|--------------|-------------------|
| Less than 1 year (2015) | 8 | 9% |
| 1 to 2 years (2013 to 2014) | 21 | 24% |
| 3 to 4 years (2011 to 2012) | 14 | 16% |
| 5 to 9 years (2006 to 2010) | 28 | 33% |
| 10 to 19 years (1996 to 2005) | 10 | 12% |
| 20 years or more (1995 and earlier) | 5 | 6% |

54% of the NPO’s consider their date of establishment as the date of their first event or activity. 43% consider the date on their license/registration as the date of their establishment. A small amount considers another date, such as the set up of their Facebook page, announcement of establishment, or agreement between founders.

One-third (36%) of the NPOs responding to our survey were set-up by individuals of the target population (e.g., a person with a disability established an organization to serve other people with disabilities). 29% of NPOs were established by experts in their field (e.g., environmental experts set up an NPO to raise awareness about environmental issues). 20% of NPOs were set-up by an existing agency, organization or network. The remaining 28% were established by groups or individuals who were concerned and wanted to take action to address an issue in the community.



¹ Unless stated otherwise, the population size (N) for the reported data is 86.

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Legal Status of NPOs

60% of our NPO partners have legal permission to operate. 23% of the NPOs have their license (red circle stamp) while 37% operate legally thanks to a relationship with another registered organization, such as umbrella group, agency or organization. Just over one-third (34%) of LIN's NPO partners operate without an official license.



Of the 29 NPOs operating without legal status, 28% are currently in the process of obtaining a license. More than one-third (38%) would like to register but have not yet tried to do so. 17% of the unlicensed organizations reported that they tried to register for official legal status but were unsuccessful. Another 17% reported that they have no need or intention to register for official legal status.

| <i>Why No License (n=29)</i> | <i>Count</i> | <i>Percentage</i> |
|--|--------------|-------------------|
| Plan to register in the future | 11 | 38% |
| Currently trying to register | 8 | 28% |
| Tried to register, but did not succeed | 5 | 17% |
| No plan to register | 5 | 17% |

For the 32 NPO's operating under an existing organization, agency or network, one-third (34%) are working under a mass organization (e.g., Vietnam Youth Union, Vietnam Women's Union, Fatherland Front, etc.). The remaining NPOs operate under a variety of different types of organizations (e.g., Social Relief Establishments - 9%, Associations - 9%, Science and Technology Organizations – 6%, Companies – 9%, Universities – 6% or other (e.g., hospitals, religious organizations, local Government office).

Among the 20 NPOs that have their own licenses and red circle stamps, we asked them under which Ministry, Agency or other licensing body they were registered. Roughly one-third (30%) registered as a science and technology organization under the Ministry or Department of Science and Technology. The others were registered as a company, social relief establishment, association, foundation or legal entity under a Mass Organization.

| <i>Licensing Body (n=20)</i> | <i>Count</i> | <i>Percentage</i> |
|---|--------------|-------------------|
| Ministry/Department/Association of Science & Technology (STO) | 7 | 35% |
| Ministry/Department of Planning & Investment (Company) | 4 | 20% |
| Ministry/Department of Labor & Social Affairs (SRE) | 3 | 15% |
| Ministry/Department of Home Affairs (Association/Foundation) | 3 | 15% |
| Mass Organization | 2 | 10% |
| Other | 1 | 5% |

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2. Beneficiaries (N=86)

NPOs were asked to report the total number of beneficiaries served in the preceding year (2014). A combined total of 512,855 beneficiaries were supported by the 86 NPOs responding to our survey. While most of LIN's NPO partners provide direct support services others provide indirect support to a group or community that spans a district, city, region or country. The number of beneficiaries per NPO ranged from seven to over 150,000.

| <i>Number of Beneficiaries in 2014</i> | <i>Count</i> | <i>Percentage</i> |
|--|--------------|-------------------|
| Under 25 | 7 | 8.2% |
| 25 to 49 | 7 | 8.2% |
| 50 to 99 | 8 | 9.4% |
| 100 to 299 | 16 | 18.8% |
| 300 to 999 | 20 | 23.5% |
| 1000 to 1999 | 11 | 12.9% |
| 2000 to 4,999 | 9 | 10.6% |
| 5,000 to 9,999 | 2 | 2.4% |
| 10,000 to 49,999 | 3 | 3.5% |
| 50,000 to 99,999 | 0 | 0.0% |
| 100,000 and over | 3 | 3.5% |

Nearly 10 percent of LIN's NPO Partners served 5,000 or more beneficiaries in 2014 (three NPOs served 100,000 or more). In the survey, NPOs were asked to account for the number of beneficiaries served in 2014 into age, gender and other category groups.² We also recorded the number of NPOs serving different age, gender and category of beneficiaries. The results can be found in the table below.

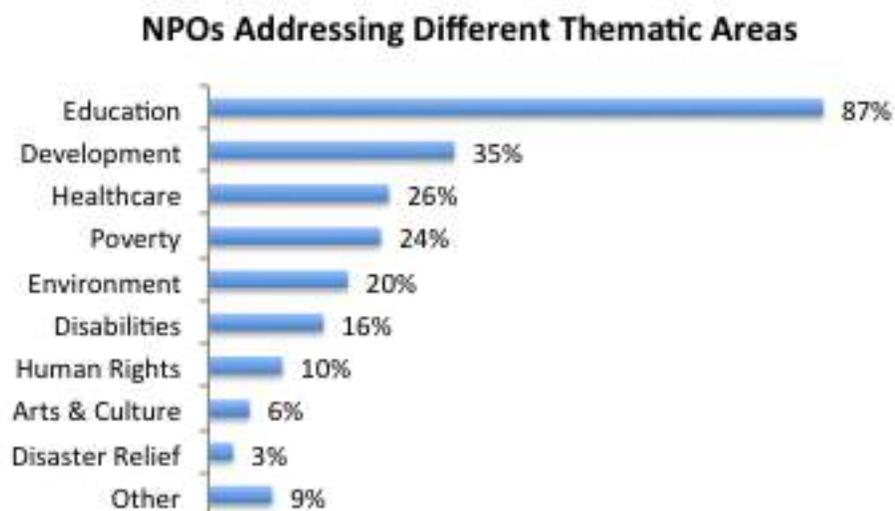
Beneficiaries by Age, Gender & Category

| | <i>Total</i> | <i># NPOs</i> | <i>% NPOs</i> | <i>n</i> |
|--------------------------|--------------|---------------|---------------|----------|
| By Age | | | | |
| Children (Under 16) | 109,851 | 64 | 74% | 86 |
| Youth | 202,580 | 65 | 76% | 86 |
| Adults | 155,081 | 53 | 62% | 86 |
| Elderly | 5,435 | 28 | 33% | 86 |
| By Gender | | | | |
| Women/Girls | 252,539 | 81 | 94% | 86 |
| Men/Boys | 201,608 | 81 | 94% | 86 |
| Transgender | 3,224 | 9 | 10% | 86 |
| By Category | | | | |
| Migrants | 14,811 | 31 | 40% | 77 |
| Ethnic Minorities | 7,718 | 32 | 40% | 80 |
| People with Disabilities | 38,633 | 31 | 40% | 78 |
| People with HIV/AIDS | 915 | 14 | 19% | 73 |
| LBGT | 101,009 | 8 | 11% | 72 |
| Animals | 6,549 | 6 | 8% | 72 |

² The total number of beneficiaries by age, gender or category did not add up to the total number of beneficiaries served overall. The numbers came close for age and gender but were significantly off for category groups. This may be due to the fact that NPO's do not track the category groups used in LIN's survey and/or because some NPOs do not maintain detailed records of beneficiaries served. Also, several respondents skipped the category question altogether.

3. Thematic Areas (Causes) Addressed by NPO Partners

As evident from the bar graph below, education was by far the most popular cause with 87% of our NPO partners stating that they work in this thematic area. Development was also a popular cause with 35% of NPOs working in this thematic area. Meanwhile, only 3% of respondents said that their NPO is involved in disaster relief efforts.



4. Intervention Areas

The table below details the locations where LIN's NPO Partners are working - where their offices are located and/or where their programs are implemented.

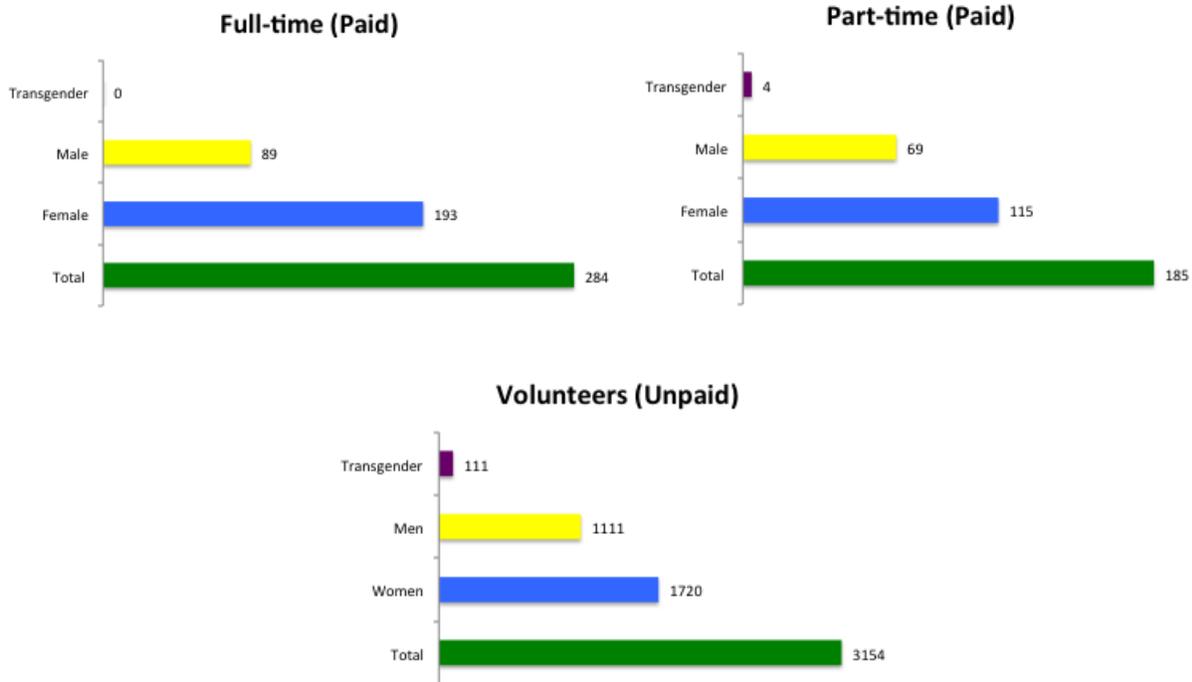
| <u>Intervention Area</u> | <u># NPOs</u> | <u>% NPOs</u> | <u>Intervention Area</u> | <u># NPOs</u> | <u>% NPOs</u> |
|--------------------------|---------------|---------------|--------------------------|---------------|---------------|
| Binh Thanh District | 43 | 50% | Go Vap District | 17 | 20% |
| District 1 | 36 | 42% | District 5 | 16 | 19% |
| District 3 | 30 | 35% | Binh Tan District | 14 | 16% |
| District 8 | 23 | 27% | District 6 | 13 | 15% |
| Thu Duc District | 22 | 26% | District 12 | 13 | 15% |
| District 7 | 20 | 23% | Hoc Mon | 13 | 15% |
| District 2 | 19 | 22% | District 11 | 12 | 14% |
| Phu Nhuan District | 19 | 22% | Cu Chi | 11 | 13% |
| Tan Binh District | 19 | 22% | Binh Chang | 10 | 12% |
| Tan Phu District | 19 | 22% | Nha Be | 9 | 10% |
| District 10 | 18 | 21% | Can Gio | 8 | 9% |
| District 4 | 17 | 20% | | | |
| District 9 | 17 | 20% | Other Province(s) | 40 | 47% |

5. Human Resources

The survey asked NPOs to answer information about their human resources, including number of full-time, part-time, paid and unpaid staff and volunteers. We also asked about the gender breakdown, relevant training and education of their team.

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The 86 NPOs participating in our 2015 survey employ a combined total of 284 full-time and 185 part-time staff and received support from over 3,154 volunteers. 52% of NPOs surveyed have at least one, full-time paid staff member, 87% engage volunteers and 44% have zero paid staff (only volunteers).



There are far more women working with our NPO partners compared with other genders. Females make up 68% of full-time paid staff, 62% of part-time paid staff and 55% of all NPO volunteers.

Management Team Members

When asked about the size of their management team, NPOs reported numbers ranging from one to 15 members. The average size was four members. We also compared the size of the management team in NPOs with at least one paid staff and NPOs with zero paid staff (volunteer groups) and observed a slightly larger sized management team among volunteer-led organizations.

Size of the NPO's Management Team

| | <i>NPOs with Paid Staff (N=49)</i> | <i>NPOs with Zero Paid Staff (N=37)</i> | <i>Combined</i> |
|----------------|--|---|-----------------|
| Average Number | 3.4 | 5 | 4 |
| Minimum Number | 1 | 2 | 1 |
| Maximum Number | 10 | 15 | 15 |

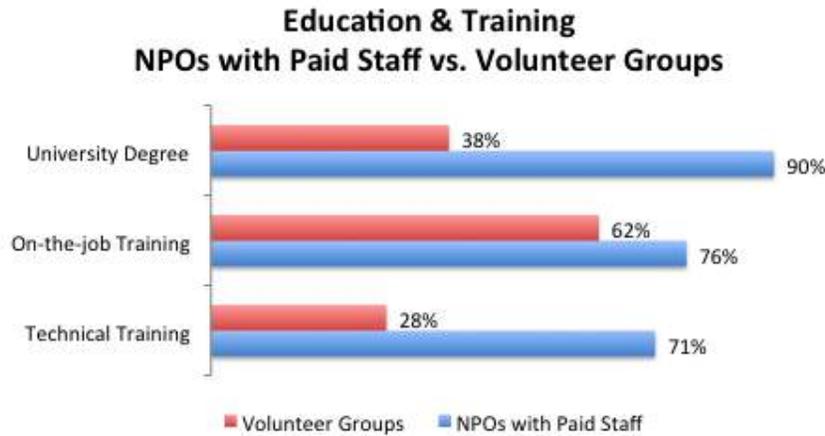
Education & Training

LIN asked NPOs if their team members received education or training (technical or on-the-job) that is relevant to the work they are doing for the organization.

Education & Training of NPO Staff

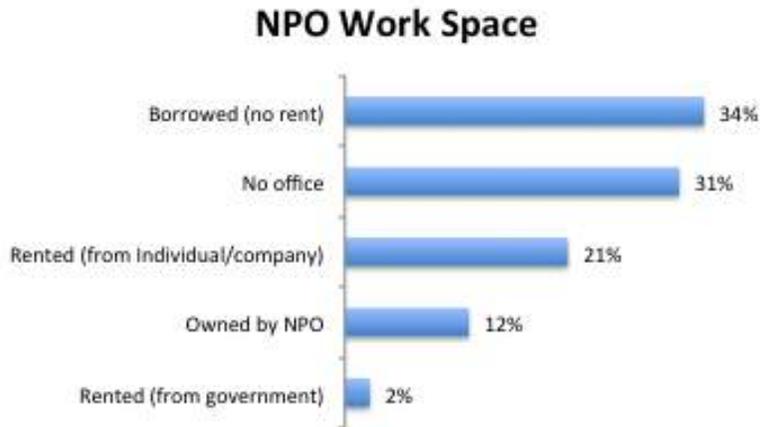
| | <i>Count</i> | <i>Percentage</i> |
|---------------------|--------------|-------------------|
| University Degree | 58 | 67% |
| Technical Training | 49 | 57% |
| On-the-job Training | 60 | 70% |

Six NPOs reported that their team members have no relevant education or training (all six are volunteer organizations). We then compared staff education and training among NPOs with paid staff (N=49) versus NPOs with zero paid staff (N=37). The bar graph below details the result of that comparison.



6. Office Space

Interestingly, over one-third of NPOs (34%) borrow their office space without any rental fee. Another 31% do not have an office space (they work and organize meetings at home, in cafes or various locations). 23% rent office space, either from an individual, company or government agency and 12% are fortunate to own their own office space.



7. Bank Information

Just over half (51%) of NPO respondents use a team member’s personal bank account to receive and disburse funds. 26% of NPOs said they use an organization account in their NPOs name. 9% use the account of an umbrella organization while 14% do not use a bank account at all.

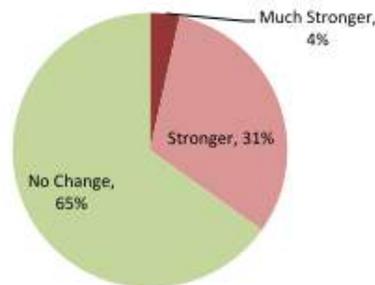


Among NPOs using a personal bank account (N=44), 64% require that at least two NPO representatives oversee all deposits and withdrawals. And, for NPOs that have a bank account in their organization’s name (N=23), all but one said that they have clearly defined roles for the two NPO representatives listed on the account in order to ensure proper financial management and controls.

8. Government Relations

Of the NPO partners surveyed, none reported a weaker relationship to the government compared to previous years. The majority (65%) reported no change and one-third (35%) reported a “stronger” or “much stronger” relationship.

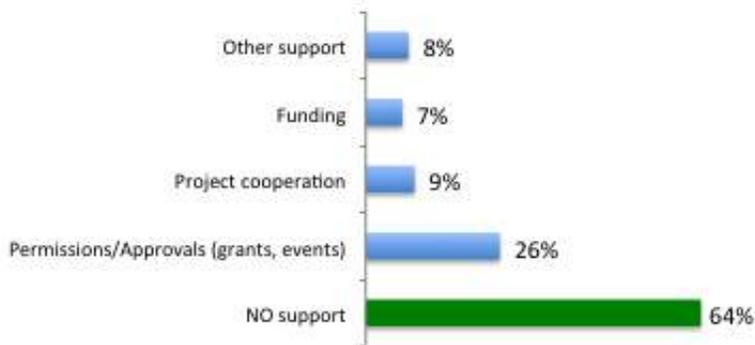
**Relationship with Government
Compared to Previous Year**



Support from Government

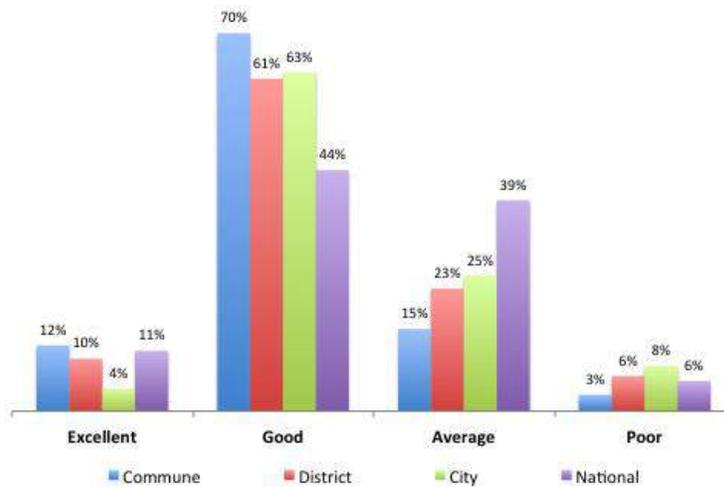
When asked whether their NPO received support from the Government of Vietnam, only Nearly two-thirds (64%) of NPO’s reported that they receive no support from the Government of Vietnam. One-fourth (24%) receive support from the government in the form of providing required permissions or approvals for NPO’s to receive grants, host events or run activities. 13% receive some support from the government in the form of funding or cooperation agreements. Those that chose “other”, wrote in that the government may provide them with small grants or introduce them to potential donors.

Support from Government



For NPOs that receive one or more form of government support (N=36), we asked them to rate their relationship with government at the commune, district, city and national levels. More than half rated their relationship with the government as good at the commune level (64%) and at the city level (53%). NA = do not have a relationship with the government.

Relationship with Different Levels of Government



We also asked NPO respondents how often they are given an opportunity to contribute ideas and/or experiences to Local, Provincial and/or National Government authorities (“Never” = 0, “Sometimes” = 5 and “Often” = 10). The average score was 3.4 with 15% selecting the minimum score of zero and only one organization (a volunteer group) selected the maximum score of ten.

Opportunities to Contribute Ideas/Experiences with Government

(0 = “Never”, 5 = “Sometimes”, 10 = “Often”)

| Score | # NPOs | Percent |
|-------|--------|---------|
| 0 | 13 | 15% |
| 1 | 12 | 14% |
| 2 | 7 | 8% |
| 3 | 9 | 11% |
| 4 | 8 | 9% |
| 5 | 28 | 33% |

| Score | # NPOs | Percent |
|-------|--------|---------|
| 6 | 3 | 4% |
| 7 | 2 | 2% |
| 8 | 3 | 4% |
| 9 | 0 | 0% |
| 10 | 1 | 1% |

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When analyzing the same data by NPO’s legal status, those with their own license (red circle stamp) reported more opportunities to contribute their ideas/experiences to government officials compared with organizations operating under other organizations and volunteer groups.

Opportunities to Contribute to Government by Legal Status

(0 = “Never”, 5 = “Sometimes”, 10 = “Often”)

| | <i>Licensed NPOs (N=20)</i> | <i>NPOs under Umbrella Org (N=25)</i> | <i>Project of existing Org (N=7)</i> | <i>Not Registered (N=29)</i> |
|---------------|-----------------------------|---------------------------------------|--------------------------------------|------------------------------|
| Average Score | 4.4 | 3.32 | 1.57 | 2.97 |
| Minimum Score | 0 | 0 | 0 | 0 |
| Maximum Score | 8 | 7 | 5 | 10 |

Similarly, when analyzing the same data by NPO staffing structure, we noticed that NPOs with one or more paid team members reported more opportunities to contribute ideas and experiences to the government compared with entirely volunteer-led organizations.

Opportunities to Contribute to Government by Paid/Volunteer NPO

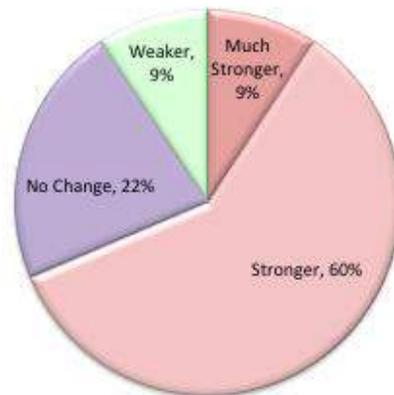
(0 = “Never”, 5 = “Sometimes”, 10 = “Often”)

| | <i>NPOs with Paid Staff (N=49)</i> | <i>Volunteer Organizations (N=37)</i> |
|---------------|------------------------------------|---------------------------------------|
| Average Score | 3.86 | 2.76 |
| Minimum Score | 0 | 0 |
| Maximum Score | 10 | 8 |

9. Organizational Development

After collecting general information about the organization, LIN asked NPOs about the development of organizational capacity. Overall, 69% of NPO partners reported that they felt “much stronger” or “stronger” in in terms of organizational capacity compared to the previous year. Nine percent (8 NPO respondents) reported feeling “weaker”.

How has your organizational capacity changed over the past year?



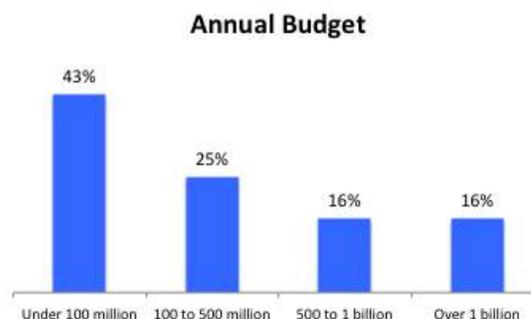
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An important indicator of organizational capacity is the NPO's own perception of its financial resources. When asked to evaluate the financial status of their organization, half of the NPOs reported that their financial status was unstable (e.g., the NPO has sufficient funds for the current year but is unsure of whether it will receive sufficient funds next year). One-third (33%) considered their financial status to be "good enough" or "very good" while 18% reported "poor" or "very poor" financial status (insufficient funds to fulfill program objectives in the current year).



NPOs were also asked to indicate their annual operating budget. The vast majority of LIN's NPO partners operate on small budgets. One-half (43%) operate with less than VND 100 million per year while only 9% operate with more than VND 2 billion or more per year.

| 2015 Budget | Count | Percent |
|--------------------------------|-------|---------|
| Under VND 50 million | 27 | 31% |
| VND 50 million to 100 million | 10 | 12% |
| VND 100 million to 200 million | 5 | 6% |
| VND 200 million to 500 million | 16 | 19% |
| VND 500 million to 1 billion | 14 | 16% |
| VND 1 billion to 2 billion | 6 | 7% |
| VND 2 billion to 10 billion | 8 | 9% |
| Over VND 10 billion | 0 | 0% |



In comparing NPO budgets by legal status, it became clear that unregistered organizations operate on lower budgets compared with licensed organizations: 52% of unregistered NPOs are operating with budgets less than 50 million VND while 50% of licensed NPOs operate on budgets over VND 1 billion.

NPO Annual Budget by Legal Status

| 2015 Budget | Licensed NPOs (N=20) | NPOs under Umbrella Org (N=25) | Project of existing Org (N=7) | Not Registered (N=29) |
|--------------------------------|----------------------|--------------------------------|-------------------------------|-----------------------|
| Under VND 50 million | 5% | 28% | 57% | 52% |
| VND 50 million to 100 million | 0% | 8% | 29% | 17% |
| VND 100 million to 200 million | 0% | 12% | 0% | 3% |
| VND 200 million to 500 million | 15% | 20% | 14% | 21% |
| VND 500 million to 1 billion | 30% | 16% | 0% | 7% |
| VND 1 billion to 2 billion | 15% | 12% | 0% | 0% |
| VND 2 billion to 10 billion | 35% | 4% | 0% | 0% |

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NPO respondents were also asked about the sources of their income. Partners were first asked to rank their top five funding sources and then indicate the proportion of funds received from each funding source.

| Overall Rank | Funding Sources, Ranked | Score³ | Percentage of NPOs Accessing this Funding Source |
|---------------------|--|--------------------------|---|
| 1 | Local Individuals (Donations) | 485 | 87% |
| 2 | Local & International NPOs (Grants) | 402 | 78% (INGOs) 66% (NPOs) |
| 3 | Income from membership dues, client fees or income-generating activities | 338 | 73% |
| 4 | Foreign Individuals (Donations) | 336 | 79% |
| 5 | Local Companies (Donations/Sponsors) | 252 | 70% |
| 6 | Other Funding Source(s) | 176 | 55% |
| 7 | Foreign Governments (Grants) | 157 | 60% |
| 8 | Foreign Companies (Donations/Sponsors) | 121 | 63% |
| 9 | Local Government (Grants) | 82 | 52% |

According to the results, the top source of funds for our NPO partners is local individuals. And although more than half of our NPO partners receive funds from local and foreign governments, the tables above and below both make clear that those funds contribute a small proportion of overall income.

| Funding Source | Average Proportion of Total Contributions | Sample Size |
|--|--|--------------------|
| Local Individuals (Donations) | 28% | 75 |
| International NPOs (Grants) | 23% | 67 |
| Income from membership dues, client fees or income-generating activities | 21% | 63 |
| Foreign Individuals (Donations) | 15% | 68 |
| Local NPOs (Grants) | 14% | 57 |
| Local Companies (Donations/Sponsors) | 9% | 60 |
| Foreign Governments (Grants) | 8% | 52 |
| Foreign Companies (Donations/Sponsors) | 5% | 54 |
| Local Government (Grants) | 3% | 45 |
| Other Funding Source(s) | 10% | 47 |

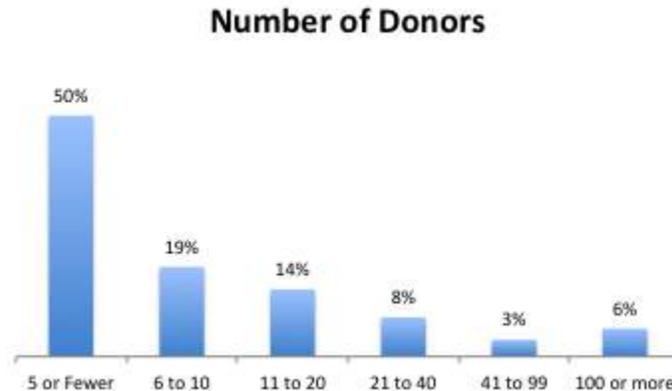
Other funding sources mentioned include: events, student association funds, bank interest and religious organizations.

³ The "Score" is a weighted calculation. Items ranked first are valued higher than the following ranks and the score is the sum of all weighted rank counts. Items ranked first are given a higher value or "weight." The score computed for each answer option/row header is the sum of all the weighted values. This total score is computed using the number of columns, which is usually the same as the number of rows but can be less if using the Max Answers Selectable option. For example, in the report above, because there are 5 options, the weighted sum for an option that was placed in the first position (1) would be worth 5.

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We then analyzed the data further to test whether NPOs are overly dependent on one funding source (dependency was determined if one income source contributed 75% or more of the NPO's total income). A high dependency on one income source was identified in 43% of NPOs responding.

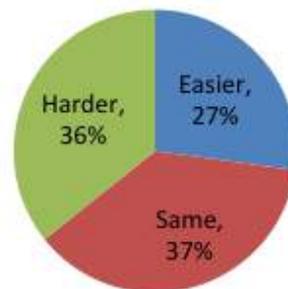
The lack of donor diversification became more evident upon analysis of responses to a question about the total number of donors that gave to the NPO in the previous year (2014).



Exactly half of the NPOs reported receiving funds from five or fewer donors (22% said they had only one or two donors in 2014). Five NPOs said they received funds from 100 or more donors.

Fundraising Experience in 2015

Compared with 2014



The survey also asked respondents about their experience with fundraising. The results were mixed with less than a third saying that fundraising was easier this year compared to the previous year and just over a third saying that fundraising was now more difficult. The reasons respondents gave to explain their answers were also analyzed and summarized below.

FUNDRAISING WAS **EASIER** THIS YEAR (Reasons Given):

- *[NPO is] more established / well-known*
- *Economy was stable*
- *Expand network*
- *Increase product range / revenue opportunities / fundraising events*
- *Increased donor trust / improved reporting / transparency*
- *Designated fundraising position*
- *Identify donors / matching to beneficiary*

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- *Changed approach from charity to development*
- *Good planning / timing (approach companies at right time)*
- *More experience / professional*
- *Improved networking*
- *Learning about fundraising through workshops / trainings*
- *Focus on organizations rather than individual donors*
- *Increased CSR among companies*
- *[Use of] social media*

FUNDRAISING WAS **HARDER** THIS YEAR (Reasons Given):

- *International donors withdrawing from Vietnam*
- *Lack of experience / organizational structure*
- *Decreased funding*
- *Stronger requirements from donors / increased demand for transparency by donors*
- *More competitive*
- *Mistakes / poor reporting*
- *Difficulty expanding donor support*
- *Lack of personnel*

We asked the NPOs to rate their current capacity in 17 aspects of organizational development. For each aspect, an NPO would either indicate that it does not have that particular feature (e.g., no strategic plan) or it would rate itself on how good that feature is today (e.g., the strategic plan is “Poor”, “Average”, “Good” or “Excellent”). The table below provides the average score given by the NPOs that are already employing this feature of organizational development.

Self-Evaluation of NPO Organizational Development

| <i>Aspect of Organizational Development</i> | <i>Average Score⁴ (1 to 5)</i> | <i>% NPOs</i> | <i>N</i> |
|--|---|---------------|-----------|
| Annual Work Plan (1 year plan) | 3.63 | 97% | 83 |
| Organizational Chart | 3.45 | 92% | 79 |
| Financial Management Policies/Procedures | 3.27 | 90% | 77 |
| Job Descriptions for ALL staff | 3.20 | 86% | 74 |
| Gender Equality Policies | 3.20 | 72% | 62 |
| HR and/or Volunteer Management Policies | 3.13 | 87% | 75 |
| Personnel Policies | 3.08 | 85% | 73 |
| External Communications Plan | 3.06 | 86% | 74 |
| Job Descriptions for volunteers | 3.01 | 79% | 68 |
| Procurement Policies | 2.87 | 79% | 68 |
| Fundraising Strategy | 2.84 | 91% | 78 |
| Board of Directors / Advisors | 2.84 | 78% | 67 |
| Internal Security Policies | 2.80 | 78% | 67 |
| Strategic Plan (2-5 Year plan) | 2.77 | 83% | 71 |
| Guidelines for Measuring & Evaluating Program Impact | 2.71 | 85% | 73 |
| IT Strategy (or IT plan) | 2.67 | 79% | 68 |
| Guidelines for Organizational Measuring & Evaluating | 2.67 | 78% | 67 |

⁴ This is the average after tallying all scores, which ranged from “Poor” = 1, “Average” = 2, “Good” = 3 and “Excellent” = 4).

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As you can see from the table, over 90% of respondents said they have an annual work plan (97%), an organizational chart (92%), financial management policies (90%) and a fundraising strategy (91%) although the average score for their existing fundraising strategy is notably lower compared to the scores NPOs gave themselves for their annual work plans, organizational charts and financial management policies. More than 20% of NPOs do not have gender equality policies (28%), a Board of Directors or Advisors (22%), internal security policies (22%), guidelines for organizational M&E (22%), Job Descriptions for Volunteers (23%), Procurement Policies (21%) or an IT strategy or plan (22%).

NPOs were also asked to select and rank their top five organizational development challenges, among a list of 16 possible topics. The results are displayed in the table below.

Top Organizational Development Challenges

(*#1 = Most difficult to 16 = Least Difficult*)

| <i>Overall Rank</i> | <i>Organizational Development Topic</i> | <i>Score⁵</i> |
|---------------------|---|--------------------------|
| 1 | Communications (External) | 145 |
| 2 | Legal | 143 |
| 3 | Strategic Planning | 136 |
| 4 | Stakeholder Engagement | 111 |
| 5 | Measuring Program & Organizational Impact | 93 |
| 6 | Human Resources Management | 84 |
| 7 | IT Systems Management | 84 |
| 8 | Government Relations | 80 |
| 9 | Program Planning | 59 |
| 10 | Organizational Management | 53 |
| 11 | Volunteer Management | 53 |
| 12 | Financial Management | 50 |
| 13 | Project Management | 40 |
| 14 | Governance | 34 |
| 15 | Communications (Internal) | 31 |
| 16 | Risk Management | 31 |

The top four challenges, in order of difficulty for our NPO Partners were: External Communications, Legal, Strategic Planning and Stakeholder Engagement.

⁵ The "Score" is a weighted calculation. Items ranked first are valued higher than the following ranks and the score is the sum of all weighted rank counts.

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10. Support Required

NPOs were asked to indicate whether and what kind of support they may need to address existing challenges in each of the key areas of organizational development (OD).

Support Requested by NPOs for Different OD Topics

| | <i>Trainings or Workshops</i> | <i>Peer Exchange</i> | <i>Informational Resources</i> | <i>Other Support</i> | <i>Sample Size</i> |
|----------------------------|-------------------------------|----------------------|--------------------------------|----------------------|--------------------|
| Organizational Management | 62% | 30% | 44% | 10% | 63 |
| Measuring Impact | 59% | 35% | 52% | 9% | 69 |
| Human Resources Management | 59% | 36% | 39% | 5% | 61 |
| Project Management | 56% | 36% | 44% | 7% | 61 |
| Communications (External) | 55% | 28% | 55% | 6% | 65 |
| Strategic Planning | 54% | 45% | 46% | 6% | 67 |
| Governance | 53% | 35% | 41% | 10% | 58 |
| Risk Management | 53% | 37% | 42% | 7% | 62 |
| Program Planning | 48% | 42% | 44% | 7% | 62 |
| IT Systems Management | 48% | 13% | 58% | 16% | 71 |
| Stakeholder Engagement | 46% | 49% | 56% | 13% | 63 |
| Communications (Internal) | 46% | 39% | 37% | 7% | 59 |
| Volunteer Management | 43% | 36% | 48% | 10% | 61 |
| Financial Management | 43% | 38% | 53% | 12% | 61 |
| Legal Information | 38% | 37% | 50% | 13% | 60 |
| Government Relations | 24% | 55% | 36% | 16% | 62 |

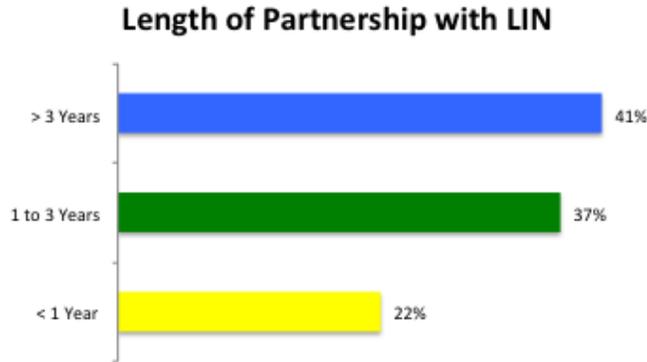
In regards to **trainings and workshops**, more than half of the NPOs requested support with organizational management, impact measurement and human resources management. The topics NPOs were most interested to discuss with other NPOs, though **peer exchanges**, included: government relations, engaging stakeholders and strategic planning. A majority of NPOs were also interested to receive **guides, tools or case studies**, on IT systems management, stakeholder engagement, external communications, financial management, impact measurement and legal topics relating to NPOs.

Among the NPOs requesting “other” types of support to improve their capacity, the type of support most commonly requested included:

- *Skilled (experts/advisors) and unskilled volunteer support (16 respondents)*
- *Networking opportunities (10 respondents)*
- *Donors / Funding support (7 respondents)*
- *Communications (5 respondents)*
- *Other ideas:*
 - *Research support*
 - *Legal support*
 - *Facilities support*
 - *English-learning software for staff*
 - *Overseas experience*

13. Relationship & Satisfaction with LIN Center for Community Development

To understand the impact of LIN’s support to our NPO partners, we asked a series of questions about the relationship and satisfaction with core programs and services.



41% of survey respondents partnered with LIN for over three years, 37% partnered with LIN for one to three years and the remaining 22% joined LIN in 2015. (70% of the NPOs that partnered with LIN for less than one year have been in operation for less than a year as well.)

Satisfaction with LIN (N=82)

78% of NPO partners are satisfied with LIN’s programs and services. Three percent (3 NPOs) said that they were not satisfied and the remaining 18% were neutral.⁶

Overall Satisfaction with LIN Services

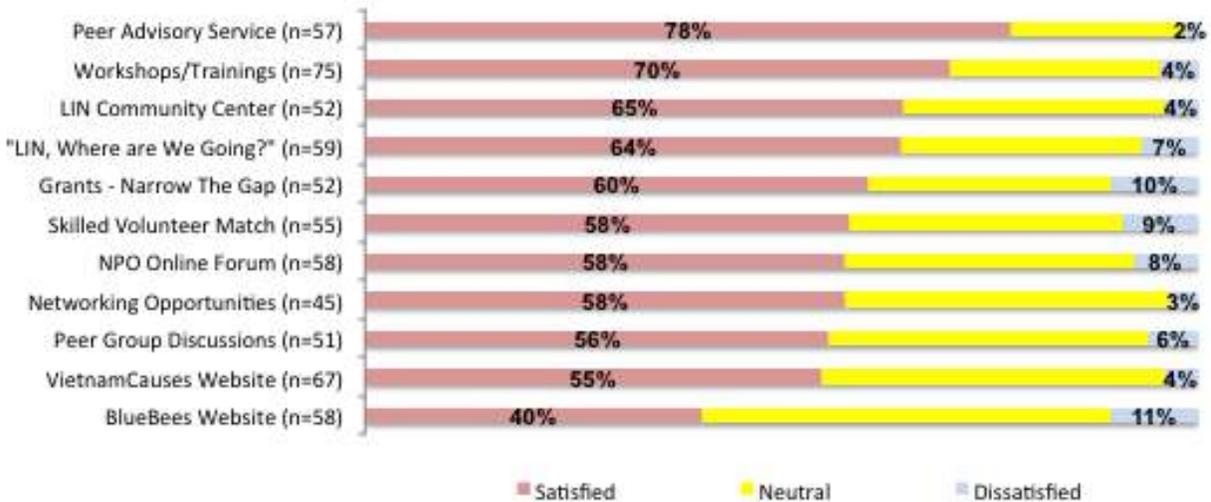


A follow-up question asked respondent to evaluate his or her satisfaction level for each program and service offered to NPO Partners. The table on the following page displays the results of their feedback.

⁶ Four NPOs did not answer this and other questions relating to satisfaction due to the fact that they recently joined LIN and had not yet benefited from one or more LIN program or service.

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Satisfaction with LIN Services



Respondents were most satisfied with LIN's *Peer Advisory Service* (78%), *Workshops & Trainings* (70%), the *LIN Community Center* (65%) and "LIN, Where Are We Going?" program (60%). Only 40% of NPO Partners were satisfied with LIN's BlueBees website.

On 30 December 2015, LIN conducted two focus groups with a total of ten participants. The first focus group consisted of NPOs that reported high satisfaction with LIN's services while the second focus group included NPOs that reported low satisfaction with LIN's services. The objective of the two focus groups was to better understand why NPOs found services to be more or less useful. Below are comments provided by the focus group participants in relation to specific LIN programs or services:

A. Peer Advisory Service

- *The service is very useful for capacity-building.*
- *When advisors are qualified, it's more useful.*

B. Workshops & Trainings

- *Very useful – enhance capacity in communication and organizational development, such as strategic planning, action plan, mission, vision and provide a framework to guide the organization.*
- *Can meet other organizations to learn and share experiences.*
- *Receive good materials from workshops but NPO may not [apply to their own organization].*

C. LIN Community Center

- *Room rental rate is cheap and convenient for small groups.*
- *Nowhere else provides rooms cheaper, very useful.*
- *Incubator helpful, especially for small organizations.*
- *Useful and LIN staff is very responsive to requests to book the room.*

D. "LIN, Where are We Going?"

- *Joined two or three times. It is fun and interesting.*
- *Company visited but did not understand about NPOs: they think it is a charity, but we expect them to understand more about philanthropy.*
- *Those without office space are intimidated - they do not feel it is useful for their NPO even if they can use space at LIN Community Center.*

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- E. Grants (Narrow the Gap)
- *It is great because small organizations can receive grants even if they don't have a license.*
 - *More competition than before; more difficult to get grants.*
 - *Audit fund is useful, but auditor should be competent.*
- F. Skilled Volunteer Matching
- *Skilled volunteers are highly needed and very valuable.*
 - *CPI was very helpful – strong corporate connection helped with our HR management.*
 - *Skilled volunteers are very good and effective but corporate employees don't always understand [how to work with] NPOs. [More] training or orientation for skilled volunteers about NPOs is needed.*
- G. NPO Forum
- *It's good because LIN forwards information from other organizations, able to get diversified information.*
 - *NPOs participating in the second focus group (low satisfaction) were uninformed about the objective or value of this service and had never used it.*
- H. Networking Events
- *Good to create chances for networking but only the "tip of the iceberg". There needs to be better follow-up, for example, volunteers that register to support an NPO during a Mandala Night but there was no follow-up with them.*
 - *Good for creating an environment but not helpful for my NPO.*
 - *It's good, provides information and opportunity to meet stakeholders, especially Narrow the Gap events.*
- I. Peer Group Discussion
- *Useful, but sometimes takes place during work hours so it is difficult to participate.*
 - *Topics are discussed thoroughly and offer chances to exchange with and learn from others.*
- J. VietnamCauses Website
- *Useful to learn about other organizations.*
 - *Not really helpful, just a directory, should be more interactive.*
 - *[Our NPO does not have a] person assigned to it, so we are not very active.*
 - *Great in theory, has faults with technology (difficult to upload, broken fields).*
- K. BlueBees Website: *The website helps to connect NPOs with volunteers, but the quality of those volunteers is lacking (and there is no long term commitment).*
- L. Connection to Donors: *LIN provides chances to meet many prospective donors.*

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Impact of LIN's Services

Respondents were asked to rate the impact of LIN's programs and services on their NPO (where a score of "0" means zero impact and a score of "5" means high impact).⁷



Overall, 80 to 95% of all respondents reported that LIN's services impacted their NPO by connecting them with Skilled Volunteers (86%), connecting them with Prospective Donors (81%), enhancing the effectiveness of the NPO (90%) and by providing information that is relevant and useful to their work (95%).

Impact of LIN Services (Average Score, High vs. No Impact)

| | Average Score | NPOs Reporting No Impact | NPOs Reporting High Impact | N |
|-----------------------------|---------------|--------------------------|----------------------------|----|
| Improve NPO Effectiveness | 3.38 | 3% | 17% | 63 |
| Relevant/Useful Information | 3.23 | 8% | 15% | 71 |
| Connect with Volunteers | 2.59 | 13% | 5% | 56 |
| Connect with Donors | 2.49 | 21% | 15% | 53 |

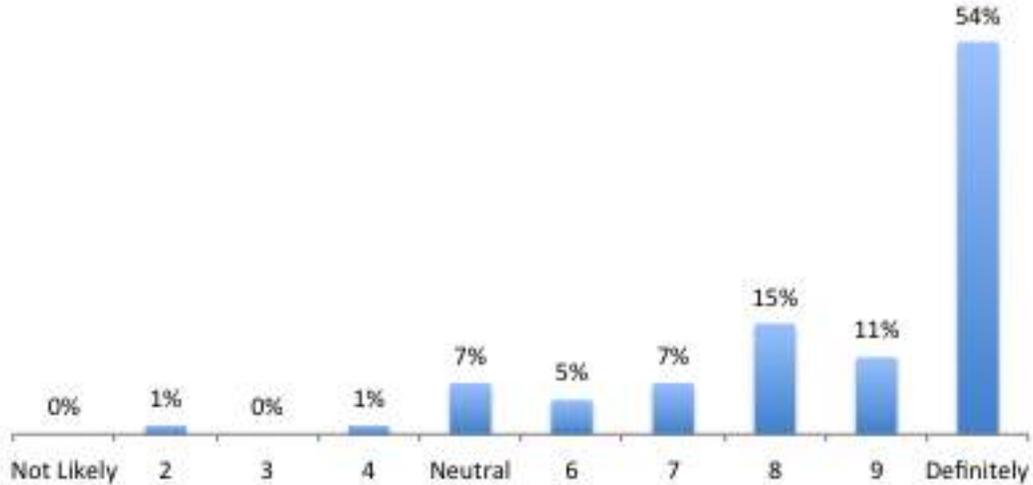
When we compared the average score for each impact area, LIN services had the strongest impact on building NPO effectiveness.

⁷ The scale is: 0=No Impact, 1 = Low impact, 3 = Medium Impact, 5 = High Impact (on the bar chart, impact includes scores of 1 to 5).

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The final question of the survey, added for the first time this year, asked NPO partners to indicate how likely they would be to recommend LIN programs and services to other NPOs. The *Net Promoter Question*, as it is referred to, is considered to be the best way to evaluate customer loyalty and acts as a lead indicator of growth. The scoring for this question was based on a zero to 10 point scale.

How Likely Are You to Recommend LIN?



LIN's Net Promoter Score (NPS) of 51 is achieved by subtracting the percentage of Detractors (respondents giving scores of 0 through 6) from the percentage of Promoters (respondents giving scores of 9 and 10). Though there is no published NPS for the nonprofit sector, most successful corporations have NPS in the 50s or higher. LIN's score can be compared to related industries, such as the Public Sector – NPS = 22, or Education – NPS = 63.