

KEYSTONE PERFORMANCE SURVEYS

Development Partnerships Survey 2013

ACODEV Cohort Report



www.KeystoneAccountability.org



Fédération francophone et germanophone
des associations de coopération au développement asbl

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Foreword

If you are a business company you will grow or fall with your consumers' perception.

If you are a development organisation, you have no market sanction to punish unsatisfactory performance. But you can expose your organisation to comparison with other who work in the same area. As an organisation, you are at risk if you are rated low because your constituency and your institutional funders might learn about it and turn away from you.

Keystone has developed an approach based on a survey where partners are asked to rate and comment on seven different aspects of a Northern NGO's performance. The surveys are conducted anonymously: the respondents know that the Northern NGO will not be able to identify who said what about them. The seven aspects are: partnership quality, financial support, non-financial support, effect of the partnership on the partner's work, administration, relationship and communication and understanding and learning. The ratings given to the NGOs are then compared with ratings given to other NGOs who participated in similar surveys (68 of them so far).

In 2013, 11 Belgian development NGOs, out of the 107 NGOs officially accredited by the Minister of Development Cooperation, took part in such a process, facilitated by ACODEV who federates 85 of those NGOs. They all share a common purpose and operating model: they aim to tackle poverty, injustice and suffering in developing countries by working in partnership with organisations. Keystone finds this commonality provides the basis for a benchmark.

The report shows that overall Belgian NGOs perform better than the benchmark.

Experience tells that in development cooperation, the geographical, political, social and economic context in which organisations work are paramount. Belgian NGOs work above average in Western and Central Africa. This aspect is not reflected in the benchmark but could influence the rating – positively or negatively. Five out of the ten organisations with the highest rating are Belgian NGOs. However, two of the three organisations that dangle at the bottom are Belgian as well.

The organisations that do well are above average on all aspects but do particularly well in Financial support, Administration and Relationship and communications. That the rated NGOs do well in terms of financial support is also a feather on the cap of the Belgian Government that contributes 75 to 80% of NGO programme financing. This result could show that the quality requirements set by the public administration are effective. The report sets a warning next to t "knowledge of when funds will be delivered". A recent evaluation conducted by my office finds that partnerships are not limited in time and depend of the funding. When a Belgian NGO has its programme rejected by the administration, it is often no longer in a position to honour its commitment towards its partners. Similarly, partners might suffer from budget restrictions in Belgium.

The same evaluation corroborates the Keystone Report insofar as it shows that Belgian NGO's maintain strong partnerships, based on good understanding and a common vision. The partners have their say in the programme that the Belgian NGOs submit to the authorities for approval. This is in line with the high scores that ACODEV-NGOs get on relationship and communications.

All by all, the endeavour is stimulating for the NGOs that participated but also thought-provoking for the other that did not: the report should also convince them to reflect on their performance towards the seven criteria used by Keystone as a way of self-appreciation.

Dominique de Crombrughe
Special Evaluator of the Belgian Development Cooperation

Executive Summary

Keystone Accountability has conducted a satisfaction survey among Southern partner organizations of a cohort of eleven Belgian non-governmental organisations members of the ACODEV federation¹ (or of the Dutch-speaking sister federation ngo-federatie). The same survey was used that Keystone administered with almost fifty other NGOs in the past few years in order to enable benchmarking. The ACODEV organisations also included some specific cohort-wide questions and one NGO also added individual custom questions. The survey was done anonymously. Satisfaction ratings were given on a scale from zero to ten and the Net Promoter Analysis was used to present and benchmark the scores. Each organisation received its own confidential report with their scores benchmarked against the wider ACODEV group and the overall global cohort.

The ACODEV organisations receive high satisfaction ratings compared to the global cohort: five out of the ten highest rated organisations are ACODEV members and there are only two ACODEV NGOs in the bottom twenty, although these are both in the bottom three. In all six areas in which comparisons are made – Financial support, Capacity building support, Other non-financial support, Administration, Relationship and communications, and Understanding and learning – ACODEV NGOs do better than their non-ACODEV counterparts (77 specific aspects are rated higher than the non-ACODEV benchmark and only 16 specific aspects are rated lower than the non-ACODEV, with 5 ranked equally).

The ACODEV cohort scores particularly well in the areas of Financial support, Administration, and Relationship and communications. They receive their highest scores however in the area of Understanding and learning, where their average NP score is 11 points higher than that of non-ACODEV NGOs. Specific aspects such as the trusting of partners and knowledge of when funds will be delivered receive negative feedback while the friendliness of staff and being open to suggestions regarding the appropriation of funds receive positive feedback.

For monitoring and reporting, the overall rating is generally higher than that of the non-ACODEV cohort, However, while aspects such as providing monitoring and reporting formats and working together to identify useful ways to monitor impact receive scores that are significantly higher than the non-ACODEV NGOs, audited financial reports receives a much lower score.

Overall the picture that emerges is that most ACODEV NGOs do add real value to their partners; most significantly in the understanding they show and their ability to learn from experience, as well as in the financial support they provide and the monitoring and reporting aspects and the relationships they maintain. Many partner organisations express the expectation and the wish that the ACODEV NGOs will act on the feedback provided through this survey and that they repeat similar surveys as part of their regular operations cycle.

1 www.acodev.be

Introduction

Introduction

Since 2010, Keystone has been conducting benchmark surveys of partners of Northern non-governmental organisations (NGOs). 58 NGOs have since then taken part in these surveys.

In the survey, partners are asked to rate and comment on different aspects of a Northern NGO's performance. The surveys are conducted anonymously by Keystone as an independent third party: the respondents know that the Northern NGO will not be able to identify who said what about them.

In 2013 a cohort of 11 Belgian NGOs (the ACODEV cohort) took part in this process together. This public report presents what the partners said about the NGOs. It provides credible data on how well the NGOs carry out their role in the partnership, as seen from the partner perspective.

Annex 1 is the questionnaire that was used for the survey in English.

SURVEY PROCESS

The survey process was managed by Keystone Accountability. The questionnaire was administered to the NGO partners in English, Spanish, Portuguese, French and Russian. Out of the ACODEV cohort's partners, 184 were invited to respond in English, 161 in French, 123 in Spanish and 45 in Portuguese. Regular reminders were sent to encourage a high response rate.

The questionnaire was administered as an interactive PDF form during the months of March and April 2013. It was distributed by Keystone directly to partners by email. Partners completed it off-line (they did not need stable internet access to complete it) and then emailed their responses back to Keystone. The survey was limited to partners who had a basic level of Internet access. We believe this did not make the data significantly less representative, although some partners had problems using the right software or in sending the responses. Keystone emphasised to partners that their participation was voluntary and anonymous.

BENCHMARKS AND INDEXES

Throughout the report, the ACODEV cohort of 11 organizations are compared to two groups. The first is the 47 non-ACODEV NGOs. This is the primary benchmark. The second is the entire global cohort of 58 Northern NGOs. All 58 are listed below (in alphabetical order). The ACODEV NGOs are highlighted.

ACTEC

Avocats Sans Frontières Belgium

CAFOD

CARE UK

CARE USA

Caritas International Belgium

Caritas Luxembourg*

Catholic Relief Services

Christian Aid

Church World Service

Concern

Cordaid

DISOP

Ecosystems

Entraide et Fraternité

Free Press

Freeagirl

Handicap Int Belgium

Helvetas

Hivos

ICS

IDS

IKC Pax

International Rescue Committee

International Service

Kinderpost

Lilianefonds

Lutheran World Relief

Mennonite Central Committee

Mensenmeteenmissie

Mercy Corps US

Methodist Relief and Development Fund

Minority Rights Group

NIMD

Oxfam Canada

Oxfam Novib

Peace Direct

Practical Action 2012

Progressio UK

Redeenkind

Save the Children UK

Save the Children US

Schorer

Self Help Africa

Skillshare

Solidarité Socialiste

SOS Faim

Spark

Tear Netherlands 2012

Tearfund

Terre des Hommes

Trias

Trocaire

UMCOR US

Vredeseilanden

Vétérinaires Sans Frontières Belgium

VSO International

Wereldkinderen

* Caritas Luxembourg joined the ACODEV cohort but is not included in this Belgian cohort report

The Northern NGOs in the cohort operate in different ways and places, providing a variety of support including funding, training, moral support, joint advocacy and volunteers. While the NGOs have different goals and structures, they all share a common purpose and operating model: they aim to tackle poverty, injustice and suffering in developing countries by working in partnership with organisations. This commonality provides the basis for useful comparison through benchmarks. The benchmarks enable NGOs to understand their partner ratings in relation to how partners rate other NGOs and see what kind of performance ratings are possible. However, the data needs to be interpreted with care, in light of ACODEV NGO's specific context, goals and activities. It is unlikely that any organisation would aim to be 'best in class' across all performance areas.

Introduction

All data presented are averages of the 11 ACODEV NGOs and not averages of all survey respondents. This reduces the chance that data is skewed by larger NGOs with larger respondent numbers. The same is true for the benchmarks of the non-ACODEV and global cohort. The ACODEV NGOs added some specific questions which are not benchmarked against the others.

The performance summary (Figures 2 and 3) consists of seven performance indexes (one for overall satisfaction and one for each of the aspects mentioned in Figure 3). Each index was calculated by combining the results from 4 – 10 specific questions in the survey. Most indexes correspond to one of the sections of the report. Where questions from one section are more relevant to another index they have been included there to increase accuracy.

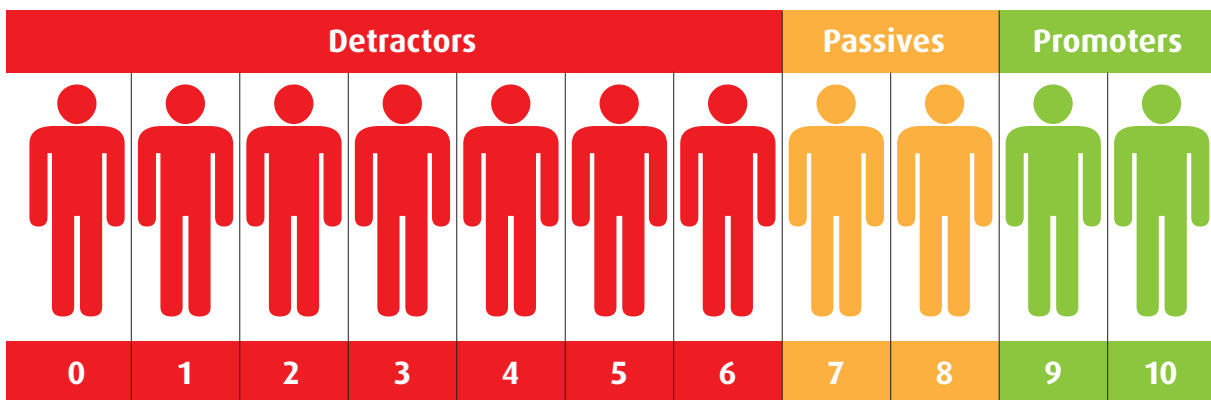
THE NET PROMOTER ANALYSIS

Keystone uses a technique of feedback data analysis increasingly common in the customer satisfaction industry known as Net Promoter Analysis (NPA)² to distinguish between three profiles of respondents. When the NGOs consider how to improve their work in light of the survey findings it is extremely important to develop distinct strategies to work with each of these respondent profiles.

The “Promoters” are constituents that score 9 and 10 on the 0-10 point scale used in the survey. These are the NGO’s champions. They are highly likely to be wholehearted participants in activities and consistently recommend the NGO to their friends and colleagues.

The “Passives” are those who give ratings of 7 and 8. They do not have major concerns, but they are not particularly enthusiastic about the NGO or loyal. With the right encouragement, they could well become Promoters.

Those who provide ratings from 0-6 are categorized as “Detractors”. They have fairly negative perceptions of the partnership and common developmental objectives are likely to be negatively affected as a result.



$$\text{Net promoter score} = \% \text{ Promoters} - \% \text{ Detractors}$$

2 For more see: www.netpromotersystem.com, as well as the open source net promoter community at www.netpromoter.com.

Introduction

Many organizations find it useful to track their 'Net Promoter score' (commonly referred to as NP score). To get an NP score, one subtracts the proportion of detractors from the proportion of promoters. It is not uncommon to have negative NP scores. The most successful organizations generally have high NP scores. Data from thousands of companies show a clear correlation between high Net Promoter scores and corporate growth and profitability.³ The following chart shows a graphical representation of the NP score.

Keystone believes that the customer satisfaction approach is even more relevant to development and social change than it is to business. This is so because those who are meant to benefit from the intended change are key to bringing it about. In this survey context, the practices and policies of Northern partners can profoundly affect the performance of their southern partners. Surveys such as this particular one provide southern partners with a safe space to express what they honestly feel about their Northern partners, and enable more open, data-driven dialogue for improving performance by both.

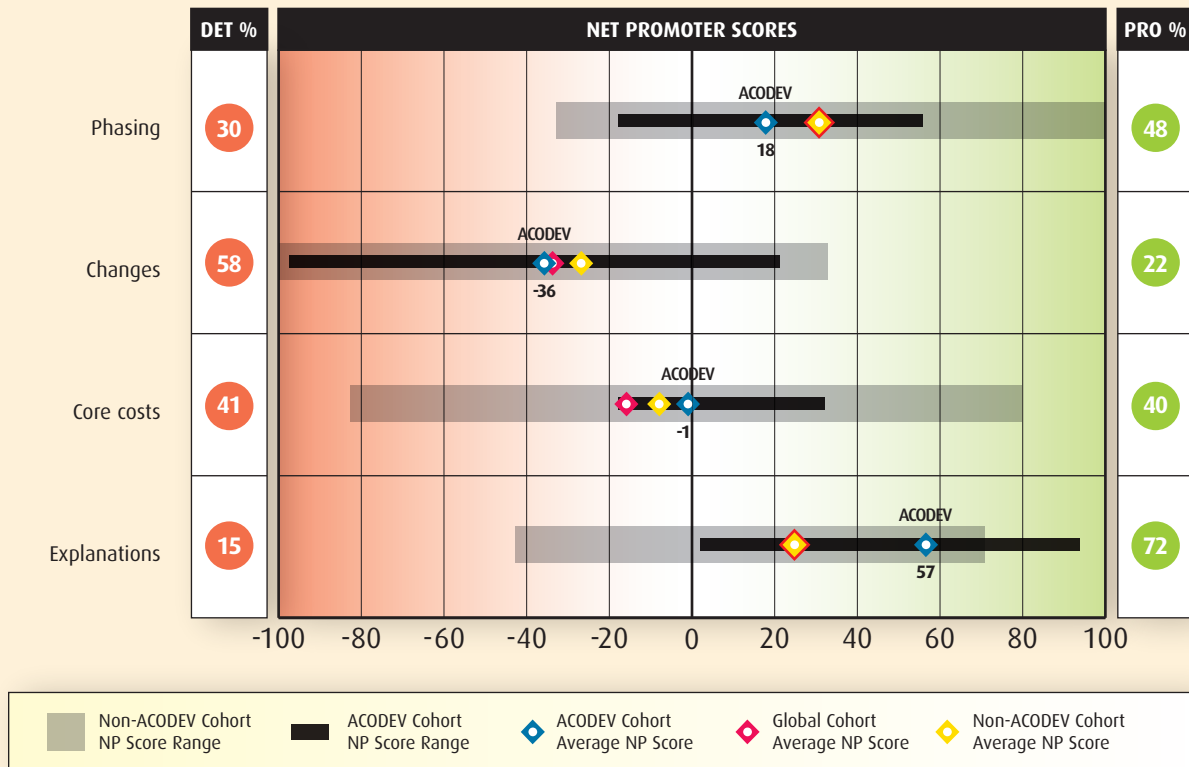
NPA also provides an effective way to interpret survey response rates. A growing number of organizations include non-responses to surveys as Detractors. Keystone did not take that approach in this report. The data reported here is only for actual responses.

In the individual NGO reports, all data was analysed to look for trends across demographic and other variables. Individual reports included significant trends, which included variances across regions, length of support and size of funding. No individual variances have been included in this report.

Occasionally, next to the NP analysis, we provide an analysis of the mean ratings given by respondents, as it helps further understanding of the distribution of perceptions and comparisons with the other NGOs in the cohort.

³ You can see typical NP scores for a range of industries at www.netpromoter.com.

Figure 1 Sample Graph



The chart shows how much respondents agree with the statements:

- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'NGO X allows us to make any changes that we need to about how we spend funds.'
- 3 'NGO X makes an appropriate contribution to general / core costs.'
- 4 'NGO X clearly explains any conditions imposed by the original donors who provide the funds.'

READING THE CHARTS

The chart below shows how the NGOs are rated across four areas: phasing, changes, core costs and explanation. This chart is composed of the following elements:

- The bars show the range from the lowest to the highest NP score within both the ACODEV and non-ACODEV cohort of NGOs. In this case, for 'phasing', NP scores range from -33 to 100 for the Non-ACODEV cohort (grey bar) and -20 to 54 for the ACODEV cohort (coloured bar).
- The data labels on the bars show the average NP scores for the ACODEV cohort of NGOs, the Non-ACODEV cohort, and the global cohort. For 'phasing' these are 18, 31 and 31 respectively.
- The percentages in circles on either side of the chart show the average percentages of respondents for the ACODEV cohort that can be seen as 'promoters' on the right (i.e. gave a rating of 9 or 10) and 'detractors' on the left (i.e. gave a rating from 0 to 6). The chart does not show benchmarks for these figures.

REPORTING STANDARD

At a sector level, the survey allows performance of different NGOs to be meaningfully summarised and compared. We believe this has the potential to contribute to a new standard for reporting the performance of NGOs that work in partnership with southern organisations.

We envisage this involving NGOs publishing systematic feedback from their southern partners that is independently collected on an anonymous basis and is structured and presented in comparison to similar feedback received by other NGOs every year or two.

The feedback data could be integrated into NGOs' existing annual public reports. It could provide new data for funding decisions, creating the missing loop of downward accountability. This would strengthen incentives for NGOs to listen better, and add more value to their Southern partners – not so they are dominated by their southern partners' views – but to encourage respectful and authentic dialogue, which balances bottom-up and top-down perspectives. We believe it would help create conditions for sector-wide continual improvement and a race to the top.

A similar standard, probably using different means and methods, could be developed from partner organizations to receive systematic feedback from their constituents.

NEXT STEPS

In each NGO's report we included the 'generic next steps', see Box 1, below. These are presented for NGOs' consideration, to be adapted if and how managers see appropriate. Here, we propose a complementary four-point action agenda for the NGO sector as a whole.

We urge all NGOs and umbrella bodies that are committed to continual improvement, enhancing impact, and raising standards of performance reporting to adopt the following collective action agenda:

- 1** Share practical experiences among Northern NGOs of working with southern partners to identify and disseminate best practices for the sector as a whole.
- 2** Repeat this survey every year or two as a collective effort, to monitor progress at the individual NGOs and across the wider NGO sector.
- 3** Adopt the reporting standard suggested above. i.e. every year or two, publish independent, anonymous and benchmarked partner feedback.
- 4** Explore conducting an initial 'donor survey' for Northern NGOs to give feedback to their institutional donors, to help them understand and improve their performance. If successful, repeat it every 12 to 24 months.

We believe this agenda can help improve the performance of the sector as a whole, increasing value for money and the benefits achieved from the limited resources available to all Northern NGOs. Public reporting appears to be the most powerful mechanism for creating sector-wide incentives for improved practice. It applies the principles of transparency, accountability and good governance to the NGO sector itself. As individual NGOs publish feedback reports they contribute to the wider sector. They enhance their own legitimacy and, by raising reporting standards, they enhance the legitimacy of the sector as a whole. Significant further gains are likely to be made by rating and publicly reporting the performance of NGOs' institutional donors and including them in the conversation about learning and improvement.

SUGGESTIONS COPIED FROM CONFIDENTIAL REPORTS SUBMITTED TO PARTICIPATING NGOS

NEXT STEPS FOR THE ORGANISATION

Some next steps are suggested below, which may be useful for the AVODEC NGOs to consider.

- A** Discuss the report at board level.
- B** Discuss the main findings with your own staff and southern partners to verify and deepen the analysis and demonstrate that feedback is taken seriously. For this you can organise follow-up interviews with respondents. The discussion should focus on two main issues: (i) the areas which need improvement and (ii) questions arising from the findings that need more interpretation to understand.
- C** Identify opportunities and constraints and then identify specific actions for making improvements, in dialogue with partners.
- D** Identify ways of ensuring that feedback is collected on an ongoing basis and that agreed performance quality and objectives are maintained.
- E** Consider separately the three categories of partners – promoters, passives and detractors – and elaborate specific strategies of engagement with each one of them.
- F** Strengthen a culture of continual improvement, mutual respect and open dialogue with southern partners.
- G** Discuss whether southern partners could collect similar benchmarked feedback from their constituents and use it to report performance. Partners may be able to develop internal benchmarks within their work.
- H** Consider developing some common approaches and facilitating learning between partners.
- I** Collaborate with other Northern NGOs that are tackling similar issues, including those in this cohort, to share best practice and drive up standards in the sector.
- J** Repeat the survey in 12 to 24 months to monitor progress.
- K** Ask non-responders one simple question about why they did not answer the survey by sending a simple email with one question to all partners.
- L** Consider publishing similar feedback reports in the future, potentially coordinated with other Northern NGOs.

Step (L) has the potential to develop a new norm in NGO reporting, similar to the new norm among US foundations of publishing grantee feedback reports. It can strengthen the links between performance, reporting and funding decisions, creating powerful incentives for improvement. A growing number of the organizations in the benchmark data set in this report have published their Keystone partner survey reports.⁴

RESPONDENTS

Table 1: Response rate

	Non-ACODEV Cohort	ACODEV Cohort	Total
No. of partners invited to respond	7595	513	8108
No. of responses received	2469	311	2780
Average Response rate	33%	61%	34%

The figures in table 1 show the total number of complete and partial responses. Some respondents did not answer all questions. The response rate varies between questions.

A response rate of 61% is above average and provides quality data, which gives a good idea about the performance of the NGOs. Response rates in satisfaction research depend on many factors; 10-15% is what most companies achieve with customer satisfaction surveys. More targeted surveys such as these should have somewhat higher response rates and 30-40% is not uncommon. Keystone's aim is 60%. As NGOs repeat the survey and engage in the follow-up suggestions listed above, we would expect to see response rates increase as a sign of increased perceived legitimacy.

Partners who decide to respond are not necessarily representative of the total population of partners, since they were not selected at random, but decided to respond for several reasons. Based on broad experiences in satisfaction research, it is safe to assume that the non-response bias is a positive bias. In other words: partners who decided not to respond will on average be less positive than those who did. As already mentioned, some organizations include non-responses to surveys as Detractors. Keystone did not take that approach in this report.

For those partners that responded to the survey, the following people were involved in completing the questionnaire:

Table 2: Respondents by staff category

	Non-ACODEV Cohort Benchmark (%)	ACODEV Cohort (%)
Head of the organisation	70	80
Other senior leadership	63	70
Manager	35	27
Operational staff / field staff	45	61
Others	11	15

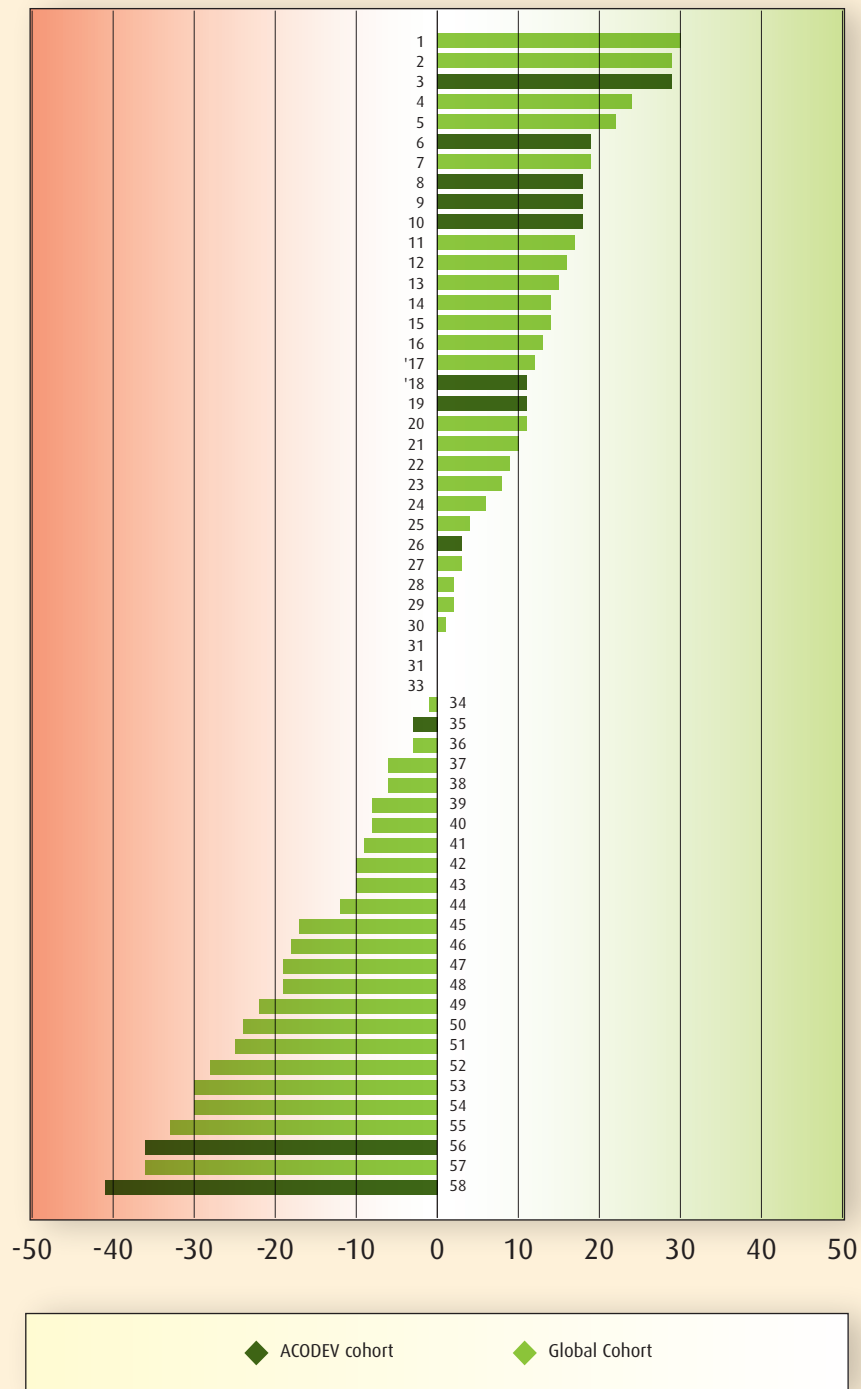
The figures add to more than 100% as several members of staff were often involved in completing each questionnaire.

- On average 27% of ACODEV respondents declared themselves as female and 69% male, while 4% preferred not to say (Non-ACODEV benchmarks: 35%; 60% and 5%).
- 87% of respondents for the ACODEV cohort rated the survey process as useful or very useful (Non-ACODEV cohort benchmark: 81%).

Findings

Performance Summary and Main Findings

Figure 2 Overall satisfaction: NP scores for All NGOs

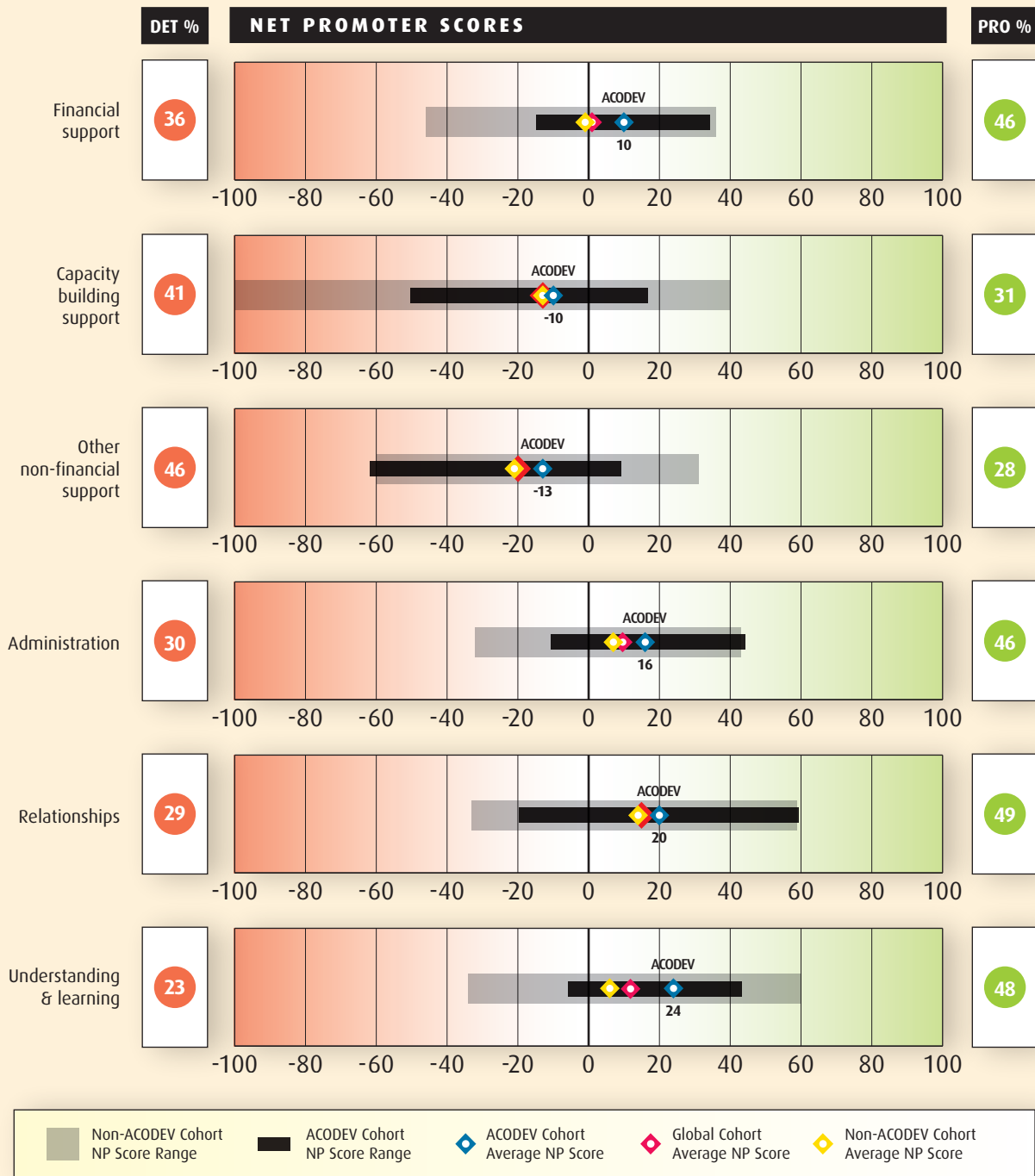


- This rating is based on an index of scores where respondents were asked to compare the performance across seven key areas against other NGOs and funders.⁵
- The average position for the ACODEV cohort is 23, and for the rest of the global cohort 31. This indicates that the overall satisfaction from partners regarding ACODEV NGOs is high. Half of the top ten are ACODEV NGOs.

⁵ Keystone also computed this ranking on the performance summary data presented in Figure 3 as a comparison, however no material differences in positioning were noted.

Performance Summary and Main Findings

Figure 3 Performance summary



- The figures are based on indices that use the averages of the NP scores of 4 to 10 different questions for each category.
- For understanding and learning the ACODEV NGOs receive their highest average NP score (24). For this category the difference with the non-ACODEV NGOs is the largest (other NGOs: 6). Relationships, administration and financial support show smaller differences.

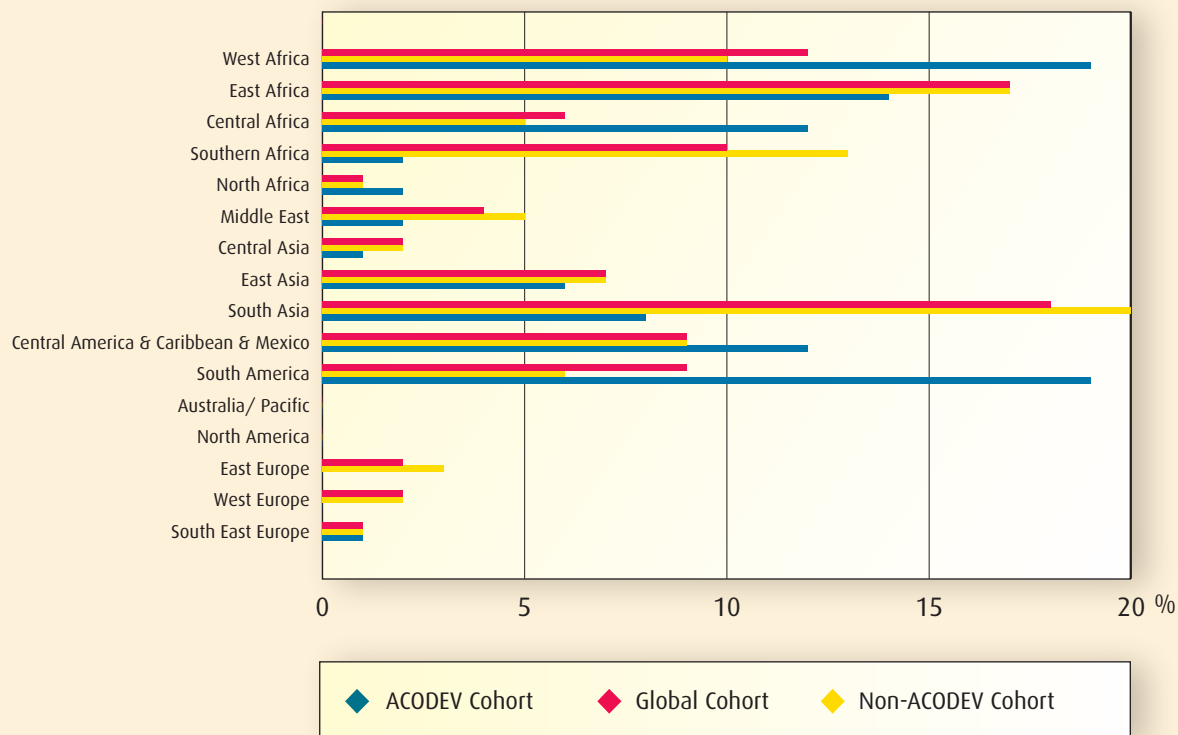
Performance Summary and Main Findings

- For capacity development and for other non-financial support the ACODEV NGOs receive negative NP scores (-10 & -18 respectively) although in line with the score of the non-ACODEV cohort.
- Respondents express moderate satisfaction with the financial support they receive from the ACODEV NGOs. They particularly appreciate that explanations are given about back-donor requirements. The ratings about contribution for core funding and about flexibility of funding are much less positive, as is the case for most NGOs taking the survey.
- Respondents give relatively low ratings to most of the types of capacity building support that they receive from the ACODEV NGOs. The NP scores of the ACODEV Cohort are quite similar to those of the non-ACODEV cohort for almost all elements of capacity building. Support for advocacy and campaigning and support for strengthening entrepreneurial/business skills receive the lowest satisfaction scores.
- Other non-financial support also receives low ratings, all except one category receive negative scores. In particular, protection from threats receives is scored low. This category is consistently rated low across most NGOs in the global cohort. Shared programme goals is the only aspect that receives a positive NP score.
- Respondents show appreciation for the administrative side of their relationships. They most appreciate that reports are submitted regularly and that reporting formats are provided by the NGOs.
- Respondents' appreciation for the relationship with the ACODEV NGOs is also high. In all but two categories it is higher than that of the non-ACODEV cohort. The ACODEV NGO's complaints procedure, however, is not rated very high. A large portion of respondents also feel that there is a problem with the amount of contact they have with the ACODEV NGOs.
- Respondents indicate that the ACODEV NGOs understand the sector their partners work in, as well as their context and strategies, significantly better than their non-ACODEV counterparts. They also trust that the ACODEV NGOs will make improvements as a result of the survey.
- The two issues that partners would like the ACODEV NGOs to do to further improve relations are more joint strategy development and more promotion of their partners' work.
- The ACODEV NGOs do receives negative NP scores in various areas. It is important to address such scores, even in those cases where these are common among other organisations. A negative NP score should never leave an organisation indifferent as it means that in that area there are more detractors than promoters.
- Looking ahead, respondents of the ACODEV cohort would like:

Table 3: Priorities for the future:
Non-financial support
1. Accessing other funds
2 Participatory approaches
Monitoring and reporting
1. Share lessons and experiences
2. Help us monitor and report in ways that are useful for us and the people we work with
Relationships
1. Develop a joint strategy
2. Promote our work

Section 1: Partnership profile

Figure 4 Location of partners



- 49% of the ACODEV respondents are located in Africa (global cohort: 46%), 8% in South Asia (global cohort 18%), 12% in the broad Central and South American region (global cohort 9%) and 1% in Europe (global cohort 5%).
- Most respondents describe themselves as 'non-governmental organisations': 44% (non-ACODEV cohort: 76%). 13% of ACODEV NGOs describe themselves as a 'community organisation'.
- The respondents describe themselves mostly as 'providing services directly to poor people and communities' and 'supporting collective action by our members'. For the global cohort this order is the same. The 3rd and 4th options of the ACODEV cohort are 'support and strengthen civil society organisations' and 'support economic and productive enterprises that benefit poor people'.

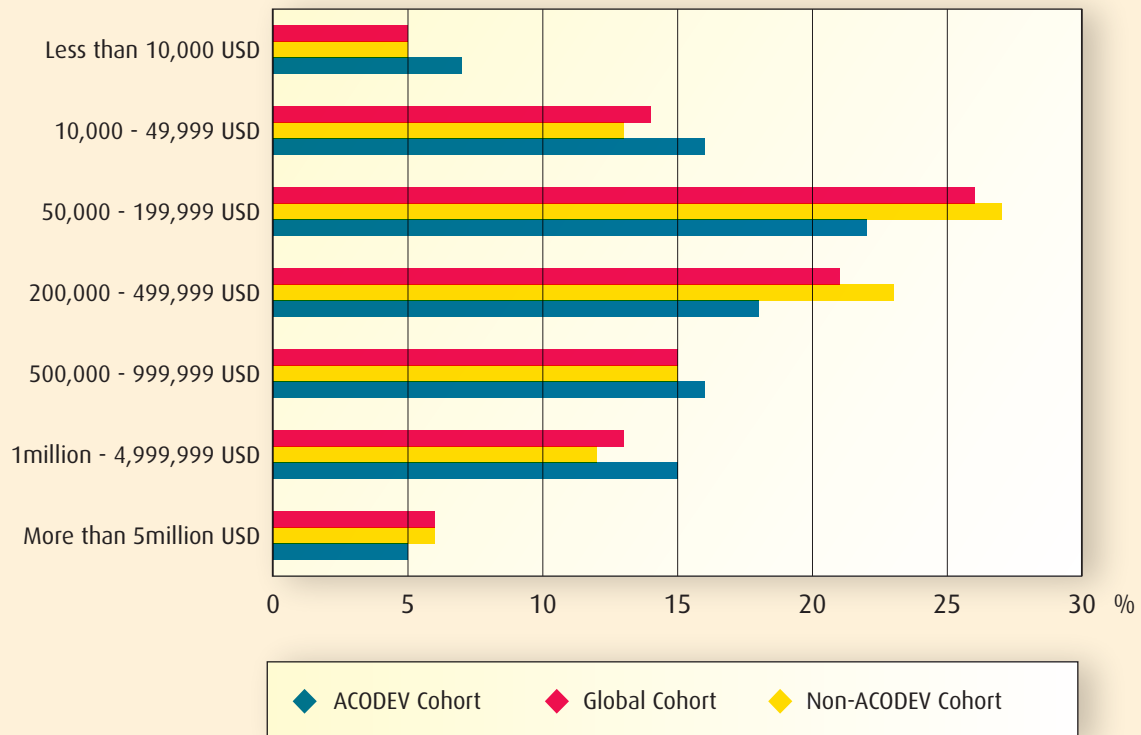
Section 1: Partnership profile

Table 4: Predominant activities

Means on a scale of 0=Never to 10=All of our work	All NGOs	Non-ACODEV NGOs	ACODEV Cohort
Provide services directly to poor people and communities	6.7	6.6	7.1
Support economic and productive enterprises that benefit poor People	4.3	4.0	5.5
Influence how government & other powerful organisations work (i.e. 'advocacy')	5.2	5.2	5.3
Conduct and publish research	3.5	3.5	3.3
Support and strengthen civil society organisations	5.2	5.1	5.8
Help people claim their human rights	5.8	5.9	5.3
Support collective action by our members	6.3	5.7	6.4
Fund individuals	1.6	1.5	2.2
Help build peace and reconciliation	5.1	5.2	5.0

Section 1: Partnership profile

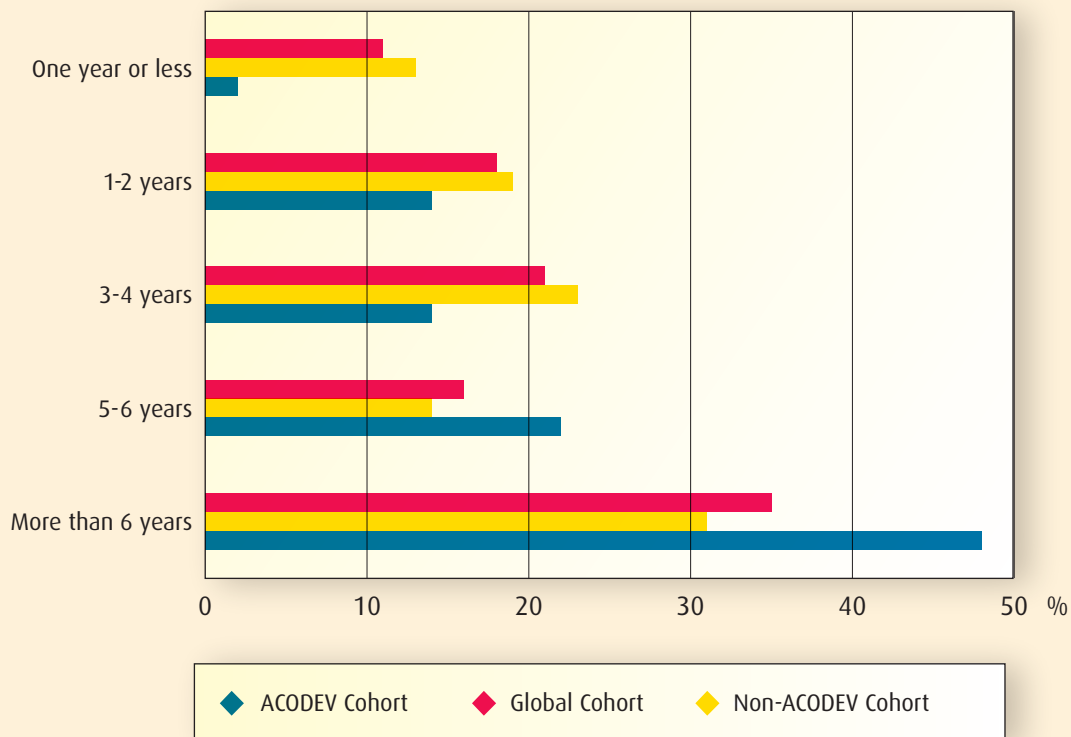
Figure 5 Partner annual budget



- The size of ACODEV partners mirrors non-ACODEV NGOs and the global cohort. 45% of the ACODEV respondents have an annual budget of under US\$200,000 (global cohort and non-ACODEV: 45%) and 20% have budgets of over a million dollars (global cohort: 19%; non-ACODEV: 17%).
- 50% of the respondents receive funds and support from 1 to 4 different organisations. For the non-ACODEV cohort this is 51%.

Section 1: Partnership profile

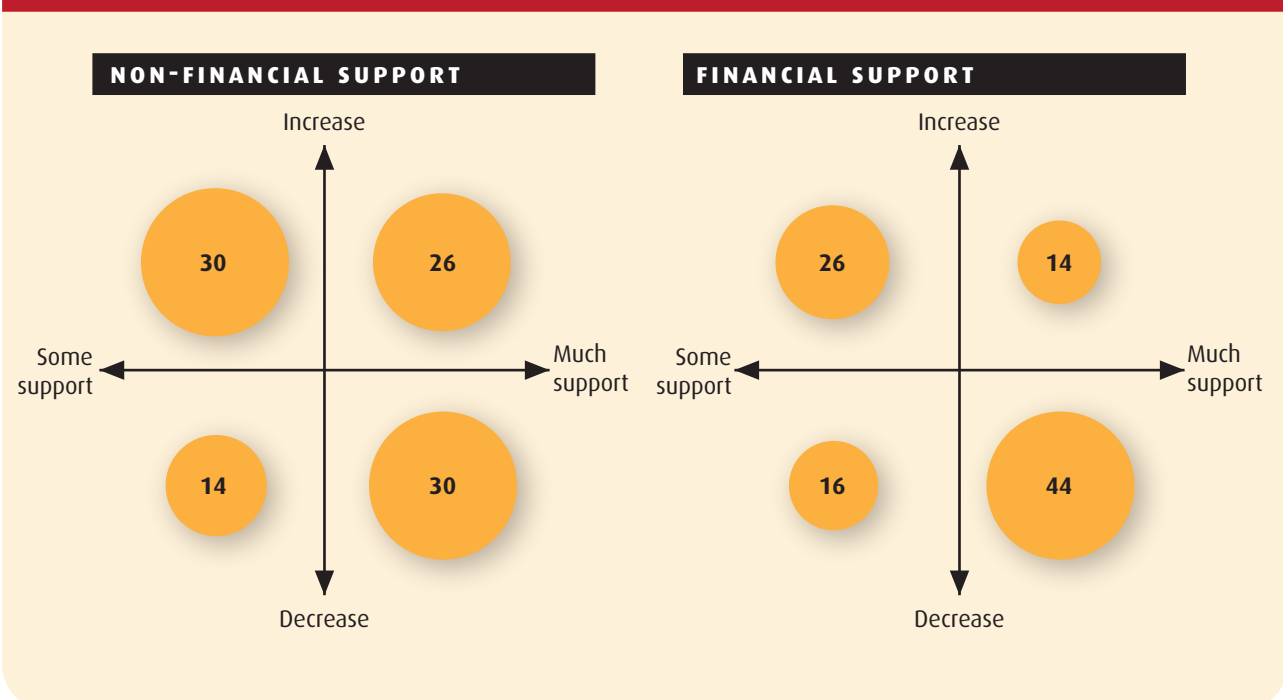
Figure 6 Length of the relationship



- Over two thirds of ACODEV partners (70%) have received support for more than 5 years and only 16% have received support of two years or less. It appears the ACODEV NGOs have longer relationships with its partners than other NGOs.
- The most important reason why respondents choose to work with the ACODEV NGOs is 'Achieving shared goals'. This is similar for the global cohort. The second and third most important reasons are 'to strengthen our skills and capacities' and 'joint learning and understanding' (also the same as the global cohort).

Section 1: Partnership profile

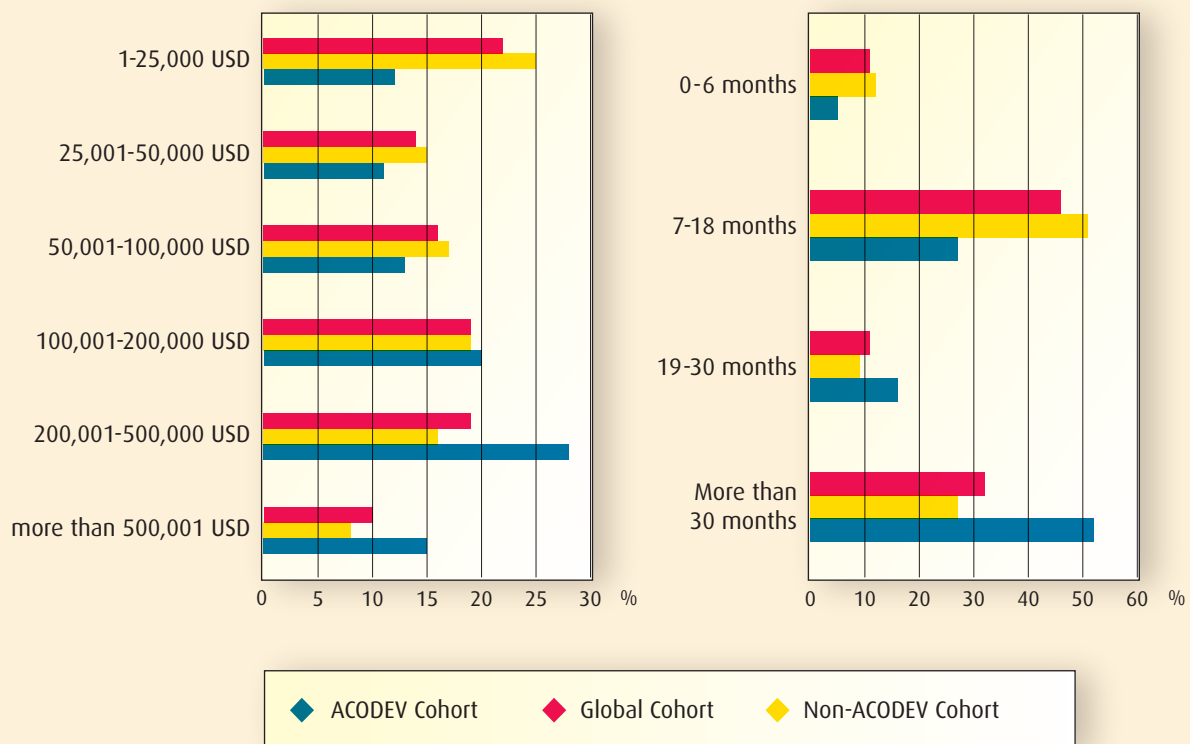
Figure 7 Intensity of the partnership



- When asked about the intensity of their partnership with ACODEV NGOs in terms of non-financial support, respondents are divided. About a third (30%) believe that they have received some support from the NGOs and that this support will increase in the future. Over half of respondents (56%) believe that they have received much non-financial support from ACODEV NGOs, however over half of these (30%) believe that this support will decrease in the future.
- Regarding financial support, almost half of respondents (44%) feel that they have received much support, however that this support will decrease in the future. This intensity question was not asked to non-ACODEV organizations.

Section 2: Financial support

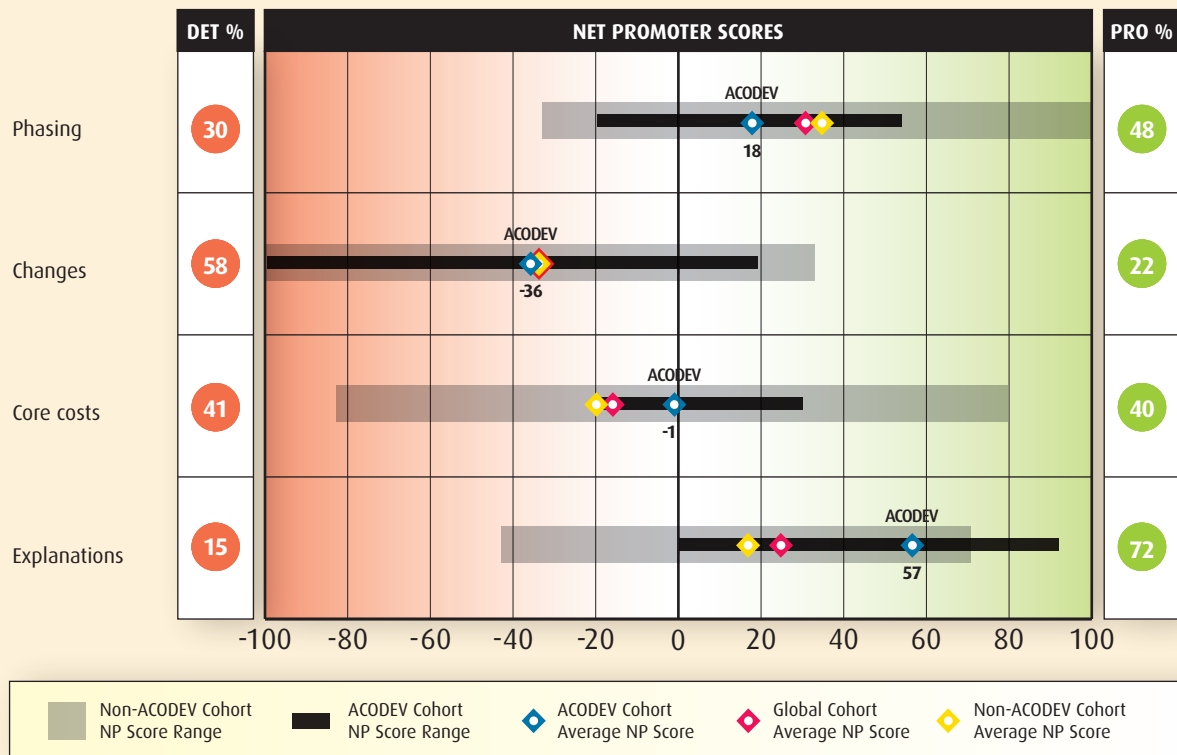
Figure 8 Grant size and Grant length



- 94% of the respondents said they currently receive or have recently received funds from the ACODEV NGOs (Non-ACODEV cohort: 91%).
- The average size of the current or most recent grant was US\$318,080 (non-ACODEV cohort: US\$177,000) with an average grant length of 27 months (global cohort: 21 months).

Section 2: Financial support

Figure 9 Quality of financial support



The chart shows how much respondents agree with the statements:

- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'NGO X allows us to make any changes that we need to about how we spend funds.'
- 3 'NGO X makes an appropriate contribution to general / core costs.'
- 4 'NGO X clearly explains any conditions imposed by the original donors who provide the funds.'

- The average NP score for this category for the ACODEV NGOs is 10 (for the other NGOs the average is 1).
- The highest score received is for explaining conditions of back donors (57). This score is well above the Non-ACODEV cohort, which is 17.
- The lowest NP score is received for being allowed to make changes in the spending of funds (-36). For the non-ACODEV NGOs this score is -34.
- The satisfaction with the contribution to general / core costs is not particularly high with an NP score of -1. This is generally an area of low scores (the global cohort benchmark is -8).

Indicative comments received from the ACODEV cohort in this area include:

"[NGO] is very punctual and organized regarding funds disbursement".

"NGO] should be able to reduce the time between finalizing the agreement and the time funds are released for implementation of project activities (...)"

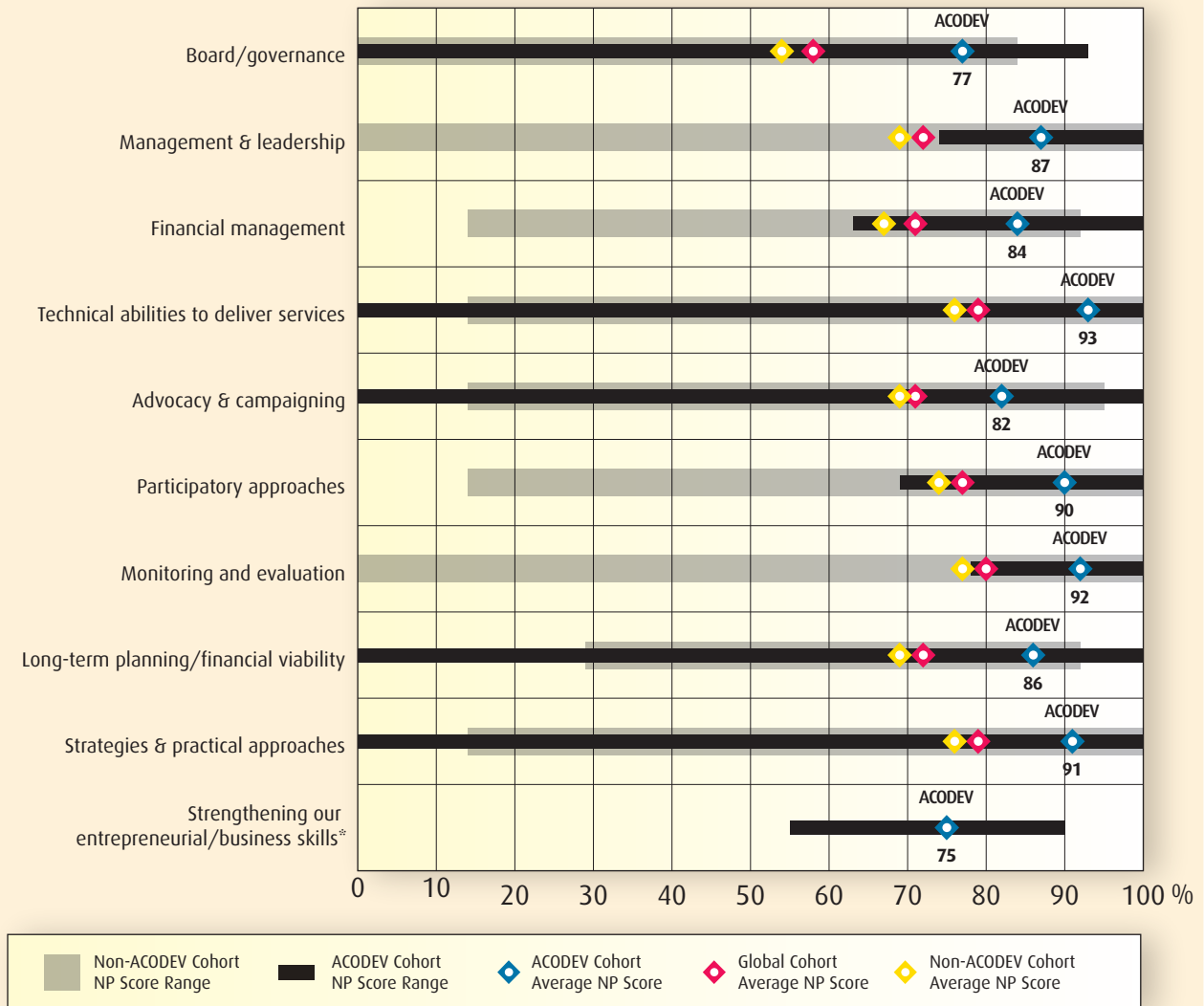
Section 2: Financial support

“Delays in transfers at the beginning of the year complicates the beginning of activities and the accumulation at the end of the year makes that actions be carried out in a rush”.

“We don’t know the time when we can expect fund transfer and we are unable to plan on it. I suggest that both of us agree on the planned time of fund transfer and we include it in our cash flow planning and they should make the transfer accordingly.”

Section 3: Non-financial support

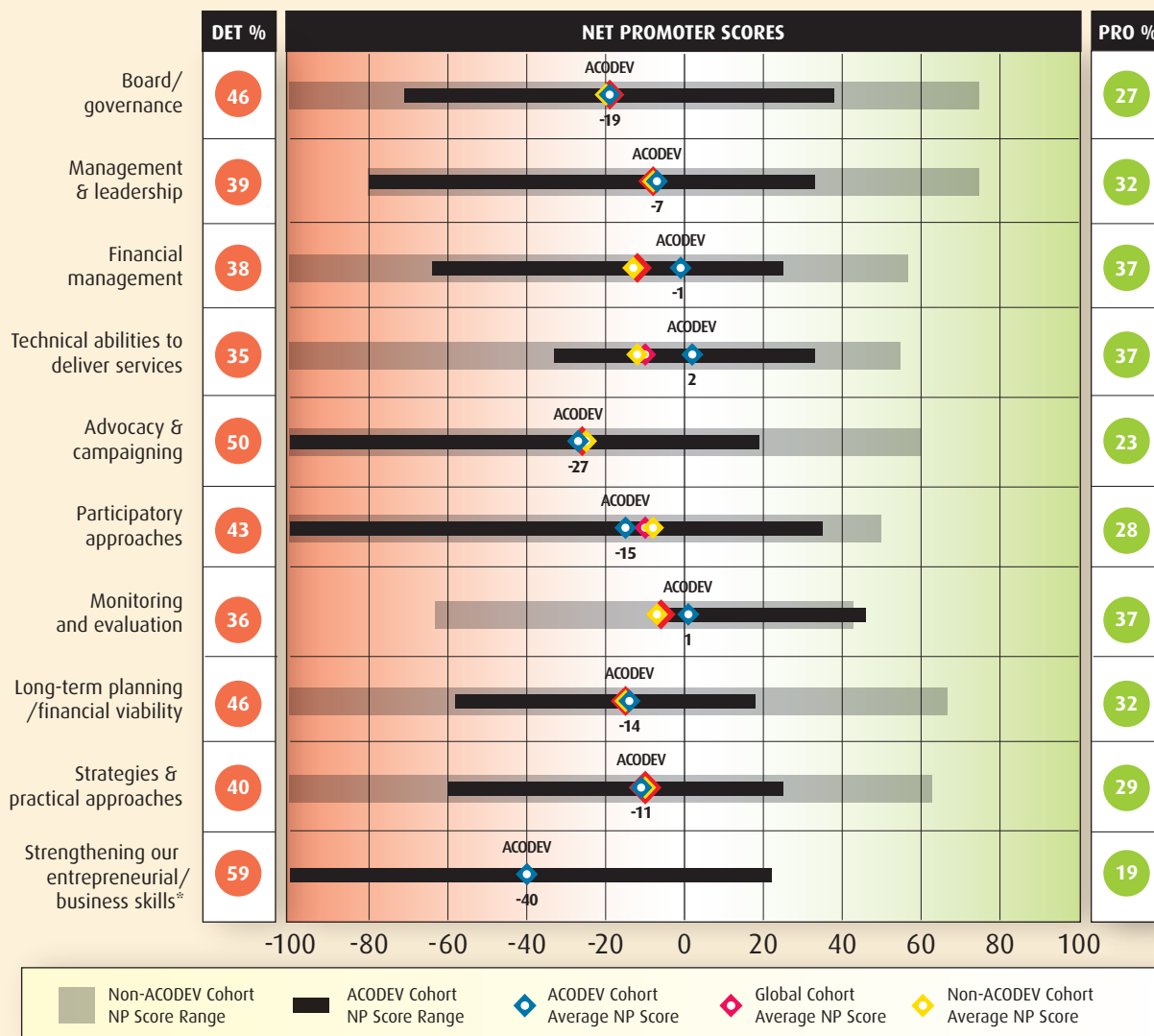
Figure 10 Percentage of respondents who received capacity building support



- This chart shows the percentage of respondents who said they received capacity building support in each area.
- In all areas, the ACODEV NGOs provide capacity building support to an equal or higher percentage of respondents than the Non-ACODEV cohort.

Section 3: Non-financial support

Figure 11 Value of capacity-building support

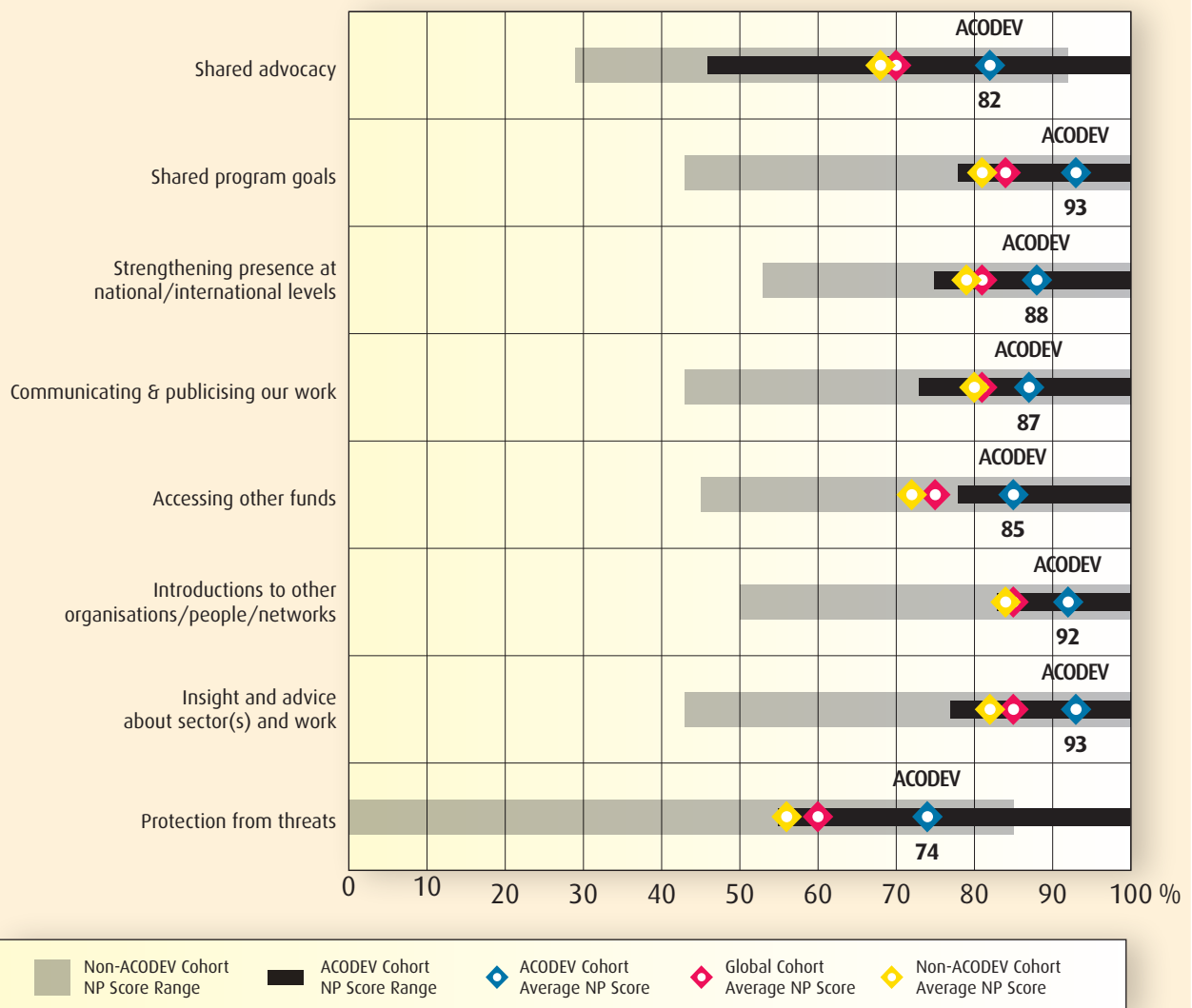


*This item was only relevant for some of the participating NGOs and not all the ACODEV cohort

- The chart shows how useful the respondents who received capacity building support found it. The NP scores for the ACODEV NGOs' respondents are shown in relation to the Non-ACODEV cohort and the Global cohort average. The ratings only include those respondents who indicated that they received the support.
- On average the ACODEV NGOs receive negative NP scores for all aspects except Technical abilities to deliver services and Monitoring and evaluation. The NP scores for the ACODEV NGOs are lower than those of the global cohort for Advocacy & campaigning (mean rating of 6.0 vs 6.2), and Participatory approaches (mean rating of 6.7 vs 6.9).
- The ACODEV NGOs' NP scores are higher than the global cohort for the aspects Management and Leadership (mean rating of 7 vs 6.9 for the global cohort of NGOs), Technical Abilities to Deliver Services (mean rating of 7.2 vs 6.9), Financial Management (mean rating of 7 vs 6.9) and Monitoring and Evaluation (mean rating 7.1 vs 7.0).
- 'Business skills' also received a very low score

Section 3: Non-financial support

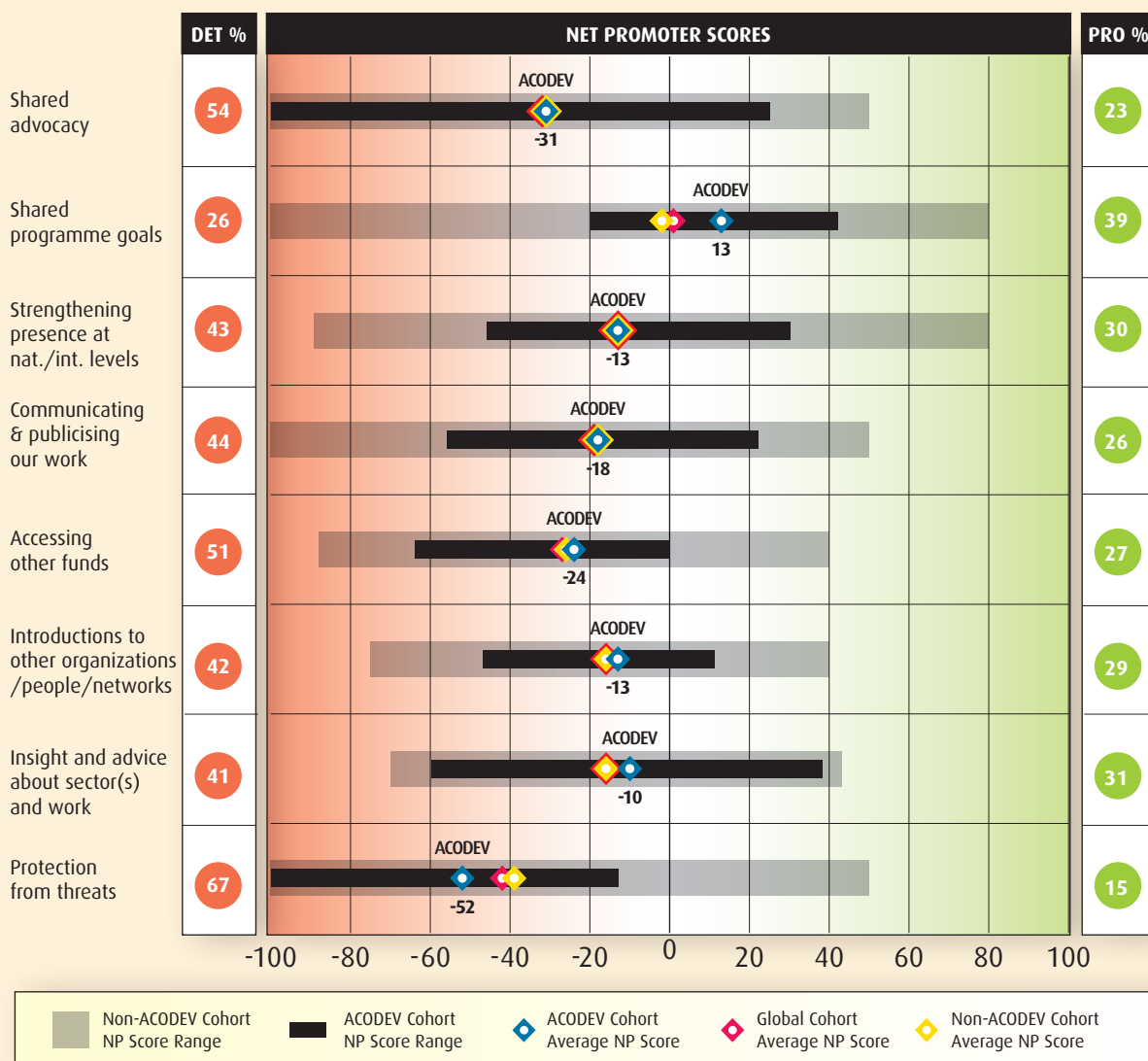
Figure 12 Percentage of respondents who received other non-financial support



- The chart shows the percentage of respondents who said they received support in each area.
- For all areas, the ACODEV NGOs provide support to an equal or higher proportion of respondents.

Section 3: Non-financial support

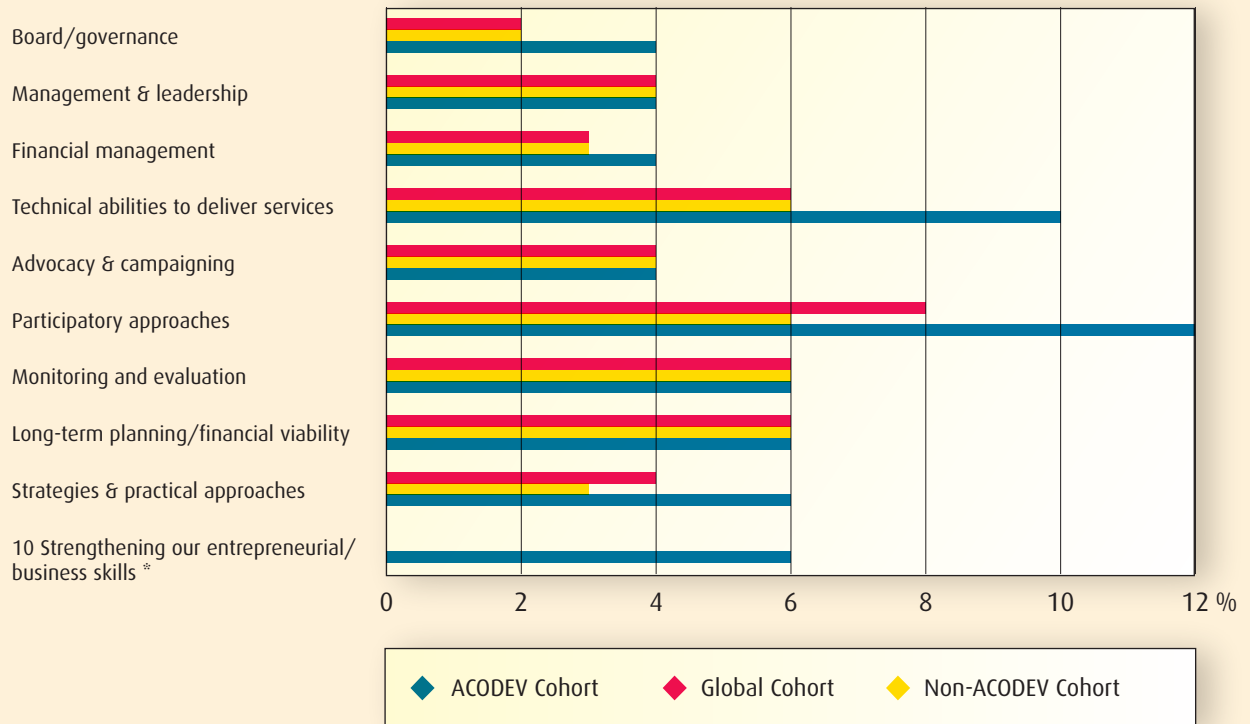
Figure 13 Value of other non-financial support



- The chart shows how useful the respondents found the other forms of non-financial support they received. Only responses from those who said they received the support are included.
- The ACODEV NGOs receive negative NP scores in all but one area, in which they receive a significantly higher score. They receive slightly higher NP scores than the global cohort in 4 areas, equal scores in 2 areas and lower scores in 1 area. The average global NP score is -20 (ACODEV NGOs -21) and mean global rating is 6.5 (ACODEV NGOs 6.4).
- 'Protection from threats' receives the lowest score (average rate 5.0 for ACODEV NGOs and 5.6 for the global cohort) and 'Shared advocacy' also received a very low score.
- 'Shared program goals' receives the best NP score, followed by 'Strengthening presence at national/international level'.

Section 3: Non-financial support

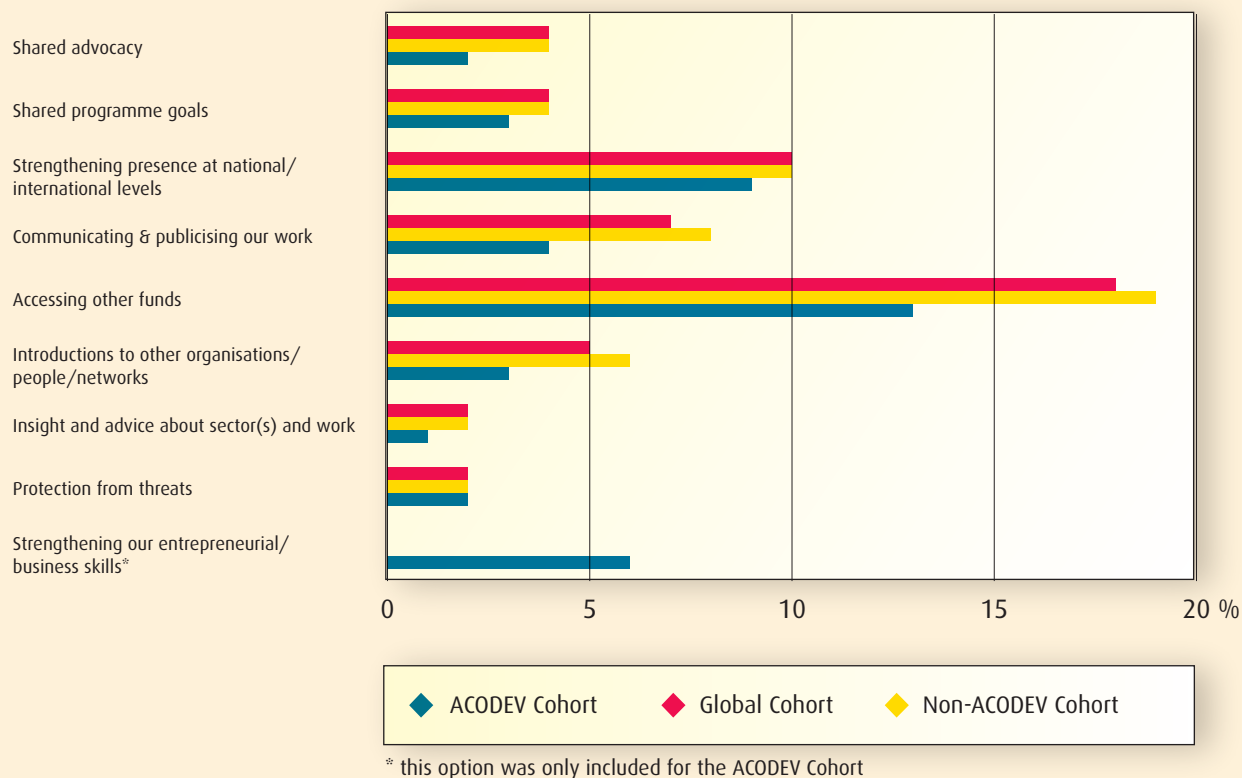
Figure 14 Requests for non-financial support in the future: capacity building



- Respondents were each asked to identify up to two areas in general where they would most like to receive support in the future.
- As a first choice, they would like to receive more support in accessing other sources of funds. This is also the first choice for the global cohort and non-AVODEC NGOs.
- Their second choice is to receive capacity building support in 'participatory approaches' and 'technical ability to deliver services' is the third choice.

Section 3: Non-financial support

Figure 15 Requests for non-financial support in the future: other areas



Indicative comments received in this area from the ACODEV group include:

“We have never received non-financial support by [NGO]. If such possibility exists, [NGO] should inform us in which areas they provide support and how/what the conditions are for applying for it”.

“(…) contemplate the possibility of having projects for a longer period (5 years for example).”

“Promote practical exchanges between organizations in order to share know-how and success stories”.

“A good practice has been to take advantage of regional meeting for capacity building of the members of local organisations.”

Section 4: Effect of Partnership on Partner's Work

Figure 16 Changes from Partnership*

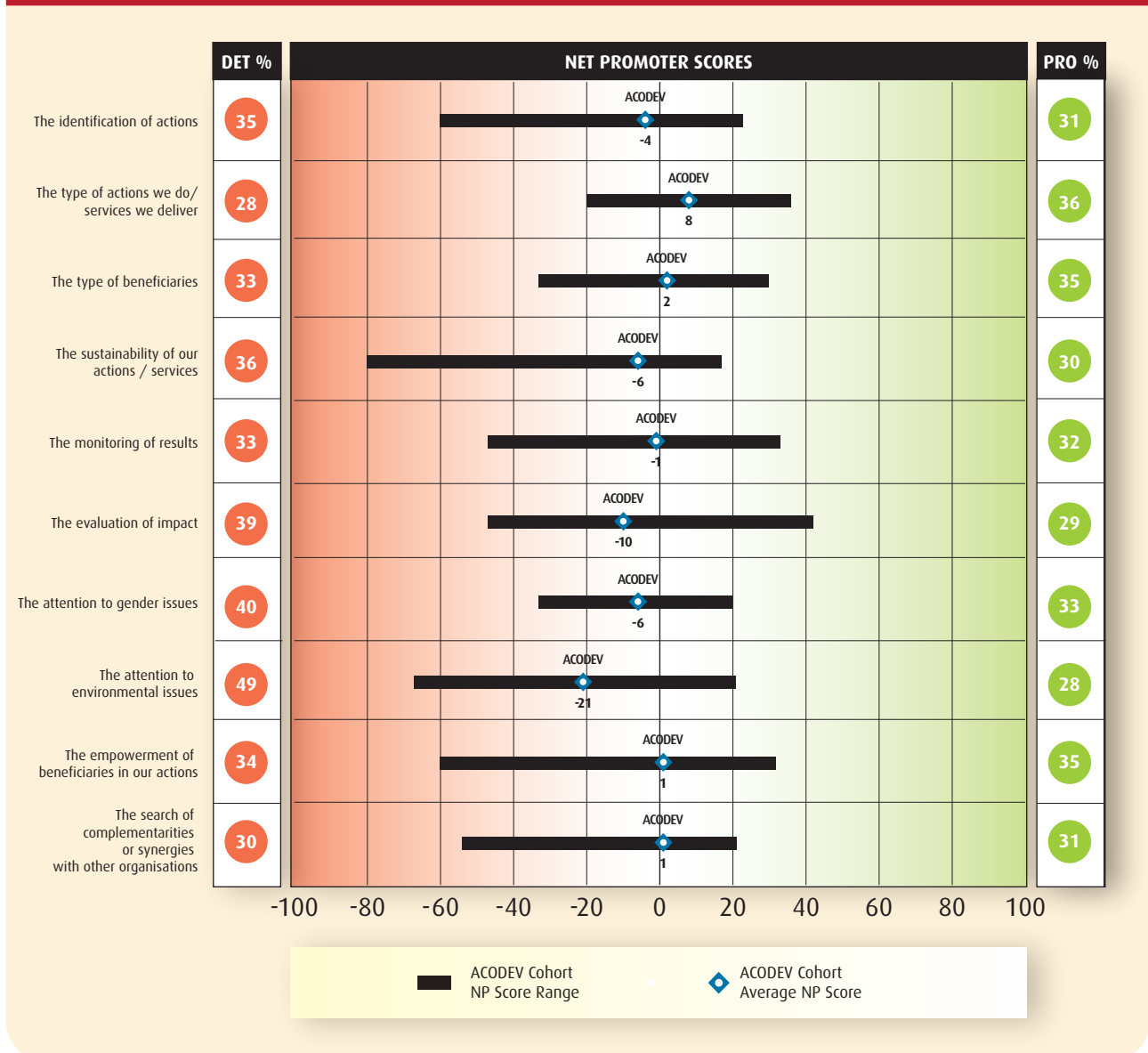


* this question was only included for the ACODEV Cohort

- Partners were asked to indicate whether their partnership with ACODEV NGOs has changed their organization in each of the domains listed above on a scale of '0 - No change, but it is needed' to '10 - major change'. An option 'Not needed' was also made available.
- For most NGOs in the ACODEV cohort changes that have occurred in this domain have been moderate.
- The highest scores are given for influencing change in the way partners achieve results and for their perceived legitimacy and level of respect within the society (NP scores of 5 and 7 respectively).
- The ACODEV NGOs receive by far their lowest scores for influencing change in partners' financial autonomy (55% are detractors and only 23% promoters, with an NP score of -32).

Section 4: Effect of Partnership on Partner's Work

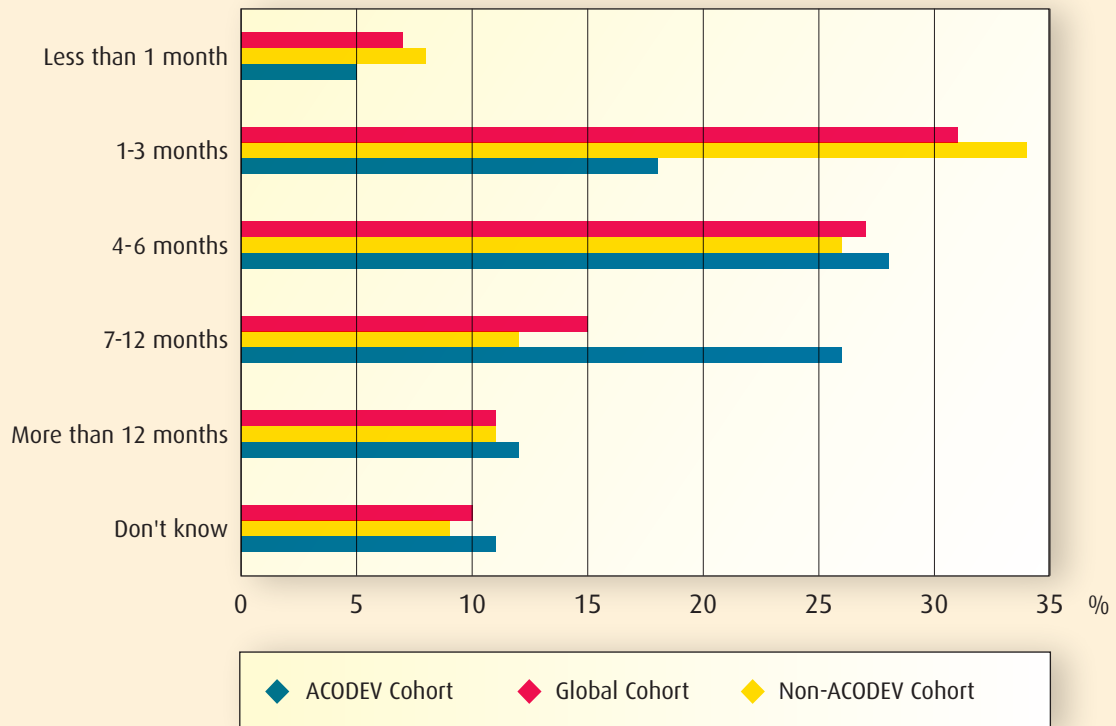
Figure 17 Improvements in your work*



- Partners were asked to state to what extent their partnership with ACODEV has led to improvements in various aspects of their work listed above on a scale of '0 - Not at all' to '10 - a major improvement'.
- The highest rating is given to improvements produced in the type of actions partners carry out/services they deliver (NP score: 8).
- On the negative side, the scores for influencing improvements in the partners' evaluation of their own impact and in the level of attention they pay to gender issues are -6 and -10 respectively. But by far the lowest NP score is given for influencing improvements in the level of attention the partners pay to environmental issues, where almost half (49%) sit in the detractors category.

Section 5: Administration

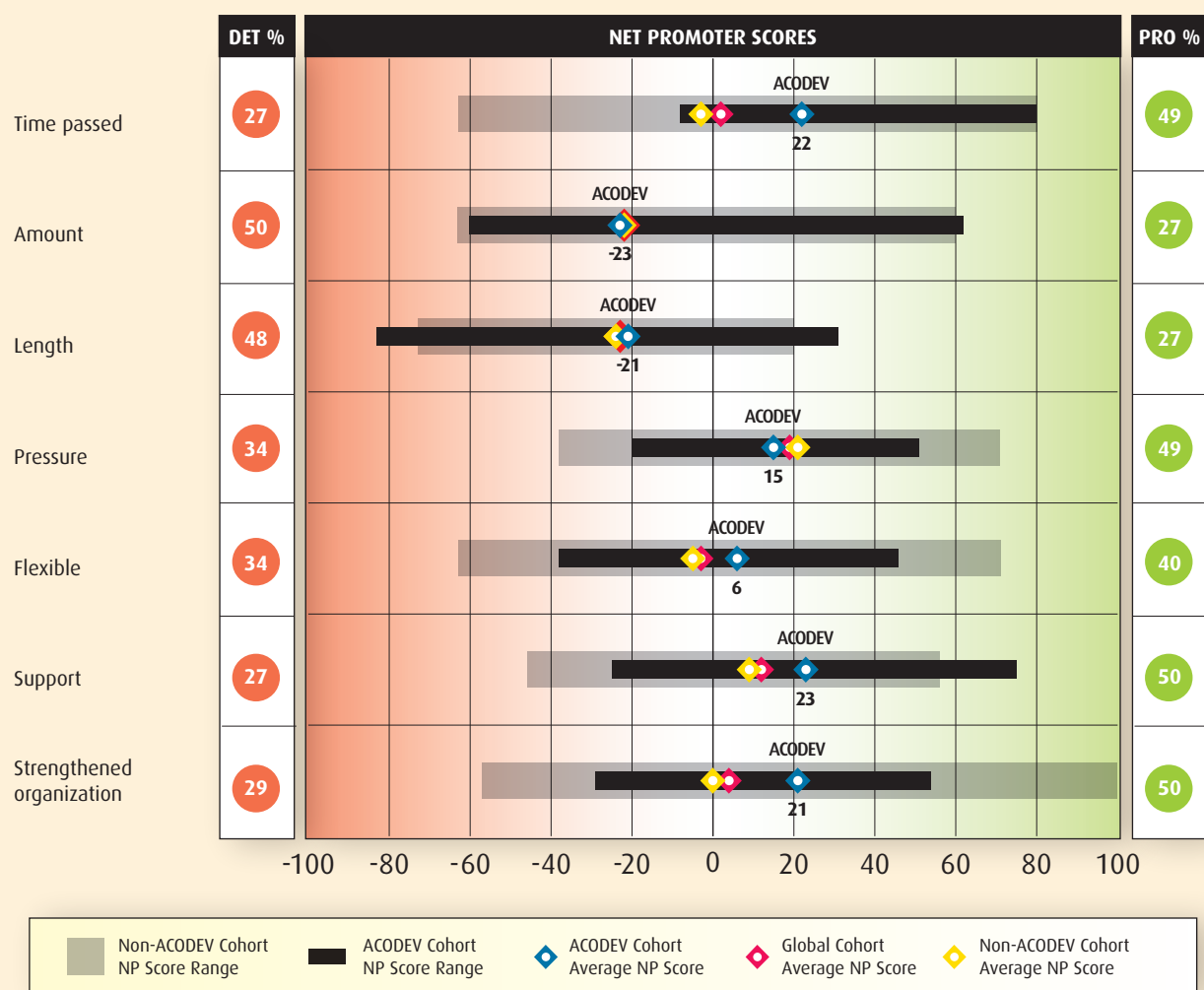
Figure 18 Time taken to receive support



- 23% of respondents report that less than 3 months passed from the date that they first discussed support and the date when they first received support (non-ACODEV cohort: 42%).

Section 5: Administration

Figure 19 The agreement process



The chart shows how much respondents agree with the statements:

- 1 'The time that passed from starting discussions to receiving support was reasonable.'
- 2 'The amount of support from NGO X is well matched to our needs.'
- 3 'The length of support from NGO X is well matched to our needs.'
- 4 'During the agreement process, we did not feel pressured by NGO X to change our priorities.'
- 5 'NGO X is flexible and is willing to adapt the terms of its support to meet our needs.'
- 6 'NGO X gave us enough support to help us finalize the agreement.'
- 7 'The process of finalizing the agreement helped strengthen our organization.'

- The ACODEV NGOs receive higher NP scores than the non-ACODEV cohort in 6 out of 7 categories.
- The highest scores were received for 'giving support to help finalize the agreement' and for 'the time that passed from starting discussions to receiving support was reasonable'.
- The biggest differences between the ACODEV NGOs and other NGOs are for 'the time that passed from starting discussions to receiving support was reasonable' (average rating for ACODEV NGOs 7.9 vs 7.3 for the global cohort).

Section 5: Administration

- ACODEV NGOs are not seen as asking for more information during the agreement process than other NGOs/ funders.

Indicative comments from the ACODEV cohort received in this area include:

“We would like to establish an annual plan of [...] strategic actions that allow us to reach common objectives.”

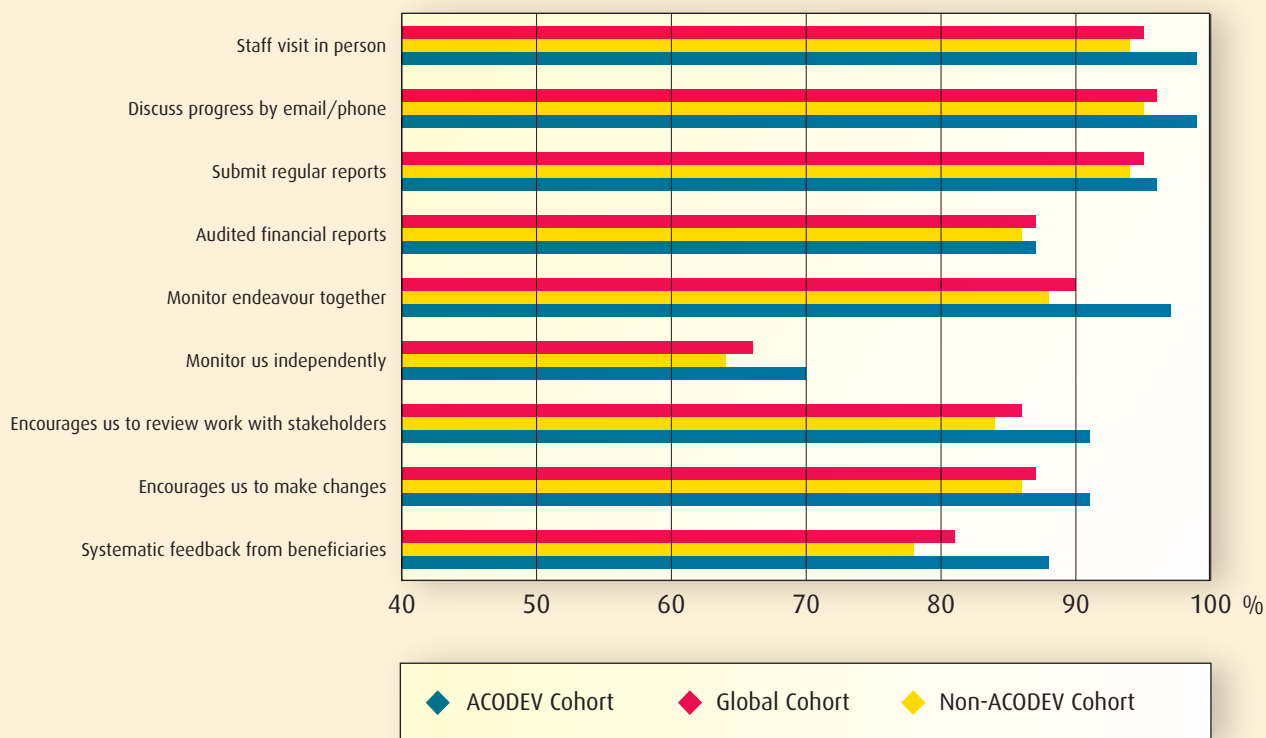
“Avoid going to the field being suspicious of the partner [...] A minimum of trust of the partner is needed. Do not start interrogating secretly communities about whether this or that activity has been carried out [...]”

“[NGO] should be encouraged to do more participatory monitoring and evaluation that involves all key stakeholders of the project.”

“[NGO] has been open to our suggestions regarding the appropriation of the funds for the project.”

Section 5: Administration

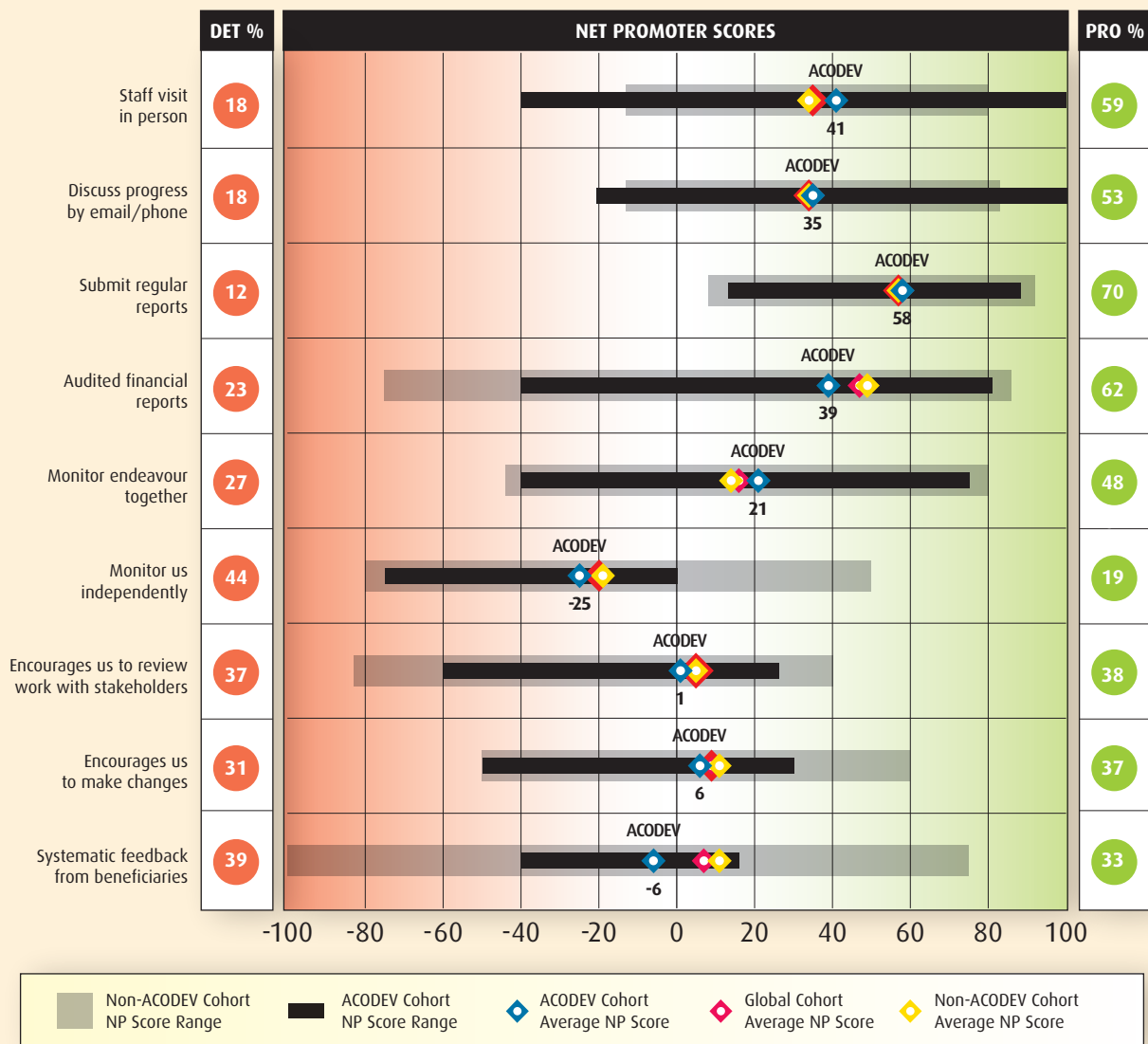
Figure 20 Monitoring and reporting activities



- The ACODEV NGOs conduct all monitoring and reporting activities with an equal or higher number of their respondents than the non-ACODEV cohort.

Section 5: Administration

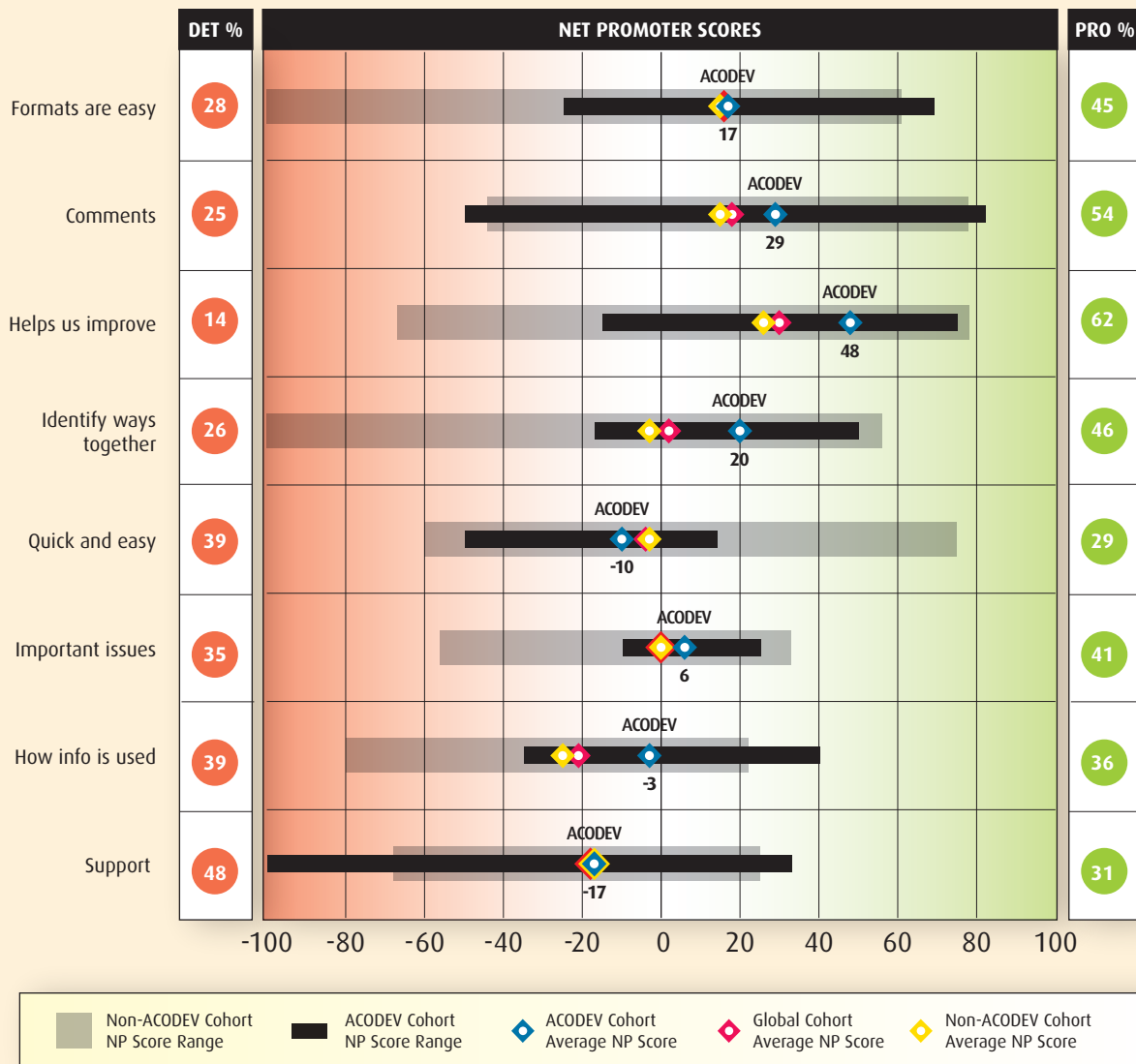
Figure 21 Value of monitoring and reporting activities



- This chart shows the NP scores for respondents who said that each activity applies to them. It excludes those who said that the activity does not apply.
- The ACODEV NGOs receive above average scores for four out of nine aspects. They receive their highest scores for 'submit regular reports' and 'staff visit in person'.
- For several aspects, the ACODEV NGOs score lower than the non-ACODEV cohort: 'audited financial behaviour', 'monitor us independently', 'encourages us to review work with stakeholders', 'encourages us to make changes' and especially 'systematic feedback from beneficiaries' (NP difference ACODEV vs non-ACODEV cohorts of 17 points).

Section 5: Administration

Figure 22 Monitoring and reporting process



The chart shows how much respondents agree with the statements:

- 1 'Reporting formats provided by NGO X are easy to understand and use.'
- 2 'NGO X gives us useful comments about the reports we send them.'
- 3 'The monitoring and reporting we do for/with NGO X helps us improve what we do.'
- 4 'We work with NGO X to identify useful and relevant ways of monitoring our impact.'
- 5 'It is quick and easy for us to collect information and write reports for NGO X.'
- 6 'NGO X makes us report on what is important, rather than details.'
- 7 'We understand how NGO X uses the information we provide.'
- 8 'NGO X provides enough funds and support for us to monitor and report on our work.'

Section 5: Administration

- The ACODEV NGOs receive higher or equal scores than the non-ACODEV cohort on six out of eight aspects. On average the NP score is 8 points higher than for the non-ACODEV cohort.
- The highest scores are received for 'monitoring and reporting helps us improve what we do' and 'reporting formats provided by NGO are easy to understand and use'. The biggest differences between the ACODEV NGOs and others are for 'works with NGO to identify useful and relevant ways of monitoring our impact' (mean rating of 7.8 vs 7.1 for respondents of non-ACODEV NGOs) and 'we understand how NGO uses the information we provide' (7.0 vs 6.4).
- The lowest score is received for 'NGO provides enough funds and support for us to monitor and report on our work'. For the non-ACODEV cohort the lowest score is for 'we understand how NGO uses the information we provide'.

Indicative comments from the ACODEV cohort received in this area include:

"We would like to establish an annual plan of [...] strategic actions that allow us to reach common objectives."

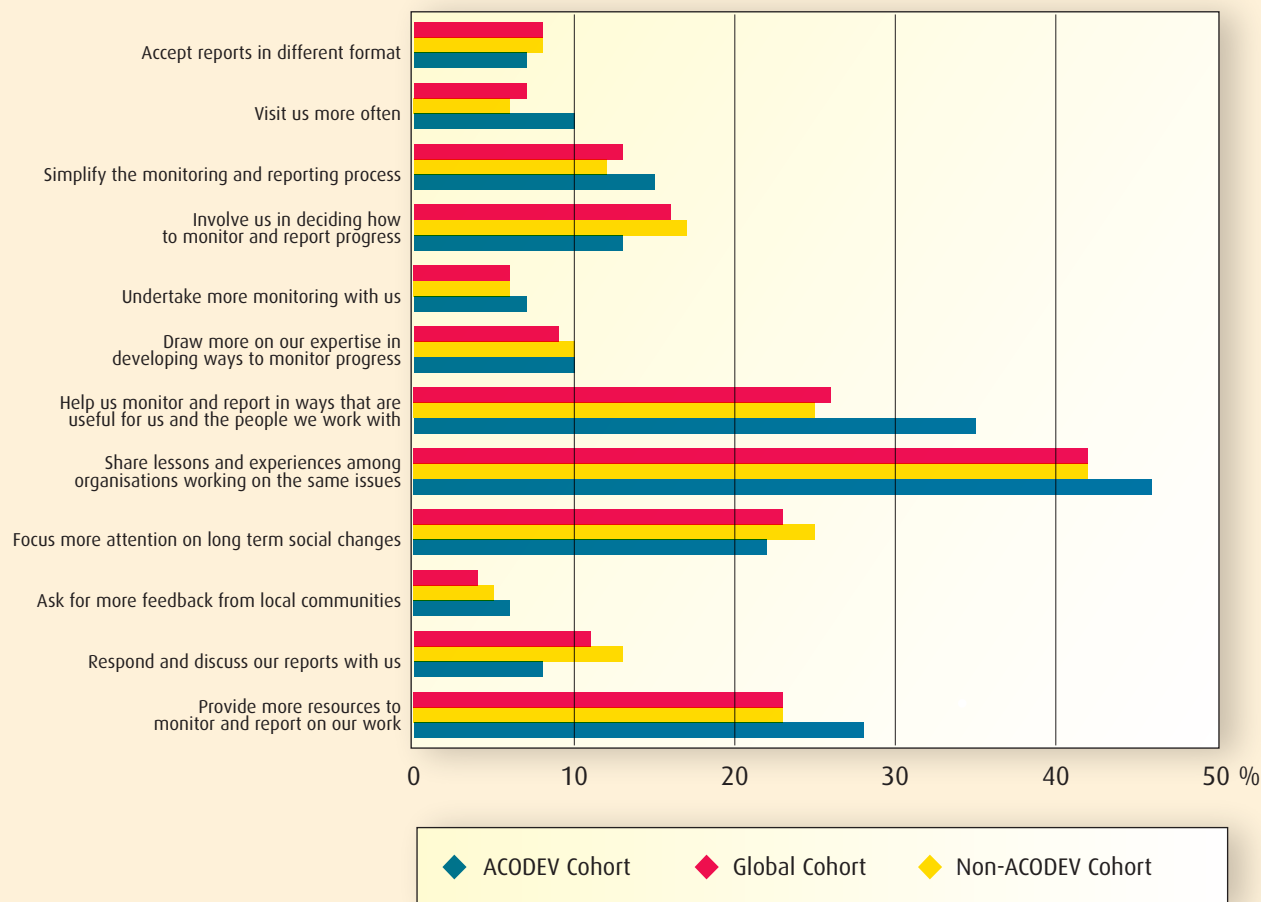
"Avoid going to the field being suspicious of the partner [...] A minimum of trust of the partner is needed. Do not start interrogating secretly communities about whether this or that activity has been carried out [...]"

"[NGO] should be encouraged to do more participatory monitoring and evaluation that involves all key stakeholders of the project."

"[NGO] has been open to our suggestions regarding the appropriation of the funds for the project."

Section 5: Administration

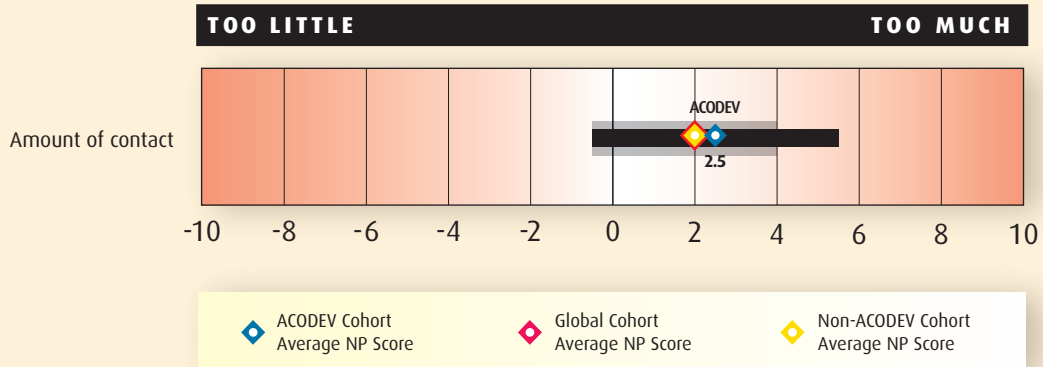
Figure 23 Improving monitoring and reporting



- Respondents were asked to identify two options from this list that they would most like the NGO to improve its monitoring and reporting in the future.
- In the future, the respondents would most like the ACODEV NGOs to improve their monitoring and reporting by facilitating the sharing of lessons and experiences among organisations working on the same issues. The second and third choices were to help the partners monitor and report in ways that are useful for them and the people they work with and to provide more resources to monitor and report on their work. These were also the first three choices for the global cohort.

Section 6: Relationship and communications

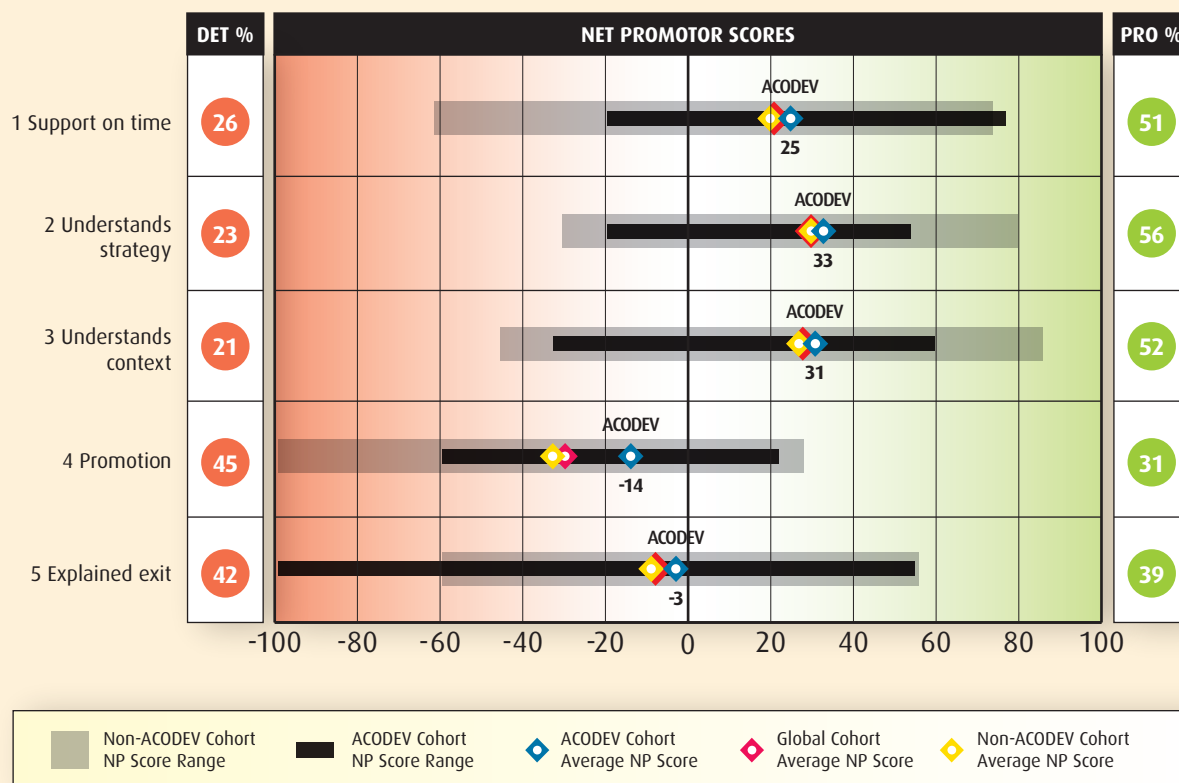
Figure 24 Amount of contact



- The chart shows responses to the question: 'How would you rate the amount of contact you have had with NGO during your current or most recent agreement?'
- 40% of the ACODEV respondents feel that the amount of contact they have with their partner NGO is about right (global cohort 43%).
- 52% would like to have less contact with the NGO (global benchmark: 46%).

Section 6: Relationship and communications

Figure 25 How the NGOs works with respondents



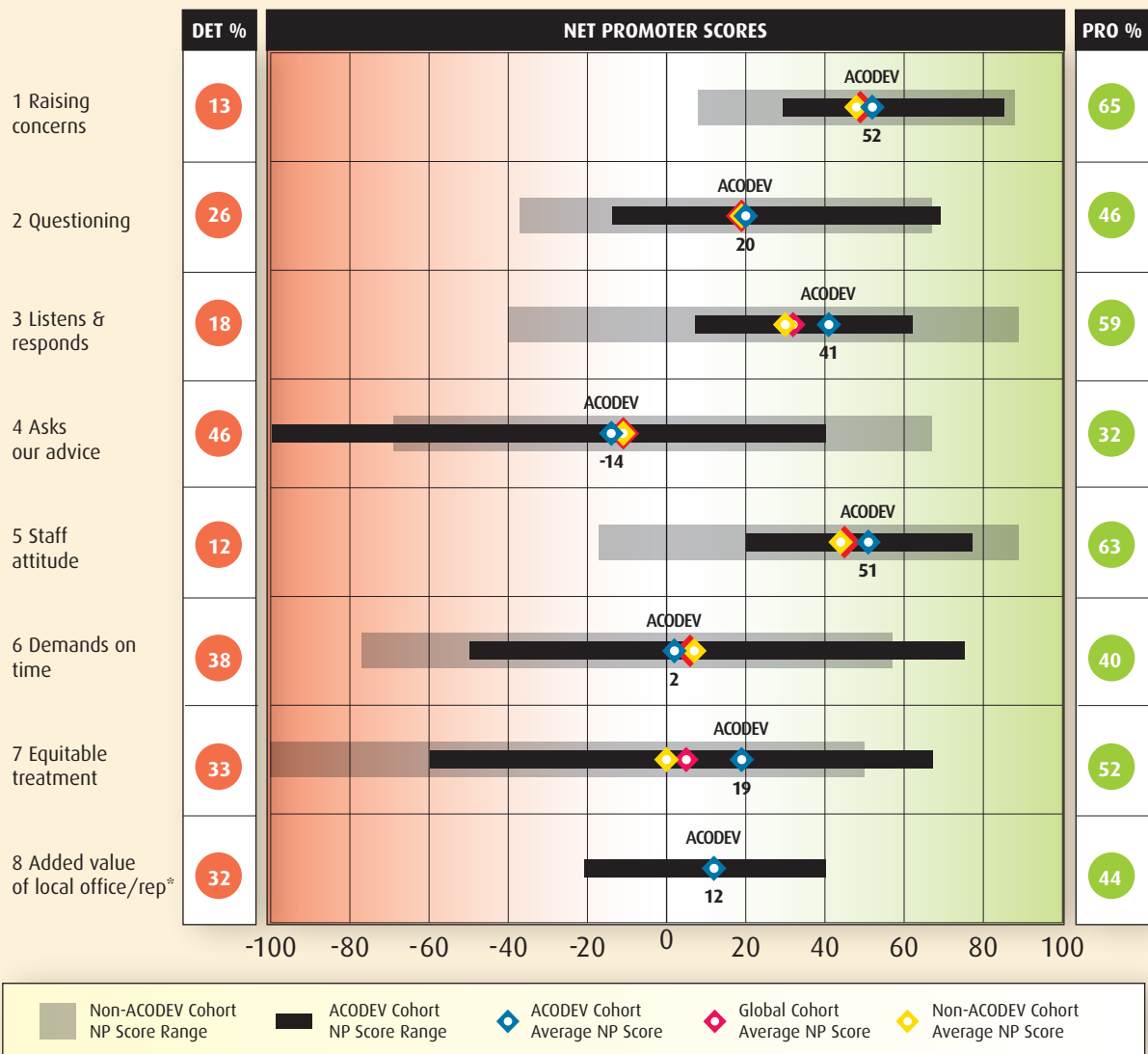
The chart shows how much respondents agree with the statements:

- 1 'Support (including funding) arrives when NGO X says it will.'
- 2 'NGO X understands our strategy.'
- 3 'NGO X understands our working environment and cultural context.'
- 4 'NGO X promotes our organization in the media and elsewhere.'
- 5 'NGO X has explained when it expects to stop working with us.'

- In all five aspects listed above, the ACODEV NGOs receive NP scores above the average of the non-ACODEV cohort.
- The most striking difference is in how the NGO promotes our organisation in the media and elsewhere: the ACODEV NGOs receive an NP score 16 points higher than the global cohort and 19 points higher than the non-ACODEV NGOs.
- The lowest scores are received also for promoting the partners in the media, although as mentioned above these are also scored low for non-ACODEV NGOs.
- The highest scores are received for understanding the strategies and the working environments and cultural contexts of the respondents (ACODEV mean ratings: 8.2 and 8.1; global cohort 8.1 and 8.0).
- In four out of seven aspects listed opposite, the ACODEV NGOs are rated higher than the global cohort.
- The highest two aspects are 'staff are respectful, helpful and capable' (mean rating: 8.6, global cohort: 8.6) and 'We feel comfortable approaching NGO to discuss any problems we are having' (both ACODEV and global cohort mean rating of 8.7).

Section 6: Relationship and communications

Figure 26 Respondents' interactions with the NGO



* these were only asked to ACODEV NGOs

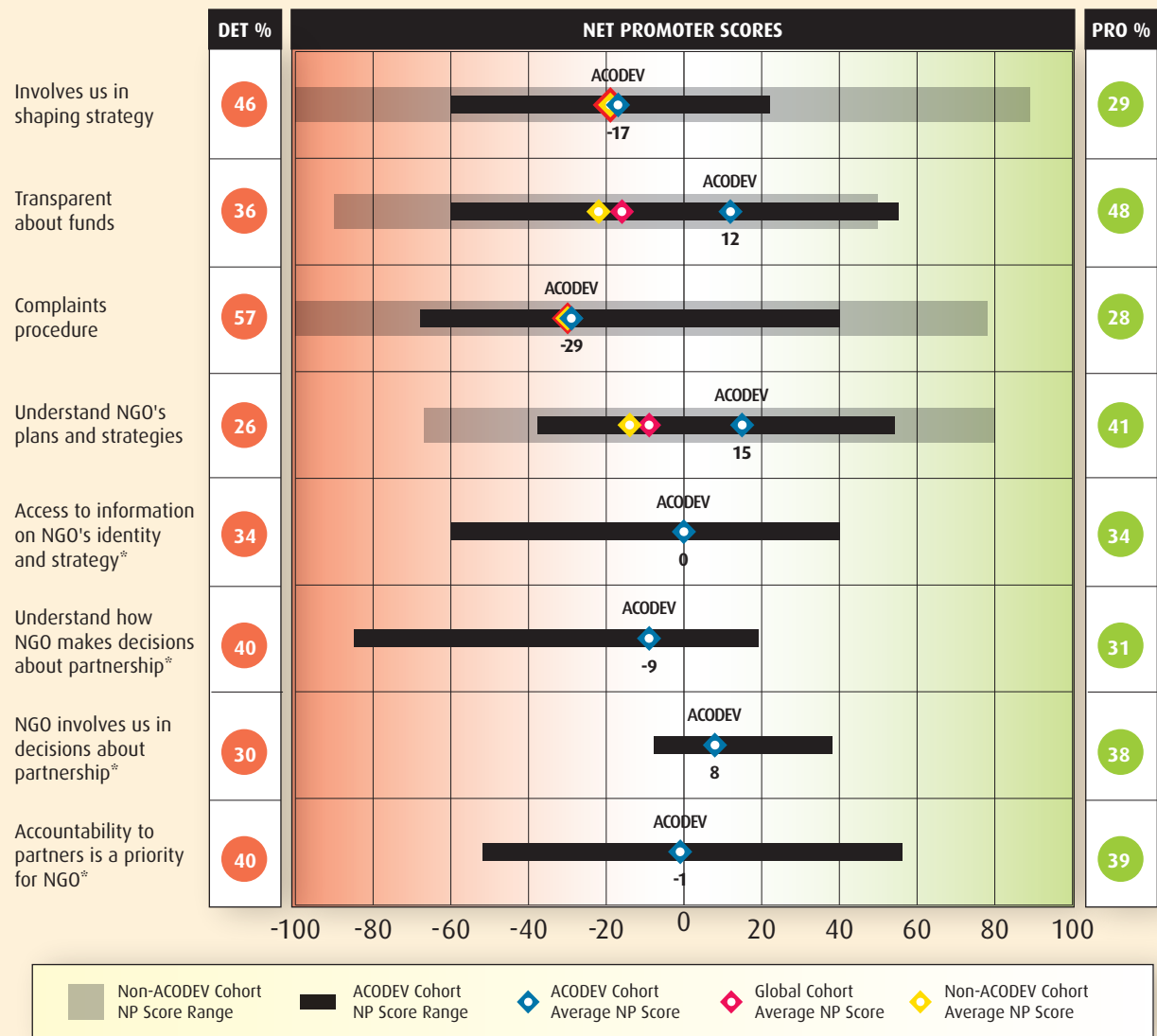
The chart shows how much respondents agree with the statements:

- 'We feel comfortable approaching NGO X to discuss any problems we are having.'
- 'We feel comfortable questioning NGO X's understanding or actions if we disagree with them.'
- 'NGO X listens and responds appropriately to our questions and concerns.'
- 'Staff from NGO X ask us for our advice and guidance.'
- 'NGO X's staff are respectful, helpful and capable.'
- 'NGO X does not make demands on our time to support their work.'
- 'NGO X treats all partners the same way.'
- 'NGO X's local office/representative brings an added value to the partnership'*

- The only negative NP score is whether the ACODEV NGO asks the respondents for their advice. Here the ACODEV cohort is out-performed by non-ACODEV NGOs.

Section 6: Relationship and communications

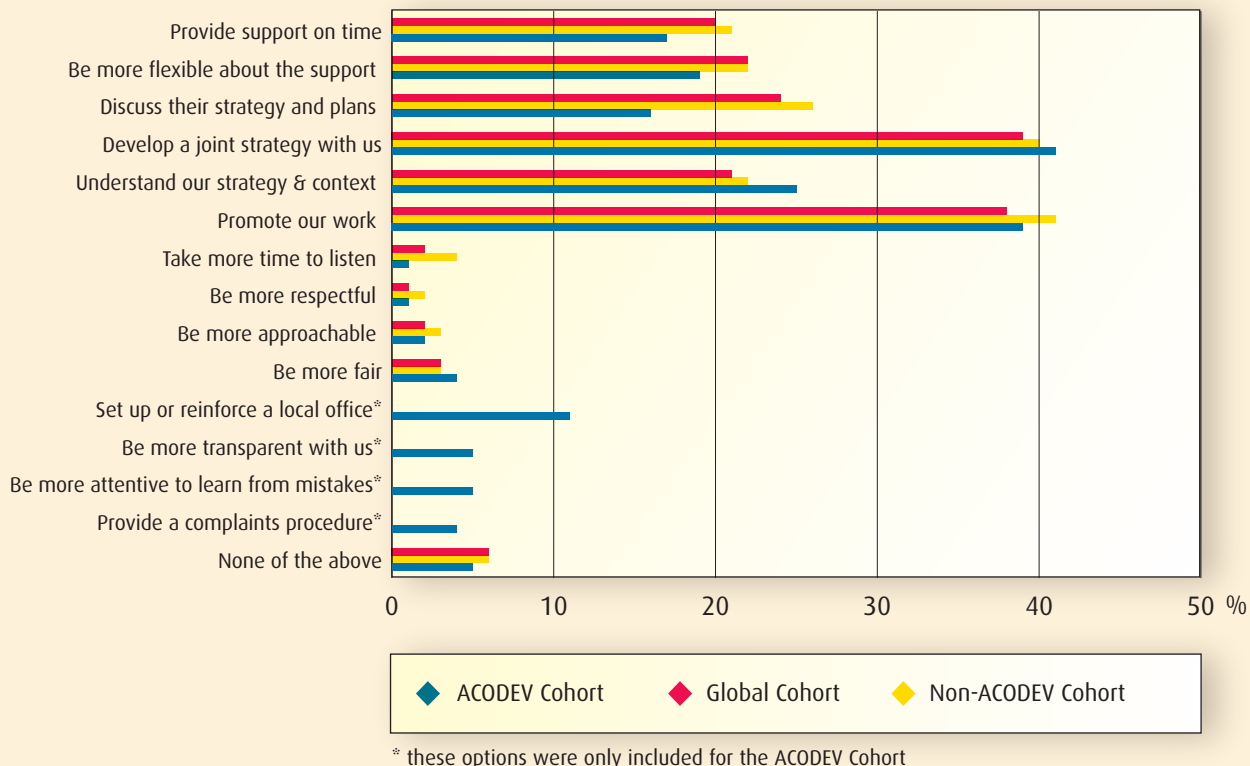
Figure 27 How the NGOs are accountable to respondents



- The highest scoring area for AVODEV NGOs compared to non-ACODEV NGOs is how transparent they are about how they uses their funds (ACODEV NP score average: 12, non-ACODEV average: -22).
- For the ACODEV cohort we asked partners to give their perceptions on additional aspects of the NGO's accountability to partners.
- The ACODEV cohort receives its highest NP score for how respondents understand the NGOs plans and strategies (41% are promoters).
- Respondents feel that they do not have a clear understanding about how ACODEV NGOs make decisions about the partnerships nor, to a lesser extent, do they believe that accountability to partners is a priority for ACODEV NGOs (NP scores -9 and -1 respectively).

Section 6: Relationship and communications

Figure 28 Improving relationships



- Respondents were asked to select the two options they would most like to happen with respect to improving the relationship with the NGOs.
- 'Promoting the partners' work' and 'developing joint strategies with them' are the two most chosen options, both for the ACODEV cohort and the non-ACODEV NGOs.

Comments regarding the survey were:

"[NGO] understands truly our relationship as PARTNERS and does not see us as 'local operators' or 'funds recipients' (...)"

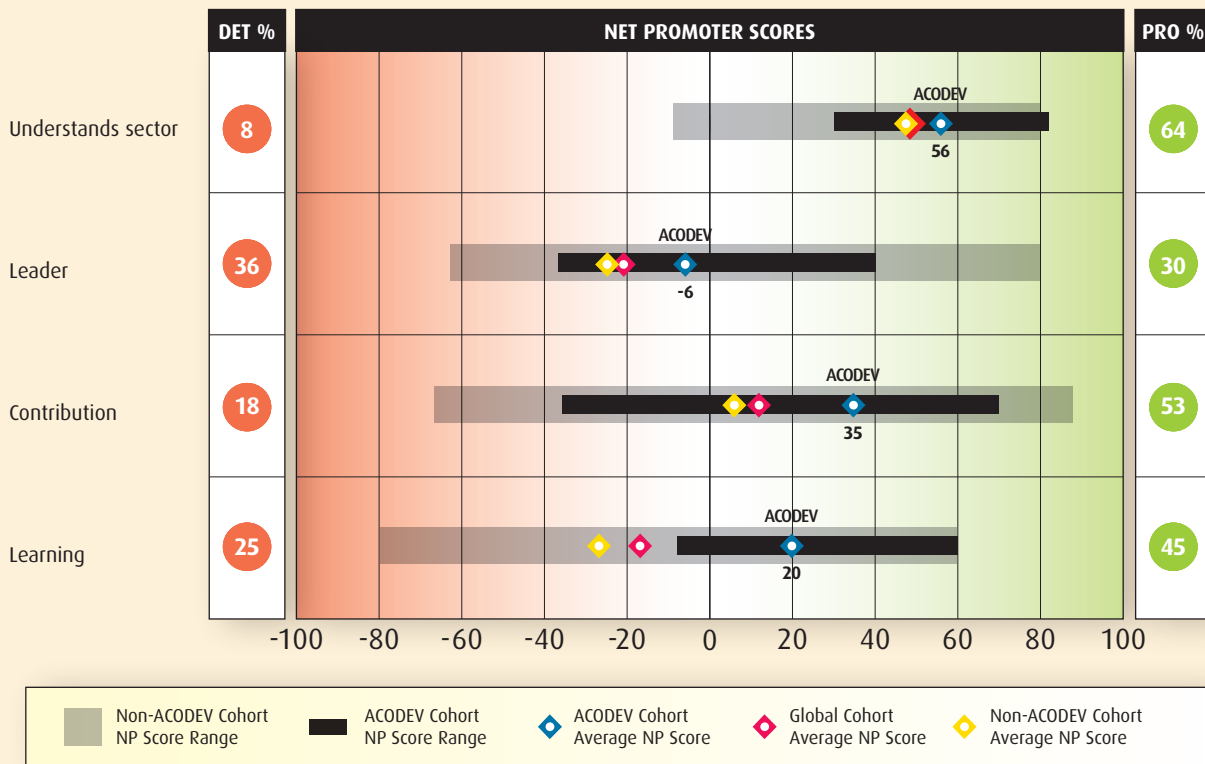
"[NGO] staff are effective, well disciplined, flexible and friendly."

"Dialogue with [NGO] happens in a very calm way, from the moment we design the project and lasting throughout the execution of the intervention".

"We would like to acknowledge [NGO] unconditional support and patience with our difficulties; from our association's point we would like to have more in person communications because we have failed (in this area)."

Section 7: Understanding and learning

Figure 29 Understanding and Learning



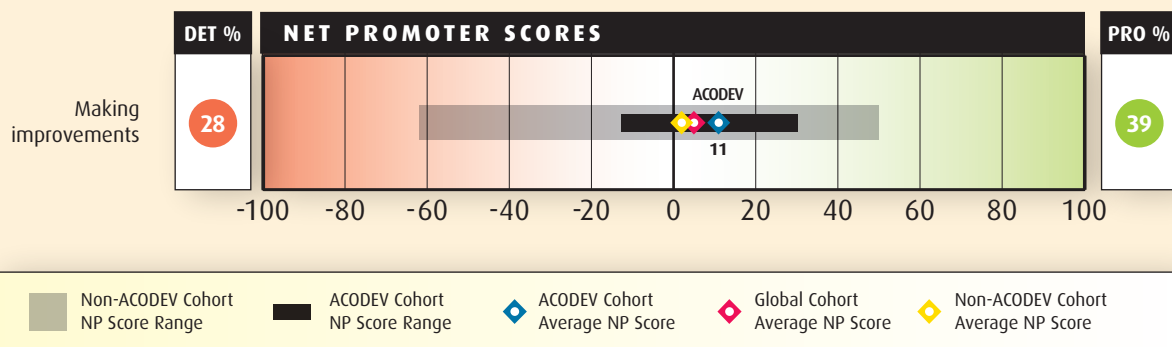
The chart shows how much respondents agree with the statements:

- 1 'NGO X understands the sector(s) we work in.'
- 2 'NGO X is a leader in the sector(s) we work in.'
- 3 'NGO X has made a major contribution to the sector(s) we work in.'
- 4 'NGO X learns from its mistakes and makes improvements to how it works'

- The ACODEV cohort receives higher NP scores for three out of the four aspects above. The highest score is for understanding the sector that the respondents work in (mean rating 8.9).
- The ACODEV NGOs receive negative NP scores for being a leader and for learning from its mistakes and making improvements, although in one of these cases the score is still higher than the non-ACODEV cohort.

Section 7: Understanding and learning

Figure 30 Making improvements



- Respondents were asked to rate how likely they think it is that the ACODEV NGOs will make changes as a result of their answers to this survey.
- The NP score was higher for the ACODEV than for non-ACODEV NGOs. The mean ratings were 7.4 for both the ACODEV and global cohorts.

Comments regarding members of the ACODEV cohort in this area include:

“The survey provided us time to reflect and assess our partnership with [NGO]. Use the survey results for more improvement on [NGO] strategy and partnership.”

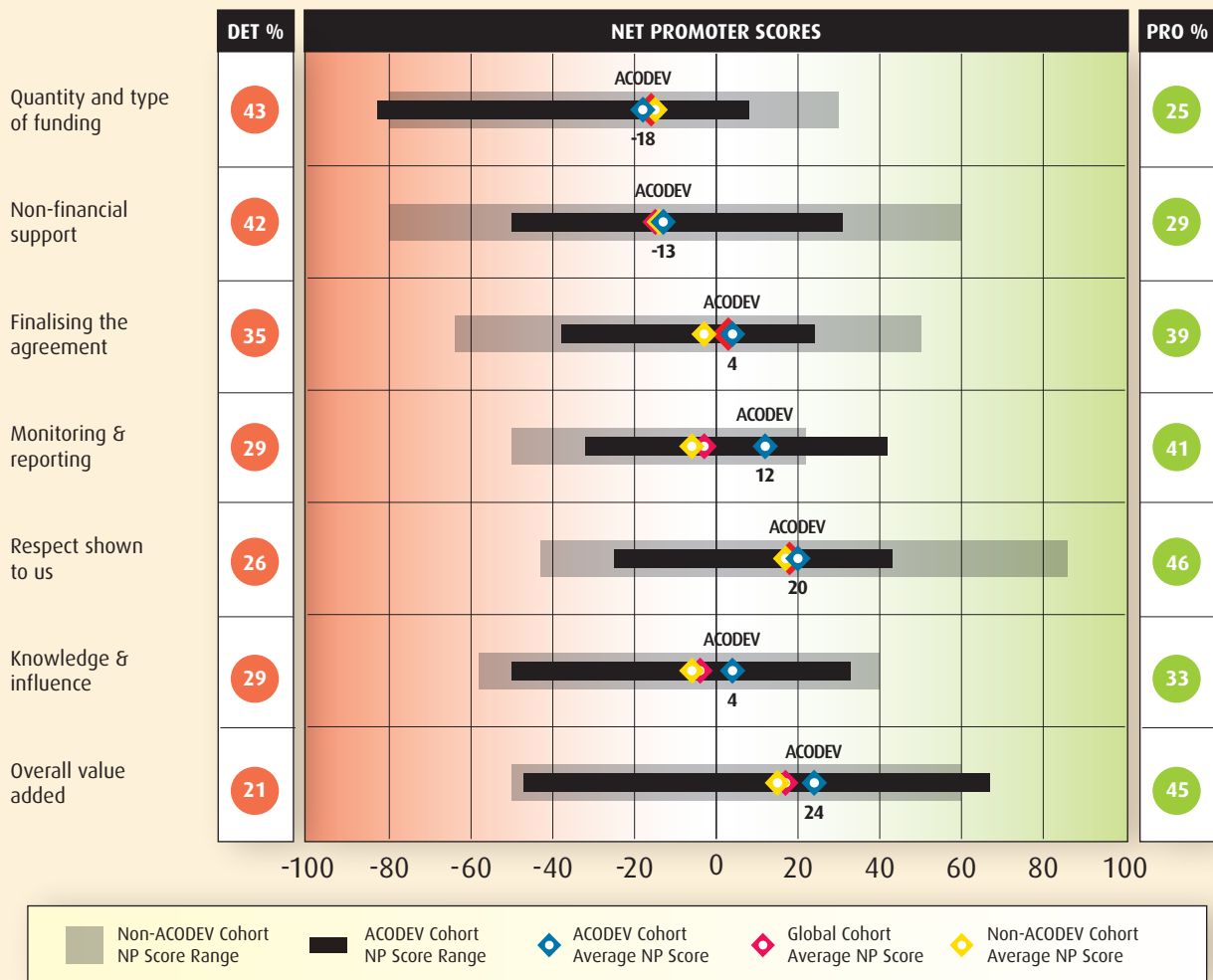
“This partnership satisfaction survey shows the importance that [NGO] gives to listening to its partners, knowing their needs and their longings. This serves as a lesson to us regarding how we should act with our own public; always be ready to listen to their impressions in order to reorient our actions with the objective of improving them.”

“The survey helped us stop for a while and think about our day-to-day work, what have been the difficulties and progress made; we find this very important.”

“(We recommend) That this survey does not only happen occasionally. That its results are appropriately disseminated for all actors.”

Section 8: Overall satisfaction

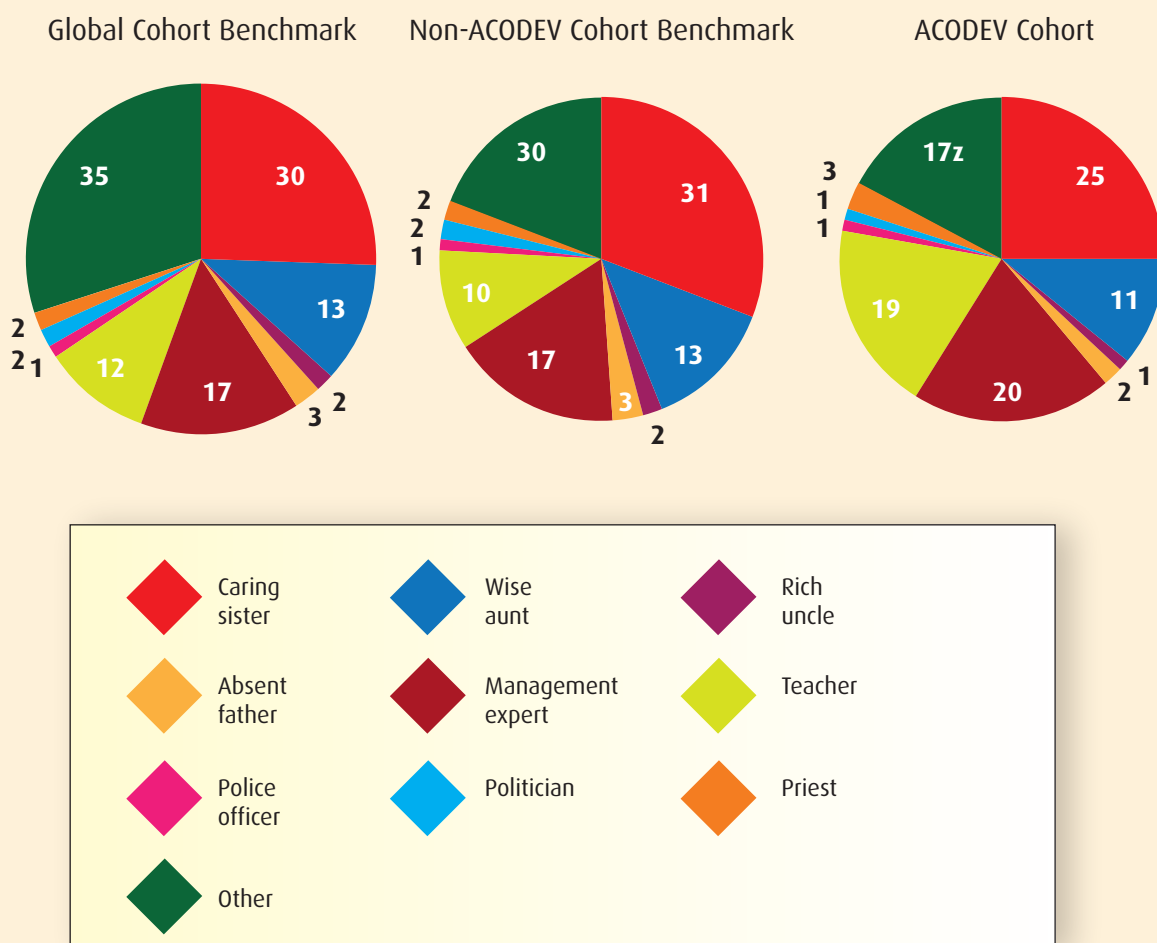
Figure 31 Satisfaction compared to other NGOs/funders



- The chart shows how respondents compare their ACODEV partner NGO to other NGOs/funders they receive support from, across each of the areas listed.
- In six out of seven areas listed above the ACODEV NGOs receive NP scores above the average of the non-ACODEV cohort.
- The highest scores are received for respect shown to the respondents (mean rating of 7.9 vs 7.9 for global cohort); and the second highest rating is for overall value added (8.0 vs 7.8 for global cohort).
- The lowest score is for quantity and type of funding and this is also the only aspect where the ACODEV score is lower than for the global cohort and non-ACODEV cohort.
- These scores are based on a direct question where the NGO is compared with others. The responses show a high correlation with the scores from other sections on the same topics.

Section 8: Overall satisfaction

Figure 32 can be described as ...



- The two most selected options are 'Caring sister' and 'Management expert', for the ACODEV cohort and also for the global and non-ACODEV cohorts.

Conclusions

Over 300 respondents provided anonymous feedback on eleven ACODEV organisations. Their feedback was analysed and compared with international benchmarks for the same aspects. The following are the main conclusions from their feedback:

- Partner organizations of the ACODEV cohort express reasonably high satisfaction with the support they receive from the NGOs. On average the ACODEV organizations receive higher scores than the global benchmark.
This is particularly true for the section on understanding and learning. The overall picture that emerges is that the ACODEV organizations do add real value to their partners.
- Partner organizations are interested in much more than a funding relationship: for the future they wish more efforts on promoting their work, providing introductions to other forums, access to other funders, developing joint strategies and sharing lessons and experiences.

Many respondents expressed an expectation that the ACODEV NGOs would take up the challenge to further discuss these issues with them, and set-out their plans for improving the partnerships.

Annex 1: Questionnaire



Keystone Partner Survey 2013

The NGO

NGOs are listening. Your feedback is important and will help them improve how they work with organisations like yours.

Your responses will be confidential and anonymous.

- This questionnaire is being sent to all of The NGO's partners.
- The NGO will only see feedback from all respondents combined. They will not know who said what.

KEYSTONE PARTNER SURVEY 2013: THE NGO

Guidance Notes

- You have been selected for this survey because you have received funding or other support from The NGO.
- Your responses should relate to The NGO only and not to any other partners or funders that you may have.
- Please mark your choice by selecting the number that is closest to how you see the situation. If you do not understand a question, or if it is not relevant to your organisation, please choose 'not applicable'.
- There are 41 questions altogether and it should take approximately 40 minutes to complete the questionnaire.

We request that this questionnaire is not completed by one person on their own. Please discuss it in a group including different views and experiences in the organisation. Past experience has shown that this can be valuable for your organisation in itself and also generates better data for the survey.

You are under no obligation to answer the questionnaire, if you do not want to. The NGO will not know who has filled in the questionnaire and who has not. However, we hope that you will take this chance to help The NGO improve by telling them what you think.

This survey is organised by 12 NGOs from Belgium and Luxembourg and involves over 500 organisations like yours. It is coordinated by ACODEV, the federation of French Speaking Belgian NGOs – www.acodev.be

Keystone Accountability

- This survey is being implemented by Keystone Accountability, an independent not for profit organisation, registered as a charity in the UK, number 1118999. www.keystoneaccountability.org
- If you have any questions or comments about this survey, please email: kai@keystoneaccountability.org
- If you have any complaints about how we implement this survey, please see our complaints policy at www.keystoneaccountability.org/about/complaints or email: complaints@keystoneaccountability.org. Your complaint will be handled confidentially and promptly.

Keystone treats all responses as confidential.

No individual responses or anything that can identify the respondents will be reported to The NGO.

We only report the feedback of all the respondents combined.

We will publish a summary report later in the year and can email it to you if you would like it. You can sign up for this in the survey.

About your organisation

1 Please choose the region which best describes where your organisation is based.

Please select

2 Please choose one of the following that best describes your organisation. Some NGOs have given a specific interpretation to some organisation types. If The NGO has done so, please use her interpretation to identify the type that best fits your organisation.

Please select

If "Other" selected, please specify:

3 Please indicate on a scale of 0 (Never) - 10 (All of our work) approximately how much your organisation works in each of the following ways. Give an answer for each line.

We provide services directly to poor people and communities (food, healthcare, education, training etc)	Please select
We support economic and productive enterprises that benefit poor people.	Please select
We influence how government & other powerful organisations work (i.e. 'advocacy').	Please select
We conduct and publish research.	Please select
We support and strengthen civil society organisations.	Please select
We help people claim their human rights.	Please select
We support collective action by our members.	Please select
We fund individuals.	Please select
We help build peace and reconciliation.	Please select

4 Approximately what was the total budget of your organisation in your last complete financial year?

Please select

About your organisation

- 5 How many organisations did you receive funds and other support from in your last complete financial year?

Please select

- 6 What are the main reasons why you choose to work with The NGO? Please rate each of the following on a scale of 0 (Not important) – 10 (Extremely important).

Achieve shared goals	Please select
To fund our work	Please select
Strengthen our skills and organisational capacity	Please select
Improve our strategies	Please select
Joint learning and understanding	Please select
Strengthen our presence at national / international levels	Please select
Link with other organisations	Please select
Influence The NGO's work	Please select
Other (please specify)	Please select

- 7 For how many years have you received support from The NGO?

Please select

Financial support

The fact that questions about financial support comes before non-financial support in this survey does not reflect that The NGO puts the priority on one or the other in her strategy.

8 Do you currently or have you recently received funds from The NGO?

Please select

If you answered 'no' please skip to question 13. If you answered 'yes' please continue with question 9.

9 What is the total period (in months) covered by your current or most recent funding agreement with The NGO?

months

10 What is the total amount of funding covered by the current or most recent agreement, in US dollars, over its full length? Please note \$1 = roughly €0.78 (If the agreement covers more than one year please write the total for the whole period. For example; if your answer is 1.5 Million please write 1500000 without any commas)

11 Please say how much you agree or disagree with each of these statements about the funding you receive from The NGO.

The payments are made in appropriate phases so we can easily manage our cash flow.	Please select
The NGO allows us to make any changes that we need to about how we spend funds.	Please select
The NGO makes an appropriate contribution to general / core costs.	Please select
The NGO clearly explains any conditions imposed by the original donors who provide the funds.	Please select

12 Is there anything else you would like to say about the funding you received from The NGO? Please give examples of any particularly good or bad practices. What should they do differently?

Non-financial support/support for capacity development

SECTION 3 OF 8

- 13** Please rate the different types of non-financial support you have received from The NGO or from consultants paid for by The NGO. Please rate all types on a scale of 0 (Received but not useful) – 10 (Received and extremely useful).

1	Strengthening our Board / governance	Please select
2	Strengthening our management and leadership skills	Please select
3	Strengthening our financial management skills	Please select
4	Strengthening our technical abilities to deliver services	Please select
5	Strengthening our advocacy & campaigning abilities	Please select
6	Strengthening our participatory approaches	Please select
7	Strengthening our monitoring and evaluation skills	Please select
6	Strengthening our long-term planning / financial viability	Please select
9	Improving our strategies and practical approaches	Please select
10	Achieving shared advocacy or campaigning goals	Please select
11	Achieve shared programme goals	Please select
12	Strengthening our presence at national / international levels	Please select
13	Communicating and publicising our work	Please select
14	Accessing other sources of funds	Please select
15	Introductions to other organisations / people / networks	Please select
16	Insight and advice about our sector(s) and work	Please select
17	Protection from threats to our work or organisation	Please select
18	Strengthening our entrepreneurial/business skills	Please select
19	Other (please specify) 	Please select
20	Other (please specify) 	Please select

KEYSTONE PARTNER SURVEY 2013: THE NGO

Non-financial support/support for capacity development

SECTION 3 OF 8

- 14** From question 13 above, please select up to two areas where you would most like to receive support from The NGO in the future. Please write in the numbers from the left hand column in question 13.

Number of first area you would like support	Please select
Number of second area you would like support	Please select

- 15** Is there anything else you would like to say about the non-financial support provided by The NGO? Please give examples of any particularly good or bad practices. What should they do differently?

Finalising the agreement

- 16** How much time passed from the date that you first discussed support with The NGO to the date when you first received support?

Don't know

- 17** Please say how much you agree or disagree with each of the following statements about developing and finalising your agreement to receive support from The NGO.

The time that passed from starting discussions to receiving support was reasonable.	Please select
The amount of support from The NGO is well matched to our needs.	Please select
The length of support from The NGO is well matched to our needs.	Please select
The NGO asks for more information during the agreement process than other NGOs / funders.	Please select
During the agreement process, we did not feel pressured by The NGO to change our priorities.	Please select
The NGO is flexible and is willing to adapt the terms of its support to meet our needs.	Please select
The NGO gave us enough support to help us finalise the agreement.	Please select
The process of finalising the agreement helped strengthen our organisation.	Please select

- 18** Is there anything else you would like to say about the process of finalising your agreement with The NGO? Please give examples of any particularly good or bad practices. What should they do differently?

Relationship and communications

- 19** How would you rate the amount of contact you have had with The NGO during your current or most recent agreement?

Please select

- 20** Please say how much you agree or disagree with each of the following statements about how The NGO works.

Support (including funding) arrives when The NGO says it will.	Please select
The NGO understands our strategy	Please select
The NGO understands our working environment and cultural context	Please select
The NGO promotes our organisation in the media and elsewhere.	Please select
The NGO has explained when it expects to stop working with us.	Please select
We understand The NGO's plans and strategies.	Please select
The NGO involves us in shaping its strategy.	Please select
The NGO is transparent about how it uses its funds.	Please select
The NGO has a complaints procedure we could use if we had to.	Please select

Relationship and communications

- 21 Please say how much you agree or disagree with each of the following statements about your interactions with The NGO.

We feel comfortable approaching The NGO to discuss any problems we are having.	Please select
We feel comfortable questioning The NGO's understanding or actions if we disagree with them.	Please select
The NGO listens and responds appropriately to our questions and concerns.	Please select
Staff from The NGO ask us for our advice and guidance.	Please select
The NGO's staff are respectful, helpful and capable.	Please select
The NGO does not make demands on our time to support their work.	Please select
The NGO treats all partners the same way.	Please select

Relationship and communications

22 What two things would you **most** like The NGO to do to improve its relationship with you in the future? Choose up to **two** options from:

Provide support on time	<input type="checkbox"/>
Be more flexible about the support they provide	<input type="checkbox"/>
Discuss their strategy and plans with us	<input type="checkbox"/>
Develop a joint strategy with us	<input type="checkbox"/>
Understand our strategy and context better	<input type="checkbox"/>
Promote our work	<input type="checkbox"/>
Take more time to listen to us	<input type="checkbox"/>
Be more respectful	<input type="checkbox"/>
Be more approachable	<input type="checkbox"/>
Be more fair	<input type="checkbox"/>
Set up or reinforce a local office	<input type="checkbox"/>
Be more transparent with us	<input type="checkbox"/>
Be more attentive to learn from mistakes	<input type="checkbox"/>
Provide a complaints procedure	<input type="checkbox"/>
None of the above	<input type="checkbox"/>
Other [please specify] <input type="text"/>	<input type="checkbox"/>

23 Is there anything else you would like to say about your relationship and communication with The NGO? Please give examples of any particularly good or bad practices. What should they do differently?

Monitoring and reporting

- 24** Which of the following activities does The NGO use to monitor your work and achievements? Please rate how useful you find them on a scale of 1 (Happens but is not useful) – 7 (Happens and is extremely useful).

The NGO staff visit us in person.	Please select
We discuss progress with The NGO by telephone or email.	Please select
We submit regular narrative and financial reports to The NGO.	Please select
The NGO requires verified or audited financial reports.	Please select
We monitor our joint endeavour together.	Please select
The NGO monitors our work independently from us.	Please select
The NGO encourages us to review our work with external stakeholders (e.g. beneficiaries, govt, other NGOs).	Please select
The NGO encourages us to make changes to our activities and budgets based on lessons learned.	Please select
The NGO asks for systematic feedback from our main beneficiary groups.	Please select
Other (please specify) <input type="text"/>	Please select

Monitoring and reporting

- 25** Please say how much you agree or disagree with each of the following statements about The NGO's monitoring and reporting.

The NGO provides us with reporting formats for us to use.	Please select
Reporting formats provided by The NGO are easy to understand and use.	Please select
The NGO gives us useful comments about the reports we send them.	Please select
The monitoring and reporting we do for / with The NGO helps us improve what we do.	Please select
We work with The NGO to identify useful and relevant ways of monitoring our impact.	Please select
It is quick and easy for us to collect information and write reports for The NGO.	Please select
The NGO makes us report on what is important, rather than details	Please select
We understand how The NGO uses the information we provide.	Please select
The NGO provides enough funds and support for us to monitor and report on our work.	Please select

Monitoring and reporting

26 What two things would you most like The NGO to do to improve its monitoring and reporting in the future? Choose up to two options from:

Accept reports in different formats	<input type="checkbox"/>
Visit us more often	<input type="checkbox"/>
Simplify the monitoring and reporting process	<input type="checkbox"/>
Involve us in deciding how to monitor and report progress	<input type="checkbox"/>
Undertake more monitoring with us	<input type="checkbox"/>
Draw more on our expertise in developing ways to monitor progress.	<input type="checkbox"/>
Help us monitor and report in ways that are useful for us and the people we work with	<input type="checkbox"/>
Share lessons and experiences among organisations working on the same issues	<input type="checkbox"/>
Focus more attention on long term social changes	<input type="checkbox"/>
Ask for more feedback from local communities	<input type="checkbox"/>
Respond and discuss our reports with us	<input type="checkbox"/>
Provide more resources to monitor and report on our work	<input type="checkbox"/>
Other [please specify] <input type="text"/>	<input type="checkbox"/>

27 Is there anything else you would like to say about the monitoring and reporting you do for The NGO? Please give examples of any particularly good or bad practices. What should they do differently?

About The NGO

28 Please say how much you agree or disagree with each of the following statements about The NGO.

The NGO understands the sector(s) we work in.	Please select
The NGO is a leader in the sector(s) we work in.	Please select
The NGO has made a major contribution to the sector(s) we work in.	Please select
The NGO learns from its mistakes and makes improvements to how it works	Please select

29 How does your experience with The NGO compare to your experience with other NGOs / funders. Please rate each of the following on a scale of 0 (Much worse) - 10 (Much better).'

Quantity and type of funding	Please select
Non-financial support	Please select
Finalising the agreement	Please select
Monitoring and reporting	Please select
Respect The NGO shows to us	Please select
Knowledge and influence in your sector	Please select
Overall value added to your work	Please select

Last Questions

30 How would you rate the intensity of your partnership with The NGO?

Non-financial support	Please select
Financial support	Please select

31 Please say how much you agree or disagree with each of the following statements about how The NGO works.

We have sufficient access to information about The NGO's identity and general strategy	Please select
We understand how The NGO makes decisions about the partnership (the content of the partnership, its ending...)	Please select
The NGO involves us in decisions that affect our partnership (the content of the partnership, its end...)	Please select
Accountability towards us is a priority for The NGO	Please select
The NGO's local office / representative brings an added value to the partnership (where applicable)	Please select

Last Questions

32 Please indicate whether your partnership with The NGO has changed your organisation in each of the following domains

The clarity of our role in the society	Please select
The energy our organisation deploys to assume this role	Please select
The way we manage our organisation	Please select
The way we achieve results	Please select
Our legitimacy and the respect of the society	Please select
Our financial autonomy	Please select
Our influence on our direct environment	Please select
The way we work with other organisations	Please select
Our responsiveness to change	Please select
Our strategic planning	Please select
Our internal coherence	Please select

Last Questions

33 Has your partnership with The NGO helped you improve the way that you work in each of the following aspects?

The identification of actions	Please select
The type of actions we do / services we deliver	Please select
The type of beneficiaries	Please select
The sustainability of our actions / services	Please select
The monitoring of results	Please select
The evaluation of impact	Please select
The attention to gender issues	Please select
The attention to environmental issues	Please select
The empowerment of beneficiaries in our actions	Please select
The search of complementarities or synergies with other organisations	Please select
Other <input type="text"/>	Please select

34 Which of the following people participated in responding to this survey? Please select all the options that best describe the people who participated.

Head of the organisation (Director, CEO) or deputy	<input type="checkbox"/>
Other senior leadership (Financial Manager, Head of programmes etc)	<input type="checkbox"/>
Manager	<input type="checkbox"/>
Operational staff / field staff	<input type="checkbox"/>
Other (Please specify) <input type="text"/>	<input type="checkbox"/>

35 What sex are you – the main person filling in the answers? (For monitoring purposes only)

Please select

Last Questions

36 Would you like us to email you a copy of the summary report from this survey, later in the year?

Please select

37 How likely do you think it is that The NGO will make changes as a result of your answers in this survey?

Please select

38 If you had to choose one of the following to describe how you see The NGO, which would it be? Please select **one** from:

Please select

If "Other" selected, please specify:

39 How useful have you found this survey process?

Please select

40 Do you have any other comments about this survey? What would you like The NGO to do next?

41 Please provide your name and email address if you are willing to be involved in follow-up discussions conducted by The NGO. This will not affect the confidentiality of your responses.

Name

Email

Submit the form

To return to the start of the survey, [click here](#)

A If you are using Acrobat Reader 8 or later, please submit this form electronically by pressing the button on the right

SUBMIT

B If you the 'submit' button does not work, please either:

Save a copy of this file and send it as an email attachment to kai@keystoneaccountability.org
Please check the file includes your responses!

SAVE

or

Print it out and fax your response to
+44 207 624 3629

PRINT

C If you for any reason want to reset ALL the questions and start again, press this button.
WARNING: all answers, including text, will not be saved.

RESET

Thank you very much!