

KEYSTONE PERFORMANCE SURVEYS
NGO Partner Survey 2010

Public Report

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In association with Bond, NIDOS and InterAction



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Foreword

This report presents findings and analysis from the 2010 Keystone Partner Survey, carried out with 25 international NGOs based in Europe and the US. It summarises the views of over 1,000 southern partners who work with them.

We are delighted about how the survey has worked. It has generated credible, powerful and actionable data about a central component of these NGOs' performance: how well they support southern partners. Each NGO has received a confidential report, detailing exactly how they perform compared to sector benchmarks and providing a basis for improvement.

The 25 NGOs deserve great credit for participating in this collective effort. We believe it is a step in making constituency voice a new norm in performance management for social change. Constituency voice is the practice of listening and responding to different constituents' voices at all major stages of planning, implementing and reviewing social programmes. Quantified, benchmarked feedback from the bottom up has a huge role to play in realising constituency voice. As shown in this report, it can create actionable performance data that focuses management attention on how intended recipients experience development efforts. When organisations discuss the findings with their constituents and identify ways to improve, they can strengthen the relationships necessary for impact.

From a development point of view, this combines bottom up participation with performance management data. It appears to have the potential to create new and better incentives to manage programmes that match recipients' real priorities: a necessary step in driving continual improvement and contributing effectively to long term social change.

The survey builds on the 2006 Bond report, written by Keystone, "A Bond Approach to Quality in NGOs". It crystallises the principles of 'helping people help themselves' and partnership set out in InterAction's PVO Standards. At a broader level, major international donors, such as USAID and the UK's Department for International Development, and initiatives, such as the Paris Declaration and the Open Forum on CSO Effectiveness, have recently re-emphasised the need to improve accountability and effectiveness. We believe that constituency voice has a significant role to play in creating better accountability systems that deliver high impact and responsive aid, as demonstrated in this report. We hope you agree and look forward to your comments.

David Bonbright, Chief Executive, Keystone
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Executive summary

During 2010, Keystone, in association with Bond, InterAction and NIDOS, brought together a group of 25 northern NGOs based in Europe and the USA. As an independent agent, we surveyed the southern partners of the northern NGOs, asking partners to rate and comment on different aspects of the northern NGOs' performance. We guaranteed that partners would be anonymous and the northern NGOs would not be able to identify who said what about them. 1,067 out of 2,733 partners responded, a response rate of 39%.

This report presents what the respondents said. It presents benchmark data from across all 25 NGOs, setting out the range of performance ratings they received. Each NGO also received their own confidential report, showing their specific performance compared to the benchmarks. The 25 NGOs include a variety of large, medium and small NGOs including many household names. This report does not identify any specific NGO's performance.

The northern NGOs were involved in all major stages of design and implementation, including developing and piloting the questionnaire. The questionnaire was implemented in English, French, Portuguese and Spanish. It was carefully designed to cover all major activities carried out by northern NGOs to work with and add value to their southern partners.

The survey has generated two major findings.

FINDING 1. THE DATA ARE CREDIBLE, POWERFUL AND COMPARABLE.

The findings consistently differentiate high and low performance among northern NGOs. Individual NGOs can identify their specific strengths and weaknesses. Performance can also be compared and benchmarked between NGOs. All NGOs in the cohort can see what levels of performance are possible. This creates the basis for identifying concrete actions for improvement and measuring progress in the future.

The data are not objective. They present what southern partners say about their experiences in comparison to expectations, which may vary. The survey process ran within various practical constraints and the benchmarks need to be interpreted with care. However, the strengths of the process appear to outweigh the weaknesses. Southern partners are uniquely placed to understand how well northern NGOs work with them. The data from this 'constituency voice' appear to be among the most reliable performance indicators available to northern NGOs of their particular contribution, similar to customer satisfaction in the private sector.

At a sector level, we believe the process could contribute to a new standard for reporting the performance of NGOs that work in partnership with southern organisations. A draft standard is proposed:

Every year, NGOs publish 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

This standard could create a powerful new basis for funding decisions, so funds are better directed towards those NGOs that are seen as working most effectively by their southern partners. This could strengthen incentives for more effective collaboration, enhancing impact and creating the conditions for sector-wide continual improvement. It applies the principles of transparency, accountability and bottom-up empowerment within the NGO sector itself.

"I believe this survey will assist [the northern NGO] in assessing its relationship with its partners and provide an opportunity to narrow any existing gaps in terms of its internal management. This survey will be an important tool for long term planning for [the northern NGO] and its partners."

— SURVEY RESPONDENT

Executive summary

We present a collective action agenda for building on this survey:

- 1 Identify and disseminate best practices in working with partners among northern NGOs.
- 2 Repeat this survey every 12 – 24 months on a collective basis.
- 3 Adopt the reporting standard from January 2013 onwards.
- 4 Carry out a similar 'donor survey' of NGOs' experiences of their institutional donors.

FINDING 2: RESPONDENTS WANT NORTHERN NGOs' HELP TO BECOME STRONG, INDEPENDENT AND INFLUENTIAL ORGANISATIONS. THEY CONTRAST THIS WITH BEING CONTRACTED TO IMPLEMENT NORTHERN NGOs' PROJECTS AND PRIORITIES.

There are significant variations between and within NGOs' findings. The detailed results in Appendix 2 paint a nuanced picture. However some findings emerge consistently from across the cohort.

In general, respondents rate northern NGOs' staff attitude very highly, along with how comfortable they feel approaching northern NGOs and how well northern NGOs listen and respond to them. This suggests strong personal relationships between staff. Northern NGOs also receive consistently high ratings for understanding respondents' sectors, strategies and contexts. Respondents say that most northern NGOs provide them with reporting formats and that the monitoring they do for northern NGOs helps them improve what they do.

In contrast, northern NGOs consistently receive low ratings in some areas. Respondents say that northern NGOs do not allow them to make changes they need to about how to spend funds. They feel that the amount and length of support is not well matched to their needs and that northern NGOs do not contribute enough to core costs. Respondents report that northern NGOs rarely involve them in shaping strategy or explain when they expect to stop working together. Few respondents feel that northern NGOs have complaints procedures they could use or that northern NGOs promote them much in the media or elsewhere.

No single factor appears to be directly correlated with the ratings NGOs received for 'overall satisfaction' and 'overall value added'. However, the NGOs that are rated highest in these areas also have high ratings for understanding respondents' strategies and sectors. They are rated most highly for being approachable and responsive, asking respondents for advice, taking a flexible approach and learning from their mistakes. In addition, they provide highly rated support in at least one of three areas: funding, promoting respondents' work, or organisational capacity building.

This accords with the priorities that respondents' identified for future support. Their top priorities are accessing other sources of support and developing joint strategies with northern NGOs. They ask for support in raising their profile and sharing lessons between similar organisations. They do not ask for help to strengthen specific technical or management capacities, even when these options were available.

On average, each respondent receives support from over five NGOs or funders. This reinforces the headline finding, above. Northern NGOs may best support southern partners by contributing to their efforts, rather than as a strategic leader or commissioning agent. Southern partners may struggle to follow five different strategies and sets of reporting requirements.

The data suggests that current performance among northern NGOs varies. Some respondents experience unequal relationships and have limited confidence in northern NGOs' abilities or understanding. Others report high levels of satisfaction with respectful, well informed and effective collaboration. Overall, the survey suggests that northern NGOs add most value to southern partners when they treat them as equal partners, sharing in decision making, rather than implementing agents or sub-contractors.

Introduction

During 2010, Keystone brought together a group of 25 northern NGOs based in Europe and the USA. As an independent agent, we surveyed the southern partners of the northern NGOs, asking partners to rate and comment on different aspects of the northern NGOs' performance. We guaranteed that partners would be anonymous and the northern NGOs would not be able to identify who said what about them. 1,067 out of 2,733 partners responded, a response rate of 39%.

This report presents what the respondents said. It presents benchmark data from across all 25 NGOs, setting out the range of performance ratings they received. Each NGO also received their own confidential report, showing their specific performance compared to the benchmarks. This report does not identify any specific NGO's performance, though it does give anonymous examples.

The report presents the process of running the survey and the type of performance data it has generated. It goes on to present a summary of performance across the 25 NGOs in the cohort, based on an analysis of respondents' views of the support they have received and their priorities for the future. Some initial conclusions are drawn about the factors associated with high levels of overall satisfaction and overall value added.

Appendix 1 compares three highly rated NGOs against three low rated NGOs. Appendix 2 provides detailed data on responses to specific questions. The questionnaire is attached as Appendix 3.

SURVEY PROCESS

The survey process was managed by Keystone throughout 2010, building on its previous experience of feedback surveys and work with NGOs.¹ It was carried out in association with Bond², NIDOS and InterAction, NGO umbrella organisations in the UK, Scotland and USA respectively.

The northern NGOs were involved in all major stages of design and implementation. They gave substantial input into the questionnaire through two rounds of reviews, leading to significant changes in structure and content. They provided practical assistance in checking translations, piloting the questionnaire and providing Keystone with contact details for all partners involved in the process. They also introduced the process to their southern partners and encouraged them to respond. In addition to 36 common questions, comprising 125 data points, each northern NGO provided Keystone with up to four tailored questions that were administered only to their partners.

The US and European surveys were initiated separately. During the process the participants agreed to come together in a single benchmarking study for both groups.

The questionnaire was piloted with a sample of respondents from two northern NGOs and subsequently further revised. It was administered as an interactive pdf form in four languages: English, Spanish, Portuguese and French. Keystone distributed the questionnaire directly to partners by email. Partners completed it off-line (they did not need stable internet access to complete it) and emailed responses back to Keystone. Approximately 2% of partners printed it out and sent their responses by fax. The survey was limited to partners who had a basic level of internet access.

We do not believe this excluded a significant proportion of southern partners. Keystone emphasised to partners that their participation was voluntary and anonymous.

Survey costs were met by fees paid to Keystone by the participating northern NGOs. Bond and NIDOS provided financial support to smaller UK NGOs through their effectiveness programmes.

"I really appreciated the survey. All questions are clear and relevant and will surely contribute to improve our relationships with [the NGO] in future."

— SURVEY RESPONDENT

1 Keystone gratefully acknowledges the precedent provided by the Center for Effective Philanthropy and their support for our 2008 benchmarking survey for East African grantmakers.

2 This initiative builds on Keystone's previous work with Bond, including the 2006 report on quality standards: "Putting Beneficiaries First".

Introduction

COHORT

The 25 northern NGOs whose results are used as benchmarks in this report are:

European NGOs	US NGOs
CARE UK	CARE USA
Christian Aid	Catholic Relief Services
Concern	Church World Service
Helvetas	International Rescue Committee
International Service	Lutheran World Relief
Minority Rights Group	Mennonite Central Committee
Methodist Relief and Development Fund	Mercy Corps US
Peace Direct	Save the Children US
Practical Action	UMCOR US
Progressio UK	
Save the Children UK	
Schorer	
Self Help Africa	
Skillshare International	
Tearfund	
Trocaire	

Four other European NGOs asked Keystone to survey six or fewer partners. Because the number of partners was small, Keystone could not guarantee the anonymity of individual respondents. The questionnaire was administered on a non-anonymous basis. This may have influenced partners' responses. As a result, these four NGOs are not included in the cohort benchmarks in this report. Each one received its own confidential report. They are:

AbleChildAfrica
Build Africa
Signpost International
Village Aid

"Wonderful partner that is respectful."

— SURVEY RESPONDENT

Performance data

The questionnaire included a variety of types of questions. Respondents were asked for some factual responses, for instance to questions like the size and length of grants they received. They were asked to give their opinions using Likert scales and rate how much they agreed or disagreed with statements like “we feel comfortable approaching [the northern NGO] to discuss any problems we are having”. Respondents were also invited to make open comments about each major section of the survey, and to identify their priorities for improving the support they receive from northern NGOs.

The questionnaire covered all the major activities that northern NGOs carry out to support their southern partners. These activities were identified in close dialogue with the northern NGOs themselves. They also drew on Keystone’s experience of development partnerships, including substantial work with southern organisations. The major activities are: providing financial support, providing non-financial support (split into ‘capacity building’ and ‘other’), finalising the partnership agreement, relationships and communications, monitoring and reporting, understanding and learning, and overall satisfaction. This set of activities can be seen as summarising the core activities of ‘partnership management’, the practical ways that northern NGOs work with and add value to their southern partners. The questionnaire also included a number of other profiling and factual questions.

The questionnaire was phrased in broad enough terms to cover the variations in the northern NGOs’ approaches. For instance, most of the northern NGOs provide funding. But three of the 25 focus mainly on providing volunteers. Some invest heavily in capacity building, while others carry out joint advocacy work with their partners. Some see their partners as setting the agenda and others expect partners to follow strategies set by the northern NGO. However, all the northern NGOs share the same operating model: they aim to tackle poverty, suffering and injustice in developing countries by working in partnership with southern organisations. This commonality provides the basis for useful comparison and benchmarking.

The survey applies key principles that are emerging in the development sector about measuring performance better. It is based on bottom-up feedback which makes less powerful actors’ views accessible to decision-makers. This “constituency voice” provides powerful insights into the quality of work carried out. The process of collecting and responding to it can also strengthen relationships and enhance impact. If acted on, constituency voice is aligned with core development principles of empowerment and accountability. The survey focuses on the contribution that northern NGOs make to other actors’ efforts, as a complement to focusing on the long term changes taking place in poor people’s lives. It quantifies what are sometimes seen as ‘hard to measure’ indicators, in particular the strength of relationships and the quality of non-financial support. These have been identified as among the most important factors in determining northern NGOs’ effectiveness³.

“[The NGO] has clear procedures, is quick, flexible and open to discussions.”

– SURVEY RESPONDENT

“[The NGO’s] approach [is] much appreciated. It consults us while developing a proposal, takes time to discuss with us and finalise the proposal, fund it and go on with monitoring. All this process in a respectful and transparent manner.”

– SURVEY RESPONDENT

The quantification enables another benefit: comparison and benchmarking. Each NGO’s individual report details their performance compared to the benchmarks, providing a framework to interpret the data, and showing exactly what performance levels

3 For instance, see “Putting Beneficiaries First” 2006, Bond; “Helping people help themselves” 2005, David Ellerman or “Impact assessment for development agencies” 1999, Chris Roche. The vast literature on participation makes similar points, for instance see “Whose reality counts?” 1997, Robert Chambers.

Performance data

are possible. No one wants to remain bottom of the class.

The results are not objective. They provide a summary of what partners say about their experiences, often compared to their expectations. Partners' responses are likely to have been influenced by various factors, including cultural norms, political conditions or, potentially, pressure from northern NGOs. Their expectations may vary based on previous experiences of working with northern NGOs and their perceptions of NGOs' strengths and weaknesses. Responses may also have been influenced by how respondents believed that the data would be used. Counter intuitively, where relationships are stronger between northern NGOs and southern partners, the southern partners may have felt more able to be critical and give lower ratings.

Further experience and research will shed more light on these issues. The current exercise did not aim to undertake a full academic enquiry into them, or have the resources to carry one out. We tested the data for three potential biases: size of northern NGO, location of northern NGO and respondents' location. We found no systematic bias related to the size or location of northern NGOs. Respondents' location may be seen as a proxy for cultural differences in giving this kind of feedback and should be considered as a salient factor when interpreting findings.

Across the cohort, respondents' open comments were highly consistent with the quantitative findings. This strongly suggests that high ratings are consistently associated with higher levels of satisfaction and low ratings with low levels of satisfaction. Quantitative responses were consistent across related questions. As presented below, the data allows NGOs' performance to be clearly differentiated and compared. Specific activities can be analysed and understood in detail, from respondents' perspectives.

The survey was carried out on the understanding that partners are uniquely placed to have a well informed opinion on how well northern NGOs work with them. We argue that their views are among the most reliable performance indicators available to these northern NGOs, similar to customer satisfaction in the commercial sector. Curiously, their views are not often systematically analysed and presented for management decision making.

We believe that the strengths of the method substantially outweigh the weaknesses. The survey process was carefully designed to address a number of concerns, within the practical constraints faced. It was carried out on an anonymous basis, by an independent third party, with internal cross referencing, using a mixture of qualitative and quantitative questions which were designed in consultation with northern NGOs and piloted with southern partners.

In sum, we believe that the survey has generated credible, powerful and actionable management data that can be used to improve performance in the short term. The results have to be interpreted carefully, in the light of the process actually carried out, and as the basis for informed judgements, rather than taken as definitive. The different NGOs in the cohort operate in different ways, so the benchmarks need to be considered with care. However, we believe that the findings provide reliable data for managers to understand their NGO's current performance as the basis for making improvements and a realistic baseline for measuring progress in the future.

“Support us to ... undertake international advocacy and networking with like-minded organisations. This is very important in an era of globalisation.”

– **SURVEY RESPONDENT**

Performance data

REPORTING STANDARD

At a sector level, the survey allows different NGOs' performance 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.

The standard could be:

Every year, NGOs publish 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.

The feedback data could be integrated into NGOs' existing annual public reports. It could provide powerful new data for funding decisions, creating the missing loop so funds are directed towards those NGOs that are seen by their southern partners as working most effectively with them and adding most value to them – or in other words, are doing their jobs best.

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 this could significantly enhance the development impact achieved by northern NGOs and their donors. It would help create conditions for sector-wide continual improvement and a race to the top.

ACTION AGENDA

In each NGO's report we included the 'generic next steps' in 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 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 four point 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 12 to 24 months as a collective effort, to monitor progress at the NGO and sector levels.
- 3 Adopt the reporting standard suggested above by January 2013. I.e. every year, publish independent, anonymous and benchmarked partner feedback reports.
- 4 Undertake 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.

EXTRACT FROM CONFIDENTIAL REPORTS SUBMITTED TO PARTICIPATING NGOS

NEXT STEPS

Some next steps are suggested below, which may be useful for [THE NGO] 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.
- c Identify opportunities, constraints and specific actions for making improvements, in dialogue with partners.
- d Identify ways of ensuring that your partnership processes are carried out consistently to a high standard and that the quality of key processes is checked.
- e Strengthen a culture of continual improvement, mutual respect and open dialogue with southern partners.
- f 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. Consider developing some common approaches and facilitating learning between partners.
- g 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.
- h Repeat the survey in 12 to 24 months to monitor progress.
- i Consider publishing similar feedback reports in the future, potentially coordinated with other northern NGOs..

Step (i) could develop a new norm in NGO reporting, similar to the new norm among US foundations of publishing grantee feedback reports⁴. It could strengthen the links between performance, reporting and funding decisions, creating powerful incentives for improvement. For instance, a target could be set to publish all new partner feedback reports from January 2013 onwards.

⁴ For example, see the Surdna Foundation's approach: <http://www.surdna.org/publications-resources/102.html>.

Findings

This section of the report presents the major findings from the survey.

BENCHMARKS AND INDICES

The report presents benchmarks that are calculated as the averages of the 25 NGOs' results, not the averages of all survey respondents. This reduces the chance that findings are skewed by the different numbers of responses by each NGO. It ensures that data are like-for-like, comparing one NGO's results to others across the cohort.

There was significant variation among respondents' ratings for each individual NGO. The benchmarks in this report do not reflect this. Even the highest rated NGOs had a persistent strain of low ratings from respondents. It is unlikely that any NGO would aim to be 'best in class' across all performance areas.

The performance summary comprises indices derived for seven key performance areas. Each index was calculated by combining the results from 4 to 10 specific questions in the survey. The indices mostly correspond to the questions in each section of the report. Where questions from one section are more relevant to another index they have been moved to increase accuracy. By combining questions, the indices may give a more balanced overall view of NGOs' performance in different areas, rather than relying on responses to specific questions.

RESPONDENTS

	EU	US	Cohort
No. of partners invited to respond	1,700	1,033	2,733
No. of responses received	680	387	1,067
Response rate	40%	37%	39%

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

The following people were involved in completing the questionnaire:

	All NGOs %
Head of the organisation	71
Other senior leadership	68
Manager	41
Operational staff / field staff	48
Others	14

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

33% of the respondents declared themselves as female and 59% male. The others preferred not to say. 84% of respondents rated the survey process as useful or very useful. 94% of respondents asked Keystone to send them a copy of this public report.

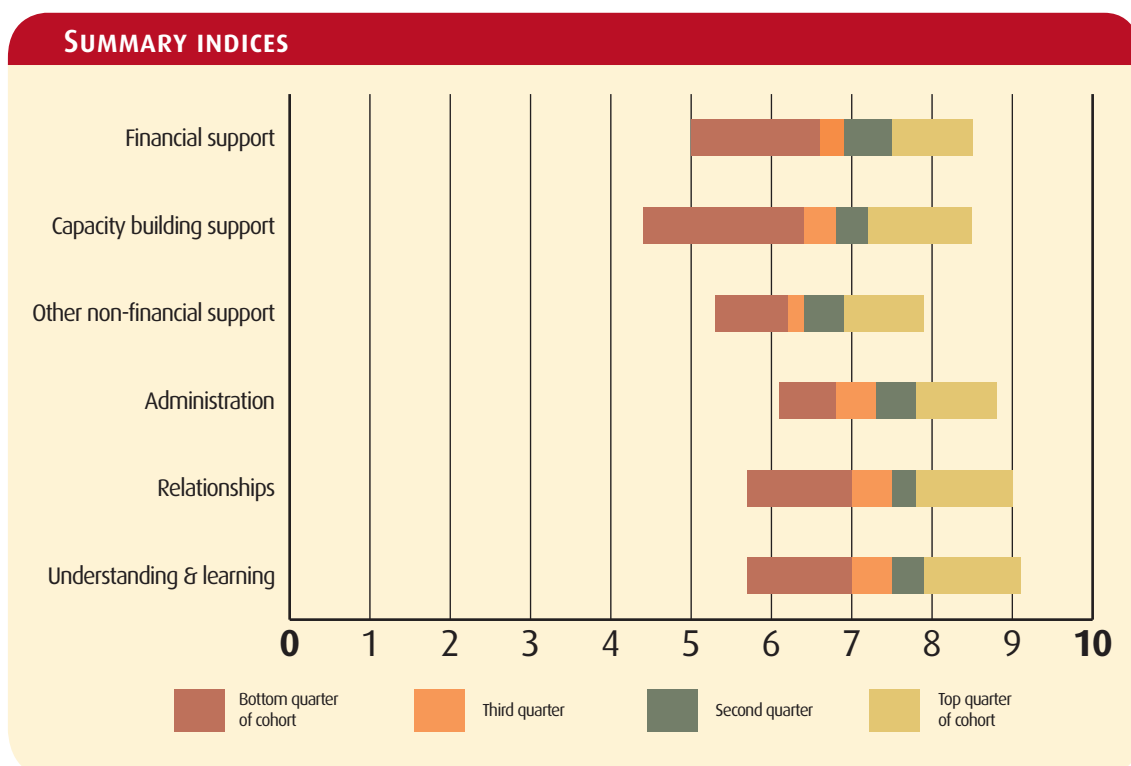
Respondents represent a wide range of different types of organisation, from government bodies to community-based organisations. Some are long established, others new. Some summary figures are shown in the box below, while a more complete picture is provided in Appendix 2.

Findings

PROFILE OF RESPONDENTS AND SUPPORT

- 47% of respondents are based in Africa; 28% in Central, East & Southern Asia; 17% in Mexico / Central / South America.
- 75% of respondents describe themselves as 'non-governmental organisations' and 13% as 'faith based organisations'.
- On average, each respondent receives funds and support from 5.3 different organisations.
- On average, respondents have received support from each northern NGO for 4 years and 2 months. 30% have received support for less than two years and 43% for more than five years.
- The median annual budget of respondents' organisations is US\$260,000. 46% have an annual budget of less than US\$200,000 and 33% of over US\$500,000.
- 91% of respondents are currently receiving funds or have recently received funds from the northern NGO they described in their responses.
- The average size of grant received by respondents from each northern NGO is US\$160,000. 39% of grants are for less than US\$50,000 and 24% are for more than US\$200,000.
- The average length of grant received by respondents is 23 months. 48% of grants are for approximately 12 months and 31% are for longer than 30 months.

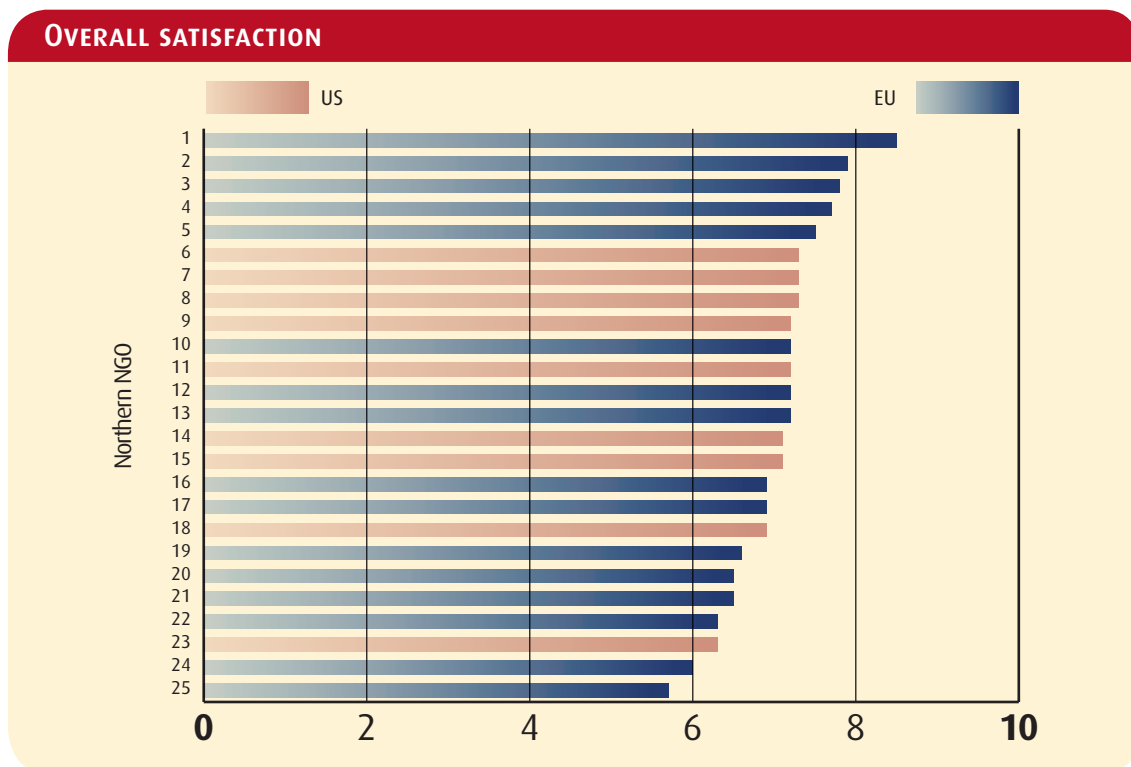
Performance summary



RESPONDENTS' PRIORITIES FOR FUTURE SUPPORT FROM NORTHERN NGOS

Non-financial support	Monitoring and reporting	Relationships
1. Accessing other sources of funds	1. Share lessons and experiences among organisations working on the same issues	1. Develop joint strategies with us
2. Strengthening our presence at national / international levels	2. Focus more attention on long term social changes	2. Promote our work
3. Communicating and publicising our work	3. Help us monitor and report in ways that are useful for us and the people we work with	3. Discuss your strategy and plans with us'

Performance summary



The summary indices show a significant range of performance among northern NGOs, as perceived by their southern partners. The range varies from 2.3 out of 10, or 23%, for Administration to 4.1 out of 10, or 41%, for Capacity Building Support. The written comments made by respondents describe a similar range of experiences. Within the specific questions described in Appendix 2 there are much higher levels of variation between individual NGOs’ ratings, for instance from -3.7 to +9.3 on a scale of -10 to +10 for how much respondents say that northern NGOs promote them in the media..

The priorities for future support were very consistent across the cohort. Respondents requested northern NGOs to help them become better funded, more influential, independent organisations. They asked for assistance in accessing other sources of funds and in raising their profile. They did not ask for help to strengthen specific technical or management capacities, even when these options were available. They actively asked for assistance in building their organisational capacity in contrast to ‘project based’ support. Respondents placed a strong priority on learning by sharing experiences among organisations working on the same issues.

“[The NGO] used to grant us a institutional capacity building fund apart from fund that is allocated for project undertaking. Such funds are very crucial in building institutional capability.”
– SURVEY RESPONDENT

Performance summary

COHORT LEVEL: STRENGTHS AND WEAKNESSES

This section of the report provides a snapshot of the major strengths and weaknesses of the 25 NGOs considered together.

The survey included many different questions where respondents were asked to rate how much they agreed or disagreed with statements. The table below shows the ten statements that, on average, respondents agreed with most strongly.⁵

10 HIGHEST RATED AREAS (MEDIAN EQUAL OR GREATER THAN +5.8 OUT OF 10)		
Statement	Median -10 to +10	Highest -10 to +10
[THE NGO]'s staff are respectful, helpful and capable.	7.1	9.6
We feel comfortable approaching [THE NGO] to discuss any problems we are having.	7.1	9.3
[THE NGO] understands the sector(s) we work in.	7.1	8.5
[THE NGO] provides us with reporting formats for us to use.	6.4	10
The monitoring and reporting we do for/with [THE NGO] helps us improve what we do.	6.2	9.3
[THE NGO] clearly explains any conditions imposed by the original donors who provide the funds.	6.1	8.6
[THE NGO] listens and responds appropriately to our questions and concerns.	6.1	9.6
The payments are made in appropriate phases so we can easily manage our cash flow.	6	9
[THE NGO] understands our working environment and cultural context.	6	8.5
[THE NGO] understands our strategy.	5.8	8.9

Respondents rate northern NGOs' staff attitude very highly, along with how comfortable they feel approaching northern NGOs and how well northern NGOs listen and respond to them. This suggests strong personal relationships between staff from northern NGOs and southern partners. It is possible that these ratings may be influenced by politeness, with southern partners unwilling to criticise individuals, even anonymously.

Northern NGOs also receive consistently high ratings for understanding respondents' sectors, working environments and strategies. Respondents say that most northern NGOs provide them with reporting formats and that the monitoring and reporting they do for northern NGOs helps respondents improve what they do.

In contrast, the table below shows the ten statements which respondents agree with the least, at the median level.

"[The NGO] listens to our suggestions and doesn't take the place of the organisation it works with like other organisations."

– SURVEY RESPONDENT

⁵ The table is calculated on the basis of 'median scores'. The median is the score of the NGO rated 13th out of the 25 NGOs in the cohort, i.e. exactly in the middle of the cohort. 50% of NGOs received ratings higher than this and 50% received ratings lower than it.

Performance summary

TITLE: 10 LOWEST RATED AREAS (MEDIAN EQUAL OR LESS THAN +3.0 OUT OF 10)		
Statement	Median -10 to +10	Lowest -10 to +10
[The NGO] allows us make any changes that we need to about how we spend funds.	+0.6	-5.7
[THE NGO] involves us in shaping its strategy.	+0.6	-3.8
[THE NGO] has a complaints procedure we could use if we had to.	+0.8	-5.3
[THE NGO] has explained when it expects to stop working with us.	+1.5	-4.9
[THE NGO] promotes our organisation in the media and elsewhere.	+1.7	-3.7
The length of support from [THE NGO] is well matched to our needs.	+2.6	-1.8
We understand how [the NGO] uses the information we provide.	+2.9	-2.5
The amount of support from [THE NGO] is well matched to our needs.	+2.9	-1.8
[THE NGO] provides enough funds and support for us to monitor and report on our work.	+2.9	-1.4
[THE NGO] makes an appropriate contribution to general / core costs.	+3.0	-4.8

This table includes several practical areas. Many respondents say that northern NGOs do not allow them to make changes they need to about how to spend funds. They feel that the amount and length of support is not well matched to their needs and that northern NGOs do not contribute enough to core costs or covering the costs of monitoring and reporting. It is possible that these last points may be influenced by respondents' desire to increase funding in the future.

Some statements are about relationships, with respondents saying that northern NGOs do not involve them much in shaping strategy, or explain when they intend to stop working with respondents. If northern NGOs have complaints procedures, respondents are largely unaware of them or do not feel they could use them. Respondents do not feel that northern NGOs promote them much in the media or elsewhere.

“[The NGO] seems to set ambitious targets as compared to the anticipated result [and] the resources provided ... This kills the creativity and flexibility of partners implementing to attain the result.”
– SURVEY RESPONDENT

PERFORMANCE DRIVERS

The two boxes below illustrate the findings received by individual NGOs. NGO BB received high ratings and NGO FF low ratings.

Appendix 1, “Comparison of high and low rated NGOs”, presents detailed findings from six different NGOs’ results, including BB and FF. Three are among the highest rated NGOs in the survey and three are among the lowest rated. The appendix allows some initial conclusions to be drawn about the factors associated with high and low overall satisfaction ratings.

Performance summary

No single factor appears to be directly correlated with the ratings NGOs received for 'overall value added' and 'overall satisfaction'. A combination of different factors appears to be important and this combination varies between NGOs, related to their different contexts, relationships and approaches.

While there is no single recipe for success, some initial conclusions can be presented. The NGOs that receive the highest ratings for 'overall value added' and 'overall satisfaction' also have high ratings for understanding respondents' strategies and sectors. Respondents say that these NGOs are approachable, listening and responding to them. They ask respondents for advice and involve them in shaping their own strategies. They are seen as flexible, learning from their mistakes and encouraging respondents' to change how they use funds in the light of lessons learned.

In addition, the most highly rated NGOs provide highly rated support in at least one of the three following areas: funding, promoting respondents' work, or capacity building.

Highly rated funding is seen as being: of an appropriate length and amount, negotiated and provided quickly, flexible with a contribution to core costs and managed with as little bureaucracy as possible.

NGO BB, A HIGH RATED NGO

NGO BB has long established relationships with partners, working with 75% of respondents for more than three years. It funds relatively small organisations which have a median budget of US\$77,000. 62% of its grants are for longer than 18 months and 69% of them are for less than US\$100,000. The NGO is rated 3rd out of 25 NGOs in terms of overall satisfaction.

The NGO receives the highest rating in the cohort for respondents' satisfaction with administrative processes including finalising partnership agreements and monitoring and reporting. Respondents appreciate receiving support on time, as well as the amount and length of support. They find the reports they prepare for the NGO to be useful and easy to complete, though they do not know how the information is used or when the NGO expects to stop working with them.

The NGO receives very high ratings for understanding respondents' strategies and for listening and responding to them. It is seen as flexible and responsive, encouraging respondents to make changes to activities and budgets in the light of lessons learned and learning and improving its own practice.

The NGO receives mid-level ratings for non-financial support. Respondents appreciate support in areas including accessing other sources of funds, but give low ratings for other areas, including communicating and publicising their work, and support in advocacy and campaigning.

Looking ahead, respondents ask the NGO to help them become more effective organisations, by introducing them to other organisations, sharing more lessons from organisations working on the same issues and promoting their work.

Respondents' comments consistently reinforce these ratings, for instance about how they appreciate that [NGO BB] "strives so hard to make it easy for us to approach them" and that agreements are "established in an organized and timely fashion".

Performance summary

Highly rated promotion is seen as involving: introducing respondents to other organisations, helping them access other sources of funding and strengthening their presence at national / international levels. Highly rated capacity building is seen as focusing on developing core organisational capacities, rather than project specific skills. Respondents ask strongly for support in the form of sharing experiences with other organisations working on similar issues.

The converse also appears true. NGOs that are rated low for understanding, listening and responding also receive low ratings for 'overall value added' and 'overall satisfaction'. Higher ratings in funding, promotion or capacity building do not appear to offset these low ratings.

These initial conclusions suggest that northern NGOs add the most value to southern organisations when they treat these organisations as equal partners, rather than implementing agents or sub-contractors. While southern organisations are consistently referred to as 'partners', the data suggests that many of them experience unequal relationships, have limited confidence in northern NGOs' understanding and abilities and do not feel a sense of respectful collaboration. Or, in language sometimes used in the sector, when

NGO FF, A LOW RATED NGO

NGO FF has a lot of new partners. It has worked with 65% of respondents for less than two years. It funds relatively large organisations which have a median budget of US\$500,000. 71% of its grants are for up to 18 months and the average size of grant is US\$170,000. The NGO is rated 21st out of 25 NGOs in terms of overall satisfaction.

Respondents appreciate the speed with which support is provided; 70% of respondents receive support in less than 3 months from initial discussions. The NGO provides respondents with reporting formats that they find easy to understand, but are not quick and easy to complete.

The NGO receives low ratings for understanding respondents' strategies and sectors, and for listening and responding to respondents. Respondents find the NGO to be inflexible and demanding, unwilling to adapt support to their needs or make changes to its own practice. They report that the NGO does not ask their advice or involve them in shaping its strategy.

Respondents report that the NGO does not help raise their profiles or access other sources of funds. The NGO's capacity building support also mostly receives low ratings, particularly in management skills, though respondents value its advice in advocacy and campaigning.

Looking ahead, respondents would like the NGO to help them become more independent and influential organisations, for instance by accessing other sources of funds and raising their profile. They would also like to develop joint strategies with the NGO.

Respondents' experiences vary. Some give very positive ratings. But, as one respondent puts it, there is a persistent theme that "the overall attitude needs to be more inclined towards partnership relation rather than donor and recipient relation."

Performance summary

northern NGOs ‘work through’ southern organisations, they add less value to them; when northern NGOs ‘work with’ southern organisations, they add more value to them.

These conclusions accord with a wide range of research on capacity building and making development relationships work⁶. They also reflect personal experience: effective collaboration depends on listening, responding and mutual respect, rather than telling someone else what to do.

A large number of factors are likely to influence the relationships that NGOs have with southern organisations. They may vary from the attitudes of individual members of staff and senior managers to restrictions imposed by back donors to restrictions created by internal risk management and reporting systems or organisational strategy. The amount and quality of staff time available to build relationships is likely to play a major role. There was a persistent theme in respondents’ comments that they felt larger northern NGOs are becoming more bureaucratic, demanding and driven by external agendas. Further analysis of these issues might inform a management agenda.

The data set generated by this survey is very large, with well over 100,000 individual data points and a large amount of qualitative data. We have only had limited resources to carry out the analysis summarised in this report. We are aware of its limitations and would welcome the opportunity to collaborate with others to analyse the data further. In addition, we are providing each participating NGO with anonymous versions of their own dataset.

The survey is quite inspiring, I would like to adapt it and use something similar for our own partners.”

– SURVEY RESPONDENT

“In the past [The NGO] was much more flexible, and respected [our] planning and priorities. Now it tends to be much more demanding, trying to get partners to fit the requests of the governments or other co-funders.”

– SURVEY RESPONDENT

6 For instance, see “The Aid Chain” 2006, Tina Wallace; “Relationships for Aid” 2006, Ros Eyben; “Capacity Building for NGOs: Making it Work” 2007, Rick James and John Hailey or “NGO Management: The Earthscan Companion” 2010, Alan Fowler and Chiku Malunga.

Three potential biases

NORTHERN NGOS' SIZE

OVERALL SATISFACTION ANALYSED BY NORTHERN NGOS' SIZE AND LOCATION					
Northern NGO	Top quarter	Second quarter	Third quarter	Bottom quarter	Total
Small	2	0	3	3	8
Medium	3	5	1	1	10
Large	1	2	2	2	7
Total	6	7	6	6	25
EU	5	3	3	5	16
US	1	4	3	1	9
Total	6	7	6	6	25

The table above analyses overall satisfaction by size and location of northern NGO. The cohort is split into four quarters. For ease of presentation, there are six NGOs in each quarter apart from the second, which has seven. The top quarter includes the six NGOs which received the highest ratings in the group; the bottom quarter includes the six NGOs which received the lowest ratings in the group; and so on.

Small NGOs are defined as having annual expenditure in their most recently published accounts of less than £10m. Medium NGOs have annual expenditure of between £10m and £100m. Large NGOs have annual expenditure of over £100m.

There are some striking aspects to this analysis. 80% of medium sized NGOs are rated in the top half of the cohort. 75% of small NGOs are rated in the bottom half of the cohort. The large NGOs are fairly evenly distributed.

NORTHERN NGOS' LOCATION

AVERAGE INDEX RATINGS OF EU AND US NGOS			
Index	EU	US	Variance %
Financial support	13.0	13.0	0%
Capacity building	13.6	11.9	13%
Other non-financial support	12.8	13.3	(4%)
Administration	12.9	13.2	(2%)
Relationships	13.4	12.3	8%
Understanding & learning	13.6	12.0	12%
Overall satisfaction	13.4	12.3	8%

The table above shows that the average rankings achieved by NGOs from EU and the US across the seven summary indices were similar. On average, respondents gave higher ratings to EU based northern NGOs in 'capacity building' and 'understanding and learning', as well as 'relationships' and 'overall satisfaction'. Respondents gave modestly higher ratings to US based northern NGOs in 'other non-financial support' and 'administration'.

Three potential biases

In terms of overall satisfaction, EU NGOs are grouped at both ends of the cohort, while the US NGOs are grouped in the middle of the cohort. This may be partly explained by the fact that none of the US NGOs were small.

These findings suggest that it is not possible to conclude that there are systematic biases in the data between the respondents of EU and US NGOs.

RESPONDENTS' LOCATION

The tables below compare two groups of respondents. Group A includes all respondents who identified themselves as located in East Africa and Southern Africa. Group B includes all respondents who identified themselves as located in Latin America, Central America & Mexico and South America⁷. This comparison aims to identify systematic differences in the responses from these two broad groups, representative of different cultures and languages.

AVERAGE INDEX RATINGS OF GROUP A AND GROUP B RESPONDENTS					
	Group A Mean	Group B Mean	Variance %	Group A n	Group B n
Index 1. Financial support	6.9	8.0	13%	262	216
Index 2. Capacity building support	7.1	7.1	1%	261	211
Index 3. Other non-financial support	6.7	6.9	3%	270	218
Index 4. Administration	7.3	8.0	9%	287	243
Index 5. Relationship	7.3	7.8	7%	287	243
Index 6. Understanding & learning	7.5	8.0	6%	286	243
Index 7. Overall satisfaction	7.2	7.0	(3%)	279	232

HOW MUCH TIME PASSED FROM THE DATE YOU FIRST DISCUSSED SUPPORT WITH [THE NGO] TO THE DATE WHEN YOU FIRST RECEIVED SUPPORT?			
	Group A %	Group B %	Variance %
Less than one month	12.5	7.5	40%
1-3 months	41.4	33.2	20%
4 -6 months	26.6	26.6	0%
7-12 months	11.3	17.1	(34%)
More than 12 months	8.2	15.6	(47%)
Total %)	100	100	
Total (n)	256	199	
How reasonable was the time that passed?	3.9	6.2	(37%)

⁷ We recognise that 'Latin America' includes 'Central America & Mexico' and 'South America'. It should not have been included as a separate region in the survey.

Three potential biases

The index ratings shows that, on average, Group B provided ratings that were 1 to 13% higher than Group A for the first six indices. Group B provided lower ratings for 'overall satisfaction'. The analysis of question 16 provides more detail. On average, respondents in Group A received support more quickly than respondents in Group B. Group A respondents gave an average rating of 3.9 out of 10 for how much they agreed with the statement that 'the time passed from starting discussions to receiving support was reasonable', compared to 6.2 from Group B. So even though it took longer for respondents in Group B to receive support, they thought the length of time it took was more reasonable than Group A. These findings suggest that in this case the two groups had different expectations of what was 'reasonable' and / or different norms about commenting on what was 'reasonable'.

There may be systematic differences between different language groups and cultures' responses to the questionnaire. Respondents' location, described in question 1 of the questionnaire, should be considered as a salient factor in interpreting each NGO's results.

Appendix 1

Comparison of high and low rated NGOs

Comparison of high and low rated NGOs

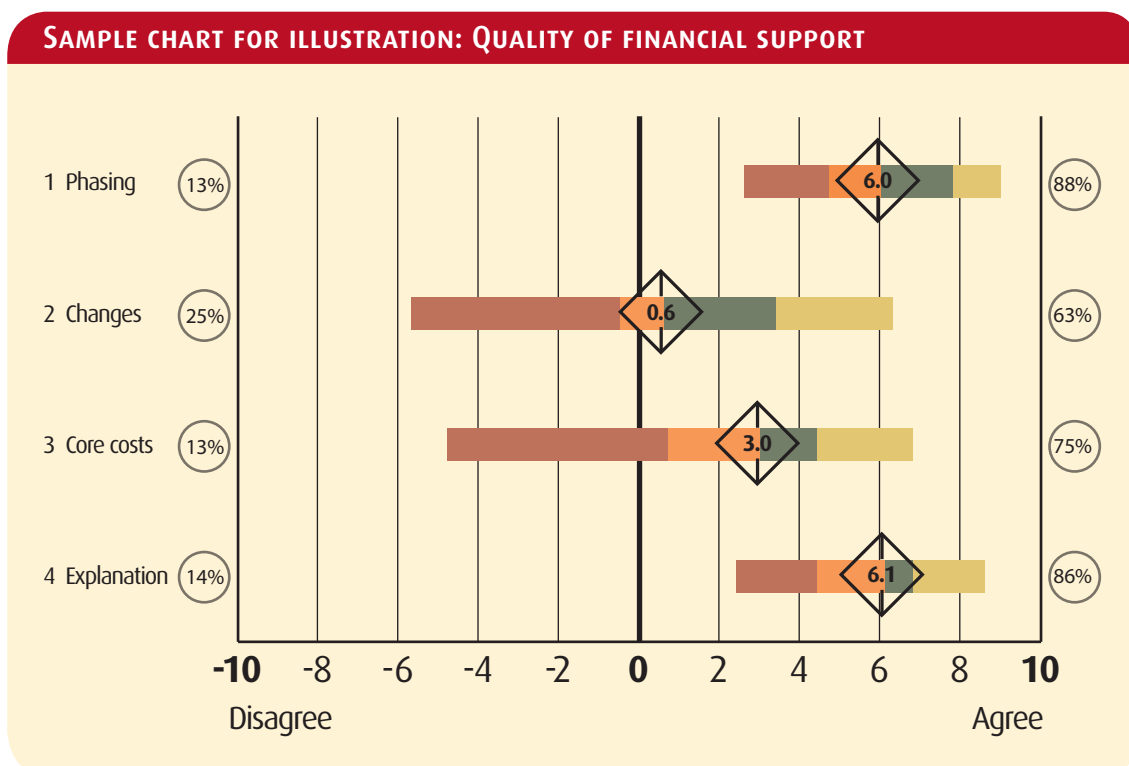
The table below presents detailed findings from three highly rated NGOs and three low rated NGOs. Each line shows the results of one specific question asked in the survey, apart from 'overall satisfaction', which is an index calculated from all responses to question 29. The questions have been grouped into six broad areas, corresponding to the preferences expressed by respondents for support in the future. The questions are phrased from the point of view of respondents, so 'our' means 'respondents' and 'their' means 'northern NGOs'. The table shows which quarter of the cohort the NGO is placed in. '1' means that respondents' ratings were among the top or highest quarter of the 25 NGOs, '2' in the second quarter, '3' in the third quarter and '4' in the bottom or lowest quarter of the cohort.

	NGO AA	NGO BB	NGO CC	NGO DD	NGO EE	NGO FF
1. Summary						
Overall value added	1	1	1	4	3	4
Overall satisfaction	1	1	2	4	4	4
2. Understanding & listening						
Understands our strategy	1	1	2	4	4	3
Understands our sector	1	2	1	4	4	3
Listens & responds to questions	1	1	3	4	4	3
Asks our advice	1	1	3	4	4	2
Involves us in shaping their strategy	1	1	2	3	4	3
3. Responsiveness						
Adapts its support to our needs	1	1	3	4	4	3
Gives useful comments on reports	1	2	3	4	4	2
Encourages us to make changes	1	1	1	4	4	4
Learns from its mistakes	1	1	1	4	4	3
4. Funding						
Allows us to change how we use funds	1	1	2	2	4	3
Contributes to core costs	3	2	2	1	4	3
Time taken to negotiate support	1	1	3	3	4	1
Amount of support	1	1	3	4	4	2
Length of support	3	1	3	4	3	3
Support arrives on time	2	1	3	4	4	3
Reporting is quick & easy	2	1	2	4	3	3
5. Promoting						
Strengthens our presence at national/ international levels	1	3	3	3	4	4
Communicates & publicises our work	1	3	3	3	2	4
Helps us access other sources of funds	1	1	4	4	1	4
Introduces us to other organisations/ people/ networks	1	3	2	1	2	4
Promotes our organisation	1	2	4	4	4	3
6. Capacity building						
In management & leadership	1	2	3	2	4	4
In financial management	1	2	2	4	2	3
In technical abilities	2	3	2	4	3	3
In advocacy & campaigning	1	4	3	3	4	2
In long term planning / financial viability	1	3	3	4	3	4

Appendix 2

Detailed Findings

Reading the charts



STATEMENTS

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

Many of the charts are shown in the format above. For example, this chart shows how the 25 NGOs in the cohort are rated across four aspects of financial support. It shows the spread of average ratings received by each of the NGOs for how much respondents agree or disagree with each of the four statements.

The chart has three elements:

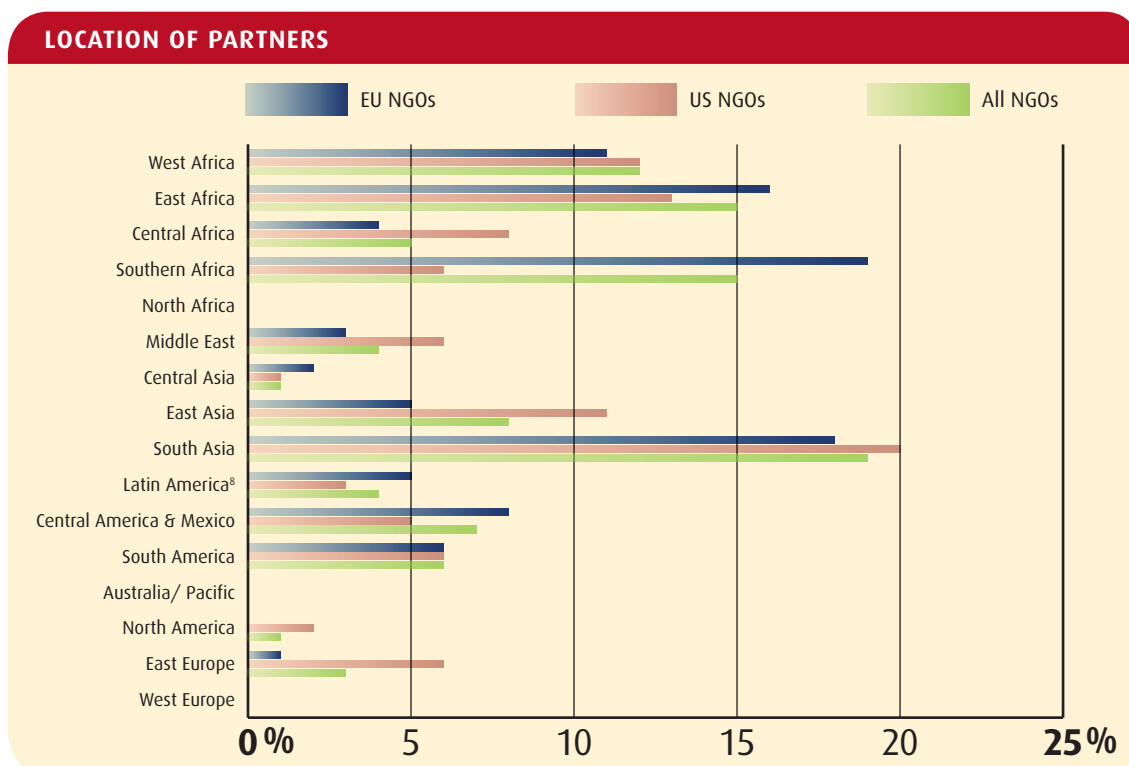
- 1 The median rating of the cohort is shown in a diamond. 50% of the NGOs had an average rating higher than this and 50% had an average rating lower than it. In this case, the median rating is 6.0 on a scale of -10 to +10 for how much respondents agree that the NGO provides grants in appropriate phases.
- 2 The bar that the diamond sits on shows the range of responses received by all 25 NGOs in the cohort. In this case, the responses range from 2.6 to 9.0 for 'phasing'.
 - The bar is split into four sections. Each one corresponds to a quarter of the cohort. The highest average score received by a single northern NGO is at the right hand end of the whole bar, and the lowest score at the left hand end.
 - The length of the quarters shows how closely different NGOs' ratings are grouped together.
- 3 The percentages in circles on either side of the chart show the average proportion of respondents that rated each NGO above zero on the right (i.e. agreed with the statement) and below zero on the left (i.e. disagreed with the statement).

Reading the charts

Underneath each chart, bullet points pick out some of the main features of the data. Unfortunately, there is not space to describe all the ratings. We encourage readers to consider the numbers and bars on the charts even where they are not discussed in the bullet points.

The report shows data on scales of 0 to 10 and -10 to +10. They have been converted from scales of 1 to 7 used throughout the questionnaire to make it easier to present and understand the findings.

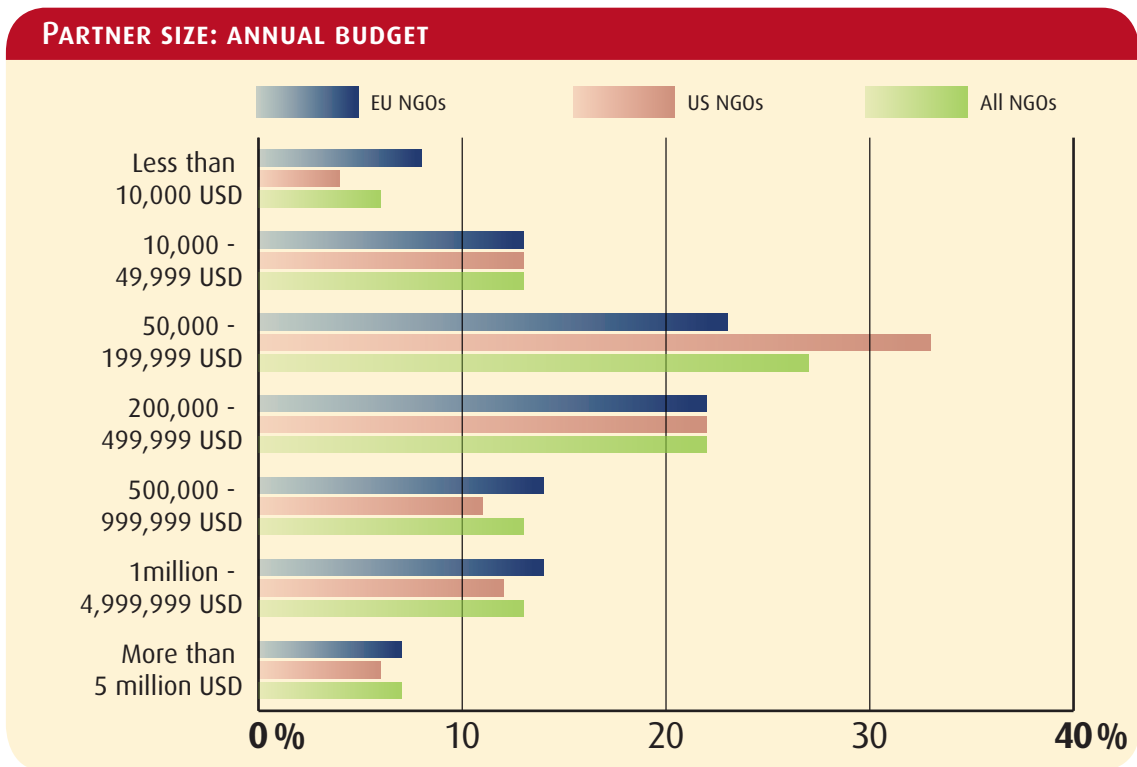
Section 1: Partnership profile



- The distribution of respondents is very similar between EU and US NGOs. Surprisingly, a higher proportion of EU NGO respondents are based in Central America than US NGO respondents. A higher proportion of US NGO respondents are based in East Asia and East Europe than EU NGO respondents.
- 75% of respondents describe themselves as 'non-governmental organisations', 13% as 'faith based organisations' and 3% as 'government agencies'.
- Respondents describe themselves as predominantly working by: 'providing services to poor people and communities' and 'supporting collective action by our members'.

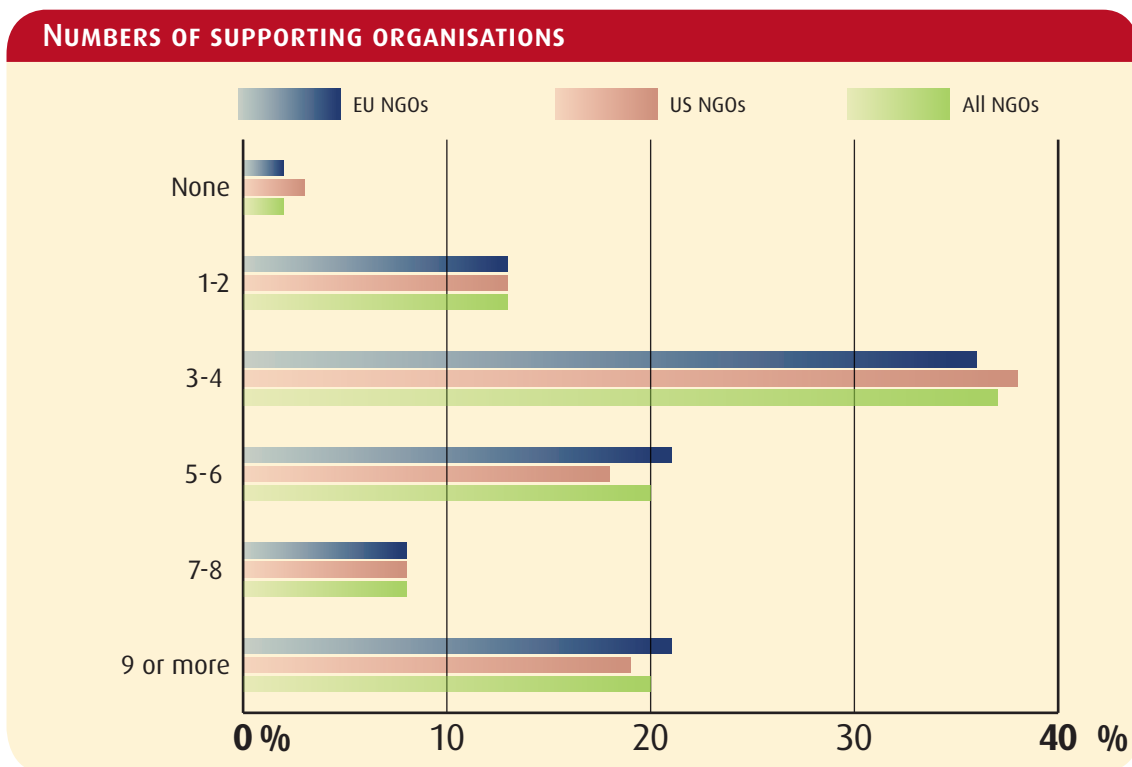
⁸ See footnote 7. Having included all three options in the questionnaire, it is most appropriate to present the answers that respondents gave.

Section 1: Partnership profile



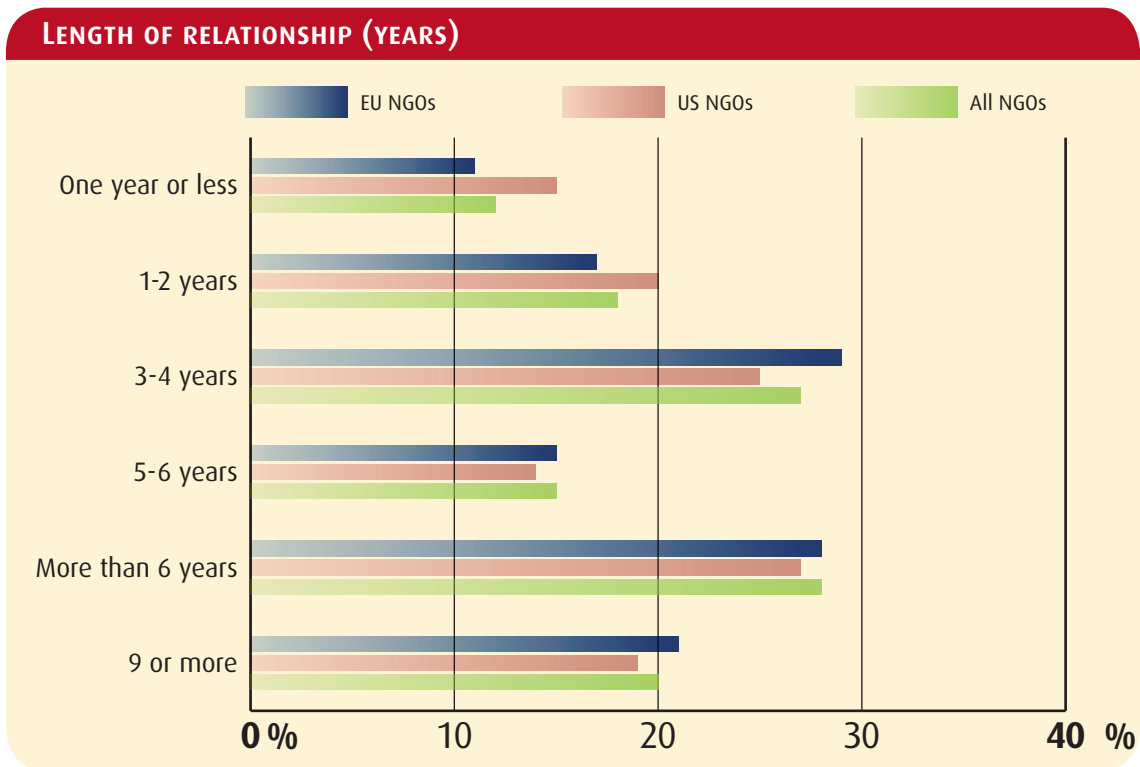
- The median annual budget for the whole cohort is US\$260,000. 50% of respondents have an annual budget higher than this figure and 50% lower than it.
- The median annual budget for EU NGO respondents is \$280,000 and for US NGO respondents is \$200,000.

Section 1: Partnership profile



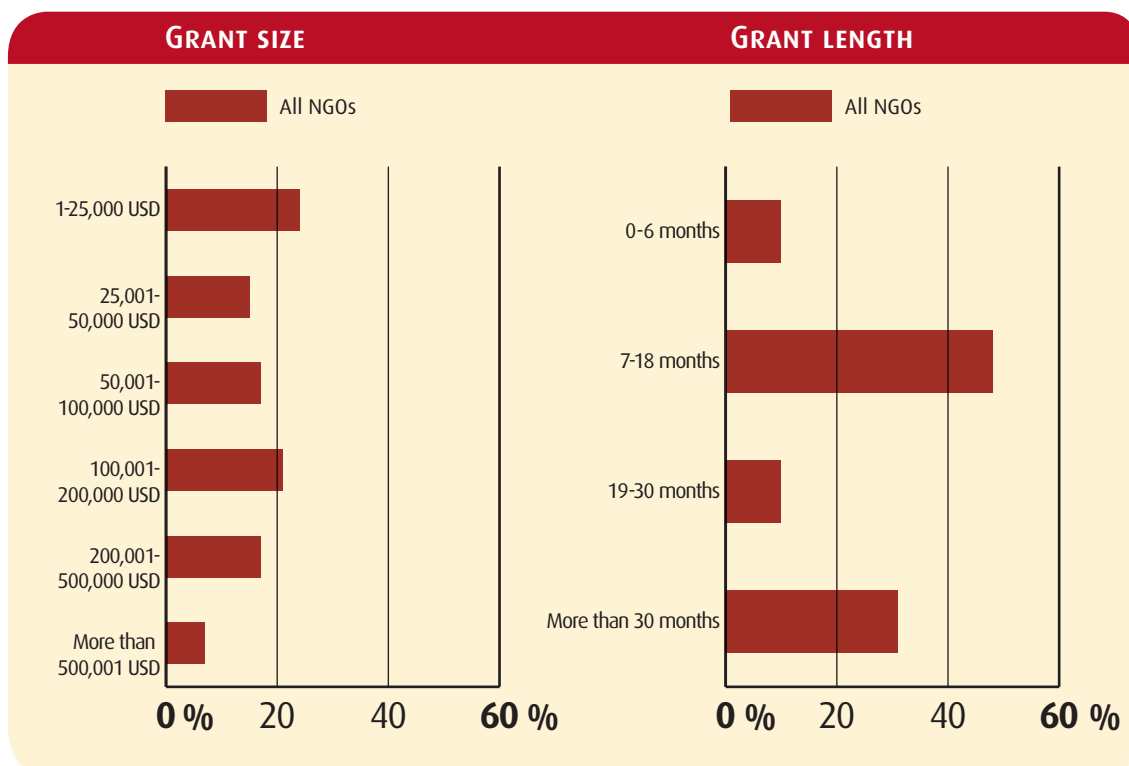
- On average, respondents across the whole cohort receive funds and support from 5.3 different organisations.
- 50% of respondents receive funds and support from 4 or fewer organisations; 48% receive funds from 5 or more.

Section 1: Partnership profile



- This chart shows how many years respondents have received support from the specific northern NGOs involved in the survey. The average length is 4 years and 2 months.
- The most important reasons why respondents say they choose to work with northern NGOs are: 'achieve shared goals', 'joint learning and understanding' and 'strengthen our skills and organisational capacity'.

Section 2: Financial support

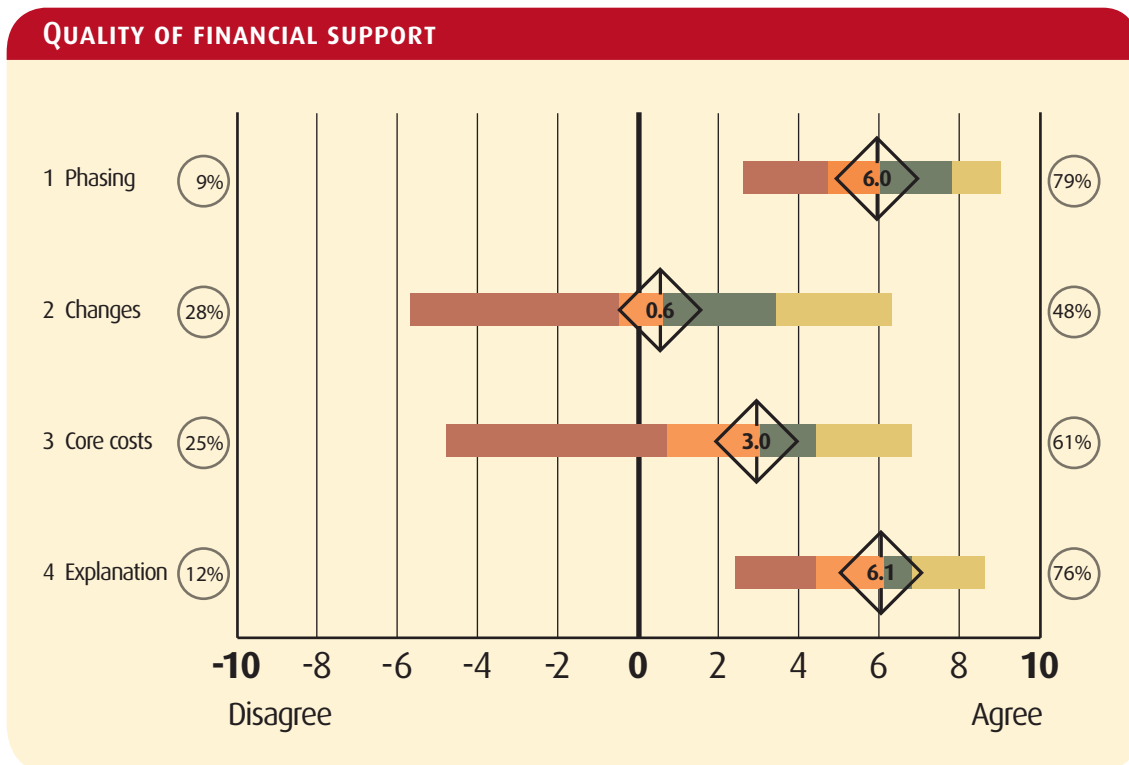


- 88% of respondents said that they are currently or have recently received funds from the northern NGOs in the survey.
- The size of grants is fairly evenly distributed across the categories shown above. The average size of grants made is US\$160,000.
- 48% of grants are around 12 months in length. 31% of grants are for longer than 30 months. The average length of grant is 23 months.
- Respondents of many northern NGOs commented that they would like to receive funding commitments for more than one year, to strengthen organisational stability and growth.
- Comments included:

“[The NGO] has been clear about the probable level of funding, what information it requires and when ... and the funding has arrived when they indicated it would. They have not raised expectations but neither have they dashed them!”

“The funding provided is only short time project fund which does not contribute to sustainability of the organization. It take for granted whether the organization exists or not during the period when they dont have their activities.”

Section 2: Financial support



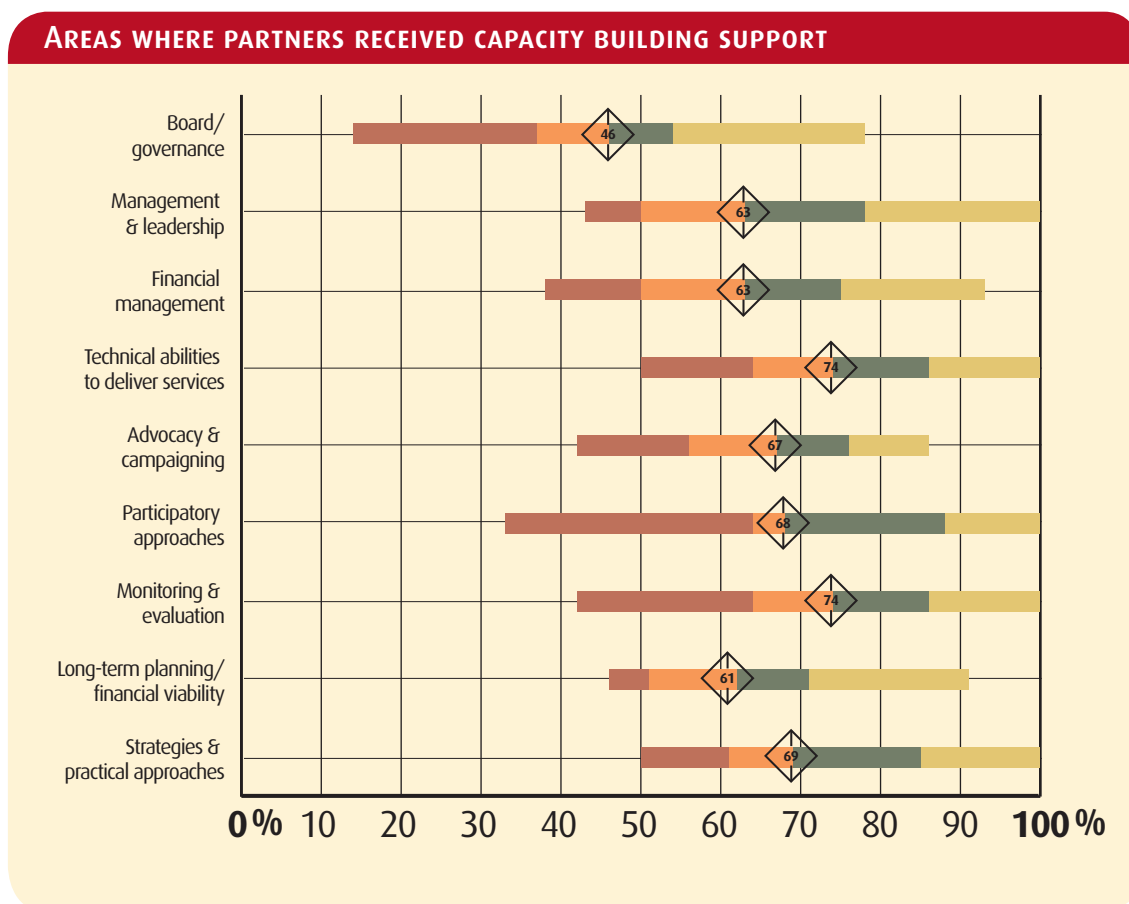
The chart shows how much respondents agree with the statements:

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

- There is a substantial variety between NGOs' ratings across all four of these aspects of how financial support is provided.
- In general, the cohort receives high ratings for making payments in appropriate phases so respondents can manage their cash flow and for explaining the conditions imposed by back donors.
- The whole cohort is rated relatively low for allowing respondents to make changes they need to about how they spend funds and for contributing to core costs. An average of 28% and 25% of respondents disagree with these statements respectively.
- Comments made by respondents reflected this spread of opinion, such as:

"There is always delays in transfer.... Several times the project had to be financed with loans ... because the funds were not yet provided. Yet, the project still has to be finished at the original time. This creates much pressure ..."[The NGO] has clear procedures, is quick, flexible and open to discussions."

Section 3: Non-financial support

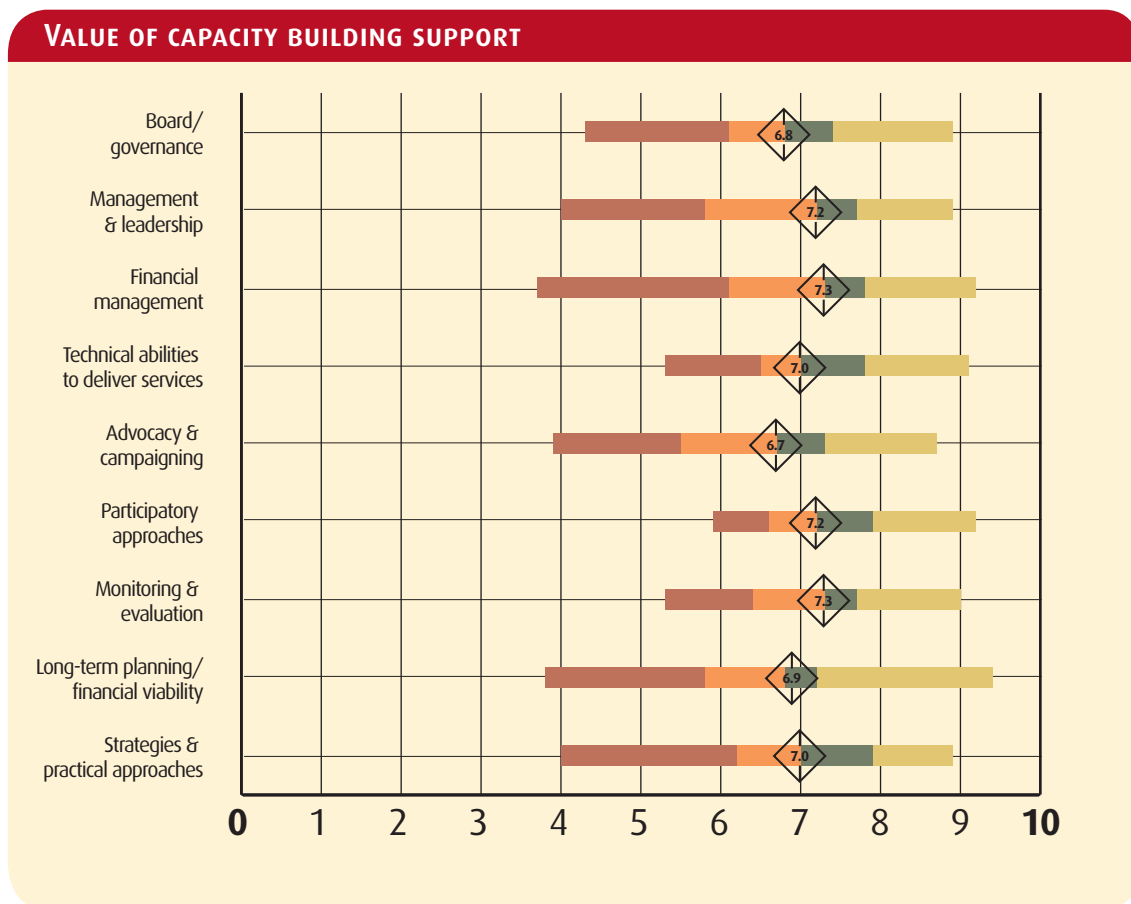


- This chart shows the percentage of respondents who said they received capacity building support in each area.
- Most NGOs' respondents received support in all capacity building areas listed above apart from 'board/governance'.
- Comments included:

"[The NGO] used to grant us a institutional capacity building fund apart from fund that is allocated for project undertaking. Such funds are very crucial in building institutional capability."

"The technical support that we have ever had from [The NGO] is highly important. And we want to continue getting this support in the future."

Section 3: Non-financial support



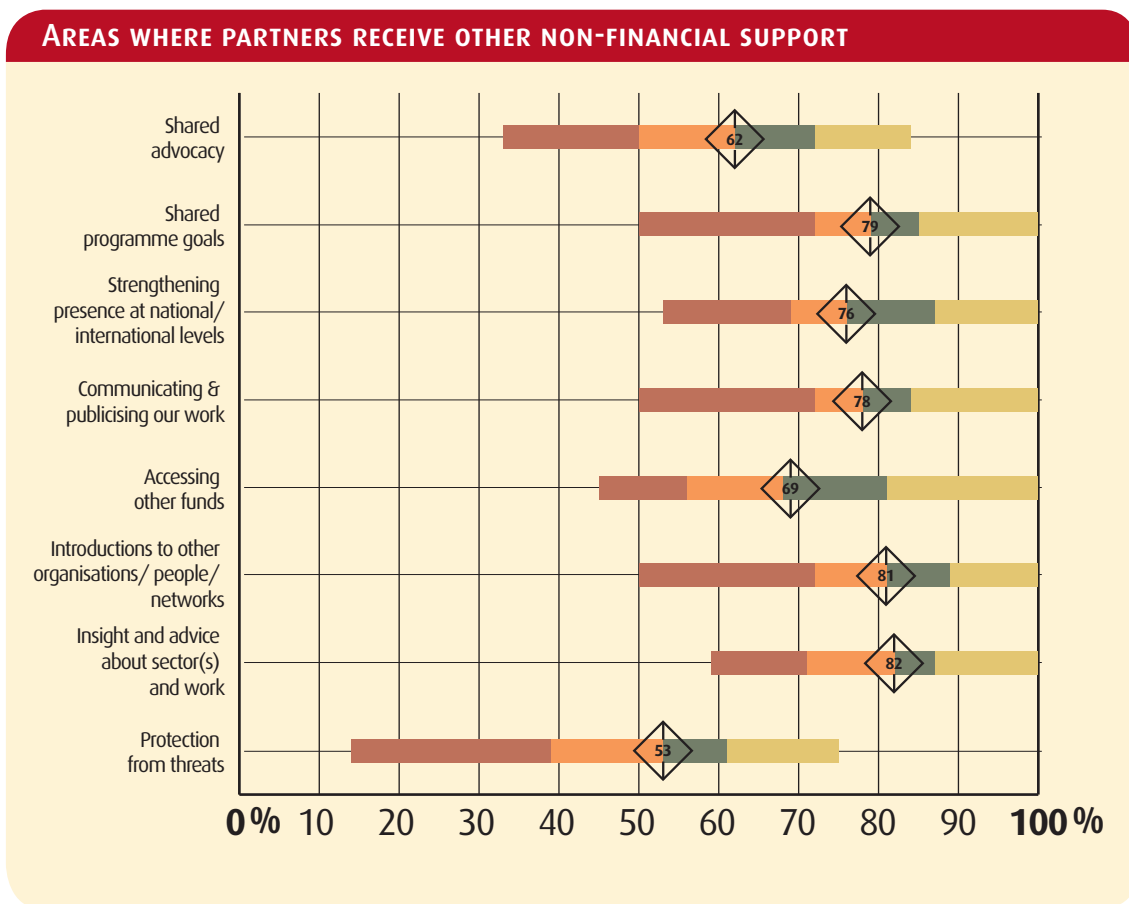
- This chart shows how useful the respondents who received capacity building support found it. The average of NGOs' ratings is shown.
- Capacity building is generally rated as being useful. Some NGOs received low scores, substantially less than the median for some of their support.
- The areas that are rated as most useful at the median level are 'monitoring and evaluation' and 'financial management'.
- The areas that receive the lowest ratings at the median level are 'advocacy and campaigning' and 'board/governance'.
- Comments made by respondents included:

"[The NGO] was excellent in building our capacity as an organisation and as individuals."

"Particularly, sharing experiences of CSOs in other countries with similar restrictive legal regime would allow us to devise better strategies as part of enhancing CSOs role in development."

"It seems that there is hardly anyone who stays in one position in [the NGO] for more than a few months. So much of our work is based on relationships and it is hard to make an investment in those when, over time, you have learned that whomever you are dealing with today will be gone tomorrow."

Section 3: Non-financial support

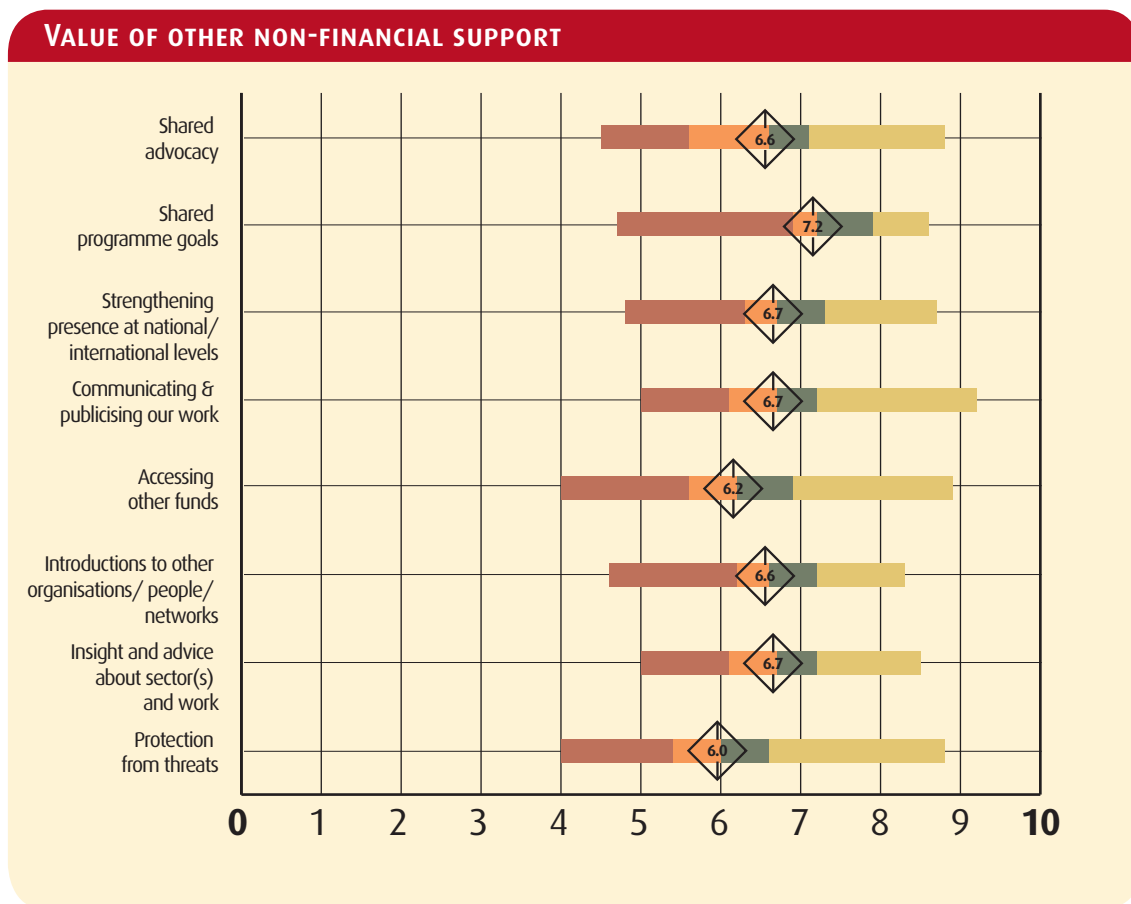


- This chart shows the percentage of respondents who said they received other non-financial support in each area.
- Most NGOs' respondents report receiving support in most areas. The most common area of support at the median level is 'insight and advice about respondents' sector(s) and work' and the least common area is 'protection from threats to respondents' work or organisation'.
- Comments included:

"[The NGO is] very good in publicising their work and we would love to see this extended to partners as a way of building partner profiles too."

"Support partners to seek funds from other donors."

Section 3: Non-financial support

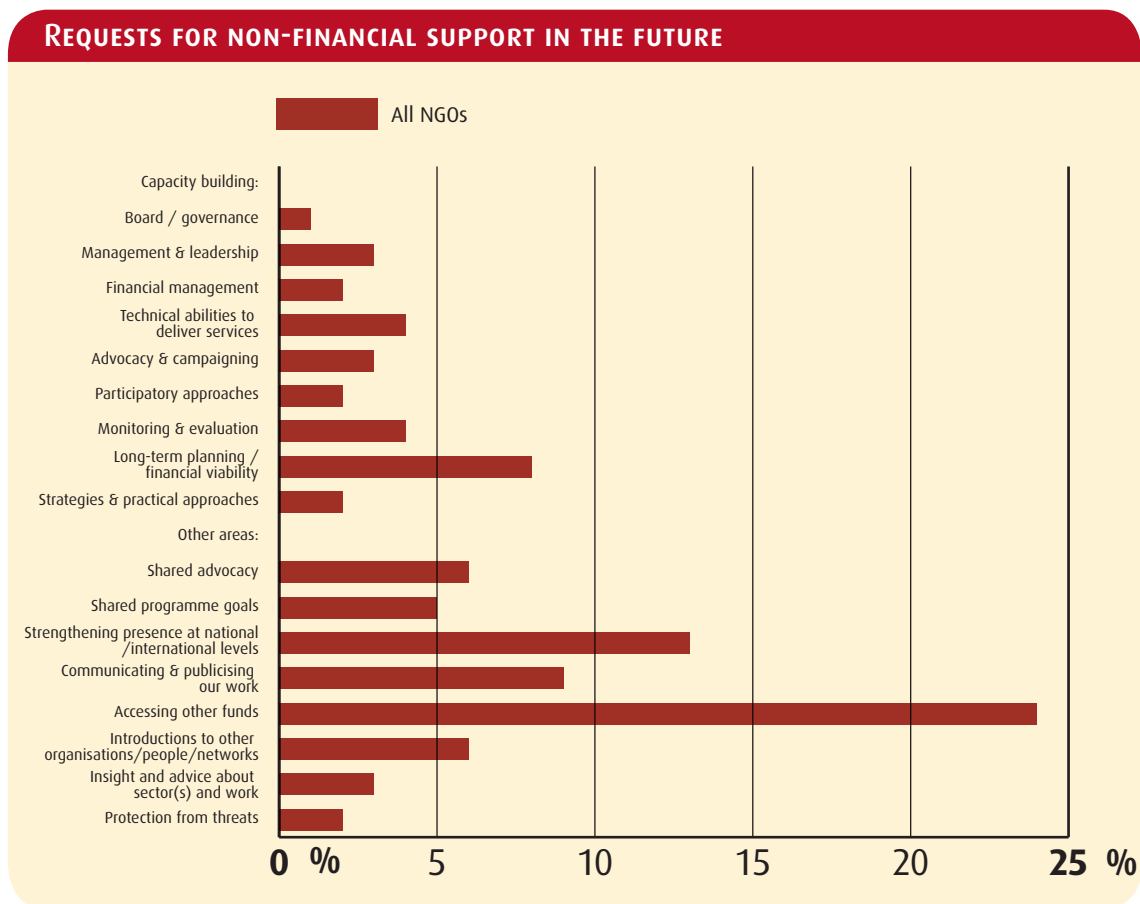


- This chart shows how useful the respondents who received other forms of non-financial support found it. The average of NGOs' ratings is shown.
- There is significant variety between NGOs' ratings across all areas.
- In general, respondents rate these areas of support as a little less useful than the capacity building support listed above.
- The areas that are rated as most useful at the median level are 'achieving shared programme goals' and 'communicating and publicising our work'.
- The areas that receive the lowest ratings are 'protection from threats' and 'accessing other sources of funds'.
- Comments included:

"Support us to increase our capacity to undertake international advocacy and networking with like-minded organisations internationally. This is very important in an era of globalisation."

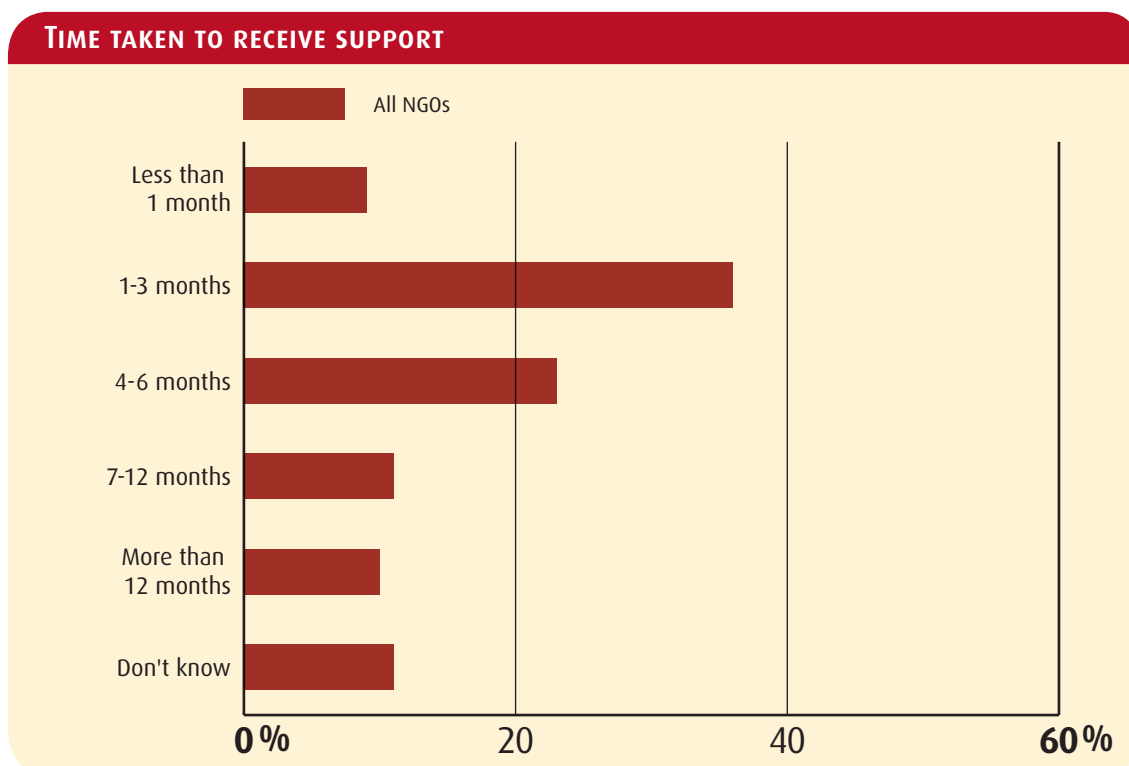
"They should find out some mechanism to introduce the good work done by the partners to the other partners & funding agencies."

Section 3: Non-financial support



- Respondents were each asked to identify up to two areas where they would most like to receive support from their northern NGO partner in the future.
- The most popular options are: 'accessing other sources of funds', 'strengthening respondents' presence at national / international levels' and 'communicating & publicising respondents' work'.
- Capacity building assistance is generally not selected as a priority, apart from in the area of 'long-term planning / financial viability'.
- These preferences for future support may be less distorted by politeness than the 'value' tables above, in which respondents may not wish to be ungrateful for support already received. They may reflect respondents' perceptions of where northern NGOs' can add most value to their efforts, based on previous experience. Or they may reflect other aspirations and judgements about respondents' preferences for the future.
- Respondents express a clear preference for general support to become more independent and influential organisations, rather than specific support to strengthen individual capacities.

Section 4: Administration



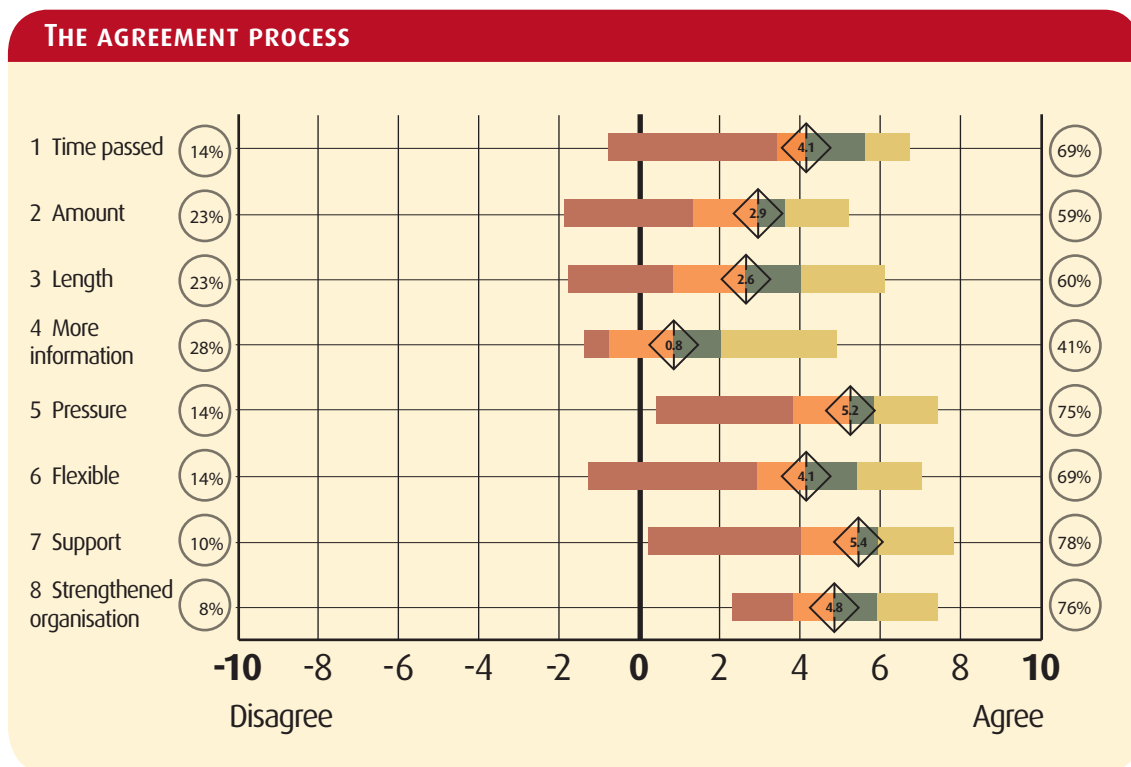
- On average NGOs' respondents report that 5.4 months pass from the date that they first discussed support and the date when they first received support.
- 45% of respondents receive support within 3 months of initial conversations with northern NGOs and 68% receive support within 6 months.
- There is a long tail of over 30% of respondents who report more than 6 months passing until they receive support.
- Comments include:

"Demands are made to initiate projects while the funding is not yet present. Several times the project had to be financed with loans for months because the funds were not yet provided. Yet, the project still has to be finished at the original time. This creates much pressure on our organization."

"In the past [The NGO] was much more flexible, and respected [our] planning and priorities. Now it tends to be much more demanding, trying to get partners to fit the requests of the governments or other co-funders."

"Whenever I requested change in the planning, I got a prompt and positive response."

Section 4: Administration



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 [THE NGO] is well matched to our needs.'
- 3 'The length of support from [THE NGO] is well matched to our needs.'
- 4 '[THE NGO] asks for more information during the agreement process than other NGOs/funders.'
- 5 'During the agreement process, we did not feel pressured by [THE NGO] to change our priorities.'
- 6 '[THE NGO] is flexible and is willing to adapt the terms of its support to meet our needs.'
- 7 '[THE NGO] gave us enough support to help us finalise the agreement.'
- 8 'The process of finalising the agreement helped strengthen our organisation.'

- Most NGOs received fairly strong ratings for all aspects of finalising the agreement listed above. However, some received negative ratings, suggesting significant dissatisfaction among respondents.
- In general, NGOs received the highest ratings at the median level for the statements '[the NGO] provides respondents with enough support to help them finalise the agreement' and 'during the agreement process, respondents did not feel pressured by [the NGO] to change their priorities'.
- NGOs received the lowest ratings for 'the amount of support is well matched to respondents' needs' and 'the length of support is well matched to respondents' needs'.
- NB statement 4 is inverted, so a negative score is a positive performance. It is the only instance of this inversion in the survey and should have been corrected during reviews.

Section 4: Administration

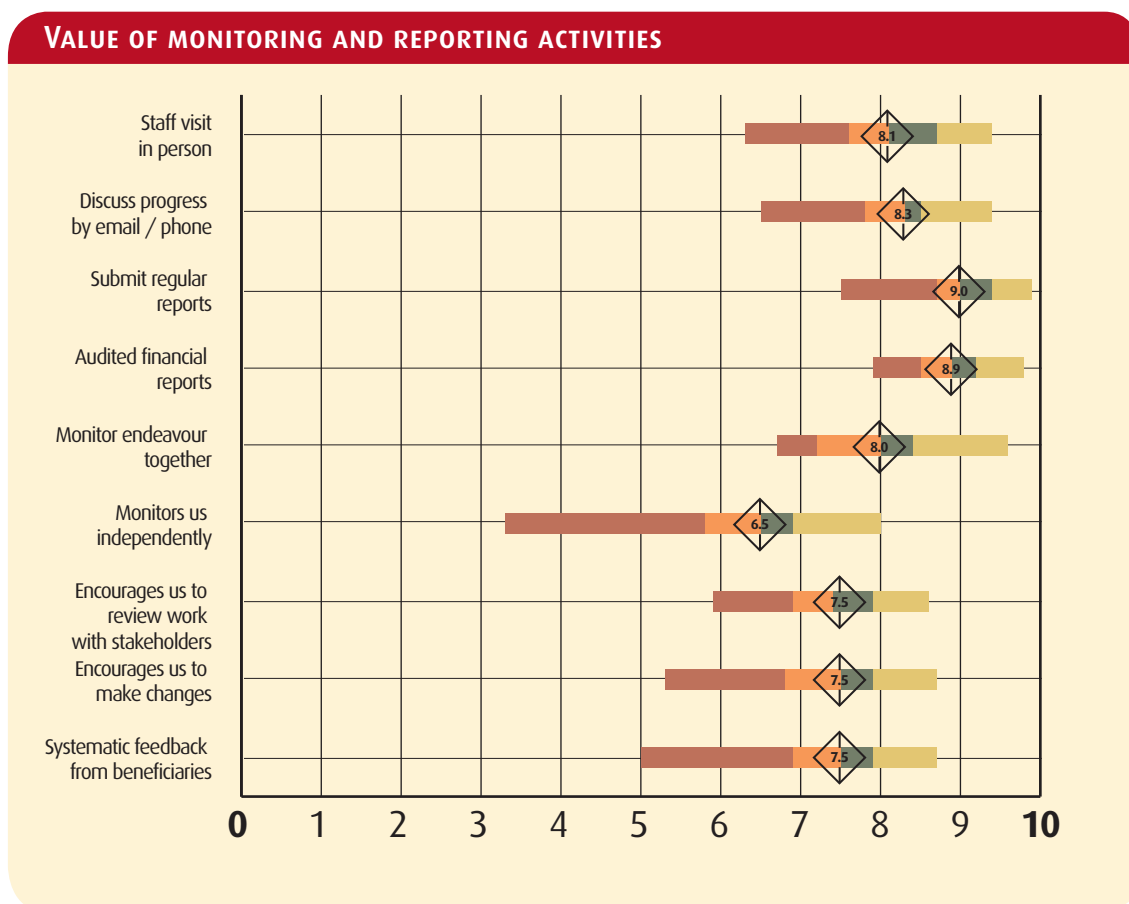


- Most NGOs' respondents report that northern NGOs use almost all of these activities to monitor their work and achievements.
- The most commonly used methods are discussing progress by email / phone and submitting regular narrative and financial reports.
- The least commonly used methods are monitoring respondents' work independently of them and asking for systematic feedback from respondents' main beneficiary groups.
- Comments included:

"Regular visit and feedback by [The NGO]'s program staff helps us to improve our program planning and implementation."

"[The NGO] seems to set ambitious targets as compared to the anticipated results, the resources provided and the number of farmers they wish to reach. This kills the creativity and flexibility of partners implementing to attain the result."

Section 4: Administration



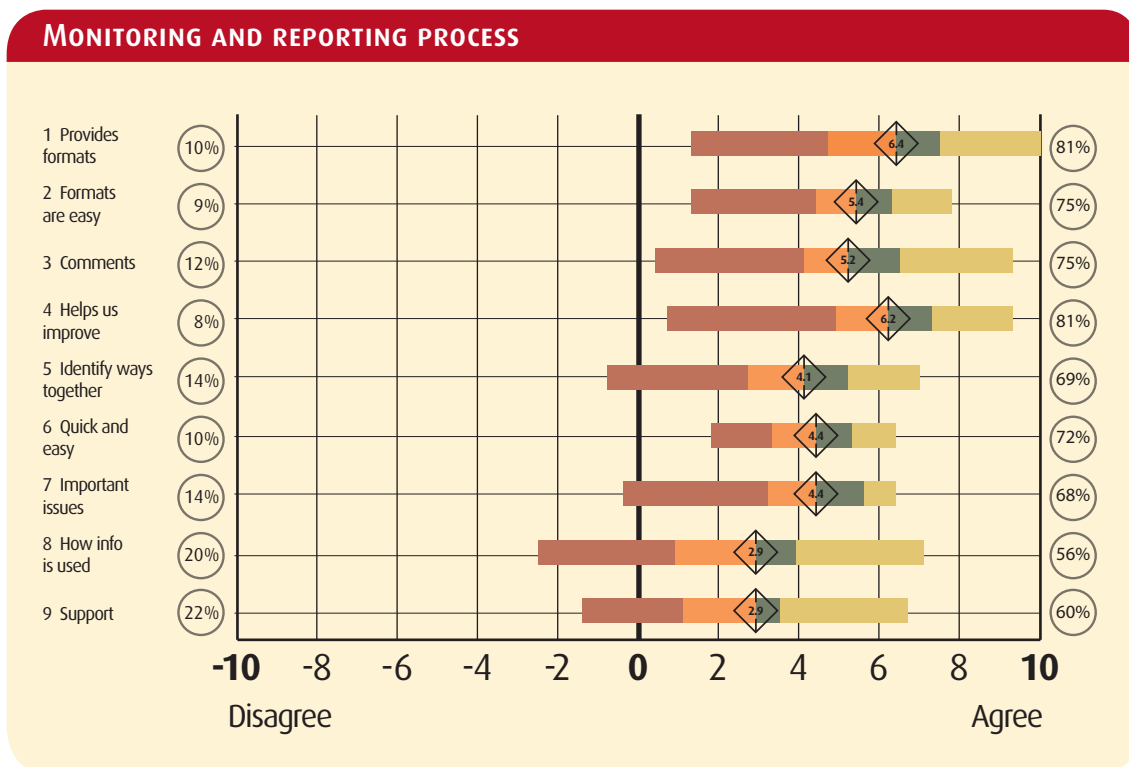
- This chart shows the mean response from NGOs' respondents who said that each activity applies to them. It excludes those who said that the activity does not apply.
- All areas receive fairly high ratings.
- From the respondents' point of view, the most useful monitoring and reporting activities at the median level are 'submitting regular narrative and financial reports' and 'verified or audited financial reports'.
- The least useful activities are 'monitoring respondents' work independently of them' and 'systematic feedback from respondents' main beneficiary groups'.
- Comments included:

"[The NGO]'s reporting format is the best we have used so far as an organisation, the only challenge is the constant changes in reporting formats without first sharing it with partners."

"[The NGO]'s reporting format is too detailed and too demanding for a very small amount of money."

"Our organisation has own format of report and monitoring and [the NGO] kindly leave us to use our own format. Thanks for not demanding more burden on administrative requirements without diminishing the quality and accountability of services we conducted."

Section 4: Administration

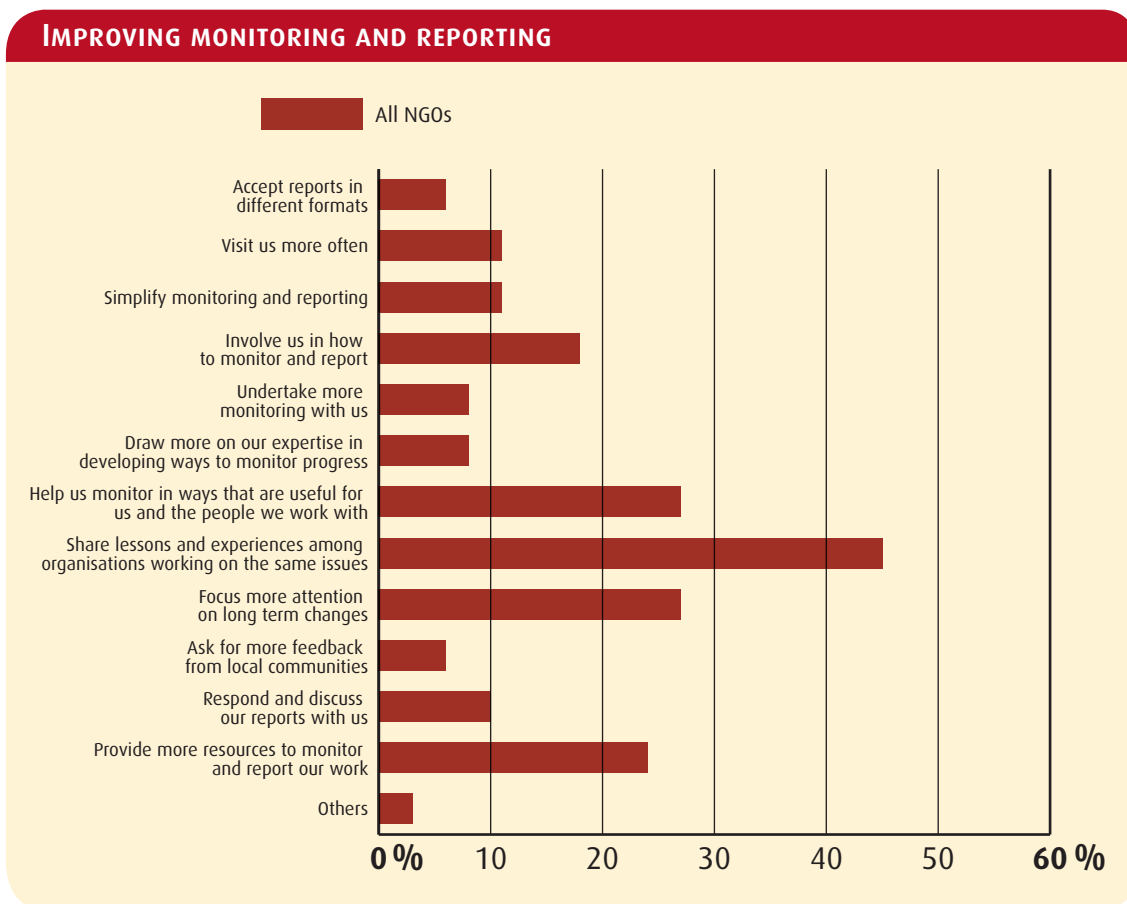


The chart shows how much respondents agree with the statements:

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

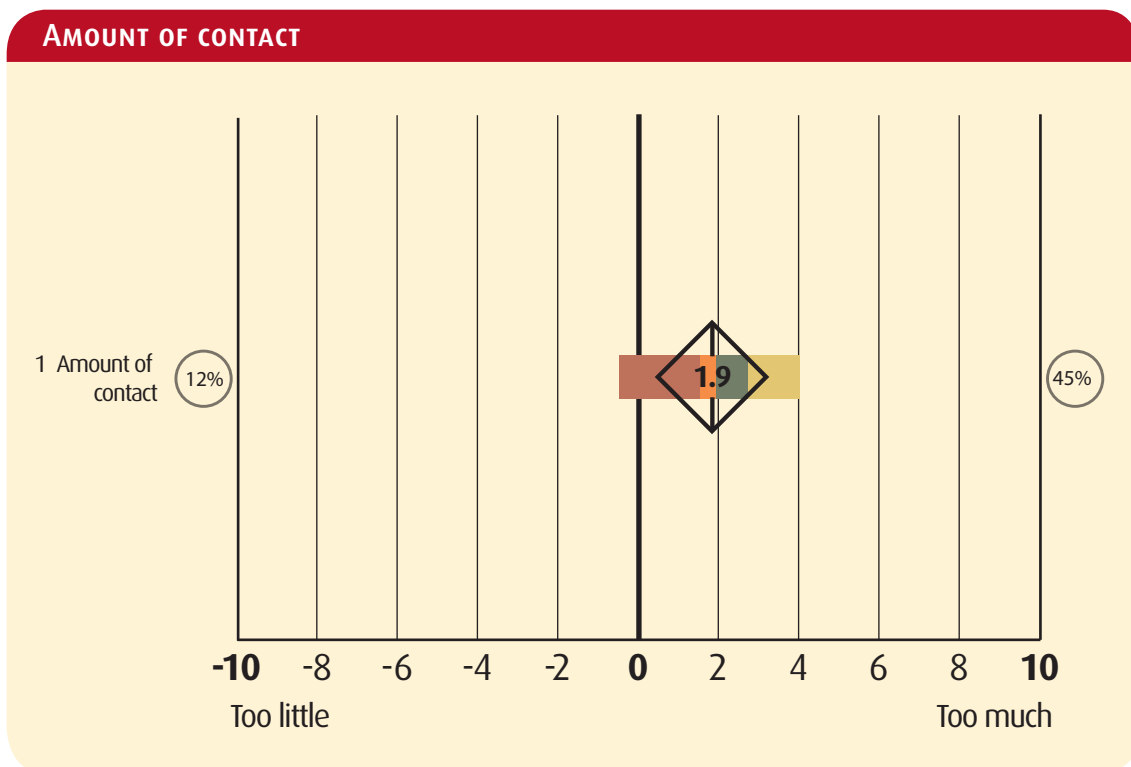
- This chart shows how much NGOs' respondents agree or disagree with each statement about monitoring and reporting.
- There are significant differences of opinion between NGOs' respondents. These are likely to reflect different experiences of working with northern NGOs as well as different expectations by respondents.
- The highest levels of agreement at the median level are with '[the NGO] provides respondents with reporting formats for them to use' and 'the monitoring and reporting respondents do for / with [the NGO] helps them improve what they do'.
- The lowest levels of agreement are with '[the NGO] provides enough funds and support for respondents to monitor and report on their work' and 'respondents understand how [the NGO] uses the information they provide'.

Section 4: Administration



- Respondents were asked to identify two options from this list that they would most like each NGO to do to improve its monitoring and reporting in the future.
- As above, this provides an important difference perspective from commenting on activities that have already been carried out.
- Respondents express a strong preference for northern NGOs to improve their monitoring and reporting by 'sharing lessons and experiences among organisations working on the same issues', 'helping respondents monitor in ways that are useful for them and the people they work with' and 'focusing more attention on long term social changes'.
- It is striking that 'sharing lessons and experiences' is rated as higher priority than capacity building in specific areas shown at the end of section 3. This accords with the overall conclusion of the survey, that respondents want support to develop themselves into more independent and influential organisations. It is also suggestive about respondents' preferred method of strengthening their organisations: receiving ideas from similar organisations that they can decide how to adapt and use themselves, rather than pre-cooked solutions.

Section 5: Relationship and communications



The chart shows how much respondents agree with the statement:

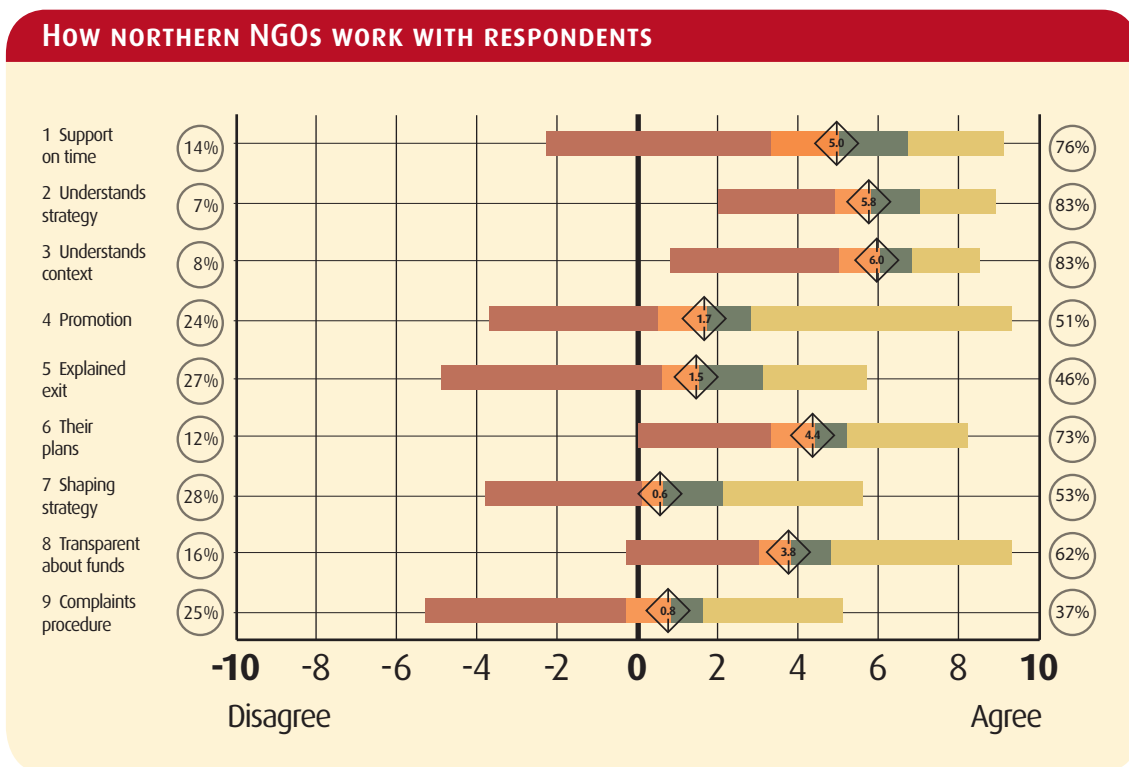
1 'How would you rate the amount of contact you have had with [THE NGO] during your current or most recent agreement?'

- 45% of NGOs' respondents said they have too much contact with their northern NGO partners. 12% said they have too little. The majority view was that they have too much contact.
- This may suggest that respondents would prefer to have less contact with northern NGOs. Or they may see contact with northern NGOs as a burden rather than that the absolute amount is too high. It may be a question of quality as much as quantity.
- Comments included:

"Need to have more systematic communication on an ongoing basis so [The NGO] can understand our challenges in implementing programs. Not only to communicate when they need something from the partner."

"There should be a regular mode of interaction and review. But [The NGO]'s staff are overworked and overstretched. So they spend more time with the weaker partners – which is comforting for us, but does not provide space for adequate dialogue."

Section 5: Relationship and communications



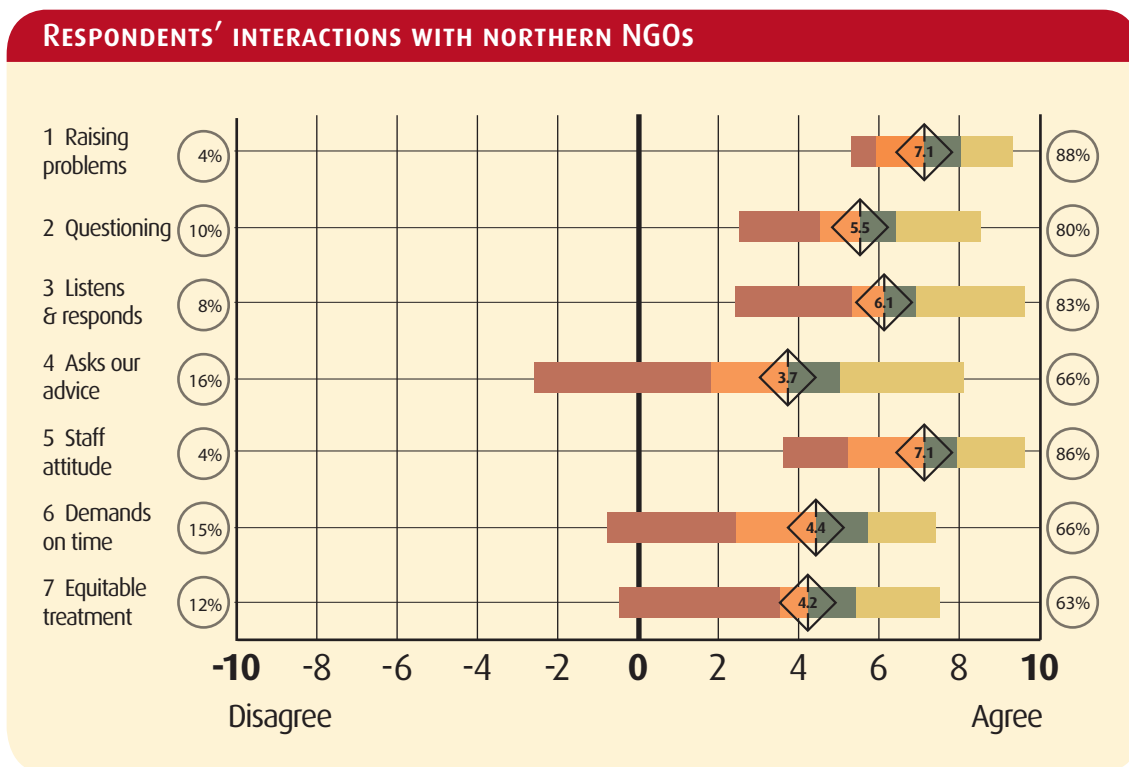
The chart shows how much respondents agree with the statements:

- 1 'Support (including funding) arrives when [THE NGO] says it will.'
- 2 '[THE NGO] understands our strategy.'
- 3 '[THE NGO] understands our working environment and cultural context.'
- 4 '[THE NGO] promotes our organisation in the media and elsewhere.'
- 5 '[THE NGO] has explained when it expects to stop working with us.'
- 6 'We understand [THE NGO]'s plans and strategies.'
- 7 '[THE NGO] involves us in shaping its strategy.'
- 8 '[THE NGO] is transparent about how it uses its funds.'
- 9 '[THE NGO] has a complaints procedure we could use if we had to.'

- The median of northern NGOs is rated above +5.0 in three of the nine aspects listed above. The highest ratings at the median level are received for '[the NGO] understands respondents' strategy' and '[the NGO] understands our working environment and cultural context'.
- Northern NGOs receive low ratings for the other aspects, including in particular: '[the NGO] has a complaints procedure respondents could use if they had to', '[the NGO] involves respondents in shaping its strategy' and '[the NGO] has explained when it expects to stop working with respondents'.
- A significant proportion of respondents disagree with other statements. Again, there is a very substantial variation between NGOs' ratings.
- Comments included:

"[The NGO] listens to our suggestions and doesn't take the place of the organisation it works with like other organisations. It uses local experience by local people."

Section 5: Relationship and communications



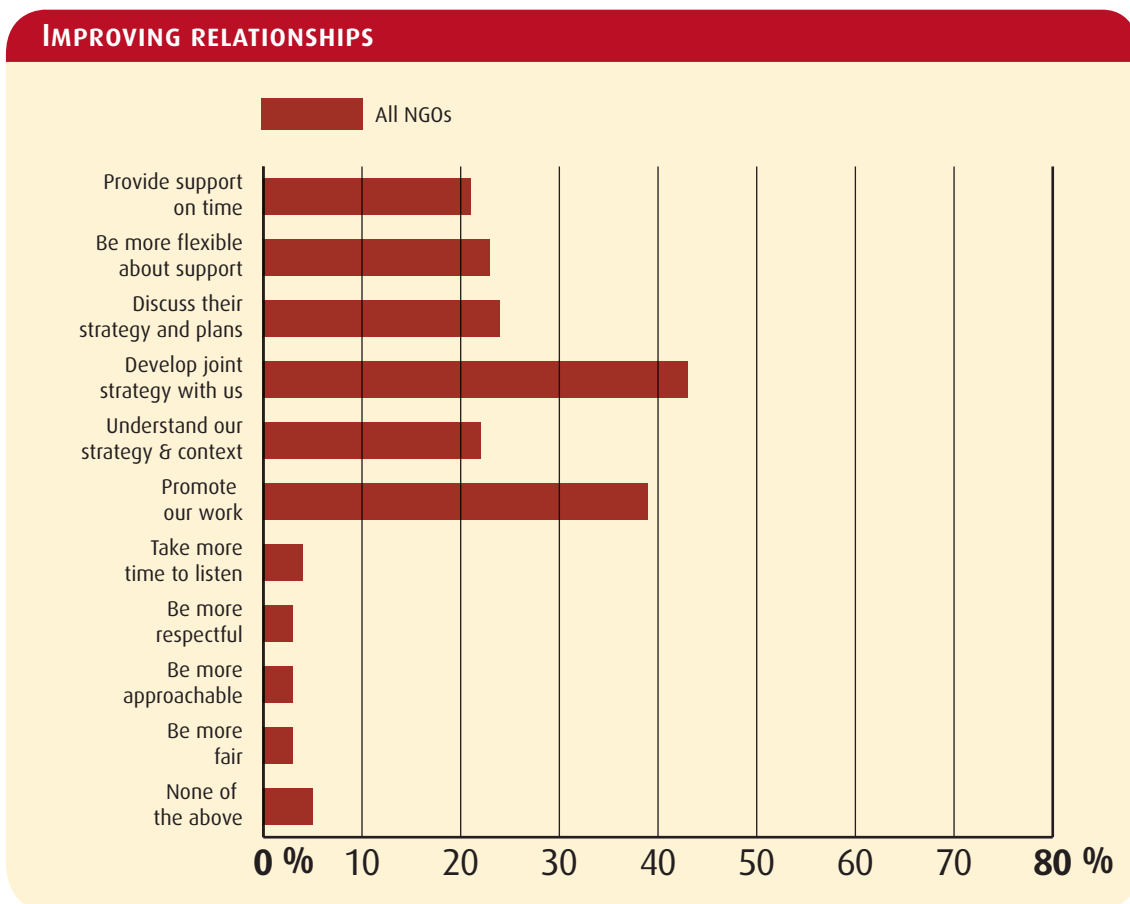
The chart shows how much respondents agree with the statements:

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

- Northern NGOs receive higher 'agreement ratings' for this set of statements than in the previous chart.
- NGOs' respondents agree most strongly at the median level with the statements that 'respondents feel comfortable approaching [the NGO] to discuss any problems they are having' and '[the NGO]'s staff are respectful, helpful and capable'.
- NGOs' respondents agree least strongly with the statements that 'staff from [the NGO] ask us for our advice and guidance' and '[the NGO] treats all partners the same way'.
- Comments included:

"[The NGO's] approach with its partners organizations is unique and much appreciated. It consults us while developing a proposal, takes time to discuss with us and finalise the proposal, fund it and go on with monitoring. All this process in a respectful and transparent manner."

Section 5: Relationship and communications



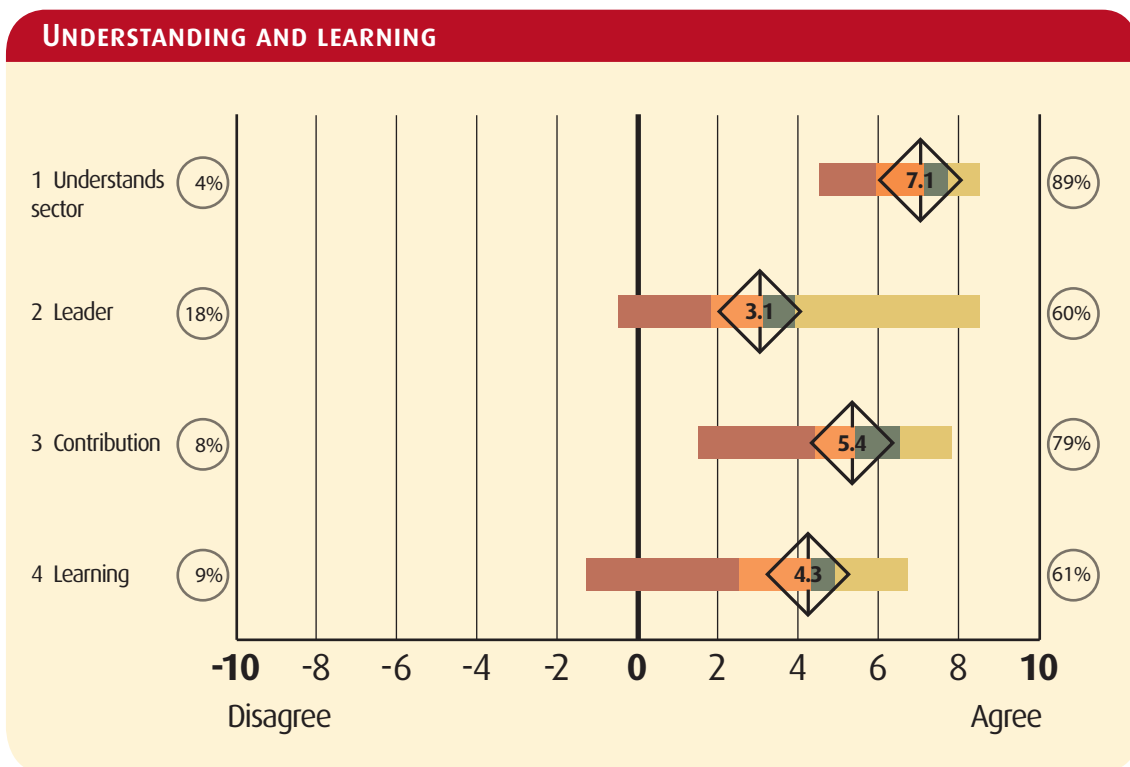
- Respondents were asked to select the two actions they would most like northern NGOs to undertake to improve their relationships with them.
- In the future, most respondents would like northern NGOs to improve their relationships with them by: 'developing joint strategy with them', 'promoting their work' and 'discussing their strategy and plans with respondents'.
- Practical issues were also rated high, including 'being more flexible about the support they provide', 'understand our strategy and context better' and 'providing support on time'.
- Comments included:

"I can witness an element of increasing bureaucratic behaviours within [The NGO]. Focus from the field has been skewed towards more documentation and formats/ tools/ frameworks."

"In general [THE NGO]'s engagement with programmes has been sporadic and ad hoc – still focusing more on their projects and less on how these fit into our programmes."

"More coordination and integration between [THE NGO] teams."

Section 6: Understanding and learning



The chart shows how much respondents agree with the statements:

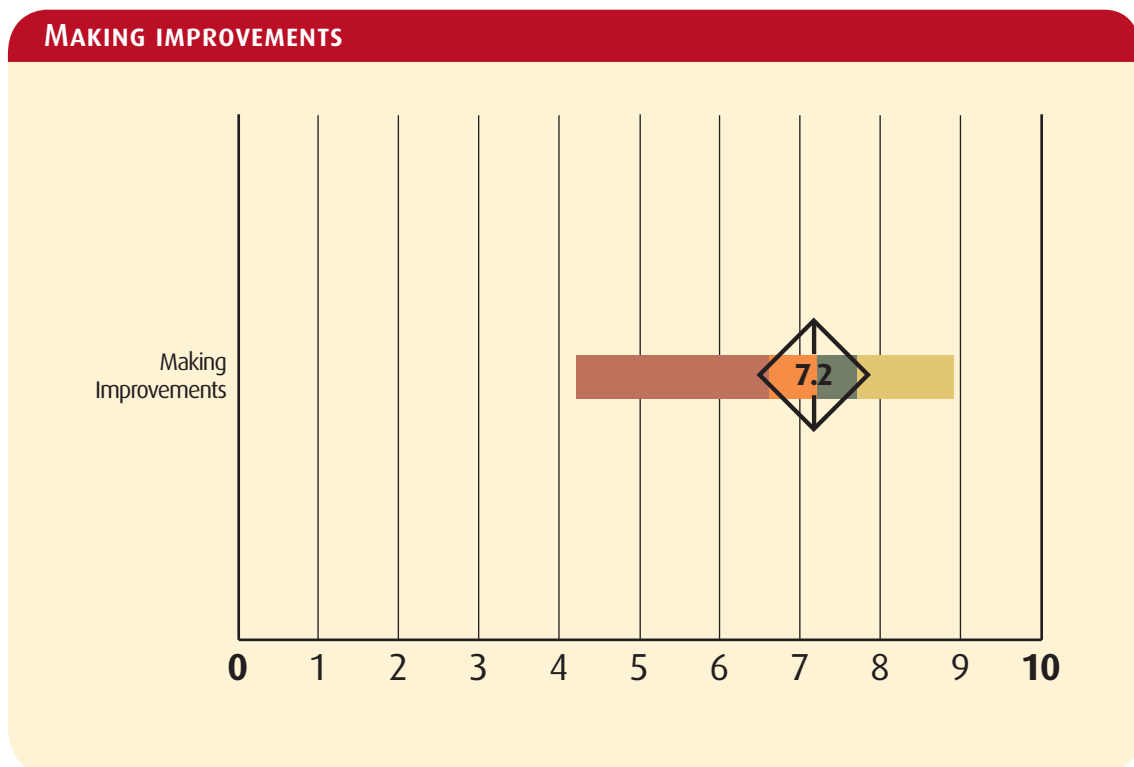
- 1 '[THE NGO] understands the sector(s) we work in.'
- 2 '[THE NGO] is a leader in the sector(s) we work in.'
- 3 '[THE NGO] has made a major contribution to the sector(s) we work in.'
- 4 '[THE NGO] learns from its mistakes and makes improvements to how it works.'

- Northern NGOs are generally rated high for their understanding of the sector(s) respondents work in. This suggests they may be seen as having some specific expertise.
- Northern NGOs receive a mid-level rating at the median level for making a major contribution to the sectors that respondents work in.
- They are generally rated low for learning from their mistakes and being leaders in the sector(s) respondents work in.
- Comments included:

"More feedback from [The NGO] on how they use the results of our work and the achievements of the campaigns at the global or regional level."

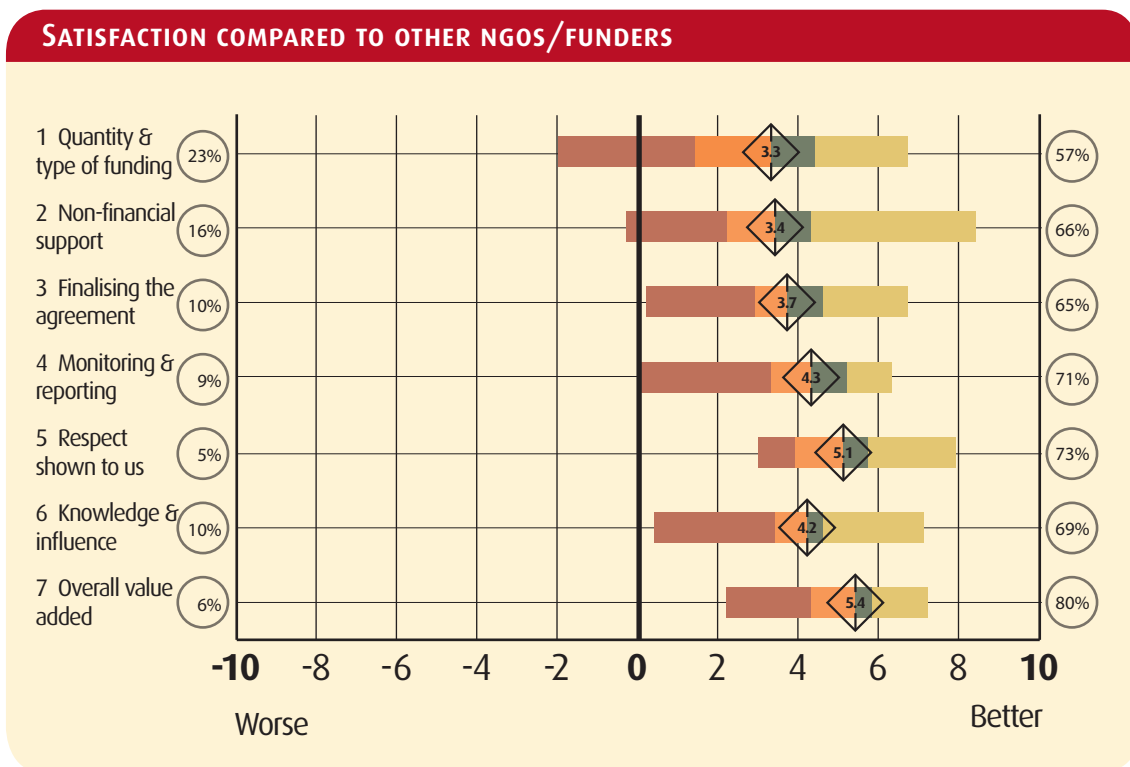
"I think we have a lot of communication problems. And this mostly because of cultural misunderstandings but also because of philosophical differences, and finally because people are not clear about what they think and this generates a lot of confusion! Sometimes I ask myself what the representative of [The NGO] means with that sentence or expression."

Section 6: Understanding and learning



- Respondents were asked to rate how likely they think it is that the northern NGOs would make changes as a result of their answers to this survey.
- The average ratings were high compared to similar questions, such as agreement with '[The NGO] learns from its mistakes and makes improvements to how it works.'

Section 7: Overall satisfaction



- Respondents were asked to rate how much better or worse each northern NGO is compared to other NGOs / funders respondents have worked with.
- Respondents rated northern NGOs the highest for the respect they show to respondents and overall value added.
- Respondents rated northern NGOs lowest at the median level for the quantity and type of funding they provide and the non-financial support they provide.
- Like many of the findings in this report, the relative performance between northern NGOs may be the most valuable aspect of the data, allowing comparisons to be made and relatively high and low performance to be identified. The low performing NGOs receive substantially lower ratings than those at the top of the cohort, suggesting major differences in respondents' experiences of working with them.
- These findings can be analysed further by reference to the specific questions in each area in the report above.

- Comments on the whole survey include:

"Give strong consideration to the findings of the survey and review strengths and weaknesses in light of recommendations."

"This was a good thought provoking exercise and also provide opportunity to us about number of important areas which are directly related to institutional development and organizational development."

Appendix 3

Questionnaire



Keystone Partner Survey 2010

[THE NGO]

European and US 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.

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 [XX] 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.

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:
ruth@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

SECTION 1 OF 9

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

West Africa	<input type="checkbox"/>
East Africa	<input type="checkbox"/>
Central Africa	<input type="checkbox"/>
Southern Africa	<input type="checkbox"/>
North Africa	<input type="checkbox"/>
Middle East	<input type="checkbox"/>
Central Asia	<input type="checkbox"/>
East Asia	<input type="checkbox"/>
South Asia	<input type="checkbox"/>
Latin America	<input type="checkbox"/>
Central America & Mexico	<input type="checkbox"/>
South America	<input type="checkbox"/>
Australia / Pacific	<input type="checkbox"/>
North America	<input type="checkbox"/>
East Europe	<input type="checkbox"/>
West Europe	<input type="checkbox"/>

2 Please choose one of the following that best describes your organisation.

Government agency	<input type="checkbox"/>
Non governmental organisation	<input type="checkbox"/>
Faith based organisation	<input type="checkbox"/>
Community organisation	<input type="checkbox"/>
Social movement	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

About your organisation

SECTION 1 OF 9

3 Please indicate on a scale of 1 (Never) – 7 (All of our work) approximately how much your organisation works in each of the following ways. Give an answer for each line.

	Never	A small part of our work	About 1/3 of our work	About half of our work	About 2/3 of our work	Most of our work	All of our work
We provide services directly to poor people and communities (food, healthcare, education, training etc)	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We support economic and productive enterprises that benefit poor people.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We influence how government & other powerful organisations work (i.e. 'advocacy').	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We conduct and publish research.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We support and strengthen civil society organisations.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We help people claim their human rights.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We support collective action by our members.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We fund individuals.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We help build peace and reconciliation.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

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

Less than \$10,000	■
\$10,000 - \$49,999	■
\$50,000 - \$199,999	■
\$200,000 - \$499,999	■
\$500,000 - \$999,999	■
\$1million - \$4,999,999	■
More than \$5million	■

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

About your organisation

SECTION 1 OF 9

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

1 - 2	<input type="checkbox"/>
3 - 4	<input type="checkbox"/>
5 - 6	<input type="checkbox"/>
7 - 8	<input type="checkbox"/>
9 or more	<input type="checkbox"/>
None	<input type="checkbox"/>

About your organisation

SECTION 1 OF 9

6 What are the main reasons why you choose to work with [the NGO]? Please rate each of the following on a scale of 1 (Not important) – 7 (Extremely important).

	Not important			Moderately important			Extremely important
Achieve shared goals	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
To fund our work	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Strengthen our skills and organisational capacity	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Improve our strategies	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Joint learning and understanding	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Strengthen our presence at national / international levels	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Link with other organisations	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Influence [THE NGO]'s work	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Other (please specify)	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

7 For how many years have you received support from [THE NGO]?

One year or less	■
1-2 years	■
3-4 years	■
5-6 years	■
More than 6 years	■

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Financial support

SECTION 2 OF 9

8 Do you currently or have you recently received funds from [THE NGO]?

■	■
Yes	No

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? (If the agreement covers more than one year please write the total for the whole period.)

 USD

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

	<div style="text-align: center;"> ← ■ → </div>						
	Strongly disagree			Neither agree nor disagree			Strongly agree
The payments are made in appropriate phases so we can easily manage our cash flow.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] allows us to make any changes that we need to about how we spend funds.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] makes an appropriate contribution to general / core costs.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] clearly explains any conditions imposed by the original donors who provide the funds.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Financial support

SECTION 2 OF 9

- 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?



KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Non-financial support

SECTION 3 OF 9

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 1 (Received but not useful) - 7 (Received and extremely useful).

Capacity Building		Not received							
			Received but not useful			Received & moderately useful			Received & extremely useful
1	Strengthening our Board / governance	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
2	Strengthening our management and leadership skills	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
3	Strengthening our financial management skills	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
4	Strengthening our technical abilities to deliver services	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
5	Strengthening our advocacy & campaigning abilities	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
6	Strengthening our participatory approaches	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
7	Strengthening our monitoring and evaluation skills	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
8	Strengthening our long-term planning / financial viability	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
9	Improving our strategies and practical approaches	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Non-financial support

SECTION 3 OF 9

13 (Continued) 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 1 (Received but not useful) – 7 (Received and extremely useful).

	Other	Not received	<input type="checkbox"/> ← Received but not useful Received & moderately useful Received & extremely useful → <input type="checkbox"/>						
		0	1	2	3	4	5	6	7
10	Achieving shared advocacy or campaigning goals	0	1	2	3	4	5	6	7
11	Achieve shared programme goals	0	1	2	3	4	5	6	7
12	Strengthening our presence at national / international levels	0	1	2	3	4	5	6	7
13	Communicating and publicising our work	0	1	2	3	4	5	6	7
14	Accessing other sources of funds	0	1	2	3	4	5	6	7
15	Introductions to other organisations / people / networks	0	1	2	3	4	5	6	7
16	Insight and advice about our sector(s) and work	0	1	2	3	4	5	6	7
17	Protection from threats to our work or organisation	0	1	2	3	4	5	6	7
18	Other (please specify)	0	1	2	3	4	5	6	7
19	Other (please specify)	0	1	2	3	4	5	6	7

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	
Number of second area you would like support	

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Non-financial support

SECTION 3 OF 9

- 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?



KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Finalising the agreement

SECTION 4 OF 9

16 How much time passed from the date that you first discussed support with [THE NGO] to the date when you first received support?

Less than 1 month	<input type="checkbox"/>
1 month – 3 months	<input type="checkbox"/>
4 months – 6 months	<input type="checkbox"/>
7 months – 12 months	<input type="checkbox"/>
More than 12 months	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Finalising the agreement

SECTION 4 OF 9

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].

	Strongly disagree			Neither agree nor disagree			Strongly agree
The time that passed from starting discussions to receiving support was reasonable.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
The amount of support from [THE NGO] is well matched to our needs.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
The length of support from [THE NGO] is well matched to our needs.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] asks for more information during the agreement process than other NGOs / funders.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
During the agreement process, we did not feel pressured by [THE NGO] to change our priorities.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] is flexible and is willing to adapt the terms of its support to meet our needs.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] gave us enough support to help us finalise the agreement.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
The process of finalising the agreement helped strengthen our organisation.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

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?

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Relationship and communications

SECTION 5 OF 9

19 How would you rate the amount of contact you have had with [THE NGO] during your current or most recent agreement?

1	2	3	4	5	6	7

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.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] understands our strategy	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] understands our working environment and cultural context	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] promotes our organisation in the media and elsewhere.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] has explained when it expects to stop working with us.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We understand [THE NGO]'s plans and strategies.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] involves us in shaping its strategy.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] is transparent about how it uses its funds.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] has a complaints procedure we could use if we had to.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Relationship and communications

SECTION 5 OF 9

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

	Strongly disagree			Neither agree nor disagree			Strongly agree
We feel comfortable approaching [THE NGO] to discuss any problems we are having.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We feel comfortable questioning [THE NGO]'s understanding or actions if we disagree with them.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] listens and responds appropriately to our questions and concerns.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Staff from [THE NGO] ask us for our advice and guidance.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO]'s staff are respectful, helpful and capable.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] does not make demands on our time to support their work.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] treats all partners the same way.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Relationship and communications

SECTION 5 OF 9

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"/>
None of the above	<input type="checkbox"/>
Other [please specify]	<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?

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Monitoring and reporting

SECTION 6 OF 9

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).

	<input type="checkbox"/> Not applicable	<input type="checkbox"/> Happens but is not useful <input type="checkbox"/> Happens and is extremely useful 						
	0	1	2	3	4	5	6	7
[THE NGO] staff visit us in person.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We discuss progress with [THE NGO] by telephone or email.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We submit regular narrative and financial reports to [THE NGO].	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[THE NGO] requires verified or audited financial reports.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We monitor our joint endeavour together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[THE NGO] monitors our work independently from us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[THE NGO] encourages us to review our work with external stakeholders (e.g. beneficiaries, govt, other NGOs).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[THE NGO] encourages us to make changes to our activities and budgets based on lessons learned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[THE NGO] asks for systematic feedback from our main beneficiary groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Monitoring and reporting

SECTION 6 OF 9

25 Please say how much you agree or disagree with each of the following statements about [THE NGO]'s monitoring and reporting.

	Strongly disagree			Neither agree nor disagree			Strongly agree
[THE NGO] provides us with reporting formats for us to use.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Reporting formats provided by [THE NGO] are easy to understand and use.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] gives us useful comments about the reports we send them.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
The monitoring and reporting we do for / with [THE NGO] helps us improve what we do.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We work with [THE NGO] to identify useful and relevant ways of monitoring our impact.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
It is quick and easy for us to collect information and write reports for [THE NGO].	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] makes us report on what is important, rather than details	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
We understand how [THE NGO] uses the information we provide.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] provides enough funds and support for us to monitor and report on our work.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Monitoring and reporting

SECTION 6 OF 9

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="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?

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

About [THE NGO]

SECTION 7 OF 9

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

	Strongly disagree			Neither agree nor disagree			Strongly agree
[THE NGO] understands the sector(s) we work in.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] is a leader in the sector(s) we work in.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] has made a major contribution to the sector(s) we work in.	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
[THE NGO] learns from its mistakes and makes improvements to how it works	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

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 1 (Much worse) - 7 (Much better).

	Not applicable							
	0 ■	Much worse			The same			Much better
Quantity and type of funding	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Non-financial support	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Finalising the agreement	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Monitoring and reporting	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Respect [THE NGO] shows to us	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Knowledge and influence in your sector	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■
Overall value added to your work	0 ■	1 ■	2 ■	3 ■	4 ■	5 ■	6 ■	7 ■

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Last questions

SECTION 9 OF 9

30 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 checked="" type="checkbox"/>
Other senior leadership (Financial Manager, Head of programmes etc)	<input checked="" type="checkbox"/>
Manager	<input checked="" type="checkbox"/>
Operational staff / field staff	<input checked="" type="checkbox"/>
Other (Please specify)	<input checked="" type="checkbox"/>

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

Female	<input checked="" type="checkbox"/>
Male	<input checked="" type="checkbox"/>
Prefer not to say	<input checked="" type="checkbox"/>

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

Yes	<input checked="" type="checkbox"/>
No	<input checked="" type="checkbox"/>

33 How likely do you think it is that [THE NGO] will make changes as a result of your answers in this survey?

1	2	3	4	5	6	7
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Last questions

SECTION 9 OF 9

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

Caring sister	<input type="checkbox"/>
Wise aunt	<input type="checkbox"/>
Bank manager	<input type="checkbox"/>
Rich uncle	<input type="checkbox"/>
Absent father	<input type="checkbox"/>
School bully	<input type="checkbox"/>
Management expert	<input type="checkbox"/>
Teacher	<input type="checkbox"/>
Police officer	<input type="checkbox"/>
Politician	<input type="checkbox"/>
Priest	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

35 How useful have you found this survey process?

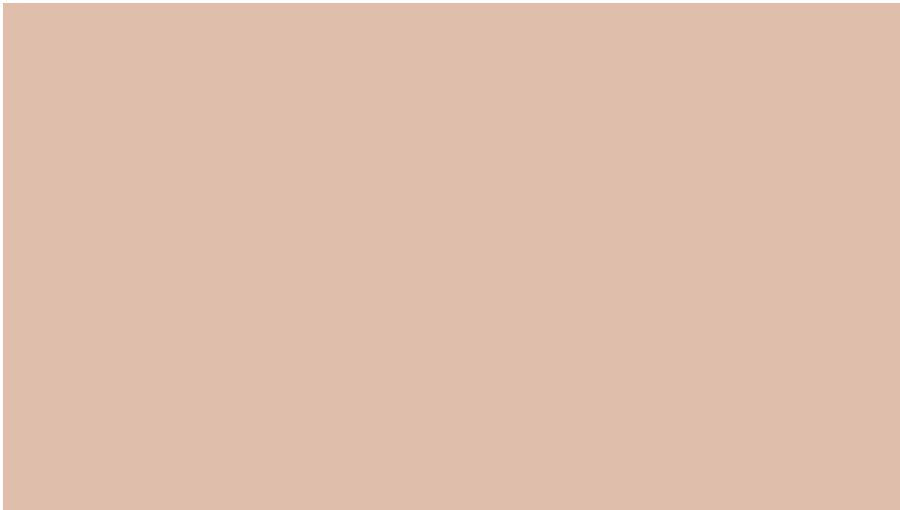
<input type="checkbox"/> ▶						
Not at all useful	Moderately useful				Extremely useful	
1	2	3	4	5	6	7
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

KEYSTONE PARTNER SURVEY 2010: [THE NGO]

Last questions

SECTION 9 OF 9

- 36** Do you have any other comments about this survey? What would you like [THE NGO] to do next?



KEYSTONE PARTNER SURVEY 2010: [THE NGO]

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 the 'submit' button does not work, please either:

Save a copy of this file and send it as an email attachment to ruth@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!

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We focus on feedback and constituency voice.

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