

KEYSTONE PERFORMANCE SURVEYS

**NGO Partner Survey 2010**

---

**Partner Feedback Report:**  
**Church World Service**



---

In association with Bond, NIDOS and InterAction



# Contents

---

## **Introduction 3**

Survey process 3

Cohort 4

Benchmarks 5

Respondents 5

Reading the charts 6

Next steps 7

## **Performance summary 8**

**Section 1: Partnership profile 10**

**Section 2: Financial support 13**

**Section 3: Non-financial support 15**

**Section 4: Administration 21**

**Section 5: Relationship & communications 27**

**Section 6: Understanding & learning 31**

**Section 7: Overall satisfaction 33**

**CWS Tailored questions 35**

**Illustrative comments from respondents 39**

# Introduction

---

In August and September 2010, Keystone surveyed 2,733 southern partners of 25 northern NGOs. Partners were asked to rate and comment on different aspects of the northern NGOs' performance. The survey was carried out by Keystone as an independent third party on an anonymous basis: the partners knew that the northern NGOs would not be able to identify who said what about them.

This report presents what Church World Service's partners said about Church World Service (CWS) compared to benchmarks from across the whole group of 25 northern NGOs. It provides credible data on how well CWS carries out the core functions of partnership, as seen from the bottom up.

## SURVEY PROCESS

The survey process was managed by Keystone throughout 2010, building on its previous experience of feedback surveys and work with NGOs<sup>1</sup>. It was carried out in association with Bond<sup>2</sup>, NIDOS and InterAction, NGO umbrella organisations in the UK, Scotland and USA respectively.

The process included the following major steps:

Recruit cohort of northern NGOs in Europe	March – May 2010
Recruit cohort of northern NGOs in USA	July
Develop first draft questionnaire	May – June
Review two drafts of questionnaire with northern NGOs	June - July
Pilot questionnaire with southern partners	July
Translate questionnaire into French, Latin American Spanish and Portuguese	August
Administer questionnaire to partners	August – September
Statistical analysis	October
Report writing	November 2010

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 the 36 common questions, each northern NGO provided Keystone with up to four tailored questions which were administered only to their partners.

The US and European surveys were initiated independently. During the process it became clear that it would be possible and desirable to combine the cohorts and develop a bigger benchmarking study for both groups.

The questionnaire was administered as an interactive pdf form. It was distributed by Keystone directly to partners by email. Partners completed it off-line (they did not need stable internet access to complete it) and then emailed their responses back to Keystone. 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 believe this did not exclude a significant proportion of southern partners. Keystone emphasised to partners that their participation was voluntary and anonymous.

---

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

---

In addition to the individual reports for each northern NGO, Keystone will produce a report for the whole cohort. That report will only set out benchmarks. It will not identify CWS or any other NGO's specific performance. The report will be publicly available before the end of the year.

The process was funded by fees paid to Keystone by the participating NGOs. Bond and NIDOS provided financial support to smaller UK NGOs through their effectiveness programmes. Keystone is a UK registered charity, no. 1118999. This report is the sole responsibility of Keystone Accountability.

## 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. They are:

AbleChildAfrica
Build Africa
Signpost International
Village Aid

# Introduction

## BENCHMARKS AND INDICES

Throughout the report, CWS's results are compared to the cohort of 25 northern NGOs identified above.

The northern NGOs operate in different ways and places, providing a variety of support including funding, training, moral support, joint advocacy and volunteers. While the NGOs have different goals and structures, they all share a common operating model: they aim to tackle poverty and suffering in developing countries by working in partnership with southern organisations. This commonality provides the basis for useful comparison through benchmarks.

Benchmarks show the range of performance achieved by NGOs in the cohort. They help readers interpret data and identify what performance levels are possible. The data need to be interpreted with care, in the light of CWS's specific context, goals and activities. It is unlikely that any NGO would aim to be 'best in class' across all performance areas.

The benchmarks are calculated as the averages of the 25 NGOs' results, not the averages of all survey respondents. This reduces the chance that data is skewed by the different numbers of responses received by each NGO. It ensures that data is like-for-like, comparing one NGO's results to others across the cohort. No benchmarks are available for CWS's tailored questions.

The performance summary consists of seven indices. Each index was calculated by combining the results from 4 – 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.

## RESPONDENTS

	CWS	Cohort
No. of partners invited to respond	49	2,733
No. of responses received	24	1,067
Response rate	49%	39%

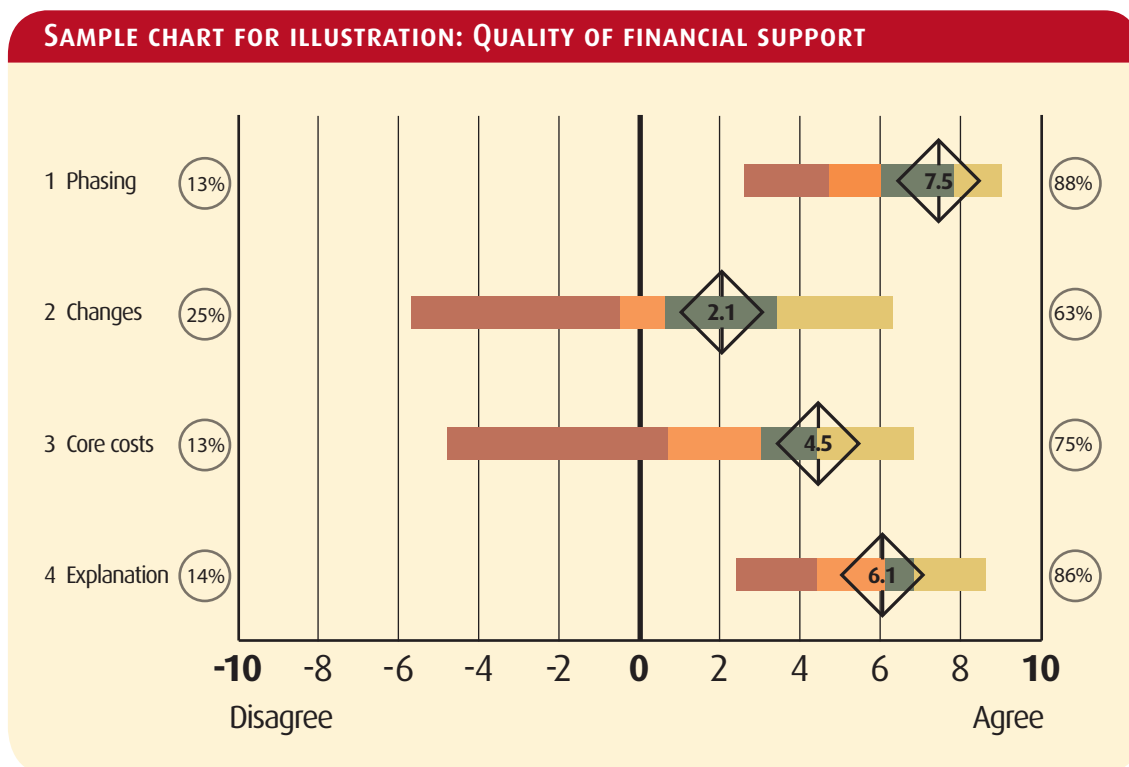
The figures in the table above show the total number of complete and partial responses. Some respondents did not answer all questions. The response rate varies between questions. This report does not include a breakdown of responses by language as this risks compromising the anonymity of respondents where the numbers involved are low.

The following people were involved in completing the questionnaire:

	CWS %	Benchmark %
Head of the organisation	79	71
Other senior leadership	71	68
Manager	29	41
Operational staff / field staff	38	48
Others	8	14

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

- 39% of CWS's respondents declared themselves as female and 61% male (benchmarks: 33% and 59% - the others preferred not to identify themselves this way).
- 96% of CWS's respondents rated the survey process as useful or very useful (benchmark: 84%).



## 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.'

## READING THE CHARTS

The chart above shows how a specific NGO is rated across four areas: phasing, changes, core costs and explanation. The chart has three elements:

- 1 The average of the specific NGO's responses is shown in a diamond. This is the specific NGO's rating. In this case, the specific NGO's respondents give the NGO a rating of 7.5 on a scale of -10 to +10 for how much they 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. This means that the specific NGO can see if their score is in the top quarter, the second quarter, the third quarter or the bottom quarter of the whole cohort.
  - In this case, the rating of 7.5 is at the top end of the second quarter of the whole cohort. The NGO is rated quite high compared to its peers.
  - The length of the quarters shows how closely different NGOs' ratings are grouped together.

# Introduction

---

- 3** The percentages in circles on either side of the chart show the total percentage of the specific NGO's respondents that rated the NGO above zero on the right (i.e. agreed with the statement) and below zero on the left (i.e. disagreed with the statement). The chart does not show benchmarks for these figures. Where relevant, benchmarks are added in the text below the chart.

Underneath each chart, bullet points pick out some of the main features of the data. The bullet points do not describe all of the specific NGO's ratings, in order to keep the report to a manageable length. We encourage readers to pick out the numbers from the charts and consider what they mean compared to the cohort. Sometimes additional points are made in the bullet points, which do not flow directly from the chart.

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.

## NEXT STEPS

Some next steps are suggested below, which may be useful for CWS 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 reports<sup>3</sup>. 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.

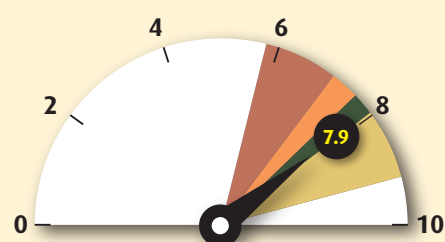
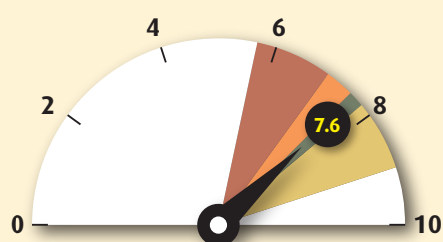
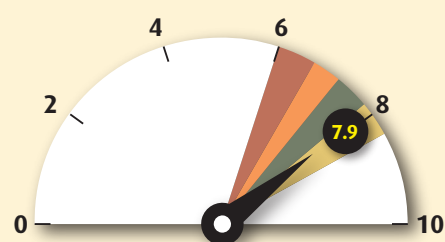
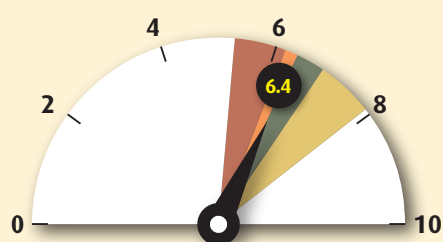
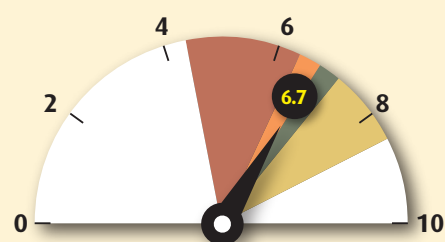
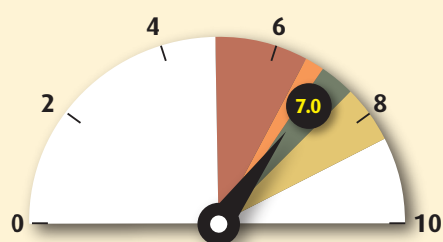
92% of CWS's respondents asked Keystone to send them a copy of the cohort report (benchmark: 94%). We expect to send it to them by the end of the year.

---

<sup>3</sup> For example, see the Surdna Foundation's approach: <http://www.surdna.org/publications-resources/102.html>.

# Performance summary

## PERFORMANCE SUMMARY: CWS



Bottom quarter of cohort

Third quarter

Second quarter

Top quarter of cohort

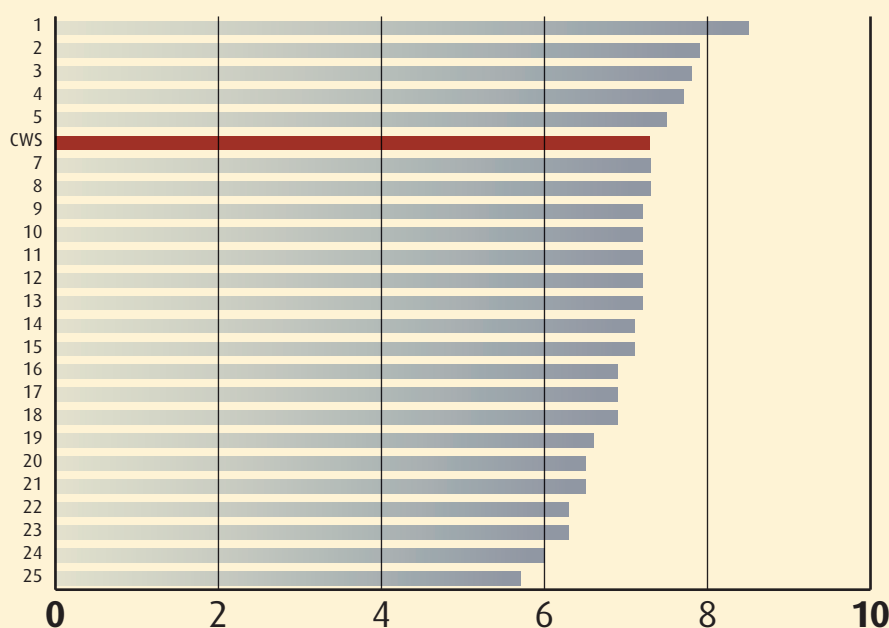
## PRIORITIES FOR THE FUTURE: CWS RESPONDENTS

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. Provide support on time
2. Introductions to other organisations / people / networks	2. Provide more resources to monitor and report on respondents' work	2. Promote respondents' work



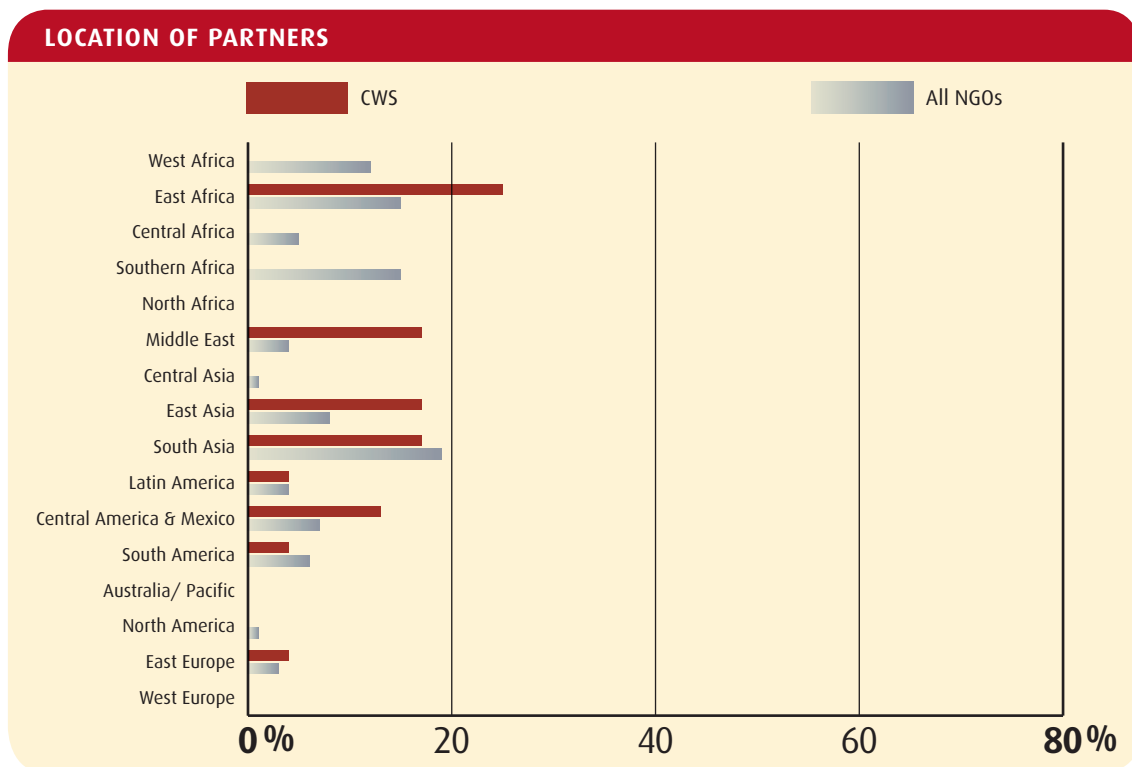
## Performance summary

### OVERALL SATISFACTION: ALL 25 NGOs



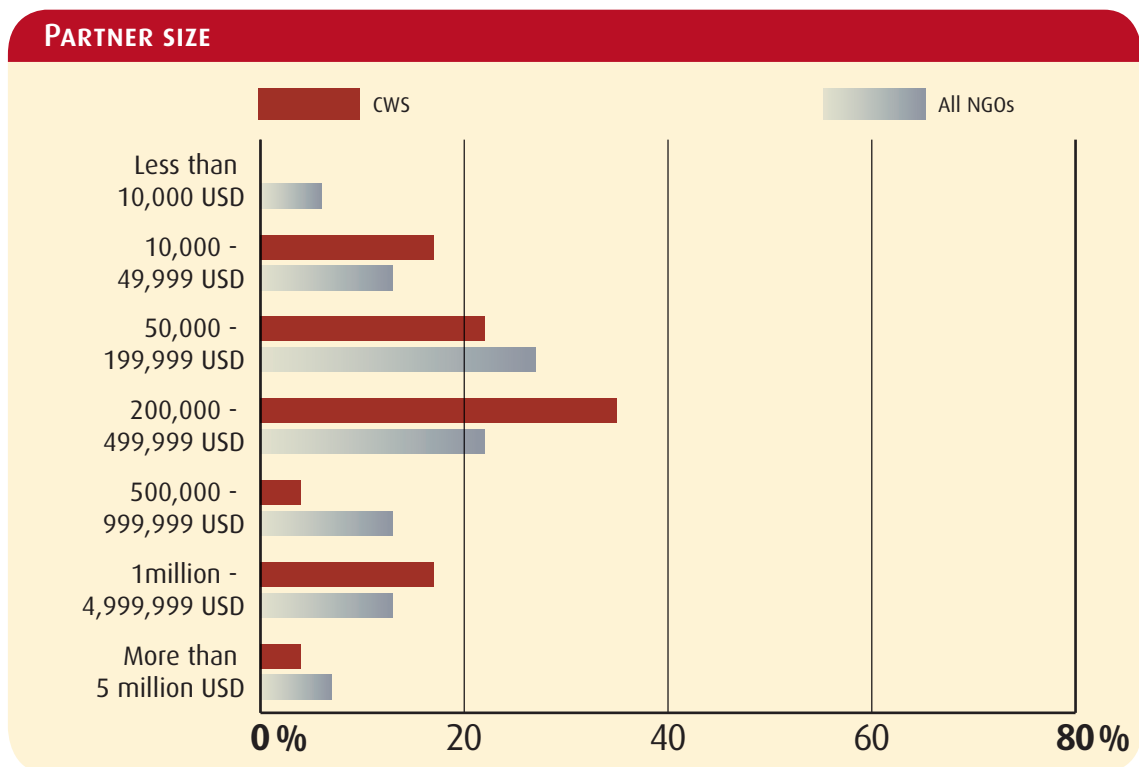
- CWS receives mid to high-level ratings for the support it provides to respondents, compared to the ratings received by other northern NGOs. In terms of overall satisfaction, CWS is placed 6th out of 25 in the cohort.
- CWS's financial support is rated just above the middle of the cohort. Respondents appreciate the flexibility of funding they receive. However, like other NGOs' in the cohort, CWS is rated poorly for contributing to core costs and for the amount and length of support you give.
- CWS receives its highest ratings for the quality of its administration processes. Respondents appreciate that CWS is willing to adapt the terms of its support to their needs and that you do not pressurise them to change their priorities.
- CWS receives an above average rating for its relationships with respondents. Respondents give high ratings to CWS's staff attitude and for the quality of your listening and responding. However, CWS receives low ratings for how much you involve respondents in shaping CWS's strategy, for how transparent you are with funds and for explaining when you expect to stop working with respondents.
- CWS receives a lower rating, in the bottom half of the cohort, for the value of capacity building support. Whilst respondents value the support they receive in monitoring and evaluation and strengthening their presence at international level, most other support given is not rated as highly valuable.
- CWS's monitoring and reporting receives an above average rating. Respondents find it quick and easy to write reports for CWS, value the comments they receive from you and feel the process helps them improve. However, they do not know how the information they provide is used and would like to receive more support to conduct monitoring and reporting activities.
- CWS is not seen as a leader in the sectors respondents work in, but is seen to have a good understanding of respondents' sectors and working contexts.

## Section 1: Partnership profile



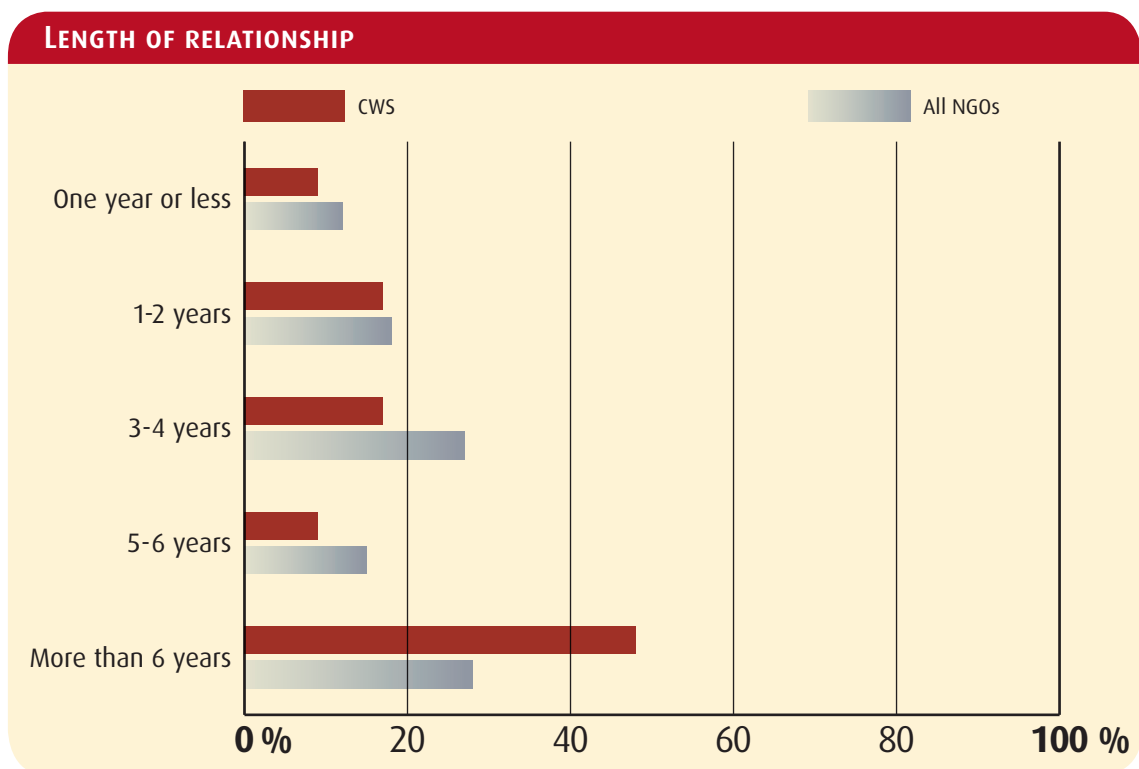
- CWS's respondents are located around the world, with concentrations in East Africa, the Middle East, South and East Asia and Central America and Mexico.
- CWS has a significantly higher proportion of respondents in East Africa, East Asia and the Middle East than other NGOs in the cohort.
- 74% of CWS's respondents describe themselves as 'non-governmental organisations' (benchmark: 75%). 22% describe themselves as 'faith based organisations' (benchmark: 13%).
- CWS's respondents describe themselves as predominantly working by: 'delivering services directly to poor people and communities' and 'supporting collective action by our members'. These are the same as the two most commonly selected options for the whole cohort.

## Section 1: Partnership profile



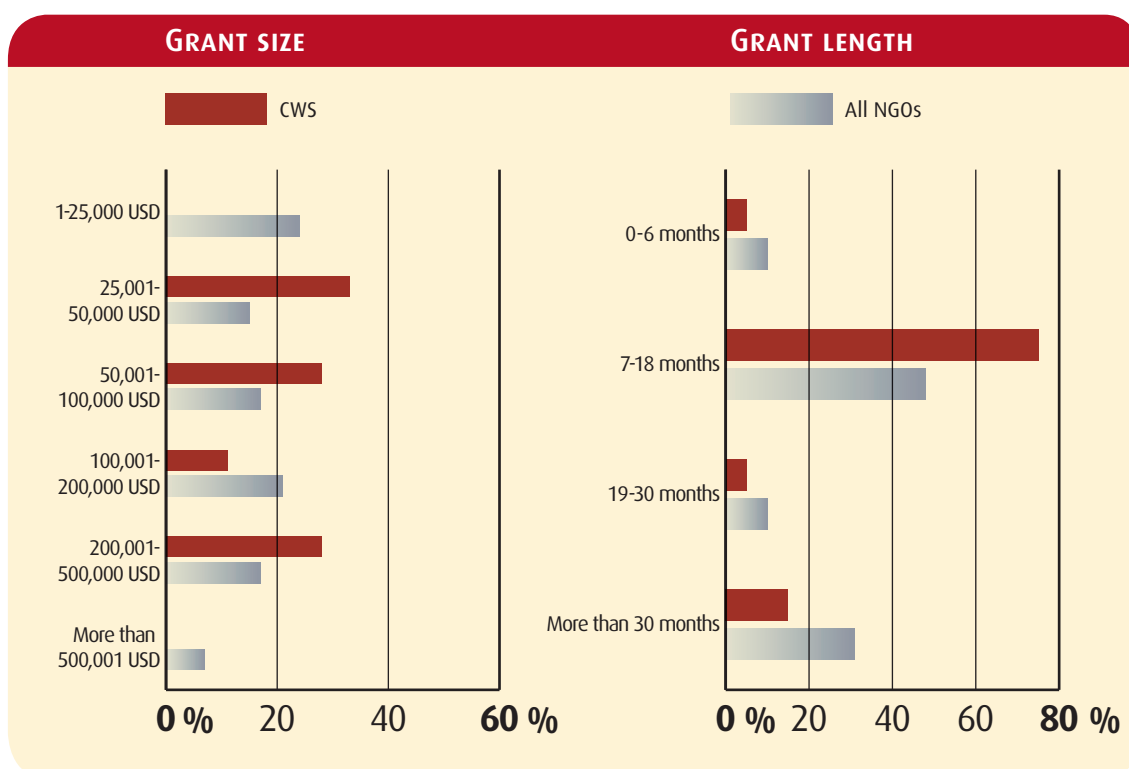
- The median annual budget of CWS's respondents is US\$280,000 (benchmark: US\$260,000). 50% of respondents have an annual budget higher than this figure and 50% lower than it.
- On average, CWS's respondents received funds and other support from 6.0 different organisations (benchmark: 5.3).

## Section 1: Partnership profile



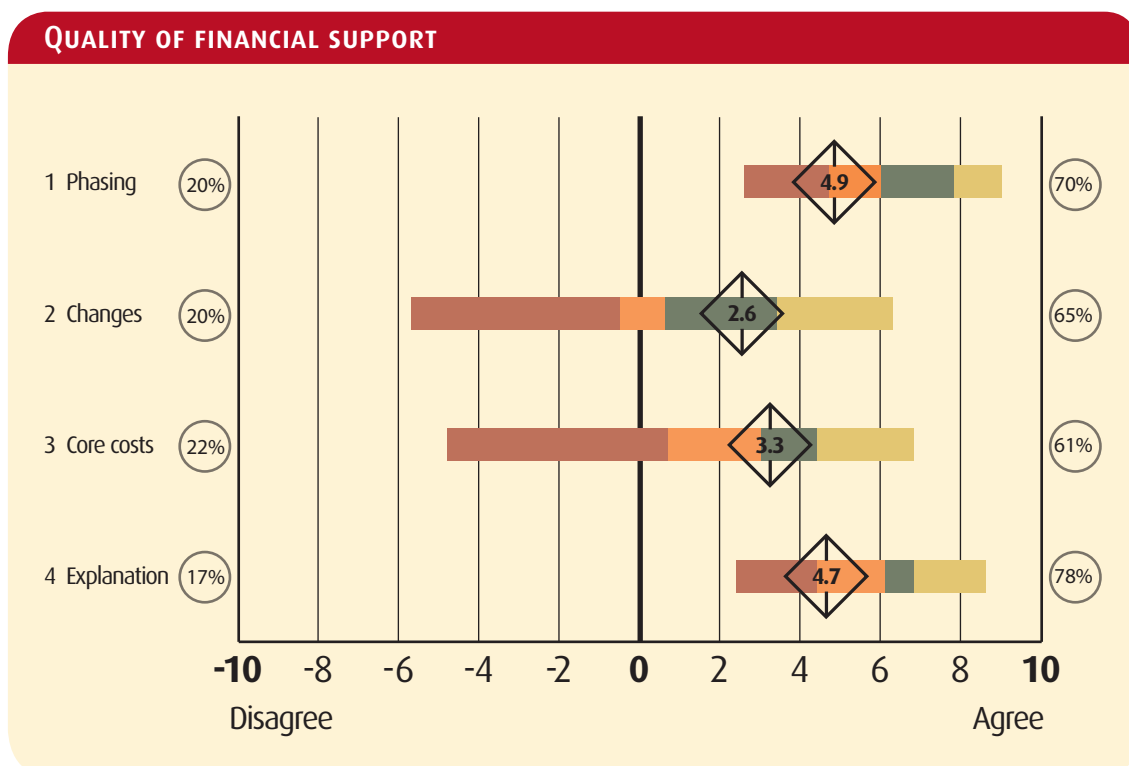
- Respondents report that, on average, they have received support from CWS for more time than most NGOs in the cohort. They have received support from CWS for 60 months (benchmark: 50 months).
- 48% of respondents have received support from CWS for more than 6 years (benchmark: 28%).
- The most important reasons why respondents choose to work with CWS are: 'achieve shared goals' and 'to fund respondents' work'. The two reasons chosen as most important across the cohort are to 'achieve shared goals' and joint learning and understanding'.

## Section 2: Financial support



- 87% of CWS's respondents said that they are currently or have recently received funds from CWS (benchmark: 88%).
- 61% of CWS's grants are grouped between \$25,000 and \$100,000 (benchmark: 32%) and none of CWS's grants are for more than \$500,000 (benchmark: 7%).
- The average size of grant received from CWS is US\$130,000 (benchmark: US\$160,000).
- 75% of CWS's grants are around 12 months long, plus or minus a few months (benchmark: 48%). 15% are for more than 30 months long (benchmark: 31%).
- The average length of grant received from CWS is 20 months (benchmark: 23 months).

## Section 2: Financial support



The chart shows how much respondents agree with the statements:

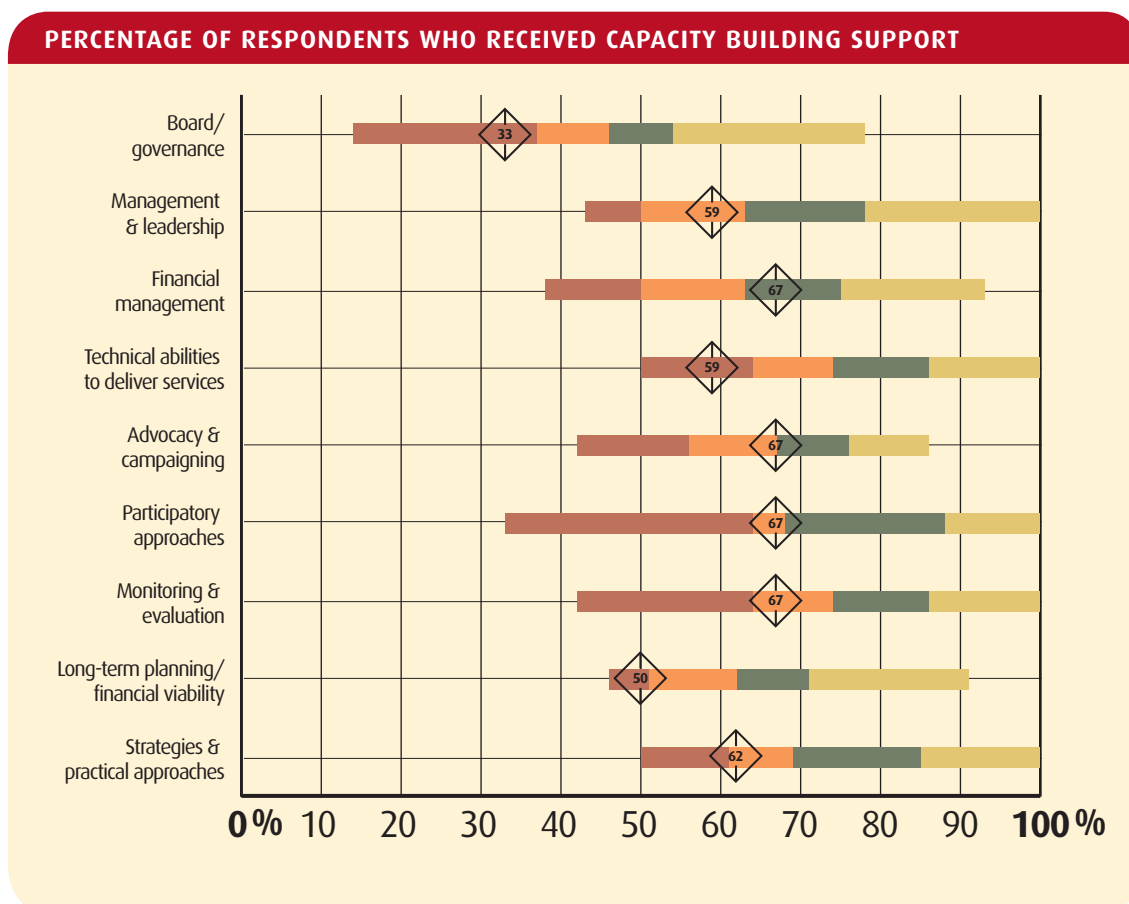
- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'CWS allows us to make any changes that we need to about how we spend funds.'
- 3 'CWS makes an appropriate contribution to general / core costs.'
- 4 'CWS clearly explains any conditions imposed by the original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

- CWS is rated in the top half of the cohort of NGOs for two areas of financial support and in the bottom half for the other two areas.
- It receives its highest ratings for the phasing of its payments and explanation of original donor conditions. However, most NGOs in the cohort receive high ratings in these areas and CWS is in the bottom half of the cohort. 20% of its respondents disagree that the phasing of payments is appropriate to manage their cash flow (benchmark: 9%).
- CWS receives low ratings for allowing respondents to make changes to how they spend funds and contribution to core costs. The whole cohort is also rated low in these areas and CWS does better than the cohort average. 61% of its respondents agree that CWS makes appropriate contributions to their core costs (benchmark: 48%).
- CWS received six comments in this section, one was positive, five were negative. They include:

"Some times there is a prolonged gap between one instalment and the other. This is an area that CWS need to improve. Once they approve a budget of a partner, it can be hardly understood why should it then there be a delay between the 1st instalment and the next."

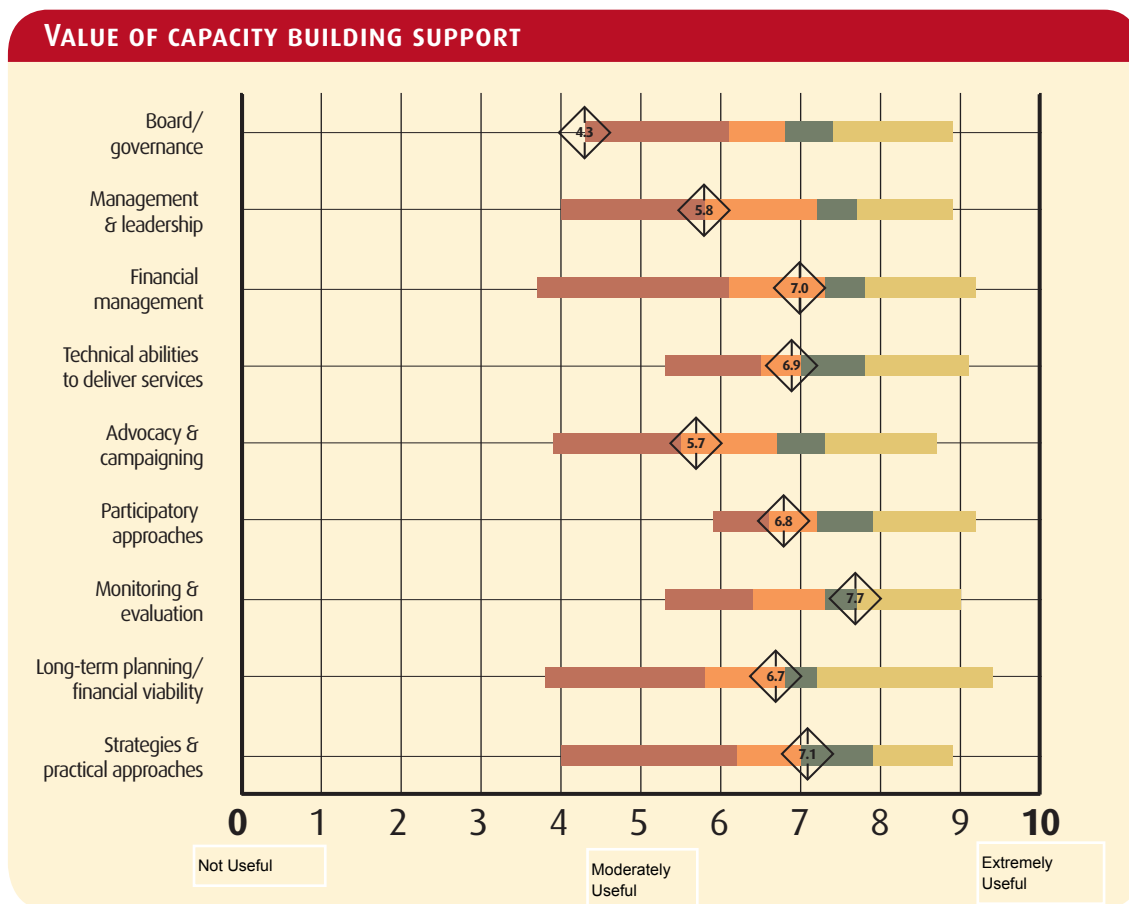
"Delayed funding. Not supporting with most essential administrative costs."

## Section 3: Non-financial support



- This chart shows the percentage of CWS's respondents who said they received capacity building support in each area.
- CWS provides less capacity building support than most other northern NGOs in most of the areas listed above.
- In general, CWS provides most capacity building support in four areas: 'financial management', 'advocacy and campaigning', 'participatory approaches', and 'monitoring and evaluation'.

## Section 3: Non-financial support



- This chart shows how useful the respondents who received capacity building support found it. The average of CWS's respondents' assessments is shown.
- CWS is rated in the bottom half of NGOs in the cohort in seven of the nine areas.
- Respondents value CWS's support in 'strategies and practical approaches' and 'monitoring and evaluation', for which it is rated in the top quarter of the cohort.
- CWS is rated low for the value of its capacity building in 'management and leadership', 'advocacy and campaigning' and 'board / governance'. For 'board / governance' it is rated bottom of the cohort.
- CWS received eight comments in this section, two were positive, two were negative, whilst six contained suggestions:

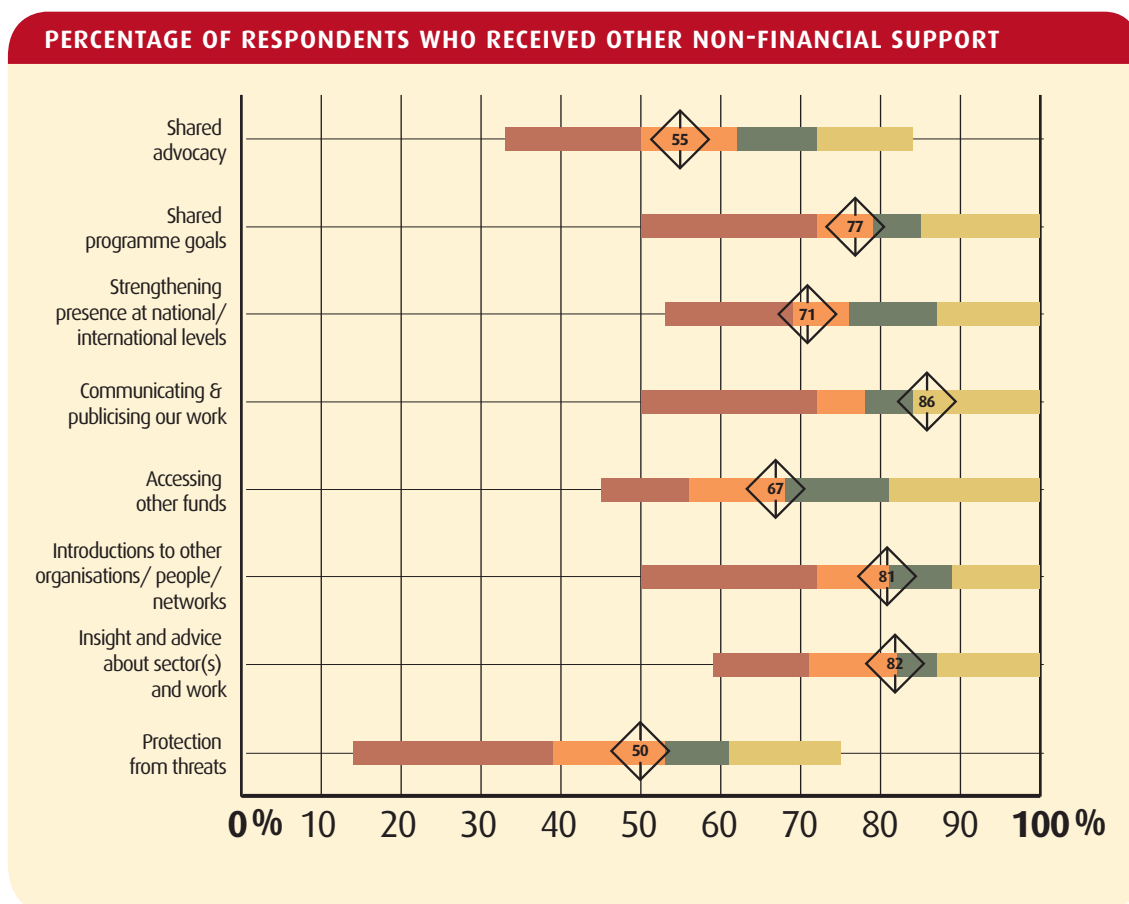
"The moral, spiritual and institutional support was vital to overcome a difficult period at our organisation. We are now much advanced due to this support."

"They should work with us like partners, not like bosses, They should be clear on each partner task and assignments, which should be respected, and our approaches to the community."

"Assist organizations in promoting staff skills through training and exchanges of experiences and strengthening the administrative functions by doing internships with other similar organizations."

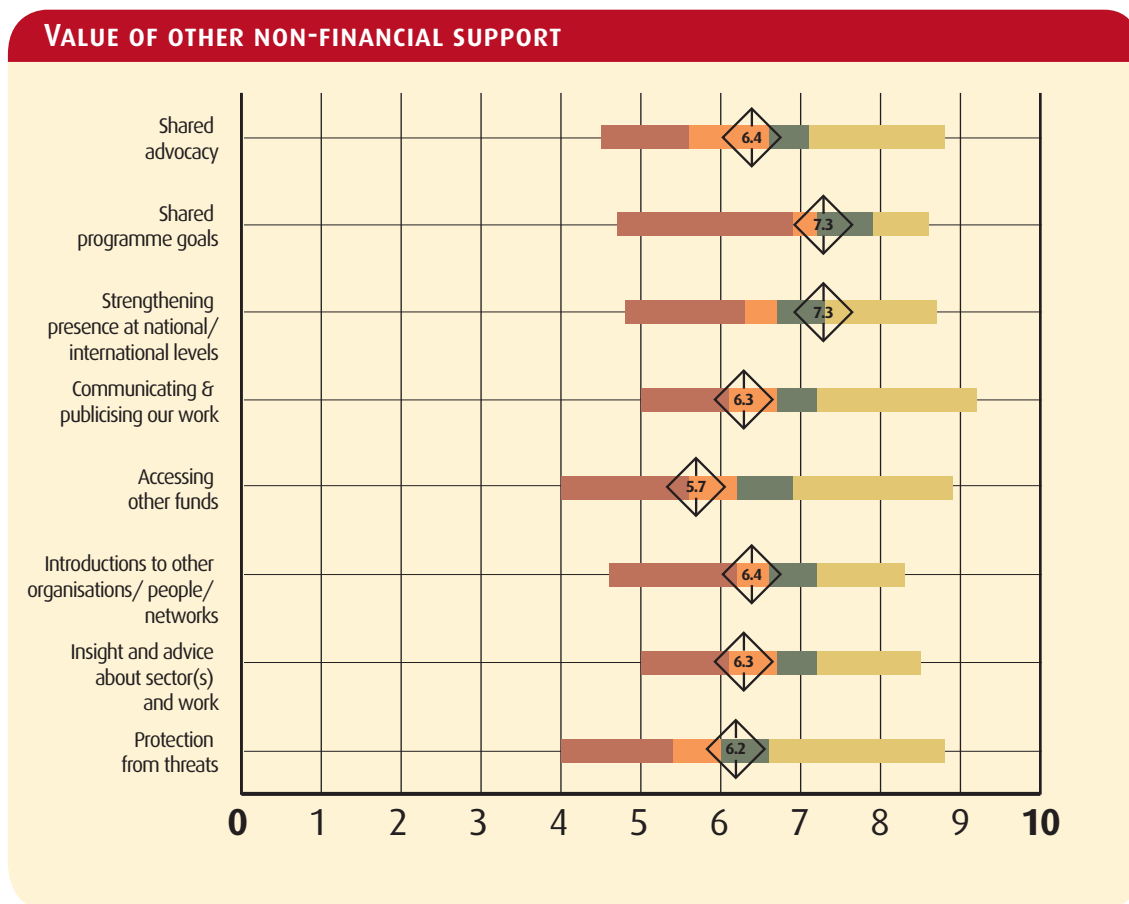


## Section 3: Non-financial support



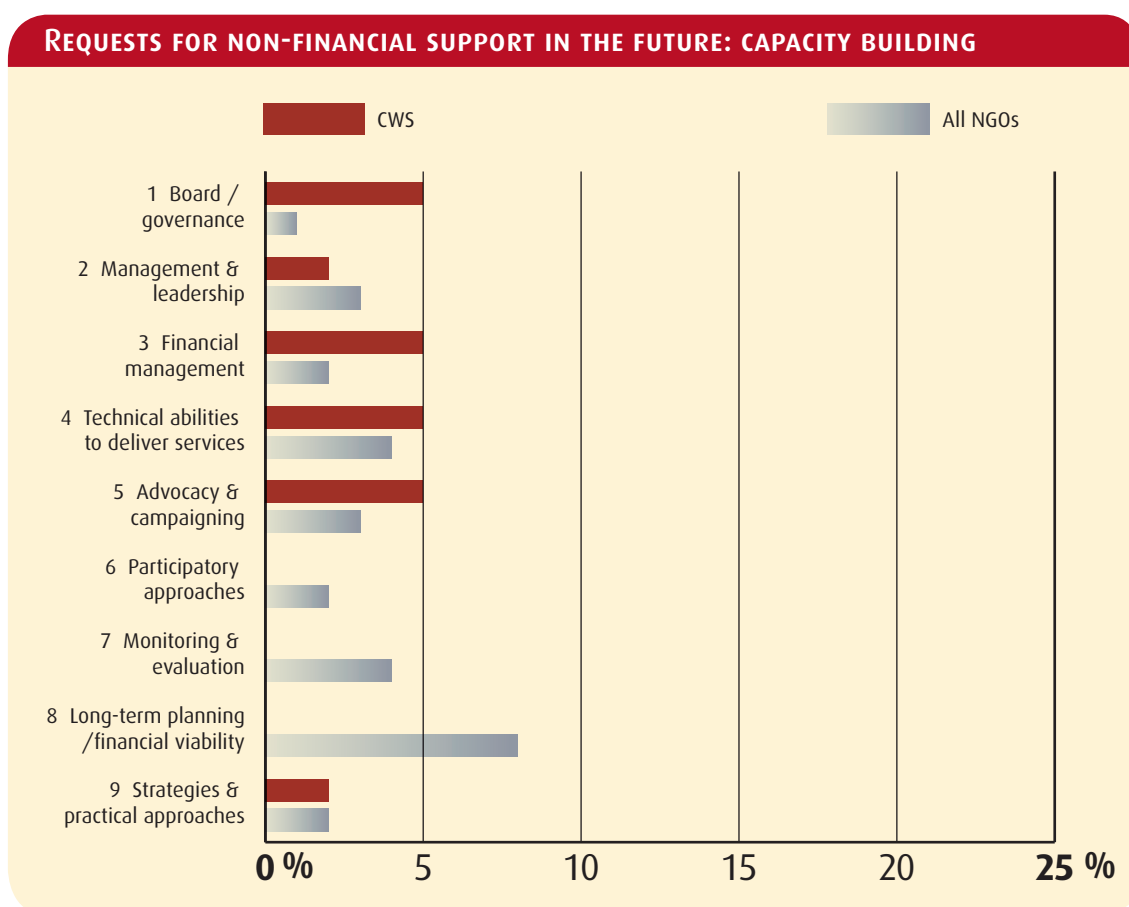
- This chart shows the percentage of CWS's respondents who said they received support in each area.
- Respondents report that CWS provides less support to them in most of these areas than most other NGOs in the cohort.
- CWS provides high levels of support compared to other NGOs in the area of communicating and publicising respondents work.

## Section 3: Non-financial support



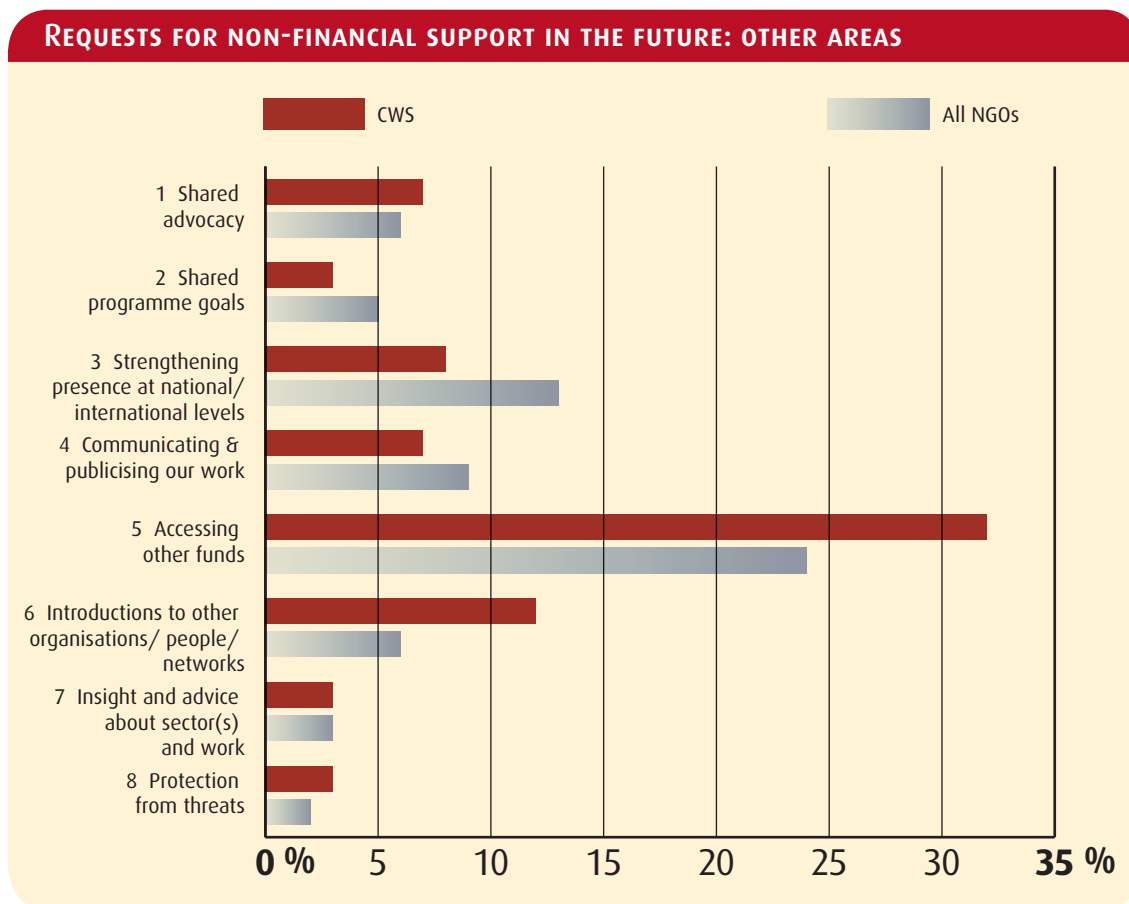
- This chart shows how useful the respondents who received other forms of non-financial support found it. The average of CWS's respondents' assessments is shown.
- CWS's support is rated higher than other NGOs' support in three areas and lower in five areas. CWS receives its highest ratings for support in 'achieving shared programme goals' and 'strengthening respondents' presence at national/international levels'.
- CWS receives its lowest rating for supporting respondents to access other sources of funds.

## Section 3: Non-financial support



- Respondents were each asked to identify up to two areas where they would most like to receive support from CWS in the future.
- No area of capacity building assistance is selected as a priority by more than 5% of respondents.

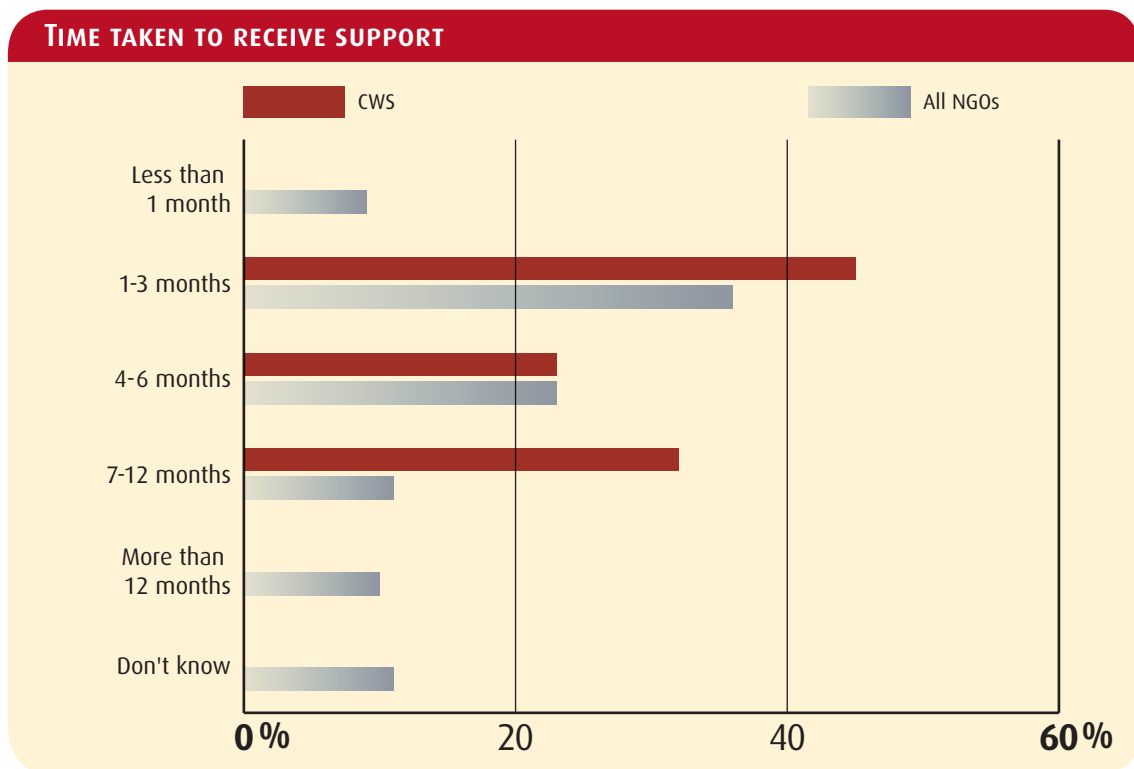
## Section 3: Non-financial support



Respondents were each asked to identify up to two areas where they would most like to receive support from CWS in the future.

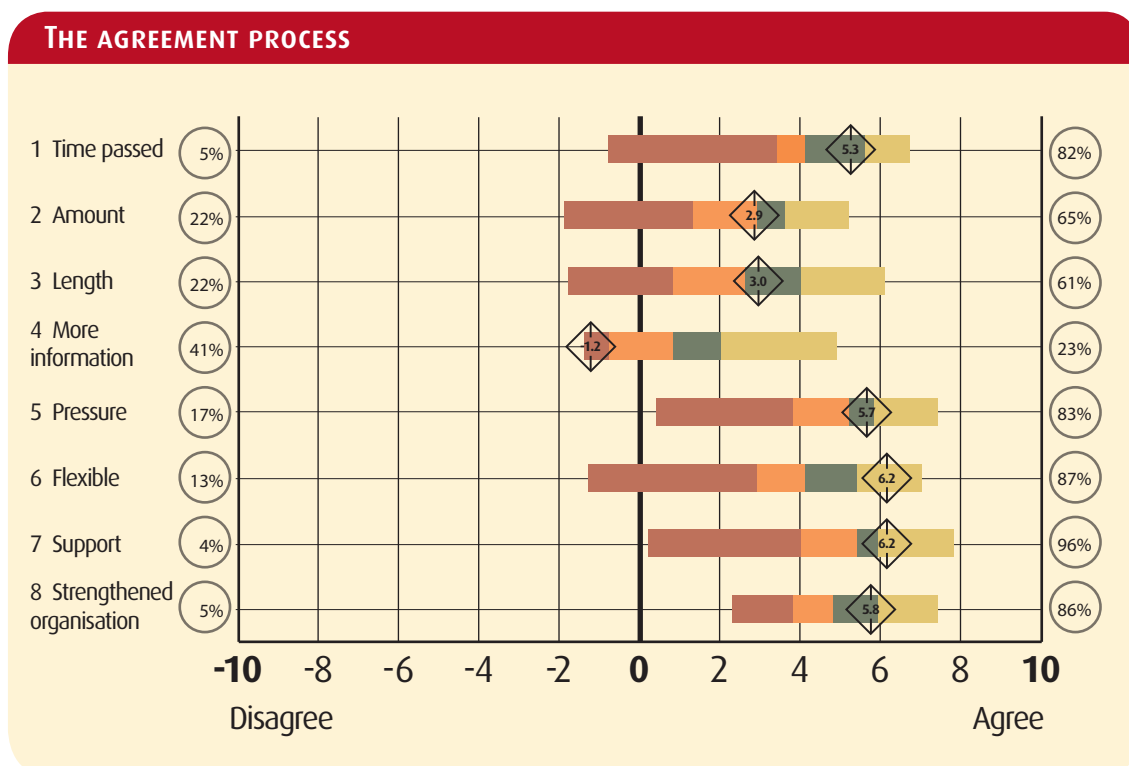
In the future, CWS's respondents would most like to receive non-financial support in: accessing other sources of funds and introductions to other organisations / people / networks.

## Section 4: Administration



- On average, respondents report that 5.1 months pass from the date that they first discussed support with CWS and the date when they first received support (benchmark: 5.4 months).
- 45% of respondents reported that it took 1-3 months to receive support (benchmark: 36%) whilst 32% said it took 7-12 months (benchmark: 11%).

## Section 4: Administration

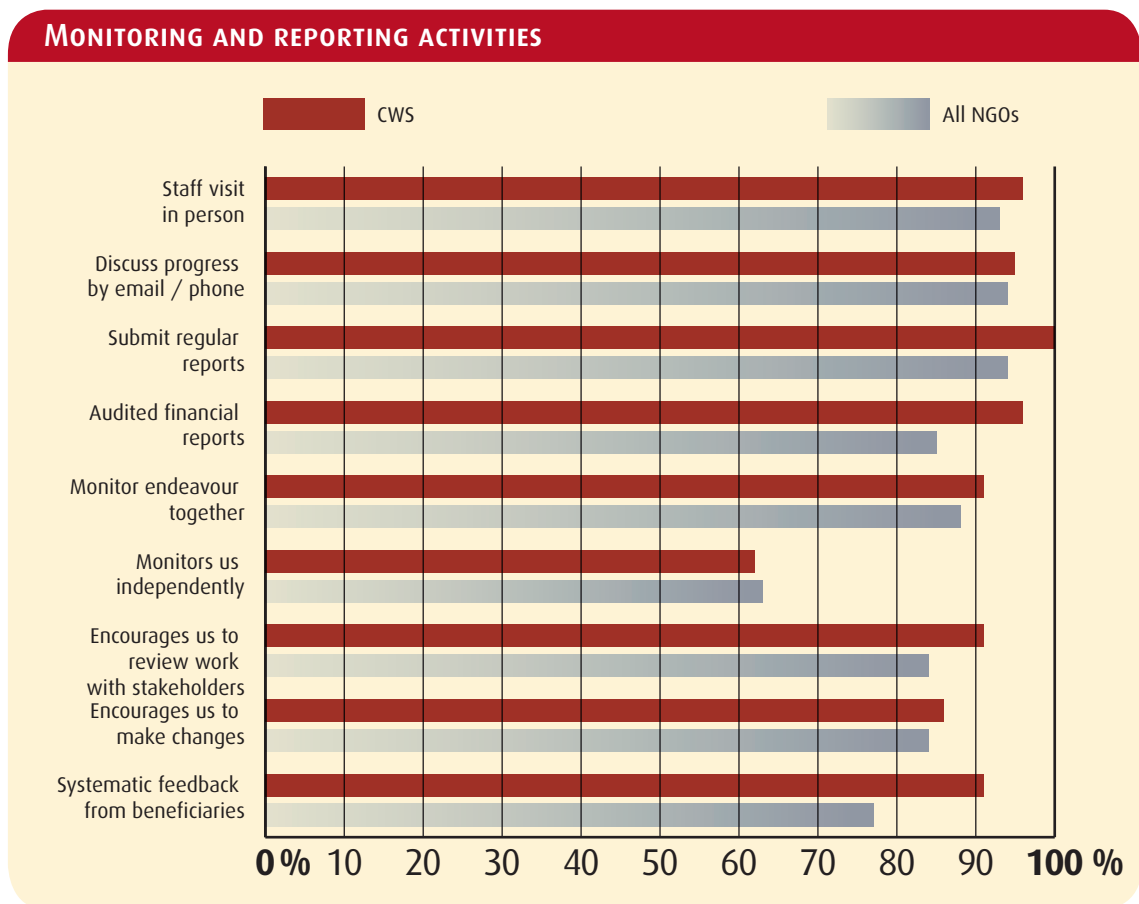


The chart shows how much respondents agree with the statements:

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

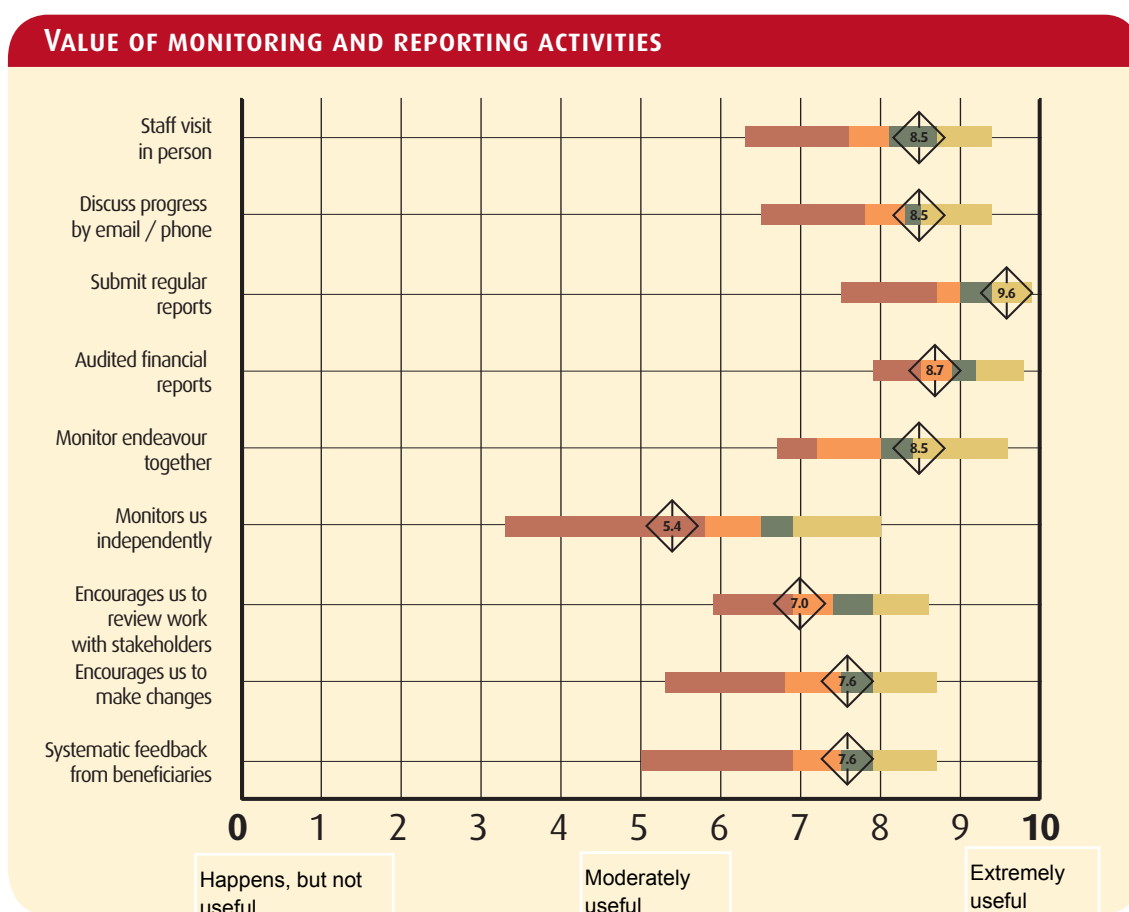
- CWS is rated in the top half of the cohort in seven of the eight aspects of finalising partnership agreements listed above. For three of these it is rated in the top quarter of the cohort.
- CWS receives its highest rating for how flexible and willing to adapt the terms of support to meet respondents' needs. 87% of its respondents agree it is flexible and willing in this aspect (benchmark: 69%).
- CWS is rated in the top quarter for asking for less information during the agreement process than other NGOs / funders.
- CWS is also rated highly for not pressuring respondents during the agreement process, giving enough support to help respondents finalise the agreement and how much the agreement process helps strengthen respondents' organisations.
- 82% of its respondents report the time that passed from starting discussions to receiving support was reasonable (benchmark: 69%).
- All NGOs, including CWS, are rated relatively low for how well the amount and length of support matches respondents' needs.

## Section 4: Administration



- CWS is reported as undertaking marginally more monitoring and reporting activities than other NGOs in the cohort.
- CWS visits 96% of respondents in person (benchmark: 93%) and requires regular narrative and financial reports from 100% of them (benchmark: 94%).

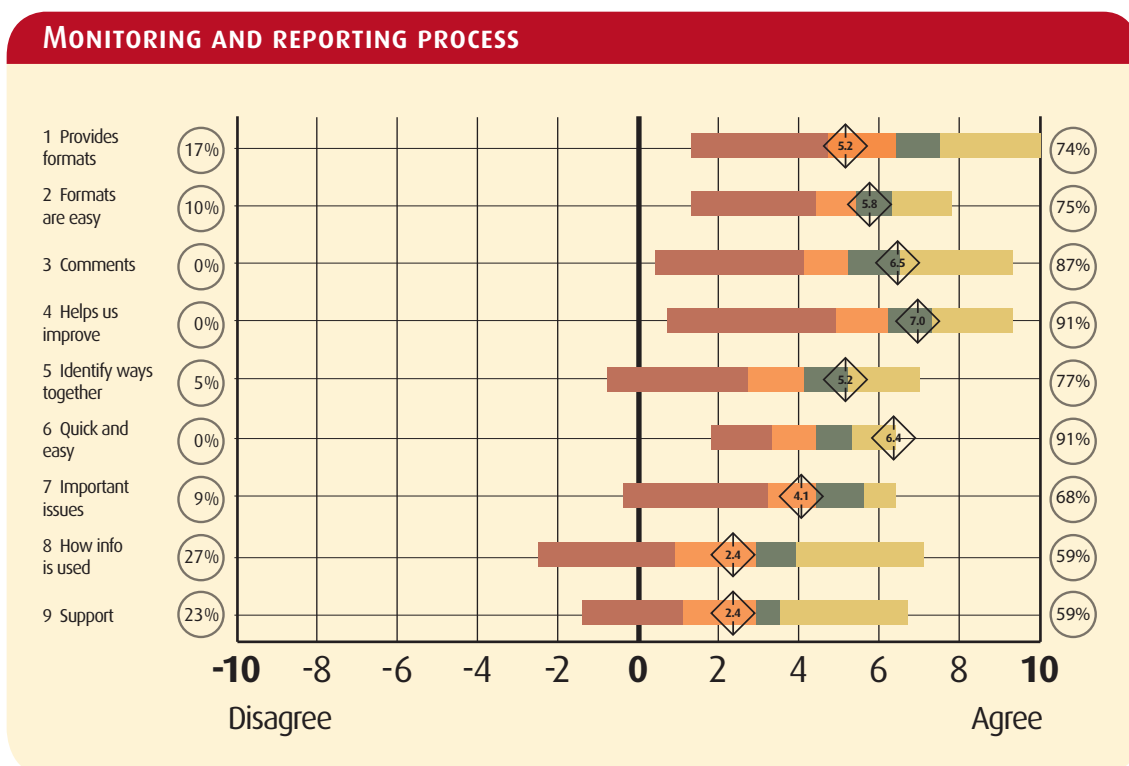
## Section 4: Administration



- This chart shows the mean response from respondents who said that each activity applies to them. It excludes those who said that the activity does not apply.
- Respondents rate submitting audited and regular narrative and financial reports as the most useful monitoring activities that CWS use.
- The value of CWS's independent monitoring of respondents is not highly valued compared to other activities.



## Section 4: Administration

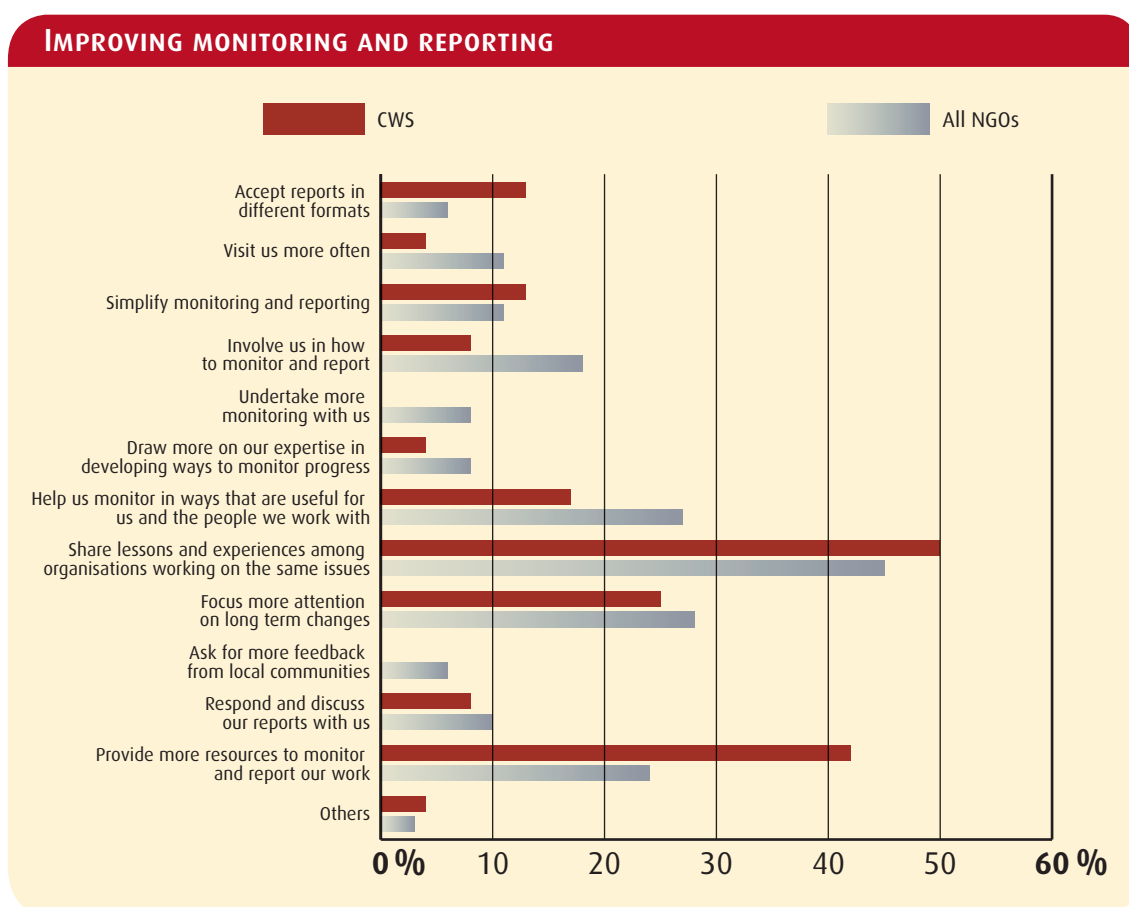


The chart shows how much respondents agree with the statements:

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

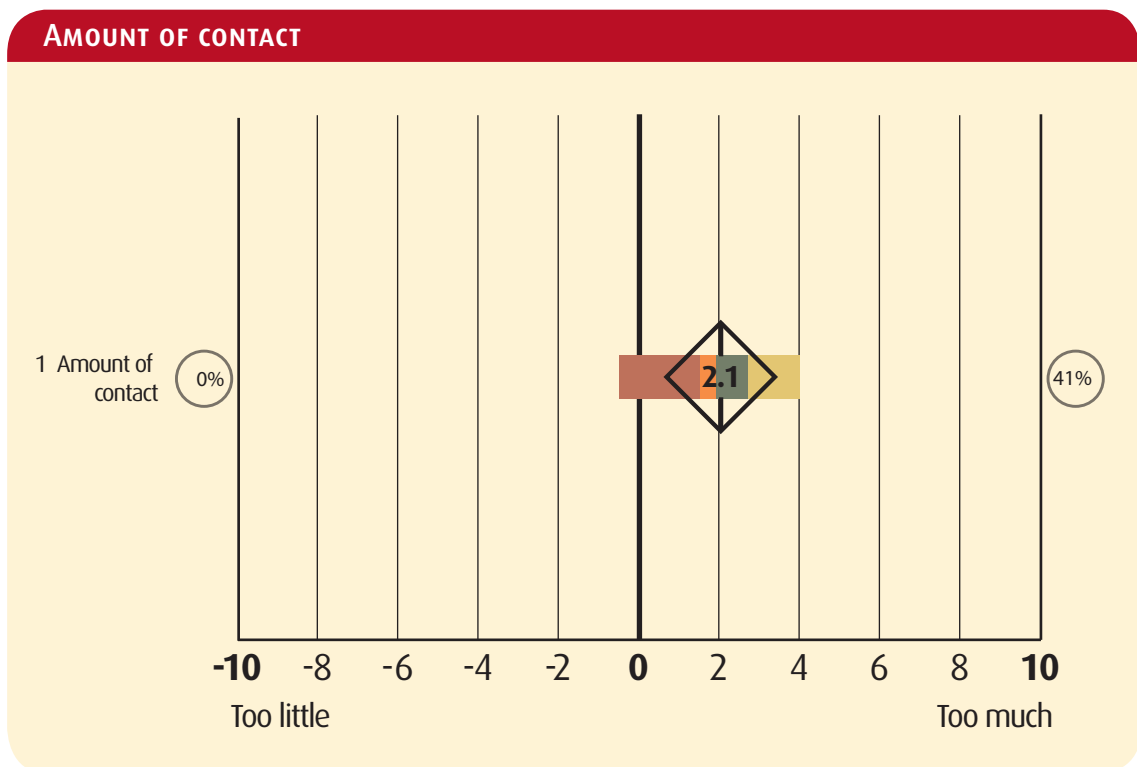
- In five aspects of monitoring and reporting, CWS is rated in the top half of the cohort. In four aspects, CWS is rated in the bottom half.
- 91% of their respondents report that the monitoring and reporting they do for CWS helps them improve what they do (benchmark: 81%).
- CWS is rated in the top quarter of the cohort for how quick and easy it is for respondents to collect information and write reports for CWS. It also receives a high rating for giving useful comments about reports that respondents send.
- CWS is rated in the bottom half of the cohort for how much it makes respondents report on what is important, rather than details.
- CWS receives its lowest ratings for how much respondents understand how the information they provide is used and for the amount of funds and support they provide for monitoring and reporting.

## Section 4: Administration



- Respondents were asked to identify two options from this list that they would most like CWS to do to improve its monitoring and reporting in the future.
- In the future, CWS's respondents would most like CWS to improve its monitoring and reporting by: (a) sharing lessons and experiences among organisations working on the same issues and (b) provide more resources to monitor and report their work.
- 42% of its respondents would like more resources provided for monitoring and reporting (benchmark: 24%).

## Section 5: Relationship and communications

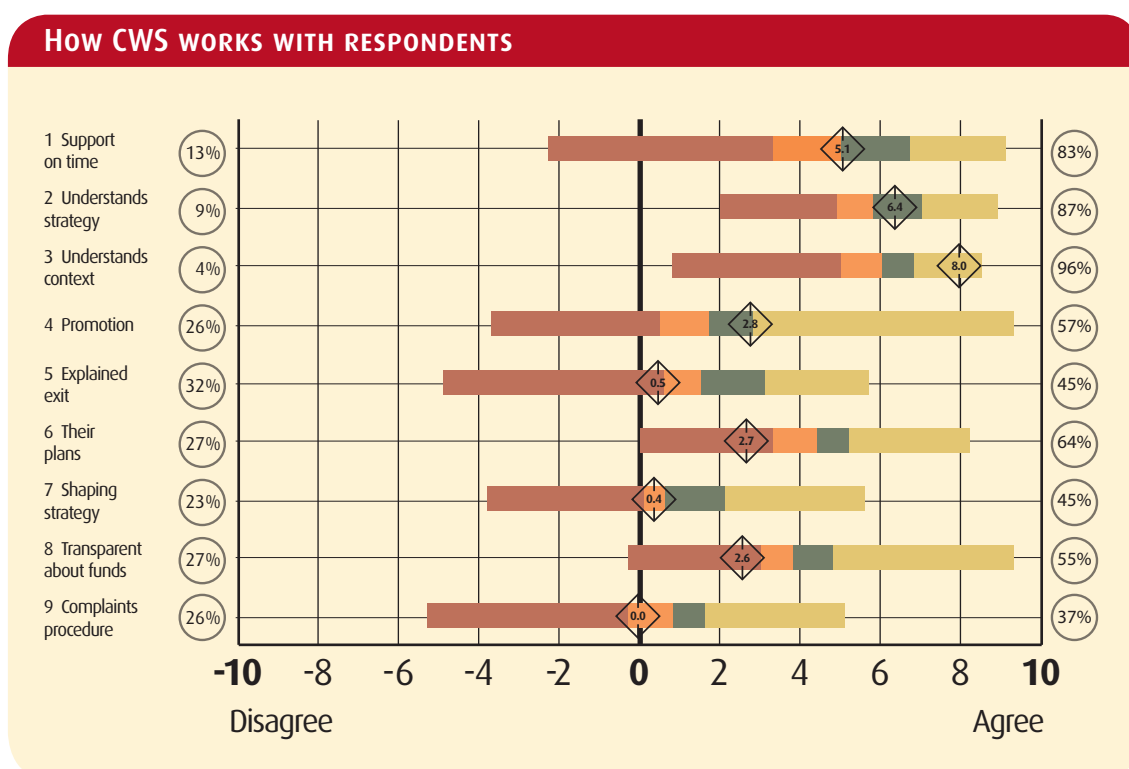


The chart shows how much respondents agree with the statements:

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

- 41% of CWS's respondents would like to have less contact with CWS (benchmark: 45%).
- None of CWS's respondents said they had too little contact with CWS during their current or most recent agreement (benchmark: 12%).

## Section 5: Relationship and communications

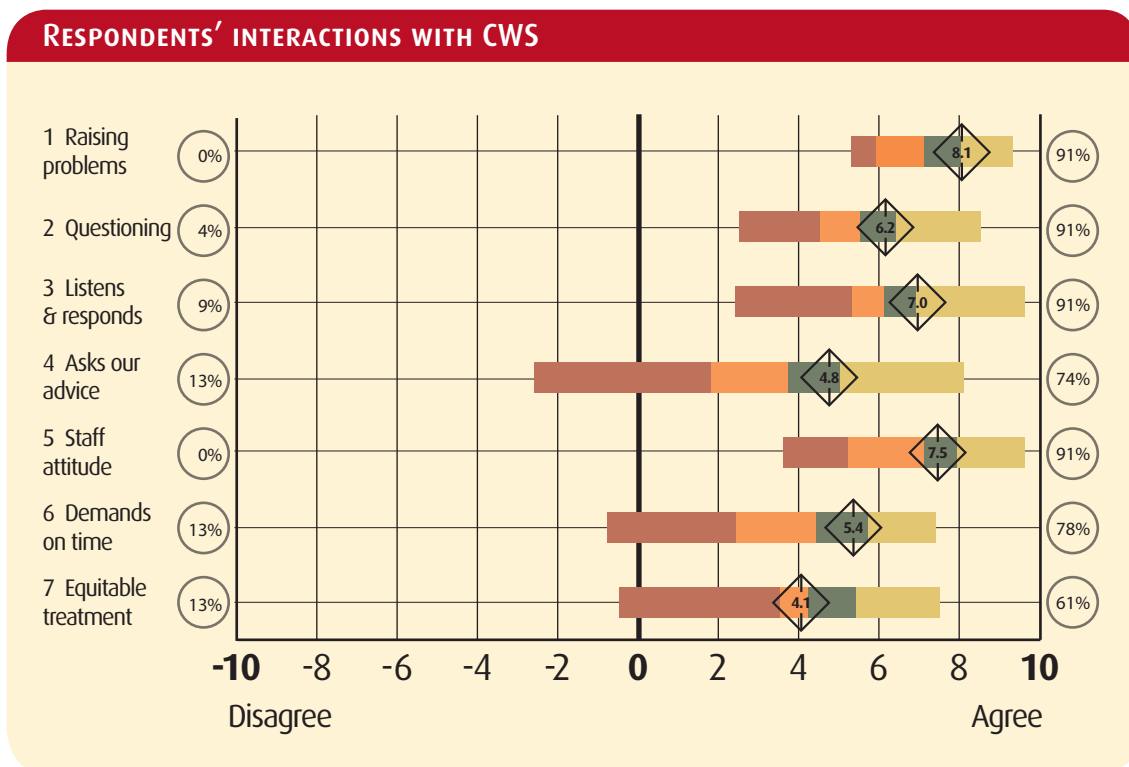


The chart shows how much respondents agree with the statements:

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

- In four of the aspects listed above, CWS is rated in the top half of NGOs in the cohort. In five aspects CWS is rated in the bottom half.
- CWS receives its highest ratings for understanding respondents' working environments and cultural contexts and their strategies. All NGOs in the cohort are rated relatively high in these areas.
- 83% of its respondents agree that CWS's support arrives when you say it will (benchmark: 76%).
- CWS is rated in the bottom quarter of NGOs in the cohort for explaining when you expect to stop working with respondents and how transparent you are about how they use funds.
- Like most NGOs in the cohort, CWS also receives low ratings for involving respondents in shaping its strategy, for how much respondents understand CWS's plans, for promoting respondents in the media and for having a complaints procedure respondents say they could use.

## Section 5: Relationship and communications



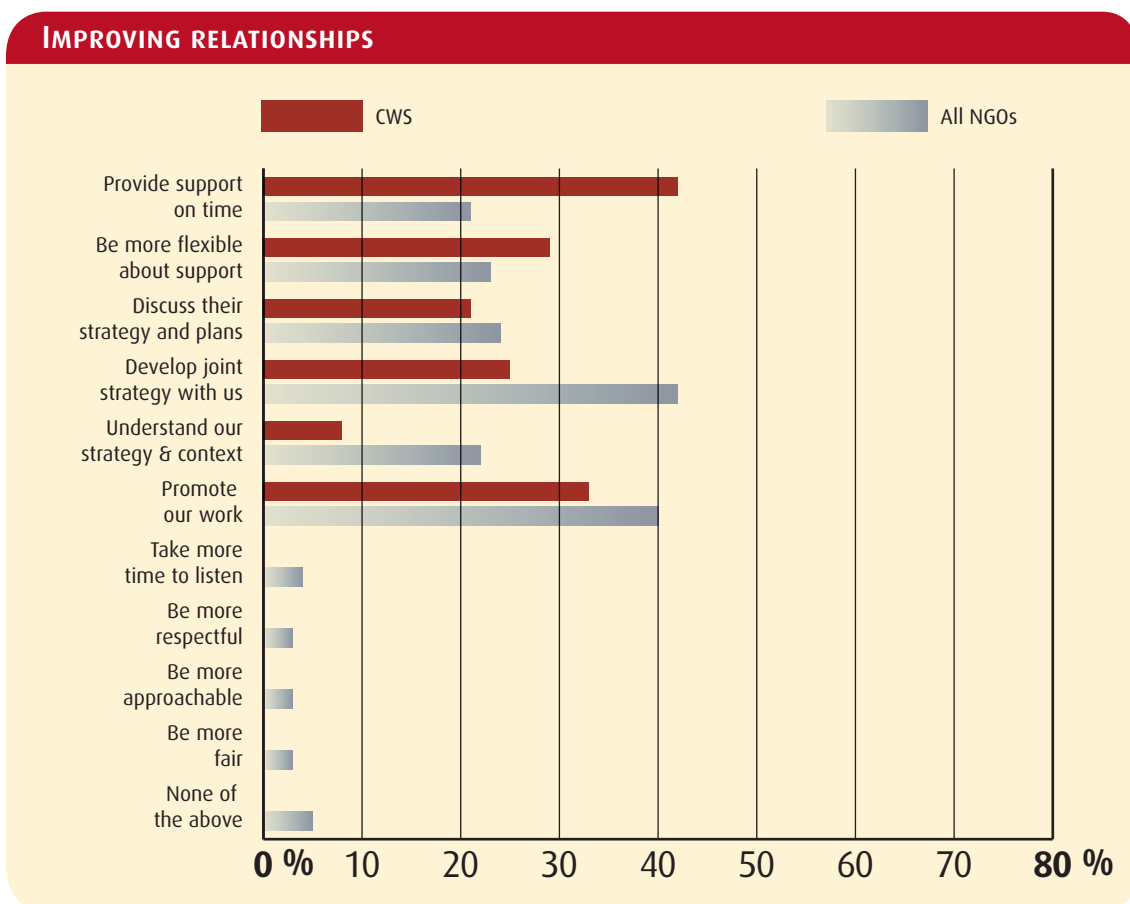
The chart shows how much respondents agree with the statements:

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

- CWS is rated higher than most NGOs in the cohort for most aspects of your interactions with respondents listed above.
- CWS receives its highest rating, in the top quarter of the cohort, for how comfortable respondents feel approaching CWS to discuss any problems they are having.
- CWS is also rated in the top quarter of the cohort for listening and responding appropriately to respondents. CWS also receives high ratings for staff attitude. Most NGOs in the cohort are rated highly for this.
- CWS receives a lower rating for its equitable treatment of respondents.
- All four comments received were of a positive nature, they included:

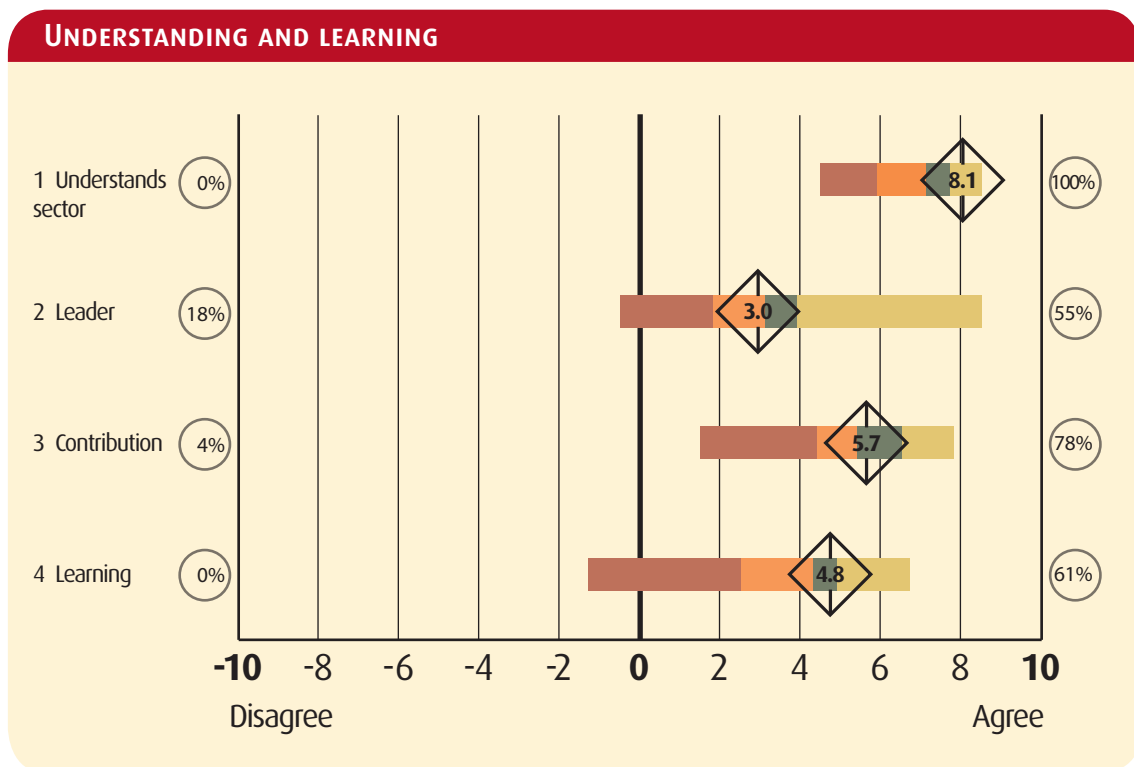
"Formal communication should be enhanced on critical or needful issues that affect both of us, as they arise as queries later. Communication at top level of management is good, and they are ready to listen and walk with us."

## Section 5: Relationship and communications



- Respondents were asked to select the two options they would most like CWS to do to improve your relationship with them.
- In the future, most respondents would like CWS to improve its relationships with them by: (a) provide support on time, and (b) promote respondents' work.
- Compared to the preferences expressed to other northern INGOs in the cohort, CWS's respondents have a significantly higher desire for support to arrive on time, 42% compare to the cohort average of 21%. Similarly, fewer of CWS's respondents prioritise developing joint strategy with CWS, 25% compared to 42%.

## Section 6: Understanding and learning

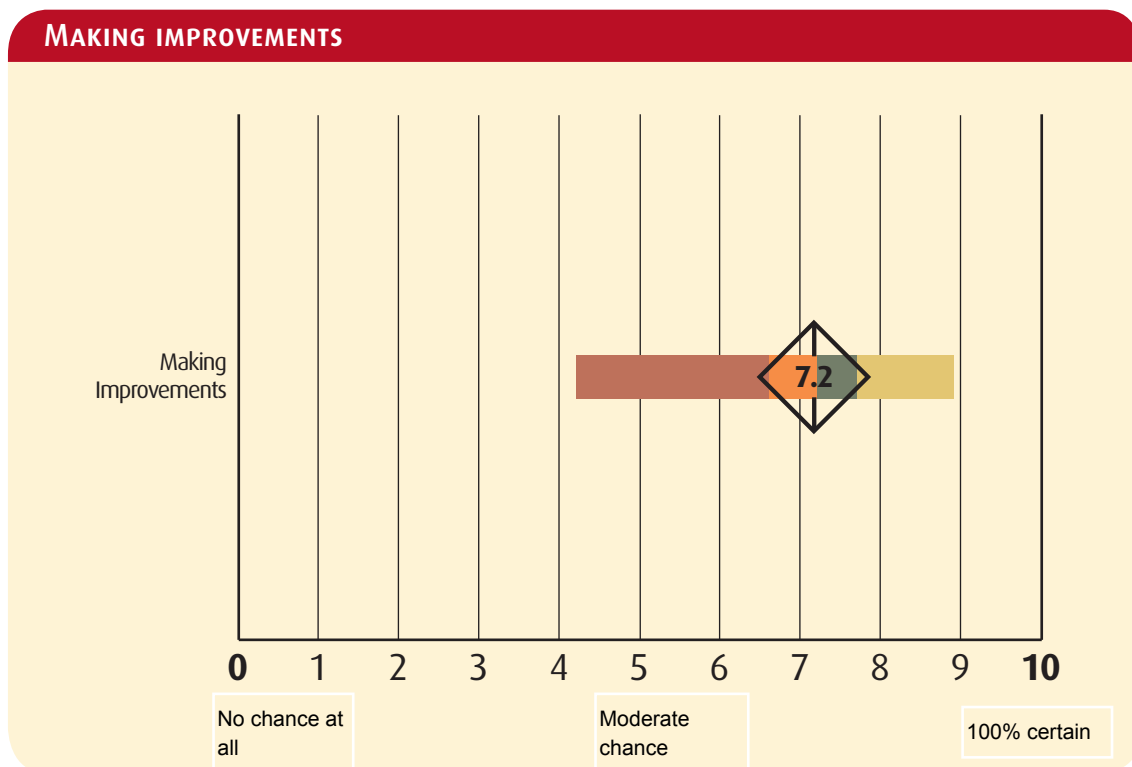


The chart shows how much respondents agree with the statements:

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

- In three of the four aspects listed above, CWS is rated in the top half of NGOs in the cohort.
- CWS receives the highest rating for understanding the sectors that respondents work in and its lowest rating for being a leader in the sectors that respondents work in. These mirror the ratings for the whole cohort.

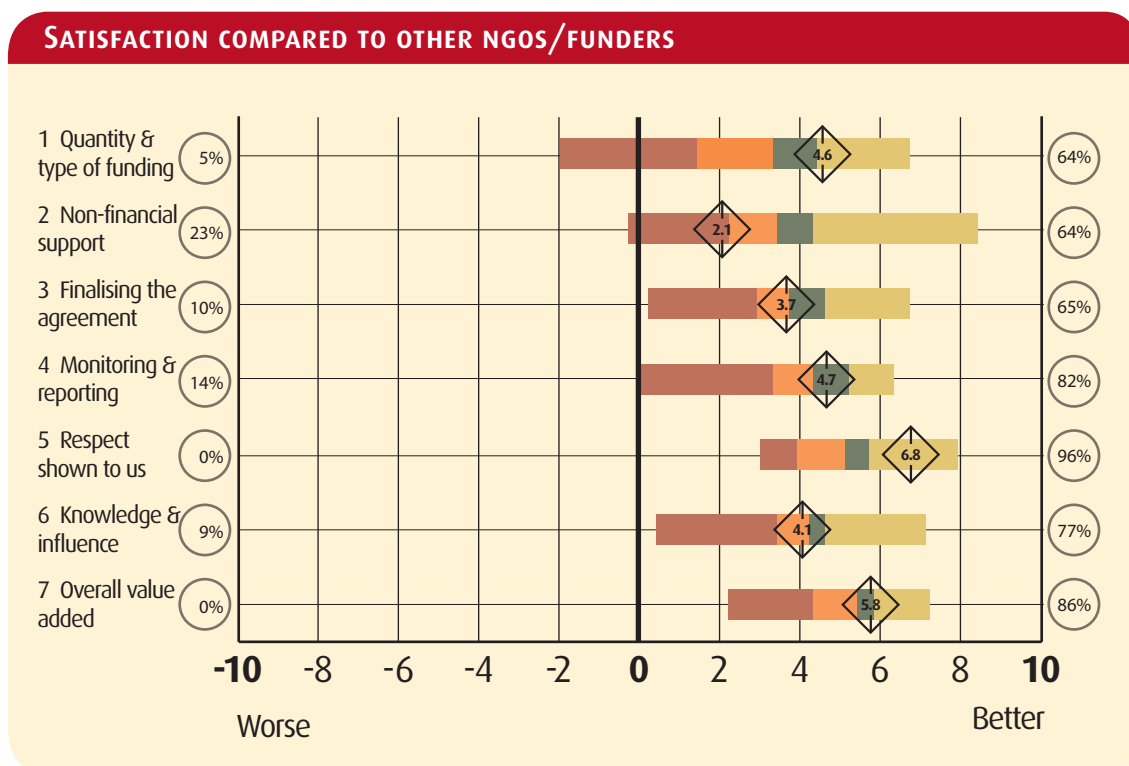
## Section 6: Understanding and learning



- Respondents were asked to rate how likely they think it is that CWS will make changes as a result of their answers to this survey.
- The average rating of CWS's respondents was 7.2 on a scale of 0 – 10. This is a mid level rating compared to other NGOs in the cohort.



## Section 7: Overall satisfaction

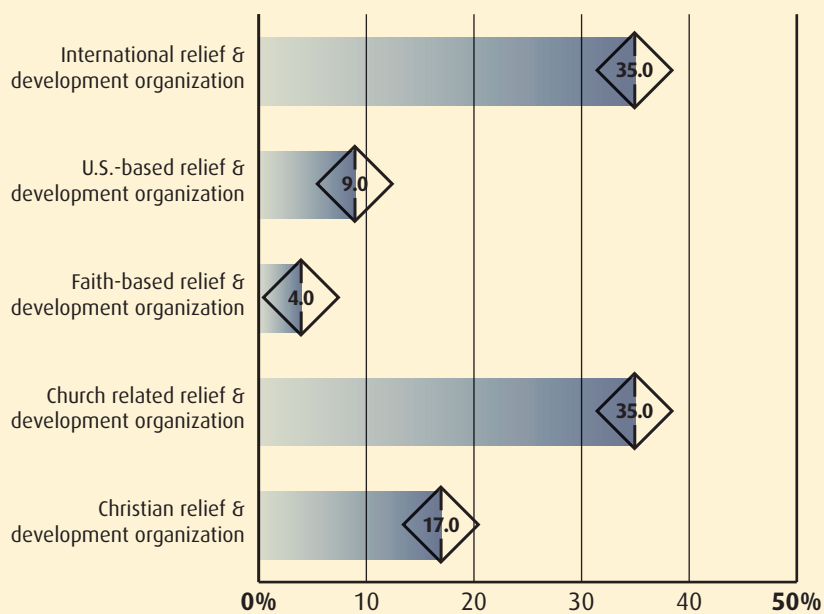


- The chart shows how respondents compare CWS to other NGOs / funders they receive support from, across each of the areas listed.
- In four of the seven aspects listed above, CWS is rated in the top half of NGOs in the cohort. In two of them, CWS is rated in the bottom half of NGOs.
- CWS's highest rating is for the respect you show to respondents with 96% of respondents saying this is better than other NGOs (benchmark: 73%).
- CWS also receives a relatively high rating, in the top quarter of the cohort, for the quantity and type of funding provided to respondents.
- CWS's lowest rating, in the bottom quarter of the cohort, is for the value of its non-financial support.
- 82% of its respondents rate CWS's monitoring and reporting as better than other NGOs (benchmark: 71%).
- CWS's ratings for finalising partnership agreements and for knowledge and influence are around the average for the cohort.
- CWS receives a high rating of +5.8 for the overall value you add to respondents' work. This is nearly in the top quarter of the cohort.
- 39% of CWS's respondents characterise CWS as a 'caring sister' (benchmark: 29%) and 22% as a partner or friend (no comparison available).
- Comments included:

"They should take seriously the comment's and issues raised on the survey. As much as more money should go the needy, also organizations have needs and they need sustainability to avoid begging for continuation of program work. The survey should be done more often."

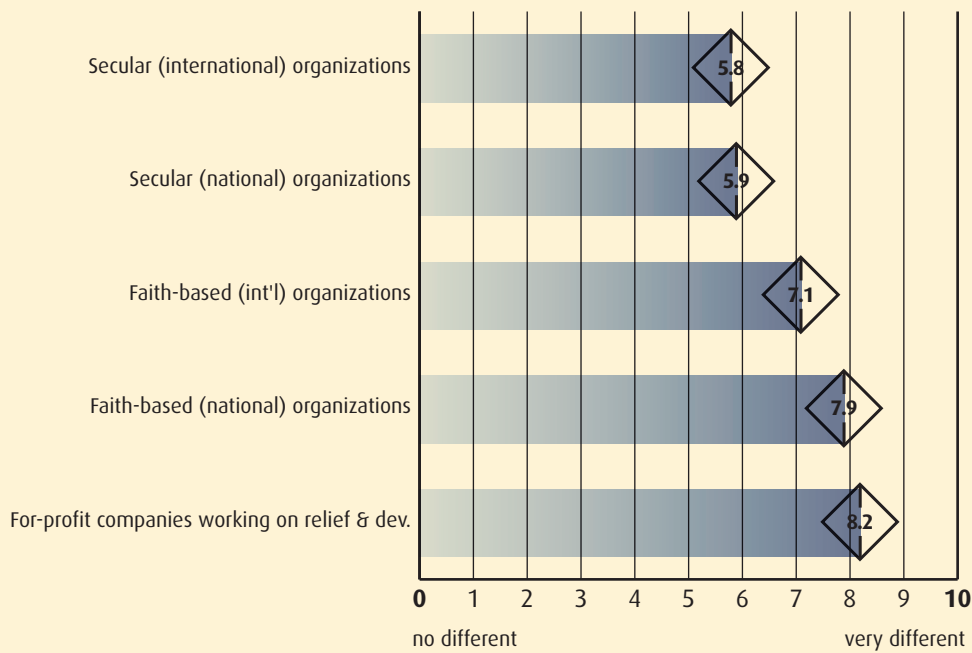
## CWS's Tailored questions

### QUESTION 1. IF YOU COULD CHOOSE ONE LABEL TO DESCRIBE CWS, WHAT WOULD IT BE?



## CWS's Tailored questions

### QUESTION 2. PLEASE COMPARE CWS'S APPROACH WITH THESE TYPES OF ORGANIZATIONS

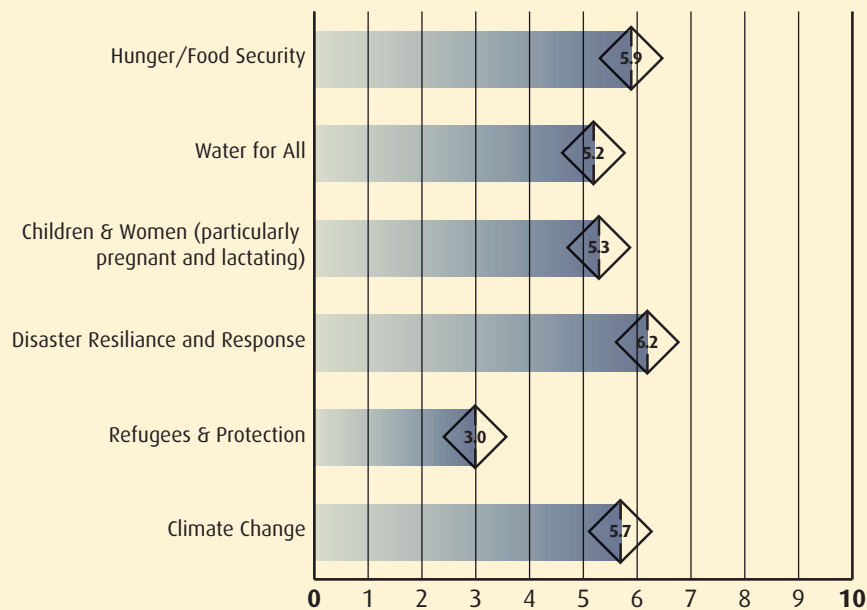


**NOTE: % THAT TICKED DON'T KNOW FOR EACH CATEGORY:**

- Secular (international) organizations 30%
- Secular (national) organizations 26%
- Faith-based (int'l) organizations 35%
- Faith-based (national) organizations 39%
- For-profit companies working on relief & dev. 26%

## CWS's Tailored questions

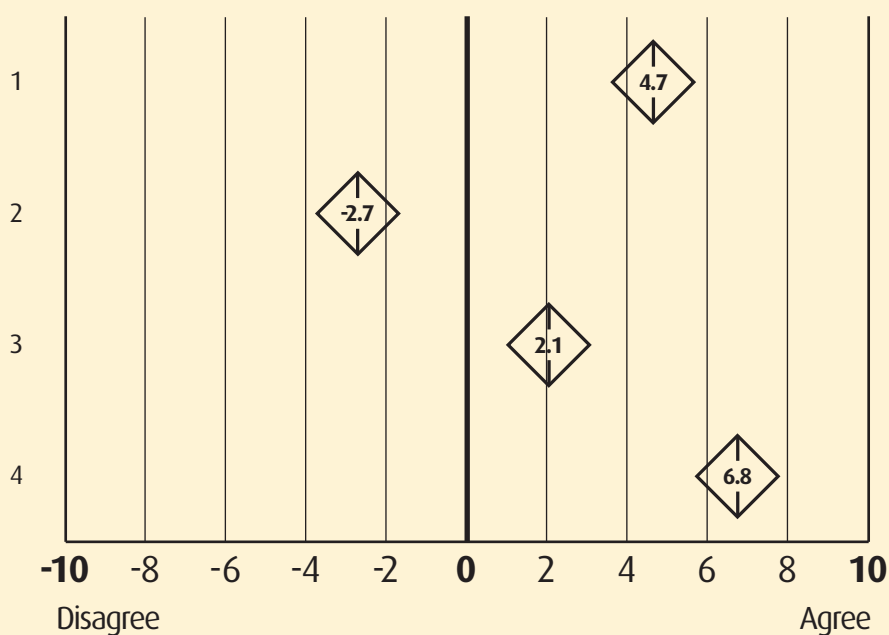
### QUESTION 3. PLEASE RATE EACH OF THESE FOR ITS PRIORITY WITHIN YOUR ORGANIZATION



- Below are the text responses for the 'other' areas that were rated between 8 and 10 in importance (all were entered once unless indicated):
- Education (x3)
- Economic Empowerment (x2)
- Community Development
- Promoting democracy
- Small farmers' rights
- Capacity building
- Sanitation
- Health
- Good Governance
- Micro lending
- Use of renewable energy
- Interfaith work
- Inter cultural work
- Country development
- Influencing policy
- Children and adolescents in sexual exploitation
- Child labour

## CWS's Tailored questions

HOW MUCH DO YOU AGREE OR DISAGREE WITH EACH OF THE FOLLOWING STATEMENTS?

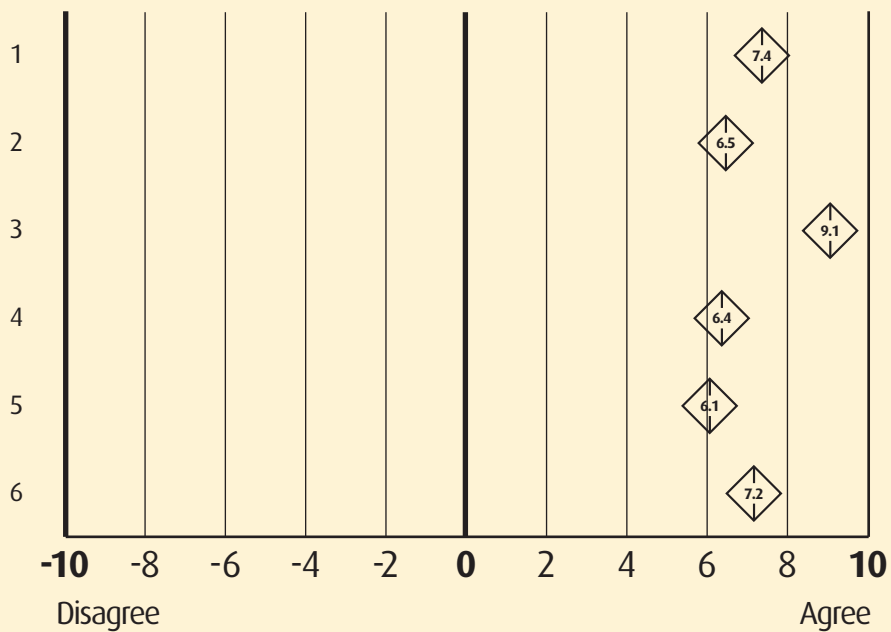


The chart shows how much respondents agree with the statements:

- 1 The availability of CWS's unrestricted (private) funds is important for where and how we implement programs.
- 2 CWS's access to U.S. government funds is an important reason why we partner with CWS.
- 3 CWS's access to other restricted funds is an important reason why we partner with CWS.
- 4 We would maintain a partnership with CWS if funding wasn't part of the relationship.

## CWS's Tailored questions

HOW MUCH DO YOU AGREE OR DISAGREE WITH EACH OF THE FOLLOWING STATEMENTS?



The chart shows how much respondents agree with the statements:

- 1 Our organizational values and CWS's organizational values are well aligned.
- 2 CWS staff members can explain their organizational values.
- 3 We feel comfortable explaining our values to CWS staff members.
- 4 We can comfortably discuss our CWS partnership in communities where we work.
- 5 CWS's base of supporters in the U.S. is one of its strengths.
- 6 We think it's important to show and explain our work to CWS visitors from the U.S.

# Illustrative comments from respondents

---

## SECTION 2: FINANCIAL SUPPORT

- "Some times there is a prolonged gap between one instalment and the other. This is an area that CWS need to improve. Once they approve a budget of a partner, it can be hardly understood why should it then there be a delay between the 1st instalment and the next."
- "Delayed funding. Not supporting with most essential administrative costs."

## SECTION 3: NON-FINANCIAL SUPPORT

- "The moral, spiritual and institutional support was vital to overcome a difficult period at our organisation. We are now much advanced due to this support."
- "They should work with us like partners, not like bosses, they should be clear on each partner task and assignments, which should be respected, and our approaches to the community."
- "Assist organizations in promoting staff skills through training and exchanges of experiences and strengthening the administrative functions by doing internships with other similar organizations."

## SECTION 4: ADMINISTRATION

- "It is a partnership relationship which we are proud of."
- "Our projects are well taken cared by CWS, in form of financial & non-financial support. We have nothing special to comment."
- "We do not know if CWS will continue to support levels after 2012."

## MONITORING & REPORTING

- "Their monitoring and reporting helps us identify where we have gaps, and this helps us improve. As much as information on monitoring should build us they should not victimize."
- "Most of the CWS monitoring formats are probably developed with its disasters related work in mind. They focus too much on beneficiary families etc. That's understandable as that work occupies its agenda the most. But when the same formats are applied for other works especially advocacy and related research that makes it difficult to follow. For example, we find it difficult to dig out 'one case study' from an advocacy and research project."

## SECTION 5: RELATIONSHIP & COMMUNICATIONS

- "Formal communication should be enhanced on critical or needful issues that affect both of us, as they arise as queries later. Communication at top level of management is good, and they are ready to listen and walk with us."
- "We have worked with CWS for over a decade and have enjoyed good rapport with their successive staff members. I am sure that can't be a coincidence and that CWS has nurtured some elements in its organizational culture that make this a continued occurring. They are quite friendly and you feel they are the same as you. That's the best 'non-financial thing' about CWS."

## SECTION 7: OVERALL SATISFACTION

- "They should take seriously the comment's and issues raised on the survey. As much as more money should go the needy, also organizations have needs and they need sustainability to avoid begging for continuation of program work. The survey should be done more often."

**Keystone** helps organisations develop new ways of planning, measuring and reporting social change.  
We focus on feedback and constituency voice.

Find out more: [www.keystoneaccountability.org](http://www.keystoneaccountability.org)

**CONTACT US**

258 Belsize Rd  
London  
NW6 4BT  
UK

[info@keystoneaccountability.org](mailto:info@keystoneaccountability.org)

---

Keystone Accountability is a registered charity in England & Wales, no. 1118999.