

KEYSTONE PERFORMANCE SURVEYS

NGO Partner Survey 2010

**Partner Feedback Report:
Tearfund (Cambodia,
Laos & Vietnam)**



www.KeystoneAccountability.org

In association with Bond, NIDOS and InterAction



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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 Tearfund's partners said about Tearfund compared to benchmarks from across the whole group of 25 northern NGOs. It provides credible data on how well Tearfund 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 NGOs¹. It was carried out in association with Bond², 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".

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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 Tearfund 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, Tearfund'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 Tearfund'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 Tearfund'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

	Tearfund	Cohort
No. of partners invited to respond	7	2,733
No. of responses received	6	1,067
Response rate	86%	39%

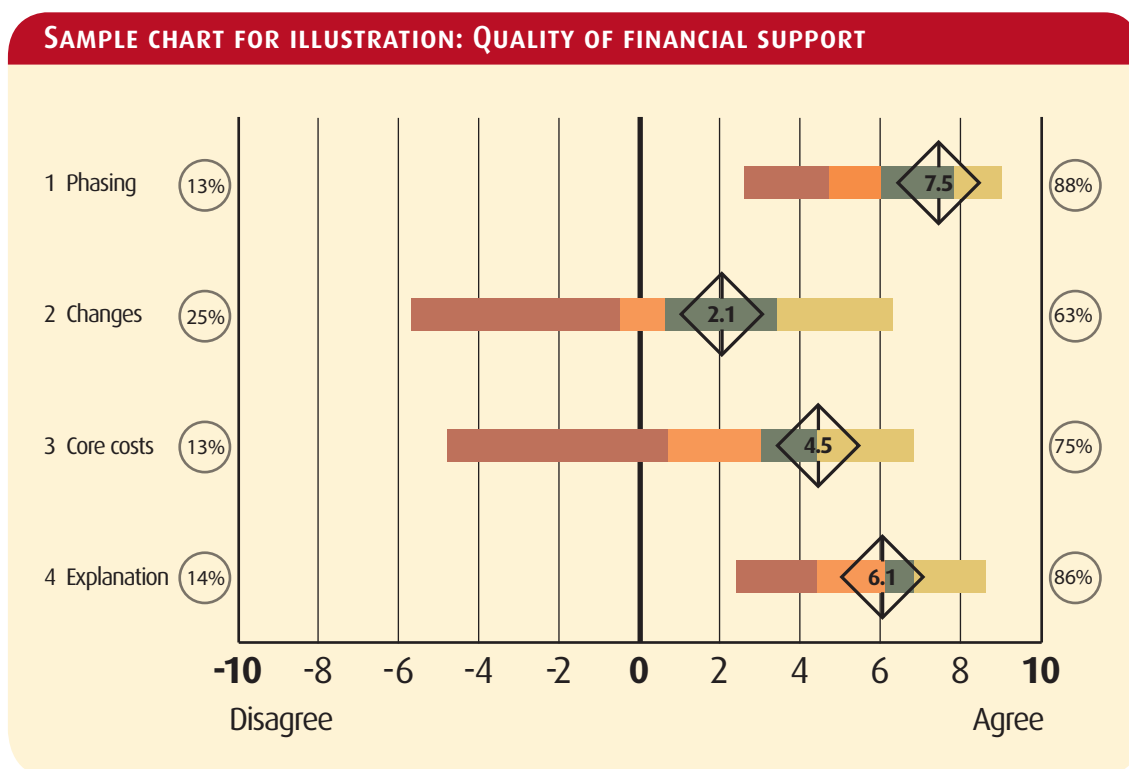
The figures in the table above show the total number of complete and partial responses. Some respondents did not answer all questions. The response rate varies between questions. This report does not include a breakdown of responses by language as this risks compromising the anonymity of respondents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

The following people were involved in completing the questionnaire:

	Tearfund (%)	Benchmark (%)
Head of the organisation	0	71
Other senior leadership	83	68
Manager	67	41
Operational staff / field staff	83	48
Others	33	14

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

- 25% of Tearfund's respondents declared themselves as female and 25% male (benchmarks: 33% and 59%). The others preferred not to say.
- 67% of Tearfund'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 is their score is in the top quarter, the second quarter, the third quarter or the bottom quarter of the whole cohort.

Introduction

- 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.
- 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 Tearfund to consider.

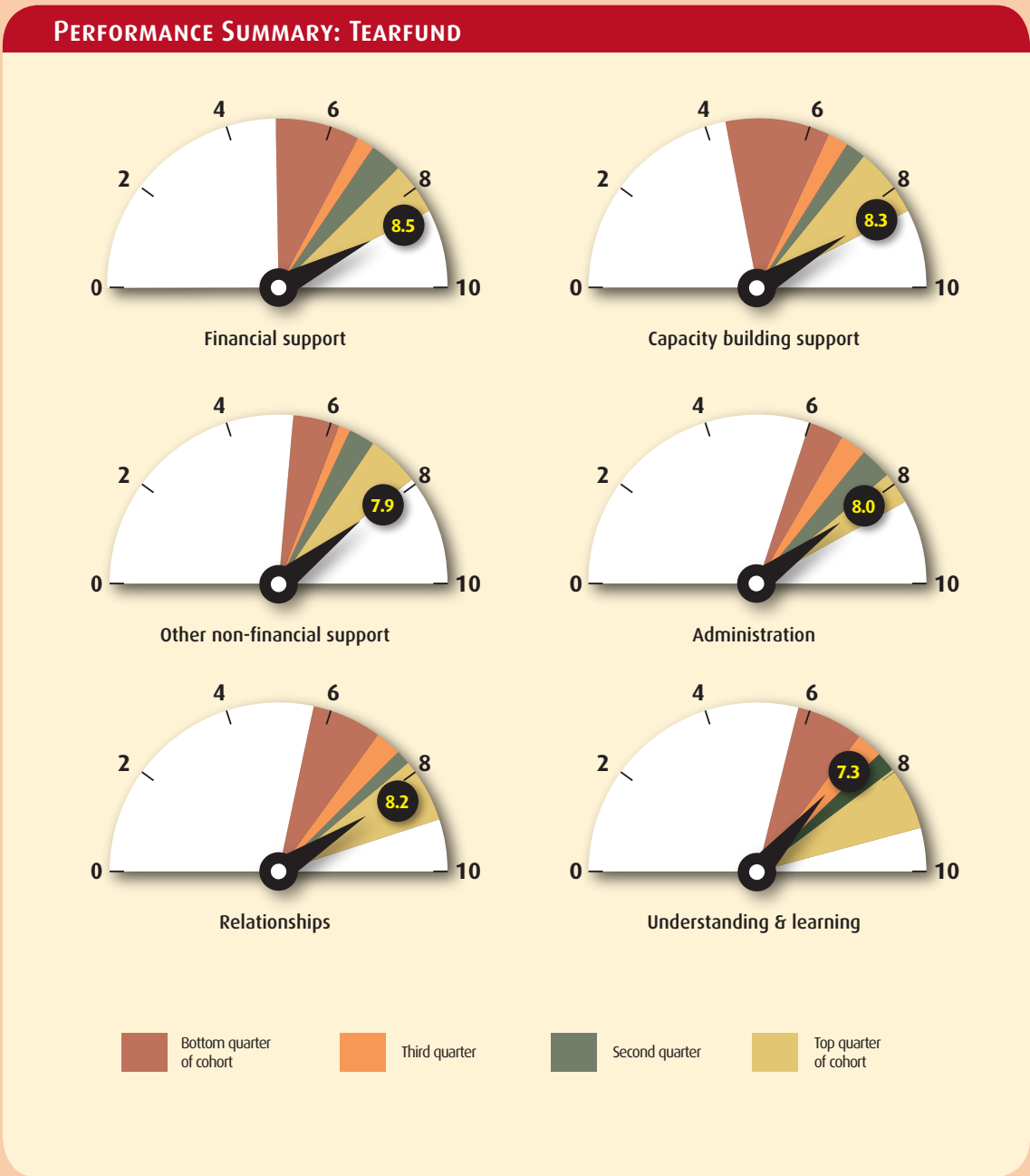
- a** Discuss the report at board level.
- b** Discuss the main findings with your own staff and southern partners to verify and deepen the analysis and demonstrate that feedback is taken seriously.
- c** Identify opportunities, constraints and specific actions for making improvements, in dialogue with 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 reports³. 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.

50% of Tearfund'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.

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

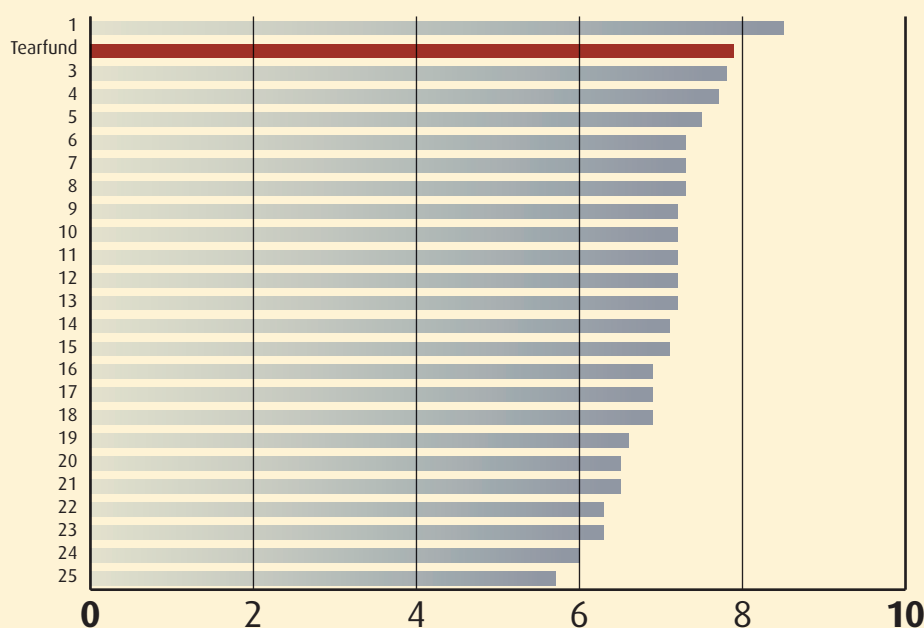
Performance summary



PRIORITIES FOR THE FUTURE: TEARFUND RESPONDENTS

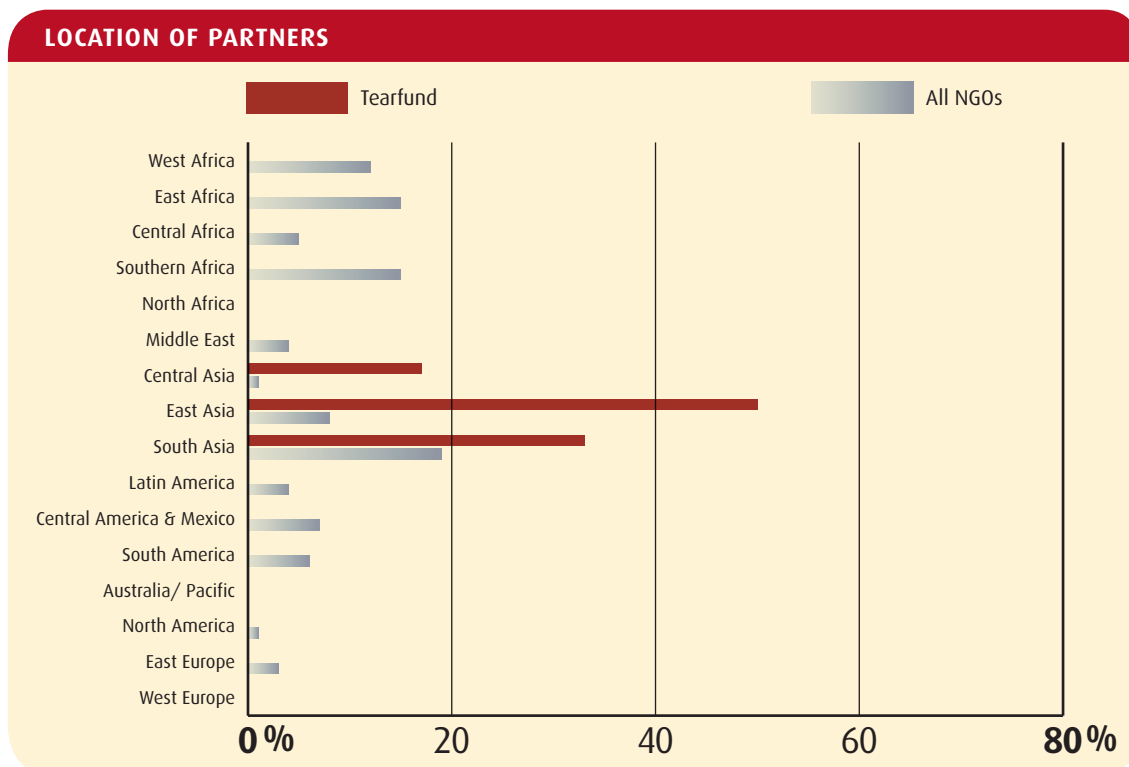
Non-financial support	Monitoring and reporting	Relationships
1. Accessing other sources of funds	1. Focus more attention on long term social changes	1. Develop joint strategies with respondents
2. Strengthening our long term planning / financial viability	2. Simplify the monitoring and reporting process	2. [None of the above] - with respect to options in questionnaire

OVERALL SATISFACTION: ALL 25 NGOS



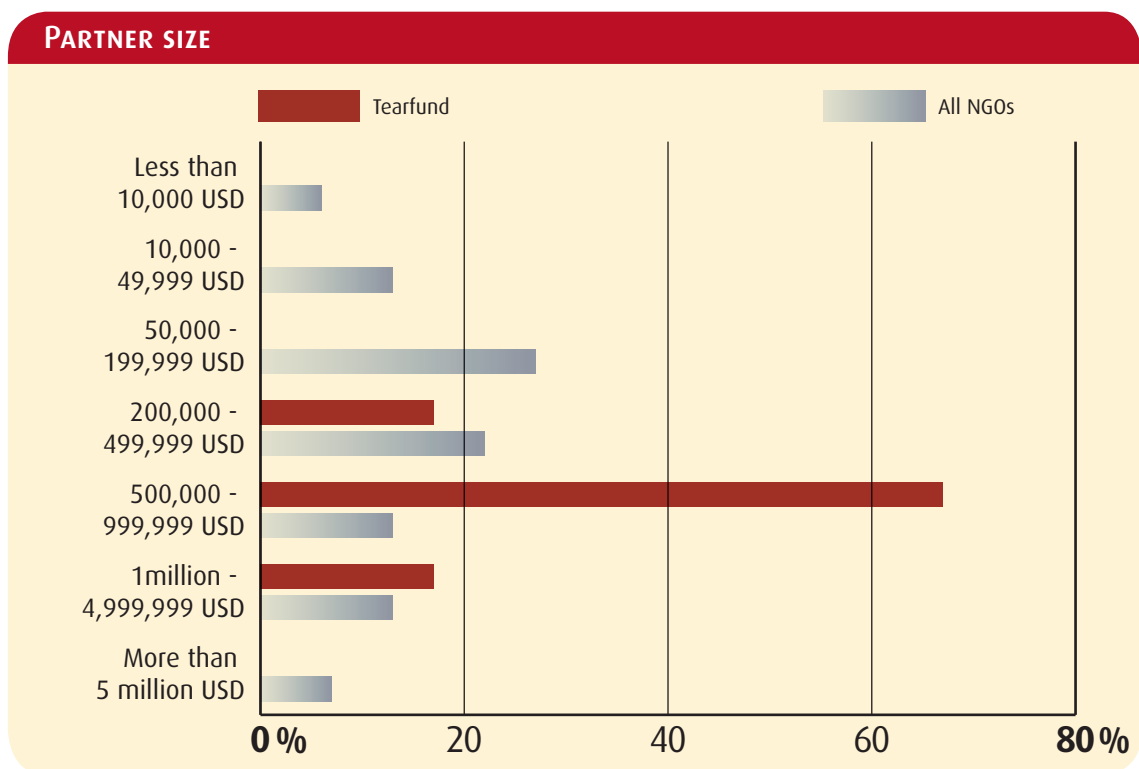
- Tearfund (Cambodia, Laos and Vietnam) is rated in the top quarter of the cohort in five of the six indices shown in the dials and 2nd out of the 25 NGOs in terms of partners' overall satisfaction.
- Tearfund is rated very highly for the quality of its financial support. Respondents particularly appreciate that payments are made in appropriate phases and contribute to core costs.
- Tearfund's non-financial support is also rated very highly, in all areas including capacity building for long term planning, assistance in accessing other sources of funds and communicating & publicising respondents' work.
- Respondents report that Tearfund adapts its support to their needs, handling administrative processes quickly and efficiently. They value their discussions with Tearfund staff in person and at a distance. They feel that Tearfund understands their strategies and working environments.
- Respondents do not find it quick or easy to understand Tearfund's reporting formats or use them to write reports. Tearfund receives a relatively low rating for encouraging respondents to make changes to activities and budgets based on lessons learned.
- Respondents report that Tearfund has made a major contribution to the sectors they work in and is good at learning from its mistakes. But they do not see Tearfund as a leader in the sectors they work in.
- Looking ahead, respondents ask Tearfund to help them become stronger and more effective organisations, by accessing other sources of funds, developing joint strategies with them and focusing more attention on long term social changes. They also ask Tearfund to simplify the monitoring and reporting process.
- Overall, respondents report a very high level of satisfaction with Tearfund. As one respondent puts it, "Tearfund acts very important role in supporting partners. Tearfund is not just support for funding, but working alongside partners hearing our voices and concerns as well."

Section 1: Partnership profile



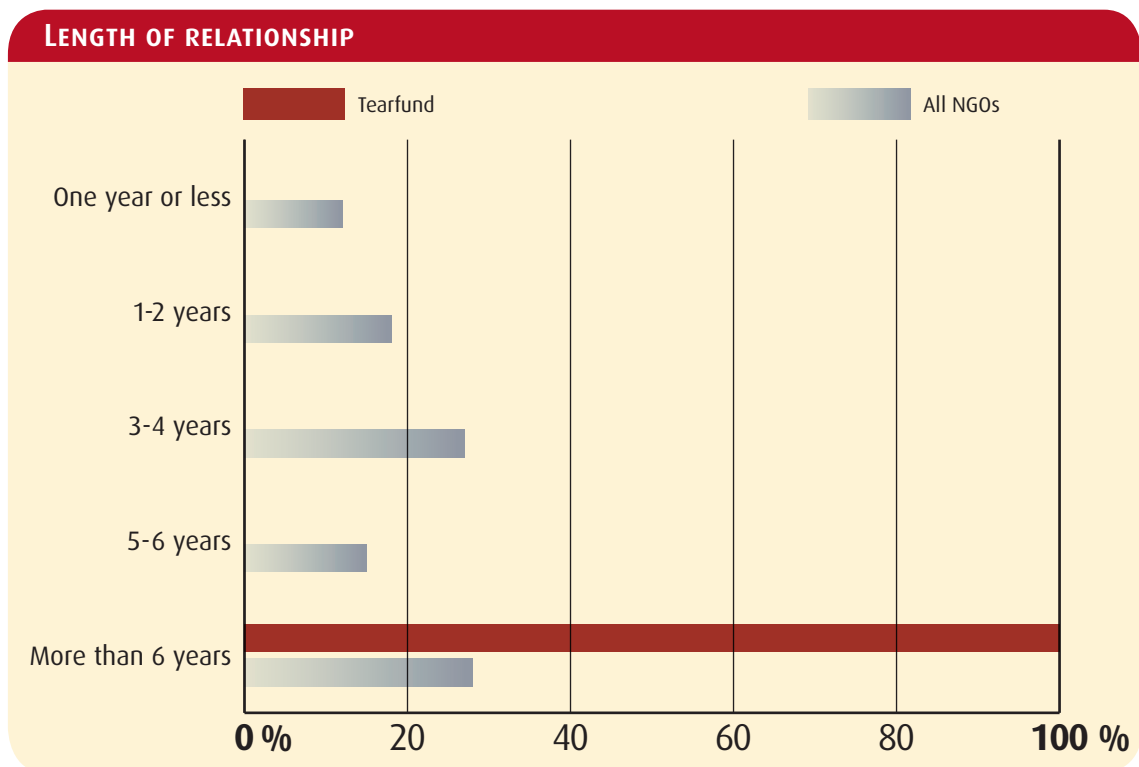
- Tearfund's respondents are grouped in South East Asia.
- 50% of Tearfund's respondents describe themselves as 'non-governmental organisations' (benchmark: 75%). 50% describe themselves as 'faith based organisations' (benchmark: 13%).
- Tearfund's respondents describe themselves as predominantly working by: 'providing services directly to poor people and communities' and 'helping build peace and reconciliation'. The two most commonly selected options for the whole cohort are 'providing services directly to poor people and communities' and 'supporting collective action by our members'.

Section 1: Partnership profile



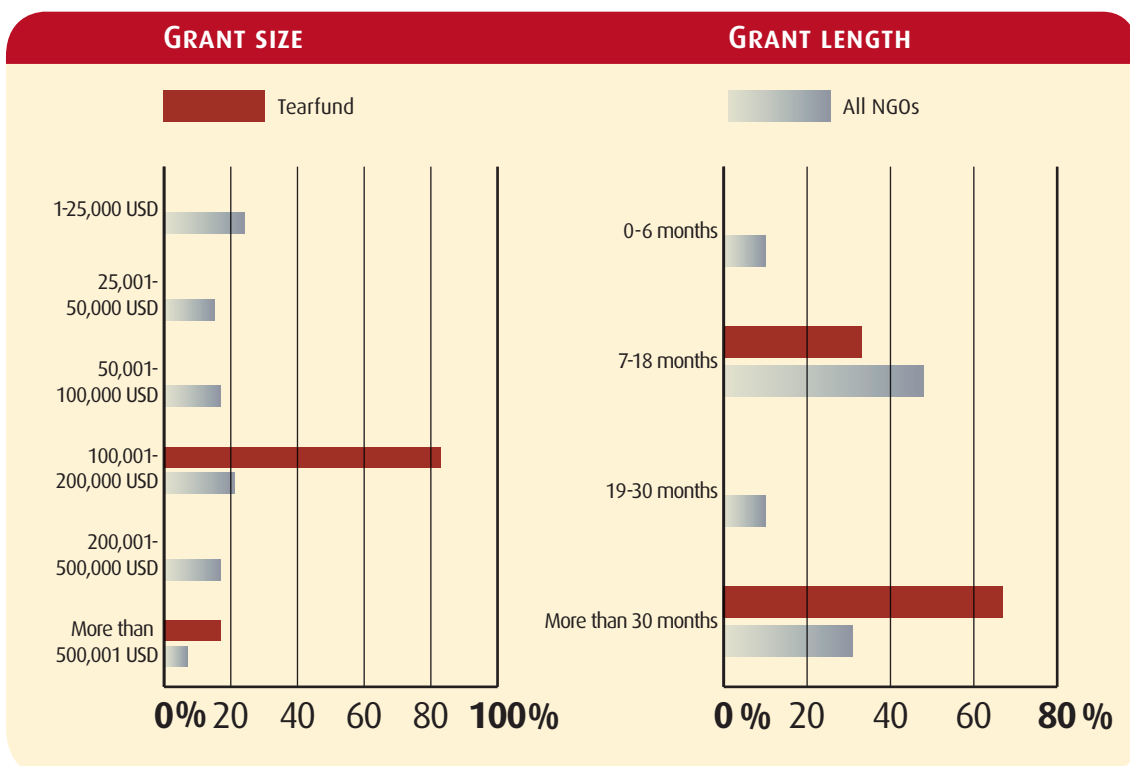
- The median annual budget of Tearfund’s respondents is US\$750,000 (benchmark: US\$260,000). 50% of respondents have an annual budget higher than this figure and 50% lower than it.
- On average, Tearfund’s respondents received funds and other support from 7.7 different organisations (benchmark: 5.3).

Section 1: Partnership profile



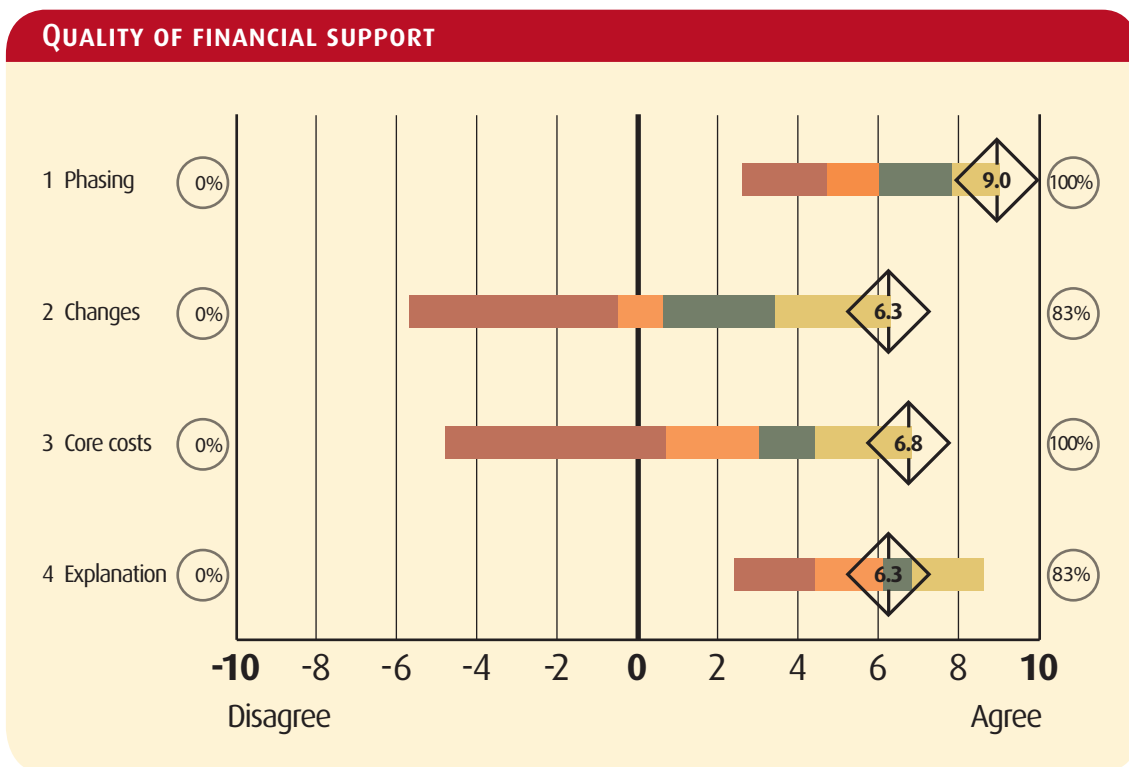
- Respondents report that, on average, they have received support from Tearfund for much longer than most NGOs in the cohort. They have received support from Tearfund for over six years (benchmark average: 50 months).
- The most important reasons why respondents choose to work with Tearfund are: 'achieve shared goals' and 'strengthen respondents' skills and organisational capacity'. The two most important reasons chosen across the cohort are 'achieve shared goals' and 'joint learning and understanding'.

Section 2: Financial support



- 100% of Tearfund’s respondents said that they are currently or have recently received funds from Tearfund (benchmark: 88%).
- 83% of Tearfund’s grants are in the US\$100,000 to US\$200,000 category. The average size of grant received from Tearfund is US\$220,000 (benchmark: US\$160,000).
- 67% of Tearfund’s grants are for around 36 months (benchmark: 31%). 33% are for around 12 months (benchmark: 48%). The average length of grant received from Tearfund is 27 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 'Tearfund allows us to make any changes that we need to about how we spend funds.'
- 3 'Tearfund makes an appropriate contribution to general / core costs.'
- 4 'Tearfund clearly explains any conditions imposed by the original donors who provide the funds.'

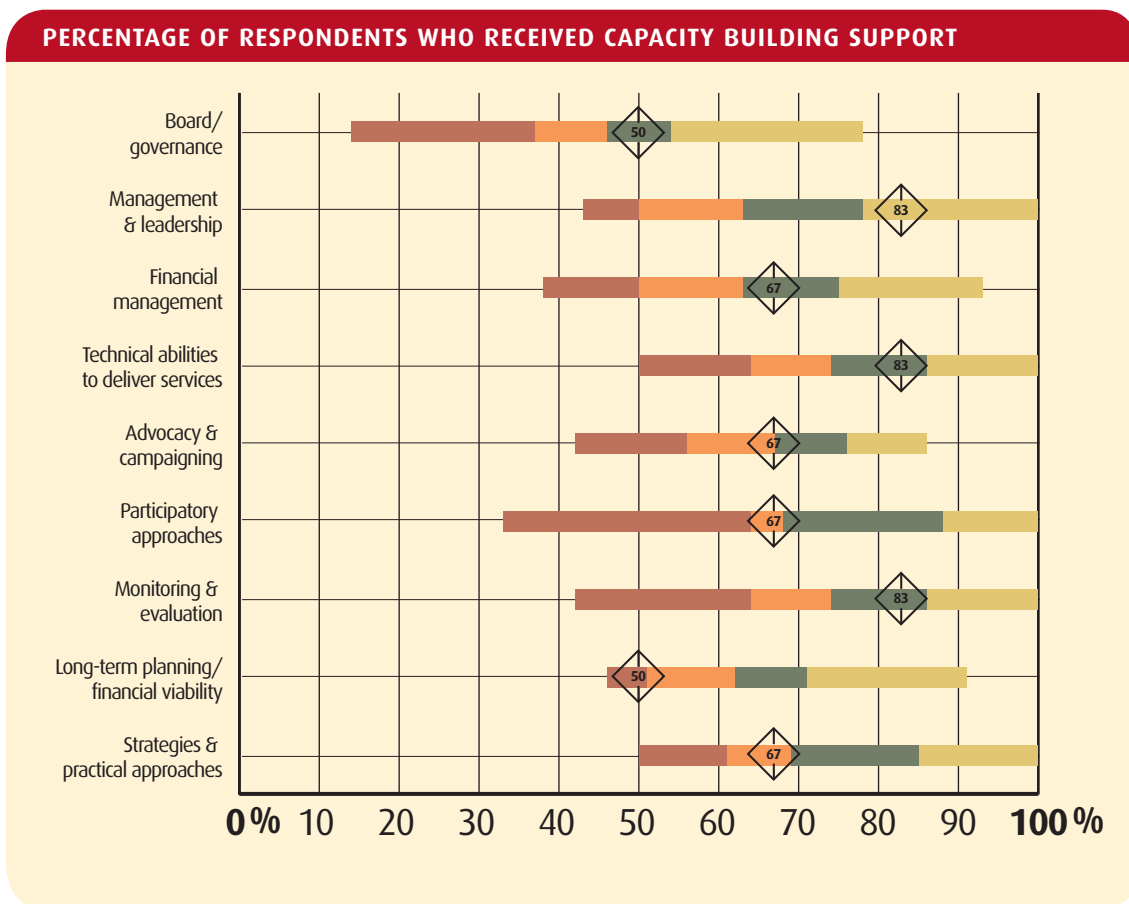
- Tearfund is rated very highly for the quality of financial support. For three of the four aspects listed above, Tearfund receives the highest ratings in the cohort.
- Tearfund receives its highest rating for making payments in appropriate phases. Tearfund also receives high ratings compared to the rest of the cohort for funding core costs and for allowing respondents to make changes they need to about how to spend funds.
- Tearfund is rated in the middle of the cohort for explaining conditions imposed by original donors.
- Comments included:

"Communications are clear and timely."

"Tearfund makes easy to understand their funding methods."

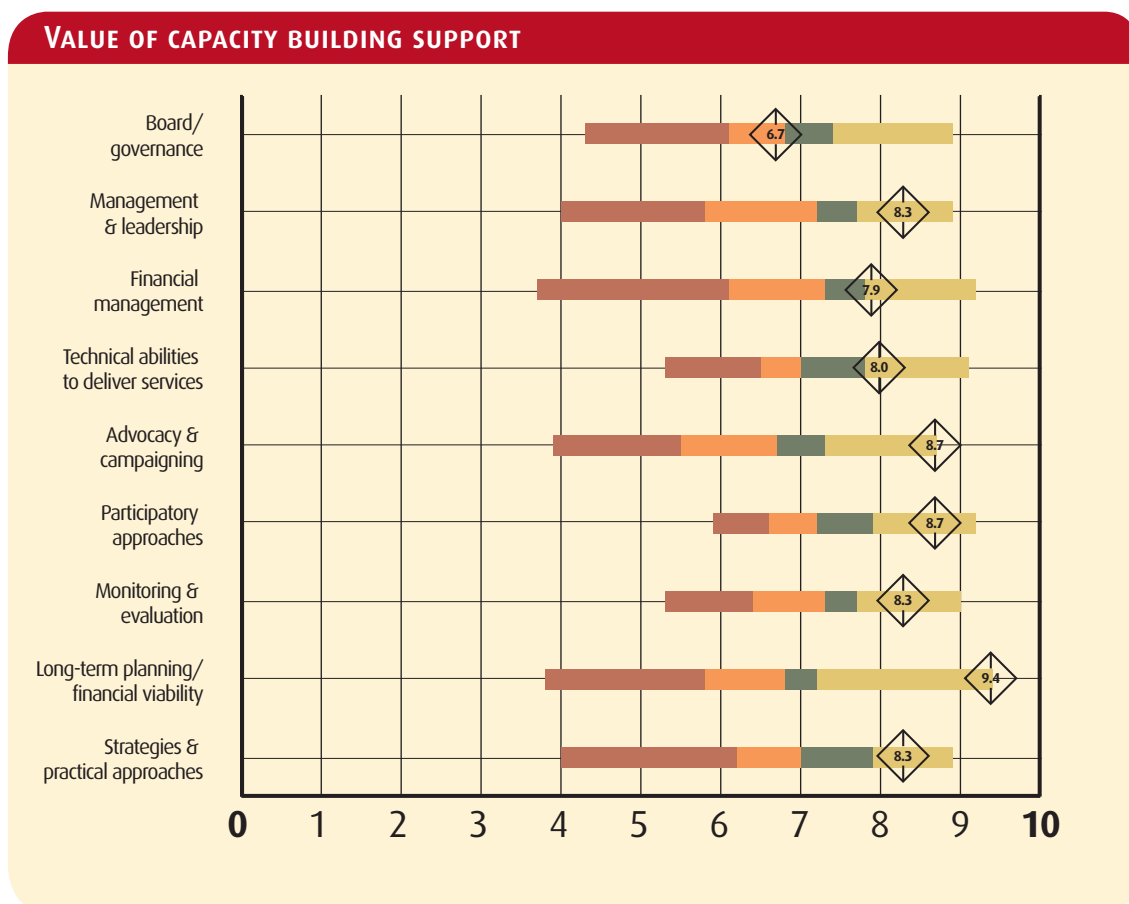
"Previously, [Tearfund] approve for our budget yearly. We would appreciate if they can approve for us 3 years from the fiscal year of 2011-2013."

Section 3: Non-financial support



- This chart shows the percentage of Tearfund's respondents who said they received capacity building support in each area.
- Tearfund provides mid to high levels of support in all areas listed above apart from 'board / governance' and 'long term planning / financial viability'.

Section 3: Non-financial support

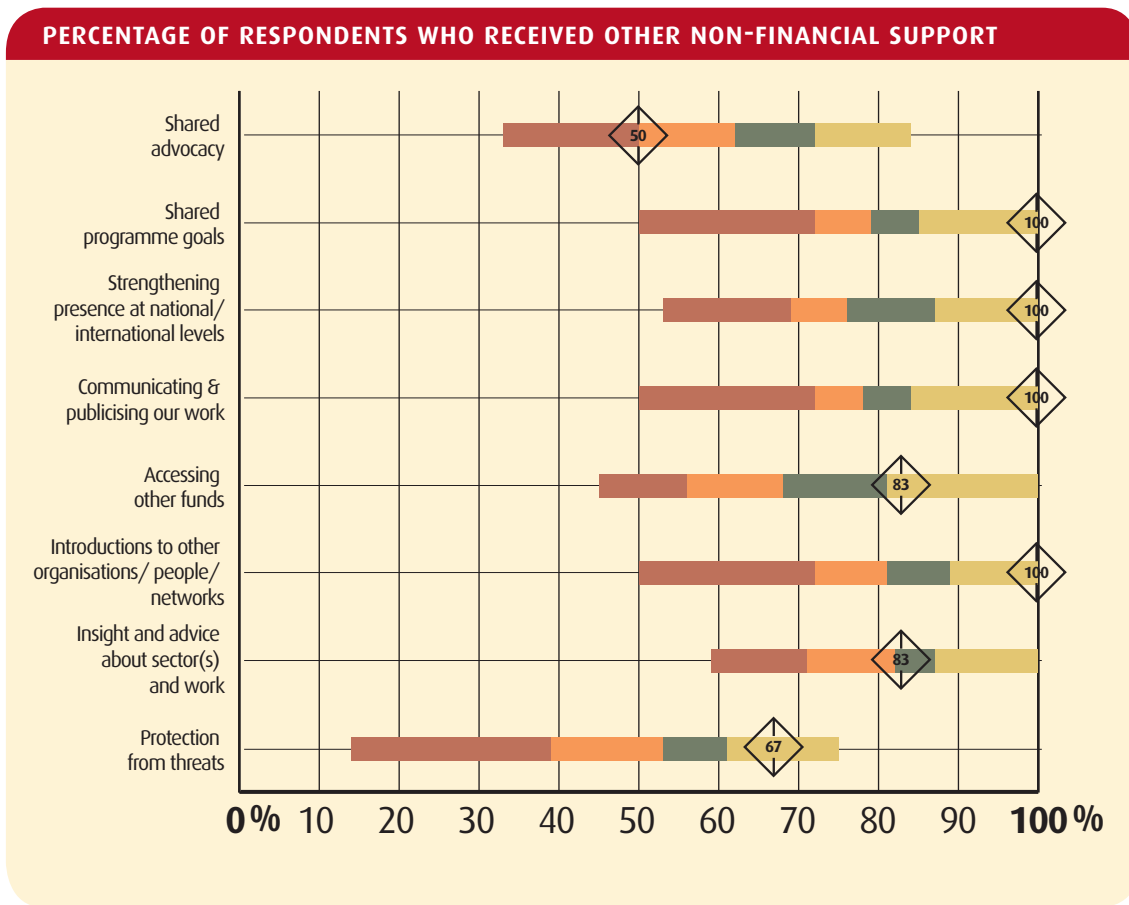


- This chart shows how useful the respondents who received capacity building support found it. The average of Tearfund's respondents' assessments is shown.
- Tearfund is rated in the top quarter of the cohort for the value of eight of the nine areas of capacity building support listed above.
- Respondents give the highest ratings to support in 'long-term planning / financial viability'.
- Respondents give the lowest ratings to support in 'board / governance'.
- Comments included:

"[Tearfund] gives helpful supports."

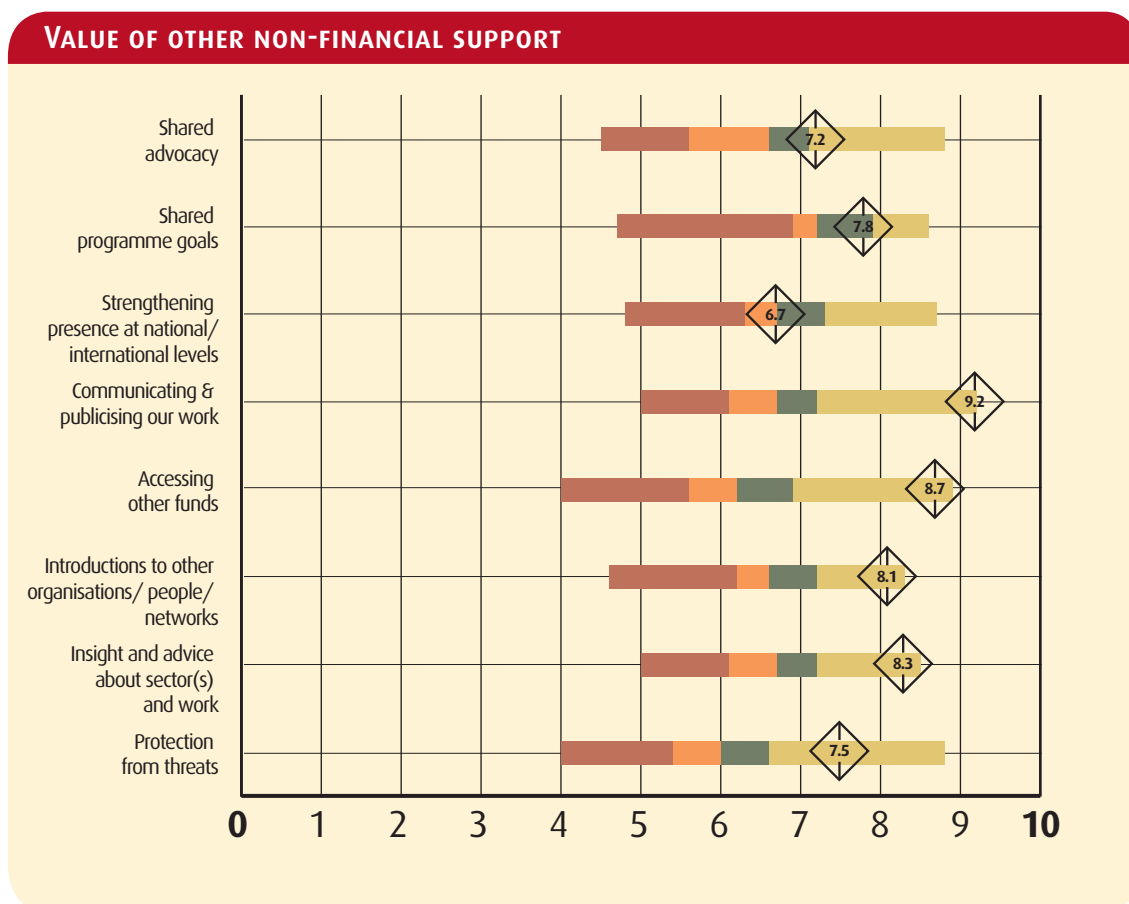
"The training itself is very good, but not always relevant to the project and there is no mentoring to follow up the implementation."

Section 3: Non-financial support



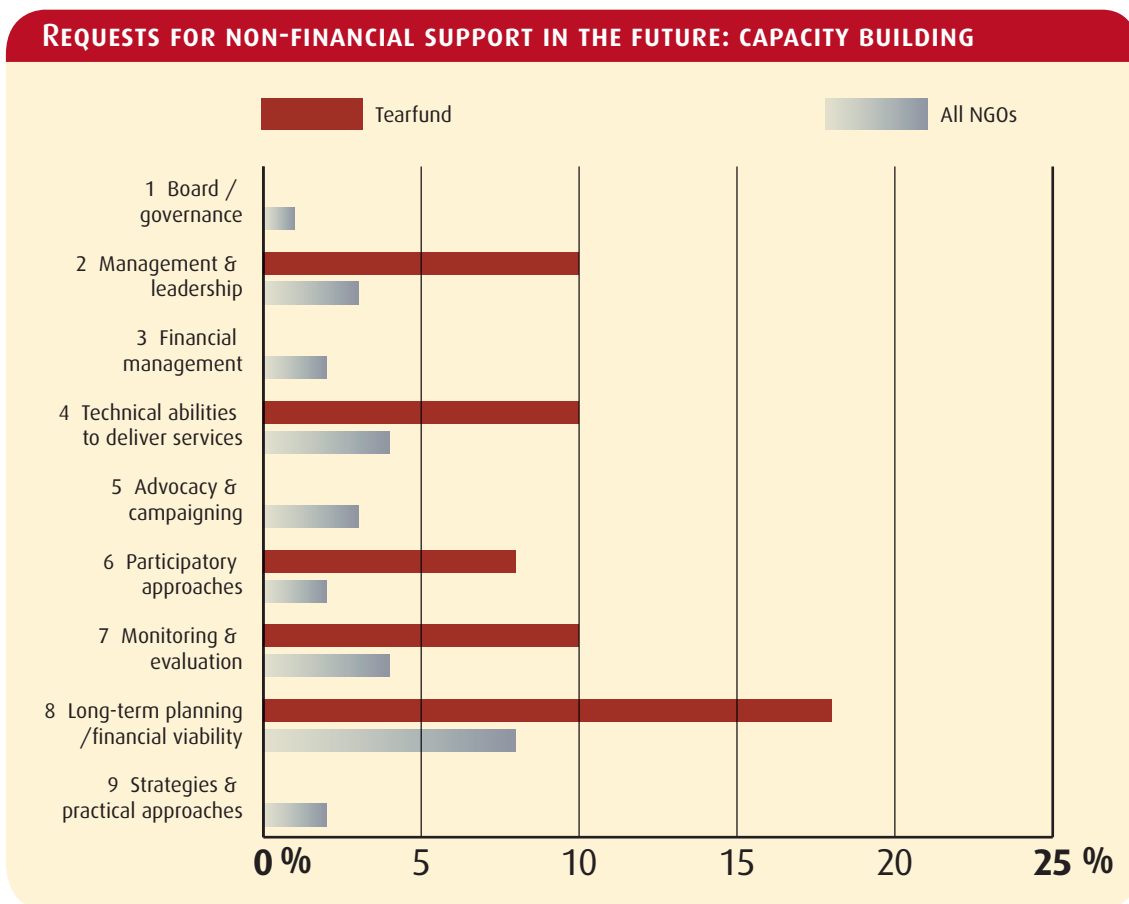
- This chart shows the percentage of Tearfund's respondents who said they received support in each area.
- Tearfund provides support to a high proportion of respondents in all areas listed above, apart from 'shared advocacy'.

Section 3: Non-financial support



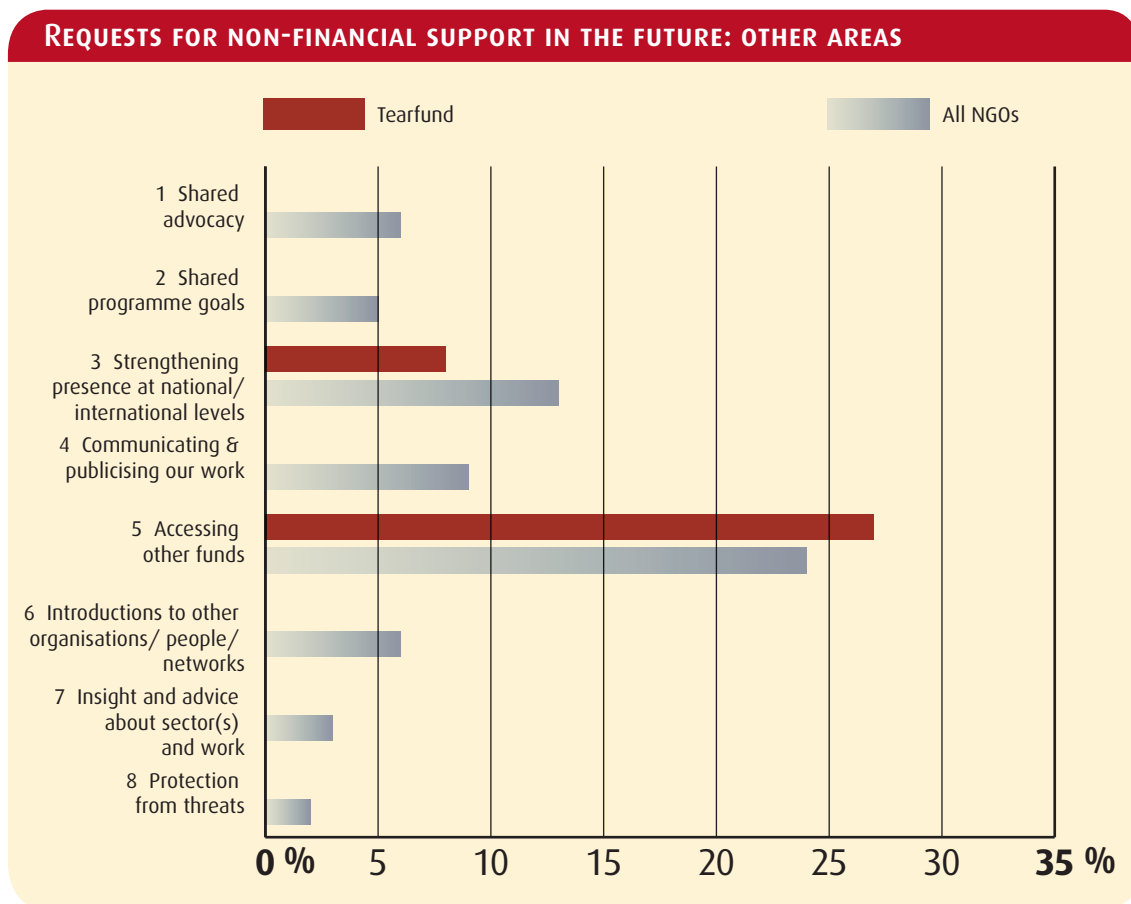
- This chart shows how useful the respondents who received other forms of non-financial support found it. The average of Tearfund's respondents' assessments is shown.
- Tearfund's support is consistently rated very highly, in the top quarter of the cohort, for all areas apart from 'achieve shared programme goals'.
- Tearfund receives its highest ratings for support in the areas of 'accessing other sources of funds' and 'communicating & publicising respondents' work'.

Section 3: Non-financial support

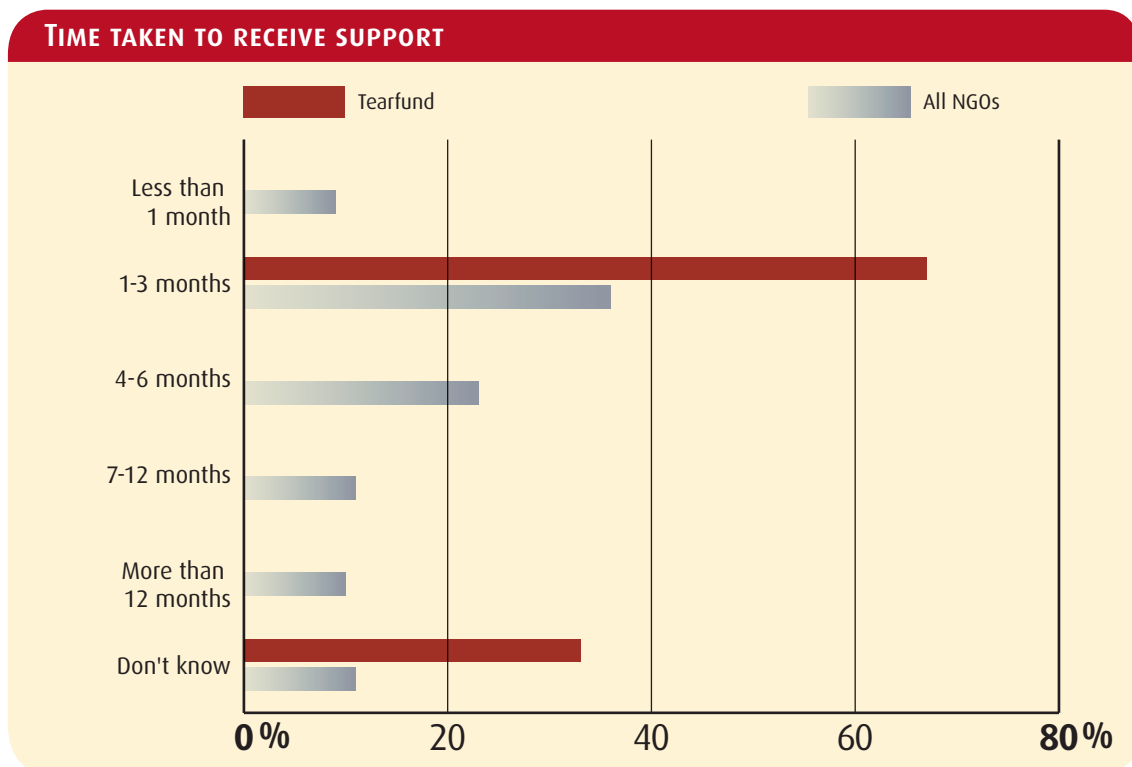


- Respondents were each asked to identify up to two areas where they would most like to receive support from Tearfund in the future.
- In the future, Tearfund's respondents would most like to receive non-financial support in: 'accessing other sources of funds' and 'long-term planning / financial viability'. These are similar but not identical to the preferences expressed to other NGOs in the cohort.

Section 3: Non-financial support

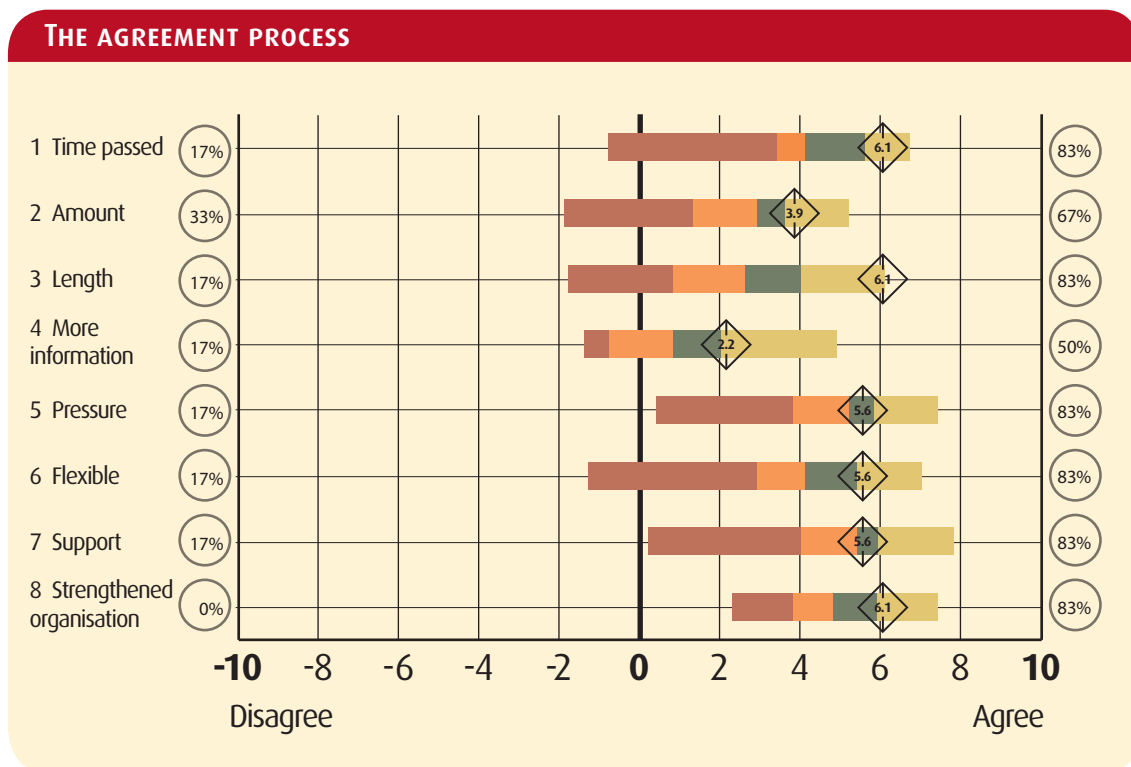


Section 4: Administration



- On average, respondents report that 2.0 months pass from the date that they first discussed support with Tearfund and the date when they first received support (benchmark: 5.4 months).
- 67% of respondents reported that it less than three months to receive support (benchmark: 45%).
- This may be influenced by the fact that Tearfund is negotiating support within the context of longer term relationships with respondents, compared to the rest of the cohort.

Section 4: Administration

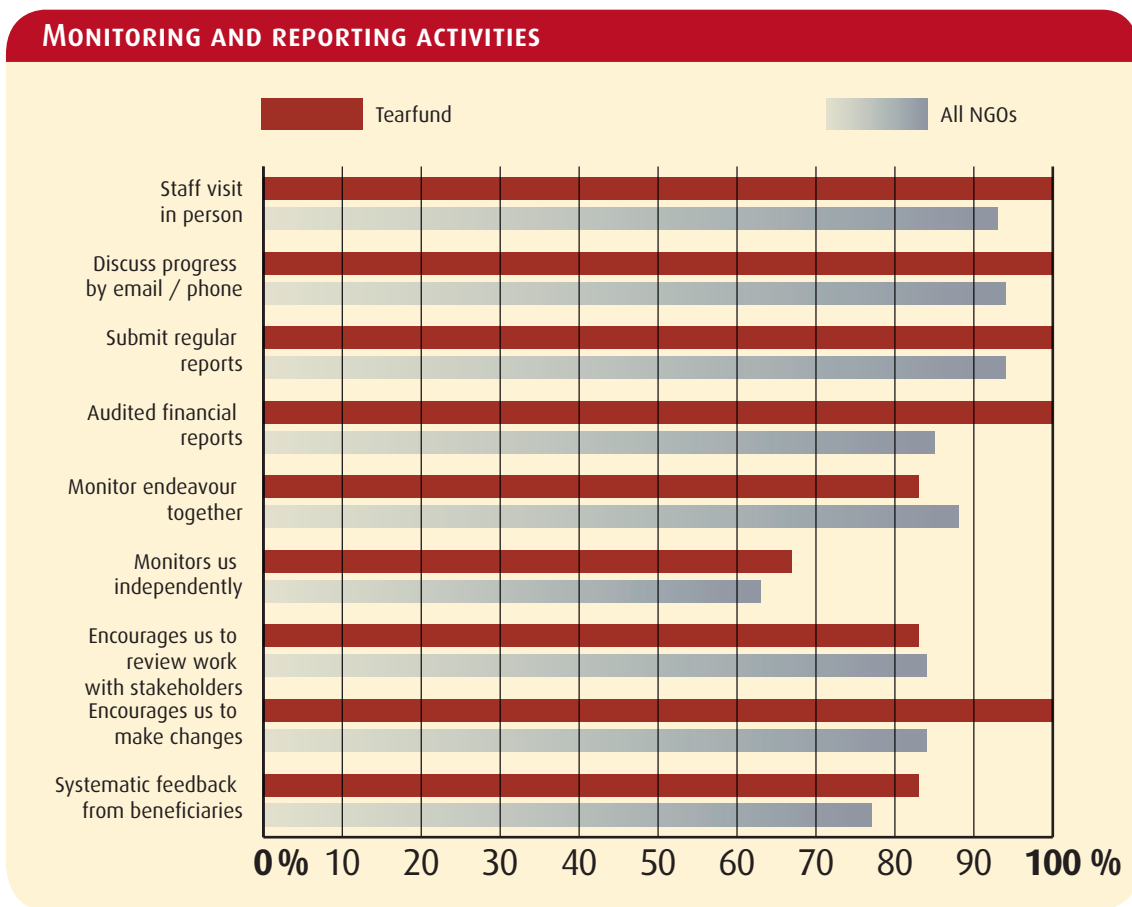


The chart shows how much respondents agree with the statements:

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

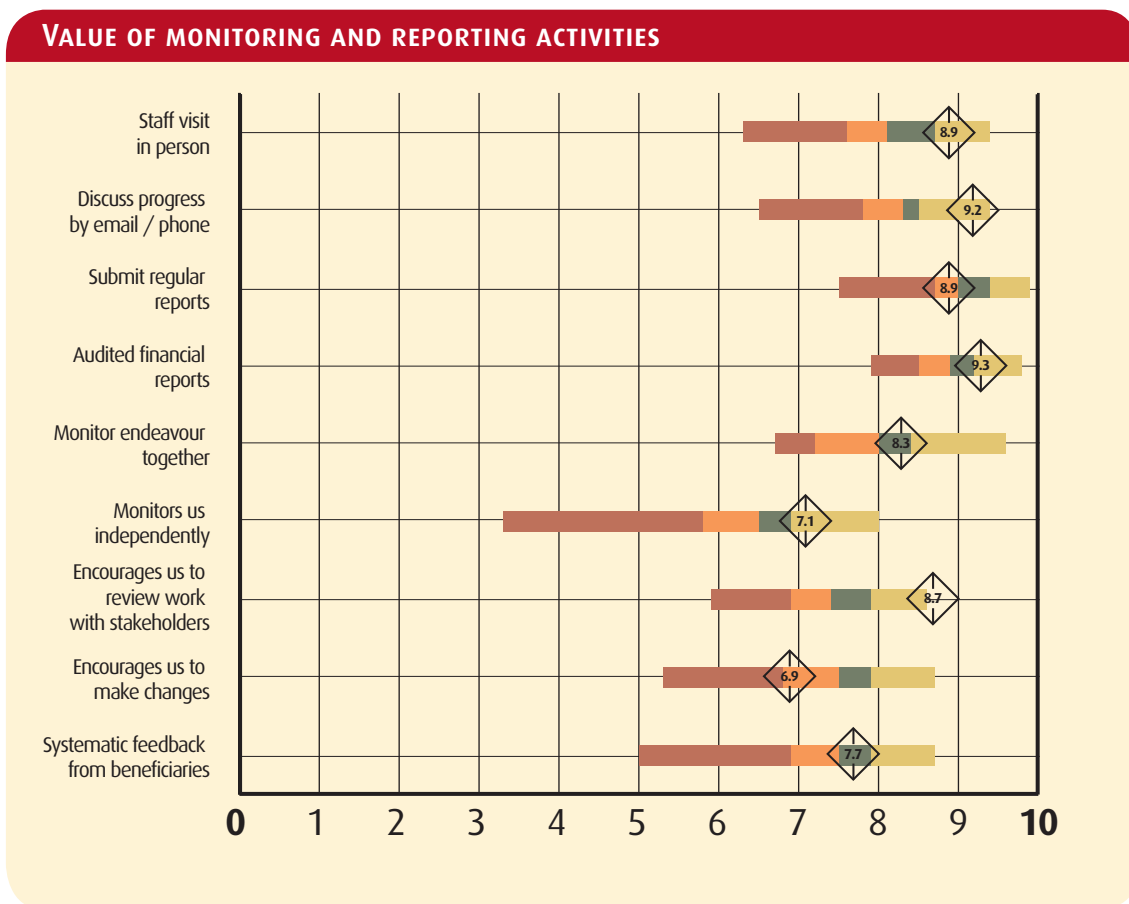
- Tearfund is rated in the top quarter of NGOs in the cohort in five of the eight aspects of finalising partnership agreements listed above.
- Tearfund receives its highest ratings for the time taken to receive support, for how well matched the length of support is to respondents' needs and for how well the process of finalising the agreement helped strengthen respondents' organisations.
- Tearfund receives its lowest rating for how well matched the amount of support is to respondents' needs. All NGOs are rated relatively low for how well the amount and length of support matches respondents needs.
- Statement 4 about 'asking for more information' is negatively phrased, so a high score is correlated with low performance. Tearfund is rated low in the cohort in this area.

Section 4: Administration



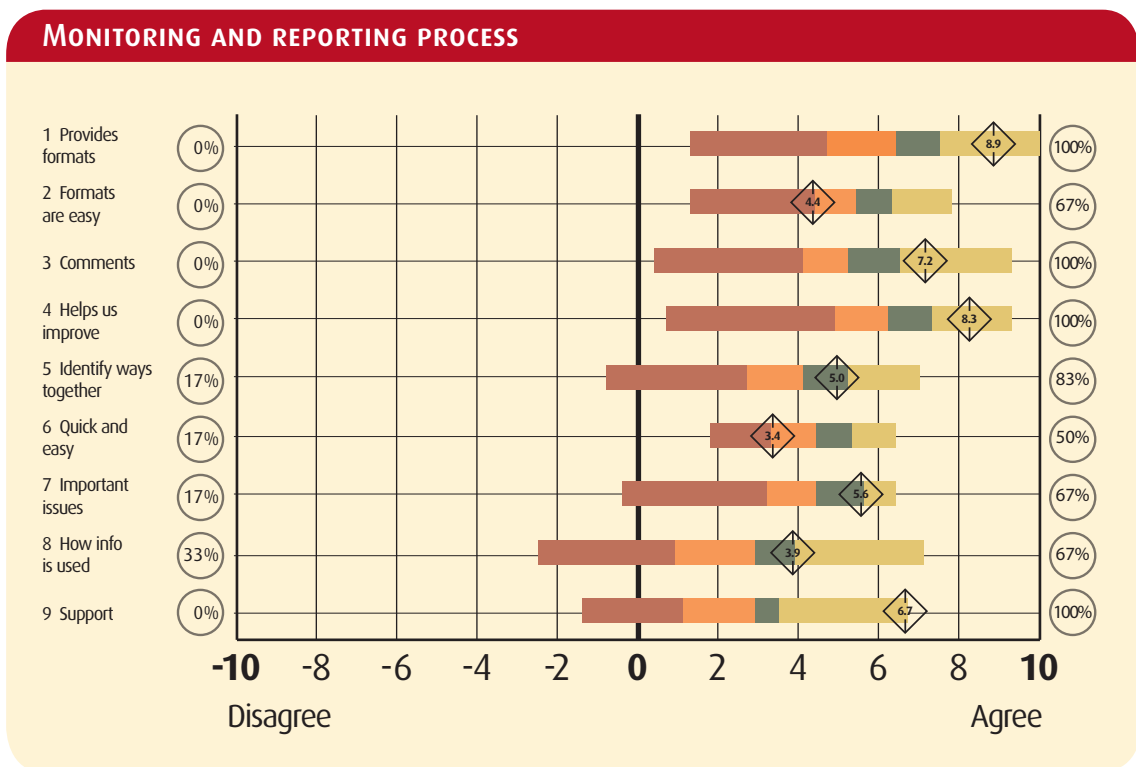
- Tearfund visits 100% of respondents in person (benchmark: 93%) and discusses progress by phone or email with 100% (benchmark: 94%). 100% of respondents submit regular narrative and financial reports to Tearfund (benchmark: 94%).

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.
- Tearfund is rated in the top half of the cohort for the value of seven of the nine activities listed above, and in the top quarter of the cohort for five of them.
- Tearfund receives its highest ratings for the value of submitted audited financial reports and discussing progress by email and phone. Tearfund also receives very high ratings for the value of staff visits and regular narrative and financial reports.
- Tearfund receives its lowest rating, in the bottom half of the cohort, for encouraging respondents to make changes to activities and budgets based on lessons learned.

Section 4: Administration



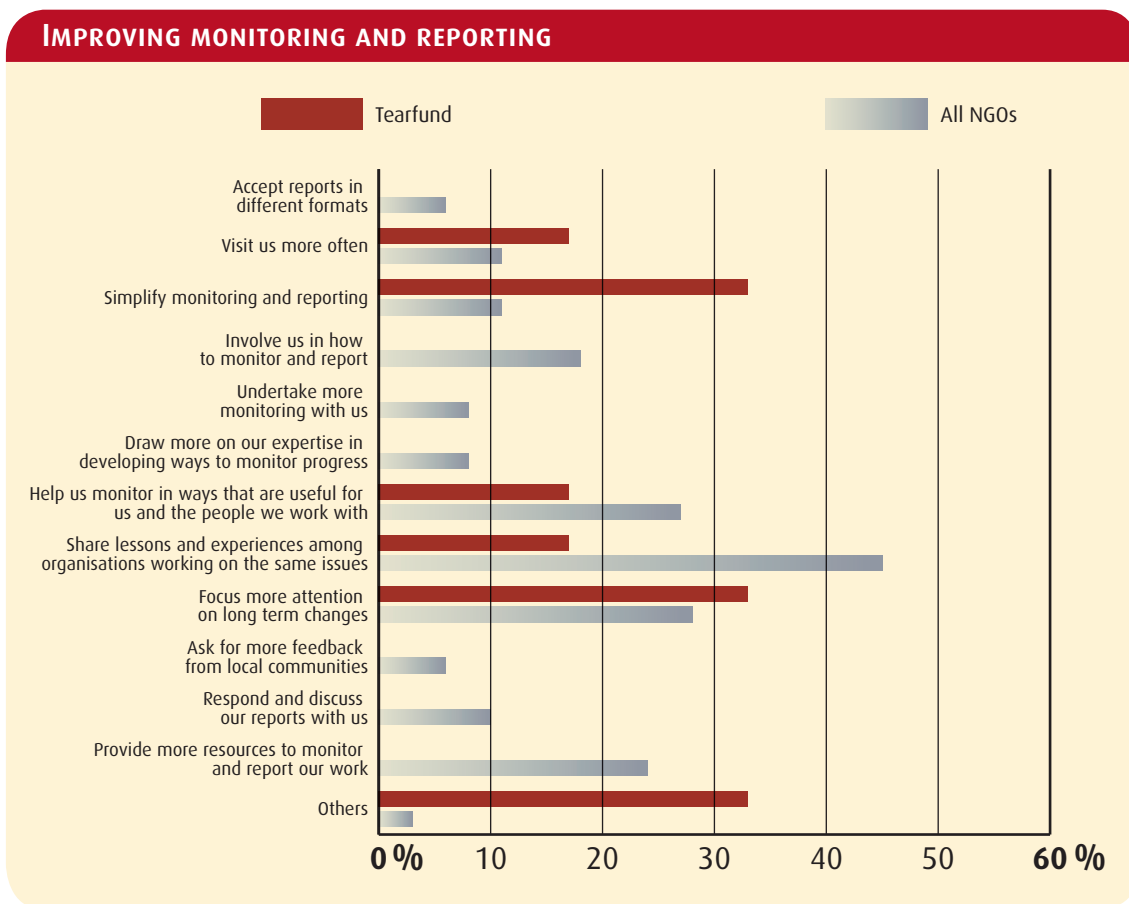
The chart shows how much respondents agree with the statements:

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

- Tearfund is rated in the top half of the cohort for seven of the nine aspects of monitoring and reporting listed above.
- Tearfund receives its highest ratings for providing respondents with formats for them to use and for how much monitoring and reporting processes help respondents improve what they do. Respondents also report that Tearfund gives them useful comments about their reports.
- Tearfund receives the highest rating in the cohort for providing enough funds and support for respondents to monitor and report on their work.
- Tearfund receives its lowest ratings, in the bottom half of the cohort, for how quick and easy it is to understand Tearfund's reporting formats and use them to write reports.
- Comments included:

"Make the format of monitoring and report easy to understand."

Section 4: Administration

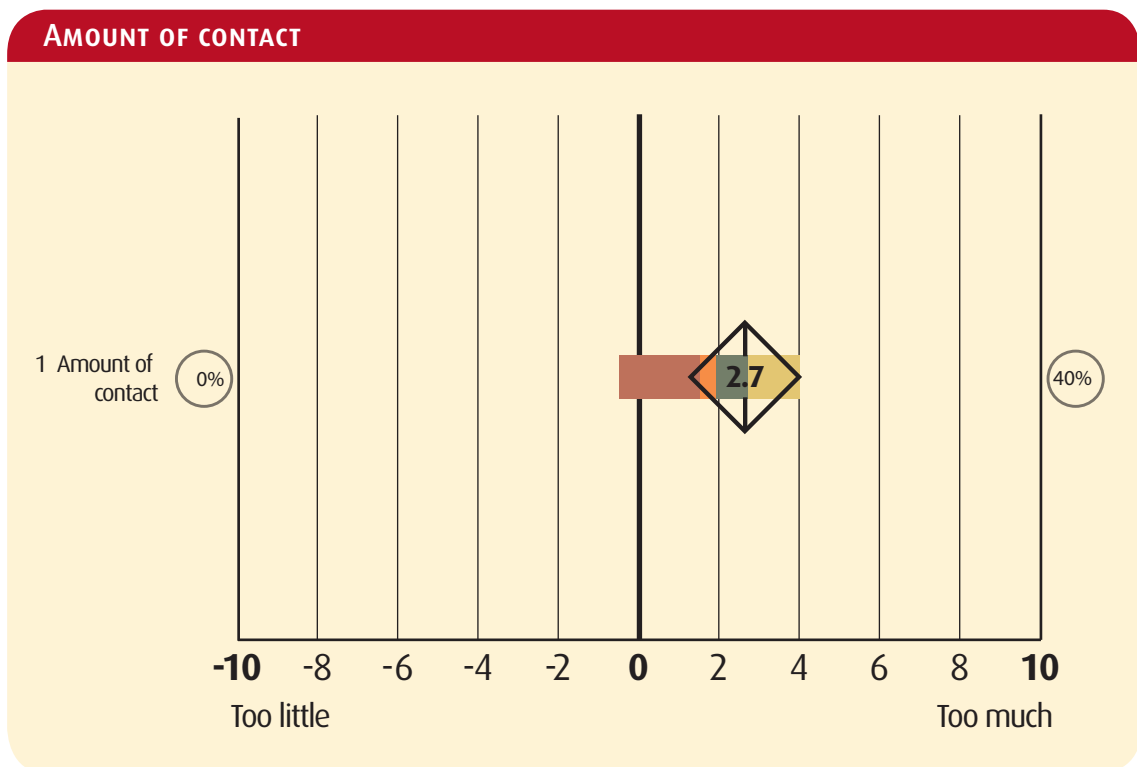


- Respondents were asked to identify two options from this list that they would most like Tearfund to do to improve its monitoring and reporting in the future.
- In the future, Tearfund's respondents would most like Tearfund to improve its monitoring and reporting by: (a) simplifying the monitoring and reporting process and (b) focusing more attention on long term social changes.
- These overlap with the options most often selected by other NGOs' respondents.
- Other requests for improvement included:

"some time the questions are difficult to understand"

"avoid asking questions that are impossible to truly monitor"

Section 5: Relationship and communications

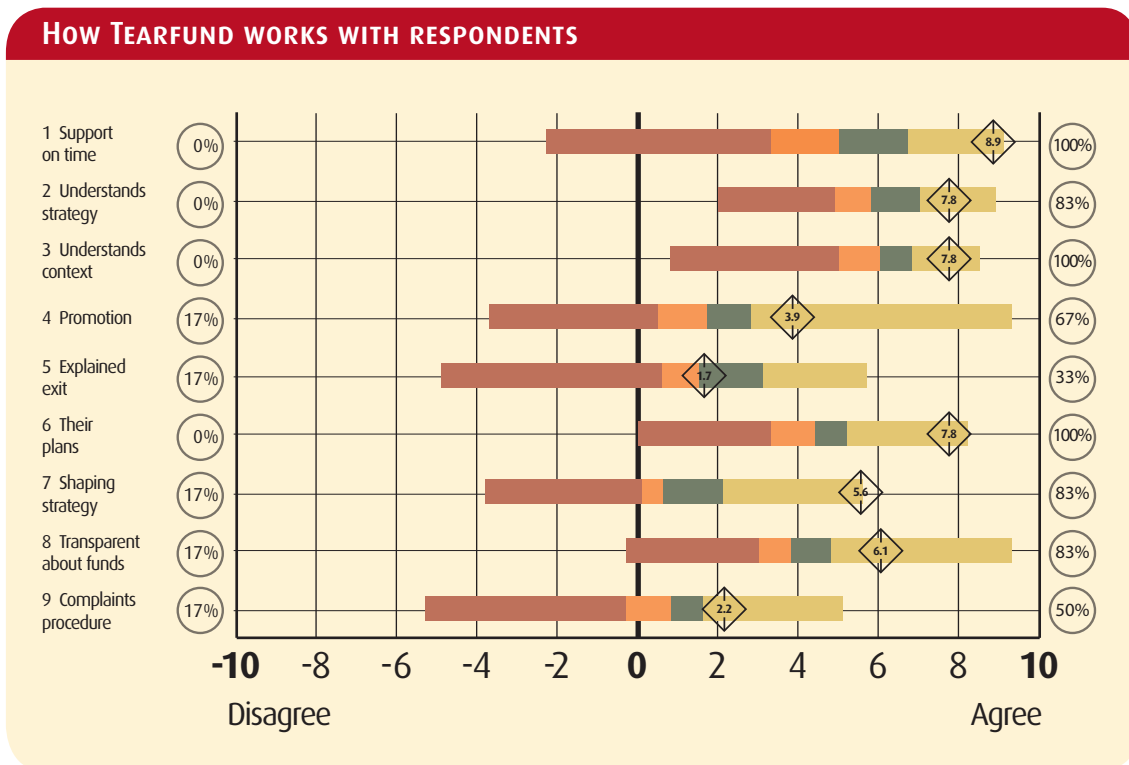


The chart shows how much respondents agree with the statements:

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

- 40% of Tearfund's respondents would like to have less contact with Tearfund (benchmark: 45%).
- None of Tearfund's respondents said they had too little contact with Tearfund during their current or most recent agreement (benchmark: 12%).

Section 5: Relationship and communications

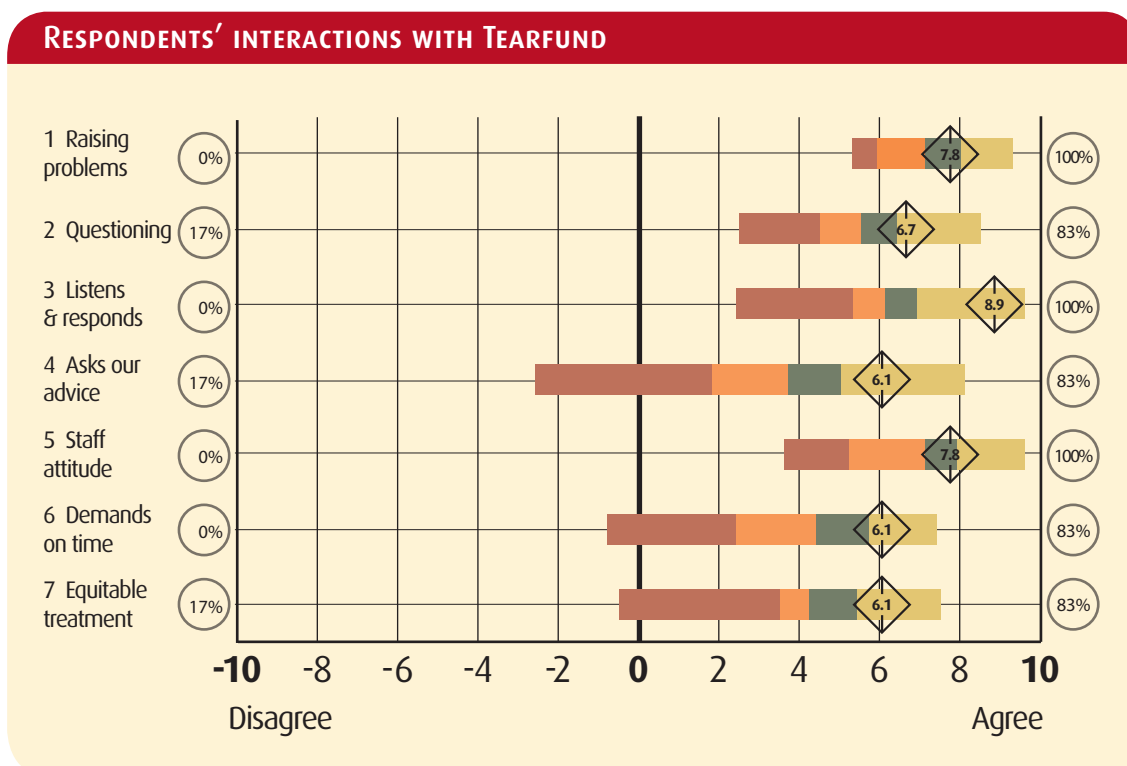


The chart shows how much respondents agree with the statements:

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

- Tearfund is rated in the top quarter of the cohort for eight of the nine areas listed above.
- Tearfund receives its highest rating for providing support on time. Tearfund is also rated very highly for understanding respondents' strategies and contexts, and for how well respondents understand Tearfund's plans.
- Tearfund receives the highest rating in the cohort for how much respondents feel involved in shaping your strategy. However, all NGOs are rated low in this area.
- Tearfund receives its lowest scores for explaining when it expects to stop working with respondents and for having a complaints procedure that respondents feel they could use.

Section 5: Relationship and communications



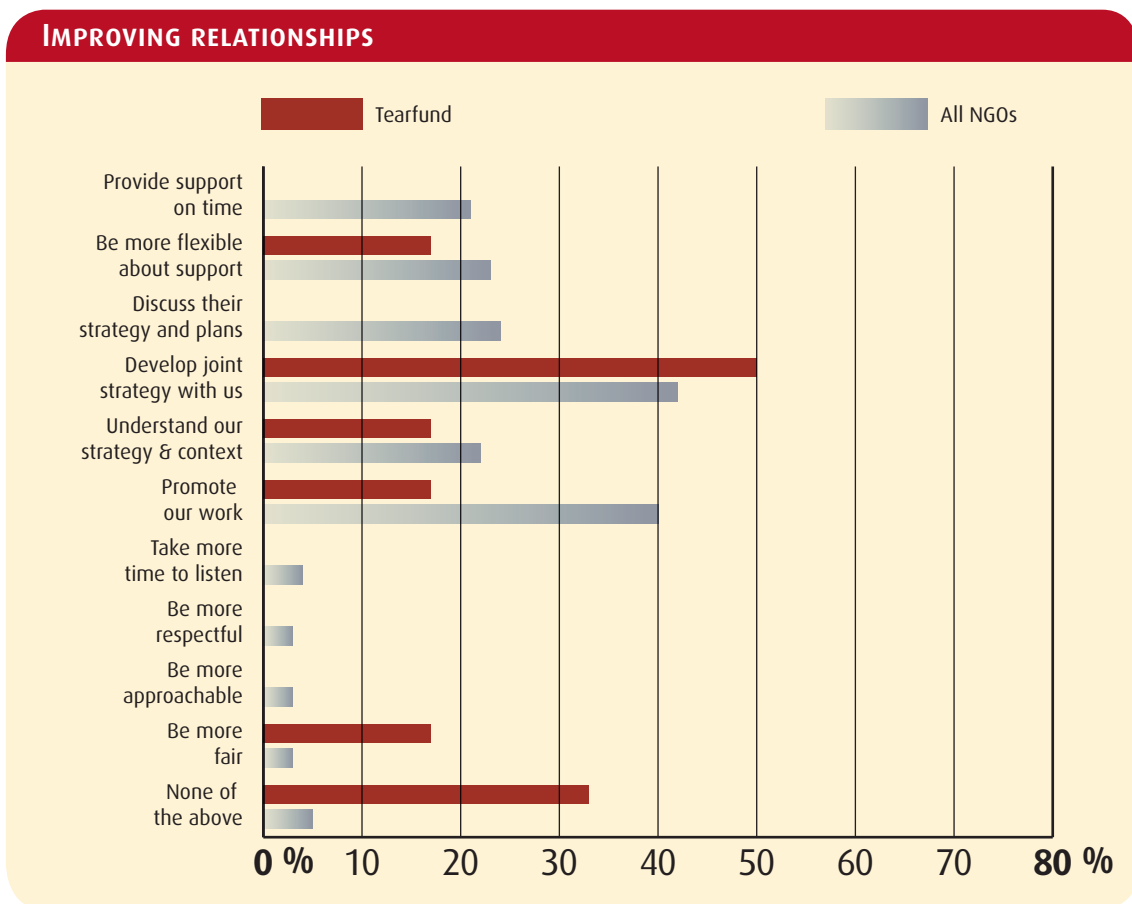
The chart shows how much respondents agree with the statements:

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

- In five out of the seven areas listed above, Tearfund receives ratings that are in the top quarter of the cohort.
- Tearfund receives its highest ratings for listening and responding to respondents, along with how comfortable respondents feel approaching Tearfund to discuss problems and how respectful, helpful and capable staff are.
- However, all NGOs are rated very highly for staff attitudes, and in this area, Tearfund is rated in the top half but not the top quarter of the cohort.
- All NGOs, including Tearfund, receive lower ratings for asking respondents' advice, making demands on respondents' time and treating all partners the same.
- Comments included:

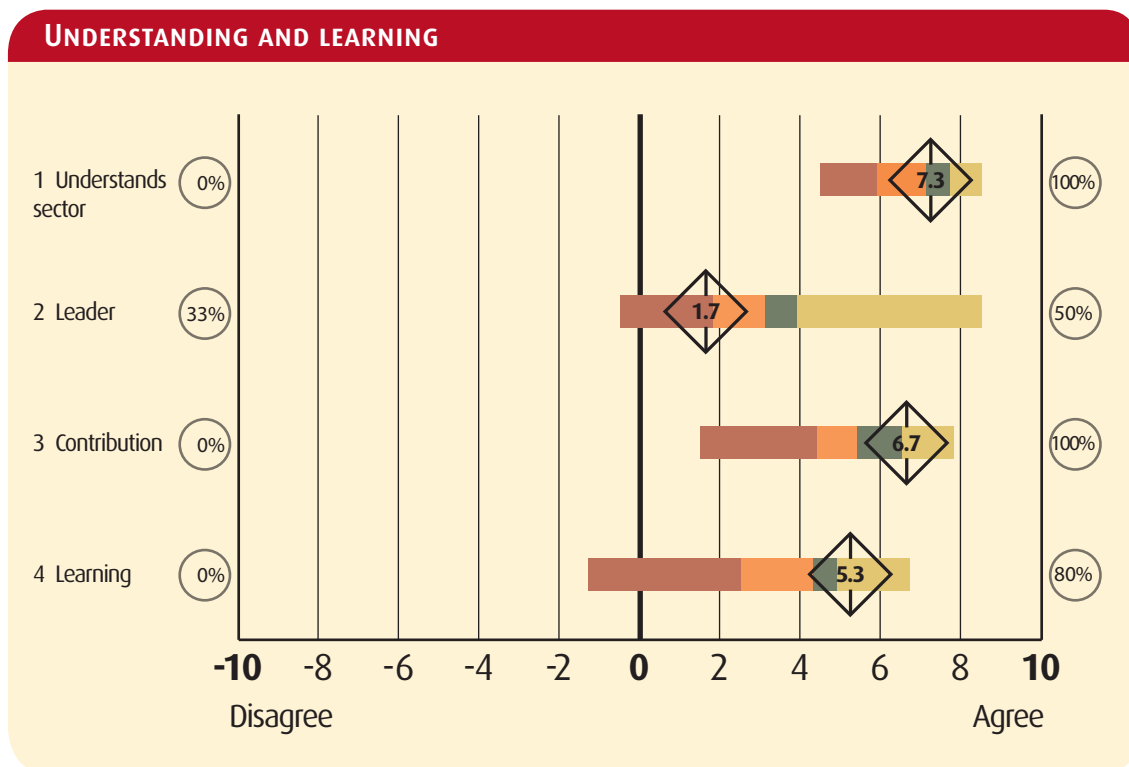
"Tearfund is very good communication with us."

Section 5: Relationship and communications



- Respondents were asked to select the two options they would most like Tearfund to do to improve your relationship with them.
- In the future, most respondents would like Tearfund to improve its relationships with them by: developing joint strategies with respondents. The second most commonly selected option is 'none of the above', which suggests that respondents do not see an urgent need to improve relationships with Tearfund.

Section 6: Understanding and learning

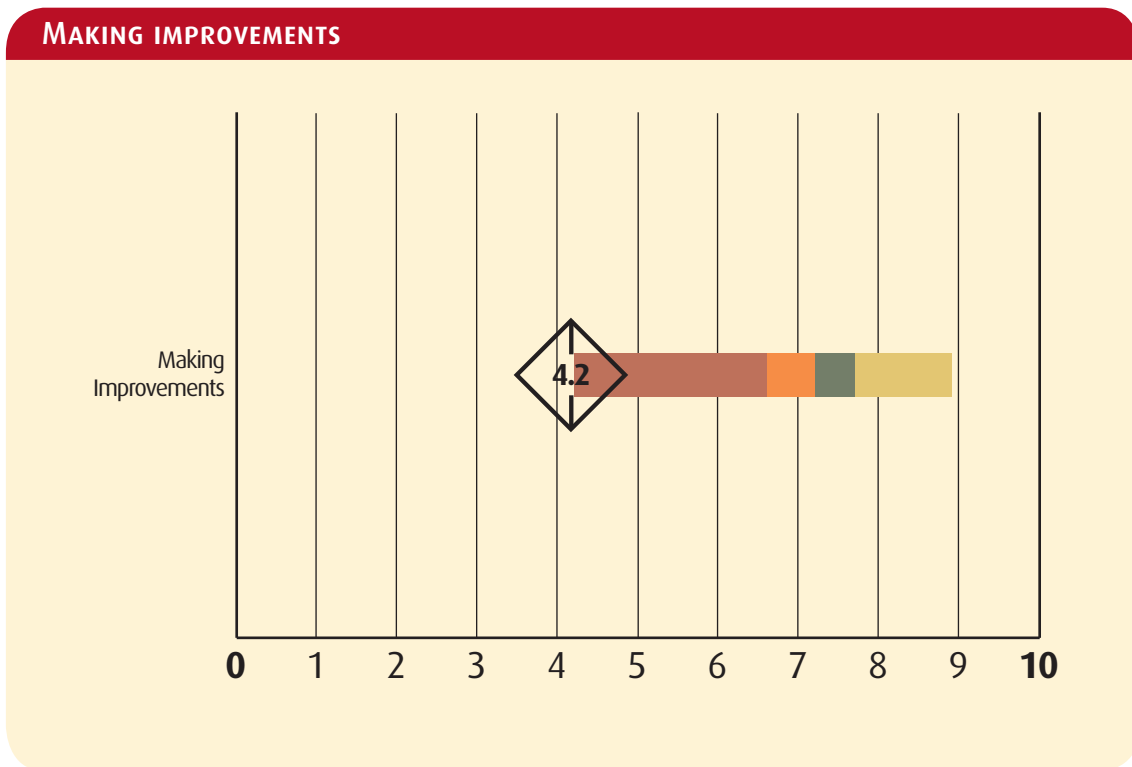


The chart shows how much respondents agree with the statements:

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

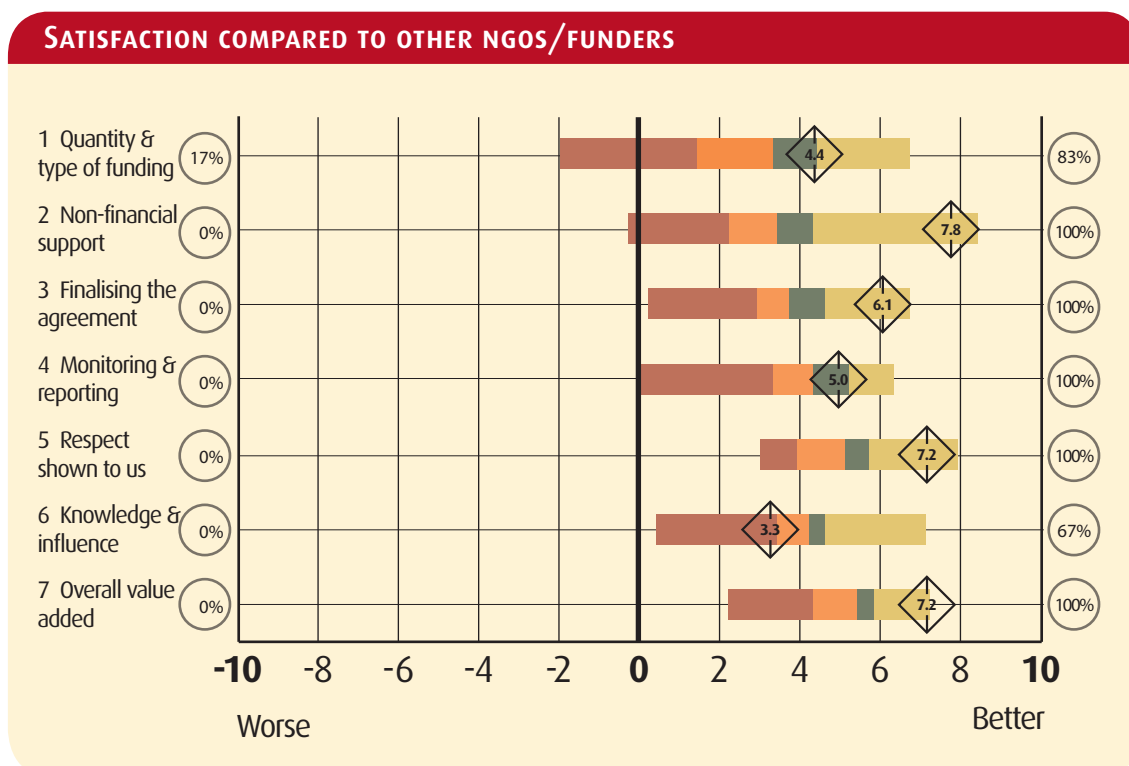
- In three aspects listed above, Tearfund is rated in the top half of NGOs in the cohort. In one, Tearfund is rated in the bottom quarter of the cohort.
- Tearfund receives its highest rating for 'understanding the sectors respondents work in'. All NGOs are rated high in this area.
- Tearfund is reported as having made a major contribution to the sectors that respondents work in and as being good at learning from its mistakes, in comparison to other NGOs.
- Tearfund receives a low rating for being a leader in the sectors that respondents work in.

Section 6: Understanding and learning



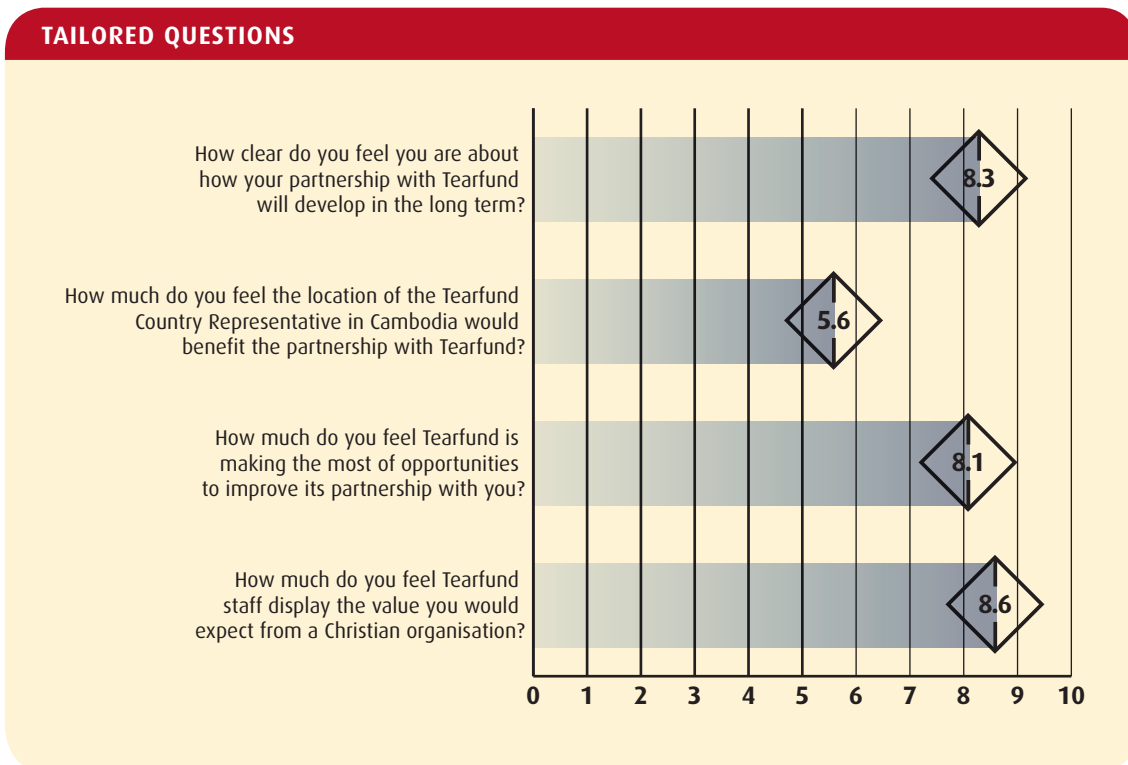
- Respondents were asked to rate how likely they think it is that Tearfund will make changes as a result of their answers to this survey.
- The average rating of Tearfund's respondents was 4.2 on a scale of 0 – 10. This is the lowest ratings received by all NGOs in the cohort.
- This may suggest that most respondents do not feel that this survey adds a great deal to mutual understanding between Tearfund and themselves. It seems unlikely that respondents think that Tearfund is unlikely to learn and improve at all, in the light of the previous question.

Section 7: Overall satisfaction



- The chart shows how respondents compare Tearfund to other NGOs / funders they receive support from, across each of the areas listed.
- In five of the seven aspects listed above, Tearfund is rated in the top quarter of NGOs in the cohort. In one of them, Tearfund is rated in the bottom quarter of the cohort.
- Tearfund's highest rating is for non-financial support. 100% of respondents say this is better than other NGOs (benchmark: 66%). Tearfund also receives a very high rating for the respect shown to respondents.
- Tearfund's lowest rating is for 'knowledge and influence', where you are rated in the bottom quarter of the cohort. Tearfund also receives a relatively low rating for 'quantity and type of funding', although all NGOs score low in this area.
- Tearfund receives a rating of +7.2 for the overall value they add to respondents' work, which is the highest rating in the cohort.
- 33% of Tearfund's respondents characterise Tearfund as a 'management expert' (benchmark: 15%) and none as a 'caring sister' (benchmark: 29%).

Tearfund's Tailored questions



The chart shows respondents' average answers to the questions:

- 1 How clear do you feel you are about how your partnership with Tearfund will develop in the long term?
- 2 How much do you feel the location of the Tearfund Country Representative in Cambodia would benefit the partnership with Tearfund?
- 3 How much do you feel Tearfund is making the most of opportunities to improve its partnership with you?
- 4 How much do you feel Tearfund staff display the value you would expect from a Christian organisation?

- This section presents findings from the tailored questions that Tearfund asked us to administer to their partners. The questions were not asked to any other northern NGOs' partners.

Illustrative comments from respondents

SECTION 2: FINANCIAL SUPPORT

- "Communications are clear and timely."
- "Tearfund makes easy to understand their funding methods."
- "Previously, [Tearfund] approve for our budget yearly. We would appreciate if they can approve for us 3 years from the fiscal year of 2011-2013."

SECTION 3: NON-FINANCIAL SUPPORT

- "[Tearfund] gives helpful supports."
- "The training itself is very good, but not always relevant to the project and there is no mentoring to follow up the implementation."

SECTION 4: ADMINISTRATION

- "Wonderful partner that is respectful."
- "Tearfund has clear procedures, is quick, flexible and open to discussions."

MONITORING & REPORTING

- "Make the format of monitoring and report easy to understand."
- "The "transformation indicators" section of the report is difficult because it does not relate directly to our work. The "overall transformation" section is especially hard to answer. This is not useful if we can't provide concrete results. Tearfund should expect the report to focus mainly on what they funded."

SECTION 5: RELATIONSHIP & COMMUNICATIONS

- "Tearfund is very good communication with us."
- "TF is approachable with informal relationships. Different partners should be treated more equally, rather than first or second class partners."
- "To be honest, [partner name] is really much appreciated for Tearfund work with partners. Tearfund acts very important role in supporting partners. Tearfund is not just support for funding, but working alongside partners hearing our voices and concerns as well."

SECTION 7: OVERALL SATISFACTION

- "Tearfund acts very important role in supporting partners. Tearfund is not just support for funding, but working alongside partners hearing our voices and concerns as well."



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