

KEYSTONE PERFORMANCE SURVEYS
NGO Partner Survey 2010

**Partner Feedback Report:
Save the Children US**



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 Save the Children US's partners said about Save the Children US compared to benchmarks from across the whole group of 25 northern NGOs. It provides credible data on how well Save the Children US 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".

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 Save the Children US 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, Save the Children US'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 Save the Children US'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 Save the Children US'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

	Save the Children US	Cohort
No. of partners invited to respond	222	2,733
No. of responses received	41	1,067
Response rate	18%	39%

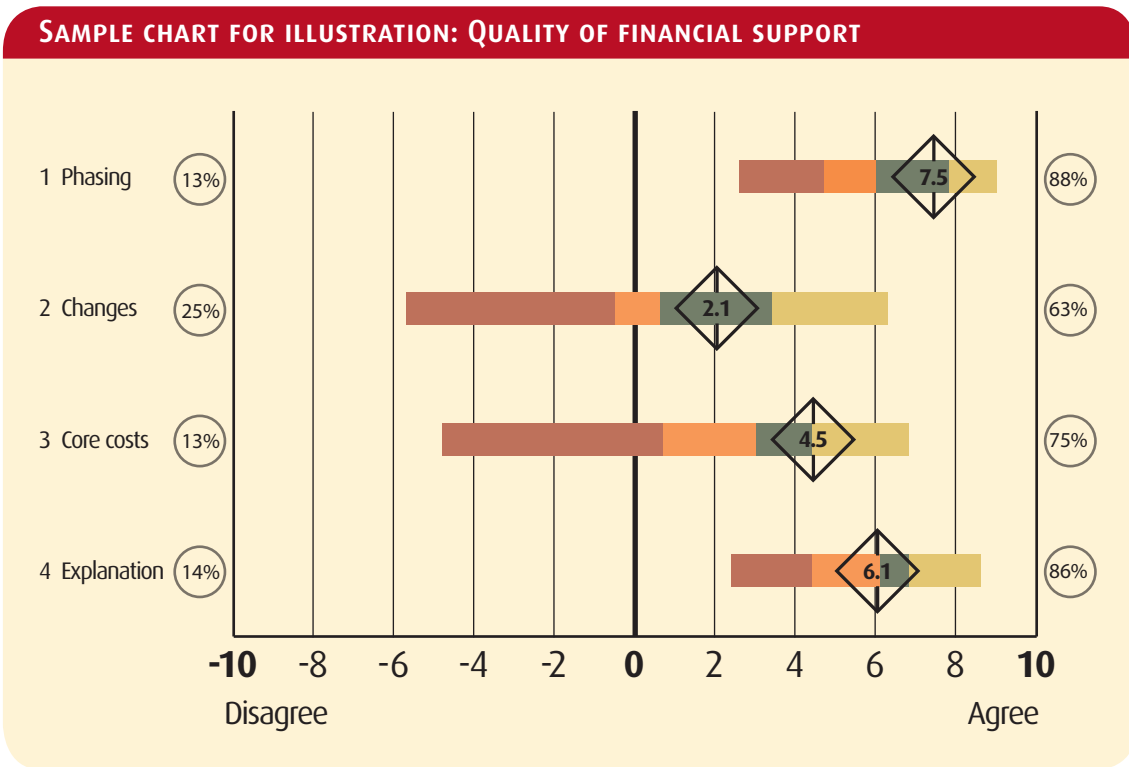
The figures in the table above show the total number of complete and partial responses. Some respondents did not answer all questions. The response rate varies between questions. This report does not include a breakdown of responses by language as this risks compromising the anonymity of respondents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

The following people were involved in completing the questionnaire:

	Save the Children US (%)	Benchmark (%)
Head of the organisation	71	71
Other senior leadership	39	68
Manager	24	41
Operational staff / field staff	41	48
Others	10	14

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

- 51% of Save the Children US's respondents declared themselves as female and 46% male (benchmarks: 33% and 59%). The others preferred not to say.
- 75% of Save the Children US'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.
 - 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 generic next steps are suggested below, which may be useful for Save the Children US to consider.

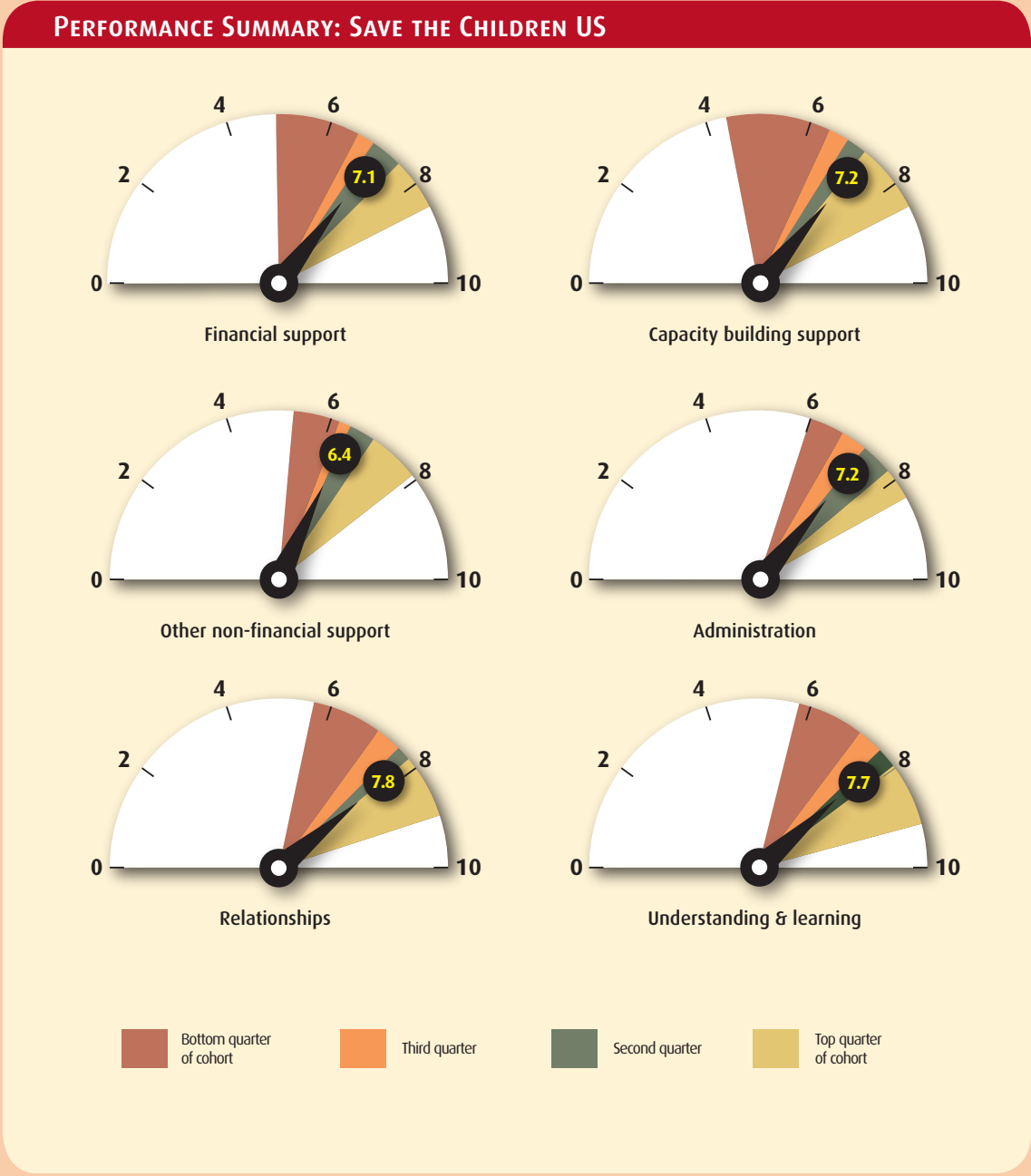
- a** Discuss the report at board level.
- b** Discuss the main findings with your own staff and southern partners to verify and deepen the analysis and demonstrate that feedback is taken seriously.
- c** Identify opportunities, constraints and specific actions for making improvements, in dialogue with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

98% of Save the Children US'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.

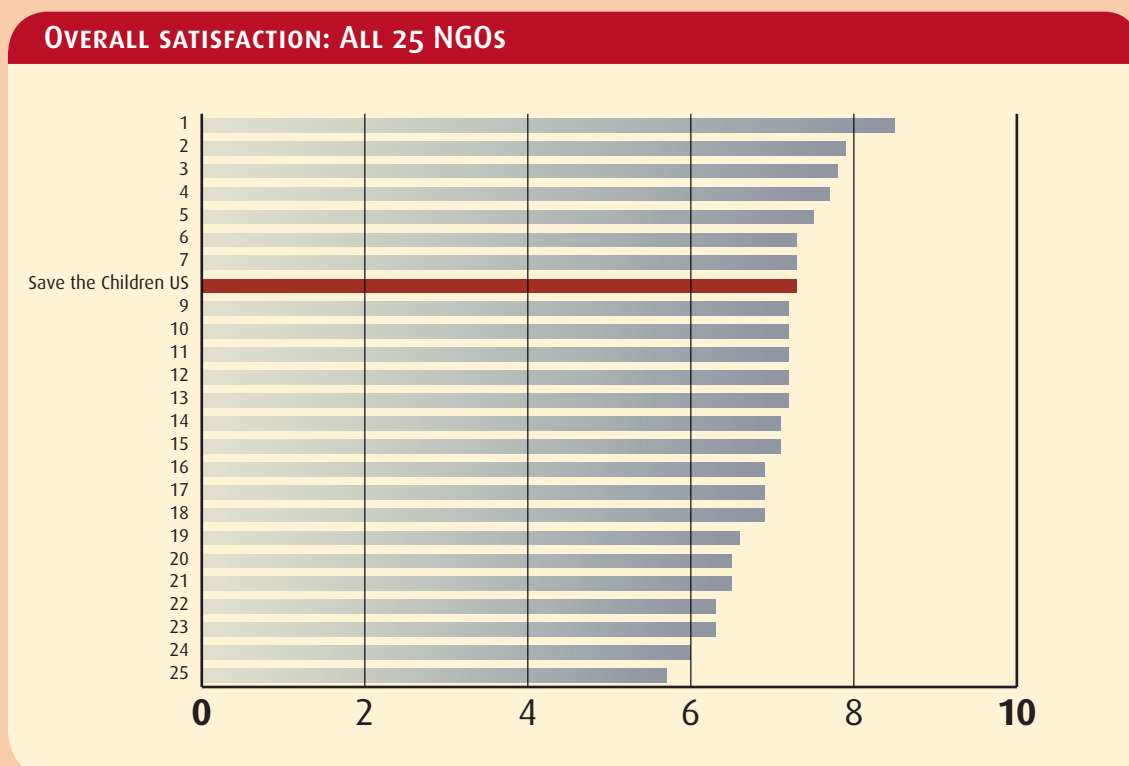
³ For example, see the Surdna Foundation's approach: <http://www.surdna.org/publications-resources/102.html>.

Performance summary



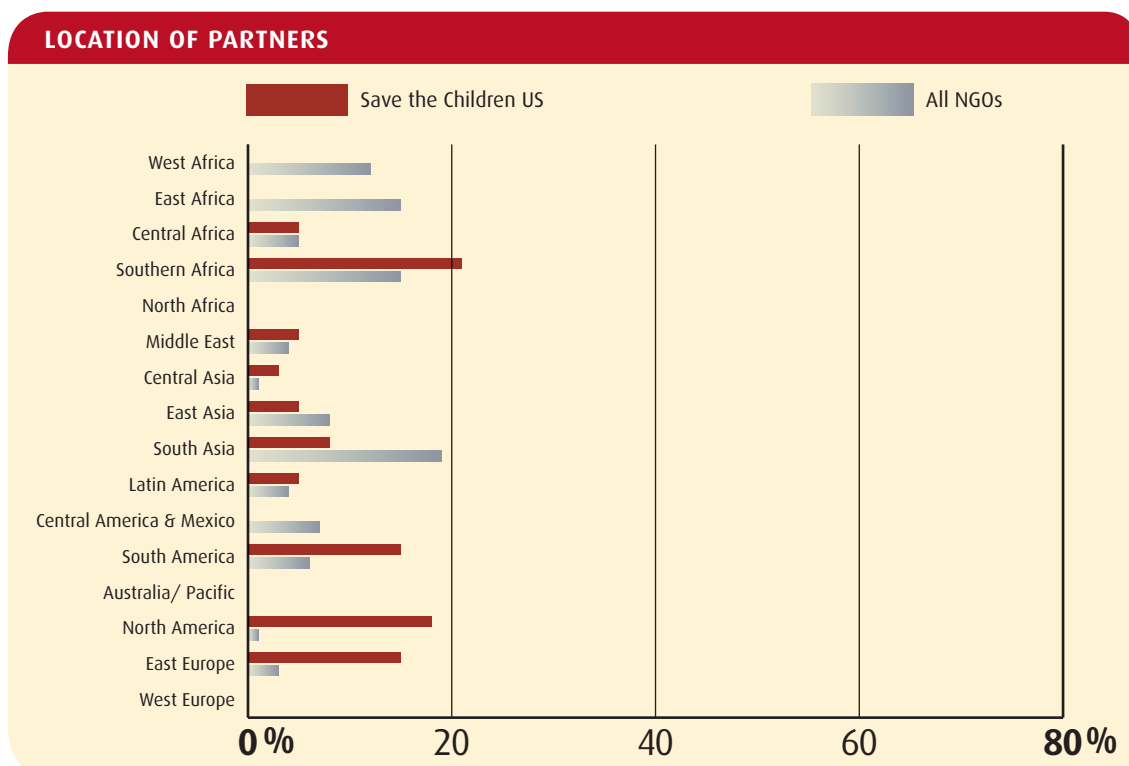
PRIORITIES FOR THE FUTURE: SAVE THE CHILDREN US RESPONDENTS

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. Discuss their strategy and plans with respondents
2. Strengthening respondents' long-term planning / financial viability	2. Focus more attention on long-term changes	2. Develop joint strategies with respondents



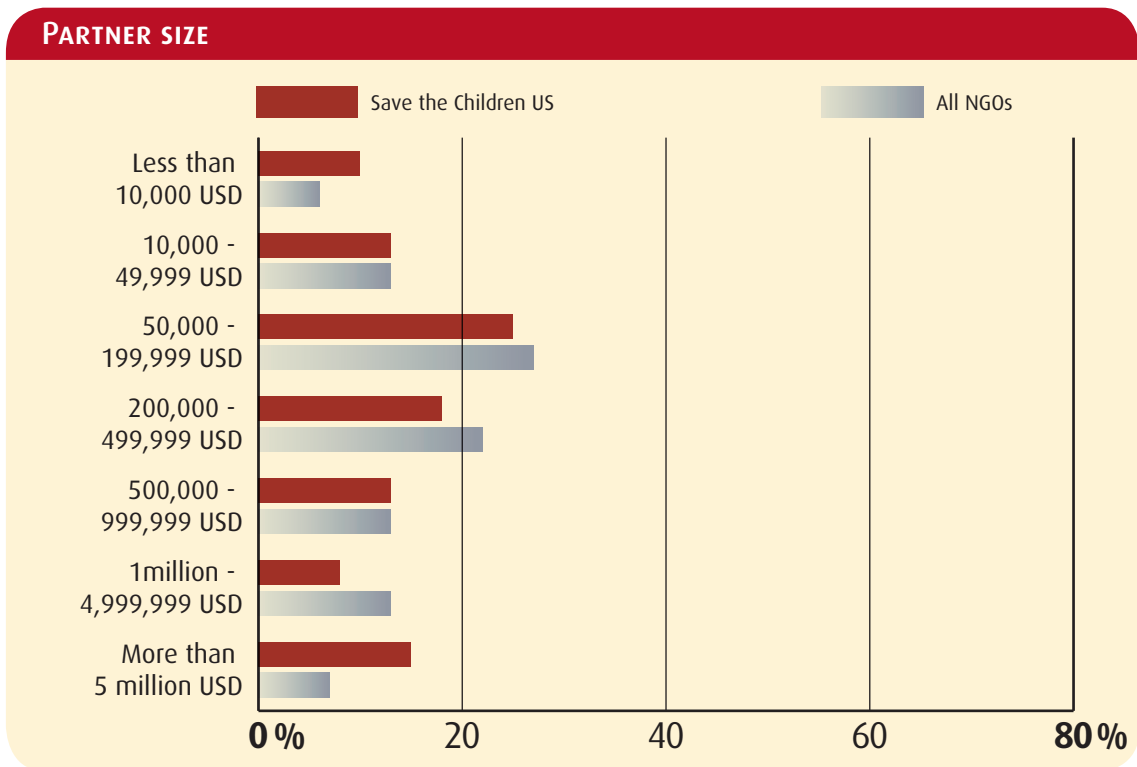
- Save the Children US receives mid to high level ratings for the support it provides to respondents, compared to the ratings received by other northern NGOs. In terms of overall satisfaction, Save the Children US is placed 8th out of 25 in the cohort.
- Save the Children provides support more quickly than most other NGOs in the cohort. However, respondents say they are not allowed to make changes they need to about how to spend funds.
- Respondents report that they feel comfortable raising problems with Save the Children US and that staff are respectful, helpful and capable.
- Save the Children provides capacity building support to a smaller proportion of respondents than other NGOs in the cohort. Respondents who receive it value it highly.
- Respondents say that it is relatively quick and easy for them to collect information and write reports for Save the Children US. They also say that Save the Children US asks them to report on details, rather than what is important.
- Respondents say that Save the Children US has a reasonably strong understanding of their context. Respondents do not feel involved in shaping Save the Children US's strategy or that Save the Children US promotes them in the media.
- Save the Children US is not seen as a leader in the sectors respondents work in, but is seen to learn and make improvements to how it works.
- Looking ahead, respondents ask Save the Children US to help them become stronger organisations and more equal partners. They specifically request help accessing other sources of funds. They would like to understand Save the Children US's strategy better and develop joint strategies with Save the Children US. They would like to learn by sharing experience with other organisations working on the same issues.

Section 1: Partnership profile



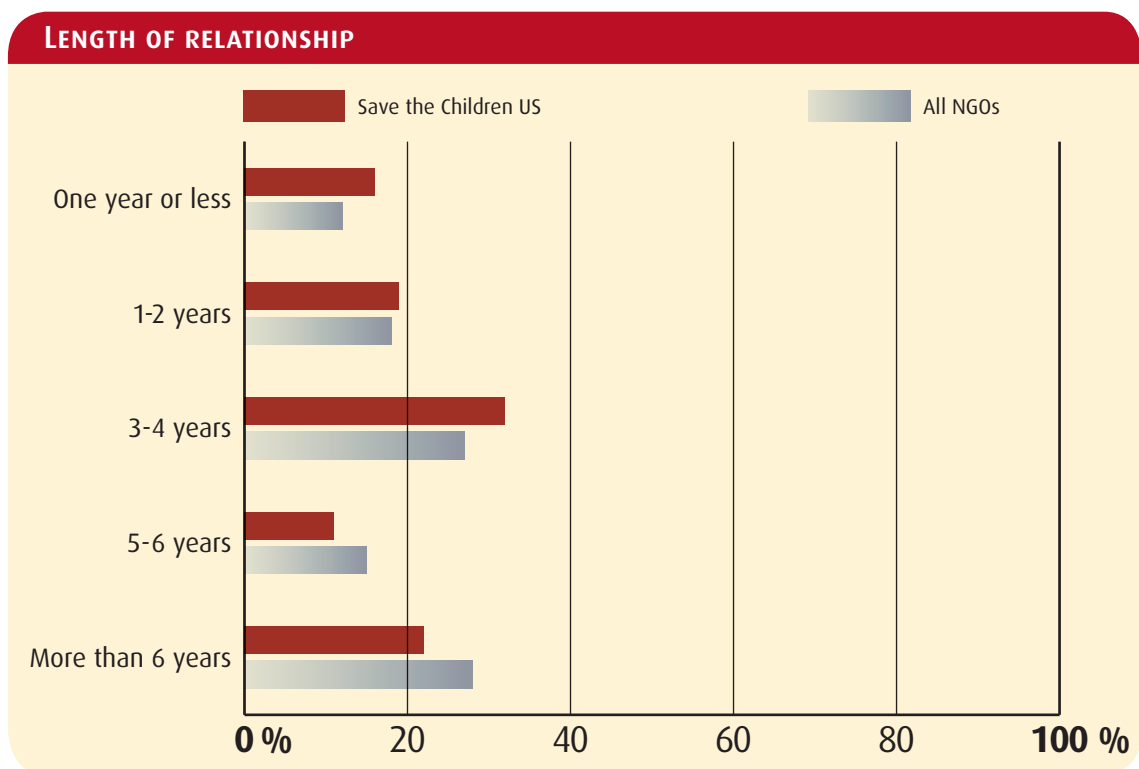
- Save the Children US's respondents are located around the world, with concentrations in Southern Africa, North America, South America and East Europe.
- Save the Children US has a significantly higher proportion of respondents in North America, South America and East Europe than other NGOs in the cohort.
- 71% of Save the Children US's respondents describe themselves as 'non-governmental organisations' (benchmark: 75%). 16% describe themselves as 'government agencies' (benchmark: 3%).
- Save the Children US's respondents describe themselves as predominantly working by: 'delivering services directly to poor people and communities' and 'helping people claim their human rights'. 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



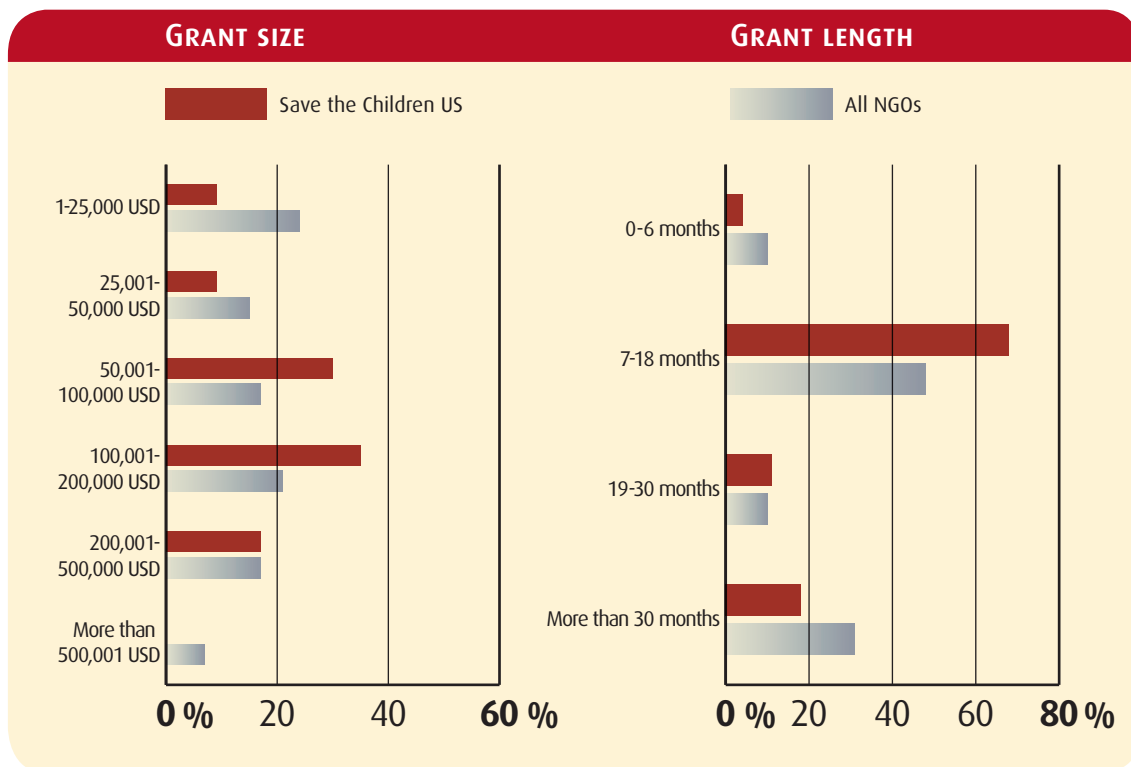
- The median annual budget of Save the Children US's respondents is US\$240,000 (benchmark: US\$260,000). 50% of respondents have an annual budget higher than this figure and 50% lower than it.
- On average, Save the Children US's respondents received funds and other support from 4.7 different organisations (benchmark: 5.3).

Section 1: Partnership profile



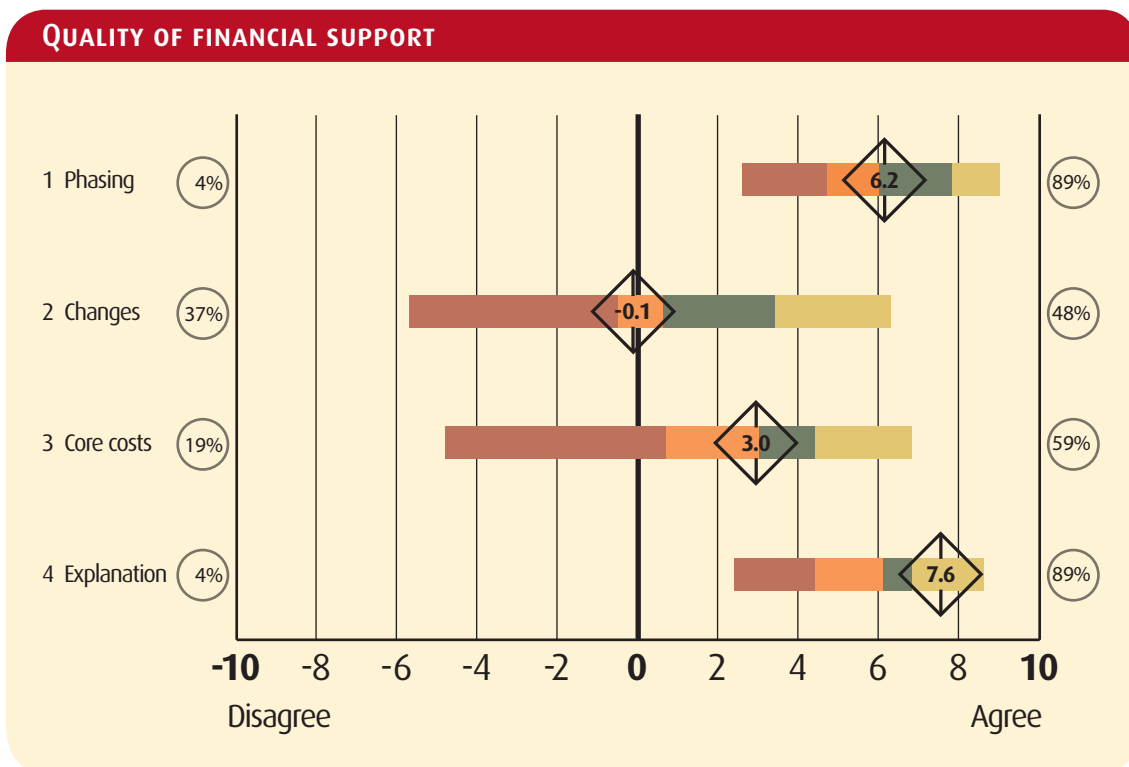
- Respondents report that, on average, they have received support from Save the Children US for less time than most NGOs in the cohort. They have received support from Save the Children US for 45 months (benchmark: 50 months).
- 16% of respondents have received support from Save the Children US for less than 12 months (benchmark: 12%) and 22% for more than 72 months (benchmark: 28%).
- The most important reasons why respondents choose to work with Save the Children US are: 'achieve shared goals' and 'joint learning and understanding'. These are the same two reasons chosen as most important across the cohort.

Section 2: Financial support



- 74% of Save the Children US's respondents said that they are currently or have recently received funds from Save the Children US (benchmark: 88%).
- Two thirds of Save the Children US's grants are grouped between \$50,000 and \$200,000 (benchmark: 38%) and none of Save the Children US's grants are for more than \$500,000 (benchmark: 7%).
- The average size of grant received from Save the Children US is US\$140,000 (benchmark: US\$160,000).
- 68% of Save the Children US's grants are around 12 months long, plus or minus a few months (benchmark: 48%). 18% are for more than 30 months long (benchmark: 31%).
- The average length of grant received from Save the Children US is 21 months (benchmark: 23 months).

Section 2: Financial support



The chart shows how much respondents agree with the statements:

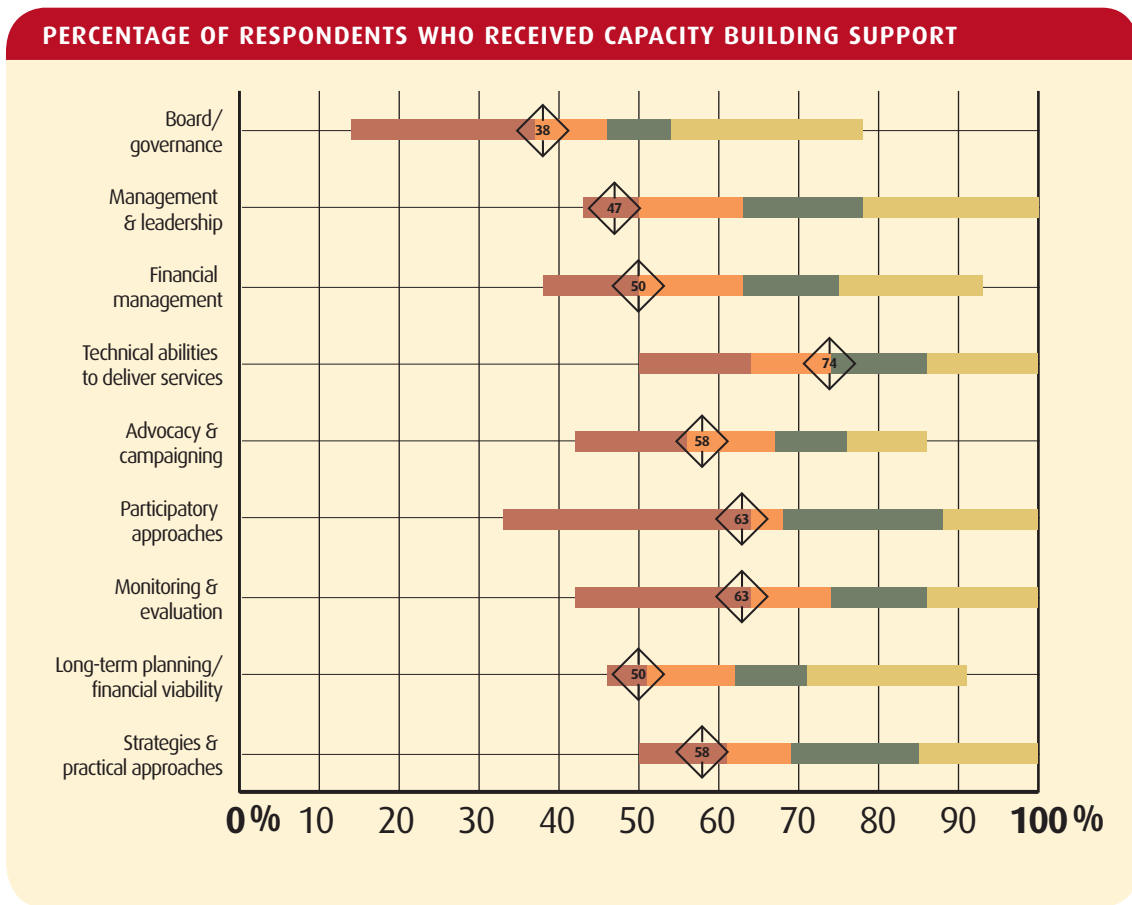
- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'Save the Children US allows us to make any changes that we need to about how we spend funds.'
- 3 'Save the Children US makes an appropriate contribution to general / core costs.'
- 4 'Save the Children US clearly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

- Save the Children US is rated in the top quarter of the cohort of NGOs for explaining conditions imposed by original donors.
- It is rated in the middle of the cohort for two other aspects: making payments in appropriate phases and for funding core costs. However the whole cohort is rated low for contributing to respondents' core costs.
- Save the Children receives a negative rating for allowing respondents to make changes to how they spend funds. Less than 50% of respondents agree with this statement and, on average, respondents disagree with the statement. The whole cohort is also rated low in this area.
- Comments included:

"They put money in areas needed and continuously check to make sure that monies are being spent as identified."

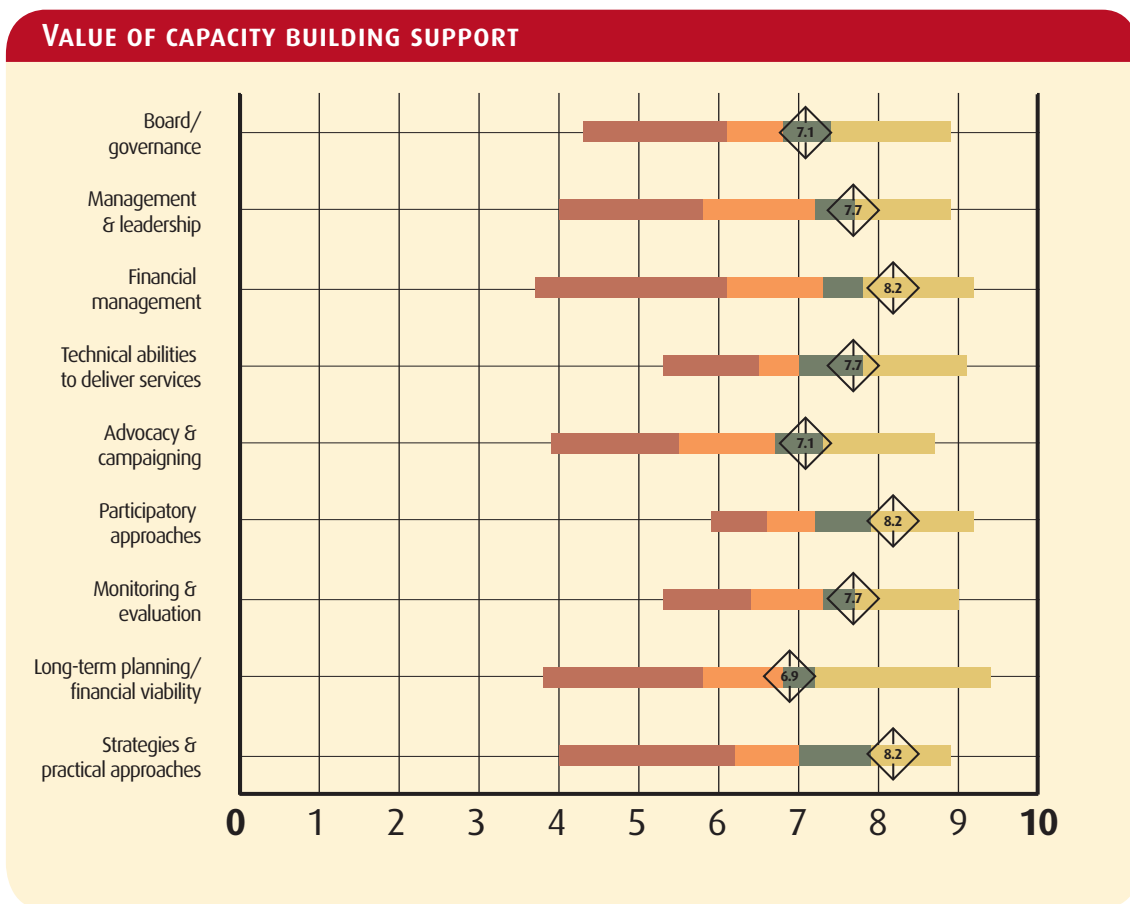
"Save the Children has very strict and well-established financial policies and procedures, which support to establish an accurate financial management system of its partner organizations."

Section 3: Non-financial support



- This chart shows the percentage of Save the Children US's respondents who said they received capacity building support in each area.
- In general, Save the Children US provides most capacity building support in 'strengthening respondents' technical abilities to deliver services'.
- Save the Children US provides less capacity building support than most other northern NGOs in all other areas listed above.

Section 3: Non-financial support

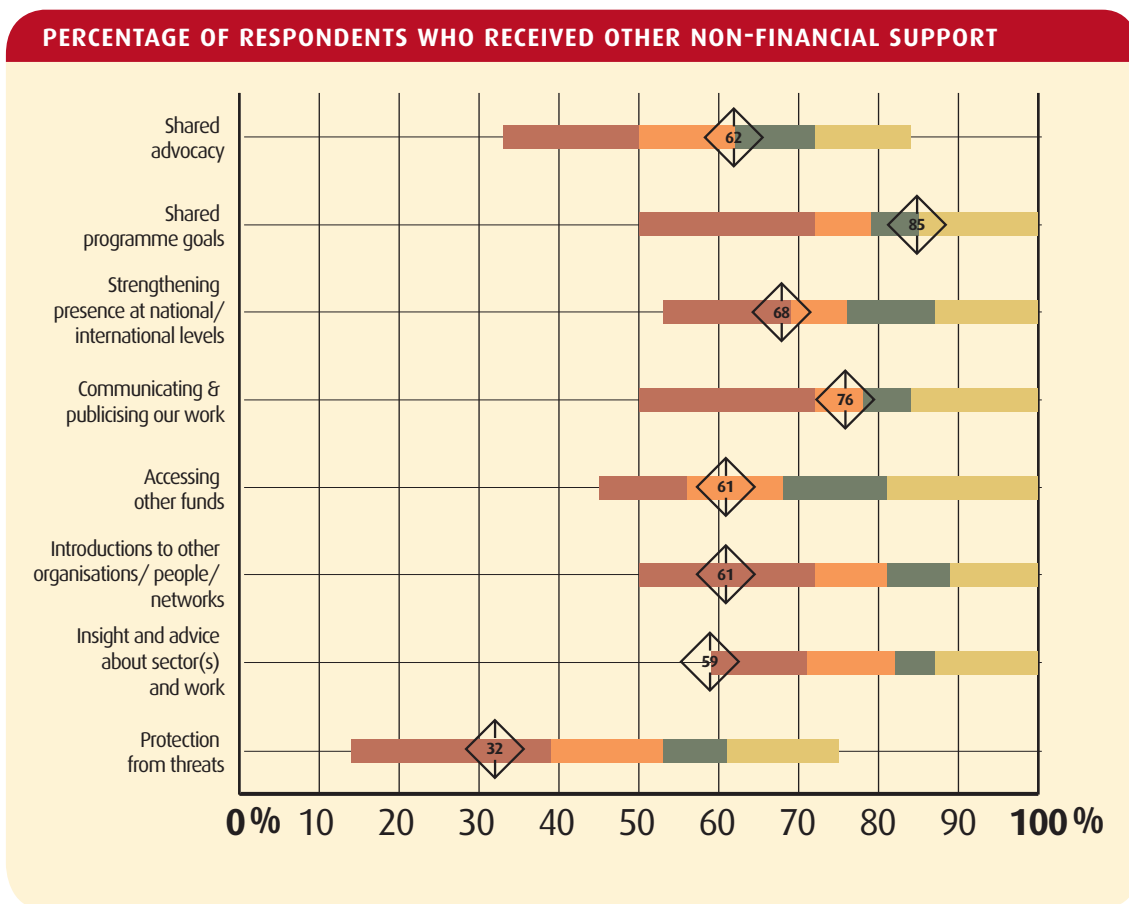


- This chart shows how useful the respondents who received capacity building support found it. The average of Save the Children US's respondents' assessments is shown.
- Save the Children US is rated higher than most other NGOs in the cohort in all areas. Respondents particularly value Save the Children US's support in financial management, participatory approaches and in 'improving strategies and practical approaches'.
- Save the Children US is rated lowest for its capacity building in 'long term planning / financial viability'.
- Comments included:

"The technical support provided by Save the Children is very significant because it helps the group to develop more concrete mechanisms of working toward reaching the goal."

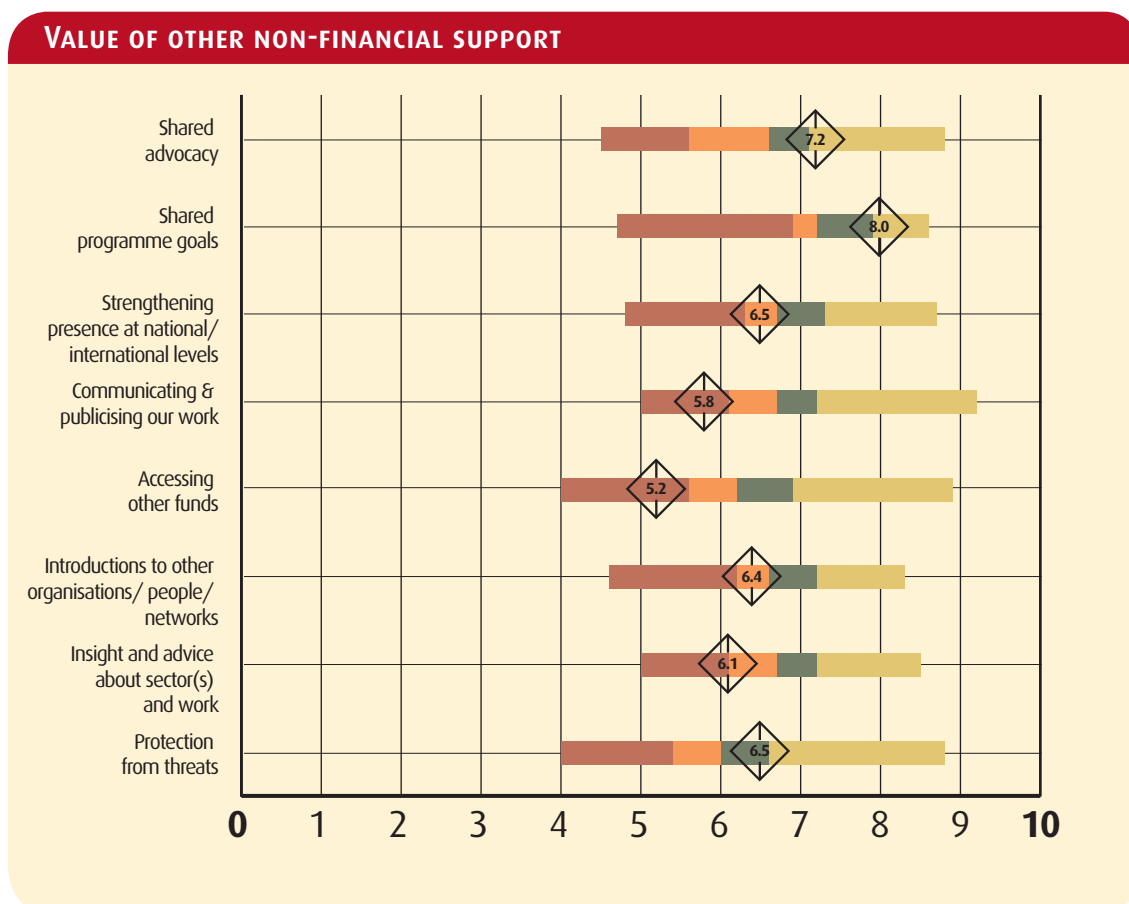
"Save the Children has significantly improved our capacity in financial management, procurement and control. We would like to receive similar support in the fields of monitoring and evaluation tools as well as other tips and methodologies used by Save the Children."

Section 3: Non-financial support



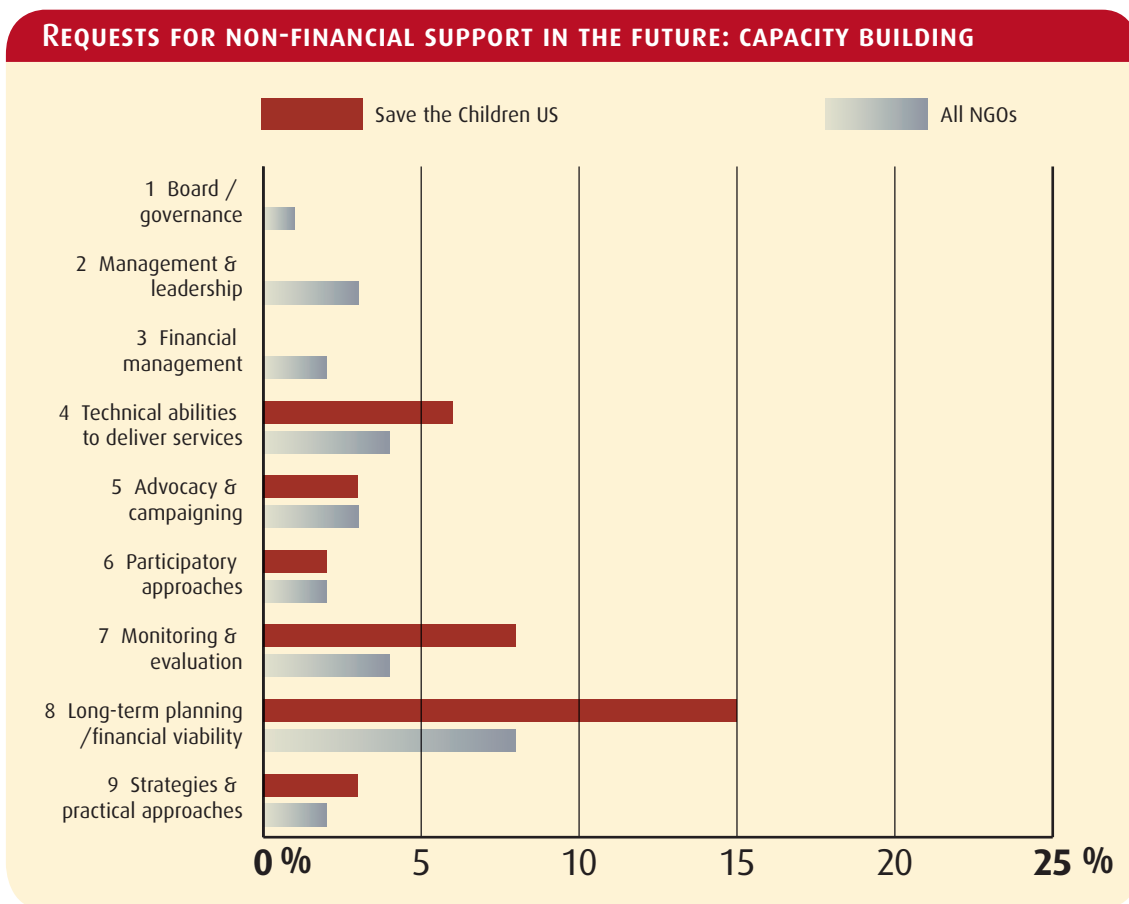
- This chart shows the percentage of Save the Children US's respondents who said they received support in each area.
- Respondents report that Save the Children provides less support to them in most of these areas than most other NGOs in the cohort.
- Save the Children US provides very low levels of support compared to other NGOs in the areas of 'insight and advice about sector(s) and work' and 'protection from work'.

Section 3: Non-financial support



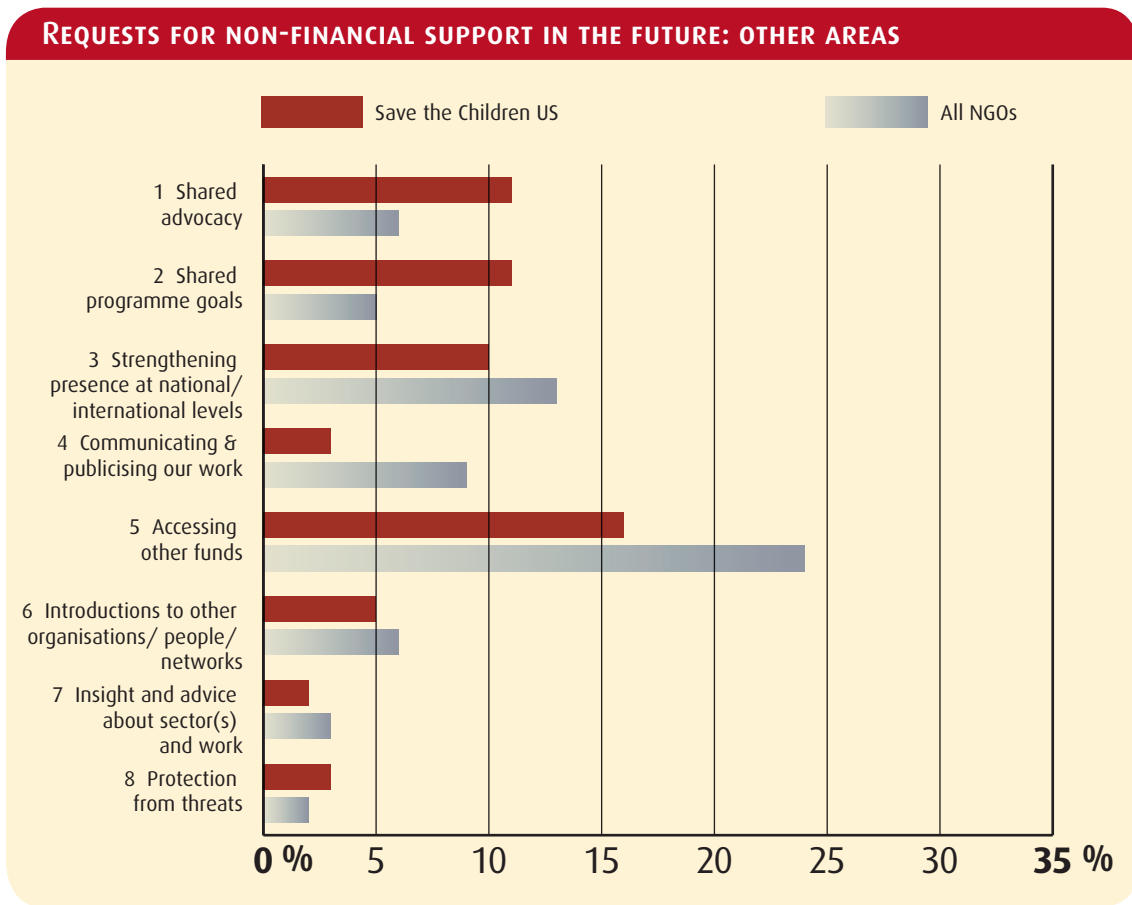
- This chart shows how useful the respondents who received other forms of non-financial support found it. The average of Save the Children US's respondents' assessments is shown.
- Save the Children US's support is rated higher than other NGOs' support in three areas and lower in five areas. Respondents particularly value Save the Children US's support in achieving shared programme and advocacy goals.
- Respondents value Save the Children US's support least in accessing other funds and promoting their work.

Section 3: Non-financial support

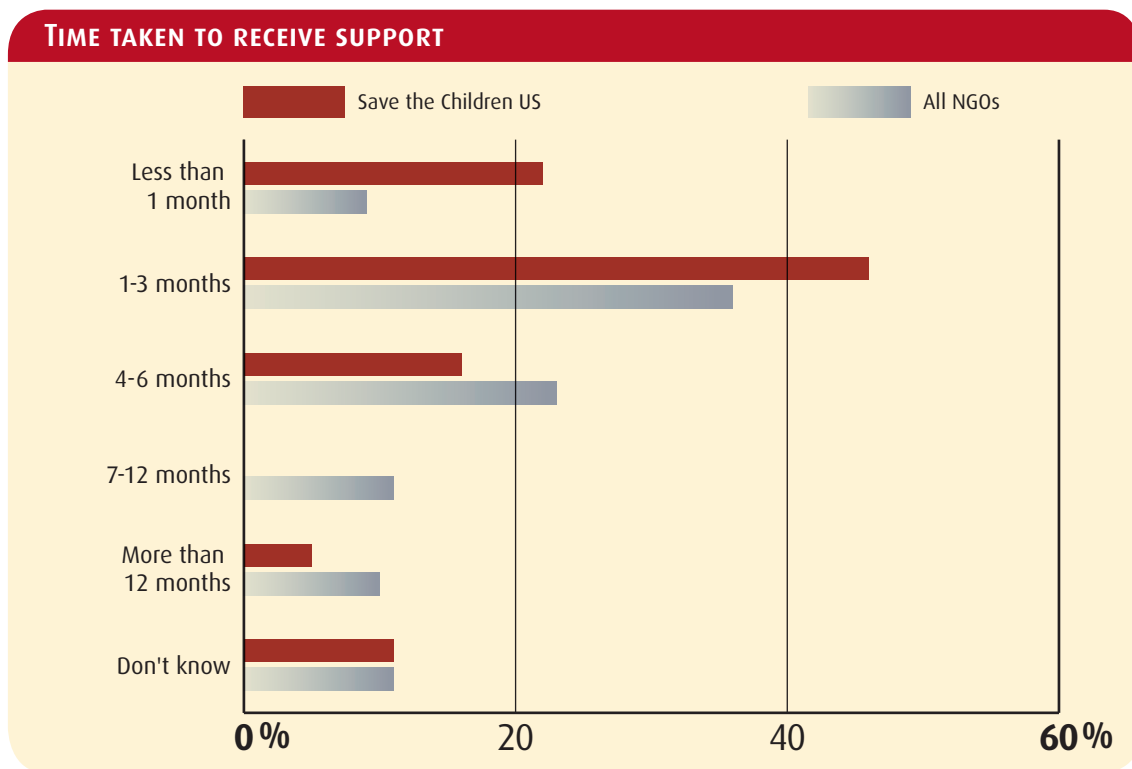


- Respondents were each asked to identify up to two areas where they would most like to receive support from Save the Children US in the future.
- In the future, Save the Children US's respondents would most like to receive non-financial support in: accessing other sources of funds and long term planning / financial viability.
- Respondents also identify achieving shared advocacy and programme goals, and strengthening their presence at national / international levels as priorities.
- Other capacity building assistance is not selected as a priority by more than 10% of respondents.
- These preferences are similar to those expressed to other northern NGOs by their southern partners.

Section 3: Non-financial support

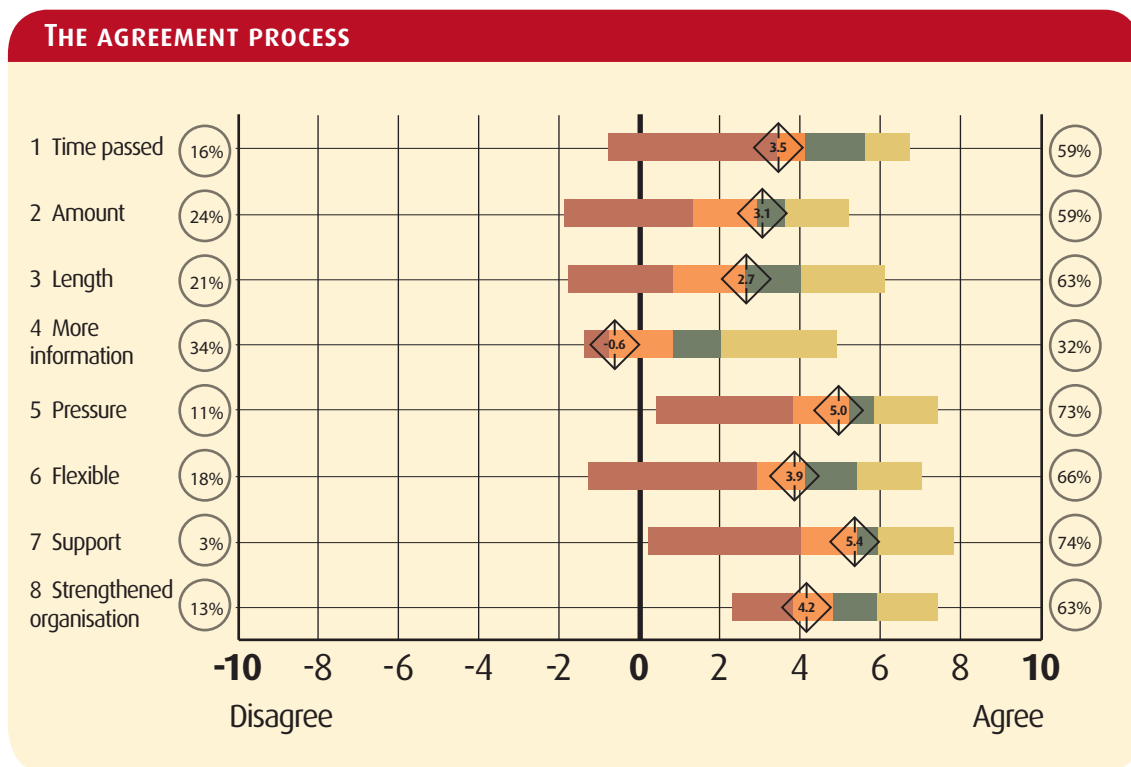


Section 4: Administration



- On average, respondents report that 3.2 months pass from the date that they first discussed support with Save the Children US and the date when they first received support (benchmark: 5.4 months).
- 68% of respondents reported that it took less than three months to receive support (benchmark: 45%).

Section 4: Administration



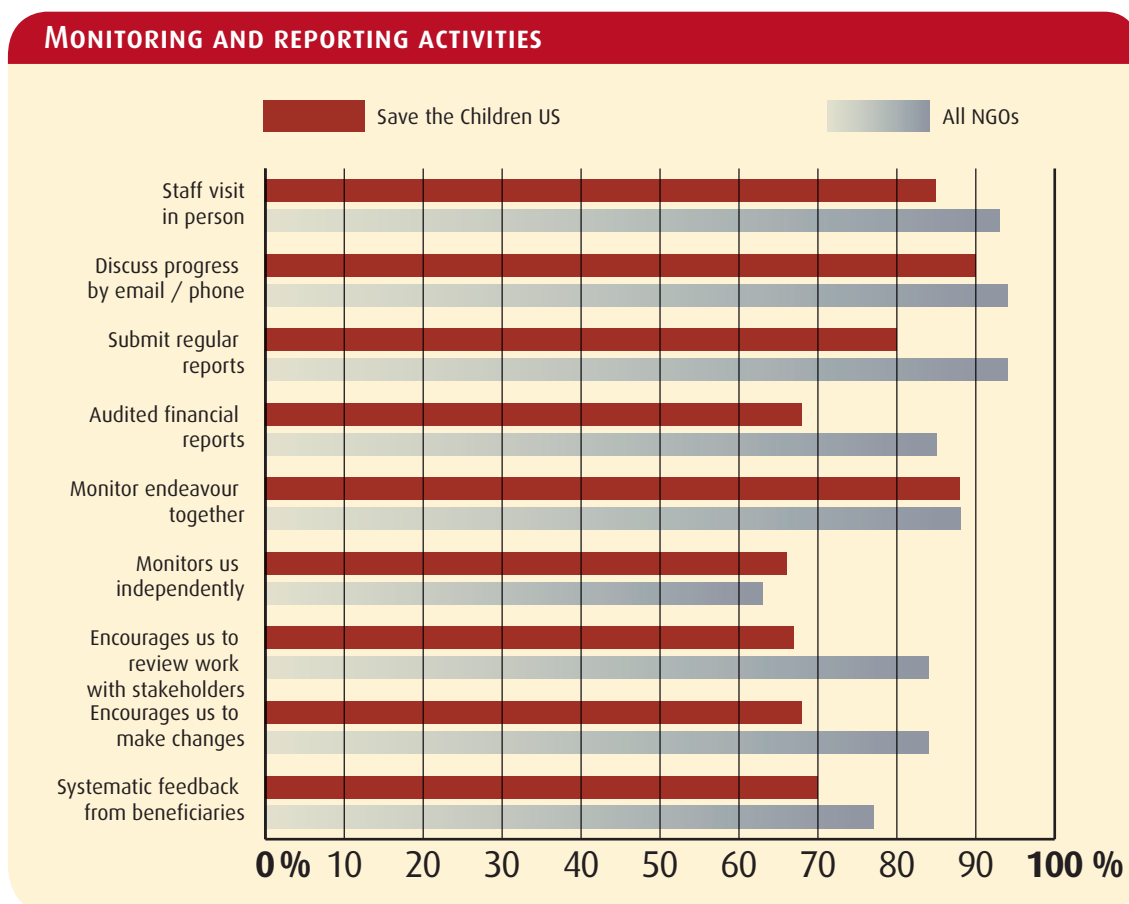
The chart shows how much respondents agree with the statements:

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

- Save the Children US is rated in the middle of the cohort in most aspects of finalising partnership agreements listed above.
- All NGOs are rated relatively low for how well the amount and length of support matches respondents needs.
- 59% of Save the Children US's respondents agree that the time passed from starting discussions to receiving support was reasonable (benchmark: 69%).
- Comments included

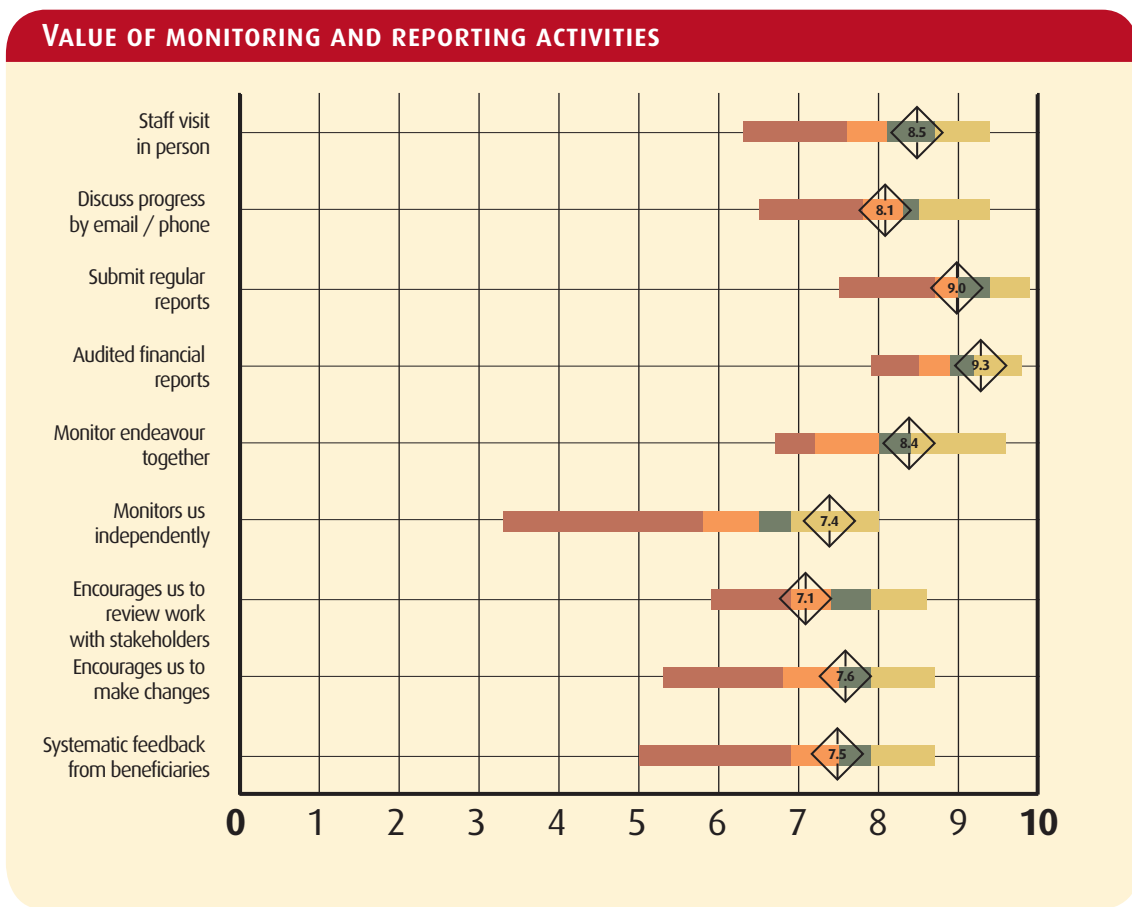
"Feedback sharing is one of the best practices of Save the Children in the process of finalising agreements but it takes a long before agreement is being approved. The delay in approving the agreement greatly affect the implementation of the projects."

Section 4: Administration



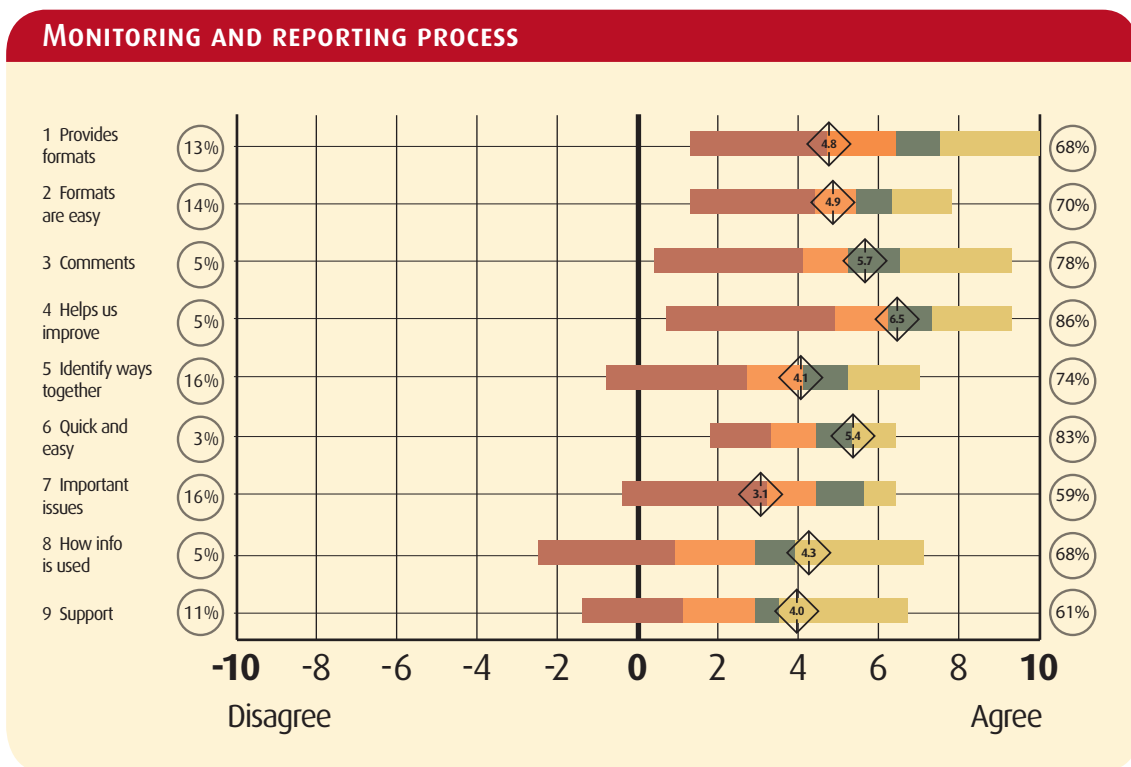
- Save the Children US is reported as undertaking marginally fewer monitoring and reporting activities than other NGOs in the cohort.
- Save the Children visits 85% of respondents in person (benchmark: 93%) and requires regular narrative and financial reports from 80% of them (benchmark: 94%).

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 Save the Children US use. Staff visits are also highly appreciated.

Section 4: Administration

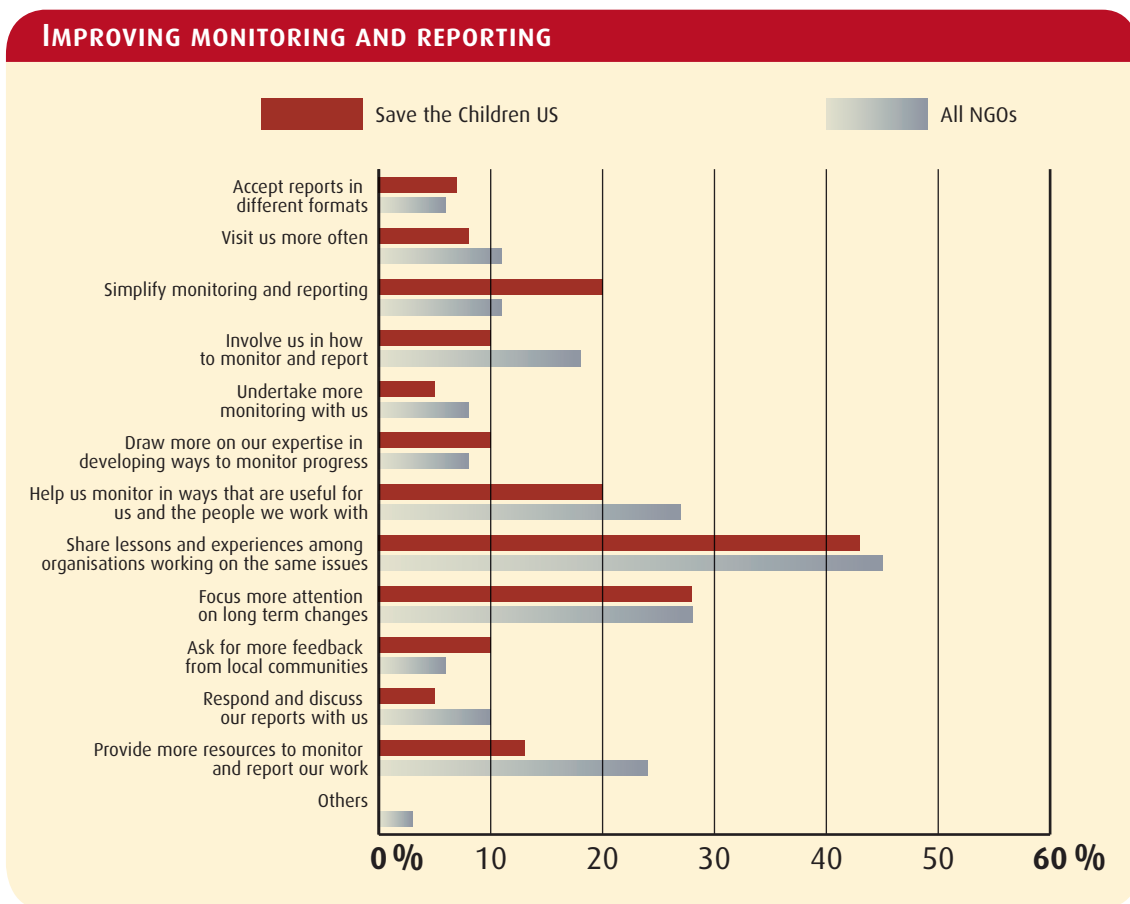


The chart shows how much respondents agree with the statements:

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

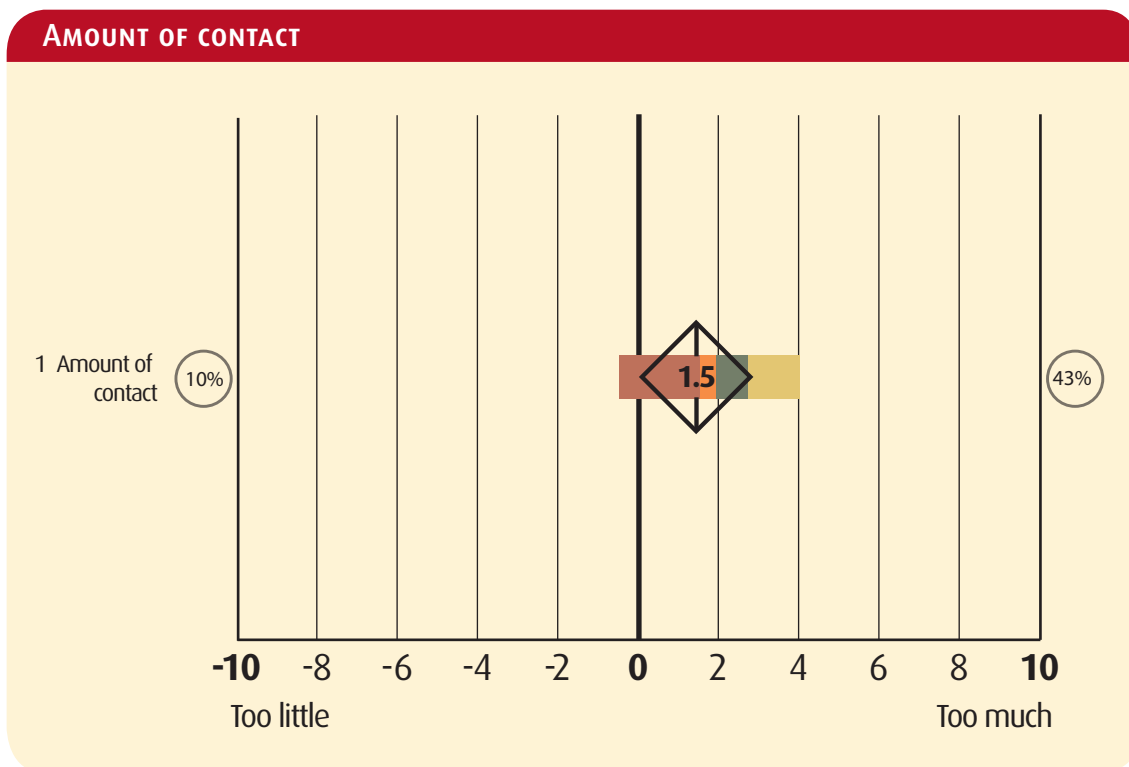
- In five aspects of monitoring and reporting, Save the Children US is rated in the top half of the cohort. In three aspects, Save the Children US is rated in the bottom half.
- Respondents report that the monitoring and reporting they do for Save the Children US helps them improve what they do.
- Save the Children US is also rated high in the cohort for providing enough funds and support for respondents' to monitor and report on their work. However, the whole cohort is rated relatively low in this area.
- While respondents say that it is relatively quick and easy for them to collect information and write reports for Save the Children US, they also give Save the Children US a low score (in the bottom 25% of the cohort) for asking them to report on what is important, rather than details.

Section 4: Administration



- Respondents were asked to identify two options from this list that they would most like Save the Children US to do to improve its monitoring and reporting in the future.
- In the future, Save the Children US's respondents would most like Save the Children US to improve its monitoring and reporting by: (a) sharing lessons and experiences among organisations working on the same issues and (b) focusing more attention on long term social changes.
- These are similar to the options most often selected by other NGOs' respondents.
- Respondents would also like Save the Children to simplify the monitoring and reporting process and help them monitor in ways that are useful for them and the people they work with.

Section 5: Relationship and communications

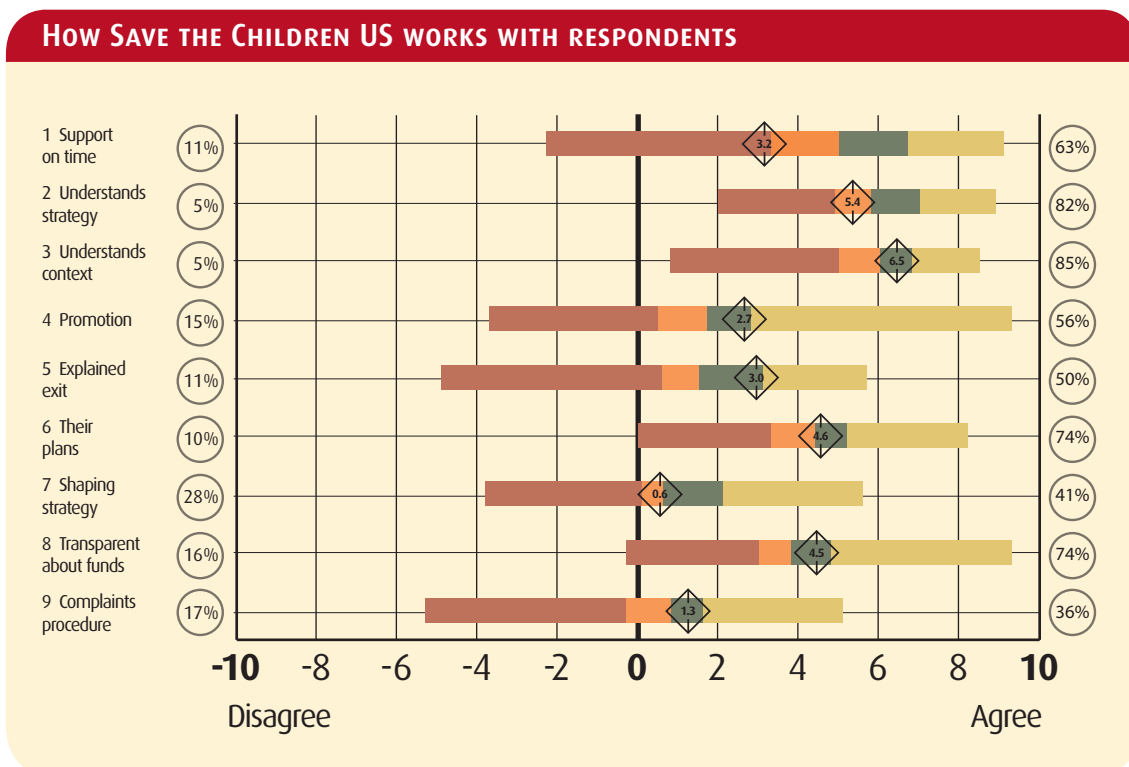


The chart shows how much respondents agree with the statements:

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

- 43% of Save the Children US's respondents would like to have less contact with Save the Children US (benchmark: 45%).
- 10% of Save the Children US's respondents said they had too little contact with Save the Children US during their current or most recent agreement (benchmark: 12%).

Section 5: Relationship and communications

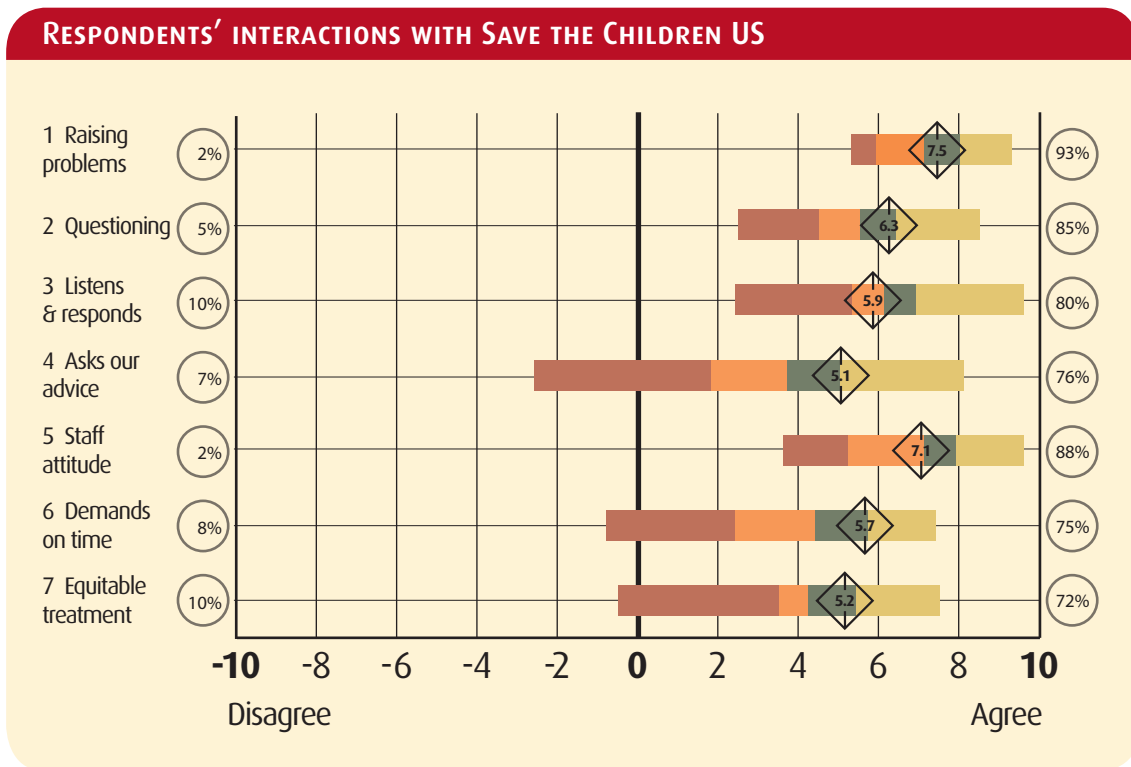


The chart shows how much respondents agree with the statements:

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

- In six of the aspects listed above, Save the Children US is rated in the top half of NGOs in the cohort. In two aspects Save the Children US is rated in the bottom half.
- Save the Children US receives its highest rating for understanding respondents' working environment and cultural context. All NGOs in the cohort are rated relatively high in this area.
- Save the Children US receives its lowest rating for involving respondents in shaping its strategy, along with many other NGOs in the cohort. The whole cohort is also rated low for promoting respondents in the media and explaining when they expect to stop working with respondents.
- Save the Children US is rated in the bottom 25% of NGOs in the cohort in one area: providing support on time.

Section 5: Relationship and communications



The chart shows how much respondents agree with the statements:

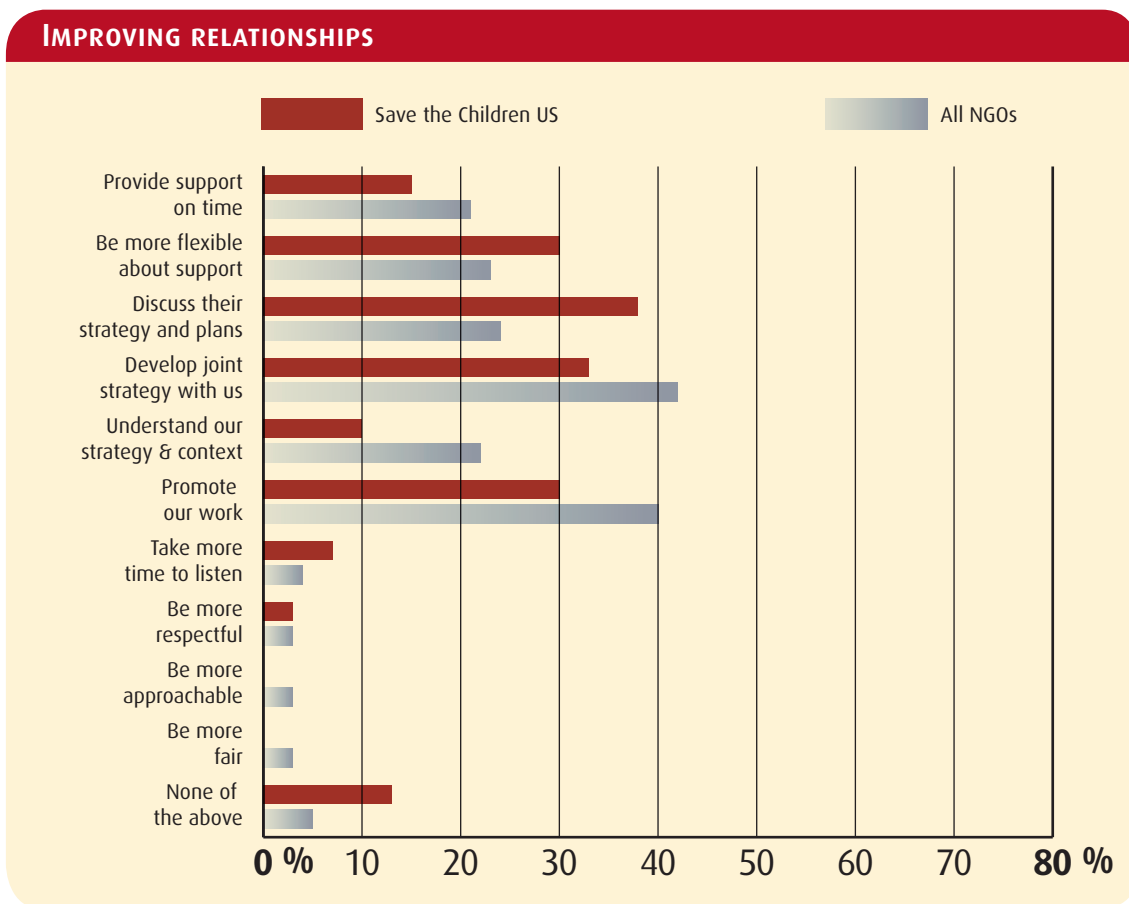
- 1 'We feel comfortable approaching Save the Children US to discuss any problems we are having.'
- 2 'We feel comfortable questioning Save the Children US's understanding or actions if we disagree with them.'
- 3 'Save the Children US listens and responds appropriately to our questions and concerns.'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

- Save the Children US is rated higher than most NGOs in the cohort for most aspects of its interactions with respondents.
- Save the Children US receives its highest rating for how comfortable respondents feel approaching Save the Children US to discuss any problems they are having.
- Save the Children US is rated in the top 25% of the cohort for asking for respondents advice and guidance. However, the whole cohort is rated relatively low in this area. This is also Save the Children's lowest rated area.
- Comments included:

"The dialogue is honest and open. When difficulties arise these are immediately identified and tackled, through meetings, or in writing via email, or telephone."

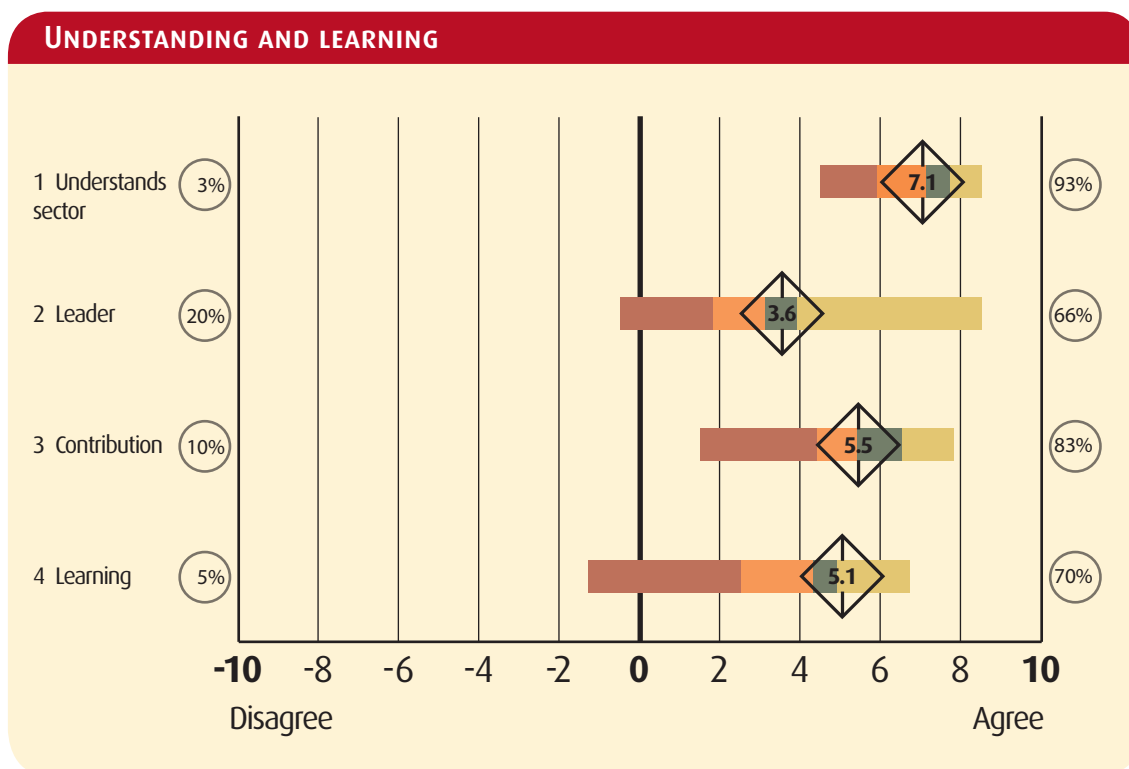
"Meeting to share progress and concerns is a good practice but this kind of meetings are few."

Section 5: Relationship and communications



- Respondents were asked to select the two options they would most like Save the Children US to do to improve your relationship with them.
- In the future, most respondents would like Save the Children US to improve its relationships with them by: (a) discussing your strategy and plans with respondents, and (b) developing joint strategies with respondents.
- Respondents also ask Save the Children US to be more flexible about the support you provide and to promote respondents' work.

Section 6: Understanding and learning

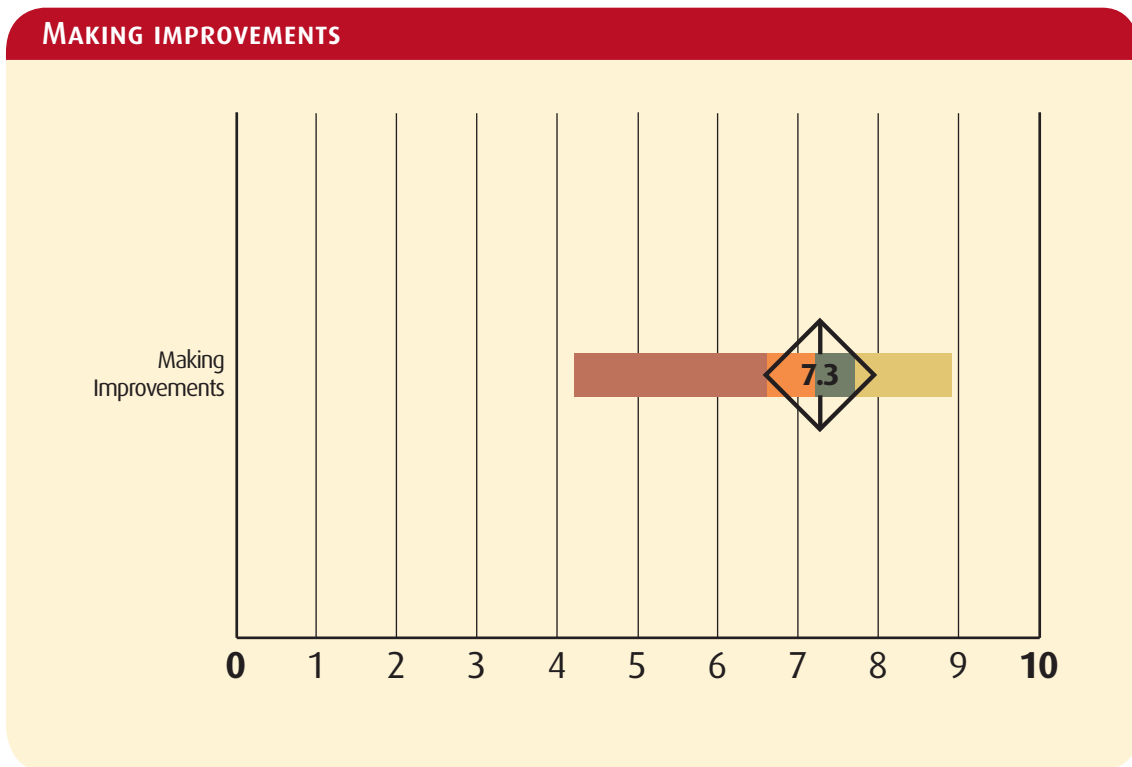


The chart shows how much respondents agree with the statements:

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

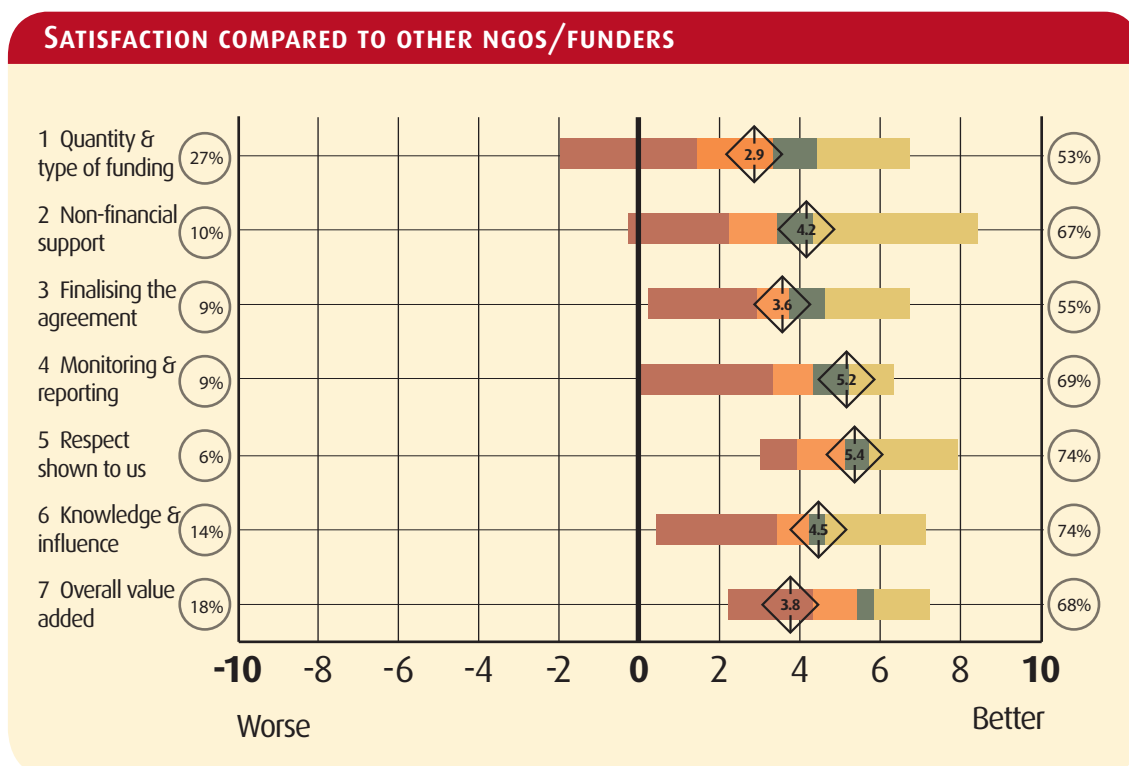
- In all four aspects listed above, Save the Children US is rated in the top half of NGOs in the cohort.
- Save the Children US receives the highest rating for understanding the sector(s) that respondents work in and its lowest rating for being a leader in the sector(s) that respondents work in. These mirror the ratings for the whole cohort.
- Save the Children US is rated in the top 25% of NGOs for learning from its mistakes and making improvements.

Section 6: Understanding and learning



- Respondents were asked to rate how likely they think it is that Save the Children US will make changes as a result of their answers to this survey.
- The average rating of Save the Children US's respondents was 7.3 on a scale of 0 – 10. This is in the top half of ratings received by NGOs in the cohort.

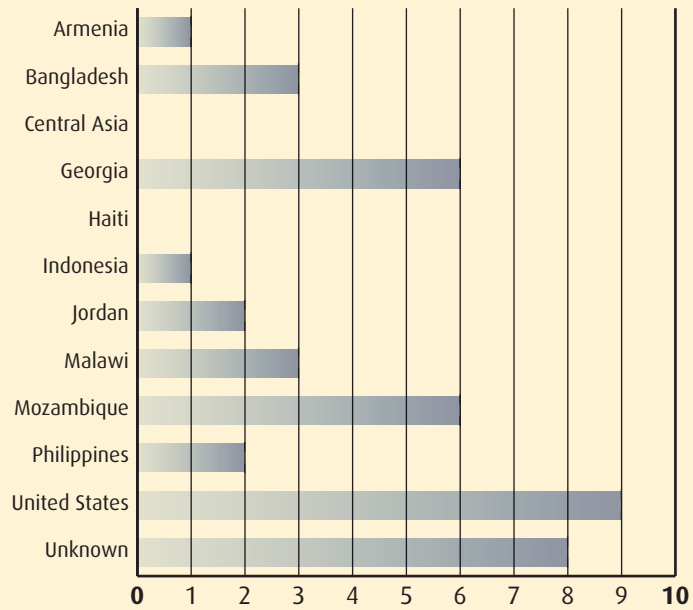
Section 7: Overall satisfaction



- The chart shows how respondents compare Save the Children US to other NGOs / funders they receive support from, across each of the areas listed.
- In four of the seven aspects listed above, Save the Children US is rated in the top 50% of NGOs in the cohort. In three of them, Save the Children US is rated in the bottom 50% of NGOs.
- Save the Children US's highest rating is for the respect you show to respondents with 74% of respondents saying this is better than other NGOs (benchmark: 73%).
- Save the Children US also receives relatively high overall ratings for non-financial support, monitoring and reporting and knowledge & influence.
- Save the Children US's lowest rating is for the quantity and type of funding.
- Save the Children US receives a low rating of +3.8 for the overall value you add to respondents' work.
- 29% of Save the Children US's respondents characterise Save the Children US as a 'caring sister' (benchmark: 29%) and 17% as a 'management expert' (benchmark: 15%).

Save the Children US's Tailored questions

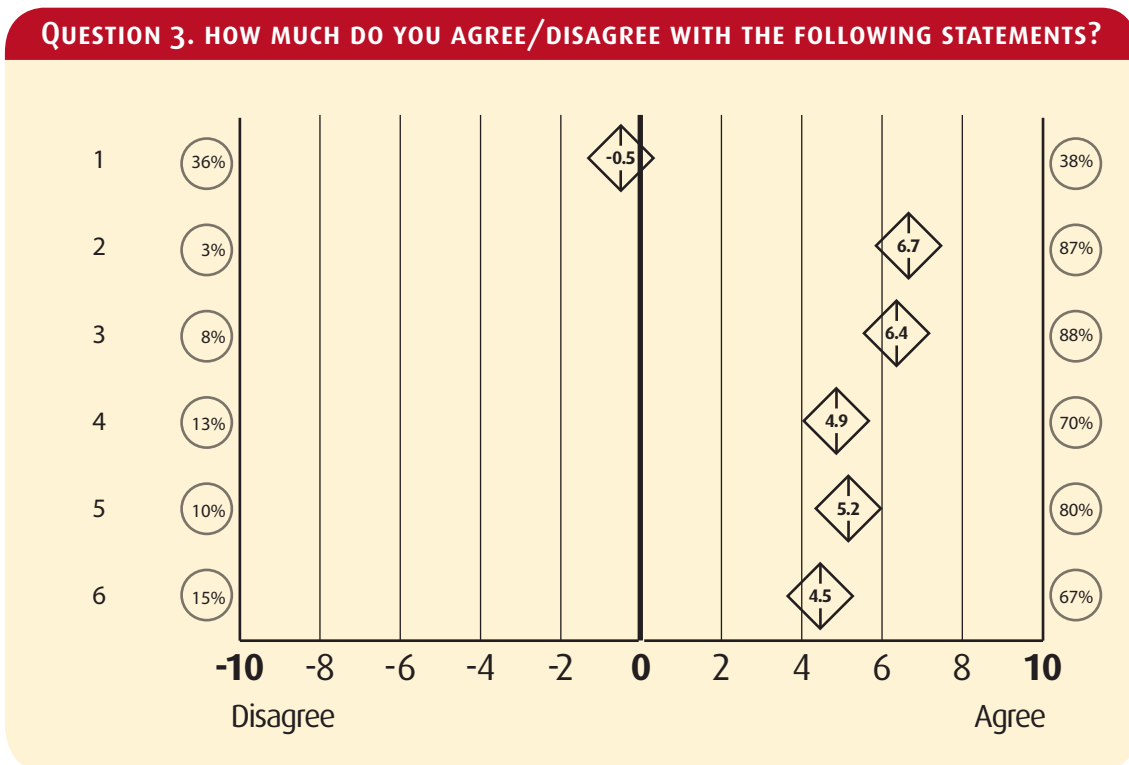
QUESTION 1. IN WHAT COUNTRY DO YOU WORK WITH SAVE THE CHILDREN AS A PARTNER?



Save the Children US's Tailored questions

QUESTION 2. WHAT PROPORTION OF YOUR WORK IS IN THE FOLLOWING AREAS?						
	None	25%	50%	75%	100%	N/a
Child Protection	5%	15%	15%	5%	24%	37%
Health & Nutrition	15%	17%	12%	7%	12%	37%
HIV/AIDS	24%	7%	0%	7%	7%	54%
Emergency Response	12%	12%	5%	7%	2%	61%
Livelihoods	17%	5%	5%	17%	12%	44%
Education	0%	5%	5%	5%	12%	73%
Other	2%	2%	0%	12%	2%	80%

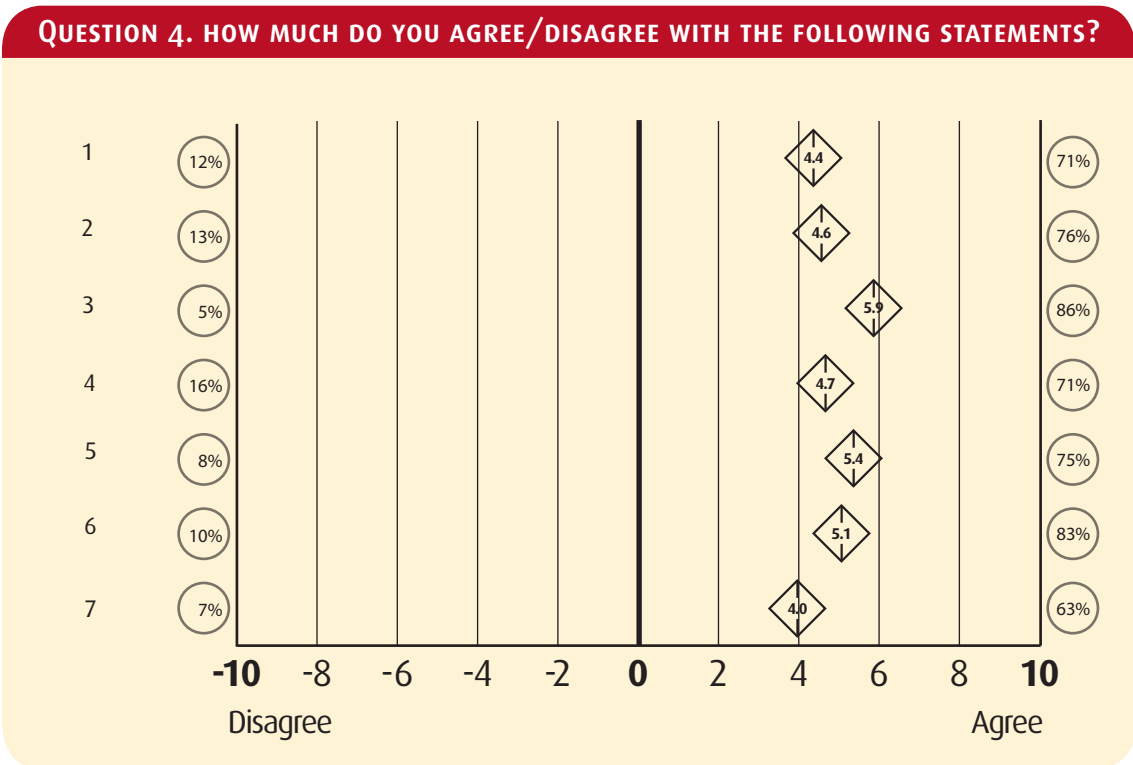
Save the Children US's Tailored questions



The chart shows how much respondents agree with the statements:

- 1 The relationship with Save the Children is primarily that of a donor / recipient relationship.
- 2 We each bring our own skills and expertise to the relationship
- 3 We feel valued by Save the Children for the role we play in our relationship
- 4 Save the Children helps our organisation gain credibility
- 5 We have learnt very much from working with Save the Children
- 6 Save the Children helps us grow as an organisation

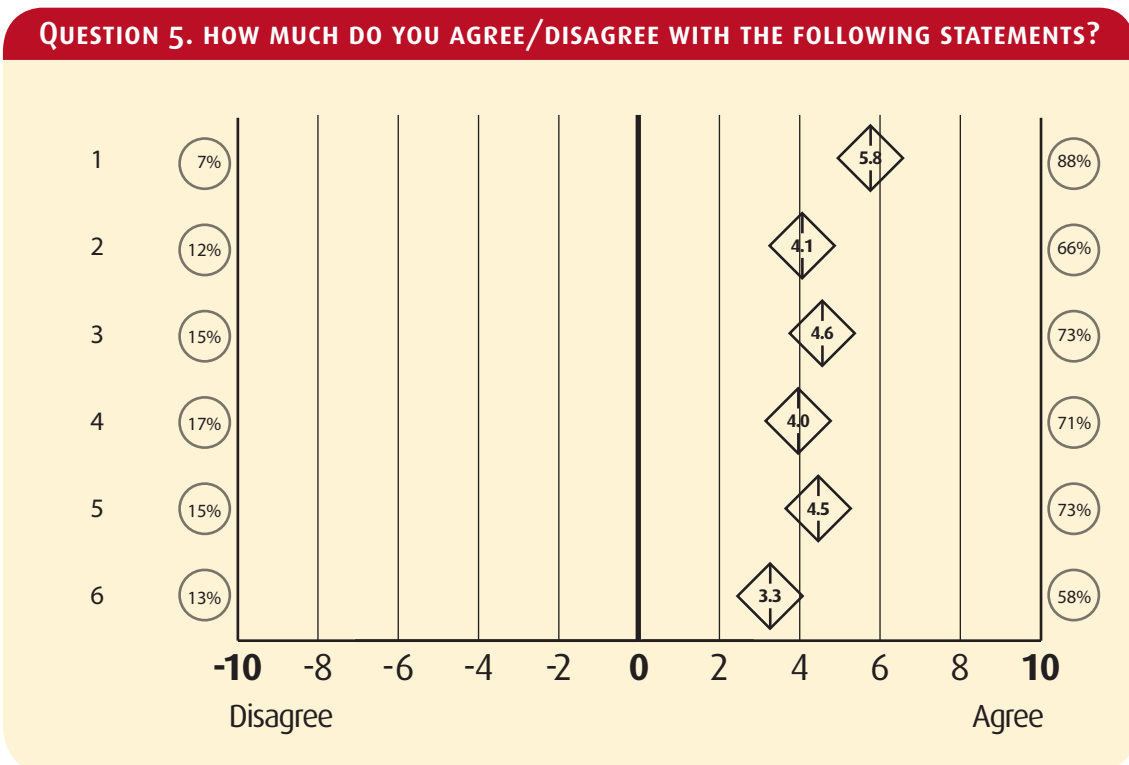
Save the Children US's Tailored questions



The chart shows how much respondents agree with the statements:

- 1 Save the Children involves us appropriately at all stages of our partnership and decision making
- 2 We are clear about how our work will be assessed by Save the Children
- 3 We believe Save the Children reads or acts on the reports we provide them
- 4 Our partnership feels even
- 5 Save the Children is always happy to share information with us
- 6 Save the Children always delivers when it says it will
- 7 Save the Children responds well to constructive criticism from us

Save the Children US's Tailored questions



The chart shows how much respondents agree with the statements:

- 1 We find it easy to share problems in our work with Save the Children staff
- 2 Save the Children staff often ask us for advice and guidance
- 3 We feel like we have decision-making authority in our partnership with Save the Children
- 4 We have a clear decision-making structure with Save the Children and meet regularly to review progress and make decisions
- 5 We feel like the support we receive from Save the Children is a shared resource over which both sides have influence
- 6 Save the Children consults us before making big changes to their strategy and ways of working that impact our program

Illustrative comments from respondents

SECTION 2: FINANCIAL SUPPORT

- "They put money in areas needed and continuously check to make sure that monies are being spent as identified."
- "Save the Children has very strict and well-established financial policies and procedures, which support to establish an accurate financial management system of its partner organizations."
- "There is too much "red tape" and monitoring mechanisms and administrative control too complex."

SECTION 3: NON-FINANCIAL SUPPORT

- "The technical support provided by Save the Children is very significant because it helps the group to develop more concrete mechanisms of working toward reaching the goal."
- "Save the Children has significantly improved our capacity in financial management, procurement and control. We would like to receive similar support in the fields of monitoring and evaluation tools as well as other tips and methodologies used by Save the Children."

SECTION 4: ADMINISTRATION

- "Feedback sharing is one of the best practices of Save the Children in the process of finalising agreements but it takes a long before agreement is being approved. The delay in approving the agreement greatly affect the implementation of the projects."
- "The good thing about the Save the Children representatives is that they are professional, supportive, and caring about our needs and goals for success in striving to make a difference in the lives of our children."
- "Save the children should flexible to support according to the needs of the supported program in consultation with the organization a well ahead of time."

MONITORING & REPORTING

- "Save the Children has a good monitoring tool that is reliable."
- "We always receive feedback from Save the Children about our financial reports, but we seldom receive feedback about our program reports. This should be improved and when we report about some problems encountered within the program implementation, they should be discussed by Save the Children with us."

SECTION 5: RELATIONSHIP & COMMUNICATIONS

- "The dialogue is honest and open. When difficulties arise these are immediately identified and tackled, through meetings, or in writing via email, or telephone."
- "STC folks always seem to be pleasant and eager to help and support us. They truly care about our students and staff, and seen genuine in their commitment. We are grateful for this partnership!"
- "Meeting to share progress and concerns is a good practice but this kind of meetings are few."

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