

KEYSTONE PERFORMANCE SURVEYS  
**NGO Partner Survey 2010**

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**Partner Feedback Report:  
Progressio UK**



[www.KeystoneAccountability.org](http://www.KeystoneAccountability.org)

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In association with Bond, NIDOS and InterAction



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# Introduction

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

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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

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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 Progressio UK 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

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## BENCHMARKS AND INDICES

Throughout the report, Progressio UK'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 Progressio UK'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 Progressio UK'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

	Progressio UK	Cohort
No. of partners invited to respond	73	2,733
No. of responses received	39	1,067
Response rate	41%	39%

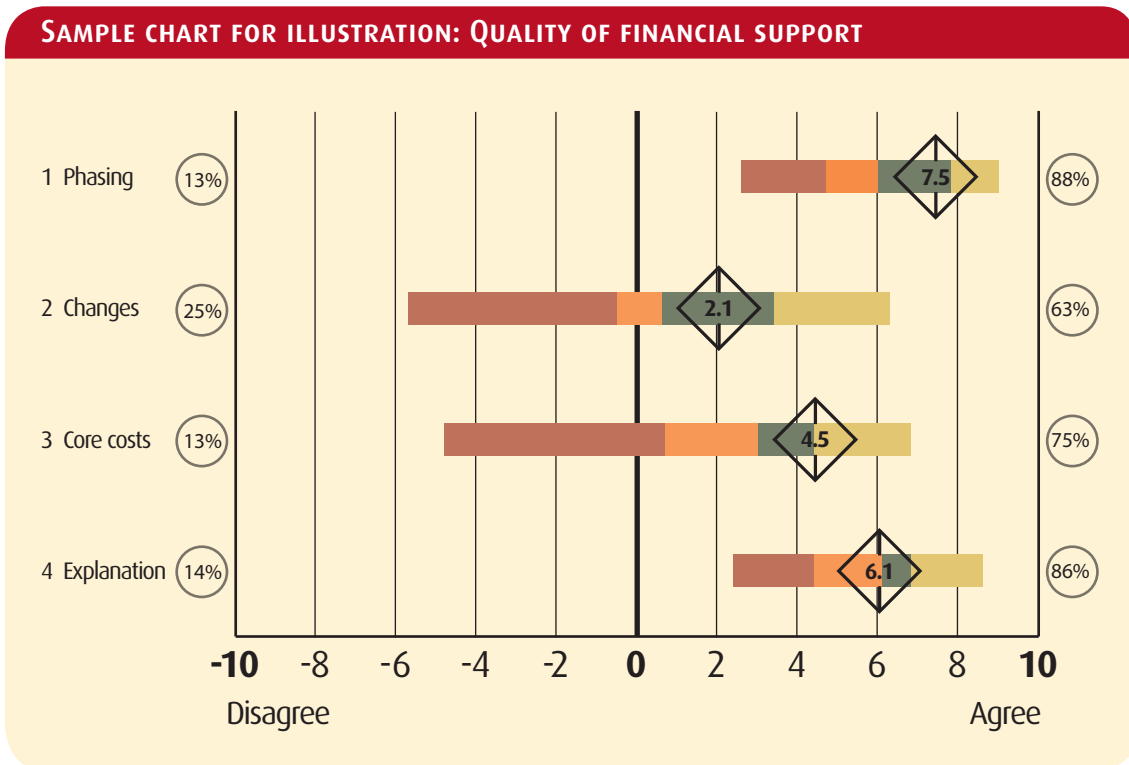
The figures in the table above show the total number of complete and partial responses. Some respondents did not answer all questions. The response rate varies between questions. This report does not include a breakdown of responses by language as this risks compromising the anonymity of respondents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

The following people were involved in completing the questionnaire:

	Progressio UK (%)	Benchmark (%)
Head of the organisation	80	71
Other senior leadership	57	68
Manager	43	41
Operational staff / field staff	33	48
Others	7	14

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

- 37% of Progressio UK's respondents declared themselves as female and 53% male (benchmarks: 33% and 59%). The others preferred not to say.
- 77% of Progressio UK'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

Progressio UK's data is shown compared to benchmarks from across all NGOs in the cohort. For example, 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 diamond is shown on a bar that shows the average responses received by all the 25 NGOs in the cohort. The length of the bar shows the range of average responses, in this case 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.

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- 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 spread 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 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 – 10. They have been converted from scales of 1 – 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 Progressio UK 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.

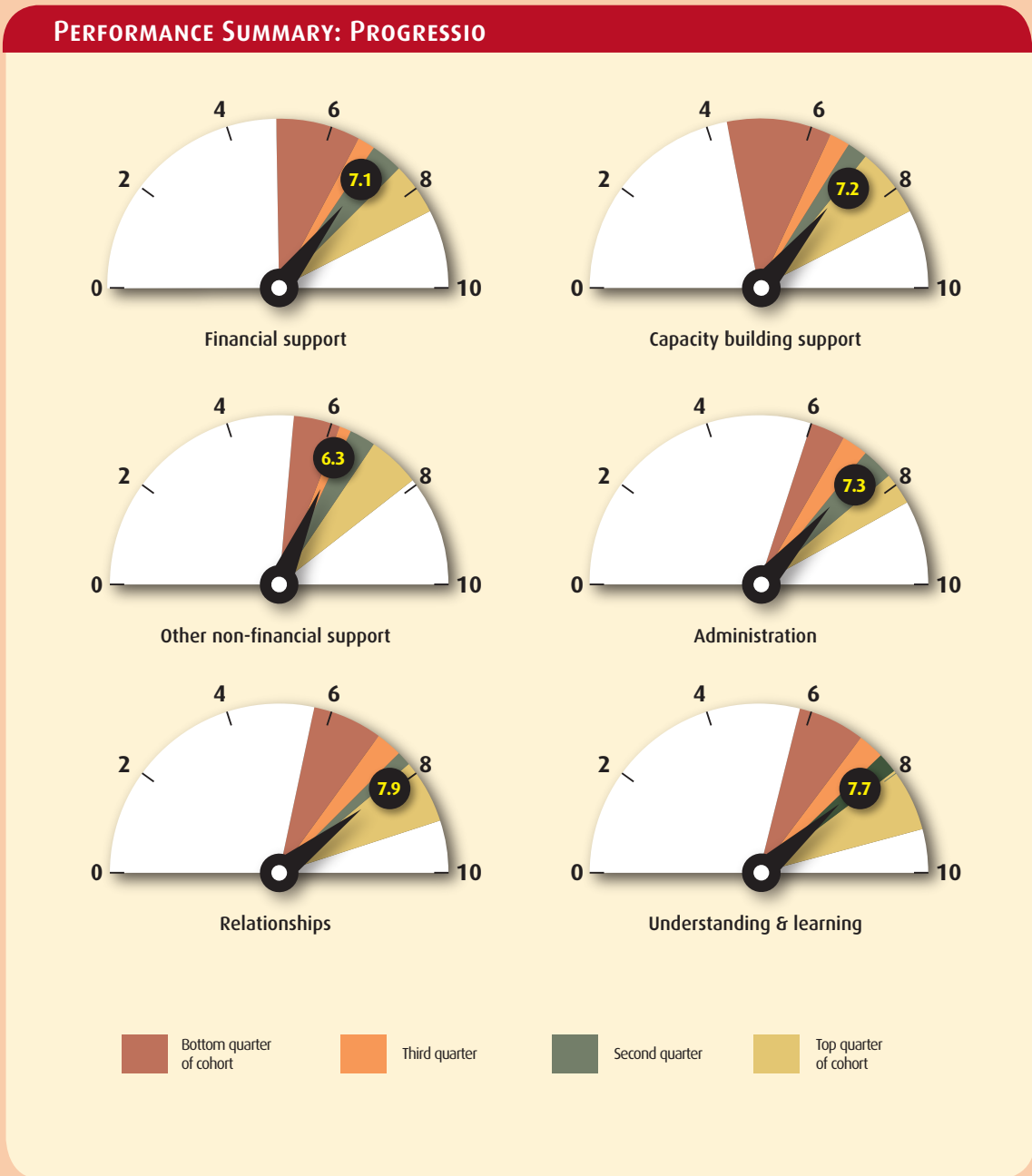
Step (i) could develop a new norm in NGO reporting, similar to the new norm among US foundations of publishing grantee feedback reports<sup>3</sup>. It could strengthen the links between performance, reporting and funding decisions, creating powerful incentives for improvement. For instance, a target could be set to publish all new partner feedback reports from January 2013 onwards.

100% of Progressio UK'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.

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

# Performance summary

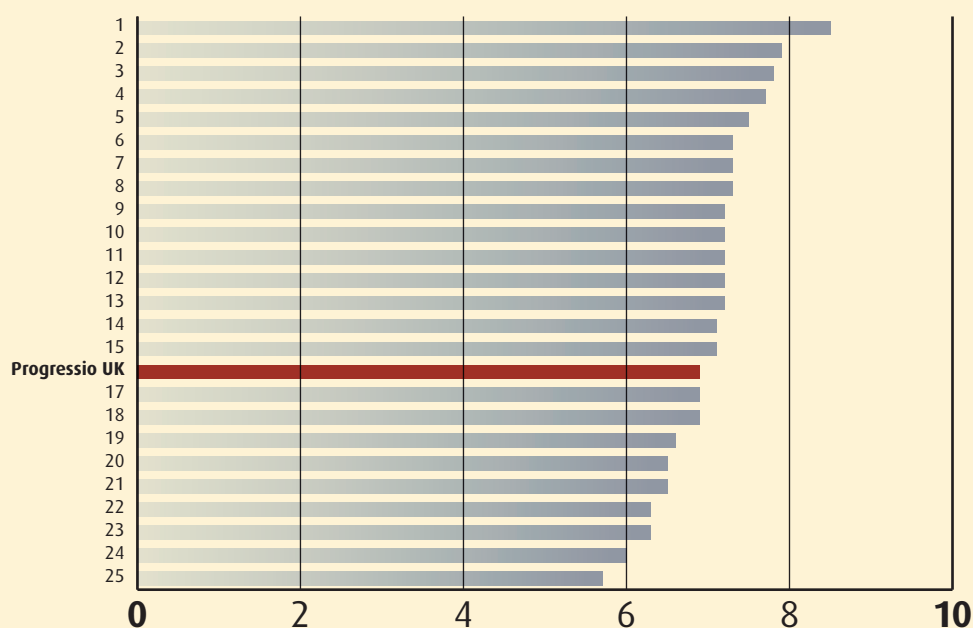


**PRIORITIES FOR THE FUTURE: PROGRESSIO RESPONDENTS**

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. Develop joint strategies with respondents
2. Strengthening respondents' presence at national / international levels	2. Provide more resources to monitor and report respondents' work	2. Promote respondents' work

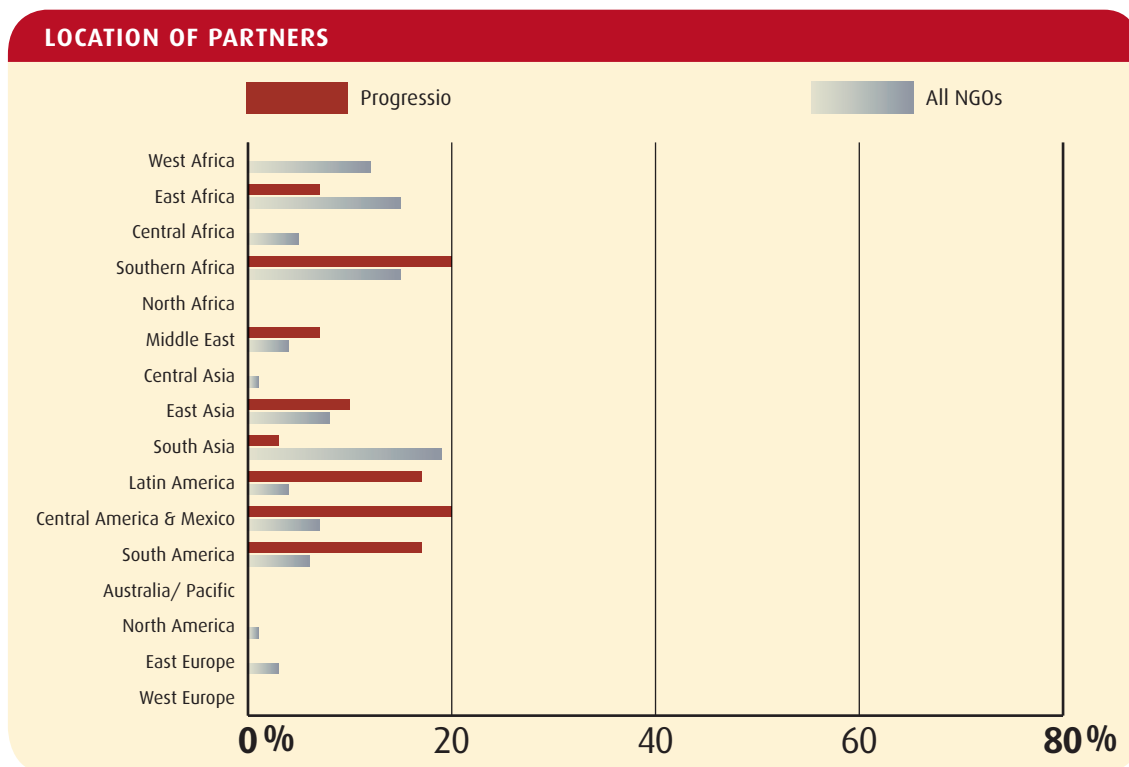


### OVERALL SATISFACTION: ALL 25 NGOs



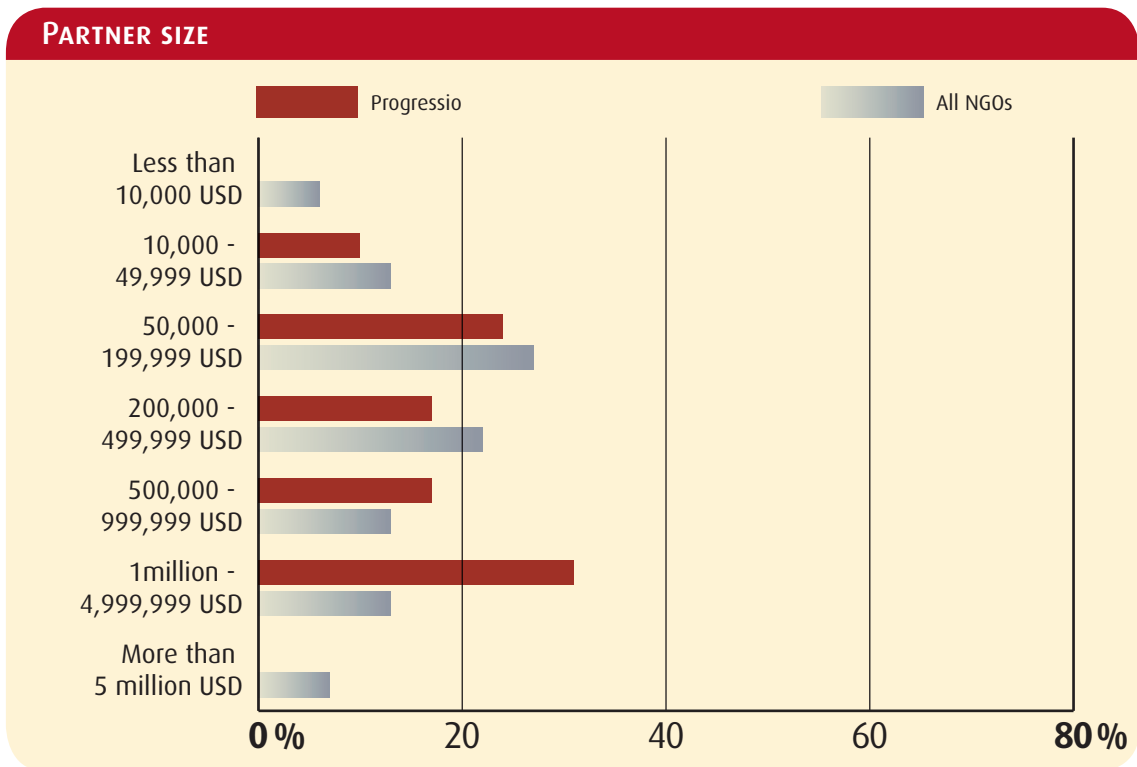
- Progressio UK receives mid to high-level ratings for the support it provides to respondents, compared to the ratings received by other northern NGOs. In terms of overall satisfaction, Progressio UK is rated 16th out of 25 in the cohort.
- Progressio UK's relationships with its respondents are rated particularly highly. Respondents understand Progressio UK's plans and are involved in shaping Progressio's strategy. They feel that Progressio listens and responds well to their concerns and that staff are respectful, helpful and capable.
- The respondents who receive it particularly appreciate Progressio's assistance in strengthening their governance and improving their strategies and practical approaches. They also appreciate Progressio's support in strengthening their presence at national / international levels.
- Progressio UK receives mid level ratings for administrative processes including finalising agreements and monitoring and reporting. Progressio is rated highly for the flexibility of its support but low for how well the amount of support matches respondents' needs. Progressio UK's monitoring and reporting processes receive lower ratings than other NGOs' approaches.
- Progressio receives very low ratings for funding core costs and providing enough funding for monitoring and reporting activities.
- Respondents report a wide variety of experiences of working with Progressio. Comments suggest that the quality of Progressio UK's support depends to a great extent on the individual skills and attitudes of development workers.
- Looking ahead, respondents ask Progressio UK to assist them in the future to become stronger and more influential organisations. They would like support in accessing other sources of funds, sharing lessons with similar organisations and developing joint strategies with Progressio.

## Section 1: Partnership profile



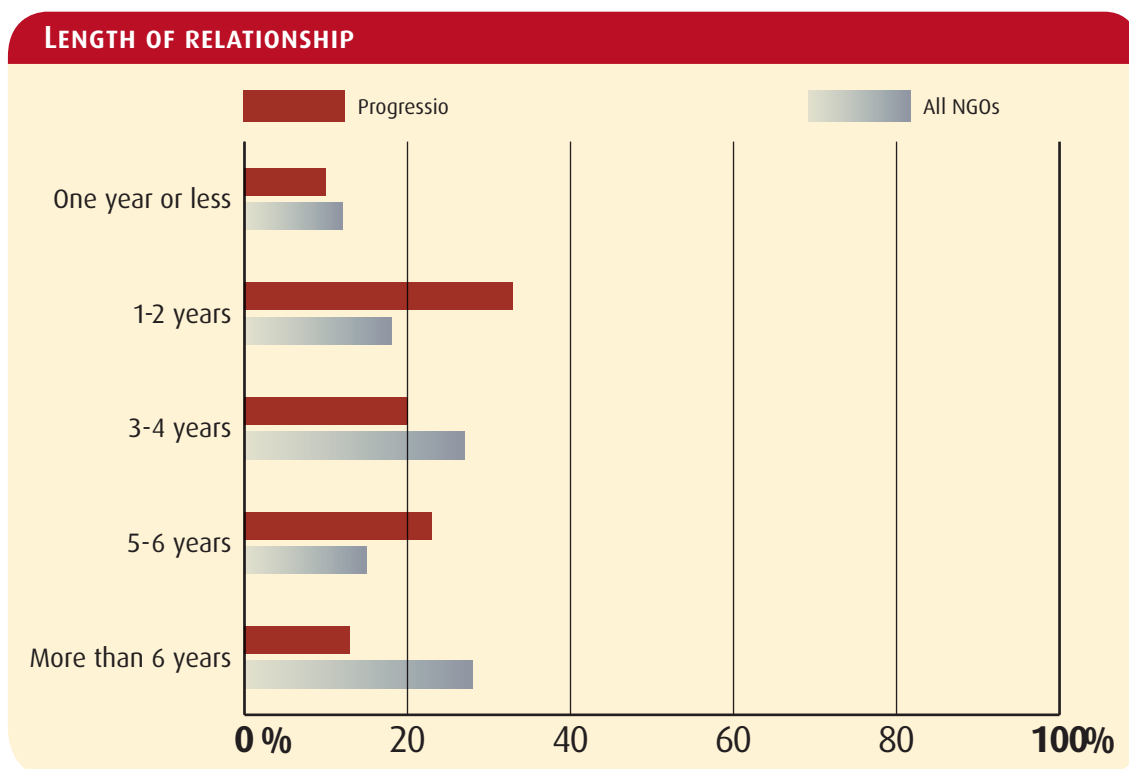
- Progressio UK's respondents are located around the world, with a higher number based in Mexico and Central, South and Latin America compared to the cohort.
- A total of 54% of Progressio UK's respondents are based in Mexico and Central, South and Latin America (benchmark: 17%).
- 93% of Progressio UK's respondents describe themselves as 'non-governmental organisations' (benchmark: 75%). The other 7% see themselves as 'Faith-based organisations' (benchmark: 13%).
- Progressio UK's respondents describe themselves as predominantly working by: 'helping people claim their human rights', 'supporting and strengthening civil society organisations' and 'supporting collective action by their members'. 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



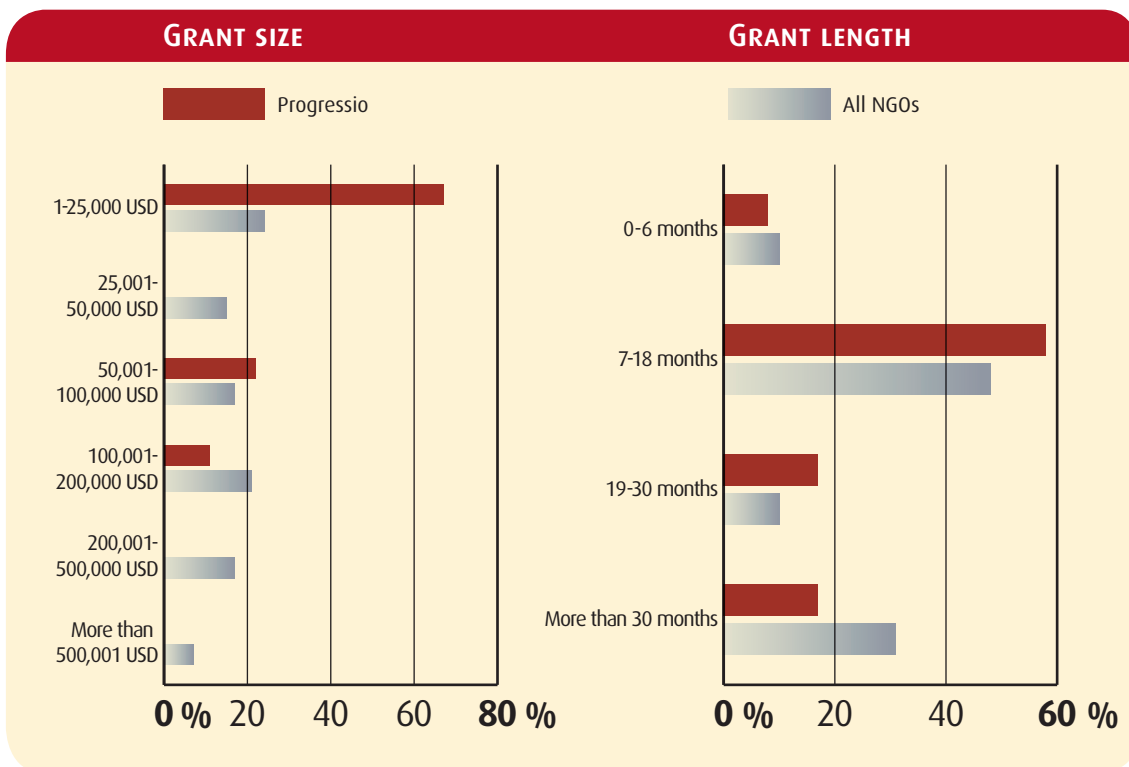
- The median annual budget of Progressio UK's respondents is US\$470,000 (benchmark: US\$260,000). 50% of respondents have an annual budget higher than this figure and 50% lower than it.
- 48% of Progressio UK's respondents have annual budgets of over \$500,000 (benchmark: 33%)
- On average, Progressio UK's respondents received funds and other support from 6.4 different organisations (benchmark: 5.3).

## Section 1: Partnership profile



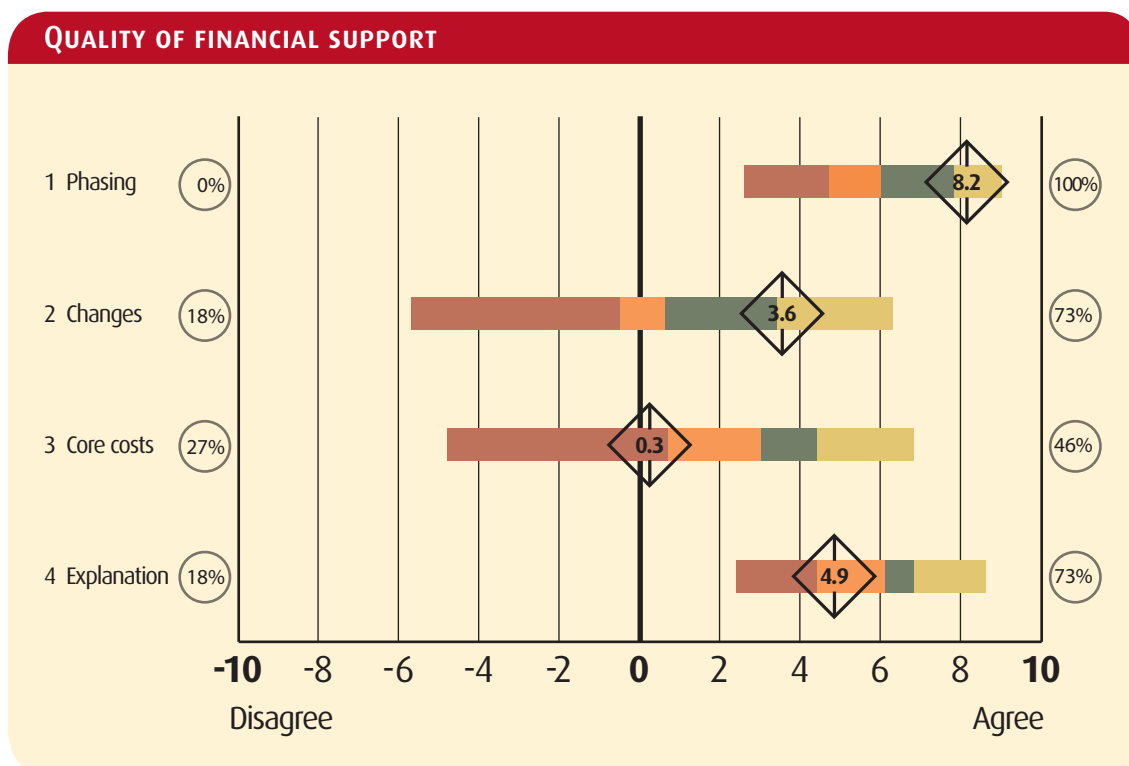
- Respondents report that, on average, they have received support from Progressio UK for a shorter time than most NGOs in the cohort. They have received support from Progressio UK for 42 months (benchmark: 50 months).
- 43% of respondents have received support from Progressio UK for less than 2 years (benchmark: 31%) and 13% for more than 72 months (benchmark: 25%).
- The most important reasons why respondents choose to work with Progressio UK are: 'achieve shared goals' and 'joint learning and understanding'. These are the same two most important reasons chosen across the cohort.

## Section 2: Financial support



- 43% of Progressio UK's respondents said that they are currently or have recently received funds from Progressio UK (benchmark: 88%).
- 67% of Progressio UK's grants to respondents are for less than US\$25,000 (benchmark: 24%). The average size of grant received from Progressio UK is US\$44,000 (benchmark: US\$160,000).
- 67% of Progressio UK's grants are for less than 18 months (benchmark 58%). 50% of Progressio UK's grants are exactly 12 months long (benchmark: 34%). The average length of grant received from Progressio UK is 19 months (benchmark: 23 months).

## Section 2: Financial support



The chart shows how much respondents agree with the statements:

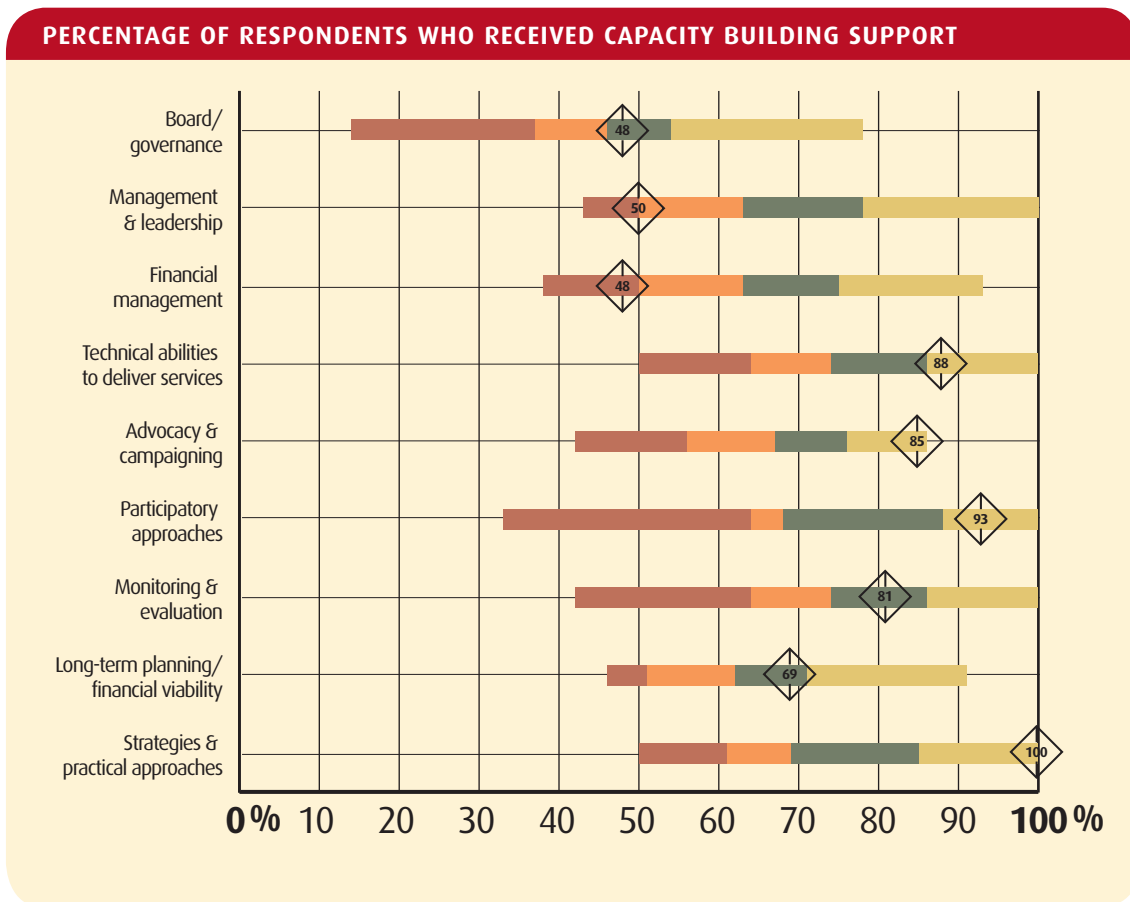
- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'Progressio allows us to make any changes that we need to about how we spend funds.'
- 3 'Progressio makes an appropriate contribution to general / core costs.'
- 4 'Progressio clearly explains any conditions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

- Progressio UK is rated in the top quarter of the cohort of NGOs for two aspects of its financial support to respondents and in the bottom half for the other two aspects of financial support.
- Progressio UK is rated very highly for the appropriateness of the phasing of its payments to respondents. 100% of respondents agree that the phasing is appropriate (benchmark: 79%).
- Progressio UK is rated in the top 25% of the cohort for allowing changes that respondents need to make about how they spend funds. 73% agree with this statement (benchmark: 48%).
- All NGOs including Progressio UK score quite low for the contribution to core cost. 46% of Progressio UK's respondents agree that they make an appropriate contribution to core costs (benchmark: 61%).
- 20% of the comments Progressio UK received in this area were positive and 60% were negative. Comments included:

"Progressio funds our activities according to our needs. This should be continued."

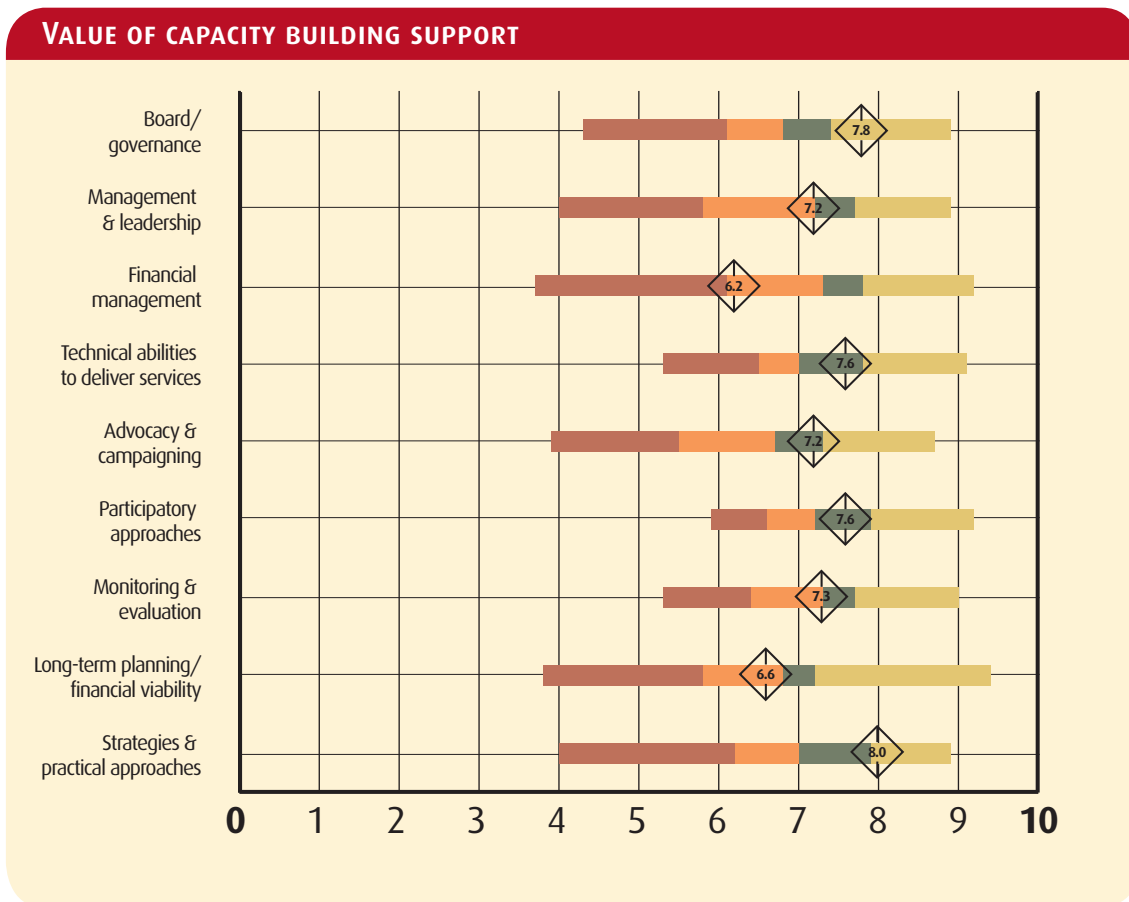
"The budget needs to also support the administrative functions of the recipient organisation."

## Section 3: Non-financial support



- This chart shows the percentage of Progressio UK's respondents who said they received capacity building support in each area.
- Progressio UK provides capacity building support to a large proportion of respondents in a number of areas, including in particular 'strategies & practical approaches', 'technical abilities to deliver services', 'advocacy and campaigning', 'participatory approaches' and 'monitoring and evaluation'.
- Progressio UK provides less support in 'board and governance', 'financial management', and 'management and leadership'.

## Section 3: Non-financial support



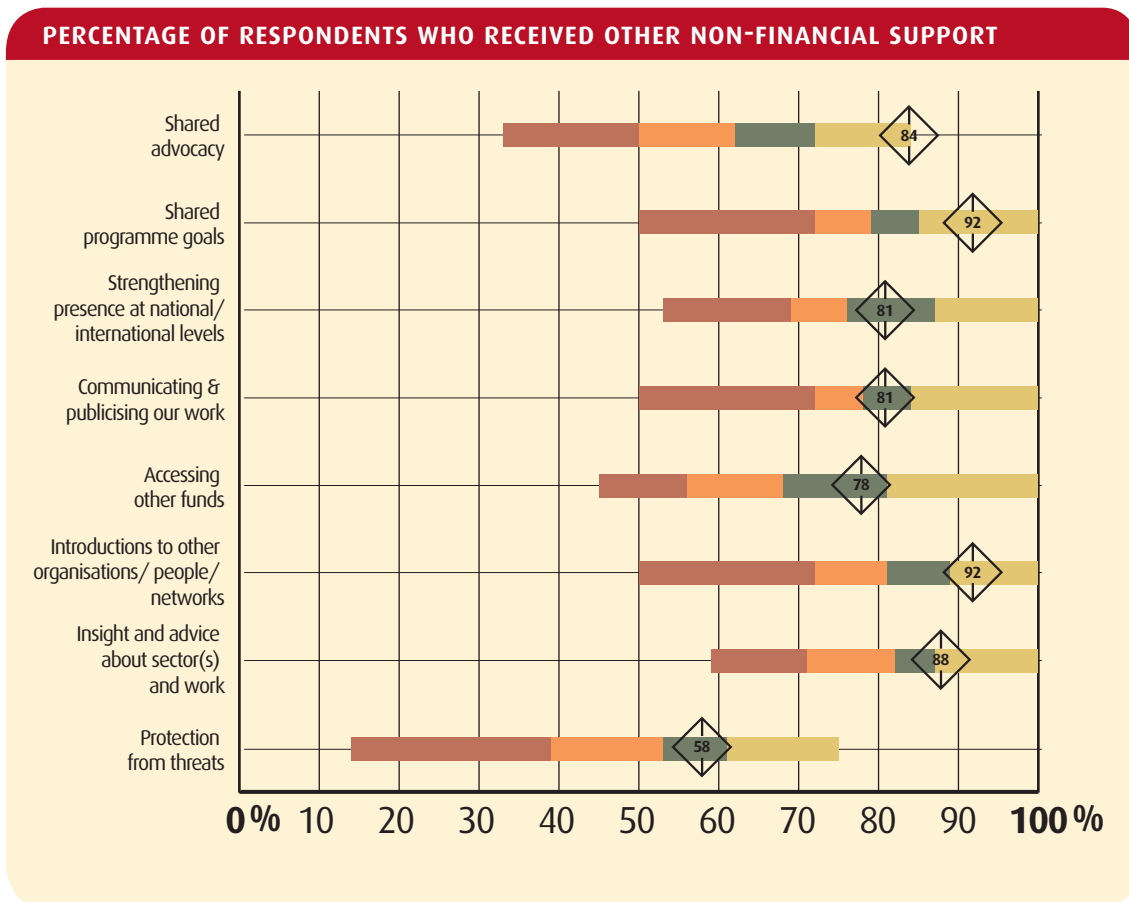
- This chart shows how useful the respondents who received capacity building support found it. The average of Progressio UK's respondents' assessments is shown.
- Progressio UK is rated in the top quarter of the cohort for the value of the capacity support it provides in the areas of 'board / governance' and 'strategies & practical approaches'.
- Progressio UK is rated higher than most other NGOs in the cohort for its capacity building support in: 'board / governance', 'strategies & practical approaches', 'technical abilities to deliver services', 'advocacy & campaigning' and 'participatory approaches'.
- Progressio UK is rated lower than most other NGOs for its capacity building in other areas, including: financial management and long-term planning / financial viability.
- 36% of the comments Progressio UK received in this area were positive, 21% negative with 65% of respondents making suggestions. They included:

"We are appreciate the advice provided by Progressio such us: together we identify capacity building that is relevant for each division and specially for the Executive Director to manage the organization and has influenced some of decision making.

"The Development Workers when they are being placed in the recipient organisations should have with them the basic support such as furniture, computers and all the things that enables the individual to work."

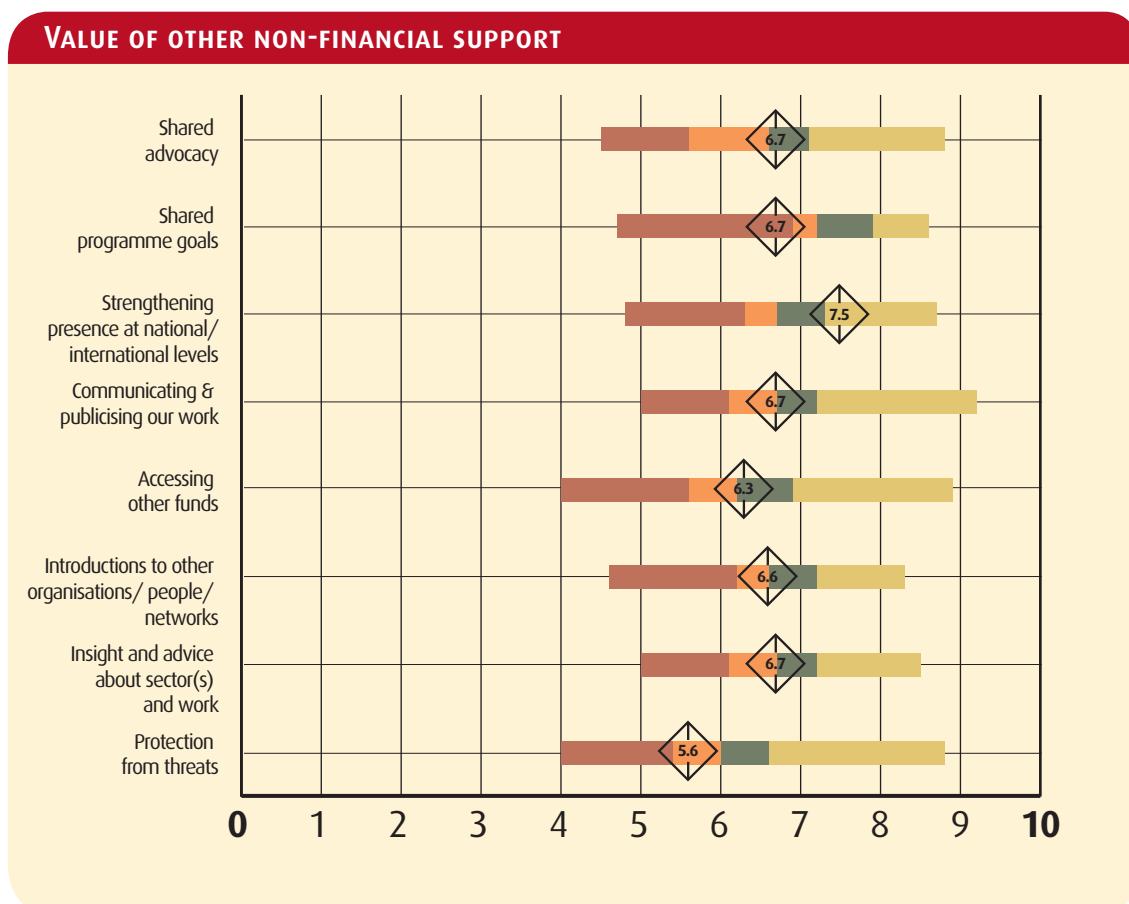


## Section 3: Non-financial support



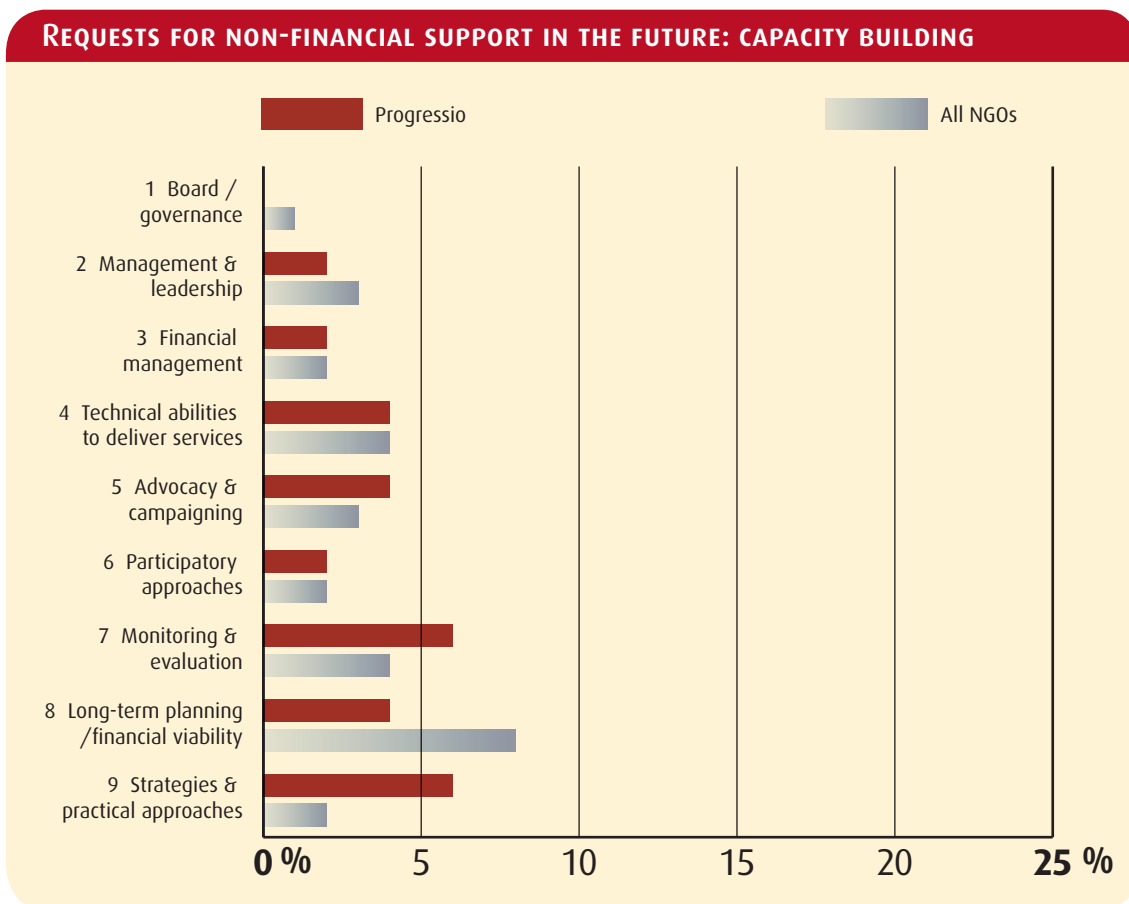
- This chart shows the percentage of Progressio UK's respondents who said they received support in each area.
- Progressio UK is in the top half of NGOs for the number of respondents receiving support in all areas listed and the top quarter in the areas of 'shared advocacy', 'shared programme goals', 'introduction to other organisations / people/ networks', 'and insight and advice about sector(s) and work'.

## Section 3: Non-financial support



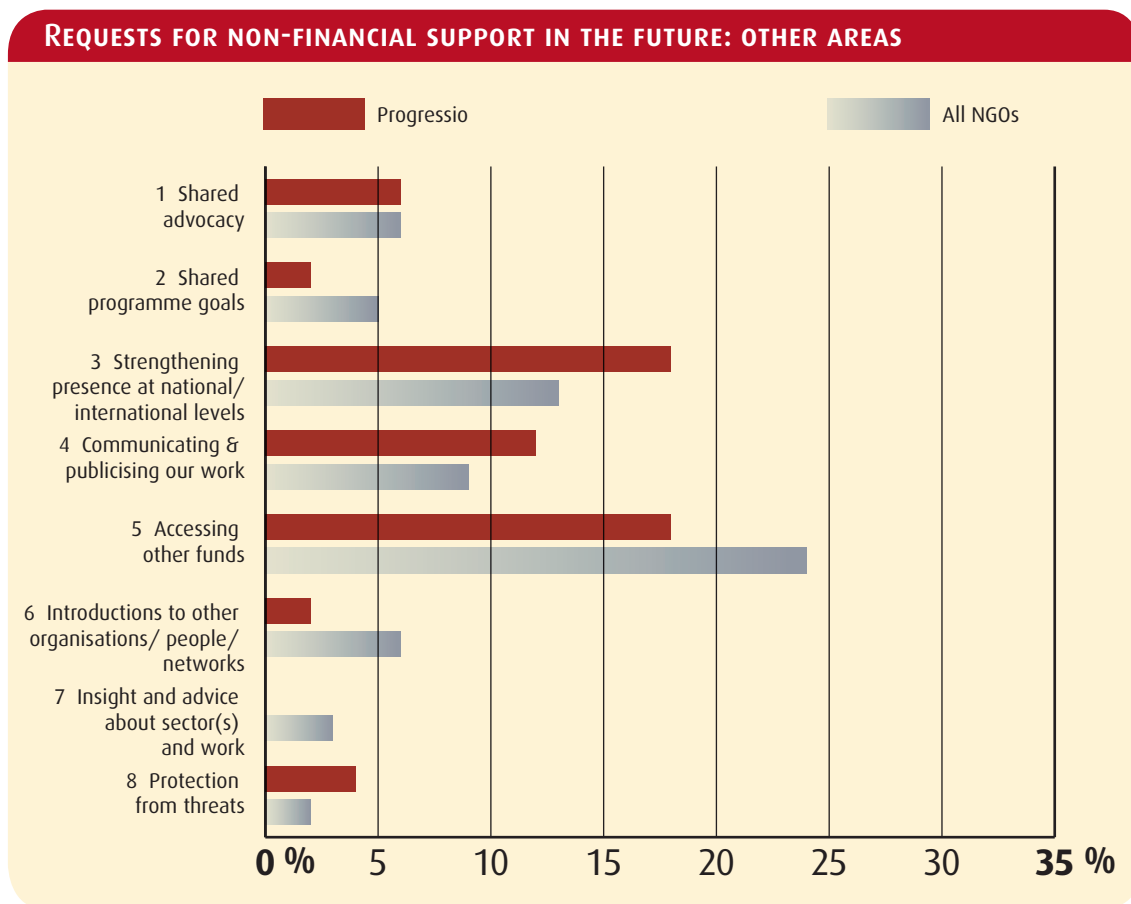
- This chart shows how useful the respondents who received other forms of non-financial support found it. The average of Progressio UK's respondents' assessments is shown.
- Progressio UK receives its highest rating for 'strengthening respondents' presence at national / international levels'.
- Progressio UK receives its lowest ratings for 'protection from threats' and 'accessing other sources of funds'.
- In general, Progressio UK's support is valued at around the same level as other NGOs' support.

## Section 3: Non-financial support

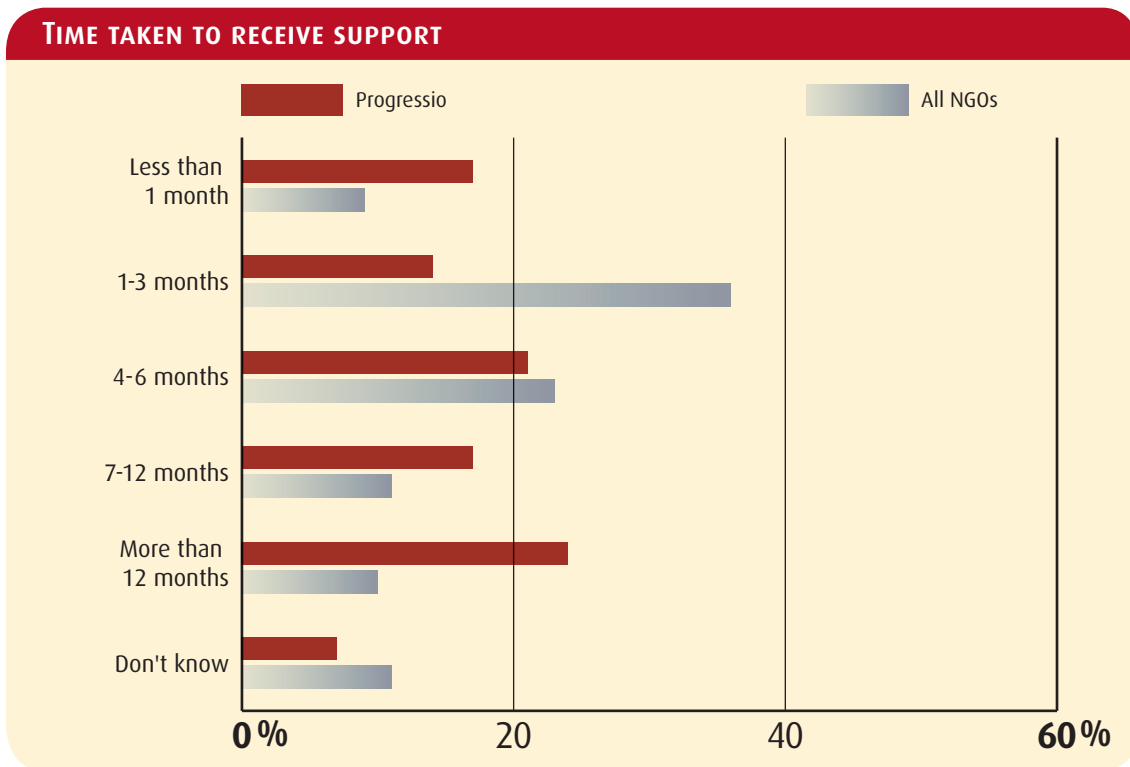


- Respondents were each asked to identify up to two areas where they would most like to receive support from Progressio UK in the future.
- In the future, Progressio UK's respondents would most like to receive non-financial support in: 'accessing other sources of funds' and 'strengthening their presence at national / international levels'.
- Capacity building assistance is only selected as a priority by more than 5% of respondents in the areas 'monitoring & evaluation' and 'strategies & practical approaches'.
- The preferences expressed are similar to those expressed to other northern NGOs by their southern partners.

## Section 3: Non-financial support

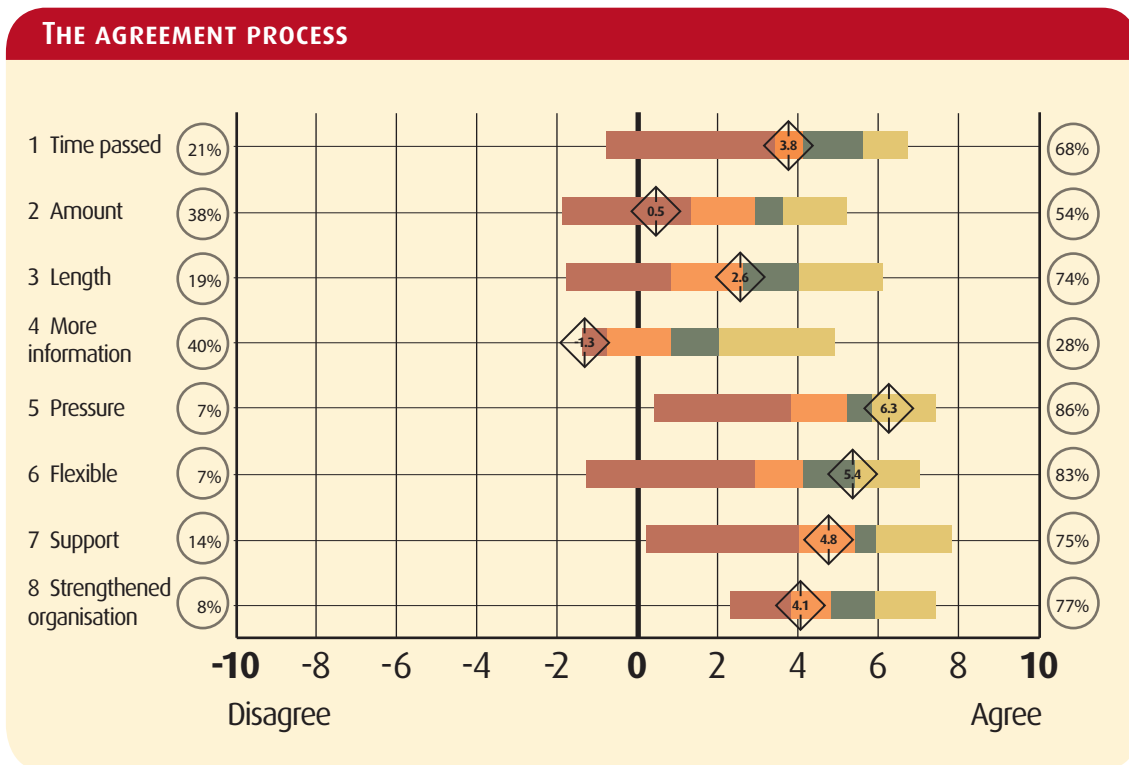


## Section 4: Administration



- On average, respondents report that 7.9 months pass from the date that they first discussed support with Progressio UK and the date when they first received support (benchmark: 5.4 months).
- 41% of respondents reported that it took more than 7 months to receive support (benchmark: 21%).

## Section 4: Administration



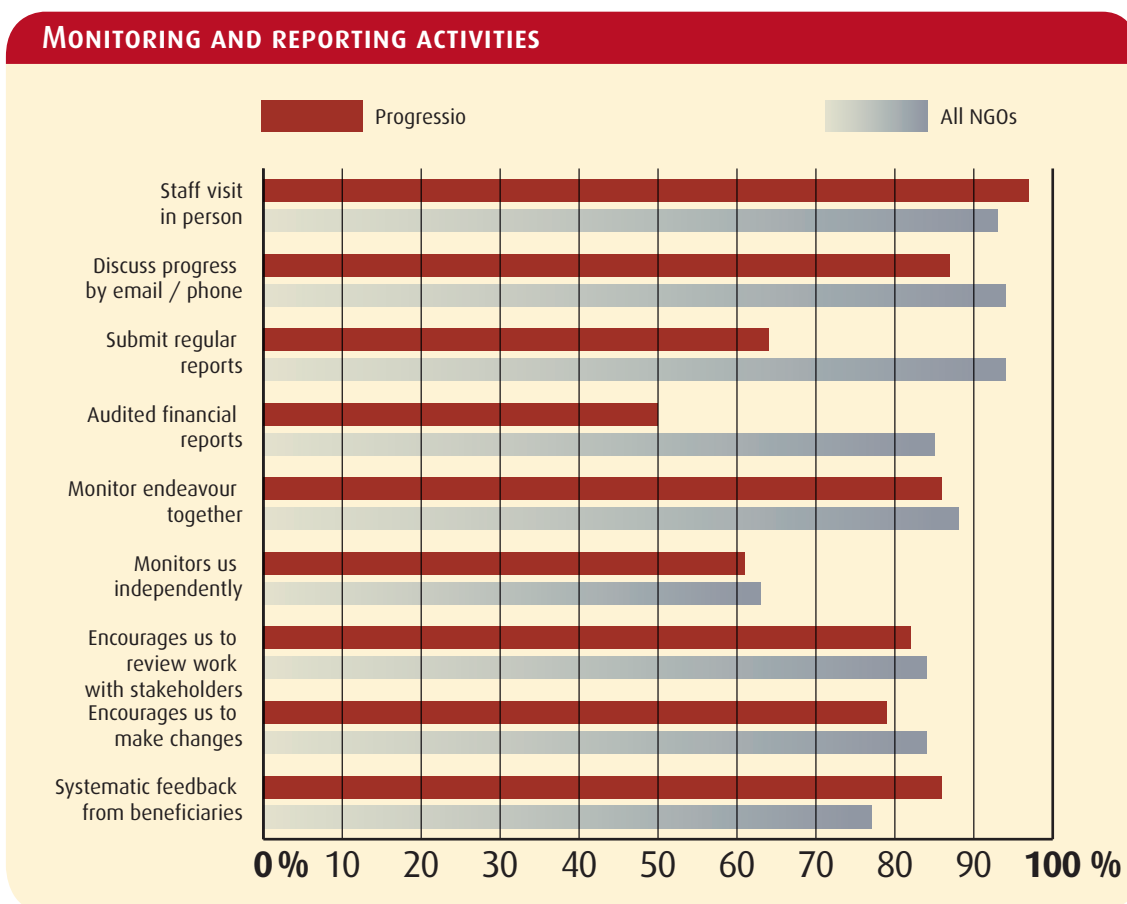
The chart shows how much respondents agree with the statements:

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

- Progressio UK is rated in the bottom half of NGOs in the cohort in five of the eight aspects of finalising partnership agreements listed above.
- Progressio UK's respondents rate it in the top 25% of the cohort for not making them feel pressured into changing their priorities during the agreement process.
- 83% of Progressio UK's respondents agree that it is flexible and willing to adapt the terms of its support to meet their needs (benchmark: 69%).
- 38% of Progressio UK's respondents disagree that the amount of Progressio UK's support is well matched to their needs (benchmark: 23%).
- 50% of the comments Progressio UK received in this area were positive and 33% were negative. They included:

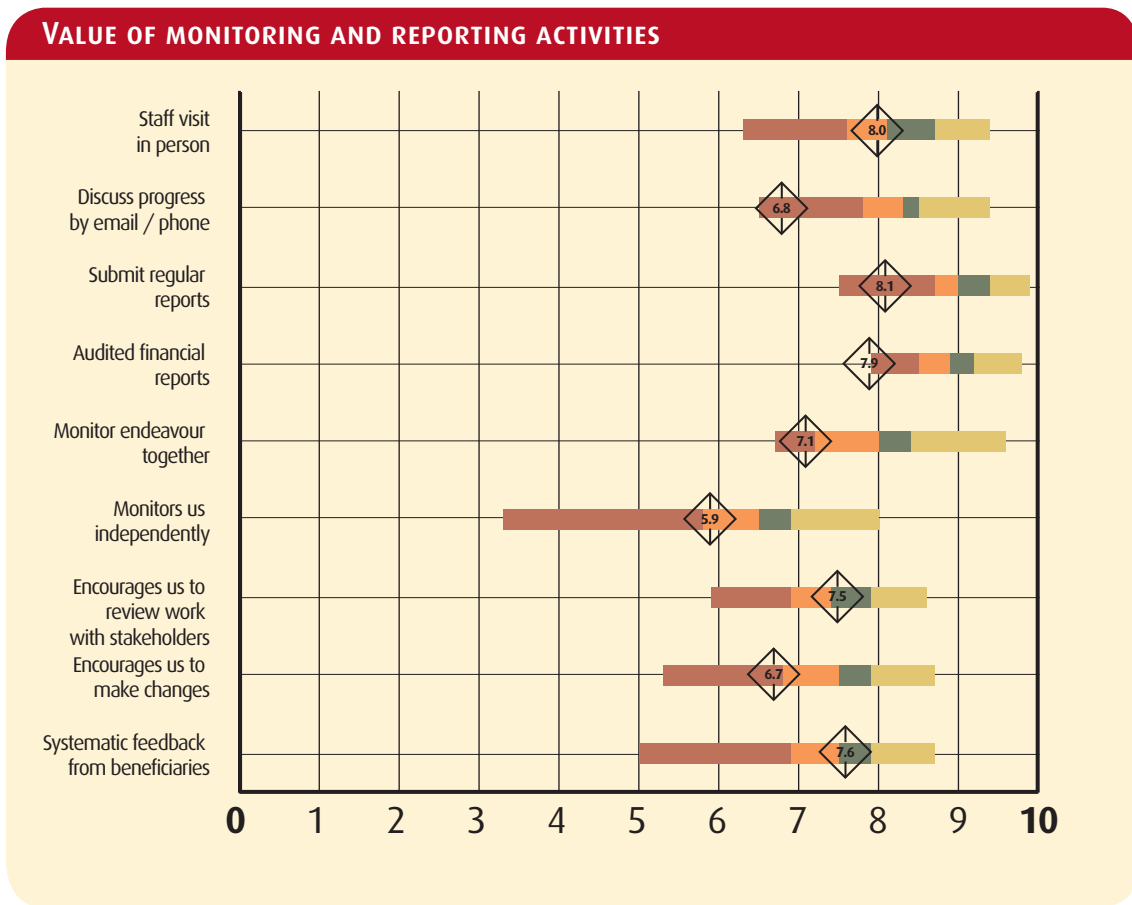
"Progressio UK is flexible and is willing to adapt the terms of its support to meet our needs."

## Section 4: Administration



- 97% of Progressio UK's respondents have received a staff visit in person (benchmark 93%) and 87% have discussed partnership progress on the phone (benchmark: 94%).
- 64% of respondents submit regular narrative and financial reports (benchmark: 94%) and 50% submit audited financial reports to Progressio UK (benchmark: 85%).
- Progressio UK asks 86% of respondents for systematic feedback from their beneficiary groups (benchmark 77%).

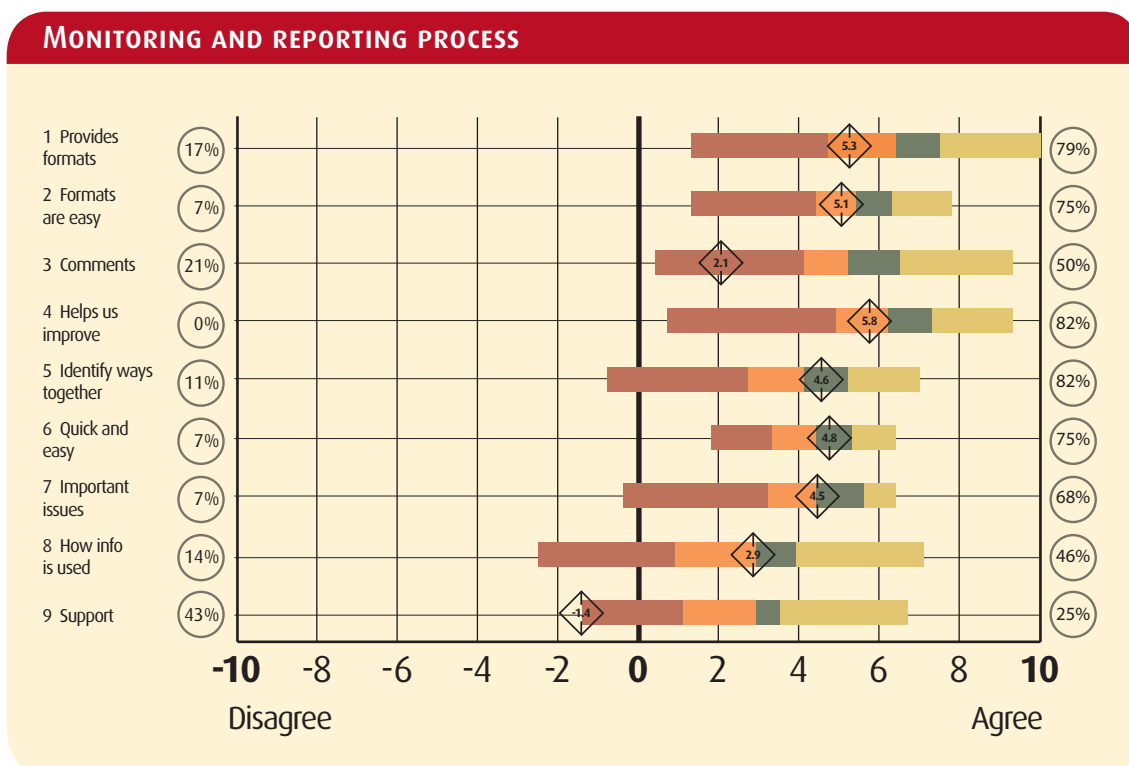
## Section 4: Administration



- 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 the value of Progressio UK's monitoring and reporting activities in the bottom half of the cohort for seven of the nine areas listed above.
- Progressio UK is rated highly for the value of its staff visits and submission of regular reports but these are below the average scores for the cohort.
- Progressio UK is rated poorly for the value of its independent monitoring of respondents' work.



## Section 4: Administration

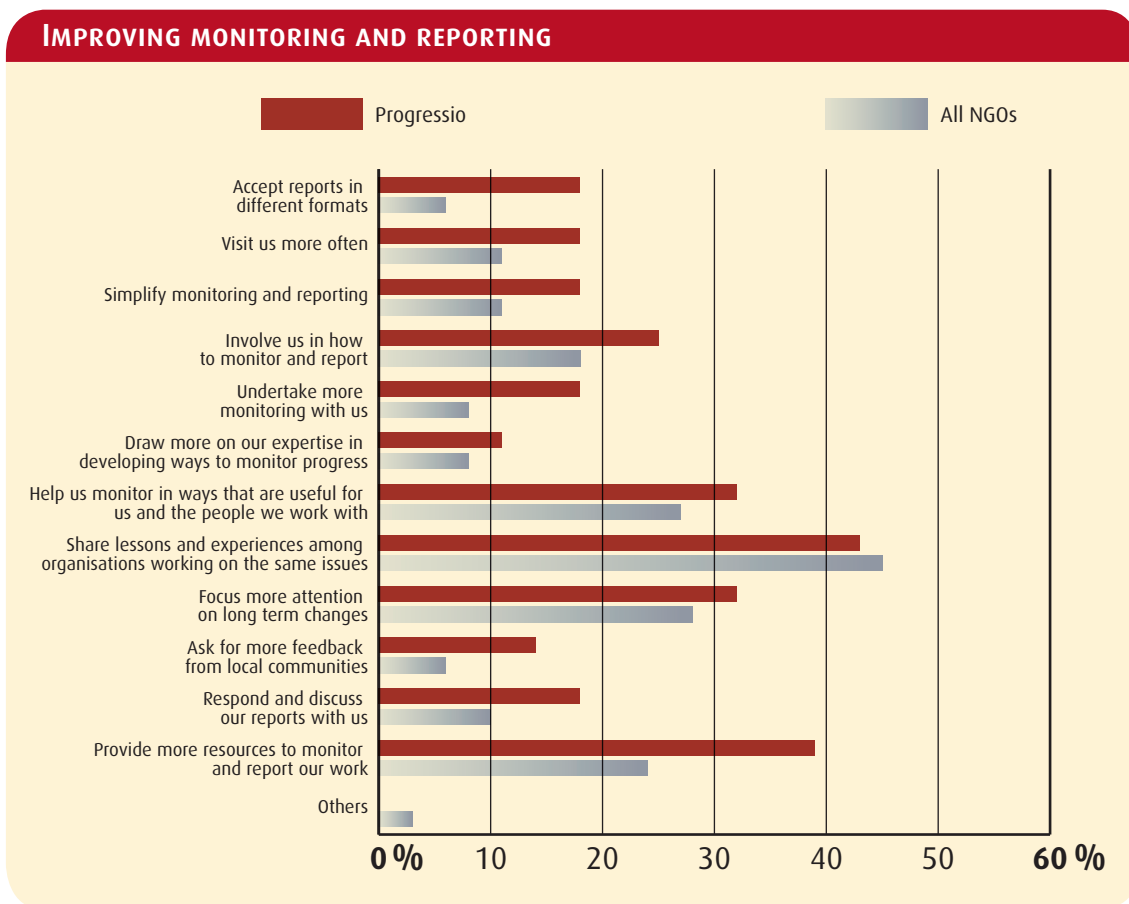


The chart shows how much respondents agree with the statements:

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

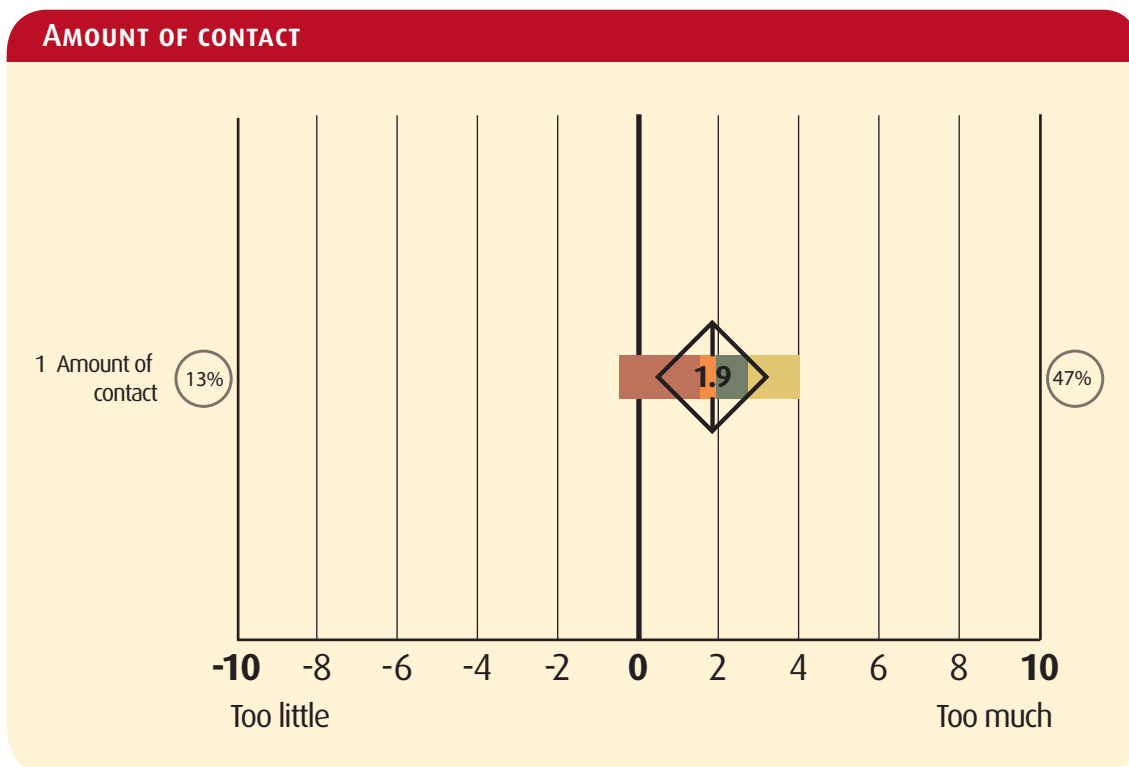
- Progressio UK is rated in the lower half of NGOs in the cohort for five of the nine aspects.
- Progressio UK is rated in the top half of the cohort for working with respondents to identify useful and relevant ways of monitoring their impact, asking for reports on what is important rather than details and the how quick and easy it is for respondents to collect information and write reports.
- Progressio UK is rated lowest in the cohort for the extent to which Progressio UK provides enough funds and support for respondents to monitor and report their work.
- Progressio UK is rated in the bottom 25% of the cohort for the usefulness of the comments it provides respondents about the reports respondents send to them. Only 50% of Progressio UK's respondents agree that the comments on reports are useful (benchmark: 75%).
- 82% of Progressio UK's respondents agree that they work with Progressio UK to identify useful and relevant ways of monitoring respondent's impact (benchmark: 69%).

## Section 4: Administration



- Respondents were asked to identify two options from this list that they would most like Progressio UK to do to improve its monitoring and reporting in the future.
- In the future, Progressio UK's respondents would most like Progressio UK 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 respondent's work.
- A high percentage of Progressio UK's respondents also would like Progressio UK to improve its monitoring and reporting by: (a) helping respondents monitor in ways that are useful for them and the people they work with and (b) focusing more attention on long term changes.
- Significantly more of Progressio UK's respondents would like Progressio UK to provide more resources to monitor and report on their work compared to the cohort: 39% compared to 24%.

## Section 5: Relationship and communications

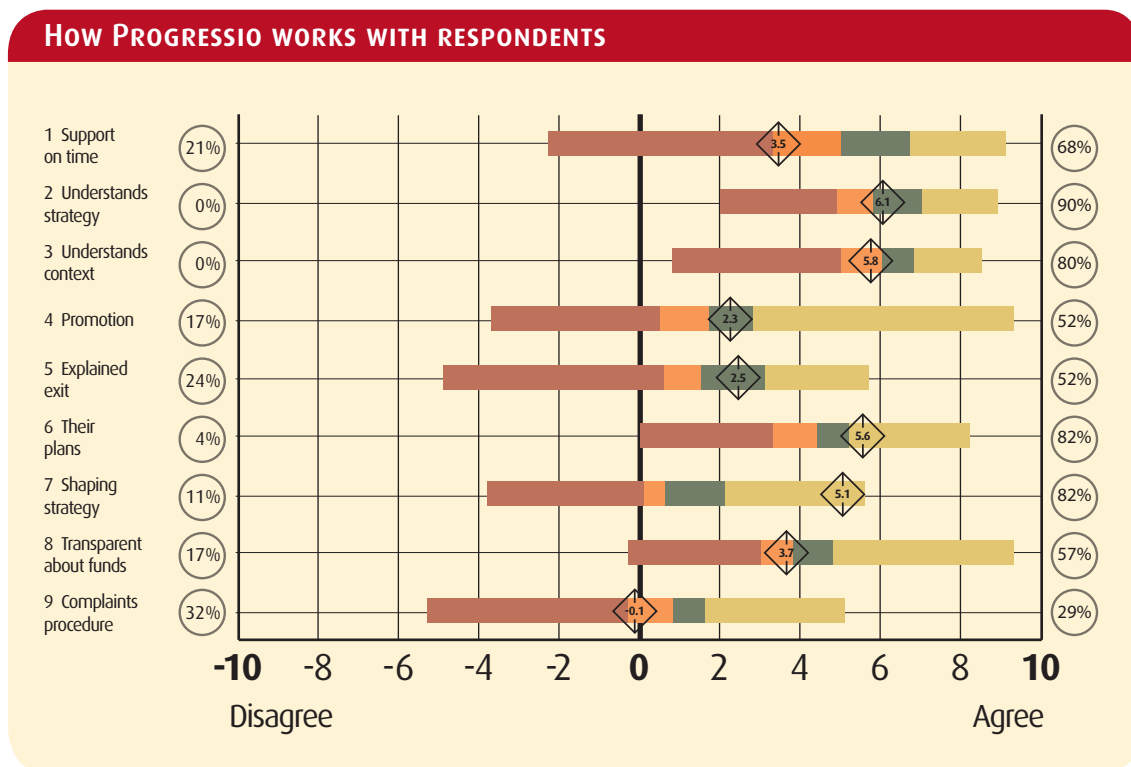


The chart shows how much respondents agree with the statements:

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

- 47% of Progressio UK's respondents would like to have less contact with Progressio UK (benchmark: 45%).
- 13% of Progressio UK's respondents said they had too little contact with Progressio UK during their current or most recent agreement (benchmark: 12%).

## Section 5: Relationship and communications

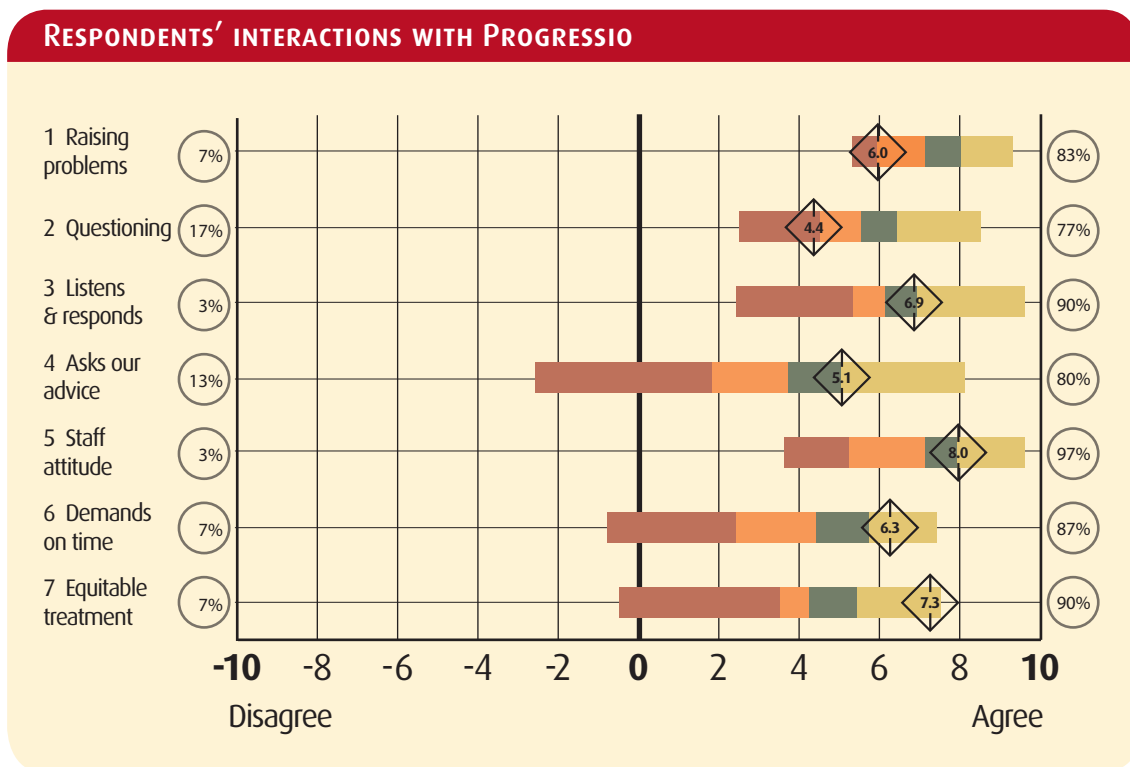


The chart shows how much respondents agree with the statements:

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

- In five of the nine aspects listed above, Progressio UK is rated in the top half of NGOs in the cohort.
- Progressio UK is rated in the top 25% of the cohort for the extent that respondents feel they are involved in shaping Progressio UK's strategy. 82% agree with this statement (benchmark: 53%).
- Similar to the rest of cohort, Progressio UK scores well in how much respondents feel Progressio UK understands respondent's strategy with 90% agreeing with this statement (benchmark: 83%).
- Also similar to the cohort, Progressio UK receives low ratings for: (a) explaining when it intends to stop working with respondents, (b) having a complaints procedure respondents could use, (c) being transparent about how it uses its funds and (d) promoting respondents in the media and elsewhere.

## Section 5: Relationship and communications



The chart shows how much respondents agree with the statements:

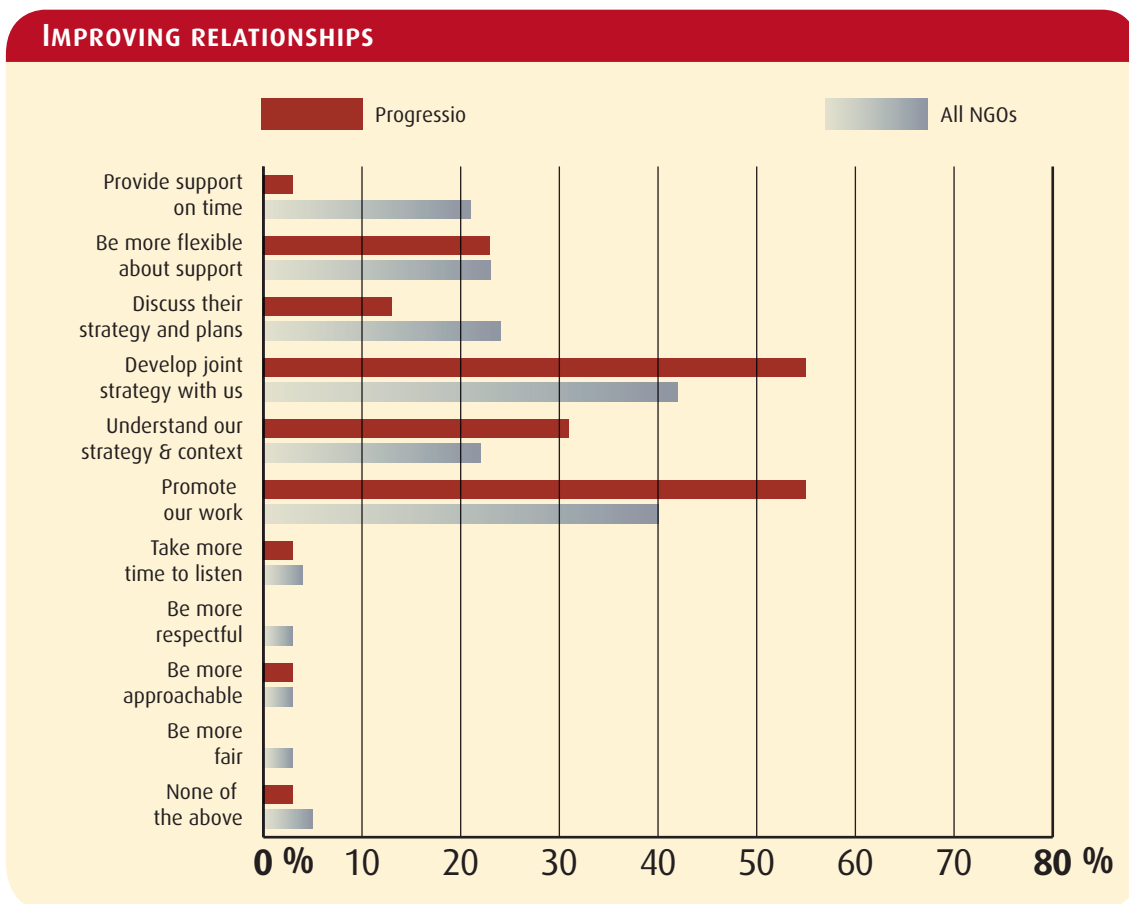
- 1 'We feel comfortable approaching Progressio to discuss any problems we are having.'
- 2 'We feel comfortable questioning Progressio's understanding or actions if we disagree with them.'
- 3 'Progressio listens and responds appropriately to our questions and concerns.'
- 4 'Staff from Progressio ask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

- In five of the seven aspects listed above, Progressio UK is rated in the top 50% of NGOs in the cohort and in four of these, Progressio UK is rated in the top 25% of the cohort.
- Progressio UK receives relatively high ratings for the attitude of staff.
- Progressio UK receives relatively low ratings for the level of comfort respondents feel questioning Progressio UK's understanding or actions when they disagree with them. For this they score in the bottom 25% of the cohort.
- 97%, 87% and 90% of Progressio UK's respondents agreed with the last three statements respectively. This is significantly higher than the benchmarks of 86%, 66% and 63%.
- 29% of the comments Progressio UK received in this area were positive, 0% were negative and 71% of respondents made suggestions. They included:

"Progressio has been helpful and encouraging in its interaction with us."

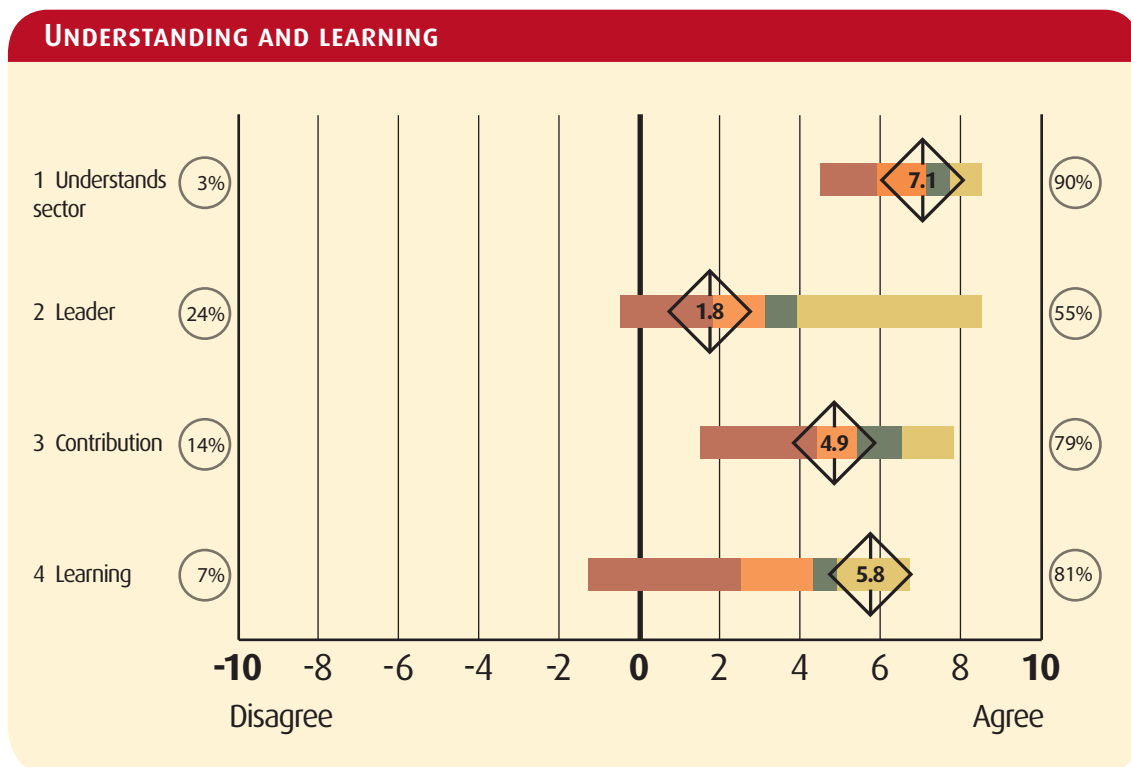
"Give our office more autonomy in decision making".

## Section 5: Relationship and communications



- Respondents were asked to select the two options they would most like Progressio UK to do to improve your relationship with them.
- In the future, most respondents would like Progressio UK to improve its relationships with them by: (a) promoting their work (b) developing joint strategies with respondents.
- Respondents also ask Progressio UK to understand respondents' strategy and context better and to be more flexible about support.
- Significantly fewer of Progressio UK's respondents asked for improvement in the punctuality of support compared to the cohort (3% compared to 23%).

## Section 6: Understanding and learning

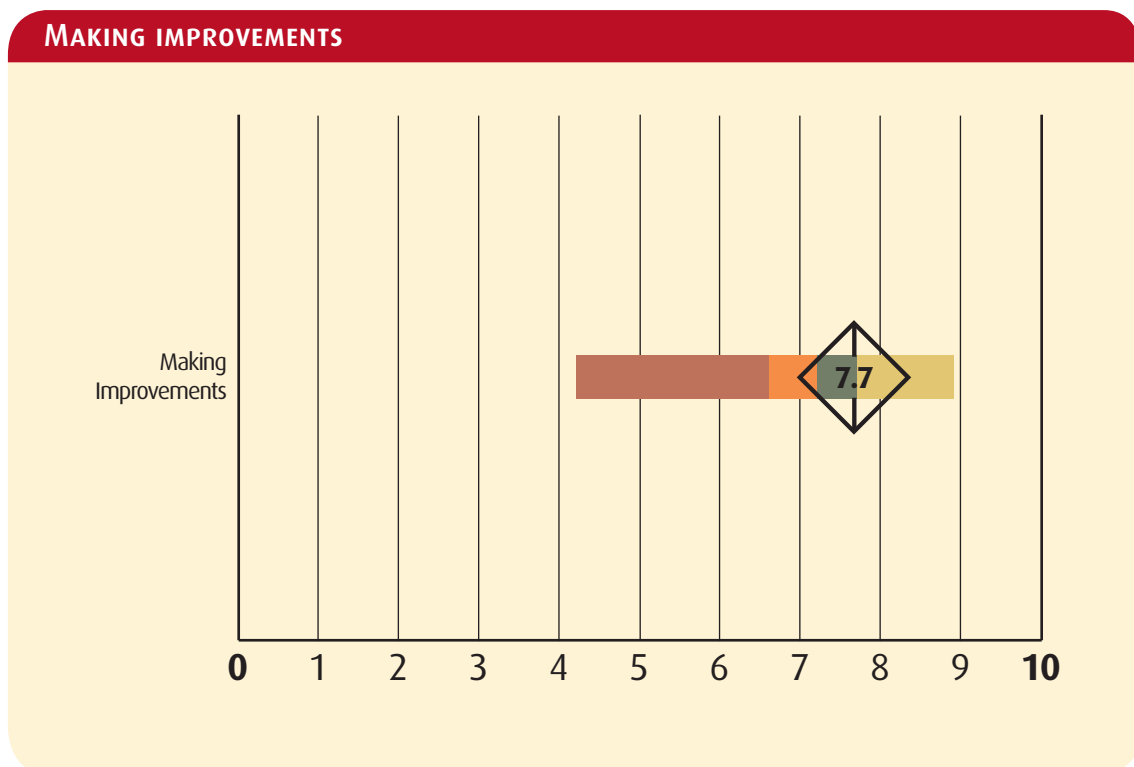


The chart shows how much respondents agree with the statements:

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

- In two aspects listed above, Progressio UK is rated in the bottom 50% of NGOs in the cohort. In one, Progressio UK is rated in the top quarter of the cohort.
- Progressio UK receives its highest rating for understanding the sectors that respondents work in. All NGOs score highly in this area and Progressio UK's score is in the middle of the cohort.
- Progressio UK is rated in the top quarter of the cohort for learning from its mistakes with 81% agreeing with this statement (benchmark: 61%).
- Progressio UK receives its lowest rating for being a leader in the sectors that respondents work in.

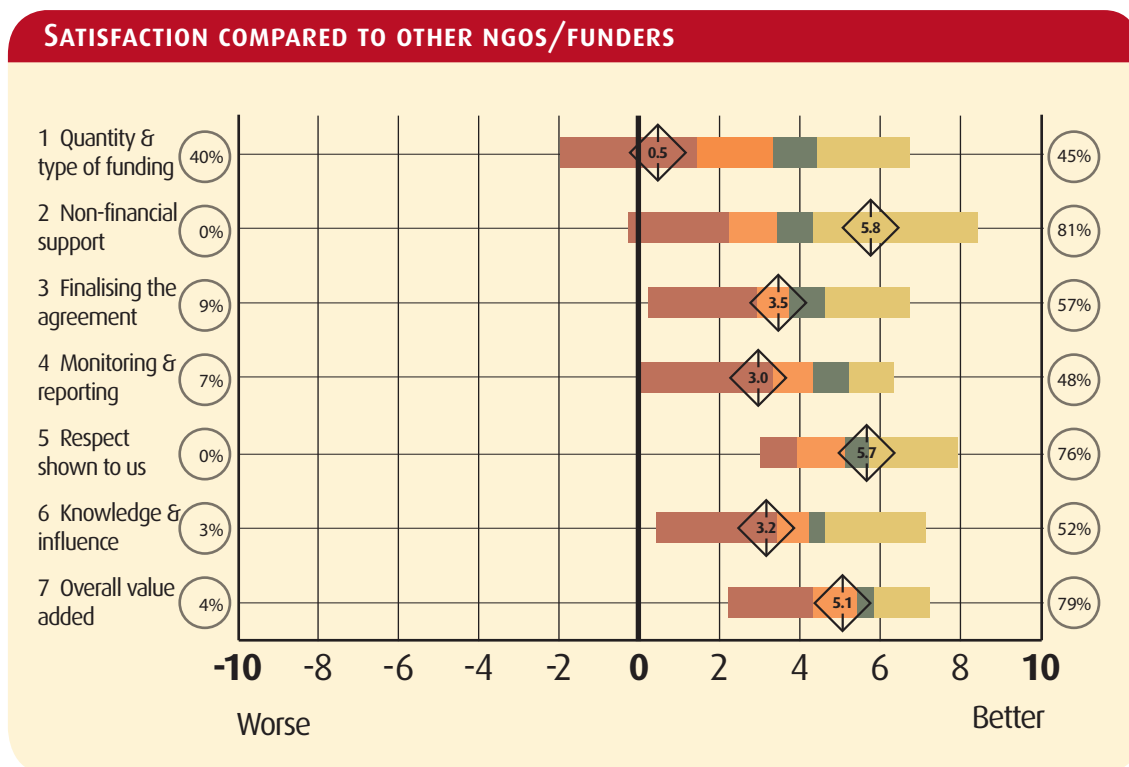
## Section 6: Understanding and learning



- Respondents were asked to rate how likely they think it is that Progressio UK will make changes as a result of their answers to this survey.
- The average rating of Progressio UK's respondents was 7.7 on a scale of 0 – 10. This is in the top 25% of ratings received by NGOs in the cohort.



## Section 7: Overall satisfaction



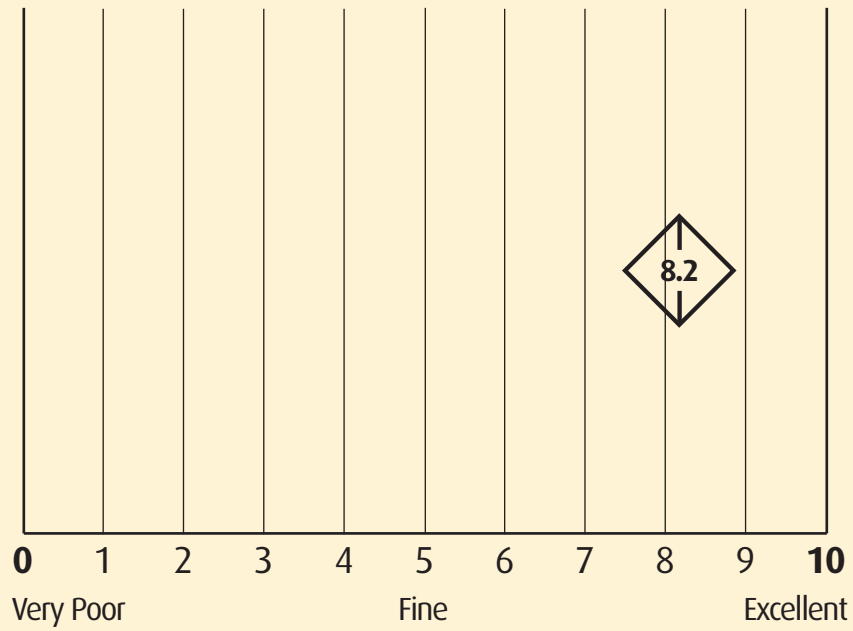
- The chart shows how respondents compare Progressio UK to other NGOs / funders they receive support from, across each of the areas listed.
- In five of the seven aspects listed above, Progressio UK is rated in the bottom half of NGOs in the cohort. In three of these, Progressio UK is rated in the bottom quarter of NGOs.
- Progressio UK's highest rating is for the non-financial support to respondents. 81% of respondents agree that Progressio UK's support is better than support from other NGOs / funders (benchmark: 66%).
- Progressio UK is also rated highly for the respect respondents feel they are shown and is placed in the top quarter of the cohort for this aspect.
- Progressio UK's lowest rating is for quantity & type of funding provided, where Progressio UK is rated in the bottom quarter of the cohort. 40% of respondents rate Progressio UK as worse than other NGO / funders in this area (benchmark: 23%).
- Progressio UK receives a low rating for its monitoring and reporting which places it in the bottom quarter of the cohort. Only 48% of respondents say Progressio is better in this area than other NGOs / funders (benchmark: 71%).
- 27% of Progressio UK's respondents characterise Progressio UK as a 'management expert' (benchmark: 15%) and 23% as a 'caring sister' (benchmark: 29%).
- Comments on this section included:

"Progressio UK should make use of this survey report"

"Thanks for involve our organization in this survey; hope our answer will be fruitful for you to analyze Progressio works and to be useful for Progressio in the next design their strategic plan."

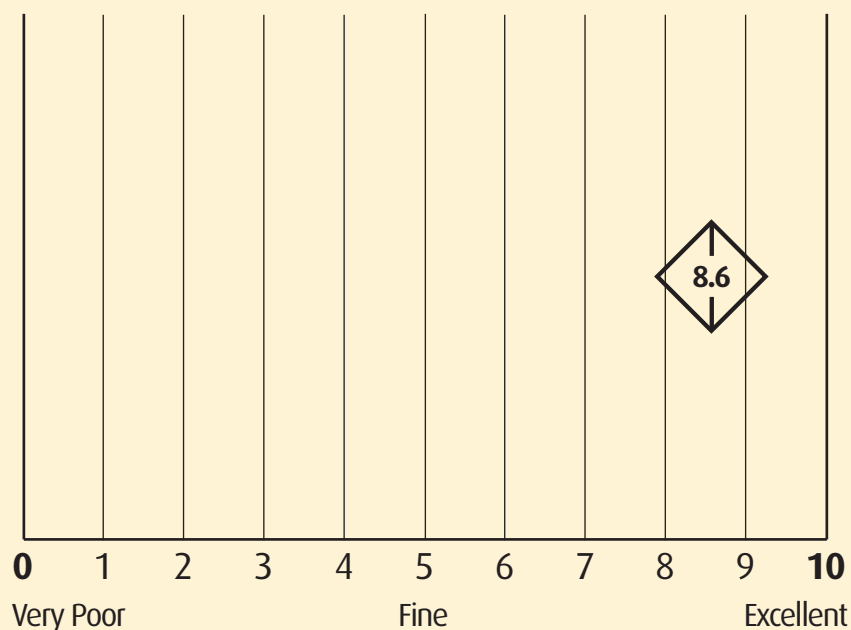
# Progressio's Tailored questions

**QUESTION 1. HOW WOULD YOU DESCRIBE THE SKILLS OF THE DWs PLACED WITH YOU?**



## Progressio's Tailored questions

### QUESTION 2. HOW WOULD YOU DESCRIBE THE ATTITUDES OF THE DWs PLACED WITH YOU?

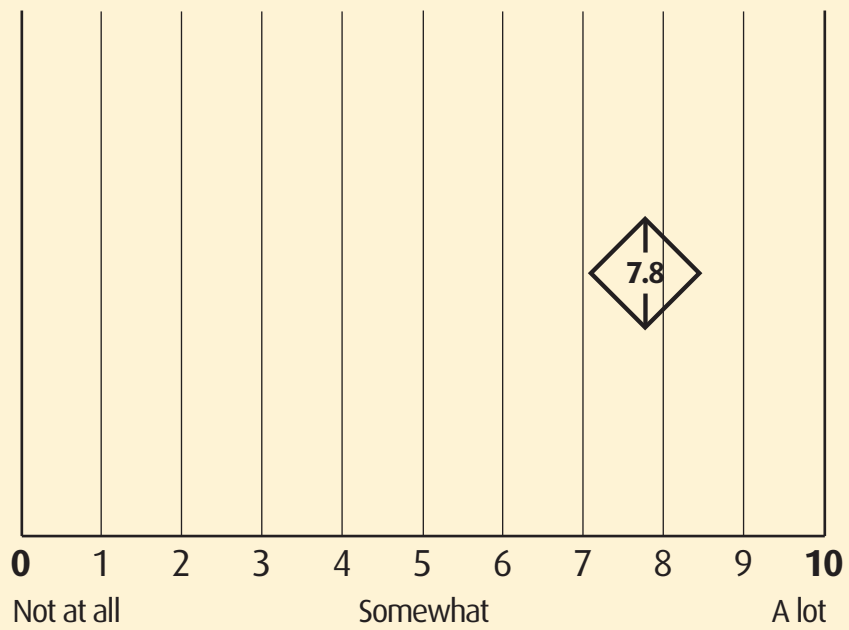


#### COMMENTS:

- Very sensitive to the local culture
- DW need to learn culture and adapt with the situation to have good relation with staff and local people.
- They are good and skillful. They know the job and they are very key. They are approachable and real skill share asset as desired. Their attitude is good and they is patient enough to advance the skills to the staff.
- We have a great DW
- The development worker also assists [organisation name] in other projects than the one funded by progressio.
- We need a DW who has a strong skill and initiative to contribute to our work, more flexible and realistic one.
- El apoyo de la Cooperante es muy importante en el desarrollo institucional de [xxxxxx]
- Con convicción social va por los objetivos
- La cooperante [xxxxxx] es muy capaz, responsable y comprometida con el trabajo de la Organización.
- Los cooperantes que hemos tenido en la institucion (2) han mostrado muchas cualidades de habilidad para adaptarse al territorio y para con la poblacion con la que se ha trabajado. Ademas su actitud ante el trabajo a sido excelente.
- En nuestro segundo período de cooperación los resultados, actitudes y habilidades del cooperante
- Con relacion a la actitud de las cooperantes, excelente, muy profesionales y comprometidas con el trabajo que realizan en la institucion y en los diversos espacios donde nos representan.

# Progressio's Tailored questions

## QUESTION 3. HOW MUCH HAS YOUR CAPACITY BEEN STRENGTHENED BY PROGRESSIO?



# Illustrative comments from respondents

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## SECTION 2: FINANCIAL SUPPORT

- "Progressio funds our activities according to our needs. This should be continued."
- "The budget needs to also support the administrative functions of the recipient organisation."
- "We do not know the budgets. The line items are made by the country office without us knowing what is in so that we know what right and important to us... we end up adopting what is not done by us. They give us funds when the time is late for the activities."

## SECTION 3: NON-FINANCIAL SUPPORT

- "We are appreciate the advice provided by Progressio such us: together we identify capacity building that is relevant for each division and specially for the Executive Director to manage the organization and has influenced some of decision making."
- "The Development Workers when they are being placed in the recipient organisations should have with them the basic support such as furniture, computers and all the things that enables the individual to work."
- "We had experience working with the Development Worker but it has not gone well because of the lack of communication skill. Therefore, I would like to recommend that, if Progressio wants to continue non-financial support we need to further discuss what kind of support we need to receive from Progressio."

## SECTION 4: ADMINISTRATION

- "Progressio UK is flexible and is willing to adapt the terms of its support to meet our needs."
- "There process is good but aligning the DW to specific project focused areas in Progressio is a challenge."
- "Delays in finalising the agreement at country office meant we lost funding from one of the donors."

## MONITORING & REPORTING

- "Monitoring is OK, it seem to us that it strengthens the work."
- "We would like to propose changes to the current reporting format."
- "[Progressio UK need to] jointly conceptualize (with the partners) the M&E systems, this seems to us more appropriate."

## SECTION 5: RELATIONSHIP & COMMUNICATIONS

- "Progressio has been helpful and encouraging in its interaction with us."
- "Give our office more autonomy in decision making".

## SECTION 7: OVERALL SATISFACTION

- "Progressio UK should make use of this survey report"
- "Thanks for involve our organization in this survey; hope our answer will be fruitful for you to analyze Progressio works and to be useful for Progressio in the next design their strategic plan."

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