

KEYSTONE PERFORMANCE SURVEYS
NGO Partner Survey 2010

**Partner Feedback Report:
Peace Direct**



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

	Peace Direct	Cohort
No. of partners invited to respond	9	2,733
No. of responses received	9	1,067
Response rate	100%	39%

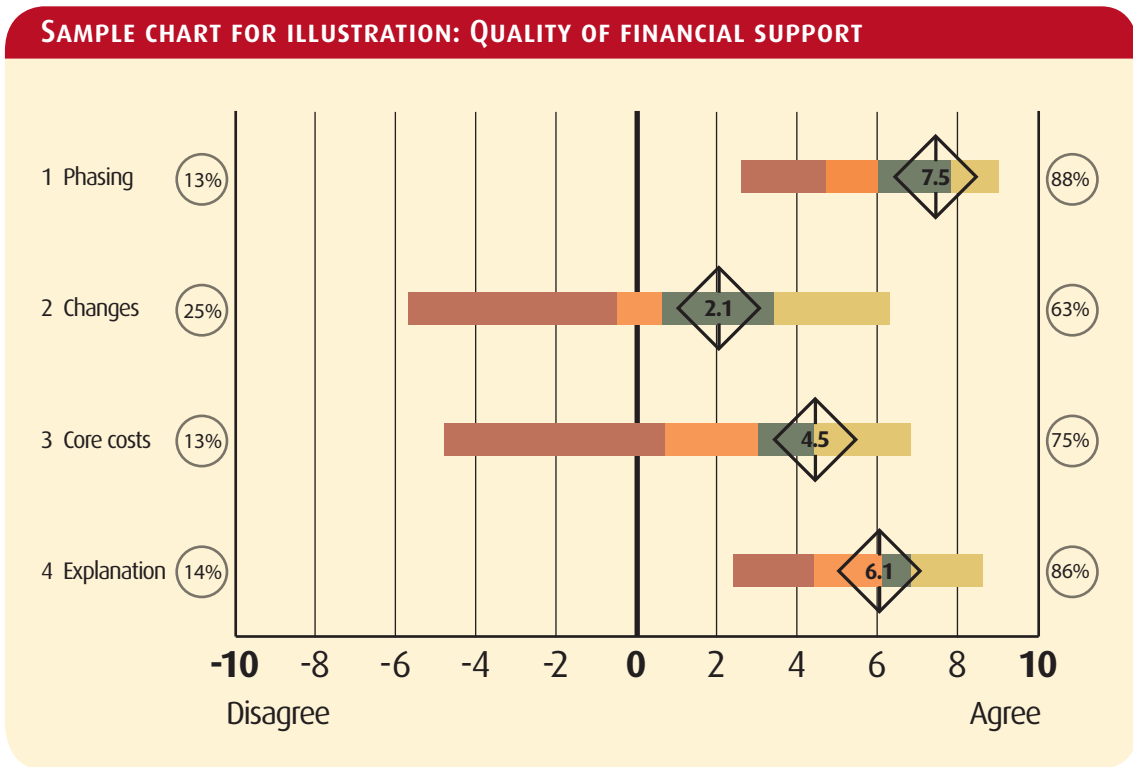
The figures in the table above show the total number of complete and partial responses. Some respondents did not answer all questions. The response rate varies between questions. This report does not include a breakdown of responses by language as this risks compromising the anonymity of respondents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

The following people were involved in completing the questionnaire:

	Peace Direct (%)	Benchmark (%)
Head of the organisation	78	71
Other senior leadership	78	68
Manager	44	41
Operational staff / field staff	44	48
Others	33	14

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

- 44% of Peace Direct's respondents declared themselves as female and 56% male (benchmarks: 33% and 59%). The others preferred not to say.
- 100% of Peace Direct'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 Peace Direct to consider.

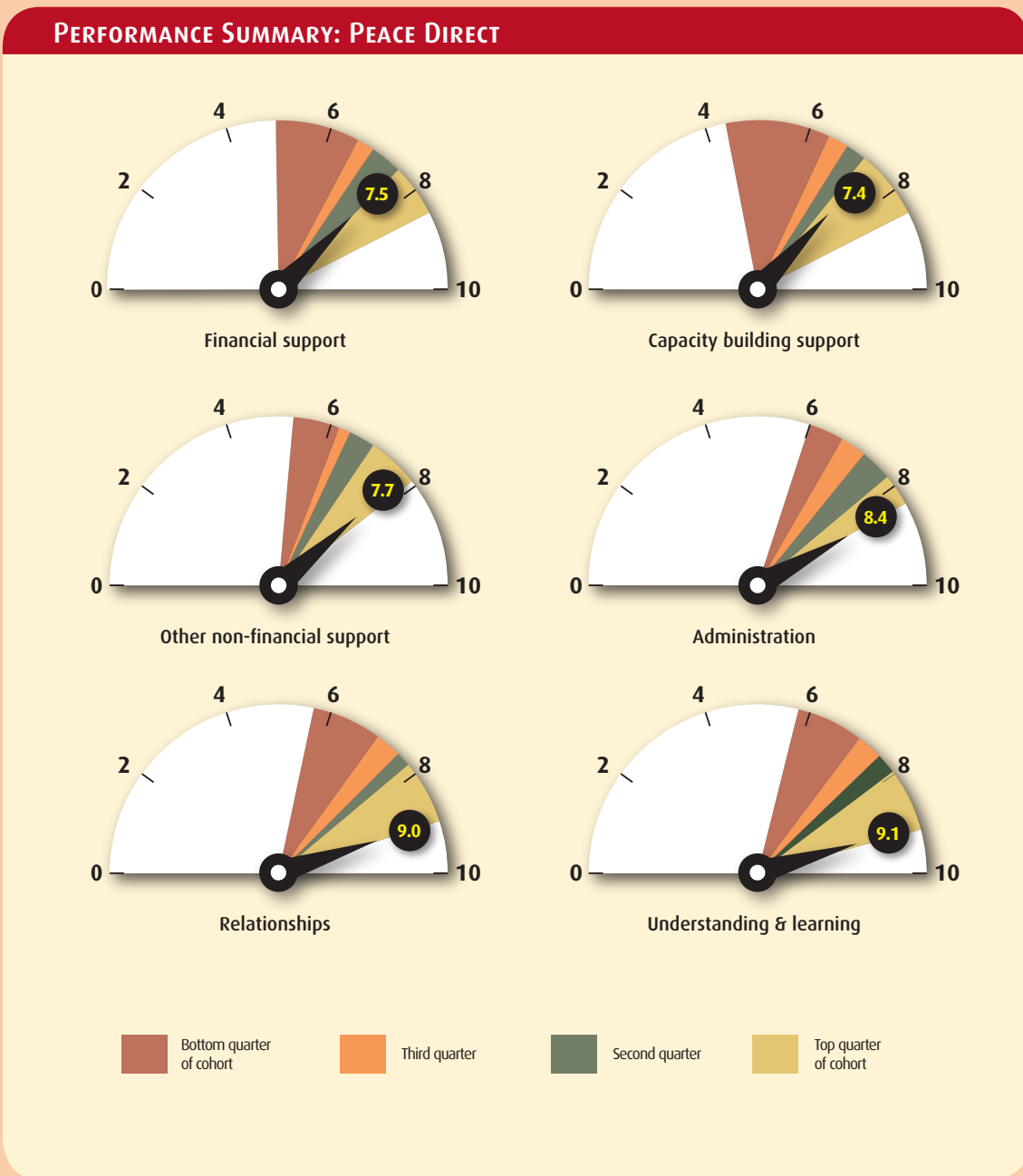
- a** Discuss the report at board level.
- b** Discuss the main findings with your own staff and southern partners to verify and deepen the analysis and demonstrate that feedback is taken seriously.
- c** Identify opportunities, constraints and specific actions for making improvements, in dialogue with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

100% of Peace Direct'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>.

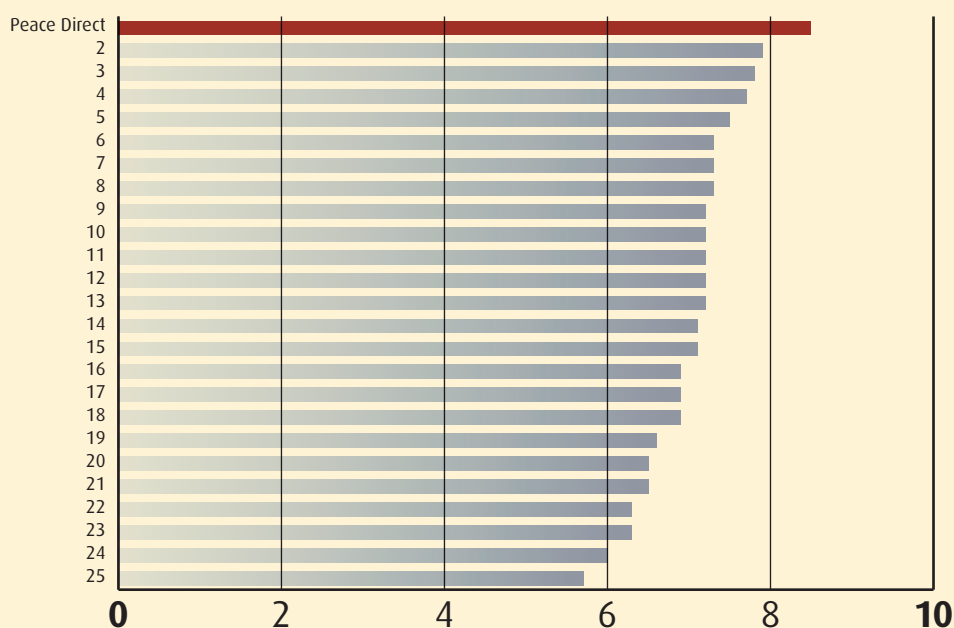
Performance summary



PRIORITIES FOR THE FUTURE: PEACE DIRECT RESPONDENTS

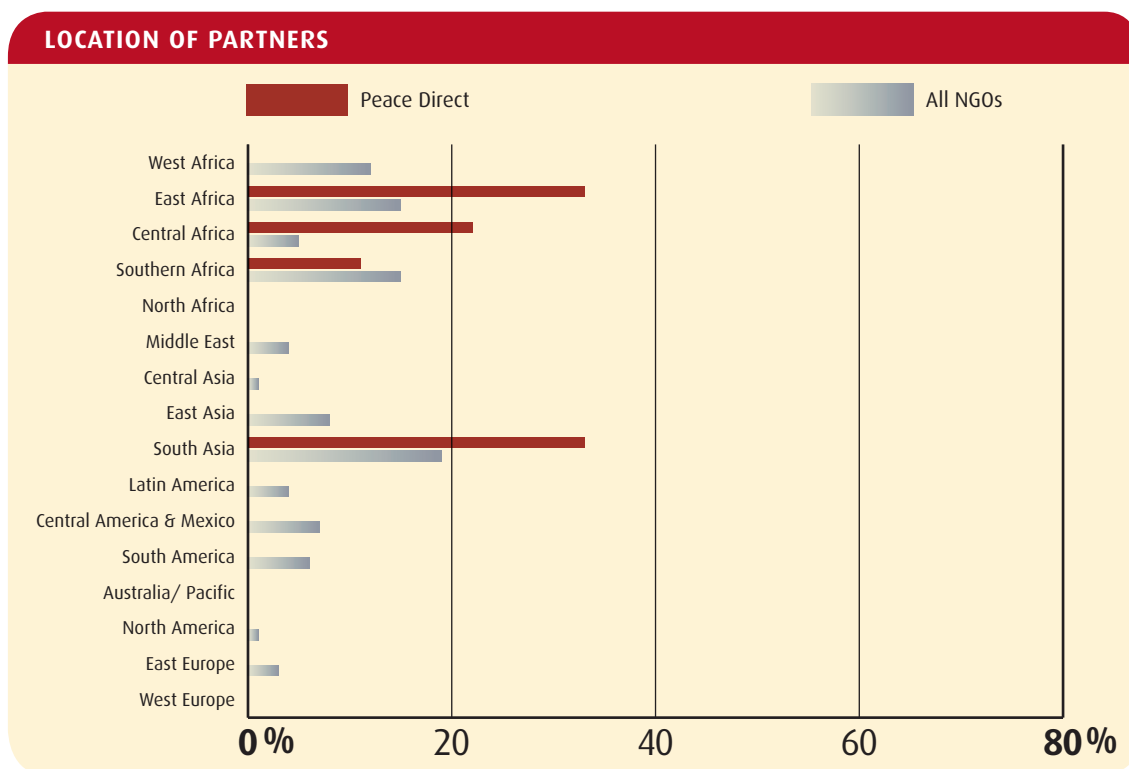
Non-financial support	Monitoring and reporting	Relationships
1. Accessing other sources of funds	1. Share lessons and experiences among organisations working on the same issues	1. Promote respondents' work
2. Communications and publicising our work	2. Help respondents monitor and report in ways that are useful to them and the people they work with	2. Develop joint strategies with respondents

OVERALL SATISFACTION: ALL 25 NGOS



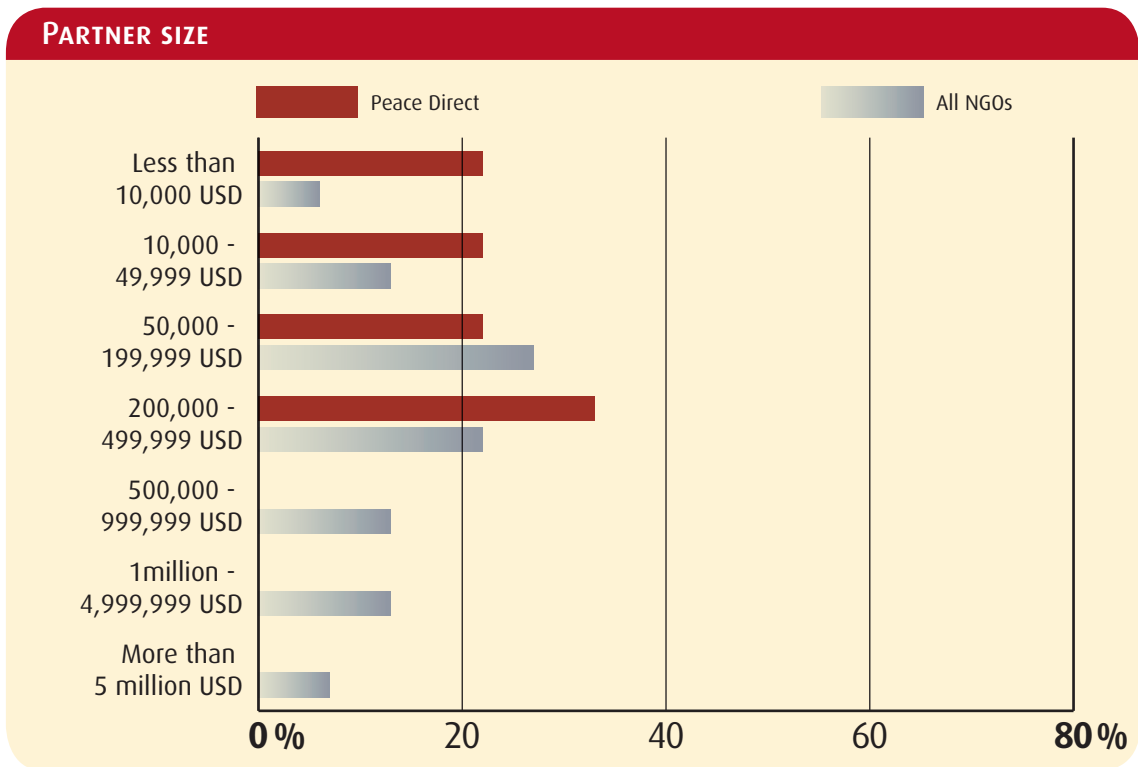
- Peace Direct is rated in the top quarter of the cohort in all six indices shown in the dials and 1st out of the 25 NGOs in terms of partners' overall satisfaction.
- Peace Direct receives its highest ratings for the quality of relationships it has with respondents. Peace Direct is consistently rated at the top of the cohort in areas including: listening and responding to respondents, understanding respondents' strategies and contexts, and staff being respectful, helpful and capable.
- Peace Direct is also rated extremely highly for promoting respondents' work, introducing them to other organisations / people / networks and helping them access other sources of funds. Peace Direct is seen as learning from its mistakes and improving how it works, and having made a major contribution to the sectors respondents work in.
- Respondents appreciate how quickly Peace Direct provides support to them and how flexible Peace Direct is adapting the terms of support.
- Peace Direct receives low ratings for how well the length of support is matched to respondents' needs, for making appropriate contributions to core costs and for providing funding in appropriate phases. Peace Direct also receives a low rating for providing respondents with enough funds and support for monitoring and reporting.
- Respondents do not feel that Peace Direct has explained when it expects to stop working with them to a great extent or that they are greatly involved in shaping Peace Direct's strategy.
- Overall, respondents report that they feel strongly supported and nurtured towards becoming stronger, independent organisations and that they have uniquely constructive relationships with Peace Direct that they value very highly. As one respondent put it:
- "Kudos to Peace Direct, even without making any change, you are still the best amongst the rest in terms of our grass-roots Peace Building work and international focus on peace."

Section 1: Partnership profile



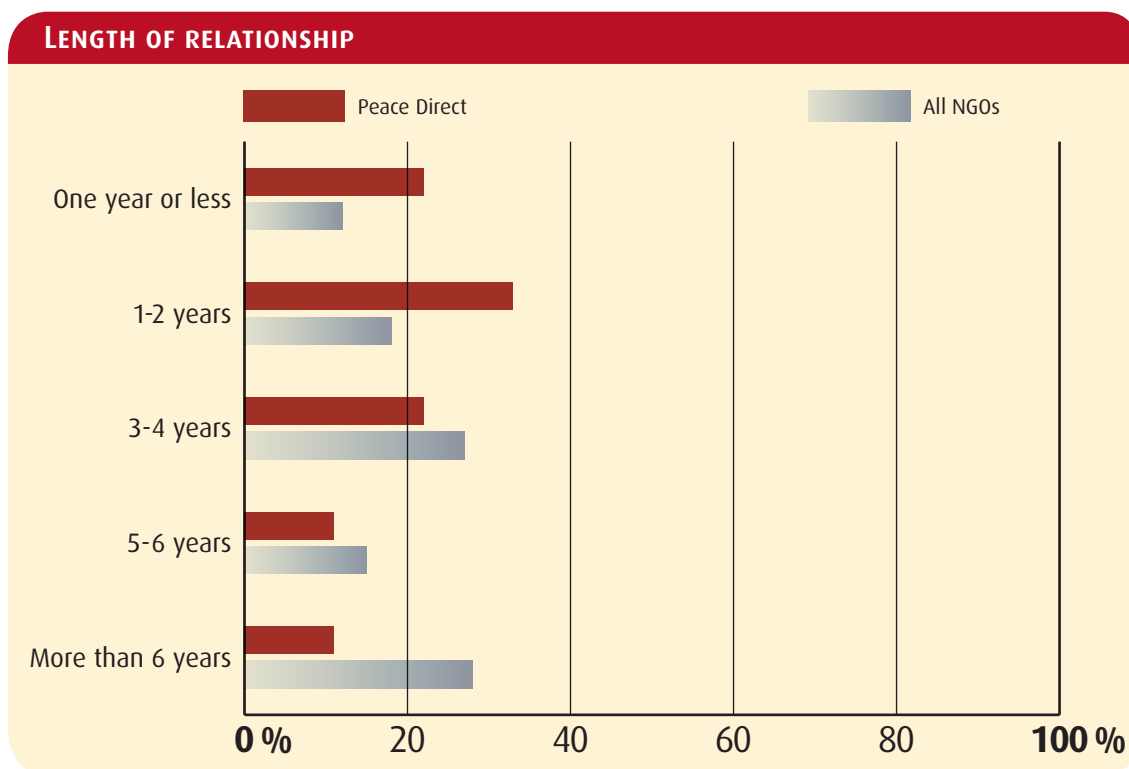
- Peace Direct's respondents are grouped in Africa and South Asia.
- 78% of Peace Direct's respondents describe themselves as 'non-governmental organisations' (benchmark: 75%). 11% describe themselves as 'community organisations' (benchmark: 4%).
- Peace Direct's respondents describe themselves as predominantly working by: 'helping build peace and reconciliation' and 'supporting collective action by our 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



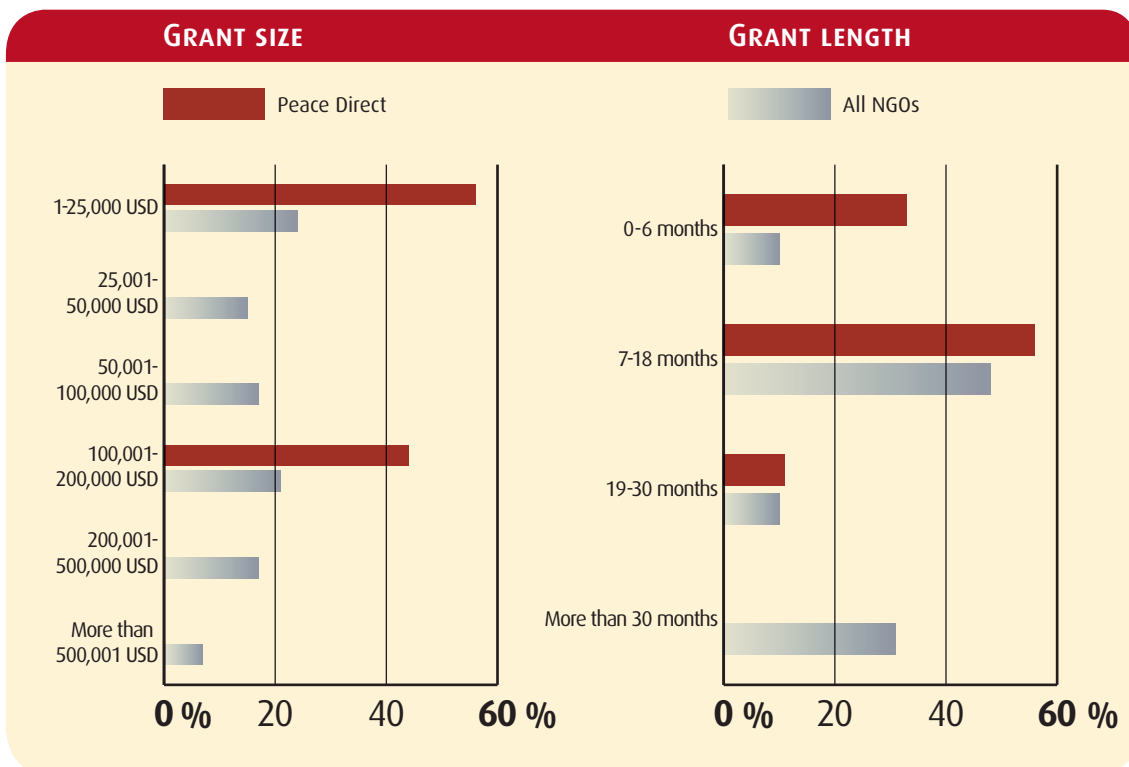
- The median annual budget of Peace Direct’s respondents is US\$91,000 (benchmark: US\$260,000). 50% of respondents have an annual budget higher than this figure and 50% lower than it.
- On average, Peace Direct’s respondents received funds and other support from 2.9 different organisations (benchmark: 5.3).

Section 1: Partnership profile



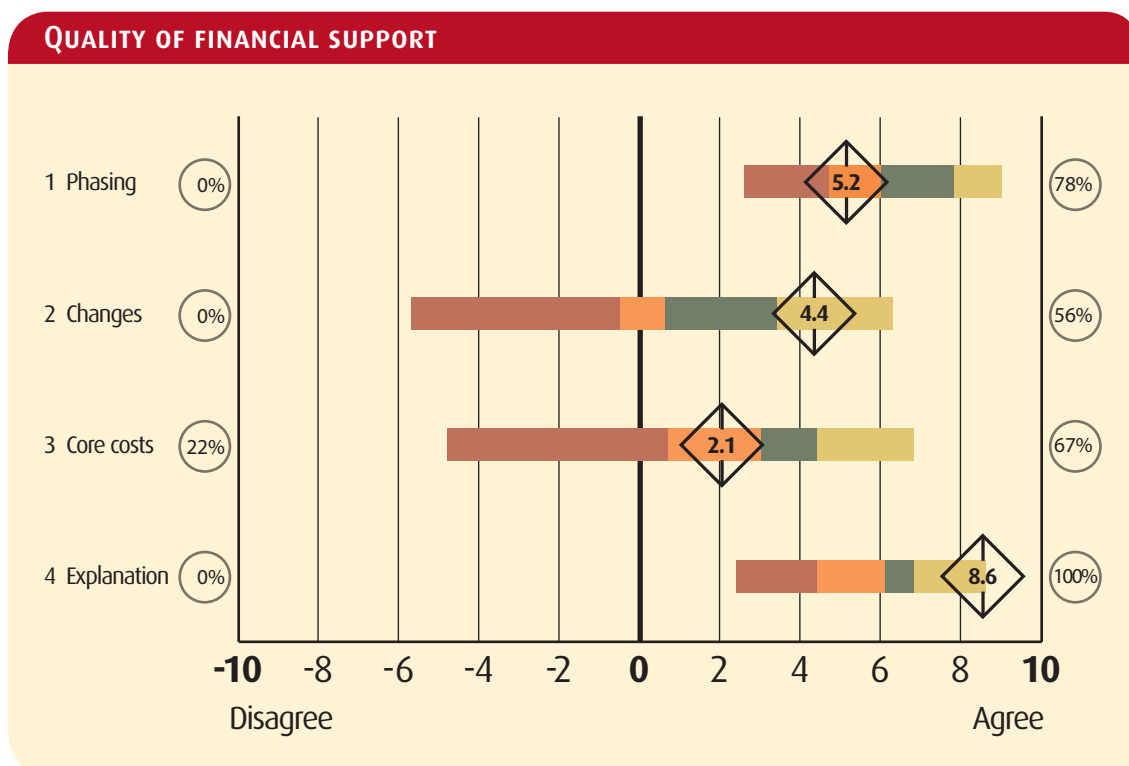
- Respondents report that, on average, they have received support from Peace Direct for a shorter time than most NGOs in the cohort. They have received support from Peace Direct for 34 months (benchmark: 50 months).
- 22% of respondents have received support from Peace Direct for less than 12 months (benchmark: 12%) and 11% for more than 6 years (benchmark: 28%).
- The most important reasons why respondents choose to work with Peace Direct are: 'strengthen respondents' presence at national / international levels' and 'achieve shared goals'. The two most important reasons chosen across the cohort are 'achieve shared goals' and 'joint learning and understanding'.

Section 2: Financial support



- 100% of Peace Direct’s respondents said that they are currently or have recently received funds from Peace Direct (benchmark: 88%).
- The size of Peace Direct’s grants is grouped into two categories, as shown above. The average size of grant received from Peace Direct is US\$79,000 (benchmark: US\$160,000).
- 89% of Peace Direct’s grants are for less than 18 months long (benchmark: 58%). The average length of grant received from Peace Direct is 13 months (benchmark: 23 months).

Section 2: Financial support



The chart shows how much respondents agree with the statements:

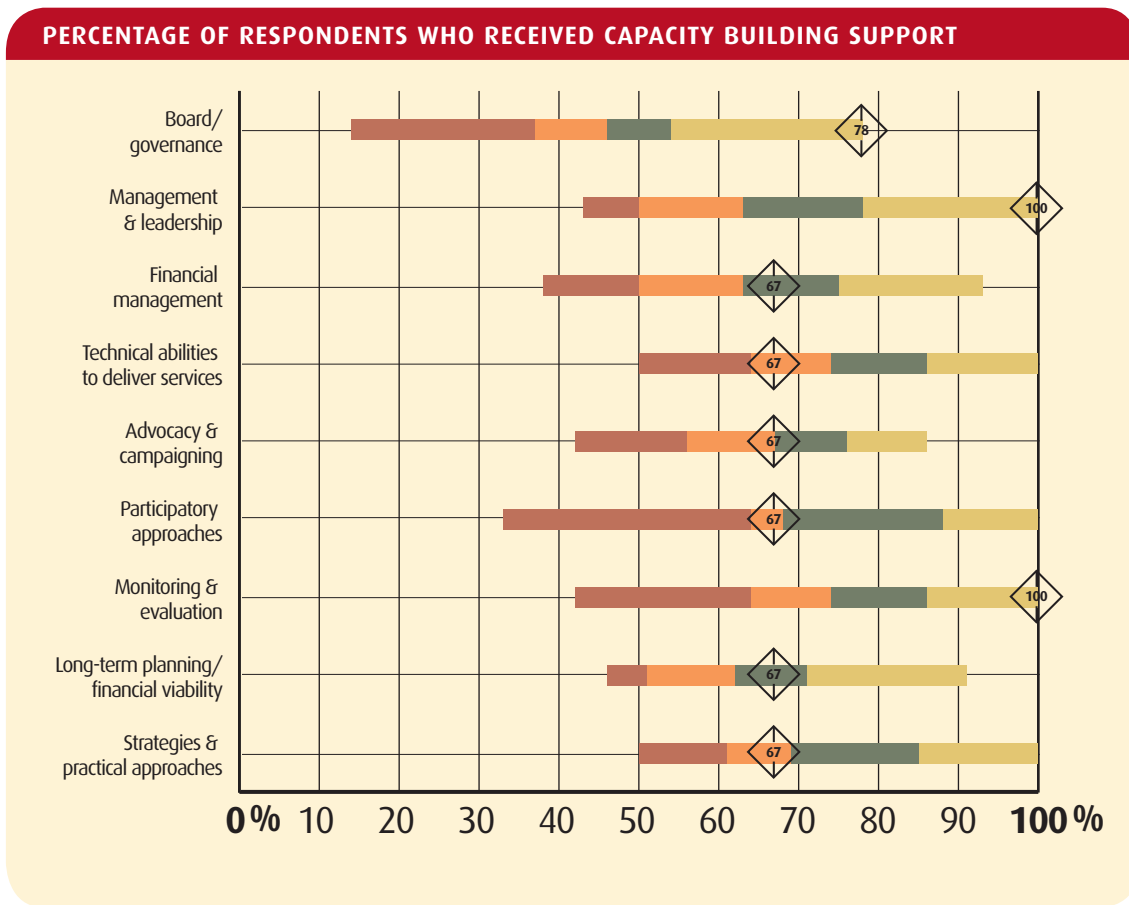
- 1 'The payments are made in appropriate phases so we can easily manage our cash flow.'
- 2 'Peace Direct allows us to make any changes that we need to about how we spend funds.'
- 3 'Peace Direct makes an appropriate contribution to general / core costs.'
- 4 'Peace Direct clearly explains any conditions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

- Peace Direct is rated in the top quarter of the cohort for two aspects of financial support and in the bottom half of the cohort for the other two aspects.
- Peace Direct receives the highest rating in the cohort for explaining conditions imposed by original donors.
- Peace Direct receives a relatively high rating for allowing respondents to make changes they need to about how funds are spent. All NGOs are rated low in this area.
- Peace Direct receives relatively low ratings for making payments in appropriate phases and for contributing to core costs.
- Comments included:

"[Peace Direct] not only helped to set up [Org Name], but continued providing it with financial and non financial support up to date. [Peace Direct] introduced us to other donors and worked hard to secure funding for all our expenses."

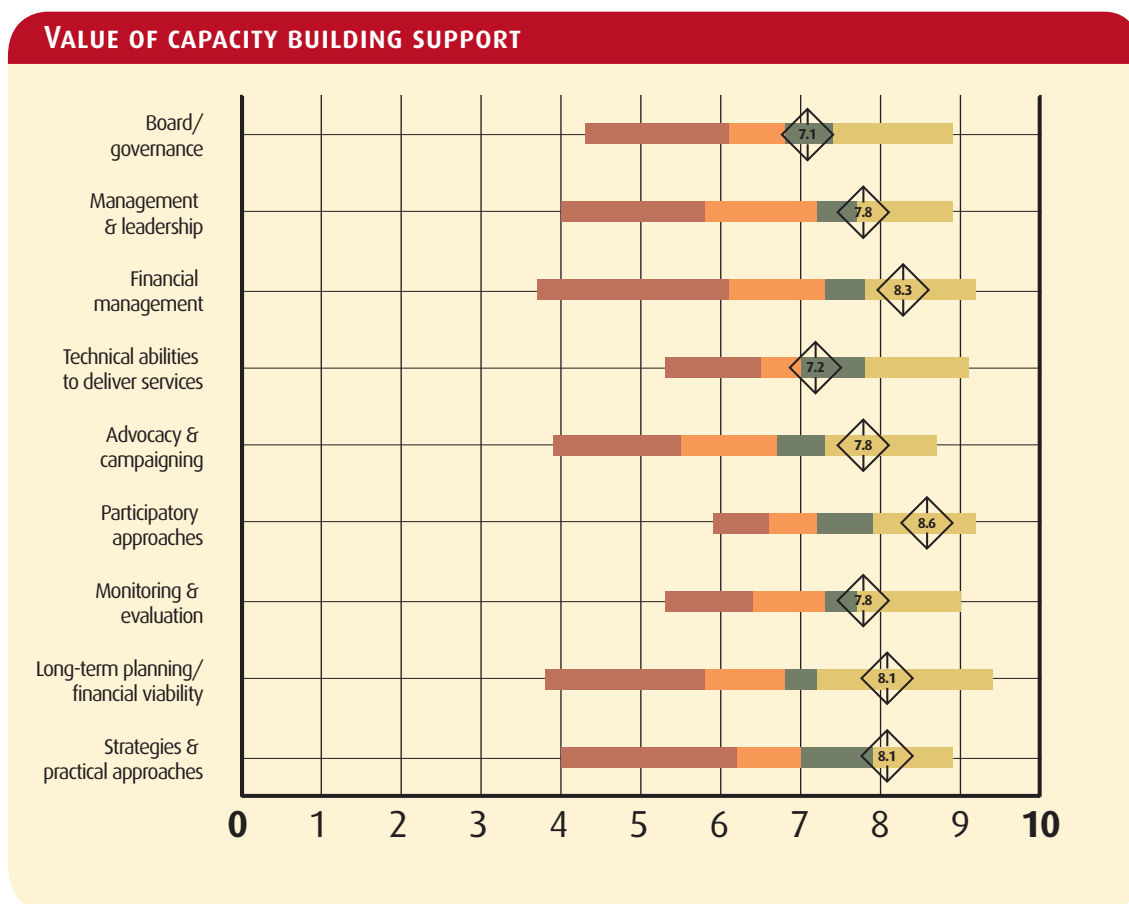
"The funding that we receive from Peace Direct comes to us monthly which causes some harm to the execution of the project. It takes some days before the monthly installment arrives. We suggest that it sends the funds in two installments only."

Section 3: Non-financial support



- This chart shows the percentage of Peace Direct’s respondents who said they received capacity building support in each area.
- Peace Direct provides very high levels of support in ‘management and leadership’, ‘monitoring and evaluation’ and ‘board / governance’.
- Peace Direct provides less capacity building support than many other northern NGOs in the other areas listed above.

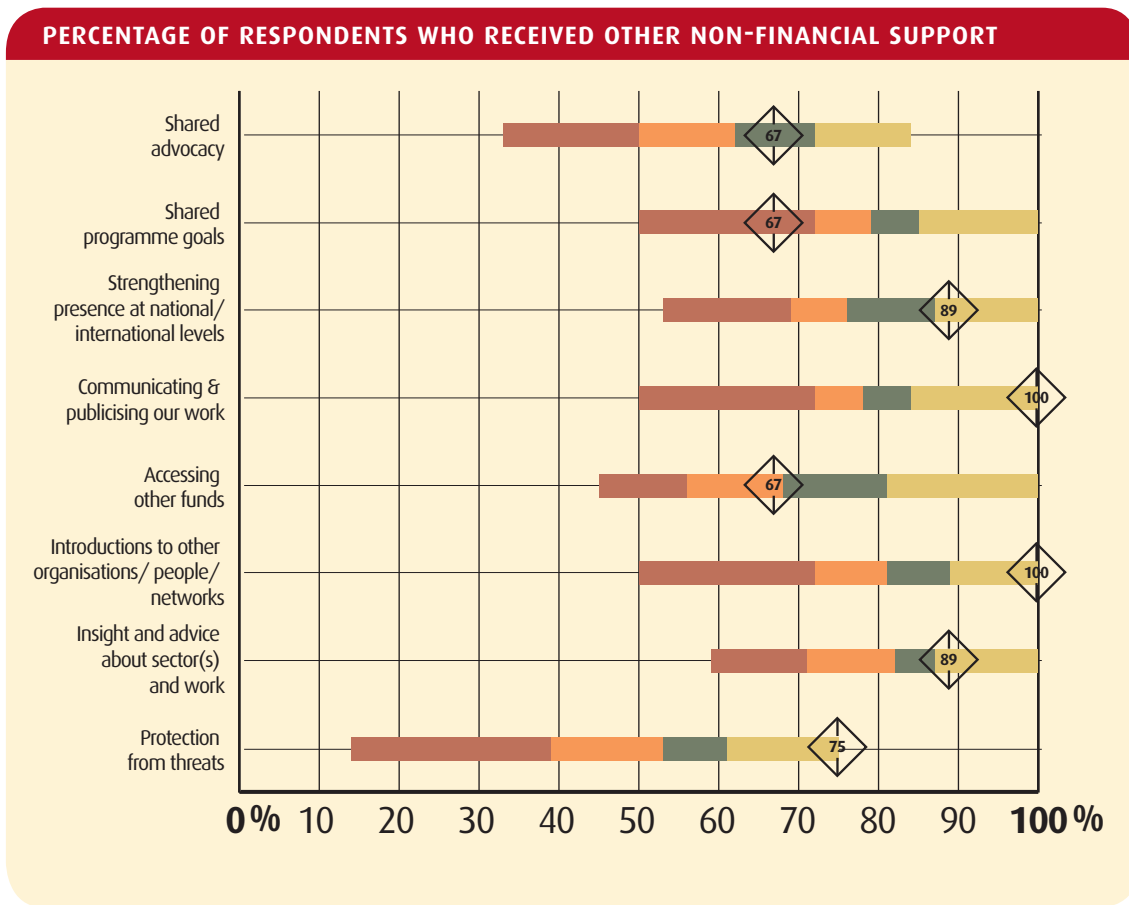
Section 3: Non-financial support



- This chart shows how useful the respondents who received capacity building support found it. The average of Peace Direct's respondents' assessments is shown.
- Peace Direct is rated in the top half of the cohort for the value of all areas of capacity building support listed above.
- Respondents report that they find Peace Direct's support in 'participatory approaches' to be most useful and in 'board / governance' to be least useful.
- Comments included:

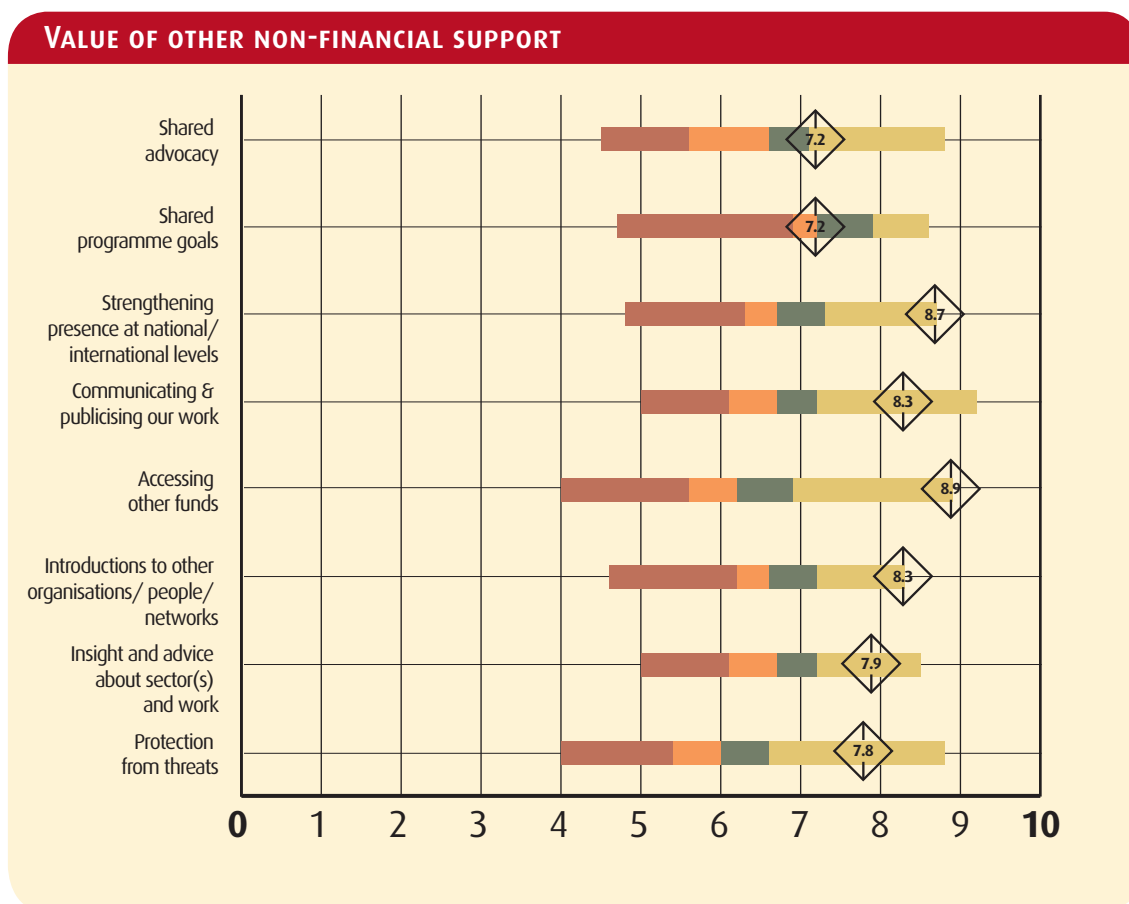
"Peace Direct has been very helpful in bringing new concepts and practices to our notice through sharing experiences with other organizations in different countries which are faced with the same challenges.....very helpful in providing international visibility to our programmes..... ensuring that we are more able to do monitoring and evaluation."

Section 3: Non-financial support



- This chart shows the percentage of Peace Direct's respondents who said they received support in each area.
- Peace Direct provides support in 'communicating and publicising respondents' work' and 'introductions to other organisations / people / networks' to all respondents.

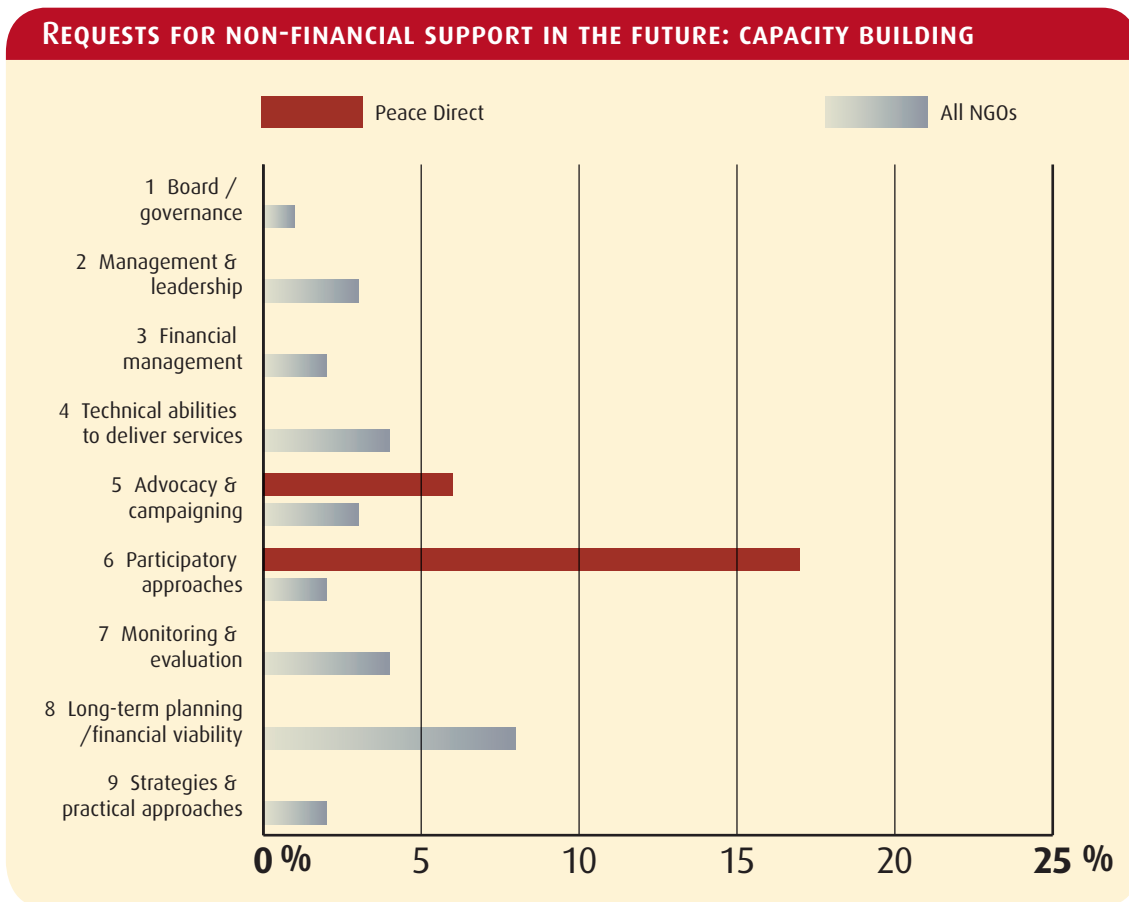
Section 3: Non-financial support



- This chart shows how useful the respondents who received other forms of non-financial support found it. The average of Peace Direct's respondents' assessments is shown.
- Peace Direct's support is consistently rated in the top half of the cohort.
- Peace Direct receives the highest ratings in the cohort for support in 'strengthening respondents' presence at national / international levels', 'accessing other sources of funds' and 'introductions to other organisations / people / networks'.
- Comments included:

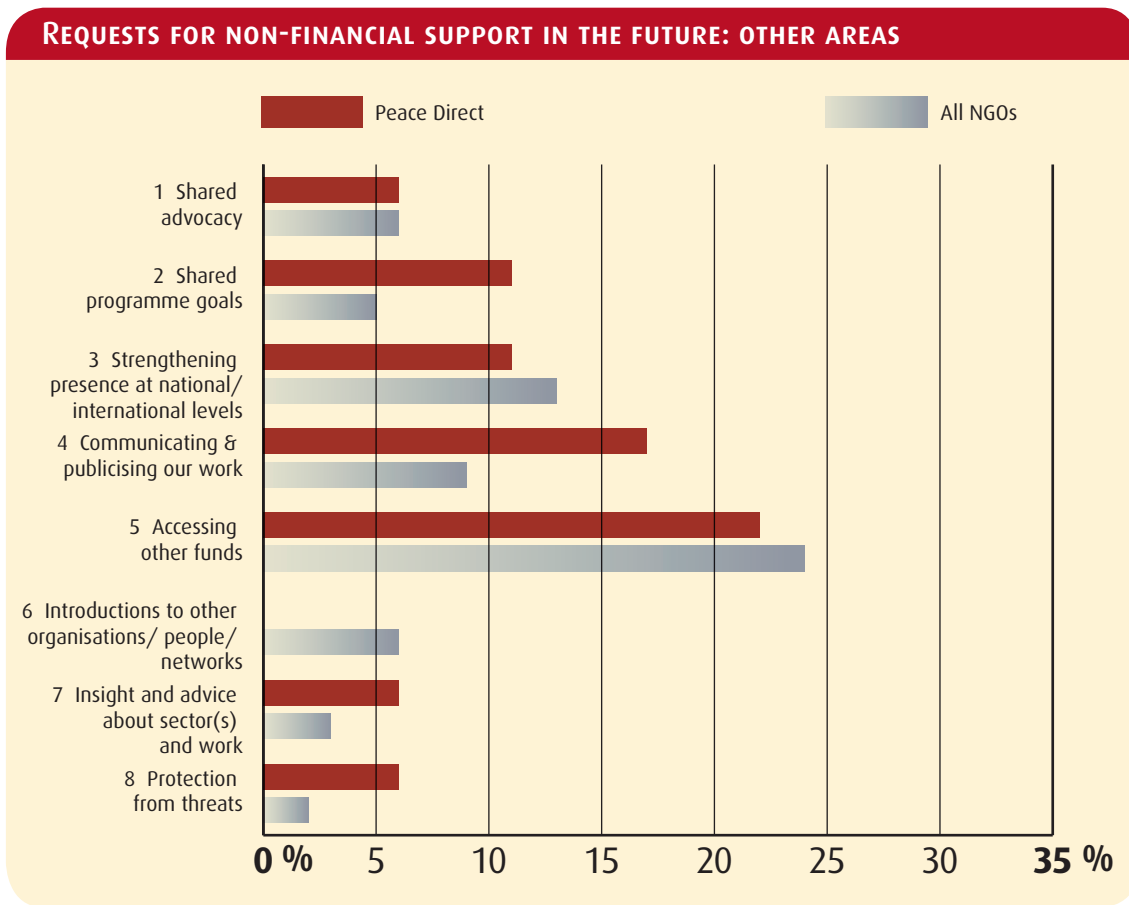
"Since February 2010, Peace Direct engaged its partners in a series of meetings where different topics have been covered and experiences shared. We really look forward to learning more from those meetings particularly as a small organisation that is emerging."

Section 3: Non-financial support

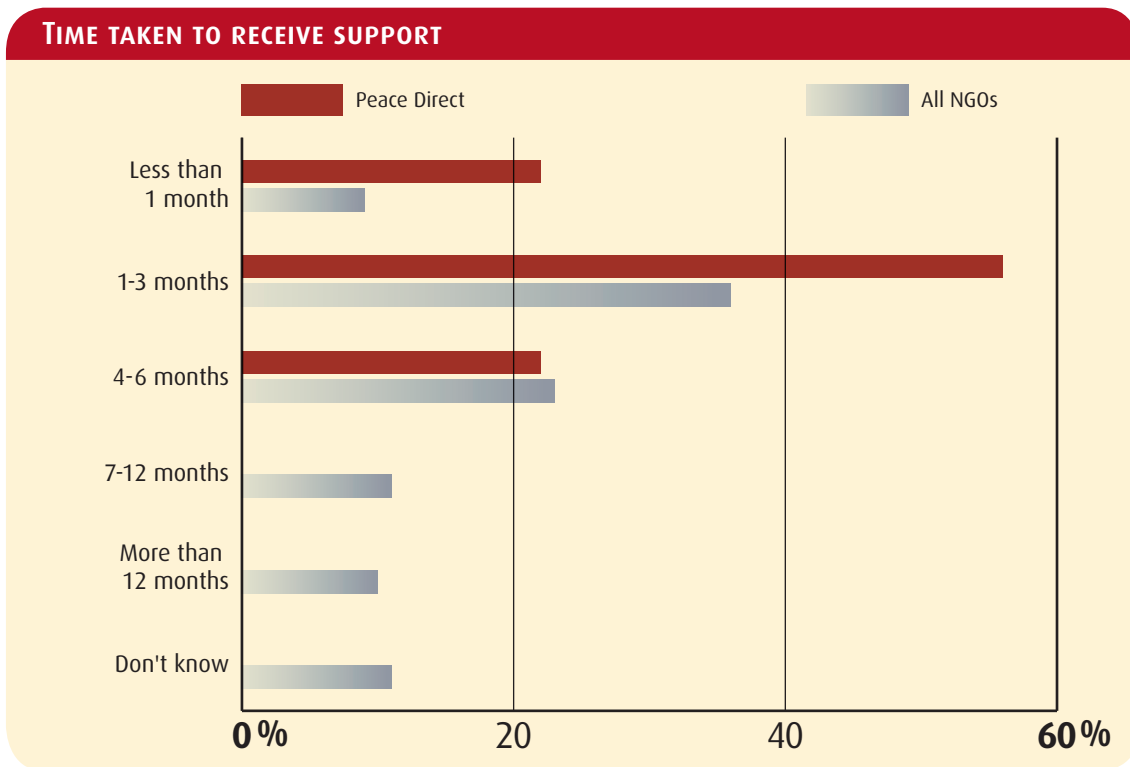


- Respondents were each asked to identify up to two areas where they would most like to receive support from Peace Direct in the future.
- In the future, Peace Direct's respondents would most like to receive non-financial support in: 'accessing other sources of funds', 'participatory approaches' and 'communicating and publicising their work'.
- In other words, they would like more of the same kind of support that Peace Direct currently provides.

Section 3: Non-financial support

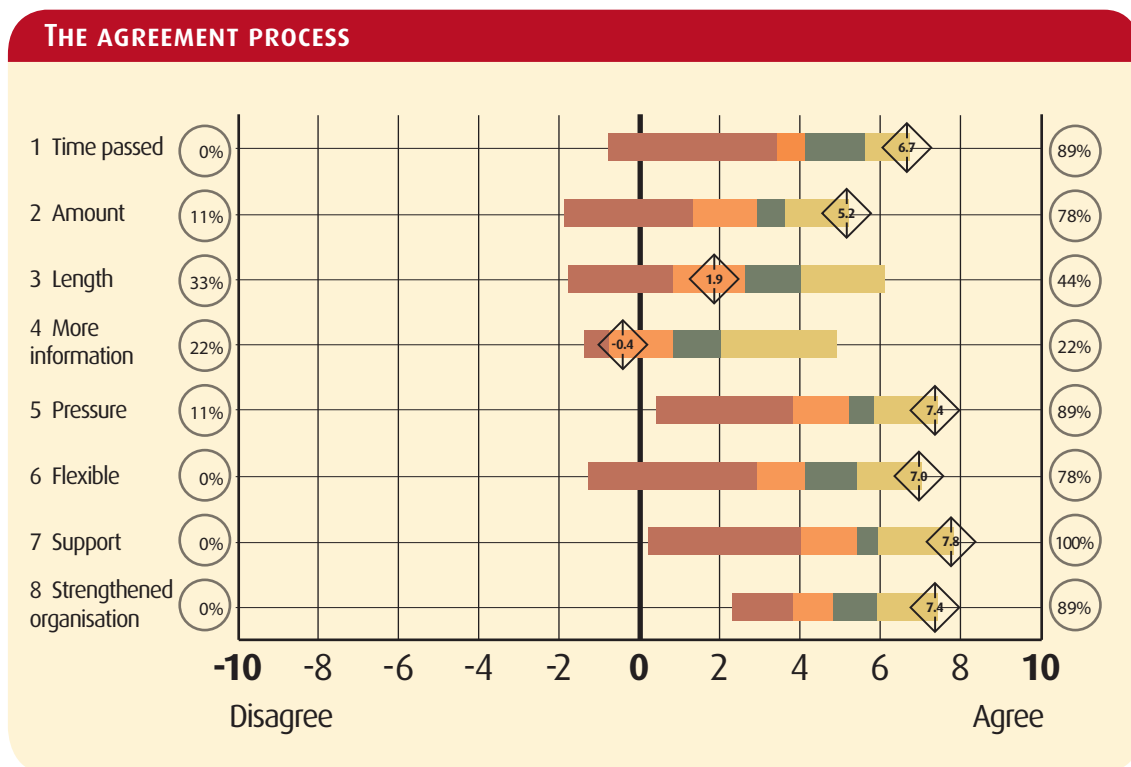


Section 4: Administration



- On average, respondents report that 2.3 months pass from the date that they first discussed support with Peace Direct and the date when they first received support (benchmark: 5.4 months).
- 78% of respondents reported that it took less than three months to receive support (benchmark: 45%).

Section 4: Administration



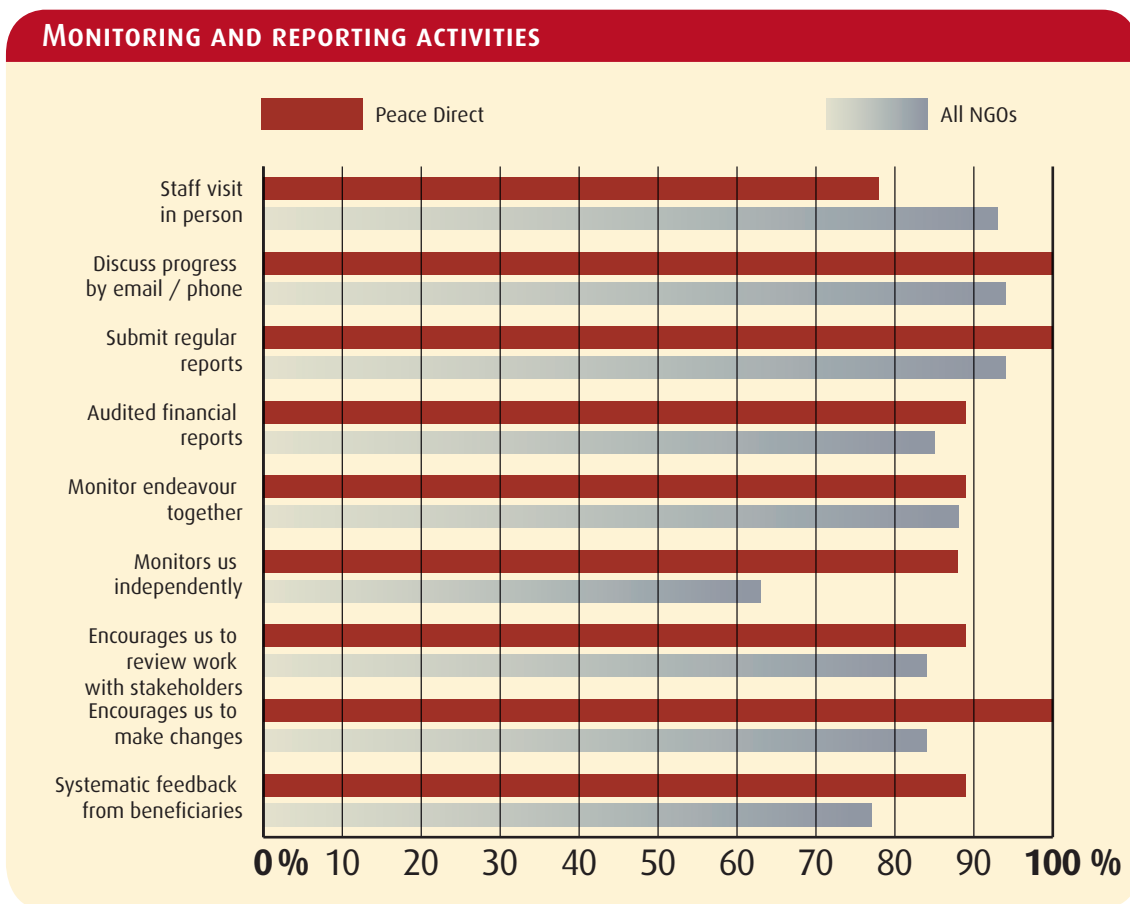
The chart shows how much respondents agree with the statements:

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

- Peace Direct receives extremely high ratings in all areas listed above apart from one: how well the length of support matches respondents' needs.
- Peace Direct's partnership agreement process is seen as flexible and helping strengthen respondents' organisations.
- Respondents say that Peace Direct provides enough support to help them finalise the agreement. They appreciate how quickly support arrives and say the amount of support is well matched to their needs.
- Comments included:

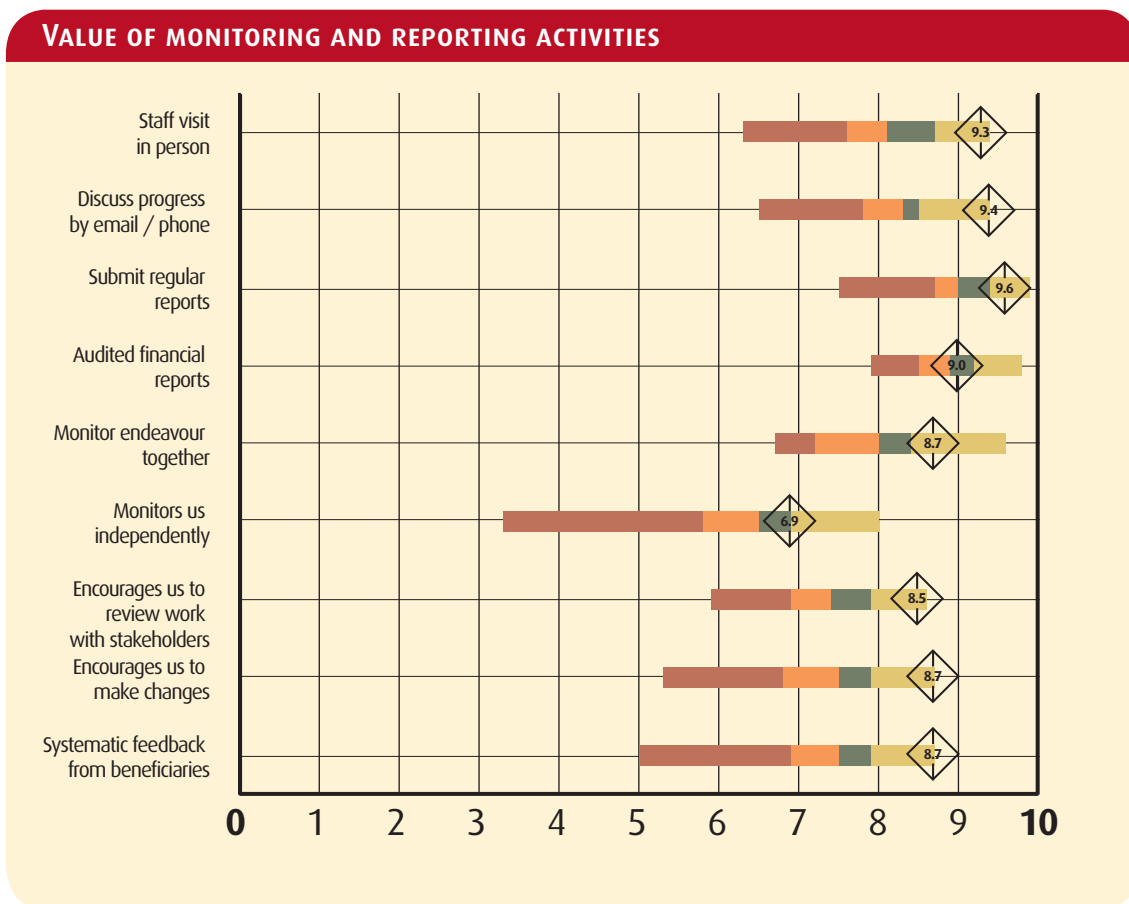
"The time given by Peace Direct to sign the agreement helped us evolve our internal strategies, learn how to make evaluation and monitoring charts. It also helped us to lay out our internal work plan, budget requirement and the need to involve more resource persons."

Section 4: Administration



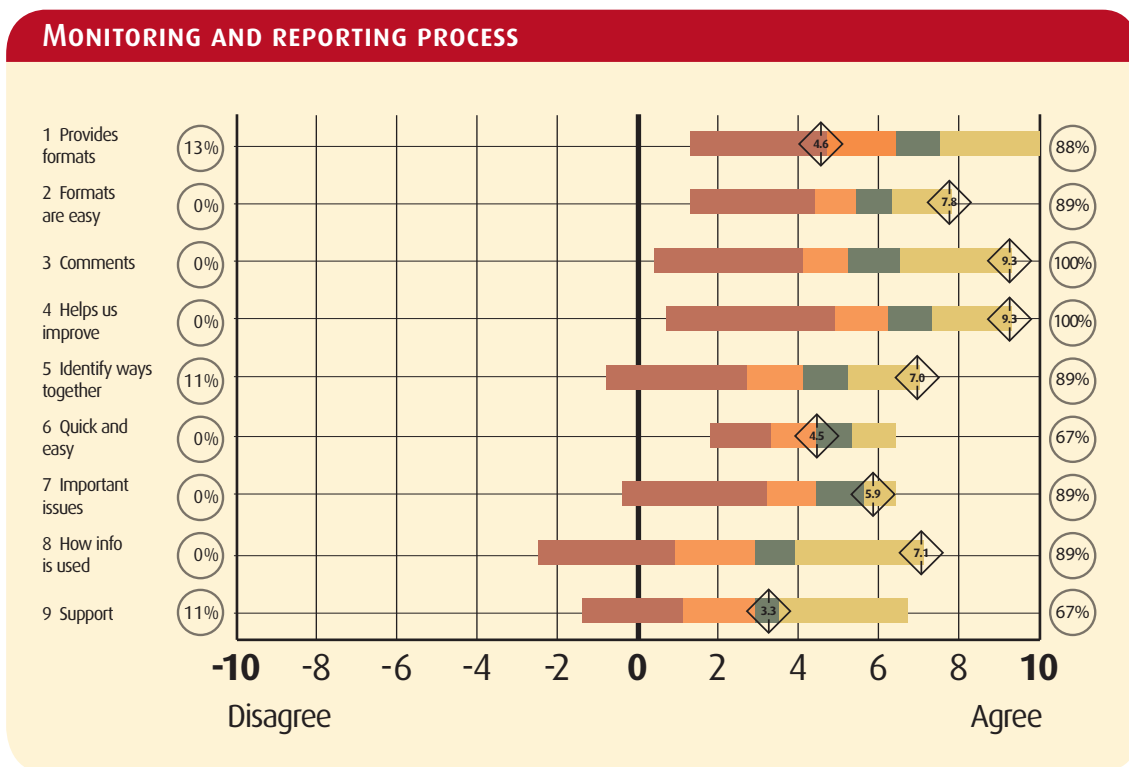
- Peace Direct visits 78% of respondents in person (benchmark: 93%) and discusses progress by phone or email with 100% (benchmark: 94%). 100% of respondents submit regular narrative and financial reports to Peace Direct (benchmark: 94%).

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 find almost all of the monitoring and reporting activities listed above to be very useful.
- Peace Direct receives its highest ratings for the value of submitting regular reports, discussing progress by phone & email and staff visits.
- Compared to the cohort, Peace Direct receives very high ratings for encouraging respondents to make changes to their activities and budgets based on lessons learned, and for asking for systematic feedback from respondents' main beneficiary groups.

Section 4: Administration

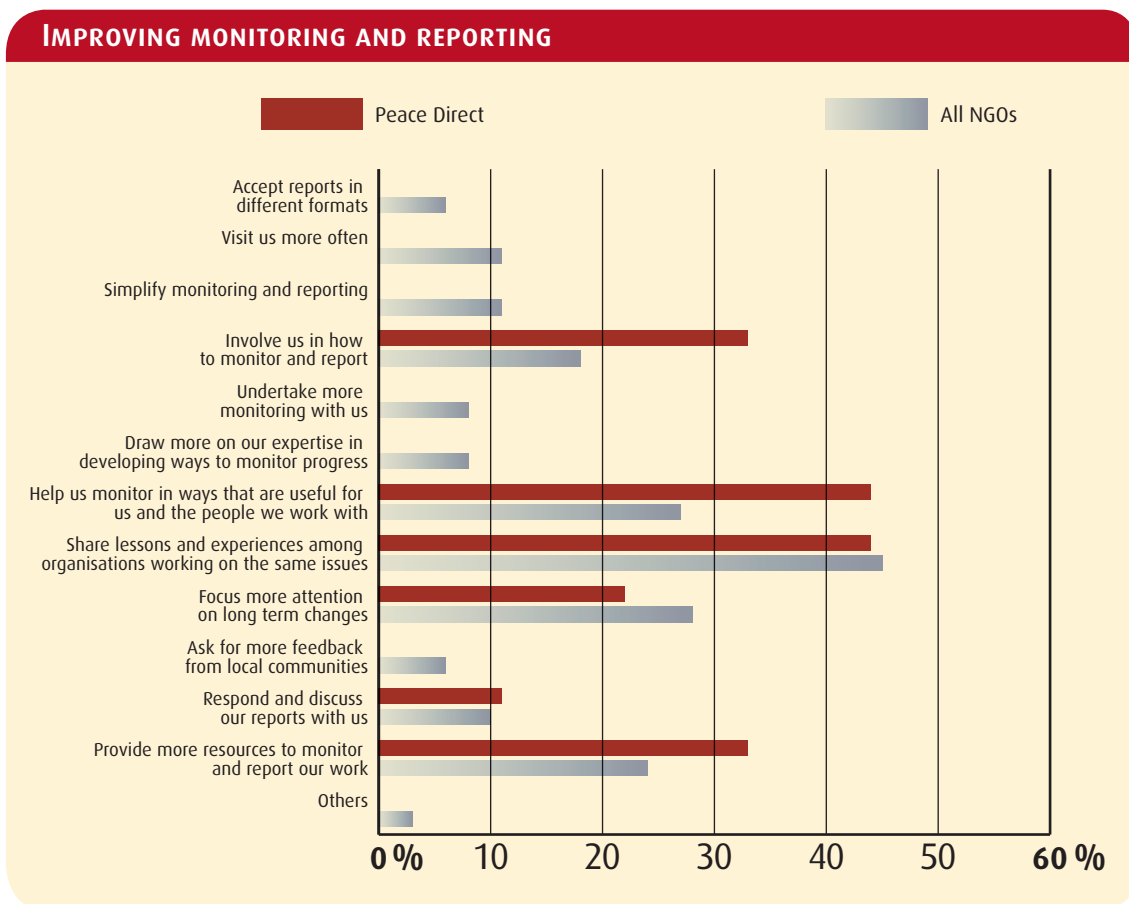


The chart shows how much respondents agree with the statements:

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

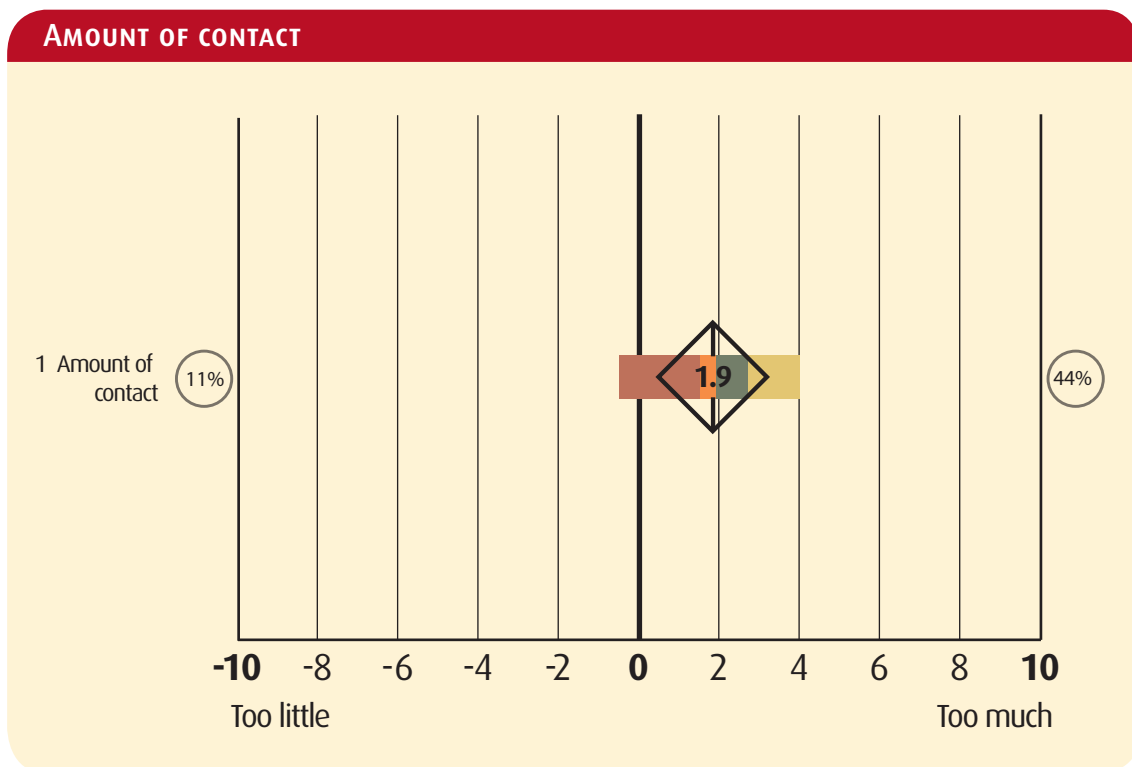
- Again, respondents give Peace Direct very high ratings for most of the aspects of monitoring and reporting listed above.
- Peace Direct receives the highest ratings in the cohort for giving respondents useful comments on the reports they send them and for reporting helping respondents improve what they do.
- Peace Direct also receives the highest ratings for formats being easy to use, working with respondents to identify useful ways of monitoring and how well respondents understand how Peace Direct uses the information they provide.
- Peace Direct receives low ratings for providing respondents with reporting formats. Respondents do not find it quick and easy to write reports for Peace Direct.
- Peace Direct also receives a low rating for providing respondents with enough funds and support for monitoring and reporting.

Section 4: Administration



- Respondents were asked to identify two options from this list that they would most like Peace Direct to do to improve its monitoring and reporting in the future.
- In the future, Peace Direct’s respondents would most like Peace Direct to improve its monitoring and reporting by: (a) sharing lessons and experiences among organisations working on the same issues and (b) helping respondents monitor in ways that are useful for them and the people they work with.
- These are similar to the options most often selected by other NGOs’ respondents.

Section 5: Relationship and communications

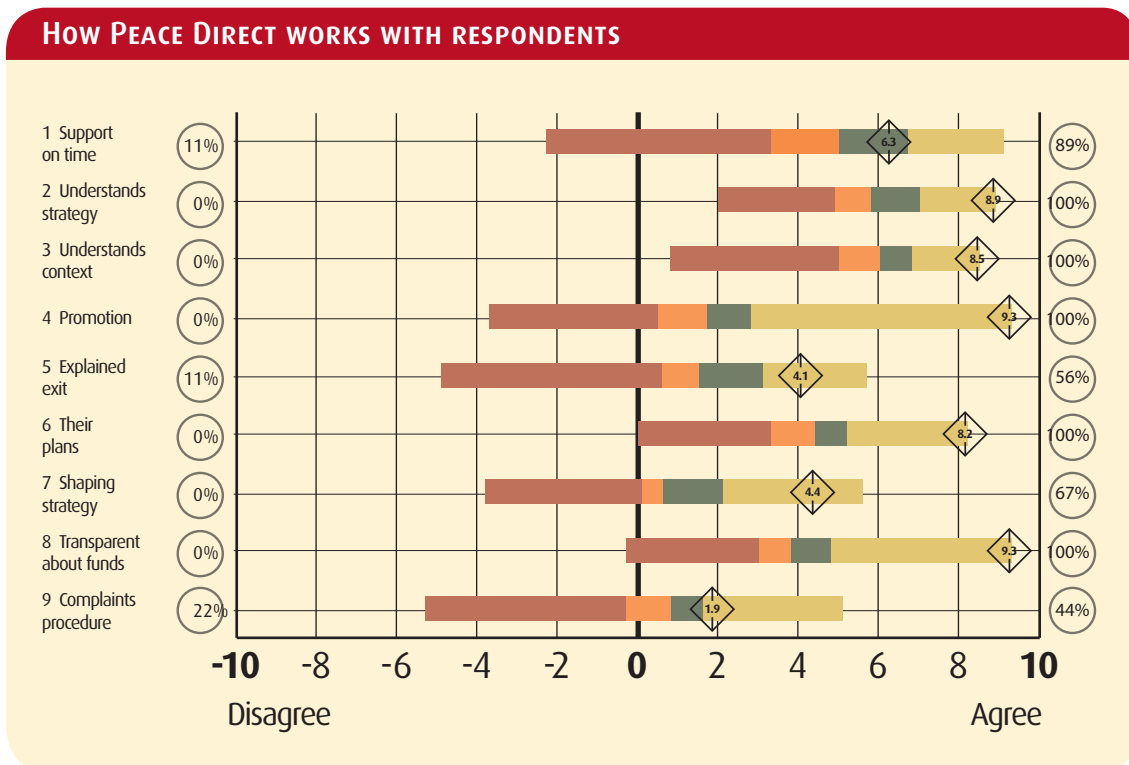


The chart shows how much respondents agree with the statements:

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

- 44% of Peace Direct's respondents would like to have less contact with Peace Direct (benchmark: 45%).
- 11% of Peace Direct's respondents said they had too little contact with Peace Direct during their current or most recent agreement (benchmark: 12%).

Section 5: Relationship and communications

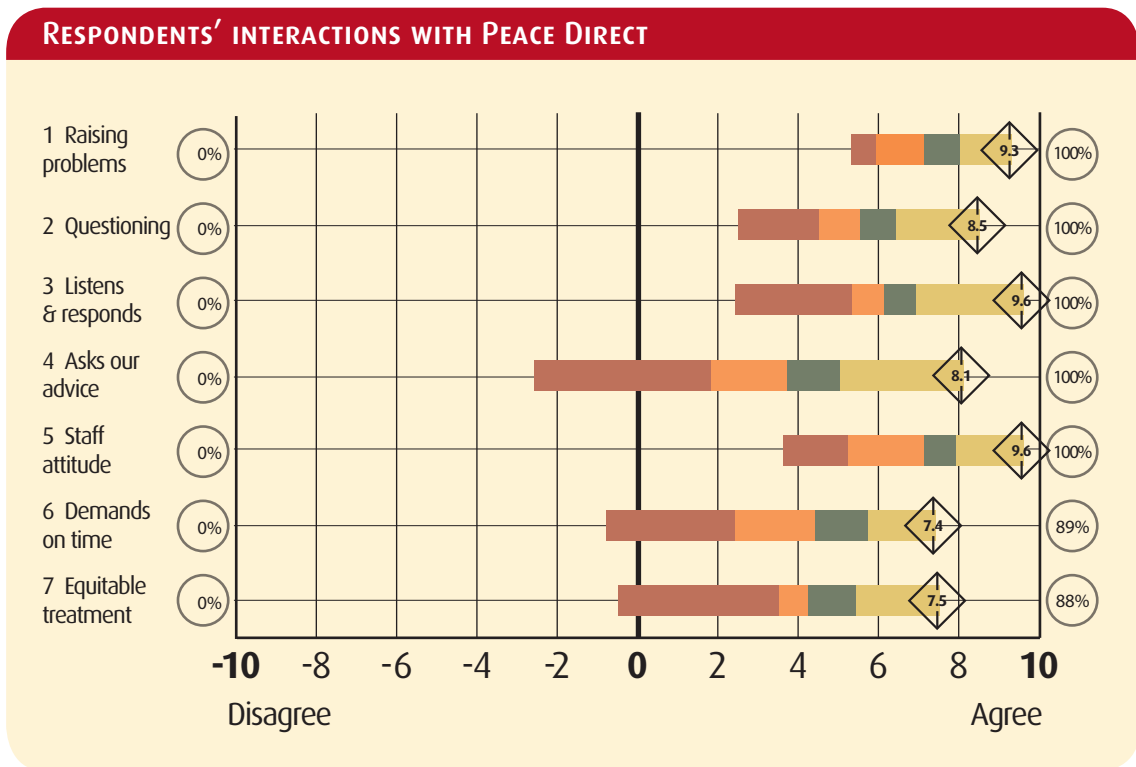


The chart shows how much respondents agree with the statements:

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

- In five of the nine areas listed above, Peace Direct receives the highest ratings in the cohort.
- These are: understanding respondents' strategies and contexts, promoting respondents in the media and elsewhere, respondents' understanding of Peace Direct's strategies and how Peace Direct's transparency about how it uses its funds.
- Peace Direct receives a low score for having a complaints procedure that respondents feel they could use. Respondents do not feel that Peace Direct has explained when it expects to stop working with them to a great extent or that they are greatly involved in shaping Peace Direct's strategy.

Section 5: Relationship and communications



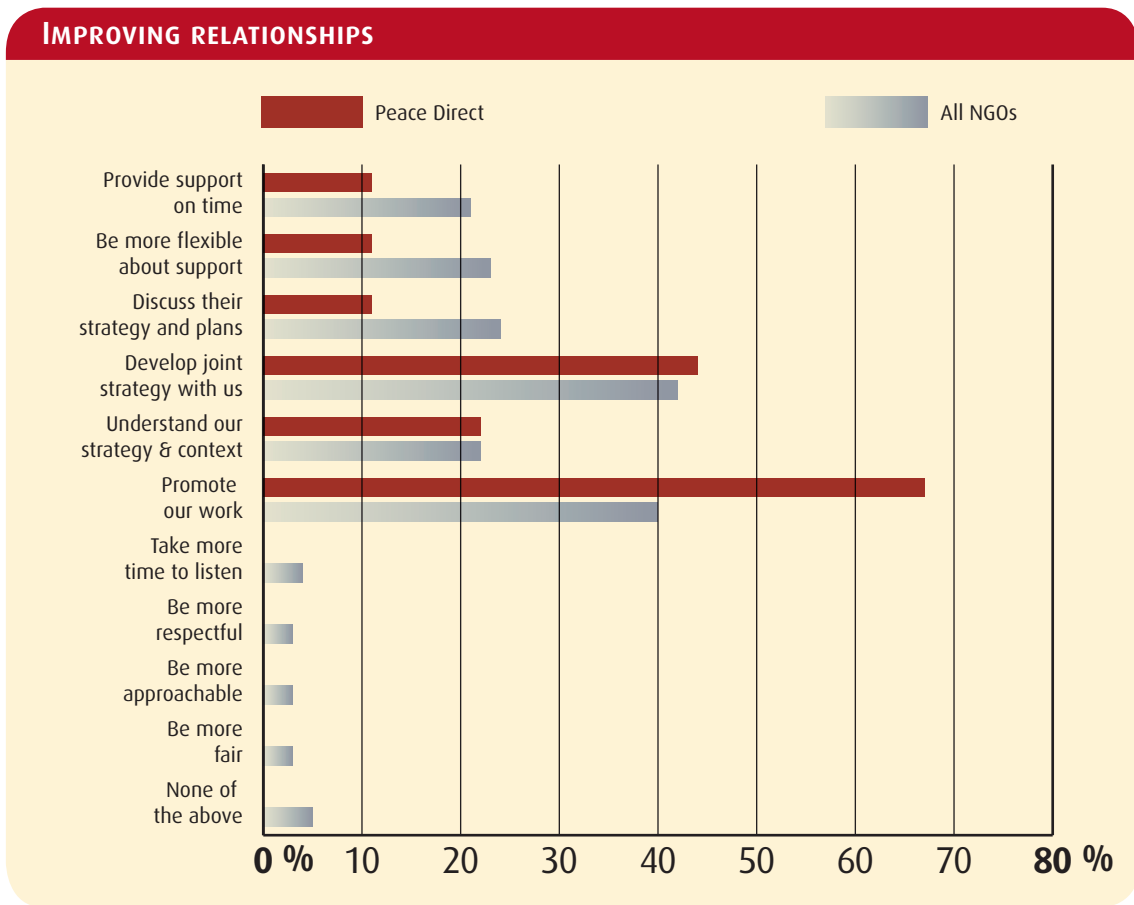
The chart shows how much respondents agree with the statements:

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

- In all seven aspects listed above, Peace Direct is rated highest in the cohort.
- Respondents report that they have a very strong, open and collaborative relationship with Peace Direct. Peace Direct's staff listen to them and ask for their advice and guidance. Peace Direct is seen as treating all partners the same way.
- Comments included:

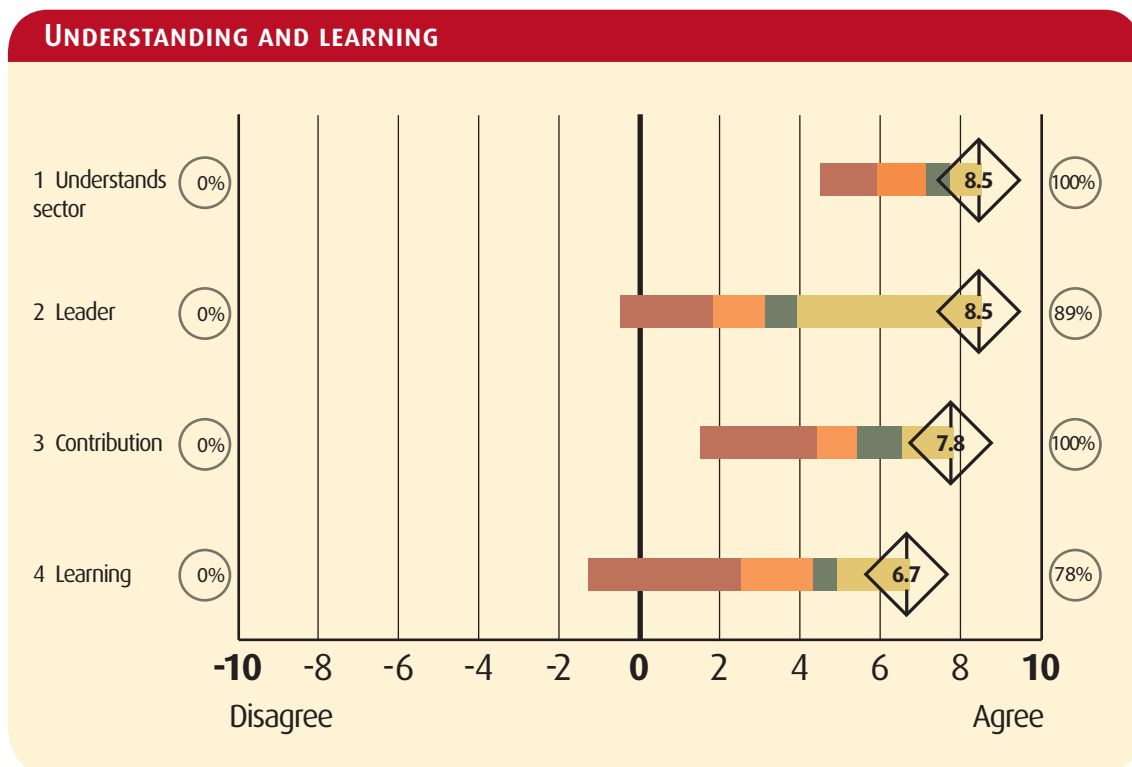
"Staff relationship between our organizations very cordial and very very good."

Section 5: Relationship and communications



- Respondents were asked to select the two options they would most like Peace Direct to do to improve your relationship with them.
- In the future, most respondents would like Peace Direct to improve its relationships with them by: (a) promoting their work and (b) developing joint strategies with respondents.

Section 6: Understanding and learning

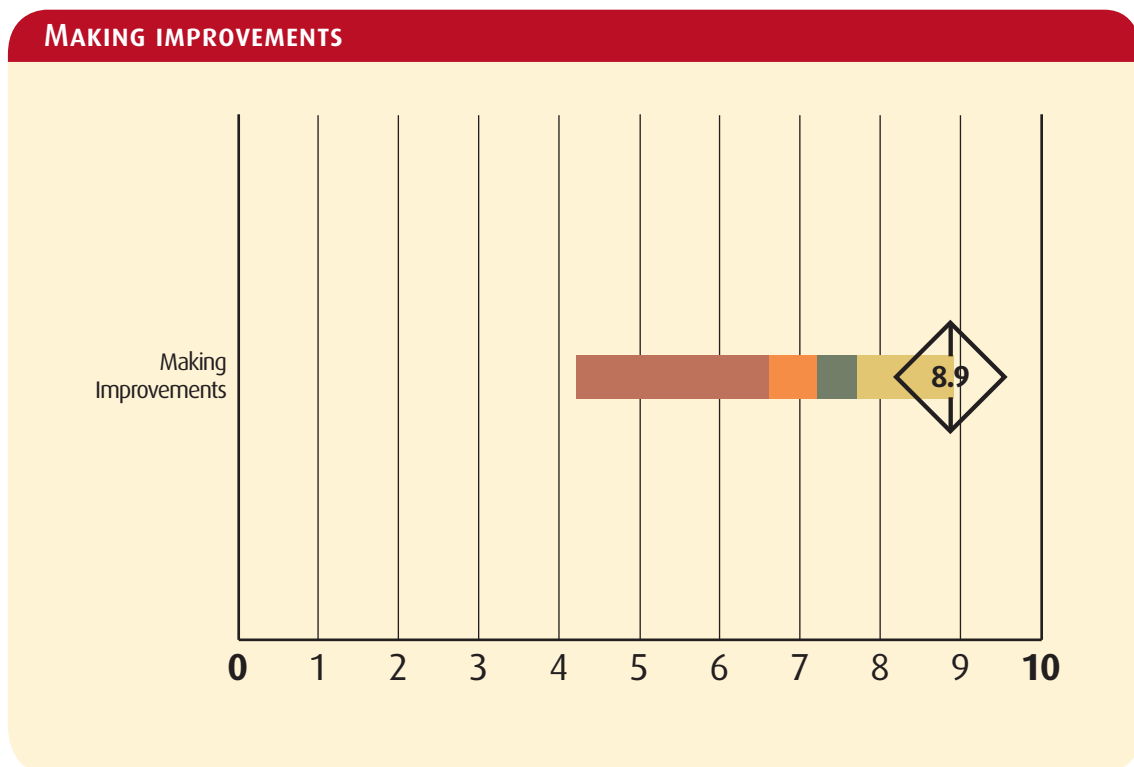


The chart shows how much respondents agree with the statements:

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

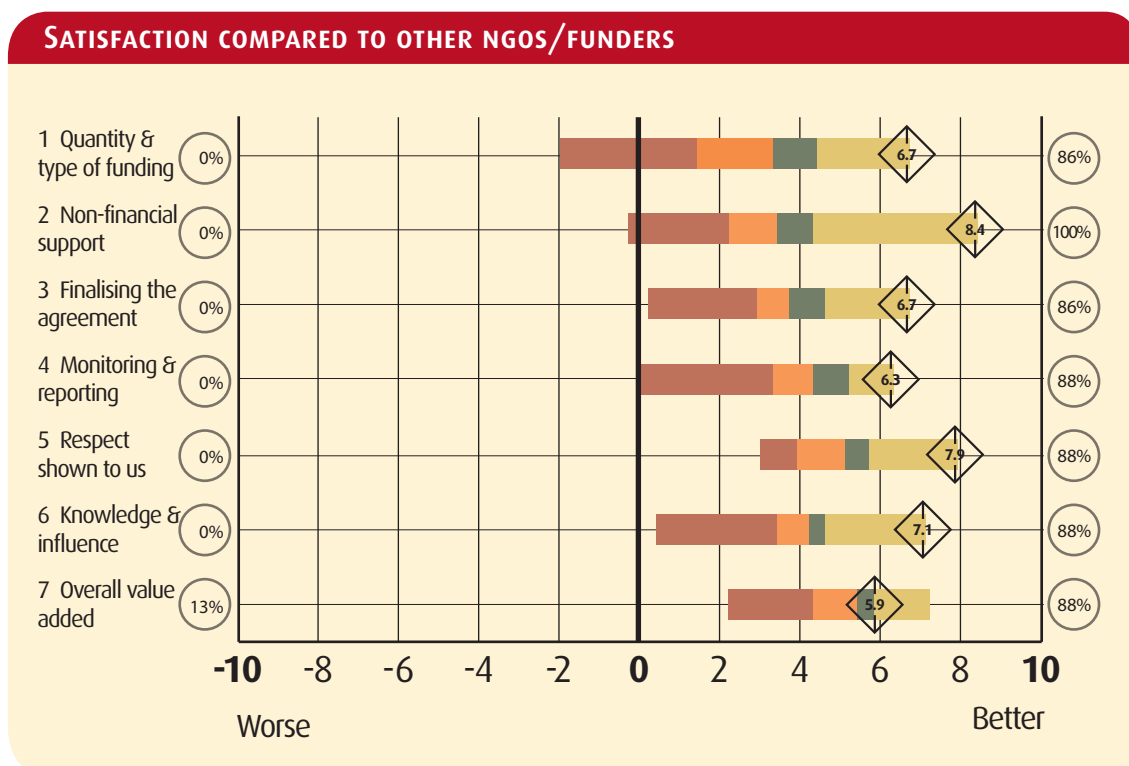
- In all four aspects listed above, Peace Direct is rated highest of all NGOs in the cohort.
- Peace Direct is seen as understanding the sectors respondents work in, and as a leader in them.
- Respondents report that Peace Direct has made a major contribution in the sectors they work in.
- Peace Direct receives slightly less high ratings for learning and improving how it works.

Section 6: Understanding and learning



- Respondents were asked to rate how likely they think it is that Peace Direct will make changes as a result of their answers to this survey.
- The average rating of Peace Direct's respondents was 8.9 on a scale of 0 – 10. This is the highest rating received by NGOs in the cohort.

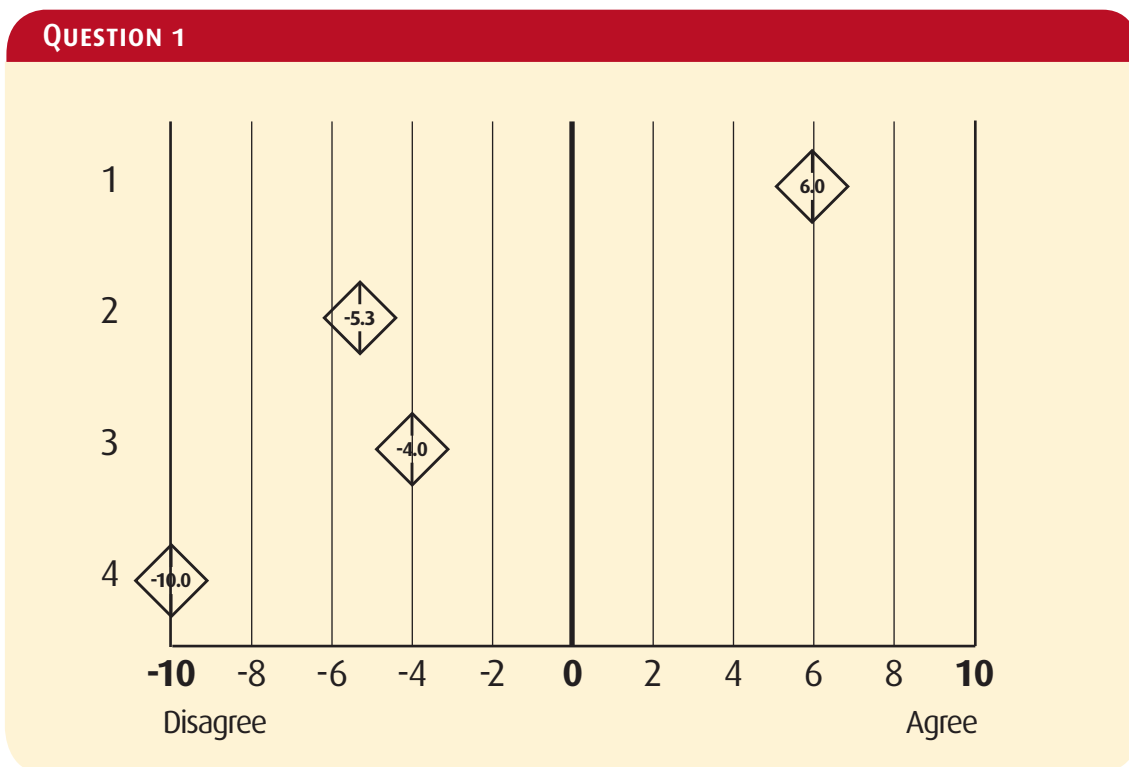
Section 7: Overall satisfaction



- The chart shows how respondents compare Peace Direct to other NGOs / funders they receive support from, across each of the areas listed.
- In six of the seven aspects listed above, Peace Direct is rated highest of all NGOs in the cohort.
- Peace Direct receives its highest ratings for its non-financial support, in comparison to other NGOs, followed by the respect Peace Direct shows to respondents.
- Peace Direct receives its lowest ratings for monitoring & reporting and the quantity & type of funding.
- Peace Direct receives a high average rating of +5.9 for the overall value they add to respondents' work.
- 56% of Peace Direct's respondents characterise Peace Direct as a 'caring sister' (benchmark: 29%) and 33% as a 'wise aunt' (benchmark: 11%).
- Comments on the survey included:

"I really appreciated the survey. All questions are clear and relevant and will surely contribute to improve our relationships with Peace Direct in future. We would like Peace Direct to use this survey to improve or change in a more positive way its assistance to local peacebuilding organizations."

Peace Direct's Tailored questions



The full question asked was: Sometimes Peace Direct has organised visits to London for people from the organisations it funds, focused on a training session with Truce 20/20. If you have experienced such a visit could you please answer the following questions.”

- 1 The visit was useful for my work back home and enjoyable
- 2 The visit was enjoyable but not useful
- 3 The visit was useful but not enjoyable
- 4 The visit was neither useful nor enjoyable’

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

Peace Direct's Tailored questions

QUESTION 2: HOW IS PEACE DIRECT DIFFERENT FROM WORKING WITH OTHER ORGANISATIONS?

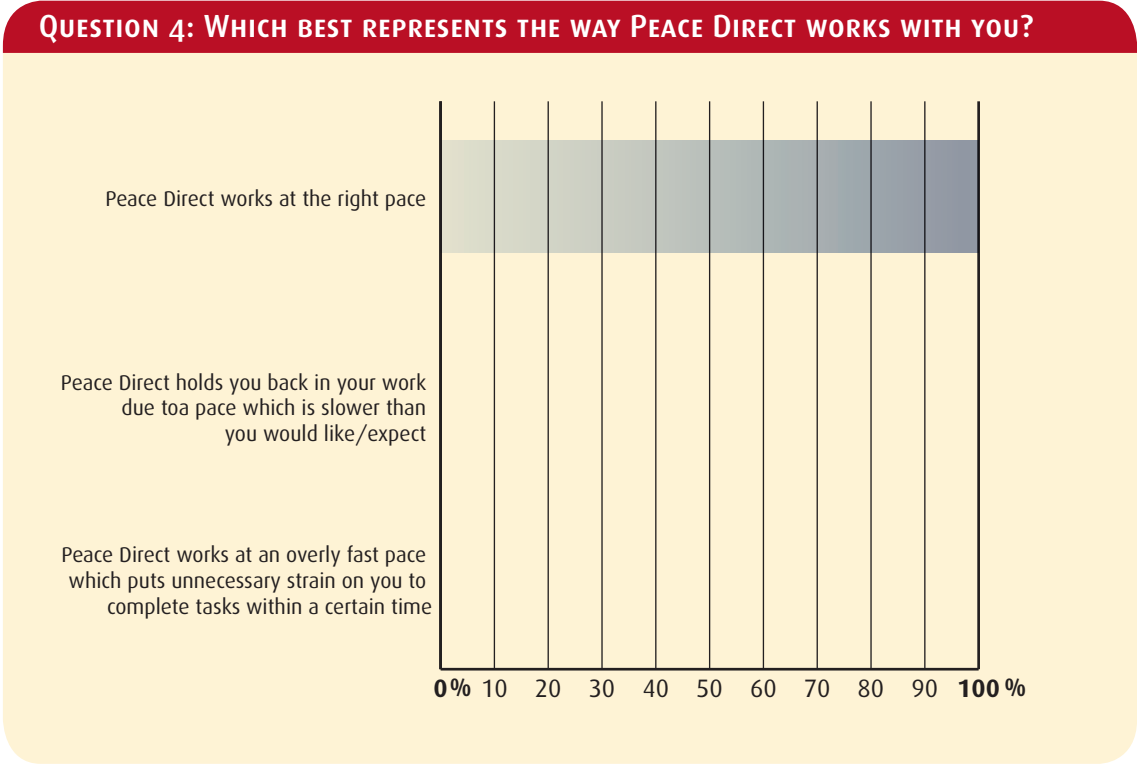
- Peace Direct staff have been very supportive and respond very quickly to our queries and needs. They are flexible in terms of accommodating our circumstances. They are always friendly and professional, and pleasant to work with. They are not too bureaucratic.
- We feel we have a larger family. Work in conflict zones is very absorbing emotionally. Peace Direct staff is very considerate.
- Peace Direct listens to our suggestions and doesn't take the place of the organisation it works with like other organisations. It uses local experience by local people.
- With Peace Direct, we are a family and a tightly knit one at that, we have respect, shared values for human peace, development and unity. there is a lot of learning and sharing involved and this is quite intense. there is room for initiative and also strategy development by all partners on board. The staff of Peace Direct are Knowledgeable, respectful and have this easy air around them even when you are communicating to them via Phone or chat or mail, they are quite helpful and when they have no answers for you, they always make sure that they find someone else or another institution that can. With Peace Direct, there is a lot of emphasis on grass roots direct support and this improves greatly the way we implement our programmes. the technical support extends even beyond the sectors that we work in with Peace direct. There is a lot of confidence and we all know each other and that respect is there. In supporting small organizations, Peace direct has shown that it definitely roots for changes because we all know that the most sustainable change is that which is effected by the masses themselves and it is only through the communities that we can find solutions to the perennial issues that eat up the societies around us... PEACE DIRECT AMAZINGLY CARES ABOUT that!! Interesting at first but we now know better. We look at Peace Direct like the Big brother who cares completely.
- Because the focus of Peace Direct is upon target groups and it's work has been specific which is mostly important to achieve the goals. Peace Direct is different from the other organizations by it's slogan i.e. "Think Locally Act Locally".
- Peace Direct approach with its partners organizations is unique and much appreciated. It consults us while developing a proposal, takes time to discuss with us and finalise the proposal, fund it and go on with monitoring. All this process in a respectful and transparent manner. The different I would like to mention is the promotion of local organizations in international media through the Insight on Conflict Project which is crucial for small organizations doing an amazing but unknown and then non-funded work.

Peace Direct's Tailored questions

QUESTION 3: HOW DOES PEACE DIRECT HELP YOU OVERCOME OBSTACLES THAT YOU WOULD NOT OTHERWISE BE ABLE TO OVERCOME?

- Peace Direct has allowed small virementing of funds from one area to another. When we have been short of funds, they have managed to raise more funds for us. For example we ran short of money to employ writers, but this was addressed immediately by Peace Direct. It has been very helpful in introducing us to the international media and to other would be donors.
- By listening patiently, providing time to you and being flexible. I feel empowered . I feel safe that the Peace Direct support will continue that itself encourages me to dream a vision.
- it is always there to discuss issues with us which encourages us.
- Through Direct technical support and through support facilitated by consultants and or other organizations within the network that have the correct expertise.
- we face many difficulties. some related to funding, finance management, CIT (telephony, Internet-based communication, etc), poor capacity in management, programme design, proposal writing, etc. in many ways, PD has proved helpful and resourceful and never failed us.
- Through guidance and relevent pieces of advice

Peace Direct's Tailored questions



Illustrative comments from respondents

SECTION 2: FINANCIAL SUPPORT

- “[Peace Direct] not only helped to set up [Org Name], but continued providing it with financial and non financial support up to date. [Peace Direct] introduced us to other donors and worked hard to secure funding for all our expenses.”
- “The funding that we receive from Peace Direct comes to us monthly which causes some harm to the execution of the project. It takes some days before the monthly installment arrives. We suggest that it sends the funds in two installments only.”
- “Peace Direct funding has been invaluable in supporting innovative programmes as well as pay for core administrative costs.”

SECTION 3: NON-FINANCIAL SUPPORT

- “Peace Direct has been very helpful in bringing new concepts and practices to our notice through sharing experiences with other organizations in different countries which are faced with the same challenges..... very helpful in providing international visibility to our programmes..... ensuring that we are more able to do monitoring and evaluation.”
- “Since February 2010, Peace Direct engaged its partners in a series of meetings where different topics have been covered and experiences shared. We really look forward to learning more from those meetings particularly as a small organisation that is emerging.”

SECTION 4: ADMINISTRATION

- “The time given by Peace Direct to sign the agreement helped us evolve our internal strategies, learn how to make evaluation and monitoring charts. It also helped us to lay out our internal work plan, budget requirement and the need to involve more resource persons.”
- “Peace Direct should be prepared to listen to organisational needs rather than sticking on their funding line.

MONITORING & REPORTING

- “Peace Direct has been very helpful in enabling us to improve our monitoring and evaluation skills which are rather weak. They sent us a consultant who was very useful, plus they have consistently pointed out our weaknesses in this area.”

SECTION 5: RELATIONSHIP & COMMUNICATIONS

- “Staff relationship between our organizations very cordial and very very good.”

SECTION 7: OVERALL SATISFACTION

- “I really appreciated the survey. All questions are clear and relevant and will surely contribute to improve our relationships with Peace Direct in future. We would like Peace Direct to use this survey to improve or change in a more positive way its assistance to local peacebuilding organizations.”

Keystone helps organisations develop new ways of planning, measuring and reporting social change.
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