

KEYSTONE PERFORMANCE SURVEYS

## Development Partnerships Survey 2014

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# Partner Feedback Report: Wateraid



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

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# Introduction

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Since 2010, Keystone has been conducting benchmark surveys of partners of international non-governmental organisations (INGOs). 68 INGOs have since taken part in these surveys, with 65 qualifying to be included in the comparative data set.

In the survey, partners are asked to rate and comment on different aspects of an INGO's performance. The surveys are conducted confidentially, with Keystone guaranteeing as an independent third party that respondents' identities will not be revealed to the INGO.

This report presents what the partners of WaterAid said about it and how that feedback compares to the data set of partner ratings from the whole group of the 65 INGOs. It provides credible data on how well WaterAid carries out its role in the partnership, as seen from the partner perspective.

- **Annex 1** is the questionnaire that was used for the survey.
- **Annex 2** includes the raw quantitative data as well as all the responses given to the open-ended questions of the survey. These have been edited to protect the identity of respondents.
- **Annex 3** provides a breakdown of responses by region for a series of selected questions.
- **Annex 4** is a short outline of how Keystone can assist WaterAid to introduce more regular partner feedback into its management systems to complement these larger periodic surveys.

## **SURVEY PROCESS**

The survey process was managed by Keystone Accountability. The questionnaire was administered to WaterAid's partners in English, French and Portuguese from 16 May to 20 June 2014. Regular reminders were sent to encourage a high response rate.

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. The survey was limited to partners who had a basic level of Internet access.

Keystone emphasised to partners that their participation was voluntary and anonymous.

# Introduction

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## BENCHMARKS AND INDEXES

Throughout the report, WaterAid's results are compared to the 65 INGOs listed below.

- ACTEC
- ASF-Belgium
- CAFOD
- CARE UK
- CARE USA
- Caritas Belgium
- Caritas Luxembourg
- Catholic Relief Services
- ChildFund International
- Christian Aid
- Church World Service
- Concern
- Cordaid
- DISOP
- Ecosystems Alliance
- Entraide et Fraternité
- Free a Girl
- Free Press Unlimited
- Handicap International Belgium
- Helen Keller International
- Helvetas
- Hivos
- IDS/MK4D programme
- IKV Pax Christi
- International Rescue Committee
- International Service
- Investing in Children and their Societies
- Kinderpostzegels
- Liliane Fonds/Strategic Partner, National Coordination Team
- Lutheran World Relief
- Mennonite Central Committee
- Mensen met een Missie
- Mercy Corps US
- Methodist Relief and Development Fund
- Minority Rights Group
- Netherlands Institute for Multiparty Democracy
- Oxfam Canada
- Oxfam (confederation)
- Oxfam Novib
- Peace Direct
- Plan International
- Practical Action
- Progressio UK
- Red een Kind
- Simavi
- Save the Children International
- Save the Children UK
- Save the Children US
- Schorer
- Self Help Africa
- Skillshare
- Solidarité Socialiste
- SOS Faim
- SPARK
- Tear Netherlands
- Tearfund
- Terre des Hommes Netherlands
- Trias
- Trocaire
- UMCOR US
- V.S.O. International
- Vredeseilanden
- VSF-Belgium
- WaterAid
- Wereldkinderen

The INGOs in the cohort operate in different ways and places, providing a variety of support including funding, training, moral support, joint advocacy and volunteers. While the agencies have different goals and structures, they all share a common purpose and operating model: they aim to tackle poverty, injustice and suffering in developing countries by working in partnership with organisations. This commonality provides the basis for useful comparisons through benchmarks. The benchmarks enable international development organizations to understand their partner ratings in relation to how partners rate other INGOs and see what kind of performance ratings are possible. However, the data needs to be interpreted with care, in light of WaterAid's specific context, goals and activities. It is unlikely that any organisation would be 'best in class' across all performance areas.

# Introduction

The benchmarks are calculated as the average ratings of the 65 INGOs, not the average of all survey respondents. This reduces the chance that data is skewed by larger organizations with more partners.

The performance summary (Figure 3) consists of seven performance indexes. Each index was calculated by combining the results from 4 – 10 specific questions in the survey. Most indexes correspond to one of the sections of the report. Where questions from one section are more relevant to another index they have been included there to increase accuracy.

## RESPONDENTS

Table 1: Response rate		
	Wateraid	Cohort
No. of partners invited to respond	247	12,954
No. of responses received	122	3,926
Response rate	49%	44%

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. 103 responses were received in English, 15 in French and 4 in Portuguese.

For those partners that responded to the survey, the following people were involved in completing the questionnaire:

Table 2: Respondents by staff category		
	Wateraid (%)	Benchmark (%)
Head of the organisation	76	75
Other senior leadership	88	67
Manager	48	35
Operational staff / field staff	58	51
Others	5	10

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

- 21% of WaterAid's respondents declared themselves as female and 76% as male, while 3% preferred not to say (benchmarks: 33%, 63% and 4%).
- 86% of WaterAid's respondents rated the survey process as useful or very useful (benchmark: 82%). 98% of respondents expressed an interest in receiving a copy of the survey results.

## THE NET PROMOTER ANALYSIS

Keystone uses a technique of feedback data analysis increasingly common in the customer satisfaction industry known as Net Promoter Analysis (NPA)<sup>1</sup> to distinguish between three constituent profiles. As WaterAid considers how to improve in light of the survey findings it is extremely important to develop distinct strategies to work with each of these constituent profiles.

The “Promoters” are partners that rate WaterAid as 9 and 10 on the 0-10 point scale used in the survey. These are WaterAid’s champions. They are highly likely to be wholehearted participants in activities and consistently recommend WaterAid to their friends and colleagues.

The “Passives” are those who give ratings of 7 and 8. They do not have major concerns, but they are not particularly enthusiastic about, or loyal to, WaterAid. With the right encouragement, they could well become Promoters.

Those who provide ratings from 0-6 are categorized as “Detractors”. They have fairly negative perceptions of the partnership with WaterAid and common developmental objectives are likely to be negatively affected as a result.

Many organizations find it useful to track their ‘Net Promoter score’ (commonly referred to as NP score). To get an NP score, one subtracts the proportion of detractors from the proportion of promoters. It is not uncommon to have negative NP scores. The most successful organizations generally have high NP scores. Data from thousands of companies show a clear correlation between high Net Promoter scores and corporate growth and profitability.

Keystone believes that the customer satisfaction approach is even more relevant to development and social change than it is to business. This is so because those who are meant to benefit from the intended change are key to bringing it about. In this survey context, the practices and policies of international organizations can profoundly affect the performance of their local partners. Surveys such as this provide local partners with a safe space to express what they honestly feel about their international partners, and enable more open, data-driven dialogue for improving performance by both.

NPA also provides an effective way to interpret survey response rates. A growing number of organizations include non-responses to surveys as Detractors. Keystone did not take that approach in this report. The data reported here is only for actual responses.

All data was analysed to look for trends across demographic and other variables. Unless otherwise stated, no significant trends were observed. Only significant results have been included in the report.

Occasionally in this report, next to the NP analysis, we provide an analysis of the mean ratings given by respondents, as it helps further understand the distribution of perceptions and comparisons with the other INGOs in the cohort.

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<sup>1</sup> ‘Net Promoter’ is a registered trademark of Fred Reichheld, Bain & Company and Satmetrix. For more see: [www.netpromotersystem.com](http://www.netpromotersystem.com), as well as the open source net promoter community at [www.netpromoter.com](http://www.netpromoter.com).

# Introduction

## READING THE CHARTS

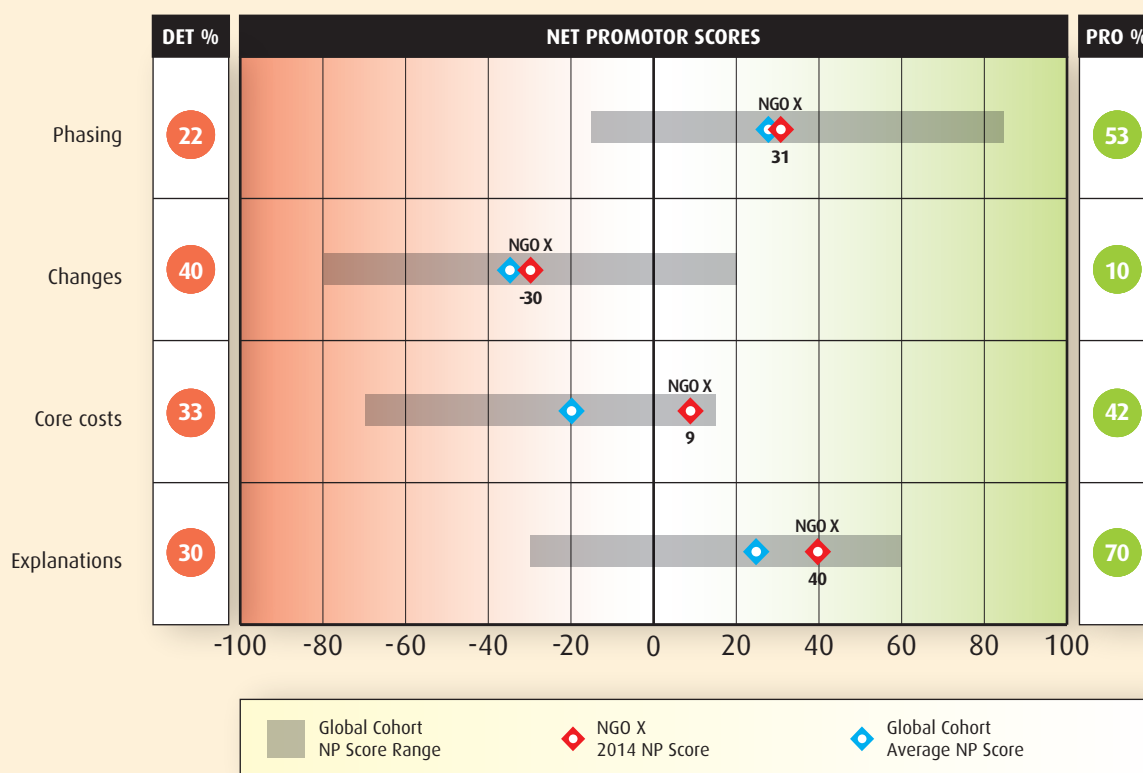
The chart below shows how a specific NGO ('NGO X') is rated across four areas: phasing, changes, core costs and explanation. This chart is composed of the following elements:

The bars show the range from the lowest to the highest NP score within the cohort of INGOs. In this case, for 'phasing', NP scores range from -15 to 85.

The data labels on the bars show the average NP score for the cohort of INGOs and NGO X's specific NP score for the survey. For 'phasing' these are 28 and 31 respectively.

The percentages in circles on either side of the chart show the total percentages of NGO X's respondents that can be seen as 'promoters' on the right (i.e. gave a rating of 9 or 10) and 'detractors' on the left (i.e. gave a rating from 0 to 6). This chart does not show benchmarks for percentages of promoters and detractors.

**Figure 1** Sample Graph



**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 'NGO X allows us to make any changes that we need to about how we spend funds.'
- 3 'NGO X makes an appropriate contribution to general / core costs.'
- 4 'NGO X clearly explains any conditions imposed by the original donors who provide the funds.'

## NEXT STEPS

Some next steps are suggested below, which may be useful for WaterAid to consider.

- a** Discuss the report at board level.
- b** Discuss the main findings with your own staff and local partners to verify and deepen the analysis and demonstrate that feedback is taken seriously. These “sense-making” dialogues should focus on three main themes: (i) the areas where WaterAid needs improvement; (ii) questions arising from the findings that need more interpretation to understand; and (iii) specific corrective actions.
- c** Implement corrective actions identified and agreed by staff and partners. Make sure everyone understands what these corrective actions are.
- d** Develop a system of continuous, light-touch targeted feedback data collection that will tell you whether your corrective actions are working. Annex 4 proposes a way to do this.
- e** Consider separately the three categories of partners – promoters, passives and detractors – and elaborate specific strategies of engagement with each one of them.
- f** Champion a culture of continual improvement, mutual respect and open dialogue with local partners.
- g** Discuss whether local partners could collect similar benchmarked feedback from their constituents and use it to report performance. Partners may be able to develop internal benchmarks by comparing feedback scores from different points of service delivery or operational units.
- h** Consider developing some common approaches to feedback and facilitating learning between partners.
- i** Collaborate with other INGOs that are tackling similar issues, including those in this cohort, to share best practice and drive up standards in the sector.
- j** Repeat the survey in 12 to 24 months to monitor progress.
- k** Ask non-responders one simple question about why they did not answer the survey.
- l** Consider publishing this feedback report and similar such reports in the future. This can strengthen the links between performance, reporting and funding decisions, creating powerful incentives for improvement. A growing number of the organizations in the benchmark dataset have published their Keystone partner survey reports.<sup>2</sup>

Keystone would be happy to discuss these next steps with you and offer advice and guidance about how to implement them. Please see Annex 4 for more details.

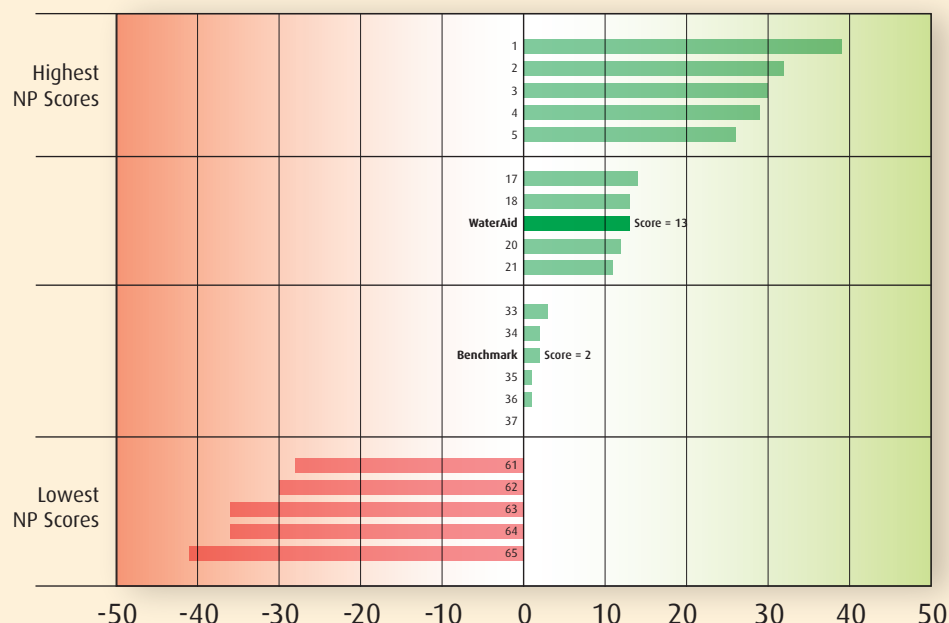
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<sup>2</sup> Links to these reports can be found here: <http://www.keystoneaccountability.org/services/surveys/ngos>.



# Performance summary

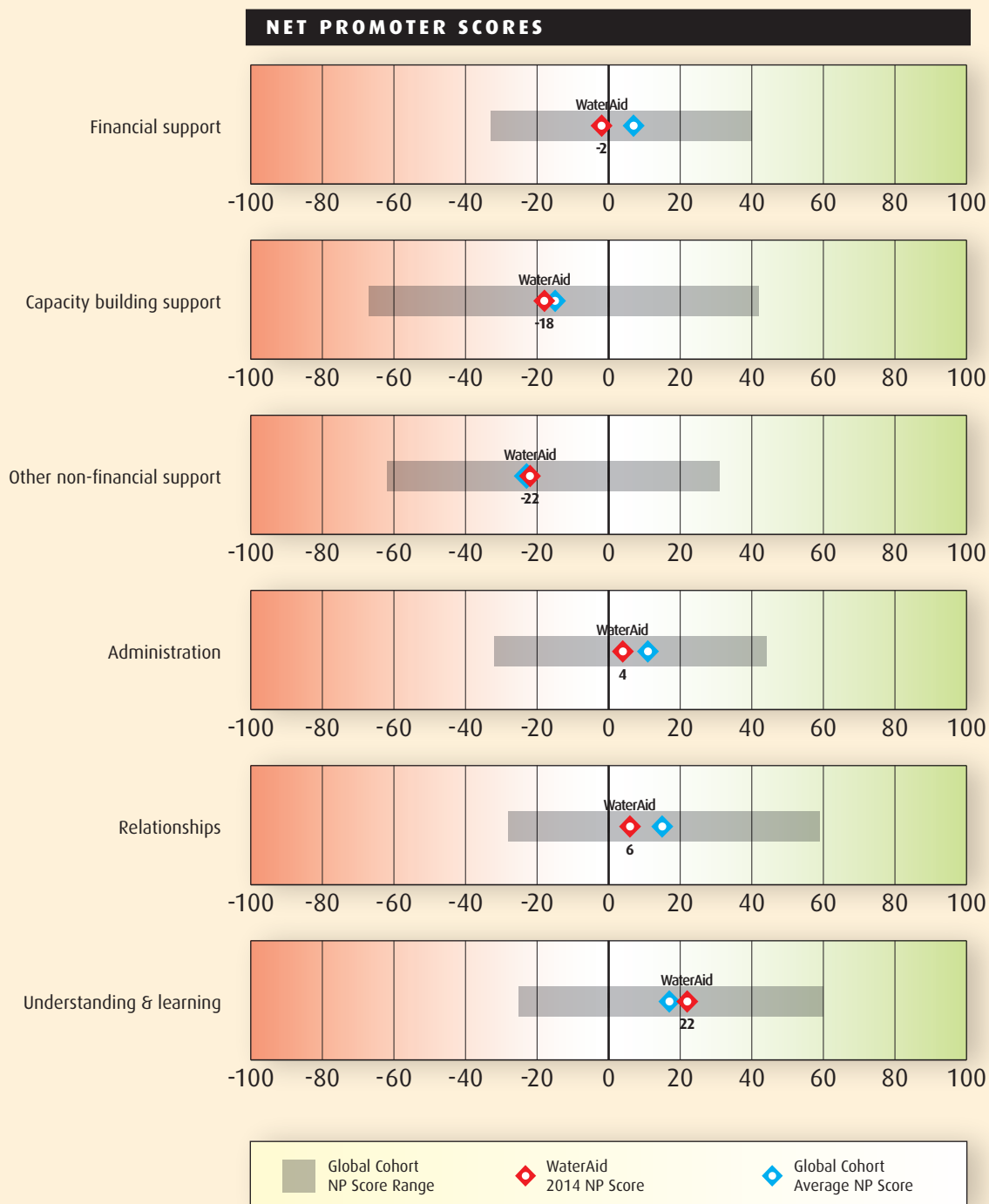
**Figure 2** Overall satisfaction: NP scores for All NGOs



- WaterAid is rated 19th out of 65 in the cohort in terms of 'overall satisfaction' (this is based on an index of scores when respondents were asked to compare the performance of WaterAid across seven key areas against other international NGOs and funders). Its overall satisfaction NP score is 13, above the average for the cohort of INGOs, which is 2. The picture that emerges from the survey is of an organization that adds value to its partners, but could achieve significant gains through investing in improving certain aspects of its relationship with them.
- In five out of six areas of performance, WaterAid receives overall scores that are below the average for the cohort of INGOs.
- Regarding the financial support respondents express satisfaction with explanations provided by WaterAid regarding back donor requirements and with the phasing of payments. As is the case for most INGOs, partners feel that WaterAid does not allow them to make the changes they need in the allocation of funds and that it does not make a sufficient contribution to their core costs.
- In the area of capacity building support that WaterAid provides to partners, these tend to find more value in support for improving their financial management skills and their technical abilities for delivering services. Support for their organizational strengthening - such as in the areas of board/governance and long term planning and financial sustainability - is the least appreciated.
- Other non-financial support provided by WaterAid is also generally rated below average. Respondents are most satisfied with support received for achieving shared program goals and for communicating and publicizing the work of partners. There is significant room for improvement in helping partners access alternative sources of funding and protect themselves from threats.
- During the agreement process, while the average time passing from starting discussions to finalizing the agreement is less than for the cohort of INGOs, partners tend to consider it as less reasonable. While respondents are satisfied with the support WaterAid is giving for finalizing the agreement and in general do not

# Performance summary

**Figure 3** Performance summary: WaterAid



## Performance summary

feel under pressure for changing their priorities, they tend to feel however that WaterAid's requirements tend to be very rigid and that the amount of support it provides is not well matched to their needs.

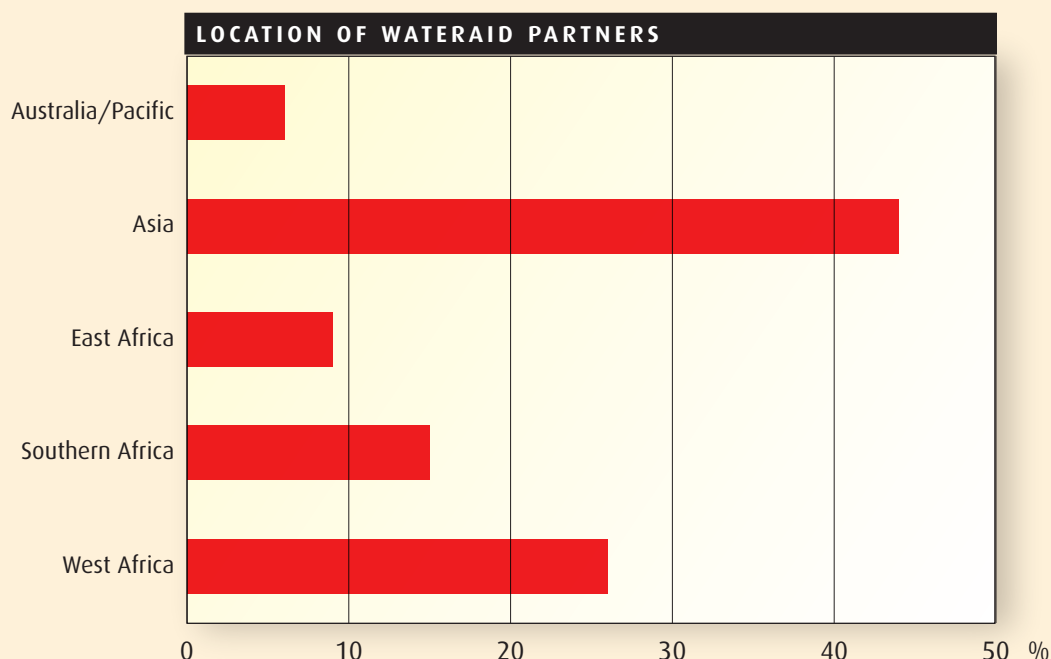
- Respondents find high value in the regular reporting that they do for WaterAid and find that reporting formats provided by WaterAid are easy to understand and use. However, they do not seem to have a clear idea of how WaterAid uses the information that they provide. They believe that the monitoring and reporting they carry out as part of their partnership with WaterAid helps them improve their work, but feel that WaterAid does not provide them with enough funds and support for this. Partners find little value in independent monitoring carried out by WaterAid.
- Overall, respondents give below average ratings to how satisfied they are with the relationships and communications with WaterAid. They feel that understand well WaterAid's plans and strategies and they consider it to be highly transparent in the use of funds. They feel however that WaterAid does not promote their work sufficiently.
- Regarding the respondent's interactions with WaterAid, six out of the seven aspects are rated below the average for the cohort of INGOs. Respondents feel comfortable raising concerns with WaterAid and appreciate the attitude and skills of its staff. They feel however that they are not sufficiently consulted by them and that they make significant demands on their time.
- WaterAid is seen as having a good understanding of the sector in which its partners work and as making an important contribution to it, while also being a leader in it. It is perceived to be a 'learning' organisation, even though they are quite divided in their opinion about whether WaterAid will put the present survey's results to good use.
- WaterAid, as many other INGOs in the cohort, receives negative NP scores in various areas. It is important to address negative NP scores, even in those cases where these are common among other organizations. A negative NP score should never leave an organization indifferent as it means that in that area there are more detractors than promoters.
- Looking ahead, as is the case for most INGOs in the cohort, respondents would like to receive more support in accessing other sources of funding. They would also like to receive support in strengthening further their presence at the national and international levels.
- Furthermore, they are asking WaterAid to facilitate the sharing of lessons and experiences among organizations working on the same issues and to provide them with more resources for monitoring and reporting.
- They believe that their relationships with WaterAid could be improved by involving partners more in the development of joint strategies and by being more flexible in the conditions of their support.

**Table 3:** Priorities for the future: Wateraid respondents

<b>Non-financial support</b>
1. Access other sources of funds
2. Strengthening presence at national/international levels
<b>Monitoring and reporting</b>
1. Share lessons and experiences among organizations
2. Provide more resources to monitor and report on partners' work
<b>Relationships</b>
1. Develop joint strategies with partners
2. Be more flexible about the support

## Section 1: Partnership profile

**Figure 4** Location of partners



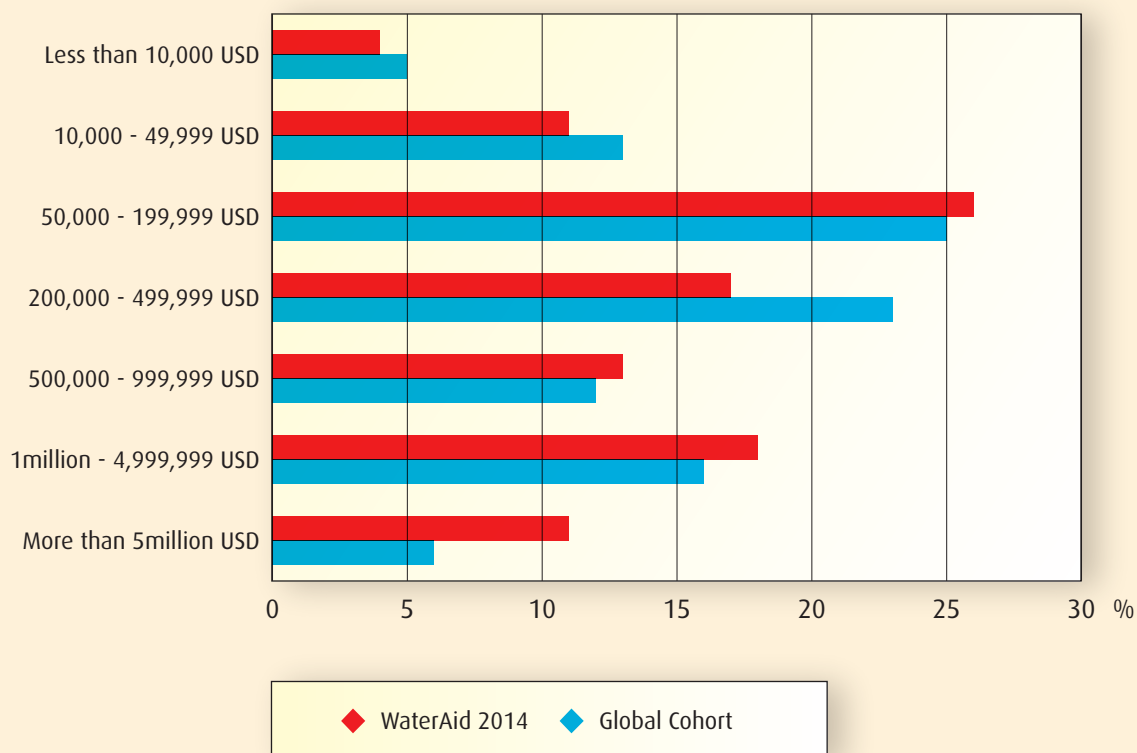
- The biggest concentration (44%) of WaterAid's respondents is in Asia. It is followed by West Africa with 26%.
- 76% state that their organisation is an NGO (benchmark: 70%) and 12% as a government agency (benchmark: 3%).
- 43% of respondents dedicate 75% or more of their work to water, sanitation and hygiene (WASH). 24% dedicate 50%-75%, 19% dedicate 25%-50%, and 14% dedicate less than 25% of their work to WASH.
- WaterAid's respondents describe themselves as predominantly 'providing services directly to poor people and communities' and 'supporting collective action by their members'. These are also the most common predominant activities for respondents across the cohort of INGOs.

**Table 4:** Predominant activities

Means on a scale of 0=Never to 10=All of our work	Wateraid	All NGOs
Provide services directly to poor people and communities	7.1	6.9
Support economic and productive enterprises that benefit poor People	5.1	4.5
Influence how government & other powerful organisations work (i.e. 'advocacy')	6.4	5.5
Conduct and publish research	4.2	3.6
Support and strengthen civil society organisations	5.5	5.4
Help people claim their human rights	5.9	5.9
Support collective action by our members	6.7	6.0
Fund individuals	1.5	1.7
Help build peace and reconciliation	4.2	5.2

## Partnership profile

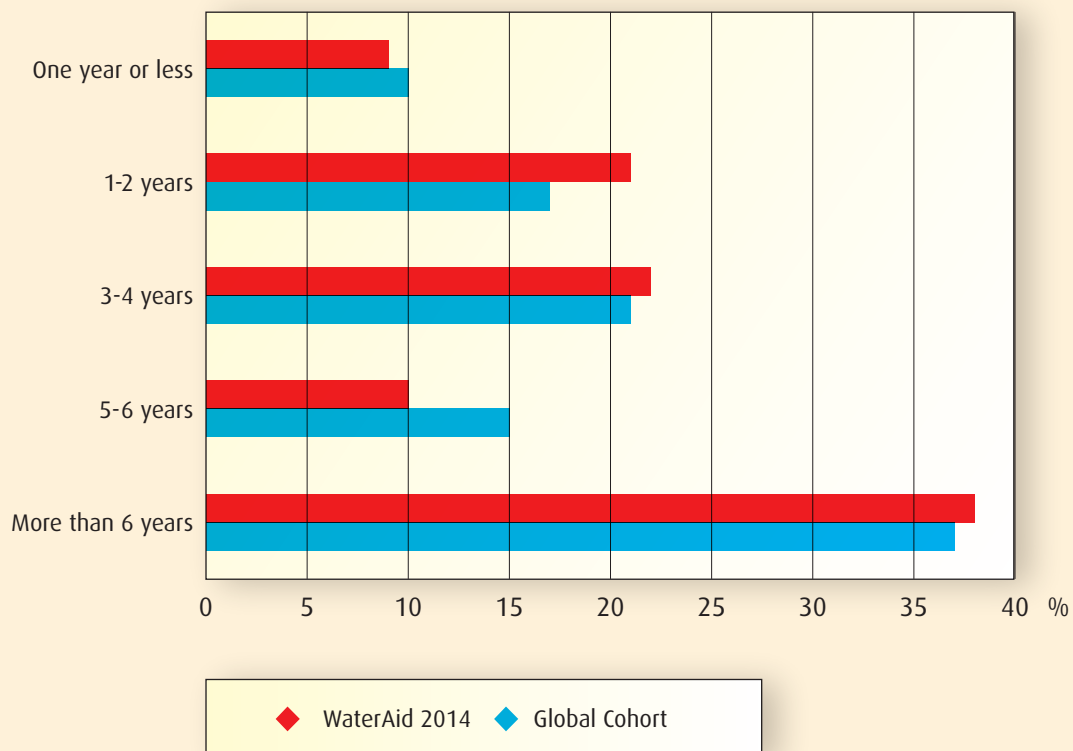
**Figure 5** Partner annual budget



- The size of the annual budgets of WaterAid's respondents is very similar to the cohort of INGOs. 41% state having an annual budget under 199,999 USD, which is similar to the benchmark (43%).
- 50% of the respondents receive funds and other support from 5 or more different organisations (benchmark: 50%).
- There is a clear correlation between the size of the respondents' annual budget and the number of organisations they receive funds from (partners with higher budgets have more diversified sources of funding).

## Partnership profile

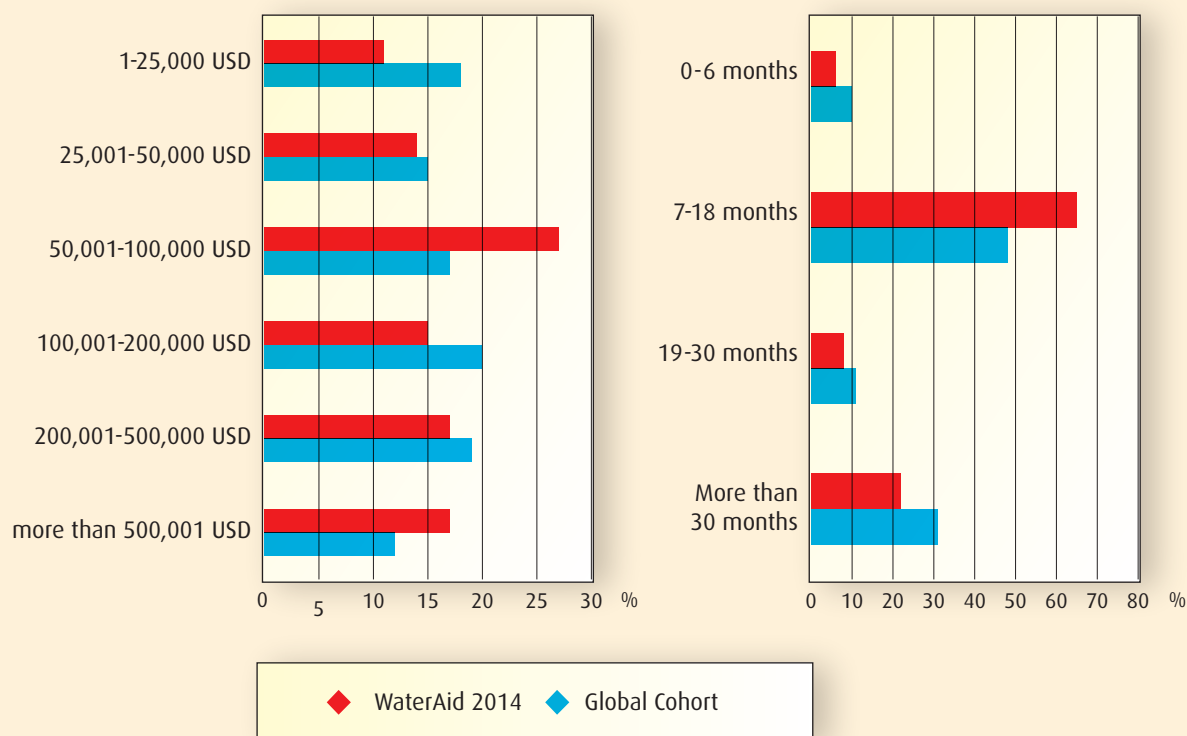
**Figure 6** Length of the relationship



- About half of the respondents (48%) report that they have worked in partnership with WaterAid for a period of more than 5 years (benchmark: 52%).
- 92% of respondents describe their relationship with WaterAid as a 'partnership', 4% as a 'collaboration', 3% as a 'contract' and 1% as a 'consortium'.
- When asked to rate the importance of different reasons for why respondents choose to work with WaterAid, the highest rated reason is to 'achieve shared goals', followed by 'joint learning and understanding'. There are also the two most important reasons chosen by respondents across the cohort of NGOs.

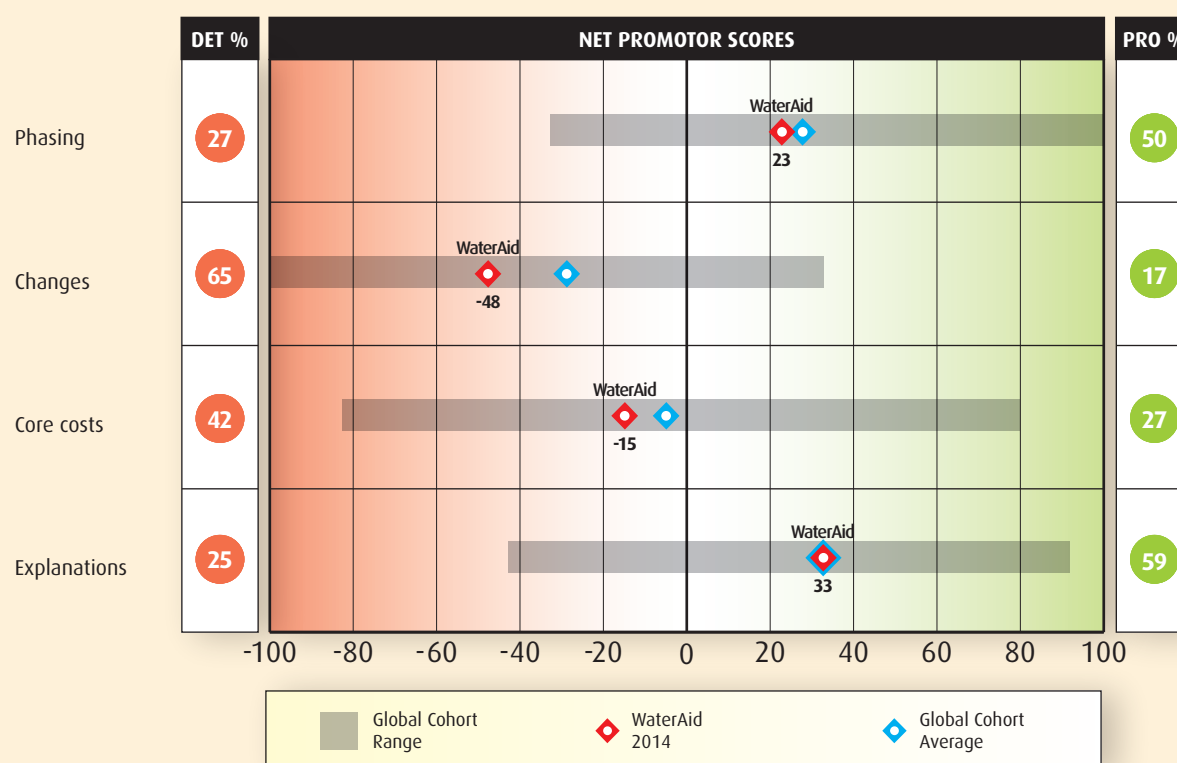
## Section 2: Financial support

**Figure 7** Grant size and Grant length



- 93% of WaterAid's respondents state they currently receive or have recently received funds from WaterAid (benchmark: 91%).
- For the particular respondents to the survey, the average size of WaterAid's grants is US\$ 313,000 (benchmark: US\$ 256,000). 52% of respondents receive grants under US\$ 100,000. (benchmark: 50%).
- The average period covered by the grant from WaterAid is 19 months (benchmark: 22). In relation to the INGO cohort, a significantly higher proportion of respondents receive grants for a period under 18 months (71%; benchmark: 58%).

**Figure 8** Quality of 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 'WaterAid allows us to make any changes that we need to about how we spend funds.'
- 3 'WaterAid makes an appropriate contribution to general / core costs.'
- 4 'WaterAid clearly explains any conditions imposed by the original donors who provide the funds.'

- WaterAid receives NP scores that are below the average for the cohort of INGOs in three out of four areas for its financial support.
- WaterAid receives its best NP score for the explanations it provides to partners about back donor requirements. For this aspect, 59% of respondents give a rating of either 9 or 10 out of 10, i.e. are promoters (benchmark: 57%). Asian respondents are however less satisfied with this aspect giving it an NP score of 22.
- WaterAid's phasing of payments is considered appropriate by half of the respondents (promoters: 50%; benchmark: 53%). Southern Africa respondents tend however to be dissatisfied with the phasing of payments, giving an NP score of -18.
- All INGOs are rated quite low for allowing respondents to make changes to specific conditions of the grant, such as changes in budget allocations, with 53% of respondents on average sitting in the detractors' category. The proportion of detractors for WaterAid in this area is 65%.
- 42% of respondents consider that WaterAid does not make an appropriate contribution to their core costs (benchmark: 40%). This proportion is smaller for respondents who dedicate more than 75% of their work to WASH (34%).



## Financial support

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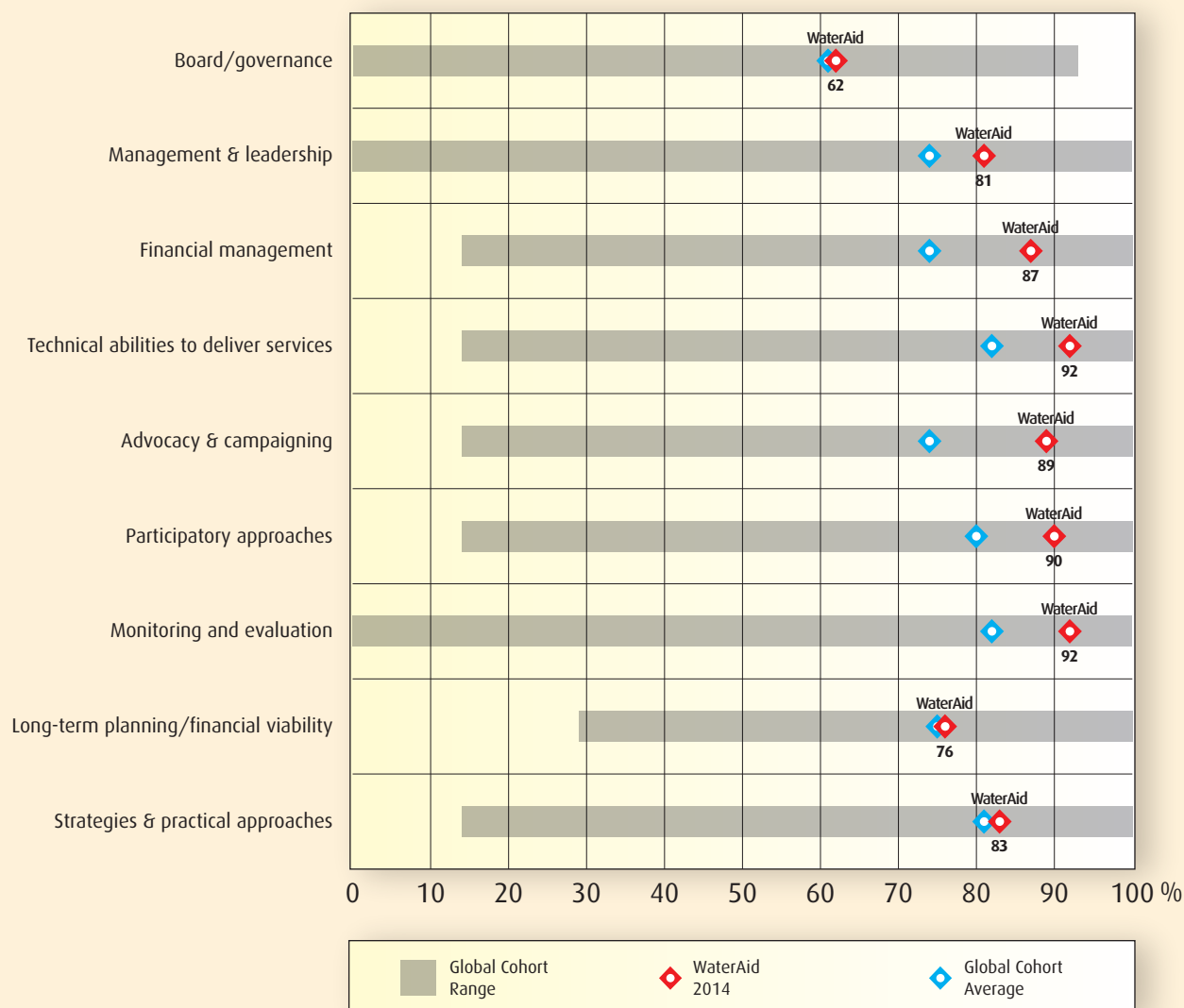
- 52% of the comments received regarding WaterAid's financial support contain suggestions for improvement, 52% express some dissatisfaction and 30% can be qualified as positive. They include:

"Initially, we used to get half yearly funding from WaterAid, but now we are getting monthly releases which makes us difficult. Though we have one month advance with us, we find it difficult to release fund to partners in five districts. Putting up monthly fund requests, making monthly payments to partners, sending monthly utilisation statements, etc. is cumbersome and time consuming. WaterAid may rethink on going back to half yearly fund release to the partners."

"The financial management within WaterAid is clear and friendly to work with but the urgency to submit financial reports on monthly bases is a bit difficult as it is less manageable to get hold of the required information in short period of time."

## Section 3: Non-financial support

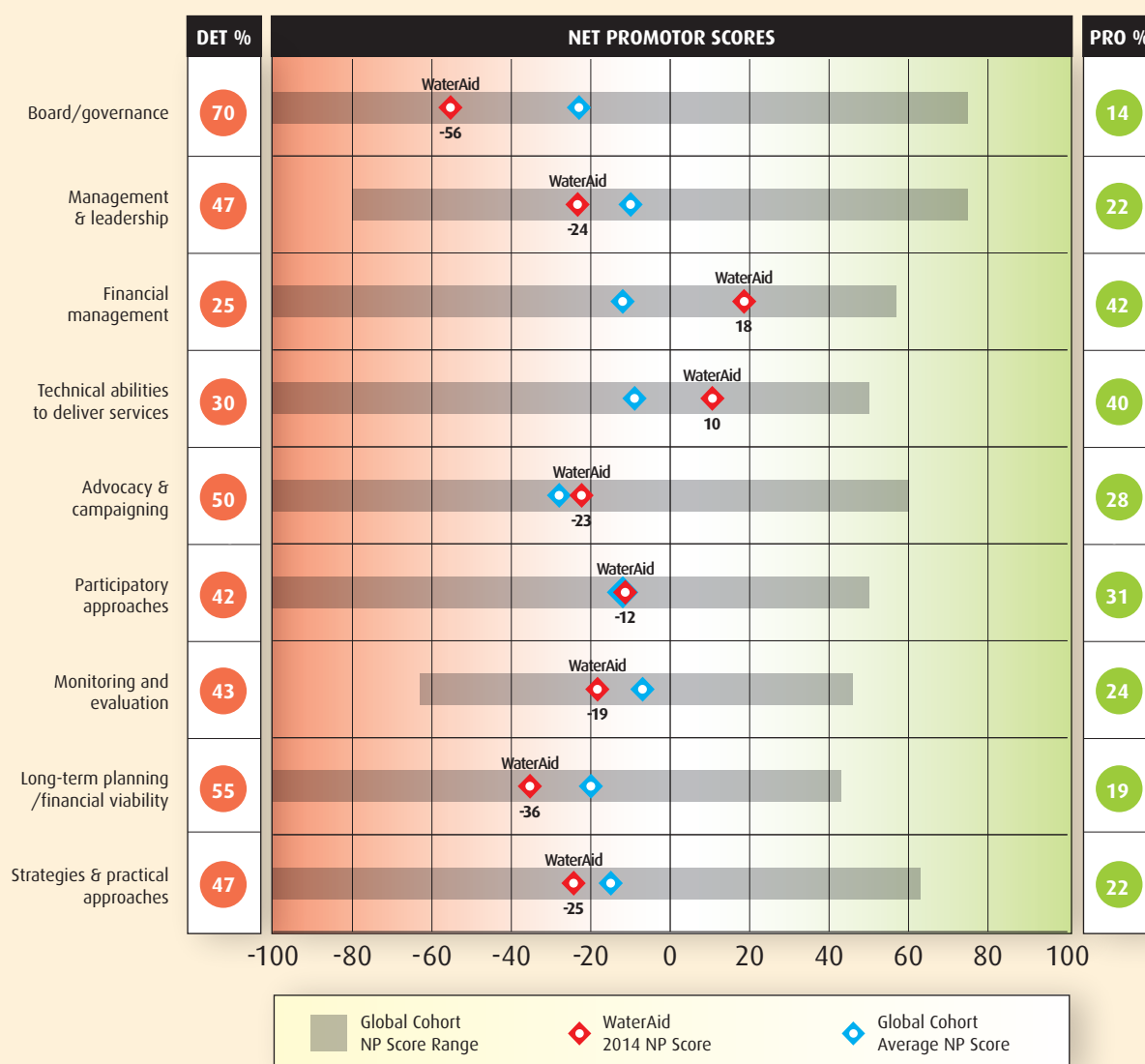
**Figure 9** Percentage of respondents who received capacity building support



- This chart shows the percentage of WaterAid's respondents who said they received capacity building support in each area.
- In all areas, WaterAid provides capacity building support to a higher proportion of respondents compared to other INGOs in the cohort.
- The areas where most respondents state receiving capacity building support from WaterAid are monitoring and evaluation and in strengthening their technical abilities to deliver services.
- As is the case for most INGOs, the area where respondents seem to have received least support is for strengthening their board and governance structures.

# Non-financial support

**Figure 10** Value of capacity building support



- The chart shows how useful the respondents who received capacity building support found it. It excludes those that said that they have not received this type of support. The NP scores for WaterAid's respondents are shown in relation to the cohort of INGOs.
- In 5 out of 9 areas WaterAid's NP scores are lower than the average of the cohort for its capacity building support. As is the case for most INGOs, WaterAid receives negative NP scores for most aspects.
- The area with the highest rating, and well above the average rating in the cohort of INGOs, is capacity building in financial management. 42% of respondents express very high satisfaction (i.e. are promoters) with the capacity building received in this area (benchmark: 29%).
- Support for strengthening partners' technical abilities in service delivery also receives well above average ratings with 40% of respondents sitting in the promoters' category (benchmark: 32%). East African respondents are particularly satisfied with the support received in this area, with an NP score of 60.

## Non-financial support

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- Support for organisational strengthening is the least appreciated by respondents; in the area of board/governance 70% of the respondents are detractors (benchmark: 49%) and in the area of long term planning and financial sustainability detractors represent 55% (benchmark: 46%).
- Across all areas of capacity building support, Asian respondents tend to express lower satisfaction levels than partners for other regions. A similar situation is presented for those respondents that dedicate less than 25% of their work to WASH.
- The majority (61%) of comments received in this section make suggestions for improvement, 36% can be qualified as positive and 14% as negative. They include:

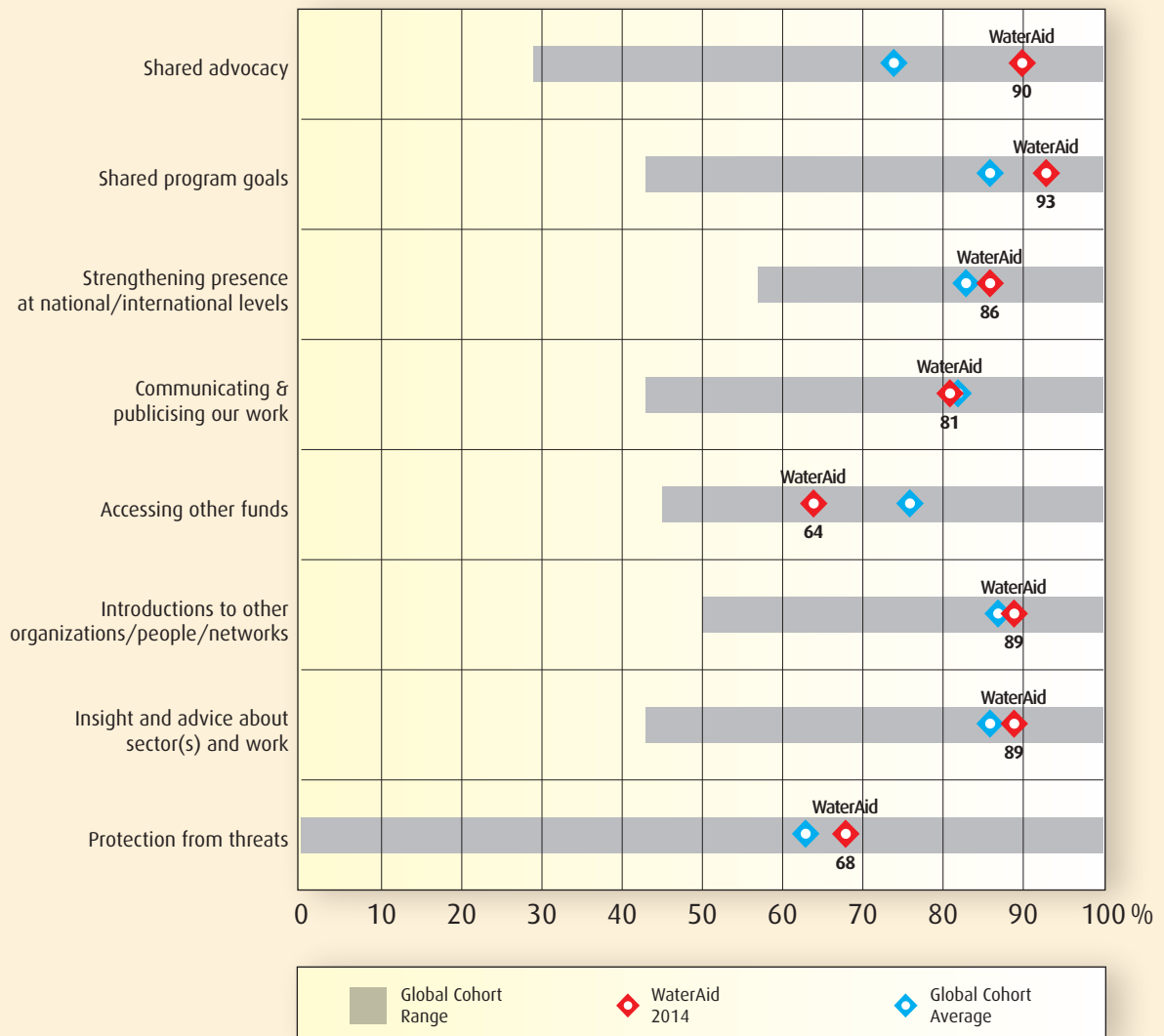
“Wateraid conducts capacity building program for the partners on regular basis, however there is little follow up of these programmes and they end up as one off events. Only in the case of Case Study writing, the follow up has been good. There is need to have more such programmes for all levels of the staff. Also given the turnover of staff, there is a need to conduct repeat trainings for the new staff over a period of two years.”

“To provide capacity [building] of organization through cross learning visits for best practices home and abroad.”

“The non-financial supports that we have received include technical support regarding choice of technology in water schemes as well as in designing water schemes, this sort of technical supports have helped us to refine the strategies that we employ in implementing the planned activities.”

# Non-financial support

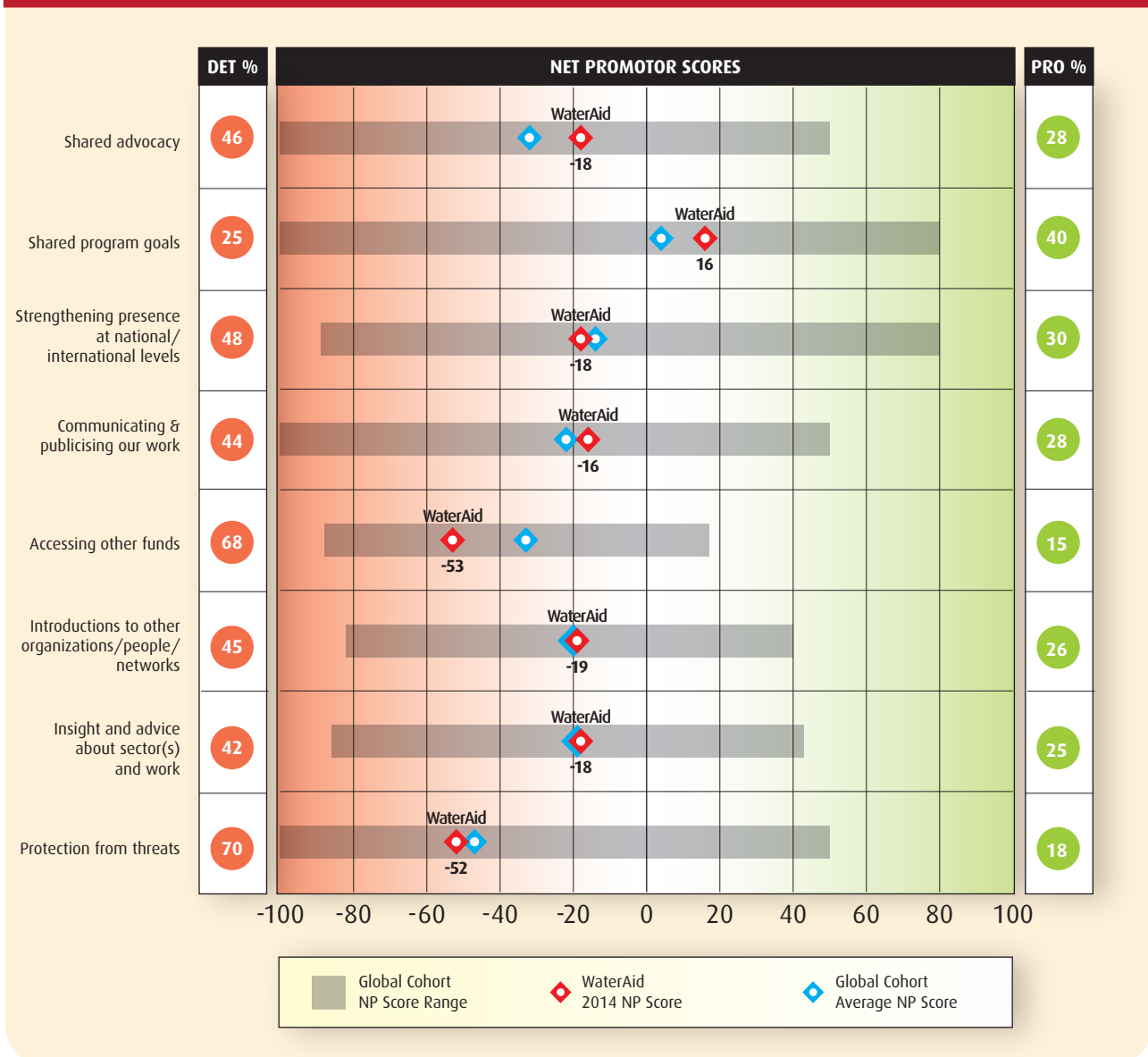
**Figure 11** Percentage of respondents who received other non-financial support



- The chart shows the percentage of WaterAid's respondents who said they received support in each area.
- In six out of eight areas WaterAid seems to provide other non-financial support to a larger number respondents than the cohort average.
- WaterAid provides most non-financial support to respondents for achieving shared program and advocacy goals.
- The least support is provided for helping partners access alternative sources of funding and protect themselves from threats.

# Non-financial support

**Figure 12** Value of other non-financial support



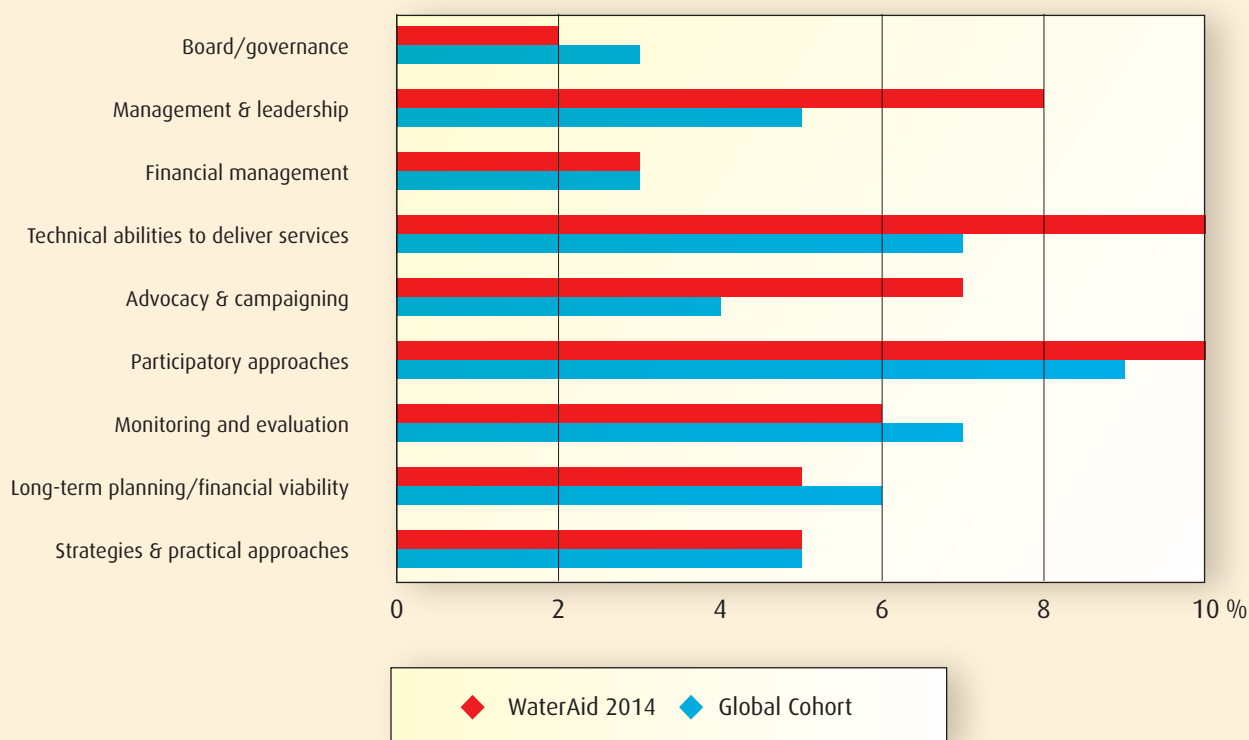
## Non-financial support

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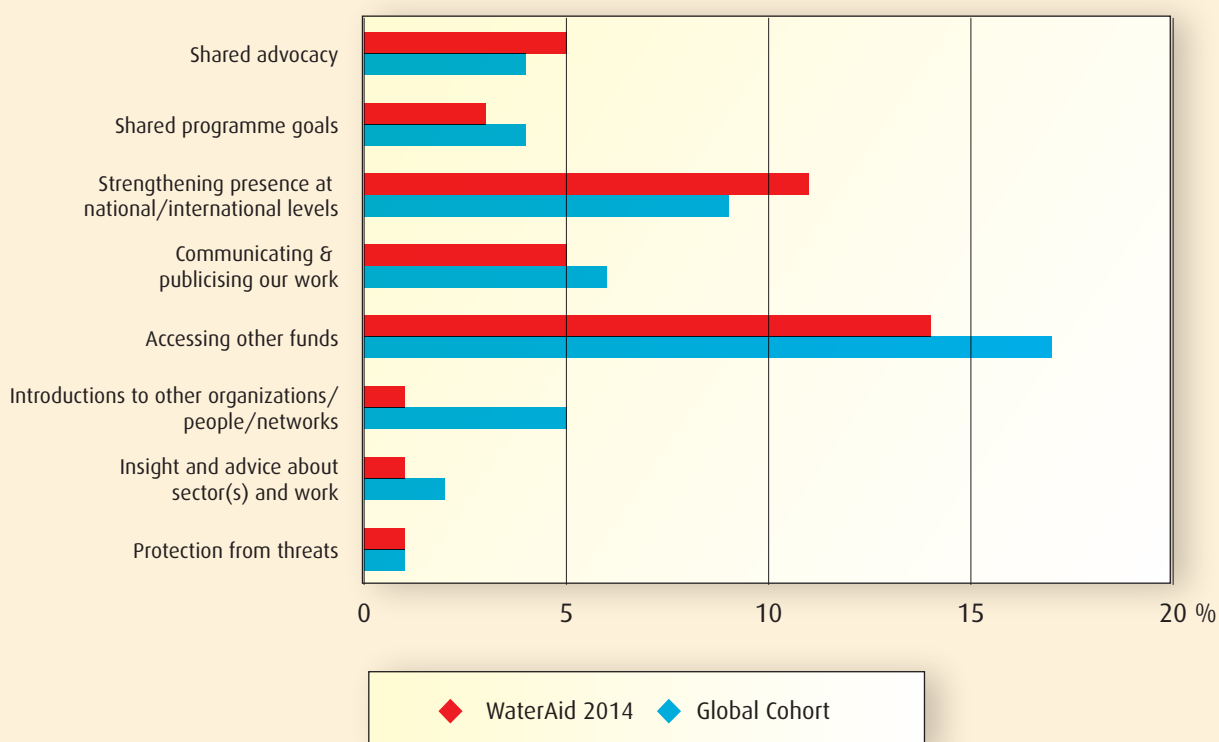
- The chart shows how useful the respondents found the other forms of non-financial support they received. It excludes those that said that they have not received this type of support. The NP scores of WaterAid's respondents are shown in relation to the cohort of INGOs.
- In five out of eight areas, WaterAid receives NP scores that are above the average for the cohort of INGOs.
- WaterAid receives negative NP scores for almost all aspects. This is common among the INGOs in the cohort.
- The area that receives the highest ratings is support for achieving shared program goals (promoters: 40%; benchmark: 33%).
- Support for communicating and publicising the work of partners is the second most appreciated area (mean rating: 6.5 out of 10; benchmark: 6.5).
- As is the case for most INGOs in the cohort, the lowest rated types of support are for 'accessing other funds' and 'protection from threats'. For these two areas 68% and 70% of respondents sit in the detractors' category (benchmarks: 53% and 61%).
- Respondents who receive shorter term grants by WaterAid (up to 18 months) are significantly less satisfied with the support they receive for achieving shared advocacy goals than those who receive longer term grants (NPS of -25 vs. 3).
- Respondents who have a longer relationship with WaterAid (over 5 years) tend to be less satisfied with support received for strengthening their presence at the national/international level and for communicating and publicising their work.

# Non-financial support

**Figure 13** Requests for non-financial support in the future: capacity building



**Figure 14** Requests for non-financial support in the future: other areas





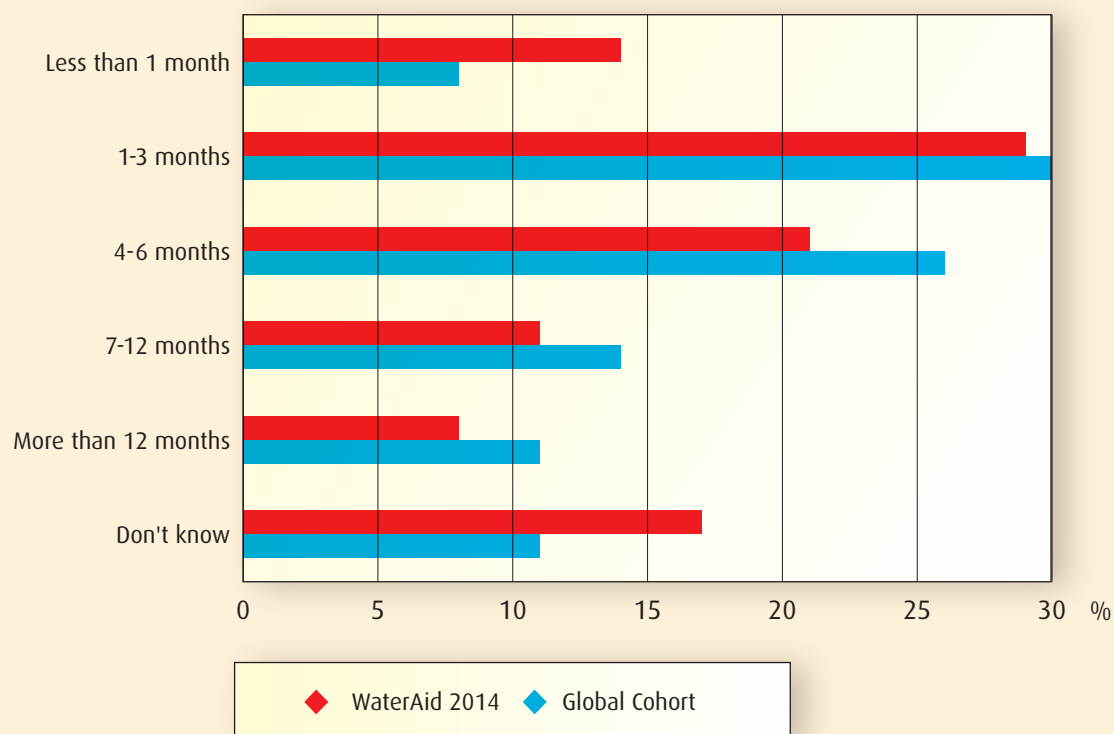
## Non-financial support

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- Respondents were each asked to identify up to two areas where they would most like to receive support from WaterAid in the future.
- As a first choice, they would like to receive more support in accessing other sources of funds. This is also the first choice for most local partners of other INGOs.
- Their second choice is to receive support in strengthening their presence at the national and international levels.

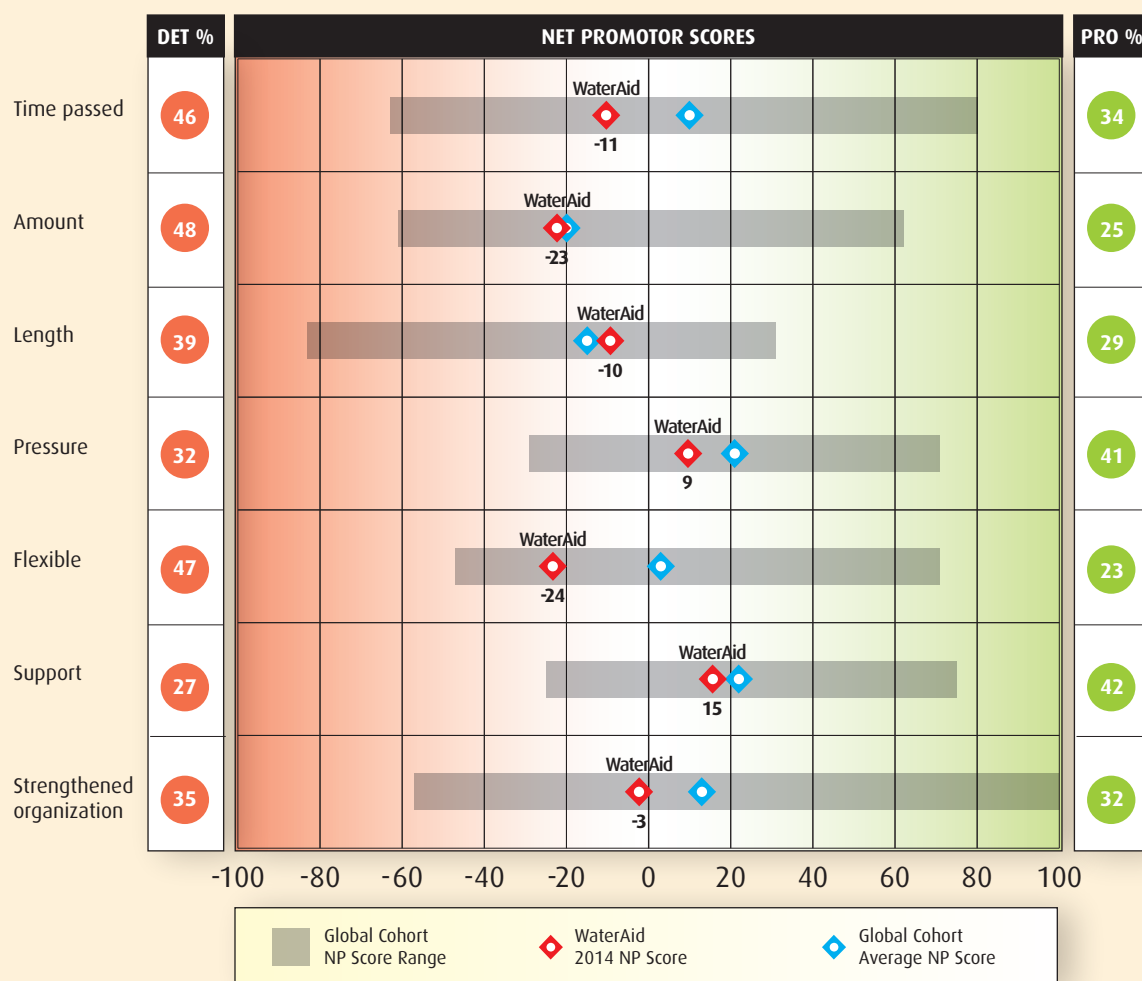
## Section 4: Administration

**Figure 15** Time taken to receive support



- 43% respondents report that less than 3 months passed from the date that they first discussed support with WaterAid and the date that they received support (benchmark: 38%).
- Although the agreement process is faster compared to the cohort of INGOs, WaterAid's respondents tend to find that the amount of time that passed was less reasonable, giving an NP score lower than the average (-11), as can be seen in the next graph. Southern African respondents are particularly dissatisfied with this aspect, giving it an NP score of -50.

**Figure 16** The agreement process



**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 WaterAid is well matched to our needs.'
- 3 'The length of support from WaterAid is well matched to our needs.'
- 4 'During the agreement process, we did not feel pressured by WaterAid to change our priorities.'
- 5 'WaterAid is flexible and is willing to adapt the terms of its support to meet out needs.'
- 6 'WaterAid gave us enough support to help us finalize the agreement.'
- 7 'The process of finalizing the agreement helped strengthen our organization.'

- WaterAid receives NP scores below average in six out of seven aspects of finalising partnership agreements listed above.
- The highest rated aspect is the support WaterAid provides for finalizing the agreement. 42% of the respondents sit in the promoter's category, resulting in an NP score of 15 (benchmark: 22). Furthermore, 41% of respondents report not feeling any pressure to change their priorities during the agreement process

## Administration

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(benchmark: 48%). However, a large proportion of Southern African respondents (56%) report feeling pressured to change their priorities. 46% of respondents who dedicate more than 75% of their work to WASH also report feeling significant pressure.

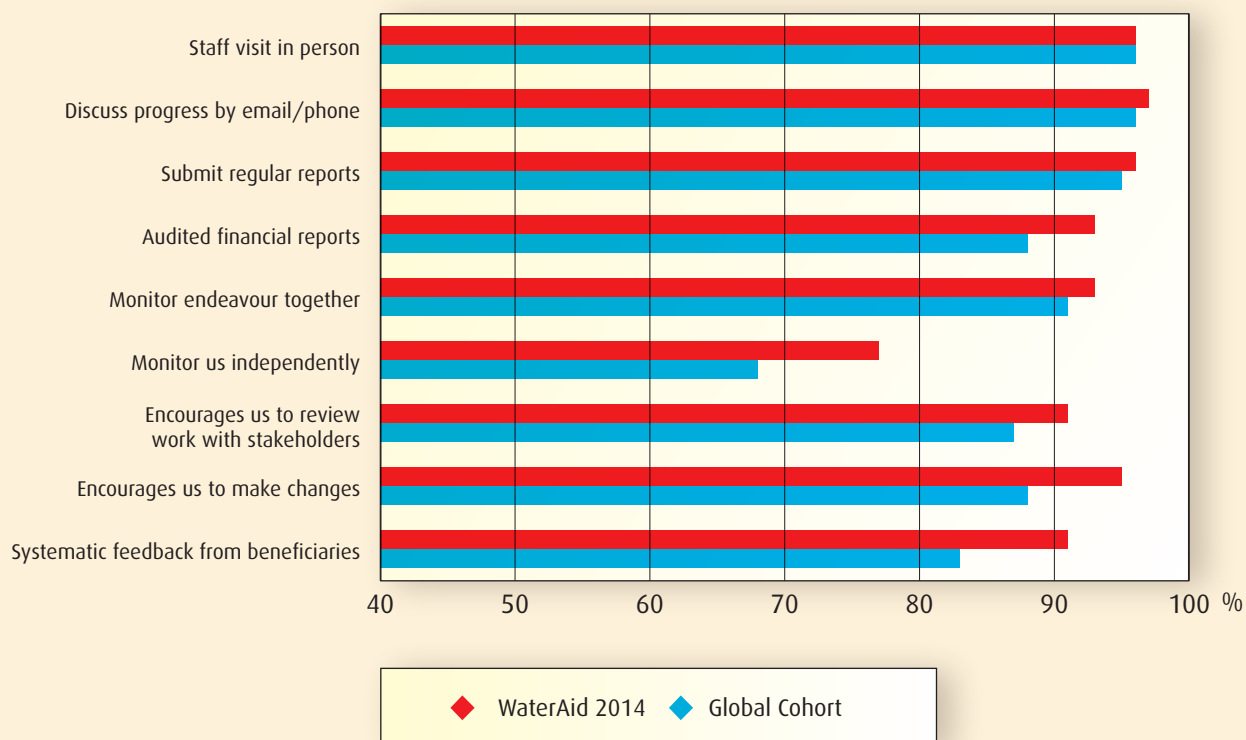
- The lowest rated aspect, and well below the average, is the flexibility that WaterAid demonstrates in adapting its terms during the agreement process. 47% of respondents consider that WaterAid is not flexible (benchmark: 33%).
- 48% of respondents feel that the amount of support from WaterAid is not well matched to their needs (benchmark: 45%). For respondents from smaller organisations (with annual budgets under \$200,000) the proportion of detractors reaches 69%.
- 45% of respondents consider that WaterAid asks for more information than other funders during the agreement process (benchmark: 42%).
- 44% of comments received regarding the agreement process make suggestions for improvement, 35% can be qualified as negative and 33% are positive. Illustrative examples are:

“The draft agreement should be firstly shared with partners to solicit their input before finalization. WaterAid should appreciate and accept partner’s administrative and financial policies that are also accepted by other funding partners rather than being rigid on its own policies. However, WaterAid can advise partner’s in improving and strengthening their existing policies. Further, the agreement document should explicitly mention the total minimum funding figure for the entire agreement period.”

“During designing the piloting phase of the [name of project], our organization got no opportunity to participate during modifying budget and activity planning. But we think full participation during activity planning and budgeting can make the project design more appropriate and effective.”

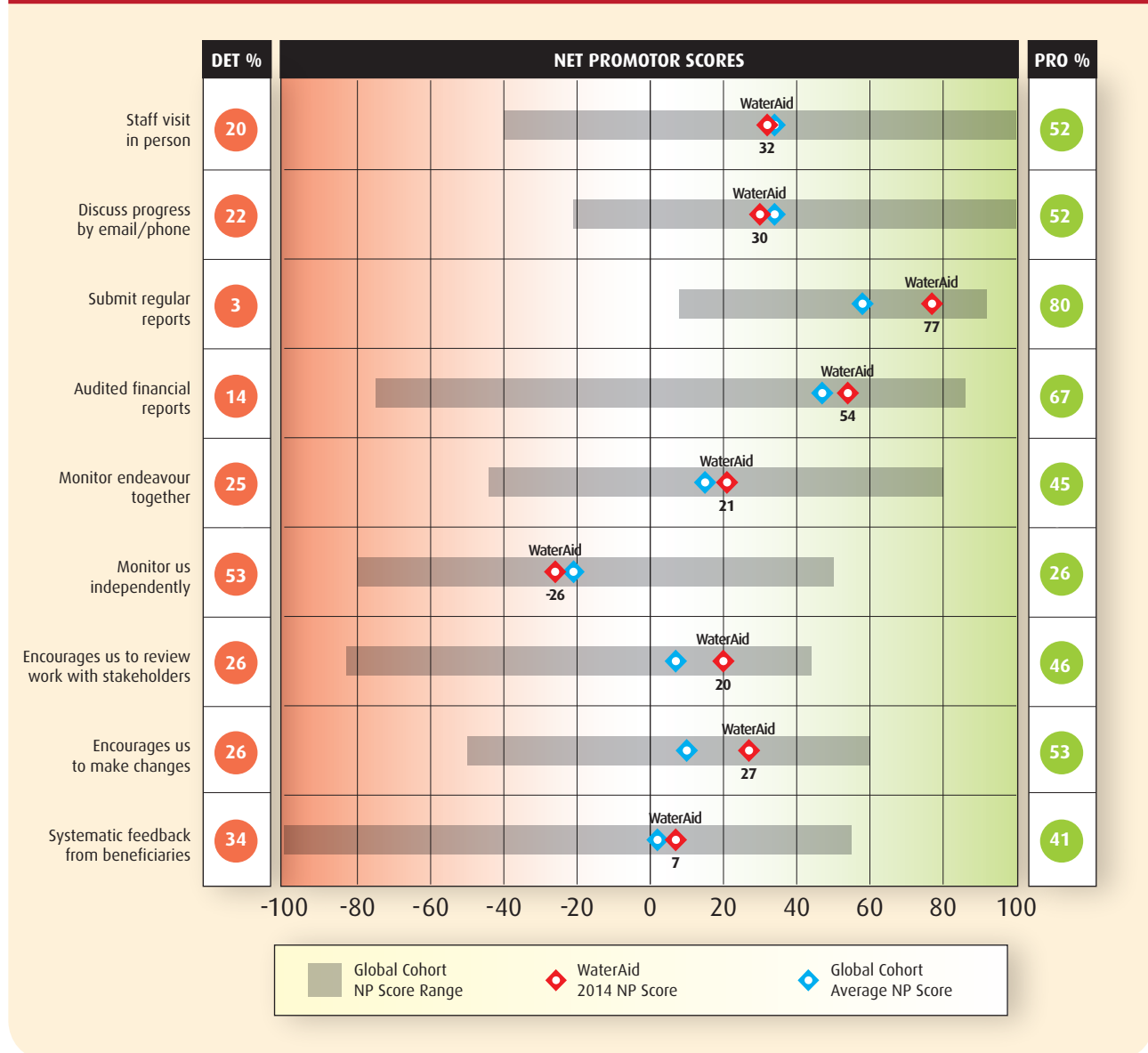
“Water Aid has taken and given us the opportunity to understand each other in the partnership process through visits, discussing organizational processes and priorities, [the process] was pleasing.”

**Figure 17** Monitoring and reporting activities conducted



- In all areas WaterAid conducts monitoring and reporting activities with a higher or equal proportion of its respondents than the average of the INGOs in the cohort.

**Figure 18** Value of monitoring and reporting activities

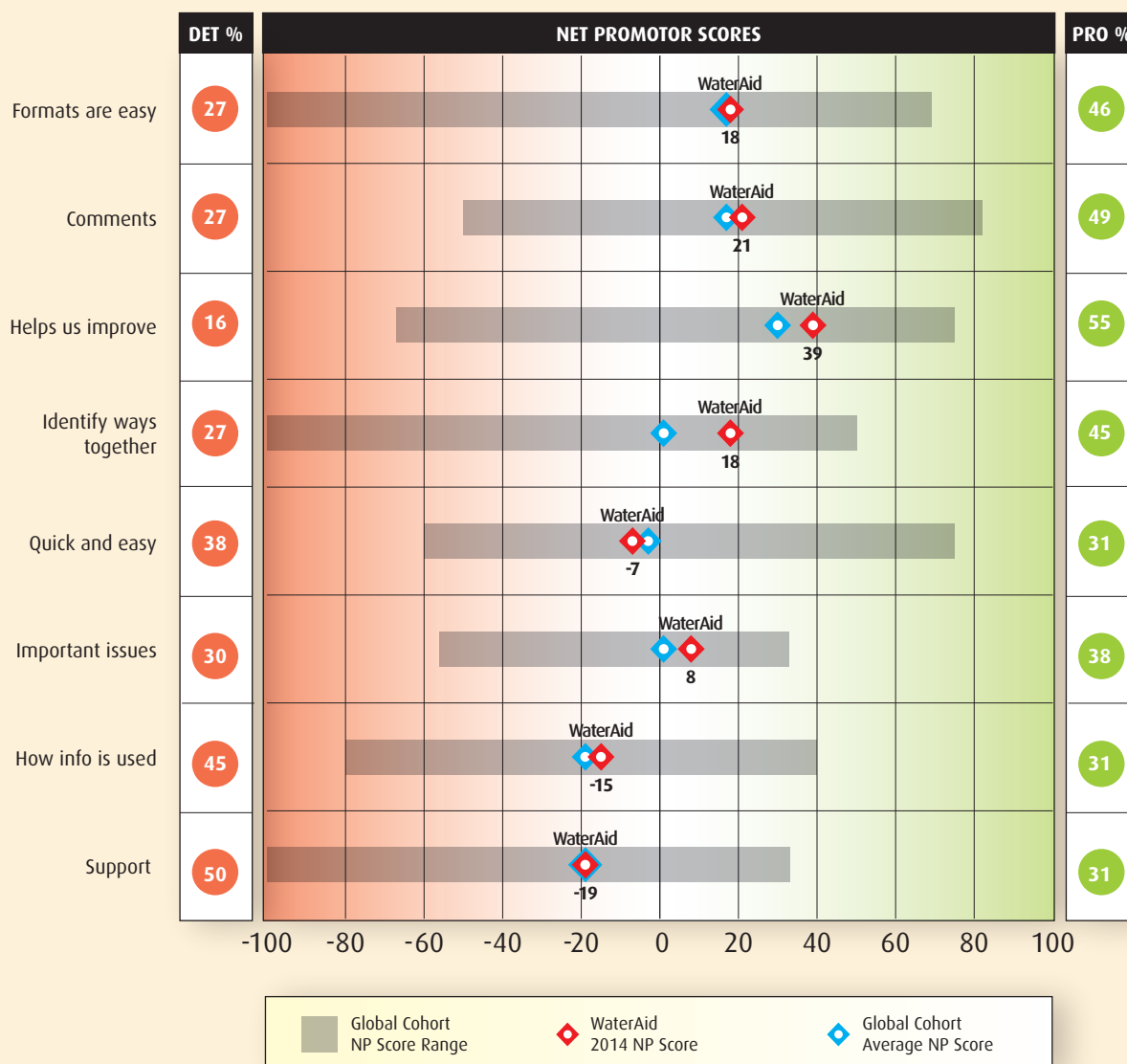


## Administration

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- This chart shows the NP scores for respondents who said that each activity applies to them. It excludes those who stated that the activity does not apply.
- WaterAid receives above average scores for 6 out of 9 monitoring and reporting activities it carries out with partners.
- Following the general trend in the cohort of INGOs, respondents find value in submitting regular narrative and/or financial reports as well as audited financials to WaterAid. For these two reporting activities, 80% and 67% of respondents sit in the promoters' category (benchmarks: 68% and 63%).
- Respondents who dedicate less than 25% of their work to WASH find less value in submitting regular narrative reports (NP score of 47).
- Respondents with smaller grants and with shorter-term grants tend to find less value in the submission of audited financials.
- Also similar to the trend, respondents find little value in any independent monitoring undertaken by WaterAid, with a mean of 6.1 (benchmark: 6.3).
- Respondents who have a shorter relationship with WaterAid (up to 4 years) tend to find more value in receiving in-person visits from WaterAid staff, giving it an NP score of 48. Those that have a longer relationship give an NP score of 15.

**Figure 19** Monitoring and reporting process



**The chart shows how much respondents agree with the statements:**

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



# Administration

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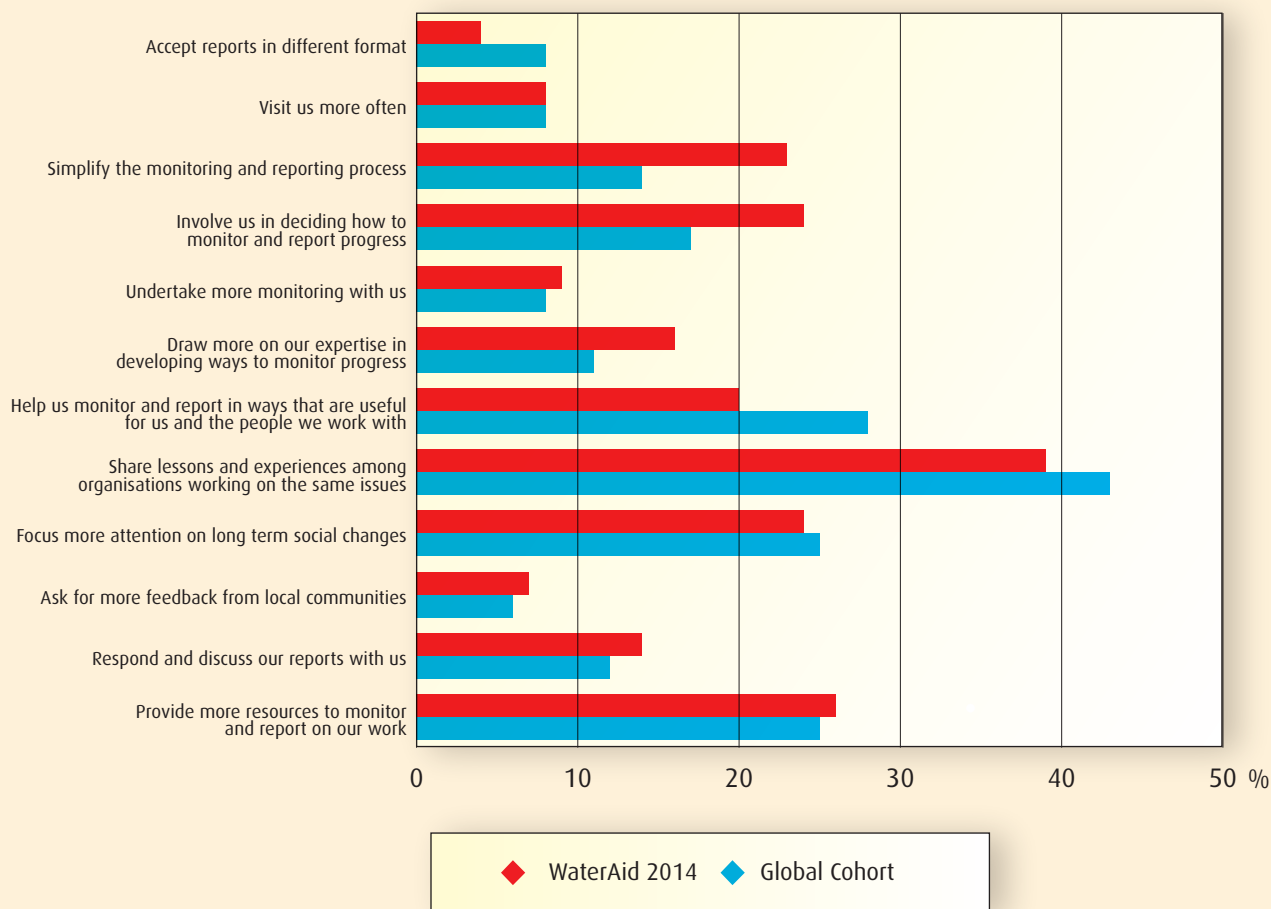
- WaterAid receives NP scores above or equal to the average of the cohort of INGOs in 7 out of 8 aspects of the monitoring and reporting process.
- 90% of WaterAids's respondents report that WaterAid provides them with reporting formats to use (benchmark: 82%). Respondents give an average rating of 7.7 out of 10 regarding how easy the formats are to use (benchmark: 7.6). Southern African respondents find formats to be less easy to use (mean rating: 6.4 out of 10).
- As for most INGOs in the cohort, respondents tend to consider that the monitoring and reporting that they carry out as part of their partnership with WaterAid helps them improve in their work. 55% of respondents sit in the promoters' category for this aspect (benchmark: 51%). For this aspect there is a highly significant difference depending on the size of the partner organisation. Respondents whose organisations have annual budgets under \$200,000 give an NP score of 62, while those with larger budgets give an NP score of 19.
- Respondents give high ratings for the feedback that WaterAid provides on the reports they submit with 49% of the respondents sitting in the promoters' category (benchmark: 45%). Respondents that have a relationship with WaterAid for 5 years or more tend to find less value in the feedback received, giving it an NP score of 4.
- The aspect rated lowest is the support WaterAid provides for monitoring and reporting of partners' work with 50% of the respondents sitting in the detractor's category and an NP score of -19 (benchmark: -19).
- Similar to the trend in the cohort, a large proportion of respondents (45%) consider that they do not have a clear idea how WaterAid uses the information they provide (benchmark: 46%).
- Asian respondents tend to consider that monitoring and reporting is more cumbersome, giving an NP score of -20 to how quick and easy it is to collect information and write reports for WaterAid.
- 73% of the comments regarding the monitoring and reporting process make suggestions for improvement, 18% can be qualified as negative and 16% are positive. They include:

"[...] We should develop relevant monitoring system jointly with participation of communities. More importantly the outcome must be visible and shared with the community. Finally, impact and cost benefit effectiveness of the project goals, and [name of organization]'s approach of community mobilisation and empowerment of women and their leadership could be assessed through participatory review and evaluation."

"The monitoring staff of WaterAid should be more attentive to local context which will make them understand the progress better."

"Feedback on the reports that are sent to funders should be shared with partners."

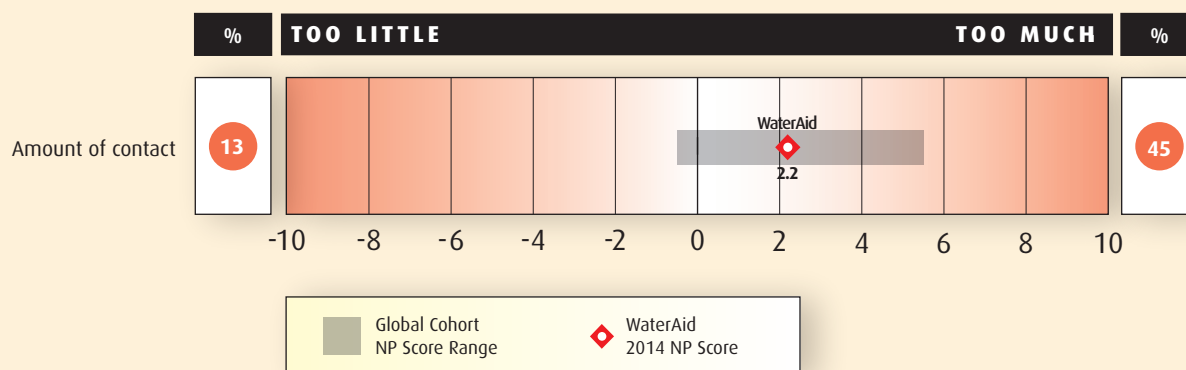
**Figure 20** Improving monitoring and reporting



- Respondents were asked to identify two options from this list that they would most like WaterAid to do to improve its monitoring and reporting in the future.
- In the future, respondents would most like WaterAid to facilitate the sharing of lessons and experiences among organisations working on the same issues. This is also the most popular choice for respondents in the cohort of INGOs. Their second choice is to provide more resources to monitor and report on their work.

## Section 5: Relationship and communications

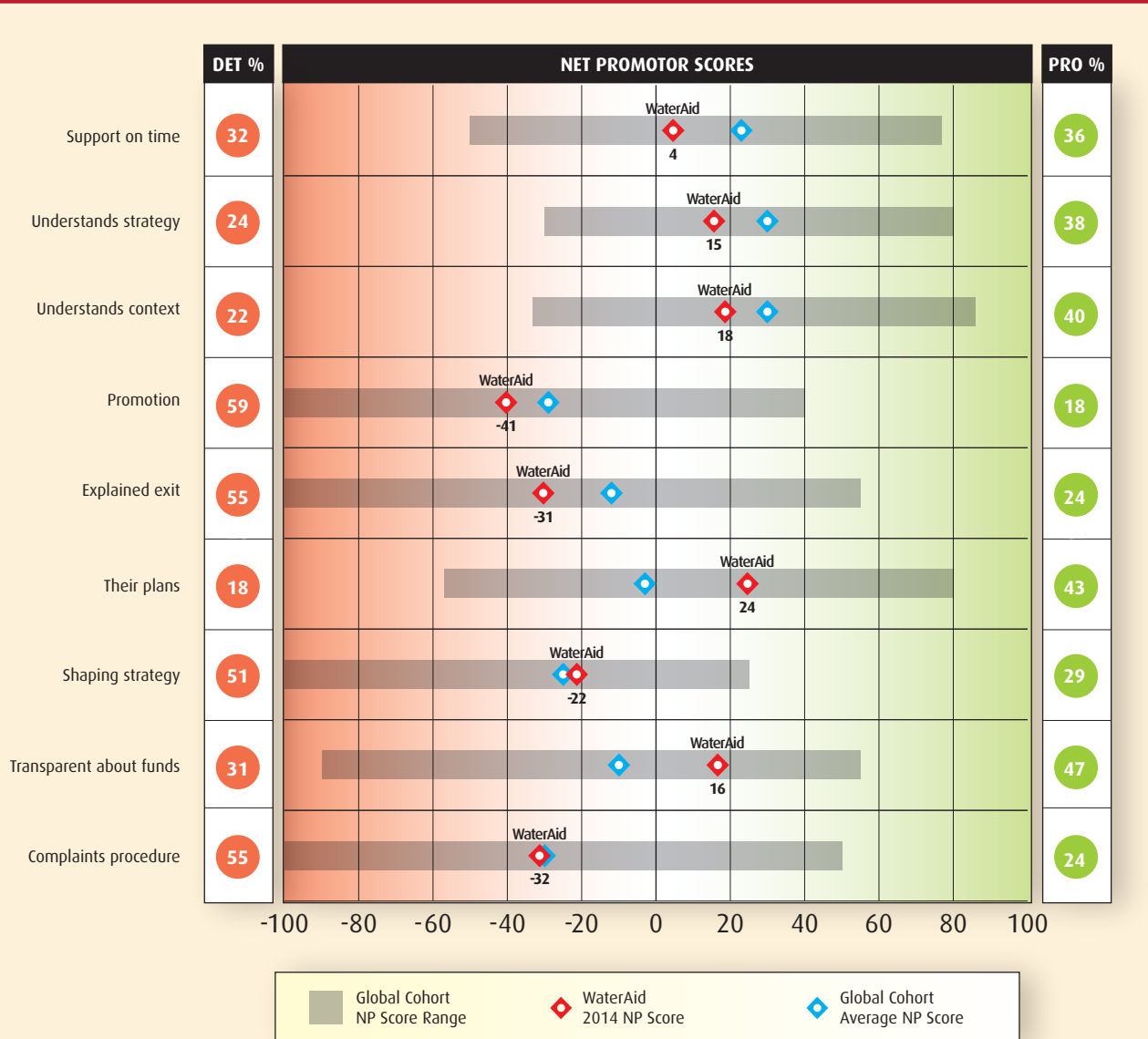
**Figure 21** Amount of contact



- The chart shows responses to the question: 'How would you rate the amount of contact you have had with WaterAid during your current or most recent agreement?'
- 40% of WaterAid's respondents feel that the amount of contact they have with WaterAid is about right. The average for the cohort of INGOs is 41%.
- 45% of WaterAid's respondents would like to have less contact with it (benchmark: 49%).

# Relationship and communications

**Figure 22** How WaterAid works with respondents



**The chart shows how much respondents agree with the statements:**

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

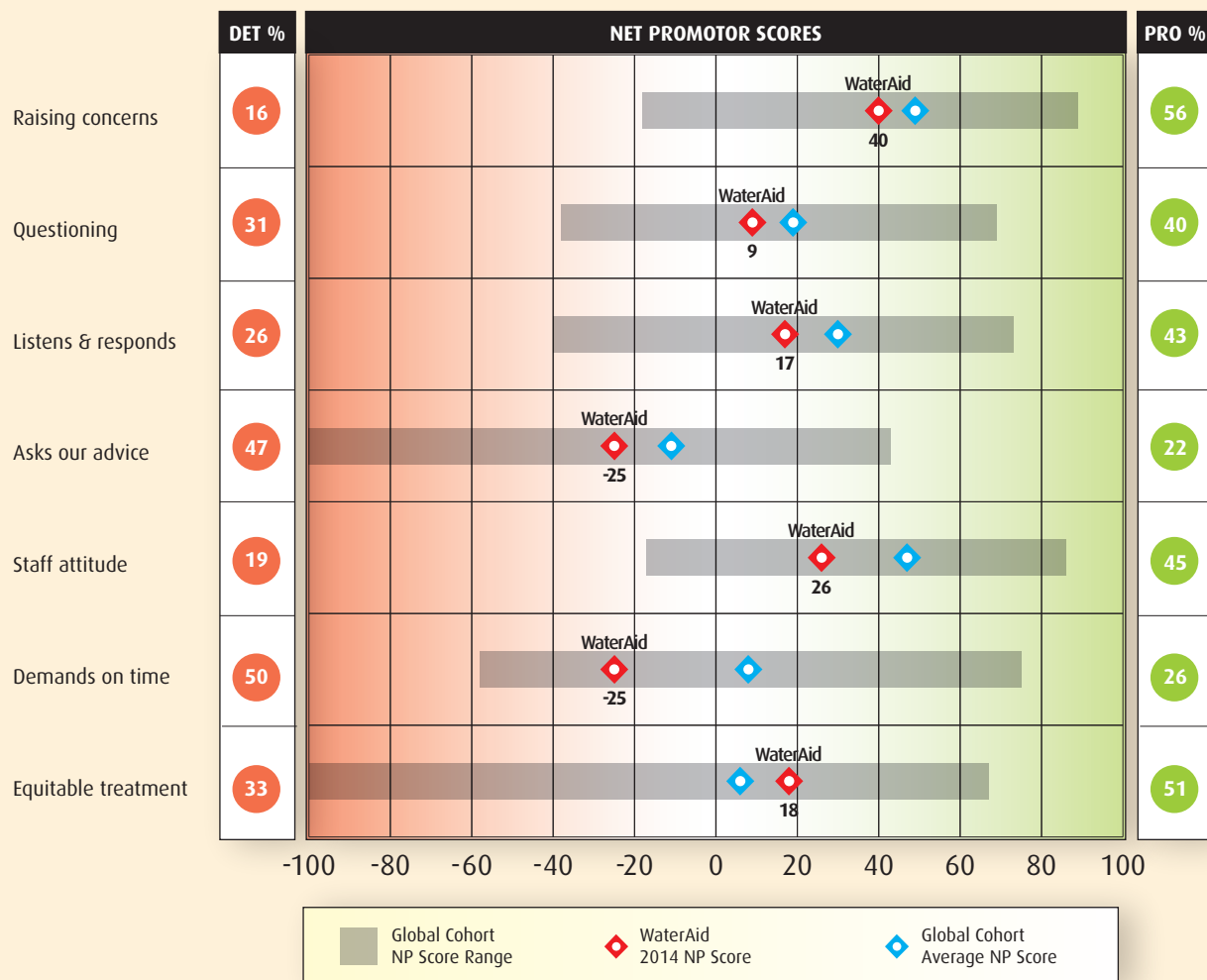
## Relationship and communications

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- In seven out of nine aspects listed above, WaterAid receives NP scores below the average of the cohort of INGOs.
- WaterAid gets its highest NP score for the understanding that partners have of its plans and strategies. 43% of respondents feel that they have a very clear understanding of WaterAid's plans and strategies, compared to 32% for the cohort of INGOs.
- The second highest NP score - but quite below the average - is for the understanding that WaterAid has of partners' working environment and cultural context (promoters: 40%; benchmark: 49%).
- 47% of respondents perceive WaterAid as being highly transparent regarding the use of funds (benchmark: 32%).
- WaterAid gets its lower mark for publicly promoting its partners' organisations (59% of respondents are detractors; benchmark: 53%).
- Respondents that receive grants for a period up to 18 months consider that WaterAid has not provided them with clear explanations about its exit strategy (NP score: -43 vs. -3 for those receiving longer term grants).
- Southern and West African respondents tend to give significantly lower ratings to the reliability of the WaterAid's support than respondents from other regions.
- Asian respondents feel significantly less involved in shaping WaterAid's strategies with an NP score of -41.
- Respondents that dedicate less than 25% of their work to WASH tend to consider that WaterAid does not have a good understanding of their strategy (NP score of -24).

# Relationship and communications

**Figure 23** Respondents' interactions with WaterAid



**The chart shows how much respondents agree with the statements:**

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

## Relationship and communications

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- In six out of the seven aspects listed above, WaterAid is rated below the average for the cohort of INGOs.
- WaterAid receives its highest rating for how comfortable partners feel raising concerns with WaterAid, resulting in an NP score of 40 (benchmark: 49).
- Respondents who have had a shorter relationship with WaterAid (up to 4 years) tend to feel more comfortable raising concerns than respondents who have been with WaterAid for a longer period (NP score of 52 vs. 28). A significant difference is also observed in the responses of these two groups regarding how comfortable they feel questioning WaterAid's understanding and actions (NP score of 28 vs. -9).
- Partners tend to appreciate the attitude of WaterAid's staff with 45% sitting in the promoters' category (benchmark: 59%).
- WaterAid gets its lowest rating for making demands on partners' time to support its work with 50% of respondents sitting in the detractors' category (benchmark: 34%). This proportion is significantly higher for Southern and West Africa respondents (72% and 67% respectively).
- Regarding whether WaterAid's staff asks for partners' advice and guidance, the mean rating given is 6.3 out of 10 (benchmark: 6.7). West African respondents feel less consulted (mean rating of 5 out of 10), while East African tend to feel that they are sufficiently consulted by WaterAid's staff (mean rating of 8.2).
- 60% of the comments regarding the relationship and communications make suggestions for improvement, 29% are positive and 24% can be qualified as negative. They include:

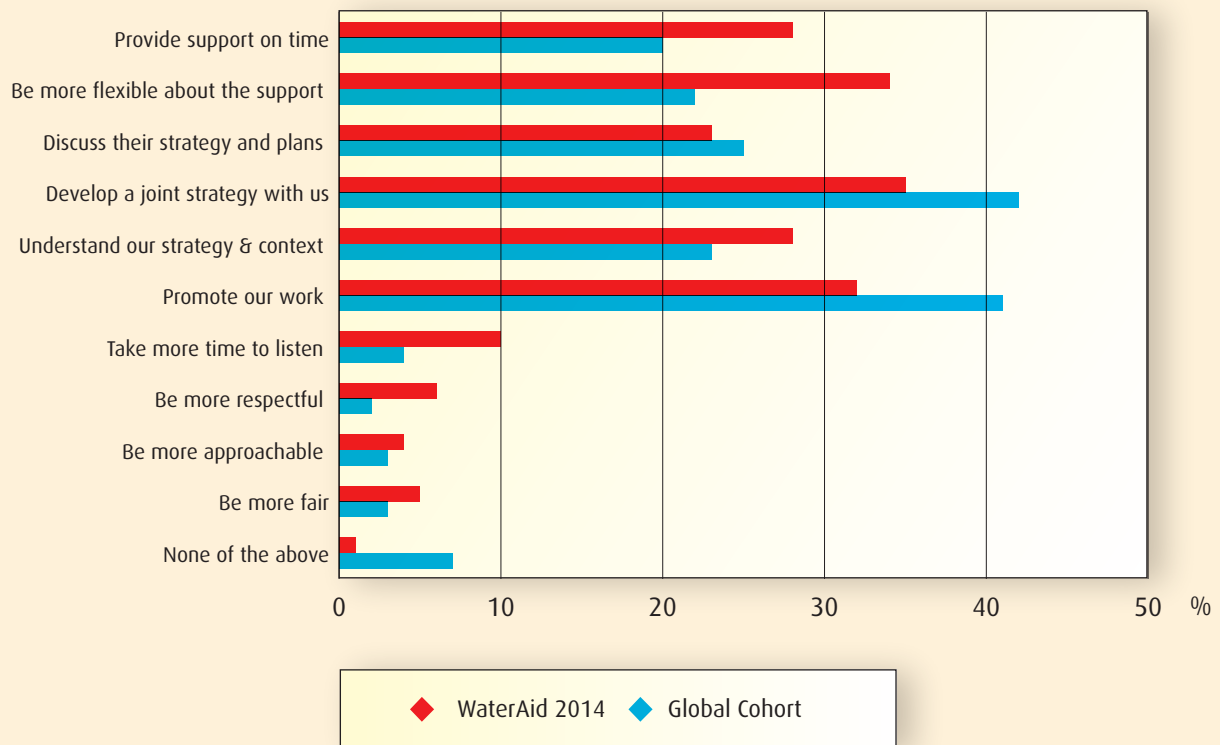
"We feel it is important to understand, listen and take appropriate action [on the basis of] what the partner is saying to Water Aid."

"[...] spend more time to discuss and finalize plans and proposals."

"Whenever we need any help or guidance, we received. The WaterAid staff are very friendly and approachable."

## Relationship and communications

**Figure 24** Improving relationships

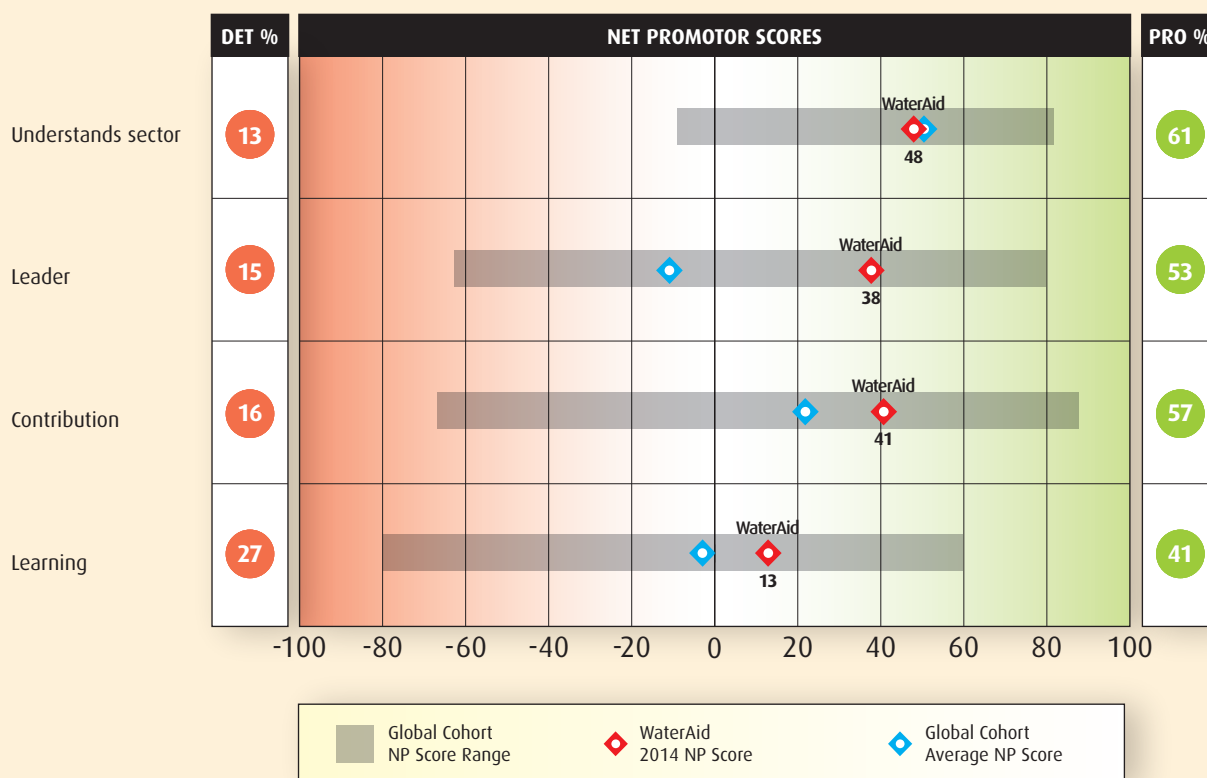


- Respondents were asked to select the two options they would most like WaterAid to do to improve its relationship with them.
- In the future, most respondents would like WaterAid to improve its relationships with them by developing joint strategies with partners. This is also the most preferred option across the cohort of INGOs.
- The second preferred option is for WaterAid to be more flexible about the support they provide to partners.



## Section 6: Understanding and learning

**Figure 25** Understanding and Learning



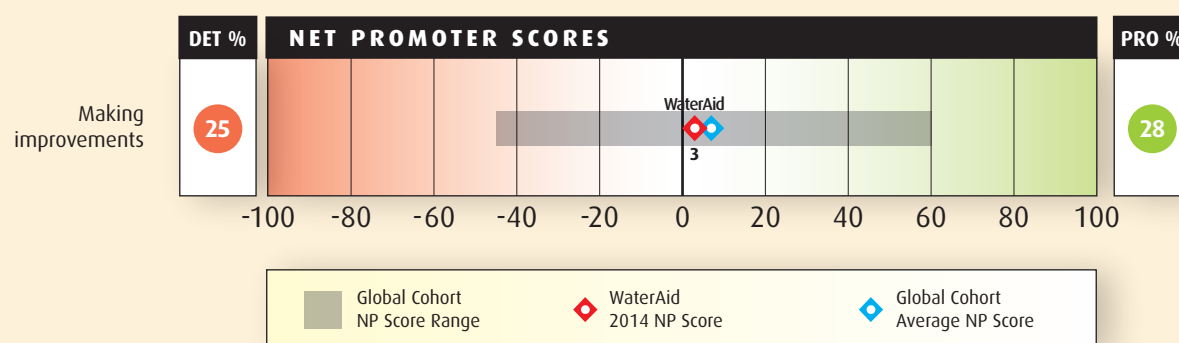
**The chart shows how much respondents agree with the statements:**

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

- In three out of four aspects listed above, WaterAid receives NP scores above the average for the cohort of INGOs.
- As is the case for most INGOs, WaterAid receives high ratings for understanding the sector partners work in (promoters: 61%; benchmark: 61%) and for making a contribution to it (promoters: 57%; benchmark: 45%).
- Asked if WaterAid was a leader in the sector they work in, respondents give an NP score of 38 (benchmark: -11).
- Respondents from smaller organisations (with annual budgets under US\$ 200,000) consider that WaterAid makes a significantly larger contribution to their sector of work than those from larger organisations (NP score of 64 vs. 23). They also tend to consider more that WaterAid is a learning organisation (NP score of 40 vs. -10).

# Understanding and learning

**Figure 26** Making improvements



- Respondents were asked to rate how likely they think it is that WaterAid will make changes as a result of their answers to this survey.
- The average rating of WaterAid's respondents was 7.3 out of 10 (benchmark: 7.5). This rating is significantly lower for West African respondents (6.5).
- Comments regarding the survey were:

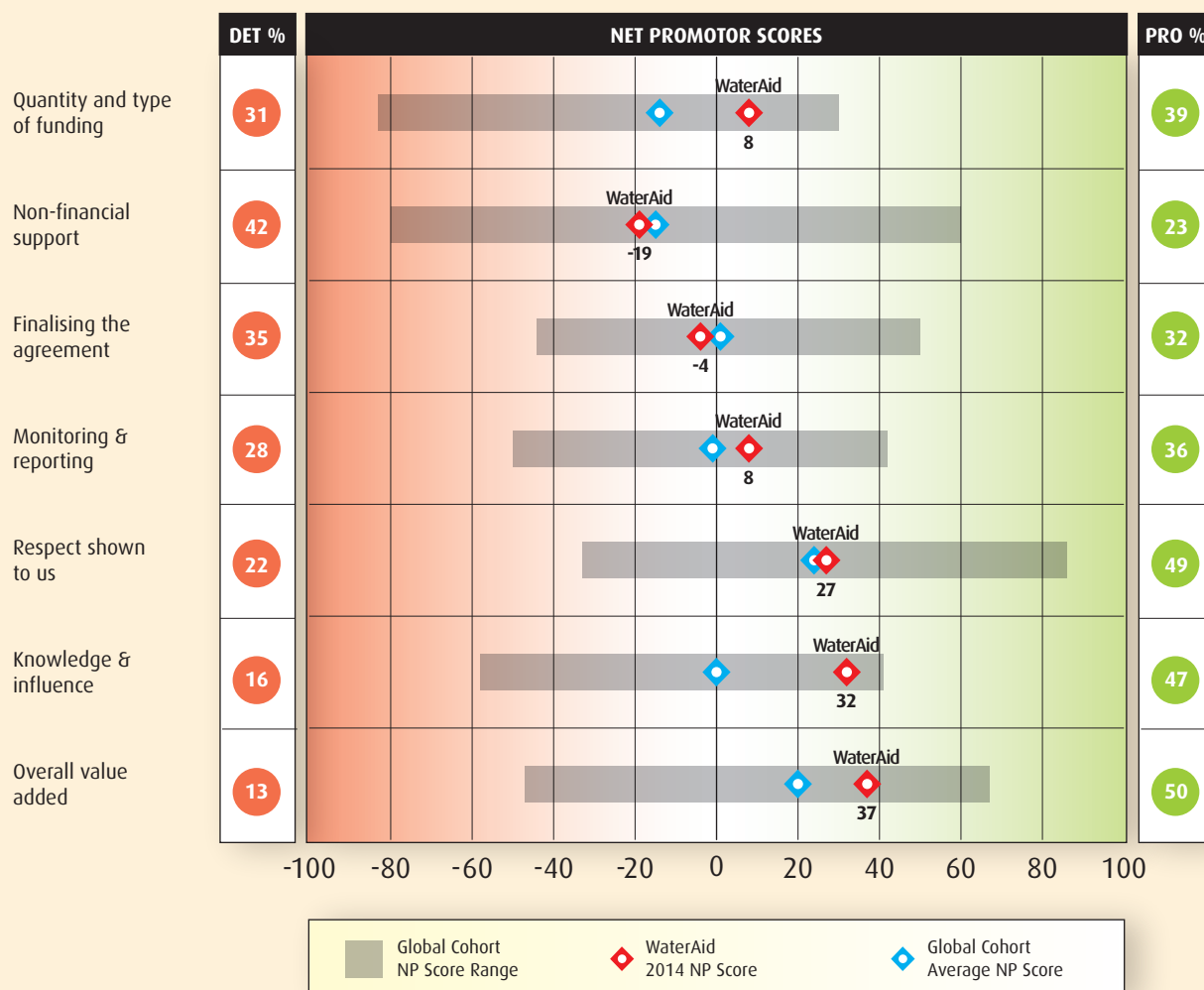
"This survey has opened a new window to share the partner's opinion in a collective way. This report will help Water Aid for setting up his future direction."

"It is well structured and simple to map perception of the partners working with Water Aid. Such kind of surveys are always important to improve and scale. It seems good tool for us also to know what others feel about us."

"We would like WaterAid to have a consolidated summary of the survey from all partners and share a white paper on its strategy with all its partners to seek their comments and suggestions or hold a discussion session to finalise the strategy. This will firstly bring out what the partners think about WaterAid and secondly this will provide an opportunity to identify possible and important areas of work that are common on everyone's agenda and finally focus on forming its strategy around its strengths and weaknesses."

## Section 7: Overall satisfaction

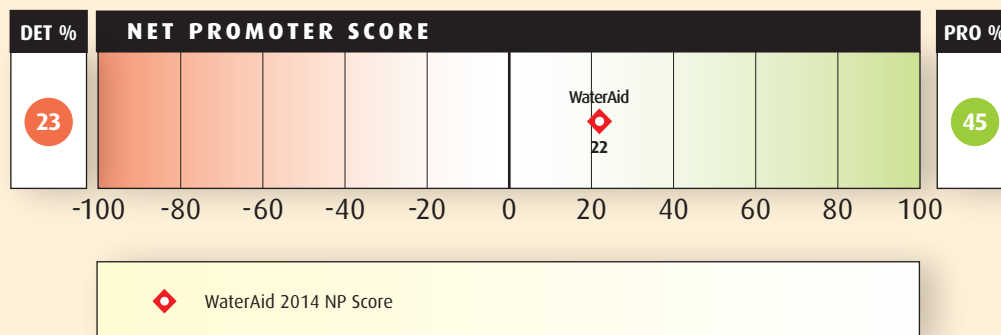
**Figure 27** Satisfaction compared to other NGOs/funders



- The chart shows how respondents compare WaterAid to other NGOs/funders they are in partnership with, across each of the areas listed.
- In four out of seven aspects listed above, WaterAid receives NP scores above the average of the cohort of INGOs.
- WaterAid receives its highest ratings for the overall value that it adds to the work of its partners. For this aspect, 50% of respondents are promoters (benchmark: 40%).
- WaterAid's knowledge and influence in its sector of work is also highly valued by respondents, with an NP score of 32 (benchmark: 0).
- Respondents give the lowest ratings to WaterAid's non-financial support (42% are detractors; benchmark: 41%).
- Respondents with a shorter relationship with WaterAid give significantly lower ratings to the quantity and type of funding received than those with a longer relationship (NP scores of -11 vs. 27).
- Throughout, respondents that dedicate less than 25% of their work to WASH tend to give lower ratings.

## Section 8: WaterAid's tailored questions

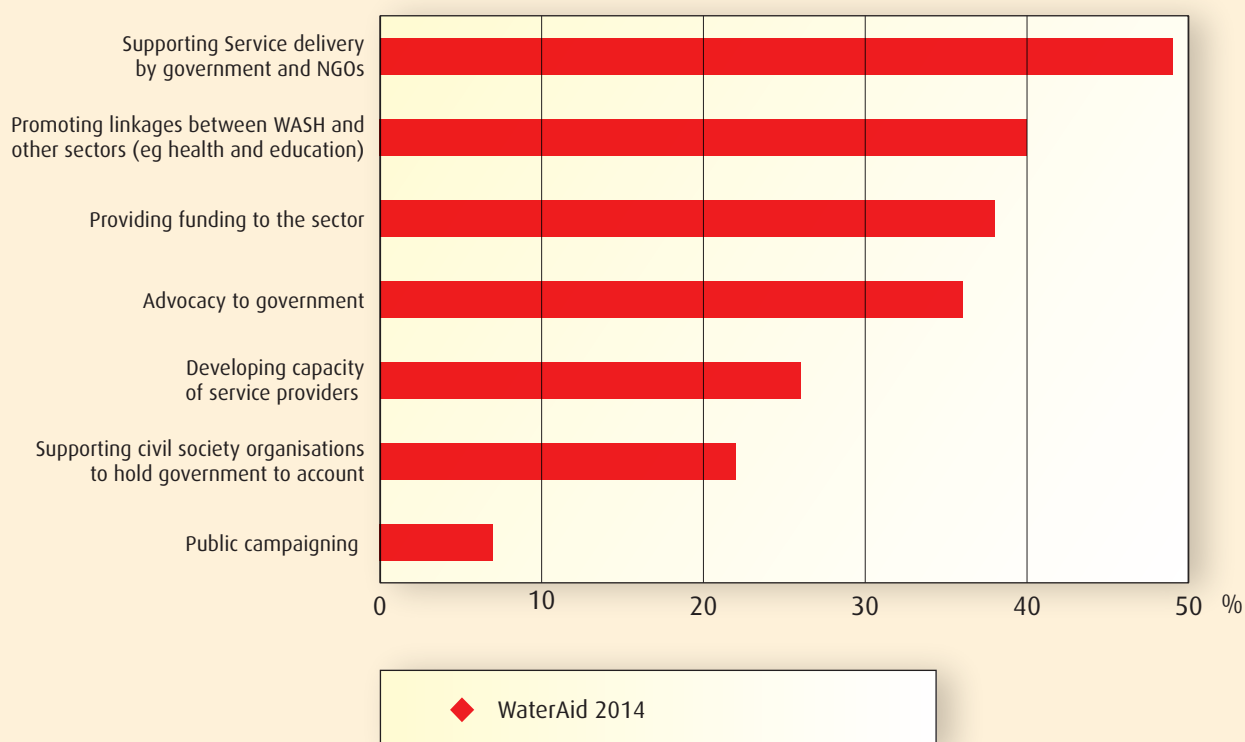
**Figure 28** To what extent do you feel that WaterAid recognises the value of your expertise in the partnership?



- This section presents findings from the tailored questions that WaterAid asked us to administer to their partners. These questions were not asked to any other INGOs' partners.
- 45% of respondents consider that WaterAid recognises sufficiently the value of their expertise in the partnership, i.e. are promoters.

## WaterAid's tailored questions

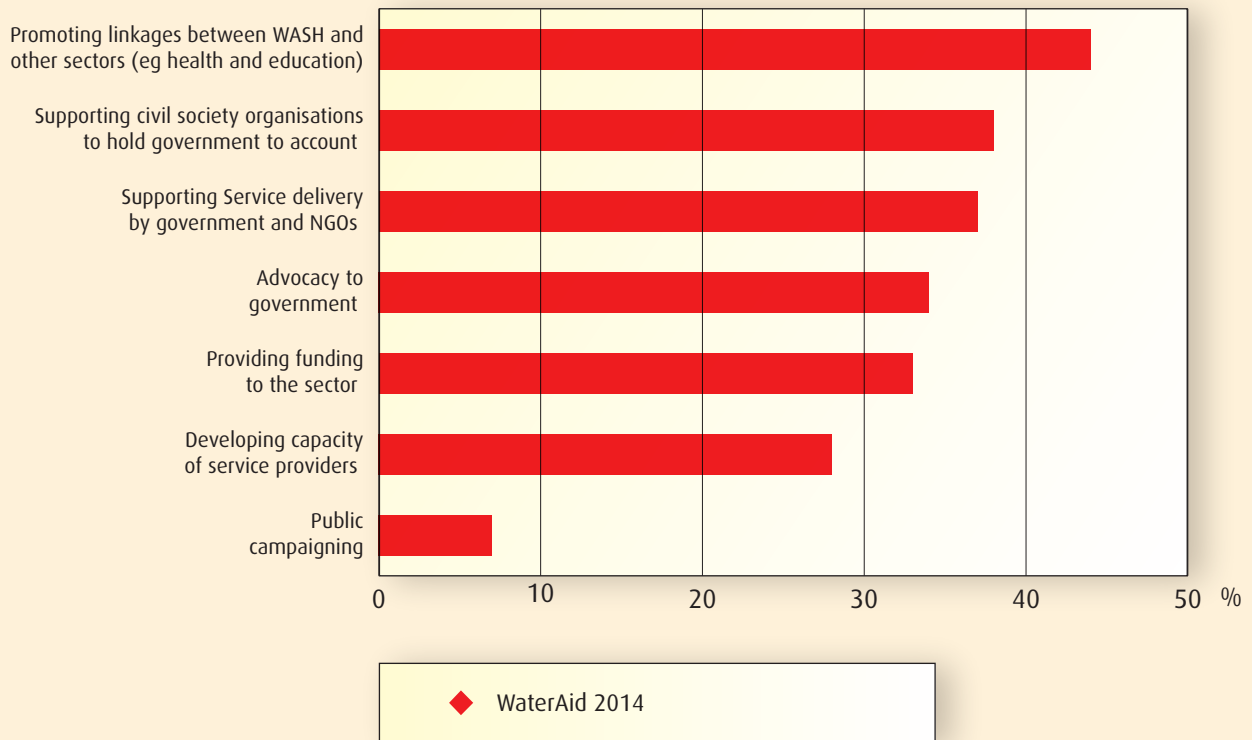
**Figure 29** WaterAid's most valuable contribution towards achieving universal access to WASH services



- Respondents were asked to choose two areas in which WaterAid makes its most valuable contribution to achieving universal access to WASH services. Supporting service delivery by government and NGOs and promoting linkages between WASH and other sectors were the two most selected options by respondents.

## WaterAid's tailored questions

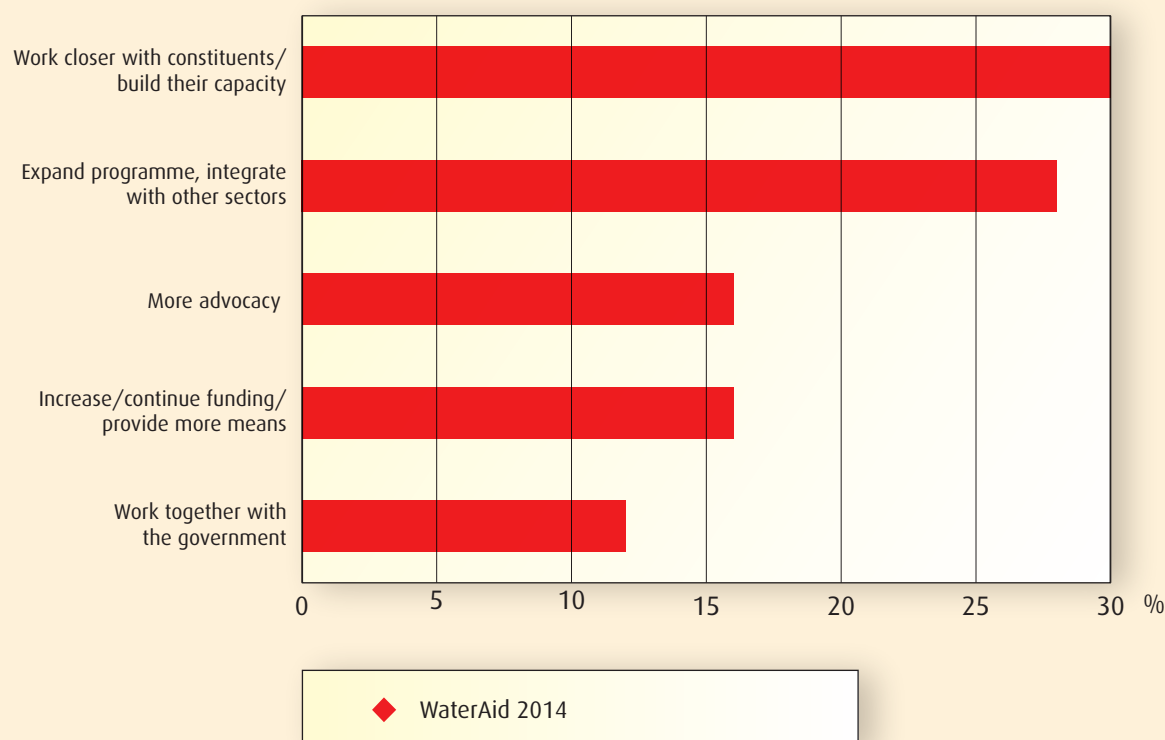
**Figure 30** What WaterAid should do more to maximise its impact - next 5 years



- When asked to choose in which two areas WaterAid should invest more in the following two years, respondents consider that WaterAid could maximise its impact by promoting more linkages between WASH and other sectors and supporting civil society organisation to hold government to account.

# WaterAid's tailored questions

**Figure 31** Comments about what WaterAid should do differently in the next 5 years in its new strategy?



- Asked about further suggestions of modifications to be included in WaterAid strategy for the next five year, the most common suggestion made by respondents is to improve how it works with communities, intensifying its engagement with them and building their and their local partners' capacities further.
- Many respondents also suggested that WaterAid should expand its programs be it geographically, in volume or through more integration with other sectors.
- Some illustrative comments are:

"In order to provide sustainable water supply it is also important to work in the area of water resources management. Integrating WASH into water resources management. Good to support also poor people in the area of food security with the community where WaterAid provides clean water, sanitation and hygiene services."

"Extension and expansion of program, sustain and replicate the success and continue the funding to those organizations who are committed to complete saturation of WASH rights and services."

"Support community based organization to stand on their own feet to deliver WASH facilities on a sustainable way. Ownership of [...] communities on their WASH infrastructure and their operation and maintenance."