

KEYSTONE PERFORMANCE SURVEYS

## Development Partnerships Survey 2013

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# Partner Feedback Report: OXFAM NOVIB

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# Introduction

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Since 2010, Keystone has been conducting benchmark surveys of partners of northern non-governmental organisations (NGOs). 50 NGOs have since taken part in these surveys, with 46 qualifying to be included in the comparative data set.

In the survey, partners are asked to rate and comment on different aspects of a northern NGO's performance. The surveys are conducted anonymously by Keystone as an independent third party: the respondents know that the northern NGO will not be able to identify who said what about them.

OXFAM NOVIB joined a cohort of 16 Dutch NGOs who took part in this process together. This report presents what the partners of OXFAM NOVIB said about the NGO compared to benchmarks reflecting partner ratings from 46 of the northern NGOs in our data set, as well as with 16 Dutch NGOs comprising the Dutch cohort. It provides credible data on how well OXFAM NOVIB carries out its role in the partnership, as seen from the partner perspective.

A public report summarising the overall Dutch performance will also be produced in consultation with Partos and Resultante.

- **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 anonymity of respondents.
- **Annex 3** contains a list of OXFAM NOVIB's partners that have expressed their willingness to take part in follow-up interviews, which OXFAM NOVIB can conduct should they wish.

## SURVEY PROCESS

The survey process was managed by Keystone Accountability. The questionnaire was administered to OXFAM NOVIB's partners in English, Spanish, Portuguese and French, from 15 November to 19 December 2012. 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. We believe this did not make the data significantly less representative. Keystone emphasised to partners that their participation was voluntary and anonymous.

# Introduction

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## BENCHMARKS AND INDEXES

Throughout the report, OXFAM NOVIB's results are compared to the 46 northern NGOs listed below.

- CARE UK
- CAFOD
- CARE USA
- Catholic Relief Services
- Christian Aid
- Church World Service
- Concern
- Cordaid
- Ecosystems Alliance
- FREE PRESS UNLIMITED
- Helvetas
- Hivos
- Investing in Children and their Societies (ICS)
- IDS/MK4D programme
- IKV Pax Christi
- International Rescue Committee
- International Service
- 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 Multipart Democracy
- Oxfam Canada
- Oxfam Novib
- Peace Direct
- Practical Action
- Progressio UK
- Red een Kind
- Save the Children UK
- Save the Children US
- Schorer
- Self Help Africa
- Skillshare
- SPARK
- Free a Girl
- Tear Netherlands
- Tearfund
- Terre des Hommes Netherlands
- Trocaire
- UMCOR US
- V.S.O International
- Wereldkinderen

The northern NGOs 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 NGOs 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 comparison through benchmarks. The benchmarks enable NGOs to understand their partner ratings in relation to how partners rate other NGOs and see what kind of performance ratings are possible. However, the data needs to be interpreted with care, in light of OXFAM NOVIB's specific context, goals and activities as an organization working with media. It is unlikely that any organisation would aim to be 'best in class' across all performance areas.

The benchmarks are calculated as the average ratings of the 46 NGOs (referred to as the 'cohort') and the 16 Dutch NGOs ('Dutch cohort') respectively, not the average of all survey respondents. This reduces the chance that data is skewed by larger NGOs with larger respondent numbers. The Dutch Cohort added some specific questions which are also benchmarked against the Dutch average. No benchmarks are available for OXFAM NOVIB's unique questions.

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			
	OXFAM NOVIB	Cohort	Dutch Group
No. of partners invited to respond	461	7,585	3,301
No. of responses received	81	2,460	927
Response rate	18%	43%	36%

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. 70 responses were received in English (20% of the English speaking partners invited to participate), 7 in French (8%) and 4 in Portuguese (17%).

A response rate of 18% is well below both the cohort and Dutch average, although the absolute figure of 81 allows us to analyse and interpret the data. The Next Steps section below suggests a number of ways to improve this for the future, including asking non-responders why they did not answer the survey.

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

Table 2: Respondents by staff category			
	OXFAM NOVIB (%)	Cohort (%)	Dutch Group (%)
Head of the organisation	74	70	71
Other senior leadership	75	63	58
Manager	34	35	29
Operational staff / field staff	48	45	44
Others	19	11	9

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

- 33% of OXFAM NOVIB's respondents declared themselves as female and 61% male, while 6% preferred not to say (cohort benchmarks: 35%; 60% and 5%; Dutch Cohort benchmarks: 33%; 65% and 3%).
- 79% of OXFAM NOVIB's respondents rated the survey process as useful or very useful (cohort benchmark: 81%; Dutch Cohort benchmark: 77%).

## 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 profiles of constituents. As OXFAM NOVIB 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 constituents that rate OXFAM NOVIB as 9 and 10 on the 0-10 point scale used in the survey. These are OXFAM NOVIB’s champions. They are highly likely to be wholehearted participants in activities and consistently recommend OXFAM NOVIB 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 OXFAM NOVIB. 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 OXFAM NOVIB 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.<sup>2</sup>

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 northern partners can profoundly affect the performance of their southern partners. Surveys such as this provide southern partners with a safe space to express what they honestly feel about their northern 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 variables (for demographic variables, please see partnership profile). Unless otherwise stated, there are no significant trends to report. 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 understanding of the distribution of perceptions and comparisons with the other NGOs in the cohort.

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<sup>1</sup> 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).

<sup>2</sup> You can see typical NP scores for a range of industries at [www.netpromoter.com](http://www.netpromoter.com).

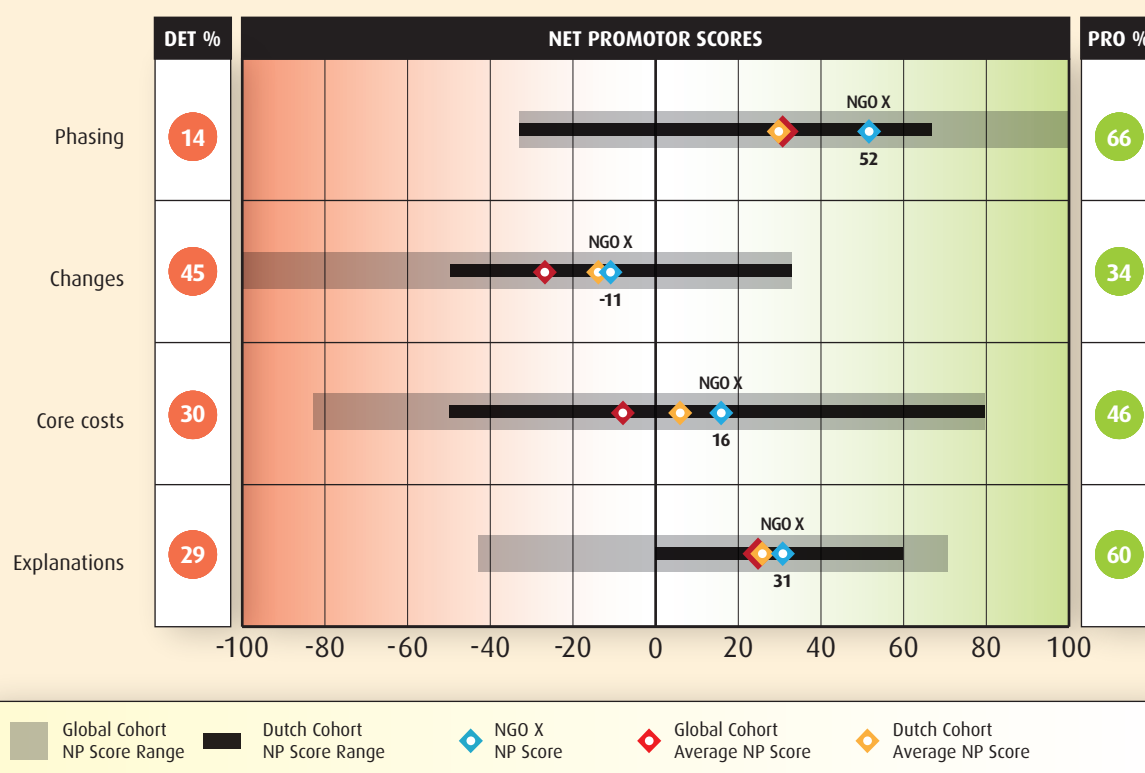
# Introduction

## 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 NGOs. In this case, for 'phasing', scores range from -35 to 100 for the cohort (grey bar) and -35 to 67 for the Dutch group (black bar).
- The data labels on the bars show the average NP score for the cohort of NGOs and the Dutch group, and NGO X's specific NP score for the survey. For 'phasing' these are 31, 30 and 52 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). The chart does not show benchmarks for these figures.

**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.'

# Introduction

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## NEXT STEPS

Some next steps are suggested below, which may be useful for OXFAM NOVIB 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. For this you can organise follow-up interviews with respondents included in Annex 3. The discussion should focus on two main issues: (i) the areas where OXFAM NOVIB needs improvement and (ii) questions arising from the findings that need more interpretation to understand.
- c** Identify opportunities and constraints and then identify specific actions for making improvements, in dialogue with partners.
- d** Identify ways of ensuring that feedback is collected on an ongoing basis and that agreed performance quality and objectives are maintained.
- e** Consider separately the three categories of partners – promoters, passives and detractors – and elaborate specific strategies of engagement with each one of them.
- f** Strengthen a culture of continual improvement, mutual respect and open dialogue with southern partners.
- g** 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.
- h** Consider developing some common approaches and facilitating learning between partners.
- i** 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.
- 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 report and similar feedback reports in the future, potentially coordinated with other northern NGOs.

Step (l) has the potential to develop a new norm in NGO reporting, similar to the new norm among US foundations of publishing grantee feedback reports. It can strengthen the links between performance, reporting and funding decisions, creating powerful incentives for improvement. A growing number of the organizations in the benchmark data set in this report have published their Keystone partner survey reports.<sup>3</sup>

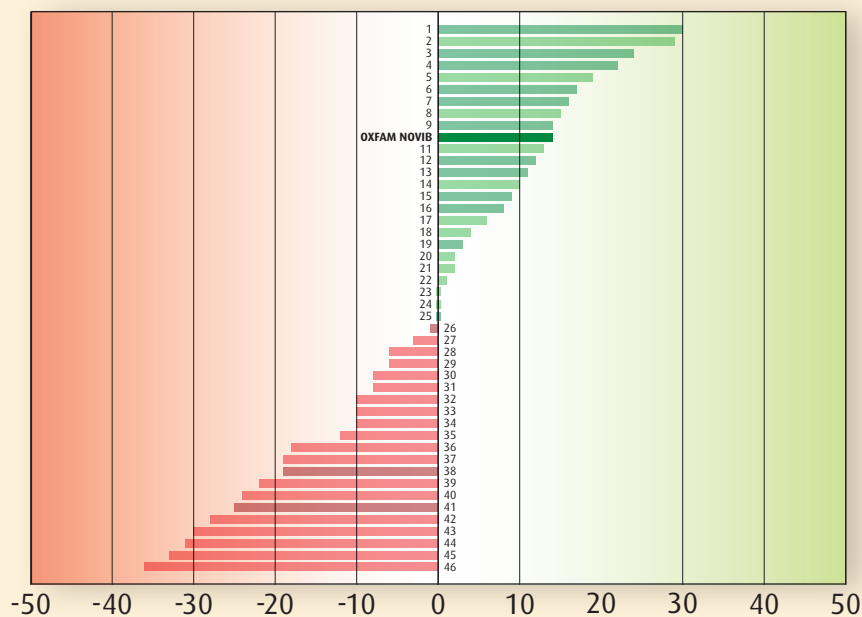
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<sup>3</sup> Links to these reports can be found here: <http://www.keystoneaccountability.org/services/surveys/ngos>



# Performance summary

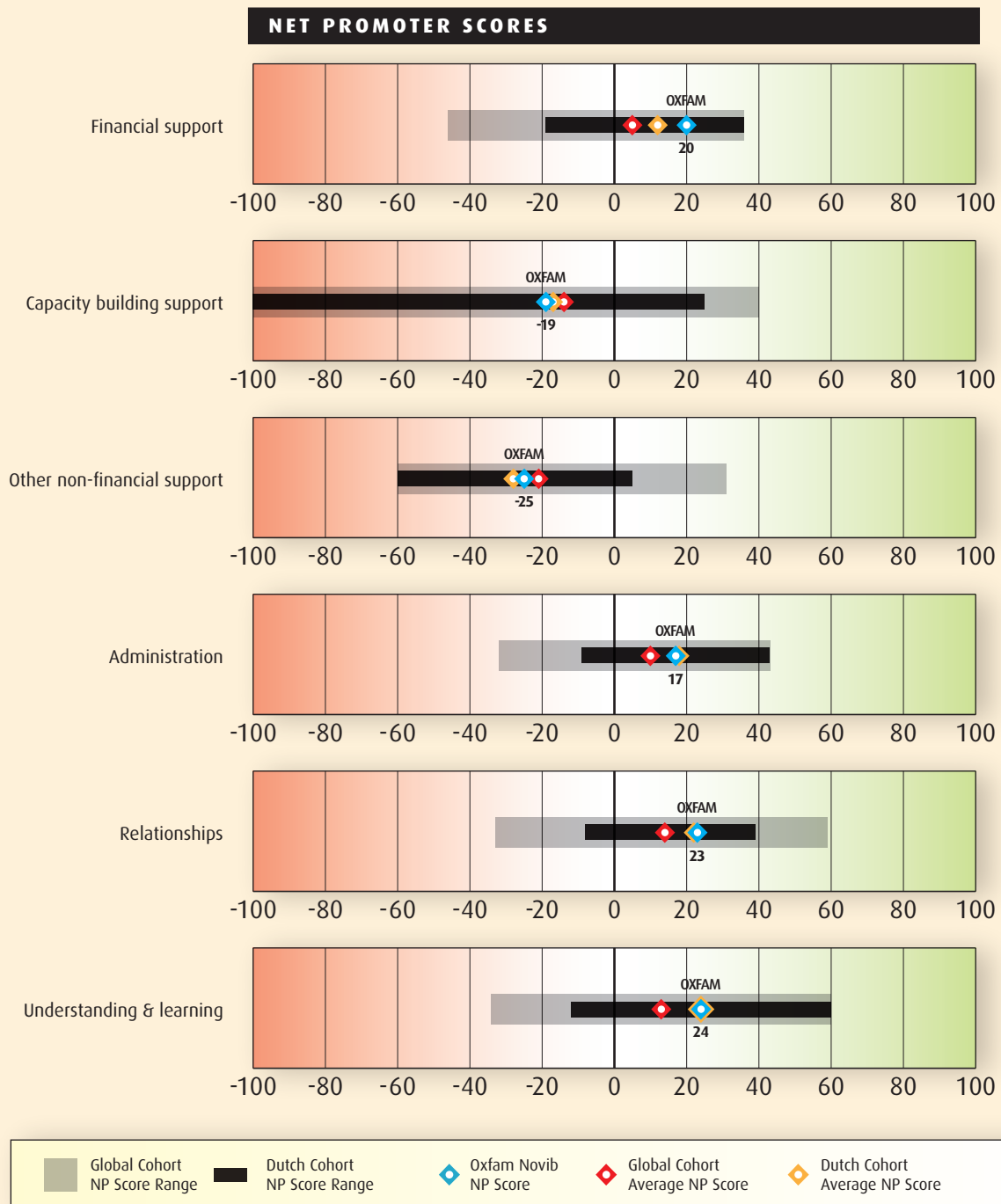
**Figure 2** Overall satisfaction: NP scores for All NGOs



- OXFAM NOVIB is rated 10th out of 46 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 OXFAM NOVIB across seven key areas against other NGOs and funders). Other Dutch NGOs have been highlighted. The picture that emerges from the survey is of an organisation that maintains respectful relationships with partners and brings real added value to them.
- Respondents express great satisfaction with the financial support they receive from OXFAM NOVIB. They particularly appreciate that funds are disbursed in appropriate phases and that OXFAM NOVIB contribute to core costs. However, they say that OXFAM NOVIB does not always allow them to make the changes they need to in spending funds.
- Capacity-building support is given a very low rating by respondents. All areas received negative NP scores. The lowest rated areas are strategies and practical approaches and board/governance.
- Other non-financial support is also given a low rating. Areas identified for significant improvement are protection from threats and strengthening partners' news and information production. Shared programme goals are, however, appreciated.
- During the agreement process respondents feel that the process of finalising the agreement helps to strengthen their organisations, and that they do not feel pressurised to change their priorities. It is not seen as demanding more information than other funders or NGOs during the agreement process. The amount of support however is not perceived as being well matched to partners' needs.
- Respondents value the reporting and auditing processes in their relationship with OXFAM NOVIB. They find it particularly useful that they are required to submit regular reports and audited financial statements. They do however give low ratings to the independent monitoring by OXFAM NOVIB and to how endeavours are monitored together.

# Performance summary

**Figure 3** Performance summary: Oxfam Novib



## Performance summary

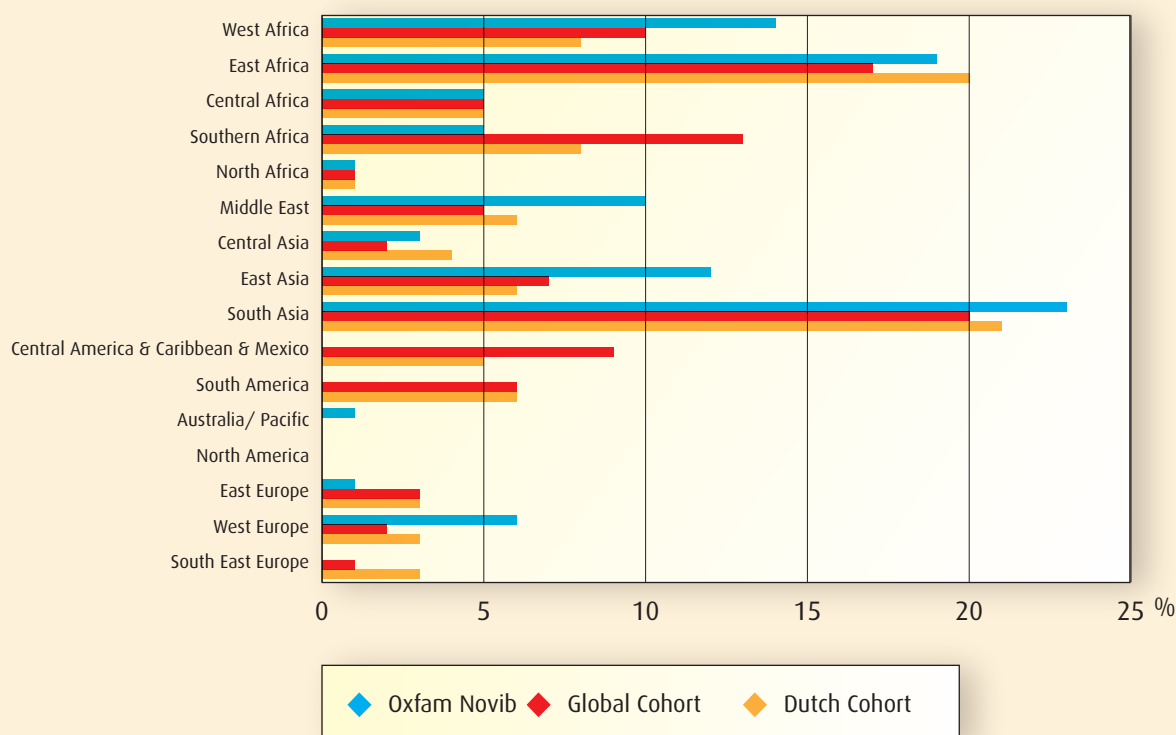
- 43% of respondents feel that the amount of contact they have with OXFAM NOVIB is about right. They feel that they can easily raise concerns with OXFAM NOVIB and very much appreciate the attitude of OXFAM NOVIB's staff. They do however feel that they could benefit from OXFAM NOVIB asking their advice more often.
- OXFAM NOVIB is seen as a reliable partner, having a good reading of the context in which partners operate and of the strategies they employ.
- Respondents feel that OXFAM NOVIB can improve on promoting partners' organisations and in involving partners in shaping strategy.
- In certain areas, partners who receive grants of < US\$25,000 express less satisfaction than others.
- OXFAM NOVIB, as many other NGOs 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 organisations. A negative NP score should never leave an organisation indifferent as it means that in that area there are more detractors than promoters.
- Looking ahead, as is the case for most NGOs in the cohort, respondents would like to receive more support in monitoring and evaluation and in accessing other funds. Furthermore, they are asking OXFAM NOVIB to facilitate more experience exchanges among organisations working on similar issues, and to help organisations monitor and report in ways that are useful to them. They believe that relationships with OXFAM NOVIB could be improved by the promoting of partners' work and the development of joint strategies.

**Table 3:** Priorities for the future: OXFAM NOVIB respondents

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

## Section 1: Partnership profile

**Figure 4** Location of partners



- 44% of OXFAM NOVIB's respondents are located in Africa (cohort benchmark: 46%; Dutch Cohort: 48%) and 23% in South Asia (cohort benchmark: 20%; Dutch Cohort: 21%).
- 92% of respondents describe themselves as 'non-government organisations' (cohort benchmark: 76%; Dutch Cohort: 82%). The remaining 8% describe themselves as faith-based organisations, community organisations, social movements, cooperatives and 'other'.
- OXFAM NOVIB's respondents describe themselves as predominantly 'helping people to claim their human rights'.

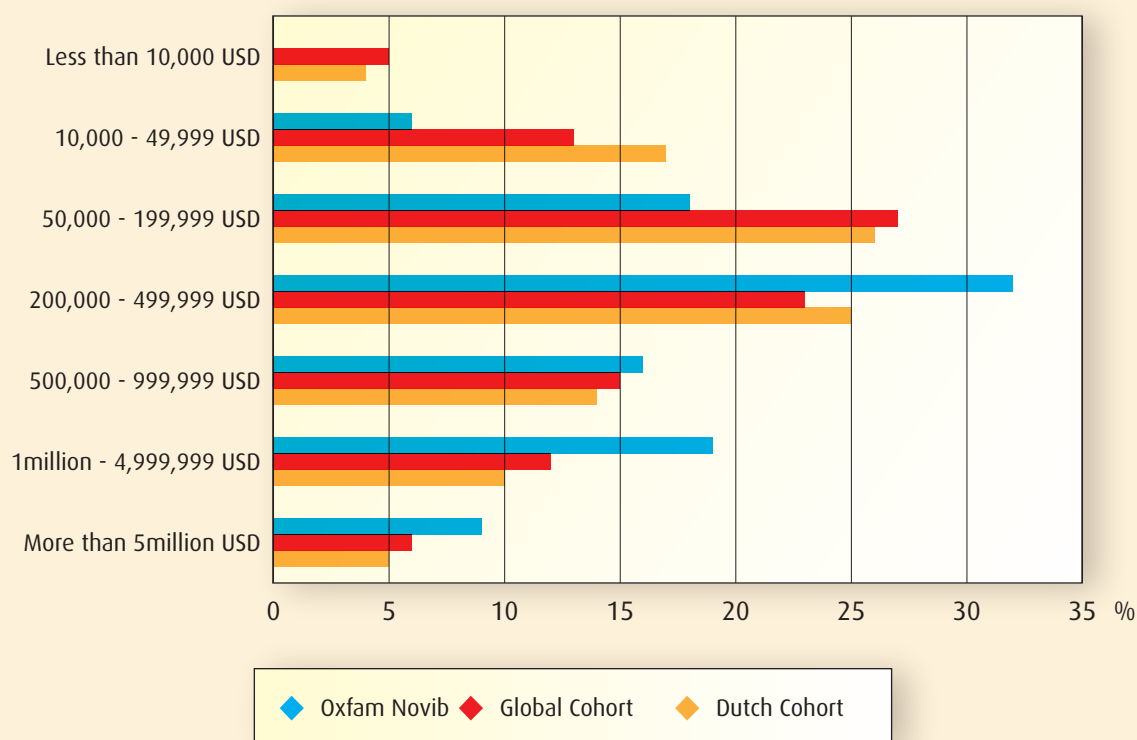
**Table 4: Predominant activities**

Means on a scale of 0=Never to 10=All of our work	OXFAM NOVIB	All NGOs	Dutch Group
Provide services directly to poor people and communities	6.2	6.6	6.3
Support economic and productive enterprises that benefit poor People	4.3	4.0	3.7
Influence how government & other powerful organisations work (i.e. 'advocacy')	6.2	5.2	5.7
Conduct and publish research	4.5	3.5	4.0
Support and strengthen civil society organisations	6.1	5.1	5.3
Help people claim their human rights	6.5	5.9	6.3
Support collective action by our members	6.3	5.7	6.0
Fund individuals	0.8	1.5	1.7
Help build peace and reconciliation	5.2	5.2	5.3
Provide independent news and information to people	5.5	*	5.3

\*This option was only included for the Dutch cohort

## Partnership profile

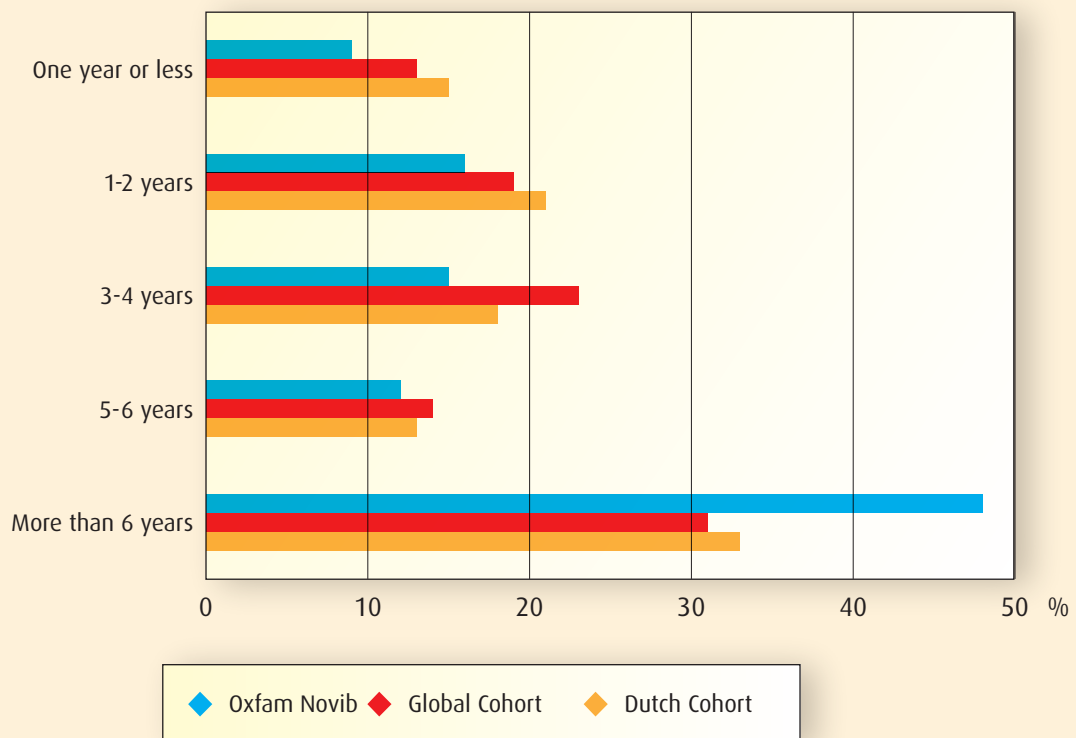
**Figure 5** Partner annual budget



- 24% of OXFAM NOVIB's respondents have an annual budget of under US\$200,000 (cohort benchmark: 45%; Dutch Cohort: 47%) and 76% have an annual budget of more than US\$200,000 (cohort benchmark: 55%; Dutch Cohort: 53%). Of these, 28% have budgets of over a million dollars (benchmark: 18%; Dutch Cohort: 15%).
- 46% of OXFAM NOVIB's respondents receive funds and other support from 1 to 4 different organisations (cohort benchmark: 51%; Dutch Cohort: 58%) and 54% from 5 or more different organisations (cohort benchmark: 49%; Dutch Cohort: 42%).

## Partnership profile

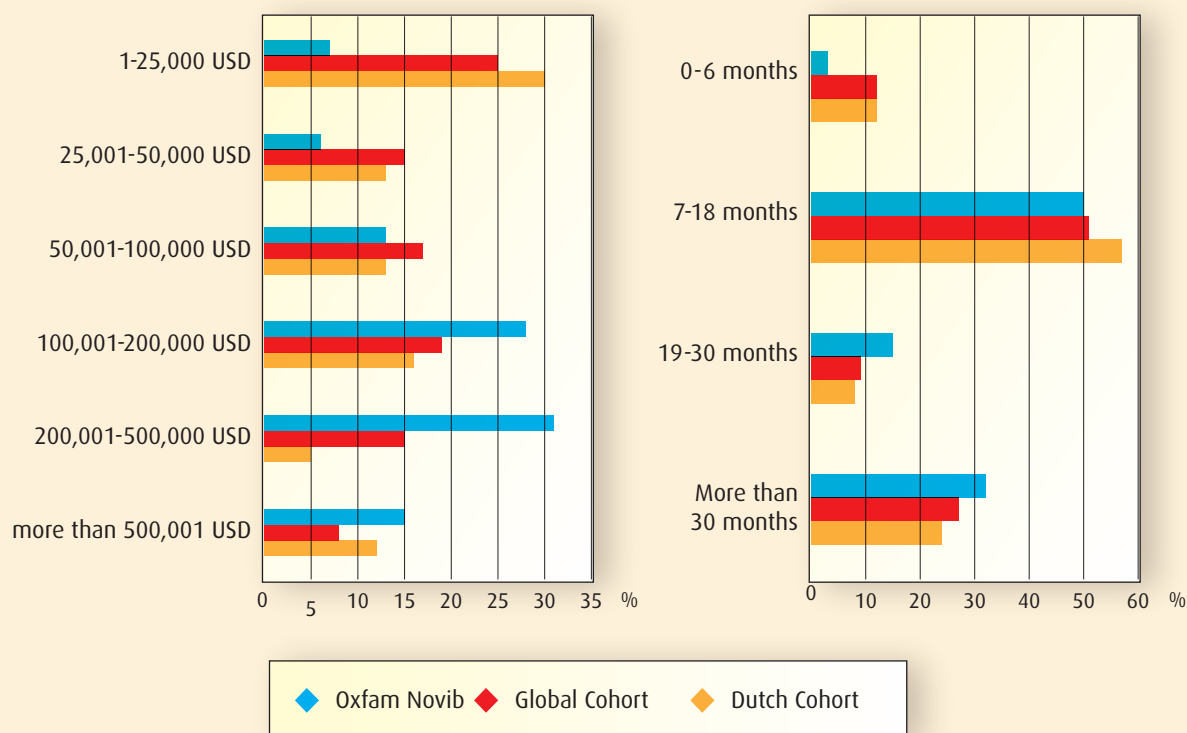
**Figure 6** Length of the relationship



- 25% of respondents have received support for less than 2 years (cohort benchmark: 32%; Dutch Cohort: 36%) while 60% of respondents have received support for more than 5 years (cohort benchmark: 45%; Dutch Cohort: 46%).
- The most important reasons why respondents choose to work with OXFAM NOVIB are 'achieve shared goals' and 'fund our work'. These are the first and third most important reasons across the cohort; and the first and second most important within the Dutch Cohort.

## Section 2: Financial support

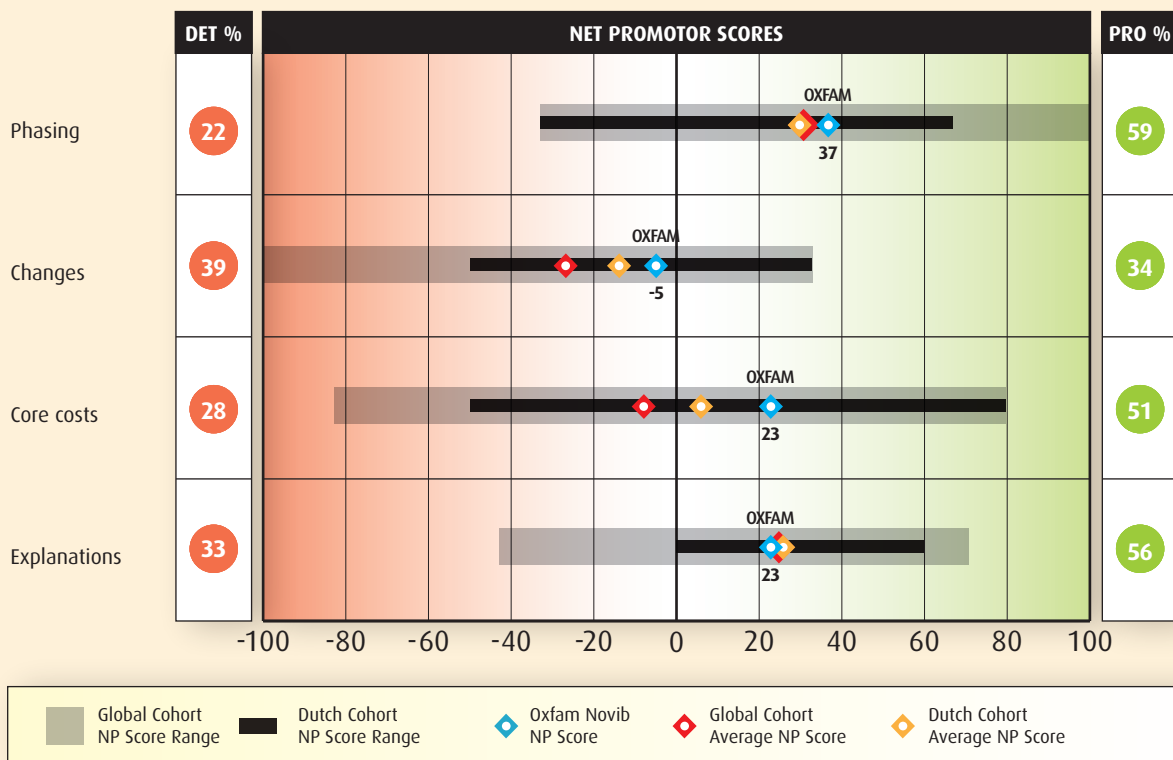
**Figure 7** Grant size and Grant length



- 91% of OXFAM NOVIB's respondents said they currently receive or have recently received funds from OXFAM NOVIB (cohort benchmark: 91%; Dutch Cohort: 95%).
- For the particular respondents to the survey, the size of OXFAM NOVIB's grants ranges from US\$13,000 to US\$2,300,000, with 13% of them receiving grants of under US\$50,000 (cohort benchmark: 40%; Dutch Cohort: 42%). The average size of grant received from OXFAM NOVIB is US\$ 373,000 (cohort benchmark: US\$177,000; Dutch Cohort: US\$234,000).
- The average period covered by the grant from OXFAM NOVIB is 22 months (cohort benchmark: 21; Dutch Cohort: 20). The majority (50%) of respondents receive grants for a period of between 7-18 months (cohort benchmark: 51%; Dutch Cohort: 57%).

# Financial support

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

- OXFAM NOVIB receives NP scores that are above the average for the cohort of NGOs and the Dutch Cohort of NGO's in three out of four areas for its financial support.
- All NGOs, including OXFAM NOVIB, are rated quite low for allowing respondents to make changes to specific conditions of the grant, such as the changes they allow respondents to make in spending funds. The average NP score for the cohort of NGOs is -27 and -14 for the Dutch Cohort respectively, corresponding to a mean rating of 5.9 and 6.2 out of 10. OXFAM NOVIB's mean rating is 6.7.
- OXFAM NOVIB receives its best NP score for making payments in appropriate phases (average rating of 8.0; cohort benchmark: 8.0; Dutch Cohort: 7.9).



## Financial support

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Indicative comments include:

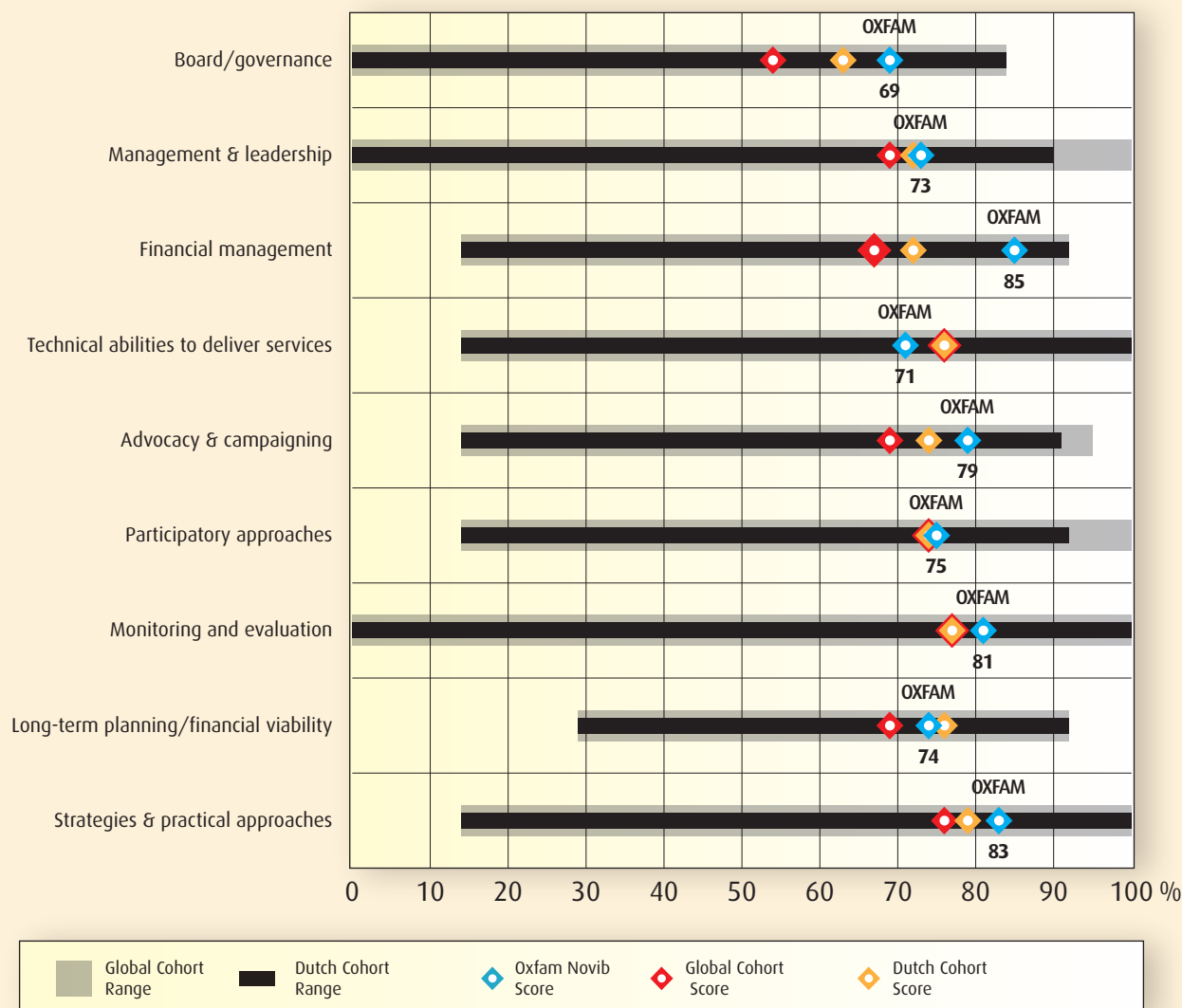
“It would be good for Oxfam Novib to factor in and increase in inflation so that each years the funds increase with about 8 - 10 percent depending on the funding.”

“Whenever there is a deliverable on the side of implementing partner Oxfam Novib should release funds to avoid stalling implementation of approved activities.”

“Amongst our various donors, Oxfam is one of the most attentive to our needs and considerate.”

## Section 3: Non-financial support

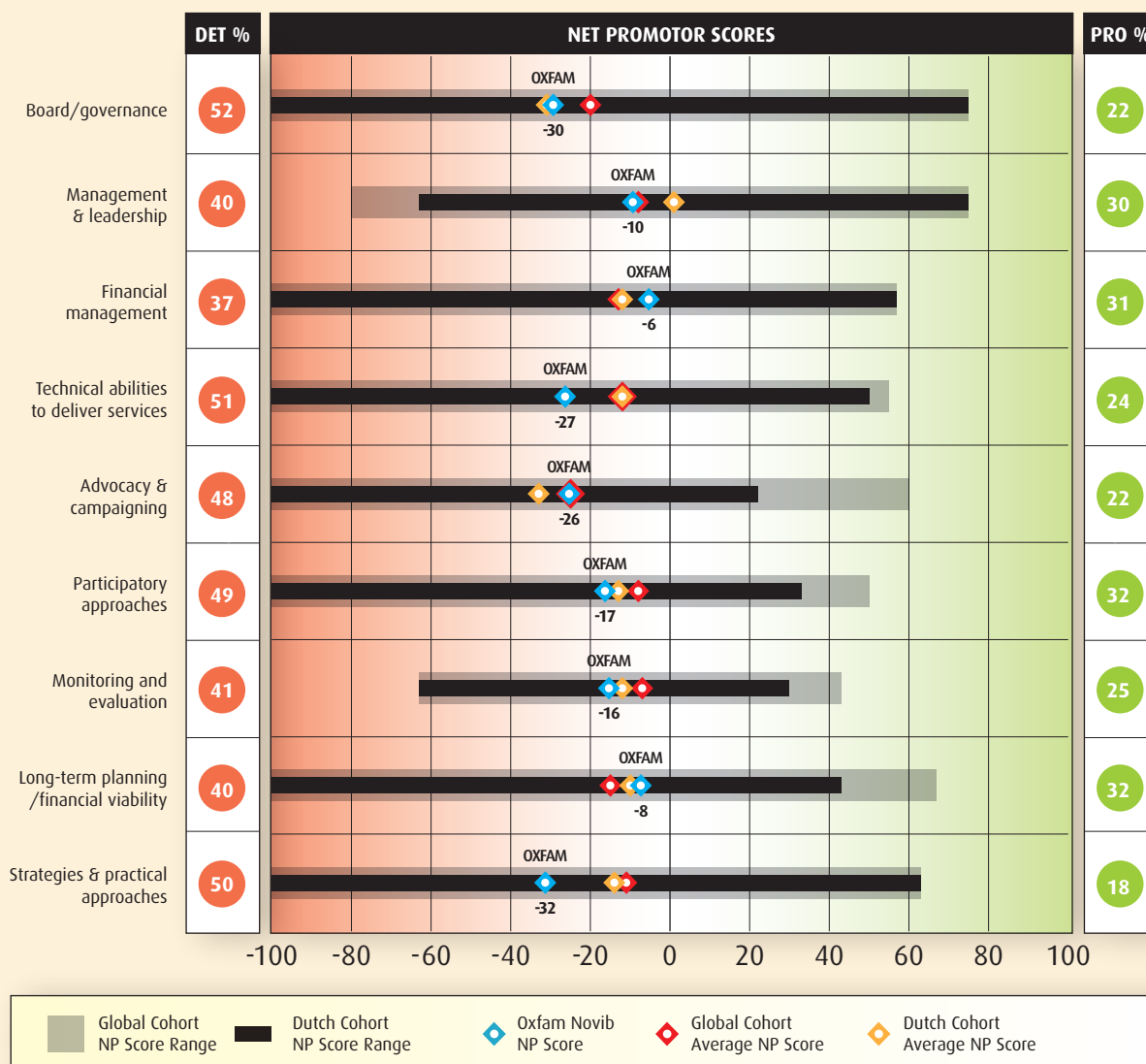
**Figure 9** Percentage of respondents who received capacity building support



- This chart shows the percentage of OXFAM NOVIB's respondents who said they received capacity building support in each area.
- In 7 out of 9 areas, OXFAM NOVIB provides capacity building support to an equal or higher number of respondents than most other NGOs in both the wider cohort and the Dutch Cohort.

# Non-financial support

**Figure 10** Value of capacity building support



- The chart shows how useful the respondents who received capacity building support found it. The NP scores for OXFAM NOVIB's respondents are shown in relation to the cohort of NGOs and the Dutch Cohort of NGOs.
- OXFAM NOVIB receives negative NP scores in all areas (most NGOs in the cohort receive negative scores in some areas).
- OXFAM NOVIB performed above average in respect of both the wider cohort and the Dutch Cohort in 2 out of 9 areas.
- The two lowest rated areas are 'strategies and practical approaches' (50% of respondents sit in the detractors' category; cohort benchmark: 35%; Dutch Cohort: 41%) and 'board/governance' (Detractors: 52%; cohort benchmark: 46%; Dutch Cohort: 56%).
- In terms of management & leadership and participatory approaches, partners with a grant size of < US\$25,000 give significantly lower ratings (mean of 1.7 out of 10). Partners receiving higher grants give a mean rating of 7.5 in these areas.

## Non-financial support

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Comments include:

"The partners meetings that are frequently organized for consultation, planning or training are considered one of the best practices that bring partners together and strengthen the relationship between them."

"We would like to encourage Oxfam Novib to continue its partnership practices which are more progressive on building partner's sustainable own capacities, competence and local ownership."

"Oxfam Novib should make clear offers of what they can offer to partners and encourage partners to take it up. If its not clear in which way Oxfam Novib can help then its not helpful."

# Non-financial support

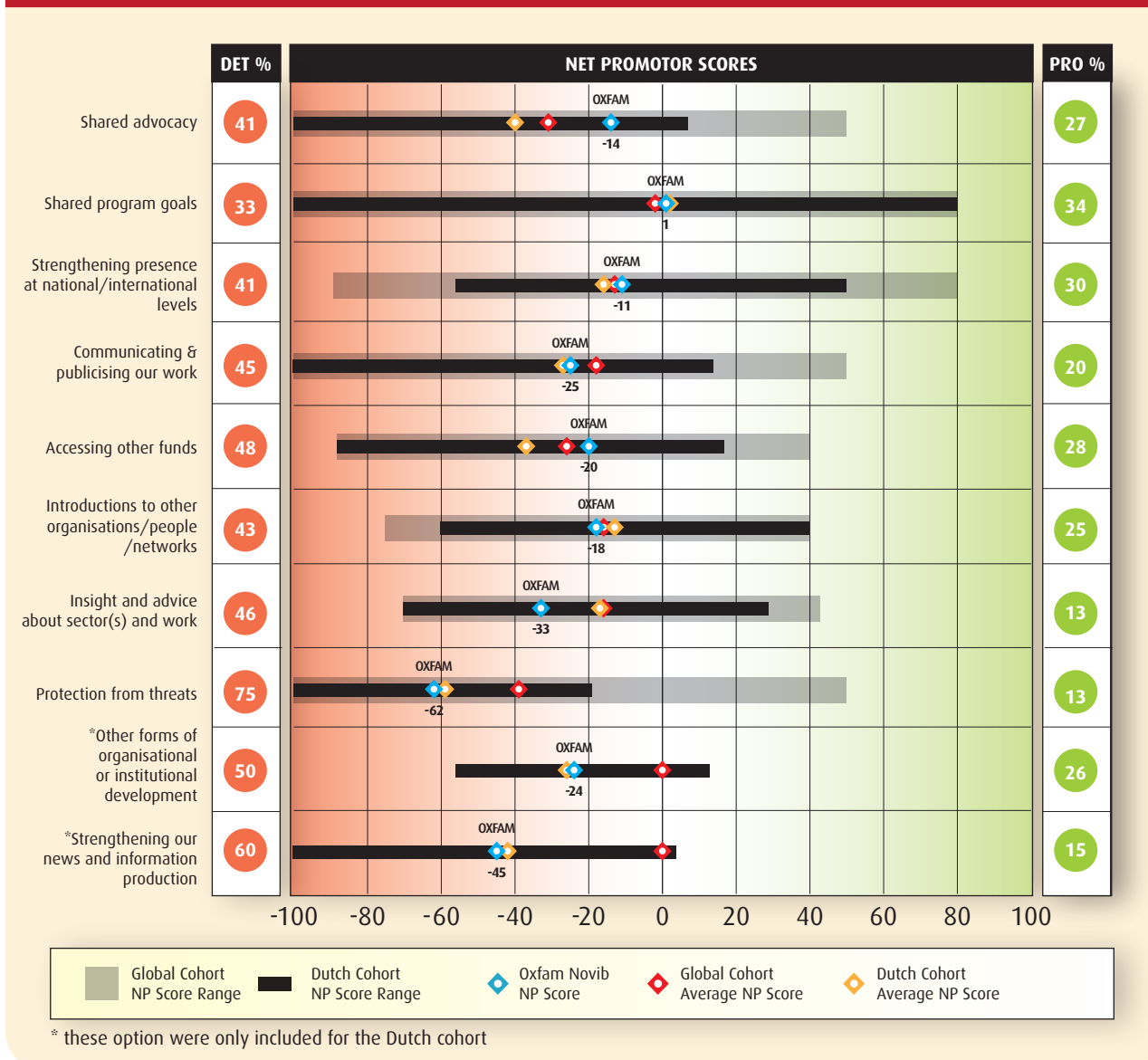
**Figure 11** Percentage of respondents who received other non-financial support



- The chart shows the percentage of OXFAM NOVIB's respondents who said they received support in each area.
- OXFAM NOVIB is equal to, or above both the cohort and the Dutch average in 8 areas.

# Non-financial support

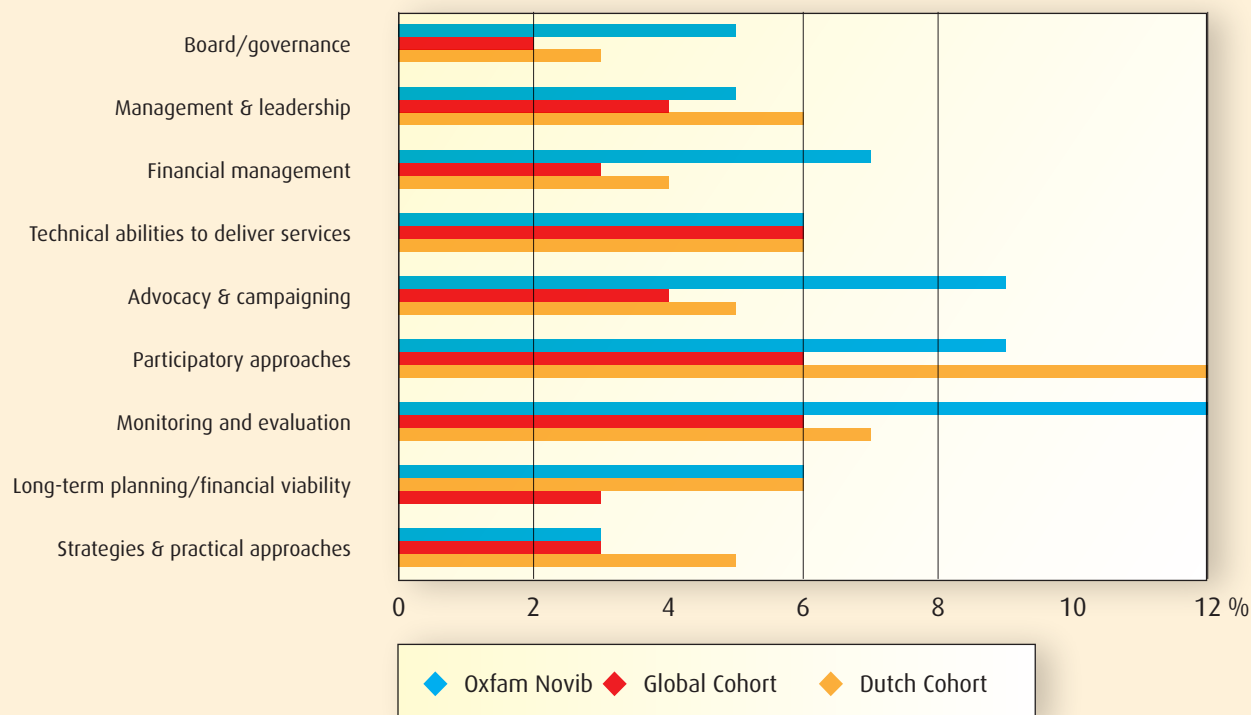
**Figure 12** Value of other non-financial support



- The chart shows how useful the respondents found the other forms of non-financial support they received. The NP scores of OXFAM NOVIB's respondents are shown in relation to the cohort of NGOs and the Dutch Cohort of NGOs.
- OXFAM NOVIB receives negative NP scores in most areas (which is also the case for most NGOs in the cohort). In three out of ten areas, OXFAM NOVIB receives NP scores that are equal to or above the average for the cohort of NGOs and the Dutch Cohort.
- The areas that receive the highest NP scores for OXFAM NOVIB are 'shared programme goals' (corresponding to a mean rating of 7.3 out of 10) and 'strengthening presence at national/international levels' (6.7). These are roughly in line with the cohort benchmarks of 7.2 and 6.9, and the Dutch Cohort benchmarks of 7.2 and 6.7.
- The two lowest rated areas are 'protection from threats' (detractors: 75%; cohort benchmark: 54%; Dutch Cohort: 71%) and 'strengthening our news and information production' (detractors: 60%; cohort benchmark: 64%; Dutch Cohort: 64%).
- In terms of shared advocacy, partners receiving grants of < US\$25,000 give significantly lower ratings (2.7 out of 10). Partners receiving higher grants give a mean rating of 7.1 for this area.

# Non-financial support

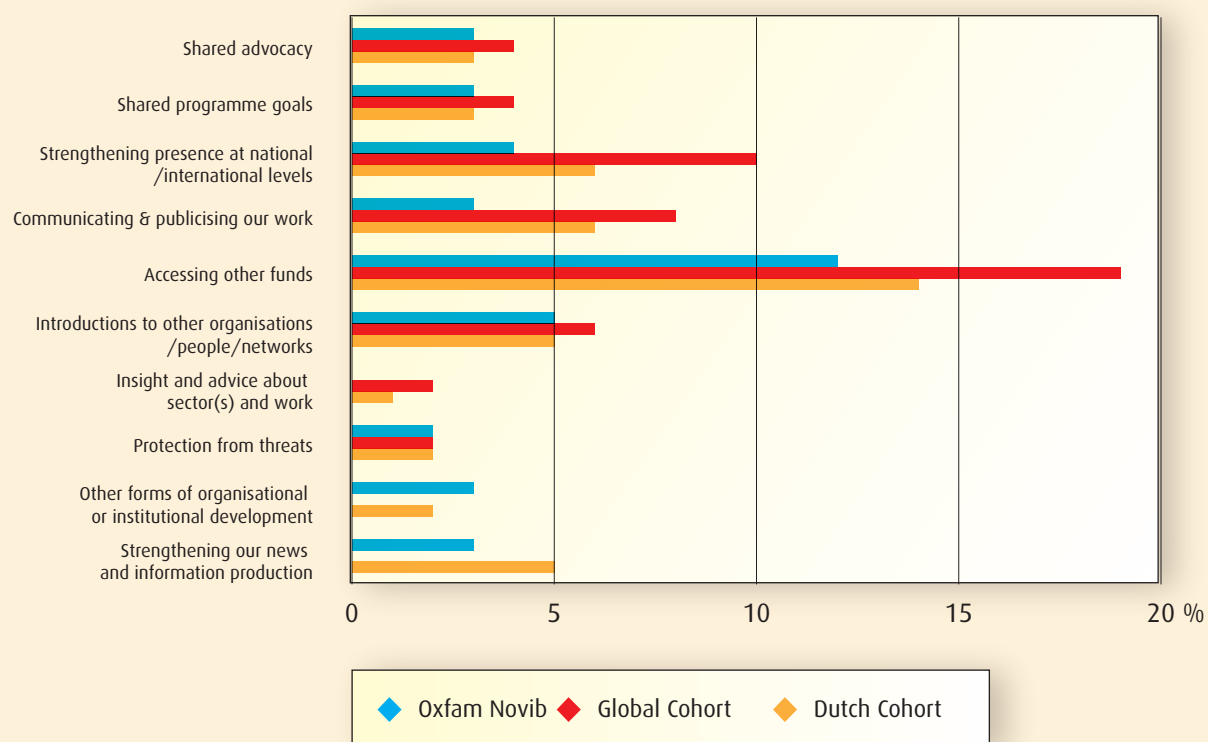
**Figure 13** Requests for non-financial support in the future: capacity building



- Respondents were each asked to identify up to two areas in general where they would most like to receive support from OXFAM NOVIB in the future.
- Their two most popular choices are 'monitoring and evaluation' and 'accessing other funds'.

# Non-financial support

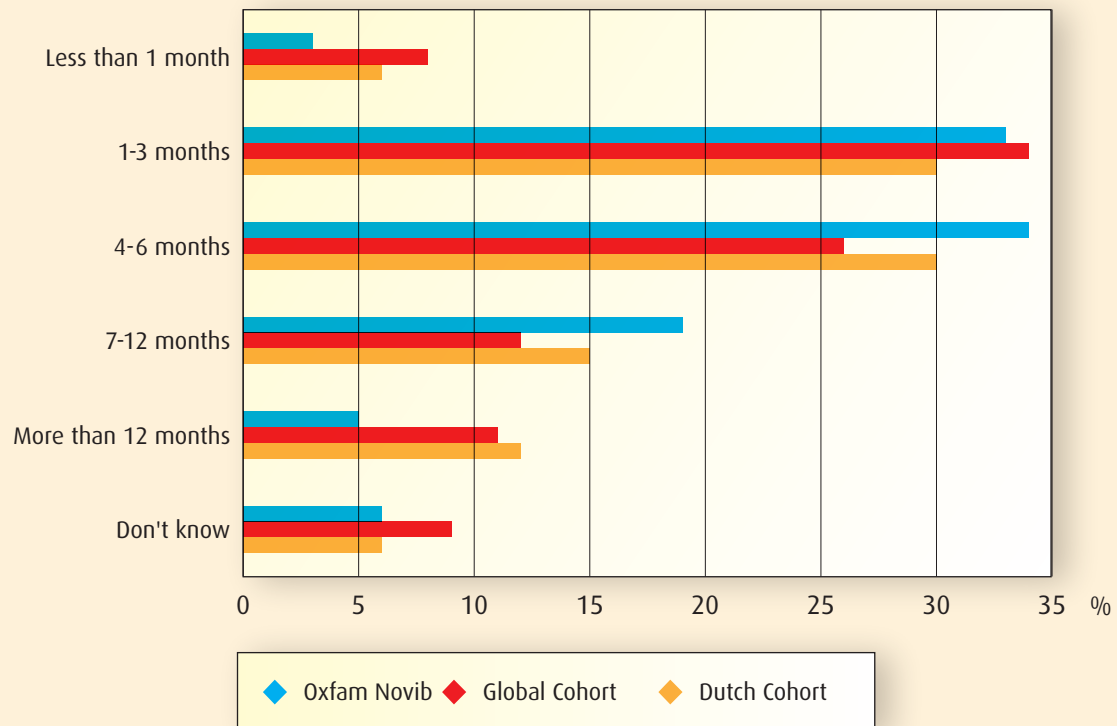
**Figure 14** Requests for non-financial support in the future: other areas





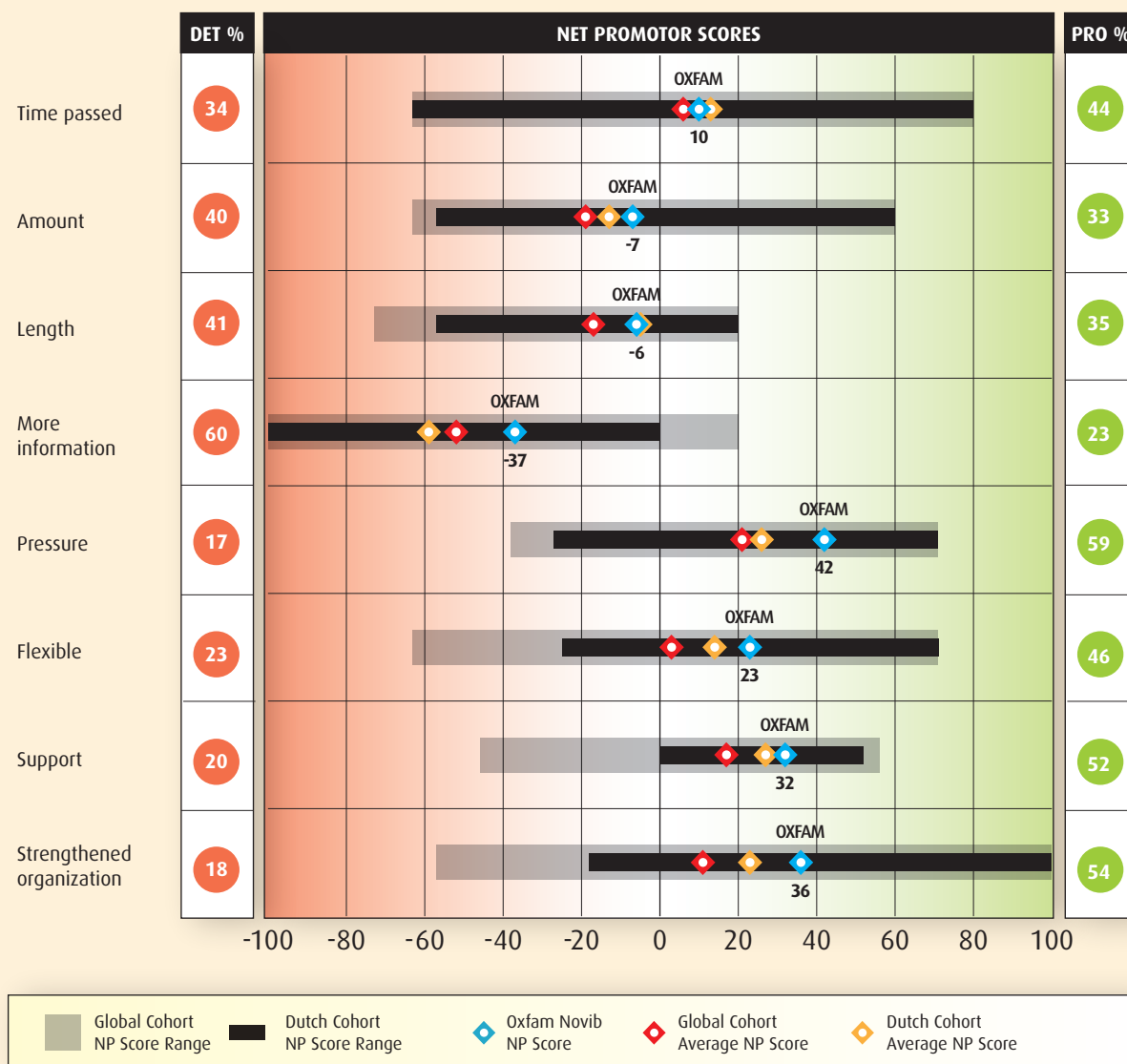
## Section 4: Administration

**Figure 15** Time taken to receive support



- 36% of respondents report that less than 3 months passed from the date that they first discussed support with OXFAM NOVIB and the date when they first received support (cohort benchmark: 42%; Dutch Cohort: 36%).

**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 Oxfam Novib is well matched to our needs.'
- 3 'The length of support from Oxfam Novib is well matched to our needs.'
- 4 'Oxfam Novib asks for more information during the agreement process than other NGOs/funders.'
- 5 'During the agreement process, we did not feel pressured by Oxfam Novib to change our priorities.'
- 6 'Oxfam Novib is flexible and is willing to adapt the terms of its support to meet our needs.'
- 7 'Oxfam Novib gave us enough support to help us finalize the agreement.'
- 8 'The process of finalizing the agreement helped strengthen our organization.'

## Administration

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- OXFAM NOVIB receives NP scores above both the cohort and Dutch Cohort average in six out of the eight aspects of finalising partnership agreements listed above.
- OXFAM NOVIB receives its highest scores for helping to strengthen partners' organisations and for not pressurising partners to change their priorities. Its mean ratings are 8.2 and 8.3 out of 10 respectively (cohort benchmark: 7.6 and 7.6; Dutch Cohort benchmark: 7.9 and 7.6).
- OXFAM NOVIB receives its lowest scores for asking for more information than other funders and for the amount of support being well matched to partners' needs. For both these aspects its NP scores are negative. Its mean ratings are 5.6 and 7.2 out of 10 respectively (cohort benchmark: 5.1 and 6.4; Dutch Cohort benchmark: 4.7 and 6.7).

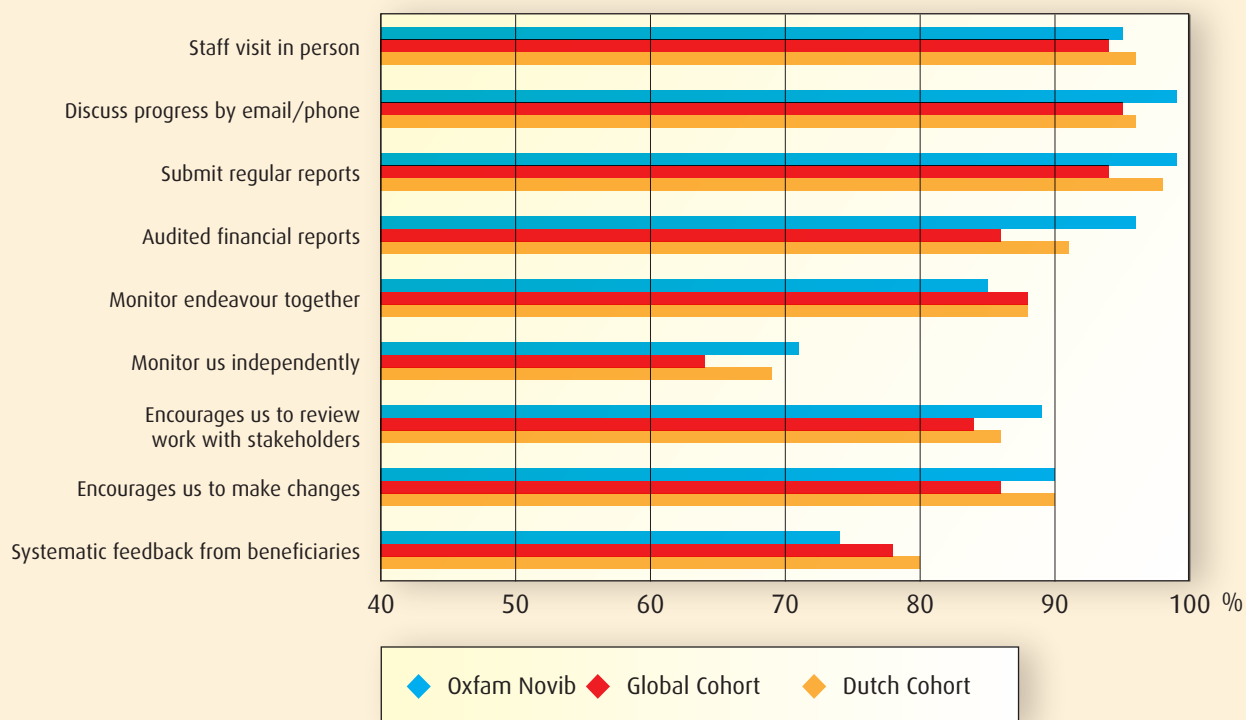
Indicative comments include:

"The staff has always been extremely supportive and helpful in guiding us through all the stages. This accompaniment is extremely important for local organisations."

"While earlier approval processes were relatively smooth, this year we are faced with a very lengthy process that is eating away a lot of scarce time and resources."

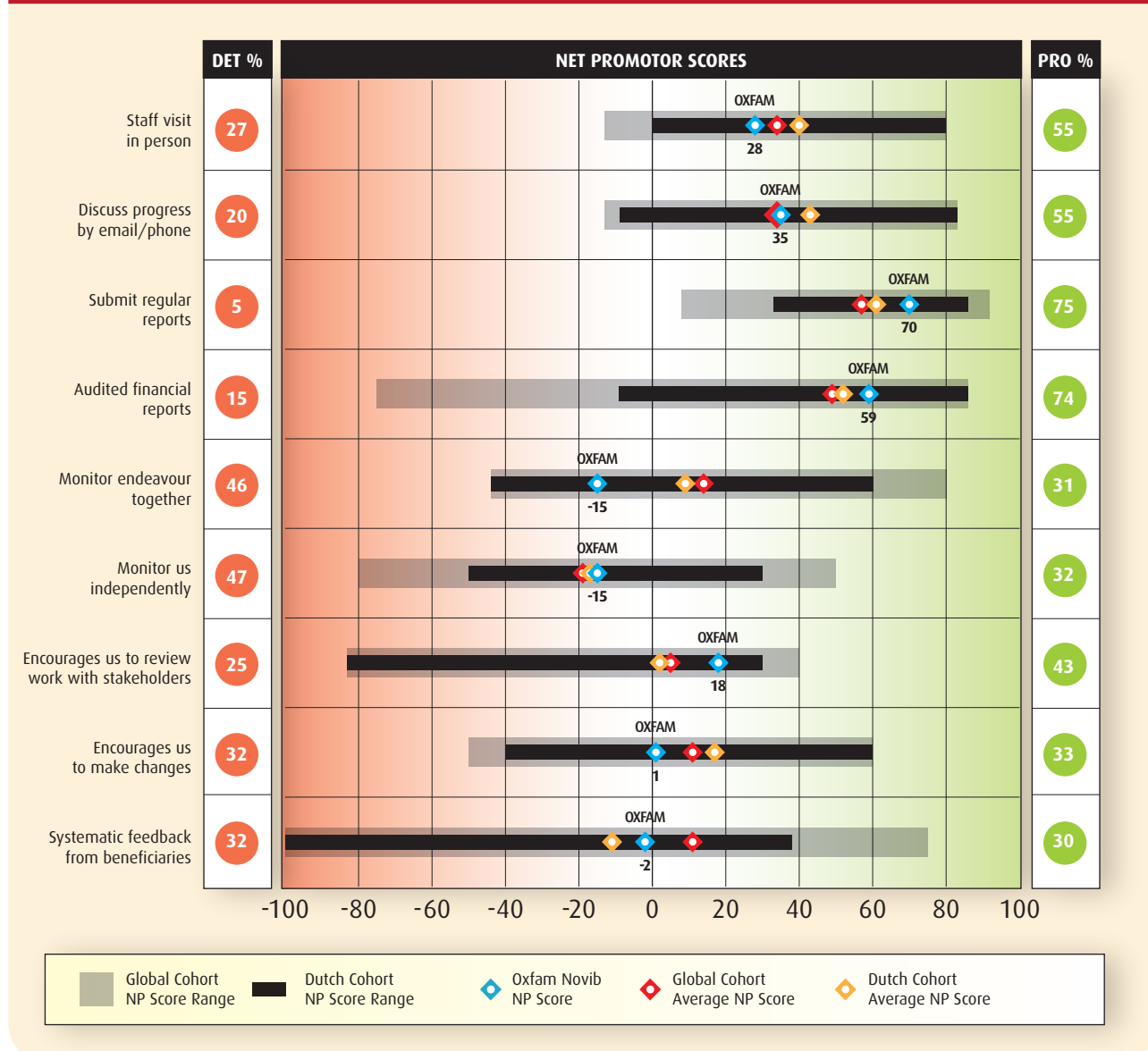
"The requirements and procedures are well explained, with rationale for each of Oxfam Novib's approach provided. This helped us understand and easily work with Novib."

**Figure 17** Monitoring and reporting activities conducted



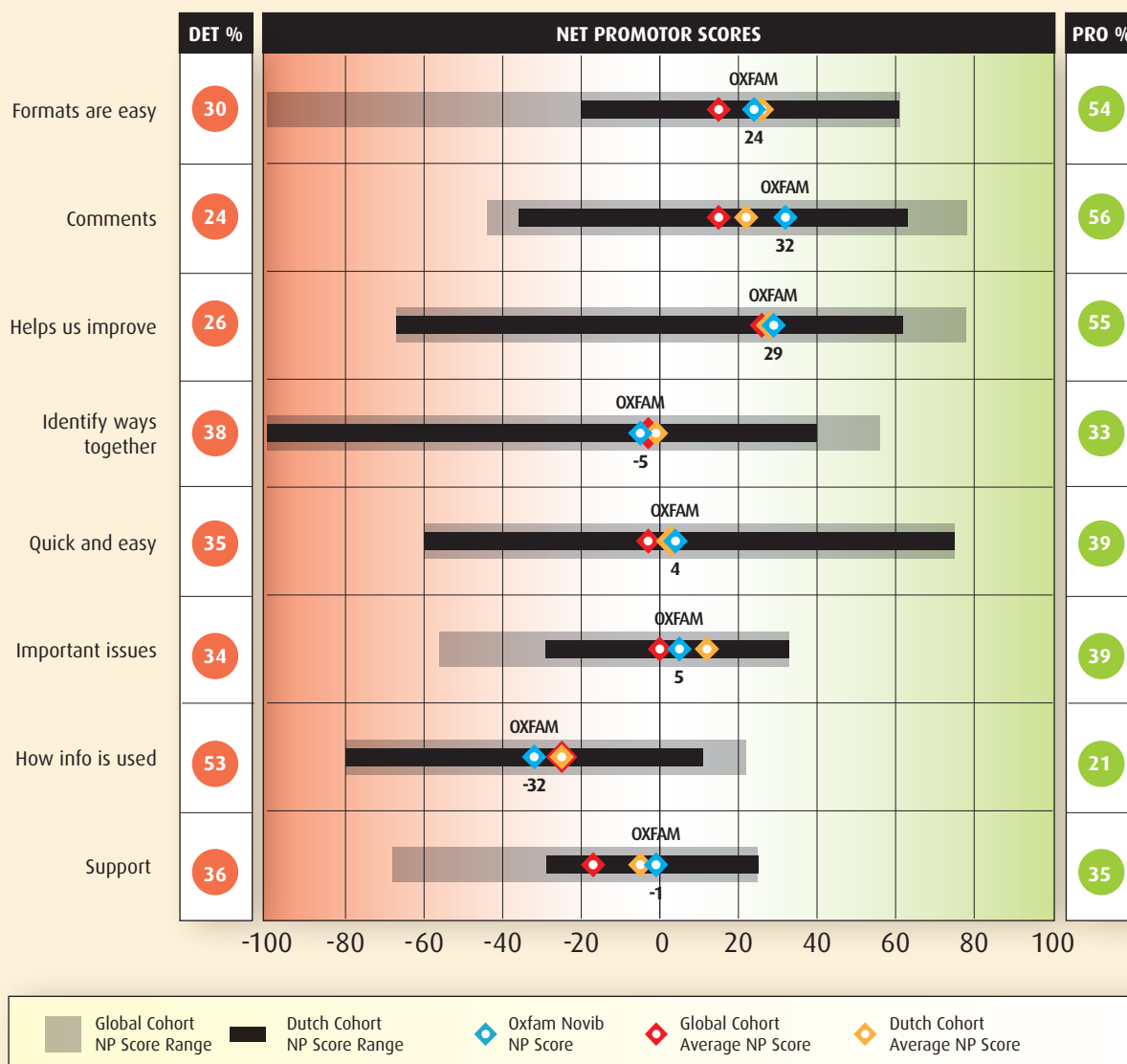
- OXFAM NOVIB conducts six out of the nine monitoring and reporting activities with an equal or higher number of its respondents than the average of the NGOs in the cohort and the Dutch Cohort.

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



- This chart shows the NP scores for respondents who said that each activity applies to them. It excludes those who said that the activity does not apply.
- OXFAM NOVIB receives above average scores (for both the cohort and Dutch Cohort) for four out of nine aspects.
- It receives its highest scores for 'submit regular reports' and 'audited financial statements'. 75% and 74% of respondents sit in the promoters' category respectively (cohort benchmarks: 66% and 62% respectively; Dutch Cohort benchmarks: 71% and 67%).
- It receives its lowest scores for 'monitoring partners' work independently' and for 'monitoring endeavour together' (detractors: 47%, 46%; cohort benchmarks: 44%, 25%; Dutch Cohort benchmarks: 47%, 33%).

**Figure 19** Monitoring and reporting process



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

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

## Administration

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- OXFAM NOVIB receives NP scores above the average of the cohort and Dutch Cohort of NGOs in four out of eight aspects of monitoring and reporting.
- 76% of OXFAM NOVIB's respondents report that OXFAM NOVIB provides them with reporting formats to use (cohort benchmark: 81%; Dutch Cohort: 87%). Respondents give an average rating of 7.7 out of 10 regarding how easy these formats are to use (cohort benchmark: 7.6; Dutch Cohort: 7.7).
- OXFAM NOVIB receives its highest NP scores and average ratings for providing useful comments (8.0 out of 10; cohort benchmark: 7.5; Dutch Cohort: 8.1) and for the monitoring and reporting process improving partners' work (8.1; cohort benchmark: 8.0; Dutch Cohort benchmark: 8.1).
- As for most NGOs, respondents give low ratings on how well they understand the use of the monitoring and reporting information they provide (6.1; cohort benchmark: 6.3; Dutch Cohort: 6.4). They also provide a low rating for how OXFAM NOVIB works with partners to identify useful ways of monitoring together (6.8; cohort benchmark: 7.0; Dutch Cohort: 7.0).
- Partners from West Europe are uncertain if the monitoring and reporting process helps their organisations (mean rating 4.8 out of 10), and do not find the formats easy to use (2.8).

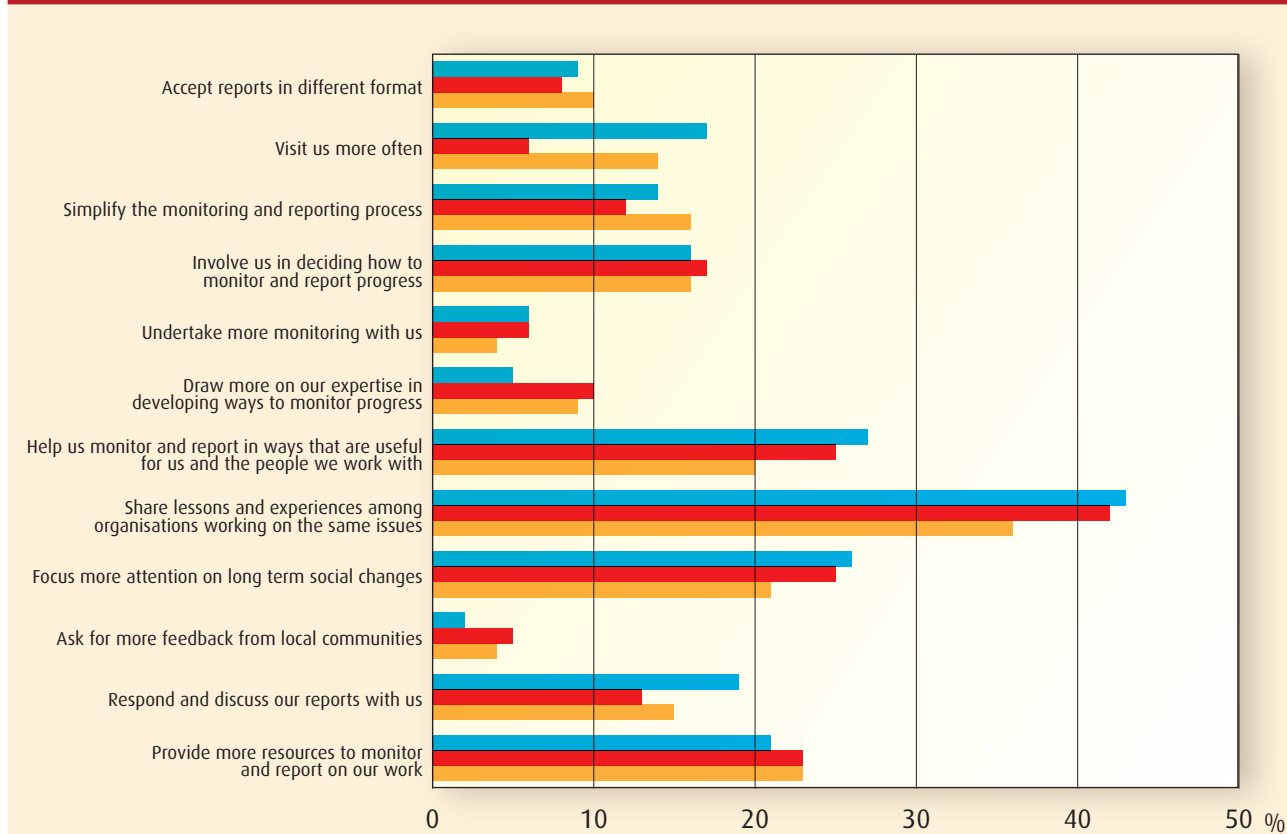
Comments received include:

"The current reporting format is so good. We are happy in using this format. "

"For monitoring and reporting we think there needs to be feedback from Oxfam Novib for the implementation of activities that we have reported substantially not just only in the process of implementation."

"Give us feedback from the reports especially things that we have done well."

**Figure 20** Improving monitoring and reporting

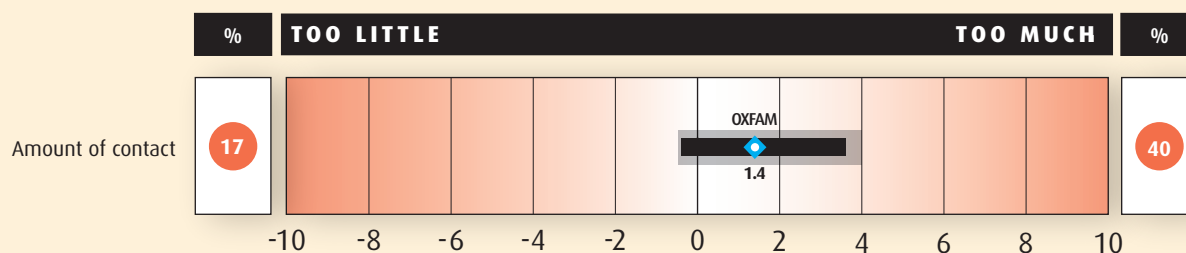


- Respondents were asked to identify two options from this list that they would most like OXFAM NOVIB to do to improve its monitoring and reporting in the future.
- In the future, OXFAM NOVIB's respondents would most like OXFAM NOVIB to improve its monitoring and reporting by sharing lessons and experiences among organisations working on the same issues, and by helping them to monitor and report in ways that are useful to them.



## Section 5: Relationship and communications

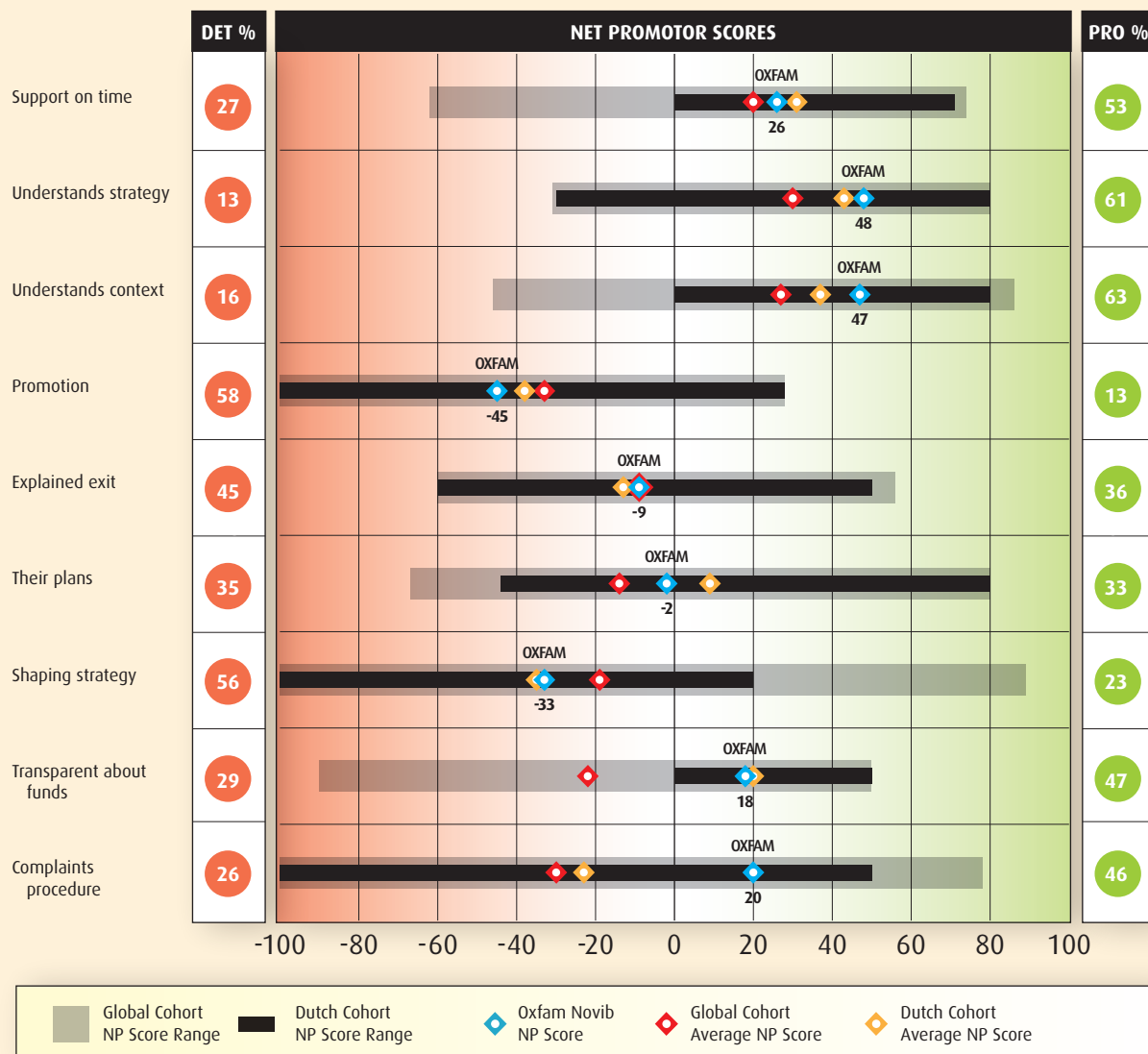
**Figure 21** Amount of contact



- The chart shows responses to the question: 'How would you rate the amount of contact you have had with OXFAM NOVIB your current or most recent agreement?'
- 43% of OXFAM NOVIB's respondents feel that the amount of contact they have with OXFAM NOVIB is about right. The average for the cohort of NGOs is 45%, and the average for the Dutch Cohort of NGOs is 48%.
- 40% of OXFAM NOVIB's respondents would like to have less contact with it (cohort benchmark: 45%; Dutch Cohort: 43%).

# Relationship and communications

**Figure 22** How Oxfam Novib works with respondents



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

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

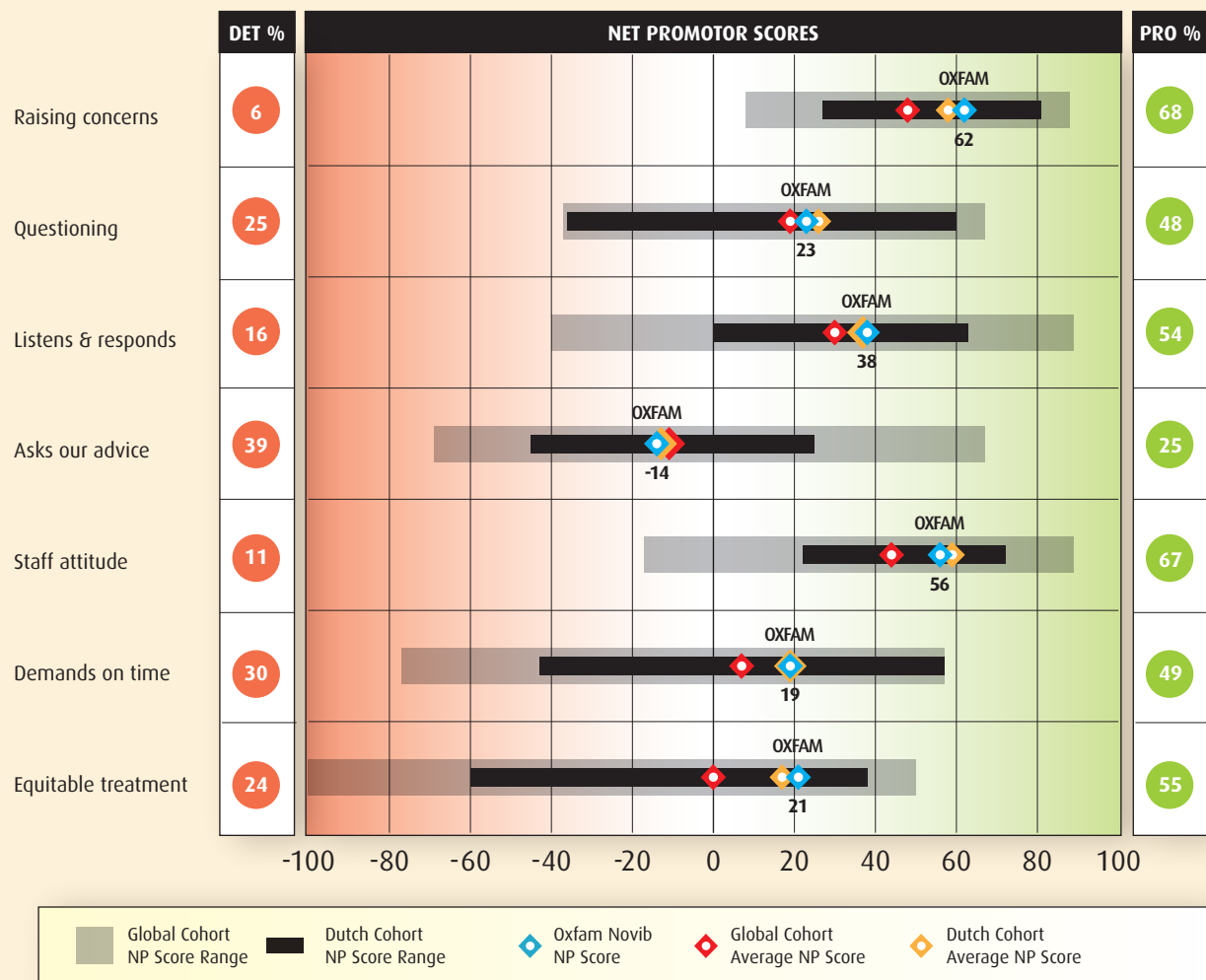
## Relationship and communications

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- In four out of the nine aspects listed above, OXFAM NOVIB receives NP scores above or equal to the average of the cohort of NGOs and the Dutch Cohort of NGOs.
- OXFAM NOVIB is rated particularly high for understanding respondents' strategies (61% promoters; cohort benchmark: 46%; Dutch Cohort: 60%) and working environment and cultural context (63% promoters; cohort benchmark: 45%; Dutch Cohort: 56).
- OXFAM NOVIB gets its lowest marks for promoting partners' organisations (58% are detractors; cohort benchmark: 56%; Dutch Cohort: 60%) and for involving partners in shaping strategy (56% detractors; cohort benchmark: 47%; Dutch Cohort: 58%).
- Partners who have had a relationship with OXFAM NOVIB for 1-2 years are less satisfied with how OXFAM NOVIB explain when they intend to stop working with them (3.6 out of 10). Partners with relationships of > 5 years give a mean rating of 7.9.

## Relationship and communications

**Figure 23** Respondents' interactions with Oxfam Novib



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

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

## Relationship and communications

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- In four of the seven aspects listed above, OXFAM NOVIB is rated above or equal to the average for the cohort of NGOs and for the Dutch Cohort.
- OXFAM NOVIB receives its highest average ratings for how comfortable respondents feel approaching OXFAM NOVIB to discuss problems (8.8; cohort benchmark: 8.6; Dutch Cohort benchmark: 8.9) and for the attitude of its staff (8.7; cohort benchmark: 8.6; Dutch Cohort benchmark: 8.9).
- OXFAM NOVIB gets its lowest rating for asking for advice and guidance from partners (mean rating of 6.6 out of 10; cohort benchmark: 6.7; Dutch Cohort: 6.6).
- Partners who have had a relationship with OXFAM NOVIB for > 5 years are particularly satisfied with the staff attitude (9.3 out of 10). Those with a relationship of < 2 years give a rating of 7.5.

Indicative comments include:

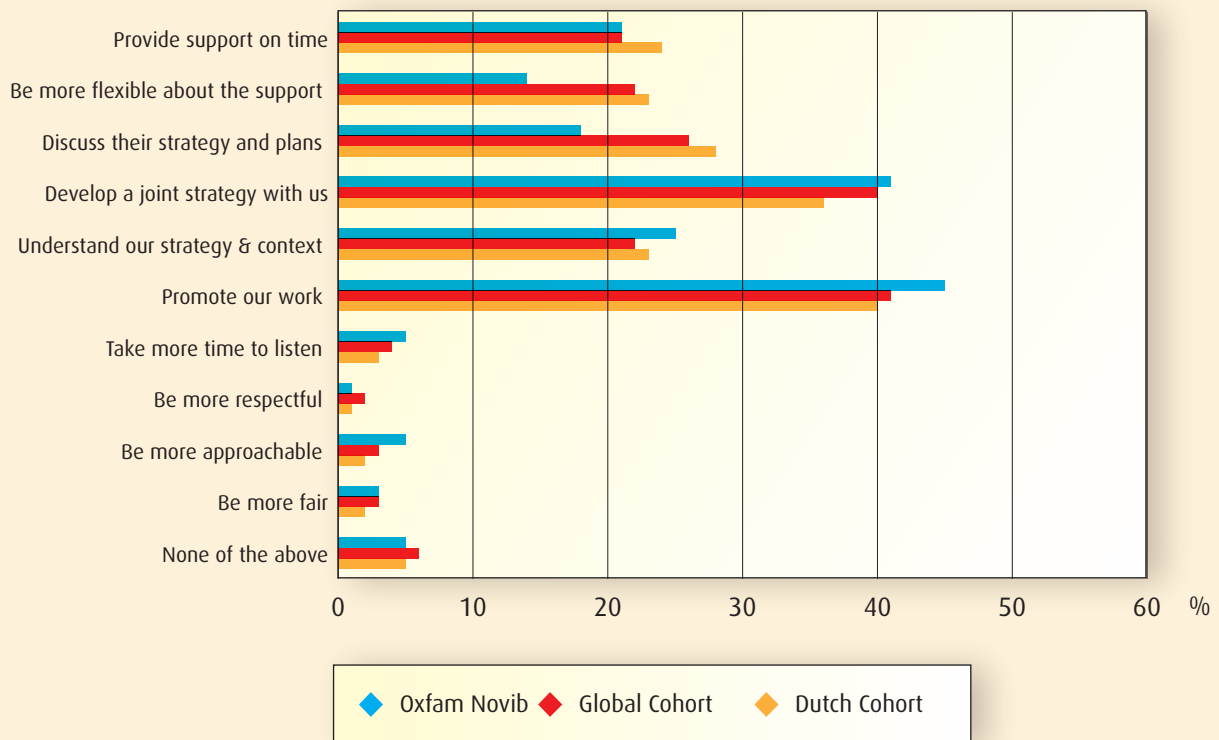
“Oxfam Novib is always keeping good relationship and communication with partners. We hope they still continue this culture.”

“There should have direct communication within the country team, so country team should be available in each country.”

“Keep all communication safely to avoid scenarios where the implementing partner is asked to forward the same information over and over again.”

## Relationship and communications

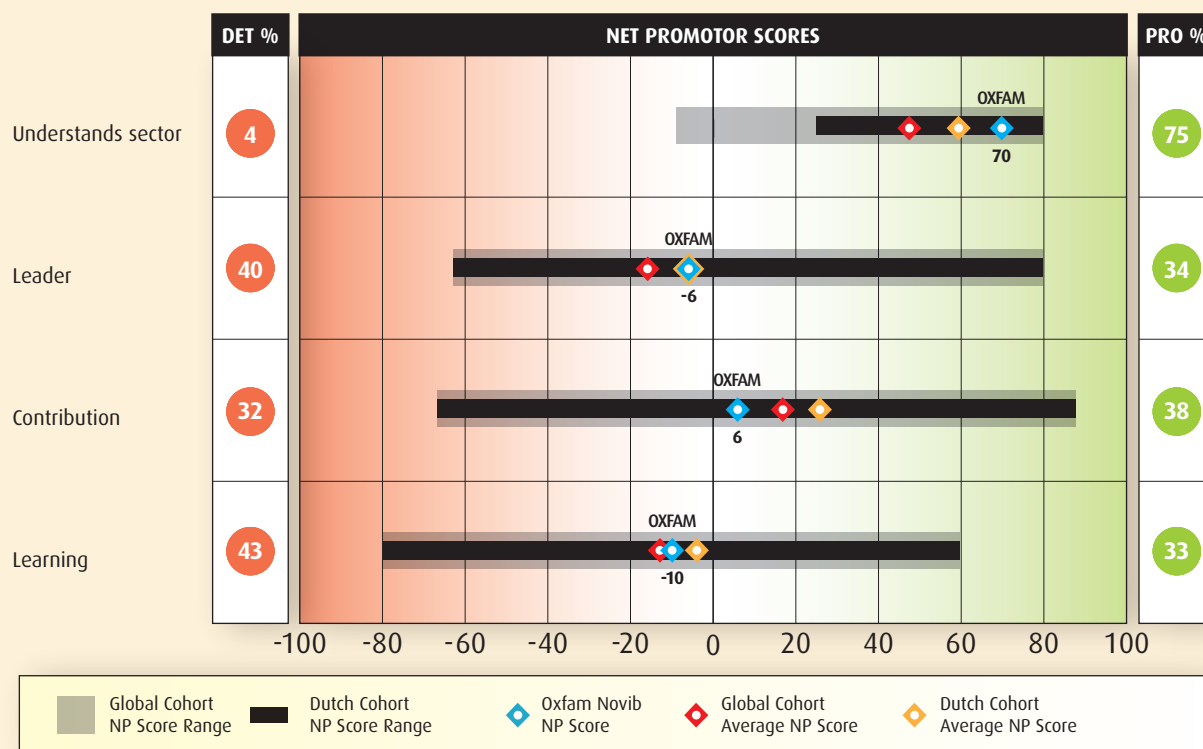
**Figure 24** Improving relationships



- Respondents were asked to select the two options they would most like OXFAM NOVIB to do to improve its relationship with them.
- In the future, most respondents would like OXFAM NOVIB to improve its relationships with them by: (a) promoting their work, (b) developing a joint strategy with them.
- These are also the most preferred options for almost all other NGOs.

## Section 6: Understanding and learning

**Figure 25** Understanding and Learning



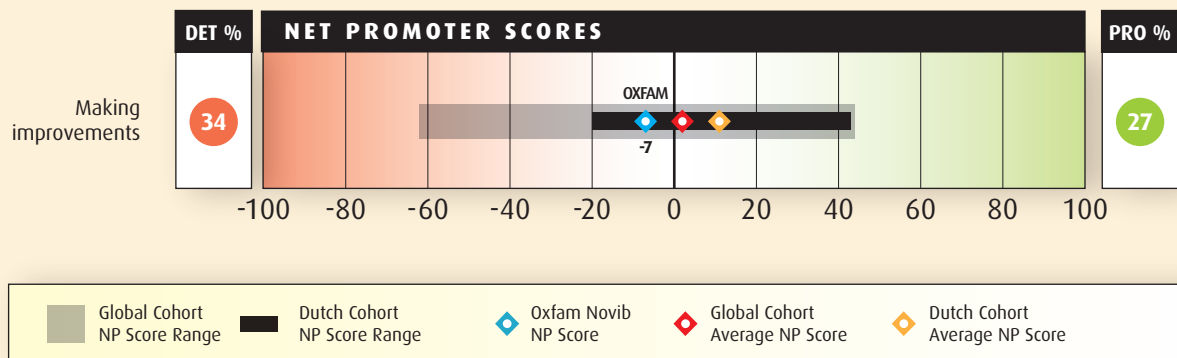
**The chart shows how much respondents agree with the statements:**

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

- In two of the four aspects listed above, OXFAM NOVIB receives NP scores above or equal to the average for both the cohort of NGOs and the Dutch Cohort of NGOs.
- OXFAM NOVIB receives particularly high ratings for understanding the sector(s) partners work in (promoters: 75%; cohort benchmark: 57%; Dutch Cohort benchmark: 69%).

## Understanding and learning

**Figure 26** Making improvements



- Respondents were asked to rate how likely they think it is that OXFAM NOVIB will make changes as a result of their answers to this survey,
- The average rating of OXFAM NOVIB's respondents was 6.9 out of 10 (cohort benchmark: 7.3; Dutch Cohort: 7.6).

Comments regarding the survey were:

"If possible, Oxfam Novib should share the areas to be improved. Perhaps, this requires partners to involve in the improvement process as well."

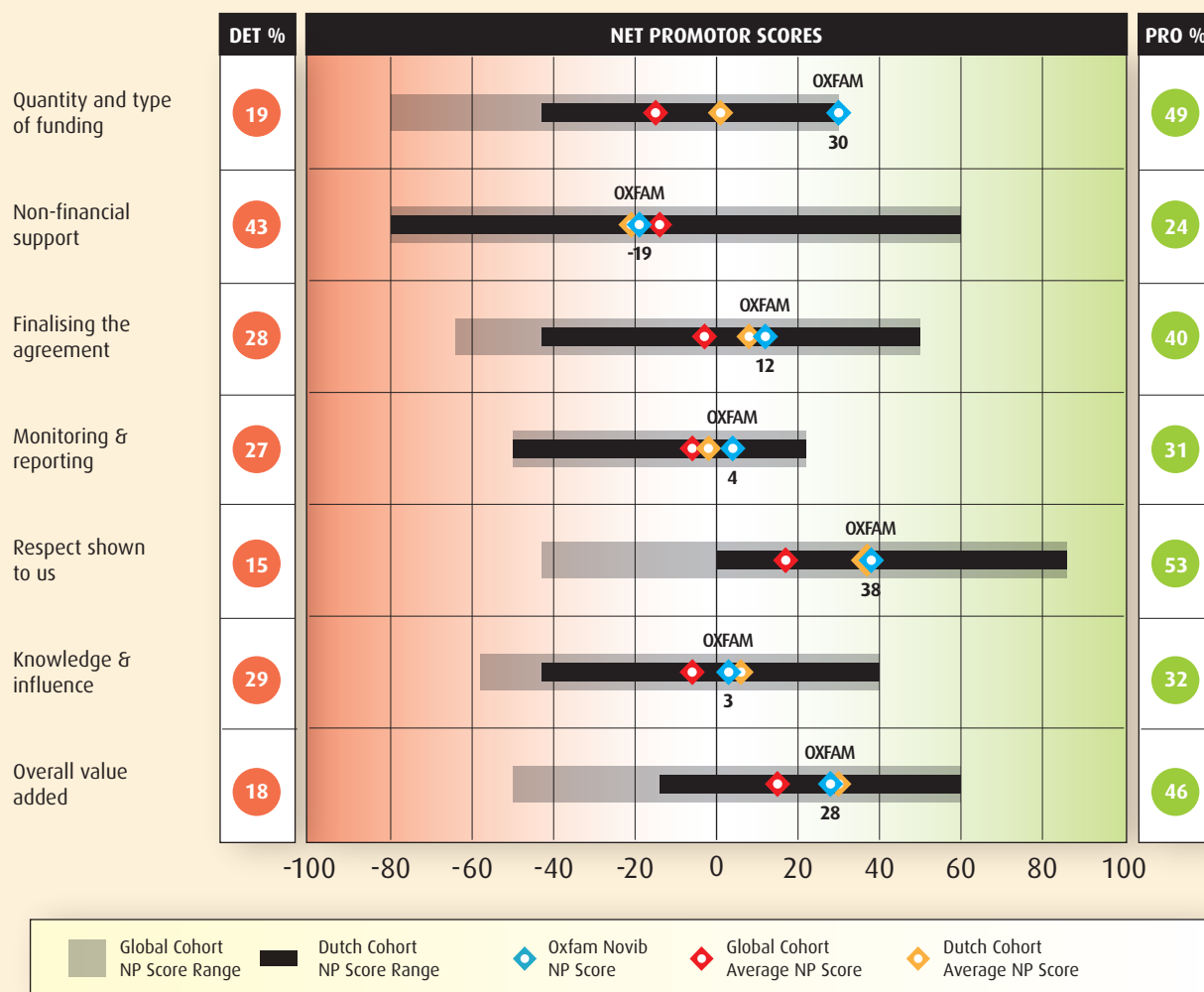
"It should be regularly annual survey in order to improve in both Oxfam Novib and partner."

"Make this survey a more frequent exercise, say annual."



## Section 7: Overall satisfaction

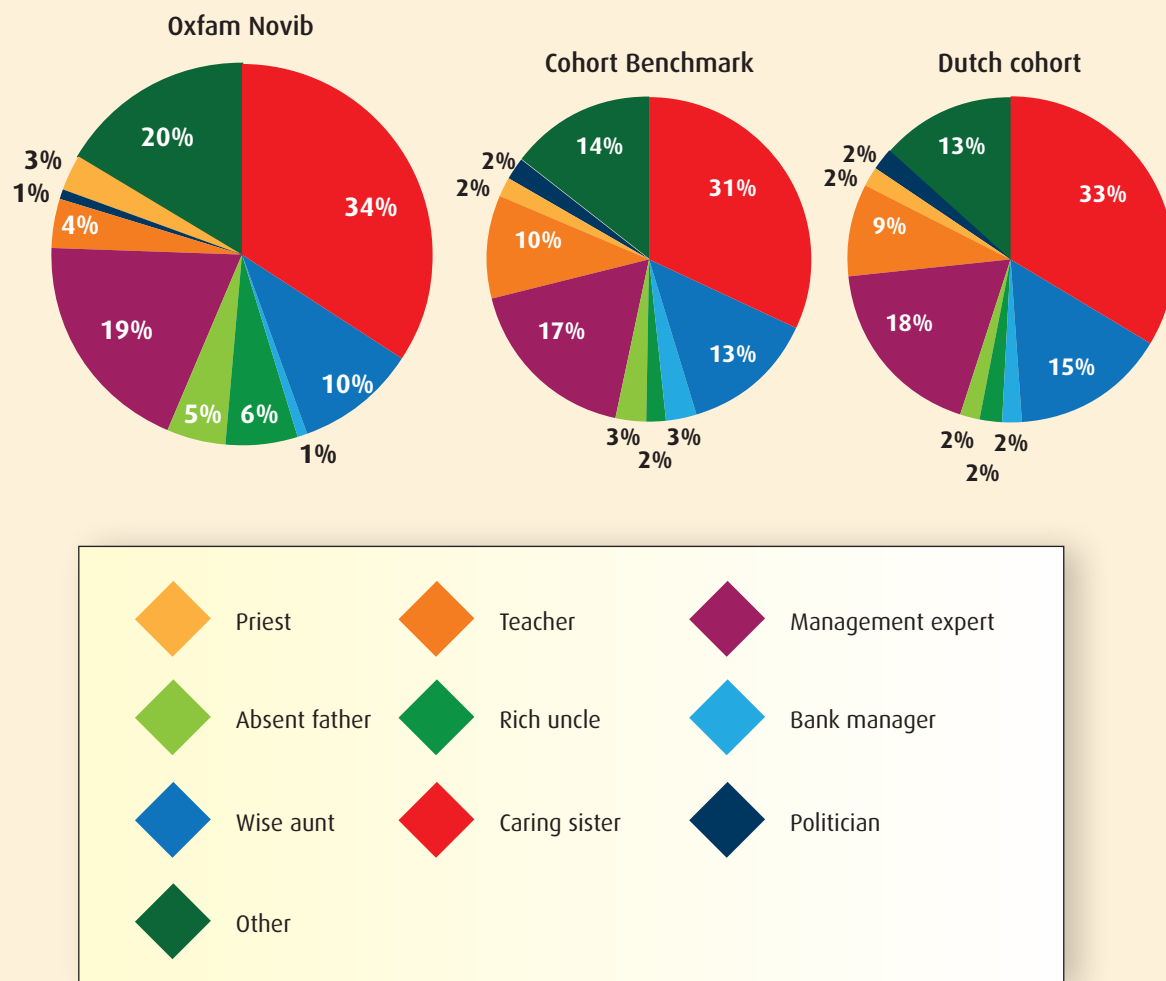
**Figure 27** Satisfaction compared to other NGOs/funders



- The chart shows how respondents compare OXFAM NOVIB to other NGOs/funders they receive support from, across each of the areas listed.
- In four out of seven aspects listed above, OXFAM NOVIB receives NP scores above the average of the cohort of NGOs and the Dutch Cohort of NGOs.
- OXFAM NOVIB receives its highest ratings for the respect it shows to partners (8.3; cohort benchmark: 7.9; Dutch Cohort: 8.3) and for the quantity and type of funding (8.2; cohort benchmark: 6.7; Dutch Cohort: 7.3).
- OXFAM NOVIB receives its lowest rating for the non-financial support it provides partners (43% are detractors; cohort benchmark: 38%; Dutch Cohort: 48%).

## Overall satisfaction

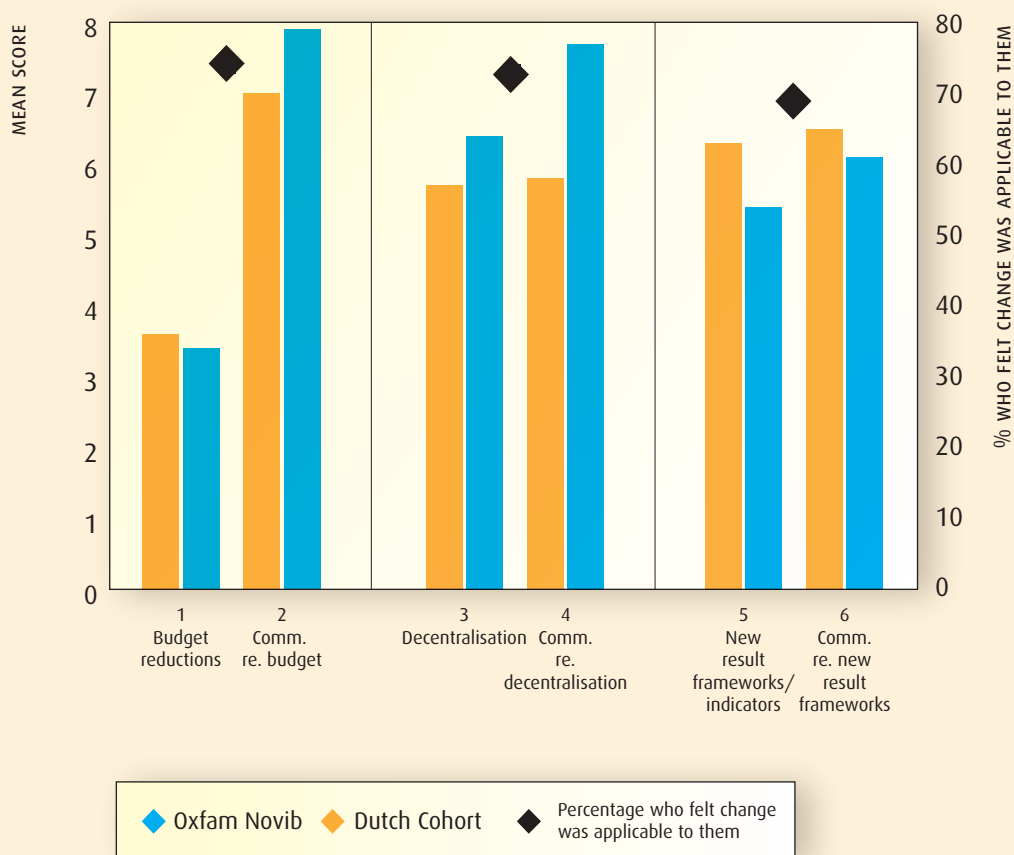
**Figure 28** Oxfam Novib can be described as ...



- The most popular description respondents assigned to OXFAM NOVIB is 'caring sister' (this is in line with both the wider cohort and the Dutch Cohort of NGOs).
- Other options provided by respondents included: 'critical listener and facilitator', 'overbearing sister' and 'partner'.
- The options 'school bully' and 'police officer' were not chosen by any of the respondents.

## Section 8: Dutch Cohort Questions

**Figure 29** Mean impact of organisational changes

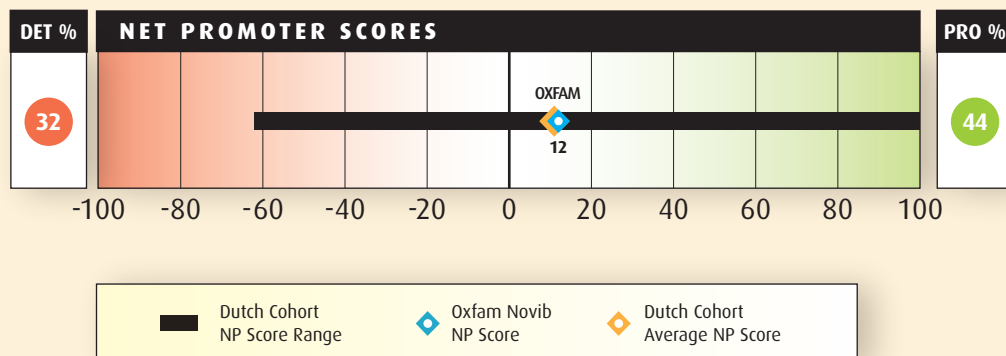


For the impact questions: 0= negative impact; 5= neutral impact; 10= positive impact. For the communication questions: 0= we had no clue, it just happened; 10= it was carefully communicated and we understood it completely.

- This chart shows the mean scores for respondents who said that each organisational change impacted them. It excludes those who said that the organisational change does not apply.
- OXFAM NOVIB receives mean scores above the Dutch cohort average in three out of the six aspects listed above.
- OXFAM NOVIB receives its highest score for communication of the budget reductions (mean rating of 7.9 out of 10; Dutch cohort benchmark: 7.0).
- OXFAM NOVIB receives its lowest impact score for the impact of 'budget reductions', with mean ratings of 3.4 out of 10 (Dutch cohort benchmarks: 3.6).
- Seven respondents claimed that OXFAM NOVIB have had various staff changes which have had a relatively negative impact (mean rating of 3.0), but which was reasonably communicated (mean rating of 7.0). In addition, five respondents felt there has been a relatively neutral impact (mean rating of 4.0) from a change in OXFAM's funding focus which was not particularly well communicated (mean rating 6.0).

## Dutch Cohort Questions

**Figure 30** Value of lobby and advocacy support



- The chart shows whether respondents receive support for lobby and advocacy efforts and whether this support is useful
- This chart shows the NP scores for respondents who said that they receive support for lobby and advocacy efforts. It excludes those who don't feel that this area applies to them (73% report receiving support).
- OXFAM NOVIB receives a mean rating of 7.5 out of 10 (Dutch cohort benchmark: 7.2).

Suggestions received on lobbying and advocacy include:

"It would be better if Oxfam support strong networking and collaboration within its partners in order to strengthen achieving shared goals."

"We would benefit from Oxfam Novib's toolkit for advocacy (+ toolbox) and increased funding for the specified activities."

"Need for more close collaboration with the local partners on advocacy matters. for instance Oxfam Novib could bring on board the diplomatic community to exert pressure on Government to accept the position of the Civil Society."

"Support to sustained advocacy and lobby for better results , training of staff in lobby and advocacy."