

KEYSTONE PERFORMANCE SURVEYS

INGO Partner Survey

**Partner Feedback Report:
OXFAM Canada**

Survey conducted from 24th May to 14th of June 2011
Comparative data from Keystone INGO Partner Survey 2010 and 2011



www.KeystoneAccountability.org

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Introduction

In August and September 2010, Keystone surveyed 2,733 southern partners of 29¹ northern INGOs. Partners were asked to rate and comment on different aspects of the northern INGOs' performance. The survey was carried out by Keystone as an independent third party on a confidential basis: the partners knew that the northern INGOs would not be able to identify who said what about them.

Between April and June 2011, Keystone surveyed 574 southern partners of VSO International and 54 southern partners of OXFAM Canada, the very first Canadian INGO that did the survey. This report presents what OXFAM Canada partners said about OXFAM compared to benchmarks from the existing data set of the 26 larger INGOs. It provides credible data on how well OXFAM Canada carries out the core functions of partnership, as seen from the bottom up.

SURVEY PROCESS

The survey process was managed by Keystone, building on its previous experience of feedback surveys and work carried out with INGOs.²

The process included the following major steps:

Define the tailored questions with OXFAM Canada	April
Translate questionnaire into Latin American Spanish, Portuguese	April
Administer questionnaire to partners	May - June
Statistical analysis	July
Report writing	July

OXFAM Canada was involved throughout design and implementation. OXFAM's staff gave substantial input into the questionnaire through the definition of the tailored questions they wanted to submit to their own partners. They offered their practical assistance in providing Keystone with partners' contact details and introduced the survey process to their southern partners and encouraged them to respond.

The questionnaire was administered initially 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 exclude a significant proportion of southern partners. Keystone emphasised to partners that their participation was voluntary and anonymous. Those that had difficulty with the PDF were provided with an MS-Word version of the form.

This report is the sole responsibility of Keystone Accountability, a charity made up of three independent, self-governing not-for-profits registered in England (English charity No. 1118999), the USA (501(c)(3) status organization) and South Africa (an Association Incorporated under Section 21 of the Companies Act, Reg No. 2008 / 017212 / 08).

1 Due to the small number of partners surveyed just 25 of the 29 INGOs have been included in the cohort benchmarks. In the case of the four remaining INGOs, Keystone could not guarantee the anonymity of individual respondents. The first cohort report illustrating the result of the 26 surveyed INGOs is available on our web page at the link: http://www.keystoneaccountability.org/sites/default/files/Keystone%20partner%20survey%20Jan2011_0.pdf

2 This initiative builds on Keystone's previous work with Bond, including the 2006 report on quality standards: "Putting Beneficiaries First", and the INGO Partner Survey carried out in association with Bond, NIDOS and InterAction, and NGO umbrella organisations in the UK, Scotland and USA, throughout 2010.

Introduction

COHORT

The 26 INGOs whose results are used as benchmarks in this report are:

European NGOs	US NGOs
CARE UK	CARE USA
Christian Aid	Catholic Relief Services
Concern	Church World Service
Helvetas	International Rescue Committee
International Service	Lutheran World Relief
Minority Rights Group	Mennonite Central Committee
Methodist Relief and Development Fund	Mercy Corps US
Peace Direct	Save the Children US
Practical Action	UMCOR US
Progressio UK	
Save the Children UK	
Schorer	
Self Help Africa	
Skillshare International	
Tearfund	
Trocaire	
VSO International	

BENCHMARKS AND INDICES

Throughout the report, OXFAM Canada results are compared to the 26³ northern INGOs identified above.

The northern INGOs operate in different ways and places, providing a variety of support including funding, training, moral support, joint advocacy and volunteers. While the INGOs have different goals and structures, they all share a common operating model: they aim to tackle poverty and suffering in developing countries by working in partnership with southern organisations. This commonality provides the basis for useful comparison through benchmarks.

Benchmarks show the range of performance achieved by the 27 INGOs (the existing data set plus OXFAM Canada). They help readers interpret data and identify what performance levels are possible. The data needs to be interpreted with care, in the light of OXFAM Canada's specific context, goals and activities. It is unlikely that any INGO would aim to be 'best in class' across all performance areas.

The benchmarks are calculated as the averages of the 27 INGOs' results, not the averages of all survey respondents. This reduces the chance that data is skewed by the different numbers of responses received by each INGO. It ensures that data is like-for-like, comparing one INGO's results to others across the cohort. No benchmarks are available for OXFAM Canada's unique questions.

The performance summary consists of seven indices. Each index was calculated by combining the results from 4 – 10 specific questions in the survey. The indices mostly correspond to the questions in each section of the report. Where questions from one section are more relevant to another index they have been moved to increase accuracy.

³ The comparator group is composed of the 25 larger INGOs of the 2010 survey and VSO International, whose partners were surveyed in 2011.

Introduction

RESPONDENTS

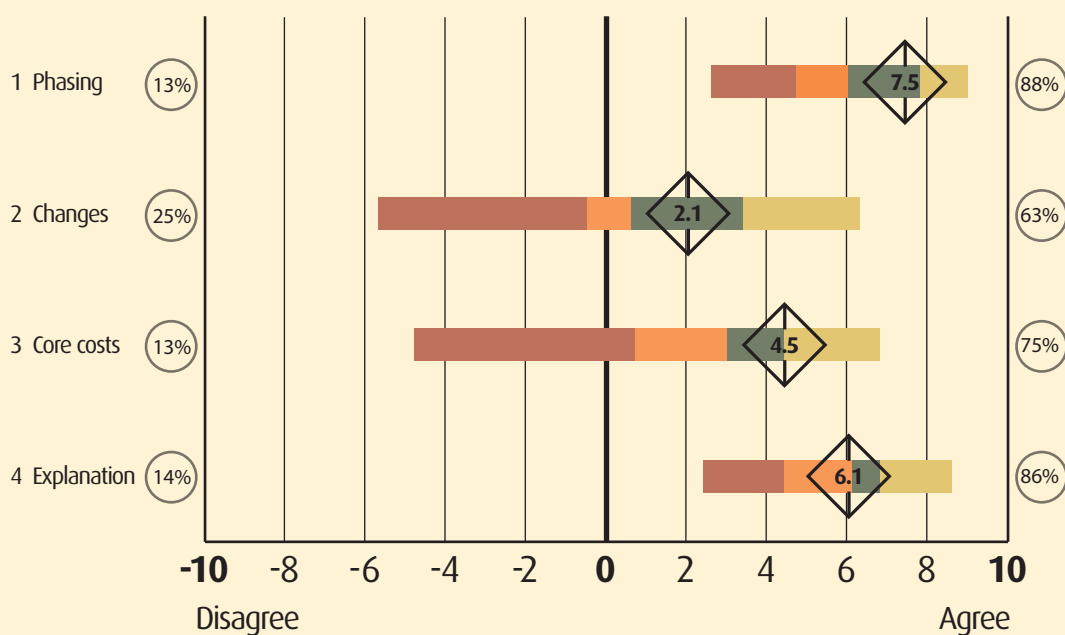
	Prior INGOs Partner Surveys	OXFAM Canada	Total
No. of partners invited to respond	3,307	54	3,361
No. of responses received	1,207	29	1,236
Response rate	37%	54%	37%

The resulting 54% is among the ten highest percentages registered in the cohort and the second highest among the organizations that surveyed between 50 and 100 southern partners. This report does not disaggregate data by region or language, as this would compromise the anonymity of respondents where the numbers involved are low. The following people were involved in completing the questionnaire:

	OXFAM Canada (%)	Benchmark (%)
Head of the organisation	72	71
Other senior leadership	62	67
Manager	3	39
Operational staff / field staff	52	48
Others	14	11

The figures sum to more than 100% as several members of staff were often involved in completing many of the questionnaires. 71% of OXFAM Canada's respondents declared themselves as female and 21% male (benchmarks: 35% and 58%). The others preferred not to say. 86% of OXFAM Canada's respondents rated the survey process as useful or very useful (benchmark: 84%).

SAMPLE CHART FOR ILLUSTRATION: QUALITY OF FINANCIAL SUPPORT



STATEMENTS

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

READING THE CHARTS

The chart above shows how a specific INGO is rated across four areas: phasing, changes, core costs and explanation. The chart has three elements:

- 1 The average of the specific INGO's responses is shown in a diamond. This is the specific INGO's rating. In this case, the specific INGO's respondents give the INGO a rating of 7.5 on a scale of -10 to +10 for how much they agree that the INGO provides grants in appropriate phases.
- 2 The percentages in circles on either side of the chart show the total percentage of the specific INGO's respondents that rated the INGO above zero on the right (i.e. agreed with the statement) and below zero on the left (i.e. disagreed with the statement). The charts reporting percentages on either sides, are built based on questions that provide three options (Strongly disagree, Neither agree nor disagree, Strongly agree), and show just the first and the last options so percentages rarely add up to 100% for not considering respondents that neither agree nor disagree. The chart does not show benchmarks for these figures. Where relevant, benchmarks are added in the text below the chart.
- 3 The bar that the diamond sits on shows the range of responses received by all 27 INGOs in the data set. In this case, the responses range from 2.6 to 9.0 for 'phasing'.

Introduction

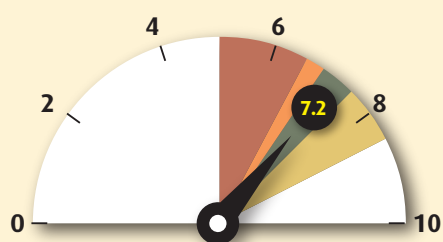
- The bar is split into four sections. Each one corresponds to a quarter of the cohort. This means that the specific INGO can see if their score is in the top quarter, the second quarter, the third quarter or the bottom quarter of the whole cohort.
 - In this case, the rating of 7.5 is at the top end of the second quarter of the whole cohort. The INGO is rated quite high compared to its peers.
 - The length of the quarters shows how closely different INGOs' ratings are grouped together.
- 4 The white diamonds concern the unique options, chosen by OXFAM Canada, that are not comparable to the the rest of the cohort.

Underneath each chart, bullet points pick out some of the main features of the data. The bullet points do not describe all of the specific INGO's ratings, in order to keep the report to a manageable length. We encourage readers to pick out the numbers from the charts and consider what they mean compared to the cohort. Sometimes additional points are made in the bullet points, which do not flow directly from the chart.

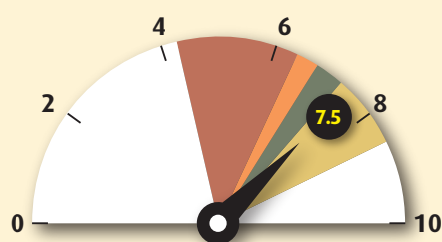
The report shows data on scales of 0 to 10 and -10 to +10. They have been converted from scales of 1 to 7 used throughout the questionnaire to make it easier to present and understand the findings.

Performance summary

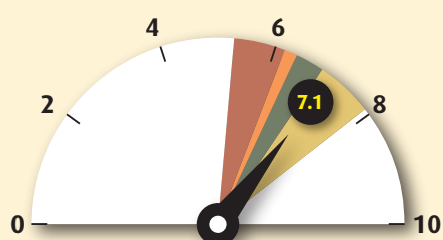
PERFORMANCE SUMMARY: OXFAM CANADA



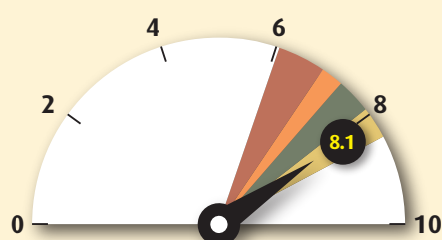
Financial support



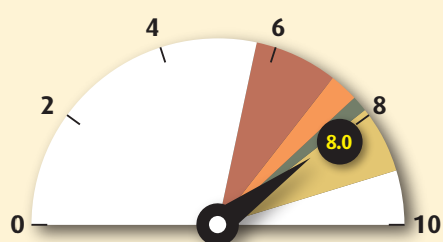
Capacity building support



Other non-financial support



Administration



Relationships



Understanding & learning

Bottom quarter of cohort

Third quarter

Second quarter

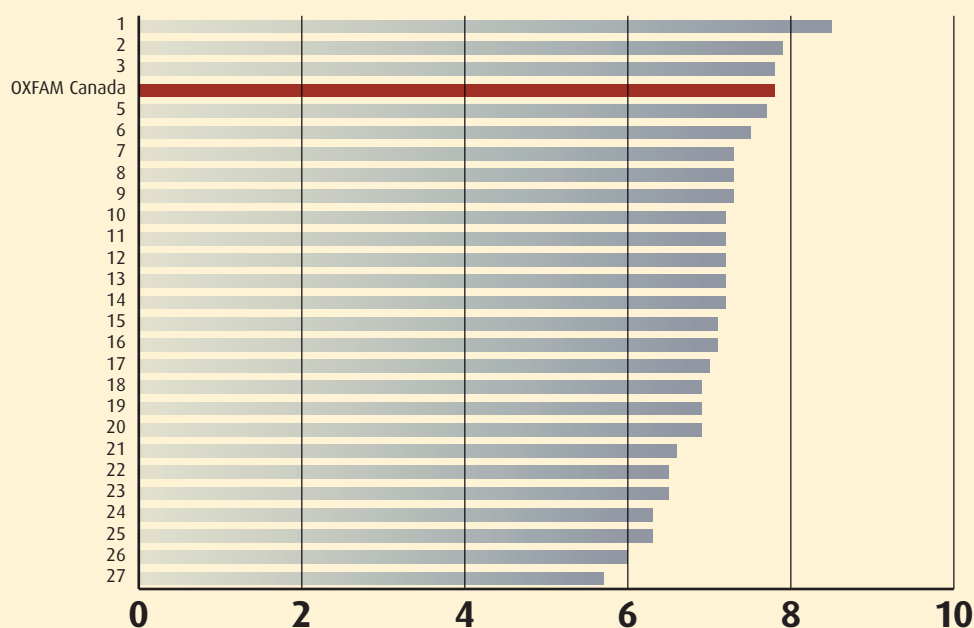
Top quarter of cohort

PRIORITIES FOR THE FUTURE: OXFAM CANADA RESPONDENTS

Capacity building support	Monitoring and reporting	Relationships
1. Transforming organisational culture in gender and diversity.	1. Share lessons and experiences among organisations working on the same issues.	1. Discuss with respondents' its strategy and plans.
2. Providing Long-term planning and financial viability.	2. Focus more attention on long-term changes.	2. Promote respondents' work.
3. Providing support to management and leadership.		

Performance summary

OVERALL SATISFACTION: ALL 27 INGOs



- OXFAM Canada receives one of the highest ratings for the support it provides to respondents, compared to the ratings received by other northern INGOs. In terms of overall satisfaction, OXFAM Canada is placed 4th out of 27 in the cohort.
- OXFAM Canada understands respondents' strategies and shares and respects their values more than most other INGOs in the cohort.
- Respondents report that they feel comfortable raising problems with OXFAM Canada and that OXFAM's staff listens and responds.
- Respondents say that they feel helped in the monitoring and reporting process and that it is quick and easy for them to collect information and write reports for OXFAM Canada. They also say that they would like to share lessons and experiences among organisations working on the same issues.
- Respondents consider that OXFAM Canada has a deep understanding of their strategies and their values.
- They would like OXFAM Canada to discuss its strategies with them and to be promoted as organisations.
- They would like a better understanding of when and how OXFAM expects to stop working with them.
- They would like to comprehend better the functioning of OXFAM Canada's complaints procedure.
- OXFAM Canada is seen as a leader in the sectors respondents work in.
- According to respondents OXFAM Canada has a deep understanding of the sector (s) respondents work in and has made a major contribution in this/these same sector (s). In particular, the respondents consistently indicate their appreciation of OXFAM Canada's work on gender and gender related issues. Both in the OXFAM partner responses and as compared to the way all respondents answered this question for the larger cohort, it is very clear that this is an area where OXFAM Canada is a global leader.

Performance summary

- Looking ahead, and thinking about the five aspects investigated by the survey (financial support, capacity building support, finalising the agreement, relationship and communications and monitoring and reporting) respondents ask OXFAM Canada to:
 - Be more flexible on budget lines and base funds more on programs than on projects to reach larger groups;
 - Improve partners' strategies and practical methodologies to define and implement programs;
 - Be more deliberate and formal in the process of finalizing agreements;
 - Share with partners annual reports about OXFAM Canada's activities and support carried out in other countries;
 - Build a monitoring plan into respondents' project.

As for the specific priority areas of improvement identified by OXFAM Canada for the 'support provided on gender equality and women's rights respondents' ask to:

- Increase funding for gender equality projects/programs;
- Increase funding for core operating costs;
- Offer more organizational capacity building support;
- Increase support to programs related to climate change, livelihoods and food security for women;
- Support respondents to diversify their sources of funding.

Next steps

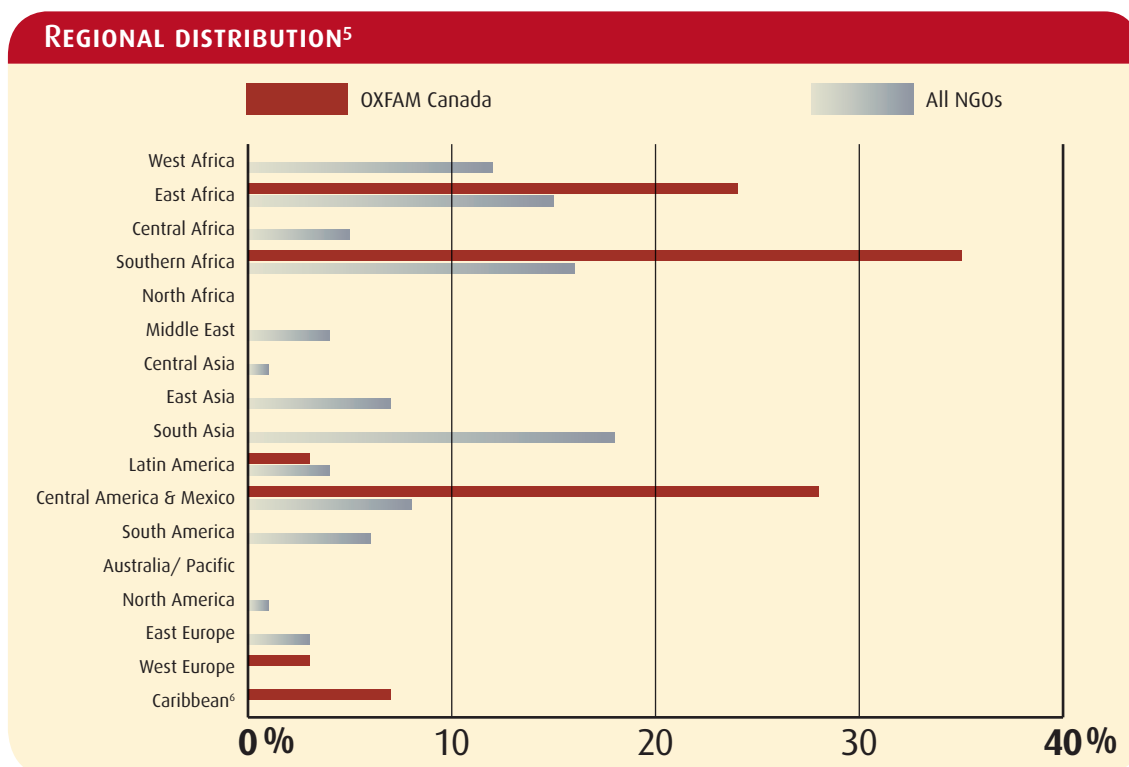
Based on our understanding of your feedback and our experiences in following up with other INGOs that have taken the INGO partner survey, we recommend the following next steps:

- a** Discuss the report at board level.
- b** Discuss the results – including the response rate – with your own staff and southern partners to verify and deepen the analysis and demonstrate that feedback is taken seriously.
- c** Identify opportunities, constraints and specific actions for making improvements, in dialogue with partners.
- d** Identify ways of ensuring that your partnership processes are carried out consistently to a high standard and that the quality of key processes is checked.
- e** Strengthen a culture of continual improvement, mutual respect and open dialogue with southern partners.
- f** Discuss whether southern partners could collect similar benchmarked feedback from their constituents and use it to manage performance. Individuals may be able to develop internal benchmarks of feedback data. If your partners were to use an identical survey, external benchmarking would be possible as well. Such external benchmarking could be a concrete and effective tool to enable learning and exchange among and between partners in line with their expressed interest for more support to strengthen them as independent organizations. Collaborate with other northern INGOs that are tackling similar issues, including those in this cohort, to share best practice and drive up standards in the sector.
- g** Repeat the survey in 18 to 24 months to monitor progress.
- h** Consider publishing this and similar feedback reports in the future. You can review the published reports of other INGOs on the Keystone website at <http://www.keystoneaccountability.org/services/surveys/ngos>.
- i** After you have reported back to all your partners on the results from the survey, to understand why the 53% of OXFAM partners responded to the survey and why the 47% did not, consider running a very short survey via any HTML survey provider (e.g., Zoomerang or Survey Monkey) to the partners who chose not to answer. To provide a condition of confidentiality for the responses to this survey, Keystone would be prepared to undertake the survey as part of the original agreement. The questions could be:
 - a** Were you aware of the survey? (yes, no).
 - b** If you were aware, did you try to respond but were stopped by technical problems? (yes, no).
 - c** If you were aware and did not have a technical problem, why did you not respond? (open question).
 - d** Given what you have learned about the survey and OXFAM's response to it, would you be more willing to complete a future similar survey? (yes, no, don't know).

Step (i) could develop a new norm in INGO reporting, similar to the new norm among US foundations of publishing grantee feedback reports.⁴ It could strengthen the links between performance, reporting and funding decisions, creating powerful incentives for improvement. For instance, a target could be set to publish all new partner feedback reports from January 2013 onwards.

⁴ For example, see the Surdna Foundation's approach: <http://www.surdna.org/publications-resources/102.html>.

Section 1: Partnership profile



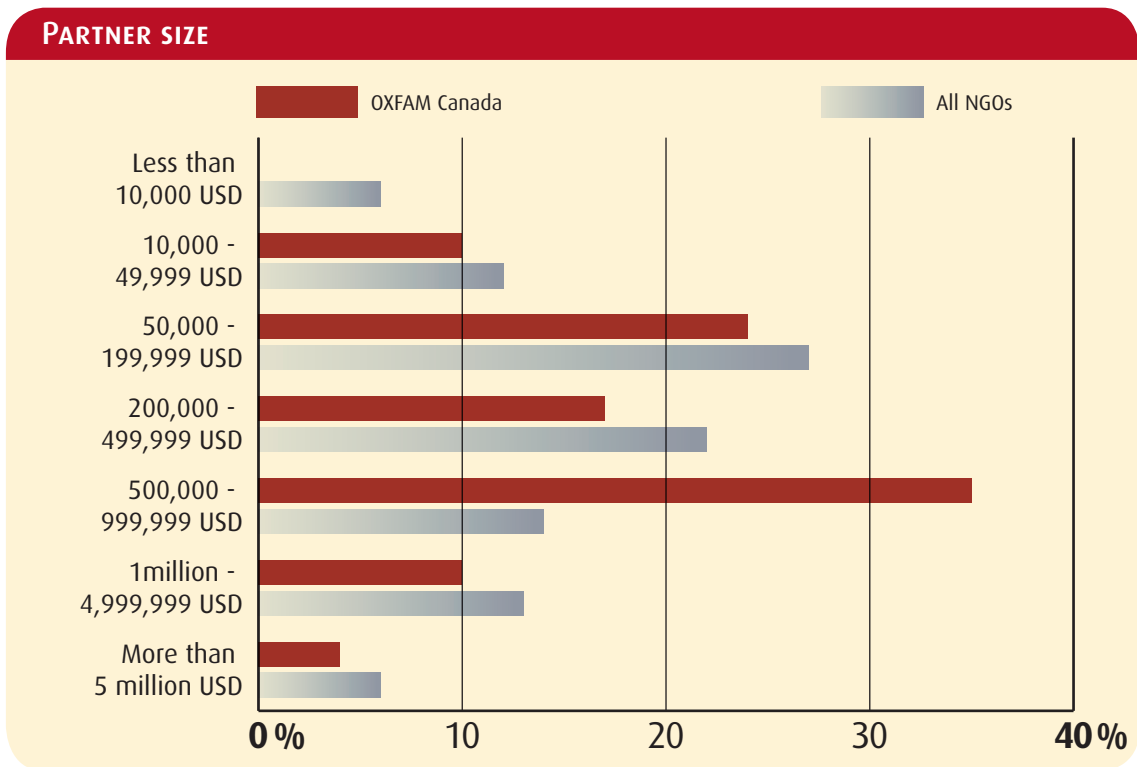
- OXFAM Canada’s respondents are located around the world, with concentrations in Southern Africa, Central America, East Africa and Caribbean.
- OXFAM Canada has a significantly higher proportion of respondents in Southern Africa and Central America than other INGOs in the cohort.
- 72% of OXFAM Canada’s respondents describe themselves as ‘non-governmental organisations’ (benchmark: 74%). 10% describe themselves as ‘Networks’ (benchmark: 0%).
- OXFAM Canada’s respondents describe themselves as predominantly working by: ‘promoting gender equity and women’s rights⁷’ and ‘supporting collective action by our members’. The two most commonly selected options for the whole cohort are ‘providing services directly to poor people and communities’ and ‘supporting collective action by our members’.

⁵ The Regional distribution has been corrected, when partners clearly ticked the wrong area, according to their real area of origin.

⁶ This geographical option is specific to OXFAM Canada and thus not comparable to the cohort.

⁷ This option is specific to OXFAM Canada and thus not comparable to the cohort.

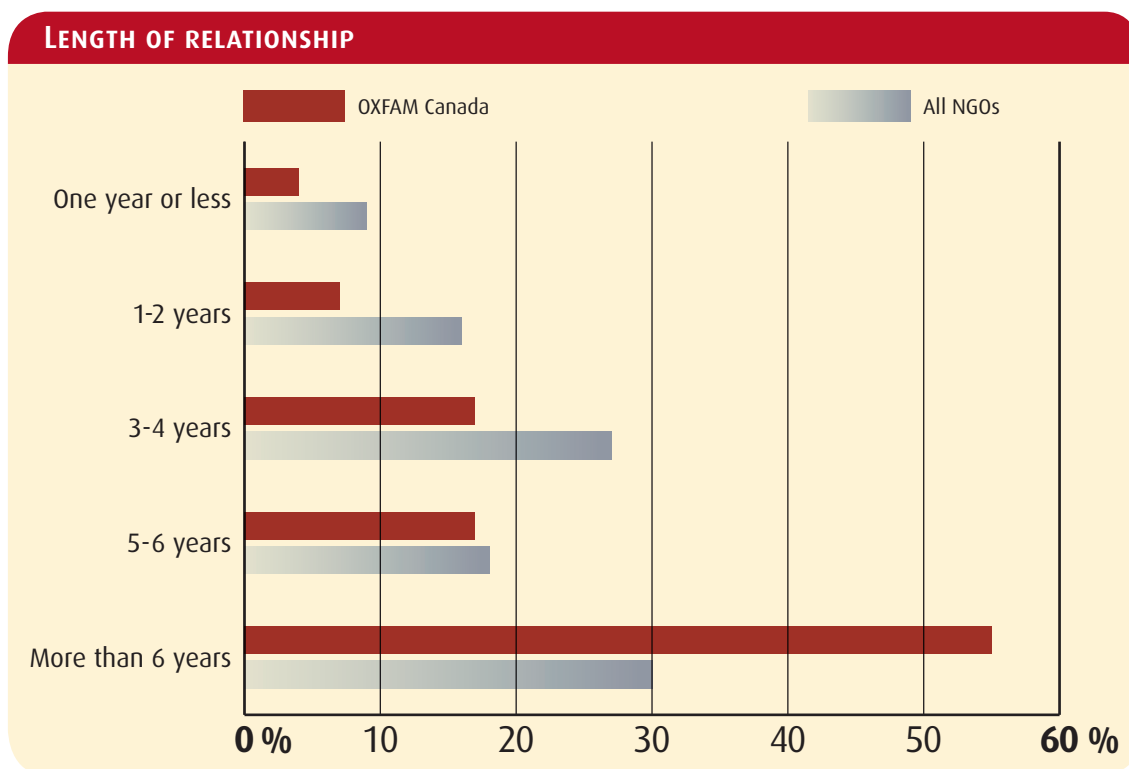
Section 1: Partnership profile



- The median annual budget of OXFAM Canada’s respondents is US\$ 350,000 (benchmark: US\$ 565,000). 10% of respondents have an annual budget higher than this figure and 49% lower than it.
- On average, OXFAM Canada’s respondents received funds and other support from 6.5 (mean number)⁸ different organisations (benchmark: 5.3).

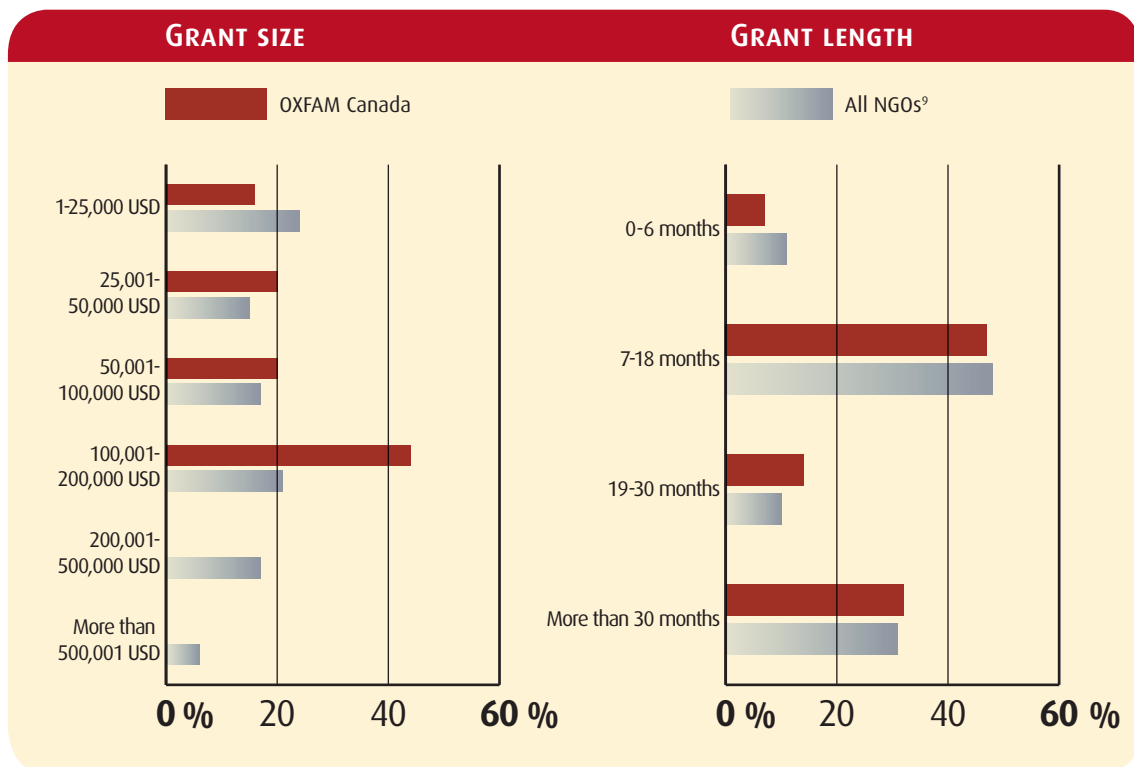
⁸ 54% of respondents declare to receive funds from 3 to 6 organisations and 32% from 9 or more organisations.

Section 1: Partnership profile



- Respondents report that, on average, they have received support from OXFAM Canada for more or equal time than most INGOs in the cohort. The average length of the relationship is 70 months (benchmark: 54 months).
- 4% of respondents have received support from OXFAM Canada for 12 months or less (benchmark: 9%) and 55% for more than 72 months (benchmark: 30%).
- The most important reasons why respondents choose to work with OXFAM Canada are: 'achieving shared goals' and 'strengthening their skills and organisational capacity'. These are the same two reasons chosen as most important across the cohort.

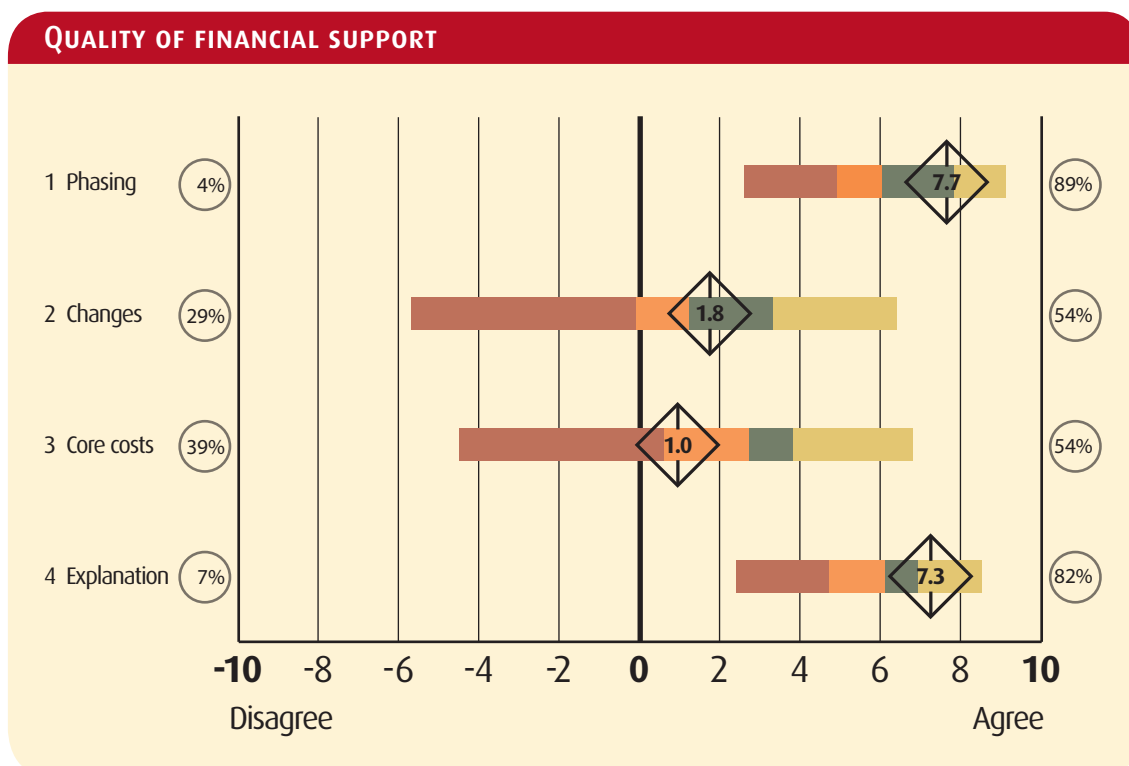
Section 2: Financial support



- 97% of OXFAM Canada’s respondents said that they are currently or have recently received funds from OXFAM Canada (benchmark: 86%).
- 47% of OXFAM Canada’s grants are around 12 months long, plus or minus a few months (benchmark: 48%). 32% are for more than 30 months long (benchmark: 31%).
- The average length of grant received from OXFAM Canada is 21 months (benchmark: 23 months).

⁹ The benchmark has been calculated on the results of 26 INGOs instead of the 27 INGOs.

Section 2: Financial support



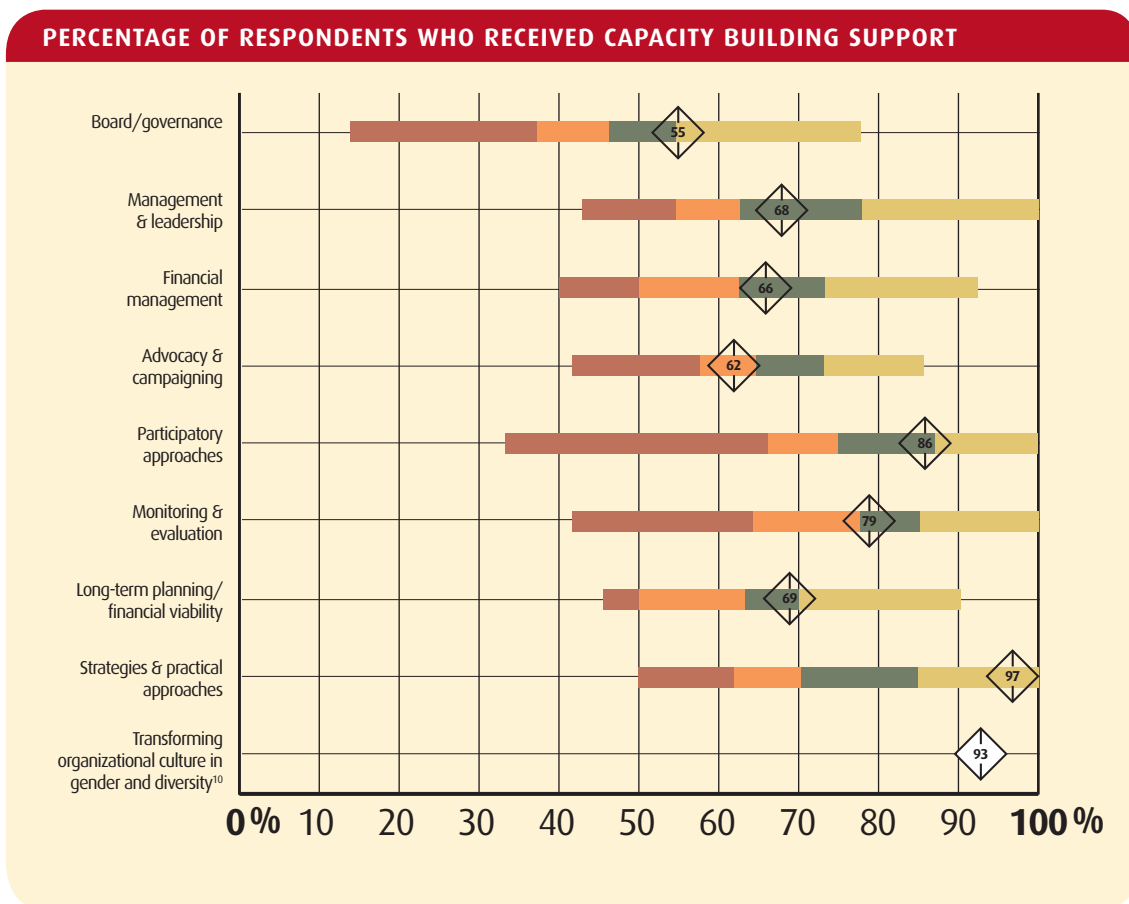
The chart shows how much respondents agree with the statements:

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

- OXFAM Canada is rated in the middle and upper quarters of the cohort in most aspects of financial support provided listed above.
- OXFAM Canada is rated in the highest quarter of the cohort of INGOs for explaining the conditions imposed by the original donors who provide the funds.
- OXFAM Canada is rated in the second highest quarter of the cohort of INGOs for making payments in appropriate phases in relation to respondents' cash flow requirements and allowing respondents to make needed changes in how they spend funds.
- OXFAM Canada receives its lowest rating for contributing to respondents' general core costs. 54% of respondents agree with this statement and 39 % respondents disagree with the statement. The whole cohort is also rated low in this area.
- High scores across the board suggest that OXFAM Canada has the kind of strong and open relationships that would support a negotiation by which increased core funding could be linked to improvements in managing to and reporting of outcomes.
- Comments included:

'OXFAM Canada needs to resource mobilize in order to meaningfully support partner initiatives grants are small given the nature of work'.

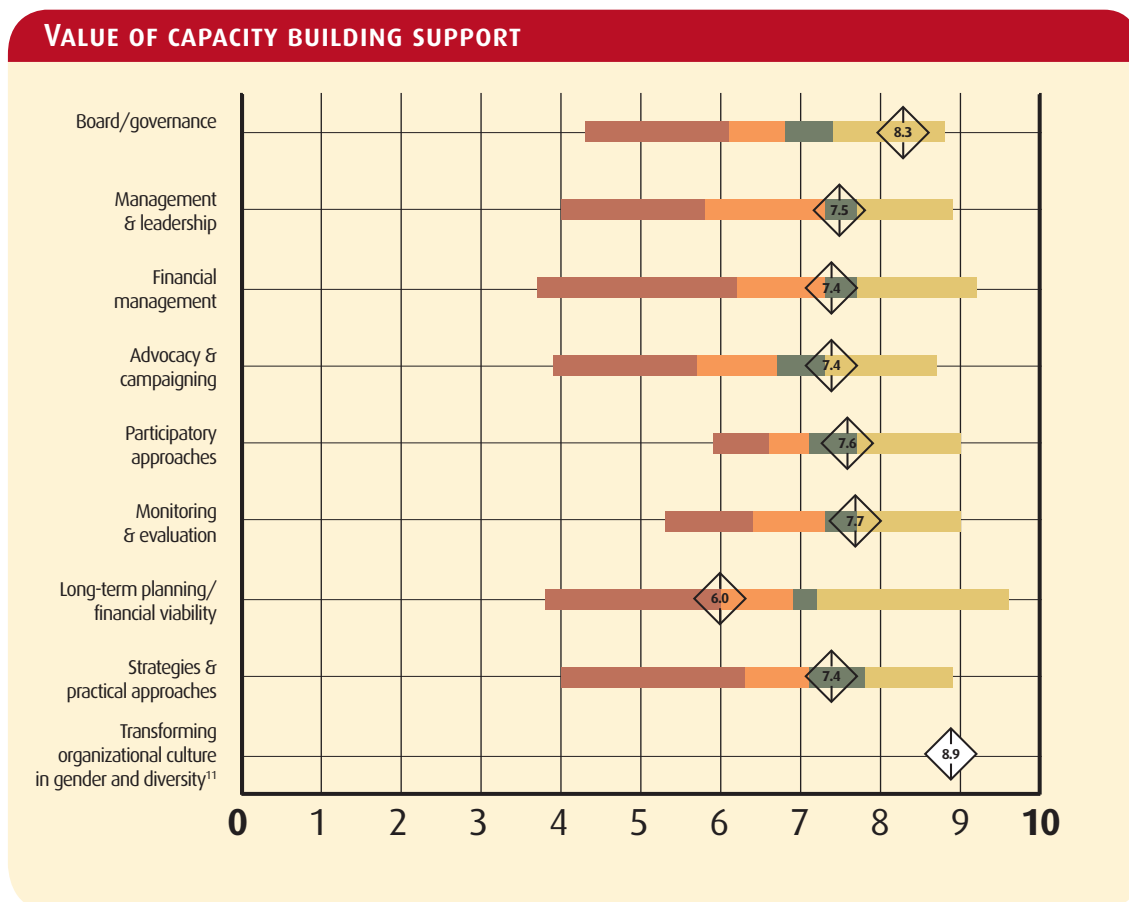
Section 3: Capacity building support



- This chart shows the percentage of OXFAM Canada’s respondents who said they received capacity building support in each area.
- In general, OXFAM Canada provides most of its capacity building support developing respondents’ abilities of ‘Strategies and Practical Approaches’ and in ‘Participatory Approaches’.
- OXFAM Canada provides equal or more capacity building support than most other northern INGOs in all the other areas listed above.

¹⁰ This option is specific to OXFAM Canada and thus not comparable to the cohort.

Section 3: Capacity building support



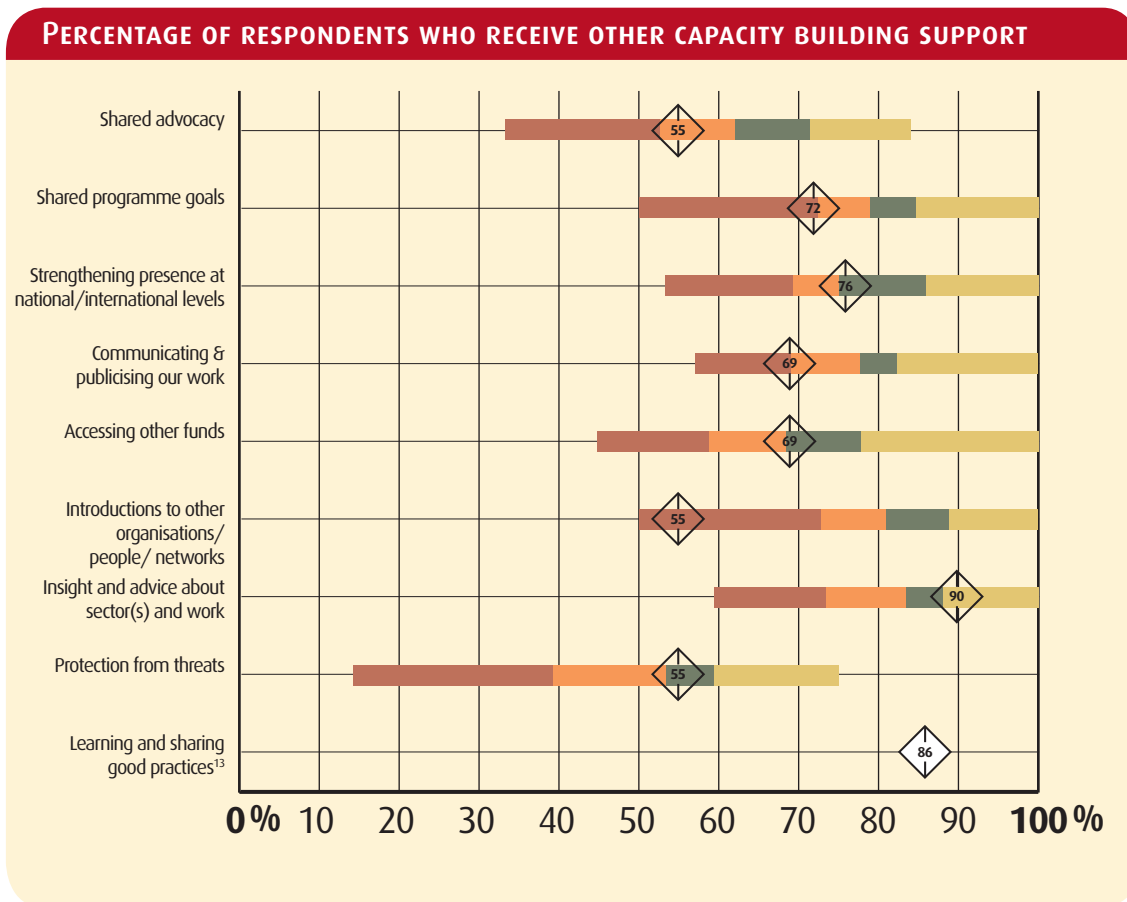
- This chart shows how useful the respondents who received capacity building support found it. The average of OXFAM Canada's respondents' assessments is shown.
- OXFAM Canada is rated in the highest quarter for two of the eight areas in which it provides capacity building, in the second highest quarter for five areas and in the second lowest quarter for one area.
- OXFAM Canada receives its maximum score for supporting respondents' 'organizational culture in support of gender and diversity', which is one of the options the organisation included as specific, thus not comparable with the cohort.
- OXFAM Canada receives high scores, placed between the second highest and the highest quarter of the cohort, for the support provided to the 'board and governance' capacities and the 'Monitoring & Evaluation' capacities.
- OXFAM Canada receives medium scores placed between the upper 50% and highest quarter of the cohort for supporting respondents' abilities in: 'Management & leadership', 'Financial management', 'Advocacy & campaigning', 'Participatory approaches'.
- OXFAM Canada is rated lowest for its capacity building support in 'Long Term planning and financial viability'.
- Comments included:

“The capacity building is extremely useful as it addresses gaps among partners. Keep up the good work. Thanks for the CAT¹², it helps us to track progress and identify capacity gaps on our own’.

¹¹ This option is specific to OXFAM Canada and thus not comparable to the cohort.

¹² CAT refers to the Oxfam Canada Organizational Gender Capacity Assessment Tool.

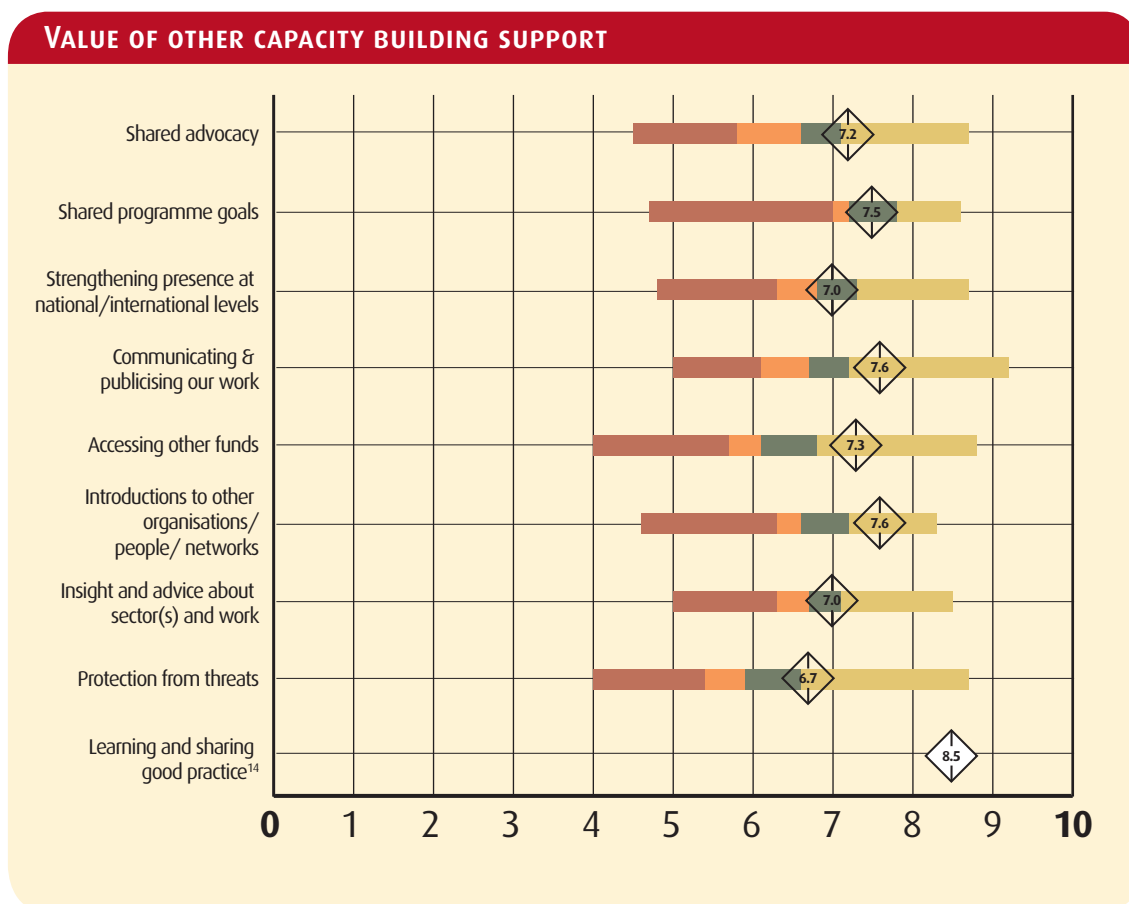
Section 3: Capacity building support



- This chart shows the percentage of OXFAM Canada’s respondents who said they received support in each area.
- Respondents report that OXFAM Canada provides equal or more support to them in most of these areas than the majority other INGOs in the cohort.
- OXFAM Canada receives its maximum scores for Supporting respondents’ ‘Insight and advice about sector(s) and work’ and ‘Learning and sharing good practices’, which is one of the options that the organisation has included among its specific questions and that is not comparable with the cohort.
- OXFAM Canada provides higher levels of support compared to other INGOs in the areas of ‘strengthening presence at national/international levels’.
- OXFAM Canada provides, along with other INGOs, lower levels of support in the areas of ‘Shared advocacy’, and protection from threats as well as low levels of support, compared to other INGOs, in the area of ‘Introductions to other organisations/ people/ networks’.

¹³ This option is specific to OXFAM Canada and thus not comparable to the cohort.

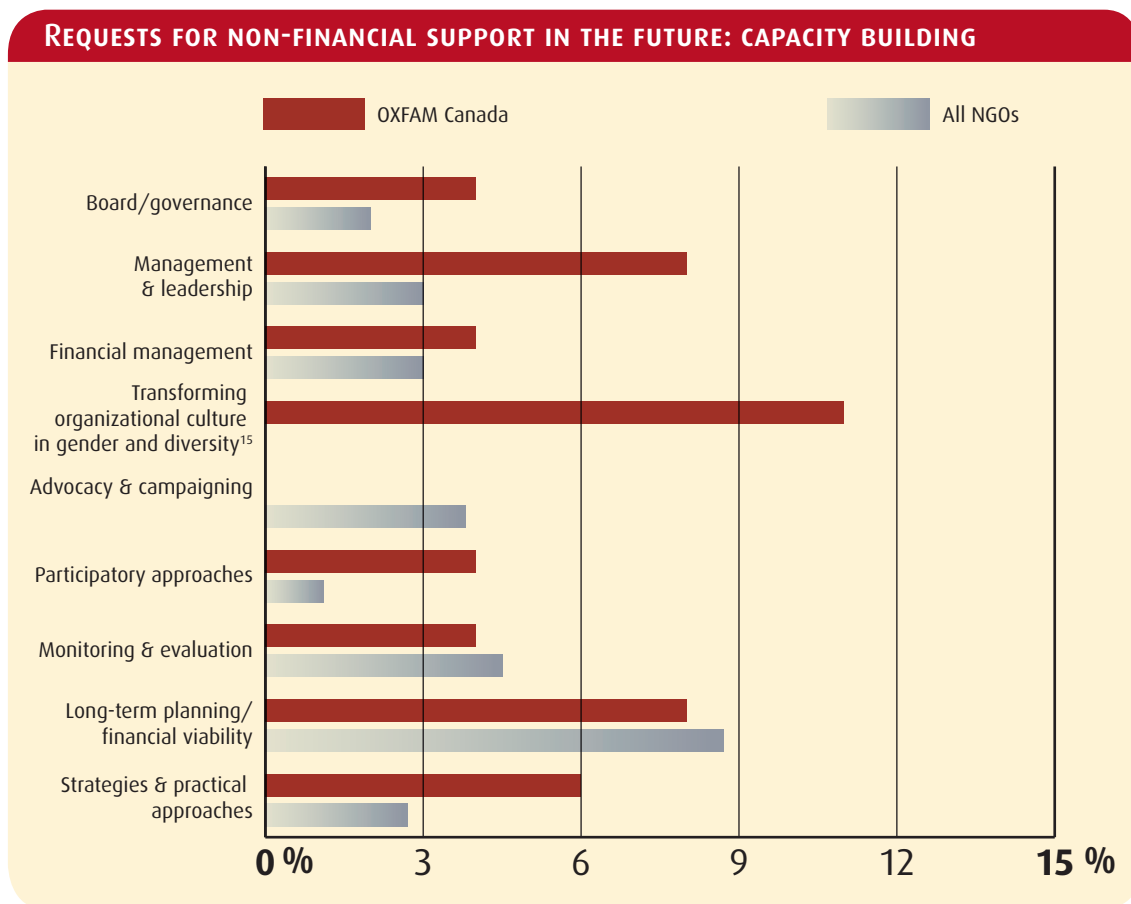
Section 3: Capacity building support



- This chart shows how useful the respondents who received other forms of capacity building support found it. The average of OXFAM Canada's respondents' assessments is shown.
- OXFAM Canada is rated in the highest quarters for all the areas in which it provides capacity building support.
- OXFAM Canada receives high ratings for 'Learning and sharing good practice' as well as for its capacity of 'Communicating & publicising respondents' work and introducing them to other organisations/people/networks
- Respondents value OXFAM Canada's support least in Protection from threats, which is also one of the two areas in which OXFAM provides less support.

¹⁴ This option is specific to OXFAM Canada and thus not comparable to the cohort.

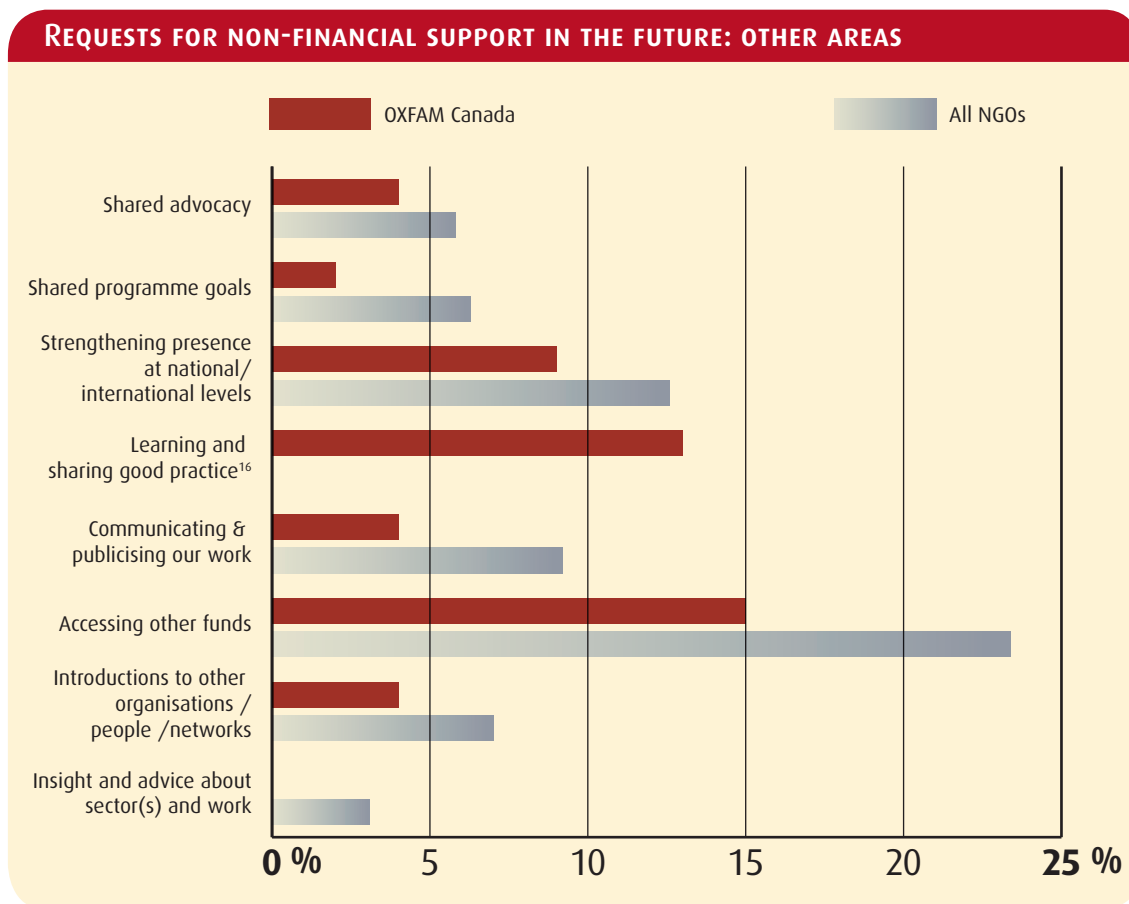
Section 3: Capacity building support



- Respondents were each asked to identify up to two areas where they would most like to receive capacity building support from OXFAM Canada in the future.
- In the future, OXFAM Canada’s respondents would most like to receive Capacity building support in: ‘transforming of their organizational culture in support of gender and diversity’ and ‘long- term planning and financial viability’.
- Respondents also ask to be supported in management and leadership capacity building.
- These preferences, except for the ones specific to OXFAM Canada, are similar to those expressed to other northern INGOs by their southern partners.

¹⁵ This option is specific to OXFAM Canada and thus not comparable to the cohort.

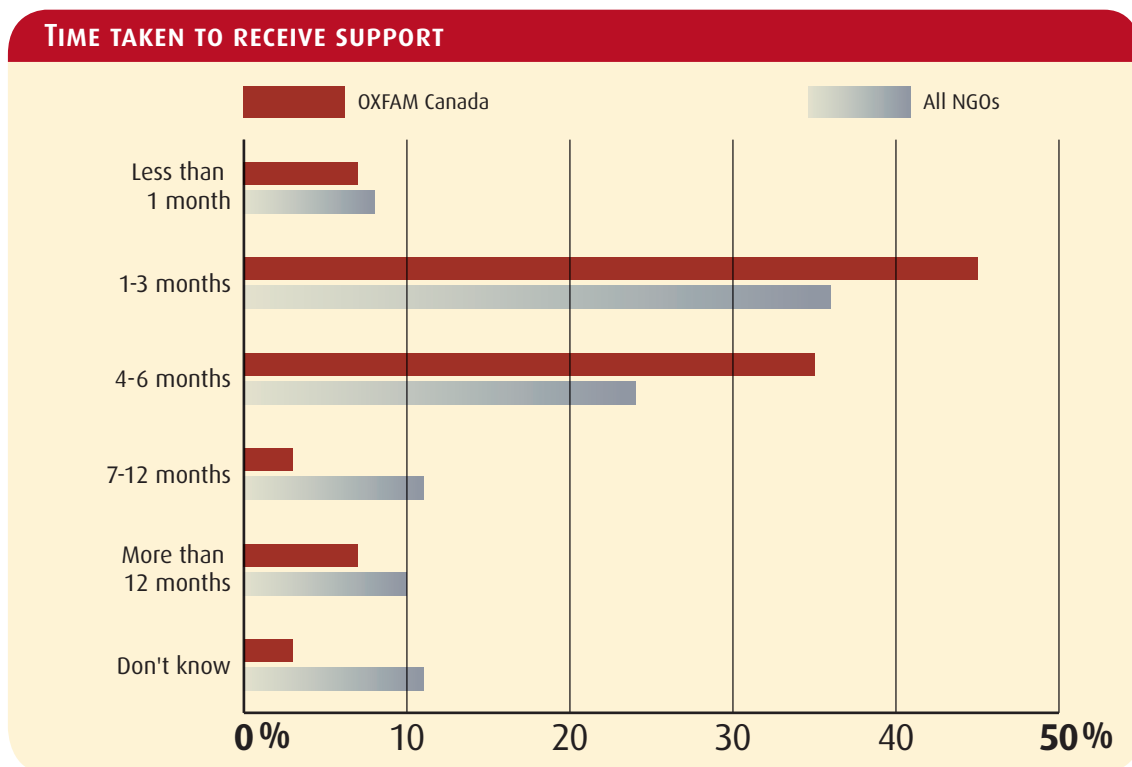
Section 3: Capacity building support



- Respondents were each asked to identify up to two areas other than capacity building support where they would most like to receive support from OXFAM Canada in the future.
- As for these additional areas, OXFAM Canada’s respondents would most like to receive support in: ‘accessing other funds’ and ‘learning and sharing good practice’.
- Respondents choose the option ‘Strengthening presence at national and international levels’ as the third most important area in which they would like to receive support.
- Respondents also identify Communicating and publicising their work as an important area that needs support.
- OXFAM Canada’s respondents’ preferences in other areas of support are similar to those expressed to other northern INGOs by their southern partners

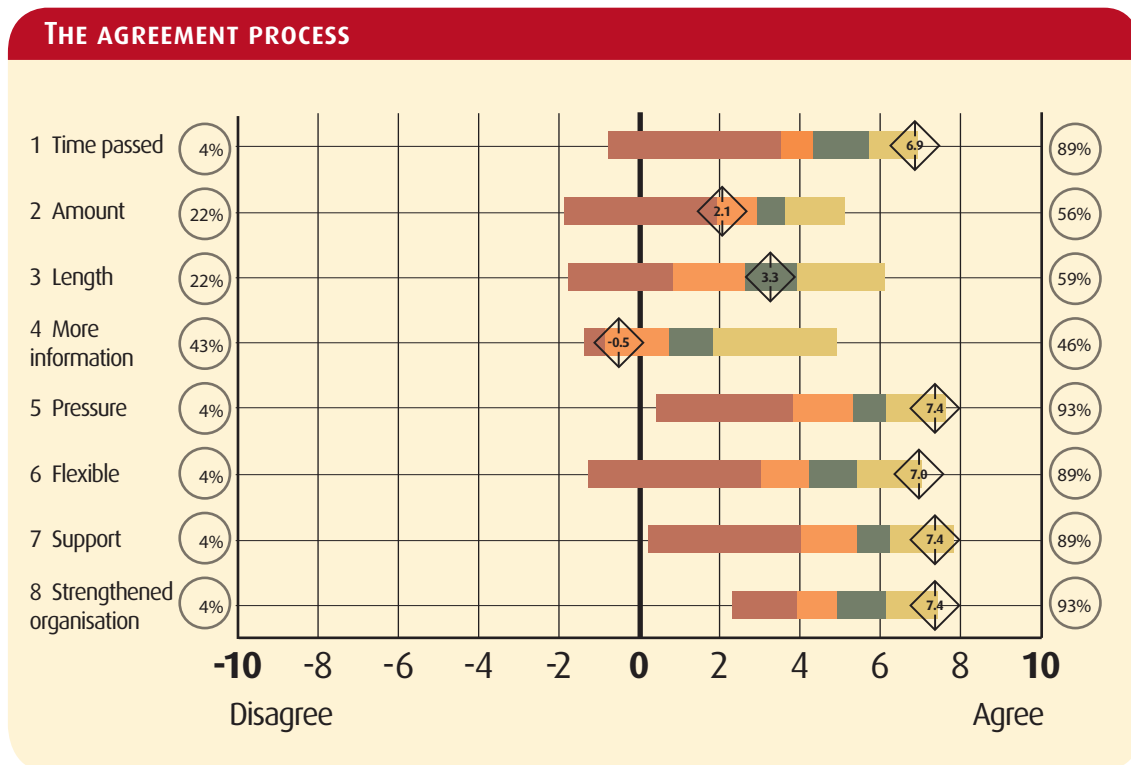
¹⁶ This option is specific to OXFAM Canada and thus not comparable to the cohort.

Section 4: Administration



- On average, respondents report that 4.4 months pass from the date that they first discuss support with OXFAM Canada and the date when they first receive support (benchmark: 5.3 months).
- 45% of respondents reported that it took less than three months to receive support (benchmark: 36%) and only 7% compared to the 8% of the benchmark said that it took more than 12 months.

Section 4: Administration



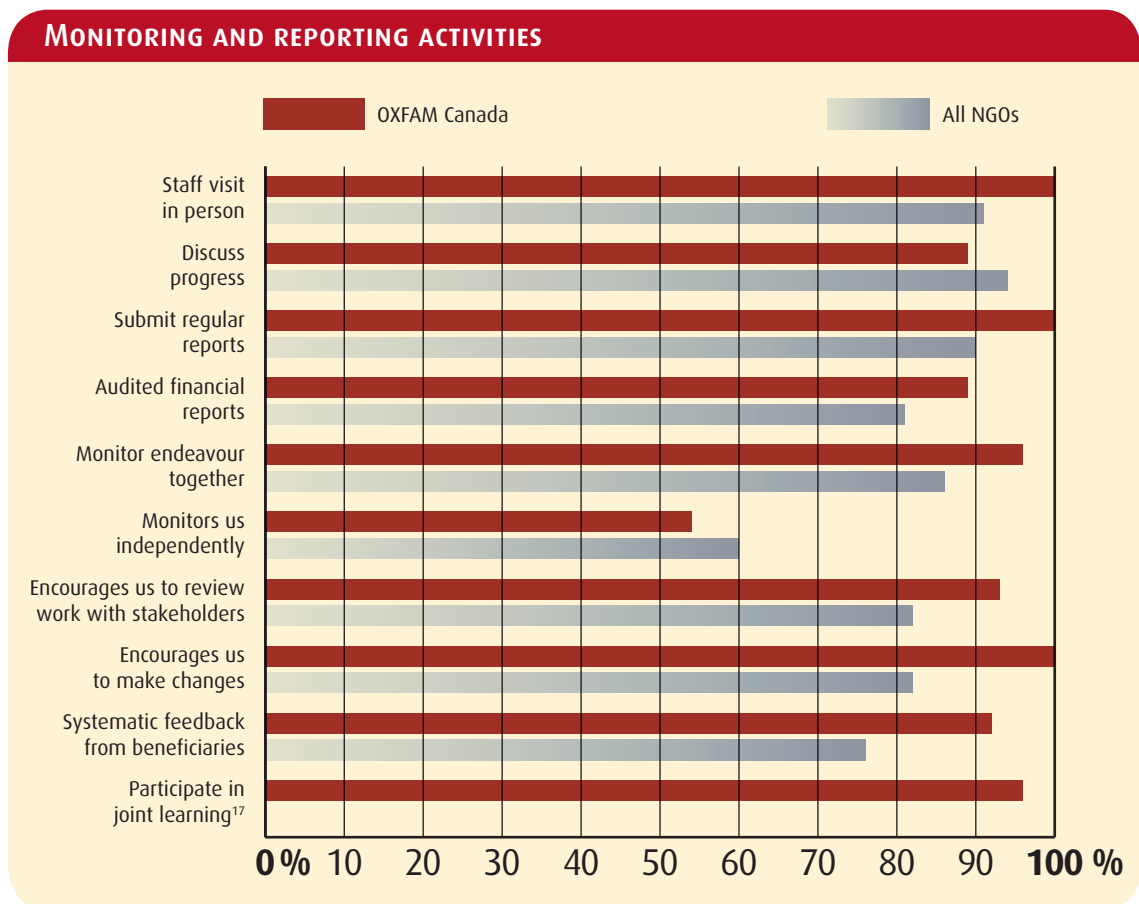
The chart shows how much respondents agree with the statements:

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

- OXFAM Canada is rated in the highest quarters of the cohort in most aspects of finalising partnership agreements listed above.
- Compared to all INGOs OXFAM receives relatively low rating for 'asking more information during the agreement process than other INGOs/funders'.
- 89% of OXFAM Canada's respondents agree that the time passed from starting discussions to receiving support was reasonable (benchmark: 71%).
- Comments included

'(...) although the process was clear (...) - local partners did not fully understand their commitments and could not see the full picture before we started the process - would have been useful to have had a briefing meeting with all selected partners as part of this agreement process'.

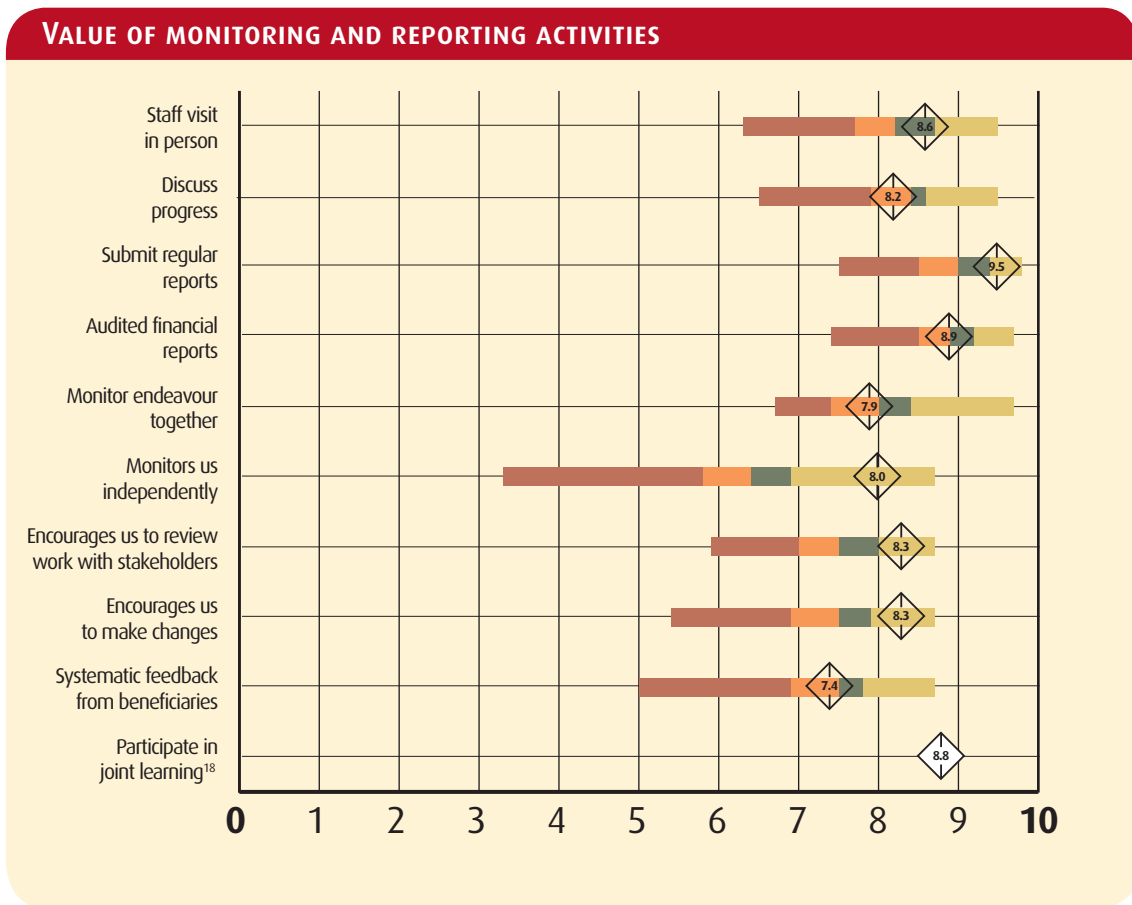
Section 4: Administration



- OXFAM Canada seems to carry out close monitoring and requires thorough reporting from its partners, equal to or more than most INGOs in the cohort.
- OXFAM Canada visits 100% of respondents in person (benchmark: 91%) and encourages 100% of them to make changes (benchmark: 82%).

¹⁷ This option is specific to OXFAM Canada and thus not comparable to the cohort.

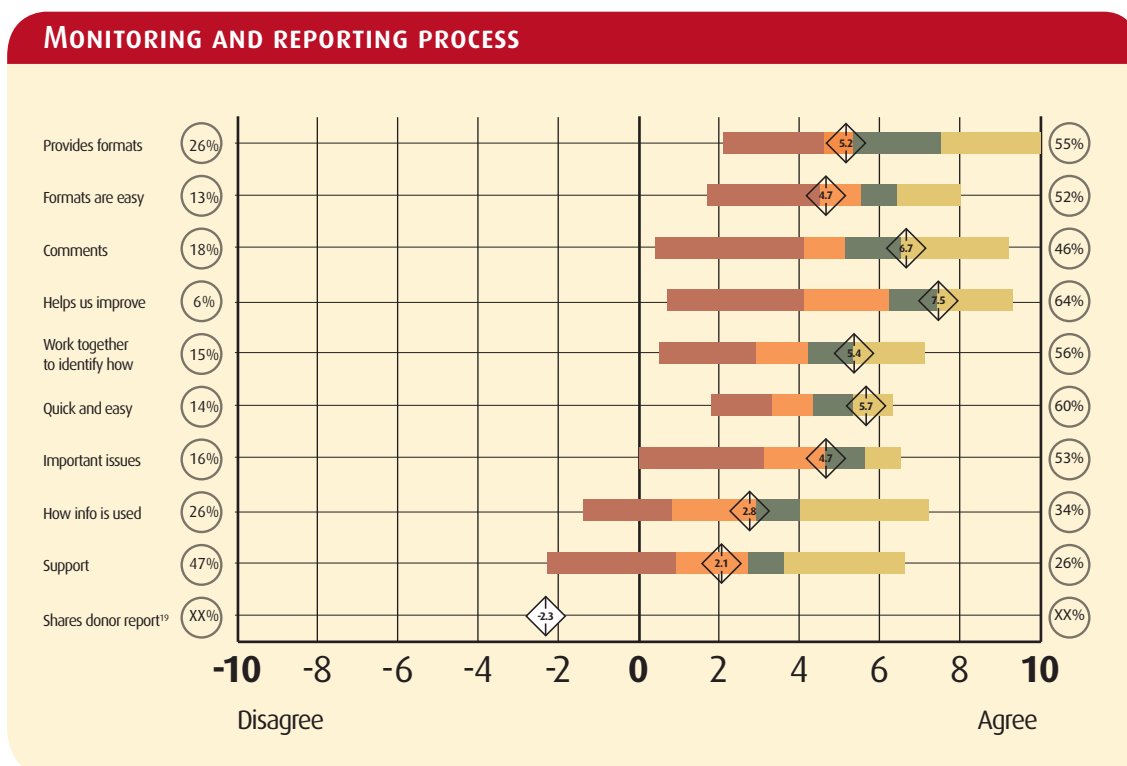
Section 4: Administration



- This chart shows the mean response from respondents who said that each activity applies to them. It excludes those who said that the activity does not apply.
- Respondents rate 'submit regular reports' and 'audited financial reports' as the most useful monitoring activities that OXFAM Canada uses. Staff visits in person are also highly appreciated.

¹⁸ This option is specific to OXFAM Canada and thus not comparable to the cohort.

Section 4: Administration



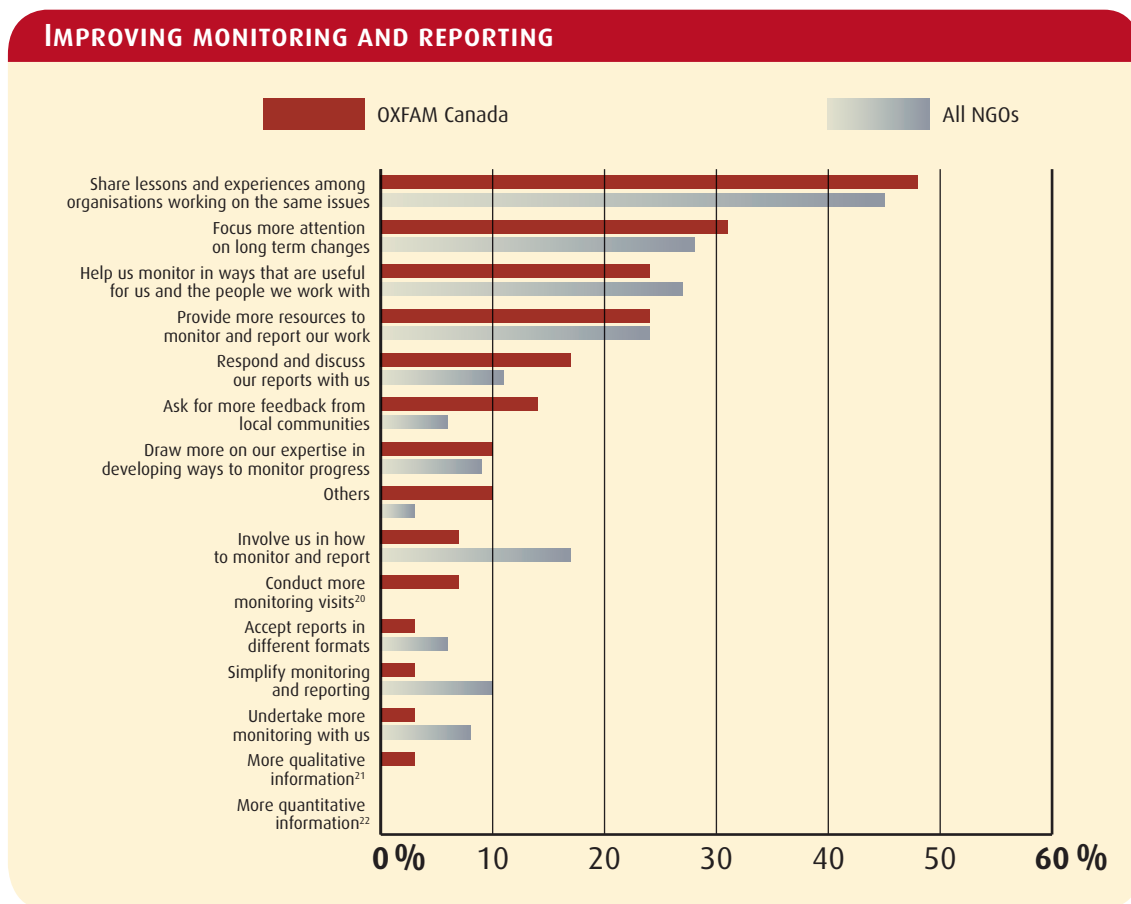
The chart shows how most respondents agree with the statements:

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

- In five of the nine areas listed above, OXFAM Canada is rated in the middle quarters of the cohort and in four of them in the upper quarters.
- OXFAM Canada receives its highest rating for helping respondents improve what they do through the monitoring and the reporting and for giving useful comments about the reports they send.
- OXFAM Canada receives its lowest ratings for: Sharing donors reports, providing enough funds and support for respondents to monitor and report on their work, for allowing respondents understanding how OXFAM Canada uses the information they provide.

¹⁹ This option is specific to OXFAM Canada and thus not comparable to the cohort.

Section 4: Administration



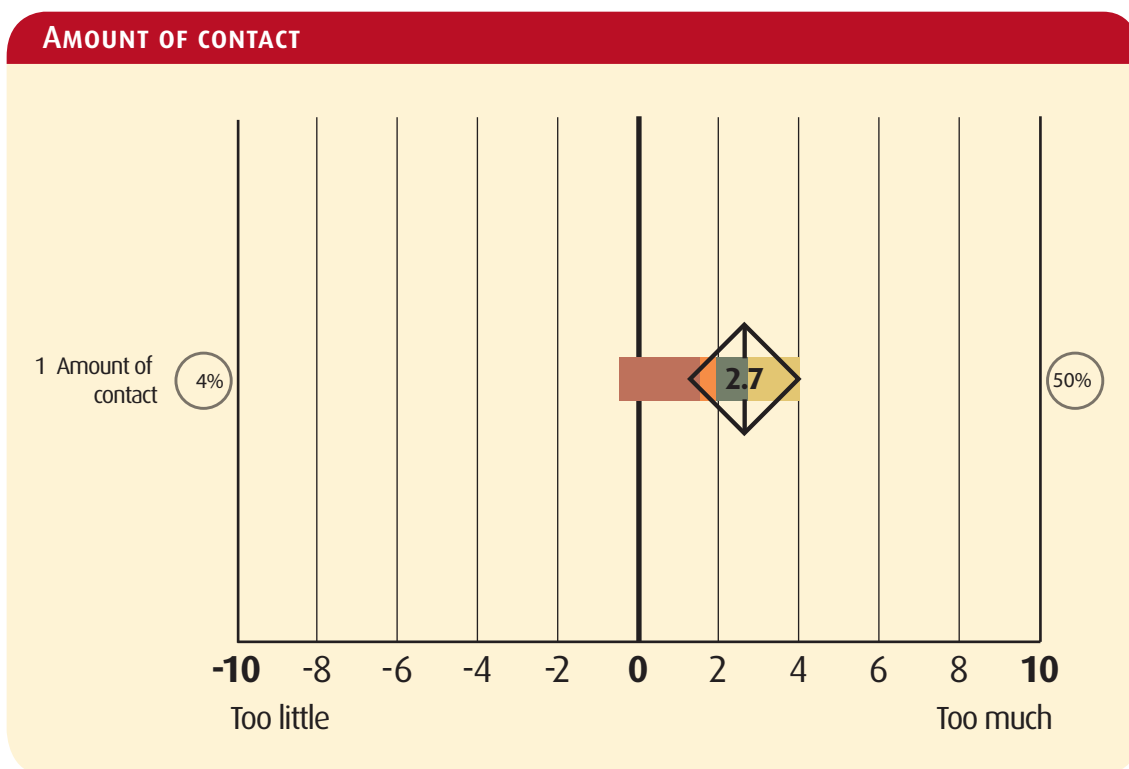
- Respondents were asked to identify two options from this list that they would most like OXFAM Canada to do to improve its monitoring and reporting in the future.
- In the future, respondents would most like OXFAM Canada to improve its monitoring and reporting by: (a) sharing lessons and experiences among organisations working on the same issues and (b) focus more attention on long-term changes.
- These are similar to the options most often selected by other INGOs' respondents.
- Respondents would also like OXFAM Canada to help them monitor in ways that are useful to them and the people they work with and to provide more resources to monitor and report their work.

²⁰ This option is specific to OXFAM Canada and thus not comparable to the cohort.

²¹ This option is specific to OXFAM Canada and thus not comparable to the cohort.

²² This option is specific to OXFAM Canada and thus not comparable to the cohort.

Section 5: Relationship and communications

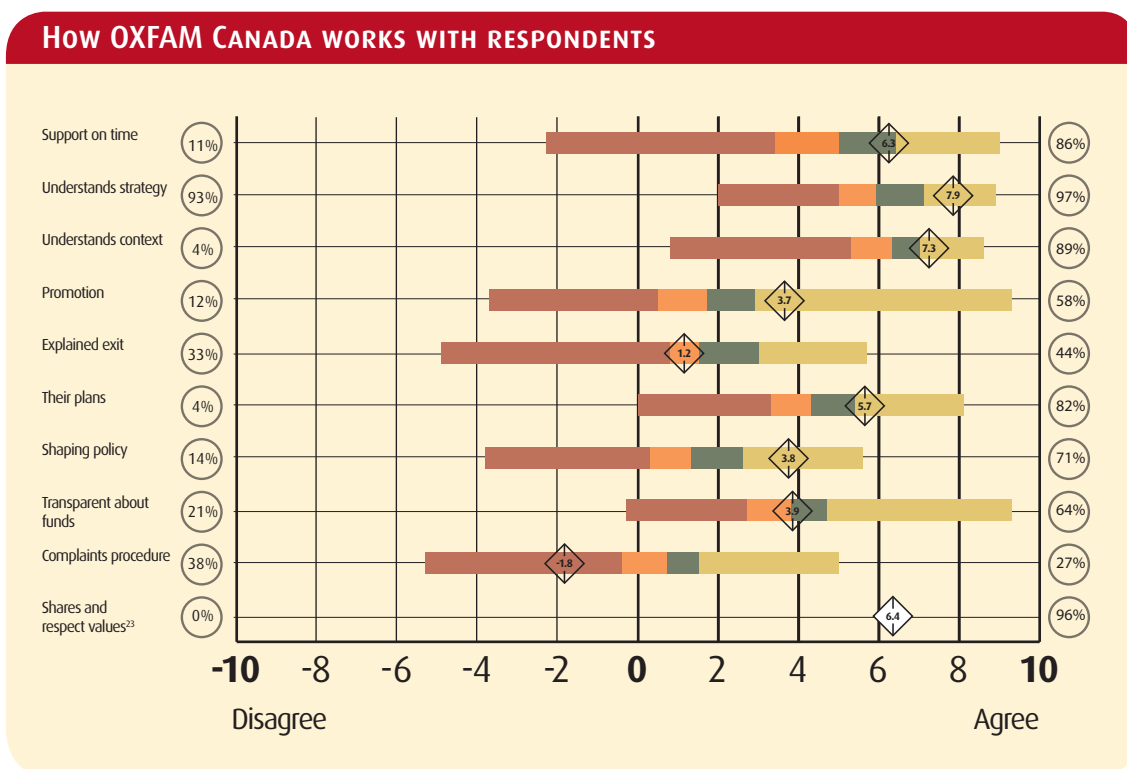


The chart shows how much respondents agree with the statements:

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

- 50% of OXFAM Canada's respondents would like to have less contact with OXFAM Canada (benchmark: 45%).
- 4% of OXFAM Canada's respondents said they had too little contact with OXFAM Canada during their current or most recent agreement (benchmark: 12%).

Section 5: Relationship and communications



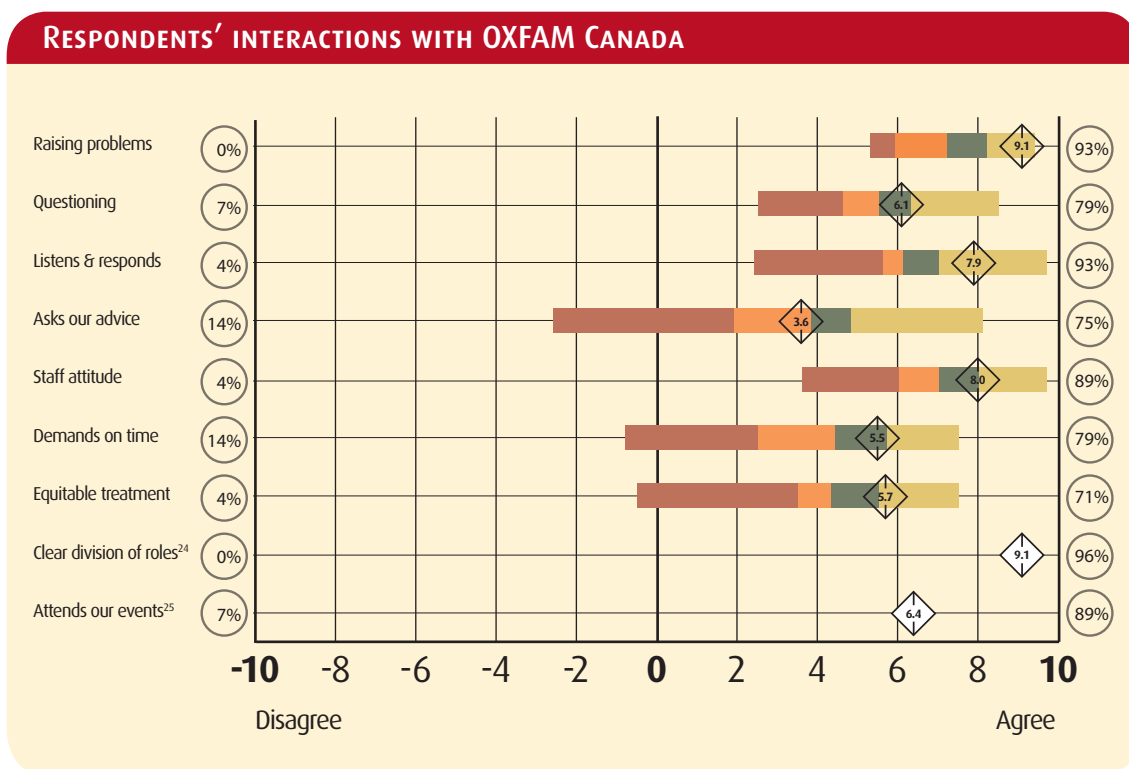
The chart shows how much respondents agree with the statements:

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

- In six of the aspects listed above, OXFAM Canada is rated in the second highest and highest quarters of the cohort. In two aspects OXFAM Canada is rated in the middle of the cohort and in one aspect is rated in the bottom half of the cohort.
- OXFAM Canada receives its highest rating for understanding respondents' strategies. All INGOS in the survey are rated relatively high in this area.
- OXFAM Canada receives its lowest rating for complaints procedures, along with explaining when they expect to stop working with respondents. The whole cohort is also rated low for these two aspects.

²³ This option is specific to OXFAM Canada and thus not comparable to the cohort.

Section 5: Relationship and communications



The chart shows how much respondents agree with the statements:

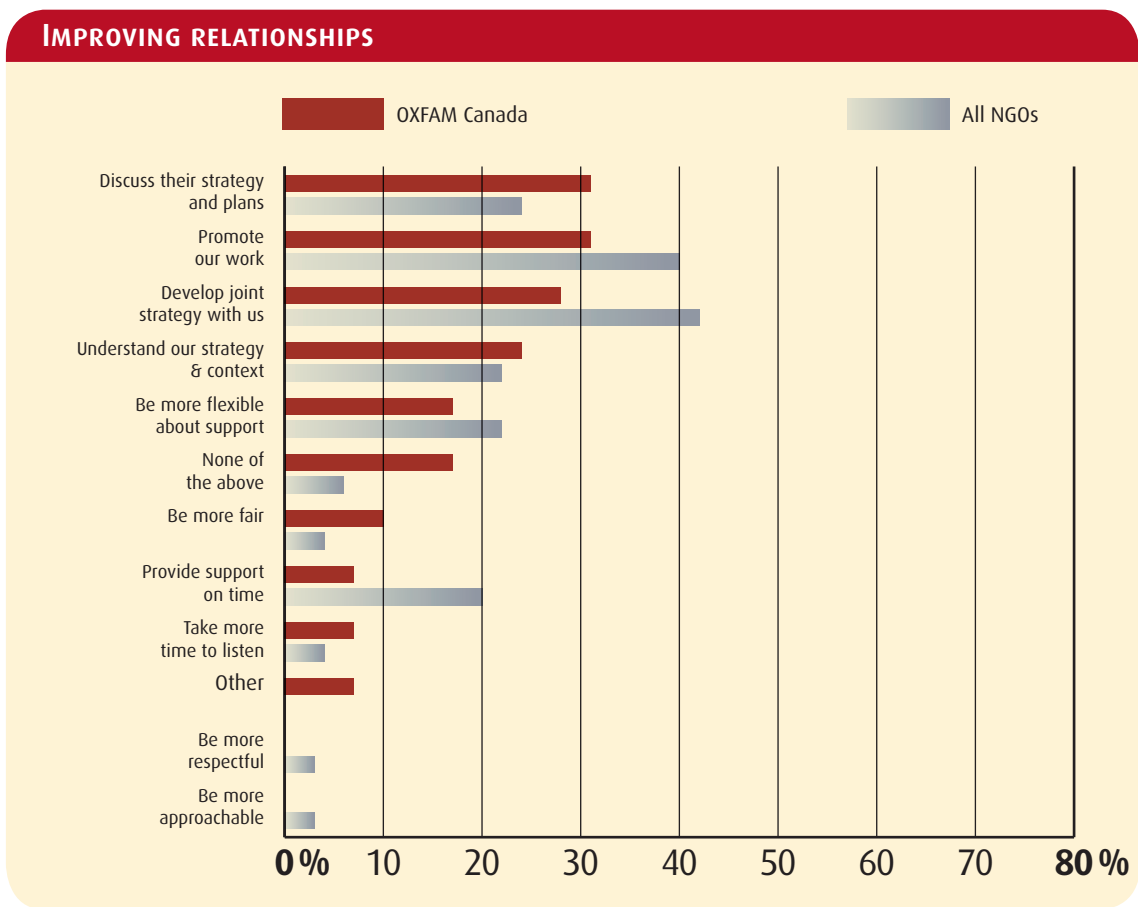
- 1 'We feel comfortable approaching OXFAM Canada to discuss any problems we are having.'
- 2 'We feel comfortable questioning OXFAM Canada's understanding or actions if we disagree with them.'
- 3 'OXFAM Canada listens and responds appropriately to our questions and concerns.'
- 4 'Staff from OXFAM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

- OXFAM Canada is rated in the highest quarters of the INGOs cohort for most aspects of its interactions with respondents.
- OXFAM Canada receives its highest ratings for: how comfortable respondents feel approaching OXFAM Canada to discuss any problems they have, how it listens and responds appropriately to respondents and for having a clear division of roles.
- OXFAM Canada is rated in the highest quarters of the cohort for its staff attitude towards partners and for treating partners equally.
- OXFAM Canada receives its lowest ratings, placed between the second lowest and the second upper quarters, for asking respondents' advice and guidance and not making demands on respondents' time to support their work.'

²⁴ This option is specific to OXFAM Canada and thus not comparable to the cohort.

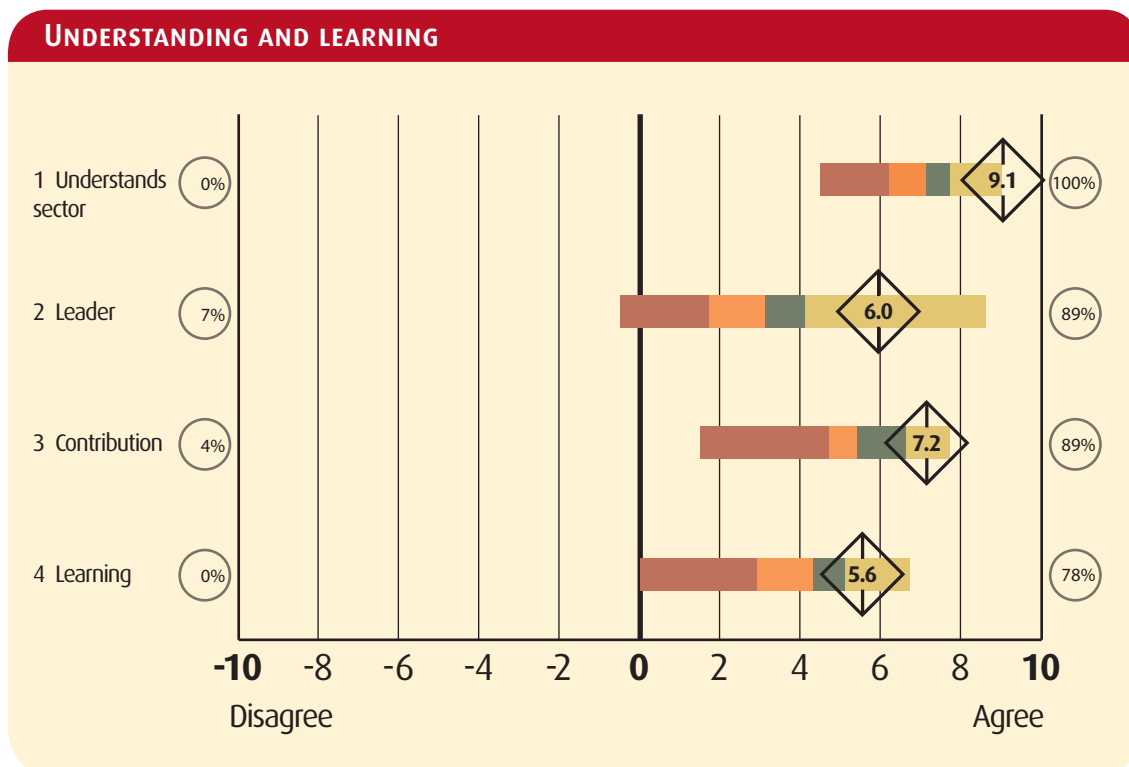
²⁵ This option is specific to OXFAM Canada and thus not comparable to the cohort.

Section 5: Relationship and communications



- Respondents were asked to select the two options they would most like OXFAM Canada to do to improve your relationship with them.
- In the future, most respondents would like OXFAM Canada to improve its relationships with them by: (a) discussing their strategies and plans (b) promoting their work.
- Respondents also ask OXFAM Canada to develop joint strategies and to understand their strategy and context.

Section 6: Understanding and learning

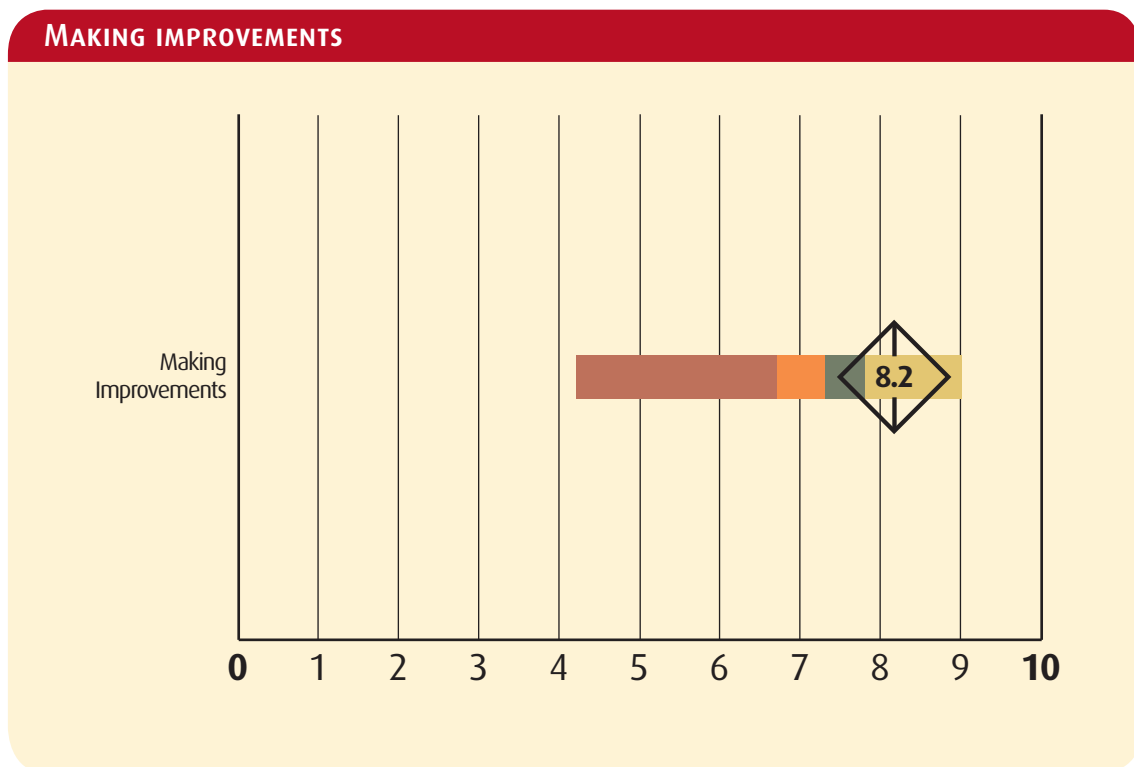


The chart shows how much respondents agree with the statements:

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

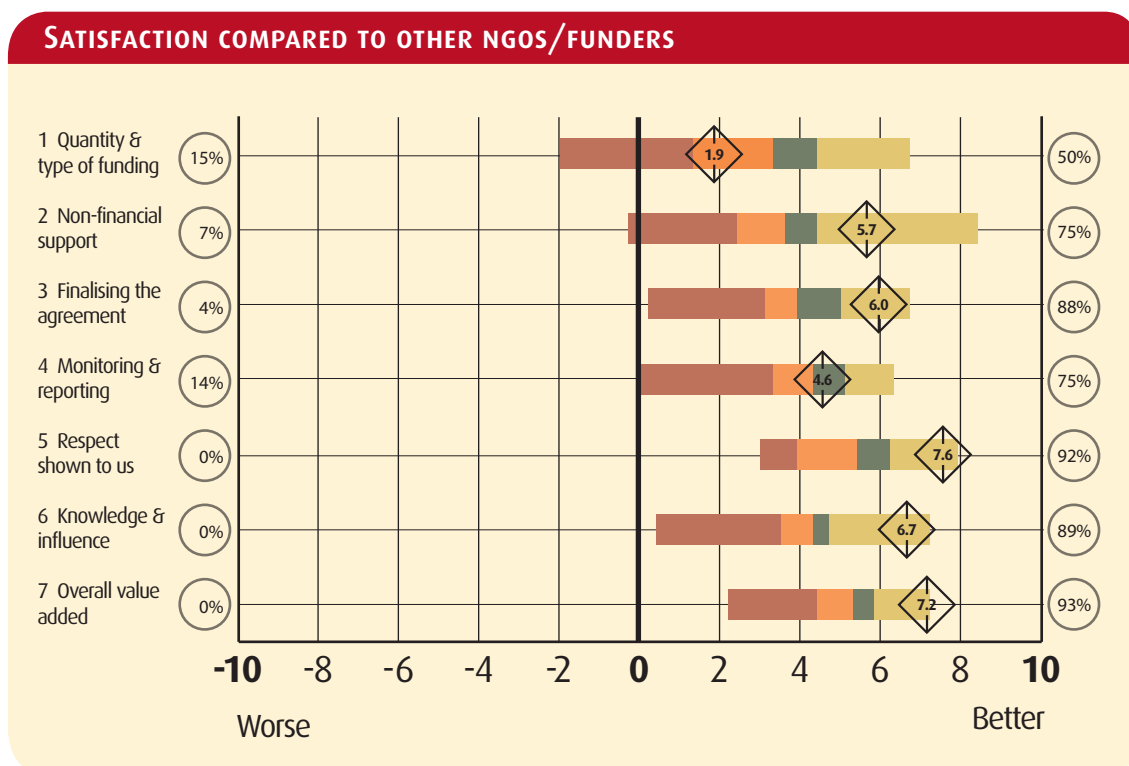
- In all the four aspects listed above, OXFAM Canada is rated in the top quarter of the INGO cohort.
- OXFAM Canada receives the highest rating for understanding the sector(s) that respondents work in, and its lowest rating for learning from its mistakes and makes improvements to how it works.'

Section 6: Understanding and learning



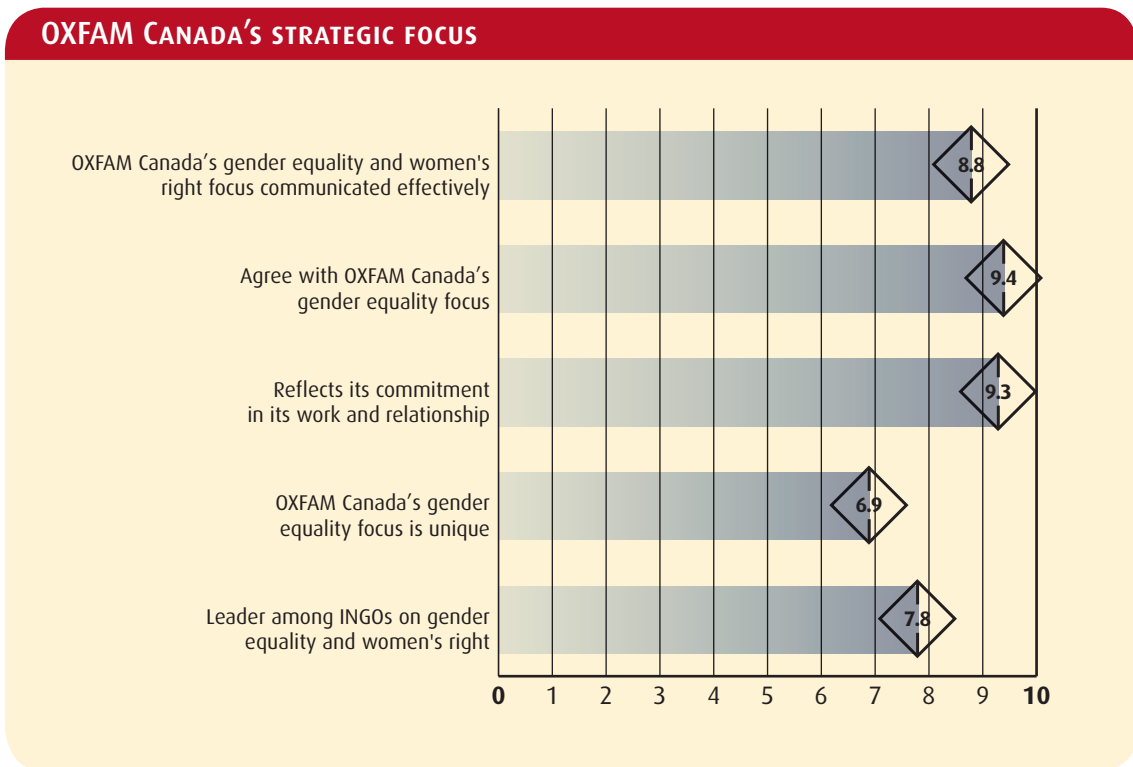
- Respondents were asked to rate how likely they think it is that OXFAM Canada will make changes as a result of their answers to this survey.
- The average rating of OXFAM Canada's respondents was 8.2 on a scale of 0 – 10 (benchmark 7.1). This is between the highest two quarters of ratings received by INGOs in the cohort.

Section 7: Overall satisfaction

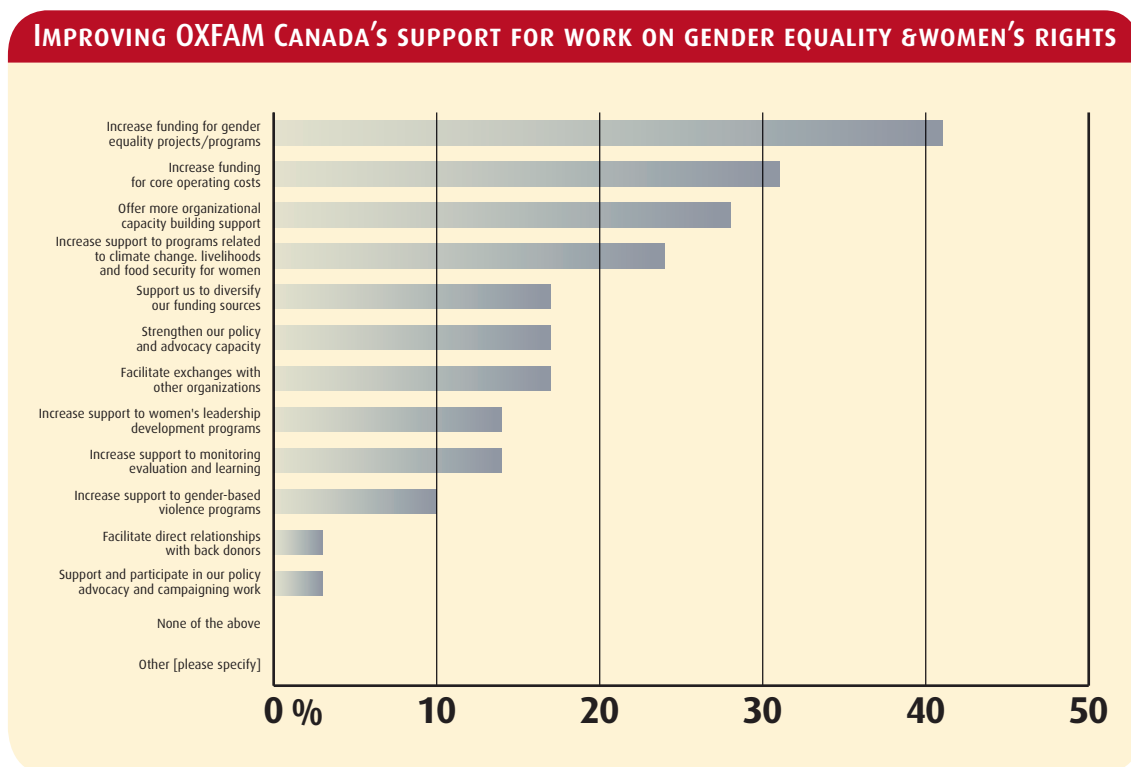


- The chart shows how respondents compare OXFAM Canada to other INGOs / funders they receive support from, across each of the areas listed.
- In six of the seven aspects listed above, OXFAM Canada is rated between the top two quarters of INGOs. In one of them, OXFAM Canada is rated between the second bottom and the middle quarters of the cohort.
- OXFAM Canada receives its highest rating for the respect shown to respondents' organisations: with 92% of respondents saying that is better than other INGOs (benchmark: 75%).
- OXFAM Canada also receives relatively high scores for the Knowledge and influence provided to respondents and the overall value added.
- OXFAM Canada receives its lowest rating for the quantity and type of funding provided. This may be linked to the relatively low score OXFAM Canada receives for adequacy of support for core costs.
- 82% of OXFAM Canada's respondents characterise OXFAM Canada as a 'supportive friend' (benchmark: 30%) and 7% as a 'wise aunt' (benchmark: 12%).

OXFAM Canada's tailored questions

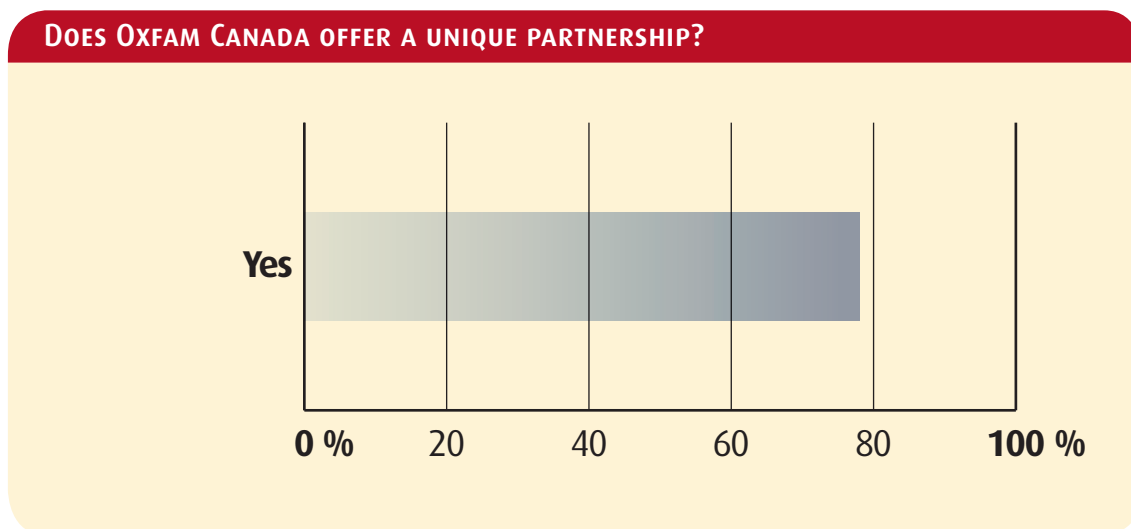


OXFAM Canada's tailored questions



- Respondents were asked to select the two options they would most like OXFAM Canada to do to improve its support to their work on gender equality and women's rights.

OXFAM Canada's tailored questions



- Majority of the respondents (78%) felt that OXFAM Canada offers a unique partnership.

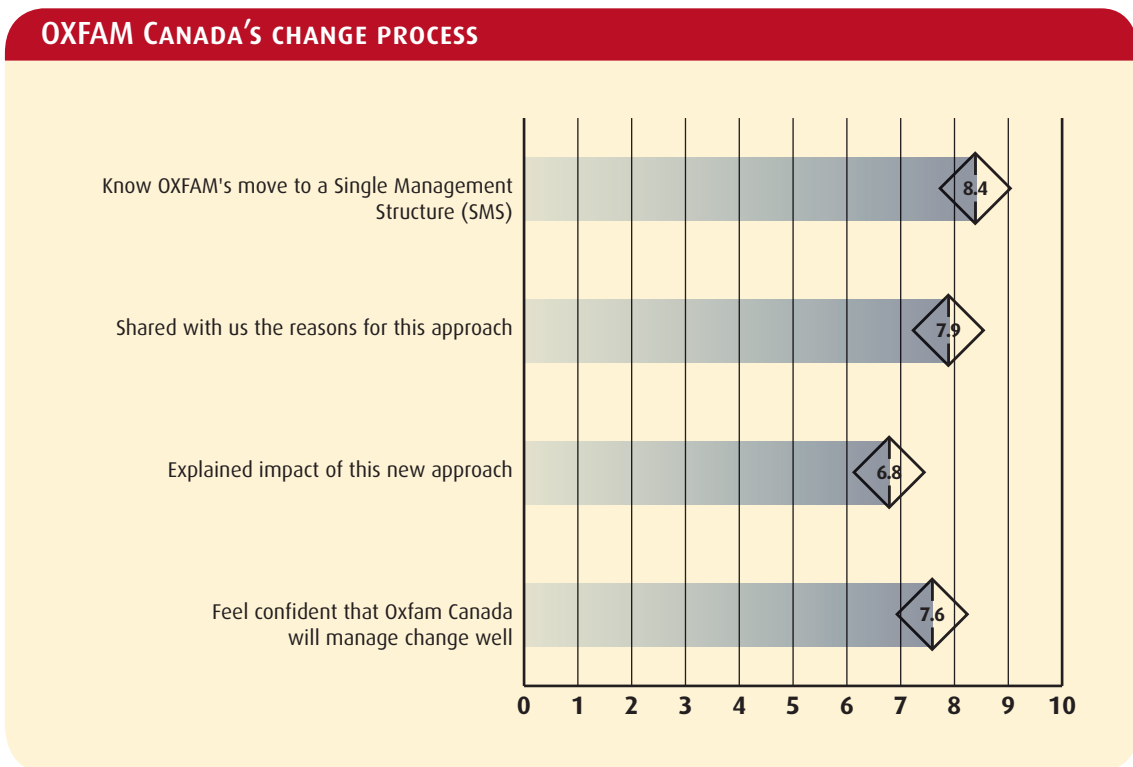
If you answered yes in question 3, could you please comment on what you feel is unique about your partnership with OXFAM Canada.

'They invest in organizational internal processes and transformation as opposed to other donors/funding partners who just concentrate on programmes for community.'

'OXFAM Canada's approach is flexible as they do not impose agendas on us as a partner, they do not micro-manage us or interfere with our programme agendas.'

'The collaboration and learning sessions among its partners is unique.'

OXFAM Canada's Tailored questions



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