



Survey Results:

**Downward accountability to ‘beneficiaries’:
NGO and donor perspectives**

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Introduction

Issues around accountability in development are quickly becoming central to NGOs, donors and their partnerships. Despite the increase in rhetoric and myriad accountability initiatives and codes of conduct, the issue of accountability to the ‘beneficiaries’¹ of development work remains highly elusive, and is addressed systematically by only a handful of initiatives.²

During April 2006, a web-based survey explored how NGOs, donors, and other capacity-building institutions in development view and practice *downward accountability* to their ‘beneficiaries’ - the people meant to benefit from their work. We take this to mean how an organization engages with its ‘beneficiaries’, builds relationships, and is accountable for results in ways that enable learning and improvement towards the achievement of its mission. The survey is part of Keystone’s work to advance practices of accountability for people and institutions that act for sustainable development and social justice.

404 individuals from organisations in 20 countries completed the survey, representing perspectives from Europe, Asia, Africa and North and Latin America. Of these, 238 responses were from civil society organizations, NGOs, social enterprises and activists [generally referred to as NGOs throughout the document]. 166 responses were from donors, philanthropy support organizations and other social finance providers [generally referred to as donors]. The overall response rate was 38 percent.

The limitations arising from the web-based format of the survey were partially redressed by the rich set of comments offered by respondents to the open-ended questions. These pointed to the complexities, the gaps, the challenges, and the ways in which organizations are trying to become more accountable to the people for whom they work. Some of these comments are reflected as quotes in text boxes throughout the document.

¹ As we note in the conclusion of this report, the phrase ‘beneficiaries’ is problematic as it conveys a sense of passivity diametrically opposed to the civic energy at the heart of sustainable development. Since at this point there is no widely accepted alternative, we bracket the term in quotation marks. Our own preferred term is *constituents*, since this term captures both the sense of a group that are intended to benefit from some intervention as well as a more active sense of the rights and responsibilities that inhere in a polity. There is a need to discuss the concepts and language in play in the accountability debate.

² Respondents to the survey referred to the work in progress of the Humanitarian Accountability Partnership (HAP) International to develop a standard of accountability to beneficiaries of humanitarian work; and to the work of Action Aid International through its principle-based Accountability, Learning and Planning System (ALPS).

Key findings

First, there is a considerable gap between ‘the talk and the walk’.³ In their acknowledgment of this, many respondents pointed towards the complexities of practicing accountability to ‘beneficiaries’, and the need for reliable resources, time, and the appropriate skills to do it.

Contrary to common belief, however, the results show that NGOs and donors do not always have different agendas when it comes to the importance with which they regard downward accountability. Rather, there seems to be a practical knowledge gap. While in principle donors generally assign a high value to it, in practice the ways in which they manage their grants and investments do not support it. Most common planning tools, reporting formats and information systems do not capture the quality of accountability in relationships between NGOs and their constituents, nor do they actively enable learning and improvement. This corroborates Keystone’s view that donors can and should do more to help organizations become more accountable to their ‘beneficiaries’, while at the same time simplifying the bureaucratic burdens that are placed on NGOs. Currently, reporting burdens tend to produce large amounts of data for donors that are not directly useful for learning and improving attainment of intended outcomes.⁴

Second, and surprisingly, many donors admitted that they generally do not know how accountable their grantees are to ‘beneficiaries’, and that they use the proxy that if they perceive an NGO to be a ‘good organization’, then it must surely be accountable to its beneficiaries. This signals a need to enable a greater alignment between donors, NGOs and ‘beneficiaries’ by collectively defining criteria that represents an organization’s accountability to its constituents.

Third, the survey reflects a general conflation, amongst NGOs and donors alike, of ‘participatory evaluation’ and ‘accountability to ‘beneficiaries’’. Whilst learning from ‘beneficiaries’ in order to enhance an organization’s strategy for change is essential, this is different from being accountable to them. Accountability has to do with how one manages the unequal distribution of power in place when those that are meant to benefit from one’s work have weak political and economic voice. In the complex context of social change, much of the time accountability also implies the building of confidence in those constituencies. Few practitioners would disagree that building the confidence and capability in disempowered communities to hold others more powerful to account is the essential cornerstone of social change. In all cases, this will not be achieved with current

³ Keystone chief executive David Bonbright elaborates this theme in a short article in the June 2006 issue of Alliance Magazine (www.alliancemagazine.org).

⁴ For relevant research conducted around this issue, see Ebrahim, A (2002) ‘Information Struggles: The Role of Information in the Reproduction of NGO-Funder Relationships’, *Nonprofit and Voluntary Sector Quarterly*, vol. 31, no. 1, 84-114.

planning and reporting tools and systems, but rather through enhancing the quality of accountability in dialogue and relationships as the key driver of development practice.

Fourth, the survey shows a demand for knowledge about how to promote downward accountability better and showing what practical skills and methods work best in different contexts. In particular, there was a demand to help NGOs and donors make the most out of existing information systems, placing attention on reducing transaction costs and reporting burdens as much as possible. A second area of demand is around systematizing existing standards and best practices that can help organizations improve 'downward accountability', as well as reflecting experiences with case studies. Respondents want tools and systems that are easy to implement. Further, and above all, tools need to engage at the level of the quality of relationships and they must nurture those learning cultures and practices that are the bedrock of better outcomes. Finally, the survey reflects a common concern with how to provide assurance for organization's reporting 'beneficiaries' views.

1. Are organizations learning from their ‘beneficiaries’?

What importance is assigned by NGOs and donors to engaging with ‘beneficiaries’ at different stages of their work? And how important do donors consider these criteria when assessing the performance of their grantees?

1.1 Conducting needs Assessments:

89% of NGOs and 70% of donors think it is ‘critically important’ to directly consult the views of ‘beneficiaries’ when conducting a needs assessment. When those who believe it is ‘important’ are added in, the respective totals are 99% and 93%.

1.2 Designing strategy and planning:

72% of NGOs and 65% of donors think it is ‘critically important’ to take the views of ‘beneficiaries’ into account when NGOs design strategy and plan activities; the respective results for ‘important’ are 95% and 96%.

1.3 Assessing the quality of performance of NGOs: 62% of NGOs and 58% of donors think it is ‘critically important’ to factor in the voices of ‘beneficiaries’ into the assessments. 29% of NGOs and 31% of donors consider it ‘important’.

1.4 What activity areas? NGOs regularly seek the views and feedback of ‘beneficiaries’ with respect to different organizational activities:

Needs assessment	84%
Review of strategy and activity plans	68%
Evaluation of programs	65%
Defining and measuring impact	54%
Governance practices	34%
Financial accounts	20%

How are we dealing with issues of power?

‘‘Accountability’ and ‘beneficiaries’ do not go together. As long as we see people as beneficiaries we have pre defined the power relationship whereby we may choose to be accountable or not.’ NGO respondent

‘How do you instil confidence in the beneficiaries so that they can; hold the donors accountable, track progress and that they are not just passive recipients of aid?’ NGO respondent

‘[Both] the foundation and non-profit rhetoric about participation and accountability is nauseating. There is reluctance in the field to take this issue on because it raises questions about our dirty laundry and our own bad practices. Few NGO’s are truly membership-based and embrace participatory models of staffing, governance, planning, and accountability.’ Donor respondent

2. How organizations value downward accountability?

The survey explored how NGOs and donors value *different aspects of downward accountability*. Figure 1 in the appendix provides the data; the comparative results show:

57% of NGOs, and 48% of donors think it is ‘essential’ to engage with ‘beneficiaries’ in the evaluation of projects. 55% of NGOs and 40% of donors consider it ‘essential’ that impact indicators are informed by ‘beneficiaries’ views.

Half of NGOs (57%) and donors (50%) consider the provision of transparent financial and governance information ‘essential’.

“In my organization, there is a huge difference between what staff find important in this regard and how much importance is actually given to these issues. For various reasons, such as limited resources, lack of skill, etc. we do not practice what we preach.” NGO respondent

Having *complaint and redress mechanisms in place* is considered ‘essential’ by 50% of NGOs, but only 34% of donors. While having *report back mechanisms that are especially tailored to beneficiary audiences* is ‘essential’ for 43% of NGOs and only 26% of donors.

3. How organizations get information about ‘beneficiaries’ views?

“...In the long run an NGO should develop a culture and an enabling environment where communities feel comfortable in giving frank feedback.” NGO respondent

3.1 NGOs obtain information about the views of ‘beneficiaries’ through:

In the ordinary course of staff field work	85 %
From our partners in the field (where applicable)	70 %
Through formal data collection operations led by staff	65 %
Through formal participatory reviews of our work	61 %
From other stakeholders in our networks	53 %
Through independent third-party M&E	45 %

An impressive number of NGOs offered other methods in which they obtain views from ‘beneficiaries’, such as (i) *Community members that are appointed as fieldworkers*; (ii) *Open house policy for all beneficiaries to attend any meeting of the organisation*; (iii) *In the community reunions where the beneficiaries come together and talk about the process, what is needed, what is lacking and what should be done*; (iv) *Through public*

town hall meetings (v) Independent feedback but not expensive M&E (vi) Leaders of the CBOs we work with (vii) Social audits and public hearings; and finally (viii) Sometimes unplanned and stumbling on the issues!

'Most projects are too short to enable genuine co-ownership, co-management and shared decision-making between beneficiaries and agencies.' NGO respondent

'...Many agencies lack capacity for genuine participation, including the ability to 'let go'. The prescriptive approach of many development initiatives with rigid log-frames, are developed far from the implementation context, and without input from beneficiaries – donor agendas paramount.' NGO respondent

3.2. Donors obtain information on the views of ‘beneficiaries’ about their grantees through:

From our grantees/investees	82 %
From our own staff field visits	74 %
From other stakeholders in our networks	53 %
Through external, independent M&E of projects we fund	47 %
From reporting requirement to include those views	27 %

Some respondents volunteered alternative ways in which they obtain information about ‘beneficiaries’ views on the organizations they fund. Among others, they said: (i) *By involving representatives of potential beneficiaries in the decision-making and evaluation process of grants;* (ii) *By involving beneficiaries in the selection of grantees;* (iii) *By improving donor collaboration and discussions with other funders of a given grantee;* (iv) *By organizing beneficiary focus groups/panels;* (v) *By facilitating forums with beneficiaries and grantees together.*

What’s the relation between accountability and effectiveness?

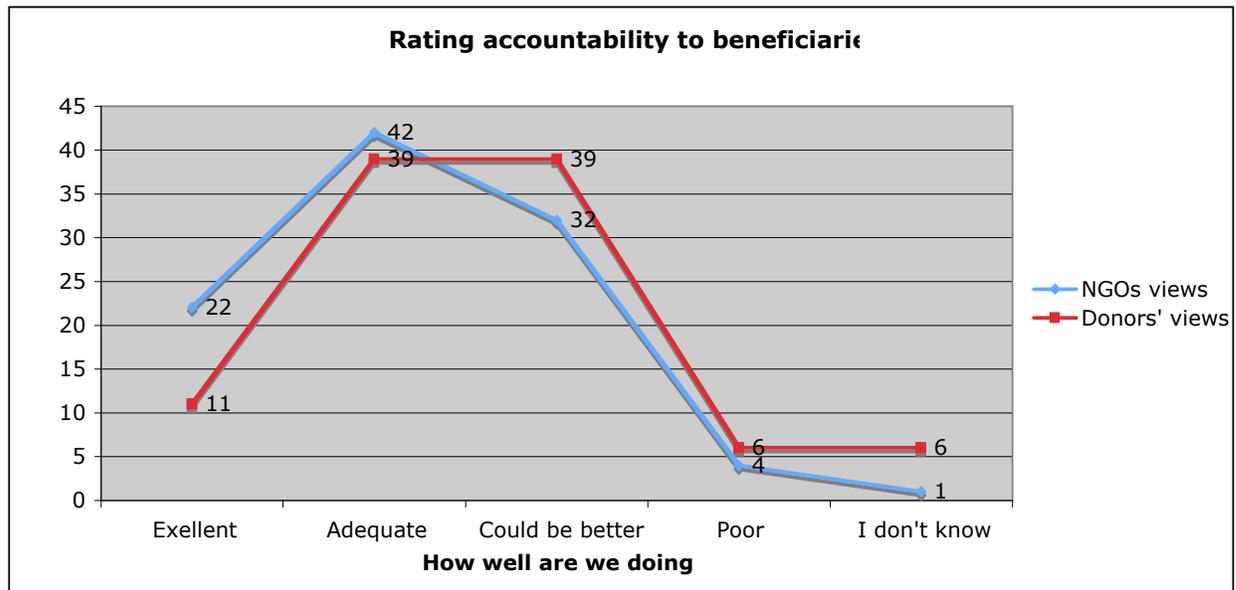
'The views of beneficiaries are important, but equally important are the actual results achieved by the program. So, beneficiaries may view a vocational training program as having been effective for them, but if only 10% of graduates get jobs, has it actually been effective?' NGO respondent

'while we are keenly interested in understanding the decision-making and motivations of intended beneficiaries in all of our work, this doesn't necessarily mean that our grantees (or their sub-grantees) need to be directly accountable to the beneficiaries. Rather, they always need to be accountable to demonstrate real impact against the social objectives they are trying to meet. In some cases, the best way to do this would be direct accountability to beneficiaries; in other cases, direct accountability to other stakeholders may serve as a more effective and efficient means of operating (presuming, of course, that the views of the beneficiaries are being effectively gathered and presented to the other stakeholders).' Donor respondent

4. How organizations rate their overall accountability to 'beneficiaries'?

NGOs were asked to rate how well they thought their organizations were doing in being accountable to their 'beneficiaries'. Donors were also asked to rate how well they thought their NGO-grantees were doing in accountability to 'beneficiaries'.

The shared view is that accountability to 'beneficiaries' is 'adequate' by 42% of NGOs and 39% of donors – while another 39% of donors and 32% of NGOs thinks that it 'could be better'. The most interesting divergence was at the top and the bottom. Twice as many NGOs as donors felt their downward accountability was 'excellent'. Somewhat surprisingly, 6% of donors were prepared to admit that they did not know how their grantees were accountable to beneficiaries.



5. Do donors prioritize downward accountability?

NGOs indicated the value that their donors assign to NGO accountability to 'beneficiaries':

Important but no additional support provided to do it	44 %
Potentially interesting to donors	24 %
Very important and additional support is provided to do it	16 %
Low priority for donors	11 %
Don't know	5 %

6. Walking the talk: Do donors enable their grantees to practice downward accountability?

We were interested to know what actual donor practices encourage accountability to the 'beneficiaries' of organizations, and how often these are practiced. Figure 2 in the appendix shows the comparative data.

- 11% of donors say they routinely provide NGOs with training and support on participatory evaluation methodologies, while only 4% of NGOs agree with the statement about donors. Rather, 34% say this rarely happens. At the end of the spectrum, 26% of NGOs and 35% of donors say it is most likely that it never happens.
- According to donors, only 26% of donors routinely ask that NGOs design their indicators of performance with 'beneficiaries'. Also, only 30% of donors expect to regularly see 'beneficiaries' views translated into final reports.
- Only 22% of donors say they routinely discuss the feedback from 'beneficiaries' with their grantees. Only 5% of NGOs say that donors show an interest in doing so. 40% of NGOs say this rarely happens.
- Only 12% of NGOs say their donors are routinely flexible with their reporting requirements, against 39% of donors who claim they are.

'Managing expectations of our beneficiaries over time as our funding fluctuates is challenging. Often we get funding for a limited time (mostly government funding), which builds program capacity for a short time then disappears. The beneficiaries grow understandably weary of the roller coaster of service availability and begin to shy away from our next offer of services for fear that these too will not be sustainable. This component adds to the complexity of accountability and tracking satisfaction over time.' NGO respondent

What role for donors?

'Donors are never interested in beneficiary feedback unless it's negative. When evaluators go out and get negative comments from the beneficiaries, it's considered valuable. When beneficiaries say good things about our work, it's considered 'tutored'. How do you win?' NGO respondent

'The funds we received from donors for participatory evaluation of projects are usually not quite sufficient to carry out the activities.' NGO respondent

'[They] generally do not provide support for developing good governance, accountability, and documentation of organisational learning.' NGO respondent

7. Can downward accountability improve decision-making and performance?

- 71% of NGOs said that more structured ways of obtaining information about their ‘beneficiaries’ views could enhance their planning and performance. 84% of donors said this information would enhance their decision-making capabilities for selecting grantees and assessing their performance.
- 20% of NGOs and 11% of donors said they weren’t sure if their decision-making capabilities would improve, and only 9% of NGOs and 5% of donors said it wouldn’t.

Accountability should lead to better practice

‘I find the greatest challenge is simply getting on their [beneficiaries] agenda...the time we have with them is so valuable that usually it has to focus upon providing them direct value, as opposed to indirect value of them giving us feedback.’ NGO respondent

‘Better user feedback will be of marginal or simply cosmetic value if it is not accompanied by internal systems that translate such inputs into learning AND adaptation.’ NGO respondent

‘The accountability process is nothing without feedback, and feedback must result in better activities or it is just an exercise in nothing.’ Donor respondent

- We also asked how valuable they would find independent and confidential reports that offer quality and balanced feedback from ‘beneficiaries’ and other stakeholders about their work: 90% of NGOs said they would find it either ‘extremely valuable’ or ‘valuable’, 10% were neutral or said they would not find it valuable. On the other hand, 96% of donors found it either extremely valuable or valuable with 4% neutral.

The issue of burden

‘Transaction costs between a myriad of funders/investors and grantees/investees are already very burdensome, relationships and reporting are complex. How can this important work be done without making a bad situation worse, and so that the cost is defrayed?’ Donor respondent

‘I am more and more convinced of the need for a framework/guidelines for tracking accountability to beneficiaries that can be used with the majority of donors, and that a recipient institution can use without burden, with appreciation that it is improving its own ability to fulfil its mission and be strategic about its work.’ Donor respondent

8. What kind of support is needed?

NGOs and donors indicated their interest in a number of support mechanisms aimed at enhancing the information that is available about their ‘beneficiaries’ views. The results showed that:

- 83% of NGOs and donors were interested in the *provision of independent survey* information about their ‘beneficiaries’ views.
- 84% of NGOs and 83% of donors expressed interest in *tools and guidelines* for obtaining and incorporating ‘beneficiaries’ perspectives better into their strategies and programs.
- 81% of NGOs and 78% of donors indicated an interest in having *advice and training* for engaging, learning from, interpreting and communicating the views of ‘beneficiaries’ and other stakeholders about their work.
- 77% of NGOs wanted to see *support to their funders* on how to incorporate the views of their ‘beneficiaries’, as well as their interpretation of the complexities of their development intervention, into their evaluation of projects.
- 88% of NGOs and 91% of donors expressed interest in having access to *research and dissemination of practices, standards, and benchmarking* on accountability to ‘beneficiaries’.

9. Conclusions

A number of tentative conclusions can be drawn from the survey. These point to the gaps in current practice and the opportunities for research, leadership and action.

First, if downward accountability processes do not create feedback and learning that improves practice they will remain mostly rhetorical and tokenistic.

Genuine processes of downward accountability are permanent, ongoing, and embedded in organizational culture. True ‘cultures of accountability’ within organizations will not be driven by tools and methods but rather supported by them. Improving accountability to ‘beneficiaries’ cannot be the result of mechanistic and technical fixes, but rather of organizational rituals and processes that, while universally stated, can be contextually and culturally based.

Accountability to ‘beneficiaries’ implies accountability for results, where beneficiary voice is influential in defining and measuring an organization’s success. *Why is this*

organization choosing this course of action rather than another one? How (with whom) has it defined its theory of change and its strategy? Why these indicators of success rather than others? These important questions relate back to downward accountability in the planning and strategy process.

Understanding accountability as an ex-post ‘accounting’ of what an organization has already done presupposes that organizations possess a unique and fixed understanding of what needs to be done in the first place. This is different from defining accountability as implying an ‘ex-ante engagement’ to understand what needs to be done, and what is the best way to do it and assess it, and accounting for that later *as a means for continual learning* about what worked well, what went wrong, and why.

These two views presuppose competing world-views about development; and who the ultimate ‘agents’ of development are. Organizations that place an emphasis on ordinary people’s ability to improve their own lives (i.e. human agency) as a driver of development will tend empower the constituencies for whom they work and engage them in co-creating action as much as possible. This sees accountability as *enabling social capabilities*. On the other hand, organizations that tend to think of themselves as the agents of development will tend to conceive accountability as a process of periodic consultation rather than meaningful ongoing engagement and learning that is in itself a fundamental developmental process.

The survey results also show that the cleavage is not so much between ‘NGOs and donors’, but rather between those NGOs and donors who see development as catalyst for human agency, and those who see it as something organisations do for people.

Second, the question of downward accountability must be sensitive to power issues. For many, the word ‘beneficiaries’ is problematic in its own right. Speaking of ‘beneficiaries’ reinforces the perception of people as passive recipients of aid, and altogether works against the idea of downward accountability as a rebalancing act. This is also true for the use of the term ‘downward’, as it reinforces the idea of power asymmetry. While a term like ‘development constituency’ could certainly be more appropriate, there is a need discuss concepts and language as they shape and are shaped by the accountability debate.

The issue of power can be found right across the web of relationships in development. A central theme, for example, is how organizations (both NGOs and donors) deal with their own incentives for practicing downward accountability when demands from constituencies are weak, or do not carry the threat of sanction. This is both true of donors’ accountability in relation to their grantees, as it is of NGO accountability in relation to ‘beneficiaries’; and for that matter, every other intermediate link where there is a relationship based on some kind of resource asymmetry. This poses a key research question to guide future work: What are the incentives for NGOs and/or donors to become more open, transparent and accountable organizations in the absence of strong demands from their less powerful constituencies? Similarly, it poses a practical challenge for social entrepreneurs in how to realign the incentives for NGOs and donors to be more accountable in the absence of strong demands by weaker constituencies.

Third, the potential benefits and the practical challenges identified for downward accountability signal the need for intermediary organizations to enable NGOs and donors to increase the quality of their practice and obtain better results. By working within donor-NGOs relations, intermediaries could lighten the burdens of ‘upward accountability’ while shifting reporting practices in favour of learning, reflection and the principles of downward accountability.

Specific activities were identified as needed and useful, including:

- Helping organizations use evaluations to improve their overall organizational downward accountability;
- Helping organizations and donors make the most out of their existing information systems, placing attention on reducing transaction costs and burdens as much as possible;
- Providing training and technical support on these issues;
- Developing case study material, and systematizing existing standards and good practices that can help organizations improve ‘downward accountability’
- Creating tools and systems that organizations can self-implement.
- Provide independent verification of ‘beneficiaries’ views;
- Develop a framework for assurance for self-reporting of ‘beneficiaries’ views.

Fifth, there is an important opportunity for donors to advance downward accountability more purposefully. They can support the development of quality intermediary organizations in this space. They also need to pay attention to the resourcing side of downward accountability practices of their grantees. They should encourage their grantees to plan and devise adequate learning and accountability processes for their projects and work. A wealth of research has shown how donors create bureaucratic reporting burdens for organizations that distract them from learning towards their missions. Donors need reporting. But donors could use reporting requirements to encourage organizations to be more accountable to those for whom they work, and to recognise and learn from failure. In sum, donors can do a great deal to improve the incentives of NGOs for downward accountability while making sure this does not duplicate, but rather simplify, bureaucratic requirements and transaction costs.

The survey results suggest that donors tend to take for granted the issue of downward accountability, assuming that ‘good’ organizations do it. There is a striking lack of ‘performance criteria’ that indicate whether or not an organization is actually accountable to its constituency. The survey suggests that this assumption is unwarranted, and that it distorts the idea of performance in favour of more positivist or mechanistic views of development.

Finally, the survey results have highlighted caveats to take into account when conducting research on downward accountability. We share some points below to encourage wider learning and furthering of the research agenda:

- Some practitioners found it difficult to respond to the questionnaire. Specifically, those who are engaged in policy think tanks and other types of initiatives where the figure of the beneficiary is less obvious indicated that downward accountability seemed more geared to 'development projects' that provided services to field recipients.
- The survey could have placed more attention on how social change agents define their beneficiaries and other stakeholders in relation to their mission – which in turn defines the accountability relationships. Further work can be done to help organizations to think critically about power relationships, about the imperative to activate human agency through their work, and how they understand accountability analysis in the context of different stakeholder universes.
- Finally, we found the term 'beneficiary' to be especially problematic in the context of poverty-related developmental interventions. It seems to be less problematic among those respondents that are not working with issues of social exclusion. This might partly explain why the term 'beneficiary' is seldom problematised by the development community.

Appendix: Tables and figures

Figure 1: How organizations value downward accountability?

	Consider it essential		Consider it important		Consider it useful	
	NGOs	donor	NGOs	donor	NGOs	donor
Engagement with beneficiaries in the evaluation of its projects	57%	48%	31%	41%	11%	10%
Impact indicators that are informed by beneficiaries	55%	40%	37%	39%	8%	19%
Provision of transparent financial and governance information	51%	50%	27%	29%	16%	18%
Complaints and redress mechanisms	50%	34%	36%	45%	11%	20%
Report back formats tailored for beneficiaries	43%	26%	38%	38%	15%	28%

2: Walking the talk: Do donors enable their grantees to practice downward accountability?

	Routinely		Sometimes		Rarely		Never	
	NGO	donor	NGO	donor	NGO	donor	NGO	donor
They/we provide training and support on participatory evaluation methodologies (to NGOs)	4%	11%	21%	30%	34%	17%	26%	35%

	Routinely		Sometimes		Rarely		Never	
	NGO	donor	NGO	donor	NGO	donor	NGO	donor
They/we prefer indicators of performance that have been designed with beneficiaries	18%	26%	35%	44%	28%	19%	9%	8%
They/we expect to see beneficiaries' views clearly reflected in our reports	26%	30%	39%	44%	23%	18%	4%	2%
They/we provide additional resources for us to engage in more effective learning dialogues with our beneficiaries	6%	18%	29%	35%	35%	24%	19%	17%
They/we discuss our beneficiary feedback with us	5%	22%	29%	43%	40%	26%	16%	5%
They/we are flexible in their reporting requirements so we can use similar reports for different donors	12%	39%	40%	30%	20%	12%	13%	13%

We also asked how valuable would people find independent and confidential reports that offer quality and balanced feedback from beneficiaries and other stakeholders about their work (In the case of donors, they were asked about reports from their grantees that offer beneficiaries perspectives about their work) The result show:

	NGOs	Donors
Extremely valuable	40 %	56 %
Valuable	50 %	40 %
Neutral	6 %	4 %
Not valuable	4 %	0 %

Figure 3: What kind of support is needed?

	Very interested		Interested		Not interested	
	NGO	Donor	NGO	Donor	NGO	Donor
Provision of independent survey information to you about your beneficiaries' views	33 %	26 %	50 %	57 %	16 %	15 %
Off-the-shelf tools and guidelines for obtaining and incorporating beneficiaries perspectives into your strategy and programs	31 %	37 %	53 %	46 %	16 %	15 %
Advice and training for engaging, learning from, interpreting and communicating the views of beneficiaries and other stakeholders about your work	28 %	26 %	53 %	52 %	20 %	17 %
Support to your funders on how to incorporate the views of beneficiaries and your analysis of the complexities of development, into their evaluation of projects	31 %	--	46 %	--	23 %	--
Research and dissemination of practices, standards, and benchmarking on accountability to beneficiaries	42 %	41 %	46 %	50 %	12 %	6 %