Feedback loops as the new

accountability

for developmental outcomes

…the art of turning

feedback into **learning** & ***VOICE***

CARE Nairobi, April 2015

keystone

accountability for social change

Keystone's experience

Started in 2006, as participatory practitioners searching for new ways to bring constituent voices into how we learned about and **managed** change …

…a bit farmer-like, and with a few fellow searchers, we sowed a few seeds, listened and learned, and have suddenly seen them thrive….

Standards, logic models and checklists didn't do it.

but failure led us to customer service…

…and we discovered some interesting things:

- From a social movement…
- to a billion dollar, high utility service industry
- Many of the most successful companies were far better at listening, learning and responding than CSOs were
- We liked the language…
  '**Learning organizations**', '**agile**' and '**lean start-ups**'

  (www.leanimpact.org)
- And that……

The value of feedback data lies not only in what it contains… but what it enables.

FEEDBACK LABS

Now its become a movement!

Fund for Shared Insight

Rockefeller, Ford, Hewlett, Packard, Kellogg +15

DEVELOPMENT GATEWAY
Solutions that empower

FRONTLINESMS

globalgiving

GroundTruth
INITIATIVE

keystone

ASHOKA

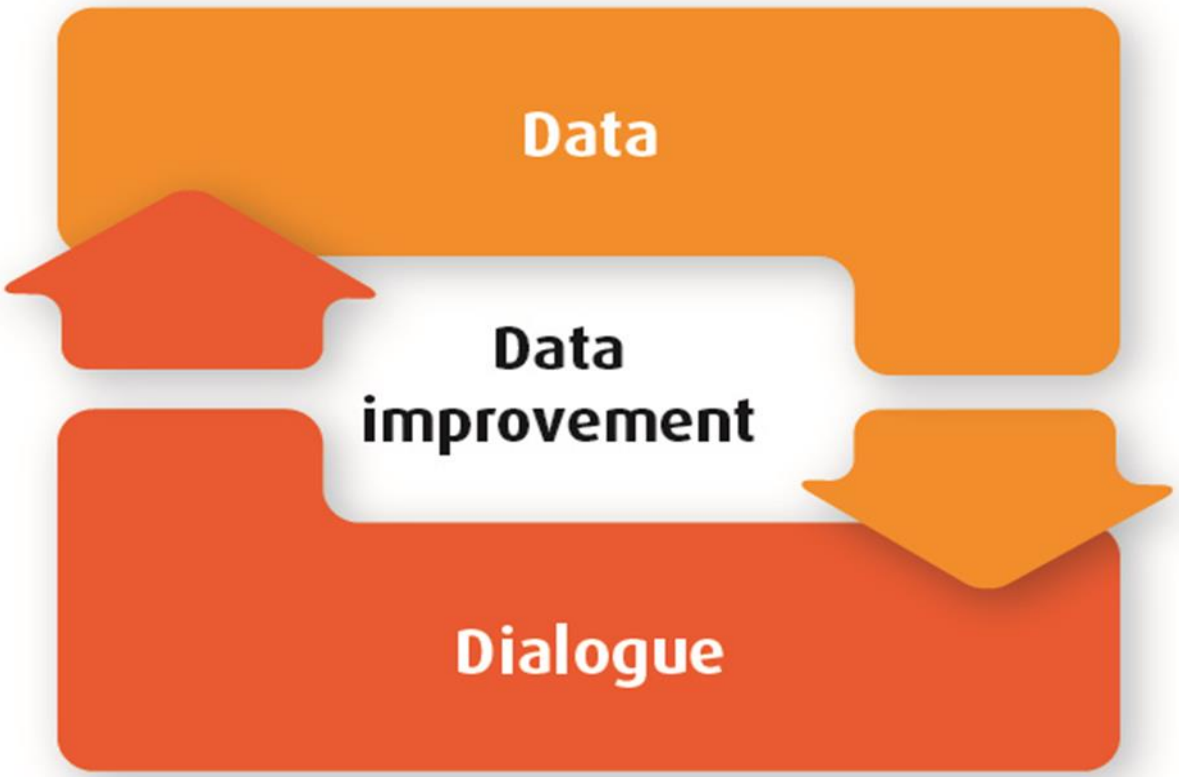
Ushahidi

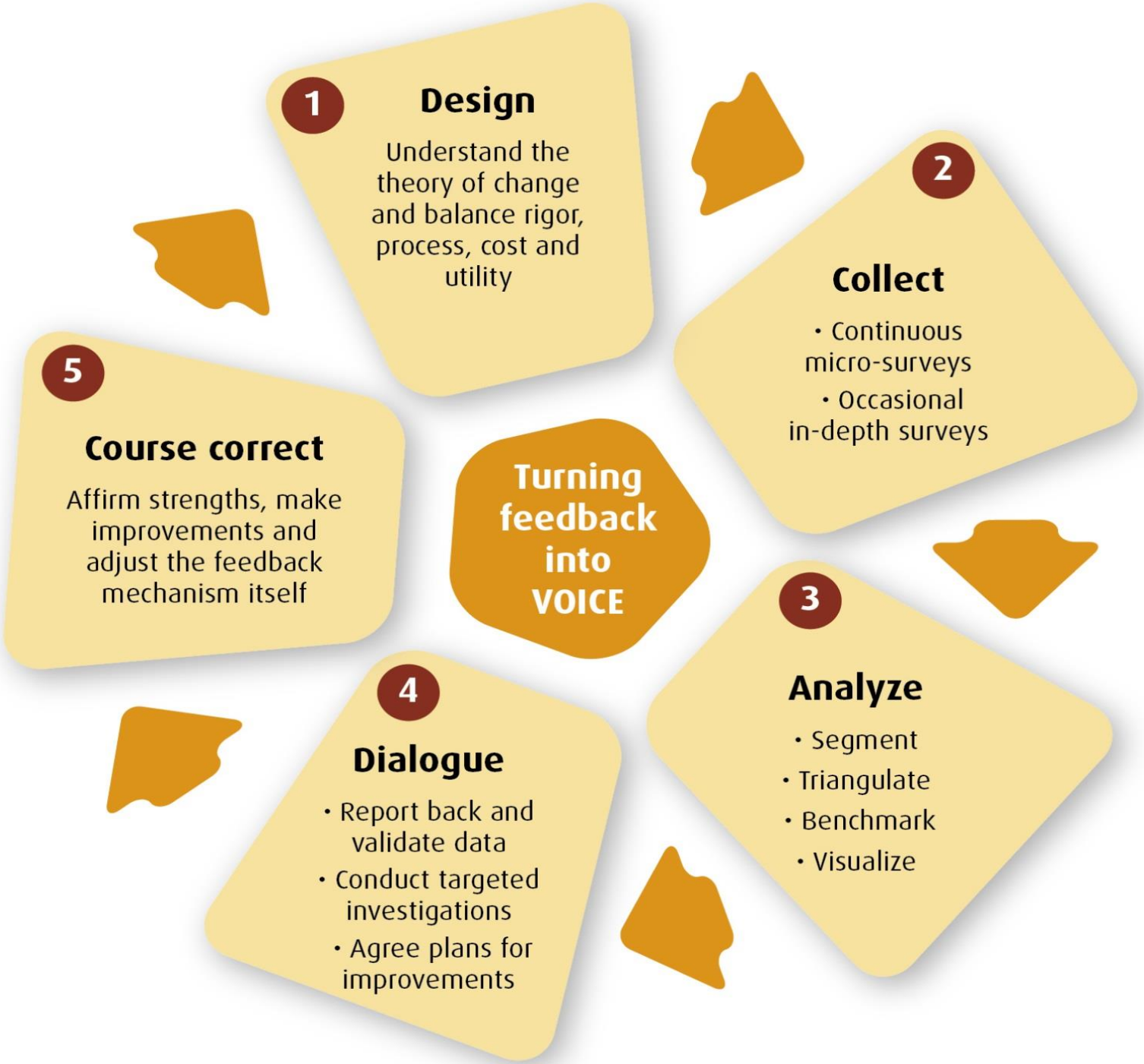
Center for Global Development

Twaweza
ni sisi

2 challenges…

1. Find ways to convert constituent perceptions and experience into performance **DATA** that feed into performance management systems.
2. Find ways to **report** and **use** this data that enable constituents to drive improvement from community to programme level: turn data into **VOICE**.




1
Design
Understand the theory of change and balance rigor, process, cost and utility
2
Collect
• Continuous micro-surveys
• Occasional in-depth surveys
3
Analyze
• Segment
• Triangulate
• Benchmark
• Visualize
4
Dialogue
• Report back and validate data
• Conduct targeted investigations
• Agree plans for improvements
5
Course correct
Affirm strengths, make improvements and adjust the feedback mechanism itself
Turning feedback into VOICE

The collateral benefits!

Accountability & relationships

- Mutual accountability for agreed outcomes
- Constituent VOICE - feel heard &valued
- Relationships strengthened

Performance

- Real-time management data on services and relationship quality
- Early warning and predictive metrics

Discovery & Innovation

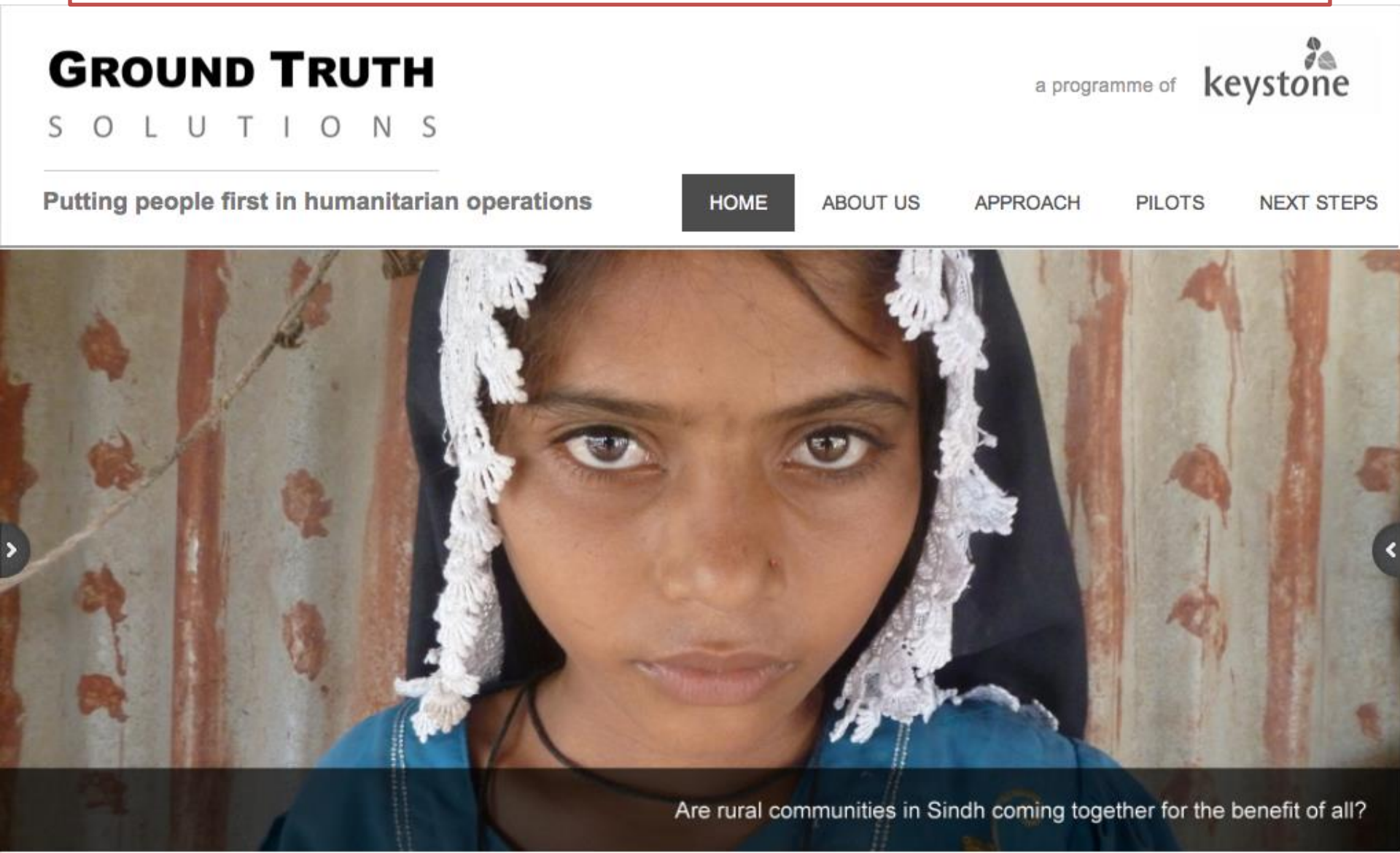
- New source of ideas from people who live with the issues
- Encourages innovation and adaptation

Evaluation

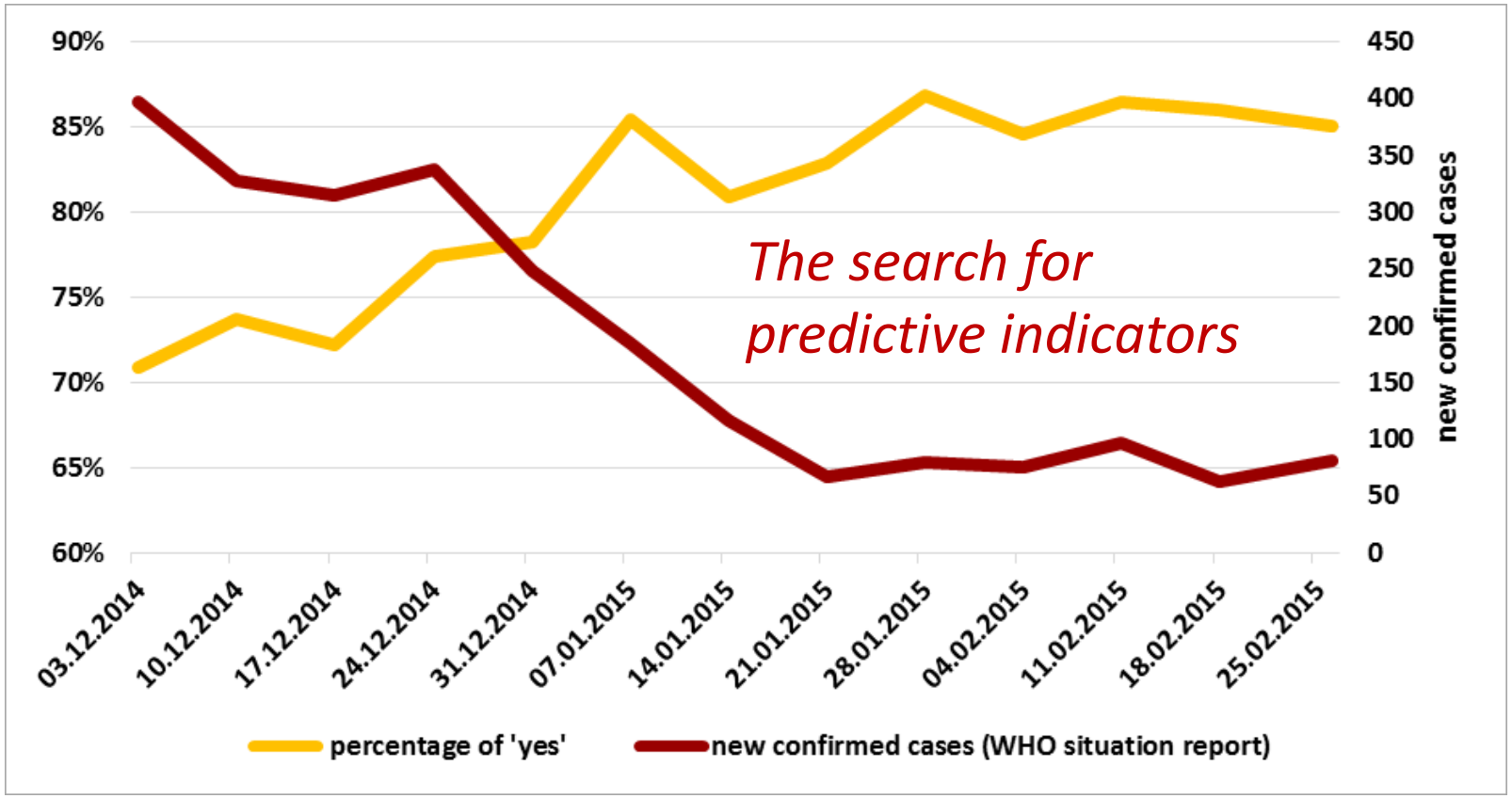
- Important time series perceptual data – evidence for evaluation framework
- A channel for using evaluation findings

Some quick case studies…

Constituent Voice in Crisis Response

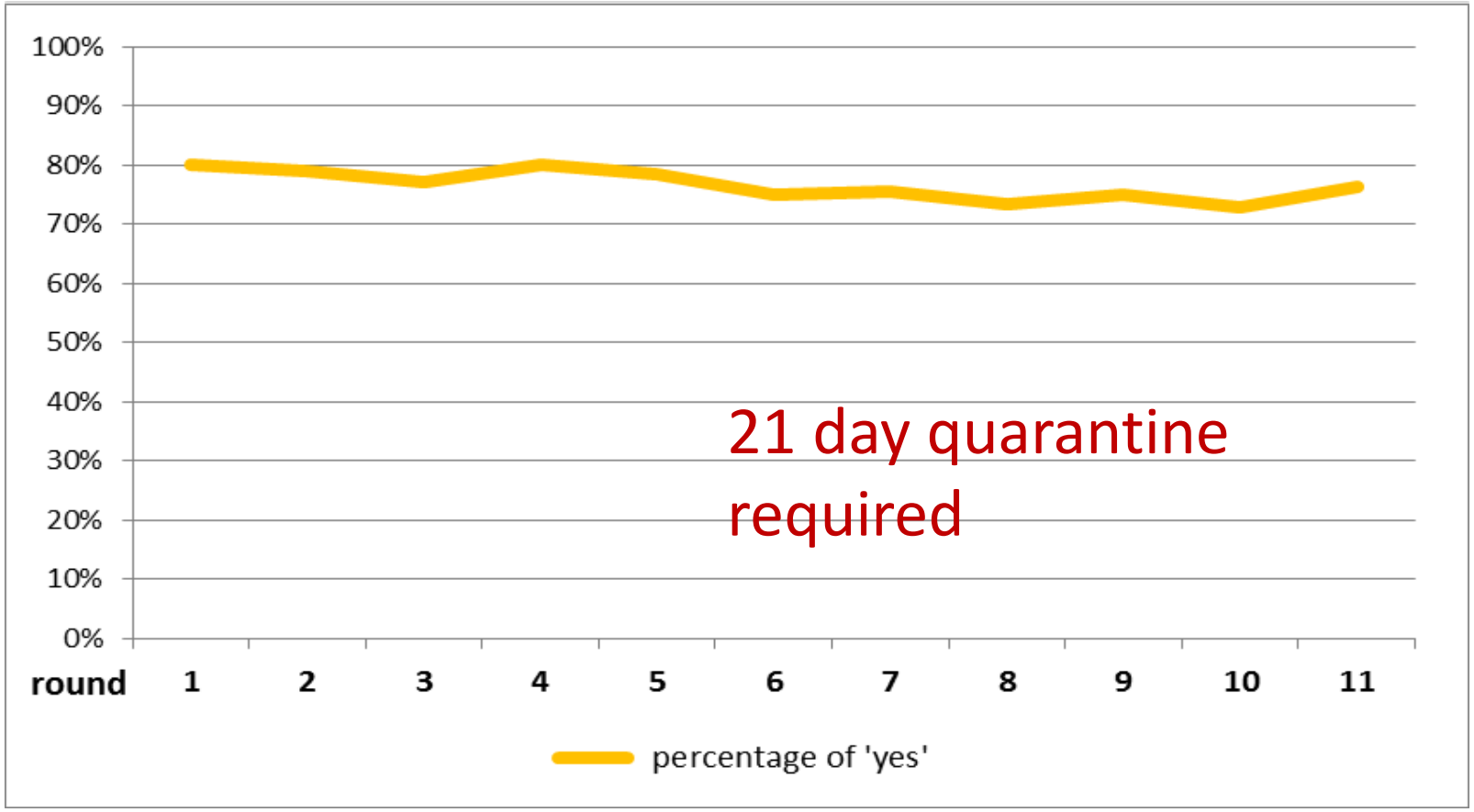


Overall, is the Ebola response making progress against the spread of the disease?



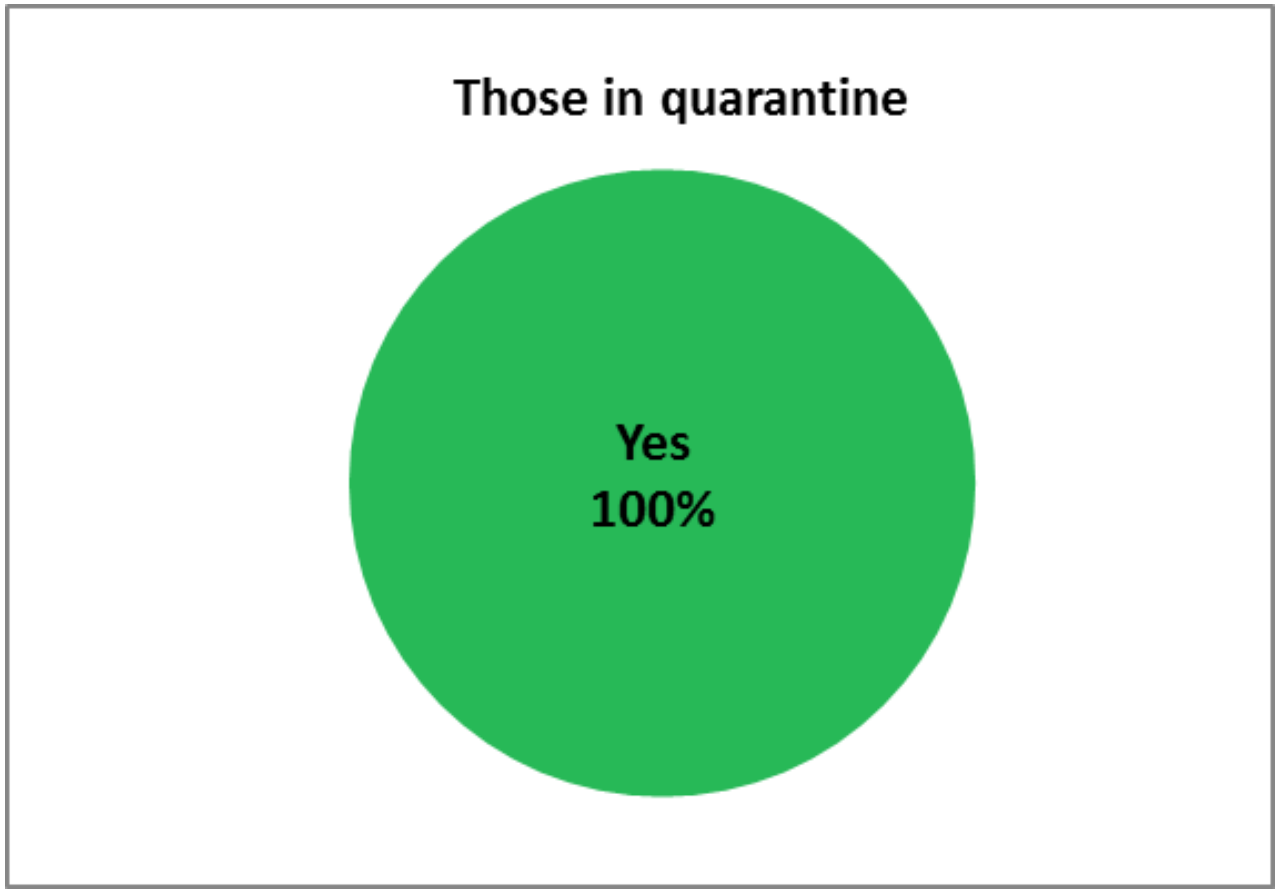
Citizens' survey: Geopoll sms – revolving micro-surveys

Does a lack of food and water make people worried about quarantine?



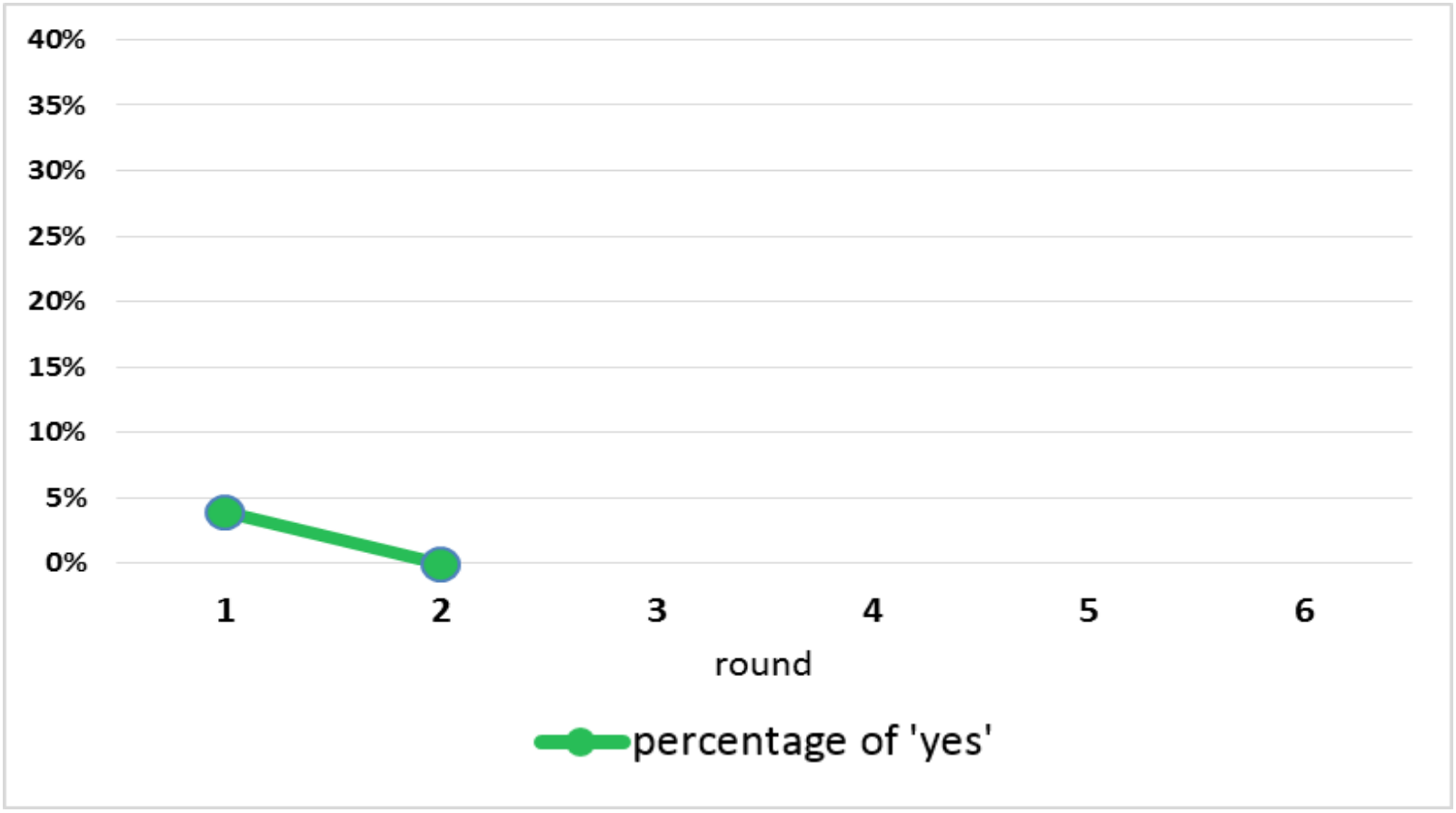
Citizens‘ survey

Did you receive your food package within 48 hours of quarantine starting?



Survey of people in quarantine

Did you receive a repeat package during 3 week quarantine period?



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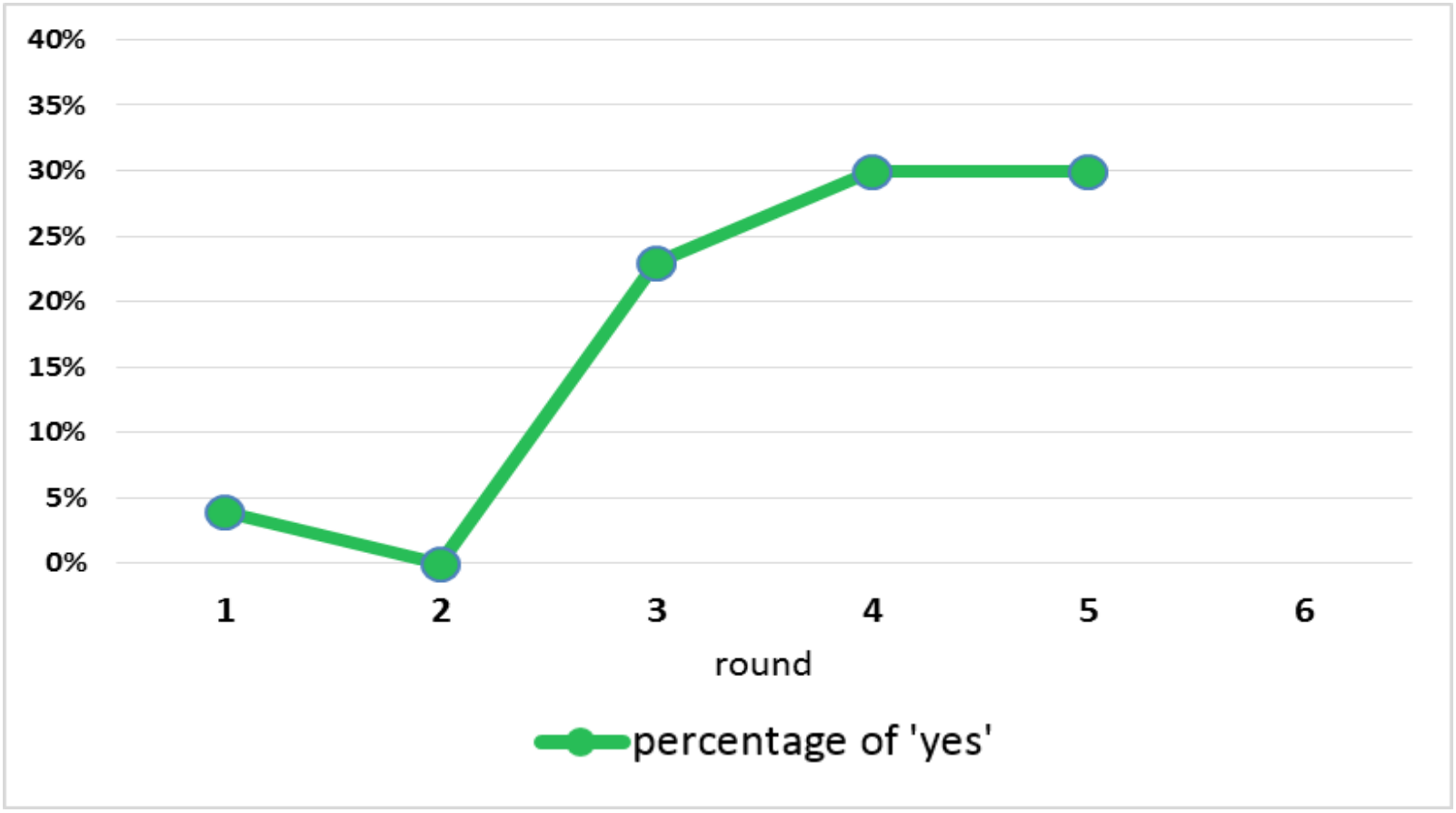
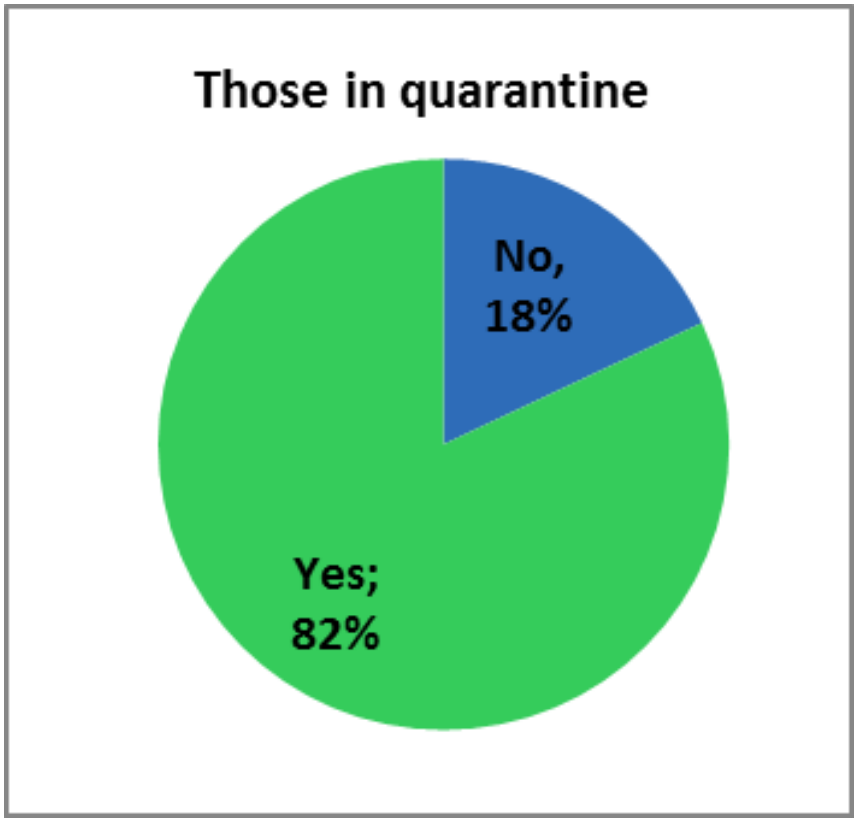


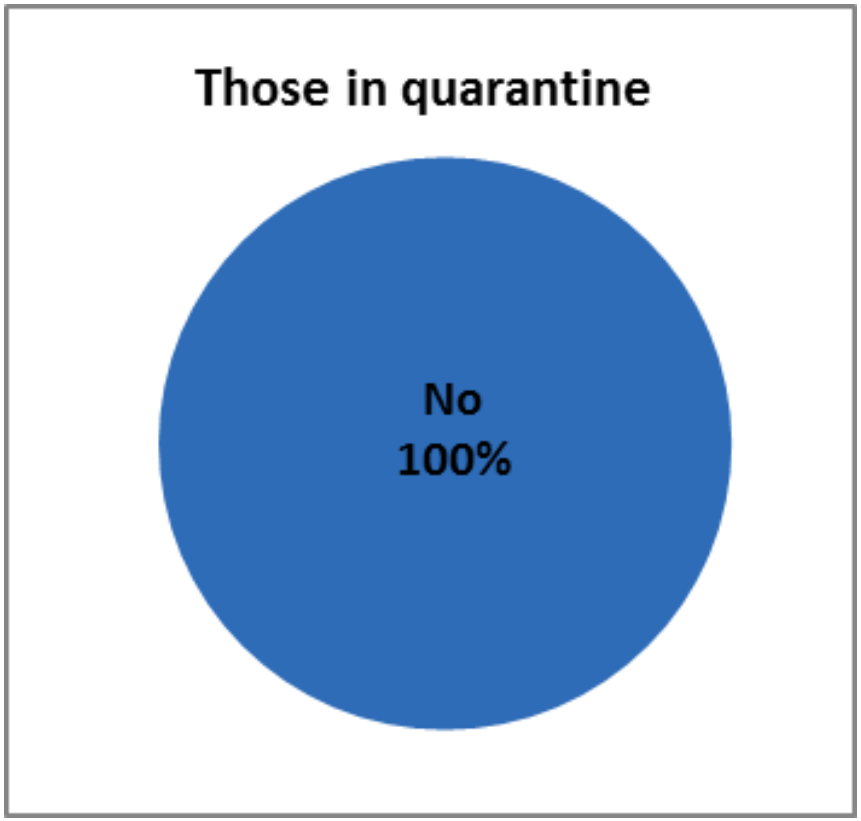
Survey of people in quarantine

Are your family's needs for food met?



Survey of people in quarantine

Are your family's needs for water for washing, cooking, and drinking met?



https://client.geopoll.com/Account/Login

email: ebola@groundtruthsolutions.org
password: ebola14

LIFT

On a scale of 0-10, to what extent do you agree with the following statements…

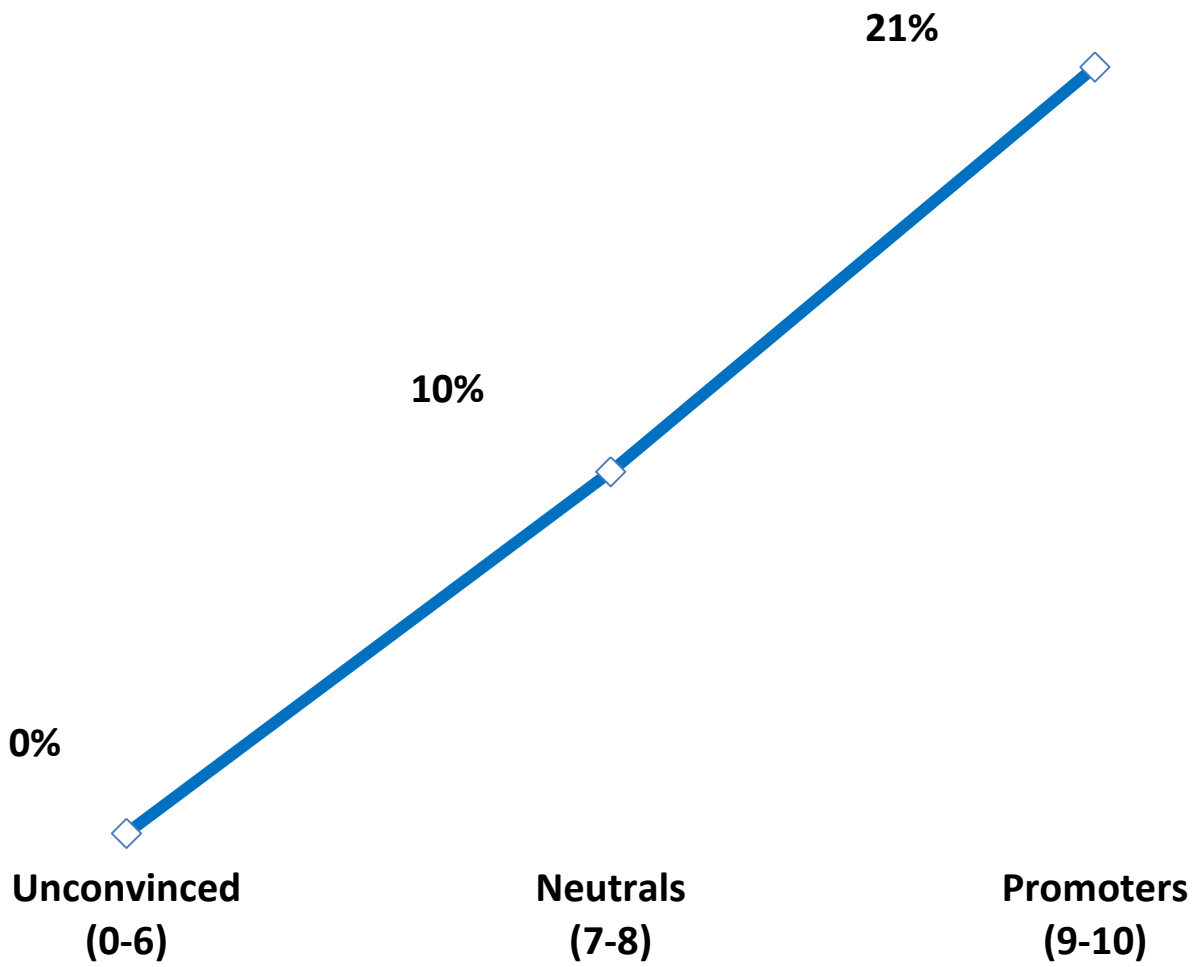
Personal growth outcomes

1. I have more self-confidence because of LIFT.
2. I am more connected to the community and community resources thanks to LIFT.
3. Because of LIFT I am more able to stand on my own feet and achieve what I want.

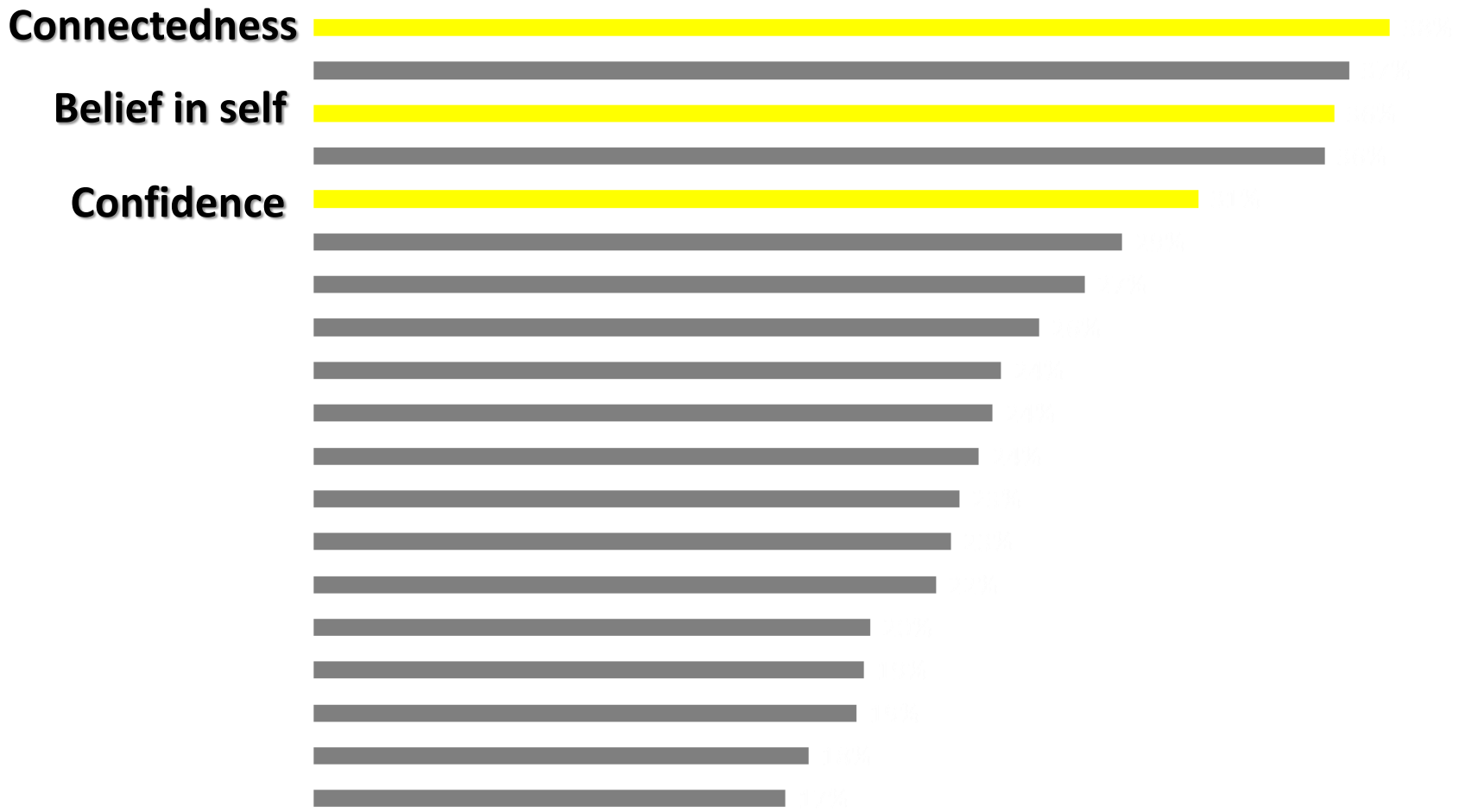
Relationship with LIFT

1. I feel completely free to ask questions and say what I really think.
2. I think that LIFT will use my answers to this survey to improve its services.
3. I feel that workers from LIFT really care about me and want to help me as best they can.

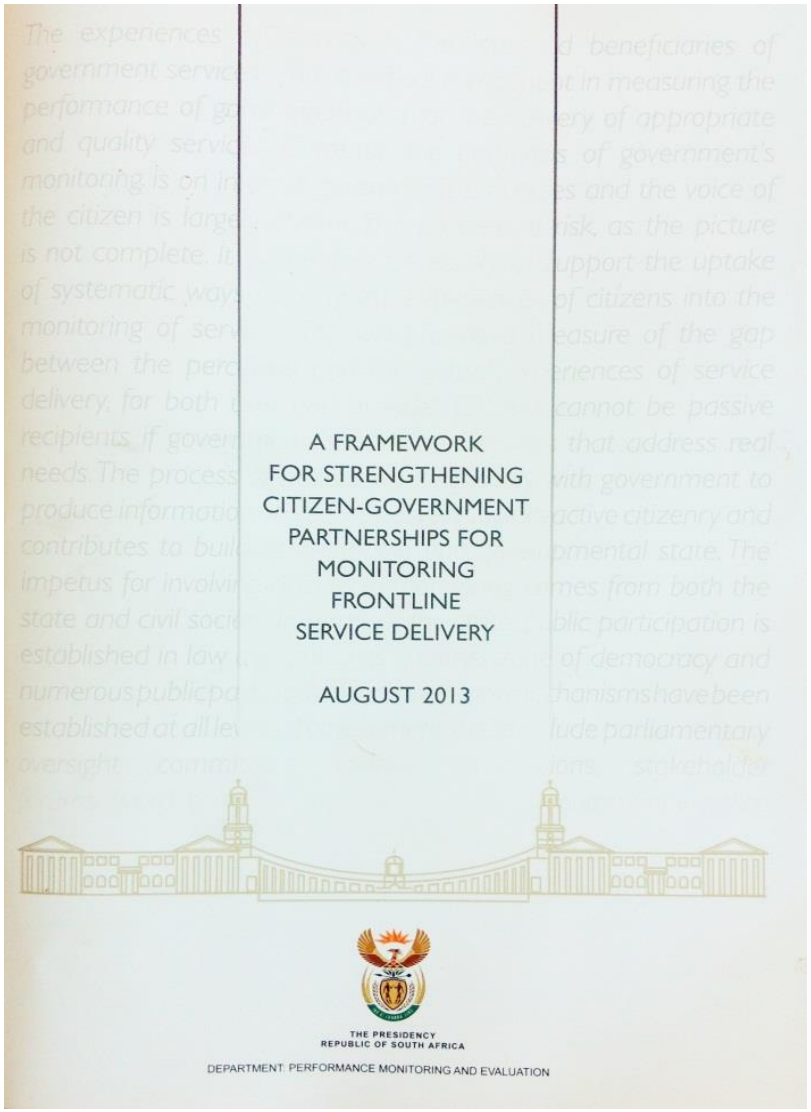
Members with higher CV scores are TWICE as likely to achieve economic progress.



3 of the top 5 most predictive metrics are personal or social factors.



August 2013, SA Cabinet approves CBM framework



1. Listen

- Introduce CBM to management and staff
- Hold dialogues with local leaders and community groups
- Identify key issues for the community survey
- Prepare surveying plan

2. Survey

- Select and train community survey teams
- Conduct community survey
- Conduct staff survey
- Analyse the results and produce performance reports for each facility

3. Agree on change

- Share survey results with management, staff and community groups
- Management, staff and community groups agree on what should change and how this should happen.
- Ways that citizens can measure change are agreed
- Action plans and monitoring commitments are announced to broader community

4. Monitor commitments

- Various groups undertake monitoring of the action plans (both citizen and government).
- The results of the monitoring are reported at community level and to the responsible departments.
- Monitors escalate issues if they encounter problems.

Using community-based organizations and volunteers

Capturing the quality of the **service experience**…

- Short micro-surveys on the experience of people who have recently used the facility
- Short community perception micro-surveys

Capturing frontline staff experience…

- Often service delivery breakdowns occur higher up the system.
- Customer service has demonstrated a direct link between staff well-being and satisfied customers (good performance).
- Make satisfaction of frontline staff a key performance indicator for backline managers.

CITIZEN MONITORING

Philakathi

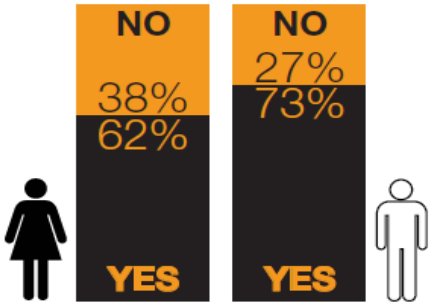
MAKING ALL VOICES COUNT

Health Clinic: Umlazi

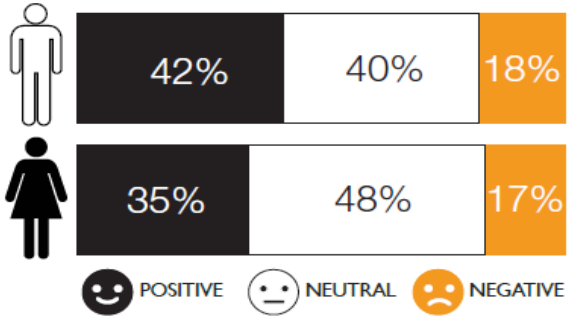
PARTICIPANTS: 368

BLACKSASH
MAKING HUMAN RIGHTS REAL

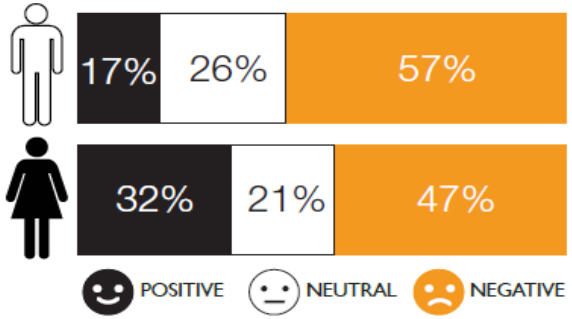
DID YOU GET ALL THE MEDICATION THAT YOU NEEDED?



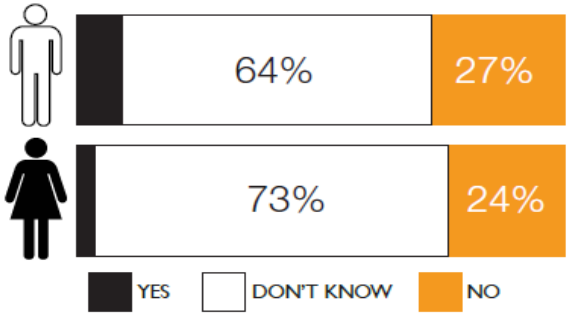
HOW GOOD ARE THE AMBULANCE SERVICES?



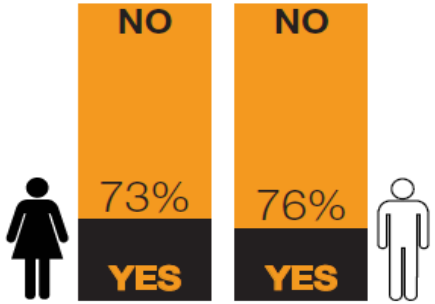
IS THE CLINIC EQUIPMENT IN GOOD WORKING CONDITION?



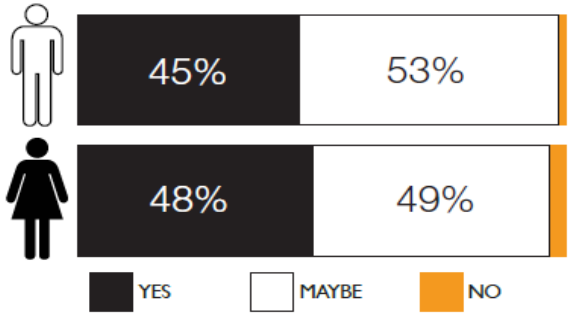
DOES THIS CLINIC HAVE A CLINIC COMMITTEE?



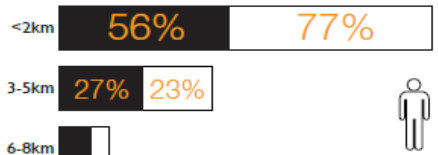
DO YOU KNOW WHAT THE CLINIC COMMITTEE SHOULD DO?



DO YOU THINK THAT THIS CLINIC WILL LEARN FROM THIS SURVEY AND IMPROVE?

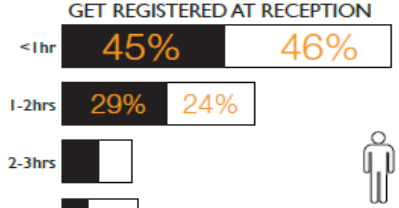


HOW FAR DID YOU TRAVEL TO GET TO THE CLINIC?

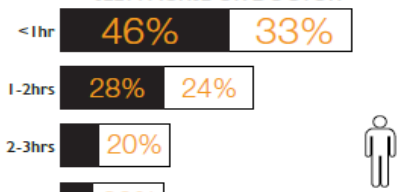


HOW LONG DID IT TAKE TO:

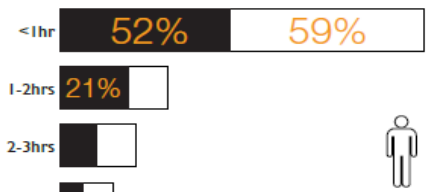
GET REGISTERED AT RECEPTION



SEE A NURSE OR DOCTOR



COLLECT YOUR MEDICATION?



AEPMS: Using feedback to improve performance in agricultural extension

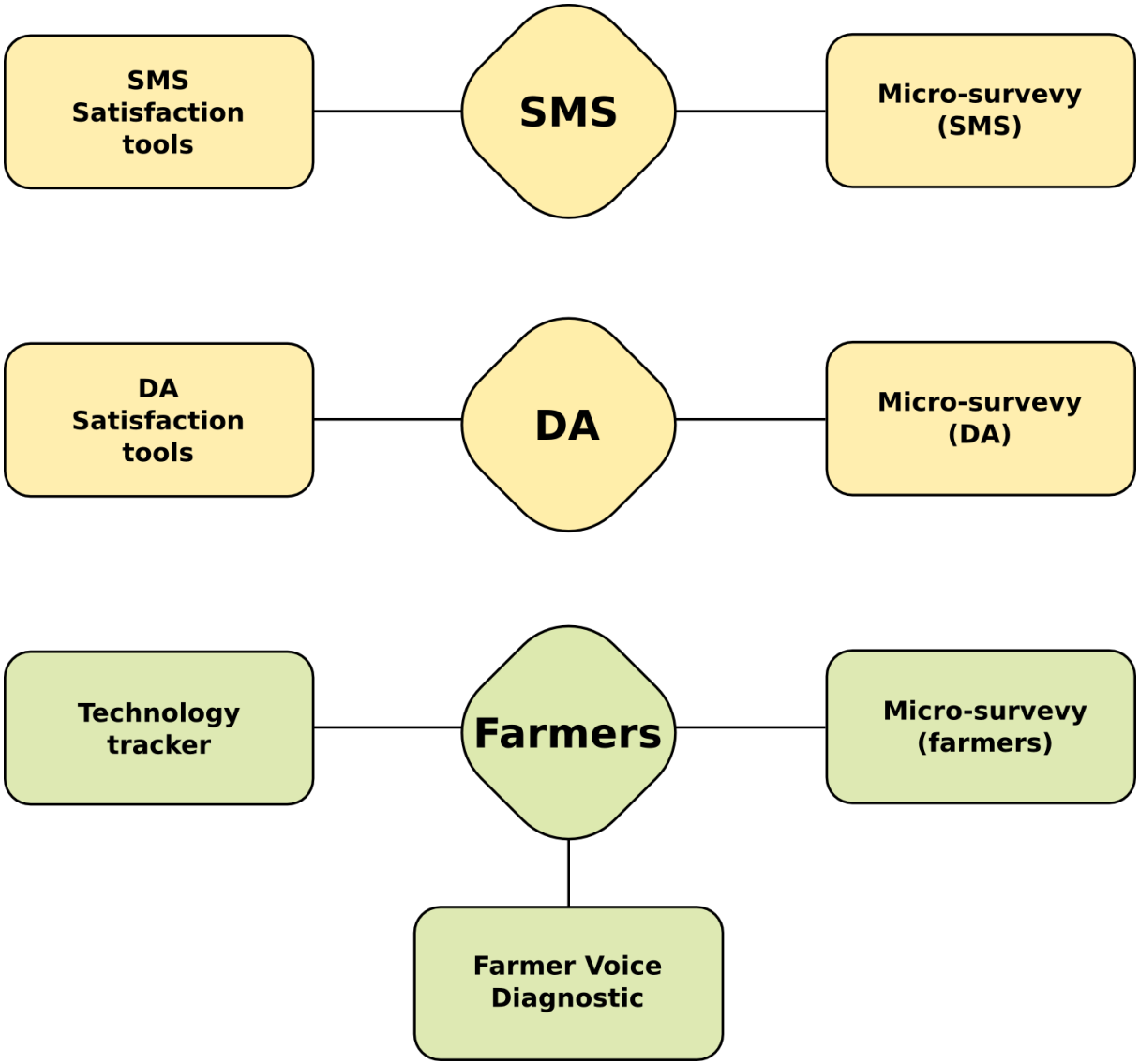
Oxfam America

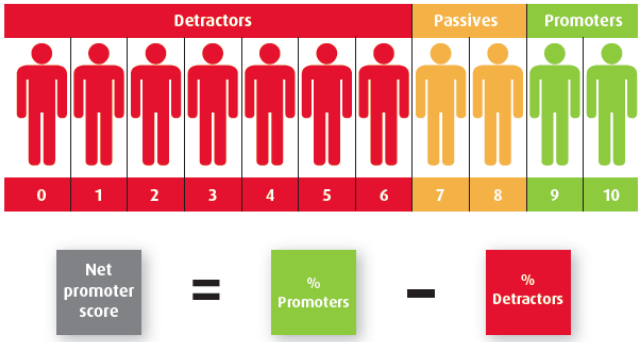
ALINe
PEOPLE-CENTRED PERFORMANCE

keystone

IFPRI

Components: Data collection tools





Net Promoter Analysis

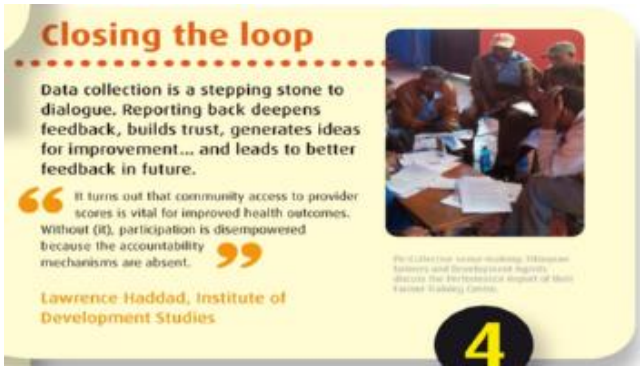
Summary of performance dimensions

Technology	Number of farmers surveyed	Easy to understand	Input	Labour	Prod Qty	Prod Qual	Sale	Price	Profit
Wheat line sowing and fertilizer application)	35	80	81	83	N/A	N/A	N/A	N/A	N/A
Onion line sowing and fertilizer application	21	81	69	50	90	90	97	67	69
Teff line sowing and fertilizer application	20	60	76	53	N/A	N/A	N/A	N/A	N/A

Technology Tracker – Farmer feedback on the performance of technologies

Net Promoter Analysis

Some key innovations



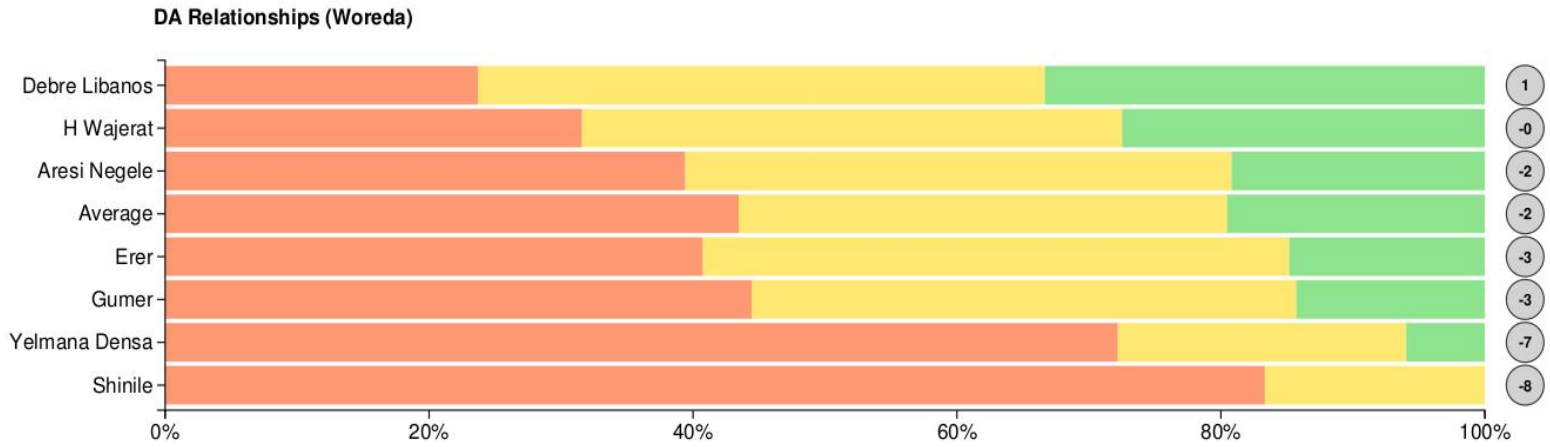
'Closing the loop' dialogues at all levels

Private scoring by farmers

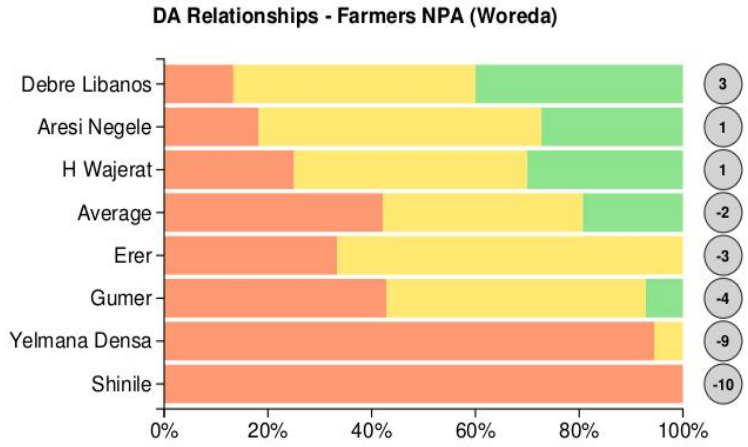
Frontline staff feedback

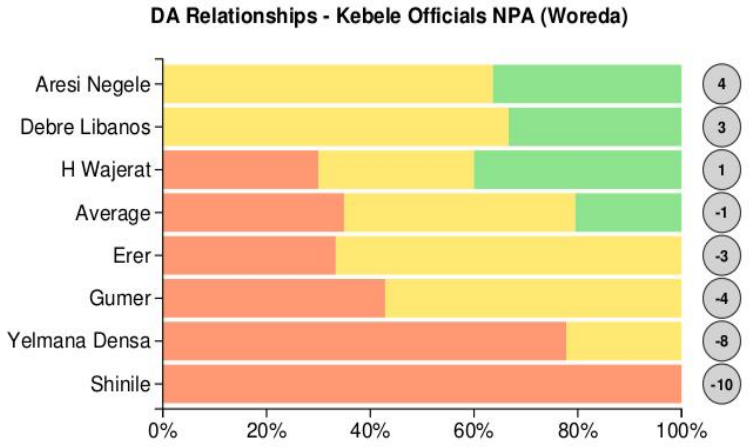
AEPMS Dashmaker
DA Satisfaction Report

Relationships Overall NPA

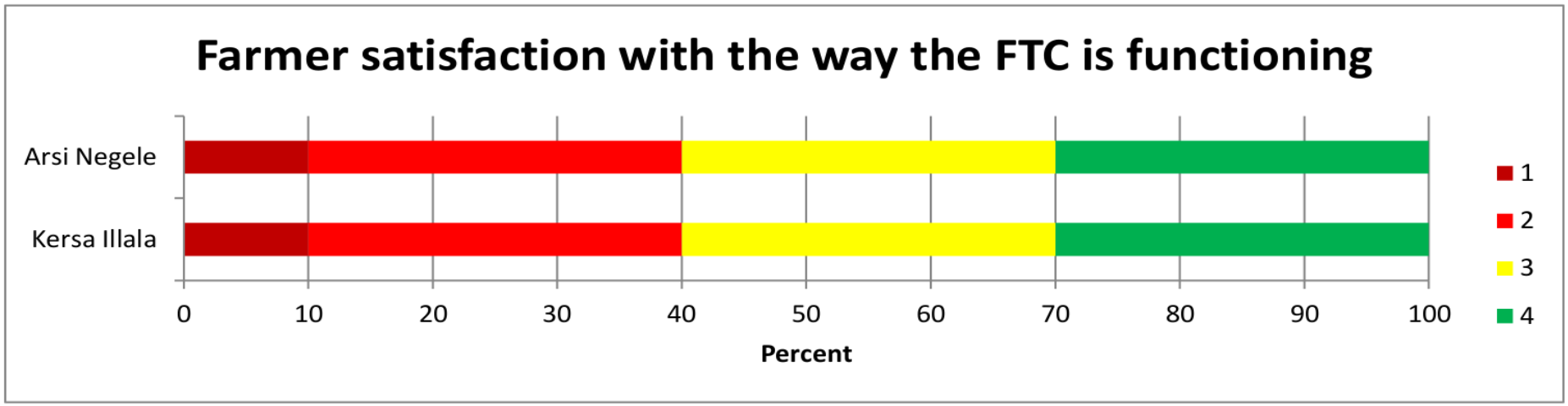


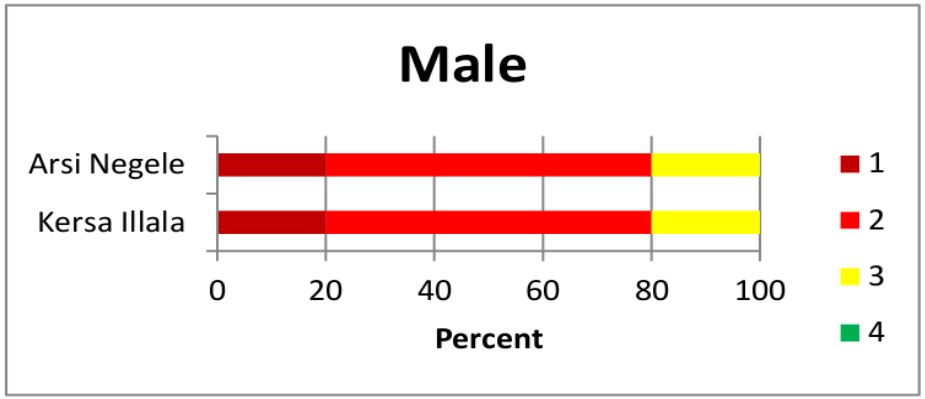
Relationships Components NPA

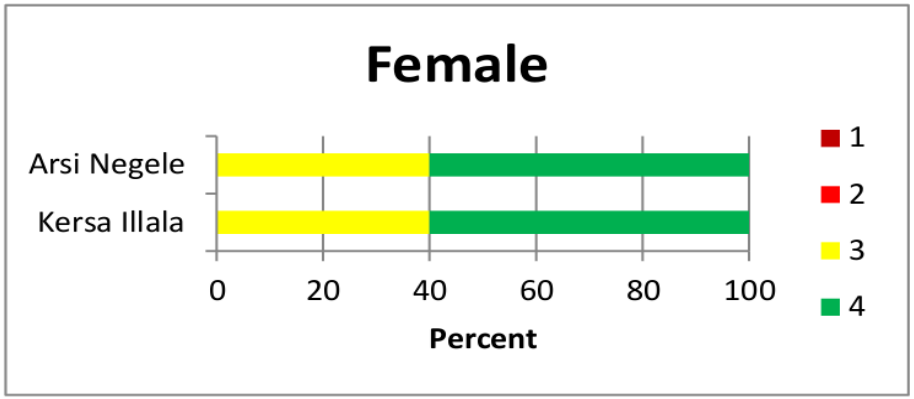




FTC Performance reports





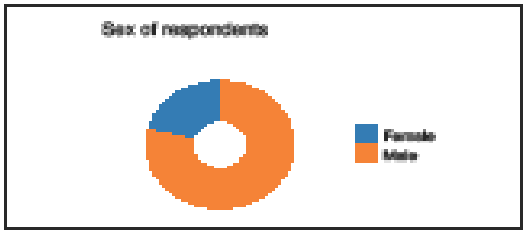


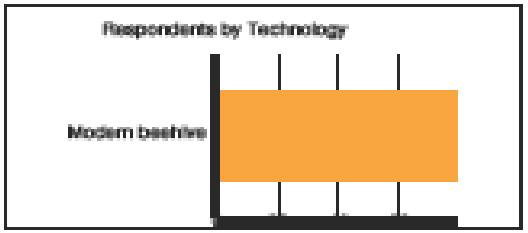
Open Feedback

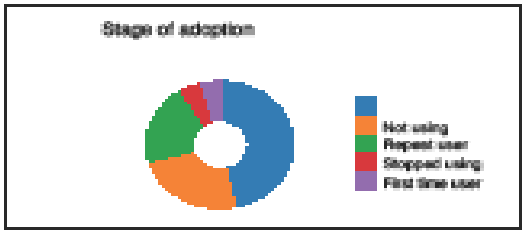
FTC	Activities in the FTC	Positive points	Negative points
Kersa Illala	– Raw planting demonstration – Beekeeping traditional bee	– It is used for demonstration purpose – Some planting materials are	– It was NGO who planted earlier not the extension system. – There are some structures but they

Technology Modern beehive

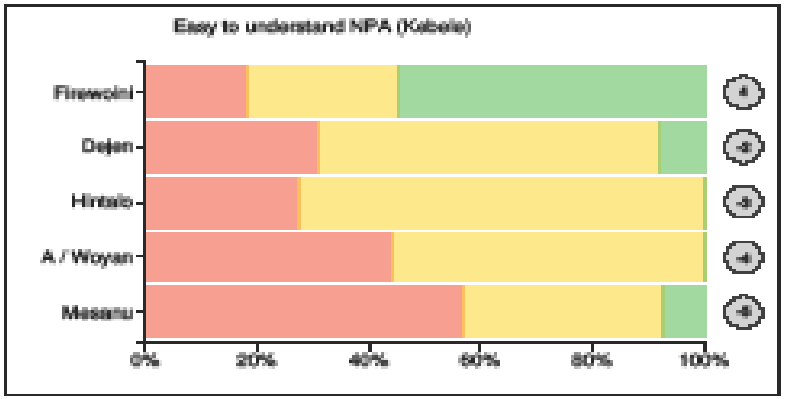
Demographics

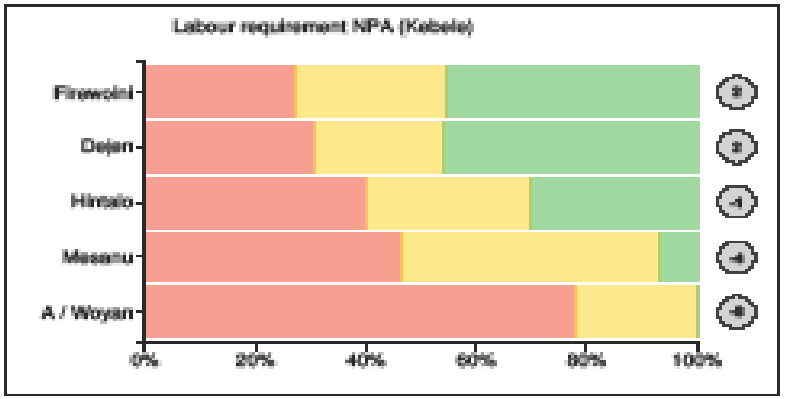


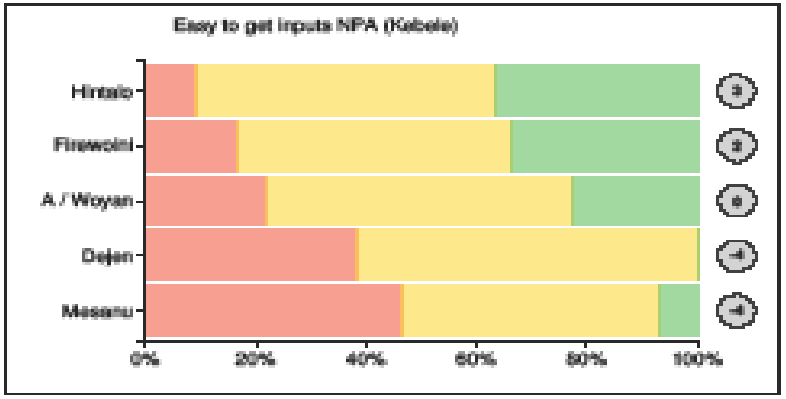


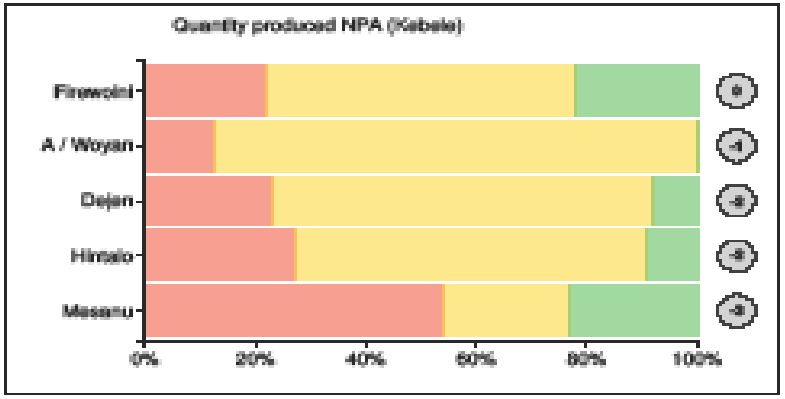


Performance Scores





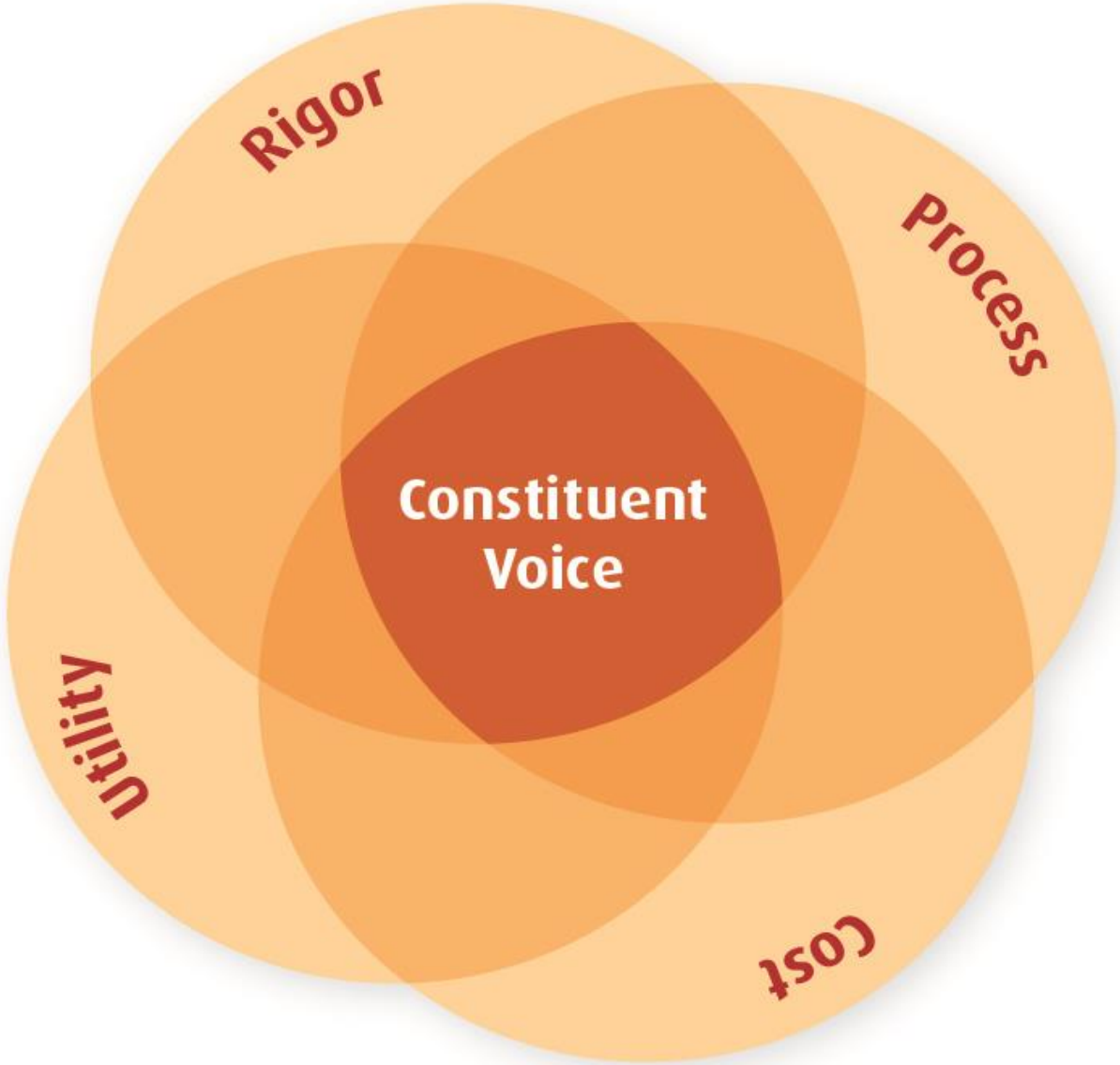


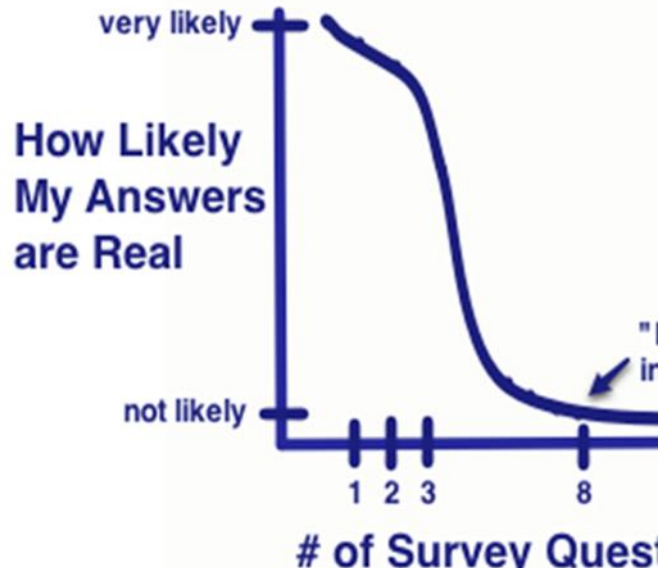


Overall scores

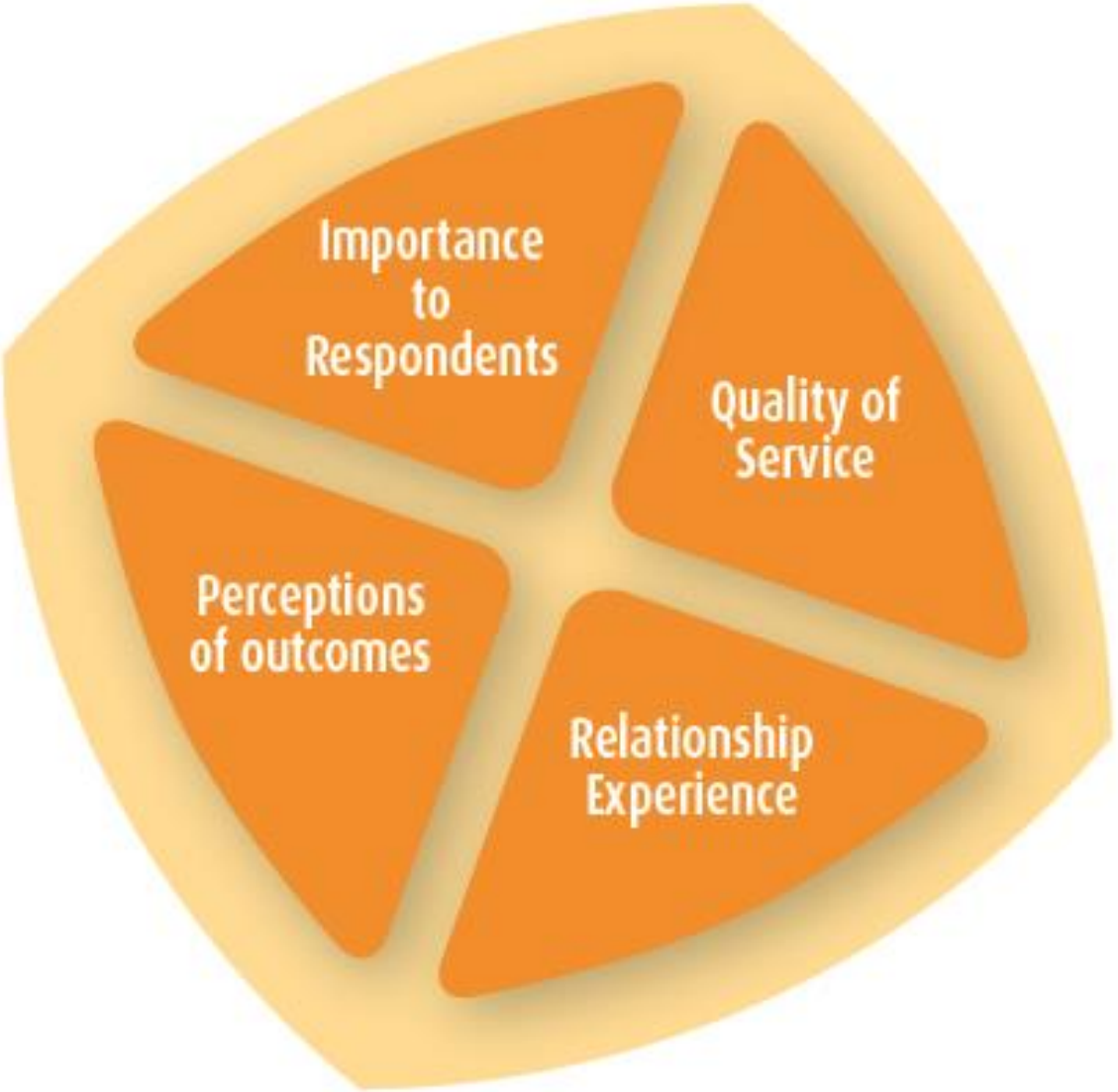
Now back to basics…

A question of balance…

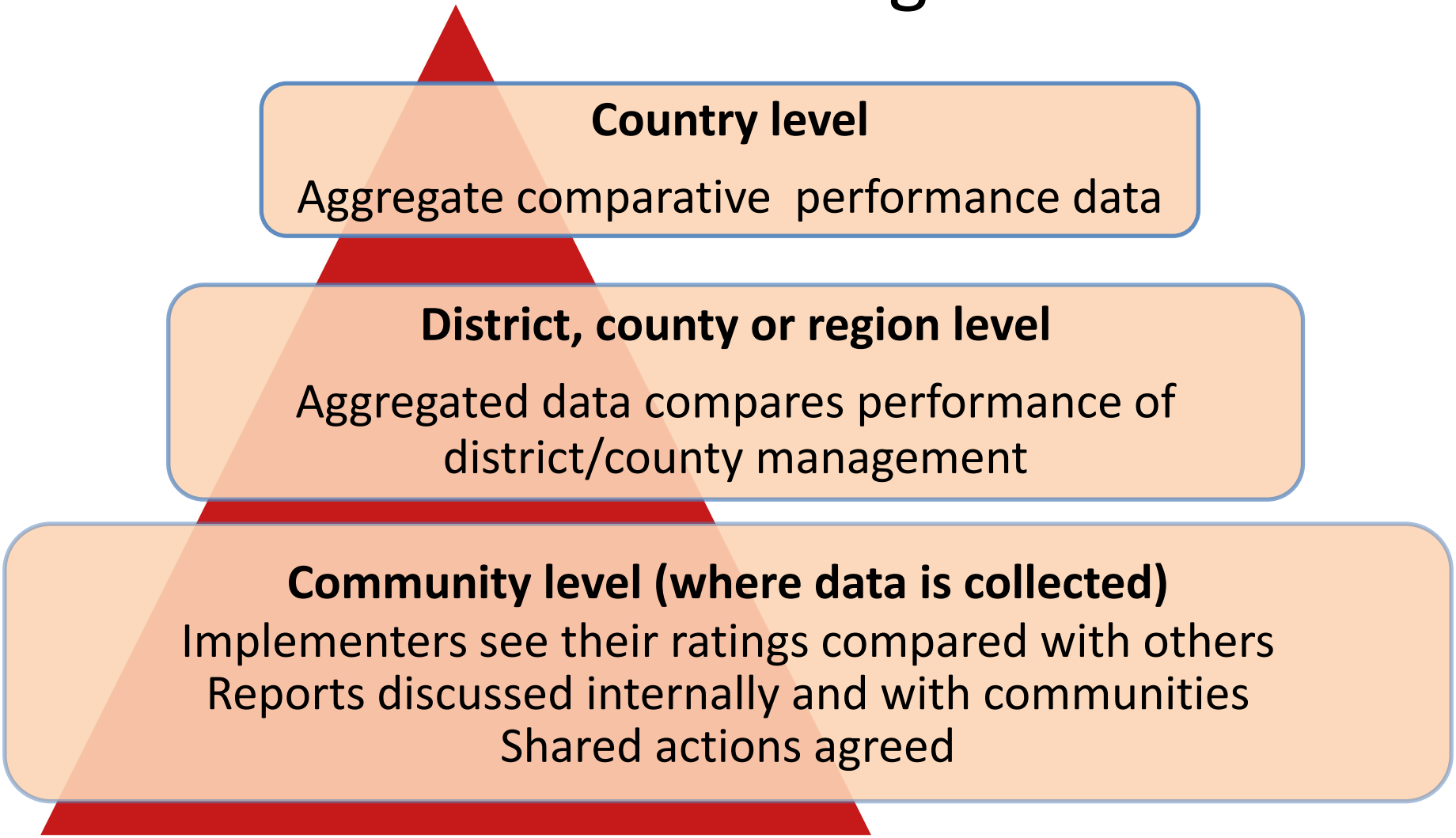




Reliable evidence on 4 performance dimensions



High quality, ‘real-time’ performance data for different management levels



Principles of collecting feedback

- Independent
- Anonymous
- Affordable
- Frequent
- Actionable

…means ask a few key questions often!

Continuous micro-surveys

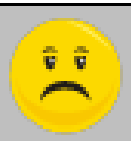
- ✓Pulse check - not full body scan
- ✓Touch point-based or mobile
- ✓Twinned with open questions
- ✓Use local collectors
- ✓Paper or mobile (geopoll, voto mobile)
- ✓Real-time dashboards
- ✓Triangulate
- ✓Dig deep when issues arise

Types of questions

3. Do you plan to apply what you learned on your farm?

1.	2.	3.
Not at all	I'm not sure	Yes certainly

4. How strongly would you recommend this training to other farmers?

 NOT at all recommend	0 1 2 3 4 **5** 6 7 8 9 10	Strongly recommend

5. Please give reasons for your choice?

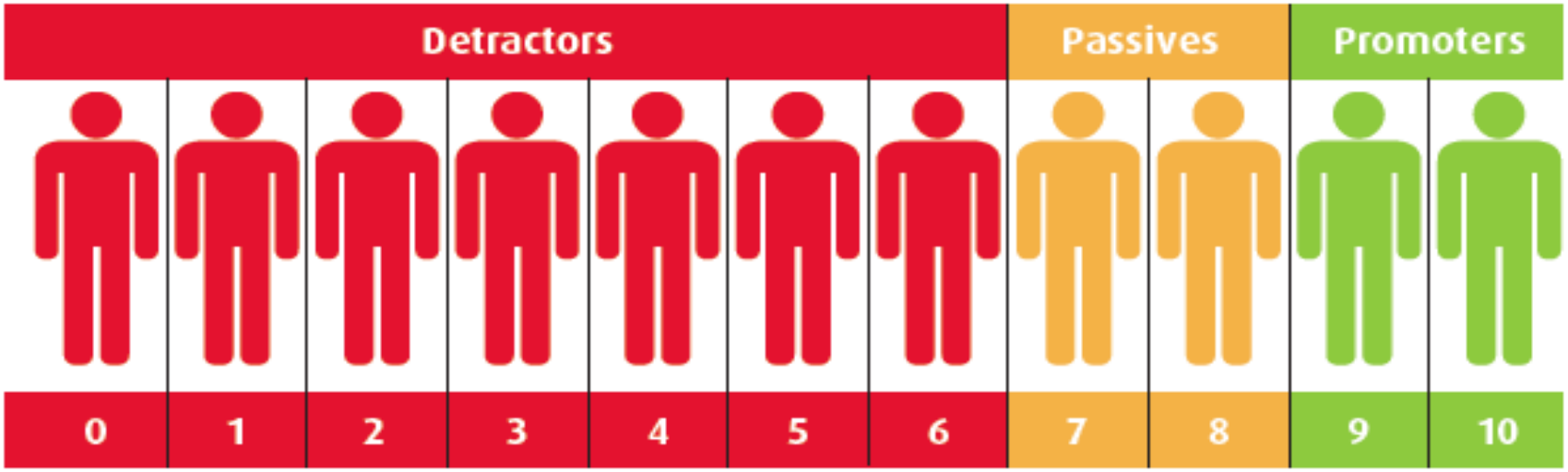
Helps us to understand the problems at a glance → can help us to react to them… we are always trying to produce bulky reports… This can really help to save time…

– Ethiopian Ag extension worker

Comparison: A pathway to action

This approach to presenting bills to customers of a public utility in California produced a first ever dramatic reduction in energy use. Comparison is the key to getting folks to act on metrics. That is who we are.

The average is not your friend



Net promoter score = % Promoters − % Detractors

Once you have the numbers, you can…

Disaggregate and compare data by:

- Age
- Sex
- Education
- Geographic area
- Length of relationship
- Income level
- Other demographic, environmental or behavioral profiles

Benchmarked Performance Dashboards and Reports

How strongly would you recommend this service to other farmers?

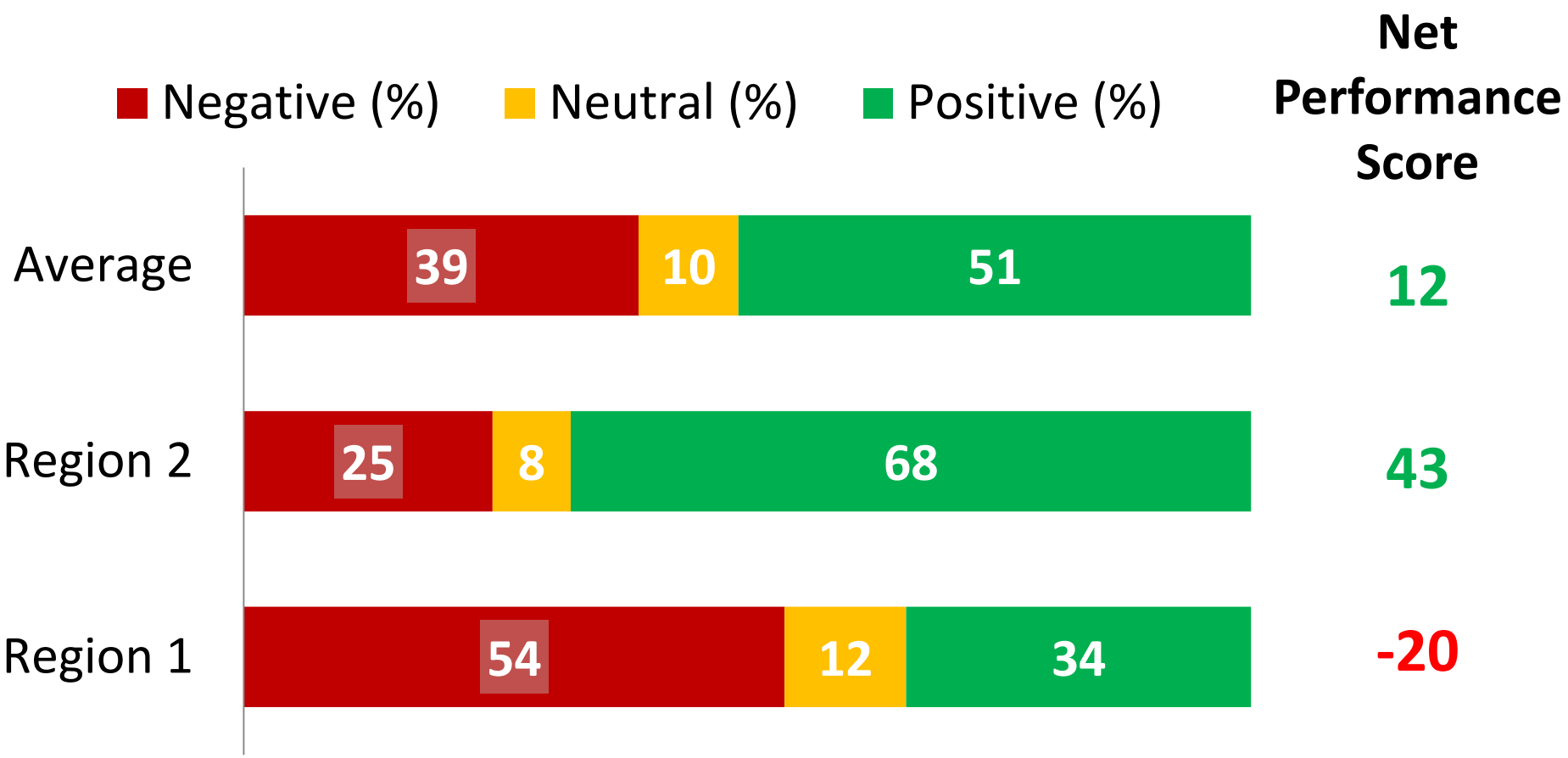
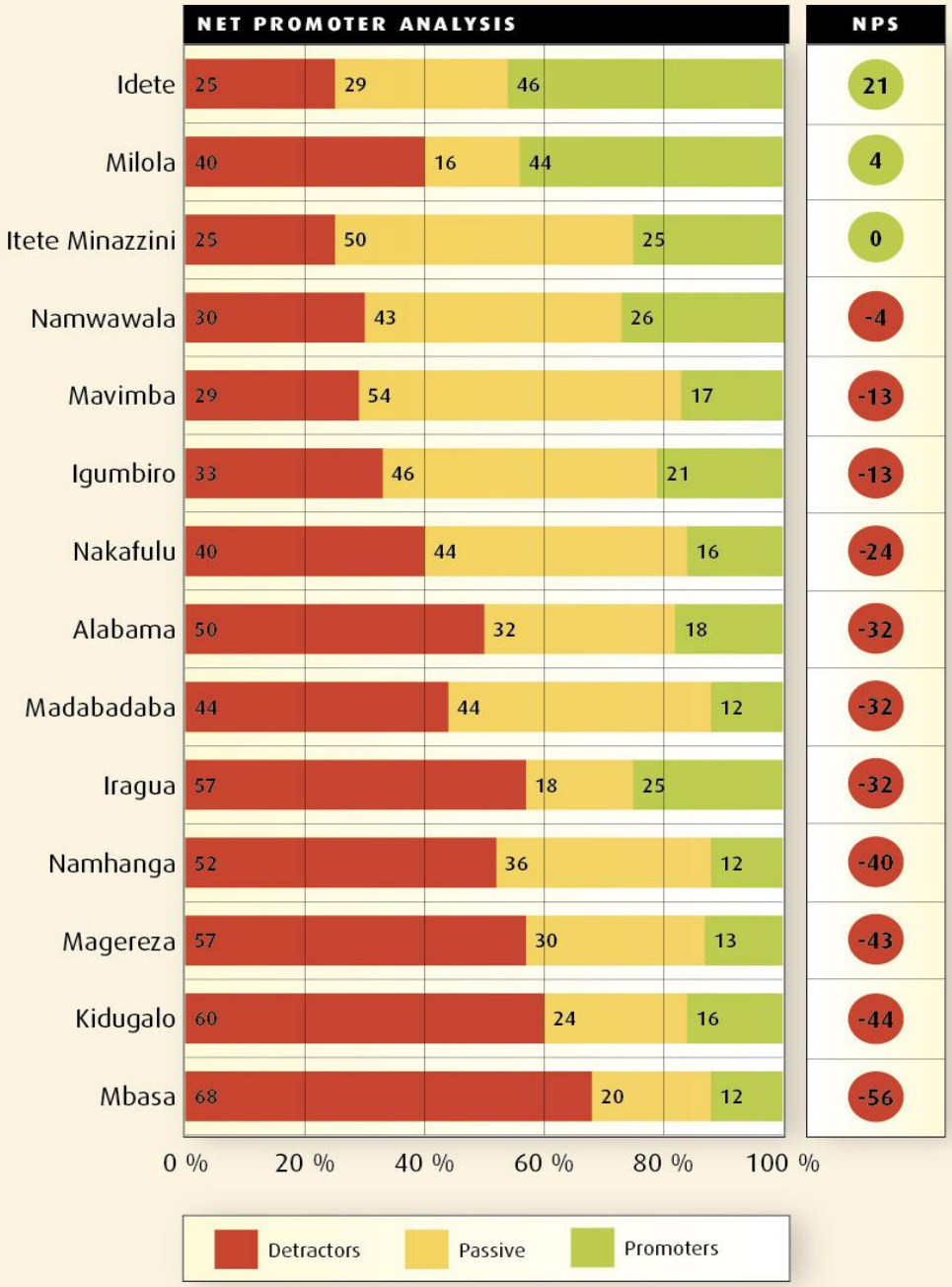
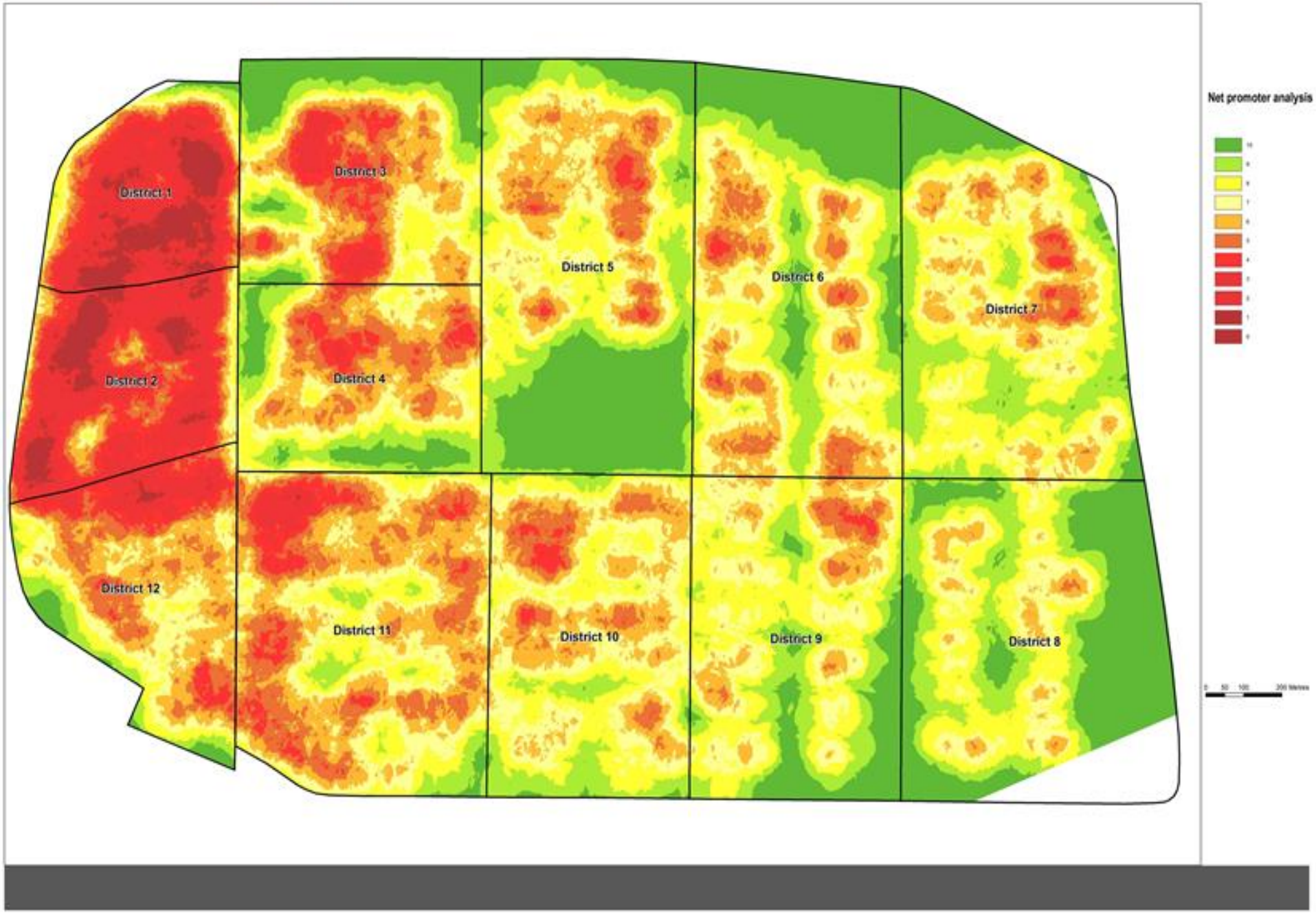


Figure 27 Village net promoter index: Relationship Quality



Al Za'atari Refugee Camp: January 2014

Example map



CITIZEN MONITORING

Philakathi

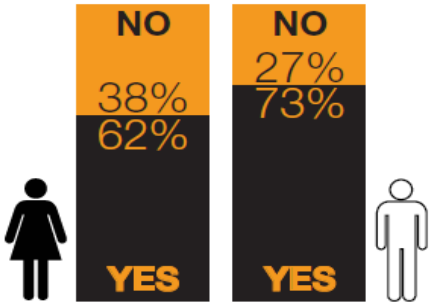
MAKING ALL VOICES COUNT

Health Clinic: Umlazi

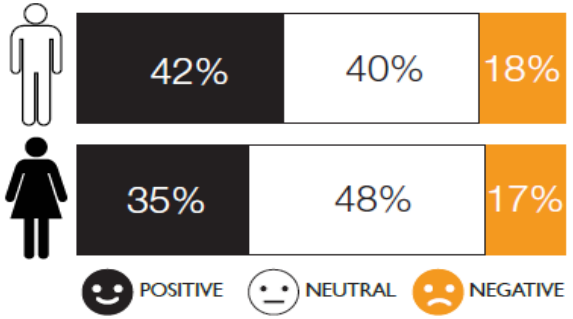
PARTICIPANTS: 368

BLACKSASH
MAKING HUMAN RIGHTS REAL

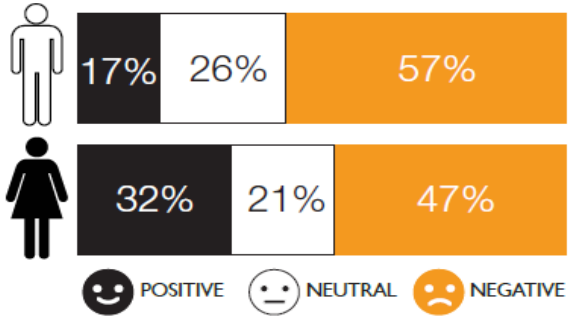
DID YOU GET ALL THE MEDICATION THAT YOU NEEDED?



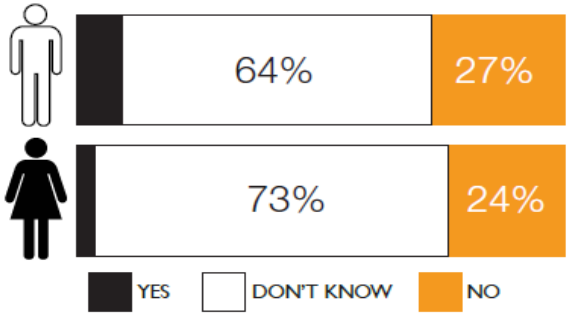
HOW GOOD ARE THE AMBULANCE SERVICES?



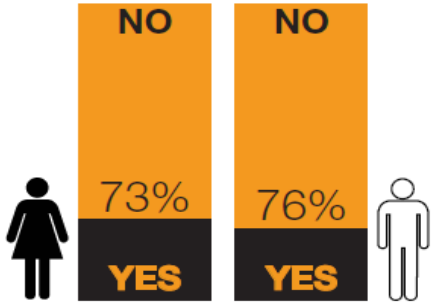
IS THE CLINIC EQUIPMENT IN GOOD WORKING CONDITION?



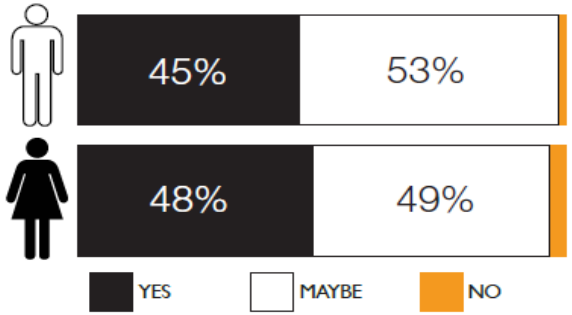
DOES THIS CLINIC HAVE A CLINIC COMMITTEE?



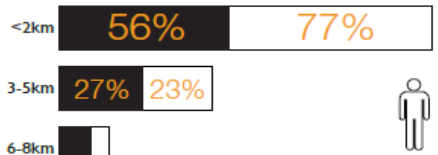
DO YOU KNOW WHAT THE CLINIC COMMITTEE SHOULD DO?



DO YOU THINK THAT THIS CLINIC WILL LEARN FROM THIS SURVEY AND IMPROVE?

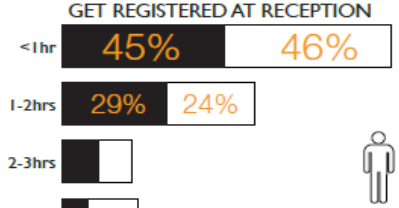


HOW FAR DID YOU TRAVEL TO GET TO THE CLINIC?

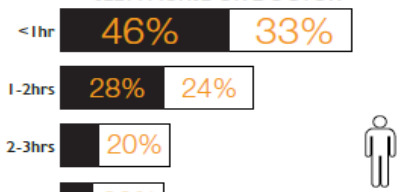


HOW LONG DID IT TAKE TO:

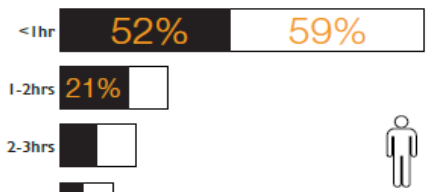
GET REGISTERED AT RECEPTION



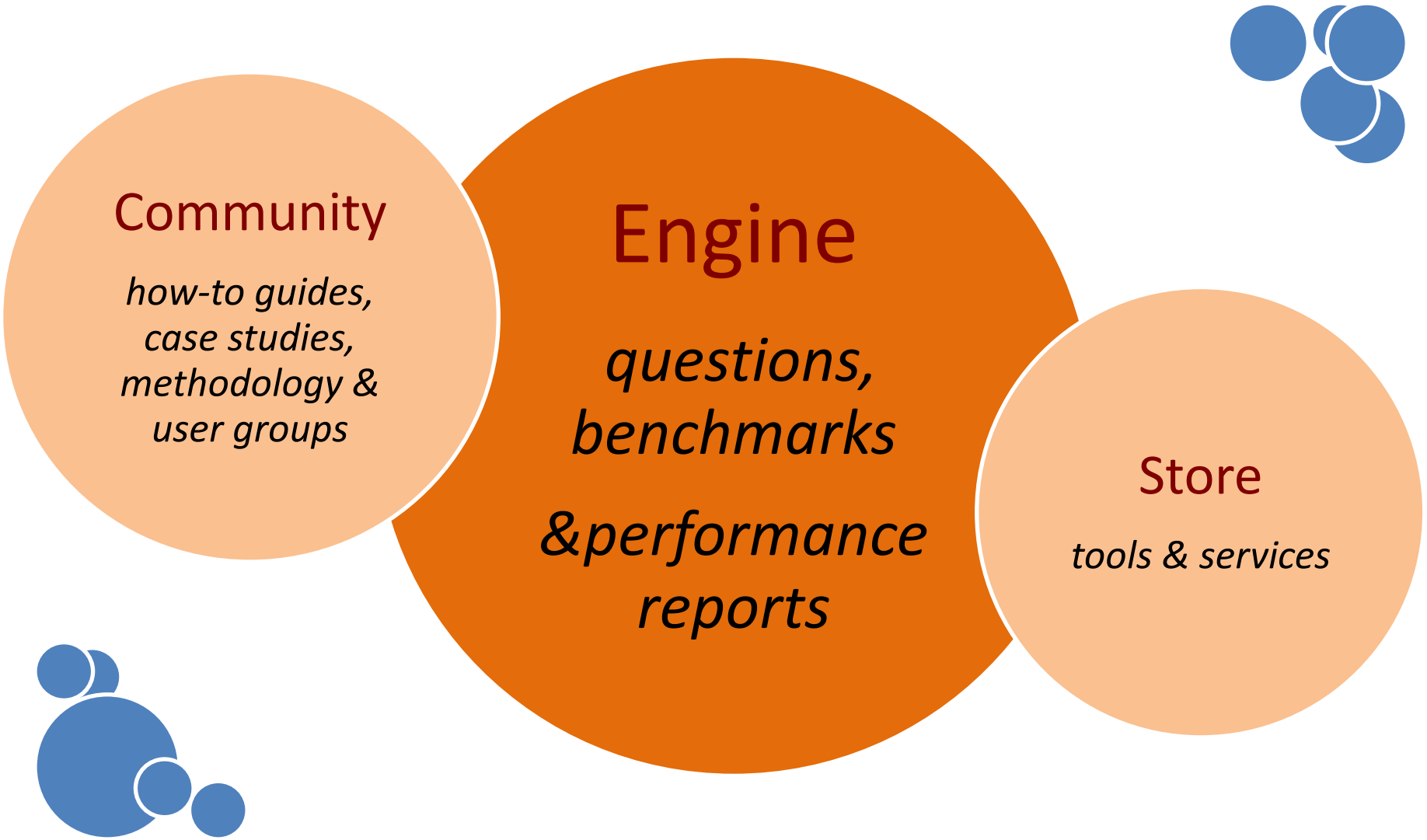
SEE A NURSE OR DOCTOR



COLLECT YOUR MEDICATION?



Feedback Commons



Link to dashboard

Discussing the feedback and the performance reports is where the learning happens, actions are agreed, relationships are strengthened and the data is validated

- Public meetings – perhaps incorporated into annual general meetings or open days
- Community radio and chat
- Multi-venue discussions (church groups, CBOs etc.)
- Print media (posters, newsletters newspapers etc.

‘Closing the feedback loop’

1. An internal reflection management feedback review meeting

1. What is the feedback telling us?
2. Sense-making – what are the important issues and what are the reasons behind them?
3. How should we respond? How could others respond?
4. Plan the public dialogue.

2. A public report back meeting with community reps

1. What are the most important issues?
2. What could be the reasons behind them?
3. Agree on shared actions to improve performance.

Thanks for listening!!

andre@keystoneaccountability.org

Why my money is on Money: He has a perfect winning recordWhy my money is on Money: He has a perfect winning record
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