Feedback surveys for transnational social change networks

A step-by-step guide

Acknowledgements

This guide conveys methodology that Keystone and iScale have developed for benchmarking feedback from constituents of social change networks. It was adapted from Keystone's constituency voice method by David Bonbright, Alex Jacobs, André Proctor, Richard Ponsford and Natalia Kiryttopoulou. Natalia led the transnational social change networks project, and is the lead author of this guide.

In this guide

Introduction

What are feedback surveys?

Feedback surveys are a simple, yet very powerful way for different kinds of organizations in the social change field to hear from their constituents and with them identify what works well and what needs improvement.

Organizations can ask the people who are intended to benefit from social change what they think about plans, performance and reports.

Feedback surveys are the product of Keystone's ongoing efforts to promote constituency voice in organizations that seek to produce social benefits.[1]

Our search for solutions to the measurement challenges in social change has yielded a surprisingly simple solution: Ask the people that are affected by your work. Just ask them!

Partly inspired by the massive success of the customer satisfaction industry, which enables companies to better serve their customers, Keystone has been promoting constituency voice in various contexts: grantmaking institutions, international advocacy campaigns, social investment funds, agricultural development organisations, international NGOs and, in this case, transnational social change networks.[2]

Feedback surveys also build on iScale's efforts to develop, apply, share and promote innovations for scaling impact with partners across the field. The underlying assumption of iScale's theory of change is that different bundles of innovations can dramatically scale the impact of social change efforts. In this case, we are bringing together innovative thinking and practice associated with networks and constituency voice in a potentially path-breaking way.[3]

What is their purpose?

The purpose of feedback surveys for transnational social change networks is to gather feedback from their constituents on the network's vibrancy, connectivity and performance, as well as the value that constituents receive from participating in the network.

Feedback surveys are **an assessment exercise** that differs from conventional evaluation by creating a comparative data set including

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[1] For Keystone's constituency voice analysis and methodology, see: http://www.keystoneaccountability.org/analysis/constituency

[2] For more information on Keystone's current and past work, see: http://www.keystoneaccountability.org/services/feedbacksystems/examples

[3] For more on iScale's work on innovations for scaling impact see: www.scalingimpact.net

qualitative and quantitative data of constituency perceptions. As such they make a unique contribution to the larger trend toward shared metrics.[4]

Its purpose is to identify areas for improvement and norms of good practice for the participating networks, which represent a relatively young form of social action – transnational social change networks.[5] Understanding members' needs and engaging in continuous dialogue with them is a key part of effectively managing these networks.

Transnational social change networks are internationally focused networks with actors spread across multiple countries. They operate in the broad social and environmental fields actively pursuing public goods. They work to collectively organize multiple actors to pursue a common long-term goal that would not be achievable by any one member acting independently.

Yet, they all have different and unique characteristics. Not all aspects of the participating networks are comparable. However, we believe that comparisons -and contrasts- across the different networks generate insights and highlight aspects that absolute data for each network are unable to show by themselves.

About this guide

The present guide is based on Keystone's and iScale's experience in carrying out a feedback survey for 9 transnational social change networks in 2009. This was a pilot project to develop and test a new approach for monitoring, evaluating and learning about networks. It was funded by the networks themselves and a seed grant from the Evaluation Unit of Canada's International Development Research Centre. A detailed overall report from the pilot is available on Keystone's and iScale's websites.[6]

The guide has **two purposes**:

- First, it is aimed at transnational social change networks managers and coordinators. It helps to determine the network's readiness to participate in a feedback survey by providing an overview of the process and describing the level of effort/resources required from the network.

- Second, it provides a step-by-step guide for an implementing agency or coordinator on how to facilitate a feedback survey process from

[4] See FSG Social Impact Advisors, Breakthroughs in Shared Measurement and Social Impact, July 2009, available from: http://www.fsg-impact.org/ideas/item/breakthroughs_in_measurement.html. See also Paul Collier's recorded address at the Dochas New Voices in Development conference, where he calls to NGO's to create shared metrics and collect user feedback for assessing their effectiveness: http://www.youtube.com/user/DochasIreland#p/a/u/0/Pafp7csG4dE

[5] See Batliwala, S. and L. D. Brown, Eds. (2006). *Transnational Civil Society: An Introduction*. Bloomfield, CT: Kumarian Press; Clark, J., Ed. (2003). *Globalizing Civic Engagement: Civil Society and Transnational Action*. Londo Earthscan; Florini, A. (2000). *The Third Force: The Rise of Transnational Civil Society*. Tokyo,
Japan Center for International Exchange; and Khagram, S. and K. Sikkink, Eds. (2001). *Restructuring World Politics.* Minneapolis: University of Minnesota Press.

[6] http://www.keystoneaccountability.org/resources/reports and http://www.scalingimpact.net/

setting up the group of participating networks to presenting them with their comparative reports.

The guide offers a practical overview of the steps for designing and implementing feedback surveys for transnational social change networks:

1. Setting up a cohort of transnational social change networks
2. Setting up an Advisory Group
3. Designing the questionnaire
4. Administering the survey
5. Producing comparative reports
6. Follow up

Annex 1 is the questionnaire used in the 2009 survey

Annex 2 is a sample comparative feedback survey report

Before we move into examining each step of the process, we would like to draw the reader's attention to some ethical considerations when carrying out feedback surveys as well as to the importance of the survey being coordinated and implemented by an independent agency.

Ethical framework for feedback surveys

Feedback surveys are an imposition. That imposition *can be* positive or negative. Our approach to surveys maximizes the positive benefits by building on the inherently developmental potential of surveys. Our practice of collecting and using feedback from people who have relatively little power carefully considers its effects on them and their ongoing power relationships.

Keystone has developed an ethical framework that sets out 10 practices to guide feedback systems:

Inclusive design	We include respondents in all major decisions about designing research, often through an advisory group.
Informed consent	Respondents are asked for their informed consent. They will not suffer any discrimination if they refuse.
Confidentiality	We guarantee the confidentiality of all individual responses.
Power and gender analysis	We design research to consider the views of the least powerful people separately from other groups. We normally expect to disaggregate feedback from women and men.
Appropriate methods and sampling	We use methods appropriate for respondents. Samples will be statistically valid.
Complaints	We establish simple methods for handling complaints. All respondents are informed of their right to complain.
Reporting back	We encourage commissioning agencies to report findings back to respondents in ways that are easy for them to access.

Deliberation	We encourage commissioning agencies to discuss the findings with respondents with a view to taking action.
Publication	We encourage commissioning agencies to publish findings (unless there is an overwhelming reason not to).
Personal attitudes	All stakeholders, including the implementing agency's staff, will demonstrate respect for others, and a commitment to build understanding and dialogue. Individuals will not abuse their positions for private benefit.

All these practices have to be carefully applied to the specific context, requiring time and consideration. The practices and underlying principles may at times conflict with each other, which will require more careful reasoning.

Feedback surveys should **not** be conducted where either:

- Constituents do not want to give feedback, having considered the proposition,
- The costs to constituents in participating in the survey are likely to be more than resulting benefits, or
- Powerful actors are not sincerely committed to strengthening dialogue with constituents.

The Role of an independent implementation entity

In feedback surveys that use a common questionnaire for a group of different organisations (in our case, transnational social change networks), it is crucial that the process is initially facilitated and implemented by an independent entity or coordinator.

There are **3 main reasons** for this:

- The independent party guarantees the anonymity of the responses, ensuring that no individual responses can be attributed to a particular constituent or specific organisations are identified
- The independent party also guarantees the confidentiality of the results of the individual networks. Comparisons between networks are done anonymously and individual networks are not identified when compared to others. The network decides to make the results publicly available.
- It helps maintain an independent and, to the extent possible, unbiased point of view during the design, implementation and analysis phases of the process.

The **role** of the independent implementing entity or coordinator is to:

- Manage the relationships with the networks participating in the survey
- Coordinate the process, overseeing the content of the survey as well as all logistical issues
- Collect constituents' contact details and keep them confidential
- Collect survey responses and keep them confidential

- Analyse the survey results, produce and present the confidential individual networks reports
- Guarantee the anonymity of the data set
- Broker learning relationships between the different participating networks

Step 1. Setting up a cohort of transnational social change networks

To form a cohort for a comparative feedback survey **a minimum of 6** networks is required. This is so that comparisons between participating networks are made in a way that does not compromise the anonymity of any individual network.

However, the higher the number of participating networks, the greater the value of comparisons and contrasts among them. Higher numbers of participating networks also mean that we can create sub-groups of networks within the cohort for comparison (for example by size, thematic area, type of strategies implemented, regions of the world where they work, etc.)

In our view there is no theoretical limit to the number of networks that can be included in a feedback survey. The limiting factors are those relating to practical implementation, and particularly the capacity of the independent agency that is coordinating the survey.

The **criteria** for selecting participating networks are:

- To be international, involving actors from different countries
- To work in the broad social and environmental justice field, pursuing public good goals
- That the network managers express an explicit commitment to make improvements on basis of the feedback received and to report back and deliberate with the network's constituents.

The **terms of reference** for the survey should be shared and agreed to by the networks' managers. Below is an example of the commitments of both parties in carrying out the feedback survey:

To provide the network with the raw data of its constituents responses to the survey in an Excel format	Contribute "X amount" towards project costs
To guarantee the confidentiality of the network's survey results.	Report the findings back to its constituents and discuss them together, with the aim of strengthening services and relationships.
To administer the survey to the network's constituents, seeking the highest response rate possible	Assign a representative who will be the main contact point for the agency in the process and participate in the Advisory Group
To make the survey available in X languages	Work with the agency to ensure that the views of those being surveyed are represented in the survey design
To protect the anonymity of the survey responses	Provide Keystone with contact details of constituents to be surveyed
To keep the contact details of the network's constituents confidential and to not share them with any third party	Send an introductory email to its constituents explaining the network's participation in the project and notifying them that the agency will contact them with a survey

Step 2. Setting up an Advisory Group

As highlighted in the ethical framework above, it is very important that the feedback survey is designed in an inclusive manner.

Such a process increases the sense of ownership for both network managers and constituents and ensures that the questions we ask touch on the priority issues for network constituents.

The Advisory Group should include one representative from each network's secretariat (or equivalent) and one representative from each network's constituency.

This can either be a single group or, depending on the size and/or if there are legitimate concerns that members of an integrated group might not feel empowered to speak freely, you can consider setting up two separate groups.

Ask the secretariat to nominate one person from their team and one person from their membership. If you have reasonable doubts related to the constituents' representative chosen, you may ask the secretariat to allow you to contact members directly. Clearly this does not ensure absolute representation of all voices in the network, however we find that this is a practical way to ensure that both sides are heard and that the questions asked in the survey are relevant for the majority of constituents.

Write a simple document outlining the **terms of reference** for the group(s) and share them with those invited to participate in the survey. The Terms of Reference should include a group statement of purpose of and set of tasks.

Purpose:

- To guide the development of the methodology and ensure that the questionnaire covers all areas of concern

Tasks:

- Review drafts of and provide comment on the survey methodology and questionnaire
- Take part on a series of teleconferences (no more than 3) to discuss the questionnaire and any other issues relative to the design and implementation of the survey
- Be ambassadors for the project and encourage other members of the network that they interact with to take the survey.

Step 3. Designing the questionnaire

Various approaches to designing the common questionnaire can be used:

- You can design a questionnaire from scratch, providing drafts for the Advisory Group(s) to discuss and review. This is a long process and our experience suggests that you should allow 3 months for the process to be completed.

- You can use an existing questionnaire and submit it to the Advisory Group so that they can propose changes. You should be clear from the beginning about the process and agree with the Advisory Group(s) what type of and how many changes will be admitted. This should be a shorter process and 1 month should allow plenty of time for the members of the group to provide their comments.

- Finally, you may choose to go with an existing questionnaire in its entirety. This should be particularly useful in the case that you are running a repeat survey and you want to compare performance over time. In this case, this should be agreed from the beginning with the Advisory Group(s). If substantial objections are expressed by the members of the Group(s), you should consider revising the questionnaire to take their comments into account.

In **Annex 1** of this guide we share the questionnaire that was used for the feedback survey for 9 transnational social change networks in 2009. You can use this as a reference.

The questionnaire looks at **six key areas** of network performance as shown in the table below:

Feedback area	Description
Structure and function of the network	Network model, support or active agent function
Quality of relationships with the network's bodies	Meeting constituents' needs, quality of communications, responsiveness to feedback
Network vibrancy	New relationships established, their value, adequacy of network's size and diversity, extent of participation in the network
Level of synergy within the network	Sharing of common interests and concerns, participation in network's strategy and decision making
Value added for constituents	Network effectiveness, meeting of expectations
Network's impact	Impact on constituents' work, influence in the field

The table below identifies some **key network metrics** that you can use as a reference in designing your questionnaire:

Metric	General Questions
Alignment	Is there a match between member's goals/priorities and that of the network? Do network members share similar concerns across the network?
Communication	How well do the various network parts communicate with each other? How often do network members communicate?
Participation	How active are members? What is the value of participating in the network?
Diversity	How diverse is the network? Is the current level of diversity appropriate for the networks goals?

These are some **tips** for designing a collaborative questionnaire:

- The coordinator should share an initial draft with the members of the group(s) and invite their comments. A period of 2-3 weeks for this is advisable. Up to 3 drafts may be required for completing the common questionnaire, depending on which approach you are using.
- As receiving comments from different sources by email may be very difficult to deal with, the draft review can be done using a collaborative website or wiki. It takes some effort initially to set up the website and to encourage the members of the group(s) to sign up and use it, but it is worth the effort as it facilitates hugely the coordination. Members can either edit the questionnaire directly (this is an option for a more 'tech savvy' crowd) or post their comments on the page where the draft questionnaire is published.
- However, most members of the Advisory Group(s) will not provide their comments in writing and will prefer to do this orally during a meeting. Since here you will be dealing with international networks, it is most unlikely that you will be able to hold a face-to-face meeting. The most efficient way would be to set up a series of teleconferences (from 1 to 3 depending on which approach you are using). It is useful to have two representatives from the coordinating agency on the call. This allows one person to lead the call and the other to take clear notes. Make sure to schedule the teleconferences with enough time in advance (2 months, if possible) and keep in mind that you will probably have to make compromises across different time zones. Two tools that are very useful for scheduling teleconferences with multiple people in different time zones are:
    - Doodle, and
    - The World Clock
- Keep your questionnaire as short as possible (maximum of 20 questions, in addition to the respondent profile questions). People

tend to find long questionnaires off putting, and the length of the questionnaire affects the response rate.

- Provide the opportunity to participating networks to include a set (no more than 5) of customised questions. This takes a lot of pressure of the process of designing the common questionnaire and provides an extra incentive for networks to participate.

Step 4. Administering the survey

Survey respondents

In the 2009 survey pilot, one of the challenging issues that we dealt with in the Advisory Group was defining the constituents that were going to be surveyed. Our **working definition** was:

Organisations and individuals

- that consider themselves to be part of the network; and
- for which email contact details are available.

Respondents can therefore include: members, partners, grantees, donors and members of advisory boards.

Unlike other types of feedback surveys, when it comes to surveying transnational social change networks it is easiest to identify respondents as constituents for which **email** contact details are available. In these networks email is the main means of communication.

While designing the questionnaire, you should coordinate with the networks managers to get the **contact details** of their constituents. This in some cases can be a long process, requiring multiple communication exchanges as not all networks will have their contact databases well organised.

You should ask them to provide you with a **complete** list of their constituents, including the name of the organisation (if applicable), the name of the respondent and their email address, as well as their preferred language (in the case that you are administering the survey in more than one language).

It is also good to ask for more than one contact person per member organisation, if possible. This way you can include more voices in the survey and not only those of the directors or focal points.

Once you have the constituents' contact details, you should keep them in an electronic folder that is marked **'confidential'** and is password protected. The folder should be deleted 2 months after the completion of the survey and the presentation of the comparative reports.

Testing the survey

Before the survey is sent to respondents, you should make sure to test it with a small number of respondents.

For this you can ask Advisory Group(s) members to provide you with the names of one or two constituents that would be willing to test the survey.

Send them the survey, ask them to fill it out and then answer the following questions:

- How long did it take you to answer the survey?

- Was the wording of the questions easy to understand? Was there any ambiguity? If yes, which questions need to be formulated differently and how?
- Would you object to or feel uncomfortable answering any of the questions?
- Did you spot any technical issues? (e.g. buttons not working)
- Did you spot any errors?

You should allow one week for respondents to test the survey and answer your questions.

Before launching the survey, make the necessary adjustments as indicated by the test results.

Administering the questionnaire

The survey can be sent to constituents as an **online questionnaire**. There is a plethora of online survey tools to choose from. 2 tools that we have used and would recommend are:

- Zoomerang, and
- Survey Monkey

However, for some respondents in developing countries it might be difficult to fill out an online survey due to and unstable internet connexion. To ensure that these constituents are also able to take part in the survey, it is a good idea to also make the questionnaire available as an interactive pdf form. These forms are sent as email attachments. Respondents can fill them out of offline, then hit the 'submit' button and send the data back to you through their email application.

When you set up the survey, you should allow sufficient time for **customising** the questionnaire for each of the networks. There will be some fields that will need customisation such as the name of the network, the name that they use to describe the Secretariat or equivalent, etc. Careful proofreading is required.

The questionnaire should be accompanied by an **introduction** to orient respondents. In the introduction you should inform them of the following:

- Purpose of the survey and how results will be used
- That the survey results will be reported back to them
- That you will guarantee the anonymity of their responses
- The number of questions in the survey and how much time it should take to complete
- An email address where they can send any doubts and complaints regarding the survey.

The survey should remain **open for 3-4 weeks**. Each week you should send a reminder to those that have not yet completed the survey (online survey tools offer this option) asking them to fill it out.

Step 5. Producing comparative reports

Once the survey is closed, the data from all the participating networks are aggregated into a common dataset and analysed.

Individual networks are presented with a report that shows how they were rated by their constituents and how their ratings compare to those of the other networks in the group.

Annex 2 of this guide is a sample of the reports that were presented to the nine networks that took part in the 2009 survey. You can use this as a reference.

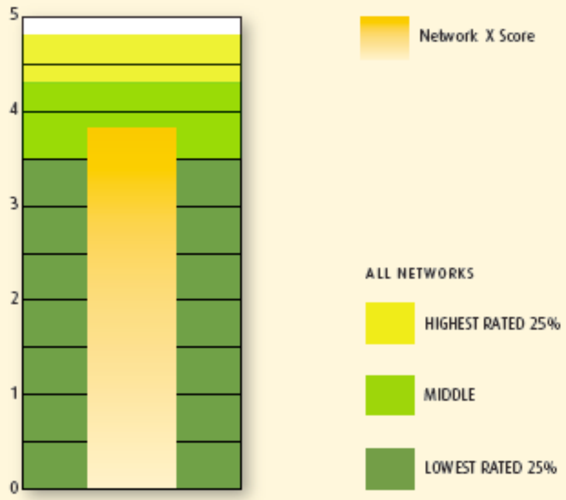
Charts and Quartiles

A variety of charts can be used to present the findings of the survey. Some can be simple column graphs. Sometimes the performance of the whole group of networks can be summarised by using quartiles.

A quartile is a sub-group of 25% (or a quarter) of the whole group of networks.

Quartiles are well suited for comparing this type of perceptual data, which can often be subjective and not precisely accurate. Understanding which quartile a network sits in gives a reasonably accurate basis for comparing performance against other networks.

AN EXAMPLE OF USING QUARTILES



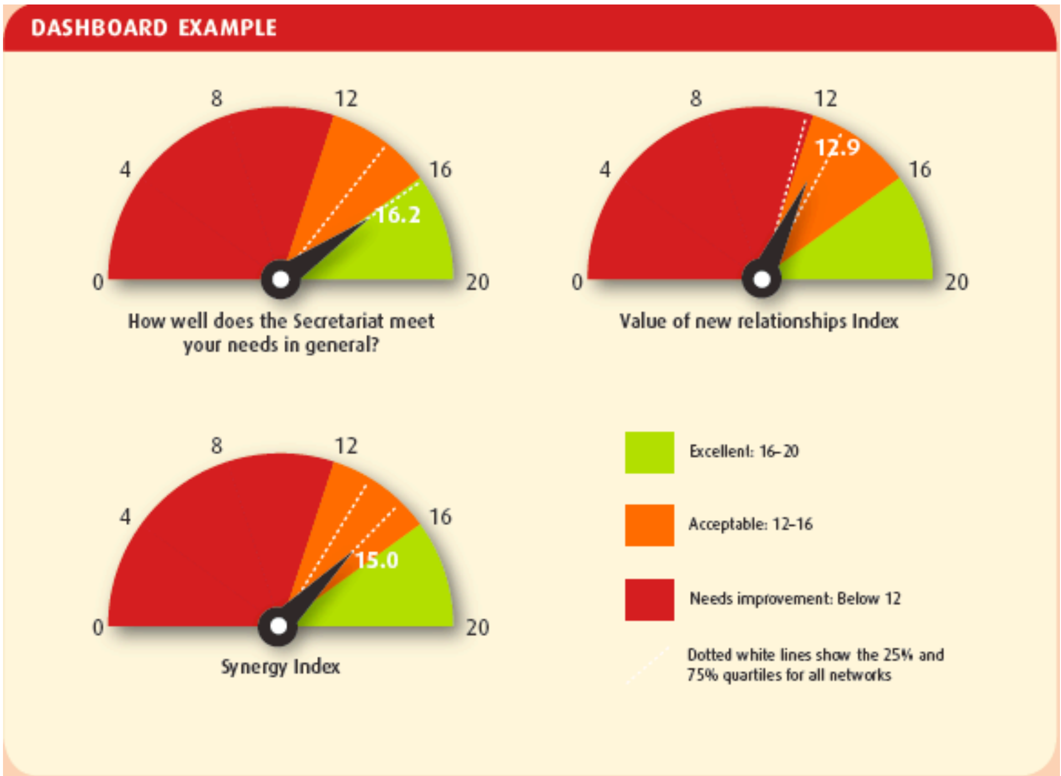
This chart shows the average score given to “Network X” by its constituents in a specific area of performance (the yellow column) against a shaded background that shows the equivalent rating for all networks grouped into quartiles.

In this chart, the top quartile of networks is made up of those that are rated in average between 4.3 and 4.7 out of 5 by their constituents. These are the highest rated networks in the group.

The next 50% of networks are given an average rating between 3.5 and 4.3 out of 5. These are the middle performers across the whole group of networks.

The networks in the bottom quartile are given a maximum score of 3.5 out of 5. These are the lowest performing networks.

So, we can see that Network X, with an average rating of 3.8 out of 5, is placed within the middle performers of the group of networks.



This sort of dashboard serves well for presenting key findings. It converts responses into ratings of 0 to 20.

The coloured background indicates areas of strong and weak performance. Green equals to excellent, orange to acceptable and red shows that improvements need to be made. The dotted white lines show the ratings for the cohort of networks. The left line indicates the top of the 25% lowest performing networks. The space between the two white lines is where the 50% middle rated networks sit. And the right line shows the beginning of the group of the 25% highest rated networks. The black needle shows where the network in question sits in relation to the spectrum. So we can see that Network X in the first area is among the highest performing networks, while for the other two it sits among the middle rated ones.

Analysis and Recommendations

In your analysis, you can create certain **indexes** that present a summary view on key network aspects.

For example, in the 2009 feedback survey we summarised the results from the below question matrix:

7 As a result of your participation in [Network], have you established relationships with any of the following and, if so, how valuable were/are these relationships in general?

	0	1	2	3	4	5	
	No relationship established	Not valuable at all	Rarely valuable	At least half of them were valuable	Most of them were valuable	All of them were very valuable	Don't know - N/A
Civil Society Organisations (NGO, women's association, farmers' organisation, CBO, other grassroots organisations, etc.)	0 ○	1 ○	2 ○	3 ○	4 ○	5 ○	○
With governance board(s), council(s) or committee(s)	0 ○	1 ○	2 ○	3 ○	4 ○	5 ○	○
Local or sub-national authorities	0 ○	1 ○	2 ○	3 ○	4 ○	5 ○	○
National Governments	0 ○	1 ○	2 ○	3 ○	4 ○	5 ○	○
Regional and international intergovernmental organisations	0 ○	1 ○	2 ○	3 ○	4 ○	5 ○	○
Academic institutions/ Research institutes/ think-tanks/Other research teams	0 ○	1 ○	2 ○	3 ○	4 ○	5 ○	○
Private sector companies/businesses	0 ○	1 ○	2 ○	3 ○	4 ○	5 ○	○
Independent consultants	0 ○	1 ○	2 ○	3 ○	4 ○	5 ○	○

Into a single rating forming the "Value of new relationships Index":

Some single questions, expressing constituents' general satisfaction in an area can also be used to express key findings. Here is an example:

Since the main purpose of this type of feedback surveys is to provide network managers with data that they can use to improve their work, it is important that the report includes a series of follow up points and recommendations. It is good that in addition to some general recommendations, other recommendations are included under the different headings of the survey.

Some kinds of **recommendations** that may come out from a feedback survey like this are[7]:

- Report the survey's findings back to respondents, along with initial responses to the feedback received. This can be done via their website, newsletter and/or at the next general meeting.
- Explore constituents' expectations regarding their role in supporting their actions. Where is the overlap between the secretariat's view of the network's role and members' expectations? How can this be strengthened – for instance through targeted communication.
- Disseminate further among their constituents the role of other bodies than the Secretariat (e.g., board).
- Consider holding more events, especially at the regional level, or other types of opportunities for constituents to meet each other. Events may be held at a distance, on-line, or in-person.
- Review decision-making mechanisms to make sure that those constituents that wish to be involved are involved.
- Map the needs of their different constituencies and identify strategies to address them.
- Examine strategies for raising their own profile in the field, etc.

[7] For a more comprehensive list see the cohort report from the 2009 feedback survey for transnational social change networks: *Feedback Survey for Transnational Social Change Networks*.

Step 6. Follow up

Report back to constituents

The purpose of the feedback surveys can only be fulfilled if the networks report back the survey results to their constituency as:

- It demonstrates the network managers' commitment to effectively listen to the feedback provided by constituents and make improvements in their work.
- It creates the space for dialogue and learning between the different constituents of the network.
- It empowers constituents to hold managers accountable for effectively implementing improvements.

It is the role of the implementing agency that coordinates the survey to keep reminding the network managers of their commitment to report the results back to their constituents and to advise them on how to carry out these report backs.

Here is an example of how Aflatoun, one of the participating networks in the 2009 survey reported back to their membership: http://aflatoun.org/downloads/aflatoun_2009_secretariat_performance.pdf

Other ways of reporting back include discussing the results in face-to-face or virtual meetings with constituents.

Monitor progress

The implementing agency can encourage corrections and improvements following the survey findings. This can be done by repeating the survey in 1 or 2 years' time. A public commitment to repeating the survey creates strong incentives for improvement and can increase credibility that the networks are committed to improving.

But networks can also consider other ways for collecting feedback, triggered by specific events or interactions with constituents that would be useful for monitoring performance. For instance, they can ask constituents a few short questions at the end of a meeting or through their newsletter. This sort of data collection - preferably through a carefully designed mechanism ensuring independence and anonymity - can provide networks with actionable, real time data.

Keystone has developed an application for collecting this sort of data anonymously: The Feedback App. This is a **free online tool** that allows organisations to create their own surveys choosing from a list of predetermined questions and with the possibility to add a few customised questions. They can then send the link to the survey by email to their constituents whose responses are collected anonymously. Organisations can then access their confidential report where they can see how they are rated by their constituents and how their ratings compare to those of other organisations using the Feedback App. They can choose to be compared to a particular type of organisation, "networks" being one of the available options.

Evaluating the feedback

After the completion of the feedback survey, it is consistent with the spirit of the exercise to ask the participating networks to evaluate their experience with taking part in the survey. The purpose is to get their feedback on their satisfaction with the process, the uses that they give to the survey findings and any related improvements taking place.

You can do this through a simple online questionnaire sent to the members of the Advisory Group(s) shortly after the networks have been presented with their individual confidential reports.

Below is the questionnaire that Keystone and iScale used to get feedback from the networks that took part in the 2009 survey:

1 Which network are you part of?	[Provide list]
2 What is your position in the network?	• Board member or equivalent • Executive Director or equivalent • Senior manager or equivalent • Monitoring and Evaluation manager or equivalent • Other, please specify:
3 Were you the focal point in your network for this survey?	• Yes • No
4 How likely is it that you will take actions as a result of findings from the survey?	1- Not at all likely 2 3 4 5 6 7 8 9 10- Very likely
5 Compared to other evaluative activities that you have undertaken how useful/actionable was Keystone/iScale's contribution to your network?	1- Least useful 2 3 4 5 6 7 8 9 10-Most useful
6 What has been the most important benefit or insight that you got from the survey?	[Open]
7 Overall, how useful did you find the Keystone/iScale feedback survey for transnational social change networks?	1- Not at all useful 2 3 4 5 6 7 8 9 10- Very useful
8 How likely is your network to take part in this survey again in the future?	1- Not at all likely 2 3 4 5 6 7 8 9 10- Very likely
9 How strongly would you recommend that other transnational social change networks take part in future versions of this survey?	1- Would not recommend 2 3 4 5 6 7 8 9 10-Very strongly recommend

10 What could Keystone/iScale have done better?	[Open]
11 Any other comments?	[Open]

The results of this feedback can be viewed here:
http://www.keystoneaccountability.org/services/feedbacksystems/examples#Other

Since many of the changes implemented by the networks in response to the feedback received will require some time to be realised, it would be good to follow up with the networks' coordinators individually **six months** after the completion of the process. This would preferably be done in a semi-structured interview with them.

If you would like to receive updates regarding feedback surveys for transnational social change networks please register with:

- networkssurvey@keystoneaccountability.org, or
- The Impacts Community of Practice wiki

For further information on feedback surveys see:

- http://www.keystoneaccountability.org/services/feedbacksystems

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