

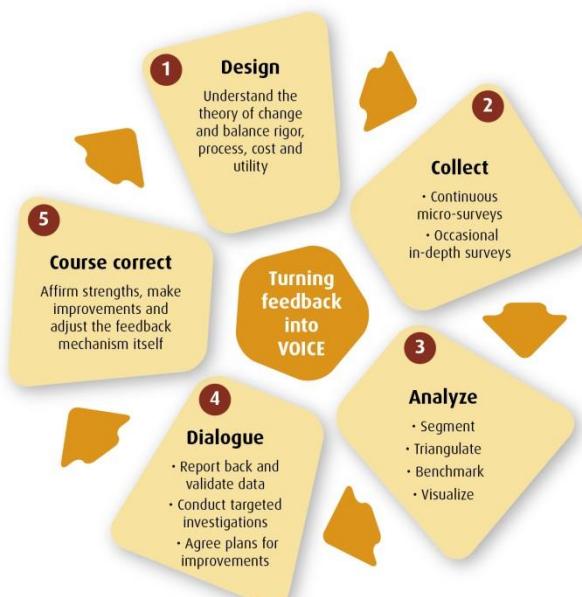
Constituent Voice

Feedback systems for learning and accountability-driven performance

Keystone Accountability¹, working closely over nearly a decade with leading foundations, development agencies, government departments, and businesses has developed a practical and cost-effective way for organizations to manage their performance by *systematically collecting* feedback from their primary constituents, turning this into performance *data*, and *using* the data in open, learning dialogue with their constituents. This generates validated learning that deepens insights, strengthens relationships, and enables better management to shared outcomes. We call this approach Constituent Voice™ (CV).

CV metrics are being forged in diverse partnerships, and enable, for example:

- Government clinics, police stations and the social security agency in South Africa to become more responsive to the communities they serve.
- The Ethiopian agricultural extension system and other agriculture development programs to become more farmer-driven.
- Sustainable forestry companies in Tanzania, Swaziland, Uganda and Rwanda to improve relationships with workers and neighbouring communities and create shared value.
- Fair trade coffee buyers to be more accountable to their smallholder farmer producers.
- Humanitarian agencies to become accountable to the people affected by humanitarian crises.



Using light touch, but rigorous survey methods and cost-saving technologies, CV generates accurate, timely and actionable perceptual feedback from constituents. Survey design is a participatory exercise that builds on the

project's theory of change. It seeks to balance the need for analytical rigour with what can be achieved with available resources and, above all, with what is most *useful* for learning and performance management. It calls for a cyclical approach.



Collecting, analysing and reporting

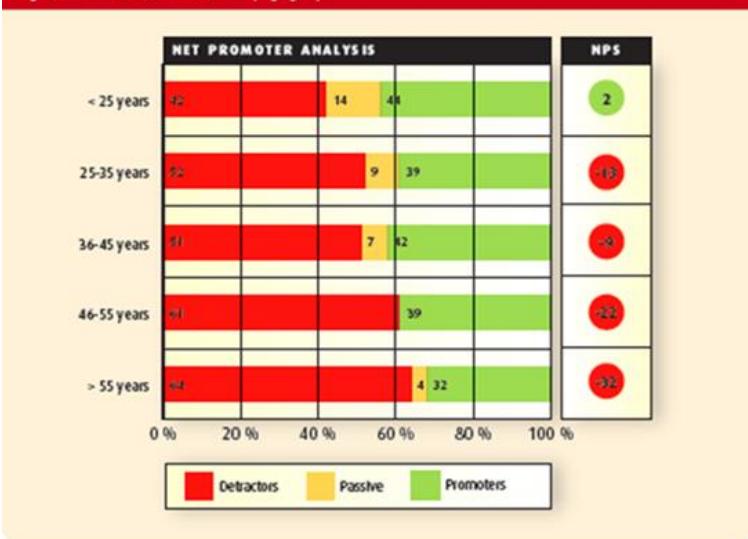
Feedback data are collected through a custom mix of occasional in-depth surveys and regular light touch micro-surveys and other perception tracking tools with individuals or groups, face to face or remotely. Where appropriate, independently collected data can be complemented with self-collected feedback on non-sensitive issues such as self-efficacy and empowerment, the application of new knowledge and skills or the adoption of new technologies.

¹ Keystone Accountability is made up of three independent, self-governing not-for-profits registered in the UK, USA and South Africa. It was formed in 2006 with the aim of exploring practical ways of bringing the voices of those intended to benefit from development programs into the design, performance measurement and improvement of those programs. Keystone works with leading international development agencies (including DFID, USAID and World Bank Group), grantmaking foundations (including foundations Ford, Gates, Packard, Hewlett and Rockefeller), international NGOs (including Oxfam, CARE and DanChurch Aid).

Surveys questions come from a bank of tested questions that reflect the key drivers of constituent experience. Quantification of closed question responses (0-10 scale) enables clear, scorecard-like comparison of performance from a constituent perspective across time, interventions, regions, or organizations. Benchmarking across organizations drives learning and improvement as no-one likes to be lowest in class. Open questions enable respondents to communicate what they feel is most important, and can also be quantitatively analysed.

Keystone adapts a powerful and proven relationship management methodology from the customer service industry to analyse and visualise performance data. **Net Promoter System** segments respondents into those who are positive (promoters), neutral and negative (detractors). Data presented in this simple but highly effective way enables managers and constituents to analyse the feedback together and develop shared solutions. We calculate a single Constituent Voice score to allow easy aggregation and comparison across time and locality to set performance benchmarks.

Figure 12 Desire to work for XXX by age group



Closing the feedback loop: collective sense-making, learning and improving

The value of feedback data lies not only in its metrics, but also in what it makes possible. Feedback can tell a powerful story about an organization's performance, but when the data is analysed together with constituents in open learning dialogues it deepens the insights and reveals the stories beneath the performance narrative. Through dialogue, constituents are able to affirm the positives, understand the constraints, re-set expectations and make mutual commitments to shared outcomes.

The Feedback Commons

Keystone now offers everything that you need for an effective feedback system through an online tool, the Feedback Commons. You can use it to:

Design	Build a survey from a pool of vetted questions. This allows you to find questions that others have already found useful, and compare your responses with your peers later.
Collect	Use the web, paper, or tablet to get responses from any constituent group. The Commons combines the data from multiple sources.
Analyze & report	Generate online dashboards and printed performance reports that compare your feedback data with what others have said about similar organizations or units within the same organization.
Collaborate	Discuss your work with others and share experience and learning in the Feedback Commons practitioner community: Community Insight.
Shop	Identify user-rated feedback services vendors and apps.