USAID
FROM THE AMERICAN PEOPLE

# Collecting and Using Stakeholder Feedback

Tips for Local Works Partners

# STAKEHOLDER FEEDBACK

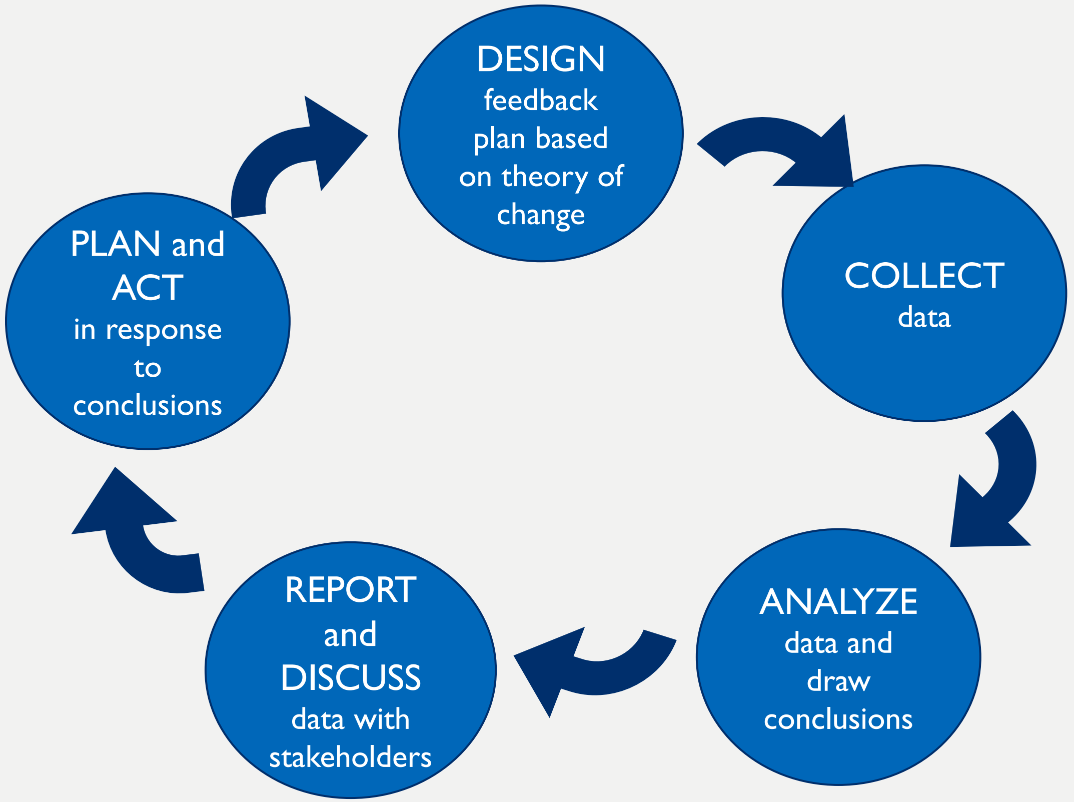
Stakeholder feedback is **information** about the **experiences and opinions** of the people who are supposed to benefit from your program.

It can take many different forms, including but not limited to:

- Surveys
- Individual interviews (virtual or in-person)
- Interactive focus group discussions
- Sharing findings with stakeholders for reflection and discussion
- Stakeholder workshops to share stories of change

STAKEHOLDER FEEDBACK

# Listening is not enough!




*Adapted from Keystone Accountability, http://keystoneaccountability.org/wp-content/uploads/2009/08/Technical-Note-1.pdf*

# STAKEHOLDER FEEDBACK

Step 1:
DESIGN
feedback plan based on theory of change

## Key Questions

- What questions can I ask stakeholders **that answer MY questions about the results of the activity?**

# STAKEHOLDER FEEDBACK

Step 1:
DESIGN
feedback plan
based on theory
of change

## Consider asking about:

- Usefulness of the activity
  - *Ex: Ask stakeholders to* ***rank*** *the relative importance of a list of services they received through the activity.*
- Outcomes
  - *Ex: Ask stakeholders for relative agreement or disagreement with statements like "Because of this mentorship, I am more successful in advocacy work."*
  - *Ex: Ask open-ended questions like, "Are you doing anything differently because of this activity? If yes, what?"*

TIP:
Consider **quantifying** qualitative feedback by having respondents answer on a 1-5 scale to express their opinions on a topic (ensure they understand the scale!). This will help in comparing data across different types of stakeholders and **over time.**

# STAKEHOLDER FEEDBACK

Step 2:
COLLECT
data

**Key Questions:**

- With what frequency do I need data for measurement and learning purposes?
- What data collection methods are affordable and not too burdensome for my organization?
- Will I collect data during interactions with stakeholders that are already part of my activity, or will I create additional, more in-depth opportunities? (Consider doing both!)
- What data collection methods are most likely to make stakeholders comfortable enough to answer honestly?

# STAKEHOLDER FEEDBACK

Step 2:
COLLECT
data

**Remember:** Tell stakeholders WHY you are collecting data, and what you will do with it, including how and when you will share findings with them.

STAKEHOLDER FEEDBACK

Step 3: ANALYZE data and draw conclusions

**Key Questions:**

- Tabulate or read through responses. What themes emerge?
- What answers are more "positive" or more "negative" overall than you expected? Consider the reasons for this.
- Are there differences in responses by geography, gender, type of organization?
- How do these responses compare to those collected last year (if applicable)?
- Are there any answers that seem to conflict with each other? Note these to discuss further with stakeholders.

TIP:
Don't be afraid when you read "Analyze!" Your analysis process can be formal or informal. Even something as simple as sitting down with your team to review responses and discuss insights can help you make sense of the data. Reach out to your LW POC if you'd like more support!

# STAKEHOLDER FEEDBACK

Step 4:
REPORT and DISCUSS data with stakeholders

***"Why would I do this??"***

Sharing findings back with stakeholders helps:

(1) Get better data by "digging in" to the meaning behind answers.

(2) Get stakeholders' ideas on how to improve (and co-create solutions).

(3) Improve data quality in the future, because stakeholders see you are paying attention to their opinions!

# STAKEHOLDER FEEDBACK

Step 4:
REPORT and DISCUSS data with stakeholders

**"How do I do this?"**

Present interesting or surprising findings, and ask people to explain why they think this theme emerged.

> For example: *"We see that stakeholders say that the trainings in government engagement are useful, but they do not feel that they have more success in engaging the government. What do you think causes these different answers?"*

You can also use informal conversations with stakeholders to ask questions!

# STAKEHOLDER FEEDBACK

Step 4:
REPORT and DISCUSS data with stakeholders

USAID is a stakeholder, too!

Report back what you have learned about **how**, **why** and **to what extent** your activity has achieved intended results. This helps us become a more effective organization!

"Reporting" can be:

- A short written product
- A presentation
- A conversation (with someone taking notes to capture learning!)

Reporting does NOT always have to be a 50 page report or an Excel spreadsheet.

# STAKEHOLDER FEEDBACK

Step 5:
PLAN and ACT in response to conclusions

- Does your strategy or theory of change need to be updated in response to what you have learned?
- What changes will you make to gathering stakeholder feedback next time?

TIP:
Discuss adaptations with USAID. We are here to support!

# Want to read more about stakeholder feedback?


1. Keystone Accountability (2014). "Constituent Voice: Technical Note 1." *The steps detailed in this training are discussed in more detail in this resource.*

2. Feedback Labs. "Tools and Training" (webpage). *This resource offers tools and advice for soliciting feedback.*

3. Better Evaluation. "Understand and Engage Stakeholders" (webpage). *This webpage provides ideas for events to solicit feedback, such as workshops and informal and formal meetings.*

4. LIFT (2016). "Listening Better: 10 Lessons from LIFT's Customer Feedback Survey." *This short resource shares lessons learned from a U.S. nonprofit's experience with stakeholder feedback.*

5. USAID. ADS 201 ADS Chapter 201: Operational Policy for the Program Cycle. *The Program Cycle is USAID's operational model for planning, delivering, assessing, and adapting development programming and includes official policy and guidance on how to include stakeholder feedback in planning.*

6. USAID (2023). "Collecting Feedback from Development Program Participants: A Guide for USAID Implementing Partners." *This guide describes how to integrate the collection and use of program participant feedback into their USAID-funded development activities and the basic concepts and general good practices for collecting and responding to feedback.*

7. USAID (2023). "Listening to Local Voices: Accountability and Feedback Plans." *Accountability and Feedback Plans seek to improve the work of USAID and its partners by integrating local voices, including constituent (beneficiary) feedback, into activity planning and implementation.*

# CONTACT US

Visit our website: usaid.gov/local-faith-and-transformative-partnerships/local-works

Email us: localworks@usaid.gov

Subscribe to our newsletter