



Fund For Shared Insight India Landscape Scan On the Feedback Field

Final Report

30th September 2021

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Executive Summary

Background

This landscape scan analyses the current status-quo of practices followed by NGOs and funders in the Indian development sector with regards to 'listening' and building feedback loops with the communities they serve, amidst **structural inequities** in India based on caste, creed, gender identity, religion and language. It also proposes **options for investment** in order to strengthen the listening ecosystem. The **Indian development sector is at an emerging stage** of Fund for Shared Insight's (FFSI) high-quality listening parameters as this is still not a subject widely discussed or prioritized here.

Nevertheless, the landscape contains insights from **interviews with 15 NGOs and 3 funders** who turned out to equivalently place a great deal of emphasis on the voices of the people they serve while designing and implementing programs. The **interviewees' close proximity to the ground** enabled them to listen regularly and value the community voices as invaluable insights into the program's effectiveness. Also, the qualitative interview insights enabled the showcasing of **current gap areas** that the NGOs and funders have to navigate to listen effectively and **best practices** they follow to keep the voice of the community they serve at the center while balancing the power equation.

The Listening Ecosystem

To counter the structural inequities and to listen actively, the interviewees have identified **four cornerstones of listening** –

- 1) **Keeping community voice at the center**
- 2) **Practice authentic listening**
- 3) **Build institutions within community to continuously listen**
- 4) **Follow human centric design methodology**

The report also spotlights multiple feedback channels facilitated by the NGO interviewees where all voices can be represented and heard. NGOs revealed that they build, facilitate, maintain **three channels of feedback** with the people they serve as well as with the stakeholders closely connected with them, to get a 360-degree perspective of the problem. The three channels enable a deep understanding of the people's experiences by constituting a continuous source of information for the NGOs.

Sectoral View

A three-way analysis showcases how interventions in **four sectoral themes** (Education, Health, Rural/Urban resilience and Citizen Empowerment) are leveraging the three channels of feedback across FFSI's Competency rubric for High-Quality Feedback Loops. The three-way analysis findings indicate the **'Design'** component as the strongest amongst the five FFSI feedback loop stages while the **'Close the Loop'** component as the weakest. Also, compared to the other two, Health and Education interventions find it relatively easier and faster to complete all five stages of FFSI feedback, as hospitals and schools may provide controlled environments, in which it is easy to reach the target audience. For human services organizations, where the beneficiaries can be difficult to survey and where the budget constraints are especially severe, the challenges become more evident.

Listening for NGOs

Challenges-

- 1) **Minimal funding and people capacity for listening**
- 2) **Lack of technology tools/infrastructure for data collection**
- 3) **Inefficacy in interpretation and analyzing feedback**

Best practices-

- 1) **Creating safe spaces to listen**
- 2) **Creating a listening culture**
- 3) **Continuous dialogue with the community**
- 4) **Participatory research**
- 5) **Using feedback to 'feed-forward'**

Listening for Funders

Challenges-

- 1) **Power imbalance**
- 2) **Unapproachability of funders due to linguistic or digital barriers**
- 3) **Listening not being a strategic priority leading to limited knowledge of community needs.**

Best practices

- 1) **Fostering listening as a core value**
- 2) **Building a deep understanding of on-ground issues**
- 3) **Balancing power dynamics with NGOs and communities**
- 4) **Ensuring consistency in communication.**

Recommendations

Interview insights indicate that while the elements of authentic listening are in place, there is a definite need for investment to strengthen the feedback field in India.

1. **Supporting NGOs with funding and capacity building**
2. **Changing funder mindsets**
3. **Creating a narrative to channelize investments to encompass authentic listening**
4. **Building Communities of Practice**

2. Research Methodology

Research Methodology



Overview

- This landscape aims to provide a preliminary, qualitative overview of ‘feedback’/ ‘listening’ (used interchangeably in the text) in the development sector in India. Insights have been drawn from a few in-depth conversations with organizations from across key thematic areas and with deep connects amongst extremely vulnerable communities.
- **We have used the term ‘End-User’ to refer to the people served by the NGOs and funders. The term ‘Community’ is used to describe stakeholders in close interaction with the ‘End-User’ like family, community volunteers, frontline, local bodies.**



Sampling

- We have followed purposive or subjective sampling, picking a few organizations from Dasra’s networks who were available for interviews amidst the COVID-19 pandemic, as well as able to offer deep insights on gaps and listening practices.
- 15 NGOs and 3 foundations were interviewed. Subjectively, we opted to have a higher number of NGO interviews than funders to very broadly reflect the distribution of NGOs to funders in India.
- The NGOs were chosen based on their proximity to the communities and the relationships they have been able to build therein. Similarly, Foundations that are known for their community and NGO interactions as well as some of the largest givers in India and foundations giving to under-served areas were chosen for this study.
- The themes chosen – **Health, Education, Urban/Rural development/resilience and Citizen Empowerment/Livelihoods** cover majority of the development sector work in India.¹



Limitations

- The sampling done is in no way scientifically representative of the sector in India, which is very large.
- The data available is largely qualitative and the knowledge gleaned could be subjective and influenced by the researchers’ biases.
- For some indicators in the FFSI Feedback Competency Grid which may not align completely with the Indian cultural context, necessary assumptions have been factored in.

Research Methodology: Interviews with 15 NGOs and 3 funders across 4 sectoral themes, secondary research to understand listening practices in India

NGOs

Relationships with community and funders, best practices, tools, infrastructure, challenges and recommendations

Organization	Name	Designation	Sector/Theme
Society for Nutrition, Education and Health Action (SNEHA)	Dr. Anuja Jayaraman, Sangeetha Vadanam, Shreya Manjekar, Sushma Shende	Director-Research, Associate Director-Fundraising, Associate Program Director-Health cities program, Program Director-Child health and Nutrition	Health
Noora Health	Dr. Shahed Alam	Co-CEO and Co-founder	Health
Basic Healthcare Services (BHS)	Pranoti Monde	Executive- Technology and Development	Health
Apni Shala	Rohit Kumar and Sangeetha Zombade	CEO and Director of Khoj	Education
Saajha	Saransh Vaswani, Kigshuk Roy, Shruti Mohil	Director and Co-founder, Research and learning lead, Operations lead	Education
Seva Mandir	Ronak Shah	Chief Executive	Rural/Urban development
Mahila Housing Trust (MHT)	Bindiya Patel	Program Manager	Rural/Urban development
Gram Vikas Vigyan Samiti (GRAVIS)	Dr. Prakash Tyagi	Executive Director	Rural development

Organization	Name	Designation	Sector/Theme
Sustainable Environment and Ecological Development Society (SEEDS) , India	Dr. Manu Gupta and Varghese Antony	Co-founder and Chief Operating Officer	Rural/ Urban resilience (disaster resilience)
Janaagraha	Srikanth Vishwanathan	CEO	Urban development/ resilience
Professional Assistance for Development Action (PRADAN)	Madhu Khetan	Program Director	Citizen empowerment, Livelihoods
Participatory Research In Asia (PRIA)	Dr. Kaustav Bandopadhyay and Anshuman Karol	Director and Lead- Local Governance	Citizen empowerment, Livelihoods
Anubhuti Trust	Deepa Pawar and Amrita De	Founder and Trustee	Citizen empowerment, Livelihoods
Society for Advancement in Tribes, Health Education and Environment (SATHEE)	Dr.Niraj Kumar	Director	Citizen empowerment, Livelihoods
Network for Enterprise Enhancement and Development Support (NEEDS)	Murari Chaudhary	Executive Director	Citizen empowerment, Livelihoods

Secondary research

Hypothesis and Validation

30+ research papers, news articles, interviews

- Literature review of feedback loops and methodologies, building an understanding of high-quality listening practices.
- Case studies.
- Dasra's insights.

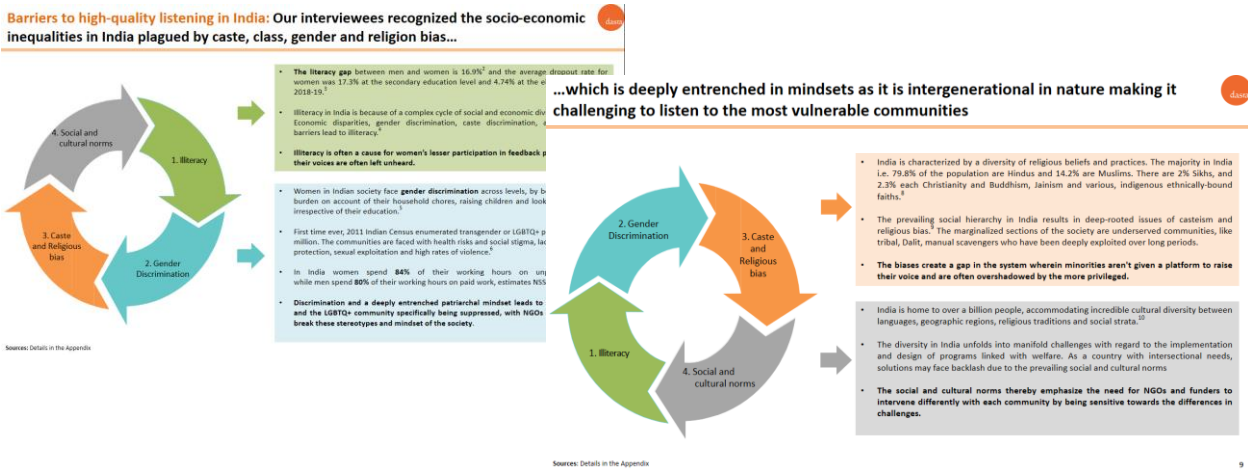
Funders

Best practices, Recommendations

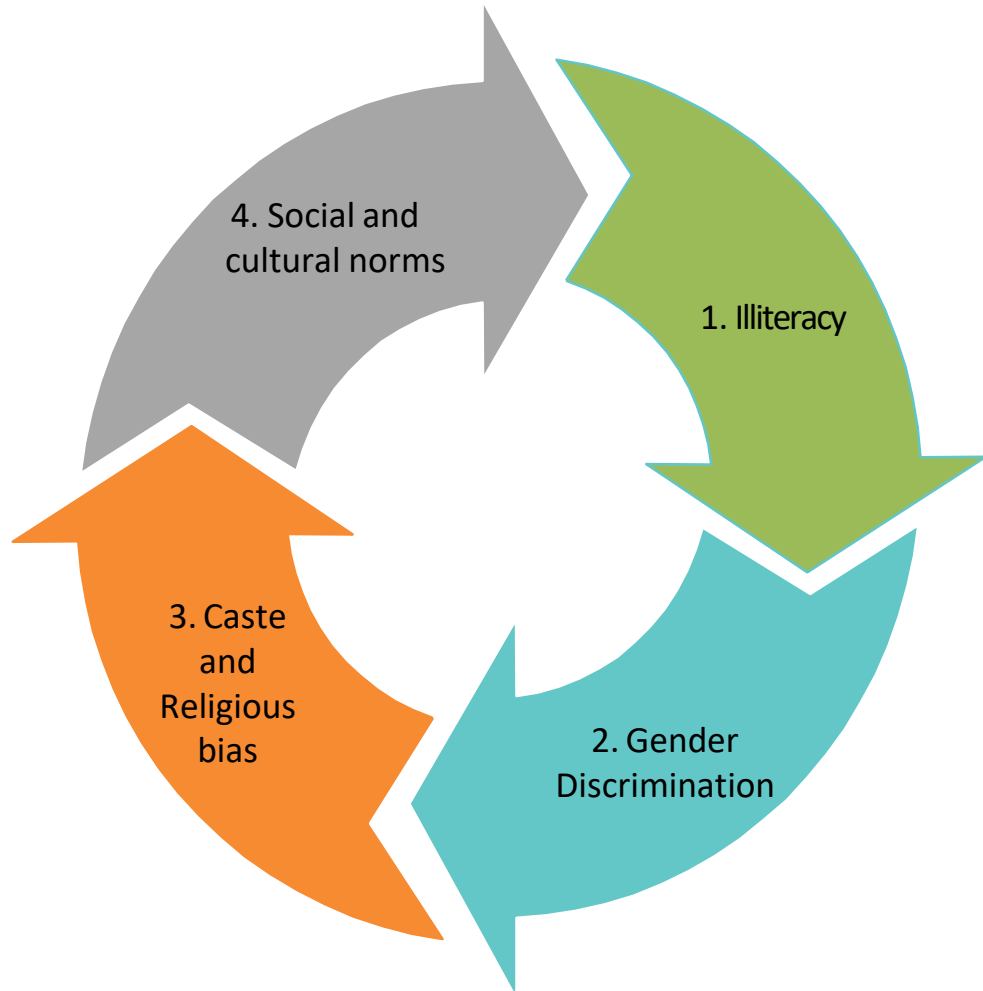
Organization	Name	Designation	Funder Type
Mariwala Health Initiative	Preeti Sridhar	CEO	Family Foundation
A.T.E Chandra Foundation	Poonam Choksi	Head, Social Sector Capacity Building	Family Foundation
Azim Premji Foundation	Chinmay Mohapatra	Member, Azim Premji Foundation	Family Foundation

3. Indian Development Sector Overview

3.1 Barriers to high-quality listening



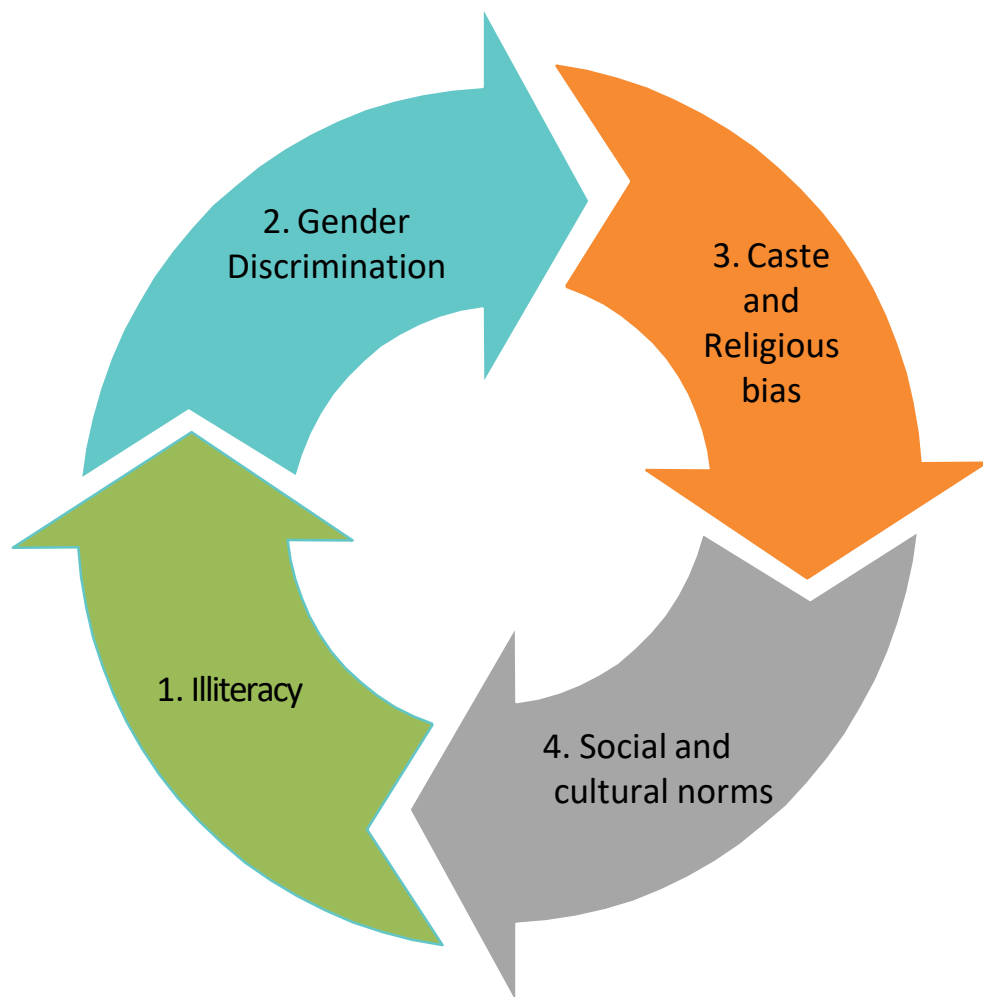
Barriers to high-quality listening in India: Our interviewees recognized the socio-economic inequalities in India plagued by caste, class, gender and religion bias...



- **The literacy gap** between men and women is 16.9%² and the average dropout rate for women was 17.3% at the secondary education level and 4.74% at the elementary level in 2018-19.³
- Illiteracy in India is because of a complex cycle of social and economic divide in the country. Economic disparities, gender discrimination, caste discrimination, and technological barriers lead to illiteracy.⁴
- **Illiteracy is often a cause for women's lesser participation in feedback process and hence their voices are often left unheard.**

- Women in Indian society face **gender discrimination** across levels, by bearing the double burden on account of their household chores, raising children and looking after families, irrespective of their education.⁵
- First time ever, 2011 Indian Census enumerated transgender or **LGBTQ+ population at 4.8 million**. The communities are faced with health risks and social stigma, lack of social protection, sexual exploitation and high rates of violence.⁶
- In India women spend **84%** of their working hours on unpaid activities, while men spend **80%** of their working hours on paid work, estimates NSSO data ⁷
- **Discrimination and a deeply entrenched patriarchal mindset leads to voices of women and the LGBTQ+ community specifically being suppressed, with NGOs making efforts to break these stereotypes and mindset of the society.**

...which is deeply entrenched in mindsets as it is intergenerational in nature making it challenging to listen to the most vulnerable communities



- India is characterized by a diversity of religious beliefs and practices. The majority in India i.e. 79.8% of the population are Hindus and 14.2% are Muslims. There are 2% Sikhs, and 2.3% each Christianity and Buddhism, Jainism and various, indigenous ethnically-bound faiths.⁸
- The prevailing social hierarchy in India results in deep-rooted issues of casteism and religious bias.⁹ The marginalized sections of the society are underserved communities, like tribal, Dalit, manual scavengers who have been deeply exploited over long periods.
- **The biases create a gap in the system wherein minorities aren't given a platform to raise their voice and are often overshadowed by the more privileged.**

- India is home to over a billion people, accommodating incredible cultural diversity between languages, geographic regions, religious traditions and social strata.¹⁰
- The diversity in India unfolds into manifold challenges with regard to the implementation and design of programs linked with welfare. As a country with intersectional needs, solutions may face backlash due to the prevailing social and cultural norms
- **The social and cultural norms thereby emphasize the need for NGOs and funders to intervene differently with each community by being sensitive towards the differences in challenges.**

3.2 Listening cornerstones

Listening cornerstones: Interviewees shared four fundamental listening principles to overcome the structural inequities and to listen deeply



Listening cornerstones: Interviewees shared four fundamental listening principles to overcome the structural inequities and to listen deeply

Community at the center

- All 18 interviewees consider **listening as an important process and systematically solicit feedback to guide decisions.**
- They believe the **end-users have a better understanding of priority issues** to solve with practical solutions and are the best judge of optimal resource utilization.

Institutions within community to listen

- In India, **feedback is not sourced from a single source.** NGOs build institutions or local groups with end-users and stakeholders closely related with the end-user or connected to the problem being solved.
- As it is not practical to listen to all end-users, **institutions form a good representation of the community.**

Authentic listening

- The NGOs and funders we spoke to prioritized **listening with an intent.** They strive to deeply learn about the community needs and keep their views at the core of every process, while building trust, confidence and a strong relationship with the community.
- **Their staff is usually equipped for empathetic and responsive listening,** while having contextual sensitivity, and both negative and positive feedback are equally valued. This has been defined as 'Authentic Listening'.

Human centric design

- **Indian community is heterogeneous in nature** and has groups of end-users with varying levels of socio-cultural bias, patriarchal views, caste and religious bias.
- Interviewees have applied various human centric design principles to listen to each group and understand their individual expectation and constraints.



Quotes from the interviews: What does feedback mean to NGOs and funders?

"Listening is a core part of our work. We approach stakeholders to give them a listening ear, understand their challenges and provide instant solutions to them, if possible"

Shruti Mohil,
Operations Lead, Saajha

"Feedback is a continuous dialogue to align community needs and role of our facilitation"

Ronak Shah,
Chief Executive,
Seva Mandir

"For us, working with communities requires reflecting on our approach and internal processes to ensure we centre the voices of people with lived experiences in all our work"

Priti Sridhar,
CEO, Mariwala Health
Initiatives

"Over four decades, PRIA has been working with the community as a co-researcher, going back to them with insights; and thereby closing the loops"

Dr. Kaustav Bandhopadhyay
Director, PRIA

"We listen with an intent; not just for the sake of listening"

Sangeetha Zombade,
Director of Khoj, Apni Shala

"Feedback is valued as it enables 'feedforward'. Feedforward is a positive way to respond to feedback through course correction"

Murari Chaudhary,
Executive Director, NEEDS

"Feedback can be sensitive and hence confidentiality should be an essential feature. In addition to being an mechanism to improve programs, it is also an important accountability measure"

Dr. Manu Gupta
Co-founder, SEEDS

"Whatever we do, comes from our core value of listening to the voices from the ground, reflecting internally and then working closely with the partners to co-create a plan for implementation"

Poonam Choksi,
Head- Social Sector Capacity
building , ATE Chandra
Foundation

"We believe in leveraging the power of empathy, and using human centered design approaches to help change behavior, focusing first on the needs of communities and iterating in partnership with them to help improve our offerings"

Dr. Shahed Alam
Co-Founder and Co-CEO,
Noora Health

"We have regular visits to the communities and interactions with our partner NGOs through open conversations on learnings, reflections and challenges on the ground. This allows us to respond to changing realities on the ground and needs of the communities"

Chinmay Mohapatra,
Member, Azim Premji
Foundation

"We look to hire persons with social and emotional maturity as key traits and train them to listen deeply"

Madhu Khetan
Program Director,
PRADAN

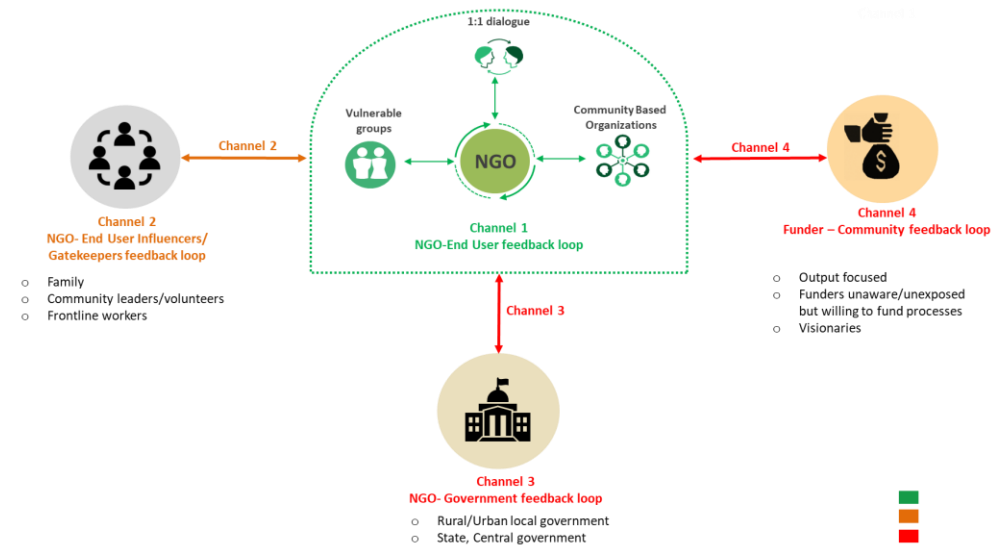
"Building trust between citizens, councilors and ward officials at the neighborhood level is a pre-requisite for success in any sector of human development; this feedback loop of grassroots, participatory democracy is the mother of all feedback loops"

Srikanth Vishwanathan,
CEO, Janaagraha

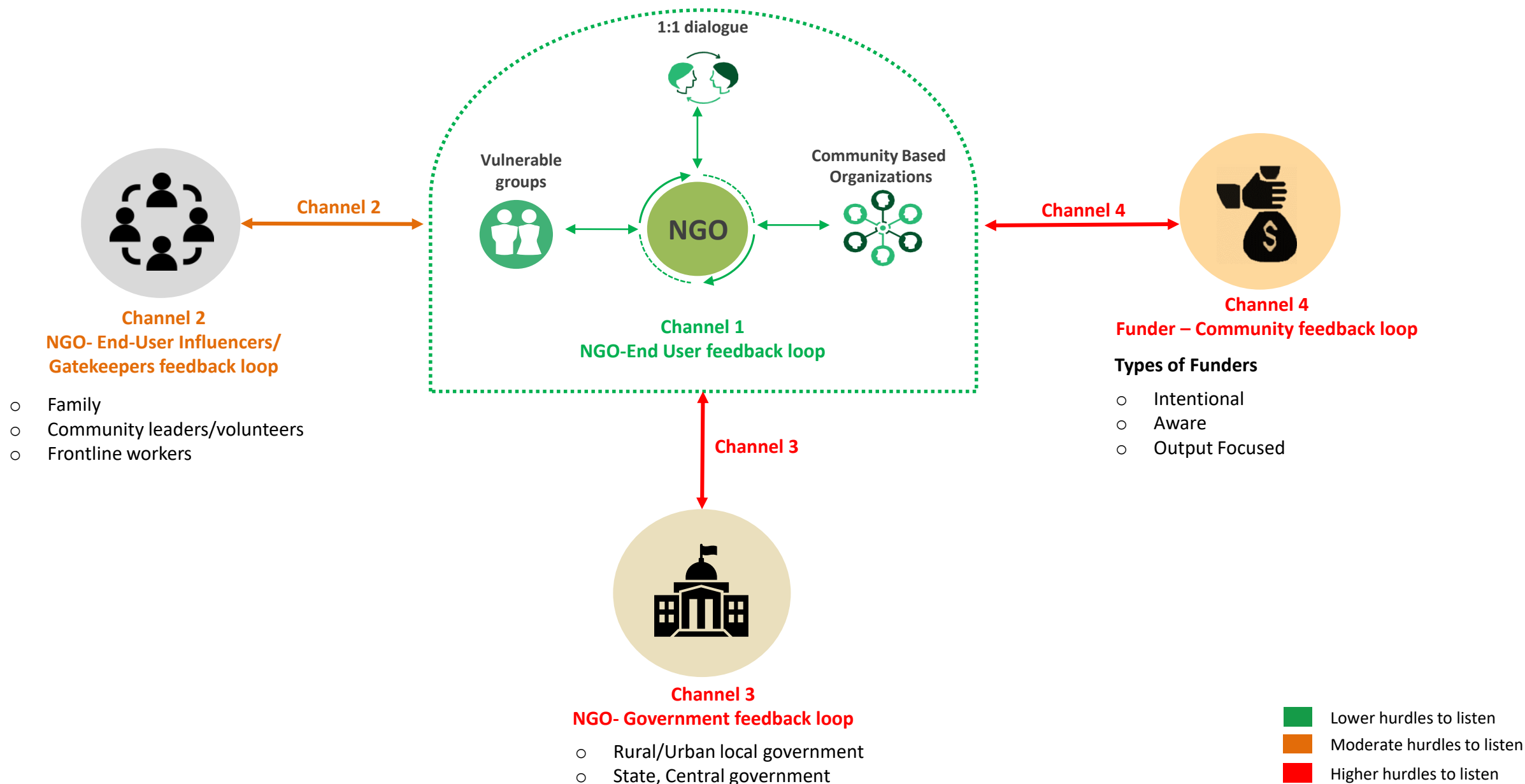
"Feedback is taken to consciously listen to communities – to work in partnership with community, and to bring out their agency"

Dr. Anuja Jayaraman,
Director-Research,
SNEHA

3.3 Representation of the 'Listening Ecosystem' with four identified feedback channels



The Listening Ecosystem: The Indian development sector has multiple stakeholders who are key to building a listening ecosystem



Channel 1 & 2: These channels are matured at sub-scale level as they are the oldest in operation and require strategic investment to listen to larger audience at scale

Purpose of Channel 1

This is the main channel of feedback between NGOs and the people they serve. **The purpose of this channel is to listen to the needs of the community and implement it at various program life cycles.** NGOs interact with end-users at various levels in different set-ups to ensure no voice is left out.

1:1 dialogue

A one-on-one can be defined as a **structured conversation where you authentically listen to experiences of the person.** Mostly NGOs engage in one-on-ones to understand how end-users view the problem and to understand their perspectives.

Community-Based Organizations (CBOs)

Community-based organizations (CBO's) are local community groups built and maintained by NGOs to **enable continuous dialogue with stakeholders with lived experience or who has first-hand knowledge of the needs within their neighborhoods.** Effort is made to make CBOs inclusive to represent all voices that are unheard at local governance level. CBOs form a continuous source of feedback for NGOs.

Vulnerable groups

NGOs create safe spaces to listen to the voices left out in the 1:1 dialogue and at CBO level meetings. **These include voices of the vulnerable groups such as adolescents, women, elderly, tribal groups, lower caste groups, religious minority groups, among others.**

Purpose of Channel 2

NGOs also take feedback from influencers, gatekeepers of the end-users. **The purpose of this channel is to get a 360-degree perspective on the community needs and helps in triangulating data for an advanced understanding of end-user needs.** This channel also ensures a continuous flow of information about end-users.

Family

Family, in this context, is defined as the blood relatives or people associated with the end user. **India has a close-knit family culture,** therefore receiving feedback from the end-user's family **ensures deeper understanding of problems faced by the end user.**

Community leaders/Influencers

Community influencers/ leaders are members of social groups who have the trust and respect of the community. They work as a strong source of feedback for NGOs, especially in case of sensitive information as they form a bridge between NGOs and end users. Hearing from them is also a step towards recording emerging problems of community.

Frontline workers

Frontline workers connect communities to the government system. They work in the last mile, directly providing government services to the communities. **They mostly come from the community they serve** and they play a critical role in providing a local context to the NGOs.

Channels 3 & 4: These channels are nascent in operation with more hurdles to listen as power dynamics is prominent here and calls for mind-set change

Purpose of Channel 3

In India, feedback platforms for citizen participation are at a nascent stage. Through this Channel, NGOs strive to activate citizen participatory processes at three levels of Indian governance - Local, State and Central, to give voice and agency to the citizens and deepen community participation in governance matters. **Janaagraha, an urban resilience NGO, focuses on develop Channel 3 in India** by advocating platforms for citizen participation and participatory processes where citizens have voice and agency.

Rural/Urban local government

These institutions comprise of locally elected representatives managing the administration of that rural or urban area. NGOs build platforms to connect communities to these institutions and build community capacity to participate in the local government townhalls (discussion forums). In this way, communities are able to access government data, provide their feedback and claim their rights.

State/Central government

State governments are the governments ruling over 29 states and 8 union territories of India. The Central government or the Government of India is the controlling power over a unitary state. Power is divided between the State and Central Government.

Based on the community feedback, NGOs empower citizens to engage in advocacy efforts with the State/Central Government to either submit feedback on change in policy/law or systems based on their needs and preferences.

Purpose of Channel 4

The NGO/Community to Funder feedback channel is driven by the flow of resources from the latter to the former, with the intention of ensuring that funds are deployed to meet the needs of communities, or that 'supply' meets 'demand', as opposed to vice versa. The channel manifests in a few different ways across Funders.

Intentional

Some visionary Funders make active efforts to listen to communities and their grantee partners while recognizing the inherent power imbalance and taking steps to account for the same. The three Funder interviewees for this research fall in this category.

Aware

Other Funders exhibit awareness of the need to listen to communities and NGOs to shape their grant making, and are aware of the power dynamics in play, but have not taken very active steps towards building a listening practice. This archetype is however open to learning and sharing knowledge from others.

Output Focused

A large proportion of Funders, as shared by interviewee NGOs, end up focusing on only the end outputs or the activities of their grants as required by a predetermined mandate. Listening and community feedback in these cases, do not come across as very high priorities.

Listening Ecosystem: Key takeaways

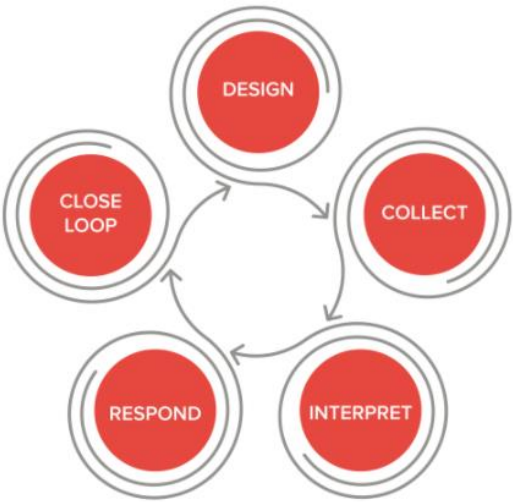


Observations and Insights

- The NGOs build, facilitate and maintain **three channels of feedback** with not just the end-users but also with the stakeholders closely connected to the end-users to get a **360 degree perspective** of the problem. The three channels enable a deep understanding of the people's experiences by being a continuous source of information for the NGOs.
- The **maturity of feedback and listening is found to be highest closer to the NGOs and Communities (Channels 1 and 2)** and starts to get skewed in the other channels with the involvement of stakeholders that are responsible for the deployment of funds, resources, or services.
- NGOs working closely with communities have the **ability to navigate and take into account inequities on the ground**, however this seems to reduce in channels that are less proximate.
- **Funding typically flows to Channel 1**, which has the potential to get strengthened as part of an organization's program implementation. **Channel 2 needs to be an active focus** in order for funding to flow towards strengthening it, **while Channel 3 and 4 are found to have minimal investment as a sector.**

4. Mapping Sectoral themes to FFSI’s Competencies for High-Quality Feedback Loops

A three-way analysis to showcase how the four sectoral themes are leveraging Channels 1,2,3 across the five stages of FFSI’ high quality feedback loop



STEP 1 / DESIGN

GOAL: Create an accessible tool

VIA BLE FEEDBACK LOOP

DESIGNING FOR ACCESSIBILITY

- Tool is short/brief (e.g. survey questions)
- Language is simple and understandable, given client backgrounds

STEP 2 / COLLECT CONTINUED

VIA FEEDBACK LOOP

MINIMIZING COURTESY

- Staff do not pressure clients to give a particular response
- Feedback is given confidentially or, if appropriate, anonymously

STEP 3 / INTERPRET

GOAL: Identify areas for celebration and areas for improvement, with particular attention paid to any differential experiences across specific client groups.

VIA BLE FEEDBACK LOOP

QUALITY FEEDBACK LOOP

HIGH-QUALITY FEEDBACK LOOP

IDENTIFYING AREAS FOR CELEBRATION AND IMPROVEMENT

- | | | |
|---|--|--|
| <ul style="list-style-type: none">• Staff review overall trends in quantitative feedback (if applicable to tool)• Staff read and discuss responses to open-ended questions (if applicable to tool)• Small groups of staff are involved in reviewing and interpreting findings | <ul style="list-style-type: none">• Staff analyze quantitative feedback, looking at averages, range, and trends over time (if applicable to tool)• Staff review and categorize responses to open-ended questions into themes (if applicable to tool)• Results are documented and compared over time• Staff at various levels of the organization review findings with a focus on areas for improvement• Staff use benchmarks to "norm" quantitative feedback (e.g., how are we doing relative to our peers?) | <ul style="list-style-type: none">• Staff analyze quantitative feedback, looking at averages, range, and trends over time (if applicable to tool)• Staff review and categorize responses to open-ended questions into themes (if applicable to tool)• Results are documented and compared over time• Staff at various level of the organization review findings with a focus on areas for improvement• Staff use benchmarks to "norm" quantitative feedback (e.g., how are we doing relative to our peers?)• Findings reference notable differences in client experiences and implications for action |
|---|--|--|

STEP 4 / RESPOND

GOAL: Engage in implementing change

VIA FEEDBACK LOOP

ENGAGING STAKEHOLDERS

- Findings are shared with relevant stakeholders

STEP 5 / CLOSE LOOP

GOAL: Communicate back to clients what was learned from listening to them and specific ways that the organization intends to respond to feedback.

VIA BLE FEEDBACK LOOP

QUALITY FEEDBACK LOOP

HIGH-QUALITY FEEDBACK LOOP

COMMUNICATING BACK

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Organization thanks clients for participating in the survey• Organization shares survey findings opportunistically and focuses generally on positive feedback | <ul style="list-style-type: none">• Organization thanks clients for participating in the survey• Organization shares survey findings with clients thoughtfully in written form, noting both positive feedback and areas for improvement | <ul style="list-style-type: none">• Organization thanks clients for participating in the survey• Organization shares survey findings with clients thoughtfully in written form, noting both positive feedback and areas for improvement• Organization shares findings with most or all clients, including respondents, non-respondents, and new clients• Organization communicates what is being done to address clients' concerns• Communication is in easy-to-understand language and a user-friendly format |
|--|--|--|

Healthcare interventions seem to lend themselves well to listening practices, due to the inherent trust between patient and healthcare service provider

Channel 1,2,3	DESIGN	Designing for Accessibility NGOs spoke of designing tools for 1:1 dialogue and storytelling with patients, their families and frontline workers in local languages, and used mostly in the comfort of their homes. They spoke of ensuring maximum understanding by designing for appropriate literacy levels, using infographics and other means.	
		Designing for Relevance Interviewees spoke of keeping empathy at the core to understand the needs of the end-users and to continuously iterate and improve services through human-centric design methodologies. Feedback appeared to be sourced from end-users, community influencers, frontline workers, and local government to ensure relevance in local contexts.	
Channel 1, 2,3	COLLECT	Capturing client voices NGOs interviewed, spoke of training staff to listen deeply to get an inclusive and representative understanding of the needs and voices of the community. Design tools include status-quo observations, home and primary health care facility visits, conversations with health care providers, phone surveys with end-users, suggestion boxes at clinics, etc.	
		Minimizing courtesy bias The mandatory confidentiality inherent in health services seems to enable feedback givers to build deep trust with NGOs providing those services. Feedback ends up being taken mostly during health visits which rules out any prepping or pressure on end-users. A strong cadre of community volunteers also enables collection of feedback.	

Channel 1,2,3	INTERPRET	Identifying areas for celebration and improvement Interviewees discussed the use of Management Information Systems to interpret data over a period of time and study the trends. Based on the findings, interventions are re-designed basis acceptance or resistance by end-users and learnings are shared with frontline and community workers.	
		Identifying differential or outlier experiences Many NGOs spoke of categorizing data on caste, gender, age, village/town, and medical history, leading to insights such as seasonal spikes of diseases or vulnerabilities of a community to a disease, enabling quick action.	
Channel 1,2,3	RESPOND	Engaging stakeholders Some NGOs convert findings into solution prototypes and take them back to the end-user, who is given the choice to choose a tangible solution, providing an opportunity to give honest feedback and get rid of bias.	
		Implementing changes Interviewees from the health sector posit that action plans are created after consulting stakeholders across Channels. They are invited for team meetings to provide insights and learnings, sometimes leading to some of these community stakeholders later joining as NGO staff.	
	CLOSE LOOP	Communicating feedback Channel 2 stakeholders were found to be deeply involved in closing the loop, with efforts being made to do this in a user-friendly language and format. Findings are shared across three Channels for learning purposes.	

Education interventions enable continuous feedback from students, but the group-based nature of the activity seems to make navigating individual inequities a challenge

Channel 1,2,3	DESIGN	Designing for Accessibility NGOs spoke of taking feedback via both qualitative and quantitative methods through 1:1 conversations, phone calls, anecdotes, pictures, videos, survey, WhatsApp bots and focused group discussions(FGDs) through verbal and written questionnaires. The questionnaires are prepared and tested with students and parents to ensure comfort and comprehension.	
		Designing for Relevance Interviewees spoke of using various tools to build a deep understanding of students’ needs. These include behavioral indicators for students, quarterly surveys for parents, active needs assessment and expectation setting among students and teachers, and FGDs with parents, school administration and local government to enable dialogue.	
Channel 1, 2,3	COLLECT	Capturing client voices While student feedback can be collected on a regular basis, School Management Committees are a forum for feedback from other stakeholders. However, data collection processes in these forums do not seem to be optimally streamlined. Interviewees revealed that mothers being primary caregivers are also primary feedback givers. However, during open forums, male voices end up being heard the most.	
		Minimizing courtesy bias NGOs spoke of listening with the intent to learn, and some used tech-based platforms to ensure that responses are anonymized to avoid bias. Primarily however, it appears that NGO staff directly involved in service delivery also ended up collecting the data.	

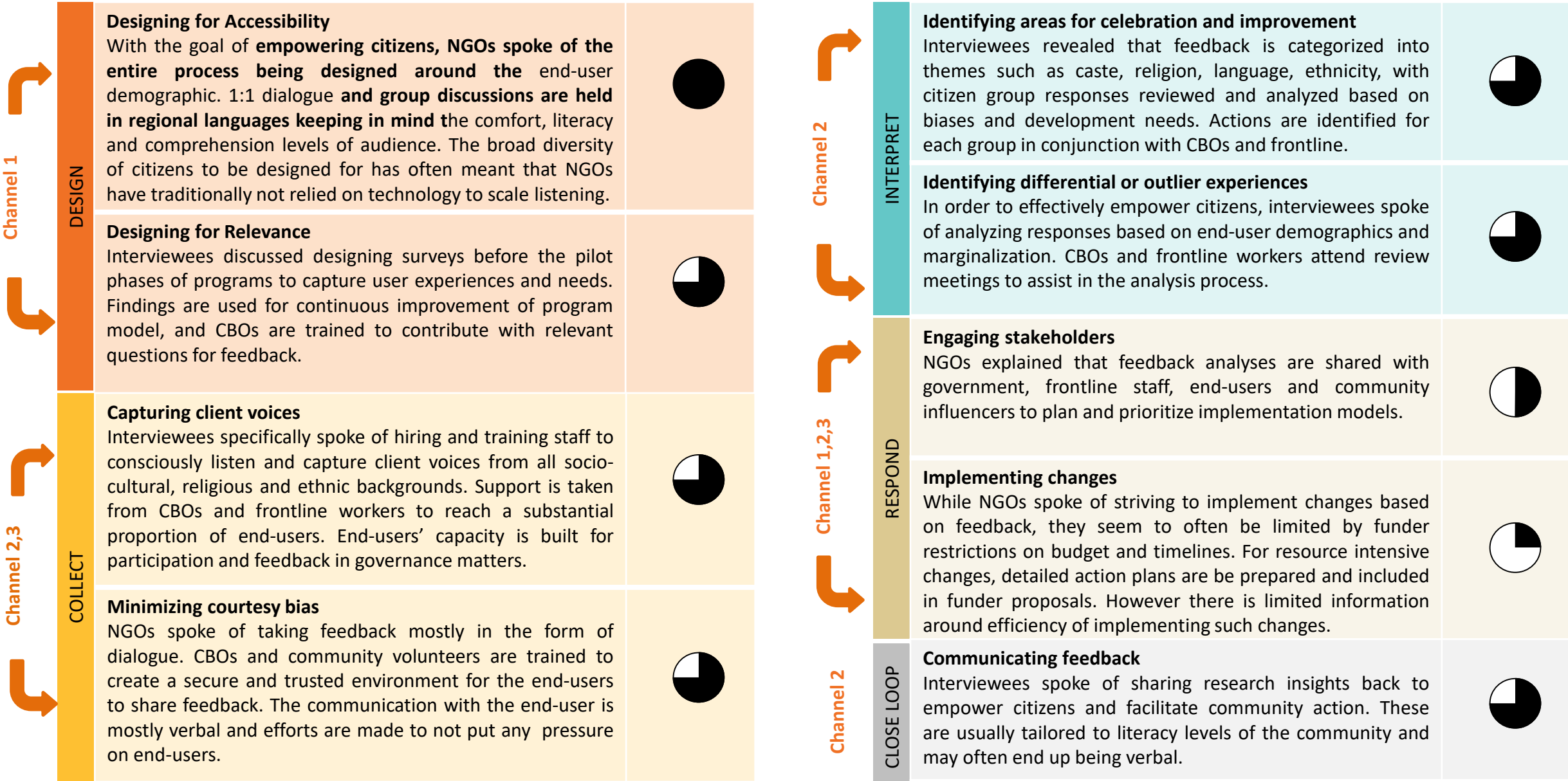
Channel 1	INTERPRET	Identifying areas for celebration and improvement Some NGOs spoke of a rigorous feedback documentation process with broad/unique categorization of challenges faced by stakeholders. However, it seemed that feedback got lost beyond the defined categories. They expressed difficulty in integrating cross-stakeholder and population level data due to lack of efficient analysis tools, and hence end up having limited insights on micro-level interpretation.	
		Identifying differential or outlier experiences Interviews revealed limited information on categorization of feedback on end-user demographics.	
Channel 1	RESPOND	Engaging stakeholders Interviewees spoke of sharing findings within the organization and in progress reports to funders. Limited information was found on engaging end-users around potential responses and prioritization.	
		Implementing changes Small improvements and changes were reported to be provided via phone calls or bot channels, and larger ones via follow ups and meetings. Limited information was found on designing or prioritizing changes based on end-user demographics or marginalization.	
Channel 1	CLOSE LOOP	Communicating feedback NGOs that used tech platforms were able to share insights at a sub-scale level, but not with as many end-users as possible due to lack of infrastructure and team capacities.	

NGOs working to address multiple needs of urban and rural communities have the opportunity to listen closely, but may be restricted by external and budgetary pressures

Channel 1	DESIGN	Designing for Accessibility Interviewees spoke of feedback being taken through 1:1 dialogues and group meetings with CBOs and vulnerable groups in a languages spoken in that region (rural or urban) to ensure each group understands the context and is comfortable to participate.	
		Designing for Relevance While interviewees discussed having tools designed to gather end user needs and preferences at rural/urban level and for program improvement, they revealed that funder timeline constraints and staff capacity often lead to limitations in this regard.	
Channel 2,3	COLLECT	Capturing client voices NGOs spoke of doing consultations with end-users, community leaders/frontline workers and local/state governments to understand end-user requirements in specific geographies. However, building trust is a long term process, and budgetary limitations seem to lead to limited staff training and an inability to reach as many voices as possible for feedback.	
		Minimizing courtesy bias NGOs agreed that confidentiality is highly valued and feedback is taken only with permission and respecting the cultural differences in different geographies. For the comfort of the end-users, trusted stakeholders such as religious leaders and community influencers are involved to collect feedback and explain how it will be used.	

Channel 2,3	INTERPRET	Identifying areas for celebration and improvement Interviewees discussed categorization and prioritization of feedback received for action, juxtaposed with geography needs. Regular meetings are conducted to review findings and actions taken or not taken on feedback.	
		Identifying differential or outlier experiences NGOs reflected on segmentation of feedback basis socio-cultural backgrounds of end user groups, keeping in mind that the issues are diverse, complex and geography specific. There is limited information on involvement of end-users in the analysis process.	
Channel 2	RESPOND	Engaging stakeholders Interviewees spoke of sharing findings within the organization and in progress reports to funders. Limited information was found on engaging end-users around potential responses and prioritization.	
		Implementing changes Interviewees revealed that some actions are usually addressed with the support of frontline workers who are closer to end-users, and by involving local governments at both rural & urban level which have enabled quicker feedback response.	
Channel 2	CLOSE LOOP	Communicating feedback NGOs spoke of closing the loop often through Channel 2 as due to its close relationship with end-users. Evaluations and improvements are relayed back to community in meetings, through verbal presentations and publications for end-users.	

Interventions that are aimed at **empowering citizens** to access their entitlements and build livelihoods have the ability to listen deeply, but often at a sub-scale level



Quality of feedback loops across sectors seems to skew towards strong design due to deep connections with communities, with support required to close the loop and scale it up



	DESIGN		COLLECT		INTERPRET		RESPOND		CLOSE LOOP	Quality levels of feedback loops
	Designing for accessibility	Designing for relevance	Capturing client voice	Minimizing courtesy bias	Identifying areas for celebration and improvement	Identifying differential or outlier experiences	Engaging stakeholder	Implementing changes	Communicating feedback	
Health										
Education										
Rural/Urban Development										
Citizen Empowerment/ Livelihoods										
Quality levels										

Feedback Levels:

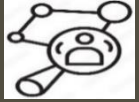
High Quality

Quality

Viable

Least efficient → *Most efficient*

Three- Way Analysis: Key takeaways



Insight- FFSI five stage competency

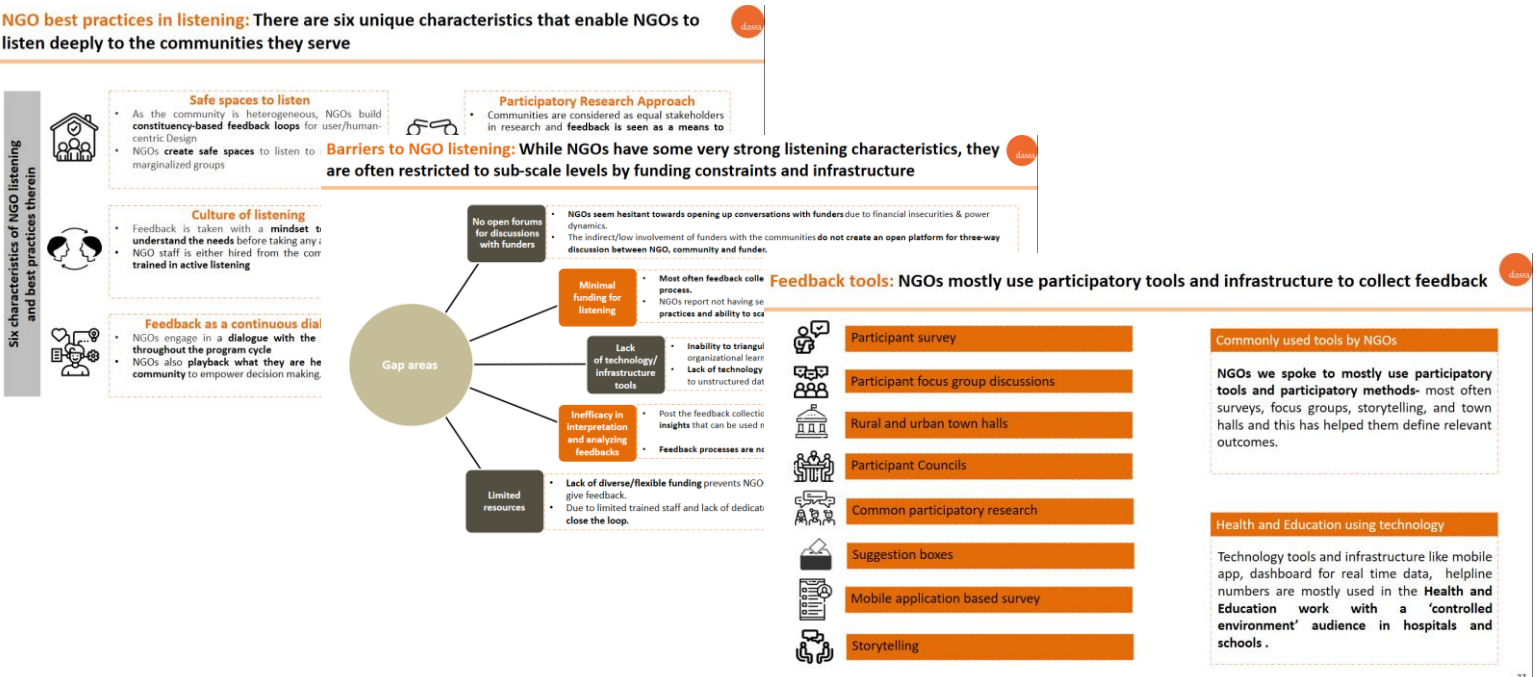
- **Design is the strongest** of the five components of the FFSI feedback loop, across all sectors/ themes.
- **Collect, Interpret and Respond stages** have **potential to move to High Quality level** with right investment from the funders.
- **Loop closure is a common challenge** across all sectors/themes and calls for support.



Insight- Sector wise

- **Healthcare interventions** seem to lend themselves well to listening practices, due to the inherent trust between patient and healthcare service provider.
- **Education interventions** enable continuous feedback from students, but the group-based nature of the activity seems to make navigating individual inequities a challenge.
- NGOs working to **address multiple needs of urban and rural communities** have the opportunity to listen closely but may be restricted by external and budgetary pressures.
- Interventions that are aimed at **empowering citizens** to access their entitlements and build livelihoods have the ability to listen deeply, but often at a sub-scale level.
- Compared to the other two, **Health and Education interventions** find it relatively easier and faster to complete all five stages of FFSI feedback, as hospitals and schools may provide controlled environments, in which it is easy to reach the target audience. For **human services organizations**, where the beneficiaries can be difficult to survey and where the budget constraints are especially severe, the challenges become more evident.
- We also see that **Health, Education work uses more technology based listening tools** like mobile apps and helpline numbers. This makes closing the loop and conducting end-user satisfaction surveys convenient and easy.

5. Feedback between NGO and Community



Overview of NGO listening practices: The state of listening practice among NGOs



- The 15 NGOs that we spoke to are committed to deep listening and share a similar ideology to listen authentically to understand the real needs and constraints of the people they serve and integrate what they hear in the decision-making process, to have the most impact on the ground.
- The NGO leaders use feedback throughout the program cycle- Program design / deployment / monitoring / improvement / evaluation. Mostly feedback has been used to design programs and services and to continuously iterate to be more responsive to the community needs. Listening has also enabled the NGOs to better gauge whether their service has accomplished the desired outcomes.
- Feedback is not viewed as one way communication- for receiving information from the community but also as a means for NGOs to develop the community. NGOs are also focused to build capacities of the communities they serve to overcome inequity and to give them the agency to contribute relevant feedback or empower them with a voice for citizen participation in governance matters.
- Lastly, though NGO leaders we spoke to seek to practice high-quality listening at all times, they are riddled by various constraints in their capacity to gather high-quality feedback at large scale due to minimal designated funding for listening purposes.
- NGO leaders share that the generally funders lack a deep understanding of the importance of authentic and deep listening to the communities and are driven mostly by investments that can result in tangible impact numbers than investment in processes like feedback that doesn't necessarily show immediate results.

Feedback tools: NGOs mostly use participatory tools and infrastructure to collect feedback



Participant survey



Participant focus group discussions



Rural and urban town halls



Participant Councils



Common participatory research



Suggestion boxes



Mobile application based survey



Storytelling

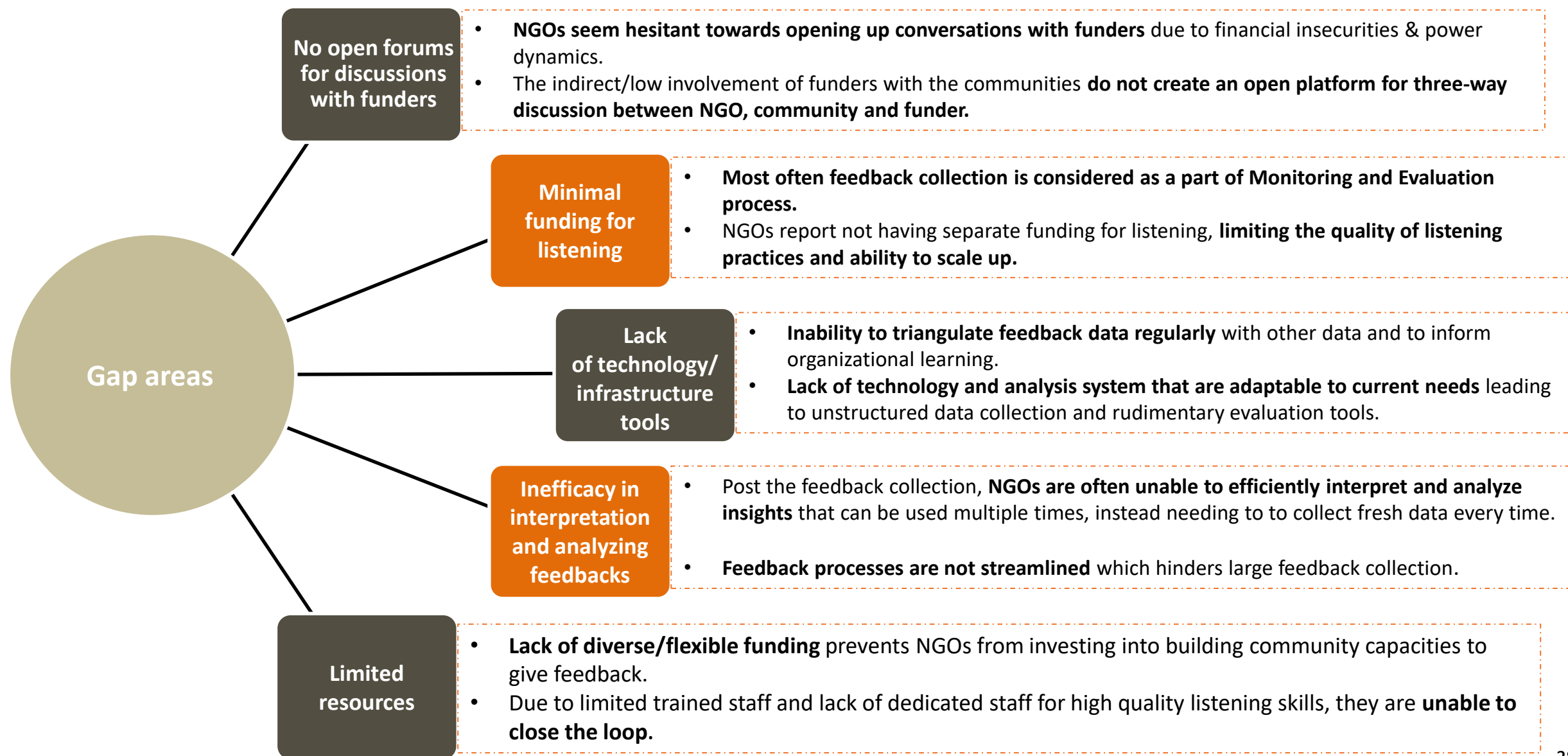
Commonly used tools by NGOs

NGOs we spoke to mostly use **participatory tools and participatory methods**- most often surveys, focus groups, storytelling, and town halls and this has helped them define relevant outcomes.

Health and Education using technology

Technology tools and infrastructure like mobile app, dashboard for real time data, helpline numbers are mostly used in the **Health and Education work with a 'controlled environment'** audience in hospitals and schools .

Barriers to NGO listening: While NGOs have some very strong listening characteristics, they are often restricted to sub-scale levels by funding constraints and infrastructure



NGO best practices in listening: There are six unique characteristics that enable NGOs to listen deeply to the communities they serve

Six characteristics of NGO listening and best practices therein



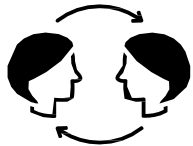
Safe spaces to listen

- As the community is heterogeneous, NGOs build **constituency-based feedback loops** for user/human-centric Design
- NGOs **create safe spaces** to listen to minority and marginalized groups



Participatory Research Approach

- Communities are considered as equal stakeholders in research and **feedback is seen as a means to increase citizen participation**
- **Closure of the loop** by sharing research insight is part of participatory research approach



Culture of listening

- Feedback is taken with a **mindset to learn and understand the needs** before taking any action
- NGO staff is either hired from the community or is **trained in active listening**



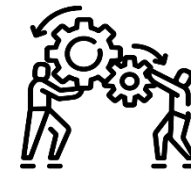
Building community capacity

- NGOs build capacities of communities **to provide relevant feedback to formal systems and build collective wisdom of communities**
- This also enables the community **to claim their rights** and directly interact with the government



Feedback as a continuous dialogue

- NGOs engage in a **dialogue with the communities throughout the program cycle**
- NGOs also **playback what they are hearing to the community** to empower decision making.



Feedback to 'Feed-forward'

- Feedback **(both negative and positive)** is utilized to improve programs and services

Safe space to listen: NGOs create a secure and trusted space to enable a safe environment for feedback-givers to share honest experiences

- Community is heterogeneous in India with prominent caste and class divisions. NGOs design feedback process to **ensure upper caste/affluent voices don't supersede lower caste/poor voices**. Different comfort spaces are chosen like individual house-visit for 1:1 dialogue or special focused group discussions for different groups of stakeholders (women, adolescents, elderly, minority, marginalized etc.) to facilitate honest conversations around their constraints and needs.
- Even within a marginalized community, there is a hierarchy and divisions. **NGOs are mindful of hearing voices of the most vulnerable within the vulnerable community. Special forums in isolation are formed** to hear out the most marginalized voices. **All the NGOs that we spoke to prioritized creating spaces for their feedback givers** as an **equity-serving measure**, especially to hear voices least heard such as the minority caste or religious groups.
- Saajha, an education NGO, creates digital safe space through their Helpline number and WhatsApp bot service**, enabling regular touch with parents every 6-8 weeks. When possible, solutions are provided immediately during the call to close the loop. In each call, Saajha gives a listening ear as a support/companion, gives information and support around learning and schools and tries to resolve challenges of parents whenever possible.

SATHEE



SATHEE, a citizen empowerment-focused NGO, works with marginalized tribal groups. They ensure that the exploitative external forces or affluent groups don't exploit the tribal communities and their inherent human and natural resources.

- As feedback is a transparent process for them, they created safe spaces for the community by choosing open areas or common public places in the village for focused group meetings where tribal groups are comfortable to meet and speak up, not in affluent homes where they will be intimidated and won't speak up.
- Also, initiating the capacity building of community members to harness the local resources, provisions and initiate the sustainable process with the govt convergent mechanisms. At times, when affluent groups insist on their feedback to be prioritized, SATHEE designs individual house visits to cover the voices of the tribal groups.

SEEDS



SEEDS, humanitarian NGO focused on disaster resilience, deals with end-users who are traumatized and have confidential and sensitive information to share.

- Creating safe spaces to listen to their end-users is of prime significance and this is enabled by working in tandem with community volunteers, religious leaders and local administration on whom the community places trust and confidence.
- Real-time discussions take place of 'what's working' and 'what needs to change'. Due to the sensitivity of the matter, most of the feedbacks are taken over 1:1 dialogue with individual end-user. They also place suggestion boxes both at community level and within their office to enable anonymous feedbacks.

Culture of listening: There has been a tradition to always listen to learn before taking any action

- Listening to the end-user has always been part of the NGO culture. They listen with a **mindset to learn and understand the needs** before taking any action and use that feedback to make improvements to their programs and services. To nurture this culture of listening, **NGOs consciously hire staff** either from the community itself, who will be a source of information and experience with insights of the very people the programs are created for.
- NGOs also mobilise and manage Community Based Organizations (CBOs) that are local groups within the community consisting of key stakeholders who are close to the issue being solved. **MHT, an urban development NGO, has community organizationn and three step leadership development model-** First, MHT organizes all families in a community into a membership group called the Community Based Organizations (CBO), CBO members are then encouraged to identify women leaders among themselves as members of the Community Action Group (CAG) and then the CAG, comprising 10-12 women leaders acts as the executive committee of the CBO members and leads action on their behalf.
- **GRAVIS, a rural development focused NGO, has built 3800 CBOs in their target geography** and these CBOs remain functional beyond life of the project ensuring constant exchange of information between different communities

PRADAN



PRADAN, a citizen empowerment-focused NGO, promotes a culture of listening with a strong recruitment process

- They select candidates based on their intellectual maturity as well as their emotional quotient. Empathetic listening and responsive listening qualities are tested during group discussion and personal interview. Post selection, the socially and emotionally mature candidates are further trained to deal with complexity and power dynamics.
- PRADAN believes being empathetic and sensitive while listening to the community is a key trait to bring about change.

Apni Shala



Apni Shala, an education NGO, nurtures the culture of listening by facilitating multiple feedback channels to get a deep understanding of the needs of their end-users who are school students.

- First, they conduct routine debriefs with students after classes to get immediate feedback. They also analyze students' behavioral indicators such as school attendance levels for feedback.
- They also facilitate communication channels between important stakeholders like school administration, teachers, and parents to enable a dialogue between them. Through this, each of the stakeholders understands the challenges faced by the other- teachers become aware of family issues affecting the student's learning level and Apni Shala becomes aware of the support the teacher requires at school.

Feedback as a continuous dialogue: Feedback is not a one-way communication taken sporadically but a dialogue that happens throughout the program cycle

- NGOs that we spoke to believe feedback is a continuous dialogue with the end-users and they have a **tradition of listening at different stages** of the program i.e. program design /deployment /monitoring /improvement /evaluation. In program design, feedback is used to understand the problem. During implementation, listening helps to target the right end-users and geographical reach. Monitoring is done on a daily basis and feedback is taken for any course corrective action and evaluation is time-bound and done at regular intervals to check progress.
- In a dialogue format, NGOs are able to assess how the end-user also views the problem. In many instances, NGOs have to work towards changing mindsets as end-users may not believe certain problems are problems due to their socio-cultural beliefs and religious practices.
- For instance- **NEEDS, a citizen empowerment NGO**, during a campaign to stop child marriage, realized that the community had a view that child marriage is **beneficial for girls**. This feedback during program design phase enabled to course correct and revisit the campaign by first spreading awareness on issues related to child marriage.

Seva Mandir



Seva Mandir is a grassroot NGO. It believes in the Gandhian ideology **“The true measure of any society can be found in how it treats its most vulnerable members.”**

- They design continuous feedback mechanisms to promote open and honest dialogue in communities. The dialogue builds self-accountability and shared responsibility towards development interventions.
- To empower community to engage in an effective dialogue, Seva Mandir nurtures community institutions and promotes leadership that strengthen community agency. Considering community as an equal partner, participatory decision-making is a core of their DNA.

NEEDS



NEEDS, a citizen empowerment focused NGO, considers itself as a learning organization.

- NEEDS' team is provided training to receive and handle feedback, how to 'respond' rather than 'react' to feedback. A response can be in the form of program correction, increasing awareness, conducting research for more information to deal with challenges.
- For instance, during the monitoring phase of a Mobile App for maternal newborn care, NEEDS realized 30% of mothers were unable to use the App. In the feedback survey, it was found that mothers were illiterate and unable to use the App. The app was then simplified with color codes to communicate and this enabled 100% women participation.

Participatory Research Approach (PRA) and building community capacity: Empowering community through capacity building so they are a core researcher in PRA method

- Through PRA, community is put at the centre and is considered a core researcher and an equal stakeholder in the equation. The purpose of PRA is to learn about the community needs, constraints and preferences. Majority NGOs that we spoke to invest time in community engagement to co-develop program strategies.
- To enable community to contribute effectively, NGOs also **invest time in building capacities** of the community through leadership training. This approach aids to balance the power dynamic by giving community a vital role in decision making process throughout the program cycle. PRA approach also shifts power by helping participants economically by hiring and paying them to conduct research.
- **PRA not only enables inclusiveness in decision-making but this method sees feedback as a means to increase citizen participation.** The most forward-facing results of participatory research is empowering citizens by building their capacity and giving them a voice for advocacy wins for systemic changes through **Channel 3- NGO-Government channel of communication.**
- **Janaagraha, an urban resilience NGO, is focused to develop Channel 3 in India** by advocating participatory governance in India's cities, whereby citizens gain voice and agency through formal participatory platforms like urban ward committees and area sabhas, participatory processes like participatory budgeting, and radical transparency in actionable civic data, including budgets and civic works.

Participatory Research In Asia (PRIA)



As the name suggests, **PRIA's purpose is driven by participatory research** with the community that they serve. Working in partnership with the community is its core.

- They focus on building community leadership and agency for effective consultation with the community at every stage of development interventions. Capable communities can come together to engage in collective inquiry for collective wisdom to facilitate collective action.
- They consider closure of the loop by sharing research insight as part of participatory research and go back to the community to share findings for collective wisdom for community action.

Noora Health



Noora Health's purpose is driven by prioritizing the needs of patients and their caregivers. By rooting their model in empathy and incorporating a human-centered design methodology they've enabled a user-focused approach allowing them to continuously listen and iterate.

- User needs research, service design mapping, and prototyping are key components of creating impactful solutions – which Noora accomplishes by working in close collaboration with end-users and stakeholders, solving problems with patients, caregivers, nurses, trainers, government stakeholders and Noora staff.
- By creating highly customized, interactive, and locally contextualized prototypes for the communities they serve, Noora Health enables end users to have a significant voice in creating solutions that ultimately impact them, in turn leading to greater engagement and sustainable behavior change outcomes

Feedback to 'Feed-forward': NGOs look at both positive and negative feedback as a guide to course correct to better serve community expectations

- Feedback is valued as it enables 'feedforward'. Feedforward is a positive way to respond to feedback through course correction. NGOs that we spoke to valued responding to all types of feedback rather than reacting. For this, they train their staff in responsive listening to ensure communities feel heard.
- All types of feedback- both positive and negative are considered and actions are prioritised. **Anubhuti trust, a citizen empowerment NGO, ensures that the feedback received from the community is acted upon. This enables trust building with the community and enhances the capacity to think what can be done better in the future based on the community requirements.**
- **Basic Healthcare Services (BHS), runs health clinics in remote rural areas. Feedback process through suggestion box and village committee meetings (CBOs) have enabled BHS to feedforward and take most suitable actions for tribal communities.** For instance, doing make-shift arrangements with local private vehicles in the absence of ambulance service, providing nutrition packages to most vulnerable households and severely ill patients during COVID pandemic and connecting patients to government to claim medical support were results of feedback received from the community.

Anubhuti Trust



Anubhuti is a non-profit organization, led by a member of the community to empower the youth for their basic rights and build their capacities to raise their voices.

- For Anubhuti, feedback can't be received only by asking 1:1 questions, but it could be manifested in different ways from youth, for example, engaging with organization and expressing conflicting views is considered as an example of good relationship. The organization firmly believes that all sections of the community need to be heard, as that forms the foundation of any other work that needs to be done with them.
- They believe that the space should be given to the communities to give feedback to feedforward, not only listening to them and waiting for the right opportunity but taking actions and creating opportunities to resolve the feedback received.

SNEHA

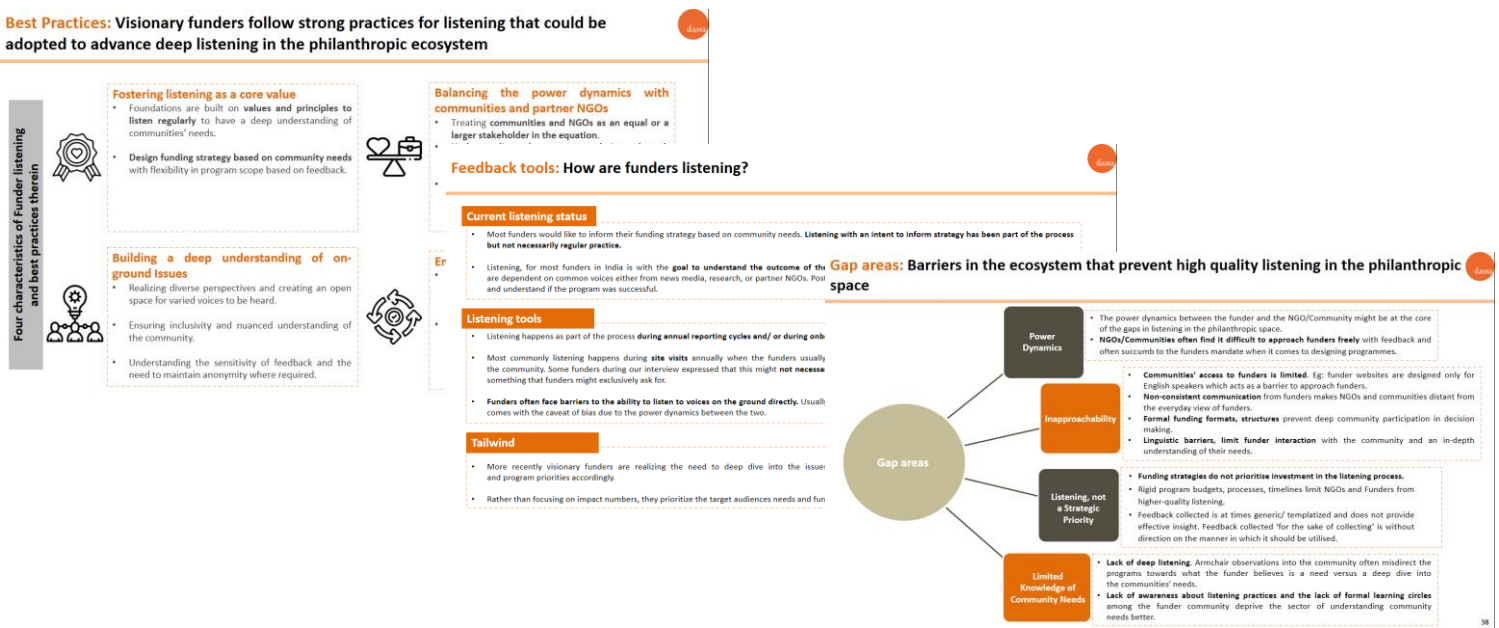


SNEHA, a health-focused NGO, used the feedback of community reluctance to avail a program to feedforward with a response for better conversion rates.

As part of their family planning intervention, SNEHA received a feedback that end-users were reluctant and shy at first to avail the services such as free condoms from the Condom Depot Holder (CDH). At times, the end-users denied to record their details while taking condoms from the CDH.

Based on this feedback, SNEHA then convinced community members to volunteer for SNEHA to spread awareness about CDH services. Regular engagement of community by the SNEHA team and the volunteers generated awareness and built trust and rapport. The number of people visiting CDH increased gradually and the community became more receptive and willing to benefit and support SNEHA's work.

6. Feedback between Funder and Community



Power Dynamics

- The power dynamics between the funder and the NGO/Community might be at the core of the gaps in listening in the philanthropic space.
- NGOs/Communities often find it difficult to approach funders freely with feedback and often succumb to the funders mandate when it comes to designing programmes.

Overview of funder listening practices: The state of listening practice among funders



- In the Indian philanthropic sector, **high-quality listening practices are at a nascent stage**. In a survey conducted by Bridgespan India¹¹, it was observed that there is a **chronic underfunding of NGOs' administrative and operational costs**. Such operational costs include investment in feedback processes for listening practices. **This prevents NGOs' ability to conduct high-quality listening at a large scale.**
- The NGO leaders we spoke to say funders do listen to community needs and **listening usually happens through field visits, focus group discussions and post programme surveys.**
- However, funding strategies do not prioritize investments to advance listening practices. Majority funders **are driven mostly by investments that can result in tangible impact numbers rather than investments in processes like feedback processes that doesn't necessarily show immediate results.**
- In majority cases, while programmes are still designed with the community needs in mind, **what needs are prioritised depends on the funders' attraction towards a cause.**
- Funders who do prioritize deep listening and invests in institutional building or operational processes are **visionaries who are deeply connected to the issues or communities, desiring to move the needle in the development sector.** The three funder interviewees we spoke to are visionaries in this space.
- **Exchange of ideas between peer funders** appears to be a form of listening practice followed by certain funders.

Feedback tools: How are funders listening?

Current listening status

- Most funders would like to inform their funding strategy based on community needs. **Listening with an intent to inform strategy has been part of the process but not necessarily regular practice.**
- Listening, for most funders in India is with the **goal to understand the outcome of the program**. This means that initial strategic priorities for funding are dependent on common voices either from news media, research, or partner NGOs. Post the funding cycle, listening happens in the form of feedback to try and understand if the program was successful.

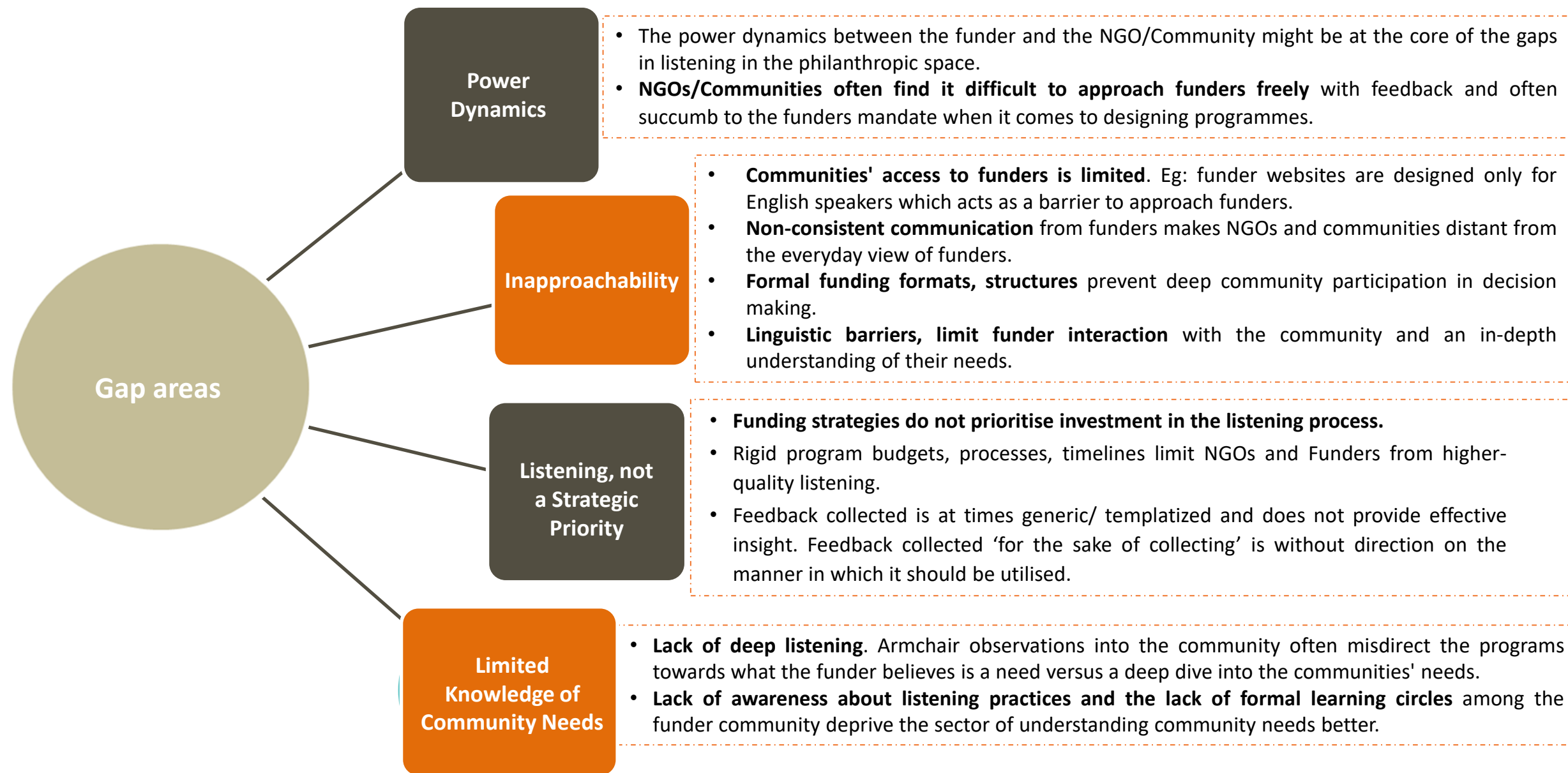
Listening tools

- Listening happens as part of the process **during annual reporting cycles and/ or during onboarding cycles.**
- Most commonly listening happens during **site visits** annually when the funders usually have the opportunity to speak to a representative member of the community. Some funders during our interview expressed that this might **not necessarily be an inclusive space in terms of representation**, while that is something that funders might exclusively ask for.
- **Funders often face barriers to the ability to listen to voices on the ground directly.** Usually, the dependency is on the partners to inform priorities; this often comes with the caveat of bias due to the power dynamics between the two.

Tailwind

- More recently visionary funders are realizing the need to deep dive into the issues of the community and inform their grant eligibility criterion and program priorities accordingly.
- Rather than focusing on impact numbers, they prioritize the target audiences needs and fund programs and NGOs that have similar priorities.

Gap areas: Barriers in the ecosystem that prevent high quality listening in the philanthropic space



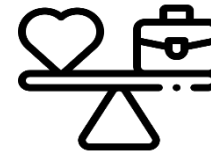
Best Practices: Visionary funders follow strong practices for listening that could be adopted to advance deep listening in the philanthropic ecosystem

Four characteristics of Funder listening and best practices therein



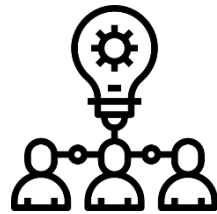
Fostering listening as a core value

- Foundations are built on **values and principles to listen regularly** to have a deep understanding of communities' needs.
- **Design funding strategy based on community needs** with flexibility in program scope based on feedback.



Balancing the power dynamics with communities and partner NGOs

- Treating **communities and NGOs** as an equal or a larger stakeholder in the equation.
- **Understanding the program design** through the lens of the NGO partner, trust in the NGO partner in their approach.
- **Flexible formats for NGO reporting, usage of language and mode of communication** comfortable for NGO partners and communities.



Building a deep understanding of on-ground Issues

- Realizing diverse perspectives and creating an open space for varied voices to be heard.
- Ensuring inclusivity and nuanced understanding of the community.
- Understanding the sensitivity of feedback and the need to maintain anonymity where required.



Ensuring Consistency in Communication

- Building rapport and safe space through **consistent communication** with the partner NGOs and the community.
- **Following up feedback with course corrections** as a result of the discussion.

Listening as a core value and building a deep understanding of on-ground Issues

Listening as a core value

- Funders prioritize **empowering the voices of the community by building listening as a core value** to their everyday operations.
- NGOs that have **built trust and good relations with the community** and have strong feedback channels are preferred as partners.
- The **foundation staff are encouraged to have an open mind** while communicating with NGO partners and the community.

Building a deep understanding of on-ground Issues

- **Emphasizing the need for understanding the community** through its various facets, ensuring representation of various stakeholders.
- **Understanding sensitivity** associated with feedback and **maintaining confidentiality**.
- Evolving programs to **tackle disruptions** (particularly on account of COVID-19) and **make designs realistic and implementable**.

Azim Premji Foundation



- **Azim Premji Foundation** places great emphasis on the interest of the vulnerable communities. The foundation reaches out to them through the on-ground presence and thematic strengths of their partner not-for-profit organizations. Their team regularly engages with their partners to be well aware of the challenges of the ground.
- During COVID, the foundation allowed their partners to address the distress in their communities which were triggered by lockdown, travel restrictions and subsequent loss of livelihoods during the pandemic. Through the partners, the foundation was able to reach out to the vulnerable communities with emergency humanitarian and healthcare support.

Mariwala Health Initiative



- **Mariwala Health Initiative** ensures deep listening in their system by working with partner NGOs that are founded/lead by individuals from marginalized backgrounds.
- Their programs are centered around communities, which means they ensure that the programs are delivered by individuals from the community, who are trained and who also understand the issues at hand more deeply.
- They are also very mindful of intersectionality of diversity among vulnerable groups e.g. in a program for women, they would look at what kind of women are represented, be it caste, disabilities etc.

Balancing power dynamics and ensuring consistency in communication

Balancing the power dynamics with communities and partner NGOs

- Being mindful of the fact that there is an obvious power dynamic between the funder and the NGO, Funders ensure that the rapport is built in a way that the **communities and NGO partners feel safe to communicate discomfort and inefficiencies in programs.**
- **Create easy communication channels-** e.g. simple website, no format proposal, multiple language submission, translator in meetings

Ensuring consistency in Communication

- Building a **trust-based relationship and a safe space** that the communities, as well as the NGOs, feel heard.
- Ensuring **communication happens not just at the time of reporting but on a more regular basis especially during disasters** such as COVID for necessary course corrections.
- **Effective communication would also mean closing the feedback loop** by following up on changes made as a result of the feedback and sharing the same with the NGO/community.
- Understanding the purpose for which feedback is being collected and **formulating tools to cater to the specific purpose for which feedback is collected.**

ATE Chandra Foundation



- **ATE Chandra Foundation** ensures they communicate with the direct target audience as and when possible, through informal conversations to understand programme's efficacy and on the process of grant-making.
- They conducted a third-party evaluation to assess the impact of their grants offered for organisation's capacity building and found out that NGO partners often feel insecure due to lack of long-term funding. ATECF board took up this feedback and agreed to make 3- year funding grants as opposed to 1-year for their grantees supported for organisation capacity building.

Azim Premji Foundation



- **Azim Premji Foundation** has identified certain geographies of interest where the effort is to address multiple vulnerabilities through support to various not-for-profit organizations who have ground presence. In these geographies, the engagement is relatively intense in the form of visits and interactions. In some cases, they have their team member(s) operating out of these locations for better coordination.
- The foundation sees their partners to be the face of the programme. All engagement with the communities are jointly held with the partners. With every community visit, the attempt is to encourage free and open conversations by the stakeholders to share critical feedback and experiences from the programme.

7. Call to Action and Investment Options

Recommendations



Call to Action: There are opportunities for investment in both direct as well as ecosystem level actions

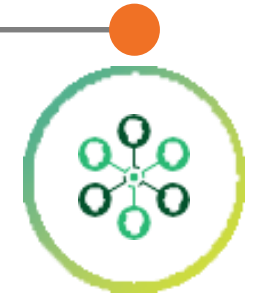
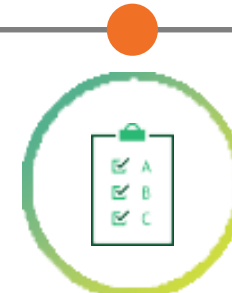
Insights from interviews conducted for this landscape indicate that while the elements of authentic listening are in place, there is definite need for investment to strengthen the feedback field in India. While the need is large, as a reflection of India's development paradigm, strategic investments across a combination of the below 4 areas should move the field towards maturity.

Direct actions:

Predominantly 1:1 engagement with targeted stakeholders i.e. NGOs and funders

Ecosystem actions:

Multi-stakeholder engagement to drive sector level changes



Supporting NGOs with Funding and Capacity building to close the loop, scale their listening practices and give stronger feedback to funders

Changing funder mindsets via awareness and exposure to the benefits of investments in listening practices

Creating a narrative to channelize investments to encompass authentic listening practices in the Indian development sector to maximize impact

Building Communities of Practice for NGOs and funders to enable peer sharing for better listening

Call to Action: Supporting NGOs financially



- Supporting organizations via the deployment of core grants (organization development or general operating support), as well as the provision of need based capacity building support would be the most direct channel to enable them to build authentic listening practices.¹²

This support could take the below forms:

Funding to close the loop and scale up

- Investment in tools that could help close the loop and train the staff for the same.
- For NGOs who have created authentic listening loops at a small scale but are unable to scale them to all communities they work with. The funding could enable them to-
 - Identify and invest in tools and means to take their sub-scale listening practices to the larger community base
 - Dedicate time and staff towards building on existing best practices that can be taken to scale
- Investments to strengthen and scale up citizen participation platforms and governance participatory processes (**Channel 3 – Government to Community connect**)

Capacity building for NGOs

- Capacity building for NGOs that have the intent and elements of authentic listening practices in place, but lack the capacity to raise funds, build infrastructure, and hire right human resources to implement all the steps required.
- Capacity building for NGOs to create an optimal listening strategy to take honest feedbacks from the community and to 'feedforward' with it by providing honest feedback to the funders.
- While authentic listening to the communities is a recognized need, it is also crucial for the NGOs to be able to pass on that knowledge to the funder community in the form of feedback.

Call to Action: Changing funder mindsets



- The COVID-19 pandemic has pushed funders in India, including families and individuals, to start giving more, however increasing regulations on foreign funding, corporate giving and others indicate a widening trust deficit towards civil society. **There is a strong need for continued investment in building funder awareness on the importance of listening to communities and the NGOs serving them. This would include dissemination of best practices that could help their grantees build better listening practices, including but not limited to flexible budgeting and creation of safe spaces for feedback.** ^{13 14}
- **Beyond, 1:1 grant making, collective impact programs at a sector and geography level are on the rise in India.** ¹⁵ These tend to often be funder/ multi-lateral/ intermediary led. Hence, mechanisms are needed for collective funder initiatives **to include voices of NGO leaders with lived experiences as well as of end-users with lived experiences.**

Dasra's experiences with anchoring the Dasra Adolescents Collaborative and years of strategic funder advisory highlight 3 key steps in this process:

Spotlighting

- It will be critical to mainstream 'listening' (from both the community and partners without substituting either channel for the other) and promote it as a cause to the funding community. via articles, events, research and media showcasing successes, challenges proven models, etc. to evangelize investment.

Investing in funder education

- One-on-one: with advisors, consultants, mentors and coaches.
- Through formal learning: seminars, workshops, giving circles, conferences, etc. via designed experiences for funder learning and engagement across levels (eg. separate seminars catered to learnings for senior management, implementation teams, finance teams etc.).

Channeling funding

Encouraging other champions in the funding community to invest in listening, and amplifying their contribution, creating use-cases and models for others to follow.

Call to Action: Creating the narrative to channelize investments to listen



- While working with individual stakeholders is critical, it needs to be supported by efforts that strengthen the entire ecosystem by enabling knowledge and attitude change, and enable informed discussions amongst key stakeholders on the subject of integrating listening practices across the development sector.

Two key elements would be required in order to strengthen the ecosystem-

Building a narrative for listening

- Investment to spread awareness and build a case to steer dedicated flow of funding to embrace listening practice as a critical design component.
- Creating the evidence that investing time and resources to understand the real needs, preferences and constraints of the community can lead to maximization and sustainability of impact on ground both for NGOs and funders.
- A narrative around authentic listening in the Indian development sector can aid in mainstreaming and institutionalizing this practice.

Improving measurability and scope of listening

- **Measurability and accountability-** Investments to define impact metrics to measure high quality feedback amongst NGOs and funders will create more accountability. This can be achieved by investing in tools to consolidate best practices and creation of free and open source platforms for NGOs to access existing material.
- **Expanding the scope of listening-** There exists the potential to expand the scope of high quality listening beyond informing NGO's programmatic design to apply to key stakeholders such as funders, intermediaries and government.

Call to Action: Building Communities of Practice for thought leadership



- **Communities of Practice (CoPs) bring together individuals and organizations with shared interests in order to exchange knowledge and learnings and build capabilities of members.** These could provide forums for both NGOs and funders (in separate forums) to learn from and build each other's listening capabilities, staff capacities and best practices.¹⁸
- To spread awareness, mainstream and institutionalize listening practices, these best practices of feedback process could be included in academia for development programs, philanthropy education programs and accelerator programs and help develop a **customized high-quality listening framework to suit the Indian ecosystem listening** with key stakeholders such as funders, intermediaries and government.

Dasra's experience with enabling CoPs as part of The National Faecal Sludge and Septage Management(NFSSM) Alliance, as well as its own Community of Foundations, yield the following insights:

CoPs for NGOs

- **Unifying purpose-** It is critical that a unifying purpose amongst the participating members of the CoP be clearly identified and articulated upfront for continued engagement.
- **Convener-** Clarity on the role of the convener/facilitator of the CoP is important, since they are the ones who help the other members shape the aspirations and priorities of the group, and monitor progress.
- **Complementarity-** CoPs must leverage the complementary skills and expertise of their members in order to achieve the full potential of the set agenda.

CoPs for funders

- **Flexibility-** It is essential that funder CoPs have a flexible and permeable structure, that allows for evolution, agility and ownership by its members, with room for newer stakeholders to join.
- **Champions-** It is helpful to have a few influential and engaged members, which leads to the larger group following , supported by continued 1:1 engagement with both sets of members.
- **Balance-** The learning journey of funders within the CoP needs to be balanced by tangible actions and demonstrable impact to ensure continued momentum.

8. Spotlighting

Case studies showcasing best practices, tools and infrastructure

NGO Profile (1/8)*



Website: www.anubhutitrust.org | Theme: Citizen Empowerment |
Year Founded: 2016

Organization brief:
Anubhuti primarily works with youth, especially rights & resources in urban and rural regions through life skills development, gender justice, rights education, resource mobilization, and youth's capacities to work with their far important stakeholders.

Who are they listening to?

- End User – Youth
- Community Based Organizations (CBOs)
- Community leaders and influencers
- Rural and urban local government

What are the frequently used feedback tools?

- Participant focus group discussions
- Participant survey
- Rural and urban town halls

What are their best practices to listen authentically?

- Creating safe spaces to listen
- Feedback to 'Feedforward'

NGO Profile (2/8)



Website: <https://bhs.org.in/> | Sector: Health | Year Founded: 2012

Organization brief:
Basic Health Services (BHS) is a not-for-profit organization which provides a responsive, empathetic primary health 'circle of care', that is rooted in the community. BHS reaches the most vulnerable communities like tribal, children, elderly, women through a network of responsive primary healthcare and nutrition services in rural areas of south Rajasthan.

Who are they listening to?

- End User – Tribal community with focus on women, children, elderly
- Community leaders
- Frontline workers
- Rural local government

What are the frequently used feedback tools?

- Participant advisory council
- Participant survey
- Participant focus group discussions

What are their best practices to listen authentically?

- Safe spaces to listen
- Feedback to 'Feedforward'

NGO Profile (3/8)



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY
Website: www.janaagraha.org | Theme: Urban Resilience | Year Founded: 2001

Organization brief:
Janaagraha's mission is to transform quality of life in Janaagraha works with citizens to catalyse active citizen neighbourhoods, and with governments to reform 'city systems' are laws, policies, institutions and accountability. Janaagraha believes city-systems are the root causes that underlie life in India's cities. Janaagraha presently works with the Government of Governments of Odisha and Karnataka and constitutional bodies CAG of India and Union and State Finance Commissions.

Who are they listening to?

- End User – Urban population
- Urban local government

What are the frequently used feedback tools?

- Mobile application based survey
- Dashboard for citizen participation

What are the best practices to listen authentically?

- Participatory research approach
- Building community capacity

NGO Profile (4/8)



NEOS EXIST TO IMPACT
Website: <http://www.neosngo.in/> | Sector: Livelihood | Year Founded: 1998

Organization brief:
NEOS works towards scalable livelihood solution for a holistic development and well being that includes wash, education, skill development and reproductive health space, in collaborations with Government and other stakeholders. One of their focus is building local institutions like self help collectives, producer groups etc for sustained results. Their focus regions are Bihar and Jharkhand and has plans to scale in Rajasthan and MP in near future.

Who are they listening to?

- End User – Youth, women and children
- Community Based Organizations (CBOs)
- Community leaders
- Frontline workers
- Rural local government

What are the frequently used feedback tools?

- Mobile application based survey
- Participant focus groups
- Case studies

What are their best practices to listen authentically?

- Feedback to 'Feedforward'
- Feedback as a continuous dialogue

NGO Profile (5/8)



MAHILA HOUSING SEWA TRUST
Digitified Home, Digitized Work, Digitized Life
Website: www.mahilahousingtrust.org | Sector: Urban/Rural development |
Year Founded: 1994

Organization brief:

NGO Profile (6/8)



NOORA HEALTH
Website: www.noorahealth.org | Sector: Health | Year Founded: 2014

Organization brief:
Noora Health empowers and equips families of patients with lifesaving skills to care for their loved ones at home. They believe family caregivers are an unacknowledged resource who play a significant role in the healthcare system, and when given proper recognition and support, can positively impact health outcomes, reduce preventable complications, avoidable readmissions, and mortality. Noora's Care Companion Program is delivered in collaboration with government and health system partners across 7 states in India, and Bangladesh.

Who are they listening to?

- End User – Patient and families
- Frontline workers
- Urban local government and State government

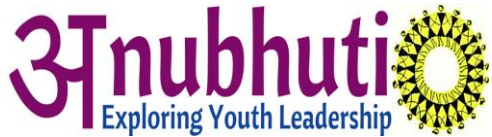
What are the frequently used feedback tools?

- Storytelling
- Participant Survey
- Mobile application based survey

What are the best practices to listen authentically?

- Participatory research approach
- Building community capacities

NGO Profile (1/8)*



Website: www.anubhutitrust.org | Theme: Citizen Empowerment |

Year Founded: 2016

Organization brief:

Anubhuti primarily works with youth, especially those who are deprived of rights & resources in urban and rural regions of **Mumbai**. This is done through life skills development, gender justice training, health education, rights education, resource mobilization, group formation and developing youth's capacities to work with their families, communities and other important stakeholders.

Who are they listening to?

- End User –Youth
- Community Based Organizations (CBOs)
- Community leaders and influencers
- Rural and urban local government

What are the frequently used feedback tools?

- Participant focus group discussions
- Participant survey
- Rural and urban town halls

What are their best practices to listen authentically?

- Creating safe spaces to listen
- Feedback to 'Feedforward'



Website: www.apnishala.org | Sector: Education | Year Founded: 2013

Organization brief:

Apni Shala Foundation was founded to create safe spaces in schools towards building social and emotional competencies so that they can constructively engage with the society and have a harmonious co-existence. They work for the children living in urban regions in state of **Maharashtra**.

Who are they listening to?

- End User – Children
- Family of end user
- Community influencers of end user (teachers and school administration)

What are the frequently used feedback tools?

- Participant survey
- Participant focus group discussions
- Participant advisory council

What are their best practices to listen authentically?

- Safe spaces to listen
- Culture of listening

NGO Profile (2/8)



Website: <https://bhs.org.in/> | Sector: Health | Year Founded: 2012

Organization brief:

Basic Health Services (BHS) is a not-for-profit organization which provides a responsive, empathetic primary health 'circle of care', that is rooted in the community. BHS reaches the most vulnerable communities like tribal, children, elderly, women through a network of responsive primary healthcare and nutrition services in rural areas of **south Rajasthan**.

Who are they listening to?

- End User – Tribal community with focus on women, children, elderly
- Community leaders
- Frontline workers
- Rural local government

What are the frequently used feedback tools?

- Participant advisory council
- Participant survey
- Participant focus group discussions

What are their best practices to listen authentically?

- Safe spaces to listen
- Feedback to 'Feedforward'



Website: www.gravis.org.in | Sector: Rural development | Year Founded: 1983

Organization brief:

GRAVIS is a development organization working for the empowerment of the **Thar Desert communities and in the States of Uttarakhand and U.P.** GRAVIS is based on the Gandhian philosophy of self-reliance and works toward the rehabilitation of drought affected and marginalized rural communities (children, women, elderly) enabling village ownership and control over its environment, institutions, and relations.

Who are they listening to?

- End User – Rural population
- Community Based Organizations (CBOs)
- Community leaders
- Rural local government

What are the frequently used feedback tools?

- Participant focus group discussions
- Participatory action research
- Participant survey

What are their best practices to listen authentically?

- Safe spaces to listen
- Culture of listening

NGO Profile (3/8)



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Website: www.janaagraha.org | Theme: Urban Resilience | Year Founded: 2001

Organization brief:

Janaagraha's mission is to transform quality of life in India's cities. Janaagraha works with citizens to catalyse active citizenship in city neighbourhoods, and with governments to reform "city-systems". "City Systems" are laws, policies, institutions and accountability frameworks. Janaagraha believes city-systems are the root causes that underlie quality of life in India's cities. Janaagraha presently works with the Government of India, **State Governments of Odisha and Karnataka and constitutional bodies like the CAG of India and Union and State Finance Commissions.**

Who are they listening to?

- End User – Urban population
- Urban local government

What are the frequently used feedback tools?

- Mobile application based survey
- Dashboard for citizen participation

What are the best practices to listen authentically?

- Participatory research approach
- Building community capacity



MAHILA HOUSING SEWA TRUST

Dignified Home, Dignified Work, Dignified Life

Website: www.mahilahousingtrust.org | Sector: Urban/Rural development
Year Founded: 1994

Organization brief:

Mahila Housing Trust (MHT) invests in collectives of grassroots women-Community Action Groups (CAG) that advance constructive dialogue and action on improving their housing, living and working environments in **more than 14 cities of urban and rural India**. They develop 'grassroots institutions' to ensure sustained progress beyond MHT's engagement. MHT further works in partnership with multiple stakeholders to design solutions that are pro-poor, gender-sensitive and climate-resilient; promoting sustainable urban development.

Who are they listening to?

- End User – Urban poor women
- Community Based Organizations (CBOs)
- Urban local government and State government

What are the frequently used feedback tools?

- Participant focus groups
- Participatory action research
- Urban town halls

What are the best practices to listen authentically?

- Culture of listening
- Building community capacities

NGO Profile (4/8)



Website: <http://www.needsngo.in/> | Sector: Livelihood | Year Founded: 1998

Organization brief:

NEEDS works towards scalable livelihood solution for a holistic development and well being that includes wash, education, skill development and reproductive health space, in collaborations with Government and other stakeholder. One of their focus is building local institutions like self held collectives, producer groups etc for sustained results. **Their focus regions are Bihar and Jharkhand** and has plans to scale in Rajasthan and MP in near future

Who are they listening to?

- End User – Youth, women and children
- Community Based Organizations (CBOs)
- Community leaders
- Frontline workers
- Rural local government

What are the frequently used feedback tools?

- Mobile application based survey
- Participant focus groups
- Case studies

What are their best practices to listen authentically?

- Feedback to 'feedforward'
- Feedback as a continuous dialogue



NOORAHEALTH

Website: www.noorahealth.org | Sector: Health | Year Founded: 2014

Organization brief:

Noora Health empowers and equips families of patients with lifesaving skills to care for their loved ones at home. They believe family caregivers are an unacknowledged resource who play a significant role in the healthcare system, and when given proper recognition and support, can positively impact health outcomes, reduce preventable complications, avoidable readmissions, and mortality. Noora's Care Companion Program is delivered in collaboration with government and health system partners **across 7 states in India, and Bangladesh.**

Who are they listening to?

- End User – Patient and families
- Frontline workers
- Urban local government and State government

What are the frequently used feedback tools?

- Storytelling
- Participant Survey
- Mobile application based survey

What are the best practices to listen authentically?

- Participatory research approach
- Building community capacities

NGO Profile (5/8)



Website: www.pradan.net | Theme: Citizen Empowerment | Year Founded: 1983

Organization brief:

PRADAN works in the rural regions of India to help vulnerable communities by organizing collectives of women from dalit and tribal communities (especially women) to strengthen and augment their livelihoods and improve incomes. They also help them access government programs and other entitlements as citizens. They have their presence across seven cities in India, namely **Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Rajasthan and West Bengal.**

Who are they listening to?

- End User –Dalit and tribal community with focus on women
- Community Based Organizations (CBOs)
- Frontline workers
- Rural local government

What are the frequently used feedback tools?

- Participant focus group discussions
- Participant survey
- Mobile application based survey

What are their best practices to listen authentically?

- Culture of listening
- Building community capacity



Website: <https://pria.org/> | Theme: Citizen Empowerment | Year Founded: 1982

Organization brief:

PRIA's work is focussed on participation and empowerment of the excluded groups of **Dalit and Adivasi communities in rural areas and low-income informal communities in urban areas of India** (with special focus women and youth) through capacity building, knowledge building and policy advocacy. Over four decades PRIA has promoted 'participation as empowerment', capacity building of community organisations, and people's participation in governance.

Who are they listening to?

- End User –Dalit and tribal community with focus on women
- Community Based Organizations (CBOs)
- Community leaders
- Frontline workers
- Rural and urban local government

What are the frequently used feedback tools?

- Rural and urban town halls
- Participatory action research
- Participant focus group discussions

What are the best practices to listen authentically?

- Building community capacity
- Participatory research approach

NGO Profile (6/8)



Website: www.saajha.org | Sector: Education | Year Founded: 2014

Organization brief:

Saajha works towards enabling greater parental participation in learning of children at home and at school level. Towards this, it builds capabilities of parents and SMC members to facilitate a collaboration between schools and parents and supports mothers to enable them to support learning of children at home. Their major focus regions are **Delhi, Mumbai, rural Maharashtra and Bhiwandi**.

Who are they listening to?

- End User – Parents, especially mothers
- Community influencers (teachers and school administration)

What are the frequently used feedback tools?

- Participant survey via helpline number
- Mobile application based survey
- Participant focus group discussions

What are the best practices to listen authentically?

- Safe spaces to listen
- Feedback as a continuous dialogue



SATHEE
Society for Advancement in Tribes, Health, Education & Environment
Registered Trust : IV57-11-04-96 DATED 11-04-1996
Godda - Jharkhand

Website: www.satheeforchange.org | Theme: Citizen Empowerment |
Year Founded: 1996

Organization brief:

SATHEE since last 25 years working for the most underprivileged children, youths and adolescents of tribes and OBCs to transform their lives through building capacities and skills using community strengths and resources in **Jharkhand**. They have improved the survival and protection of children and women, adolescents and youths against victimization from external forces, using community based resources like SHGs, SMCs, adolescents groups, VHNSCs.

Who are they listening to?

- End User –Dalit and tribal community with focus on women and children
- Community Based Organizations (CBOs)
- Community leaders
- Rural local government

What are the frequently used feedback tools?

- Participant survey
- Participant focus groups
- Mobile app based survey

What are the best practices to listen authentically?

- Safe spaces to listen
- Feedback is a continuous dialogue

NGO Profile (7/8)



Website: www.seedsindia.org | Theme: Disaster Resilience | Year Founded: 1994

Organization brief:

The organisation enables community resilience through practical solutions in the areas of disaster readiness, response and rehabilitation.

Since 1994, the organisation has worked extensively on every major disaster in the Indian subcontinent – grafting innovative technology on to traditional wisdom. It has reached out to families affected by disasters and climate stresses; strengthened and rebuilt schools and homes; and has invariably put its faith in skill building, planning and communications to foster long-term resilience.

Who are they listening to?

- End User – Vulnerable communities affected by disaster
- Frontline workers
- Community influencers
- Rural local government

What are the frequently used feedback tools?

- Suggestion boxes
- Participation focus group discussions
- Participatory action research

What are their best practices to listen authentically?

- Safe spaces to listen
- Feedback as a continuous dialogue



Seva Mandir

Transforming lives through democratic and participatory development

Website: www.sevamandir.org/ | Sector: Urban/Rural development
Year Founded: 1968

Organization brief:

Seva mandir works with 500,000 people across 1,500 villages of **southern Rajasthan**. The organization's broad mission is to construct the conditions in which citizens of plural backgrounds and perspectives can come together and deliberate on how they can work to benefit and empower the least advantaged members of the society.

Who are they listening to?

- End User – Dalit and tribal community with focus on women
- Community Based Organizations (CBOs)
- Community leaders
- Frontline workers
- Rural local government

What are the frequently used feedback tools?

- Participant focus group discussions
- Rural town halls
- Participants survey

What are the best practices to listen authentically?

- Feedback as a continuous dialogue
- Safe spaces to listen

NGO Profile (8/8)



Website: www.snehamumbai.org | Sector: Health | Year Founded: 1999

Organization brief:

SNEHA works to improve the health outcomes of urban slum populations with a special focus on its most vulnerable and adversely affected groups, women and children. Their model supports existing government health systems for improving quality of care, and also works directly with slum communities to change health seeking behaviors and promote appropriate use of available resources and programs. They work across vulnerable slum communities in **Mumbai**, and in partnership with organization in **Gujrat** **Jharkhand** and other states of India.

Who are they listening to?

- End User – Women and Children
- Family of end user
- Community leaders and volunteers
- Frontline workers
- Urban local government

What are the frequently used feedback tools?

- Mobile application based survey
- Participant focus group discussions
- Participant survey

What are their best practices to listen authentically?

- Feedback as a continuous dialogue
- Feedback to 'feedforward'

9. Appendix

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Qualitative interview questions

The content analyses was conducted on the basis of the open-ended survey questions asked in the interviews to the organization founders, CEO and other staff.

Questions asked to NGO:

1. What does feedback/ listening to communities that you serve mean to your organization? How does it manifest?
2. What are the tools, means and methods by which this is enabled?
3. Please provide brief examples of working mechanism of feedback loops?
4. What are the gaps, according to you, in creation and operation of feedback loops? How do issues like caste, gender or other equity determinants play a role?
5. What is needed for non-profits to accelerate and improve in this regard? How can philanthropy support?

Questions asked to funders:

1. What does feedback/ listening to communities that you serve mean to your organization? How does it manifest?
2. What are the tools, means and methods by which this is enabled?
3. When and how conversations are initiated with communities? Is it direct or indirect? Please provide brief examples.
4. What are the gaps, according to you, in creation and operation of feedback loops? How do issues like power, caste, gender or other equity determinants play a role?
5. What is needed for the ecosystem to accelerate and improve in this regard? How can philanthropy support?



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