

- Businesses create impact: adaptive management, feedback loops and the role of businesses in results measurement

Ben Fowler, Seth Yawlui, Mollie Liesner



The Role of Feedback in Driving Adaptation and Improvement

Ben Fowler & Matt Ripley (in absentia)

The role of feedback

- **Increasing focus on feedback**
 - Feedback Summits
 - Customer centricity
- **Recognition that feedback is essential for faster learning and adaptation**

“At its core, learning about impact is grounded in a pretty simple activity: listening to open and unbiased feedback from customers and suppliers. It’s something we can all do... Focusing on uncovering the “why” of what people do and do not value improves our ability to glean insights that can be turned into action”

“At the heart of impact measurement, listening to customers”. Stanford Social Innovation Review, August 2017

“The new source of competitive advantage is customer centricity: deeply understanding your customers’ needs and fulfilling them better than anyone else.”

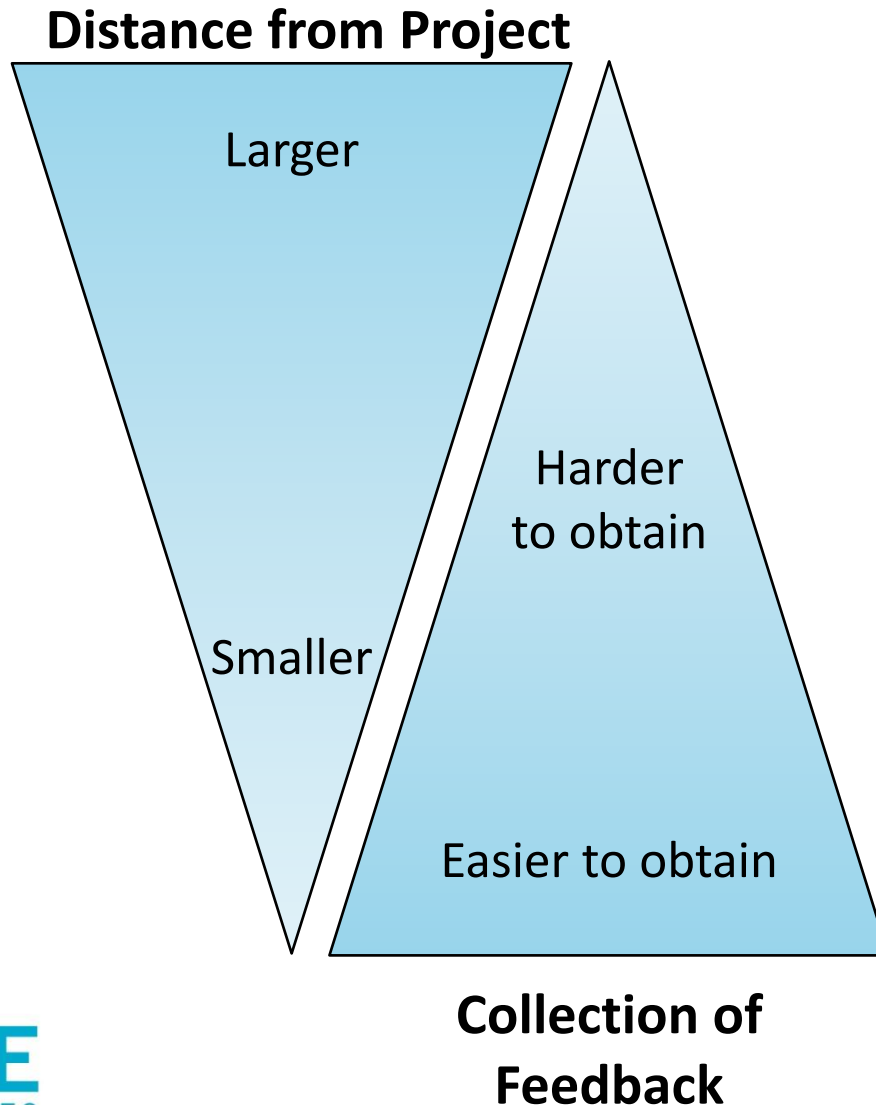
Harvard Business Review (2016)

So what?

- For this audience, the concept is not new
- However, we find that projects still struggle to regularly collect feedback from their target beneficiaries

The 'feedback gap'

- **PSD projects are typically removed from their target beneficiaries**
- **Therefore feedback is most difficult to get here**



Are MSD programmes listening to stakeholders fast enough, and often enough?

In the spirit of feedback - we asked you!

Rapid feedback survey results

- **Most people were unhappy with how frequently they listened to stakeholders**
 - 48% dissatisfied with the frequency of listening to target beneficiaries, 41% dissatisfied with frequency for market players
- **Feedback is not systematically collected**
 - While most integrated some beneficiary feedback into their monitoring (with only a few waiting until impact assessments), only 6% systematically collected feedback when a new programme-supported product/ service hit the market
- **People do not think they are getting open, honest and unbiased feedback**
 - 88% were either unsure or were sceptical they were getting good feedback: mainly due to issues such as recall and respondent bias
- **The biggest barrier to collecting more actionable feedback was time**
 - 42% cited a time was the biggest constraint to listening to beneficiaries more often, 21% cited a lack of appropriate data collection methods, and 15% said costs were prohibitive
- **Everyone agreed, though, that collecting beneficiary feedback was mission critical**
 - 88% agreed that beneficiary feedback was essential for learning and adaptation

So...are we really listening to stakeholders fast enough and often enough to drive adaption, learning and better impact?
If not, why not?



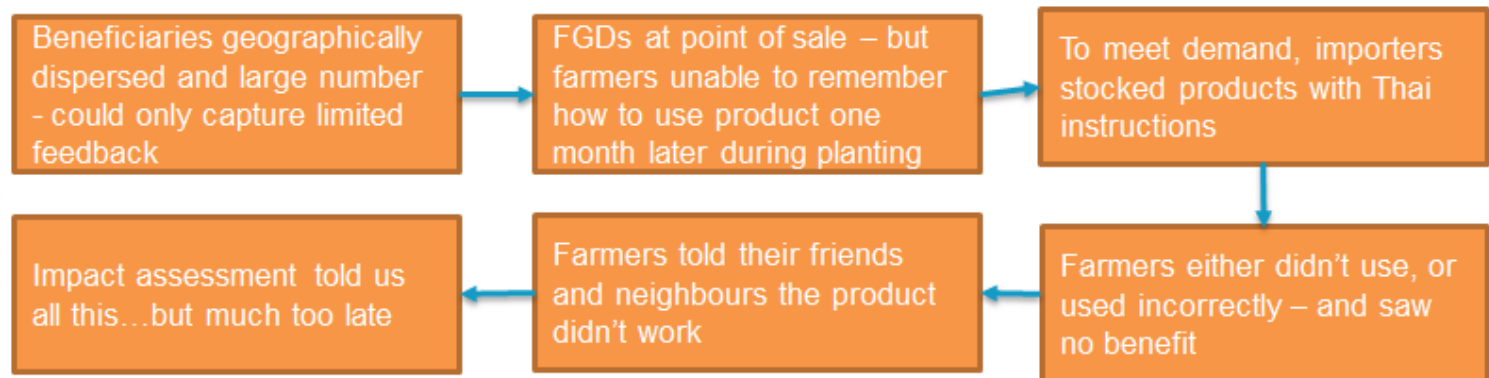
Group Work!

- **Split into groups of a maximum of 5 people**
- **Discuss the following statements:**
 - How frequently does your project currently receive feedback from your target beneficiaries?
 - Do you wish it was more frequently? If yes, what are the biggest barriers?
 - At what stage in the intervention lifecycle is feedback most regularly collected and most valuable?
- **Feedback your discussion to plenary**

Case: the consequences of not getting rapid, regular feedback



Errr....why so few repeat sales???



Testing solutions for better feedback

- **With an MSA project in the Middle East, we are piloting methods to get more regular and fast beneficiary feedback with reduced time, cost and effort investment**
- **Focusing on capturing information at the key feedback points**
- **Using technology and streamlined questions to reduce costs**
- **Analyzing data rapidly to inform decisions**

Want to stay updated?

- **We would welcome the chance to keep you updated – please share your contact info or card**
- **Contact us:**
 - Ben@MarketShareAssociates.com
 - matt@impact-management.org

INVESTING IN IMPROVEMENTS

What makes a business invest
in improved feedback
mechanisms



made

**MARKET DEVELOPMENT PROGRAMME
FOR NORTHERN GHANA**

Ghana MADE Partners



AGGREGATOR



INPUT DEALER



THE CHALLENGE

THE CHALLENGE



THE RATIONALE

WHY DO WE CARE



GOOD FOR THE BUSINESS



REQUIRED FOR MONITORING

OVER TO YOU

% of businesses you partner with who, through your partnership with them, have invested their **OWN** resources (financial, human, time) in improving their monitoring system?

0-30%

31-60%

61-100%

OUR ASSESSMENT

Research Questions



HOW



FACTORS



SUSTAINABILITY

METHOD

HYPOTHESES

INTERVIEWS

DOCUMENT
REVIEW

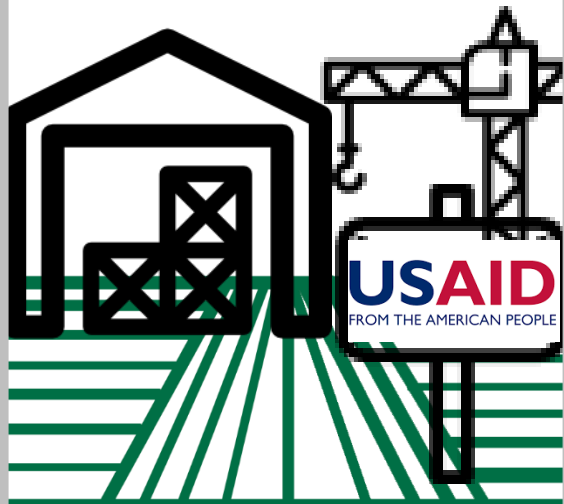
QUALITATIVE
ANALYSIS

OVER TO YOU

Which business do you think is the most likely to invest in an improved monitoring system?

WHICH BUSINESS

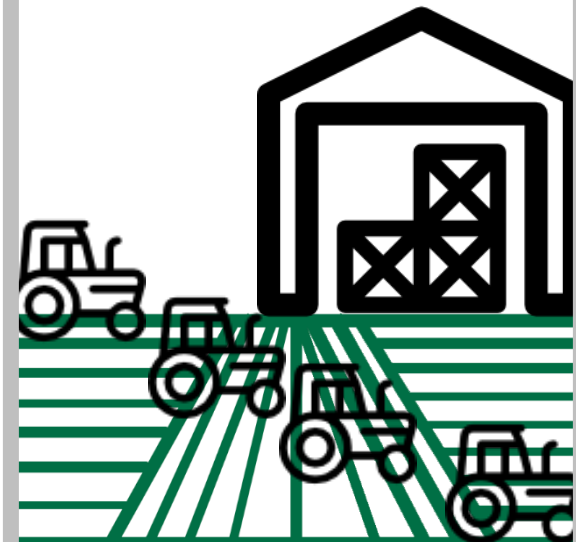
OPTION A



OPTION B



OPTION C



THE FINDINGS

1. CAPACITY OF BUSINESS LEADERSHIP

- Previous training
- Training from the programme
- Digital literacy

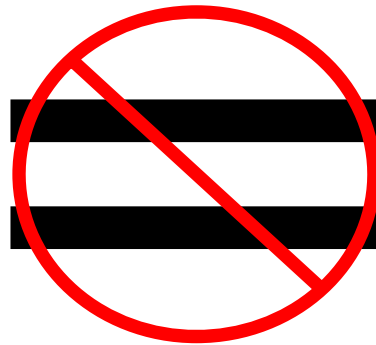
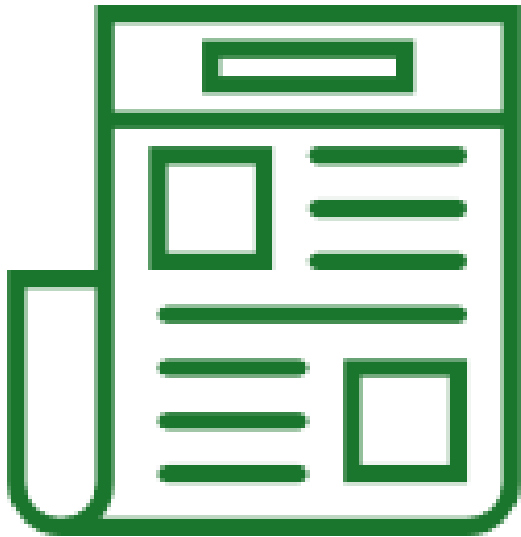
2. EXPOSURE TO QUALITY MONITORING SYSTEMS

- Exposure through previous employment
- Demonstrations by third parties

3. THE VALUE OF 'TOOLS'

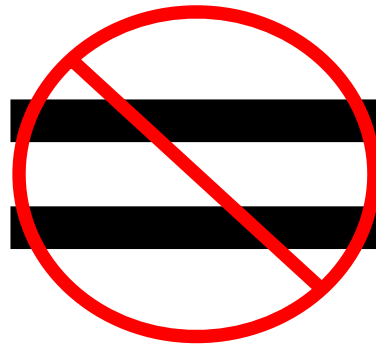
- Templates
- Farmer passbooks
- Software

4. Programme reporting requirements



CHANGE

5. BUSINESS LINKAGES



CHANGE

6. DONOR SATURATION

- Context: Northern Ghana
- Conflicting approaches
- Inhibit sustainability

IMPLICATIONS

SO WHAT?

- Partner selection – bespoke assistance
- Training available to business leaders – supporting functions
- Providing tools that **work for businesses**
- **Changes to reporting requirements**
- Monitoring systems demonstrations/exposure
- Do we spend enough time walking businesses through the process of collecting and using their own data for their own commercial benefits?
- Changing our mindset

OVER TO YOU

As a table, construct headline arguments for/against the statement:

“MSD programmes should **only** ask their partners to feedback data that has **direct commercial use** for their business”

Any Questions?