

Getting to a better future



In this section, we discuss innovative ideas and sources of inspiration for each of the Three Characteristics for a better future. You can read across all Three Characteristics or dig more deeply into one as you prioritize actions to try for your organization and the issue areas in which you work.

What do the trends mean for this characteristic

For each of the Three Characteristics, we begin with a review of trends that are relevant for that characteristic. This is meant to help stimulate thinking about new realities we need to adapt to and new opportunities we can harness. Then for each element we discuss:

- **Bright spots**

We provide multiple examples of bright spot organizations that are already succeeding or showing promise in one or more of elements of the Three Characteristics. These are meant to provide inspiration and examples of how innovative practices have actually been implemented.

- **Collected bright spot practices**

We list practices distilled from bright spots and research that you can integrate into your organization as you innovate in a specific element. A summary of opportunities for all of the elements can also be found in the appendices.

- **Where else can we find inspiration?**

We share an example from an adjacency that might help generate new or adaptive ideas to improve a better future element. Additional examples of adjacencies to spur innovation thinking are available as part of our supplemental innovation materials.

- **Calls to action**

At the end of the sections for each of the Three Characteristics, we list promising new ideas, some for individual organizations and some that can be done in collaboration, to test additional hypotheses about how to propel the field forward. These calls to action were developed through research, our innovation lab, and multiple convenings. Some calls to action will be more or less relevant, depending on your organization and issue area, but they are meant to cover a range of opportunities.

Key resources

While not listed in this section, note that in the appendices there are additional materials for creating change for each of the Three Characteristics. These are not exhaustive, but they include practical guides, tools, and other resources that may be particularly helpful.

A better future:

Better empowering constituents
and promoting diversity, equity,
and inclusion

Better empowering constituents and promoting diversity, equity, and inclusion

A better future

.....for empowering constituents and promoting diversity, equity, and inclusion is one where:

- *Equity is consistently considered in and supported by monitoring, evaluation, and learning efforts*
- *Constituent feedback is an essential practice*
- *Constituents are empowered to make their own choices*
- *Data rights are secured*

What do the trends mean for this characteristic

The larger context

We are in the midst of a revolution about “say” in both the private and public sectors that is enabled by new technologies and the accessibility of data. Social media has transformed consumers from passive recipients to active creators of media content. Customers “have become both critics and creators, demanding a more personalized service and expecting to be given the opportunity to shape the products and services they consume.”¹⁸ And civic tech efforts are facilitating greater participation and engagement of citizens in reporting problems with social infrastructure, as well as prioritizing and coordinating solutions.

These changes are underpinned by transformations in design, marketing, and customer experience. User-centered design, which focuses extensively on end-user needs, wants, and limitations throughout the design process, is now standard practice, as is focusing on the user experience throughout the lifecycle of an engagement with a company. This shift has been complemented by a growing sophistication about how people make decisions through the application of behavioral science principles and practices.

In the U.S., efforts to promote diversity, equity, and inclusion are increasingly essential yet continue to be insufficient, partial, and contested. While American society and workplaces continue to become more racially and ethnically diverse, the racial wealth gap has widened. New data technologies can also offer democratizing opportunities or, without focused attention, reinforce inequities. The data sets used for machine learning training can be rife with historical bias. Newer tools, such as facial recognition software, are being trained on populations that look like the people creating the software, not the broader public. For example, African-Americans are more likely than others to have their images captured in databases and reviewed during computerized searches for crime suspects.¹⁹

Within the social sector

In this context, the social sector lags the public and private sectors in a reorientation toward a more constituent-centered approach to strategy and programmatic design, implementation, and adaptation. Despite widespread aspirations, many social sector organizations continue to struggle to develop incentives and integrate feedback processes to consistently engage constituents in ongoing, systematic, and measurable ways.



There is widespread agreement in the monitoring, evaluation, and learning field that cultural competence and diversity, equity, and inclusion matter and are important. An embrace of methodological diversity and focus on community-based evaluation provides multiple evaluation methodologies that are participatory. However, there continues to be a serious lack of diversity in the field, and the drivers and parameters of evaluations are largely top-down.

“The mentality in philanthropy is that you hire the smartest people who analyze the world’s problems, create a strategy for solving them, measure them, and then assess the results. People never say ‘Who’s we? Are we the experts?’”

—Nonprofit CEO

user-centered design provide key tools, technologies, principles and practices. The private sector has fallen down on privacy and security issues, but there are individual efforts and collective mobilization that can be learned from.

Much work has been done in civic tech to bring these elements to the public sector and change the relationship between constituents and their government: to move from government doing things for constituents to constituents directing what gets prioritized, what solutions can look like, and brainstorming solutions and helping to direct support. Civic tech also, however, offers a warning. Equity hasn’t been an explicit priority, and those with greater access to technology and resources having a disproportionate say.

For diversity, inclusion, and especially equity, learnings from the private and public sectors are more about individual bright spots than definitive solutions. What is clear is that attention to diversity, equity, and inclusion requires ongoing, thoughtful and conscious work. We can look to diversity management efforts in private sector HR for concrete processes, procedures and resources, as well as individual equity exemplars in the public sector.

As a result, we heard expectations of incremental progress rather than real change in the expected future. Without serious efforts to institutionalize changes in practice, the percentage of evaluators of color would improve somewhat but remain relatively low, and incremental improvement would be made on emphasizing cultural competence for evaluators. Constituent voice would grow, but it would continue to be an aspirational practice. Absent changes in incentives, most monitoring, evaluation, and learning efforts would continue to be driven by funders and not widely shared with or used to directly benefit or empower constituents. Without coordinated action, we would continue to insufficiently address data ethics issues, such as algorithm biases and the protection of constituent data.

Where do we look for inspiration to get to a better future?

In the social sector, there is already interesting work happening in places around constituent feedback and community participation. There are also efforts to formalize data rights. There are a few shoots on empowering constituents, some around data and some more globally.

This is much more rooted in the private and public sectors. In the private sector, the extensive body of work and examples from customer satisfaction, customer experience and

“We need to understand what impact and success looks like for a community and not assume that we know what that is.”

—Foundation program director

Better empowering constituents and promoting diversity, equity, and inclusion



A better future for empowering constituents and promoting diversity, equity, and inclusion is one where:

Equity is consistently considered in and supported by MEL efforts

In a better future, an equity lens is used for the process of monitoring, evaluation, and learning, including the determination of what information is relevant and important. To support this goal, the evaluation field includes a substantial proportion of professionals drawn from the communities being served, and there are significant improvements in the cultural competence of evaluators. Further, monitoring, evaluation, and learning are used to promote equity, with equity articulated as an explicit goal. Organizations use asset framing and measure equity indicators to assess progress.

Bright spot practices to ensure equity is consistently considered at your organization

- **Ensure AEA's statement on cultural competence essential practices is followed**, including eliminating bias in language and using culturally appropriate evaluation methods
- **Assess demographics** and identify relevant existing inequities
- **Consider equity implications** of intervention and monitoring, evaluation, and learning efforts, including intended and unintended consequences
- **Collect disaggregated data** on the effects of an intervention broken out by different groups of constituents. Look for gaps between groups
- **Use an asset-based framing** in data collection and analysis, including social and cultural resources that might otherwise be overlooked (e.g. informal child care or cultural sources of strength)
- **Build more diverse and inclusive staff and partnerships** for monitoring, evaluation, and learning roles
- **Develop diversity, equity, and inclusion competencies and capacities** for staff engaged in monitoring, evaluation, and learning

Existing bright spots in the field

- *Integrating equity as a key dimension of community well-being*

Robert Wood Johnson Foundation is integrating equity goals into its efforts to promote a national "Culture of Health" in the United States, focusing a portion of its work specifically on creating healthier, more equitable communities. To assess community health, the Foundation is using measures that are broader than traditional health measures and include equity indicators, such as housing affordability and residential segregation. The Foundation is tracking these measures across

30 communities, chosen to reflect geographic and demographic diversity, to better understand how communities make progress or encounter barriers in improving members' health and well-being.

- *Developing simplified tools to determine if a program is meeting its equity goals*

The EquityTool, a free app developed by a collaboration of nonprofits and social sector actors, enables programs to quickly and easily assess whether they are serving the poor in the low- and middle-income countries in which they operate. Metrics for Management maintains and supports the EquityTool, which provides a brief and simple country-specific questionnaires (for 30+ countries) to assess the relative wealth of respondents by asking questions such as, "What kind of fuel does your household mainly use for cooking?" The EquityTool can be run offline on any mobile or tablet device and offers integration with a variety of data collection platforms. When data is uploaded, the EquityTool automatically calculates the wealth distribution of the population served by the program.

- *Using a data-focused approach to measure progress on equity*

The Community Foundation for Greater Buffalo participates in the Racial Equity Roundtable, a group of 30 community leaders from public, private, nonprofit, and faith institutions, committed to tackling gaps in racial equity in the region through a data-focused approach. The Roundtable identified 16 equity indicators across four areas that span education and job readiness, criminal justice and safety, quality of life and neighborhoods, and income and wealth. The Foundation will use this detailed equity mapping to track equity impacts over time.

- *Building the pipeline of evaluators of color to challenge old assumptions and contribute new perspectives*

The Annie E. Casey Foundation, through its Leaders in Equitable Evaluation and Diversity (LEEAD) initiative, is strengthening the pipeline of historically underrepresented minority evaluators by priming them to be leaders in evaluation. The program duration is one year and consists of three components: an online-based evaluation coursework; ongoing mentorship from senior experts in evaluation; and a residency at a research organization, think tank, foundation, or private firm. The Foundation partnered with the University of Wisconsin-Stout to provide credit-bearing course modules from their online Evaluation Studies Certificate program.

Where else can we find inspiration?

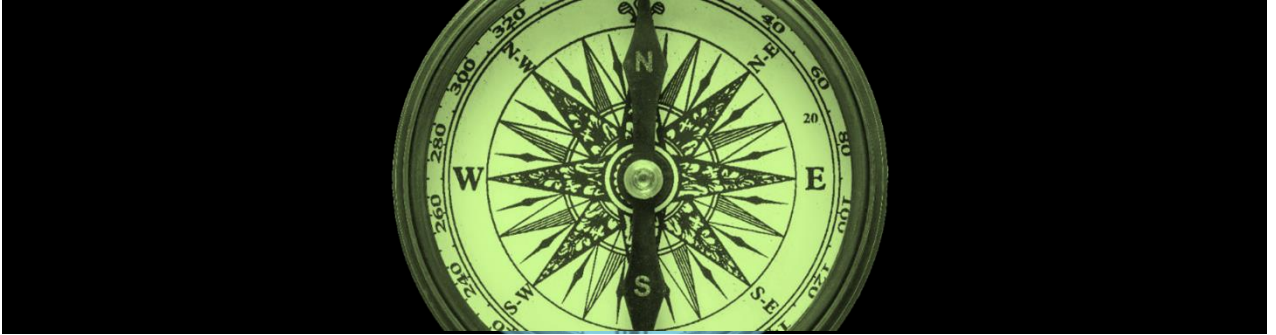
Providing broad-based cultural competence training

Association of American Medical Colleges (AAMC) provides the **Tool for Assessing Cultural Competence Training (TACCT)** for use in medical schools, to integrate cultural competence in all aspects of medical training. TACCT is a 67-item self-administered tool to evaluate cultural competence content across the entire medical school curriculum, in an effort to eliminate racial and ethnic disparities in health care.²⁰

What would it look like if funders and nonprofits made cultural competence training a necessary part of their requirements in hiring external evaluators?

For more examples of adjacencies related to more effectively putting decision-making at the center, see companion adjacency materials.

Better empowering constituents and promoting diversity, equity, and inclusion



A better future for empowering constituents and promoting diversity, equity, and inclusion is one where:

Constituent feedback is an essential practice

In a better future, nonprofits, with the financial support of funders, are expected to collect constituent feedback in a way that is systematic, comparable to other organizations, integrated into strategic decision-making, and useful to their constituents. There are more frequent, field-wide efforts to demonstrate and document the benefits of soliciting constituent voice, as well as the tangible drawbacks of excluding it.

Bright spot practices to ensure constituent feedback is an essential practice

- **Develop a process of ongoing constituent feedback** for learning, collaboration, and improvement
- **Engage and co-create with constituents** throughout the feedback process, from design through action, in ways that make them feel valued and consulted
- **Incorporate constituent feedback** into decision-making to make course corrections
- **Promote skill development and training** to provide staff with the capacities needed to develop and use constituent feedback tools and technologies

Existing bright spots in the field

- *Systematically using constituent feedback to improve and benchmark organizational performance across related organizations*

Fund for Shared Insight (Shared Insight), a collaborative effort among funders to improve philanthropy, builds capacity among foundations and nonprofits to establish feedback loops and give greater voice to constituents. Through its Listen for Good initiative, Shared Insight is working with 46 nonprofit organizations across diverse fields to implement a largely standardized questionnaire for their constituents based on the Net Promoter System methodology (an approach used in the private sector that can help predict future growth and profitability). The approach allows the organizations to benchmark constituent feedback data against comparable organizations over time.

- *Deploying an app to empower citizens to provide real-time feedback to hold governments accountable*

DevelopmentCheck, an app for real-time citizen feedback on the transparency, inclusiveness, and effectiveness of development projects, helps local citizens engage directly with service providers and

government to ensure local projects are delivered successfully. The app gives citizens a collective, instant, global voice; provides visibility into development projects; and enables community monitors to report on the “Fix-Rate” for problems identified through the app. In general, as fix-rates improve, so too does trust between community, service providers, and governments. The app measures access to information, project effectiveness, and community engagement.

- *Creating better incentives for nonprofits to prioritize constituent feedback*

GlobalGiving, a global crowdfunding platform for nonprofits, incentivizes the collection of constituent feedback by tying it to perks on the platform that typically lead to increased funding. Through GlobalGiving Rewards, a program similar to a frequent flier program, organizations earn points for engagement (e.g., reporting on their progress) and effectiveness (e.g., listening to their constituents). GlobalGiving uses points accumulated by nonprofits to measure growth and translates that growth into a status (e.g., Emerging, Superstar). The higher an organization’s status, the more GlobalGiving drives donations to that organization through its platform.

- *Bridging the information gap between nonprofits and constituents using technology tools*

VOTO, a social enterprise, uses a mobile phone-based platform to help businesses, governments, and NGOs understand and communicate with the people they serve. VOTO integrates voice, SMS, and analytics into a platform that facilitates mobile-based mass interaction and helps organizations reach individuals who are normally unheard. For example, VOTO helps organizations reach rural women by first testing the best ways to engage women through mobile phones. The organization’s robust evidence base can be analyzed to determine whether having a female voice present the survey instead of a male voice helps ensure completion by women.

- *Growing nonprofit capacity to build feedback loops with constituents*

Feedback Commons (FC), an initiative of Keystone Accountability, provides nonprofits with the tools and resources to close feedback loops with constituents. FC simplifies the workflow often required to administer surveys, enabling nonprofits to focus on designing, collecting, analyzing, and communicating their survey results more effectively, with support from FC resources. The platform also encourages nonprofits to opt into a “neighborhood” (i.e., a network of organizations with a common community of practice), merging surveys about human relationships to establish community benchmarks and define good practice.

Where else can we find inspiration?

Fostering a constituent-centric culture

Alex Turnbull, the CEO of **Groove**, spends at least 20 hours each week on customer support. The company’s all-hands customer service model—where everyone on the team spends some time responding to customer support requests—helps employees “feel the pain” of the customer and be more empathetic when making product decisions.²¹

What would it look like for funders and nonprofits to build greater global awareness of their respective constituents’ wishes and preferences?

For more examples of adjacencies related to more effectively putting decision-making at the center, see companion adjacency materials.

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Better empowering constituents and promoting diversity, equity, and inclusion



A better future for empowering constituents and promoting diversity, equity, and inclusion is one where:

Constituents are empowered to make their own choices

In a better future, communities have the power to influence the strategy and programming of the foundations and nonprofits with which they work. Foundations and nonprofits invest in communities, develop local capacity, and share information with constituents in a way that is useful for them. Monitoring, evaluation, and learning are used to foster a marketplace of choices driven by constituents' preferences.

Bright spot practices to empower constituents to make their own choices at your organization

- **Build community capacity** to collect, analyze and use their own data
- **Enable constituents to define what is most relevant** and needed
- **Enable constituents to guide development** and changes to programs and initiatives
- **Enable constituents to co-create** together interventions that work for them

Existing bright spots in the field

- *Using data to build trust and tailor resource allocation*

Family Independence Initiative (FII) is an organization that trusts and invests directly in low-income families across the nation so they can work individually and collectively to achieve prosperity. FII leverages the power of technology and information to allow families to strengthen existing and create new social networks while also providing them access to financial capital to support one another in achieving mobility. FII has integrated constituent feedback into the core of its work, not only to help direct how it deploys dollars to families, but also to empower families to make their own choices about improving their lives. To do this, FII has created a web-based data platform for families to set their own financial goals and connect with other families in the effort to find solutions to the challenges they face, from child care to saving for a home to affording tuition. FII's platform helps families track their own progress, and FII matches their self-determined efforts with financial capital to accelerate attainment of their goals.

- *Giving constituents a voice in guiding the programming for their families*

The Northside Achievement Zone (NAZ) is a nonprofit collaborative of organizations that exists to close the achievement gap and end multi-generational poverty in North Minneapolis. NAZ empowers parents to voice their perspective to help guide programming that supports a culture of

achievement in the community. To strengthen diversity and improve dialogue with parents, NAZ has created a parental advisory board to advise leadership, and has also assigned two seats on its Board of Directors to parents. This structure facilitates a more inclusive dialogue, which allows parental priorities, concerns, and definitions of success to be conveyed directly to leadership throughout the organization, making strategic decisions for the collaborative.

- *Building community capacity to access data and measure what is valuable to communities*

The California Endowment’s (TCE) Building Healthy Communities initiative, which operates in fourteen communities across California, is building community capacity to measure progress against their own priorities. In TCE’s learning and evaluation model, an evaluator is selected by the local site leaders in each community to help develop learning and evaluation plans, facilitate data collection and analysis, and participate in cross-site learning. Based on a set of shared goals and indicators identified in the Building Healthy Communities North Star Goals and Indicators, the foundation is now exploring the best way to set up a coordinated measurement database to allow each community to access data and generate reports specific to their interests. This could include evaluating whether healthcare access or rates of chronic absenteeism or expulsion have improved in each community over time.

- *Promoting constituent-guided research to improve the quality and relevance of information available to constituents*

The Patient-Centered Outcomes Research Institute (PCORI), an independent nonprofit organization that aims to provide data to help patients and their caregivers make better informed health decisions, works to advance the shift in clinical health research from “investigator-driven” to “patient-centered” studies. PCORI involves patients in all aspects of the research process—choosing research and outcomes topics, developing and conducting studies, and sharing the results. For example, patients, clinicians, and researchers share in governance of the network and data use decisions for PCORnet, PCORI’s initiative to harness patient data to facilitate more efficient and powerful research studies.

- *Nurturing talent within communities to create local evaluation capacity*

W.K. Kellogg Foundation has been working to develop local evaluation capacity by fostering the talent of leaders in rural New Mexican communities. The Foundation recognized that comparatively few existing evaluators understood the culture and reflected the diversity of these communities. As part of the effort to develop local talent, the W.K. Kellogg Foundation is supporting an evaluation training program with students at the University of New Mexico.

Where else can we find inspiration?

Co-creating with users to discover new ideas

LEGO Ideas is an online platform where participants can submit their own designs and discover ideas by other fans. Fans provide feedback on product ideas and vote on design submissions, and the LEGO Review Board evaluates all ideas that get 10,000 votes. Those that are chosen become LEGO products that are sold worldwide. The product creator earns a percentage of the sales and is featured on packaging and marketing.²²

What would it look like if social sector organizations, as a habitual practice, sought input and ideas from constituents in the design of programming?

For more examples of adjacencies related to more effectively putting decision-making at the center, see companion adjacency materials.

Better empowering constituents and promoting diversity, equity, and inclusion



A better future for empowering constituents and promoting diversity, equity, and inclusion is one where:

Data rights are secured

In a better future, foundations and nonprofits consistently acquire information in ethical ways and safeguard the data rights of constituents. To that end, digital data is collected with consent and stored securely. Data “rights language” that acknowledges the obligation to protect constituent data is widely adopted.

Bright spot practices to ensure data rights are secured at your organization

- **Get consent from constituents** for data collection and make clear how it will be used
- **Enable constituents to access and remove their data** where relevant if they choose
- **Protect the privacy of constituent data** and prevent them from being identified
- **Protect how sensitive information is shared**
- **Destroy constituent data** when it is not needed
- **Act in ways that promote equity, fairness and the best interest of constituents** when collecting and using personal information

Existing bright spots in the field

- *Providing principles, templates and best practices in digital data use*

The Digital Civil Society Lab at the Stanford Center on Philanthropy and Civil Society investigates the challenges and opportunities facing civil society organizations in the digital age, and develops resources to help organizations use digital resources safely, ethically and effectively. The Lab runs the **Digital Impact program**, which has developed a suite of tools and resources for civil society organizations to inform data management and governance. Resources include a policy wizard and templates for developing relevant digital policies, digital data inventories and tools, and engagement guidelines.

- *Enabling constituents to control the use of their data and opt-in to participating in data collection*

OpenPaths, part of the Health Data Exploration Project funded by the Robert Wood Johnson Foundation and managed by researchers at UC San Diego, provides a “secure data locker” that allows individuals to track and record their geolocation data, independently analyze their own data, and share their data with researchers only if the individuals choose to do so. OpenPaths gives

individuals control over their data, while supporting research initiatives (for example, a project that tracked community patterns to understand the spread of the Tiger mosquito) by facilitating the participation of OpenPaths users who consent.

- *Protecting the digital data of vulnerable populations*

The International Rescue Committee (IRC) provides a **Service Info** tool accessed through a computer or mobile device to allow approximately 1.5 million Syrian refugees in Lebanon find assistance and give feedback on the services relevant to them. Crucially, all feedback goes through a review process and the compiled feedback is disseminated to service providers anonymously (unless providers of feedback choose to make their identities known). The general “feedback report” can only be viewed by service providers to help them learn and improve their performance, not by members of the public as a way to rate program quality. However, members of the public are able to view service providers’ responses to feedback when responses are provided, in order to close the feedback loop.

- *Creating technology safeguards to protect data rights*

Benetech, a nonprofit that empowers communities through software for social good, transforms how people with disabilities read and learn, makes it safer for human rights defenders to pursue truth and justice, and connects people to the services they need to live and prosper. Benetech advocates for a software and data revolution that delivers positive and lasting social impact at scale. Benetech’s data-driven approach, called Data for Action & Impact, uses data to not only help the social sector better respond to today’s needs and to improve efficiency, but to also establish that interventions lead to lasting change. As a software nonprofit headquartered in Silicon Valley, Benetech serves as bridge between the social sector and Silicon Valley by working closely with both communities to identify needs and software solutions that can drive positive social change.

Where else can we find inspiration?

Promoting personal data ownership

Datawallet, an online marketplace for data that empowers individuals to take control of their own data. Once an individual signs up, Datawallet collects that individual’s data, anonymizes it, and produces analyses. When companies buy the data, Datawallet pays the users who generated that data, instead of the revenue being diverted to data brokers.²³

What would it look like if funders and nonprofits provided constituents with more authority over how their data is used?

For more examples of adjacencies related to more effectively putting decision-making at the center, see companion adjacency materials.

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Calls to action

Better empowering constituents and promoting diversity, equity, and inclusion

To get to a better future in which equity is integral to monitoring, evaluation, and learning, and we consistently engage constituents in ongoing and systematic feedback that provides choice and agency, we need to actively chart a new path. The following are some high-priority hypotheses about how to get to the better future.

1 Equity is consistently considered in and supported by MEL efforts

Without explicit efforts to integrate equity into everything we do, we are unlikely to make the transformative changes that our field leaders and experts across multiple disciplines identified as part of a better future. For monitoring, evaluation and learning efforts, we've heard multiple ideas to try:



Developing asset-based resources: Many actors use data with a deficit-frame, focusing entirely on challenges communities face rather than also including strengths and resources they have to draw upon. By focusing solely on deficits, funders can often overlook real assets that can be used to help solve critical community challenges. What if we developed best practice resources and a toolkit for asset-based monitoring, evaluation, and learning, including for the creation of relevant data?



Developing standards for cultural competence and equity-focused evaluation: While the AEA has guiding principles for cultural competence, there aren't clear standards for evaluators to demonstrate evidence of cultural competence during the selection process. What could it look like if clear evidence of proficiency were a standard part of evaluator selection? Could a third party develop a cultural competence examination and issue certification to evaluators?

2 Constituent feedback is an essential practice

How can we get to a better future where collecting constituent feedback is an expected, systematic, and ongoing practice for nonprofits and foundations? The following calls to action are just the beginning in broadening and deepening practice:



Creating tools to help organizations systematically collect feedback: There is some momentum to empower constituent feedback but the practice of collecting constituent insight still appears to be elusive to many organizations. Could a group of organizations create a "constituent insight toolkit" that provides a quick overview of the range of available options and resources to enable quick and easy implementation?



Measuring and tracking the integration of constituent insight to help hold organizations accountable for its use: Could the field develop a way of measuring the incorporation of constituent voice to enable donors to make funding decisions based on the use of constituent voice and to enable organizations to benchmark against themselves and others for improvement? Could a group of organizations in an issue area agree to prioritize these benchmarks in funding decisions, with assistance for implementation?

Calls to action

Better empowering constituents and promoting diversity, equity, and inclusion

3 Constituents are empowered to make their own choices

To get to a better future in which constituents have agency in defining their needs and assessing the success of interventions, there are a range of approaches we could try:



Providing the infrastructure for constituent decision-making: Some resource allocation and other initiative decisions could be made by constituents themselves if the infrastructure existed to enable them to provide their votes. What if funders supported an initiative to model what real constituent-informed decision-making would look like and how it would operate?



Connecting constituents with each other: Constituents can be an important source of information and assistance for each other. What if one or more organizations scale platforms and/or develop resource guidelines to enable organizations to promote sharing and connection between constituents?



Identifying interventions where cash transfers are a meaningful counterfactual: What if we developed an analysis of issues and types of interventions where cash transfers could be a viable counterfactual, to promote calls to action to determine if specific interventions outperformed cash transfers? This would both shift the paradigm to one that presumes constituent agency and knowledge and create a useful experimental comparison.

4 Data rights are secured

Without assurance that we can adequately safeguard the privacy and security of constituents' data, we won't make true progress across many of the elements of the characteristics of a better future. We can try multiple paths to make real progress:



Using data stewards: There are particular concerns about the development of open and integrated data systems with the data of vulnerable populations. Could funders support the establishment of data stewards for key data systems who would make informed decisions to ensure the integrity of the data use?



Developing common tools and technologies: Nonprofits often don't have the resources to adequately ensure that their constituent and other data is safe and protected. What if one or more funders supported the development of a shared software for nonprofits to install add-ons for privacy, security, etc., or the development of shared digital services?



Compensating constituents for their data: Constituents are not directly compensated when their data is used. Are there certain data, issues, or populations where compensating constituents would be productive? What if funders compensated constituents for their data financially or through other means, or otherwise treated it as a real asset belonging to the constituents?

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