



FUND FOR SHARED INSIGHT

Sustainability of Feedback Practices

2016 Listen4Good Cohort

Introduction

Since 2016, Listen4Good (L4G) has been the Fund for Shared Insight's (Shared Insight) main initiative to build nonprofit feedback practice so that nonprofits become "*more meaningfully connected to the people and communities they seek to help, and more responsive to their input and feedback.*" L4G's initial cohort started in 2016 and included 46 grantees who received \$60,000 grants and customized technical assistance (TA) over two years.

ORS Impact has served as learning and evaluation partner to Shared Insight and L4G and has evaluated L4G's impact on the 2016 Cohort through surveys and interviews. In past evaluations, grantees have reported that through L4G they have increased their technical ability to perform high-quality feedback loops, gained insights that informed data-driven changes to programming and internal operations, and improved both their programs' effectiveness and their overall ability to serve clients. In addition, L4G helped foster a culture of openness and listening in participating organizations and advanced their equity, diversity, and inclusion efforts.

While this information showed effectiveness of L4G during the grant period, a central learning question has been the extent to which grantees continue collecting high-quality perceptual feedback from clients after the L4G grant ends. In this report we look into this overarching question by exploring:

- To what degree do former grantees continue with any kind of feedback practices?



- Do they use the Net Promoter System (NPS)/L4G tool or other practices?
- What degree of quality do they maintain?
- What factors influence the degree to which grantees continue implementing high-quality feedback loops?
- What are longer-term impacts of feedback practice on organizations? To what extent do former grantees follow through on planned changes or maintain changes made based on L4G insights?

In this report, we answer these learning questions based on data gathered from interviews with former L4G grantees and provide considerations for moving forward.

Methodology

To answer these learning questions, we conducted interviews with grantees about one year after their grant ended. In defining our sample of grantees, we first looked at the extent to which grantees had continued using SurveyMonkey and recognized two main clusters: 13 grantees who had used SurveyMonkey frequently (users) after the end of their grant, and 33 grantees who had used it little or not at all (non-users).¹ We hypothesized that the 13 users were more likely to be continuing feedback practices, while the 33 non-users were less likely to continue. Overall, we sought to speak with a mix of users and non-users to get a sense of what feedback practice looked like in both clusters.

We invited all 46 grantees to participate in phone interviews. Seventeen organizations responded to our initial set of email requests and reminders within our planned data-collection timeframe, including eight SurveyMonkey users and nine non-users. We conducted in-depth interviews with this set of grantees, focusing on the sustainability of feedback practices and the longer-term impacts of feedback. Realizing that this breakdown was not proportional with the larger user versus non-user breakdown in the cohort, we continued working with L4G staff to get in touch with additional non-users to increase their numbers in the sample. Through these efforts, we were able to interview 18 additional non-users, to arrive at a final sample of 35 grantees. The additional 18 interviews were shorter due to time constraints in the data collection period and focused on a subset of questions about the extent to which grantees were continuing high-quality feedback practices. Our final sample closely resembled the cohort's overall proportions of users and non-users. In our analysis, we used thematic coding to distill the findings presented in this report.

Last, we used a web search to look for sustainability rates of other nonprofit capacity building programs similar to L4G. Specifically, we looked for sustainability rates in program evaluations and considered programs' size of investment, length, and what kinds of supports, if any, grantees received during the grant period to assess similarities and differences with L4G.

¹ L4G gave grantees continued access to SurveyMonkey for one year after the end of their grant period.

Sustainability of Feedback Practices

This section presents findings about the extent to which grantees are continuing with their feedback practices after the L4G grant. In addition, we explore whether organizations have changed their approach, what elements of the feedback cycle change over time, and what degree of quality they maintained in their practice.

Most organizations we spoke to are continuing feedback practices, but it is unclear whether those who did not respond have maintained their feedback practices.

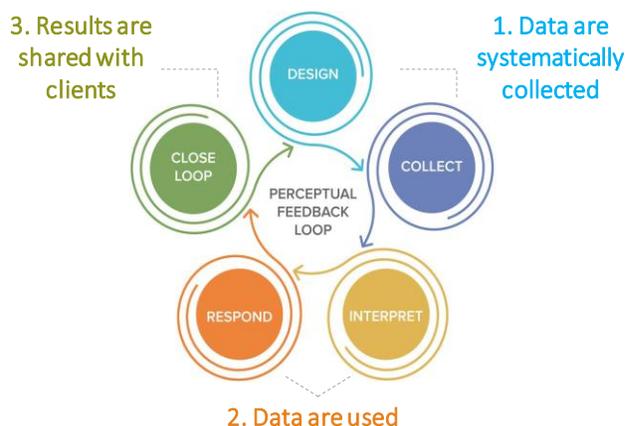
Among the 35 organizations that we interviewed; we found the following:

- Thirty-one grantees are continuing their feedback practices. This means that at least 67% of the entire cohort has reported sustaining feedback post-grant.
- Two are planning to continue feedback practices, but are currently inactive—one grantee is in a hiring process that affects feedback practices, and the other is changing platforms from SurveyMonkey to one that allows non-anonymized data collection and analysis via SMS.
- Two are not continuing feedback practices.

Through this process we found that SurveyMonkey use was not a good proxy for continued feedback practices, or lack thereof, as almost all users and non-users are continuing feedback practices. It is unclear whether the remaining 11 organizations who did not respond to our interview are continuing feedback practices. Therefore, we are confident in our finding that at least 67% of the cohort is sustaining feedback practices, but that rate could be as high as 91%.

Most grantees we spoke with are maintaining levels of quality in their practice that resemble those during the L4G grant period.

Figure 1 | L4G feedback process steps and elements of high-quality feedback



In addition to learning about the proportion of grantees who continued collecting client feedback, we explored what level of quality those who continued were maintaining in their practice. L4G defines a high-quality feedback loop as one where client feedback is systematically collected, the data are used, and results are shared back with clients. Accordingly, L4G's five-step feedback process intended to guide grantees in implementing high-quality feedback loops.

Figure 1 shows which steps within the L4G five-step process guide different aspects of a high-quality feedback loop.

More than three-fourths (26) of the 31 grantees that continue collecting feedback reported that they are still using all five steps in the L4G process, thus maintaining levels of quality that resemble those during the L4G grant period. However, we do not know enough details about how grantees conduct each step to assess quality in more detail—for example, if grantees are taking measures to mitigate courtesy bias while administering the survey, the degree to which their respondents are representative, or how they are analyzing the data is unknown.²

On the other hand, three out of the four grantees that have not maintained high-quality feedback loops have stopped closing the loop with clients, while the fourth interviewee indicated that the steps were not that clearly defined at her organization, making the degree of quality unclear. Figure 2 shows the share of the 2016 Cohort that is continuing feedback and maintaining high-quality practices.

Figure 2 | Share of the 2016 Cohort that continues feedback and maintains high-quality practices



² One interviewee could not speak to L4G's five-step process as they had not been a part of the L4G process; however, they mentioned that the process largely resembled the description of the steps, including closing the loop.

L4G’s sustainability rate compared to other capacity building programs

Our data shows that at least 67% of the 2016 cohort is sustaining feedback practices one year after their grant ended. To understand how effective L4G is in generating sustainable practices, we wanted to find a benchmark to compare this figure to. To do so, we researched published sustainability rates of other nonprofit capacity building programs. It was difficult to find evaluations with this information, much less information that was directly comparable to the L4G model. We found evaluations of three programs described in Table 1, which are helpful to consider as a point of reference despite not being directly comparable to the L4G model.

Table 1 | Comparison programs and sustainability rates.

Program ³	Brief Description	Sustainability Rate Reported
Edna McConnell Clark Foundation’s PropelNext program	Grantees receive funding to strengthen their capacity to use data for learning, self-evaluation, and ongoing improvement. Each grantee received up to \$450,000 over three years, along with coaching and support.	10 of 12 (83%) of organizations expanded programming, served more youth, experienced financial growth, and 11 or 12 (92%) organizations had dedicated learning and evaluation teams. The evaluation was conducted 2 years after program completion.
David and Lucile Packard Foundation Organizational Effectiveness program	Grantees receive funding to build core strengths in key infrastructure areas like strategic planning, financial management, and board and executive leadership. Of the grants included in the sample, 80% were less than \$45,000. The average grant was \$36,006 with one year of capacity building support.	19 of 20 organizations (95%) demonstrated that capacity building in objective areas of the project focus continued, expanded, or progressed to the next logical step one to two years after their OE grant.
Paul G. Allen’s Family Foundation’s capacity building programs	Grantees receive funding to strengthen operating efficiency, financial sustainability, breadth of services. Grant sizes of the sample ranged from \$58,971 to \$500,00k.	Grantees gave an average response of 4.4 (1 was “Strongly Disagree” and 5 was “Strongly Agree”) on their organization being able to maintain the capacity built through the grant.

³ The capacity building evaluations reviewed are listed below:

- i. PropelNext alumni study:
http://www.propelnext.org/fileadmin/media/Propel_Next/PDFs/PropelNext_Alumni_Study_Full_Report.pdf
- ii. David and Lucile Packard Foundation Organizational Effectiveness Lasting Change 2016:
<https://insight.livestories.com/s/v2/2016-lasting-change-evaluation-executive-summary/8d906f2e-68e1-4d15-b7e7-a1e38cc1df5e/>
- iii. The Paul G Allen Family Foundation: Building Nonprofit Capacity through Regional Grantmaking: Contributors and Barriers to Success (we did not find information on program duration or timing of evaluation in the report):
https://www.pgafamilyfoundation.org/MediaLibraries/PGAFoundation/Documents/PDFs/Capacity_Building_Report_FINAL.pdf

Most grantees have made minor adjustments to their feedback practice, including changes in survey questions, data collection systems, and uses of feedback data.

We also explored the extent to which grantees reported making minor changes to their feedback practices—namely, deviations from the practices instilled during the L4G grant that do not affect the quality of their overall process. Specifically, we asked the 33 grantees that continue collecting client feedback, or are temporarily inactive, if they had made changes to the L4G question set, if they were still using SurveyMonkey to collect and analyze data, or if they had made other changes.

- **L4G questions:** 29 of 33 grantees continue using the NPS combined with additional questions to elicit more detailed information from clients. However, 20 of them reported adjusting those additional questions. It is unclear whether the changes in additional questions referred to the other standard L4G questions (i.e., about treating clients with respect) or to the custom questions that grantees could add to the survey.

Four interviewees specifically mentioned making changes regarding NPS. Two of them have stopped using it altogether; another still uses the scale question but is only reporting average scores, as the NPS model was difficult to understand; and the fourth one mentioned making changes but did not provide more details.

- **Using SurveyMonkey:** 26 of the 33 organizations continue using SurveyMonkey. Meanwhile, six have changed to using other data management software or working with text-based platforms. One interviewee mentioned that the organization had turned to using more paper surveys but did not specify if they were using SurveyMonkey at some point in their process.
- **Other changes:** Finally, five grantees reported intentional changes in how they collect and use client feedback data. Specifically, three grantees mentioned that they are collecting more feedback across the organization, and data collection is more targeted toward specific client groups or specific times during service delivery. Two other grantees mentioned that they have changed how they use feedback data; one reported using feedback data as an evaluation tool, and the other mentioned using data mining of past feedback survey data to inform current decisions.

In light of both process and minor practice changes, we explored whether any of the grantees continued to use the L4G feedback process without any changes and found that nine organizations (29% of those that continue collecting feedback) continue to implement all five steps in the L4G process, ask the same set of L4G questions in their surveys, and use SurveyMonkey for data collection and analysis.

Organizations have variable staffing models for feedback.

Through the interviews, we learned that grantees assign staff responsibilities for conducting feedback practices differently and identified three main staffing models—namely, team approach, single lead, and volunteer-run (Figure 3).⁴ About a quarter of grantees with a team model (5) mentioned that they have recently faced staff transitions that affect their feedback practices. However, the team approach seemed to provide some guardrails against the effects of staff turnover by ensuring that institutional and technical knowledge, along with responsibility and ownership of feedback processes, spread out over multiple team members. Therefore,

feedback practices are continuing despite those staff transitions. Nevertheless, the team approach is not a fool-proof model, as evidenced by one grantee who had two staff working on feedback at the time of the L4G grant. As both staff transitioned, the grantee had to recruit community volunteers to administer surveys and analyze the data, and it is unclear the extent to which institutional knowledge about high-quality feedback practice has transferred to volunteers.

On the other hand, the single lead model puts all institutional knowledge, technical ability, and capacity on one person, who drives feedback forward for the organization, potentially becoming the only feedback champion. One of the organizations that has not continued with feedback practice shed light on how feedback processes can stall with staff turnover if there is only one champion, even when the point person remains in the organization but takes on a different role. While that person may continue to be a feedback champion, the organization's capacity to implement feedback loops diminishes until someone else takes over the specific feedback loop tasks. In that organization's case, a new hire has taken over evaluation responsibilities but has not yet taken ownership of the feedback process.

Figure 3 | Staffing Models for Feedback Practice

- 1. Team approach (n = 22):** Grantees have two or more people involved across steps in the feedback process.
- 2. Single lead (n = 10):** Grantees have one internal point person for feedback surveys who acts as feedback lead for survey design and data analysis, often passing on information to program staff for review and interpretation.
- 3. Volunteer-run (n = 1):** Grantees recruit community volunteers to collect and analyze the data.

⁴ The sample size for this question was 33, as we only asked grantees continuing or planning to continue feedback practices to provide information on who works on feedback in their organization.

Continued Impacts of Feedback Within Organizations

Beyond learning what proportion of the 2016 Cohort continues to implement a high-quality feedback practice, we explored more in-depth questions with a subset of 17 grantees about the impact of feedback on their organizations and to gather any feedback they may have as beneficiaries of L4G. This section describes findings from interviews with program managers from this subset of 17 grantees.⁵

Changes made in response to feedback are holding over time, and organizations continue using feedback to make adjustments.

A key aspect of high-quality feedback practice is that organizations use the data they collect to make changes that respond to client feedback. In our last survey with this cohort, 81% of grantees reported making such changes. In these interviews, we asked grantees whether the changes they had made have held over time. Thirteen of the 17 interviewees reported that changes have indeed held over time; the remaining four could not speak to specific changes that may have held or not.

Moreover, 12 grantees reported that they are still making changes based on client feedback, including the following: program design/delivery adjustments based on client feedback (5); improving staff performance, staff-client interaction, or overall client experience (3); improving communications (2)⁶; and involving clients beyond collecting their feedback (2). One other interviewee indicated that their organization continues to make feedback-informed changes but did not provide further details.

Feedback continues to contribute to grantees' efforts to increase equity and change power dynamics with clients.

Six of the 17 interviewees reported that their organization has made programming changes to improve services for specific client groups or to ensure that all client groups have similar client experiences, while one interviewee shared that their organization was currently redefining demographic categories to best capture people's characteristics in surveys.

In addition, when we asked specifically about ways in which grantees might be involving clients beyond feedback, eight had examples, and some reported multiple ways of involving clients: five identified ways in which clients are informing program design processes; four reported having different mechanisms for clients to provide more general input to the organization (e.g., client advisory groups, client focus groups, and asking clients about potential solutions to issues they raised); and two mentioned spaces where staff

⁵ The 17 organizations that completed these questions were the grantees that responded to our request for an interview within our data collection period, allowing longer interviews where we used the full set of questions we had prepared. As we explain in the methodology section, the remaining eighteen interviews were the result of additional efforts to contact more organizations where, given time constraints, we prioritized learning about the extent to which they continued collecting feedback.

⁶ A grantee that reported changes in communication also reported changes in another area.

and clients work together on leadership development and policy advocacy. Other client inclusion efforts included receiving client input in strategic planning processes, improving closing the loop practices, and improving relationships and trust with clients. Two other grantees mentioned that, while they have not made any specific adjustments, the feedback process has influenced their thinking about how to further include clients in their work, and they are considering ways to do so.

L4G led to valuable changes in organizational culture around client feedback and continues to shape culture after the end of the grant period.

We learned from past survey data that L4G had an impact on organizations' culture around client feedback and saw further evidence of the value and importance of these cultural changes in some of our interviews. We asked grantees to what extent their organizational culture around feedback has continued to change after the end of their L4G grant. Fourteen of the 17 interviewees reported that their organizations' culture has indeed continued to change in ways that support feedback. Eight interviewees mentioned that staff appreciation for the value of client feedback has increased and that they are more open to—and involved in—collecting and using client feedback. Six other interviewees mentioned that feedback is now more present in staff's minds as it continued to evolve into an expected practice.

We also asked grantees about their organizations' greatest accomplishments related to feedback, and more than half (9 of 17) reported that their greatest accomplishment was a cultural change. Specifically, five interviewees mentioned creating a culture of actually using the data they collect from clients to inform their thinking and decisions. Four other interviewees mentioned higher-level changes whereby feedback has become an expectation at the organization and client voice has become a priority that is engrained as a philosophy in how they carry out their work.

“

We're working on reworking our organizational values right now and we've always had a value around youth and young people and their value to society and so forth, but at least in the early drafts, youth voice is right in the values. — 2016 L4G grantee

These cultural shifts that favor feedback are reflected in overall high commitment to feedback among leadership and staff. Interviewees rated leadership commitment with an average of 4.8 on a 5-point scale; this rating remains constant since the 24-month survey. Meanwhile, staff commitment received an average rating of 4.2, a slight decrease from the 4.4 rating in the 24-month survey.⁷

⁷ The 24-month ratings refer to the average ratings from the 13 grantees who completed both the 24-month survey and the follow-up interviews that inform this report.

L4G has made feedback practice easier for grantees in technical aspects and/or by prompting cultural changes that enable feedback practice.

Fourteen interviewees report that feedback practice is easier for their organizations as a result of working with L4G. Table 4 shows the improvements in both technical and cultural aspects what have made feedback easier for organizations. Only one mentioned that feedback is harder after L4G because of survey fatigue and feedback surveys negatively impacting response rates for government-mandated client surveys that are tied to funding, while another organization mentioned that the process was not easier or harder than before.⁸



I would definitely say that, I mean, it was a big shift with the board to understand how important this information was and get them to be accountable for it. So then now when we take information to them, they are much more able to say, okay, yes, this is going to be our response and take ownership of that. — 2016 L4G grantee

Table 4 | Technical and cultural aspects that make feedback easier for organizations

Technical aspects (n = 9) ⁹	Cultural aspects (n = 7)
<ul style="list-style-type: none"> Analyzing the data to make it useful in informing decisions, including learning how to work with SurveyMonkey’s data analysis capabilities (n = 3) Learning how to better close the loop with clients, where now it is an effective, embedded practice (n = 3) The entire process is now easier thanks to the five-step framework that clarified and established a systematic process (n = 3) Client’s willingness to participate in the survey improved (n = 1) 	<ul style="list-style-type: none"> Feedback is now the expected thing at their organization, so that feedback feels more natural and staff have internalized a disciplined, regular practice in collecting client feedback (n = 4) Responding to feedback and closing the loop are now expected parts of the process, where before organizations collected data but did not use it to inform decisions nor did they close the loop with clients (n = 2) Board-level buy-in about the importance to feedback has increased through this process (n = 1)

⁸ The sample size for this question was 16; one grantee had not continued collecting feedback and thus did not answer this question.

⁹ Some grantees reported changes in both technical and cultural aspects.

Grantees see improvements in the quality of client feedback over time and report that feedback supports other organizational measurement efforts.

An assumption behind the practical value of closing the loop with clients is that, if clients know if and how their feedback is having an impact on organizations, they will continue to provide more and more candid feedback over time. Therefore, we asked grantees to what extent they saw improvements in either the quality or volume of feedback over time and how they were tracking those improvements, if at all. Overall, nine of the 17 grantees reported improvements in feedback over time; all nine reported improved quality, and two of them also reported an increased volume.

Four of the nine organizations reported having indicators that show improvements in quality, including seeing more specific feedback about areas of improvement as opposed to broader comments, longer and more detailed or elaborate responses instead of short phrases, and more surveys that are fully complete. The other five organizations reported they had a general impression that quality had improved but did not have indicators to confirm that notion. Only one organization had a way to measure increased volume by looking at the number of surveys completed in SurveyMonkey's weekly reports.

We also asked grantees whether their feedback practices either supported or detracted from other organizational measurement efforts. Almost all grantees (16 of the 17) reported ways in which feedback supports organizational measurement: five mentioned that feedback complements other effectiveness indicators; four report that it helps confirm or validate things they learn from other data sources; four mentioned contributions to organizational learning; and one mentioned that it complements quantitative data by providing more nuance. Two others mentioned that it supports other measurement efforts but did not provide more details.

Some grantees also identified ways in which feedback can detract from other measurement efforts, including contributing to survey fatigue (3), taking or competing for resources with other tasks and priorities (2), and calling into question the validity of other data that doesn't come directly from clients (1).

Interviewees identified challenges in specific steps of feedback practice and in the staff and resources they have to carry out feedback work.

Twelve interviewees reported challenges in specific steps of the feedback process including:¹⁰

- **Survey administration ($n = 4$):** survey fatigue and when/where to best collect feedback.
- **Closing the loop ($n = 3$):** finding the right way to close the loop in one-time or irregular interactions with clients, making closing the loop a standard part of the feedback process.

¹⁰ Some grantees reported challenges in more than one area.

- **Data analysis (n = 3):** how to prioritize and filter data to get takeaways that inform decisions, deal with repeated feedback from the same clients, and integrate systems that allow tracking of non-anonymized data.
- **Responding to feedback (n =1):** responding to feedback can be time intensive when it involves large changes in how the organization works.

In addition, some grantees identified over-arching challenges that transcend specific steps. Five interviewees identified challenges in the time that current staff can dedicate to feedback practice, four others mentioned the challenging nature of staff turnover, and two-faced challenges in receiving candid feedback given their power dynamics with clients.

Grantees continue to report high levels of satisfaction with their L4G experience and reported other ways in which L4G could have supported their efforts.

Using the NPS system, we asked interviewees if they would recommend L4G to other organizations, and 14 gave ratings of 9 or 10 on a 10-point scale, making them promoters of L4G. Notably, there were no detractors and only three were passive (with ratings of 7 or 8). The NPS score among this set of grantees was 82, compared to 62 for the 13 grantees who completed the 24-month survey.

We first asked if there were ways in which L4G could have better supported grantees to be more effective in their feedback practice. Four grantees mentioned L4G could have provided other types of support including the following: providing a certificate of L4G completion to signal to funders that grantees are conducting high-quality feedback loops; help from the beginning in thinking about integrating feedback data into existing data systems like Salesforce; and more flexibility in survey design, as the standard questions and benchmarks were not that helpful in the end. Meanwhile, three grantees mentioned increased opportunities to learn from other grantees, while three others mentioned specific areas where more information would have been helpful, including SurveyMonkey use, techniques for closing the loop, and specific supports with disaggregating data as a tool to advance equity. Finally, two others mentioned that getting more or ongoing support would have been helpful.

We also asked if there were ways in which L4G could better support grantees in making feedback more sustainable. Four grantees mentioned specific areas of support, including sharing experiences with other grantees (2), greater support with integrating L4G into other aspects of the organizations' ongoing work, and support in thinking through data management options once the SurveyMonkey account closes. Meanwhile, four others mentioned wanting ongoing support from L4G, and three mentioned additional funding either from L4G or by connecting them with other funding sources.

Considerations

Below are some considerations for Shared Insight's core funders and staff in light of the findings from these interviews:

1. *Equity, diversity, and inclusion (EDI)*: L4G staff have used the technical aspects of feedback practice as a way of promoting listening practices and driving a conversation about culture change toward increased client inclusion and power sharing between nonprofits and the people they seek to help. The interview findings suggest that in some cases L4G has driven organizations to think more deeply about involving clients beyond collecting feedback. **How can L4G continue to strengthen this work to drive EDI forward while working with lower touch models?**
2. *Engaging multiple grantee staff*: As we perceived potential challenges for feedback sustainability among grantees who have only one point person and thus one feedback champion, we heard from grantees working with a team approach how they had continued feedback practices despite facing some staff turnover. While L4G might not be able to influence how organizations assign staff responsibilities around feedback, there could be more intentionality behind engaging more than one staff member, thus building a wider net of champions and spreading institutional and technical knowledge related to feedback. Alternatively, L4G might at least talk to grantees about what the staffing approach will be for feedback work. **How can L4G best leverage touch points with grantees to engage multiple staff members in useful and constructive ways?**

This question becomes increasingly important considering model changes with lower touch TA moving toward a pay-for-service online system. **To what extent does the online system's success rely on organizations already having a feedback champion to drive feedback forward?**

3. *Sustainability of feedback practices*: Most organizations we spoke to are continuing feedback practices and maintaining high levels of quality. Moreover, the changes that organizations have made in response to feedback have held over time, and feedback continues to lead to both cultural and programmatic shifts in favor of meaningful connections with clients. All of these seem to be positive indications of L4G's ability to help develop and support sustainable feedback practices.

Nevertheless, there are a few organizations who have not continued collecting feedback or who have not maintained the same levels of quality, particularly around *closing the loop*. In addition, it is unclear whether the 11 organizations that did not respond to our interview request are continuing to collect feedback or what degree of quality they maintain. Therefore, the positive

indicators are limited to about 67% of the total cohort, which is not far off from other nonprofit capacity building programs.

Recognizing that the goal is for as many organizations as possible to maintain feedback practices post-grant, L4G staff have been more intentional with subsequent cohorts in building mechanisms for sustainability. These findings raise some questions for consideration:

- To what extent is this rate of sustainable uptake from the first cohort “acceptable” for Shared Insight and L4G?
- What can the L4G team do to increase the proportion of organizations that sustain high-quality feedback loops post-grant, **particularly given the issues with closing the loop and the move to a web-based model with less direct coaching for organizations?**
- How can we establish mechanisms that allow for better tracking of post-grant practices across a greater number of organizations?

Conclusion

L4G was originally designed to include a fixed grant amount and technical assistance over two years to support social sector organizations in implementing high-quality feedback loops to more meaningfully connect with the people they seek to help. Past evaluation efforts have shown that the technical assistance has increased grantees’ technical ability and that feedback has led to changes in service delivery. Meanwhile, these follow-up interviews indicate that high-quality feedback is sustainable after the L4G grant period, but there are challenges to sustainability. L4G has already taken some steps to increase the likelihood that grantees sustain feedback practice after the grant. Nevertheless, L4G’s upcoming model changes will bring new conditions that may positively or negatively affect feedback’s effectiveness and sustainability, making this a ripe area for continuous learning moving forward.