

CASE STUDY COMPILATION

The voice of the community at the center of decisions
The case of Kuja Kuja in the humanitarian response



Colombia

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1. SUMMARY

The case studies compiled in this document examine the evolution of Kuja Kuja as a humanitarian feedback tool in the context of Venezuelan migration in Colombia during 2019 and 2021. The main objective is to present the effect of the community-based feedback systems on humanitarian responses, and to demonstrate related improvements in decision-making that lead to positive effects on the final beneficiaries.

Case studies are explored related to the use of Kuja Kuja in program management practices in general, and to specific program interventions in the health and cash-transfer services areas.

Lessons learned related in particular to the capacity of the aforementioned system for humanitarian organizations to act based on evidence within complex contexts.

This compilation of Case Studies emerges from the evolution of Kuja Kuja in the specific context of Venezuelan migration in Colombia; which by January 2021 amounted to 1.8 million migrants¹ in different economic and legal situations.

And it flows from a process of co-creation with local partners and the ease of the community to provide feedback. This report will try to answer the following question: ***In what ways have communities and humanitarian organizations responded to real-time feedback systems based on the direct participation of final beneficiaries?***

2. INTRODUCTION

Colombia has recently experienced a humanitarian crisis linked to the massive migration of the Venezuelan population seeking to improve their socioeconomic conditions deteriorated by the internal crisis of their country. Due to the magnitude of the migration and the absence of installed capacities to meet the needs of a growing community, humanitarian agencies of different nature have sought to respond safeguarding essential goods and services.

One of the many challenges faced by humanitarian agencies in this context has been to efficiently include the participation of communities in the decision-making process of humanitarian services. Transforming the vision of the final beneficiary as a passive community to be helped into an active community with valuable ideas that contribute to address a crisis without precedent in the region and with complex particularities.

¹ *Distribución de Venezolanos en Colombia 2021*. (2021, October 26). Migración Colombia. Retrieved October 27, 2021, from <https://www.migracioncolombia.gov.co/infografias/distribucion-de-venezolanos-en-colombia-corte-31-de-agosto-de-2021>

Acknowledging this need Kuja Kuja began operations in Colombia in 2019. Kuja Kuja was born in 2016 in Uganda with the mission to recenter humanitarian response around the voice of affected people. In this journey, Kuja Kuja has developed a series of real-time data collection tools focused on collecting the satisfaction of end beneficiaries with humanitarian services as well as their ideas on how to improve these services. This information is processed with artificial intelligence tools and is then fed into the decision making processes of humanitarian agencies, enhancing their capacity to serve populations with *Adaptive Management*² tools that allow for more precise, more effective programming.

This compilation of case studies seeks to explore the effect that community-based feedback approaches have had on humanitarian response systems, understanding this effect as the actions that humanitarian partner organizations take in response to the information transmitted through the Kuja Kuja technique and how communities subsequently react to these actions.

To analyze this effect, two lines of services offered by current partners (health services and cash-transfer) will be addressed through a methodology composed of the analysis of conversation trends where the feedback submitted by the community members (to be referred to as “ideas”) are categorized and aggregated to be related to partner actions under transversal and temporal dimensions. The change in the conversation is also established through the *Pairwise Method*³, which allows converting the "differences" of conversations into "distances" (distance matrix) and thus mathematically evaluating the similarity of conversations at different time periods.

Along with this analysis focused on community changes, an external consulting process was carried out based on direct interviews and focus groups with members of the staff of our allies related to the two lines of service mentioned. This illustrates how organizations used the information and insights provided by Kuja Kuja to improve their actual processes and future projects.

While this compilation does not seek to demonstrate the impact of the use of Kuja Kuja’s tools and methods, based on the results of the application of this holistic methodology and the endogenous analysis of Kuja Kuja’s process in the context of Venezuelan migration in Colombia, some key lessons are shared for humanitarian organizations that consider the inclusion of community-based feedback to be valuable.

² *What is Adaptive Management?* (2019, March 6). USAID Learning Lab. <https://usaidlearninglab.org/lab-notes/what-adaptive-management-0>

³ Wikipedia contributors. (2021, October 22). *Pairwise comparison*. Wikipedia. https://en.wikipedia.org/wiki/Pairwise_comparison

3. KEY LEARNINGS

- **Quicker, Better Action.** Kuja Kuja complements partners' traditional assessment evaluations by providing them with new information, from a qualitative approach and with a large sample, to make informed decisions. Real-time feedback based directly on community voices has the potential to shorten the M&E cycle by (a) distinguishing impact opportunities at times not dependent on evaluations, and (b) responding to these needs and adapting efficiently when it is relevant to the final beneficiaries (See *CASE STUDY #3*).

- **Better Relations With Communities.** Promoting direct and open listening with the communities as a feedback mechanism is in itself a way to dignify the final beneficiaries and make them active subjects in the decision-making process. Even before turning ideas into actions, listening processes work to prevent harmful effects not considered in the implementation of humanitarian services and to facilitate trust within the community, perceiving the listening approach as a way to communicate directly and without barriers with the agencies. A final effect is the improvement of the reputation of the organizations and their adaptive management culture, key assets at the new projects formulation process (See *CASE STUDY #3*).

- **Final Beneficiaries do not Consider Themselves Clients.** Service satisfaction is a useful measure as an indicator of urgency but specific considerations must be taken into account in the humanitarian services. The final beneficiaries are less motivated to express dissatisfaction directly because they consider that this opinion has no place in free services or because it puts the continuity of the same service at risk (See *CASE STUDY #1, CASE STUDY #2 and CASE STUDY #3*).

- **Adaptive Management Leads to Positive Program Evolution.** A pattern has been found in the application of the feedback system. Ideas that are transformed into actions generate satisfaction in the community on the issue addressed. However, when a saturation point is reached⁴ conversations will be based on new needs such as topics outside the scope of the services provided (for example, requesting food aid from health providers), or specific adjustments to the organizations and/or mentions around new issues raised from the same theme the action was made. This can be seen as an opportunity to learn about the needs of vulnerable communities for the eventual opportunity to formulate new humanitarian projects (*CASE STUDY #1 and CASE STUDY #2*).

⁴ The term "saturation point" is used to refer to the moment when conversations reach frequencies close to zero due to the absence of interest or new ideas regarding the subject.

- **Take Actions and Communicate Them.** Any action taken based on community feedback must be communicated to the community. Unpublished actions can increase confusion or anxiety in final beneficiaries who will assume that their ideas were not heard or that the observed changes come from sources other than the feedback process (*CASE STUDY #1 and CASE STUDY #2*).
- **Feedback as a General Indicator of Progress** The transformation of conversations in response to the implementation of actions (based on feedback) allows, subsequently, to establish the phases in which each project is. Thus, the community-based feedback system achieves an additional functionality which is the generation of additional inputs to evidence the progress and stages of the actions carried out. This allows organizations to compare the community's perception of the progress of their strategies with their own monitoring systems based on pre-established goals and phases (*See CASE STUDY #3*).
- **Adapting to COVID-19.** During COVID-19's social distancing regulation, this service became partners' main channel to interact with beneficiaries: they could receive ideas about beneficiaries' service expectations and provide them with important information and solutions, without risking staff members. It appears that feedback collection systems seem to need to be just as adaptable as the humanitarian response. Keeping the focus on community contact under strategies based on remote collection tools and Machine Learning processing is a proposal that, in the cases addressed, worked (*See CASE STUDY #2*).
- **Small Actions - Big Impact.** Humanitarian organizations should not underestimate any of the actions they carry out around their services. Specific and low-cost actions such as signage, digital bulletins or standardizing the information collection, usually have a marked effect on the community. It is important for organizations to inform their peers in the feedback process in order to establish those achievements as the result of "small actions" (*See CASE STUDY #1*).
- **Engaging all the Stakeholders into the Feedback** Within each organization there are multiple audiences that assume feedback in different ways, so it is important that any communication channels (website, dashboards, WhatsApp snapshots, periodic reports, newsletters, among others) are adjusted to the interests and role of each group. This not only reduces friction in the decision making process but also increases the overall interest in the community's ideas by understanding them in a broad framework of usefulness and value (*See CASE STUDY #3*).

4. MAKING THE CASES

The 82 million⁵ women and men, girls and boys who have been forcibly displaced from their homes are some of the poorest and most vulnerable people in the world. Unfortunately, still many humanitarian organizations relate to displaced people as victims to be helped, rather than as assets, as customers with the right to express their satisfaction with services they receive, and to offer suggestions for how these services could be improved.

Commitments have been made by the humanitarian sector to change these practices: for example, Core Humanitarian Standard 4.4⁶ requires organizations to “encourage and facilitate communities and people affected by crises to provide feedback on their level of satisfaction with the quality and effectiveness of the assistance received.” But the sector continues to operate as before, and there has been ‘no significant shift in practice’ in response to feedback gathered. The causes are deeply rooted:

- The scale of the humanitarian challenge is enormous. This has led to a deep systematization of the work, because it is common that agencies continue to assume that only by making their work routine - mechanical, repetitive - can the challenges of scale and context be addressed.
- Projects are often managed using monitoring and evaluation tools that rely on sampling related to logical frameworks, with little room to measure “customer satisfaction”.
- The culture of humanitarian organizations remains centered on adherence to technical standards and expert oversight, instead of listening and responding.
- Even when agencies do listen to affected communities, it is done in ways, and at times, determined by the agency, seeking at best to understand “beneficiary” views of what the agency has already determined, instead of listening in a real way, and understanding the views of displaced human beings on how the services they depend on could be improved.

Why does this matter? Allowing feedback and community voices to drive design and implementation of programs is a big step towards locally-led solutions. At Kuja Kuja we believe that programming changes taken in response to feedback from affected communities will lead to significantly more meaningful, quicker, and less costly improvements in the quality and sustainability of humanitarian services.

This need is even more imperative in contexts such as Colombia. With a community of more than 1.8 million Venezuelan migrants, a growing number of internally displaced persons (44,647 victims of this

⁵ *UNHCR Global Trends - Forced displacement in 2020*. (2021, June 18). UNHCR Flagship Reports. <https://www.unhcr.org/flagship-reports/globaltrends/>

⁶ *The Standard - CHS*. (2021). Core Humanitarian Standard. <https://corehumanitarianstandard.org/the-standard>

crime were registered in the first half of 2021 alone, according to the UN)⁷ and the massive arrival of new groups of Haitian and Cuban transit migrants, humanitarian services are faced with the exhausting challenge of constantly adapting to new populations with particular social characteristics and a volatile outlook. Having real-time, community-focused feedback systems in place is an essential strategy for efficient response.

The application of community-centered feedback systems, however, is not free of challenges both for its application in the specific Colombian context and for its replicability in other regions. Humanitarian agencies are part of a complex institutional framework where their decisions respond to their global guidelines while working with limited resources in a country where the crisis is increasingly dispersed. However, the gradual adaptation of the feedback proposed by Kuja Kuja seems to shed light on how a system that seeks an agile response to the community opens up a series of valuable opportunities for unforeseen components such as Monitoring and Evaluation (M&E), inter-agency articulation and the generation of a more effective response to the crisis.

5. CONTEXT OF THE HUMANITARIAN CRISIS

Deteriorating socio-economic conditions as an effect of the Bolivar hyperinflation and widespread shortages of essential goods and services have encouraged the migration of Venezuelan citizens to neighboring countries and border areas. By 2021, the Regional Interagency Coordination Platform For Refugees From Venezuela (R4V) estimates that approximately 5.6 million Venezuelans will be living outside their country of origin⁸.

In this scenario, and as a result of territorial proximity and social and cultural networks, Colombia has positioned itself as the main host community for both Venezuelan migrants and returning nationals since 2016. By January 2021, Migración Colombia (local migratory authority) established the presence of 1.8 million Venezuelans in the country concentrated in five Departments (55%) but with an extension to new areas that were not epicenters of migrant communities. Of this aggregated calculation, 49.77% are male, while 50.23% are female; and, with regards to age 30.6% correspond to children under the age of 14; 68.1% to people between 15 and 59 years old, and 1.3% older than 60.⁹

⁷ *Colombia: Emergencias humanitarias reportadas por los Equipos Locales de Coordinación (ELC) en junio 2021 (28 de julio de 2021)* - Colombia. (2021, July 29). ReliefWeb.

<https://reliefweb.int/report/colombia/colombia-emergencias-humanitarias-reportadas-por-los-equipos-locales-de-12>

⁸ *IOM and UNHCR Celebrate Commitment of the International Community to Mobilize Funds for Refugees and Migrants from Venezuela - Colombia*. (2021, June 17). ReliefWeb.

<https://reliefweb.int/report/colombia/iom-and-unhcr-celebrate-commitment-international-community-mobilize-funds-refugees>

⁹ *Distribución de Venezolanos en Colombia 2021*. (2021, October 26). Migración Colombia. Retrieved October 27, 2021, from <https://www.migracioncolombia.gov.co/infografias/distribucion-de-venezolanos-en-colombia-corte-31-de-agosto-de-2021>

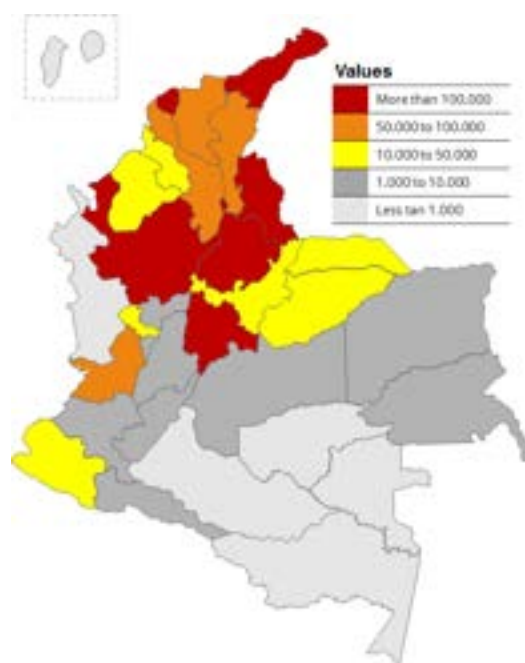


Figure 1: Distribution map of Venezuelan migrants in Colombia in all modalities by October 2021¹⁰

In general, Venezuelan migrants in Colombia find themselves in a situation of widespread poverty due to the absence of installed capacities to effectively respond to the demand for essential services and goods despite the fact that 92.1%¹¹ migrants say that their main reason for coming to Colombia is to improve their economic situation. According to what was indicated by the Venezuela Migration Project in March 2021 (with data collected in December 2020), 51.7% of this population is in a situation of multidimensional poverty, 48.8% suffer from critical overcrowding in their homes and 85.4% do not have health insurance. It is in these gaps where humanitarian organizations have sought to act to respond to the needs of vulnerable communities.

This scenario was aggravated by the COVID-19 contingency. While the mandatory isolation and border closures reduced the speed of the migratory flow and even generated returns (70.000 venezuelans returned¹²), the situation of those who remained in Colombia worsened, among other things, due to the absence of clear identification that would allow their access to government assistance. The

¹⁰ Distribución de Venezolanos en Colombia 2021. (2021, October 26). Migración Colombia. Retrieved October 27, 2021, from <https://www.migracioncolombia.gov.co/infografias/distribucion-de-venezolanos-en-colombia-corte-31-de-agosto-de-2021>

¹¹ Ramos, F. J. D. C. (2021, October 15). Encuesta Pulso de la Migración (EPM). DANE.

<https://www.dane.gov.co/index.php/estadisticas-por-tema/demografia-y-poblacion/encuesta-pulso-de-la-migracion-epm>

¹² S. (2020, August 4). *Más de 70.000 personas han retornado a Venezuela desde abril por la crisis de COVID-19*. Naciones Unidas Colombia | CINU.

<https://nacionesunidas.org.co/onu-internacional/mas-de-70-000-personas-han-retornado-a-venezuela-desde-abril-por-la-crisis-de-covid-19/>

research cited indicates that 61.7% of migrant households expressed that they had greater difficulties to subsist during the pandemic.

In this regard, the main difference at the country level with respect to 2020 is related to the implementation of the Temporary Protection Statute. By May 2021, the immigration authority reported that around 22%¹³ Venezuelans in Colombia were already undergoing the regularization process, which is expected to have an impact in two circumstances: A greater push towards the formal labor market and the stabilization of some flows internally.

It is worth noting that one of the main challenges in the humanitarian and institutional response is to identify the very heterogeneity of Venezuelan migrants. Although 96% of Venezuelans expressed to DANE their desire to remain in Colombia, there is a wide range of profiles that are part of the crisis: Some leave their country with the purpose of staying in Colombia, others enter the country because they are in transit to other countries and another group are the so call pendular migrants (mainly in the city borders).

6. MISSION CONTEXT

A full version of the next subchapter with details about our key process and the development of the project can be found in Sections 9 and 10.

a. OUR WORK IN COLOMBIA

Kuja Kuja arrived in Colombia in August 2019 as an OFDA (currently BHA) granted project. The main challenges under this first stage was to engage 2 to 3 Humanitarian Organization, to collect data and have operations in different cities in the territory.

The first collection started as Community Pulse in Bogotá and Soacha. By November that year, the first partnership was signed with the American Red Cross (ARC) and the Colombian Red Cross (CRC), with the purpose to start a collection pilot in Soacha for a healthcare service location. By December, Kuja Kuja had signed up two additional partnerships with the Adventist Development and Relief Agency (ADRA) in health services and the Norwegian Refugee Council (NRC) in cash transfer services.

¹³ DURANTE LA PRIMERA SEMANA DE IMPLEMENTACIÓN, MÁS DE 383 MIL CIUDADANOS VENEZOLANOS CREAN SU CUENTA PARA ACCEDER A LA PRIMERA FASE DEL ESTATUTO TEMPORAL DE PROTECCIÓN, Y DE ELLOS, EL 24% YA LA CULMINÓ CON ÉXITO. (2021, May 12). Migración Colombia. <https://www.migracioncolombia.gov.co/noticias/durante-la-primera-semana-de-implementacion-mas-de-383-mil-ciudadanos-venezolanos-crean-su-cuenta-para-acceder-a-la-primera-fase-del-estatuto-temporal-de-proteccion-y-de-ellos-el-24-ya-la-culmino-con-exito>

For both health partners data collection was onsite, in the case of NRC Kuja Kuja started with phone collection.



In March 2020, COVID measures were taken and the full operation including Community Pulse data collection was shifted to phone calling. Kuja Kuja needed to adapt its internal processes and respond to the needs of the partners.

By April, the World Vision partnership was signed, and new locations nationwide were held for NRC.

In September, the Cash for Urban Assistance Consortium (CUA) agreed to run a pilot and OFDA (USAID) granted the renewal for the project for additional 12 months.

In January 2021, the official partnership with CUA started, working with Action Against Hunger (AAH), Danish Refugee Council (DRC) and Norwegian Refugee Council (NRC) as a group, collecting feedback, processing and sharing results with them.

By April 2021, HIAS decided to run a pilot with Kuja Kuja in shelter and GBV oriented programs.

In August, USAID's Venezuelan Migrant Human Rights Activity (or CCD for its Spanish name Conectando Caminos por los Derechos) decided to hire Kuja Kuja services to understand what communities are saying about the regularization process in Colombia. CCD is implemented through a consortium between Freedom House, PACT, the American Bar association and Internews. CCD operates in metropolitan areas with large migrant populations like Riohacha,

Maicao, Cúcuta, Bucaramanga, Santa Marta, Cartagena, Barranquilla, Cali, Medellín, Bogotá, Pasto and Ipiales, and it runs from May 2020-April 2024.

As of today, Kuja Kuja in Colombia is working with nine (9) international humanitarian organizations, providing tools to listen to the communities, process the information and act on it.

b. HOW DO WE DO WHAT WE DO?



Figure 2: Kuja Kuja process

c. THE PROCESS

The process experienced by Kuja Kuja in Colombia with partners is described in the next figure:



The process experienced by Kuja Kuja in Colombia with communities is summarized in the next figure:



7. CASE STUDIES

a. OVERALL

The effect of integrating the community-based feedback system into humanitarian services was analyzed with the change in aggregated conversations on which the same feedback is based and with the allies' perception of the usefulness of the system for their decisions. The initial hypothesis was that conversations transform towards new needs and more service-specific ideas when partners take action based on the feedback, implying a much more active community of end-beneficiaries in the decision making process and the organizations' assumption of a bottom-up innovation process.

For the testing of this hypothesis, a holistic methodology was planned based on the counting of ideas according to their thematic, and the internal analysis of each conversation in different periods of time (from quantitative to qualitative), having as critical moments of the analysis the dates where the actions reported by the partners were implemented. Satisfaction levels were not included as an explanatory variable due to their low variation over time, which is related to factors such as the fear of the beneficiaries that negative feedback will transform into reductions in services or the consideration that the services free should not be criticized.

Likewise, to develop the allies perception and contrast it with the communities and final beneficiaries conversations and insights, a longitudinal qualitative empirical research design was implemented using interviews and focus groups with allies staff in charge of managing the information. These interviews revolved around three Kuja Kuja's components where the allies' staff are directing involved: A) Kuja Kuja's data gathering and information reports, B) the information analysis process, and C) the use of Kuja Kuja's information to take actions and decisions.

The main finding of these case studies (cash service, health services and allies reception) is the existence of a type of "conversation cycle" that is generated organically during the implementation of actions based on community feedback: Ideas that are transformed into actions generate a conversation based on recognition (appreciation and questions) about that action. Subsequently, the conversation will transform towards (1) new needs, mainly when the origin of the conversation was specific adjustments or issues related to the quality of service, or towards (2) ideas for improvement of the action when there are larger issues such as training programs or the implementation of new services.

It is reiterated that these changes happen when actions are taken based on community's feedback. There are ideas that fail to become actions due to a multiplicity of variables such as lack of resources, internal approval processes, established plans of the organizations or because the ideas include services not contemplated in the scope of each program. However, allies consider that the Kuja Kuja's system allows them to take progressive actions on specific ideas generating the conditions to encourage processes based on adaptive approaches within their organizations, recognizing the communities as an active actor.

It is worth mentioning that the humanitarian emergency is characterized by a generalized situation of scarcity, poverty and obstacles to access essential services and goods. This situation is also reflected in Kuja Kuja's conversations: by promoting a mechanism of direct dialogue and open feedback, a considerable part of the ideas tend to refer to unsatisfied basic needs, a constant in all the addressed cases.

b. METHODOLOGY

This study seeks, in essence, to account for how and in what way community conversations are transformed when their ideas are taken into account for the implementation of actions in the humanitarian services they receive. Thus, it is distinguished on the one hand that a conversation changes by its composition and also its frequency over time. Hence the importance of having a methodology composed of four components:

- The analysis of conversation trends where ideas are categorized and aggregated to be related to partner actions under transversal and temporal dimensions. For this purpose, Machine Learning strategies based on **Natural Language Processing (NLP)** are used to group large amounts of text through analysis of categories of interest for each sector, which have been established through consultation and learning with each partner.
- The change in the conversation is also established through the **Pairwise Method**, which allows converting the "differences" of conversations into "distances" (distance matrix) and thus mathematically evaluating the similarity of conversations at different time periods. This allows us to know the behavior of particular conversations over time by distinguishing the differences between the previously classified topics. For example, a conversation with recommendations to the pediatrics service that later becomes a conversation about congratulations to the same service. In this case, classification by itself makes it difficult to see the change within the ideas.
- On the other hand, the Action Amplifier system makes it possible to establish the key places and moments where allies transformed a group of ideas into specific actions. This system makes it possible to recognize the conversations on which an expectation of change is generated in response to the action taken. This system is fed back independently by each partner in a qualitative form.
- Finally, three rounds of interviews and focus groups were carried out with nine members of the four partners involved in the service lines of the case studies¹⁴ with the purpose of verifying the perception of the staff on the link between the feedback system of Kuja Kuja with the decision making and finally the actions for the community. All interviews were transcribed and analyzed using the general analytic procedure¹⁵: First, a deductive approach was developed across Kuja Kujas' data collection, analysis and presentation, as well as allies' data use for each service. Second, an inductive approach identifying common themes across types of project and expertise with the service was used. This allows us to obtain the assessment in a more comprehensive manner, thereby offering an enhanced understanding of the topic.

As mentioned above, it has been decided not to include the levels of satisfaction with the service (expressed by the community) because their variation does not necessarily reflect the change in conversations and the application of actions. This is essentially due to three factors: (1) There is an aversion to giving directly negative feedback when

¹⁴ World Vision and CUA consortium for cash transfer and ADRA and CRC for health services

¹⁵ Miles, M, & Huberman, A. (1994). Qualitative data analysis: An expanded sourcebook. Sage.

the services received are free, (2) the allies have reported that people mistakenly consider that the accumulation of dissatisfaction puts service continuity at risk and, (3) likewise, the allies have transmitted that decision-making is focused on conversations and the level of satisfaction is an urgency filter in the process.

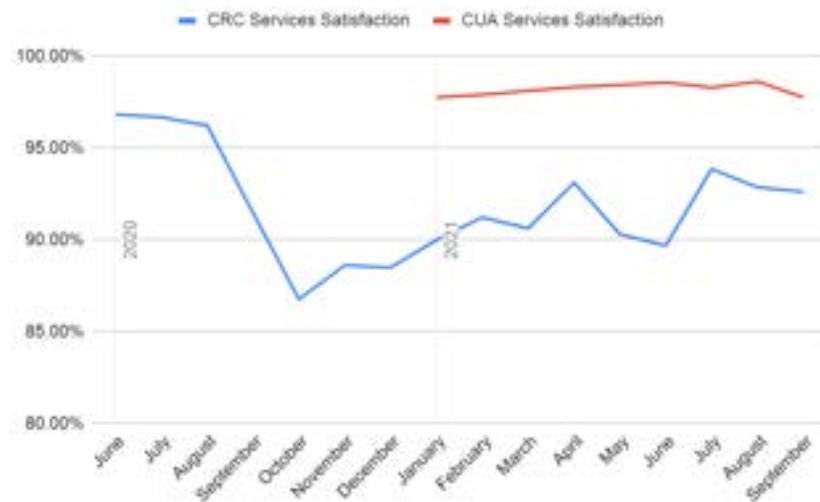


Figure 3: Satisfaction level registered in the case studies (CRC & CUA)

c. CASE STUDIES BY SECTOR

i. CASE STUDY #1: Action Against Hunger (AAH) and Danish Refugee Council (DRC) integrate feedback from vulnerable communities for Cash transfer services.

Cash transfer systems are a humanitarian response modality based on the direct granting of set amounts of money for discretionary or specific use. This type of response has multiple challenges such as the prioritization of beneficiaries and the logistics of delivery and withdrawal of the money, so the beneficiary participates in different phases susceptible to improvements, changes and emergency response (such as fraud).

In this case, we address the CUA (Cash for Urban Assistance) consortium, which has been carrying out the ADN Dignidad program in Colombia through Multipurpose Cash Transfers (TMM) in seven locations in the country since November, 2019.

1. DESCRIPTIVE DATA

As mentioned above, the case study for cash transfer services is the CUA consortium formed by Action Against Hunger (AAH), the Norwegian Refugee Council (NRC) and the Danish Refugee Council (DRC). Overall, the collection of ideas via phone began in January 2021 with a monthly average of 2,040 effective conversations, with May being the month with the higher number of ideas. This collection was achieved through the databases provided by the allies.

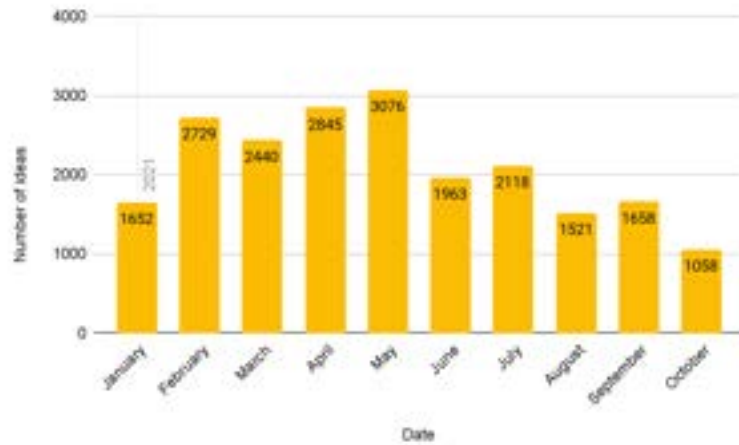


Figure 4: Number of ideas collected for the CUA consortium (AAH, NRC & DRC)

In general, the relative participation of each member of the consortium was stable over time, each one responding to the general variation, although in some occasions, such as DRC, the maximum peak of interactions corresponds to a different month than the others.



Figure 5: Number of ideas collected for each member of the CUA consortium

Regarding the recording of actions, it is important to note that one of Kuja Kuja's challenges has been to efficiently connect its partners with the reporting platform (Action Amplifier). In the case of CUA, and due to the low participation of this channel, the actions were registered independently by Kuja Kuja's staff making use of the partner's announcements made during periodic meetings and in the locations where ideas were collected. In any case, the realization of multiple actions during this first year of joint work for the three members of the consortium are seen with optimism.

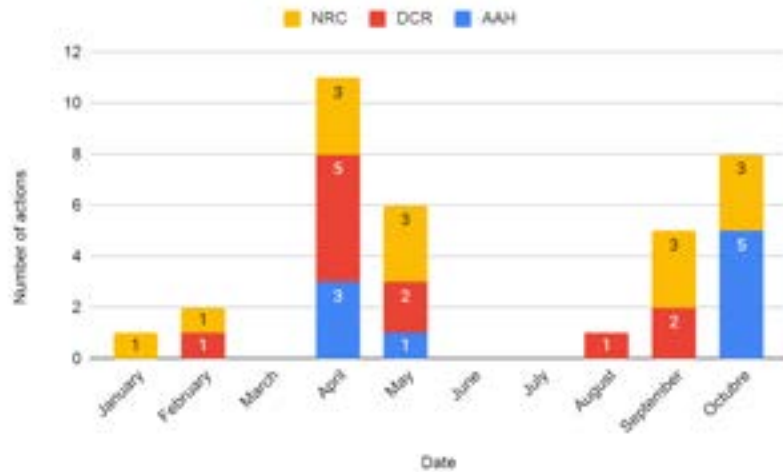


Figure 6: Number of actions registered for each member of the CUA consortium

2. CHANGES IN THE CONVERSATION: EVIDENCE FROM WITHIN

For the analysis of the effect of the actions (carried out in response to community feedback) on the conversation, it was decided to choose two topics of a particularly sensitive nature for the service and having enough potential to be replicated by each member of the consortium at different times. The first of these actions was the documentation of the topics discussed in the meetings between AAH and its final beneficiaries, to be later synthesized and delivered in the form of flyers.

Specifically, this information focused on the cash transfer withdrawal process due to the difficulties that this entails in a context with a wide digital gap (generational), difficulties in accessing technological means and general illiteracy about the nature of the processes in Colombia.

As can be seen, there were three groups of ideas that summarize the transformation of the conversation and whose frequencies account for the cycle in this particular case. Firstly, the group of ideas that encourage action appears, those related to the implementation of communication channels of

what was said in the meetings. Subsequently, and with the action applied, people refer to the measure, recommending ways to improve it and recognizing its existence in the top of mind. Finally, and after a period where the conversation becomes marginal, the original idea reappears as a response to the learning acquired and as an attempt to return to it after the action was transformed.

The last moment recorded allows us to observe how the collection system itself allows the simultaneous evaluation of several actions and the way they are related. In this specific case, the use of videos as an alternative to pamphlets ends up becoming a dynamizing idea.

Reported action: *Hand out brochures with the topics discussed in the face-to-face meetings to keep in mind information such as delivery points and withdrawal steps.*



Figure 7: Frequency of monthly ideas related to the delivery of brochures with information about the money withdrawal [AAH]

Ideas group	Summary ideas
G1	<i>"Hand out handouts of the topics socialized in the meeting to keep</i>

	<i>in mind information such as points and the steps of withdrawal. "</i>
G2	<i>"As the brochures deteriorate over time, I suggest sending them digitally so that you will always have this information."</i>
G3	<i>"I suggest that they provide printed information (brochures) because to watch the videos you need to have an internet connection and there is none. "</i>

Table 1: Summary ideas during the the delivery of brochures with information about the money withdrawal [AAH]¹⁶

The second action analyzed was a broad strategy where DRC decided to stop delivering ATM cards to verify in person the identity of its final beneficiaries and, subsequently, began an overall campaign to prevent financial fraud. These two actions are in response to the increasing requests from the community for DRC to increase its outreach in response to the fear of being a victim of fraud and the need for information on various aspects of the identity verification and withdrawal process. These situations can be observed in the two initial groups of conversations.

Following the implementation of community visits and the initiation of text messaging on fraud prevention and types of fraud, a rapid reduction in aggregate conversation was observed as DRC was able to reach more people. However, during the last few months there was a slight increase in ideas referring, in these cases, to requests for the continuity of these actions and their use for other purposes such as notifying each bank deposit. This evolution shows a cycle where the conversation seems to reach a saturation point but then encourages new ideas from the community, perceives the action as its own and, as it advances in the learning curve, begins to consider innovating with what has already been implemented.

Reported action: *The delivery of cards was paused to verify data (during visits to neighborhoods and face-to-face meetings). DRC began to send out information on types of fraud and ways to prevent it.*

¹⁶ All the ideas were originally collected in Spanish. The translations are intended to match the English document.



Figure 8: Frequency of monthly ideas related to data verification to avoid fraud and prevention tips [DRC]

Ideas group	Summary ideas
G1	"Conduct talks in applicant neighborhoods to make people aware of how to register and thus avoid becoming a victim of fraud."
G2	"I would like to receive more information by SMS to my cell phone regarding frauds, as we are often very naive."
G3	"Continue to send recommendations and anti-fraud messages because they help us to be a little more cautious and suspicious."
G4	"I believe that just as when they send anti-fraud messages, they should notify via SMS when they make the deposit."

Table 2: Summary ideas during the data verification and fraud prevention campaigns

ii. CASE STUDY #2: American Red Cross (ARC) and Colombian Red Cross (CRC) integrate feedback from migrant communities for Health services.

One of the most complex challenges of the Venezuelan migration crisis in Colombia has been health care. Under a system that requires formal affiliation and therefore regularization of migratory status, many migrants are unable to access emergency and specialized medical services without incurring a direct cost. In this context, the Colombian Red Cross (CRC) is implementing the Humanitarian Project for Migration in Colombia seeking to mitigate the

humanitarian consequences and the difficulties of stabilization and integration of the vulnerable population.

In particular, through the Comprehensive Health Care (primary medical care axis of the national strategy) and the Migrant Attention Points (PAM), people can access general, specialized, pharmaceutical and nutritional medical services in different modalities. The CRC has coverage in 15 departments of the country through 7 partners and 13 projects.

1. DESCRIPTIVE DATA

The flow of idea collection with CRC since November 2019 partially shows the process of immersion and evolution of Kuja Kuja in Colombia. After months of testing and adjustments, conversations with CRC end-beneficiaries have maintained a considerable pace and adjusted to the internal cycles of medical service delivery (in some cities, these services are reduced or temporarily stopped due to programmatic decisions).

A median value of 879 ideas per month is observed for a total of 20,672 ideas as of October 2021. The main collection centers have been the CRC medical centers in Arauca, Riohacha and Maicao; being border or near border locations with a precarious public health system due to their remoteness from the main urban centers and the road logistics restrictions in the regions. Here it is worth mentioning that feedback collection is not constant for all locations.

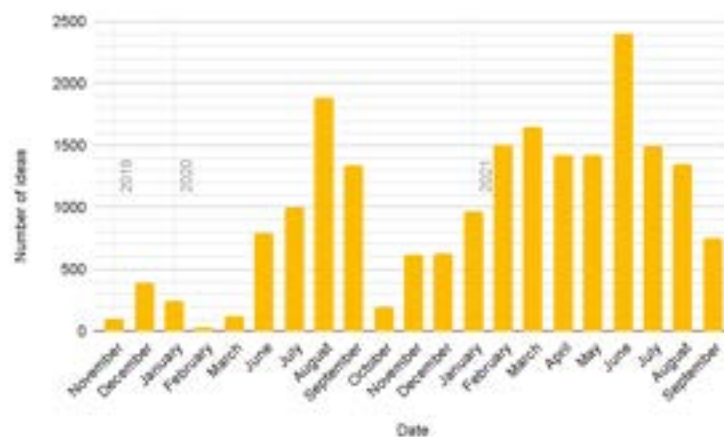


Figure 9: Number of ideas collected for Colombian Red Cross (CRC)

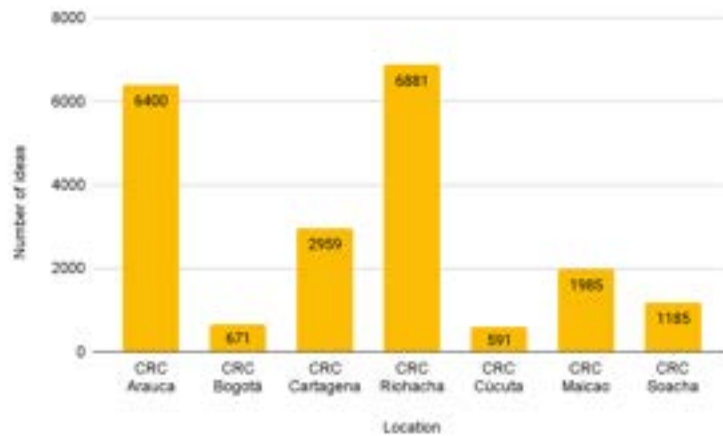


Figure 10: Number of ideas collected for Colombian Red Cross (CRC) by location

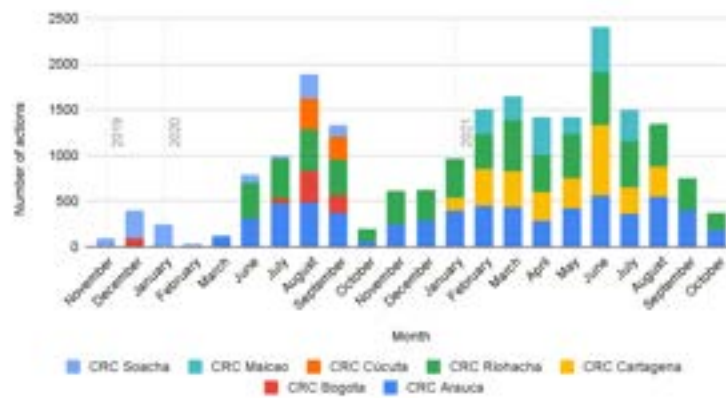


Figure 11: Evolution of the number of ideas collected for Colombian Red Cross (CRC) by location over time.

Regarding the recording of actions taken based on feedback, the CRC has had a constant participation in the Action Amplifier system, reporting in a timely manner its new strategies with a detailed description of what has been done. This has made it possible to evaluate various conversations in light of the adaptation that each CRC location has applied. It is important to mention that the peak of actions is observed in 2021 mainly due to the changes during the COVID-19 pandemic.

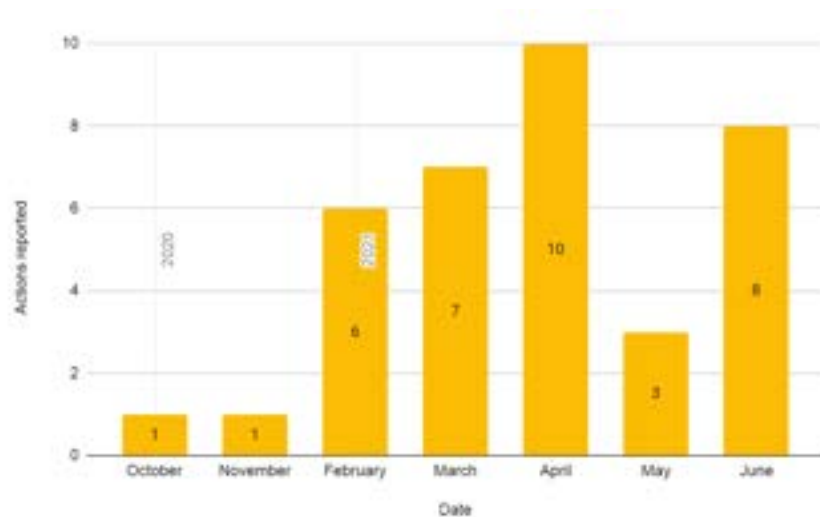


Figure 12: Number of actions registered by CRC

2. CHANGES IN THE CONVERSATION: EVIDENCE FROM WITHIN

Four cases were chosen to analyze the evolution of conversations in light of the integration of community-based feedback into CRC decision-making processes. The first of these was a broad request for parenting workshops at Riohacha’s facility that had an intense conversation but faded away possibly due to the emergence of other needs or apparent inaction. However, the materialization of the idea led to a more active community around the workshops developed, congratulating CRC and proposing complements such as a contraceptive methods stock notices.

This process sheds light on how the community in some scenarios tends to reduce its participation in a conversation if it considers that its ideas will have no effect, but also on the rapid recognition of these ideas when they are adopted. It also reiterates how the final beneficiaries generate connections between actions (in this case between what was learned in the workshops and the pharmacy inventory) as was observed in the money transfer services.

Reported action: *Upon request, four weekly workshops focused on maternity, paternity and teenage pregnancy prevention were initiated.*

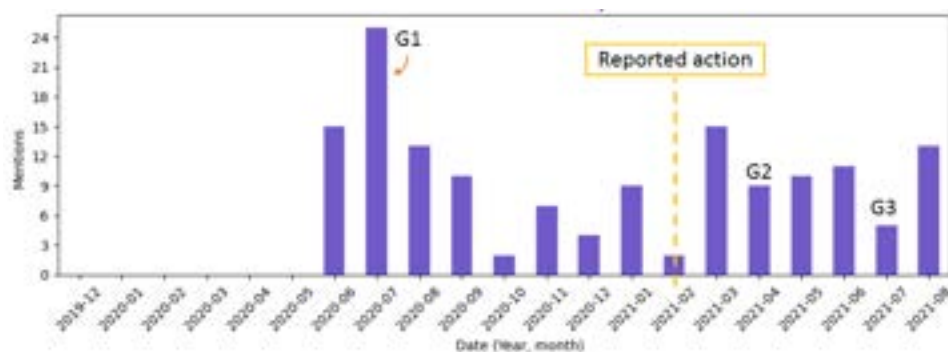


Figure 13: Frequency of monthly ideas related to maternity and paternity workshops [CRC Riohacha - La Guajira]

Ideas group	Summary ideas
G1	"Family planning talks and thus have more knowledge on the care we should take to prevent unwanted pregnancies."
G2	"Good attention in family planning, I only suggest that they handle different contraceptive methods such as Implanon."
G3	"The Family Planning service should have a telephone line to know when contraceptive methods arrive. "

Table 3: Summary ideas during the implementation process of maternity and paternity workshops [CRC Riohacha - La Guajira]

The second case revolves around the offer of psychological services whose request is extended by the service points due to the unforeseen and complex nature of migration in precarious conditions. While it appears that the conversation is cyclical in that it has peaks and valleys, its intensity at various times since the beginning of the relationship between Kuja Kuja and CRC attests to its urgency in states of mind such as depression.

Faced with this situation, CRC decided to include psychological care as part of its formal medical offerings for both the Riohacha and Arauca facilities. The effect of this decision on conversations was an extensive recognition of the high quality of the service and the generation of ideas that are observed for consolidated services such as the application of appointment systems or prioritization by age.

Reported action: Upon request, psychology services were offered on an appointment basis.

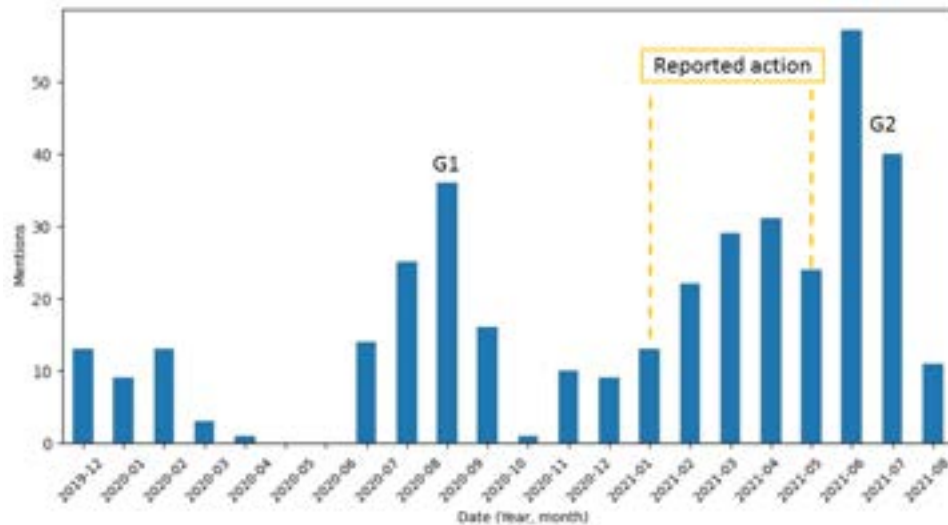


Figure 14: Frequency of monthly ideas related to psychology services [CRC Riohacha - La Guajira & CRC Arauca]

Ideas group	Summary ideas
G1	<i>"Include psychological help at the time of service delivery as many vulnerable families in need are depressed."</i>
G2	<i>"Excellent attention provided by the psychologist, I feel that he helps us in every orientation we need." "My idea is to have priority in consultation with psychology at CRC to take my son who is in adolescence and needs it."</i>

Table 4: Summary ideas during the implementation of the psychology services [CRC Riohacha - La Guajira & CRC Arauca]

The third case has the particularity that the action became the great dynamizer of the conversation. Organizations do not necessarily make decisions on ideas because of their frequency; actions depend on a series of variables and processes where agencies take into account the urgency and the margin of maneuverability on the issues. An example has been the inclusion of legal advice services for CRC beneficiaries, which despite being totally outside the scope of health services, was a conversation that became a concrete action in one of the places with the most complexities in relation to irregular migration (Arauca).

A first moment is observed where general ideas are sketched about counseling to obtain permanence permits, which is transformed into talks and counseling at the service point. Here, the community makes a connection with the

medical services already established and requests that the legal services have similar characteristics such as the permanence of specialized personnel and the possibility of having personal appointments; showing that the community recognizes the nature of the organizations and learns about what it considers possible to do. Finally, and as it was evidenced in the cash transfer cases, a demand is generated in relation to the need to record information transmitted in these consultancies so that its impact can be replicated by the community itself (becoming an active actor and reducing the pressure on the organization).

Reported action: *Upon request, legal guidance and advice regarding immigration status was offered.*

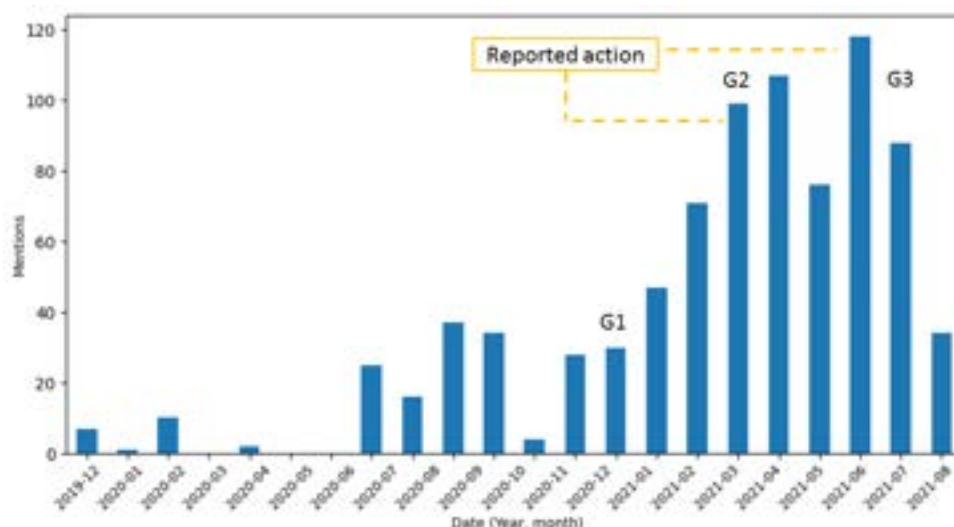


Figure 15: Frequency of monthly ideas related to legal services [CRC Arauca]

Ideas group	Summary ideas
G1	<i>“General talks for those who need guidance on how to obtain legal permits would be beneficial to many.”</i>
G2	<i>“We would like to have a person available to provide us with legal information and access to other health services, this would be ideal as a staff member.”</i>
G3	<i>“Provide information through brochures on the steps to follow to access the Migratory Statute as mentioned by the officer.”</i>

Table 5: Summary ideas during the implementation of the legal services [CRC Arauca]

Finally, there are cases that do not require the implementation of a complex strategy or an additional service. The best example is the relationship between beneficiaries and agency staff, in this case referring to doctors and service providers at CRC. In contexts of high vulnerability and stress, this relationship can suffer the effects of attrition and conversations may turn into communities asking for improved treatment of them, but through active breaks for the medical staff.

The community as an active subject not only provides feedback on the service but also expresses its desire to improve the conditions of its service providers in order to achieve a global impact on the facilities, demonstrating the capacity of this type of feedback to encourage bottom-up innovation.

The following images show how, to the extent that the conversation about inconveniences in beneficiary-staff relations is reduced as a result of CRC's internal improvements, then the conversation with thanks and congratulations grows exponentially. This atmosphere of friendliness and closeness facilitates the implementation of new actions due to the bond of trust generated and the possibility of greater cooperation between the beneficiaries and staff.



Figure 16: Conversations related to overall service satisfaction

iii. CASE STUDY #3: The voice of the Organizations: Perceptions of Kuja Kuja’s system within the partners

Partners: World Vision, Adventist Development and Relief Agency (ADRA), Cash for Urban Assistance - DRC, NRC, AAH and Colombian Red Cross (CRC).

The adaptive management cycle, promoted by community-focused feedback, has as its final component the informed decision-making by the humanitarian organizations. This process is possible mainly to the extent that organizations consider that the information collected is valuable, objective and its implementation can generate positive changes in their processes and relationships with stakeholders.

In order to create a case study based on the vision of the allied staff, an external consultant was hired during three months to conduct interviews and focus groups with different members in charge of monitoring and decision-making in the allied organizations, as can be seen in Table 6.

Allied organization	Number of staff members contacted	Number of interviews and focus group
World Vision	2	3
ADRA	3	8
CUA	2	5
CRC	2	2

Table 6: Distribution of the participation of the allied staff in the perception research

The four main discussions and results developed during these meetings are presented below. Representative Narratives for each of these lines are included in the annexes of this document.

1. FROM DE FEEDBACK VALUE TO THE CO-CREATION VALUE

Over the last two years, allies’ interaction with Kuja Kuja’s services co-created different types of value for humanitarian system due to the adaptation process and the generation of awareness about the effect of the actions:

First, this service gives allies the possibility to measure beneficiaries' satisfaction level with the service provided and suggest ways to improve their service in a bottom-up innovation process.

Second, this service complements allies' traditional assessment evaluations providing allies with new information, from a qualitative approach and with a large sample, to make informed decisions.

Third, this service gives beneficiaries an independent communication channel where they can freely talk about sensitive or urgent issues, which are difficult to express in a traditional channel.

Fourth, during COVID-19's social distancing regulation, this service became allies' main channel to interact with beneficiaries: they could receive ideas about beneficiaries' service expectations and provide them with important information and solutions, without putting them and staff at risk.

The remaining challenges for these value co-creation possibilities rely on keeping Kuja Kuja and allies' fluent communication across all organizational levels and the projects' flexibility to make service improvements. Kuja Kuja's service relies on a tacit agreement in which beneficiaries provide information and in exchange the service improves for them. If service does not improve, beneficiaries lose motivation to continue providing information.

2. COLLECTING INFORMATION: EVOLVING ALONG WITH DECISIONS

The information gathering process has been a fundamental moment for building trust between Kuja Kuja and its allies because it must avoid interfering with the service points routine while Kuja Kuja remains as an external actor in the operation.

Over the last two years, Kuja Kuja's data gathering process evolved from in-person to a virtual scheme. At the time, protocols were set to avoid that KK's data gathering hindered the allies' process, and that constant communication with beneficiaries about Kuja Kuja's role took place.

The COVID-19 pandemic sparked the transition described above but also allowed partners to have a more robust consideration of Kuja Kuja's scaling capabilities through the combination of face-to-face, telephone and new Remote Collection Tools collection.

This has also allowed the allies, under a greater understanding of the possibilities of feedback, to take a positive position on the specific use of Kuja

Kuja for particular projects but without losing the methodological essence. This implies expanding Kuja Kuja's access to new communities and expanding collection to new locations.

The collection extension is subject, however, to allies' communication of service improvements as a result of beneficiaries' insights. The reiteration of ideas on issues that are not addressed in some way can generate doubts from the community.

3. AWARENESS THROUGH REPORTS

The current implementation of three reporting channels (website platform, WhatsApp snapshot and Monthly Report) has made it easier to follow up on community conversations and ideas with the potential to be transformed into actions.

However, the learning curve and the utility found in each channel by the allies tend to have differences. Due to the inclusion of new functions for specific searches, the web report tends to be the most used by allies in the periodic review of the status of satisfaction with services.

The monthly report, on the other hand, offers a space to reduce the asymmetry of information between Kuja Kuja and its allies in terms of the actions taken and the conversations of greatest interest, as well as a suggestion to improve the system, such as the possibility of deepening the comparative and deeper analyzes. Currently, allies believe monthly meetings can be more structured, following a specific protocol that revolves around a particular topic to discuss according to the key insights obtained.

The strengthening of these channels is subject to the ability of Kuja Kuja and the alaid to create an understandable narrative around the data collected. This allows simplifying large volumes of data, differentiating the information in each report and reducing repetition fatigue.

4. ALLIES' FEEDBACK USE

The transformation of decisions into actions is a process whose logic is subject to learning about the Kuja Kuja system and the adaptation of the team to new information. According to the interviews, the process has been carried out in a general way, as follows: Feedback reports are usually received by the allies' Monitoring and Evaluation (M&E) personnel. These personnel initially felt overwhelmed with the high amount and frequency of information provided by

KK's different reports, not being able to clearly understand the results or effectively communicate them to staff.

As reports continued to arrive, allies developed different tactics to effectively manage the amount of information arriving and prioritize solving actions, and Kuja Kuja developed different tools such as insight tags, search and highlights that facilitates data management. Although each organization developed its own data analysis strategies, common actions emerged across them.

First, M&E's personnel read WhatsApp's daily information report on the general satisfaction percentage level, and the main emerging insights from the data. This information is an indicator about how service provision was developed during that day. If the day's result reaches an expectation level (e.g., above 90%), qualitative information is analyzed at the end of the month within the monthly report. If the day's result does not reach the expectation level, the qualitative information is immediately seen on the website dashboard to find the causes of such results to take immediate actions.

Second, M&E's personnel read all insights of the monthly report and (re) classify if they are related or not to the project's scope. According to allies, the Kuja Kuja's classification system has saved them a lot of time. Non-related insights are consolidated in a category as an insight for future initiatives with the migrant population. Related insights are consolidated in an Excel matrix that links them with a location, project area, and responsible person.

Third, a meeting with the responsible person takes place to discuss the issue and to define and prioritize solving actions. Solving actions are determined by the program boundaries such as resource or scope. Prioritization approaches include a) frequency of queries, b) time of the issue, c) urgency of the topic, and d) whether previous actions were taken to solve it. This information is included in the solving matrix. The matrix with information about the issue to address and the way to do it is presented to the directive staff for approval.

Finally, the solving actions approved are implemented, documented, and in some cases communicated to beneficiaries. Kuja Kuja opened a space on the website "*the action feed*" where allies can document and share the solving action implemented to different stakeholders. So far, allies have used this space internally, sharing their best practices to different divisions and showing donors their response to beneficiaries' queries.

The creation of internal mechanisms for the interpretation and use of information is considered good news because it means that the partner

organizations consider it purposeful to invest the time of specialized personnel in processing the findings of the Kuja Kuja system.

8. THE ROAD AHEAD

a. CHALLENGES & FUTURE TASKS

Kuja Kuja's journey in Colombia allows us to consider the potential of integrating community-based feedback into humanitarian agencies. Although the project has been developed in a highly volatile environment, the partners have managed to find value in the proposed system both for the improvement of their current services and for the structuring of new humanitarian services.

However, this journey also allows us to identify a series of challenges that must be met in order to consolidate the communities at the heart of the feedback:

- **With partners (humanitarian organizations):**

- The remaining challenge for the value co-creation possibilities rely on keeping fluent communication across all organizational levels. Current positive outcomes are also the result of an interactive process where each organization learned from each other.
- Projects' flexibility to make service improvements. Kuja Kuja's service relies on a tacit agreement in which beneficiaries provide information and in exchange the service improves for them. If service does not improve, beneficiaries lose motivation to continue providing information.
- The mechanisms for transmitting ideas by Kuja Kuja must avoid falling into attrition and repetition. This implies an additional effort to innovate in the ways conversations are connected and build the narrative that allows understanding the data for each context.
- From Kuja Kuja it is important to continue accompanying partners in their process of managing the ideas that are out of project scope or those that are too expensive to implement and the ideas that despite the solving actions taken continue to emerge in the reports.

- **From Kuja Kuja to the communities:**

- The remaining challenges in this process rely on Kuja Kuja's continuance of gaining trust on the communities and the new beneficiaries. They might be

reluctant to provide information due to concerns about identification, information confidentiality, or a potential phone scam.

- Kuja Kuja must maintain its distinction as a third party and manage to control its own expectations of the ideas so as not to generate additional pressure on the organizations.
- The Remote Collection Tools (RCT) should be expanded in view of the need to continue operating in contexts of high population dispersion and the possibility of achieving the independent participation of the communities by recognizing the Kuja Kuja system as part of their organic journey in the humanitarian services.
- Kuja Kuja must respond to the flexibility demanded by the communities who are willing to express another kind of ideas not only when reaching the saturation point of some conversations but also the possibility of having feedback for specific services.

As an organization, Kuja Kuja will continue to establish conversations with potential partners in the humanitarian, public and private sectors. Because the response to the migration crisis has generated the need for a cross-cutting and articulated response, Kuja Kuja aims to continue adding allies to generate value to organizations with the integration of a feedback system that dignifies communities and facilitates the adaptive management approach. This necessarily implies that Kuja Kuja adapts its processes to new services such as education, livelihoods, housing or employment systems; maintaining the essence of community integration in the decision making process.

b. CONCLUSIONS

Kuja Kuja began operations in Colombia during 2019 with the purpose of integrating community-focused feedback systems into humanitarian agencies responding to the migration crisis from Venezuela. After two years of operation and the consolidation of work with multiple partners focused on medical services and cash transfer (among others), this case studies compilation sought to present Kuja Kuja's process for refocusing feedback systems and to show the dynamics that exist between communities and humanitarian agencies when the latter take actions based on the ideas of their beneficiaries.

Specifically, this study sought to explore the question of ¿In what ways have communities and humanitarian organizations responded to real-time feedback systems based on the direct participation of final beneficiaries?

The main finding of this compilation is the existence of a type of "conversation cycle" that is generated organically during the implementation of actions based on community feedback. This cycle leads to the active positioning of the final

beneficiaries in the decision making process of the organizations through (1) the proposal of actions, (2) their recognition, (3) the proposals for improvement and (4) the closing of the cycle towards new needs and the expansion of the services offered to the final beneficiaries.

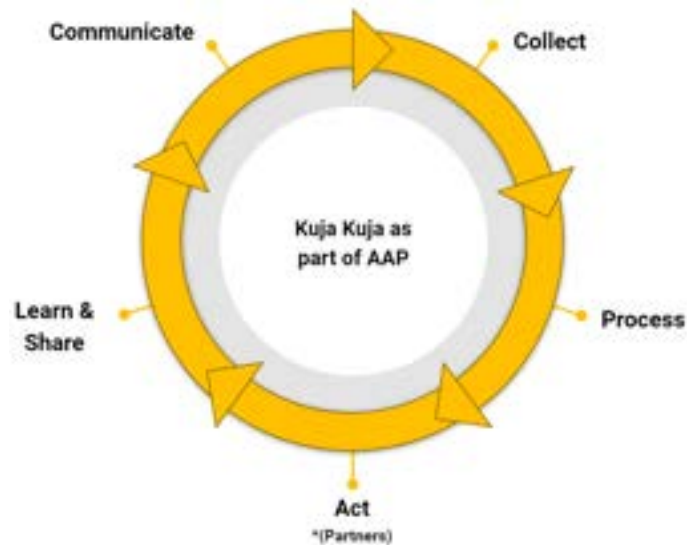


Figure 17: Kuja Kuja as part of AAP

The key insights also point out that community-based feedback has the potential to be used on other work fronts. On one hand, they facilitate M&E processes in time by allowing actions and services to be evaluated in advance of their unintended effects being consolidated at the time of the final evaluation. On the other hand, it makes it possible to identify the phase in which the different actions that make up the programs are in order to know first hand if the community is assuming the services under the same expectation and interpretation that the organizations want. Finally, it helps to reduce friction for the expansion or modification of programs by promoting bonds of trust based on horizontal relationships and the improvement of the satisfaction levels.

These case studies also show that the paradigm shift on feedback systems and the community's position in them is a challenge that humanitarian agencies are ready to take on if the incentive system favors it. The cases addressed here are intended as evidence that the direct participation of final beneficiaries is a decision that favors the positioning, efficiency and use of resources of the humanitarian organizations.

9. OUR VALUE PROPOSITION

Kuja Kuja, as an organization, has one main goal: to recenter humanitarian response around the voice of affected people. To this end, we recognize the importance of internalizing the concept of understanding: Understand the Communities we are going to serve, understand the meaning of *making their voices heard* and understand ourselves and build sustainability.

In order to develop the final purpose through the conception of Kuja Kuja as a great communication and feedback channel, we divided our support into three main categories:

- **Systematic listening:**

Kuja Kuja provides specially-designed feedback tools (remote/on-site) for collecting from affected communities the levels of satisfaction with the services they receive (quantitative), as well as suggestions for improvement on those services, through two simple questions (qualitative).

Unique to Kuja Kuja, each insight, trend, or data point can be linked back directly to a human voice, verbatim.

- **Agile interpretation of high volumes of data:**

Kuja Kuja makes use of artificial intelligence tools to rapidly discover insights from the data collected to be shared with each partner, through tailored interactive data reports and a dedicated web platform, so they can act using data driven decisions attending what users are truly saying; enabling humanitarian organizations to listen at scale.

- **Learning to respond:**

Kuja Kuja provides tools to document and track the effect of the actions taken within the communities being served. We provide qualitative and quantitative analysis to see how the conversations with beneficiaries evolve through time. We build an evidence-based process, bringing in partners and sharing lessons learned in dedicated spaces (Community of Practice).

In addition, Kuja Kuja has an additional, cross-cutting feedback component for partners. With the purpose of openly listening to vulnerable communities that have not been received by any humanitarian service, the Community Pulse has been implemented in the country: An open and massive listening where we seek to understand the welfare panorama and the priorities of aid and assistance that the communities themselves express. This information is transmitted to allies and stakeholders to be used as input for new projects and reduce the asymmetry of existing information to areas far from allies. The effect of this component is not explored in these case studies.

10. OUR TOOLS

● Collection tools

Over the last two years, KK's data gathering process evolved from just in-person to a combination with a virtual scheme. Initially, Kuja Kuja collected data by locating Insight Associates (IA - the staff in charge of conducting the conversations with the communities) in the allies' service facilities who approached the community with an interactive tablet APP, and asks them two simple questions:

- A binary question (Yes/No) to assess the migrant's satisfaction perception "Are you satisfied with the services provided by *the organization*? Beneficiaries swipe into a sad or smiley face if they are satisfied or not.
- Subsequently, the IA asks an open-ended question inviting migrants to share ideas about how to improve the services. "Any ideas on how the services can be improved?". Community's answers are written by the Insight Associates in the app, within a 140-character text. IA reads the written response to the community member, who, in turn, accepts its content.
- IAs clarify the Kuja Kuja's role in order to maintain the bond of trust that allows the community to openly talk and avoid any interference within the allies' facilities.

However, the COVID-19 pandemic and government's social distancing regulation made allies change their service delivery provision, reducing in-person interaction as much as possible. This change made Kuja Kuja adapt their data collection procedures to mix in-person and by-phone according to the type of service provided, and to start exploring additional remote collection tools. This new process involved developing protocols and technologies to a) manage beneficiaries' phones database, b) assign IAs to each project, and c) build confidence and rapport with beneficiaries over the phone.

This situation has encouraged the need to innovate in terms of collection mechanisms. On one hand, and with the purpose of reaching all the areas where the implementing partners are located, a representative sampling system was generated to maintain data quality under a higher collection efficiency. On the other hand, Kuja Kuja has been testing mechanisms for the community to provide feedback autonomously, in addition to identifying tools that allow them to access different feedback mechanisms all over the country. To this end, strategies based on social networks and text messages have been created to encourage conversation from the community and allow, in the long term, to maintain snowball samples.

Currently, Kuja Kuja continues collecting data only in-person in the health services that do not require appointments (CRA/CRC program), in-person and by-phone collection in health services that require appointments (ADRA), and only by-phone collection in cash transfer

programs (CUA/WV programs). For the Community Pulse component, both collection systems are used together with web forms that allow remote conversations with referred people and under the times that are comfortable for the community.

● **Data processing**

The main objectives of the data processing are to find trends among large volumes of ideas and facilitate decision-making process without losing the essence of each idea, each human voice (unique, unrepeatable and valuable). For this purposes, Kuja Kuja has developed a series of methods based on data analytics and machine learning:

● **Quantifying satisfaction**

Being a nominal variable, satisfaction is processed as a relative value over total participation. However, it is included in the reports as an analysis filter because allies often establish priorities through it. The stability of the collection of ideas allows generating time series from it.

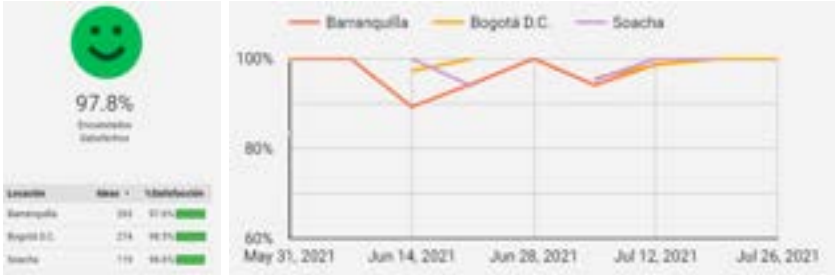


Figure 18: Satisfaction levels

● **NLP algorithms**

The Natural Language Processing (NLP) allows categorizing each idea in three levels (main topic, subtopic and third topic) and then grouping the conversations according to their specificity. This classification ranges from general topics to specificities, and can be adapted to changes in both the conversation and the needs of the allies. Grouping allows for variations in community priorities to be established over time.

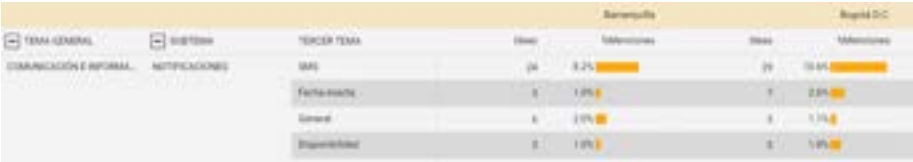


Figure 19: Text classification

- **Demographic data**

The Insight Associates of the Kuja Kuja staff ask about age and gender identification. This information is anonymized in age groups and later crossed with the levels of satisfaction and the trends of the ideas to find patterns based on characteristics. This data is optional and the community member may freely refuse to provide this information.



Figure 20: Demographic data

- **Spatial data**

Within the conversation, the geographical location of the ideas is added organically (on-site collection), provided by the final beneficiary voluntarily or arranged in advance in the databases. This data point allows Kuja Kuja to generate maps and GIS visualizations about all the information collected. Likewise, this processing facilitates identifying whether satisfaction levels and groups of ideas are related to specific settlements or areas and therefore to exogenous variables not observed in the service points.



Figure 21: Spatial data

- **Transforming voices into action**

Over the last two years, KK has implemented different ways to report the resulting information including the website platform, daily snapshots via WhatsApp, and

monthly report meetings. All these alternatives provide allies with information to keep track of beneficiaries' service assessments and ideas to take improvement actions.

- **Kuja Kuja's website platform**

This tool has served allies to have the information at hand when needed. Initially, allies mentioned the platform was not friendly, with fixed information visualizations that did not provide them the desired autonomy. Over time, KK added different functionalities to the platform (e.g., tagging and search tools) to facilitate allies' autonomous use, and access to different allies' personnel was granted. Currently, this report is frequently used by allies to follow up their service quality assessment.

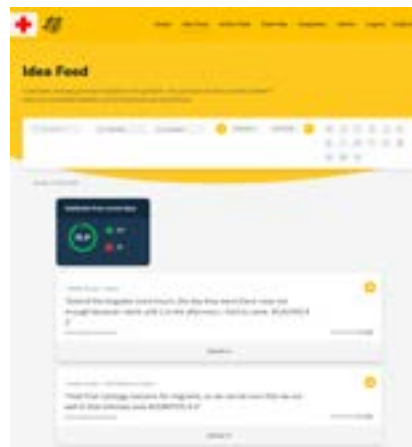


Figure 22: Idea Feed tab in the platform

- **WhatsApp snapshot**

This report has served allies to identify urgent issues that need a quick response. The report has continued in the same format over time, only changing the presentation frequency to some allies.

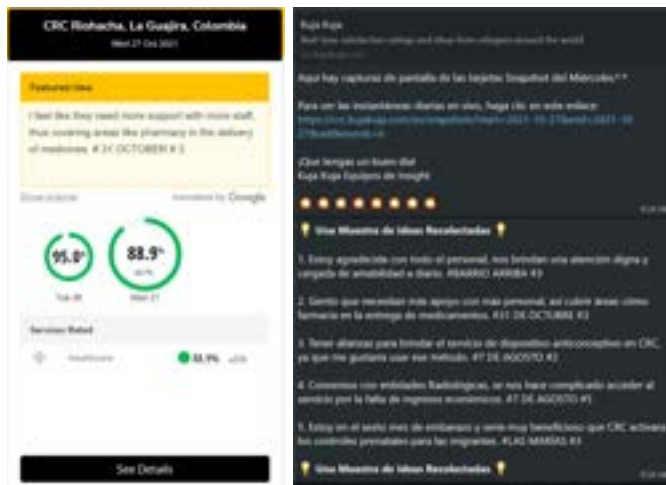


Figure 23: Snapshots generated in the platform and shared via WhatsApp

● **Monthly report**

This report has served allies to contextualize the information received in the previous reports, socialize with KK queries and suggestions about the results, as well as deepen on issues to identify possible service improvements that could affect further results. Initially, these reports were seen by allies as too broad and lacking the possibility to dig into the data. Different changes were implemented in the reports to allow a deeper analysis and to make a differentiation with previous results.

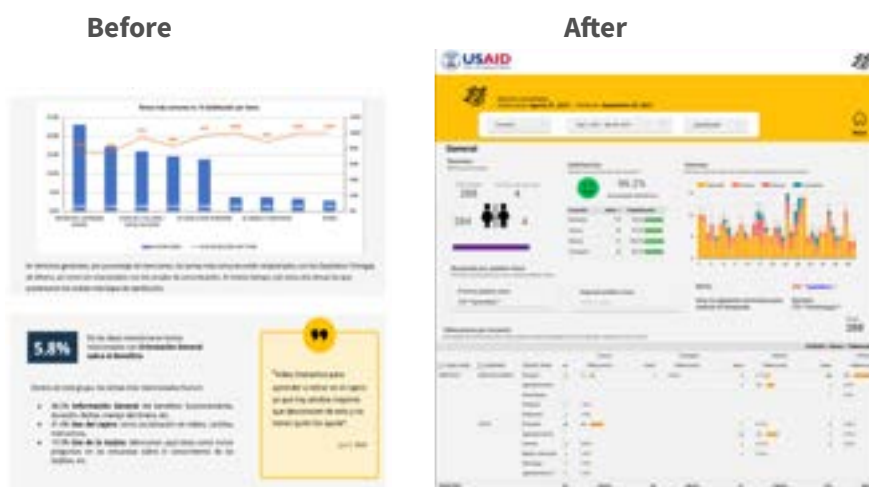


Figure 24: Report evolution: from static slides to interactive dashboards

The purpose of these three information sharing strategies is to encourage the transformation of ideas into concrete actions. To this end, Kuja Kuja includes in the website platform the **Action Amplifier** system through which partners can document

those actions already taken. This system is fundamental for the evaluation of effects as it is the basis for identifying those conversations that tend to evolve and their relation with the satisfaction levels.

In addition, Kuja Kuja leads periodic meetings between agencies called **Community of Practice**, where representatives of the organizations present their particular cases of adaptation, best practices and functional strategies. This space creates an additional incentive for decision making linked to the possibility of establishing alliances and improving reputation among stakeholders.

Kuja Kuja service relies on a tacit agreement in which the beneficiaries provide information and in exchange the service improves for them. If service does not improve, beneficiaries may lose motivation to continue providing information. This is why the last mile of the decision depends entirely on humanitarian organizations so that the closure of the complete cycle of Kuja Kuja is linked to the materialization of ideas into concrete actions.

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12. ANNEX

Narrative from partner's perceptions

The following are significant moments of the interviews carried out with the members of the allied staff and that constituted the analysis presented.

- **FROM DE FEEDBACK VALUE TO THE CO-CREATION VALUE**

Index	Representative Narrative
1	<i>The number of people they can reach is ten times greater than our operational capacity. I can't put that number of staff to contact all beneficiaries.</i>
2	<i>Our community feedback method allows us to capture some information, but when we have another interlocutor [KK], who is not from the same organization, it gives the participants confidence to speak openly without sudden fear of retaliation because their services are going to be interrupted or any of these things</i>
3	<i>During COVID, KK's remote collection allowed us to have information that we were not able to collect in person. In the projects, we do not have the capacity or the equipment to reach these large samples by phone and generate alerts so quickly</i>

- **COLLECTING INFORMATION: EVOLVING ALONG WITH DECISIONS**

Index	Representative Narrative
1	<i>It does not matter if organizations do a great job collecting information, if service providers do not use it. The community will lose confidence in delivering information because nothing happens when they do.</i>
2	<i>Since the pandemics, some beneficiaries started to receive repetitive information. In addition, some are receiving suspicious calls asking for the cash delivery process. People are getting tired of so many calls</i>

- **AWARENESS THROUGH REPORTS**

Index	Representative Narrative
1	<i>We got to know the platform a year ago and it was much simpler and not very interactive. We have seen it grow. Now you have a lot of information, you now have word searches, and filters, also the action feed. They are learning on the fly about new tools that we find more interesting. It's like there was a platform A that was saturated with information difficult to understand, and a platform B that only shows what you need. Cool!</i>
2	<i>In the meeting, we can provide feedback to KK results and explain if the program is having changes. For example, the health coordinators explain if they are going to see variations in the number of doctors, or how at some point the pharmacy was incorporated into the IPS. This feedback allows KK to understand a little more of the context, of the variations that may be happening in the territory.</i>
3	<i>We asked for more synthesis of information. Because at the beginning there was a lot of information. We had to read 400 ideas one by one. Now we have the information grouped by topics and subtopics, which makes our processes easier</i>
4	<i>The information is very repetitive. So, at the beginning insights were very interesting, but now although important they seem repetitive. We do not see the insights as very innovative. In addition, we made changes and the same information appeared in the next report, "Come on! Why is it the same here if we made changes?"</i>
5	<i>Sometimes we must find a way to tell the story the data are showing us, to convince the directives the need for an improvement. I wish KK could tell us that story behind data, to teach us ways to develop a narrative only with just those two questions.</i>

- **ALLIES' FEEDBACK USE**

Index	Representative Narrative
1	<i>I think we are learning to manage the amount of information that comes to us daily or weekly through the platform or through the messages on WhatsApp. I also think the team gets a little saturated with information, not being able to really see how we can use it to improve the services. We are unable to see the woods from the trees.</i>
2	<i>I feel that we try to give an answer to the most serious cases. But there are certain cases that maybe are not serious but if we pay attention, they are very simple things. We leave those simpler cases behind and focus on cases with factors of urgent care. But suddenly, those cases grow or appear more frequently and then become an urgent and complicated issue. There is a missing step about how to make a systematic decision protocol about what we can implement and what not.</i>

3	<i>I entered the group chat where we are with Kuja-Kuja and observed the snapshot or the screenshot where they specifically send the percentage of each headquarter, the attention is always Medellín, and Bucaramanga and it alerts me when I see it below 90% .</i>
4	<i>I read the snapshot every day. If the satisfaction percentage is less than 90, I call the coordinator and ask him to review the comments one by one to understand why the situation is occurring. However, if there is a repetitive comment, or it has something special that caught our attention we set an alarm.</i>
5	<i>We categorize the information to be more useful for our decision-making process. We even categorize ideas that we cannot consider as part of this mechanism. It is like mapping the things that we must continue to receive through this channel, and things that we are not going to analyze for now. Those elements that are outside the scope of the project are saved to be able to have an emphasis in future interventions.</i>
6	<i>We design a matrix with all those factors that put our operation at risk. KK's information is presented to the programmatic experts in each area, and we evaluate the repetition level of each category, ideas that were let us say are more common or more recurring, we review them and see the possible actions to take.</i>
7	<i>With the programmatic experts we define a risk scale and locate all insights in it. Service issues with the highest scales are presented to the directive level for approval. Then, the information is presented to the partners telling them “this came out of KK and we propose to do this”.</i>
8	<i>As a closing of the feedback loop, we develop accountability actions by informing the participants what we have done with the information that they have given us.</i>
9	<i>We have been documenting the actions in a special format throughout the project and we are going to share them at the end of each month; there is also a file that we are going to attach just for the final report to the donor. So, it has also been very valuable to understand or validate, as requested by the donor, that regardless of the channel, the important thing is that the participant is being listened to.</i>