



Loop Strategy 2026 - 2030:

The Theory of Change behind Loop is still that:

IF people in crisis can freely and safely feedback and report issues important to them;
and **IF** service providers and donors listen, respond and adapt based on feedback and reports of abuse or fraud;
THEN communities will have greater agency and get more relevant and timely Aid.

As such our mission is to:

Safely and ethically connect service providers to community feedback to increase the effectiveness of aid through accountable and transparent action.

Introduction and Vision

Talk to Loop (Loop) was founded in 2020 to provide an independent, safe, and accessible mechanism for people affected by crises to share feedback and report incidents. Over the past five years, Loop has shown both its transformative potential and the challenges of sustaining independent accountability in the humanitarian and development sectors.

Since Loops' inception, we have had annual strategies due to the learning curve and changing context. Now, in the 6th year, we see a consistency of approach emerging, so we will move to a 5-year strategy from 2026 to 2030. While the strategy is top-level, it provides a clear guide and purpose while remaining flexible in implementation and approach to the rapidly changing context.

Over the coming years, we will work to one guiding star, four objectives and one enabling objective:

Guiding star objective (as per 2025 strategy):

- Vulnerable communities are **aware of, trust, and can use** Talk to Loop to provide feedback and report on what's important to them.
- Organisations serving vulnerable communities are **aware of, trust, and can use** Talk to Loop to increase their awareness of community feedback and experiences and to be responsive to it.
- Decision makers and influencers are **aware of, trust, and are able to use** Talk to Loop as a tool to complement impact measurement, program planning, and decision-making.

We will also:

- 1) Strengthen our presence and partnership with the host organisation in Somalia and expand selectively into 3-6 additional countries as institutional and other funding enables safe, measured growth.
- 2) Build robust evidence of impact and improve the strength of the digital infrastructure via innovation funding. We have developed a strong cross country approach to implement, when funding allows.
- 3) Develop and refine the hosting structure to enhance sustainability, consistent quality and relevance.
- 4) Explore, develop and diversify revenue streams for greater impact and sustainability of the Loop service in each country, for example Loop Lite.

Finally, our Enabling Objective is to:

- 5) Build a robust organisation which is technically excellent, remains small and cost effective and invests in strong recruitment, retention and wellbeing of our global, dispersed team.

Loop must quickly move from fragile recovery to sustainable impact. By consolidating in Somalia and Somaliland, expanding strategically to other countries, diversifying funding, and continuing to champion community voices and accountability reform, Loop can prove itself as not only a platform but as a new way of operating locally owned systems that meet global best practice in a sustainable, contextualised, and safe way.

This strategy document will go through each of the objectives separately below:

Guiding Star Objective:

We will continue the strategy of 2025, which focused on:

Safely and ethically connecting service providers to community feedback to increase the effectiveness of aid through accountable and transparent action.

This will be delivered if:

- Vulnerable communities are **aware of, trust, and are able to** use Talk to Loop to feedback and report on what's important to them.
- Organisations serving vulnerable communities are **aware of, trust and are able to** use Talk to Loop to increase their awareness of community feedback and experiences and be responsive to it.
- Decision makers and influencers¹ are **aware of, trust and are able to use** Talk to Loop as a tool to complement impact measurement and program planning and decision making.

The guiding star objective is the primary focus for all parts of the Talk to Loop team. They will work to help make it easy for communities, organisations and decision makers to **adopt** Loop as a tool they can use to add value to their work.

We will focus on helping these three key stakeholders to be aware of, trust and be able to use Talk to Loop efficiently and effectively.

See measurable deliverables in Annex 1.

This guiding star objective will be complimented by 4 objectives and one enabling objective:

Objective 1: Somalia and new countries

Strengthen our presence and partnership with the host organisation in Somalia and Somaliland and expand selectively into additional countries as institutional and other funding enables safe, measured growth.

In new countries we will start small, build a strong national team to guide safe, sustainable growth and reach, with an aim of being accessible and safe for all communities, at all times. We will learn quickly and invest in systems and tools to remain cost effective, nationally relevant and safe in each context.

¹ Donors, UN, IPs, Organisations, EU, Governments as well as researchers, TPM actors, journalists etc

We will continue to invest in improving our analytics and reporting to ensure impact and value for communities, from the resulting data and engagement to show:

- 1) what communities are talking about and need,
- 2) communities feedback on aid effectiveness and
- 3) organisational responsiveness to open feedback and sensitive reporting.

Objective 2: Robust Evidence

Build robust evidence of impact and improve the strength of the digital infrastructure via innovation funding.

To be able to move from fragile recovery to sustainable impact we must find significant funds to invest in both learning about impact and improving the digital infrastructure to enable scale (in and across countries). In the current market of reduced funding, there must be a strong, evidence based robust rationale for investing in Loop as a common collective service to centre community voices, nationally, safely, cost effectively and sustainably.

Evidence of impact must be at an individual and systems level, be consistent and comparative across contexts and time and result in robust evidenced data.

Digital infrastructure must be backed up by analytics showing what is working, what needs to be improved and the impact of changes made.

Fundraising will target innovation funders to ensure a sufficient size of funding to have an impact both on the quality of the product, our understanding of what is working and how best to enhance it.

Objective 3: Hosting Structure

Develop and refine the hosting structure for greater sustainability and relevance

The Loop Somalia team is now well established and operating at scale, with strong technical and management roles in place. The Somali leadership will continue to take on more roles and lead the work across Somalia and Somaliland, as Loop expands into new contexts. Loop will start to establish institutional systems; test and document learning; develop training and common materials (communications etc); and start to think about what is needed to keep the Loop global team comparatively small as we grow in the number of countries where Loop is available. This will involve ongoing

discussions about roles and responsibilities, quality assurance systems and a core global service.

This requires an investment in the collaborative design, documentation, training and testing of systems on an ongoing basis. This includes how decision making authority and quality control shifts as things become more established. We will document what we try, what we learn and how we adapt for transparent sharing of this new model.

Objective 4: Diversify revenue streams

Explore, develop, establish and diversify revenue streams for greater impact and sustainability of the Loop service in each country, for example Loop Lite.

For the long term sustainability of Loop, the finance, digital and fundraising team will refine options for income generation.

This could include testing the Loop Lite service model based on the [Loop Business Development Plan](#). The Loop Lite Service must be easy to understand, navigate, pay for and start to use. This work will start in earnest towards the end of 2026 or if demand increases.

We will use a User Centred Design approach and adapt the approach to other revenue streams that might become more appropriate depending on learning and the changing funding environment.

Enabling Objective 5) A Robust Organisation

Loop must be a strong robust organisation. We will do this through:

- A. Investment in recruiting and retaining excellent staff and in staff well being (especially considering sensitive reporting). See HR plans.
- B. Be registered and established in a relevant country, enabling strong, transparent, financial systems of accountability and reporting, which builds trust (Finance Lead to support registration in a new country).
- C. Strong, engaged, representative Governing and Advisory Boards to support the growth and strategic Governance of Loop as a charity long term.

Annex 1: Guiding Star Objective Measurables

Communities

We need **at risk communities** to be **aware of, trust and be able to** use Talk to Loop to feedback and report on what's important to them.

We will do this through the following **outcomes (results)**:

- A.** Having a user-friendly, accessible and safe interface that is adapted to each country's context and user group. (Everyone. Tech team, UX & QA, Country teams, Sensitive team).
- B.** We continue to remove barriers to accessing the Loop platform: including languages, diversity, focusing on marginalised groups (minorities, people with disabilities, etc) - (Country teams, tech team, UX & QA, Sensitive team (trust))
 - a.** testing with diverse communities.
 - b.** collect feedback from users about their experience/satisfaction using the service (ones who received replies from orgs)
 - c.** Testing privacy policies, consent and understanding DP protection etc with communities.
- C.** Communities understand how to use Talk to Loop, provide actionable feedback, and understand expectations of Loop. (Country teams, comms - support sensitive for sensitive reports)
- D.** (Aspirational) Communities understand the impact of communities providing feedback, (UX & QA and country team and comms) ensuring we are not delivering an extractive service, (UX & QA, country teams) by finding ways to give feedback back to communities.

Indicators for Specific Objective 1) Communities

1	Communities using Loop to submit sensitive reports are satisfied with the service provided by Loop	% and number of survivors/ complainants reporting satisfaction about their experience with Loop.	90%
2	Communities know how to and use Loop.	# of feedback coming into Loop per month on average per country of operation	90%

3	Communities using Loop get a timely service	% of feedback moderated within 48 hours	90%
---	---	---	-----

Organisations

We will help **organisations** serving communities at risk to be **aware of, trust and be able to** use Talk to Loop to increase their awareness of community feedback and experiences and be responsive to it.

We will do this through:

- A. Organisations understand how to use Talk to Loop, promote Loop, provide meaningful timely replies, and understand expectations of Loop. (Country teams, comms - support sensitive for sensitive reports)
 - a. Targeted engagements with orgs to be more responsive. For example, the ones who are mentioned by users but don't reply and ones who generally have more power/ leverage/ coverage/ money (think WFP/FAO etc) to take action.
 - b. We will partner with other stakeholders and help them to promote Loop as part of their wider community engagement work.
 - c. We will actively reach out to organisations working with people who are not sufficiently heard or supported to build partnerships and learn how to add value to them (minority rights groups, PLWD groups etc).
 - d. We will communicate that organisations are able to use the platform to complement their community engagement activities and that responsiveness through an independent actor is beneficial to their reputation and decision-making.
- B. Organisations are more responsive (UX & QA, Strategic, Country teams)
 - a. Having a user-friendly, accessible and safe interface that is easy for different types of organisations to use Loop, meeting their needs. (Everyone. Tech team, UX & QA, Country teams, Sensitive team)
 - b. Organisations understand responsiveness in terms of metrics that can be measured and manipulated (Stats pages improved, comms and visuals for awareness raising, reports).
 - c. There is an increase in the collective ownership and 'mandated' use of Loop
 - i. HC/ RC endorses Loop
 - ii. Donors make it a requirement
 - iii. AAP/ PSEA WGs promote Loop.

- C.** Contribute to the increase of ‘accountability’ to communities of organisations in the sector (UX & QA, Comms)
 - a.** Increase collective ownership and ‘mandate’ use of Loop.
 - b.** Monitoring accountability/ responsiveness/ escalation.

- D.** Ensure that designated organisational focal points are aware of incoming sensitive reports, respond safely and timely, promote Loop within communities, and coordinate follow-up with Loop and survivors and/or complainants. (Sensitive feedback team + Country teams, comms)
 - a.** Strengthen our engagement with relevant clusters and AoRs, actively participate to enhance coordination for service mapping, and promote our role among protection actors.
 - b.** Develop a centralized service mapping and ensure regular updates to maintain accurate and accessible information on available protection services. map focal points and contact per key thematics, CP, GBV, fraud, SEA).
 - c.** Engage with more key organisations in the protection sector - influence local and national actors. And to increase referrals.
 - d.** Promote awareness to organisations about our encrypted referrals approach, our strong GDPR compliance and our commitment to protection
 - e.** Improve tracking and analysis of responsiveness and feedback from survivors.
 - f.** Enhance internal capacity by delivering quality training for Loop staff

Indicators for Specific Objective 2) Organisations

4	Donors and organisations use and value the Loop data to inform programs	1. # Org registered/ engaged 2. # Orgs/ donors funding/ endorsing Loop 3. # of SM and newsletter signups 4. Case studies of use of data by organisations/ donors	1. 1000 registered. 80% engaged. 2. 10 per country 3. 10% increase per quarter 4. 2 orgs, 2 donors pa.
5	Communities using Loop to submit sensitive reports get actionable responses to allegations	Number of investigations initiated as a result of reports through Loop	90%

6	Communities using Loop to submit sensitive reports get assistance	Number of assistance referrals which are successfully addressed and closed as a result of reporting through Loop	90%
7	Communities get a useful response to their feedback	Number of responses to feedback. Then usefulness of response (through a moderator tag) In time usefulness as stated by the author of feedback.	80%

Decision makers and influencers

Decision makers and influencers² are **aware of, trust and are able to use** Talk to Loop as a tool to complement impact measurement and program planning and decision making.

We will do this through:

- A.** The Loop data is available and structured in a way to deliver reliable real time information that is useful and accessible to inform decisions (Tech, UX & QA)
 - a.** Reliable, trusted ongoing data for data driven decision making
 - b.** Data is able to measure the impact Loop has on communities
- B.** Our communications put community experiences at the centre in a way that decision makers can use the data to inform decision making. (Country teams, Comms..)
 - a.** Useful actionable reports and social media (UX & QA and comms)
 - b.** Case studies of impact (donors using it, communities impact as a result, among others)
- C.** We use the data to inform decision makers and influencers through an advocacy campaign. (Comms and Strategic level)
 - a.** Panels, events and other external representation efforts.
 - b.** Donor relations
 - c.** TPM etc to monitor partner's responsiveness and programme impact.
 - d.** Engaging with PSEA networks, CEA TFs, Disability Inclusion, Localisation and Partnership WGs etc. as influencers?

² Donors, UN, IPs, Organisations, EU, Governments as well as researchers, TPM actors, journalists etc

Annex 2: Work Plans

To be able to deliver on our Strategy objectives each team in the organisation has specific tasks to lead and to support with. These are unpacked further in specific plans to help drive the focus and prioritisation decisions of people's time in a coordinated, targeted manner.

- 1) [Somalia Country Team](#) (Hamse)
- 2) Ethiopia Country Team
- 3) Kenya Country Team
- 4) [Sensitive feedback Team](#) (Camille)
- 5) [Communications and Advocacy Plan](#) (Maria)
- 6) [UX & QA](#) (Mai)
- 7) [Fundraising Strategy](#) (Maria and Alex)
- 8) [HR Strategy](#) (Jane)
- 9) Digital Road map (Apoorv)
- 10) We measure our impact through our [Monitoring and Learning Analytical Framework](#)