

Measuring Success

What's New, What's Next?

by Ellen Sprenger, November
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Success is...

Contributing to social justice...

Contributing to transformation of power...

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We are dealing with power...

- Visible:
 - Rules, structures and policies that serve certain people over others, decision making processes where certain groups are excluded
- Hidden:
 - Who sets the agenda, is being heard?
- Invisible:
 - Shaping meaning, sense of self and what is normal

Basic tensions and dilemma's around measuring success

Basic tensions and dilemma's (1)

The world is **logical**

- “A group of smart people can figure it out”
- Change is about finding the right technical fixes

The world is **political**

- “Transformation of power relations”
- Change is about conflict, struggle, processes

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Basic tensions and dilemma's (2)

Measuring is about **proving**, providing evidence

- Focus is on the past
- Value free, ‘perfect information’
- Emphasis on quantitative information
- The measuring process is driven by outsiders

Measuring is about **improving**

- Focus is on the future
- Learning, building knowledge
- Emphasis on qualitative information
- The measuring process is driven by insiders

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Basic tensions and dilemma's (3)

Simple systems

- Change is **linear**: cause and effect

Complex systems

- Change is **multi-dimensional**, the result of:
 - many different actions and circumstances
 - Intentional and unintentional actions

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Basic tensions and dilemma's (4)

Attribution of success (claiming credit)

Contribution to success (sharing credit)

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What's Next, What's New?

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Outcome Mapping

- Deals with the question: how to attribute impact?
- Focuses on changes within the programs sphere of influence (outcomes)
- Defines outcomes as changes in relationships, activities or behaviors of direct partners
- Focuses on how programs facilitate change rather than control or cause change
- Focuses on learning and increased effectiveness

Outcome mapping (summary)

The world is logical	<u>The world is political</u>
<u>Measuring for the purpose of proving</u>	<u>Measuring for the purpose of improving</u>
Simple system (cause and effect)	<u>Complex systems</u> (non linear, multi stakeholder)
Attribution of success	<u>Contribution to success</u>

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Quick Impact?

Quick Impact Initiatives (QIIs) in the context of the MDGs. Some examples:

- Strengthen opportunities for post-primary education for girls
- Scholarships for girls
- Elimination of school user fees
- Making schools girl-friendly by improving their safety, design of facilities (such as latrines for girls) and promoting girls attendance (such as permitting married adolescents to attend)

Quick Impact (summary)

<u>The world is logical</u>	→	The world is political
<u>Measuring for the purpose of proving</u>	↔	<u>Measuring for the purpose of improving</u>
<u>Simple system</u> (cause and effect)		Complex systems (non linear, multi stakeholder)
<u>Attribution of success</u>		Contribution to success

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“Making the Case”

Developed by women’s funds (WFN, Mama Cash) for women’s funds, their grantees (and NGOs in general)

Purpose is threefold, namely to:

- Provide evidence of results
- Communicate results
- Strengthen organizational learning and planning

An online tool, aggregated data on the results of the work of women’s funds as a community

“MtC”: Five dimensions of change

1. Shifts in definitions / reframing
 - The issue is viewed differently in the community or larger society
2. Individual and community behavior
 - People are behaving differently in the community or larger society
3. Critical Mass and engagement
 - People are more engaged
4. Institutional and policy changes
 - An institutional policy or practice has been changed
5. Maintaining / holding the line
 - Earlier progress has been maintained in the face of opposition

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“MtC”: How it works

Identify relevant dimensions of change, e.g. *To what extent is the issue viewed differently because of your work?*

- Baseline
- Goals
- Strategies
- Evidence (indicators, quantitative and qualitative)
- External Accelerators
- External Inhibitors
- Internal Accelerators
- Internal Inhibitors
- Unexpected results

“A success story”

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MtC: How it supports the users

- Provides a theory of change and framework for measuring success
- Builds the story, the message and the evidence (for learning, for mobilizing resources)
- Enables aggregation and collective learning about:
 - What dimensions of change women’s groups are working on (and not working on), key inhibitors and accelerators
 - Collective outcomes (per country, region, globally)
 - Evidence based communications (for leveraging more support for women’s rights work and women’s funds)¹⁷

“Making the Case” (summary)

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<u>Measuring for the purpose of proving</u>	↔	<u>Measuring for the purpose of improving</u>
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Attribution of success		<u>Contribution to success</u>

Action Aid International's "Global Monitoring Framework"

(Everjoice Win, Action Aid, will talk about
this later)



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And what is
here to stay?

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Logical Framework Approach (LFA)

The *first* generation: 1970s and 1980s

- Need for value free social science
- Developed by US military >>NASA>>USAID>>DAC
- Focus on the matrix

The *second* generation: 1990s and 2000s

- Quantitative *and* Qualitative
- Assumptions, risk analysis, stakeholder analysis included
- For the ODA community “*the best of a bad bunch of options available*”
- Focus on the approach (alongside the matrix)

Logical Framework Approach (*the first generation*)

<u>The world is logical</u>	The world is political
<u>Measuring for the purpose of proving</u>	Measuring for the purpose of improving
<u>Simple system (cause and effect)</u>	Complex systems (non linear, multi stakeholder)
<u>Attribution of success</u>	Contribution to success

Logical Framework Approach (the second generation)

<u>The world is logical</u>	→	The world is political
<u>Measuring for the purpose of proving</u>	→	Measuring for the purpose of improving
<u>Simple system (cause and effect)</u>	→	Complex systems (non linear, multi stakeholder)
<u>Attribution of success</u>	→	Contribution to success

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Be in the drivers seat...

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- Remember that no one is completely sure about what they are doing, it is a learning process for all
- Have a Theory of Change: establish your organizations & movements 'truths' about power and interventions and processes needed
- Choose appropriate models and methods for measuring success (look for a good fit, or make them fit)
- Invest in organizational capacities
- Own your way of doing it, and push back!