

Measuring Success

What's New, What's Next?

by Ellen Sprenger, November 2006, presented at
the AWID Money and Movements meeting

Success is...

Contributing to social justice...

Contributing to transformation of **power**...

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
& 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

Vs.

The world is **political**

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

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

Vs.

Measuring is about **improving**

Focus is on the future

Learning, building knowledge

Emphasis on qualitative information

The measuring process is driven by insiders

Basic tensions and dilemma's (3)

- Simple systems

Change is **linear**: cause and effect

Vs.

- Complex systems

Change is **multi-dimensional**, the result of:

- many different actions and circumstances
- Intentional and unintentional actions

Basic tensions and dilemma's (4)

Attribution of success (claiming credit)

Vs.

Contribution to success (sharing credit)

**What's Next,
What's New?**

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> <u>(non linear, multi stakeholder)</u> |
| Attribution of success | <u>Contribution to success</u> |

Quick Impact?

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

Strengthen opportunities for post-primary education for girls

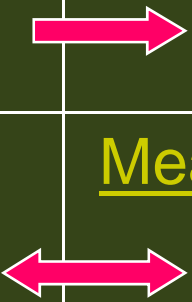
Scholarships for girls

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)

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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

“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”

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)

“Making the Case” (summary)

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**And what is
here to stay?**

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)

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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 |
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Finally...

- 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!