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 \textbf{linear}: cause and effect

  Vs.

- Complex systems
  Change is \textbf{multi-dimensional}, the result of:
  \begin{itemize}
  \item many different actions and circumstances
  \item Intentional and unintentional actions
  \end{itemize}
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
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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 extend 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)
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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
(\textit{the first generation})

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### Logical Framework Approach

*(the second generation)*

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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!