Measuring Systems Change
Partner Approaches

August 27, 2015
Leveraging Economic Opportunities (LEO)

- Supports USAID programming in market system facilitation (MSF)
- Emphasis on
  - Systems
  - Inclusion

LEO M&E Agenda
- Evaluation framework
- Evidence on scale
- Systemic change & early change
Market System Facilitation (MSF)

- Stimulates changes in market system without taking direct role in system
Evaluating MSF Programs

Dual Evaluation Focus

Outcomes for Target Beneficiaries

Systemic Changes

External Influences and Project Activities
Shortlisted Methods & Tools

1. Capturing Indicators with Standard Measurement Tools
2. Most Significant Change
3. Outcome Harvesting
4. Outcome Mapping
5. SenseMaker®
6. Social Network Analysis
7. Participatory Systemic Inquiry (PSI)
microlinks.org/activities/leveraging-economic-opportunities-leo

acdivoca.org/LEO

Elizabeth Dunn: EDunn@ImpactLLC.net
Building a Health Systems Strengthening Theory of Change:
Pakistan HSS Component

Anne LaFond,
JSI Center for Health Information, Monitoring & Evaluation

USAID MNCH Program in Pakistan
HEALTH SYSTEMS STRENGTHENING EVALUATION FRAMEWORKS & METHODS

JSI Center for Health Information, Monitoring & Evaluation

Photo Credit Robin Hammond
Draft Theory of Change
Draft Theory of Change: Main Outcomes

- **Strengthened Health Systems for Improved RMNCH Services**
  - **Resources:** Adequate HS resources generated or secured
  - **Governance:** DOH governs HS at provincial & district level effectively
  - **Accountability:** Performance or results-based culture & practices
Draft Theory of Change: Accountability Pathway

1. Performance or results-based culture & practices
   - Expectations, incentives, constructive competition linked to performance improvement
   - Acceptance of performance-based culture
   - Regular performance review with data, promoting organizational and individual accountability
   - Transparent public accounts, managed property

2. District level coordination around health facility performance review
   - Data is transparent for decision making
   - Monitoring and supervisory system based on data use and performance improvement

3. Required human resource competencies match the position
   - Clear job descriptions and understanding roles and responsibilities
   - Facility-based data and information is available and accurate
   - Community is active participant and holds facilities accountable
Thank you

Dr. Nabeela Ali, JSI
Zaira Alonso, JSI
Soumya Alva, JSI
Kumkum Amin, JSI
Anwar Aquil, USAID
Dana Aronovich, JSI
Randolph Augustin, USAID
Tariq Azim, JSI
Dr. Zulfiqar Bhutta
Alan Bornbusch, USAID
Nancy Brady, JSI
Caitlin Dunn, JSI
Courtenay Dunn, US Department of State
Kristin Eifler, JSI
Bob Emrey, USAID
Andrew Fullem, JSI
Merce Gasco, JSI
Agnes Guyon, JSI
Nancy Harris, JSI
Carolyn Hart, JSI
Upama Khatri, JSI
Samson Kironde, JSI
Anne LaFond, JSI
Theo Lippeveld, JSI
Ratha Loganathan, USAID
Dr. Arshad Mahmood, JSI
Jen McCutcheon, JSI
Dr. Naeem uddin Mian, Contech International
Stephanie Mullen, JSI
Joe Naimoli, USAID
Maureen Norton, USAID
Judith Oki, JSI
Ken Olivola, JSI
Kola Oyediran, JSI
Jane Phelan, JSI
Sharmila Raj, USAID
Yogesh Rajkotia, ICD
Rushna Ravji, USAID
Diane Ray, USAID
Penelope Riseborough, JSI
Deirdre Rogers, JSI
Natasha Vartapetova, JSI
Kristina Yarrow, USAID
SOCIAL PHYSICS

New Answers to the Systems and Capacity Measurement Challenge
For Today

• Look back at our CD practices
• Introduce social physics
• Demonstrate how social physics can support ongoing work in capacity development, social marketing, behavior change and measurement
The Evolution in Our Capacity Development Approach

1.0 Capacities
Internal management policies and procedures

2.0 Capacities
Relationship brokering and networking to build social capital

Individual Org
Network-Centered Org
Mission-Centered Org
A **new way** of understanding social change based on **idea flow**. We do this by analyzing relationship data, leveraging network analysis mathematical equations and gathering information about people and their behaviors.
Network Analysis

• Online platform to collect and visualize network data

• Short surveys to capture data on repeated cooperative interactions

• Software to analyze the network structure and identify key actors

• Who do you go to for the latest research and policy analysis?

• Who do you go to for support and advice to help you achieve your advocacy goals?
Social Physics
5 Benefits
1. Pressuring
2. Monitoring
3. Promoting
4. Connecting
5. Capacity Building

- Health CSOs
- INGOs
- USAID & Grantees
- Youth Groups
- Gender focused CSOs
- Northern Nigeria LDAs
- Niger Delta LDAs
- Tech Entrepreneurs

Allies
Targets
Mission-centered network
Social Marketing Map

- Lead Adopters
- Adopters
- Pre-Contemplators
- Contemplators
- Ally
- Target
- ARC – Advocacy
- Related Community
Network Improvement
An Introduction to GKI’s Suite of Systems Assessment & Monitoring Tools

Presenter: Michael Sayre
GKI Sr. Program Officer, Innovation & Design
GKI builds networks, tools, and ecosystems that harness innovation to tackle complex challenges.
### GKI’s Spectrum of Systems Analysis Tools

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systemigram</td>
<td>Innovation System Resource Mapping</td>
</tr>
<tr>
<td>Three Horizons</td>
<td>Collaborative Innovation Network Strategy</td>
</tr>
<tr>
<td>Systems Enablers &amp; Barriers Tool</td>
<td>Innovation System Landscape Analysis</td>
</tr>
</tbody>
</table>

#### How might we model system structures to identify phenomena that are amenable to change?

#### How might we see patterns & emerging signals of systems change to inform innovation strategies?

#### How might we measure the impact of specific systems enablers and barriers to innovation?

#### How might we visualize the activities, resources, and relationships needed to achieve systems outcomes?

#### How might we take stock and track the availability/need for resources within a system?

#### How might develop systems change strategies that enable networks to innovate in complex problem spaces?
What factors most significantly enable or thwart the ability of stakeholders to innovate within a system on a specific problem?

Inputs

- Innovation System Context Analysis *
- Innovation System stakeholder perspectives
- Influence and Incentives Scoring Matrix for Systems Analysis *
- Primary and Secondary source data

Insights

- Organized & ranked set of systems features that enable or constrain systems change
- Visual representation of systems change between present and future
- Key indicators of what systems change matters most for decision makers

* = Pulls from GKI’s new “Assessing Innovation Impact Potential Toolkit”
## Enablers & Barriers Analysis

### Enablers & Barriers Scoring Table

#### Health systems in LMICs

<table>
<thead>
<tr>
<th>Low priority of emergency care on health agendas</th>
<th>Poor organization and coordination of care</th>
</tr>
</thead>
</table>

### Enablers & Barriers Scoring Table

#### US and Europe

<table>
<thead>
<tr>
<th>Exclusion from Labor Markets</th>
<th>Poor Quality Jobs</th>
</tr>
</thead>
</table>

#### Net Present Enabler Score | Net Future Enabler Score | Net Change Present to Future Enabler Score

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Barriers</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Economic Vulnerability</th>
<th>Isolation from Opportunity</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Barriers</th>
</tr>
</thead>
</table>

### Shortages

| Net Change Present to Future Enabler Score |

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Barriers</th>
</tr>
</thead>
</table>

### Enablers

- Demand for improved health systems
- Improvement in healthcare infrastructure
- Increased investment in healthcare

### Barriers

- Digital divide
- Lack of resources and funding
- Lack of public awareness and education
Strategy Evaluation

Capturing Program Adaptation in Complex Environments

International Republican Institute
To understand how goals were/weren’t achieved, we must be aware of the final path(s) the program took, and why.

Did the program effectively adapt strategy to mitigate risk, leverage opportunities and address the changing context?
## Methodology: Stages, Goals, Needs and Tools

**Baseline**

**Identify *Intended* Strategy**
- Common strategic frame of reference
- Clear understanding of anticipated results
- “M&E 101” Training
- Facilitated discussions
- Outcome mapping

**Midline**

**Capture *Emergent* Strategy**
- Process for documenting implementation
- Process for documenting context changes
- Process journals
- Outcome journals
- Regular check-ins

**Endline**

**Document *Realized* Strategy**
- Understanding of strategic factors
- Program theory as implemented
- Agreement on efficacy of strategy
- Context timeline
- Anticipated/realized results chain
- Guided discussions with staff and partners
Strategy Evaluation: Lessons Learned

Approach:

• M&E capacity is a prerequisite for participatory approach

• Ambitious monitoring plans can lead to data dumps and data fatigue

• Knowledge of influential factors will never be complete

• External facilitator is very important, particularly at endline

Findings:

• Responsive strategies include avoiding risk and leveraging opportunity

• It is difficult to compare what is to what might have been

• Adaptation is not inherently “good” or “bad” - but it affects results
Thank you!

Elizabeth Ruedy
Director, Office of Monitoring and Evaluation
eruedy@iri.org
Ex-Post Evaluations: Testing for Sustainability

Justin Fugle, Senior Advisor, Plan International USA
Successful Final Results…
... Do Not Guarantee Lasting Impact
Ex-Post Evaluations Should Become Standard Practice

- Baseline Survey
- Mid-term Review
- Final Evaluation
- Ex-Post Evaluation

Ex-Post Evaluations are similar to Finals in both costs and methods.
Communities Mobilized and Heard
Local Leaders Respond and Support
Governments Adopt and Scale - Up
Measuring Systems Change

Partner Approaches

August 27, 2015