USAID
FROM THE AMERICAN PEOPLE

Measuring Systems Change

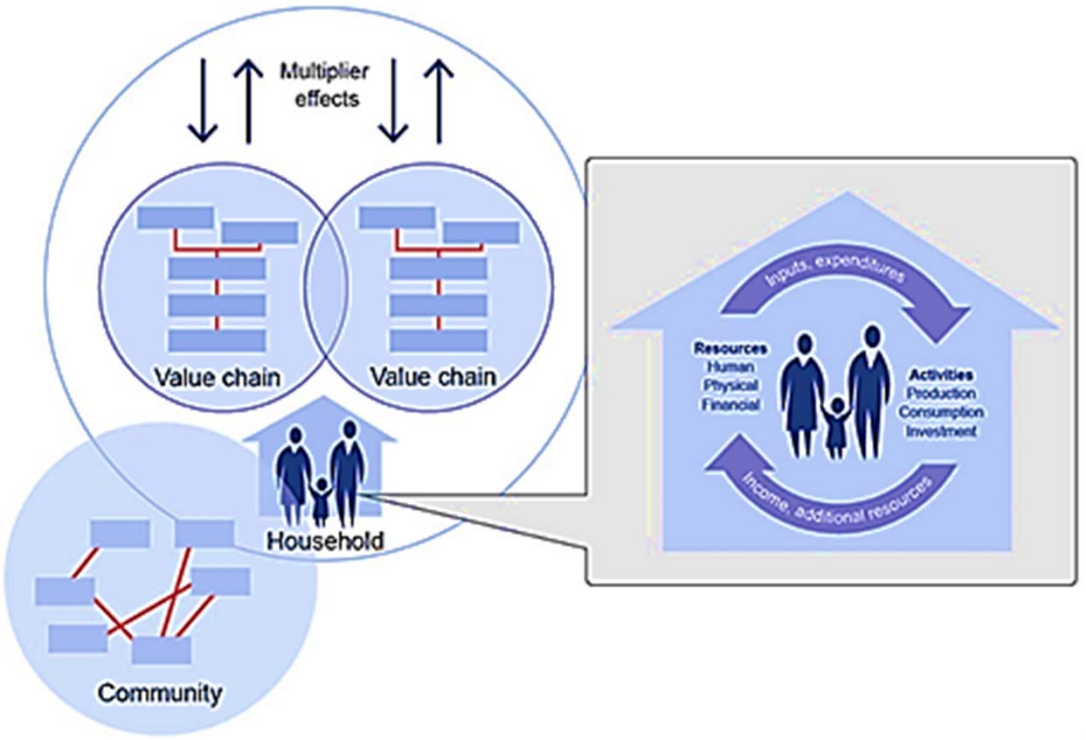
Partner Approaches

August 27, 2015

Leveraging Economic Opportunities (LEO)

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

Figure 1: Market system and interrelated household system

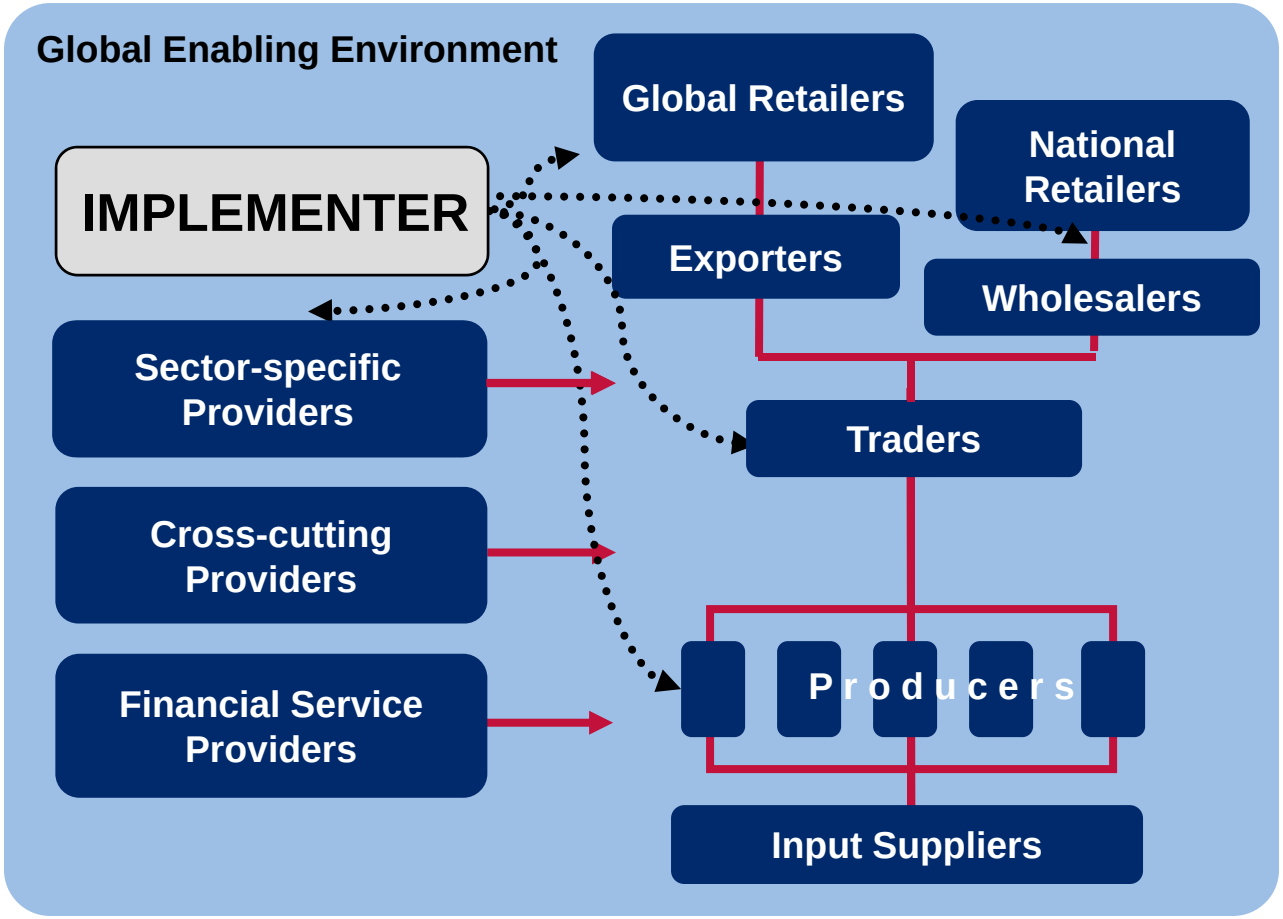


LEO M&E Agenda

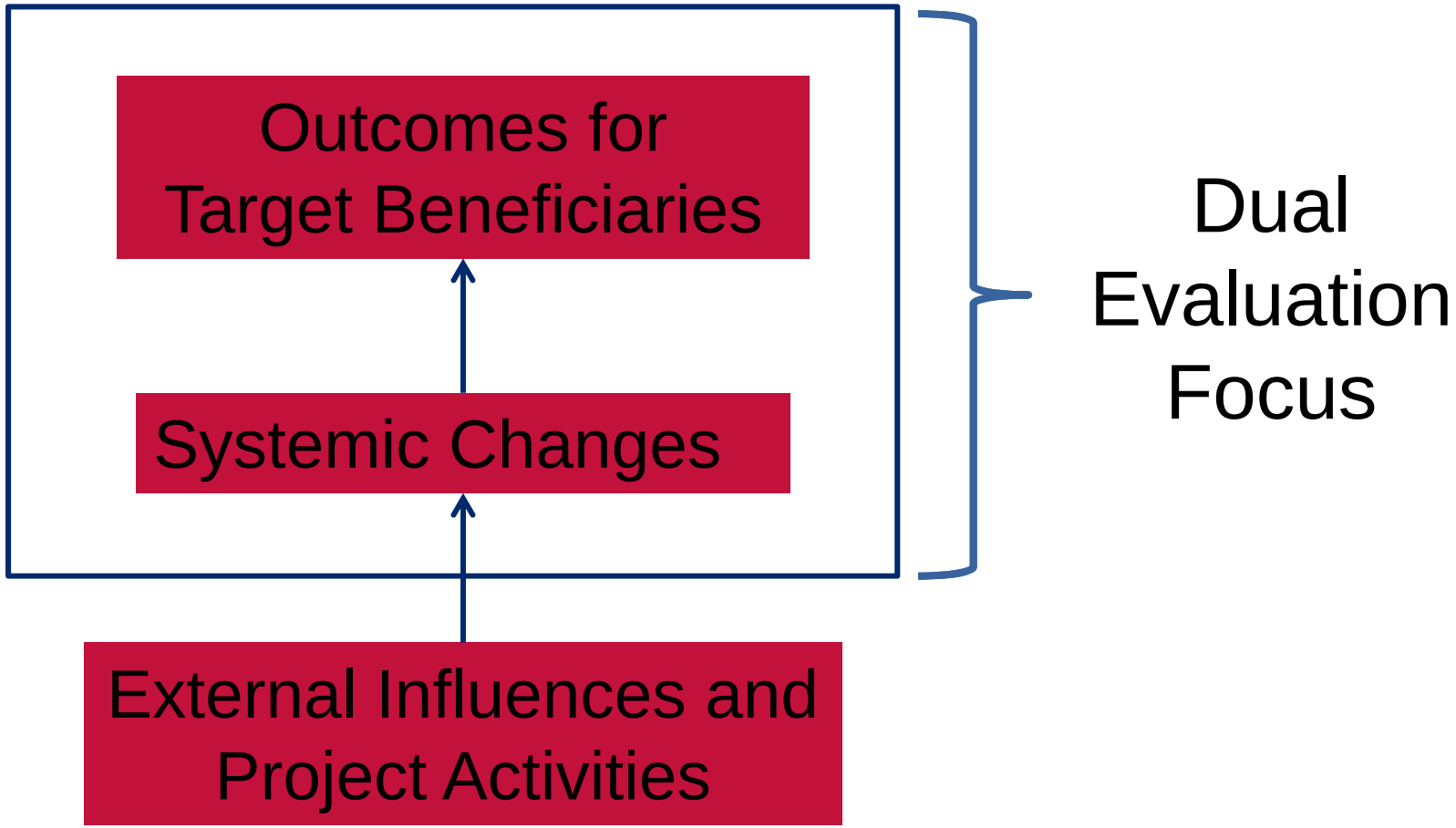
- Evaluation framework
- Evidence on scale
- Systemic change & early change

Market System Facilitation (MSF)

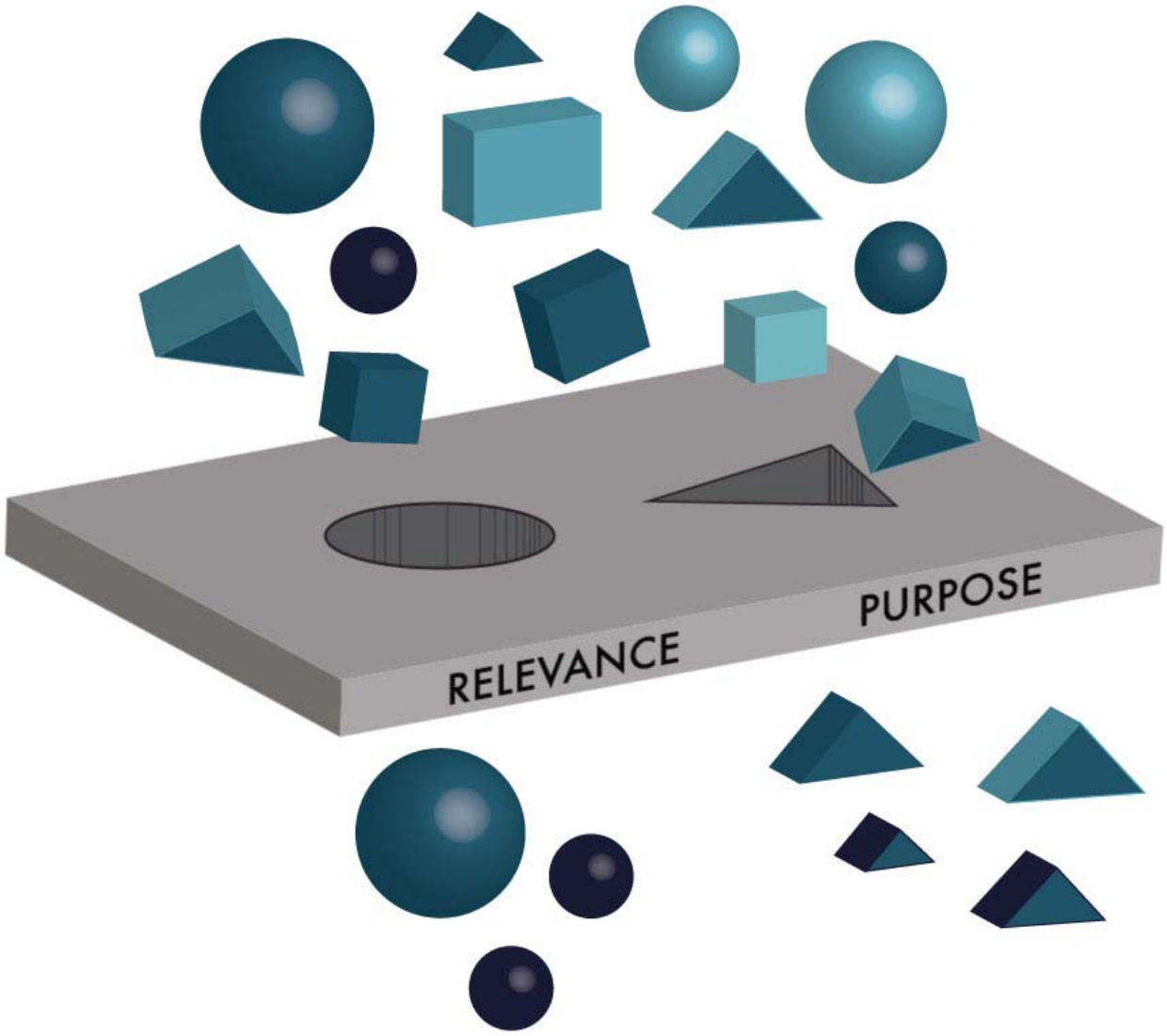
- Stimulates changes in market system without taking direct role in system



Evaluating MSF Programs



Developing Methods & Tools List



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)

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LEO
Leveraging Economic Opportunities

microlinks.org/activities/leveraging-economic-opportunities-leo

acdivoca.org/LEO

Elizabeth Dunn: EDunn@ImpactLLC.net

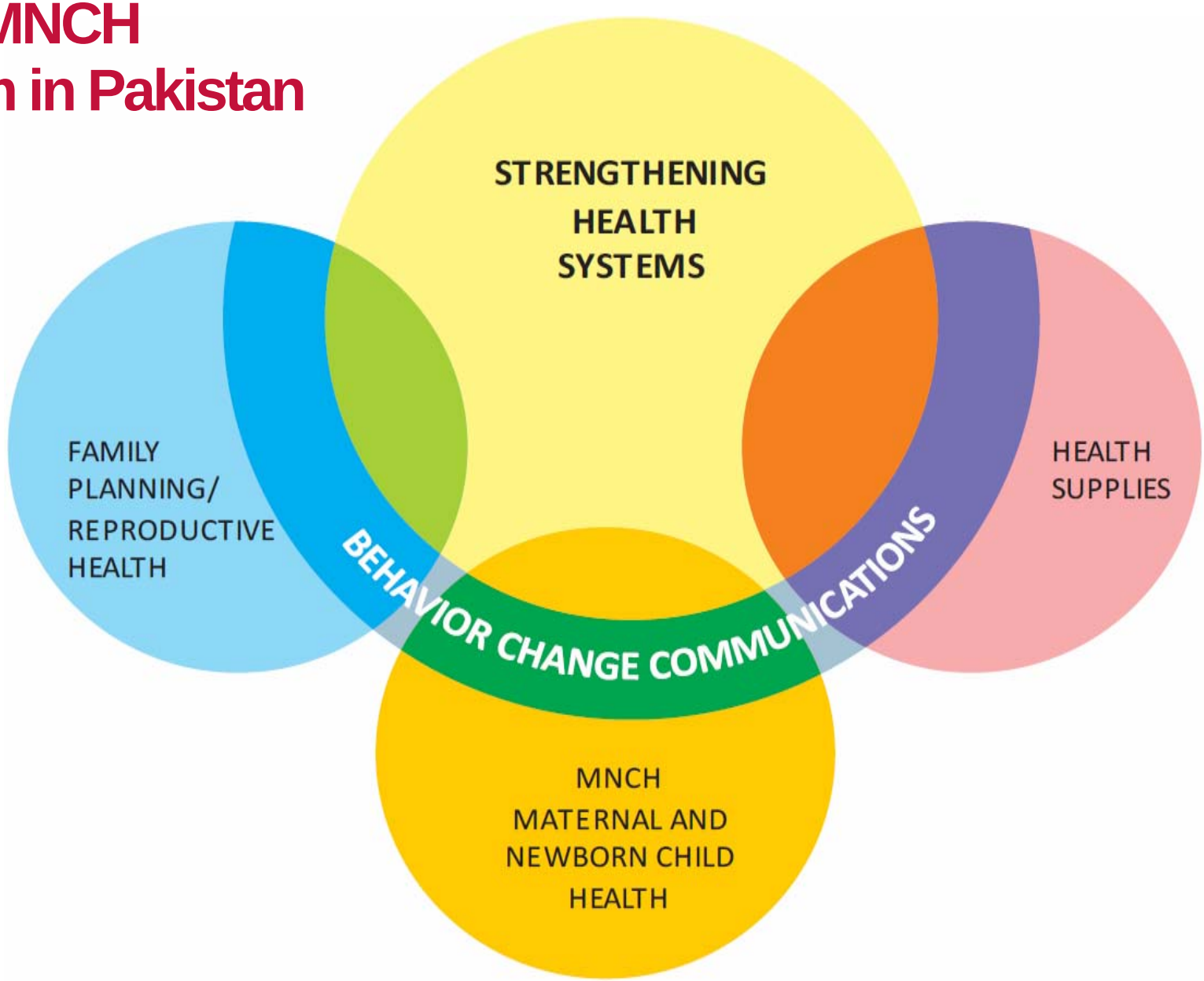
Building a Health Systems Strengthening Theory of Change:

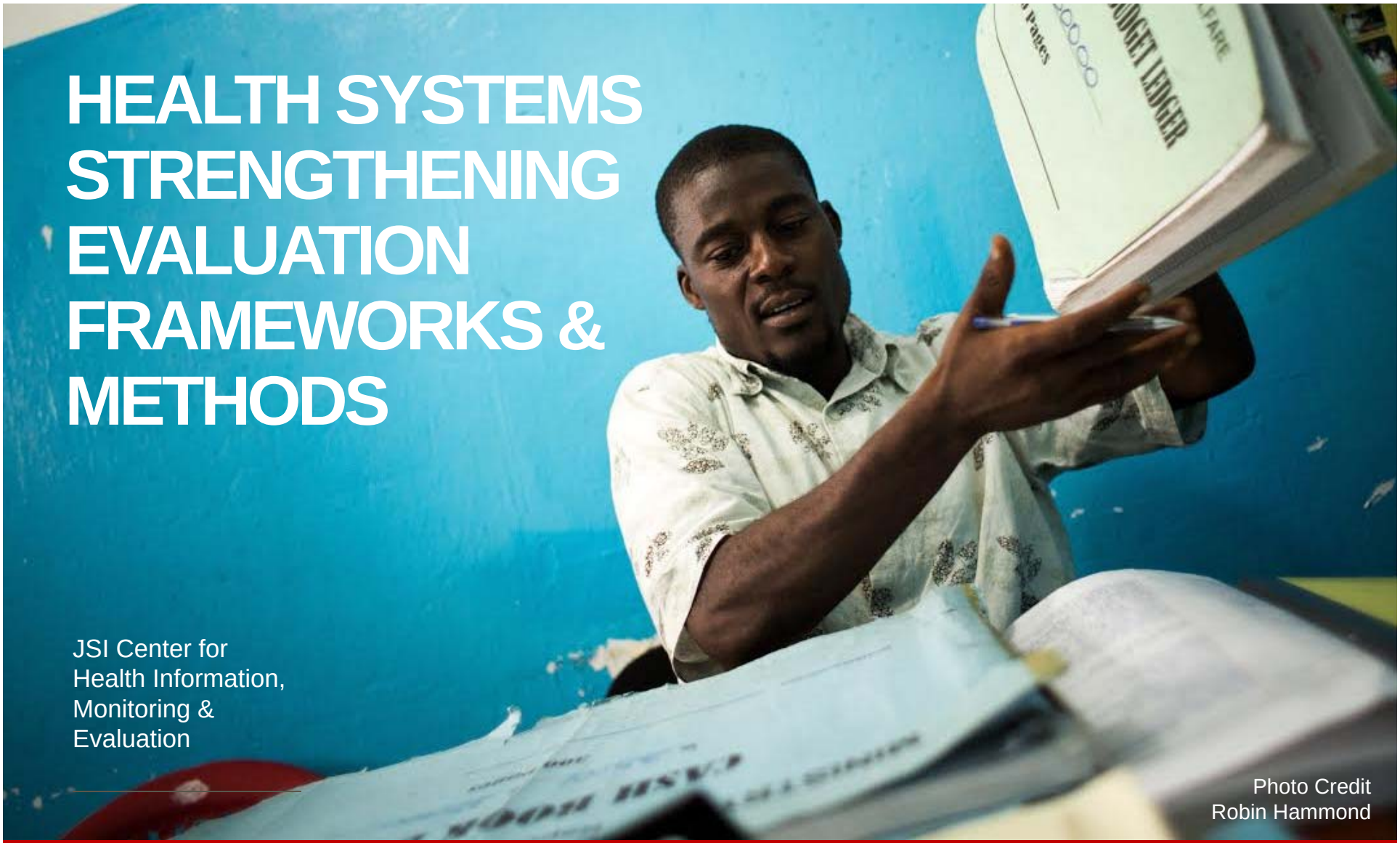
Pakistan HSS Component

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

USAID Cooperative Agreement: No. AID-391-A-13-00002

USAID MNCH Program in Pakistan





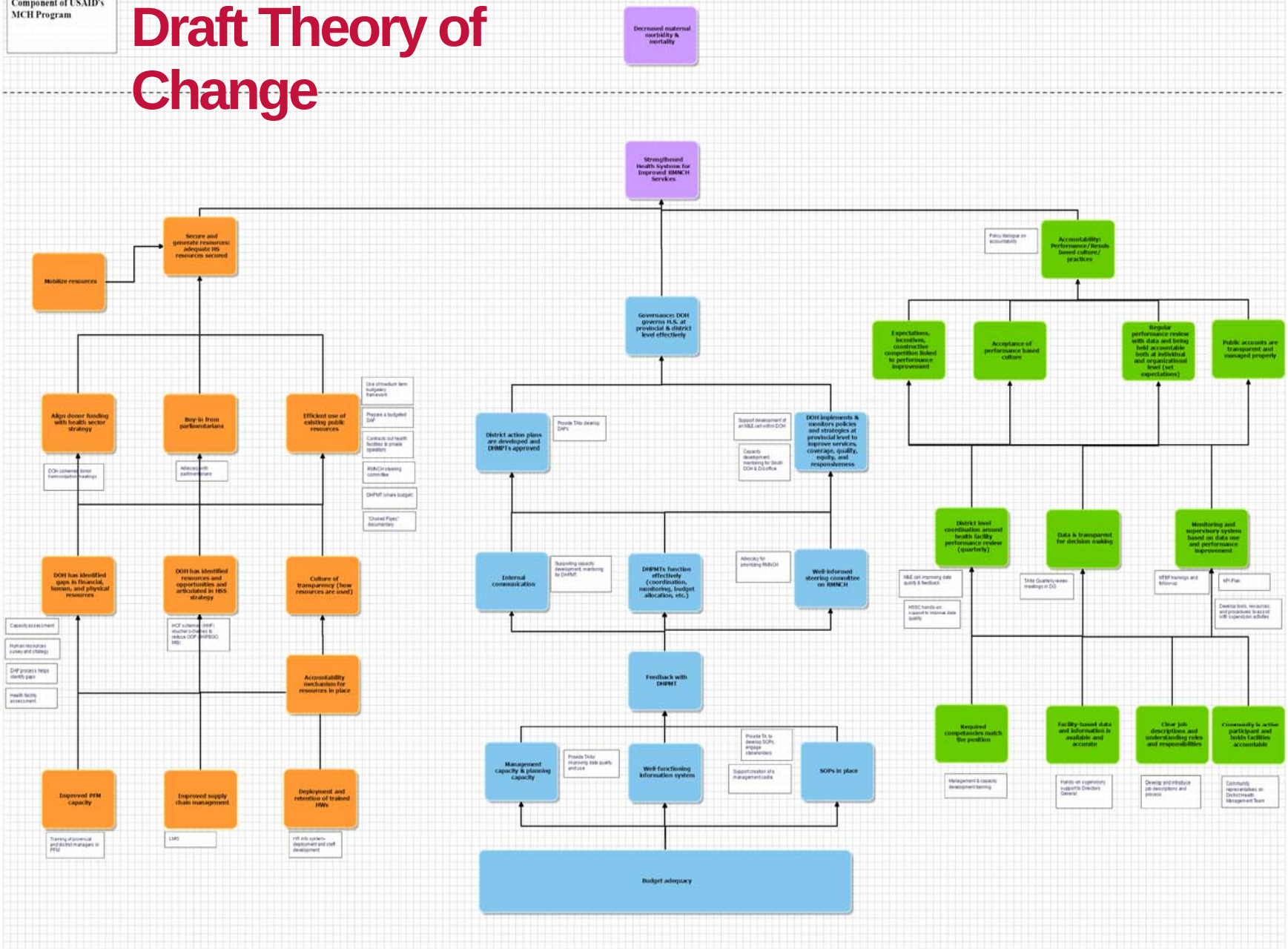
HEALTH SYSTEMS STRENGTHENING EVALUATION FRAMEWORKS & METHODS

JSI Center for Health Information, Monitoring & Evaluation

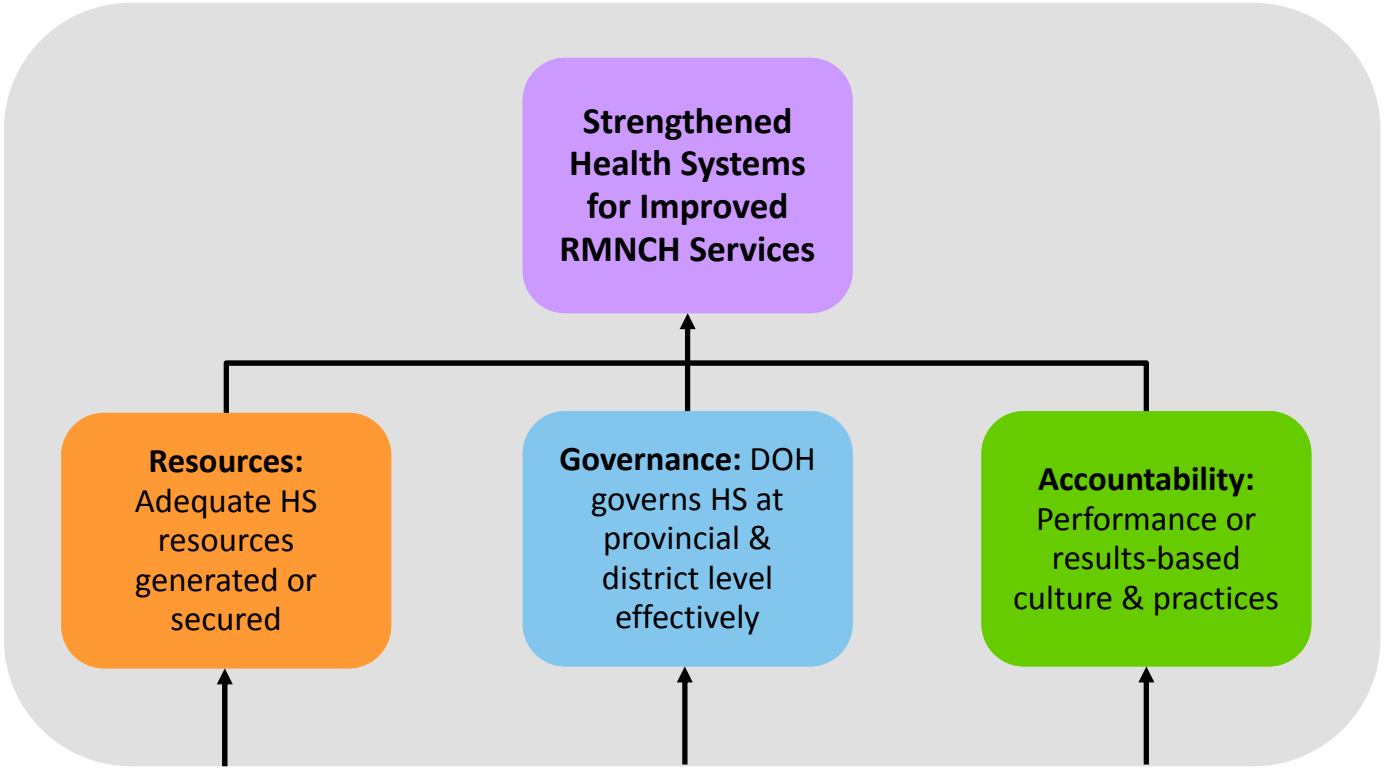
Photo Credit
Robin Hammond

Pakistan HSS Component of USAID's MCH Program

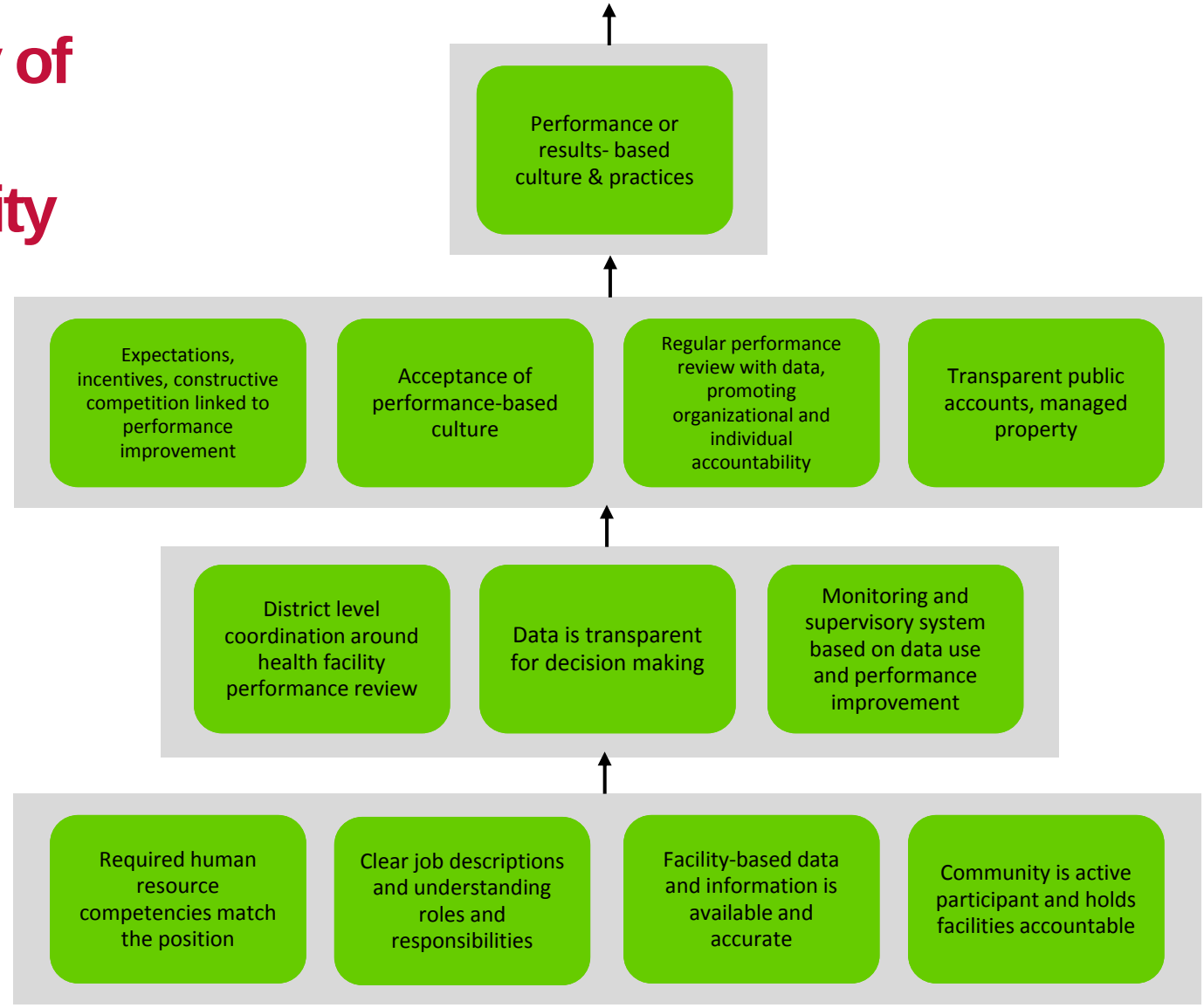
Draft Theory of Change



Draft Theory of Change: Main Outcomes



Draft Theory of Change: Accountability Pathway



Thank you

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Zaira Alonso, JSI
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Kumkum Amin, JSI
Anwar Aquil, USAID
Dana Aronovich, JSI
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Courtenay Dunn, US Department of State
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Deirdre Rogers, JSI
Natasha Vartapetova, JSI
Kristina Yarrow, USAID

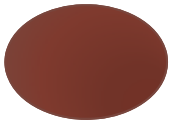
SOCIAL PHYSICS

New Answers to the Systems and Capacity Measurement Challenge

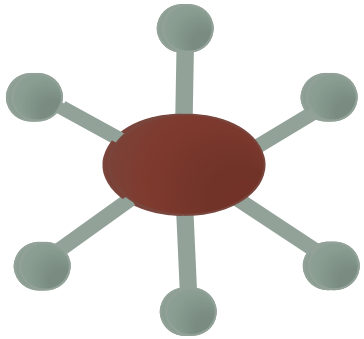
For Today

- 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

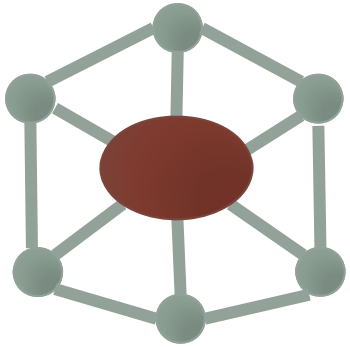
The Evolution in Our Capacity Development Approach



Individual Org



Network-Centered Org



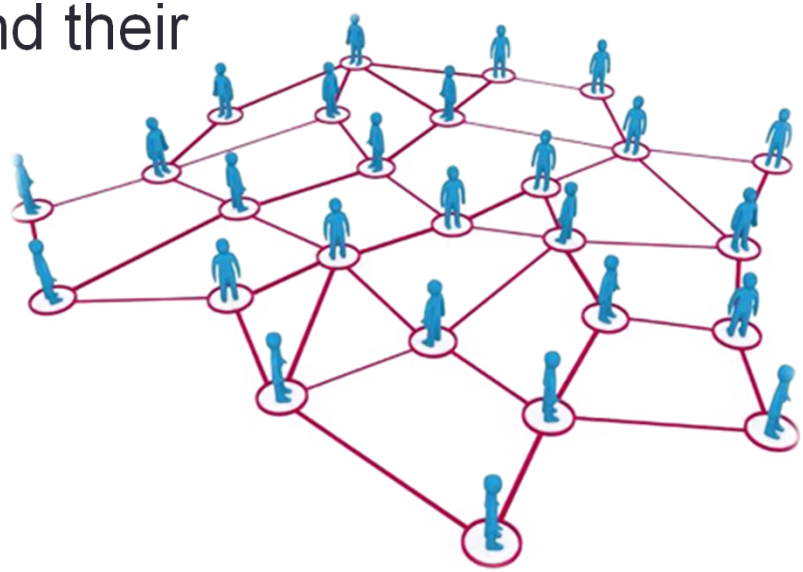
Mission-Centered Org

1.0 Capacities
Internal management policies and procedures

2.0 Capacities
Relationship brokering and networking to build social capital

Social Physics

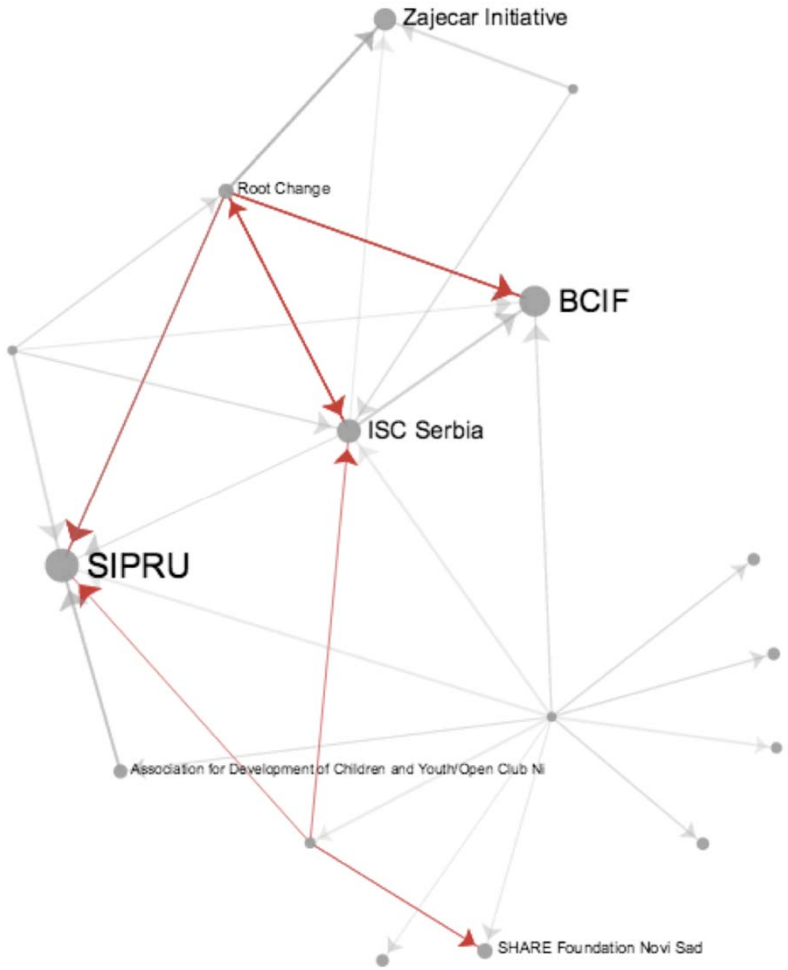
A new way of understanding social change based on **idea flow**. We do this by analyzing relationship data, leveraging network analysis mathematical equations and gathering information about people and their behaviors.



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?*


Zajecar Initiative
Root Change
BCIF
ISC Serbia
SIPRU
Association for Development of Children and Youth/Open Club Ni
SHARE Foundation Novi Sad

Timok Youth Center
Committee for Human Rights Nis
OEBS
Zajecar Initiative
BCIF
Traga Foundation (former BCIF)
Root Change
Media Center Nis
Juzne vesti
ISC Serbia
National Coalition for Decentralization Ni
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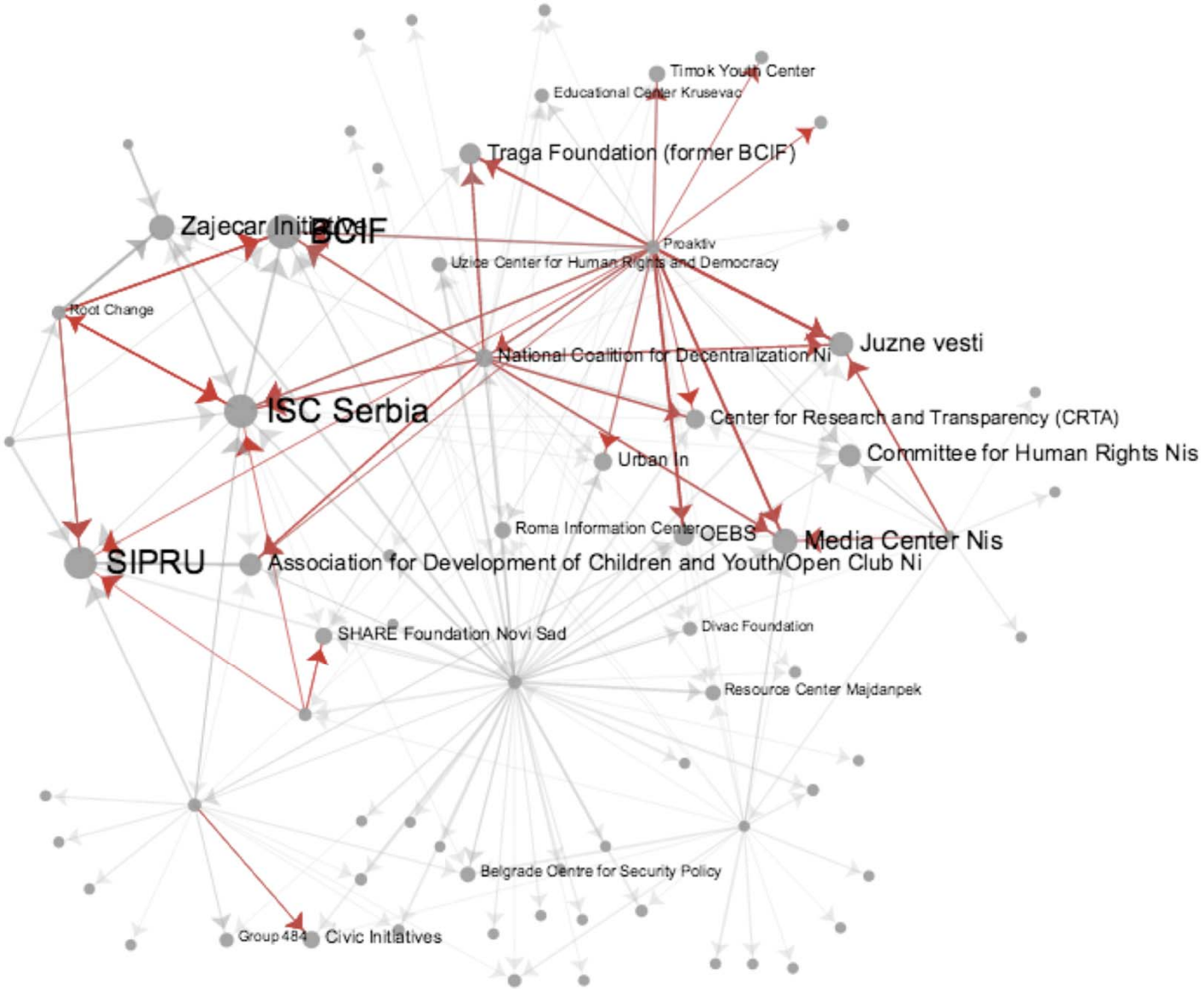
Association for Development of Children and Youth
Transparency (CRTA)
Divac Foundation
SHARE Foundation Novi Sad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Educational Center Krusevac
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Zajecar Initiative
BCIF
Proaktiv
Uzice Center for Human Rights and Democracy
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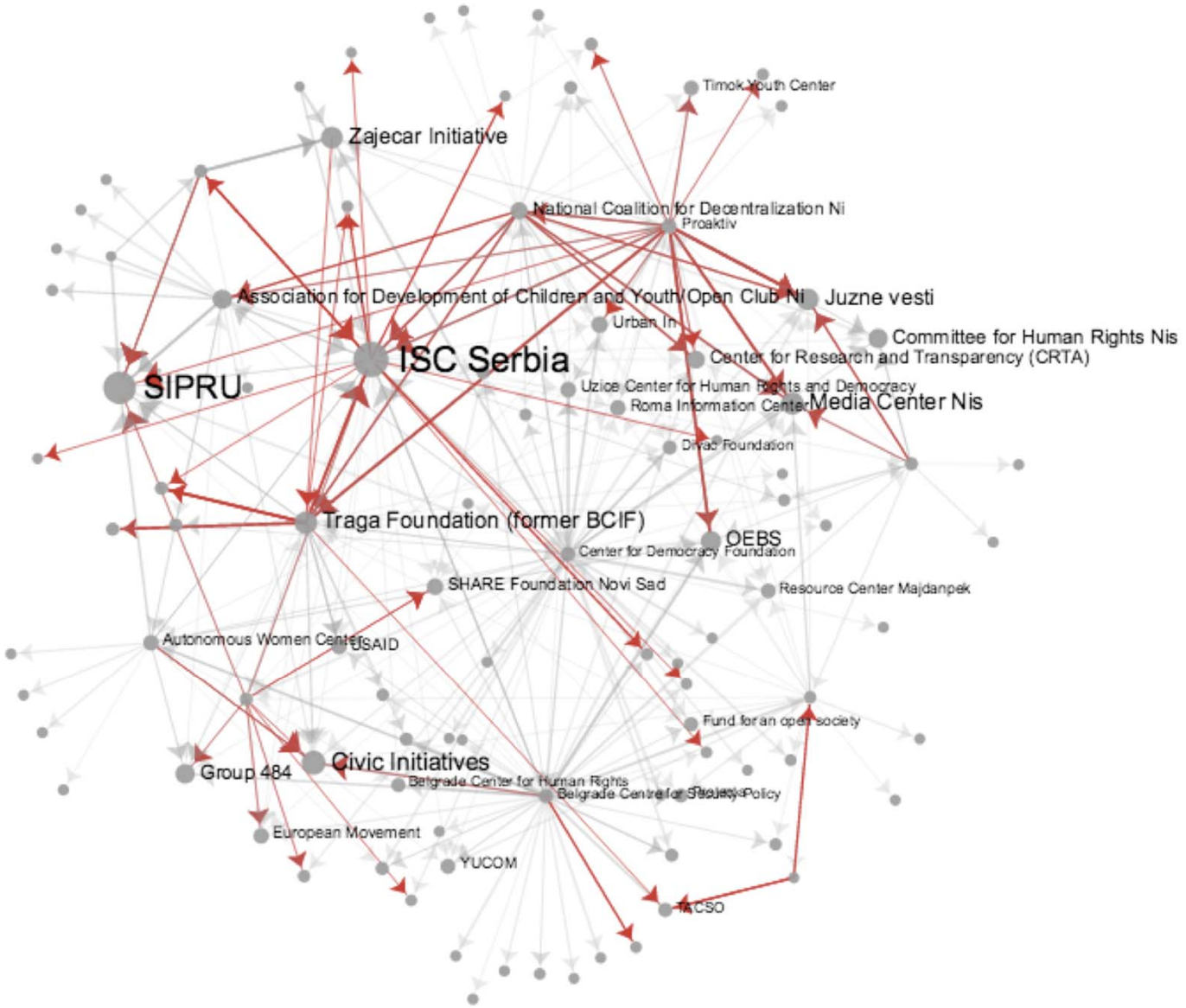
Divac Foundation
Resource Center Majdanpek
Belgrade Centre for Security Policy
Group 484
Civic Initiatives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OEBS
Center for Democracy Foundation
SHARE Foundation Novi Sad
Resource Center Majdanpek
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USAID
Fund for an open society
Civic Initiatives
Group 484
Belgrade Center for Human Rights
Belgrade Centre for Security Policy
European Movement
YUCOM
TACSO

Ivana Koprivica
PAAD
Educational Center Krusevac
Zajecar Initiative
National Coalition for Decentralization Ni
Radmila Mikovic
Committee for Human Rights Nis
Juzne vesti
Association for Development of Children and Youth Open Club Ni
ISC Serbia
Rights and Democracy
SIPRU
Media Center Nis
Urban In
Roditelj
Roma Information Center
Center for Liberal democratic studies
BIRODI
Traga Foundation (former BCHR)
Center for Research and Transparency (CRTA)
Centar za prava deteta
SHARE Foundation Novi Sad
Serbia on the move
Aleksandra Vesic
OEBS
Erste foundation
Milo ajić
SMART Kolektiv
Office for Cooperation with Civil Society
USAID
YUCOM
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Protecta
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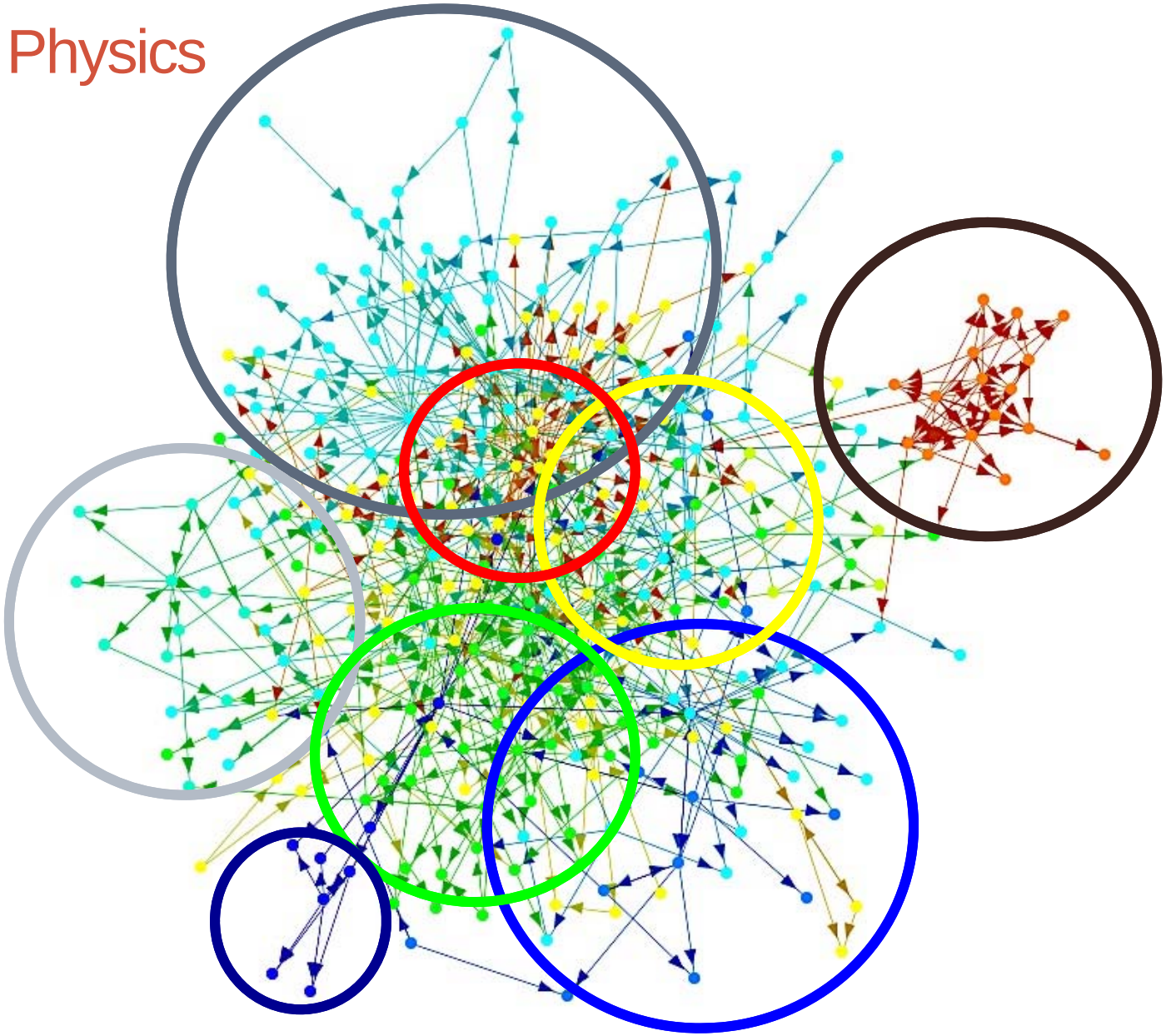
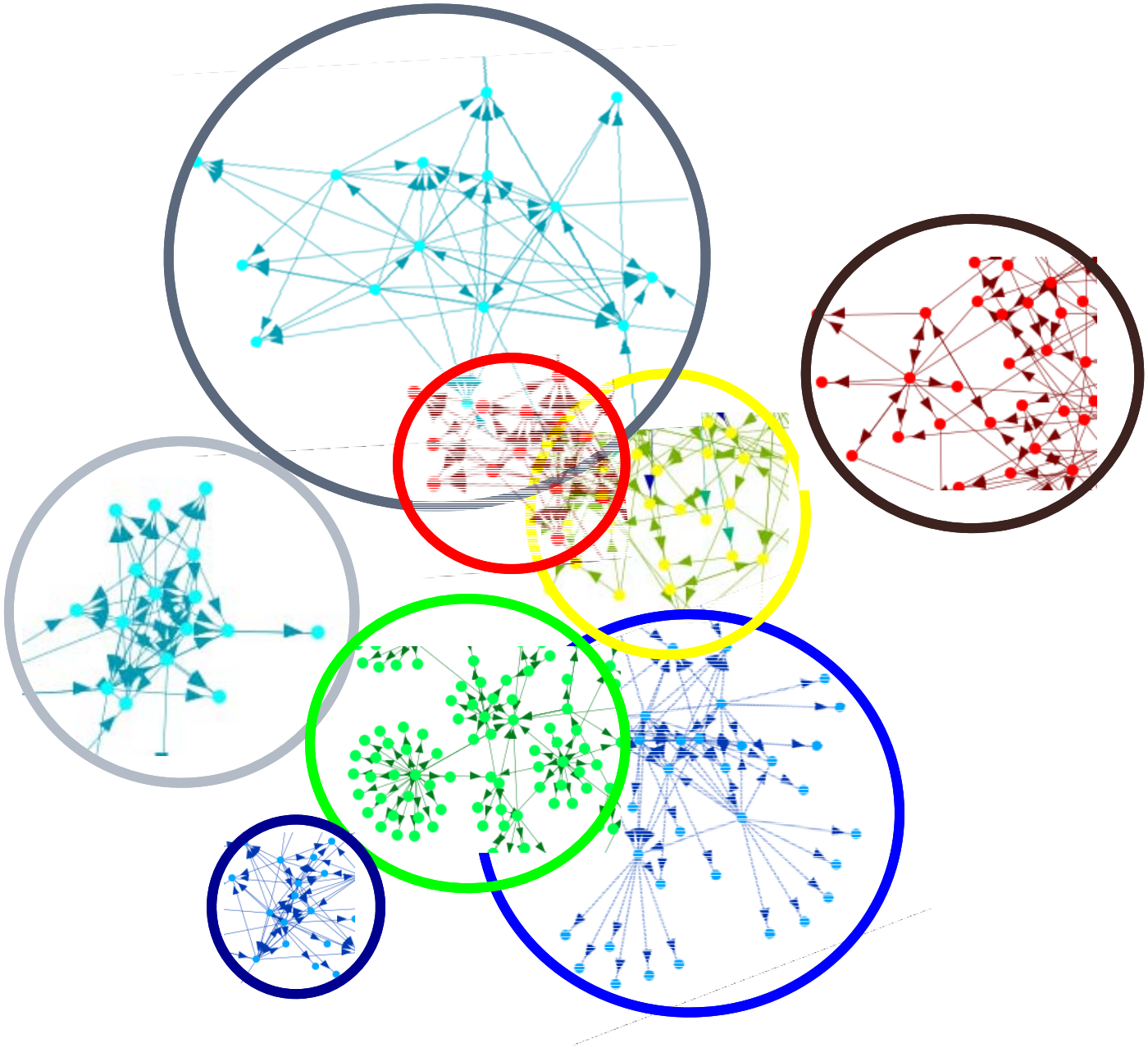
Belgrade Fund for Political Excellence

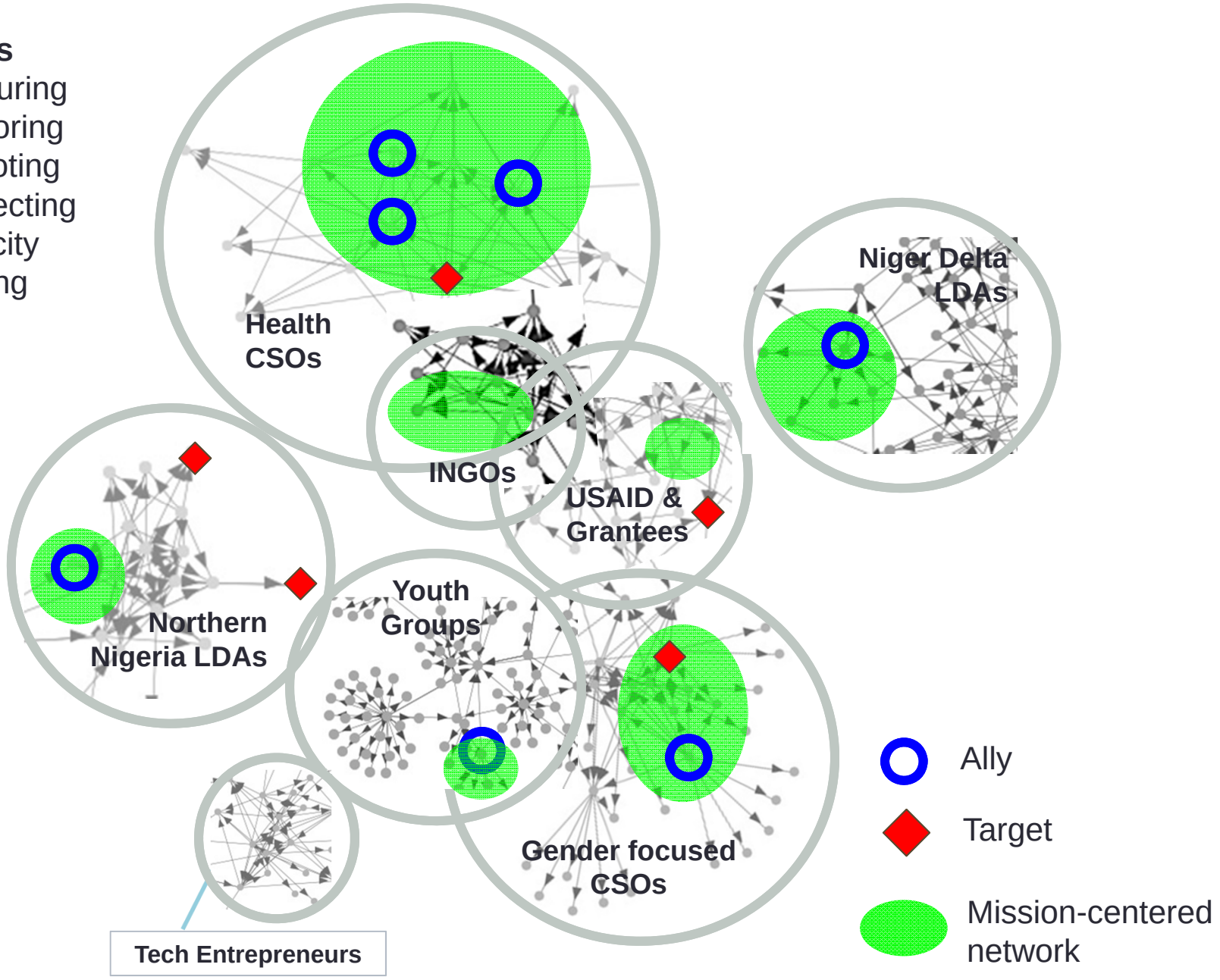
Social Physics





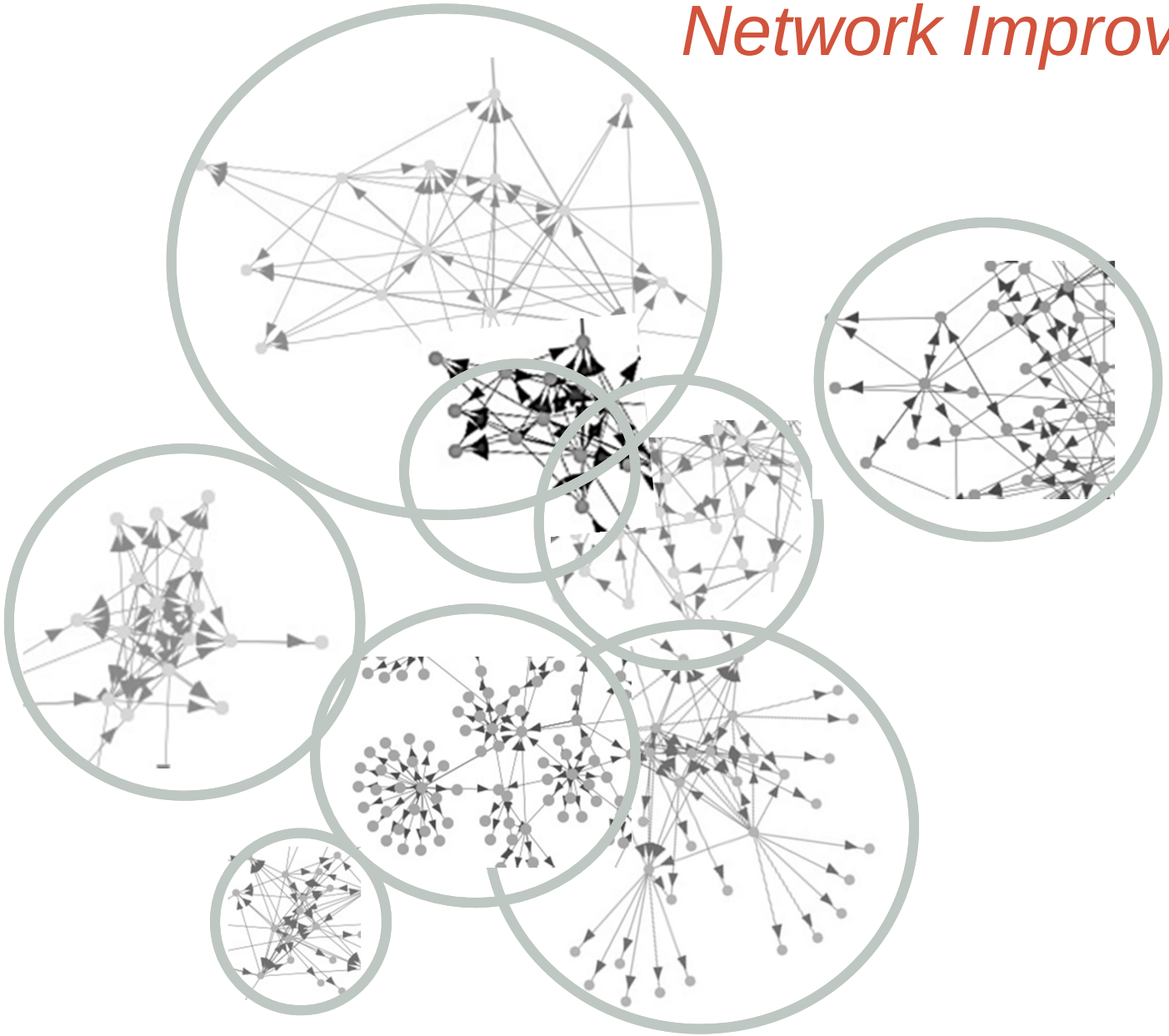
5 Benefits

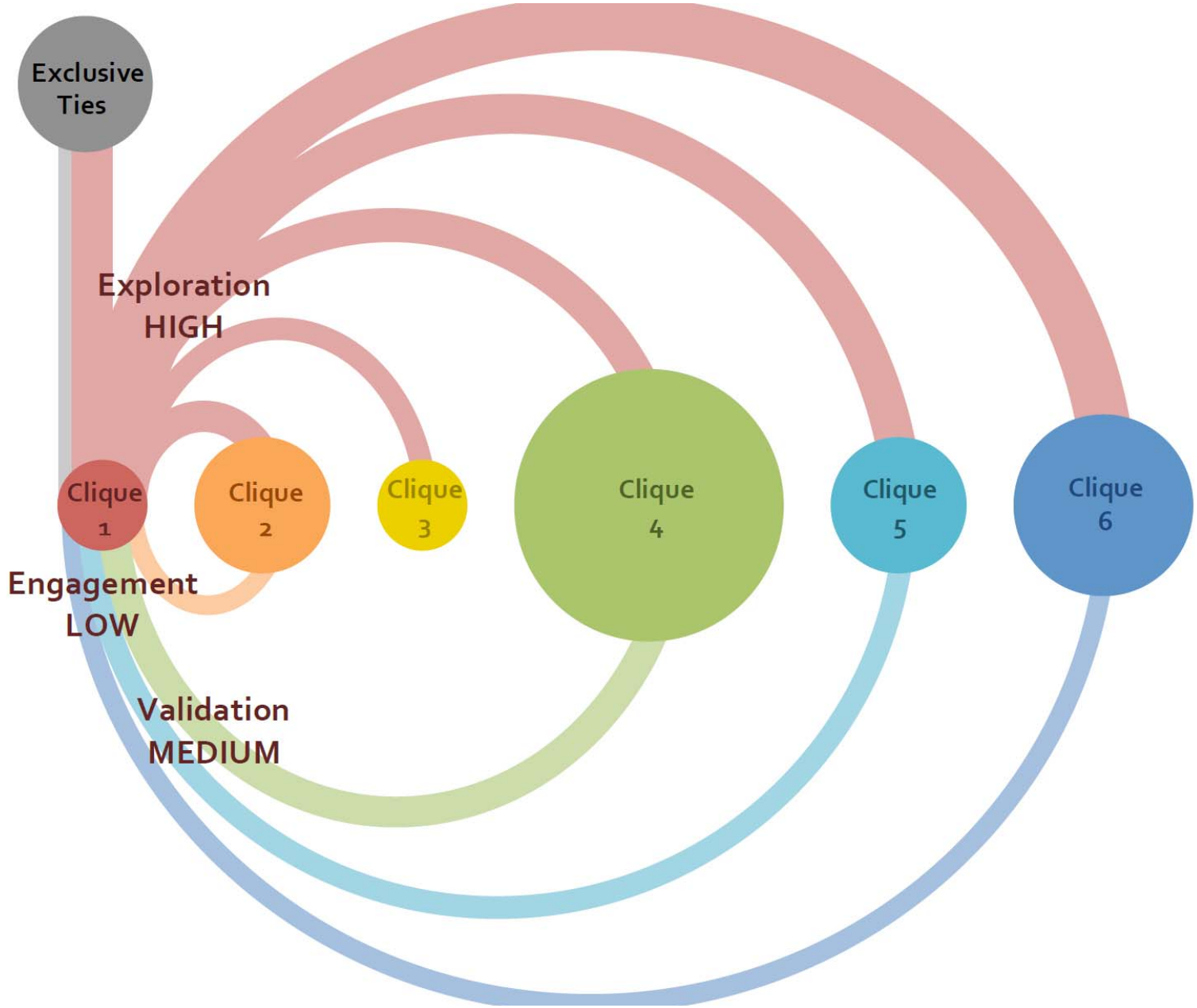
1. Pressuring
2. Monitoring
3. Promoting
4. Connecting
5. Capacity Building



Social Marketing Map

Network Improvement




Exclusive Ties
Exploration HIGH
Engagement LOW
Validation MEDIUM
Clique 1
Clique 2
Clique 3
Clique 4
Clique 5
Clique 6

SOCIAL PHYSICS

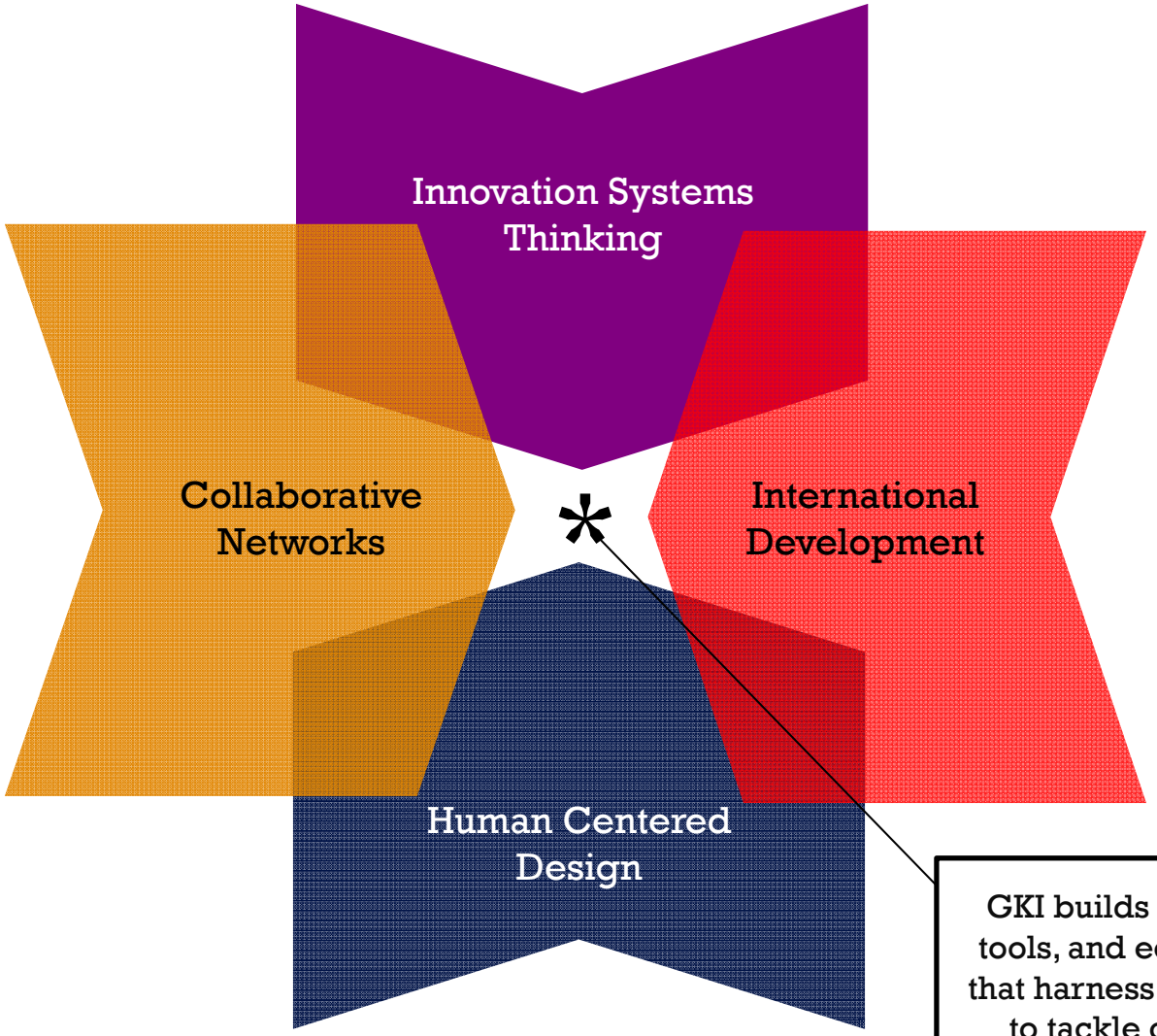
New Answers to the Systems and Capacity Measurement Challenge

An Introduction to GKI's Suite of Systems Assessment & Monitoring Tools

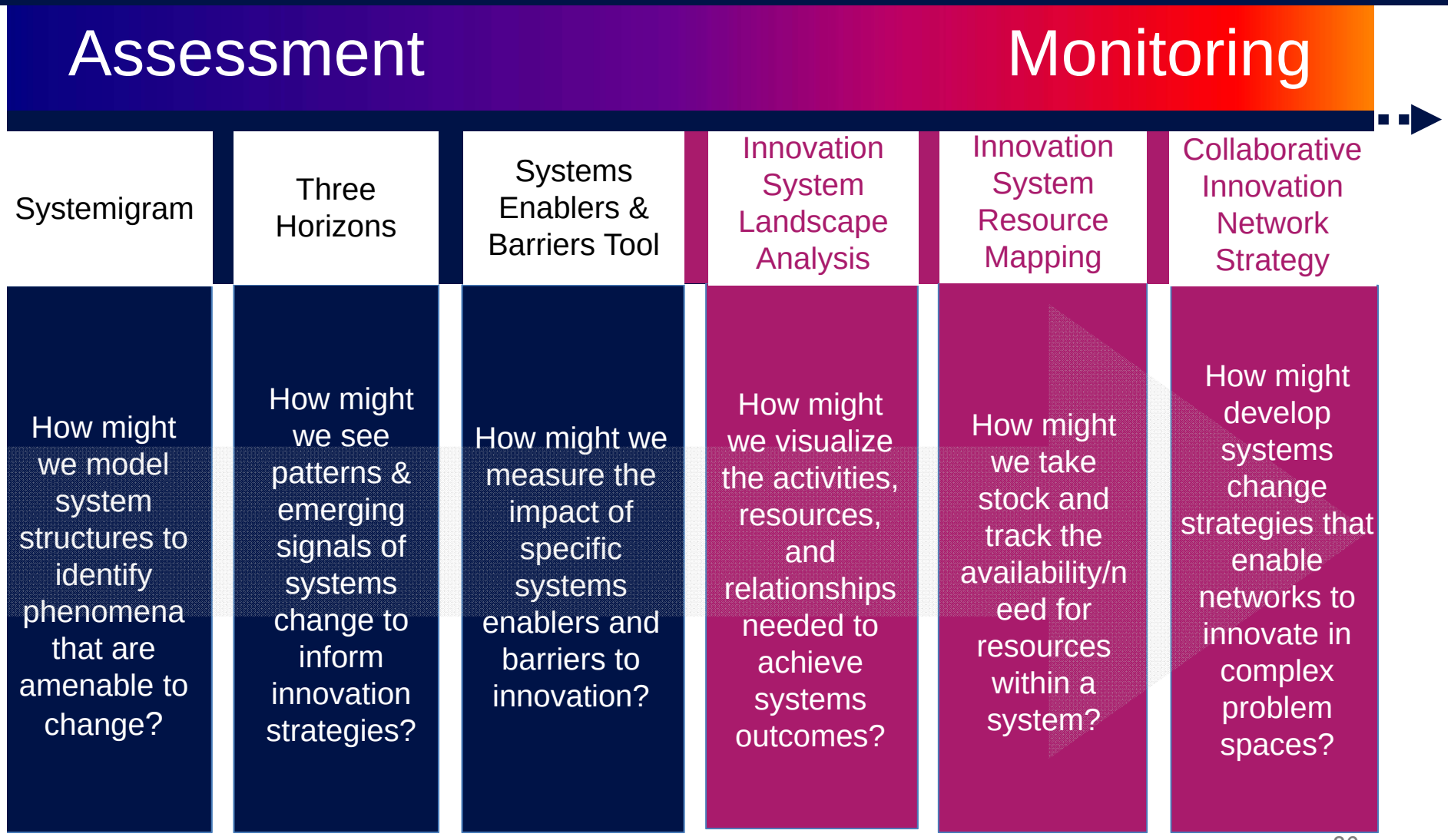
Presenter: Michael Sayre
GKI Sr. Program Officer, Innovation & Design

GLOBAL KNOWLEDGE INITIATIVE

The Global Knowledge Initiative's Approach



GKI's Spectrum of Systems Analysis Tools



Tool in Focus:

Systems Enablers & Barriers Analysis

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

Low priority of emergency care on health agendas

Poor organization and coordination of care

Enablers & Barriers Scoring Table

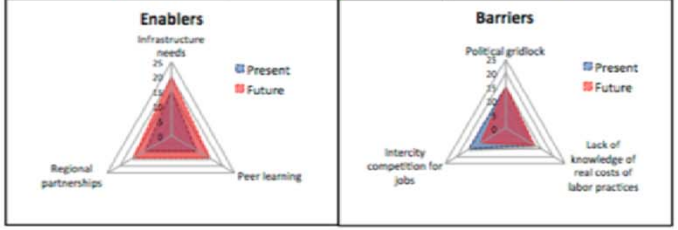
US and Europe

Exclusion from Labor Markets

Net Present Enabler Score	Net Future Enabler Score	Net Change Present to Future Enabler Score
-1	2	3

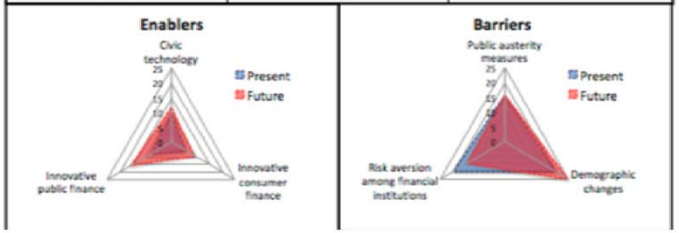
Poor Quality Jobs

Net Present Enabler Score	Net Future Enabler Score	Net Change Present to Future Enabler Score
-2	4	7



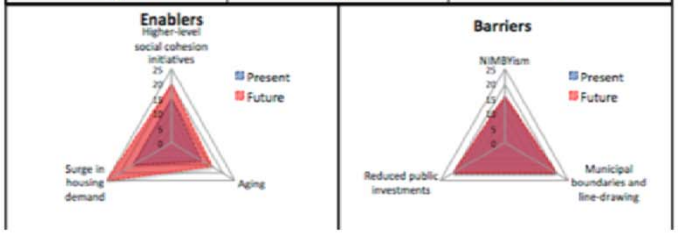
Economic Vulnerability

Net Present Enabler Score	Net Future Enabler Score	Net Change Present to Future Enabler Score
-11	-6	5



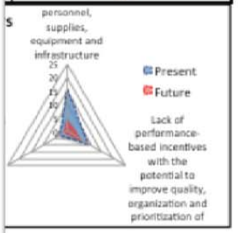
Isolation from Opportunity

Net Present Enabler Score	Net Future Enabler Score	Net Change Present to Future Enabler Score
-5	2	6



Net Change Present to Future Enabler Score

10



shortages

Net Change Present to Future Enabler Score

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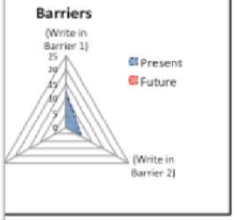


Strategy Evaluation

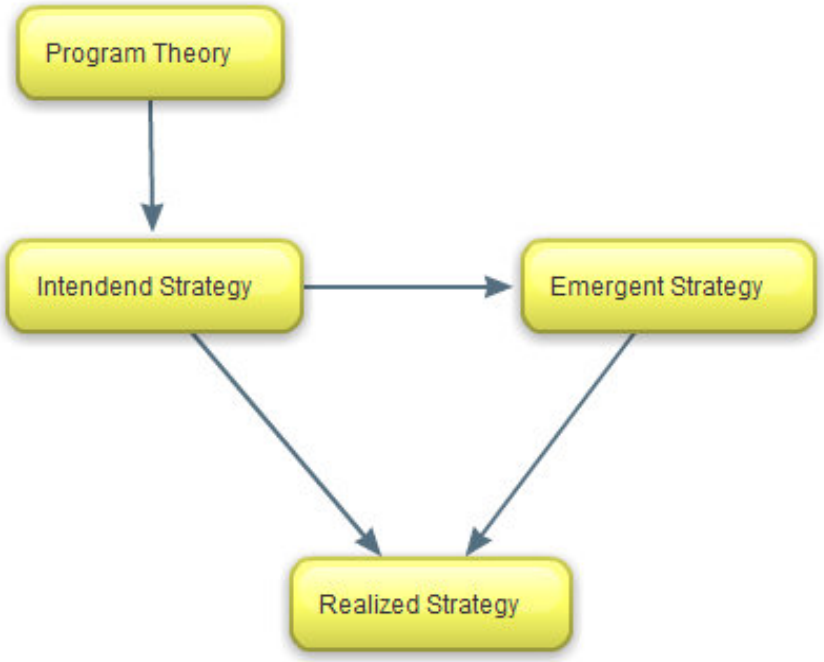
Capturing Program Adaptation in Complex Environments

International Republican Institute

Evaluating Program Strategy in Complex Adaptive Contexts

Office of Monitoring & Evaluation

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

Office of Monitoring & Evaluation

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

Office of Monitoring & Evaluation

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

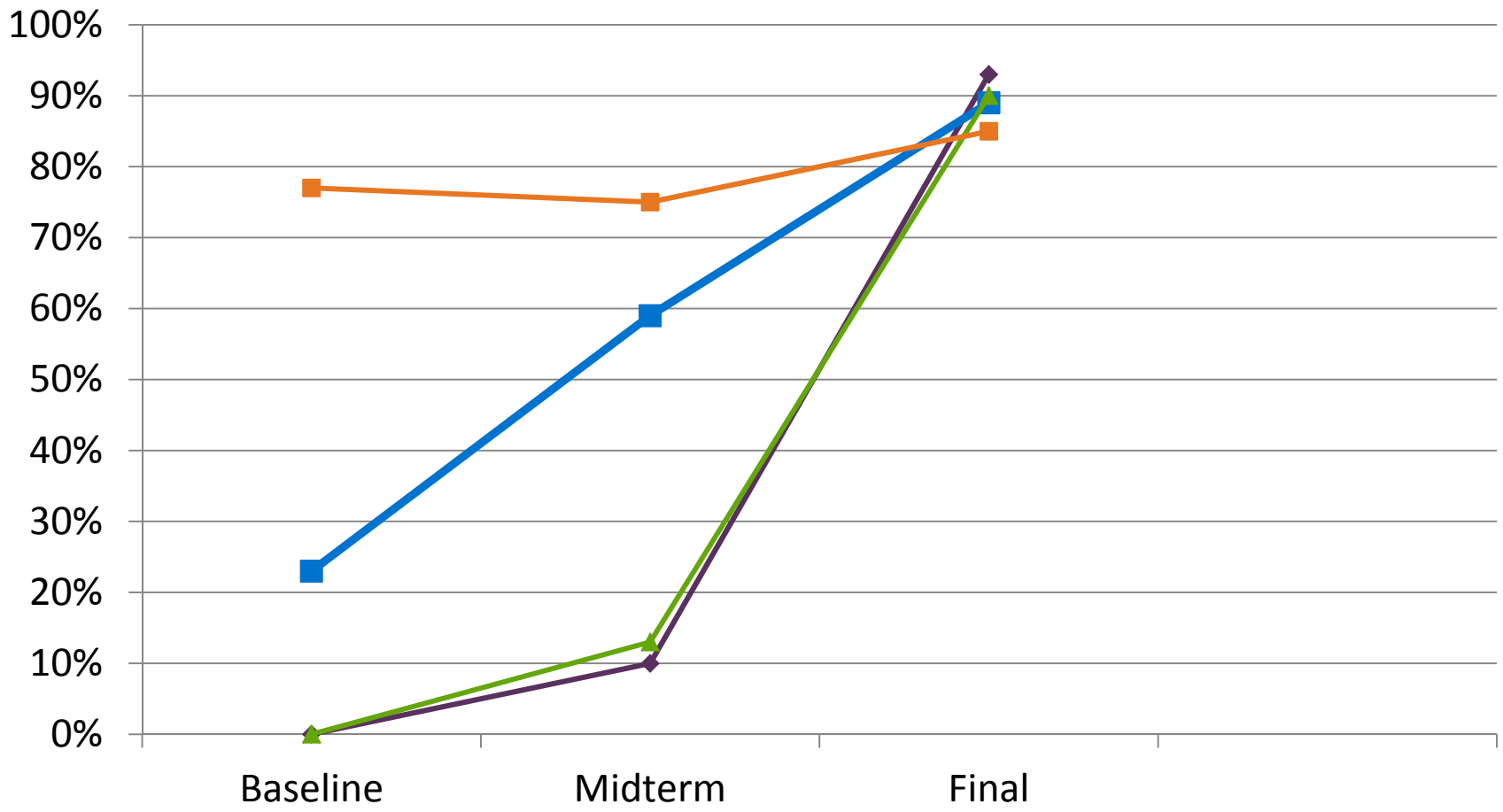
Thank you!

Elizabeth Ruedy
Director, Office of Monitoring and Evaluation
eruedy@iri.org

Ex-Post Evaluations: Testing for Sustainability

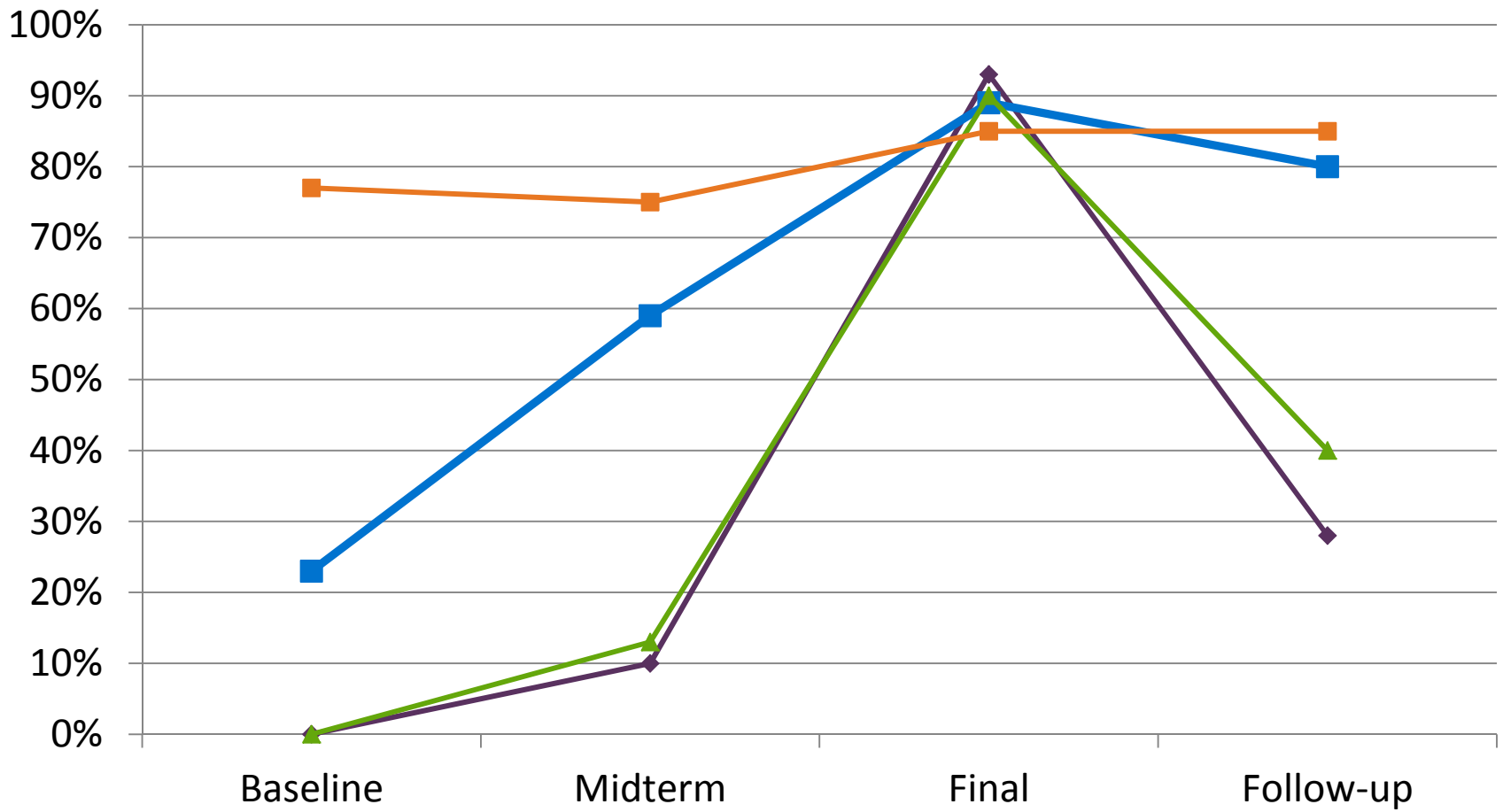
Justin Fugle, Senior Advisor, Plan International USA

Successful Final Results…



Promising Futures,
Community by Community

… Do Not Guarantee Lasting Impact



Promising Futures,
Community by Community

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

Promising Futures,
Community by Community

Local Leaders Respond and Support

Governments Adopt and Scale - Up

Promising Futures,
Community by Community

USAID
FROM THE AMERICAN PEOPLE

Measuring Systems Change

Partner Approaches

August 27, 2015