

# OUTCOMES & MEASURES

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# COLLABORATION

- **Shares a vision developed by study, experience, and work**
- **Identifies its resources to move toward the vision**
- **Identifies alternatives to achieve vision**
- **Implements alternatives**
- **Assesses progress and adjust alternatives**
- **Is a means to an end, not an end in itself**
- **The transaction costs of maintaining the collaboration should not exceed the capitals generated through acting together rather than separately.**



Monitoring and evaluation is only useful when the long term goal is clear. We shift from monitoring activities and outputs to monitor progress toward multiple outcomes. Increasing capitals (assets) is a useful way of thinking about desired outcomes. In looking at capitals, it is important to understand that they are both means and ends.

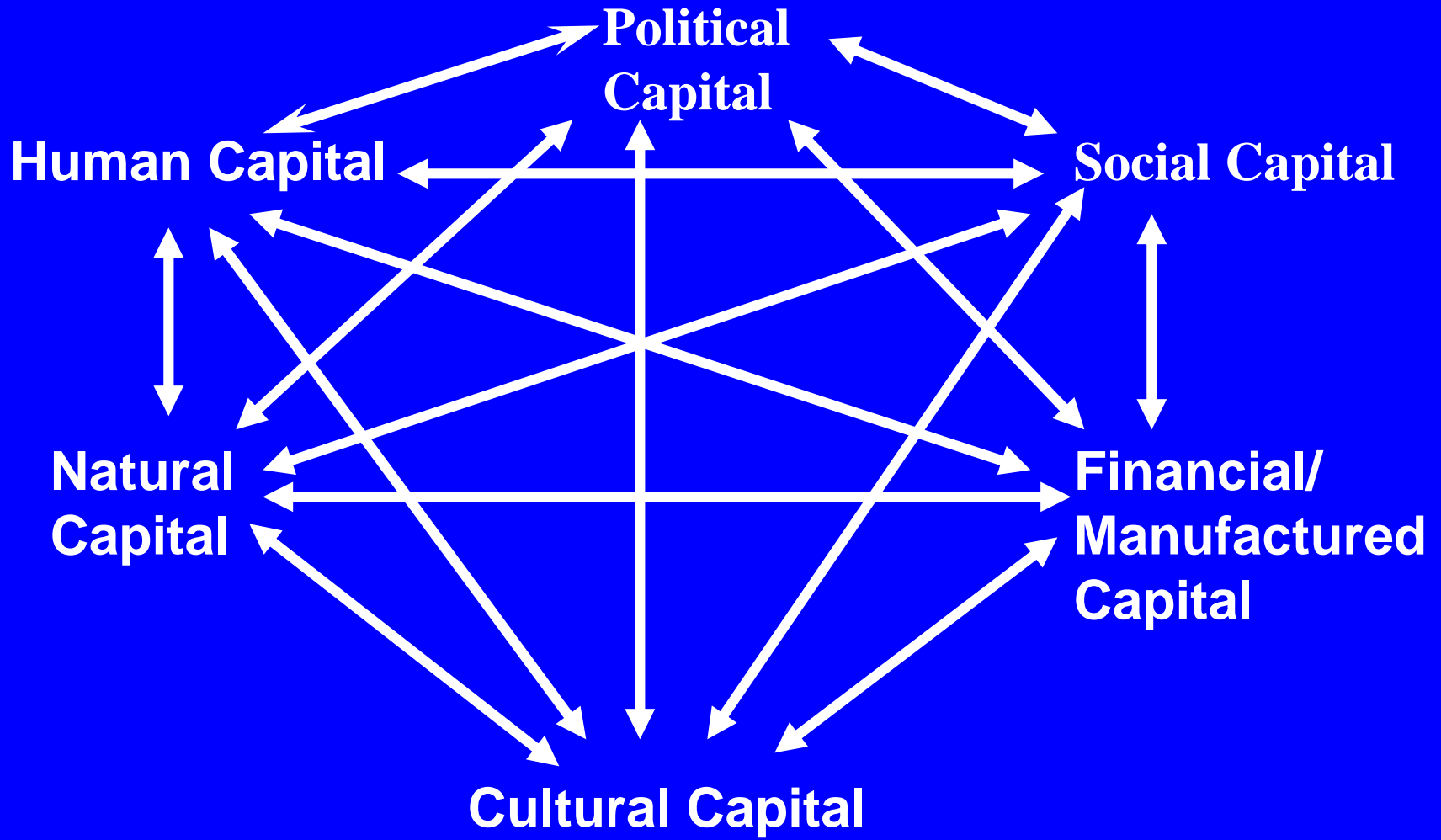


# CAPITAL

Resources invested to  
create new resources  
over a long time horizon



# Outcomes can be classified as capitals and what happens with one capital can enhance or reduce other capitals



# HUMAN CAPITAL

- education
  - skills
  - health
  - values
  - leadership
- The characteristics and potentials of individuals that are determined by the intersection of nature (genetics) and nurture (determined by interactions and environment)

# HUMAN CAPITAL

Increased use of the knowledge, skills, and abilities of local people

- Identifying skills, knowledge and ability
- Increasing skills, knowledge and ability
- Using skills, knowledge and ability
- Recombining skills, knowledge and ability



# SOCIAL CAPITAL

- mutual trust
  - reciprocity
  - groups
  - collective identity
  - sense of shared future
  - working together
- The interactions among individuals that occur with a degree of frequency and comfort. Bonding social capital consists of interactions within specific groups and bridging social capital consists of interactions among social groups.



# SOCIAL CAPITAL

- **Bonding**

- **Tight, exclusive networks**
- **Strong distinction between insiders and outsiders**
- **Single answer focus**

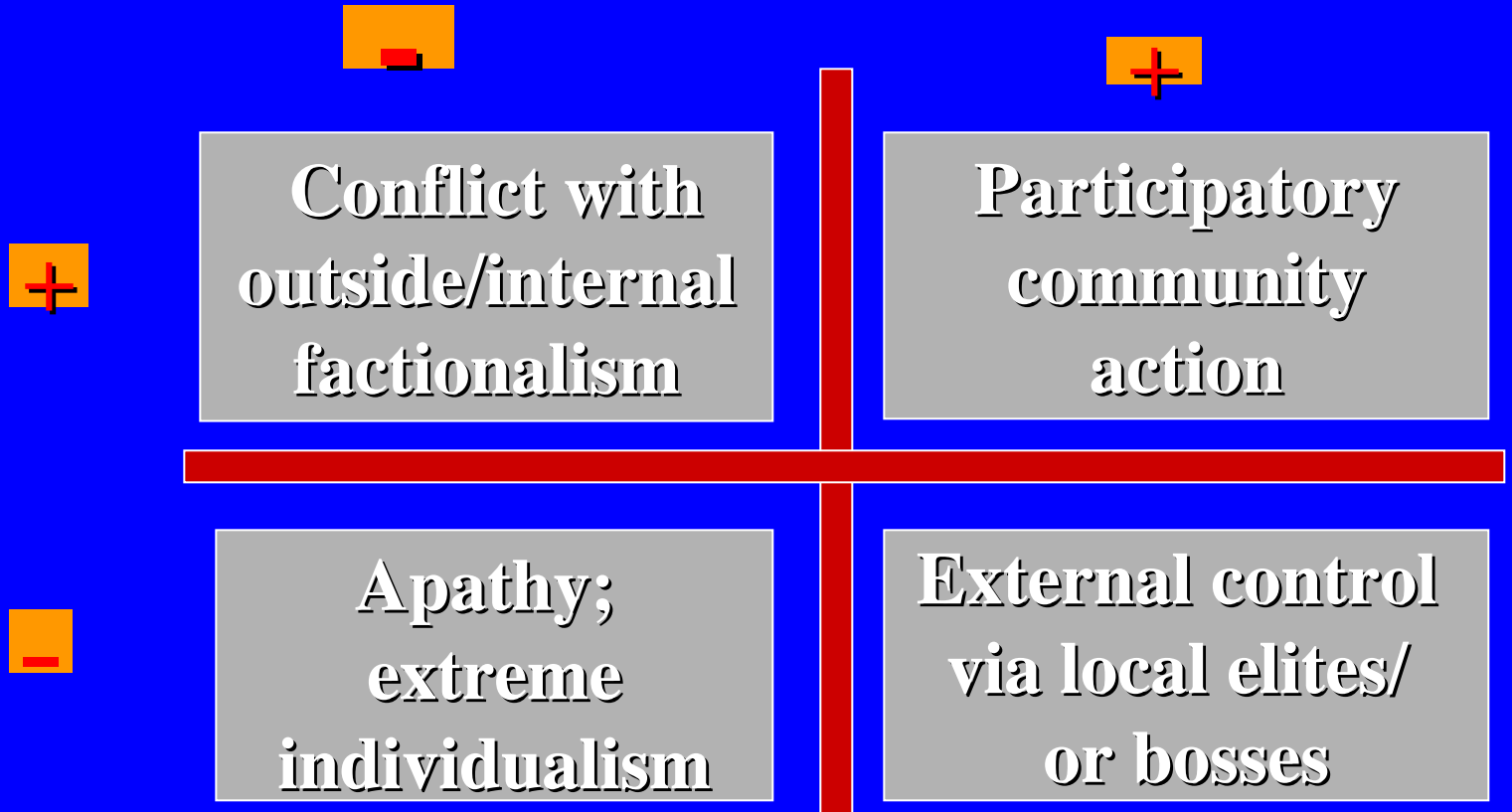
- **Bridging**

- **Open and flexible networks**
- **Permeable and open boundaries**
- **Legitimization of alternatives**

# Community Social Capital Typology

## BRIDGING SOCIAL CAPITAL

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# SOCIAL CAPITAL

Strengthened relationships and  
communication

- participation
- communication
- relationships



# SOCIAL CAPITAL

Improved community initiative,  
responsibility, and adaptability

- initiative
- responsibility
- adaptability



# NATURAL CAPITAL

- Air
  - Water
  - Soil
  - Biodiversity (plants & animals)
  - Landscape
- The biophysical setting that impacts human endeavors and is impacted by those activities.

# NATURAL CAPITAL

Sustainable, healthy ecosystems with  
multiple community benefits

- human communities and natural systems
- multiple community benefits
- finding common ground



# FINANCIAL CAPITAL

- debt capital
  - investment capital
  - tax revenue
  - savings
  - tax abatement
  - grants
- Forms of money used to increase capacity of the unit that accesses it. Financial capital is often privileged because it is easy to measure, and there is a tendency to put other capitals into financial capital terms.



# BUILT CAPITAL

- Housing
- Sewers
- Water systems
- Business space
- Day care centers
- Roads
- Electronic communication
- Human-constructed infrastructure used as tools for production of other capitals



# FINANCIAL CAPITAL

*Appropriately diverse and  
healthy economies*

- reduced poverty
- increased business efficiency
- increased business diversity
- increased community residents' assets



# POLITICAL CAPITAL

- Organization
  - Connections
  - Voice
  - Power
- Political capital is the ability of a group to influence the distribution of resources within a social unit, including helping set the agenda of what resources are available.



# POLITICAL CAPITAL

## Increased voice and influence

- Excluded people are organized and work together
- Excluded people know and feel comfortable around powerful people
- The issues of excluded people are part of the political agenda



# CULTURAL CAPITAL

- Symbols
  - Ways of knowing
  - Language
  - Ways of acting
  - Definition of what is problematic
- Cultural capital determines how we see the world, what we take for granted, what we value, and what things we think possible to change. Hegemony allows one social group to impose its symbols and reward system on other groups.

# CULTURAL CAPITAL

Different heritages are maintained  
and valued

- Cultural differences are recognized and valued.
- Mechanisms to maintain ancestral languages and customs are in place
- Collaborations are willing to take the time to understand and build on different ways of knowing and doing.



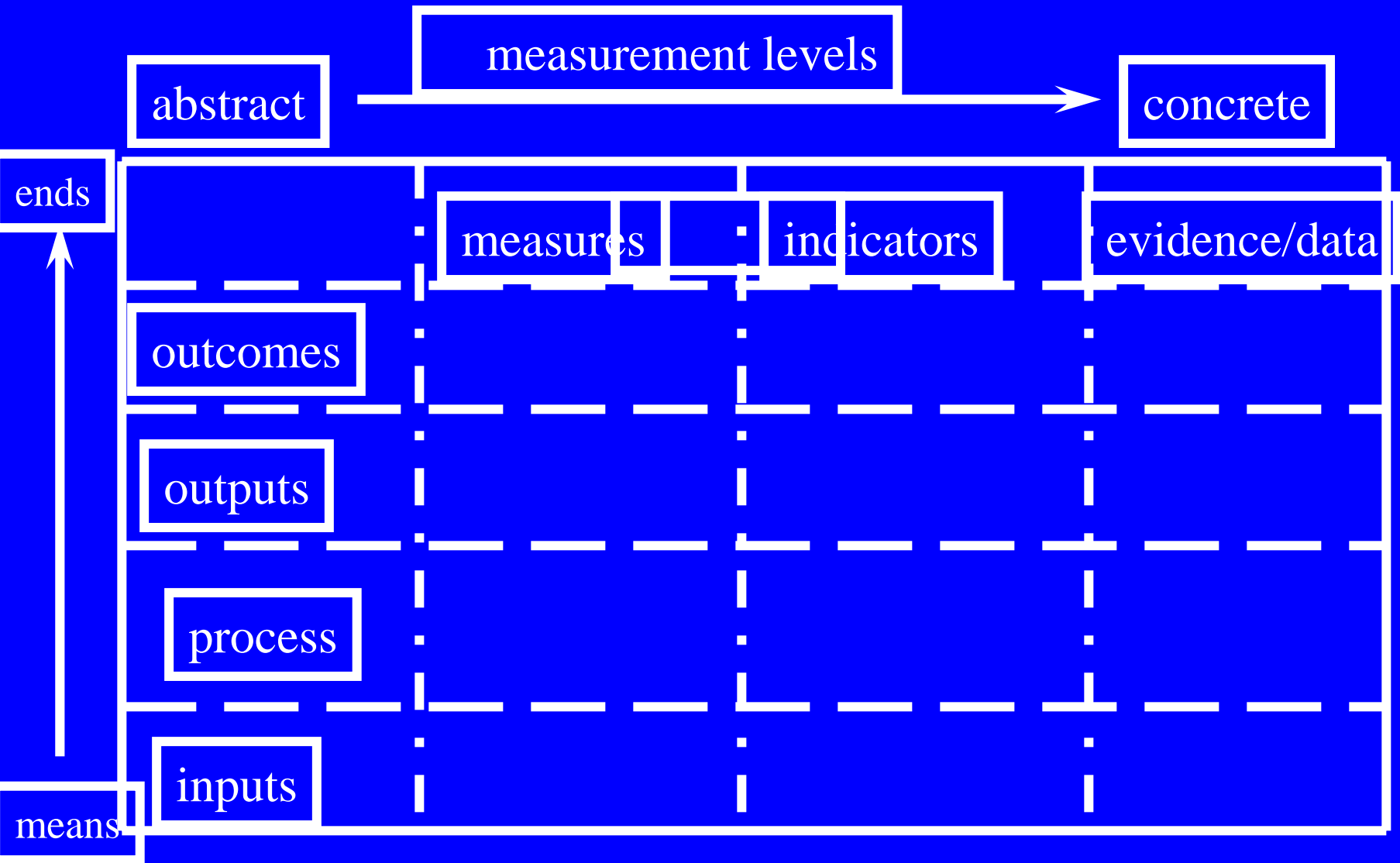
# CAPITALS ARE A WAY OF LOOKING AT THE CURRENT SITUATION AND OUTCOMES

- If knowledge is to be shared, we have to be
  - Clear about what we doing (activities)
  - Clear about what we expect to happen
  - Clear about the evidence that tells us whether or not it did happen as a result of our activities

# PROCESS FRAMEWORK FOR IDENTIFYING INDICATORS

- **Inputs: Resources applied to meet process objectives**
- **Activity Measures: meeting, time, cost, quality, participation**
- **Outputs: Immediate direct results**
- **Outcomes -- longer term results mediated through process outputs and other systems activities**





# OUTCOMES

- The larger goals
- What we expect to happen as a result of our activities
- We cannot totally control it
- The most important reasons we do what we do.



# WHAT YOU THINK IS IMPORTANT TO MEASURE IS BASED ON YOUR THEORY OF CHANGE

- You need to be clear on where you are going collectively before you can measure your progress in getting there
- Mental models of what causes what may mean lead to very different alternatives and strategies
- It is easier to focus on strategies and activities than make explicit our goals and our mental models.



# OUTPUT

- The immediate product
- Something we can control
- Means to achieve the outcomes

# ACTIVITIES

- Meetings
- Loans
- Technical Assistance
- Training
- What we do to achieve the outputs



# INPUTS

- \$\$\$
- People/Time
- Space
- Machinery
- Organization

**What we measure is what we do:**

**Measuring success**



# ACCOUNTABILITY

- **Planning**
- **Progress**
- **Performance *Results* Measurement**
- **Potential (Appropriate Time Frame)**

# ACCOUNTABILITY INCLUDES

- Baseline measures
- Annual performance results
- Goals



# ACCOUNTABILITY FACILITATES

- **Continuous improvement**
- **Creation of learning communities**
- **Building strong partnerships**



TO WHOM DO YOU FEEL  
ACCOUNTABLE?

TO WHOM IS YOUR PROGRAM  
ACCOUNTABLE?



# MEASURES SHOULD

- Give us data we trust (at the community level)
- Mean something to the local people
- Give strategic signals



# MEASUREMENT IS FEARED BY EXCLUDED PEOPLE BECAUSE OF THEIR EXPERIENCE

- Information can be used to take things away
- “They” will pick the wrong indicator or the wrong measure
- There is so much we cannot control that it is a waste of time to measure outcomes
- We don’t know who will use the data for what purpose



# BARRIERS TO MEASURING OUTCOMES

- We get excited about activities and strategies
- We may have differences with our collaborators on the desired futures we seek
- We may have very different mental causal models on how to reach our objectives.
- We want to look good and so we measure what we do, not what happens when we do it.
- Being busy does not necessarily mean being productive in terms of moving toward better futures.

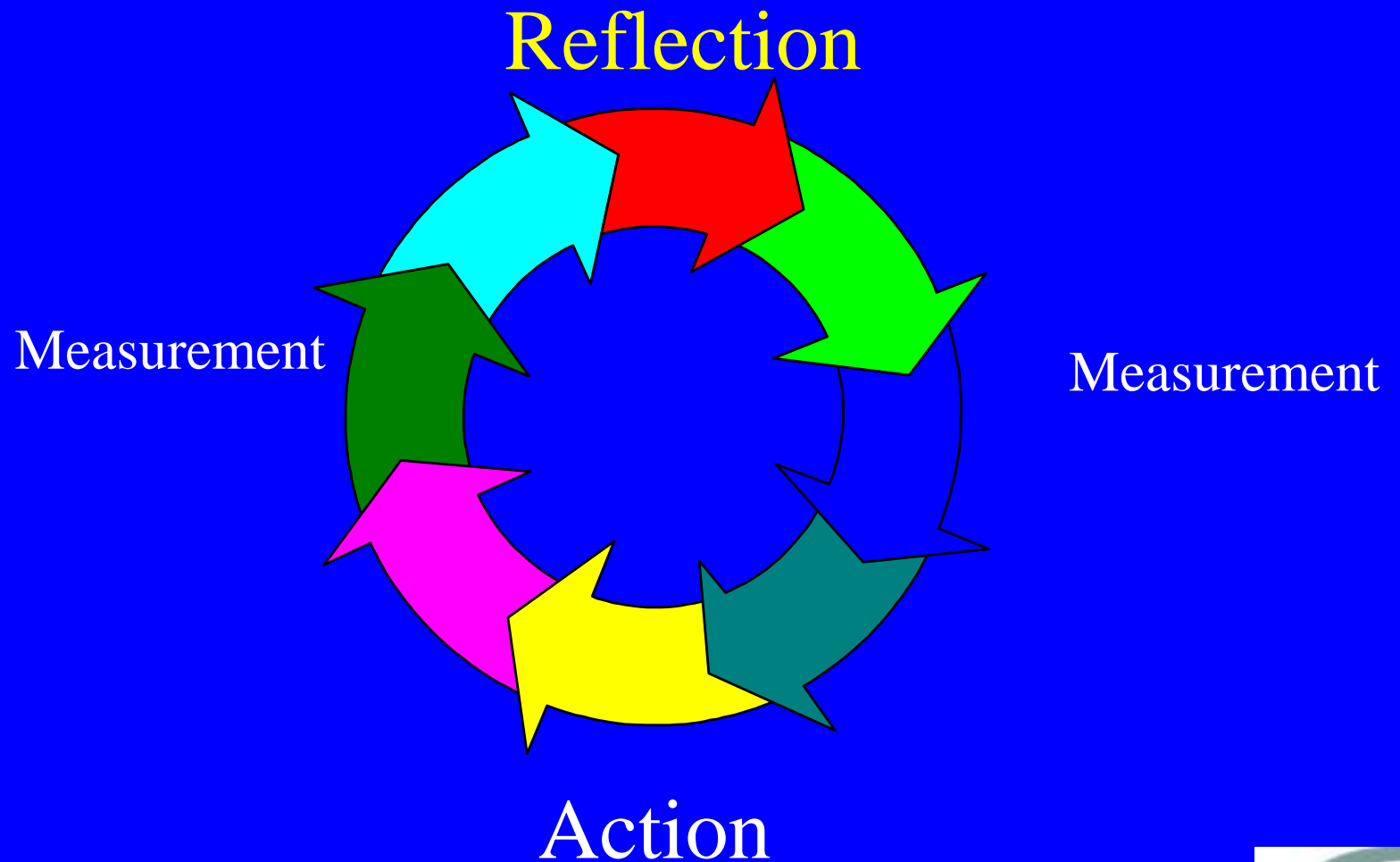


# PURPOSE OF INDICATORS

- **Show progress toward achieving identifiable goals**
- **Enable key participants to improve the system from their own level**
- **Support communication of effectiveness and performance**
- **Indicators should NOT divert us from our work**



# Continuous Learning



# COMMON PITFALLS IN SELECTING INDICATORS

- **Unclear relationships between outcomes and process activities**
- **Default to readily available information**
- **Selecting unmeasurable as indicators**
- **Irrelevant to goals and activities**
- **Demanding to be comprehensive**



# MORE PITFALLS

- Complexity and multi-dimensional outcomes can be an excuse for fuzzy thinking and not measuring
- In the past, projects have gathered lots of data with little information: carefully pick what you are going to measure



# THE CONUNDRUM OF CAUSALITY

- **Time Order**
- **Covariation**
- **Elimination of Rival Causal Factors**

# MAPPING OUTCOMES

- **Who are the partners?**
- **What are the shared goals/outcomes?**
- **What are the inputs of each partner?**
- **What are the activities/processes involved in bringing together the inputs?**
- **What were the outputs?**
- **What outcomes were achieved?**



# EFFICIENCY RATIO

**The proportion of resources we  
leverage in achieving our  
outcomes**



# MEASURING OUR OUTCOMES

- **What is the unit of analysis?**
- **What is the level of aggregation?**
- **What is the evidence we will use?**
- **How do we gather that evidence?**

# CRITERIA FOR MEASURES

- **Likely to change because of what we do**
- **Responsive to what we do**
- **Resistant to “noise”**
- **Easy to measure at different points in time**



# NEGOTIATION OF EVIDENCE

- What is meaningful in terms of where the community wants to go (understanding lack of consensus in any group)
- What is meaningful in terms of the collaborative
- What is meaningful in terms of the funders.
- The role of the collaborative is to work on measures that are meaningful to both groups, either interpreting local measures in funders' outcomes terms or developing a parallel set of measures once the long term outcomes are agreed upon.



# MEASUREMENT CAN TELL US

- What is common among sites
- How do the different sites do differently to achieve their outcomes
- How we can learn from failure
- How we can learn from unanticipated negative consequences



# MEASUREMENT BASED ON OUR THEORIES OF CHANGE CAN

- Change the way funders do business
- Change the way collaborations work
- Change the way projects are implemented

