

MASTERCLASS SERIES

in Systems Thinking



Measuring ECD Systems Change: Systems-Level Impact Framework

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2 MAY 2024

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The Systems Thinking for Early Childhood Development (ECD) Initiative is a partnership between ECDAN and Harvard University and supported by Porticus.



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Agenda

Welcome (5 mins)

Systems-Level Change at an International NGO (25 mins)

- Activity 1 and 2

Overview of CARE's Systems-Level Impact Measurement Framework (25 mins)

- Activity 3

Organizational Learning (5 minutes)

Discussion & Questions (25 mins)

Closing (5 mins)

What are we learning today?

01

Apply a systems-change lens to ECD, depicting the system you're trying to change and the desired outcomes.

02

Identify the steps to establish a systems-level impact measurement framework for a desired systems-change.

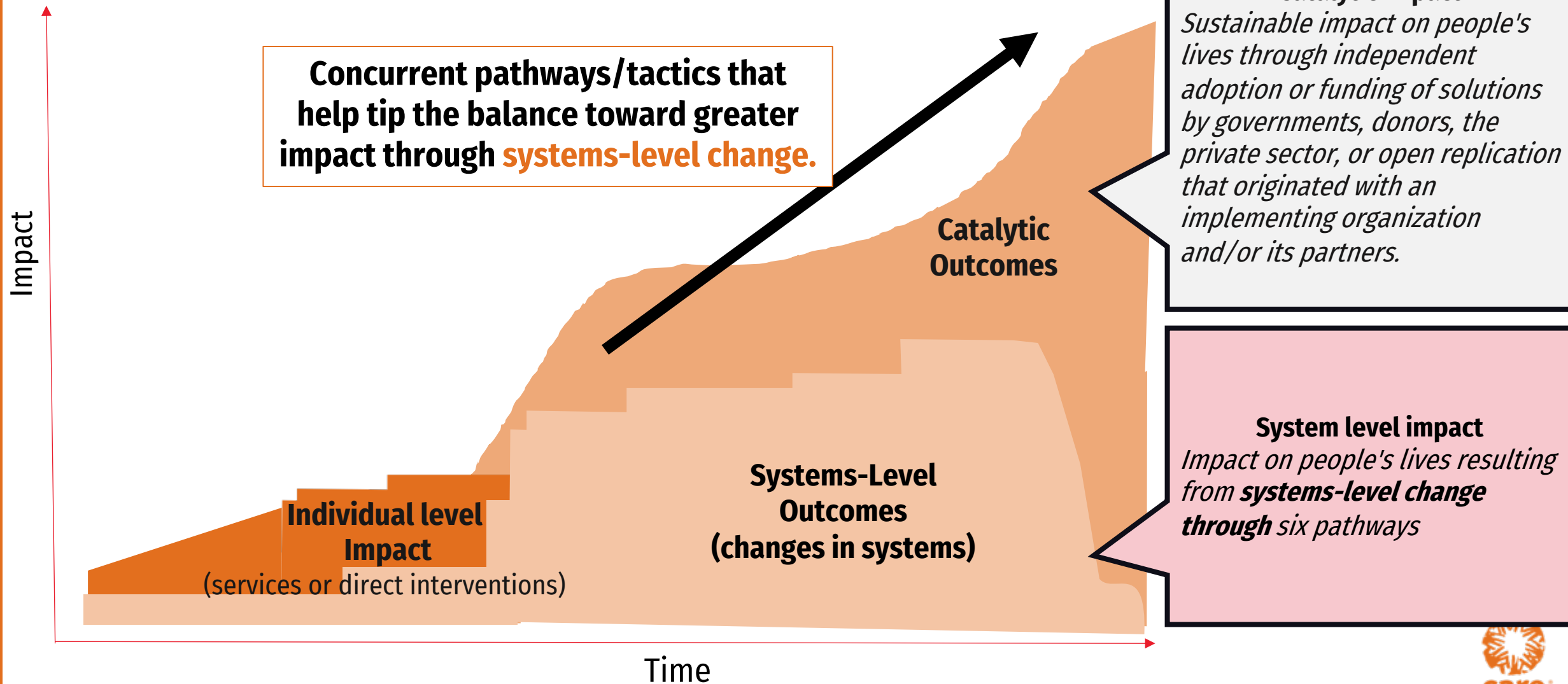
03

Recognize how systems-level impact measurement differs from traditional program evaluation and the organizational shifts required to execute systems-level change evaluations.



Systems-Level Change at an International Non-Governmental Organization (INGO)

Systems-Level Change is a more expansive view of how we achieve outcomes and impact



Influencing systems change

Pathways

Tactics

Advocacy



Influence policies, programs, budgets

Social norms



Catalyze community-wide social and normative transformation

Social movements



Foster and strengthen collective action among conveners, allies, resource partners, amplifiers

Service systems strengthening and social accountability



Increase capacity of institutions and services to provide inclusive and effective services and to fulfill their obligations.
Strengthen social accountability processes and capacities

Inclusive market-based approaches



Strengthen markets to be more inclusive, uphold labor rights, and are sustainable (economically & environmentally)

Scaling and adapting proven models

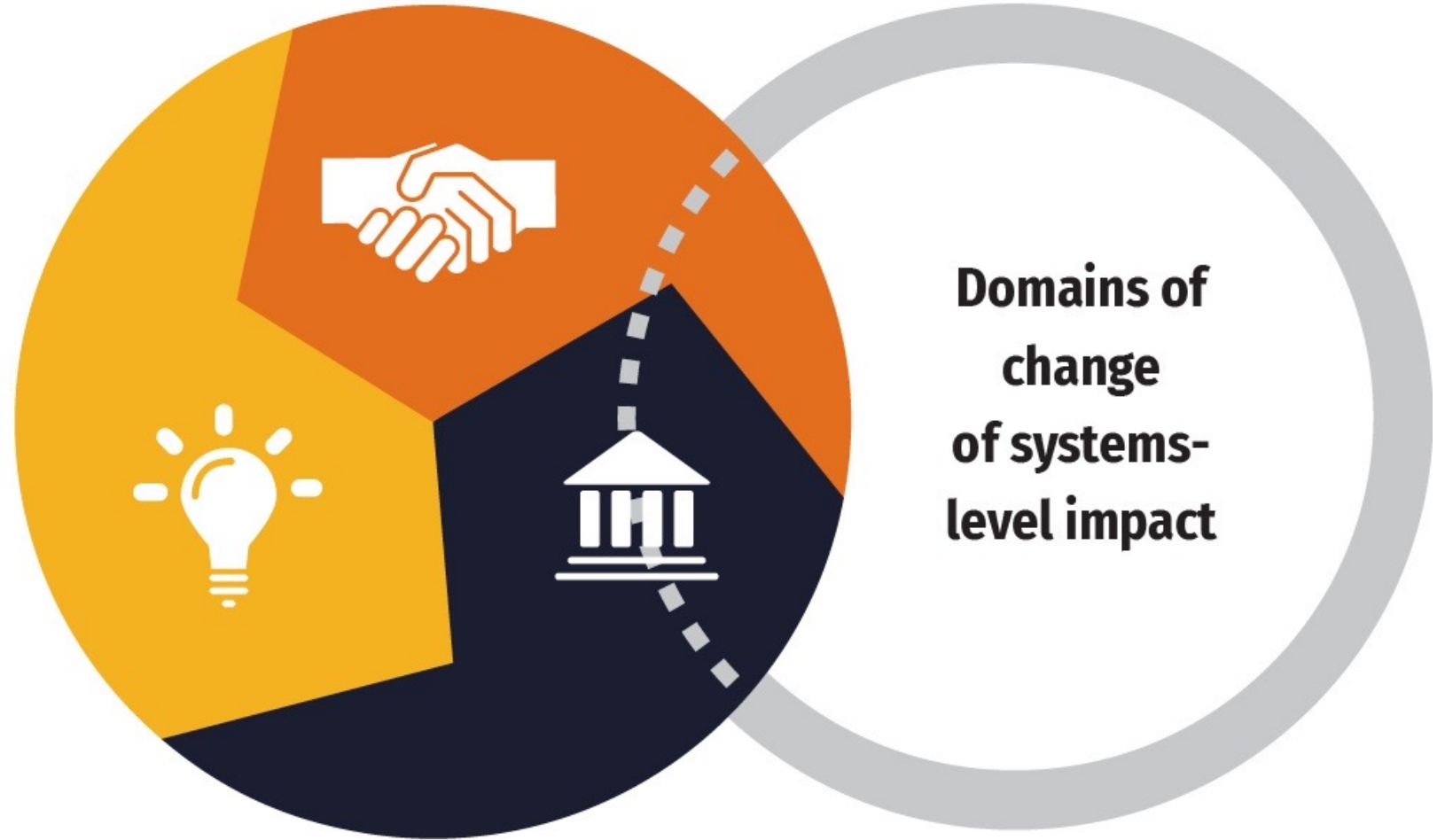


Adopt and scale up proven models in ways that are context-specific while maintaining fidelity and impact of the core intervention

Vision 2030 Theory of Change

BUILD AGENCY

CHANGE RELATIONS



TRANSFORM STRUCTURES

How do we measure those three spheres? 30 Global Indicators!

3 Framing Indicators:

1. **Agency:** # and % of women and girls and other marginalized groups who have increased their agency in ways that contribute to gender equality
2. **Relations:** # and % of people of all genders who experience more equitable gender and power relations (formal and informal)
3. **Structures:** # of examples of transformed structures (formal and/or informal) for greater gender equality (and where available, the # & % of people of all genders experiencing actual/potential impacts from those)

See all 30 Indicators here:

<https://www.careemergencytoolkit.org/wp-content/uploads/2022/08/CARE-2030-Global-Indicators-for-measuring-change.pdf>

Conceptualizing Systems-Level Change and Impact

Systems-Level Change

The shift that occurs by altering underlying structures and supporting mechanisms which make the system operate in a particular way, as a result of NGO and partners' programs and influence.

- Outcome of the cumulative effect of working across multiple pathways to scale (systems level pathways)
- May include shifts at multiple levels, including at interpersonal, community, and institutional levels

Systems-Level Impact

The improvement in people's lives that results from **systems-level change**

- Quantified as the number of individuals who experience a positive change in their life as a **result** of changes achieved through systems-level pathways
- System-level change is a **significant contributor** to that impact

Systems-Level Change in 3 Steps

1. What problem are you trying to solve? Are there structural barriers to that problem and what are they?

2. Are we strategically utilizing all the relevant pathways to impact at scale?

3. How will we measure our systems-level change and its subsequent impact on people?

Step 1: What problem are you trying to solve? Are there structural barriers to that problem and what are they?

- Which systems are we seeking to change?
- What aspects of the systems are working today?
- What about the systems doesn't "work"?
- What aspect or function of those systems are we trying to change? Who are the people we need to influence?
- What would it look like for that system to work differently for people?
- How do these changes to systems impact people's lives?

Activity 1: Apply this to your ECD work

What problem are you trying to solve? Are there structural barriers to that problem and what are they?

- Which systems are we seeking to change?
- What aspects of the systems are working today?
- What about the systems doesn't "work"?
- What aspect or function of those systems are we trying to change? Who are the people we need to influence?
- What would it look like for that system to work differently for people?
- How do these changes to systems **impact people's lives?**

Draw your answer here:

Step 2: Are we strategically utilizing all the relevant strategies to make our desired systems-level changes?

CARE's strategies ("pathways"):

- Advocacy and influencing
 - Supporting social movements
 - Social norms change
 - Service systems strengthening and social accountability
 - Inclusive market-based approaches
 - Scaling and adapting proven models
- These pathways are complementary and mutually reinforcing.
 - Successful systems change does not require working on every pathway, but our evaluations show that systems-level interventions **typically use at least three pathways.**

Activity 2: Apply this to your ECD work

Using CARE's strategies as examples, what (other) systems-level change strategies might you need to use to be most effective in your context?

Write your answer here:

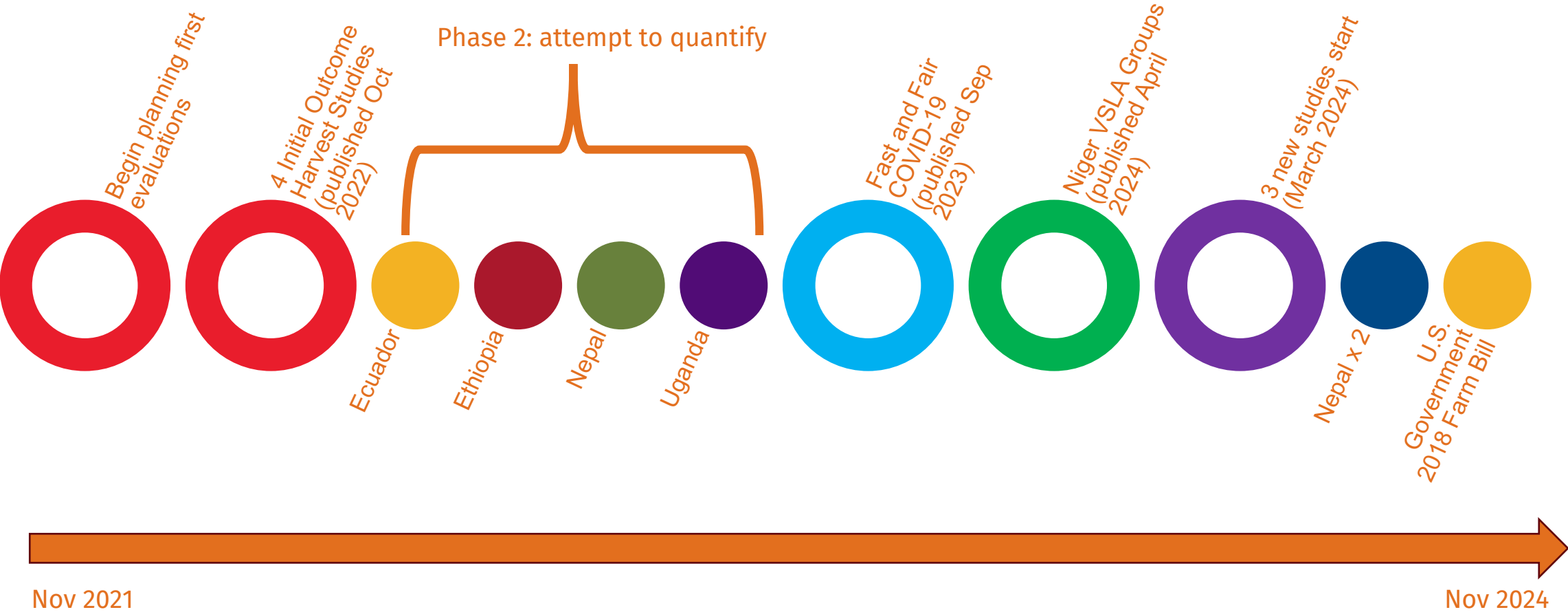
Step 3: How will we measure our systems-level change and its subsequent impact on people?

- Need a conceptual framework for measuring both the systems change and the impact.
- What resources do we need to evaluate our impact? Consider that systems-level change evaluations often require a combination of qualitative and quantitative methodology



Systems-Level Impact Measurement

Learn-by-Doing Approach to Measure Systems-Level Impact



Understanding Systems-Level Change Outcomes: Key SLI Questions

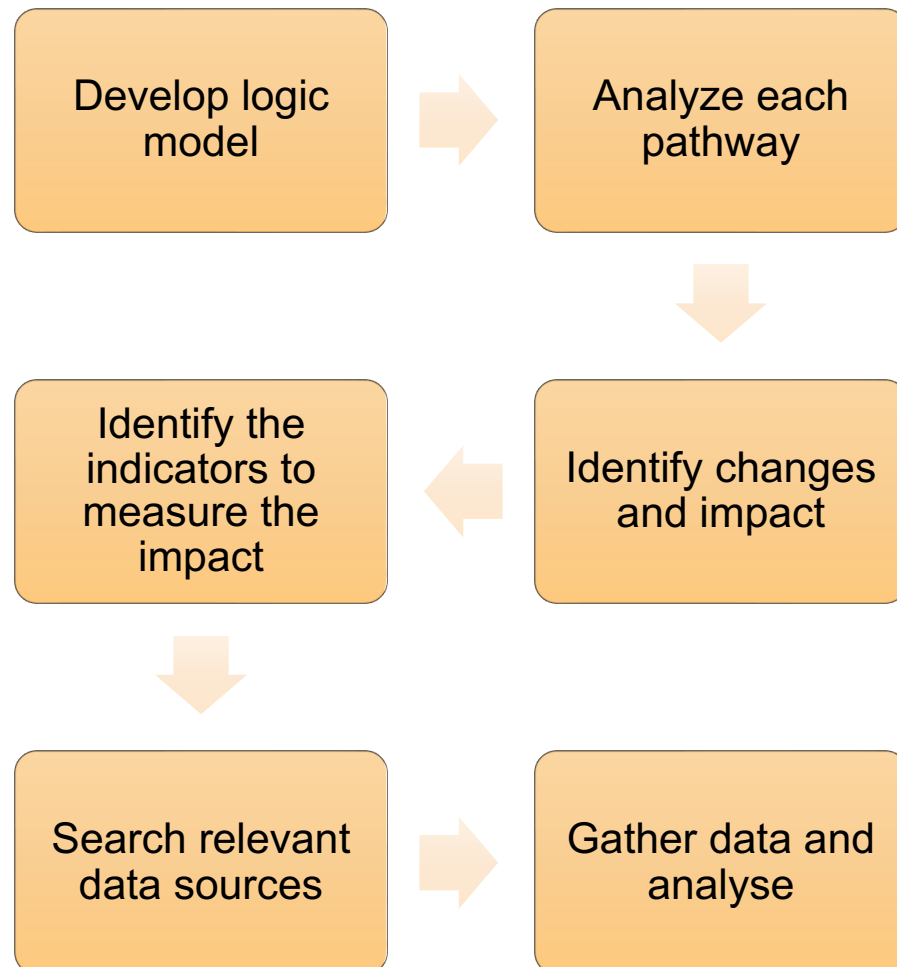


1. What is the system (or systems) that changed as a result of the win?
2. How did the systems-level change(s) happen? What obstacles had to be addressed or notable tactics used to result in the systems-level change?
3. What was CARE's contribution to those systems-level changes? What role did CARE play in supporting partners who contributed to the change?
4. What were the outcomes of those systems-level changes, from the perspective of CARE and other systems actors?
5. Where were the changes that happened to the system and to people (the target population)?
6. How many people's lives are better because of CARE's contributions to those systems-level changes?

CARE's Systems-Level Impact Measurement Framework

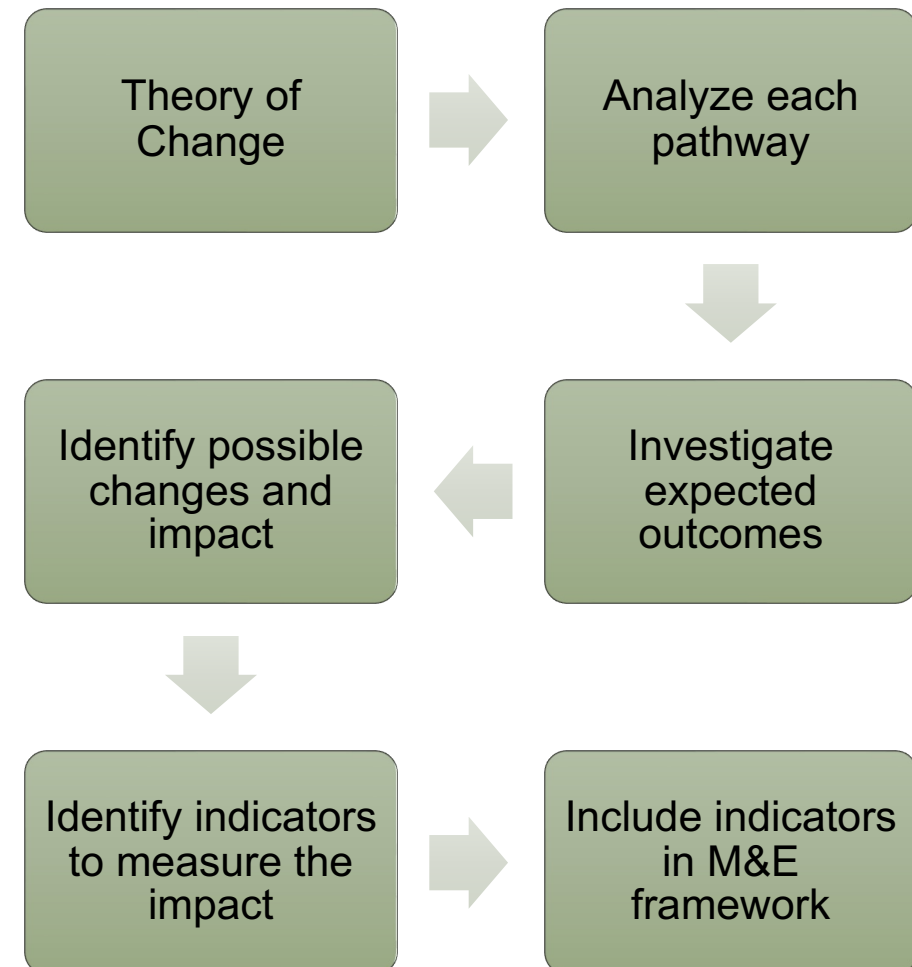
Retrospective Analysis

(impact from past projects)



Prospective Analysis

(program design)



Example 1: Responding to Migrant Needs in Ecuador

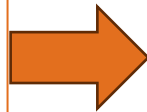
Problem: In 2020, 5,500 Venezuelan refugees crossed into Ecuador daily, creating tensions with host communities

Target population: Women, youth & LGBTQ migrants



Solution: Influence humanitarian system to better respond to specific migrant needs

- Advocating for legislative reform
- Strengthening protection & health systems
- Shifting social norms about masculinities & migrants
- Engaging social movements
- Engaging multi-sectoral partners



Systems-Level Change:

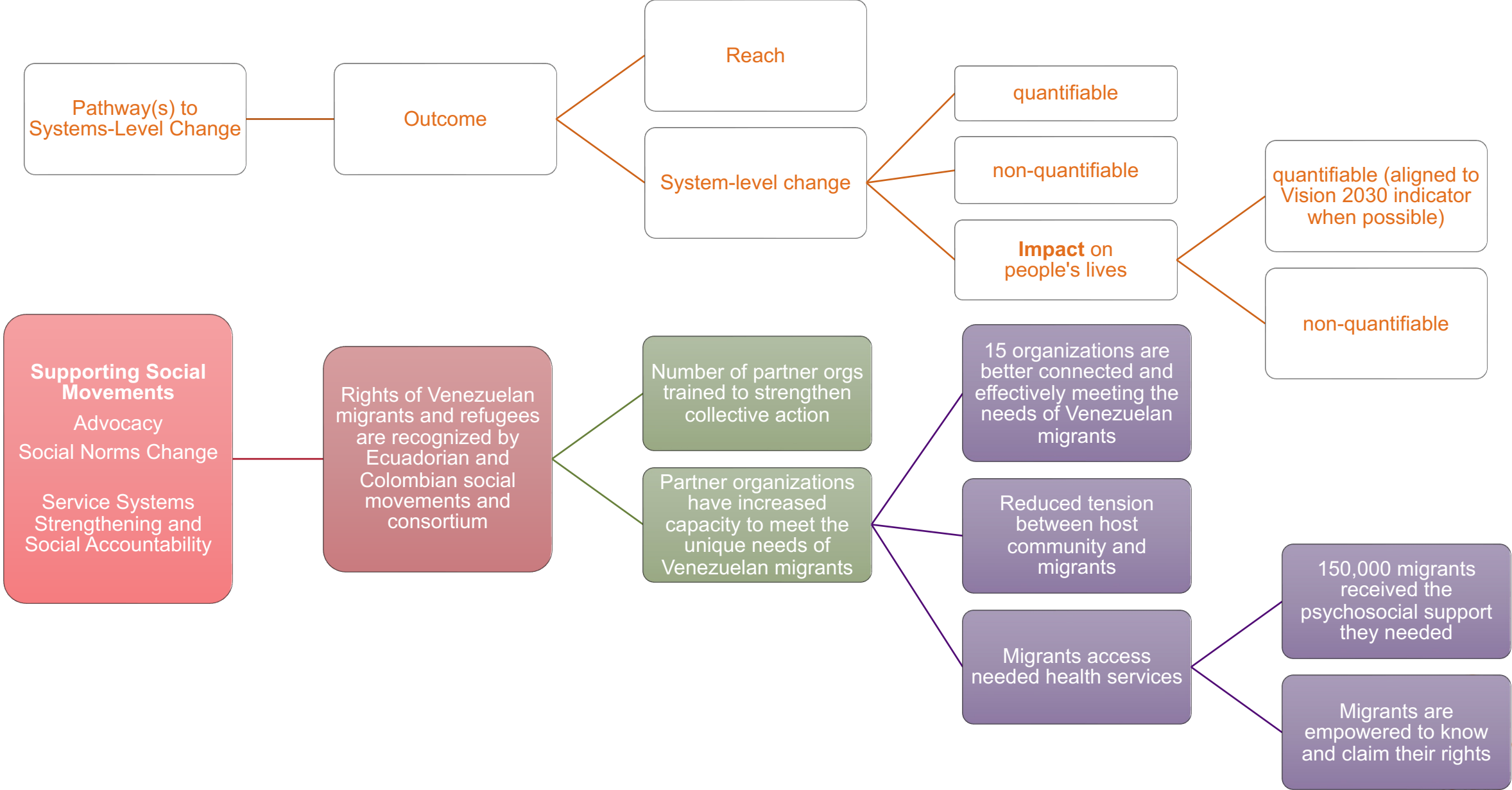
- Host communities more accepting of migrants
- Partner organizations & public institutions delivering quality services to migrants
- Policies protective of migrants, specifically LGBTQ & women (GBV)



Population Impacts:

- Increased employment & entrepreneurship
- Increased self-esteem of women
- Increased health service utilization
- Reduced GBV

SLI Measurement Logic Model & Example from CARE Ecuador



Six Pathways to Impact at Scale Aligned to Vision 2030 Indicators

Most Straightforward

Pathway	Vision 2030 Indicator
Social norms change	16: # and description of positive shifts in informal structures (social norms, culture, beliefs, etc.) as defined and influenced by movements and/or activists supported by CARE
Supporting social movements	16: # and description of positive shifts in informal structures (social norms, culture, beliefs, etc.) as defined and influenced by movements and/or activists supported by CARE
Advocacy	17: # of new, amended or better implemented policies, legislation, multilateral agreements, programs, and/or budgets responsive to the rights, needs and demands of people of all genders

Six Pathways to Impact at Scale Aligned to Vision 2030 Indicators

Less Straightforward

Pathway	Vision 2030 Indicator
Service systems strengthening and social accountability	15: Proportion of people of all genders satisfied with their last engagement with service providers (focus on services that advance towards becoming more gender equal or transformative).
Inclusive Market-Based Approaches	30: # and % of women who have increased capability to participate equitably in economic activities
Scaling and adapting proven models	N/A

*Challenge: Indicators 15 and 30 also include direct service impact that is **not** considered systems-level change*

Example 2: Nested Systems-Level Impact Indicators from Nepal

Reminder: systems change happens at multiple levels

Example: Farmer ID (FID) Card

- *Individual:*
 - Increase # of marginalized farmers who have **access** to insurance
 - Increase # of farmers who **claim** the insured amount of livestock loss and crop loss
- *Household:*
 - Changes in % of households with food insecurity
 - # of women farmers who participated in HH level decision making
- *Community social norms:*
 - Women farmers felt dignified and respected in the community with increased social status as they were invited to community and social events and their voices are heard
 - Women are empowered to participate in key positions of the committee and have decision-making power (e.g., speaking at meetings, voting)
- *Provincial government:*
 - # of government officials who have enhanced capacity on managing landless issues and FID card
 - Community-based land management practices were implemented in # of areas, and how many farmers and households benefitted from it

Data Collection Strategies

- Household-level survey
- Publicly-available secondary data looking at multiple time points (i.e., before and after project)
 - Demographic and Health Surveys (DHS)
 - Nepal 2020 Census
- Program data
 - Baseline evaluation
 - Implementation documentation
- Outcome harvesting

Activity 3: Applying Systems-Level Impact Measurement to your ECD work

- Return to the picture you drew in Activity 1 and the strategies you listed in Activity 2.
- What **systems-level change outcomes** might you expect?
 - Quantifiable
 - Non-quantifiable
- What would be the **impact on people's lives**?
 - Quantifiable
 - Non-quantifiable
- What **organizational indicators** might you want to incorporate?

Write your answer here:

Example 3: Measuring CARE's Local to Global Influence

How did CARE credibly quantify our comprehensive impact on health systems strengthening, advocacy, and programming on COVID-19 vaccinations across 34 countries ?

An innovative approach to estimating CARE's systems-level impact:



External mixed methods assessment



Country case studies
documenting CARE's
meaningful contribution



Modeling impact of
influence and
programming through
secondary data



Meaningful, **multi-level contribution**, not
attribution

Organizational Learning

How does applying a systems-level impact lens differ from business-as-usual?

3 Systems-Level Impact Tips for Organizations

1. This is **not a traditional endline program evaluation**. Work in close partnership with (external) evaluators and have regular discussions about methodology, data availability, and findings to ensure we're assessing **systems-level changes**.

- Need flexible funding *not* tied to projects as systems-level changes span projects and portfolios

2. If possible, include **comparison groups** in methodology

- Example: Focus Groups in Niger with communities that do have Village, Savings, and Loan Association (VSLA) groups and those who do not
- Example: Local Nepal government has adopted Farmer ID Card vs province where it has not

3. Triangulation of multiple data sources is critical to establish **systems-level findings**

Typical SLI Evaluation Scope of Work for External Consultant

- Establish **CARE's contribution**
- Refine a **Theory of Change** outlining the systems-level pathways, strategies, approaches, and outcomes that occurred as a result of the advocacy/influencing win and the subsequent impact on people's lives

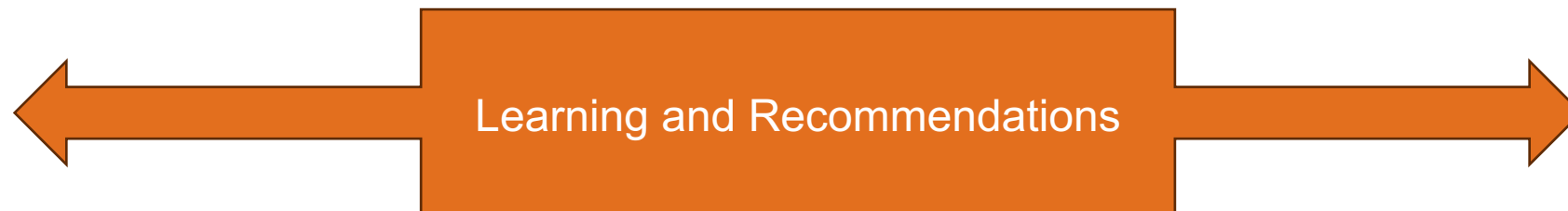


Qualitative impact: assess how, and to what extent, CARE enacted systems-level change

- Document any “ripple effects” and additional (possibly unintended) outcomes that took place

Quantitative impact: estimate the number of lives impacted as a result of the systems-level change

- Triangulation of data: program data, publicly-available secondary data, and original data collection



Discussion and Q&A

Dr. Sharon Goldfeld

Thank you!

Get in touch!

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Suggested citation:

Dernberger, Brittany N. 2024, May 2.
“Measuring ECD Systems Change:
Systems-Level Impact Framework.”
PowerPoint slides for Masterlcass in
Systems Thinking.
<https://ecdand.org/session13-event/>