



Measuring what matters:

Reversing asymmetries of power and voice
and measuring systems change.

Victor Kabanda, Tona Isibo,
Tadele Fayso Ergetw (PhD)

RMEO's gLocal Week
June 2, 2021



In memory of Dr. Sulley Gariba

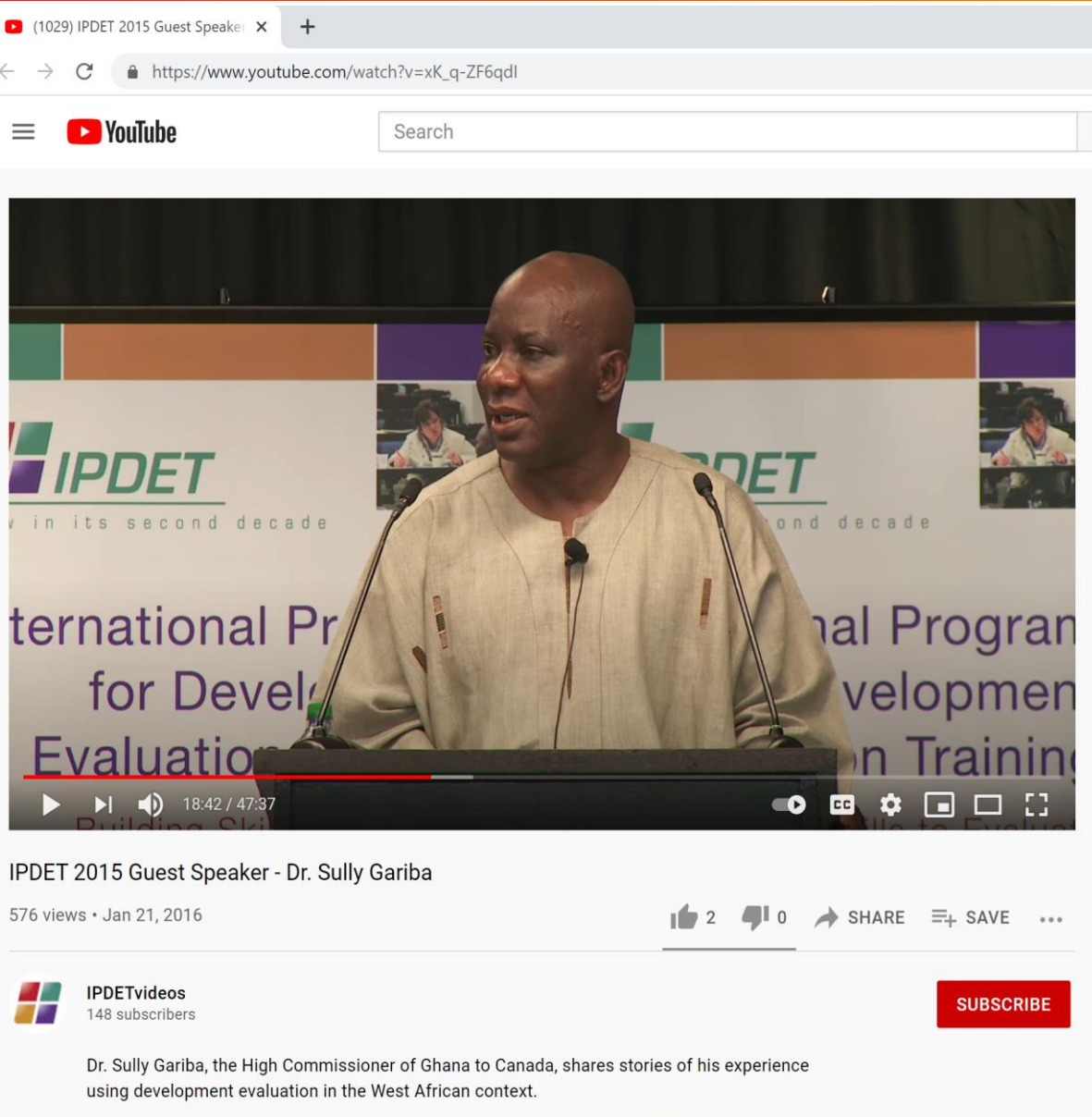
Dr. Sulley Gariba was the inspiring and visionary leader who crafted the Mastercard Foundation's Impact Strategy. Drawing on a lifetime of insights as a diplomat, policy adviser, evaluator, entrepreneur and storyteller, the strategy reflects his deep commitment to reversing deep-rooted asymmetries of knowledge and power by lifting up the voices of young women and men, and the stories and wisdom of Africa and Indigenous communities in Canada.

A longstanding pan-Africanist, and a champion of developing country professionals, Sulley served as President of the African Evaluation Association (AfrEA) and of the International Development Evaluation Association (IDEAS).

These early contributions helped to lay the foundation for the more than 40 evaluation organizations now active across the African continent. He leaves an enduring legacy at the Mastercard Foundation, and across the globe, with so many who remain inspired and committed to carrying out this vision.

- Imperatives of global change for our field
- What needs change and how?
- What the Mastercard Foundation is doing to evolve our practice

A case for change: evaluation discomfort in developing world



(1029) IPDET 2015 Guest Speaker X +
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Dr. Sulley Gariba, the High Commissioner of Ghana to Canada, shares stories of his experience using development evaluation in the West African context.

- Dr. Sulley Gariba's IPDET 2015 Guest Lecture on the need for changes, key messages (see 15:05-18:52):
 - Need to fabricate new paradigm reflecting **the realities for global development** and challenges the orthodoxy of traditional evaluation;
 - Traditional evaluation is asymmetrical:
 - Interventions and evaluations dictated by powerful institutions in Global North;
 - Global South's role: accountability and research assistantship

Imperatives for change

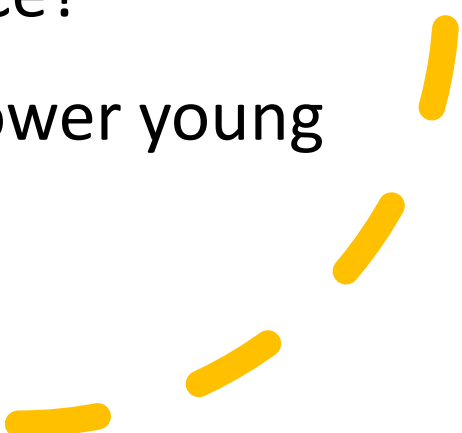
- Development realities call for traditional evaluation to integrate contextual realities, indigenous knowledge and aspirations of beneficiaries;
- Development interventions and their evaluations should focus on tackling root causes of issues at hand, applying an integrated approach, instead of fragmented projects;
- System level interventions should be the engine of transformation at scale and be included in evaluation
- COVID-19 realities impose rethinking in evaluation
- People in the developing world should be given important roles in evaluation conducted in their areas.

The Mastercard Foundation's Journey



- Mastercard Foundation was created in 2006 by Mastercard;
- In 2018, the Foundation launched its strategy, The Young Africa Works, with an ambitious goal to enable 30 million young people in Africa, especially young women, to secure employment they see as dignified and fulfilling by 2030.
- Other programs include EleV and Mastercard Foundation Scholars Program;
- The Foundation strategic and programmatic shifts as well as the realities of Covid-19 led to bold rethinking of our approach to impact;
 - Singular focus on youth
 - Country- based
 - Systems – supporting system level change at national and regional level
 - Partners for scale – partners capable of achieving transformational change at scale

Approach
guided by the
following
questions

- How do we know if young people are in dignified work and are empowered to exercise voice and agency?
 - What does this mean for longer-term sustainable change/transformation at scale?
 - What are different ways of knowing this? Through whose eyes, whose voice?
 - What do we need to do to empower young women and men?
- 

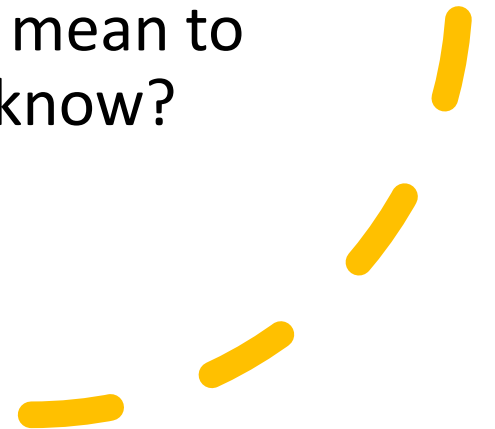


Practical steps

- Listening to the voice of youth and stakeholders as we design interventions and define what success would look like:
- Define shared measures that cover all elements of defined impact (effects on individuals as per their definition and ripple of impact on their families, community and society);
- Re-imagine process to adapt to the new normal with Covid-19
- Rollout plan in place that includes dissemination of the strategy and shared measures as well as next steps for data collection and data use.

Measuring transformational change means...

- The 6 conditions of systems change
- Imperative in a post-COVID world
- Understanding the how and why of the journey to impact – provide a line of sight to impact
- Embrace complexity and non-linear change
- Support adaptive management and strategy choices - near and long term
- Co-design measures and ground-truth in reality
- Involve youth to determine measures of “dignified and fulfilling work”, what does impact mean to young women and men? How do we know?
- Elevate local ways of knowing



What do we mean by Impact? *“Impact is the sustained improvements in the quality of life for young women and men, socio-economic ripple effects for their families and communities as reflected in the overall health of the economy and society at national level.”*

Ripples of Impact



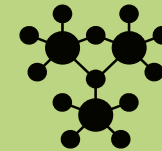
Change among young women & men

- Improved well-being
- Increased income
- Increased use of training & employment platforms
- Greater social capital, voice, agency and confidence



Change in households & communities

- Diversified income streams
- Improved household savings
- Improved access to education, health, other essential services
- Improved resilience
- Greater social cohesion

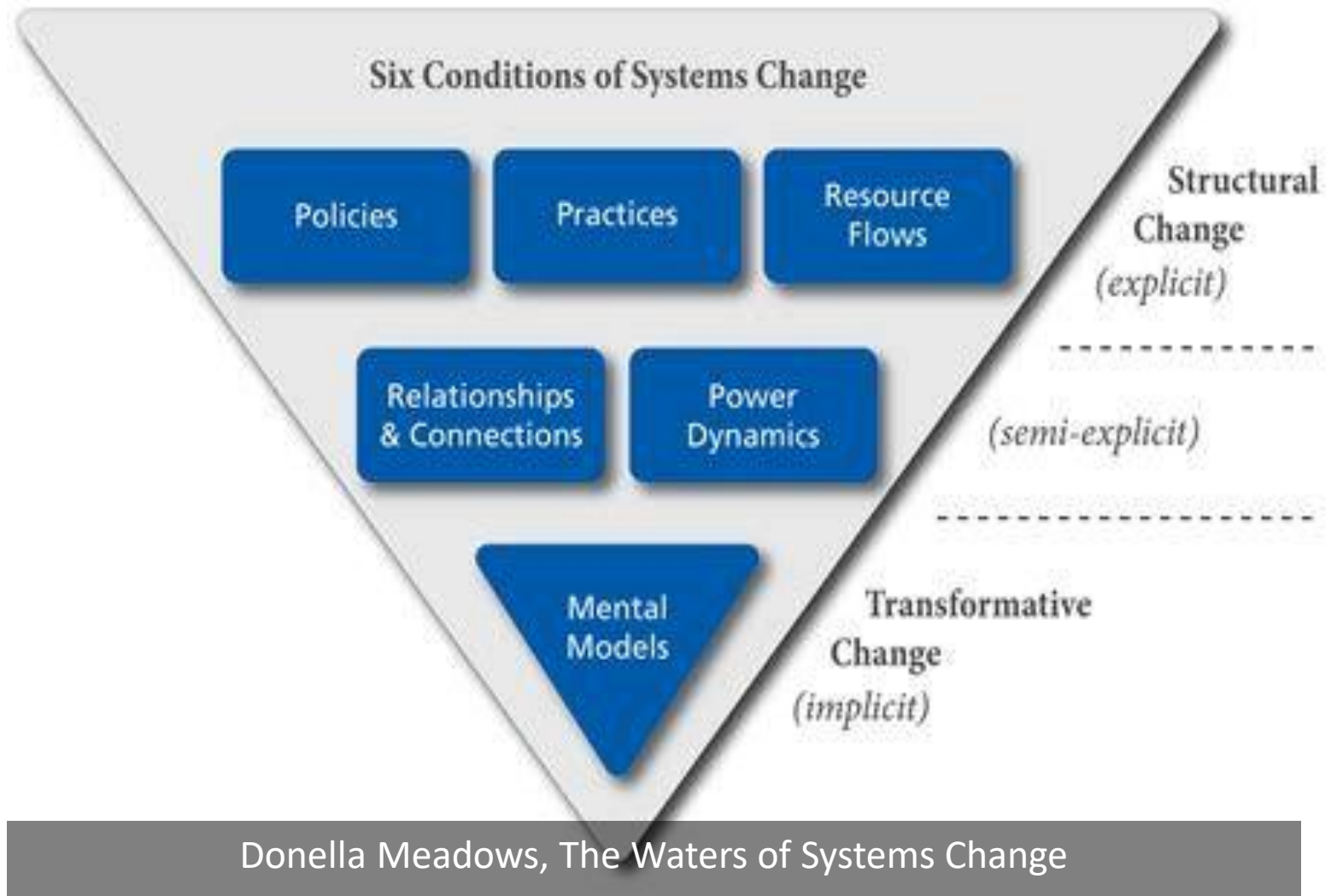


Change in institutions & systems

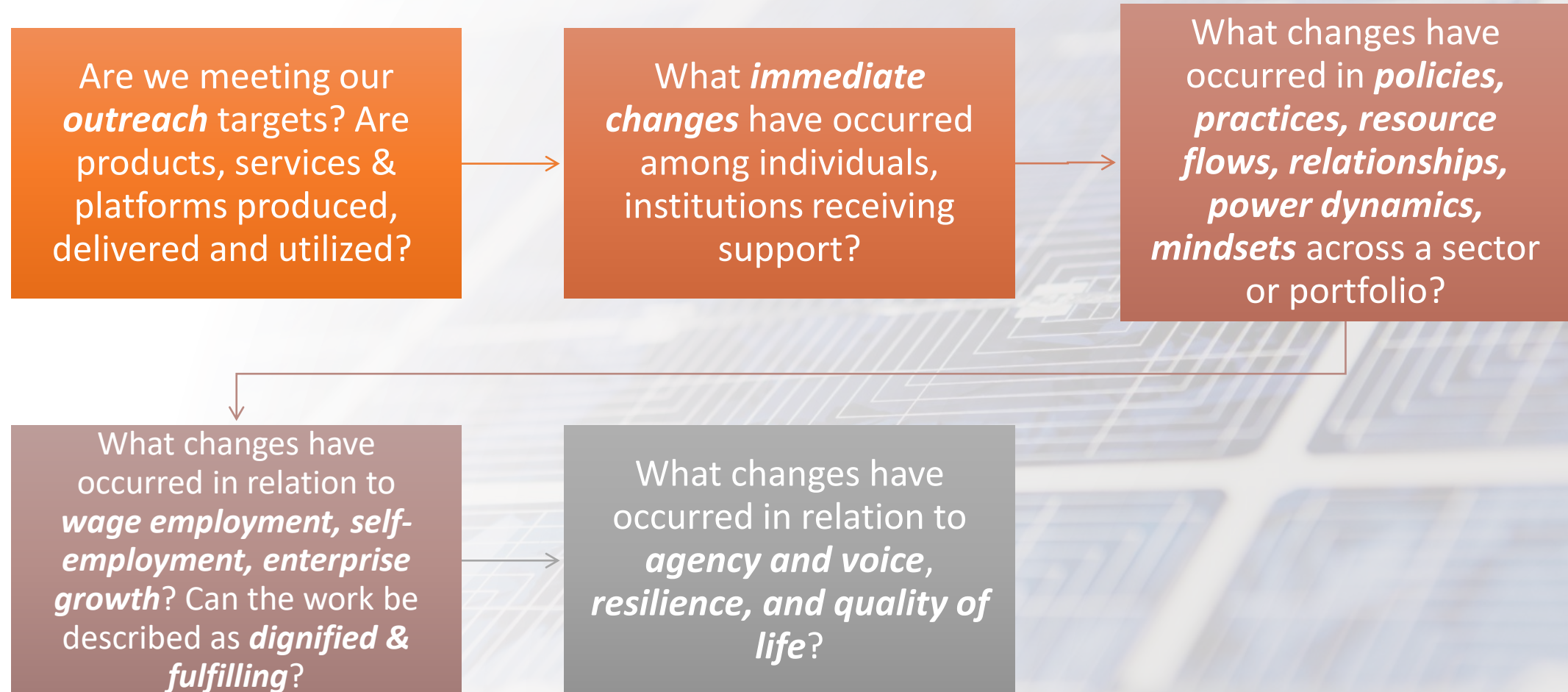
- Transformational changes in:
- Policies
 - Practices
 - Resource flows
 - Relationships & connections
 - Power dynamics
 - Mental models

Six Conditions of Systems Change

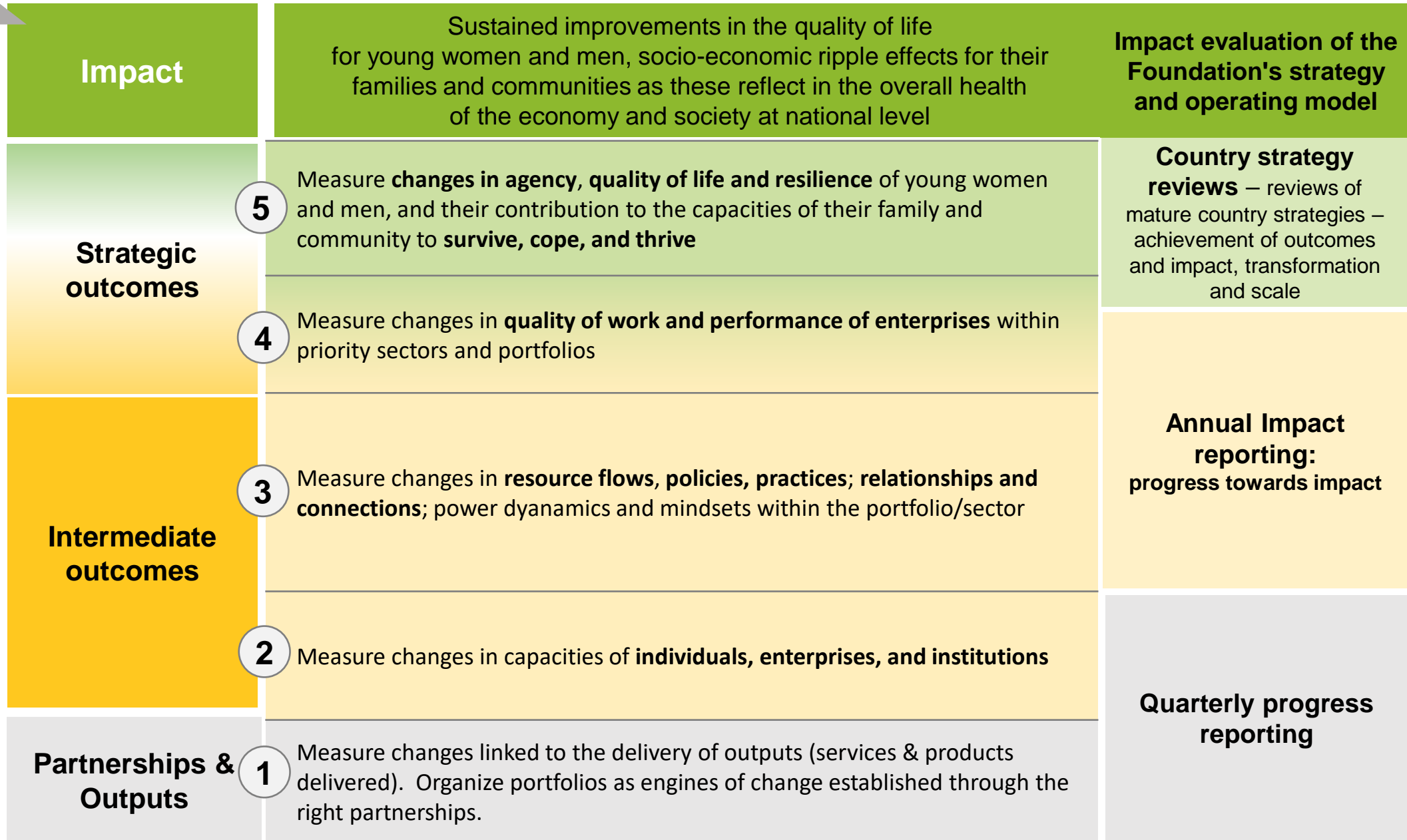
Framework and theory for understanding if and how we are reducing barriers and shifting the conditions that hold problems in place



Our Impact Measures seek to answer key questions at 5 levels



Shared Measures across 5 levels – Outputs to Outcomes to Impact



Conclusion

- Development evaluation should integrate local realities and context, give voice to stakeholders and beneficiaries, elevate local ways of knowing and giving important roles to local people and organizations in the whole process
- There is need to move from specific interventions and isolated evaluations to portfolio approaches that tackle the root causes of targeted problem.
- There is need to pursue transformational system changes for systems are means for transformation at scale.

In the chat box

What challenges have you faced while conducting evaluation in Rwanda or Africa that are related to local ways of thinking or practices that seemed different from evaluation approaches that you had learned in books?

- Mastercard Foundation's [Impact Strategy](#) (2020), The Mastercard Foundation
- J. Kania, M. Kramer and Peter Senge (June 2018), The Water of Systems Change, FSG
- Thomas A. Schwandt (2019) Post-normal evaluation?, American Journal of Evaluation vol. 25(3) 317-329
- African Development Bank (2019) [Evaluation Matters Q3 Issue Made in Africa Evaluation Volume 1](#), Independent Development Evaluation
- African Development Bank (2019), [Evaluation Matters Q4: Made in Africa Evaluation Volume 2](#), Independent Development Evaluation
- <https://donellameadows.org/systems-thinking-resources/>

- **Victor Kabanda** is the Monitoring and Insights Partner for Rwanda at Mastercard Foundation and President of the Capacity Building and Quality Assurance Sub-committee for the Rwanda Monitoring and Evaluation Organization. He is an M&E professional with more than 8 years of experience in the field. Prior to joining Mastercard Foundation, he was the M&E Manager for Education Development Center, overseeing the M&E work for three projects working in the space of youth livelihoods and EdTech. He holds a Master of Science in Agricultural and Applied Economics.
- **Tona Isibo** is the Program Impact Partner for Rwanda at Mastercard Foundation. She is an M&E and Research professional with over twelve years' experience working in the development sector, with International NGOs, foundations and government institutions. Prior to joining Mastercard Foundation she was the Deputy Chief of Party and MERL Director for USAID ISVP Twiyubake project. She holds a Master of Research in Biotechnology from Imperial College London and post graduate diplomas in project management and social research methods.
- **Dr. Tadele Fayso Ergetw** is the Head of Impact for Eastern and Southern Africa at Mastercard Foundation and Vice-President of the Ethiopian Evaluation Association. He is an M&E and Project Management professional with over 16 years of experience in development field in education, youth employment, environment and agriculture. He holds a PhD in Sociology.