



# Demonstrating Collective Impact

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Aspen Planning and Evaluation Program  
The Aspen Institute

Girls Not Brides Global Member Meeting  
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Casablanca, Morocco

# Session Objectives

*Participants learn how to create collective advocacy evaluation frameworks for a network or coalition.*

*Participants understand why and how to assess coalition or network strengths.*

# GNB National Partnerships

A low-angle, upward-looking photograph of a diverse group of people, likely athletes, wearing bright yellow t-shirts. They are all reaching their hands towards the center, stacking them on top of each other in a circular formation. The background is bright and slightly overexposed, creating a sense of energy and unity. The text 'Better together? Probably, but...' is overlaid on the lower portion of the image.

Better together?  
Probably, but...

## VISION:

A world without child marriage where girls and women enjoy equal status with boys and men and are able to achieve their full potential in all aspects of their lives.

## IMPACT

Girls can decide if, when, and whom to marry

Married girls lead healthy, empowered lives

## RESULTS

Girls at risk of child marriage participate more in decisions that affect them, including regarding marriage

Girls at risk of child marriage benefit from improved educational and economic opportunities as alternatives to child marriage

Girls are better able to avoid early pregnancy and to refuse unwanted sex

Married girls are better protected from violence, exploitation or abuse

Married girls increasingly access and use services of all kinds

Married girls increasingly access divorce, annulment and child custody

Community, traditional and religious leaders take greater action to end child marriage and realise the rights of girls

Community, traditional and religious leaders increasingly support alternative roles for girls beyond marriage

Men and boys increasingly take action to end child marriage

Families engage less in exchange of dowry and bride price

Service providers take greater action to prevent child marriage and support the needs of married girls

Law enforcement officials increase implementation and enforcement of legal frameworks to prevent child marriage and protect married girls

Law enforcement officials increase use of civil registration systems for birth and marriage

## OUTCOMES

### GIRLS

- Girls are increasingly aware of their rights
- Girls have the opportunity to develop solidarity with one another through peer groups and collective action
- Alternative economic, social roles for girls and women exist and are valued
- Increased access of married and unmarried girls to health, education, economic, and legal support

### FAMILIES AND COMMUNITIES

- Families, communities and young people are increasingly aware of the harmful impact of child marriage and alternatives available
- Families, communities and young people value alternative options to child marriage
- Families and communities prefer not to marry girls as children
- Men prefer not to marry girls who are still children
- Increased use of media to inform and support norm change to end child marriage

### SERVICES

- Increased access to safe, quality formal and non-formal education for girls
- Increased access to health services for adolescent girls, married and unmarried
- Health and education services establish protocols on identifying the warning signs and addressing the risks of child marriage
- Improved economic security for girls
- Increased commitment of programmes to prevent and mitigate risk of child marriage

### LAWS AND POLICIES

- National laws reflect international and regional human rights standards
- Robust legal framework against child marriage in place that sets 18 as the minimum legal age for marriage and protects girls' and women's rights
- Governments develop supportive policy frameworks with adequate resourcing across Ministries to increase educational, economic and social opportunities for girls at risk of child marriage and married girls
- Strengthened civil registration systems for birth and marriage
- Increased accountability and monitoring of national / regional / community institutions

## STRATEGIES

### EMPOWER GIRLS

A wide range of programmes invest in girls, their participation and their well-being

### MOBILISE FAMILIES & COMMUNITIES

Families, communities and young people are engaged to change attitudes and behaviours related to child marriage

### PROVIDE SERVICES

Services across sectors reinforce one another and are tailored to the specific needs of girls at risk of child marriage and married girls

### ESTABLISH AND IMPLEMENT LAWS & POLICIES

A robust legal and policy framework for preventing child marriage and supporting married girls is in place and effectively enforced

## CATALYSING STRATEGY

Ending child marriage will require long-term, sustainable efforts. Change will ultimately take place within communities, but has to be supported and catalysed by collective efforts at national, regional and international levels. Adequate resources must be made available to support effective implementation of strategies. All those working to address child marriage should evaluate programmes, share promising practices, and coordinate their efforts to achieve maximum scale and impact. Recognising that child marriage does not take place in a vacuum, efforts to end child marriage should not be isolated from broader development efforts and should play an integral part in achieving development goals around the world.

## PROBLEM:

Every year approximately 14 million girls are married as children across countries, cultures, religions and ethnicities. Child marriage is rooted in gender inequality and in the low value accorded to girls, and is exacerbated by poverty, insecurity and conflict. It denies girls their rights, choice and participation, and undermines numerous development priorities, hindering progress towards a more equal, healthy and prosperous world.



What are  
Apple's  
strengths?  
*(hint: it's not shoes)*



# Feedback: there's a problem

The screenshot shows a web browser displaying a Tech Times article. The browser's address bar shows the URL: <http://www.techtimes.com/articles/50730/20150505/apple-watch-owners-complain-of-skin-rashes-on-wrist.htm>. The browser's tabs include 'APP Benchmarks: Ho...', 'Alliance for Justi...', 'innonet.org', 'ttac.org', 'scholarworks.gv...', 'omni.org', 'leadershiplearni...', 'depts.washingt...', 'innonet.org', and 'Apple Watch...'. The browser's menu bar includes 'File', 'Edit', 'View', 'Favorites', 'Tools', and 'Help'. The browser's toolbar includes 'Arsenal of Democracy Wo...', 'Google', 'Spotify Web Player', 'Microsoft Exchange - Outl...', 'Suggested Sites', 'Best of the Web', 'Channel Guide', 'Free Hotmail', and 'Internet Explorer News'. The Tech Times website header includes the 'TECH TIMES' logo and navigation links for 'PERSONAL TECH', 'BIZ TECH', 'FUTURE TECH', 'SCIENCE', 'LIFE', 'T-LOUNGE', and 'TECH TV'. The article title is 'Apple Watch Owners Complain Of Skin Rashes On Wrist'. The author is 'Aaron Mamiit, Tech Times | May 5, 9:01 AM'. The article includes social media sharing buttons for Facebook (18 shares), Twitter (4 tweets), and Comments (0 comments). The article features two photographs of wrists with skin rashes. The text of the article states: 'There are several reports from Apple Watch users who are complaining of developing skin rashes on their wrist after wearing Apple's first wearable device for certain periods of time. Users are claiming that the rashes developing on their skin are due to irritation from the materials that were used in the construction of the Apple Watch.' The article also includes a caption for the photographs: 'A few Apple Watch users are complaining about developing skin rashes after wearing the device for certain periods of time. Apparently, Apple already knew about the possible issue beforehand. (Photo : iSpazio)'. On the right side of the screenshot, there is a cartoon illustration of a train station with people and a 'PLAN IT... BOOK IT!' advertisement for train travel in Europe.

← → <http://www.techtimes.com/articles/50730/20150505/apple-watch-owners-complain-of-skin-rashes-on-wrist.htm> 🔍 🏠 ⭐ ⚙️

APP Benchmarks: Ho... Alliance for Justi... innonet.org ttac.org scholarworks.gv... omni.org leadershiplearni... depts.washingt... innonet.org Apple Watch... x

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## TECH TIMES

PERSONAL TECH BIZ TECH FUTURE TECH SCIENCE LIFE T-LOUNGE TECH TV 🔍

**TAG** Apple Watch , Apple , Skin allergies

### Apple Watch Owners Complain Of Skin Rashes On Wrist

By **Aaron Mamiit**, Tech Times | May 5, 9:01 AM

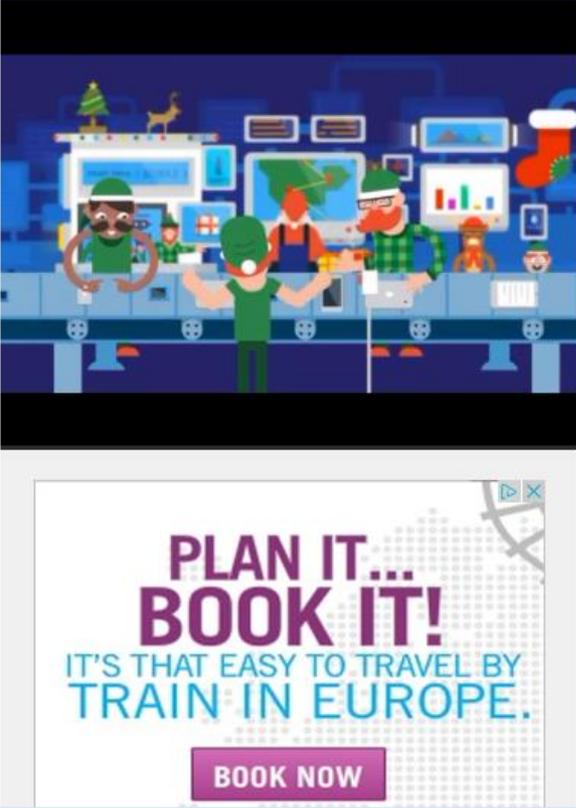
📄 SHARE(18) 🐦 TWEET(4) 💬 0 COMMENTS



There are several reports from Apple Watch users who are complaining of developing skin rashes on their wrist after wearing Apple's first wearable device for certain periods of time.

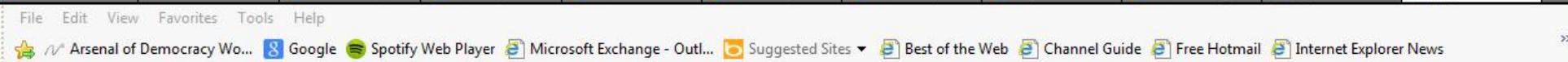
Users are claiming that the rashes developing on their skin are due to irritation from the materials that were used in the construction of the Apple Watch.

A few Apple Watch users are complaining about developing skin rashes after wearing the device for certain periods of time. Apparently, Apple already knew about the possible issue beforehand. (Photo : iSpazio)



**PLAN IT... BOOK IT!**  
IT'S THAT EASY TO TRAVEL BY TRAIN IN EUROPE.  
**BOOK NOW**

# Apple responds... within days



**TECH TIMES**

PERSONAL TECH BIZ TECH FUTURE TECH SCIENCE LIFE T-LOUNGE TECH TV



TAG Apple , Apple Watch , Third-Party Manufacturers , Apple Watch Bands , Watchbands

## Apple Issues Guidelines For Third-Party Apple Watch Band Developers

By **Christian de Looper**, Tech Times | May 9, 3:08 AM

f SHARE(2)

t TWEET(24)

1 COMMENT



Apple has posted a set of guidelines for third-party manufacturers who want to create bands for the Apple Watch. These guidelines include rules about tightness as well as environmental rules.

(Photo : Jacopo Raule | Getty Images)

Apple has issued a set of guidelines for third-party companies wanting to create their own bands for the Apple Watch.

Third-party watchbands were previously available for purchase, but they were not approved by Apple itself. Along with the posting comes a new initiative called "Made for Apple Watch," which is essentially Apple's stamp of approval for third-party manufacturers who



Welcome to  
**auto insurance**  
the AAA way.



**GIRLS NOT BRIDES**

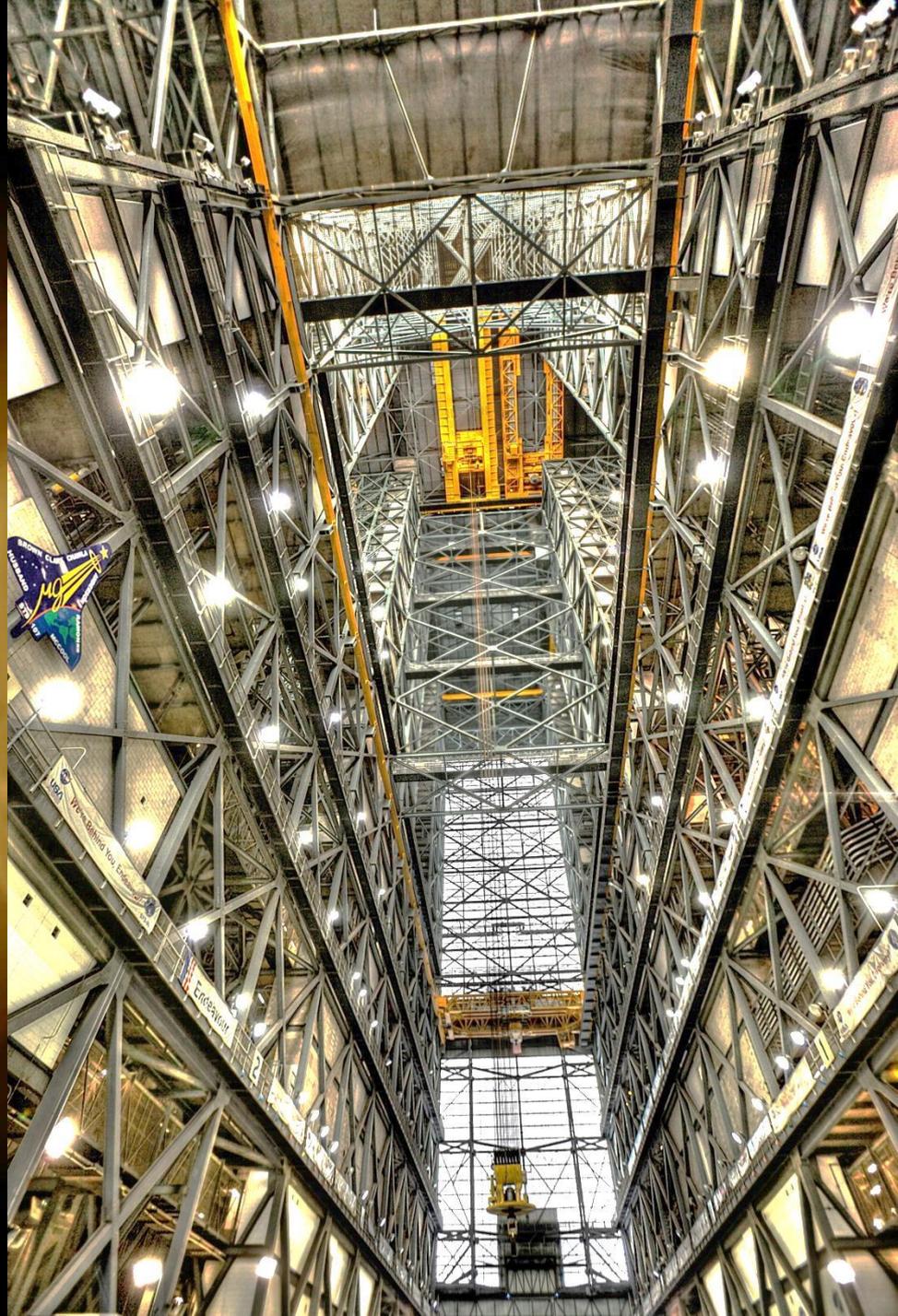
**TIME FOR  
ACTION**

**END CHILD  
MARRIAGE  
NOW!**



Advocacy  
evaluation  
skills and  
capacities

Coalition  
evaluation  
skills and  
capacities



# From the Advocacy Progress Planner

The screenshot shows a web browser window with the URL <http://planning.continuousprogress.org/benchmark>. The page title is "Benchmarks: How will you know you're on the right track?". The browser's address bar shows the URL, and the page title is "Benchmarks: How will you know you're on the right track?". The browser's address bar shows the URL, and the page title is "Benchmarks: How will you know you're on the right track?".

## Benchmarks: How will you know you're on the right track?

Benchmarks are the major mileposts along the road to your policy goal. They let you know that you are making progress - and give you early cues if you are getting off track. Choosing interim outcomes (another word for benchmarks) carefully can help you celebrate your achievements - or re-calibrate strategy - along the way. This may mean you'll have to reexamine your original Activities and Inputs. Make sure that your benchmarks are **meaningful** - that they tell you something you really need to know. And choose benchmarks that are **measurable** - within your budget and capabilities.

We suggest categories of benchmarks that can help you track progress on the policy side of the campaign, but also on the capacity side. Are you building the partnerships, adding the donors, and gaining the visibility that will put your policy goal within reach?

**Ask yourself:**

- What does success look like to you? What interim steps would lead you to it? Those may be your **meaningful** benchmarks.
- How will you know if you've met your benchmarks? Are they **measurable**?
- You may not reach your policy goal this time. What skills or capacities do you need to put in place so you're ready the next time a "policy window" opens?
- Are your benchmarks SMART - Specific, Measurable, Ambitious, Realistic and Time-limited?
- Do they help you assess whether you have chosen the right Activities and Inputs?

Need help or ideas? See the sample Plan. hide

### ADVOCACY CAPACITY BENCHMARKS + Add Benchmark

Add your own Advocacy Capacity Benchmarks and notes for others to review and comment on.

### POLICY CHANGE BENCHMARKS + Add Benchmark

Policy Change and  
Advocacy Capacity:  
Equally Valued



## Advocacy Capacity Tool

*for organizational assessment*

Please note:

- Once you start the survey, you have only seven days to complete it. After that time your information will be erased and you will have to start over.
- Key terms throughout the survey are linked to the [terminology page](#) on the Alliance for Justice website.
- To access a number of resources on building your organization's advocacy capacity, please see Bolder Advocacy's resource list [here](#).

### **Introductory questions: About Your Organization**

The questions below ask for basic information about your group or organization. Your responses will allow us to learn about the capacities of nonprofits across the country.

Please enter the name of your organization or group (this information will not be shared in the public results):

Please enter your title at your organization or group (this information will not be shared in the public results):

Next >>

**Available at:**  
<http://bolderadvocacy.org/tools-for-effective-advocacy/evaluating-advocacy/advocacy-capacity-tool>

# Advocacy capacities: Developing a clear advocacy agenda

https://afj.us2.qualtrics.com/SE/?SID=SV\_0Mzu29jtNv6Akw

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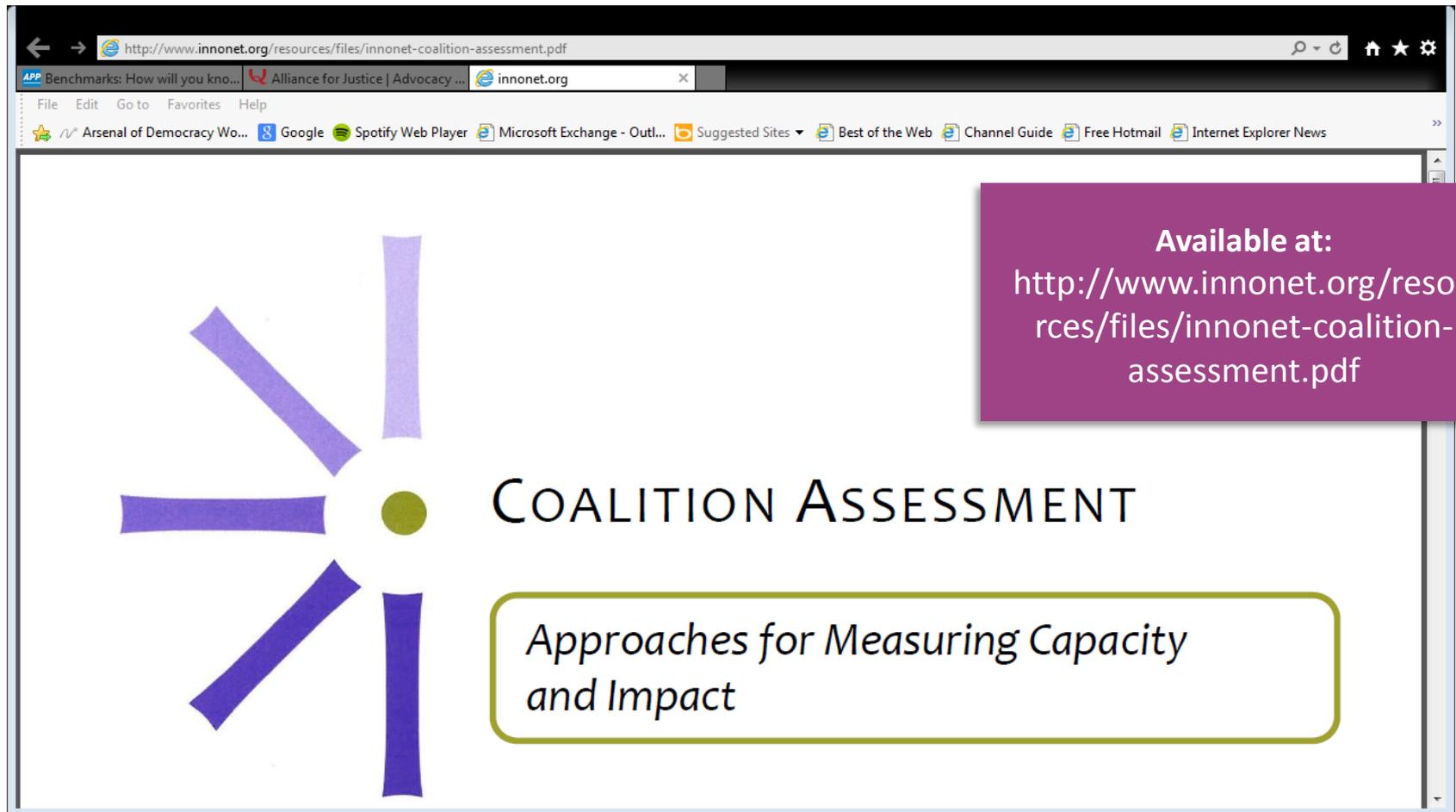
## 1.2 Agenda

*This section introduces the importance of having a clear, written **agenda** that defines advocacy goals and prioritizes activities.*

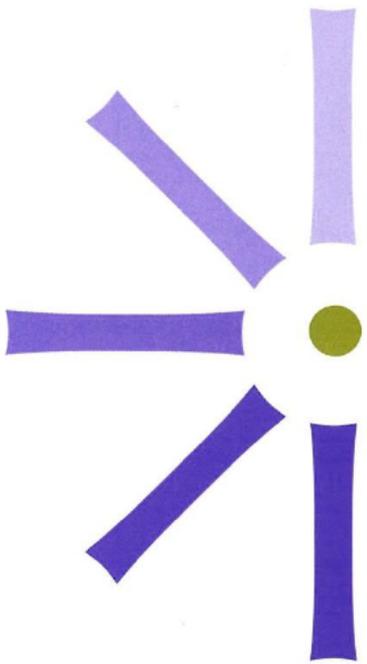
	Very Strong/Always	Moderately Strong/Usually	Somewhat Strong/Sometimes	Not Strong/Rarely/Never
The organization has a written <b>advocacy agenda</b> , approved by the organization's <b>leadership</b> , that identifies its goals and priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
The organization gathers information and recommendations from constituents and other <b>stakeholders</b> in the development of its agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
The organization shares its agenda or segments thereof, with <b>decision-makers</b> , constituents, partners and <b>media</b> , as appropriate	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
The organization adjusts its focus on particular agenda items in response to internal and external changes	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.2 Agenda - Advanced (optional)**

# Assessing coalitions



Available at:  
<http://www.innonet.org/resources/files/innonet-coalition-assessment.pdf>

 **COALITION ASSESSMENT**  
*Approaches for Measuring Capacity and Impact*



# Checklist from GNB: Think about strategy *and* capacity

*From: An Introduction to Girls Not Brides  
and National Partnerships to End Child  
Marriage (PowerPoint Slide deck, n.d.)*

**Before setting up a national partnership, it is important to think about what the added value of the partnership would be and what kind of partnership you want to create.**

## **Consider these questions:**

- *What can we achieve together that we can't achieve alone?*
- *What are the shared incentives and benefits for organisations to participate?*
- *Do they outweigh the time and effort required to establish and maintain a national partnership?*
- *Who has the **capacity and resources** to support the coordination of the partnership? Are they **ready to commit staff time and resources** to get the partnership off the ground?*
- *Are we working towards **specific time-bound advocacy goals**? Or facilitating lessons learned or **capacity building about programmes and policy initiatives**? Or increasing social mobilisation on a wide scale?*

- ✓ Specific
- ✓ Measurable
- ✓ Attainable
- ✓ Realistic
- ✓ Time-bound

# Why make objectives **SMART**

**Who** will do **What** and **When**

Used by permission from Purnima Chawla, Center for Nonprofit Strategies

# Even Smarter Objectives: Meaningful, Measurable and Manageable

- Do they tell you something you need to know?
  - Can you get the data?
  - Can you manage the process of gathering data?

Selected Data  
collection  
methods for  
coalition  
*policy impact*  
assessment  
[part 1]

- 1. Surveys of target audience** – mailed, electronic, in-person, phone
- 2. Interviews of target audience** – in-person, phone, focus group
- 3. Bellwether interviews** of key policymakers
- 4. Content Analysis of Messaging** – comparing campaign materials and policymaker statements or media coverage

Selected Data  
collection  
methods for  
coalition  
*policy impact*  
assessment

[Part 2]

**5. Social and digital media:** look at reach and engagement using Twitter analytics, Facebook Insights, etc. Possible content analysis as well.

**6. Photographs/videos** – visual images and stories

**7. Meeting or Event reports** – Which key decision-makers were present? What did they promise to do? What next steps for the campaign?

- --Adapted from F. Butterfoss, InnoNet, et al



## National Partnerships

## Moving from Broad Goals to SMART Objectives

***We would like the UK Government to go further in its efforts to prioritise child marriage as a development issue. Our primary objective is to ensure that DFID mainstreams child marriage across relevant programmes – so for example, education programmes; SRE programmes; maternal health programming etc. [GNB-UK]***

***For 2015, the National Coalition to End Child Marriage (GNB in Mozambique) is focus to influence the Government to approve the National Strategy to Prevention and Elimination Child Marriage. This process began two years ago when our Coalition has put strong pressure on the Government to take its responsibility and lead this process. At the moment, the Ministry of Gender, Child and Social Action already have the final draft of this Strategy and we expect that will be approved by the Government within few months. [GNB-Mozambique]***

Develop one or two potential SMART objectives that could help assess progress towards one of these big 2015 policy objectives.

Suggest one or two data gathering/analysis approaches that could help the partnership evaluate progress towards your SMART objectives

What are the 3-5 most important things or qualities that coalitions need to be successful?

How can you measure whether you have enough of those things or qualities?

Selected Data  
collection  
methods for  
*coalition-*  
*capacity*  
assessment

- 1. Surveys** – mailed, electronic, in-person, phone
- 2. Interviews** – in-person, phone, focus group
- 3. Group Assessment** – forum, Delphi technique, Nominal Group Process
- 4. Observation** – use trained interviewers
- 5. Case Study** – multiple data sources & methods
- 6. Formal Review** – by peers, panel, experts, review committee

Selected Data  
collection  
methods for  
*coalition-  
capacity*  
assessment

**7. Portfolio Review** – work samples to rate quality & scope

**8. Document Review** – content analysis to assess & summarize

**9. Testimonials** – responses/reactions by key participants

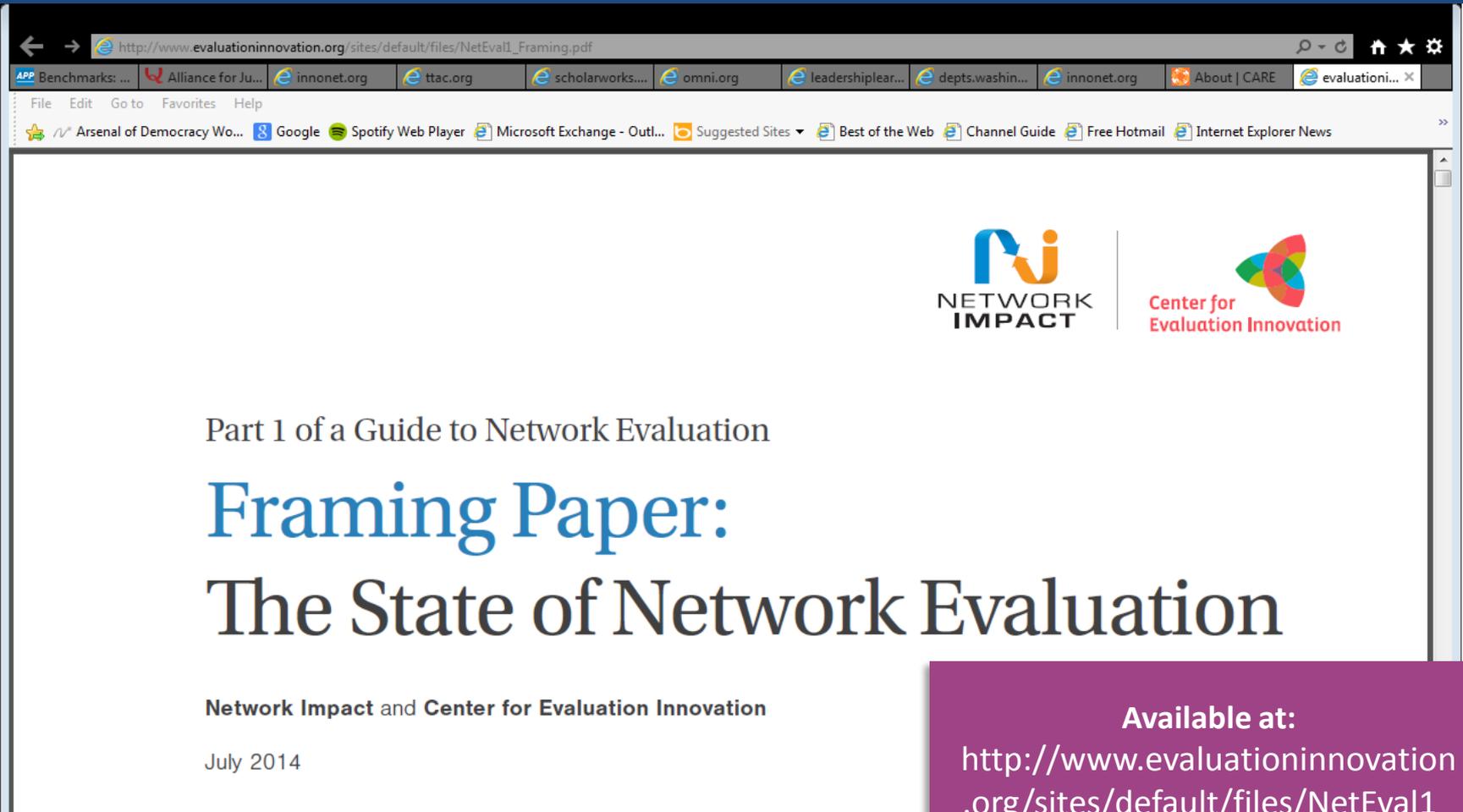
**10. Tests** – standard measures of knowledge, skill, performance, physiology

**11. Photographs/videos** – visual images & stories

**12. Diaries/Journals/Logs** – chronological records; personal views

*From Frances Butterfoss, PhD, CoalitionsWork presentation July 15, 2010*

# Social Network Analysis



The screenshot shows a web browser window with the address bar displaying [http://www.evaluationinnovation.org/sites/default/files/NetEval1\\_Framing.pdf](http://www.evaluationinnovation.org/sites/default/files/NetEval1_Framing.pdf). The browser's address bar and tabs are visible at the top. The main content area of the browser shows the title page of a PDF document. At the top of the page, the logos for Network Impact and the Center for Evaluation Innovation are displayed. Below the logos, the text reads: "Part 1 of a Guide to Network Evaluation", "Framing Paper:", and "The State of Network Evaluation". At the bottom of the page, it says "Network Impact and Center for Evaluation Innovation" and "July 2014".

Part 1 of a Guide to Network Evaluation

## Framing Paper: The State of Network Evaluation

Network Impact and Center for Evaluation Innovation

July 2014

Available at:  
[http://www.evaluationinnovation.org/sites/default/files/NetEval1\\_Framing.pdf](http://www.evaluationinnovation.org/sites/default/files/NetEval1_Framing.pdf)

# Using SNA to assess how well networks are networking

← → <http://leadershiplearning.org/system/files/SNA%20and%20Leadership%20Networks%20-%20LQ.pdf> 🔍 🏠 ⭐ ⚙

APP Benchmarks... Alliance for ... innet.org ttac.org scholarwork... omni.org leadershiple... depts.washi... innet.org About | CARE evaluationin... leadershi... x

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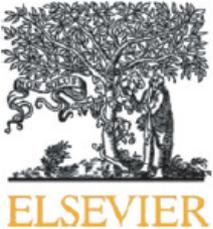
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The Leadership Quarterly 21 (2010) 600–619

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Contents lists available at [ScienceDirect](#)



The Leadership Quarterly

journal homepage: [www.elsevier.com/locate/leaqua](http://www.elsevier.com/locate/leaqua)



## Social network analysis and the evaluation of leadership networks

Bruce Hoppe<sup>a,\*</sup>, Claire Reinelt<sup>b</sup>

<sup>a</sup> *Connective Associates LLC 1281 Massachusetts Ave., Suite 3, Arlington, MA 02476, United States*

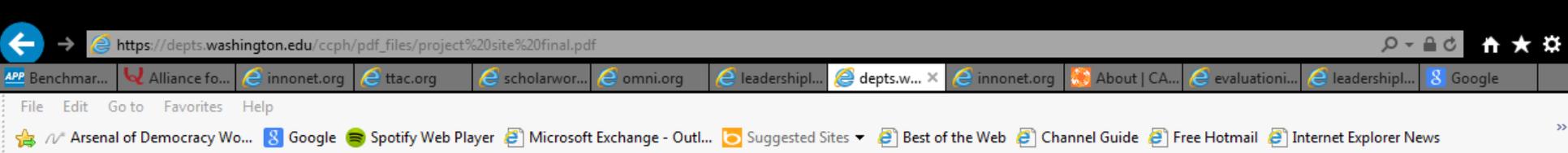
<sup>b</sup> *Leadership Learning Community, 1203 Preservation Park Way #200, Oakland, CA 94612, United States*

ARTICLE INFO

ABSTRACT

**Available at:**  
<http://leadershiplearning.org/system/files/SNA%20and%20Leadership%20Networks%20-%20LQ.pdf>

# Assess Yourself!



## PARTNERSHIP SELF-ASSESSMENT TOOL

Available at:  
<http://www.nccmt.ca/uploads/registry/PSA%20Tool%20Questionnaire.pdf>

### **WELCOME TO THE PARTNERSHIP SELF-ASSESSMENT TOOL!**

This easy-to-use, reliable, web-based Tool gives partnerships an exciting new way to

# Coalition work: Keeping eyes on the prize

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*“Each member of the partnership has its individual agenda as [an] organization, and this sometimes brings constraints in the effort of coordination that must be accomplished, because the interests and expectations of everyone must be safeguarded. **However, our experience of coordination has been able to manage and overcome these obstacles, putting the best interest of the girls above of all other interests.**”*

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*From Mozambique national partnership; “participant input” report to GNB*

# Questions?

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