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מרכז ארצי למחקר  
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בשירות מדינת ישראל,  
העולם היהודי והקהילייה  
הבין-לאומית

# The Role of Shared Measurement in Collaborations and its Effective Implementation

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Market, and Society Conference

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# What is Shared Measurement?

**A collaborative measurement process** conducted among a number of organizations working to achieve similar or common goals



# Why shared Measurement?

If one believes that we need **collaboration**

**and**

If one believes that we need **measurement**

**Then**

It is self-evident that we need **shared measurement**



# The Context

- Growing efforts to promote inter-organizational and inter-sectoral collaboration
- Outcome measurement becoming increasingly routine
- Growing attempts to pursue shared measurement
- Efforts to develop a conceptual framework for shared measurement are gaining more prominence



# Importance of Shared Measurement

White House Council on Community Solutions<sup>1</sup>:

**"Data is central to collaborative work and is the guiding element for collaborative decision-making"**

Crosby, Bryson, and Stone<sup>2</sup>:

**“Cross-sector collaborations are more likely to be successful when they have an accountability system that tracks inputs, processes, and outcomes”**

<sup>1</sup> Michele, J.; Paul, S.; Willa, S. 2012. **Community Collaboratives Whitepaper: A Promising Approach to Addressing America's Biggest Challenges**. White House Council for Community Solutions, <http://www.serve.gov/new-images/council/pdf/CommunityCollaborativesWhitepaper.pdf> (Accessed: August 2012).

<sup>2</sup> Bryson, John M., Barbara C. Crosby, and Melissa M. Stone. 2006. "The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature." *Public Administration Review* 66: 44-55.



# The Role of Shared Measurement

## **Programs that do similar things to achieve similar goals:**

- Learn about the extent to which differences in implementation affect program effectiveness

## **Programs that do different things to achieve similar goals:**

- Learn about the relative effectiveness of different intervention strategies

## **Programs that address different aspects of a complex problem to achieve a common overarching goal:**

- Learn about progress towards the overarching goal and see how different sub-goals contribute



# The Benefits of Shared Measurement

## **Fostering cooperation**

- Strengthening the willingness to engage in collaboration
- Developing a common terminology
- Focusing the discussion and building momentum

## **More concrete goals and data-driven cooperation**

- More concrete definition of common goals
- Ability to measure progress towards the achievement of common goals
- Strengthening the accountability of the partners



# The Benefits of Shared Measurement (cont.)

## **Strengthening mutual learning and data-based decision-making**

- Expanding opportunities for mutual learning
- Better aligning of goals, strategies and activities of the individual organizations

## **Strengthening measurement capacity**

- Strengthening the capacity to implement more effective and robust measurement systems
- Strengthening the internal measurement capacity of each partner





# The Challenges of Shared Measurement

## Building and sustaining cooperation

- Creating the willingness to engage in shared measurement
- Agreeing on the measurement process
- Deciding on the division of roles and responsibilities
- Sustaining cooperation over time

## Sharing and comparing

- Information sharing, organizational exposure and privacy issues
- Risk of invalid comparisons

## Unique methodological demands

- Standardization versus customization
- Consistency of the measurement
- Complexity of the measurement



# How shared Measurement?

We have discussed the

**Why**

and that

**Its not easy**

SO

The challenge is **how** can we make it happen  
and do it in the **best way**



# Initial Lessons

## **Adequate infrastructures**

- Providing adequate multi-year funding
- Making effective use of advanced technologies
- Providing strong professional consultation and facilitation (backbone organization)

## **Effective relationships**

- Assuring strong leadership
- Encouraging broad engagement during the design phase
- Establishing clear roles and responsibilities
- Developing trust and agreement on the use of data



# Initial Lessons (cont.)

## **Effective processes for learning and improvement**

- Creating learning and continuous improvement opportunities
- Ensuring the use of information for the benefit of both each partner individually and the collaboration as a whole

## **Ensuring the quality and relevance of the measurement over time**

- Developing procedures to ensure the quality of the data collected and reported
- Continuous refinement and improvement of measurement



# Need to Measure Shared Measurement

- **Implementation of shared measurement**
- **Contribution to the collaborative process**
- **Contribution to the outcomes of the collaboration**



**Thank You**



# Thinking Comprehensively on Measurement

The role of  
**External evaluation**  
and  
**Internal ongoing outcome measurement**



# Examples

- Children and Young People's Strategic Partnership (CYPSP), North Ireland
- The Strive Partnership For Children, Youth and Young Adults, USA
- The National Plan for Children and Youth at Risk, Israel





# Example: CYPSP

Demographic

Healthy

Safety

Learning

Economic

Play & Leisure

Outcome: Living in Safety and with Stability

Burglary Crimes' - rate per 1,000 - 2010/11



Indicators
Filter
District Council
SOA
Settings

**Legend**

- 0 - 3
- 4 - 4
- 5 - 6
- 7 - 9
- 10 - 58

Police Stations

Google Map

Reset

Print

Metadata

Help

**Data Table**

Name	Indicator
Duncairn	58
Dunclug	22.4
Dundonald	5.3
Dundooan	10.7
Dundrum	4.1
Dungiven	6.6
Dunloy	0
Dunluce	8.8
Dunminning	3.2

**Average's Table**

Name	Indicator
#northopq	5.6
#southeastopq	6.2
#southopq	6.6
#westopq	4.7

2001/02 2002/03 2003/04 2004/05 2005/06 2006/07 2007/08 2008/09 2009/10 2010/11

**Bar Chart**



# Phases in Shared Measurement

## 1. Planning

- Joint definition of common goals and measures
- Agreement on the measurement process

## 2. Implementing

## 3. Analyzing the data and **sharing** the findings

## 4. Use of Measurement Data

- Drawing implications
- Continuous improvement

## 5. Reporting to stakeholders and the public



# The Role of Shared Measurement

Program Category	Goals
1. Programs that do similar things to achieve similar goals	<p>To examine the extent to which the intervention strategy is effective; aggregate findings beyond the level of a single program</p> <p><b>In similar populations</b> To examine the differences in effectiveness arising from program implementation</p> <p><b>In different populations</b> To examine the effectiveness of the intervention strategy among different populations</p>
2. Programs that do different things to achieve similar goals	<p>To aggregate findings beyond the level of a single program</p> <p><b>In similar populations</b> To examine the differences in effectiveness arising from differences in strategy</p> <p><b>In different populations</b> To examine the effectiveness of different intervention strategies among different populations</p>
3. Programs that address different aspects of a complex problem to achieve a common overarching goal	<p>To examine the extent to which there is progress in achieving the overarching goals; examine the contribution of each program to achieving the common goal; integrate information at the client level</p>



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- Ability to measure progress towards the achievement of common goals
- Strengthening the accountability of the partners

## **Strengthening mutual learning and data-based decision-making**

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- Strengthening the capacity to implement more effective and robust measurement systems
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# Initial Lessons

## Adequate infrastructures

- Providing adequate multi-year funding
- Making effective use of advanced technologies
- Providing strong professional consultation and facilitation

## Effective relationships

- Assuring strong leadership
- Encouraging broad engagement of partners during the design phase
- Establishing clear roles and responsibilities
- Developing trust and agreement as to how data will be used

## Effective processes for learning and improvement

- Creating learning and continuous improvement opportunities
- Ensuring the use of information for the benefit of both each partner individually and the collaboration as a whole

## Ensuring the quality and relevance of the measurement over time

- Developing procedures to ensure the quality of the data collected and reported
- Continuous refinement and improvement of measurement



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**A collaborative measurement process conducted among a number of organizations working to achieve similar or common goals**

We focus on shared measurement in collaborative settings in which organizations join together to pursue a common goal