



## Measuring and Evaluating JDC's Institute for Leadership and Governance

The JDC Institute for Leadership and Governance (the Institute) was established in 2010, building on JDC's previous experience in working with and training top Israeli leaders. It includes three major Centers—one for national leadership, one for municipal leadership, and one for lay leadership and civil society. It employs a wide range of programmatic strategies in pursuing its overall objectives.

At the outset, the Institute asked Myers-JDC-Brookdale (MJB) to assist in the development of its overall Measurement and Evaluation (M&E) strategy.

### M&E Goals

The M&E strategy has two goals:

1. Cultivating a culture to enable and promote on-going organizational learning and continuous improvement as the Institute's programs evolve. This includes providing information to help in developing programmatic models, as well as providing a basis for allocating the Institute's resources to the most effective strategies.
2. Strengthening the basis for the Institute's accountability to its key stakeholders and the broader public

In pursuing these goals, the M&E strategy relates to both measures of implementation and measures of outcomes.

### The Uniqueness of the M&E Strategy

The strategy is based on a number of principles that are not commonly implemented in complex organizations. These include:

- A comprehensive and integrated approach to the Institute's three centers and the range of programmatic strategies
- Introducing and building on the concept of Institute-wide outcome-based planning
- Implementing the concept of "shared measures," allowing for comparisons across the various centers and activities
- Strategically drawing on both on-going internal measurement and external evaluation. Each type of measurement has its advantages, which, when combined, strengthen the overall strategy
- Giving special attention to the Institute's focus on "system-wide thinking and action"

## MJB's Roles

MJB plays a number of roles in its joint work with the Institute, including:

1. Consulting on strategic issues in the Institute's development
2. Developing the overall M&E strategy
3. Training staff in outcome-based planning
4. Developing on-going internal measurement systems
5. Consulting on data analysis and utilization
6. Implementing selected external evaluations

## Progress

Whereas the principles of the M&E strategy have been developed, the implementation is an on-going process.

1. Outcome-based planning is being implemented on a routine basis throughout the Institute and for each new activity.
2. An on-going internal measurement system that addresses both implementation and outcomes has already been developed for two of the major programmatic strategies, and is being regularly implemented for each new group of participants.
3. A number of selected external evaluations are already being conducted on high-priority programs (such as the Program for Intersectoral Partnership for the Development of Affordable Housing).

## Examples of Outcome Measures: Types of Contributions

### *Acquiring*

- Knowledge
- Skills
- Tools
- New Perspectives
- New Priorities

### *Doing*

- Better leadership and management practices
- Organizational changes
- New initiatives
- Greater effectiveness

