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Outcome measurement and shared measurement

In recent years, there is increasing international interest in enhancing the effectiveness and accountability of public services by focusing on the outcomes achieved on an on-going basis. There is a similar increase of interest within civil society. This interest has also grown significantly in Israel. MJB has responded to this interest by expanding work on assisting major public and voluntary organizations to develop ongoing internal outcome measurement systems. These systems complement the information gained through external evaluations such as those carried out by the Institute. A growing theme in this context is the interest in developing shared measures across organizations, within organizations, and across projects. To respond more effectively, the Institute has now established a Unit for the Development of Inter-Organizational Measurement.

A number of major projects have been initiated in recent years and will continue and expand in 2014 that emphasize on-going outcome measurement and shared measurement:

- **Outcomes Initiative of the Ministry of Social Affairs and Social Services.** MOSA's Outcomes Initiative is a strategic, multi-year initiative to develop and implement outcomes-oriented management and practice across the entire organization. The initiative seeks to improve the effectiveness and quality of care in the social service system by introducing processes of learning and improvement that are supported by ongoing measurement. The Institute has been a partner from the beginning in the strategic development in the project and is providing on-going consultation to the development of the actual measurement processes that related to every unit in the Ministry.
- **JDC's Global Policy on Impact Measurement and Evaluation.** The new policy, approved by the JDC Board of Directors in October 2012, seeks to strengthen impact-oriented program design and foster a culture of evidence-driven management across the entire JDC. MJB has been the professional resource for the planning and development of this effort, and will continue to support efforts its implementation.
- **JDC Institute for Leadership and Governance.** The JDC Institute for Leadership and Governance was established in 2011 on the basis of JDC's 25 years of experience working with and training top leaders in Israel. The Institute is divided into three centers: The Center for Public Leadership and Management, The Center for Mayors

and Regional Development, and The Center for Lay Leadership and Civil Society. These Centers work together to provide networking opportunities and services to senior leaders throughout Israel. The Institute's three strategies focus on learning and leadership programs for senior leaders, promotion of networks of leaders and organizations, and promotion of collective impact initiatives to create system-wide impact. MJB is assisting the Institute in developing its overall measurement and evaluation strategies and in introducing systems of on-going outcome measurement to accompany some of its major activities. In 2013, MJB complete the development of several key on-going measurement systems, and initiated evaluations of key components of the institute's work.

- **Projects with Foundations.** In 2013, the Institute is completing a literature review and handbook on the concept and practice of common outcomes and shared measurement in the social sector with the Rothschild Caesarea Foundation. In addition, MJB is consulting with various foundations that are introducing on-going measurement in the organizations they fund (such as Yedidut Toronto Fund). It is consulting with the Israeli NGO Shatil on a project to introduce such measurement efforts with NGOs supported by the Dorset Foundation.