

Capacity Development: We know it's important, but how do we measure its outcomes?

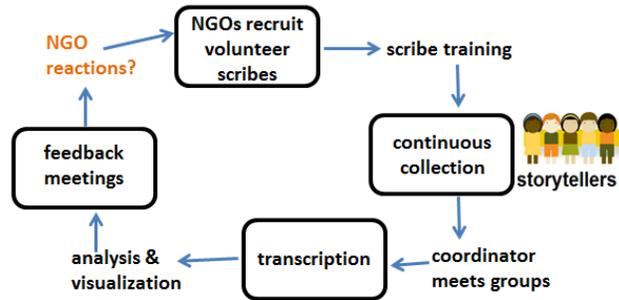
"Tell us about a time when a person or an organization tried to change something in your community."

GlobalGiving is an online marketplace that connects individual and corporate donors with close to 2,000 non-profit organizations in 120 countries. Our vision is to see unleashed potential of people around the world to make positive change happen. To do this, we need to do more than simply link organizations that need resources with donors that have resources. Instead, we must go a step further to both help organizations build their own capacity and to measure that capacity and growth over time.

In 2009, we started experimenting with the use of storytelling as a way to measure capacity and performance of organizations in the field. We asked an open-ended prompt: *"Tell us about a time when a person or an organization tried to change something in your community."* Local volunteers gathered tens of thousands of short narratives from people

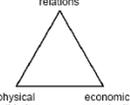
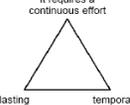
in Kenya and Uganda over a period of 18 months. People in these communities told stories – both good and bad – that mentioned over 1,000 organizations in 510 locations throughout Kenya and Uganda. Using a combination of information provided by the storytellers and sophisticated analytical tools, these stories are analyzed and aggregated to provide additional information on which organizations are perceived as high and low performers in their communities, and which appear to be meeting the needs of the local communities.

Over time, this method can provide valuable data on how organizations are growing in their ability to meet community needs and to provide the services beneficiaries find most valuable.



1 The Story Collecting Cycle

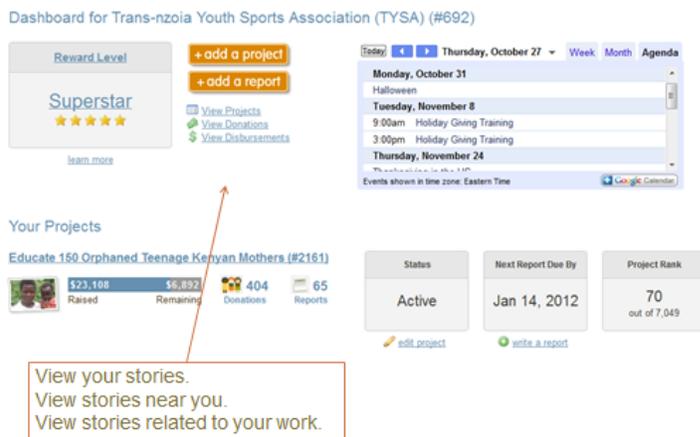
The Full Story Survey Form:

<p>GlobalGiving Story Project <small>Question? Write to: questions@globalgiving.org</small> <small>This framework is licensed from OpenStax. For more information, see https://openstax.org/r/ocw</small></p> <p>(1) Please tell a story about a time when a person or organization tried to help someone or change something in your community.</p> <p>(2) Give your story a title:</p> <p>(3) Name the organization or group most involved in what happened:</p> <p>(4) Your story describes a...  <small>(Check one only) • When this triangle is inverted the balance between these three elements in your story is 1</small></p>	<p>(5) The story is about... </p> <p>(6) The story describes a... <input type="radio"/> Good idea that succeeded <input type="radio"/> Good idea, worked somewhat but did not <input type="radio"/> Good idea, should have worked <input type="radio"/> Bad idea that worked despite itself <input type="radio"/> Bad idea that failed <input type="radio"/> Bad idea that will never work</p> <p>(7) Who benefited from what happened in the story... </p> <p>(8) This story makes me feel: (pick 1) <input type="radio"/> Happy <input type="radio"/> Hopeful <input type="radio"/> Inspired <input type="radio"/> Indifferent <input type="radio"/> Disappointed <input type="radio"/> Frustrated <input type="radio"/> Angry</p> <p>(9) Which of these relate to your story? (pick 3) <input type="checkbox"/> Food and Shelter <input type="checkbox"/> Security <input type="checkbox"/> Family and Friends <input type="checkbox"/> Physical needs <input type="checkbox"/> Knowledge <input type="checkbox"/> Respect <input type="checkbox"/> Creativity <input type="checkbox"/> Self-Esteem <input type="checkbox"/> Freedom <input type="checkbox"/> Fun</p> <p>(10) What is your connection to what happened in the story? (pick 1) <input type="radio"/> I helped make it happen <input type="radio"/> I saw what happened <input type="radio"/> I heard about it <input type="radio"/> I was affected by what happened</p> <p>(11) What happened in the story relates to: (pick 1) <input type="radio"/> Myself <input type="radio"/> My family <input type="radio"/> Friends <input type="radio"/> An ethnic group or tribe <input type="radio"/> Community, region, or country <input type="radio"/> An organization</p>	<p>(12) What type of change is your story about? (pick 1)  <input type="radio"/> It requires a continuous effort</p> <p>(13) Events like those in my story happen... rarely ————— often <small>(How often: place a ● on the line)</small></p> <p>(14) When did the story take place? (pick 1) <input type="radio"/> less than 2 months ago <input type="radio"/> 2-6 months ago <input type="radio"/> 7-12 months ago <input type="radio"/> 1-2 years ago <input type="radio"/> more than 2 years ago <input type="radio"/> can't remember</p> <p>(15) Where did the story take place? (pick 1) Country: <input type="text"/> City or district: <input type="text"/> Village, neighbourhood, or street: <input type="text"/></p> <p>(16) Your Sex: <input type="radio"/> Female <input type="radio"/> Male</p> <p>(17) Your Age <input type="radio"/> Under 16 <input type="radio"/> 16-21 <input type="radio"/> 22-30 <input type="radio"/> 31-45 <input type="radio"/> 46-60 <input type="radio"/> Over 60</p> <p>(18) May we contact you by SMS? <input type="radio"/> Yes <input type="radio"/> No</p> <p>(19) Storyteller's Phone Number: <input type="text"/></p> <p>(20) Scribe's Mobile Number: <input type="text"/></p> <p>(21) Other information: <input type="text"/> <small>(anything else you want us to know)</small></p> <p>(22) OPTIONAL QUESTION <input type="text"/> <small>(question provided by our local partner organization)</small></p>
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We are working to build tools and processes both to feed these stories and analysis back to our partners in Kenya and Uganda, but also are working on developing scalable tools to allow our 2,000+ partner organizations to analyze their performance and capacity development themselves through the stories collected. On the process level, our team has provided one-one-one analysis of organizational performance and discussion with partners on a local level. Additionally, larger community-based meetings to analyze communities as a whole and local organizations' capacity to meet the needs of the community have also taken place.

Plans for more scalable collection and analysis of stories are also taking place. Many of these tools have already started the development process. We have developed a book for DIY story collecting and have begun building the tools to allow any organization in the world to enter these stories into an overall database for matching and comparison. We've also laid the groundwork for more scalable self-analysis tools as tools. We've recently begun linking stories about organizations to their specific projects on the



GlobalGiving.org site. This allows organizations themselves and donors to better understand the organization's capacity and success on the ground. The next steps for this will be to bolt more self-analysis tools into each organization's account on GlobalGiving. The screen shot to the left shows a current organizational dashboard. Stories about a particular organization will eventually show up when they log in to their account, with some simple

self-analysis tools so that they can both analyze their own performance against their past performance, but also against the performance of similar organizations. We welcome comments, suggestions and collaboration for further development and adaptation of this methodology for measuring capacity development.

Additional Resources

- GlobalGiving story resources: www.globalgiving.org/stories
- Additional story tools: <http://www.globalgiving.org/story-tools/>
- Sample story collection form: <http://www.globalgiving.org/img/stories/StorytellingForm.pdf>
- Stanford Social Innovation article: http://www.ssireview.org/articles/entry/amplifying_local_voices1/

Contact Information

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