Impact Analysis Monitoring and Evaluation Framework for Sustainable Communities
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Foundation for Sustainable Development (FSD)

Background & Introduction

Headquartered in San Francisco, the Foundation for Sustainable Development (FSD) is an international community development organization that creates a global network of grass-roots organizations, community leaders, and international volunteers to support community-driven projects that light social, environmental, and economic inequities.

FSD is dedicated to achieving community-driven goals through asset-based development and international exchange in Africa, Asia, and Latin America. Overtime, FSD has sought to measure the growth and progress of communities toward the goal of sustainability. With an ongoing project sustainability rate of 80%, FSD has been described as the “gold standard for global engagement programs.”

A different kind of reporting was required for FSD: a description and analysis of what is taking place at the community level, the process of community-driven development as it unfolds, the interactions with other actors, and specific ways in which assets have been built, renewed, and mobilized, interacting with other components of sustainable livelihood.

As such, FSD needed to provide forums for community leaders, groups, and members to contribute, in a collective, participatory manner, what constitutes a healthy community.

- Established in 2004
- Program sites in 10 cities across 6 countries
- 300+ community organization partners
- 3,000 volunteers have supported their work
- Support ~200 projects & invest $150+ in partner communities annually
- Directly impacting the lives of 150,000 people on average
- Address issues by responding to community priorities and offering training, grants, and volunteer support to partners

Overview of Phases I + II

Phase I – In the Fall of 2015, our colleagues in the MNA program, Brennan, Heiglson and Lam, consulted with FSD to begin the process of developing a tool to measure their social impact and ultimately create a measurement instrument to be piloted at an initial FSD site in Jinja, Uganda. The project team conducted stakeholder interviews, reviewed organizational documents, and studied the methods of other similar organizations in order to conceptualize a framework for a pilot study. The study was designed as an easily replicable instrument for identifying the goals and priorities of the community. This would serve as a baseline for future evaluation of FSD’s progress on the goals identified.

Through the facilitation of a workshop in Jinja, the project phase ultimately developed a handbook for FSD to use at other sites to gather data on which to later base an assessment of their impact in these communities.

Phase II – Expanded data collection from the initial Jinja, Uganda site to all of the sites FSD serves with the exception of their 2 sites in India. This included:
1. Masaka, Uganda
2. Kakamega, Kenya
3. Mombasa, Kenya
4. Salta, Argentina
5. Cochabamba, Bolivia
6. Ciudad Sandino, Nicaragua
7. Tola, Nicaragua

Goals for Phase III

After meeting with Executive Director Lisa Kuhn, and International Program Officer Keiko Pinces, it was determined that the scope of this project would focus on using the community-driven data to identify local indicators that will allow for FSD to monitor and evaluate progress in a new way. With this new method of collecting information from a community level and identifying each community’s goals, FSD desires a more holistic approach to monitoring and evaluating progress that is more aligned with their mission.

In Phase III of the project, our team set out to:

- Identify the prevalent indicators that emerge from data collected in each community, relating them to the literature and to the FSD priorities and methods.
- Identify the most important indicators and categories in relation to the national policy priorities as identified in the World Bank and IMF’s Poverty Reduction Strategy Papers (PRSPs).
- Identify the most important indicators and categories in relation to the emerging indicators for the Sustainable Development Goals.

Methods

1. Utilize multi-site primary data collected by FSD - in each community, as facilitators, FSD staff and community partners utilize the same methods to capture what the community priorities are in each area.
2. Utilize the national policy priorities as identified in the Poverty Reduction Strategy Papers (PRSPs) and the emerging indicators from the Sustainable Development Goals (SDGs).
3. Compare the community-identified priorities from each site with existing indicators of development (from Phase I) in the FSD data with those discussed in the literature (PRSPs, SDGs, etc.) and incorporate them into our larger evaluation structure.
4. Analyze primary site qualitative and quantitative data, identifying themes and map them onto indicators found in the literature in order to determine what development goals are unique or of highest priorities to each community.
5. Formulate recommendations on how to best assess FSD’s impact looking forward.

Research Questions

1. How can challenges in monitoring and evaluating progress in sustainable development be addressed by community partners in those efforts?
2. How will the indicators and sustainable development goals that emerge from the individual community sites compare to those identified by larger entities such as the UN’s SDGs?
3. How can FSD utilize this information to determine their impact, progress, and further action based on the communities’ articulation of their goals?

Resulting Framework + Analysis

The Research Framework - Impact Analysis Monitoring and Evaluation Framework for Sustainable Communities

<table>
<thead>
<tr>
<th>Sector</th>
<th>Theme (sub-theme)</th>
<th>Core Indicators</th>
<th>Other Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate Technology</td>
<td>Infrastructure (Access to Energy)</td>
<td>Proportion of population using an improved water source</td>
<td># of households with a water tank</td>
</tr>
<tr>
<td>Human Rights</td>
<td>Governance (Security)</td>
<td>Proportion of obtaining who have experienced in at least one violent crime</td>
<td># of services providing security to streets parks and public areas</td>
</tr>
<tr>
<td>Gender Equity</td>
<td>Governance (Economic)</td>
<td>Proportion of population using an improved sanitation facility</td>
<td>% of women reporting gender violence</td>
</tr>
<tr>
<td>Microfinance</td>
<td>Economic Development (Investment)</td>
<td>% of women within the community who see opportunities</td>
<td>% of businesses started through microcredit</td>
</tr>
<tr>
<td>Environmental Sustainability</td>
<td>Economic Development (Eco)</td>
<td># of employment opportunities created by the enterprise's strategy</td>
<td>Rate of savings to spending</td>
</tr>
<tr>
<td>Microenterprise</td>
<td>Economic Development (Local)</td>
<td># of employment opportunities available in microenterprise</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>Health (Service Delivery)</td>
<td>% of population with access to community</td>
<td>% of the population benefiting from external health care without relying on external care from their community or government</td>
</tr>
<tr>
<td>Health (Local)</td>
<td>Preventive health measures (drinking water)</td>
<td>% of women utilizing contraceptive</td>
<td>Rate of illness in households</td>
</tr>
<tr>
<td>Youth Development</td>
<td>Education (Level)</td>
<td>Graduation rate to last grade of primary education</td>
<td>Access to the long learning for all opportunities for technical-vocational education</td>
</tr>
<tr>
<td>Education (Grade)</td>
<td>Adult literacy rate</td>
<td>Access to quality school materials and health care services</td>
<td></td>
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<td>Adult literacy</td>
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References
