

**MEASURING
SOCIAL
CHANGE** *Performance
and Accountability
in a Complex World*
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We will need to give up childish fantasies that we can have total guarantees of others' performance. We will need to free professionals and the public service to serve the public. We will need to work towards more **intelligent forms of accountability.**

Onora O'Neill
A Question of Trust (2002)
BBC Reith Lectures

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Strategy:

how an organization seeks to achieve
long-term performance

The role of measurement

is to support the design and execution of strategy,
and its improvement over time.

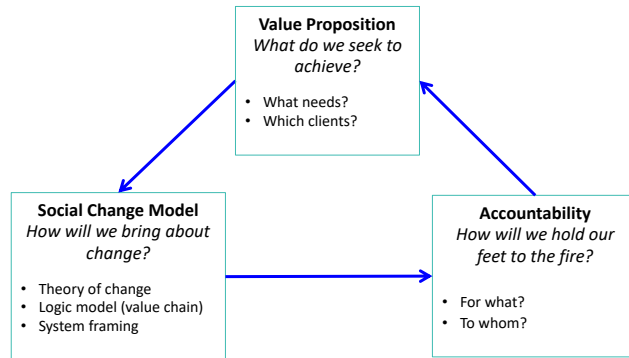
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- 3 Foundational Questions
- 4 Strategies

(see handout for a summary)

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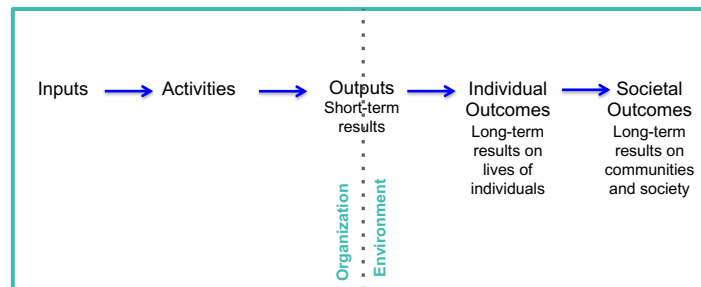
3 Foundational Questions of Strategy



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Logic Model (results chain)



What to measure?

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What to measure?

It depends on your **strategy**

Any social change strategy is contingent on:

- **uncertainty** about cause & effect
- **control** over outcomes

There are 4 primary types of strategy

What you **measure** follows from your strategy

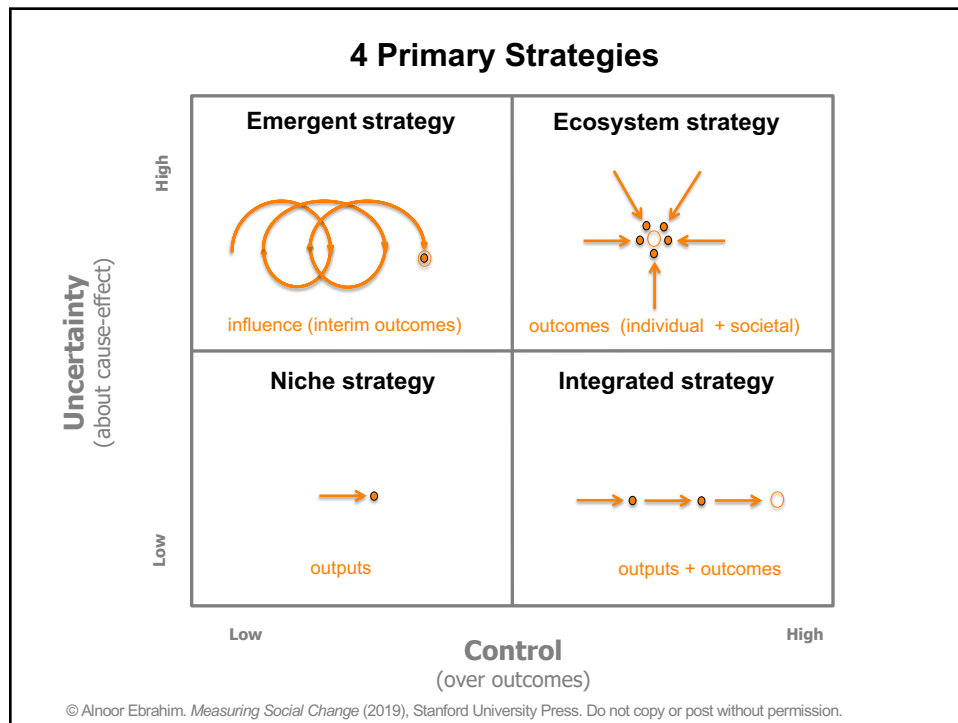
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4 Primary Strategies

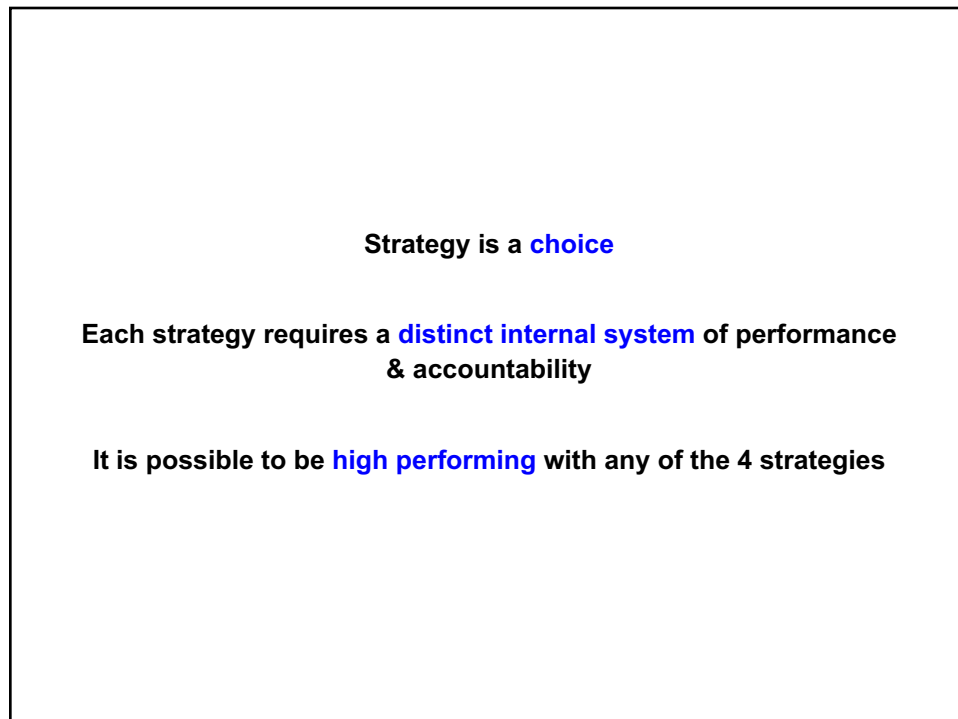


Image sources: Alnoor Ebrahim; Miriam's Kitchen, WIEGO.org

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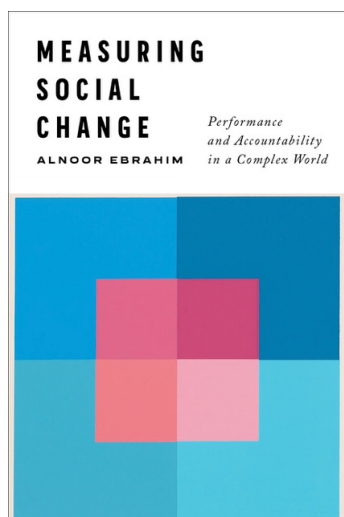
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Performance Measurement by Investment Decision Stage

Search	Diligence	Improvement	Evaluation
<i>Identify opportunities</i>	<i>Assess performance potential</i>	<i>Improve performance</i>	<i>Assess performance</i>
Is there a potential match?	What might success look like?	What mid-course changes are needed?	What was achieved?
Screens <ul style="list-style-type: none"> Capabilities assessment Selection criteria 	Social change model <ul style="list-style-type: none"> Theory of change Logic model Accountability <ul style="list-style-type: none"> Metrics based on strategy (niche, integrated, emergent, ecosystem) Cost-effectiveness <ul style="list-style-type: none"> BC ratio, ERR, SROI Capacity assessments	Monitoring <ul style="list-style-type: none"> Baselines Workplans/targets Scorecards Performance systems <ul style="list-style-type: none"> Systems based on strategy Feedback <ul style="list-style-type: none"> Feedback loops to beneficiaries/clients Lean Data 	Attribution-based methods <ul style="list-style-type: none"> Randomized Control Trials Quasi-experimental methods Contribution-based methods <ul style="list-style-type: none"> Outcome harvesting Contribution /process tracing Qualitative impact assessment protocol Outcome mapping Most significant changes

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Resources

Stanford University Press:

<https://www.sup.org/books/title/?id=27990>

Discounted link for MSUPE webinar:

<https://combined-academic.myshopify.com/discount/CSV2020MSC?redirect=%2Fproducts%2Fmeasuring-social-change>

Resource Appendix available at:

<https://fletcher.tufts.edu/people/alnoor-ebrahim>

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