

SOCIAL CHANGE

IMPACT MEASUREMENT

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LOGIC MODEL

Table 5 Six Solutions to Social Problems

Innovation

Developing and testing new business models, products, or processes

Service Delivery

Providing goods and services to directly address social problems

Capacity Building

Helping organizations improve their ability to make an impact

Research

Developing knowledge about problems and solutions

Advocacy

Promoting understanding or legislation with beneficial social impact

Infrastructure

Providing networking and technical support that enable greater impact

Logic Model

INPUTS

What goes in

- funds
- equipment and supplies
- knowledge and technical expertise

ACTIVITIES

What happens

- basic needs delivered, such as food and shelter
- services delivered, such as training programs
- capacity building
- construction of infrastructure
- policy dialogues and workshops

OUTPUTS

What results - immediate

- people fed, treated or housed
- people trained or educated
- roads built
- goods transported to market and sold
- policy papers written
- coalitions and networks built

OUTCOMES

What results - medium/long term

- improved living conditions, health, etc.
- increased incomes
- enhanced political voice

IMPACT

Sustained significant change

- sustained drop in poverty
- changes in public policy and regulation
- increased rights and political power
- fundamental changes in social norms and attitudes (on rights, freedoms, governance, and markets)

- What do we most need to understand about our impacts?"
- "What information would convince us that we've been successful?"
- "What information would be most helpful for guiding actions or revising strategy?"
- "What other key performance indicators could tell us how we're doing?"

Complex

Focused

INSTITUTIONAL RESULTS

- Change in societal norms and policies (on rights and freedoms, good governance, efficient markets)
- Measure outputs and “influence” (intermediate outcomes)

ECOSYSTEM RESULTS

- Economic development, comprehensive rural development and natural resource management, collaborative development
- Measure outcomes and impacts

NICHE RESULTS

- Basic and emergency services, soup kitchens, crisis drop-in centers and hotlines
- Measure inputs, activities, outputs

INTEGRATED RESULTS

- Service delivery (in health, education, employment), immunization campaigns, complex emergency services
- Measure aggregate outputs, outcomes, and sometimes impacts

Focused

Complex

Goals Based on Outputs

We want to deliver meals to 10,000 homeless people.

We want to provide 1 million insecticide-soaked bed nets.

We want to convert 10,000 families from cooking with wood to cooking with gas.

We want to teach reading to 500 primary school students.

Goals Based on Impacts

We want to reduce hunger by 5%.

We want to reduce malaria by 5,000 cases.

We want to reduce residential CO₂ emissions by 50%.

We want to increase literacy in the village by 10%.

APPROACH	TECHNIQUES	ORGANISATIONS
TRAINED JUDGEMENT	DISCUSSIONS OBSERVATIONS EXPERT ANALYSIS	GLOBAL GIVING
QUALITATIVE RESEARCH	STRUCTURED INTERVIEWS FIELD VISITS	KNIGHT FOUNDATION UNILEVER INDONESIA
QUANTIFICATION	SURVEYS DIRECT MEASUREMENT COST ANALYSIS	ACUMEN
MONETIZATION	BENEFIT-COST ANALYSIS SROI	ROBIN HOOD FOUNDATION

Innovation

- Number of successful innovations
- Number of innovations accepted by stakeholders
- Number of innovations that have contributed to social impact
- Number of innovations that have been adopted by other organizations

Service Delivery

- Percent reduction in the magnitude of a problem
- Percent of beneficiaries that have integrated the product or service into daily life
- Percent increase in the well-being of beneficiaries
- Number of adoptions of a service delivery model by social enterprises or government agencies

Capacity Building

- Percent increase in clients' meeting organizational goals
- Percent increase in efficiency of business processes
- Percent improvement in effectiveness of management structures and policies
- Percent increase in the quality of facilities and resources

Research

- Percent of projects with reliable evidence about impact drivers
- Number of contributions to professional or academic literature
- Number of viable new products or processes developed
- Number of patents and research grants awarded

Advocacy

- Number of policies adopted
- Percent increase in stakeholder support for position
- Number of changes in social conditions as a result of advocacy
- Percent increase in the strength of relationships with powerful partners

Infrastructure

- Number of organizations that use services offered to the network
- Number of organizations aligned toward common goals
- Percent improvement in cross-network benchmarks
- Number of network members that contribute and download online resources

HOW TO GO ABOUT

INCREASING IMPACT

1. LETTING GO

- CAN SOMEONE ELSE DO YOUR JOB?
- WHAT SYSTEMS WILL YOU DEVELOP TO LET OTHERS LEARN QUICKLY?
- WHAT ABOUT INTELLECTUAL PROPERTY?
- HOW MUCH OF THE MODEL/ORGANISATION IS DEPENDENT ON YOU AS THE FOUNDER?

2. SELF-REPLICATION

- HOW WILL YOUR IDEA MULTIPLY?
- WHO WILL TAKE YOUR IDEA AS THEIR OWN AND WHY?
- CAN THE MODEL MULTIPLY ITSELF WITHOUT YOU BEING THE CENTERPIECE?
- WHO ARE THE STAKEHOLDERS WHO NEED TO BE PART OF YOUR ECOSYSTEM TO REPLICATE?

3. SELF SUSTAINABILITY

- WHY WILL SOMEONE DO YOUR JOB?
- WHY WILL EACH STAKEHOLDER CONTINUE TO BE ENGAGED IN YOUR MODEL OF CHANGE?
- HOW CAN IT ACHIEVE YOUR DESIRED OUTCOME WITHOUT BEING DEPENDENT ON GRANTS?

4. LEVERAGE INDUSTRY

- HOW WOULD YOU INFLUENCE YOUR INDUSTRY?
- CAN YOUR MODEL BECOME THE NORM RATHER THAN AN EXAMPLE?
- WHAT MEASURES YOU WILL TAKE TO ENSURE QUALITY WHEN YOU REACH SCALE?
- WHEN WILL YOUR MODEL CHANGE THE WORLD SIGNIFICANTLY?

MUST DO

- Develop / Sharpen your logic model
- Develop a measurement system that works
- Constantly monitor the impact and methods to impact
- Share your knowledge

HBS - "The limits of non-profit impact" - Alanoor and Rangan

Book - "Measuring and Improving Social Impact" - Marc Epstein and Kristi Yuthas