Re-Imagining Measurement

When Data Science Meets Evaluation Practice

February 8 2017

MONITOR INSTITUTE
Re-imagining Measurement: The challenge
Our approach

What do we let go of, what do we hold on to, and what do we need to create anew?
What We’ll Be Talking about Today
What Do We Mean?

• What do we want to accomplish?
• Are we doing what we said we would do? (Should we be doing something else instead?)
• How are we doing and what can we do better?
• What impact are we having?

Other Nonprofits

Other Foundations

Government

Business

Constituents
- Community Leaders
- Primary Constituents

Nonprofits
- Board
- Leadership
- M&E (when applicable)
- Staff

Foundations
- Board
- Leadership
- M&E
- Program Staff

- Information on grant requirements and learning goals; grantee feedback
- Data extraction and constituent feedback
- Information on available resources and services with some sharing of data and learnings
- Information on grant requirements (e.g., monitoring and evaluation) and some sharing of learnings

©2017 Deloitte Development LLC

Publications & Media

Consultants

Academia

Software and Analytics Providers
What We’ve Been Doing
Trends: How will M&E and philanthropy need to adapt to the changing future landscape?
Bright spots: Who is doing interesting work within the field?
Adjacencies: Looking beyond philanthropy to find other models and parallels
Flipping unproductive orthodoxies: challenging old assumptions that have traditionally been accepted as true or correct in the field
Expected and Better Futures
The Three Characteristics of a Better Future

- Putting decision making at the center
- Empowering constituents and promoting diversity, equity, and inclusion (DEI)
- Learning at scale
Expected Future

**More Effectively Putting Decision Making at the Center**
- Limited capacity
- High reporting burden
- Lack of sufficient and high-quality data
- Difficulty acting as learning organization

**Better Empowering Constituents and Promoting DEI**
- Incremental DEI improvements
- Limited constituent voice
- Efforts not widely shared with or used to directly benefit or empower constituents
- Struggle with data ethics issues

**More Productively Learning at Scale**
- Insufficient sharing of learnings
- Insufficient coordination of learning and evidence creation
- Insufficient development of shared standards and systems
MORE EFFECTIVELY PUTTING DECISION MAKING AT THE CENTER
- Sufficient capacity
- “Continuous” data and learning
- What’s needed for on-the-ground decision making
- Integration of data and social science

BETTER EMPOWERING CONSTITUENTS AND PROMOTING DEI
- Equity consistent focus
- Constituent feedback as standard practice
- Empower constituents to make key decisions
- Data rights widely adhered to

MORE PRODUCTIVELY LEARNING AT SCALE
- Data, learning, and knowledge shared openly and widely
- Work together on knowledge gaps, learning agendas, and collective evidence
- Greater investment in the supply chain of data
- Integrated data at scale needed to assess social impact
- Evaluation synthesis, replication, and meta-evaluation
Bright spots

• Putting decision making at the center
• Empowering constituents
• Learning at scale
Bright Spots: Putting Decision Making at the Center
Bright Spots: Empowering Constituents and Promoting DEI
Bright Spots: Learning at Scale
Adjacencies

• Putting decision making at the center
• Empowering constituents
• Learning at scale
Adjacencies: Putting Decision Making at the Center
Adjacencies: Empowering constituents and promoting DEI
Adjacencies: Learning at Scale
New Ideas and Experiments

What would it look like if...

• after-action evaluation reports became obsolete?
• donors enabled constituents to decide how funding got spent?
• instead of “evidence-based decision-making” we had “decision-based evidence-making”?
• we had a civic tech-like effort for philanthropy?
Thank you!

Rhonda Evans, PhD & Tony Siesfeld, PhD