Re-Imagining Measurement

When Data Science Meets Evaluation Practice

February 8 2017

MONITOR INSTITUTE

Re-imagining Measurement: The challenge
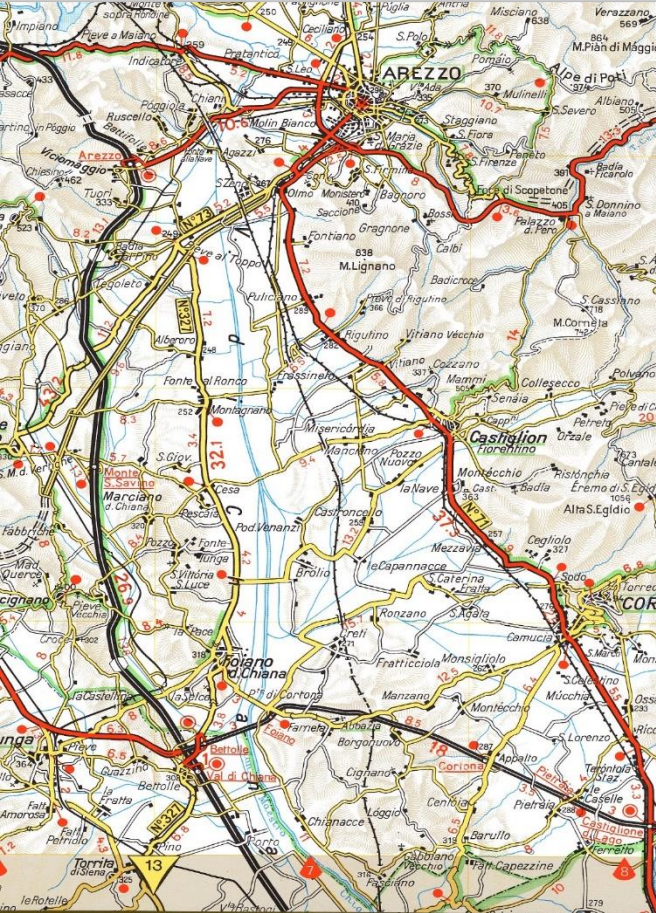
Our approach

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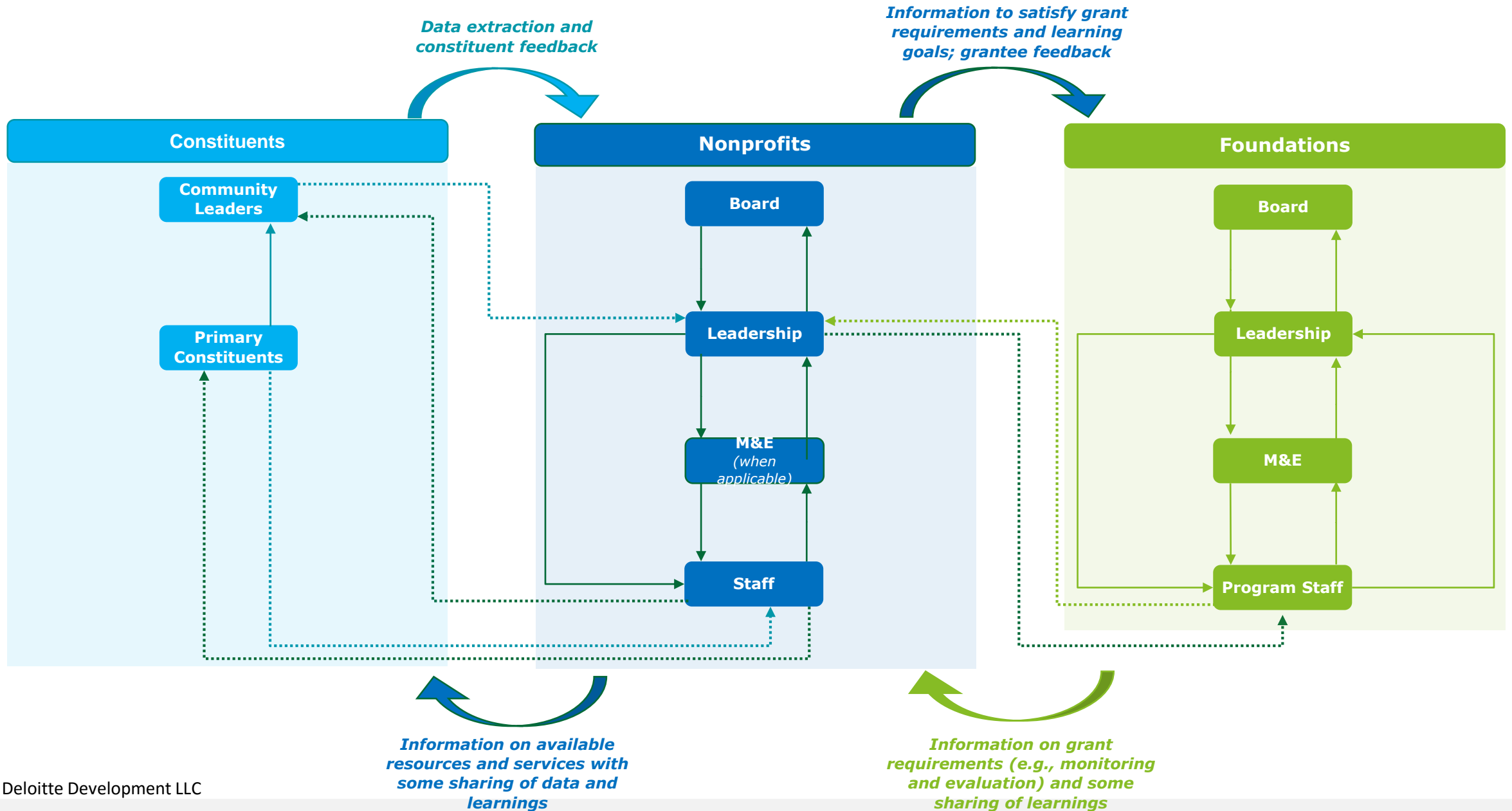
What We'll Be Talking about Today

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**

Data extraction and constituent feedback

Information to satisfy grant requirements and learning goals; grantee feedback

Constituents

Community Leaders

Primary Constituents

Nonprofits

Board

Leadership

M&E *(when applicable)*

Staff

Foundations

Board

Leadership

M&E

Program Staff

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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

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
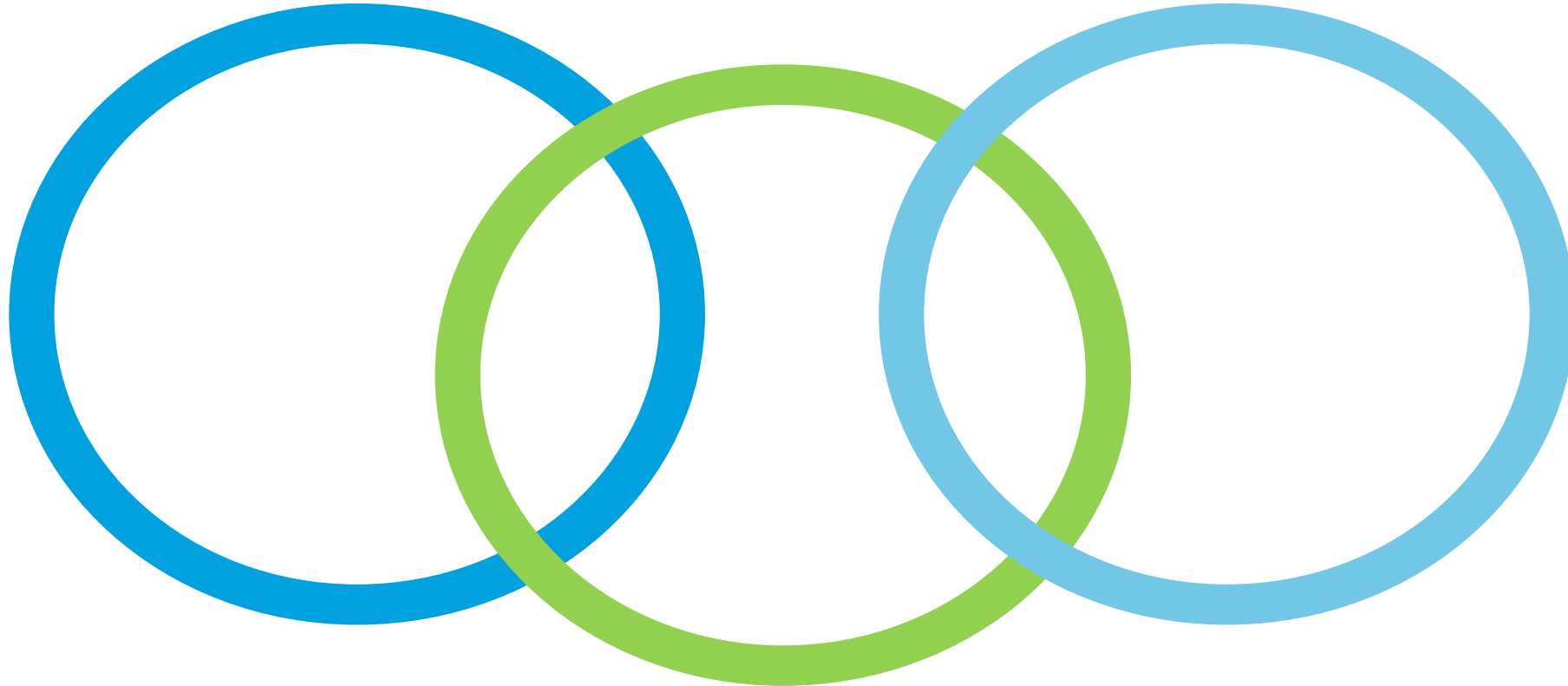
Flipping unproductive orthodoxies: challenging old assumptions that have traditionally been accepted as true or correct in the field

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

Better Future

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
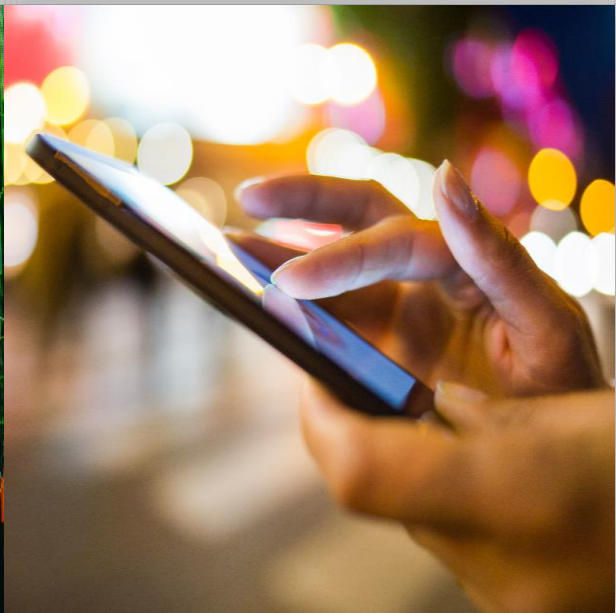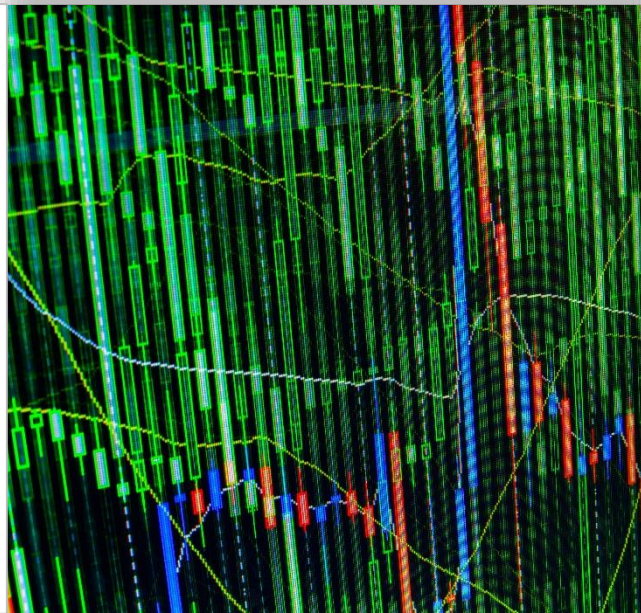- Empowering constituents
- Learning at scale

Bright Spots: Putting Decision Making at the Center

Bright Spots: Empowering Constituents and Promoting DEI
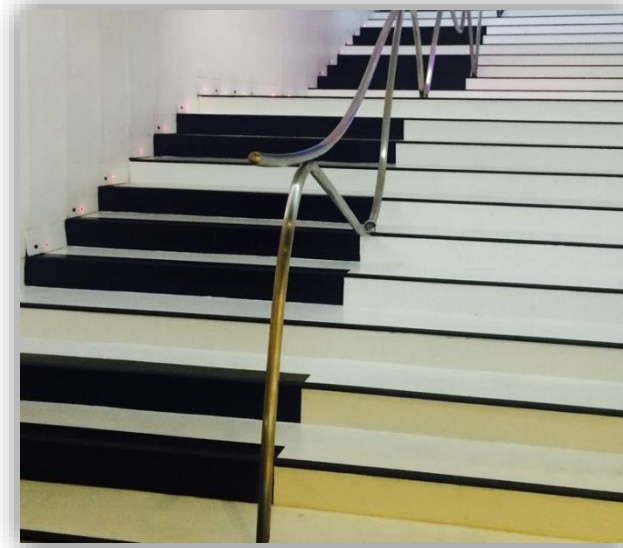
Bright Spots: Learning at Scale

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
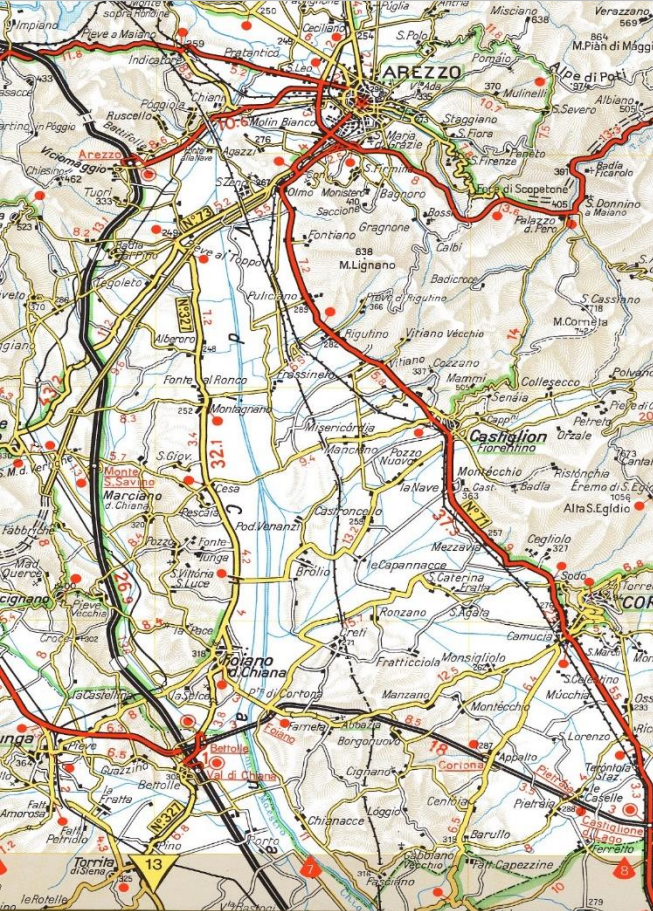
New Ideas and Experiments

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

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