

# MEASURING SOCIAL CHANGE

## Summary Note by Alnoor Ebrahim

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### 3 Foundational Questions of Strategy

**Strategy:** *how an organization seeks to achieve long-term performance*

The role of **performance measurement** is to support the design and execution of strategy, as well as its improvement over time.

Every organization—be it a nonprofit or NGO, a social enterprise, or a public agency—requires clarity on the 3 foundational questions of strategy in the diagram.

- Jot down your answers to the 3 questions. Share them with a peer in your organization.
- On what do you agree? On what do you disagree and why?
- What would it take to get your team or entire organization aligned?



Some guiding questions:

#### **Value proposition:**

- *What problem or needs* do you seek to address?
- *Which clients* or populations will benefit?
- Can you *measure* the size of the problem or population?

#### **Social change model:**

- What is your *theory of change*? Can you write it down as an “if...then” statement?
- What is the larger *system* in which you operate? Who else is working on an aspect of this problem or with your client population?

#### **Accountability:**

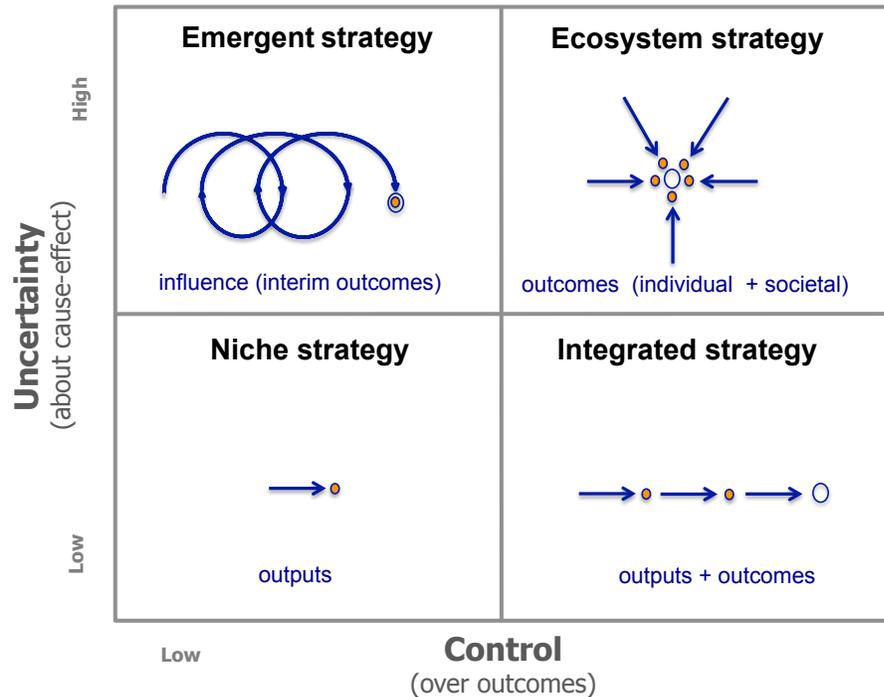
- *For what* results are you accountable?
- *To whom* are you accountable?

## 4 Types of Strategy

Once you have made progress on the foundational questions above, you are ready for the next step in developing your strategy.

**There are 4 main types of strategy:**

- **Niche Strategy**— Deliver a highly focused intervention in a standardized way. Measure outputs with quality control.
- **Integrated Strategy** – Deliver multiple interventions, combined in a predictable sequence to produce outcomes. Measure outputs + integrated outcomes.
- **Emergent Strategy** – Influence key players in a complex system by constantly adapting what you do. Measure influence (an interim outcome).
- **Ecosystem Strategy** – Orchestrate the work of many different players in a complex system in order to generate interdependent outcomes. Measure collective outcomes for individuals and society.



### Which strategy best describes your work?

*Strategy is a choice.* If you are clear about your strategy, you will be better able to decide what to measure.

It is possible to be *high performing* with any of the 4 strategies.