

Getting to Outcomes in the Real World

Tools for Change Webinar No. 2

garth@lead.org.nz

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Outcomes are not real



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A black and white photograph of Charlie Chaplin as the Tramp, wearing his signature bowler hat and striped overalls, working on a large industrial gear in a factory setting. He is using a wrench and looking up with a determined expression. The background is filled with other large gears and mechanical parts, creating a sense of a complex industrial environment.

Outcomes are not real

They are just a
metaphor from
the factory floor

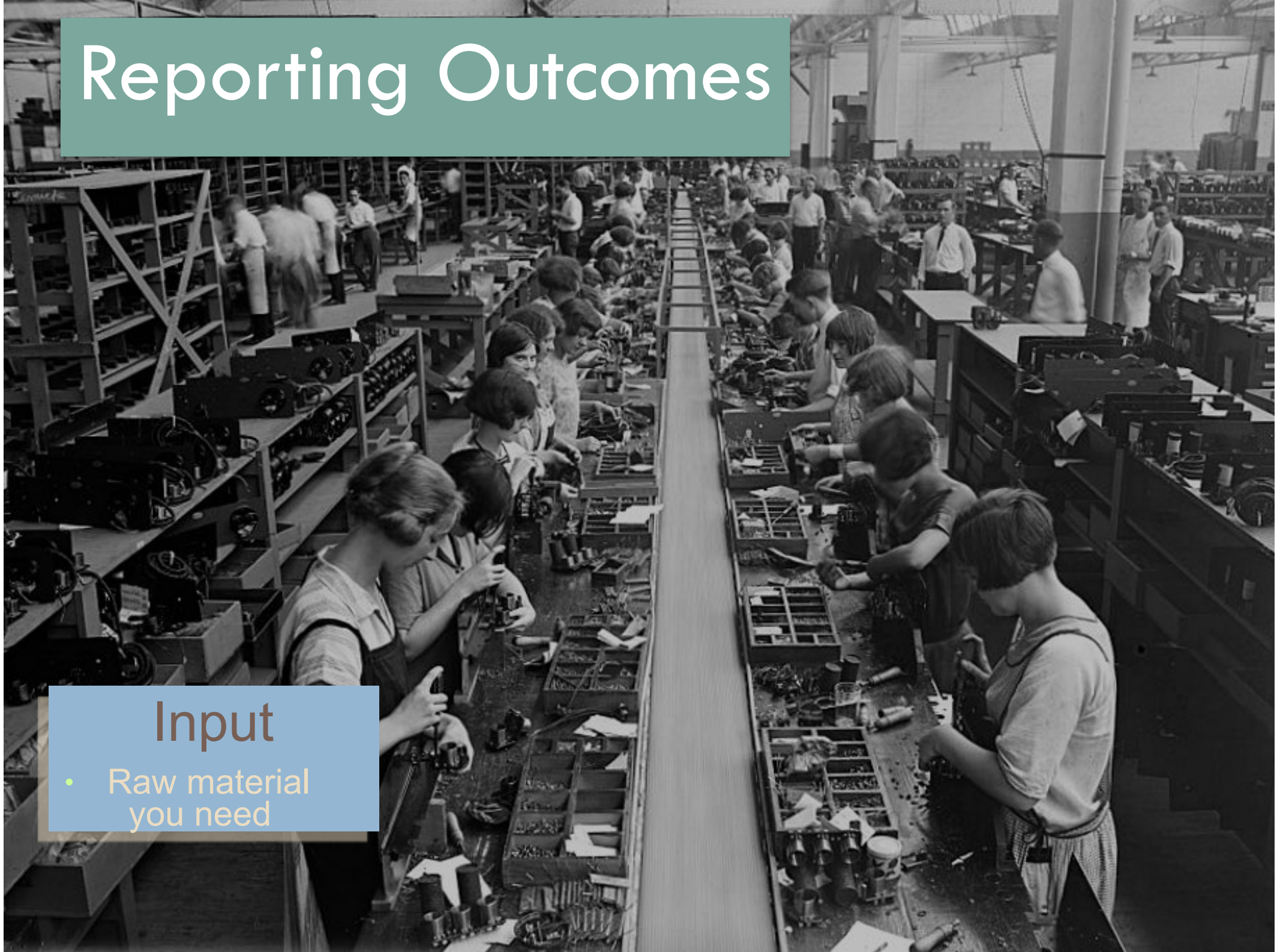
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Reporting Outcomes

Input

- Raw material you need



Reporting Outcomes



Throughput

- Processes you undertake

Input

- Raw material you need

Reporting Outcomes

A black and white photograph of a busy factory floor. Numerous workers are visible, some standing and others seated at long assembly lines. The floor is cluttered with various mechanical parts, tools, and workbenches. The perspective is from an elevated position, looking down the length of the factory.

Output

- What comes off assembly line

Throughput

- Processes you undertake

Input

- Raw material you need

Reporting Outcomes



Outcome

- Profit margins, market shares etc

Output

- What comes off assembly line

Throughput

- Processes you undertake

Input

- Raw material you need

Reporting Outcomes



Impact

- Effects on society

Outcome

- Profit margins, market shares etc

Output

- What comes off assembly line

Throughput

- Processes you undertake

Input

- Raw material you need

Measuring Outcomes



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Measuring Outcomes

RCT

- Control group
- Randomized
- Large sample
- Long terms

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Impact

Big picture change
(in society)

Outcome

Long term changes
(in beneficiaries)

Output

Direct products
& beneficiaries

Throughput

Things you
do

Input

What
you need

Harder to measure



Impact

Big picture change
(in society)

Outcome

Long term changes
(in beneficiaries)

Output

Direct products
& beneficiaries

Throughput

Things you
do

Input

What
you need

More ambiguous

Harder to measure



Impact

Big picture change
(in society)

Outcome

Long term changes
(in beneficiaries)

Output

Direct products
& beneficiaries

Throughput

Things you
do

Input

What
you need

Less in control

More ambiguous

Harder to measure



Impact

Big picture change
(in society)

Outcome

Long term changes
(in beneficiaries)

Output

Direct products
& beneficiaries

Throughput

Things you
do

Input

What
you need

Longer to wait

Less in control

More ambiguous

Harder to measure



Impact

Big picture change
(in society)

Outcome

Long term changes
(in beneficiaries)

Output

Direct products
& beneficiaries

Throughput

Things you
do

Input

What
you need

More externalities

Longer to wait

Less in control

More ambiguous

Harder to measure



Impact

Big picture change
(in society)

Outcome

Long term changes
(in beneficiaries)

But more significant

Output

Direct products
& beneficiaries

More externalities

Throughput

Things you
do

Longer to wait

Less in control

Input

What
you need

More ambiguous

Harder to measure





Perverse incentives

A close-up photograph of three snakes, likely grass snakes, resting on a dark, textured rock. The snake in the foreground is coiled, showing its yellow and black patterned scales and a red tongue flicking out. Two other snakes are visible behind it, also showing their heads and upper bodies. The background is blurred, showing more of the rock and some greenery.

Gaming:

- * cherry picking
- * short cuts
- * play incentives

Perverse incentives

Weaponised Data



Cathy O'Neill (2016) *Weapons of Math Destruction: How Big Data increases inequality and threatens democracy*

**Often the role of non-profits is
'swimming towards the horizon'**



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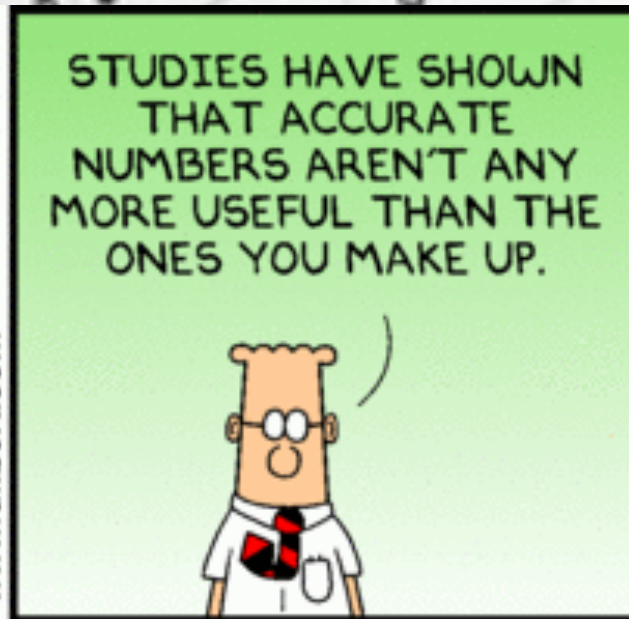


It is better to be roughly right than precisely wrong

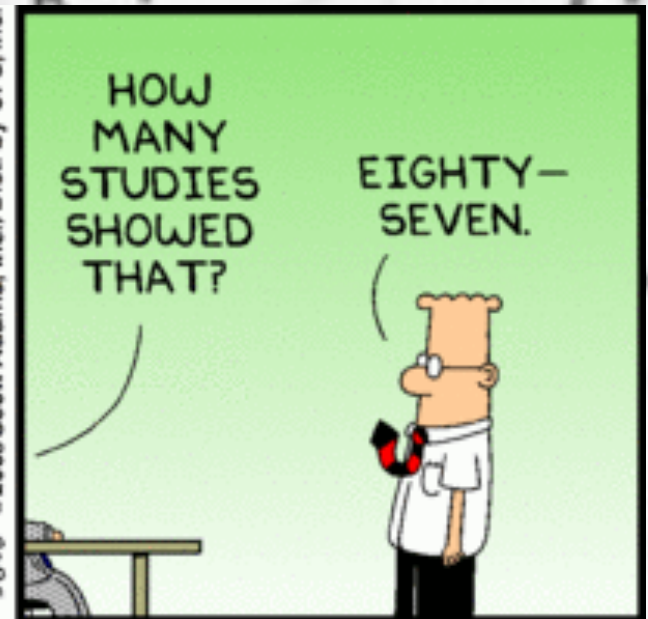
John Maynard Keynes, British economist (1883 - 1946)



www.dilbert.com
scottadams@aol.com



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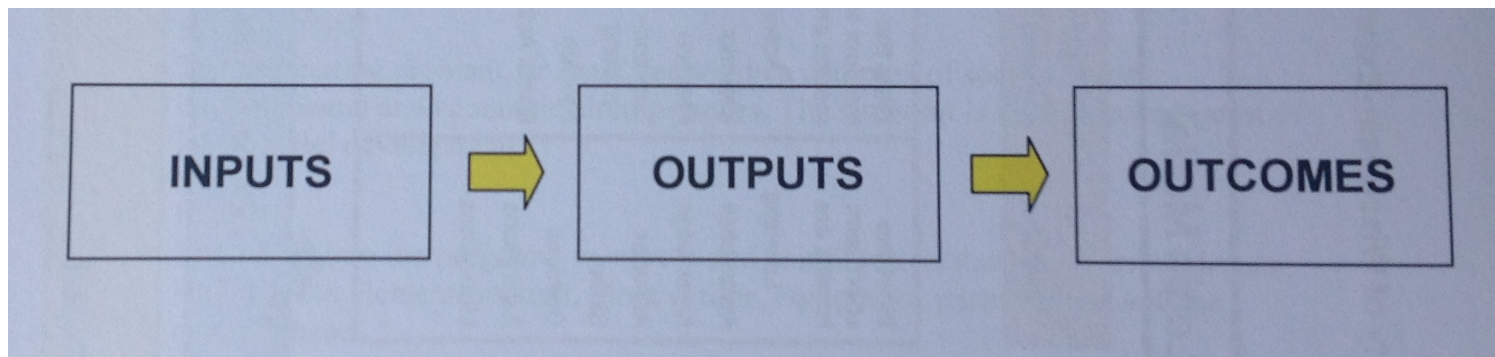


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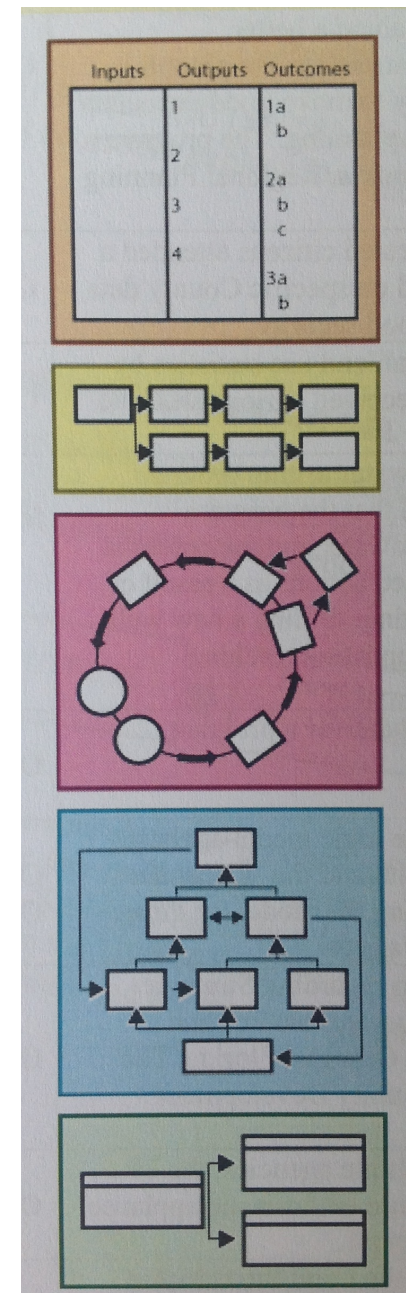
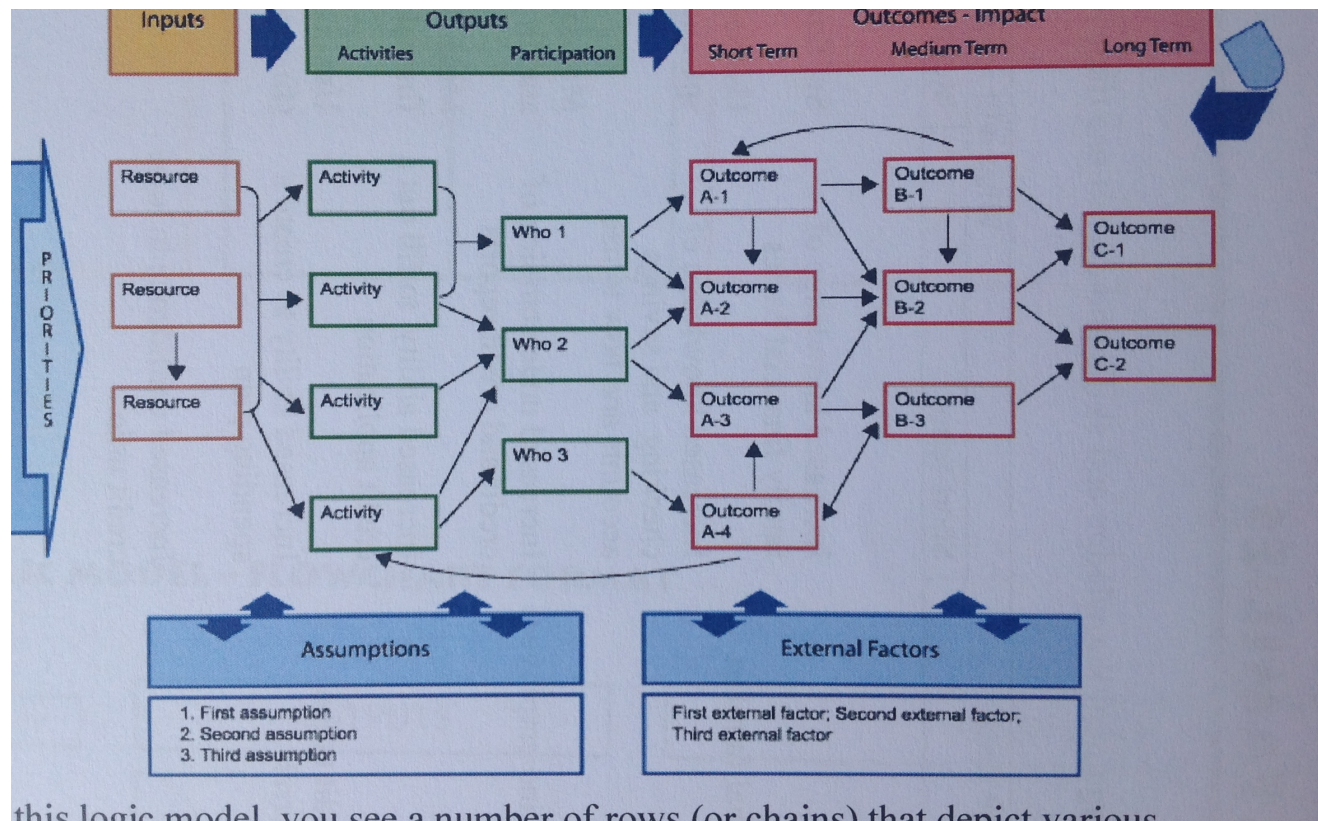
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Theory of Change





Simple or complex, any shape, multi-directional



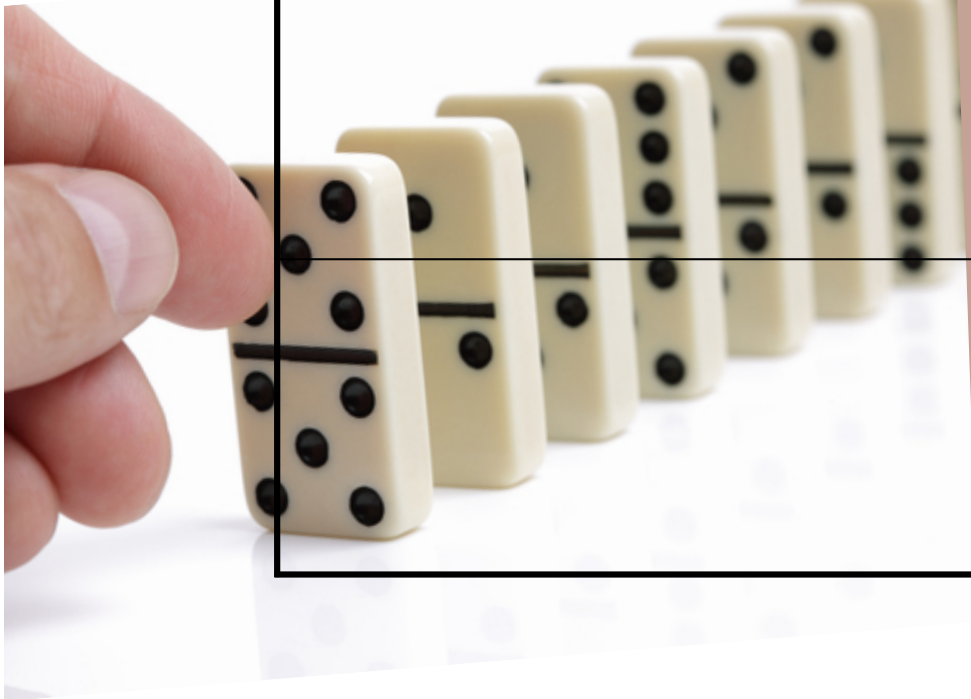
Theory of Change

What's the difference we want to see in the world?

Vision/Ends

Theory of Change

Activities/Programmes



Theory of Change

What's the difference we want to see in the world?

Vision/Ends

Theory of Change

What do we do?

Activities/Programmes



Theory of Change

What's the difference we want to see in the world?

Vision/Ends

How do we get there?

Theory of Change

What do we do?

Activities/Programmes



Theory of Change

What's the difference we want to see in the world?



How do we get there?

Theory of Change

What do we do?

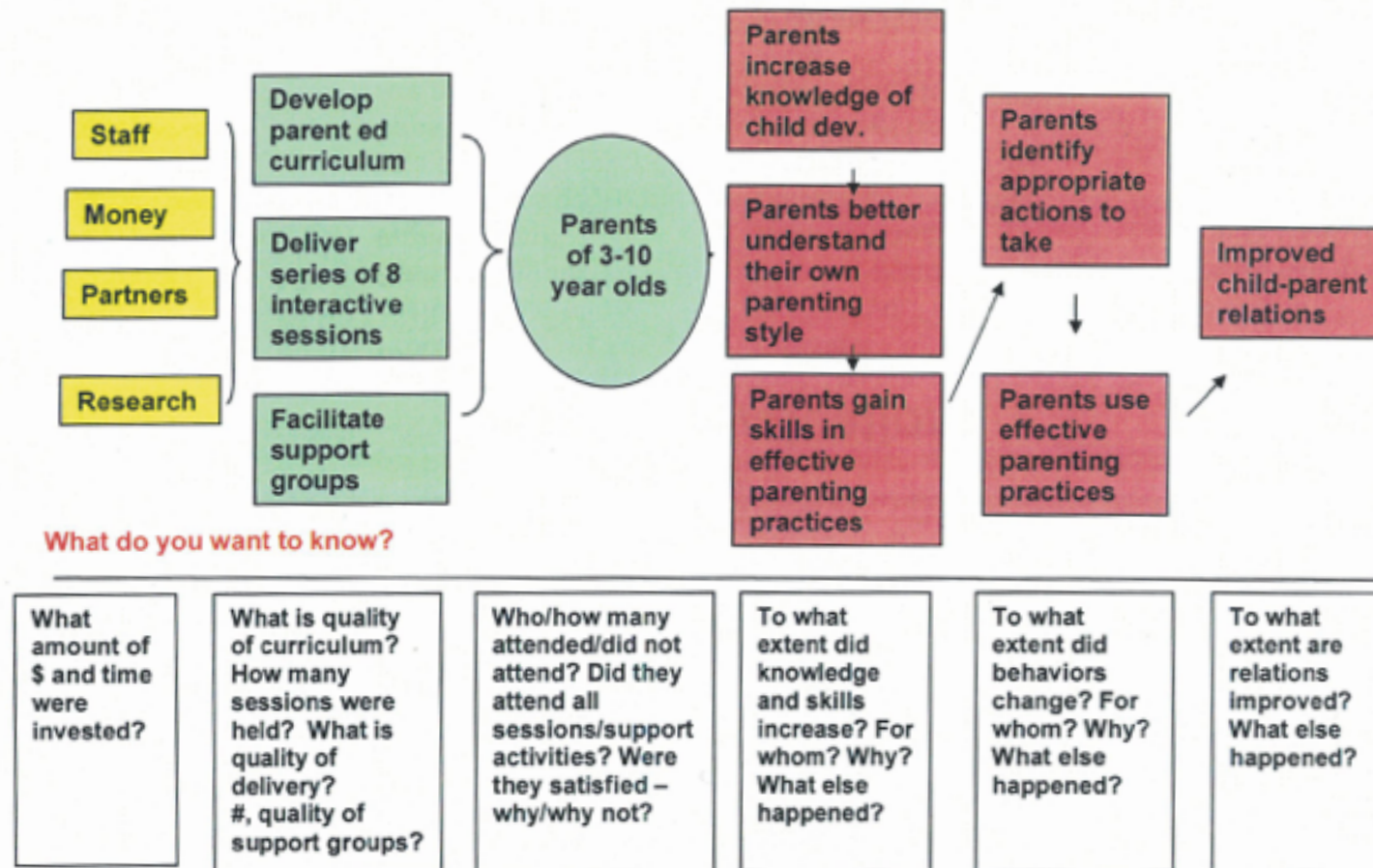




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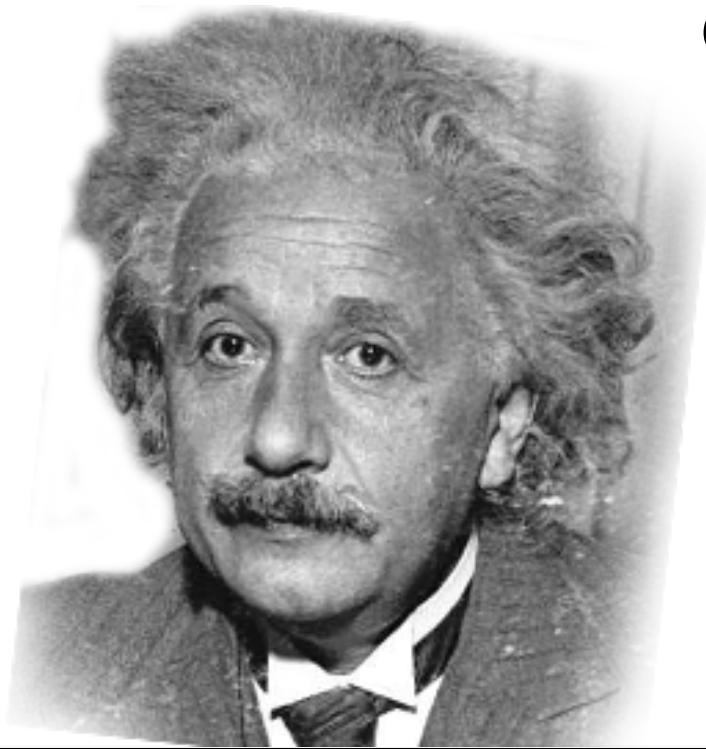
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PARENT EDUCATION EXAMPLE: QUESTIONS



What in the program context and external environment affected operations and outcomes? Which of our assumptions are correct? Incorrect?

“Not everything you can measure, counts.
And not everything that counts
can be measured”



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NGOs are not anti-data

- 92% collect client data
- 40% share client data with other services
- 34% share client data with funders

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"While measurement of outcomes sounds nice, it is really only the current buzzword in a field attempting to make itself sound like a science when it is really an art.

"Seasoned social science professionals and volunteers know that the measurement of success will come only in seeing their clients grow to become better citizens, better family members and better human beings. Success is measured by the numbers (very small) who come back twenty or more years later to show you pictures of their family.

"Develop your tools for assessment and measurement, but please don't forget that some desired outcomes are to keep bad things from happening ten, twenty or thirty years from now. Don't strip away the delicate infrastructure of society by focusing only on the immediately measurable"

