



Measure what matters – identifying and measuring social change

– a practical guide for self-assessment
and social impact measurement



Why we need impact measurement?

Better, earlier decisions

- Forces clarity on challenge, target groups and intended outcomes
- Identifies assumptions and risks upfront
- Helps to compare options

Strong legitimacy

- Traceable line strategy-activities-outputs-impact
- Makes it easier to justify choices to leadership, funders, and citizens
- Helps to compare options

Learning, refining

- Defines baseline, indicators – so you can learn what works
- Helps expand good initiatives

Keeping focus

- Prevents deviation from core objectives
- Supports conscious prioritisation
- Maintains long term direction

Stakeholder engagement

- Structures input from service users, NGOs, first line staff
- Creates shared understanding of goals and success measures
- Reduces resistance to change

Stronger funding

- Creates comparability across projects
- Funders favour clear logic models and evaluation design
- Makes reporting easier

Clear communication

- Translates complex initiatives into a story
- Displays positive social change, beneficiaries
- Helps internal/external communication

Closing the loop

- Impact measurement starts early in the process, not at the end
- It is a tool for value creation, both for the organisation and society
- Integral part of business development

Why we need impact measurement?

Understand the challenge – why is it essential?

- Impact starts with a deep, contextual understanding of the challenge, and co-definition with the affected people, not just data points
- Collaborative processes must begin with mapping real challenges together with people who experience them
- The Theory of Change ask for long-term changes before any metrics

Describe the challenge

- What challenge do you address?
- For whom? Be specific, no abstract categories
- Where does the challenge occur?
- Why does it matter? Individual, social systemic dimension

Lived experienced

- How does a good/bad day look for the affected group?
- What is currently missing?
- What blocks the process?
- What does a meaningful improvement for the target group look like?

Systemic barriers

- Politics, laws, regulations
- Institutions
- Resources, access
- Attitude

Understanding the challenge – a practical approach

Please try to answer in the template

Measure what matters – RESIST – Hands On Guide for Impact Measurement Understanding the Challenge ONE-PAGER		
Step 1. Describe the challenge	Step 2. Explore lived experiences	Step 3. Indetify systemic barrier
What challenge do you adress?	How looks a good/bad day for the target group?	Politics
Group? Be specific!	What is currently missing?	Instituions
Where does the challenge occur?	What blocks progress?	Resources/access
Why does it matter? Human, soscial, systemic.	How would meaningful improvement look like?	Attitude

Indicators and Variables

Where quantitative indicators fit – without dominating

- To review your organisation's performance and activities
- To track trends or to compare across time
- Funders often ask for evidence (numeric) based reports

Quality-first approach – social change itself becomes the indicator

- Direct indicators: deriving directly from the challenge addressed
 - Example: The social entrepreneur serves a warm meal for elderly people
 - Indicator: Number of people served

Indirect indicators: derive from unintended, unforeseen effects

- Example: The social entrepreneur serves a warm meal for elderly people.
In this case, the elderly are eating together in a community centre
 - Direct indicator: Number of people served
 - Indirect indicators: social interaction among elderly people, reduced loneliness...

Identifying social change

Identifying social change – a case-by-case exercise

- Social change is situational, non-linear and often qualitative
- Social impact includes, among others, well-being, connectedness, empowerment, trust, identity...
- The impact across stakeholders will vary widely and can rarely be pre-boxed into fixed metrics
 - Therefore, identifying and measuring social change is not difficult; it is demanding

Individual level

- What should be different in people's lives?
- What behaviours, emotions, opportunities or access changed
- **Example:** Feeling confident speaking Norwegian
- Having someone to talk to
- Being back in a daily rhythm

Community level

- What will improve relationships among stakeholders?
- What activities will improve the community?
- **Example:** Increased trust between youngsters and the police
- Women forming a supporting network
- Landlords more willingly rent out to migrants

Structural level

- What shift in rules and regulations is needed?
- What shift in practice or attitude is needed?
- **Example:** Schools adopt collaborative routines
- Co-creation is an established form of stakeholder engagement
- Local companies open internships

Understanding the challenge – a practical approach

Please try to answer in the template

Measure what matters – RESIST – Hands On Guide for Impact Measurement				
Identifying social change – Case by Case				
Where quantitative indicators fit	Qualitative – first approach	Identifying social change		
	Direct	Individual	Community	Structural
	Indirect			