AN INTRODUCTION TO IMPACT EVALUATION

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HOW DOES THINKING ABOUT EVALUATION MAKE YOU FEEL?

INTRODUCTION

- **Why** bother?

- **Where** to begin?

- **What** next?

WHY MEASURE IMPACT?

HOW MEASURING IMPACT CAN HELP

Raise profile

Motivate staff and volunteers

Help secure funding

Influence good practice

Improve what we do
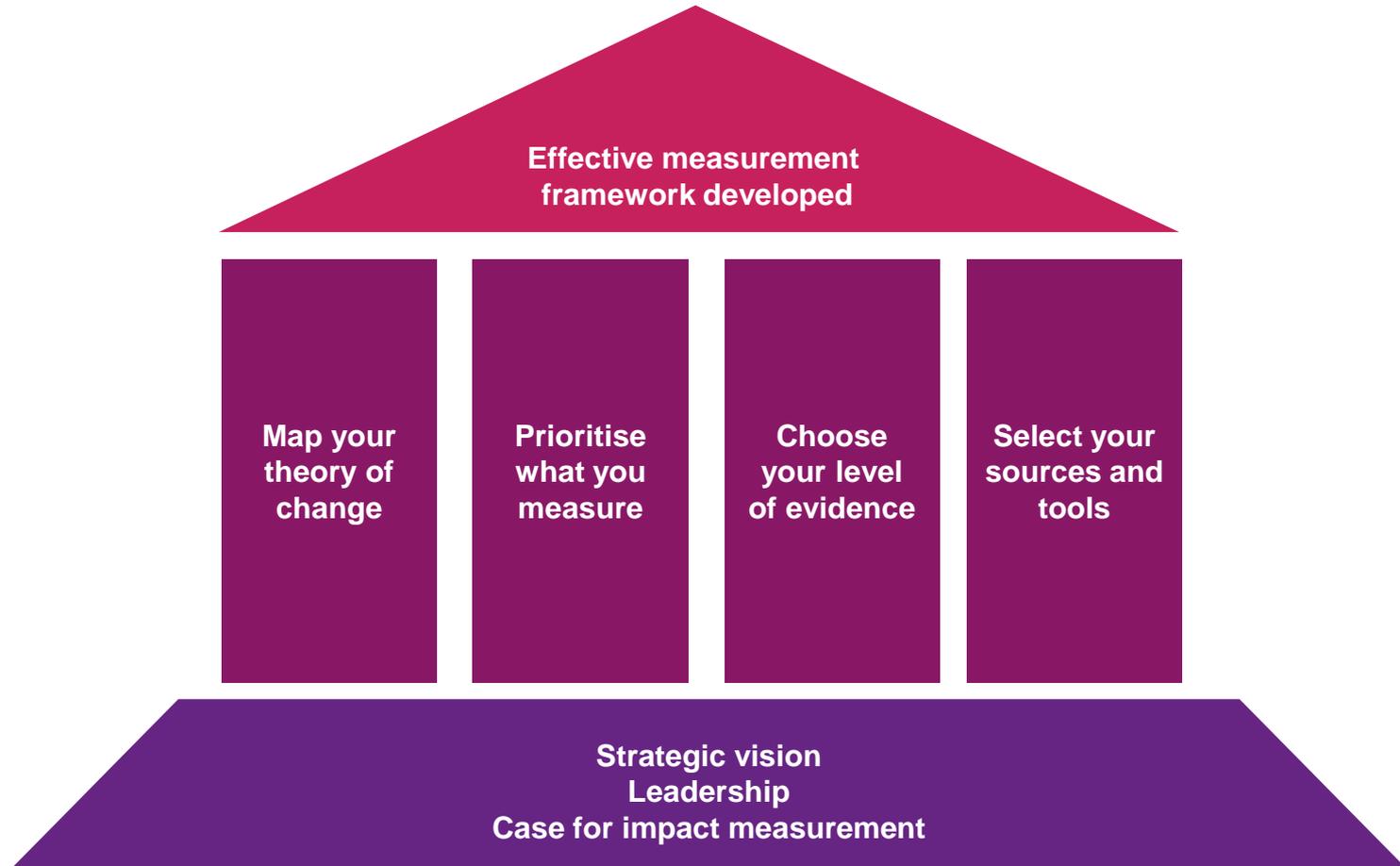
Save time

Motivate supporters

Rickey, B, Lumley, T and Ni Ogain, E . (2011) *A Journey to Greater Impact.* New Philanthropy Capital.

WHAT ARE THE BARRIERS TO IMPACT MEASUREMENT?
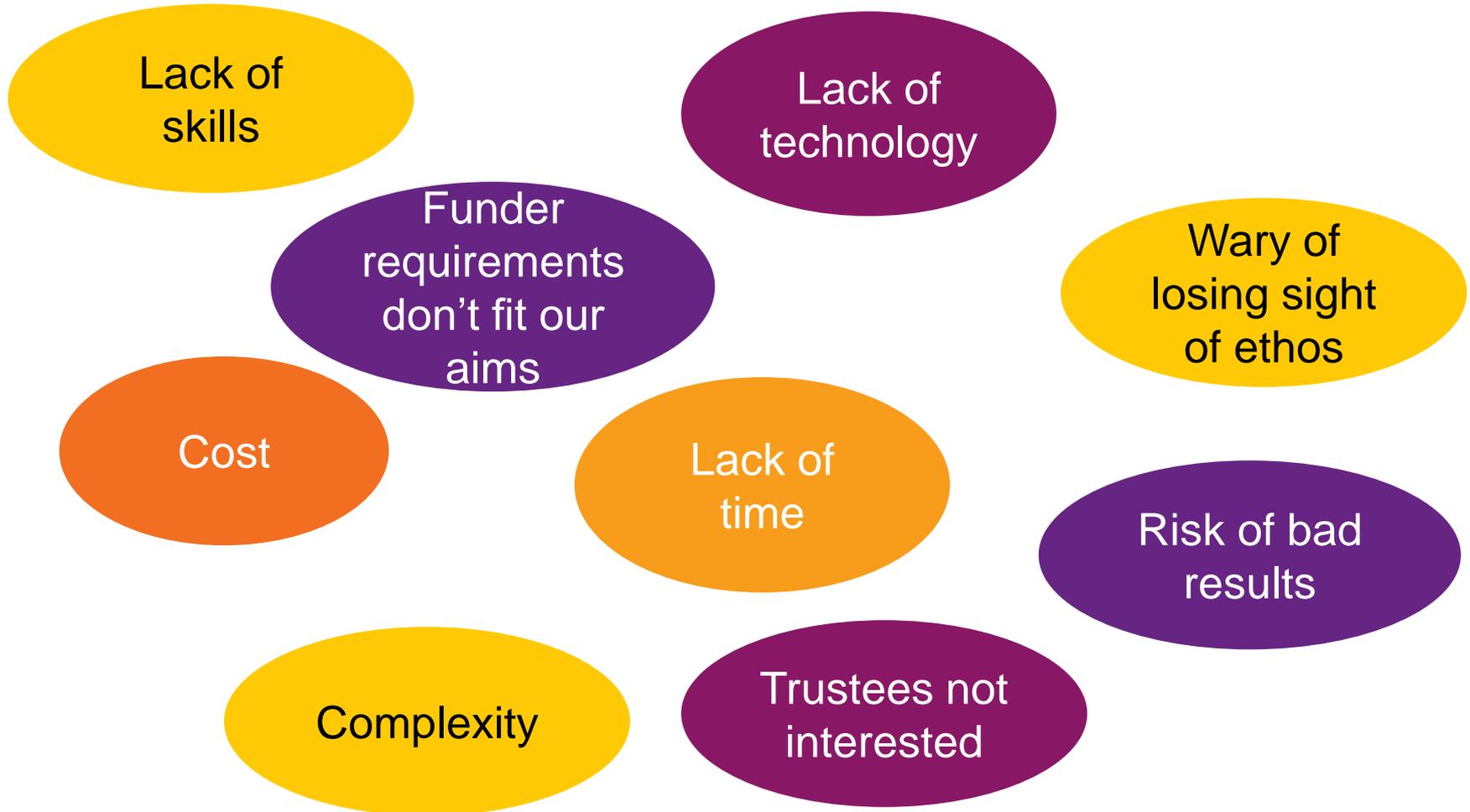
Lack of skills

Lack of technology

Funder requirements don't fit our aims

Wary of losing sight of ethos

Cost

Lack of time

Risk of bad results

Complexity

Trustees not interested

Rickey, B, Lumley, T and Ni Ogain, E . (2011) *A Journey to Greater Impact.* New Philanthropy Capital.

WHERE TO START

COMPONENTS OF NPC'S APPROACH TO MEASURING SOCIAL IMPACT

Effective measurement framework developed

Map your theory of change

Prioritise what you measure

Choose your level of evidence

Select your sources and tools

Strategic vision
Leadership
Case for impact measurement

WHAT IS A THEORY OF CHANGE?

A process for thinking about and describing programmes, projects, campaigns or organisations.

AIM

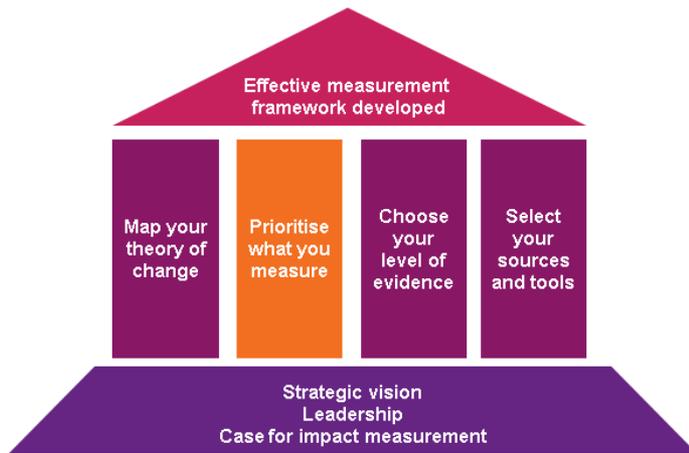A conceptual map of how activities lead to outcomes

IMPACT SPECTRUM FOR HERITAGE ORGANISATIONS

Pure heritage

Heritage plus social benefit

Social purpose, heritage is the method

Heritage impact

Wider social impact

Corry, D. and Rotheroe, A. (2014) *Impact in the heritage sector.* New Philanthropy Capital.

THE KEY QUESTIONS YOU NEED TO ASK TO DEVELOP A THEORY OF CHANGE

1. **Context:** What is the issue you are trying to address?

2. **Impact:** What is the long-term impact you want—how will the world be different in five years time because of your project?

3. **Outcomes:** What changes will you aim for to create that long-term impact?

4. **Activities:** How will you do this? What will 'good quality' look like? What is distinctive about what you do?

5. **Mechanisms:** How will that change happen? It can help to think about what will people be saying *'on the day'*.

PRIORITISING YOUR OUTCOMES

Effective measurement framework developed

Map your theory of change

Prioritise what you measure

Choose your level of evidence

Select your sources and tools

Strategic vision
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Case for impact measurement

PRIORITISE OUTCOMES THAT:

- are **important** / **material** to your mission

- haven't **already been proved**

- you **directly** influence (rather than **indirectly** support)

- are not too **costly** to measure

- will produce **credible** data

FIVE TYPES OF DATA

NPC

Routine

User data
Who are you reaching?

Engagement data
How do they interact with you?

Feedback data
What do they think?

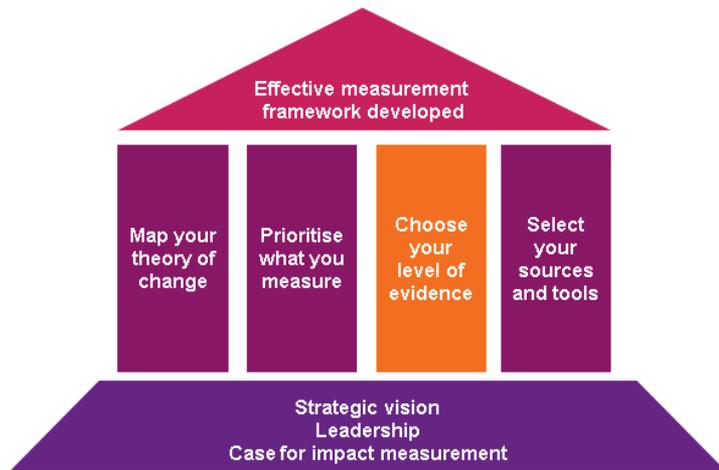## Occasional

Outcomes data
What are the benefits?

Exceptional

Impact data
Do the benefits last?

CHOOSING THE RIGHT LEVEL OF EVIDENCE

HOW ROBUST DOES EVIDENCE OF YOUR IMPACT NEED TO BE?

- What do your target **stakeholders** think?

- What is **possible**, given the nature of your service?

- What is **plausible**, given capacity and resources?

SELECT YOUR SOURCES AND TOOLS

Effective measurement framework developed

| Map your theory of change | Prioritise what you measure | Choose your level of evidence | Select your sources and tools |

Strategic vision
Leadership
Case for impact measurement

CHOOSE YOUR TOOLS AND DATA SOURCES LAST…

- Choose a tool that measures the thing you care about

- Use a validated tool if it's appropriate, but not at the expense of relevance

- Think about who you want to collect data from

- No numbers without stories; no stories without numbers

KEY MESSAGES

- Start by being clear about what you're aiming to achieve

- Quality over quantity

- Stories and numbers

- Use it!

WHAT NEXT?

# INSPIRING IMPACT: MEASURING UP! AND THE IMPACT HUB

Measuring Up!

- online, step-by-step self-assessment tool

- looks at the way you plan, evidence, communicate and learn from the difference your work makes

The Inspiring Impact Hub

- pulls together resources relevant to improving impact practice

- enables users to search and filter results according to their needs

inspiringimpact.org
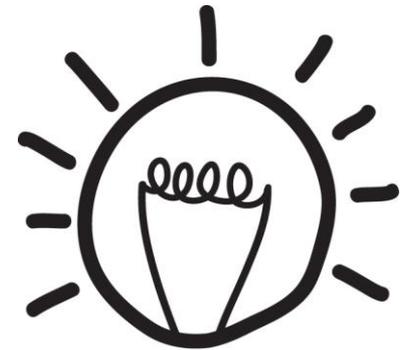
HOW NPC CAN HELP

Free guides and publications:
- *Creating your theory of change:* *NPC's practical guide*
- *NPC's four pillar approach:* *Building your measurement framework*
- *What makes a good charity?* *NPC's guide to charity analysis*
- *Focusing on impact:* *What do trustees need to know?*

Blogs:
- 5 types of data
- Impact measurement in small charities

Training workshops and events:
- Check the events section of our website for the latest dates.

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THANK YOU

New Philanthropy Capital – Transforming the charity sector