

Impact: Understanding and Quantifying Your Social Value

Directory of Social Change
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Agenda

- Understanding and quantifying the value of the impact you create;
 - Outputs, outcomes, impact;
 - Indicators;
 - Introduction to approaches and frameworks
- Communicating your value
 - Value proposition and your Key Messages;
 - Understanding your audiences;
 - Accessing channels to those audiences;
 - Monitoring and measuring your own activity
- On completion of this session delegates will have:
 - An understanding of the basics of impact measurement and reporting
 - The basis for a core bank of indicators
 - A draft plan to communicate that value to appropriate supporters

What is impact?

- Impact: the difference an organisation makes (or plans to) to people, society, economy or environment
- Evaluating / Measurement: Anything that helps you to know better the impact your organisation is having

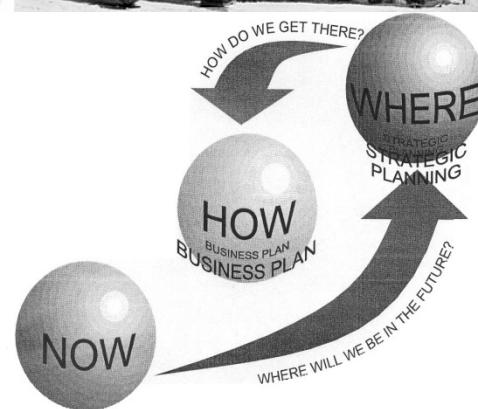


Why is it important?

People talk a lot about proving and improving:

- Effectiveness
- Efficiency
- Quality
- Value
- Results
- Getting support
- More funds, volunteers, awareness ...

But there is also:



Caveat: Social Impact vs. Social Value

- Social impact ≠ Social Value (necessarily)
- Public Service (Social Value) Act 2012
 - All public bodies in England and Wales are required to *consider* how the services they commission and procure might improve the economic, social and environmental well-being of the area
- Social value = “If £1 is spent on the delivery of services, can that same £1 be used, to also produce a wider benefit to the community?”
 - In this context social value can be (mis)interpreted as *added financial value*

Definitions 1

Inputs	Resources that contribute to a programme or activity, including income, staff, volunteers and equipment
Outputs	Countable units; they are the direct products of a programme or organisation's activities
Outcomes	The benefits or changes for intended beneficiaries e.g. behavioural changes for individuals or structural changes for society or institutions
Impact	All changes resulting from an activity, project, or organisation. It includes intended as well as unintended effects, negative as well as positive, and long-term as well as short-term.
Evaluative (Summative)	Happens at the end of a project Learning helps thinking for future projects and policy
Forecast (Formative)	Happens throughout a project Learning helps change current programme, and interpretation of policy

Definitions 2

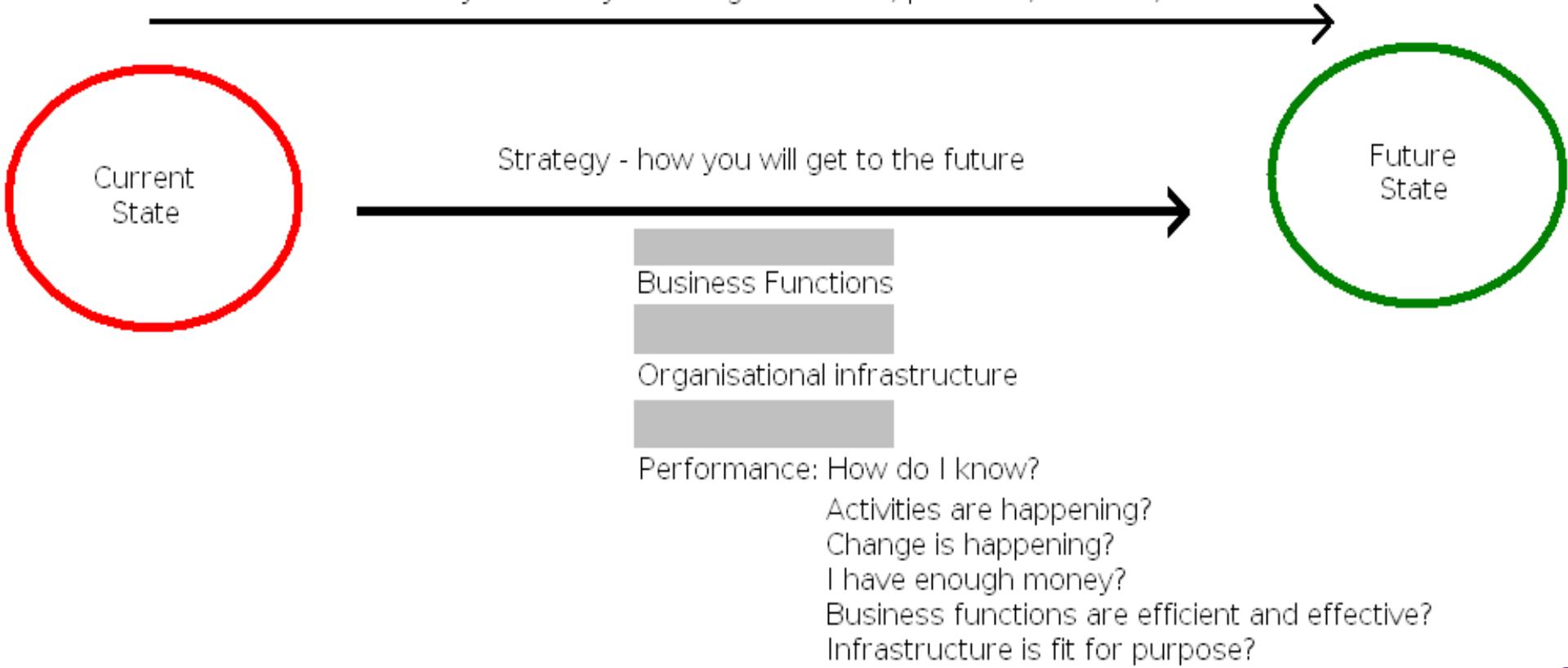
Deadweight	A measure of the amount of outcome that would have happened even if the activity had not taken place
Attribution	An assessment of how much of a project outcome was caused by the contribution of you, or other organisations or people
Discounting	Calculating how much future costs and benefits will be at today's prices
Displacement	<p>... of activities > to or from areas or organisations</p> <p>... of outcomes > to areas or groups e.g. Crime or homeless people</p>

Overview of the process

- 0: What is important for you to measure?
- 1: Source data
 - Critical success factors
 - Performance indicators
 - Mechanisms
 - Frequency
- 2: Analyse findings
 - Organise
 - Reflect
 - Analyse
- 3: Communicate conclusions
 - Summative > prove (sales, marketing, fundraising, commissioning, procurement etc.)
 - Formative > improve (efficiency, effectiveness, CI etc.)

Step 0: How do I know I am achieving anything?

Above the line activities - your theory of change. Activities, products, services, interventions etc.



Storyboard: The process

- Get your stakeholders together
- Work through the following questions and answers in a conversation with your stakeholders
- Build your storyboard from the information that flows
- You should have a narrative that suggests
 - What is important
 - Potential key messages
 - What to measure

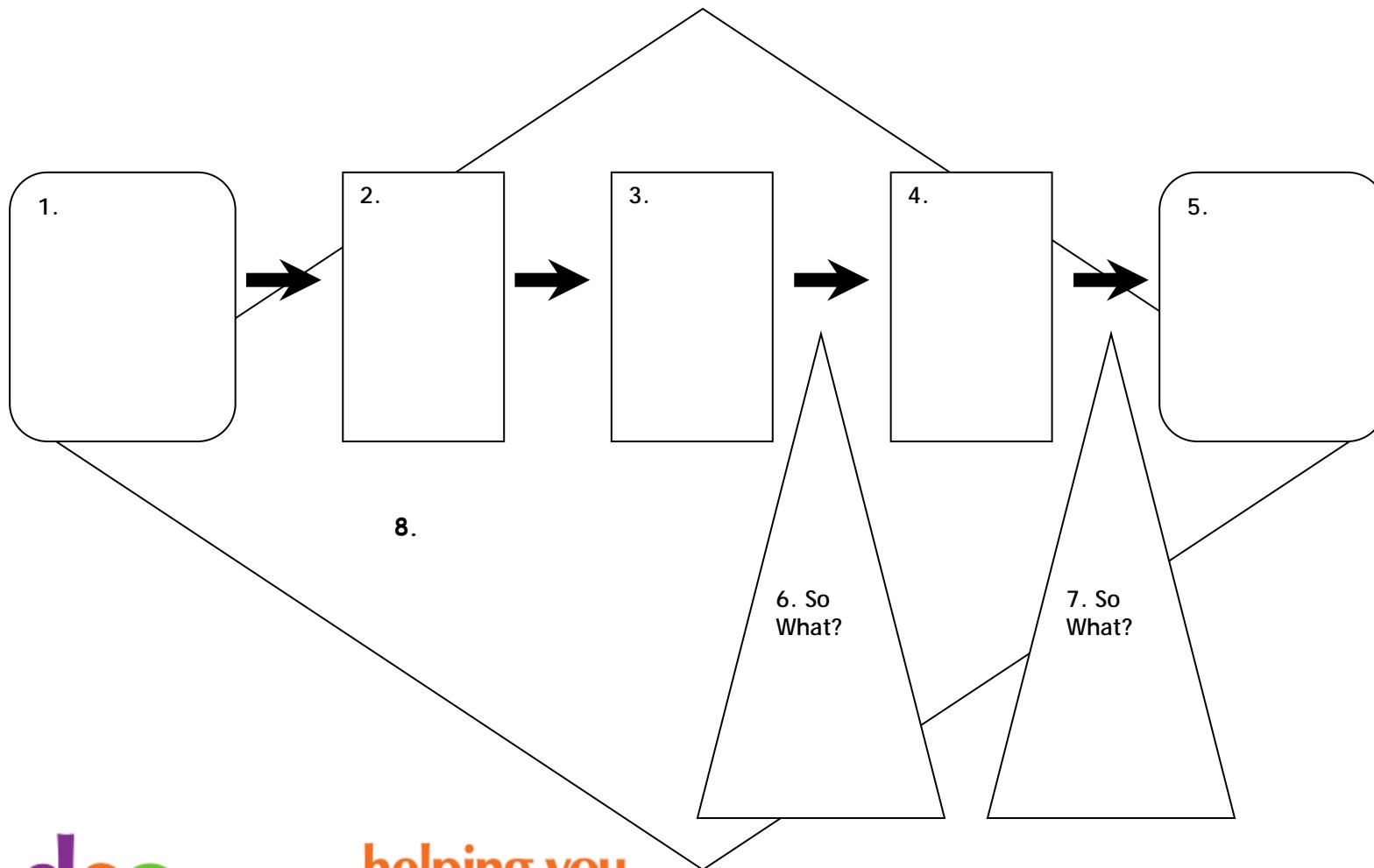
Storyboard: Questions 1-5

- Q1. Describe the world in which you are working in terms of the local or wider need that your project is addressing.
- Q2. What are you planning to do as part of this project?
- Q3. What effects do you expect to see straight away?
- Q4. What effects and changes do you expect to see in the future?
- Q5. Where possible, describe the long-term changes for people, the environment or the economy that:
 - Your project will contribute to
 - Your project will be wholly responsible for

Storyboard: Questions 6-8

- Q6. For every immediate effect you identified in 3 above, ask 'So what?' or 'Why is that important?' (Try and describe precisely how each of the immediate effects will lead to the changes in the future.)
- Q7. For every effect and change you identified in 4 above, ask 'So what?' or 'Why is that important?' (Try and describe how the changes will lead to the long-term changes for people, the environment or the economy.)
- Q8. What barriers do you foresee that could prevent any of this happening?

Firstly, what should you measure?



Step 0 done – now for steps one to three

Step One: Source your impact

Who do we talk to and about what?

How do we talk to them?

What information do we want to collect?

How do we collect it?

Step Two: Analyse your impact

What is the key information reflecting my impact?

What are we going to do with the information we have?

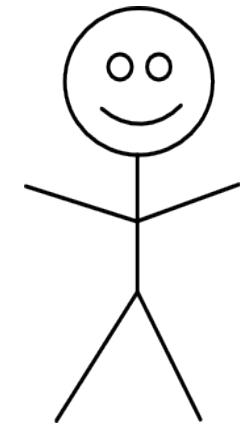
Which is the most accurate and appropriate way to analyze the data?

Step Three: Use and communicate your impact

What do you want to communicate? All findings / some findings

To who and for what purpose?

Through which channel? What form do they need to know it?



Step 0:

- By now you should have a much clearer understanding of:
 - The need or pain in society you address
 - The way you do this (the process and activities you undertake, your theory of change)
 - What is important or interesting to you?
 - **What outcomes and impacts are key?**
 - How do you know you have achieved these?
 - **What are appropriate indicators?**

Outcomes and indicators 1

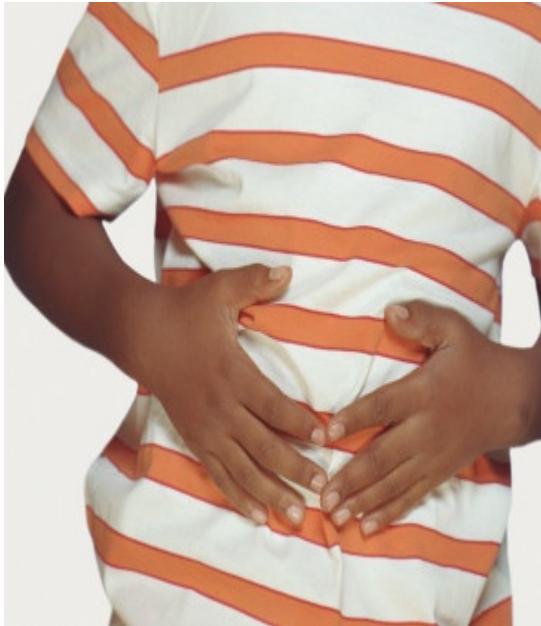
- West Sussex CC have worked with commissioners and providers to begin to identify important impacts and outcomes relevant to them
- Here are *example* outcomes areas and *indicative* indicators to help you with your working

Outcomes and impact you want to see. These are five outcomes areas that WSCC has identified as important	How do you know you have achieved these outcomes? E.g.
Increased or maintained physical health	A person's rating of their physical health Improvement of condition that was present upon referral or entry to the organisation e.g. how frequently has the person experienced chest pains, nausea, numbness etc.?
Increased psychological well-being	Person's rating of their quality of life Change in how frequently the person feel depressed, anxious etc.

Outcomes and indicators 2

Outcomes and impact you want to see. These are five outcomes areas that WSCC has identified as important	How do you know you have achieved these outcomes? E.g.
Financial security	People feel able to spend money on the things that matter to them People spend a lower proportion of income on essentials items than previously
Social interaction – personal relationships	Number of times the person has met socially with friends, relatives or colleagues in the last month / quarter / year etc. Extent to which people think there are people in their life that really care about them
Social interaction – community	Person feels they can influence decisions in the area they live in Person feels they are able to help other people/contribute to the community

Step 1: Source your impact



Step 1: Source your impact data

Impact you feel

- Ask yourself, ‘what needs do we really address?’
- Or ‘what long term changes are created by our organisation?’ and actively listen...
- What do you feel or what thoughts arise?
- These can be of immediate help and provide the basis for the start of your measuring impact work and keep you on track.



Tip: Use it as a basis for further measurement.

Step 1: Source your impact data

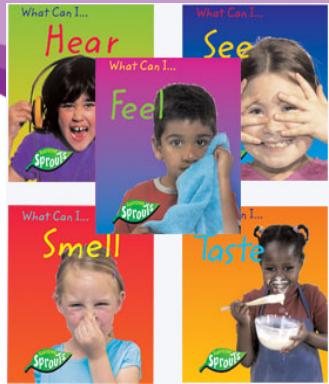
Impact you're told

Ask yourself what data is already out there?

- Internet / academic search
- Existing conversations you have with your stakeholders
- What do you already have? For example, phone call logs or event participant numbers, monitoring data for funders, case study interview transcripts or a mind map you drew in a meeting.

Tip: Do you already talk to beneficiaries or customers about your service or product? You can add to what you are already doing, by including extra questions.





Step 1: Source your impact data

Impact that you research

By asking good questions and gathering fuller information, you are getting a more open-ended, clearer picture.

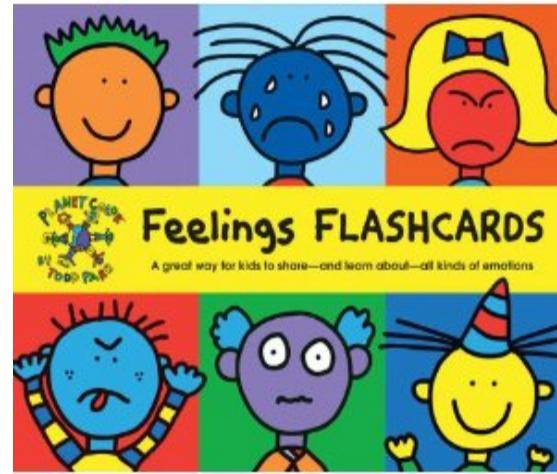
- What question do you want to answer or what is your hypothesis? E.g.
 - What difference does our service make to the lives of our users?
 - Who you will need to approach to get the information that you need?
- What methods will you use? E.g.
 - Interviews – (what sort?)
 - Questionnaires / surveys

And...

Other data collection mechanisms

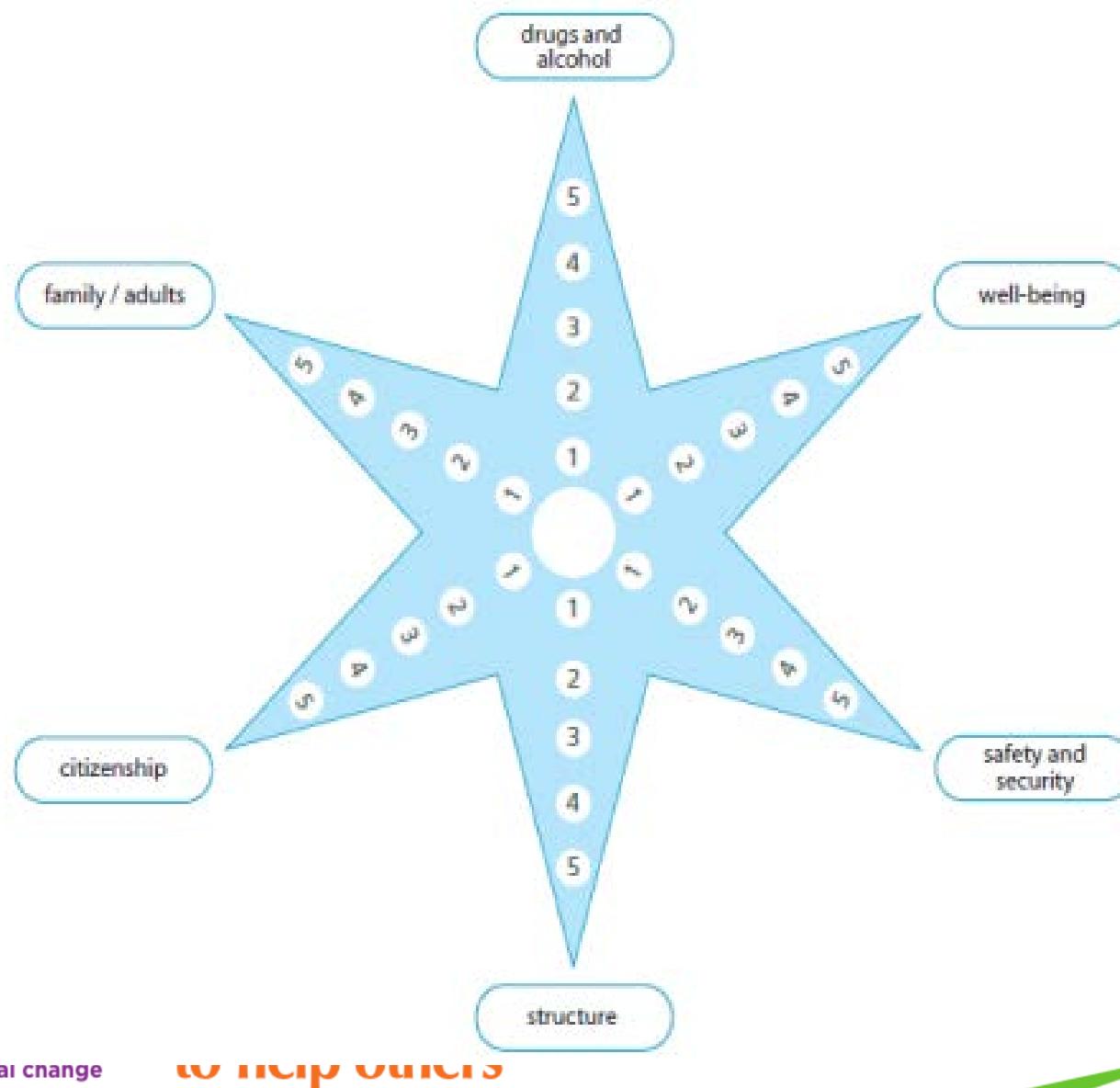
- Registration forms with profile data
- Attendance record and logs (paper registers,
online - eventbrite)
- Feedback forms
- Minutes of meetings
- Postcards
- Questions in pub quizzes
- Idea walls
- External/third party evaluation
- Focus groups
- Camera / photos
- Participant observation
- Thought experiment
- Mood board
- Flip cameras
- Visual journals
- Look back move forward
www.proveit.org.uk/project_reflection.html
- Outcomes stars
www.outcomesstar.org.uk
- Online survey
E.g. www.surveymonkey.com
- Online polls
- Online open text box / wiki
- Storytelling
- Dictaphone – record interviews or record
quotes
- Suggestion box / piece of card
- Phone interviews
- Combine – e.g. an event to evaluate, discuss
and talk, then capture photos / quotes

Other data collection for children & young people



METHOD[M1]	WHAT IS IT?	WHAT DOES IT DO?	MORE INFORMATION
Outcomes Stars	The Outcomes Star™ measures progress for service users receiving support in order to maximise independence or achieve other goals. There are different versions of the Star for different sectors (e.g. homelessness, substance misuse, mental health and young people).	Using the mental health tool as an example, outcome areas include trust, hope, identity and self-esteem; which could be seen as being more difficult to measure. The process is repeated at regular intervals, depending on the project's requirements.	www.outcomesstar.org.uk
New Philanthropy Capital Wellbeing Questionnaire	NPC have developed a questionnaire which has been developed to measure levels of wellbeing. The questionnaire has been created in parallel with the Children's society and is being piloted with five other charities.	Use of the questionnaire involves observing children's levels of wellbeing and how it changes over time. Additionally, the tool allows for exploration of how intervention can affect different aspects of a child's wellbeing. It is stated on the website that it has been developed for the third sector to use for small cost.	www.philanthropycapital.org
Social Accounting and Audit	Social accounting is the process of collecting information about the activities an organisation carries out which affect its stakeholders. These activities may be intended 'outputs' or just the day to day internal operations.	Social accounting has been developed with an external, quality-assured audit process so that an organisation's claims can be credible (proved) and used to demonstrate organisational development (improvement).	www.socialauditnetwork.org.uk
Look Back Move Forward (LBMF)	Look Back Move Forward (LBMF) is a simple participative project evaluation and learning tool. The tool guides a two-hour self-facilitated workshop that focuses on an interactive poster.	LBMF gives participants the opportunity to reflect on a project they have worked on together from a number of different perspectives, as well as to compare and learn from each other's experiences. The finished poster provides a visual record of the participant's views on the project, which can be used for discussion and learning.	www.lm3online.org www.nef-consulting.co.uk/en/page_149.html
Social Return on Investment (SROI)	SROI is an approach to understanding and managing the impacts of a project, organisation or policy. It is based on stakeholders and puts financial value on the important impacts identified by stakeholders that do not have market values. helping you to help others ■ stakeholder	SROI seeks to include the values of people that are often excluded from markets in the same terms as used in markets, that is money, in order to give people a voice in resource allocation decisions. SROI is a framework to structure thinking and understanding.	www.thesroinetwork.org

Other tools & approaches: Teen Outcomes Star



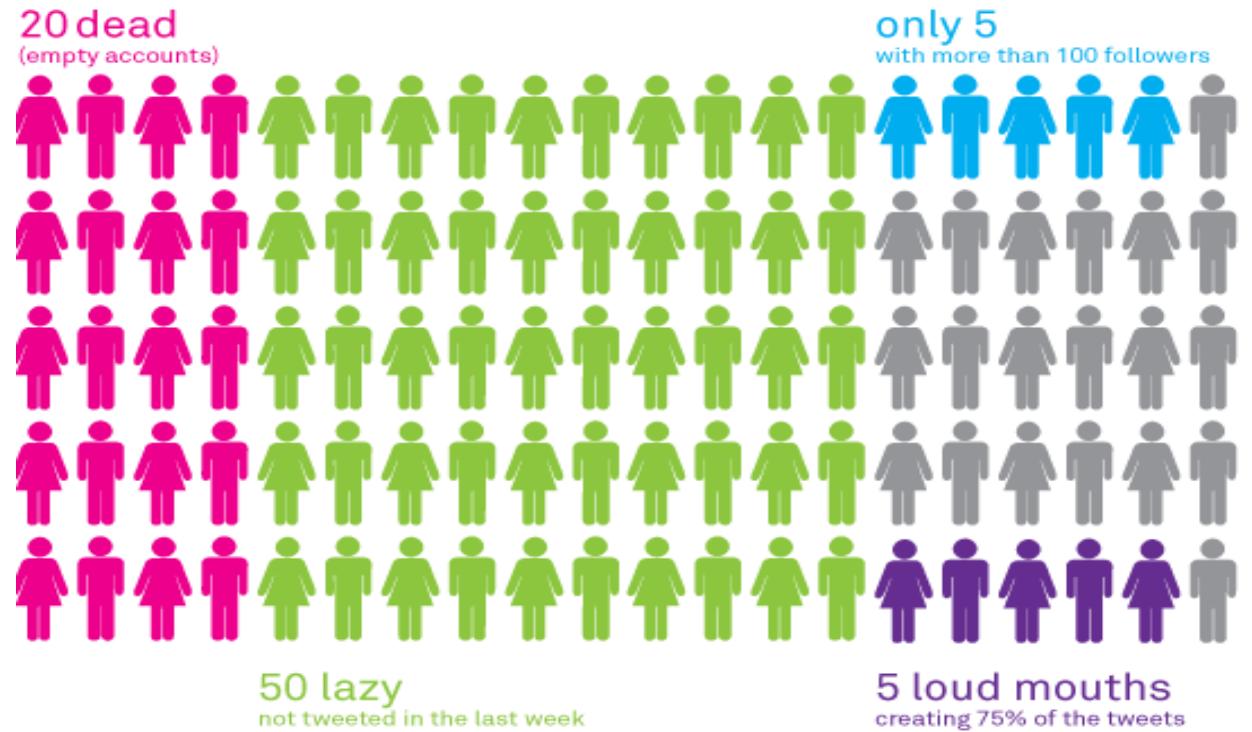
Step 2: Analyse your impact

A quick process for analysing

- Organise, consider or analyse data for themes or patterns
- Reflect on data
- Theorise or draw conclusions

www.informationisbeautiful.net

Let's Not Get Too Excited...
if the Twitter community was 100 people...



by Loudmouth David McCandless @mccandelish // informationisbeautiful.net // @infobeautiful // v1.4 Aug 09
source: sysomos.com/insidetwitter/ [via rohitbhargava.typepad.com]

Information can be beautiful: VCW Youth Volunteering Project

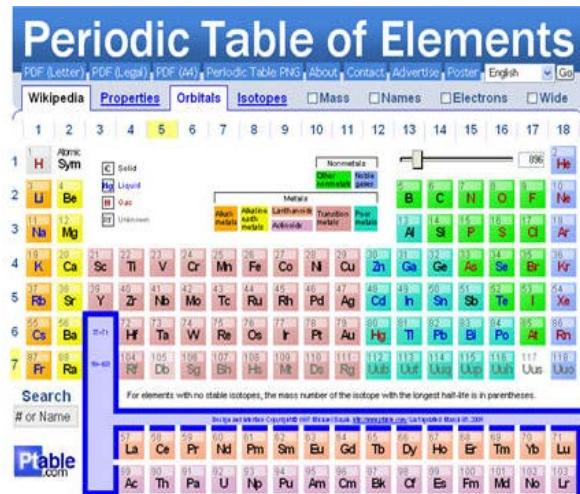
“We asked our partner organisations how they support volunteers. Here’s what they said”:



Step 2: Analyse your impact

Organise, consider or analyse data for themes or patterns

- Begin by reviewing the data you've collected for themes and patterns.
- Consider the social and beneficiary impact, environmental impact, financial metrics, and other aspects of your project or organisation.
- Do you have evaluation questions or a question that you are trying to answer in your work?



“Ready? Sure?

Whatever the situation or secret moment, enjoy everything a lot.
Feel able to absolutely care. Expect nothing else. Keep making love.
Family and friends matter. The world is life, fun and energy.

Maybe hard. Or easy. Taking exactly enough is best.

Help and talk to others. Change your mind
and a better mood comes along...”

Meta-horoscope made from most common words in 4,000 star sign predictions

David McCandless - InformationIsBeautiful.net - data: bit.ly/horoscoped

Step 2: Analyse your impact

- Reflect on data and theorise or draw conclusions. Questions to investigate typically include:
 - What went well? Why?
 - What could have been done better?
 - Why was this not as good as expected?
 - What can you do to make sure this is done better next time?
 - Are there any unexpected consequences of our activities (positive and negative)?
 - What would have happened anyway? (Deadweight)
 - How can we be sure that these changes were caused by our project or programme (Attribution / contribution)
 - Were there any negative effects of our activities or have they been achieved at the expense of others? (Displacement)
 - What does this mean for society / economy / environment? E.g. savings to the treasury, impact on local economy, carbon reduction.

Step 3: Use and communicate your impact

Proving and improving, sharing and learning

- What you have achieved – your impacts.
- How you did it.
- What you have learnt / challenges / what went wrong.
- Internally and externally
- Learn and take action on the things that matter.

Tip: Serious evaluation report checklist

- Vision / mission
- Problem or need – context.
- Overview and activities
- Outputs
- Outcomes / impact
- Performance: summing up achievements / overall evaluation

Reporting – communicating your impact to appropriate stakeholders

- Annual reports,
- Social impact reports
- Social / environmental accounts
- An annual stakeholders' meeting
- Staff and trustees meeting
- Funding reports
- Marketing materials
- Fundraising materials



Tip: Whatever the 'form' communications should be targeted, purposeful, audience-focused.
Information can be beautiful!

Ex: Communicate your impact

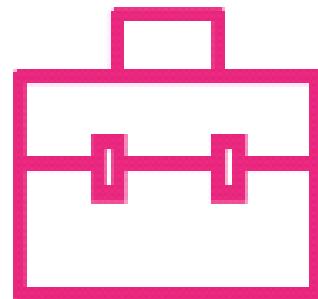
Message	Segment	Channel
What is the social impact you want to talk about? What are your key messages?	Who wants to hear about your impact? Who are appropriate stakeholders? Who is your audience?	How will you get to your audience? What mechanisms, activities or channels will you use?

Monitoring and evaluation plan

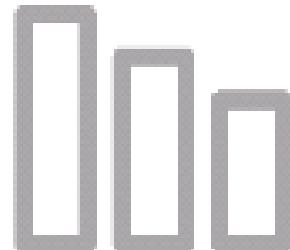
Evaluation	Monitoring						Evaluation		
	What do we want to know? (Monitoring Question)	How will we know it? (Indicator)	Where will the data come from? (Data Source/Method)	Who will capture the data? (Responsibility)	When will data be captured? (Timeframe)	Estimated cost	Who will be involved	How will it be reported	When will the evaluation occur? (Timeframe)

Caveat: constraints and limitations in SIM and SInv

What factors influence impact measurement in social investment?



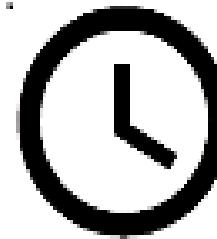
Professional
background



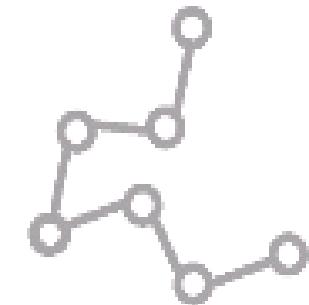
Training
of analyst



Financial
Resources



Age of the
program



Complexity of the
program's theory of
change

Some useful links

- www.redochre.org.uk/resources/publications-and-reports/
- www.ncvo-vol.org.uk/policy-research-analysis/research/measuring-impact
- www.proveandimprove.org (old but still good)
- www.philanthropycapital.org (for useful reports)
- www.sroi-project.org.uk (for indicators bank)
- www.socialvaluehub.org.uk/
- The Social Value Network
 - www.socialvalueuk.org/ (formerly SROI Network)
 - www.socialvalueint.org/ (formerly SIAA)