



SOCIAL IMPACT MEASUREMENT

An ecosystem approach to impact in impact investment

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Increasing focus on impact measurement

Challenge of rigour & appropriate use

Measurement ecosystem & social investment

Building an ecosystem





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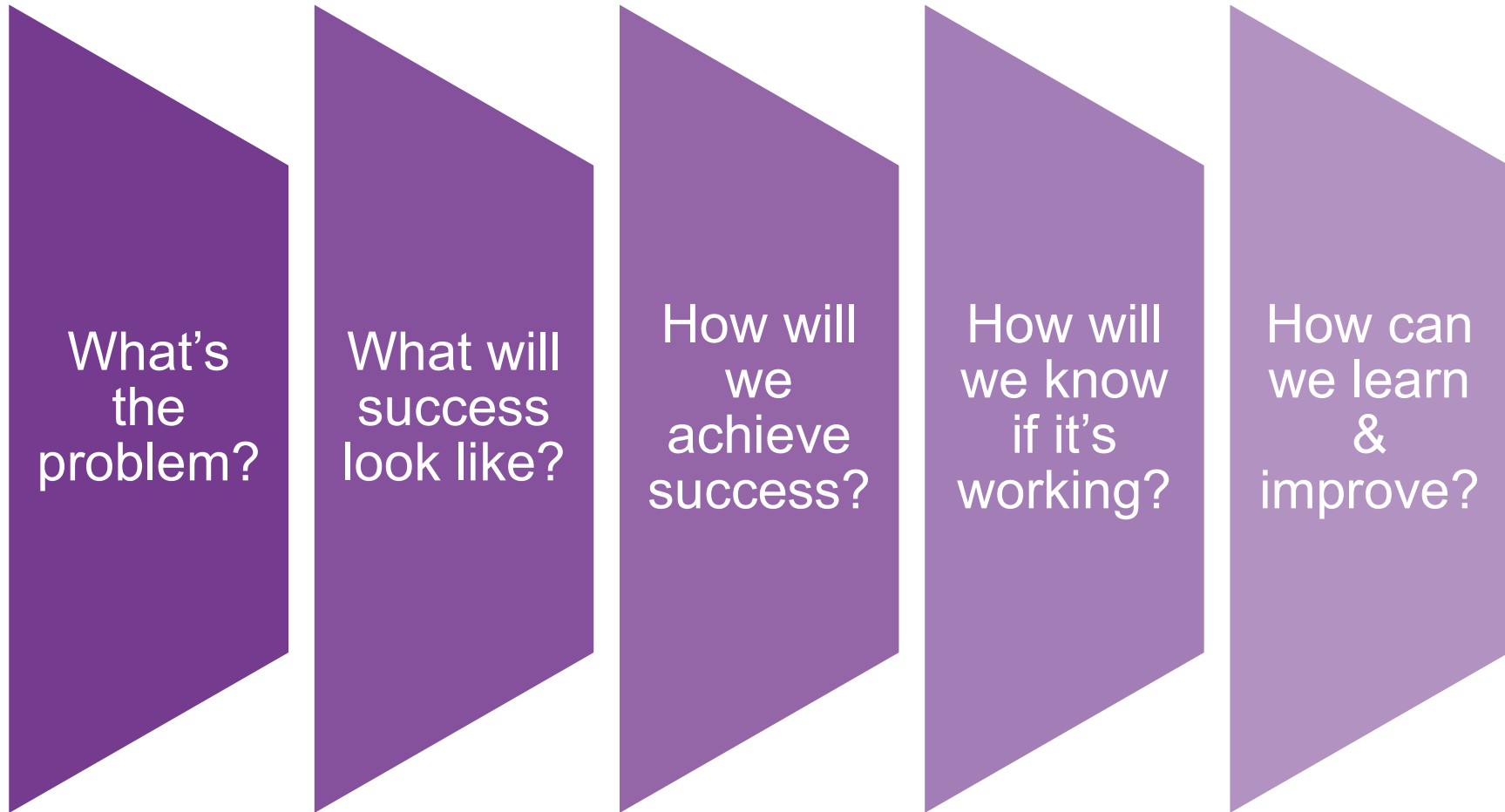
Building an ecosystem



IMPACT MEASUREMENT MADE SIMPLE



Answering key questions

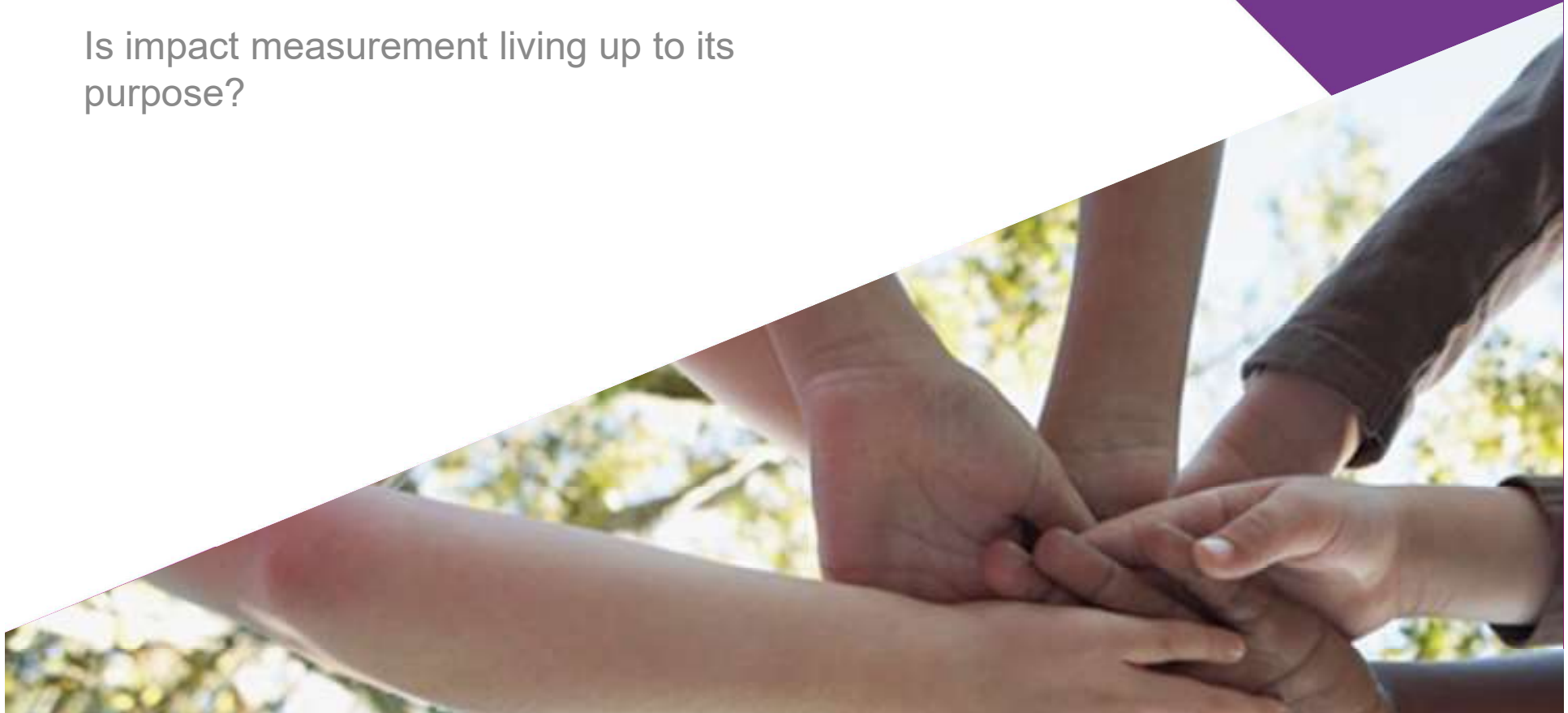


THE PURPOSE OF IMPACT MEASUREMENT



WHAT DOES THE EVIDENCE SAY?

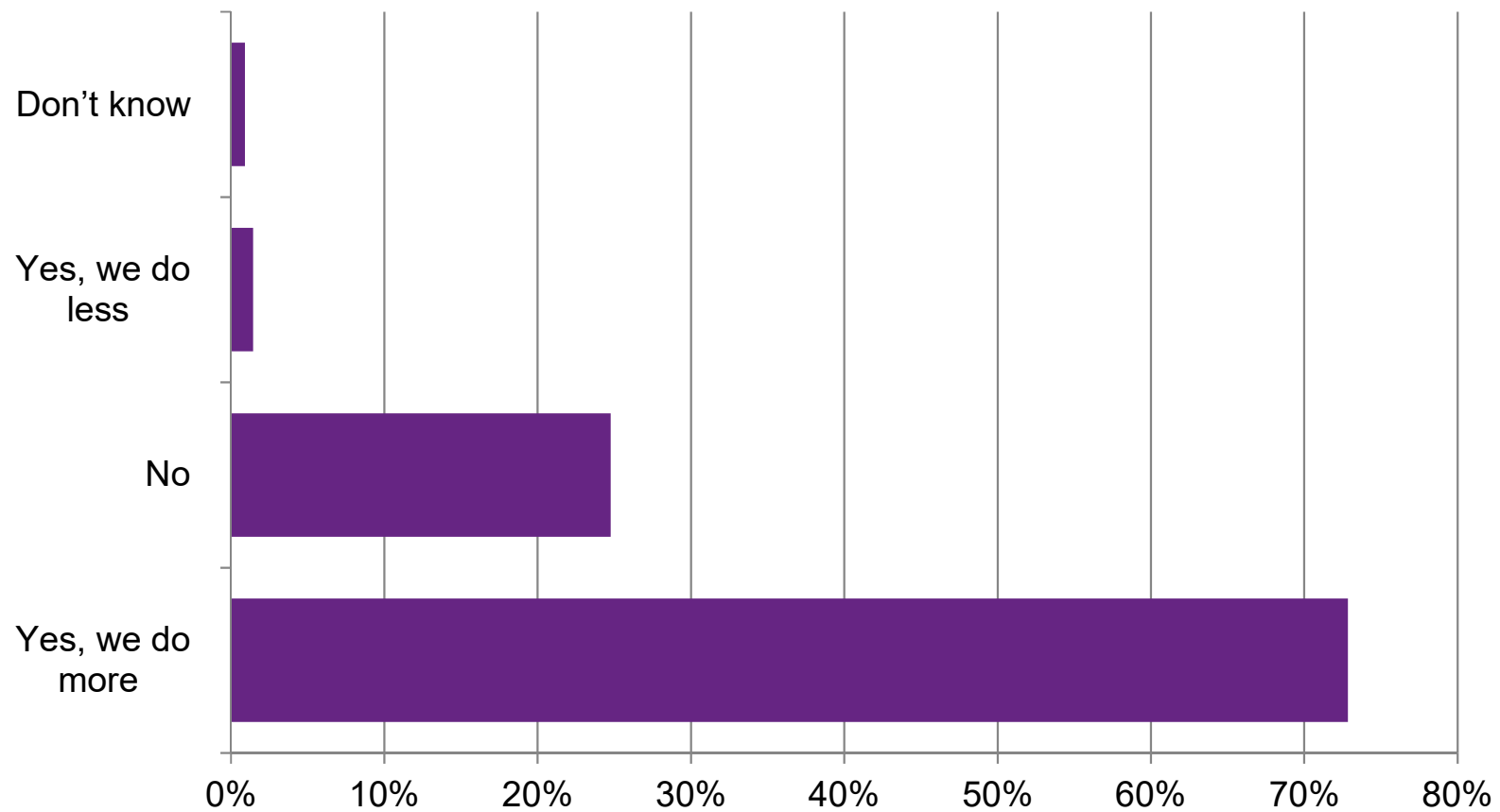
Is impact measurement living up to its purpose?



WE'RE MAKING PROGRESS



Most UK charities have increased their measurement efforts

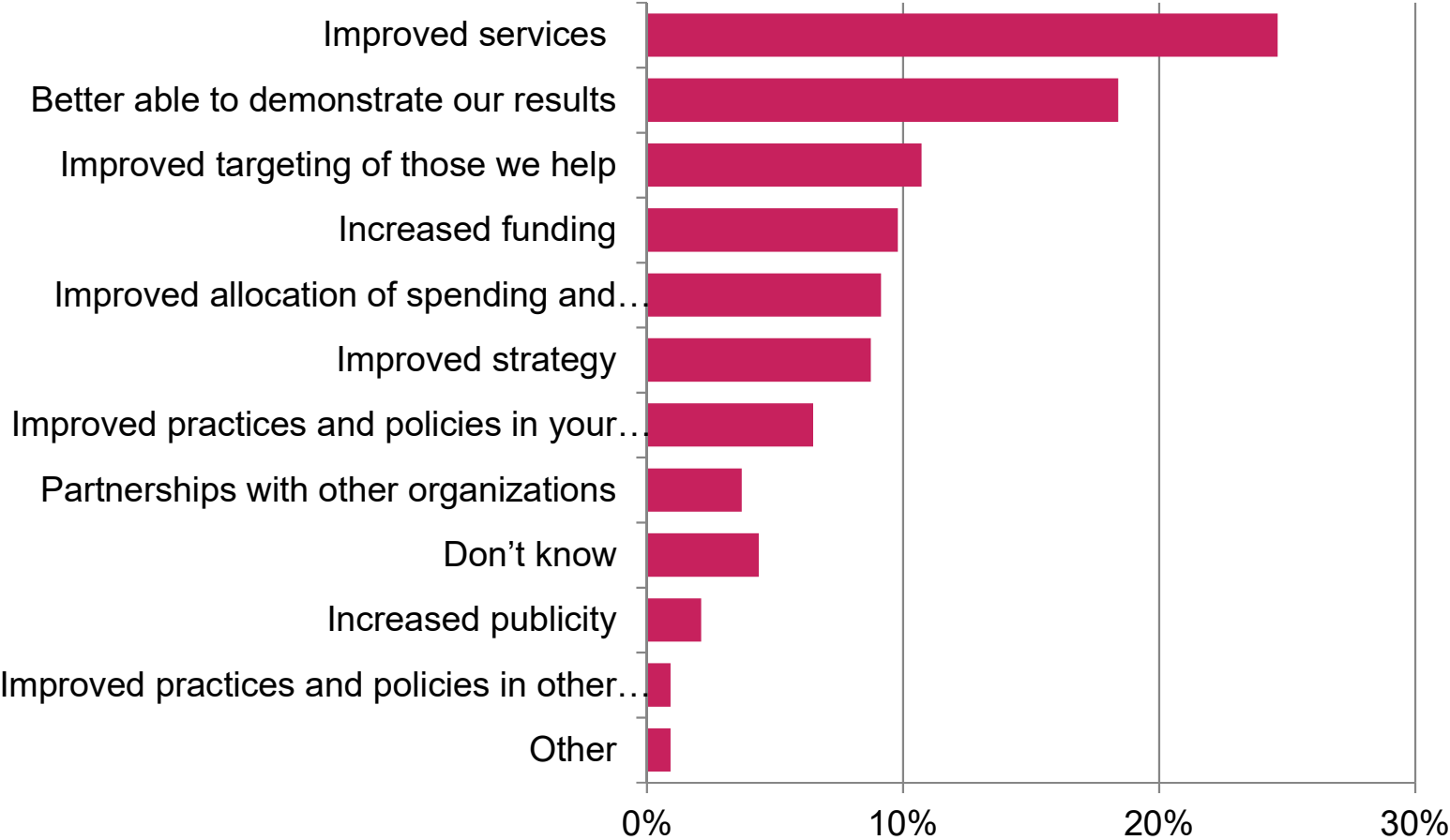


Question: Has the amount of effort your organization puts into measuring its impact changed during the last five years? N=755

THERE ARE REAL BENEFITS



Impact measurement can help charities learn & improve

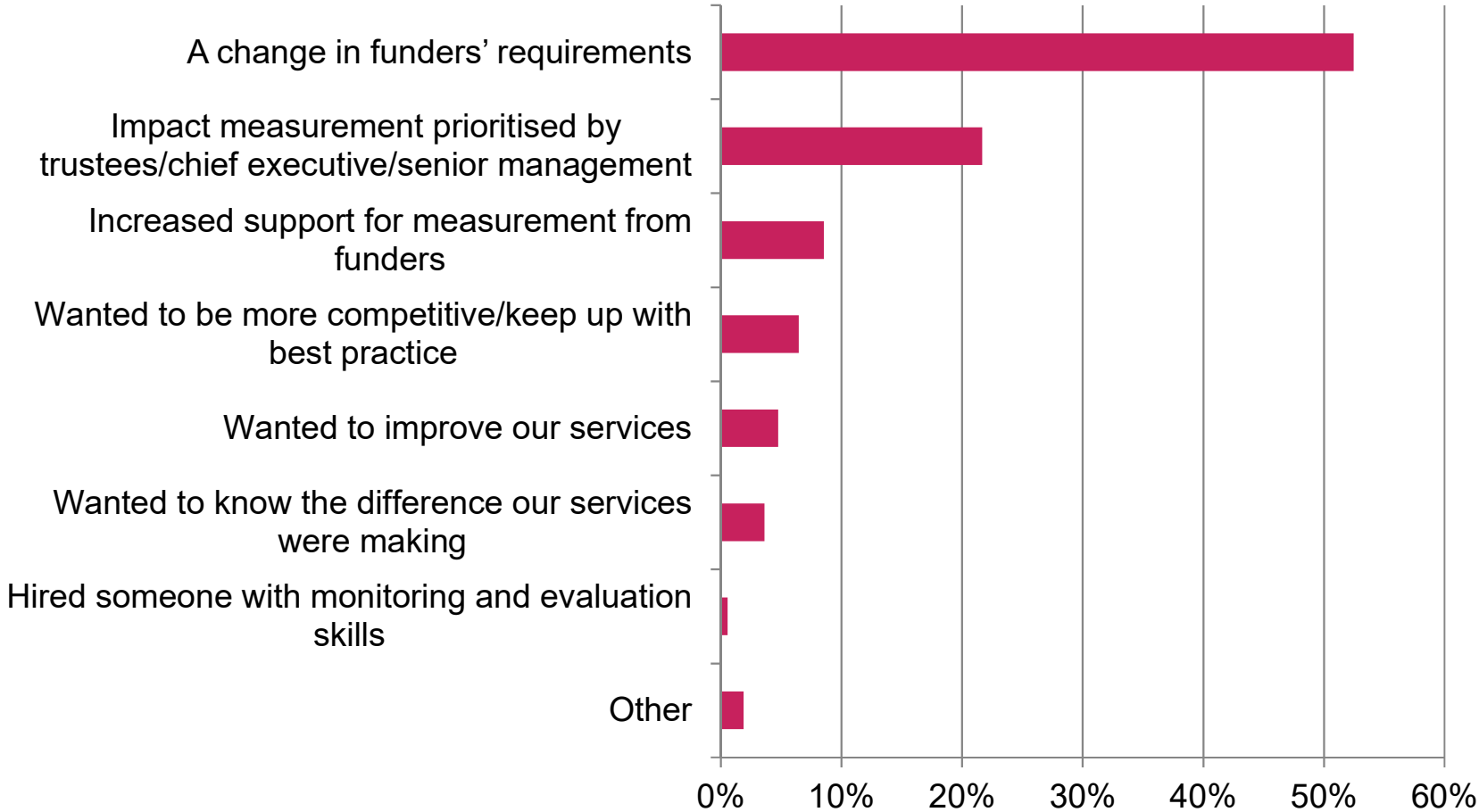


Question: In the last year, has measuring your impact led to any of the following benefits? N=755

BUT THE DRIVER IS FUNDING



Funders drive measurement efforts, not charities themselves



Question: What were the main reasons for this increase [in impact measurement efforts?] N=550

WHO'S DRIVING GROWTH IN EVALUATION?



Historical background on UK measurement & evaluation

- Government historical driver of much evaluation
- Rise of new public management > targets and measurement culture
- Top-down imposition of measurement frameworks
 - e.g. Every Child Matters, Supporting People
- Gradual increase in demand for evaluation from foundations & philanthropists

Impact measurement & evaluation in non-profit sector driven by funders

Limited ability of non-profits to determine their own measurement needs
& limited ability to embed measurement practice beyond reporting

IMPACT INVESTORS FOCUS ON IMPACT



But there's no comparable data even if they sought it



of organizations use standardized sector tools to assess change in beneficiaries

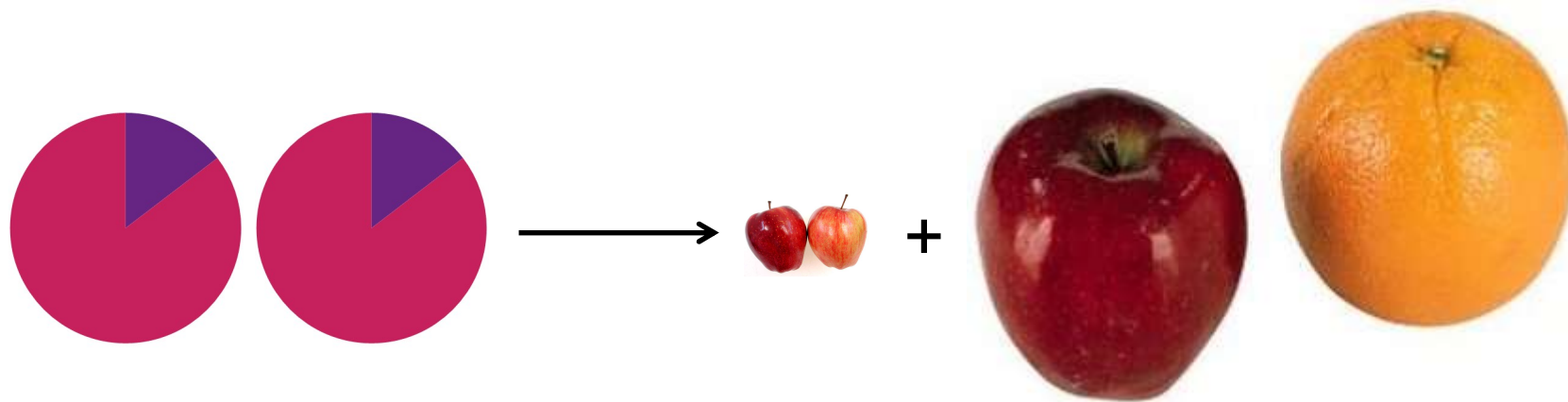


IMPACT INVESTORS CAN'T SEEK MAX IMPACT NPC



Instead are they just after some impact, and max financial return?

Impossible to compare social impact in 85-98% of cases



IT'S NOT CLEAR IMPACT MEASUREMENT IS ON THE RIGHT TRACK

- Not clear we're learning & improving
- Impact measurement still largely driven by funders & investors
- Unclear it's really driving decision-making
- Lack of investment in infrastructure & standards
- Lack of investment in organisations' capacity





Increasing focus on impact measurement

Challenge of rigour & appropriate use

Measurement ecosystem & social investment

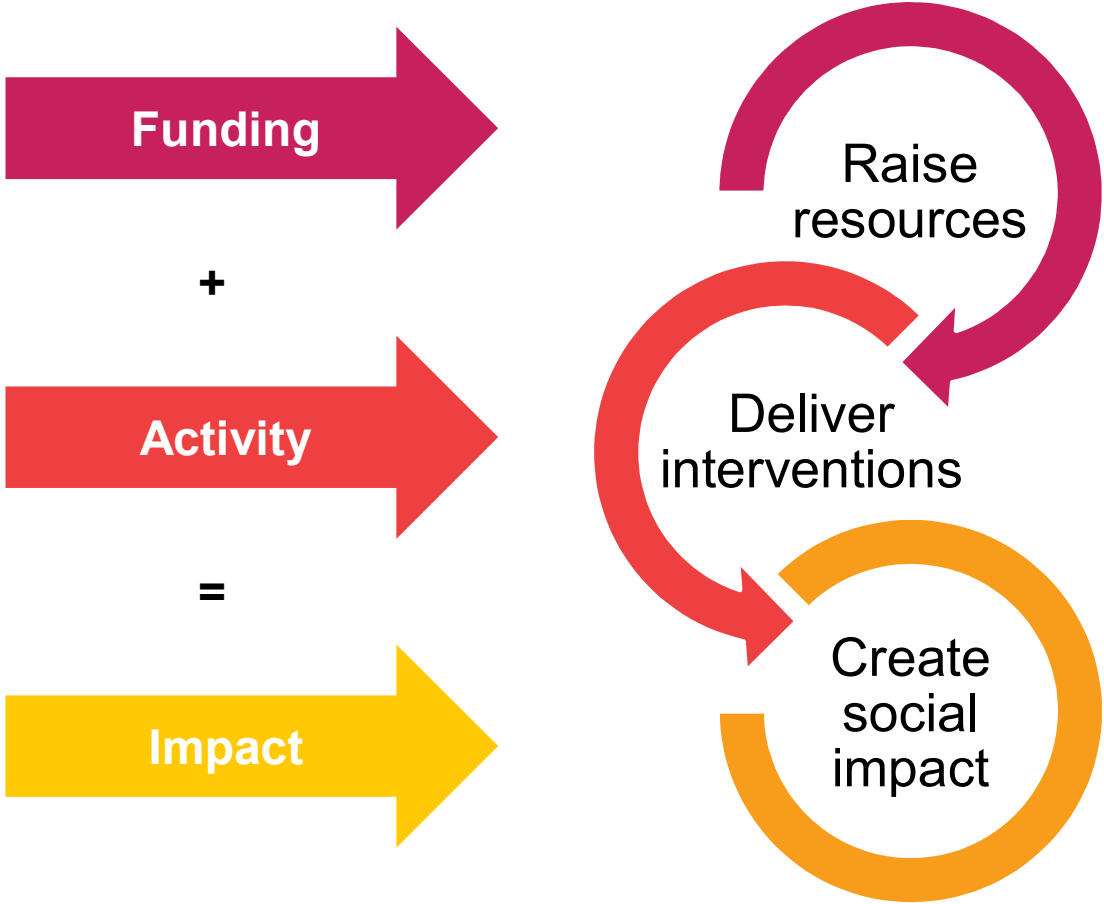
Building an ecosystem



IN THEORY NONPROFITS FOCUS ON IMPACT

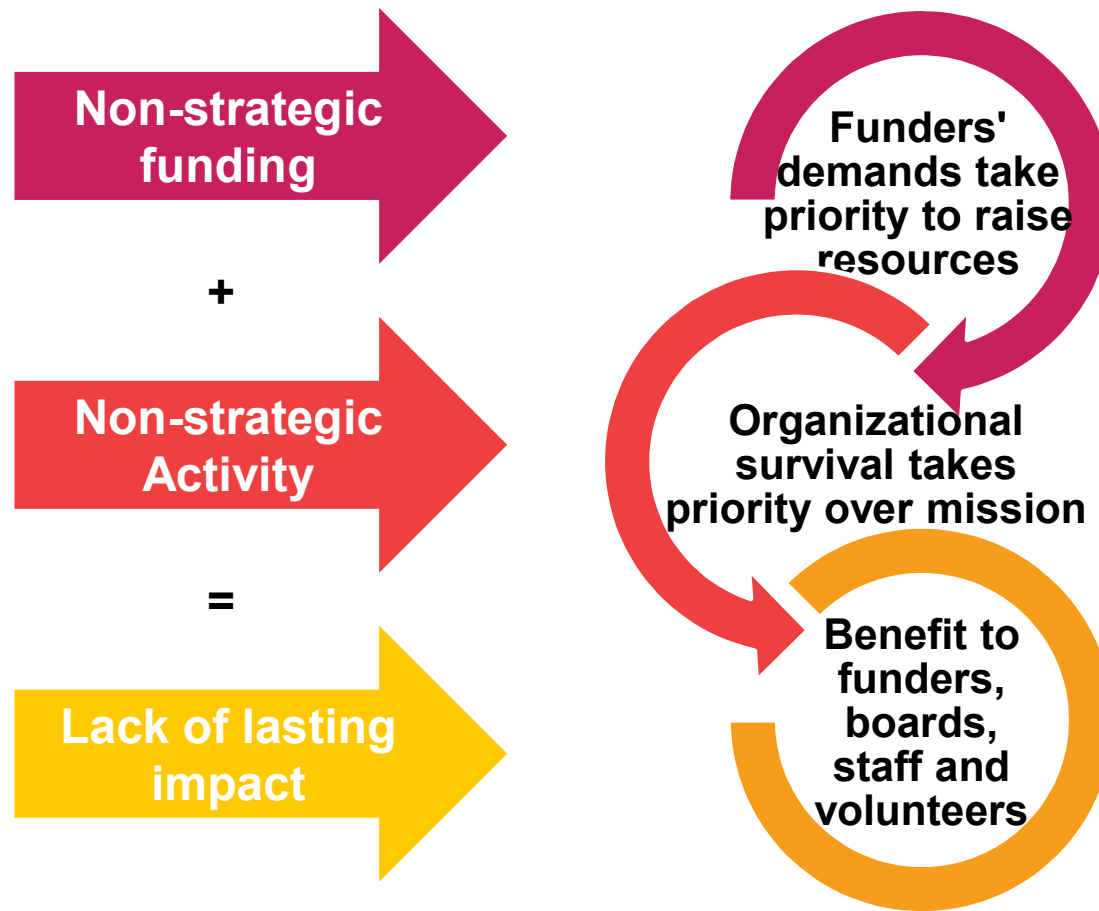


Parallel models – funding and activity



BUT IN PRACTICE FOCUS CAN BE £

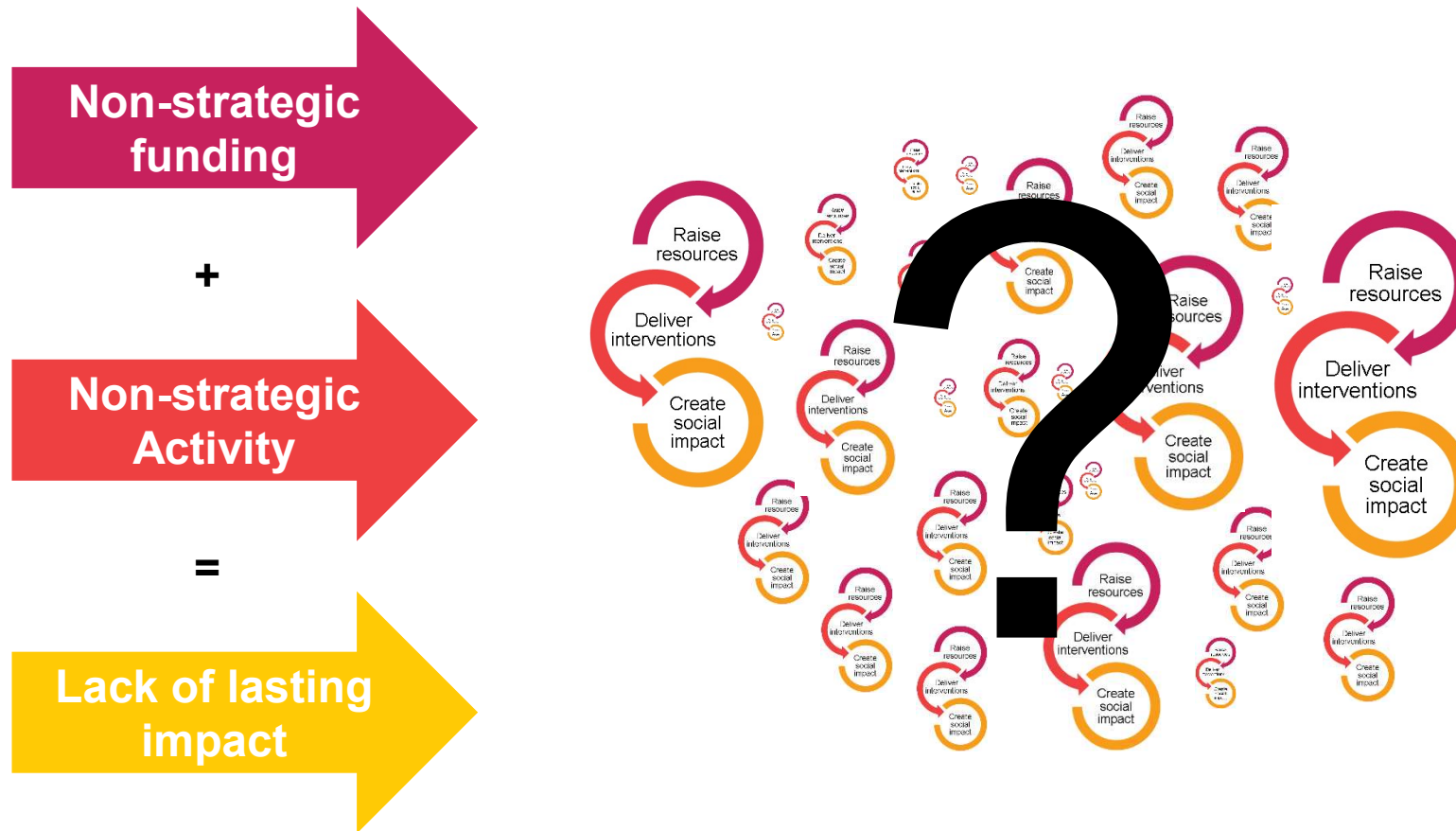
Risk is organisation becomes the central purpose



WHAT HAPPENS AT THE SECTOR LEVEL?



The danger is it's about organisations, not impact





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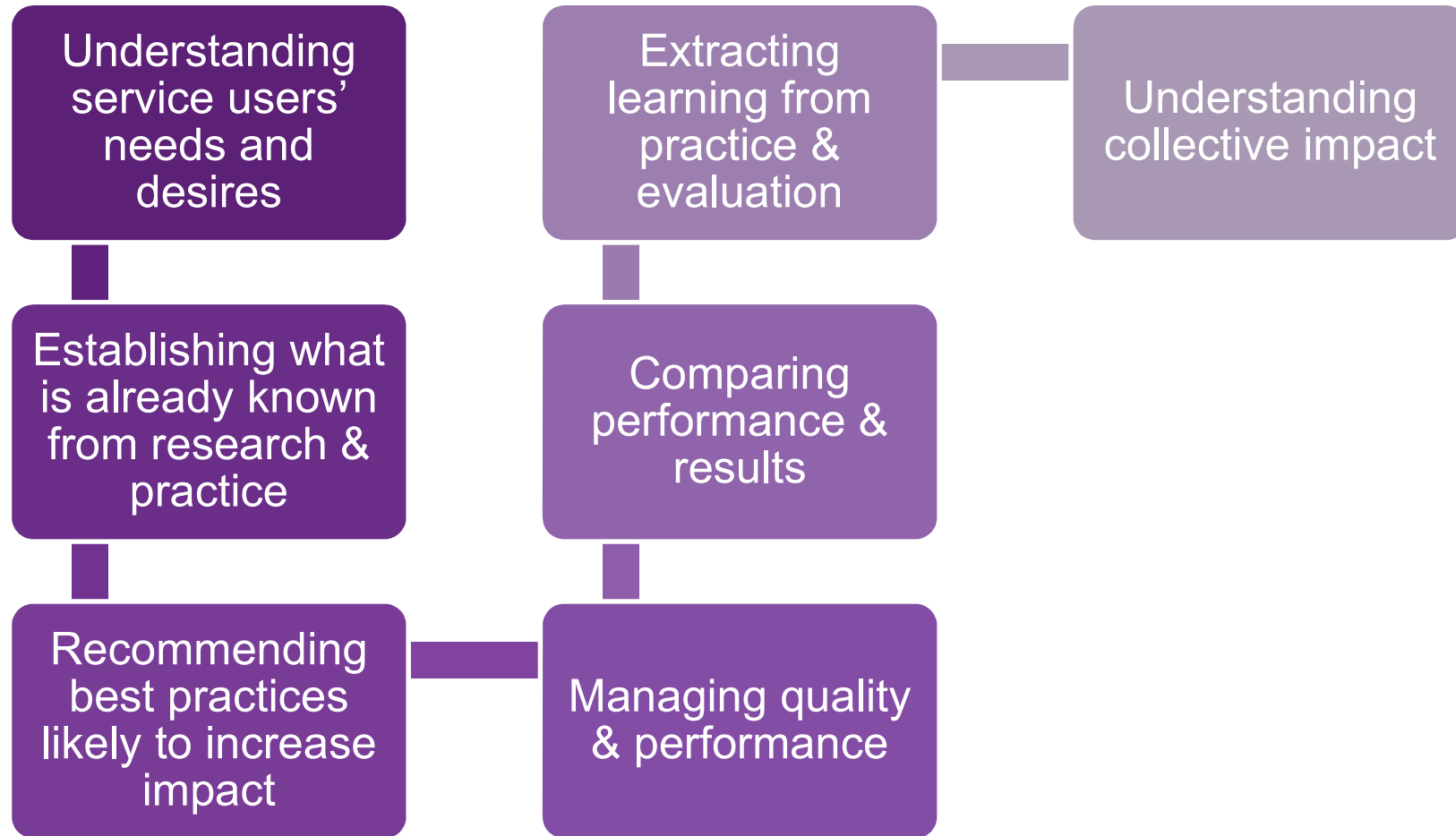
THE PURPOSE OF IMPACT MEASUREMENT



AN ECOSYSTEM FOR IMPACT MEASUREMENT



Different roles in the ecosystem for different institutions



WORKING TOWARDS A BETTER FUTURE

How can we ensure impact measurement 'works'?



We need to be clear on questions we seek to answer:

- Before funding decisions/programme design
 - During delivery
 - After when reviewing, learning & improving
-

Before we design an intervention/programme/product

Field

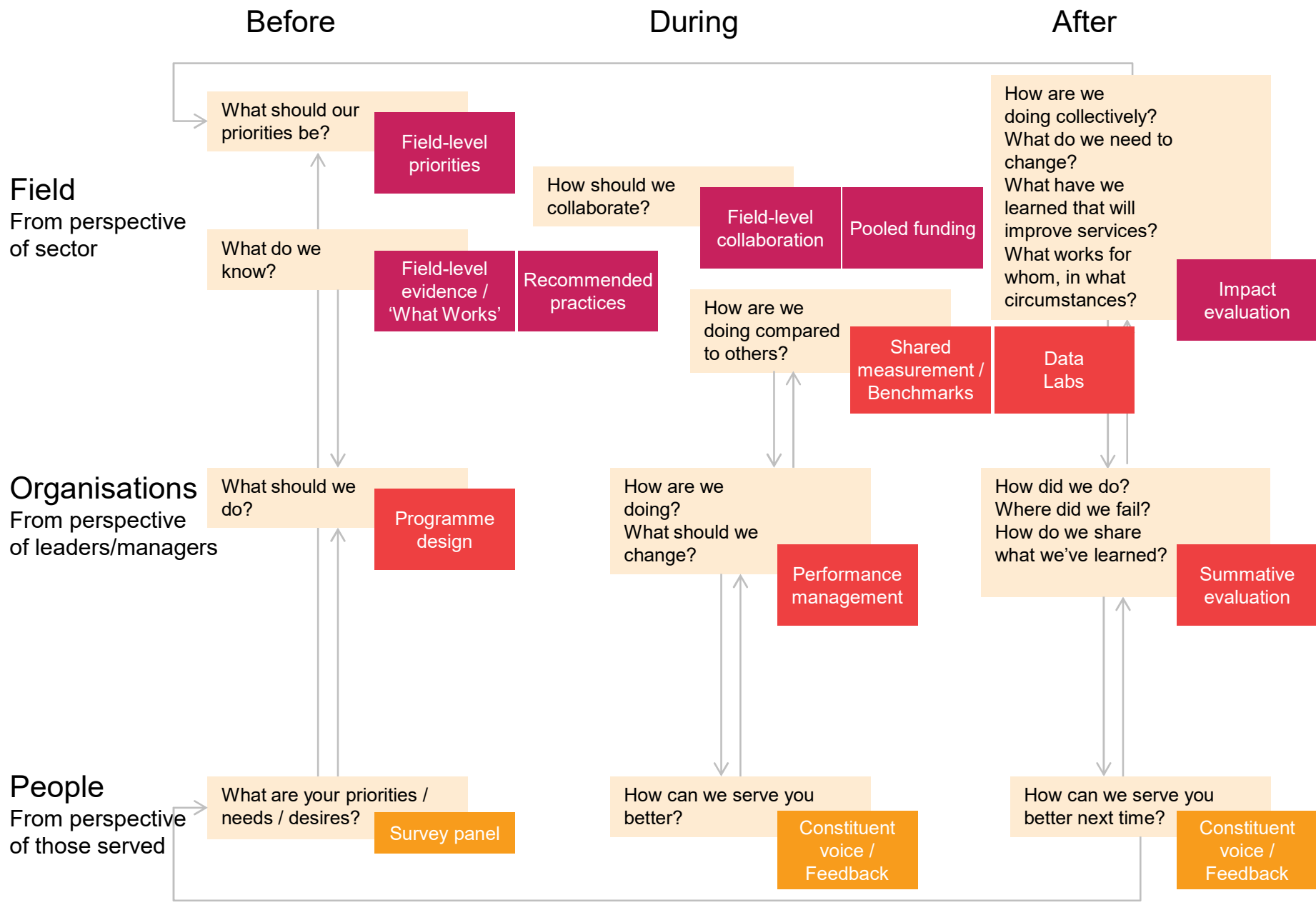
What do we know?

Organisations

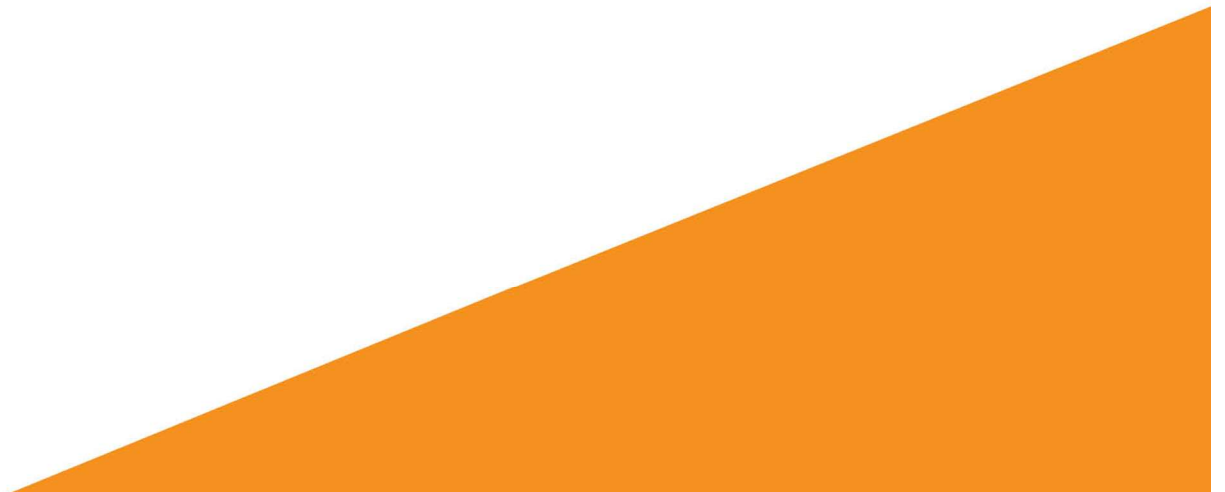
What should we do?

People

What are your priorities /
needs / desires?



The UK social investment market saw some attempts to build a measurement ecosystem



TAXONOMY FOR IMPACT MEASUREMENT



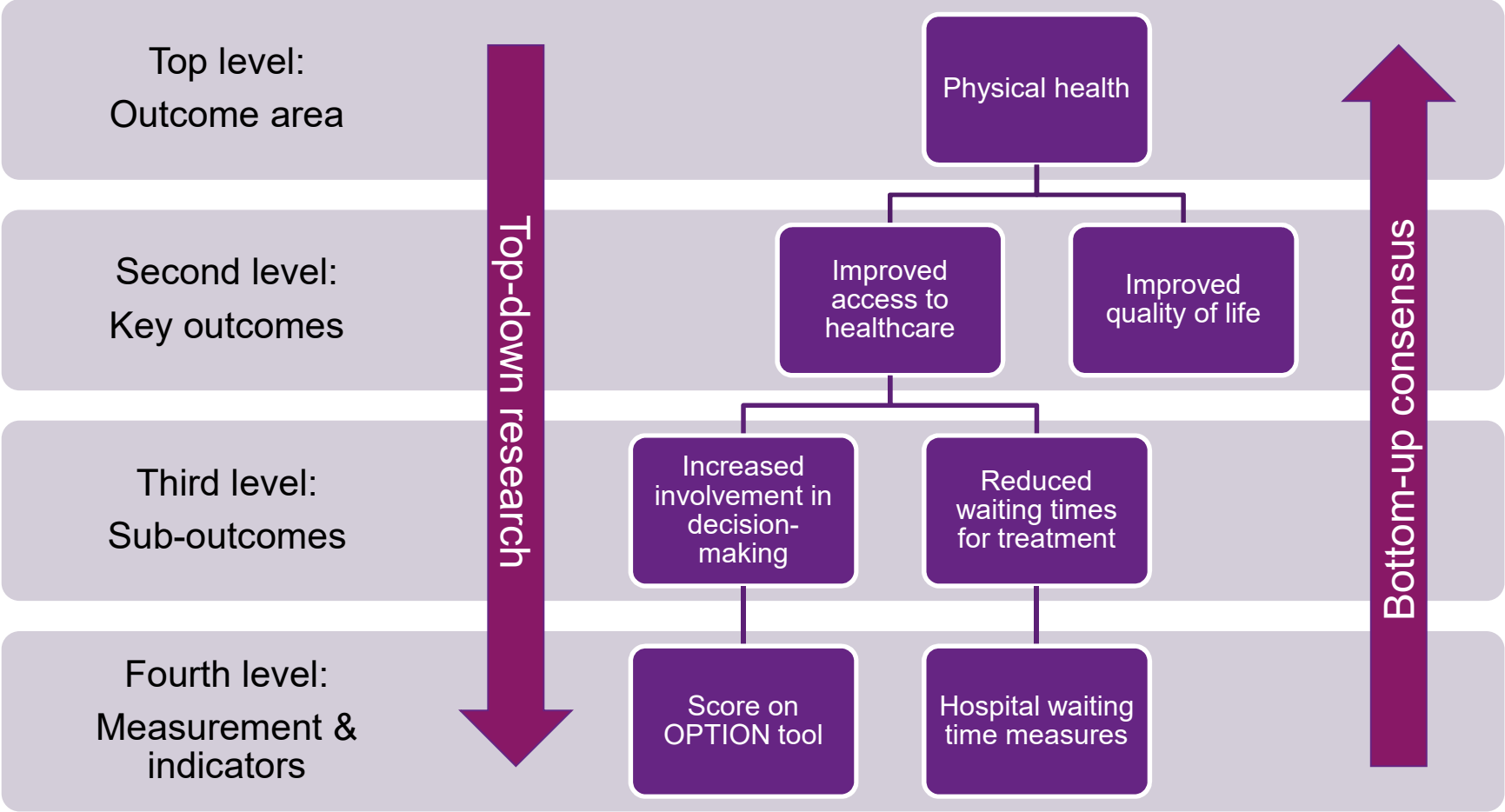
Illustrative example of three key outcome areas from Big Society Capital Outcomes Matrix

Physical health	Mental health	Education & learning
<ul style="list-style-type: none">• Improved access to healthcare• Improved quality of life	<ul style="list-style-type: none">• Reduced stigma of mental health• Improved quality of life	<ul style="list-style-type: none">• Improved academic success• Improved preparation for employment

TAXONOMY FOR IMPACT MEASUREMENT



Building the detail in key outcome areas





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OUR ATTEMPTS TO HELP BUILD ECOSYSTEM



The origins of Inspiring Impact

- Need for unified guidance
 - What is good practice?
 - What's proportionate?
 - How to improve?
 - How to standardise?
- Government desire to improve practice & standardise by subsector
- Collaborative programme
 - 10 year partnership of key bodies
 - Backed by government & key funders
 - Work towards standardisation for social investment field



Inspiring impact

Working together for a bigger impact in the UK social sector

December 2011

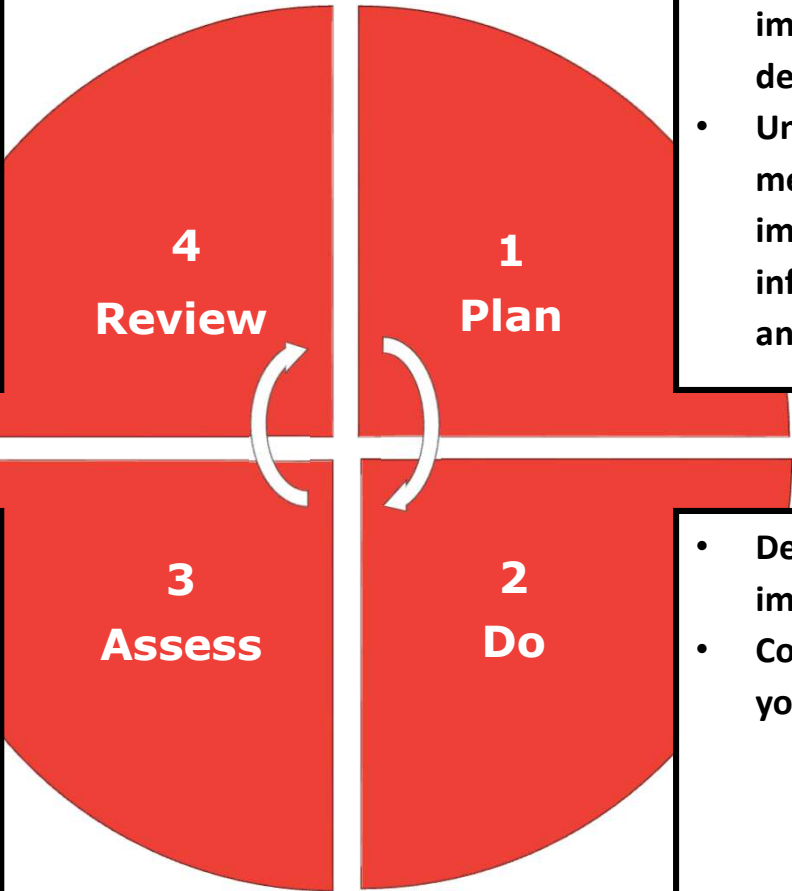
Tris Lumley, New Philanthropy Capital
Benedict Rickey, New Philanthropy Capital
Matthew Pike, Views



THE CYCLE OF GOOD IMPACT PRACTICE



- Communicate information about your impact
- Learn from your findings and use them to improve your work



- Identify your desired impact and how to deliver it
- Understand what to measure about your impact, identify the information you need and how to collect it

- Make sense of the information you've collected about impact
- Draw conclusions about the impact you've had and compare findings against your plan

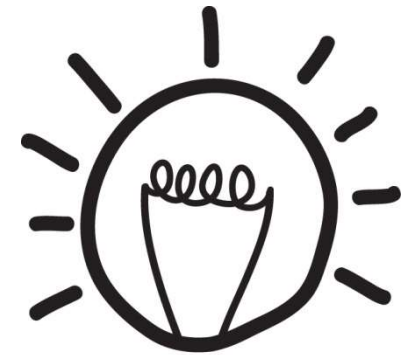
- Deliver the work and impact
- Collect the information you need about impact

MEASURING UP!



What is Measuring Up?

- Online, step-by-step self-assessment tool
- Enables you to review and improve your organisation's impact practice
- Looks at the way you plan, evidence, communicate and learn from the difference your work makes



Why use it?

- If you are new to measurement and impact practice it gives you the basic questions that you need to ask yourself to get started—and it is motivating to see your progress as you get improve your impact practice and complete Measuring Up! again after a little while
- If you are already doing impact measurement, Measuring Up! can help you understand where your strengths and gaps are—and prompt you to prioritise where you want to improve



THE IMPACT HUB



What if you lack the tools?
Inspiring Impact can help you.

- The Impact Hub is a **one-stop shop for hundreds of tested impact resources** and tools
- The tools can help you through all of the impact cycle, right from planning to visualising your results
- Most of the tools are **free to use**
- Search by **type** of tool, or **outcome area**

The screenshot shows the "Impact Hub" website interface. On the left, there are two filter sections: "Category" with a blue header and "Sector" with an orange header. Both sections contain a list of categories with checkboxes. The "Category" list includes: Data Visualisation, Database & Case Management Systems, Diagnostic Tools, Guidance & Research Reports, Other, Public Data Sets, Specific Impact & Outcome Measures, Support & Training, and Surveys & Quick Feedback. The "Sector" list includes: All Sectors, Arts and culture, Children and families, Civic engagement, Community cohesion, Community development, Crime and public safety, Disability, Domestic violence, Education and learning, Employment and training, Environment, Housing and homelessness, Infrastructure support, International development, Mental health, Older people, Other, and Personal and social well being. At the top right, there is a search bar with a magnifying glass icon. Below the search bar, there is a paragraph of text: "Inspiring Impact Hub is a one-stop shop for impact resources and tools. It pulls together the widest possible range of resources relevant to improving impact practice, and enables users to search and filter results according to their needs." Below this, another paragraph says: "You can use the Impact Hub to browse and search for resources to help you improve your impact practice. It is always a good idea to use Measuring Up! first as it will help identify the areas of impact practice you can improve and the sorts of resources that will help you do so." A third paragraph explains: "If you already know what you are after you can find resources by clicking on the relevant category icons below, using the check boxes on the left to filter by category, sector, format or cost profiles that match your needs and/or searching by entering keywords, individual resource names or features that interest you in the search box above." A fourth paragraph notes: "Always remember that the more filters and search criteria you apply, the fewer the results that will be displayed. So if you want to search the whole database using keywords you will need to click the 'Clear All Filters' box before you hit the search button." At the bottom, there are six icons representing different categories: Data Visualisation (7), Database & Case Management Systems (12), Diagnostic Tools (29), Guidance & Research Reports (95), Public Data Sets (28), and Specific Impact & Outcome Measures (92).

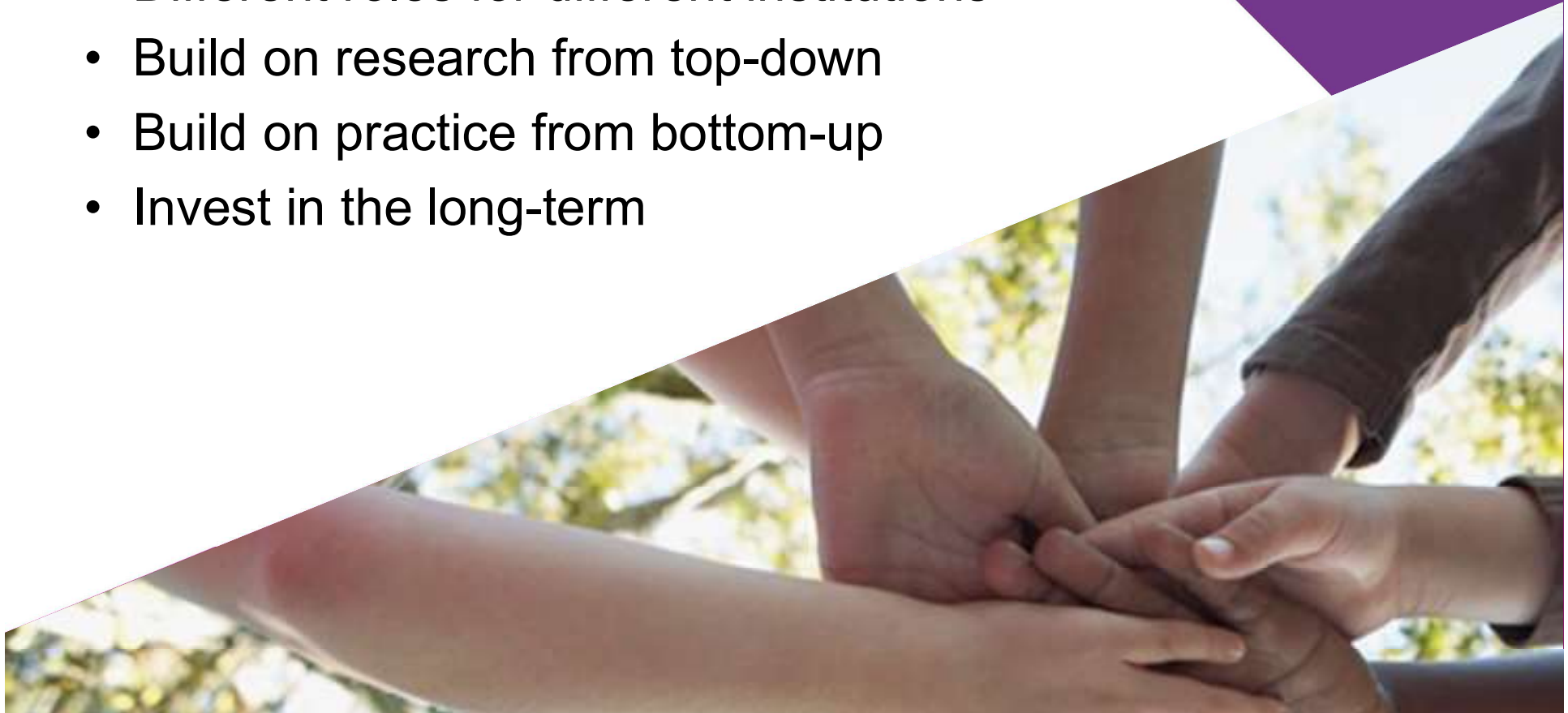
BUILDING AN ECOSYSTEM

Learning and reflections

- Acknowledge tensions in impact investment
 - Investors want ‘dealflow’ – can treat social impact as box to tick, then focus on financial returns
 - Lack of patience and investment in standardisation
- There’s no single ‘right’ approach to measurement
- Invest in infrastructure for capturing/sharing impact data
- Invest in networks (people) for building practice (eg SVI)
- Balance top-down and bottom-up approaches
 - Consensus from bottom-up, driven by practitioners
 - Coordination from top-down, aligning investors

To build an ecosystem:

- Different roles for different institutions
- Build on research from top-down
- Build on practice from bottom-up
- Invest in the long-term





THANK YOU

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