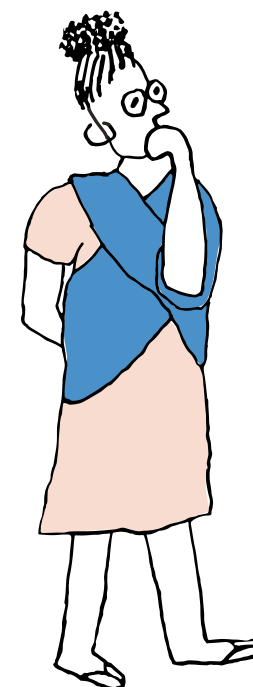


FUNDRAISING  
NORGE

# Guide on impact measurement for the NGO sector





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NORGE

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# Table of contents

Tøyen Unlimited has developed this guide as a door opener for getting started or improving on impact measurement for non-profit actors.

The aim is give you, the reader, an easy to understand introduction to what impact measurement is and how it can be useful.

The useful check-lists give you the opportunity to reflect on how far you have come on measuring impact today and offers an overview of relevant tools going forward.

Here is a description of the three parts of this guide:

## Part 1 – Introduction

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An overview of key definitions and answers to common FAQs such as:

- What is impact measurement, how is it different to evaluation and reporting?
- Who is your target audiences?
- What is a theory of change?
- How to identify the most relevant tool?

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# Part 1

## Introduction

# Different approaches to understanding social impact

Anything having to do with evaluation usually sparks the interest of funders whilst making non-profits twitch in their seats. Outcome measurement, however, offers the potential to soften the divide by meeting funders' needs while also providing valuable, usable benefits to grantees. Interest in outcome measurement has indeed increased substantially in recent years.

Quantifying and tracking changes in society comes down to an interpretation of human behaviour, what drives our choices and preferences and what motivates us to act. The science informing how we identify desired behaviours and how we nudge or influence collective activity can come from a range of fields: psychology, economics (finance, accounting, business studies), sociology, geography or political science. The lens we use to start this enquiry will determine the preferred language and tools for implementing social impact measurement plans.

For instance, from a purely economics lens the desired direction of social change the language used to describe the direction of change is centred on growth and the unit of measure is often profit. The motivation for measuring



social change is to grow the financial return of an investment. From an economics lens tools which are centred on a cost-benefit analysis, such as the Social Return On Investment (SROI), is the most common way to measure the social value of an intervention.

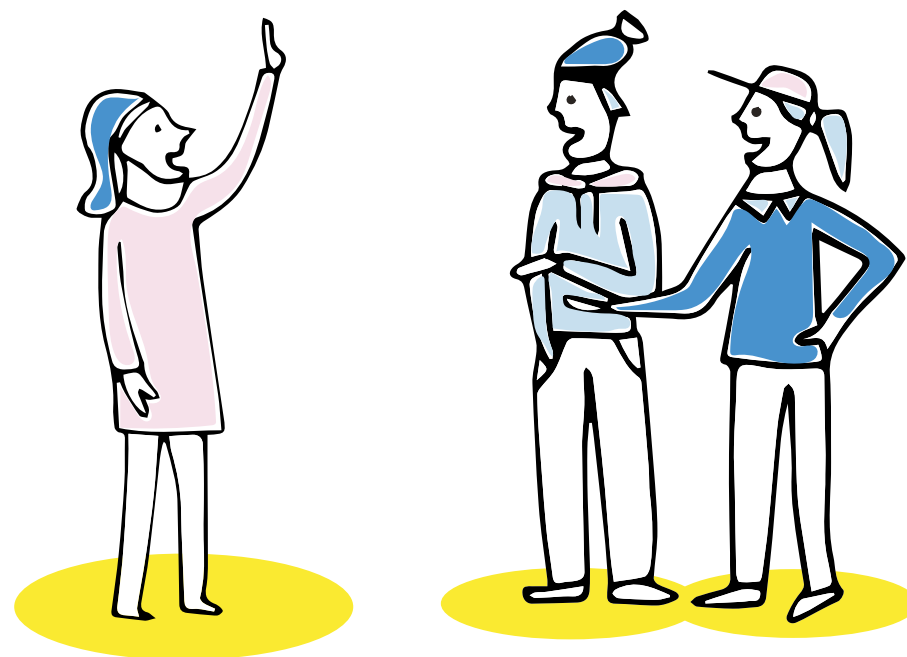
Irrespective of the lens we use, in practice measuring social change is a multi-disciplinary activity. It requires evaluation and reporting practices to be adaptable and borrows approaches from different schools of thought.

# Measuring social impact

Social impact practice encompasses all the activities you do to focus on impact and learn how to best serve the people you support. This means planning what difference you want to make; collecting the right information to know if you're achieving your goals; assessing the evidence of what impact you're having; and learning and adapting your work accordingly. It's what an organisation does to plan, understand, communicate, and improve the difference it makes in the world.

The challenge is that social impact measurement is about calculating the social (by default environmental) value of your work. This is often based on subjective analysis and qualitative data collection methods. The important nut to crack is to combine these with sector specific evidence and wider statistics.

People don't stop dreaming. Our collective ambitions and knowledge, within the civil society and non-profit sector, is informed by adapting to changing needs, priorities, contexts, and desires of the target communities we work with.



**The business case for measuring social impact is a combination of three factors:**

1. **external factors** – pushing for more evidence to prove impact to key stakeholders
2. **internal factors** – for driving innovation, sustainability, and effectiveness to improve and increase benefits to staff and the target community.
3. **financial factors** – impact investing is the fastest growing field of finance within the social entrepreneurship and social innovation sectors. There is a growing need to demonstrate social value.

# Challenges

There are some common challenges that can occur when planning and carrying out impact measurement. For example, securing the buy-in from colleagues and management to prioritise this work; or finding a way of measuring that recognizes the need for collaboration to address complex social problems.

## Organisational resistance to change

It's important to make compelling arguments to invest time and resources to prioritize evaluation centred on social impact with management. Social impact measurement requires organisational strategy alignment and support from leadership to maintain practice. There needs to be support for staff training and flexibility to adapt administrative systems.

## Isolated impact

Experts point out that isolated initiatives are not the best way to solve many social problems in today's complex and interdependent world. No single organization is responsible for any major social problem, nor can any single organisation cure it.

In short, the non-profit sector most frequently operates using an approach that is called isolated impact. It is an approach oriented toward finding and

funding a solution embodied within a single organization, combined with the hope that the most effective organizations will grow or replicate to extend their impact more widely. Funders search for more effective interventions as if there were a cure for failing schools that only needs to be discovered, in the way that medical cures are discovered in laboratories. As a result of this process, millions of non-profits globally try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress. Recent trends towards social impact measurement have reinforced this perspective. The growing interest in venture philanthropy and social entrepreneurship, for example, has greatly benefited the social sector by identifying and accelerating the growth of many high-performing non-profits, yet it has also accentuated an emphasis on scaling up a few select organizations as the key to social progress.

The problem with relying on the isolated impact of individual organizations is further compounded by the isolation of the non-profit sector. Social problems arise from the interplay of governmental and commercial activities, not only from the behaviour of social sector organizations. As a result, social innovation experts argue that complex problems can be solved only by cross-sector coalitions that engage those outside the non-profit sector <sup>1</sup>.

A great way to embed long-term cross-sectoral partnerships is shared measurement and impact reporting that is clear on attribution but most importantly sets a shared language for collaboration rather than narrowing competition.

<sup>1</sup> Kania John, Kramer Mark, 2011, Stanford Social Innovation Review, Collective Impact, Winter Ed.



# FAQs



## Q1 – What is social value?

Social value is the value that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices. Social value refers to social, non-financial impacts of programmes, organisations and interventions, including for example the wellbeing of individuals and communities, social capital and the environment. An account of social value is a story about the changes experienced by people. It includes qualitative, quantitative and comparative information, and also includes environmental changes in relation to how they affect people's lives.

*The Principles of Social Value* provide the basic building blocks for anyone who wants to make decisions that take this wider definition of value into account, in order to increase equality, improve wellbeing and increase environmental sustainability <sup>2</sup>. They are generally accepted social accounting principles and are important for accountability and maximising social value.

There are other guides available on the process of measuring and reporting social value and impact that also refer to principles, such as the *Social Investment Taskforce Guidelines for Good Impact Practice*.

<sup>2</sup> Social Value UK, <http://socialvalueuk.org/what-is-social-value/the-principles-of-social-value/>  
åpnet 23.11.22

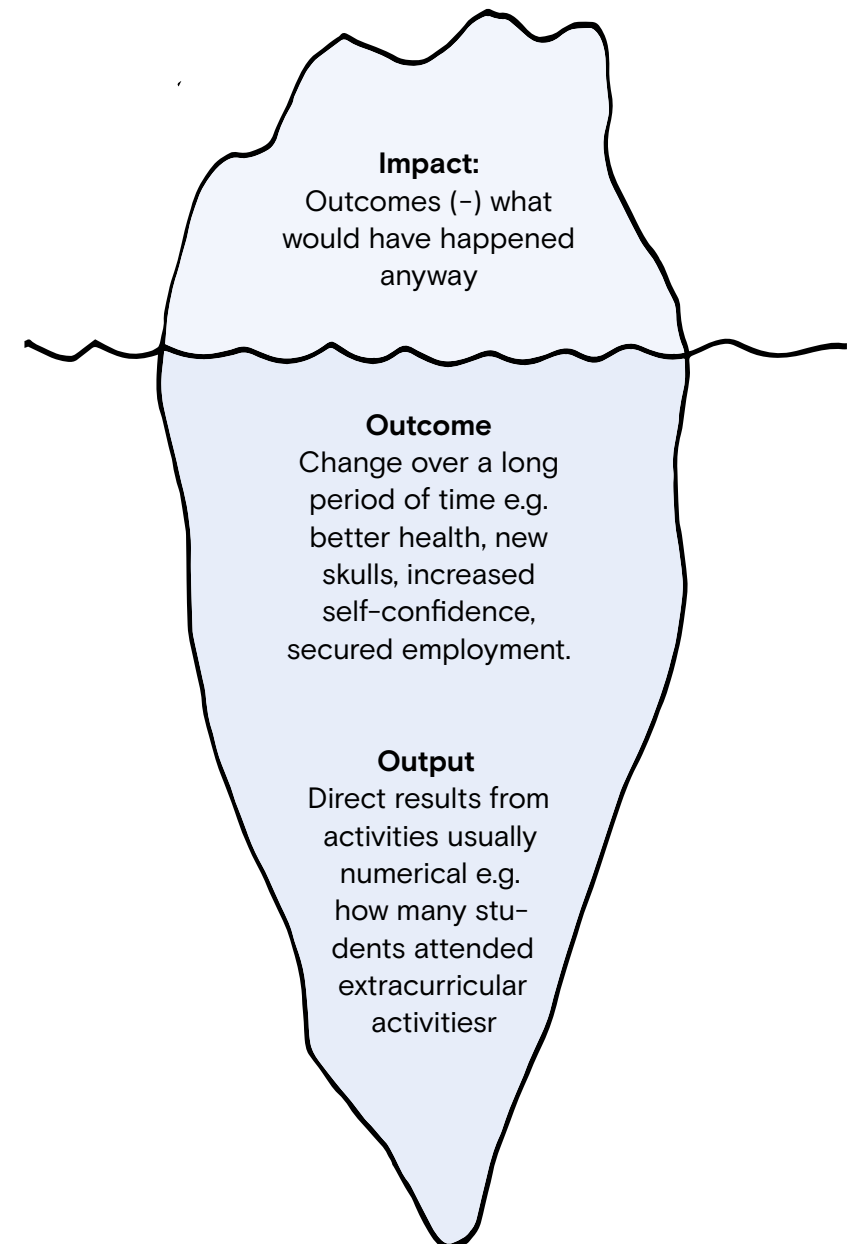
## Q2 – What is impact measurement?

In the Nordics some countries use English terms to allow for better comparison and cooperation. In Norway the terminology around social impact measurement is not consistent. Tøyen Unlimited consulted with academics, advisory organisations and impact investors to agree on shared terminology. Since 2020 there is consensus on using the terms visualised in the iceberg on the right.

### More about outcomes:

Outcomes are simply a set of statements that together summarize the positive change you plan to make as an organization. They can be thought of as the short-term and intermediate steps that lead to your intended impact. They should describe the change you expect to see in terms of what might increase, improve, reduce and so on.

The outcomes that you are working towards are likely to be reasonably complex. It can be helpful to reflect on intended changes in behaviour, attitude, condition, knowledge, or status (referred to as BACKS outcomes) <sup>3</sup>.



Intended change	Example outcome
Behaviour	<ul style="list-style-type: none"> <li>Reduced incidence of criminal reoffending</li> <li>Increased levels of household recycling</li> <li>Reduced frequency of drug taking</li> </ul>
Attitude	<ul style="list-style-type: none"> <li>Increased levels of confidence</li> <li>Increased awareness of the effects of alcohol</li> <li>Reduced fear of crime</li> </ul>
Condition	<ul style="list-style-type: none"> <li>Less children registered as being at-risk</li> <li>Reduced incidence of health problems</li> <li>More people in permanent housing</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>Improved parenting skills</li> <li>Increased knowledge of housing rights</li> <li>Improved self-care skills</li> </ul>
Status	<ul style="list-style-type: none"> <li>More people in a stable relationship</li> <li>Increased take up of job opportunities</li> <li>Increased level of college enrolment</li> </ul>

Sometimes a distinction is made between 'hard' and 'soft' outcomes. A soft outcome is a subjective change in an individual's knowledge, attitude or behaviour. A hard outcome is a tangible change in condition or status (e.g. achieving a qualification, securing a job).

Whatever the case, you should try to describe the outcomes of your work in clear and simple terms. When setting outcomes try to prioritize two or three main changes that will most directly affect each intended impact. These should be changes that you can observe, and which are within your ability to influence.

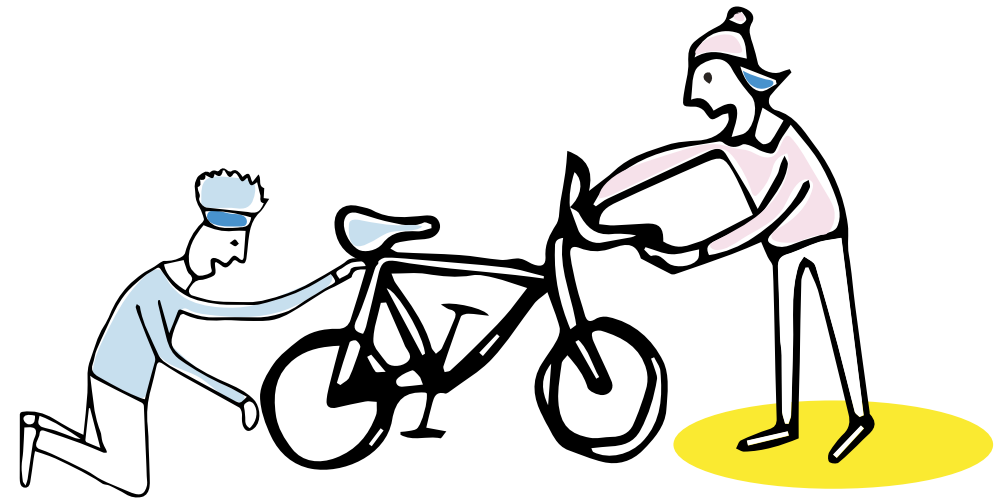
<sup>3</sup> Social Value Lab and the Social Enterprise Institute, 2019

## Q3 – What is collective impact?

The Stanford Social Innovation Review (2011)<sup>4</sup> defines collective impact as the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

Collaboration is nothing new. The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. Although rare, there are successful examples of collective impact which are addressing social issues that, for example education, require many different players to change their behaviour in order to solve a complex problem.

*See appendix 4. Further reading for the SSIR's 5 conditions of collective success..*



<sup>4</sup> Åpnet 10. november 2022 [https://ssir.org/articles/entry/collective\\_impact#](https://ssir.org/articles/entry/collective_impact#)

## Q4 – Is there an international standard for measuring social impact?

Currently, there is no singular accredited method for measuring social impact. However, there are common principles, approaches and standards which vary depending on the intended audience (impact investors, board of trustees/directors, members/shareholders, funders/donors or for public sector contracting and procurement).

There are established approaches to measuring social impact which evolved from project management methodology, qualitative research methods and economic cost benefit analysis. Social impact measurement tools or frameworks often start with a theory of change and use the evidence found

Some popular standards (targeting *impact investment*, *venture philanthropy* and evolving from *CSR* and *ESG reporting*):

- Impact Management Project
- IRIS+
- B Corp
- GRI (bærekraftsrapportering)
- Global Compact



Most relevant to the NGO sector and a simple starting point we recommend:  
*The Principles of Social Value* (by Social Value International)

\**Social Value International* and the principles of social value form the foundation to the *SROI methodology*.

## The Principles of Social Value:

**Involve stakeholders** – Inform what gets measured and how this is measured and valued in an account of social value by involving stakeholders.

**Understand what changes** – Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.

**Value the things that matters** – Making decisions about allocating resources between different options needs to recognise the values of stakeholders. Value refers to the relative importance of different outcomes. It is informed by stakeholders' preferences.

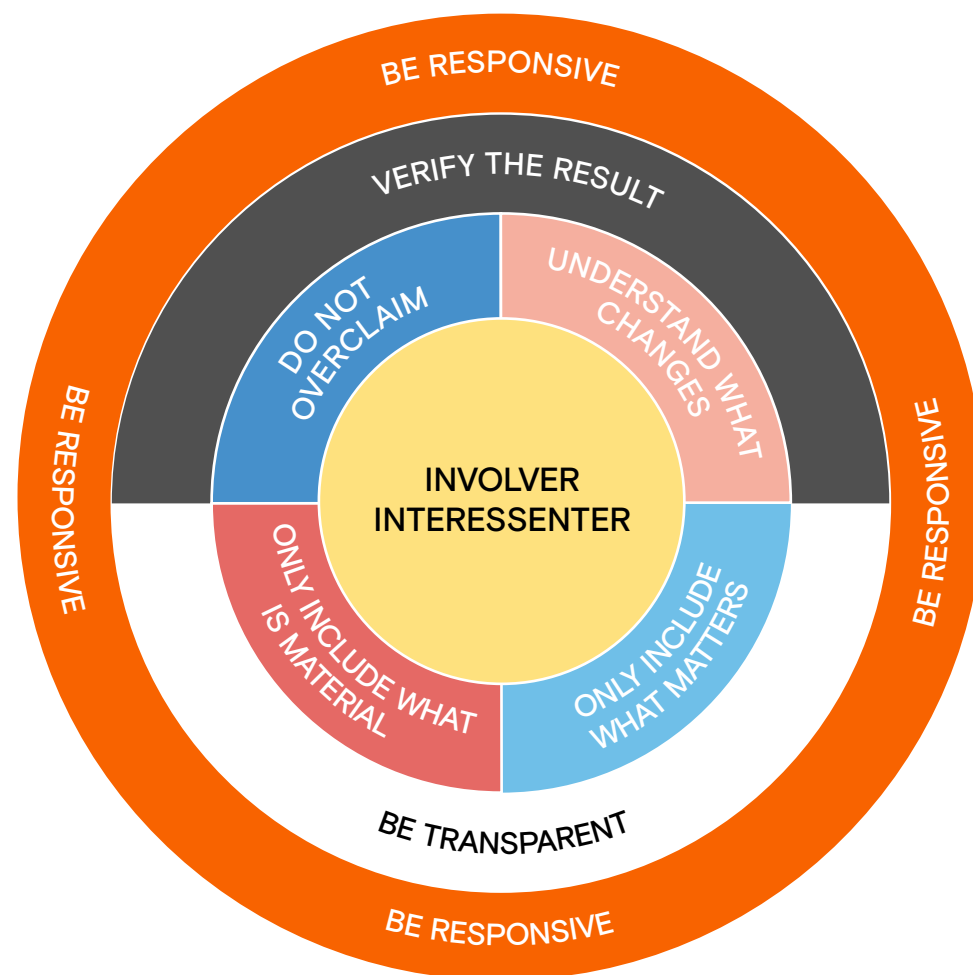
**Only include what is material** – Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.

**Do not overclaim** – Only claim the value that activities are responsible for creating.

**Be transparent** – Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders.

**Verify the result** – Ensure appropriate independent assurance.

**Be responsive** – Pursue optimum Social Value based on decision making that is timely and supported by appropriate accounting and reporting.



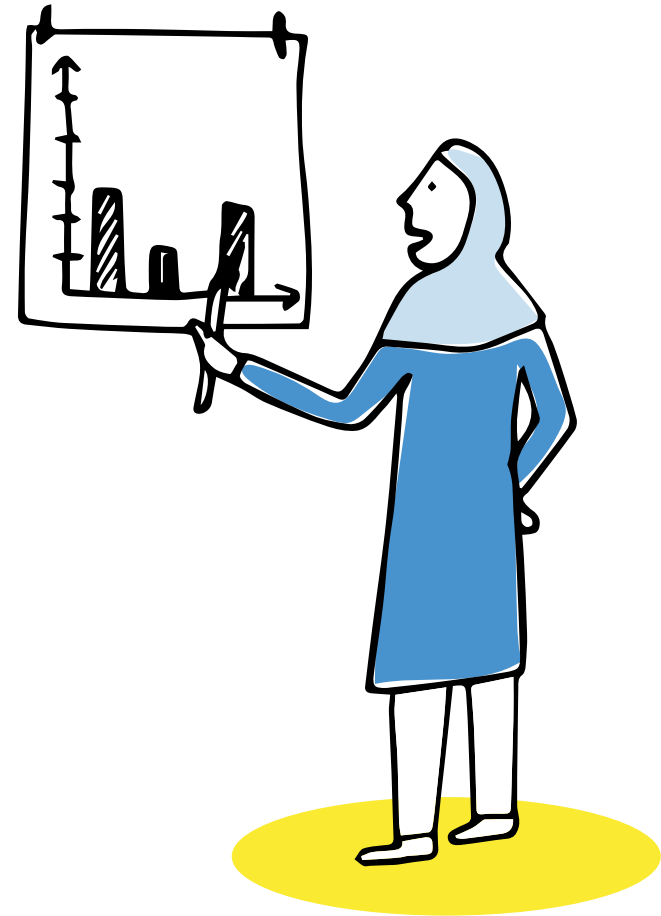
## Q5 – What is impact management?

Impact management focuses on learning, improving, and responding to needs that measurement identified.

Impact measurement is usually used by organisations responsible for the data collection. Whilst those focused on comparing performance to inform funding decisions or impact investment use the term impact management. The whole point of measuring impact is to better manage impact! They are interlinked so there is no need to be pedantic about the wording.

A core factor in impact management is the additional analysis of risk if an outcome is not achieved, in addition to other financial risk assessments. The leading platform in the field of impact management for investors and financial institutions is Impact Frontiers. [The five dimensions](#) of impact are widely within the EU especially.

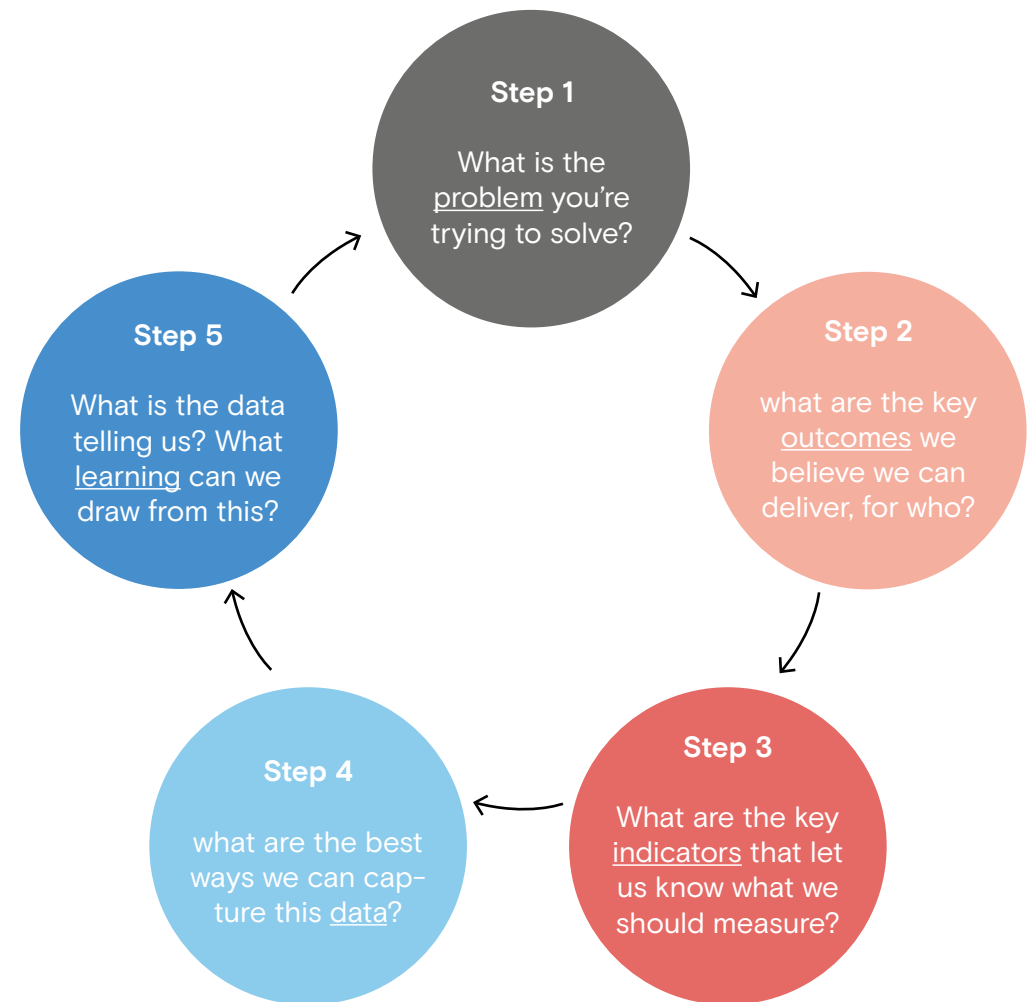
[Impact Management Platform](#) is a great source of information for larger organisations (i.e. international aid organisations) or those with an ambition to attract investment.



## Q6 – How do you balance robust measurement, which can be complicated and expensive, with practicality and cost effectiveness?

By starting with reflecting and improving on what you do now. Build on current practice and secure commitment to find practical solutions with the resources available. Understanding impact measurement as a cycle can help to focus methods and practice.

Establish a social impact focused culture in your team. This means making a routine to talk to each other and reflect as you go along. Keep on top of numbers as well as you can with a record of who lost and who gained. Be considerate with your expectations and capability. Make it everyone's responsibility to listen to your service-users and find simple ways to capture their needs and responses where possible. Internally, create a consistent place for colleagues to easily input feedback and relevant information. Finally, build in regular time to come together, reflect on your activities, and identify what is working and what could be improved.



*Diagram: The impact measurement cycle (Social Value Lab, Scotland)*

Ultimately social value reporting stands and falls on the quality of the data. If what you report is supported by good quality evidence and leans on the side of caution – when demonstrating additional, wider social and environmental benefits – you won't go wrong!



## Q7 – Why measure?

1. To understand an ever-changing audience and learn what actions we can take to get even better results.
2. To prove that what we do is effective in changing something for the better.
3. To align our measurements with our organisation's strategy and secure the most relevant funding.
4. To showcase our work and increase our reach.

The greatest advantage of building a social impact focused culture in your organisation is that you report on what matters most to your target community. This informs your funders on indicators that are relatable and most relevant for the people you work with. By encouraging your staff and volunteers to capture outcomes over time you will identify unexpected results crucial for identifying new opportunities and to keep learning as an organisation.



# The four roles

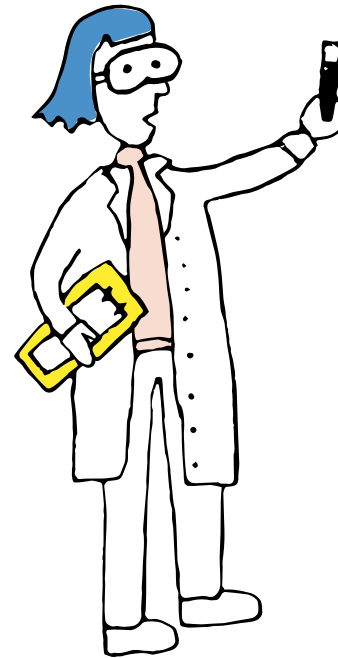
*The Scientist, The Storyteller, The Philosopher and The Detective* – exploring the hats you need to put on in order get social impact measurement right.

If you are looking to measure your organisation's social impact, you'll have to play a number of roles. The most obvious are what I call *the Scientist* and *the Storyteller*. As *the Scientist*, your job is to collect quantifiable evidence of impact. As *the Storyteller* you must put this information into a narrative that turns cold, hard figures into something that tugs on the heartstrings and inspires action.

*The Scientist* and *the Storyteller* are the two basic roles you play, but there are two more roles that are equally important – *the Philosopher* and *the Detective*. They are important because they widen the scope and usefulness of social impact measurement.

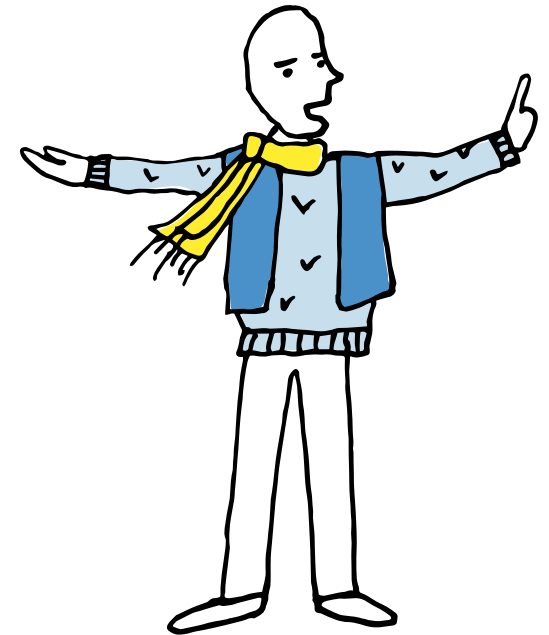
*The Philosopher's* role is to lift your thinking. Thinking about social impact should raise big questions. Questions like 'Should we work intensively with a few people, or a little with many?' 'Should we keep our most popular programme running, even if it is not that impactful?' and 'Could someone else do this better than we can?'

Often these questions are raised, but then not really considered further. That's because they are difficult! It's difficult to find the answer, and sometimes the implications are scary. It's *the Philosopher's* job to think deeply about these questions and to refine them so they can be answered in a useful way.



## The Scientist

Collects and analyses data to provide evidence that impact was generated.



## The Storyteller

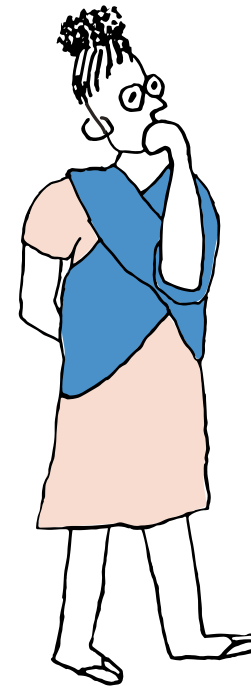
Crafts the narrative in a form that stakeholders find compelling.

*The Detective's* role is to step beyond the obvious and to ask a tighter set of questions – 'Why does this work?' 'What works better?' and 'How did this happen?'

Whereas *the Scientist* and *the Storyteller* are primarily concerned with what impact has been created, *the Detective* looks at the data with fresh eyes, using it to uncover the reasons for that impact. Often social impact measurement stops at describing activities, outputs and outcomes in separate buckets, without looking closely at precisely what parts of those activities led to specific outcomes.

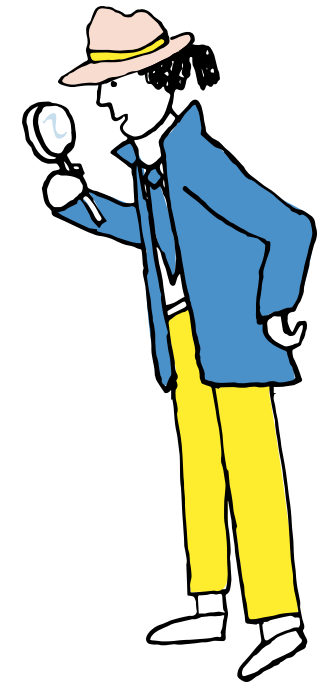
The questions posed (and hopefully answered) by *the Philosopher* and *the Detective* are very useful because they can inform future decisions about how to improve programmes or allocate resources.

In business-speak, *the Philosopher* might be considered a strategist, ensuring social impact is considered at a 'big picture' level and informs strategy and mission. *The Detective's* analytical skills unlock additional value in the data you are collecting, and enable continuous improvement.



### The Philosopher

Asks the big questions and brings them from the conceptual to the practical.



### The Detective

Investigates the reasons impact was generated to inform future practise.

## Here are some practical tips for giving your inner *Philosopher* and *Detective* a voice:

1. **Record the big questions and revisit them.** Often these queries come out in coffee break discussions, or in Theory of Change workshops. Define them precisely so they can't be brushed under the carpet.
2. **Foster a culture of openness.** The questions asked by both *the Philosopher* and *the Detective* are tough – they allow for the potential answer that we are doing a poor job. Make sure staff understand that the exercise is not about holding people to account, but to uncover ways to improve.
3. **Test hypotheses.** Once the questions have been defined, determine what data you would need to answer the questions, and then make a plan to obtain that data.
4. **Build feedback loops.** When you find information that answers the questions posed by *the Philosopher* or *the Detective*, make sure the findings translate to action – for example, make a change to a product, or changing the eligibility criteria for a service.

Embracing your inner *Philosopher* and *Detective* will help make social impact measurement more functional and relevant.

*Inspired by: Dave Masom, 21. april 2015 – Pioneers Post, Storbritannia.*



# Part 2

## Checklists

## Where are you at today?

A quick checklist for organisations to reflect on their progress on impact measurement practice so far. A simple way to identify the actions and practices that lead to effective impact measurement.

In line best practice the checklists are based on putting your core stakeholder group at the centre of your evaluation and reporting practices. These checklists embed a theory of change approach to impact measurement. The assumption is that most organisations will use qualitative data collection methods.



# The quick checklist

Adapted from *Maximising Your Impact: Guide for Social Enterprises*

Can you answer the following questions? Answer each question by selecting a colour (tick):



No, we don't know.
























Maybe, with a little research.



Yes, we know this.

Key element	Question	Now		
<b>Plan:</b> Clear story of change	What problem are we trying to solve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What is our proposed solution to the problem?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Who experiences changes as a result of what we do?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What changes are experienced (or are lively to be experienced)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Which changes matter and which of those are important enough for us to manage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Do:</b> Data collection practice	How can we measure these changes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	How much of each change has happened (or is likely to happen)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	How much of each of the changes is caused by our activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What is the relative importance of the different changes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	How long do we need to measure the changes for?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	How much data do we need? (our sampling)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Key element	Question	Now		
<b>Review:</b> Analyse and create knowledge	Is our data good enough?			
	Compare experiences of different stakeholders?			
	What would have happened without our services/product?			
<b>Communicate:</b> share, reflect, improve	Who should know about your impact?			
	What will you do differently in the future?			
	How can you grow your impact?			
<b>TOTAL SCORE</b>				

## Results

If your answers to the quick checklist are mostly **green** we recommend you move on to the deep checklist.

If your answers were mainly **yellow** and **red** then you can jump to the next chapter with useful resources. Some resource have been marked with a red or yellow dot to focus your search for further guidance.



# The deep checklist









































*Adapted from Social Impact Tools by Social Value Lab, UK*














































Can you answer the following questions? Svar på hvert spørsmål med en av følgende farger (sett kryss):



















































-  Don't have (no, don't know)
-  Draft (kind of)
-  Approved (on paper)
-  Doing (actively using)
-  Innovating














































Key element	Question	Now
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## PART 1 – PLAN

Mission statement	Do you have up-to-date information from credible sources that shows the seriousness and extent of the problem you are addressing?	    
	Do you have short memorable and inspiring mission statement?	    
	Your team understands and refers to your mission statement?	    
	Use simple facts, a compelling story and a call to action when presenting our mission?	    
Target group	We can describe the people who benefit from our work?	    
	You are clear about which main groups in society are affected by the issues you are tackling.	    
Expectations of stakeholders	Clear list of people and groups most interested in your work and who are accountable to?	    
	You understand the expectation of each of these 'stakeholder' groups?	    
























































Key element	Question	Now
<b>Your ultimate impact</b>	You can describe the ultimate change you are working towards?	    
	Have identified the end result you want to achieve through your work?	    
	The broad long-term change you are striving for – in line with the change that matters the most to your stakeholders.	    
<b>Have used a theory of change</b>	Have identified which positive outcomes are central to your ultimate impact?	    
	Have identified the actions (or activities you take to achieve your positive outcome?	    
	Have summarised this process of change (from actions to outcomes and ultimate impact) in a straightforward way?	    
	Have small number of outcomes that make the most direct contributions to achieving your long-term impact?	    
	Identified when, who you will involve and how to measure progress on the desired outcomes?	    
<b>TOTAL SCORE PART 1</b>		    





















Key element	Question	Now
<b>PART 2 – DO</b>		
<b>Using performance measures</b>	Have identified relevant indicators to show whether or not you are making progress towards your planned outcomes?	    
	Collecting data on outputs?	    
	If relevant – identified financial values for the benefits of your outcomes (financial proxies) – from credible sources – showing the cost savings of your work or the value for money of your work?	    
	Indicators show observable and measurable factors over a reasonable length of time?	    
<b>Quality of data</b>	Have a GDPR policy and data storage policy (practice) that ensures you meet ethical standards of storing personal information?	    
	Have a system for storing and managing information	    
	Using quantitative and qualitative data?	    
	Data collection methods that are practical to use and reasonable to implement within the resources (such as staff time and money) available to you?	    
	Collect information regularly (before and after an ‘intervention’) from the right sources, have the appropriate tools to collect consistently and accurately?	    
<b>TOTAL SCORE PART 2</b>		    

Key element	Question	Now
<b>PART 3 – ANALYSE</b>		
<b>Collate and simplify results</b>	Look for patterns in the information that shows differences in experiences and results of your work?	    
	Compare results to the baseline data – situation at the start?	    
	Compare results to helpful standards or points of reference (benchmarks)?	    
	Review your results as a team – knowledge creation by identifying how and why changes have occurred?	    
	Involve wider stakeholder group in sense-checking your findings?	    
<b>Attribution:</b>	System to give equal weight to positive and negative outcomes?	    
	What would have happened anyway – a control group or performance in other areas?	    
	Contribution of outside factors – beyond the reach or control of your organisation?	    
<b>TOTAL SCORE PART 3</b>		    

Key element	Question	Now
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## PART 4 – COMMUNICATE

<b>"Elevator pitch"</b>	Persuasive explanation of our mission: supported by simple facts, a compelling story and a clear call to action.	    
<b>Annual reporting</b>	Publicly report on the main activities, achievements and outcomes?	    
	Language is suitable, interesting and relevant to your audiences?	    
	Depth of report reflects scale and complexity of your work?	    
	Visual aids for presenting results and impact (charts, infographics, illustrations, images, video, animations)?	    
	Report on lived experience (human story), the difference you work makes to people's lives?	    
	Transparency on how you interpreted your results and data, checked accuracy of reporting?	    
<b>Oppfordring til handling</b>	Clear and agreed communication goals i.e. build reputation, raise profile, attract new employees?	    
	Know the characteristics and information needed by your audience – know what will motivate them to act?	    
	Have well written messages: simple, concrete, compelling, and supported by facts?	    
	Have a channel of communication that has been tested and has a good reach?	    

Key element	Question	Now
Use evidence for decision making	Regularly share results with the team as learning, motivation and to inform improvements?	    
	Team has the skills to interpret information and have the authority or opportunity to act on it?	    
TOTAL SCORE PART 4		    
TOTAL SCORE ALL PARTS		    

Now you have completed the checklists and have an overview of how you are doing today. If you want to move forwards and maybe address areas that need improvement then keep reading.

The next section offers an overview of useful resources for further learning. Some resources have been highlighted with a colour to match the results of the checklist. Use your results from the checklist to navigate and find the most relevant tools for the stage you are at today.

# Part 3

## Overview of tools

# Introduction

This section includes an overview of useful resources for further learning and solutions for different stages of measurement practice. Before jumping in, make sure you have an overview of the skills and experiences of your team and the resources available for measuring and reporting on impact. It's important to be proportional to your organisations reporting and data collection capacity rather than setting up practices that are hard to maintain.





## Top 3 tools

Having completed your Quick Checklist if your total is leaning more on the **red** and **yellow** then we recommend starting with something that is low threshold, free and project focused.

For those whose score is on average more **red** and **yellow** then working through this tool could be a way forward. It includes learning at each stage and some examples to balance out the theory.

Once you have completed the Deep Checklist make a score of which stage needs more attention: 1) Plan 2) Do 3) Analyse 4) Communicate. Depending on which stage of impact measurement you need to focus more on there are various tools that can help. This resource is a great place to find further resources based on the gap you are trying to fill:

[www.visdet.no](http://www.visdet.no)

Norwegian, low threshold, free, download summary of responses, examples, for mission driven organisations.

[socialshifters.co](http://socialshifters.co)

Free tools, templates, bitesize e-learning (not free), inspirational stories, peer support.

[www.socialimpact.tools](http://www.socialimpact.tools)

Self-assessment, benchmark practice, quick start guides, 500+ resources – requires registration (free).

# Practical actions

Simple data collection practices are best to get started, keep it up, improve and prioritise where more time and resources should be invested.

**At work most of us usually carry a notebook. Each of us can use these to:**

- Capture requests
- Write down positive feedback
- Record complaints

**Set up an interactive wall (not everyone is on the internet!). Make it fun, creative, and easy for passers-by to share:**

- How can we help?
- How are we doing so far?
- Can we improve anything we're doing right now?
- For example a simple 'you said, we did...' helps to stay connected and let your community know you're listening)

**Celebrate! Evaluation bunting or a message tree – have fun with it.**

**Use Social Media**

- Monitor comments and contributions
- Ask a question a week
- Encourage good news stories and pictures

**Take photos and document this moment where/when it is appropriate**

- Reflect back and use photos as a basis for conversation and feedback

**The following are among the most common methods available to you and will satisfy the requirements of most non-profit organisations and SMEs:**

- Client and activity records
- Surveys, questionnaires and feedback forms
- Face-to-face and telephone interviews
- Focus groups and discussion groups
- Structured or unstructured observation
- Staff diaries, worker/volunteer logs and case notes
- Participant outcomes sheets
- Users' forums and engagement events
- Mapping, diagramming, ranking techniques
- Storytelling and testimonies
- Logbooks, blogs and webchats
- Photo diaries and scrap books
- Video and audio diaries

# Overview of tools

Here we have created a comprehensive list of both general resources and specific tools or methods for different stages of impact measurement. Not all will be relevant for your organisation but hopefully they provide you with a springboard for finding the best fit for your sector, audience and organisational capacity.

The list is divided into 4 stages of impact measurement:

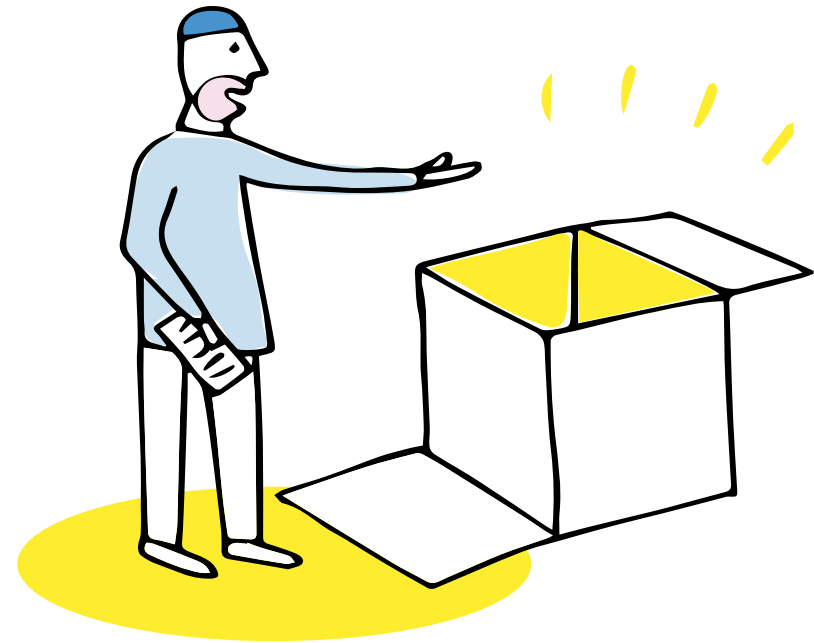
1. plan
2. measure
3. analyse
4. communicate

+ bonus: sources of Norwegian national statistics, data and global stats.

Each of the 4 stages has a suggested resources to match the checklist, with at least:

1 top resource for **Yellow**

1 top resource for **Green**



# List with links

Stage	Methods	Description	Source
Plan	General Resources	Web resources that include a wide range of performance measurement and management materials.	<a href="#">Better Evaluation   Better Evaluation Methods</a>
			<a href="#">Global Impact Investing Network   Navigating impact (GIIN)</a> ●
			<a href="#">Impact Management Project</a>
			<a href="#">Innovations for Poverty Action – Goldilocks Resources</a>
			<a href="#">International Initiative for Impact Evaluation (3ie)</a>
			<a href="#">The Organization for Economic Cooperation (OECD)</a>
			<a href="#">Performance Imperative</a>
			<a href="#">World Bank, Independent Evaluation Group</a>
	Theory of Change and Logic Models	Guides for identifying and linking the key results expected from an intervention: inputs, activities, outputs and outcomes.	<a href="#">TAAP Initiative (Transforming Agency, Access, and Power)</a> ●
			<a href="#">Annie E. Casey Foundation</a>
			<a href="#">Better Evaluation–Theory of Change</a>
			<a href="#">Center for Evaluation Innovation</a>
			<a href="#">Center for Theory of Change</a>
			<a href="#">Innovation Network</a>
			NESTA: <a href="#">DIY Learn Module and Toolkit</a>   <a href="#">Theory of Change</a> ●
			<a href="#">Vis Det – Norge Unlimited</a> ●
	System Framing	Emergent set of ideas and approaches for understanding complex, nonlinear, and adaptive systems that cannot be readily predicted.	<a href="#">W. K. Kellogg Foundation (2004)</a> ●
			<a href="#">Democracy Fund</a>
			<a href="#">FSG</a>
			<a href="#">Institute of Development Studies (IDS)</a>
			<a href="#">Full Frame Initiative</a>

Stage	Methods	Description	Source
Plan (cont.)	Systems Framing (cont.)	Summaries of the best available research on an issue or question; syntheses of results of numerous studies.	<a href="#">Kumu – data visualization platform</a>
			<a href="#">New Philanthropy Capital</a>
			<a href="#">Oxfam</a>
			<a href="#">Schwab Foundation for Social Entrepreneurship</a>
			<a href="#">Future– Fit Business Benchmark</a>
	Systematic Reviews of Scientific Literature		<a href="#">Campbell Collaboration</a>
			<a href="#">Innovations for Poverty Action (IAP)</a>
			<a href="#">International Initiative for Impact Evaluation</a>
			<a href="#">Institute of Development Studies (IDS)</a>
			<a href="#">Mathematica – What Works Clearinghouse</a>
Measure	Cost-Effectiveness Comparisons	<a href="#">Abdul Latif Jameel Poverty Action Lab, MIT (CEA)</a>	
		<a href="#">Millennium Challenge Corporation – Economic Rate of Return (ERR)</a>	
		<a href="#">REDF – Social Return on Investment</a>	
		<a href="#">Robin Hood Foundation – Benefit Cost Ratios (BCR)</a>	
		<a href="#">Social Value UK – Guide to Social Return on Investment (SROI)</a>	
	Monitoring	<a href="#">Bridgespan Group</a>	
		<a href="#">Innovations for Poverty Action</a>	
		<a href="#">International NGO Training and Research Center (INTRAC)</a>	
		<a href="#">KoboToolbox – data collection platform for development sector</a>	
		<a href="#">Poverty Probability Index (PPI)</a>	
	<a href="#">Society for Nonprofits–Balanced Scorecard Explained</a>		
	<a href="#">Health Compass</a>		

Stage	Methods	Description	Source
Measure (cont.)	Feedback	Use of participant feedback to be more responsive to the people the program aims to serve.	Acumen: <a href="#">Lean Data</a>   <a href="#">Field guide</a> ●
			<a href="#">60 Decibels</a> ●
			<a href="#">Business for Social Responsibility</a>   <a href="#">Participatory Learning and Action Toolkit</a>
			<a href="#">Feedback Labs</a> ●
Analyse	Capacity Assessment for Organizations	Approaches to assessing organizational capacity, and conducting formative and developmental evaluation.	<a href="#">Keystone Accountability – Constituent Voice</a>
			<a href="#">Institute of Development Studies (IDS)–Participatory Methods</a>
			<a href="#">Better Evaluation – Developmental Evaluation</a>
			Bolder Advocacy: <a href="#">Advocacy Capacity Tool (ACT!)</a>   <a href="#">Tool library</a> ●
	Attribution-Based Evaluation	Methods for assessing the impact of an intervention by comparing outcomes in a group that receives a treatment to a control or comparison group.	<a href="#">FSG–Developmental Evaluation</a>
			<a href="#">Performance Imperative – Performance Practice</a>
			<a href="#">The National Council of Nonprofits</a> ●
			<a href="#">Abdul Latif Jameel Poverty Action Lab (J-PAL), MIT</a> ●
	Contribution-Based Evaluation	Methods for assessing impact when the intervention or setting is complex, such that causal pathways cannot be isolated and a control group cannot be established.	<a href="#">Innovations for Poverty Action</a>
			<a href="#">International Initiative for Impact Evaluation</a>
			<a href="#">UNICEF Office of Research</a> ●
			World Bank Group and Inter-American Development Bank <a href="#">Research</a>   <a href="#">Impact evaluation</a>
			Better Evaluation: <a href="#">Outcome Harvesting</a>   <a href="#">Process Tracing</a>   <a href="#">Contribution Analysis</a>
			Center for Evaluation Innovation: <a href="#">Contribution Analysis</a>   <a href="#">Advocacy Strategy Framework</a>
			<a href="#">Centre for Development Studies: Qualitative Impact Assessment Protocol (QUIP)</a> ●
			<a href="#">Practical Action, Attributing Development Impact Book (2019)</a> ●

Stage	Methods	Description	Source
Analyse (cont.)	Contribution-Based Evaluation (cont.)		<a href="#">International Initiative for Impact Evaluation: Evaluating Advocacy</a>
			<a href="#">Most Significant Changes</a> ●
			<a href="#">Outcome Harvesting</a>
			<a href="#">Outcome Mapping Learning Community</a>
Communi- cate	Storytelling and narrative frameworks and methods.	Tools and methods for cam- paigns and strategies to influen- ce narrative change.	<a href="#">W.k. Kellogg Foundation - narrative change</a> ●
			<a href="#">Rockefeller Foundation</a> ●
			<a href="#">Digital Storytellers</a> ●
			<a href="#">Demos Action - race-class narrative methodology</a> ●
Data/ Statistics	Sources of national statistics and global statistic.		SSB: <a href="#">Data til forskning</a>   <a href="#">Helseforhold</a>   <a href="#">KOSTRA nøkkeltall</a> ●
			<a href="#">Ung Data</a> ●
			<a href="#">Our World in Data</a> ●



# Appendixes

# Appendix 1 – Glossary

Term	Description	Additional comment
Accountability	Responsibility for effective and efficient performance.	
Activity	The processes or actions that produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.	Peer-support group, 16 day course, 1-2-1 advisory service
Approach	Approaches are methodologies or guides relating to impact measurement. Rather than a specific scale or measurement tool, an approach frames the analysis or actions being taken in practice.	Social Return on Investment, Social
Assumption	Thing that is accepted as true or as certain to happen, without proof.	
Attribution	To ascribe a causal link between observed (or expected to be observed) changes and a specific intervention. Most definitions of impact include the notion of attribution. Instead of seeking to prove a causal link between action and an effect beyond any doubt, it is often more honest and realistic to speak of a plausible association.	In light of the multiple factors influencing school drop-out rates, the intervention made a noticeable contribution to a 30% reduction in drop-out rates between 2018-2020.
Baseline	The initial information collected about the condition or performance of subjects prior to the implementation of an intervention or program, against which progress can be compared at strategic points during and at completion of the program.	
Benchmark	A benchmark (noun): A standard or point of reference against which things may be compared.	To benchmark (verb): Evaluate (something) in comparison to a standard
Beneficiary	The intended recipients of an outcome. Beneficiaries are a sub-group of stakeholders.	Recipients of life-skills training

Term	Description	Additional comment
Context	The circumstances that form the setting for an event, statement, or idea – in which it can be fully understood.	
Cost-benefit analysis (CBA)	A CBA measures the benefits (tangible and in-tangible) and costs of a program (direct and indirect). These costs and benefits are all translated into a financial value.	SROI – is a type of cost-benefit analysis. For a DIY guide see NEF report (2007)
Effectiveness	The extent to which an intervention attains its major relevant objectives / results.	
Efficacy	The ability to produce a desired or intended result.	
Efficiency	A measure of how economically resources/inputs (funds, expertise, time etc.) are used to achieve results	
Enablers	The factors that make something possible.	
Impact	Outcomes (–) what would have happened anyway.	
Indicator	Thing that shows the level or state of something.	
Input	Things you need.	
Logic model	A visual representation of how your program works – a “picture” of your program. A Logic Model includes what you put into your program (resources), what you do (activities), and what you plan to achieve (outputs and outcomes).	
Output	Direct results (often numerical). for example the number of children attending afterschool classes.	
Outcome	The change made over time to address the need(s) you have identified.	Change in levels of income, Change in self-esteem, Improved health, New skills

Term	Description	Additional comment
Outcome framework	An outcome framework is a set of outcomes that has been published to promote consistency of impact measurement. These outcomes may be mapped against stakeholder group, domain or organisational goal. Outcome frameworks are generally published to help one or more organisations be consistent in their reporting of outcomes. Some outcome frameworks include measures for each outcome.	The Global Goals for Sustainable Development
Proxy	Something or someone used to represent something or someone else (usually a person or a value). In economic analyses, such as an SROI, it is an estimation of a financial value where it is not possible to know the exact value.	
Qualitative data	Seeks to understand how the world is understood, interpreted and experienced by individuals, groups and organisations (usually through the eyes of people being studied and in natural settings). It unpacks the 'why', it is often richly description, flexible, relative and subjective. Qualitative data is usually text or narrative.	
Quantitative data	Seeks to explain something by using numerical data: how many, much, often; change etc. They are highly structured and based on theory/evidence and usually objective, but can also capture subjective responses (e.g. attitudes, feelings etc.). They provide findings that can often be generalised and are conducted in artificial settings.	
Social Return on Investment remain in English	SROI is an approach to assign a monetary value to the social, economic and environmental outcomes created by an activity or an organisation. It is based on a set of principles that are applied within a framework.	
Stakeholders	Any group or individual who can affect, or is affected by, an organisation or its activities. Also, any individual or group that can help define value propositions for the organisation.	People with long term mental health conditions

Term	Description	Additional comment
Social value	Refers to social, non-financial impacts of programmes, organisations and interventions, including for example the well-being of individuals and communities, social capital and the environment.	
Tool	<p>A tool is a platform or resource designed to support impact data collection or analysis. This could be further defined as tools that do the following:</p> <ul style="list-style-type: none"> <li>a) provide the ability to collect information directly from stakeholders</li> <li>b) provide benchmark information</li> <li>c) store, visualise and analyse impact data</li> <li>d) case management systems</li> <li>e) diagnostic self-assessment</li> </ul>	Data Labs, Sinzer, SROI Self-Assessment Tool
Validated	A measure is validated when it has undergone a process of verification or testing to determine its accuracy. Validation may be undertaken by the original authors/publishers as part of the development of a measure, or conducted at a later date by a third party.	

# Appendix 2 – Social Taxonomy

Source: [Big Society Capital Outcomes Matrix](#)

Examples of outcomes which would fall within outcome groups		
Outcome Groups	Example of change at the individual level	Example of change at the Community, Sector & Society level
Employment, training and education	The person is in suitable employment, education, training or caring work.	Jobs, education and training opportunities are available for everyone.
Housing and local facilities	The person has a suitable and secure place to live, affordable utilities and access to local facilities and transport.	Investment and availability of different forms of tenure ensure that all housing needs can be met now and in the future.
Income and financial inclusion	The person has sufficient income to meet their essential needs and access to suitable financial products and services.	Everyone reaches an optimum level of income for health and well-being, and income differentials support social cohesion.
Physical health	The person looks after their health as well as possible. The person recovers as quickly as possible, or if recovery is not possible, their health and quality of life are maximised.	Good general physical health across the population.
Mental health and wellbeing	The person has a sense of well-being. Those who experience mental illness recover where possible and lead a positive and fulfilling life even if symptoms remain.	Good mental well-being and life satisfaction across the population.
Family, friends and relationships	The person has appositive social network that provides love, belonging and emotional practical support.	A society that supports and encourages families and/or good personal relationships.
Citizenship and community	The person lives in confi-dence and safety, and free from crime and disorder. The person acts as a responsible and active citizen and feels part of a community.	Stronger, active, more engaged communities.
Arts, heritage, sports and faith	The person finds meaning, enjoyment, self-expression and affiliation through in-ormed participation in the arts, sport and/or faith.	A thriving cultural landscape with high levels of participation and engagement.
Conservation of the natural environment	The person has an appreciation of the natural environment and plays their part in protecting it, including reducing their carbon footprint.	The natural environment is protected for the benefit of people, plants and animals and habitats, today and in the future.

## Appendix 3 – Practical resources

Downloadable Tools and Resources for Outcomes and Indicators: [Impact InFocus Consulting](#), accessed 12/2021. (Updated by Tøyen Unlimited 2022)

Resource	Description	Useful for ...
<a href="#">Big Society Capital outcomes matrix</a>	<p>Big Society Capital is targeted at the social investment sector. The outcomes matrix provides a bank of outcomes and their associated indicators at individual, community and society level.</p> <p>Topics covered include employment, training and education; housing and local facilities; income and financial inclusion; physical health; mental health and well-being; family, friends and relationships; citizenship and community; arts, heritage, sport and faith and; conservation.</p>	Applicable to a wide range of organisations engaged in a variety of social impact areas
<a href="#">Big Lottery wellbeing evaluation</a>  <a href="#">Alternative link</a>	<p>The Big Lottery Fund (UK) well-being programme is based on a variety of indicators including anxiety levels, life satisfaction scores, confidence with healthy food and physical activity levels. Their site contains details of the evaluation of this programme (by CLES and NEF), including a methodology paper and model questionnaires. The Big Lottery Fund also has a good practice guide for monitoring wellbeing which explains the Warwick Edinburgh Mental Well-Being Scale (WEMWS) and how this can be used.</p>	Any organisation looking to measure personal well-being
<a href="#">BOND Network</a>	<p>The BOND Impact Builder is a bank of standardised outcomes, indicators and data collection tools (developed by over 100 UK based NGOs), which span a very broad variety of social impact topics and approaches.</p> <p>The site provides a user-friendly custom filter that allows the user to narrow their search by sector, strategy and domain of change.</p>	Applicable to a wide range of organisations engaged in a variety of social impact areas
<a href="#">Charities Evaluation Services</a>	<p>Charity Evaluation Services (part of NCVO – The National Council for Voluntary Organisations) is a UK based organisation which is focused on providing support and resources on evaluation best-practice.</p> <p>Their free resources include detailed publications on a broad range of topics including creating indicators, benchmarking, setting and using indicators.</p>	Targeted at voluntary organisations but resources are widely applicable to impact-driven organisations

Resource	Description	Useful for ...
<a href="#">The Global Exchange</a>	<p>The Global Learning Exchange is an open source database of outcomes, indicators, values and stakeholders aimed at facilitating consistency and transparency in value measurement.</p> <p>The site provides a useful bank of outcome chains (valuations) and indicators across a wide range of impact areas including: arts, heritage; citizenship and community; employment, training and education; relationships; housing; financial inclusion; mental and physical health and well-being.</p> <p>As it is a learning exchange platform, organisations can also contribute to the indicator and outcome banks.</p>	<p>Applicable to a wide range of organisations engaged in a variety of social impact areas</p>
<a href="#">Innovation Network's Point K</a>	<p>Innovation Network's Point K Learning centre provides a range of resources and tools focused on organisational performance and evaluation. Users must register, however, registration is free.</p>	<p>Applicable to a wide range of organisations engaged in a variety of social impact areas looking to evaluate their organisational performance</p>
<a href="#">International Physical Activity Questionnaire</a>	<p>The International Physical Activity Questionnaire is a publicly available, open access tool for measuring physical activity. The site includes both the questionnaire itself (in various languages) and the scoring protocol as a user guide and information about how to adapt the tool to fit the cultural context in which it is to be used.</p>	<p>Organisations working with sports/ physical activity</p>
<a href="#">Inspiring Impact programme – resource page</a>	<p>The Inspiring Impact Hub is a page dedicated to resources and tools focused on impact measurement. The “specific impact and outcome measures” section contains a variety of outcome frameworks, indicators and tools from various organisations targeting a variety of social issues and working with a range of target beneficiaries.</p>	<p>Applicable to a wide range of organisations engaged in a variety of social impact areas</p>
<a href="#">NESTA Evaluation Toolkit</a>	<p>The toolkit is designed to support delivery organisations, developers and providers to consider the best ways to evaluate online learning interventions designed to support adults to build skills that support their careers. Through a collection of case studies, checklists, templates and question banks, this toolkit provides advice on how to evaluate interventions with a step-by-step guide to developing realistic, proportionate and high quality plans for an evaluation.</p>	<p>For adult learning and career change programmes</p>



Resource	Description	Useful for ...
<a href="#">New Philanthropy Capital (NPC)</a>	The NPC website contains various publications on the issue of impact measurement and tools for NGOs and Social enterprises such as 'mapping outcomes for social investment', which contains an indicator bank spanning topics including housing, education, employment, health, well-being, safety and conservation. Another key resource available on the site is the Wellbeing Measure, which covers eight outcomes (+associated indicators) of wellbeing (for 11-16 year olds) – self esteem, emotional well-being, resilience, satisfaction with friends, satisfaction with family, satisfaction with community, satisfaction with school, life satisfaction.	Resources for both NGOs and Social Enterprises
<a href="#">NPC (Jet Pack)</a>	NPC's Journey to Employment (JET) framework is designed to help organisations working in youth employability to understand and measure their impact.	Organisations working with youth training, employability and employment
<a href="#">ONS UK question details</a>	The Office for National Statistics (UK) collects national and regional data relating to the economy, population and society at national, regional and local levels.  One area of particular interest is their well-being indicator FAQs, which provides detailed advice and guidance on how to measure well-being, including details of the ONS 4 question well-being scale.	Any organisation looking to measure personal well-being
<a href="#">Sustainable Development Goals SDGs Indicator Database</a>	This platform provides access to the SDG goals and their indicators. It also details how data collected on the indicators should be disaggregated.	All organisations that align their work with the Sustainable Development Goals
<a href="#">Social Value UK</a>	Social Value UK provides models, principles and guides on Social Return On Investment (SROI) and associated impact measurement topics.  The site contains a number of free downloadable publications, case studies and resources covering topics such as stakeholder involvement, impact mapping and measuring social value for social enterprises. One resource of particular is a guidance document on choosing outcome indicators.	Targeted at organisations employing a SROI approach/ method, however, certain resources are applicable to impact-driven organisations in general

Resource	Description	Useful for ...
<a href="#">TRASl database of best practice</a>	<p>TRASl (Tools and Resources for Assessing Social Impact) is provided by Foundation Center (USA). The database contains many ready-to-use measurement tools, approaches and best practice publications sourced from a wide variety of organisations.</p> <p>The database includes tools and resources focused on a range of topics for a variety of impact-driven organisations including social enterprises, micro credit agencies, not-for-profits and funders.</p>	Guidance on choosing outcome indicators
<a href="#">Urban Institute (USA)</a>	The Outcome Indicators Project (developed by the Urban Institute and the Center for What Works) includes an outcome framework (with indicator sources) and a catalogue of outcomes and outcome indicators and data collection strategies for each area.	
<a href="#">World Bank Group Indicator Bank</a>	The world bank group is one of the world's largest sources of funding and knowledge for developing countries. Its five institutions share a commitment to reducing poverty, increasing shared prosperity, and promoting sustainable development. Their indicator bank has indicators across a range of social issues such as education, gender and health.	Applicable to a wide range of organisations engaged in a variety of social impact areas

## Further reading

- Overview of outcomes-based contracting (public service procurement), impact bonds and outcomes funds: <https://golab.bsg.ox.ac.uk/>
- Practical tools and tips for non-profits by non-profits, Blue Avocado, Magazine by Non-profits Insurance Alliance, USA <https://blueavocado.org/>
- Pioneers Post, the Social Enterprise Magazine, UK <https://www.pioneerspost.com/>
- Articles discussing the essentials for social innovation – from an academic perspective for practitioners. Most are 10-minute reads. A starter kit for leaders of change beginning to explore social innovation (2007 -2010). [https://ssir.org/articles/category/essentials\\_social\\_innovation](https://ssir.org/articles/category/essentials_social_innovation)