Activity: Theory of Change Fill-in-the-Blanks

General statement about what your program involves and what you want to achieve from it:

We *provide/ conduct/ teach (activity/s)*:

in order to *achieve/ encourage/ produce (agency/ program goal)*:

Specific statement about what your program involves and the type of outputs, units, or things that are produced from it:

By *providing/ conducting/ teaching (activity/s)*:

we can immediately calculate or count *(unit or output/s)*:

over the course of the program.

Specific statement about the resulting condition, attitude, or behavior change attributed to your program and the overall goal to which such changes relate.

Moreover, we anticipate the program will result in *(change in condition, attitude, behavior)*:

that will lead to *(long-term change in condition, attitude, behavior)*:

which demonstrates *achievement of (agency/program goal)*:

Activity: Collect and Store Data

Please turn to your partner and discuss the methods you use to collect information on your metrics. If time allows, please share the strengths and opportunities of those data collection methods. For example: the percentage of the participants you collect information for (*coverage* and *response rate*), whether the data collected captures an *output* or an *outcome,* etc.

RESOURCES

Measuring Impact: Subject paper of the Impact Measurement Working Group (2014) by the Social Impact Investment Taskforce.
Seven step best practice guidelines for impact measurement. Though these guidelines are written by and for investors, they are equally valuable for investees. They are based on the fundamental principle that impact measurement should help impact organizations manage performance, learn, improve outcomes, and hold themselves accountable to those they aim to serve.
http://www.socialimpactinvestment.org/reports/Measuring%20Impact%20WG%20paper%20FINAL.pdf

Inspiring Impact: The Code of Good Impact Practice (2013) by NCVO and Inspiring Impact
A short, accessible guide that sets out a cycle of impact practice and a series of eight high level principles to follow:
1. Take responsibility for impact and encourage others to do so too.
2. Focus on purpose.
3. Involve others in your impact practice.
4. Apply proportionate and appropriate methods and resources.
5. Consider the full range of the difference you actually make.
6. Be honest and open.
7. Be willing to change and act on what you find.
8. Actively share your impact plans, methods, findings and learning.

Each principle includes a brief description of how your impact practice would look if you were applying the principle, an explanation of why it is important and some ideas about how to implement it.
http://inspiringimpact.org/wp-content/uploads/2013/04/Code-of-Good-Impact-Practice.pdf?Downloadchecked=true

Logic Model Workbook by Innovation Network
A do-it-yourself guide to the concepts and use of the logic model. It describes the steps necessary for you to create logic models for your own programs. This process may take anywhere from an hour to several hours or even days, depending on the complexity of the program.
http://www.innonet.org/client_docs/File/logic_model_workbook.pdf

The Road to Result (2009) by the World Bank
This evaluation guide delves into the broad categories of evaluation design and what each of them entails. (chapter 7) The book was designed as a resource for international development evaluation, but it contains suggestions on evaluation methodology that can be used more broadly. The sections on evaluation questions, data collection strategies and presentation of results are particularly useful.
https://openknowledge.worldbank.org/bitstream/handle/10986/2699/526780PUB0Road101Official0Use0Only1.pdf?sequence=1

**Center for Global Development: List of Impact Evaluation Databases**
When choosing an evaluation design, it is always useful to look at what has been done already. There are several impact evaluation databases where evaluators can find useful examples and results to inform the evaluation plan process.
http://www.cgdev.org/page/list-impact-evaluation-databases

TOOLS

Excel (with Add-In Analysis ToolPak): You can use excel for many statistical analyses, avoiding the need for expensive stats packages in most cases. In Excel, go to 'File', 'Options', 'Add-Ins' and select 'Analysis TookPak'.
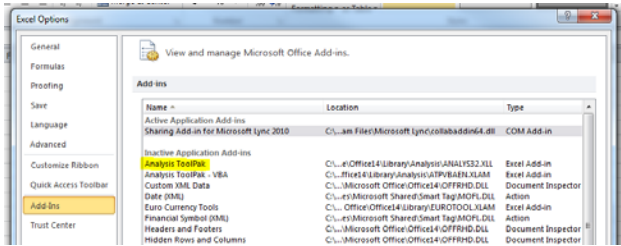
Surveygizmo: An inexpensive survey software, offering a wide range of question options and reporting capabilities.

Dedoose: A cross-platform app for analyzing qualitative and mixed methods research with text, photos, audios, videos and more. It is particularly useful for analyzing interviews and focus groups through coding and recurring themes.

UCINet: A software package for the analysis of social network data.

Gephi: An open-source interactive visualization and exploration platform for networks and complex systems, creating dynamic and hierarchical graphs.

Tagul: An online word cloud generator that enables you to create word cloud art with ease, you can manually enter the frequency of certain word or phrases for a visual display of qualitative evidence.

Piktochart: An inexpensive infographic maker to present data in an user-friendly manner, with multiple reporting options.

STAY IN TOUCH

Google group

We have set up a google group called 'Learning for Impact'. This online group is a place for building and sharing experience and good practices. We welcome workshop participants and any other evaluation practitioners interested in building skills around impact evaluation. Go to https://groups.google.com/ and search 'Learning for Impact', or follow this link: https://groups.google.com/forum/#!forum/learning-for-impact. Feel free to email Suzanne if you need help accessing this space.

Nadia Sabat Bass: Data Analyst and Research Associate, nbass@neighborhood-centers.org, +1 713-669-5288

"I have worked extensively in academic research and education and I currently develop annual reports for Neighborhood Centers as well as design and analyze program evaluation and collaborate in the our agency-wide social impact study. I have developed a comprehensive program evaluation for a Houston-based non-profit that works to fight and prevent human trafficking and I have collaborated in an evaluation of the use of aid information tools in development agencies. I have participated in research projects focused on social policy and public accountability issues, among them a meta-analysis of cash transfer program evaluations in Latin America My experience in evaluation also expands to education and workforce programs and the effective use of outcomes measures in decision-making. I have a MA in Global Policy Studies with a specialization in international development from the University of Texas at Austin and a BA in Philosophy from the National University of Cordoba, Argentina. Please see my Linked In profile for more information: https://www.linkedin.com/in/nadia-sabat-bass-21998aa3?trk=hp-identity-name"

Will Landon: Evaluation Manager, wlandon@neighborhood-centers.org, +1 713-669-5260

Background and expertise in experimental psychology and statistical and research methods: Cognitive Psychology PhD and MS with minors in Quantitative Psychology and Industrial/ Organizational Psychology from University of Oklahoma in Norman; Prior work as data analyst (2014-2015); Full-time lecturer in the Department of Psychology at University of Tennessee in Knoxville (2013-2014); Graduate researcher at University of Oklahoma (2008-2013). Presentation experience: Developed and presented Data and Evaluation workshop at Neighborhood Centers; Conference poster presentation and workshop facilitator at international conferences such as Psychonomics and Society for Teaching Psychology Annual Conference on Teaching. Experience; Guest lecturer at University of Oklahoma, University of Tennessee, and Rice University.

Suzanne Vaughan: Strategic Research & Partnerships Advisor, svaughan@neighborhood-centers.org, +1 713-669-5367, @suzannevee

"I have six years' experience teaching research and evaluation methods at undergraduate and postgraduate level, and am responsible for the ongoing development of the social impact measurement strategy at Neighborhood Centers. I have experience of undertaking evaluation in education, health care, and workforce development. I also have considerable experience of facilitating engaging activities to support experiential learning and in supporting online communities of practice and national learning collaboratives. Please see my Linked In profile for more information: https://www.linkedin.com/in/suzannev. I have presented and lead workshops at a wide range of international conferences, such as the Association for the Study of Medical Education's annual scientific meetings, the British Sociological Association annual conference, and the UK Social Networks conference."

IMPACT MEASUREMENT CHECKLIST

SET GOALS
- ☐ Define your impact logic model and/or define a theory of change (ToC); ensure your approach is proportionate, in terms of strategy and resources, to the impact it intends to create
- ☐ Identify key stakeholders and determine accountability across the ToC
- ☐ Identify any positive (or negative) changes on the community that result from your planned activities—involve appropriate stakeholders in gaining this understanding
- ☐ Decide which changes will be disclosed to key stakeholders, to other users of the information, and for the subject matter
- ☐ Define your strategic goals; ensure that these goals are aligned with stakeholder considerations, including your organizational strategy and operational
- ☐ Be specific about whether goals are to be achieved at the system or program level
- ☐ Involve stakeholders in identifying any risks to achieving stated goals and communicate these risks to stakeholders

DEVELOP FRAMEWORK & SELECT METRICS
- ☐ Develop a logical framework for impact measurement that is based on goals, assesses both positive and negative impacts, and informs sound analysis and data organization
- ☐ Select meaningful metrics that align to community goals; engage stakeholders to ensure that metrics make sense to them
- ☐ Set appropriate baseline and/or counterfactual metrics as feasible

COLLECT & STORE DATA
- ☐ Collect data in a timely and systematic manner; store and safeguard data appropriately
- ☐ Ensure data requests align with your organization's day-to-day operational processes and are complementary to implementers' information needs
- ☐ Ensure data completeness and quality throughout

VALIDATE DATA
- ☐ Check data for completeness, quality, and integrity, and engage key stakeholders in doing so to ensure joint accountability
- ☐ Integrate peer review and assurance services where measurement goals require greater levels of validation (e.g., as is the case in payment for success structures)

ANALYZE DATA
- ☐ Use organization-wide, systemic methods of both quantitative and qualitative data analysis
- ☐ Ensure analysis is designed to inform decision-making and reporting
- ☐ Analyze data to assess progress towards the strategic goals, including the level of contribution or attribution where relevant and feasible
- ☐ Identify data that, once analyzed, ends up irrelevant for decision-making and learning, and adjust collection methods as appropriate
- ☐ Compare data against a baseline, the counterfactual, or a benchmark where possible

REPORT DATA
- ☐ Report agreed upon material data regularly, and provide clarity on areas where implementers and other stakeholders are accountable for results
- ☐ Be transparent and balanced in reporting about progress towards goals, results, and learning; include positive and negative results
- ☐ Follow a recognized and generally-accepted structure and format for data reporting where appropriate and feasible
- ☐ Cite common metrics languages, frameworks, and methodologies used as applicable
- ☐ Clearly state assumptions made, proxies used, and data sources drawn upon

MAKE DATA-DRIVEN INVESTMENT MANAGEMENT DECISIONS
- ☐ Integrate impact metrics into core decision-making processes and tools (e.g., build into existing performance management dashboards and/or Executive Team agenda items)
- ☐ Clarify linkages between impact metrics and management decisions to optimize data-driven decision making
- ☐ Use the impact measurement process, and data collected from it, to inform ongoing management and decisions (recognizing that decisions, by nature will be based on more than impact data alone, and will involve trade-offs between stakeholders and goals)
- ☐ Review and adjust goals as appropriate

Adapted from: Impact Measurement Working Group (2014)
Measuring Impact: Guidelines for Good Impact Practice.
http://apsocialfinance.com/wp-content/uploads/2014/11/GIIN_impact_measurement_guidelines.pdf

6

People Transforming Communities
FOR GOOD.
neighborhood-centers.org

Program: _____

Long-term OUTCOMES

Intermediate OUTCOMES

Initial OUTCOMES

OUTPUTS

ACTIVITIES:

INPUTS:

The Outcome Zone™   Denise Caudill, DrPH