ACTIONABLE IMPACT MANAGEMENT

AIM VOLUME TWO | METRICS | ACTIVITY GUIDE

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SECOND OF A 4-PART SERIES OF EBOOKS,
ACTIONABLE IMPACT MANAGEMENT (AIM) VOLUME TWO: METRICS
IS DESIGNED TO HELP YOUR ORGANIZATION DEFINE THE METRICS TO
MEASURE WHAT MATTERS

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SoPact is a social enterprise in the San Francisco Bay area that strives to bring technology expertise to the social sector. SoPact brought its knowledge of accessible technology tools that support operations processes around impact data. Contributing team members include Rachel Dodd, Lorena Rodríguez, and Unmesh Sheth.

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The Asia Pacific Social Impact Centre (APSIC) is the University of Melbourne's hub for education, research, and action in the field of social impact. APSIC researchers Dr. Krzysztof Dembek and Dr. Jodi York co-authored this report and contributed their expertise of impact measurement process and best practice to this guidebook.

ACTIONABLE IMPACT MANAGEMENT

AN INTRODUCTION TO THE FRAMEWORK

What it is

Actionable Impact Management (AIM) is an open source framework for defining an internal organizational method for establishing an enduring data-oriented/outcome-oriented impact measurement process. AIM's objective is to outline a roadmap for your organization to follow in the hopes to reaching a point where you are able to more accurately and effectively communicate your impact to multiple stakeholders.

By Impact Management, we refer to an organization's ability to define an impact framework that is practical and enduring and translate insights through effective communication on impact via your website, reports, content generation, etc.

This guide is designed for functionality and accessibility of content, complete with instruction and activities to work through the process. In this volume, we convert the groundwork developed in AIM Volume One into sets of carefully crafted and well-defined metrics that measure what matters. By the end of this Volume, we will understand of the data needs behind our metrics. In 'Volume Three: Data' we will build solid plan for data collection, compilation, and analysis.

What it isn't

Actionable Impact Management is not intended for grant management or the monitoring of activities. This guide is not a deep-dive into the theoretical considerations of the processes but will reference additional resources for those that want to gain more substantial insights into any of the topic areas. Furthermore, AIM is not intended to be a one-size-fits-all practice.

ACTIONABLE IMPACT MANAGEMENT

FRAMEWORK STEPS

VOL. 1 GROUNDWORK

VISION, MISSION, & GOALS
PROGRAM STRUCTURE
THEORY OF CHANGE
MANAGING CHANGE

VOL. 2 METRICS

MEASURE WHAT MATTERS
STANDARD METRICS ALIGNMENT
METRICS DATA PIPELINE + TOOLS

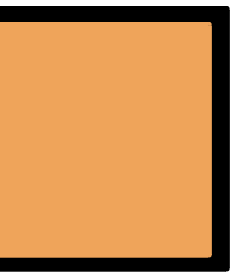
VOL. 3 DATA

DATA MANAGEMENT
DATA ANALYSIS
STRATEGIC PLANNING

VOL. 4 COMMUNICATION

REPORTING TYPES
BEST PRACTICES

VOL 2 | METRICS IN THIS VOLUME



MEASURE WHAT MATTERS

OVERVIEW
ACTIVITY

STANDARD METRICS ALIGNMENT

OVERVIEW
SUSTAINABLE DEVELOPMENT GOALS
DIRECTORY OF STANDARDS
ACTIVITY

SECURING ENDURING METRICS

OVERVIEW
ACTIVITY

METRICS DATA PIPELINE

OVERVIEW
DIRECTORY OF TOOLS
ACTIVITY

WORKSHEETS & GLOSSARY

METRICS

This is the second guidebook in the Actionable Impact Management 4-part series. The first, 'Volume One: Groundwork' covers the necessary pre-work to lay the infrastructure that your metrics selection process will rely on.

It's easy to measure the wrong things or unintentionally misrepresent the data. This Volume of Actionable Impact Management is designed to help your organization identify meaningful metrics and make sure they are well-defined so they might be accurate and enduring.

By measuring what matters, your organization is able to gain credibility with funders, donors, and public. Not to mention, the insights you will gather.

What we call a metrics set is a grouping of metrics organized around a specific program or activity. We recommend working your way through the entire process of defining one metrics set before moving on to the next.

If you have questions, concerns, insights as you work through the activities in this guide, we can stay in touch. Simply send your messages here.

NOTE: All activity worksheets from Volume Two: Metrics can be found compiled at the end of this guidebook as well as in this Excel sheet.

MEASURE WHAT MATTERS

What we measure is important because it shapes our approach to our intervention. If you are asked to report on number of education centers opened vs. the results on the students and community, you may prioritize the quantity of centers over the quality of experience. Likewise, we don't want to collect a ton of data just for the sake of it, we want to collect the right data. In this guidebook, we will place our central focus on your mission (according to the Theory of Change you completed in Volume One: Groundwork) while considering the following factors:

1. The effectiveness of your intervention
2. The audience
3. The balance between quantitative and qualitative analysis
4. Outcome-driven (results-oriented) analysis
5. Financial and logistical capacity to collect the data

FACTORS TO CONSIDER

1. The Effectiveness of your Intervention

Look back to your Theory of Change, your Vision, Mission, and Goals from Volume One: Groundwork. Are you doing what you claim to do? Your metrics should guide your intervention decisions and monitor the meaningful change resulting from them.

2. The Audience

There are two types of audiences to consider when selecting your metrics:

Internal Audience: Your impact story as told by the data is a powerful motivating force for your staff, and volunteers.

External Audience: Your beneficiaries, your funders, your board, the public - effective impact communication to these audiences looks different and serves different purposes.

By keeping these audiences in mind as we select our metrics, we will be better able to communicate our impact to them later. This is especially true of funders, when possible we want to communicate to them what we have found valuable to measure.

MEASURE WHAT MATTERS

3. Quantitative and Qualitative

The numbers are important, but in order to have a comprehensive and compelling depiction of your impact, you need to supplement it with stories, quotes, photos, drawings - anything that accurately portrays your impact story. This mix of qualitative and quantitative data creates a more comprehensive picture and helps build credibility.

4. Outcome-Driven Analysis

Outcomes are the results of your intervention. By grading your organization on its results rather than activities and inputs, you have a better understanding of the impact you are having. The activity on the following pages helps to ensure that you have an outcome-heavy metrics set. Keep in mind that your vision is a long-term one, and your true impact will be years in the making, so it may take time for collecting outcome data to fully understand whether and how you are moving things toward that vision.

5. Capacity for Measurement

When considering how realistic it is to capture data for any given metric, think about the following questions:

- Does your current infrastructure support data collection for this metric?
- If not, would the necessary changes be feasible?
- Is the collection of these data cost-effective?
- How important is this metric to your mission or funders?

REAL TALK: True Impact is Systemic Change

The systemic change sought by your Vision is a group effort. Collected over time, your outcomes are a key piece of a larger puzzle. They are needed to see systemic change happening over time.

MEASURE WHAT MATTERS ACTIVITY

This activity calls for you to move possible metric-by-metric to help you thoughtfully decide which metrics are worth measuring and which ones are not worth measuring at this time.

STAFF	Programs and Grants Departments
MATERIALS	One Measure What Matters worksheet per metric and your Theory of Change from Volume One
TIME	3 to 10 minutes per metric
OUTCOME	A list of meaningful draft metrics that are realistic to measure

*Get a soft copy of this activity worksheet here

Step One | Pick a Program

Go back to Volume One. Observe how you organized your organization's activities by 'program' - this is how you will organize your metrics sets. Select the Program you will start with and find its Theory of Change.

Step Two | Pick out the Outcomes and Outputs

Highlight the most important outcomes and outputs on your Theory of Change. Of those highlighted, go outcome by outcome, output by output, writing a draft metric for each.

Step Three | Measure What Matters Worksheet

Write these drafts down on the following page (Measure What Matters) and go down the list of questions in order to determine if the metric is worth keeping.

Step Four | Final Selection

Keep all of the metrics that you have deemed important to measure. Read over them to see if there are any gaps.

MEASURE WHAT MATTERS WORKSHEET

Draft Metric Definition Refer back to the Outcomes and Outputs in your Theory of Change

Mission Critical? Aligned to your Mission Statement?	
Realistic to Measure? Will this metric be logistically manageable? Is it cost-effective?	
Already being Measured? Are you already collecting data for this metric? Or is this data already collected and accessible?	
Reason for Measuring Is this for your own measurement needs or to report to an external entity?	
Outcome Metric? Is this metric measuring the results of your intervention (rather than activities)?	
Worth Measuring? Based on the information above, is there a strong case for this metric?	**YES** Keep Going **NO** Hold onto the metric for future or find a proxy metric

Notes

STANDARD METRICS ALIGNMENT

What are Standard Metrics?

Standard metrics are sets of metrics created by organizations (typically nonprofits and international agencies) that are dedicated to improving the effectiveness of measurement in the social sector.

Why Align to a Standard?

A good metric is challenging to write. There are two key reasons to align to existing standards:

Reason One

You're communicating your impact to a particular audience (within a particular field).

Think of standards as languages for communicating with particular audiences (including your funding source(s)). The following page outlines some of the languages, but for example, if you need to communicate your impact to impact investors, 80 percent are likely to use IRIS metrics. There are lots of other languages as well: nonprofit languages, sustainability languages, environment languages, women's empowerment languages, etc.

Reason Two

You want to learn the best practices for writing metrics.

Extensive research and development has already been completed. Even if you end up tweaking the standard to fit your needs, there are lessons you can learn from the standards catalogues.

STANDARD METRICS ALIGNMENT

Adapting Standards

While standard metrics are carefully worded by impact thought leaders, there is no one-size-fits-all to impact measurement. It might be the case that you identify a metric that is pertinent (aligned to one of your draft metrics), but with a few alterations, could better meet your needs. By tweaking that metric (documenting exactly how you've altered the base metric in your records), you can benefit from the research done to craft that careful wording, and help it better reflect the outcome of your intervention.

Custom Metrics

Unfortunately, you will find that there are very few outcome (results) metrics amongst the standards. It might be the case that you are unable to find any standards that reflect your draft outcome metrics. In that case, you can still benefit from the standards by replicating the language when crafting your own metric.

READ THIS IF YOU'RE NOT ALIGNING TO STANDARDS

Even if you aren't going to align to standards, don't skip over the activity portion of this section. We will use this exercise to iterate and finalize our draft metrics.

STANDARD METRICS ALIGNMENT

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations (UN) Sustainable Development Goals (SDGs), also referred to as The 2030 Agenda for Sustainable Development, is a set of 17 Global Goals, 169 associated targets, and 230 individual indicators. This international collaboration between 193 UN Member States and global organizations and agencies is outlined in the UN Resolution A/RES/70/1 established in September 2015.

The SDGs are seen as a step towards international collective impact efforts, focusing and guiding the interventions of humanitarian efforts around the globe.

"We don't have plan B because there is no planet B."
- United Nations Secretary-General, Ban Ki-moon

STANDARD METRICS ALIGNMENT

Aligning to the SDGs

Many in the impact space are orienting to the United Nations (UN) Sustainable Development Goals (SDGs) with the hope that convergence will make everyone better able to have a positive impact by explicitly working toward the same goals. What's more, the SDGs are the result of years of international negotiation, so while they might be refined over time, the SDGs are here to stay. So it is worth looking towards aligning with them sooner rather than later.

Of course, with such a global reach, there are some contextual considerations. While a global vision is important, context and the unique nature of your operations and environment cannot be compromised. It is important to take the granular details of your particular operating atmosphere into consideration when crafting outcome metrics.

So while it is useful for you to align with the targets set by the United Nations, understand the how your operations' contribute to those targets. This means that you will need metrics that reflect your organization's immediate outcomes and outputs within the appropriate scope and scale, and a clear line of sight from those organizational outcomes to the larger SDG target. If the SDG indicators don't suffice, you can also borrow metrics from other standards to complement them.

Overall, the most important thing is to make sure that the metrics and indicators that you choose maintain the integrity of your results and reflect your context. If you find that you are working on a more local need, such as the use of arts and culture to foster children's development, then don't try to force yourself to align to the Sustainable Development Goals. The language of the SDGs is a great platform to match impact investors with the causes they believe in, but not aligning to the SDGs doesn't make your organization's work less relevant. You can always find funders eager to support your cause.

STANDARD METRICS ALIGNMENT

SECTOR-SPECIFIC TOOLS FOR ORGANIZATIONAL ALIGNMENT

General

Global Value Toolkit is an EU-funded research projects addressing the measurement and management of business impacts on global sustainable development. Their catalog offers more than 200 frameworks and measurement resources aligned to SDGs.

Sustainability

Global Reporting Initiative (GRI) is dedicated to sustainability reporting, transforming it from a niche practice to one now adopted by a growing majority of organizations.

"GRI's Sustainability Reporting Standards are foundational to this success. With thousands of reporters in over 90 countries, GRI provides the world's most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters. In fact, 92% of the world's largest 250 corporations report on their sustainability performance."

GRI recently linked its sustainability indicators to the SDG indicators in this SDG Compass. This guide allows those reporting on sustainability to participate in the global dialogue around the Sustainable Development Goals.

STANDARD METRICS ALIGNMENT

SECTOR-SPECIFIC TOOLS FOR ORGANIZATIONAL ALIGNMENT

Impact Investing

Toniic is the global action community for impact investors.

Their alignment strategy for the SDGs is a hybrid approach that fuses the Goals outlined in the SDGs with IRIS indicators.

Toniic's hybrid approach is followed in their new T100 Project a tool for impact investors to converge around the SDGs while adhering to the context of their unique activities, environment, and investment requirements. IRIS is widely used amongst the impact investing community. The decision to link IRIS indicators with SDG Goals and Targets was to join two compatible worlds: global impact convergence & impact investment.

STANDARD METRICS ALIGNMENT: DIRECTORY

Global Goals and International Aid

United Nations Sustainable Development Goals (SDGs)
The World Bank
Impact Builder by Bond

Nonprofits

Guidestar

Community Foundations

Robin Hood Foundation

Impact Investors

IRIS

Sustainability

Global Reporting Initiative (GRI)
UNEP Sustainability Metrics
SASB

STANDARD METRICS ALIGNMENT: DIRECTORY

Poverty

Progress out of Poverty Index (PPI)

Health and Wellness

HP2020
IRIS + CHMI
Access to Medicines Index

Education

OECD

Water, Sanitation, and Hygiene (WASH)

USAID
UNICEF

Food Security

Access to Nutrition Index

STANDARD METRICS ALIGNMENT ACTIVITY

It's time to finalize your metrics definitions.

STAFF	Programs and Grants Departments
MATERIALS	One Measure What Matters worksheet per metric and your Theory of Change from Volume One
TIME	3 to 10 minutes per metric
OUTCOME	A list of meaningful draft metrics that are realistic to measure

*Get a soft copy of this activity worksheet here

Step One | List your Draft Metrics

On the left-hand side of the worksheet, list out the draft metrics that you have decided are worth measuring. Keep them organized by program.

Step Two | Search

Search the catalogue of the standard you wish to align with, and identify a standard metric that works for this draft metric. Once one is chosen, write down which standard it is and the number or reference given to it. If you can't find a standard, search other catalogues or create a custom metric.

Step Three | Tweak (Standards & Custom)

Iterate the language to make sure it meets the unique needs of your organization's context and scope.

STANDARD METRICS ALIGNMENT WORKSHEET

Program:

Draft Metric Definition	Standard Metric Definition OR Custom Metric Final Definition
	If Standard, list which
	If Standard, list which
	If Standard, list which
	If Standard, list which

RECAP

You created a draft list of metrics that are outcome/output-oriented

You finalized your list of metrics by adopting (or tweaking) standards when needed, or by creating your own custom metrics.

Next, you will build out the supporting material for your final list of metrics.

And finally, you will map out each metric's data journey - from collection through analysis.

SECURING ENDURING METRICS

For this section, let's put ourselves in the shoes of those who will be reporting the data. Given only the metrics and the information we have defined so far, what might their experience reporting the data be like? Might they be left with questions that could keep them from reporting accurately?

> Which currency should we report in?
> When you ask for total number of students,
> does that include our daycare program?

When each metric is clear with well-defined supporting material, we've built a sturdy impact measurement structure that will be more accurate and enduring. We can minimize human error by building out the support material of our metrics - making the data we receive more accurate. We can also secure an enduring measurement process when it is well-documented and well-defined. Even if your organization experiences a high turnover of employees, clear and detailed documentation keeps your process less prone to unnecessary adaptations.

SECURING ENDURING METRICS: BASELINE

Baseline Metrics are the 'before' intervention measurement, in year zero of your program. This is what you will compare your metrics to as time goes on to identify the change that has occurred. You may want to be able to compare with areas outside of your intervention, such as national or regional averages. This is called 'benchmark data.' You might only have one metric that you want benchmark data for, or you may decide that it's needed for every metric.

Here are some places you can go to find benchmark data:

SOCIETAL DATA

The General Social Survey (GSS)

Since 1972, the General Social Survey (GSS) has provided politicians, policymakers, and scholars with a clear and unbiased perspective on what Americans think and feel about such issues as national spending priorities, crime and punishment, intergroup relations, and confidence in institutions.

HOUSEHOLD COMMUNITY DATA

The Living Standards Measurement Study (LSMS)

The Living Standards Measurement Study (LSMS) is a household survey program focused on generating high-quality data, improving survey methods, and building capacity. The goal of the LSMS is to facilitate the use of household survey data for evidence-based policymaking.

SECURING ENDURING METRICS: BASELINE

HOUSEHOLD COMMUNITY DATA CONTINUED

The Family Life Surveys (FLS)

The Family Life Surveys (FLS) are a set of detailed household and community surveys of developing countries conducted by the RAND Corporation, in collaboration with research institutions in the given countries. The currently available country surveys cover Malaysia (1976-77, 1988-89), Indonesia (1993, 1997, 2000), Guatemala (1995), and Bangladesh (1996).

OECD Regional Statistics and Indicators

The OECD has developed two statistical databases to answer the increasing demand for statistical information at the regional level:

The OECD Regional Database provides a unique set of comparable statistics and indicators on about 2 000 regions in 35 countries. It currently encompasses yearly time series for around 40 indicators of demography, economic accounts, labour market, social and innovation themes in the OECD member countries and other economies.

The OECD Metropolitan Database provides a set of economic, environmental, social, labour market and demographic estimated indicators on the 281 OECD metropolitan areas (functional urban areas with 500 000 or more inhabitants).

National and International Statistical Agencies

OECD data are supplied by national statistical offices from member countries and presented in a comparative format. If you are seeking more detailed information or information on non-OECD countries, consult this list for an appropriate agency.

SECURING ENDURING METRICS ACTIVITY

In this activity, you will document everything needed to supply the required metric

STAFF	Programs and Grants Departments
MATERIALS	One Securing Enduring Metrics worksheet per metric
TIME	10 minutes per metric
OUTCOME	Documentation of supporting information for each metric - so that no one is left with answers when reporting the data to you.

*Get a soft copy of this activity worksheet here

Step One | Pick a Metric

Go metric-by-metric and fill out the associated information. You will end up with one page per metric.

Step Two | Repeat

Repeat until they're all filled out.

The idea is that you could send the completed worksheet to the person that will be reporting that metric and they will have a clear idea of the data you are expecting.

SECURING ENDURING METRICS WORKSHEET

Final Metric Definition	
Program(s) that this metric is associated with	
Label A shortened title for the metric (i.e. for excel spread sheets or for internal referencing.)	
What standard metric is it (based on)? Reference the original standard that this metric is based on - include a link when possible.	
Data Type and Parameters What data format would you like the metric reported in (number, text, percentage, etc.)? Are there any parameters (i.e. 0-100)?	
Usage Guidelines Directions for getting to the data - what is needed to collect the data you are asking for in this metric. This might be a formula, or a short instruction.	
Sample Answer A shortened title for the metric (i.e. for excel spread sheets or for internal referencing.)	
Reporting Frequency How often will you ask for the data on this metric?	
Baseline Metric What is the baseline indicator for this metric? If this is your first reporting year, this year BECOMES your baseline for future years.	

METRICS DATA PIPELINE

The Metrics Data Pipeline is the journey the data takes from when it is collected on the ground through to when you communicate the data as impact. This section will look at the data behind each of our final metrics and map its journey through the reporting process. This will help familiarize us with the needs of each metric and the technology we might leverage to simplify the process.

This section is an introduction to our technology considerations. We will further explore technology's capacity for simplifying our process in Volume Three: Data. For now, let's focus on thinking of our metrics data like a relay race and identify the hand-off points. There are three phases that our data will pass through:

- Data Collection
- Data Compilation
- Data Analysis

REAL TALK: Simplification is Key

Each phase (data collection - data compilation - data analysis) requires at least one tool seen on the next page. The more our tools overlap, the fewer tools we use and the easier the process becomes.

METRICS DATA PIPELINE: DIRECTORY

Data Collection Tools

Forms

- Impact Cloud: TurboMetrics
- AirTable
- Google Forms

Surveys

- Impact Cloud: TurboMetrics

Data Compilation Tools

- Impact Cloud: TurboMetrics
- AirTable
- Google Sheets
- Excel
- Salesforce

Data Analysis Tools

Data Visualization

- Impact Cloud: TurboMetrics
- Tableau

METRICS DATA PIPELINE ACTIVITY

Let's discover the journey of each dataset as it travels from the field to your organization for impact communication. This activity will help you develop insight into the data management needs for each metric.

STAFF	Programs & IT
MATERIALS	One Metrics Data Pipeline worksheet per metric.
TIME	10 minutes per metric
OUTCOME	A logistical map of your data

*Get a soft copy of this activity worksheet here

Step One | Select a Metric

Pick a program and move metric-by-metric.

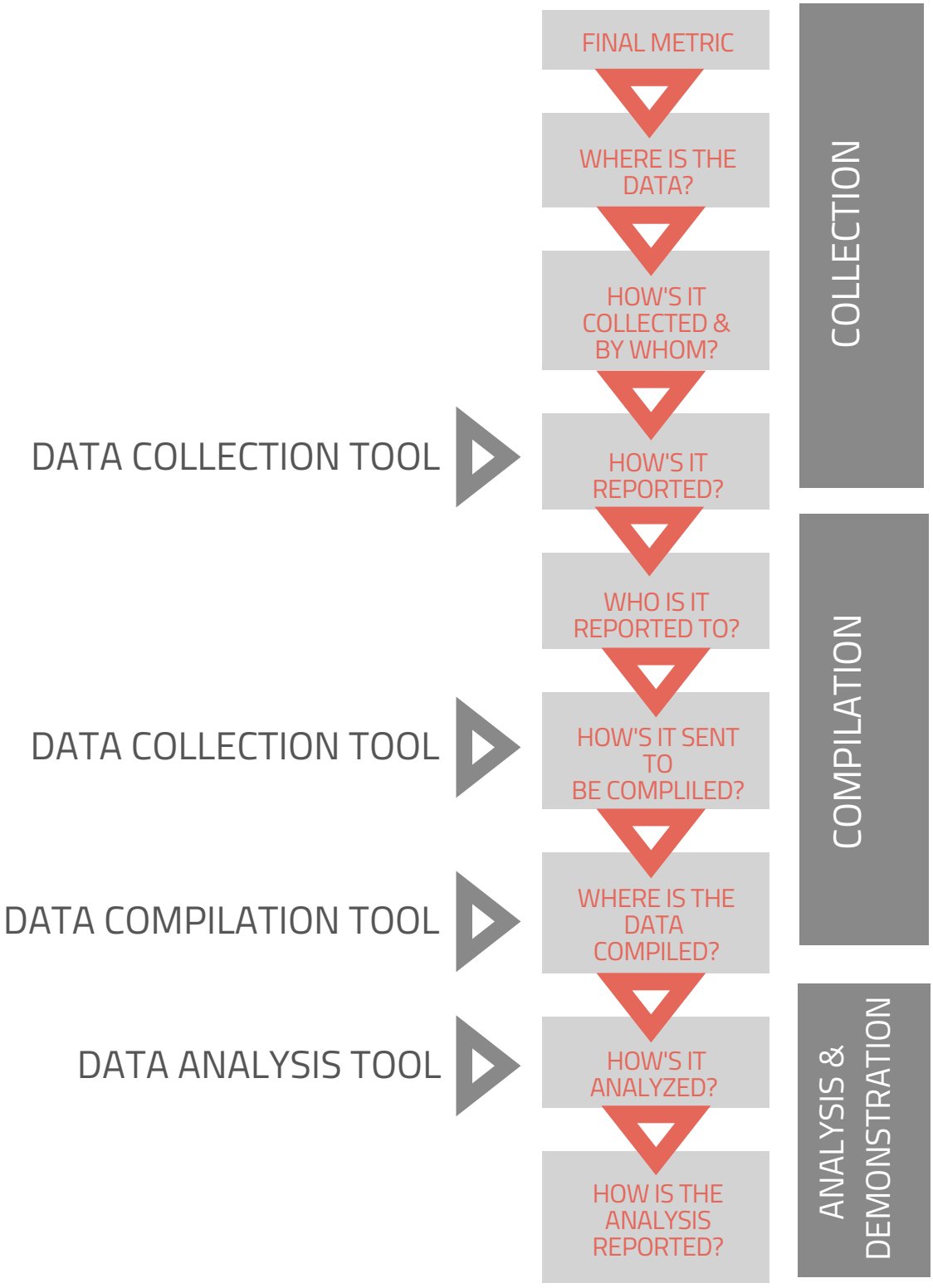
Step Two | Map it

Move down the list of considerations. Try to be specific.

Step Three | Repeat

As you repeat the process, consider ways that you could consolidate tools - or simplify the process overall.

METRICS DATA PIPELINE

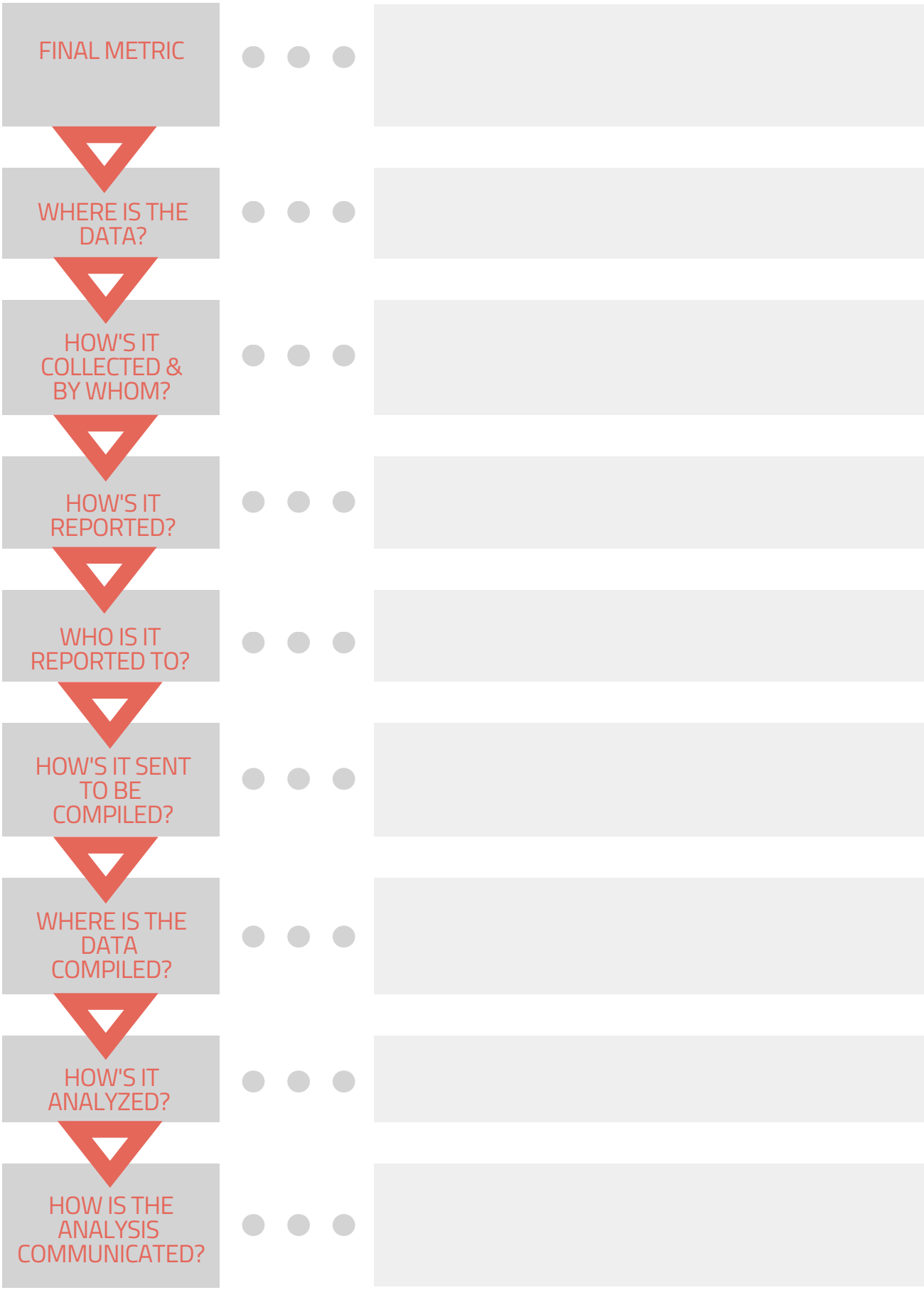


EXAMPLE

METRICS DATA PIPELINE

FINAL METRIC	Total number of students enrolled
WHERE IS THE DATA?	Teachers' attendance rosters
HOW'S IT COLLECTED & BY WHOM?	Shared database - Registrar's Office of the School (Rachel)
HOW'S IT REPORTED?	Online form (TurboMetrics)
WHO IS IT REPORTED TO?	Program Coordinator of our imaginary Education Fund (Lorena)
HOW'S IT SENT TO BE COMPILED?	Automatically Compiled in TurboMetrics once submitted by Registrar's Office (Rachel)
WHERE IS THE DATA COMPILED?	TurboMetrics
HOW'S IT ANALYZED?	TurboMetrics - visualized charts
HOW IS THE ANALYSIS REPORTED?	Annual Impact Report and Website Impact Page

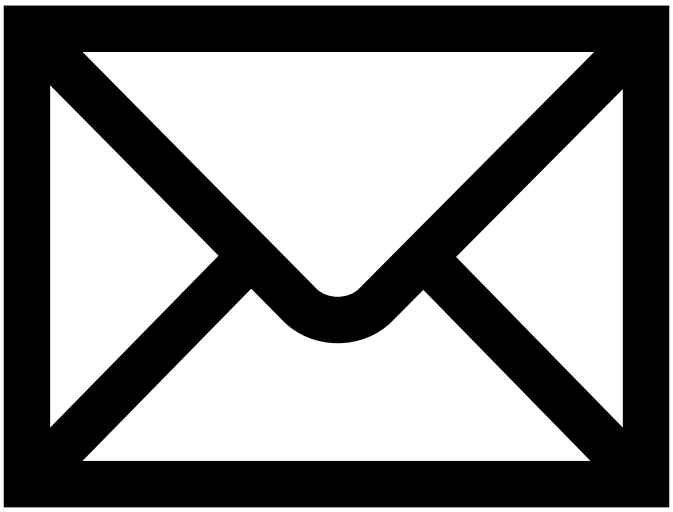
METRICS DATA PIPELINE



SEE YOU NEXT TIME

This concludes Actionable Impact Management (AIM) 'Volume Two: Metrics'

This is just the beginning. We look forward to the release of 'Volume Three: Data' and hope you do as well. Do you have feedback on Volume Two? We'd love to hear it. Go ahead and write us a message to let us know what you think.



WORKSHEETS AND GLOSSARY

The following pages are a compilation of the worksheets from 'Volume Two: Metrics' followed by a Glossary of impact terms and phrases used in this guidebook.

NOTE: A soft copy of worksheets can be found here in this Excel spreadsheet.

MEASURE WHAT MATTERS WORKSHEET

Draft Metric Definition Refer back to the Outcomes and Outputs in your Theory of Change

Mission Critical? Aligned to your Mission Statement?	
Realistic to Measure? Will this metric be logistically manageable? Is it cost-effective?	
Already being Measured? Are you already collecting data for this metric? Or is this data already collected and accessible?	
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Outcome Metric? Is this metric measuring the results of your intervention (rather than activities)?	
Worth Measuring? Based on the information above, is there a strong case for this metric?	**YES** Keep Going **NO** Hold onto the metric for future or find a proxy metric

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SECURING ENDURING METRICS WORKSHEET

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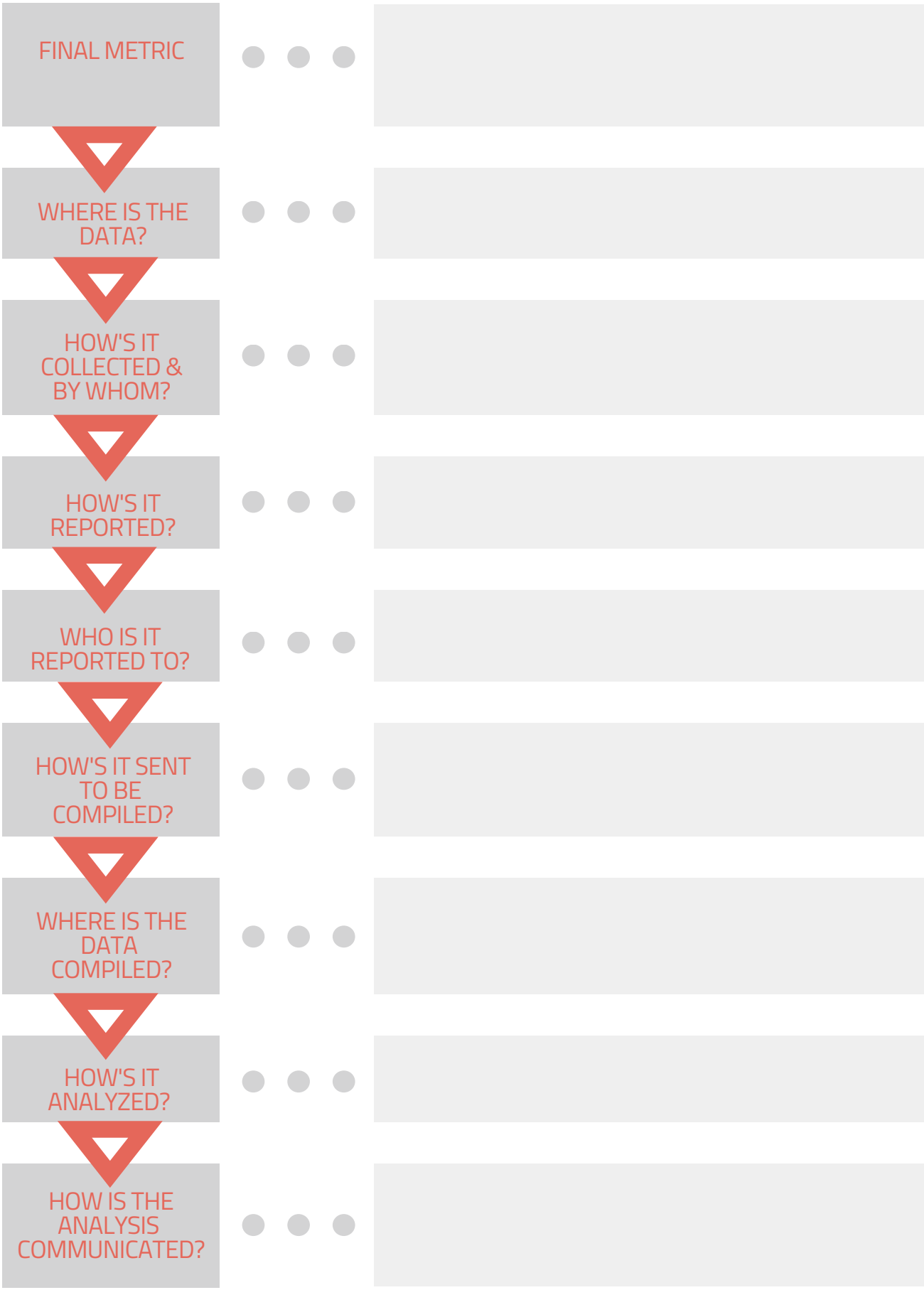
METRICS DATA PIPELINE



GLOSSARY

IMPACT

The intended and unintended long-term consequences (both positive and negative) of a program. It can be difficult to ascertain the how much of this systemic impact is attributable to one program since several other programs in and out of your organization can contribute to the same impact in positive and negative ways. An example of an impact would be reduced child mortality rates.

> EXAMPLE: In the case of a Safe Water project, an increase in the number of households using treated water would directly impact on fewer cases of people suffering from diarrhea, meaning that there will be a reduced number of lost man-hours. This has a direct impact on poverty reduction. Also, the number of children suffering from diarrhea may reduce, meaning that the cases of child deaths are reduced.

METRIC

A defined system or standard of measurement to track progress of change by your organization. In the impact space there are standard metrics and custom metrics. Standards are written by research and evaluation organizations and generally exist around focus areas or organization type. Custom metrics are created by an organization and are designed around their use case.

BENCHMARK DATA

Data that is used to compare your program to other settings. This could be similar interventions in different places, or to the population at large (e.g. wanting to bring educational attainment of a minority population up to the national average)

BASELINE DATA

Data that is collected at the beginning of a project to establish the current status of a population before an intervention is rolled out. Without a baseline, it's not possible to know what the impact of the intervention is!

GLOSSARY

THEORY OF CHANGE

A map defines long-term impact a program seeks to deliver the logical relationship between inputs, activities, outputs, outcomes and impact. This is created by working backward from the desired impact to identify necessary preconditions. A good theory of change should be plausible, feasible and testable.

Theory of Change includes Inputs, Activities, Outputs, and Outcomes:

INPUT

What we use in the project to implement it. In any project, inputs would include things like human resource (personnel), financial capital, machinery such a vehicles, and equipment such as whiteboards and computers. Inputs ensure that it is possible to deliver the intended results of a project.

> EXAMPLE: In a Safer Water project, inputs might include filters, project members, time, etc.

ACTIVITY

Actions associated with delivering project goals. In other words, they are what the personnel/employees do in order to achieve the aims of the project.

> EXAMPLE: In a Safer Water project, activities might be workshops to educate families on the importance of using boiled or filtered water.

OUTPUT

the direct results of a project in the short term. An easy way to think about outputs is to quantify the project activities that have a direct link on the project goal.

> EXAMPLE: For example, project outputs in a Safer Water project would be that families in a village are educated on water safety and supplied with filters.

OUTCOME

the intended medium term consequences of a program. Outcomes are the second level of results associated with a project and refers to usually relate to the project goal or aim.

> EXAMPLE: For example, in a safe water project, an outcome would be "the percentage of children suffering from diarrhea."

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