



GLOBAL INNOVATIONS IN MEASUREMENT AND EVALUATION

Ruth Gripper, Anne Kazimirski, Anoushka Kenley, Rosie McLeod and Andrew Weston

June 2017

This report contains the research and views of NPC. With thanks to our sponsors:



This material has been funded by UK aid from the UK government; however the views expressed do not necessarily reflect the UK government's official policies.



CONTENTS

FOREWORD	4
INTRODUCTION	5
USER-CENTRIC EVALUATION	6
SHARED MEASUREMENT AND EVALUATION	8
THEORY-BASED EVALUATION	10
IMPACT MANAGEMENT	12
DATA LINKAGE	14
BIG DATA	16
REMOTE SENSING	18
DATA VISUALISATION	20
WHERE NEXT?	22
FURTHER READING AND RESOURCES	23
ACKNOWLEDGEMENTS	24
REFERENCES	25

FOREWORD

Good measurement and evaluation is key to increasing the effectiveness of the social sector. Without it we have little idea about the impact we are having: we are rudderless, relying on anecdote and instinct. With it we can make good strategic decisions to really deliver for our missions and causes. And this is especially important today given reduced funding and growing social need, where we need to achieve more with less.

Having developed initially in the public sector, measurement and evaluation is now growing in importance within the voluntary sector as [previous work by NPC has shown](#)¹. More recently social investment has brought private sector investing principles into the arena of impact measurement: the focus on real-time feedback is spreading; standardised measures are gaining a foothold; and there is growing interest in measuring the social impact of commercial activities.

But for many, the words 'measurement' and 'evaluation' spell despair and are met with a deep sigh. Complicated, jargon-filled, top down, box-ticking, funder-demanded, taking ages and very expensive are just some of the concerns and objections people have.

Yet things are changing as we show in this report. We see rapid advances in the tools available, many of them technology-enabled. As datasets multiply and evidence bases are built, we can share, manage and use data in new ways. Measurement can be done in real-time, helping us to steer our ship. Meanwhile there is a move for organisations to focus accountability, and therefore measurement, more squarely on service users. All this brings measurement and evaluation closer to what NPC has always wanted it be: easier to use and more useful for helping organisations move forward.

Here we outline these developments and explore their implications for impact measurement and evaluation practice. While we wrote it very much with charities in mind, this report is also relevant to the public sector—both service deliverers and commissioners—and to the private sector.

We seek to inform and inspire—to help charities think a little bigger, aim a little higher with their measurement and evaluation. »

We know charitable organisations vary enormously in size, resources, skills and scope, and not every organisation could or should adopt every one of these innovations. But we seek to inform and inspire: to show charities what is possible and so to help them think a little bigger, aim a little higher. Because the better our measurement and evaluation practice, the more we will learn about how to improve social interventions, and the more social good we can achieve.



Dan Corry
Chief Executive, NPC

INTRODUCTION

Measurement and evaluation is core to good impact practice. It helps us understand what works, how it works and how we can achieve more. Good measurement and evaluation involves reflective, creative, and proportionate approaches. It makes the most of existing theoretical frameworks as well as new digital solutions, and focuses on learning and improving.

We researched the latest changes in theory and practice based on both new and older, renascent ideas. We spoke to leading evaluation experts from around the world, to ask what's exciting them, what people are talking about and what is most likely to make a long lasting contribution to evaluation. And we found that new thinking, techniques, and technology are influencing and improving practice.

Technology is enabling us to gather different types of data on bigger scales, helping us gain insights or spot patterns we could not see before. Advances in systems to capture, manage and share sensitive data are helping organisations that want to work collaboratively, while moves towards open data are providing better access to data that can be linked together to generate even greater insight.

Traditional models of evaluating a project once it has finished are being overtaken by methods that feed more dynamically into service design. We are learning from the private sector, where real-time feedback shapes business decisions on an ongoing basis asking: 'is it working?' instead of 'did it work?'. And approaches that focus on assessing not just if something works but how and why, for whom, and under what conditions are also generating more insight into the effectiveness of programmes.

Technology may be driving many of the innovations we highlight here, but some of the most exciting developments are happening because of changes in the ideologies and cultures that inform our approach to solving big problems. This is resulting in an increased focus on listening to and involving users, and on achieving change at a systemic level—with technology simply facilitating these changes.

Some of the pressures that compel measurement and evaluation activity remain misguided. For example, there can be too big a focus on obtaining a cost-benefit ratio—regardless of the quality of the data it is based on—and not enough encouragement from funders for charities to learn from their evaluation activity. Even the positive developments have their pitfalls: new technologies pose new data protection risks, ethical hazards, and the possibility of exclusion if participation requires high levels of technical ability. It is important that, as the field develops and capabilities increase, we remain focused on achieving best practice.

This report highlights the developments that we think have the greatest potential to improve evaluation and programme design, and the careful collection and use of data. We want to celebrate what is possible, and encourage wider application of these ideas.

Key terms

Evaluation: The use of information from measurement and elsewhere to judge and understand the performance of an organisation or project.

Impact measurement: The set of practices through which an organisation establishes what difference its work makes.

Choosing the innovations

In deciding which trends to include in this report, we considered how different approaches contributed to better evaluation by:

- overcoming previous barriers to good evaluation practice, eg, through new technologies or skills;
- providing more meaningful or robust data;
- using data to support decision-making, learning and improving practice;
- increasing equality between users, service deliverers and funders; and
- offering new contexts for collaboration that improve the utility of data.

This assessment was informed by interviews with 12 expert stakeholders (see page 24 for a full list), feedback from an expert advisory group, and discussions with our project sponsors—Bates Wells Braithwaite, the Department for International Development (DfID), the NSPCC, Oxfam GB and Save the Children.

Eight key trends emerged from our research that we thought to be most exciting, relevant and likely to have a long-lasting contribution. Some of these are driven by cutting-edge technology; others reflect growing application of ideas that push practice beyond 'traditional' models of evaluation. **User-centric** and **shared** approaches are leading to better informed measurement and evaluation design. **Theory-based** evaluation and **impact management** embolden us to ask better research questions and obtain more useful answers. **Data linkage**, the availability of **big data**, and the possibilities arising from **remote sensing** are increasing the number of questions we can answer. And **data visualisation** opens up doors to better understanding and communication of this data. Here we present each of these eight innovations and showcase examples of how organisations are using them to better understand and improve their work.

USER-CENTRIC EVALUATION

Placing users at the heart of evaluation practice



Strengths and opportunities

- ✓ Ensures interventions respond to need, and that evaluation focuses on meaningful questions.
- ✓ Accessible and relevant to most organisations, regardless of size.

Weaknesses and threats

- ✗ Requires deep culture change to properly implement, so susceptible to lip service or tokenism.
- ✗ Can undermine relationships if feedback is not acted upon.

What is it?

User-centric evaluation is about involving service users meaningfully in evaluation: from listening to and acting upon user feedback, to **considering user voice in all stages**² of planning, doing, assessing and reviewing evaluation. The approach seeks to shift the power dynamic from a one-way relationship—in which information is extracted from those accessing a service—to a dialogue in which users have power, agency and accountability.

Good measurement and evaluation has always sought to address questions that matter to service users. But new tools and technology are making it easier than ever before. Tablet and mobile devices allow data to be gathered from users more quickly and cheaply than before, while developments in text analytics allow researchers to analyse vast amounts of qualitative information. Many organisations are focusing on the **Net Promoter Score**³—which asks whether users would recommend the service or organisation to a friend—or on users' perceptions of a programme's responsiveness as key indicators of effectiveness.

Why does it matter?

Taking a user-centred approach strengthens the robustness of evaluation by making the evaluation question and design—and consequently the findings—relevant and meaningful. User feedback will provide insights that no other source of data can provide.

A user centric approach can make findings more compelling to decision-makers. But more importantly, it also demonstrates accountability to those using a service rather than just those funding it. This is sometimes described as a shift from upward accountability (to funders) to downward accountability (to users).

“ There is an overarching theme of the importance of involving “participants” as evaluation designers, analysts, and active voices. This is important in and of itself... and a fundamental challenge to the “typical” power dynamics of evaluation. ”

Lucy Bernholz

Stanford Center on Philanthropy and Civil Society

How is it being used?

In the humanitarian sphere, organisations are exploring how technology can help close feedback loops. Oxfam's [Humanitarian Informal Feedback](#)³ pilot in Za'atari refugee camp in Jordan have used smartphones to capture feedback from refugees about the situation in the camp. The data was uploaded daily to the database held by central camp office, creating a single, comprehensive list of issues, which were reviewed daily and resolved or delegated. Early findings from the pilot suggested increased trust from community members. [GlobalGiving's Storytelling Project](#)⁵ collects and analyses user feedback on a large scale through trained volunteers ('scribes'). The scribes gather information using a short, customisable questionnaire that also provides space for respondents to tell a story about their experience of initiatives in their community.

Funders are also recognising the potential of user-centric evaluation to improve service delivery. [Fund for Shared Insight](#)⁶ is a funder collaboration whose members believe that encouraging and incorporating feedback is a key way to improve philanthropy. Their [Listen for Good](#)⁷ grant programme helps non-profits and funders be better informed by the perspectives of their end users. User voice is relevant to the public sector, too: the South African government has been using [citizen-based monitoring](#)⁸ to strengthen accountability and drive improvement in public service delivery.

Tech spotlight: Text analytics and natural language processing

Text analytics or text data mining is the process of drawing high-quality information from text—often helping to identify patterns or trends. It could be used to gain insights by analysing feedback provided by users in their own words. Development in text analytics are supported by advances in natural language processing (NLP) which uses algorithms and machine learning to help computers process and 'understand' human language. Its use is all around us, most obviously in communications—making internet search engines more sophisticated or automating online translation. It has also been picked up by the private sector—for example in automated question answering in customer service.

Case study: Asking users what works

Organisation name	LIFT
Country	USA
How was the intervention used?	LIFT has developed the way it collects and acts on member feedback to improve the way it works with families.

LIFT is a non-profit dedicated to ending intergenerational poverty by helping low-income individuals achieve their goals. The charity previously tracked members' progress on easily measurable goals such as access to benefits, housing or employment. But both the charity's theory of change and members' own priorities are based on less tangible goals, such as building relationship quality and personal or social resources. LIFT worked with Keystone Accountability to implement its [Constituent Voice approach](#)⁹ and now systematically listens to members' experiences of their services.

The charity's members are invited to give feedback after every meeting, through a self-administered micro-survey that they can complete using tablet devices in the waiting room. The waiting rooms have screens that stream the results from earlier

surveys, encouraging accountability and transparency. Focus groups and interviews allow the charity to ask more in-depth questions that help make sense of this data and brainstorm ways to improve. LIFT uses the survey data and feedback from members to make improvements and ensure that services are achieving what they need to for users.

By focusing its evaluation approach on members' experience and views, LIFT can assess whether the organisation is meeting its users needs: can they get appointments when they need them? Should the organisation expand or pilot new interventions? And—most importantly—do members' priorities align with LIFT's assumptions and perceptions? LIFT is also able to track progress on what is often not measured, but a critical element of success: high quality engagement between LIFT and its members.

SHARED MEASUREMENT & EVALUATION

Collaborating with those who share your cause



Strengths and opportunities

- ✓ Enables comparison and faster accumulation of knowledge.
- ✓ Saves resources and supports sector level change.

Weaknesses and threats

- ✗ Shared tools might not be flexible enough for the context or design of a programme.
- ✗ Need to allow time for new programmes to flourish before comparing them to established interventions.

What is it?

Shared measurement and evaluation approaches involve organisations with similar missions, programmes or users working collectively to measure both their own and their combined impact—often by developing and using the same metrics.

Shared approaches are partly being fuelled by a growing interest in [systems change](#)¹⁰ as well as collective impact initiatives and place-based approaches. The beginning of shared measurement and the first step to achieving systems change involves identifying shared goals to measure against. At more advanced levels, shared measurement approaches include building shared measurement tools and methodologies, and pooling findings about needs and outcomes.

Why does it matter?

Many organisations work towards similar goals or seek similar information. By using shared measurement approaches—like the [Journey to Employment framework](#)¹² for the youth employability sector, for example—individual organisations reduce the time and cost of developing their own tools, and can benefit from validated evaluation approaches.

By pooling data and comparing outcomes, shared measurement creates a bigger dataset that can support stronger conclusions. It can help organisations place their own findings in a wider context that provides meaning and insight. Take for example USA-based non-profit [YouthTruth](#)¹³, which helps educators and education funders understand students' perceptions of their school experiences. It uses student feedback data to produce internal reports for participating schools, benchmarking them against their national dataset of over half a million students. This helps schools understand the quality of their performance in relation to a sector-wide standard.

Pooling information also means that levels of need can also be measured in a consistent way, and enables organisations to better target interventions or plan services. For example, through its national datasets—including national [Marac](#)¹⁴ data and [Insights](#)¹⁵—the charity [SafeLives](#)¹⁶ collects data on domestic abuse cases in the UK from charities across the sector, using the same measures. By pooling data from services working across individuals' journeys, SafeLives revealed that victims of domestic abuse see an average of five professionals before they get the help they need. SafeLives has since developed a specific ambition to tackle this issue.

How is it being used?

Shared measurement can be of great value for charities or sectors interested in driving systems change, or in making a more persuasive case to decision-makers about gaps in provision and the value of their contribution. SafeLives report that, thanks to Insights, the quality of their data and analysis was a compelling factor in the Department for Communities and Local Government committing new funding to combatting abuse.

Shared approaches can also involve sharing evidence. [3ie's Evidence Gap Maps](#)¹⁷ are collections of evidence about 'what works' in different thematic areas. This helps organisations make informed decisions and prioritise their research. The UK's [What Works Centres](#)¹⁸ perform a similar function.

Impact investors seeking standardised metrics to measure the impact return on their investment have used shared outcome measurement tools such as the [IRIS](#)¹⁹ metrics developed by the [Global Impact Investing Network](#)²⁰. IRIS is a catalogue of around 400 social and environmental impact metrics to compare outputs and outcomes across social investments. It creates a common language with which to talk about impact. Top-down approaches like this do not provide all the answers. But they can provide a useful high level map of the field, and starting points for measurement. This can then be supplemented by more detailed or bottom-up evaluation activity.

Case study: Producing tools and benchmarks for a whole sector

Organisation name	The Palliative Care Outcomes Collaboration (PCOC)
Country	Australia
How was the intervention used?	PCOC used shared measurement tools, benchmarking and progress reports to understand and improve outcomes for palliative care patients, as well as to assess the performance of the sector at a national level to inform research.

The Palliative Care Outcomes Collaboration (PCOC) is a national programme designed to embed the use of standardised assessment tools into palliative care practice in Australia. PCOC uses reporting and benchmarks to bring about improved outcomes for patients, such as timeliness of care or pain management.

PCOC selected assessment tools through consultation with palliative care organisations and made them available to all services providing palliative care. Participating services use the tools at the point of care to collect clinical assessment data, which they submit (anonymised) to PCOC every six months. In return, they receive a patient outcome report—which includes an assessment of their own outcome measures—and twenty nationally agreed benchmarks against which they can assess their progress. This helps services use their patient outcomes report to support quality improvement.

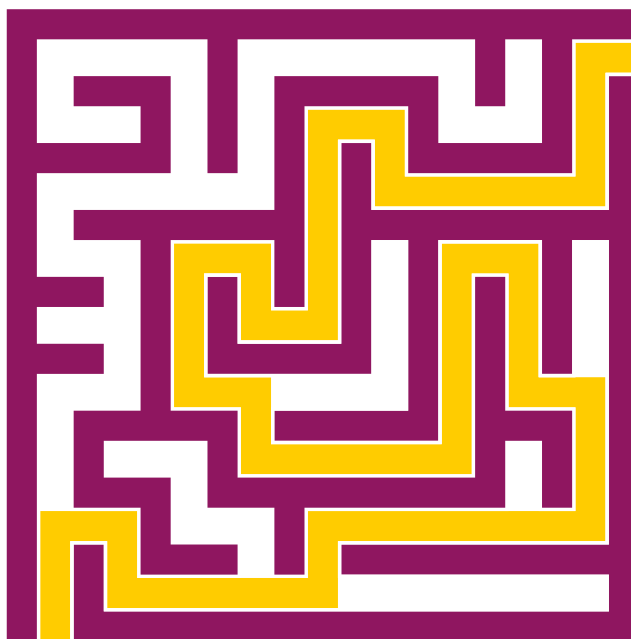
PCOC aims to enable networking, education, and quality improvement. So as well as producing patient outcome reports, PCOC Quality Improvement Facilitators visit participating services to help interpret the data and develop quality improvement activities. PCOC also holds annual workshops, at which participating services meet to discuss the benchmark data and share ideas for improvement.

Beyond producing reports at an individual service level, PCOC uses aggregated data to produce six monthly national reports on progress across the palliative care sector more broadly, used for research purposes by PCOC and the palliative care sector.

Adopting an effective shared measurement approach and providing well-designed support to participating organisations, the PCOC programme has demonstrated improvement across the sector on all the nationally agreed benchmarks.

THEORY-BASED EVALUATION

Asking not just 'does it work?' but 'why does it work?'



Strengths and opportunities

- ✓ Addresses the complexity of social systems and bringing about change.
- ✓ Enables successful programmes to be replicated.

Weaknesses and threats

- ✗ Risk of general, unhelpful conclusions, like 'nothing works for everyone everywhere.'
- ✗ May seem too resource-intensive or complex.

What is it?

Theory-based evaluation not only tests whether a programme works, but enables an understanding of how and why it does or does not work. The approach typically starts with a **theory of change**²¹ describing how activities are thought to lead to impact, which is then tested.

An increasingly popular theory-based approach is realist evaluation²², which focuses on understanding how different contexts interact with mechanisms to lead to outcomes. A central tenet of this approach is that, given the complexity of social systems, it is not feasible to control influences on the mechanisms at play. Because of this, one-off trials are unlikely to tell you what you want to know. Instead, 'realists' favour an accumulation of learning from multiple testing. Acquiring partial knowledge is the aim of evaluation, rather than seeking 'proof'.

Why does it matter?

Getting better at dealing with the complexity of social systems is essential to improving interventions. If we replicate programmes in a new context with different beneficiaries without understanding why they worked in the first place, we risk not achieving the same outcomes, and wasting resources. Worse, we risk repeating mistakes if we do not find out why initiatives have not worked.

Separating context and process can be useful for understanding not only how a programme works, but what further conditions are needed to make it work effectively. Repeated evaluations over time help build a detailed picture of how the broader context contributes to success.

Theory-based evaluation can also support **proportionate evaluation**²³: by identifying the mechanisms that are most instrumental to outcomes (based on the theory of change or existing evidence)—or the ones for which there is currently the least existing evidence—evaluators can choose which to measure and test.

How is it being used?

It is becoming increasingly commonplace for charities to develop theories of change, not only for evaluation but for strategy planning and external communication. [NPC's four pillar approach](#)²⁴ is a framework for developing a theory of change as the first step to planning proportionate measurement. It contains guidance on choosing which of the cause and effect relationships in your theory of change to evaluate.

The UK government's Department for International Development (DfID) adopted a realist approach to assess their [Building Capacity to Use Research Evidence \(BCURE\) programme](#)²⁵. This complex programme of multiple interventions builds the capacity of policymakers and practitioners in low income countries to use

evidence in policymaking. The [report on the first year of the BCURE evaluation](#)²⁶ offers reflections on using a realist approach—for example on effective ways to communicate findings from realist evaluations to programme practitioners. Meanwhile the [Evidence-Confidence framework](#)²⁷ developed through the UK's Realising Ambition programme—funded by the Big Lottery Fund—describes the important ingredients in successful replication of programme models, recognising its complexity.

A full acknowledgement of the complexity of social systems, and that only 'partial truths' can be obtained, may often feel like a luxury when hard decisions have to be made on what to deliver or fund. But it is feasible to find evidence that is 'good enough' to make these decisions, whilst providing better evidence for the long-term.

Case study: Establishing why a project is working

Organisation name	Well Doncaster/Well North and People-Focused Group Doncaster
Country	UK
How was the intervention used?	Well Doncaster used a realist approach to understand why the Denaby Bumping Space was successful at attracting attendees and whether it was having the desired impact on their lives.

The Denaby Bumping Space is a place for people to meet, connect and engage. It aims to promote better health and well-being by addressing isolation and a lack of social opportunities and building vibrant, connected communities.

Evaluators knew that the Bumping Space had been successful in attracting attendance. They were therefore interested in learning how it was attracting and retaining attendees; whether this was having the desired impact on isolation, mental health and social opportunities; and how this could vary for different people. This would not only inform their analysis of the Denaby project, but help identify learnings that could be applied more widely and allow the project to be replicated elsewhere.

Taking a realist approach, the evaluators developed a number of hypotheses about the programme—what might work, for whom, in what circumstances (much like a theory of change). It is possible to do this via a literature review, but the evaluators decided to run workshops with stakeholders to propose, test and develop theories or 'hunches'. The workshops produced six hunches, which the team unpacked by identifying which elements related to context, and which were mechanisms that interacted to create outcomes. They used mixed methods—including interviews, feedback and social media analysis—to test and refine the hunches and explain how the Bumping Space

worked to produce outcomes. For example, the team originally thought that offering a cup of tea worked as an incentive, 'getting people through the door'. In fact, the evaluation revealed that offering to make someone a cup of tea was perceived as an offer of friendship, which had a significant impact on how people felt and their engagement with the Space.

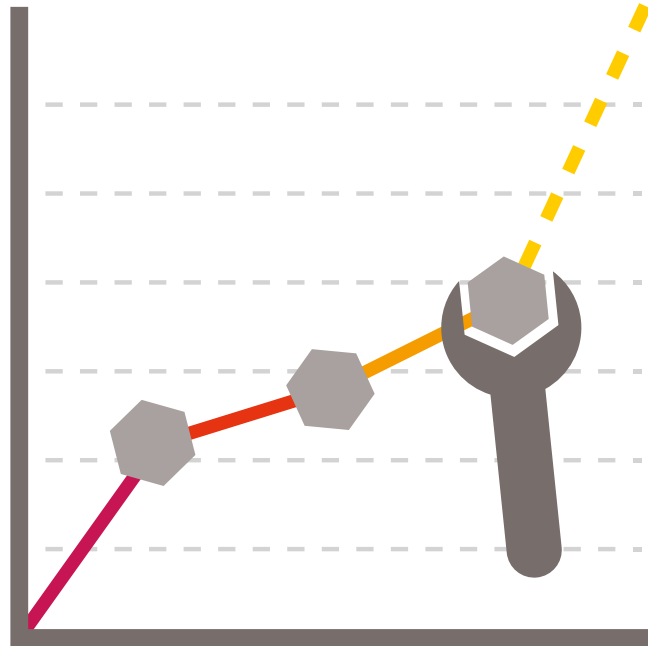
The final evaluation explained how different mechanisms (including tangible elements of the programme, like being offered a cup of tea, and how people responded) worked within specific contexts (like a neglected community) in order to produce outcomes (like more connected communities). This provides valuable insights into how the programme could be replicated in other communities.

“ We can see with our own eyes and from monitoring data that the Bumping Space is effective at drawing people in—so we are more interested in how it works rather than if it works. ”

Well Doncaster team member

IMPACT MANAGEMENT

Setting up evaluation so it feeds back into programme delivery



Strengths and opportunities

- ✓ Makes a clear link between evaluation and improvement.
- ✓ Technology is enabling speed of feedback and improvement.

Weaknesses and threats

- ✗ If the programme is changing as it is being delivered it can be difficult to track and link features of interventions to outcomes.
- ✗ Agile approaches involve making changes based on only short-term data.

What is it?

Impact management involves integrating impact assessment into strategy and performance management by regularly analysing and responding to data and using it to change and improve. This means acting on evaluation findings during the life cycle of the intervention rather than just at the end. Data collection is routine rather than one-off, and aimed at learning, making course-corrections, and addressing uncertainties in the operating environment—rather than just reporting and accountability. This approach is facilitated by technological developments and draws on design principles (such as agile and lean) developed in other sectors, which emphasise testing and iteration.

“The question that’s being asked more and more is, “How does evaluation feed into better management decisions?” That’s a shift from measurement of impact, to measurement for impact.”

Megan Campbell
Feedback Labs

Why does it matter?

The changes that many social purpose organisations seek are complex. Impact management allows organisations to test what is working, learn and adapt during programme delivery. This continuous evaluation can help guide programmes towards better outcomes. Impact management is relevant to all organisations, and can help them improve what they do.

“We’re moving away from a static data world, where you work on datasets, and you write reports, to a dynamic data world where data is always being generated and created and it helps you do your job better.”

Andrew Means
beyond.uptake

Impact management can involve smaller scale—and potentially less costly—evaluation approaches. However, for organisations trialling an intervention before wider roll out, adapting services as they go along can make it more difficult to keep track of the successful (and unsuccessful) intervention components. It can be tricky to interpret and repeat the impact achieved. Impact management may also cost more where it requires additional staff time to reflect and adapt.

How is it being used?

The development sector has taken the impact management approach a step further with the idea of adaptive management, which is applied in fragile, unpredictable contexts where the shape of the programme is flexible or even unknown at the outset. In these circumstances, the whole organisation—people and processes—need to be able to respond and adapt. Global relief agencies have used adaptive management approaches—often in conjunction with user-centric evaluation—to monitor and improve disaster response efforts. Understanding the affected population’s views was crucial to tackling the Ebola epidemic in Sierra Leone. [Ground Truth](#)²⁸ provided relief agency staff with a regular flow of data on perceptions of the

disease and the response to it. This was critical to understand which programmes were working effectively, and to adjust those that were not. Institutional funders USAID and DfID are funding a [Global Learning for Adaptive Management](#)²⁹ (GLAM) programme to support adaptive management in programmes they fund.

Funders as well as delivery organisations are paying more attention to how evaluation can support improvement. For example, the UK’s [Access—The Foundation for Social Investment](#)³⁰, is funding a two year programme led by NPC to help charities and social enterprises [improve their impact management](#)³¹—with the ultimate aim of increasing access to social investment.

Case study: Using ongoing feedback data to refine a service

Organisation name	Acumen
Country	Various: Africa, Latin America and South Asia
How was the intervention used?	Acumen’s Lean Data Initiative helps social enterprises use low cost technology to communicate directly with end customers and gather ‘decision-centric’ data that will help drive social as well as business performance. The Lean Data approach is now widely used across Acumen’s investment portfolio.

Acumen is a social investment charity that raises capital to invest in early-stage social businesses providing services—such as education, energy, healthcare, housing and safe drinking water—to low-income customers. The Lean Data Initiative applies lean design principles to the collection and use of what it calls ‘social performance data’. It typically aims to improve business performance, listen to the perspective of end consumers, and provide ongoing indicators that social impact is being achieved—rather than ‘prove’ impact or provide strict causal evidence of the impact of a particular intervention.

“ [Data collection] should be ongoing—it’s a value driver not a compliance requirement. ”

Tom Adams
Acumen

Acumen works with each company to define what success looks like for them, before designing a tailored approach. Its data collection methods emphasise efficiency and rapid response,

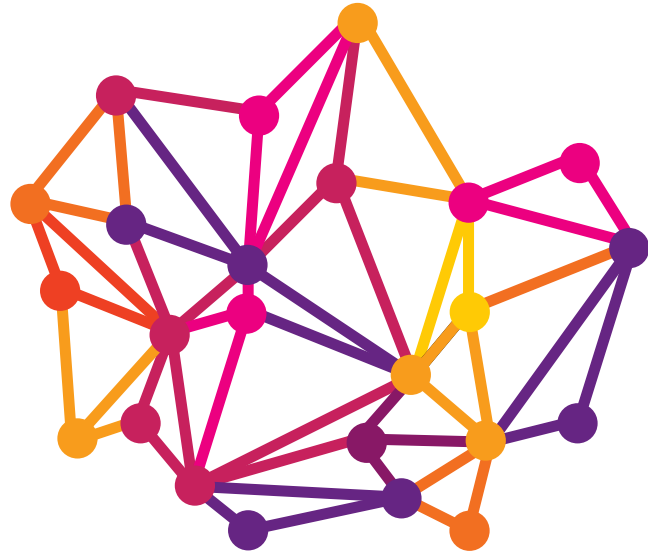
while still achieving a sufficient degree of rigour. Typically, this will involve customer surveys with data collection by mobile phone: SMS, phone interviews or interactive voice response (where a computer ‘asks’ questions and uses speech recognition software or telephone keypads to collect responses), depending on the nature of the customer base, research questions and budget. Questions are tightly focused on action. Successful Lean Data projects create a recurring stream of customer information that allows companies to make better, more informed business decisions, and to act quickly on the information received.

Kenyan cook stove company Burn is using the Lean Data approach to learn which distribution channels are most effective at reaching poor rural customers. Ziqitza Health Care Limited—which provides ambulance services in India—found that its reach in some regions could be improved and is working with local government to raise awareness in those areas. Ugandan energy company SolarNow learned that some customers had problems with installation, so increased its after-sales support.

By providing data that helps to improve social and business performance, Acumen hopes to shift the mindset of organisations it works with to value and use data, and to develop a culture of measurement.

DATA LINKAGE

Joining up different data sources to see the bigger picture



Strengths and opportunities

- ✓ Reduces repetition of work between organisations, leads to more efficient evaluation.
- ✓ Makes tracking longer-term impact more feasible.

Weaknesses and threats

- ✗ Requires partners or access to other data sources.
- ✗ Legal and technical requirements when sharing data between organisations can be complex.

What is it?

Data linkage is the act of bringing together different but relevant data about a specified group of users from beyond a single organisation or sub-sector dataset. For example, a homelessness charity that supports its users in accessing social housing could link its data with the local council to see whether their users remained in these homes, and, if they left, under what circumstances.

Opportunities for linkage are growing due to increased possibilities for storing information digitally. The appropriate tools and data confidentiality agreements—which allow organisations to share data—are more widely available. And increased interest from some public sector organisations is also facilitating data linkage programmes.

Why does it matter?

By creating more comprehensive datasets, data linkage creates a richer picture of users' needs, outcomes and contexts. This helps evaluators identify trends or better understand the impact of specific interventions. It also allows organisations to track the long-term impacts of programmes. And by enabling organisations to create comparison groups—matched by characteristics, context and need—data linkage can add to pre-existing evaluation to provide more robust findings about impact.

It also means organisations can understand the cumulative impact of multiple and different services and assess complementarity between programmes. An education programme could link data with a local youth club, allowing it to see whether students who attended both the youth club and the education programme had improved outcomes compared to those who attended only one or the other.

How is it being used?

Data linkage often involves datasets from public services and some early examples of effective data linkage only use public sector data. The **evaluation**³² of the Troubled Families programme, for example, linked administrative data from a range of different interactions between approximately 30,000 families and local authorities to determine the overall impact of the project.

Charities themselves can use public sector datasets for a longer-term picture of their impact. The **Justice Data Lab**³³, which NPC helped establish, allows charities to assess the impact of their work on reducing reoffending. It does this by comparing anonymised data on the charity's beneficiaries with an anonymised matched control group drawn from Ministry of Justice (MoJ) administrative data. It essentially compares the reoffending rates of a charity's users with those who have not received the charity's services to see if their work has made a difference to reducing reoffending.³⁴

Data linkage can also use publicly available datasets, known as 'open data'—data that is made freely available for anyone to access, use and share.³⁵ Social media is a particularly effective source of open data, as it provides key identifying information that can be linked to other data sources. **One 2014 study**³⁶ linked together information posted from fitness apps and wider social media public profiles to create a map of what types of outdoor activities people engaged with in Rio de Janeiro. This was then cross-referenced with administrative data to help with urban planning. The accessibility of open data surpasses the complexities that may arise from having to seek out a partner to share data. It does, though, bring challenges: ensuring the linkage is sound and does not compromise data protection.

The Trussell Trust have also used data linkage as part of their Mapping Hunger programme. See page 21 for a full case study.

Case study: Identifying what works and when for infant health and well-being

Organisation name	Blackpool Better Start—partnership between the NSPCC, Blackpool Local Authority, Blackpool Teaching Hospital NHS Foundation Trust, and the Blackpool Clinical Commissioning Group
Country	UK
How was the intervention used?	The partnership links together datasets from its members, allowing them to determine the best types of support for the health and well-being of pre-school children.

Blackpool Better Start partners have linked their datasets to determine which interventions and combinations of interventions have been most effective for the health and well-being of preschool children in Blackpool. Data is collected on local activity—such as when a toddler is admitted to hospital—and on indicators like rates of breastfeeding or post natal depression. By examining the trends around the effectiveness of an intervention it can also determine optimal points in a child's development to provide different types of support.

Data protection restrictions meant that health data collected by Blackpool Teaching Hospital NHS Foundation Trust could not leave the Trust. So when the structure of the network was created, the Trust was used as the data warehouse with all data stored and analysed within its database. Better Start funded a specific

data-handling role within the hospital. It was not feasible to ask for consent for each individual element of linkage, so instead, everyone who accessed Better Start's interventions was asked to give informed consent for their data to be stored in the data warehouse and linked to administrative data in relation to them and their child. The first few hundred users have gone through this process and, as of February 2017, none have refused consent.

The Blackpool Children and Families Network is an ongoing and growing project and its full impact is not yet clear. But by providing organisations with a much richer picture of individuals' circumstances—as well as more comprehensive information on the range of services they are using—the data will support analysis of the effectiveness of individual interventions as well as variations in the timing and combination of interventions.

BIG DATA

Harnessing the volumes of data that are all around us



Strengths and opportunities

- ✓ Increases opportunities for quantitative analysis.
- ✓ Enables insights at population level.

Weaknesses and threats

- ✗ Requires advanced software and skills to manage.
- ✗ There are several ethical challenges.

What is it?

'Big data' usually refers to data generated as a by-product of digital transactions and interactions. It is unstructured and constantly changing, and can include what people say or do online, particularly on social media; digital trails created by financial transactions, web searches and other activities. It is often described as 'real time' although that doesn't necessarily mean it is always immediately available.

Why does it matter?

Technology is getting better at spotting patterns in large, complex datasets. So big data has the potential to generate new insights into need or the effectiveness of interventions at local, national or even global scales. Analytical techniques—in which computers learn from the data as they process it—are resulting in increasingly sophisticated powers of prediction, which could help inform programme design.

Much of the drive in big data is coming from the private sector where, for example, predictive analytics is being applied to web click history or loyalty card points to generate targeted advertising. From a voluntary sector perspective, big data can provide information very quickly that has traditionally been hard to capture, like public perceptions or data about population movements.

More and more of what we do is happening digitally, meaning the '[digital universe](#)'³⁷ is doubling in size every two years. So big data is going to continue to offer a rich source of information for those with the capability to obtain and use it.

Big data can help to identify trends, patterns and behaviours, but does not necessarily help us understand what causes them. We still need qualitative information that helps to explain preferences and attitudes—known as 'thick data'—to plug that gap.

How is it being used?

In the aftermath of the 2015 Nepal earthquake, [Flowminder/Worldpop](#)³⁸ used anonymous data from 12 million mobile phones to assess population displacement. It was immediately apparent that there were mass movements of the population, but very limited information about where people were moving to. The Flowminder team analysed mobile operator data, while the WorldPop mapping team rapidly produced updated population density maps. This data was used by relief agencies in estimations of the number of people affected, helping them to scale their response. Big data is generally most useful for understanding need. But where interventions affect large population groups, analysis of big data can provide new insights into their impact. Text analytics software that can recognise and categorise relevant language can help evaluators gain insights from huge amounts of unstructured data generated on social media and online news sites. Findings can be used to evaluate the impact of a campaign or to inform research into public perceptions—like work from the Centre for the Analysis of Social Media at Demos, which illustrates [the flux and location of Islamophobic tweets](#) across the UK after a terrorist attack³⁹.

Technology spotlight: Machine learning and predictive analytics

Machine learning uses algorithms to enable computers to analyse data and make decisions without being explicitly programmed to do so. This makes it possible to identify and learn from patterns in the data that would not be visible using normal methods of assessment. As the algorithm is designed to develop and grow based on the information it receives, users and even designers may no longer know how it has reached its conclusions. So it is important to validate findings through other means, or to ensure transparency in the algorithmic decision-making.

Predictive analysis uses pattern recognition to predict future needs or trends. This often uses elements of machine learning but can also integrate other methods such as data mining. An example is Amazon product suggestions based on past purchases and clicks.

Case study: Using social media analysis to understand public perceptions

Organisation name	UN Global Pulse, UN Millennium Campaign, the Water Supply and Sanitation Collaborative Council
Country	Global
How was the intervention used?	The partnership analysed social media content to inform the design of a sanitation campaign.

In 2013, the UN Millennium Campaign and the Water Supply and Sanitation Collaborative Council used big data as part of their planning for a new, global campaign on sanitation. In order to make the campaign as effective as possible, they wanted to understand the degree to which sanitation was being discussed online already, who was influencing those conversations, and which issues public conversations about sanitation were focused on. They also wanted to develop a tool to monitor the impact of the campaign as it progressed, so they partnered with UN Global Pulse—a United Nations initiative supporting the responsible use of big data as a public good.

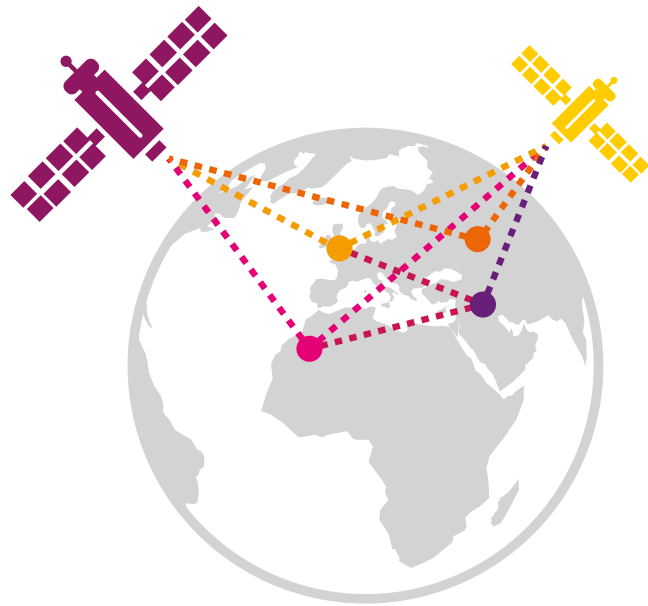
Global Pulse used a tool called [Crimson Hexagon ForSight](#)⁴⁰, which monitors social media conversations and online news content. They developed a set of keywords and combinations of keywords—a 'taxonomy'—which the software uses to

extract relevant conversations from social media. Global Pulse filtered English language tweets using the taxonomy, identifying 260,000 relevant tweets—an extremely low number compared to similar topics like women's health. This finding helped make the case for funding for a social media campaign to increase public engagement and ultimately help increase access to improved sanitation. The findings from the analysis were also used to inform the content and focus of the campaign, by identifying the most influential Twitter accounts; identifying common themes in sanitation-related conversations; and assessing the longevity of different sanitation-related hashtags.

While there has not yet been an evaluation of the campaign's impact, the 2011–2013 study provides a useful baseline of global public engagement on sanitation. A repeat analysis using a similar approach might offer insights into the impact of the campaign.

REMOTE SENSING

Having technology do the measuring for us



Strengths and opportunities

- ✓ Collecting information in an automated manner limits the effect of human bias upon results.
- ✓ Can provide data from remote and inaccessible locations.

Weaknesses and threats

- ✗ Limited applicability for many charities and contexts.
- ✗ Moral concerns around passively collecting information, as people may not be aware they are contributing data.

What is it?

Remote sensing uses technology—mobile phones, sensors placed in certain locations, or even satellites—to remotely gather information that could not be collected conventionally. It has been used in the private and public sectors to map customer behaviour, footfall and traffic flow, and can deliver highly detailed, accurate data in real time.

Why does it matter?

Technological change means that tools used a few years ago that were only possible with a significant budget can now be deployed more affordably around the world.

Remote sensing can facilitate data collection from locations that are isolated or disparate, or in situations where data collection would not otherwise be possible or cost-efficient.

Opportunities come not just from using new forms of technology to collect data, but from the sorts of data that can be collected. Because remote sensing tends to collect information passively using technology, rather than directly through human input, people have less influence on the result. This reduces the possibility of researcher bias.

Tech spotlight: Video

Video software is already being used in the private sector, for example to track sports performance or identify suspicious behaviour. In the future, the same approach could be used in evaluation. For example to assess the impact of a course aimed at improving social interaction, video software could be used to provide before versus after comparisons of behaviour, rather than relying on a practitioner to assess changes.

How is it being used?

Many of the most interesting uses of remote sensing are to be found in the international development sector, where projects are often not only measuring complex outcomes, but doing so in hard to access areas. The [Clean Cookstoves](#)⁴¹ programme, for example, provides users with cook stoves that use less polluting fuel. By installing smoke sensors in users' homes, they were able to measure whether the cook-stoves were actually being used and, if so, what impact they were having on the level of smoke in the house. MoMo, a tool developed by [WellDone International](#)⁴² records water flow in pumps, providing data on how much the pump is being used and how well it is working. The use of remote sensing in water and sanitation is particularly popular, with similar projects such as [charity: water's](#)⁴³ remote sensor project.

As general use of technology becomes more widespread, remote sensing can also take advantage of devices that are already in people's homes. [OpenEMeter](#)⁴⁴ provides a common set of metrics and measures to assess energy efficiency projects using

normal smart meters (which are expected to become the norm across the UK by 2020).

The growth in wearable technology measuring heart rates and other indicators of health or emotional states also provides the possibility for a fascinating expansion of remote sensing, allowing evaluators to access real-time data about the impact of a health intervention throughout the day. An obesity charity could measure changes in how people exercise—as well as the health impact of changes—following an awareness-raising session. A mental health charity could measure indicators of distress such as heart rate as part of tracking changes in well-being.

More broadly, remote sensing is likely to be useful to any organisation that wants to collect information across very wide geographic areas.

All of this carries a health warning. Because remote sensors collect data passively, it is particularly important to obtain relevant individuals' consent—where appropriate—before using them.

Case study: Monitoring forests from afar

Organisation name	Global Environmental Facility (GEF)
Country	Global
How was the intervention used?	GEF used satellite images to compare levels of land degradation between sites where they had intervened and similar sites where they had not.

GEF is a partnership of 18 organisations—ranging from UN agencies to international NGOs—that works to preserve threatened ecosystems, build green cities and boost food security.

The scale of this work is significant, with 1,704 projects spread across the world, often in very isolated areas. This would make conventional methods of evaluation, such as travelling to each site and recording forest loss locally, near impossible. Instead, GEF used satellite images to capture data about the rate of degradation of the forests it worked in.

Effective remote sensing comes down to selecting the appropriate tools for the evaluation. GEF needed very detailed images to be able to accurately measure how the forest

changed, so chose a satellite that gave them access to very high-resolution images. These were then compared with a control group of forests that had not received the intervention.

Doing so allowed GEF to evaluate how its work appeared to have influenced deforestation rates and related features, such as vegetation density. Drawing together case studies informed by remote sensors from around the world, GEF was able to get a detailed understanding of its impact, showing that almost all of the forests where GEF intervened shrunk by less than the control group—each GEF project protected, on average, \$7.5m of carbon storage (with each project costing an average of \$4.18m).

DATA VISUALISATION

Presenting information visually to uncover insights



Strengths and opportunities

- ✓ Presents data in a more accessible way.
- ✓ Makes patterns and trends in data more visible.

Weaknesses and threats

- ✗ Good visualisation can mask poor evaluation.

What is it?

Data visualisation is the practice of presenting data in a graphic, visual and engaging form. While data visualisation itself is not new, advances in digital technology have led to the creation of more and better tools, offering a wider range of useful visualisations than was previously possible. This can mean it is more accessible to non-specialists, can make it easier to spot trends, and can be used to communicate complex concepts or findings.

Increasingly, these different methods of visualisation are being integrated into suites of tools such as Tableau, which helps make visualisation more achievable for organisations, and data more accessible to readers. Of course, data visualisation is only as good as the data you put in. But where clean and relevant data is entered, useful insights can emerge.

Why does it matter?

Transposing data into a visual form enables researchers to see patterns that would not be obvious using conventional methods of data display. And by presenting data in a more attractive and accessible way, data visualisation encourages readers to engage with data and makes communication of findings more effective. This can include feeding back visual measurement of progress to service users or deliverers to **spur them to action**⁴⁵.

How is it being used?

Currently, the most common use of data visualisation is to make information more attractive and accessible to audiences. [The Centre for Cities Data Tool](#)⁴⁶ allows its users to view information about economic growth in the form of heat maps, bubble charts, scatter graphs, and time series with an interactive tool, making it much easier to find and understand relevant data.

Data visualisation is also being used as a tool for analysis. For example, network analysis allows programmes that are dealing with complex interactions between different people and organisations to see the connections between these different actors. Network analysis through the Netlytic tool formed part of [an evaluation of the Mind Elefriends programme](#)⁴⁷—an online forum providing peer-to-peer mental health support (see Figure 1). It revealed that users tended to group into relatively small clusters instead of forming wider peer networks. This insight helped the charity determine how best to spread information across the forum.

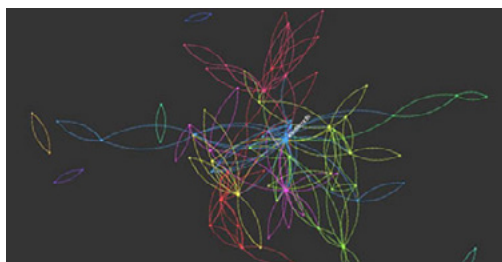


Figure 1: Visualisation of a network analysis of a sample of 157 users of Elefriends. Each point in the visualisation represents a user, with the coloured segments showing wider clusters.

Case study: Using data visualisation to map hunger

Organisation name	The Trussell Trust
Country	UK
How was the intervention used?	The Trussell Trust brought together 2011 census data, alongside information collected by a network of food banks they support, to create an interactive map showing priority areas for intervention.

The Trussell Trust supports a 400-strong network of local food bank charities. To manage growing demand for its services, the Trust wanted to know how food banks were used in each region, why they were used, and to see if it could find ways to forecast demand. So it used census data to gather demographic information about aspects likely to affect food bank usage and linked this with its own data—in a project called Mapping Hunger.

The project linked 64 categories of data from the census with 11 categories from the Trust (see page 14–15 for more on data linkage). The numerous links meant the dataset would be too complicated to be looked at in a spreadsheet. Instead the team created a map of the UK that showed the distribution of the Trust’s food banks across the country and how their levels of activity related to predicted demand. This map lets the Trust and local food banks identify trends affecting food bank usage.

The visualisation tool was primarily designed to measure need and reach. But the Trust and local food bank charities can also use it to identify areas where likely demand is not being met, by noting areas of the map that have similar census information as those locations that had seen heavy use of the Trust’s food banks.

In the future, the Trust could also use this data to help assess its impact by comparing actual and expected demand in areas where the Trust operates. It could also be used to gauge the impact of campaigning work on influencing policy—for example, where there is a significant change in Council services or changes in the benefit system. The Trust is making this data system available under licence to food bank charities operating a broadly similar model. Uptake of this will both enhance the national dataset and its value, and provide the modelling and predictive benefits to independent food banks.

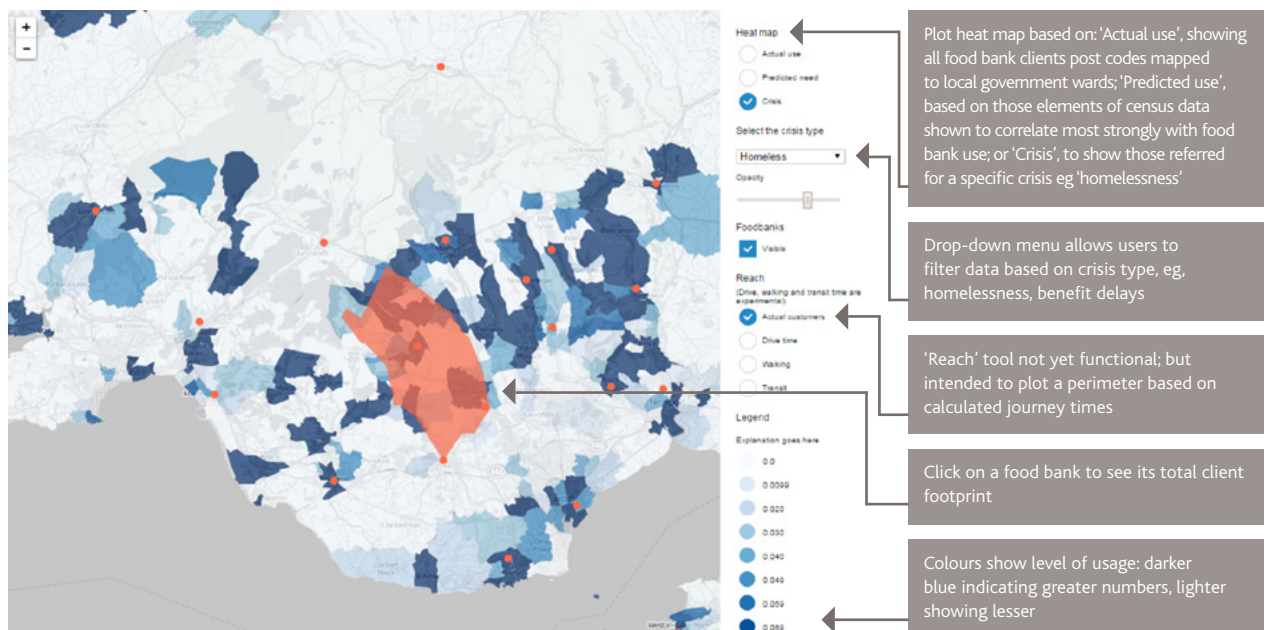


Figure 2: Annotated visualisations drawn from the Mapping Hunger tool, showing the main filters that can be applied to the data through the visualisation. Results show usage in Wales because of homelessness.

WHERE NEXT?

The measurement and evaluation field is advancing broadly and quickly. The way we think about programme delivery and evaluation is changing: there is an increasing focus on involving users, on understanding why something worked rather than just if it worked, and on collaborating with other organisations to put our evaluation into a wider shared context. Developments in technology offer tools to collect and analyse data. In a world of instant connectivity there is increasing possibility to respond to findings quickly and build them into ongoing service design and delivery. And as the volume of data we produce and obtain increases, so does the competition for attention to it. So data visualisation will become increasingly commonplace as tools become more user-friendly and expectations from audiences are raised. Organisations will need to look further than using this to report to funders—to bolster public trust in charities, there is an incentive for organisations to communicate their impact as widely and engagingly as possible.

Despite current cost and complexity, we expect to see the third sector increasingly harness opportunities like big data and predictive analytics, as they become both more powerful and more accessible. Meanwhile advances in the power of technology to analyse different types of data—like natural language processing—may mean that charities are able to derive more insights into user experience or public opinion. Yet as some people become increasingly concerned about privacy, opinions shared online may become even less representative of the population as a whole. And as more data is generated passively by people's actions, captured without us noticing by sensors or taken from comments made online, evaluators will need to develop new ethical conventions around privacy, consent and data ownership.

This report has highlighted some of the most exciting and innovative ways measurement and evaluation is changing. We believe each innovation we've focused on offers potential lessons which can apply to any organisation, whatever its size or sector, however advanced its evaluation practice, with the ultimate benefit of achieving even greater impact. We hope that organisations will take the findings of this report and reflect on which principles could be applied to their own measurement practice. An advanced, sector-level shared measurement approach may be too challenging for some charities, but sharing outcome measures or findings could be easily achievable. Involving users in evaluation design may be too resource intensive, but more effectively using feedback to improve programme design should be within most organisations' reach.

But whatever the sophistication or technical advancement of an evaluation process, the fundamentals of good impact practice must still apply—whether that's ensuring the data is collected responsibly, and is meaningful, robust and proportionate, or using findings to inform programme design and delivery.

Going forward, NPC will be working with the social sector community—with charities, social enterprises, funders and evaluators—to apply these concepts more widely, through online debate and existing forums, as well as our events and consultancy. We invite you to help spread these concepts, or get in touch with NPC to work with us on improving measurement and evaluation practice, and ultimately support the sector to increase its impact.

FURTHER READING AND RESOURCES

User-centric evaluation

'[Beyond accountability: Feedback as transformation](#)'. *Alliance Magazine*, 20(2), June 2015.

Groves, L. '[Breaking down "Feedback": A typology](#)'. Beneficiary Feedback in Evaluation blog, 6 January 2015.

Curvers, S., Hestbaek, C., and Lumley, T. (2016) '[User voice: Putting people at the heart of impact practice](#)'. New Philanthropy Capital.

Shared measurement and evaluation

Inspiring Impact website: www.inspiringimpact.org/our-plan/shared-measurement

Tamarack Community website: www.tamarackcommunity.ca/collectiveimpact

Collective Impact Forum: www.collectiveimpactforum.org

New Philanthropy Capital (2013) '[Mapping outcomes for social investment](#)'.

Theory-based evaluation

Harries, E., Hodgson, L., and Noble, J. (2014) '[Creating your theory of change: NPC's practical guide](#)'. New Philanthropy Capital.

Government of Canada (2012) '[Theory-based approaches to evaluation: Concepts and practices](#)'.

Centre for Advancement in Realist Evaluation and Synthesis website: www.realistmethodology-cares.org

Data linkage

The Scottish Government. (2012) '[Joined up data for better decisions: A strategy for improving data access and analysis](#)'.

[The Administrative Data Research Network](#) (www.adrn.ac.uk) facilitates researchers getting access to linked de-identified administrative data to facilitate data linkage. It also hosts a series of [introductory podcasts on data linkage](#).

Impact management

Dichter, S., Ebrahim, A., and Adams, T. (2016), '[The power of lean data](#)', in *Stanford Social Innovation Review*. Winter 2016.

Reich, O., '[What agile software development taught me about feedback](#)', Feedback Labs, 23 February 2017.

Big data

UN Global Pulse website (for guides and related topics): www.unglobalpulse.org/resource-library/guides

Data Science for Social Good website: www.dssg.uchicago.edu

Remote sensing

Innovations for Poverty Action (2016) '[Sensing impacts: Remote monitoring using sensing](#)'.

charity: water (2015) '[Wanna build your own sensor?](#)'

Spector, J., '[How portable air sensors are changing pollution detection](#),' for City Lab, 13 August 2016.

Innovatemedtech. '[Medical sensors and wearables: What are the applications?](#)'

Data visualisation

Netlytic: A free tool to create network analysis visualisations of social media. www.netlytic.org

Tableau: A data analytics programme that turns raw data into a wide set of visualisations. Free and paid versions available. www.tableau.com

Mindomo: A paid data visualisation tool that translates information into mind maps. www.mindomo.com

Word tree: A free tool that analyses text and displays patterns of most used words alongside the text. www.jasondavies.com/wordtree

Capacity building

In ensuring evaluators remain mindful of the principles of good practice while being able to make use of this growing arsenal of tools, there is an increasing focus on evaluation capacity building. An expanding pool of resources are freely available, including:

[Inspiring Impact](#)⁴⁸ is a UK-wide collaborative programme, working with the charity sector to help organisations know what to measure and how to measure.

[The Impact Management Programme](#)⁴⁹ is a capacity building programme to support charities and social enterprises to increase their social impact and diversify their income.

[Better evaluation](#)⁵⁰ is an international collaboration to improve evaluation practice and theory by sharing and generating information about options (methods or processes) and approaches.

[Choosing Appropriate Evaluation Methods tool](#)⁵¹ from Bond is an accessible aid to help organisations understand evaluation methods and choose the right ones for your purposes.

[3ie](#)⁵² (International Initiative for Impact Evaluation) offers resources and opportunities for training.

ACKNOWLEDGEMENTS

We are grateful to our project sponsors, our expert stakeholders and our advisory group (listed below), our case study organisations, and all the other individuals and organisations who spoke to us as part of the research.

Expert stakeholders

David Ameyaw, International Centre for Evaluation and Development

David Bonbright, Keystone Accountability

Megan Campbell, Feedback Labs

Julia Coffman, Center for Evaluation Innovation

Jenny Dibden, Department for Business, Energy and Industrial Strategy

Alnoor Ebrahim, Harvard Business School

John Gargani, Gargani + Company

Ian Goldman, South African Presidency's Department of Planning, Monitoring and Evaluation

Karim Harji, Purpose Capital

Andrew Means, beyond.uptake

Jo Puri, 3ie

Linda Raftree, Independent Consultant

Nissa Ramsay, Comic Relief

Advisory group

Lucy Bernholz, Stanford Center on Philanthropy and Civil Society

Adrian Brown, Centre for Public Impact

James Goodman, Forum for the Future

Penny Hawkins, Independent Consultant

Sarah Mistry, Bond

Jeremy Nicholls, Social Value UK / International

David Pritchard, Independent Consultant

Patricia Rogers, RMIT University

Shubh Sharma, Dasra

REFERENCES

- ¹ Lumley, T., Ni Ogain, E. and D. Pritchard (2012) *Making an impact*. New Philanthropy Capital.
- ² Curvers, S., Hestbaek, C., Lumley, T. (2016) *User voice: Putting people at the heart of impact practice*. New Philanthropy Capital.
- ³ Bonbright, D., Ho, R., Lake, B., Sahaf, S. and Rahman, R. *Net Promoter Score for the nonprofit sector: What we've learned so far*. Feedback Labs.
- ⁴ Sheehan, C. (2016) *Humanitarian Informal feedback project: Za'atari Refugee Camp, Jordan. Evaluation report 2015/16*. Oxfam GB.
- ⁵ www.globalgiving.org/storytelling/
- ⁶ www.fundforsharedinsight.org
- ⁷ www.fundforsharedinsight.org/listen-for-good-overview
- ⁸ South African Government's Department of Planning, Monitoring and Evaluation. *Citizen-based monitoring: Building monitoring partnerships to improve service delivery*.
- ⁹ www.keystoneaccountability.org/consulting/constituent-voice-systems
- ¹⁰ Abercrombie, R., Harries, E. and Wharton, R (2015) *Systems change: A guide to what it is and how to do it*. Inspiring Impact.
- ¹¹ www.westlondonzone.org
- ¹² Cops, J., Harries, E., Ni Ogain, E., Kail, A., Plimmer, D (2014) *The Journey to Employment (JET) framework*. New Philanthropy Capital.
- ¹³ www.youthtruthsurvey.org
- ¹⁴ www.safelives.org.uk/practice-support/resources-marac-meetings/marac-videos
- ¹⁵ www.safelives.org.uk/practice-support/resources-domestic-abuse-and-idva-service-managers/insights
- ¹⁶ www.safelives.org.uk/about-us
- ¹⁷ www.3ieimpact.org/en/evaluation/evidence-gap-maps/
- ¹⁸ www.gov.uk/guidance/what-works-network#more-about-the-what-works-centres
- ¹⁹ www.iris.thegiin.org
- ²⁰ www.thegiin.org
- ²¹ Kail, A., and Lumley, T. (2012) *Theory of change: The beginning of making a difference*. New Philanthropy Capital.
- ²² Pawson, R. and Tilley, N. (1997) *Realistic evaluation*. Sage Publications.
- ²³ Harrison-Evans, P., Kazimirski, A., McLeod, R. (2016) *Balancing act: A guide to proportionate evaluation*. New Philanthropy Capital.
- ²⁴ Kazimirski, A. and Pritchard, D. (2014) *NPC's four pillar approach: Building your measurement framework*. New Philanthropy Capital.
- ²⁵ www.bcureglobal.wordpress.com
- ²⁶ Lloyd, R., Puntton, M., and Vogel, I. (2016) *Reflections from a realist evaluation in progress: Scaling ladders and stitching theory*. Centre for Development Impact.
- ²⁷ www.catch-22.org.uk/services/realising-ambition/learning-far/evidence-confidence-framework
- ²⁸ www.groundtruthsolutions.org/our-work/countries/sierraleone
- ²⁹ www2.fundsforngos.org/economic-development/dfid-global-learning-adaptive-management-glam-programme/
- ³⁰ www.access-socialinvestment.org.uk/capacity-building/capacity-building-programmes/impact-management
- ³¹ www.accessimpact.org
- ³² Bewley, H., George, A., Rienzo, C. and Portes, P. (2016) *National evaluation of the Troubled Families Programme: National impact study report*. Department for Communities and Local Government.
- ³³ Ministry of Justice (2014) *Accessing the Justice Data Lab service*.
- ³⁴ See www.thinknpc.org/our-work/projects/data-labs/justice-data-lab for more details.
- ³⁵ Public institutions that publicly share their data are often good sources of open data, for example data.gov.uk.
- ³⁶ Torres, Y. and Costa, L. (2014) *Digital narratives: Mapping contemporary use of urban open spaces through geo-social data*.
- ³⁷ www.emc.com/leadership/digital-universe/2014iview/executive-summary.htm
- ³⁸ www.flowminder.org/case-studies/nepal-earthquake-2015
- ³⁹ www.demos.co.uk/project/islamophobia-on-twitter/
- ⁴⁰ www.crimsonhexagon.com
- ⁴¹ www.cleancookstoves.org/home/index.html
- ⁴² www.welldone.org
- ⁴³ charity: water blog (2015) 'Wanna build your own sensor?'
- ⁴⁴ www.openeemeter.org/guide/what
- ⁴⁵ www.visix.com/blog/data-visualization-for-digital-signage/
- ⁴⁶ www.centreforcities.org/data-tool
- ⁴⁷ Goodings, L., Molloy-Vaughan, S., Raymond-Barker, B. and Tucker, I. (2015) *Online peer support in mental health communities*. Communities and Culture Network.
- ⁴⁸ www.inspiringimpact.org
- ⁴⁹ www.thinknpc.org/our-work/projects/impact-management-programme
- ⁵⁰ www.betterevaluation.org
- ⁵¹ www.bond.org.uk/resources/evaluation-methods-tool
- ⁵² www.3ieimpact.org/en/evaluation/



TRANSFORMING THE CHARITY SECTOR

NPC is a charity think tank and consultancy. Over the past 15 years we have worked with charities, funders, philanthropists and others, supporting them to deliver the greatest possible impact for the causes and beneficiaries they exist to serve.

NPC occupies a unique position at the nexus between charities and funders. We are driven by the values and mission of the charity sector, to which we bring the rigour, clarity and analysis needed to better achieve the outcomes we all seek. We also share the motivations and passion of funders, to which we bring our expertise, experience and track record of success.

Increasing the impact of charities: NPC exists to make charities and social enterprises more successful in achieving their missions. Through rigorous analysis, practical advice and innovative thinking, we make charities' money and energy go further, and help them to achieve the greatest impact.

Increasing the impact of funders: NPC's role is to make funders more successful too. We share the passion funders have for helping charities and changing people's lives. We understand their motivations and their objectives, and we know that giving is more rewarding if it achieves the greatest impact it can.

Strengthening the partnership between charities and funders: NPC's mission is also to bring the two sides of the funding equation together, improving understanding and enhancing their combined impact. We can help funders and those they fund to connect and transform the way they work together to achieve their vision.

New Philanthropy Capital
185 Park Street, London SE1 9BL
020 7620 4850
info@thinkNPC.org

Registered charity No 1091450
A company limited by guarantee
Registered in England and Wales No 4244715

www.thinkNPC.org