Impact Measurement
Presentation Notes

Slide 4:
Many verbs are used to describe impact measurement.

Impact measurement explores what your program provides, what its intended impacts are and whether or not it achieves them. It does not prove that the changes that take place are a result of your activities.

You are not meant to be an expert in evaluation or research methodology. But you do need to know the basics to conduct outcome measurement.

Slide 5:
Here are some basic concepts that you need to understand in order to develop a successful impact measurement plan.

Inputs are the resources and contributions that you and others make to the effort. Examples of inputs are people (i.e., staff, volunteers), money, materials, equipment, partnerships, and technology.

Activities are what your organization does with its resources. Activities are the interventions used to bring about the intended program changes or results. Activities may include products, services, or the creation of infrastructure.

Outputs are the direct products of your organization's activities. Outputs are data about activities, size and scope of services, or products delivered or produced.

Outcomes are the specific changes in behavior, knowledge, skills, status, or level of functioning that occur as the result of your organization's activities. Outcomes can be intended or unintended, positive or negative. Outcomes do not occur all at one time or immediately. The more immediate the outcome, the more influence, in general, your organization has over its achievement.

Short-term outcomes are specific changes in attitudes, knowledge, skills, motivation, or awareness expected to result from your organizational activities. Short-term outcomes can occur as soon as immediately or they may take up to a year to occur.

Medium-term outcomes build on the progress achieved by short-term outcomes. **Medium-term outcomes** are expected changes in behaviors, practices, policies, or procedures. Medium-term outcomes typically occur one to three years after the activity.

In turn, long-term outcomes build on the progress achieved by medium-term outcomes. **Long-term outcomes** are expected changes in environment, social, economic, or political conditions. Long-term outcomes typically occur four to six years after the activity.

Impact is the fundamental intended or unintended change occurring in organizations, communities, or systems as a result of your organization's activities. Impact might include improved conditions, increased capacity, and or changes in the policy arena. Impact is typically achieved seven to ten years after an activity.

Slide 6:
Impact measurement is about moving beyond just looking at outputs. The power of accomplishing significant outcomes is not about <u>what</u> we do; it is about <u>why</u> we do what we do. Outcomes are the difference your organization will make in someone's life or the life in your community. They are the future you want your organization to create for the people who walk through your door and everyone in your community.

Slide 7:
The logic model depicts the organizational basics over time from planning through results. Certain resources are needed to operate your organization. If you have access to the needed resources, then you can use them to accomplish your planned activities. If you accomplish your planned activities, then you will deliver the amount of product and/or service that you intended. If you accomplish your planned activities to the extent you intended, then participants will benefit in certain ways. If these benefits to participants are achieved, then certain changes in organizations, systems, or communities might be expected to occur.

The logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your organization, the activities you plan, and the changes or results you hope to achieve. It depicts the sequence of activities thought to bring about change and how activities are linked to expected results.

Logic model is used interchangeably with theory of change. A well constructed theory of change points toward your organization's eventual effectiveness. As an organization grows and develops, so does its logic model. The logic model is a snapshot of an organization at one point in time.

Now let's test your knowledge. (See **Outcome or Output Handout**.)

Slide 8:
How will you know when changes have occurred? How will you know when you have achieved the desired outcomes?

Outcome measures are the data against which you will measure the progress of your organization. Effective outcome measures are **meaningful**. They capture the essence of the outcome so that it can represent the outcome. Effective outcome measures are also **timely**. They are likely to occur within the designated timeframe or often enough to be useful. They are also **manageable**. Effective outcome measures are workable and cost effective. Finally, they are **acceptable**. Key stakeholders will accept the outcome measure as a description of what the outcome looks like when it happens.

In selecting outcome measures, be sure to choose outcome measures for which you can get data. This may seem obvious, but you would be surprised how often this is overlooked. Also, make sure the outcome measures you select are those that are most useful to you and give the most useful information for your organization. You should also be mindful to select outcome measures that are the most feasible given the time, staff, and money resources available to your organization.

One to three outcome measures is usually a realistic number for each outcome you have identified.

Slide 9:
Some outcomes and outcome measures lend themselves to a particular data collection method. In other cases, data can be collected in more than one way. Data collection methods vary in terms of their validity and reliability. That is, some data collection methods generate more accurate and consistent information than

others. Other factors that might affect selection of data collection methods include the resources you have available and the appropriateness of the methodology for your population.

Surveys, interviews, and focus groups are best for collecting data about attitudes. These methods are fine for measuring confidence in a skill or interest in a subject, but are weak for measuring behaviors depending on the time between the activity and the data collection. The longer the time between the activity and the data collection, the less reliable these methods become.

Observation is best for measuring skills and short-term behaviors. It is not at all appropriate for attitudes. It also does not make sense as a data collection method for longer-term behaviors as you would have to postpone your observations until those behaviors are likely to occur. And you most likely will no longer have access to your population.

Record or document review is best for measuring changes in status or condition. This method might also be used for measuring changes in knowledge and behaviors (for example, reviewing school records).
Finally, anecdotes can be viewed as a data source. Anecdotal information can be helpful in identifying unintended outcomes.

Now that we have reviewed basic concepts in impact measurement, let's move to how these are related to ArtsWave's new impact-based funding.

Slide 10:
Hopefully by now you are familiar with ArtsWave's Program Theory for Impact. In order to create this theory, a team of consultants, board members, and arts organizations began its work by reviewing the limited body of research available on measuring the impact of the arts on a community. It then created this program theory that demonstrates the rational relationship between the grant making/investment process (i.e., the red boxes) and the key impacts (i.e., the green boxes).

The purple boxes on the program theory are intended to highlight specific outcomes that individual arts organizations ("grantees") can drive. These are the immediate or short-term impacts of the arts programming that they are doing. These activities, in the aggregate and over time, create broader arts sector outcomes, denoted by the blue boxes, which ultimately lead to the desired key impacts in green.

Next we will dissect the program theory to explore each of the six grantee outcomes.

Slide 11:
Outcome A is "Arts improve our quality of life and contribute to a thriving regional economy through extraordinary experiences." The second red box from the top in the program theory is the ArtsWave activity that relates to this outcome, specifically, "ArtsWave makes grants to support extraordinary cultural experiences." This activity ultimately contributes to both of the key impacts. This slide reflects the outcome chain related to the vibrant economy and neighborhoods impact.

Slide 12:
This slide reflects the outcome chain related to a more connected community impact. Both of these slides show the expected short-term, medium-term, and long-term outcomes for this activity. If you choose to address Outcome A in your application, you will need to identify outcome measures for one or more of the grantee outcomes in the purple boxes of the outcome chain reflected in this and the preceding slide.

Slide 13:
Outcome B is "Arts draw attendees in a manner that creates sustained economic value for local neighborhoods." The first red box at the top of the program theory is the ArtsWave activity that relates to this outcome, specifically, "ArtsWave makes grants to support cultural clusters." This activity contributes to the vibrant economy and neighborhoods impact. This slide shows the short-term, medium-term, and long-term outcomes for this activity. If you choose to address Outcome B in your application, you will need to identify outcome measures for one or more of the grantee outcomes in the purple boxes of this outcome chain.

Slide 14:
Outcome C is "Arts reengage our students and make the region a place of destination for employers and employees." The third red box from the bottom of the program theory is the ArtsWave activity that relates to this outcome, specifically, "ArtsWave makes grants to support arts learning." This activity ultimately contributes to both of the key impacts. This slide reflects the outcome chain related to the vibrant economy and neighborhoods impact.

Slide 15:
This slide reflects the outcome chain related to a more connected community impact. Both of these slides show the expected short-term, medium-term, and long-term outcomes for this activity. If you choose to address Outcome C in your application, you will need to identify outcome measures for one or more of the grantee outcomes in the purple boxes of the outcome chain reflected in this and the preceding slide.

Slide 16:
Outcome D is "Arts create events that draw attendees from different ages/cultures and provide participants an opportunity to interact and improve." The red box in the center of the program theory is the ArtsWave activity that relates to this outcome, specifically, "ArtsWave makes grants to support arts-focused community gatherings." This activity contributes to the more connected community impact. This slide shows the short-term, medium-term, and long-term outcomes for this activity. If you choose to address Outcome D in your application, you will need to identify outcome measures for one or more of the grantee outcomes in the purple boxes of this outcome chain.

Slide 17:
Outcome E is "Arts strengthen social bonds by creating interactions through art-making opportunities for amateurs." The red box second from the bottom in the program theory is the ArtsWave activity that relates to this outcome, specifically, "ArtsWave makes grants to support artmaking opportunities for amateurs." This activity contributes to the more connected community impact. This slide shows the short-term, medium-term, and long-term outcomes for this activity. If you choose to address Outcome E in your application, you will need to identify outcome measures for one or more of the grantee outcomes in the purple boxes of this outcome chain.

Slide 18:
Finally, Outcome F is "Arts strengthen social bonds by creating interactions through art-making opportunities for amateurs." The red box at the bottom of the program theory is the ArtsWave activity that relates to this outcome, specifically, "ArtsWave makes grants to support arts engagement across the Region." This activity contributes to the more connected community impact. This slide shows the short-term, medium-term, and long-term outcomes for this activity. If you choose to address Outcome F in your application, you will need to identify outcome measures for one or more of the grantee outcomes in the purple boxes of this outcome chain.

Slide 19:

Hopefully this workshop has helped you gain a better understanding of how to prepare a successful impact measurement plan for your organization.

It is important not to try to measure too much in starting out. Start slowly and learn from your experience. It may take as long as three years to develop a comprehensive, smoothly running impact measurement system. Be patient!