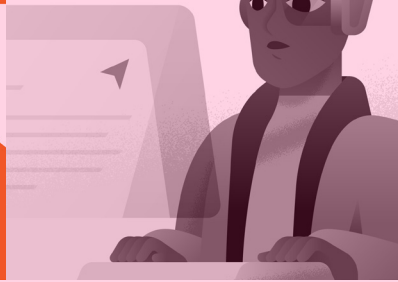


Measuring impact

These worksheets accompany the DEN Academy self study module 'Measuring impact' [<https://www.den.nl/en/den-academy/self-study-module-measuring-impact>].

Use these worksheets as you and your team work through the steps.





Worksheet 1

What are your research questions?

Do you want to know more about the how or the why? Understanding if you want to know how to improve (evaluation) or to know more about the changes you create for your audience (impact assessment) will help you shape your research questions.

What do you want to know?



Worksheet 2

Who is your audience, for whom do you want to measure change?

Map and prioritise your audience. As you do so, think about who is most important for you to create and measure change for. Check if your colleagues agree with you.

Who benefits directly from your activities?

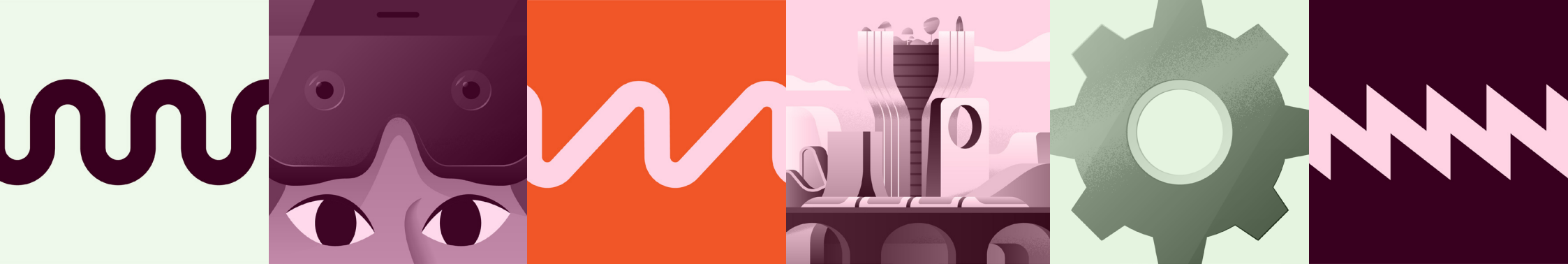
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Who is your priority audience?

For whom is it most important to measure change? You might identify more than one audience who you'll focus on. Write this below!

Now you need to make a change pathway for your priority audience(s) on the next worksheet.





Worksheet 3

Visualise your impact journey in a Change Pathway

These are the core components of a Change Pathway that we focus on in this module. You make one Change Pathway for each of your priority audiences. Read more about the theory behind the Change Pathway on the next page.

Short-term outcomes

Map your short-term outcomes here. Think about changes in attitude and behaviour. Once you've mapped these, you can ask yourself - so what? That will help you think through the longer-term outcomes that could happen next.

Long-term outcomes

Map your long-term outcomes here. Try to make connections to the short-term outcomes - draw lines and ask yourself questions about whether one leads naturally to another.

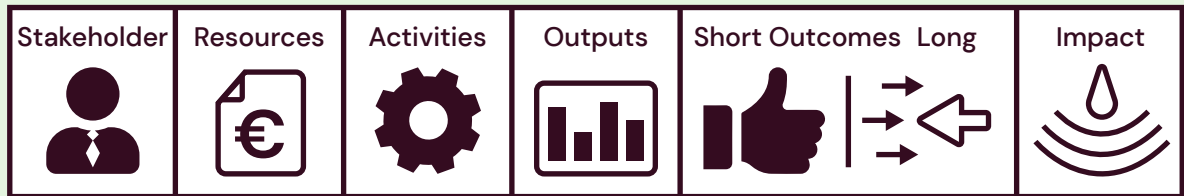
Impact statement

Write your impact statement here. Think about the big goal that makes you feel warm inside. Remember, you contribute to this goal - you are not responsible for it. You might also have multiple impact statements - one for your sector or direct audience and one for society, for example.



Change Pathway - the theory

A Change Pathway sets out the connection between your audience and your activities, the changes you wish to create, and the impact you are contributing towards. You can extend it to map out your indicators for short and long-term change.



Europeana [Impact Playbook's](#) Change Pathway, based on the core components of a logic model and drawing from Simon Tanner's Balanced Value Impact Model (BVIM).

It's helpful to visualise your impact journey and refer back to it. In this exercise, we focus on the right-hand side of the tool - on outcomes and impact. Make it simple and design it well, and you can share it as a visual way to help people learn more about the impact you are working towards.



Tip! See the **glossary** at the end of this worksheet to know more about the different terms used in a Change Pathway.

Get started - Draft your impact statement

Think about impact as the big, long-term goal that gives purpose and relevance to your work, the driving force. Take a look at your organisational mission - this might already have set out an impact vision of a more tolerant and inclusive society or a strengthened local economy.

You might identify one impact statement that is specific to your audience. Then, by asking the question 'so what?', you might also emerge with another impact statement for wider society, the economy or the environment. Write them down in the **Change Pathway** below.

Plan the outcomes that you want to create (and measure)

Now it's time to map out the long and short- and long-term **outcomes** that your audience is going to experience through your work. Discuss these in your team. Don't forget that outcomes are changes experienced by your audiences, not actions that you take or results. Below are some examples.





Tips!

- It's helpful to use words like 'improve', 'reduce', 'strengthen' to describe outcomes.
- Always ask yourself – so what? This helps you make connections between different outcomes. One change often leads to another!

Outputs

- One workshop on creative coding
- Five students engaged in a training course
- Completed digital artworks

🎪 Results or activities

- Workshop on creative coding delivered
- Theatre goers are invited to sign up to the digital theatre programme

✓ Outcomes

- Increased enjoyment of digital culture
- Improved skills in creative coding
- Increased desire to watch theatre when it is available digitally

When you think **about long-term outcomes**, make the connection to your impact goals. What has to change in the long-term for your audience to help you achieve this impact?

When mapping out **short-term outcomes**, discuss the activities you want to deliver, or the needs of your audiences.

Either way, try to:

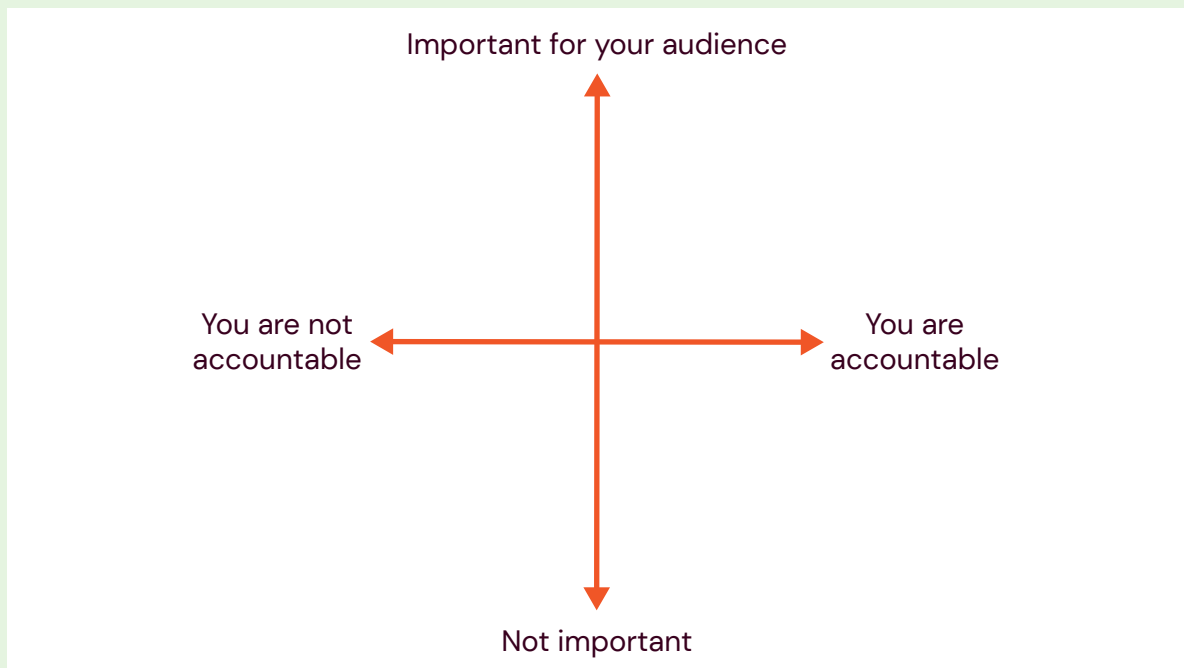
- Draw lines between short and long-term outcomes – one change leads to another.
- Test your assumptions about the connections between changes. Is this likely to happen? Is this dependent on another action taking place, and how can you plan for this?
- Remember that change is not always linear – it might go round in a circle or be very interconnected with other sets of outcomes.

Prioritisation

You can't measure everything. Think about what you want to achieve, and prioritise what's most **meaningful** and **important** for your audience. You should also think about whether you are **accountable** for the changes that you have identified or if the change might have happened anyway (causality).

The matrix below might help shape a discussion with your colleagues about what outcomes you should prioritise from your Change Pathway. Don't give up on outcomes that you think are more difficult to measure.





Create indicators for your outcomes

Once you have prioritised your outcomes, it's time to think about how you measure them. It might be difficult to measure an outcome as it is, for example, *increased enjoyment in school*. Instead, we might think about what we can measure that *indicates* that this change has taken place - we call these indicators.

Indicators can be **subjective** (a self-reported perception) or **objective** (an objectively collected measurement). It's good to get a combination when you are trying to explore if a change has occurred.

✓ **Outcome** = Increased enjoyment of digital culture

Indicators could include:

- Objective:
 - Repeat visits to a performing art company's online offer
 - Observed enjoyment / engagement by participants during a workshop
- Subjective:
 - High (and increased) satisfaction rating
 - Increased likelihood to explore a performing art company's online offer

✗ **Not an indicator:**

- Number of participants
- Number of workshops
- Workshop delivered
- Contracts in place



Extended Change Pathway – add your indicators

Use the extension of the Change Pathway below to write down the indicators that can help you assess if the outcomes you want to create for your audiences have occurred.

Short-term outcomes	<i>Indicators for short-term outcomes</i>	Long-term outcomes	<i>Indicators for long-term outcomes</i>	Impact



Worksheet 4

Shape your impact story

Draft your impact story below.

In your impact story start by (1) **setting the scene**. Think about what you wanted to achieve and how you tried to achieve it.

Introduce your **characters**, and describe those for whom you wanted to create a change.

Your **plot** should say what happened, when, where and why – and how much! Think back to your research questions – how can you answer them by telling a story about your findings?

You'll probably have good and less positive results – is this the **plot twist**? Did you find out something new or did something not happen that you expected to happen? How did it resolve itself?

You can close with a **reflection**, your conclusions about what you learnt and what you will do next. Why is it important for the reader? Should they do anything, and what might your recommendations be?



Glossary

Audiences – those who directly or indirectly benefit from your activities. You should be able to make a list of those who benefit directly and indirectly from your activities.

Data analysis – how you structure your data – raw information – into something you can derive meaning from. The process involves cleaning your data (making it usable and consistent), analysing the data to try to find trends and relationships in your data, and drawing conclusions.

Impact – the positive long-term change(s) that you want your audiences and wider society to experience, but for which you cannot be solely accountable for.

Outcomes – the (positive or negative) attitudinal or behavioural changes experienced by your audiences in the short, medium and/or long-term. For example, increased tolerance towards other communities.

Indicators – the measures that we use to assess if an outcome occurred. For example, for an outcome of increased tolerance we might measure how much more important someone’s perceptions of equal rights are in society. We are likely to have more than one indicator per outcome.

Methodology – the umbrella term for how to design how you collect data, analyse and interpret it, report on and use your findings. It includes, for example, your approach to ethics and the sample of data (how much) you collect.

Methods – how you collect and analyse your data. You might use a mixed methods approach that blends quantitative and qualitative data. Such a holistic approach helps to tell you *what happened* as well as *why it happened* and *to what extent it is significant*.

Outputs – the measures or metrics you use to describe your activities in numbers. For example, forty participants in three workshops with people from six different communities represented.

Quantitative data – numerical information that can be analysed and presented in numbers. Quantitative data can often tell you *what* happened.

Qualitative data – non-numerical information like text, opinions, actions, descriptions and behaviours. Qualitative data can tell you *why* something happened like it did and give you insight into the context.

