



Bishop's Action Foundation

Impact Framework

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Prepared by Zara Lok
Obst - facilitating positive Impact
21 Devon Street West
New Plymouth, Taranaki

Overview

Bishop's Action Foundation (BAF) has been working as a catalyst for change for fifteen years. During that time many projects, programmes and partnerships have been initiated to achieve positive impact here in Taranaki. *This* project, developing an impact framework, aimed to identify what is, and could be changing as a result of BAF's work and activities. Shifting the attention from outputs, to outcomes. In this report you'll read what **process** we undertook to develop BAF's **Theory of Change**, including **key insights** & themes that emerged, the Theory of Change itself, and **recommended indicators** to start tracking outcomes.

Why develop an impact framework?

By 'impact' we mean, positive social and/or environmental change. Developing an impact framework helps organisations do four things:

Prove

You can prove that the work you are doing is leading to positive change. How can you know you're achieving your goal without knowing what change you're trying to make?

Improve

Where the data shows you something different than what you expected, you can pivot, and you can refine your Theory of Change (ToC) to ensure your approach continues to work towards maximum impact.

Measure

A clear evaluation strategy forms the foundation of meaningful measurement. The ToC identifies the outcomes you expect to see as a consequence of the work you do. You can use indicators to measure whether those outcomes have been achieved or not.

Communicate

Having a clear evaluation framework, and measurement in place allows organisations to then communicate the impact they are having more effectively. To those they are serving, funders, and other key stakeholders.

Process & key insights

During this process we carried out interviews, workshops, and surveys to understand what outcomes BAF is currently achieving and what long term change those outcomes may lead to. This allowed us to gather internal and external insights and combine those into a final framework that includes a Theory of Change and a set of indicators.

1. Phase one: stakeholder engagement
2. Phase two: synthesize & develop Theory of Change
3. Phase three: develop indicators

External stakeholder engagement

We invited key stakeholders to participate in an impact workshop on 11th February. We had 7 different organisations represented. During the workshop the key themes that emerged were:

- The role of BAF as a cross sector player
- The credibility and neutrality that BAF brings
- Connection, capacity and capability as key short-term outcomes
- More effective community organisations

We also carried out 3 interviews with organisations that sit in-house within BAF's operations. Despite being 'in-house' these interviews informed our 'external' insights. Here we not only heard about the impact of their connection to BAF in carrying out their work, but also the impact of employee wellbeing. During those interviews the key outcomes were:

- Increased capacity due to the sharing of resources
- Increased organisational effectiveness due to connectedness
- Increased community resiliency
- Increased wellbeing
- Credibility of being associated with BAF

In addition, interviewees shared outcomes they felt as a result of being employed by BAF. These included:

- Flexibility & work-life balance
- Strengthened families / wellbeing

Internal stakeholder engagement

To gain insight internally, we held a management workshop on 17th February. This was an opportunity to share the insights gained through external engagement and explore the longer-term impact of BAF's outcomes. Here the management team worked on synthesizing & distilling outcomes. The long-term impact of BAF's work was also identified during this session as being on the theme of wellbeing and equity.

What emerged in addition to this were the following opportunities:

1. Develop an impact statement to support BAF's vision statement
2. Have two Theory of Changes: one internal (more detailed), one external (high level)
3. Further clarify BAF activity headers
4. Consider developing an annual 'Impact Report'

Complimenting the management input into this process was that of the Board. This was gained through interviews with those who were available within the constrained time limit. These further validated the outcomes already heard.

Potential risks

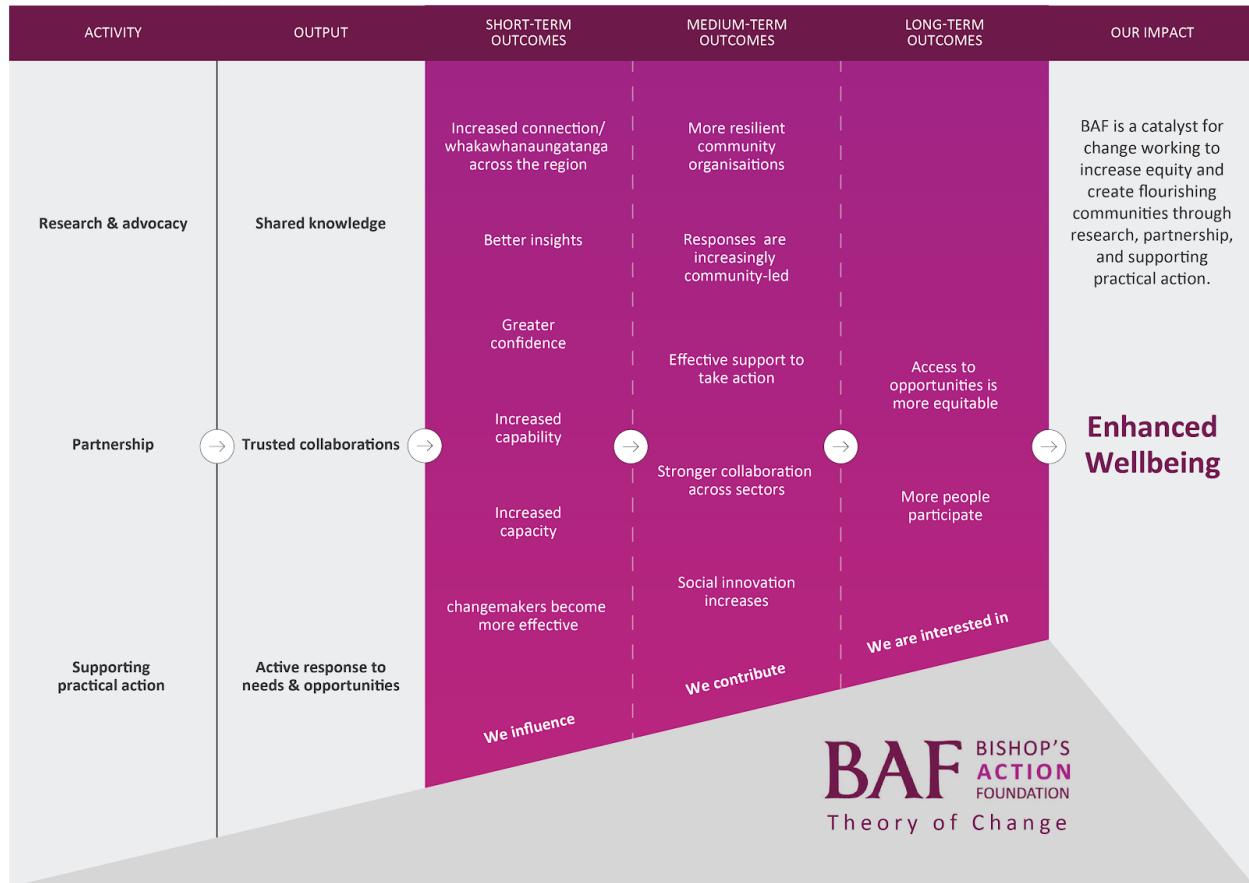
Throughout the stakeholder engagement, effort was made to create a safe space for participants to highlight any negative outcomes. Inviting this feedback is integral in maximising positive impact. Though no negative outcomes were expressed, the following potential risk was shared by more than one stakeholder:

- BAF's own capacity to support *more* organisations, projects & programmes

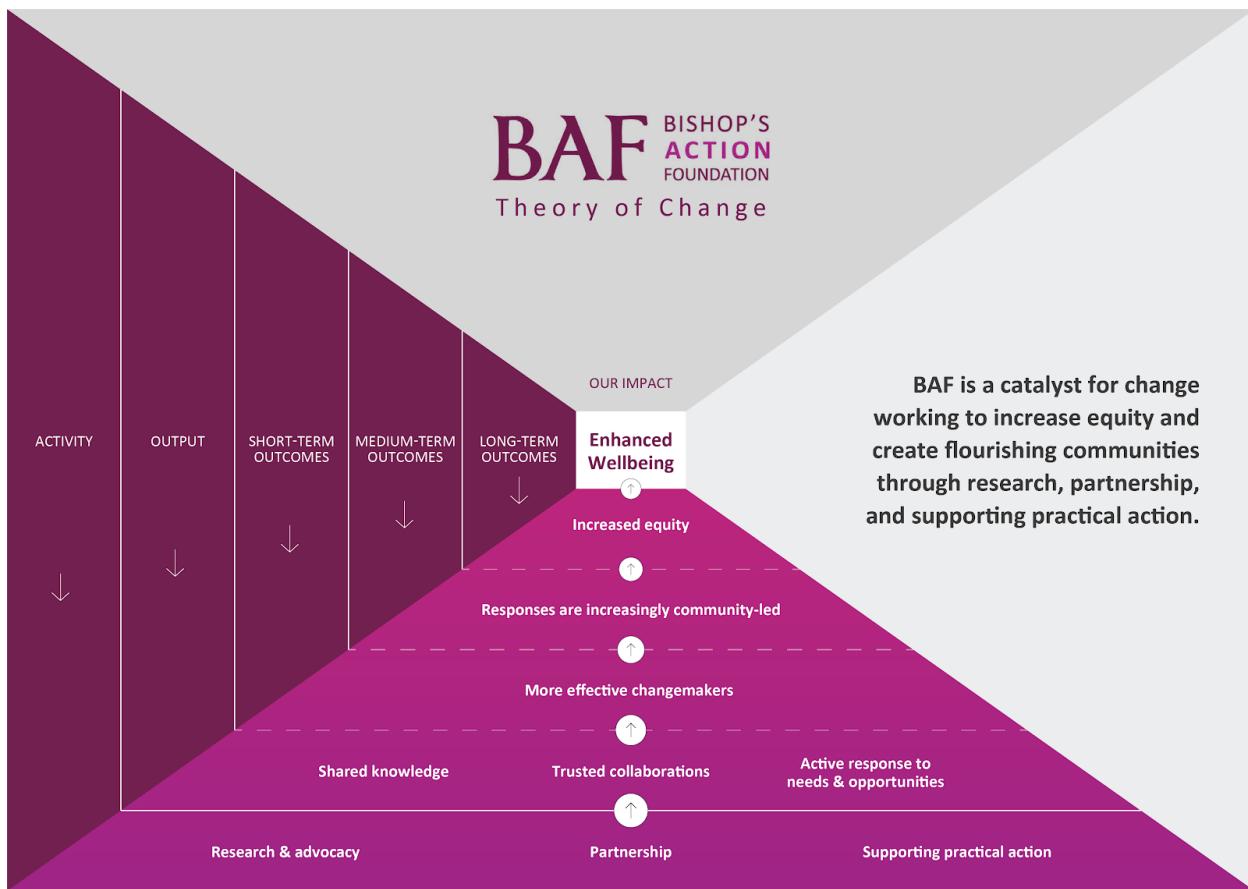
Theory of Change

What has been developed has come out of internal and external input, and has been synthesised & iterated by Zara Lok. Whilst having this first version is a great foundation, your Theory of Change should be revisited and iterated regularly so that the data you gather (through your stakeholders) continues to inform your impact strategy. Thus giving you the opportunity to pivot your activities and maximise your impact.

Internal version - detailed



External version - for use in comms



Indicators

By 'indicator' we mean ways in which we know change has occurred. Developing indicators for each outcome in an organisation's Theory of Change, enables that organisation to track the change (outcomes) over time, and measure what matters. The following recommendations for indicators, data sources, and frequency help begin the journey of measuring BAF's impact.

Outcome	Indicator	Data source	Frequency
<i>Short-term outcomes - BAF influences</i>			
increased	Number of engagements where	BAF	annual



connection / whakawhanaungata nga across the region	connections are made		
	Number of referrals and connections made by BAF staff	BAF	annual
	% of org/people reporting improved connection	BAF	annual
	% of changemakers that report increased connection	BAF	annual
better insights	Number of research/insight papers produced	BAF	annual
	Number of downloads	BAF	annual
	% of org/people reporting improved knowledge as a result of engagement	BAF	annual
greater confidence	% of org/people reporting improved confidence after engagement w BAF	BAF	annual
increased capability	% reporting increased capability as result of interaction w BAF	BAF	annual
	Number of initiatives/orgs reporting on their own impact	BAF	annual
changemakers become more effective	% of initiatives/orgs who report deepened or widened their impact in the year following BAF interaction	BAF	annual
Medium-term outcomes - BAF contributes			
more resilient community orgs	% of initiatives/orgs that continue for 3 years, following support from BAF	BAF	annual
	% of initiatives/orgs who report increased or sustained resources in the year following BAF interaction	BAF	annual
	Number of initiatives/org 'births' and 'deaths' - annual change	BAF	annual
effective support to take action	Net promoter score on support experience	BAF	annual/after one-off support
	% of initiatives/orgs reporting taking	BAF	annual/after

	action after engagement with BAF		er one-off support
stronger collaborations across sectors	Number of cross-sector engagements attended by BAF	BAF	annual
	Number of cross-sector initiatives born as a result of BAF engagement	BAF	annual
	Number of cross-sector initiatives/orgs that continue for 1 year, following engagement with BAF	BAF	annual
social innovation increases	% that report increased innovation after engagement with BAF support	BAF	annual
	Number of new/novel products, ideas, or services born by BAF associated orgs	BAF	annual
	Number of social enterprises	VTT	annual
<i>Long-term outcomes - BAF is interested in</i>			
access to opportunities is more equitable	% of BAF initiatives that serve vulnerable peoples	BAF	annual
	Labour force status for Taranaki adults	StatsNZ via figure.nz	every census
more people participate	Widespread technology infrastructure (internet access) for the betterment of all.	StatsNZ via figure.nz	every census
	Equal access to public goods**		annual
	Household equivalised disposable income vs housing costs by Region	StatsNZ household income & housing costs stats (table 2a)	yearly
<i>Impact - BAF is interested in</i>			
enhanced wellbeing	Wellbeing statistics - time series overall life satisfaction	statsNZ 2014-2018	every 2 years
	Social connectedness across regions	statsNZ	every 2



		NZ General Social Survey	years
	Self rated wellbeing across regions	statsNZ NZ General Social Survey	every 2 years
	Material standards of living across regions	statsNZ NZ General Social Survey	every 2 years

** This indicator will need your further consideration. What public goods or services demonstrate change in the areas BAF is working to increase equity and participation?

Further considerations

These indicators are designed to be simple. Most indicators are data points you can capture yourselves. For outcomes where BAF has the direct influence, or contributes as an active player in achieving that outcome (short and medium term outcomes), the best people to inform you, are your own stakeholders. Outcomes where BAF is 'interested', the long term outcomes, can often be sourced from existing public data sets. There may be other organisations you can work with to share relevant data.

What next?

Recommended steps to start measuring & communicating your impact

1. Decide and adapt the outcome indicators that are right for you - what is within your resources to track well? Who else might have relevant data for you to customise these and make them even more relevant?
2. Plan how you'll capture the data you need. This could be as simple as planning an annual focus group, regular surveys, or an email tag system.
3. Keep stakeholders at the heart of measuring your impact. What are you hearing, observing, and what is the data *really* telling you? Be curious and iterate to maximise your impact.
4. Consider how you can collect anecdotal evidence to support your impact story, for example case studies.

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5. How could tools like data visualisation enhance how you communicate your impact story. This can be particularly powerful in telling your impact story to your external stakeholders.

Conclusion

Bishop's Action Foundation has been on a journey to create flourishing communities for fifteen years. It's been a privilege to undertake this process with you, and hear directly from your stakeholders, your internal team, and some board members as to what is changing as a result of BAF's work, and the ripple effects of those outcomes. I commend you for your efforts thus far and your collaborative approach to developing this impact framework. I hope this framework will provide a new confidence in proving, improving, and communicating your impact in future years.

Glossary of terms

Theory of Change - a visualisation that demonstrates an organisation's long-term impact and the outcomes that lead to that change. "Generally it is used as a planning tool which sets out an aspirational pathway for an organisation to achieve its intended objectives. It does this by starting with the intended end goals and working back to identify the required outcomes and enablers / conditions that need to be in place for the goals to occur."¹

Social Innovation - novel ideas, products or services that address a social or environmental problem

Indicators - ways in which we know change has occurred²

Equity - "more opportunities are available to enable upward mobility for more people. All segments of society, especially poor or socially disadvantaged groups, are able to take advantage of these opportunities. Inequality is declining rather than increasing. People have equal access to a more solid economic foundation, including equal access to

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<http://www.socialvalueuk.org/app/uploads/2018/04/Standard-Principle-2-Understand-what-changes-Part-one.pdf>

²

<http://www.socialvalueuk.org/app/uploads/2016/03/The%20Guide%20to%20Social%20Return%20on%20Investment%202015.pdf>



adequate public goods, services and infrastructure, such as public transit, education, clean air and water”³

Changemaker - simply put: a changemaker is someone who is taking creative action to solve a social problem⁴. In this context we are referring to both individuals, and organisations

Well-being - is when people are able to lead fulfilling lives with purpose, balance and meaning to them⁵

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<https://www.rockefellerfoundation.org/blog/five-characteristics-inclusive-economy-getting-beyond-equity-growth-dichotomy/>

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<https://www.evansville.edu/changemaker/downloads/more-than-simply-doing-good-defining-changemaker.pdf>

⁵ <https://www.budget.govt.nz/budget/2019/wellbeing/approach/index.htm>