

# **EFFECTIVENESS IN PHILANTHROPY**

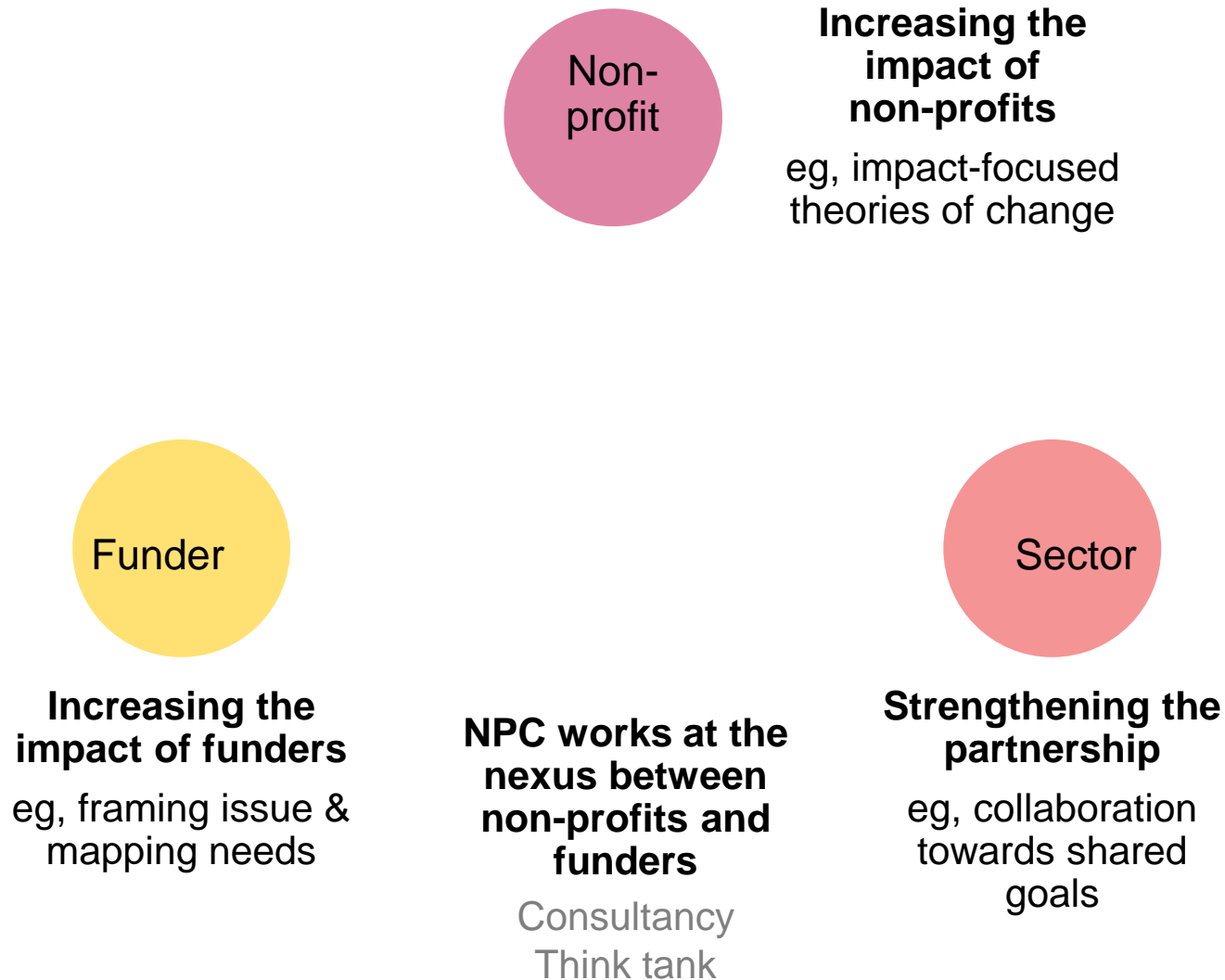
The urgent challenge to move beyond vested interests

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Brussels, 5<sup>th</sup> February 2015

Tris Lumley, Director of Development, NPC @trism1

# NPC: TRANSFORMING THE SOCIAL SECTOR





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Is impact measurement working?

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An organisation's story

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The urgent challenge

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Towards an alternative

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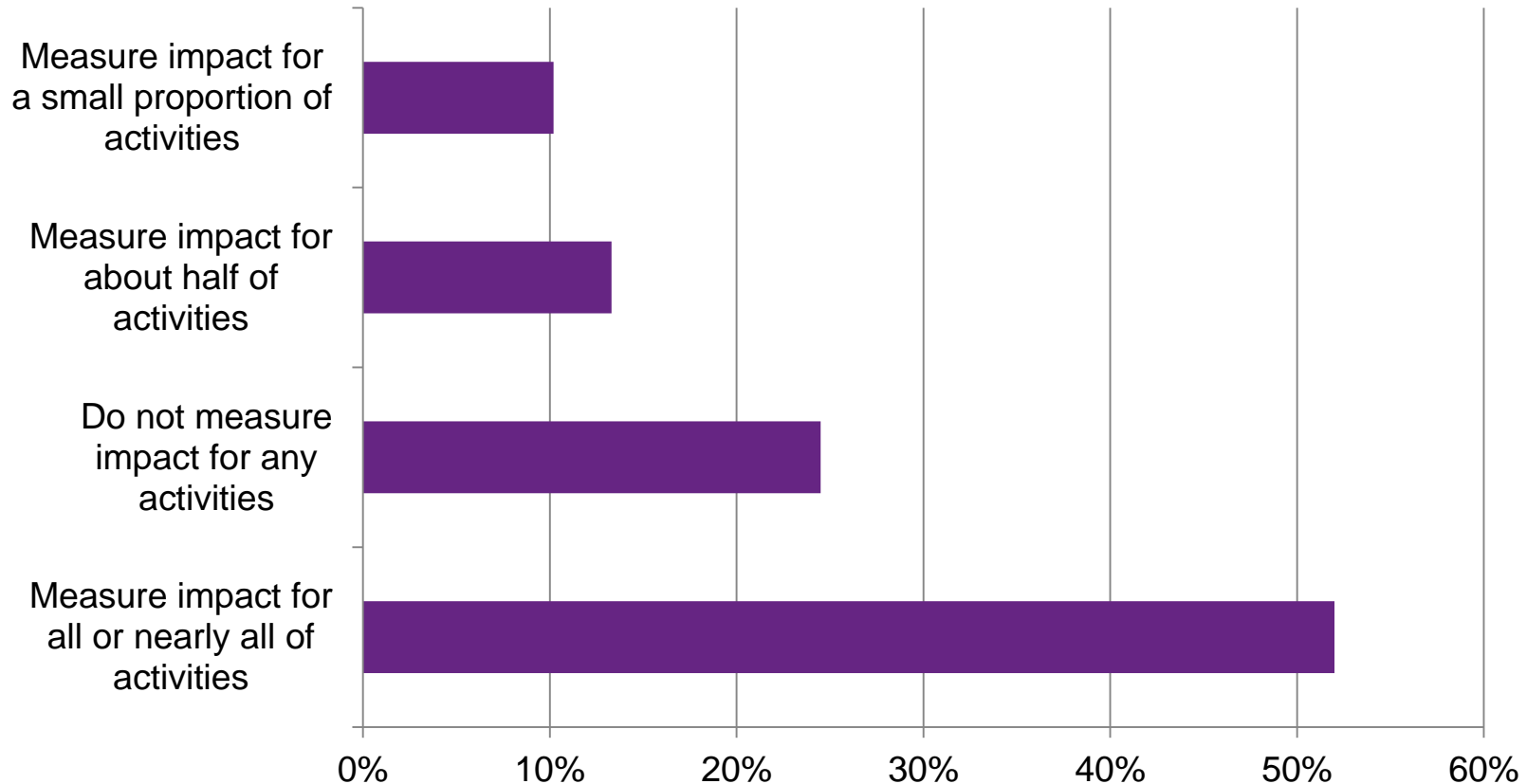
# Making an impact (NPC, 2012)



- Survey of 1,000 charities in UK
- Representative sample drawn from Charity Commission Register
- Telephone survey
- Excludes incomes below £10,000

# THERE'S MORE ACTIVITY

Most charities now say they're measuring impact

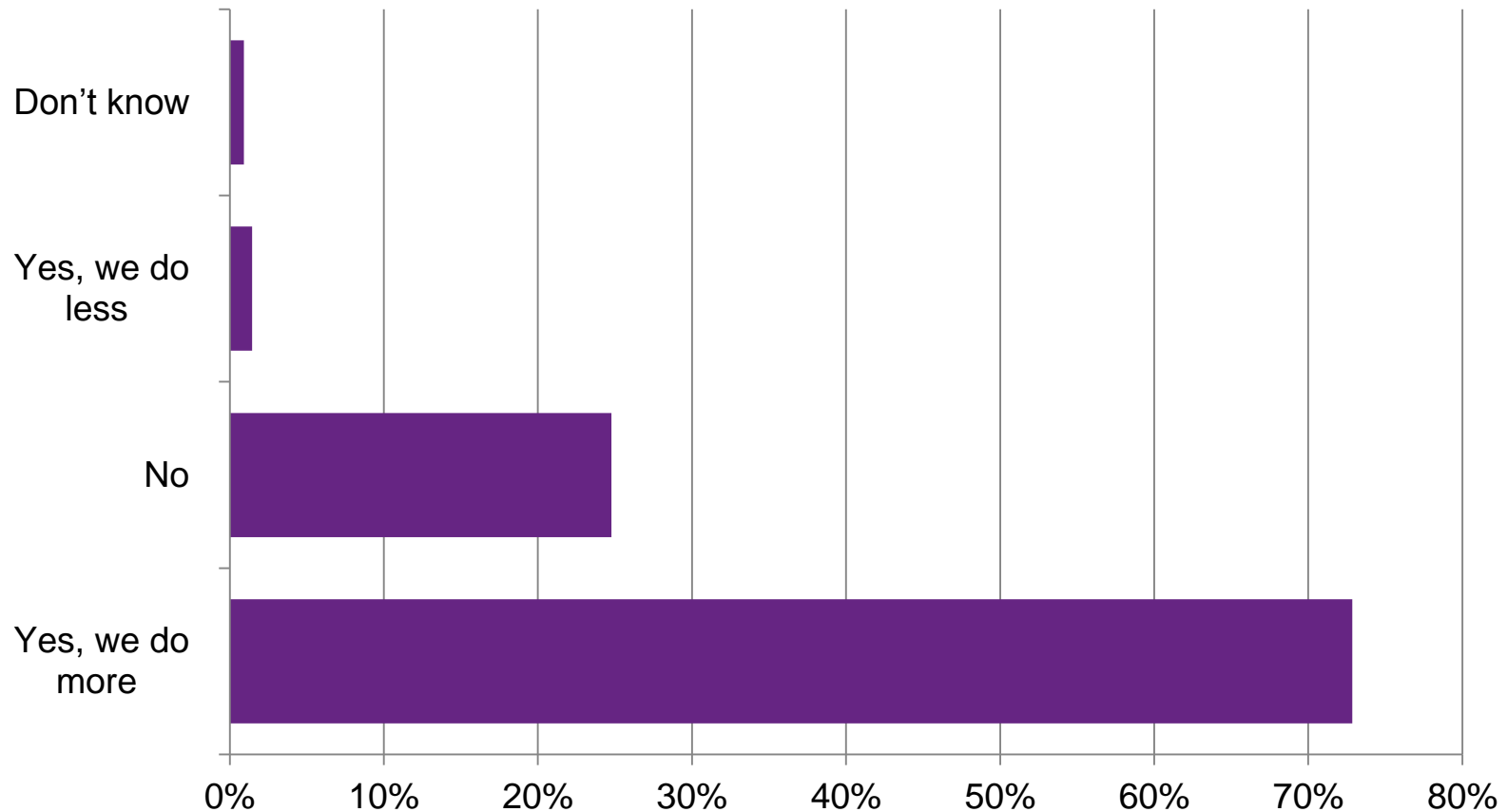


Question: how would you describe your organization's current approach to measuring its impact? N=1,000

# WE'RE MAKING PROGRESS



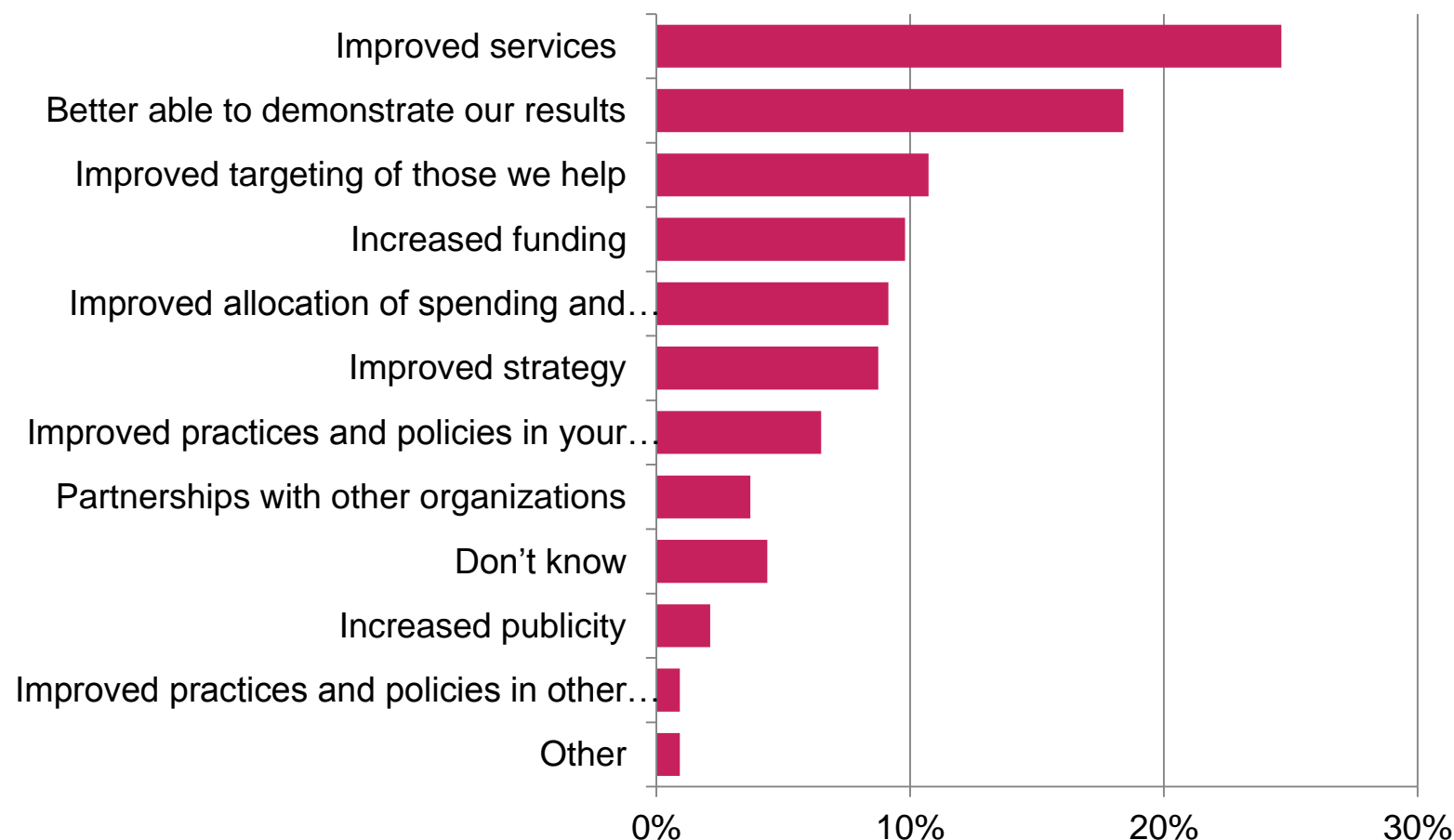
Most charities have increased their measurement efforts



Question: Has the amount of effort your organization puts into measuring its impact changed during the last five years? N=755

# THERE ARE REAL BENEFITS

Impact measurement can help charities learn & improve

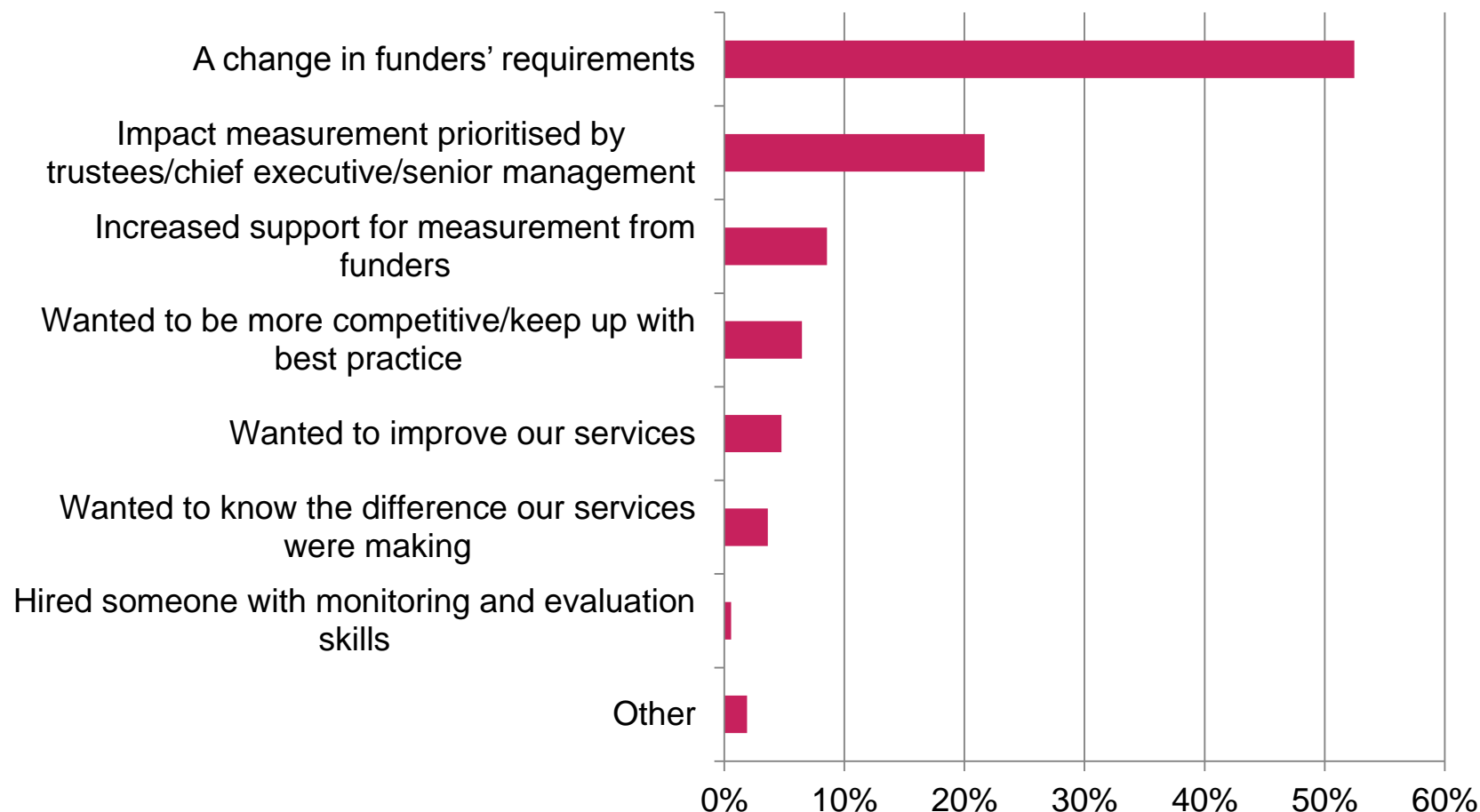


Question: In the last year, has measuring your impact led to any of the following benefits? N=755



# BUT THE DRIVER IS MONEY

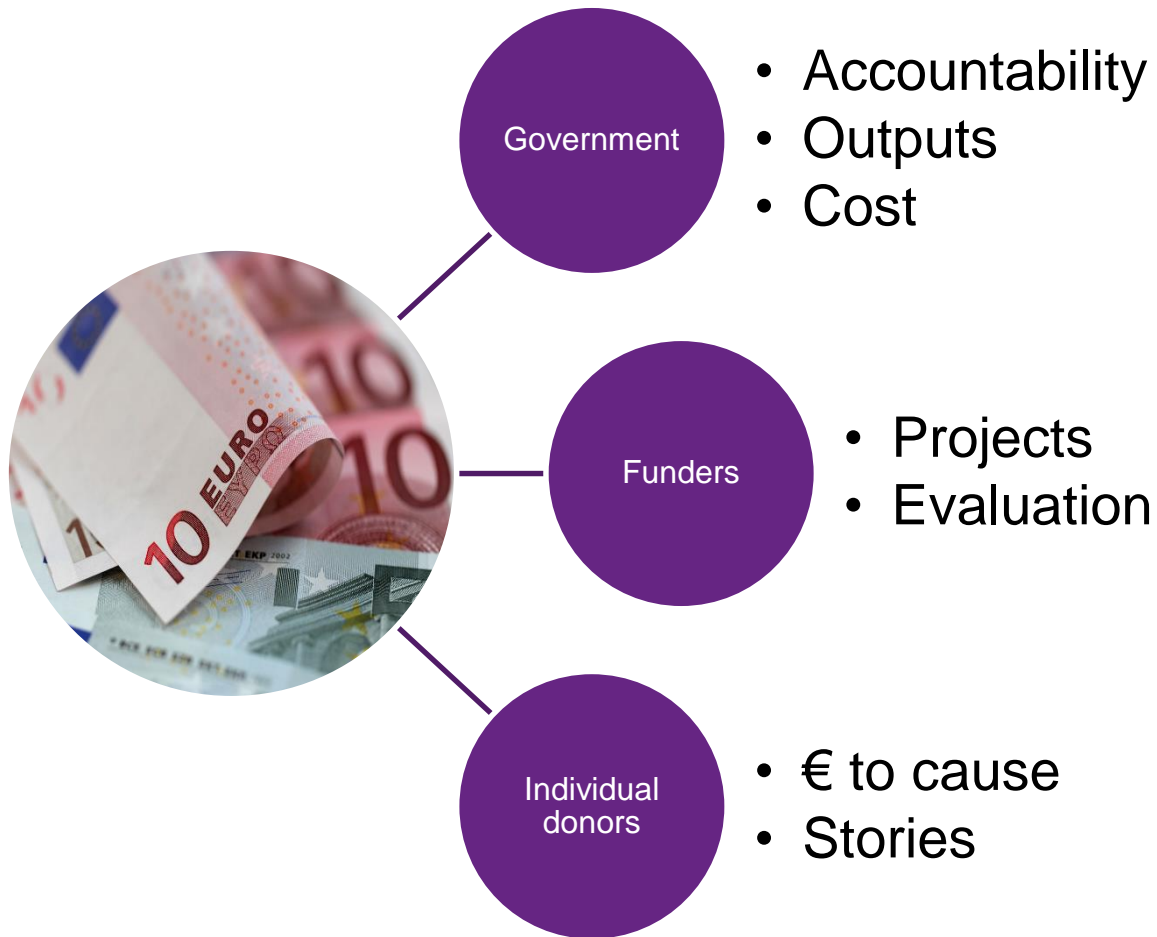
Funders drive measurement efforts, not charities themselves



Question: What were the main reasons for this increase [in impact measurement efforts?] N=550

# WHAT DO FUNDERS WANT?

Funders' priorities shape the incentives



# Money for Good UK (NPC, 2013)

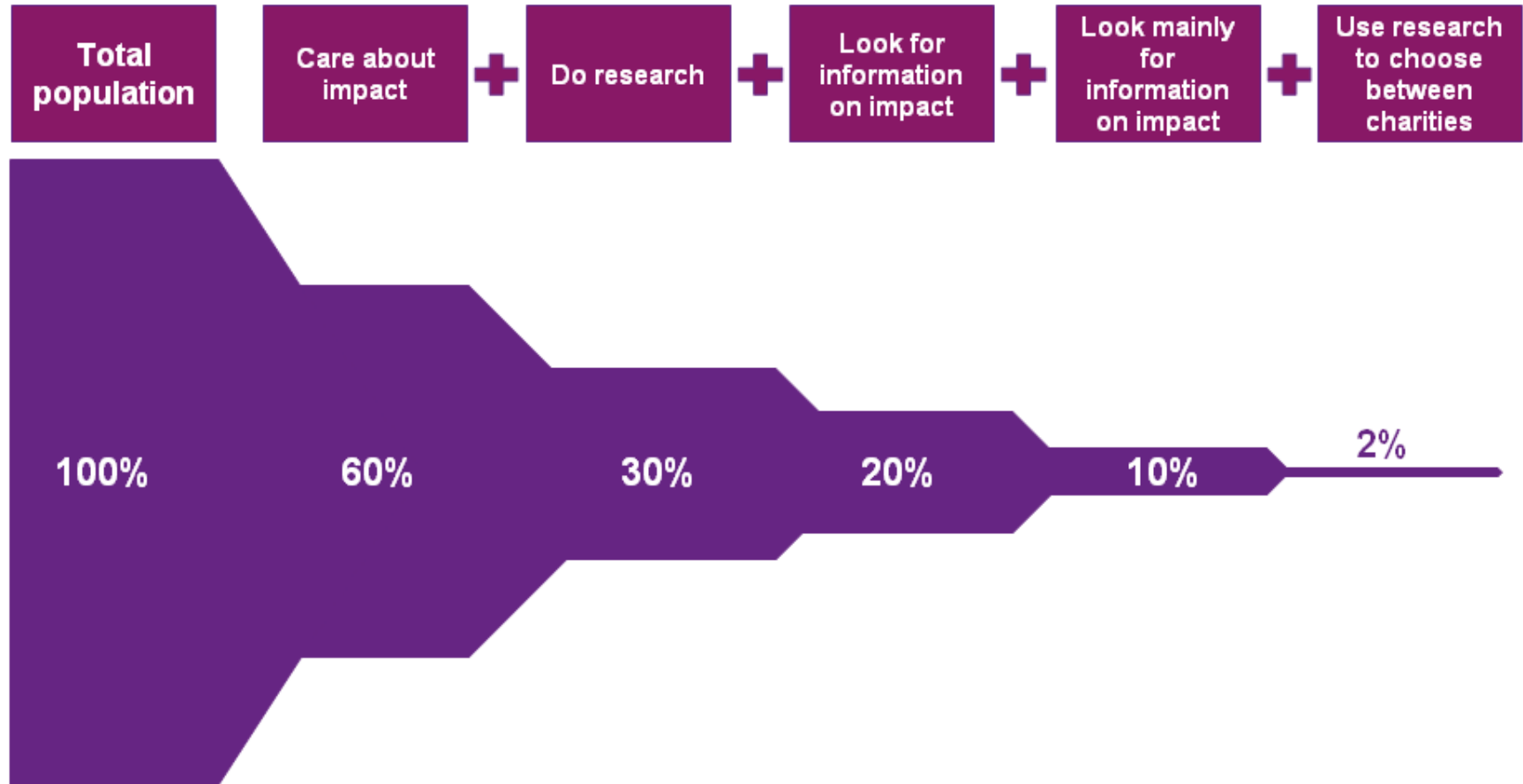


- Survey of 3,000 charity donors in UK
- Representative sample of donors earning more than £50,000
- Online survey

# DONORS SAY THEY CARE ABOUT IMPACT

...but few do anything about it

3,000 donors  
£50k+ income



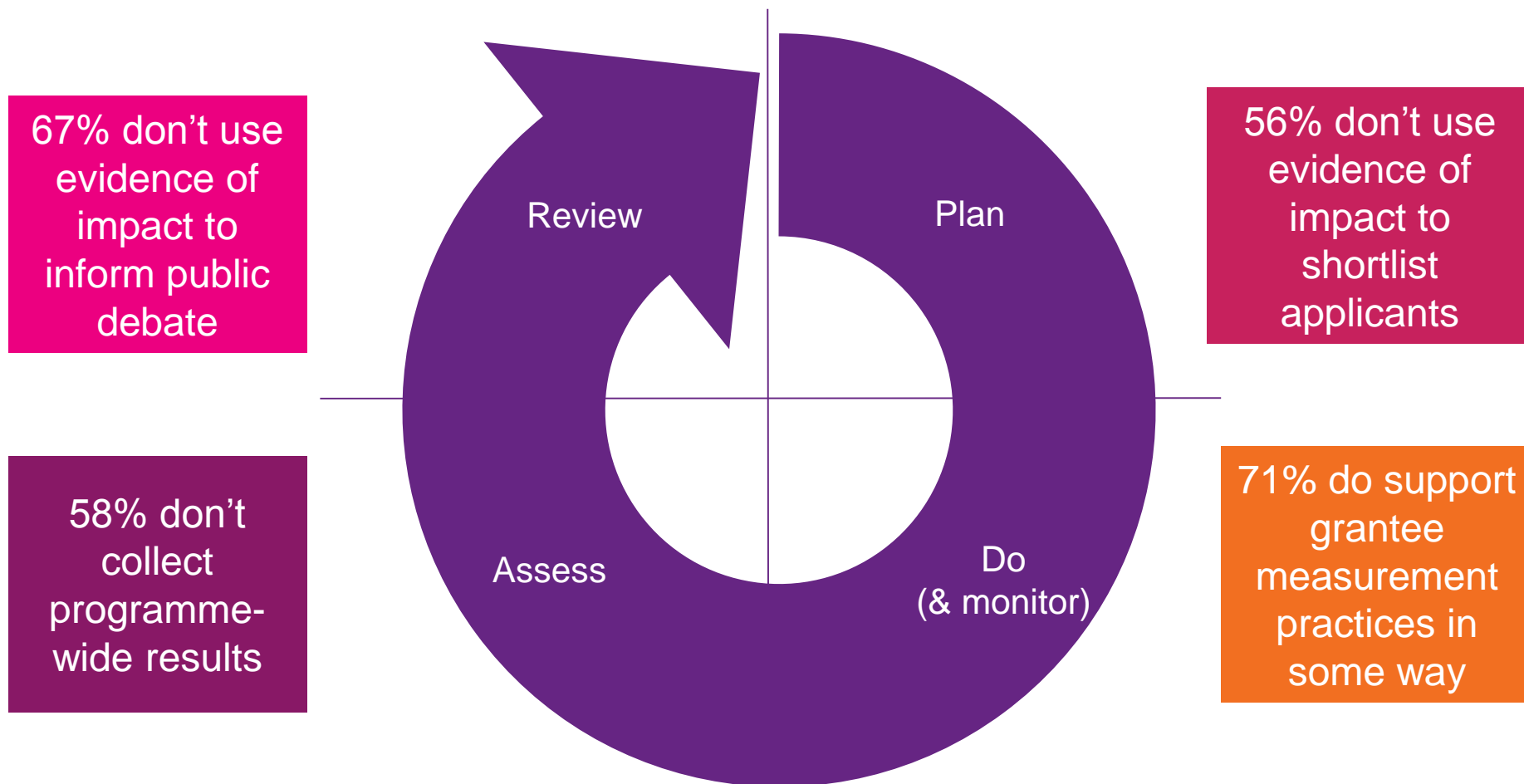
# Funding impact (NPC, 2013)



- Survey of 114 grant-making trusts and foundations in UK
- Open recruitment – not representative sample
- Online survey

# FUNDERS SAY THEY USE IMPACT EVIDENCE

But not enough use it to make decisions



# WE GIVE THEM WHAT THEY WANT

Fundraisers do what needs to be done for the €





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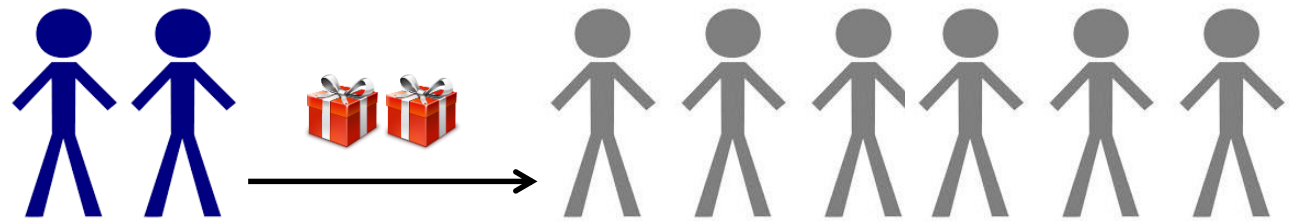
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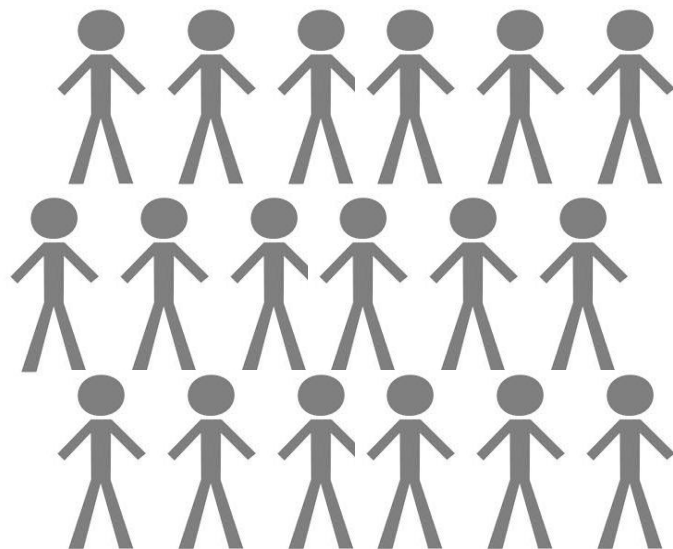
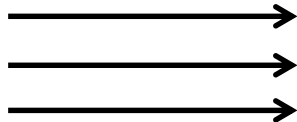
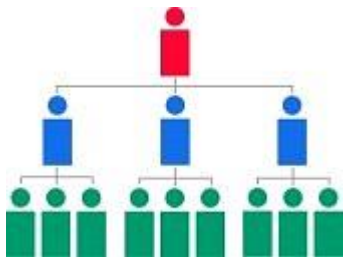
Towards an alternative

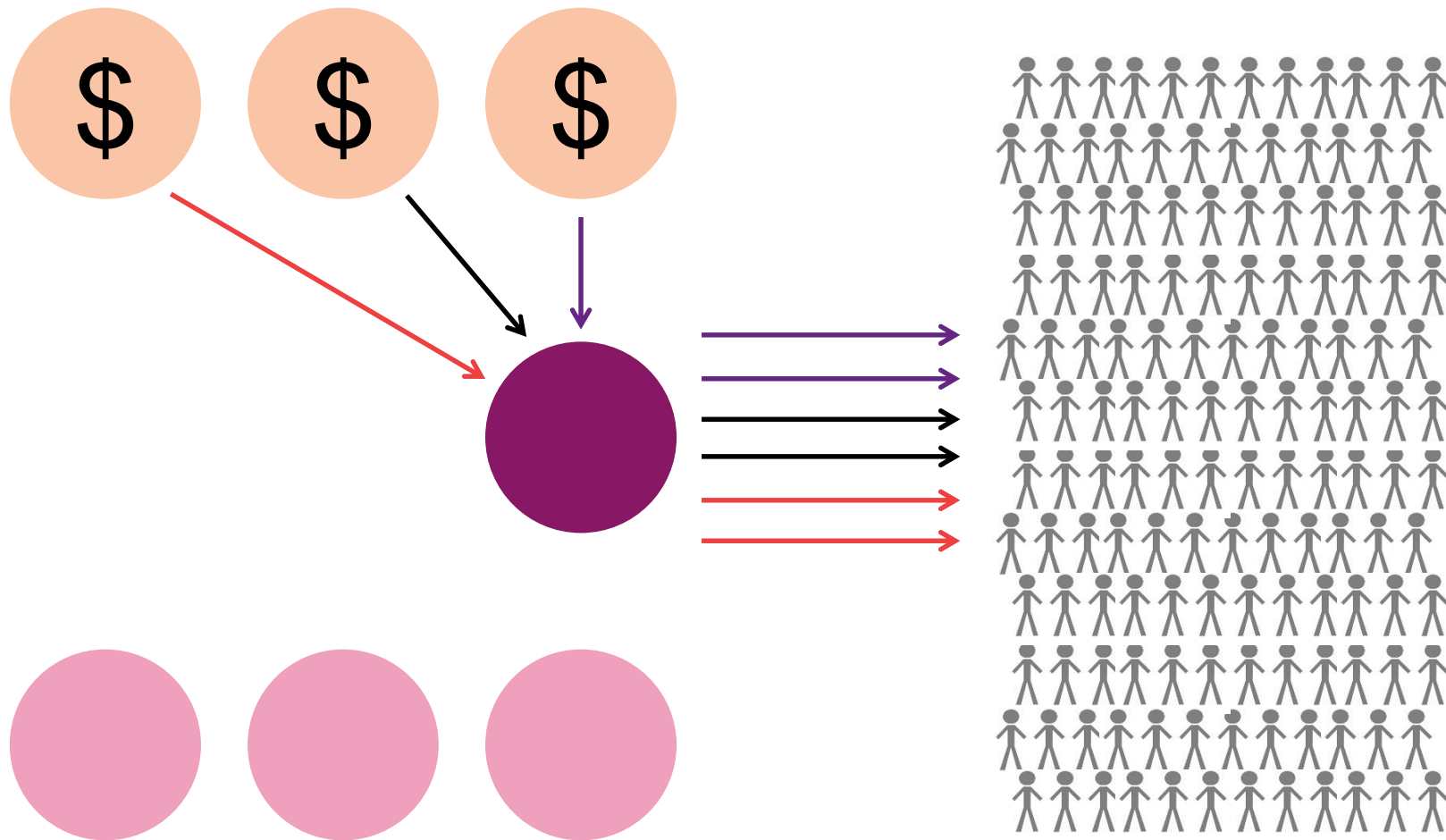
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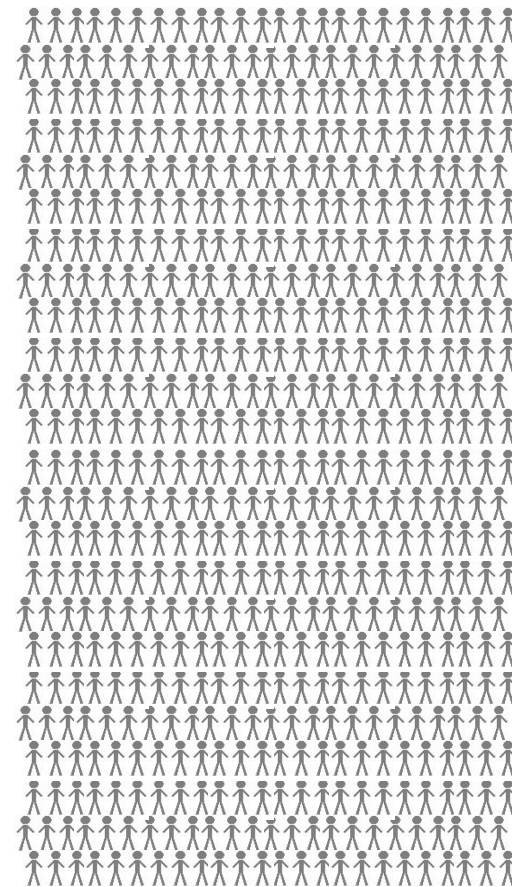
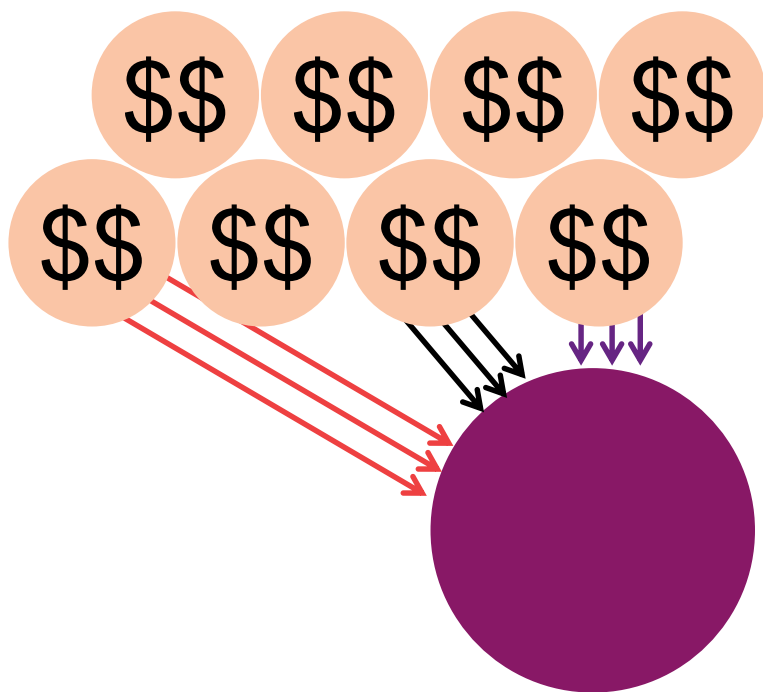














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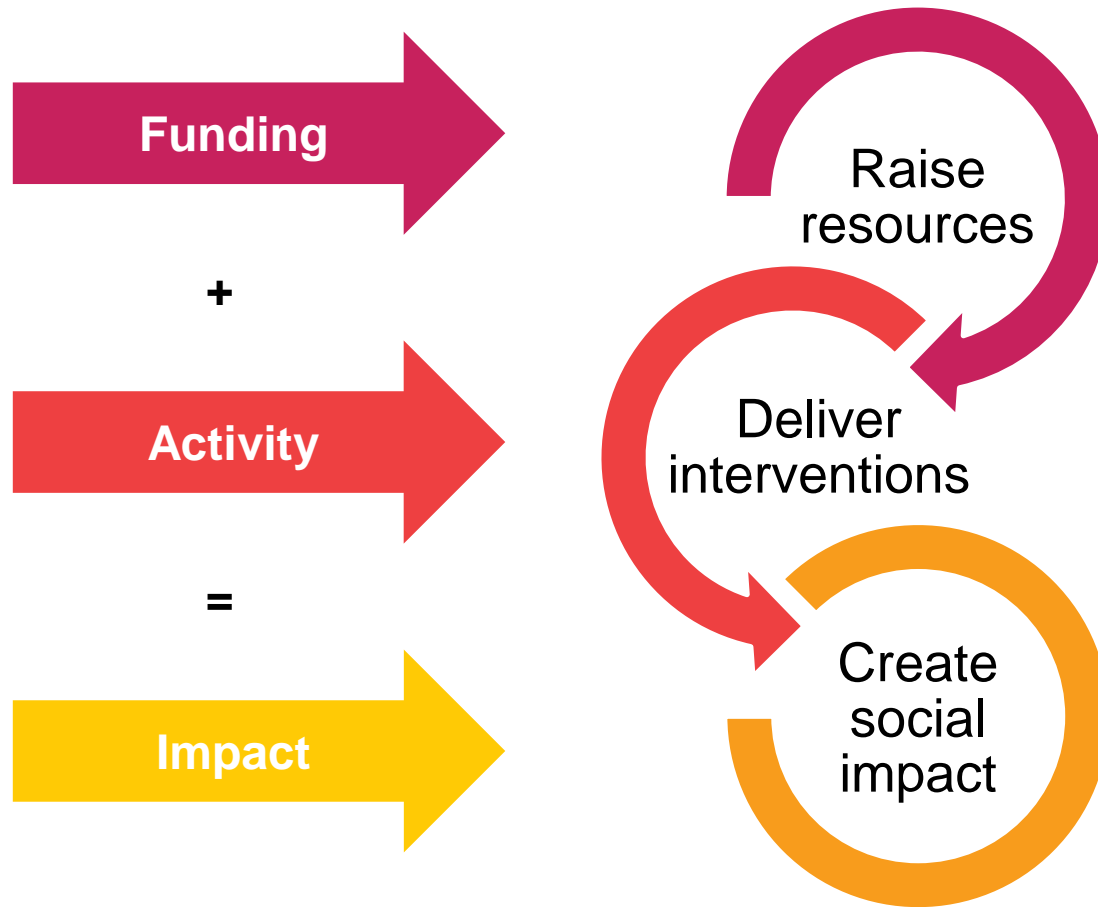
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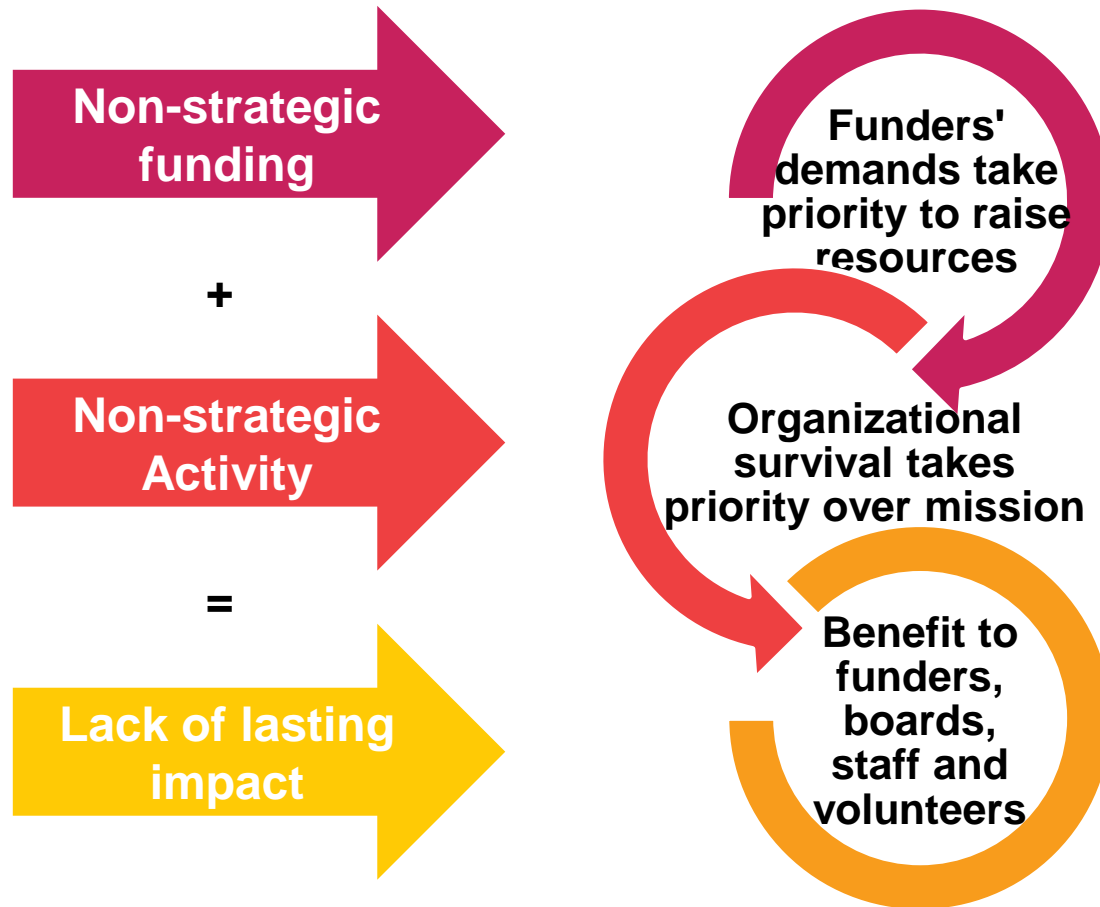
# IN THEORY CHARITIES FOCUS ON IMPACT

Charities have twin models – funding and activity



# BUT IN PRACTICE FOCUS CAN BE FUNDING

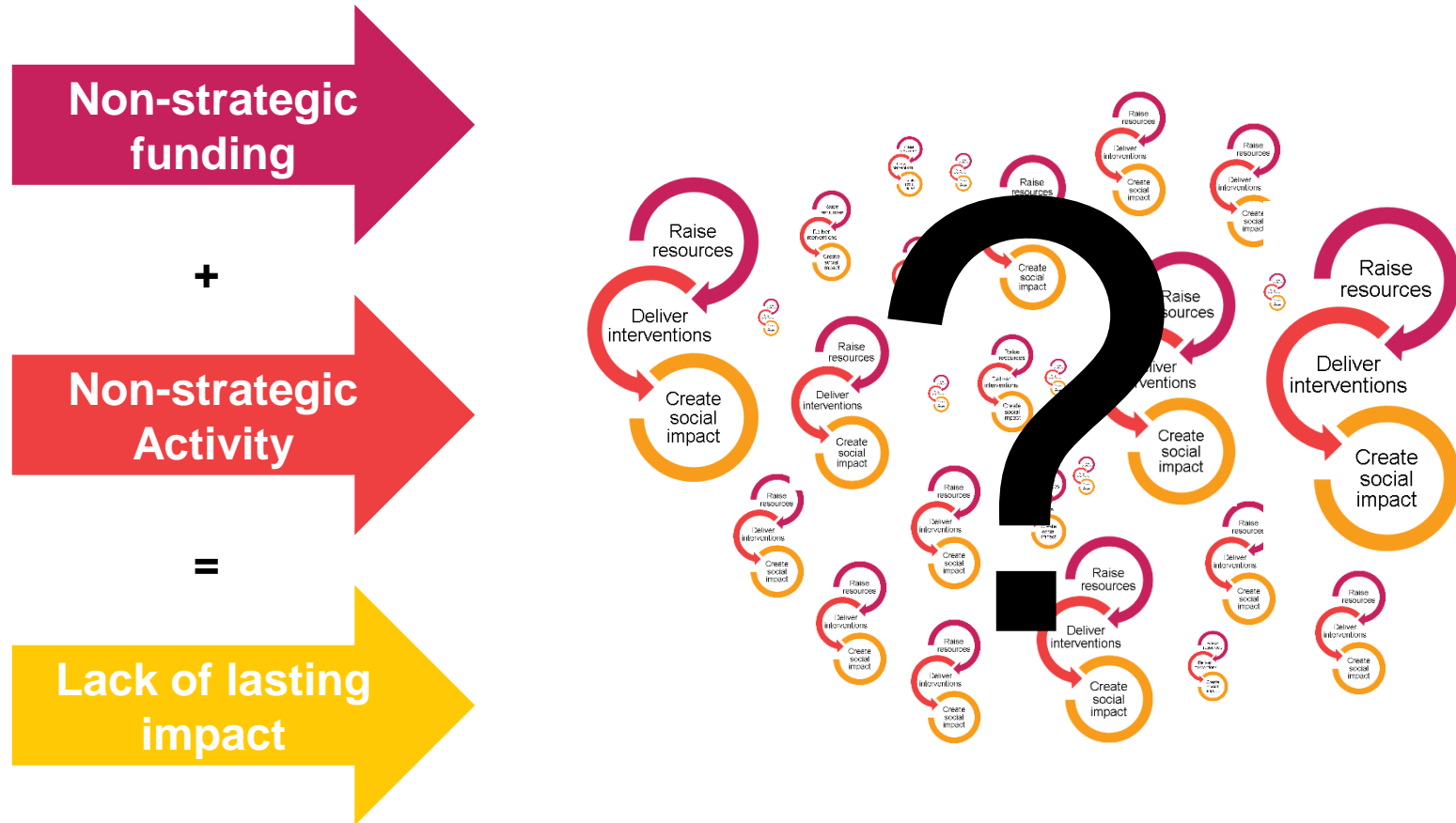
Risk is organisation becomes the central purpose





# WHAT HAPPENS AT THE SECTOR LEVEL?

The danger is it's about organisations, not impact





**anti social sector ?**



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**What's the question?**

**Before** we design an intervention/programme/product

Field

**What do we know?**

Organisations

**What should we do?**

People

**What are your priorities  
/ needs / desires?**

**During** the delivery of an intervention/programme/product

Field

**How do we  
compare to others?**

Organisations

**How are we doing?  
What should we  
change?**

People

**How can we serve you  
better?**

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**After** the delivery of an intervention/programme/product

Field

**How are we  
doing collectively?**

Organisations

**How did we do?  
Where did we fail?**

People

**How can we serve you  
better next time?**

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Before

During

After

**Field**  
From perspective  
of sector

What should our  
priorities be?

Field-level  
priorities

What do we  
know?

Field-level  
evidence /  
'What Works'

Recommended  
practices

How should we  
collaborate?

Field-level  
collaboration

Pooled funding

How are we  
doing compared  
to others?

Shared  
measurement /  
Benchmarks

How are we  
doing collectively?  
What do we need to  
change?  
What have we  
learned that will  
improve services?  
What works for  
whom, in what  
circumstances?

Impact  
evaluation

**Organisations**  
From perspective  
of leaders/managers

What should we  
do?

Programme  
design

How are we  
doing?  
What should we  
change?

Performance  
management

How did we do?  
Where did we fail?  
How do we share  
what we've learned?

Summative  
evaluation

**People**  
From perspective  
of those served

What are your priorities /  
needs / desires?

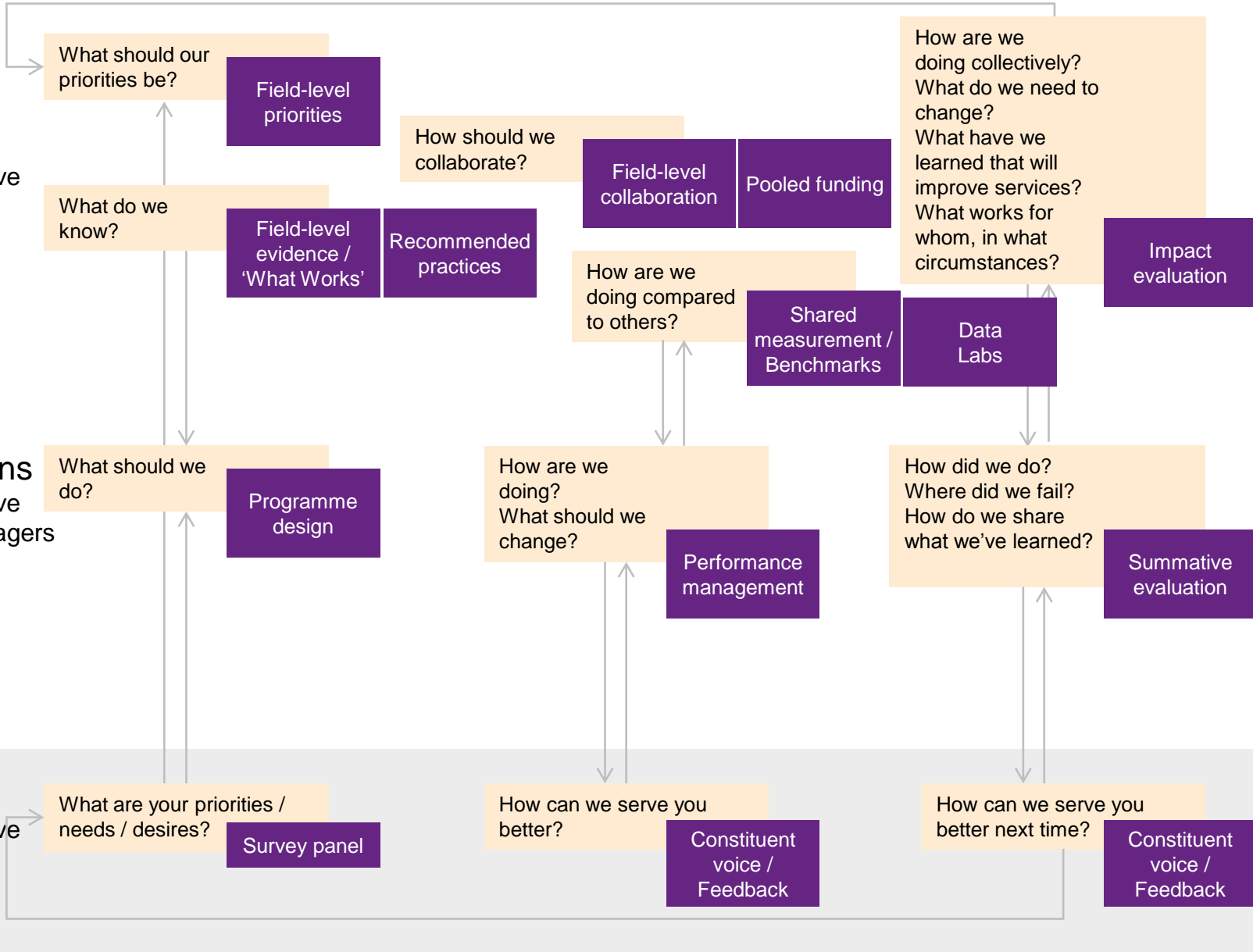
Survey panel

How can we serve you  
better?

Constituent  
voice /  
Feedback

How can we serve you  
better next time?

Constituent  
voice /  
Feedback





**How should we listen?**



People's Panel?

# THANK YOU

Please get in touch:

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