

# **RETURN ON DONATIONS**

A white paper on Charity Impact Measurement



Written by Lukas O Berg and Charlotte Månsson  
Charity Star 2011



## EXECUTIVE SUMMARY

During the recent decade the world has seen a growing trend of philanthropy, from CSR and social entrepreneurship to high impact donor giving pledges. As a result charity organizations around the world administer donations worth hundreds of billions of dollars annually.

With such great amounts of money flowing through the charity sector the pressure to show the result of the organizations' work has increased.

Charity organizations and NGO consultancy organizations around the world develop their own models for how to measure and report social change. This paper will show a collected overview of these models to understand what they represent, for whom they are developed and how they are implemented. To our help we interviewed several organizations and individuals around the world with vast experience in the field.

The report is a witness of the incredible amount of research and work that has been invested in the field of "social impact measurement" during the last two decades. It also confirms the difficulties of synchronizing the developed measurement frameworks to cover all charity NGOs.

As every organization is unique in regards to their focus, location, size etc. they develop and apply their own measurement model that is relevant to them. The upside of this is that the measurement can be more focused and specific. The downside is that the donors and funders are faced with a lot of different models to interpret.

While most (if not all) NGOs agree that measurement is important both internally and externally there are still mixed opinions on very basic questions such as what data should be measured when assessing social impact. In this paper we find some that say a "one-size-fits-all" model for social impact measurement is not possible and others who say it can be used but on a broader level.

Regardless of whether we will see the ultimate measurement model evolve or not, the deeper understanding of social impact deriving from the work developing it, is crucial.

What are the potential benefits of more effective impact measurement?

When charity organizations get better at communicating results that are clear to the donors and the donors get a more nuanced image of the charity organizations' work, it helps strengthen the overall trust and engagement in civil society.

We believe that the prerequisites for a successful development in this field are steadily developed partnerships between organizations, sharing knowledge and experiences.

Lukas O Berg  
Founder and CEO, Charity Star



## INTRODUCTION

This report is for anyone working with or interested in global nonprofit development.

How do you measure the return on investment of your organization? Why and to whom is it important? What are the tools and methodologies for it?

For most organizations within the private sector today return on investment (ROI) is a natural part of the business culture. Within the nonprofit field however, it is still a hot potato with no obvious answers.

During the last decade the topic of measuring the impact of nonprofit work has gained a greater attention and debate. Several measurement methodologies, NGO consultancy firms, and research publications have evolved as a result.

What is the reason for this measurement trend?

In a world where nonprofits face a greater competition in attaining funding and member support, providing tangible results of their work is probably the most important unique selling point and tool of leverage. For funders (from multilateral funding institutions to grant foundations and high impact private donors) looking at the actual changes contributed by the respective NGOs has become increasingly important when deciding whom to support.

Apart from the highly competitive landscape of attaining funding, other factors also play into part. Stories of corruption and fraud scandals within charity organizations exposed in the media have contributed to a greater demand for transparency and accountability in the nonprofit sector.

What is generally considered the most important reason for adapting a greater measurement structure for a nonprofit organization is that of the organization's individual business development. Measurement and Social Return on Investment (SROI) is today used by many organizations mainly as an organizational management tool.

Properly implemented impact measurement and reporting can benefit NGOs (as a fundraising leverage and management and tool), funders (being able to make better informed decisions) and beneficiaries (by the respective organization's strive for effectiveness). To measure social impact is however a complex business that some NGOs find time consuming and difficult to apply.

In this paper we take a look at how charities are working with measurement today, who develops the measurement methodologies, how they are implemented and what are the trends of development in the field?

The white paper is a part of the intelligence platform of Charity Star. Charity Star is an independent nonprofit organization working for the establishment of an international certification for charity NGOs. The topic of impact measurement and the information deriving from this report provides us with a small component of the greater understanding that is crucial for our development.



## INPUT SUPPORT

We would like to show our gratitude to the people and organizations that have given us input through interviews and shared their experiences. Special thanks to:

### NONPROFIT CONSULTANCY ORGANIZATIONS

**Givewell (US)**  
Elie Hassenfeld

**Charity Navigator (US)**  
Ken Berger

**Baker Tilly and Cass Business School (UK)**  
Jim Clifford

**Impetus Trust (UK)**  
Meredith Niles  
Julia Grant

**Mission Measurement (US)**  
Kimberley Silver

**Social Evaluator (Netherlands)**  
Martin Egberink

**PHINEO (Germany)**  
Ina Epkenhans  
Bettina Kurz  
Andreas Rickert

**Root Cause (US)**  
Anne Radday

### NONPROFIT ORGANIZATIONS

**Action Aid (South Africa)**  
Laurie Adams

**Amnesty International (UK)**  
Helen Nelson

**Human Rights Watch (US)**  
Iain Levine

**SOS Children's Villages (Austria)**  
Esther Burghard

A list of article resource links can be found at the end of the report.



## CONTENTS

### 1. SOCIAL RETURN ON INVESTMENT

- The difference in private and third sector ROI
- Changing winds...

### 2. ROI FROM THE DONOR/FUNDER PERSPECTIVE

- 1. Private donors
- 2. Corporate donors
- 3. Public sector funders
- To summarize

### 3. MEASUREMENT FROM THE NGO'S PERSPECTIVE

- Impact measurement in practice

### 4. THE FEASIBILITY OF A SECTOR WIDE MEASUREMENT MODEL

- What are the opinions from the NGO consultancy organizations?
- What are the opinions from the charity organizations?

### 5. THE COMPLEXITIES OF IMPACT MEASUREMENT

### 6. NGO MEASUREMENT CONSULTANCY ORGANIZATIONS

### 7. MEASUREMENT REPORTING

### 8. THE EFFECTS OF IMPACT MEASUREMENT

- Internal benefits
- External effects

### 9. THE FUTURE OF IMPACT MEASUREMENT

### 10. CONCLUSIONS

## 1. SOCIAL RETURN ON INVESTMENT

Defining the term of "impact measurement" is a bit tricky. Some say "Impact" isn't the right term to use.

Root Cause (a nonprofit research and consulting firm), through its independent research department Social Impact Research, talks about outcomes." They point out that impact is the result.

A recent working paper from Harvard Business School entitled "The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance" written by Alnoor Ebrahim and V. Kasturi Rangan separates measurement into output, outcome or impact.

The terms output, outcome and impact are often used when discussing social return on investment. Here follows a very brief definition of these terms that is inspired by NEF's definition from their paper Measuring Social Impact: the foundation of social return on investment 2004.

Output is the direct result of a business objective or program goal. For example 30 villages got access to water as a result of the "Water village supply" project.

Outcome is a change that has occurred over a longer term. For example, the infrastructure of the village improved as the villagers' health grew stronger.



Impact is the result of the program when you take away what would have happened in any case, without the program being in place. For example two out of 20 villagers might have gotten access to water elsewhere, the impact then has to be calculated on the 18 remaining villagers only.

In this paper we use the term “impact measurement” as it is often what is most interesting from a donor perspective. In our definition it all ultimately comes down to what changes an organization contributes to in its work and how these changes are measured and communicated.

The most well known method of measuring social change today is called SROI. SROI (Social Return on Investment) was pioneered by REDF, a San Francisco US-based venture philanthropy fund. The SROI methodology was developed in order to help organizations to measure and quantify the benefits they are generating (per Lawlor, Neizert and Nicholls writing in the SROI guide, 2008).

The SROI model is constantly refined and updated by the leading organizations in the field. Jim Clifford at Baker Tilly says “The SROI model is the only tool broad enough to cover the whole sector”.

Measuring (and reporting) social impact is complex. It is complex because no two organizations are alike. For example an organization that works with providing food to a specific village in Africa over a defined period of time have totally different metrics of measurement than that of an organization that works more preventative with decreasing youth violence in South England.

Also, nonprofit impact is difficult to measure because, as Anne Radday from Root Cause points out “most organizations (NGO’s) aren’t collecting the needed data in the first place”.

## **THE DIFFERENCE IN PRIVATE AND THIRD SECTOR ROI**

The following quote from Kaplan and Norton about for-profit measurement can also be found in Ebrahim and Rangan’s working paper. The definition is a good place to start when clarifying the differences in non and for-profit measurement.

“Most models of performance in the for-profit sector are driven by measures of profit or shareholder wealth, typically captured in profitability ratios such as profit margin, return on assets, and return on equity, as well as other ratios for publicly traded companies such as price-to-earnings or earnings per share. These measures may be supported by non-financial measures such as key performance indicators (KPIs) or balanced scorecards that include metrics on customers, internal processes, and learning and growth (Kaplan, 2001; Kaplan and Norton, 1996).

Most people working in the nonprofit field today agree that measuring effectiveness solely by the overhead ratio (meaning the measure of how much of each dollar donated goes to “programs” vs. other costs like administration or executive salaries) is obsolete and inadequate. As a difference to private sector ROI, charity organizations have to answer questions like how many orphans were helped? How many trees were saved? How many people got access to pure water? How much was crime reduced in a specific region? etc. The overhead ratio (that was created for the private sector) alone simply doesn’t cover the various factors that affect nonprofit organizations, factors such as field of operations (e.g. humanitarian, environmental), size of the organization, corruption and infrastructure in the countries where the charities operate etc. Measurement is also complex because often, the charity organizations operate in countries where control is very limited and overall standards of administration are poor. All these factors make it difficult to adapt general tools of measurement that cover all NGOs.

This is the reason why many NGOs today develop their own bespoke measurement models or get help developing them from consultancy NGOs.



On July 1<sup>st</sup>, 2010 Reuters published an article called “Charities mimic Wall Street to woo wealthy donors”. In this article Jerry Hauser, chief executive of the Management Center, which provides management advice to nonprofit groups said: “Philanthropists need to assess where to put their money, in a similar way to a private sector venture capitalist”.

While some say the pressure to mimic capitalistic ways of measuring return on investment is healthy for the nonprofit sector, others reject it as cynical and even irrelevant as they argue that you simply can’t compare the private and nonprofit sectors in that way. Susan Wolf Ditkoff of Bridgespan told Reuters "In business you have these very specific simple metrics and you can boil down very complex industries into, 'Did it make money or not?'. Among nonprofits, it's harder to keep score and harder to make a difference in the first place."

Overhead ratio is used as a proxy for effectiveness, but it’s doubtful if they are really correlated. However the public and many donors today compare and judge charity performance by the overhead ratio. Why? Because there is no (officially established) industry standard tool for measuring and reporting social impact in the nonprofit field.

NGOs and think tanks all over the world have for years been, and are still developing and scrutinizing different impact models in an effort to find the most relevant ways of measurement and reporting.

## **CHANGING WINDS...**

So why is measuring charity impact gaining greater attention and importance?

Historically the nonprofit sector hasn’t had the same incentives for measuring impact in cold numbers as the private sector. Tom Tierny, chairman and co-founder of the Bridgespan Group (advising philanthropists and nonprofits) summarized to Reuters his view on why these incentives never existed in the nonprofit field: "There are no market forces, there are no competitors to take market share away, there are no customers that are going to shop someplace else. The absence of competitors and customers create this kind of protected zone for philanthropy". Now (and since the last decade), this protected zone that Tierny is talking about is dissolving.

In 2009 individual Americans donated more than \$ 227 billion to charity (Center of Philanthropy at Indiana University). In 2010 Warren Buffet and Bill Gates announced their “giving pledge” promoting “giving while living”. Charities in China raised 3.32 billion yuan (\$ 497 million) through donations in 2009 which is an increase over previous years. With these great amounts of money going into the nonprofit sector, the donors are starting to put greater pressure on the organizations and wanting more precise answers to what exactly their money is contributing to.

## **2. ROI FROM THE DONOR/FUNDER PERSPECTIVE**

In this section we will look at the return on investment from a donor/funding perspective. We will start off with the private and corporate donors moving onwards to the public sector funders. From this we can see why measurement tools are of importance from the donors’ and funders’ perspective?



## 1. PRIVATE DONORS

Compared to corporate or governmental donations that are often of a more strategic nature, private giving is driven by the heart not by the head. Last year Charities Aid Foundation together with Gallup published the world's most extensive market survey on giving called "The world giving index 2010".



"The survey showed that the link between the giving of money and happiness is stronger than the link between the giving of money and the GDP of a nation, thus can be concluded that giving is more an emotional act than a rational one" (The world giving index 2010, CAF).

Looking at the incidents of fraud in the charity sector exposed in the media and the effects it brings, the need for charities to prove its legitimacy is also apparent. The following quote by Burkhard Wilke of ICFO (International Committee on Fundraising Organizations) clarifies why trust is especially important within the charity sector.

"Donating money for a good cause is mostly motivated by emotions, especially since donors are completely free to decide whether they want to donate or not. All charities, even those who misuse the funds they have raised, can easily appeal to the donor's compassion, using professional advertising techniques. But only honest and reliable NGOs are able to prove their efficiency and effectiveness by sound, transparent information. This is their "unique selling point" in comparison to the non-reliable competitors" (Monitoring Charitable Organizations: Criteria and Assessment Methods by Burkhard Wilke, ICFO).

However the donors also hold a responsibility to understand the respective organization's work and goals. Steven Lawry from the Hauser Center for Nonprofit Organizations wrote about it in a blog article in 2010 where he pointed out that when donating to charity "...donors usually understand that positive outcomes are uncertain, the road is long, and that changes if it comes, will be the result of many influences, including sometimes unexpected changes in the larger political and social environment". However he also points out that "...donors want to be assured that the charities they support are working as effectively as they possibly can" (blogged by Steven Lawry, The Hauser center, March 8, 2010).

In April 2010 Vanguard charitable endowment program published an article called "How do you decide which charity will receive your donations? In this article they make an interesting point of the discrepancy between how private donors view their private investments (such as stocks, bonds, a new car etc) with that of their charity donations. The point being that people generally put greater effort in investigating and "quality assuring" their private investments than they do with those of a charitable nature.

## 2. CORPORATE DONORS

Donations made from private companies are usually a part of the company's corporate social responsibility (CSR) plan. That plan or strategy most often correlates with the company in question's core business or is focused on contributions in countries where the company operates and where its employees live. Corporate donations are in other words not so much emotionally driven as private ones. In corporate donations you could more fairly compare donations to a "business investment" because that is what it is most often about, a branding investment.





In an article from the Wall Street Journal written by Alice Hohler on March 1<sup>st</sup> 2010, Ms Lucy Heady, Head of measurement at New Philanthropy Capital said “Just as investors shouldn't look at just the net profit line when valuing a company, so donors shouldn't look solely at a project's social-return ratio. Instead, donors must continue to take a charity's management, track record and strategy into account” (Measuring the bang of every donated buck, article from wsj.com March 1, 2010). Furthermore, past performance is not a guarantee for future performance.

Once a company has defined an area or program that they want to support, there are often many different nonprofits to choose from. How does a company decide which of these organizations is the best “investment”?

It is in the backbone of private companies to make investments that is very much based on profitability ratios. As we have written earlier in this paper this way of judging performance has to be complemented when assessing a social investment. In the same Wall Street Journal article mentioned above Ina Epkenhans, project manager at the Bertelsmann Foundation, says: "Very often people who haven't done social-return analysis before take the resulting ratio as fact and believe that numbers are generally more reliable than qualitative information, but this is a mistake. It's more important to focus on the analysis process than the ratio itself” (“Measuring the bang of every donated buck” article from wsj.com March 1, 2010).

This is a process where both corporate funders and NGOs need to meet half way. Corporate donors need to learn more about the metrics of social impact and charity organizations need to understand the data that most companies are used to reviewing when making an investment.

Structuring and communicating clear figures of result is therefore of greatest importance for any nonprofit organization who wants to attract corporate donors.

### **3. PUBLIC SECTOR FUNDERS**

Even though the term "non-governmental organization" implies independence from governments, most NGOs depend heavily on governments for their funding. For example Médecins Sans Frontières (MSF) (also known as Doctors Without Borders) gets 46% of its income from government sources. Much of nature catastrophe related funding also comes from governments across the world.

For public funders such as governmental and multilateral funding institutions, measurement brings another aspect of importance. Doug Forbes from the institute of Commissioning Professionals said in an article published by charitytimes.com that “I have a feeling that the voluntary sector doesn't really understand the rules by which the public sector has to play”.

The demand for clear NGO performance and transparency information is required by Governments towards taxpayers/citizens which mean that the same information is required by the recipient NGOs. One example of this kind of funding requirement in the US is the “Federal Funding Accountability and Transparency Act of 2006” which is an Act of Congress that requires the full disclosure to the public of all entities or organizations receiving federal funds. European Law also demands transparency, mutual recognition and equal treatment when it comes to nonprofit funding. Malaysia has a “Government Funding Act” which is declared as “An act to provide for the raising of funds by the Government of Malaysia in accordance with the Syariah principles and to provide for matters incidental thereto or connected therewith” (Laws of Malaysia, Act 275, Government Funding Act 1983).

Throughout the world countries are constantly overlooking their governmental funding policies and scrutinizing current funding legislations. In the UK the Government in July 2003 published “Charities



and Not-for-Profits: A Modern Legal Framework” to summarize the regulation view of charities in the UK. From April 1<sup>st</sup> 2006 the Office of the Scottish Charity Regulator (OSCR) assumed many of its new powers and responsibilities under the Charities and Trustee Investment (Scotland) Act.

Public funders also look for the most relevant tools and methodologies for assessing their funding investments. In a blog article from connectassist.co.uk, Dan Leighton, senior researcher and co-author of the report “Third Sector” said: “The government likes SROI because it has the ability to create monetary values for social outcomes” (“Measuring social ROI”, Connectassist.co.uk)

Jim Clifford from Baker Tilly says “It (impact measurement) has become of increasing importance, not from a regulatory or reporting perspective but in terms of value for money and the effective management of scarce resources. Grant-making bodies must look for maximum return on the application of those grants that begs measurement in some way, shape or form”.

## **TO SUMMARIZE**

It is clear that donors and funders have a great interest in being able to review the ROI on their investment. This is why developing nonprofit impact measurement tools and methodologies should be of great interest to all kinds of organizations that depend on external funding support.

## **3. MEASUREMENT FROM THE NGO’S PERSPECTIVE**

So how are the nonprofit organizations responding to the growing interest from society regarding impact measurement? Of all the charity organizations that Charity Star have been in contact with in connection with the writing of this report, the answer can be summarized as that of a great interest but with a clear emphasis on the importance of the measurement being relevant.



Esther Burghard from SOS Children’s Villages gives us three reasons why she thinks measurement is important:

1. “To be accountable towards donors.
2. Impact is related to the overall goal, the organizations’ mission. Only impact evaluations can prove whether the long-term goals have been reached.
3. To learn more about external factors, that contributes to development after intervention”.

She also adds “In theory, it is the most important thing to know whether the desired impact has been reached, otherwise the project/program failed. In practice, it is in most cases either too costly or too complex to do a proper impact evaluation. Very often, organizations would learn more by doing a good job in monitoring and evaluation on outcome/output level, rather than doing a bad job in impact evaluation”.

What is it that motivates charities to adapt and communicate measurement?

Laurie Adams from ActionAid says that for them, measurement is mainly about learning and accountability.

Helen Nelson from Amnesty International shares her views on the role of measurement within their organization. “Understanding Amnesty International’s impact on the world not only helps us improve



the choices we make as an organization, it also leads to real and meaningful accountability to those with whom and for whom Amnesty International works, including rights-holders at risk, partners, donors, supporters, and the broader human rights movement”.

In other words it is important that the measurement is designed to fit the organization’s specific operations and needs.

## **IMPACT MEASUREMENT IN PRACTICE**

When summarizing the thoughts of the NGOs above it sounds like they are all on board, but how are they actually working with measurement and reporting today?

Iain Levine of Human Rights Watch says “In general terms humanitarian and aid development organizations are better at reporting, because it is easier for them to measure. For example it is easier to measure how many villages were fed in a specific region than how much police corruption got halted in Nigeria”.

Some people promote a more generic measurement framework for the nonprofit sector, however most of the charity organizations that we have been in contact with stand hesitant to the idea of an industry standard measurement model that would apply for all NGOs.

In order to provide stakeholders with the most accurate kind of impact/assessment information many charities develop their own tools and methodologies for measurement. ActionAid have developed “...a monitoring framework and system which focuses more on MandE than IA” (Laurie Adams, ActionAid).

Helen Nelson of Amnesty International tells us that “Amnesty International has developed, tested and adopted a ‘Dimensions of Change’ framework. This framework is the basis for capturing Amnesty International’s theory of change and used as a starting point to assess impact”. Iain Levine of Human Rights Watch lets us know they are currently working on developing their measurement methodology which is a priority for 2011.

Esther Burghard from SOS Children’s Villages says “We are right now in the process of developing a theory of change for our programmes, accompanied by generic logframes on an operational level. So far we have developed some tools for impact measurement (TOR for external evaluations, follow-up interviews) but those are not incorporated into a proper “model” or MandE system”.

## **4. THE FEASIBILITY OF A SECTOR WIDE MEASUREMENT MODEL**

Today there is no impact measurement model that is applicable to all nonprofit organizations. Instead there is a wide range of methodologies and tools for measuring impact.

There are methodologies tailored to all requirements of different types of organizations, depending on their type, size, activities, objectives, the aspects of their impact that they want to measure and their reasons for measuring their impact. The TRASI-database (Tools and Resources for Assessing Social Impact) which contain more than 150 different tools and





approaches for measuring social impact, is an indicator of the mind share and effort being dedicated to this topic.

The INGO Accountability Charter, Global Reporting Initiative for NGOs and 'Theory of change' provide some level of benchmarking and consistency for the charitable sector, however the most recognized measurement method today is SROI (Social Return On Investment).

SROI help charities measure in the same way. Although it has been criticized because it does not coordinate how charities measure the outcomes that feed into an SROI analysis and many organizations only use it as a fundraising tool, rather than a management tool. Yet it has the potential to become a useful tool in determining the effectiveness of organizations, but further work needs to be done to find a much simpler way of using SROI.

Meredith Niles and Julia Grant from Impetus Trust say "SROI has potential. The challenges with SROI is that it hasn't been implemented yet. There's no evidence".

Even though it would be ideal to have a tool that allows an organization to measure every aspect of its impact, many organizations find it unrealistic due to the diversity and complexity of the charity sector while others believe that it is too early to tell.

### **WHAT ARE THE OPINIONS FROM THE NGO CONSULTANCY ORGANIZATIONS?**

Apart from the charity organizations themselves it is the NGO consultancy organizations that develop the future models of impact measurement. So what do they think about the feasibility of a sector wide measurement model?

Ina Epkenhans and Bettina Kurz from PHINEO give us their thoughts on the matter:

"The wide range of approaches in the third sector makes different approaches in measuring impact necessary (e.g. another approach to measuring impact is necessary for a project focusing on prevention than for a project focusing on a therapeutic approach). The challenge for an industry standard model of impact analysis would consist of being too specific in order to cover all different approaches while, at the same time being specific enough to produce useful data. In our view, an industry standard model runs the risk of ignoring the fact that different stakeholders may have completely different views on what "value" is supposed to mean. Social value is not an objective fact. And since social value is no objective fact, we believe that finding an impact measurement model applicable to all NGOs is very unlikely. This is only imaginable if the model allows subjective measures".

Anne Radday from Root Cause believes that standardization is possible, but, she says "it has to be among organizations that are working on the same social issue and using the same approach or model to that issue. That is why, when we evaluate organizations, we always start with the approach and develop standardized metrics based on effective implementation of that approach".

There are some who believe in an overall measurement framework however. Jim Clifford from Baker Tilly thinks SROI is the only tool broad enough to cover all types of nonprofit organizations. He sees it as an industry standard measurement model that will be further refined and developed by the leading measurement agencies.

Kim Silver from Mission Measurement says "Using outcomes as a common lens across organizations would allow organizations to select from a few key indicators that are considered the industry standards. This is similar to benchmarking work that has happened in the corporate sector for years. "Industry" here refers to common ways of measuring progress toward common outcomes. The workforce development field in the US is working toward this now".



## WHAT ARE THE OPINIONS FROM THE CHARITY ORGANIZATIONS?

Laurie Adams from ActionAid questions why an impact measurement model that applies to all NGOs would be useful. She says “ActionAid works on building agency of rights holders. Our impact is the agency of rights holders. The cancer foundation works on research on cancer. If the model is as simple as agencies should account against their goals involving all stakeholders, sure, if you are talking about how to measure change, no”.

Iain Levine from Human Rights Watch agrees and adds “I don’t think there can be a model that covers the whole sector. I can’t even see a model that covers the Human Rights Sector”.

Elie Hassenfeld of Givewell also supports individual based measurement.

The charitable sector seem to agree however that it would be helpful to establish common key indicators that can be used for benchmarking as well as common methodologies and frameworks.

Helen Nelson from Amnesty International says a sector wide measurement model can be successfully established “only at a very broad level i.e. one that asks very simple and broad questions. The ability to compare or benchmark between organizations would be significantly restricted”.

To summarize, If a sector wide measurement model would become a reality in the future its challenge would be not to be too specific in order to cover all different approaches but at the same time to be specific enough to produce useful data.

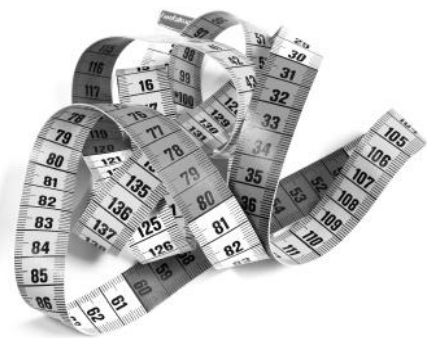
## 5. THE COMPLEXITIES OF IMPACT MEASUREMENT

All charities understand that they need to measure their own social impact, how to do it is the issue. Many charities lack specialist measurement skills and little information is shared between charities on how best to measure results.

There is a big variety of methods of how to measure impact, and charities generally work in isolation when they develop an approach to measure their results. This means that they do not benefit from the efforts and advances of others and many start their measurement efforts from scratch.

There have been some efforts to coordinate how charities measure their results. For example SROI has been seen as a way to help charities measure in the same way but some organizations say it is too complicated and difficult to implement and it becomes a burden for them to use.

There is also a problem of attitude to measurement and a mistrust of measurement in general. One of the most common objections to impact measurement is that of resources needed for it. Measurement of any type requires resources, no matter how much an organization manages to integrate the measurement process into its everyday routine. Managers may perceive impact measurement as a waste of resources that should be spent on delivering results rather than measuring them. They may see impact measurement simply as more unnecessary paperwork, taking up time that could be better used elsewhere. Members of staff may feel they are being examined or the quality of their work scrutinized. Funders may feel unhappy about a proportion of their grant





being used for measurement, and in turn, organizations bidding for funding may not feel able to justify including impact measurement in their funding application. (Measuring Impact – A Guide to Resources, NCVO).

One problem with today's approaches is that there is no structure for measuring the collective impact of charity organizations working in partnerships. Let's take the Haiti earthquake as an example. Many NGOs immediately wanted to respond to the needs of the people who were worst affected by the devastation and help them rebuild their lives. International NGOs worked together with UN agencies, local Haitian and Dominican Republic organizations, public agencies and locals. An NGO may be well managed and able to demonstrate that a high proportion of their budget goes directly to program activities. But improvements of the lives of the Haitian people are the result of the work of many and it is hard to isolate a single NGO's contribution from those of others. These kinds of partnerships are getting more and more common, and so the demand for such measurement increases.

Getting a precise or even rough measure of the distinctive contribution of a single charity isolated from the work of others is very difficult. It is also doubtful that the individual organizations that make up the partnership will be happy to take part of a collective impact assessment without getting any clear results of their own impact. Going even further, looking at the effect of a single donor's contribution to a specific cause (Return On Donation) gets even harder.

Another challenge for organizations is to measure long-term impact since not all changes occur immediately or even soon after the activity is complete. Some changes may not be seen until several years after the end of the program. Ascertaining exactly how much of the impact can be attributed to the original activity is likely to be impossible. It is also very hard to know and measure if a specific organization has contributed to an impact compared to how things would have happened in any case, if the activity had not been undertaken.

There is an additional challenging aspect with existing approaches which is due to a general preoccupation in impact measurement with quantitative data, and an unfamiliarity with or wariness of the use of qualitative data. For example, how do you measure dignity or personal happiness? While many aspects of impact may be measured perfectly well using quantitative data, more difficult-to-measure aspects of impact may require qualitative techniques. For example, many organizations use the wrong metrics when measuring, for example numbers of calls answered by a helpline. This is not effective since it is difficult to know that any of the people whose calls were taken actually benefitted from it.

## 6. NGO MEASUREMENT CONSULTANCY ORGANIZATIONS

Charity impact measurement models and methodologies are naturally developed by the charity organizations themselves. But everyone can need a little help from a friend. The friends in this context are the different NGO consultancy organizations around the world.

These organizations are specialized in nonprofit impact assessment/ evaluation/ monitoring/ reporting/ management etc.





Their work is different in what approach they have, what methodologies they use, what kind of nonprofits they work with etc.

To provide a scope of some of the different measurement approaches we asked NGO consultancy organizations in the Netherlands, UK, US and Germany.

Most consultancy organizations focus on outcomes, while some pay particular attention to characteristics that are unique to the voluntary sector. Others look at organizations' internal processes or at relationships with their stakeholders.

Social Evaluator (Netherlands) have developed their own model for impact measurement which is inspired by SROI which, as we have previously mentioned is an outcomes-based measurement tool that helps organizations to understand and quantify the social, environmental and economic value they are creating.

Mission Measurement (US) use "an outcome based approach to measurement and help organizations to do more "real-time" evaluation of their work". They work with organizations to articulate and set clear, measurable outcomes for their work and then work with them to design and develop practical and relevant metrics that will demonstrate their progress toward the impact they aim to achieve. They typically start with the end in mind – what is the ultimate impact the organization seeks to achieve (e.g. what is their mission) and what are the intermediate outcomes that are within their sphere of influence.

PHINEO (Germany) "Provides independent research on social issues, effective charities and gives advice to social investors". They have developed a procedure and method where the analysis of issues (e.g. dementia, health of young children, poverty) goes hand in hand with the analysis of charities. "When focusing on an issue the goal is to ascertain:

- what are the challenges and needs?
- what has caused them and what are the interdependencies?
- how do the state and the market sector address them and how is the charitable sector engaged in that area?
- what are the different approaches of charities – where are the gaps?"

In a second step PHINEO looks at the organizational capacity and evaluates the activity's potential effectiveness. "Charities can apply for being analyzed if they run activities in the respective issue field. The independent quality assessment consists of three stages (questionnaire, analysis of documents, site-visit) Following the analysis, they publish their sector reports and comprehensive evaluations of the organization's approaches, opportunities, challenges and funding needs as a distinctive profile".

Givewell's (US) method focuses on an organization's evidence for effectiveness, cost-effectiveness, transparency and ability to effectively incorporate increased funding.

Root Cause (US) believes that rigorous information on a targeted social issue provides the best starting point for measuring nonprofit performance. Its Social Impact Research department follows a standard methodology that starts with understanding the social issue and the most effective approaches to that issue. "Then analysis of organizations is tied to the recommended approach, through the development of indicators to evaluate how effectively organizations are implementing the recommended. In addition to these issue specific indicators, we use indicators that are common across all issues to analyze an organization's management and governance, financial sustainability, and performance measurement" (Anne Radday, Root Cause).



Baker Tilly (UK) works with “Action research” also known as “Action science” which is a practice where a group of independent impact measurement researchers visit the workplace of the organization that they are assessing. After a rigorous “field study” they propose changes that could improve the impact of the NGO in question.

Charity Navigator (US) is America’s largest charity evaluator and “...have gone from a one dimension to a two dimension and are about to head into a three dimension rating system”. Their additional rating metrics assess a charity's commitment to accountability and transparency thereby providing richer analysis to donors who want to reduce the risk associated with their philanthropic investments.

## 7. MEASUREMENT REPORTING

*“Next to doing the right thing, the most important is to let people know you’re doing the right thing”  
– John D Rockefeller*

Whatever measurement an organization implements, results in some sort of data or information. The way you communicate this information/data is crucial in achieving whatever you goals you have set for the measurement.

Communicating the result of the measurement (e.g. reporting) can be done in different ways. The major differences in reporting regards internal vs. external reporting.



Internal reporting is used as a guide to compare how you are progressing in relation to set goals, while external reporting is used as a response to stakeholders/ donors/ funders/ public society on the effectiveness of the organization. Since the purpose of internal and external reporting differs, the format of the reporting also differs.

One of the differences between internal and external reporting is that of communicating data vs communicating stories. In charity organizations that mainly raise funds from private donors, there is a greater demand for human touch stories, success stories and well launched fundraising campaigns, whilst public sector funders are more interested in effectiveness, progress metrics and sustainability of program interventions.

Ina Epkenhans and Bettina Kurz from PHINEO see a difference in the attitude towards reporting between the Anglo-Saxon (GB/USA) third sector and the sector in Germany:

“The discussion about impact measurement and reporting in GB/USA is much more advanced than in Germany though we see a shift towards the understanding of the necessity to give proof about the charities results. For many organizations in Germany developing output monitoring and adapting evaluation processes still remains a “must do”. Sometimes this reluctance stems from the feeling that the charity is working for a good cause and therefore the work ‘simply is good’ and there is no need to prove that. But quite often organizations have problems with reporting because they do not have the data that they need, they do not know how to collect the data and/or do not have the resources to do so. We are convinced that reporting in many cases will become the required standard. Therefore organizations will have to find a “new attitude” towards reporting and build up





their knowledge about monitoring and evaluation. Donors and funders will also have to make monitoring, evaluation and reporting a part of their funding”.

Reporting should hold an objective tone and should apart from highlighting the success of the organization also describe the challenging aspects that it faces. This is just as important for internal as for external reporting.

“Impact reporting should show, in a clear and simple way, what the organization has achieved compared to what it publicly declared it would achieve. The report should also make clear where the organization has not achieved its objectives, with the reasons why” (The value of impact reporting, RNID).

Ina Epkenhans and Bettina Kurz from PHINEO add “... The results should be communicated in an understandable way to all the stakeholders of the project/organization and the information should be publicly available”.

The general opinion in the nonprofit sector is that projects should be reported frequently internally during the project period. External reporting doesn’t have to be as frequent. Once or twice a year seems to be the standard. In the UK, the majority of the funds distributed to civil society organizations are coming from the public sector. These organizations have an obligation to report their work at least once a year.

As with measurement it is hard to find a general policy for reporting that covers the whole nonprofit sector. Helen Nelson from Amnesty International says “...Impact can be reported via in depth assessments, via key performance indicators, and via usual reporting mechanisms. There is no “one size fits all”.

## 8. THE EFFECTS OF IMPACT MEASUREMENT

*“The most precious commodity is trust, impact measurement reporting provides trust” - Ken Berger, Charity Navigator*

The effects of impact measurement and reporting can be divided into internal benefits vs external effects.

The internal benefits regards measurement as an organizational management tool analyzing data to further develop an organization as well as the sector as a whole. The external effects can be seen in how measurement and reporting relates to the behavior of donors/funders/society.



### INTERNAL BENEFITS

Charities that know whether or not they reach their goals have the opportunity to improve their work. Organizations that have data available on their outputs, outcomes and impact can base their decisions about changing the concept or the focus of the project or putting more or less resources into the project, on facts rather than on assumptions. This allows learning within the organization as well as within the sector as a whole (if the organization is willing to share its learning with others). Ideally the work within the whole sector will improve gradually.



## EXTERNAL EFFECTS

Charities rely on money that is given to them by the state, foundations, individuals and companies. As the competition for funds grows tougher, charities that can prove the results of their work to donors in many cases hold an advantage in fundraising since it increases their credibility and show that they are worthwhile investments. There is also a public interest that funds are used efficiently. However, as we have mentioned earlier, it is also important not to look too blindly at figures when it comes to evaluation of nonprofit work.

We asked the charity organizations and the NGO consultancy organizations how they see that impact measurement and reporting affect donor behavior.

Elie Hassenfeld from Givewell tells us that they can see tendencies of increased donor engagement and increased donations as an effect of their work in nonprofit impact assessment.

Social Evaluator and Mission Measurement see how donors and funders are getting more used to and demand detailed information about charity performance.

Iain Levine from Human Rights Watch explains how major private donors often become great ambassadors when they are better informed about the results. “They (the donors) then see that their money is doing actual change and are by that more likely to tell their friends about it”.

Helen Nelson from Amnesty International also promotes the donor relation benefits of measurement and reporting. She says “Increased accountability and transparency is good for donor relations. Impact assessment can not only show evidence of change brought about (partly as a result of the donor investment) but can also help donors to understand how change happens, the complexities and realities of NGOs work and can result in more nuanced and targeted philanthropy”.

Whilst promoting measurement and reporting, Meredith Niles from Impetus Trust adds the importance of a nuanced view of measurement saying “...you can’t be too focused on measurement. You can’t be all brains and no heart”.

Ina Epkenhans and Bettina Kurz from PHINEO argue along the same lines and say. “We believe that in the long run those charities that can communicate their outputs and outcomes will attract more funding. But as “impact measurement” is very difficult, complex, time-consuming and expensive, we do not tell donors that “impact measurement” is a necessity. We want them to get a realistic understanding”.

## 9. THE FUTURE OF IMPACT MEASUREMENT

*“We are only at the very beginning of this” - Anne Radday, Root Cause*

How will charity impact measurement and reporting evolve in the future? Some say it will develop to become more inclusive and bespoke while others predict the opposite, that more generic measurement frameworks and methodologies will be implemented in order to better serve the interests of the “investment minded” funders and donors.

Either way it is forced to evolve in order to follow the global trends of giving, donor behavior, IT and communications etc. As Iain Levine of Human Rights Watch predicts, “The increased philanthropy



trend is developing impact measurement and the increasingly competitive landscape is pushing organizations to develop impact reporting”.

Esther Burghard from SOS Children’s Villages thinks impact measurement will be “more participatory and less ambitious (which is good)”.

Helen Nelson from Amnesty International says:

“I think it’s an area of continual growth and development. I think more courses will be provided academically on the subject. A greater understanding of what constitutes impact and the complexity behind measuring impact will improve. More organizations will build impact measurement into their planning and delivery cycles, and will ensure the presence of departments specifically responsible for impact measurement and accountability. More organizations will take participatory approaches to impact assessment. NGOs may need to go through organizational/structural change to ensure they are closer to the ground or the issues they work for. Increased collaboration and joint projects between NGOs, peer organizations, academia, public sector when measuring impact”.



NGO consultancy organizations also see major changes in the impact measurement field that they are developing. Ken Berger from Charity Navigator says “9 out of 10 NGOs needs consultancy connected to their measurement”.

Kim Silver from Mission Measurement thinks “Impact measurement will continue to become more common place and a standard operating practice in the social sector

However there are critical voices even within the NGO consultancy field. Meredith Niles from Impetus Trust thinks impact measurement will evolve slowly. She says, “Impact measurement” has been around in the charity sector for about 15 years now and even though there has been a boost of interest in the last years, not very much has happened”.

While some people say impact measurement will be a critical tool for funders and donors to make more informed funding decisions in the future, others warn that it might also get too big of a focus.

Ina Epkenhans and Bettina Kurz from PHINEO share their views on this fine balance:

“In times of scarce resources impact orientation will gain greater importance. It might well be that some of the existing standards (or new standards) evolve into being widely applied reporting standards. There is a danger that the term “impact measurement” promises too much and will face more criticism in the future. The costs and benefits of impact measurement will surely be discussed and hopefully, an appropriate balance between “proving” results and “improving” practice will be found. Impact measurement should be seen as a source of learning for grantees and grant makers”.

The increased charity impact measurement development trend might not result in the ultimate measurement model to be implemented tomorrow, or ever. However, all the policy charters, research papers, methodologies and measurement tools that have been and are currently being developed in the field will all contribute to a greater understanding needed to provide the most relevant way of measuring and reporting.

Our impression is that both charities and NGO consultancy organizations look optimistically at the future of impact measurement and reporting. Kim Silver from Mission Measurement says “There are



a variety of efforts underway in the sector that are forging new thinking and approaches to impact measurement and we are excited to see where this activity will take the sector”.

## **10. CONCLUSION**

What we can learn from this paper is that continually updated and refined models of impact measurement is crucial for all types of charity and nonprofit organizations, in order to satisfy the growing interests of donors and funders.

We can also see that even though a great amount of research and work has been invested in the development of impact measurement, there is still no ultimate measurement model to use.

A lot of organizations say there is not even a need for an ultimate measurement model, as bespoke models can provide more accurate and relevant information.

From the writing of this paper we can see an interest in further developed collaborations from both charity organizations and NGO consultancy organizations.

When different organizations share experiences and information globally across the nonprofit sector, general and bespoke measurement models get complemented and refined.

In an article posted on Third Sector Online, written by David Ainsworth, 1 April 2011, Richard Litchfield of merger specialist Eastside Consulting “...wrote to the top 100 charities asking if they wanted advice, and 30 expressed interest. About a third of the UK’s largest 100 charities are interested in merging with other organisations, according to a specialist charity merger consultancy”. (Third Sector Online written by David Ainsworth, 1 April 2011).

Thus can be assumed that developed partnerships will increase, to the benefit of more targeted and relevant measurement models.



## RESOURCES

**The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance** (Alnoor Ebrahim and V. Kasturi Rangan) working paper *May 2010*

<http://www.hbs.edu/research/facpubs/workingpapers/papers0910.html#wp10-099>

**Archive social impact measurement (andrewwalk.com)** *2010-05-06*

<http://andrewwalk.com/2010/05/06/seeking-the-next-generation-of-philanthropists-for-a-twenty-first-century-approach-to-solving-social-problems/>

**Charities avoid measuring performance (thirdsector.co.uk)** *2009-05-19*

<http://www.thirdsector.co.uk/Channels/Management/Article/906455/Charities-avoid-measuring-performanc>

**Charities Existential dilemma (socialEntrepreneurship.change.org)** *2009-01-14*

[http://socialentrepreneurship.change.org/blog/view/charitys\\_existential\\_dilemma\\_are\\_we\\_really\\_making\\_a\\_difference](http://socialentrepreneurship.change.org/blog/view/charitys_existential_dilemma_are_we_really_making_a_difference)

**Charities mimic Wall Street to woo wealthy donors (Reuters)** *2010-07-01*

<http://www.reuters.com/article/idUSTRE6603YB20100701?feedType=RSSandfeedName=everythingandvirtualBrandChannel=11563>

**Charity impact evaluation (philanthropyuk.org)**

<http://www.philanthropyuk.org/AGuidetoGiving/Howtogive/Impactevaluation>

**Do donors care about impact (New Philanthropy Capital)** *2010-06-14*

<http://newphilanthropycapital.wordpress.com/2010/06/14/do-donors-care-about-impact-why-we-need-six-answers-2/>

**GuideStar UK seeks partners to trial impact (thirdsector.co.uk)** *2009-11-10*

<http://www.thirdsector.co.uk/channels/Social%20enterprise/Article/965197/GuideStar-UK-seeks-partners-trial-impact-measurement-plan/>

**How do you decide what charity will receive your donations (Vanguard charitable endowment program)** *2010-04-08*

**Impact Measurement Initiatives** (Oxfam 2007)

[http://books.google.se/books?id=kVNJWLcwxnwCandprintsec=frontcoveranddq=charity+impact+measurementandsource=blandots=LMeTSXJLS2andsig=ajTdFfNNaB4I3FRcITs- jBzBpAandhl=svandei=z3-LTKngE4aoOO3Bieckandsa=Xandoi=book\\_resultandct=resultandresnum=6andved=0CDoQ6AEwBTgU#v=onepageandqandf=false](http://books.google.se/books?id=kVNJWLcwxnwCandprintsec=frontcoveranddq=charity+impact+measurementandsource=blandots=LMeTSXJLS2andsig=ajTdFfNNaB4I3FRcITs- jBzBpAandhl=svandei=z3-LTKngE4aoOO3Bieckandsa=Xandoi=book_resultandct=resultandresnum=6andved=0CDoQ6AEwBTgU#v=onepageandqandf=false)

**Impact measurement, where the world is (New Philanthropy Capital)** *2010-05-04*

<http://newphilanthropycapital.wordpress.com/2010/05/04/impact-measurement-where-the-world-is/>

**Is Impact Measurement a dead end (aidwatchers.com)** *2010-07-20*

<http://aidwatchers.com/2010/07/is-impact-measurement-a-dead-end/>

**Go figure (Is SROI the future of impact reporting) charitytimes.com**

[http://www.charitytimes.com/pages/ct\\_features/september07/text-features/ct\\_september07\\_feature1\\_go\\_figure.htm](http://www.charitytimes.com/pages/ct_features/september07/text-features/ct_september07_feature1_go_figure.htm)

**Measuring impact, communicating results (charitycomms.org.uk)** *2009-02-01*

[http://www.charitycomms.org.uk/articles/in\\_focus/measuring\\_impact\\_communicating\\_results](http://www.charitycomms.org.uk/articles/in_focus/measuring_impact_communicating_results)

**Many charities can't measure their own social impact (Connect Assist)**

<http://www.connectassist.co.uk/knowledge-hub/measuring-social-roi>



**Measuring the bang of every buck (Wall street journal) 2010-03-01**

<http://online.wsj.com/article/SB10001424052748703787304575075340954767332.html>

**Measuring the benefits of collaboration (alliancemagazine.com) 2010-09-01**

<http://www.alliancemagazine.org/node/3428>

**Six things we learned at Measuring Impact (ngomedia.org.uk) 2010-05-11**

<http://www.ngomedia.org.uk/news/119/44/Six-things-we-learned-at-Measuring-Impact-Communicating-Results/>

**Social impact - broadening your horizons (Baker Tilly) 2009-12-21**

<http://www.bakertilly.co.uk/publications/social-impact-broadening-your-horizons.aspx>

**Social impact measurement: Comparing apples with... cars? (clearlyso.com) 2009-05-05**

<http://www.clearlyso.com/blog/?p=117>

**The value of impact reporting (rnid.org.uk)**

[http://docs.google.com/viewer?a=vandq=cache:Zgg7HNcl9R0J:www.rnid.org.uk/Content.aspx%3Fid%3D85422%26ciid%3D295820+charity+impact+measurementandhl=svandgl=seandpid=blandsrcid=ADGEEShzi-CUQizTu3yqoNv5djWhWVv3R1ak3E8hfjUH40-uuLtduNM4LwXuf7lpC2MMk-nCXIP31Ohh9F9E\\_acxWKPn3ggphl\\_mkSBFQUQd6khOdxNth4iOl3kRi-BrK\\_Qhnyectvtandsig=AHIEtbRqJHqfaJNatf6N2gNch0TNSzc6Ug](http://docs.google.com/viewer?a=vandq=cache:Zgg7HNcl9R0J:www.rnid.org.uk/Content.aspx%3Fid%3D85422%26ciid%3D295820+charity+impact+measurementandhl=svandgl=seandpid=blandsrcid=ADGEEShzi-CUQizTu3yqoNv5djWhWVv3R1ak3E8hfjUH40-uuLtduNM4LwXuf7lpC2MMk-nCXIP31Ohh9F9E_acxWKPn3ggphl_mkSBFQUQd6khOdxNth4iOl3kRi-BrK_Qhnyectvtandsig=AHIEtbRqJHqfaJNatf6N2gNch0TNSzc6Ug)

**The worst and best way to pick a charity this year (philanthropyaction.com) 2001-12-01**

[http://www.philanthropyaction.com/nc/the\\_worst\\_and\\_best\\_way\\_to\\_pick\\_a\\_charity\\_this\\_year/](http://www.philanthropyaction.com/nc/the_worst_and_best_way_to_pick_a_charity_this_year/)

**What does impact mean for fundraisers (New Philanthropy Capital) 2010-06-15**

<http://newphilanthropycapital.wordpress.com/2010/06/15/what-does-impact-mean-for-fundraisers/>

**Social Return on Investment position paper (New Philanthropy Capital) April 2010**

[http://www.philanthropycapital.org/publications/improving\\_the\\_sector/charity\\_analysis/sroi\\_position\\_paper.aspx](http://www.philanthropycapital.org/publications/improving_the_sector/charity_analysis/sroi_position_paper.aspx)

**Laws of Malaysia, Act 275 (Malaysia Government Funding Act 1983)**

[http://docs.google.com/viewer?a=vandq=cache:p4MAn5mP8zcJ:iimm.bnm.gov.my/view.php%3Fid%3D67%26dbIndex%3D0%26website\\_id%3D14%26ex%3D1196350752%26md%3D%3F%3F+governmental+funding+lawan\\_dhl=svandgl=seandpid=blandsrcid=ADGEEESiHi4axwOWeUo0Dg4tdRuRf9qPatEgBaM461YxZ\\_Hd33OldkWE9YiCYHzVwc7B2UofcTpMy6Jy2acM1RNpTtPouvHyJ\\_GqJYn2Ntd7t8ttGyeJOqW9t3vzNYkRPgiJdR\\_O0AKROandsig=AHIEtbQfg5GJmu626BtQ0psDwPerfWLuA](http://docs.google.com/viewer?a=vandq=cache:p4MAn5mP8zcJ:iimm.bnm.gov.my/view.php%3Fid%3D67%26dbIndex%3D0%26website_id%3D14%26ex%3D1196350752%26md%3D%3F%3F+governmental+funding+lawan_dhl=svandgl=seandpid=blandsrcid=ADGEEESiHi4axwOWeUo0Dg4tdRuRf9qPatEgBaM461YxZ_Hd33OldkWE9YiCYHzVwc7B2UofcTpMy6Jy2acM1RNpTtPouvHyJ_GqJYn2Ntd7t8ttGyeJOqW9t3vzNYkRPgiJdR_O0AKROandsig=AHIEtbQfg5GJmu626BtQ0psDwPerfWLuA)

**Association For Charitable Foundations**

<http://www.acf.org.uk/legislation/?id=130>

**Measuring Social ROI (connectassist.co.uk)**

<http://www.connectassist.co.uk/knowledge-hub/measuring-social-roi>

**The world giving index 2010 (Charities Aid Foundation)**

[http://docs.google.com/viewer?a=v&q=cache:IMsfGqE2ibAJ:www.cafonline.org/pdf/0882A\\_WorldGivingReport\\_Interactive\\_070910.pdf+world+giving+index+2010&hl=sv&gl=se&pid=bl&srcid=ADGEEESjLhxINnuYXWPABOQ6BUASiBOI0wVHdAAAn-SLvaAyNSF7rKk6UNIHXh2u6mK5z2VLKq7o-ARTua7AUjdLws-087HQZ8uID-tzed4et3AoKLCQibzy9alurl2jaY9W01LeOqe1&sig=AHIEtbRczGHJRyNwiN-oVY2\\_PGawuk\\_XKw](http://docs.google.com/viewer?a=v&q=cache:IMsfGqE2ibAJ:www.cafonline.org/pdf/0882A_WorldGivingReport_Interactive_070910.pdf+world+giving+index+2010&hl=sv&gl=se&pid=bl&srcid=ADGEEESjLhxINnuYXWPABOQ6BUASiBOI0wVHdAAAn-SLvaAyNSF7rKk6UNIHXh2u6mK5z2VLKq7o-ARTua7AUjdLws-087HQZ8uID-tzed4et3AoKLCQibzy9alurl2jaY9W01LeOqe1&sig=AHIEtbRczGHJRyNwiN-oVY2_PGawuk_XKw)

**Measuring Social impact: the foundation of social return on investment (2004 nef)**

[http://docs.google.com/viewer?a=v&q=cache:PrUs0RjnlCoJ:sroi.london.edu/Measuring-Social-Impact.pdf+output,+outcome+and+impact&hl=sv&gl=se&pid=bl&srcid=ADGEEESizaSfb9h\\_uVHZy39X\\_YgV3fdy6ysnBBi8ptmU5Ij1JGLmYXxoVWPPg-3z-j1pXA72TF0f2b2Qf4cgpi7oeg03cTyEeGLC9Pu9DyLo--RKD6UUB0wGwAwyahentCEPRN247texE&sig=AHIEtbSRTBdfukwayAzj2R1OuO3YceFwyw](http://docs.google.com/viewer?a=v&q=cache:PrUs0RjnlCoJ:sroi.london.edu/Measuring-Social-Impact.pdf+output,+outcome+and+impact&hl=sv&gl=se&pid=bl&srcid=ADGEEESizaSfb9h_uVHZy39X_YgV3fdy6ysnBBi8ptmU5Ij1JGLmYXxoVWPPg-3z-j1pXA72TF0f2b2Qf4cgpi7oeg03cTyEeGLC9Pu9DyLo--RKD6UUB0wGwAwyahentCEPRN247texE&sig=AHIEtbSRTBdfukwayAzj2R1OuO3YceFwyw)



**Measuring Impact – A Guide to Resources, (NVCO).**

<http://www.ncvo-vol.org.uk/policy-research-analysis/research/measuring-impact>

**A third of largest charities ‘are interested in merger’ (Third Sector Online, written by David Ainsworth, 1 April 2011).**

<http://thirdsector.co.uk/news/Article/1063587/third-largest-charities-are-interested-merger/>

## **CONTACT**

Charity Star  
Roslagsgatan 34A  
113 55 Stockholm  
+46 (8) 559 257 71  
[info@charitystar.org](mailto:info@charitystar.org)  
[www.charitystar.org](http://www.charitystar.org)

