

Planning to measure impact

Overview

Engagement, behaviour change and change management frameworks such as Community Based Social Marketing¹ and ADKAR² inform the need to consider impact measurement (the ability to track progress) in the planning stages of any project. For engagement efforts jointly delivered, the Collective Impact³ model has been tested across complex projects with multiple stakeholders and has a firm methodology to guide approaches. Developing a shared measurement system is essential to collective impact.

Shared measurement has been defined as the “use of a common set of measures to monitor performance, track progress towards outcomes and learn what is and is not working in the group’s collective approach” (John Kania, FSG).

City specific strategies

Cities have agreed that a common indicator set is needed to align efforts, hold each other accountable learn from each other’s successes and failures and enable communication of progress in creative ways. Australian cities have some experience in undertaking this effort through the national CitySwitch program supported by the ‘backbone organisation’ City of Sydney. To take on a larger agenda for collaboration the cities have committed to work together to filter the most useful indicators.

Shared measures

Cities have expressed the desire to achieve the following:

- Improve Data Quality
- Track Progress Toward a Shared Goal
- Enable Coordination and Collaboration
- Learn and Course Correct
- Catalyse Action

How to develop a shared measurement system

There are three phases to developing a shared measurement system.

Phase 1: Design

- Shared vision for the system and its relation to broader goals, theory of change or roadmap
- View of current state of knowledge and data
- Governance and organisation for structured participation
- Identification of metrics, data collection approach, including confidentiality/ transparency

¹ <http://www.cbsm.com/>

² <https://www.prosci.com/adkar/adkar-model>

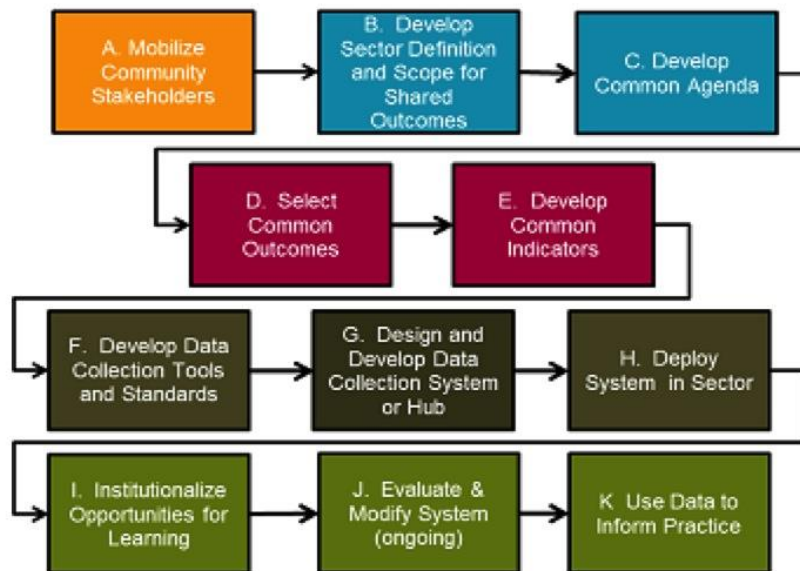
³ <http://www.collaborationforimpact.com/collective-impact/shared-measurement/>

Phase 2: Develop

- Shared vision for the system and its relation to broader goals, theory of change or roadmap
- View of current state of knowledge and data
- Governance and organization for structured participation
- Identification of metrics, data collection approach, including confidentiality/ transparency

Phase 3: Deploy

- Learning forums and continuous improvement
- Ongoing infrastructure support
- Improve system based on a pilot, review, refinement, and ongoing evaluation of usability



Key success factors in the development of shared measurement systems

Effective relationship with funders:

- Strong leadership and substantial funding (multi-year)
- Independence from funders in devising indicators, managing system

Successful implementation of shared measures requires not only a commitment from collaborators, but also from their funders to re-align funding requirements to reflect those of the initiative.