Guide to Impact Measurement

From Intent to Impact for Non-Profits

In this Guidebook

Preface

In today's impact measurement landscape, non-profit organisations often encounter a proliferation of frameworks and tools. Yet selecting the right one requires careful consideration of its relevance – shaped by who uses these tools, for what purpose, and who benefits from their outcomes.

This “Guide to Impact Measurement: From Intent to Impact for Non-Profits” is a collaboration between Tote Board and the National Volunteer and Philanthropy Centre (NVPC) to uplift the impact measurement capabilities of the non-profit ecosystem. It draws from our extensive experience across Singapore's philanthropic ecosystem, from traditional grant-making to digital giving, striking a balance between comprehensiveness and practicality.

Developed in consultation with various sector administrators and sector champions, this Impact Measurement Guidebook complements established sector-specific standards and guidelines. For the social service sector, the National Council of Social Service (NCSS) serves as the central administrator, providing crucial guidance for the measurement of social impact.

Together, we can transform how we measure, understand, and amplify social impact. This Guidebook is your practical companion on that journey – helping you translate good intentions into measurable change for the communities we serve.

Foreword by Tote Board

"

The pursuit of social impact demands both heart and method. Measuring impact is more than just tracking numbers — it is about understanding how we can create meaningful, lasting change in our communities. Through robust impact measurement, organisations gain vital intelligence to shape strategy, optimise resource allocation, and enhance programme effectiveness. For charities and non-profit organisations, the ability to demonstrate impact convincingly also strengthens their position when engaging funders and donors.

Recognising the need for alignment in Singapore's giving ecosystem, we have developed the Impact Measurement Framework. This framework serves as a bridge between funders and non-profit organisations, establishing a shared vocabulary and methodology for measuring social impact. By creating this common ground, we can better direct our collective efforts and resources towards achieving shared outcomes that matter.

This Guide to Impact Measurement, developed in collaboration with the National Volunteer and Philanthropy Centre, offers practical insights and tools to help you navigate the impact measurement journey. There are actionable steps that enable organisations of all sizes to begin measuring and improving their social impact.

We are united in our aspiration to create positive change. However, it is through systematic impact measurement that we can transform good intentions into demonstrable outcomes. This enables us to build evidence-based interventions that help us do good better. Thank you for partnering with us in our mission to create a Better Everyday for all.

Mr Tan Choon Shian
Chief Executive,
Tote Board

Foreword by NVPC

“

At National Volunteer and Philanthropy Centre (NVPC), we firmly believe that every act of giving has the potential to create ripples of positive change. Whether it is through **T**ime, **T**alent, **T**reasure, **T**ies or **T**estimony (5Ts), these collective acts of giving help us build a more caring, inclusive and compassionate society. Given the limited resources and with the funding environment becoming more challenging, it is crucial for us to measure the impact of our efforts with clarity and purpose. It therefore gives me great pleasure to present this Impact Measurement Guidebook, a resource developed together with Tote Board, to empower non-profits to measure and report the impact they are making in support of the causes we hold close to our hearts.

This guidebook serves as a compass for navigating the intricacies of impact measurement. It is designed to help non-profits evaluate and articulate the impact of their initiatives. It challenges us to ask critical questions, embrace accountability, and strive for continuous improvement. Most important, it encourages us to stay connected to the deeper purpose that drives our actions.

I would like to extend my heartfelt thanks to all our partners who have contributed in one way or another to the development of this guidebook. Your insights and hard work have been instrumental in shaping this invaluable resource.

I encourage all non-profit organisations to embark on this journey of impact measurement as a powerful opportunity to uncover and unleash the full potential of your work.

Together, let us continue to inspire, lead, and create meaningful impact with our communities.

Mr Tony Soh
Chief Executive Officer,
National Volunteer and
Philanthropy Centre

Chapter 1
Introduction to Impact Measurement

What is this Guidebook about?

This Guidebook is designed to support Singapore's Non-Profit Organisations (NPOs) in building impact measurement (IM) capabilities. It offers a basic understanding of IM, covering the Whys and Hows, and provides contextualised insights and resources tailored for NPOs' needs.

Who is this Guidebook for?

NPOs interested to learn more about IM and/or would like to start their IM journey.

How to use this Guidebook?

This guidebook offers structured steps, practical tips and best practices for key aspects of the IM process.

Below is a typical journey in IM, matched to the learning outcomes of each chapter:

1 Preparing for IM

Chapter 3

Chapter 2
- Identify problem statement and programme objectives
- Develop a Theory of Change (ToC) and Logic Model (LM)

2 Planning for IM

- Develop IM indicators based on ToC and LM
- Design an evaluation methodology

Chapter 4
- Plan data collection

3 Implementing IM

- Monitor data collection
- Process and analyse data

Chapter 5

4 Learning from IM

- Share insights and findings
- Turn insights into impact

Stakeholder engagement should be practised throughout phase 1-4 and is addressed in **Chapter 3**.

Why does impact measurement matter?

IM is important in ensuring that the programmes designed by NPOs are aligned to their purpose and cause. It is also an important lever to build trust and accountability with stakeholders, attracting sustained funding to support their missions.

IM can help NPOs to…

- ✓ Check whether their programmes are effective.
- ✓ Make informed decisions.
- ✓ Tell compelling stories about the impact of their programmes and why others should support them.
- ✓ Build trust with stakeholders, including service users, partners, donors and funders, by demonstrating effective use of resources.
- ✓ Strengthen collective knowledge about developing effective programmes.

Commonly used terms

Impact
Long-term change experienced by an individual, community or at a societal level. While NPOs aim to achieve positive impact, an intervention may also result in negative or no impact.

Impact Measurement
The process to measure and attribute change created through a programme. Other related terms include programme evaluation and impact assessment.

Programmes
Any organised activities, interventions or services designed to achieve specific outcomes for service users. This can be a one-year service provided for a group of service users, or a community-wide initiative with multiple programme components.

Outputs, Outcomes and Impact

Outputs	Outcomes	Impact
Immediate, quantifiable results that the programme produces	Short-term or medium-term changes that result from the programme	Long-term changes that result from the programme
Examples: • No. of sessions conducted • No. of service users • No. of members of public reached out to	**Examples:** • Improvement in school attendance rate • Improvement in medical compliance rate • Increase in awareness of mental health issues	**Examples:** • Improvement in quality of life for service users • Reduction in societal stigma on mental health issues

Note: *See* ***Appendix 1*** *for a glossary of key terms and concepts.*

Types of Evaluation

The table below describes different types of evaluation. The focus of this Guidebook is on impact measurement, which is concerned with outcome and impact evaluation.

Outcome Evaluation	Impact Evaluation	Formative/ Needs Assessment	Process Evaluation/ Programme Monitoring	Economic Evaluation/ Cost-Benefit Analysis
Assess short and medium term effects of a programme	Assess longer term effects of a programme	Analyse feasibility of new or modified programme	Examine the process of implementation	Examine cost of programmes relative to its effects

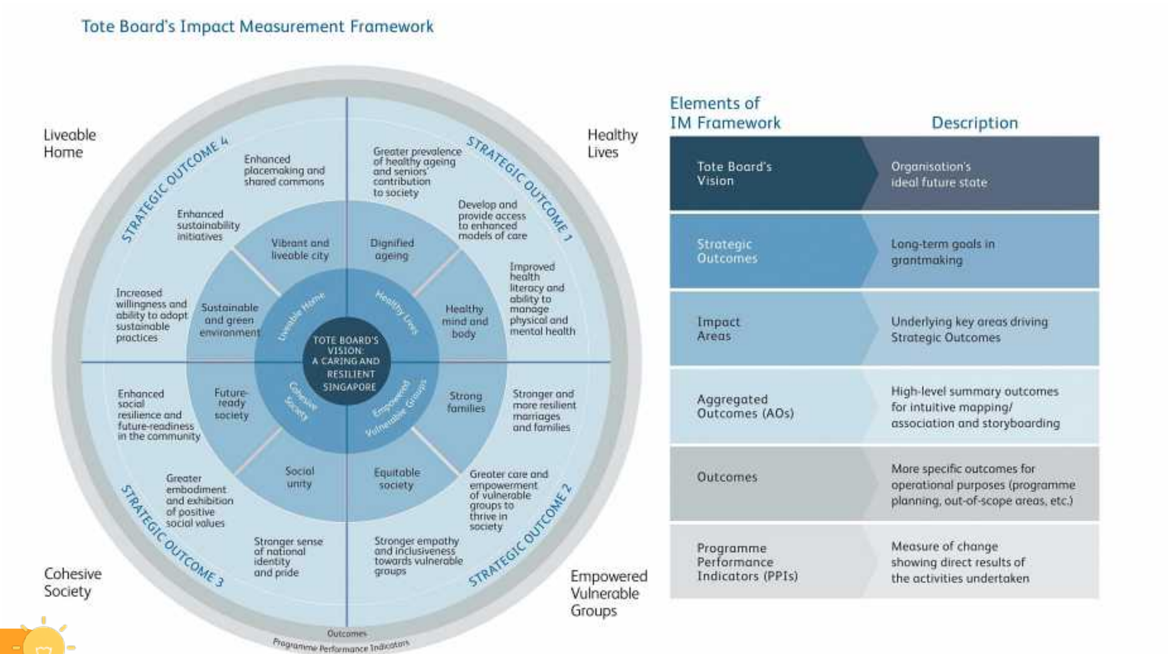
Impact Measurement

Tote Board Impact Measurement Framework

The Tote Board IM Framework is a broad-based framework developed in consultation with government agencies and community partners. It provides a common language for the public, private and people sectors to create positive change in society.

Built around Tote Board's four Strategic Outcomes, the framework breaks down big-picture goals into 12 actionable focus areas (Aggregated Outcomes). These focus areas collectively lead to the vision of a caring and resilient Singapore.

Whether you are organising an arts programme to improve seniors' wellbeing or a sports programme to promote community bonding, this framework offers a roadmap to demonstrate impact in line with broader national goals.



Tip

The Tote Board IM Framework is aligned with the NCSS Sector Evaluation Framework (SEF), which is another major framework used to measure social service sector outcomes in Singapore. Strategic alignment has been made, both at the outcomes-level and indicators-level, enabling the use of a common language for impact measurement. The SEF also offers an in-depth guide to conducting outcome evaluation.

Chapter 2
Developing Theory of Change and Logic Model

Learning Outcomes

- Identify problem statement and programme objectives
- Distinguish between Theory of Change (ToC) and Logic Model (LM)
- Develop a ToC and LM
- Construct indicators using S.M.A.R.T. principles and the 4A Change Model

Having a clear understanding of the problem being addressed helps define what success looks like. This enables the design of interventions that address specific needs for meaningful impact.

2.1. Using Root Cause Analysis to Identify the Problem

Root Cause Analysis (RCA) is a structured approach for identifying the source of a problem for more effective and sustainable solutions.

The 5 WHYs Analysis
A simple yet powerful tool for identifying root causes. It involves repeatedly asking "why" to dig deeper into the root cause of a problem.

Example

Problem:
High dropout rates in secondary schools.

1. **Why?** Students lose interest in school.
2. **Why?** They struggle with coursework.
3. **Why?** They lack foundational literacy and numeracy skills.
4. **Why?** They did not receive adequate support in early education.
5. **Why?** Limited access to quality early childhood education.

Root Cause Identified: Lack of quality early childhood education contributes to high dropout rates.

Once the root cause is identified, direct interventions can be designed — for example, improving access to early childhood education instead of offering remedial support in secondary schools. The programme can then focus on making early childhood education more accessible.

Other tools for identifying root causes for complex social issues include Fishbone Diagram, Problem Tree Analysis and Systems Mapping.

2.2. Introduction to Theory of Change and Logic Model

The next step is to consider how the planned activities lead to the desired impact.

Two common tools for conceptualising, designing, and implementing programmes:
1. **Theory of Change (ToC)**
2. **Logic Model (LM)**

While they share similarities, the two differ in their structure and purpose:

	Theory of Change	Logic Model
Purpose	Shows the causal relationship between the programme activities and their expected outcomes	Shows the linear pathway of how programme activities lead to intended outcomes
Structure	• Illustrates **WHY** and **HOW** the desired change happens • Includes assumptions that must be held constant and true for the outcomes to happen • Use of evidence to justify each causal pathway	• Illustrates **WHAT** is needed for the desired change to happen • Typically does not include assumptions and evidence

Impact Measurement in Practice

For Lions Befrienders, the ToC helped them to identify the resources needed to achieve the desired outcomes for their Group Drumming for Seniors programme. This allowed them to prepare the necessary resources ahead of the implementation of the programme.

In addition, they leveraged on the ToC to craft their communications to the elderly participants – to let them know what to expect for the programme activities and its intended benefits.

2.3. What is a Theory of Change?

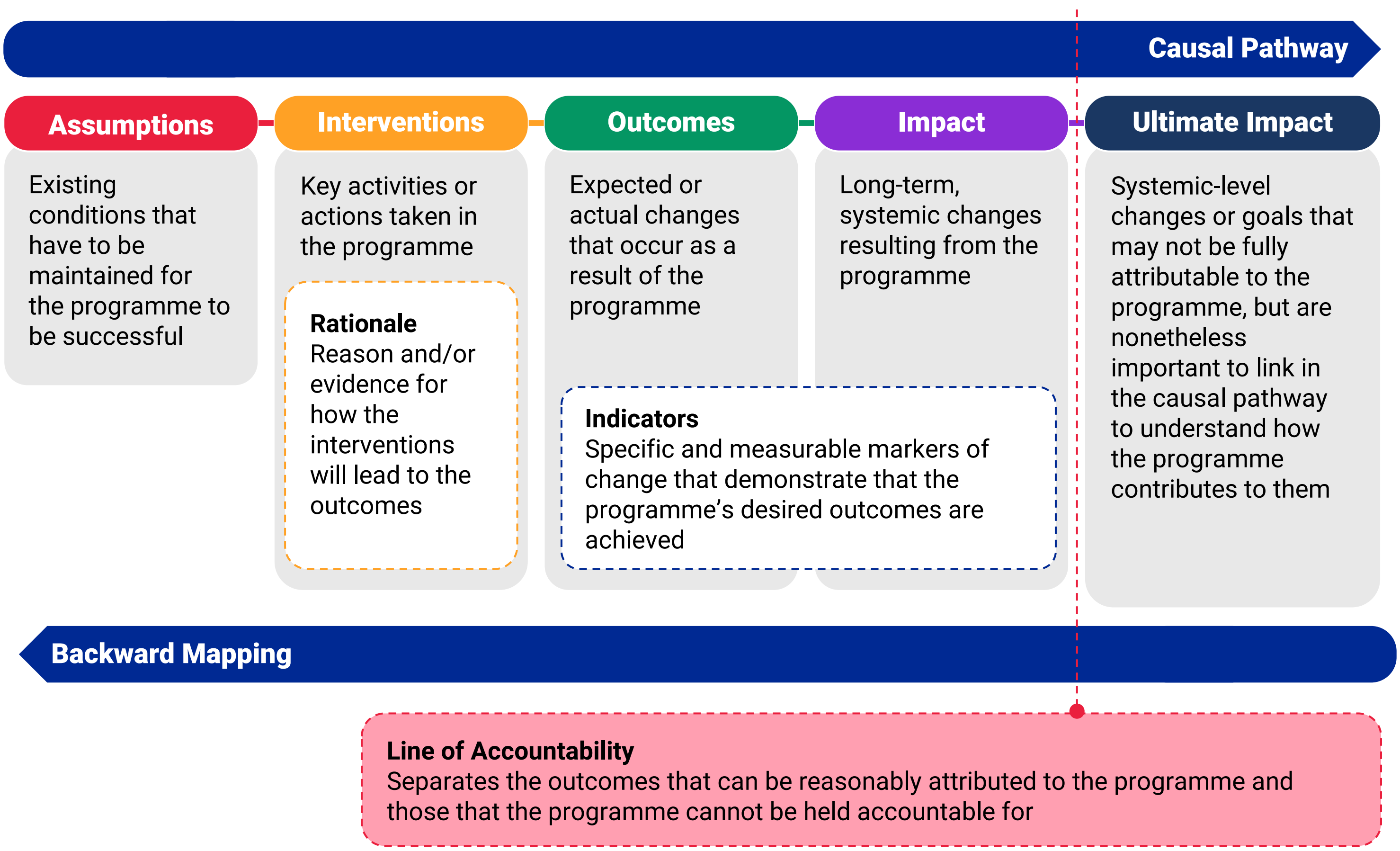
A Theory of Change is a systematic, visual representation of how and why a programme is expected to create change. A well-developed ToC provides:

1. Clarity on the expected changes resulting from the programmes
2. Accountability by linking activities to measurable outcomes
3. Strategic learning for programme adaptation and continuous improvement
4. Evidence-based communication to stakeholders

This Guidebook focuses on developing ToCs at the programme level, although some NPOs may use a ToC to illustrate how they create impact at the organisational level.

Note: *See* ***Appendix 2*** *for a template to guide your development of a ToC.*

Components of a Theory of Change



Building a Theory of Change

It is typically easier to map backwards from the programme's impact or ultimate impact.

Step 1: Review problem and define desired end-state

*(see **Section 2.1** for how to define the problem statement and desired impact)*

- ❏ Identify the key issue the programme aims to address.
- ❏ Articulate the impact that the programme seeks to achieve.

Tip For reference, you may also consider the 12 Aggregated Outcomes on the Tote Board Impact Measurement Framework.

Step 2: Identify the outcomes

- ❏ Work backwards from the ultimate impact to identify desired outcomes and impact.
- ❏ Identify key outcomes by considering whether the outcomes…
  - *Reflect a meaningful change in your target group or cause?*
  - *Align with the main objectives for your programme?*
  - *Align with your organisation's strategic priorities?*
  - *Are "must-haves" or "good-to-haves"?*
  - *Are similar and can be grouped together?*

Tip Define the duration of short and medium-term and long-term outcomes. Typically, short-term outcomes are achieved immediately post-intervention, while medium-term and long-term outcomes/impact are achieved a certain number of months or years post-intervention.

Step 3: Ensure logical coherence with interventions

- ❏ Document why and how the planned interventions will lead to the identified outcomes.
- ❏ If the programme is new, consider the outcomes identified in Step 2 and think about the interventions needed to achieve them.
- ❏ Ensure that interventions have strong, ideally evidence-driven, rationale for why they are expected to produce the identified outcomes.

Tip Use "if… then" statements to test the logic between your interventions and outcomes: ***If you accomplish your planned activities (interventions), then your participants will benefit in certain ways (outcomes).***

Step 4: Identify assumptions

- ❏ Outline the assumptions upfront (e.g., "Providing training will lead to increased employment opportunities").

By the end of Step 4, you should have a draft of your ToC, which will serve as a foundation for developing indicators to measure programmes.

Tip

In addition to a diagram of a ToC, it is useful to develop a 1–2 page explanation to provide additional context. A written narrative can help onboard new team members or present the ToC more clearly to stakeholders.

The narrative should:

- Explain how change will occur within the programme.
- Highlight key assumptions, rationales, and interventions.

It may also include programme vision, history, relevant community context, supporting research and potential risks or external factors that could affect its success (e.g., economic downturns, policy changes).

A comprehensive ToC, supported by a detailed narrative, can serve as a valuable tool for programme documentation, review, and stakeholder engagement.

2.4. What is a Logic Model?

A Logic Model (LM) is a tool used for programme development, planning, and evaluation. It provides a structured, visual representation of the programme components needed for the desired change to happen.

Note: *See* ***Appendix 3*** *for a template to guide your development of a LM.*

Components of a Logic Model

What you plan to use and do		**What you want to produce and achieve**		
Inputs	**Activities**	**Outputs**	**Outcomes**	**Impact**
Resources necessary to implement the programme	Specific actions or interventions carried out	Tangible and measurable results from activities	Expected or actual changes that occur as a result of the programme	Long-term, systemic changes resulting from the programme
Examples				
Funding, staff, volunteers, equipment, tools, vendors, external partners	*Events, workshops, services, campaigns, products*	*Number of events, number of volunteering hours, number of participants*	*Short/medium term changes in skills, knowledge, awareness, behaviour*	*Long-term changes, such as reduction in employment levels, improved mental and physical well-being*

Building a Logic Model

A LM can be developed either by starting with the inputs or by working backwards from the intended outcomes and impact. A backward mapping approach can help establish a clear vision, ensuring that programme activities are aligned with the intended impact (see the previous section on 'Building a Theory of Change' for a backward-mapping approach).

For existing programmes, a forward-mapping approach may be more intuitive:

Step 1: Review the problem and define the desired end-state

*(see **Section 2.1** on how to define the problem statement and long-term impact)*

- ❏ Identify the key issue the programme aims to address.
- ❏ Articulate the long-term impact the organisation seeks to achieve.

Step 2: Identify key inputs

- ❏ List all essential resources required for the programme to be implemented successfully. This can include funding, personnel, technology and partnerships.

Step 3: Outline programme activities

- ❏ Outline the core activities that will be conducted to meet programme objectives.

Step 4: Define outputs

- ❏ Identify quantifiable results that arise directly from activities.
- ❏ Ensure outputs are logically connected to the planned activities.

Step 5: Determine expected outcomes

- ❏ Specify short- and medium-term changes that service users and/or the community should experience, which can include behavioural, social, or economic improvements.

2.5. Using the Theory of Change and Logic Model to Develop Indicators

Both the ToC and LM give NPOs a clear view of the outcomes that the programme should achieve within a specified timeframe. Based on these outcomes, specific indicators can be developed to measure the programme's performance and assess whether it is on track.

Developing S.M.A.R.T Indicators

Indicators are specific and measurable markers of change. Good indicators are critical to IM and should ideally possess the S.M.A.R.T characteristics:

Specific	Measurable	Achievable	Relevant	Time-bound
• Clear and well-defined • Able to answer the questions of who, what, when, where, why and how	• Able to be observed, counted, tracked and analysed	• Realistic and attainable • Considers the scale and scope of what can be achieved based on the available time and resources	• Reliably reflects the output and outcomes the programme is aiming to achieve • Meets the needs and expectations of stakeholders	• Includes timeframe that they will be collected and measured

Example: Outcome Indicator For an After School Support Programme

Outcome: Improved academic performance among the children

Outcome Indicator:

Outcome indicators are the **markers that let you know whether you are achieving your outcomes.**

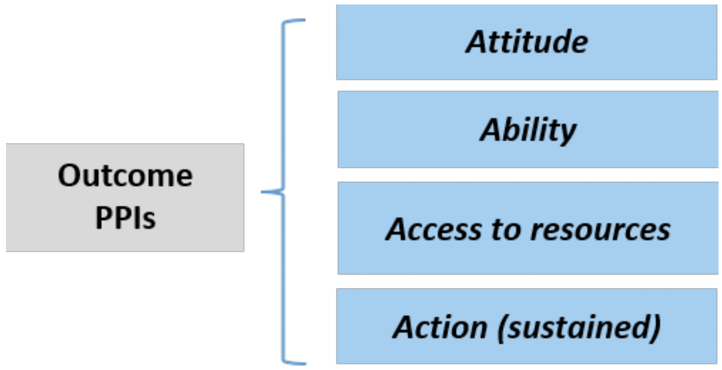
How many? | Who? | Where?

80% of children in the After School Support Programme have better academic performance after 12 months in the programme.

What change? | When?

Developing Indicators Using the 4A Change Model

The 4A Change Model is used to guide the development of Programme Performance Indicators (PPIs). Developed by Tote Board, this model identifies four key components:



A programme contributes to improvements in one or more of the 4As.

4As	Intervention Types	Examples of Indicators / PPIs
Attitude	Awareness and Understanding	• % improvement of awareness of issue *(e.g., mental health, environmental sustainability)*
	Recognition and Motivation	• % increase in interest, desire, or motivation *(e.g., sense of connectedness to the community, national pride, multiculturalism)* • % increase in willingness to participate in an activity *(e.g., volunteering for community, healthy living habits)*
Ability	Equipping	• % increase in proficiency of service users in new skills • % increase in internal capabilities and capacity
	Adaptability	• % increase in proficiency of service users to handle uncertainty • % increase in confidence to handle future risks
Access to Resources	Improvement & Enhancement of Resources	• % improvement in proficiency/efficiency of resources • % increase in range of resources
	Support and Enablement	• % increase in availability of help and support • % increase in availability of external resources
Action (sustained)		• % increase in demonstrating intended change/improvement in service users' circumstances *(e.g., increase in quality of life, improved physical and mental well-being)*

Deciding Targets for Your Indicators

To determine the appropriate targets for the indicators, consider the desired level of change by referring to:

- Baseline data about the current situation of your programmes
- Historical data from similar past initiatives and/or pilot programmes
- Existing benchmarks from similar programmes through literature review or national statistics
- Best practices from sector standards or global targets

Reviewing Indicators

Review the indicators with relevant stakeholders, especially those who are familiar with your programme or cause. This can include:

1. Programme staff who understand the day-to-day operations and feasibility of collecting data
2. Senior management who may wish to incorporate strategic indicators
3. Funders and grantmakers who are interested in how the programmes measure success
4. External experts and researchers who can provide insights on best practices and benchmarks

When reviewing the indicators, consider the following:

Are you able to collect accurate and reliable information for your indicator?

Is there sufficient capacity, capability and willingness within the organisation to collect the required information?

Does the indicator require baseline information? If so, can this information be obtained?

How far can improvements in the indicator be attributed to the programme?

Case Study: ARTivation Squad

Note: This case study is fictional and for illustrative purposes only.

Background

The Seniors Arts Centre (SAC) is a Singapore-based arts charity dedicated to supporting seniors aged 60 and above. Its mission is to promote active ageing by engaging older adults through arts-based activities and volunteerism, helping them stay connected, build meaningful relationships, and enhance their overall well-being.

One of SAC's new initiatives is the ARTivation Squad, which engages senior volunteers to support senior residents in the Redhill community through:

- **Weekly home visits** to befriend and engage socially isolated seniors—particularly those with mobility challenges—through arts-based activities such as crafts, music, and storytelling.
- **Referring seniors to psychosocial support services** in the community to provide holistic care beyond the social engagement.

The programme aims to increase social interaction and support for senior residents, while also ensuring timely identification and response to their psychosocial needs. Together, these outcomes contribute to SAC's overarching goal of enhancing the mental and physical well-being of seniors in the community.

Applying a Logic Model

The LM below outlines the inputs, activities, outputs, and outcomes required for the ARTivation Squad to achieve the programme's intended positive impact.

Inputs	Activities	Outputs	Outcomes	Impact
Trained senior volunteers (befrienders)	Weekly home visits to socially isolated seniors	Number of home visits conducted	Senior residents have increased social interaction and support	Improved mental and social well-being of seniors residents in Redhill
SAC programme staff	Conduct of arts-based engagement sessions during visits	Number of seniors outreached	Senior residents' psychosocial needs are identified and supported	Volunteers build meaningful relationships and provide sustained psychosocial support to senior residents in Redhill
Funding (3-year grant)	Identification of seniors' psychosocial needs	Number of arts-based activities delivered		
Arts-based activity materials (crafts, music, storytelling tools)	Referrals for seniors to appropriate community support services	Number of referrals made to community resources		
Access to community partners and psychosocial support services				

Case Study

ARTivation Squad:
Applying a Theory of Change

The ToC below outlines the causal pathway from the programme components to the intended impact on seniors and volunteers.

Line of Accountability

Causal Pathway

Assumptions

SAC volunteers are interested in doing home visits and befriending.

Senior residents in Redhill are keen on home visits and befriending services.

SAC volunteers can be trained and equipped with skills in arts-based activities, befriending and psychosocial needs.

Psychosocial support services for seniors are available in the Redhill community.

Interventions → Outcomes → Impact

Interventions	Outcomes	Impact
Weekly home visits by the volunteers to senior residents. **Rationale:** Weekly home visits to senior residents will increase their social interaction and support.	Senior residents have increased social interaction and support. **Indicator:** 75% of the senior residents who participated in ARTivation Squad indicated that they have increased social interaction and support after 6 months in the programme.	Improved mental and social well-being of seniors residents in Redhill.
Volunteers refer seniors to community resources for their psychosocial needs. **Rationale:** Referrals will address psychosocial needs of the senior residents.	Senior residents' psychosocial needs are identified and supported. **Indicator:** 75% of the senior residents who participated in ARTivation Squad indicated that they have received relevant referrals for their psychosocial needs, if any.	Improved mental and social well-being of seniors residents in Redhill.
Volunteers are trained to befriend, identify psychosocial needs, and refer residents to community resources. **Rationale:** Weekly home visits to senior residents will increase their social interaction and support.	Volunteers have the skills and knowledge to build rapport with seniors, identify their psychosocial needs, and make appropriate referrals to community resources. **Indicator:** 75% of the volunteers score more than 70% for their post-training assessment.	Volunteers build meaningful relationships and provide sustained psychosocial support to senior residents in Redhill.

Ultimate Impact

A more inclusive and caring community where residents are proactive in supporting the psychosocial well-being of seniors and one another.

Chapter 3
Engaging Stakeholders for Impact Measurement

Learning Outcomes

- Identify relevant stakeholders in impact measurement
- Recognise the motivations and importance of different stakeholders
- Describe best practices in stakeholder engagement
- Examine key considerations when engaging with funders

3.1. Common Stakeholders and Best Practices

Identifying and engaging stakeholders early helps garner valuable insights to enhance programme design and clarify measurable outcomes.

Common Stakeholders in Impact Measurement

	Stakeholders	What might they want to know?
1	**Programme Managers and Staff**	• Which elements of the programme are most effective in achieving the intended outcomes? • What barriers or areas of weakness impact the programme, and how can this be mitigated?
2	**Senior Management and Board Members**	• Have the outcomes of the programme contributed to the organisation's strategic aims? • Are resources being allocated efficiently and effectively? • What are the opportunities to scale organisational impact?
3	**Donors or Funders**	• Do the programme outcomes align with funding objectives? • Has the funding supported partners in achieving their programme goals? • What key programme learnings can be adapted and applied to strengthen other funded initiatives?
4	**Potential or Actual Programme Participants** (Service Users)	• To what extent are participants' expectations and experiences aligned with the programme's intended outcomes?

Table continued on the next page.

Stakeholders	What might they want to know?
5 **Community Organisations and Advocacy Groups**	• What aspects of the programme can be further supported through collaboration? • What successes or lessons can be reproduced in their own organisations?
6 **Researchers and Evaluators**	• What insights has the programme uncovered about the community or social issue?

Tip

For anonymous donors on digital platforms such as giving.sg, what matters most is seeing their contribution directly translate into real-world change. Concise infographics, short videos, or real-time updates on digital platforms are different ways you can showcase your programme outcomes to donors and stakeholders.

While each stakeholder brings valuable perspectives to impact measurement, engaging them effectively comes with its own set of challenges:

- Funders may have different priorities, KPIs, and definitions of success.
- Staff may feel overwhelmed or unclear about the value of impact measurement.
- Service users may have concerns about privacy or feel fatigued by requests for their personal information and perspectives.
- Community partners and the public may have differing goals, data practices, or perspectives that can hinder collaboration.

Best Practices in Stakeholder Engagement

Stakeholder engagement is most effective when conducted early. NPOs can adopt the following best practices:

1 Identify Key Stakeholders and Define Engagement Goals

- Determine key stakeholders based on their level of influence and interest
- Define engagement objectives (e.g., gather feedback, gain support, refine methods)

2 Develop a Stakeholder Engagement Plan

- Customise communication approaches for different stakeholders, such as meetings, surveys, workshops, focus groups, and email communications

3 Communicate Clearly and Clarify Involvement

- Use simple and concise language and use tools such as ToC or LM
- Share relevant data, programme goals and expected outcomes
- Outline stakeholders' expected involvement

4 Encourage Active Participation

- Create a safe space for stakeholders to contribute through discussions, feedback sessions or collaborative meetings

5 Integrate Feedback and Maintain Long-Term Relationships

- Be proactive in analysing and incorporating stakeholders' inputs into IM strategies and programme design
- Keep them informed about how their contributions are shaping the programme and provide regular updates to build trust

6 Monitor and Evaluate Engagement Effectiveness

- Regularly assess whether stakeholder engagement is meeting its objectives
- Gather feedback on the engagement process and adjust strategies as needed to improve participation and communication

Note: *See* ***Appendix 4*** *for a stakeholder engagement mapping tool.*

Tip

Maintaining open dialogue with stakeholders helps to create an inclusive and effective approach to measuring impact.

3.2. Engaging Potential Funders about Impact Measurement

It is important to engage funders for IM throughout the funding process, from funding application to impact reporting.

Objectives of Impact Measurement from the Funders' Perspective

Having clarity on funders' objectives helps facilitate alignment on the IM plan.

Funders are often interested in impact measurement to:

- Ensure accountability
- Optimise capital allocation
- Drive continuous improvement
- Advance sector-wide impact

Tip

Funders' strategic objectives and IM practices tend to be influenced by factors, such as size and structure of their organisation, its culture, the thematic area it focuses on, and the number of grantees or initiatives it funds.

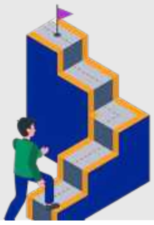
Key Considerations When Engaging Potential Funders

When approaching funders on IM, NPOs may find themselves at a crossroads:

Should I design our programmes to align with funders' requirements, or stay true to our ToC?	Funders' primary interest often lies in understanding how effectively the programme addresses real needs and contributes to broader social goals. Be true to your ToC but be open to new perspectives from funders that may help broaden the programme's impact.
How should I tell our funders if our programmes are falling short of the expected outcomes?	Most funders are open to embracing a learning culture with their grantees and working together for long-term impact. Short-term "failure" may be treated as learning for programme improvement. Engage your funders in an open conversation about the results of your programme, the learnings, challenges and plans to strengthen the programme. You may also want to return to your ToC to see if any components should be adjusted to better reflect reality.


Below are practical steps to effectively engage funders:

1 Define Clear Impact Goals



- Articulate programme's intended long-term impact and how it aligns with your organisational overall mission
- Utilise tools such as a ToC or LM to effectively communicate these goals

2 Demonstrate Alignment with Funders' Priorities or Focus Areas

- Research on funder's strategic focus areas (e.g., climate change, education, health) and tailor proposals to showcase alignment
- Demonstrate how programme contributes to their focus areas

Tip

A meaningful funder is one whose focus areas are already well-aligned with your programme's vision and intended outcomes.

3 Use Data and Highlight Past Successes

- Support claims with reliable data, statistics and case studies from reputable sources or past projects
- Show past programme results with before-and-after data comparisons

4 Develop Robust Impact Measurement Plan

- Articulate how the outcomes and impact of a programme will be measured
- Consider a mix of qualitative and quantitative methods
- Demonstrate how the IM findings will be used for improvement, learning and decision-making

5 Demonstrate Transparency and Accountability

- Show how funding will be utilised through detailed budgets and expenditure tracking
- Update funders on any changes to the programme, and if planned outcomes and impact will be achieved or modified

6 Tell a Compelling Story

- Combine data with storytelling to create an emotional connection
- Highlight real service users to humanise impact
- Use before-and-after comparisons to illustrate changes created by programme

7 Demonstrate Scalability and Replicability

- Explain how a programme model can be adapted for different communities
- Provide examples of previous successful replications or potential for growth

Case Study

Esplanade – Theatres on the Bay: Aligning On A Shared Vision for Impact

Background

Esplanade – Theatres on the Bay is Singapore's national performing arts centre with a mission to entertain, engage, educate and inspire.

In 2023, Esplanade introduced an impact reporting framework to communicate its contributions in the arts and cultural sphere more comprehensively.

Learn more about Esplanade through their Impact Reports.

When Tote Board, one of Esplanade's key funders, introduced their Impact Measurement Framework, Esplanade adopted a thoughtful, question-driven approach to align their own IM practices with Tote Board's vision.

1. What is the funder's IM framework and proposed indicators about?

Before engaging with Tote Board about funding deliverables, Esplanade took the time to fully understand Tote Board's Impact Measurement Framework. This step enabled them to gain greater clarity on what their funder's strategic directions and motivations were, and helped to identify areas where there was alignment between the two organisations.

2. Are we already collecting this data, directly or indirectly?

Esplanade was mindful that data collection is a resource-heavy task, and sought to ensure that the indicators they collect will serve their own impact measurement needs, alongside their funding partners' requirements.

To avoid the duplication of work, Esplanade reviewed the data that they were currently collecting and made adjustments where possible to align with Tote Board's proposed Programme Performance Indicators (PPIs). They also negotiated with Tote Board to use similar/existing metrics as proxies if a proposed PPI was not being measured.

3. If not, are the proposed indicators meaningful and feasible for us to collect?

Some proposed PPIs were new to Esplanade, which prompted them to think about what they could meaningfully measure. To ensure all indicators remain relevant, Esplanade also thought through how they would collect the data reliably and whether it could be applied within their own framework for impact reporting.

4. Is there flexibility in how we design and implement these indicators?

When a proposed PPI was not a good fit, Esplanade revisited Tote Board's Impact Measurement Framework to find common ground. Through continued dialogue and discussions, both organisations were able to agree on alternative indicators that reflected outcomes within their respective impact frameworks.

Alignment is not only about what to measure, but also how and when. For new indicators that Esplanade have never tracked, target setting was challenging due to insufficient historical data. After raising their concerns, Tote Board provided a two-year period to collect baseline data before setting final targets. This flexibility made it easier for Esplanade to build capability and confidence over time.

Key Learnings

- ✓ Before jumping into measurement, take the time to understand your funder's framework and motivations.
- ✓ Thoughtful reflection on existing data and resources helps avoid inefficiencies.
- ✓ Mutual respect and open dialogue are critical for developing KPIs that serve both funders and organisations.

Why Impact Measurement?

"Impact measurement helps us to clearly communicate our strategic directions both within our own organisation, as well as externally to our funders and the wider public. It has enabled people to see beyond our programmes and better understand the impact that a national performing arts centre can have on Singapore society. This shifts the perception from what we do, to the difference that we are making."

Jacklyn Ho
Senior Manager, Planning
The Esplanade Co Ltd

Chapter 4
Designing and Implementing Impact Measurement

Learning Outcomes

- Understand the four key steps in planning for impact measurement
- Assess capability, capacity and readiness for impact measurement
- Design an evaluation methodology
- Identify key steps to develop, monitor and refine the data collection process
- Recognise ethical considerations in implementing data collection

This chapter will guide organisations through four key steps:

1 Plan Impact Measurement

A. Determine the purpose
B. Consider capability and capacity
C. Assess readiness of programme

2 Design Evaluation Methodology

A. Develop key evaluation questions
B. Identify relevant stakeholders and their involvement

3 Develop Data Collection Plan

A. Decide data types
B. Determine data collection methods
C. Identify sampling size and criteria

4 Implement Data Collection Plan

A. Monitor and refine data collection processes
B. Consider ethical implications

4.1. Planning for Impact Measurement

A. Determine the Purpose

A clear understanding of the IM objectives is essential for selecting appropriate evaluation methods.

Typical objectives include:

- Monitor achievement of programme's goals
- Identify areas for improvement
- Communicate impact to stakeholders

  (Refer to ***Chapter 3*** *for more ideas on who these stakeholders might be)*
- Provide evidence-based recommendations for future programmes
- Enhance accountability and transparency by ensuring that resources have been used effectively to achieve the outcomes

B. Consider Capability and Capacity

Here is a checklist for NPOs to assess their capability and capacity before embarking on impact measurement:

Human Resources

- ❑ Do staff have the right skills and experience to design or conduct the evaluation?
- ❑ Do staff have time and bandwidth to conduct the evaluation amidst other priorities?
- ❑ Are there training or development opportunities to strengthen evaluation skills?
- ❑ Is there a need to bring in external consultants to enhance expertise, credibility, or objectivity?

Evaluation Budget

- ❑ Has sufficient budget been allocated to cover the necessary expenses required to conduct evaluation?

Roles and Responsibilities

- ❑ Are responsibilities clearly assigned for each evaluation stage (planning, data collection, analysis, reporting)?
- ❑ Is there a designated manager to provide guidance and decision-making?

***Note:** See **Appendix 5** for a list of key skills and competencies for conducting effective impact measurement.*

C. Assess Readiness of the Programme

NPOs should assess if the programme is at the right scale, maturity and stability to be evaluated.

Consider:

Does the programme have an accurate and updated ToC?

Has the programme reached maturity and stability, or is it still being reviewed and changed during implementation?

Has the programme achieved its intended scale?

Tip

It is common to proceed with impact measurement even though the programme has not reached the ideal scale, maturity or stability. The data collected can be used for learning, planning or reporting purposes, even though such findings may not fully reflect the intended results of the programme.

4.2. Designing Evaluation Methodology

The next step is to design an evaluation methodology that fits the programme and clearly articulates what needs to be evaluated.

A. Develop Key Evaluation Questions

Key evaluation questions guide the impact measurement process and can be translated from the purpose and objectives identified.

Common key evaluation questions

- To what extent was the programme effective in achieving its intended outcomes?
- To what extent can outcomes be attributed to the programme?
- What unintended outcomes (positive or negative) were generated?

For a programme with multiple components

- Which components were most successful in generating desired outcomes?
- Which components represented the most value for money?

These evaluation questions will be used to decide on the methodology and inform the development of interview or survey questions.

B. Identify Relevant Stakeholders and Their Involvement

To implement IM successfully and sustainably, it is important to identify the key stakeholders and understand their roles and interests.

*(See **Chapter 3** on best practices in stakeholder engagement.)*

Tip

Involving the right stakeholders can ensure that appropriate evaluation objectives and questions are identified. These stakeholders are also more likely to support the evaluation process and act on the results.

4.3. Developing Data Collection Plan

A data collection plan outlines the methods and processes for collecting and managing the data needed to address the evaluation objectives.

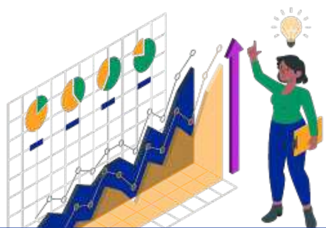
Primary data sources refer to new information gathered first-hand through surveys, assessment tools, focus group discussions, interviews, observations, etc.

Secondary data sources refer to literature review or consolidation of data that has been collected by others, such as government statistics, news articles, academic papers, etc.

Gathering secondary data sources before deciding on the data collection plan clarifies what primary data is needed and can provide a benchmark for comparison.

A. Decide Data Types

Many evaluations utilise a combination of quantitative and qualitative data. This helps to improve accuracy and reduce potential bias.



Quantitative Data	Qualitative Data
Measured and expressed in numbers, such as counts, percentages, or averages.	Describes qualities or characteristics and is expressed in words, such as opinions, experiences, or themes.

B. Determine Data Collection Methods

Data collection methods should be selected and designed in accordance with the evaluation objectives, programme size, significance and resources available.
Common examples of data collection methods:

Surveys: Standardised questions to obtain information on attitudes, opinions, perceptions, level of satisfaction, etc.

Interviews: Open-ended questions asked in a conversational setting to collect qualitative data on perspectives and experiences.

Focus Group Discussions: A group of participants (typically at least 4 to 8 people) guided through conversations to explore in-depth opinions, similar or different perspectives and experiences.

On-Site Observation: Watching and recording events, behaviours, or interactions in a natural or controlled setting.

Table continued on the next page.

Expert Panels: Peer reviews or reference groups, comprising external experts to provide technical or specialised input.

Case Studies: In-depth analysis of a single case or small number of cases to gain insight on a specific phenomenon.

Desktop Research / Document Reviews: Review of documents from secondary data sources, such as reports or articles.

Note: *See* ***Appendix 6*** *for a list of pros and cons to each of these data collection methods.*

When selecting data collection methods, consider:

1 Validity and Reliability

- Can data be collected accurately?
- Can data be collected consistently over time by different team members?

2 Feasibility and Practicality

- Is it feasible to recruit respondents within the project timeline?
- Is it practical to manage the data collection process given available resources?
- Can data be analysed with existing skills and tools?

3 Needs of Target Group

- Does the method suit the characteristics and accessibility needs of the target group?
- Have all ethical considerations been addressed?

C. Identify Sampling Size and Criteria

Sampling refers to the process of selecting a representative group to study and draw conclusions about a population. Sample size refers to the number of people in the representative group. Careful consideration of both sampling criteria and sample size is essential to ensure the evaluation yields relevant and credible findings.

Determine the Appropriate Sampling Method

NPOs can employ various sampling methods, depending on the degree of precision needed:

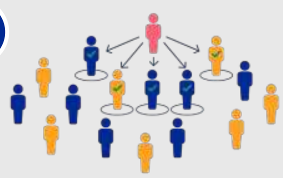
1

Probability (Random) Samples use statistics to ensure that findings are more precise in making generalisations about the population as a whole.

Simple Random Sampling
All individuals have an equal probability of being chosen.

Stratified Sampling
Population is divided into smaller groups (strata) and selected, representing these sub-groups in proportion to overall population.

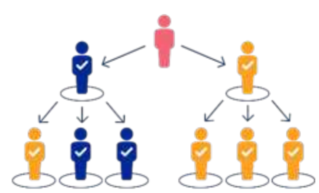
2



Purposeful (Non-random) Samples: Rather than randomly selected, individuals are chosen based on a sampling criteria, and are often smaller, targeted samples of the population.

Convenience Sampling
Respondents who are closest at hand and easiest to recruit.

Purposive Sampling
Chosen based on specified characteristics or criteria.



Snowball Sampling
Recruited through other respondents.

Tip

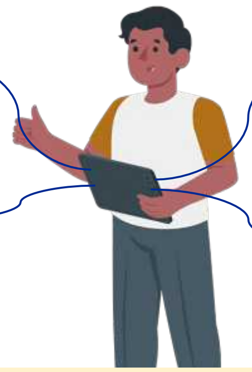
Random sampling, while more precise and less biased, are often more complex, costly and tedious to conduct. It is typically used for larger-scale programmes where a higher level of accuracy is needed.

Define the Sample Criteria

Sampling criteria refers to the characteristics that participants should have to be included.

Align characteristics of individuals or groups to your evaluation questions

Ensure different demographics subgroups are represented in sample



Establish exclusion criteria *(e.g., if they have only recently joined the programme and have not yet received the full intervention)*

Be wary of sampling bias

Tip

Reviewing existing literature may be helpful in identifying who you should include in the sample.

Determine the Sample Size

General guidelines for sample size include:

- ❏ Aim for 10% of the total service user population
- ❏ For small service user populations (e.g., under 100), aim for at least 50% of the total service user population
- ❏ Keep in mind that larger samples yield more reliable results
- ❏ For qualitative methods, a small sample can be sufficient, but take note that the findings may not apply to the population

Considerations for Online Reporting

When NPOs develop their data collection and reporting plans, incorporating strategies for online reporting from the outset can streamline the process and enhance the accessibility and impact of their findings. Consider the following:

Utilise Online Forms and Surveys for more efficient data collection, automated compilation, and easier export for analysis, as compared to traditional paper-based methods.

Design for Interactive Dashboards and Customisable Reports when conceptualising data collection. This helps you think about what kind of information you need to collect from the start in order to let people filter your results (e.g., by age group, time period, neighbourhoods, etc.)

Integrate Data Management Systems (e.g., donation management system, volunteer management system) where possible. This centralises data, reduces redundancy, and facilitates more comprehensive analysis.

Integrate Feedback Mechanisms, such as comment sections or contact forms, through digital platforms to allow for direct feedback from report viewers, which demonstrates a commitment to continuous learning.

Implement Robust Data Security and Privacy Measures to protect sensitive beneficiary and donor information. Ensure compliance with relevant data protection regulations.

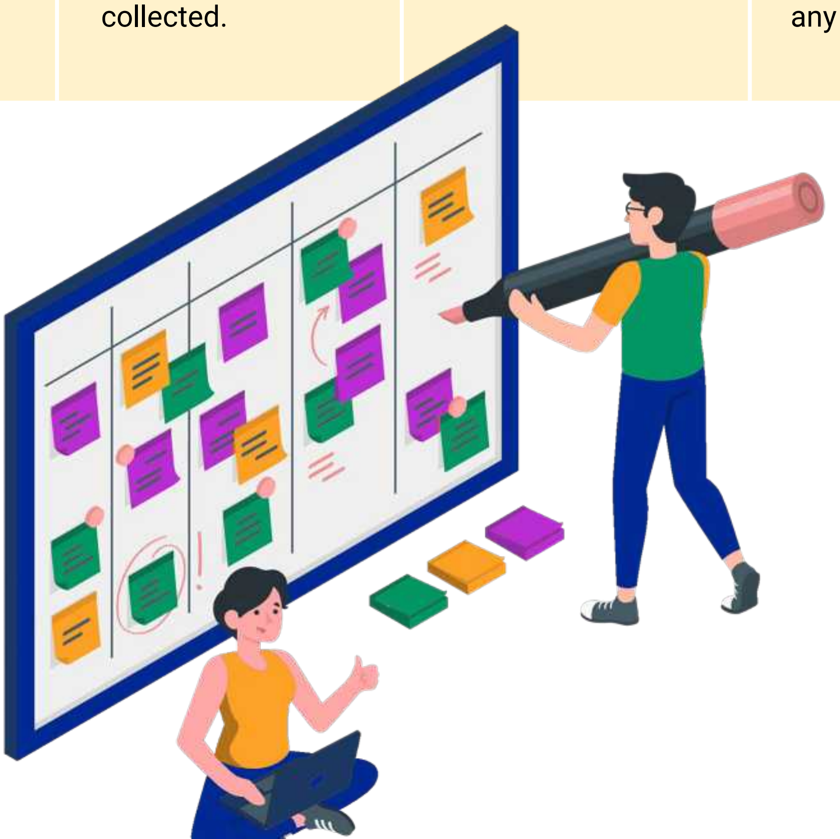
4.4. Implementing the Data Collection Plan

A. Monitor and refine data collection processes

Practical steps when implementing and monitoring the collection of data:

Step 1	Step 2	Step 3	Step 4
Set data collection milestones and track progress	**Prepare guidelines** to establish consistency in data collection	**Test data collection tools with target groups** to ensure that the tools are accurately interpreted, reliable and user-friendly	**Train data collectors** in the data collection process, tools, techniques and ethical considerations
Use project management tools, such as Gantt charts, to keep track of progress and identify any roadblocks or issues that need to be addressed.	If there is more than one data collector conducting interviews, providing examples to explain questions or scenarios can help improve consistency in data being collected.	This may involve pilot testing a tool with a small group of respondents and reviewing the data gathered to identify opportunities for refinement.	It is important to ensure regular communication and feedback channels with the data collectors. This ensures they are on track, helps identify any challenges or issues, and keeps them informed of any updates.

Tip



B. Consider ethical implications

Obtain Informed Consent	• Inform respondents about the purpose and scope of the evaluation, including potential risks and benefits • Provide channels for questions, feedback and withdrawal options
Ensure Confidentiality and Privacy	• Implement data protection measures to keep information safe and confidential • Where possible, anonymise individual responses and remove any identifying information, especially if the data will be shared or published • Inform respondents about how video or audio recordings will be managed
Refrain from Bias	• Data collectors to avoid leading questions or focusing on specific outcomes • Be mindful of potential conflict of interests
Consider Diversity and Accessibility	• Ensure data collectors broach topics and frame questions in inclusive and equitable ways • Accommodate diverse needs by having accessible formats (e.g., large print materials for persons with visual impairments), accessible locations and assistive technology where possible • Avoid perpetuating harmful stereotypes or stigma against any populations
Prioritise Safety and Well-being	• Consider possible harms and minimise any potential risks for respondents (e.g., it may be traumatic for respondents to recall past experiences and evaluators could provide resources to support individuals during or post-interview)

ARTivation Squad:
Planning and Designing Impact Measurement

Seniors Arts Centre (SAC) has been requested by their funder to measure the impact of the ARTivation Squad programme. The Foundation is considering whether to continue funding the programme for another 3 years and seeks evidence of its impact. The evaluation will also inform decisions on whether the programme should be modified, scaled up, or replicated for other charities working with seniors.

The template below outlines key considerations for the target audience, purposes of the evaluation, and high-level evaluation questions that should guide the planning and implementation of IM.

Target Audience

Primary: Foundation that funds ARTivation Squad

Secondary: Senior management, programme staff, volunteers

Purpose of Evaluation

- Evaluate the effectiveness of the ARTivation Squad for senior residents
- Provide data for the Foundation to decide on another 3 years of funding
- Provide data for the Foundation and SAC to decide if the programme should be modified, scaled up, and replicated in another charity

Evaluation Questions

1. To what extent has ARTivation Squad achieved its desired outcomes for senior residents?
2. Which programme components contributed most to the desired outcomes for senior residents?
3. Which programme components contributed less or nothing to the desired outcomes for senior residents?
4. To what extent can ARTivation Squad be replicated to another group of senior residents in another neighbourhood?

ARTivation Squad: Developing a Data Collection Plan

A data collection plan was developed that considers relevant stakeholder data sources, and the most appropriate data collection methods.

The template below outlines the potential data sources, along with the corresponding data types (quantitative/qualitative) and collection methods (e.g., surveys, interviews).

	Data Source	What data need to be collected	Methods
1	**Senior Residents**	**Quantitative data for outcome indicator:** 75% of the senior residents who participated in ARTivation Squad self-reported that they have increased social interaction and support after 6 months in the programme.	**In person survey** at 1st, 6th, 12th, 24th and 36th month mark after participating in ARTivation Squad
		Quantitative data for outcome indicator: 75% of the senior residents who participated in ARTivation Squad indicated that they have received relevant referrals for their psychosocial needs, if any.	
		Qualitative data to understand how ARTivation Squad has achieved its desired outcome, which are the most useful programme components, and how the programme can be modified, scaled or replicated.	**In person interviews** at 36th month mark
2	**Volunteers**	**Quantitative data** for outcome indicator: 75% of the volunteers score more than 70% for their post-training assessment.	**Assessment test** administered post-training and 12 months post-training
		Qualitative data to understand which are the most useful programme components, and how the programme can be modified, scaled or replicated.	**In person interviews** at 36th month mark
3	**Programme Staff**	**Qualitative data** to understand which are the most useful programme components, and how the programme can be modified, scaled or replicated.	**In person Focus Group Discussion** at 36th month mark

Chapter 5
Conducting Data Analysis

Learning Outcomes

- Describe the three key steps in data analysis
- Compare the pros and cons of various ways to present impact
- Understand characteristics of good impact reporting
- Employ ways to maximise the value of impact measurement findings

5.1. Conducting Data Analysis

Analysing data helps to uncover patterns, correlations and insights to articulate the results of a programme and inform decisions.

Three key steps in data analysis:

1 Plan for Analysis

A. Select the right tools such as spreadsheets or statistical software (e.g., SPSS, PowerBI, NVivo).

B. Allocate sufficient time for data preparation, analysis, and sourcing for additional data (if needed).

C. Consider the resources required for effective analysis.

2 Prepare Data

A. Check for missing data, outliers and errors. Remove duplicated data points.

B. Ensure consistent formatting for all data to make it compatible with analysis methods.

C. Combine data from different sources to provide a more comprehensive dataset.

3 Analyse Data

A. Select analysis methods based on data type:
   a. Quantitative: Descriptive analysis, inferential analysis
   b. Qualitative: Content analysis, thematic analysis

B. Identify patterns and determine how they answer key evaluation questions.

C. Assess whether the results align with expectations and investigate unexpected results.

D. If necessary, revisit the analysis for any deviations or additional insights.

5.2. Presenting Impact Measurement Findings

Tailor Findings to Target Audience

Consider the target audience, what they want to know and how they will use the information *(see **Chapter 3** for interests of common stakeholders).*

Ways to Present Impact

There are many ways to present impact. Be creative. Often, a combination of formats can be the most effective.

Format	Pros	Cons
Written Report	• Enables deeper analysis and elaboration of complex information	• Time-consuming to read • Limited engagement compared to interactive formats
PowerPoint Presentation	• Concise and visually engaging • Adaptable for different audiences	• May oversimplify findings • Findings may be misinterpreted if there is no presenter to explain the information
Interactive, Online Platform (e.g., clickable data visualisations)	• Offers an engaging and intuitive experience, for better understanding and retention • Information can be easily updated and accessed	• May require technical expertise to set up • Additional cost for setup and maintenance
Storytelling (e.g., videos or in-person)	• Adds a human touch to make content more relatable and engaging • Effective for conveying personal experiences • Accessible to wider audience groups	• Videos may require technical skills and additional cost to create • Individual experiences may not be representative of broader demographic
Presentations, Workshops and Dialogues	• Hear real-time reactions about impact findings • Questions can be readily clarified • Format of the session can be designed to scaffold information retention and drive solutioning	• May require additional manpower and facilitation skills to conduct the session effectively

Characteristics of Good Impact Reporting

Regardless of the format, consider the following characteristics for best practices in reporting impact:

	Impact reporting should...
Accurate and Fair	• Explicitly state any assumptions made. • Avoid sweeping statements and include context. • Adhere to ethical principles.
Clear and Concise	• Be well-organised and easy to understand. • Use accessible language (e.g., minimise jargons).
Relevant and Reliable	• Clarify scope and limitations for accurate interpretation. • Offer actionable insights that address stakeholder needs. • Support programme improvement.
Timely	• Be presented within a timeframe that ensures findings remain useful and actionable.

5.3. Turning Insights into Impact

To maximise the value of the IM findings, consider these possible uses:

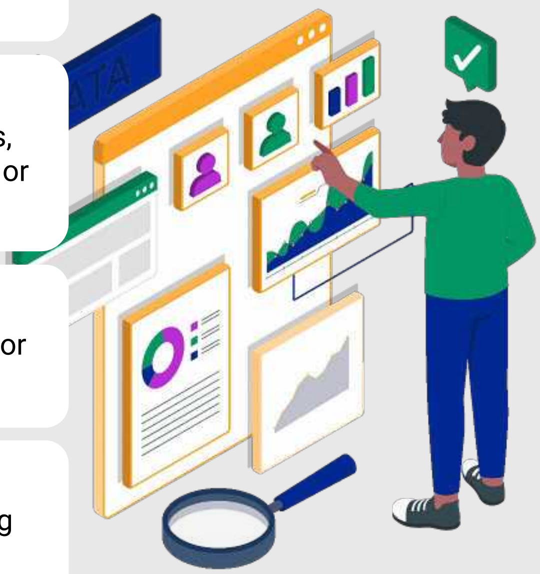
1. Make Data-Driven Decisions

a Improve programme design
Use data insights to revise the programme and delivery methods to enhance effectiveness.

b Optimise resource allocation
Direct funding and manpower towards high-impact areas, while considering how ineffective areas can be adjusted or scaled back.

c Strengthen policy and advocacy
Use impact data to support policy changes or advocate for increased funding and support from stakeholders.

d Scale or replicate successful programmes
If significant impact is demonstrated, consider expanding the programme to reach a wider audience.



2. Engage Stakeholders

a Internal stakeholders
Share insights with staff and volunteers to improve efficiency and align teams toward common goals.

b Funders and partners
Use data to highlight programme value and impact, demonstrate accountability and seek buy-in for continued support.

c Service users and communities
Communicate findings in an accessible way.

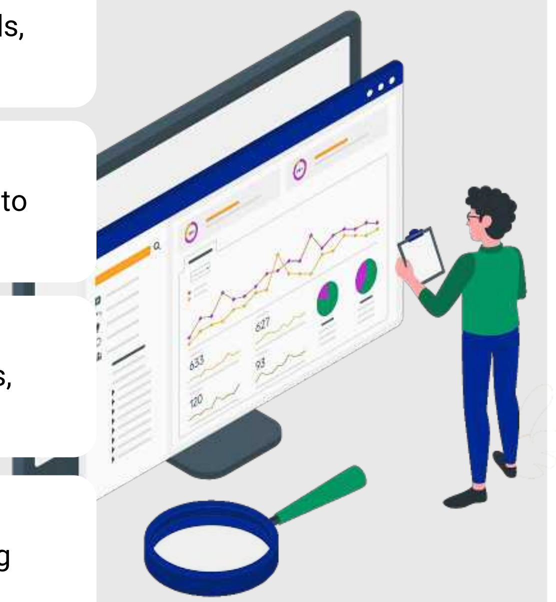
3. Implement Changes and Monitor Progress

a Develop an action plan for your programme
Based on findings, create a structured plan with clear goals, responsibilities, and timelines.

b Set measurable targets
Review and (re)define key output and outcome indicators to track improvements and ensure accountability.

c Establish a feedback loop
Continue gathering data, conducting follow-up evaluations, and refining strategies.

d Test and iterate
Pilot new approaches where possible before implementing changes.



Considerations for Online Reporting

giving.sg

Communicating impact effectively on digital platforms can help NPOs raise more funds, especially from donors on fundraising platforms like giving.sg. Digital reporting offers unique opportunities for engagement that go beyond traditional offline methods:

Design for Engagement: Incorporate interactive elements such as animations, videos, and infographics to create emotional connection and make your message easy to digest.

Real-time Updates: Leverage digital platforms to provide timely updates on programme progress and impact can foster continuous trust and transparency.

Call to Action: Include clear calls to action with useful link(s) to guide donors on how they can support the cause (e.g., direct them to giving.sg).

Track Engagement Metrics: Utilise engagement metrics available on digital platforms to understand how users interact with your impact reports.

Before You Go

Embarking on the journey of IM can transform how NPOs understand, articulate and enhance their work.

Essential Takeaways

- Start right. Define the problem that your programme addresses and the long-term impact that you hope to achieve.
- Use structured tools and frameworks like the ToC, LM, S.M.A.R.T. indicators, and the 4A Change Model.
- Engage stakeholders early and consistently throughout the IM process for successful implementation.
- Remember that impact measurement is a powerful tool for understanding what works, not a reporting exercise.
- By articulating impact more clearly, IM can be a lever to garner sustained support and funding for your programmes.

By embracing IM, NPOs can turn good intentions into tangible results, make informed decisions, and tell compelling stories. This journey is iterative, inviting regular reflection and continuous adaptation.

Acknowledgements

We would like to thank the following partners for providing valuable feedback and contributing to the development of this Guidebook:

1. Artswok Collaborative Limited
2. Drama Box Ltd.
3. Equestrian Federation Of Singapore (E.F.S)
4. The Esplanade Co Ltd.
5. Guide Dogs Singapore Ltd.
6. HCSA Community Services
7. Kampong Kapor Community Services
8. Presbyterian Community Services
9. Pro Bono SG
10. Rainbow Centre, Singapore
11. Singapore Gymnastics
12. Stroke Support Station
13. Touch Community Services Limited

This Guidebook is developed by Tote Board and NVPC, in consultation with Empact Pte Ltd.

Find Out More

To learn more about the Tote Board Impact Measurement Framework, visit https://www.toteboard.gov.sg/impact/impact-measurement/

If your organisation is keen to embark on its impact measurement journey, reach out to NVPC at: pcollective@nvpc.org.sg.

Appendix

Term	Definition
Data collection methods	Techniques used to gather information about the programme, encompassing both qualitative and quantitative approaches like surveys, interviews, and observations.
Impact	Long-term changes that result from the programme. This can be experienced by an individual, community or at a societal level.
Impact measurement	The process to measure and attribute change created through a programme.
Impact measurement framework	A structured and systematic approach used by organisations to identify, evaluate, and demonstrate impact. This includes defined indicators, data collection methods, and reporting mechanisms to evaluate the significance of the programme's interventions.
Indicators	Specific and measurable markers of change that demonstrate that the programme's desired outcomes are achieved.
Logic Model	A tool that provides a structured, visual representation of the programme components needed for the desired change to happen. It shows the linear pathway of how programme activities lead to intended outcomes.
Outcomes	Short-term or medium-term changes that result from the programme.
Outputs	Immediate, quantifiable results produced by a programme or intervention.
Programmes	Any organised activities, interventions or services designed to achieve specific outcomes for service users. This can be a one-year service provided for a group of service users, or a community-wide initiative with multiple programme components.
Sample size	Number of people included in the representative group for data collection.
Sampling	Process of selecting a representative group to study and draw conclusions about a population.
Service users	Individuals or groups who are the intended beneficiaries of non-profits services or activities.
Theory of Change	A systematic, visual representation of how and why a programme is expected to create change. It shows the causal relationship between the programme activities and their expected outcomes.

Line of Accountability

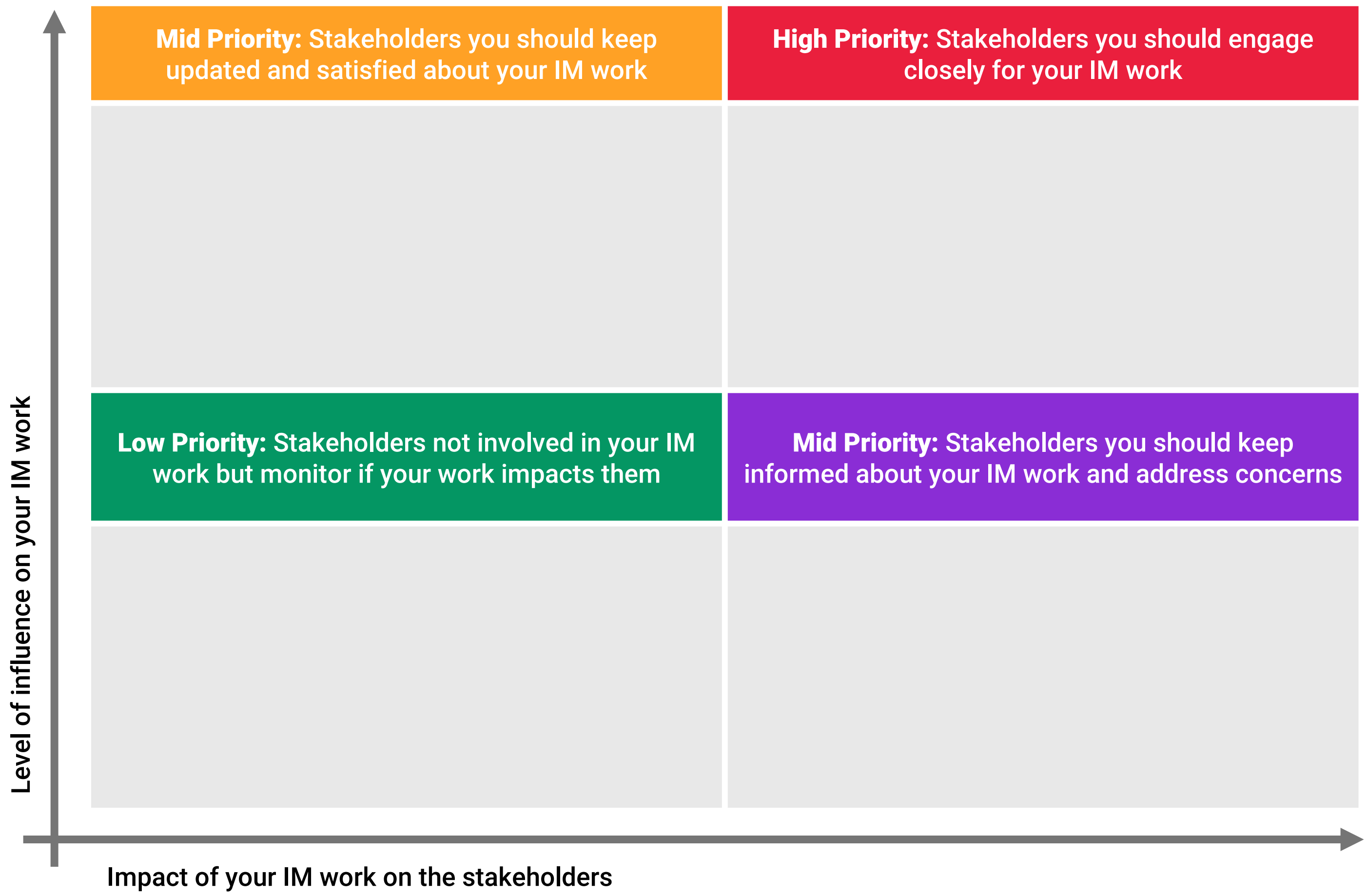
Causal Pathway

Assumptions	Interventions	Outcomes	Impact	Ultimate Impact
Assumptions:	Intervention 1:	Outcome for Intervention 1:	Long Term Outcome:	Ultimate Impact:
	Rationale for intervention 1:	**Indicator for outcome:**	**Indicator for outcome:**	
	Intervention 2:	Outcome for Intervention 2:	Long Term Outcome:	
	Rationale for intervention 2:	**Indicator for outcome:**	**Indicator for outcome:**	
	Intervention 3:	Outcome for Intervention 3:	Long Term Outcome:	
	Rationale for intervention 3:	**Indicator for outcome:**	**Indicator for outcome:**	

Backward Mapping

What you plan to use and do		What you want to produce and achieve		
Inputs	**Activities**	**Outputs**	**Outcomes**	**Impact**

Appendix 4: Stakeholder Mapping Tool



Skills	Description
Research design	A strong understanding of qualitative and quantitative research design (depending on what you are collecting and analysing) is essential, including choosing the appropriate evaluation method, selecting the sample, and planning and executing data collection and analysis.
Data collection	Knowledge of various data collection processes (e.g., surveys, interviews, focus group discussions, observational studies) and the ability to apply them into practice is necessary to collect data in a consistent and reliable manner, as well as to manage and store data efficiently.
Data analysis	Knowledge of techniques and software (e.g., SPSS for quantitative data or NVIVO for qualitative data) for analysing data, and generating valid and reliable evaluation results and insights.
Critical thinking	Ability to analyse and interpret data from multiple sources and make informed conclusions based on evidence, as well as an understanding of research limitations and how to mitigate potential sources of bias.
Communication	Strong writing and presentation skills for effectively communicating evaluation findings to wide-ranging audiences, including programme partners, funders, policymakers, other sector players and the general public. Skills such as social media marketing, design or video production might be needed if you are communicating your impact via diverse medium.
Stakeholder management	Evaluation studies often consist of multiple stakeholders with different needs and interests. The ability to gain buy-in and support, facilitate discussions, and ensure that their perspectives are taken into account is crucial. For instance, this requires strong interpersonal skills, including cultural sensitivity and ability to be sensitive to the specific needs of diverse stakeholders during data collection.
Project management	Evaluation studies may consist of multiple moving parts, especially when some phases of an evaluation plan may take place concurrently. Project management skills are needed to plan and monitor the progress of the evaluation, stay on schedule, coordinate complex activities, identify and mitigate roadblocks, and manage resources effectively.
Ethics	Understanding of ethical consideration in order to protect the privacy and confidentiality of individuals and organisations involved, as well as mitigate the potential risks or harms.

Method	Type of data that can be collected	No. of responses that can be collected	Range of topics that can be explored	Pros	Cons
Survey	Qualitative and Quantitative	Large number of respondents is possible	Limited to the length of the survey Respondents cannot clarify or elaborate their responses	Time-efficient Relatively lower cost Easier data analysis (especially with software such as Excel and SPSS)	Difficult to get sensitive information Difficult to capture nuanced data May be challenging for persons with disability or low literacy
Interview	Qualitative	Limited to the number of interviews conducted	Wide range and depth of data can be collected Respondents can clarify or elaborate on their responses	Easier to adapt to respondent's needs or preferences	Time consuming Relatively costly Quality of data depends on interviewer's skills and biases
Focus Group Discussion (FGD)	Qualitative	Limited to the number of FGD conducted	Wide range and depth of data can be collected Respondents can clarify or elaborate on their responses	Easier to adapt to respondent's needs or preferences Collects common and varying perspectives	Time consuming Difficulty to schedule Quality of data depends on facilitator's skills and biases
Desktop Research / Document Review	Qualitative and Quantitative	Depending on the volume of existing data		Cost efficient as it utilises existing data	Time consuming Difficult to verify reliability and validity of data

Method	Type of data that can be collected	No. of responses that can be collected	Range of topics that can be explored	Pros	Cons
Case Study	Qualitative and Quantitative	Limited to the number of cases studied	Wide range and depth of data can be collected	Detailed descriptions of complex phenomena	Time consuming May not apply to other cases or contexts
On-Site Observation	Qualitative	Limited to the number of on-site observations conducted	Wide range and depth of data can be observed Can capture data that respondents may not be able to articulate	Real-time observation and adaption Can test hypotheses and generate new ideas	Time consuming Relatively costly Quality of data depend on observer's skills and biases Challenging to categorise or interpret observed behaviours Observation may not capture participants' attitudes or thoughts
Expert Panel	Qualitative	Limited to the number of experts	Wide range and depth of data can be collected	Enhance credibility Validate or substantiate findings	Potential conflict of interests Expert's knowledge or insight might be different from onground Might be costly if expert fee needed

Guide to Impact Measurement:
From Intent to Impact for Non-Profits

This guidebook is designed to support non-profit organisations in understanding, planning, and implementing effective impact measurement. Whether you are just starting out or looking to strengthen existing practices, this guide provides practical tools and frameworks to help you measure what truly matters.

Developed by Tote Board and NVPC,
in consultation with Empact.