



Impact Assessment Paper

Objective:

The objective of this paper is to point out a strategy of conducting impact assessments for The World Federation of KSIMC. This paper will highlight:

- What is an impact assessment
- Why a civil society organisation such as The World Federation of KSIMC should be conducting such an assessment
- What resources are required in conducting Impact Assessments and making it a central element of our work in the International Development Department.

This paper will also highlight the four methodologies of Planning, Monitoring and Evaluation that combined will enable us to conduct a thorough evaluation of our work in International Development, and then work towards the strategy outlined in the NGO Strategy Paper.

What is an impact assessment?

Impact Assessment is a tool that will ensure that our upcoming holistic policy in International Development of developing local communities will be effective in creating a sustainable International Development Department.

Why should The World Federation of KSIMC be measuring Impact?

The World Federation of KSIMC is a faith based worldwide community organisation that has come about with the efforts and dedications of its strong leadership. Our community, and its leadership see the work done by The World Federation of KSIMC as vital to survival of the community, and therefore it becomes essential to measure the impact. Given how essential the work conducted by the organisation is, it becomes necessary to efficiently deliver on those objectives. Therefore for greater efficiency in service delivery, impact assessments should become a vital part of The World Federation of KSIMC, and therefore a practise that should permeate into its vertical and horizontal relationships.

Out of 550 civil society organisations in a survey, 52% of organisations said, they conduct impact assessments due to funder's requirements. Now these are Non-Governmental organisations that work in the same civil society space as The world Federation of KSIMC. However, most of them do not have the donor base of a community therefore they require funding from external grants from state and non-state organisations. Furthermore, philanthropists also would like to see such a move towards the implementation of impact assessments. Therefore, it becomes prudent for The World Federation of KSIMC to be aware of such requirements and implement such a policy as it is an essential requirement in the competition to be a grant seeking organisation.

Impact Assessments are key to the success of organisation sustainability, as they provide metrics that move organisations away from common traps in International Development service provision. Take an example of the dependency trap, many International Development service providing organisations have fallen into this trap and its effect is



twofold. It makes the local populace to whom the service is provided dependent on the organisation for a period far longer than the service was necessary to provide, and it inhibits the sustainable development of the local populace as they never see their own potential and the ability they have in standing on their own two feet to provide that service. Furthermore, the institution providing the service is expending resources that could be spent elsewhere to provide development, and those resources are wasted.

The World Federation of KSIMC has always had insightful leaders who sought advice, and the invitation of Dr Amirullah Khan to the Executive Council Meeting in Mumbai was just such a move. His drive towards pointing out our organisations need to conduct impact assessments and the insight of our office bearers to develop a paper for conference showed that impact measured is prioritised by the senior management of the organisation for the future of the organisation.

Impact Assessments also provide us clear indications of what difference our services make and just how much of the needs are we meeting. Furthermore they allow us to be competitive within the charities sector.

Impact Assessments provide trustees, donors and supporters confidence that projects are delivering impact - it's a mechanism that highlights good governance.

Effects of 'Impact Assessment' on civil society organisations:

Survey Results (Out of 775 organisations)

Q. In the last year has measuring your impact led to any of the following benefits?



How common are Impact Assessments across charities:

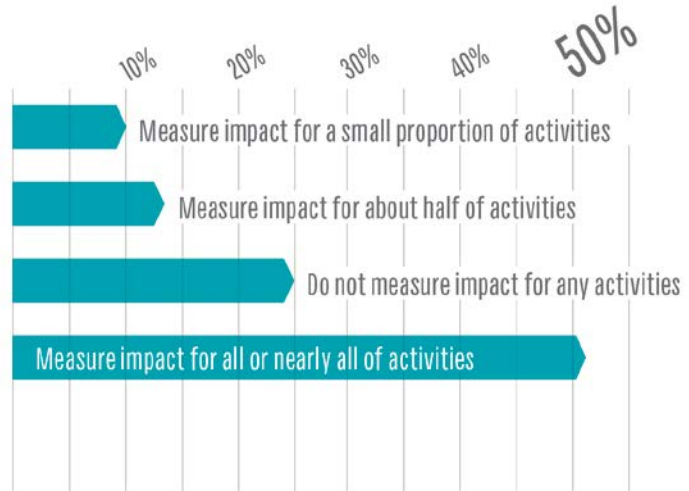
Impact Assessment is very common among civil society organisations. Civil society organisations range in type, and activities they carry out, therefore the type of organisations

that measure impact vary in their approaches of measurement, and for which activities they need to measure impact. In a survey conducted by the New Philanthropy Capital they asked 1000 civil society organisations, “How would you describe your organisation’s current approach to measuring its impact?” Their results indicate, that three quarters of organisations measure impact for some or all of their activities.

Engagement with impact measurement across the sector:

Survey Results (Out of 1,000 organisations)

Q. How would you describe your organisation’s current approach to measuring its impact?

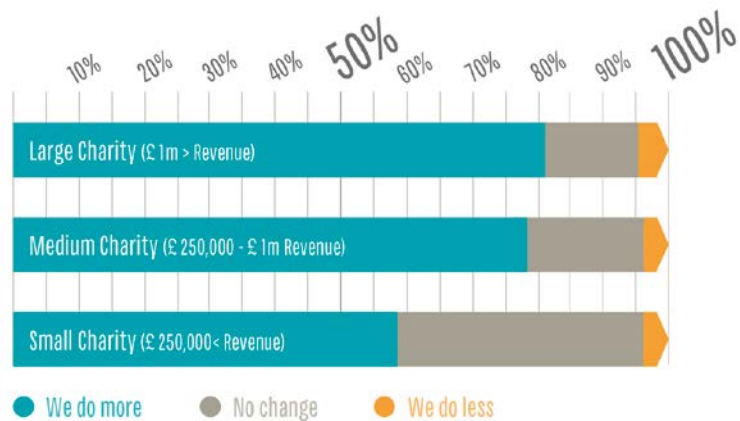


While the research shows how prevalent Impact Assessments are across the sector, we need to add another variable to the study. We need to look into how civil society organisations of different revenue perform when it comes to conducting impact assessments.

Changes in impact measurement effort against charity size:

Survey Results (Out of 715 organisations)

Q. Has the amount of effort your organisation puts into measuring its impact changed during the last five years?



The chart above shows us how civil society organisations of different sizes have approached impact assessments. A small charity is considered to have a revenue of about £250,000, while a medium charity is considered to have a revenue of about £250,000 to £1m, and large charities are considered to have a revenue of over £1m. Therefore after a review of the revenue of **The World Federation of KSIMC is considered to be a large charity, as our work in International Development has a revenue of over £1m.** Therefore based on this survey, and how impact assessments have aided organisations to greater efficiency in development, it is definitely something we should be expending resources on.

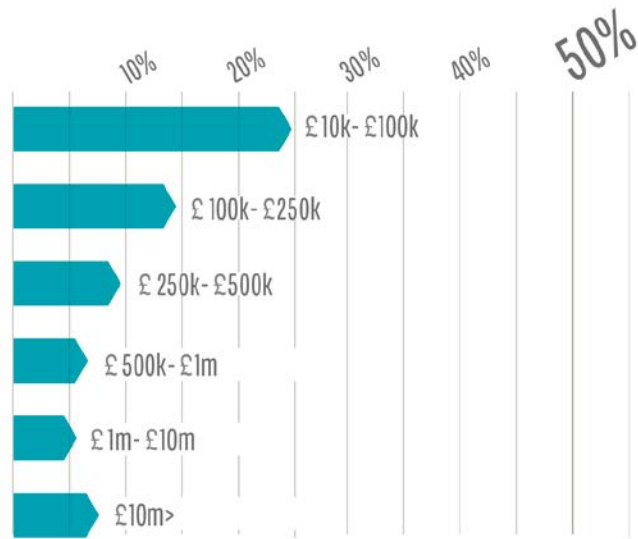


The chart below shows civil society revenues, and the proportion of civil society organisations not measuring their impact. As you can see just under 10% of charities in our revenue bracket are not measuring their income.

Proportion of charities not measuring impact against charity size:

Survey Results (Out of 223 organisations)

A. We do not measure impact for any of our activities



What are charities' attitudes to measuring impact?

It is also important to understand what charities think about impact measurement. In our survey, we asked respondents to indicate their level of agreement with a number of attitudinal statements about impact measurement, to flesh out what they told us about what they were doing and why they were doing it. The chart below shows charities' level of agreement with a number of different statements.

Charity attitudes to impact measurement

Survey Results (Out of 1,000 organisations)

Q. To what extent do you agree to these statements?

● Agree ● Neither ● Disagree

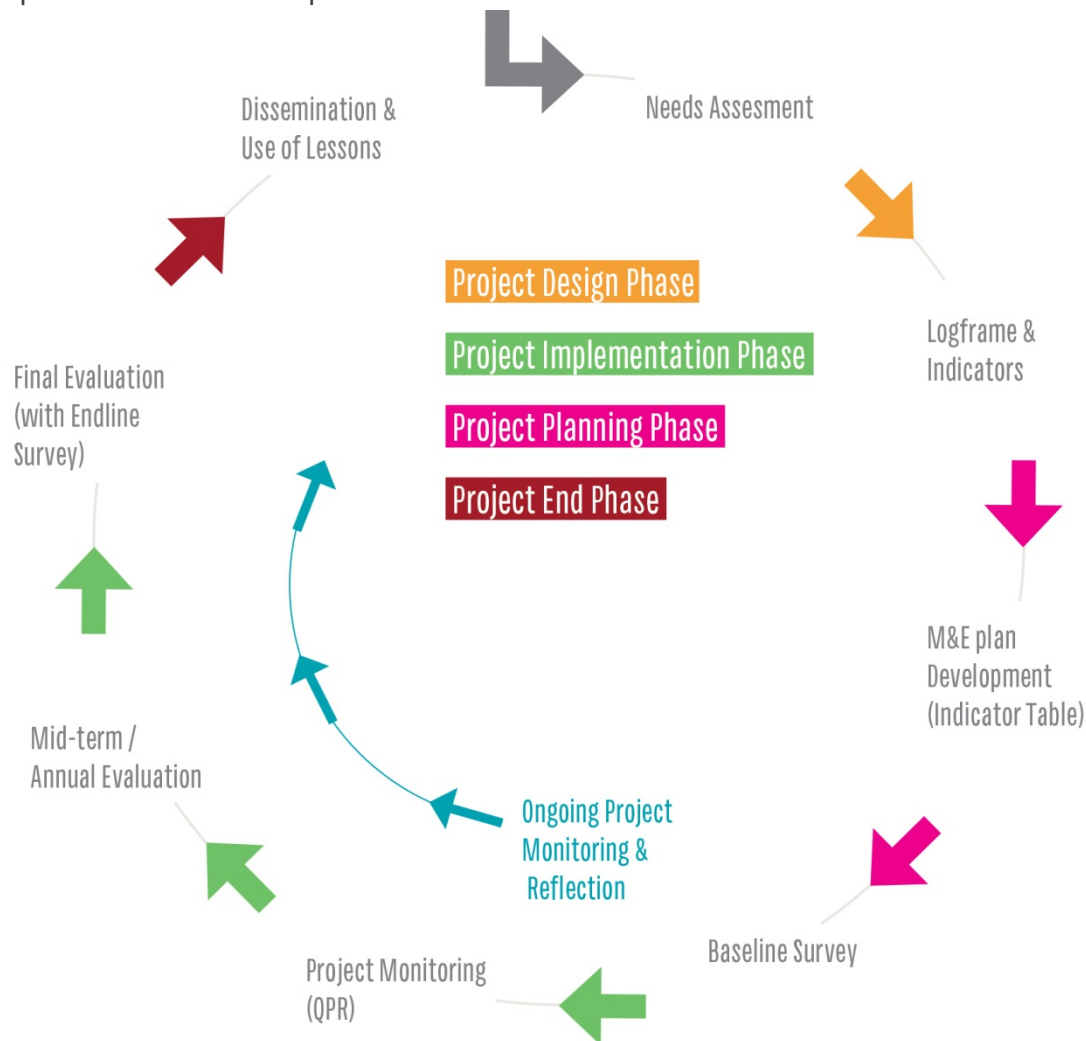


What kind of Impact measurement will The World Federation of KSIMC require?

The World Federation of KSIMC requires impact measurement and strategic policy development in three specific stages. *The approach will be abbreviated to **PME**:*

- Planning/Project Design Stage
- Monitoring
- Evaluation.

The **PME** system provides information needed to assess and guide the project strategy, ensure effective operations, meet internal and external reporting requirements, and inform future programming. **PME** should be an integral part of project design as well as project implementation and completion.



A PME system is built on the key parameters of a project:

- The overall goal or desired change or effect
- The main beneficiaries or audience that the project seeks to benefit
- The hypotheses or assumptions that link the project objectives to specific interventions or activities
- The project scope and size
- The extent of participation in and capacity for M&E



- The project duration
- The overall project budget.

Each project may have different PME needs, depending on the operating context, implementing agency capacity, donor requirements, and other factors. In preparing a PME plan, it is important to identify these needs and coordinate the methods, procedures, and tools used to meet them; this conserves resources and streamlines PME planning.

There is not a single, recognized industry standard for assessing the quality of a PME system. However, some key criteria are summarized below

- **Utility:**

The proposed PME system will serve the practical information needs of intended users.

- **Feasibility:**

The methods, sequences, timing and processing procedures proposed are realistic, prudent and cost effective.

- **Propriety:**

The PME activities will be conducted legally, ethically and with due regard for the welfare of those affected by its results.

- **Accuracy:**

The PME outputs will reveal and convey technically adequate information.

Four Key Components of a PME System:

The four key components discussed below form the foundation upon which the PME system is built. They play a critical role in PME planning, answering these four corresponding questions:

1. What does the project want to change and how?
2. What are the specific objectives to achieve this change?
3. What are the indicators and how will they measure this?
4. How will the data be collected and analyzed?

1. Causal Analysis Framework

A causal analysis framework seeks to specify the following:

- The major problem and conditions that the project seeks to change
- Factors that cause the conditions
- Ways to influence the causal factors, based on hypotheses of the relationships between the causes and likely solutions
- Interventions to influence the causal factors
- The expected changes or desired outcomes

Causal analysis should be based on a careful study of local conditions and available data as well as consultation with potential beneficiaries, program implementers, other stakeholders, and technical experts. Such information may be available in needs assessments, feasibility studies, participatory rapid appraisals (PRAs), community mapping, and **SWOT** (Strengths,



Weaknesses, Opportunities, Threats) analysis. CARE outlines a holistic appraisal for assessing the socioeconomic factors to identify target populations and appropriate interventions.

The assumptions underlying causal analysis can be assessed by involving potential beneficiaries, program managers and implementers, other stakeholders, and technical experts.

Many projects do not develop an explicit causal analysis framework. Nevertheless, such a framework is helpful in clarifying key interventions and identifying variables needed to assess the extent of project effects.

For example, the framework presented in Table 1 hypothesizes that mothers will breastfeed their infants once they learn about the dangers of unclean water. However, if mothers are not breastfeeding for other reasons, such as cultural norms or working away from home, then different interventions are needed. In effect, the PME system tests the hypotheses to determine whether the project's interventions and outputs contributed to the desired outcomes.

Table 1. Causal Analysis Framework

Causal Analysis	Hypothesis Development	Project Design
Cause/Conditions Mothers do not know that unclean water will make infants sick (knowledge).	IF mothers are aware of the dangers of unclean water,	Interventions Educate mothers about the dangers of unclean water
Mothers believe that breastmilk alone does not satisfy infants younger than 6 months (attitude).	AND that breastmilk is nutritionally sufficient for infants younger than 6 months,	Educate mothers about the nutritional value of breastmilk for infants younger than 6 months
Mothers are giving breastmilk substitutes to infants younger than 6 months (practice).	THEN they will breastfeed their infant exclusively to avoid exposure to unclean water,	Desired Outcomes Increased breastfeeding of infants younger than 6 months
Problem High diarrhea rates among infants younger than 6 months	THEREBY contributing to reductions in diarrhea among infants younger than 6 months,	Reduced diarrhea among infants younger than 6 months
Consequence High rates of infant mortality	THEREBY contributing to reductions in infant mortality	Overall Goal Reduce infant mortality

The selection of problems to address and the appropriate interventions should be grounded in research findings and program experience in similar settings. Causal analysis is useful to examine cause and effect relationships and identify community needs from which to formulate a working hypothesis. Other forms of analysis include problem analysis, such as problem trees, to isolate conditions and consequences that help identify objectives and strategies and theory of change analysis, which uses backwards mapping to identify conditions required to bring about desired long-term outcomes.

2. Logical Framework

A logframe or logical framework shows the conceptual foundation upon which the project's PME system is built. Basically, the logframe is a matrix that specifies what the project is intended to achieve and how this achievement will be measured. It is essential to understand



the differences between project inputs, outputs, outcomes, and impact, since the indicators to be measured under the PME system reflect this hierarchy. Table 2 defines the key terms and components of a classic 4 x 5 logframe matrix. It is important to note that various organizations in the development community use different formats and terms for the types of objectives in a logframe; Jim Rugh (2008) developed a useful guide to decipher these terms used by major development agencies.

A clear understanding of the logframe’s hierarchy of objectives is essential for M&E planning. Ultimately, it will inform the key questions that will guide the evaluation of project processes and impacts:

Goal	<ul style="list-style-type: none"> • To what extent has the project contributed towards its longer term goals? Why or why not? • What unanticipated positive or negative consequences did the project have? Why did they arise? • To what extent has the project contributed towards its longer term goals? Why or why not? • What unanticipated positive or negative consequences did the project have? Why did they arise?
Outcomes	<ul style="list-style-type: none"> • What changes have occurred as a result of the outputs and to what extent are these likely to contribute towards the project purpose and desired impact? • Has the project achieved the changes for which it can realistically be held accountable?
Outputs	<ul style="list-style-type: none"> • What direct tangible products or services has the project delivered as a result of activities?
Activities	<ul style="list-style-type: none"> • Have planned activities been completed on time and within the budget? • What unplanned activities have been completed
Inputs	<ul style="list-style-type: none"> • Are the resources being used efficiently?

Similarly, it is also important to understand the logframe hierarchy of indicators. For instance, it is usually easier to measure lower-level indicators such as the number of workshop participants, while the difficulty in precision and measurement complexity increases when attempting to measure changes in behavior. The higher levels of the indicator hierarchy require more analysis and synthesis of different information types and sources. This affects the PME data collection methods and analysis, which has implications for staffing, budgets, and time frame.

Effective indicators are a critical logframe element. Technical expertise is helpful, and before indicators are finalized, it is important to review them with local staff to ensure that they are realistic and feasible and meet user informational needs.

Consider the following questions when designing indicators:

- Are the indicators SMART (specific, measurable, achievable, relevant, and time-bound) Indicators should be easy to interpret and explain, timely, cost-effective, and technically feasible. Each indicator should have validity (be able to measure the intended concept accurately) and reliability (yield the same data in repeated observations of a variable).
- Are there international or industry standard indicators? For example, indicators developed by UNAIDS, the UNDP Millennium Development Goals, and the Demographic and Health Surveys have been used and tested extensively.
- Are there indicators required by the donor, grant or program? This can be especially important if the project-level indicator is expected to roll up to a larger accountability framework at the program level.
- Are there secondary indicator sources? It may be cost-effective to adopt indicators for which data have been or will be collected by a government ministry, international agency, and so on.

3. The Indicator Matrix

An indicator matrix is a critical tool for planning and managing data collection, analysis, and use. It expands the logframe to identify key information requirements for each indicator and summarizes the key PME tasks for the project. While the names and formats of the indicator matrix may vary, (e.g., PME plan, indicator planning matrix, or data collection plan), the overall function remains the same.

Table 2. Logframe Definition Table

Project Objectives	Indicators	Means of Verification	Assumptions
Goal Simple clear statement of the impact or results to achieve by the project	Impact Indicator Quantitative or qualitative means to measure achievement or to reflect the changes connected to stated goal	Measurement method, data source, and data collection frequency for stated indicator	External factors necessary to sustain the long-term impact, but beyond the control of the project
Outcomes Set of beneficiary and population-level changes needed to achieve the goal (usually knowledge, attitudes and practices, or KAP)	Outcome Indicator Quantitative or qualitative means to measure achievement or to reflect the changes connected to stated outcomes	Measurement method, data source, and data collection frequency for stated indicator	External conditions necessary if the outcomes are to contribute to achieving the goal
Outputs Products or services needed to achieve the outcomes	Output Indicator Quantitative or qualitative means to measure completion of stated outputs (measures the immediate product of an activity)	Measurement method, data source, and data collection frequency for stated indicator	Factors out of the project's control that could restrict or prevent the outputs from achieving the outcomes
Activities Regular efforts needed to produce the outputs	Process Indicator Quantitative or qualitative means to measure completion of stated activities, i.e., attendance at the activities	Measurement method, data source, and data collection frequency for stated indicator	Factors out of the project's control that could restrict or prevent the activities from achieving the outcomes
Inputs Resources used to implement activities (financial, materials, human)	Input Indicator Quantitative or qualitative means to measure utilization of stated inputs (resources used for activities)	Measurement method, data source, and data collection frequency for stated indicator	Factors out of the project's control that could restrict or prevent access to the inputs



The following are the major components (column headings) of the indicator matrix:

- 1. Indicators:** The indicators provide clear statements of the precise information needed to assess whether proposed changes have occurred. Indicators can be either quantitative (numeric) or qualitative (descriptive observations). Typically the indicators in an indicator matrix are taken directly from the logframe.
- 2. Indicator Definitions:** Each indicator needs a detailed definition of its key terms, including an explanation of specific aspects that will be measured (such as who, what, and where the indicator applies). The definition should explain precisely how the indicator will be calculated, such as the numerator and denominator of a percent measure. This column should also note if the indicator is to be disaggregated by sex, age, ethnicity, or some other variable.
- 3. Methods/Sources:** This column identifies sources of information and data collection methods or tools, such as use of secondary data, regular monitoring or periodic evaluation, baseline and end line surveys, PRA, and focus group discussions. This column should also indicate whether data collection tools are pre-existing or will need to be developed.
- 4. Frequency/Schedules:** This column states how often the data for each indicator will be collected, such as monthly, quarterly, or annually. It is often useful to list the data collection timing or schedule, such as start-up and end dates for collection or deadlines for tool development. When planning for data collection timing, it is important to consider factors such as seasonal variations, school schedules, holidays, and religious observances (i.e., Ramadan).

It is critical that the indicator matrix be developed with the participation of those who will be using it. Completing the matrix requires detailed knowledge of the project and context provided by the local project team and partners. Their involvement contributes to data quality because it reinforces their understanding of what data they are to collect and how they will collect them.

4. Data Collection and Analysis Plan

The data collection and analysis plan expands on the information provided in the indicator matrix by describing in detail how data and information will be:

- Defined
- Collected
- Organized
- Analyzed

Typically, this plan consists of a detailed narrative that explains how each type of data will be collected along with all the steps needed to ensure quality data and sound research practices. Key components of this plan include:



- The unit of analysis
- The link between indicators, variables and questionnaires
- The sampling frame and methodology
- Timing and mode of data collection
- Research staff responsibilities
- Enumerator selection, training, and supervision
- Fieldwork timing and logistics
- Checks for data quality
- Data entry and storage
- Hypothesized relationships among the variables
- Data analysis methods.
- Special analyses, such as disaggregating data by gender, age, location and socio-economic status, should also be described.

It is important to provide the rationale for the data collection and analysis methods. This includes the triangulation of methods (quantitative and/ or qualitative) and sources to reduce bias and ensure data reliability and completeness. It should also be informed by the standards that guide good practice of project evaluation.

The plan should also discuss the purpose of data collection and analysis in terms of specific monitoring and evaluation functions. Some key functions of monitoring include:

- Compliance
- Process
- Results
- Context
- Beneficiary
- Organizational monitoring

Typically, a project will use a combination of these monitoring functions and design data collection and analysis accordingly. For project assessments, the discussion should identify not only the methods used, but the timing of the assessment event and the rationale for selecting evaluators with specific skill sets and independence.

Information Reporting and Utilization of PME for Reporting by The World Federation of KSIMC:

Reporting project achievements and evaluation findings serves many important functions, namely to:

- Advance learning among project staff as well as the larger development community
- Improve the quality of the services provided
- Inform stakeholders on the project benefits and engage them in work that furthers project goals
- Inform donors, policy makers and technical specialists of effective interventions
- Develop a project model that can be replicated and scaled-up.



Reporting is closely related to PME work, since data are needed to support the major findings and conclusions presented in a project report. Often the focus and frequency of PME processes are determined by reporting requirements and schedules.

Resourcing this initiative:

The World Federation of KSIMC in the International Development Department will employ a Monitoring and Evaluation specialist. This individual will be solely responsible for monitoring and evaluating our initiatives. This individual will need to be a Masters Graduate in the field of Economics or International Relations, with an aptitude for Statistics and Mathematics. Preference will be given to candidates who have experience in International Development or focussed on an area of International Development in their studies.

Initially this candidate will go through training at the International Program for Development Evaluation Training (IPDET) attending both the Core Course and Workshops. The candidate will then develop an evaluation mechanism to evaluate all our work in International Development to see whether the work is having the desired outcome or it requires a new Project Design & Plan. The work will also be evaluated to assess where our communal development strategy should focus itself on.

Once this is complete, and our policy on developing local communities is rolled out, the individual will then focus themselves on monitoring those programs and assessing communal development.

This individual will be paid a full time salary of circa £25,000 and the course will cost us \$14,600. This is an investment that this individual should be part of the organisation for a long time as they are central to the sustainability of the International Development Department, and the work it does.

For more information on the IPDET course please see –

<http://www.ipdet.org/files/IPDET%202014.pdf>

Conclusion:

This paper highlights the reasons for The World Federation of KSIMC to embark upon implementing impact assessments and break it down into Planning, Monitoring and Evaluation. We have also highlighted methodologies that will be utilised in the planning, monitoring and evaluation stages to provide you an idea of the depth of thought that we will be implementing in our work. With the aid of impact assessments as a tool we will be working towards achieving our strategy laid out in the NGO strategy paper and developing sustainable communities and making our International Development Department sustainable.