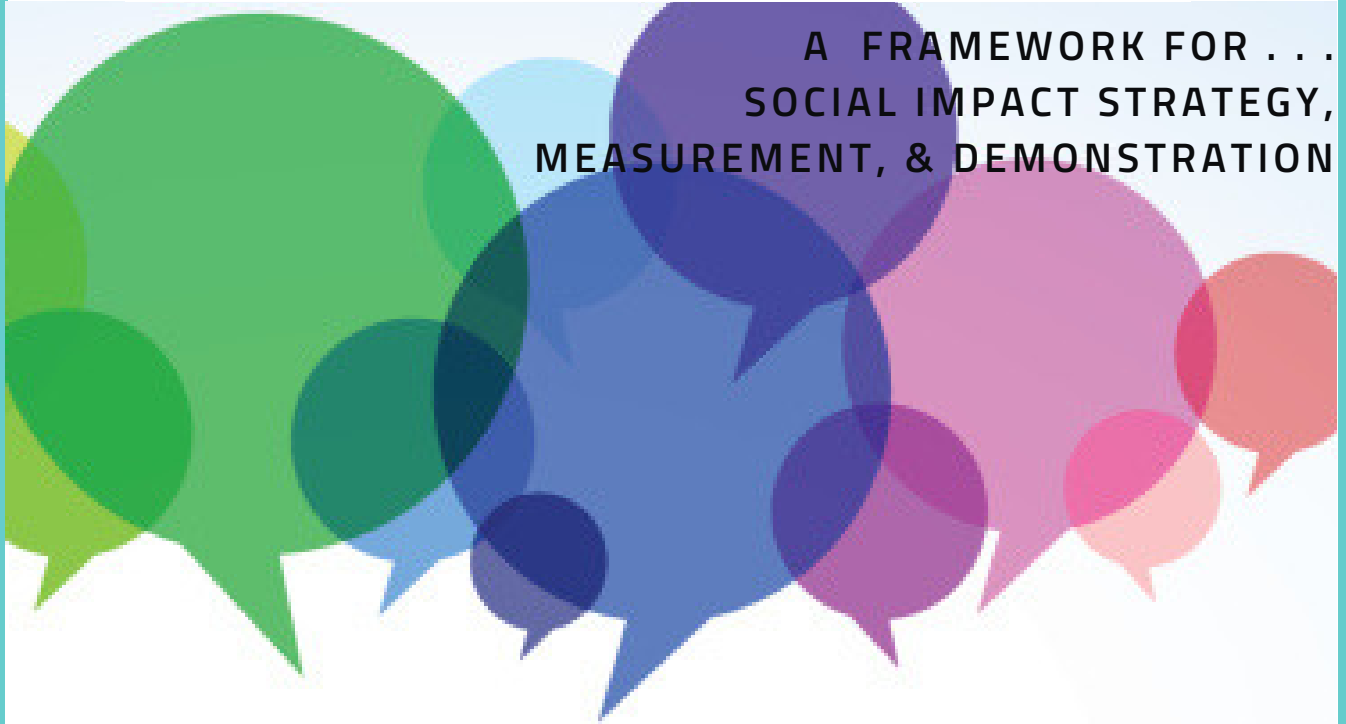


ACTIONABLE IMPACT MANAGEMENT

AIM VOLUME FOUR | **COMMUNICATION** | ACTIVITY GUIDE

A FRAMEWORK FOR . . .
SOCIAL IMPACT STRATEGY,
MEASUREMENT, & DEMONSTRATION



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DR. JODI YORK
HETAL SHETH





FOURTH OF A 4-PART SERIES OF EBOOKS,
ACTIONABLE IMPACT MANAGEMENT (AIM) VOLUME FOUR: COMMUNICATION
IS DESIGNED TO HELP YOUR ORGANIZATION MAP OUT
THE FOUNDATIONAL ELEMENTS
OF YOUR IMPACT COMMUNICATION STRATEGY

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ASIA PACIFIC SOCIAL IMPACT CENTRE

Photo credit to Unsplash

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Silicon Valley Social Enterprise

SoPact is a social enterprise in the San Francisco Bay area that strives to bring technical expertise to the social sector. SoPact brought its knowledge of accessible technology tools that support operations processes around impact data. Contributing team members include Unmesh Sheth.



The Asia Pacific Social Impact Centre (APSIC) is the University of Melbourne's hub for education, research, and action in the field of social impact. APSIC researchers Dr. Krzysztof Dembek and Dr. Jodi York co-authored this report and contributed their expertise to impact management process and best practice to this guidebook.

ACTIONABLE IMPACT MANAGEMENT

AN INTRODUCTION TO THE FRAMEWORK

What it is

Actionable Impact Management (AIM) is an open source framework for defining an internal organizational method for establishing an enduring data-oriented/outcome-oriented impact management process. AIM's objective is to outline a roadmap for your organization to follow in the hopes to reach a point where you are able to more accurately and effectively communicate your organization's impact to multiple stakeholders.

By Impact Management, we refer to an organization's ability to define an impact framework that is practical and enduring and translate insights into effective communication on impact via your website, reports, and other channels.

This guide is designed for functionality and accessibility of content, complete with instruction and activities to work through the process. In this volume, you will explore various mediums for communicating your impact. By the end of the guidebook, you will have a strategy for how to best communicate your impact to your stakeholders.

What it isn't

What it is Actionable Impact Management is not intended for grant management or the monitoring of activities. This guide is not a deep-dive into the theoretical considerations of the processes but will reference additional resources for those that want to gain more substantial insights into any of the topic areas.

Furthermore, AIM is not intended to be a one-size-fits-all practice. This guidebook builds on [AIM Volume One: Groundwork](#), [AIM Volume Two: Metrics](#), and [AIM Volume Three: Data](#).

ACTIONABLE IMPACT MANAGEMENT

Vol 1 GROUNDWORK

VISION, MISSION, & GOALS
PROGRAM STRUCTURE
THEORY OF CHANGE
MANAGING CHANGE

Vol 2 METRICS

MEASURE WHAT MATTERS
STANDARD METRICS ALIGNMENT
METRICS DATA PIPELINE + TOOLS

Vol 3 DATA

DATA CAPACITY
DATA TOOLS
DATA STRATEGY

Vol 4 COMMUNICATION

EVALUATION
STORYTELLING APPROACH
QUALITY PRINCIPLES
WHAT TO INCLUDE IN AN IMPACT REPORT
REACHING THE AUDIENCE

VOL 4 COMMUNICATION IN THIS VOLUME



EVALUATION

CONNECTING BACK TO
GROUNDWORKS,
METRICS, & DATA



STORYTELLING APPROACH

AUDIENCE
INTENT
MESSAGE



QUALITY PRINCIPLES

BALANCE
CREDIBLE
COMPARABLE
INTEGRATION WITH STRATEGY



WHAT TO INCLUDE IN AN IMPACT REPORT

EXECUTIVE SUMMARY
IMPACT STRATEGY & GOALS
DATA VISUALS



REACHING THE AUDIENCE

CHANNELS
FORMAT
ONGOING ENGAGEMENT



RESOURCES

GLOSSARY

Vol 4 COMMUNICATION

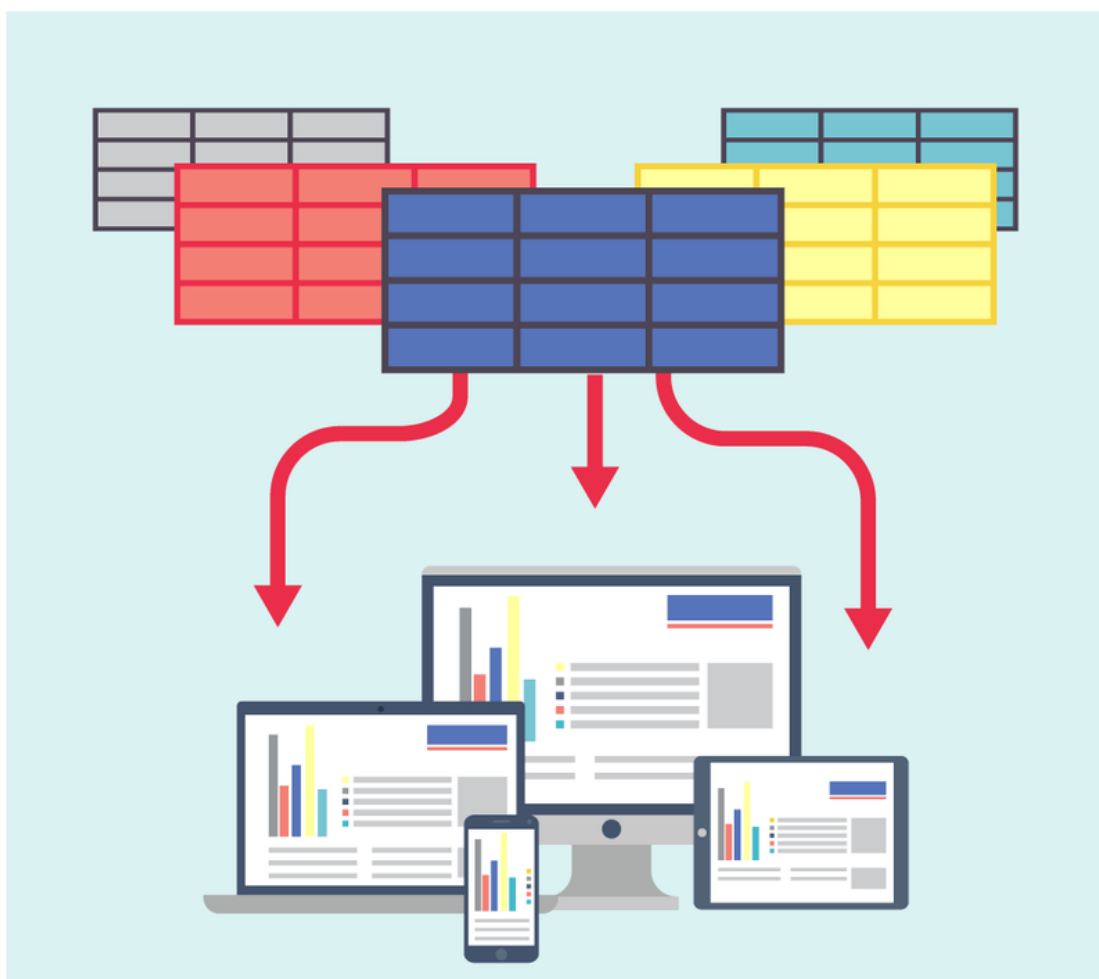
This is the final guidebook in the Actionable Impact Management (AIM) 4-part series.

Volume One: Groundwork walks through the introspective work necessary for defining an impact framework.

Volume Two: Metrics covers the metrics selection process for your impact program assessment and impact measurement.

Volume Three: Data introduces organizations to how technology might be leveraged to collect reliable and credible data on the outcome-oriented metrics selected.

Volume Four: Communication connects back to the first volume to tie the final bow on Actionable Impact Management. In this final volume, we explore methods for communicating your organization's impact story with correct metrics, transparent data, and minimal tools.



Vol 4 COMMUNICATION

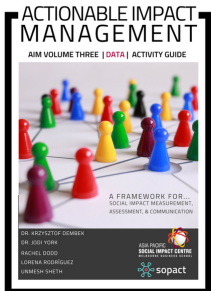
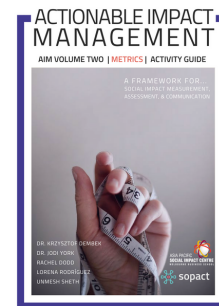
Connecting to Previous Volumes: Groundworks, Metrics, and Data

In this guidebook, we will close the loop and reconnect with what we have started in previous volumes: "Groundworks", "Metrics", and "Data". Refer back to your exercises from those volumes, as they are the raw material for impact evaluation and communication.



VOLUME 1 Groundwork: In Groundwork, you laid a path to impact management by setting out your organization's Vision, Mission, Goals, Program Structure, and Theory of Change.

VOLUME 2 Metrics: In Metrics, you used the information from the Groundwork exercises to select meaningful and well-defined metrics that will be accurate and enduring.



VOLUME 3 Data: In Data, you learned how your organization might leverage technology to collect reliable and credible data for the metrics selected in volume 2. Download all the volumes from Sopact.com

In this volume 4, you will learn what you should consider in communicating your organization's work, intended social impact, learnings from the field, and shortcomings. Review the checklist below to see if you have all the necessary elements to start communicating with your stakeholders about your impact.

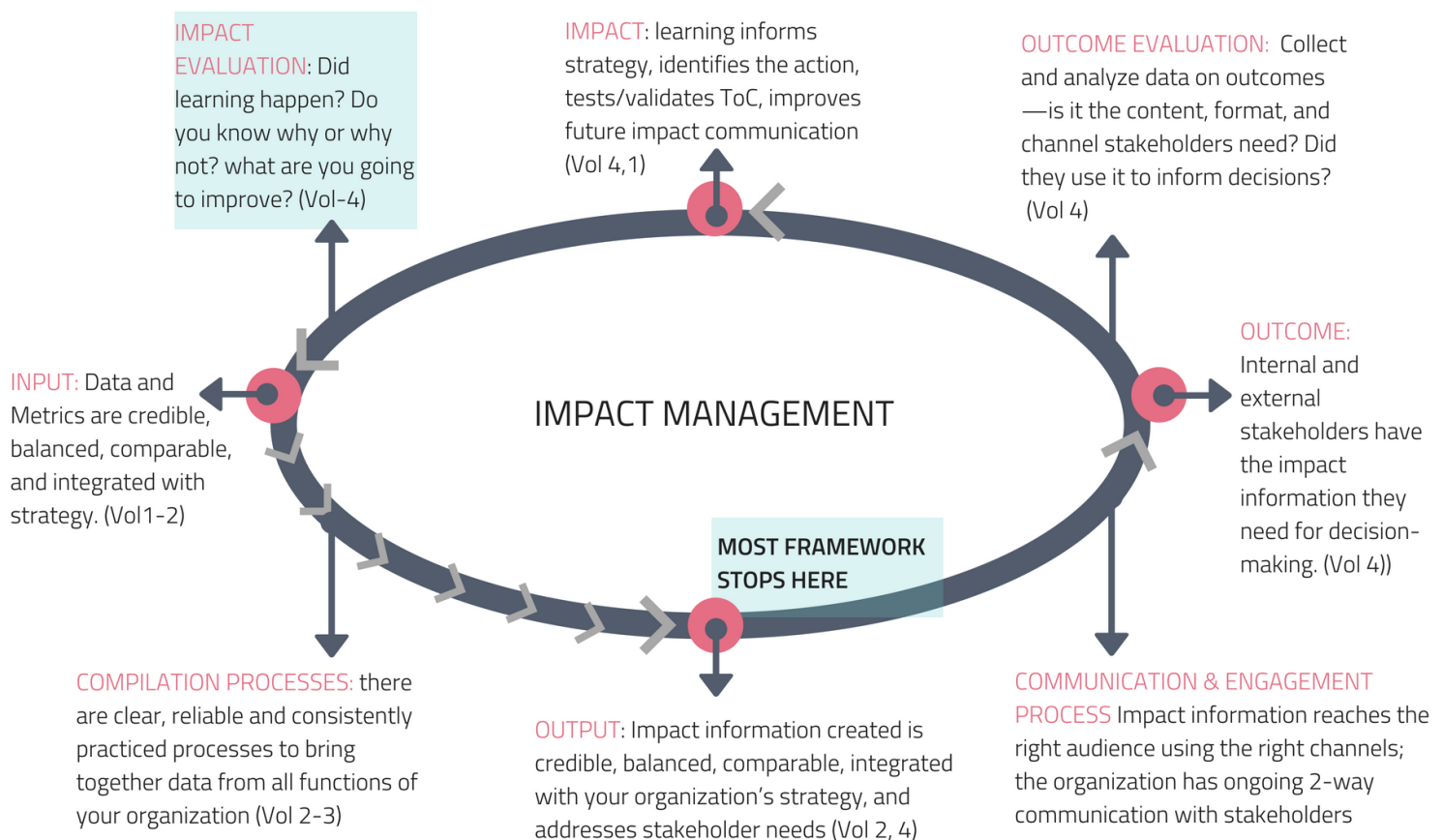
✓	Vision
✓	Mission
✓	Goals (short-term and long-term)
✓	Program structure
✓	Activities, Input, Output, Outcome aligned with TOC
✓	Metrics

Vol 4 COMMUNICATION

Connecting to Previous Volumes: Groundworks, Metrics, and Data

Sharing your organization's impact with stakeholders is not a linear process of gathering inputs and producing an output. The process of collecting, analyzing, and reporting information to internal and external stakeholders is critical to keeping your organization on track to deliver impact. As such, reporting and learning from your own data should be considered just as important as your organization's frontline work.

Effective impact reporting and management is a cyclical process that involves all parts of an organization and gathers information that informs future strategy.



EVALUATION

Impact management is much more than producing reports—it is reviewing the evidence, learning, adapting and improving. Collecting data that does not get used in decision-making is of little use. Now is the time to step back and reflect on the big picture, and where you've gotten to since you started collecting data.

Evaluation is the opportunity to look at the available evidence, not just a 'gut feeling.' Ask whether you've achieved what you set out to do. Are you on track to where you're trying to reach? Has your recent approach been as effective and efficient as you'd like? If this is the first reporting period, that's okay. It is still useful!



Use Evaluation Evidence Activity on the next page to explore how your organization is performing.

These questions and their answers might be uncomfortable. That's okay. Some of this information is for your broader external stakeholder audience, some are just for your internal stakeholders like your board.

The point is to develop a clear, evidence-based picture of how your organization is performing, which will serve as your basis for decision-making.

In the next section, we will consider how to weave these facts together and communicate them with your stakeholders.

Evaluating Evidence Activity

	If YES, how can you demonstrate with evidence?	If NO, why not & what lessons did you learn?	How will you incorporate these lessons into future planning and action?	Compared to past periods, did you do better or worse?	What changes will you consider?
Thinking about the activities and outputs you had planned, did you achieve your goals or targets for the period?					
Thinking about the outcomes and impacts you aim to create, were you effective in delivering your mission?					
Are you closer to your organization's vision?					

Evaluating Evidence Activity

	If YES, how can you demonstrate with evidence?	If NO, why not & what lessons did you learn?	How will you incorporate these lessons into future planning and action?	Compared to past periods, did you do better or worse?	What changes will you consider?
Is your strategy for getting to your vision working?					
Thinking about the relationship between your inputs and activities on one end, and your outcomes on the other. Have you been efficient in your creation of these outcomes?					
Thinking about the rate at which your organization is consuming resources (funding, volunteers, etc.), how sustainable is your organization?					

STORYTELLING APPROACH

How to Approach an Impact Storytelling?

There is no single right way to report your impact, nor a single right way to tell a story. In the story of "Goldilocks and three bears", a girl breaks into a house. Consider the difference between telling this story as a police report and as a bedtime story and it will be clear that effective storytelling is about understanding the audience and connecting with them in a meaningful way. The tone, the format, and which information to highlight would be dramatically different.

Every organization must choose an approach to effective impact communication based on their AIM: audience, intent, and message. If you've followed the processes laid out in Actionable Impact Management, you should be well-equipped to do that. Refer back to the "Measure What Matters" section in Volume 2. Recall that you selected metrics to (1) demonstrate the effectiveness (or not) of your interventions, (2) resonate with the interests and frameworks of your key stakeholders, (3) incorporate both qualitative and quantitative measures to enable a compelling and data-driven impact story. Now it is time to draw those elements together into an effective impact report or other impact communication, such as a website.

Audience: Internal and External Stakeholders

As stressed in earlier volumes, you need to consider the priorities of stakeholders, both internal (e.g., employees and board members) and external (e.g., investors, customers, and NGOs). It is critical to understand and involve your stakeholders in your impact management journey.

Activity

List the stakeholders for your organization who would like to know more about your impact.

- What information do your stakeholders need?
- Do you understand what is important to them?
- Why is this information valuable to them?
- How are they going to use the information?
- How soon do they need this information?
- How can you engage your stakeholders?

Stakeholder Activity

Stakeholder category	Important topics	How will they use the information?	Level of detail desired
INTERNAL			
Leadership team			
Internal functions (HR, finance, operations etc)			
Employees			
Volunteers			
EXTERNAL			
Investors			
Customers			
Supply Chain Partners			
Regulators/Polycymakers			
Local Community			
NGOs,Advocacy Groups			

STORYTELLING APPROACH

Your stakeholders, especially funders, may have specific expectations about what your reporting looks like and the language it uses. For instance, Corporate Social Responsibility, Environment & Sustainability, Impact Funds, Foundations, Nonprofit, Government Agency or Social Enterprise all have slightly different expectations. Refer back to [AIM volume 2](#) for a more detailed review of these. You don't have to meet these expectations, but you should know what they are and be intentional when you depart from them.

Intent

Whether it's a small blog post or an annual report, know the overarching purpose and concrete goals for specific impact communication process, informed by your organization's strategy. Some common reporting goals include:

- Enhance staff engagement
- Demonstrate program or funding effectiveness
- Make the business case for program change
- Attract funding
- Demonstrate the value of sector or ecosystem investment
- Align with specific development goals and targets
- Compare the performance of organizations working in a similar areas
- Demonstrate social return on investment (SROI)

Message

Like any other storytelling, impact storytelling is an art. Good impact storytelling brings together your raw material in a way that informs, engages and inspires. The goal is to mix qualitative data with quantitative data and tell a story which communicates your organization's impact (intended and actual), speaks to your key stakeholder groups, respectfully represents your beneficiaries, and provides a clear argument for future action.

Good impact storytelling brings data to life through visuals and narrative and ensures that stories pack a punch because they are backed up by data. Good storytelling can help you bring funding to scale good results and fill a gap in a larger development picture.

Impact communication is not limited to the staff, volunteers, beneficiaries, and funders of the program, it is a piece of the puzzle for the larger systemic change. Each organization working towards a common goal has a place and responsibility to communicate their impact as part of a larger collective impact picture.

QUALITY PRINCIPLES

Wherever you are on your reporting journey, you should strive for reporting which is **Balanced, Credible, Comparable, and Integrated with Strategy**.

Embed these characteristics in Input data, Compilation Processes, Information Outputs, and Engagement Processes.

Balanced

It can be tempting to focus exclusively on the good news. Don't. Think broadly to give a balanced picture of your organization's performance. Consider shorter and longer-term horizons, governance, emerging issues and opportunities, and multiple points of view.

Include Beneficiary Voice

When thinking about your organizational performance and impact, it is critical that you capture the perspective of your beneficiaries. Don't just assume, ASK. For frankness and transparency, this can be through direct anonymous reporting, by electronic survey or on your website. Some simple approaches to capturing these include net promoter score (NPS) or progress out of poverty (Poverty Probability Index or PPI <https://www.povertyindex.org/about-us>) based approach. Consider including the images, words, and stories of your beneficiaries in your external publications.

Don't just assume, ASK. At its core, learning about impact is grounded in a pretty simple activity: listening to open and unbiased feedback from your beneficiaries.

Credible

Impact communication is credible, or believable to stakeholders, when they are consistent, representative, and error-free. Your organization does not operate in a vacuum.

'Triangulate' with other data

Impact information is more credible to stakeholders when it is consistent with data from other sources. Where appropriate, and especially if your findings are surprising, use external data for context. Maybe the improvement in health outcomes are consistent with dropping rates of HIV or malaria? Were changes in educational outcomes result of a state policy change? Was microlending affected by low international interest rates?

QUALITY PRINCIPLES

Reporting Framework

One easy way to help ensure that your reporting is credible, balanced and comparable is to use an established reporting framework. A lot of thinking and stakeholder engagement has gone into creating these frameworks, which variously provide guidance on principles, subject matter, quality standards, and other measures to which you can align.

As with adopting or aligning to standard metrics (treated in volume 2), using a respected and familiar framework can be an easy way to establish a shared frame of reference with your stakeholders. It also enables your impact performance to be easily understood and compared by stakeholders with a top-down or comparative perspective. Sustainable development goals (SDG) are increasingly baked into prominent reporting frameworks, ensuring SDG alignment. For a primer on SDG-based reporting, please read [“Aligning Impact Reporting to the Sustainable Development Goals”](#).

It is also worth keeping in mind that frameworks are designed with various purposes in mind, and just because a framework is ‘good’ doesn’t mean that it’s a good framework for telling your impact story. Reporting frameworks can be optimized for many things,

- Purpose can be screening, monitoring, reporting, or evaluation
- Time perspective can be prospective, ongoing, or retrospective
- Orientation can focus on input, output, or outcome
- Timeframes can be a short, medium, or long-term
- Beneficiary focus can be micro (individual), meso (corporation), macro (society)
- General approach can evaluate processes, evaluate impact, or attempt to express your impact in monetary value (SROI).

In recent years, frameworks that have been primarily developed with for-profit companies in mind are used for the social sector. GRI is the dominant corporate reporting framework for environmental and social issues. [GRI](#) now provides sector guidance for the NGO sector, enabling them to measure and report their sustainability performance.

Similarly, the [London Benchmarking Group](#) recently rolled out LBG for Community, a simple input, output, impact framework for non-profits to use in reporting back to their corporate partners. It includes a set of guiding principles for practitioners across non-profit and corporate sectors responsible for negotiating impact measurement, reporting, and partnerships.

QUALITY PRINCIPLES

Comparable

Comparable impact information is provided in sufficient detail and in a format that enables users to match it to similar information across different organizations in an industry, and between years for the same organization. Comparability allows users to make decisions about the organization and choose between alternatives.

Metadata are the data providing information about one or more aspects of the data; it is used to summarize basic information about data which can make tracking and work with specific data easier. If you look back on the work you did in Volume 2 to define enduring metrics, you will find the raw ingredients of the metadata for your impact communication. Make your impact information easy to find for your stakeholders. For example, if they want to know how many respondents participated in a survey and how were they contacted, they should be able to find out.

Good metadata also improves the credibility of your impact communication, because you are supplying stakeholders with sufficient information to make a critical assessment of the quality and representativeness of your impact information.

Integrated with strategy

Impact information is integrated with strategy when it clearly ties impact goals to organizational goals. If your impact data collection has been driven by your vision, mission, and theory of change, it is hard for your impact communication to be anything other than integrated with strategy. If you're not feeling confident in these areas, review [Volume 1: Groundwork](#).

If you are starting impact measurement and reporting for an existing organization, your impact communication should reflect the organization's larger strategy, and track progress toward the strategy. Organizational strategy drives choices about what data to collect and how to present information. The findings of your impact measurement (see Evaluation, this volume) informs and influences the strategic management of the overall organization.

WHAT TO INCLUDE IN AN IMPACT REPORT

Executive Summary

The Executive Summary is perhaps a most critical section of the impact report. It should be written by your organization's leadership after you are confident of the impact story you want to tell. The summary should have a specific audience in mind and highlight part of your performance that matters most to them. It should attest that organization's leadership is standing by the information reported.

Impact Strategy and Goals

Whether you are either reporting on the overall work of your organization, a portfolio of investment, the effectiveness of a single initiative program, or social return on investment or funding, you should be guided by a strategy. Don't make your stakeholders guess what that is, tell them! The impact goals you aim to meet along the way to achieving your vision can be expressed as outcomes or based on indicators.

- **Outcome:** What are the big issues that you are trying to move the needle on? These should clearly align with your mission and project goals. Additionally, you may choose to align with sectoral or global goals such as sustainable development goals (SDGs).
- **Indicators:** What performance gauges are on your dashboard to show how you're tracking? Whether or not you publish them for external stakeholders, we recommend monitoring key social, financial and operational indicators throughout the year to ensure that you're staying on track. Select perhaps five key indicators with three years of data to understand how much they typically vary.

Data Visualization

They say a picture is worth a thousand words. Data visualization helps users analyze information by making complex data more accessible, understandable and usable. Think carefully about what you are trying to say with your data—what are they evidence of?—and choose an appropriate chart or graphic to show that.

RESOURCES: DATA VISUALIZATION EXAMPLES ON PAGE 20 & 21
DATA VISUALIZATION RESOURCES ON PAGE 22

REACHING YOUR AUDIENCE

After considering all the elements of your organization's impact goals, relevant metrics, and correct data, you know the impact story you want to take to your stakeholders. You have woven them all together with your particular audiences in mind. Now how to reach them? The facts of your impact performance should be consistent, but how, where (channel), and in what format you present those facts will be tailored to your target audience.

- The **content** is a narrative your organization tells with words and numbers e.g. key messages, stories, or metrics.
- The **channel** is where information is distributed.
- The **format** is how the information is presented e.g. 140 character tweets, informative brochure, a financial report with downloadable tables, pdf report, a website, or video.

Effective reporting communicates information that matters to stakeholders in ways that are useful to them and inform their decisions. In other words, it reaches the right audience at the right time, in the right format, for maximum impact. This section will provide guidance on how that can be achieved.

Channels

Communication channels are the fastest growing field in the impact management sector today. Not too long ago printed materials like flyers, postcards, books, magazines were widely used and were an excellent medium to reach out to your audience. As the channels are growing and the average age of the audience is decreasing you have to put some thinking and strategy behind how to maximize your reach.

- **Who is your audience?** Refer back to your stakeholder list, who is this impact communication for? Are you primarily speaking to your funders, or are you also targeting the larger audience?
- **Where is your audience?** Depending on your organization's work, your audience can be urban or rural, residing in developing country or developed country, they can be online or offline.
- **Which media channels do they use?** LinkedIn is popular with businesses and impacts investors, but it is used less by nonprofit or foundation personnel. Does your audience seek information on Facebook, Twitter or LinkedIn, or do they rely on newsletters to their inbox by services like MailChimp?
- **How do they receive the information?** Information can be pulled, in the sense that stakeholders check your website/social media or come to a meeting or information can be pushed in the form of an email or letter. What kind of device do they use to receive the information, mobile or desktop? Is TV an option?
- **How will they use the information, and for what purpose?** This helps you understand what format is appropriate.

REACHING YOUR AUDIENCE

Format

There are many potential channels for your impact communication, and it's worth spending a bit of time to tailor your impact communication appropriately. Good reporting is in a format appropriate for the channel you're using, as well as appropriate to stakeholder needs.

Communication approaches that work on paper are not always effective in other channels. Having a PDF of your printed report on your website is fine, but it would be a lot more effective to have a section of your website dedicated to your impact strategy and performance. A LinkedIn post looks different from a tweet on Twitter. Video content can be a powerful form of impact communication, but you wouldn't use it to simply read out your impact report!

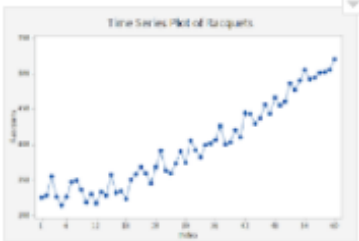
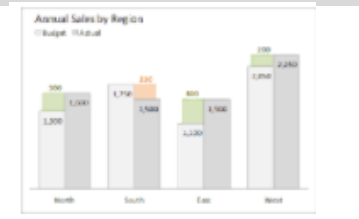
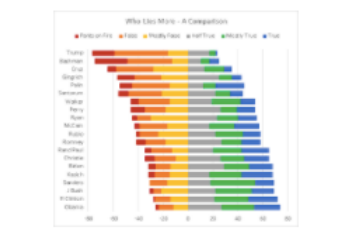
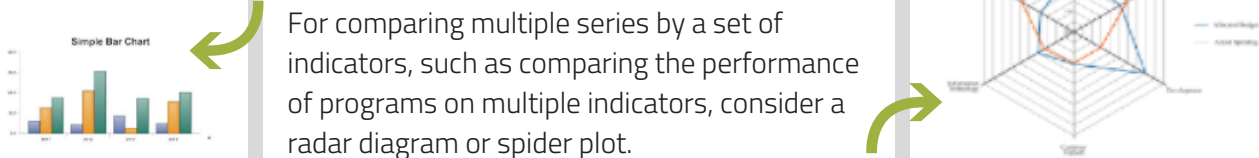
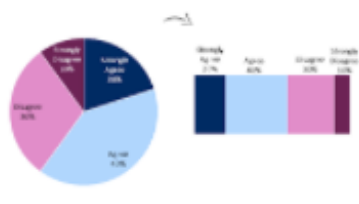
Do you know how your stakeholders will use your information, and what formats work well for that? Your stakeholders can be important advocates, so make it easy for them to talk you up! If you know that your data is likely to be put into tables to compare with other organizations, for instance, consider offering downloadable tables rather than just static images. If your stakeholders are showcasing your organization in presentations, maybe you want to offer a slideshow or short video of your best impact stories.

Ongoing Engagement




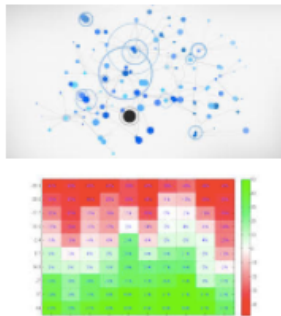
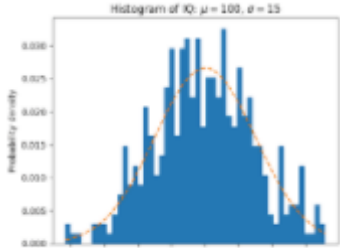
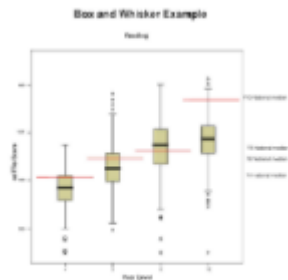
Good impact communication is an ongoing conversation. Organizations get the most value from impact reporting when they engage in ongoing, two-way communication between the reporting team and the organization's stakeholder (both internal and external!).

Engagement with stakeholder around your impact encourages the incorporation of that feedback into decision-making and is crucial for transitioning from 'producing an impact report' to 'impact management.' How can you foster an ongoing two-way impact conversation with your stakeholders that informs, engages and inspires? Ensure that there are feedback channels to answer questions and learn what information is used and valued, which stories inspired and which ones fell flat. Use that information to adjust and improve.

Data Visualization Examples

What you want to show	Detail	Example
Change Over Time	Showing change in a single indicator over a period of time, ie.unemployment or student enrollments use a line chart. For multiple types of information, say total unemployment over time + breakdown for women and men, consider layered or stacked area charts.	
Data That Moves Together (Correlation)	Comparing two or more indicators to see if they tend to move in the same or opposite directions. For example, plotting unemployment (X) and inflation (Y) for a sample of months. Use a scatter plot for a simple version, or a bubble chart for more complex data.	
Deviation From a Target	Comparing an indicator against a reference, such as your actual versus target outcome. Paired bar charts are great for this.	
Comparison (Ranked)	Comparing a key indicator in ascending or descending order, such as income (the indicator) by village during a single period.	
Comparison (Unranked)	Comparing an indicator by categories in no particular order, such as the number of programs by region, use a bar chart. For comparing multiple series by a set of indicators, such as comparing the performance of programs on multiple indicators, consider a radar diagram or spider plot.	
Part-To-Whole	Measuring something as a percentage of the whole, such as the proportion of women-led businesses or school-age children enrolled in school. Either a pie chart or bar chart can be used.	

Data Visualization Examples

Data Type	Detail	Example
Geographic or Geospatial Information	Comparing a variable across a map or layout, such as the unemployment rate by state or the number of persons on the various floors of a building. Map-based displays of data are called cartograms.	
Showing Themes in Qualitative Data	Word-clouds or tree maps	
Conveying Mixed Information Related to a Single Theme	Infographic	
Identifying Clusters, Connections & Influencers	Network Analysis or heat-maps	
How Many & How Often? (frequency distribution and deviation)	<p>This shows how many observations of a particular indicator fall into each discrete category, such as the number of visits to a medical clinic in each month of the year, or how many program beneficiaries fall into each income band. A histogram, a type of bar chart, is designed to show this.</p> <p>A boxplot is an advanced version of a histogram that visualizes key statistics about the distribution, such as median, quartiles, and outliers--these are great for analytically sophisticated stakeholders, but risk being confusing and offputting to the average user.</p>	 

Disclaimer: All the data visualizations are for examples only and do not contain real meaningful data.

Data Visualization Resources

Things to watch out for when presenting data in charts and tables:

- Large 'other' category
- Bar charts that do not start at 0 on the y-axis
- Confusing correlation with causation
- Improper use of averages--do you want a mean or a median?
- Abuse of pie charts: too many items, too much detail, confusing colors, similar slices
- Too much color; visual clutter

Where to go for inspiration

- [Information is Beautiful](#)
- [Gapminder](#)
- [Our world in data](#)

Animation Video Tools

- [Biteable](#): An animated video maker that's fast, easy, and fun
- [Animiz](#): The simplest animated video presentation software to create professional animated video presentations
- [RawShorts](#): Make an awesome explainer video today

Infographic Tools

- [Pletica](#): Helping people visualize & connect information so they can get on the same page
- [Venngage](#): Tell your stories and present your data with infographics
- [Piktochart](#): A simple, intuitive tool that helps you tell your story
- [Visme](#): Tell powerful visual stories in the form of engaging presentations, infographics and other visual content
- [Infogram](#): Create engaging infographics and reports

GLOSSARY

IMPACT The intended and unintended long-term consequences (both positive and negative) of a program or an initiative. It is a systemic change over time. It can be difficult to ascertain the how much of this systemic impact is attributable to one program since several other programs in and out of your organization can contribute to the same impact in positive and negative ways.

THEORY OF CHANGE A map that defines long-term impact a program seeks to deliver the logical relationship between inputs, activities, outputs, outcomes, and impact. This is created by working backward from the desired impact to identify necessary preconditions. A good theory of change should be plausible, feasible and testable. Theory of Change includes Inputs, Activities, Outputs, and Outcomes.

INPUT What we use in the project to implement it. In any project, inputs would include things like a human resource (personnel), financial capital, machinery such vehicles, and equipment such as whiteboards and computers. Inputs ensure that it is possible to deliver the intended results of a project.

ACTIVITY Actions associated with delivering project goals. In other words, they are what the personnel/employees do in order to achieve the aims of the project.

OUTPUT the direct results of a project in the short term. An easy way to think about outputs is to quantify the project activities that have a direct link to the project goal.

GLOSSARY

OUTCOME the intended medium-term consequences of a program. Outcomes are the second level of results associated with a project and refer to usually relate to the project goal or aim.

METRIC A defined system or standard of measurement to track the progress of change by your organization. In the impact space, there are standard metrics and custom metrics. Standards are written by research and evaluation organizations and generally exist around focus areas or organization type. Custom metrics are created by an organization and are designed around their use case.

PRIMARY DATA Primary Data refers to any data found in the field. It represents individual clients or beneficiaries and is much more granular than summary data.

AGGREGATE DATA Aggregate Data refers to individual data points that have been summarized together to depict the bigger picture at the program level.

STAKEHOLDERS Stakeholder is a person, group or organization that has interest or concern in an organization. Stakeholders can affect or be affected by the organization's actions, objectives and policies.

IMPACT GLOSSARY

A GLOBAL REPOSITORY OF IMPACT TERMINOLOGIES

Formulated During the American Evaluation Associations Annual Conference in Atlanta the Impact Dictionary is aimed at streamlining Communication among M&E, Impact Investing & International Development Communities.

THANK YOU

This concludes Actionable Impact Management (AIM)
'Volume Four: 'Communication'

Do you have feedback on Volume Four?
We'd love to hear it. Go ahead and [connect with us](#) to
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