

Measuring What Matters

Internships Works Webinar

6th February 2024

National Development Team for Inclusion



What We Will Cover



Community Led Support
an NDTI Programme

Thoughts on Measurement and Matters

Caveats and Quotes

Why we measure.

Determining What Matters.

Identifying the story

Identifying appropriate Measures.

How to use Measures & Data effectively.

Capturing and Developing our data into
measures.

Positive loop of feedback and accuracy



Part 1
**Thoughts on Measurement and
Matters**

Few Quotes



Community Led Support
an NDTI Programme



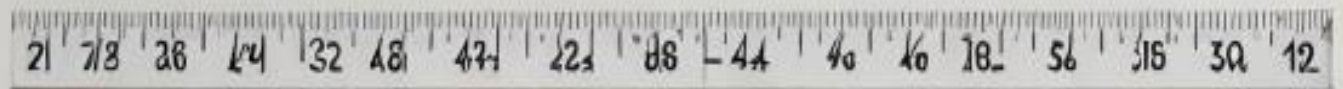
What



Gets



Measured



Gets



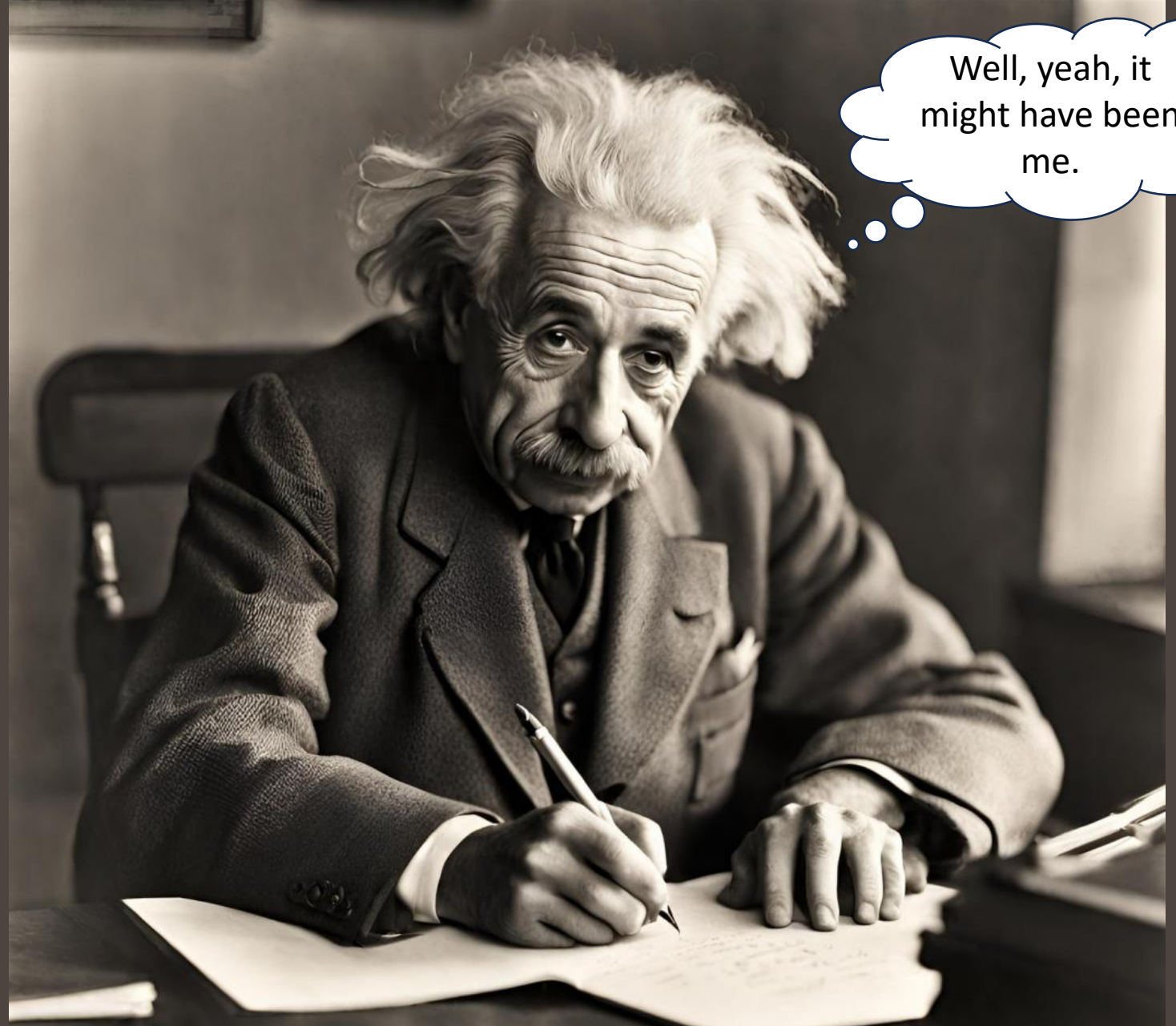
Managed



Few Quotes



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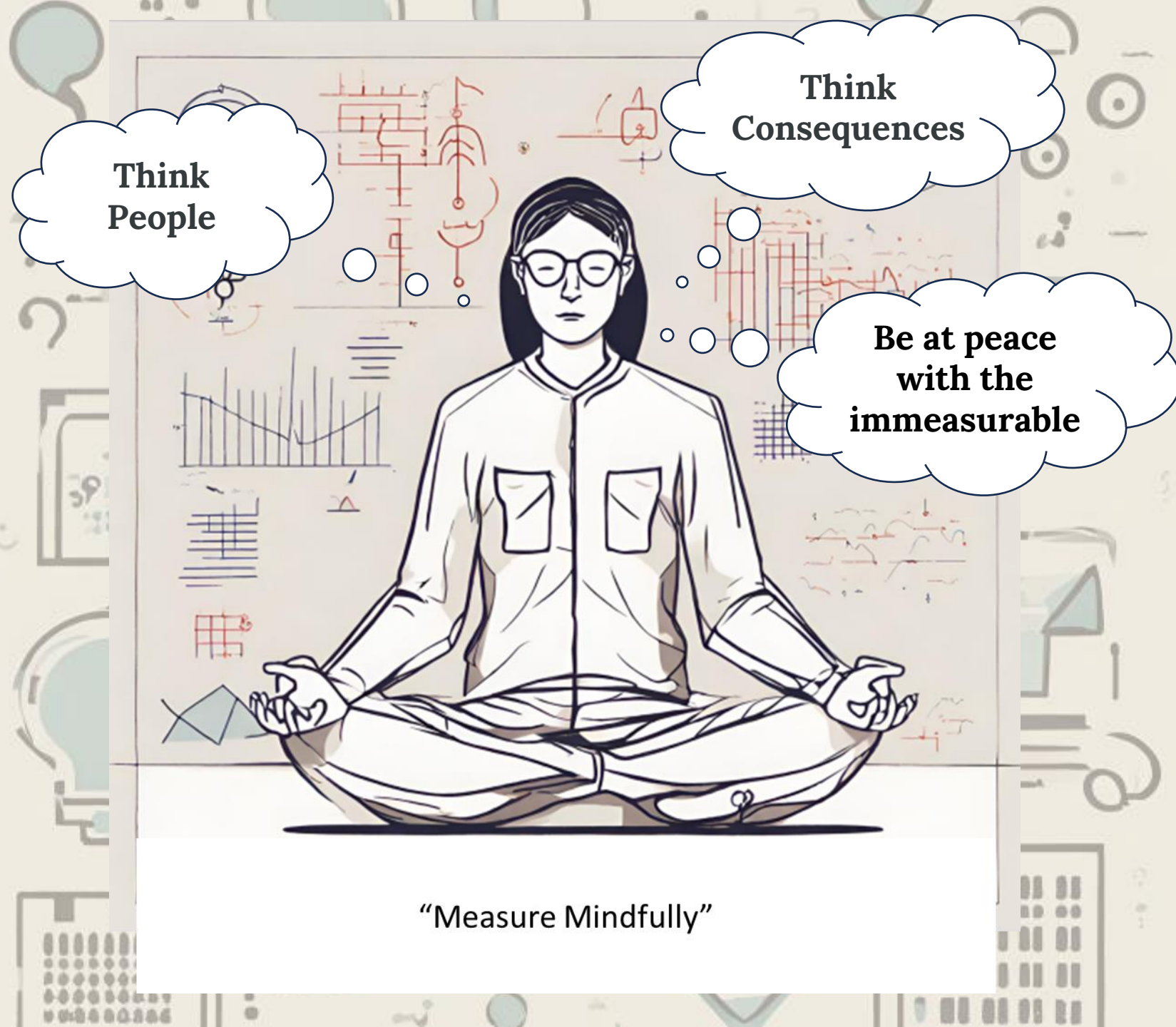
Well, yeah, it
might have been
me.

'Not everything that can be counted counts, and not everything that counts can be counted' (attributed to Albert Einstein).

What We Measure



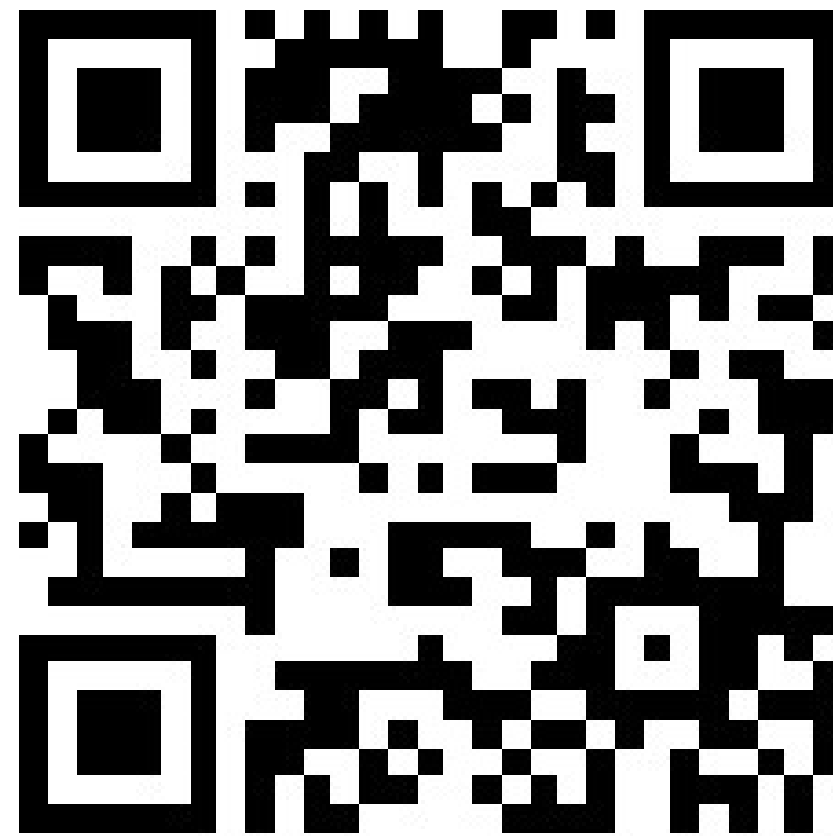
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Why Do We Measure?



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Why We Measure



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To answer questions;

To show results;

To demonstrate value;

To justify our budget (or existence);

To identify opportunities for improvement;

To manage results – achieve our goals;

We tell Our Story;

Support optimal decision making.

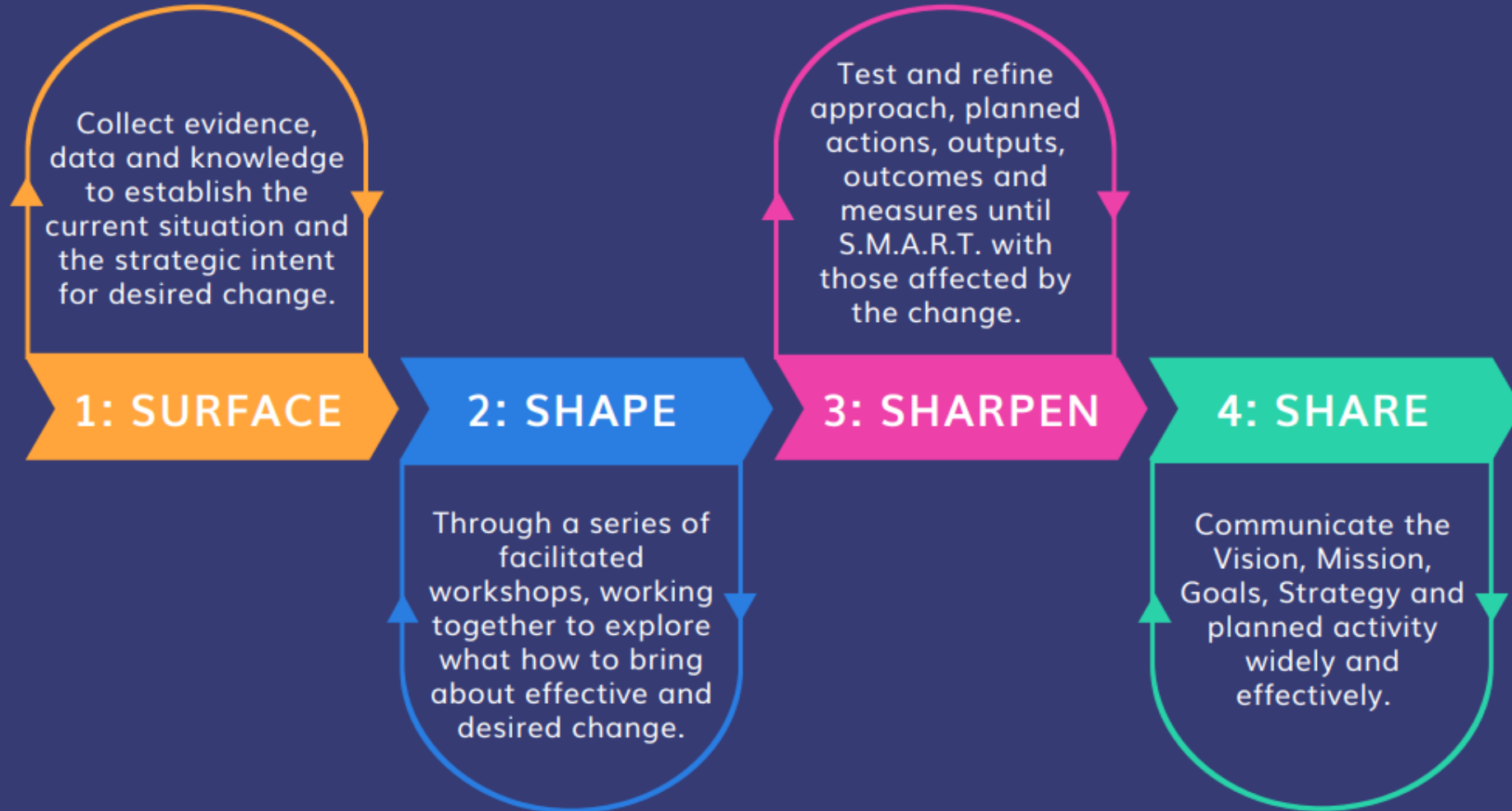


Part 2

Techniques to Determine What Matters

ELMO Process

STEP BY STEP



LOGIC MODEL / THEORY OF CHANGE



PROJECT NAME / LEVEL
Solving the Problem... Prompts and Questions



SITUATION

INPUTS

KEY ACTIVITIES / OUTPUTS

OUTCOMES

IMPACT

Logic Build

Logic Build

Logic Build

WHAT WE DO

WHO WE REACH

SHORT TERM

MEDIUM TERM

LONG TERM



ASSUMPTIONS

EXTERNAL FACTORS

LOGIC MODEL / THEORY OF CHANGE



SITUATION

- What is the Problem?
- What causes the Problem?
- Who is affected by the Problem? (numbers, age, gender, ethnicity?)
- Who cares that this Problem is resolved?
- What does research and experience tell us about the Problem?

INPUTS

- What resources will be invested in the work we are doing, e.g., funding, staff, technology and physical space?
- What skills are required?
- Is it adequate to deliver desired outputs?
- How will we know?

KEY ACTIVITIES / OUTPUTS

- | WHAT WE DO | WHO WE REACH |
|--|---|
| <ul style="list-style-type: none"> • What services/ offers will be delivered? • By whom? • How many? • What outcomes will they influence? • How will we know? | <ul style="list-style-type: none"> • What works best for people? • Are we reaching the right people? • Is it working? • How will we know? |

OUTCOMES

- | SHORT TERM | MEDIUM TERM | LONG TERM |
|--|---|--|
| <ul style="list-style-type: none"> • What changes in knowledge, awareness and skills must we see to achieve the impact or later outcomes? • What other changes can we expect in the short term? • How will we know? | <ul style="list-style-type: none"> • What changes in opinions, aspirations and attitudes and motivations must we see to achieve the impact or later outcomes? • What other changes can we expect in the medium term? • How will we know? | <ul style="list-style-type: none"> • What changes in actions, behaviours, choices and decision making do we see to achieve our desired impact? • What other changes can we expect in the long term? • How will we know? |

IMPACT

- Where do we need to be?
- What have we Committed to?
- What will things be like if this the problem no longer existed?
- What will be the population or system level changes?
- How will we know?

ASSUMPTIONS

- The conditions and circumstances in which our work succeeds.
- Our organisational knowledge and experience of what works.
- What research tells us about what works.
- What residents and those with lived experience tell us about what works.

EXTERNAL FACTORS

- Circumstances in the environment that influence and affect our work, but over which we have little or no control.
- Consider PESTLE analysis
- Identify other Agency / Directorate Priorities

Logic Build

Logic Build

Logic Build



LOGIC MODEL / THEORY OF CHANGE



PROJECT NAME / LEVEL
The Change We Need project - Logic view



SITUATION

Situation Analysis

Target Pop.n.
Extent of Problem
Location
Current Knowledge
Stakeholders

INPUTS

Needed Required Expected
Needed Required Expected
Needed Required Expected
How much? How Many?
How will we know?

KEY ACTIVITIES / OUTPUTS

WHAT WE DO
Needed Required Expected
Needed Required Expected
How much? How Many?
Quality?
How will we know?

WHO WE REACH
Needed Required Expected
Needed Required Expected
Where? Who?
How will we know?

OUTCOMES

SHORT TERM
Think Learning, Knowledge, Awareness & Skills
Needed Required Expected
Needed Required Expected
How much? How Many?
By When?
Where? Who?
How will we know?

MEDIUM TERM
Think Attitudes, Opinions & Motivation
Needed Required Expected
Needed Required Expected
How much? How Many?
By When?
Where? Who?
How will we know?

LONG TERM
Think Actions, Behaviour Change & Practice
Needed Required Expected
Needed Required Expected
How much? How Many?
By When?
Where? Who?
How will we know?

IMPACT

Conditions, Use of resource, Policy, Environmental

How will we know?

ASSUMPTIONS

Current Knowledge
Experience of what works
Research
Who will help?
Policy
Experience those we work with

EXTERNAL FACTORS

Political
Economic
Other agency targets
Social
Technological
Environmental
Legal

Example Template to refine ELMO & identify core Measures

Logical Framework (Logframe) Template

| | SUMMARY | CHOSEN INDICATORS | MEANS OF VERIFICATION | Data Power (/5) | Proxy Power (/5) | Communication Power (/5) |
|----------------------|---------|-------------------|-----------------------|-----------------|------------------|--------------------------|
| Goal / Impact | | | | | | |
| Outcomes | | | | | | |
| Outcomes | | | | | | |
| Outcomes | | | | | | |
| Outputs / Activities | | | | | | |
| Outputs / Activities | | | | | | |
| Inputs | | | | | | |

- **Data Power** - Is quality data available on a timely basis?
- **Proxy Power** - Sometimes referred to as “Importance Power”. Does the measure say something of central importance about our work?
- **Communication Power** - Does the measure communicate effectively to a broad range of audiences / stakeholders?

Sharpen & Share

Measurement Selection LogFrame

Monitoring & Evaluation (M&E) Framework Template

| | INDICATOR | DEFINITION How is it calculated? | BASELINE What is the current value? | TARGET What is the target value? | DATA SOURCE How will it be measured? | FREQUENCY How often will it be measured? | RESPONSIBLE Who will measure it? | REPORTING Where/ How will it be reported? |
|----------------------|-----------|-------------------------------------|--|-------------------------------------|---|---|-------------------------------------|--|
| Goal / Impact | | | | | | | | |
| Outcomes | | | | | | | | |
| Outcomes | | | | | | | | |
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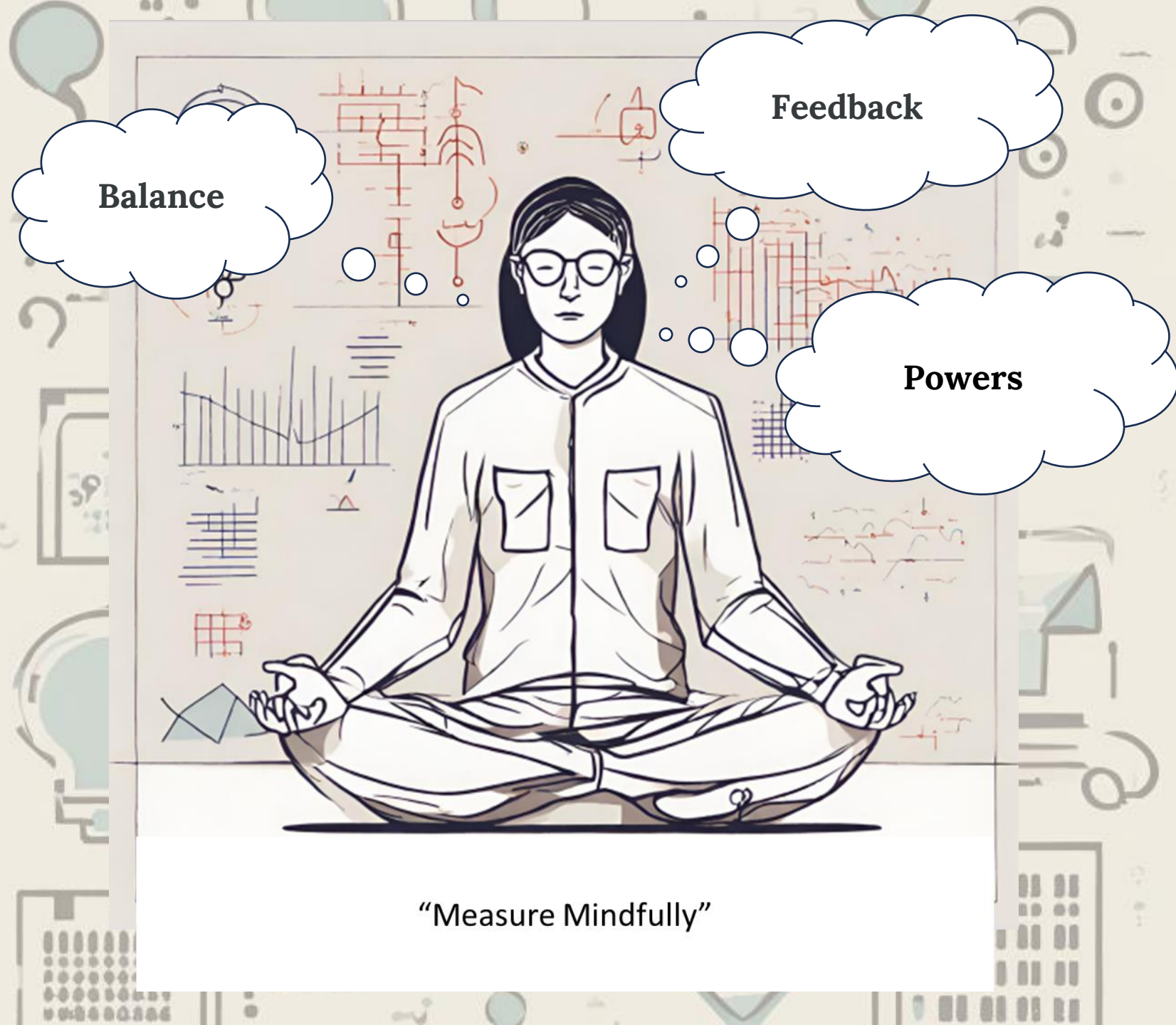
- Are we doing the right things? – Are logically linked measures moving as expected?
- Are we doing things right? – Is the quality, reach and content or activity and Outputs as expected?
- What difference have we made among participants? (Outcomes measures.)
- What difference have we made in our stated goals? (Outcomes and Impact Measures?)
- What are the further opportunities that can be met by our work? What is not working as well? What might be changed or enhanced? (Review and Repeat)

Sharpen & Share

Monitoring and Evaluation Framework

Sharpen &
Share

Monitoring and
Evaluation
Framework



"Measure Mindfully"

What do you
think are some
good measures
that will support
Internships
Work?



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Part 3

**A positive feedback loop of
Accurate Data and Effective
Measurement.**

5S Data to Information to Action

| | DESIGN | CAPTURE | ACT |
|---------|--------|---------|-----|
| SURFACE | | | |
| | ↓ | ↓ | ↓ |
| SHAPE | | | |
| | ↓ | ↓ | ↓ |
| SHARPEN | | | |
| | ↓ | ↓ | ↓ |
| SHARE | | | |
| | ↓ | ↓ | ↓ |
| SOLVE | | | |

5S Data to Information to Action

| | DESIGN | CAPTURE | ACT |
|----------------|--|---|--|
| SURFACE | What do we have already? What additional fields / status' are required. | Extract data from the designed process and assess for quality, gaps and utility. | Bring data and insights to all levels of governance e.g. 1:1's, team meetings, boards etc. |
| SHAPE | How do these fit together? How will data be gathered and reported & at what stage? | Convert data output to useful outputs: e.g. Individual Case, Team level, Metrics, formats for file exchange, etc. | Determine key metrics to be managed, and necessary activity to manage optimal performance. |
| SHARPEN | What else can be added / removed at this stage? How can the process be as easy and accessible as possible? | Consider timings of outputs. Who needs to see what and when to promote completeness, quality, activity and oversight. | Consider new activity, partnerships, data or approaches to support improvement. |
| SHARE | Communicate design widely with stakeholders, seek feedback and repeat earlier steps as necessary. | Communicate the quality and coverage of the data. Share data insights / information all stakeholders. | Share information widely. Celebrate success and publicise activity and strategy for further improvement. |
| SOLVE | Implement design and proceed to CAPTURE . | Implement process of data sharing, quality / exception reporting and proceed to ACT . | Implement Activity. Repeat as necessary. |

5S Data to Information to Action

| | DESIGN | CAPTURE | ACT |
|----------------|--|---|--|
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Questions?

For more information
do have a look at NDTi
website.

www.ndti.org.uk

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To join the MEL network email
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