

# IMPACT MANAGEMENT CANVAS



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## 1 What is the Impact Management Canvas?

The Impact Management Canvas is a diagnostic and planning tool to help organisations think about their impact practice. It links the core principles of your impact strategy (as outlined in your Theory of Change) to the practical and operational aspects of impact monitoring and evaluation (M & E). In other words, it lays out what you do (or want to do) to evaluate the impact of your work and how you go about doing it.

## 2 How do I use Impact Canvas?

You can use the Impact Management Canvas in addition to your existing Theory of Change (see our [guide and template for Theory of Change](#) in the arts). Whereas a Theory of Change demonstrates the logical path of how the activities you carry out lead to the social outcomes you want to achieve, the Impact Canvas can help you to operationalise how you will measure and evaluate the impact of your work. It can be used in two ways – to help you map out and analyse the state of your current impact practice or to plan for future work and think strategically about how you can improve your impact management.

## 3 Why should I do it?

Monitoring and evaluation should be embedded in good impact practice. It is important to plan not only how you will deliver an activity successfully but also how you will approach and implement impact measurement throughout. The Impact Canvas can help you incorporate impact management in your work by focusing on key aspects of the evaluation process – identifying key sources of data and appropriate data collection tools, setting metrics and performance targets in line with your intended outcomes, and thinking about practical issues such as how evaluation is carried out and by whom. It is also important to think about how impact measurement is used to inform your organisation's strategic management.



# IMPACT MANAGEMENT CANVAS

## Theory of Change

- What is the theory behind your social impact work?
- How do your key activities lead to the key outcomes you hope to achieve?
- See our [Theory of Change guide](#)

## Key problem

- What social problem(s) are you trying to solve?

## Key activities

- What things do you do to solve that problem?
- How do/will you engage your beneficiaries?

## Key outcomes

- What positive changes do you expect to see in individuals and/or communities that will contribute to solving the problem?

## Key beneficiaries

- Who are the people who will benefit from your work?
- Who are you trying to engage?

## Metrics

- How do/will you measure how well you are doing?
- How can you track your activities and outcomes?
- What metrics do/will you use?

## Baseline data and targets

- What data have you got on how well you've done in the past?
- Is there any similar data from other organisations or activities? Use this to set future targets.

## Sources of data

- What do you need to know to measure and evaluate the impact of your work?
- What people or documents can give you the information you need?
- What existing data is already out there?

## Data collection tools

- The sources you've identified above – how will you reach them?
- What is best way to engage your beneficiaries and get the response rates you need?

## Data collection frequency

- How often and at what points do/will you collect data on your work to get an accurate understanding of the impact your work has?

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## Cost structure for Monitoring & Evaluation (M & E)

- What are the different costs involved in measuring and evaluating your social impact?
- How much are they?
- How are they going to be covered?

## Key partners for M & E

- Who can help you measure and evaluate your work?
- Are the partners you have for delivering impact activities involved in M & E?
- Are any parts of the M & E outsourced?

## Key resources for M & E

- What do you need to successfully assess your impact?
- Who are the key people responsible for this?
- What skills and expertise do they need?
- Are any physical assets necessary?

## Impact Management

- How often is data analysed?
- Who looks at it?
- What systems and processes do/will you use to integrate impact reporting in your organisation's learning and management?

# EXAMPLE IMPACT CANVAS

START  
HERE

## Theory of Change

Engaging young people in high quality theatre activities can increase their life chances by improving their soft skills, resilience and social capital.

## Key problem

Young people from disadvantaged backgrounds lack access to the same opportunities for success as their peers and are less likely to have the same quality of life.

## Key activities

- Weekly drama and creative writing classes
- Masterclasses with well-known practitioners
- Mentoring sessions
- Subsidised visits to theatre performances

## Key outcomes

- Improved levels of confidence
- Increased social skills
- Improved writing skills and literacy
- Increased ability to evaluate own performance and progress

## Key beneficiaries

- Young people living in areas of high or multiple deprivation
- Young people not in education, training or employment
- Young ex-offenders
- Young parents and/or carers

## Metrics

- No of participants
- No of activities carried out
- % of participants progressing to formal education, training or employment
- % of participants reporting improved ability to work in teams and form stronger relationships

## Baseline data and targets

- 25 participants took part in 40 weekly classes
- 3 visits to theatre shows
- 3 masterclasses organised
- Target: increase attendance by 50% in two years, provide two extra workshops per year

## Sources of data

- Direct feedback – individual and group
- Observations from course leaders, peers and parents
- Registers of attendance
- Participant and/or teacher journals and log books

## Data collection tools

- Group feedback sessions
- Self-assessment surveys
- Participant learning logs
- Interviews with teachers
- Observation forms

## Data collection frequency

- Before and after an activity, e.g. masterclass
- Ongoing, e.g. each term or annually
- Longitudinal - 3 months after completing a course

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## Cost structure for Monitoring & Evaluation (M & E)

- Cost of data collection – online platforms and subscriptions – overheads, materials print and copy – project budget
- Internal evaluation – 0.5 day p/w, overheads
- External evaluation for special projects – 10 days work, £4000 covered by project budget

## Key partners for M & E

- Youth clubs and centres
- Primary and secondary schools
- Pupil referral units
- Teachers and/or artists delivering sessions
- Independent evaluation agency or consultants

## Key resources for M & E

- Staff - Learning Officers, Learning Manager
- Skills – qualitative and quantitative data analysis skills
- Tools - Survey Monkey questionnaire, feedback forms, etc.

## Impact Management

- Monthly reviews in core team, quarterly senior management and board reviews.

DON'T  
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Theory of Change

Metrics

Cost structure for  
Monitoring & Evaluation (M & E)

Key problem

Key activities

Baseline data and targets

Key partners for M & E

Sources of data

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Key outcomes

Data collection tools

Data collection frequency

Impact Management

Key beneficiaries