

# **Measuring the social impact of Early Intervention initiatives – A Guidance Document**

*October 2014*



## About CAN

CAN was established in 1998. It provides business support and capital to charities and social enterprises through CAN Invest, as well as running CAN Mezzanine, high-quality and affordable office space exclusively for the social sector. CAN's mission is to support charities and social enterprises to create strong, sustainable organisations that maximise their impact.

## About the Early Intervention Fund

CAN's Early Intervention (EI) Fund is a new social investment fund aimed at accelerating positive early intervention impact on communities and individuals in the boroughs of East London.

Delivered in partnership with UBS, the Early Intervention Fund will provide loans and business support to voluntary, community and social enterprise (VCSE) organisations planning to deliver innovative, demonstrably effective products and services in the 'early intervention' space for the benefit of children and young people. This will also help efforts to redress public funding pressures which are increasingly supporting reactive 'A&E' style services over longer-term, targeted 'early action' activity.

Applications are now open and CAN Invest are keen to hear from organisations delivering impact in East London, with a focus on:

- Child welfare and troubled families;
- Early years and education;
- Training and unemployment for young people
- Anti social behaviour, gangs and criminal justice

Each investment is accompanied by business support according to the organisation's needs. The loan and support are aimed at supporting organisations that are inexperienced in social lending who are seeking to expand their impact or to support them to a sustainable model.

We are making loans available between £30k – £50k at affordable interest rates that are linked to social outcomes. These will be offered without the requirement of asset collateral.

For further information, please see our website: <http://can-invest.org.uk/services/funds-investment/can-early-intervention-fund>.

## This document

*This document has been prepared to help organisations interested in applying to CAN's Early Intervention Fund, delivered in partnership with UBS. The guide provides tips and resources for these organisations regarding how to effectively measure their social impact. As such, it provides useful information to consider when applying to the Early Intervention Fund, and also provides information regarding what data will need to be collected by investees to demonstrate they have met their impact targets.*

*The document is split into the following sections:*

1.	Introduction	4
2.	General principles for impact measurement	5
3.	Key social impact concepts for Early Intervention	6
3.1.	In a nutshell: the case for Early Intervention	6
3.2.	Distance travelled, baselines and segmentation	7
3.3.	The counterfactual	8
3.4.	Financial valuation and financial proxies	10
3.5.	Levels of evidence	11
4.	Impact measurement considerations for Early Intervention practitioners	13
4.1.	How established is your intervention?	13
4.2.	What social impact methodology should you use?	13
4.3.	How will you develop your impact measurement framework over time?	13
4.4.	Who are your core beneficiary groups?	14
4.5.	What are the material outcomes your intervention delivers?	15
4.6.	How and when should you involve stakeholders?	15
5.	Concluding remarks	17
	Appendix I: Links to other resources	18

*If, after reading this guide, you have questions or comments, please contact the CAN Invest team at [invest@can-online.org.uk](mailto:invest@can-online.org.uk).*

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## 1. Introduction

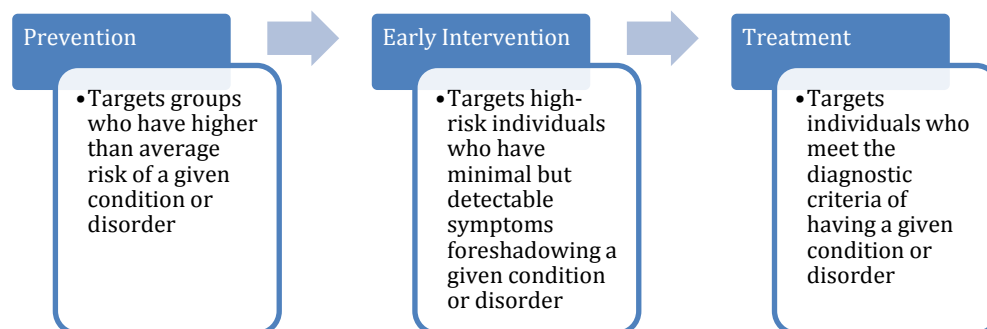
Young people and their families living in East London face a range of significant challenges. For instance, local boroughs report very high levels of deprivation and some of the worst situations in the country in terms of:

- Poor education
- Worklessness
- Ill health
- Poverty and child development

The CAN Early Intervention Fund provides loans and business support to VCSE organisations who deliver innovative, demonstrably effective products and services in the Early Intervention<sup>1</sup> space for the benefit of children and young people.

As a social investment fund, the Early Intervention Fund explicitly makes investments to help organisations increase their social impact for society. As a result, a key requirement, both for the fund itself and the organisations it invests in, is the ability to measure social impact. There are a number of approaches, methodologies and frameworks for measuring social impact, so regardless of whether your organisation is new to social impact measurement or already has experience in this area, it is helpful to understand how the Fund views social impact measurement so that we can work together effectively.

This document will summarise some general principles of social impact measurement that are generally accepted by the sector, and that we sign up to as a funder. It then discusses some concepts that are particularly pertinent to Early Intervention, and finally provides some links to further resources.



<sup>1</sup> We have defined Early Intervention (EI) as “programmes that support targeted action to prevent social cost and personal harm for children and young people”.

## 2. General principles for impact measurement

There are a wealth of resources online to help you understand how to develop and implement an impact measurement framework. The guidelines recently published by the Impact Measurement Working Group of the Social Impact Investment Taskforce established by the G8 in 2013 provide a helpful synthesis of many of these resources, from a social investor's perspective. The guidelines can be viewed [here](#). For a more detailed description of impact measurement for frontline organisations, see The Good Analyst's [guidance](#) on the subject.

In summary:

1. **Impact measurement is about more than just numbers.** Any measurement framework should be underpinned by a well thought through Theory of Change – a map of how your organisation's activities produce outputs that lead to your outcomes for your beneficiaries, and how these ultimately lead to you achieving meaningful social impact.
2. **Impact measurement is a cyclical activity.** The Working Group summarises this activity in four stages: Plan, Do, Assess and Review. What this means in practice is that impact measurement should be embedded in your business-as-usual processes. Ignoring it until the time when you need to demonstrate your impact will likely leave you without the data you need to make your case.
3. **Impact measurement should involve stakeholders.** For your organisation, this works in two ways: firstly, you should engage your beneficiaries and other key stakeholders to understand what changed for them as a result of your work. From this exercise you will gain valuable insights into how well your initiatives are working, as well as what other factors within the context of change are influencing the outcomes that those stakeholders are experiencing. Secondly, we expect you to work with us to develop appropriate impact reporting so that we can understand the impact your work is having for your beneficiaries.
4. **Use impact measurement to manage performance.** Once you have created a robust impact measurement framework, you should use the information gathered by it to inform your organisation's decision-making. Impact measurement can and should be used as a powerful tool to help you work towards achieving your mission. As part of our investment, we will work with you to set impact targets, which will serve as a useful benchmark for the impact we collectively hope to achieve from the investment.

We are keen to work with you to define an impact measurement approach that is robust while being proportional to the size and scale of your organisation, and we will aim to use any existing framework you have where possible.

### 3. Key social impact concepts for Early Intervention

#### 3.1. In a nutshell: the case for Early Intervention

The case for investing in Early Intervention initiatives has been made powerfully on the basis that it delivers greater results in a more cost effective way than traditional 'late intervention' initiatives (see, for example, the links to Early Intervention resources in Appendix I).

These arguments have been made on the basis of a number of tenets that the impact measurement of Early Intervention initiatives needs to reflect:

1. Early Intervention initiatives deliver outcomes which are sustained later in life;
2. Early Intervention initiatives deliver those outcomes for individuals who would otherwise be at risk of experiencing social problems;
3. Those individuals can be identified by 'early warning signs' that allows them to be targeted by specific interventions.

As the diagram below shows,<sup>2</sup> Early Intervention initiatives are not targeted towards the general population, as the number of people involved means such an initiative would be costly to implement. Early Intervention therefore operates on a 'value for money' and a 'cost effectiveness' argument.

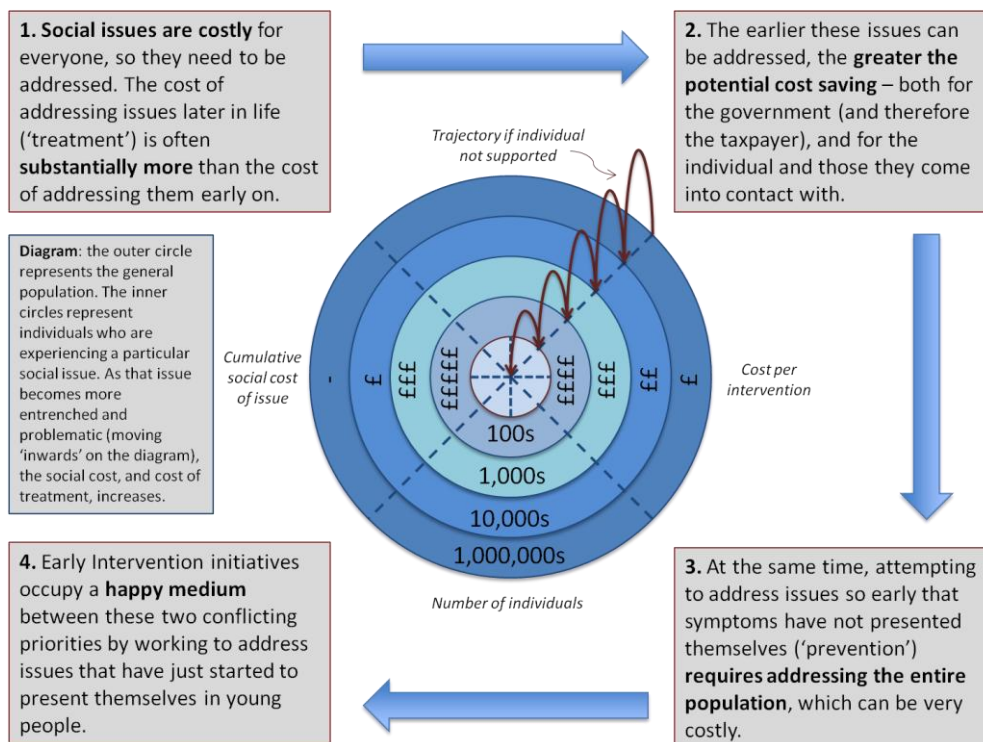


Figure 1. The benefits of averting a 'downward spiral' using Early Intervention.

<sup>2</sup> Thanks to David Robinson, Founder, Community Links, and Chair of the Early Action Taskforce for the core insight of the diagram.

It is also important to recognise that the case for early intervention does not rest on solely financial considerations. Early intervention is just as much about giving people the best start in life as it is about averting costly problems. The Early Action Taskforce calls this ‘The Triple Dividend’<sup>3</sup> – the idea that people with thriving lives cost less to the public purse and contribute more.

The Early Action Task Force describes these people as a population who are ‘ready for anything’, and an approach that helps foster this ‘readiness’ should identify assets and build on strengths just as much as it addresses problems.

As you might expect, developing a business case using the ‘positive’ ‘social assets’ argument for Early Intervention will need to use different techniques to a business case built on the ‘negative’ financial argument for Early Intervention. For example, to understand the positive social outcomes achieved for individuals by an intervention, it is usually necessary to conduct some form of stakeholder engagement to ascertain what change has actually happened. To develop a financial argument, the use of financial valuations or unit costs to address a social problem will likely be required.

Some of these techniques are discussed in more detail below.

### **3.2. Distance travelled, baselines and segmentation**

As an evidence-based approach, Early Intervention is concerned with delivering outcomes. In order to assess what outcomes have been achieved by a particular intervention, it is important to understand three key pieces of information:

1. How much change has occurred: the ‘distance travelled’ by the individual who has changed;
2. To determine this, an understanding of where they started is necessary: a baseline;
3. Finally, it is important to understand who the change is occurring for.

In its simplest form, measuring distance travelled for the purposes of assessing social impact requires taking multiple measurements of the same indicator. In this way you can identify not only the current state of a particular outcome for an individual, but also how far they have come from their baseline state (e.g. the difference in their situation ‘pre’ and ‘post’ an early intervention).

Understanding distance travelled and the baseline is important for two reasons: firstly, demonstrating distance travelled provides more compelling evidence that it was your intervention that created a change than if you only measured where people are at after the intervention. Secondly, moving people who are already high on a given scale in their baseline state further up that scale is likely to be less valuable than moving someone who is low on the scale further up that scale.

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<sup>3</sup> The Early Action Task Force (2011). The Triple Dividend.



It is therefore also important to segment the populations you work with to try to identify those people who will most benefit from your intervention. As the diagram above indicates, although the benefits of preventing a young person from developing entrenched social issues later in life can be significant, using that same intervention with someone who was never going to develop that social issue would not result in the intervention achieving those same benefits.

Baselines and population segmentation are both important concepts for determining the counterfactual of your claims of impact, and for developing robust and credible financial proxies for the outcomes you deliver for your beneficiaries. These two aspects of social impact measurement will be discussed in the following sections.

### **3.3. The counterfactual**

All social impact measurement should include an assessment of the counterfactual, or what would have happened had your activity not taken place. This is closely related to the concept of ‘deadweight’ in Social Return on Investment (SROI), or ‘what would have happened anyway’.

This concept is particularly important for Early Intervention initiatives because a significant part of their value lies in averting what might have happened – i.e. greater, more intractable social problems further down the line. Looking back at the diagram in Section 3.1, it should be clear that a core tenet of Early Intervention thinking is that without support, some children and young people are at high risk of experience significant and entrenched social problems later in life, and that these social problems have negative value for a variety of stakeholders.

However, that is not the whole story, because each individual has the potential to contribute to society as well as benefit from it. For example, if a young person is not given the skills they need to find employment, society may miss out on the potential economic contribution that person might make (through economic output, taxes, and so on). The diagram below shows that the counterfactual may involve not just what may have been avoided, but also what may have been foregone.



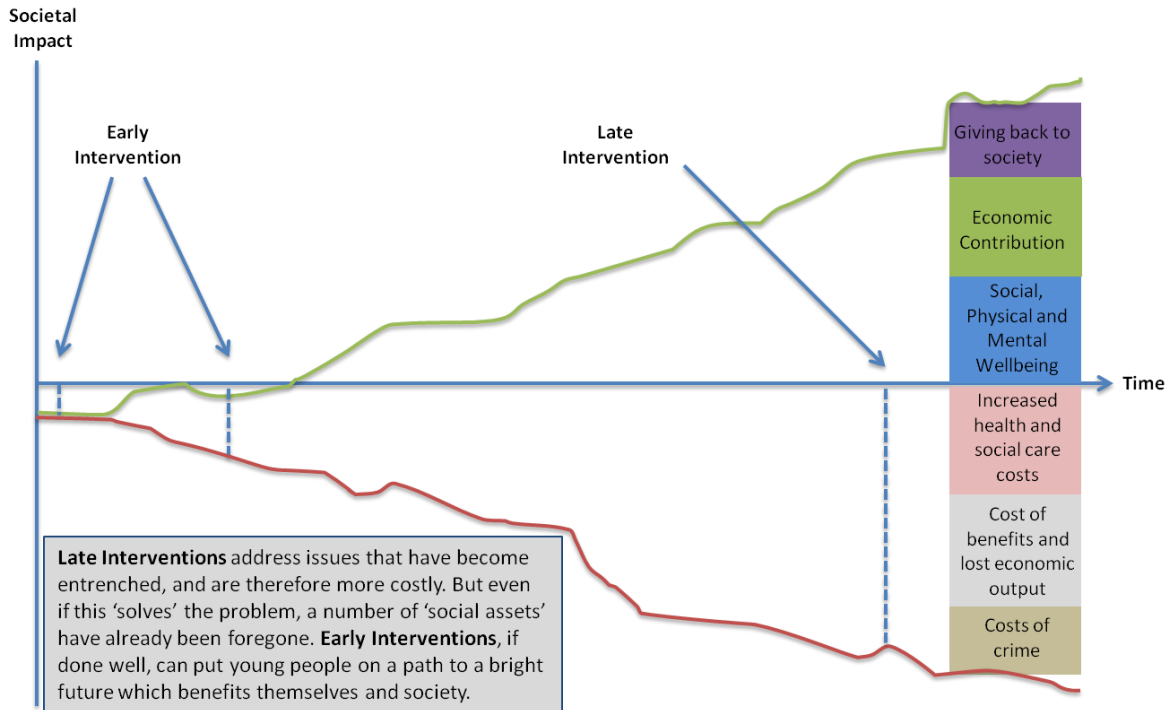


Figure 2. A simple schematic of how positive and negative outcomes might accrue over time in an early intervention (green line) and counterfactual (red line) scenario.

At its core, the counterfactual requires that you ask 'what if'. However, it is not simply enough to state what you think would have happened; you must provide evidence to support those claims. This evidence can take a number of forms, each with different strengths and weaknesses.

1. **Identify causal links.** If you can prove that A causes B, then you can also assume that without A, B would not occur. However, identifying causal links with certainty is very difficult to achieve (see discussion of levels of evidence below). One example of how this might be done is the use of a control group to show differences between individuals who have used your product or service compared to similar individuals who have not.
2. **Point to external data sources.** Academic literature, government data and other publicly available sources of information can provide evidence to support your hypothesis of the counterfactual. For example, you might be able to use national statistics that show that the group you are working with are twice as likely as the general population to drop out of school. However, care must be taken to ensure the data you use is comparable.
3. **Ask stakeholders.** It may be appropriate to directly ask your beneficiaries, or their family, what they think would have happened if they had not been engaged by your organisation. However, some caution should be given to this approach: people may struggle to visualise what might have happened to them, and evidence also suggests there is a social pressure on individuals to tell you what they think you want to hear.

A comprehensive theory of the counterfactual is difficult to achieve. However, we expect our investees to have worked to understand the counterfactual as it

relates to their work where possible. We are happy to provide advice and examples of how this issue has been addressed for other initiatives.

### 3.4. Financial valuation and financial proxies

The financial valuation of social outcomes is possibly the most controversial element of social impact analysis, and not all methodologies require this step. However, there is no denying that the social problems that Early Intervention has the potential to address have economic implications for society and individuals. The case for Early Intervention has been persuasively made from an economic standpoint<sup>4</sup> and, in this time of austerity, it is this case that has resulted in increasing interest in Early Intervention by government. Financial valuation is also a core component of some aspects of social investment (for example, Social Impact Bonds).

Given this, it is helpful for organisations looking to deliver social impact in Early Intervention to be able to quantify their impact in financial terms, and more specifically, in terms of value (either cost savings, or value added) to the State. Thankfully, significant work has gone into this area in recent years, including the development of standardised financial proxies such as unit costs. Some databases that have compiled these valuations are listed in the resources section below.

As with any other aspect of social impact measurement, it is important when using financial proxies to understand how they should and should not be used, to ensure that your analysis remains credible and does not over claim. In particular, be careful to:

- **Understand the original context of any financial proxy you use.** While the government is increasingly releasing unit cost data to assist organisations in developing cost-benefit analyses (CBA), SROIs and other economic analyses, these unit costs are often prepared for certain uses and not others. It is important to use them in the ways in which they were designed.
- **Only apply financial proxies that are relevant for the populations with whom you work.** Financial proxies have often been derived for certain people, and to apply them to a different population might invalidate your analysis. For example, the value of putting someone into employment might be represented by a reduction in Job Seeker's Allowance (JSA) claims by that person. Applying the value of this to someone who was not previously claiming JSA would not be appropriate.
- **Understand the type of value you are describing.** There are a number of different 'types' of value:
  - 'Cashable' savings to the State, which result in a reduction of expenditure by government, or the freeing up of government resources;

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<sup>4</sup> Allen, G. (2011). Early Intervention: Smart Investment, Massive Savings.

- ‘Non-cashable’ savings to the State, for example, additional costs that would likely arise in the future but have been avoided;
- ‘Value added’ for the State, such as an increase in taxes or increased economic output;
- Value for other stakeholders, which the State may have an interest in but does not directly provide benefits to the State.

Making an argument for one type of value when you are actually creating another type may weaken the strength of your argument.

The Early Intervention Fund is particularly interested in understanding how investees’ impact for beneficiaries may translate into savings to the State. As part of any impact reporting framework we agree with you, we will work with you to determine an appropriate way of deriving this information.

### 3.5. Levels of evidence

One part of our evaluation of prospective investments for the Early Intervention Fund concerns the evidence that your intervention is effective in delivering its intended impact. What do we mean by ‘evidence’? We use Nesta’s ‘Standards of Evidence’ framework for making this assessment<sup>5</sup>:

Level	Description	Expectation
<b>Level 1</b>	You can describe what you do and why it matters, logically, coherently and convincingly	You can give an account of impact. By this we mean providing a logical reason, or set of reasons, for why your intervention could have an impact and why that would be an improvement on the current situation.
<b>Level 2</b>	You capture data that shows positive change, but you cannot confirm that you caused this	You are gathering data that shows some change amongst those receiving or using your intervention.
<b>Level 3</b>	You can demonstrate causality using a control or comparison group	You can demonstrate that your intervention is causing the impact, by showing less impact amongst those who don’t receive the product/service.
<b>Level 4</b>	You have one or more independent replication evaluations that confirms these conclusions	You are able to explain why and how your intervention is having the impact you have observed and evidenced so far. An independent evaluation validates the impact. In addition, the intervention can deliver impact at a reasonable cost, suggesting that it could be replicated and purchased in multiple locations.
<b>Level 5</b>	You have manuals, systems and processes to ensure consistent replication and positive impact	You can show that your intervention could be operated by someone else, somewhere else and scaled up, whilst continuing to

<sup>5</sup> Nesta (2013). Standards of evidence: An approach that balances the need for evidence with innovation.

Level	Description	Expectation
		have positive and direct impact on the outcome, and whilst remaining a financially viable proposition.

*Adapted from Nesta's Standards of Evidence.*

We do not expect many applicants to have reached Level 5. The standard of evidence we expect will be proportional to the size and scale of your organisation. However, at a minimum, we expect all applicants to be at Level 1, and would expect our investees to commit to reaching Level 2 during the course of our investment. Finally, at the higher levels of evidence we also accept relevant third party information that shows your intervention is effective, as long as you can credibly show that it applies to your intervention as well.

**Case Study: Standards of evidence for an intervention  
Family Nurse Partnership (FNP)**



**The Family Nurse Partnership** programme provides intensive visitation by nurses during a woman's pregnancy and the first two years after birth. The goal is to promote the child's development and provide support and instructive parenting skills to the parents. The programme is designed to serve low-income, at-risk pregnant women bearing their first child.

FNP has established evidence of providing long-term benefits for young mothers and their children, including improved children's school readiness and a greater likelihood of mothers finding work and completing their education. The programme has been developed from over 30 years of extensive US research, including three large scale randomised control trials, the most rigorous research method for testing the effectiveness of a programme.

The programme is underpinned by scientific theories of human development and has a detailed Theory of Change / Logic Model that explains how the programme delivers intermediate and long-term outcomes.

A cost-benefit analysis of the programme has valued the total benefits of the programme (to the taxpayer, the participants, and others) at over £14,000, relative to under £8,000 in costs, resulting in a benefit-cost ratio of 1.94 : 1.

The Early Intervention Foundation has assessed the FNP at its highest evidence rating, meaning multiple high-quality evaluations have been undertaken to assess the programme, and have reported consistently positive impact across populations and environments.

For further information, please see: [Early Intervention Foundation Guidebook on FNP Investing in Children's summary cost-benefit analysis of FNP NHS FNP research and development page.](#)

## 4. Impact measurement considerations for Early Intervention practitioners

If you are new to impact measurement, it may be difficult to know where to begin. To help you, we have listed some key questions to get you started. At a minimum, you will be expected to have thought about, and have answers to, the following questions when applying to the CAN Early Intervention Fund:

### 4.1. How established is your intervention?

Are you using a tried and tested approach, or innovating in your sector? Our assessment of the effectiveness of your impact measurement framework will take account of this question. We expect more established interventions to have a greater Standard of Evidence and a robust measurement framework to demonstrate impact. For new interventions, we understand that you may have less evidence to demonstrate the effectiveness of your intervention, but we expect you to have a plan in place to collect this evidence.

### 4.2. What social impact methodology should you use?

We do not prescribe a certain methodology for your impact measurement, but selecting a methodology that is appropriate for your needs is advisable. Some questions to ask when considering what methodology to use are:

- What questions are you looking to answer?
- What 'impact domains' are you delivering outcomes in?
- Does your organisation undertake many different activities that deliver different outcomes, or are your activities all delivering the same outcome?
- How much time and resource do you have to spend on measurement?
- Is it more important to demonstrate your unique impact, or to be able to demonstrate your performance against others?
- Do you wish to demonstrate the value of your work in monetary terms or a single, aggregate figure, or is reporting on outcomes sufficient?

The answers you give to these questions are likely to mean that some methodologies are more appropriate than others.

### 4.3. How will you develop your impact measurement framework over time?

Particularly if your intervention or organisation is at an early stage, we expect to see progress in the robustness and completeness of your impact measurement over the course of our investment. More generally, it is advisable to have a plan in place for how you will evolve your impact measurement system, so that it provides you useful information now without forcing you to start from scratch

when you want to refine your framework later on. It might be helpful to draw out a 'roadmap' that sets out what you want to achieve in terms of your impact measurement each year, over the next few years.

### Case Study: Developing an impact framework London Early Years Foundation (LEYF)



**London Early Years Foundation** is a charitable social enterprise that operates over 29 nurseries across 9 London boroughs. LEYF's approach provides highly-trained staff who deliver community childcare services that are underpinned by academic research and support both children and parents.

LEYF undertook an SROI study in 2010 to analyse the social value its services create. However, more recently LEYF has chosen to focus its efforts on how it can 'operationalise' its impact measurement so that it can be used to make decisions as to how its nurseries are run to deliver maximum impact.

In the first part of this project, LEYF developed a theory of how its services contribute to improved childhood development (its 'ultimate impact'). It came up with a 'Magic Sum' – four factors that, when combined, drive improved childhood development. The second part of the project 'operationalised' the Magic Sum. Using academic literature and LEYF's own experiences, a system of measurement was designed to quantify each of the four factors, and a weighting system was developed to combine these four factors into a single 'impact unit'. This impact unit is then used as a proxy for childhood development.

LEYF's new approach focuses on measuring the drivers of its long-term impact (the Magic Sum). LEYF is developing its measurement system to provide more granular data at more frequent intervals. This makes it easier for LEYF to make changes to its approach when required. LEYF still measures childhood development through standardised measures, and can compare these results to the impact predicted by its drivers to refine its model over time. Finally, because LEYF's Magic Sum is backed up with evidence, LEYF can use it in discussions with social investors about its social impact.

For further information about LEYF, please see <http://www.leyf.org.uk/>.

#### 4.4. Who are your core beneficiary groups?

Your beneficiaries are unlikely to be the only stakeholders you have, but they are arguably the most important from the perspective of impact measurement, as the majority of your impact should be for them. Having a clear understanding of who these people are can assist you in developing a baseline, contributes to your understanding of the counterfactual, and helps you in making assessments of the value of the outcomes secured. It also can help identify other important



stakeholders who are also interested in those same populations, such as commissioners or other funders.

The exercise of determining your core stakeholder groups and how they could be segmented is called 'stakeholder mapping', and is one of the first steps to undertake if you are starting impact measurement for the first time. We can provide templates to help you in completing this exercise, if desired.

#### **4.5. What are the material outcomes your intervention delivers?**

After understanding who your core beneficiaries are, the next step is to identify what outcomes you are delivering for them. You may have some outcomes in mind that you wish to achieve because they are critical to achieving your mission and/or vision. But you may also have a variety of unintended outcomes that arise as a result of your work.

Even if you just focus on the outcomes that you are aiming for, it might be that defining these properly is quite complex. For example, you might not be clear how your activities actually lead to the achievement of your long-term vision. If you add in all the unintended outcomes that your stakeholders have told you they experience, then you might have a very complicated list of outcomes indeed.

An effective way of interpreting this mess is using Theory of Change. Theory of Change maps out how your activities produce outputs that deliver short-, medium- and long-term outcomes. The whole Theory of Change should describe how your organisation delivers impact.

Once you have laid out this Theory of Change, you can identify the outcomes that are most important to the delivery of your impact. You can also validate your Theory of Change and final list of outcomes with stakeholders to understand whether it reflects their experiences, as well as understanding which outcomes they think are most important.

#### **4.6. How and when should you involve stakeholders?**

As described above, if your intervention's value comes from delivering social outcomes for your stakeholders (which it likely will), then it is important that you involve your stakeholders in your attempts to understand and quantify those outcomes. In addition to talking to stakeholders to identify outcomes they have experienced (as per point 4.5 above), stakeholders can also be involved in discussions of how best to measure certain outcomes, how to value them, and what the counterfactual may have been for them (i.e. what might have happened to them if they had not been a part of your intervention).

Stakeholder engagement is usually very resource intensive, so you should take care to identify the most important questions to ask stakeholders, and how you will interact with them. Some considerations to think about are:



- Are your stakeholders able to speak for themselves? For example, very young children may be unable to answer your questions, in which case you may be able to ask their parents on their behalf.
- What is the best way of engaging with stakeholders? Different methods have different pros and cons. For example, interviews allow you to obtain the views of one individual in detail, but are very resource intensive. Focus groups allow you to obtain the views of multiple people at once, and allow for discussion, but some people may feel unable to talk about their full experience in front of their peers.
- Where will stakeholder input be most valuable for your analysis? For example, there may be little point in asking stakeholders to put a financial value on outcomes they have experienced if you are building your financial case on savings to the state using government data.
- How will you use the information you collect? There is no value in simply 'going through the motions' with stakeholder engagement. Once you have collected data from stakeholders, you will need to have a plan to aggregate and analyse the information to make it usable. You should also be prepared to make changes to improve your product or service on the basis of that information, if appropriate.

It is important to make sure you do not 'lead' stakeholders when you engage with them. This means you should ask any questions in a neutral way, and clearly set out the objectives and expectations of the engagement from the start. This way, you are more likely to receive valuable information and insights from your stakeholders, and they are less likely to tell you only what they think you want to hear.

## 5. Concluding remarks

This document has discussed some of the key concepts and considerations for impact measurement of early intervention initiatives. Regardless of whether you have yet to develop your impact measurement framework, or have successfully been measuring your impact for years, it is important to remember that the development of your framework will be a journey. Your framework should evolve over time as your understanding and priorities change.

This document has been prepared with CAN's Early Intervention Fund in mind, and its suggestions therefore reflect what we believe to be compelling evidence of impact, based on best practice social impact measurement. However, we hope that these recommendations will be useful to you more widely than our Fund. Social impact measurement can be useful for:

- Developing the business case for your intervention to different stakeholders – funders, commissioners, partners and beneficiaries;
- Improving your intervention over time, to ensure it delivers even more value for your beneficiaries;
- Informing strategic decision-making, by focusing on your organisation's core mission and allocating resources to the areas where you can have greatest impact.

We therefore encourage you to consider how to develop an impact measurement framework that will meet the needs of your organisation as a whole, and can contribute to your understanding of how your organisation delivers impact.

Further information about the requirements of the Early Intervention Fund can be found on our website at: <http://can-invest.org.uk/services/funds-investment/can-early-intervention-fund>.

## Appendix I: Links to other resources

### **Early Intervention**

Early Intervention: The Next Steps (Graham Allen report to HM Government):  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/284086/early-intervention-next-steps2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284086/early-intervention-next-steps2.pdf)

Early Intervention: Smart Investment, Massive Savings (second Graham Allen report to HM Government):  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/61012/earlyintervention-smartinvestment.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61012/earlyintervention-smartinvestment.pdf)

Early Intervention Foundation: <http://www.eif.org.uk/>

- EIF Guidebook (evidence library and guidance for implementation):  
<http://guidebook.eif.org.uk/>
- Summary of EIF tools and resources: <http://www.eif.org.uk/wp-content/uploads/2014/03/Tools-and-Resources.pdf>
- Guidance from EIF on preparing a business case:  
<http://www.eif.org.uk/wp-content/uploads/2014/03/2bc-whatshoulditlooklike.pdf>
- Evidence and resources for preparing a business case:  
<http://www.eif.org.uk/wp-content/uploads/2014/03/3bc-evidenceandresources.pdf>

Early Action Task Force Report I: The Triple Dividend: <http://www.community-links.org/earlyaction/the-triple-dividend/>

Early Action Task Force Report II: The Deciding Time: <http://www.community-links.org/earlyaction/the-deciding-time/>

Dartington Social Research Unit's Investing In Children database of EI interventions: <http://investinginchildren.eu/>

Project Oracle (GLA's youth evidence hub):  
<http://www.london.gov.uk/priorities/young-people/project-oracle>

### **Social Impact Measurement guides**

The Good Analyst's introduction to impact reporting:

<http://www.goodanalyst.com/resources-and-tools/impact-measurement-and-reporting/>

The Good Analyst (a more detailed look at impact reporting):

<http://www.goodanalyst.com/resources-and-tools/impact-analysis-and-assessment/>

SROI Guide: <http://www.thesroinetwork.org/sroi-analysis/the-sroi-guide>

The Impact Measurement Working Group of the G8's Social Impact Investment Taskforce's impact measurement guidelines report:

[http://www.thegiin.org/binary-data/GIIN\\_impact\\_measurement\\_guidelines.pdf](http://www.thegiin.org/binary-data/GIIN_impact_measurement_guidelines.pdf)

Nesta's Standards of Evidence: <http://www.nesta.org.uk/publications/nesta-standards-evidence>

Dartington Social Research Unit's 'What Works' evidence standards:

<http://dartington.org.uk/projects/what-works-evidence-standards/>

### **Databases of outcomes, indicators and financial proxies**

Big Society Capital's Outcomes Matrix:

<http://www.bigsocietycapital.com/outcomes-matrix>

Global Value Exchange (outcomes, indicators and proxies):

<http://www.globalvaluexchange.org/>

The Good Analyst's Dictionary of Indicators:

<http://www.goodanalyst.com/resources-and-tools/dictionary-of-indicators/>

Impact Reporting and Investment Standards (IRIS):

<http://iris.thegiin.org/metrics/list>

New Economy's Unit Cost Database:

<http://neweconomymanchester.com/stories/832-unit-cost-database>