



**GOVERNMENT  
OUTCOMES  
LAB**



# Measuring the impact of your outcomes-based project

13<sup>th</sup> November 2018



@ukgolab  
#OutcomesEval

# About us



Joint partnership  
between UK  
Government &  
Oxford University

Established in 2016

Based at the  
Blavatnik School of  
Government, in  
Oxford

Centre of academic research and practice with a mission to improve the provision of public services to tackle complex social issues, with a focus on outcome based models

# Support available from GO Lab

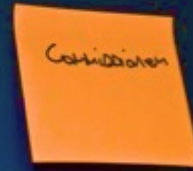


Digital Knowledge  
Hub for SIBs & OBC  
[golab.bsg.ox.ac.uk](http://golab.bsg.ox.ac.uk)

Guides &  
resources



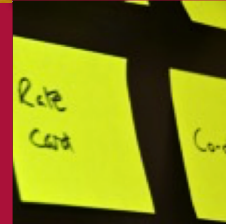
SIB  
Readiness  
Framework



SIB  
projects  
database

HOW TO  
GUIDE  
CONTRACTING  
AND GOVERNANCE

Advice  
surgeries



Events &  
workshops



Webinars

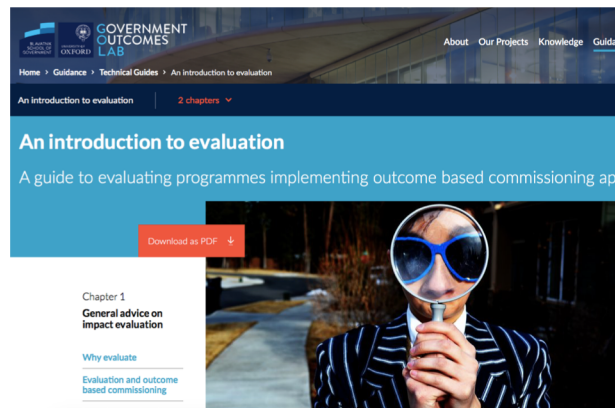


SIB  
Pioneers  
Network



Fellows of  
Practice

# Some helpful resources



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About Our Projects Knowledge Guide

Home > Guidance > Technical Guides > An introduction to evaluation

An introduction to evaluation 2 chapters

## An introduction to evaluation

A guide to evaluating programmes implementing outcome based commissioning ap

Download as PDF

Chapter 1  
General advice on impact evaluation

Why evaluate

Evaluation and outcome based commissioning

Technical Guides:  
[golab.bsg.ox.ac.uk/guidance/technical-guides/](http://golab.bsg.ox.ac.uk/guidance/technical-guides/)

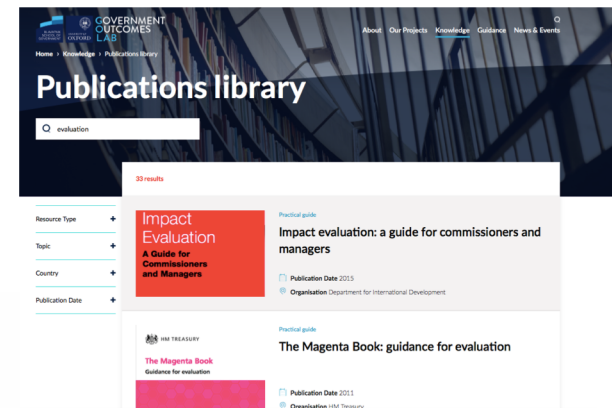


BLAVATNIK SCHOOL OF GOVERNMENT UNIVERSITY OF OXFORD

# GOVERNMENT OUTCOMES LAB

## Advice Surgeries

Book online:  
[golab.bsg.ox.ac.uk/guidance/advice-surgeries](http://golab.bsg.ox.ac.uk/guidance/advice-surgeries)



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About Our Projects Knowledge Guidance News & Events

## Publications library

Home > Knowledge > Publications library

evaluation

33 results

Resource Type +

Topic +

Country +

Publication Date +

**Impact Evaluation**  
A Guide for Commissioners and Managers

Practical guide

**Impact evaluation: a guide for commissioners and managers**

Publication Date 2013

Organization Department for International Development

**The Magenta Book**  
Guidance for evaluation

Practical guide

**The Magenta Book: guidance for evaluation**

Publication Date 2011

Organization HM Treasury

Publications Library:  
[golab.bsg.ox.ac.uk/knowledge/resources](http://golab.bsg.ox.ac.uk/knowledge/resources)

# Today's speakers



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**Chih Hoong Sin**  
Director of Social Innovation  
& Social Investment,  
Traverse



**Mark Tuckett**  
Assistant Director, Public  
Service Reform, Sheffield  
City Council



**Clare FitzGerald**  
Research Fellow,  
Government Outcomes Lab



**Eleanor Carter**  
Research Fellow,  
Government Outcomes Lab  
(moderating)



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# Some of your questions...

*How to link social outcome indicators with payment?*

*What are the effective tools/techniques to measure impacts of SIBs?*

*Exploring qualitative as well as quantitative impact as part of success criteria*



*How to develop an appropriate evaluation design?*

*Setting out the rationale for evaluation, particularly impact evaluation*

*How can one measure impact and engage with the project owners?*

*When is it cost effective to conduct an evaluation and when shouldn't evaluation be done?*

# Session overview



- I. What is an evaluation and why it matters
- II. Developing your evaluation strategy
- III. Practical considerations



# Why bother?

*“All those who are involved in work to improve social outcomes want to know that the programmes and interventions put in place achieve results and improve the lives of people and their communities.”*

*(Stern, 2015)*

# What is policy evaluation?

*“Assessing the strengths and weaknesses of programs, policies, personnel, products and organisations”*

(American Evaluation Association)

*“The process of determining the merit, worth, or value of something or the product of that process.”*

(Scriven, 1991)

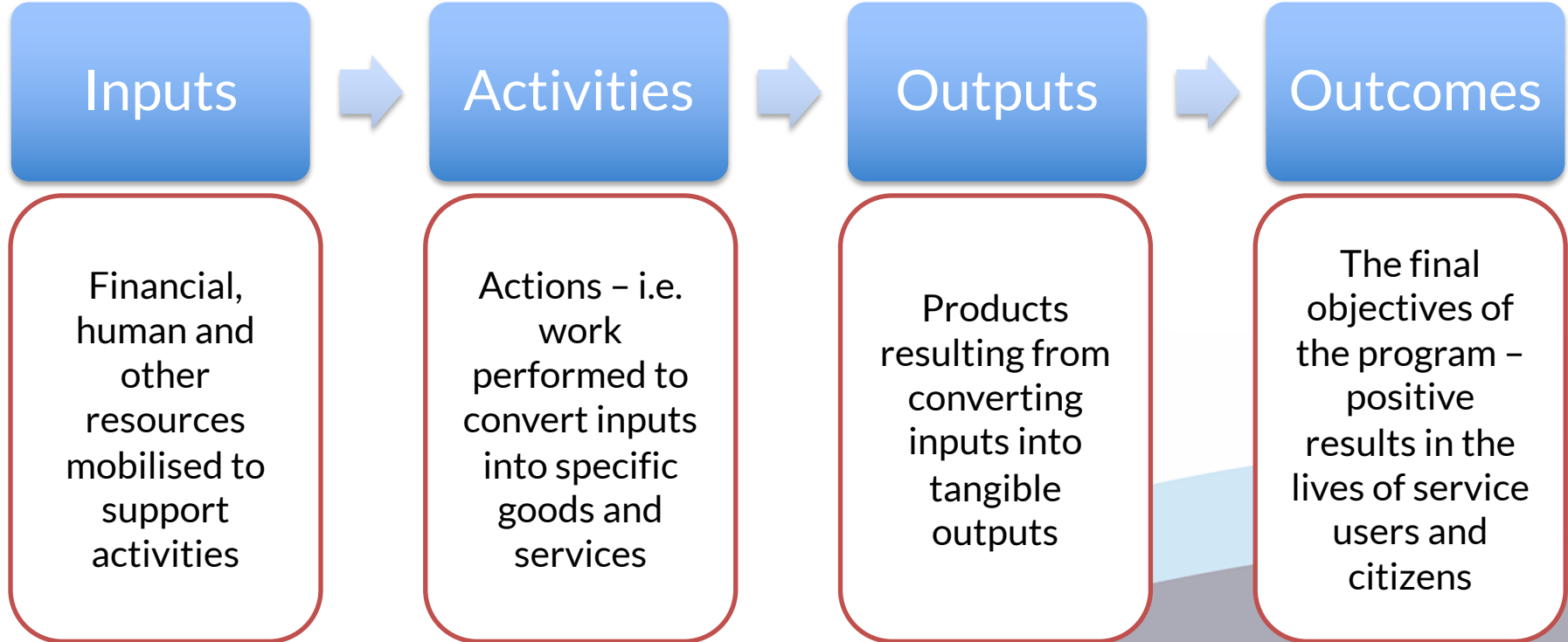
*“The use of social science methods to systematically investigate the effectiveness of social intervention programs.”*

(Rossi et al, 2004)

# Purpose of evaluation

FORMATIVE ... to 'improve'	SUMMATIVE ... to 'prove'
<p>“designed, done, and intended to <b>support the process of improvement</b>, and normally commissioned or done by, and delivered to, someone who can make improvements”</p>	<p>“done for, or by, any observers or decision makers (by contrast with developers) who need <b>evaluative conclusions for any reasons besides development</b>” <i>(Scriven, 1991)</i></p>

# Theory of Change

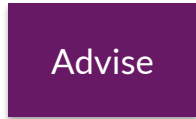


# Types of evaluation

Type	Key question
Monitoring	Is the implementation progressing as planned?
Performance management	Are milestones being achieved?
Process evaluation	How is the policy implemented? Do we observe expected behaviours? Why? Why not?
Outcome evaluation	Has the policy achieved its intended goals?
Impact evaluation	Did the policy produced the intended effects compared to what would have happened anyway?
Cost benefit analysis or Value-for-money	Are the policy benefits worth its costs?
Understanding key mechanisms	Why did it work or not work?



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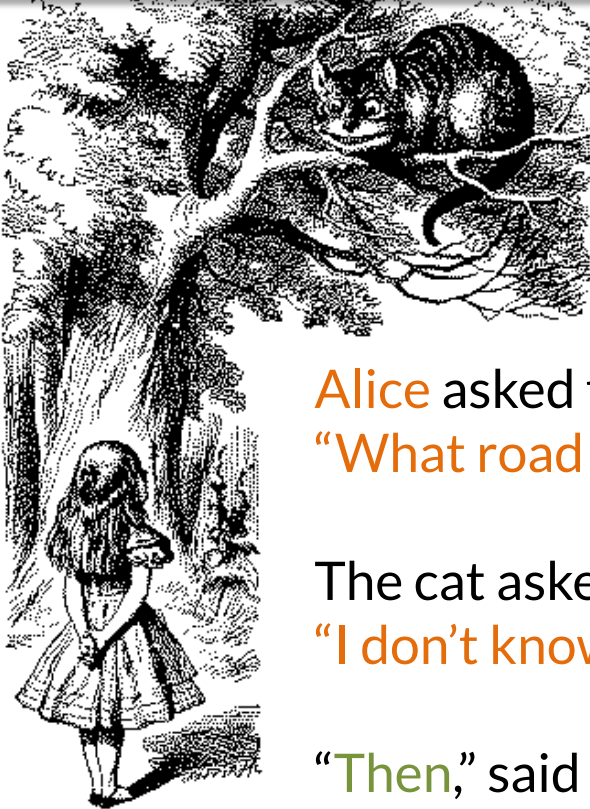


## Live Q&A



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# Formulating the evaluation question(s)



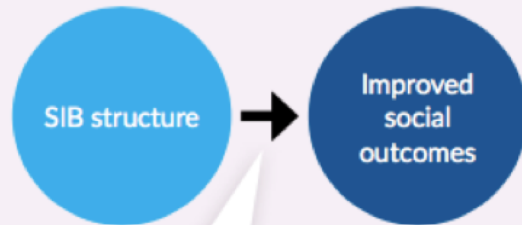
Alice asked the Cheshire Cat, who was sitting in a tree, “What road do I take?”

The cat asked, “Where do you want to go?”  
“I don’t know,” Alice answered.

“Then,” said the cat, “it really doesn’t matter, does it?”

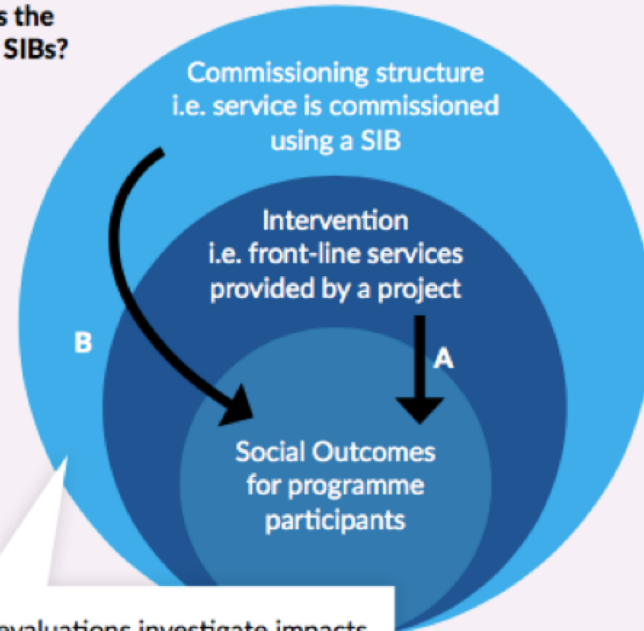
# Double trouble – what are we evaluating?

## A. What is the causal mechanism for SIBs?



Amongst existing SIB evaluations there is ambiguity in the SIB causal mechanism

## B. What is the impact of SIBs?

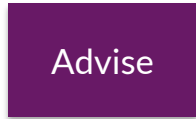


Where evaluations investigate impacts these typically assess the intervention (A) rather than the 'SIB effect' (B)





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# Practical considerations



I called you all here because  
I need you to stop helping people.  
It's really messing up my impact assessment.

# Some key considerations

- Will the evaluation be externally commissioned or conducted in-house?
- Who will be responsible for specification development, tendering, project management and quality assurance?
- When does any primary data collection need to take place?
- When will the evaluation start and end?
- What budget is to be used for the evaluation and is this compatible with the evaluation requirements?
- Has sufficient allowance been built in or are there other sources of funding to support the evaluation?

# Data requirements and availability



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- What data are required?
- What is already being collected / available?
- What additional data need to be collected?
- If the evaluation is assessing impact, at what point in time should the impact be measured?
- Who will be responsible for data collection and what processes need to be set up?
- What data transfer and data security considerations are there

# What to include in an ITT (I)

## ✓ Background

A clear and concise description of activities being evaluated, incl. information on: your organisation; policy, programme, or intervention activities; intended outcomes; timescales; partner organisations; etc.

Data available for evaluation including management information, administrative data, and primary data collection; timing of data collection

## ✓ Aims & objectives

The articulation of your specific evaluations questions. If these questions are unique to specific phases of the project, it is appropriate to state these across phases with differing aims and objectives for each phase.

## ✓ Methodology

Statement of any preferred methodologies (e.g. qualitative, quantitative, mixed methods) or evaluation activities (e.g. reflective learning events, practitioner workshops) or requirements for evaluators engaging with vulnerable populations

# What to include in an ITT (II)

## ✓ Dissemination

Preferred reporting methods for findings (this is usually a written report, but other, more approachable, easier to digest and learn-from formats include: plain English executive summaries, case studies, conference presentations, workshops and seminars, videos, blogs, articles.

## ✓ Deadlines

## ✓ Deliverables

Explicit statement of what is required over the course of the project, incl.: project planning and scoping meetings; project initiation document; attendance and participation at steering group meetings; research tools; evaluation framework; reporting; presentation of results and recommendations

## ✓ Budget

There are pros and cons to including a budget in an ITT. If you provide a budget, evaluators will base their proposal on that figure, meaning you may curtail the opportunity to procure cheaper. However, providing a budget figure to evaluators gives them an idea of the required depth of research.

# Further guidance



HM TREASURY

**The Magenta Book**  
Guidance for evaluation



...and many more

All available for download on the GO Lab Publications Library

[golab.bsg.ox.ac.uk/knowledge/resources/](http://golab.bsg.ox.ac.uk/knowledge/resources/)



# Useful interactive toolkit



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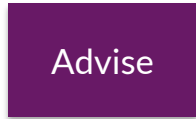
<https://www.betterevaluation.org/en/>

Type of question	Example	Where to find options for answering this type of question
<b>Descriptive</b> What has happened?	Was the policy implemented as planned?  Did school attendance rates increase after the government abolished tuition fees at government schools?	 DESCRIBE
<b>Causal</b> What caused these things to happen?	Did the policy change contribute to increases in school attendance rates?	 UNDERSTAND CAUSES
<b>Evaluative</b>	Taking into account the	





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## Live Q&A



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# Your feedback

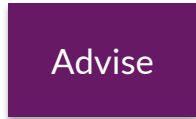


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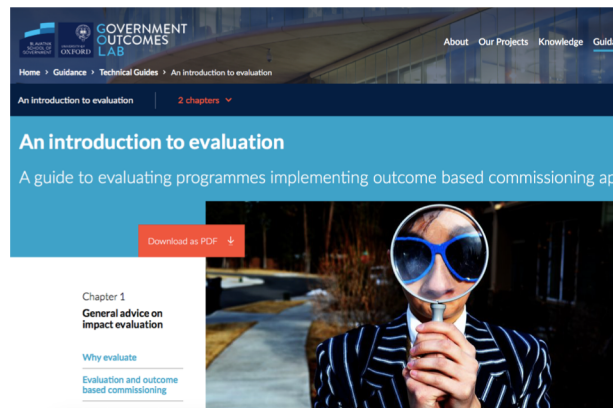


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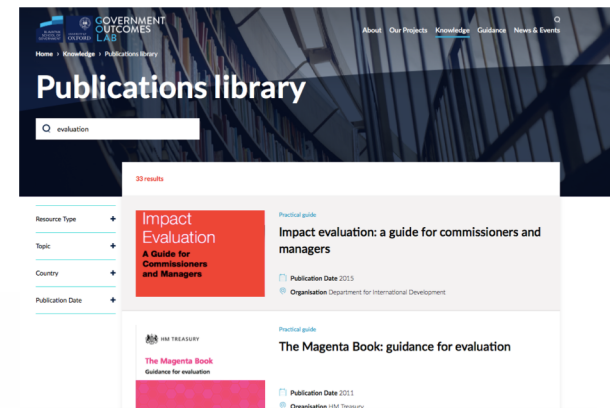
# Some helpful resources



How to guides:  
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