



# *IOOI Workbook*

The 1-0-1 on Impact Measurement.

# Generating an Impact Statement – an Overview

This workbook follows a model called

## IOOI

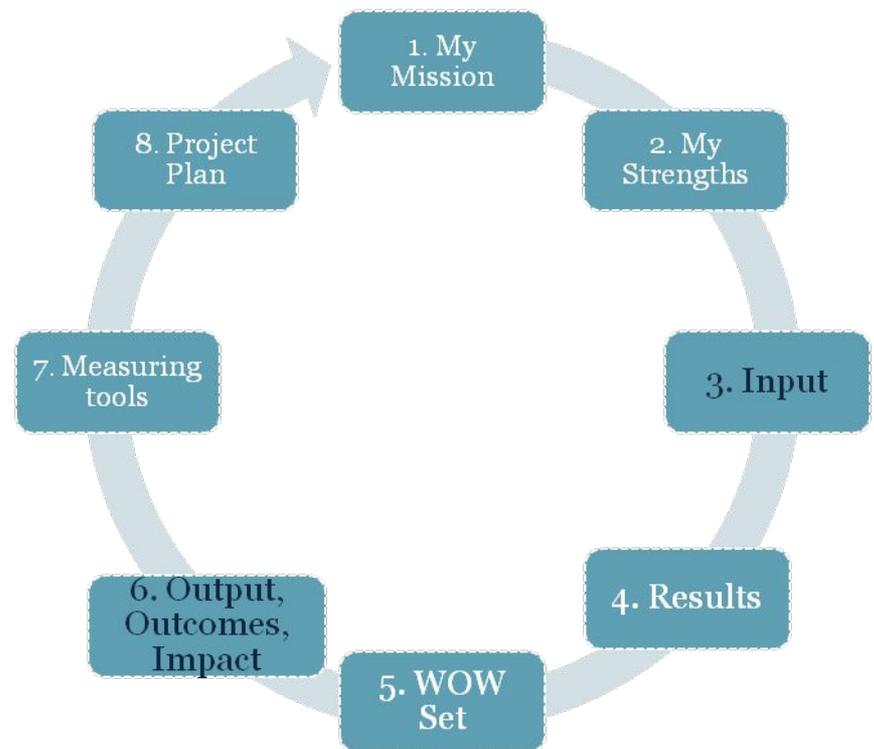
standing for

Input, Output, Outcome and Impact.

- Input - resources invested in your activity
- Output - the direct and tangible products from the activity, i.e., people trained, trees planted, products sold
- Outcomes – the change resulting from the activity, i.e. a new job, increased income, improved stability in life, better environmental protection...
- Impact - Outcomes less an estimate of what would have happened anyway i.e. Outcomes with the project minus outcomes without the project (the “impact delta”)

This workbook is based the workbook by:

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This workbook helps you generate an Impact Statement in a few simple steps.

# 1. Identifying my Mission

*What* does it say again  
in my Mission  
Statement?

My Guru Goal  
...is to:

Objective 1  
...is to:

Objective 2  
...is to:

Objective 3  
...is to:

Look at your project  
description on your  
website, your Statutes or  
your Constitution:

What is my  
*Mission?* How  
does it break down into  
more or less s-m-a-r-t  
objectives? If it does not:  
How **WOULD** these  
objectives look like?



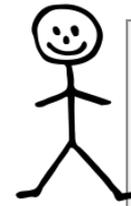
Empty box for My Guru Goal

Empty box for Objective 1

Empty box for Objective 2

Empty box for Objective 3

## 2. Identifying the Input



As a rule of thumb we can say that 1.500h a year equals one person working full time (40h per week).

*What* does my project have as input?

What is the investment each stakeholder makes?

Money?  
Time?

How  
much?

Imagine you are calling your stakeholders and tell them what you would need from them as an input *before and after* the project. Do not overcomplicate. Go to the level of detail which you think is practical.

# 3.a Knowing my Results

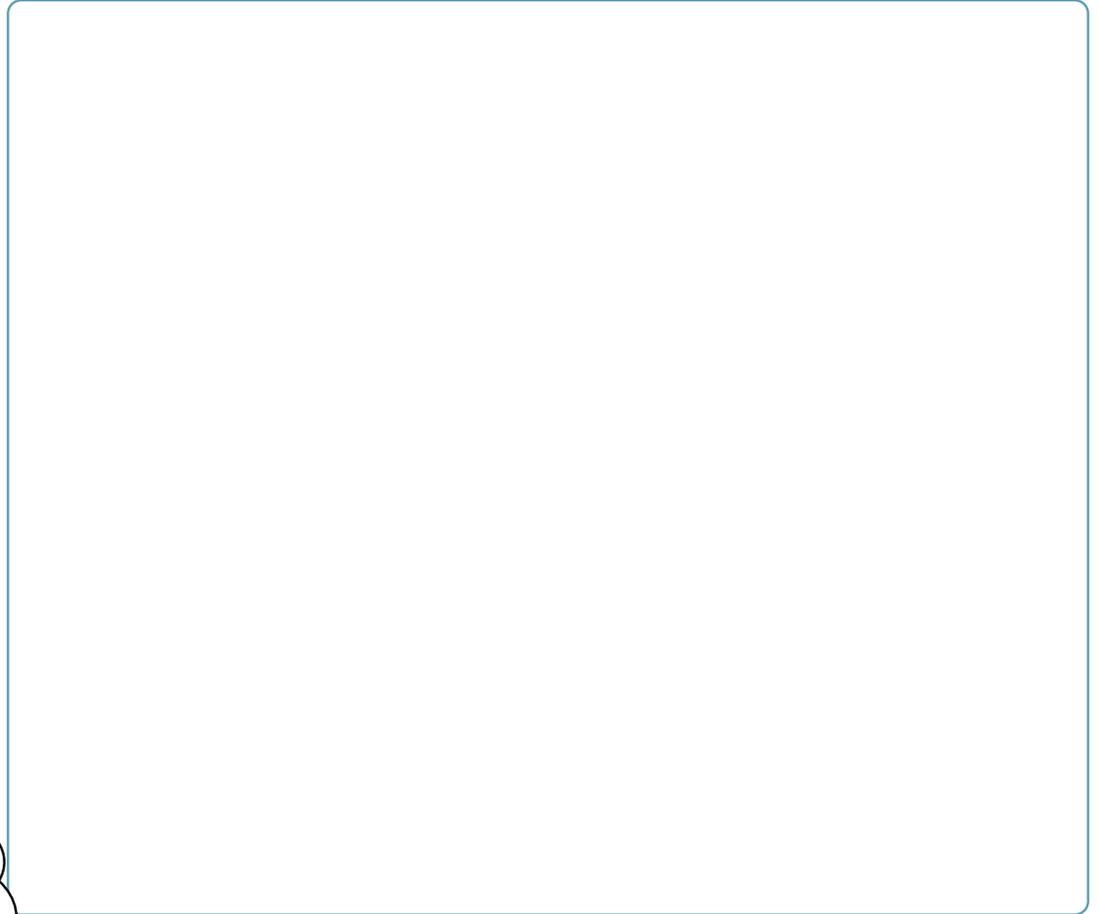
What are all the *results* I dispose of by the end of the project?

What useful thing do you directly “*produce*” with your project in any case? (countable, tangible things)

What do you have by the end of the project – even if the quality of the project is terrible?

What *fluffy-puffy* change do you give rise to? (uncountable, intangible things)

Long term? Hard to measure?  
Controversial?



# 3.b Relating my Results back to my Objectives

How do I implement each individual *objective*?

With the inspiration from the page before, ask yourself:

How do I know that I have *reached* each objective?

## *Attention:*

This time things should be (kind of) measurable, for instance:

- ✓no. of people being reached
- ✓no. of trees being planted
- ✓a certificate of completion being handed out by the end of the event
- ✓level at which a group of people masters a certain skill
- ✓raise in motivation at the workplace etc.

Objective 1      Objective 2      Objective 3  
...is reached when:    ...is reached when:    ...is reached when:

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# 4. Making an Indicator WOW-Set

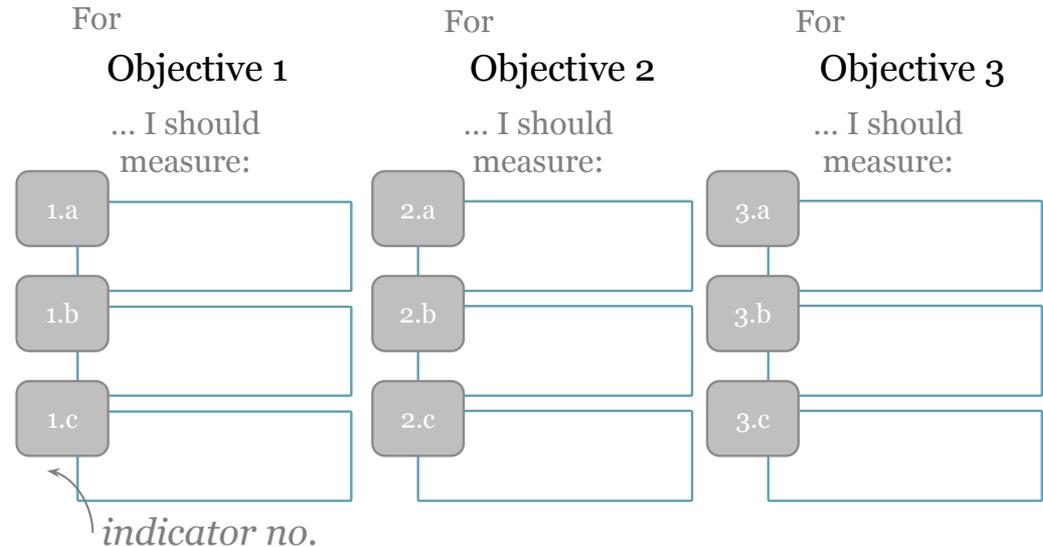
*How* do I fulfil my dream goal?

Flip through the last two pages:

Write down the *1-2 (max. 3)* most important results. Write them down as

*indicators.*

This is your *WOW-Set*.



*Indicators* in a perfect WOW-Set are...

mutually exclusive

No indicator should be "also" another indicator automatically

"no overlaps" between indicators

collectively exhaustive

The set of all indicators, taken together, should fully represent your dream goal

"no gaps" if you add all results together

measurable

You should be able to measure each indicator somehow

# 5.a Defining Outputs, Outcomes and Impact

Complexity and difficulty of the measurement rises

## *The definition...*

... of outputs, outcomes and impact is a little tricky. In general we say:

### **Output:**

Anything tangible you produce as a direct result of the project even if the quality of the project is terrible e.g.

- ✓no. of people being reached
- ✓no. certificates handed out
- ✓no. of trees being planted etc.

### **Outcome:**

Any fluffy-puffy change you give rise to (this only happens if the quality of the project is good) e.g.

- ✓a raise in motivation of employees
- ✓a decrease in unemployment etc.

### **Impact:**

Any outcome of your project minus what would have happened „anyway“

- ✓The raise in motivation of employees after the project in comparison to the average motivation of an average employee in general

The project manager does it on his/her own.

The project manager needs to consult others.

Measurement taken 1x. We look at the no. of things or a certain amount or percentage.

Do it yourself.  
(output)

One-night stand.  
(outcome)

Measurement taken 2x. We look at the delta before and after.

Long-term relationship  
(impact)



An easier way: Just look at your indicators as if you were to enter a *love affair* with them...

# 5.b Identifying Outputs, Outcomes and Impact

Making a WOW-Set

Do I fulfil my act promise?

	For Objective 1 ... I should measure:	For Objective 2 ... I should measure:	For Objective 3 ... I should measure:
1a	XXX	XXX	XXX
1b	XXX	XXX	XXX
1c	XXX	XXX	XXX

On the last two pages: ... the 1-2 (max. 3) ... WOW Set

ally exclu...  
... should be "also...  
... steps" between res...

Now go back to your **WOW Set**



Making a WOW-Set

Do I fulfil my act promise?

	For Objective 1 ... I should measure:	For Objective 2 ... I should measure:	For Objective 3 ... I should measure:
1a	XXX	XXX	XXX
1b	XXX	XXX	XXX
1c	XXX	XXX	XXX

On the last two pages: ... the 1-2 (max. 3) ... WOW Set

ally exclu...  
... should be "also...  
... steps" between res...

Colour all "Outputs" yellow, all "Outcomes" orange and all "Impacts" blue



	Measuring tool	Impact
... delivered	Count	
... delivered	Count	
... on-time delivery of	Count	
... the extent to which	Survey amongst pax	
... participants found th	Survey amongst pax	
... Outcome	Survey amongst pax	
... Outcome	Survey amongst pax	
... position	Survey amongst pax	
... position	Survey amongst pax	

Then open the very cool **excel** sheet or turn the **page**

# 6. Defining my Measuring Tools



Indicator no.	What is my CONCRETE measuring question or the action I will take to measure my indicator? When will I measure this?		What is my measuring tool?	What is my measuring scale?	What is my target?
1.a	Question? Action?	When?			
1.b					
1.c					
Some advice	<p>Do I measure it before the project? Right afterwards? 6 months after? Etc. In order to measure your impact delta in a way that it is credible: Do you absolutely HAVE TO measure everything before AND after? Or is it enough, if you just ask AFTER the project „How well did you master xy BEFORE? ( 1 not well → 10 great)“ and „How well do you master xy NOW? (1 not good → 10 great)“? Or is it enough to only ask „How much BETTER do you master xy now? (1 no change → 10 much better)“.</p> <p>→ Remember: Outputs and Outcomes are measured 1x. Impacts are measured at least 2x!</p>		<p>Will you count sth.? Will you use a survey? Official statistics? Will you count something? Try to use the same tool as many times as possible! This saves you time when you have to do the measuring. If you use statistical data make sure you know how it is collected and what it includes.</p>	<p>Range 1-10/ agree-disagree/ great-terrible/ yes-no/ etc.? If you want to say something like “I have doubled the satisfaction of employees at work“ do not use a scale like from “not motivated“ to “super-motivated“, but “1-not motivated“ to “4-super - motivated“.</p>	<p>What will you want to have reached. Example: “I want to have reached 7 out of 10; 60% agree; 80% great/ all yes/ etc!“ Be brave, but be realistic!</p>

Now do the same for objective no. 2 and 3.

# 7. Making a Project Plan (Gantt Chart)

*When  
will you  
do what?*

(1) *Cluster* everything that belongs together into one measuring tool (all activities before the project starts, right after the project is done, 6 months later etc.)

(2) Fill in the *Gantt Chart* below and make a time plan.

(3) Kick out everything that is too much work and *not really* necessary.

What you will do...

1

2

3

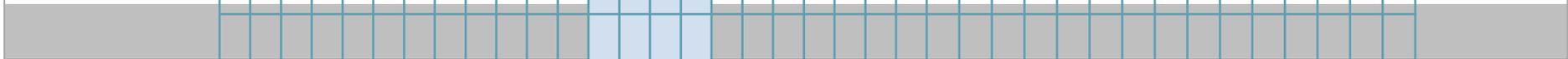
4

5

*Put your  
measuring  
tools here*

← before the project      The project      after the project →

When you will do it...



# 8. Evaluating the End Result



The Objective

The Indicator	The Target	The Result	Target reached? (please tick)			
1.a			yes	kind of	no	...
1.b			yes	kind of	no	...
1.c			yes	kind of	no	...

Explanations

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Now do the same for objective no. 2 and 3.

# My final Impact Statement

Take the following pages:

1

My Mission

1. Identifying my Mission

What does it say again? The Mission Statement!

Look at your project description on page 100. Write your Mission Statement in the box below.

What are the Objectives? Write them in the boxes below.

What is the Budget? Write it in the box below.

My Budget	Objective 1	Objective 2	Objective 3

2

The Input

3. Identifying the Input

What does my project have as input?

What is the investment worth? Write it in the box below.

Money? Time? How much?

4

The WOW-Set

5.3 Defining my Outcomes (Outcome Set)

How do you plan to measure your progress?

Outcomes to get the results you want.

7

My Impact Measurement Plan

8.6 Making a Project Plan

8.5 Making a Project Plan

8.4 Making a Project Plan

8.3 Making a Project Plan

8.2 Making a Project Plan

8.1 Making a Project Plan (Gantt Chart)

8

My End Result

8.7 Evaluating

8.8 Evaluating the End Result

8.9 Evaluating the End Result

Congratulations, *this* is your Impact Statement.