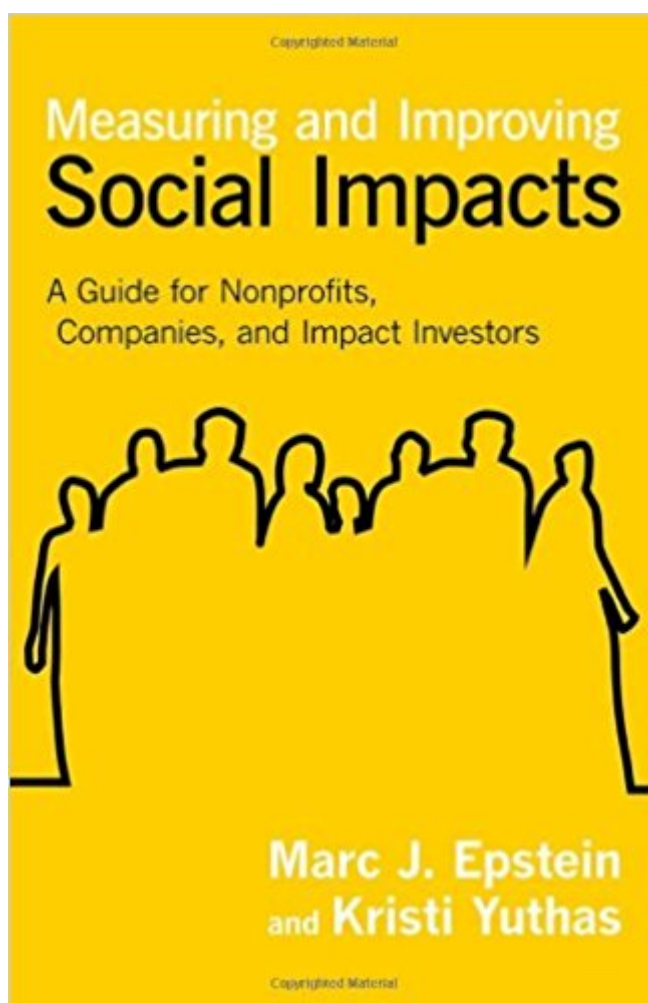


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# Measuring And Improving Social Impacts: A Guide For Nonprofits, Companies, And Impact Investors



## Synopsis

The world is beset with enormous problems. And as a nonprofit, NGO, foundation, impact investor, or socially responsible company, your organization is on a mission to solve them. But what exactly should you do? And how will you know whether it's working? Too many people assume that good intentions will result in meaningful actions and leave it at that. But thanks to Marc Epstein and Kristi Yuthas, social impact can now be evaluated with the same kind of precision achieved for any other organizational function. Based on years of research and analysis of field studies from around the globe, Epstein and Yuthas offer a five-step process that will help you gain clarity about the impacts that matter most to you and will provide you with methods to measure and improve them. They outline a systematic approach to deciding what resources you should invest, what problem you should address, and which activities and organizations you should support. Once you've made those decisions, you can use their tools, frameworks, and metrics to define exactly what success looks like, even for goals like reducing global warming or poverty that are extremely difficult to measure. Then they show you how to use that data to further develop and increase your social impact. Epstein and Yuthas personally interviewed leaders at over sixty different organizations for this book and include examples from nearly a hundred more. This is unquestionably the most complete, practical, and thoroughly researched guide to taking a rigorous, data-driven approach to expanding the good you do in the world.

## Book Information

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## Customer Reviews

“Epstein and Yuthas make sense out of the often confusing world of metrics and performance measurement, offering investors, social entrepreneurs, and donors new perspectives on how to approach the challenge of measurement and how to convert that challenge into an opportunity! They review a variety of approaches to metrics and give readers the skills needed to go from metrics as measurement to metrics as a tool for creating deeper, more sustained value. A must-have for all leaders serious about maximizing the impact of their organization and capital.”

—Jed Emerson, Chief Impact Strategist, ImpactAssets

“This book is a great resource for anyone working to tackle today’s complex, global social challenges. Epstein and Yuthas help us ask the right questions, create meaningful measures, and adapt nimbly to test our biggest, boldest ideas and determine if they will deliver the right kind of impact.”

—Steven J. McCormick, President and Trustee, Gordon and Betty Moore Foundation

“Too often, donors and investors think of social impact measurement as separate from the core work of doing good. Epstein and Yuthas have developed a clear and practical guide to impact measurement not just how to do it but how to think about it and integrate it into every aspect of your work. Essential reading for anyone looking to move from good intentions to high impact.”

—Katherina M. Rosqueta, Founding Executive Director, Center for High Impact Philanthropy, University of Pennsylvania

“By posing the right questions and providing useful frameworks, Epstein and Yuthas take us on an absorbing voyage of the challenges and solutions available in the field of social impact measurement. The book is a valuable resource for investors keen to generate social impact in a thoughtful, rigorous, and transparent manner.”

—Nalini Tarakeshwar, Executive Director, Evidence, Measurement and Evaluation, The Children’s Investment Fund Foundation, UK

“Whether your annual philanthropic contribution is \$5,000 or \$5,000,000, this book is a must-read to move people out of poverty faster! Epstein and Yuthas provide a unique balance of introspection and global insights to ensure that impact, scale, and sustainability are achieved.”

—Deval Sanghavi, cofounder and Partner, Dasra Strategic Philanthropy Foundation, India

“Epstein and Yuthas provide a lucid and compelling framework a logic model for investors, civil society actors, corporate leaders, and policy makers to use resources more effectively and yield better social results.”

—Rohini Nilekani, Chairperson, Arghyam

“This book is an excellent reference point for social impact investing. Epstein and Yuthas have meticulously researched an impressive cross section of companies, nonprofits, foundations, and individuals to build credible metrics and analytical tools, and they offer useful insights to maximize impact.”

—Zarina Screwvala, Founder-Trustee, Swades

Foundation” – “Epstein and Yuthas offer a clear and highly accessible approach to measuring and creating social impact. Drawing on a diverse array of examples from around the world, they demonstrate that there are no quick fixes and that systematic measurement is essential.” – Alnoor Ebrahim, Associate Professor, Harvard Business School, and author of the award-winning *NGOs and Organizational Change* – “Measuring social impact is a topic at the top of so many agendas yet with so little real insight about how to make it real, actionable, and meaningful. *Measuring and Improving Social Impacts* is a practical guide for maximizing and amplifying impact. A must-read for those grappling with how to define and evaluate success.” – Paul Bernstein, CEO, The Pershing Square Foundation – “Although this looks like a thorough guidebook for people starting in the field of social change, it is likely to trigger considerable thinking among those who have been involved in philanthropy and the practice of social change for a long time. The desire to bring about social change is quite simple, but doing something about it can be quite complicated – this book helps you to simplify things to achieve your goals.” – Madhav Chavan, PhD, CEO, Pratham Education Foundation – “*Measuring and Improving Social Impacts* offers a useful and timely review of the many measurement approaches available to nonprofits, foundations, and impact investors. Epstein and Yuthas provide practical step-by-step guidance along with real-life stories that show how measurement is applied in action and leads to better results.” – Fay Twersky, Director, Effective Philanthropy Group, The William and Flora Hewlett Foundation – “A fascinating read . . . very valuable to corporate foundations like mine that are grappling with effectiveness at the foundation level and also understanding and measuring the added value for the corporation and its employees.” – Vidya Shah, CEO, EdelGive Foundation, Edelweiss Group, India

Marc J. Epstein is Distinguished Research Professor of Management at Jones Graduate School of Business at Rice University. He has been a professor at Stanford Business School, Harvard Business School, and INSEAD. He is the author of twenty books and numerous academic and managerial articles. Kristi Yuthas is Swigert Endowed Chair at Portland State University’s School of Business Administration and has worked with companies and nonprofits around the world. She has authored over a hundred presentations and publications in sustainability, ethics, and the use of business tools to address social issues.

Good demonstration on how to apply Theory of Change

Super helpful book for impact professionals or newbies to the field alike. I'm an impact evaluator for a nonprofit and this book changed my outlook on impact entirely - bringing me from what they call the outcome (or "product" of your services) and beyond to your impact (what that product does for your beneficiaries). I think the authors are so right in that we often stop at the outcome - how many jobs were created, how many meals were served - rather than looking at what the ultimate impact is. The book expands on this in a meaningful way that helps you add depth to your impact reporting. PROs- Covers everything I could think of- Compelling read, although it's heady stuff you'll want to read it and it's a fast read... I'm 2/3 of the way through in just two days.- It's 212 pages with a really long bibliography that can be helpful for additional reading.- It's good for all levels of familiarity with the subject- The book describes an ongoing impact cycle that you can refer to constantly to make sure you're maximizing your impact system - and your impact results CONs- The writing is very heady so some concepts had me rereading sentences, but it was still a quick read Altogether I highly recommend it. The best book on impact I've read thusfar and one I'll definitely keep on my desk to refer to again and again.

Well meaning smart people and organizations are investing tremendous amounts of money and energy to create social good and impact around the world. At the end of the day, they need more than warm fuzzy feelings that their investment had the intended impacts. They deserve more and they are beginning to demand it. If you want to know that you're effectively and efficiently creating social impact with your time, effort and money, do yourself a favor -- read *Measuring and Improving Social Impacts* by Epstein and Yuthas. *Social Impacts* shows you how to pave the way for success by gaining clarity on what you're committing to invest, clearly articulating the problem you're focused on, knowing just the steps you'll take to achieve and measure your outcomes and impact. And finally, it shows you how to improve the impact that you're making over time. This book is filled with tons of examples, it's clear and approachable and it provides helpful action steps at the end of each chapter to guide you. If you believe you deserve more than a warm fuzzy feeling for all that you're investing to make social impact, read this book. It's well worth the investment!

Started off and finished well enough, but in between there was so much heavy data writing I had to skim a lot of it. Not that it won't help you gather and report data on your project. It will. But it

reminded me of all the RFP talk that gives me fits.

Excellent guidance on the subject. Clear descriptions easy to understand

Excellent

Many of the best business books were written to share the results of research conducted to answer an especially important question. That is certainly true of this one. Marc Epstein and Kristi Yuthas interviewed more than one hundred leaders, soliciting their responses to not one but several separate but interrelated questions. In essence, they asked: "How to measure and then improve social impacts?" They invoke the "journey" metaphor because some of those who read this book have already embarked on efforts to make a positive difference by supporting the causes they care most about; others are still in the planning process; and still others are struggling to decide whether or not to become significantly involved in social initiatives. A set of five interview questions provides the framework of the book Epstein and Yuthas wrote in order to share what they learned: 1. What will you invest? 2. What problem will you address? 3. What steps will you take? 4. How will you measure success? 5. How can you increase impact? These five questions are structural Parts within which the material is organized and presented. They also comprise what Epstein and Yuthas identify as "The Social Impact Creation Cycle." The aforementioned questions are answered in sequence. Keep in mind that the Cycle is an on-going process, literally a work in progress, and will probably require continuous modification. Monitoring the cycle will indicate when and why to commit less of some resources, for example, and more of others. It is important to keep in mind that external as well as internal developments may require some of those modifications. Think of Epstein and Yuthas in terms of various roles they play: First, they are the co-authors of this book, best viewed as an operations manual. Also, they will be consultants as answers to the first three questions are determined or (if the journey is underway) for evaluating -- and perhaps revising -- the answers that have guided and informed efforts until now. Moreover, because no two organizational "journeys" are ever the same nor is an organization the same as when it first embarked, Epstein and Yuthas will be guides and advisors during five key processes: formulation of plan, implementation of it, measurement of progress to date, evaluation, and amplification. Measurement reveals (at best) partial success, progress, evaluation reveals what works, what doesn't, and why so that the given organization can intensify effort and increase investment in one area (or areas) and reduce or eliminate elsewhere. I congratulate Marc Epstein and Kristi Yuthas on producing a book that may

well prove to be for some readers, especially for leaders in nonprofits, the most valuable they will read this year and perhaps in years to come.

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