social impact
management and measurement

Measuring Program Performance Is Important to CEOs of Nonprofit Organizations

Nonprofit organizations understand the importance of measuring and communicating the performance of their programs.
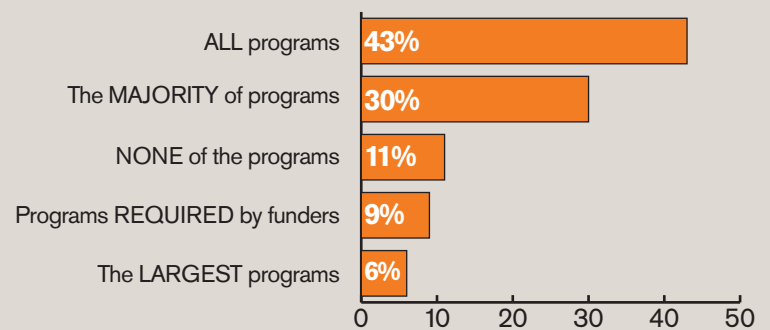
93%
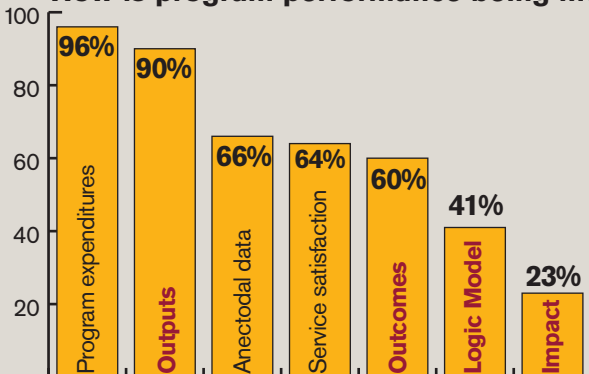of CEOs agree that program performance measurements are an important source for decision making.

83%
of CEOs agree that measuring program performance is an important promotional tool.

Which programs' performances are most commonly measured?

Program	Percentage
ALL programs	43%
The MAJORITY of programs	30%
NONE of the programs	11%
Programs REQUIRED by funders	9%
The LARGEST programs	6%

(x-axis: 0, 10, 20, 30, 40, 50)

Most Nonprofits Track Expenses or Outputs, But Fewer Measure Impact

How is program performance being measured?

Measure	Percentage
Program expenditures	96%
Outputs	90%
Anecdotal data	66%
Service satisfaction	64%
Outcomes	60%
Logic Model	41%
Impact	23%

(y-axis: 20, 40, 60, 80, 100)

Output Tracking: recording the number of individuals receiving the program services.

Outcome Measurement: verifying if the program goals are being met.

Logic Model: using a road map created before the start of a program in order to plan for resources, activities, outputs and outcomes expected.

Impact Measurement: gathering control and comparison data over time to evaluate the impact of using the program services as compared to not using them.
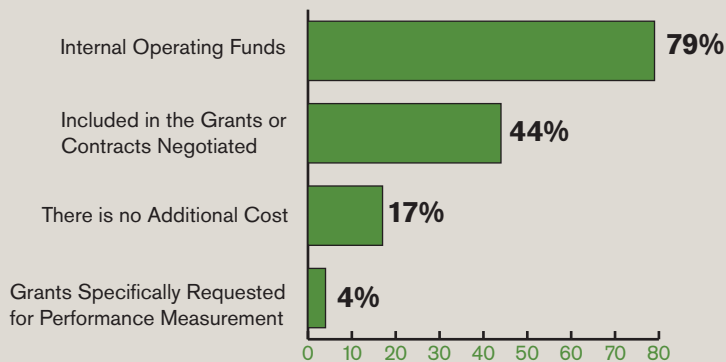
Spreadsheets Are the Most Frequently Used Tools for Performance Measurement

What tools are used to measure program performance?

51%
Spreadsheets to track expenses and outputs

33%
E-mail surveys

31%
In-depth face-to-face interviews

23%
Phone interviews

21%
Computer tools to record time-series data

14%
Focus groups

Funding Social Impact Measurement Is an Ongoing Challenge

How is program performance funded?

Funding Source	Percentage
Internal Operating Funds	79%
Included in the Grants or Contracts Negotiated	44%
There is no Additional Cost	17%
Grants Specifically Requested for Performance Measurement	4%

(Axis: 0 10 20 30 40 50 60 70 80)

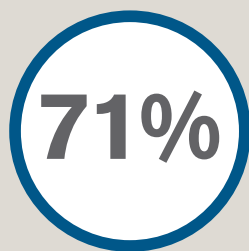**86%** of nonprofit organizations wish they had more funding to execute impact measurement

81% of nonprofits say they need information on grant funding for impact measurement

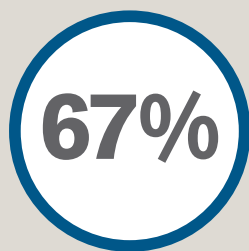# Nonprofits Have a High Interest In Building Their Capacity for Measuring Social Impact

What resources are nonprofits most likely to use?

Training — 71%
Would participate in training on different performance management methodologies and tools.

Communities of Practice — 67%
Would be interested in a community of practice where they could learn from each other how to improve social impact.
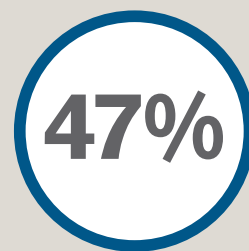
Best Practices — 79%
Would utilize knowledge about best practices from other organizations with similar programs.

Grant Writing — 63%
Would participate in training on how to write grants requesting funding for performance measurement purposes.

Program Evaluators — 47%
Would utilize a list of external nonprofit program evaluators.

The Research and Knowledge Resources unit at the ASU Lodestar Center is examining the capacity and needs of nonprofits with regard to impact measurement, defined as the process used by nonprofit organizations to measure and/or evaluate the effectiveness of their programs in delivering their social mission. With the increased emphasis on measurement of social impact, nonprofits are looking to us for training, assistance, and research on this important nonprofit capacity.

Information on this report derives from a survey of CEOs of Nonprofit Organizations in Arizona. A total of 79 CEOs responded to the survey. We asked participants to comment about program performance measurement and evaluation practices in their organizations.

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Knowledge Resources at ASU Lodestar Center for Philanthropy and Nonprofit Innovation

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