Becoming Impacts-Led

EuroPCom 2019: Checking the numbers: evaluation of communication campaigns

07 November 2019

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Co-Founder & Director, AKAS
The Problem: Most non-profit institutions struggle to track impact. They track outputs & outcomes. Some wrongly label impacts.

Source: Forum One survey of 92 employers across research institutions, advocacy organisations, associations, foundations, academic institutions and federal government (2016)
A possible approach: An impacts framework developed through working with media, NGOs, foundations & global institutions

Source: AKAS (2019)
The framework tries to capture all campaign & project successes

One way of thinking about this is that we are creating buckets which capture your campaign or project successes

Source: AKAS (2019)
It’s like a menu. You can choose to collect data and stories on some (or all) of the sub categories of 7 framework buckets

1. Strategic Inputs & Processes
   - Strategic
   - People
   - Tech & Infrastructure
   - Operational

2. Outputs/Content
   - Volume of content
   - Type of content
   - Face to Face Interactions

3. Outcomes
   - Reach
   - Engagement

4. Public-Based Impacts
   - Changes in Awareness, Attitudes or Actions amongst the public
   - Collective Action
   - Individual case studies/ stories

5. Influencer-Based impacts
   - Changes in Awareness, Attitudes or Actions amongst influencers
   - Amplification
   - Recognition & Awards
   - Individual case studies/ stories

6. Decision Maker-Based Impacts
   - Individual Decision-Maker based impacts
   - Deliberative-based impacts
   - Substantive-based impacts
   - Individual case studies/ stories (Qualitative)

7. Ultimate Impacts
   - Mission (Why you exist)
   - Vision (Where you want to be in 3-5 years’ time)
   - Campaign objectives

Source: AKAS (2019)
What we’ve learned
You need to be clear and systematic about the audiences that you are trying to engage: publics, influencers or decision makers

<table>
<thead>
<tr>
<th>Wider Audiences</th>
<th>Influencers</th>
<th>Decision Makers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Readers/Viewers</td>
<td>Traditional Elite Media</td>
<td>President (Office of)</td>
</tr>
<tr>
<td>General Public</td>
<td>Mid-market/ Tabloid Media</td>
<td>Prime Minister (Office Of)</td>
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<tr>
<td>Informed Public</td>
<td>Online/Social-based Media</td>
<td>Finance Minister</td>
</tr>
<tr>
<td>Concerned Public</td>
<td>International Institutions (IGOs, MLOs, IFIs, etc)</td>
<td>Cabinet Ministers</td>
</tr>
<tr>
<td>Engaged Public</td>
<td>Regional Institutions</td>
<td>Ministers</td>
</tr>
<tr>
<td>Disgruntled Public</td>
<td>Foundations</td>
<td>Chairs of Parliamentary Committees</td>
</tr>
<tr>
<td>Citizens</td>
<td>NGOs</td>
<td>Members of Parliament</td>
</tr>
<tr>
<td>Cut by Gender</td>
<td>Women's Rights Groups</td>
<td>Senior Civil Servants</td>
</tr>
<tr>
<td>Cut by Age</td>
<td>Youth Groups</td>
<td>Local/ Regional/ State Elected Representatives</td>
</tr>
<tr>
<td>Cut by Geography</td>
<td>Consumer Associations</td>
<td>Local/ Regional/ State Senior Officials</td>
</tr>
<tr>
<td>Cut by Social Class</td>
<td>Faith-based Groups</td>
<td>Government Agencies</td>
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<tr>
<td>Cut by Income</td>
<td>Think Tanks</td>
<td>Central Banks</td>
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<td>Academics</td>
<td>Judicial Organisations</td>
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<td>Trade/Labour Unions</td>
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<td></td>
<td>Business Associations</td>
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<td></td>
<td>High Net Worth Individuals</td>
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<td></td>
<td>High Profile Individuals</td>
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<tr>
<td></td>
<td>Celebrities</td>
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</tbody>
</table>

Source: AKAS (2019)
You should also use the full set of tools to track impacts

Source: AKAS (2019)
You should also use the full set of tools to track impacts

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You should also use the full set of tools to track impacts. Most institutions are focusing only on analytics.

Source: AKAS (2019)
You should track the impact of all of your outputs: including publications, articles, posts press releases, speeches and videos

Most *likely* outputs to track’ to assess impact (depending on the client type)

<table>
<thead>
<tr>
<th>Key outputs to track</th>
<th>Media</th>
<th>Institutions</th>
<th>Campaigners, NGOs</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Articles</td>
<td>⬤</td>
<td>⬤</td>
<td>⬤</td>
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<tr>
<td>Press Releases</td>
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<tr>
<td>Social Media Post</td>
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<tr>
<td>Video/ Audio</td>
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<tr>
<td>Speeches</td>
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<td>Interviews</td>
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<td>Publications/Reports</td>
<td>⬤</td>
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<tr>
<td>Key meetings/ conferences</td>
<td>⬤</td>
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<td>⬤</td>
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<tr>
<td>Visits/missions</td>
<td>⬤</td>
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*Source: AKAS (2019)*
Your outputs are critical. Our twitter analysis of 116 MLOs found a relationship between twitter posts and twitter followership

Twitter followers compares to monthly tweets (116 MLOs, July 2019)

Source: AKAS MLO Database (2019)
But having an impacts framework is not enough – you need to embrace other factors to become an impacts-led organisation.

Key Dimensions of an Impacts-led organisation

1. **Clear Mission**
2. **Powerful Organizational Narrative**
3. **Senior-Level Backing For Impact**
4. **Comprehensive Impacts Framework**
5. **Engage Directly With Audiences**
6. **Clarify How Your Are Targeting**
7. **Compelling & Accessible Content**
8. **Innovative Data Capture**
9. **Regular Performance Reporting**
10. **Disciplined Approach To Campaigns**

Source: AKAS (2019)
Summary: Becoming Impacts-Led
A 10 step guide/checklist for developing your impacts approach

1. **Mission/Vision:** Establish why you exist and what you are trying to achieve
2. **Decision Makers:** Understand the changes that are needed amongst decisions makers
3. **Influencers:** Work out which influencers are most likely to be important
4. **Public:** Clarify your desired public impact in terms of awareness, attitude or action change
5. **Short term media outcomes:** Ask what kind of reach and engagement you will need amongst your audiences in the short term

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5. **Short term media outcomes:** Ask what kind of reach and engagement you will need amongst your audiences in the short term
6. **Output:** Establish the volume and type of outputs (content, face to face engagements) that you will need to produce
7. **Resources:** Raise money/resources to deliver your mission/vision
8. **Collect:** Collect evidence of your success using the impacts framework and the full range of tools once you get going
9. **Review:** Formally review your campaign or project at key intervals
10. **Adjust:** Adjust your impacts strategy using the findings from your impacts measurement

*Source: AKAS (2019)*
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