

Background information

The Coalition for Efficiency (CfE) was founded in 2010 as an agile and highly collaborative charity committed to helping other social sector charities focus on delivering and improving their mission, objectives and performance.

Their mission is to help charities and social enterprises to run themselves more efficiently and effectively, without sacrificing quality. Our flagship programme is Measuring the Good which is a practical and structured coaching approach to help charities embed a culture of impact management to improve performance, learning and effectiveness in serving their communities.

The offer under Enhance

CfE provides two strands of impact support:

- 1) Impact Chats
- 2) Measuring the Good

Impact Chats

Impact Chats are a light-touch intervention designed to help small charity leaders reflect on their current approach to impact and make a start, however small, on improving it. An Impact Chat is 60-minute, 1-2-1 video call with a friendly impact expert, followed by a detailed and tailored email with advice and useful resources. Charities might feel confident enough to make changes without further support or can choose to request more in-depth support through Measuring the Good.

Measuring the Good

The Measuring the Good programme and its approach are founded on the principle of 'back to basics': no prior knowledge of impact measurement, data analysis or reporting is assumed. The language is kept simple and as jargon-free as possible. The Measuring the Good handbook explains the principles of good impact measurement and provides useful resources and glossaries of common terminology. The CfE team and trained volunteer coaches offer non-judgmental and practical approaches that are proportionate to your charity's size, resources and impact needs.

Throughout the programme you will be supported – predominantly face-to-face – by a team of skilled volunteer coaches and programme staff to help you develop an impact measurement strategy that reflects your mission, values and future ambitions. This strategy will include a theory of change and an impact measurement framework with clearly defined metrics and corresponding data collection methods.

At the heart of CfE's approach is the understanding that your charity takes the lead in defining your impact strategy, coached and guided by CfE. They do not position themselves as a traditional consultancy and instead place importance on embedding ownership within your team. They achieve this by establishing

meaningful relationships – their central operating principle– between CfE staff, their volunteer coaches and the charities.

Project outputs for your charity could include (depending on your specific situation):

- A bespoke theory of change
- A bespoke measurement framework
- Impact Strategy / Plan
- Data collection tools
- A project case study

The Measuring the Good programme is structured in six steps:

Step 1: Introductions

Step 2*: Purpose and impact (including the review or development of a theory of change)

Step 3: Data review

Step 4: Development and agreement of a measurement plan

Step 5: Implementation phase

Step 6: Review and close

*There is an option to request an additional “Introduction to Impact” training session (held virtually) for all your team if deemed helpful and/or appropriate.

On average, charities and their volunteers complete Steps 1-4 over the course of 2-3 months. The implementation phase is bespoke to each charity and can last from a couple of months to a year. In total, then, and including Step 6, a match between a charity and a volunteer should be complete within about 14-15 months.

The CfE team is based in London and there are currently over 60 active volunteers on the Measuring the Good programme living across the UK. Since the team aims to find the most suitable volunteer to support a charity based on skills, experience and expertise, it is possible that your volunteer will not be local to you. However, for the time being, all support is being delivered remotely usually via Zoom or Microsoft Teams.

How do I know if this provider is right for my charity?

As Coalition for Efficiency’s approach focuses on being bespoke to your charity, their offer is suitable for charities that are just starting out with their impact measurement and don’t have much (or anything) in place. It is also good for those that already have a Theory of Change, tools or frameworks in place, but would like support with taking their impact measurement to the next level.

Some charities CfE work with may have taken the first steps and have a draft Theory of Change or at least have an idea of what it is. However, they struggle to translate this into a measurement framework with the appropriate tools that will help them gather the data that they require.

Input needed from you

The **Impact Chat** simply requires an hour of your time and willingness to follow up on the advice and support provided.

The **Measuring the Good** approach requires that your Chief Executive (or equivalent) is involved in defining the scope for the support request. While they don't necessarily have to be the person leading on the process within the charity (this can be another staff member with the required responsibility for the project), they need to input at an early stage so that the Coalition for Efficiency team and the volunteer understand the direction your charity is taking.

CfE highly encourages the leadership team to regularly check in with the volunteer and the charity lead person to stay up to date, update them on strategy should there be any changes and also to benefit from the view and skills of the volunteer who is going to be a senior manager or leader in their own charity/company.

During Steps 1-4 the charity lead person will be expected to spend, on average, 10 hours in meetings or phone calls with the volunteer and an additional 10 hours preparing for meetings or completing 'homework'. The volunteer, on average, spends a similar amount of time. The charity lead and volunteer are encouraged to involve other staff members (especially those who will be assisting with data collection) in the process for their input and buy-in.

CfE also requests that one of your charity's trustees attends some meetings to feed into discussions, support the Chief Executive and charity lead and report back to the rest of the board.