



PICTURE IMPACT

BE RESPONSIVE: OUR LEARN AND EVOLVE METHODOLOGY

A TOOL FOR PROGRAMMATIC LEARNING

Picture Impact™ diaries yield real-time feedback directly from the program participants. The diary system is a comprehensive suite of tools that together equips organizations with the information they need to monitor program progress, highlight effective program components, identify growth areas, and take action to increase impact.

Participant Voice

The data in the diaries comes directly from the program participants. Organizations are not reliant on intermediary levels of management to interpret program effectiveness in the field. Instead, actual findings are recorded directly by the participants themselves.

Building Evaluation Capacity

Organizations have varying degrees of capacity for evaluation, the ability to produce, make meaning and use data.² The Picture Impact™ methodology provides a strong framework and system for using evaluation well. Picture Impact provides program design, staff training and diary documentation all aimed at building the evaluation capacity of our clients. We aim to increase our client's overall understanding and use of evaluation because we know this positively impacts the learning culture of an organization.³

Making Meaning

We help identify primary evaluation and research questions and focus on crafting a realistic and well-communicated plan for data collection. Picture Impact training consultants address planned statistical analysis to ensure research and evaluation questions are answered. We facilitate group processes for making-meaning from the results of analysis. And, we always attend to communication and use of results.

A Complexity Lens : Learning to Adapt

Addressing the reality of complex social change and intervention strategies can be challenging and downright messy.⁴ What worked in one region may not work in the next, and cause and effect relationships are unclear. In complex situations, Picture Impact understands that capturing and exploring the unintended outcomes can be as important as measuring the ones you anticipated.⁵ Our system is a powerful tool for capturing the complex social impacts of programs.

“The diaries empower participants, groups and staff alike to understand the reasons for poor performance and to demand changes such as redirection of staff attention, inputs and resources.”¹

“One of the main advantages of the system is that it is efficient and manageable. The burden of collecting, processing, analyzing and archiving data is spread across all levels in the program, rather than ending up at the organizational level on the shoulders of an already overburdened staff person.”⁶

“Diaries are comprehensive, providing more information about client socio-economic conditions than MIS formats. It is quick to flip through a diary and get a broad sketch of a participant’s experience over time. This increased knowledge has positive outcomes for field officers interactions with clients in direct efforts to improve livelihoods such as noting asset underutilization and investment opportunities.”⁷

MOVING BEYOND ANALYSIS: ACTION AND EVOLUTION

A Tiered System

Each layer of a program implementation - participant, field staff, management - has specific learning needs. Diary design, content and implementation is highly customized to a specific program and each program layer receives their own version of a diary aimed at the appropriate numeracy and literacy level. Each diary builds on the one below, providing aggregate program data in real-time, while addressing the unique goals and needs for that layer. The system produces high-quality data at the right time, in the right form, to the right people, providing utility to everyone across the entire program.

Real-time Feedback

Organizations need not be limited to baseline, mid-term and end-term evaluative results. The Picture Impact System collects data in an on-going manner, capturing both baseline and point-in-time data that can be used in many ways. Our TouchData app allows organizations to sample data at multiple points directly from diaries. Organizations can implement group-level diaries for aggregating intermediate outcomes and monitoring progress. This aggregated data can also be captured with the TouchData app to record census-level data on key indicators at designated time periods, or in response to unexpected events in the field.

Seeing Data in Context

Unique to Picture Impact™ is the depth of data collected within a single diary. Participant diaries present an instantly “readable” picture of their situation as it pertains to program goals. Not only does this help the participant make decisions that take into account contextual details of their own life, but it gives program staff the details they need to provide truly useful and tailored interventions and advice.

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1. Noponen, Helzi. “Participatory Internal Learning for Grassroots NGOs in Micro-Credit Livelihoods and Environmental Regeneration.” *The Society for International Development* 42, no. 2(1999): 27–34.
 2. Preskill, Hallie, and Shanelle Boyle. “A Multidisciplinary Model of Evaluation Capacity Building.” *American Journal of Evaluation* 29, no. 4(2008): 443–59.
 3. Cousins, J B, Swee C Goh, Catherine J Elliott, and Isabelle Bourgeois. “Framing the Capacity to Do and to Use Evaluation.” *New Direction For Evaluation* Spring, no. 141(2014): 7–23.
 4. Eoyang, Glenda H, and Royce J Holladay. *Adaptive Action: Leveraging Uncertainty in Your Organization*. Stanford, CA: Stanford Business Books, 2013.
 5. Patton, Michael Q. *Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use*. New York, NY: Guilford Press, 2010.
 6. Noponen, Helzi. “Participatory Monitoring and Evaluation - a Prototype Internal Learning System for Livelihood and Micro-Credit Programs.” *Community Development Journal* 21, no. 1(1997): 30–48.
 7. Noponen, Helzi. “The Internal Learning System - Assessing Impact While Addressing Participant Learning Needs.” *Journal of International Development* 16,(2005): 195–209.

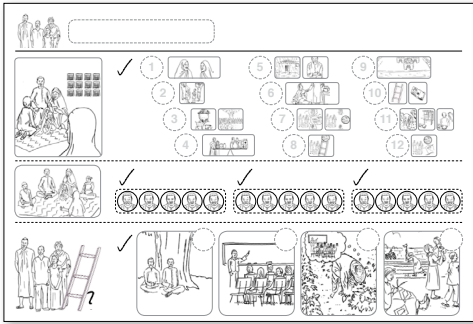
Additional references can be found at: pictureimpact.co/publications

LAYERED ANALYSIS

Participants may track the details of their own lives in their diaries while field officers track adoption of new practices by participants, overall program progress, common barriers to success, and the quality of his/her relationship with their program participants. Program staff can effectively manage performance by exploring field officer diary data and aggregating key results across all field staff. Our TouchData app simplifies the analysis process, giving nearly immediate access to results reporting.

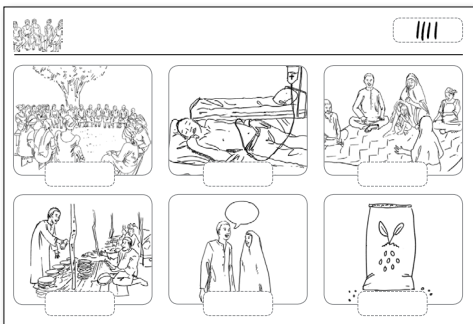
“There is a direct and immediate link between impact results or the real life changes of participants, and planning and training responses.”

As illustrated in these sample pages, participants, volunteers and field staff are able to quickly identify barriers to program effectiveness. This key information allows program staff to take action to address barriers and improve program outcomes. In one such example the diaries unearthed a common barrier to repaying business loans - the diversion of loans for school fees. Participants were able to see this barrier reflected back and take action with field staff to establish a school fee savings program.



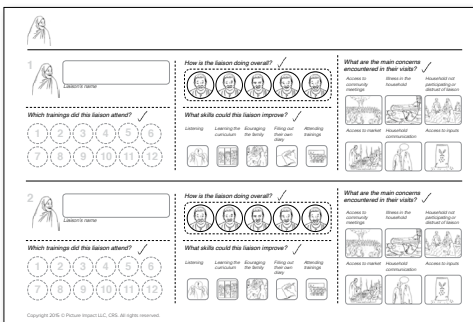
On this page field officers record a name or number identifying the household. As the household progresses through the program the field officers places a check next to completed curriculum modules. The field officer assesses and records how they feel about their relationship with this family at multiple points throughout the program. Finally the field officer records her own analysis of the participants by placing a check next to a category representing their progress.

This sample page shows how a field officer of any literacy level can manage their caseload, assess participant perceptions, and record analysis of the participant’s progress.



Common barriers to programmatic success are preloaded into the format based on prior program learning. The field officers mark a tally each time a barrier is expressed by program participants. Over time the field officer is able to identify at a glance which barriers are most common.

This sample page shows how a field officer of any literacy level can analyze barriers to success across their caseload of participants to take action on their behalf.



This page is for use by program staff to manage field officers, monitor field work, and aggregate field officer findings. The program staff record which of the twelve trainings the field officer has attended. Next the program staff records their perception of how the field officer is performing what skills that he/she could improve. Finally the program staff marks the main barrier shown in the field officer diary.

This is a sample page for program staff to be able to monitor the progress of field officers while at the same time assess program challenges for program evolution.

Bridges Literacy Gaps

Using pictures to ask questions engages participants in real life material without making literacy a prerequisite for being the expert on their own life. Pictorial diaries provide visual reminders of learned curriculum and progress made toward goals. The diaries allows for first-hand data collection, instead of struggling through language translations.

Contextually Sensitive

Every Picture Impact diary is designed from field visits and collaboration with local staff and participants. Each diary is custom drawn by an artist to render people, scenes, items, and clothing that reflect a specific context. The diary owners are able to see themselves in the pictures, helping them become fully engaged with the material.

Emphasis on Utility

The survey design is one component of a diary - learning elements and planning elements supplement survey pages. The diary is designed in an integrated way that provides useful information to the organization and also use to the participant. The diaries give participants access to their own data, planning and learning, in a written format that empowers change.

PICTURE IMPACT: AN INTEGRATED SYSTEM



The Picture Impact™ system is founded on the idea that the people who participate in a program should get as much out of tracking and analyzing their life as the organization's leadership and donors. Central to our methodology is a commitment to utility for each person involved.

Picture Impact™ is an integrated system that addresses program implementation and program evaluation together. At its core is a highly customized picture-based diary designed to be used by primary program beneficiaries. The content of the diaries is a careful mix of curriculum messages, gaming and incentivizing behavior change,

intermediate and monitoring outcomes, and impact questions.

Organizations have easy, respectful access to data from the diaries via side-by-side interviews using the TouchData mobile app. TouchData produces a highly accurate, quantitative and longitudinal data set ready for robust statistical analysis.

Customized training, coaching and workshops support organizations in maximizing the system to accelerate program outcomes, evolve and adapt programs, and discover and report their impact.