



SVPI

· Measuring and
· Understanding
· **Our Impact**

May 2025



About ORS Impact

ORS Impact is a **women-owned and -led evaluation and strategy consulting** firm based in Seattle, WA, with staff across the continental U.S. For 35 years, ORS Impact has provided evaluation, consultation, and hands-on coaching to nonprofit and philanthropic organizations.

Five core values embody the way that we work with each other, our clients, their partners and communities, and our field:



Social Justice

We reject neutrality and make choices to advance racial equity and justice.



Humility

We recognize our own limitations and continuously strive to listen and learn.



Courage

We speak truth to power, try new things, and own our mistakes.



Integrity

We are fair, honest, and reliable in our interactions and practices.



Relationships

We work to build trust, dismantle distrust, and form meaningful partnerships.

A blurred background image showing a group of people's arms and hands reaching out and holding each other in a circle, symbolizing unity, teamwork, and collective power. The image is dimly lit with a blue and purple color palette.

POWER

Two guiding questions:

A photograph of two hands reaching towards each other in a field of tall grass under a clear sky. The hands are positioned as if about to clasp or support each other.

What are you doing?

A photograph showing hands applying blue paint to a white surface using a brush. The hands and the brush are covered in paint, indicating an ongoing process.

How is it going?



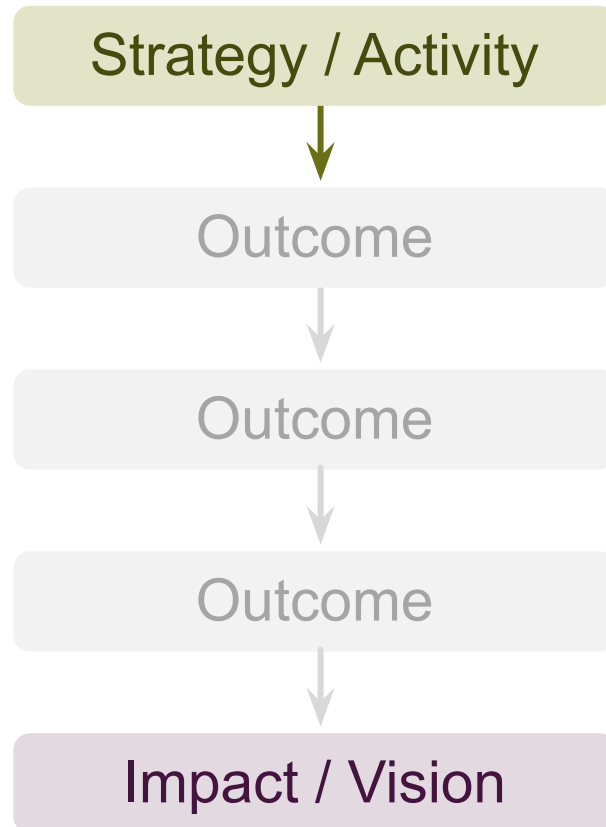
What are you doing?

What are we hoping to accomplish?

freshspectrum.com



Understanding our Theory of Change



The specific strategies or activities which you undertake to **carry out your work**.

Sizable, lasting, positive, long-term **goal or vision**, providing direction and focus. Usually aspirational, beyond what one organization can achieve alone.

Example: SVPI

Strategy / Activity



Outcome



Outcome



Outcome



Impact / Vision

- Global belonging, active network management, brand amplification, affiliate well-being, resource generation, partner education.

- A strong, unified SVP Network that **drives systems change by increasing impact**, sustainability, and strategic growth at local and global levels

Global Belonging



SVPI connects leaders, partners, and communities to drive collective impact.

Active Network Management



SVPI strengthens relationships, aligns network principles, and expands shared impact.

Brand Amplification



SVPI unifies the SVP brand, showcasing affiliate stories to attract partners, funding, and donors.

Affiliate Well-being



SVPI provides programming and partnerships to sustain and grow affiliates and their leadership.

Resource Generation



SVPI cultivates strategic relationships to increase capacity and revenue across the network.

Education for Partners and Donors

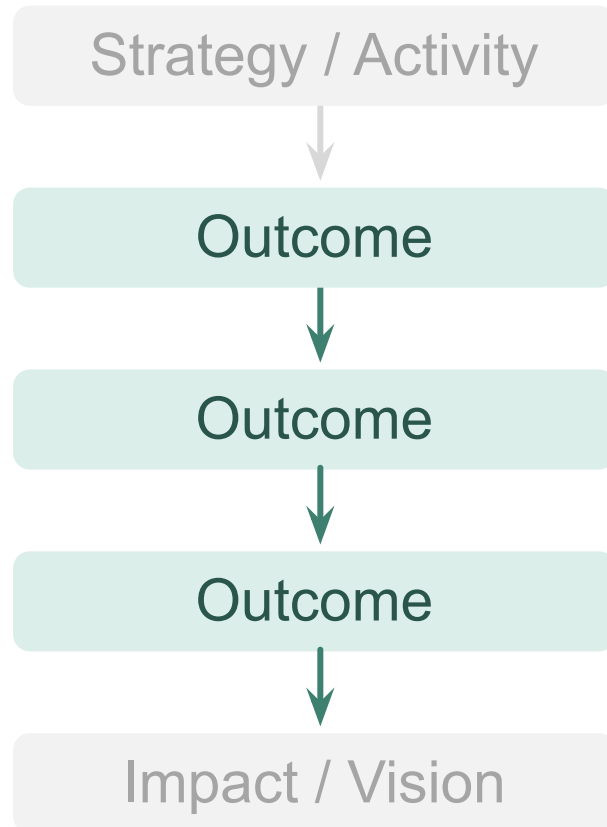


SVPI delivers mission-driven programs that deepen alignment and drive collective action.

Goal:

A strong, unified SVP Network that drives systems change by increasing impact, sustainability, and strategic growth at local and global levels.

Think: Short- and Mid-term Outcomes



Outcomes are different than outputs.

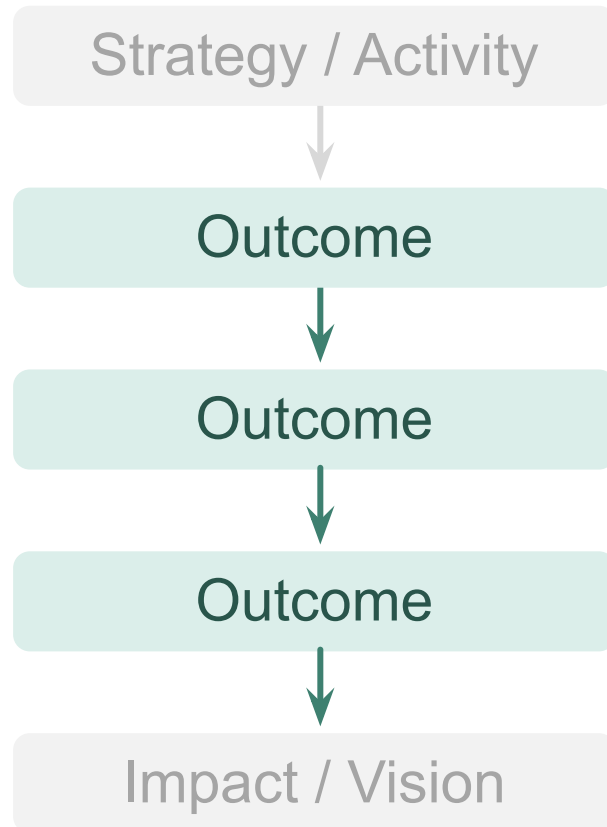
- Outputs are what you do, how much you do, or how many people you reach, etc.
- Outcomes are about **the difference it makes**.

Outcome Statement Components

Change or desired effect	In what?	For / among whom?
Increased	Awareness	The public
Fewer	Silos	Community-based organizations
Maintained	Funding	Grassroots Organization
New	Skills	Emerging leaders
More regular	Use of data	Decision makers
Greater	Coverage	Local media
Changes in	Policies	The state
Strengthened	Partnerships	Grantees
Improved	Conditions	Animals

- *These are high-level examples. We usually recommend more **specificity** in outcomes language so that they can be **measured**.*
-
-
-
-
-
-

Example: SVPI



Global Belonging



SVPI connects leaders, partners, and communities to drive collective impact.

Active Network Management



SVPI strengthens relationships, aligns network principles, and expands shared impact.

Brand Amplification



SVPI unifies the SVP brand, showcasing affiliate stories to attract partners, funding, and donors.

Affiliate Well-being



SVPI provides programming and partnerships to sustain and grow affiliates and their leadership.

Resource Generation



SVPI cultivates strategic relationships to increase capacity and revenue across the network.

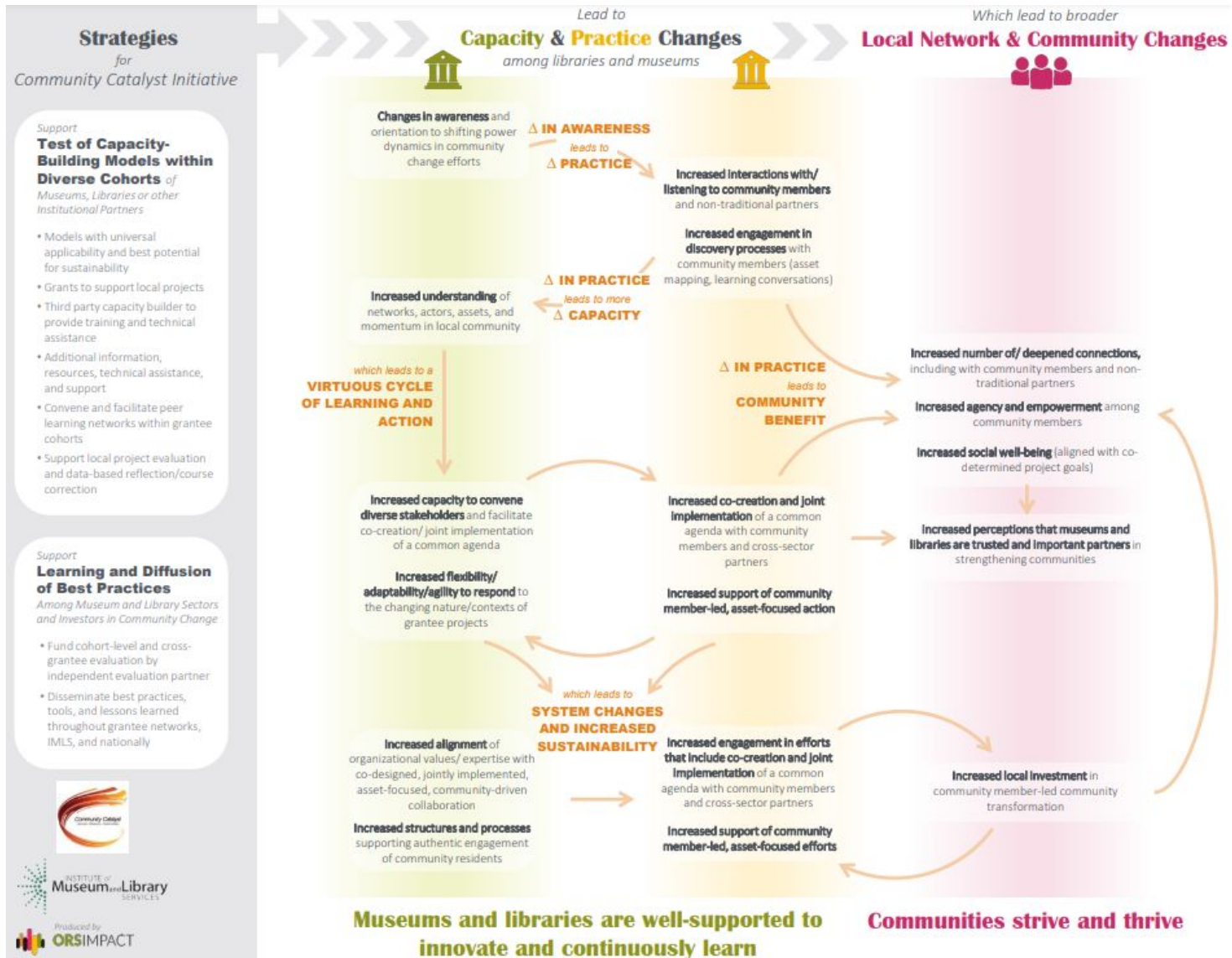
Education for Partners and Donors



SVPI delivers mission-driven programs that deepen alignment and drive collective action.

Goal:

A strong, unified SVP Network that drives systems change by increasing impact, sustainability, and strategic growth at local and global levels.



Tracking Progress



THEORY OF CHANGE (2017-2023)

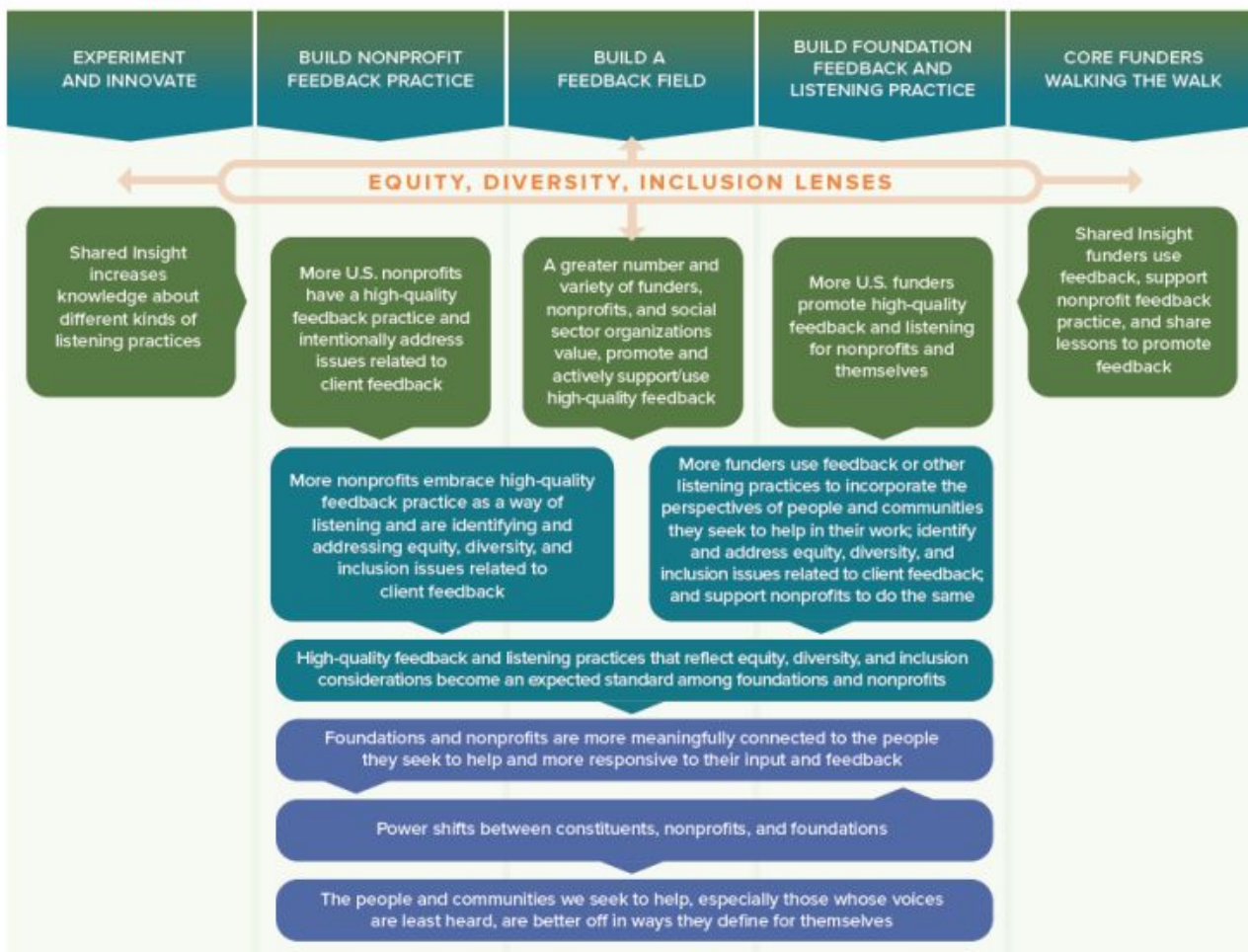
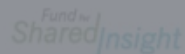


TABLE 1

OVERVIEW OF ACCOMPLISHMENTS IN PHASE 2 2017-2020

	Phase 2: Key Figures	Summary of 2017-2020 Outcomes
Build NONPROFIT Practice	<ul style="list-style-type: none"> \$9,025,000 in grants \$5,284,844 in supports and infrastructure 537 nonprofits directly supported 	<ul style="list-style-type: none"> L4G has had strong impacts on nonprofits' capacity to collect feedback, gain insights, take actions, and see organizational effects, while early data suggests that 1. A less custom and intense support can still reap good results, and 2. There is a good level of sustainability of feedback practices beyond the grant. There has been some progress in how L4G has or can advance equity.
Build FOUNDATION Practice	<ul style="list-style-type: none"> \$1,935,000 raised through L4G 72 new L4G co-funders \$135,260 invested in supports 	<ul style="list-style-type: none"> Some Listening and Sharing grants increased products, supports, and visibility of openness for foundations, and are likely still contributing to the current theory of change. Philanthropy-serving organizations (PSOs) support, value, and promote sharing and listening practices.
Build a Feedback FIELD	<ul style="list-style-type: none"> \$2,745,000 in grants At least \$1,024,645 in supports 	<ul style="list-style-type: none"> Shared Insight continues to support field strengthening, particularly around focus, purpose, values, and standards of practice, while investments to build the knowledge base need more time to yield benefits. There is room to grow in advancing equity. Specific infrastructure investments have strengthened and stabilized core feedback organizations.

Tracking Progress



THEORY OF CHANGE (2017-2023)

EXPERIMENT
AND INNOVATE

BUILD NONPROFIT
FEEDBACK PRACTICE

BUILD A
FEEDBACK FIELD

BUILD FOUNDATION
FEEDBACK AND
LISTENING PRACTICE

CORE FUNDERS
WALKING THE WALK

EQUITY, DIVERSITY, INCLUSION LENSES

Shared Insight
increases
knowledge about
different kinds of
listening practices

More U.S. nonprofits
have a high-quality
feedback practice and
intentionally address
issues related to
client feedback

A greater number and
variety of funders,
nonprofits, and social
sector organizations
value, promote and
actively support/use
high-quality feedback

More U.S. funders
promote high-quality
feedback and listening
for nonprofits and
themselves

Shared Insight
funders use
feedback, support
nonprofit feedback
practice, and share
lessons to promote
feedback

More nonprofits embrace high-quality
feedback practice as a way of
listening and are identifying and
addressing equity, diversity, and
inclusion issues related to
client feedback

More funders use feedback or other
listening practices to incorporate the
perspectives of people and communities
they seek to help in their work; identify
and address equity, diversity, and
inclusion issues related to client feedback;
and support nonprofits to do the same

High-quality feedback and listening practices that reflect equity, diversity, and inclusion
considerations become an expected standard among foundations and nonprofits

Foundations and nonprofits are more meaningfully connected to the people
they seek to help and more responsive to their input and feedback

Power shifts between constituents, nonprofits, and foundations

The people and communities we seek to help, especially those whose voices
are least heard, are better off in ways they define for themselves

TABLE 1

OVERVIEW OF ACCOMPLISHMENTS IN PHASE 2 2017-2020

Phase 2: Key Figures

Summary of 2017-2020 Outcomes

Build NONPROFIT Practice

- \$9,025,000 in grants
- \$5,284,844 in supports and infrastructure
- 537 nonprofits directly supported

- L4G has had strong impacts on nonprofits' capacity to collect feedback, gain insights, take actions, and see organizational effects, while early data suggests that 1. A less custom and intense support can still reap good results, and 2. There is a good level of sustainability of feedback practices beyond the grant.
- There has been some progress in how L4G has or can advance equity.

Build FOUNDATION Practice

- \$1,935,000 raised through L4G
- 72 new L4G co-funders
- \$135,260 invested in supports

- Some Listening and Sharing grants increased products, supports, and visibility of openness for foundations, and are likely still contributing to the current theory of change.
- Philanthropy-serving organizations (PSOs) support, value, and promote sharing and listening practices.

Build a FEEDBACK FIELD

- \$2,745,000 in grants
- At least \$1,024,645 in supports

- Shared Insight continues to support field strengthening, particularly around focus, purpose, values, and standards of practice, while investments to build the knowledge base need more time to yield benefits. There is room to grow in advancing equity.
- Specific infrastructure investments have strengthened and stabilized core feedback organizations.

A photograph of two hands reaching towards each other in a field of tall grass under a clear sky. The hands are positioned as if about to clasp or support each other.

What are you doing?

A photograph showing hands applying blue paint to a white surface using a brush. The hands and the brush are covered in paint, indicating an ongoing process.

How is it going?



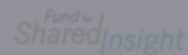
How is it going?

Three-Legged Stool

- **Monitoring:** Ongoing tracking of *activities and outputs* that result from an organization's strategy.
- **Evaluation:** Assessment of progress toward expected *outcomes*.
- **Feedback:** *Perspectives, feelings, and opinions* an individual has about their experiences with an organization or service.



Monitoring Outputs



THEORY OF CHANGE (2017-2023)

EXPERIMENT AND INNOVATE BUILD NONPROFIT FEEDBACK PRACTICE BUILD A FEEDBACK FIELD BUILD FOUNDATION FEEDBACK AND LISTENING PRACTICE CORE FUNDERS WALKING THE WALK

EQUITY, DIVERSITY, INCLUSION LENSES

Shared Insight increases knowledge about different kinds of listening practices

More U.S. nonprofits have a high-quality feedback practice and intentionally address issues related to client feedback

A greater number and variety of funders, nonprofits, and social sector organizations value, promote and actively support/use high-quality feedback

More U.S. funders promote high-quality feedback and listening for nonprofits and themselves

Shared Insight funders use feedback, support nonprofit feedback practice, and share lessons to promote feedback

More nonprofits embrace high-quality feedback practice as a way of listening and are identifying and addressing equity, diversity, and inclusion issues related to client feedback

More funders use feedback or other listening practices to incorporate the perspectives of people and communities they seek to help in their work; identify and address equity, diversity, and inclusion issues related to client feedback; and support nonprofits to do the same

High-quality feedback and listening practices that reflect equity, diversity, and inclusion considerations become an expected standard among foundations and nonprofits

Foundations and nonprofits are more meaningfully connected to the people they seek to help and more responsive to their input and feedback

Power shifts between constituents, nonprofits, and foundations

The people and communities we seek to help, especially those whose voices are least heard, are better off in ways they define for themselves

TABLE 1

OVERVIEW OF ACCOMPLISHMENTS IN PHASE 2 2017-2020

Phase 2: Key Figures

Summary of 2017-2020 Outcomes

Build NONPROFIT Practice

- \$9,025,000 in grants
- \$5,284,844 in supports and infrastructure
- 537 nonprofits directly supported

- L4G has had strong impacts on nonprofits' capacity to collect feedback, gain insights, take actions, and see organizational effects, while early data suggests that 1. A less custom and intense support can still reap good results, and 2. There is a good level of sustainability of feedback practices beyond the grant.
- There has been some progress in how L4G has or can advance equity.

Build FOUNDATION Practice

- \$1,935,000 raised through L4G
- 72 new L4G co-funders
- \$135,260 invested in supports

- Some Listening and Sharing grants increased products, supports, and visibility of openness for foundations, and are likely still contributing to the current theory of change.
- Philanthropy-serving organizations (PSOs) support, value, and promote sharing and listening practices.

Build a FEEDBACK FIELD

- \$2,745,000 in grants
- At least \$1,024,645 in supports

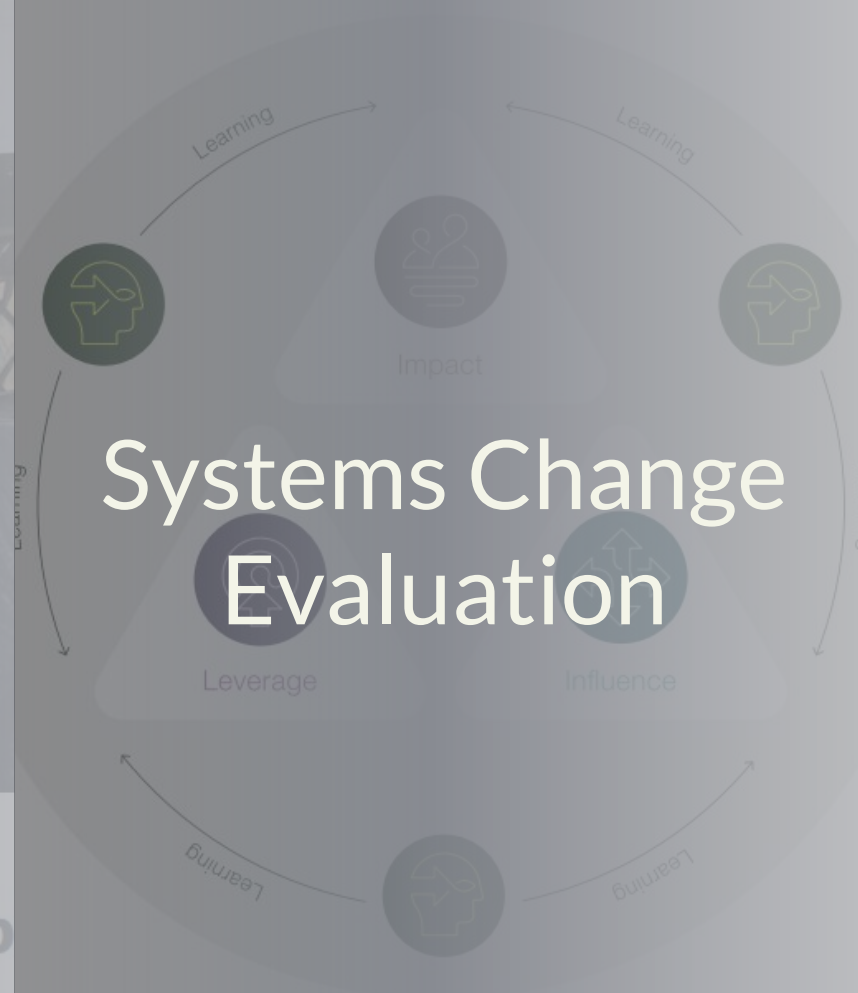
- Shared Insight continues to support field strengthening, particularly around focus, purpose, values, and standards of practice, while investments to build the knowledge base need more time to yield benefits. There is room to grow in advancing equity.
- Specific infrastructure investments have strengthened and stabilized core feedback organizations.

Three Evaluation Types in Philanthropy

Portfolio Evaluation

Engaging the People
Nonprofits Seek to
in Policy Advocacy

Systems Change Evaluation



Developmental Evaluation



Portfolio Evaluation



Internal Changes



Advocacy
Practices

Culture and
Staffing

External Changes



Partners



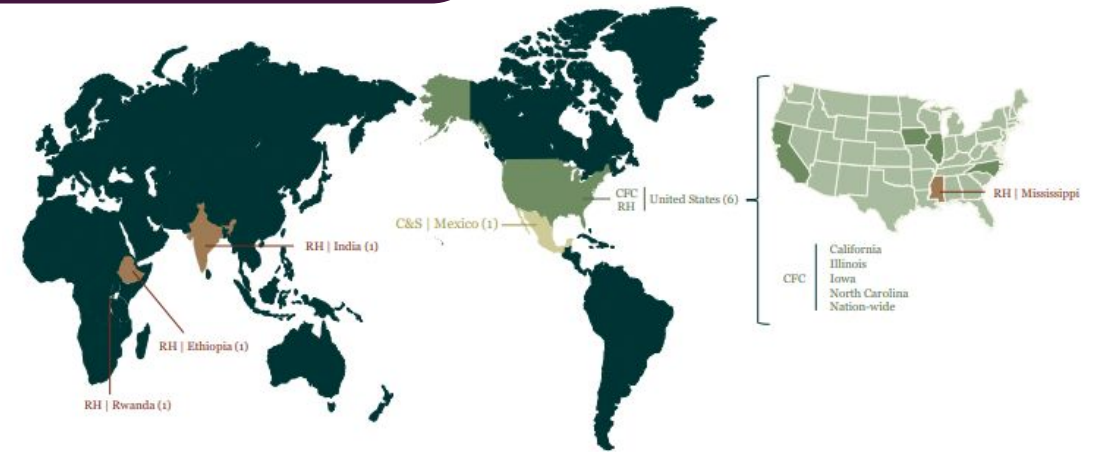
Constituents



Decision-Makers

**Engaging the People
Nonprofits Seek to Impact
in Policy Advocacy**

Portfolio Evaluation



Internal Changes



Advocacy
Practices

Culture and
Staffing

External Changes



Partners



Constituents

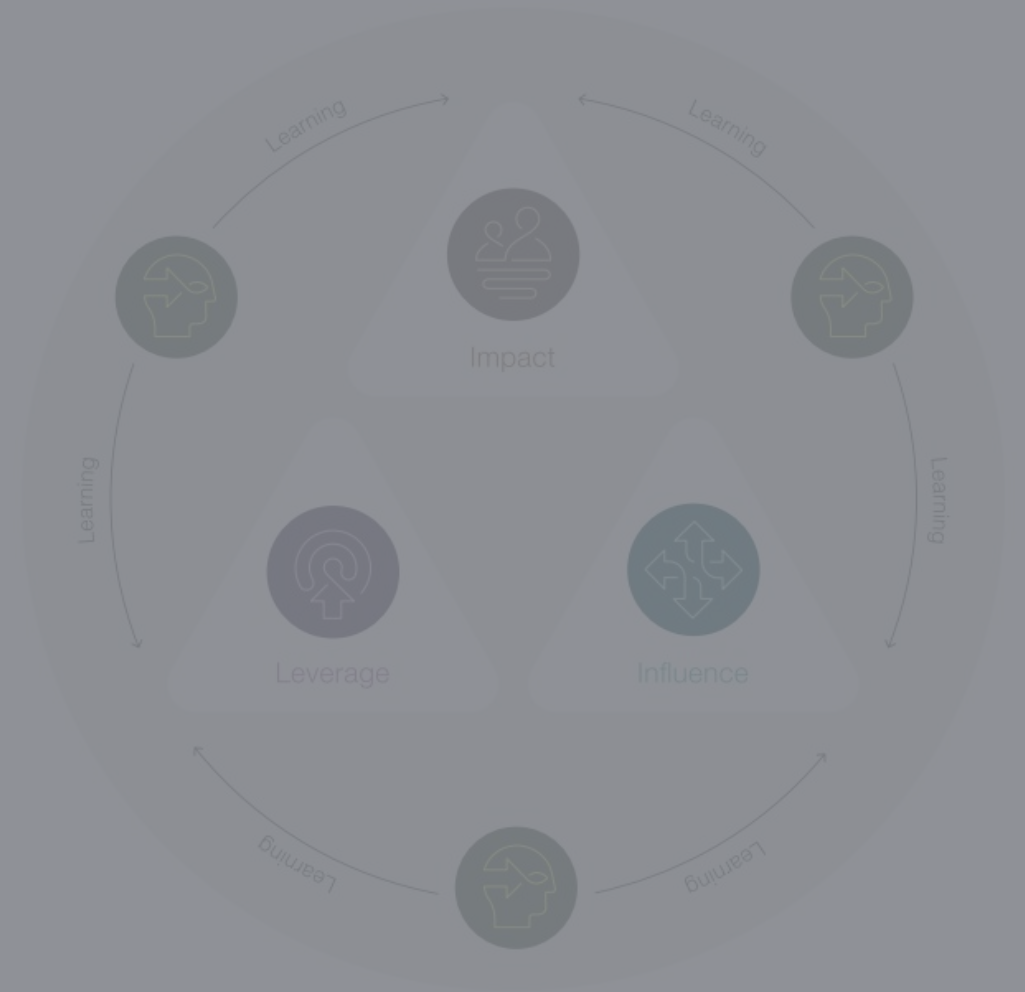


Decision-Makers

Engaging the People
Nonprofits Seek to Impact
in Policy Advocacy

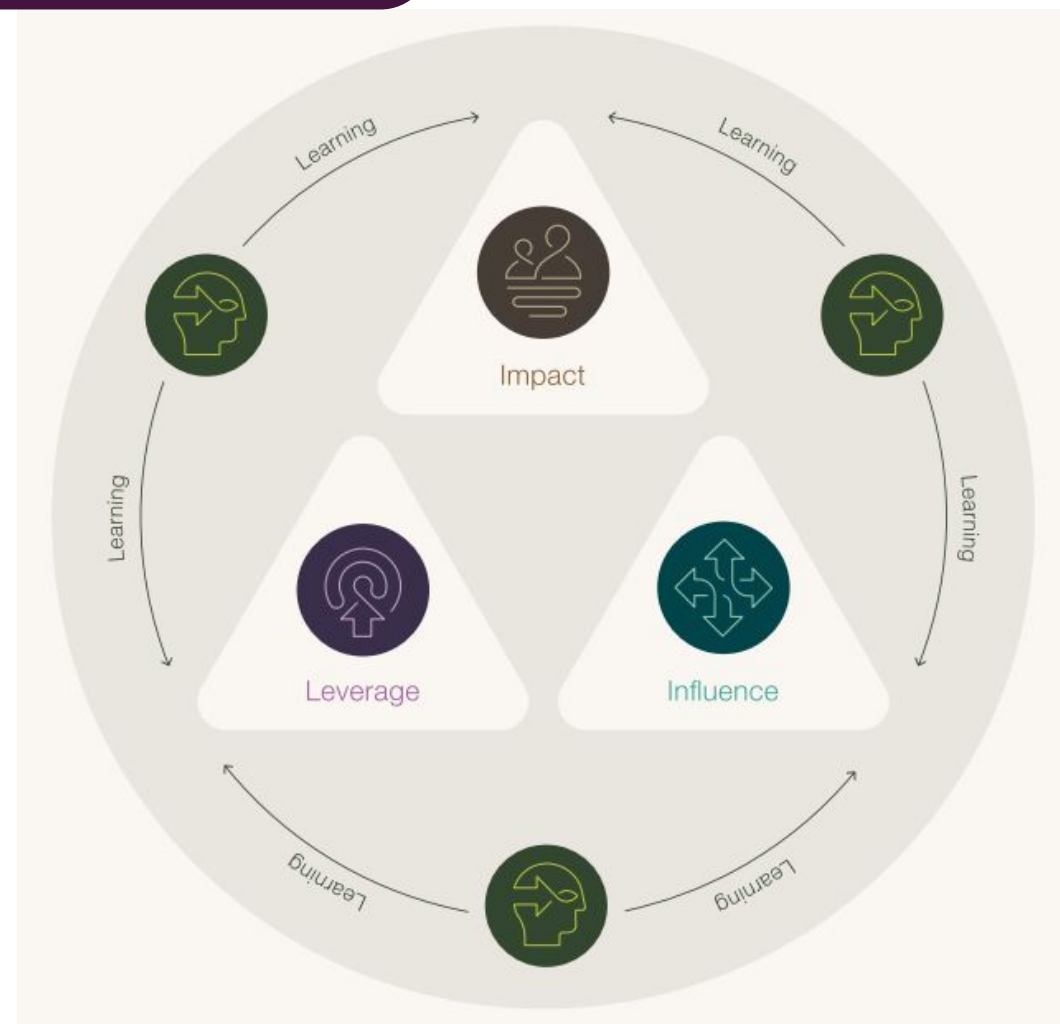
I2L2:

Impact, Influence,
Leverage, and
Learning

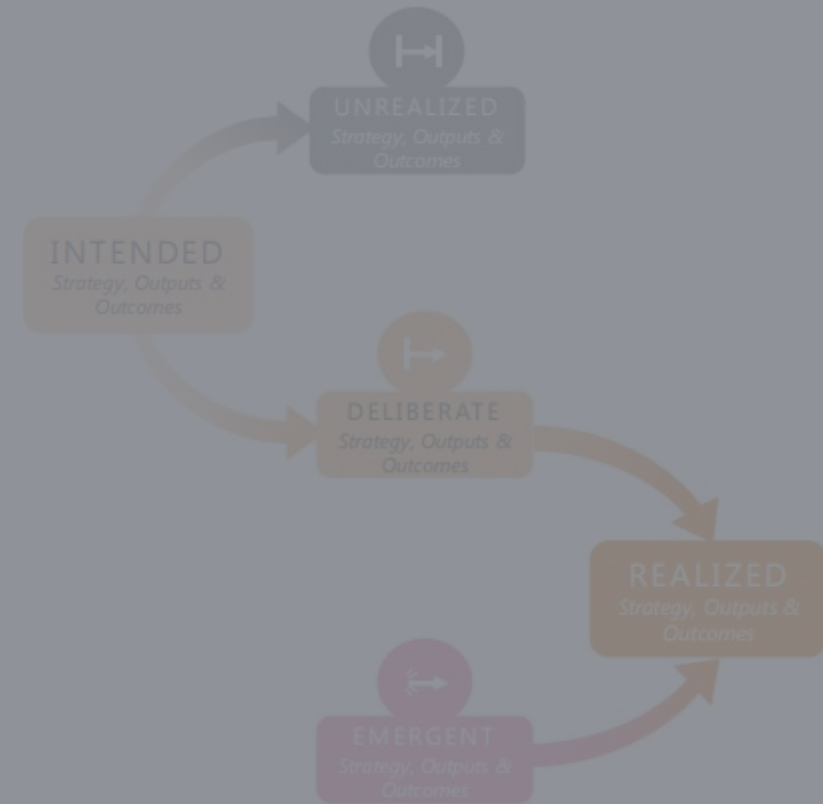


I2L2:

Impact, Influence,
Leverage, and
Learning

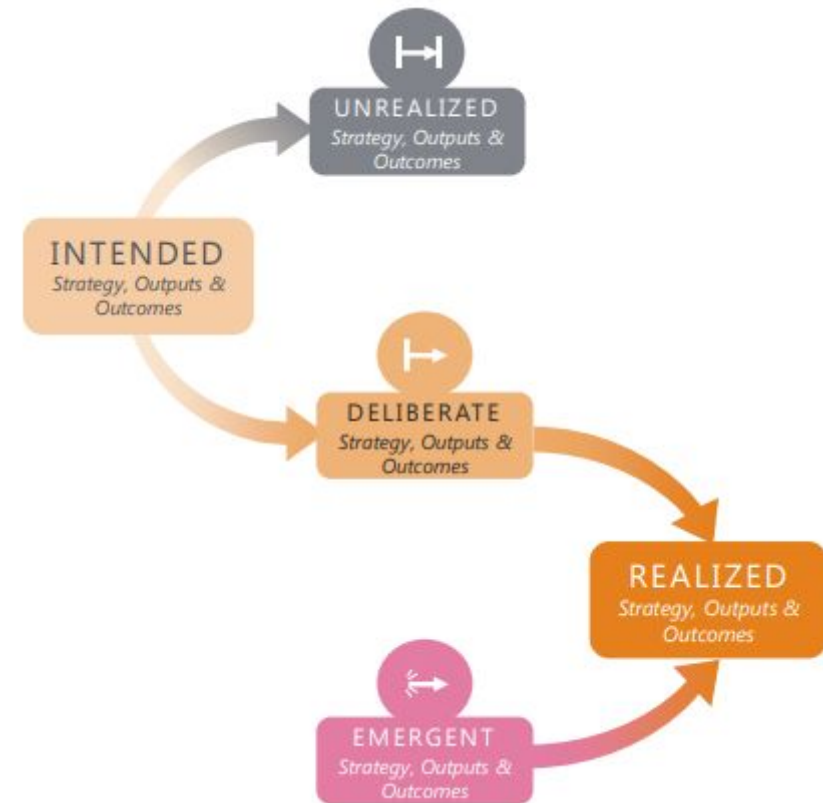


Evaluating the
Accomplishments
& Lessons Learned
from the first three years



Developmental Evaluation

Evaluating the
Accomplishments
& Lessons Learned
from the first three years



Three-Legged Stool

- **Monitoring:** Ongoing tracking of *activities and outputs* that result from an organization's strategy.
- **Evaluation:** Assessment of progress toward expected *outcomes*.
- **Feedback:** *Perspectives, feelings, and opinions* an individual has about their experiences with an organization or service.





Contact ORS with any questions!

Juan Clavijo: jclavijo@orsimpact.com



WELCOME

Community Feedback as a Source of Complementary Insight

May 29, 2025

L4G GOAL STATEMENT

Listen4Good enables organizations to **increase their impact** through high-quality **community-focused feedback practices**, especially that amplify those whose voices are least heard.



BY THE NUMBERS



8

YEARS IN
OPERATION



145

FUNDERS



1,300+

ORGANIZATIONS
SERVED



244,772

VOICES
AMPLIFIED

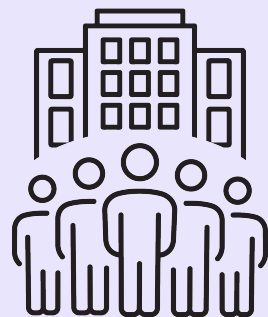
L4G FUNDER PARTNERS



**L4G Premium, Online+ &
Advanced Programs**

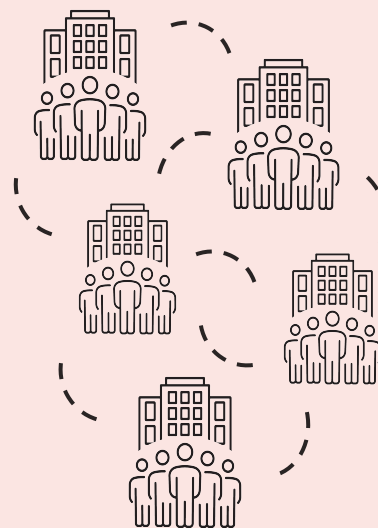


**Professional
Development**



**Organizational
Development**

**Listen4Good
Learning
Communities and
Community Trends
Reporting**



**Ecosystem
Development**

of funders and nonprofits
sharing processes, data,
and learnings

**BUILDING STRONG FEEDBACK
ECOSYSTEMS**



WHAT IS FEEDBACK?

Perspectives, feelings, and opinions an individual has about their experiences with an organization or service that are used to inform and improve the practice, approach, and decision-making of the provider.

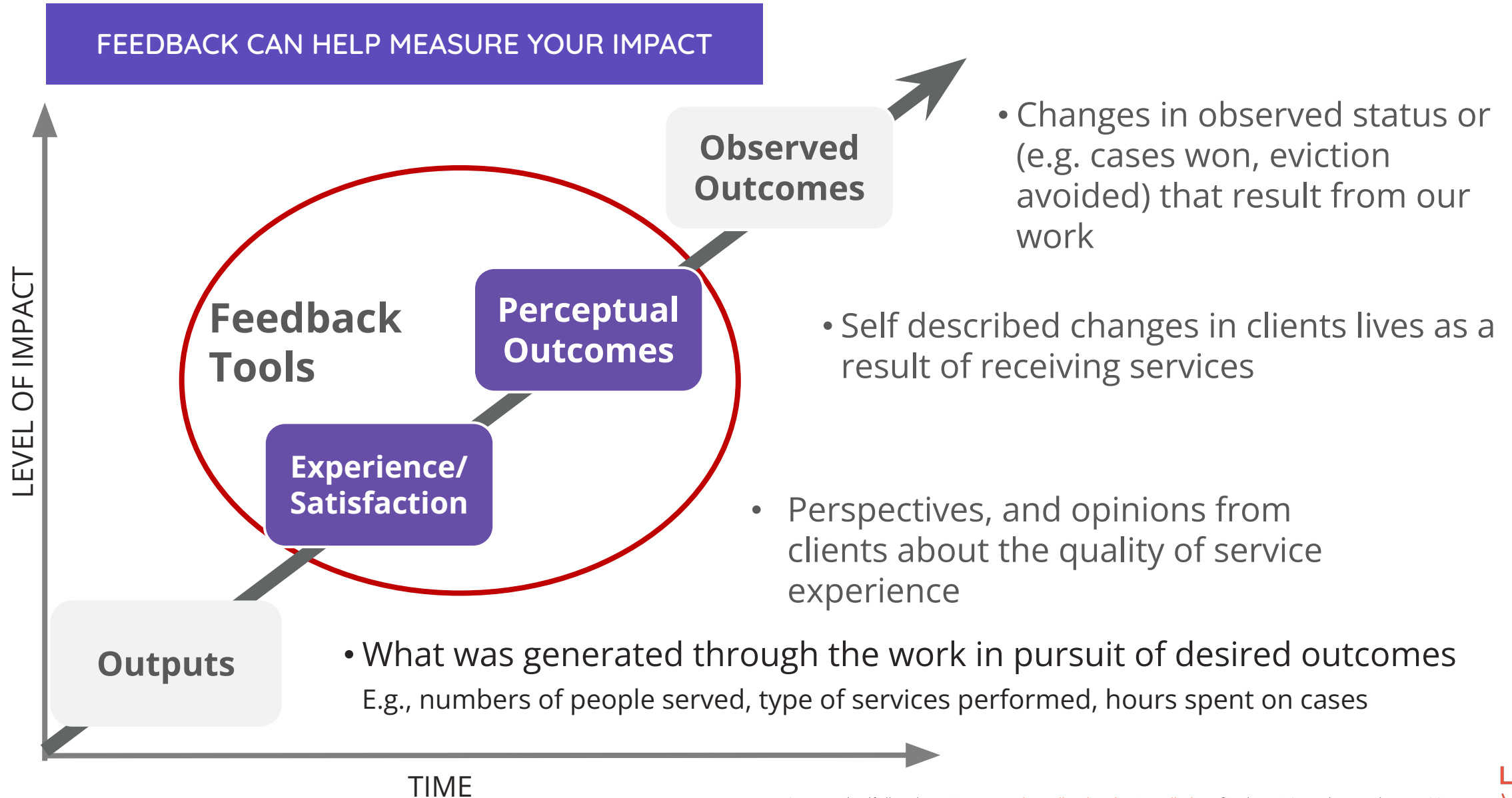
How likely are you to recommend [x service] to a friend or family member who needed support?

What could we do better?

To what extent do you feel better positioned to advocate for your rights as a result of our trainings?

Do you feel better equipped to stay in your housing after working with us?





WHY FEEDBACK



To make services more effective – negative experiences reduce client participation, which **leads to worse outcomes**

Those who fund programs have **blind spots, gaps in knowledge, and are far from the work**

Listening redistributes **power** and **advances equity**

HOW FEEDBACK CAN MAKE US BETTER FUNDERS AND PROVIDERS



Better understand needs of a community up-front.



Clarify assumptions embedded in strategy.



Demonstrate value of hard-to-measure services.



Gain insights about systems-level needs and impacts.

EXAMPLE

WE CONDUCTED 14 LISTENING SESSIONS WITH OVER 400 PARTICIPANTS IN 10 LANGUAGES.

The Community Listening Sessions were held in community centers, churches, union halls, and schools across six regions. Participants represented many ethnicities, ages, immigration statuses, and sectors of work.

Sessions were highly interactive, blending Q&A, group discussion, identifying patterns, brainstorming, and reflection. During the listening sessions, we encouraged participants to share what they love to do, write down their challenges, and draw their ideas for change.



EXAMPLE

Challenge assumptions.



EPISCOPAL HEALTH
FOUNDATION



In 2024, EHF believes that whole-person well-being requires addressing non-medical drivers of health and must include integration between three action areas:

Accessible health services, healthy communities, and health-promoting policies at all levels.

“Healthcare funding must include transportation funding”

Celene Mayer

Episcopal Health Foundation

EXAMPLE

Capturing full impact of hard to measure services.

- \$1.3 BB is dedicated to legal aid in this country.
- Roughly half of the eligible people that request assistance have to be turned away.
- Those who are served often receive brief advice and limited services.

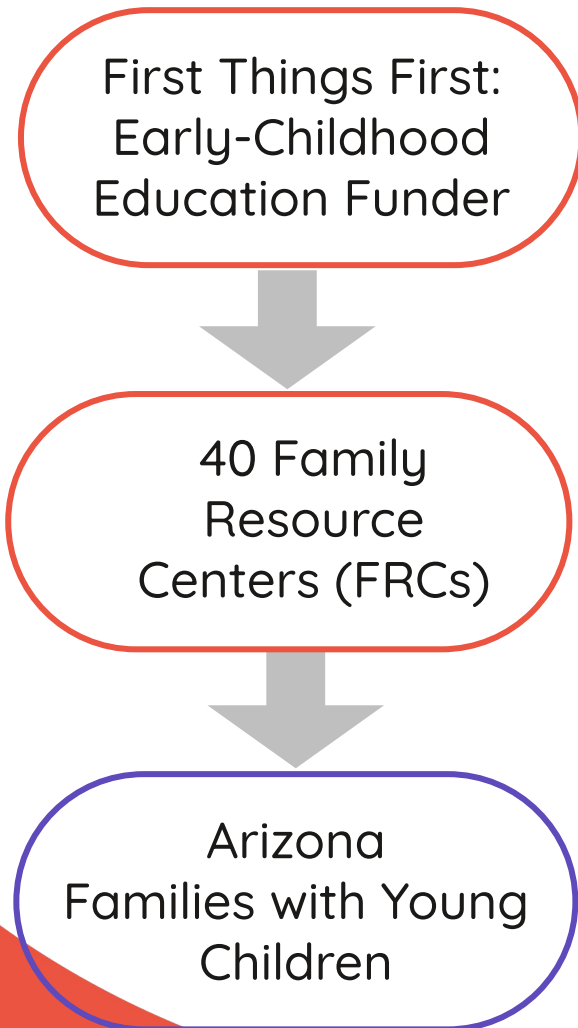
“

Client satisfaction should be the #1 measure of whether we are doing a good job.”

Jeff Harvey

CEO, Community Legal Services

EXAMPLE



Gain system-level insights.

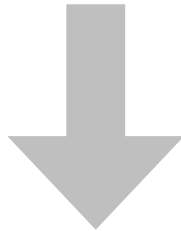
- FRCs are “one-stop” shops for families with children age 0-5 in terms of accessing critical referrals and services.
- Seeking to advocate for FRCs as an efficient strategy for centralizing service delivery.
- Leveraging funding from other agencies.

EXAMPLE

Gain system-level insights.

First Things First:
Early-Childhood
Education Funder

40 Family
Resource
Centers (FRCs)

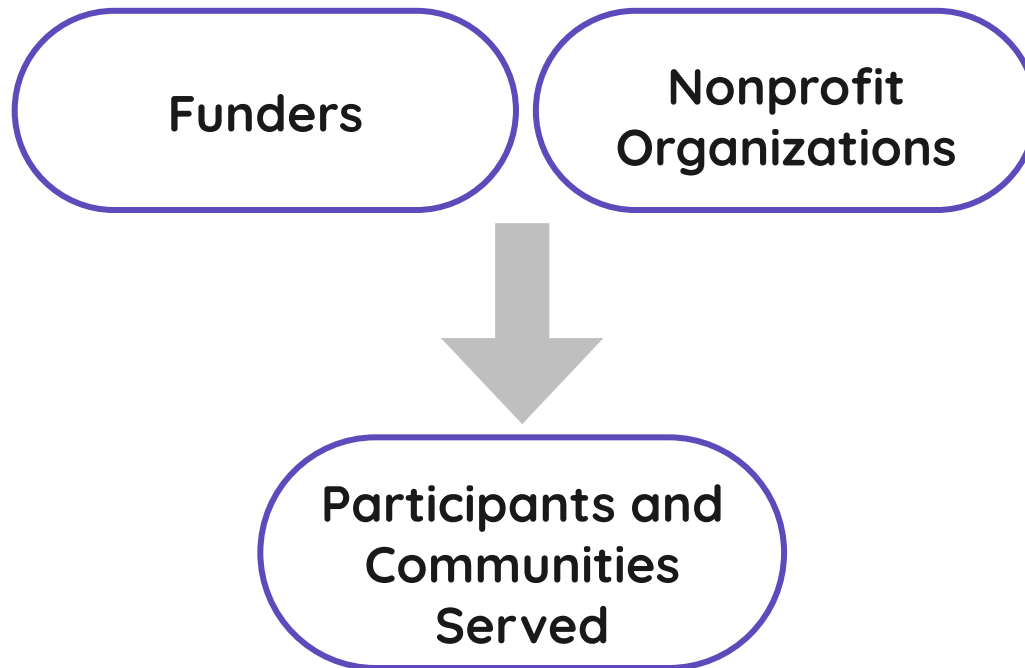


1300+ Arizona
Families with Young
Children

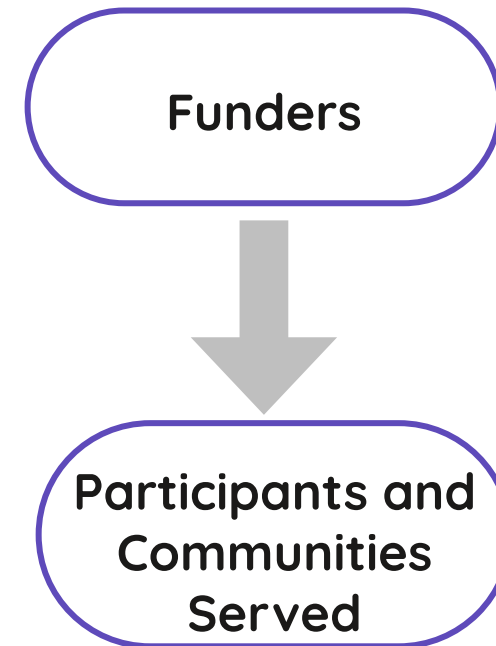
- Over 90% of families said their needs were met.
- Affirmed key tenets of FRC approach including accessibility and connection.
- Identified systemic barriers to accessing referrals - including childcare coverage and help with application processes.

HOW TO INTEGRATE COMMUNITY VOICE: TWO MODELS

“COLLABORATIVE/SHARED”



“DIRECT”



CHOOSING THE BEST APPROACH FOR YOU

	PROS	CONS
Shared Listening	<ul style="list-style-type: none">● Potential to probe on what you hear● Leverages nonprofit positioning and trusted relationships● Strengthens grantee-funder relationship	<ul style="list-style-type: none">● May not ‘challenge’ funders as much● Nonprofits have to commit to unfiltered sharing
Direct Listening	<ul style="list-style-type: none">● Puts funders into community● Unfiltered listening● Potential to probe on what you hear	<ul style="list-style-type: none">● Requires level of readiness among funders in how they ‘show up’● Very time consuming and costly● Sometimes logistically impossible

Across approaches, make sure you’ve done the work, personally and institutionally, to be receptive to feedback.

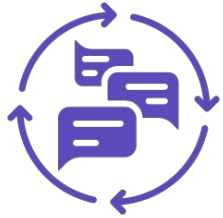
HOW FEEDBACK CAN MAKE US BETTER FUNDERS AND PROVIDERS



Better understand needs of a community up-front.



Clarify assumptions embedded in strategy.



Demonstrate value of hard-to-measure services.



Gain insights about systems-level needs and impacts.

Interested in Learning More About L4G?

Visit www.listen4good.org
or contact valerie@listen4good.org

Upcoming recruitment deadlines:

June 1, 2025

December 1, 2025

