

# KINGDOM IMPACT FRAMEWORK

Measuring and communicating  
social and spiritual impact



## Perhaps you have experienced this...

A wonderful charity or missions organisation sent you an exciting summary of the work they are doing in disadvantaged communities. You met their charismatic leader who shared the vision for future projects and their excitement for what God will do. You were convinced that livelihoods would be improved and that hearts would be touched by the love of God shown by the team, so you decided to invest.

But, when it came to the funding review, the organisation sent you only surface-level information about the work done and anecdotal stories of lives touched by God. You were glad to have invested in this Kingdom work, but were left wondering if there is a better way to measure the social and spiritual impact of your investment.

The reality is that most Christian organisations are missing out on the power of measuring and communicating the impact that they are having – both socially and spiritually. Casting vision for transformation is critical as it allows people to understand the dreams and goals of an organisation, but measuring and communicating impact then allows successes to be celebrated and processes to be improved moving forward. Furthermore, clear reporting of impact could help to inspire the whole Church to join in transforming societies whilst enabling projects to qualify for funding beyond the normal Christian avenues.

**The following document outlines a plan to develop a framework and research process that will enable Christian mission and development organisations, educational institutions and churches to measure and communicate the social and spiritual impact of their work. Together these will form the Kingdom Impact Framework (KIF).**

We are a team of researchers, consultants, statisticians, and overall, missionaries; wanting to resource an ever increasing community of believers who pour out their lives to bring transformation to our world. We passionately believe that robust measurement and communication of social and spiritual impact can transform the way Christians do mission.

We propose bringing together the best practice approaches from many backgrounds to develop a framework for measuring social and spiritual impact. This set of measures will be transferable across all Christian missions and community development work.

The concept note below sets out the project in detail, and we invite your feedback and support.



James Waters, PhD  
Missionary and Project Director  
Eido Research

# What is the Kingdom Impact Framework?

**The Kingdom Impact Framework (KIF) will be an assessment, learning and communication tool that demonstrates the social and spiritual effectiveness of Christian missions and/or community development.** It will be a set of measures that together capture the impact that a projector organisation is having. The framework will help increase the impact of projects and programmes by helping organisations understand the impact they are having, improve processes and use the results to leverage greater support.



## What problem does it address?

**Across community development and Christian mission organisations, there is currently a lack of rigorous impact evaluation and reporting.** Evidence has shown that **this is a missed opportunity for organisations to refine and increase the effectiveness of their work.**<sup>1</sup> These organisations are therefore less effective than they could be and are often not working to integrate social and spiritual transformation.

Furthermore, **this is leading to donors who desire a greater understanding of impact not investing as confidently as they could.**<sup>2</sup> Yet new approaches to financial investing have demonstrated that measuring social impact is possible and allows investors to clearly see the impact they are having,<sup>3</sup> enabling significant funds to be raised.<sup>1</sup>

We believe that the lack of impact measurement in Christian missions and community development organisations is due to a number of reasons:

- Fundraising often being based on the charisma, passion and vision of a leader or group rather than the proven spiritual or social benefit to society
- Sponsors of organisations being satisfied by anecdotal evidence of the organisations' effectiveness rather than robust quantifiable measures
- Lack of consideration of social impact, i.e. long-term livelihood impacts, by short and long-term missions
- Organisations not budgeting for adequate evaluation due to a desire to put as many resources as possible into short-term programme delivery
- Organisations not able to measure impact due to lack of technical capacity and time, and critically lack of availability of assessments of spiritual impact

The KIF directly addresses these constraints by providing an accessible assessment of social (including economic) and spiritual impact on communities. The framework will comprise key components of social and spiritual impact, as well as a set of adaptable indicators for each component to be applied depending on context and geography. As evaluation becomes more accessible, we hope a culture of measurement, refining impact and communication will also start to become common practice across Christian missions and development work.

## Who is this for and how does it help?

**Primarily, we want the KIF to serve the lost, the poor, the marginalised and all those who are recipients of Christian work across the globe.** The KIF enables organisations to measure and evaluate their impact on these individuals and communities, in order to bring about deeper social and spiritual transformation.

**Secondly, the day-to-day users of the KIF will be community development (including social enterprise) and Christian mission organisations.** The KIF will make impact measurement accessible for organisations that have little experience in this field. It will also add value to organisations that already report on their impact by providing a more holistic perspective and an academically robust set of metrics. The KIF categories will be broad enough for any such organisation to use, while indicators will be chosen for each specific context. As organisations increase their own understanding of the impact that they are having, they will be able to refine their work to become more effective.

**Thirdly, investors and donors** will be able to see more clearly the impact that their investments are having including across the spiritual dimension. These may be 'Kingdom Impact Investors' managing a whole portfolio of investments, or individual donors to organisations.

*“Christian development agencies who want to have people come to know Christ and deepen their relationship with Him, have a struggle on their hands: how do they know if they are having this kind of spiritual impact in this area?” Professor David Bronkema<sup>4</sup>*

## What is the opportunity?

The world of impact investing, where financial investments are used to create social change, is experiencing explosive growth. Assets in the sector have increased from \$50 billion in 2009 to \$114 billion currently and are expected to reach \$2 trillion by 2019.<sup>5</sup> Meanwhile Christian giving is worth \$700 billion overall, with \$45 billion of that to missions.<sup>6</sup> Recent research has shown donors are conducting more research into their giving,<sup>7</sup> and significant groups of high net-worth Christians are actively seeking to find out how to achieve maximum impact for the Kingdom.<sup>8</sup>

A key to the success of impact investing has been the measurement of social impact. With 95% of impact investors already measuring and communicating their impact,<sup>9</sup> and significant work having gone into the development of social metrics, there is an opportunity for Christian missions to become equally robust and experience similar growth.<sup>8</sup>

By measuring and communicating the social and spiritual impact of Christian missions and community development, **we aim to open up new funding streams for organisations, help them refine and increase their impact, and ultimately further the growth of the Kingdom of God.** We firmly believe that faithfully following God's call for an organisation is ultimately 'success', but measurement and management can add to this and is in line with Jesus' teaching on stewarding and measuring the use of our talents and activities (Matthew 25:14-30).

## Why now, and why us?

The area of social impact measurement is now well developed and robust frameworks exist. Meanwhile a number of significant organisations and researchers have started to develop spiritual metrics. However these efforts have mainly focused on local churches or specific issues, and there is yet to exist an accessible measurement and communication framework that includes social impact measurement and a broad framework for the advancement of the Kingdom of God.

We are building a network of key thinkers and practitioners in this area (see Appendix) and our role on this project will be to bring together existing knowledge and best practices, as well as to develop innovative ways to measure complex spiritual dimensions. This will result in a robust social-spiritual framework and research process that can be applied to different organisations, geographical areas and issues. **The following highlights the main developments in spiritual measurement to date:**

- **Personal discipleship metrics** include the 'Engel scale' as well as broader tools such as the 'Christian Life Profile Assessment' tool, a set of 120 questions on 30 competencies across beliefs, practices and virtues; or Lifeway's 'Spiritual Growth Assessment Process' that has 60 questions across 5 spiritual disciplines.
- **Group or church discipleship metrics** are also relatively well developed, e.g. the 'Spiritual Formation Workbook', 'Authentic Discipleship' materials or lists such as 'Baker's 100 meaningful church metrics'. Other assessments focus on helping local churches to plan, e.g. the 'Vital Congregations Planning Guide' or Willow Creek's 'REVEAL' process that assesses where congregations are across four stages of discipleship.
- **In the realm of business**, 'Business for Transformation' (B4T) has developed 50 questions to ensure businesses they support have a Kingdom impact. Meanwhile the Christian Investment Forum apply the concept of 'Biblically Responsible Investment' (BRI) but given different opinions and priorities avoid any BRI certification.
- **Christian development organisations** are analysing the role of faith-based approaches on their development programmes, e.g. International Care Ministries through random control trials, and Innovations for Poverty Action focusing on well-being.
- **Lastly, broader spiritual frameworks** exist such as Hope International's 'HOPE Quotient', although their spiritual domain only covers 16 questions around 'knowledge of God' and 'observable actions' towards discipleship. The Salvation Army recently developed a 'unifying framework for measurement' focused on transformational change in people with 7 people outcomes, four 'contextual' (protection/safety, well-being/health, formation/education and service/work) and three 'relational' (love, trust and hope). The Impact Foundation meanwhile measures basic indicators of being a 'redemptive business', with its spiritual dimension focused on indicators of 'proliferation of Good News'.

In conclusion, substantial research has gone into the area of spiritual metrics, particularly for personal and church discipleship, **but a robust framework encompassing broad Kingdom impact in communities has yet to be developed.** At a recent meeting of the Joint Learning Initiative on Faith & Local Communities including top academics and Christian organisations, it was acknowledged that further work on faith-based measurement and metrics, and a framework including spiritual outcomes is severely needed.

Given the opportunity mentioned above, there is a need now to develop this framework and metrics. We as a team at Eido Research are well placed to deliver this as we are committed to give it the time required, have technical backgrounds in producing frameworks and measurement tools, and are developing the connections required to learn from the key experts in this field.

## How will we develop KIF?



1

### **Review: Summer 2018**

Reviewing best practice measurement across different social & spiritual dimensions – desk research and expert interviews with impact measurement experts from several different sectors and backgrounds

2

### **Build: Autumn 2018**

Building the framework in close collaboration with key experts and organisations in the field – workshops & focus groups

3

### **Pilot: Winter 2018 – Spring 2019**

Working with partner missions organisations to create data collection techniques that apply the KIF to their unique areas of impact

4

### **Prove & Revise: Summer 2019**

Piloting and revising the framework with partner organisations to both measure and increase their impact, prove the concept of the KIF and make necessary revisions

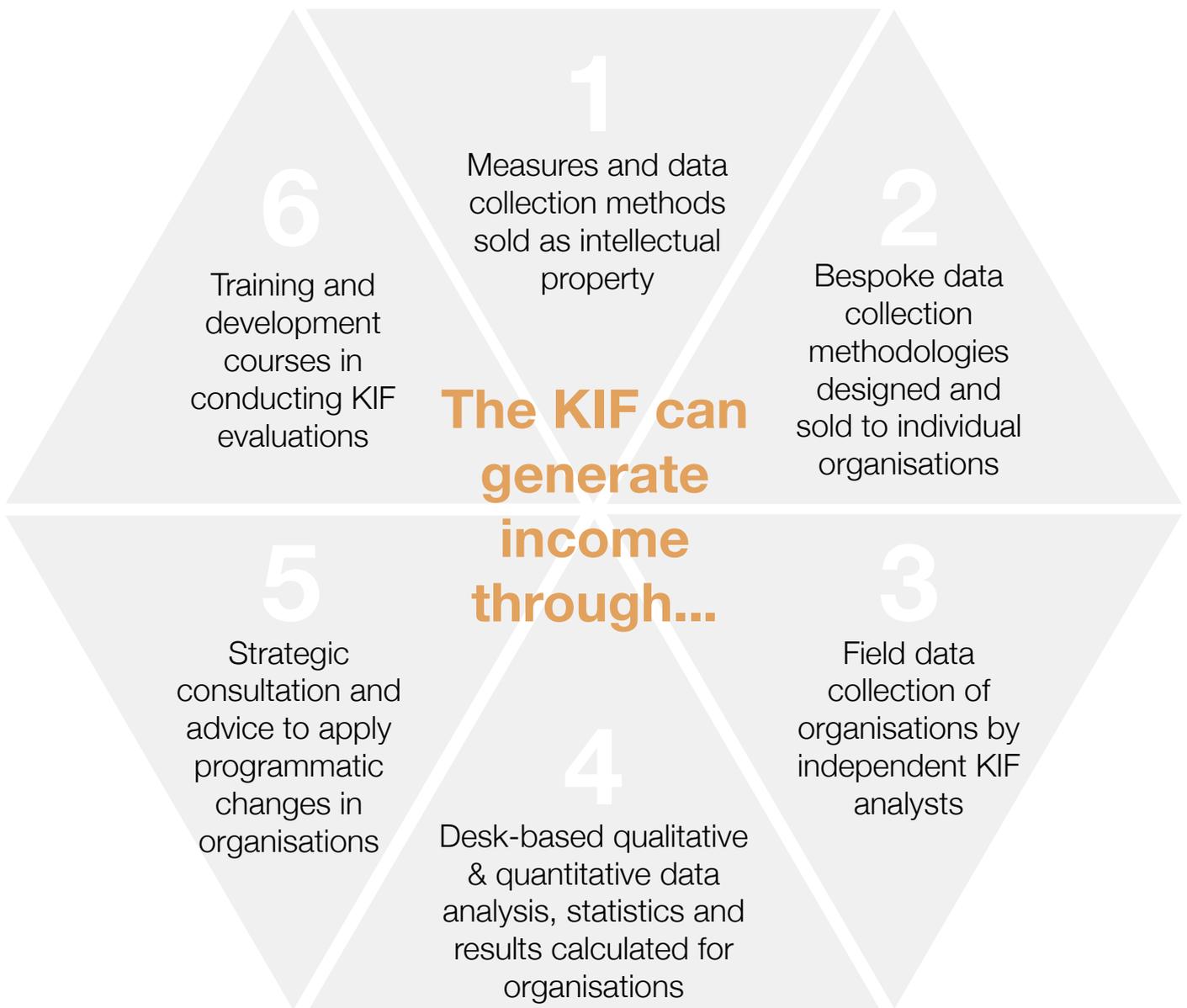
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### **Market and Grow: Autumn 2019 – Spring 2020**

Communicating the framework, including developing clear instruction manuals, whilst growing the network of organisations that will start to use it in its first full round

## How will we develop KIF as a business?

Whilst the primary goal of the KIF is to increase social and spiritual impact through the way organisations operate, it will also generate revenue that more than covers its costs. There are at least six potential revenue streams resulting from developing the KIF.



## What do we need from you?

We believe that the Kingdom Impact Framework (KIF) has the potential to radically increase the effectiveness of, and support for, Christian missions globally and we are looking for partners and investors to make this project a reality.

### **Key Experts**

We want to continue to grow our network of missions organisations and experts working on social and spiritual impact measurement across the globe, in order to build on best practice that exists in other sectors.

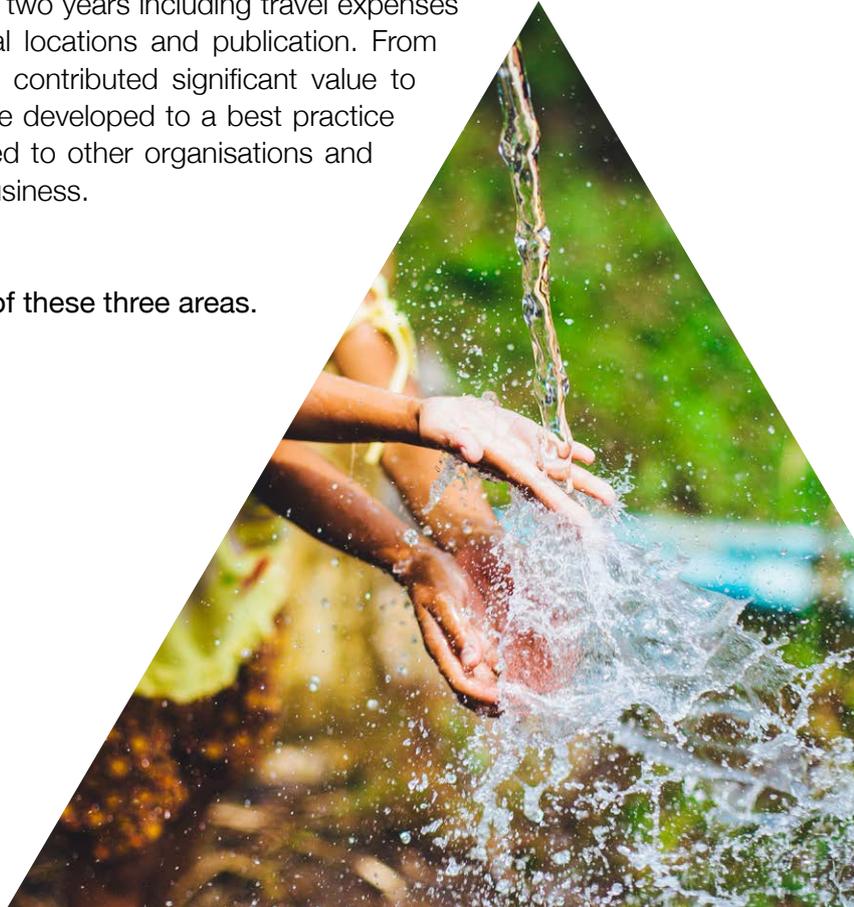
### **Partner Organisations**

We need to partner with approximately five missions organisations who are willing for us to pilot the KIF on their programmes. Each would benefit from an extremely focused evaluation of their work as well as being able to contribute to the development of the KIF. They would need to assist us by sharing their internal data and operation processes, and subsequently help us with some field data collection.

### **Financial Investment**

We need £140,000 to fully develop and roll out the KIF. This will cover the team's employment and resources for two years including travel expenses to pilot the tool in at least five global locations and publication. From this point, not only will the KIF have contributed significant value to the partner organisations, but it will be developed to a best practice standard such that it can be marketed to other organisations and become financially sustainable as a business.

Please let us know if you can help in any of these three areas.



## Who are we?

The Eido Research team are a group of researchers, statisticians, and missionaries, who specialise in research for faith groups and charities. Through our own diverse experiences of Christianity, and our different specialist backgrounds, we are convinced that a key to increased impact is to replace anecdote with evidence.

### Dr James Waters



Dr James (JJ) Waters is an international development consultant with four years' professional experience having completed a PhD investigating the resilience of slum-dwellers in Uganda. He has broad experience working in the development sector and in-depth expertise in social science methods, community-level impact assessment and communication of complex analyses.

During his last role at Arup International Development, he advised on multiple large development projects for organisations such as the Rockefeller Foundation, the Department for International Development (DfID) and Plan International. He produced measurement frameworks to understand different urban issues and wrote high quality outputs for academic, government and general audiences, as well as developing novel research methods for the team.



### Samuel Verbi

Samuel is a professional researcher with two years' experience as Co-Founder and Director for Qualitative Research for Eido Research. During this time he has conducted several research projects and evaluations for major UK and US organisations. As a keen sociologist his areas of strength include qualitative research methodology, research design, and academic theory. He has a masters in sociology, and is a scholar of Trinity College Dublin.



### Ben Winkley

Ben is a professional statistician and fellow of the Royal Statistical Society, with four years' experience working for the British Government and subsequently two years as Co-Founder and Director of Operations at Eido. During his employment for the Government Statistical Service, he evaluated programmes, oversaw reports for senior government ministers and presented high-level findings to committees of officials. He has now delivered five successful research projects for Eido clients. Having obtained his masters in statistics, his areas of expertise lie in quantitative research methodology, statistical analysis, data visualisation and communication of academic research data to non-academic audiences.

## ADVISORY PANEL

### Professor David Voas

Head of department of Social Science at University College London

Professor David Voas is recognised as a leading quantitative social scientist, an influential sociologist of religion, and the country's foremost scholar in the quantitative study of religion. He is currently Professor of Social Science and Head of the Department of Social Science at the UCL Institute of Education. He has published extensively on research methodology within contemporary Christianity, as well leading the research for the Church Growth Report for the Church of England.

### Dr Kevin Schneider

Assistant Professor at Oral Roberts University, and Executive Director, Office of Global Service

Dr. Kevin Schneider is Associate Professor at Oral Roberts University College of Business, where he also leads their Office of Global Service. With over 10 years' experience working in financial services and teaching business strategy and international business, he is now in charge of pioneering global impact projects for the university. Global initiatives launched during his tenure include research into slum development in Zimbabwe, where sustainable investment is being targeted at businesses that will transform the local economy and impact projects in Brazil that were highlighted by Acumen.

### Dr Kristin Aune

Senior Research Fellow at the Centre for Trust, Peace and Social Relations, at Coventry University

Dr Kristin Aune is Senior Research Fellow at the Centre for Trust, Peace and Social Relations at Coventry University. Here she leads the Centre's Faith and Peaceful Relations research group, focusing on the role religion can play in impacting and transforming societies. Prior to this she previously taught sociology, youth work and theology programmes at the University of Westminster.

### Matthew Rohrs

Chief Executive Officer, Sinapis Group

Matthew Rohrs is CEO of Sinapis, a micro-finance organisation that supports entrepreneurs with business training, access to financing, and exposure to Christ-centered business principles. Prior to this he served as Director of Spiritual Integration at HOPE International, developing and integrating robust and holistic spiritual metrics into their monitoring and evaluation systems. His experience developing spiritual metrics is soon to be published in a forthcoming book edited by Professor David Bronkema.

## Next steps

Thank you for taking the time to read our vision for the Kingdom Impact Framework.

If you are interested to find out more, or how you could make it a reality, please contact James at [james@eidoresearch.com](mailto:james@eidoresearch.com) or visit [www.eidoresearch.com/kif](http://www.eidoresearch.com/kif).

## Appendix: List of consultees

This is the list of experts that we have consulted in the formulation of this project, who have helped and will help in its ongoing development:

**Professor David Bronkema** – Interim Dean at Palmer Theological Seminary, advisor for the Accord network and leading academic of spiritual measurement, having published widely on the intersection of business, civil society, faith and justice including co-editing a forthcoming title ‘Towards an Understanding and Practice of Spiritual Metrics’.

**David Jones** – David Jones is a coach, mentor and advisor in leadership and strategy, working with leaders in the UK and internationally. Previously CEO of Stewardship from 2000 – 2010, David has many years of senior leadership and strategy experience.

**Sanjay Mahtani** – Partner at Openwell, providing consultancy and access to capital to enable world-changing ideas to reach their full potential; and Director at Util, a financial technology company providing actionable data and metrics to support the asset management community in investing more responsibly.

**Stephen Hunt** – International development researcher with experience in impact evaluation and donor programme management, national-level survey coordination and in-depth knowledge of quantitative and qualitative research methodologies. Currently Research Officer at the Institute of Development Studies.

**John Peter Archer** – Co-founder of Gather, a nonprofit startup that has pioneered a collaborative, data-led approach to transform urban sanitation for low income communities; included in Forbes 30 social entrepreneurs under 30 Europe 2018 and nominated for MIT 35 innovators under 35 Europe 2018.

**Simeon Bridgewater** – Investment Director at Global Innovation Fund, an open-ended \$200m impact fund that invests in the piloting, rigorous testing and scaling of innovations that improve the lives of the poorest people in developing countries.

**David Hollow** – Founder of Jigsaw Consulting, a social enterprise working in international development and humanitarian sectors, helping NGOs, governments and international organisations to enhance outcomes through applied research and evaluation.

**James Lacey and Jonathan Wentworth** – Directors of ‘Helps Global’, an innovative organisation that connects Christian mission-focused projects with a team of ‘helps’ who provide strategic guidance and advice as well as resource needed to accomplish the initiatives.

**Tom Jackson** – Founder & Chief Executive at Resurgo Ventures, a registered charity based out of local churches that provides expertise and support to early stage organisations creating social impact.

**Burn 24-7 & ‘Light a Candle’ project** – a global prayer and worship movement with a missions project in Northern Iraq providing aid and community development to displaced people in Northern Iraq.

**Joy Ercoli** – VP of Operations at Iris Ministries International, a Christian NGO that exists to ‘bring the Kingdom of God to earth, especially to serve the very poor’, with bases in 64 locations across 33 countries.

**Barry Lewis** – Director of UBU, an organisation that works in informal settlements in Cape Town providing innovation around housing challenges, working with local communities to create solutions and self-build technologies.

## References

- <sup>1</sup> Flatau, P, 2016, 'Community organisations lack the funding and data to measure their impact, The Conversation', available online at <https://theconversation.com/community-organisations-lack-the-funding-and-data-to-measure-their-impact-68329> (last accessed 22/03/18)
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- <sup>4</sup> Bronkema, D, 2016, 'Towards an Understanding and Practice of Spiritual Metrics: Introductory Chapter', available online at <https://jliflc.com/resources/spiritual-metrics-introductory-chapter/> (last accessed 22/03/18).
- <sup>5</sup> Global Impact Investing Network, 2017, 'Annual Impact Investor Survey', available online at <https://thegiin.org/research/publication/annualsurvey2017> (last accessed 22/03/18).
- <sup>6</sup> The Travelling Team, 2018, 'Mission Stats', available online at <http://www.thetravelingteam.org/stats/> (last accessed 22/03/18).
- <sup>7</sup> Burk, P, 2017, 'The Burk Donor Survey: Where Philanthropy is Headed in 2017', *Cygnus Applied Research*.
- <sup>8</sup> Johns, J, & Minnich, A, 2017, 'Spiritual Integration and Investing', available online at <https://static1.squarespace.com/static/54db769fe4b031c18ccc11d3/t/5a0d7f26c8302571a80eabb1/1510833960348/CEF+whitepaper+2017+Johns+Minnich.pdf> (last accessed 22/03/18).
- <sup>9</sup> Global Impact Investing Network, 2014. 'Spotlight on the Market: The Impact Investor Survey', JPMorgan Chase and the Global Impact Investing Network.

