Splash & Ripple

Using Outcomes to Design & Manage Community Activities

2ND EDITION, REVISED AND EXPANDED

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How to Use this Guide

This Guide was prepared for the Canadian Heritage Multiculturalism Program to assist funded groups to use outcomes in designing and managing programs. It draws from a wide range of sources, making it relevant to other community programs funded by Canadian Heritage and to the non-profit sector as whole.

Outcome Measurement is easier to understand and use when you have a mental image of how it works. We use an image of rock dropped in water to show what we do and what difference we make in our projects. Read this handbook once through to help you build that image. You will see that Outcome Measurement is a process of piecing ideas together like you would a puzzle - an Activity here, a Long Term Outcome there, until the puzzle pieces fit together in a logical way. These key terms are laid out in this handbook in a logic chain, to help you understand this process.

Once you have read this handbook through, go to page 4 for suggestions on getting started on using Outcome Measurement in your organization. An example of a completed framework and indicators can be found in the Appendix. By using the handbook in this way, you will begin to internalize how Outcome Measurement works and it will become easier each time you use it. More importantly, it helps you visualize meaningful and achievable changes in your community. What is different about Outcome Measurement from previous planning approaches is that it challenges us to reach beyond traditional goals and objectives to describe how our community will be different.

> *"The real voyage of discovery consists not in seeking new landscapes but in having new eyes."*
>
> *- Marcel Proust*

Contents

Introduction

How does Outcome Measurement Help Government be More Accountable?

Outcome Measurement stems from a global change in the way governments work. In Canada, and most industrialized countries, government agencies are re-organizing the delivery of social services to demonstrate results. Now more than ever before, these agencies – including Canadian Heritage - are under pressure to show value for the dollars they spend or allocate to community groups.

Many funded groups find this to be challenging because of the nature of the change that the projects aim to bring about. Many of the changes involve growth in community capacity to address issues of concern. This growth, in part, can be described in quantitative terms, a fairly easy task to do. But there are also important qualitative aspects that cannot easily be expressed in concrete terms.

Outcome Measurement methods encourage project staff to track both the qualitative and quantitative change created in the community. We argue, that if designed and used well, these tools can help community groups demonstrate the real value of their work.

How can Outcome Measurement Help Your Organization?

Outcome Measurement is a way of planning, managing and evaluating projects that encourages us to be clear about what our projects are DOING and what they are CHANGING. In the language of evaluation, this relationship is sometimes called the "theory of change." By engaging people at all organizational levels in a reflective process, Outcome Measurement provides a coherent and systematic set of tools for supporting collaborative planning, making management decisions and establishing an evaluation process. The Outcome Measurement Framework is the first and most important tool in the collection. A Framework is a map that suggests the path between the DOING and the CHANGING.

Outcome Measurement will help your organization:

- Know what to expect from project activities
- Identify who will benefit from the expected results
- Gather just the right information to know whether the project is achieving what you want
- Know how to improve project activities based on this information
- Know how to maximize positive influences (Opportunities), and to avoid or overcome negative influences (Obstacles)
- Communicate plans and achievements more clearly to people and other organizations
- Gain from the knowledge, experience and ideas of the people involved
- Provide accurate and convincing information to support applications for funding

If used for all these purposes, Outcome Measurement will also strengthen your community's or organization's capacity at the same time.

A Word of Caution...

First, the language of Outcome Measurement can vary slightly from one funding body to another. Take heart in knowing that most current Outcome Measurement models use planning and management approaches centered around a "logic chain." This chain links resources (Inputs), Activities, and Outputs to desired results, such as: changes in people, families, organizations or communities. Short Term Outcomes, Intermediate Outcomes, and Long Term Outcomes are all the terms used in this handbook for the results sought.

Secondly, funding bodies each have their own styles of implementing Outcome Measurement. Some funding organizations are more direct about the Outcomes they seek and will fund projects largely on their own terms, while other funding organizations are more open to negotiation.

The best way to prepare for the introduction of Outcome Measurement is to have a good understanding of the language and concepts, and knowledge of how to apply these inside your organization.

> *"A great wind is blowing, and that gives you either imagination or a headache."*
>
> *– Catherine II (The Great) 1729 - 1796 Empress of Russia*

> *"Be the change you want to see in the world."*
>
> *– Gandhi*

Perspective

The Canadian Heritage View of Outcome Measurement

The Canadian Heritage View of Outcome Measurement

All projects supported by Canadian Heritage are asked to adopt an "outcome measurement" approach to project planning, management, and evaluation. Most community initiatives need some outside funding to help them achieve their outcome. Having a command of Outcome Measurement language, and a solid framework in-hand, is a good foundation to develop your project, build your funding support, and manage the project once you receive funding.

This expectation is based on Treasury Board Guidelines on "Results for Canadians."

According to the Treasury Board of Canada, managing for results is "a comprehensive, life cycle approach to management that integrates business strategy, people, processes and measurements to improve decision-making and drive change." The Treasury Board Secretariat is responsible for helping all federal agencies adopt a results focus, a commitment which is central to the Federal government's vision for the public service. According to this vision, emphasis on outcomes is central to maintaining:

- accountability to Canadian citizens
- a clear set of public service values including self-reliance, compassion and respect for democracy; and
- responsible spending.

This updated Guide gives ideas about the benefits of using Outcome Measurement in your organization to shift the focus from short-term deliverables (outputs) to managing for meaningful change (outcomes). Building a framework is a useful way to open a dialogue about the changes you would like to see in your work, and what will be needed to bring them about.

For information on how the Canadian Government views Outcome Measurement, go to the Treasury Board Secretariat website: www.tbs-sct.gc.ca and click on "Results for Canadians." There are three particularly important messages for the non-profit sector in the Results for Canadians document:

1. The Government's commitment to results spans both the public service and those who partner with the Government and use public funds, including non-profit organizations.

2. Implementation of outcomes-based management must be done in a flexible manner; "one-size-fits-all management as prescribed by a central body does not work." "Knowledge partnerships" between public institutions and their partners in non-profit and private sector organizations are critical to achieving effective, citizen focused public sector management.

3. A challenge for the future is to foster a performance culture that accepts "learning by doing" and "continuous improvement" as a way of working both within and outside of government.

The Multiculturalism Program

The Canadian Heritage Multiculturalism Program is one important vehicle through which the Federal Government pursues the goals of the Multiculturalism Policy. The main example used in this Guide originates from this program.

The Multiculturalism Program focuses on initiatives to achieve the following objectives:

1. assist in the development of strategies which facilitate the full and active participation of ethnic, racial, religious and cultural communities in Canadian society

2. facilitate collective community initiatives and responses to ethnic, racial, religious and cultural conflict and hate motivated activities

3. improve the ability of public institutions to respond to ethnic, racial, religious and cultural diversity by assisting in the identification and removal of barriers to equitable access, and by supporting the involvement of diverse communities in public decision-making processes

4. encourage and assist in the development of inclusive policies, programs and practices within federal departments and agencies in order that they may meet their obligations under the Canadian Multiculturalism Act; and

5. increase public awareness, understanding and informed dialogue about multiculturalism, racism and cultural diversity in Canada.

Through the Multiculturalism Program, funding is provided for projects that address at least one of the program objectives, emphasize social development, and highlight community initiative, partnership and self-help.

Outcome Measurement

The Basics

This guide is organized around the ten terms presented here, taking you through terminology, concepts and examples to help you apply Outcome Measurement inside your own organization.

The handbook illustrates each of these concepts using a hypothetical community based diversity initiative as an example: The Equity Coalition of Anytown, Canada

Inputs

Resources you need to create results. *(page 12)*

Activities

What you do to create changes. *(page 13)*

Outputs

The project deliverables. *(page 14)*

Getting Your Bearings

Defining organizational priorities. *(page 10)*

Short Term Outcomes

Capturing the potential of Activities and their Outputs. *(page 16)*

Indicators

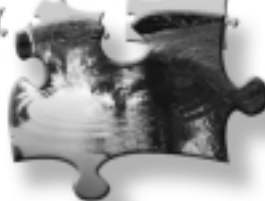How you know you're achieving the results you seek. *(page 23)*

Opportunities and Obstacles

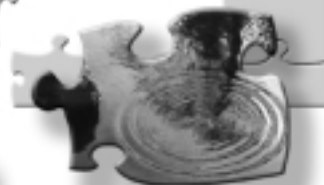What's helping and hindering your project. *(page 21)*

Long Term Outcomes

The vision of a preferred future. *(page 20)*

Intermediate Outcomes

Achieving desirable changes for people, organizations and communities. *(page 18)*

Getting Started

How to get started on an Outcome Measurement Framework

Outcome Measurement is a Cyclical Process

> *"We live life forward and experience it backwards."*
>
> *– Soren Kierkegaard*

It's hard to construct an Outcome Measurement Framework in one sitting. It usually happens over several sessions.

Make the most of the different learning styles in your group; there are always some people who like to think "long range" and "big picture" first (Long Term Outcome), and then work backward to identify the more concrete Activities and Outputs. There will also be people who like to start concretely with Activities and then work toward the big picture. Accommodate both learning styles by moving back and forth along the "logic chain."

1. Brainstorm

Form a group. Brainstorm the things your organization does and why you are doing them. Consider the questions set out under Getting Your Bearings on Page 11. Write down all your ideas.

2. Categorize

Try putting the results of your brainstorming exercises into the categories you are familiar with from reading this handbook. Some groups like to start with Activities because that is what you experience everyday. Do not dwell here. Get some rough categories down and move on. You will want to nail down your Long Term Outcome as soon as possible, so that as an organization, you know where you are heading.

3. Refine

Refine the information in each category, group activities into sets, check that your Outputs flow into Short Term, Intermediate and Long Term Outcomes, and that all the statements accurately reflect what you are doing and planning to change. List all your Opportunities and Obstacles.

4. Develop Indicators

You probably already have some indicators. Add more. Brainstorm different ways of collecting the information. Then run all the indicators through the checklist on Page 20. Choose the best ones for your organization or your particular project.

We cover all the steps in creating an Outcome Measurement Framework in the following pages. However, if you want a really quick guide, turn to Appendix 3 - Outcome Measurement-at-a-Glance.

Theory and Practice are Always Different

There are just too many variables for your organization to control all of them. This is true even when you think you have a sound Framework including realistic, logical flow linking Inputs to Long Term Outcome, accompanying indicators and well anticipated Opportunities and Obstacles. Projects rarely unfold as expected. That's okay. Frameworks should be living documents. They should guide your work, but be adaptable as your experience builds and the context continues to change. The degree to which you can alter your Framework during a project is a something for discussion between you and your funding organization.

Splash & Ripple

An Image of Outcome Measurement

For every project idea there are multitudes of people with ideas of what should be done and what can be changed. When these more diverse points of view are included in the planning process, the project is richer for it. Unfortunately the language of *Outcome Measurement* is often a barrier to participation. This is where images or metaphors can help. Here is one image to help people understand and use Outcome Measurement.

Imagine what happens when a rock is dropped into a pond.

The rock is like a material *Input*, the person holding the rock is like a human resource *Input*. The act of dropping the rock is like an *Activity*. When the rock reaches the water, it creates a *SPLASH*. These are your *Outputs*. The *RIPPLES*, spreading out from the splash are like your *Outcomes*, short, medium and long term. The edge of the pond represents the geographic and population boundaries of your project.

> *"A picture is worth a thousand words."*
>
> *- Anonymous*

There are six guiding ideas inside this image:

Time

Splashes (Outputs) become Ripples (Outcomes) which move outward over time. The idea is that Outputs are immediate and flow directly from Activities. Short Term Outcomes are closely linked to Outputs. They describe the related "potential" generated by the Activity and its Output. Intermediate Outcomes take the lifetime of your project to show and are at least one step removed from Activities. Long Term Outcomes take longer than the life of your project to show and are many stages removed from Activities.

Sphere of Influence

Splashes cover a smaller area than ripples do. This suggests that an Activity and its Output involve a relatively small number of people, but that just as a splash yields ever widening ripples, the benefits of the Activity and its Output spread beyond the initial group of participants to include other people. It is in this ripples zone that a project generates important social changes.

Control

As splashes become ripples, control diminishes. You have considerable control over Inputs, Activities and even Outputs up to when the splash occurs in the pond, but after that you have less and less control.

Context

The ripples (Outcomes) take their own course, affected by other disturbances in the pond. You can influence the ripples, at least those ripples that are closer to the original splash. To use this influence, you must know how to deal with the other disturbances in the pond, i.e. Opportunities and Obstacles.

At the outer edges of the pond, where the ripples are wide and distant from the splash, your influence has diminished further. Here, at the level of Long Term Outcome, all you can do is contribute to the big picture and the long-range changes you seek.

Learning and Improvement

Every splash and ripple sequence is an experiment. The more you know about the Splash and Ripple effect of your project, the better able you are to add to or alter your Inputs and Activities to yield better results. Using this image: you can drop the rocks in differently, by dropping in bigger rocks, or dropping in fewer or more.

Relationships

There are obvious connections between the dropping of the rock (activity) and the outer ripple (what you are aiming to change). In outcome measurement, these relationships are described in the Outcome Measurement Framework. Read on!

Getting Your Bearings

Defining Organizational Priorities

Looking Outward

- What is happening in your environment?
- What issues/opportunities most need to be addressed?
- Who will benefit?
- What timeframe is needed to make a difference?
- Who are possible partners/ funders/clients?

Looking Inward

- What is our mission/mandate?
- What are our best skills/ resources?

TIP

In this handbook, we refer to "your project," but you can apply Outcome Measurement to an individual job description, a project, a program, a department or your entire organization. You need to decide which scale makes most sense for your organization. Applying it to individual projects makes sense since they are often managed and funded separately.

Before charting Activities, Outputs, Short Term Outcome, Intermediate Outcome and Long Term Outcome statements for a project, it is important to do some preparatory thinking. This involves an "outward" look at the issues and opportunities you could address, and an "inward" look at your organization's mission, skills and resources. Taking time for preparatory thinking speeds up your planning process and sharpens your focus. In doing so, you should be clear about the following:

- The priority issues/opportunities that exist, and those that fall within your organization's mission or mandate and capability, e.g. - you may see that your organization is well-positioned to address community concerns about "racist incidents in a local school." The issue is "hot," you have the contacts, and it fits your mandate.

- Spatial/geographic boundaries for the project (if any), such as a municipality, city neighbourhood or region, e.g. - in a project to address "racist incidents in a local school," the boundaries might be confined to a particular neighbourhood or school catchment area.

- Population boundaries (if any), such as youth, e.g. - in the same project, the boundaries might be students in grades 9 - 12.

- Particular groups (individuals, family and friends, other organizations/institutions) that might have a role to play in the project's Outputs, Short Term Outcomes, Intermediate Outcomes and Long Term Outcome, e.g. - community leaders, teachers, parents, sports leagues, community centres.

- The amount of time you need to address your priority issues/opportunity, e.g. - six months to participate in a participatory study of "racist incidents in a local school," two months to engage the public in discussion of findings for a total of eight months.

Our Example

The Equity Coalition of Anytown, Canada

The Equity Coalition is a Community Action Project similar to many other Canadian Heritage Multiculturalism Program supported initiatives. As you read through the Guide, you will find examples of how this project's work would be described using Outcome Measurement language.

You will find the complete Equity Coalition Outcome Measurement Framework in the Appendix. Throughout this handbook, whenever you see this symbol ✳ we use the Equity Coalition to help illustrate a concept.

The Equity Coalition

DEFINING ORGANIZATIONAL PRIORITIES
for the Equity Coalition

In the aftermath of the 9/11 attacks in the United States and continued hostilities in the Middle East, some visible minority communities in Canada have experienced increased discrimination. This initiative responds to one particular form of discrimination that appears to be on the rise - Racial Profiling. This is the practice wherein law enforcement and security actions - like "Stops" and "Searches" - are taken primarily on the basis of skin colour or other characteristics like dress. Racial profiling stems from misinformation, lack of information and racial stereotyping. Some people are worried that the government, in its efforts to keep the country "safe" from terrorist attacks, may be pressured to adopt racial profiling.

The Equity Coalition is concerned about racial profiling practice because it: undermines our civil liberties and fosters anti-immigrant sentiment. The Coalition is an eclectic grouping of local ethno cultural organizations, settlement service providers, social service agencies, and faith groups. Collectively we bring a range of practical skills and experience to the effort. Our project represents a "home grown" community response to this undermining of our civil society. Our aim is to foster a greater awareness of how to detect and counter racial profiling within our community. We have identified priority audiences for this project.

Timeframe: 2005-2008

> **TIP**
>
> Before launching into a listing of activities, outputs and outcomes, determine who is designing and implementing the activities and who is experiencing change as a result of participating in the activities.

Inputs

The Resources You Need to Create Results

Inputs include:

Human Resources

For example: staff, volunteers, consultant time

Material Resources

For example: supplies, room rental, equipment.

This is the stage where you create a list of what you need to carry out the project. Consider, for example:

- **Staffing**: What skill sets? How many staff positions? How many volunteer hours?
- **Office or meeting space**: Size? Location?
- **Equipment**: Computers? Chairs? Tools?
- **Materials**: Stationery? Training text books? Bus tickets?

Having a good understanding of your INPUT requirements helps you to draft a **budget**. Remember that your claims about Outputs and Short, Intermediate and Long Term Outcomes are based on receiving a certain amount of money. If you receive less funding, you will need to modify these anticipated results.

INPUTS
for the Equity Coalition

Although the Equity Coalition has not yet made a complete list of inputs, they know they will eventually need:

- Project Coordinator (.75 of a full time position)
- Programming staff (1.0 full time position, possibly shared by two or more)
- Office space for two staff

- Office equipment and supplies
- Design and distribution
- Advertising
- Subscriptions
- Travel

Activities

What you do to create changes

Activities are what you do with your Inputs.

The challenge is to group your list of activities into between five and eight "sets" or "clusters." If you have too many activities listed, it's very difficult to keep track of your progress.

Common headings include:

- Promotion/Public Relations
- Group Formation
- Facilitation
- Education
- Networking
- Training
- Research
- Resource Development

Under these headings, you can write short paragraphs describing what the project is DOING.
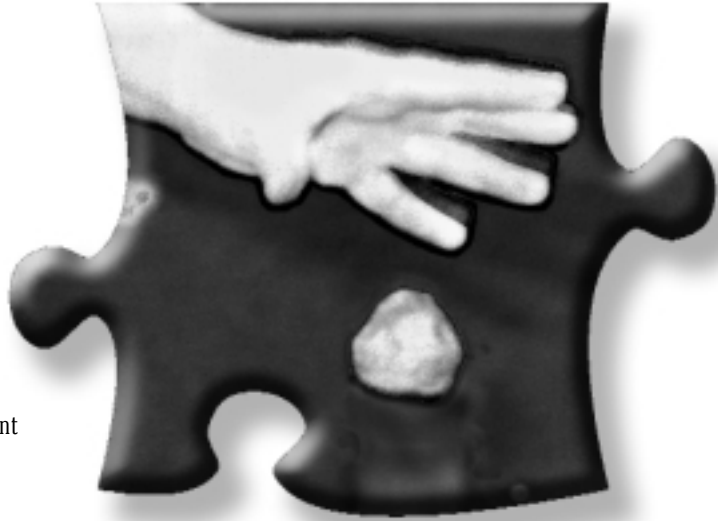
ACTIVITIES
for the Equity Coalition

When the Equity Coalition defined their organizational priorities, they talked with the leadership of several ethno-cultural communities, law enforcement and security organizations. Because this initial contact took place before the project, it does not appear under their current Activities.

Here are the Activity sets that the Equity Coalition came up with:

- **Community Outreach:** Contact representatives of cultural and religious organizations to document experiences and promote participation in the initiative.
- **Resource Development:** Research, produce and disseminate locally adapted educational material geared to law enforcement and security professionals, educators, media professionals, mainstream service providers and the general public.
- **Training and Education:** Design, advertise and deliver tailored educational sessions for law enforcement and security professionals, educators, media professionals, and other mainstream service providers.
- **Community Dialogue:** Build and maintain relationships and collaboration with community organizations both in and beyond the Equity Coalition - notably the law enforcement/security agencies. Identify and pursue opportunities to promote diversity in the community.
- **Consultation Service:** Advertise the Coalition's core competencies in group facilitation, problem solving, barriers analysis and organizational change and cultural interpretation. Design and deliver competitive fee for service consultation.

Outputs

The direct results of your activities
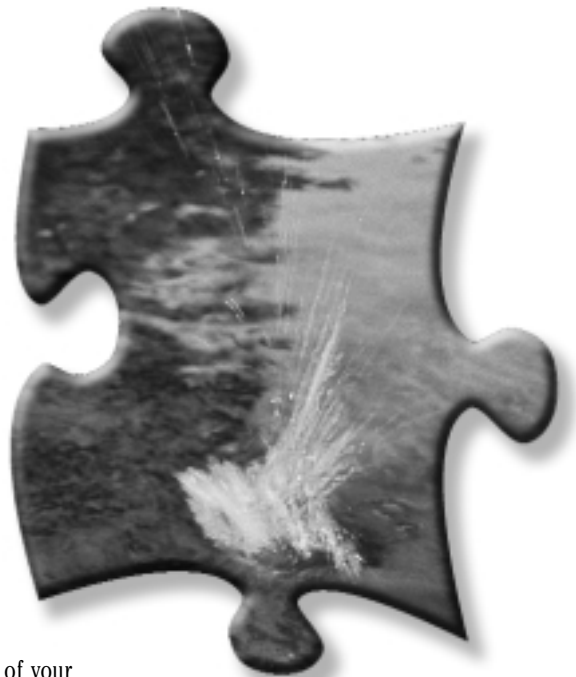
Usually each Output relates to one Activity, which is the direct "product" or "deliverable" of that Activity.

Sphere of Influence - limited to the creation of products, usually those that can be counted such as people trained or materials produced.

Time Observable - usually coincides with completion of the Activity.

Degree of Control - a lot.

Output Characteristics

- Outputs are the most immediate results of your project Activities.

- Outputs occur at the completion of each Activity. You have a lot of control over what is produced at this point.

- Each Output relates directly to an Activity, so you should have at least as many Outputs as Activities. Often an Activity has more than one Output.

- An Output illustrates the volume of work done under the Activity.

- An Output is the product of an Activity such as a poster, people contacted, a policy submission, or a training session.

- Outputs are often stated using numbers, such as number of participants or number of materials produced.

- Just as splashes create ever-widening ripples, Outputs create the conditions for Project Outcomes: Short, Intermediate and Long Term.

OUTPUTS
for the Equity Coalition

The project team has developed the Outputs for each of the activity sets. Notice how they are worded in the active (present) tense. They show potential being created which will be unleashed in the Outcomes.

Activity: Community Outreach
Output: Number of meetings held
Report documenting experiences

Activity: Resource Development
Output: Number and type of resources produced, grouped by intended audience

Activity: Training and Education
Output: Number of requests for sessions
Number of training sessions
Number of participants

Activity: Community Dialogue
Output: Number of active members in the Equity Coalition
Number and type of non-coalition community partners,
Number of meetings/discussions

Activity: Consultation Service
Output: Number of enquiries
Number of consultations by type of request
Average number of consultant hours expended/month

Outcomes

Outcomes are the changes in individuals and groups that your project will bring about or influence if the planned activities are undertaken in the proposed way. Unlike objectives that describe what you want to achieve, a good outcome describes:

- Who changed, i.e. the individuals or groups
- What change has occurred for those individuals or groups
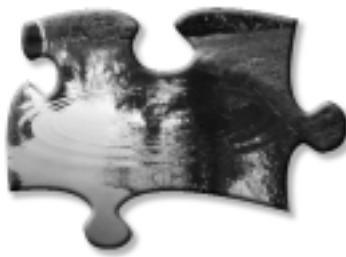
An outcome statement should describe a changed state that can be measured and identify a particular point of change. For example: Program participants have the right set of skills and knowledge to train other young people on how to deal with racism incidents. It is important to have clearly crafted outcome statements so that you have a foundation for measuring the change when monitoring or evaluating.

There are three levels of outcomes:

- Short-term
- Intermediate
- Long-term

What we can see in a more detailed examination of each outcome level is that they are linked to each other and follow from the activities and outputs. If any part of the chain is not properly linked, the chances of reaching the intermediate outcomes are diminished. And the chances of achieving the long-term change are arguably very low indeed.

TIP

One way to envision an outcome statement is to imagine what the situation was for a particular group before the activity was carried out, and the situation you expect to exist after the activity has taken place. The new situation flows from the combination of activities and outputs. A description of the particular group in the new situation is your outcome statement.

Short Term Outcomes

Capturing the potential for qualitative change that is created through Activities and their Outputs

Short Term Outcomes are the fraternal twins of Outputs. Where the Output describes the product of an Activity, the Short Term Outcome describes the potential created by the product. There are as many Short Term Outcomes as there are Activity-Output combinations.

Sphere of Influence – remains limited to immediate change among those participating in the Activity or using the product.

When Observable – within the timeframe of the project following the completion of the Activity.

Degree of Control – less than Outputs but more than Intermediate Outcomes.

Characteristics of Short Term Outcomes

- Short Term Outcomes may describe an immediate benefit among those people directly participating in an Activity, (e.g. the knowledge or ideas that participants take away from the session).

- Short Term Outcomes may describe how people use a product to create the key changes sought by the Project (e.g. taking the details for an upcoming meeting from an eye catching poster and subsequently attending the event).

- Each Short Term Outcome relates directly to an Activity and its Output(s).

- Short Term Outcomes capture the "potential" for continued change created through Activities and their Outputs.

Short Term Outcomes are the first "ripples" of a project Activity. Often, Short Term Outcomes describe the potential for participants to know or do something different following an Activity. Sometimes they describe what users of a product or audiences of a message do or know, that they did not do or know before the Activity. Here are some Canadian Heritage examples:

1. In a community theatre project to explore and profile local history, the formation of a gender and age balanced volunteer troupe with participants from local businesses, the band council, a variety of community organizations, faith groups and the local media might be a short term outcome of a community recruitment activity.

2. In an organizational capacity building project aimed at improving signage and translation services in the local hospital, agreement by the Hospital administration on where the service barriers are and a plan to address these might be a short-term outcome flowing from a board sponsored barriers analysis activity.

3. In an audience development initiative for a long standing city jazz festival a user friendly, on-line ticket purchase capability may be a short term outcome of a festival web-site re-design.

4. In a community research project aimed at identifying optimal conditions for immigrant children entering primary school for the first time, the school board panel receiving timely, relevant, well argued research findings might be a short term outcome flowing from a report preparation and dissemination activity.

SHORT TERM OUTCOMES
for the Equity Coalition

The Equity Coalition has identified five Short Term Outcomes that flow from the Outputs of the project:

- Community members feel heard and their voices are used as the basis for collective action.

- Relevant, user friendly information and the names of locally available resource people are in the hands of key contacts within the law enforcement and security profession, school systems, local media outlets, local mainstream service providers.

- Audiences leave sessions with a heightened sensitivity to racism and discrimination in the community and, in particular, the adverse effects of racial profiling; they agree on key areas in their professions where counter measures can be fostered.

- Coalition members increasingly pool resources around diversity initiatives that no one member agency could do as well on their own; the coalition generates purposeful relationships with newly involved organizations.

- Consultant skills are well matched to client needs, relevant and constructive assistance is provided and contracts are completed to the satisfaction of all parties.

TIP

Use Active Language - Active language helps the reader visualize the kind of change that the project is trying to foster. Focus either on the product of the Activity or the expected changes in the participants. Use the present tense.

Intermediate Outcomes

Achieving desirable changes for people, organizations and communities

Intermediate Outcomes are more than one step removed from Activities, are fewer in number (usually two to four), and flow from the unleashing of the potential contained in a combination of several Short Term Outcomes.

Sphere of Influence -
Expanding into wider settings.

When Observable -
Should be observable at or shortly after the end of the project.

Degree of Control -
Much less than with Outputs and Short Term Outcomes, but still direct influence.

TIP

Many of us have been trained to write goal and objective statements in a way that describes what is to be done. "...to inform local media about issues facing visible minorities in Anytown and assist them to cover these issues in a more culturally sensitive way." An outcome statement describes what is different, what has changed as a result of your Activities: "Local media outlets frame stories with greater sensitivity and make use of locally available contact people."

Characteristics of Intermediate Outcomes

- Each Intermediate Outcome flows naturally from several of the Short Term Outcomes, so there will be fewer Intermediate Outcomes than Short Term Outcomes.
- Intermediate Outcomes point to the key changes that directly relate to your project. These are changes you think your project can create.
- Each change represents the unleashing of the potential created by your Activities and their Outputs and Short Term Outcomes.

Intermediate Outcomes relate to the individuals who directly participate in activities, but like ripples in a pond, they go beyond those individuals to include: the families, friends, or community contacts of those individuals.

In peer support projects, Intermediate Outcomes may relate to what individual clients actually do with the problem solving support they receive (the Activity and its Output/Short Term Outcome).

They may also relate to desired changes in relations between the individual and their family or colleagues. If you add up these individual Outcomes, you can demonstrate your project's coverage within a particular community or target group.

In coalition projects, Intermediate Outcomes may relate to the way in which individual organizations work more effectively, how they work with their peer organization more collaboratively, or how they influence decision-makers more convincingly.

In projects designed to build stronger, more equitable organizations, Intermediate Outcomes may relate to what individual project participants do differently in their workplace with the knowledge, tools, or strategies gained in training activities. They may also relate to changes in those who surround those participants - their peers and managers. You might be looking for changes in policies and in service delivery. You might also be looking for something less concrete but equally important like a more inclusive and welcoming work environment.

In projects designed to build stronger communities you might be looking for Outcomes like: more people actively involved, better connections to social services and supports, or innovative group initiatives.

In projects designed to raise awareness, Intermediate Outcomes may relate to what individual project participants do differently in their lives with the knowledge, tools, or strategies gained in public education activities. You might be looking for people to become involved in a community issue for the first time or to be more responsive when they see discrimination occur.

And in projects designed to build audiences for Canadian art forms or to increase attendance at museums, Intermediate Outcomes may simply describe desired changes in the size, demographic make up, or number of first time attendees at these venues.

Intermediate Outcomes often take more time to see but should be achievable within the life of your project.

You do not have full control over Intermediate Outcomes because they are at least one step removed from your Activities and can be easily influenced by outside influences. But it is still very important to manage your project to achieve intermediate outcomes because these are concrete changes you are trying to bring about through your work.

INTERMEDIATE OUTCOMES
for the Equity Coalition

Here are three Intermediate Outcomes the Equity Coalition has identified. You can see that they do not exactly match the number of Short Term Outcomes in the way that Short Term Outcomes match up with Outputs and Activities. Instead, there are three Intermediate Outcomes flowing from five Short Term Outcomes.

Two things to notice

- The potential created through Activities, their Outputs and Short Term Outcomes is unfolding into desirable and achievable changes
- Like ripples, the benefits generated through Activities, their Outputs and Short Term Outcomes are spreading outward to involve others

Sample Intermediate Outcomes

1. Local media outlets frame stories with greater sensitivity and make use of locally available contact people.

2. Participant law enforcement officers, educators and staff of service providing agencies adjust their practices in keeping with the key messages of the Project; their organizations take note and begin to change their policies and practices.

3. The general public engages with the issues through high profile, "myth exploding" public events.

Long Term Outcome

Toward longer term change

This is the goal or vision that your project is aiming for. This goal or vision describes the bigger picture and longer term changes.

Sphere of Influence -
expanding into yet wider settings.

When Observable –
beyond the lifetime of your project.

Degree of Control –
very little, only indirect influence.

Characteristics of Long Term Outcomes

- The Long Term Outcome is your vision of a preferred future. It underlines why the project is important to the broader community.

- Aim for one statement that describes this preferred future.

The Long Term Outcome is like the more distant, outer ripples of a splash that take time to appear. Long Term Outcomes tend to affect a wide audience.

As a project's influence lessens – as the ripples become more distant – the project encounters more and more influences or ripples from other sources. Together they create a dynamic to which the project contributes but does not control.

LONG TERM OUTCOME
for the Equity Coalition

Visible minorities in our communities feel safe from the practice of racial profiling.

Opportunities & Obstacles

What's helping and hindering your project?

These forces can be found affecting every part of your project: Inputs, Activities, Outputs, Outcomes and Long Term Outcome.

They can be found at every scale: family, community, national and international, and inside and outside your organization.

They can be generated by: humans or by forces of nature (e.g. the weather).

The more you know about these influences, the better prepared you are to manage them by doing Activities differently.

You may use the positive Opportunities to increase the effect of the changes you bring about. For example: Your Mayor is a "champion" for multiculturalism; invite her to chair a task force on building diversity in the City's administration and moderate a panel at a regional diversity forum for civic administrators.

You may be able to revise your plans to minimize the effect of the negative Obstacles. For example: You may change workshop dates to avoid religious holidays.

Examples from the Equity Coalition

Opportunities:

- The American Civil Liberties Union and several other civil liberties and human rights organizations are monitoring cases of racial profiling and producing useful resources on the subject.

- Court cases involving racial profiling are getting attention in the national media.

Obstacles:

- Public opinion continues to favour the government pursuing enhanced security measures on the streets, in public buildings, at borders and transportation hubs as a result of the perceived threat of terrorism.

List the Opportunities and Obstacles, then decide if you can modify your Framework to maximize the effect of the Opportunities and minimize the effect of the Obstacles. You may find that some of them are too big for you to influence.

Opportunities & Obstacles

Assumptions and Risks – the Necessary Conditions for Success

Sometimes the opportunities and risks present themselves on such a large scale that you have little or no control over them. Knowing this, you may need to make some assumptions on which the project's success is based.

They are the conditions that need to be in place for your project to have the intended results. For example: The schoolboard allocates resources to support its commitment to English as a second language learning.

Risk refers to the probability that the necessary conditions will not be in place.

Add a short explanation of the risk, which can be stated as high, medium or low.

Assessing risk involves bringing together your best collective understanding of the project and its context. Occasionally with large, complex projects, funding bodies may require a more formal risk analysis. Once risk is assessed, it is important to review your activity plan once again to ensure you have strategies in place to manage the risk where possible.

ASSUMPTIONS
for the Equity Coalition

- There is enough shared intent among organizations participating in the Equity Coalition to give this project adequate management support.
  Risk: Low

- Institutions we have identified for this project remain co-operative.
  Risk: Low

Indicators

How you know you're achieving the results you seek

Indicators point to the information that you need to gather to know if the project is making a difference. They represent the most meaningful identifiers of changes made. Writing meaningful indicator statements is very challenging.

Characteristics

- They should be identified for Short, Intermediate and Long Term Outcomes
- Output statements are often expressed as indicators
- Each indicator must be finely tuned to ensure that it best measures the specific Output or Outcome statement
- Both qualitative and quantitative indicators should be used so that you capture the richness of the experience
- Each should provide information that helps the project improve
- Each must be cost-effective to use
- Look for only 1-2 indicators for each outcome in smaller projects, 3-4 indicators in larger projects

It's like an Airplane Cockpit…

Imagine the dials and displays inside the cockpit of an airplane. These provide important information to pilots about the performance of the plane, including: its position in relation to its destination, wind speed, altitude and fuel level. Without these indicators, pilots have very little to guide them on their journey. Pilots do not use all the dials at once, and sometimes it takes a combination of dials and displays to give them all the information they need at a specific point in time. For pilots and project managers alike, indicators are important for navigation.

Putting indicators to work, requires a variety of information gathering tools. Tools are discussed under "Measuring Change" on Page 26.

Quantitative Indicators

Express indicators as a ratio, percentage, comparison or a number. For example:

- Proportion of in service training on racial profiling where the audience agrees upon a set of actions to pursue in their profession to address the practice of racial profiling.

Qualitative Indicators

Express indicators as a change or a comparison between two states or situations. For example: the change in the range of organizations willing to sponsor, host, or collaborate on activities related to racial profiling.

Target Indicators

A target indicator (or success indicator) includes a level that you are aiming to achieve. For example: 80% of audience participants can describe learning something new about the practice of racial profiling from the session. It is difficult to set attainable targets unless you have been gathering data for years and are repeating activities in a familiar setting.

Neutral Indicators

This kind of indicator does not predict any kind of direction or target for the change. It simply names the information necessary to show progress. For example, a neutral indicator may read as: proportion of participants who describe learning something new about the practice of racial profiling from the session.

Using Indicators

For each indicator you must be able to determine:

- Where you will get the information;
- What method you will use;
- Who will gather it;
- When will it be gathered.

This information provides the basis for Measuring Change (page 22).

Indicators

How you know you're achieving the results you seek

INDICATORS
for the Equity Coalition

Staff and volunteers at the coalition have developed quite a few indicators, both qualitative and quantitative, to measure Outputs, Short Term Outcomes, Intermediate Outcomes and Long Term Outcomes. There are too many to list here but they are listed in the information Gathering Plan Appendix 2. The Team chose which indicators were best for their organization using the following "Indicator Test."

Indicator Test

You could use a very large number of indicators to gather information, some of which would require hiring more staff just to collect and summarize the data. It is better not to go overboard, only choose the indicators that provide the most meaningful information. Indicators should be cost-effective, accurate, and useful to your organization.

Generate a list of candidate indicators for your Output and Outcome statement(s). Use this checklist to help you decide which of these indicators work best.

For each indicator statement, ask...

Number each statement you wish to test, then for each question post the number at the appropriate place on the line.

1. Accuracy - Does it measure the result?

2. Is it cost-effective to collect the information?

3. Can information be gathered without invading privacy?

4. Does the information help project managers understand how the project is affecting men and women, and/or specific groups of people differently?

5. Does it give useful information with which to make management decisions?

6. Will the information communicate well to stakeholders – including funding bodies?

YES	NO
YES	NO
YES	NO
YES	NO
YES	NO
YES	NO

As you test your selected indicators with these questions you may realize that you can:

a) Improve your indicator - make it clearer to understand, or more specific to the Output or Outcome you want to measure;

b) Improve your Output, Short Term, Intermediate or Long Term Outcome statements.

Feel free to do either. Even then, you may not have the best possible indicator. Look for improvements over time as you put them into practice.

TIP

Once you have identified the piece of the picture of change that you think best represents it, shape it into an indicator statement by inserting one of the following prefixes:

- % of participants who
- Number and type of
- Examples of changes in
- Extent to which participants experienced
- Before and after comparison of

Outcome Measurement Framework

Putting Outcome Measurement to work

We have introduced the key terms of Outcome Measurement. These help to identify actions and desired results, and to decide how to measure progress toward those results. You have now essentially completed an Outcome Measurement Framework.

What Can You Do with this Framework?

This framework can now be an active, living tool to be used on a day to day basis. Here are some ways we think it can be used. In time you will find other ways to use the framework in your own practice.

Communicate Intent

Use your Framework to plan or clarify the project internally, as well as explain your project idea to potential sponsors. A Framework can provide a powerful summary of:

- What you intend to DO
- What you intend to CHANGE
- WHY the project is important
- Your resource requirements

Manage the Project

Once your project has been accepted, the real work begins. With your Outcome Measurement Framework in hand, you can walk through the inputs and activities to develop an operation plan including a detailed budget, program plan, staff plan, program schedule and facility schedule. Use this process to begin planning beyond the project for sustainability of the work.

Monitor and Evaluate

With the project underway, use your Outcome Measurement Framework to MONITOR your progress or EVALUATE what has been achieved. Monitoring, or collecting and tabulating data, is part of regular project management. It provides information for continuous improvements or the fuel for modifying future work. And it establishes an historical marker from which the organization can measure whether things have improved or not. Your Indicators, in particular, help you focus on the information you need.

An EVALUATION involves assessing whether the change you said would occur ("theory of change") actually occurred in this project. It examines the day to day monitoring information, changes in the project's context - e.g. whether the project still makes sense, whether it connects well to other activities going on in the community. It looks at progress toward the longer term results. Evaluation can be done internally (by the project or agency staff), externally (by an independent consultant) or jointly. It can range in scope from a small, reflective exercise to a comprehensive review.

Modify

Information generated through monitoring and evaluation provides insight at many levels within a project.

- Involving participant or beneficiary groups can enrich their understanding and create additional momentum towards the desired change.
- Managers, field staff and volunteers are able to examine the information and modify as appropriate. Or, they may want to revise part of your Outcome Measurement Framework based on your new understanding of the project.
- Using the Activity, Output and Outcome statements, you can write reports for funders that show progress against what was agreed upon and expected.

Accountability through Communication

Having used the Outcome Measurement Framework to build support, manage and monitor your project, you are now in a good position to communicate your work to those who have an interest in your project: participants, the broader community, and the funding organization. Because you used the Framework throughout the project cycle and the information helped you to adapt to changing conditions, you are also in a good position to describe what worked well, what did not and what changes were made to ensure the Outcomes could be achieved.

Measuring Change

By identifying indicators of change early on in the project's development, the stage is set for project monitoring and/or evaluation. Whether it is a small exercise or comprehensive review, one characteristic monitoring and evaluations have in common is that they are both systematic - both require a plan for how data on each indicator will be collected, and most methods involve a "data sample," a "baseline," and "information gathering."

Preparing a Plan

The preparation of a monitoring and evaluation plan helps you explore how you will collect data on the indicators that you have identified for each outcome. Important considerations are the resources and time available.

Choosing a Method of Information Gathering

Some data collection methods work well for quantitative indicators and others for qualitative. It is best to use both so that a full picture of the project is presented. You can also combine methods and be creative. It is important to collect data that will have meaning for your organization.

Interviews, Surveys and Questionnaires

Informal conversations: including at the agency coffee room with colleagues; or in the school yard with parents dropping off their children. For Informal Conversations to be a valid way of collecting data, you need to advise the person you are talking with what you are using his/her ideas for (qualitative).

Guided interviews: where your questions are fixed. This helps you collect comparable information - especially important if you have different people conducting interviews. Questions could include: What community centre activities are you involved in? What skills did you learn in this project that you can use in your everyday life? (quantitative and qualitative).

Closed, fixed choice questions: Where you offer statements, and the respondent indicates the level to which they agree or disagree with the statement.

Example: Question - I feel welcome when I attend the Community Action Committee meeting. Optional Answers - Strongly Agree, Agree, Disagree, Strongly Disagree.(quantitative).

You can be creative with questionnaires, but adapt the questions to the language skills or culture of the group being surveyed. Examples of creative questionnaires are:

- Using happy/sad faces to indicate a continuum of satisfaction with aspects of a service, facilitate participants through a sociogram where they are asked to physically place themselves in the room according to how they want to answer the question. (quantitative)

- Standardized open-ended questions:, e.g. How would you describe the situation of refugees in your community? (qualitative)

Response rates for written and telephone questionnaires are usually not as high as with face-to-face methods.

Observation

No direct questions, you are just collecting data or stories e.g. checklists or frequency counts done by project staff or volunteer, oral histories or anecdotal information (qualitative and quantitative).

Documents/Records

This involves gathering the information you need from existing documents such as participant diaries, organizational logs, test scores, literature searches, minutes from meetings, statistics from government departments and reports (qualitative and quantitative).

TIP

Gathering data does not have to be a separate activity that everyone dreads. Work it into the Activities you're already doing, which might even help you achieve the Outcomes you are looking for.

"Not everything that counts can be counted.

And not everything that can be counted, counts."

- Albert Einstein

Focus Groups

A sample or portion of participants is brought together for a discussion. You are not building a consensus, you are simply trying to understand the range and depth of opinion on a few choice questions. Make sure you have someone to record what people say (qualitative and quantitative).

You can collect very useful information by inviting participants before the program begins and after the program ends to demonstrate their experience with an issue in a creative way. They may choose to demonstrate the change they experienced through a video, diagram, song or a play.

Data Sampling

It is not always possible to conduct a survey of a whole group. When a group is too large, you can select a "sample", a smaller selection of individuals thought to be representative of that poulation. A sample does not require as much staff or volunteer time for collection, but can still provide reliable information.

The bigger your sample, the more reliable your information. For example:

Three people's responses may give you a skewed impression of how 100 people feel, whereas responses from 25 of those people will yield a more accurate picture.

Sampling can be used for most methods of data collection. For example:

Instead of asking every staff person to comment on the content of their organization's newly published barriers analysis report, the evaluator asks a sample of 30 people including: board members, front line staff, management and volunteers. He/she aims to include men and women of all ages and individuals from different backgrouds and ethno-cultural groups.

Many different kinds of sampling techniques have been developed and it is important to find the method that is most appropriate for your organization. For information about sampling techniques and tools, visit Lancaster University's Statistics Glossary at www.cas.lancs.ac.uk/glossary_v1.1/main.html and http://www.surveysystem.com/sscalc.htm

Establishing a Baseline

Once you have determined what your data sample will be, a baseline (also called pre and post testing) is established.

A baseline gives information about conditions before the project begins so that you have something to compare your results to. This is how you will demonstrate that there has been a change. The baseline uses the same sample selection process that will be used in data collection throughout the project. This makes an actual comparison possible (i.e. apples are compared with apples and not oranges).

If it is not possible to establish a baseline, a second best option is to ask "before-after" questions when meeting people who participated in the project. That way you can capture the difference the project might have made.

Collecting Data

Once a baseline has been established, change data is collected on each indicator identified in the Outcomes Measurement Framework. The data is collected using a wide range of data collection methods such as those described earlier in this guide.

Analyzing

This involves comparing pre and post data to identify changes. Identify any meaningful patterns. For example: look at patterns of local media coverage before and after the project, at changes in policy statements and budget allocations over time or pre- and post-responses to interview questions with community leaders. You may review the data with a group of stakeholders and other staff to explore what the findings mean to them.

Reporting

You should present the findings with your audience's information needs firmly in mind. It is important to write in a clear and concise way, using your own voice and reflecting the depth of experience and knowledge gained through the project.

Appendix 1

Outcome Measurement
The Equity Coalition of Anytown, Canada

Project Name

Community Engagement & Public Education
Project on Racial Profiling

Time Frame

2005 – 2008

How?

INPUTS	ACTIVITIES	OUTPUTS
	Community Outreach	• # of meetings held
	Contact representatives of cultural and religious organizations to document experiences and promote participation in the initiative.	• Report documenting experiences
• Project Coordinator .75 of 1 full time position	**Resource Development:**	
• Programming 1.0 full time position	Research, produce and disseminate locally adapted educational material geared to law enforcement and security professionals, educators, media professionals, mainstream service providers and the general public.	• # and type of resources produced, grouped by intended audience
• 25% Share of Office Space		
• Office Equipment & Supplies	**Training and Education:**	• # of requests for sessions
• Design and Distribution	Design, advertise and deliver tailored educational sessions for law enforcement and security professionals, educators, media professionals, and mainstream service providers.	• # of training sessions
• Advertising		• # of participants
• Subscriptions		
• Travel	**Community Dialogue:**	• # of active members in the Equity Coalition
• Courier	Build and maintain relationships and collaboration with community organizations both in and beyond the Equity Coalition, notably the the law lnforcement and security agencies. Identify and pursue opportunities to promote diversity in the community.	• # and type of non-coalition community partners,
• Telephone		• # of meetings/discussions
	Consultation Service:	• # of enquiries
	Advertise the Coalition's core competencies in group facilitation, problem solving, barrier analysis, organizational change, and cultural interpretation. Design and deliver competitive fee for service consultation.	• # of consultations by type of request
		• average # of consultant hours expended/month

Situation Assessment

In the aftermath of the 9/11 attacks in the US and continued hostilities in the Middle East, Canada's visible minority communities continue to face discrimination. This initiative responds to one particular form of discrimination that appears to be on the rise - Racial Profiling. This is the practice wherein law enforcement and security actions - like "Stops" and "Searches" - are taken primarily on the basis of skin colour or other characteristics like dress. Racial profiling stems from misinformation, lack of information and racial stereotyping. Some people are concerned that the government, in its efforts to keep the country "safe" from terrorist attacks, may be pressured to adopt racial profiling. The Equity Coalition is concerned about racial profiling practice because it: undermines our civil liberties and fosters anti-immigrant sentiment. The Coalition is an eclectic grouping of local ethno cultural organizations, settlement service providers, social service agencies, and faith groups. Collectively, we bring a range of practical skills and experience to the effort. Our project represents a "home grown" community response to this undermining of our civil society. Our aim is to foster a greater awareness of how to detect and counter racial profiling within our community. We have identified priority audiences for this project.

Timeframe: 2005-2008

What we want — Why?

SHORT TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG TERM OUTCOMES
Community members feel heard and their voices are used as the basis for collective action.		
Relevant, user friendly information and the names of locally available resource people are in the hands of key contacts within the law enforcement and security profession, school systems, local media outlets, local mainstream service providers.	Local media outlets frame stories with greater sensitivity and make use of locally available contact people	
Audiences leave sessions with a heightened sensitivity to racism and discrimination in the community and, in particular, the adverse effects of racial profiling; they agree on common key areas in their professions where counter measures can be fostered.	Participant law enforcement officers educators and staff of service providing agencies adjust their practices in keeping with the key messages of the Project; their organizations take note and begin to change their policies and practices	Visible minorities in our communities feel safe from the practice of racial profiling
Coalition members increasingly pool resources around diversity initiatives that no one member agency could do as well on their own; the coalition generates purposeful relationships with newly involved organizations.	The general public engages with the issues through high profile, "myth exploding" public events	
Consultant skills are well matched to client needs, relevant and constructive assistance is provided and contracts completed to the satisfaction of all parties.		

Appendix 2
Creating an Information Gathering Plan

Short Term Outcomes

<table>
<tr><td>Short Term Outcomes</td><td>INDICATORS</td></tr>
<tr>
<td>Community members feel heard and their voices are used as the basis for collective action.</td>
<td>• % of community members contacted who describe feeling heard and hope that their participation will make a difference.</td>
</tr>
<tr>
<td>Relevant, user friendly information and the names of locally available resource people are in the hands of key contacts in the police department, school system, local media, and community service providers.</td>
<td>• Consistency between the information needs of the intended audience and the content and format of the packages produced.
• Level of user satisfaction with the information provided</td>
</tr>
<tr>
<td>Participants leave sessions with a heightened sensitivity to racism and discrimination in the community and, in particular, the adverse effects of racial profiling and they agree on key areas in their profession where counter measures can be fostered.</td>
<td>• % of participants who describe learning something new about racism from the session
• % of sessions where the participants agrees on a set of actions that could be pursued within their profession to counter racism and discrimination</td>
</tr>
<tr>
<td>Coalition members increasingly pool resources around diversity initiatives; the coalition generates purposeful relationships with newly involved organizations.</td>
<td>• Change in the level and source of contributions to Coalition initiatives
• # and type of coalition activities undertaken</td>
</tr>
<tr>
<td>Consultant skills are well matched to client needs, relevant and constructive assistance is provided and contracts completed to the satisfaction of all parties.</td>
<td>• % of consultations completed to the satisfaction of both the clients and the consultant in terms of issue identification, contract management, and results obtained.</td>
</tr>
</table>

Intermediate Outcomes

<table>
<tr><td>Intermediate Outcomes</td><td>INDICATORS</td></tr>
<tr>
<td>Local media frame stories with greater sensitivity and make use of locally available contact people</td>
<td>• # of times that resource people are contacted by the local media for background information and interviews</td>
</tr>
<tr>
<td>Participant law enforcement officers, educators, and staff of service agencies adjust their practices in keeping with the key messages of the Project; their organizations take note and begin to change their policies and practices.</td>
<td>• % of training/education participants who a.)report a change in their professional practice as a result of their participation, and b.) note a "ripple effect" of the Project within their organization /institution</td>
</tr>
<tr>
<td>The general public engages with issues through high profile, 'myth exploding', public events.</td>
<td>• #, type, and size of public events addressing racism and discrimination
• change in the range of organizations sponsoring events</td>
</tr>
</table>

INFORMATION SOURCES	COLLECTION METHODS AND FREQUENCY	PERSONS/GROUP TO DO THE WORK
• Community members as key respondents	• Key respondent interview at three pre-determined intervals	Project volunteers
• Key respondents from targeted organizations	• Document review • Telephone interview once after resource material is distributed	Project Coordinator
• Training participants	• Workshop evaluation forms collected each session	Workshop facilitator
• Key respondents from Coalition organizations	• Key respondent interviews once at the end of the project	Project Coordinator
• Key respondents from Coalition organizations	• Key respondent interviews once at the end of the project	Project Coordinator

INFORMATION SOURCES	COLLECTION METHODS AND FREQUENCY	PERSONS/GROUP TO DO THE WORK
• Community members as key respondents	• Key respondent interview at three pre-determined intervals	Project volunteers
• Key respondents from targeted organizations	• Key respondent interview at the end of the project	Project Coordinator
• Local newspapers and public information bulletins	• Document review and analysis twice, once mid-project and again at the end.	Project volunteers

Appendix 3

Outcome Measurement at a Glance

	Defining Characteristic	Who is Affected	When Observable	Degree of Management Control	Splash and Ripple Analogy
Inputs...	...are the human and physical resources that make the initiative possible - the people, equipment, supplies and other ingredients. ...give you the essential information for budgeting.				...are like THE PERSON AND THE ROCK
Activities...	...describe the essential work of the initiative - how the Inputs are to be combined. ...are to be summarized in between 5 to 8 statements.	...are written from the vantage point of those instigating the work (e.g. managers, staff facilitators, volunteers).			...are like DROPPING THE ROCK
Outputs...	...are the most direct and immediate results. Its usually something that can be counted. Each Output relates to one Activity.	...refers to the product of your activities (e.g. number of participants).	...are observable as you complete the activity.	...allow you substantial control - not total though; there are often surprises during implementation.	...are like CREATING THE SPLASH
Short Term Outcomes...	...create the potential for Intermediate and Long Term Outcomes to occur. Each Short Term Outcome relates to one Output.	...often refers to an immediate benefit among those people directly participating in an activity (e.g. trainees).	...are observable within the timeframe of the project.	...allow you less control than Outputs, though you still have a significant amount of control.	...are like THE MOST IMMEDIATE RIPPLES
Intermediate Term Outcomes...	...are several steps removed from Activities. ...describe the key changes you want to make in the initiative. ...are fewer in number; each flows naturally from several of the Short Term Outcomes.	...expand into wider settings - includes those who are directly involved in Activities, but goes beyond those direct participants to include the families, organizations, or neighbourhoods surrounding them. ...may also include those people or workplaces who use or are influenced by products created in the initiative.	...are observable at or shortly after the completion of the initiative.	..allow you direct influence - you must keep your sights set on the Outcomes; then manage activities for the best chance of success - learn by doing, adapt as you go. Caution:: you should be reasonably confident in your claims, since you may be responsible for bringing them about.	...are like THE MIDDLE RIPPLES
Long Term Outcome...	...is the picture of a preferred future; the reason why it is important to do the initiative. ...describes a scenario that is close enough to show a real contribution to the desired change, yet big enough and far enough out on the horizon to be visionary.	...may expand into yet wider settings to include societies, districts, communities, professions, whole organizations.	...are observable well after the initiative has been completed.	...allow you only indirect influence - the initiative will not achieve the vision, only contribute toward it.	...are like the OUTER RIPPLES

Appendix 4

Commentaries, Tips, Tools, Techniques and Additional Links to Help You Implement Outcome Measurement

On how and why the Canadian Government has committed itself to an outcomes orientation in public spending...

www.tbs-sct.gc.ca

The Treasury Board Secretariat. This Canadian Government agency provides advice and support to Ministers in the Federal Government about their role of ensuring value for money. It also provides oversight of the financial management functions in departments and agencies. Results for Canadians: A Management Framework for the Government of Canada is a particularly important document for those implementing outcome measurement with federal government support. It sets out a framework for management in the Government of Canada and an agenda for change in the way that departments and agencies manage and deliver their programs and services. To get to this document, enter 'Results for Canadians' in the Search Engine.

On outcomes focused planning, monitoring, evaluation and reporting among voluntary organizations...

www.vserp.ca

The Voluntary Sector Evaluation Research Project (VSERP). The VSERP Web site serves as a resource centre for access and comment on evaluation models, frameworks and tools, and provides a discussion forum for issues related to assessing performance in voluntary organizations. The section "VSERP research" contains new evaluation resources which provide guidance and practical advice to voluntary organizations in making strategic choices about assessing their performance. VSERP is a joint initiative of the Canadian Centre for Philanthropy, Centre for Voluntary Sector Research and Development, Carleton University, United Way of Canada - Centraide Canada, YMCA Canada, Volunteer Canada, Max Bell Foundation, CCAF Canada (formerly the Canadian Comprehensive Auditing Foundation), Community Foundations of Canada and Philanthropic Foundations Canada and is being funded by a Community-University Research Alliance grant from the Social Sciences and Humanities Research Council (SSHRC), an independent federal granting agency, and the Max Bell Foundation.

national.unitedway.org/outcomes

The United Way of America's Outcome Measurement Resource Network. The web-site offers information, downloadable documents, and links to resources related to the identification and measurement of program- and community-level outcomes.

www.mapfornonprofits.org

Management Assistance Program for Non-Profits. Click on the Free Management Library. It includes original material, which is updated regularly by MAP consulting managers, specialists in nonprofit management practices. The site also provides links to the best nonprofit resources on the Internet. It is a free community resource intended for users across the world.

www.mande.co.uk

MandE News. A news service focusing on developments in monitoring and evaluation methods relevant to development projects and programs with social development objectives. MandE NEWS is supported by: Oxfam (GB), Save the Children Fund (UK), ActionAid (UK), Christian Aid , CAFOD (UK), CIIR (UK), IDRC (Canada), World Vision (UK), WWF (UK) and Exchange via BOND.

www.hmrp.net/CanadianOutcomesInstitute

Canadian Outcomes Research Institute. This web-site describes the work of this Canadian non-profit educational and research organization in four key areas: educational services, HOMES database, resources and research. Click on "Resources" to access various tools that can assist in implementing outcome-based planning and management.

Worksheet 1

Outcome Measurement

INPUTS	ACTIVITIES	OUTPUTS

What we want

Why?

SHORT TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG TERM OUTCOMES

Worksheet 2

Working with Indicators

Short Term Outcomes	INDICATORS	INFORMATION GATHERING

Intermediate
Outcomes

INDICATORS

**INFORMATION
GATHERING**

Splash & Ripple

Using Outcomes to
Design & Manage
Community Activities

Produced by

PLAN:NET LIMITED
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