Outcomes thinking and management

Shifting focus from activities to impact

Meet your facilitators

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What is Candid?

On February 1, 2019, Foundation Center and GuideStar joined forces to become Candid, a 501c3 nonprofit organization. Together, these organizations brought a combined 88 years of expertise and millions of data points to Candid.

Why Candid?

Every year, millions of nonprofits spend trillions of dollars around the world. Candid finds out where the money comes from, where it goes, and why it matters.

How?

Through research, collaboration, and training, Candid connects people who want to change the world to the resources they need to do it.

Our response to global events

Thank you for being a part of Candid's learning community. We recognize that this may be a challenging time for many. Candid has shifted its key learning opportunities to a virtual format, and you can check them out at bit.ly/CandidLearningOnline. We've also invested in providing the social sector with the resources they need to make informed decisions about today's most pressing issues:

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Outcomes thinking and management

## Shifting focus from activities to impact

Upon completion of this training, you should be able to:

— Describe outcomes thinking and how it differs from other approaches to program planning and management

— Apply an outcome mindset to your organization's programs, projects, and grants

— Create a logic model as the outcome framework for program management, grant proposals, and stakeholder communications
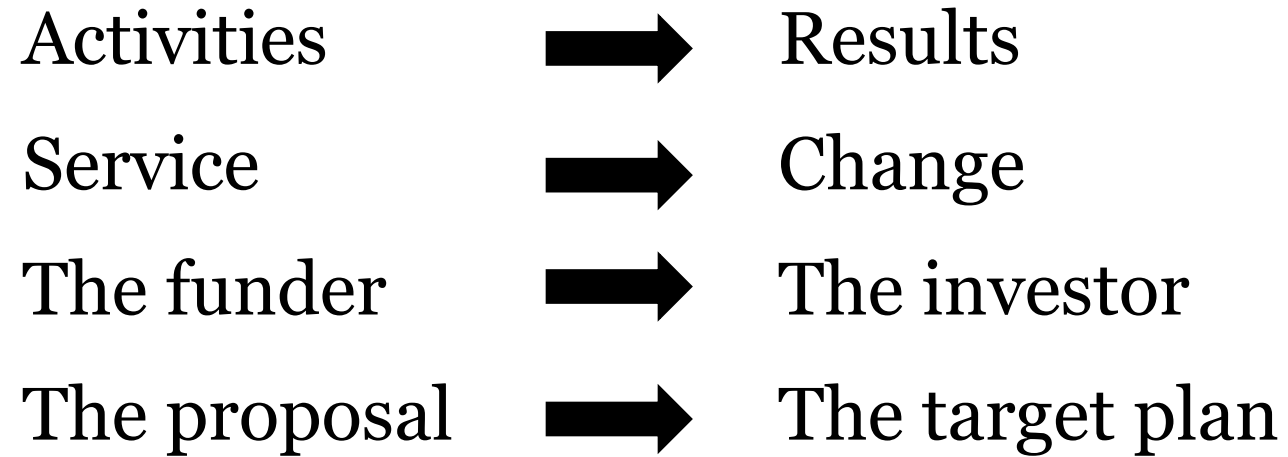
What are outcomes?

A change in attitude/beliefs, knowledge/skills, behavior, and/or condition that results from the services you provide.
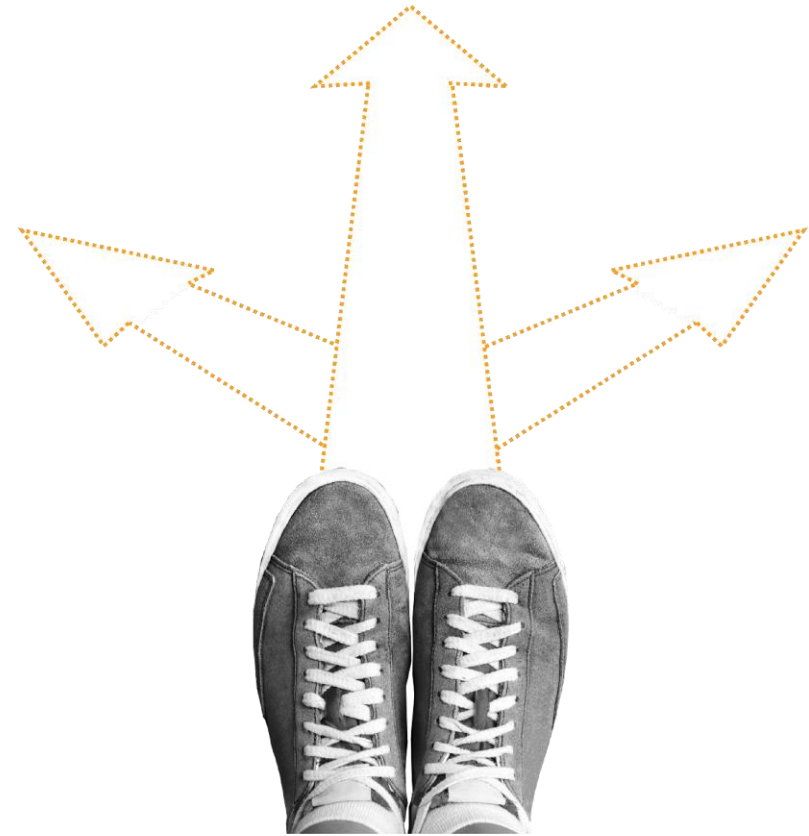
The language of outcomes

Goal

outcome

Output

Result

milestone targets

measurable

Objective

short term change

long term change

Impact

Differences

Benchmark

achievements

input

indicator

Benefits

Shift in perspective

Activities ➡ Results

Service ➡ Change

The funder ➡ The investor

The proposal ➡ The target plan

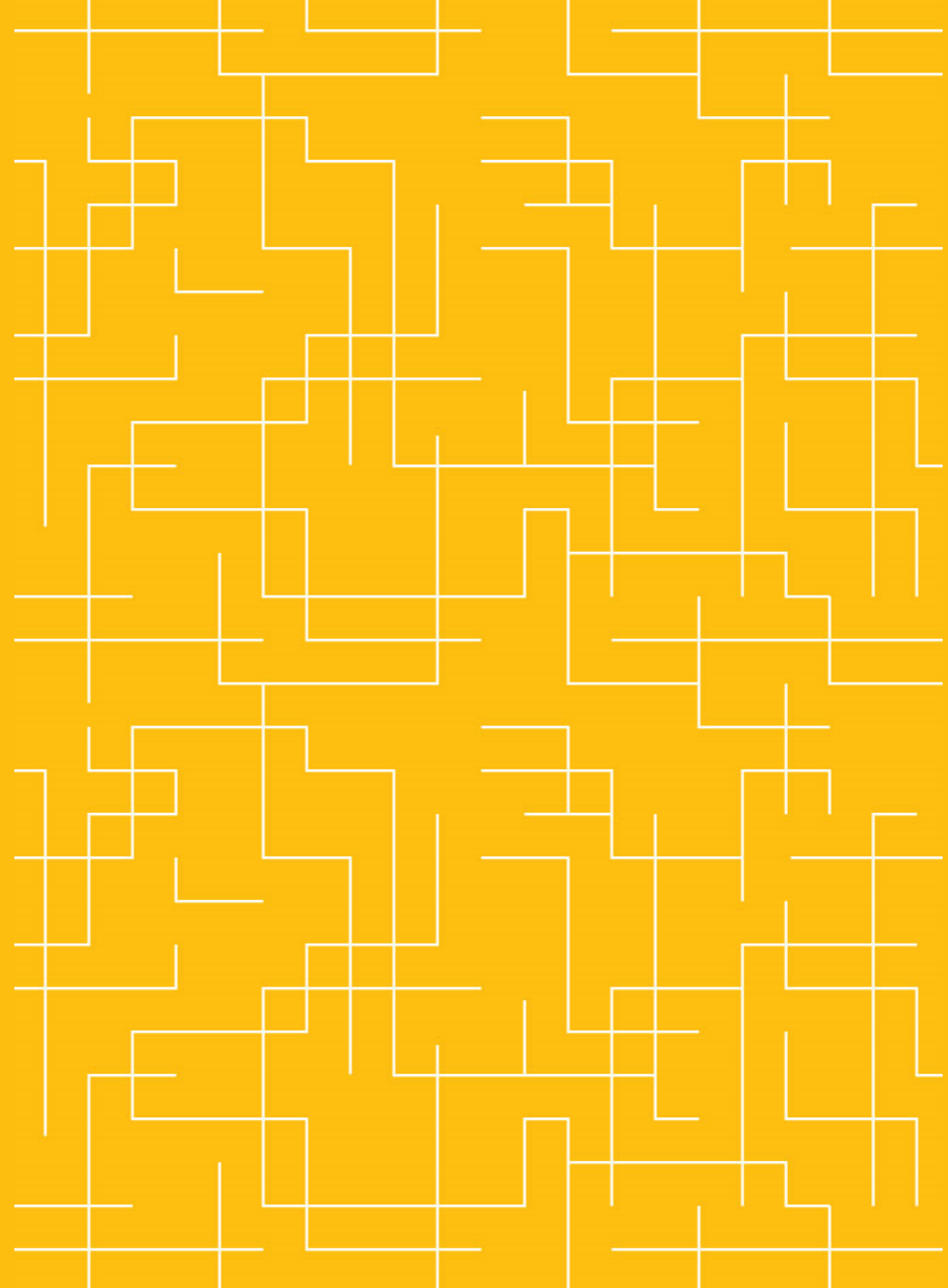# Shift in perspective

150 participants attended our program

➢ 85 graduated, 100 got employed – within the first month of the program

We distributed 5000 cans of food

➢ 150 hungry people consumed nutritional food 3x per week for 3 months

Write it out in chat...

What does your organization
do every day?

S.M.A.R.T Criteria

Specific   Provides clear direction on what actions must be taken, easy to understand

Measurable   Quantifiable and verifiable through measurement

Attainable   Realistic given organizational capabilities

Results-Oriented   Focused on an outcome (change in behavior or condition), not the method by which you get there

Time bound   Set a time frame that is reasonable

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Setting outcome targets

Start small!

1. Describe the kind of change that is expected to happen as a result of the program. (What will the participants "look like" or "act like" when the program is considered a success?)

2. Describe the degree to which the participants will change (how much of it, for how long).

3. Estimate the number of core participants that will change and the nature of their change...

Setting outcome targets

Of the _____ participants served, at least _____ will (list the behavior or condition change and degree) _____ by _____.

Keep in mind that outcomes are SMART!

Next Step

- Review the targets that you have set for your program and identify ways to verify whether or not you reached the targets.

- Involve others in creating the logic model and setting outcomes.

Outcomes management

You define success in terms of results. ✓

You know for sure when success has been achieved (you have the evidence). ✓

Throughout the program, you know you have enough resources remaining to get results. ✓

Benefits

- Increased clarity
  - What success looks like
  - What we have accomplished

- Enables learning and innovation

- Puts meaning to mission

- Assures staff alignment

- Builds staff energy

- Used for fundraising, program planning, design, improvement & evaluation

Simple terms we use

- **Inputs**
  The resources you need to provide services and/or run your activities

- **Activities**
  Processes, actions, interventions that the program does with the resources or inputs

- **Outputs**
  - Direct products of program activities
  - Often described in terms of size/scope of program

- **Outcomes**
  Specific changes you expect to achieve in attitudes, behaviors, knowledge, skills, or status

Outcomes framework

"Based on 'if... then...' logic, the logic model is used to illustrate how a program affects its clients. Through a logical progression, it demonstrates how a program's resources (inputs) are used to provide specific services (activities/outputs), and how those services benefit participants (outcomes)."*

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The logic model framework

We can also think about the logic model as a recipe!

Inputs ➡ Activities ➡ Outputs ➡ Outcomes

The need statement

The logic model is driven by your need statement.

- What is the problem that you are trying to address?

- Is the issue compelling?

- What is the scale of the problem?

- Who is affected by this problem?

The need statement

The need statement describes the issue, situation, or opportunity your organization's project/program will address.

Note: this is NOT about the needs of the organization.

The logic model framework

Inputs	Activities	Outputs	Outcomes
In order to deliver the services that address the identified need, our program needs the following… - Staff - Funding - Facility - Equipment and supplies - Partners - Curriculum	To impact our participants in a way that will address the broader need, our program will do the following… - Deliver workshops - Make visits to patients - Conduct 3 tutoring sessions per week	The following numbers will reflect what occurred as a direct result of each of the program's activities… - Number of workshops - Number of intakes conducted or individuals assessed - Number of job training sessions offered - Number of employment partners	As a result of their involvement in our program, participants will see the following changes… Short-term changes: - Knowledge - Skills Medium-term changes: - Attitude - Behavior Long-term outcomes: - Condition

Shift in perspective

150 participants attended our program

➢ 85 graduated, 100 got employed – within the first month of the program

We distributed 5000 cans of food

➢ 150 hungry people consumed nutritional food 3x per week for 3 months

Shift in perspective

Scenario	Activity	Output	Outcome
We distributed 500 cans of food; 50% of hungry people consumed nutritional food 3x per week for 3 months	Distributed cans of food	5000 cans of food distributed Number of people reached	Hungry people consumed nutritional food 3x per week for 3 months
I counted 150 participants in out program. 10 participants achieved the desired outcome; 85 graduated, 100 got employed within the first month of program	Delivered a program	150 participants reached	Participants graduated and got employed within the first month out of the programs

Questions?

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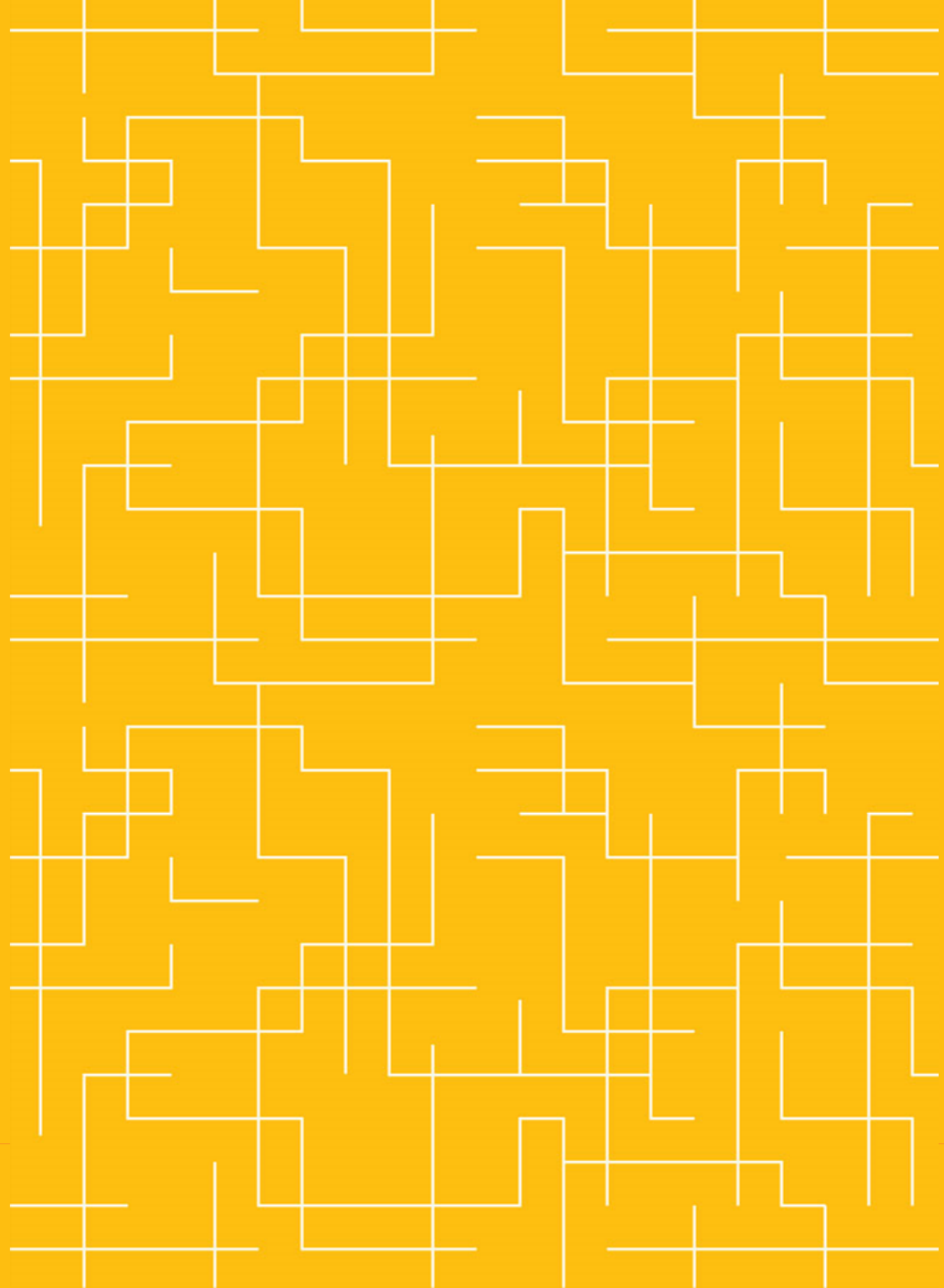
Sample Logic Model Exercise

Need Statement:
Children of incarcerated parents are more likely to enter the criminal justice system and lag behind their peers in academic and social development. New York City has some of the most disadvantaged neighborhoods with high rates of incarceration.

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The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

Recruit and match 100 caring adults with 100 children of incarcerated parents each year

The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

of mentees and mentors who participate in program

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The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

Mentees build positive self-esteem

The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

Mentees do not enter the juvenile justice system

The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

The incarceration rate of children of incarcerated parents is reduced

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The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

Provide group activities for mentors and mentees to participate in together

The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

Mentees learn about the importance of positive school and work behaviors

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The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

of participants at group activities

Thank you!