

**Organizational Planning:
Strategic Survival and Success
Outcome Measurement
Basics**

Montana Nonprofit Conference
September 28, 2009
Ned Cooney, Facilitator/Consultant
Ascent Strategic Development
Ascentstrategy.com <> 406/212-7242

Complete this Sentence:

- *The change that occurs in the world (clients, community) because of the work of our nonprofit is....*

Objectives for this Workshop

- Become familiar with terms related to program outcome evaluation
- Understand the difference between process evaluation and outcome evaluation
- Identify some potential outcome measurements for your programs
- Discuss the benefits and limitations of an outcome-focused approach to evaluation

Why Evaluate Impact

- Accountability to Mission
- Management information
- Funder requirements
- Proactive is better than reactive

Terms

- Inputs
 - Program Resources & Constraints
- Activities
 - What you do to fulfill mission

Terms

- Outputs
 - Counts, statistics

Your outputs?
- Process Evaluation = Counting =
What we did

Terms

- Outcomes
 - Benefits for the recipients

 - The *Change* in the recipient/
target of service
- Outcome Evaluation = Why it mattered

Outcomes

- - Increased knowledge
 - New Skills
 - Changed Perception, Attitude or
Values
 - New or Improved Behavior
- *Ultimately ...*
 - Improved Condition
 - Altered Status

Measuring Outcomes

- Outcome Indicator: # and %

- Baseline Data
 - Change during/after "intervention"
 - Pre- and post-testing

Examples

Smoking Cessation Class:

Outcome: Smokers stop smoking

Indicators: # and % of participants who quit by end of class, and after 6 months aren't smoking

Examples

Runaway Shelter

Outcome: Families reunified, or youth in stable housing

Indicators:

- # and % returned home, or
- # and % in stable living situation after 6 months

What Can Be Evaluated?

Evaluating **Programs** (time-limited, human benefit, defined participants)

vs. **Services** (ongoing, singular interactions, internal measures)]

Reflect and Share

- What are potential *Outcome Measures* for your organization?

Some Considerations

- Scientific method/Causality
- Only measuring what can be measured (intangibles)
- Be clear about what you can “own”
- Defining Non-Human outcomes

More Considerations...

- Customer Satisfaction – important, but not an outcome
- Seek input from stakeholders
- Think long-term
- Evaluation requires resources

In Closing

- Questions?
- Actions: in the next month, talk about the potential value of an outcome evaluation effort. Build support. Draft a pre/post test.
- Evaluations
- Thank you!

Credits & References

- United Way of America – *Measuring Program Impact: A Practical Approach*; national.unitedway.org/outcomes/
- Nonprofit Good Practice Guide www.npgoodpractice.org/Accountability/Training/
- Basic Guide to Outcomes-Based Evaluation for Nonprofit Organizations with Very Limited Resources: www.managementhelp.org/evaluatn/outcomes.htm
