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Performance Measurement

February 20, 2019

Monadnock United Way



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Training Overview

- Why should your program measure performance?
 - And why can it be so challenging?
- Primer & practice: Activities, outputs & outcomes
- More on outcomes
- Indicators, targets & benchmarks
- Data sources & collection methods
- Q&A / Apply your skills
- Wrap-up & evaluation

Before we begin...

- All slides will be posted on the MUW website within 1 week of this training. (www.muw.org/community-partner-resources)
- The slides include active links to resources used in this training; download the slides and click the links to access tools, literature and more.
- This training is focused on performance measurement. Contact MUW for additional program evaluation support.



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Why measure program performance & outcomes?

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Examples of Potential Benefits of Outcome Measurement

“Provide a communication tool to let people know what’s being done and the difference that it makes”

“Focus on programs that really make a difference for clients”

“Reaffirm that we are on the right track”

“Be accountable and cost-effective”

“Demonstrate the ‘intangibles’”

“Take pride in accomplishment and quality”

Why is measuring social impact so challenging?

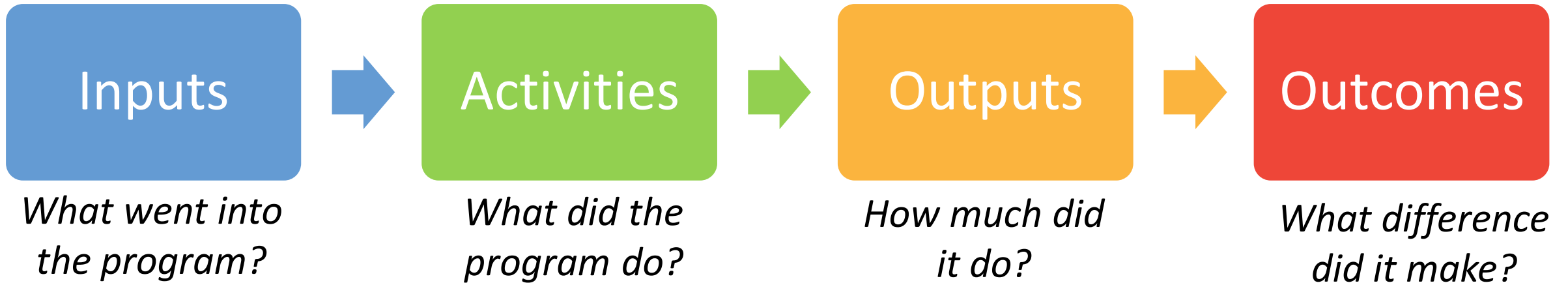
- Based on **complex concepts** (i.e. “increase in self-esteem of an individual” or “increase in overall well-being”)
- There are **other factors** that might have influenced the element you’re trying to measure (i.e. to what extent can the change be attributed to the activities of your nonprofit)
- Requires long-term, consistent and dedicated **effort** throughout the span of several years
- Requires a relevant **system/framework** and robust **tools**, which can be hard to develop
- **No set rules**, so approaches and terminology can radically differ from one nonprofit to another, making communication and collaboration more difficult
- The phrase “social impact” is increasingly **vague** and misused

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Where to start?

Logic Model approach





RBA & Logic Models

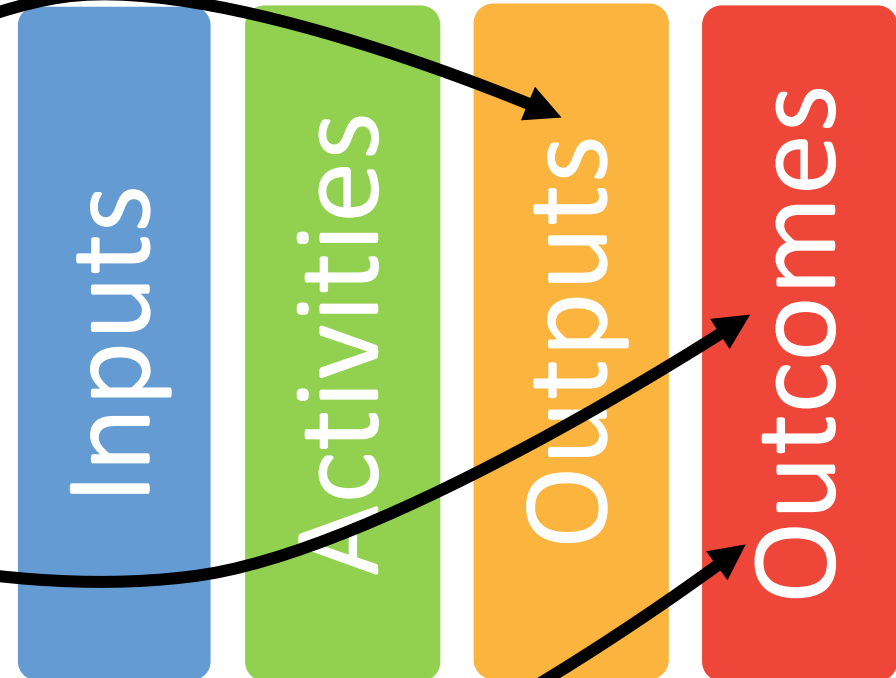
Results-Based Accountability (RBA)
framework for performance
measurement:

How much did we do?

How well did we do it?

Is anyone better off?

Logic Model framework



Activities

- The actions needed to implement the program
 - What you will do with program resources in order to achieve outcomes
- Also referred to as “processes,” “methods” or “strategies”
- Written with verbs!
- Examples
 - Distribute program brochure
 - Deliver trainings to program staff
 - Run workshops for clients



Outputs

- Outputs are the measurable, tangible and direct (or projected) results of program activities
 - *Also known as “deliverables,” “units of service” or “products”*
- Outputs lead to desired outcomes, but are not themselves the changes you expect the program will produce
- Output statements do not speak to program quality

Examples

Activity: Distribute program brochure

Output: 500 brochures distributed to 35 locations

Activity: Deliver trainings to program staff

Output: 3 trainings provided to 10 staff

Activity: Run workshops for clients

Output: 12 workshops held, 300 total clients served

Outcomes



- Outcomes express the **results that the program intends to achieve** if implemented as planned
 - Can be short-term, intermediate and/or long-term
 - Can be for clients, organization, community, etc.
 - Program does not necessarily need to be able to measure all outcomes on its own
- Capture **changes that occur** or the **difference that is made** as a result of the program
 - Changes in Learning - New/increased knowledge or skills; changes in attitude or values
 - Changes in Action - Modified behavior or practices; changed decisions or policies
 - Changes in Condition - Human, economic, civic or environmental

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Levels of Outcomes



Community-Wide Outcomes

Cross-System Shared Outcomes

System Outcomes

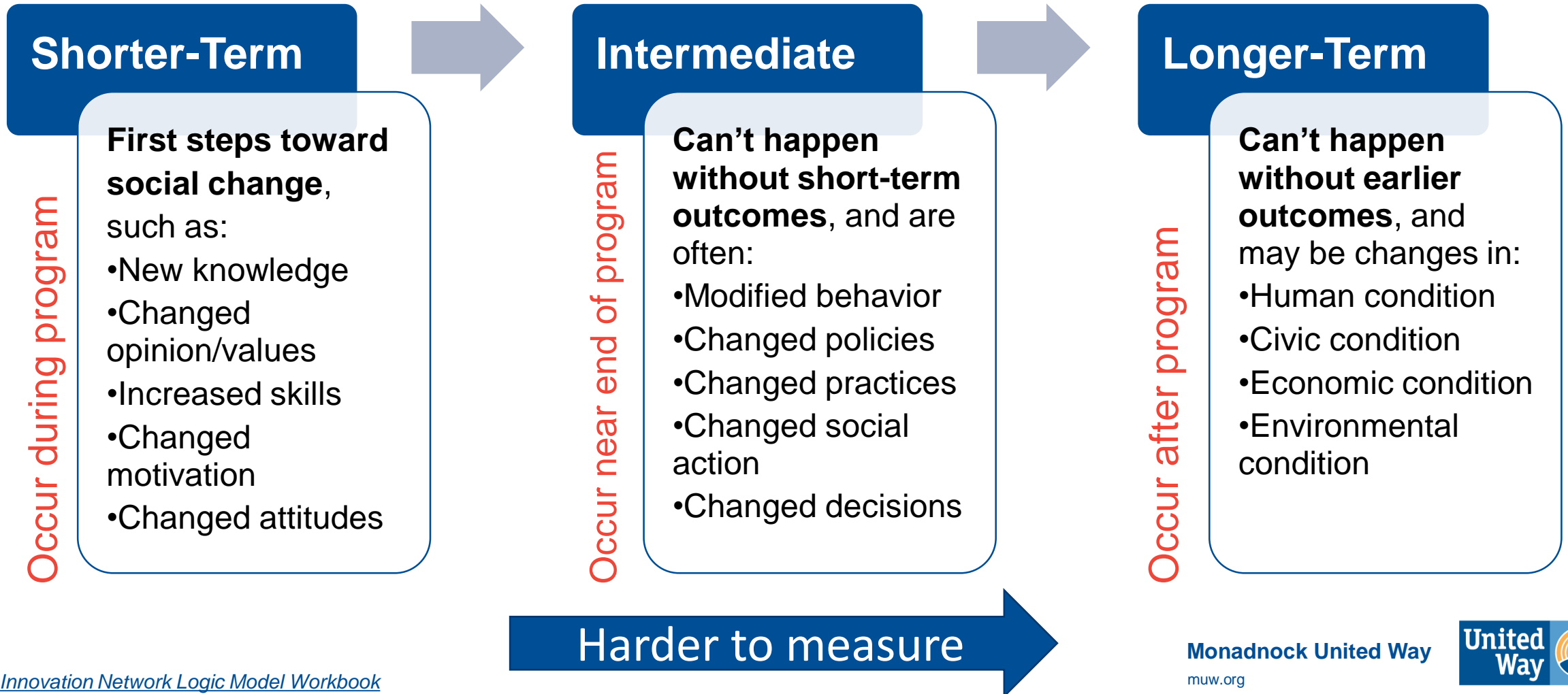
Agency Outcomes

Program Outcomes

Client Outcomes

IMPORTANT:
Define WHO or
WHAT will
experience
outcomes

Outcome Chains





100%

Outcome Indicators

- Information that tells (indicates) if/how well a program is achieving a desired outcome
- Specifying an outcome indicator requires deciding:
 - The specific, measurable change that will show the outcome has been achieved, and
 - The specific statistics (# and % achieving outcome) the program will calculate to show its level of achievement
- Some outcomes may require more than one indicator

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Examples of Outcome Indicators

Type of Program: Smoking cessation class

Outcome: Participants stop smoking

Indicators:

- Number and percent of participants who report that they have quit smoking by the end of the course
- Number and percent of participants who have not relapsed six months after program completion

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Examples of Outcome Indicators

Type of Program: Information and referral program

Outcome: Callers access services to which they are referred or about which they are given information

Indicators:

- Number and percent of community agencies that report an increase in new participants who came to their agency as a result of a call to the information and referral program
- Number and percent of community agencies that indicate these referrals are appropriate

Outcome Targets

Numerical objectives/goals for a program's level of achievement on an outcome indicator

Example

Indicator: Number and percent of participants who report that they have quit smoking by the end of the course

Target: 18 people (90% of participants) will report they have quit smoking by the end of the course



Baselines & Benchmarks

How do you project or compare your program's performance?

Baselines

Initial collection of program data that serve as basis for comparison with subsequently acquired program data

Benchmarks

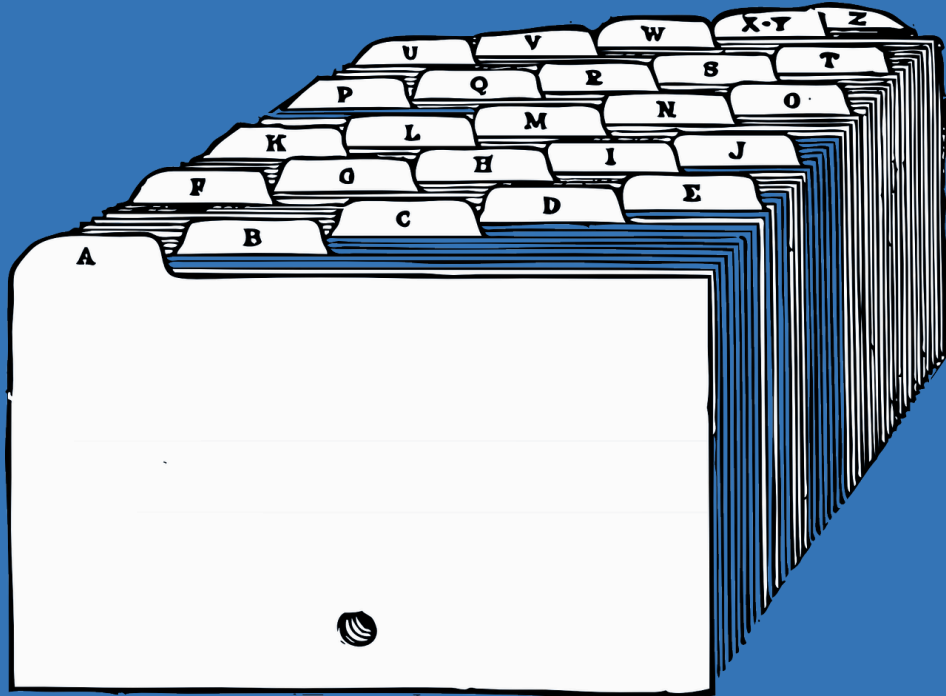
Performance data – either internal to the program or from an external source – that are used for comparative purposes



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Data Sources for Indicators



Most common data sources for human service programs:

- Your program's records
- Records/databases of other programs or agencies
- Specific individuals (i.e. program participants, staff, volunteers, etc.)
- General public
- Trained observers

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Data Collection Methods

Characteristic	Data Collection Method			
	Review of Program Records	Self-Administered Questionnaire	Interview	Rating by Trained Observer
Cost	Low	Moderate	Moderate to high, depending on how administered	Depends on availability of low-cost observers
Amount of training required for data collectors	Some	None to some, depending on how distributed	Moderate to high, depending on complexity and collectors' experience	Moderate to high, depending on complexity, subtlety of observations
Completion time	Short, depending on amount of data needed	Moderate to long, depending on how distributed	Long	Short to moderate
Response rate	High, if records contain needed data	Depends on how distributed	Generally moderate to good	High



Apply Your Skills

Here & Now:

- Q&A
- Try the Outcome Measurement Framework (handout)

Beyond:

- Explore other [resources](#)
- Practice, refine and implement
- Educate other agency/program staff



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Upcoming Trainings

MUW Funding Application Tips & Tricks: *March 6, 2019 from 9-11 a.m.*

Join MUW staff to learn tips & tricks on writing a strong application for funding. This training is relevant to agencies planning to apply for MUW funding, as well as other agencies looking to strengthen their grant writing skills.

To register, to go: www.muw.org/2019trainings

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***For more assistance with Performance Measurement,
contact Nikki Sauber***

nikki@muw.org

603-352-4209 ext 24