

# Welcome

We'll be getting started momentarily.

In the meantime, please share in the chat where you are joining from today!

Get comfortable  
and ready to learn!



# Outcomes thinking and management

Shifting focus from activities to impact

November 2, 2013

## Slide 2

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**CB0** Update with your training's month, date, and year  
Chris Bunting, 2022-02-10T15:37:21.018

# Presenters



**Dave Holmes**

Educational Programming Manager  
he/him/his



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Educational Programming Manager  
she/her/hers

# Candid.

Every year, millions of nonprofits spend trillions of dollars around the world. Candid finds out where that money comes from, where it goes, and why it matters. Through research, collaboration, and training, Candid gets you the information you need to do good.



**Thank you!**

Thanks to the San Manuel Band of Mission Indians for organizing this training session!

**Yes, we are recording today's presentation.**

You will receive a link to the recording via email in the next 48 hours.



## Upon completion of this training, you'll 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





# Agenda

Introductions and warm-up

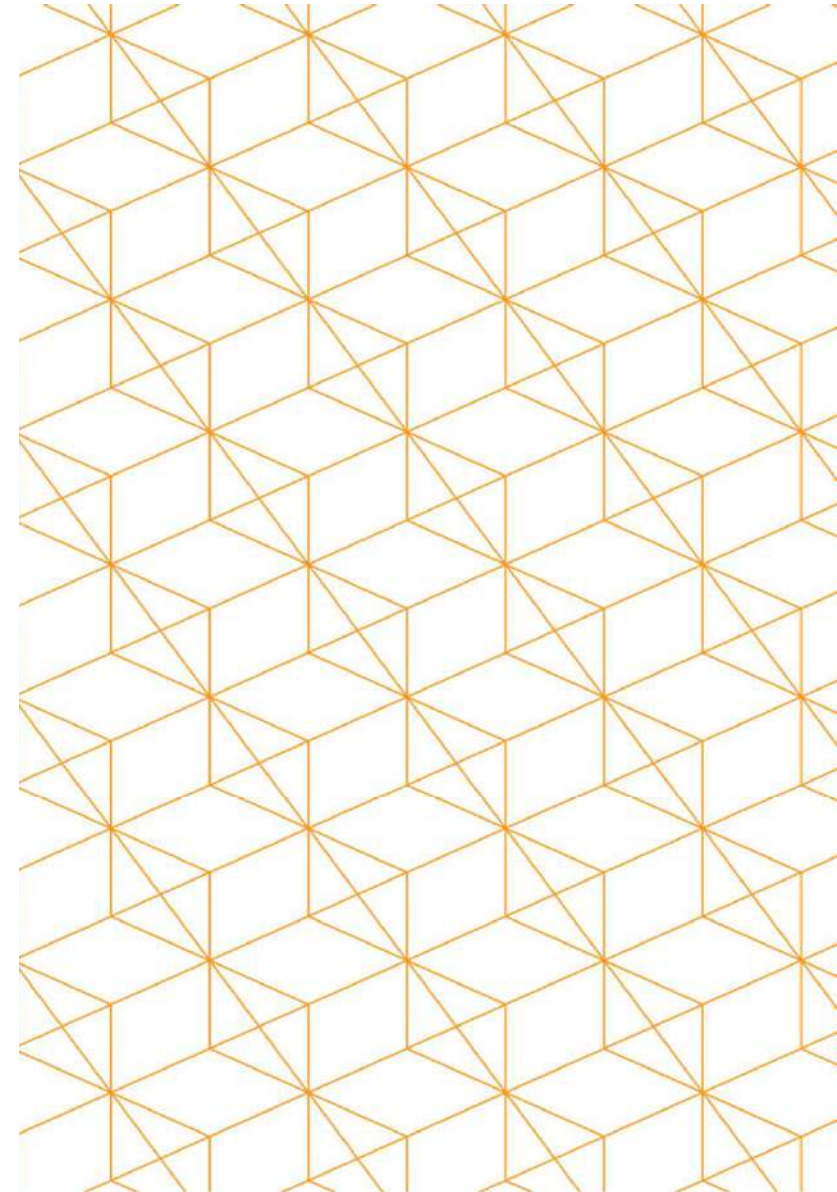
Laying the foundation for outcomes thinking

Break

The outcome framework: Logic models

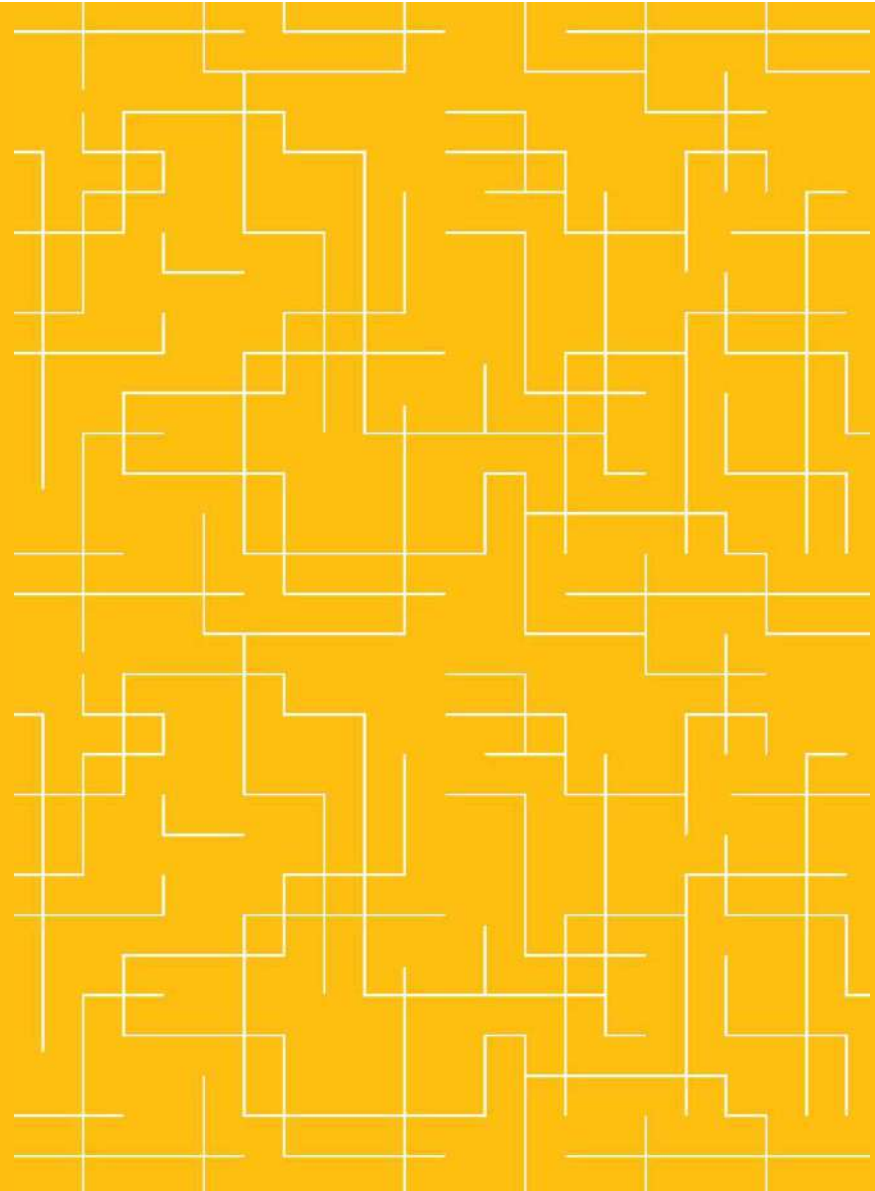
Group logic models activity

Q&A, Wrap-up



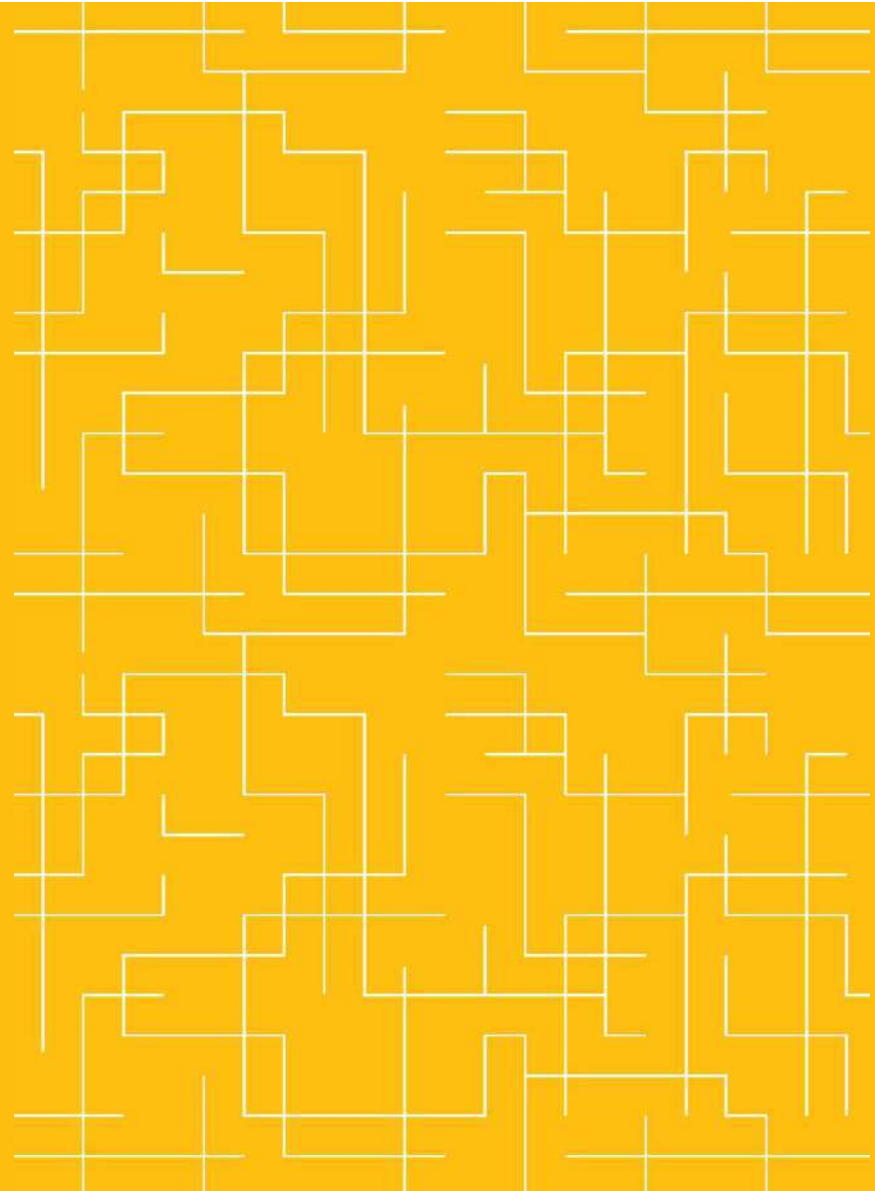
## **Answer in Chat**

What's your experience level with the topic of this workshop?



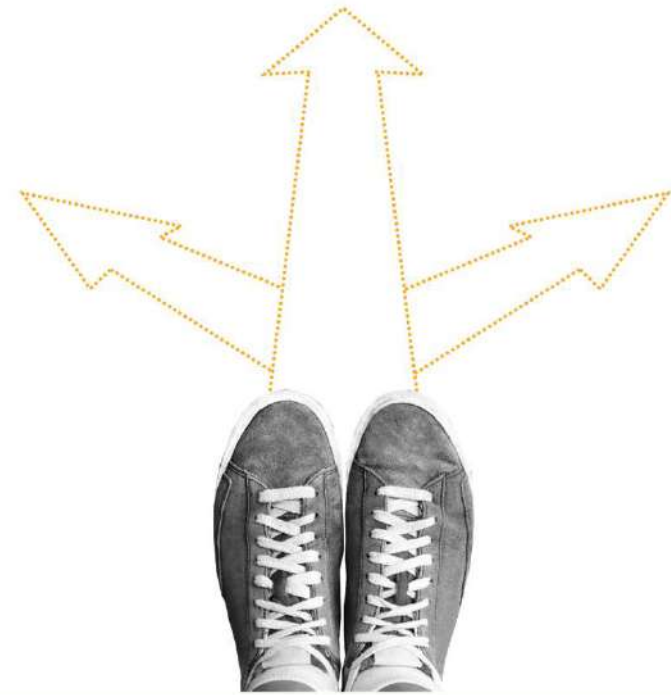
## **Answer in Chat**

What's one thing you're hoping to get out of today's workshop?



## 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

outcome  
Result milestone targets  
Objective measurable  
Goal short term change  
Output  
long term change Impact Differences  
achievements input Benchmark  
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

## **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



# 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 - **ACTIVITY**

**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

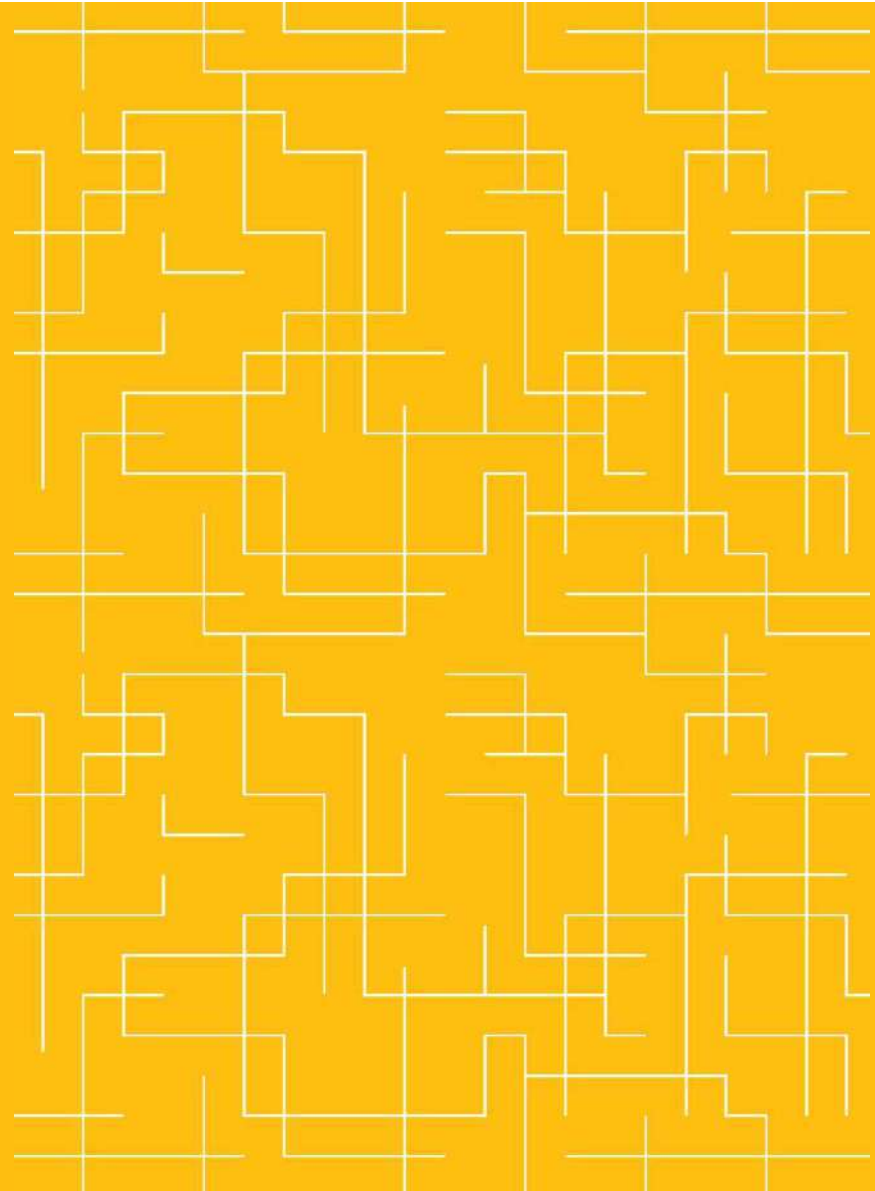
- **Inputs**  
The resources you need to provide services and/or run your activities
- **Activities**  
Processes, actions, interventions that the program does with the resources or inputs
- **Outputs**
  - Direct products of program activities
  - Often described in terms of size/scope of program
- **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).”\*

*\*Finally – Outcome Measurement Strategies Anyone Can Understand. Copyright @ 2010, Laurel A. Molloy*

**Break**



## The logic model framework

The sequence of the program logic model looks like this:

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

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

Inputs ➡ Activities ➡ Outputs ➡ Outcomes



# The logic model framework

Inputs	Activities	Outputs	Outcomes
<p>In order to deliver the services that address the identified need, our program needs the following...</p> <ul style="list-style-type: none"> <li>- Staff</li> <li>- Funding</li> <li>- Facility</li> <li>- Equipment and supplies</li> <li>- Partners</li> <li>- Curriculum</li> </ul>	<p>To impact our participants in a way that will address the broader need, our program will do the following...</p> <ul style="list-style-type: none"> <li>- Deliver workshops</li> <li>- Make visits to patients</li> <li>- Conduct 3 tutoring sessions per week</li> </ul>	<p>The following numbers will reflect what occurred as a direct result of each of the program's activities...</p> <ul style="list-style-type: none"> <li>- Number of workshops conducted or individuals assessed</li> <li>- Number of job training sessions offered</li> <li>- Number of employment partners</li> </ul>	<p>As a result of their involvement in our program, participants will see the following changes...</p> <p>Short-term changes:</p> <ul style="list-style-type: none"> <li>- Knowledge</li> <li>- Skills</li> </ul> <p>Medium-term changes:</p> <ul style="list-style-type: none"> <li>- Attitude</li> <li>- Behavior</li> </ul> <p>Long-term outcomes:</p> <ul style="list-style-type: none"> <li>- Condition</li> </ul>

## 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

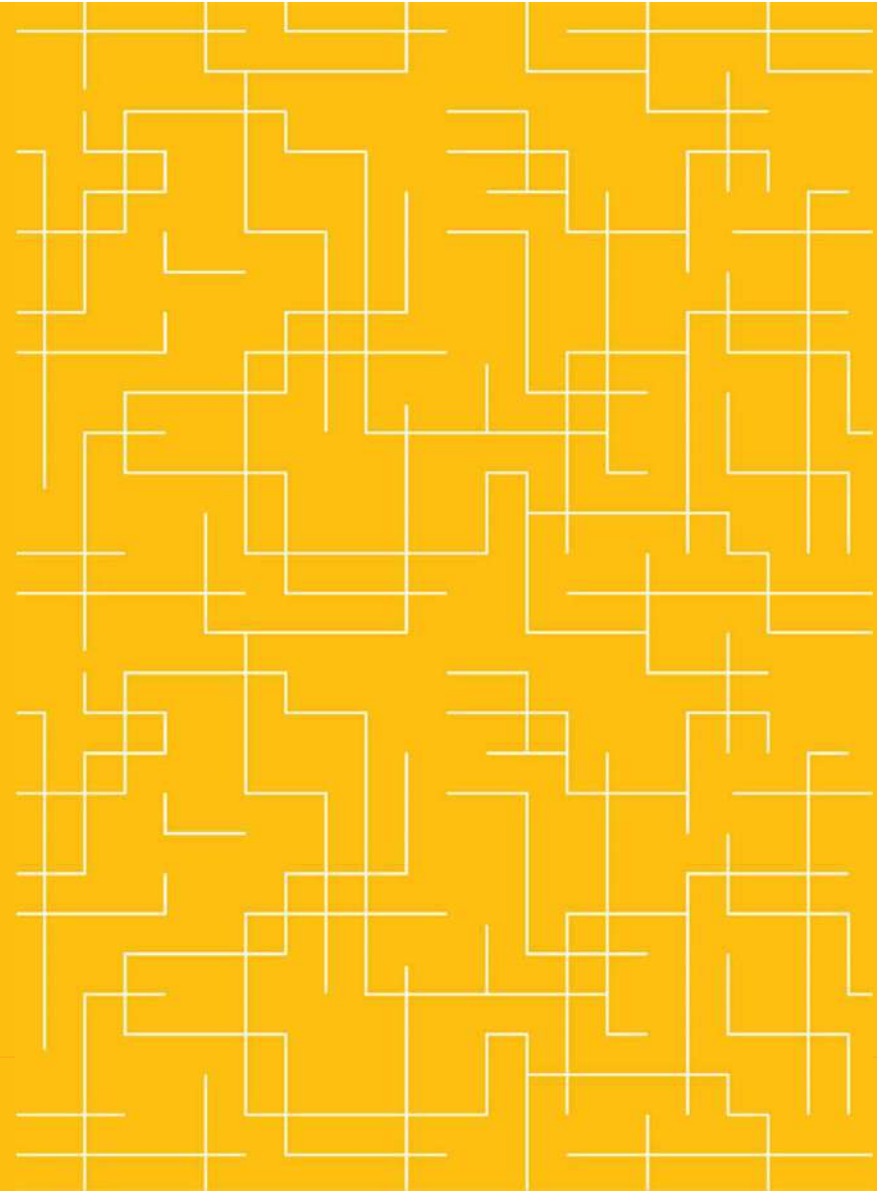
## Shift in perspective

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 our 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

# Mentor Logic Model

## 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.



## The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
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**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
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**# of mentees and mentors who participate in program**

## The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
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**Mentees build positive self-esteem**

## The logic model – sample statements

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
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**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
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**The incarceration rate of children of incarcerated parents is reduced**

## The logic model – sample statements

<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Short-Term Outcomes</b>	<b>Mid-Term Outcomes</b>	<b>Long-Term Outcomes</b>
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**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
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**Mentees learn about the importance of positive school and work behaviors**

## The logic model – sample statements

<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Short-Term Outcomes</b>	<b>Mid-Term Outcomes</b>	<b>Long-Term Outcomes</b>
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**# of participants at group activities**

# Questions?



## Group Activity

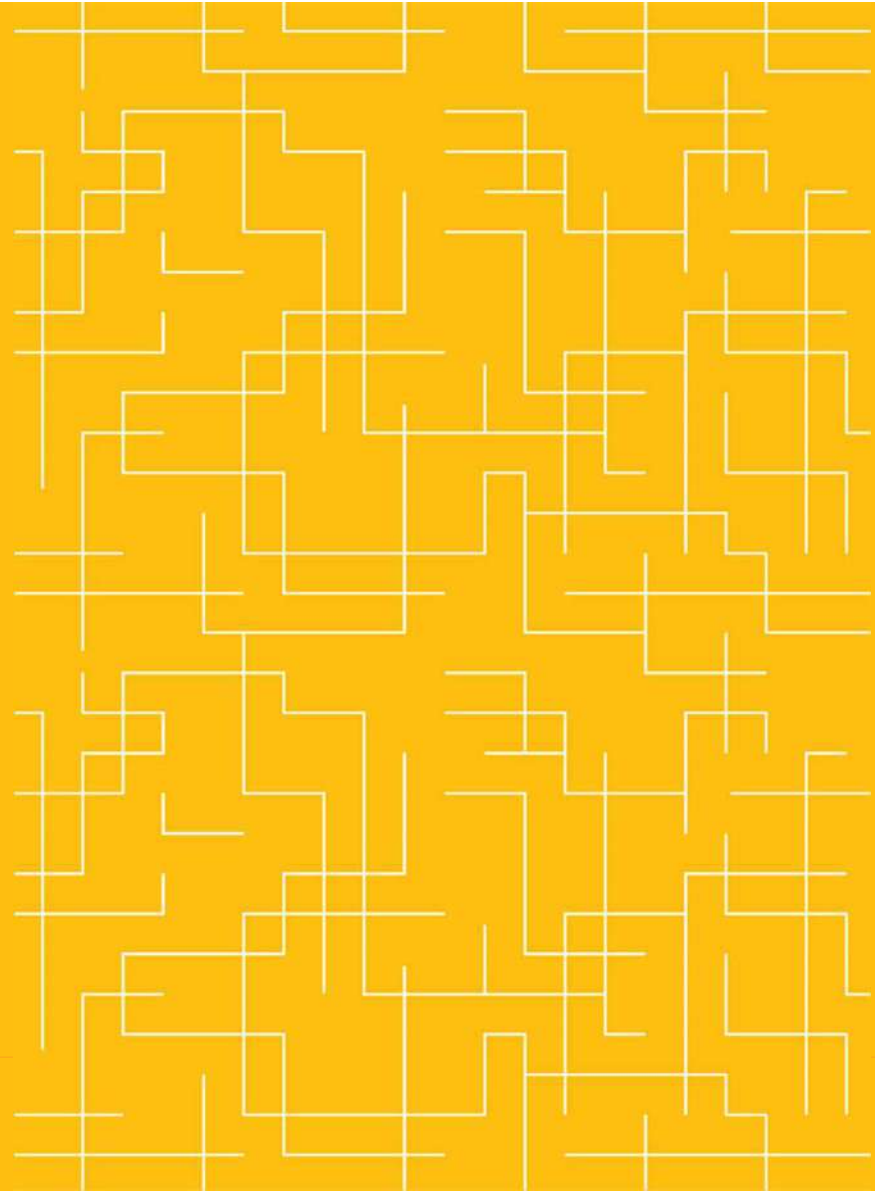
In your breakout rooms, **please create a group logic model** using the template PDF. Select one program/project to use for the group logic model.

Use the following questions to guide your efforts:

- Is the need statement clear ?
- Is there alignment between each part of the logic model?  
(Input>Activities>Outputs>Outcomes)
- What, if any, assumptions are being made?
- Are the outcomes S.M.A.R.T?
- How will you collect evaluation data?

**Share out**

**Candid.**  
Learning



# Monitoring and evaluation

## Monitoring

Ongoing oversight of the program. Establishes the extent to which the inputs, outputs and timetable are proceeding according to plan.

## Evaluation

Process that seeks to determine the outcome and impact of the program as systematically and objectively as possible.

# Monitoring and evaluation

## **Process evaluation (formative)**

Did you do what you said you were going to do with the money?  
Only shows that you provided a service and that participants were involved. Can be used for course-correction and modification.

## **Satisfaction evaluation (qualitative)**

Consumer satisfaction, self-reporting. Only shows that participants liked or disliked the service/product.

## **Outcome evaluation (summative)**

Measuring the process as well as the outcomes that happened as a result of the process.

Measure against Short-Term Outcomes/Objectives

# Sharing Outcomes Data on Candid

# Candid Profiles

- Go beyond IRS data
- Provide insights on millions of nonprofits
- Include information from nonprofits themselves, 990s, and other 3rd party sources

The screenshot displays the Candid profile for Exceptional Minds, an educational institution. The profile is organized into several sections:

- Mission:** Maximize the talents of artists on the autism spectrum with customized instruction and hands-on experience to prepare them for gainful work in digital arts and animation.
- Top Funding Sources:** A bar chart showing the organization's top funding sources and the grant amounts received from each.
- Program Service:** \$1,662,083.25
- Contributions & Grants (includes in-kind donations):** \$903,571.09
- Other Revenue:** \$45,911.54
- Board Chair:** Mr. David Shadovsky
- Vice Chair:** Ms. Yvett Bennett
- Main Address:** 13400 Riverside Drive Suite 211, Sherman Oaks, CA 91423, USA
- Keywords:** Autism Spectrum, vocational school, Animation, visual effects
- IRS Subsection:** 501(c)(3) Public Charity
- IRS Filing Requirement:** This organization is required to file an IRS Form 990 or 990-EZ.
- Download Tax Forms:** Show Forms 990
- Social Media:** Facebook, Twitter, LinkedIn, YouTube, Instagram

A large orange lightning bolt graphic is overlaid on the right side of the profile, highlighting the 'OPERATIONS' tab and the 'Download Tax Forms' button.

# The Seals of Transparency



**Help donors find you**

Share your mission and keep basic contact information up-to-date



**Guide funding decisions**

Provide program(s) information and brand details



**Gain trust and support**

Provide financial and leadership information

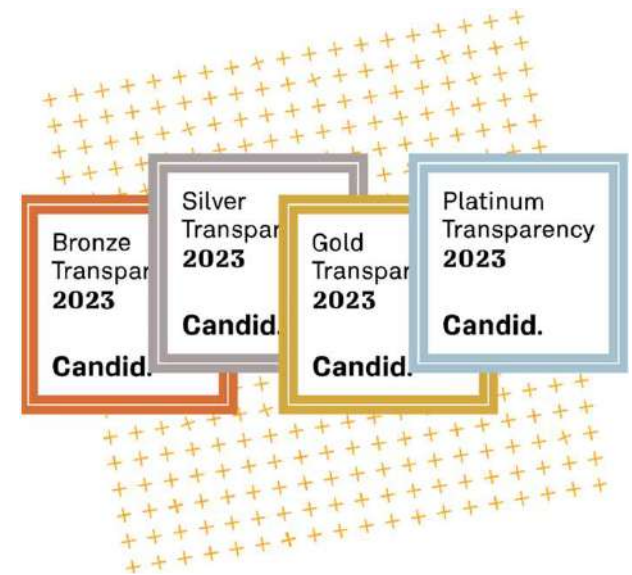


**Highlight your impact**

Share your measures of progress + results

## Benefits to earning a Seal

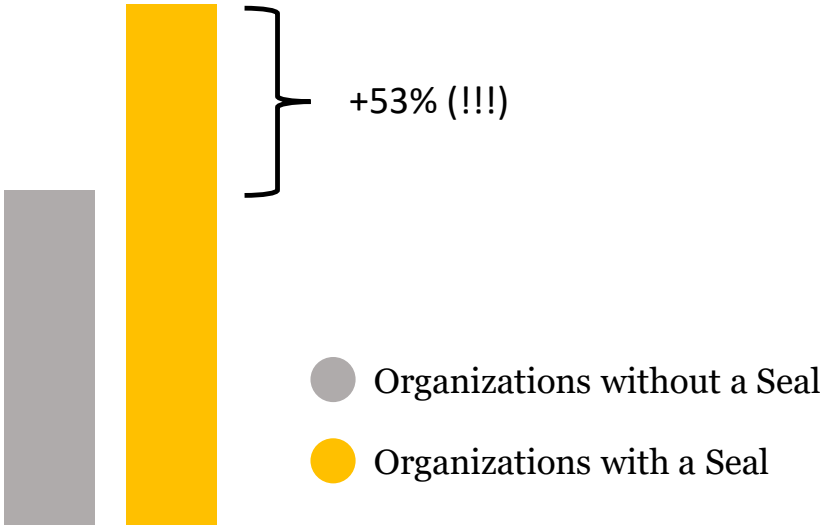
- Creates or enhances online identity (for free)
- Builds trust via transparency
- Increases your visibility on candid.org and our 220+ partners
- Saves time — all your most critical information in one place
- Demonstrates your commitment to transparency (share your Seal)
- Share progress and results so you can help combat the Overhead Myth





# It turns out that transparency pays off

Year over year contributions to nonprofits



Source: Villanova University research published in accounting journal, linking earning a Seal of Transparency to more contributions.

Learn more at <https://guidestar.candid.org/transparency/>

# Earn Platinum, the highest Seal of Transparency



**Help donors find you**

Share your mission and keep basic contact information up-to-date



**Guide funding decisions**

Provide program(s) information and brand details



**Gain trust and support**

Provide financial and leadership information



**Highlight your impact**

Share your measures of progress + results

# Platinum: Share metrics and context

1. Start by displaying your top 3-5 metrics. Each metric should have 3-5 years' worth of data.
2. Include context! Provide insight for good (or bad) years or explain how your metric specifically relates to your organization.
3. Include a target population and connect to program for each metric (if applicable).



# Use the Common Results Catalog to select metrics



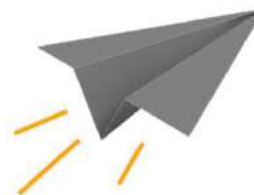
1. Scan the list to help you reflect on your metrics



2. Pick the metrics that best fit your organization or create your own metrics



3. Enter your metrics into the Platinum section of your Nonprofit Profile



4. Millions of people accessing your profile will see your progress and results

# More on Outcome Measurement

*Measuring What Matters* is by Candid in partnership with Global Fund for Community Foundations and Philanthropy for Social Justice and Peace.

This paper is designed to advance a conversation about measurement in civil society and to identify more meaningful approaches to organizational learning and accountability.



# Questions?

## How did we do?

Your feedback is important to us! Please take a moment to fill out our course survey:

**<https://candid.surveymonkey.com/r/3VCKXZ6>**

KHO

## Slide 54

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**KHO** This link will need to be updated  
Kristin Hanlin, 2023-02-06T19:11:33.291



# Thank you.

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