

MISSION: Consider how a potential project fulfills your mission, and make sure that the activity or activities match your organization's aspirations.

WHO AND WHY: Ask why the project should be undertaken and who benefits. If the project does not benefit the public, keep asking why or reconsider the project.

CONTEXT: What's the context? What situation, issue, or problem needs to be addressed? Make sure that you identify what the characteristics of the context are now and what potential exists for them to change.

RESULTS & OUTCOMES: Think about what should happen as a result of the project for beneficiaries. Meaning after the project is done, what overall effect or change could be observed, captured, or measured?

Actual Improvements – conditions, quality of life

Structures – opportunities, partnerships, initiatives

Capacities – knowledge, skills, attitudes, behaviors

CRAFTING STATED OUTCOMES:

- Does this focus on outcomes? Or on inputs and processes?
- Is this specific enough to guide action?
- Is this too detailed – an indicator rather than an outcome?
- Is the outcome implied rather than stated? Could it be stated more clearly?
- Is this outcome attainable?

EXAMPLE: Increased collaboration between K-12 classroom teachers and arts specialists.

- **MEASUREMENT:** At least 90% of educator teams will co-develop and implement concept-based, arts-integrated units of study.
- **EVIDENCE:** Participants will respond to reflection prompts detailing their collaborative process administered by the organization during each planning clinic.

ACHIEVING OUTCOMES:

- What activities, services, or products will achieve progress toward the outcome?
- What volume of activities, services, or products is necessary to achieve the outcome?
- What inputs (money, staff, volunteers, equipment, supplies) would be required?
- How can success toward project outcomes be tracked? Are there landmark achievements, quantifiable changes, or types of feedback that clearly indicate progress?

OUTCOMES BASED PROGRAM DEVELOPMENT

TO MEASURE PROGRESS IN ACHIEVING OUTCOMES:

Outcome	Possible Evaluation Strategy
Increased Knowledge	Pre/post testing Post-project surveys identifying new areas of knowledge Degrees/certifications earned
Changes in Attitude and Values	Pre and post attitude surveys Testimonials
Increased Skills	Pre/post skill assessments (speed, accuracy, etc.) Self-assessments, pre and post Third party observation Post project surveys identifying increased skills
Modified Behaviors	Behavioral surveys – pre and post Target behavior comparisons – pre and post (How many patrons participate in talk-back sessions, number of volunteers recruited, frequency of attendance in programs)
Improved Conditions	Tax revenues, pre and post Neighborhood safety and comfort ratings, pre and post Testimonials, journaling Surveys measuring housing, workplace, leisure conditions
Improved Quality of Life	Initial Intake evaluation Three and six month follow-up interviews Surveys and testimonials