

Assessing outcomes and impact

Implementing an outcomes approach

Title	Explaining the difference your project makes: A BIG guide to using an outcomes approach
Developed by	Sara Burns and Joy MacKeith, Triangle Consulting for the Big Lottery
Year published	2006
Developed for	Applicants to Big Lottery Fund
Available from	Big Lottery Fund www.biglotteryfund.org.uk
Price	Download for free from Big Lottery fund website
Approach	Outcomes
Practical tools	The guide includes a number of exercises to help identify outcomes and measure your achievement
Use of case examples	Project examples are used throughout.
Lists additional resources	The website also provides some examples of CES planning triangles, and factsheets and resources.
Size	37pp
Description	This guide sets out some of the main steps to identify need, plan and assess the benefits of a project using an outcomes approach. Although specifically addressed to applicants to Big Lottery Fund, the guide provides a useful introduction to the outcomes approach, particularly for those who are new to this approach to evaluation.

Title	Your project and its outcomes
Developed by	Sally Cupitt with Jean Ellis for Charities Evaluation Service
Year published	2007
Developed for	All voluntary and community organisations, particularly those new to outcomes.
Available from	Charities Evaluation Service.
Price	£7.95 plus p&p. Hard copies can also be obtained free of charge for small organisations of five staff or less. Contact enquiries@ces-vol.org.uk Download free from the publications section of the website www.ces-vol.org.uk
Approach	Monitoring outcomes
Practical tools	Includes a number of tools and exercises to help identify outcomes and indicators and to assess achievement.
Use of case examples	Case examples are used throughout to demonstrate the different stages of the process. These include a women's project, a training service, a local infrastructure organisation, a legal service and a community-building project. It contains examples of how to use the CES planning triangle as the basis for setting outcomes and indicators.
Lists additional resources	Sources of help, further reading and a glossary are included
Size	23pp
Description	This guide is divided into three chapters: understanding outcomes; identifying and assessing outcomes; and using outcomes information.

Title	A DIY Guide to implementing outcome monitoring
Developed by	Sara Burns for Alcohol Concern
Year published	2000
Developed for	Agencies working in the field but useful as a general introduction to monitoring outcomes
Available from	Alcohol Concern Contacts: 020 7395 4000, contact@alcoholconcern.org.uk
Price	£12.10 incl. p&p
Approach	Outcomes monitoring
Practical tools	A template for an outcome monitoring questionnaire is included at the end of the guide
Use of case examples	Case studies used within the text
Lists additional resources	No
Size	70pp
Description	A step by step guide to monitoring outcomes which includes deciding which outcomes to monitor, consultation and testing, analysing and presenting data.

Title	Outcomes into Practice
Developed by	Elinor Nicholas, Hazel Qureshi and Claire Bamford for SPRU, University of York
Year published	2003
Developed for	Managers and trainers in social care
Available from	Social Policy Research Unit, University of York Tel: 01904 433608 email:spruinfo@york.ac.uk
Price	
Approach	Understanding, assessing and using outcome information
Practical tools	This is a resource pack containing presentation material, worksheets and sample practice tools
Use of case examples	Limited use of case scenarios within the training materials
Lists additional resources	Some additional references provided
Size	Part 1, 152 pages; Part 2, 248 pages.
Description	<p>This is a comprehensive, researched resource pack on outcomes in the social care field, drawing on a programme of work with social service departments in Bradford and the City of York and with participation of a number of other agencies.</p> <p>Part 1 introduces an outcomes approach and an overview of outcome-focused care management. It introduces good practice in collecting, interpreting and using outcomes information, and looks at the different stakeholder perspectives. Some practical examples are provided, such as a sample plan and questionnaire. Practical suggestions are made for using outcomes information within a context of change management.</p> <p>Part 2 comprises a comprehensive set of materials for training and development, also available on a CD. These materials can be used and reproduced for training purposes subject to copyright restrictions. The resources include sample programme, presentation materials, facilitator's notes, exercises and worksheets, handouts and examples of practice tools.</p>

Analysing outcomes information

Title	Analyzing Outcome Information: getting the most from data
Developed by	Harry P. Hatry, Jake Cowan, Michael Hendricks, as part of The Urban Institute's Series on Outcome Management for Nonprofit Organisations
Year published	2004
Developed for	Both large and small nonprofit organisations
Available from	The Urban Institute, Washington DC. Email: paffairs@ui.urban.org
Price	Downloadable for free from: www.urban.org/url.cfm?ID=310973
Approach	Analysing outcomes data
Practical tools	The guide is full of sample data tables and reports
Use of case examples	No
Lists additional resources	No, but this is part of a series on outcome management for nonprofit organisations. Other guide topics include: <ul style="list-style-type: none"> • Key steps in outcome management • Surveying clients • Using outcome management • Following up with former clients • Developing community-wide indicators.
Size	36 pp
Description	<p>This is an invaluable guide to those new to data analysis. It takes the reader from the basics of analysing change scores (outcome from baseline) and averages, to comparing outcomes with targets, and cross-tabulation to look at outcomes related to particular characteristics.</p> <p>The text is accompanied by sample tables demonstrating how data can be analysed and reported.</p>

Quality of life outcomes

Title	Quality of life: using quality of life indicators
Developed by	Audit Commission
Year published	2002
Developed for	Local authorities and their partners to help monitor their community strategy.
Available from	Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ. Tel: 020 7828 1212
Price	Free to download from their website www.audit-commission.gov.uk/reports/PERFORMANCE-INFORMATION-DOCUMENT.asp?CategoryID=andProdID=9EE6B420-D224-11d6-B1BB-0060085F8572
Approach	Quality of life indicators
Practical tools	A pull out chart of quality of life indicators
Use of case examples	No
Lists additional resources	A list of useful websites can be found on the back of the pull out chart
Size	14pp
Description	A short booklet describing what quality of life indicators are and why they are important. It also sets out and discusses the set of quality of life indicators developed with more than 90 local authorities during a pilot phase in 2001/02.

Title	SpiritLevel
Developed by	Fairbridge
Year published	N/A
Developed for	Third sector organisations wishing to measure quality of life outcomes
Available from	Fairbridge, 207 Waterloo Road, London SE1 8XD. Tel: 020 7902 1635, info@spiritlevel.org.uk http://www.spiritlevel.org.uk/
Price	SpiritLevel CD £15. However, you need to go on the training course, which costs £99 per person. Licences from £6-£10 per user
Approach	Quality of life profiles
Practical tools	See description below
Use of case examples	N/A
Lists additional resources	No
Size	N/A
Description	<p>The SpiritLevel programme is a CD-ROM based system that can create and store quality of life profiles for individual participants over a period of time. It takes periodic snapshots of how an individual assesses their own quality of life across a wide range of areas - such as health, friendship, values and control over one's life. It pinpoints areas where work is needed, as well as demonstrating progress over time.</p> <p>The profile consists of 72 questions arranged as 2 sequences of 27 questions, then 2 sequences of 9 questions. Once the participant has completed the very last questions, his/her profile records are updated. The profile records include the participant's name and the time and date profile created. Stored profiles can be viewed or printed as hard copy from the computer's hard disc which stores them securely in encrypted form.</p>

Title	Prove It! Measuring the effect of neighbourhood renewal on local people
Developed by	New Economics Foundation for Groundwork and Barclays plc
Year published	2000
Developed for	Community regeneration projects, but would also be useful for all organisations seeking to measure the effect of their work on building social capital
Available from	New Economics Foundation and Groundwork www.neweconomics.org
Price	Downloadable for free from New Economics Foundation website
Approach	Participatory approach to measuring outcomes and social capital for small-scale projects
Practical tools	Useful tools and easy-to-use exercises for developing indicators
Use of case examples	Barclays SiteSaver projects are presented as an example of how the approach can work
Lists additional resources	No
Size	130pp
Description	This handbook describes a method for measuring the effect of community projects on local people and on the relationships between them and on their quality of life. The method involves local people in both choosing the indicators and collecting data. It has been tested in 16 areas of the country as part of Groundwork's Barclays SiteSavers programme.

Soft outcomes and distance travelled

Title	SOUL Record (Soft outcomes universal learning)
Developed by	The Research Centre, City College Norwich
Year published	2006
Developed for	The Norfolk voluntary and community sector to evidence the progression of their clients in relation to informal learning
Available from	The Research Centre, City College Norwich, Ipswich Road, Norwich NR2 2LJ. Tel: 01603 773364 www.theresearchcentre.co.uk/soul/index.htm
Price	<p>Price: Training on how to use the SOUL Record is available at the cost of £150 per person. Included in the price are:</p> <ul style="list-style-type: none"> • One days training from a recognised SOUL Trainer • Training materials • A copy of The SOUL Record folder • User Guide • CD containing electronic copies of The SOUL Record and User Guide plus the Spreadsheet Results Package (SRP) • Certificate of Attendance to a SOUL User Training course • Room Hire / Location • Travel to a suitable location by the SOUL Trainer • Refreshments / Buffet Lunch • Ongoing telephone and e-mail support
Approach	Outcomes monitoring
Practical tools	Includes a selection of questionnaires, worksheets and observation sheets
Use of case examples	N/A
Lists additional resources	N/A
Size	N/A
Description	The SOUL Project grew out of a need identified by the Norfolk voluntary and community sector to evidence the progression of their clients in relation to informal learning. This is learning which does not lead to a recognised qualification and takes place in a wide variety of settings. A group of voluntary organisations in Norfolk therefore took the initiative of devising a research project with The Research Centre, City College Norwich, to achieve a number of objectives, one of which was the development of a system to monitor and measure progression in ‘soft’ outcomes.

Title	Guide to measuring soft outcomes and distance travelled
Developed by	Sara Dewson, Judith Eccles, Nii Djan Tackey, Annabel Jackson for the Institute of Employment Studies (IES)
Year published	2000
Developed for	Organisations running projects under the ESF Objective 3 programme and particularly those in Policy Field 2 (equal opportunities for all and promoting social inclusion). In addition, it will be of interest to other projects and organisations working with ESF target groups (primarily those people who are some distance from labour market participation).
Available from	Institute for Employment Studies, Mantell Building, University of Sussex Campus, Brighton BN1 9RF.
Price	free to download from the ESF website http://www.esf.gov.uk/_docs/distance%5B1%5D.pdf
Approach	Measuring soft outcomes
Practical tools	No
Use of case examples	Example outcomes and indicators are illustrated for different target groups
Lists additional resources	No
Size	23pp
Description	A basic guide that defines the term 'soft outcomes' and presents different methods for recording and measuring soft outcomes and distance travelled.

Title	A practical guide to measuring soft outcomes and distance travelled
Developed by	Welsh European Funding Office
Year published	2003
Developed for	Projects funded by the European Social Fund
Available from	www.wefo.wales.gov.uk
Price	Downloadable for free
Approach	Soft outcome measure
Practical tools	Outlines tools from a number of different approaches to measuring soft outcomes.
Use of case examples	Examples of how different organisations have used and developed tools to measure soft outcomes
Lists additional resources	
Size	86pp
Description	<p>This guide is based on systems developed and used by projects to measure soft outcomes, and is written for project workers either developing and introducing a system from scratch, or looking for ideas on how to improve their existing approach. It explains the main components of measurement systems, and provides practical, step-by-step guidance to developing an approach that best fits the needs of individual projects.</p> <p>The guide also includes an annex providing information and sample documentation from ten different organisations. The different approaches used by these organisations to measure soft outcomes and distance travelled could be adapted for use by other organisations. Each approach is summarised, identifying the key features and includes copies of forms, indicators and other visual aids used. They range from personal profile questionnaires and weekly appraisal forms to task achievement wheels and a race track progression tool.</p>

Title	Bridges to Progress: A model for measuring individual progression – a guide and toolkit for practitioners
Developed by	Bridges Project
Year published	2001
Developed for	The guide and toolkit were conceived and initially developed by Bridges Project and then further refined in conjunction with Aberdeen Cyrenians and the National Schizophrenia Fellowship Scotland. The model has been piloted by nine organisations and found to be useful both in social care settings and in prevocational programmes. The former have tended to focus on self-reliance and the latter on employability.
Available from	Bridges Project www.bridgesproject.org.uk
Price	Both the guide and the toolkit can be downloaded from the Bridges Project website
Approach	Measuring soft outcomes
Practical tools	Practical tools are provided throughout, eg, the Record of Evidence, a sample Individual Action Plan and the Summary Record of Progress.
Use of case examples	Examples of how all the tools have been used by organisations are provided.
Lists additional resources	
Size	The guide is 31pp. The toolkit is available in 3 sections: Section 1- 8pp; Section 2 - 41pp; Section 3 – 62p
Description	Bridges to Progress is an evidence-based model for measuring individual progress towards self-reliance and employability, particularly for the most vulnerable people within society. It focuses on the measurement of 'soft' outcomes – based mainly on qualitative methods of assessment. Some 'hard' or quantitative measurement is included. The Guide for Practitioners describes Bridges to Progress and the standards and principles that underpin the programme. The accompanying Toolkit provides concrete examples of how the piloting projects used the system as well as case studies.

More tools on outcomes can be found within the sub-sector specific guidance (Section 4 of this resources guide).

Understanding and assessing impact

NB Because of the different ways these terms are used, there may not be a clear distinction in the level of assessment between those resources listed under ‘outcomes’ and those under ‘impact’. We have grouped these resources on the basis of the use of terminology only.

Title	Basic impact assessment at project level
Developed by	Colin Kirkpatrick and David Hulme for Enterprise Development Impact Assessment Information Service
Year published	No date found.
Developed for	International development programmes and projects aimed at enterprise development
Available from	Prove and Improve website www.proveandimprove.org
Price	Can be downloaded for free from library section of prove and improve website
Approach	Impact assessment
Practical tools	No
Use of case examples	No
Lists additional resources	No
Size	36pp
Description	<p>This report examines the underlying principles and basic methods of assessing impact on development projects. The paper begins by outlining the principles of impact assessment and goes on to develop a framework for assessment at project level, and the practical application of this framework. This is followed by issues to be considered when commissioning and conducting an impact assessment, including items that should be included in drawing up ‘terms of reference’ for engagement of external consultants.</p> <p>It is written in a way that assumes previous experience in monitoring and evaluation.</p>

Title	First steps in impact assessment
Developed by	Lloyds TSB Foundation for England and Wales
Year published	2001
Developed for	Trusts and foundation seeking to evaluate the impact of their funding programmes
Available from	Lloyds TSB Foundation for England and Wales, 3rd Floor 4 St. Dunstan's Hill, London EC3R 8UL. Tel: 0870 411 1223
Price	Price not found
Approach	Programme evaluation, impact assessment
Practical tools	Sample questionnaires and comparative table of different methods of assessment
Use of case examples	Yes
Lists additional resources	No
Size	71pp
Description	A report on a pilot exercise carried out by Lloyds TSB Foundation with the organisations it funded and its own staff as evaluators. It covers the process and results of the exercise and explores the issues raised.

Title	Tell your story: community impact mapping
Developed by	Karen Byrne for the Development Trust Association (DTA)
Year published	2005
Developed for	Development Trusts but could be used by any voluntary and community groups as a participative tool to plan, monitor, review and evaluate projects and programmes
Available from	DTA. www.dta.org.uk
Price	Hard copy £5. The guide can also be downloaded for free from the publications section of the DTA website
Approach	Evidencing outcomes and short term impacts through story telling
Practical tools	Ready to print worksheets with suggested questions and blank storyboards
Use of case examples	The following case study examples are used - Hailsham Trust Community Safety Centre, Account 3 women's co-operative, Market Rasen Development Trust.
Lists additional resources	
Size	16pp
Description	This short guide aims to help you think about your story, why and how your organisation does what it does and the difference you are making to your community. It takes you through a process of asking questions and recording the responses on a storyboard to illustrate the journey taken and some of the outcomes and short-term impacts achieved. Although the title suggests it is about impact mapping it takes you through the first steps in identifying impacts and focuses on the outcomes your organisation is achieving.

More tools on impact can be found within the sub-sector specific guidance (Section 4 of this resources guide).