

OUTCOMES/INDICATORS AND TARGETS

Remember project outcomes are changes in knowledge, attitude, behavior, condition or status that occur during or after and at least in part because of project activities.

What makes an outcome logical and reasonable?

- ✓ There is a logical connection between the activities and the outcome.
- ✓ Based on experiences, the context within the organization (i.e. new staff, size of staff), and resources available, it is reasonable to believe that the outcome can be accomplished within the timeframe established.
- ✓ The information being collected to track the outcome will help the organization and stakeholders to know more about how the organization might improve the capacity building project and organizational effectiveness overall.
- ✓ Each outcome specifies both the **group or condition or process** (e.g., staff, data storage system) targeted for change and **what they hope to change** about that (e.g., knowledge, speed at which client data can be retrieved).

Use Caution when Specifying Outcomes

- ✓ There is no right number of outcomes.
- ✓ Be sure to think about when to expect outcomes (could what you are proposing really happen within or immediately after the term of the grant?)
- ✓ Outcomes, even longer-term outcomes, should not go beyond the project's purpose.

Remember indicators are specific, measurable characteristics or changes that represent achievement of an outcome. They are directly related to the outcome and help define it. Indicators can be seen, heard or read, and make sense in relation to the outcome whose achievement they signal.

Questions to Ask When Identifying Indicators

1. What does this outcome look like when it occurs?
2. What would tell you it has happened?
3. What could be counted or tracked?
4. Can it be observed?
5. Does the indicator you have identified tell you whether the outcome has been achieved?
6. What evidence do you need to see to be convinced that things are changing or improving?

The "I'll know it when I see it rule." Example:

I'll know our mobile communication systems will improve our service to clients
when *I see an increase in the number of clients served remotely* and *when I see a decrease in the # of days it takes to process client cases following initial intake off-site and an increase in client satisfaction among clients served remotely,*

What are targets anyway? Targets specify the amount or level of outcome attainment that is expected, hoped for or required. Targets or levels of outcome attainment can be determined relative to external standards (**when they are available**) OR internal agreement (based on best professional hunches, past performance, or similar programs).