

City Bridge Trust

Case examples for grant applicants

Contents

Introduction	i
Case example 1	ii
Case example 2	v
Case example 3	viii
Case example 4	xi
Case example 5	xiv
Case example 6	xvii
Further information	xix

Introduction

There are many ways to present what your project does, and what it hopes to achieve for the people you seek to serve. A good monitoring and evaluation plan will clearly state:

- what you deliver (your outputs)
- what difference you hope to make (your expected outcomes)
- what information you need to collect to evidence the quality of your delivery and the extent to which you have made a difference (your output indicators and outcome indicators)
- how you intend to collect this information (data collection tools).

In this document, we refer to 'delivery' and 'difference' as alternative ways to talk about 'outputs' and 'outcomes'.

'Delivery' is about what your project does or offers to your service users - the outputs of your project which could be services or products. 'Difference' refers to the positive benefits, changes, learning or other effects that your project hopes your service users will gain as a result of taking up your offers. That is, the outcomes of your project. Outcomes can be positive or negative.

Indicators need to be set for each output and outcome. These are specific quantitative or qualitative measures that form the basis from which information can be collected. This information provides evidence to demonstrate how well you have delivered your project's outputs and the extent to which you have achieved your project's outcomes. For good quality outcomes data, it is usually best to collect information on your outcome indicators at least twice – ideally at the start of your project and at the end. This allows you to track change over time.

Case example 1

Performing Arts project for women with mental health issues – outputs and outcomes table (or delivery and difference table)

The following example uses a delivery and difference table to present the outputs and outcomes of a fictional performing arts project for women with mental health issues.

This project aspires to enable women in London with mental health issues to come to terms with their mental health issues so that they can go on to acquire the necessary skills, knowledge and confidence to lead independent and fulfilling lives. It particularly targets new mothers, women who have recently migrated to the UK, and women from deprived areas. The project uses drama and artistic expression as a catalyst for getting the women to start this journey.

Outputs (delivery)	Outcomes (difference)
<p>Drama-based workshops exploring the mental health issues faced by women</p>	<p>Participants experience:</p> <ul style="list-style-type: none"> - reduced isolation* - increased trust - greater self-confidence <p>They gain:</p> <ul style="list-style-type: none"> - better communication and interpersonal skills - better understanding of their mental health issues - improved writing skills <p>And they:</p> <ul style="list-style-type: none"> - create scripts together
<p>Performances by women who wrote the scripts</p>	<p>Women experience:</p> <ul style="list-style-type: none"> - increased ability to express themselves - recognition - reduced isolation* - decreased stigma* <p>Audience members gain increased empathy for women with mental health issues.</p>

<p>Post-play debates with members of the audience including health professionals</p>	<p>Participants are more able to:</p> <ul style="list-style-type: none"> - challenge unacceptable behaviour and attitudes towards people with mental health issues - voice their opinions - discuss opportunities for change. <p>Women feel:</p> <ul style="list-style-type: none"> - better understood - less isolated* - less stigmatised*
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*Note: these outcomes are repeated because the project is trying to reduce isolation and stigma through more than one activity.

To complement this table, and as part of your monitoring and evaluation plan, you also need to create output indicators and outcome indicators, and planned ways to collect information. Here are some ideas (these are not exhaustive lists):

Outputs	Output indicators
<p>Drama-based workshops exploring the mental health issues faced by women</p>	<p>For all outputs you could measure:</p> <ul style="list-style-type: none"> - number of workshops/performances/debates held - number of participants in each who attends - workshops/performances/debates (for example, age, background, geographical location) - level of satisfaction* with workshops/performances/debates
<p>Performances by women who wrote the scripts</p>	
<p>Post-play debates with members of the audience including health professionals</p>	

*level of satisfaction is an indicator commonly used to comment on outputs. Typically, this leads to questions on a feedback form such as:

- How much did you enjoy the workshop?
- What did you think of the length of the workshop?
- How do you rate the facilitator's style?
- How was the pace of the workshop?
- How do you rate the venue?

Outcome indicators could include:

Outcomes	Outcome indicators
Participants experience reduced isolation	Level of self-reported isolation Number of friends made
Women have better understanding of their mental health issues	Ability to identify their mental health issue/s Level of understanding of what triggers their particular issues Level of understanding of what the signs and symptoms are
Audience members have increased empathy for women with mental health issues	Whether audience members are able to describe the range of potential mental health issues and their consequences. Types of reactions during the performance, for example, facial expressions, body language, laughing or crying

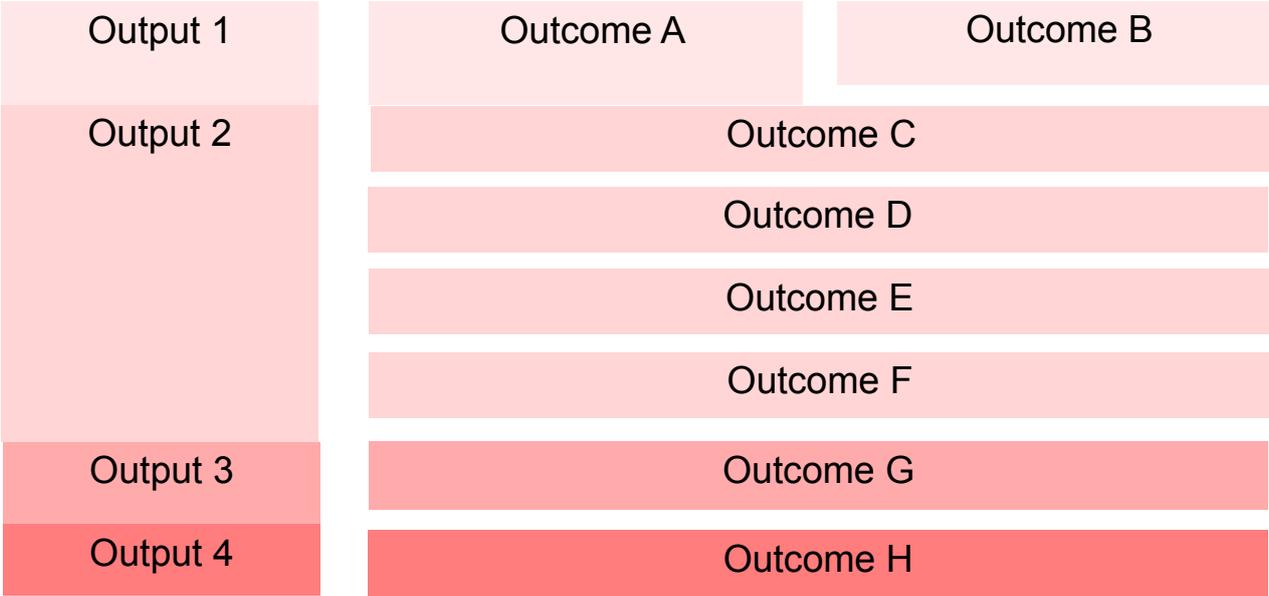
Ways to collect information could include:

- registers for collecting how many and who attended
- feedback forms to assess level of user satisfaction
- one-to-one interviews with women to understand their journey
- observation of audience during performances.

Case example 2

Sports for young people with learning disabilities (YPwLD) – using an outputs and outcomes chain

If your project can be described in a stage-by-stage way, you may find it helpful to use an ‘outputs and outcomes chain’ to show what your project delivers alongside what difference your project hopes to make. Bear in mind that one output may be designed to achieve more than one outcome. Some of the outcomes may happen at the same time, some may happen in sequence.



The following example uses an outputs and outcomes chain to present a fictional sports project for young people with learning disabilities.

Outputs <i>We do this</i>	Outcomes <i>So that YPwLD</i>
Outreach sessions	are more aware of sporting possibilities – what and where show interest in taking up sports
Summer camp	gain sporting skills are more motivated to take up a sporting activity on a regular basis make friends
One-to-one coaching	gain increased confidence and self-belief develop social and communication skills
School/community competitions	gain a sense of achievement are more motivated to participate in other school/local community activities gain increased physical and emotional wellbeing feel less stigmatised

Remember that in addition to the chain you will need to provide a list of indicators and tools to complete your monitoring and evaluation plan. Each output and each outcome will need at least one, and usually a few, indicators. You may only need a few a tools to collect your indicators.

Output indicators could include:

Outputs	Output indicators
Outreach sessions	For all outputs you could measure: <ul style="list-style-type: none"> - number of outreach sessions/summer camps/coaching sessions/competitions carried out - number and profile of YPwLD attending the above - length and location of outreach sessions/summer camps - level of satisfaction
Summer camp	
One-to-one coaching	
School and community competitions	

Outcome indicators could include:

Outcomes	Outcome indicators
YPwLD gain sporting skills	Ability to dribble a football Ability to jump over a hurdle Whether can play in a team
YPwLD gain a sense of achievement	Number of trophies/medals won for winning/participating Whether they tell their peers at school what sports they have tried

Ways to collect information could include:

- registers of attendance
- observation by coach/facilitators
- video diary booth for YPwLD to talk about their experiences – good and bad
- smiley faces sticker chart to gauge level of satisfaction.

Case example 3

Employment and volunteering project for ex-offenders – using a logic model

A logic model is a useful tool for planning your project and for describing the various aspects of your work. Below is an outline of a logic model.

Rationale and context:

This explains the purpose of your project (rationale) as well as the internal and external factors that affect your work (context) – these could include organisational, economic and political factors. Some of these factors may help and some may hinder your work.

Input	Process	Output	Outcome	Impact
Resources, for example, time, money, premises	What you do with your resources to produce outputs, for example, training staff to provide advice, having meetings with partners	Services and products for your users	Changes Learning Benefits Other effects that you hope will occur as a result of your outputs	Ultimate changes and benefits, often beyond your initial target group, sustained over time

Below is an example of the logic model being used to describe a fictional employment project for ex-offenders. This employment project is about enabling ex-offenders to resettle in their local communities by being able to get a voluntary or paid job.

Rationale and context:

More ex-offenders are looking for work. Many lack confidence, have outdated, inappropriate or missing skills and are unaware of employment opportunities (rationale). There is increasing unemployment but increasing volunteer opportunities.

Input	Process	Output	Outcome	Impact
Funding	Building relationships with partners	Workshops	Improved knowledge of the job market/volunteering opportunities	More ex-offenders are in sustainable and satisfying employment
Staff time and skills	Developing relationships with service users while in prison	One-to-one sessions	More employment-related experience	
Premises	Developing training	Job brokerage	Better skills	
Utilities	Developing employer relationships	Work / volunteer placements	Improved confidence	
Partners' resources		Taster days	Increased access to volunteering/employment	
		Information, advice and guidance		
		Referrals		
		Signposting		

Output indicators could include:

- number of jobs/volunteer placements arranged
- where and what the jobs/placements are
- number of referrals made.

The table below lists some possible outcome indicators.

Outcome	Outcome indicators
Better skills	Number and type of office skills eg, answering phones, organising meetings. Ability to use IT packages eg, Microsoft Excel. Literacy and numeracy levels.

Ways to collect information could include:

- job / placement log
- numeracy and literacy quizzes
- observation of ex-offenders during placements
- work diary kept by ex-offenders to note their skills development and experiences.

Another option may be to simply list your outputs and outcomes and then attach appropriate indicators and tools to each of these. Two tables can be used to make up this basic monitoring framework.

Below are two examples of using a basic monitoring framework to present a fictional campaign to improve Black and Minority Ethnic (BME) older people’s health and wellbeing, and a local Council for Voluntary Service (CVS).

Case example 4

Campaign to improve BME older people's health and wellbeing – using a basic monitoring framework

This project was designed in response to research that showed that the health needs of BME older people were not being adequately met through mainstream health services.

There are two elements to the project. Firstly, trying to raise awareness and understanding of BME older people's needs among health professionals, local health trusts/health and wellbeing boards and the local media. Secondly, trying to strengthen support within BME communities to enable BME older people to access community-level support. The ultimate goal is to enable BME older people to lead good quality, independent lives, in dignity, for as long as they wish and are able to.

Outputs	Output indicators	Tools
Talks and events for health professionals/authorities and communities	Common indicators across these outputs could be: Number of Content of...	Logs Contact lists and registers
Resources for health professionals/authorities	Level of user satisfaction with...	
Press work, for example, press releases, articles, blogs	And some specifics, for example, <ul style="list-style-type: none">- length of article- number and types of social opportunity	Media tracking software* for example, Google Analytics or Hootsuite
Social opportunities for BME older people		Registers/logs

Outcomes	Outcome Indicators	Tools
Health professionals/authorities, press and communities have increased understanding of the health and wellbeing needs of BME older people	Level of awareness of causes of ill-health/death among older BME people Level of awareness of cultural sensitivities, eg, male-female dynamics, taboos	Online survey
Health professionals and authorities are better equipped to reform health policies	Ability to list ways to increase access to existing medical provision Level of understanding of what needs are unmet within current provision	
Health professionals and authorities are more coordinated in offering appropriate services	Whether can identify gaps in provision Number of cross-sectoral partnerships	Minutes of meetings
Community members are more willing to support BME older people	Number of community members volunteering to support older BME people Length and type of support offered	Volunteer log Telephone interviews with sample of care givers
Increased positive media interest in better healthcare for BME older people	Number of column inches on BME older peoples' health and wellbeing needs Type of coverage (good/bad, accurate) Type of press/media in which issues are covered	Media tracking software* eg, Google Analytics or Hootsuite
More BME older people feel better supported	Number of BME older people seeking support Self-reported level / type of	One-to-one interviews with a sample of older people

	support	
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*Note: media tracking software is suggested to track both outputs and outcomes, so one tool can be used to gather information on several indicators, across outputs and outcomes.

Case example 5

Local infrastructure organisation – using a basic monitoring and evaluation framework

The local CVS has a small staff team dedicated to providing support to local VCOs who are members of the CVS. The CVS has three main roles.

Firstly, to build the capacity of local VCOs so that their staff teams have the necessary skills, knowledge and funding to provide quality services to local beneficiaries. To this end, the CVS hires external trainers to provide a rolling programme of training courses on a variety of subjects including: fundraising, governance, strategic planning, outcomes monitoring and volunteer recruitment and support.

Secondly, the CVS provides VCOs with a range of information on changes to policies and legislation that could affect them, as well as aspects of good practice. However, the CVS is aware that there is a limit to what can be achieved by supporting individual organisations to operate effectively within an increasingly difficult environment.

Therefore, the third role is to seek to represent their members and to increase dialogue and understanding with funders and statutory providers, to enable the key stakeholders to work together better. They constantly strive to increase opportunities for the VCO voice to be heard where it matters, through VCO representation on appropriate committees and partnerships and also through meetings and liaison on their behalf.

The outputs that the CVS delivers are listed below. Indicators and tools for measurement are also included in the table.

Outputs	Output indicators	Tools
Training workshops	Number of training workshops	Logs and registers
One-to-one support sessions	Number of one-to-one support sessions	Training outline
	Number and profile of attendees/recipients (for example, organisation size, type)	
	Types of support issues	Feedback form
	Content of training	
	Level of user satisfaction	

Leaflets, briefings and guidance	Type of information provided - whether paper based or online, or both. Level of distribution of information provided Number and profile of recipients	Logs and registers
Networking and liaison activities	Number and type of networking/liaison activities Types of organisations worked with Frequency of activities	
Strategic partnership activities	Number and type of strategic partnership activities Type of issues discussed	Issues journal
Written representation In-person attendance at meetings	Number and type of groups represented Number and type of meetings attended Type of issues advocated Number and type of written representations made	

Some of the outcomes intended to be achieved following these aims are listed below. Indicators and tools for measurement are also included.

Outcomes	Outcome indicators	Tools
VCOs using the capacity building service have more secure funding.	<p>Diversity of sources of funding</p> <p>Length of grant funding</p> <p>Ratio of grant funding to earned income</p> <p>Ability to recover full cost</p>	Statements of account
VCOs using the capacity building service have: more effective management committees.	<p>Numerical strength of management committees</p> <p>Number of management committees with fully functioning officers</p> <p>Number of management committees with effective subgroups</p> <p>Amount of regular financial reporting</p>	<p>Organisational chart</p> <p>Meeting minutes</p>
VCOs represented on the key strategic partnerships and on planning and consultation forums	<p>Extent of VCO representation on Local Strategic Partnership, Neighbourhood Renewal Fund, Health and Wellbeing boards.</p> <p>Extent of VCO representation within local authority consultation</p>	Representation and consultation log/journal
Increased funder and VCO dialogue and understanding	<p>Extent of funder consultation with the VCO sector</p> <p>Type of consultation between funders and the VCO sector</p> <p>Suitability and appropriateness of funder monitoring requirements</p>	Review of funder requirements

Case example 6

A full monitoring and evaluation framework

There is a sequence of planning steps that will help you establish the basis for monitoring and evaluation within your organisation. This begins with clarifying the aims and objectives of your project – you might find the **CES planning triangle** a helpful tool for this – and then breaking down the aims into outcomes, and the objectives into outputs.

You can then allocate indicators to your various outcomes and outputs. Your indicators are the basis of your monitoring system so you can then select the appropriate information collection methods for gathering the data on your indicators. You may often use one method to collect several indicators. It is also important to think about who will collect the information and when, and to be clear about how the information you are planning to collect is going to be reported (for example, in a funder’s report, at a team meeting, in your annual report) and used (for example, to improve the next year of work, to secure further funding).

For a completed example, please visit: www.ces-vol.org.uk/frameworktemplate

Specific aim 1:

Outcomes	Outcome indicators	Information collection methods	When and by whom	How to report and use

Specific aim 2:

Outcomes	Outcome indicators	Information collection methods	When and by whom	How to report and use

Objective 1:

Outputs	Output indicators	Information collection methods	When and by whom	How to report and use

Objective 2:

Outputs	Output indicators	Information collection methods	When and by whom	How to report and use

Further information

- *The CES Resource Guide: Evaluating outcomes and impact* contains over 130 online and published guides, tools, discussion papers and factsheets on all aspects of evaluation. It is designed as an interactive guide, and is a great go to resource for anyone involved with monitoring and evaluation:

www.ces-vol.org.uk/resourceguide

- For useful terms and definitions:

<http://www.ces-vol.org.uk/tools-and-resources/terms-and-definitions/guidance-paper-3-tools>

- For more examples using the CES triangle © and basic monitoring and evaluation framework:

www.ces-vol.org.uk/example-frameworks

- To find out more about tools for collecting output and outcome information:

www.ces-vol.org.uk/informationcollectionmethods