Measuring the Work of Intermediaries in the St. Louis Region *Appendix*

Appendix 1- General Tips for Outcome Definition[1]

Outcomes define what you want a program or service to accomplish. An intermediary organization's intended outcomes should focus on the impacts or changes that agencies experience as a result of your help.

Often times intermediaries believe that outcomes only relate to an end-user (e.g.- clients, individuals, or families participating in a program provided by an organization with whom they are working). These are outcome for the program operated by the agency, not the intermediary. The intermediary needs to ask themselves:

1. Who is the recipient of the services and/or funding I am providing?
2. What is the intended impact or change I want this assistance to produce?

Additionally, intermediaries often describe what they have done (activities carried out) rather than the impact of these activities on the client organizations. Intermediaries should ask themselves two questions as they formulate their outcomes:

1. Do they focus on my client and not the client's client (the individual, group, community, etc)?
2. Do they describe the intended changes for the client organization, not what I am doing to achieve that impact?

Two sample outcome statements for intermediaries:

Type of Change	**In What**	**For Whom**
Increased	ability to raise funds	among agencies receiving training from XYZ Intermediary.

Who	**Will Change**	**What**
Agencies receiving training from XYZ Intermediary	will increase	their ability to raise funds.

Sample outcome chain for a capacity building organization:

Reactions:	Feedback	How useful was the assistance provided? *(Was the client satisfied with the services?)*
Learning:	Changes in knowledge or skill	What gains were made in knowledge or skills? *(Did the client learn from it?)*
Behavior:	Changes in behavior	How has their behavior changed? How have they applied their knowledge? *(Did the client use it?)*
Result:	Improvement in the organization	What has changed for the organization as a result? *(Did it produce return-on-investment for the client)*
Goal Attainment:	Achievement of organizational goals	What results are evident in the community? *(Did it benefit the community where the client was located?)*

Outcome Chain Example

Technical Assistance in needs assessment and planning with nonprofits and their communities leads to:

Increased understanding of the steps involved in conducting a needs

Which leads to

↘

Improved ability to complete a needs assessment process

Which leads to

↘

Improved understanding of community needs

Which leads to

↘

Increased focus of program development activities on priority

[1] Intermediary Development Series: Measuring Outcomes. Compassion Capital Fund. Dare Mighty Things.

Appendix 2- Sample Capacity Building/Technical Assistance Logic Model[2]

The program logic model is a representation of the linkages between program activities and the changes those activities with produce. It helps a nonprofit tell the story. It describes the resources you need, the activities you plan to carry out, the products of those activities, and the resulting impact you intend to achieve.

See below for the elements that might make up a logic model for an Intermediary that provides capacity building and technical support.

Sample Technical Assistance Program Goals			
Inputs or Resources	**Activities**	**Outputs**	**Outcomes**
Resources available to the program that allow and support provision of technical assistance, including money, staff, volunteers, clients, materials or equipment.	*The technical assistance methods carried out by staff*	*The product delivered or unit of technical assistance provided, usually described numerically such as the number of organizations served or number of hours of service*	*The changes that occur for agencies as a result of the technical assistance provided*
Funding Staff expertise Training manuals Agencies/clients	Provide one-on-one financial management coaching Conduct board development training workshops Develop content-specific manuals Provide phone and email follow-up after training	# of one-on-one coaching sessions # of hours of coaching # of training workshops # of agencies staff trained # of hours of training # of manuals # of follow-up phone calls	Increased agency compliance with financial management requirements Improved agency understanding of board roles Increased agency ability to define and measure outcomes

<u>Ask yourself the following questions to help you define the elements of your program:</u>

- **<u>Inputs/Resources:</u>** What inputs or ingredients do you need to operate your program? How many staff? How large a budget? How many agencies do you need to have as clients.
- **<u>Activities:</u>** What will you do? What methods will you use to deliver your technical assistance? What content areas will you cover? What level of assistance will you provide? (e.g., six one-on-one coaching sessions for executive directors)?
- **<u>Outputs:</u>** What will be the tangible products of your assistance? To how many agencies will you provide coaching? How many sets of financial policy guidelines will you produce? How many hours of training will you provide? How many people with you train?
- **<u>Outcomes:</u>** What impact will your technical assistance have on your agency clients? What is it reasonable to expect in the way of change?

[2] Intermediary Development Series: Measuring Outcomes. Compassion Capital Fund. Dare Mighty Things.

Logic Model and Program Theory Checklist:

- Have you included all of the Resources you will need? Are the following items listed?
  - Service providers: staff, volunteers
  - Program setting: community settings, agency facilities
  - "Service technologies": curriculum/class material, treatment plans
  - Funding sources: private or public funding, donations, fee for service
  - Participants: client organizations

- Are all of the Activities included and described in some detail? (e.g., number and length of coaching sessions, types of computer training)

- Have you described an Output, product or unit of service for each activity? (e.g., number of agencies trained, number of hours of training each organization received, type of computer assistance, etc.)

- Have the participants been counted and described in your Output column? (e.g., 9 FBO/CBOs, 54 staff, 88 board members, etc.)

- Is the **intensity** of the activities appropriate for the type of organization with whom you are working? Organizations with greater needs require more assistance (e.g., six four-hour coaching sessions on fundraising rather than two four-hour sessions). (You will need to develop your outcomes before you can answer this question; that's one reason to create the outcomes first. If you don't know your clients' needs or abilities at the outset, you may not know the answer to this question and will have to come back to it later.)

- Is the **duration** of the activities appropriate for the type of organization? Higher needs organizations will take longer to absorb and implement the improvements you are helping them make (e.g., you may be providing coaching for 12 months rather than six). (Once again, you'll need to define the impacts you hope to make before you can assess how much assistance your clients will require, and you may need to come back to this question if you don't know about your clients' needs or abilities.)

- Are your Outcomes directly related to your activities? Is it possible to achieve the results you have listed with the type and amount of activities you are planning to deliver?

- Do the Outcomes address changes in knowledge, perceptions, attitude, skills or behavior?

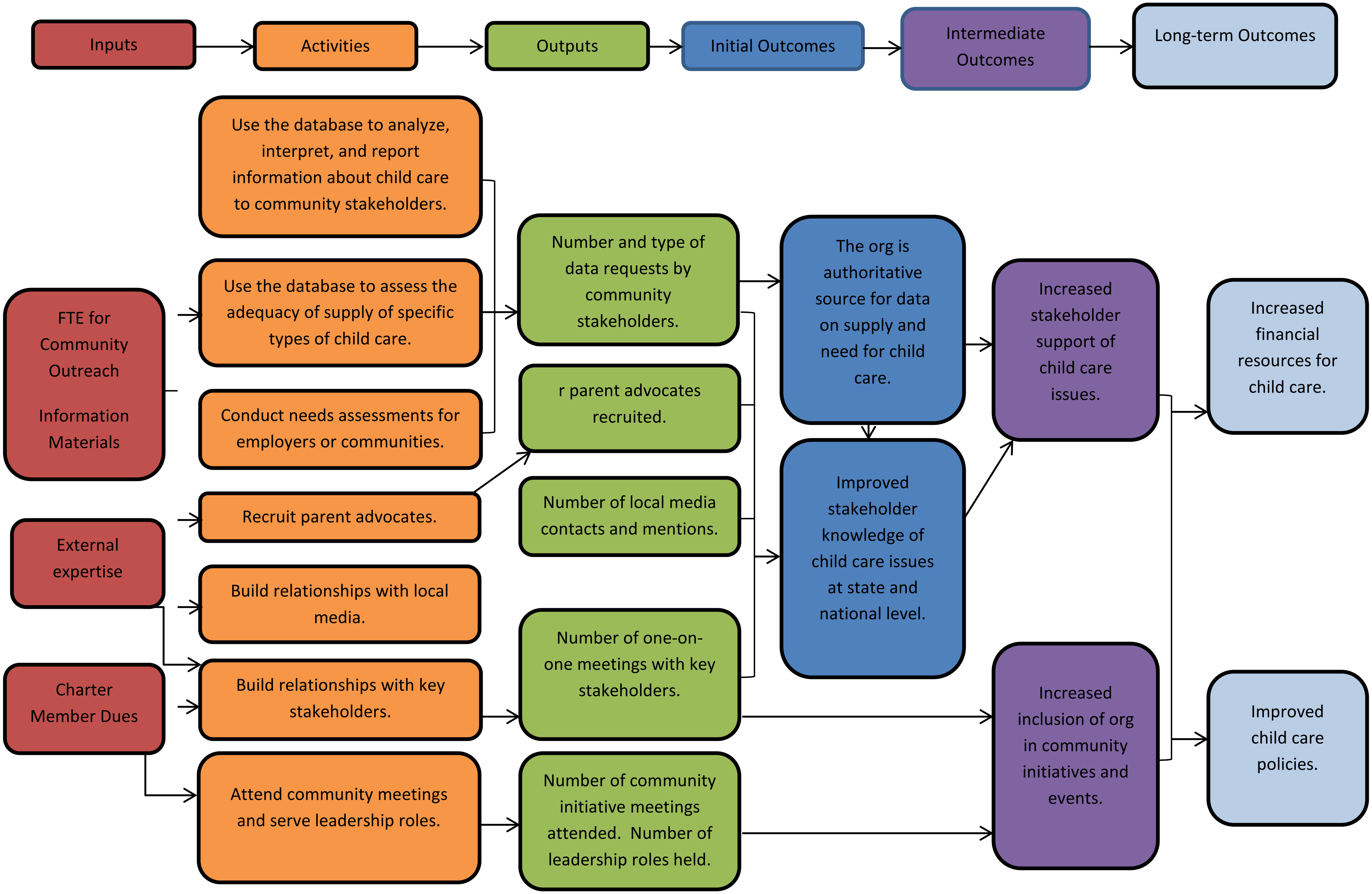
Appendix 3- Sample Community Outreach/Advocacy Logic Model[3]

	Initial Outcomes	Performance Indicators	Intermediate Outcomes	Performance Indicators	FY12 Goals	FY12 Goals
Community Outreach	The organization is the authoritative source for data on the supply of child care and families' need for child care.	# stakeholder requests for supply and demand information. # of recurring users of supply and demand data. # and % of facility records updated within the past quarter, 6-mos, and 12-mos.	The organization is contracted as the authoritative source on child care issue analysis.	# requests for data. # requests from first-time users.	Statewide and regional data reports available on website. Publicize data reports and self-update tool. Create more sophisticated tracking system to collect data on data requests, who is doing the requesting, and if they are repeats.	Develop capacity to include reports by legislative districts.
	Improved stakeholder knowledge of child care issues at the state and national levels.	# of stakeholders that report that our organization helped improve their knowledge of child care issues in their community.	Increased inclusion of our organization in community initiatives and planning.	# of community initiatives in which our org participates. # of leadership positions help by org staff in community initiatives.	Expand awareness, including media coverage of org. Expand knowledge among prosecuting attorneys about licensing rule and dangers of illegal facilities.	Develop campaign to increase prosecutions of illegal child care. Develop members of Parent Aware as spokesperson for targeted stakeholder groups.
[redacted]			Increased stakeholder support on child care issues.	# of stakeholders who participate in child care initiatives.	Publicize out role in emergency disaster preparedness and response. Publicize support for military families to community stakeholders.	Develop partnership with specific state and national organizations.

See next page for graphical layout of logic model.

[3] Child Care Aware ® of Missouri Logic Model- http://mo.childcareaware.org/.

Appendix 3 Continued



Appendix 4- Sample Coalition Logic Model[4]

Levels of Coalition Outcomes

- Process measures of coalition effectiveness
- Impacts from specific projects implemented by coalition
- Outcomes related to changes in community policies, practices, & environment (e.g., community buy-in, linkages, coordination of services, empowerment, capacity-building, institutionalization of programs)
- Outcomes related to key indicators for area you are trying to affect.

Short-term (process) Outcome Measures

- # of coalition meetings in past year
- # members from priority population attending training
- # of staff members certified in subject area training
- Level of satisfaction of coalition members
- # hours contributed by volunteers

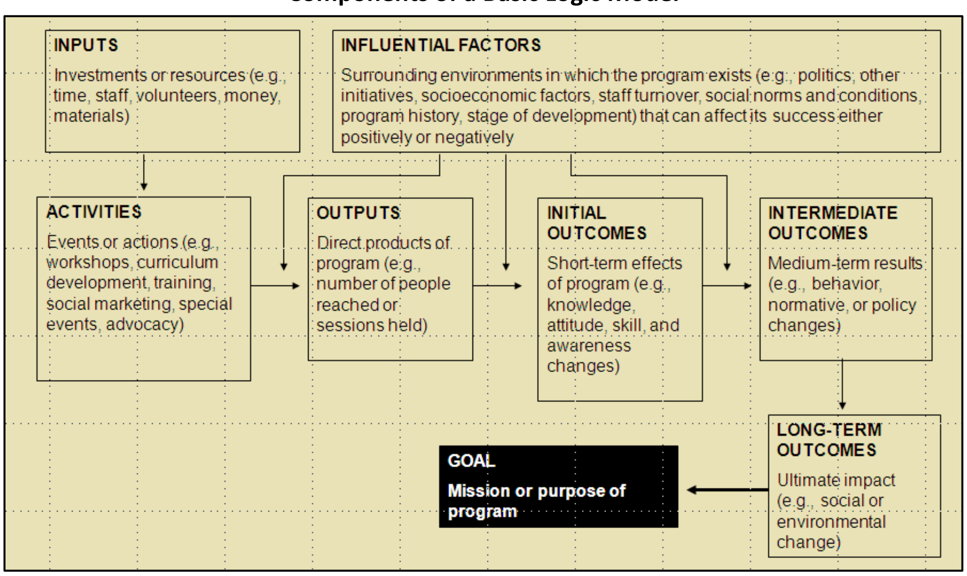
Intermediate Outcome Measures

- Increased knowledge about subject
- Increase cultural awareness of priority population
- Increased self-efficacy
- Improved skills in subject area

Long-term Outcome Measures

- New policies related to subject
- Adoption of coalition program by community group
- Increased and decreased rates for area trying to affect.

Components of a Basic Logic Model



[4] Butterfoss, Frances D. PhD. Evaluating Community Coalitions and Partnerships. Center for Pediatric Research. Norfolk, Virginia.

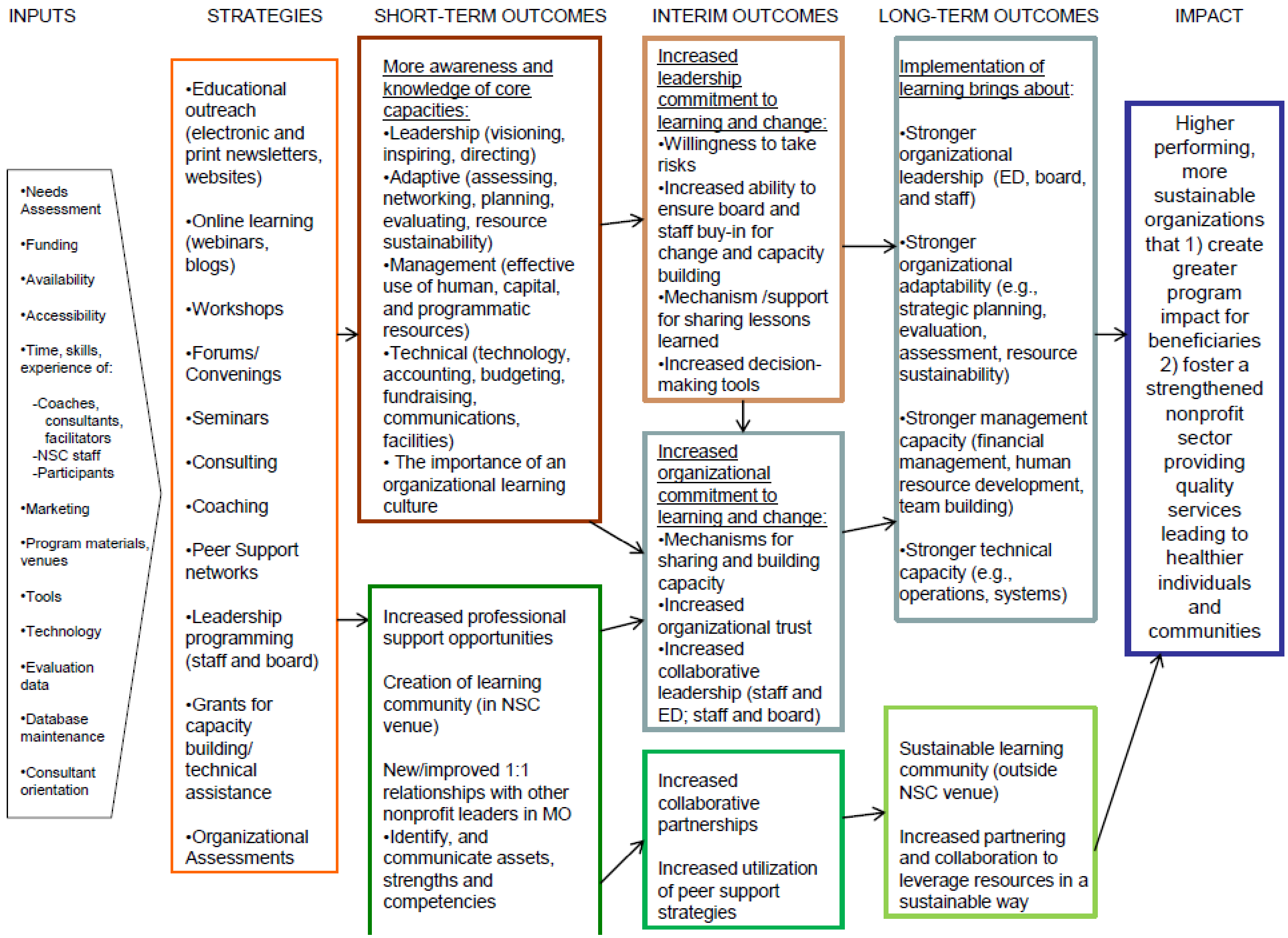
Appendix 5- Sample Coalition Logic Model[5]

Inputs	Process	Outputs	Outcomes		
If the coalition brings together…	*And if the coalition develops…*	*Then the coalition can create…*	*Coalition-related Implemented through…*	*Short-term Leading to…*	*Long-term Accomplishing…*
• **Professionals and community members with:** 1. A variety of different expertise, resources, passions, and influences 2. Understanding of local needs, resources and assets 3. A critical mass of people working towards the same objective 4. Community orientation and understanding of community context • **Staff and leaders with appropriate skills and expertise** • **Committed host organization** • **Funding** • **Technical support**	• **Formalized rules, roles and procedures** • **Positive organizational climate including:** 1. strong leadership 2. positive member-staff relationships 3. regular communication 4. good processes for decision making and conflict resolution 5. external supports • **Community input into priorities, interventions and evaluation** • **Relationships with change leaders, policy makers and payer systems**	• **A community action plan that is:** 1. Comprehensive 2. Realistic 3. culturally appropriate 4. evidence-based • **A community Interventions that are:** 1. coordinated and synergistic 2. responsive to community needs 3. owned by the community 4. empowering for the community 5. characterized by good reach and coverage	• **Coalition activities that encompass:** 1. professional development or increased effectiveness of individual participants 2. institutional changes related to topic within member organizations 3. resources generated and/or leveraged by the coalition 4. coordination and linkages among groups or organizations within the coalition 5. coordination and linkages with groups or organizations not in the coalition 6. institutional changes by organizations not in the coalition 7. changes in legislation, ordinances or regulations	• **Coordinated efforts to:** 1. fill in gaps 2. decrease unnecessary redundancy 3. ensure consistency of messages • **Increased access to diverse community groups/under-represented populations** • **Increased credibility and identity of the coalition** • **Widespread community "buy-in" for issues, activities, unmet needs**	**Programs that are:** 1. evidence-based 2. sustained and institutionalized 3. supported by policies and systems • **Improved outcomes such as:** 1. Decreased hospitalization, ED usage, & school absences due to asthma 2. improved quality of life 3. better management by PCPs and other care providers 4. better asthma knowledge & management by families

Outcomes in the shaded column are defined as components of added value and are the focus of reporting by coalitions.

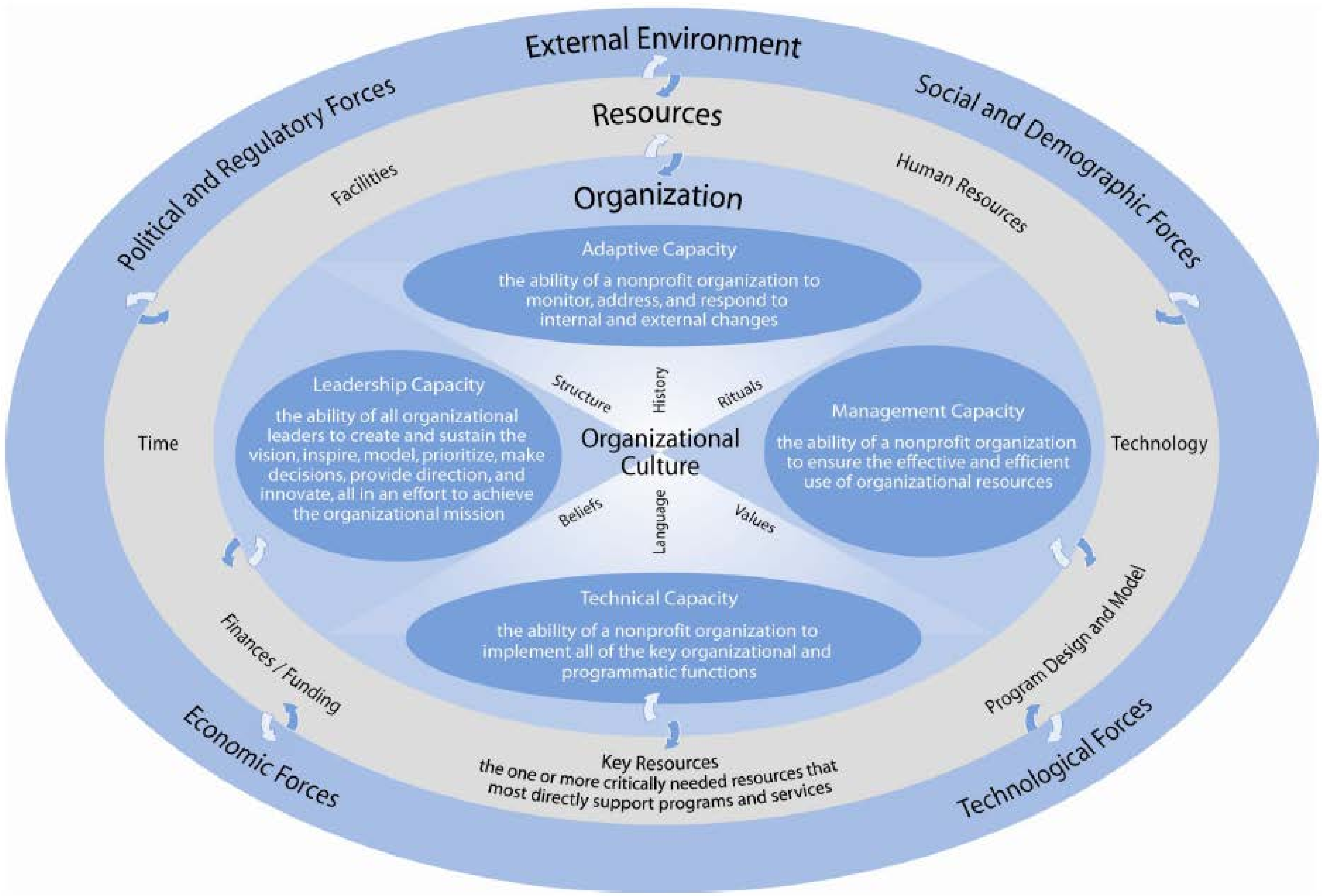
[5] A Model-Driven Approach to Qualitatively Assessing the Added Value of Community Coalitions. Journal of Urdan Health: Bulletin of the New York Academy of Medicine, Vol 88, Suppl. 1. 2011.

Appendix 6- Nonprofit Services Center (NSC)[6] Logic Model



[6] http://www.nonprofitservices.org/

Appendix 7- TCC Group[7] Core Capacities Model



7 http://www.tccgrp.com

Appendix 8- Sample Advocacy Proposal Summary

Teen Pregnancy & Prevention Partnership[8] Proposal Summary to the Roblee Foundation[9]

Goal 1: Increased Knowledge of Effective Teen Pregnancy and STI Prevention Programs

- Outcome Objective 1: (Knowledge Outcome) By the conclusion of the grant cycle, participants will demonstrate increased knowledge of relevant effective prevention programs available as measured by pre- and post- tests.
  - Activity 1: At least one TPPP training will include a program fair in 2011
  - Activity 2: Local and national programs with demonstrated effectiveness will be invited to participate
- Outcome Objective 2 (Attitude/Perception Outcome) By the conclusion of the grant cycle, participants will report statistically significant increased confidence and comfort in communicating with teens about sexual health as measured by the results of online surveys.
  - Activity 1: At least one TPPP training will focus on speaking comfortably on topics related to adolescent sexual health in 2011.
  - Activity 2: Participants will have the opportunity to practice the use of sexual health terms.
- Outcome Objective 3 (Behavioral Outcome) By the conclusion of the grant cycle, participants will report statistically significant increased quantity and quality of discussions with youth about issues related to sexual health as measured by the results of online surveys.
  - Activity 1: Participants will be trained to bring up sexual health topics with youth in at least 5 ways.
  - Activity 2: Participants will be given resources to support sexual health discussions.

Goal 2: Increased numbers of parents and professionals will participate in TPPP trainings

- Outcome Objective 1: By March 1, 2011, TPPP will have an active maintained Face Book page as documented by regular organizational updates to the page.
  - Activity 1: The Executive Director will set up the page and establish guidelines for use to be approved by the board by February 1, 2011
  - Activity 2: The Communications committee will take on responsibility for insuring regular posts on the page by March 1, 2011
- Outcome Objective 2: By October 31, 2011, TPPP participants in at least 6 parent organizations will be aware of TPPP's trainings as measured by presentation attendance logs.
  - Activity 1: The Executive Director contact at least 20 parent organizations by mail by June 2011
  - Activity 2: The Executive Director or a board member will present at 6 parent meetings by December 2011
- Outcome Objective 3: By December 31, 2011, TPPP will increase media coverage on the issues of teen pregnancy prevention and adolescent sexual health as measured by at least 4 initiations or responses in local media publications.
  - Activity 1: The Executive Director will respond to media stories on sexual health
  - Activity 2: The Executive Director will initiate contact with 2 radio stations by July 2011

Goal 3: TPPP will take an active role in statewide advocacy for comprehensive sex education.

- Outcome Objective 1: By February 1, 2011, TPPP will have an active Advocacy Committee as documented by committee minutes submitted to the TPPP board.
  - Activity 1: The Executive Director will assist the board in establishing a committee
  - Activity 2: Regular meetings will be set
- Outcome Objective 2: By March 31, 2011, TPPP will collaborate with at least two other organizations lobbying for comprehensive sex education in Missouri as documented by Executive Director's report to the TPPP Board.
  - Activity 1: The Executive Director will approach the Missouri Family Health Council, January 2011.
  - Activity 2: The Executive Director will approach Faith Aloud; January 2011.
- Outcome Objective 3: By December 31, 2011, TPPP will have provided education to at least 65 Missouri legislators on the benefits of comprehensive sex education as measured by advocacy report logs.
  - Activity 1: Packets of information will be sent to all 65 new Missouri legislators; January 2011
  - Activity 2: A legislative breakfast will be held in January 2011 to educate elected officials on teen pregnancy and STIs in Missouri. All legislators will be invited. The Executive Director will meet with at least 25 legislators by December 2011.

[8] http://www.teenpregnancy-stl.org/
[9] http://www.robleefoundation.org/

Appendix 9- Sample Advocacy Logic Model

Teen Pregnancy & Prevention Partnership Logic Model

PROBLEM STATEMENT:

Teen pregnancy, birth and STI rates are unacceptably high in Missouri, with negative health, social and economic impacts for teens, their children, families, communities and society as a whole.

PRIORITIES:

1) Creation of a statewide teen pregnancy prevention organization to effectively address the issue in Missouri by engaging and mobilizing community stakeholders.
2) Continue to support, promote, advocate and facilitate communication and education efforts - become THE resource for professionals to turn to when they're seeking best practices to prevent teen pregnancy.

EXPECTED LONG TERM IMPACT:

If…

State legislation will mandate and fund comprehensive sexuality education in all public schools in Missouri

And If…

Parents and educators are provided with knowledge and skills to comfortably address topics of sexuality with teens

Then…

Comprehensive, medically accurate sexuality education will be provided to all Missouri teens and will be taught comfortably by knowledgeable adults

And Then…

Teen pregnancy, birth and STI rates will substantially decrease in Missouri

ASSUMPTIONS

1) comprehensive, medically accurate sexuality education decreases teen pregnancy and STI risks.
2) a statewide coalition strengthens the capacity of local, regional and state organizations to have a significant impact on teen pregnancy and STI rates.

EXTERNAL FACTORS

1) current state and local political climate and funding is supportive of abstinence only until marriage policies and programs, in spite of evidence of ineffectiveness
2) public awareness/perception that the problem "went away" is inaccurate and is often based on limited, biased, politically motivated and conflicting data.
3) recent (2006) increase in teen birth rates, nationally and reflected locally
4) limited availability of (volunteer) TPPP staff and board

Appendix 10- Grantmaker's Guide to Working with Intermediary Organizations

Funders Perspective on Problems and Solutions[10]

Problems	Solutions
Undermanagement Funders tend to underestimate the complexity and risks involved in placing an Intermediary Organization (IO) between themselves and their grantees, and often undermanage the relationship as a result. Examples of problems that arise include: conflicting priorities and values, inadequate time and investment to establish necessary staff and infrastructure, and finding that the IO needs more support and supervision than anticipated.	• Be clear about roles and expectations. • Choose people you know and organizations with known values and competence. • Go slow—when the funder has not worked with the IO before, the IO's discretionary authority can be limited until it has demonstrated competence and alignment with funder's values. • Pay sustained attention. • Invest in the IO.
Trust Grantees may be mistrustful of an IO when they previously dealt directly with the foundation. This is especially true in capacity-building situations, where an understanding of the grantee's weaknesses is necessary for the IO to be able to help.	• Establish a no-fault environment. • Maintain funding commitments. • Split IO grantmaking and technical assistance staff. • Maintain ignorance (IOs may choose to remain ignorant of some grantee faults). • Provide effective help.
Loss of interest When an IO is interposed between a funder and grantee for a long period of time, the funder can become inattentive or lose interest.	• Maintain direct contact with grantees. • Task the IO to report with vividness and frequency and convey results to the board. • Task grantees to maintain direct connections to funders.
Temptation to exaggerate Because funders tend to evaluate IOs based on gains in grantee performance, IOs are often unintentionally incentivized to exaggerate grantee performance.	• Make the IO's work evaluable. • Use known organizations as IOs. • Reward honorable failure.
Tension with other funders Tensions can arise when an IO, working on one funder's behalf, seeks to change a grantee. The grantee's other funders may not agree with the recommended approach.	• In advance, explain the reasons for seeking change to them grantee's other funders—bring them along before you become so far apart that conflict results.
Changed staffing needs When they begin to use IOs, some funders discover that their own workloads shift. The balance changes over time in the need for administrative and substantive expertise.	• Be flexible and review your staffing arrangements so they can shift, as needed.

[10] Szanton, Pete L. Toward More Effective Use of Intermediaries- Discussion Guide. Foundation Center. September 2003. http://foundationcenter.org/gainknowledge/research/pdf/practicematters_01_guide.pdf