

Easy Outcomes Model for _____ Project

Introduction

This is an Easy Outcomes model of the _____ Project. Easy Outcomes provides a comprehensive way of setting out an outcomes model, strategy, indicator monitoring, evaluation, economic evaluation, contracting and evaluation management issues for any project, organization or sector.

Easy outcomes is a user-friendly version of the more detailed approach called Systematic Outcomes Analysis and is implemented using DoView outcomes software. For more information see www.easyoutcomes.org, www.doview.com and www.systematicoutcomesanalysis.org.

The DoView file name can be put here

Introduction to the _____ Project

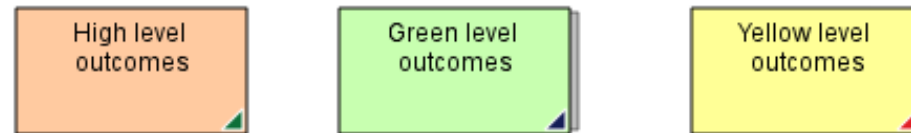
[This text will say something about the background to the project.]

Outcomes for _____ Project

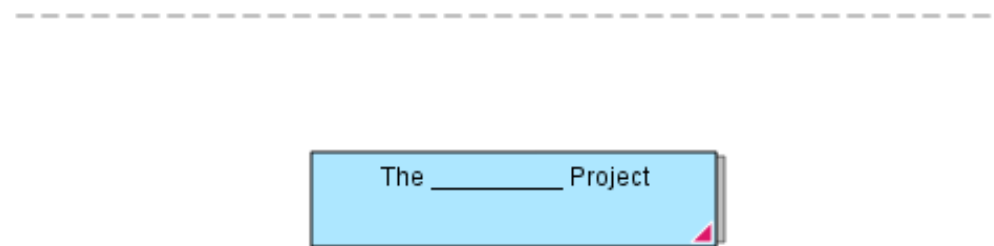
[Instructions: Build an outcomes model of your project. Use the guidelines set out at www.easyoutcomes.org/guidelines/outcomesguidelines.html. A version of them is also available in DoView's help system: Help>DoView Help>Building Outcomes Models>Building Good Outcomes Models.]

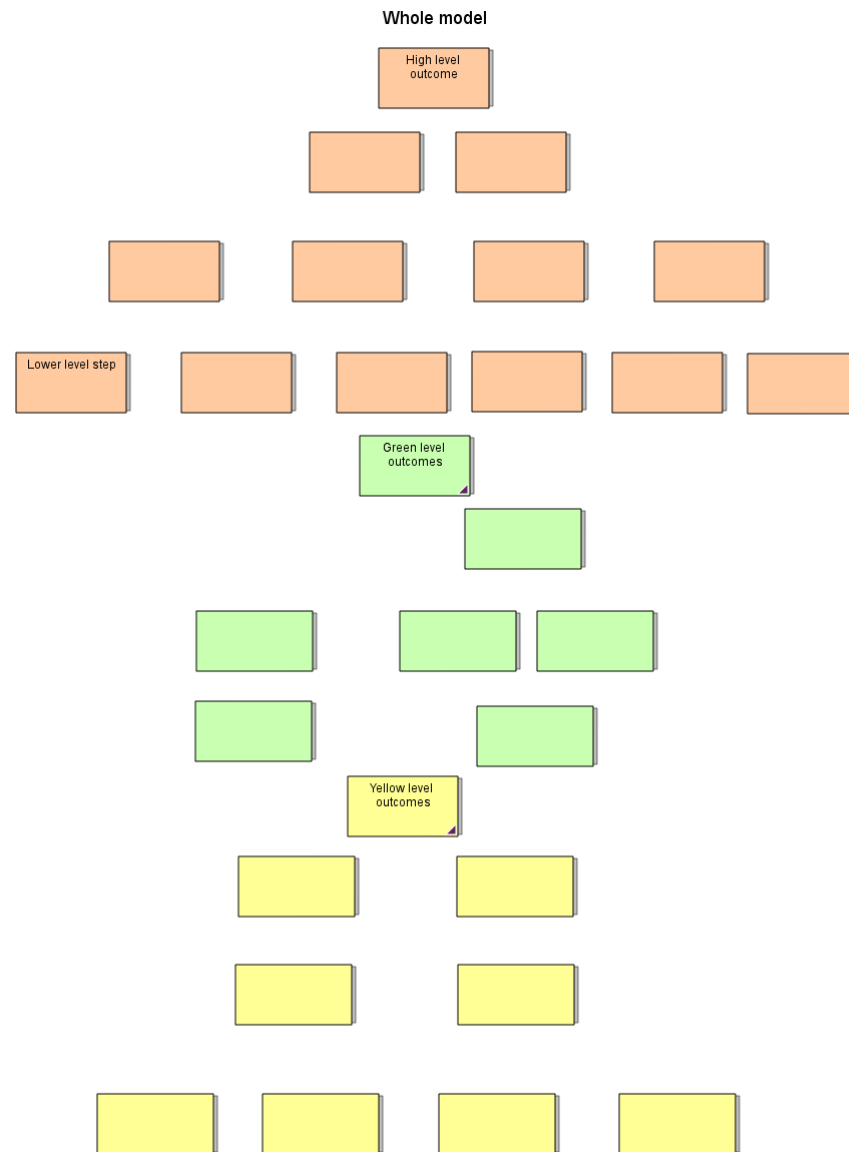
[Tip: Use this page to show an overview of your outcomes model.]

[Instruction: Use this first page of the model to show the slices which the model is made up of, these could be things like: National level, locality level, individual level]



[Tip: Where you are drilling down to another slice, its a good idea to color all the steps on the drill down slice the same color and to make the step which you drill down from (on the slice 'above') the same color so that readers can follow the structure of your model more easily e.g. here the green step drills down to a slice with green steps on it.]

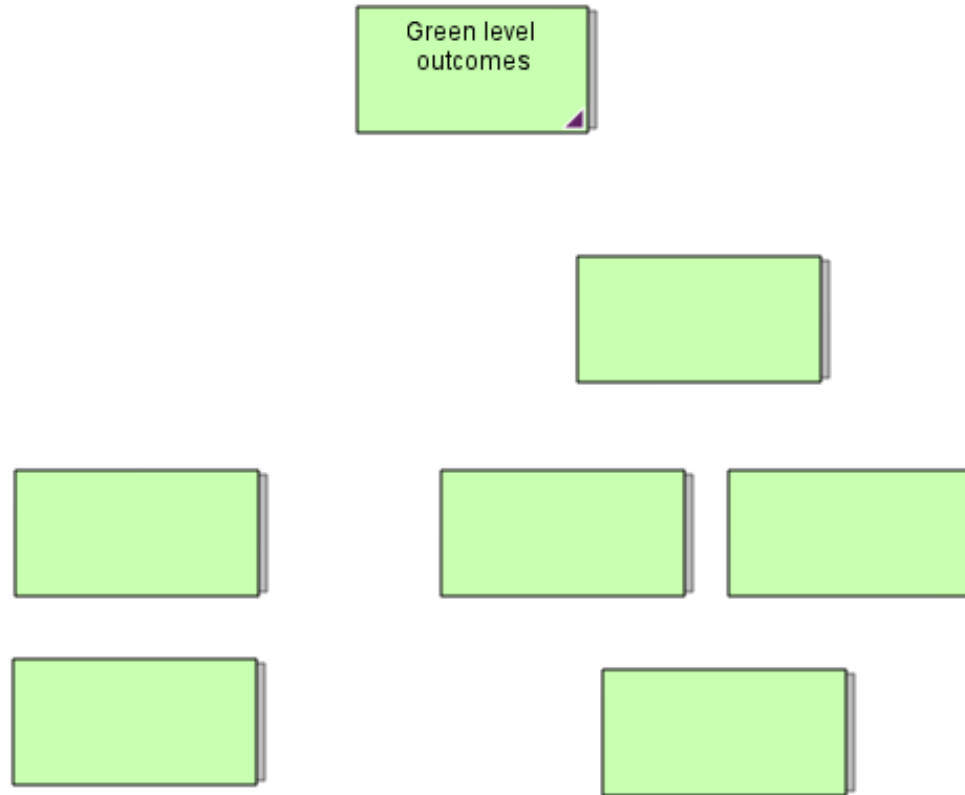




Read from bottom to top

Green level outcomes for the _____ Project

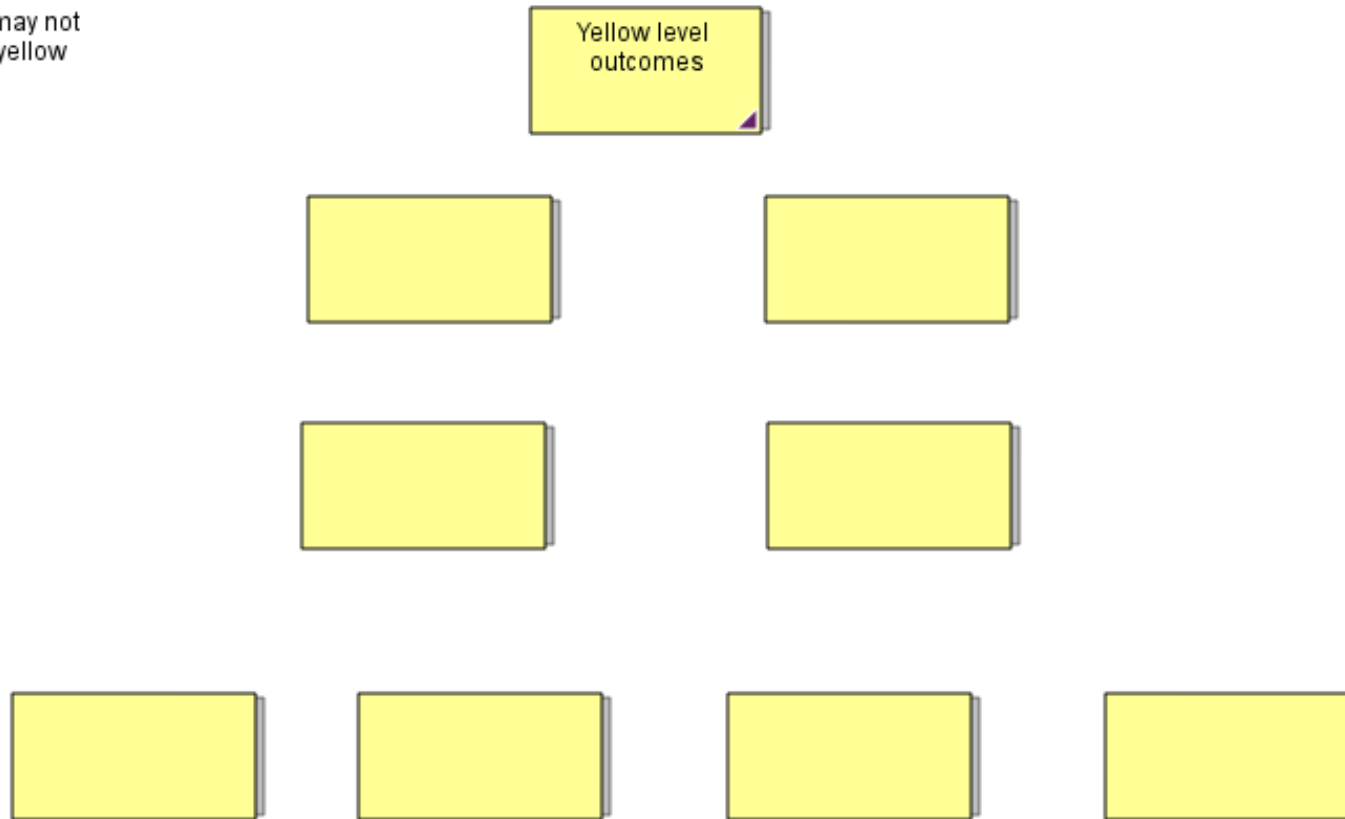
[Instructions: You may or may not need other levels list this green one in your model.]



Read from bottom to top

Yellow level outcomes for the _____ Project

[Instructions: You may or may not need other levels like this yellow one in your model.]



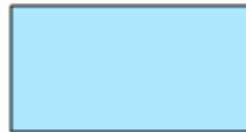
Read from bottom to top

The Project

[Instructions: You may or may not need this project level in your model, it could, for instance set out some more specific details of the activities taking place in the project. If you want to, you can map the projects onto the outcomes in the outcomes part of the model. In this case Activity A has been mapped (put a clone of Activity A onto the relevant slice and drag links to the relevant outcomes it is thought it will achieve).]

The _____ Project

Activity A



Activities

Strategic Focus

[Content: The next section sets out the strategic focus in the next period.]

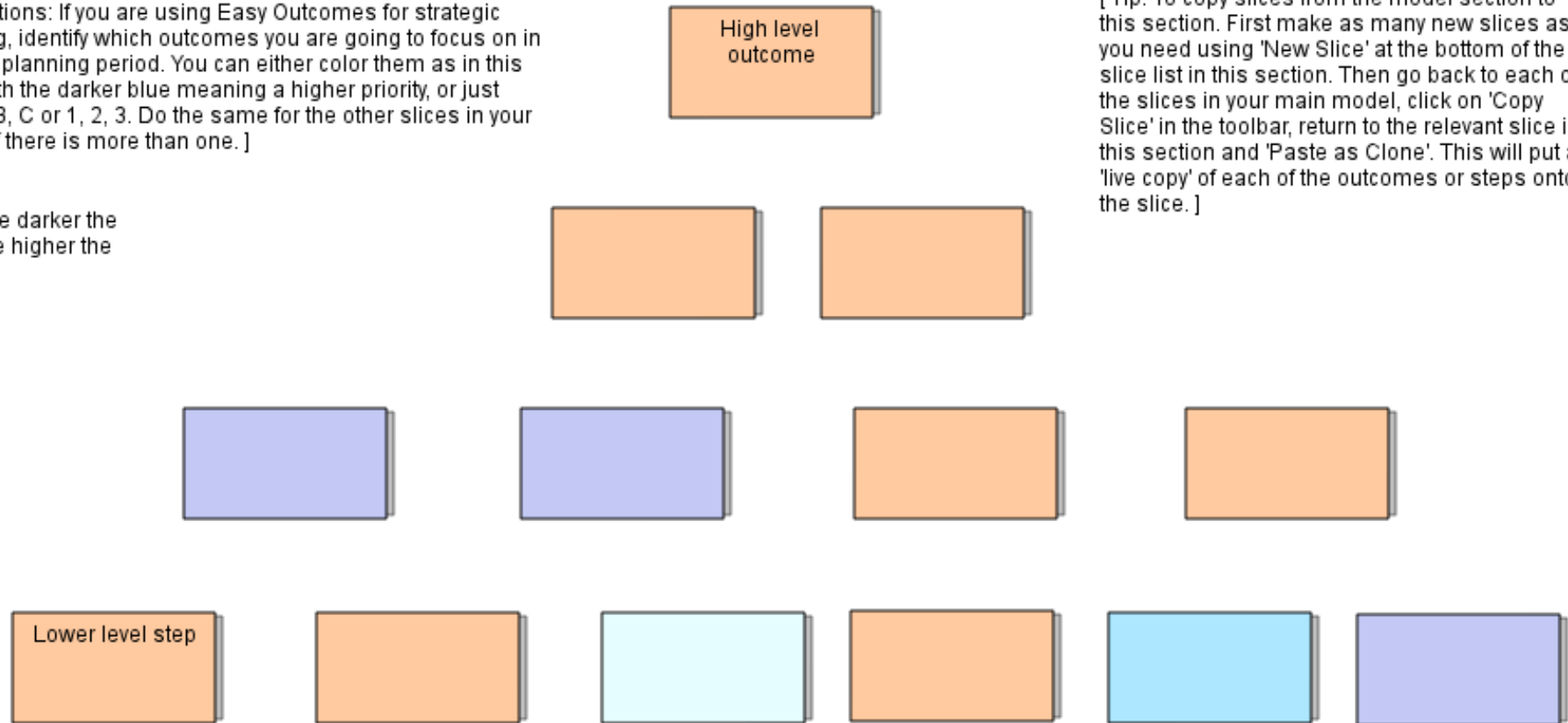
Read from bottom to top

High level outcomes strategic focus in next planning period

[Instructions: If you are using Easy Outcomes for strategic planning, identify which outcomes you are going to focus on in the next planning period. You can either color them as in this case with the darker blue meaning a higher priority, or just type A, B, C or 1, 2, 3. Do the same for the other slices in your model if there is more than one.]

Key: The darker the blue the higher the priority

[Tip: To copy slices from the model section to this section. First make as many new slices as you need using 'New Slice' at the bottom of the slice list in this section. Then go back to each of the slices in your main model, click on 'Copy Slice' in the toolbar, return to the relevant slice in this section and 'Paste as Clone'. This will put a 'live copy' of each of the outcomes or steps onto the slice.]

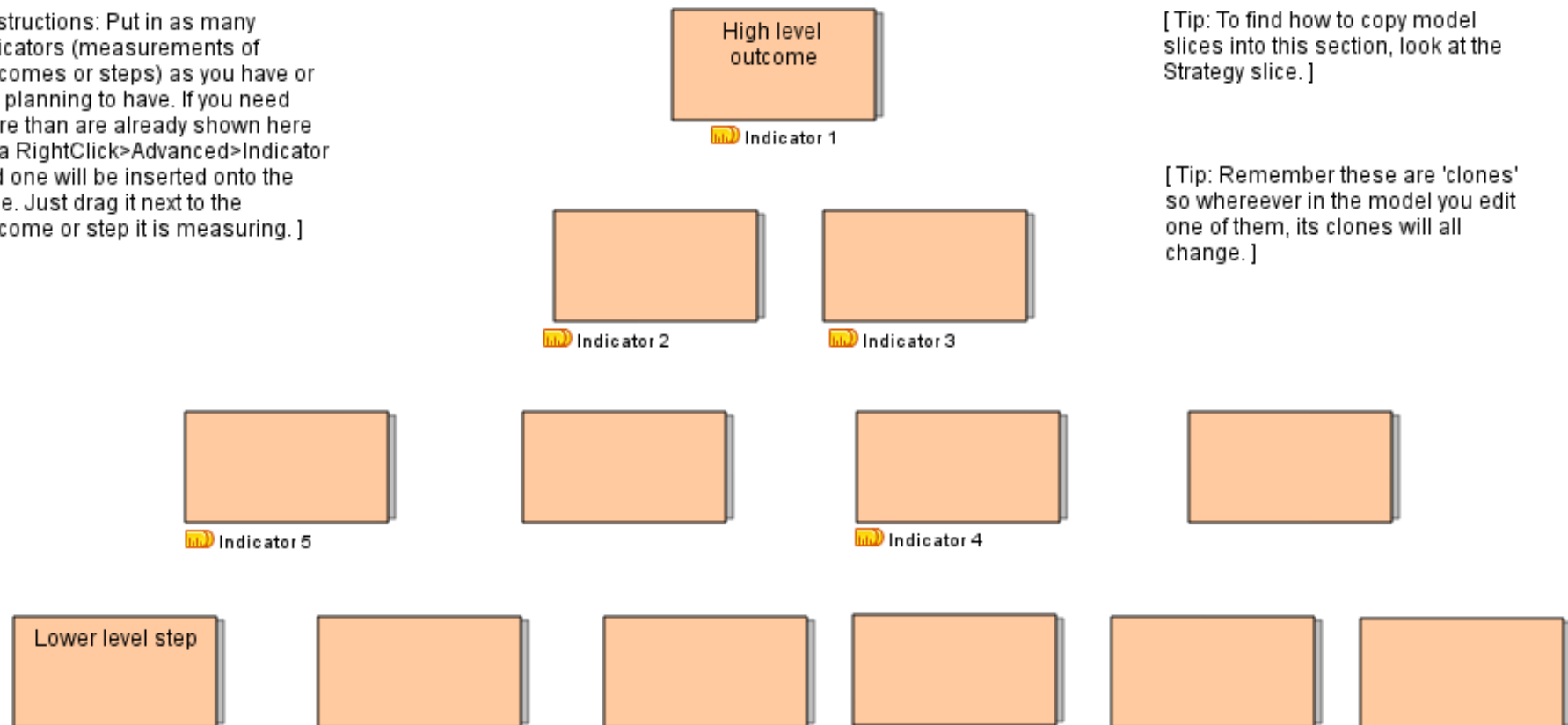


Indicators

[Content: The next section sets out indicators and indicator projects.]

Indicators put onto outcomes model for a Social Event (Party)

[Instructions: Put in as many indicators (measurements of outcomes or steps) as you have or are planning to have. If you need more than are already shown here do a RightClick>Advanced>Indicator and one will be inserted onto the slice. Just drag it next to the outcome or step it is measuring.]



[Tip: To find how to copy model slices into this section, look at the Strategy slice.]

[Tip: Remember these are 'clones' so wherever in the model you edit one of them, its clones will all change.]

Priority Indicator Projects

[Instructions: set out here any indicator projects you are planning and list the relevant indicators under them. An example of how to do this is available from www.easyoutcomes.org/list/projects.html and in the Party example DoView file downloadable from www.easyoutcomes.org/resources.html.]

Indicator Project 1: [Put the indicator project name here]

Notes: [You may want to put some notes about the indicator project here]

Timing: [You may want to put information on the timing here]

Cost: [You may want to put some more information about the cost or whatever you like here]

 Indicator 1

 Indicator 2

 Indicator 3

[Tip: Indicator projects have been inserted as Items (do a Right Click>Advanced>Item).]

[Tip: These indicator project items have their notes field from the record table being show on the slice. (Right Click on the indicator project then Show Details>Notes).]

Indicator Project 2: [Put the indicator project name here]

Notes: [You may want to put some notes about the indciator project here]

Timing: [You may want to put information on the timing here]

Cost: [You may want to put information on the cost or whatever you like here]

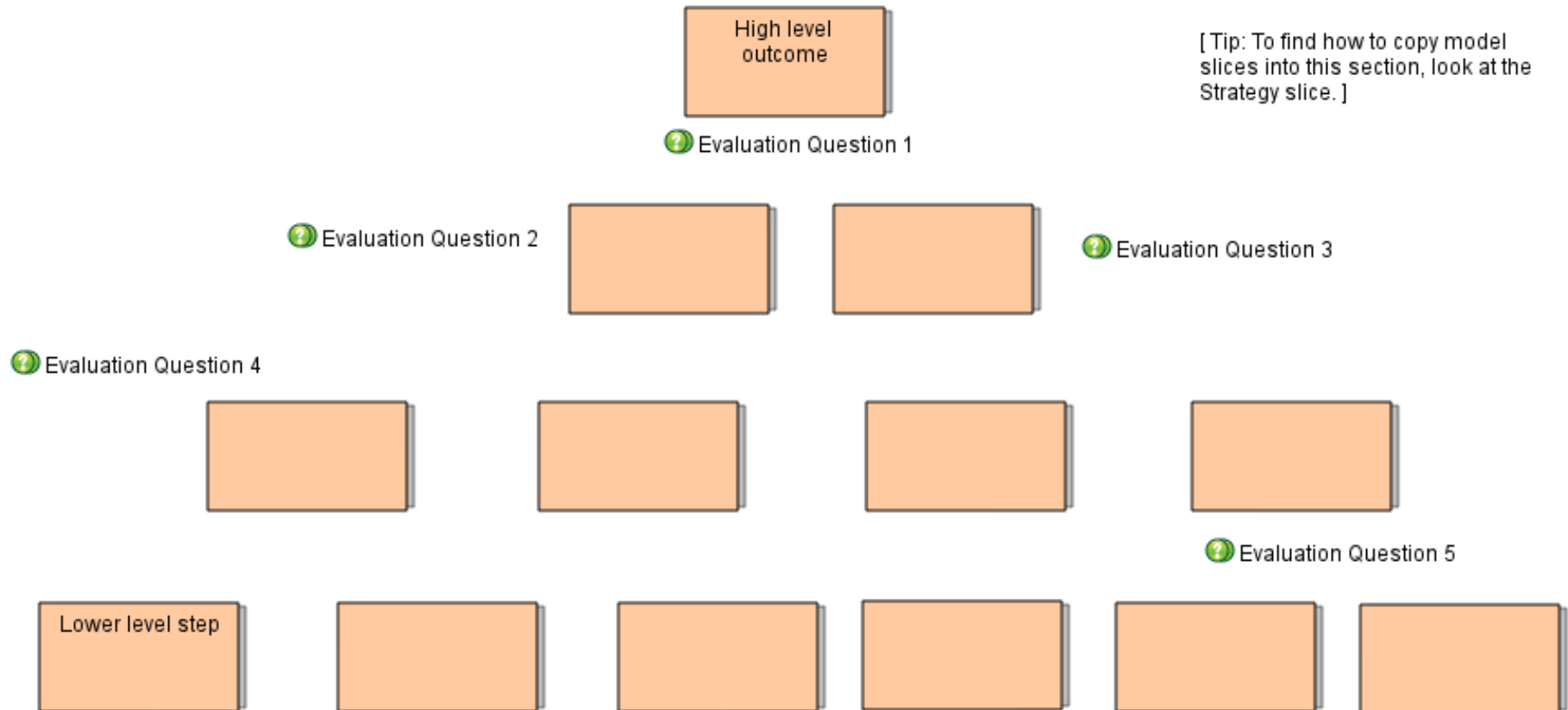
 Indicator 5

 Indicator 4

Evaluation Questions

[Content: The next section sets out possible evaluation questions, analyses whether the attempt is going to be made to answer them, looks at the appropriateness, feasibility and affordability of seven possible outcomes evaluation designs for answering the selected outcome evaluation question and sets out possible evaluation projects.]

Evaluation questions mapped onto the outcomes model



List of evaluation questions and whether an attempt will be made to answer them

[Instructions: describe here which evaluation questions you are, and which you are not, going to try to answer. An example of how to do this is available from www.easyoutcomes.org/list/answer.html and in the Party example DoView file downloadable from www.easyoutcomes.org/resources.html.]

OUTCOME EVALUATION QUESTIONS

Evaluation Question 1

Notes: [Content: Put in here your comments on whether you are, or are not, going to try to answer this outcome evaluation question.]

[Tip: This evaluation question has its notes field from the record table being show on the slice. (Right Click on the evaluation question then Show Details>Notes).]

[Tip: The dashed line above is put on a slice by doing a Right Click>Rule Line.]

Evaluation Question 2

Notes: [Content: Put in here your comments on whether you are, or are not, going to try to answer this outcome evaluation question.]

Indicator 2

[Tip: If answering an evaluation question is going to use measurements from an indicator you can put a clone of the indicator under the evaluation question if you want to.]

NON-OUTCOME EVALUATION QUESTIONS (FORMATIVE AND PROCESS EVALUATION)

Evaluation Question 3

Notes: [Content: Put in here your comments on whether you are, or are not, going to try to answer this non-outcome evaluation question.]

Evaluation Question 4

Notes: [Content: Put in here your comments on whether you are, or are not, going to try to answer this non-outcome evaluation question.]

Evaluation Question 5

Notes: [Content: Put in here your comments on whether you are, or are not, going to try to answer this non-outcome evaluation question.]

[Tip: Use more than one slice if you have too many evaluation questions.]

Is it possible to answer the high level outcome question - 'Evaluation Question 2' [1]

[Instructions: describe here which evaluation designs are currently considered appropriate, feasible and affordable for answering the outcome evaluation question you are going to attempt to answer (identified on the previous slice). An example of how to do this is available at www.easyoutcomes.org/list/designsa.html and www.easyoutcomes.org/list/designsb.html and in the Party example DoView file downloadable from <http://www.easyoutcomes.org/resources.html>. If you are not experienced in outcome evaluation designs, get someone who is to assist you with this step in Easy Outcomes.]

Evaluation Question 2

[Content: This high level outcome evaluation question will be the focus of the outcome evaluation effort. Below is a discussion of the appropriateness, feasibility and affordability of each of the 7 possible outcome evaluation designs used in Easy Outcomes.

TRUE EXPERIMENTAL DESIGN: Put in here whether or not the method is is considered to be feasible or not and a summary of the method as applied to this question.

REGRESSION DISCONTINUITY DESIGN: Put in here whether or not the method is currently considered feasible or not and a summary of the method as applied to this question.

TIME SERIES DESIGN: Put in here whether or not the method is currently considered feasible or not and a summary of the method as applied to this question.

Continued on next slice. . .

Is it possible to answer the high level outcome question - 'Evaluation Question 2' [2]

[Instructions: Continue with you analysis of designs here if you this much space.]

Evaluation Question 2

... Continued from previous slice, analysis of last four of 7 possible outcome designs for answering the high level evaluation question:

CONSTRUCTED MATCHED COMPARISON GROUP DESIGN. Put in here whether or not the method is currently considered feasible or not and a summary of the method as applied to this question.

EXHAUSTIVE CAUSAL IDENTIFICATION AND ELIMINATION DESIGN. Put in here whether or not the method is currently considered feasible or not and a summary of the method as applied to this question.

EXPERT JUDGEMENT DESIGN: Put in here whether or not the method is currently considered feasible or not and a summary of the method as applied to this question.

KEY INFORMANT JUDGEMENT DESIGN: Put in here whether or not the method is currently considered feasible or not and a summary of the method as applied to this question.

Evaluation Projects


[Instructions: set out here any evaluation projects you are planning and list the relevant evaluation questions under them. An example of how to do this is available from www.easyoutcomes.org/list/projects.html and in the Party example DoView file downloadable from www.easyoutcomes.org/resources.html.]

Evaluation Project 1: [Put the evaluation project name here]

Notes: [You may want to put some notes about the indicator project here]

Timing: [You may want to put information on the timing here]

Cost: [You may want to put some more information about the cost or whatever you like here]


 Evaluation Question 2


Evaluation Project 2: [Put the evaluation project name here]

Notes: [You may want to put some notes about the indicator project here]

Timing: [You may want to put information on the timing here]

Cost: [You may want to put some more information about the cost or whatever you like here]

 Evaluation Question 3

 Evaluation Question 4

Key: Methods to be used marked with YES and type of analysis recorded with a letter S, Q, \$ or E

Evaluation Project 1: [Put the evaluation project name here]

Note: If you like only include on this page the methods to be used and delete the rest

Before program	During program	After program	
<input type="checkbox"/> Stakeholder consultation <input type="checkbox"/> Outcomes logic model drawing <input type="checkbox"/> Review of previous literature <input type="checkbox"/> Review of previous experience <input type="checkbox"/> Records collected not just for the evaluation <input type="checkbox"/> Photo, video or audio recordings of program activities <input type="checkbox"/> Other records of the program made for the evaluation <input type="checkbox"/> Document analysis <input type="checkbox"/> Participant written questionnaires/scales <input type="checkbox"/> Participant written postal questionnaires/scales <input type="checkbox"/> Participant web-based questionnaires/scales <input type="checkbox"/> Participant face to face interviews (audio/video record) <input type="checkbox"/> Participant telephone interviews (audio record) <input type="checkbox"/> Non-participant observation <input type="checkbox"/> Participant observation <input type="checkbox"/> Key information individual interviews <input type="checkbox"/> Key informant group interviews <input type="checkbox"/> Focus group(s) <input type="checkbox"/> Stakeholder assessment workshops <input type="checkbox"/> Expert measurement (e.g. clinical examination)	<input type="checkbox"/> Stakeholder consultation <input type="checkbox"/> Outcomes logic model drawing <input type="checkbox"/> Review of previous literature <input type="checkbox"/> Review of previous experience <input type="checkbox"/> Records collected not just for the evaluation <input type="checkbox"/> Photo, video or audio recordings of program activities <input type="checkbox"/> Other records of the program made for the evaluation <input type="checkbox"/> Document analysis <input type="checkbox"/> Participant written questionnaires/scales <input type="checkbox"/> Participant written postal questionnaires/scales <input type="checkbox"/> Participant web-based questionnaires/scales <input type="checkbox"/> Participant face to face interviews (audio/video record) <input type="checkbox"/> Participant telephone interviews (audio record) <input type="checkbox"/> Non-participant observation <input type="checkbox"/> Participant observation <input type="checkbox"/> Key information individual interviews <input type="checkbox"/> Key informant group interviews <input type="checkbox"/> Focus group(s) <input type="checkbox"/> Stakeholder assessment workshops <input type="checkbox"/> Expert measurement (e.g. clinical examination)	<input type="checkbox"/> Stakeholder consultation <input type="checkbox"/> Outcomes logic model drawing <input type="checkbox"/> Review of previous literature <input type="checkbox"/> Review of previous experience <input type="checkbox"/> Records collected not just for the evaluation <input type="checkbox"/> Photo, video or audio recordings of program activities <input type="checkbox"/> Other records of the program made for the evaluation <input type="checkbox"/> Document analysis <input type="checkbox"/> Participant written questionnaires/scales <input type="checkbox"/> Participant written postal questionnaires/scales <input type="checkbox"/> Participant web-based questionnaires/scales <input type="checkbox"/> Participant face to face interviews (audio/video record) <input type="checkbox"/> Participant telephone interviews (audio record) <input type="checkbox"/> Non-participant observation <input type="checkbox"/> Participant observation <input type="checkbox"/> Key information individual interviews <input type="checkbox"/> Key informant group interviews <input type="checkbox"/> Focus group(s) <input type="checkbox"/> Stakeholder assessment workshops <input type="checkbox"/> Expert measurement (e.g. clinical examination)	
<input type="checkbox"/> Statistical analysis = S	<input type="checkbox"/> Qualitative analysis = Q	<input type="checkbox"/> Economic analysis = \$	<input type="checkbox"/> Expert assessment = E

easyoutcomes.org List based on Duignan, P. 2003

Economic evaluation

[Instruction: Set out here what type of economic evaluation you are going to do. Look at www.easyoutcomes.org/list/economic.html and that will take you back to the relevant place on the Systematic Outcomes Analysis site where types of economic analysis are set out. If you are not experienced in economic analysis, get someone who is to assist you with this step in Easy Outcomes.

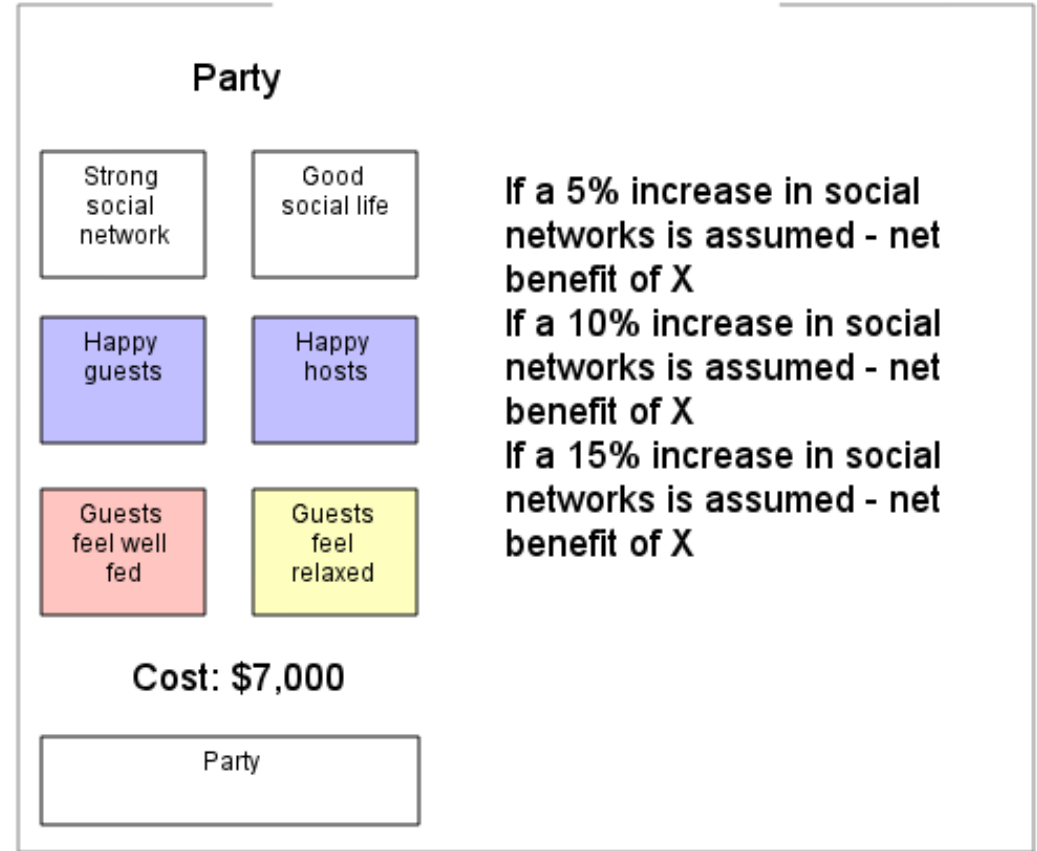
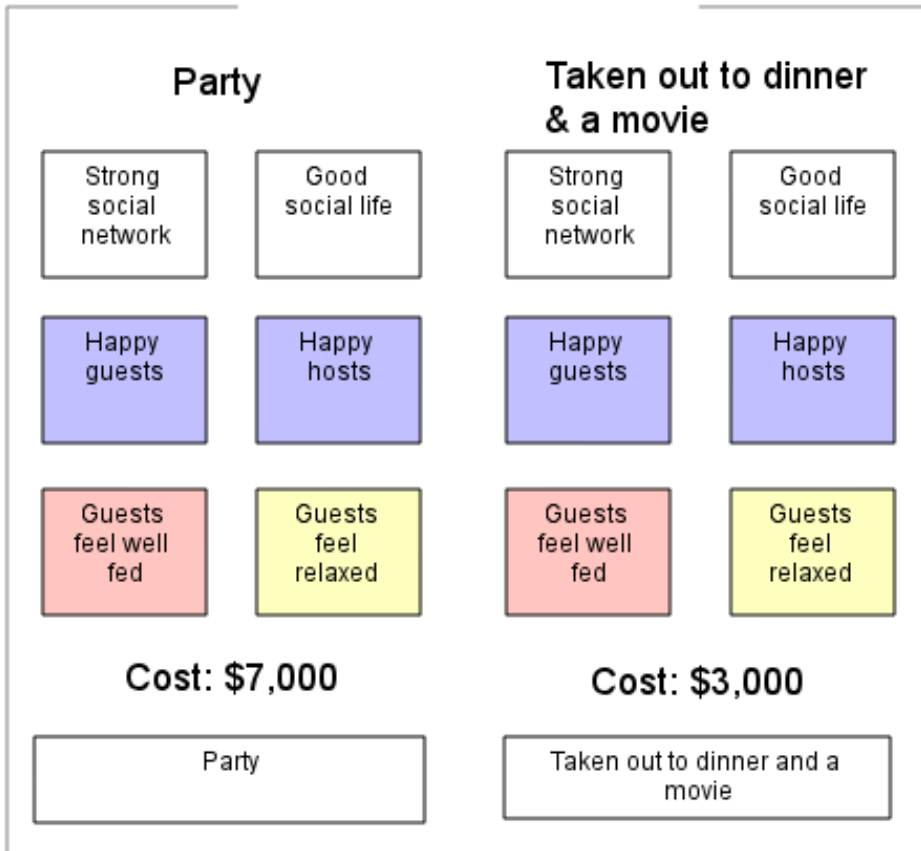
Once you have decided on the type of economic analysis, if any, you are planning to do. Then model it in DoView. An example is provide on the next page showing two types of economic analysis which it is planned to do with an example.

Two types of economic analysis which it is planned to attempt to do

Note: This is an example only

Cost analysis - comparative multiple-intervention cost of interventions (without effect size estimation)

Cost benefit analysis - single-intervention set of arbitrary effect size estimates



Contracting arrangements

[Content: Set out here whatever contracting arrangements are going to be made with other players if this is appropriate.

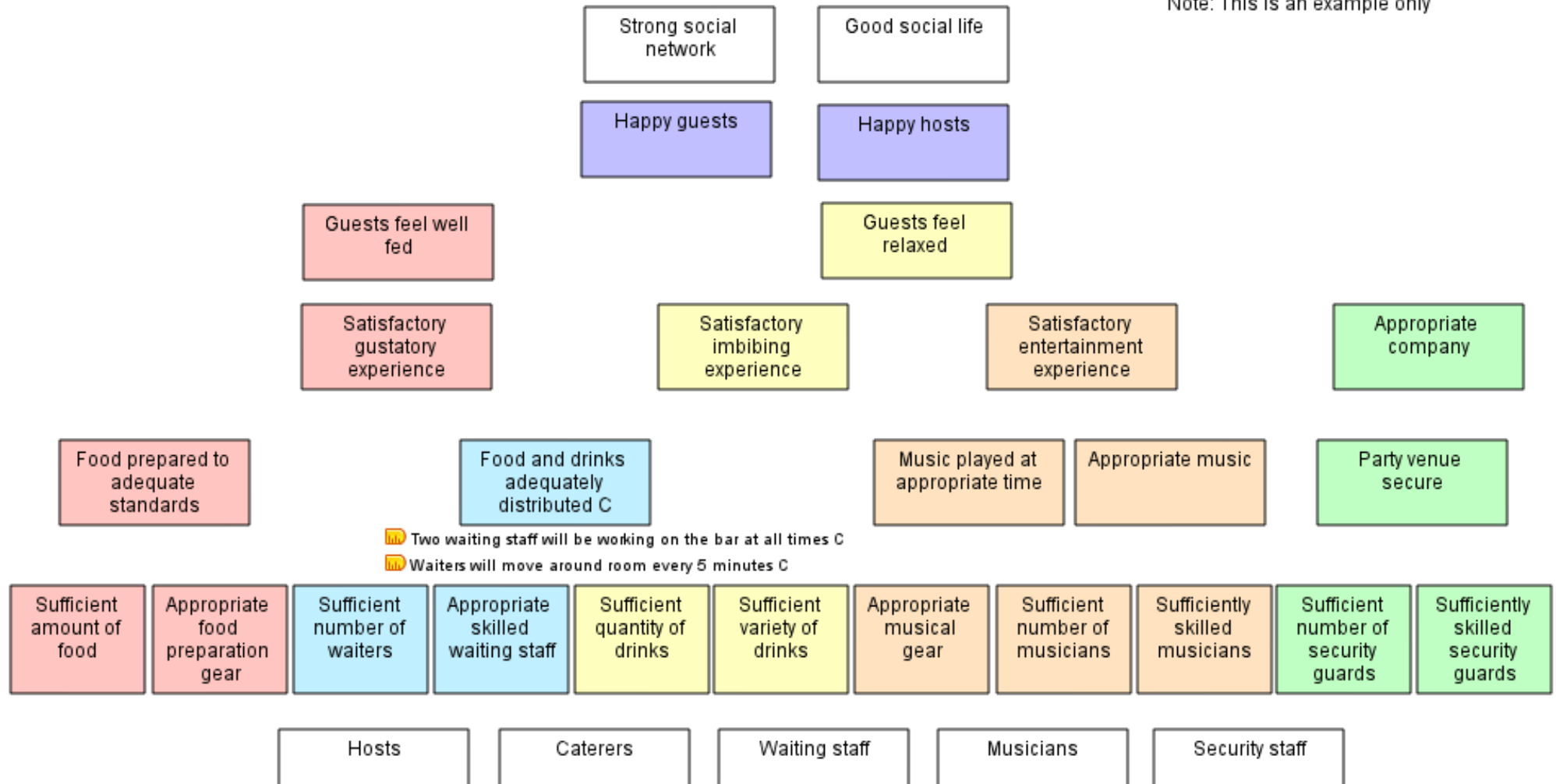
For instance in the example given on the next slice, the waiting staff are only going to be contracted for outputs related to food and drink being adequately distributed. This is shown by the C next to that outcome and the C's next to the indicators which they will be contractually bound to deliver on (if there were a lot of these indicators they could be listed on a separate page). Setting this out in this format means that you are able to discuss with the waiting staff the wider picture of the outcomes you are trying to achieve. You may also be able to discuss whether it would be appropriate for them to be contracted at a higher level, e.g. around guests satisfaction with the food. Finally, it may be that Waiting Staff are asked to measure some other indicators, but not be accountable for them. These higher-level indicators could be marked with an * rather than a C. See Easy Outcomes Step 9: Select outcomes-focused contracting arrangements for more information on this.

If you click on the waiting staff step the link symbol will show in the 'Food and drink adequately distributed' step.]

Read from bottom to top

Waiting staff focus of outputs contracting

Note: This is an example only



Overall monitoring and evaluation scheme

[Content: Set out here the overall monitoring and evaluation scheme if appropriate. This often helps clarify stakeholders thinking about what is trying to be achieved in an evaluation.

In the example which follows you should show that you are just doing one of these schemes not both of them.]

Two different overall monitoring and evaluation schemes

Piloting

Full program roll-out

Outcomes evaluation of pilot with only monitoring that best practice applied in full roll-out

Pilot project on what makes parties good including outcome evaluation to prove that at least some parties can change outcomes

Just monitoring that best practice from the pilots is

Outcomes evaluation of full roll-out with or without outcomes evaluation of pilot

May or may not be piloting

Outcome evaluation to prove that full roll-out changed outcomes

Evaluation management issues

[Content: If appropriate you can set out evaluation management issues here. The example on the next slide shows how this can be done.]

Evaluation management issues

Note: Example only

1. Consultation with stakeholders on monitoring and evaluation

A workshop is to be held which will be attended by program staff and funder evaluation specialists. The funder will be sent updated copies of this monitoring and evaluation plan as the evaluation progresses.

2. Evaluation management structure

Since this is a relatively small evaluation it will be managed by internal staff. An evaluation advisory committee will be set up.

3. Internal versus external evaluators

Internal evaluators will run some aspects of the evaluation. However there is little chance of bias here as they will not be program staff who are involved in decision making about what happens in the program. External evaluators will be contracted for other aspects of the evaluation.

4. Knowledge management

Since this is a relatively small evaluation project, knowledge management will use normal office software plus the evaluation software DoView to manage and keep up to date the evaluation plan and to communicate it to stakeholders in meetings. Additional more detailed outcomes models may be drawn in DoView as evaluation findings come in. Evaluation findings related to particular outcomes will be recorded in the DoView record table row associated with the outcomes.

5. Risk management

Not asking the right evaluation questions - this has been managed by setting out the evaluation questions in DoView and discussing them with stakeholders.

Lack of stakeholder confidence in independence of the evaluation - external evaluators will be involved where necessary.

Getting evaluators with the right skills to undertake the evaluation - the external evaluators will have relevant skills, internal staff have recently attended an evaluation course.

Drift in evaluation questions from those being initially asked - this is unlikely in such a small evaluation and the use of this evaluation plan in DoView to make sure that the evaluation questions are clearly specified and linked back to program outcomes in this plan.

Organizational staff turnover - this risk will be minimized due to the outcomes plan being clearly specified in this DoView model which will be kept up to date and handed onto any new staff if there is a staff change in the course of the evaluation.

Integration of evaluation with monitoring and future strategic planning - this will occur because this DoView monitoring and evaluation plan looks at both indicators and evaluation. In addition, the outcomes model developed for the evaluation will have evaluation findings mapped back onto it (findings will be put in the record table row associated with the relevant outcomes and this model will be used when doing high level strategic planning.

6. Evaluation budget - set out separately.

Notes about file

These are notes about how DoView features have been used in this file.

All the indicators and evaluation questions have been 'cloned'. This means that they are live copies so no matter how many slices a particular indicator or evaluation question appears on, if you change one instance of that indicator or evaluation question it other other clones will also change. This is helpful because it lets you change the wording of a question in just one place. However, be careful when using this function because it can change all the instances of an indicator or evaluation question right across your model.

Remember you can find out more about using DoView by looking in the help system. Click on Help at the top of the screen, then DoView Help and look through the topics or search for what you want.