

INTERNATIONAL
FEDERATION

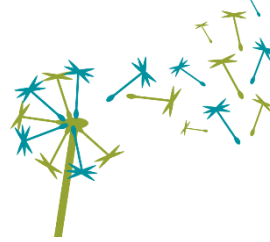


for the Economy for the Common Good e.V.

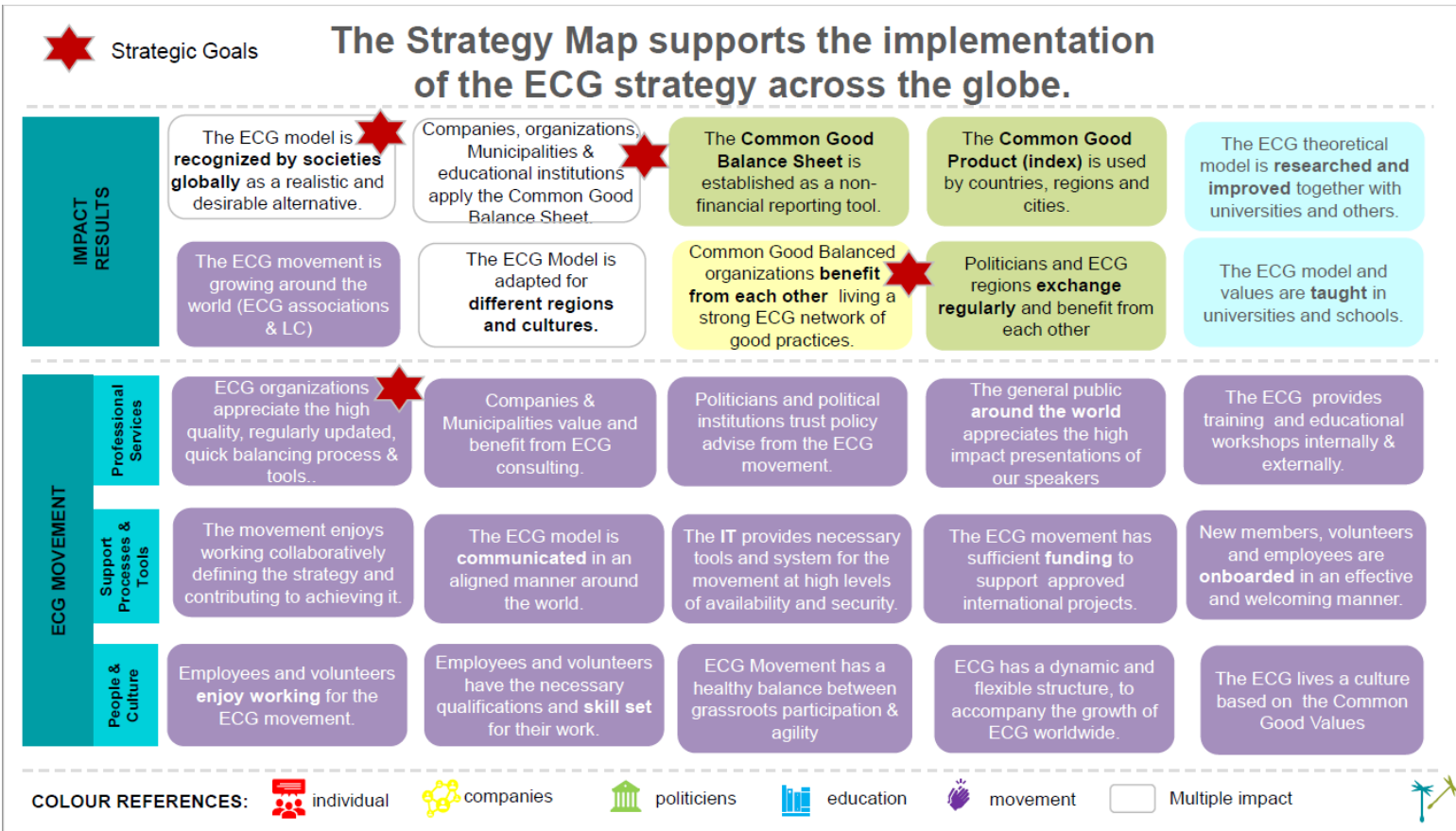
AN OUTCOMES AND IMPACT-BASED APPROACH TO OUR STRATEGIC PLANNING

**Introductory notes
Ruth Mulandi, June 2022**

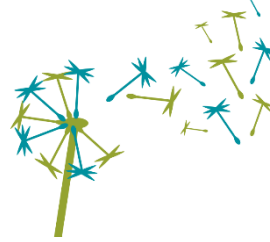
STRATEGY REVIEW



In the spring, we had a workshop to look at which of our current priorities were the most important and relevant – across the impact results and the ECG movement ones.



PURPOSE OF THE REVIEW



1. Check that the strategy is still current and complete
2. Help identify how work could start on priorities which looked as if they had not been tackled yet
3. Help communicate the strategy across the movement and get everyone working actively with it and towards our goals

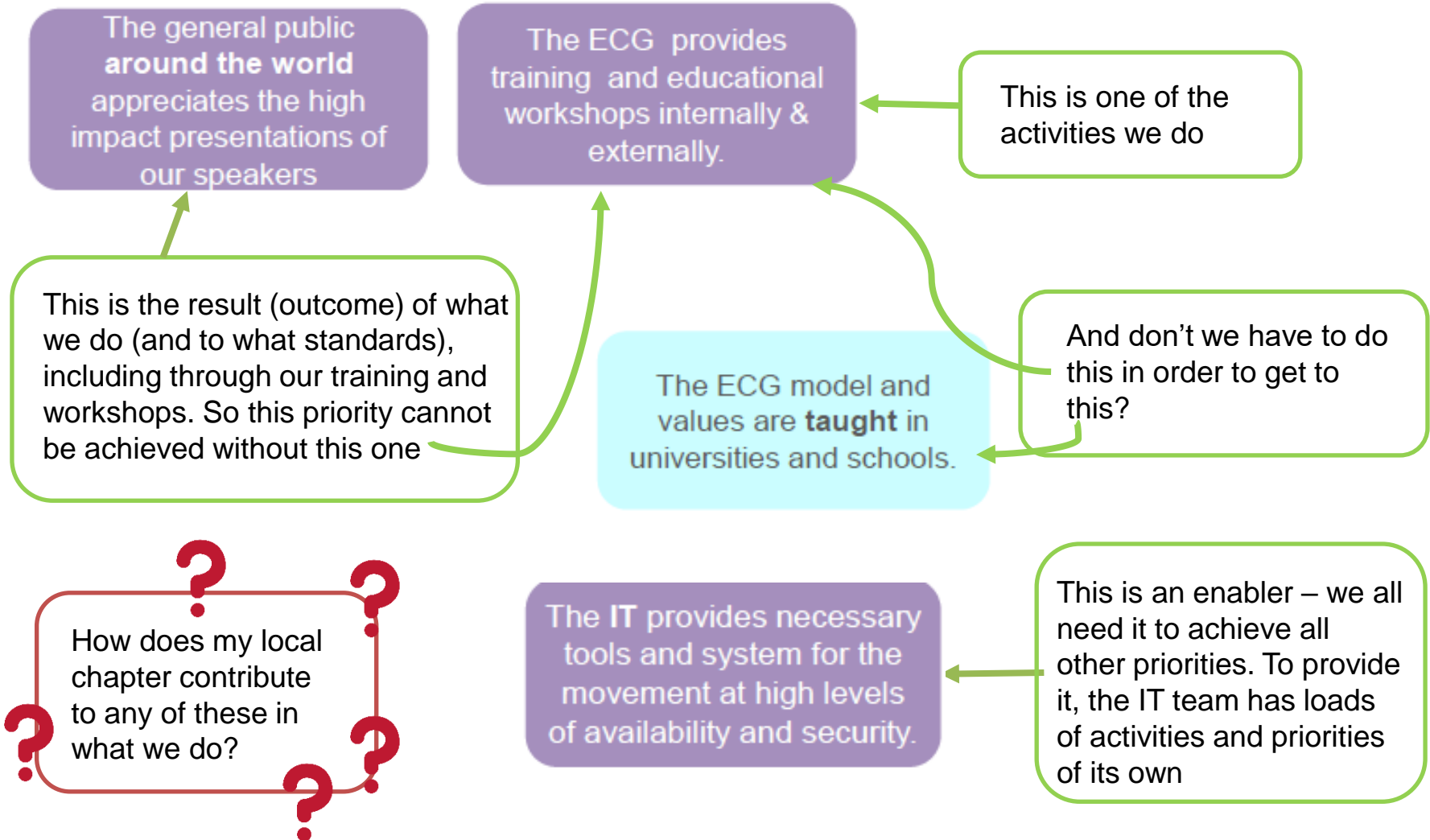
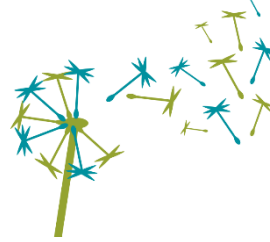
The Strategy Map supports the implementation of the ECG strategy across the globe.

WHAT EMERGED



- Some priorities represent steps towards a particular outcome (so choosing one over the other was difficult. In order to say “this is a priority”, we then found “but you need to do this/achieve this first”)
- Some “ECG movement” priorities were activities/outputs (what we do) whilst others were already outcomes (what we achieve through that)
- Some impacts did not have any activities – i.e. the steps how we get there. Therefore perhaps we had been struggling to get actions and KPIs for them.
- Some priorities are “enablers” – e.g. having a well working IT system in place. But not all enablers or inputs are on the map, so someone working on providing the necessary resources and infrastructure might say “there are priorities missing because in my work I have them and they are not here”
- We may appear to have too many priorities to manage all at once. But we carry out different activities (e.g. providing audits and also providing education), which all lead to our goals – and sometimes to one and the same outcome. They are not competing but are done in tandem by different people. So how can everyone see at a glance where their work fits in and which priorities are theirs to focus on? Not everyone is and has to work on all of them.

FOR EXAMPLE

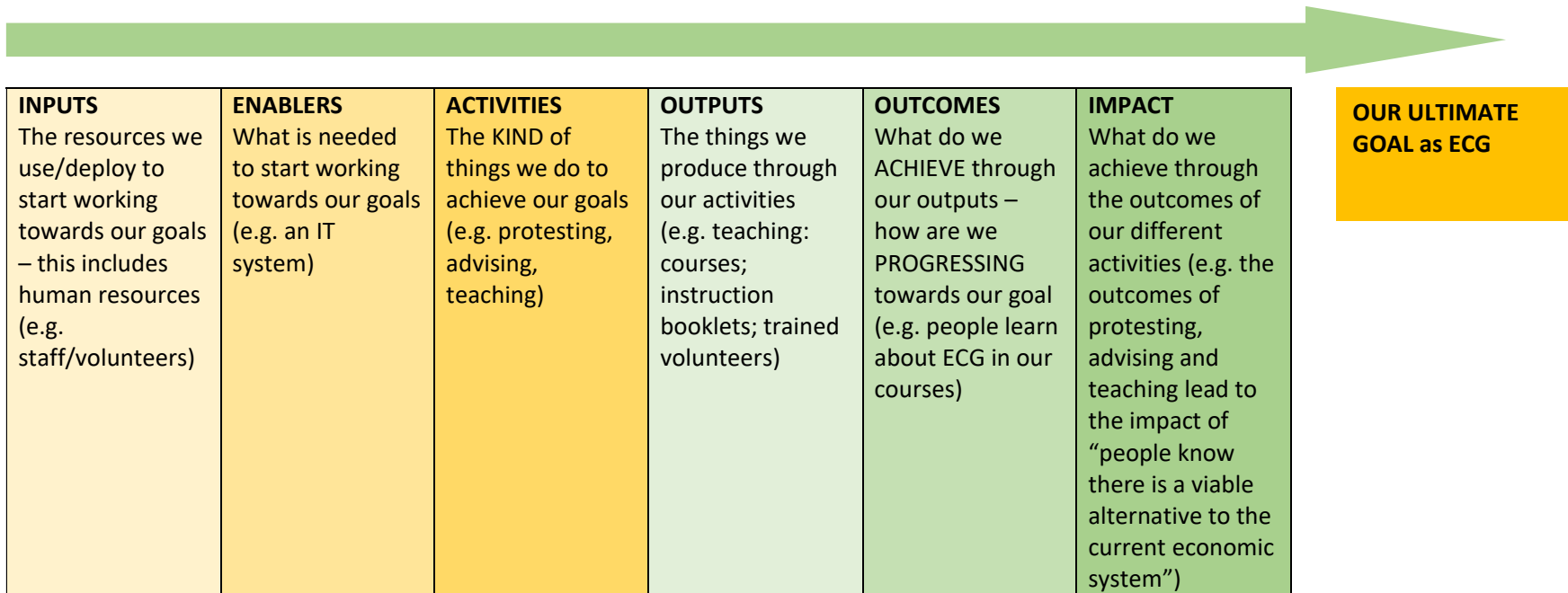


OUR APPROACH/PROCESS



To make this clearer, we took an outcomes-based approach to understand how our current strategic priorities relate to each other and what the differences between some of them are

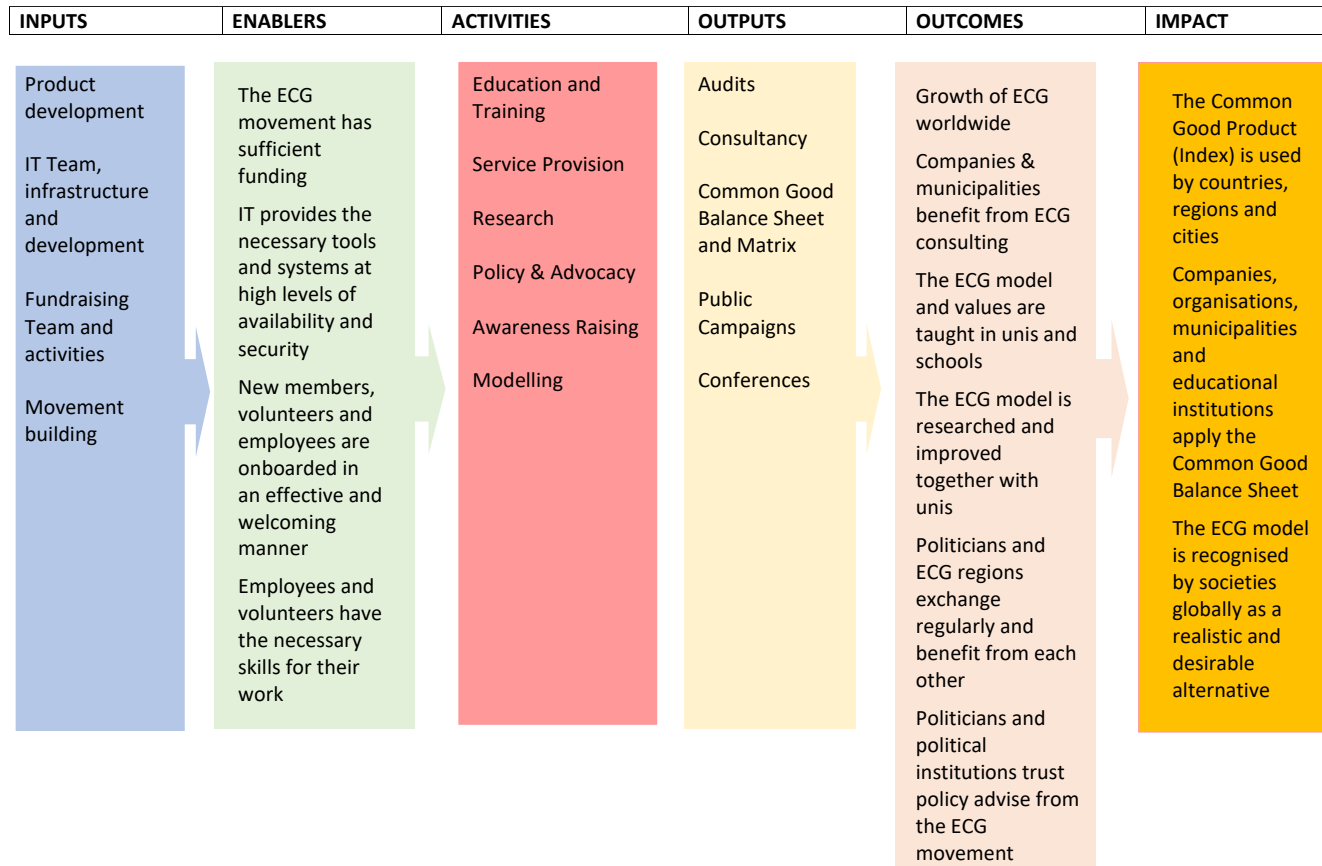
ECG THEORY OF CHANGE – OUR CURRENT STRATEGY



AN ILLUSTRATION



Here you can see how we started “ordering” the priorities (the illustration does not show the finished results nor all priorities nor everything in the right category, it shows our work in progress)



BACKGROUND ON THE OUTCOMES APPROACH

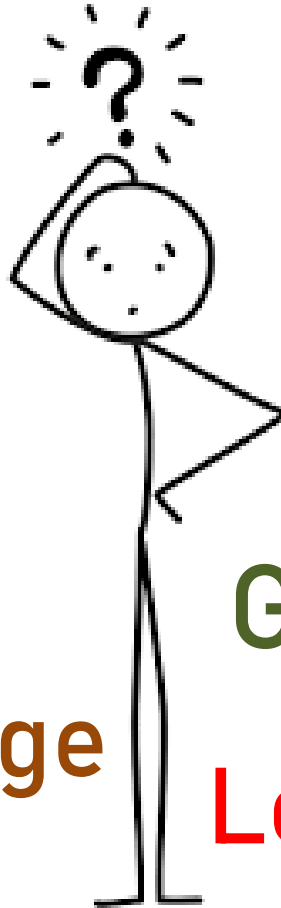


SMART

Outputs

Measures

Theory of Change



Outcomes

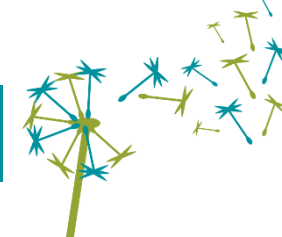
Inputs

KPIs

Goals

Logic Model

THE BASIC CONCEPTS



The overall impact of this project may be “people have better mental health” with an ultimate goal/aim of “our society is happy and healthy”

Outcomes are in many ways a tool to set “smart” goals (=aims), especially the “measurable” element

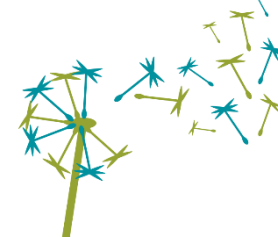
WHAT ARE OUTCOMES: DEFINITION



“Outcomes are the significant changes (benefits) that directly result from your activities. These changes may be for individuals, organisations, communities, policies, practices or the environment.”

From the Charity Evaluation Service (CES), now part of NCVO (UK)

AN EASY WAY TO DEFINE OUTCOMES



To begin defining your outcomes, ask:

So what?



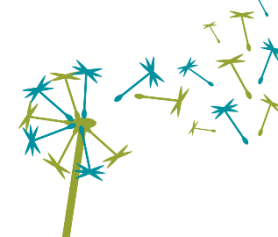
For example:

“We are delivering counselling sessions to 100 people a year.”

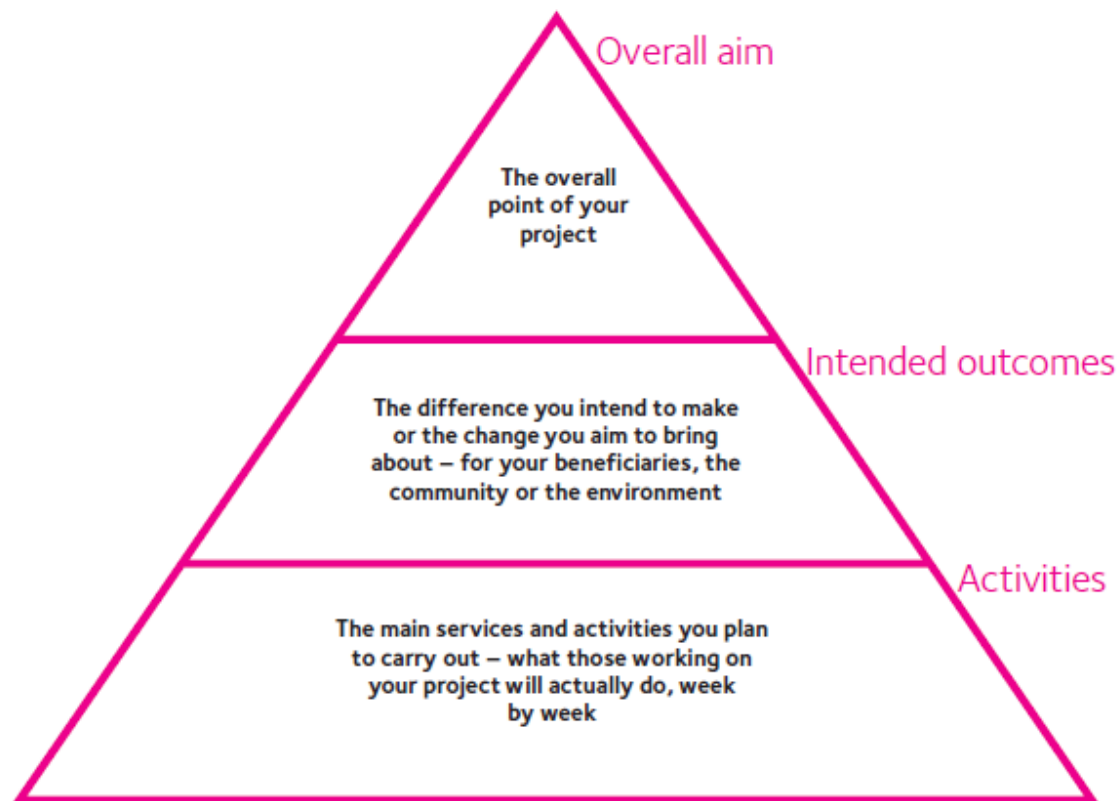
SO WHAT?

“100 people have improved mental health”.

THE OUTCOMES TRIANGLE

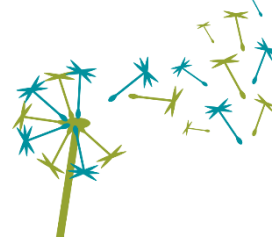


What is often used to develop outcomes is a pyramid or triangle. This also shows that getting from your activities to your aim (goal) is a process.



From the Big Lottery Guide on Outcomes using the CES Triangle

MAPPING THE STEPS TOWARDS YOUR GOAL



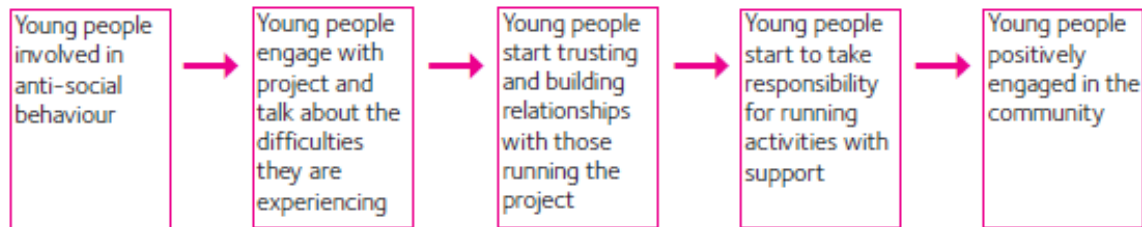
This further shows how this approach helps you to MAP the steps and define milestones. For each of the steps, you can add the activities to achieve them and make clear what each step HAS to achieve in order to progress to the next (e.g. in order to do algebra, you need to master calculations first)

Exercise: From starting need to intended outcome

For example: Write the current situation on the left of a large sheet of paper and the outcome you want to achieve on the right. Work with others to fill in the journey.



Example: steps along the way:

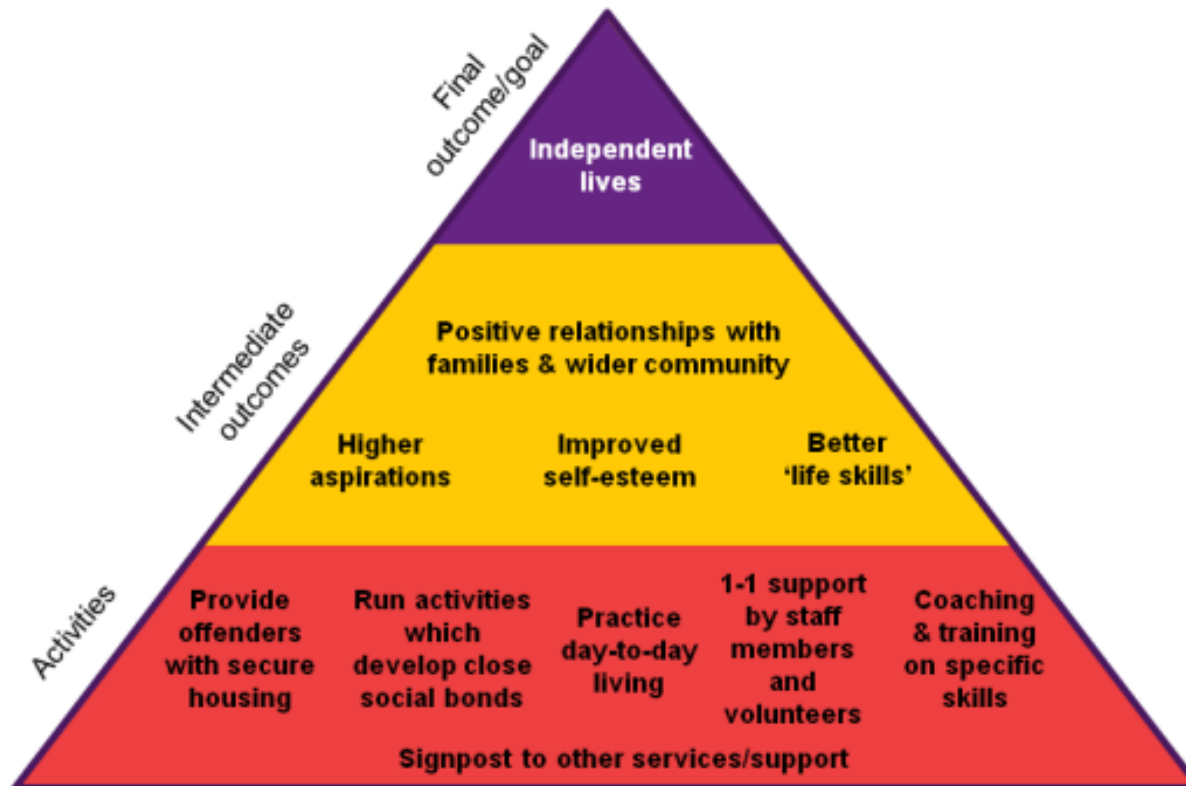


From the Big Lottery Guide on Outcomes using the CES Triangle

MAPPING SHORT TO LONG-TERM OUTCOMES

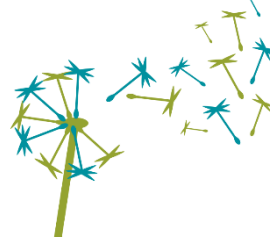


In other words, you can also use the triangle to show “intermediate outcomes” and the “final outcome” = aim/goal. You may actually have short-term, medium-term and longer-term outcomes – as in the previous example



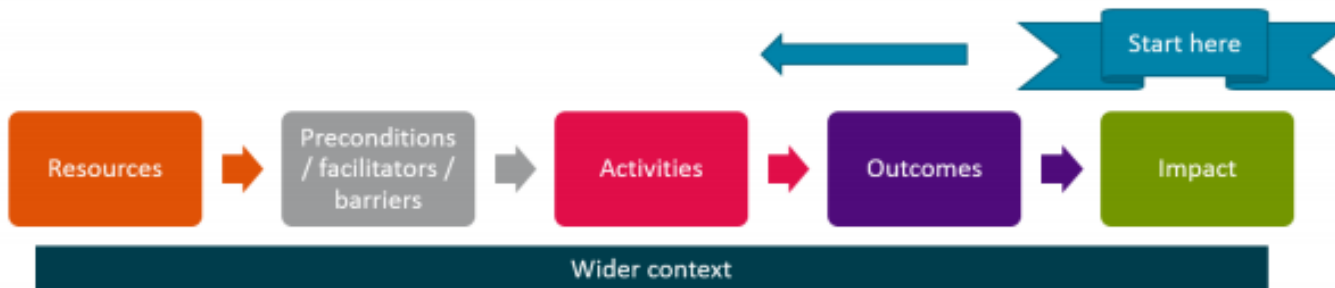
From the Big Lottery Guide on Outcomes using the CES Triangle

THEORY OF CHANGE



This process is often expressed in a theory of change (sometimes called a logic model). It works back from the impact you want to make and your ultimate goal and breaks down what you have to do, the milestones you need to reach and the resources you need to get there.

What goes into a Theory of Change?



What things need to be available to you to do what you've planned?

Client group
Staff
Venues
Materials

What needs to be in place to make it possible for people to engage in these activities?

These should logically link to the activities you want to do.

What are you going to do to make these impacts?

These should logically link to the outcomes you think you'll achieve.

What impacts do you expect/want to have in the short-term?

These should logically link to the impact you want to have.

What do you want to change about the world?