



Community Fund Investment

United Way of Halifax Region

May 2, 2006

Three strategies

- Program funding
- Small grants
- Support to organizations



Principles

Stewardship

Community impact

Asset based

Capacity building

Collaboration

Flexibility



Stewardship

accountable to our donors to ensure prudent, effective and efficient distribution and use of resources



Stewardship indicators

- governance
- audits and other reports
- citizen engagement

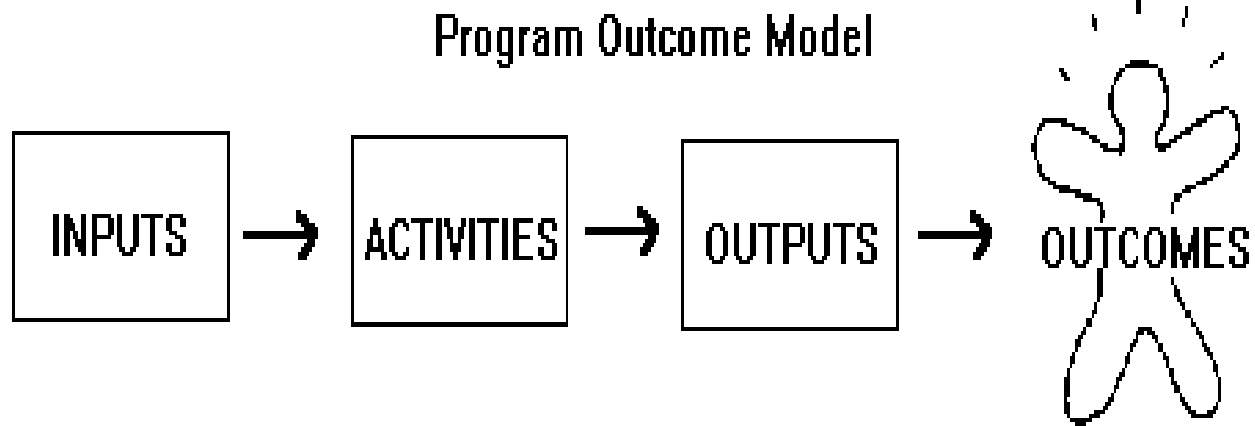


Community impact

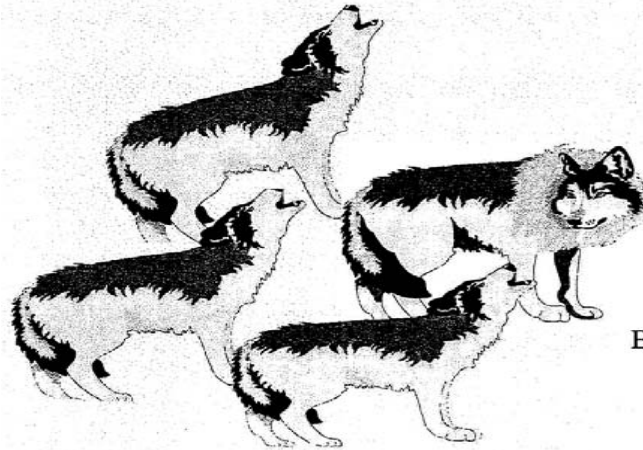
to make a positive and measurable
difference in the community



Outcome measurement



What's different



But Are We Having
Any Effect?



Outcome measurement

Focus on what's different

- management tool
- accountability framework
- evaluation framework
- community development tool



Challenges

- Different approaches
- Terminology
- Values based
- Program/community outcomes



Different approaches

- client outcomes
- program outcomes
- community outcomes
- organizational outcomes



Terminology

activity

output

**initial
outcome**

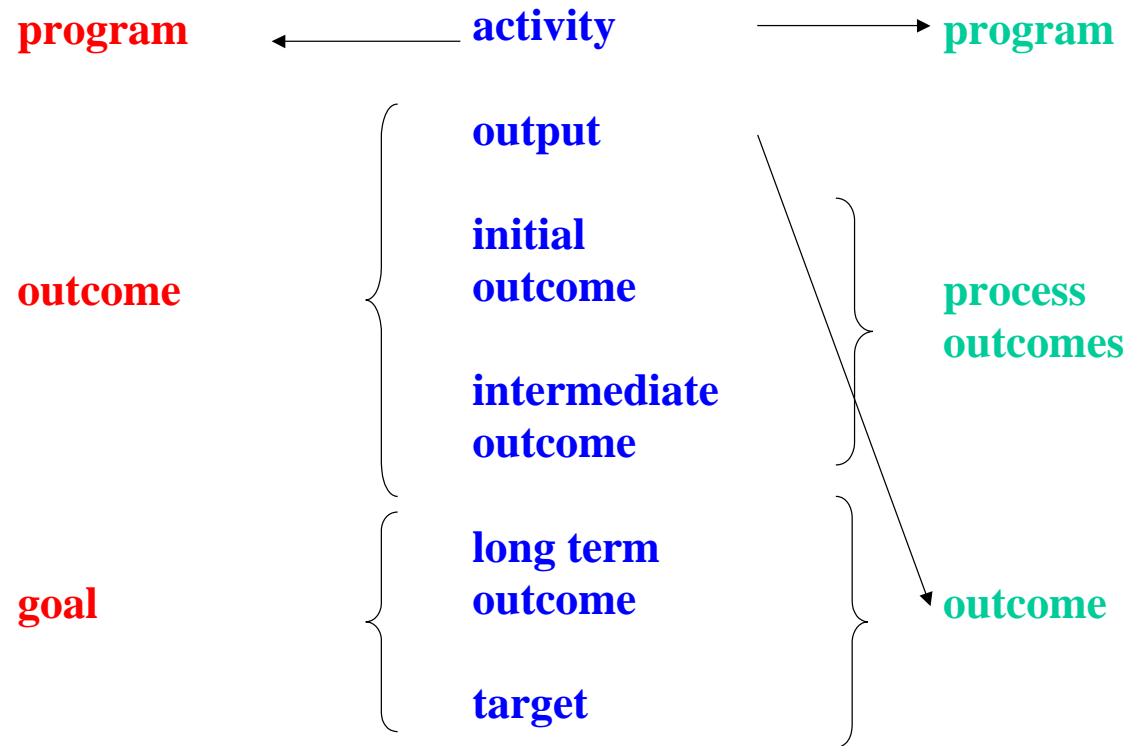
**intermediate
outcome**

**long term
outcome**

target



Terminology



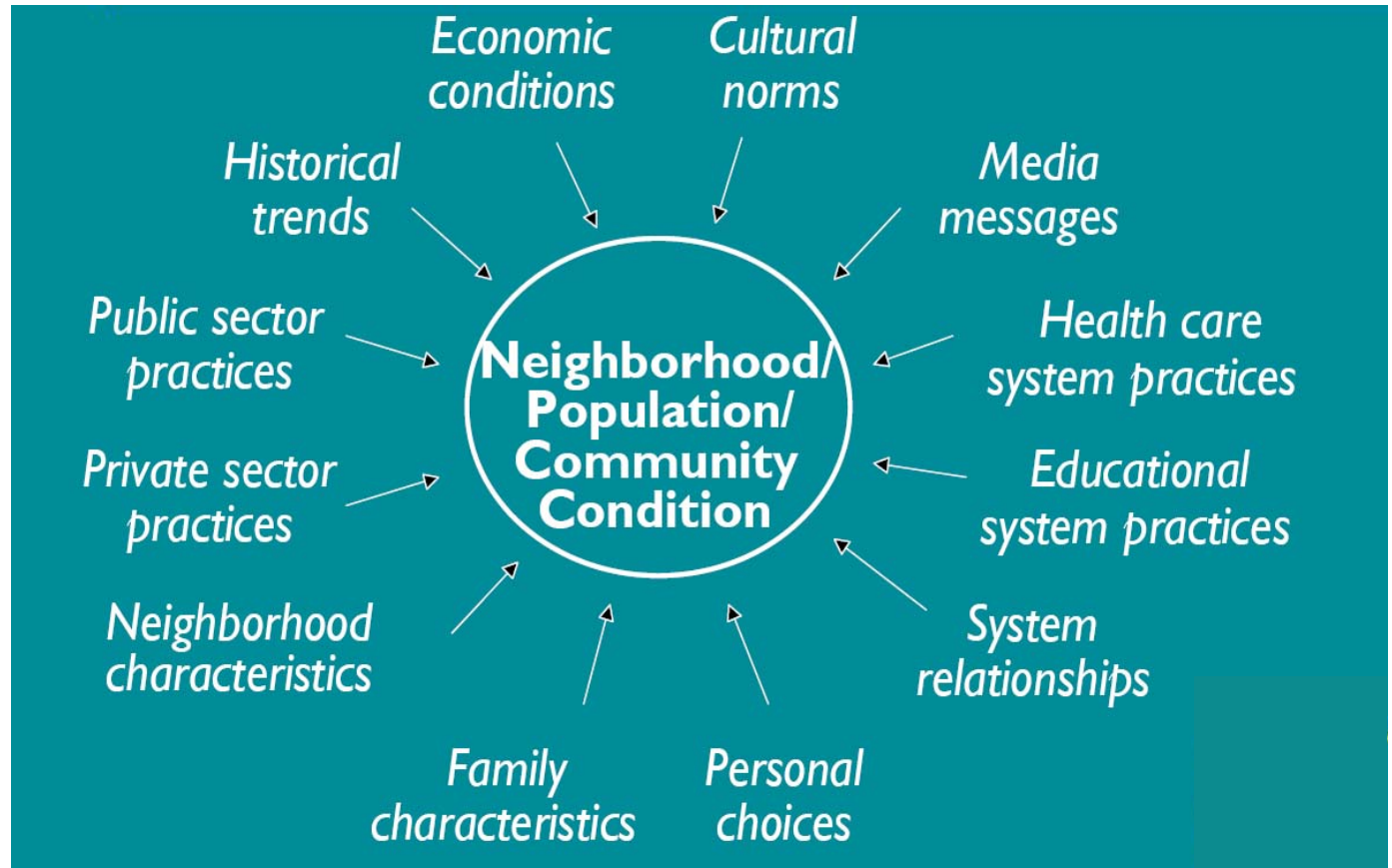
Values based

Economic health can mean:

- High employment
- Less income disparity
- Job security
- Economic activity



Community outcomes



What about ...

- Unexpected outcomes
- Negative outcomes



Program funding

Outcome based funding:

- What difference does it make?
- How does that relate to one of United Way's outcomes?
- How does it link with the other criteria?



Funding agreements

Board approves funding:

- for an agency's program
- under the impact areas
- to achieve UW outcomes
- consistent with the principles



Report on outcomes

Program results

- Based on the agency's proposed outcomes and measures

How are they using their findings?

- Continued improvement



Reported results

“... 8 out of 9 women with children did not return to their abuser ...”

Alice Housing

“... 89 % of the participants passed their GED exam ...”

Elizabeth Fry Society



Reported results

“... 9 out of 15 participants became employed...”

Cole Harbour Boys and Girls Club

“... 12 of the 17 participants ... have abstained from consumption of alcohol and other mind altering drugs ...”

Alcare Place



What agencies have said

“... helped us focus on our key business.”

... Canadian Mental Health Association
Halifax

“... a good tool to help our organization with its planning and communications.”

... Stepping Stone



What agencies have said

“... outcomes are part of our goal setting with clients ...”

... Canadian National Institute for the Blind

“... a thoughtful process that makes the agency ask ‘why’ before they implement a program.”

... Society of Deaf and Hard of Hearing



Learnings

- Participation is key
 - Volunteers, staff, participants
- Agencies have to own their own outcomes
 - Process has value
 - Adopting someone else's doesn't work



Learnings

- Organizational culture
 - “doing good work” or “making a difference”
 - Management support
- Training
 - Implementation and facilitation
 - Continuous



Learnings

- Agencies have limited technical ability
 - To collect and track data
- It takes time
 - Continuous improvement
- Findings have to be used



Learnings

- Terminology is important
 - Especially during implementation
- Decisions can't be made on outcomes alone
 - Additional factors and criteria



Learnings

- Need to keep it simple
 - No need to measure everything
- Expect some resistance
 - Some groups never “get it”





United Way

Building an Extraordinary Community

Focus on Impact