

1. What are the **problems** that you are trying to resolve / **the opportunities** that you are trying to take with this initiative?

If there is no problem or opportunity, why do anything?

2. What are the changes in the real world that you want to see as a result of this initiative? These are your **outcomes**.

Outcomes are changes in the real world. For social initiatives they will be to do with people. Consider involving these people in your evaluation.

3. What will you measure to tell you that things are changing in desired direction? These are your **indicators**.

Indicators are things that you can measure that demonstrate whether the changes you want are happening.

4. What is the current state of the indicators? This is your **baseline**.

Measuring the baseline can involve measuring the indicators before the work has started, or comparing those who have experienced the initiative with the general population or a control group.

5. How much or what sort of change in the indicators do you want? These are your **targets**.

Define the target population. What would represent success? Your target could simply be to show an improvement or you could set a number to reach.

6. How much will the initiative cost? Will it be worth it? Are there other options that could work better? This is your **option appraisal**.

As well as direct cash costs and staff costs it may be appropriate to include other kinds of costs such as public relations, political, risk, and long-term maintenance liability.

Delivery of the initiative

You will need to monitor progress

7. **Did it work?** By how much have the indicators changed? Have you hit the targets?

Deciding whether it worked means measuring the indicators at the end of the initiative and working out what any changes in the indicators mean in terms of delivery of the desired outcomes.

8. Did the initiative cause the change? You are investigating **cause and effect**.

Demonstrating cause and effect may require in depth study. Some discussion of cause and effect is desirable. In depth study is only worth it for projects that are particularly interesting for either their success or failure.

Was it worth it? How much did it cost? How much is any change worth in terms of public benefit? Does the amount and nature of change reflect the costs?

Ideally, calculate the value of the impact in £ but this can be difficult so qualitative analysis or cost comparison to other related initiatives may suffice.

What happened in the long-term? This is the **impact**.

With some initiatives it may be worth undertaking longer-term studies.