

PREFORMANCE MEASUREMENT DEFINITIONS

Performance Measurement

Performance measurement is generally defined as regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of programs.

Input

Resources (human resources, employee time, funding) used to conduct activities and provide services.

Activity

Individual *tasks* funded by projects or programs. Typically, the smallest “unit” of work.

For example: meetings with professional counterparts, conducting a training workshop, providing ITC equipment, providing expert assistance drafting policy or legislation, running a course or seminar, holding a town meeting, creating a community task force, establishing an advising center, conducting an information/education/communication campaign, issuing reports, etc.

Output

Products and services delivered. Completed product of a specific activity, whether executed internally by the organization or by an external contractor.

Often stated as the amount of products and services delivered during one reporting period (for example, a year).

For example: number of IV-professional counterpart meetings, number of exchange visitors participating in homestays, number of people trained, number of seminars conducted, number of pamphlets published, number of papers disseminated, number of ITC systems delivered, number of host families attending orientation workshops, number of IVs from West Africa, number of women using village medical clinics, number of Marvin Hamlich CD’s produced, etc.

Output information does not tell you anything about the actual results achieved or the consequences of the products and services delivered. Output information is important to show the scope or size of what the inputs and activities produce.

Outcome

An outcome represents a *specific result* a program *is intended* to achieve.

An outcome can also be defined as the *specific objective* of a specific program.

An outcome is not what the program actually produced itself (the output), but the consequences of those products, services, or assistance.

It is important to distinguish between end outcomes (objectives), on one hand, and intermediate outcomes (intermediate results), on the other.

End Outcomes (Objectives)

This is the *highest-level objective* towards which a program works.

The end outcome is what the program has been designed to achieve ultimately.

The end outcome should be the most “ambitious” outcome or result program managers can materially affect or influence and *for which they are willing to be held responsible*.

Intermediate Outcomes (Intermediate Results)

An intermediate outcome or intermediate result is a critical outcome or result that *must occur in order to reach the higher-level, end outcome/objective*.

You must make progress towards or attain the intermediate outcome or result before you can achieve the end outcome/objective.

You can also posit a sequence of intermediate outcomes, which must be attained, in order to achieve the end outcome.

In the Managing for Results literature (another, similar, take on performance measurement), you can also posit a sequence of results, framed as sub-intermediate results and intermediate results, that must be met in order to reach the higher-level objective. Rather than relying on a flow-chart, Managing for Results uses a pyramid as a means of illustrating this hierarchy of results.

Logic Model

A logic model is an outline stipulating the activities being conducted, the outputs recorded, and the outcomes anticipated, in order, for a particular program.
(In some cases, a logic model can include a time-frame.)

The logic model represents your informed hypothesis about how things work:

1. Starting with activities and outputs, it allows you posit the intermediate outcomes that need to occur, in order for you to reach the desired end outcome or objective.
2. Starting with the end outcome, it allows you to posit what intermediate outcome must first be achieved, and the kinds of activities and output necessary to reach those outcomes and achieve those results.

Throughout this process, all outcomes/results should be *expressed in statement form*, the simpler the better. The actual wording depends on what you are trying to achieve.

It is also important to understand that several intermediate outcomes/results may be necessary to achieve one end outcome.

The table below provides examples of intermediate outcomes and end outcomes for certain program areas.

Program Area	Intermediate Outcomes	End Outcomes
Information	<ol style="list-style-type: none"> 1. Increase in independent sources of information. 2. Increase in private sector media outlets 3. Increased use of IT technologies. 	Free Flow of Information (alternative wording: Freer Flow of Information)
Information	<ol style="list-style-type: none"> 1. Adoption of "Freedom of Information" legislation 2. Increased NGO advocacy for citizen access. 3. Improved dissemination of information 	Increased citizen access to government information
Human rights	<ol style="list-style-type: none"> 1. Legislation promoting human rights enacted. 2. Increased advocacy for adherence 3. Human rights commissions/committees established. 	Human rights protections conform to international standards/commitments

Indicators

An indicator is an instrument that helps you measure change over time. In order to measure an increase in global warming, for example, we monitor the change in weather patterns, the number of hurricanes in Maryland, or decreasing rainfall in California. Because it measures change over time, an indicator is a means of detecting progress or lack of progress to intermediate outcomes (intermediate results), and to end outcomes and higher-level objectives.

It is important to remember that end outcomes and higher-level objectives require higher-level indicators. Intermediate outcomes/results require lower-level indicators.

An indicator should be:

- Useful for program management
- Appropriate to the outcome (don't measure height with a thermometer)
- Direct – it measures the outcome as stated
- Relevant and important to the outcome (and larger mission, if applicable)
- Reflects determination about extent of program influence over the outcome (if there is no program influence, it shouldn't be an outcome, and so you shouldn't be measuring it)
- Sensitive to change
- Based on reliable and valid data
- Operational – data collectors understand what data is needed and how to collect it.

Indicators can be either quantitative, or qualitative, or a hybrid of the two.

- A quantitative indicator uses counts or percentages.
- A qualitative indicator is generally a rigorous form of assessment.
- A hybrid indicator quantifies qualitative data – like an index.

These indicators are often complementary. Qualitative data may be more useful in cases where outcome measurement is difficult to do and where important outcomes are difficult to capture quantitatively. Indices are often useful ways of presenting qualitative data to number-crunchers.

The table on the next page provides some indicators for the outcomes listed in the outcome table above. These are just illustrative.

Outcomes	Indicators
End outcome: Free flow of Information	<ol style="list-style-type: none"> 1. Percent (%) of population that trusts available new sources. 2. % of population receiving news, disaggregated by source –radio, TV, newspapers. 3. % of people that say they trust news sources above.
Intermediate outcome: Increase in private sector media outlets	<ol style="list-style-type: none"> 1. Number of non-government/private sector media outlets. 2. Number of non-government/private sector news sources
End Outcome: Increased citizen access to government information	<ol style="list-style-type: none"> 1. % of citizen who believe they have adequate information on political, economic, or other issues. 2. % of journalists who believe that the government is providing them with the opportunity to pursue issues in full.
Intermediate Outcome: Improved dissemination of information	<ol style="list-style-type: none"> 1. % of government meetings (by type) open to the public 2. Number of private-public commissions or number of meetings held by specific private-public commissions. 3. Number of government information offices.