

Evidence for Action:

An Outcomes Measurement Framework for the Early Childhood Coalitions of Alberta

Summary Report

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Acknowledgements

Many individuals and organizations contributed their time and wisdom in the process of developing the Outcomes Measurement Framework for the Early Childhood Coalitions of Alberta (ECCA). First and foremost, we would like to acknowledge the **Coalition members from across Alberta** who shared their experiences thoughts and wisdom over the past year. We appreciate their willingness to take time to participate in this journey with us, reviewing the documents and joining us in the discussions and webinars to ground the framework in the experience of Coalitions.

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Coalition representatives (past and present)

Amber Hennig, Grande Cache
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Deborah Fasoli, North Rocky View
Juliana Ramirez, Deep South and South Central (Calgary)
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Ministry Representatives

Deborah Hopkins, Family and Community Services Branch, Community and Social Services
Dori Wearmouth, Health and Wellness Promotion Branch, Alberta Health

Without the leadership and continual contributions of the COWG and Management team (Deb Teed, Dori Wearmouth and Deborah Hopkins), this framework would not have been as relevant, integrated with other initiatives, broadly supported or as utilization-oriented.

We also appreciate the time that **other engaged stakeholders** invested in the framework development process. We conducted extensive **interviews** with researchers and policy/decision makers representing the views of key organizations in Alberta and other provinces, as listed below.

Education Supports Branch, Alberta Education
FCSS and Early Childhood Development Branches, Alberta Human Services
FCSSAA Board
First 2000 Days Network, Calgary
Health and Wellness Promotion, Health Standards and Quality and Primary Care Branches, Alberta Health
Healthy Child Manitoba
Healthy Living, Alberta Health Services
Human Early Learning Partnership, University of British Columbia
Maternal, Newborn, Child, Youth Strategic Clinic Network, Alberta Health Services
Policy Wise for Children and Families (formerly ACCFCR)
University of Calgary

* Special thanks to Dr. Susan Lynch and Line Perron of the former ECMAP project, for sharing insights from their experience.

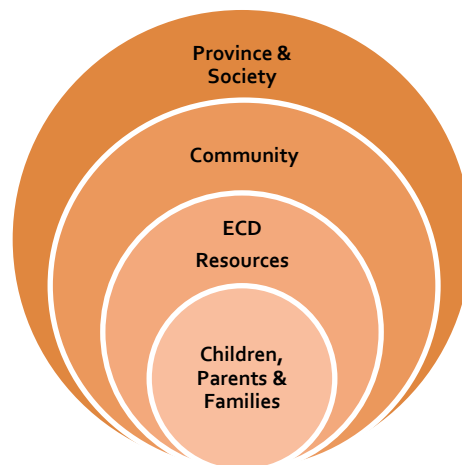
ECCA Outcomes Framework: *Summary Report*

Research in many fields¹ has converged to confirm that children’s environments and experiences in the early years determine their health and wellbeing for a lifetime.

Provincial, municipal and community factors influence early childhood development (ECD) through their influence on family environments, social determinants of health, accessibility and quality of ECD resources.

- **Provincial** policies and funding provide direction and resources for ECD services and supports.
- **Municipal** decisions and resourcing affect children/families’ environments and services.
- **Communities and neighborhoods** vary in composition, size, determinants of health and resources to support ECD.

Complex, multi-level ECD support systems have evolved in Alberta. Improving such systems is also complex, and requires in-depth understanding, leadership, commitment from partners, and strategic action at all levels. Community-level action is key.



An effective, inter-sectoral, community coalition can generate community action to improve children’s developmental outcomes. It can support and improve the ECD system by providing leadership, improving understanding of ECD concepts and resources, engaging stakeholders and facilitating their collaboration.

From 2009-2014, the Ministry of Education undertook the Early Childhood Development (ECD) Mapping Initiative (ECMap). In this research project, data were gathered on the development of kindergarten age children using the Early Development Instrument (EDI). The analysis enabled estimates of ECD developmental progress for the population of children, and geospatial mapping for comparison with other community-level data (e.g., ECD assets and resources, socio-economic indicators). Maps and reports were provided to communities for their reflection and use in planning to support early childhood development.

The research project also enabled the formation of close to 100 ECD Community Coalitions. They promoted ECD and mobilized ECD information. They facilitated collection and use of population-level data (the Early Development Instrument), identified opportunities and challenges, and organized collaborative action in response. Coalitions built on existing community networks, fostered new partnerships, and built communities’ capacity to support their children and families. Recognizing the value of this work, the ministries of Human Services, Health and Education committed resources for the provincial EDI program, including support of the **Early Childhood Coalitions of Alberta (ECCA)**.

The work of ECCA advances four key priority areas:

1. Promoting ECD concepts and knowledge
2. Engaging ECD stakeholders
3. Facilitating collaborative planning and action, and
4. Developing the Coalitions (i.e. building capacity to be effective.)

¹ Including neuroscience, psychology, human ecology, population health, and social determinants of health.

Annual funding for ECCA is provided by Alberta Human Services. The Family and Community Support Services Association of Alberta (FCSSAA) serves as a provincial support organization for the Coalitions and functions similarly to a backbone organization. In addition to coordinating distribution of funding, FCSSAA helps Coalitions build their effectiveness and share learning with one another. It facilitates outcome measurement and reporting, and documents collective impact and wisdom. FCSSAA provides mentoring and capacity development support, while liaising with provincial ministries to share Coalition learning that can inform policies and practices.

Before we began to build the Outcome Measurement Framework, it was important to articulate the foundational “cornerstones” on which to build it. The Vision and Mission statements are the first two cornerstones. These were developed through an iterative process with the Tri-Ministry and the Coalition Outcomes Working Group (COWG), and validated through discussions with Coalition representatives (as outlined below). The third cornerstone is the Theory of Change. This outlines how the organization will achieve its intended changes or outcomes. ECCA’s Vision, Mission and Theory of Change are shown below.

Vision:

All children establish the foundations of health and well-being in the early years with the collaborative support of parents, families, caregivers, and their communities. Community and provincial policies, practices and environments provide optimal support for children and families.

Mission:

ECCA engage with community and provincial stakeholders to create and sustain positive change for young children and families. This contributes to a foundation of health and well-being in the early years that will last a lifetime.

Theory of Change:

Early Childhood Coalitions of Alberta (ECCA) work to create and sustain positive action with, and on behalf of, children (prenatal to 6 years) and families.

They engage and link with families, community members, Early Childhood Development (ECD) organizations and other stakeholders in their diverse communities. Coalitions communicate knowledge about ECD, its importance, and the need to support it. They use ECD and community research, including the Early Development Instrument, to identify local strengths; opportunities; and needs to mobilize local resources. They foster collaboration and build partnerships to improve the community’s capacity to support optimal early childhood development.

By facilitating local action, and documenting the impact at the community and collective (provincial) levels, ECCA will contribute to children and families establishing the foundations of health and well-being in the early years . . . which will last a lifetime.

The Framework is intended to reflect ECCA’s vision, mission and goals, as well as actions at the community level. It should also reflect the support of FCSSAA and the three provincial ministries. It must focus collection of data to demonstrate the outcomes, collective impact and value of Early Childhood Coalition work for diverse community and provincial audiences.

The framework, when implemented, should also support the following values:

- Continuous learning and improvement
- Increasingly accurate and credible measures of progress
- Common understanding & collaboration

- Communication among Coalitions
- Mobilizing knowledge locally and at the systems level.

The Framework was informed by a review of literature (69 articles), discussions with Coalition representatives (7 in-person + 3 online sessions engaging 81 of 98 coalitions), and key informant interviews (20). These sources affirmed the “Key Priority Areas” of action and the Interim Outcomes enabling development of Intermediate and Long-term Outcomes, and the measurement matrix. As a final check, Coalition representatives (60 representing all 8 ECCA regions) reviewed the draft in three online webinars.

The COWG members were involved directly throughout the process. Bi-weekly consultations with them evolved the framework-building process and the foundational components of the framework:

The development process was highly participatory, in order to serve the following purposes:

1. Clarifying and defining the logic, outcomes and indicators needed to measure impact
2. Identifying key audiences’ questions, and enabling them to be addressed
3. Building capacity for evaluation and measurement,
4. Enabling increased utilization of results.

The framework also integrates four systems already in use to gather data from Coalitions:

- Funding applications - providing information on action plans, stakeholder engagement, goals and priorities
- Survey data - focusing on three short term outcomes in the Interim Logic Model
- Interim reports – outlining activities and reporting outputs
- Annual reports – recounting achievements and - to fulfill funding requirements.

Coalitions input their data in ECCA’s online CoLab platform, so the data can be more easily collected, aggregated and analyzed. Coalitions also use CoLab to share resources and communicate with one another.

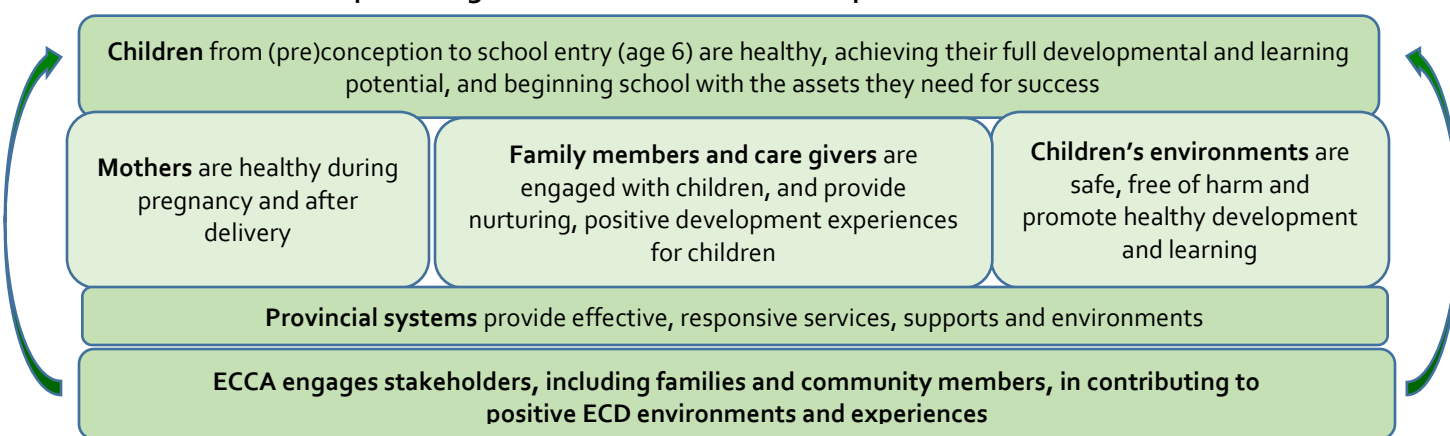
Outcome Map

Table 1 below depicts the outcomes as follows:

- **Short Term outcomes** are those which could be most directly attributable to ECCA actions.
- **Intermediate Term outcomes may** require more time and deeper stakeholder involvement
- **Long Term outcomes** are shown with the cells merged, communicating that the range of short and intermediate outcomes, and local and provincial ECCA actions are required to achieve them. The Long Term outcomes collectively contribute to the aspirational
- **Ultimate outcomes** (at the top of the map) are for children and families, community environments, and provincial systems. The Long Term outcomes, collectively, contribute to these aspirational outcomes.

The **Short and Intermediate Term Outcomes** are shown in five horizontal bands, representing the five categories or themes. Themes A, B and C are about ECD resources, engagement and collaboration, respectively. These themes are consistent with the ECCA Interim Logic Model, coalitions’ Key Priority Areas (KPA) and the contributions towards ECD identified by coalitions⁷. Theme D relates to coalition capacities to be effective in their mission. Category E is about ECCA’s liaising with provincial ECD systems, to help inform provincial policies, practices and programs. FCSSAA recognizes the importance of this theme and their role in liaising, but will require more time and interaction with the ministries to articulate the outcomes (so noted as “in development”).

Table 1: ECCA Outcome Map showing Ultimate Outcomes at the top



Category	Short Term Outcomes (0-2 years)	Intermediate Term Outcomes (2-5 years)	Long Term Outcomes (5-10 years)
A. ECD Resources² and Information KPA ³ 1,2,3	ECD Stakeholders⁴ increase - Awareness of community ECD resources and - Understanding ECD and - Understanding how to support ECD	Families and community members increase in understanding of how to - Access ECD resources. - Use ECD knowledge to support children's development. Diverse Stakeholders have an increased understanding of how to support children's development.	(More) Families report that . . . - They use ECD resources - Resources have been helpful - They feel as though they belong and are included. Communities increase - Mobilization to support ECD - Engagement in, and support for, children and families. Municipalities use a decision-making filter that considers "child friendliness" of programs, services, facilities, bylaws and policies. ECD Services/Supports (formal and Informal) increase - Accessibility - Evidence-informed practices - Integration and responsiveness to children/families. Coalition members' collaborative efforts contribute to improvement in community ECD resources and environments. ECCA collective efforts inform practices and policies, and contribute to improving ECD resources and environments for children / families in Alberta. ⁵ Provincial systems (TBD)
B. Engagement KPA 2,3,4	Community members increase in engagement	Non Traditional and Diverse Stakeholder engagement increases in number and quality of interaction	
C. Collaborative Planning and Partner-ships KPA 3,4	ECD service providers and organizations increase in collaborative planning	Collaboratively developed action plans are used to improve ECD resources and environments. Community ECD resources and access are improved Community and municipal leaders have increased information on how to support ECD in policies, plans and programs.	
D. Coalition Development KPA 3,4	Coalitions increase capacity to address the 4 key priorities.	Coalitions have the organizational capacity to successfully work in all outcome areas.	
E. Provincial Systems	<i>In development</i>	<i>In development</i>	

² Includes formal and informal services, supports and assets

³ Key Priority Areas

⁴ Includes all those who can influence, and are influenced by, early childhood development activities and outcomes

⁵ Suggestions from participants include ministries' knowledge and consideration of Coalitions' collective insights and impacts, and designating spaces.

Outcome Measurement Matrix

The next table is the Outcome Measurement Matrix. As illustrated in this table, outcomes at each level are matched with indicators, source of data and data collection method. Qualitative data from Annual reports, and data collected from other community sources (e.g., municipal, FCSS, Parent Link) will also contribute to indicator data for themes A-D. When clarified, these will be included in the table. Symbols are used as follows: “#” =number, “%” =percentage and “+” = question to be added to existing tool.

Table 2. Outcome Measurement Matrix

Short Term Outcomes	Tentative Indicators	Data Source	Method
A. Stakeholders increase in a) awareness of Community ECD resources and b) understanding of ECD and how to support it	# and % who Strongly Agree or Agree that they have increased in . . . <ul style="list-style-type: none"> ▪ Understanding of ECD (Consider select factors such as core story of brain development, factors influencing ECD, EDI domains) ▪ Understanding of how to support ECD ++ ▪ Are more aware of Community ECD resources in their community. ▪ * Attribute the above to coalition relationships and/or KMB activities, etc. 	Stakeholders	Participant survey (Analyzed by sub-groups)
B. Community members increase in engagement	# of community members <ul style="list-style-type: none"> ▪ At events/workshops/meetings hosted/co-sponsored by Coalition. ▪ Indicating awareness of local Coalition ▪ Increasing in level and kind of engagement ++ # and % of coalition members who strongly agree or agree that: <ul style="list-style-type: none"> ▪ Their coalition represents the diversity of their community ▪ They understand the needs in their community 	Stakeholders Coalition members	Output survey Coalition member survey (CoLab)
C. ECD service providers and organizations increase in collaborative planning	# and % of coalition members who strongly agree / agree there is improvement . . . <ul style="list-style-type: none"> ▪ Communication among service providers at the Coalition table ▪ Opportunities for joint planning ▪ Members work well together to strengthen ECD resources ▪ Understanding of other actors in sector, as a result of coalition work. ▪ Relationship building is an accepted and valued role of coalition # and % of coalitions who report that, among members, there is increased... <ul style="list-style-type: none"> ▪ Cooperation— e.g., exchanging information, meeting together, an awareness of services or programs that allows for cross-referrals (11). ▪ Coordination – e.g., coordinated planning that supports referrals, data sharing, and joint training or capacity building opportunities) (4) (11) ▪ Integration (sharing) – e.g., resources (funding, people, printing etc.), joint program development, combined services, accountability, decision making) (4) 	Coalition Members	Coalition member survey Member Tool Report (CoLab)
D. Coalitions increase capacity to address the 4 key priorities: 1. Knowledge mobilization and communication 2. Community engagement 3. Collaborative planning and partnerships 4. Coalition development	# and % of coalition members who strongly agree or agree that they . . . (++) <ul style="list-style-type: none"> ▪ Have basic understanding of existing research and data r ▪ Know how to integrate (mobilize, communicate) evidence-based information in their work ▪ Have basic understanding of community assets and needs ▪ Have identified their diverse stakeholders, and have plans for engaging them 	Coalition Members	Coalition Member Survey (CoLab - to be adapted to enable range of capacities)

Intermediate Term Outcomes	Tentative Indicators	Data Source	Method
<p>A. Families and community members increase understanding of</p> <p>a. How to access ECD resources.</p> <p>b. Using ECD knowledge to support children's development.</p> <p>Diverse Stakeholders and community members increase in awareness of the importance of the early years.</p>	<p># and % of respondents who Strongly Agree or Agree that they . . .</p> <ul style="list-style-type: none"> ▪ Know how to access the ECD resources they require ▪ Are integrating ECD knowledge in how they support children's development ▪ Are more aware of the importance of the early years increased/deepened. <p>* Attribute the above to coalition relationships and/or KMb activities, etc.</p>	Stakeholders	Stakeholder survey
<p>B. Non Traditional and Diverse Stakeholder engagement increases in number and quality</p>	<p>Diversity of sector and community roles represented</p> <p># and % of coalition members who strongly agree or agree that:</p> <ul style="list-style-type: none"> ▪ Their coalition represents the diversity of their community ▪ They understand the needs in their community <p>Stakeholders – # and % that report</p> <ul style="list-style-type: none"> ▪ Increased inclusiveness and collaboration in planning and implementing processes ▪ Coalition plans respond to community needs 	Coalition members (CoLab)	Member Tool Coalition member survey
<p>C. Collaboratively developed action plans are used to improve ECD resources and environments.</p> <p>Improved ECD resources and access are improved</p> <p>Community and municipal leaders have increased information on supporting ECD in policy, planning and program.</p>	<p>Coalition Members – # and % that report</p> <ul style="list-style-type: none"> ▪ A shift in goals, policies, practice that reflect a prioritization of ECD. ▪ Collaborative action plans ▪ Quality of collaboration⁶ <p>Community and Municipal leaders-</p> <ul style="list-style-type: none"> ▪ % of Coalitions that include municipal members (Connected and Active) ▪ % of Coalitions that are involved with other planning tables (and types of tables) ▪ % of Leaders that use ECD knowledge to inform a policy or practice in their organization ▪ % of leaders that consider coalitions to be a trusted advisor in ECD matters 	Coalition members (CoLab) Coalitions Community and Municipal leaders	Coalition member survey Member Tool Community Survey Stories of success
<p>D. Coalitions have the organizational capacity to successfully work in all outcome areas.</p>	<p>Coalition Members – # and % that report adequate capacity to</p> <p>a. Engage diverse stakeholders</p> <p>b. Understand, use and communicate relevant ECD and community data</p> <p>c. Assess ECD resources and environments</p> <p>d. Inform and contribute to community and municipal-level decisions</p> <p>e. Provide leadership regarding ECD.</p>	Coalition members (CoLab)	Coalition member survey (CoLab - to be adapted to enable range of capacities)

⁶ Tool in development. Considering factors in Wilder tool.

Long Term Outcomes	Tentative Indicators		
Families increase in . . . - use of ECD resources - report that resources have been helpful. - sense of belonging to, or included in, a community	# and % of families that report: <ul style="list-style-type: none"> ▪ Being able to access ECD resources, that meet their needs # and % of families that strongly agree or agree: <ul style="list-style-type: none"> ▪ I feel a sense of belonging in my community ▪ I support my community and my family is supported, in turn 	Family members	Family survey (FCSS outcome measures?)
Communities increase - mobilization to support ECD. - engagement in, and support for, children and families.	Communities- # and % that report <ul style="list-style-type: none"> ▪ Change in focus/investment/interest in including considerations around ECD in community strategies 	Community members	Community member survey
Municipalities use a decision-making filter that considers the child friendliness of programs, services, facilities, bylaws and policies.	In development (policies, practices, environments, and FCSS outcome measures)	Municipal leaders	Municipal survey *External data sources
ECD Services/Supports (formal and Informal) increase in - accessibility, - evidence-informed practices - Integration and responsiveness to children/families.	Service providers # and % that report they are <ul style="list-style-type: none"> ▪ Using current ECD research to inform their practices and procedures ▪ Receiving feedback from children/families. ▪ Consider feedback from children/families in planning Families # and % that report <ul style="list-style-type: none"> ▪ They know how and are able to access the services and supports they need as a family ▪ The services and supports in their community respond to their community 	Service providers Families	Service provider survey Family survey *External data sources
Coalition members' collaborative efforts contribute to improvement in community ECD resources and environments	Stakeholders – # and % that report - Integrating information shared by and experiences with coalition into their life/ work. - other indicators of effectiveness and capacity in consideration, and tools in development (considering templates used by CCI, PHAC)	Stakeholders	Stakeholder survey

Considerations for implementation and reporting.:

Although the outcome measurement framework has been articulated, there is considerable work ahead to refine approaches and fully implement the framework in 2017 and beyond. The implementation will build on the work begun in 2016, and it can be anticipated that there will be both opportunities and challenges.

ECCA has tremendous assets within its human resources whose in-depth understanding of Coalitions, experience with CoLab, and experience from their participation in framework development, will assist this work. It has skilled, thoughtful, relational mentors (in the FCSSAA staff and COWG) who can facilitate capacity building and problem solving.

Some areas to continue to develop are outlined below.

Assessing and building Coalitions' capacities for outcome measurement:

- Implementation will provide opportunities to build Coalitions' capacities for gathering data, using data collected, and accessing and using data from other sources for collaborative and strategic planning.
- There will also be opportunities to further explore Coalitions' valuable roles in gathering and interpreting community data, providing context to the results, and supporting community partners' understanding and use in planning.

Data collection and analysis issues identified to address:

- Refinement of existing data collection tools (e.g. add and clarify questions)
- Streamlining and aligning collection tools and sources with other organizations,
- Further developing the CoLab environment and its tools to become more user-friendly and efficient for input and analysis (including increased used of e-devices),
- Explore other methods, data and collaboration (e.g., tools and data collected by FCSS and others) to see how they can improve efficiency and effectiveness of data collection, and create collaborative relationships.

Key questions to review in implementation:

- Can we collect the data more efficiently?
- How often do we have to collect this data?
- Do we have a clear, shared understanding of how we will use this data?
- Do we clearly understand how we will share this data so it can be useful to others?
- Do we clearly understand our main audiences, and what they need and want?
- Are we collecting/sharing data in a way that supports a healthy organizational learning culture?

In addition to identifying opportunities, it is important to consider possible risks in advance, and create mitigation strategies. Risks may include possible loss of financial resources, attrition and change of local human resources and leadership, challenges of building capacity with Coalitions in early stages to work with outcome measurement and/ or population data (e.g., EDI), and technology. The major risks are known, several mitigation strategies in place, and understanding further developed so ECCA can make the best plans possible.

Options for reporting and knowledge mobilization should be assessed, and a strategy and specific plans developed. Key audiences were identified, along with questions to be addressed for them. A knowledge mobilization (KMb) plan can be drafted from available data, given ECCA's knowledge of KMb principles, key stakeholder audiences, and their needs. The draft plan should be refined through consultation with key *audiences, and the* indicators refined as necessary. *This* will ensure that key audiences get the data they need in forms that are useful, so the results will inform their *processes*, practices and policies and, ultimately benefit children / families.

Reporting on the social return on investment (SROI) can help to move discussions on resourcing and sustainability from an emphasis on cost to an emphasis on value for the investment. The science of SROI has advanced considerably, and is used increasingly in provincial ministries and municipal governments. Several key informants (particularly those in research, policy and decision-making roles) encouraged further exploration of SROI analysis, and consideration as a next step. ECCA's capacity to gather high quality data and establish collective impact is a necessary foundation for calculating SROI.

In closing, there will be challenges in implementation and reporting. However, the process of developing the Outcome Measures Framework has demonstrated that ECCA is getting increasingly able to meet those challenges. It has the staff and leadership assets needed, clear understanding of the concepts and required processes, the strong support of the provincial ministries, and the strong support of Coalitions in communities across the province. Building on collective strengths and experience, ECCA will demonstrate its outcomes, and the return on investment in this already effective, community-based movement.

Appendix 1: Definitions relating to outcomes and sources of data

Early Childhood Coalitions of Alberta (ECCA) is the collective program identity of Alberta ECD coalitions, FCSSAA and the Tri-ministry.

ECD Stakeholders - any group or individual who can affect or is affected by the achievement of ECCA objectives including:

- **Children** - ages (pre)conception to school entry. The primary stakeholder and beneficiary of ECD work.
- **Parents** - genetic or legal significant adults in child's nuclear family
- **Family members** - nuclear and extended family of children
- **Care providers** - professionals and family members caring for children
- **Service providers** - those who provide direct service/support to children and families
- **Community members** - residents who may or may not have young children

Coalition members – Stakeholder representatives who actively participate on the Coalition within their community and consistently contribute to Coalition discussions and actions

Coalition partners - Stakeholders (including Coalition members) working together to accomplish an objective

Non-traditional stakeholders – stakeholders who do not influence children and families directly, but whose actions can have an impact on ECD. E.g., non-ECD organizations, community members without direct connection to young children, etc.

***Diversity** - aspects that can be used to distinguish stakeholder groups and people from one another including ethnicity, gender, age, culture, community role, and sector involvement.

Municipal programs - organizations under municipal government (e.g., library, planning, recreation, etc.)

Provincial Support agency – FCSSAA (Liaisons and team) that act similar to a backbone organization and work directly in support of coalitions.

Tri-Ministry representatives – those representing the three ministries - Alberta Education, Alberta Health, Alberta Human Services

Coalition Management Team – Leadership from FCSSAA and Tri-Ministry representatives

Provincial systems and agencies - those under direct provincial government direction and control

Appendix 2: Definitions relating to Evaluation

Assumptions:	A factor that is taken for granted, as if it were true. For the Coalition Outcomes Framework, there are assumptions about causal linkages or factors that could affect the progress or success of the work.
CoLab:	The CoLab-Online Platform provides collaborative working space along with productivity apps, customized data collection tools and real-time analytics and reports. Data collected is housed in a secure, Government of Alberta approved, Canadian data centre.
Findings:	Factual statements based on empirical evidence. Findings include text and visual representations of data, but not interpretations, judgments or conclusions about what the findings mean or imply
Goal:	The higher-order endpoint or “destination” to which other objectives of project, program, or policy are intended to contribute.
Impact:	Results or effects, caused by, or attributable to Coalitions, or to which they contribute. Impact is often used to refer to higher level effects of a program that occur in the medium or long term, and can be intended or unintended and positive or negative.
Indicator:	<p>The specific, measurable information that will be collected to track success of an outcome. Another commonly used phrase is “measure.” Indicators are used to measure OUTPUTS, OUTCOMES and IMPACTS and to reflect on processes as well as changes in the context. “How we know if the project is making a difference.” Both qualitative and quantitative indicators are relevant and should be used.</p> <ul style="list-style-type: none">- Quantitative Indicators are expressed as a ratio, percentage, comparison or a number.- Qualitative Indicators describe a change or a comparison between two states or situations.
Inputs:	Resources provided for Coalition activities. Examples include money, staff, time, facilities, equipment, etc.
Instrument (Tool):	A tool used to collect data, including survey questionnaires, interview guides, observational checklists, and written record extraction forms.
Logic Model:	A logic model, often a visual representation, provides a road map showing the sequence of related events connecting the need for a planned program with the programs’ desired outcomes and results. i.e., Inputs-> Activities->Outputs-> Outcomes (immediate, intermediate, long-term)
Outcome:	The changes in the lives of individuals, families, organizations, or the community as a result of Coalition work. This includes the benefit for participants during or after their involvement; or the impact of Coalitions. Outcomes answer the "What difference does it make?" question. These are results or effects caused by or attributable to Coalition efforts, or to which coalitions contribute.
Outcome Evaluation:	This form of evaluation assesses the extent to which a program achieves its outcome oriented objectives. It focuses on outputs and outcomes (including unintended effects) to judge effectiveness but may also assess program processes to understand how outcomes are produced.
Outputs and Reach:	The "what we do and who we reach." Outputs typically describe and count activities such as the number of people who came, the products created, or events hosted. Outputs are the most immediate results of activities and an illustration of the volume of work done under the activity, however; outputs are limited in their ability to provide impact information.
Qualitative	Descriptive information provided in narrative terms. Such data might be gathered

Data:	through interviews, focus groups, literature review, observations and other methods
Quantitative Data:	Information that can be expressed in numerical terms, counted, or compared on a scale. This type of data might be gathered through a questionnaire survey, secondary analysis of large data sets, and other methods
Reliability:	Consistency or dependability of data with reference to the quality of the instruments, procedures and used. Data are reliable when the repeated use of the same instrument with the same source generates the same results. In dynamic systems – like coalitions operating in communities – it may be more appropriate to speak about “trustworthiness” of data.
Result	The outcome or impact (intended or unintended).
Short Term Outcomes:	A Short term outcome typically describes an immediate –most direct and related - benefit to participating in an activity. Short Term Outcomes capture the “potential” for continued change created through activities and their Outputs.
Stakeholders:	Any group or individual who can affect or is affected by the achievement of the program’s objectives. (See appendix 1)
Survey:	Systematic collection of information through an instrument consisting of a series of questions and other prompts.
Validity:	The extent to which data measures/represents what it purports to measure /represent. When looking at validity of conclusions, validity is about the degree to which that data provides sufficient evidence for the conclusions made by an evaluation.
Variable:	An attribute or characteristic in an individual, group, or system that can change or be expressed as more than one value or in more than one category

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