



National Children's
Bureau

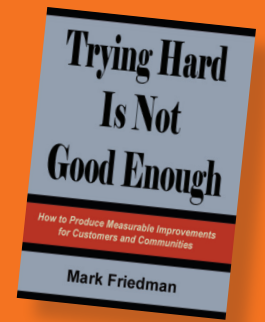
*"I have worked with NCB
for several years and have always
been impressed by their ability to bring
OBA concepts to life and their genuine
commitment to improving outcomes.
They are great partners and have helped
use OBA to produce real change for
children, families and communities."*

Mark Friedman, Developer of OBA
Approach and Author of - Trying Hard is
Not Good Enough - The OBA Manual



Outcomes Based Accountability™ (OBA)

What is it and how can NCB help you?



“We must not be satisfied with trying hard and hoping for the best... OBA is about producing measurable improvements for communities and people. We must test ourselves using the discipline of data and if we try hard and none of the important numbers change, then something is wrong. We are either doing the wrong things or not enough of the right things”

(Mark Friedman, Author of Trying Hard Is Not Good Enough)

NCB has championed the use of OBA throughout Northern Ireland and beyond. Our efforts have resulted in a fundamental shift in focus from an outputs to an outcomes based agenda for children, families and communities.

NCB is the only organisation in Northern Ireland and the Republic of Ireland licensed to use Outcomes Based Accountability™ (OBA) methods and materials. We have trained with Mark Friedman, author of ‘Trying Hard is Not Good Enough’ and Clear Impact, the global organisation certifying practitioners and consultants in the OBA Framework.

Fidelity in OBA Implementation: 2-3-7



2 kinds of accountability plus language discipline

- Population accountability
 - Outcomes & Indicators
- Performance accountability
 - Performance measures



3 kinds of performance measures

- How much did we do?
- How well did we do it?
- Is anyone better off?



7 questions from ends to means

Baselines and Turning the Curve

What is Outcomes Based Accountability?

OBA is a useful lens through which to begin discussions about improving outcomes. It begins with 'ends', i.e. the outcomes which stakeholders would like to achieve for communities. In addition, it helps to make a clear distinction between two levels of accountability – population accountability and performance accountability – as illustrated below:

- **Population accountability:** At a regional/national level, these are the outcomes or the conditions of well-being that we want for our citizens and communities, such as a safe neighbourhood or a clean environment. These outcomes are population outcomes as they refer to whole populations of a city, region or country. By their very nature, these outcomes will be quite broad and multi-faceted in nature, and cannot be achieved by a single organisation, service or programme working in isolation. Rather, it takes sustained and concerted action from many organizations, services and programmes and can only be delivered through effective partnership working across key stakeholders.
- **Performance accountability:** This relates to how well particular services or programmes perform. Each programme would typically have a set of performance measures which would relate to whether programme participants are any better off as a result of participating in the programme, e.g. how many programme participants on a job skills programme are in a job after 3 months, 6 months etc.

In addition to understanding the importance of population accountability (and population outcomes) and performance accountability, there are a number of other important concepts that need to be understood to enable OBA to be used as an effective tool, including:

- **Indicators:** These are the measures that are used to help quantify the achievement of a population outcome and provide an insight into how well we are doing. So, for example, if the outcome is a safe community to live in, a potential indicator could be 'recorded number of criminal offences per 10,000 population.'
- **Performance measures:** These are used to evaluate how well a project, programme or service is performing. This can be represented in a simple diagram as set out in Figure 2.1 below. Measures for 'How much did we do?' could include the number of young people participating in a particular programme or number of sessions delivered. Measures for 'How well did we do it?' could include the percent of staff who received necessary training to deliver sessions. The last part of the jigsaw is compiling measures for is anyone better off? This could include measures like number of young people with reduced alcohol, tobacco or drug consumption and/or percentage of young people with reduced alcohol, drug or tobacco consumption.

"We are proud to partner with NCB as our lead country provider of OBA in Northern Ireland."

*-Adam Luecking, CEO
Clear Impact - The global organisation committed to measuring impact and ensuring fidelity of OBA*

Outcomes Based Accountability™ (OBA)

What is it and how can NCB help you?

Figure 1:
Performance measurement categories

	Quantity	Quality
Effort	How much did we do?	How well did we do it?
Effect	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Is anyone better off?</div> Number who are better off	% who are better off

- **Brings together stakeholders for a common purpose:** OBA as a tool can help to bring together key stakeholders from across a variety of different contexts and it provides a structured approach to engage them in discussions and actions about how to define and continually improve outcomes;
- **Provides a framework for managing performance:** OBA provides a framework for measuring the impact of particular interventions/initiatives on outcomes and to enable discussions to take place about how to continually improve those outcomes.

- *Baselines:* This is a multi-year display with two parts – an historical part which shows what has happened in the past and a forecast part that shows the future likely direction if things stay as they are. Baselines enable us to define success as doing better than the baseline or 'turning-the-curve'.
- *Turning-the-curve:* This is suggested as an effective way to turn talk into action. It starts with baseline measurement information and invites stakeholders to explore the story behind the baseline; the partners needed going forward, and; the knowledge of what works to do better that in turn can inform action.

What are the advantages of Outcomes Based Accountability?

OBA is a tool that has been demonstrated to work elsewhere as it helps to do three key things:

- **Create a common language:** it helps stakeholders to agree on a common language and does so by clearly defining core concepts such as 'outcome' which are the conditions of well-being that stakeholders want for children, families and their communities;

The 7 Population Accountability Questions

- 1 What are the quality of life conditions we want for children, adults and families who live in our communities?
- 2 What would these conditions look like if we could see them?
- 3 How can we measure these conditions?
- 4 How are we doing on the most important of these measures?
- 5 Who are the partners that have a role to play in doing better?
- 6 What works to do better, including no-cost and low cost ideas?
- 7 What do we propose to do?

The 7 Performance Accountability Questions

- 1 Who are our customers?
- 2 How can we measure if our customers are better off?
- 3 How can we measure if we are delivering services well?
- 4 How are we doing on the most important of these measures?
- 5 Who are the partners that have a role to play in doing better?
- 6 What works to do better, including no-cost and low-cost ideas?
- 7 What do we propose to do?

Outcomes Based Accountability™ (OBA)

What is it and how can NCB help you?

NCB supporting Outcomes Based Accountability in Northern Ireland



Northern Ireland Executive
www.northernireland.gov.uk



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council



The Executive Office
www.executiveoffice-ni.gov.uk



Belfast Health and Social Care Trust

caring supporting improving together



Early Intervention Transformation Programme



Public Health Agency



IMPROVING LIVES - SAFER COMMUNITIES

DRAFT PROGRAMME FOR GOVERNMENT FRAMEWORK 2016-21



Colin Early Intervention Community™



The Resurgam Trust
Connecting Individuals
Transforming Communities



Northern Ireland Policing Board



Southern Health and Social Care Trust



Antrim and Newtownabbey BOROUGH COUNCIL

The approach is being used in the development of government policy & organisational strategies, the commissioning and funding of services and the performance management of services.

"The training exceeded my expectations. I have a performance measures related background and this has provided value."

"Thank you for my intro to OBA . I can see this being the start of a new journey"

Outcomes Based Accountability™ (OBA)

What is it and how can NCB help you?

NCB – OBA training and implementation support

NCB has unrivalled experience and knowledge of OBA and we are the only local provider of OBA training and implementation support. Our OBA curriculum includes:

Introductory OBA workshop

This one day workshop introduces participants to the Outcomes Based Accountability framework including its core concepts and principles and its uses in improving quality of life conditions at the population level and in the performance management of programmes, services and agencies.

OBA Train the Trainer workshop

This intensive, two-day workshop prepares participants to teach the concepts of OBA and coach others in its implementation. Participants will learn how to:

- conduct their own OBA workshops;
- lead training exercises; and
- help organizations and their leaders put these practices into operation.

“Excellent slides and presenter dialogue – concise and clear with opportunity to explore topics further”

Bespoke capacity building & onsite support sessions

These sessions lasting half a day are tailored to focus on an organisation's specific strategy, programme or service and sessions can be chosen from the following menu:

- Applying the '5 Step Method' to identifying and agreeing the most appropriate performance measures for services, projects or programmes
- Facilitating 'Turning the Curve' exercises using the 7 key questions for population and performance accountability including understanding and demonstrating the relationship between the two
- Gaining consensus across stakeholders on chosen outcome indicators and headline performance measures
- OBA reporting: examining ways of communicating progress using concise, transparent and robust reporting mechanisms

Price of all support on request

“NCB is passionate about real outcomes which makes real difference in lived experience of children. This is at the centre of ethical and expert support it provides to our organisation in delivering effectively on the outcomes we claim for our work. This not as common an approach as it should be. So, we are pleased to be supported and challenged by our relationship with NCB”

Outcomes Based Accountability™ (OBA)

What is it and how can NCB help you?

Information management, technical assistance and reporting support

Organisations capacity to be able to select appropriate tools for capturing performance data, and their ability to collect, collate and report performance data electronically is critical to the success of OBA.

NCB has significant experience of providing direct support to organisations to implement an end-to-end solution to enable organisations to:

- Select valid and reliable measurement tools;
- Establish appropriate computerised systems for collecting performance data; and
- Develop effective templates for the reporting of performance data.

Outcomes Based Government Policy & Local Government Strategy Development

NCB has provided support to NI Executive Departments and Local Government to use the OBA framework as a way of fostering collaborative and outcomes based leadership across agencies and sectors.

Sustained focus on achieving outcomes requires meaningful measurement by which progress is tracked. Being accountable for the NI population and residents requires indicators that can adequately describe the status of the populations and residents in local areas. NCB can support in identifying indicators and the development of strategy for partners to address them.

Price of all support on request

For further information contact
Frances Lyons, Assistant Director
E: flyons@ncb.org.uk

NCB
The NICVA Building
61 Duncairn Gardens
Belfast BT15 2GB
Tel: 028 9087 5006

 [www.ncb.org.uk/
northernireland](http://www.ncb.org.uk/northernireland)

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Dr Theresa Donaldson welcomes Mark Friedman to Lisburn & Castlereagh City Council. Celine McStravick, Mable Scullion, Theresa Donaldson & Mark Friedman.