








Highlights of PMN Influence over 25 years (by Results Hierarchy Level)

| | Results Chain | 1990-1995 | 1995-2000 | 2000-2005 | 2006-2010 ⁺ |
|--------------|---|---|--|---|--|
| WHY? | 7. End Result <i>Describe the overall trends with regard to the mission</i>  | | | | <ul style="list-style-type: none"> anecdotal evidence that Reach has improved some decision making in Government and NFP sectors |
| WHAT | 6. Practice and Behaviour Change <i>Describe the practices and behaviour of individuals, groups, and partners over time.</i>  | <ul style="list-style-type: none"> first use of reach in a tech centre performance report (1993) reach used in IC program review to make program adjustments | | <ul style="list-style-type: none"> significant adoptions of Reach in performance measurement and evaluation practices | <ul style="list-style-type: none"> 2010-2012 – five refereed publications across three countries publishing groups relating to reach + results (http://evi.sagepub.com/content/18/3.toc?etoc ; http://evaluationcanada.ca/site.cgi?en:4:21:24-3-125; http://www.sciencedirect.com/science/article/pii/S0149718912000249) 2009 TBS guidance mentions 'sphere of influence' when describing results logic http://www.fbs-sct.gc.ca/cee/dpms-esmr/dpms-esmr05-eng.asp#LogicModel Reach and Engagement seen as key in various approaches especially public health including NFP sector and certain key regulatory functions |
| BY | 5. Knowledge, Ability, Skill and / or Aspiration Changes <i>Describe the level of knowledge, abilities, skills and aspirations / commitment of individuals, groups, and / or communities.</i>  | <ul style="list-style-type: none"> IC adopts reach into its internal performance measurement and evaluation guidance (R. McDonald 1995), other science groups examine the idea. | <ul style="list-style-type: none"> use of Reach vs. Resources and Results trade-off prominent in key clients close to 1,000 3 R's books sold (above average for management books in Canada) | <ul style="list-style-type: none"> various guides include reach in discussion of result logic (e.g. online Wisconsin Logic model course – with attribution to S. Montague – 2003 – see http://www.uwex.edu/ces/pdand/evaluation/pdf/lmcourseall.pdf see Section 1, page 7 strong positive reactions to Reach, Results Chain, Spheres of Influence concepts | <ul style="list-style-type: none"> 2007 EU review of practices notes Reach and Spheres of Influence as 'great' insights http://evi.sagepub.com/content/13/4/399.abstract National Academy of Sciences in the US ask permission from S. Montague to use spheres of influence as a model in their work (2010). use of Results Chain Hierarchy by Canadian Cancer Society to tell performance story http://ppx.ca/download/learning_events/2008-2009/April2009/LE_Apr2009_Allibhai-Hussien_E.pdf |
| WHOM? | 4. Reactions <i>Describe feedback from individuals, groups, and partners: satisfaction, interest, reported strengths and weaknesses.</i>  | <ul style="list-style-type: none"> positive reaction to the concept of reach – IC, Cultural Sectors, INAC and others | <ul style="list-style-type: none"> take-up of 3 Rs in Australia | <ul style="list-style-type: none"> strong satisfaction with courses good support in one or two regulatory groups (IC-Competition Bureau) | <ul style="list-style-type: none"> CCS results chains workshop highest rated session at PPX 2011 strong positive reactions (e.g. see Canada School rating http://www.pmn.net/2011/06/course-update-continued-strong-reviews-for-measurement-and-evaluation-course-for-regulators/) |
| | 3. Engagement / Involvement <i>Describe the characteristics of individuals, groups, and co-deliverers: numbers, nature of involvement</i>  | <ul style="list-style-type: none"> TBS support (R. Corbeil and others) engagement of a number of Federal Government Departments and Agencies | <ul style="list-style-type: none"> take-up of 3 Rs in Australia visit to Australia CES takes over performance measurement course continued strong take-up of concepts | <ul style="list-style-type: none"> good support in one or two regulatory groups (IC-Competition Bureau) continued strong Federal Gov't and key Provincial take-up OECD invitation / presentation 2004 | <ul style="list-style-type: none"> engagement with World Bank-IPDET continued engagement of Canadian Federal Government and some others (Govt of Scotland) strong engagement of NFPs especially Canadian Cancer Society linkage of S. Montague with Carleton University |
| HOW? | 2. Activities / Outputs <i>Describe the activity: How will it be implemented? What does it offer?</i>  | <ul style="list-style-type: none"> early performance measurement strategy workshops delivered by S. Montague on behalf of TBS 'The One Minute Evaluator' presented at NRC one day workshop (1992) introduces concept of 'Reach' as one of the 3 Rs of Performance | <ul style="list-style-type: none"> strong emphasis on publishing Reach ideas PMN offers performance measurement strategy course S. Montague invited to US and Australia 3 Rs of Performance published (1997) | <ul style="list-style-type: none"> Spheres of Influence introduced (SM 2000) Needs-Results Hierarchy explored regulatory addition (first regulatory performance measurement workshop 2002) | <ul style="list-style-type: none"> first Canada School course in performance measurement and evaluation – provided to regulators – (S. Montague contribute to development/revision and refinement) Needs-Results hierarchy refined first Canadian University course in Strategic Policy Evaluation |
| | 1. Inputs / Resources <i>Resources used: dollars spent, number and types of staff involved, dedicated time.</i>  | <ul style="list-style-type: none"> S. Montague, S. Lafortune and others then Young and Wiltshire (resources) | <ul style="list-style-type: none"> S. Montague, S. Lafortune and others (core team over 25) PMN formed 1997 | <ul style="list-style-type: none"> S. Montague, S. Lafortune and others (core team under 15, many associates) | <ul style="list-style-type: none"> S. Montague, S. Lafortune (Partners) (small core team, worldwide associates) |

(For more on the use of a results hierarchy see Practical Progress Measurement for Initiatives in Complex Environments <http://www.pmn.net/wp-content/uploads/Practical-Progress-Measurement-And-Impact-Evaluation-For-Initiatives-In-Complex-Environments.pdf>)