### Tool 3a: Identify Change – Program Benefits

**Purpose:** Translate the program objectives and activities into actual benefits, forming the core messaging of your Case for Investment and establishing the analytical framework for your ROI calculation.

**Refer to:** Tool 2a

**Used in:** Tool 4a

Use the following questions to brainstorm ideas and list your thoughts. You can use a whiteboard, flip chart, sticky notes if working in person, or digital tools like Mural or Miro for online collaboration.

**△ Translating objectives to impact**   
This tool focuses on the **impact** of your CBWM program, translating the objectives and activities from Tool 2a into tangible benefits. The goal is to clarify **why** these objectives are important and how they create value for the community, environment, and other stakeholders.

**Definition:** Here we define an objective as a value or what do people care about (e.g., peace of mind) with a direction of preference (e.g., increased) = “Increased peace of mind”.

**?? Questions to consider**   
What are your program objectives – why are you doing what you do?

What are the big goals your program wants to achieve over time?

What do interested and affected parties care about or value about your program?

What changes have occurred as a result of your program?

What are the benefits? Note that benefits can be location-specific and occur over time.

Which benefits might be measured in dollars (financial or economic)?

**1. Program Objectives to Benefits:** Review the objectives you defined in Tool 2a and map them into tangible, realistic benefits. These are the expected benefits that were likely envisioned when the program was designed. What benefits result from achieving these objectives? For example:

* *Objective: Monitor water health and publish quarterly report →* ***Benefit****: Increased public awareness and community engagement*
* *Objective: Assess road salt impacts by testing chloride levels →* ***Benefit****: Reduced environmental impact of road salts on local waterways*

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**2. Realized Benefits (Outcomes):** What has been achieved by your program during the evaluation period? Do they align with the intended outcomes of your program? (*e.g. improved water quality, enhanced community awareness, increased regulatory compliance)*

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**3. Unexpected Benefits:** What benefits have emerged during the program’s implementation that weren’t part of the original plan? *(e.g. increased community cohesion, mental health improvements from volunteer engagement)*

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**4. Adverse outcomes:** What unintended or unforeseen negative impacts or challenges have arisen as a result of your program? What factors led to these impacts?*(e.g. disturbing natural habitats during data collection, displacement of community focus from other environmental issues)*

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**5. Monetary Benefits**Can any of these benefits be measured in financial terms? This could include cost savings, increased revenue, or other economic benefits.  
*For example:*

* *Improved water quality could reduce public health costs.*
* *Cleaner lakes and rivers could boost tourism and local business.*

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By completing this tool, you’ll have a clear understanding of *why* your program’s objectives matter and what value they bring to stakeholders.

**△ Identify a direct monetary benefit**   
Because the intention is to translate these relative values into dollar equivalents, it is required that at least one benefit can be measured in dollars. For example, a community might value the increased economic benefits of knowing that a lake is safe to recreate in, which can be measured with increased hotel tax revenue. Or perhaps the clean lake has increased public health values, measured in dollars saved by the public health system.