



The 5 Tests Explained

Below is an explanation of each set of the Five Test Model as well as some examples of its desired outcomes. These tests serve to inform a well-rounded decision throughout all levels of The Salvation Army.

Test 1 – Mission Fit

The Mission Fit Test explores how well the expression design aligns with the core values, focus and goals of The Salvation Army. We acknowledge that some expressions will be an obvious fit whilst others will be less obvious yet harmonize with these underlying principles and focus.

An expression that meets the Fit Test requirements might be one in which:

- The unmet needs of the most vulnerable people are able to be met
- A strong link can be made with the goals of The Salvation Army
- There is interaction between several Salvation Army expressions to achieve our common goal
- Salvation Army values are strongly represented
- The expression meets the aims the Salvation Army is trying to achieve

Test 2 - Mission Focus

The Mission Focus Test examines how well an expression delivers key components of Salvation Army mission. These key components are *Freedom through Community*, *Freedom through Action*, and *Freedom through Faith in Jesus*.

An expression that meets the Mission Impact Test requirements might be one in which:

- People are supported to journey from isolation/loneliness into a loving, supportive community
- People are supported to discover their talents and engage in meaningful mission and volunteer opportunities
- People are supported to explore the Good News of faith in Jesus.
- God is clearly at work in and through this expression.

Test 3 - Community Relevant

The Community Test examines the difference each expression makes within their target community. This test compels planners to assess an understanding of, and response to, the unmet need in a community. This includes the particular way The Salvation Army serves in the wider Kingdom work of the region.

An expression that meets the Community Test requirements might be one in which:

- There is clear and compelling data with regard to the nature and scale of need in the community
- The Army's work makes a tangible difference within its community
- Hub participation is engaged, where possible, to enhance outcomes
- Strong working relationships exist with key community stakeholders.
- There is a clear positive outcome that is unmatched by any other provider

Test 4 - Delivery Strong

The Delivery Test assesses the capacity of the expression to actually deliver on its projected goals. It considers whether the planning is adequate and the readiness of the resources required. This test compels planners to think about leadership, staff, facilities, equipment and skills.

An expression that meets the Delivery Test requirements might be one in which:

- A sustainable long term plan has been created to produce measurable outcomes
- An effective group of people are engaged in the vision, they are invested and serving
- Appropriate Leaders have been identified, trained and are prepared to serve
- A plan is supported by a variety of ministry and other partners, where appropriate
- The necessary knowledge and experience is present to succeed
- A clear strategic plan exists showing a timeline of expected outcomes.
- The required facilities are ready and available to support the activities
- All compliance and reporting requirements are met.

Test 5 – Financially Sustainable

The Finance Test investigates an expression's capacity to financially implement and sustain into the future. The entire operation is considered, including set-up, management, sustainability and growth. The prospect of this expression becoming financially self-sufficient or profitable is also taken into account.

An expression that meets the Finance Test requirements might be one in which:

- A clear financial operating plan is articulated
- Financial management capabilities are in place
- Long range financial targets have been mapped against goals
- A donor/funding body management plan is present
- There is a strategy to reduce dependence upon funding over an agreed period
- Financial independence and/or profitability is an achievable objective.