



Maximising Impact

How a Theory of Change can map
the road to successful outcomes

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Why are we talking about this?

- We all want better outcomes for clients and to maximise our ability to impact on broader social change.
- A desire to better articulate how our programs work, for whom and in what circumstances.
- To be able to point to outcomes and not just outputs.
- Increasingly funders are asking for more information about program outcomes.
- There is increasing interest in our sector for this methodology.
- Not an end of program evaluation for funders.



Objectives for today

Will focus on:

- An overview of Theory of Change.
- How to use a Logframe to surface outcomes.
- Mapping your Theory of Change.
- Drafting a Narrative.
- We will look at PILCH's Homeless Persons Legal Clinic (HPLC) Map as an example.



Objectives for today

Will touch on:

- How to develop a Monitoring and Evaluation (M&E) Plan.
- Synthesising data and reporting.
- Reflection and improvement.



Unpacking the Logic



What is a Theory of Change?

- A road map of the strategies and belief systems underpinning programs.
- Visual demonstration of cause and effect relationships leading to broader goals.
- Helps answer the question: What is the change we are working for, and what needs to happen for that change to come about?
- It's your understanding of how your programs work, for whom and in what ways.



How can we articulate our ToC? Program Logic Model

- Many names: Program Theory, Program Logic, Theory of Change etc.
- Dynamic Tool: Never finished never right.
- New programs: development phase.
- Existing programs: clarify logic



Why develop a Theory of Change?

- Helps teams develop a shared vision.
- Helps surface and test assumptions.
- Provides a framework for developing meaningful monitoring and evaluation.
- Allows reflection and learning within organisations about what is working, or not, and why.
- Tells the story of the impact of programs beyond outputs.

Logic Hierarchy

Broader Goals	
End of program/long term outcomes	
Intermediate outcomes	
Immediate changes/outputs	
Influence activities	
Foundational activities	



Broader Goals

- What are the broader social, economic or environmental outcomes?
- More than a mission statement.
- A detailed story of what success would look like.



End of Program/Long Term Outcomes

- Aspirational.
- A bit of a stretch.
- Ask: What would success look like at the end of a program/long term?
- Expressed as an outcome.
- Necessary precondition to contributing to the broader goal.



Intermediate Outcomes

- Stepping stones to achieving long term outcomes.
- Short and medium term outcomes more closely associated with activities.
- Monitoring outcomes at these levels provides evidence of progress in achieving outcomes.
- Can identify unexpected outcomes and lead to adjustments of programs early on.
- Is the focus of most monitoring and evaluation.



Mapping Outcomes



Broader Goal

CONTRIBUTING TO PREVENTING/ENDING HOMELESSNESS

Long term outcomes

BETTER OUTCOMES FOR AND TREATMENT OF H'LESS PEOPLE

Intermediate outcomes

INCREASED RESOLUTION OF LEGAL ISSUES FOR H'LESS CLIENTS

INCREASED UNDERSTANDING OF LEGAL H'LESS ISSUES

IMPROVED ADMINISTRATION OF JUSTICE

INCREASED EQUITY BEFORE THE LAW BY H'LESS CLIENTS

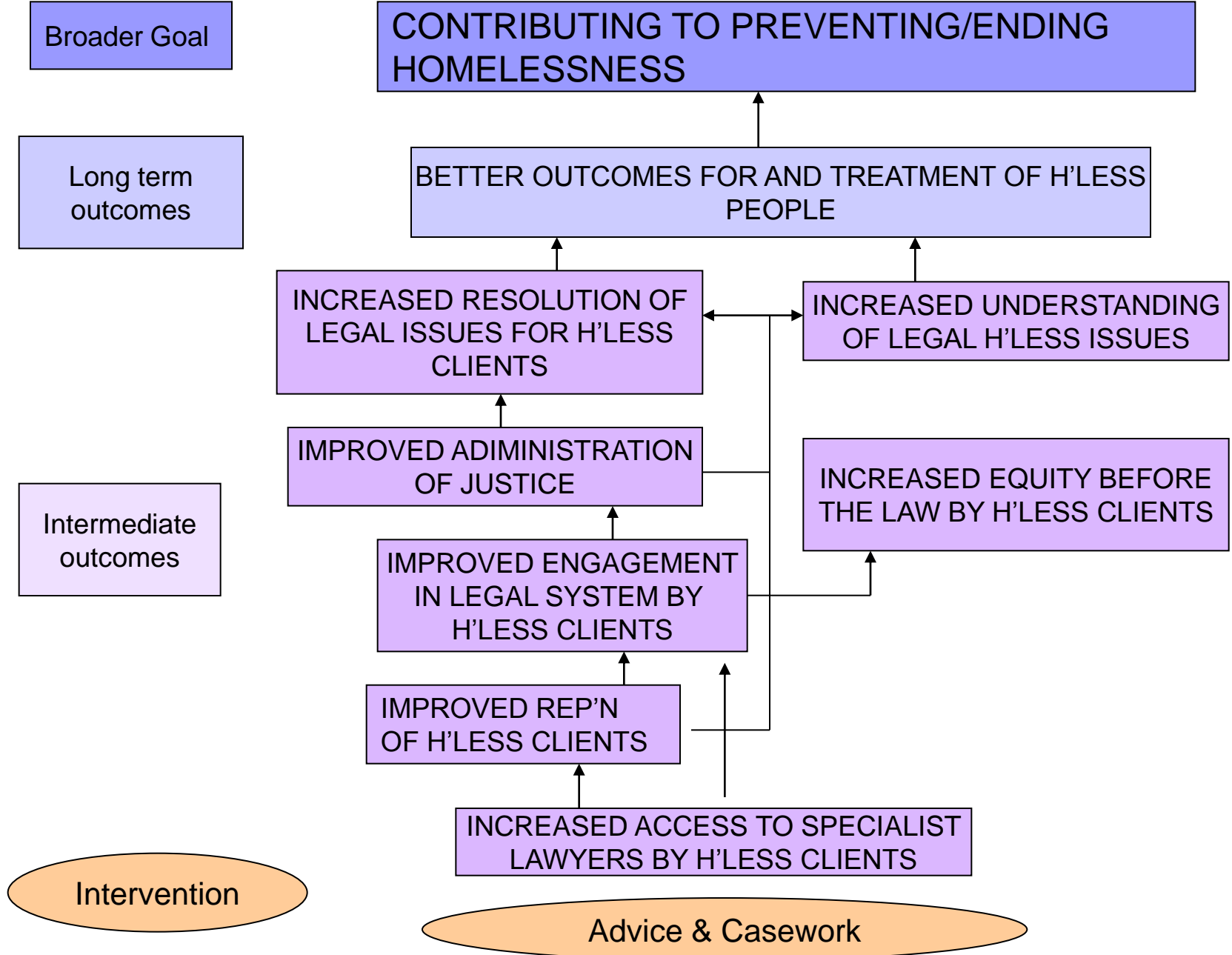
IMPROVED ENGAGEMENT IN LEGAL SYSTEM BY H'LESS CLIENTS

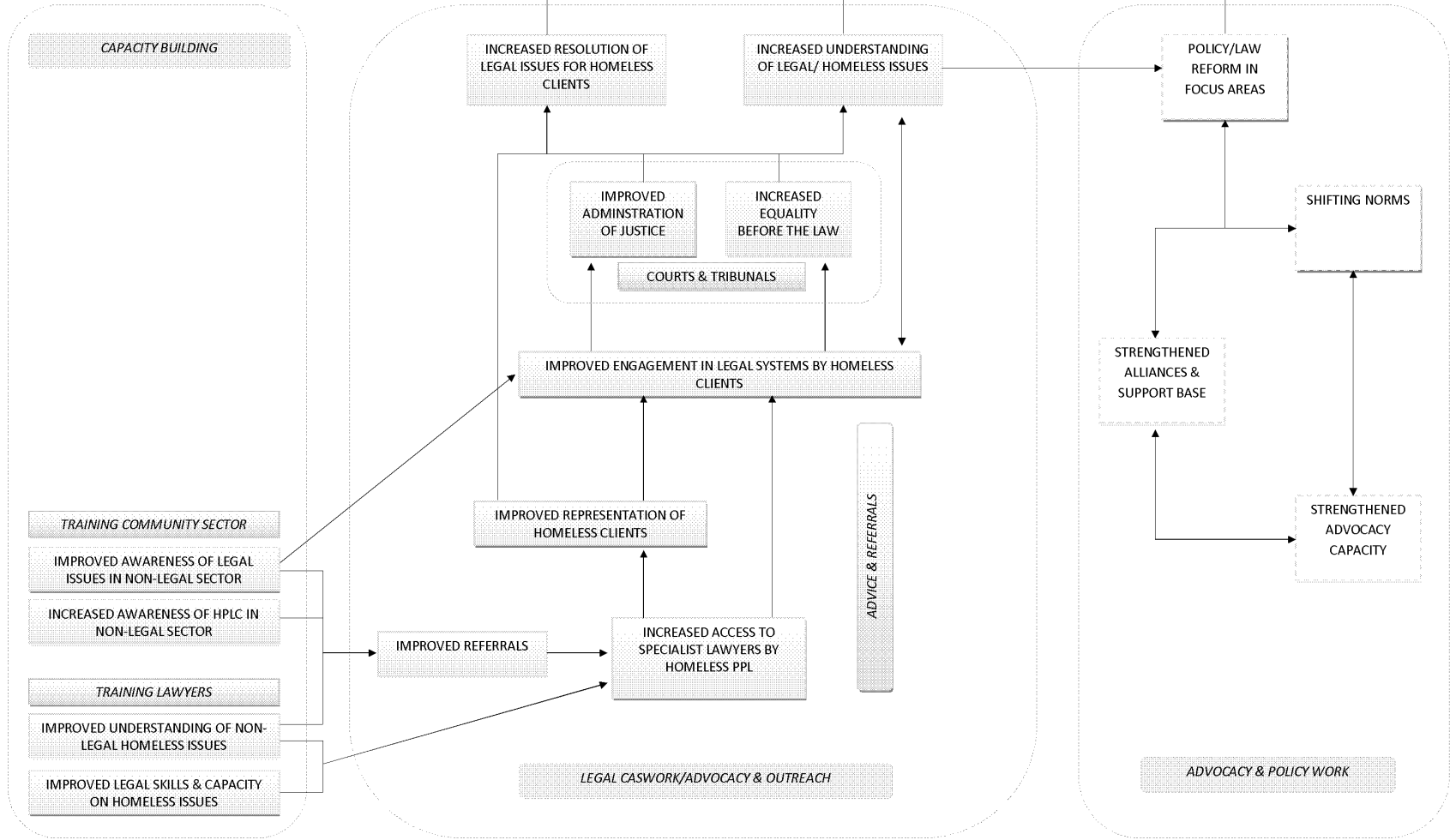
IMPROVED REP'N OF H'LESS CLIENTS

INCREASED ACCESS TO SPECIALIST LAWYERS BY H'LESS CLIENTS

Intervention

Advice & Casework







Interrogate the Logic

- Critical friend feedback.
- Identify hindering/helpful factors.
- Articulate assumptions.
- Create a narrative.



Narrative

- Articulate the drivers & the scope – eg. problem definition and geographic boundaries.
- Describe the Theory of Change – start with the end state; move to the intervention and work up the logic.
- Assumptions and your basis for those assumptions.
- Risks and threats – budgetary, resources, political etc.



Example: Extracts from HPLC Narrative

“...In undertaking the work set out in our Statement of Purpose, our aim is to achieve better outcomes for, and treatment of, people who are homeless. Through this, we contribute to the prevention and reduction of homelessness in Victoria...”

“Through our legal casework, we act to increase our clients’ ability and capacity to access justice.”

“Our unique contribution is our expertise in a number of areas of law and our understanding of the ways that the law impacts our clients, and we use this knowledge to generate evidence of systemic changes that must be made. We are able to link homelessness and the law, and the homeless sector to institutions of the law.

We rely on pro bono support and government funding to provide our services, on the recognition that homelessness is solvable, should be solved, *and that HPLC and our partners have a role to play in this movement.*”



Monitoring & Evaluation Plan



Monitoring & Evaluation (M&E) Plan

- Develop meaningful monitoring questions at each level of the logic map.
- Develop indicators to measure success.

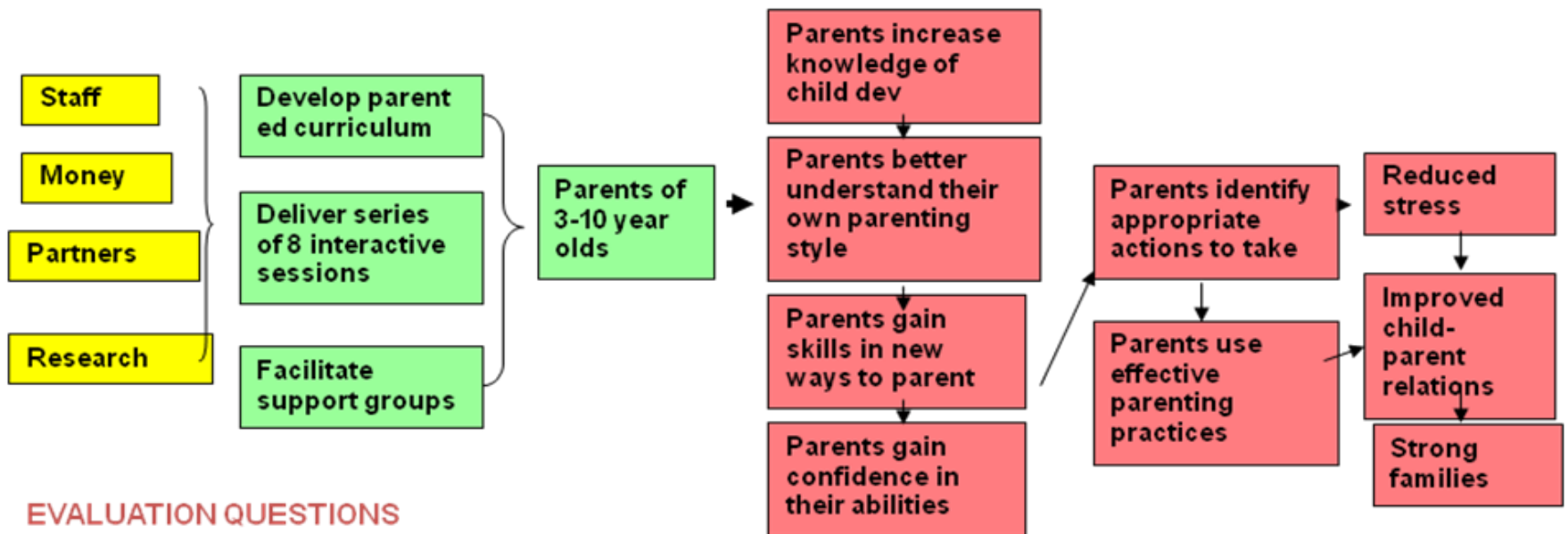
Meaningful Monitoring Questions

Broader goals	<p>What were the social, environmental and economic consequences?</p>
End of program outcomes Long term outcomes	<p>What new ways of working did people adopt after involvement with the program?</p> <p>What new systems, processes did participants adopt?</p> <p>What new opportunities did agencies create for others?</p>
Intermediate Outcomes	<p>Did participation increase understanding as targeted? In what ways?</p> <p>Did participants develop new skills or improved performance as targeted? In what areas?</p> <p>Did participants gain greater capacity to? In what ways</p> <p>Were new and lasting relationships formed?</p>
Activities	<p>What was the nature and extent of activities? Did they meet targets?</p> <p>How many targeted ...(participants) became involved in program activities?</p>

Choosing Methods

Meaningful Monitoring Questions:
1. How effective was training lawyers in building capacity for homeless clients?
2. To what extent and in what ways has homeless client engagement improved?

Methods	When/How
1.1 # of referrals by lawyers to other services 1.2 Feedback forms 1.3 Follow up survey	1.1 Quarterly report 1.2 End of training 1.3 Three months post training
2.1 Reduced % of clients files closed due to loss of contact 2.2 Client satisfaction survey	2.1 File closure report 2.2 File closure

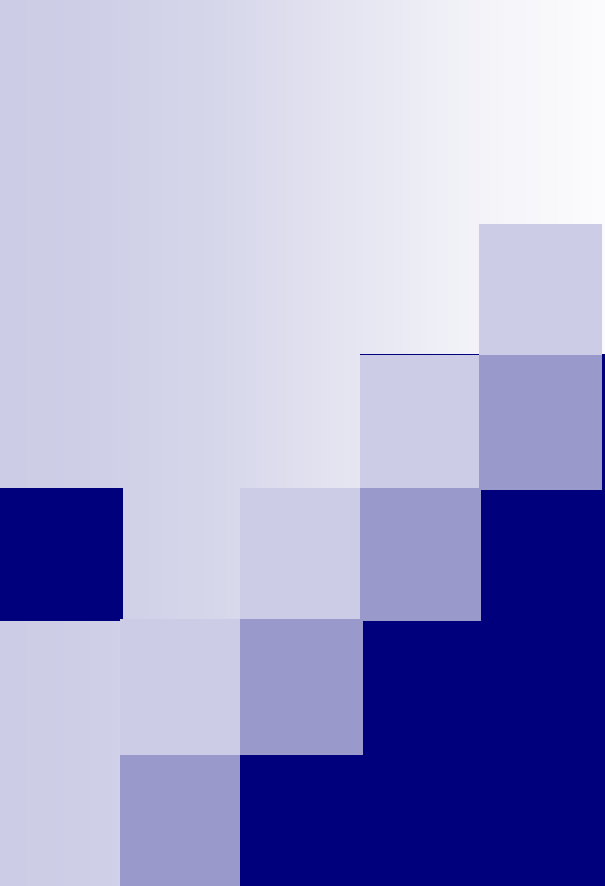


EVALUATION QUESTIONS

What amount of \$ and time were invested?	How many sessions were held? How effectively? #, quality of support groups?	Who/how many attended/did not attend? Did they attend all sessions? Supports groups? Were they satisfied – why/why not?	To what extent did knowledge and skills increase? For whom? Why? What else happened?	To what extent did behaviors change? For whom? Why? What else happened?	To what extent is stress reduced? To what extent are relations improved?
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INDICATORS

# Staff \$ used # partners	# Sessions held Quality criteria	#, % attended per session Certificate of completion	#, % demonstrating increased knowledge/skills Additional outcomes	#, % demonstrating changes Types of changes	#, % demonstrating improvements Types of improvements
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Synthesising data,
reporting, reflecting and
improving

Results Chart

Outcome Level	Expected results/promises; Monitoring Questions	Summary of results in narrative form	Evidence summary (referenced)	Expectations/Comments/Reflections
Broader Goals				
Program Outcomes				
Intermediate Outcomes				
Output level				
Influence Activities				
Foundational Activities				



Annual Reflection

- Discuss learnings especially unexpected outcomes.
- Make improvements to your program.
- Adjust Theory of Change.
- Apply learnings to program.



In Summary

- Theory of change is mapped.
- Narrative to accompany the Theory is drafted.
- Meaningful Monitoring questions have been developed.
- Methods for monitoring have been set.
- Data is regularly synthesised and reported.
- Reflect and improve.



PILCH Reflections



Our reflections

- It's a process; Ongoing learning about M&E and our programs.
- It's not about proving but improving program outcomes.
- Better articulation of what we do, why and for whom.
- Start small; build your M&E over time.
- Network with others in the sector doing this work.
- Focus on learnings and reflection.

Useful resources

- Clear Horizon: www.clearhorizon.com.au
- Organizational Research Services:
http://www.organizationalresearch.com/publications/getting_started_a_self-directed_guide_to_outcome_map_development.pdf
- Free Management Library: <http://managementhelp.org/evaluation/program-evaluation-guide.htm>
- Program Development and Evaluation – University of Wisconsin:
<http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>
- A Guide to Measuring Advocacy and Policy, Organizational Research Services for Annie E Casey Foundation (2007):
http://www.organizationalresearch.com/publications/a_guide_to_measuring_advocacy_and_policy.pdf
- Evaluation Toolbox: <http://evaluationtoolbox.net.au/>



Questions ?

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