Theory of Change

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Acknowledgement

- Introducing the Theory of Change
- Key Terms and 'if-then' Logic
- Video
- X + Y = Z
- Program Logic and Theory of Change
- Case Studies – TEI Service and ACT! Evaluation
- Reviewing some Program Logic Models
- Q&A

Theory of Change

Theory of Change is a road map…

an expression of how and why a given set of interventions will lead to specific change.

Key Terms

- Theory of Change
- Program Logic
- Inputs
- Outputs
- Outcomes

If-then logic

Theory of Change

- follows a straightforward "if/then" logic

if the intervention is successful then it will lead to change

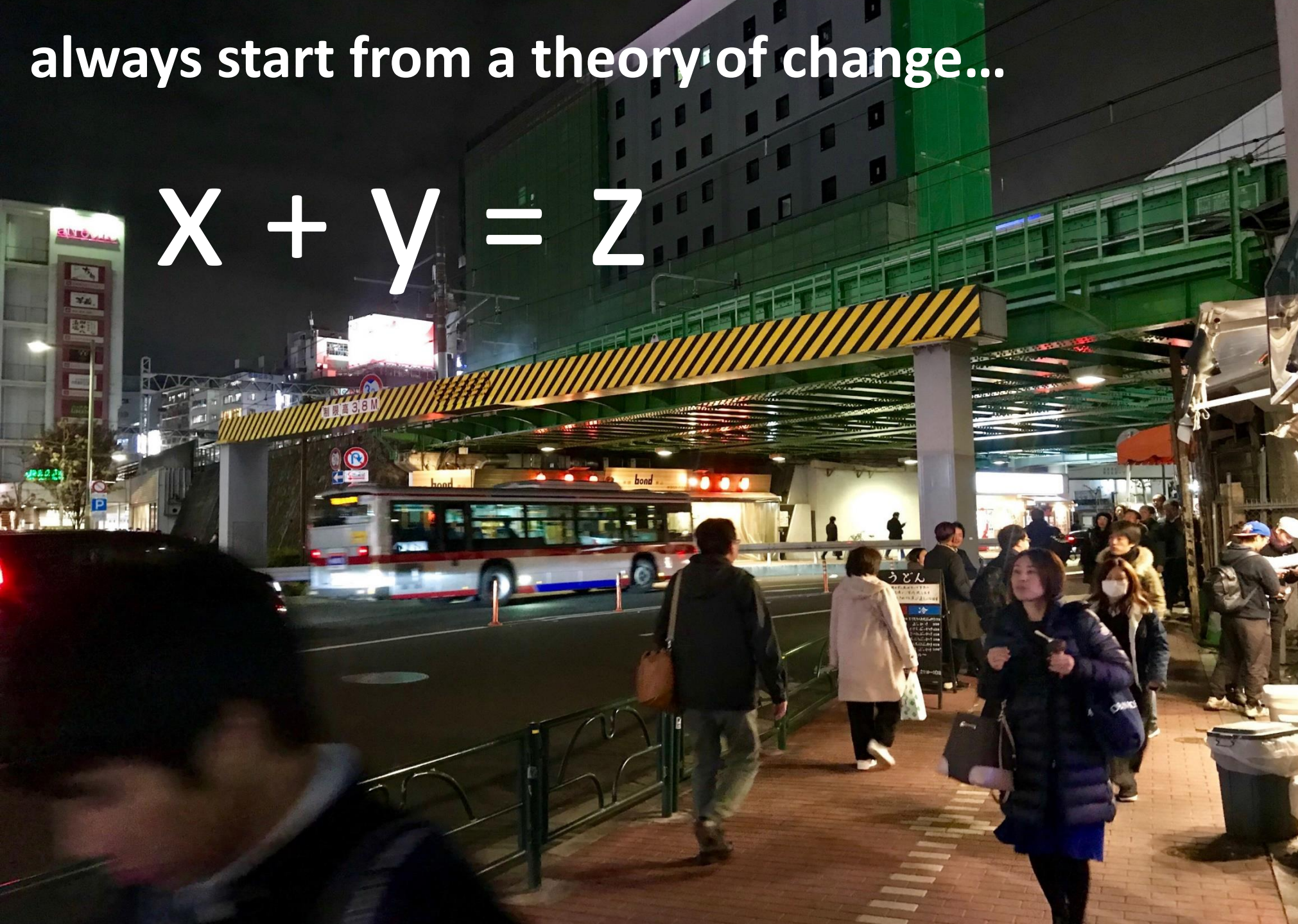this is then measurable and where the Program Logic helps

always start from a theory of change...

$$X + y = Z$$

X = issue to address

Y = our solution, program or intervention

Z = the change we expect to see

Healthy Relationship Program

x = young people have increased incidence of experiencing or exposure to D&FV and are ill-equipped to develop healthy relationships

y = Partner with schools to delivery Love Bites program where young people are introduced to how to develop healthy relationship behaviours and consent

What is the Z

1. Increased knowledge of DV and its impacts
2. How to identify own safety needs and DV risk factors
3. How to call out behaviour that is non-consensual or presents a safety risks
4. Skills in how to develop healthy relationships
5. Young people have increased confidence in how to develop healthy relationships

Program Logic is…

Simply a framework for planning and evaluating a program, service, intervention

Evaluators and program designers use it usually before the commence their work

Theory of Change

Inputs — Outputs Activities — Output Measures — Outcomes Short Medium and Long — Impacts

Inputs • Outputs • Outcomes

INPUTS: WHAT WE INVEST

OUTPUTS: WHAT WE DO

OUTCOMES: WHAT CHANGE OCCURS

Inputs
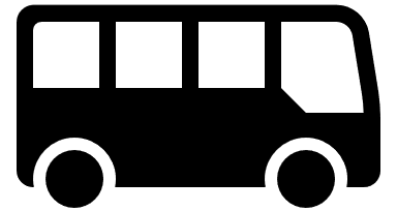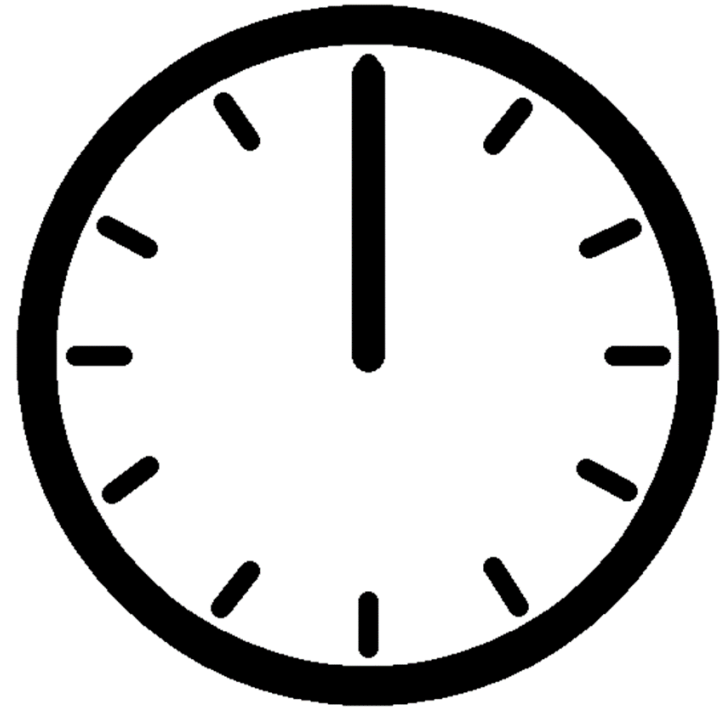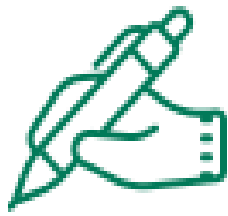
Outputs   +

Bums on seats
measures the
wrong end of
the client – these are outputs

Outcomes
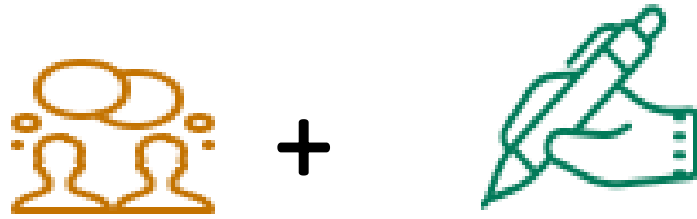
Home

Social and community

Empowerment

Health

Safety

Wellbeing

Education and Training

Employment

Physical

Psychological

Social

Wellbeing

Economic

Environment

Case Studies

1. Theory of Change for TEI Service

2. Theory of Change for Program Evaluation

Case Study 1: TEI Service

TEI Service Theory of Change

x =   Community members in the service catchment area experiencing multiple personal challenges

y =   Design and deliver a range of targeted early intervention programs that will support people in the community to improve the outcomes they seek

What is the Z

1. Improvements in the ability and agency of individuals to make changes in their lives to improve their overall wellbeing and the personal circumstances that enable them to deal with this range of complex stressors

The Stressors Unpacked

High levels of unemployment
Low income
High levels of disengagement from school
Poor mental health outcomes
Increased reliance on alcohol and other drugs
High levels of domestic violence
Family dysfunction and family breakdown
Intergenerational trauma
Loss of connection to culture
High levels of adolescent pregnancy
Additional stressors of 2019-2020 bushfires and floods
Loss of homes and lives
Impact of COVID-19

+

Service Solutions

Being embedded within the community allows us to:

- understand the communities' issues

- identify strategies to provide individual and community strengthening

- work effectively with partner agencies

- provide leadership for collaboration

We also:

- provide people with real skills and supports to help them to change their circumstances

- make sure we build individuals' skills and strength to allow them to overcome the challenges they face

=

The change in individuals and the wider community that we will see or help bring about

Programs and services

- Community engagement events relevant to the local areas

- Engaging Aboriginal community and Elders in events and need identification

- Information, referral and advice from multiple sites across three Districts

- Advocacy and support

- Supported playgroups

- Educational programs in schools

- Parenting programs

- Youth services, drop in and youth voice

Experience a range of stressors

Vulnerable families, individuals and community

Increased impact of disadvantage on individuals

Complex challenges

Intergenerational trauma and impact

The service works to strengthen individuals' ability to cope and make better decisions to address the complex challenges they face through
increased social skills agency, empowerment and improved wellbeing

Strengthening communities as a whole and the ecosystem around them
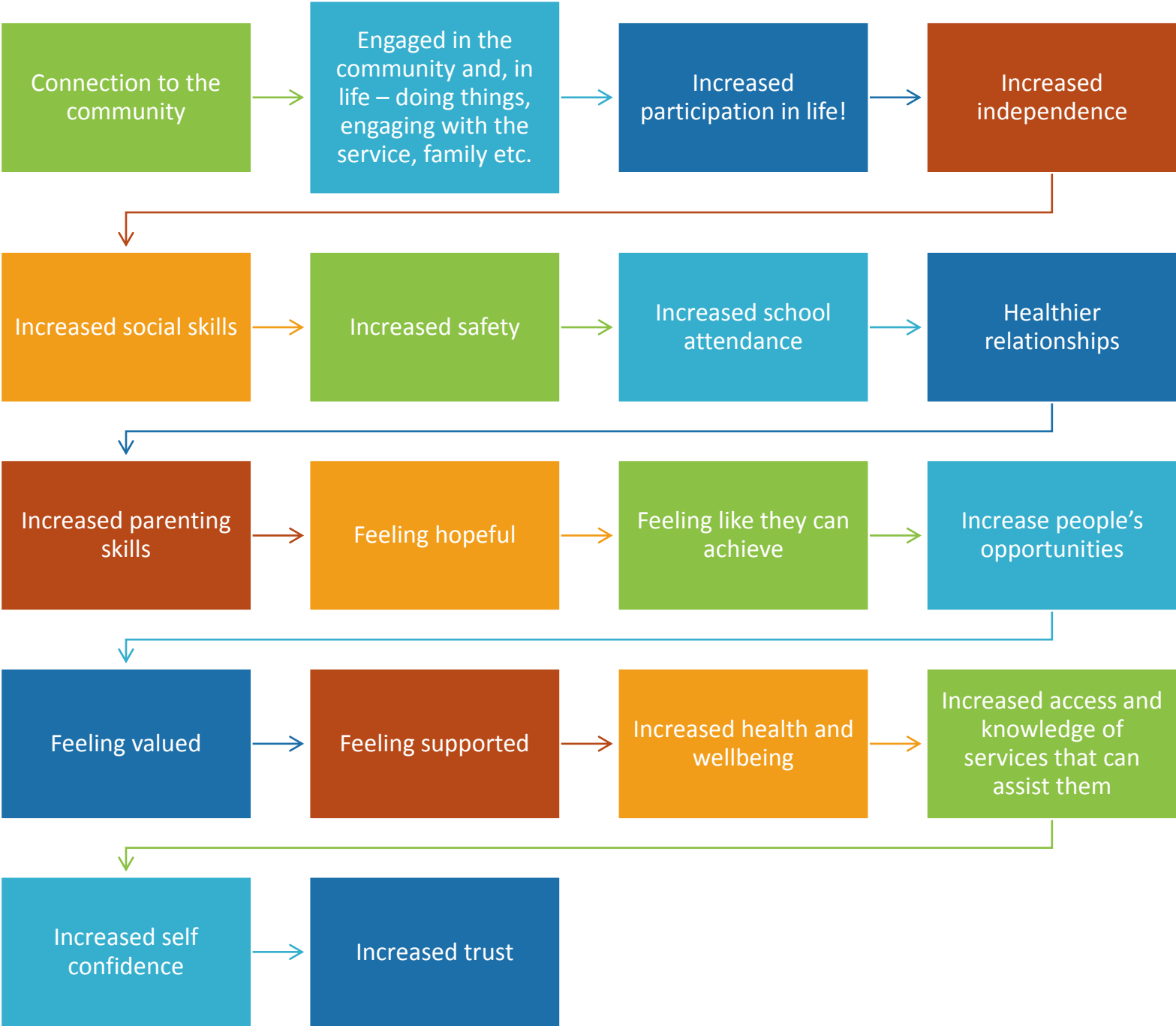
Case Study 2:
ACT! Program Evaluation

ACT! A Collaborative Toolkit Preparing Older People for Emergencies

- MOW NSW
- FRNSW
- NSW RFS
- NSW SES
- Red Cross Australia

ACT! Preparing Older People for Emergencies

x =   At risk older adults living at home have highest fatality rates in house fires and are vulnerable to other natural disasters and emergencies. More older people are living at home longer.

y =   A program that enables home support providers to have <u>emergency preparedness conversations</u> with clients and refer them to existing Emergency service programs

What is the Z

1. Increased safety and preparedness for at risk older people
2. Increased knowledge of local risk factors and how to prepare well
3. Increased capacity of home support providers to enable clients to improve their safety and preparedness
4. Improved partnerships at State and local level
5. Improved knowledge of each others 'core business'

ESTABLISHING PARTNERSHIPS, PLANNING AND NEEDS ASSESSMENT

DEVELOPMENT OF THE TRAIN-THE-TRAINER PACKAGE FOR MOW STAFF

DESIGN OF HOME VISTING EMERGENCY READINESS DISCUSSION TOOL AND APP

THE LEAVE BEHIND RESOURCES AND FIVE KEY MESSAGES

PILOTING AND EVALUATION

ACT! Theory of Change

Build	Change	Increase	Develop	Enable
Build capacity of services who provide in home care support to older adults living at home to have emergency preparedness conversations	Change in the capacity of the partner service, both staff and volunteers	Increase their knowledge and skills in how to identify basic all-hazard risks and refer clients to relevant partner services such as NSW RFS, FRNSW, Red Cross	Develop an all-hazards approach to client preparedness using existing Australian Red Cross RediPlan model	Enable service staff and/or volunteers to work with clients to 'encourage actions that promote a level of independence in daily living tasks' based on a wellness and re-ablement model

Outcomes and impact

Outcomes for older people was increased:

- **understanding of the local all hazards risks factors**

- **ability (action taken) to prepare for an emergency event**

- **sense of preparedness for clients and where relevant their family and/or carers**

Ultimately…

- **Increase people's capacity, decrease their risk of vulnerability to natural disasters and emergencies and enable them to continue to live safely at home**

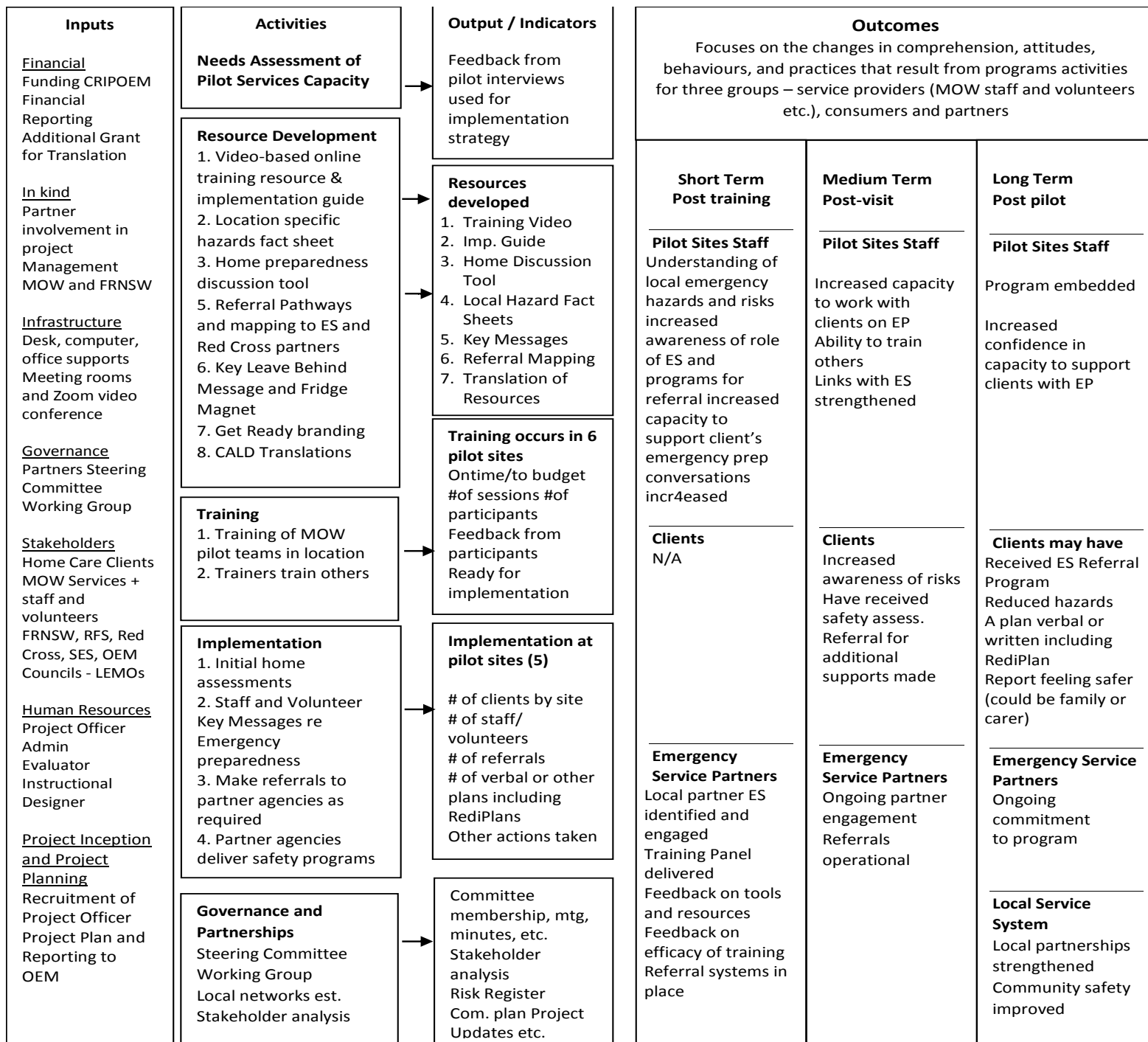| Inputs	Activities	Output / Indicators	Outcomes
Financial Funding CRIPOEM Financial Reporting Additional Grant for Translation **In kind** Partner involvement in project Management MOW and FRNSW **Infrastructure** Desk, computer, office supports Meeting rooms and Zoom video conference **Governance** Partners Steering Committee Working Group **Stakeholders** Home Care Clients MOW Services + staff and volunteers FRNSW, RFS, Red Cross, SES, OEM Councils - LEMOs **Human Resources** Project Officer Admin Evaluator Instructional Designer **Project Inception and Project Planning** Recruitment of Project Officer Project Plan and Reporting to OEM	**Needs Assessment of Pilot Services Capacity** **Resource Development** 1. Video-based online training resource & implementation guide 2. Location specific hazards fact sheet 3. Home preparedness discussion tool 4. Referral Pathways and mapping to ES and Red Cross partners 5. Key Leave Behind Message and Fridge Magnet 6. Get Ready branding 7. CALD Translations **Training** 1. Training of MOW pilot teams in location 2. Trainers train others **Implementation** 1. Initial home assessments 2. Staff and Volunteer Key Messages re Emergency preparedness 3. Make referrals to partner agencies as required 4. Partner agencies deliver safety programs **Governance and Partnerships** Steering Committee Working Group Local networks est. Stakeholder analysis	Feedback from pilot interviews used for implementation strategy **Resources developed** 1. Training Video 2. Imp. Guide 3. Home Discussion Tool 4. Local Hazard Fact Sheets 5. Key Messages 6. Referral Mapping 7. Translation of Resources **Training occurs in 6 pilot sites** Ontime/to budget #of sessions #of participants Feedback from participants Ready for implementation **Implementation at pilot sites (5)** # of clients by site # of staff/ volunteers # of referrals # of verbal or other plans including RediPlans Other actions taken Committee membership, mtg, minutes, etc. Stakeholder analysis Risk Register Com. plan Project Updates etc.	Focuses on the changes in comprehension, attitudes, behaviours, and practices that result from programs activities for three groups – service providers (MOW staff and volunteers etc.), consumers and partners

Outcomes (continued)

Short Term Post training	Medium Term Post-visit	Long Term Post pilot
Pilot Sites Staff Understanding of local emergency hazards and risks increased awareness of role of ES and programs for referral increased capacity to support client's emergency prep conversations incr4eased	**Pilot Sites Staff** Increased capacity to work with clients on EP Ability to train others Links with ES strengthened	**Pilot Sites Staff** Program embedded Increased confidence in capacity to support clients with EP
Clients N/A	**Clients** Increased awareness of risks Have received safety assess. Referral for additional supports made	**Clients may have** Received ES Referral Program Reduced hazards A plan verbal or written including RediPlan Report feeling safer (could be family or carer)
Emergency Service Partners Local partner ES identified and engaged Training Panel delivered Feedback on tools and resources Feedback on efficacy of training Referral systems in place	**Emergency Service Partners** Ongoing partner engagement Referrals operational	**Emergency Service Partners** Ongoing commitment to program **Local Service System** Local partnerships strengthened Community safety improved

The Theory of Change and Program Logic helped **improve** the program over the 3 years...

Pilot sites needed **community translations** of Leave Behind Key Messages

Flexibility in delivery by Meals on Wheels teams based on locations

Program Logic **revised** at several points along the development time frame
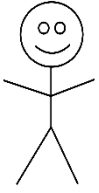
Changes

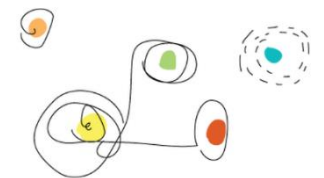are harder to measure but this is
where the reward is…

↑in wellbeing

↑in connectedness

↑ in knowledge

↓ in risk taking

↓ in crisis impact

↑ in stable housing

TEI PROGRAM LOGIC TEMPLATE
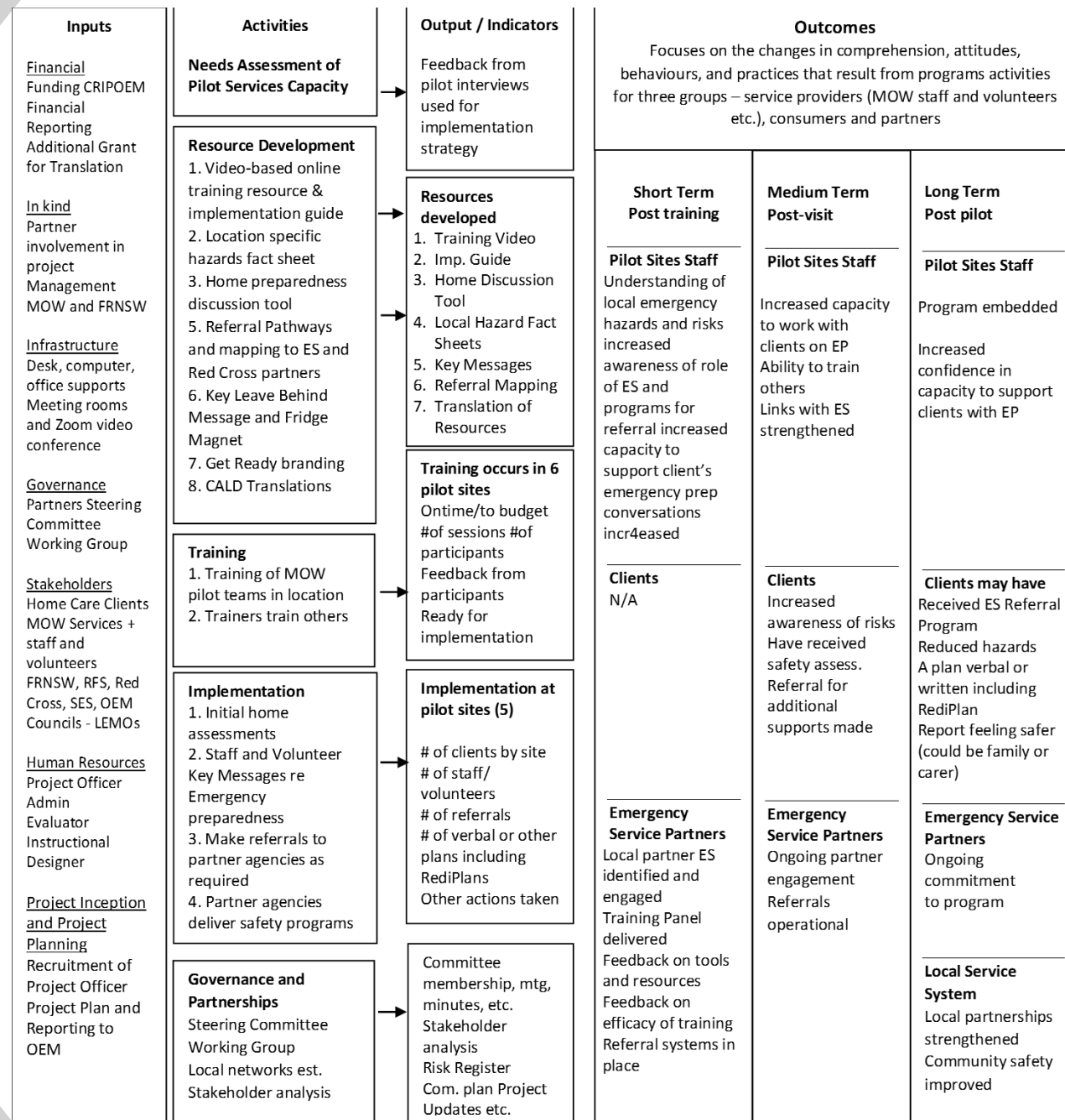
Targeted Earlier Intervention (TEI) Program Logic

Example 1: Community strengthening stream

CURRENT SITUATION	ACTIVITIES AND SERVICES	EVIDENCE	OUTPUTS	THEORY OF CHANGE	CLIENT OUTCOMES DESCRIBE THE OUTCOMES FOR CLIENTS/COMMUNITIES ACHIEVED FOR EACH SERVICE TYPE
Our district has a high level of unemployment (12.5%, NSW average 6.3%; Census 2016). The unemployment rate for people aged 15-24 is 21% (Census 2016). Historically, the local economy mainly relied on the agricultural and manufacturing industries. However over the last 10 years the jobs in these areas have been shrinking (Census 2016). Education levels are low, only 6% of people had a bachelor degree level or above. This is much less than the NSW average of 23.4% (Census 2016). Compounding this, 25% of households have no access to the internet (Census 2016). Due to the changing local economy and the fact that family and friends do not always have the knowledge or resources to facilitate employment pathways, the unemployment rate is rising amongst young people. If these young people are not supported to find meaningful employment they may experience a sense of disconnection from the community, mental and physical health issues and they will be extremely economically disadvantaged.	**TEI Program Activity**: Program activity 1: develop community connection **TEI Service Type**: Community engagement **Service Description**: Employment fair (yearly event) **TEI Program Activity:** Program activity 3: provide community support **TEI Service Type:** Facilitate employment pathways **Service Description:** resume writing workshops employment skills development volunteering/internships encouraging entrepreneurship workshops **TEI Program Activity:** Program activity 3: provide community support **TEI Service Type:** Information, advice, referral	Five core preconditions are necessary for the positive and sustainable engagement of young people in the labour market: stable economic supports supportive relationships and networks a capacity to assess new employment opportunities, on both the supply and demand sides of the labour market provision of supports for the formation of job readiness and employability skills the opportunity to undertake skill development which is formally recognised and valued by both the labour market and the jobseeker. Reference: Smith Family. (2014). Young people's successful transition to work: what are the pre-conditions?	Number of sessions Number of participants Demographics of participants Number of clients referred to other services Number of clients given the opportunity to volunteer Number of participants who report they are satisfied with the service provided Number of participants who report being treated with respect	An annual Youth Employment Fair will expose young people to the supports available to them as they transition from school to the workforce, Through our workshops young people will be supported to develop resumes to maximise their chances of gaining an interview and ultimately, employment. Young people will have the opportunity to attend information sessions with employers to understand what qualifications are needed and how they can obtain these. For example anyone wanting to work on a construction site will need a White Card. Furthermore, young people will be supported to obtain the right qualifications and volunteer or do an internship to build their local experience. By developing relevant experience and having the necessary qualifications, local young people will be more attractive to employers. Young people will also be educated on their rights as an employee to ensure that they can identify if the minimum wage and appropriate conditions are not being offered. Young people will also be encouraged to develop their entrepreneurial skills through workshops with local business owners. Young people will also be referred to other relevant services such as health, social services where the need is identified. Together these activities will ensure that local young people are in the best position possible to join the local workforce and settle into the community.	**Social and Community** **Increased participation in community events/increased sense of belonging to the community.** Increase in formal and informal networks **Empowerment** **Increased client reported self-determination** Increased confidence when applying for jobs Increased confidence when attending interviews **Education and Skills** **Increased school attendance and achievement** Increased understanding of how to apply for employment opportunities Increased ability to apply for employment opportunities **Economic** **Sustained participation in employment** Increase in the number of job interviews offered Increase in number of clients who are employed

SHS PROGRAM LOGIC TEMPLATE

CURRENT SITUATION AND NEED	PROGRAM ACTIVITY	MECHANISMS OF CHANGE	OUTPUTS	SHORT TERM OUTCOMES PRIMARILY ATTRIBUTED TO THE SHS PROGRAM	MEDIUM TERM OUTCOMES PRIMARILY ATTRIBUTED TO THE SPECIALIST SHS PROGRAM. SOME SHARED ATTRIBUTION.	LONGER TERM OUTCOMES MOSTLY REQUIRE SHARED ATTRIBUTION ACROSS ALL SERVI SYSTEM PARTNERS
Identify the current situation this program seeks to change. 1.		A program logic is complemented by a theory (or theories) of change. Put simply, a theory of change describes why you expect an intended outcome to be achieved through your actions. A program has only one logic, but it can have many theories – depending on the number of activities and complexity of the service being delivered. It is good practice to draw on research literature to develop your theory of change. It is generally communicated in narrative-style. This column brings the elements of your program logic in to a clear logical statement. It is a 'check' that together, your activities and outcomes make sense and flow on from one another.	Outputs are measures of what you are doing, how much of it and with who. 1. How many groups will you run? 2. How many people will attend the groups? 3. What are the demographics of those who attended?	**Human Services Outcomes Framework** Social and Community Empowerment Education and Skills Economic Safety Health Home	-	

STANDARD PROGRAM LOGIC TEMPLATE

Inputs

Financial
Funding CRIPOEM
Financial Reporting
Additional Grant for Translation

In kind
Partner involvement in project Management MOW and FRNSW

Infrastructure
Desk, computer, office supports
Meeting rooms and Zoom video conference

Governance
Partners Steering Committee
Working Group

Stakeholders
Home Care Clients
MOW Services + staff and volunteers
FRNSW, RFS, Red Cross, SES, OEM
Councils - LEMOs

Human Resources
Project Officer
Admin
Evaluator
Instructional Designer

Project Inception and Project Planning
Recruitment of Project Officer
Project Plan and Reporting to OEM

Activities

Needs Assessment of Pilot Services Capacity

Resource Development
1. Video-based online training resource & implementation guide
2. Location specific hazards fact sheet
3. Home preparedness discussion tool
5. Referral Pathways and mapping to ES and Red Cross partners
6. Key Leave Behind Message and Fridge Magnet
7. Get Ready branding
8. CALD Translations

Training
1. Training of MOW pilot teams in location
2. Trainers train others

Implementation
1. Initial home assessments
2. Staff and Volunteer Key Messages re Emergency preparedness
3. Make referrals to partner agencies as required
4. Partner agencies deliver safety programs

Governance and Partnerships
Steering Committee
Working Group
Local networks est.
Stakeholder analysis

Output / Indicators

Feedback from pilot interviews used for implementation strategy

Resources developed
1. Training Video
2. Imp. Guide
3. Home Discussion Tool
4. Local Hazard Fact Sheets
5. Key Messages
6. Referral Mapping
7. Translation of Resources

Training occurs in 6 pilot sites
Ontime/to budget
#of sessions #of participants
Feedback from participants
Ready for implementation

Implementation at pilot sites (5)

# of clients by site
# of staff/ volunteers
# of referrals
# of verbal or other plans including RediPlans
Other actions taken

Committee membership, mtg, minutes, etc.
Stakeholder analysis
Risk Register
Com. plan Project Updates etc.

Outcomes
Focuses on the changes in comprehension, attitudes, behaviours, and practices that result from programs activities for three groups – service providers (MOW staff and volunteers etc.), consumers and partners

Short Term Post training	Medium Term Post-visit	Long Term Post pilot
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Q&A

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