

Agency Mentorship Program

Training 1: Outcomes-Based Program Models



Agenda

1. Ice Breaker: Baking Chocolate Chip Cookies
2. What is an Outcomes-Based Program Model?
3. The Theory of Change Model

Another day....

1. The Logic Model
2. Baking a Second Batch....



Ice Breaker!

- Using the chart paper and list of steps in front of you, please show the steps to baking cookies
- Map backwards, with the box at the top being your final goal



Outcomes-Based Program Models

- Definition: diagrams that illustrate how a program will achieve the changes that it aims to achieve
- Multiple styles
- Variation on lingo
 - Multiple definitions
- Misconceptions and assumptions



The Context

- Context of organization capacity development
- Current funding context



Purpose of Outcomes-Based Models

- Intention/Purpose
- Shared vision/understanding/purpose/language
- Action vs. Goal
- Guides and focuses
- Accountability





The Theory of Change Model

Training 1: Outcomes-Based Program Models



“The advice I would give to somebody coming at TOC for the first time is to be open-minded about the extent to which it can help them to be better strategic thinkers throughout all of their work, and not to think of it as just a planning or evaluation tool.”

Erin Harris, Research Analyst, HFRP



Findings

- Lack of clarity about how the change process will unfold and therefore place little attention on the early and mid-term changes that need to happen in order for a longer term goal to be reached
- Not recognizing/analysing assumptions → difficulty evaluating progress and program



Theory of Change: Definition

A theory of change explains **how** early and intermediate changes will lead to a long-term goal.

Aspen Institute

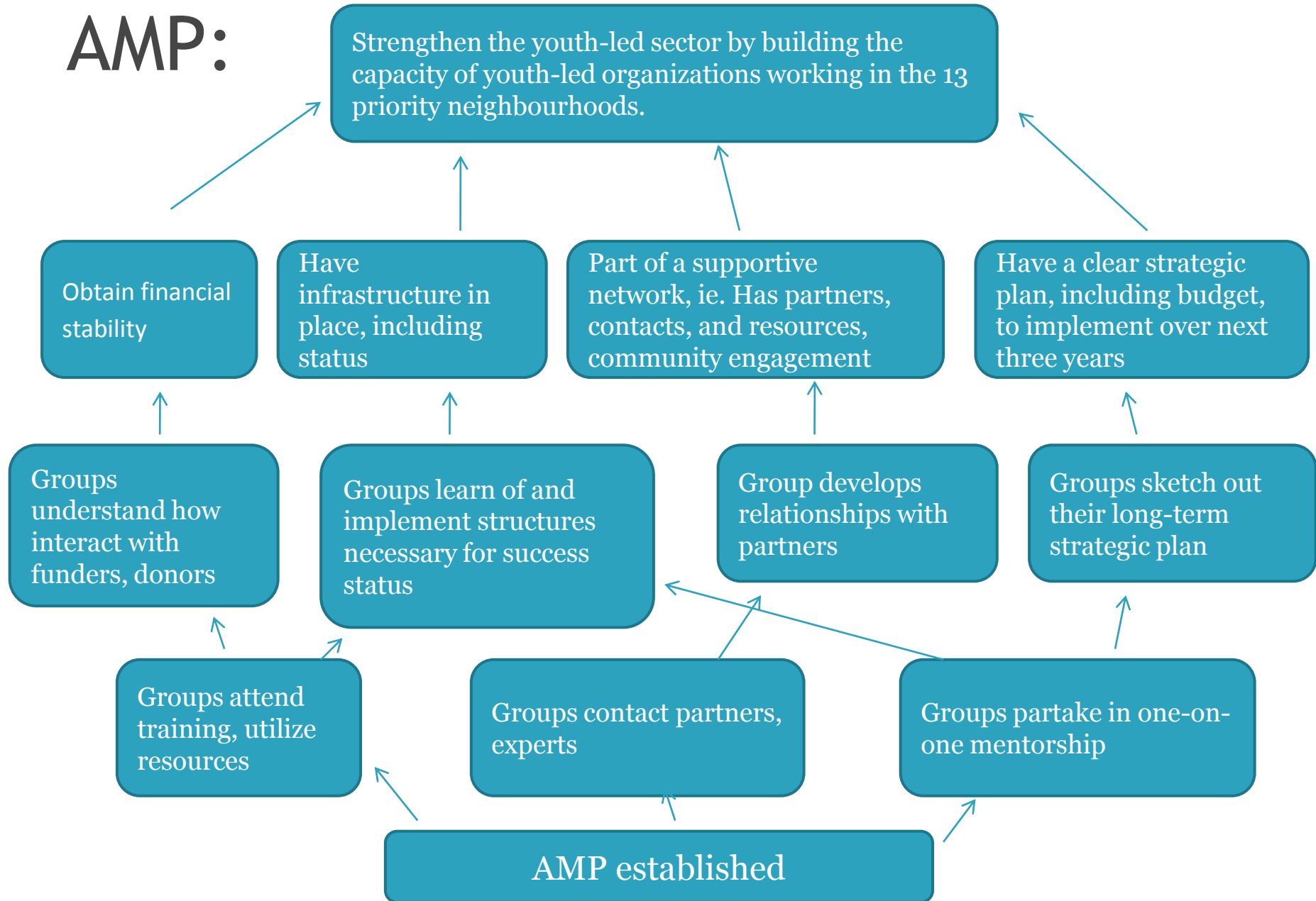


Theory of Change Components

- pathway of change
 - Outcome
 - Preconditions
- Measurements of success
 - Indicators and Targets
- Activities to bring about change
 - Interventions
- Assumptions that explain why the whole pathway makes sense!



AMP:



Pathway of Change

- Step 1: Outcome
- Step 2: Preconditions



Pathway of Change

Step 1: Outcome

- Outcome: Changes in skills, knowledge, attitude, behaviours and conditions
- stakeholders must be clear about what they want to produce through their initiative
- find a common understanding about what they are working toward



Pathway of Change

Step 1: Outcome

Clear outcome statements...

- make it easier to decide what needs to be done to achieve the outcome (what steps are taken)
- make it easier to build a consensus about what is important—activities, goals, funding, staffing...
- make it easier to develop a measurement system to gauge if desired change has been achieved



What is your outcome?

- What are your organization's ultimate goals for this program?
- How will your organization define success in this program?
- What are other stakeholders expecting to get from their investment in the program?
- What will change in your organization if you achieve your long-term goal?



AMP:

Strengthen the youth-led sector by building the capacity of youth-led organizations working in the 13 priority neighbourhoods.

Obtain financial stability

Have infrastructure in place, including status

Part of a supportive network, ie. Has partners, contacts, and resources, community engagement

Have a clear strategic plan, including budget, to implement over next three years

Groups understand how interact with funders, donors

Groups learn of and implement structures necessary for success status

Group develops relationships with partners

Groups sketch out their long-term strategic plan

Groups attend training, utilize resources

Groups contact partners, experts

Groups partake in one-on-one mentorship

AMP established

Pathway of Change

Step 2: Preconditions

- **Precondition:** a condition or situation that must exist or be established before something can occur
- stakeholders must think about all of the stepping stones that have to be in place to reach your outcome



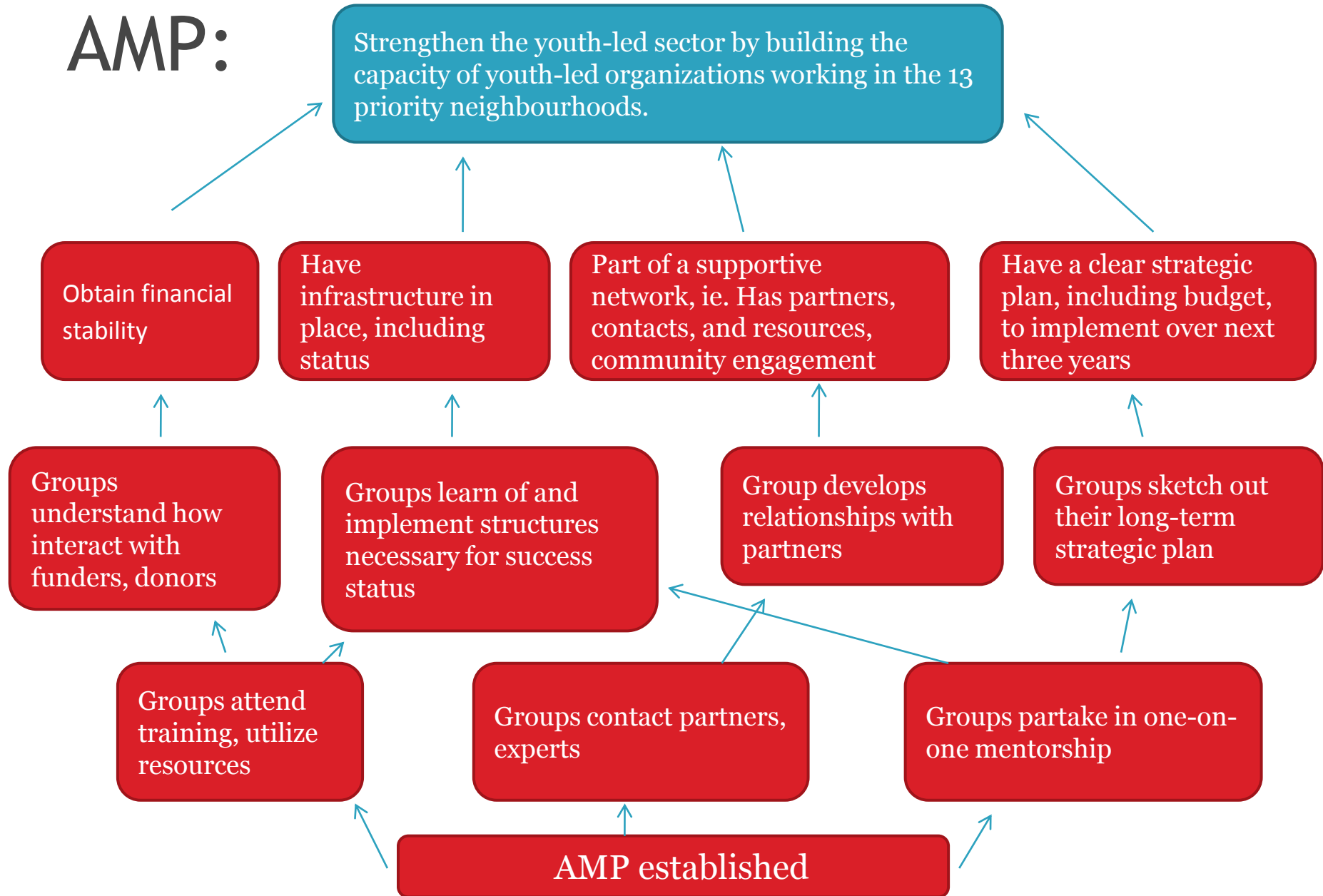
Pathway of Change

Step 2: Preconditions

- Try a “**so that**” chain
- Organizations may not be able to achieve all preconditions on their own
 - Identify where supports are needed
 - Get those supports!



AMP:



Measurements of Success

- Step 3: Indicators



Measurements of Success

Step 3: Indicators

- Indicator: demonstrates the condition of something
- An indicator measures the changes that your program or initiative is (or is not) bringing about
- Each precondition and the final outcome require indicators to ensure that you are achieving what you set out to achieve



A good indicator is...

- S-Specific
- M-Measurable
- A-Achievable
- R-Relevant
- T-Time-bound



Measurements of Success

Step 3: Indicators

- What: Select a strong indicator--Be creative!
- How: Then figure out how to measure it
 - What tools can you use?
- Indicators are concepts—don't confuse them with the tool used to measure the concept



Measurements of Success

Step 3: Indicator (Targets)

- Target: measurement that you aim to achieve; usually a number

- Depends on context and availability



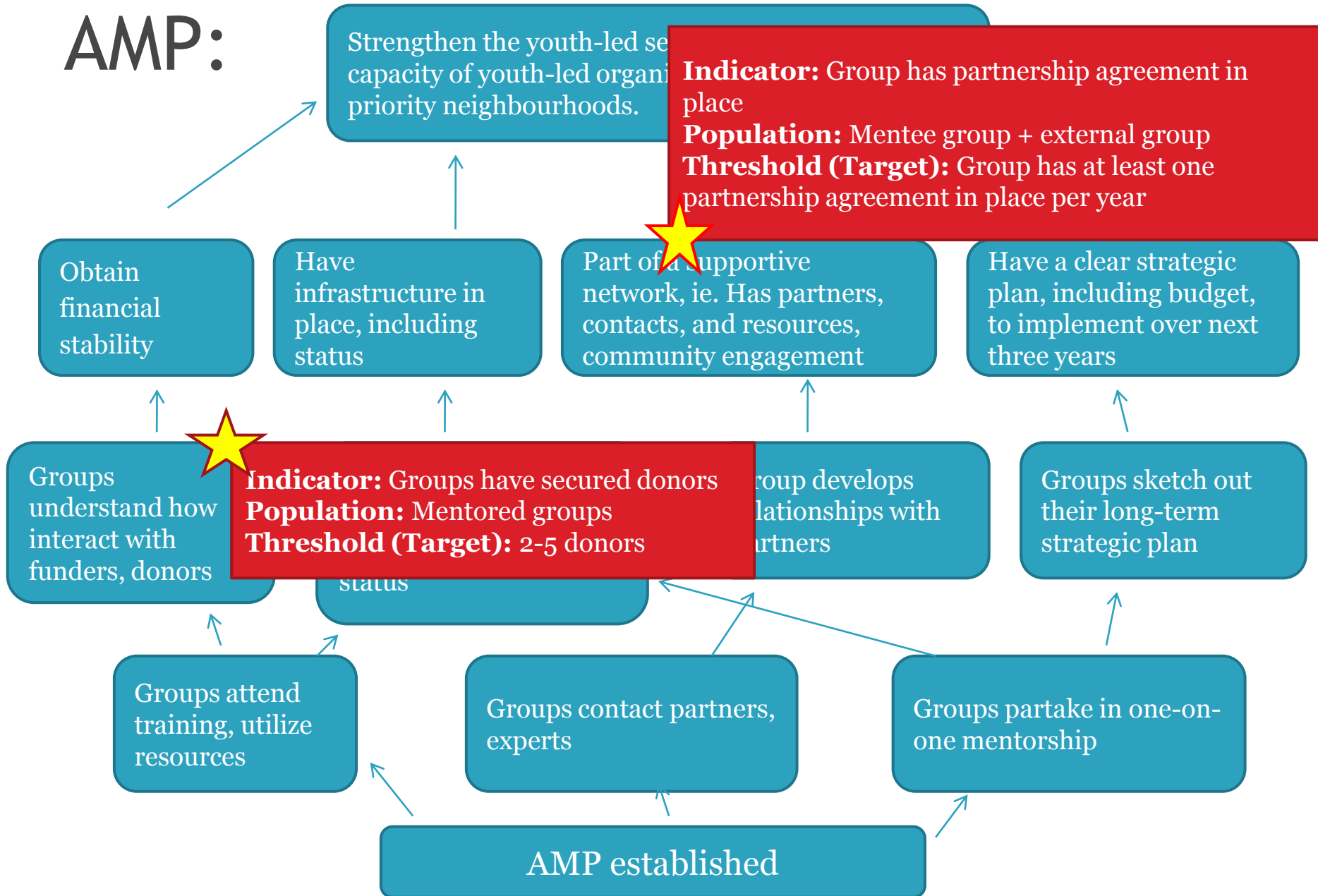
Measurements of Success

Step 3: Indicator (Targets)

- Who or what is the target population of change?
- How much change has to occur on this indicator for us to claim to have successfully reached the outcome?
- How long will it take to bring about the necessary change in this indicator in the target population?



AMP:



Activities to Bring About Change

- Step 4: Interventions



Activities to Bring About Change

Step 4: Interventions

- Intervention: something that occurs between two things
- An intervention might be as simple as a single activity or as complex as an entire program
- Like preconditions, sometimes interventions are beyond your control
 - strategize—how can collaboration and partnerships help us to get this done?



Activities to Bring About Change

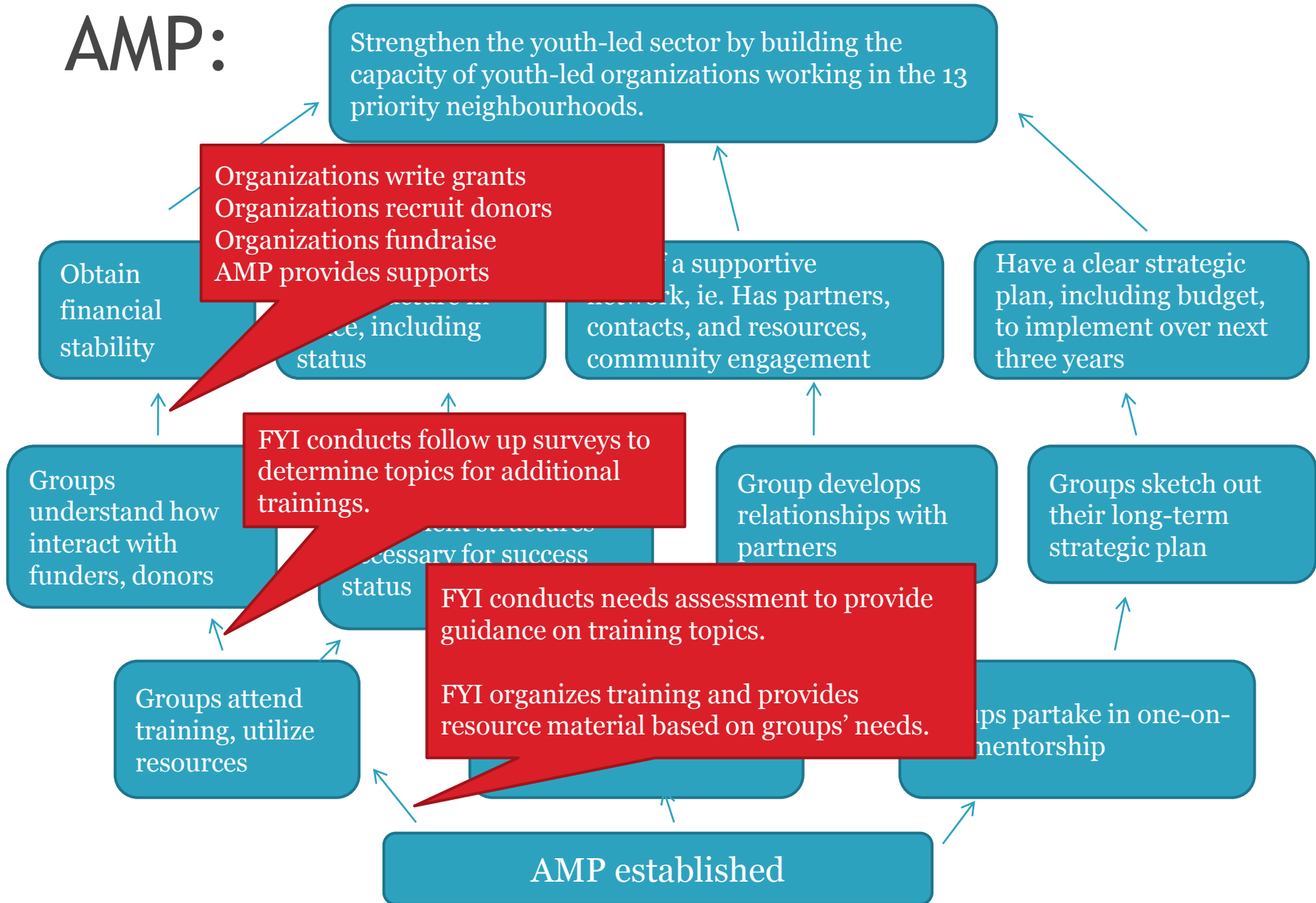
Step 4: Interventions

- Be specific—include details and timelines
 - What will you do?
 - When will you do it?

- Revisit your outcome



AMP:



Why it Makes Sense

- Step 5: Assumptions



Why it Makes Sense

Step 5: Assumptions

- Assumption: explain how interventions can lead to a precondition or how one precondition leads to another
- Important to examine the assumptions your organization is making
- Best if they can be supported by research or best practices



Handout:

The Importance of Questioning Assumptions



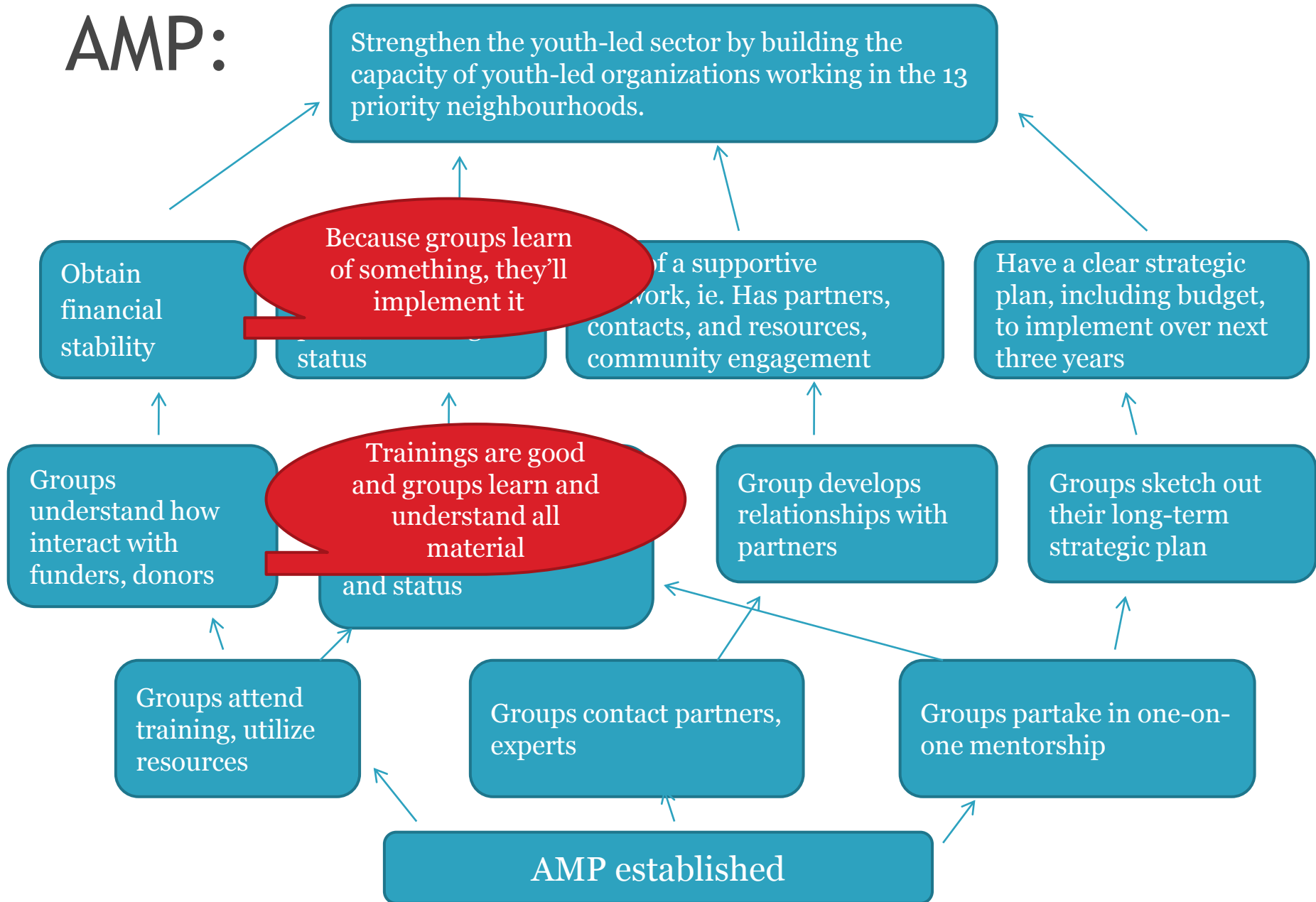
Why it Makes Sense

Step 5: Assumptions

- Examining assumptions improves critical thinking and analytical skills
- Examining assumptions ensures that your program/initiative is logical and your activities will lead to your outcome
- Put assumptions on the table—allow them to be critiqued—this will only make your program stronger!



AMP:



Tell Your Story

- Narrative



Tell Your Story

Step 6: Narrative

- Explain and share
- This will help you determine:
 - **Is our model plausible?**
 - **PLAUSIBLE:** Could it be done?
 - **Is our model feasible?**
 - **FEASIBLE:** Can we do it with our resources and capacity?
 - **Is our model logical?**
 - **LOGICAL:** Does the progression from step to step make sense?



Tell Your Story

Step 6: Narrative

- Are there any gaps?
- Where do we need supports?
- Are our preconditions and outcome measurable?
- Take it to a stranger!



Tell Your Story

Step 6: Narrative

Remember to ask yourself the following:

- Is there anything going on in the real world that may make it difficult to get this program off the ground the way we've planned it?
- How can we lessen the impact of these external factors?



BREAK TIME! (5 MINUTES)



Handout

Mapping Your Priorities: Stepping Stones to Success



Step 1: Outcome (Final Destination)

1. Generally, we map backwards from the **final destination** to **starting points**
2. What is your long-term outcome or **final destination** for that goal?

Remember to discuss with all stakeholders!

Select one **priority** that you would like to begin to map today



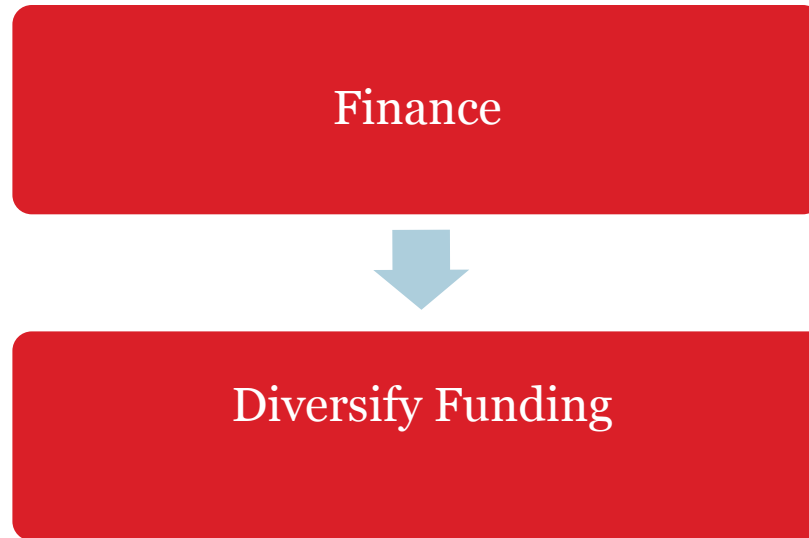
The **outcome** is your organization's long-term goal for this priority



What has to be in place in order to move forward?



Example: Outcome (Final Destination)



Other possibilities can work too!



5 MINUTES TO WORK OUT YOUR OUTCOME



Step 2: Preconditions (The Journey)

1. What needs to be in place or achieved before you can reach your **final destination**?
2. What are your short-term and mid-term goals for this priority?

Remember to discuss with all stakeholders!



Select one **priority** that you would like to begin to map today



What is your long-term outcome or **final destination** for that goal?



This **Precondition** is your organization's medium-term goal.



This **precondition** is your organization's short-term goal.

Step 2: Preconditions (The Journey)

Finance



Diversify Funding



Receive grants from different funding sources



Submit grants to different funding sources



Step 2: Preconditions (The Journey)

1. What does your organization already have in place?
2. Work backwards until you meet your organization's current location
 - Don't overwhelm yourself, but be realistic

Select one **priority** that you would like to begin to map today



What is your long-term outcome or **final destination** for that goal?



This **precondition** is your organization's medium-term goal.



This **precondition** is your organization's short-term goal.



This **precondition** refers to structures your organization already has in place or goals it has already achieved.



Step 2: Preconditions (The Journey)

Finance



Diversify Funding



Receive grants from different
funding sources



Submit grants to different funding
sources



Complete training on grant writing



Example: The Journey

Finance

Diversify Funding

Receive grants from different funding sources

Submit grants to different funding sources

Complete training on grant writing

Be selected for AMP

Have corporate sponsorship

Find committed and relevant corporate partner

Conduct organization self-assessment to find good corporate match



Have donor base

Amass donors to provide funds

Connect with potential donors and share brand information

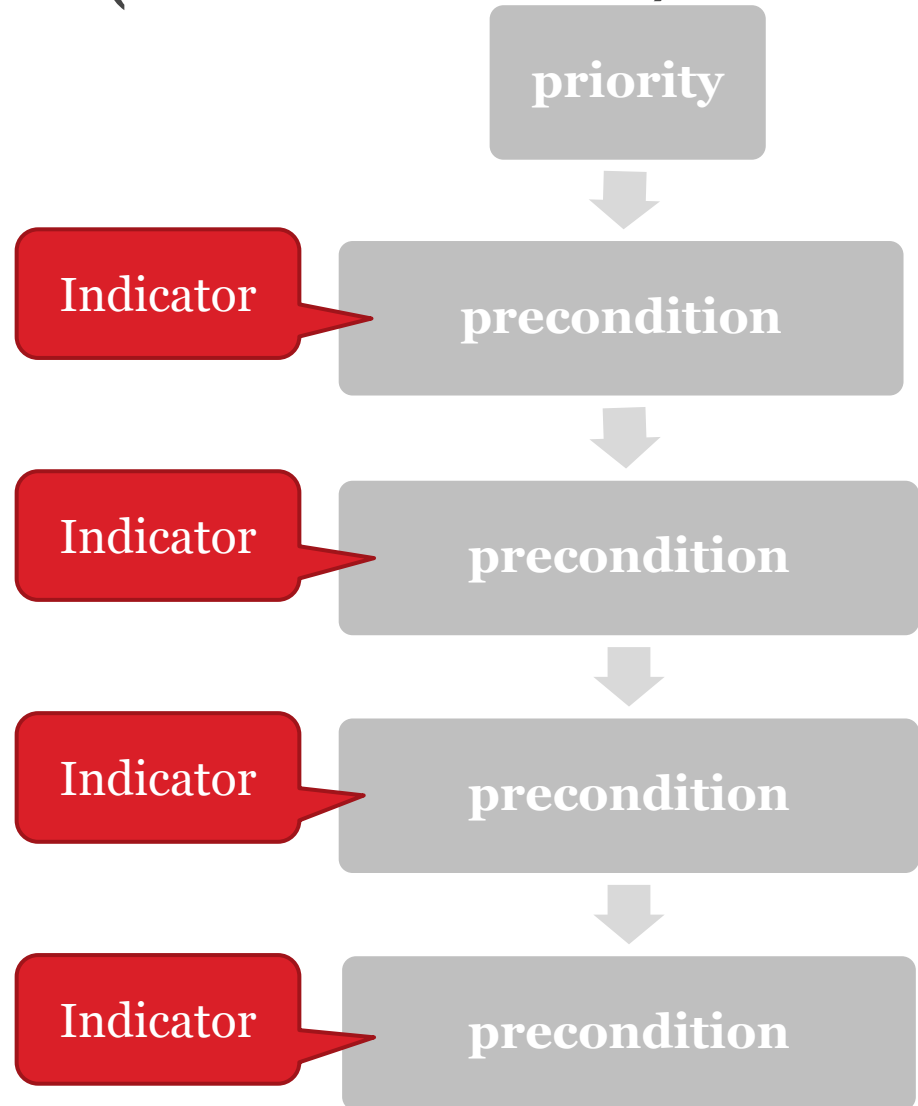
Develop brand image

10 MINUTES TO WORK ON YOUR PRECONDITIONS



Step 3: Indicators (Landmarks)

- Indicators: demonstrate that we have achieved the goals
- Indicators for each precondition
- How will you know that you have achieved your precondition?



Example: Indicators (Landmarks)

•Funds come from different sources

Diversify Funding

•Selected for three grants from different kinds of funding sources

Receive grants from different funding sources

•Organization completes and submits 5-7 grants to different kinds of funding sources

Submit grants to different funding sources

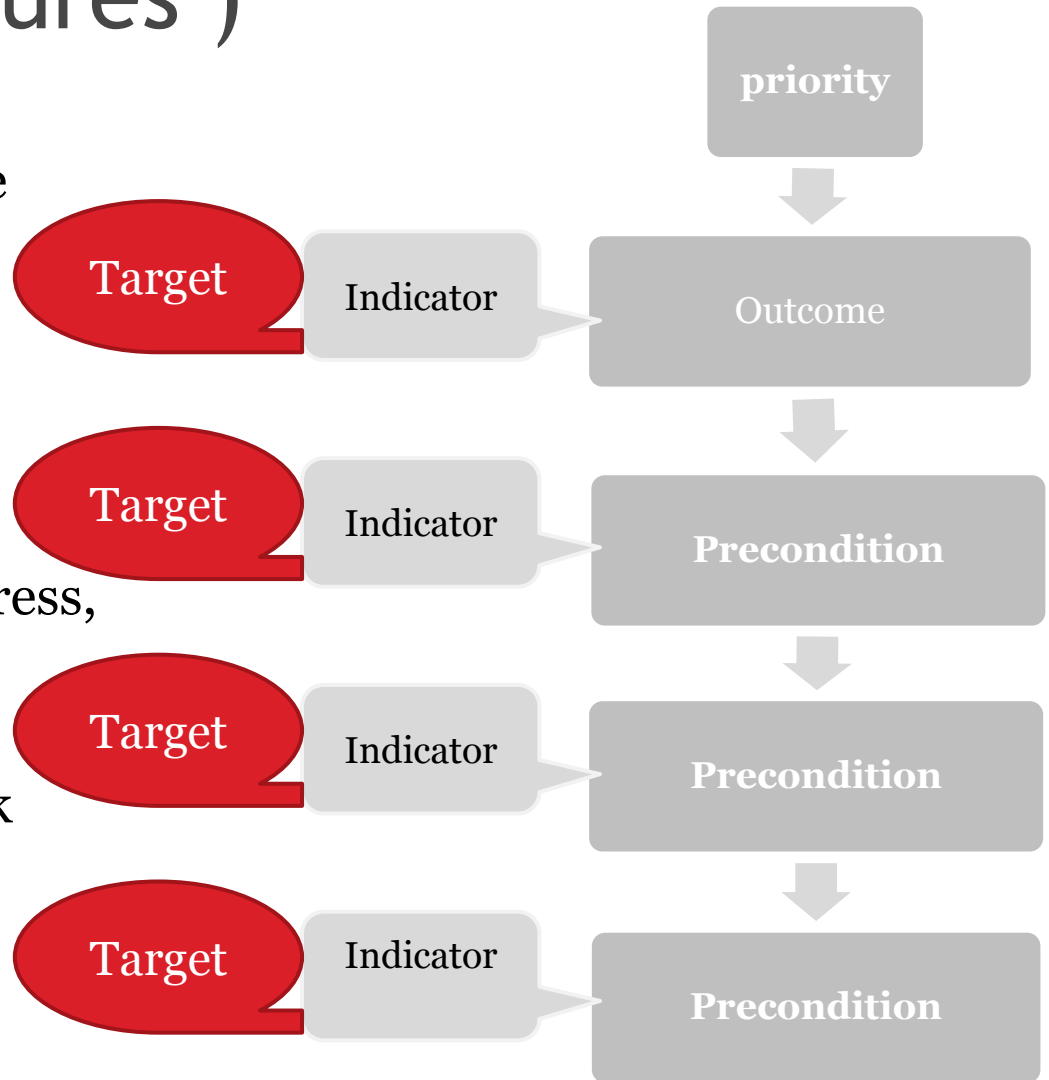
•Organization participates in grant-writing training

Complete training on grant writing



Step 3: Indicator Targets (Landmark Features)

- Targets: describe what we want to achieve for each indicator
- Quantitative/measurable
- Allow us to evaluate progress, success, shortcomings
- Provide valuable feedback



Example: Indicator Targets

Funds come from at least 3 different sources

•Funds come from different sources

Diversify Funding

Selected for 3 grants from at least 2 kinds of funding sources

•Selected for three grants from different kinds of funding sources

Receive grants from different funding sources

5-7 grants submitted at least 3 different kinds of funding sources

•Complete and submit 5-7 grants

Submit grants to different funding sources

At least 2 staff members participate in 2 grant-writing trainings

•Organization participates in grant-writing training

Complete training on grant writing

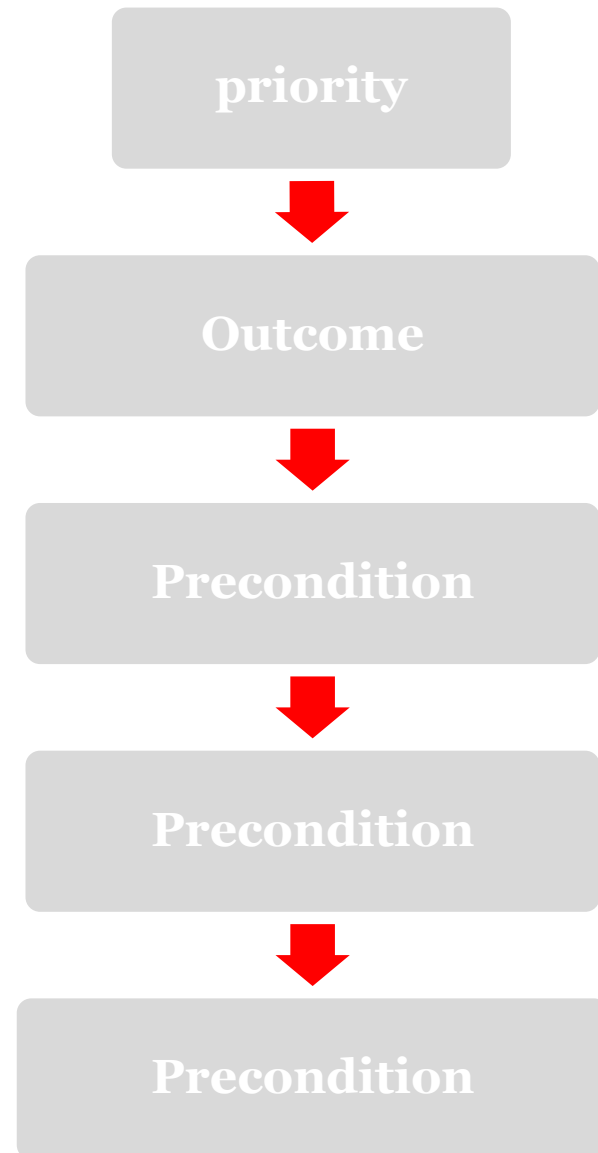


10 MINUTES TO DESIGN INDICATORS



Step 4: Interventions (Modes of Transportation)

- Interventions: the activities—the **HOW**—that will get your organization from one destination to the next
- Be as specific as you can be
- For each red arrow, what actions will your organization undertake?



Example: Interventions (Modes of Transportation)

Diversify Funding

Incorporate the funds received via grants into your overall organizational budget and allocate accordingly

Receive grants from different funding sources

Be selected for 3 of the grants that your organization submitted (is this out of your hands?)

Submit grants to different funding sources

Write 5-7 grants for funding from at least 3 kinds of funding sources

Complete training on grant writing



5 MINUTES TO DEVELOP YOUR INTERVENTIONS



Step 5: Assumptions

To note a few:

1. That by attending trainings, grants will be better written and therefore more likely to be funded
2. That the current funding trends match with our program outcome/organization mandate
3. That 5-7 grants from various kinds of funders will be relevant to our initiative and available



Example: Planning Your Route

Finance

Diversify Funding

Receive grants from different funding sources

Submit grants to different funding sources

Complete training on grant writing

Be selected for AMP

Have corporate sponsorship

Find committed and relevant corporate partner

Conduct organization self-assessment to find good corporate match



Have donor base

Amass donors to provide funds

Connect with potential donors and share brand information

Develop brand image

5 MINUTES TO TEASE OUT SOME ASSUMPTIONS



The Connection: Theory of Change and Logic Models

- One “pathway” from theory of change can be translated into a logic model
- One step from one precondition to another can be translated into a logic model
- One Theory of Change can be linked to a number of logic models
- Theory of Change = strategic vs. Logic Model = tactical



Important Link!

Project Superwomen

http://www.theoryofchange.org/pdf/Superwomen_Example.pdf

