STRATEGIC PLANNING USING A THEORY OF CHANGE FRAMEWORK

The London & Middlesex Local Immigration Partnership Strategic Plan Formulation

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Background

- London and Middlesex Local Immigration Partnership established in 2009
- Have implemented two 3-year strategic plans since that time
- Subcouncils have focused on broad outcomes and engaged in activities to achieve these outcomes
- Many successes but many goals still to be achieved

Background

- What next?
- How do we engage in the most effective strategic planning:

Theory of Change

THE THEORY OF CHANGE

A set of beliefs that guides thinking about how and why a complex change process will unfold...

HOW IT WORKS - AT ITS CORE

- We Start with Our Long-Term Goals
- a And then...
- ... Work Backwards



DETAILS OF THE THEORY OF CHANGE

- A causal framework of how and why a change process will happen in a particular context
- Rather than projecting outcomes from our activities, a theory of change reverses that process by focusing FIRST on WHAT OUTCOME we are seeking (our goal) – then thoroughly considering all preconditions necessary
- Interventions and Activities are then based on our outcomes framework (So we know why we are doing them!)

DETAILS OF THE THEORY OF CHANGE

- It makes assumptions explicit and identifies rationales for all preconditions and interventions (activities)
- It includes built-in indicators so that we can determine whether we are on track over time
- A Theory of Change is both a "process" and a "product"

THEORY OF CHANGE: A ROADMAP

- A good theory of change helps us to develop a road map
- It identifies:
 - Where we want to go
 - The route we will take to get there
 - Why certain milestones are necessary steps in the path we will travel
- This is the pathway we want to build to get to where we want to be in our community

HOW DO WE DEVELOP THE ROADMAP?

- Start with the long-term goals we want for our community
 - For example
 - English language proficiency
 - Access to health care
 - Equal job prospects employment rate, positions commensurate with qualifications, salary
 - Then work backward through preconditions for getting to the goals

SOME CRITICAL COMPONENTS OF A THEORY OF CHANGE

- Outcomes and Preconditions, modelled in a causal pathway
- Interventions (activities) leading to the relevant Outcome(s)
- Assumptions
- Rationales
- Indicators

OUTCOMES

Ultimate Outcome: Newcomers are successful in their new lives

Long-Term Outcome: Newcomers arrive in a community and obtain jobs, their children graduate from school in the normal time frame and the families are readily able to gain critical academic, social and life skills

PRECONDITIONS

- Specifies what HAS to change if the long-term goal is going to be achieved
- This helps us avoid doing things that are good, but don't get us where we want to go...

INTERVENTIONS

- Actions or activities designed to achieve particular Outcomes
- Interventions follow Outcomes (not vice versa)
- By identifying interventions as supporting a particular outcome, we focus on what actually has to be done and who is best to do it
- Interventions can be placed on any part of an Outcomes framework map

ASSUMPTIONS

- Assumptions are beliefs about conditions that we think already exist and are critical to the validity of the theory of change we are creating
- In the process of developing a theory of change, assumptions will emerge and this can be very valuable
- It is important for us to recognize and keep track of these
- They must be aired and addressed: Are they correct? Should they be Preconditions?

RATIONALES

- Why that Precondition?
 - Explaining EVERY step of the way why the short-term outcomes are needed and why they would lead to longterm outcomes
- Why that Intervention?
 - In a given context, why interventions (activities) done in a certain way are most likely to bring about the outcome
- A developed rationale contributes to the plausibility and feasibility of the theory

Local Immigration Partnerships: Expected results and contribution to settlement outcomes

Services coordinated Newcomers find Partnership council allows for Partnership employment at the community meaningful engagement of a council and level commensurate with their Partners have the diversity of members skills and experience (19) working capacity to become Partnerships made Feed into Settlement Program outcomes (from Settlement Program Logic Model) groups possible through the LIP Membership includes a variety of more welcoming established Partners facilitate referrals Newcomers enjoy their partners from different sectors and 'no-wrong door' Partners' commitment to the LIPs rights and act on their Evidence of information approach Improved vision responsibilities in sharing, training, tools · Newcomers access info accessibility of Canadian society (20) development Consultation sessions or needs newcomers to and research Partnership allows for crossassessment tools services and Canadians provide a completed sector collaboration and enhanced uptake welcoming community to Adapted planning Relevant strategy and Newcomers report facilitate the full programming and Evidence of collaboration in accessible nonparticipation of action plans service delivery by planning and establishing priorities settlement services Strategy and newcomers (21) developed on the non-settlement Increased uptake of action plans basis of newcomers' institutions settlement services by developed Newcomers' needs identified Newcomers contribute to needs and the assets newcomers on the Influence of the LIP on basis of their needs the economic, social and and gaps mapping municipal planning Breadth of consultations cultural development process Depth of consultations needs of Canada (22) Actions Content and · Evidence of progress in comprehensiveness of the implemented implementing action plans plans and strategy Community assets and gaps Prioritize actions as relevant Sustaining partnerships LIPs secured resources from diverse sources mapped in the community at the community level · Identify resources to support Inclusion of all relevant services Ratio of resources leveraged from sources other than CIC Results implementation and needs in the mapping assessed 1-2 years 3-5 years 5+ years Partners are engaged in newcomer settlement and implement strategies to address newcomers' needs. Partners (LIP members) are aware of newcomers' needs and develop strategies to address them. Newcomers engage early in their settlement experience and have access to the services they need. Outputs Immediate outcomes Intermediate outcomes Ultimate outcomes

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Theory of change focuses on filling in HOW and WHY an activity would lead to the desired goal .06511

"I think you should be more explicit here in step two."

- Logic model graphically illustrates program components
- Theory of change is a causal model:
 - it links outcomes and activities to explain how and why the desired change is expected to come about
 - it starts with a goal before deciding what program approach is needed

INDICATORS

- Measurable Indicators of Success or EVIDENCE
- What does it look like if the outcome is met?
- Example Outcome: Foreign trained professionals have access to their choice of professions
- Example Indicator: Proportion of foreign trained professionals who obtain their professional certification in their areas of expertise

VALUE OF INDICATORS

- Indicators help us decide on program activities
- Once we know WHO we are targeting and set realistic expectations given our resources about HOW MANY and HOW WELL we can accomplish the goal, then we design program activities geared to meet that indicator at that level

INDICATOR SPECIFICATION

- What? Ability to achieve professional certification
- For Whom? Foreign trained professionals
- How Many? 80% of those that apply get their certification
- By When? Within 12 months

HOW WE PLAN TO USE OUR THEORY OF CHANGE

- The basis of an **Agreement**: buy-in of all partners about what needs to happen and who does it
- Our framework for **Implementation**: Required interventions/actions
- As a roadmap to our **Outcomes:** how we get where we want to go
- Our basis for Monitoring and Evaluation
- To demonstrate Collective Impact in a real way