GETTING STARTED

ACTIVITY SNAPSHOT

Activity	Map actions to impact
Why use this?	Align on how an initiative (project, program, policy, strategy) works to achieve outcomes, and identify ways to measure progress.
Time	**1 DAY** To do this in a day, participants must be familiar with the design and / or implementation of the initiative, and come with a basic understanding of Theory of Change (see PREPARATION for reference materials). Be aware, well-established initiatives will be more straightforward than exploratory or innovative projects.
Casting	**Project team and stakeholders** You should consider including executive decision-makers, policy makers; researchers (including evaluation specialists); service designers and leads. Remember, mapping processes, tools, events, technology and/or actions against outcomes can be an effective stakeholder alignment tool.
Tool	**Miro** To use Miro, you'll need computers for all participants and video conferencing (e.g. Teams) if running remotely.

ACTIVITY GUIDE

Overview — Understanding how the actions of an initiative contribute to outcomes is critical for making impact.

This activity aligns stakeholder as they map day-to-day activities against intended outcomes and data points to measure progress.

The *Map actions to impact* activity is based on the Theory of Change program logic model, and results in a Theory of Change that should evolve and improve over time.

What it's for — Connecting actions to outcomes, and aligning on how you you can measure success.

It's also an effective tool for uncovering hidden assumptions.

What you'll get — Clarity and alignment on how and why the actions of your initiative lead to impact, and ways to measure progress.

When to do it — When you're designing a new initiative or planning evaluation of an existing one.

How it works — **Before you start**

- Select an initiative (program, policy, project, service)
- Share and understand strategic priorities
- Provide participants with key resources related to your initiative and reference material for Theory of Change (the PREPARATION panel has recommended resources)

Step 1. Align and prioritise outcomes

Step 2. Identify what we do to create expected change

Step 3. Map signs of service delivery to measure progress

What's next

Once you've completed this activity:
- Document your theory of change and share it with stakeholders via a project update
- Book in regular reviews to see how your Theory of Change is aligning with what's happening in the real world

PREPARATION

❌ **This is a shared file.**
To use this template for your project, copy the content into a new Miro Board.

 STEP 1: Select the ACTIVITY FRAME
STEP 2: Copy content (Ctrl / Command +C)
 STEP 3: Click on MIRO logo top left, select CREATE BOARD and paste content (Ctrl Command + V)

Alternatively, you can click on the activity name (top left, next to MIRO logo) and select DUPLICATE

SET UP CHECKLIST

What to think about before commencing the activity:

- Invitations sent to participants
- Activity (and breaks) planned
- Tech checked
- Facilitator dry-run complete
- Participants provided with reference materials and any materials related to your initiative

MATERIALS

REFERENCE MATERIALS

Explainer video: Measuring your social impact

Measuring your social impact: Theory of Change
YouTube

Theory of Change framework

Theory of change framework

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES		
			Immediate (1yr)	Intermediate (1-3yr)	Ultimate (3y+)
The resources, tools, capabilities required to enable your activities.	The processes, events, technology, and/or actions used to achieve the outcomes of your initiative.	The tangible outputs and indicators of service delivery.	Immediate and intermediate changes in specific knowledge, attitudes, behaviours, or conditions that result from the activities of your initiative.		

STEP 1 (EXAMPLE)

ALIGN AND PRIORITISE OUTCOMES

Outcome: Map and prioritise expected changes in knowledge, attitudes or behaviour of users or results.
Time: 2 hours

INSTRUCTIONS

Before you start The group should be familiar with the initiative being discussed and the strategic priorities of your organisation.

The group should also have a basic understanding of the Theory of Change concept, (see the ACTIVITY SETUP panel for helpful resources)

1. As a group, briefly discuss the initiative you'll focus on, and list out key stakeholders on sticky notes.

2. Working independently, write expected ULTIMATE OUTCOMES (3+ yrs) on sticky notes. Use words that indicate change, such as *more, less, better, increased* and *improved*. (5 mins)

3. Share suggestions with the group and explain how they relate to strategic priorities.

   When you're done, group similar outcomes and select / summarise one that best captures what you're trying to achieve.
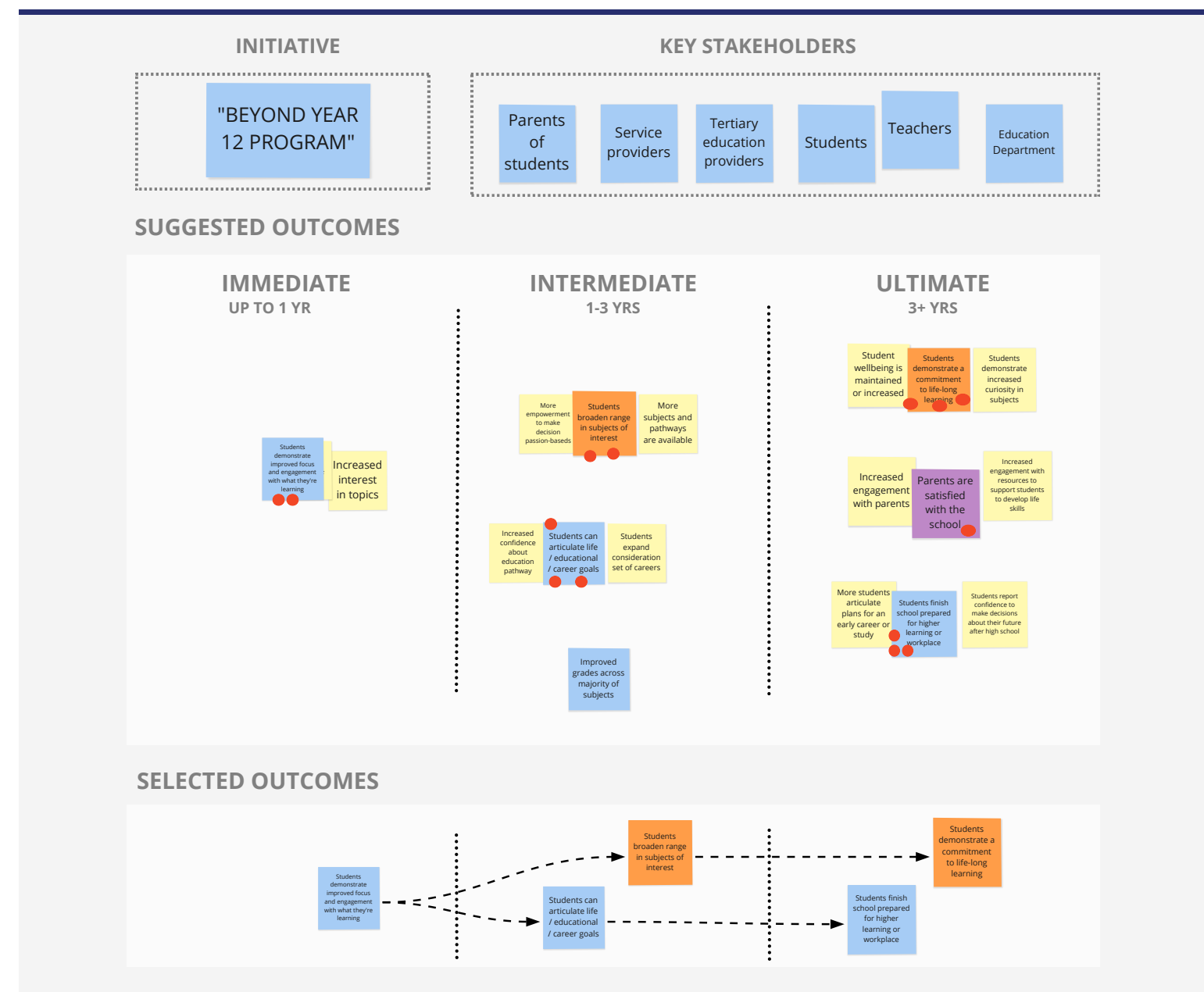
4. Review the revised ULTIMATE OUTCOMES, all vote on the two they believe are most important, explaining why to the group.

   Add the most popular to the SELECTED OUTCOMES.

5. Repeat steps 2 - 4 to identify IMMEDIATE and INTERMEDIATE OUTCOMES that will lead to the ULTIMATE OUTCOMES

You're done when: The group is broadly aligned on the most important outcomes and when they should be delivered by.

WORKSPACE

"Focus on developing 2 - 3 highly focused and distinct outcomes. The more outcomes you have the more you activities and outputs you'll need to track later on. Less is more."

Principal Digital Specialist
Department of Customer Service

STEP 2 (EXAMPLE)

IDENTIFY WHAT WE DO TO CREATE EXPECTED CHANGE

Outcome: Understand current processes, tools, events, technology, and/or actions to be carried out to achieve objectives
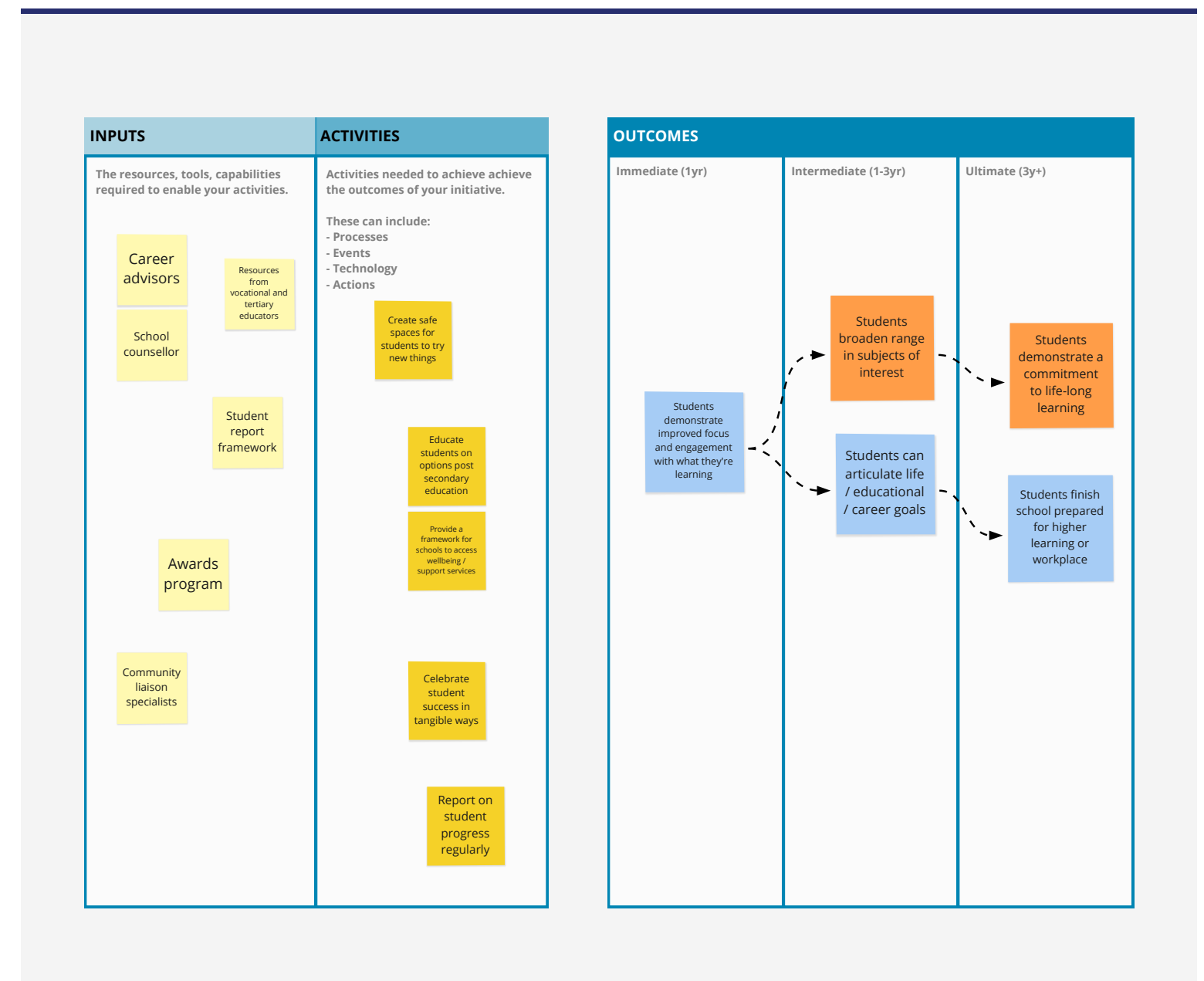**Time: 2 hours**

INSTRUCTIONS

Before you start   Review and summarise the prioritised outcomes as a group and move them to the outcomes section of this workspace

1. As a group, write up all the ACTIVITIES needed to achieve your outcomes on individual sticky notes. Combine similar activities as you go. (45 minutes)

2. As a group, write up all the INPUTS needed to carry out your activities - i.e. resources, tools, capabilities that enable those activities (45 mins)

3. Review as a group and discuss how the INPUTS, ACTIVITIES and OUTCOMES fit together.

You're done when: There is a clear and realistic link between inputs, activities and outcomes for your initiative.

WORKSPACE

INPUTS	ACTIVITIES
The resources, tools, capabilities required to enable your activities.	Activities needed to achieve achieve the outcomes of your initiative. These can include: - Processes - Events - Technology - Actions

INPUTS:
- Career advisors
- Resources from vocational and tertiary educators
- School counsellor
- Student report framework
- Awards program
- Community liaison specialists

ACTIVITIES:
- Create safe spaces for students to try new things
- Educate students on options post secondary education
- Provide a framework for schools to access wellbeing / support services
- Celebrate student success in tangible ways
- Report on student progress regularly

OUTCOMES:

Immediate (1yr)	Intermediate (1-3yr)	Ultimate (3y+)
Students demonstrate improved focus and engagement with what they're learning	Students broaden range in subjects of interest	Students demonstrate a commitment to life-long learning
	Students can articulate life / educational / career goals	Students finish school prepared for higher learning or workplace

"Work from right to left - use your outcomes as a lens to work out if the activities and input proposed are crucial to the change you're trying to make.

Principal Digital Specialist
Department of Customer Service

STEP 3 (EXAMPLE)

MAP SIGNS OF SERVICE DELIVERY TO MEASURE PROGRESS

Outcome: Identify indicators of success and data points to research
Time: 1.5 hours

INSTRUCTIONS

Before you start   Copy across your finalised sticky notes from STEP 2 and review as a group

1. As a group, discuss possible data points (or OUTPUTS) that could indicate achievement of outcomes and write down on individual sticky notes. (30 mins)
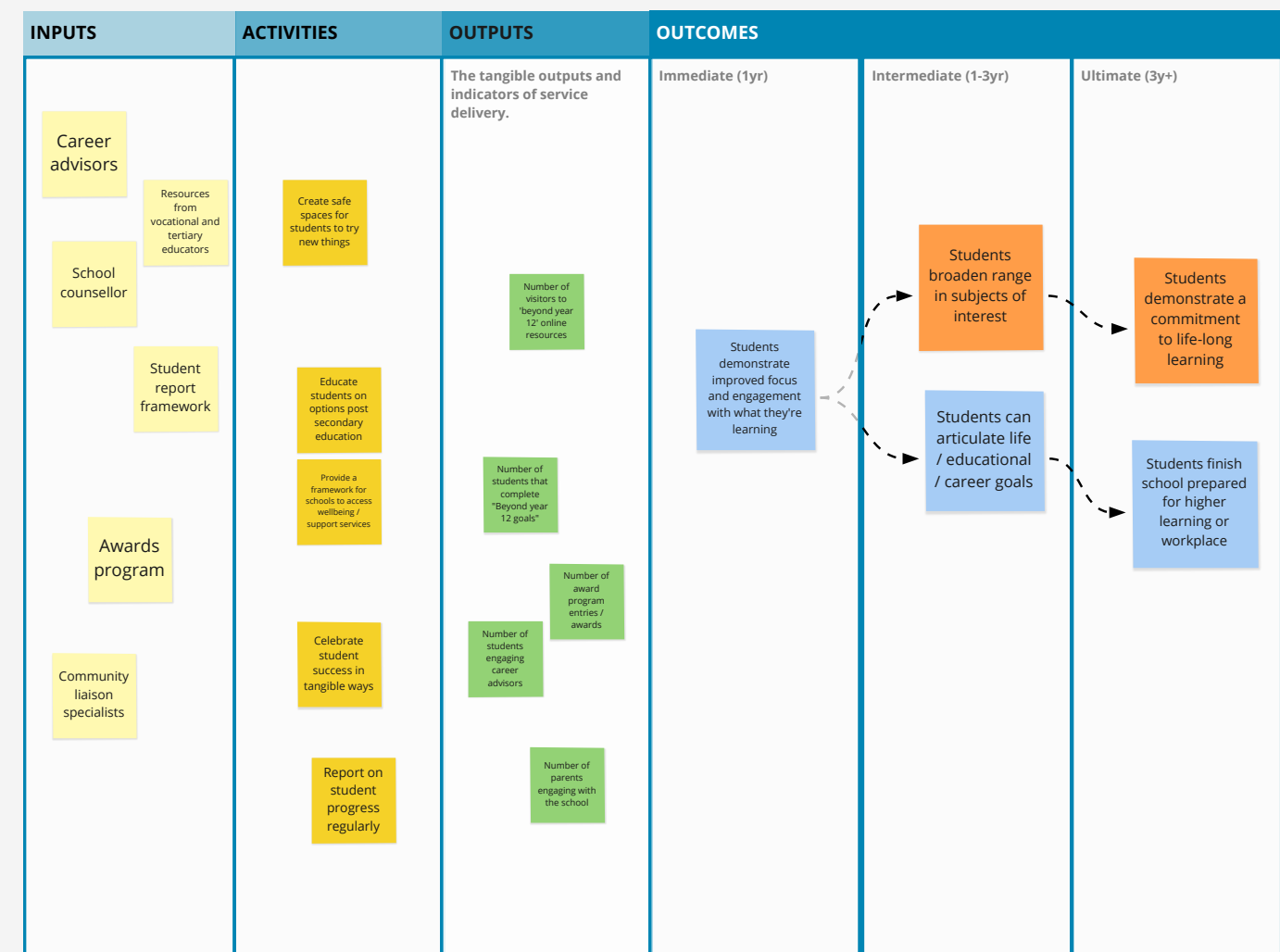
2. Cluster the similar OUTPUTS and as a group, and decide which ones are feasible to monitor and collect. (30 mins)

   Note: Each OUTPUT may relate to multiple OUTCOMES, so if you're aligning them to each OUTCOME, just duplicate the sticky note.

3. Discuss as a group your plans for research to evaluate outcomes (30 mins).

You're done when: The group is aligned on detailed outputs, including indicators of service delivery and you have a general understanding of how you'll plan research to evaluate outcomes.

WORKSPACE

"Continually assess the rigour of your Theory of Change. Ask yourself: Is it meaningful, well-defined, plausible, credible, do-able, and testable?"

Principal Digital Specialist
Department of Customer Service

STEP 1

ALIGN AND PRIORITISE OUTCOMES

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WORKSPACE

INITIATIVE	KEY STAKEHOLDERS

SUGGESTED OUTCOMES

IMMEDIATE UP TO 1 YR	INTERMEDIATE 1-3 YRS	ULTIMATE 3+ YRS

SELECTED OUTCOMES

"Focus on developing 2 - 3 highly focused and distinct outcomes. The more outcomes you have the more you activities and outputs you'll need to track later on. Less is more."

Principal Digital Specialist
Department of Customer Service

STEP 2

IDENTIFY WHAT WE DO TO CREATE EXPECTED CHANGE

Outcome: Understand current processes, tools, events, technology, and/or actions to be carried out to achieve objectives
Time: 2 hours

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WORKSPACE

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES		
		The tangible outputs and indicators of service delivery.	Immediate (1yr)	Intermediate (1-3yr)	Ultimate (3y+)

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ACTIONS & RESOURCES

AFTER THE ACTIVITY

Once you've completed this activity:
- Document your theory of change and share it with stakeholders via a project update
- Develop a measurement framework to plan research that will measure progress
- Book in regular reviews to see how your Theory of Change is aligning with what's happening in the real world

RESOURCES

Project update template.pptx