

Whole of organisation M&E systems

AES Webinar August 2022

MISSION
AUSTRALIA | together
we stand

**MONITORING
EVALUATION
LEARNING**



The plan for this webinar



**Part A: Building the Foundation
for organization Monitoring,
Evaluation and Learning systems**



**Part B: Maximising Impact
Example of our Monitoring,
Evaluation and Learning Approach
for Homelessness services**



Part A: Building the Foundation for organization Monitoring, Evaluation and Learning systems

Mission Australia Overview

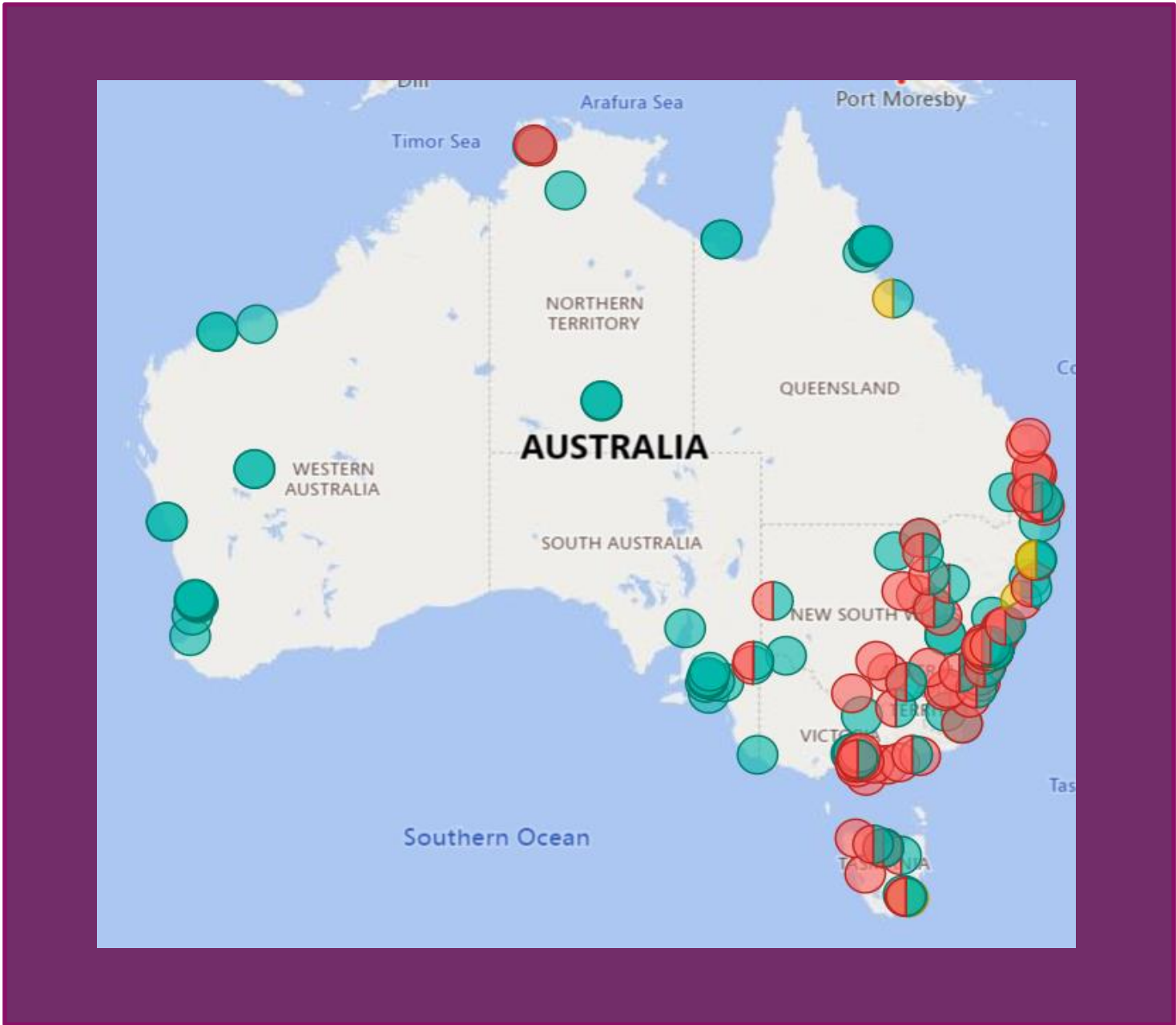
Mission Australia is a national non-denominational Christian organisation, with more than 160 years' experience in standing together with Australians in need on their journey to independence. Our evidence-based, client-centred community services are focused toward our goal of ending homelessness and ensure people and communities in need can thrive.



MA Services



Individuals assisted*



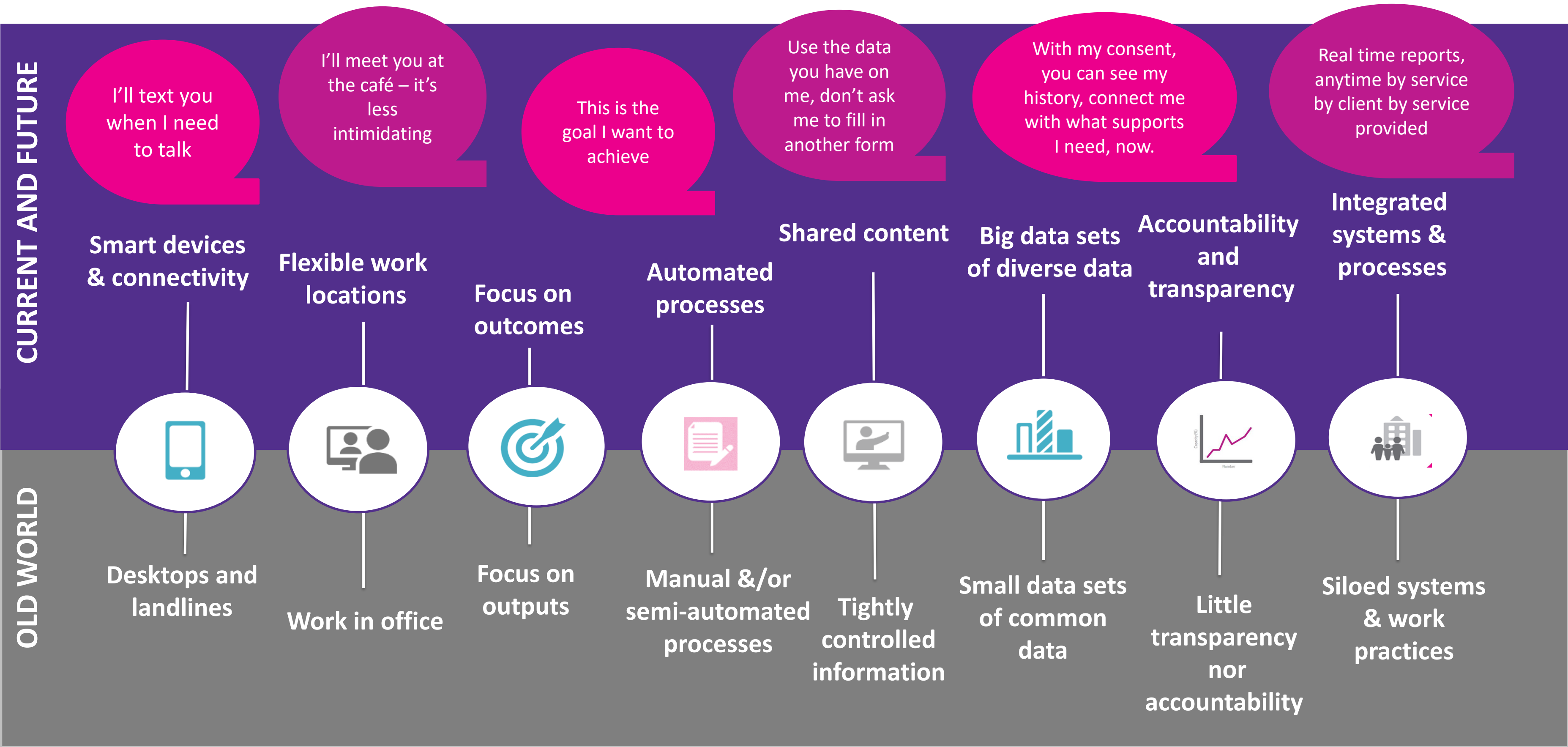
60+
Funders



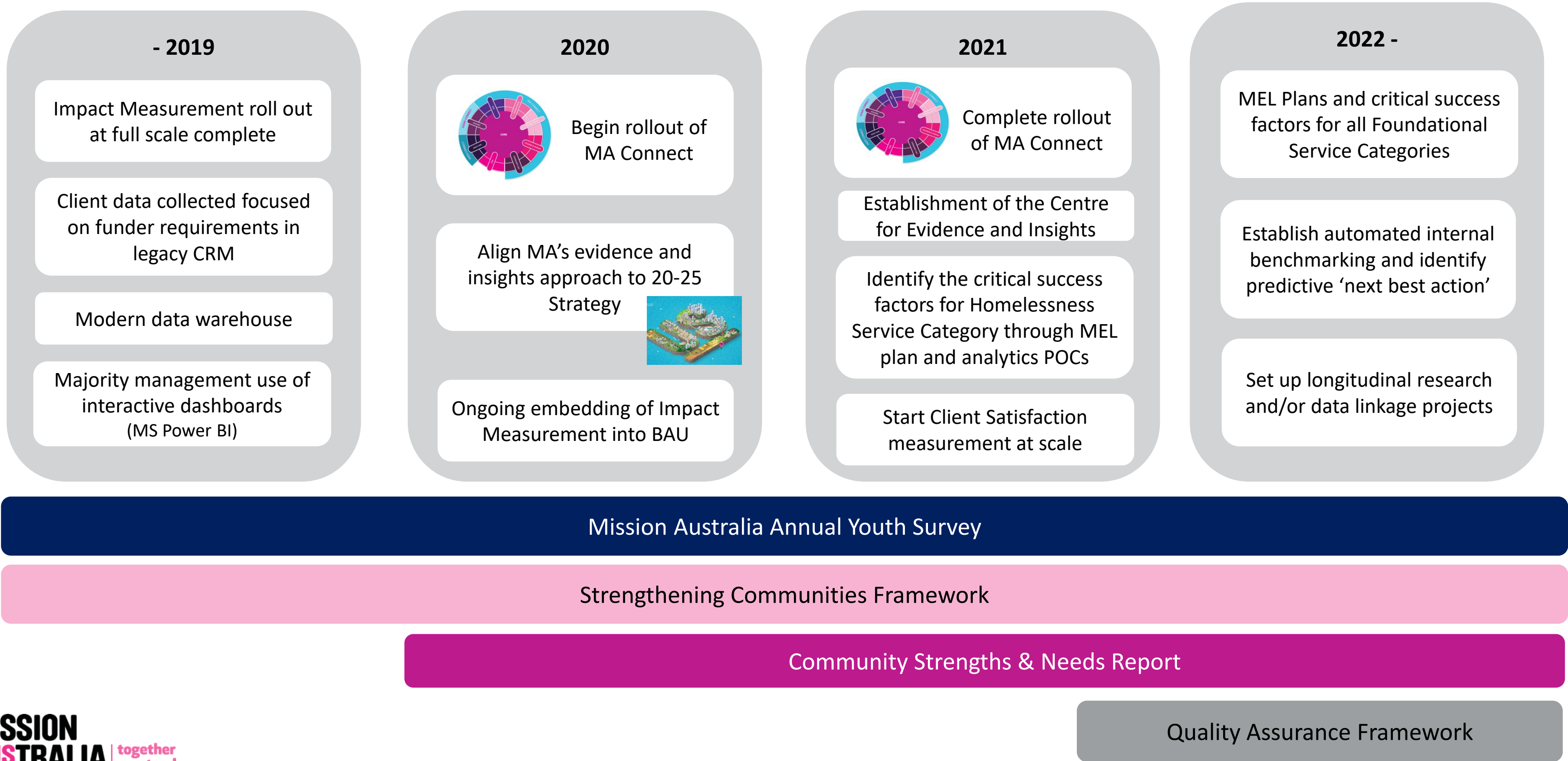
140+ contracts

Changing social services landscape in Australia

The operating environment has changed, as has the way we work with our clients and their expectations of us.



Building the Foundation: Our integrated evidence and insights journey

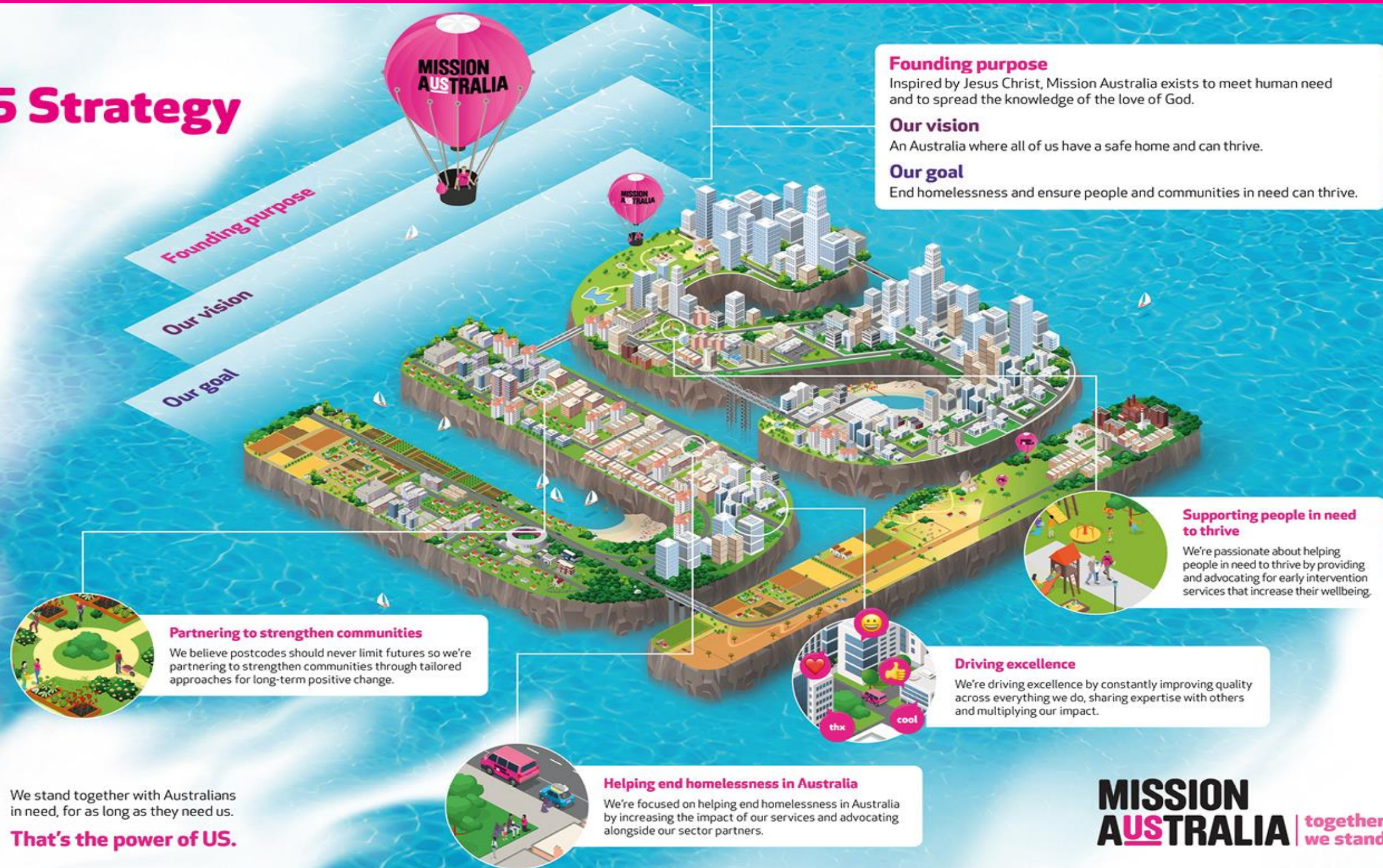




Outcomes focused organisational strategy

End homelessness and ensure people and communities in need can thrive

20-25 Strategy





Establishment of a multi-disciplinary Centre for Evidence & Insights

To inspire **curiosity for evidence** that leads to learning and action to **increase the impact** and effectiveness of Mission Australia’s work and multiplying our impact by sharing with others.

All MA Centre of Evidence & Insights outputs will:

Spark action

Uncover actionable insights and practical applications that enable increased client impact and improves service delivery operational effectiveness.

We will do this by presenting quality data, research and insights in ways that are easy to understand, are useful and advance MA’s 2025 Strategy.

Be useful

Increase the quality and usefulness of performance and operational reporting approaches and support the capacity of staff to build a culture of evidence informed decision making within MA.

We will do this by increasing MA’s trust and use of data and evidence by improving its integration, consistency and accessibility so evidence is valued in decision making.

Inspire curiosity

Promote a culture of curiosity and continuous improvement to better deliver on MA’s vision and purpose.

We will do this by enabling curiosity, innovation, confidence and proactivity within MA staff to use evidence to understand and improve their work.



Establishment of a multi-disciplinary Centre for Evidence & Insights

Capacity Building Focus

Service Operations Data & Reporting

Developing, implementing and continuously improving service performance through data collection, analytics and reporting.

Led by Amanda Sweeney

Impact Measurement & Evaluation

Applying and disseminating a service-wide Impact Measurement and Evaluation Program that empowers learning and action.

Led by Cherie Pereth

Resource Building Focus

Business Intelligence

Delivering interactive, integrated reporting solutions, applying analytics and data modelling techniques to meet organisational needs.

Led by Alexander Sandev

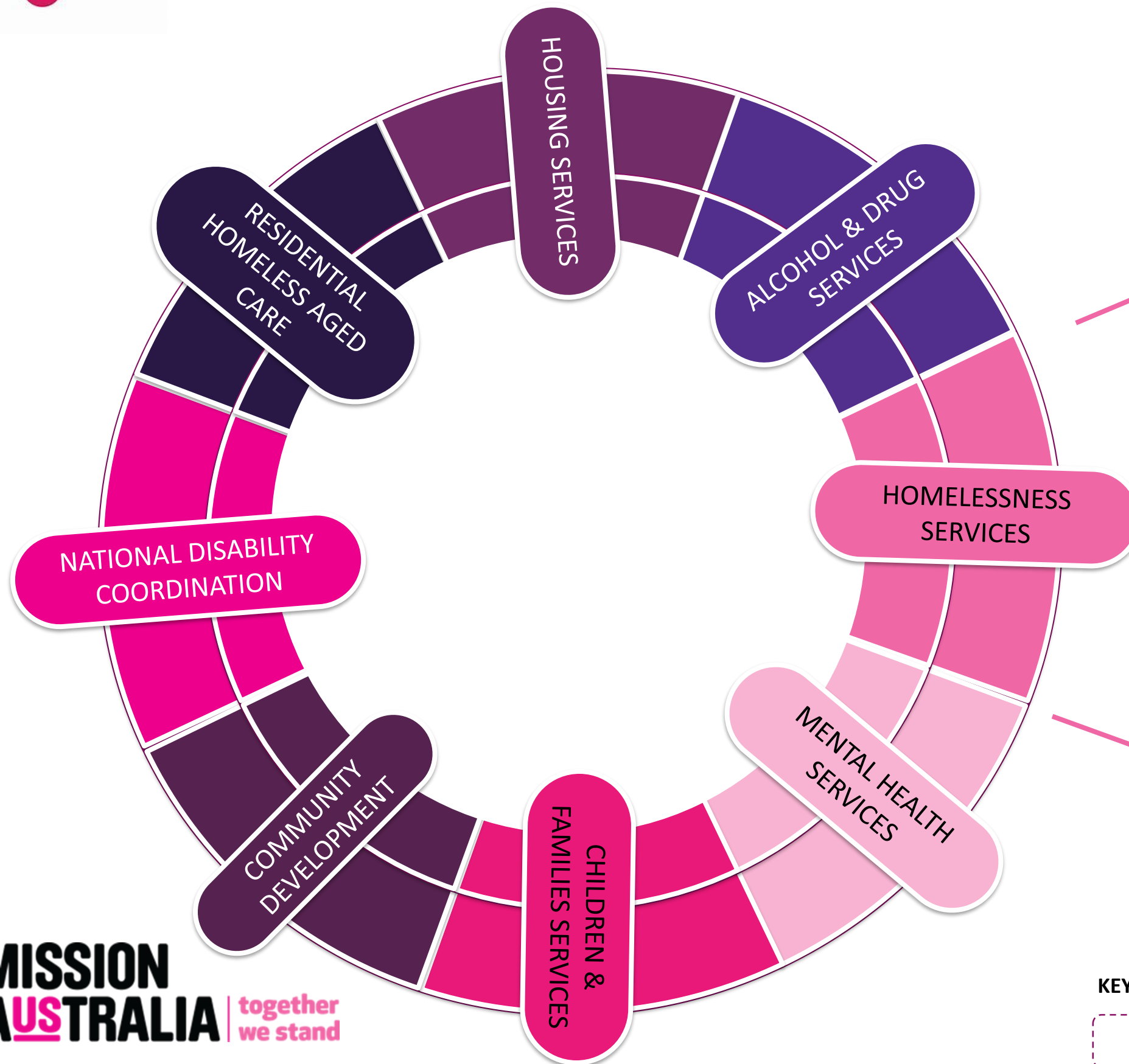
Research & Insights

Developing strategic insights through robust research and analytics methodologies that increases MA's impact and provides unique insight into areas of unmet need.

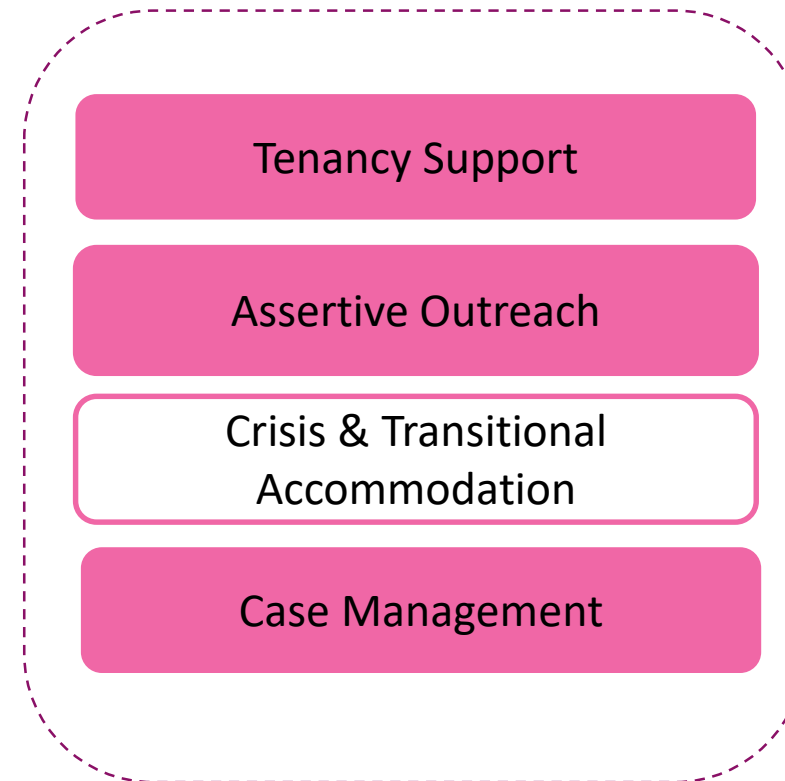
Led by Tamara Freeburn



Foundational Service Categories and Flagship Service Models



Each Service Category is made up of Service Lines and Flagship Service Models



Flagship Service Models contain:

- Theory of Change
- Client journey maps
- Critical Success factors
- Minimum viable model & gold standard options
- Sector standards and accreditation guidelines
- Monitoring, Evaluation and Learning Plans

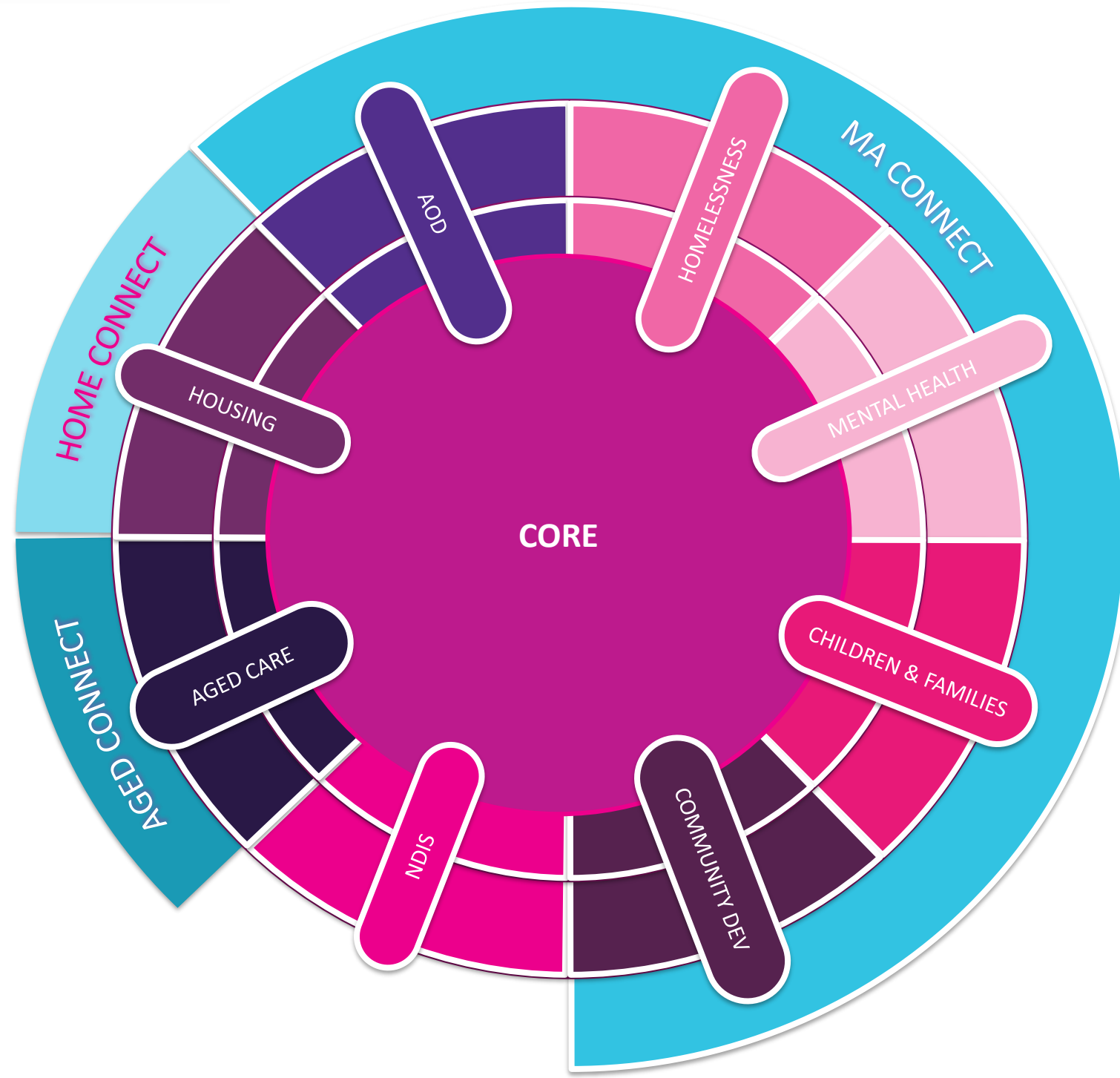
KEY:

Service Lines

Flagship Service Models



Client data collection design and systems



Notable design features:

The CORE:

- Is a base product/system available for use by any MA service and sets a minimum standard for data collection
- Functions as a common data set for all services operated by MA
- Enables data analysis on key attributes common to all our services to grow our impact

The SEGMENTS:

- Each segment aligns to a foundational service category in 2025 Strategy
- Each segment should include all MA services in that service category, wherever possible.
- Will allow for improvements over time based on emerging good practice data collection by service category



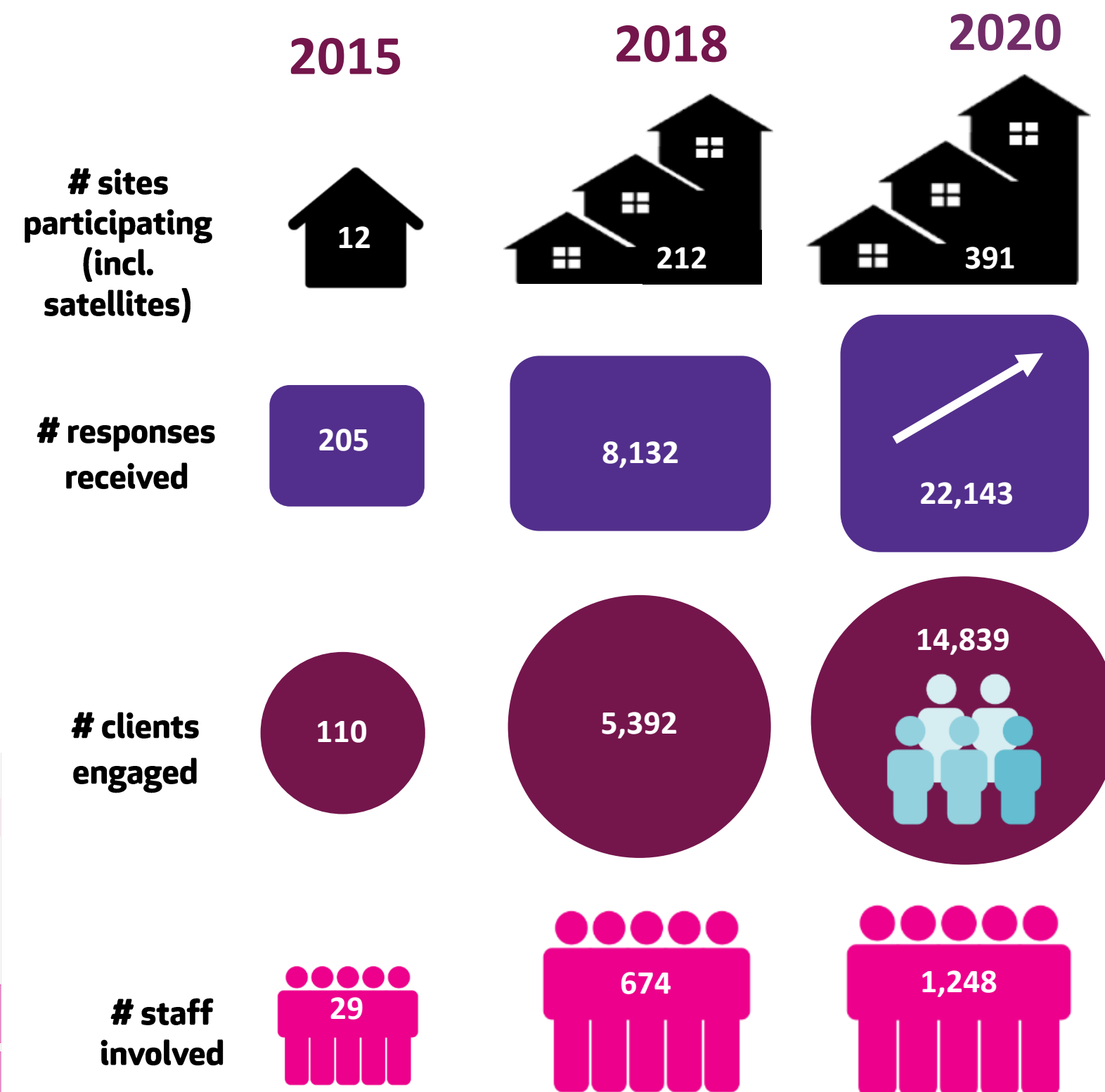
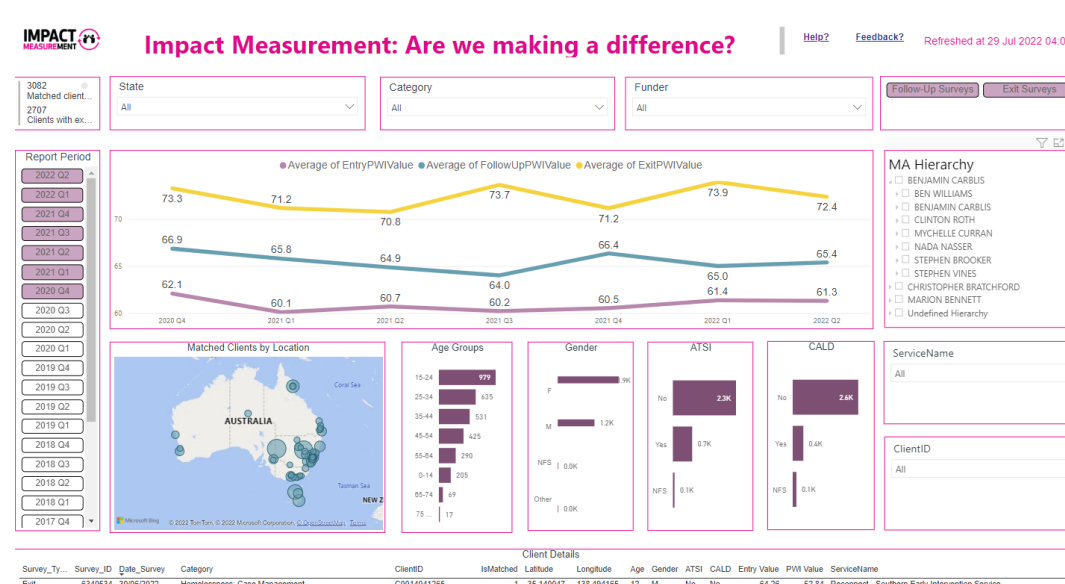
Organisational approach to Impact Measurement



- Using a proven methodology- organisational use of the Personal Wellbeing Index and service specific measures
- Staging the implementation for scale
- Automated end to end IT systems
- Focus on staff engagement including establishment and capacity building of Impact Measurement Champions to support implementation
- Embedding data collection into practice
- Deploying interactive IM reporting using Power BI



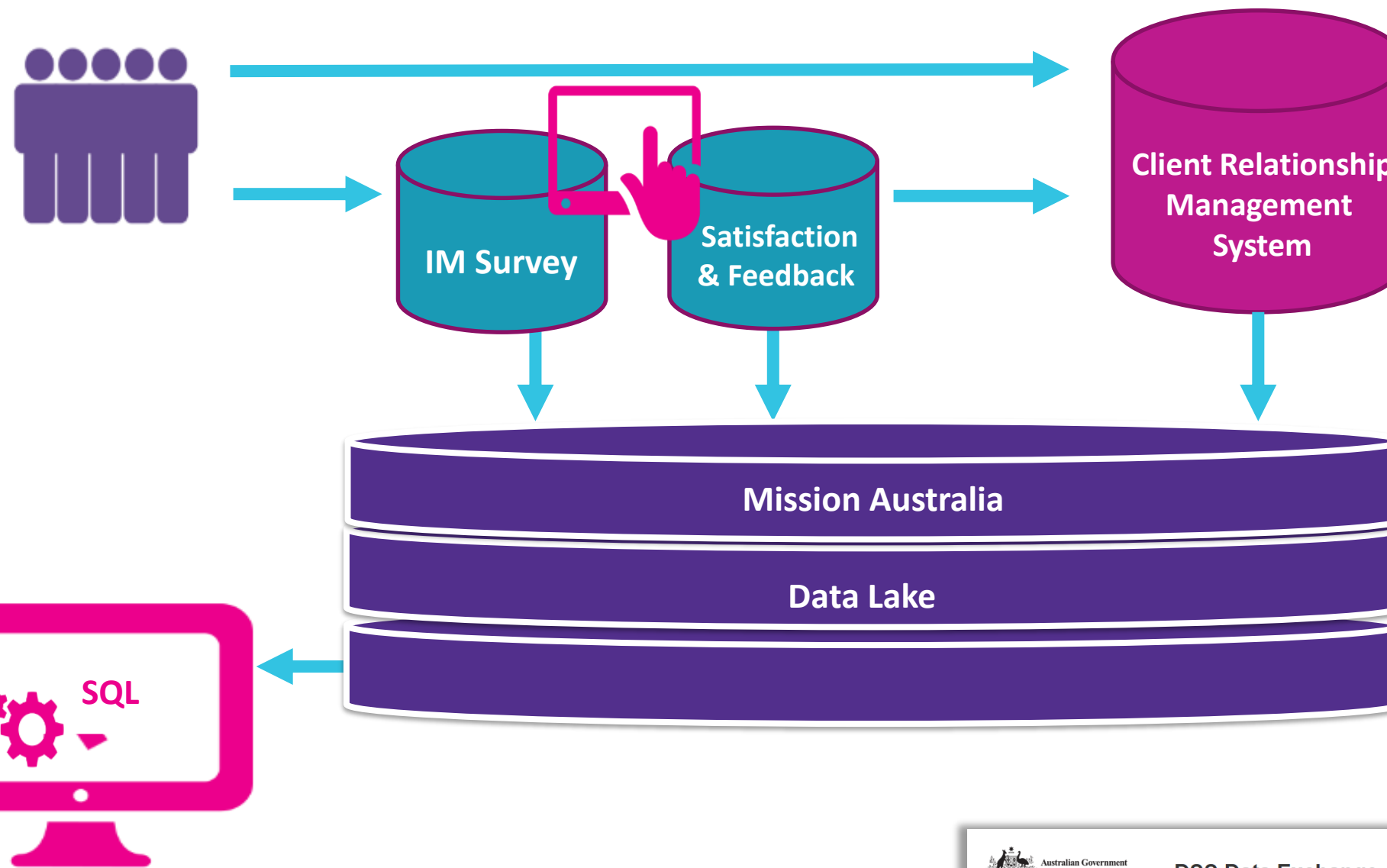
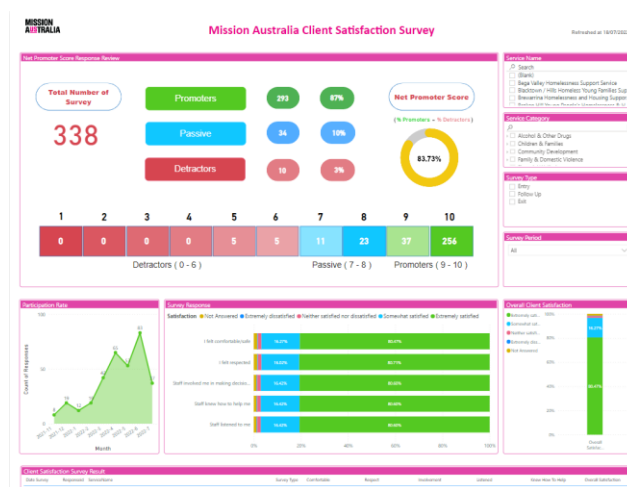
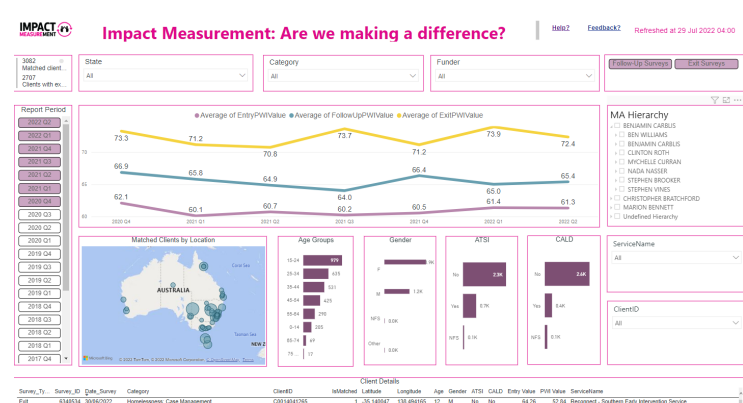
Over 200
IM Champions





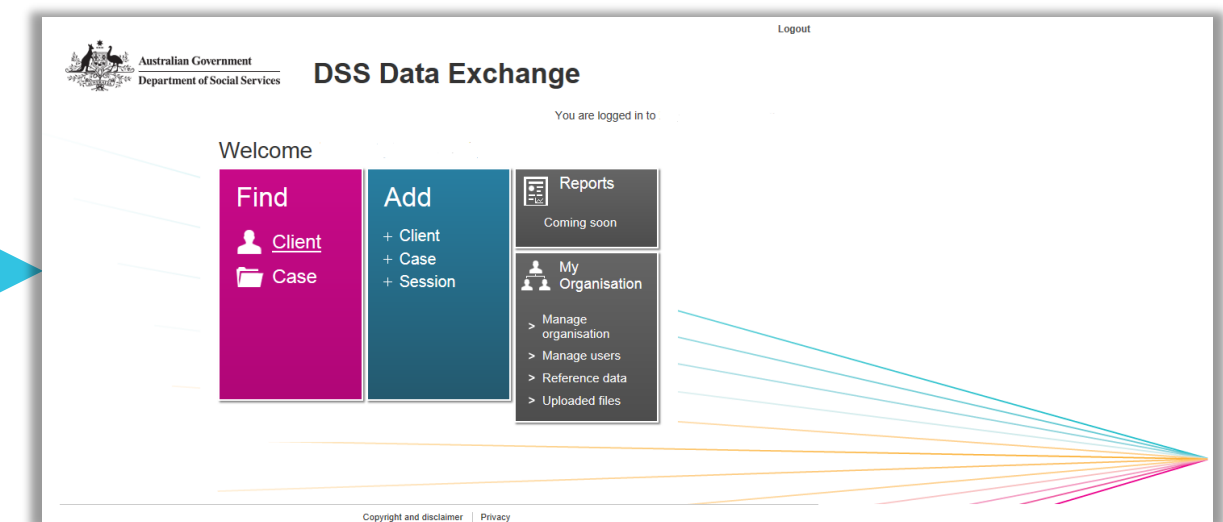
Data infrastructure and reporting capabilities

Internal reports to support MA decision making



Join survey with service data system and/or other data

Transform values (if required) for reporting and upload to funder portals



What have we learnt?

For large organisations, years of foundational work is required to establish organisation-wide Monitoring, Evaluation and Learning systems.

Get leadership buy-in through strong links to your organisational strategy



Build an eco-system for sustainability and automation



Plan a staged roadmap to avoid burn out



Nurture a multi-disciplinary mindset



Would anyone like to ask a question?



Part B: Maximising Impact Example of our Monitoring, Evaluation and Learning Approach for Homelessness services

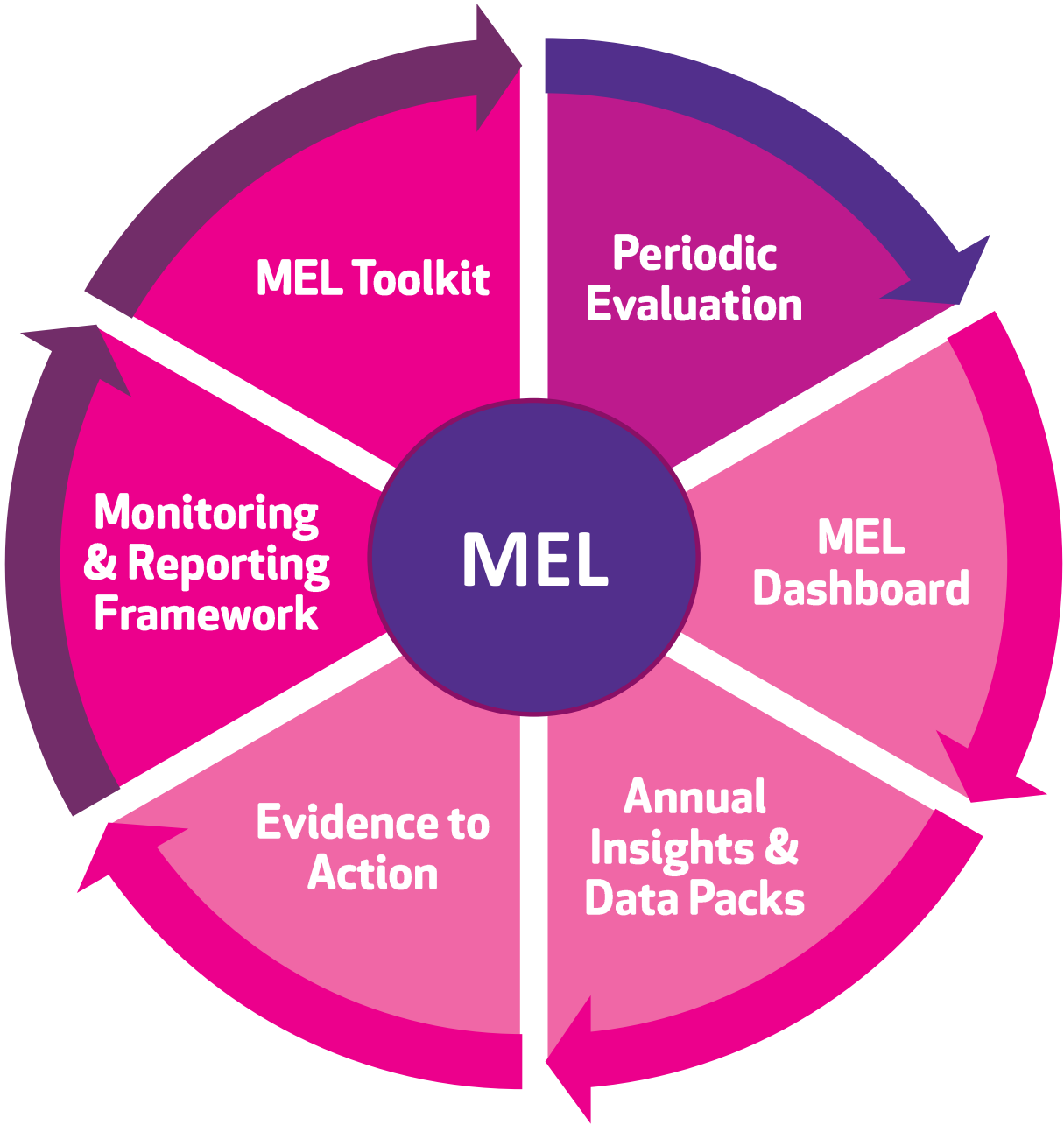
Our approach to Monitoring, Evaluation and Learning



MONITORING

Routine data collection to monitor services:

- **Headline data:** KPIs to monitor implementation and outcomes.
- **Monitoring & Reporting Framework** (current & future): Theory of Change, key questions, criteria, indicators, and data sources.
- **MEL Toolkit:** Suite of tools to report against the framework. Including minimum data and optional tools.



EVALUATION

Periodic in-depth assessment to make a judgement about merit, worth or value:

- **Evaluation Management Procedure**
- Cycle of priority **internal evaluations**
- **External commissioning/partnerships** to undertake independent evaluations

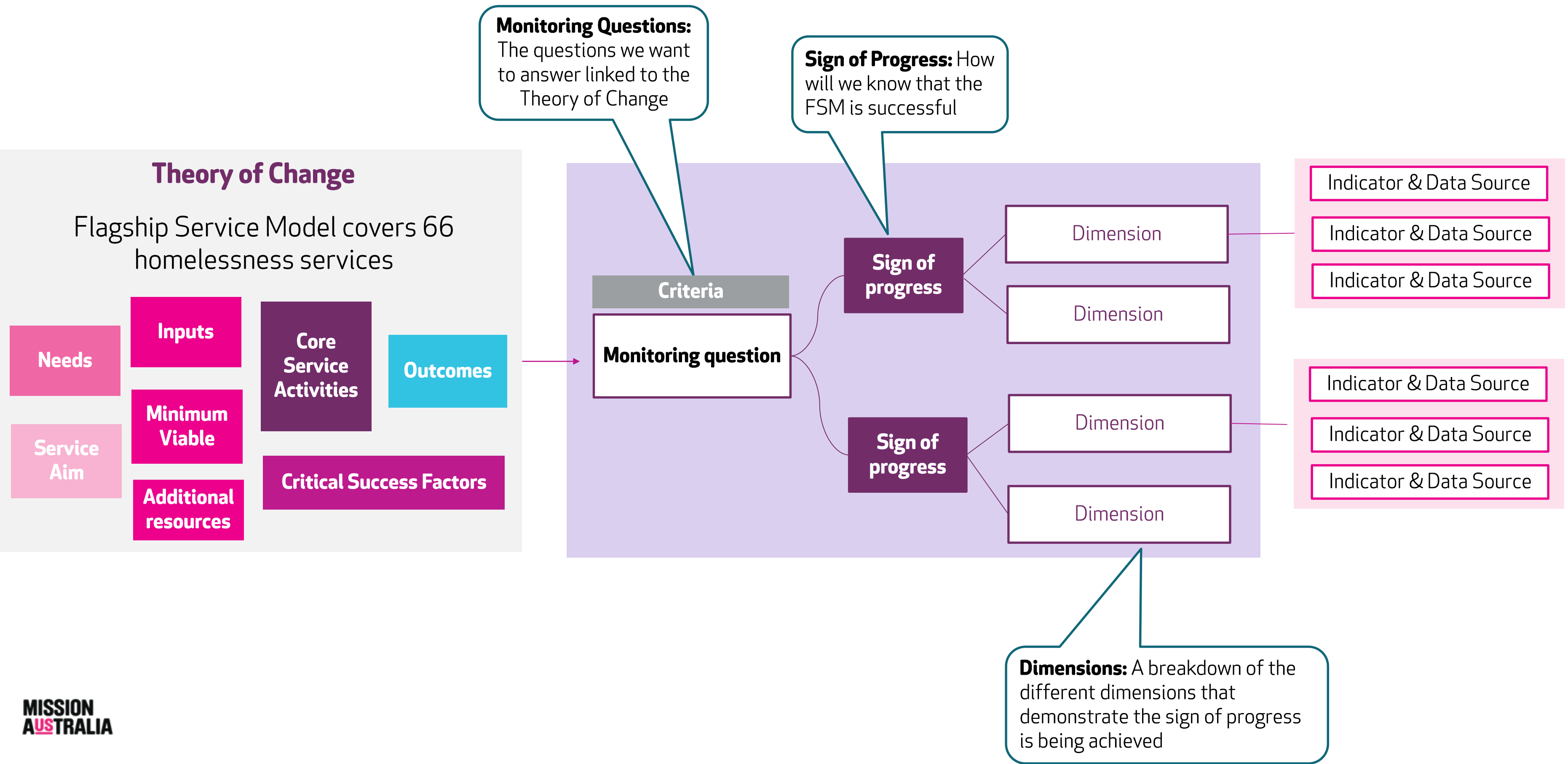


LEARNING

Intentional sharing and use of monitoring & evaluation data to improve service delivery & outcomes:

- **MEL Sharepoint:** embedded headline data & MEL resources
- **MEL Dashboard:** data available at a national, regional and service level.
- **Annual insights papers** & data packs
- **Evidence to Action:** annual reflection, learning & action cycles

Ongoing organizational capacity building



Monitoring Questions - what do we want to know?

MONITORING



EFFECTIVE IMPLEMENTATION

- To what extent are services being delivered aligned to the Flagship Service Model?
 - Are there adequate resources in place to deliver the service model?
 - Are services effectively reaching the target groups?
 - Are services effectively delivering the core service activities?
 - How well are the critical success factors, outlined in the FSM, being implemented?



IMPACT

- To what extent do services contribute to improved outcomes for clients and the community?
 - Are people's housing needs met?
 - Do people have improved safety, health and wellbeing?
 - Are people more resourced and connected?
 - Are people thriving?
 - Is homelessness reduced and do communities have access to the support and resources they need to thrive?

Signs of Progress- How will we know if we are successful?

IMPACT: Homelessness is reduced and communities have access to the support and resources they need to thrive

Sign 1: Services have access to adequate resources to deliver the FSM

- Services have the minimum viable service model in place
- Services have access to essential resources (vehicles, IT infrastructure, housing, brokerage, specialist support etc.)
- Services have access to resources for greater impact (lived expertise roles, in-house specialist support etc.)

Sign 2: Services effectively engage target groups and deliver core service activities

- Services have sufficient capacity to meet community need
- Services are reaching people experiencing, or at-risk of, homelessness
- Services are reaching priority groups and those affected by external vulnerability factors
- Services are delivering of goal-based individual support and brief interactions
- Service are delivering activities for greater impact

Sign 3: Services are well aligned to identified Critical Success Factors

- Genuine and effective case management relationships
- Assertive, proactive and responsive case management
- Case management is structured around individual goal plans
- Person-centred, holistic support tailored to individual needs
- Support builds independence and resilience
- Effective collaboration & partnerships with local service system
- Highly skilled staff
- Access to housing and support services

Sign 4: Housed

- People have somewhere to live and enough money to meet their needs
- People have skills and resources to keep their housing
- People have an affordable long-term home

Sign 5: Safe and Healthy

- People feel safe at home and in the community
- People are healthy
- People have good wellbeing and mental health
- People have healthy relationships

Sign 6: Resourced and Participating

- People access support when they need it
- People are happy with their connections to community, including culture and spirituality

Sign 7: Developing and Achieving

- People feel in control of their lives
- People set and achieve their own goals
- People have the opportunity to connect with education and employment

Pursuing partnerships to undertake two separate yet interrelated projects:

- 1. An evaluation to independently assess the impact of our homelessness services.** The project will use advanced analytic methods to establish causality (i.e. isolating the specific effect of MA services on client outcomes). This impact evaluation will be conducted over the next 12 months and utilise existing organisation data, followed by in-depth qualitative data collection involving staff and clients.

Potential outputs include:

- Impact snapshots
- Major evaluation report
- Policy notes
- Journal article

- 2. Data linkage project linking** MA data to external sources to assess the long-term impact of our homelessness programs once clients exit a service.



Which homelessness service models and practice elements work best, for which cohort and life stage, and in which setting?

Evidence to Action cycles

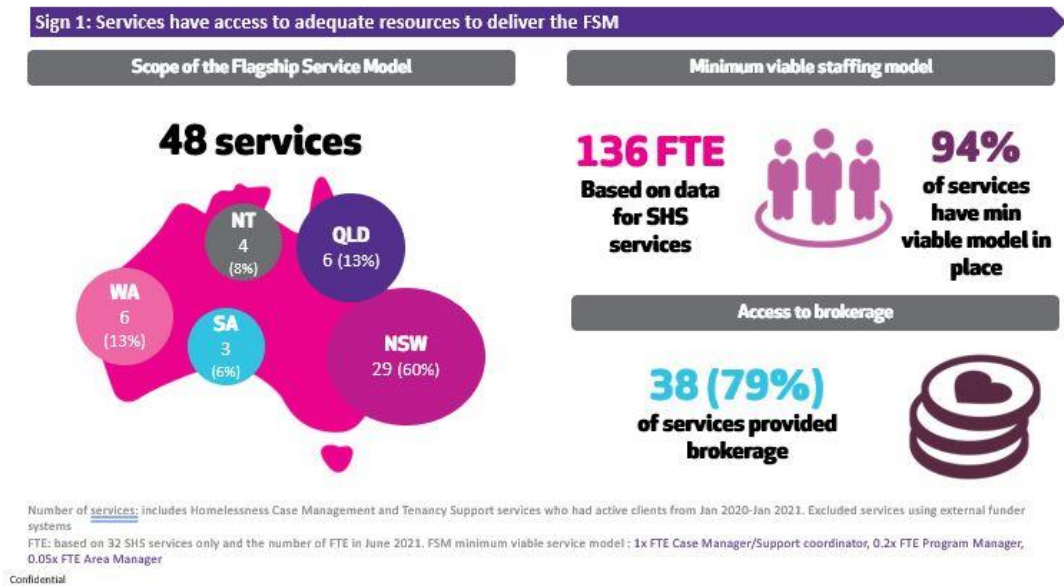
LEARNING

Access to data to inform service delivery

Regular release of evidence and insights

Opportunities for reflection, learning and action

Evidence to Action Plans



SharePoint Search this site

Monitoring, Evaluation and Learning

New Send to Page details Immersive Reader Analytics Published 6/6/2022 Edit




Welcome to the Monitoring, Evaluation and Learning SharePoint

Monitoring, Evaluation and Learning (MEL) is an essential element of how we deliver services at Mission Australia. Through the MEL process we can:

| Objectives and actions | | | |
|---|--|-------------------|-----------------------|
| Objective/s | Action/s | Who will do this? | When will it happen? |
| 1. Increase community engagement and collaboration | Organise/participate in at least six community events | PMs/FLWs | June 2022 to May 2023 |
| 2. Work as a team to keep families engaged | When families are disengaging organise a peer case discussion to brainstorm ideas | FLWs/PMs | Ongoing |
| 3. Celebrate small and big achievements more often to keep families motivated | Discuss with families what they would like to do to celebrate milestones when developing case plans | FLWs | Ongoing |
| | Explore how budget can be used to facilitate celebrations (e.g. taking parent for coffee/lunch, linking expenditure to case plans etc) | PMs | Ongoing |
| | Develop low/no cost celebration ideas (e.g. making collages of family photos to give to parents, taking families to the beach etc.) | FLWs | Ongoing |

| Monitoring Changes | | | |
|---|---|---|---------------------------|
| Objective | Success Measure/Indicator | How will it be measured? | When will it be measured? |
| 1. Increase community engagement and collaboration | Number of community events and activities undertaken in collaboration with other stakeholders | MA Activity Sessions in MA Connect | May/June 2023 |
| | Average satisfaction with community connection at exit | Impact Measurement Surveys | May/June 2023 |
| 2. Work as a team to keep families engaged | Number of Case Discussion Sessions | MA Activity Sessions in MA Connect | May/June 2023 |
| 3. Celebrate small and big achievements more often to keep families motivated | Average length of time families engage with the program | Interaction Start and End Dates in MA Connect | May/June 2023 |

What is working well and what are our main challenges?

| Tracking well | We are working on it |
|---|---|
| <div data-bbox="209 596 823 741"><p>Leadership buy-in and ongoing support</p></div> <div data-bbox="992 485 1552 859"></div> | <div data-bbox="1752 596 2372 741"><p>Culturally appropriate impact measurement</p></div> <div data-bbox="2518 570 3145 778"></div> |
| <div data-bbox="336 1059 693 1196"><p>Focus on the L in the MEL!</p></div> <div data-bbox="1049 939 1502 1301"></div> | <div data-bbox="1722 1059 2399 1204"><p>Further embedding data collection into practice</p></div> <div data-bbox="2545 954 3132 1294"></div> |
| <div data-bbox="176 1506 856 1650"><p>Measuring our collective impact</p></div> <div data-bbox="1026 1390 1512 1752"></div> | <div data-bbox="1815 1543 2305 1613"><p>Stories of change</p></div> <div data-bbox="2682 1395 2968 1707"></div> |

Would anyone like to ask a question or comment?



Rachel Christie

National Manager – MA Centre for Evidence and Insights

christier@missionaustralia.com.au

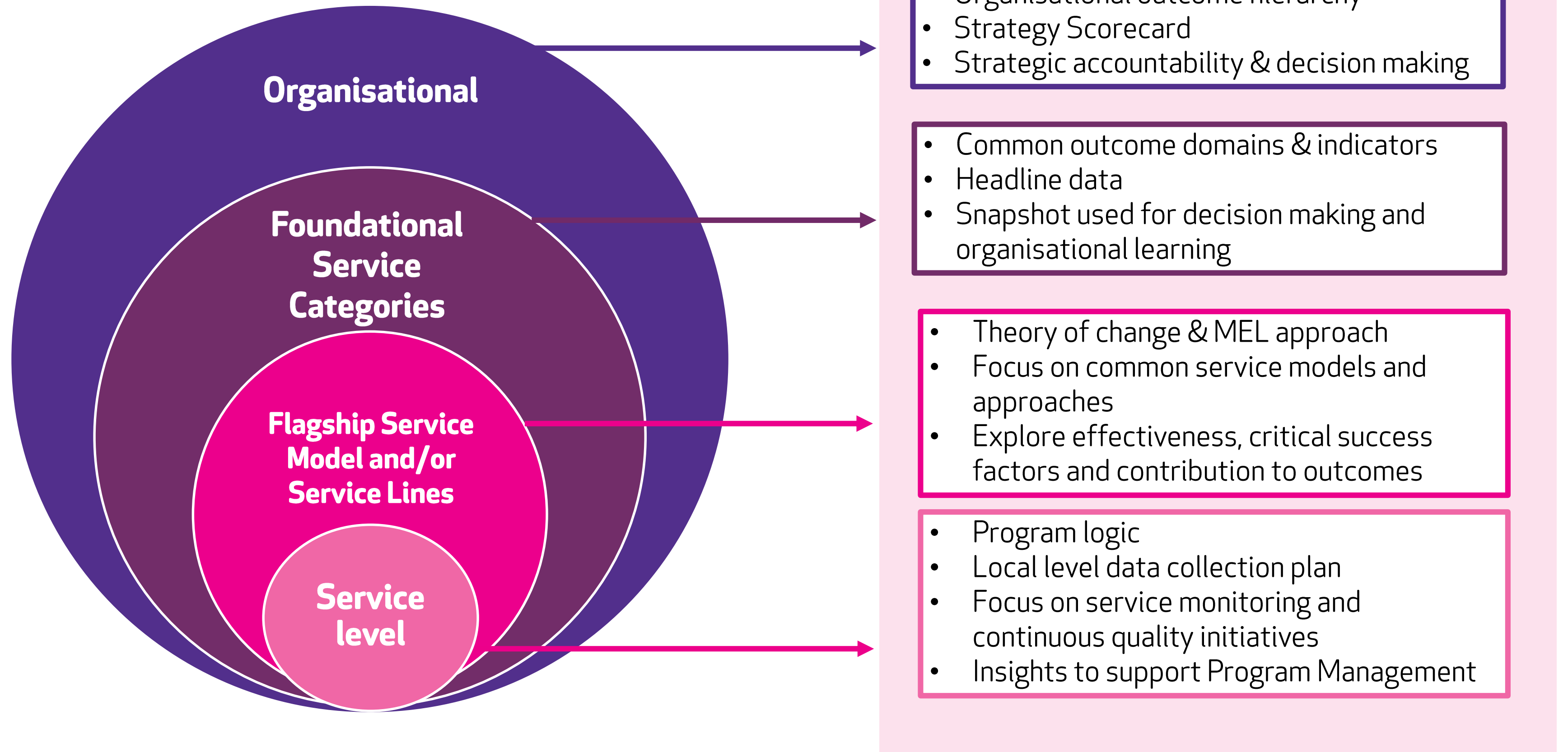
Cherie Pereth

Impact Measurement & Evaluation Manager

perethc@missionaustralia.com.au

Thank you!

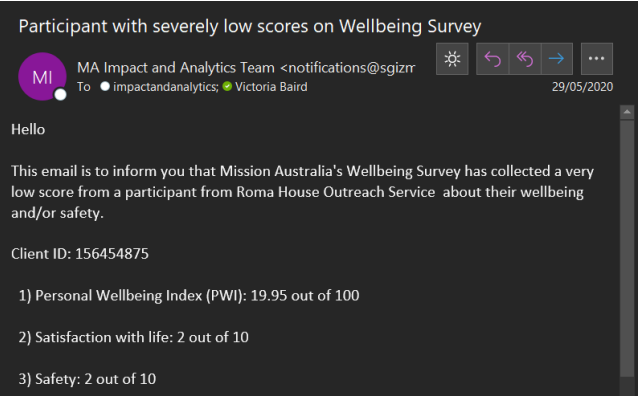
Monitoring, Evaluation & Learning Architecture



The Impact Measurement Program

MA’s Impact Measurement (IM) framework provides a simple, structured and automated way to collect, collate, and report on the outcomes achieved by the people we assist. We ask people about their wellbeing and service-specific measures at the beginning of their journey with us and over time. This enables us to establish what changed occurred in their overall wellbeing and situation.

| Principle | Practically this looks like |
|---------------------------------|--|
| Design for scale and automation | <ul style="list-style-type: none">Using a proven validated methodology for all services – Personal Wellbeing Index (Cummins & Lau; Deakin)Implementing on-boarding process for scaleAutomating IT systems – including safety alerts, reminders, APIsTransform values (if required) for reporting and upload to funder portals |
| Demonstrate value in practice | <ul style="list-style-type: none">Deploying interactive dashboards for each client into case worker everyday systemsReflecting and acting on IM results for services and service linesSharing learnings with the sector, advocacy, tendering |
| Maintain staff engagement | <ul style="list-style-type: none">IM SharePoint for all staffeLearning modules + refresher trainingEach program gets their own dedicated pageTrack and celebrate effort through management |
| Use evidence for social change | <ul style="list-style-type: none">Using IM results to support decision makingEstablish & facilitate regular learning & reflection cyclesUsing IM findings for strategic leadership and advocacy |

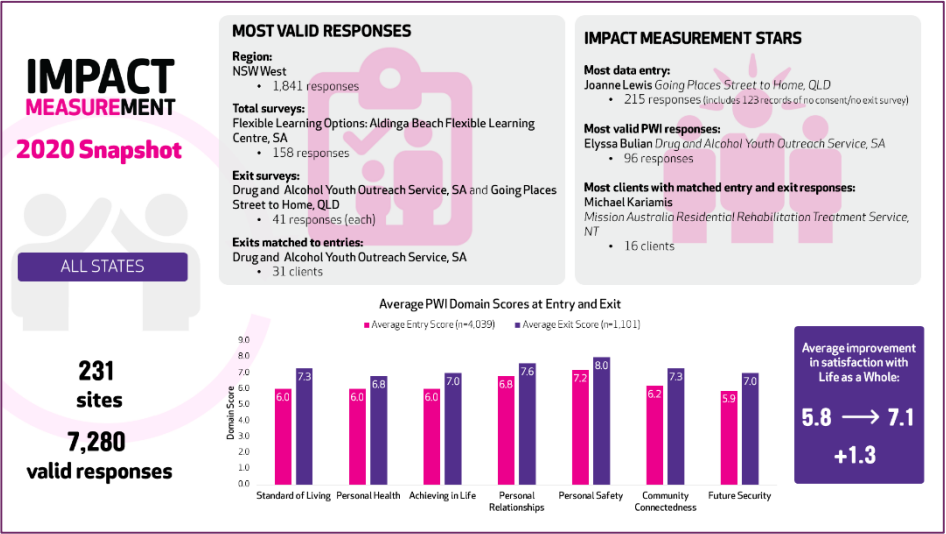


Automated safety alerts for clients at risk

Individual client wellbeing change tracked within the CRM

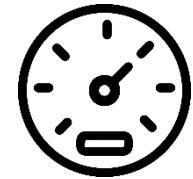


Reports to senior managers celebrating service engagement and wellbeing change



Monitoring, Evaluation and Learning Cycles

Through MEL cycles we are able to continuously improve our services and draw in other data sets for economic analysis and longitudinal impact studies.



Monitoring

- Routine & ongoing collection of data and information, including qualitative
- Used to track progress & manage programs
- Looking at data along the way and generating insights for continuous improvements

This means

- MEL Frameworks for Foundational Service Categories including Service Lines & Flagship service models
- Design or modify automated dashboards to ensure that information is readily available to the right people



Evaluation

- Periodic in-depth assessment to make a judgement about the merit, worth or value of a program
- What works, for whom & in what circumstances
- Generate insights for organisational learning

This means

- Identify annually the strategic & operational priorities for evaluation
- Have a structured approach to determine suitability for internal, external and hybrid evaluation approaches



Learning

- Intentional use of data and information to improve service delivery and outcomes for clients & communities
- How can we build on what worked well & address what didn't work?
- Now what are we going to do?
- Integration of participatory approaches

This means:

- Regularly release and share useful and actionable insights to be shared internally & externally
- Facilitating regular learning & reflection cycles with documented actions & program improvements

Current projects underway in homelessness services

At present, we have three projects underway using MA data and evidence that will provide strategic insights into our effectiveness and identify areas for improvement in the area of Homelessness Services.

1. Test the use of MEL frameworks to create a comparative effectiveness metric for homelessness services

Trialing the development of a composite indicator to assess the comparative effectiveness of service types within the homelessness service category for internal purposes.

Using key data points identified in the Homelessness Services Theory of Change within the MEL plan:

- To construct a hybrid impact indicator using changes in client outcomes, including regression analysis to control for demographics.
- Then balance the data with environmental context and external ROI evidence.

2. Improve the rate of successful program completions within early intervention homelessness services

Running an agile analytics POC using predictive analytics to understand the drop out behaviours and patterns of clients to ensure that even a short-term engagement adds value and encourages future help-seeking behaviour.

Program completions mean that more people experiencing homelessness or who are at-risk of homelessness will be housed faster and they will experience increased wellbeing. We will use MA data to:

- Identify predictors of non-engagement for meaningful groups within the client journey.
- Determine what interventions are most effective for a cohort type.

3. Scoping new homelessness research project

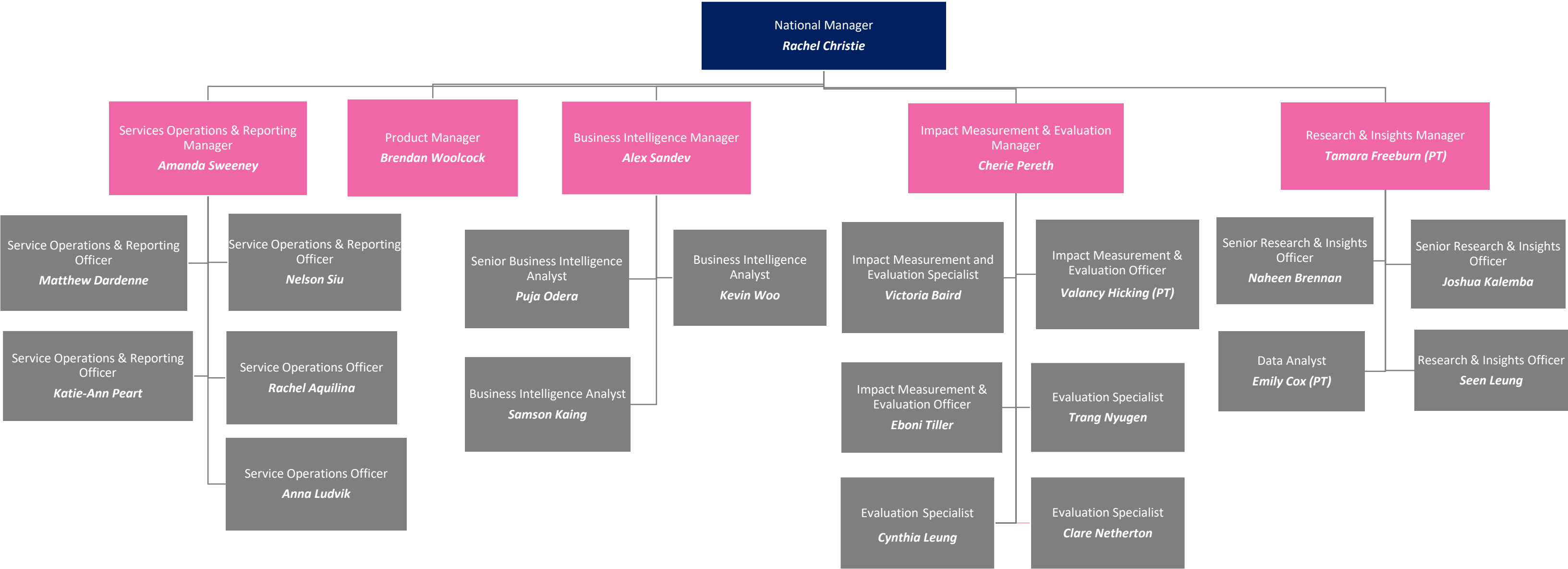
Constructing a new innovative and strategic research project plan that leverages MA strengths as a national service provider. Questions include,

What strategies are proven to provide effective early intervention for people at risk of homelessness and how is this better than common alternatives? For individuals? For systems?

Designing a research approach for a two phased / multi-year project:

- Phase 1 is likely to result in clear actions to directly improve MA service provision to our own clients.
- Phase 2 results in measureable changes in MA practices, processes or service design.

MA Centre for Evidence and Insights



At July 2022