

**“ASK YOURSELF IF WHAT
YOU'RE DOING TODAY IS
GETTING YOU CLOSER TO
WHERE YOU WANT TO BE
TOMORROW”-UNKNOWN**

Advancing theory of change thinking in the arts

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Definition

Two separate functions for TOC:

1. a “methodology to map out the logical sequence of an initiative from inputs to outcomes” (Vogel, 2012, p. 3);
a process also known as “theory of action” (Funnell & Rogers, 2011, p. xiv).
The desired long-term goals are identified first, followed by the steps to achieve these, and then the activities that need to be undertaken (Theory of Change, 2015).
2. The second function of theory of change is part of a “deeper reflective process ...amongst colleagues and stakeholders, reflecting on the values...and philosophies of change that make more explicit...underlying assumptions of how and why change might happen as an outcome of the initiative”
(Vogel, 2012, p.3).

Overview

Definition: ToC as question

Using ToC in research

Function: asking why in planning and evaluation

**Challenge in arts sector in utilization of ToC, focusing in
local government in Australia**

Solution: sector-wide technological tool

Conclusion and references

PhD research project

The role of participatory arts in social change in Timor-Leste 2009-2013





PhD research project

The role of participatory arts in social change in Timor-Leste 2009-2013

What difference does our work make?

How would we know?

Dunphy, K. (2013). *The role of participatory arts in social change in Timor-Leste*,
PhD thesis, Melbourne: Deakin University.

Theory of change

The idea originated in the field of evaluation in response to the challenge of understanding causal factors that lead to desired community change (Anderson, 2005; Weiss, 1995).

Anderson, A. (2005). *The community builder's approach to theory of change: A practical guide to theory and development*. New York: The Aspen Institute.

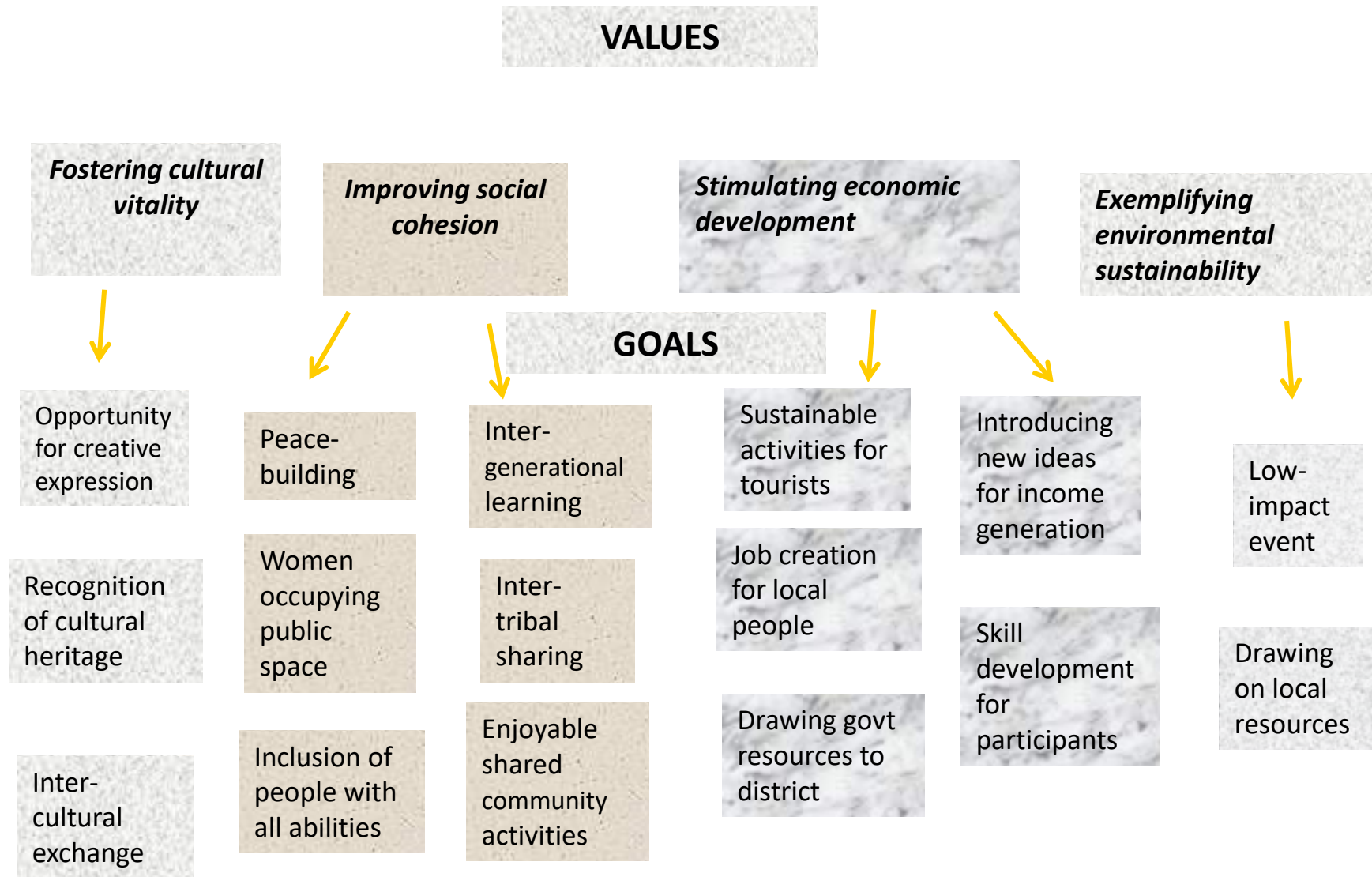
Weiss, G. (1995). Nothing as practical as good theory: Exploring theory-based evaluation for comprehensive community initiatives for children and families. In J. Connell, A. Kubisch, L. Schorr & C. Weiss, C. (Eds.). *New approaches to evaluating comprehensive community initiatives*, (pp. 65-92). New York: The Aspen Roundtable Institute.

Our Culture: Many Different Stories
community theatre project
Lospalos, Timor-Leste, Many Hands International

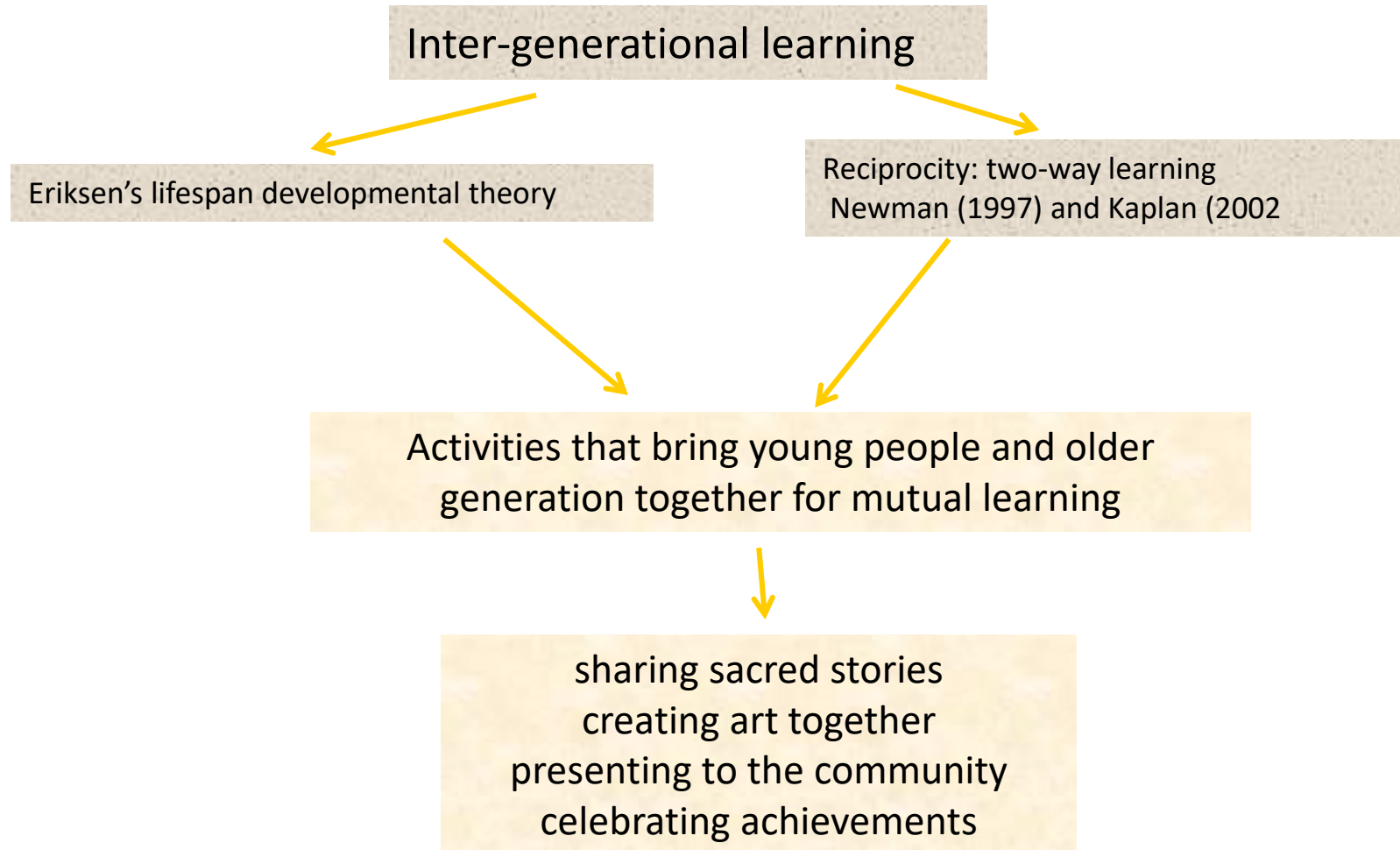


Using TOC principles in planning

Our Culture: Many Different Stories community theatre project



Using TOC principles in *Our Culture: Many Different Stories* community theatre project



Evaluation evidence substantiating ToC re outcomes

Our Culture: Many Different Stories theatre project



Lia nain (cultural elder):
Through this project we got the idea for the future, to develop a council of lia nain, who are patient to work with children to share stories

Young performer:
Thank you for this experience. Because of this we can recognize our lia-nain and their ratu stories. I was happy because even though these are sacred stories we can open them to the public.

Similar challenges in other locations and settings

such as

- arts for social change
- creative arts therapy
- local and other level government cultural development
- Australia and other countries

Theories of change most often implicit,
not explicit, articulated, documented or evaluated



Cultural Development Network

Enhancing the capability of local government to support rich and vibrant local cultures

Local government in Australia

Significant and growing investment in
cultural development infrastructure, staff, programming

Strong activity focus-
building facilities, offering programs, engaging communities

Not yet strong articulation of why



Cultural Development Network

Enhancing the capability of local government to support rich and vibrant local cultures

Increasing development of cultural development plans

But little use of evidence to inform planning (why),
little focus on outcomes (what difference the work makes).

Therefore underdeveloped, implicit or absent theories of change

Dunphy, K. & Yazgin, L. (2015). Analysis of Victorian Local Government Cultural Development Plans. Melbourne: Cultural Development Network.

Theory of change in planning

Good planning is underpinned by a *theory of change*, to assist and explain choices of activities, informed by evidence.

A theory of change can be summarized as a three-step logical argument for making decisions about activities to undertake.

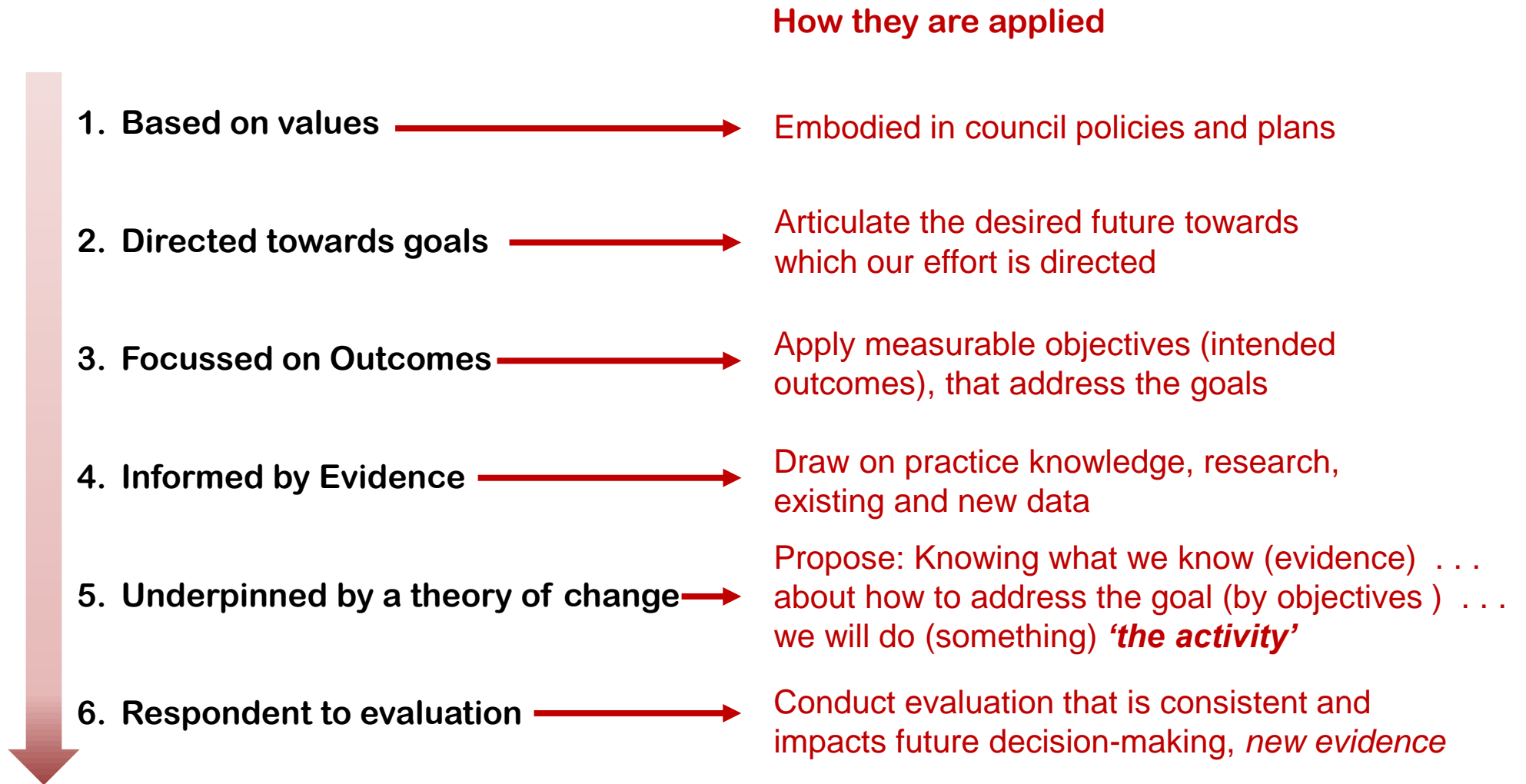
1. Looking for . . .
intended outcome
2. Knowing . . .
where we are now in relation to this outcome
what has been effective previously (from research or our practice knowledge)
how we can use this information to assist with our planning and action
what resources are available (current or future)
3. We will do. . .
a new activity, or change what we do

Theory of change in planning

A simple mnemonic device:

- *we are looking for (intended outcome)...*
- *and we know (evidence)...*
- *therefore, we will do (... activity)....*

Six planning principles

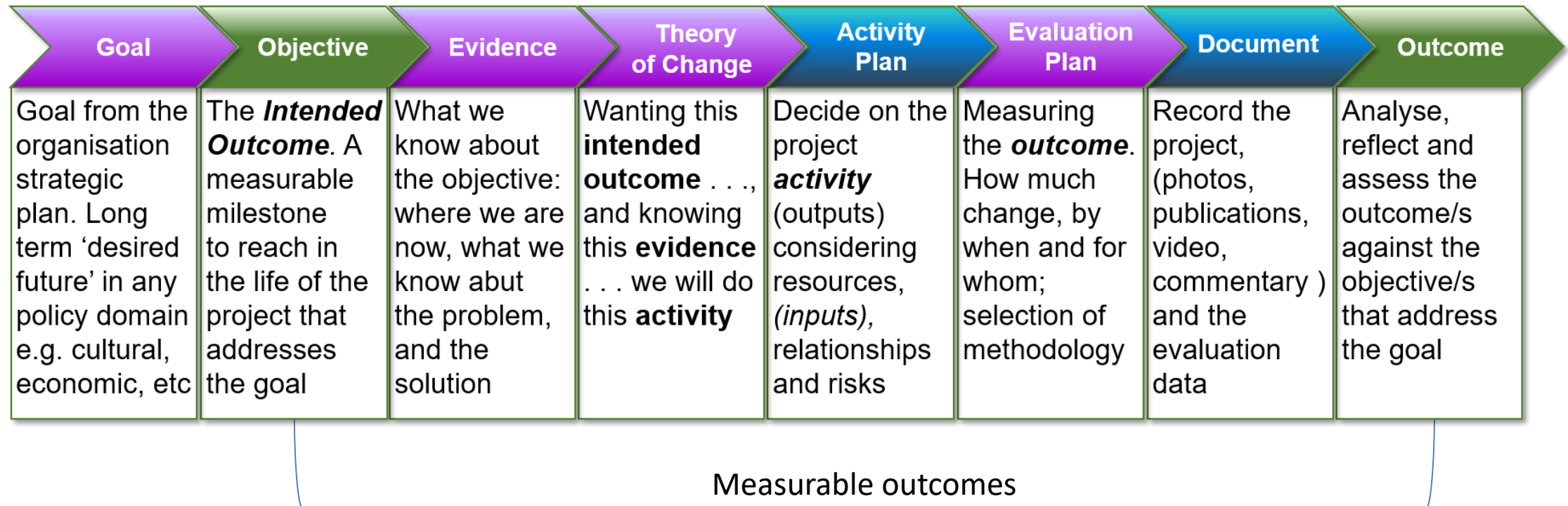


WhiteBox

Outcomes Planning Platform.



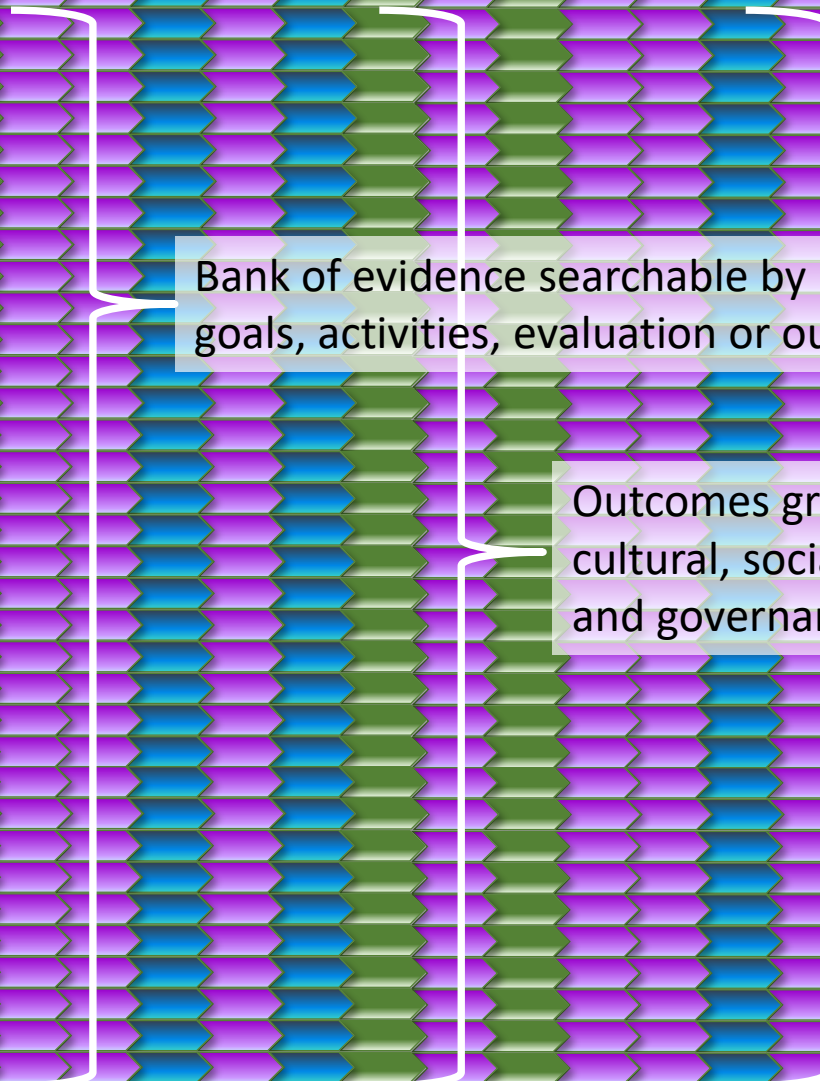
Eight Stage Activity Workflow



TASK: Transfer the theories to an on-line system accessible to all producers and managers

activity 1 – poetry reading in the library

Goal	Objective	Evidence	Theory of Change	Activity Plan	Evaluation Plan	Document	Outcome
Goal from the organisation strategic plan. Long term 'desired future' in any policy domain e.g. cultural, economic, etc	The Intended Outcome . A measurable milestone to reach in the life of the project that addresses the goal	What we know about the objective: where we are now, what we know about the problem, and the solution	Wanting this intended outcome . . . , and knowing this evidence . . . we will do this activity	Decide on the project activity (outputs) considering resources, (<i>inputs</i>), relationships and risks	Measuring the outcome . How much change, by when and for whom; selection of methodology	Record the project, (photos, publications, video, commentary) and the evaluation data	Analyse, reflect and assess the outcome/s against the objective/s that address the goal



The diagram illustrates the structure of the Cultural Development Network. It features three text boxes arranged vertically, connected by white bracket-like lines. The top box is connected to the middle box by a bracket on its left side. The middle box is connected to the bottom box by a bracket on its right side. The bottom box is also connected to the middle box by a bracket on its left side. The background is a repeating pattern of green and blue chevrons.

Bank of evidence searchable by goals, activities, evaluation or outcomes

Outcomes grouped by combinations of cultural, social, economic, environmental and governance outcomes

Aggregate of inputs, outputs grouped by activity type and reported with outcomes

WhiteBox

A networked program logic builder and recorder for cultural development activities.

Organisation Registration:

- Organisation type
- Organisation goal/s
- Links with internal & external systems

Staff can:

- Build activities
- Invite internal/external team
- Searches and reports

Find like activities in like organisations
Context driven evaluation
Build support networks

Workflow



Build activities

- New activities
- Repeat activities
- Grouped activities

Search database

- Organisations
- Activities
- Evidence database
- Artists/producers

Generate Reports

- Aggregate data
- Artists/producers
- Corporate reporting

Measure Question Methodology

Research and planning

- Analysis of inputs, outputs and outcomes
- Evaluation of cultural, economic, social, environmental and civic outcomes
- Instant status report
- Trend reports

Summary

Theory of Change: deeper reflective process ...
reflecting on values...and philosophies of change
that make more explicit underlying assumptions of how and why
change might happen as an result of an initiative

Ask yourself why....

- What difference will we make?

- How will we know?

WhiteBox Outcomes Planning Platform

www.culturaldevelopment.net.au

References

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<http://www.culturaldevelopment.net.au/planning/theory/underpinned-by-theory-of-change-more-information/>

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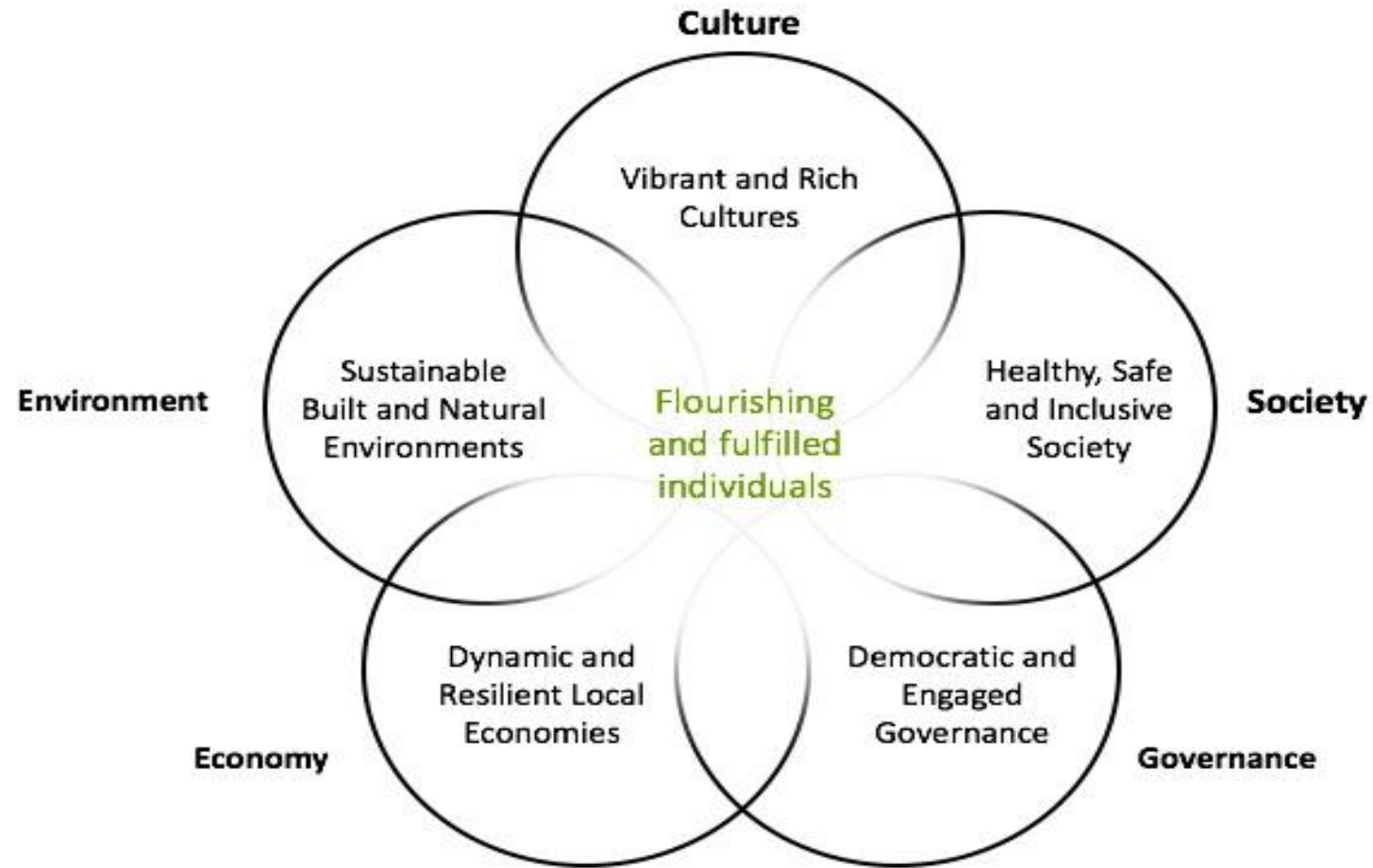
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Outcome schema: five domains of public policy and associated outcomes



Measurable cultural (*intrinsic*) outcomes of engagement in cultural development activities

Creativity stimulated (Stimulation)

Sparking of the imagination, creativity, curiosity;
resulting in increased desire to participate more and/or create new cultural works

Aesthetic enrichment experienced (Enrichment)

Experiences (familiar or unfamiliar) that come through the senses and are special: evoking enjoyment or entertainment; beauty, joy, awe or wonder; sense of being moved or transcendent.

New knowledge, ideas and understandings gained (Insight)

Generation of intellectual stimulation, critical reflection and creative thinking experiences.
Desired endpoint is deeper understanding, which is unlimited and can be continually generated.

Cultural diversity appreciated (Appreciation)

Appreciation of different forms of cultural expression: the diverse ways that people express themselves depending on their cultural backgrounds, life experience and interests

Connection to shared heritage experienced (Belonging)

Illumination of the present through a sense of continuity with the past, and a pathway to the future, through connections to present and past. History, heritage, cultural identity appreciated.

www.culturaldevelopment.net/outcomes