Monitoring, Evaluation and Reporting Framework

Adelaide Zero Project and beyond

Version 1.0

December 2020

ANGLICARE SA
Together we change lives.

University of South Australia

TAASE
The Australian Alliance for Social Enterprise

ADELAIDE zero PROJECT

Prepared by

Dr Selina Tually and Professor Ian Goodwin-Smith
The Australian Alliance for Social Enterprise (TAASE)

For further information

Dr Selina Tually
Senior Research Fellow
The Australian Alliance for Social Enterprise
T: +61 8 8302 1864
E: selina.tually@unisa.edu.au

The Australian Alliance for Social Enterprise

UniSA Business
University of South Australia
Way Lee Building | WL5-43 | City West Campus

Update: 12 January 2021.

Suggested citation

Tually, S. and Goodwin-Smith, I. (2020). *Monitoring, Evaluation and Reporting Framework,* Adelaide Zero Project. The Australian Alliance for Social Enterprise, Adelaide: University of South Australia.

Acronyms

AZP	Adelaide Zero Project
BNL	By-Name List
CAEH	Canadian Alliance to End Homelessness
CALD	culturally and linguistically diverse
CAT	Common assessment tool (VI-SPDAT in Adelaide Zero Project context)
DDF	Don Dunstan Foundation
DEWG	Data and Evaluation Working Group (Adelaide Zero Project, formerly the SDWG)
H2H	Homelessness to Home (SA Housing Authority dataset)
ICCoP	Inner City Community of Practice (AZP)
IGH	Institute of Global Homelessness
MER	Monitoring, Evaluation and Reporting
PSG	(Adelaide Zero) Project Steering Group
SDWG	Strategic Data Working Group (Adelaide Zero Project, now the DEWG)
TAASE	The Australian Alliance for Social Enterprise (UniSA)
US	United States
VI-SPDAT	Vulnerability Index – Service Prioritization Decision Assistance Tool

Acknowledgements

This work has been funded by Anglicare SA as part of the Adelaide Zero Project. It was undertaken by researchers from The Australian Alliance for Social Enterprise (TAASE) at the University of South Australia, working in close contact with the Adelaide Zero Project Steering Group (PSG) and members of the other relevant governance structures within the Project. The TAASE team wishes to thank the numerous stakeholders who have contributed their expert knowledge to the development of this Framework, especially Clare Rowley and Renee Jones from the Don Dunstan Foundation and David Pearson from the Australian Alliance to End Homelessness. We also acknowledge some research support provided by Dr Veronica Coram of TAASE.

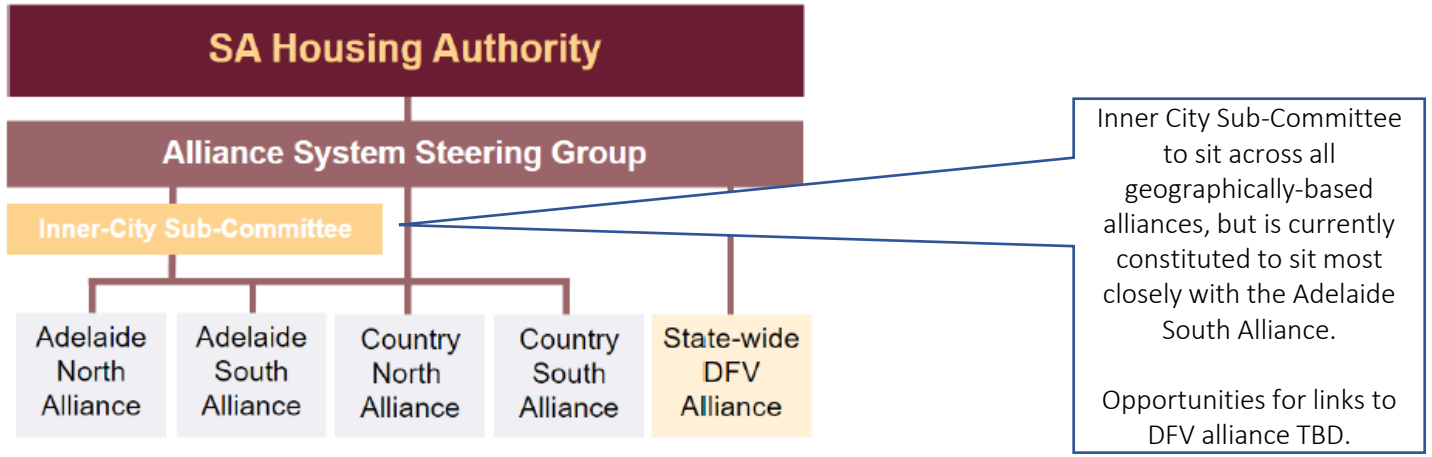
Acknowledgement of Country

TAASE researchers acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation as the traditional custodians of the land on which we conducted this research. We pay our respects to ancestors and Elders, past and present. TAASE is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

South Australia's homelessness landscape

South Australia's homelessness landscape is changing. *Future Directions for Homelessness, South Australia's Homelessness Alliance* (September 2020), sets the scene for the reform landscape for the sector, with more explicit directives for Specialist Homelessness Services to work in consortia and collaboratively – as alliances (Figure 1) – to meet a range of person-centred and system outcomes (see Figure 3 later, a two page summary figure, later in this document).[1] Five state-wide alliances are to be established during the course of 2021, as shown in the figure below. The SA Housing Authority will provide overarching backbone support for the alliances, as well as to, and through, a state-wide Alliance System Steering Group. An 'Inner City Sub-Committee' is also mandated as part of the tender process to ensure a focus across all alliances on the challenges of homelessness in the inner city of Adelaide, with the currently available thinking from the SA Housing Authority linking the Sub-Committee with the alliance to operate across the metropolitan south and east region (the Adelaide South Alliance, the geography of which includes the inner city), and to fulfill the role of developing strategies and pathways to overcome barriers for people sleeping rough in the inner city (with potential application beyond the inner city region).

Figure 1: Broad SA Homelessness Alliance structure, including Inner City Sub-Committee



Source: SA Housing Authority, 2020b, p. 6.

[1] Supported by an Alliance Charter (SA Housing Authority 2020, Sector Briefings Workshop 2).

South Australia's homelessness landscape (continued)

Understanding the broadly articulated sector reform context above is important for this document, the *Monitoring, Reporting and Evaluation Framework, Adelaide Zero Project and beyond* (version 1.0), for four key reasons:

1. The landscape we have known for the homelessness sector for many years now is changing;
2. A great deal of uncertainty exists in the landscape currently, with agencies expected to self-organise to tender for each of the 5 alliances to be established;
3. The future of the Adelaide Zero Project is largely undetermined.
4. Opportunities exist for embedding learnings from the Adelaide Zero Project across the alliances and reform landscape, as well as using the state-wide and more alliance-level thinking in this framework for informing both the structure, and the monitoring, evaluation and reporting work, that is needed within alliances and across the sector to ensure outcomes are met.

The factors described have influenced us to incorporate informed thinking about outcomes and measures state-wide, for newly forming alliances, as well as for population-specific streams within alliances, such as for rough sleeping. This latter level of thinking is encapsulated in thinking and tools framed as for the Adelaide Zero Project, but could easily be adapted to suit populations other than people sleeping rough, or projects other than the Adelaide Zero Project. A short summary about the Adelaide Zero Project is provided at Appendix A1.

The Adelaide Zero Project at the end of 2020

The Adelaide Zero Project (AZP) began with **the ambitious goal to achieve and sustain Functional Zero street homelessness (rough sleeping) in Adelaide's inner city by the end of 2020**. This goal has always been the first step towards expanding the useful elements of the project model to other areas of South Australia, and to other forms of homelessness.

The AZP has sought to achieve this ambitious goal by using the Functional Zero approach successfully pioneered in the US. Functional Zero is a person-centred and data-driven approach, which, to date, has seen ten communities achieve Functional Zero for veterans' homelessness, and three communities functionally end chronic homelessness, as part of a national end homelessness campaign known as 'Built for Zero' (Kim 2019; Lake County Illinois 2019; Community Solutions 2016).

The Functional Zero approach starts with knowing the names and needs of every person experiencing homelessness in a community (people sleeping rough in the Adelaide case) then working to ensure that there are more houses available in the system than people who need them (in any given month). As a Housing First (but not housing only) model, placing people into secure housing requires aligning housing to support needs to ensure people moving on from homelessness can access and sustain an appropriate and safe place to call home. Sustaining Functional Zero is a key future objective of the Project.

The Functional Zero approach has been particularly successful in the US in achieving buy-in from the community and industry and the philanthropic, government, non-government and university sectors, principally because the model is founded on shared direction, ownership and testing of actions to end homelessness.

Adelaide is one of the first cities outside North America to commit to using the Functional Zero approach. It has been recognised by the Institute for Global Homelessness (IGH) in a network of Vanguard Cities globally since November 2017, leading the way in tackling street homelessness as part of the IGH's A Place to Call Home initiative. As part of their involvement in A Place to Call Home, Adelaide has committed to **a further goal through the AZP: to reduce chronic homelessness in Adelaide's inner city area by 50% by the end of 2020**.

Update

As we draw nearer and nearer to the end of 2020, it is clear that the original AZP goals won't be realised. The COVID-19 pandemic and a range of other factors – a pipeline of the right housing, accompanied by the right support, and insufficient resources for key elements of the AZP among other factors – have impacted the predicted path to functional zero street homelessness and a place to call home for all rough sleepers in the inner city of Adelaide who want one. This version of the AZP MER Framework (v1.0) was finalised at a point in time when stakeholders came together to re-examine goals, structures, processes and progress. Such a period of re-examination occurred alongside the roll out of the SA Housing Authority homelessness sector reform process. **The MER v1.0 thus reflects revised thinking about monitoring, evaluation and reporting in the context of evolution and change in project goals (captured in the MER Framework Overview (Figure 4)), the fluid operational landscape currently, and given the roll out of alliances as the primary structure for the homelessness sector in SA.**

Monitoring, Evaluation and Reporting Framework, Adelaide Zero Project and beyond…

Purpose

This document is *version 1.0* of the *Monitoring, Evaluation and Reporting Framework, Adelaide Zero Project and beyond* (herein referred to as the MER Framework).

The MER Framework is the structure guiding routine and ongoing checking of progress (monitoring), periodic assessment of results (evaluation) and the reporting of such for the AZP and beyond. We have included 'the beyond' as part of the document to reflect the fact that what is contained in this document has broader application. The MER Framework does not 'do' the MER work.

The MER Framework has been developed in the light of:

- the headline goal and objectives of the AZP and Alliances landscape;
- the Collective Impact approach underpinning the AZP and assumed to underpin Alliances;
- the processes adopted to drive establishment and implementation of the AZP and Alliances;
- the importance of continuous improvement and iteration for/within the AZP and Alliances; and,
- evolution of the AZP beyond implementation phase (May 2018 – now), which now coincides entirely with the evolving Alliances landscape.

Having a comprehensive, yet flexible MER Framework informed by the above is important because, as Markiewicz and Patrick (2016, p. 1) note:

> A Monitoring and Evaluation Framework is both a planning process and a written product designed to provide guidance to the conduct of monitoring and evaluation functions over the life span of a program or other initiative. The use of Monitoring and Evaluation Frameworks is becoming increasingly important to establish program- and initiative-level progress and results; to subsequently inform management and decision-making processes; to support accountability; and to guide organizational learning for program improvement.

Purpose (continued)

The AZP MER Framework is centred around the typical monitoring and evaluation domains of:

- appropriateness;
- effectiveness;
- efficiency;
- impact; and,
- sustainability.

The Framework also incorporates a sixth domain: scalability. While this domain could be considered in terms of the others identified, we believe it is worthy of separate consideration to keep it front of mind as a future goal of the AZP.

A summary explanation of each of these domains is provided at Appendix A2.

Ultimately, the MER Framework provides the robust structure needed to capture and capitalise on learnings and identify opportunities for improvement. Continuous improvement and accountability are important pillars of end homelessness campaigns (Tually et al. 2018, 2017; Adelaide Zero Project 2018), and such structures should support instilling a culture of constant review and questioning, evolving practice and challenging decision-making within a project (Deeming 2014; Funnell and Rogers 2011; Greene, Caracelli and Graham, 1989; Patton 2008; 2012). The MER provides guidance on how project (and other) data should be '…collected, aggregated, and analyzed on a regular basis in order to answer…agreed [monitoring and] evaluation questions' (Markiewicz and Patrick 2016, p. 2).

Adhering to the MER Framework will ensure:

- actions and activities are subject to regular and ongoing scrutiny to improve the operation of the model;
- progress is made towards high-level goals, achieving positive outcomes for people and the services and systems supporting them; and,
- lessons, learnings and successes are shared.

Purpose (continued)

Notably, and in light of emerging learnings about monitoring and evaluation activities, theories and approaches generally, the MER Framework has been developed with acknowledgement of:

- the complex nature of end homelessness efforts (homelessness being widely acknowledged as a 'wicked' or 'sticky' problem);
- the challenges for evaluation, monitoring and reporting in Collective Impact initiatives where there are multiple moving parts and numerous stakeholders involved (Smart 2017); and,
- capacity limits for monitoring, evaluation and reporting.

Reflecting the work of Patton (2008, 2011) on *utilization-focused evaluation*, the MER Framework has been designed to be as practical as possible in terms of resourcing (timeframes/timing, cost and available data/data needs) and to help guide future decision-making in an evolving homelessness services delivery landscape. Accordingly, the Framework includes some basic tools for MER activities to develop internal MER capacity.

A living document

The AZP MER Framework is, and will remain, a living document. It requires regular review given almost certain changes in the AZP as the project evolves and matures and as monitoring, evaluation and reporting activities are undertaken.

Development of the MER Framework

In developing the MER Framework the authors have drawn on several published and practical resources. We have reviewed relevant (end) homelessness and monitoring and evaluation literature and examined other evaluation/monitoring frameworks to get a feel for content, coverage, structure and presentation (a list of helpful resources from our environmental scan is available in the Appendices).

The Framework has been informed by Markiewicz and Patrick's (2016) useful practical guide to developing monitoring and evaluation frameworks, primarily in social services domains, as well as the seminal work of Michael Quinn Patton on developmental evaluation (2010) and utilisation-focussed evaluation (2008, 2012). Such work by Patton has informed the recent conceptualisation of Collective Impact evaluation presented by Cabaj (2014), resulting in his formulation of five key rules for evaluation in the context of Collective Impact:

1. Use evaluation to enable – rather than limit – strategic learning.
2. Employ multiple designs, for multiple users.
3. Share measurement if necessary, but not necessarily shared measurement (i.e. stakeholders should look to their own parts in the process, as well as collective outcomes, barriers and enablers).
4. Seek out intended and unintended consequences.
5. Seek out contribution – not attribution – to community changes.

Supporting these rules, Cabaj cites a number of key elements to complexity-based developmental evaluation, presented in the table to the right, contrasted with more traditional evaluation approaches. All of these elements are embedded in the thinking underpinning this MER Framework.

Additionally, this MER Framework has benefitted greatly from informal discussions with and the work of members of the different governance structures and working groups within the AZP. The Framework has also benefitted from the other resources available to the Project and researchers through local, national and international connections.

Evaluation in the context of Collective Impact and complexity: 'Comparing traditional and complexity-based development evaluations'

Traditional Evaluations	Complexity-Based, Developmental Evaluations
Render definitive judgments of success or failure.	Provide feedback, generate learnings, support direction or affirm changes in direction.
Measure success against pre-determined goals.	Develop new measures and monitoring mechanisms as goals emerge and evolve.
Position the evaluator outside to assure independence and objectivity.	Position evaluation as an internal, team function integrated into action and ongoing interpretive processes.
Design the evaluation based on linear cause-effect logic models.	Design the evaluation to capture system dynamics, interdependencies, and emergent interconnections.
Aim to produce generalizable findings across time and space.	Aim to produce context-specific understandings that inform ongoing innovation.
Accountability focused on and directed to external authorities and funders.	Accountability centered on the innovators' deep sense of fundamental values and commitments.
Accountability to control and locate blame for failures.	Learning to respond to lack of control and stay in touch with what's unfolding and thereby respond strategically.
Evaluator controls the evaluation and determines the design based on the evaluator's perspective on what is important.	Evaluator collaborates in the change effort to design a process that matches philosophically and organizationally.
Evaluation engenders fear of failure.	Evaluation supports hunger for learning.

Source: Patton, Michael Quinn (2006). Evaluation for the way we work. *Nonprofit Quarterly, 13*(1), 28–33.

Source: From Cabaj 2014, citing Patton (2006).

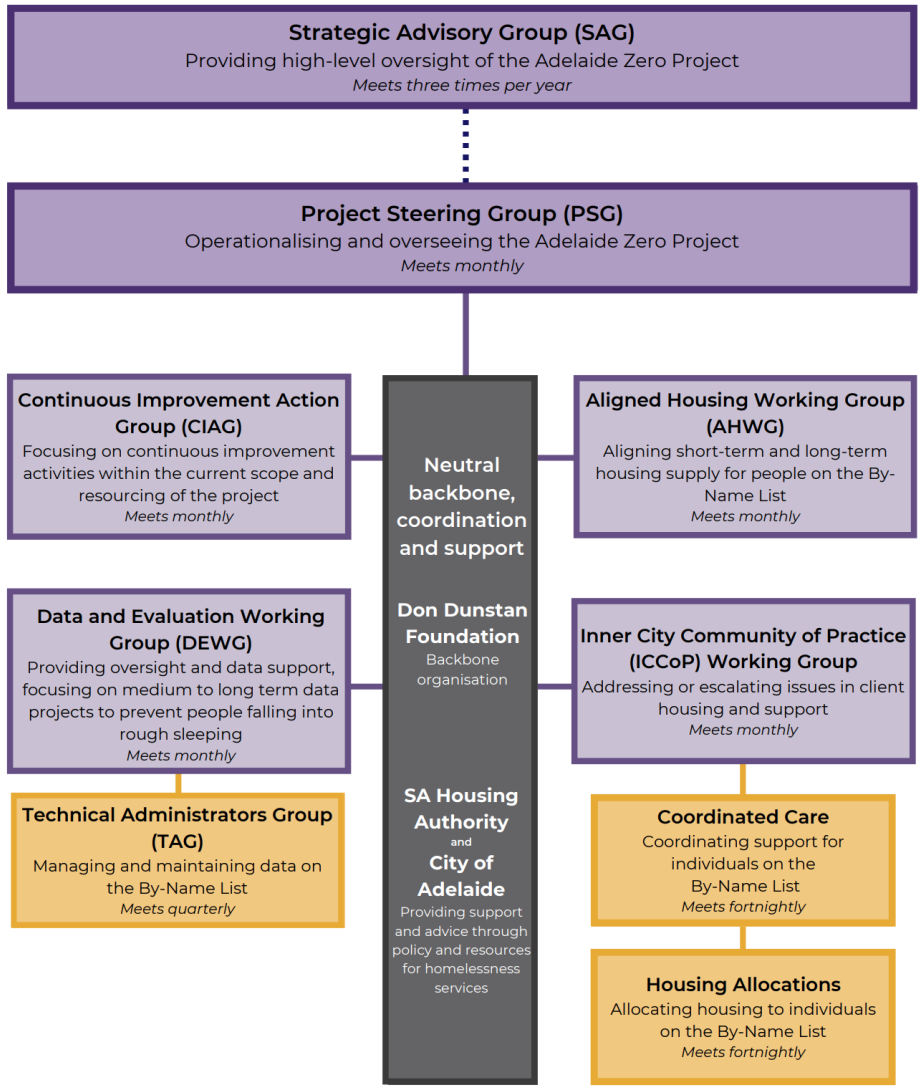
Stakeholders

As a multi-stakeholder and cross-sectoral project to end rough sleeper homelessness in Adelaide, the AZP is both driven and supported by a range of partners and governance structures/groups (Figure 2). All such stakeholders (and groups) have a role in shaping the AZP and driving continuous improvement, quality and accountability.

Many people and organisations have contributed to the development of the AZP MER Framework. Such stakeholders have important roles to play in terms of its implementation as a structure supporting the Project, pathways to AZP goals and in determining the audiences for MER activities and products.

The role of the AZP PSG is notable among stakeholders, with a key part of their remit being oversight, endorsement and refinement of Project activities (including on advice of working groups) to reflect learnings and lessons as the Project progresses towards ending street homelessness in Adelaide. PSG members will have a deciding role in the audiences for MER Framework products, their content and timing. The key working groups within the AZP also retain clear roles in terms of ongoing review of activities within their domain of the Project and thinking about how such learnings can best be captured and acted upon for Project advancement.

Figure 2: AZP governance structure



Current as at April 2020

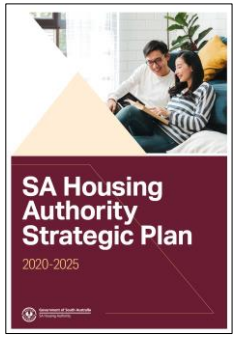
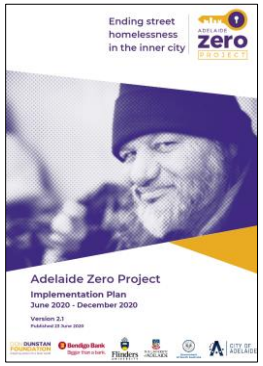
Intersections

This section outlines the important intersections at the time of development of this first version of the MER Framework: locally, nationally and internationally. Such intersections provide opportunities, dependencies and obligations that should be considered, captured and periodically reviewed as part of ongoing evolution of the Framework. Monitoring, evaluation and reporting activities need to align with, reinforce and support these commitments. They are, for example, a source of potential data for monitoring and evaluation activities, as well as providing guidance around outcomes measures, approaches and indicators.

Stakeholder(s) responsible for continuous improvement and the MER Framework should actively monitor developments related to these intersections (links, organisations, resources) through their relevant contacts. Such contacts include the Director of the AAEH and Community Solutions/Built for Zero connections.

Local intersections

Locally, the AZP MER Framework intersects with and builds on:

Homelessness sector reforms 	***SA Housing Authority Strategic Plan*** 	***Our Housing Future 2020-2030*** (State Housing Strategy)	**SA Homelessness Alliance**
Implementation Plan 	**Work of the Continuous Improvement Action Group (CIAG)** Small tests of change	**Research and data analytics by Data and Evaluation Working Group (DEWG)** 	**Research and data analytics by partners and others**

A summary of the principles, specified outcomes areas, means/approaches and target cohorts, outcomes measures and instruments/tools from the statewide strategies and reform processes is provided on the next two pages (Figure 3), capturing some of the broader context within which the sector will operate over the coming period.

Plan Do Act Cycle graphic from https://www.researchgate.net/publication/282671203_The_habits_of_improvers_thinking_about_learning_for_improvement_in_healthcare

Figure 3: South Australia's Homelessness Alliance (state-wide focus)

Vision, principles, cohorts in focus*, preferred means/approaches for service delivery*

Our Housing Future 2020-2030
(State Housing Strategy)

Vision

All South Australians have access to appropriate and affordable housing that contributes to social inclusion and economic participation.

Key strategy 4

Prevent and reduce homelessness through targeted and tailored responses.

Client service principles	Identified cohorts/groups	Means/approaches	
Person-centred	Aboriginal people	Housing First	Safety First
Relentless & resilient	Rough sleepers	Outcomes-based	Strengths-based
Flexible support	People experiencing repeat homelessness	Collaborative	Innovative
Cultural integrity & diversity	Young people at risk	Flexible and iterative	Whole of system
Community connection	People with disability	Culturally safe and appropriate responses	
Sector principles	Older people	Collective decision making and resource allocation	
Respecting lived experience	People at risk of homelessness	Lived experience voice in all policy, practice and service delivery	
Partnerships & collaboration		Common goals, shared responsibility and accountability	
Dynamic leadership		Active, persistent and assertive engagement	
Transparency & accountability		Sustainment focused	
Efficiency & effectiveness		Promote social and cultural connections	
		Involvement of Aboriginal controlled organisations	
		Collective performance, including data	
		Best practice monitoring, evaluation and reporting	

* *Cohorts as identified in *Future Directions for Homelessness*.

Figure 3 (continued): South Australia's Homelessness Alliance (state-wide focus)

Possible outcomes and measures, assessment instruments/tools and data sources+

Client outcomes	Measures	Instrument/tool	Data sources/frequency
	Impact		
People are safe and able to sustain long-term housing.	Reduction in number of people experiencing homelessness (total, cohort).	• Near to real time data tracking. • Point-in-time assessment. • Quantitative assessment of shared data. • Functional Zero method.	• H2H, BNL & shared Alliance data/ ongoing. • ABS or local Census or Connections Week/annual.
Fewer people experience homelessness.	Reduction in number of people experiencing repeat homelessness (total, cohort).		
People are rapidly rehoused to reduce the length of time they are homeless.	Increasing proportion of people who are vulnerable/at risk matched to the right housing and support.		
People do not experience repeat homelessness.	Reduction in length of time people are homeless (total and each cohort).		
Increase economic and social participation for people with capacity.	**Prevention**		
	Increased and diversified early intervention and prevention offerings.	Quantitative assessment. Qualitative assessment.	• H2H, BNL & shared Alliance data/ ongoing. • Survey/quarterly.
System outcomes	People with lived experience, Alliance partners and stakeholders provide a positive assessment of the effectiveness of early intervention and prevention offerings.		
Services are easy to access, effective and joined-up.	**Sustainment**		
Lived experience is used to guide service and system development and implementation.	A sustained end to rough sleeper homelessness in inner city Adelaide (and beyond).	• Functional Zero method. • Qualitative assessment.	• BNL/ongoing. • Survey/quarterly.
Increase in client satisfaction with the services provided through the homelessness system.	People with lived experience of homelessness or at risk of homelessness sustain their housing and support.		
Overall funding can be shown to be used in a far more effective way.	**System performance**		
	People with lived experience, Alliance partners and stakeholders see Alliances as effectively and efficiently meeting their collective principles and goals.	• Qualitative assessment.	• Survey/quarterly.
	People with lived experience feel supported on their journey out of homelessness.		

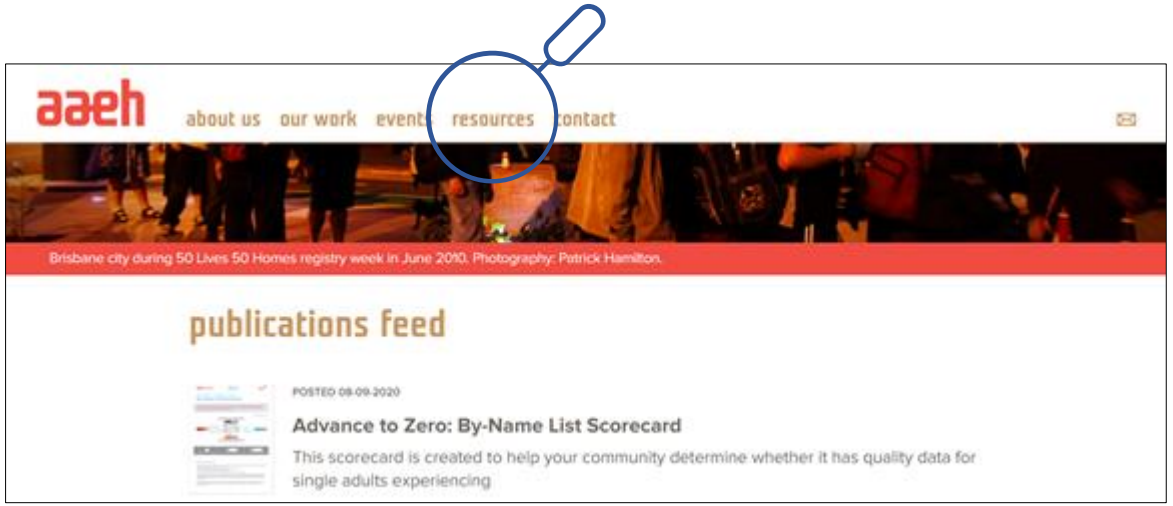
Summary of outcomes areas based on detailed examination of *Future Directions for Homelessness* (SA Housing Authority 2020) and associated sector briefings. Per Future Directions: 'Outcomes measurement and performance indicators will be agreed by SA Housing Authority and alliance partners. As the alliances progress, measures and key performance indicators will be refined to ensure that resources are always being directed in the best way to reflect new information and emerging client needs' (p. 11).

National intersections

Australian Alliance to End Homelessness (AAEH)

The AAEH is the source of a range of useful resources for end homelessness efforts. They are periodically populating the publications feed on their website with relevant resources from national and international sources.

www.aaeh.org.au/publications



Other national intersections

The monitoring and evaluative work undertaken by other end homelessness campaigns nationally – including in Brisbane, Perth and Sydney and emerging in Melbourne – offer models for future AZP work in this space, for example in terms of structure, scope, coverage, analytics, presentation, frequency (see resources list at the end of this document).

WA ALLIANCE TO END HOMELESSNESS
Together we can end homelessness

#EndHomelessnessWA

ZERO PROJECT
Housing First Coordination for WA

www.endhomelessnesswa.com

Unlocking systems
to end homelessness
BRISBANE ZERO

ABOUT
Our campaign
Our community
Our vision & mission
In the news
Contact us
Join the campaign

TRACK OUR PROGRESS
LIVED EXPERIENCES
STREET SERVICES

www.brisbanezero.org.au

International intersections

Community Solutions (US) and Built for Zero movement

AZP's ongoing relationship with Community Solutions (US) and especially their expert Built for Zero movement (in the US and beyond) has important intersections with the AZP MER Framework.

The ongoing support of Community Solutions for the AZP has allowed access to the bank of work other end homelessness communities have developed to monitor and report progress, engage in iterative practice and mature in their efforts to end homelessness. Participation in events such as Community Solutions' Action Labs and State of the Nation events is also important as they focus stakeholder thinking and attention on such things as:

- the quality of Adelaide's By-Name List data; and,
- concreting the practice of continuous improvement within the Project, using Plan-Do-Study-Act (PDSA) improvement cycles to inform future actions.

www.community.solutions

www.community.solutions/our-solutions/built-for-zero/

Institute for Global Homelessness and A Place to Call Home initiative

The AZP MER Framework should also be considered in terms of Adelaide's obligations and opportunities as an Institute of Global Homelessness (IGH) A Place to Call Home Vanguard City.

IGH offers Adelaide expertise and resources, including a community of practice that is important for advancing work locally and as part of a global learning and resource network. The Ending Street Homelessness in Vanguard Cities Overarching Research and Evaluation Project (funded by Oak Foundation; from September 2019) presents another important opportunity and obligation of Adelaide's Vanguard City status. Appendix A3 provides a summary of this evaluation work.

www.ighomelessness.org

www.ighomelessness.org/vanguard-cities-page/

Canadian Alliance to End Homelessness and Built for Zero Canada national change effort

Canada's national change effort –*beginning the end of homelessness in Canada* – offers a comprehensive and ever-evolving suite of resources upon which to draw, reflect and build. Such resources are collated on the relevant websites at the community and national levels, offering system-wide and place-based resources of relevance to Adelaide and South Australia.

www.caeh.ca/

www.bfzcanada.ca/

Framework Foundations

Structure

The AZP MER Framework is based on a theory-driven approach to monitoring and evaluation activity.
It comprises six key components:

- AZP Program Logic;
- MER Framework Overview;
- Finalised Evaluation Questions;
- Monitoring Plan;
- Evaluation Plan; and
- Reporting and Dissemination Plan.

All components are largely self-contained, are grounded in the principles of the AZP (Appendix A4) and reflect the principles to underpin the alliances.

Methodological approach

An integrated and flexible methodological approach, using mixed-methods – quantitative and qualitative research techniques – is most suited to determining whether the project is fit for purpose and evidence-informed (Greene, Caracelli and Graham, 1989), as well as continually assessing program learning, performance and impact. Such an approach is emerging best practice for evaluation of social justice-focussed initiatives and for programs which by design are iterative, involve multiple stakeholders and multiple moving parts (Smart 2017; also Cabaj 2014; Jones and Harris 2014).

The data sources and research methods best suited to the conduct of evaluative and review work are outlined within Framework Overview and Tools provided. Appendix A5 provides a description of the key methods.

Some data sources and processes may need to be developed to properly address evaluation and monitoring questions. Alongside this, it is important that MER activities pay due care and attention to ethical considerations, including how data can be used according to consents and how data should be stored, managed and disseminated.

Source: Markiewicz an Patrick 2016, p. xviii.

Framework Components

Program Logic

The AZP Program Logic provides a simple articulation of the operationally-focussed pathways to outcomes and impact for the project (over time, see Figure 4). The Program Logic is also a tool against which outcomes can be assessed.

MER Framework Overview

The MER Framework Overview summarises the goals, measures, instruments/tools and data sources to meet the overall vision: A sustained end to rough sleeping homelessness in Adelaide's inner city (and beyond). It also outlines the suggested frequency of undertaking MER activities.

Evaluation questions

We have developed a series of questions, organised by the evaluation/monitoring domains, to underpin the Evaluation Plan component of this Framework, see the Evaluation Plan later in this Framework.

Evaluation Plan

In an entirely complementary way, the AZP Evaluation Plan, provides the guide for periodic consideration of program impact and outcomes, at a much deeper level of analysis. Or, as Markiewicz and Patrick (2016, 123) note: monitoring and evaluation '…operate in tandem to support management and accountability functions and to facilitate learning and program improvement'. A reporting domain is included in both the Monitoring and Evaluation Plans, along with a timeline to ensure results are shared regularly among relevant audiences.

At the foundation of the Evaluation Plan are four key questions borrowed largely from the results based accountability assessment frameworks:

- How much did we do?
  i.e. *quantity of service delivery*: number of people housed, number of people linked with appropriate support services, number of referrals among partners and to other agencies.
- How well did we do it?
  i.e. *quality of service delivery*: outcomes from interventions; connections to other social, health and economic services; quality of culturally responsive service delivery approaches.
- Are people better off?
  i.e. *impact of service delivery*: goals achieved, sustainment of housing, improved wellbeing and quality of life.
- What is different as a result of our activities?
  i.e. *impact of service delivery:* system changes, changes in service delivery/practice.

Framework Components (continued)

Evaluation Plan (continued)

Both the Monitoring and Evaluation Plans consider the evaluation domains in multiple contexts; most specifically in terms of:

- the systems change/reform that the AZP has enacted (systematisation) and its facilitation by/impacts on services (project partners); and,
- the person-centred outcomes for the target population, people sleeping rough in the inner city.

These two streams are the central planks in the AZP model (Tually et al. 2018).

Monitoring Plan

The Monitoring Plan is the part of the Framework with the purpose of facilitating regular and ongoing review of, and reflection on, the Project as a whole, Project activities and learnings about what is and isn't working. Embedding a monitoring culture within the Project and among governance groups is critical to the success of an iterative Project like the AZP. Such monitoring activity speaks to the continuous improvement foundation of the Project, which is key driver of activity in the AZP model, as it is in all end homelessness campaigns and in Collective Impact approaches for addressing 'sticky' problems.

Reporting and Dissemination Plan

The Reporting and Dissemination Plan provides a guide for planning reporting structures and outlets, including consideration of key factors such as audience and timing.

Program Logic

Figure 4: AZP Program logic

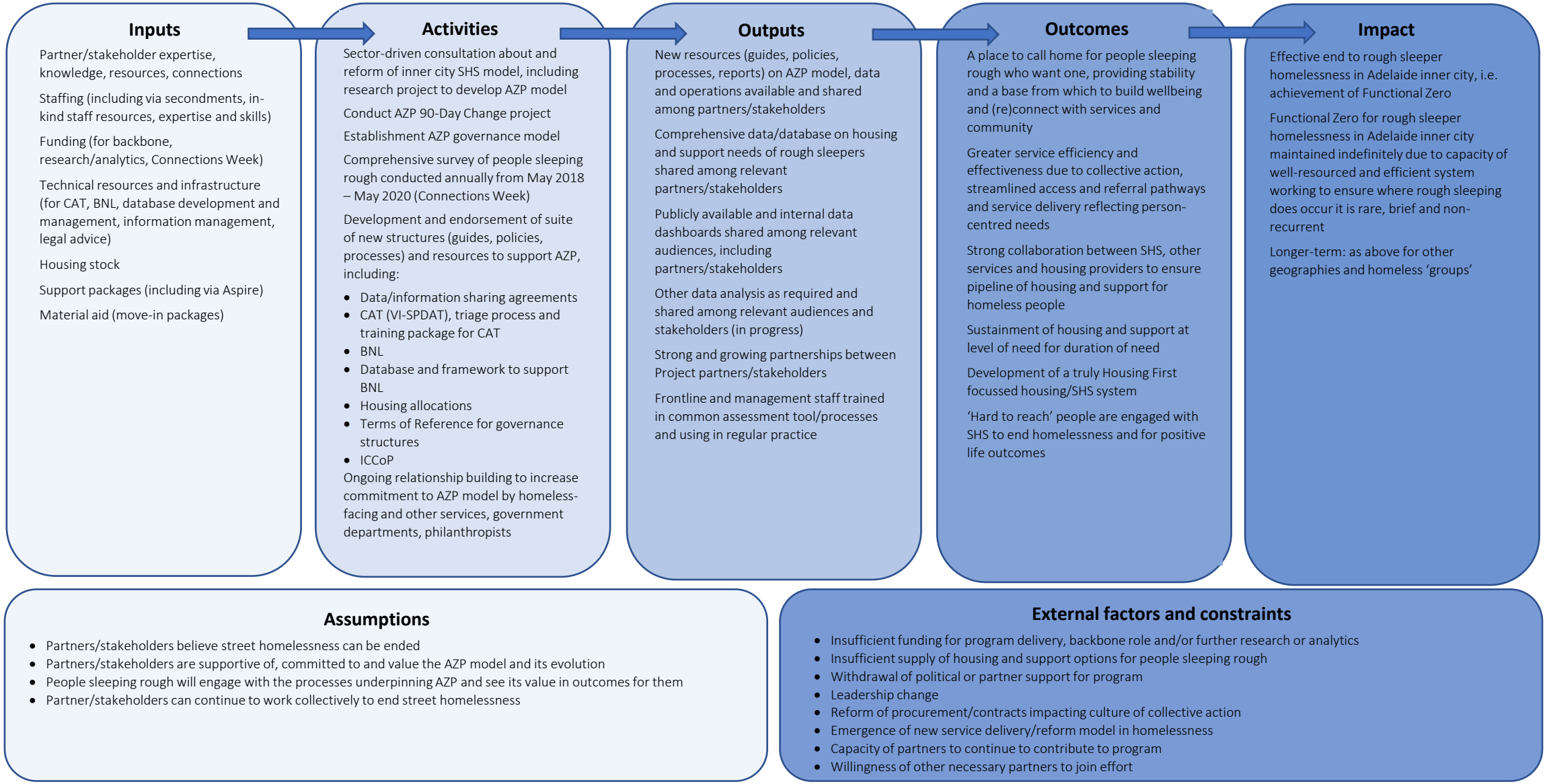


Figure 5: Monitoring, Evaluation and Reporting Framework Overview

A place to call home for all people rough sleeping in inner Adelaide who want one.

◆ Person-centred & Inclusive ◆ Housing First ◆ No Wrong Door ◆ Continuous Improvement ◆ Collective Action ◆

Vision:

A sustained end to rough sleeping homelessness in Adelaide's inner city (and beyond).

Goal 1:
To reduce the number of people on the By-Name List to 140 by end of June 2021.*

Goal 2:
A 50% reduction in chronic homelessness in inner Adelaide by 2020

Measures	Instrument/tool	Data sources/ frequency
Person-centred		
Reduction in number of people rough sleeping.	Near to real time data tracking. Point-in-time assessment. Quantitative assessment. Functional Zero method.	BNL, H2H/ongoing. Point-in-time assessment/annual and 5-yearly via Census. Future: Alliance data/ongoing.
Reduction in number of people experiencing repeat episodes of rough sleeping (chronicity).		
Reduction in length of time people are rough sleeping (chronicity).		
Increasing proportion of people who are rough sleeping matched to the right housing and support.		
Functional Zero for rough sleeping homelessness in Adelaide's inner city.		
Sustained housing and support outcomes for people moving on from rough sleeping.		
System change		
Efficient and effective project infrastructure to support goals, collaboration, coordination and outcomes.	Quantitative assessment. Qualitative assessment.	BNL, H2H/ongoing. Point-in-time assessment/annual and 5-yearly via Census.
Quality data and consistent processes to inform evidence-based action and project evolution.		
People with lived experience and stakeholders assess their experience positively.		
Additional cohort-specific outcomes measures: 1 November 2020 – 30 June 2021		
At least 50% of people with CEARS# 12 month support packages sustainably housed.	Functional Zero method/Near to real time data tracking. Point-in-time assessment. Quantitative assessment.	BNL, H2H/ongoing. Point-in-time assessment/annual and 5-yearly via Census.
At least 50% of chronically homeless people sustainably housed.		
An end to homelessness for all veterans who are rough sleeping.		
An end to homelessness for all youth people who are rough sleeping (18-24 years old).		
At least an X% reduction in Aboriginal people experiencing rough sleeping homelessness (TBC)		

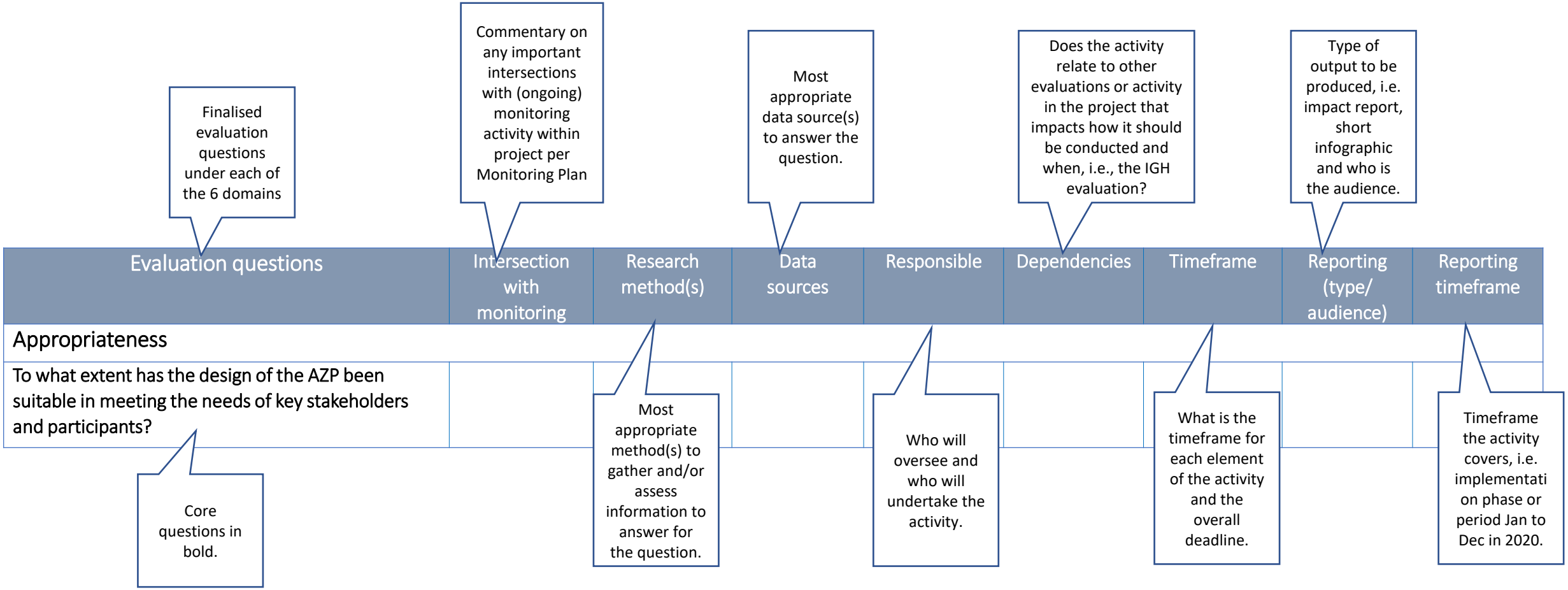
* Approximate 30% reduction in actively homeless.
# CEARS: COVID-19 Emergency Accommodation for Rough Sleepers response.

Evaluation Plan

This section briefly explains each section of the Evaluation Plan tool, most of which are to a large extent, self explanatory.

Appendix A5 details possible research methods for undertaking evaluation and monitoring activity and the MER Framework (previous page; Figure 5) overall provides thinking around possible data sources.

To assist with assessment of the value and quality questions under the effectiveness domain we have included an assessment rubric in Appendix A6.



Evaluation Plan

Evaluation questions	Intersection with monitoring	Research method	Data sources	Responsible	Dependencies	Timeframe	Reporting (type/ audience)	Reporting timeframe
Appropriateness								
To what extent has the design of the AZP been suitable in meeting the needs of key stakeholders and participants?								
Is the AZP model appropriate to the Adelaide context?								
Is the AZP governance structure appropriate?								
Does the Program Logic accurately capture program intent/action?								
Effectiveness								
To what degree has the AZP been implemented as intended? (Why/why not?)								
To what degree is the AZP tracking towards its headline goal and other goals? (Later: To what degree has the AZP achieved its goals?)								
What factors contributed to, supported or prevented progress towards (or achievement of) goals?								

Evaluation Plan

Evaluation questions	Intersection with monitoring	Research method(s)	Data sources	Responsible	Dependencies	Timeframe	Reporting (type/ audience)	Reporting timeframe
Effectiveness (continued)								
To what degree can we attribute outcomes to the program and its effects?								
To what degree can the AZP be considered cost effective by stakeholders and participants?								
To what degree can the AZP be considered to represent good value to stakeholders and participants?								
Is the AZP considered a good quality model or approach by stakeholders and participants? (i.e. is it based on best practice and an evidence base)								
Efficiency								
To what extent has the AZP been implemented in an efficient manner?								
To what extent have intended outputs been delivered?								
To what extent are the costs of the delivery of AZP justified against outcomes? (including in comparison with other like programs/interventions)								
To what extent has the budget for the AZP been sufficient to cover program costs?								

Evaluation Plan

Evaluation questions	Intersection with monitoring	Research method(s)	Data sources	Responsible	Dependencies	Timeframe	Reporting (type/ audience)	Reporting timeframe
Efficiency (continued)								
Has the AZP been governed and managed well?								
Impact								
What have been the intended and unintended results of the AZP? (direct and indirect results)								
To what extent has the AZP achieved its intended changes?								
What factors have led to change or lack thereof?								
To what extent has service delivery/processes changed as a result of the AZP? (orientation to person-centred and systematisation)								
How well has the AZP fostered the relationships needed with stakeholders to advance the Project model and goals?								
Who has not been involved in the AZP and why?								

Evaluation Plan

Evaluation questions	Intersection with monitoring	Research method(s)	Data sources	Responsible	Dependencies	Timeframe	Reporting (type/ audience)	Reporting timeframe
Sustainability								
To what extent are there ongoing benefits attributable to the AZP for stakeholders, the system and participants?								
Is the AZP model/approach sustainable? (Why/why not)								
Are outcomes from the program for participants being sustained? (Why/why not)								
Are impacts/changes from the AZP model/approach sustainable? (Why/why not)								
What enables/stands in the way of sustainability for the AZP and outcomes for participants?								
Scalability								
Is the AZP model as currently constituted able to be expanded across other geographies and population groups?								
To what extent can and should the AZP model be replicated in other settings?								

Monitoring Plan

The iterative nature of the Adelaide Zero Project brings into sharp focus the need for constant monitoring, and in two key ways:

- monitoring of progress towards specified project goal(s)/outcome(s); and, relatedly,
- monitoring of the appropriateness of project structures, activities and practices in supporting work towards specified goal(s)/outcome(s).

In this respect, all elements of the project are in scope for monitoring activities, with a view to investigating whether they are the most effective and efficient way to ensure we are progressing towards our goal(s)/outcome(s). To date monitoring activities have been driven by the appetite of particular groups within the project or because of a specific need (i.e. now regular data audits conducted by the Technical Administrators Group or the end of year reflections on the purpose and function of the Data and Evaluation Working Group) rather than as part of a formal plan or structure across the project. The Monitoring Plan aims to embed these and other monitoring activities within the culture and practice of the Adelaide Zero Project as a whole.

Monitoring activities should be conducted regularly across the multiple governance structures in the Adelaide Zero Project, including PSG and the backbone, with observations and reflections on appropriateness of structures and practice (design, coverage, execution) translated to actionable changes where needed. Such activities should incorporate the project's small tests of change/continuous improvement framework, involving the use of the PDSA (Plan: Do: Study: Act) cycle and utilising driver diagrams (see the separate AZP Continuous Improvement Framework (2020).

All monitoring activities should have the following questions at their core:

- How well does the activity/structure link with the project outcome(s)/goal(s)?
- What is working well? Why is it working well?
- What can and should be improved or done differently? How can it be improved/done differently?
- Are there any unintended consequences we need to be mindful of? How can/should these be managed?

Monitoring Plan (template)

Monitoring period:
Purpose/area of focus:
Guiding structure (i.e., terms of reference):

Related project outcome(s)/goal(s)	Related or set target/indicator	Assessment of progress			Risks	Impact
		Actual progress	Reasons for variance	Method and data source		

Lessons learned:	Future action/change:

Reporting and Dissemination Plan

The table on this and the following page forms the basis of the Reporting and Dissemination Plan. Other outputs should be added to this element of the MER Framework as needed or as resourcing is secured.

This part of the MER is to align to the work of each group within the governance structure of the project, especially the MER functions that sit within the Data and Evaluation Working Group, who maintain a Roadmap of their current, forward and aspirational activities. The Reporting and Dissemination Plan brings to life the results of the work being undertaken within the project, especially in terms of promoting outcomes and reflecting of learnings and areas for improvement and evolution. It ensures there is a clear plan around how project data is used to evolve a robust, accessible and digestible evidence base.

Ensuring project data is used in alignment with consents and ethical considerations is an essential part of the Plan.

Output	Due date	Audience	Focus	Contents	Type/length	Dissemination
Regular reports						
AZP Monthly Data Report and tracking towards milestone	Monthly	Internal, with external facing data captured in the AZP's public dashboard and Built for Zero (US)	Functional Zero datapoints, basic demographic data, milestone-specific data	Data tables, graphics with minimal narrative	Short report, <10 pages	Internal: via governance structures. Public: via website and Built for Zero (US)
Annual Impact Report	End of each calendar year (TBC)	Stakeholders and broader community, other end homelessness communities	What has the project achieved over the year	Data tables, narrative and qualitative reflections, lessons and continuous improvements, ways forward	Full report, >20 pages + highlights infographic	Internal: via governance structures. Public: via website

Reporting and Dissemination Plan

Output	Due date	Audience	Focus	Contents	Type/length	Dissemination
Regular reports (continued)						
Internal monitoring reports	6 monthly or per individual structures within project	Internal	To inform continuous improvement and learning	Data and reflections on learning, barriers, opportunities	Short report, fewer <10 pages	Internal: via governance structures
Sustainment snapshot*	Quarterly & Annual report	Internal, possibly public	Housing and support sustainment	Data on sustainment, barriers and advocacy points	Snapshot, 1-2 pages	Internal: via governance structures. Public: via website
Data, Evaluation and Research Roadmap	Living, ongoing	Internal (Data and Evaluation Working Group)	Capture all projects and outputs in progress, aspired to		As needed	
Ad hoc/specific purpose reports						
Complex case advocacy report	As needed	Internal and system/government	Barriers to supporting complex cases	Data and qualitative information	Short report, fewer <10 pages	TBD on case by case basis
Evaluation report	TBD	Internal, public	TBD by particular need	TBD by particular need	Full report, >20 pages	Internal: via governance structures. Public: via website
Milestone achievement snapshots	As milestone is reached	Public	Achievement of project milestone	Data, graphics, qualitative information as appropriate	Infographic, 1-2 pages	Public: via website; media release
Research reports	Per each research project					

* 50 Lives 50 Homes in WA track this with a simple quarterly survey that offers a model here. The survey builds on basic data on tenancies held by the initiative and asks housing providers one question: *In the past **3 months**, have you needed to take action in any of the following areas*? Rent and bills, property standard, anti-social behaviour (plus recording notes where needed).

MER Framework Implementation and Management

Implementation and management of this MER Framework is the collective responsibility of the stakeholders involved in the AZP (or alliances). Some elements of the Framework clearly sit with the Data and Evaluation Working Group, and other elements (and especially outputs) will require the oversight and input of the Project Steering Group (or Alliance Management Team in an alliance context).

As noted, this Framework has been developed with maximum flexibility and consideration for its utility in the context of limited capacity and resourcing for MER activities. Accordingly, most elements, with the likely exception of a broadscale evaluation of the Project (a process and implementation evaluation in particular),* can be undertaken by internally, with limited resourcing bar (admittedly precious and overstretched) staff time. The project will benefit significantly from any and all of the MER elements being advanced, providing important evidence for evolving or refining the project, the systems in which the project and homelessness sector operates and, importantly, outcomes for people moving on from rough sleeping.

AZP holds a wealth of data that is valuable for many purposes and this Framework will ensure that these data are used for maximum benefit, are robust, scrutinised and impactful.

We hope that there are elements in this MER Framework (with or without adaptation) that are useful to other projects and the homelessness alliances currently in the formation stage across SA.

*Mapping the implementation of the AZP against expected outcomes and the underlying Program Logic for example.

References

Adelaide Zero Project (2018), Adelaide Zero Project Implementation Plan 2018-2020, version 1.0, February 2018, Don Dunstan Foundation, accessed 3 December 2020, <https://www.dunstan.org.au/wp-content/uploads/2018/03/AZP_2018_Implementation-Plan_180219.pdf>.

Adelaide Zero Project (2020), Adelaide Zero Project Implementation Plan June 2020-December 2020, version 2,1, June 2020 (pre pandemic), Don Dunstan Foundation, accessed 3 December 2020, <https://www.dunstan.org.au/wp-content/uploads/2020/06/V2.1-Adelaide-Zero-Project-Implementation-Plan-April-2020-to-December-2020.pdf>.

Cabaj, M. (2014), 'Evaluating collective impact: Five simple rules'. *The Philanthropist*, vol. 26, no.01, pp. 109-124.

Community Solutions 2018, *Getting to Proof Points, Key learnings from the first three years of the Built for Zero initiative*, Community Solutions, March. <https://community.solutions/wp-content/uploads/2019/10/bfz_impact_report_-_final.pdf>.

Deeming, C. (2014), 'Trials and tribulations: the 'use' (and 'misuse') of evidence in public policy', in I. Greener and B. Greve (eds) *Evidence and Evaluation in Social Policy* (pp. 5-27). Chichester: John Wiley & Sons.

Fitzpatrick, S. and Busch-Geertsema, V. (2019), Ending Street Homelessness in Vanguard Cities Overarching Research and Evaluation Project, presentation at IGH 2019 Vanguard City Summit, 5-6 September, 2019, Glasgow, Scotland. via https://www.ighomelessness.org/2019-vanguard-city-summit-resources.

Funnell, S. and Rogers, P.J. (2011), *Purposeful Program Theory: Effective Use of Theories of Change and Logic Models*, San Francisco, Jossey-Bass/Wiley.

Greene, J., Caracelli, V. and Graham, W. (1989), 'Toward a conceptual framework for mixed-method evaluation design', Educational Evaluation and Policy Analysis, 11(3), 255-274.

Jones, M. and Harris, A. (2014), 'Principals leading successful organisational change: building social capital through disciplined professional collaboration', *Journal of Organisational Change Management*, 27(3), 473-485.

Markiewicz, A. and Patrick, I. (2016), *Developing Monitoring and Evaluation Frameworks*, Thousand Oaks, CA: Sage

Patton, M.Q. (2008), *Utilization-Focused Evaluation* (4th ed.). Thousand Oaks, CA. Sage.

Patton, M.Q. (2012), *Essentials of Utilization-Focussed Evaluation*. Thousand Oaks, CA. Sage

SA Housing Authority (2020a), Future Directions for Homelessness, South Australia's Homelessness Alliance, https://www.housing.sa.gov.au/__data/assets/pdf_file/0005/296537/Future-Directions-for-Homelessness.pdf

SA Housing Authority (2020b), South Australia's Homelessness Alliances, Alliances and Services Framework (Part B – Annexure 1 – Adelaide South Alliance and Service Framework). (Tender document).

Smart, J. (2017), '*Collective impact: Evidence and implications for practice',* Australian Institute of Family Studies, CFCA Paper No. 45, November. <https://aifs.gov.au/cfca/publications/collective-impact-evidence-and-implications-practice>.

Tually, S., Skinner, V., Faulkner, D. and Goodwin-Smith, I. (2018), *Adelaide Zero Research Project Final Report*, Adelaide Zero Project, August.

Tually, S., Skinner, V., Faulkner, D. and Goodwin-Smith, I. (2017), *The Adelaide Zero Project: Ending street homelessness in the inner city, Discussion Paper*, Don Dunstan Foundation, August, viewed 14 April 2018, <http://www.dunstan.org.au/docs/adelaide-zero-project-discussion-paper.pdf>.

Appendices

Appendix A1: About the Adelaide Zero Project

The Adelaide Zero Project (AZP) began with the ambitious goal to achieve and sustain Functional Zero street homelessness (rough sleeping) in Adelaide's inner city by the end of 2020. This goal has always been the first step towards expanding the useful elements of the project model to other areas of South Australia, and to other forms of homelessness.

The AZP seeks to achieve its ambitious goal by using the Functional Zero approach successfully pioneered in the US. Functional Zero is a person-centred and data-driven approach, which, to date, has seen ten communities achieve Functional Zero for veterans' homelessness, and three communities functionally end chronic homelessness, as part of a national end homelessness campaign known as 'Built for Zero' (Kim 2019; Lake County Illinois 2019; Community Solutions 2016).

The Functional Zero approach starts with knowing the names and needs of every homeless person (people sleeping rough in the Adelaide case) then working to ensure that the homelessness support system places more people into secure housing than are entering the system in a given month. As a Housing First (but not housing only) model, placing people into secure housing requires aligning housing to support needs to ensure people moving on from homelessness can access and sustain an appropriate and safe place to call home. Sustaining Functional Zero is a key future objective of the Project.

The Functional Zero approach has been particularly successful in the US in achieving buy-in from the community and industry and the philanthropic, government, non-government and university sectors, principally because the model is founded on shared direction, ownership and testing of actions to end homelessness.

Adelaide is one of the first cities outside North America to commit to using the Functional Zero approach. It has been recognised by the Institute for Global Homelessness (IGH) in a network of Vanguard Cities globally since November 2017, leading the way in tackling street homelessness as part of the IGH's A Place to Call Home initiative. As part of their involvement in A Place to Call Home, Adelaide has committed to a further goal through the AZP: to reduce chronic homelessness in Adelaide's inner city area by 25% by the end of 2020.

The AZP is a Collective Impact initiative, involving more than 40 project partners. It is underpinned by a solid foundational architecture developed by review of the evidence base used in end homelessness campaigns (Tually et al. 2017, 2018). In accordance with the principles of Collective Impact, the Project has a clearly articulated shared goal and a backbone organisation driving it; the independent thought-leadership organisation, the Don Dunstan Foundation. Together, Project partners have established and continue to refine the supporting governance structures and the actions being collectively undertaken to end street homelessness in Adelaide.

Further information about the project is available on the Adelaide Zero Project website: www.adelaidezeroproject.org.au.

Appendix A2: Explanation of evaluation/monitoring domains

Domain	Description
Appropriateness	Determination of the need for and appropriateness of AZP model (conceptualisation and design) in terms of workability in local context for stakeholders (project partners) and participants (target group). Includes assessment against program theory and program logic and causal assumptions/relationships articulated in these (vis a vis expected relationships between AZP outputs, outcomes and impacts).
Effectiveness	Assessment of extent to which stakeholder (partners) and AZP objectives have been met or are tracking to be met. Domain also considers quality and value of the AZP and fidelity of implementation (implementation as designed versus variation and reasons for variation), i.e. process evaluation.
Efficiency	Consideration of (a) how resources have been used within the AZP to deliver (quality) outputs and outputs to deliver results, from a costs and benefits perspective and (b) assessing efficiency of program implementation in terms of quality of governance and management (including personnel management).
Impact	Examination of the positive and negative changes (intended and unintended) attributable to AZP and considered in relation to program theory and program logic.
Sustainability	Broad assessment of the actual or likely ongoing impact of AZP for stakeholders and for participants (model, change, impacts, costs, benefits).
Scalability (expansion)	Assessment of AZP in terms of appropriateness and applicability in other contexts (across geography) and for other target groups (other homeless 'sub-groups').

Appendix A3: Ending Street Homelessness in Vanguard Cities Overarching Research and Evaluation Project: high level summary

Background

The Ending Street Homelessness in Vanguard Cities Overarching Research and Evaluation Project is a mixed methods project that will:

- monitor progress towards all Vanguard Cities' goals to end or reduce street homelessness by the end of December 2020; and,
- evaluate how goals are achieved.

Monitoring progress towards city goals is premised communities having a clear definition of what it means to 'end homelessness' and a reliable means of measuring trends in street homelessness and progress towards the specified goal. The evaluation component of the work will involve in-depth, qualitative case study work and 'realistic evaluation': what works, for whom, in what circumstances?

Project to look at what has succeeded and what hasn't, with a view to documenting learnings for cities/communities looking to/working to end street homelessness in the future.

Definitions

- Street homelessness has been successfully 'ended' if there is nobody sleeping in the circumstances described above for the area/population in focus on an agreed date/during an agreed time window.
- Street homelessness has been successfully 'reduced' if the proportionate decrease in total numbers sleeping rough matches or exceeds the target set.

Measurement

Vanguard cities to provide baseline, midpoint and final street count data or alternatively use continuous data management systems (i.e. By-Name List data) which sufficiently cover the street population. Also to document methodology used, ensure data coverage is as complete as practicable and prevents double counting.

Method

- Qualitative and quantitative: surveys, street counts, interviews, case studies/vignettes with people with lived experience, practitioners and stakeholders.
- Data work to be conducted by researchers on ground in each Vanguard City.
- Overarching research project team member to visit each city at least once.

Research questions

Focused on progress of end homelessness efforts, lessons and learnings, markers of success and sustainment and differences in outcomes between sub-populations, barriers and enablers for initiatives and how participation in the IGH Vanguard Cities initiative has assisted or could assist other places.

Timelines

To be clarified in light of COVID-19 pandemic impacts.

Source: Fitzpatrick and Busch-Geertsema 2019.

Appendix A4: Principles of the Adelaide Zero Project

The AZP MER Framework supports the principles underpinning the AZP, as outlined in the AZP Implementation Plan:

	PERSON-CENTRED AND INCLUSIVE We are committed to ensure the needs and experiences of people with lived experience of homelessness, and culturally diverse groups are represented within the Adelaide Zero Project.
	HOUSING FIRST We are committed to provide immediate access to housing without any housing readiness requirements, whilst simultaneously working with people to promote recovery and wellbeing.
	NO WRONG DOOR We are committed to support people sleeping rough either by direct service provision or providing support to access services from a more suitable agency, whether or not the person concerned is in the target group for that agency.
	CONTINUOUS IMPROVEMENT We are committed to learn what works quickly in an evidence-based and data-driven manner and to build on successful strategies and actions
	COLLECTIVE ACTION We are committed to work together in a coordinated way and to hold each other accountable to reach our shared goal of ending rough sleeping.

Source: Adelaide Zero Project 2020, p. 6.

Appendix A5: Key research methods for monitoring and evaluation

Method	Description
Literature review	Can be undertaken to provide background/context for the evaluation but also to identify good practice principles against which the program can be assessed and ensure it is aligned with the existing evidence base. Program-specific literature such as planning documents should also be considered.
Pre-existing datasets	These are usually in electronic form and capture data gathered routinely in day-to-day operations. Common software such as Excel may be used, or more sophisticated in-house systems that can generate a variety of reports as required. Limitations include the relevant systems not being able to generate bespoke reports, and lack of nuance or complexity in the data.
Key metrics	Quantitative data can be collected specifically for the purpose of evaluation. Metrics are easy to understand and communicate. They can be compared over time or against other interventions and give a clear indicator of progress towards specific outcomes. However, they do not give the full picture ('not everything that counts can be counted') and may even be misleading.
Surveys	Usually self-administered online; can be administered by a researcher in the field. May produce quantitative or qualitative data; questions may involve fixed choice or open-ended responses. A quick way of generating data, but they do not capture nuance or complexity well and various framing effects, biases, etc, can skew results.
Interviews	Usually involve a researcher and single participant, either face-to-face or by phone/online platform. They give voice to participants and generate rich data with nuance and context. However, they are time-consuming and can only involve a small number of participants, meaning the data is not generalisable. Thematic analysis raises issues of research bias, and it can be hard to succinctly communicate findings.
Focus groups	Usually involve 1-2 researchers/facilitators and 4-8 participants, either face-to-face or via an online platform. They generate rich data and can include more participants in the same time frame as individual interviews. They are particularly good when shared discussion and collaboration is likely to produce interesting results. However, the data can be compromised by 'groupthink' or dominant individuals.
Lived experience and ethnographic approaches	This includes less-structured and more narrative-based interactions between researchers and individuals or groups, e.g. yarning with Aboriginal participants, digital storytelling with program staff or end-users. These approaches are good for capturing rich data and a diverse range of perspectives, but they have similar drawbacks to interviews and focus groups.
Controlled trials	These generate robust data and are especially good for testing the effect of an intervention but they are very hard to run in complex human service settings. They are often expensive, there can be ethical concerns about excluding a control group from an intervention, and it is often impossible to isolate the dependent and independent variables from other influences in play.

Appendix A6: Additional evaluation questions for the efficiency domain (quality and value rubric)

Standards					
Criterion	Excellent	Good	Adequate	Poor	Reason
Quality					
Quality of model: Is the AZP considered a good quality model or approach by stakeholders and participants? (i.e. is it based on best practice and an evidence base)					
Value					
Cost effectiveness of model: To what degree can the AZP be considered cost effective by stakeholders and participants?					
Value of model to stakeholders: To what degree can the AZP be considered to represent good value to stakeholders and participants?					

Resources

Monitoring and evaluation

https://www.betterevaluation.org/en

https://www.thinknpc.org/wp-content/uploads/2018/07/Creating-your-theory-of-change1.pdf

Funnell, S. and Rogers, P.J. (2011), *Purposeful Program Theory: Effective Use of Theories of Change and Logic Models*, San Francisco, Jossey-Bass/Wiley.

Patton, M.Q. (2012), *Essentials of Utilization-Focussed Evaluation*. Thousand Oaks, CA. Sage.

Patton, M.Q. (2010), *Developmental Evaluation, Applying Complexity Concepts to Enhance Innovation and Use*, New York, Guilford Press.

Patton, M.Q. (2008), *Utilization-Focused Evaluation* (4th ed.). Thousand Oaks, CA. Sage.

Collective Impact evaluation

https://www.tamarackcommunity.ca/hubfs/Resources/Publications/Evaluating%20Collective%20Impact%205%20Simple%20Rules.pdf

https://www.collectiveimpactforum.org/resources/guide-evaluating-collective-impact

Adelaide Zero Project

Adelaide Zero Project 2018, Adelaide Zero Project Implementation Plan 2018-2020, version 1.0, February 2018, Don Dunstan Foundation, accessed 3 December 2020, <https://www.dunstan.org.au/wp-content/uploads/2018/03/AZP_2018_Implementation-Plan_180219.pdf>.

Adelaide Zero Project 2020, Adelaide Zero Project Implementation Plan June 2020-December 2020, version 2,1, June 2020 (pre pandemic), Don Dunstan Foundation, accessed 3 December 2020, <https://www.dunstan.org.au/wp-content/uploads/2020/06/V2.1-Adelaide-Zero-Project-Implementation-Plan-April-2020-to-December-2020.pdf>.

Adelaide Zero Project 2020, *Continuous Improvement Framework*, Don Dunstan Foundation for the Mercy Foundation.

Resources

Ending homelessness

Flatau, P., Tyson, K., Callis, Z., Seivwright, A., Box, E., Rouhani, L., Lester, N., Firth, D. Ng, S-W. (2018a), *The State of Homelessness in Australia's Cities: A Health and Social Cost Too High*, Centre for Social Impact The University of Western Australia, Perth, Western Australia, accessed 1 November 2018, www.csi.edu.au/research/project/the-state-of-homelessness and Summary Report: <http://www.csi.edu.au/media/State_of_Homelessness_Summary_Report.pdf>.

Micah Projects (c.2014), *Emerging Trends VI-SPDAT Rough Sleepers*, Micah Projects, Brisbane, Queensland, accessed 31 October 2018, <http://www.500lives500homes.org.au/resource_files/500lives/2014-500-Lives-Rough-Sleepers-factsheet.pdf>.

Micah Projects (2017b), *Campaign Outcomes 2014 – 2017*, Micah Projects, Brisbane, Queensland, accessed 31 October 2018, <http://www.500lives500homes.org.au/resource_files/500lives/2017-500-Lives-Rough-Sleepers.pdf>.

Micah Projects (2017b), *500 Lives 500 Homes Findings and Outcomes: Rough Sleeping*, Micah Projects, Brisbane, Queensland, accessed 31 October 2018, <http://www.500lives500homes.org.au/resource_files/500lives/2017-500-Lives-Rough-Sleepers.pdf>.

Micah Projects (2017c), *500 Lives 500 Homes Impact Statement 2014–2017*, Brisbane, Queensland, accessed 28 July 2018, <http://www.500lives500homes.org.au/resource_files/500lives/2017-500-Lives-Campaign-Overview.pdf>.

Mollinger-Sahba, A., Flatau, P., Seivwright, A., Kaleveld, L., Bock, C., Baron, J., Cull, O., Thomas, L. (2019), *The Western Australian Alliance to End Homelessness Outcomes Measurement and Evaluation Framework*. Centre for Social Impact: The University of Western Australia, Perth, Western Australia, <www.csi.edu.au/research/project/ending-homelessness-outcomes-framework>.

Ruah (2017), *50 Lives 50 Homes, A Housing First response to ending homelessness*, Ruah Community Services, accessed 1 November 2018, <https://www.ruah.org.au/wp-content/uploads/2017/10/UWA-50-Lives-50-Homes-Evaluation-Snapshot.pdf>.

Vallesi S, Wood L, Gazey A, Cumming C, Zaretzky K, Irwin E. (2020), *50 Lives 50 Homes: A Housing First Response to Ending Homelessness in Perth, Third Evaluation Report*, Centre for Social Impact and the School of Population and Global Health: University of Western Australia, Perth, Western Australia, <https://apo.org.au/sites/default/files/resource-files/2020-06/apo-nid306072.pdf>.

Vallesi, S., Wood, L., Cumming, C., Tuson, M. (2018a), *50 Lives 50 Homes Snapshot Report*, Centre for Social Impact: University of Western Australia, Perth, <https://www.csi.edu.au/media/50Lives50Homes_Interim_Report.pdf>.

Vallesi, S., Wood, NJR., Wood, L., Cumming, C., Gazey, A., Flatau, P. (2018b), *50 Lives 50 Homes: A Housing First Response to Ending Homelessness in Perth, Second Evaluation Report*, Centre for Social Impact: University of Western Australia, Perth, <https://www.csi.edu.au/media/Final_2nd_50_Lives_Report.pdf>.

Wood, L., Vallesi, S., Kragt, D, Flatau, P., Wood, N., Gazey, A. and Lester, L. (2017a), *50 Lives 50 Homes: A Housing First Response to Ending Homelessness, First Evaluation Report,* Centre for Social Impact: University of Western Australia, Perth. <https://www.csi.edu.au/media/50_Lives_50_Homes_FINAL_-_electronic_version.pdf>.

Wood, L., Vallesi, S., Kragt, D, Flatau, P., Wood, N., Gazey, A. and Lester, L. (2017b), *50 Lives 50 Homes: A Housing First Response to Ending Homelessness, Snapshot,* Centre for Social Impact: University of Western Australia, Perth. <https://www.csi.edu.au/media/50_Lives_50_Homes_FINAL_Snapshot.pdf>.