

# Using the Theory of Change for implementation and evaluation in the field of mental health

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EU PROMENS

# What are we going to do today

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Provide a clear explanation of what a Theory of Change (ToC) is, why it is useful, and the key terminology involved.

Review several ToC examples from the mental health sector, ranging from system-level transformation initiatives to suicide prevention programs.

Walk through the steps of creating a ToC, including clustering program components, designing effective working sessions, and the importance of co-creation and adapting the ToC over time.

Demonstrate how a ToC can guide evaluation planning, including structuring indicators, organizing them, and practical tips for developing meaningful indicators.

Time to sketch a ToC of your own program and, if time allows, share and discuss drafts with the group.

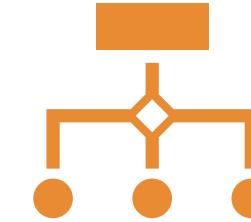


# What is a Theory of Change (ToC)?

A tool for both implementation and/or evaluation.



A diagram or written description of the strategies, actions, conditions and resources that facilitate change and achieve outcome.



Can be applied to interventions, policies, programmes and



It aims to show why an action will lead to a desired outcome via a chain of results and while at the same time mapping risks and assumptions.

# Why use a ToC?

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Provides a universally recognised and respected format for data collection, monitoring and evaluation



Increases credibility as results were predicted to occur in a certain way



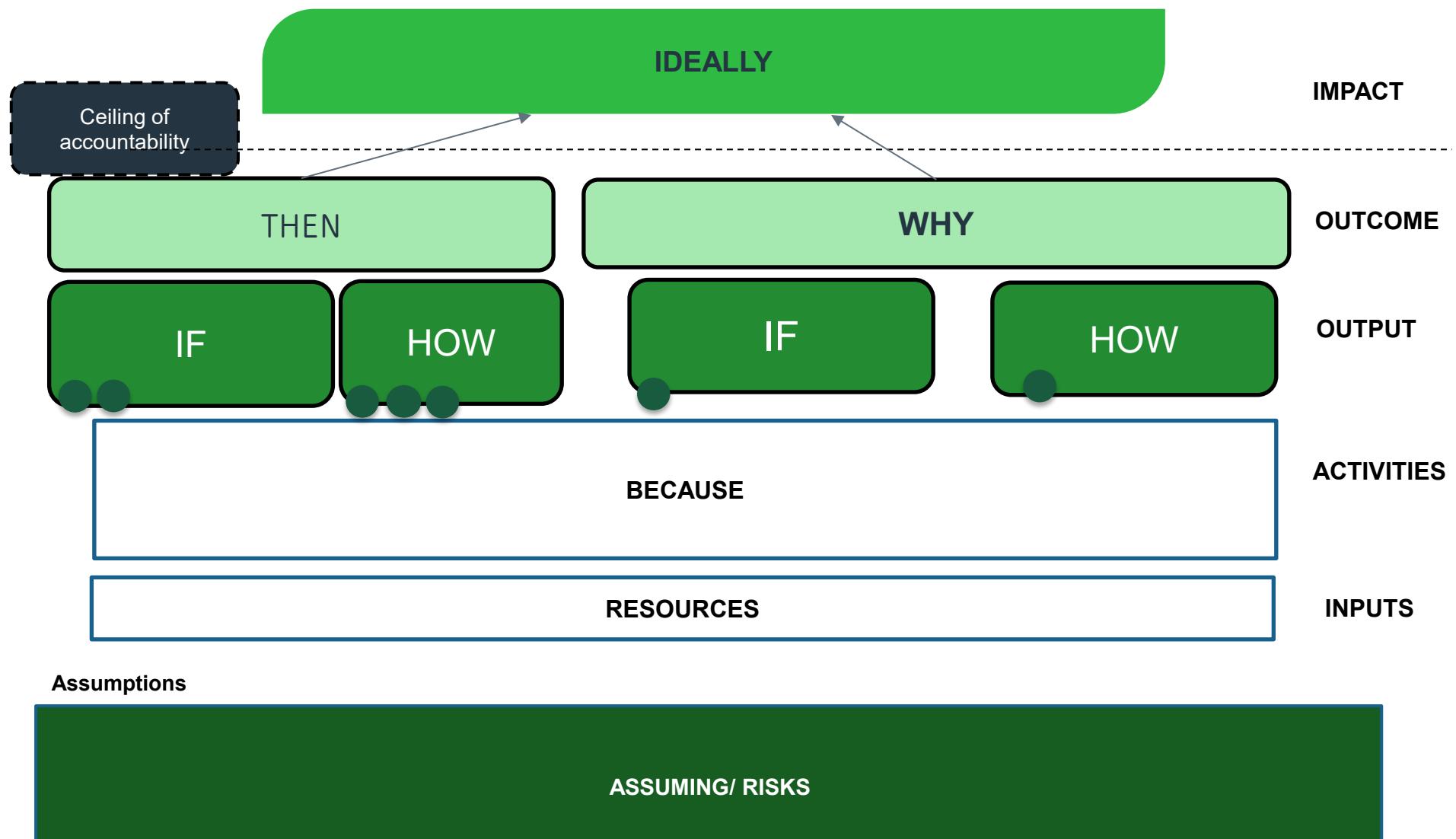
Results in an engaging narrative and visualisation of your implementation success

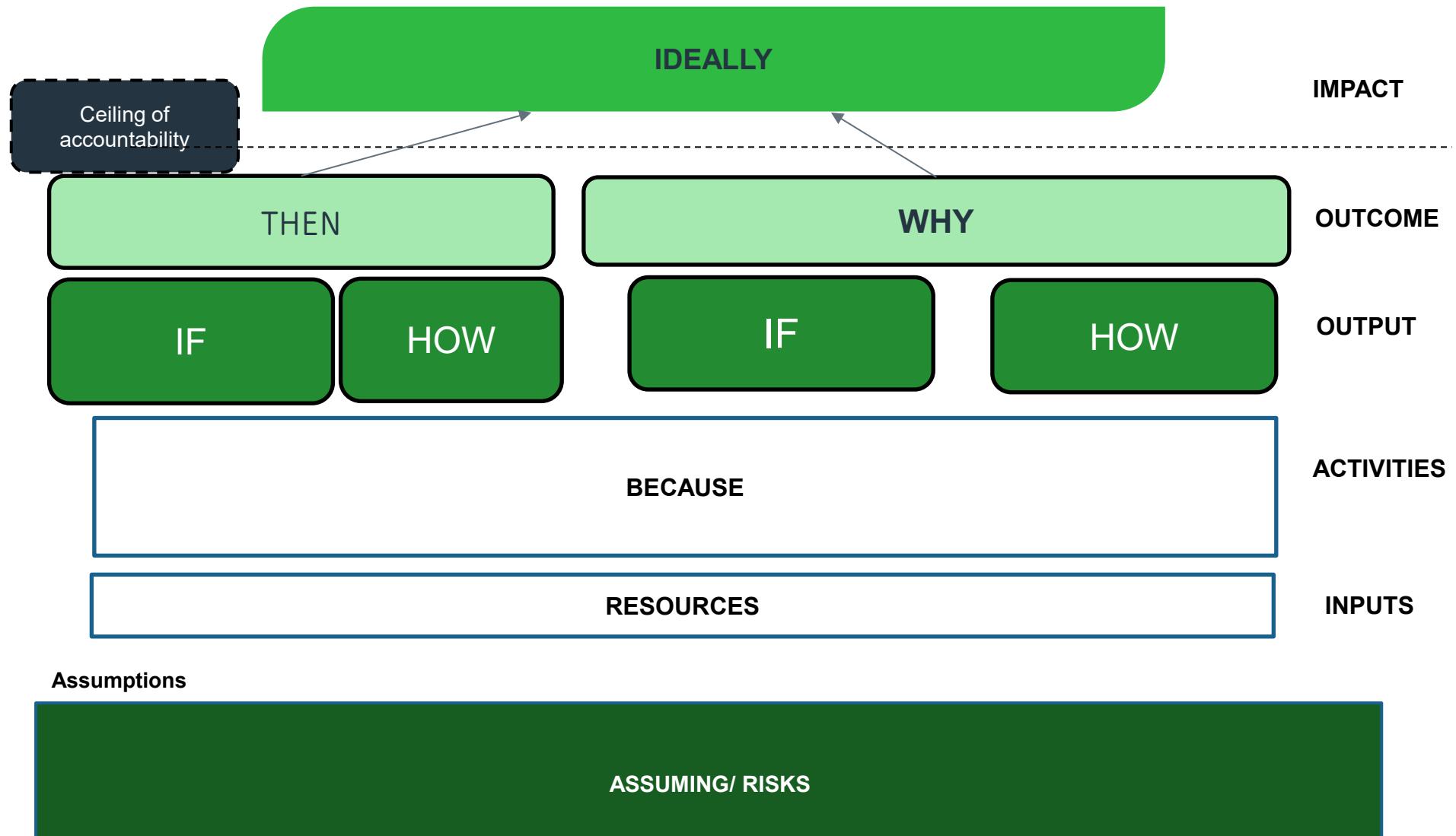


Appealing to policy makers and other stakeholders



Creative and interactive way to consider the realities of implementation





- European Union initiative co-funded by the European Union's Health Programme
- Involved 39 organisations from 21 countries from 2021 until October 2024
- Trimbos tasked with pilot and project evaluation
- Aimed at enhancing mental health across member states via implementing best practices

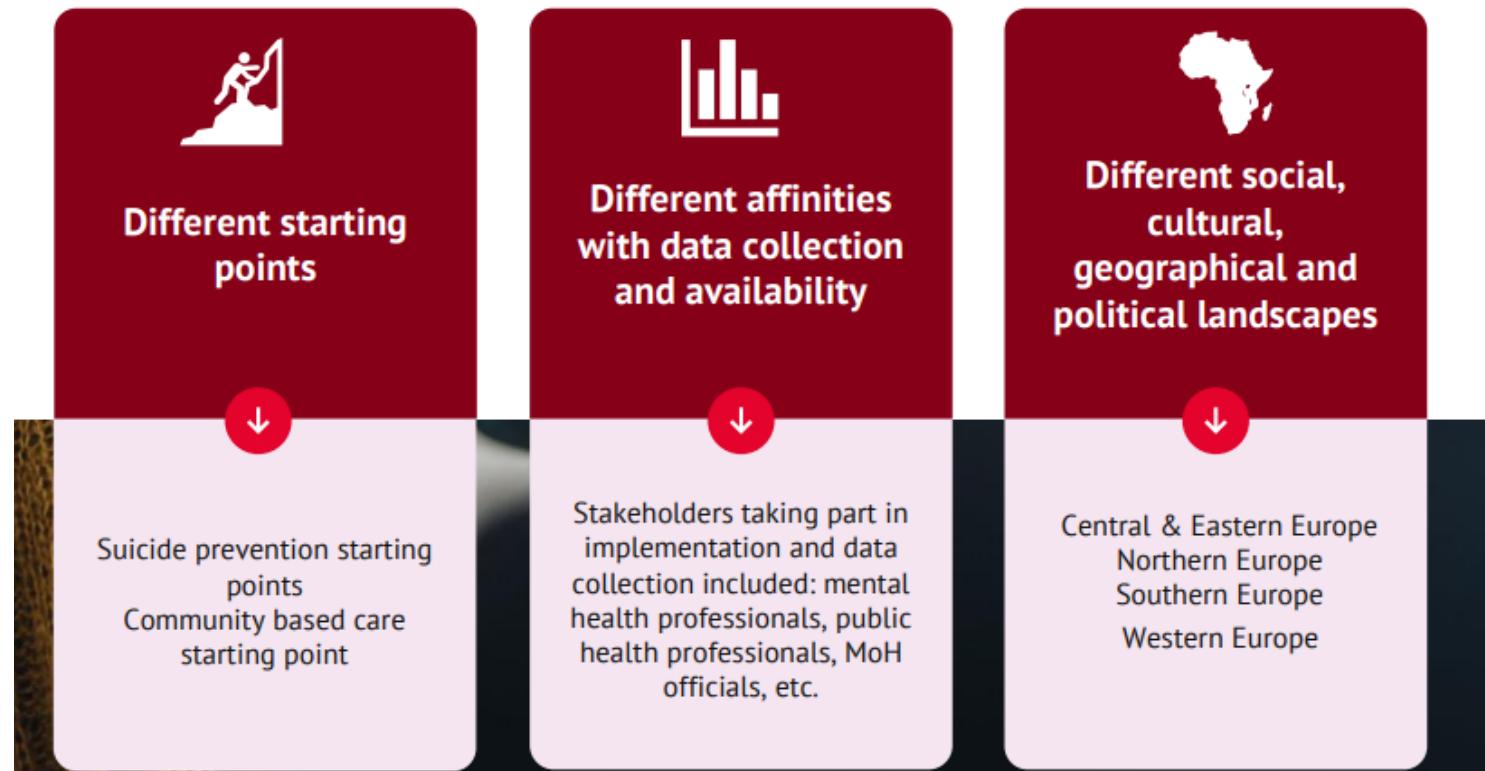


## Joint Action ImpleMENTAL

CASE STUDY

# Our task: evaluate the pilots across 14 sites for SUPRA and 11 sites for Belgian mental health reform

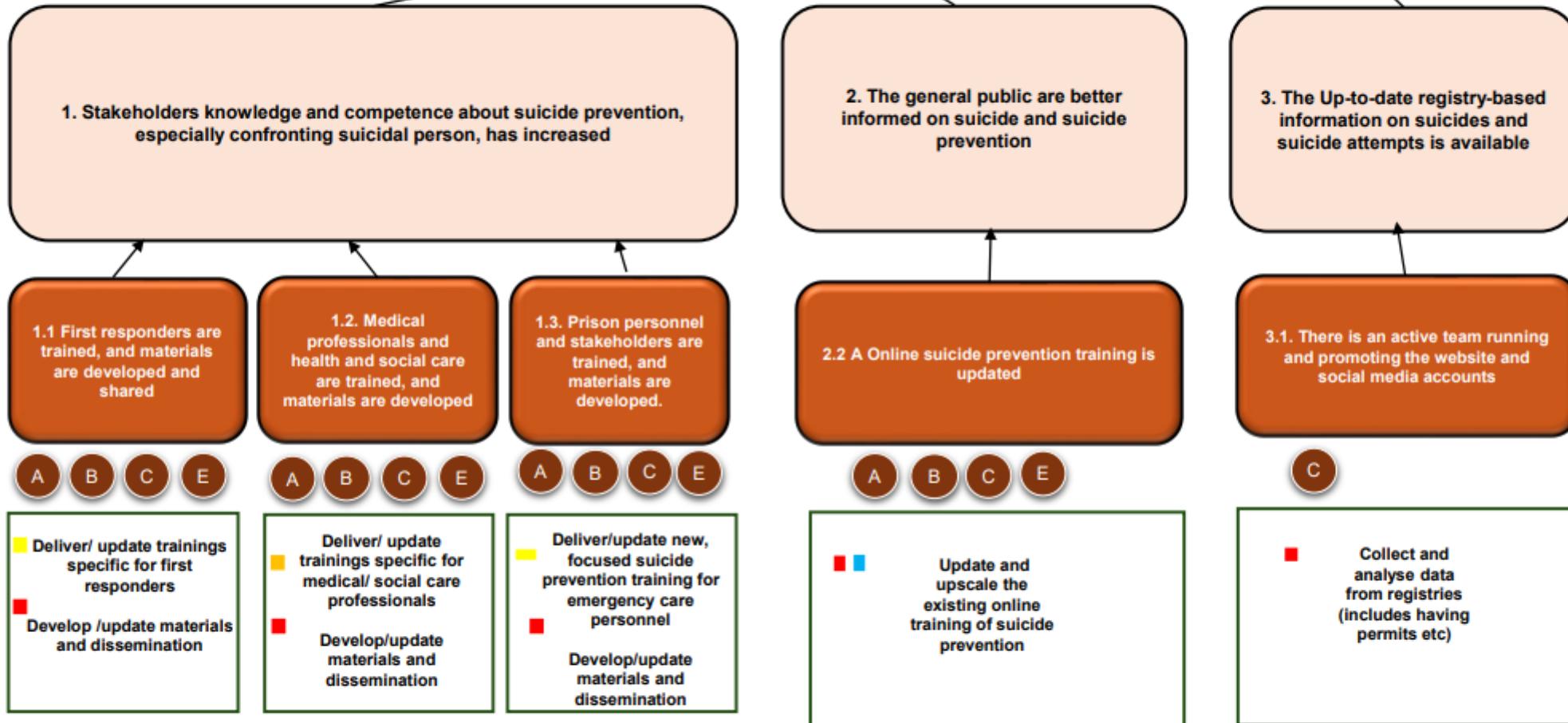
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A significant reduction in suicide rate (and overall mental health improved), awareness has increased and stigma decreased.

Ceiling of accountability



#### Assumptions

- A. Stakeholders are engaged and motivated
- B. Importance of suicide is acknowledged
- C. Information and data on suicide is readily accessible/available
- D. Hotspots secured
- E. Financing is secured
- E. Country teams remain committed

The approach of the mental health system makes it possible for people with mental illness to recover

Ceiling of accountability

1. Sustainable governance structures are in place to support new services

2. ACT team and Case management in PMHC processes have been updated and are operational in the pilot sites

3. Understanding and implementation of recovery and social inclusion has improved among professionals and patients' participation is ensured

4. Mental Health professionals are informed on working procedures

5. Stakeholders are more aware of the project

6. The use of existing data is facilitated and disseminated

1.1. Order of minister of health prepared

1.2. Application for funding is filled and defended

2.1 Order of Minister of health on financial conditions is elaborated

2.2. Methodological toolkit created

2.3 PMH centers selected

2.4 Infrastructure prepared

3.1. Individual care plans for each patient are co-defined and used

3.2. Mental health professionals are trained in human-rights based approach

4.1. Professionals receive specialised training

5.1. Users, implementers and the general public are informed on the project

6.1. Reports produced

6.2. Reports are collected and analysed

A D

A C E

A B E

A C

A B

D E

A B C

A C E

A C E

A E

A D

A D

Create requirements for environment specialists' qualification, working methods ( done by working group)

Fill in the application and defend it in the new services committee

Prepare a description of the financing conditions for case management pilot projects.

Create & start a methodological toolkit for case managers

Select PMH centres

Prepare documents for EU funding, later adopt buildings, purchase cars

Involve users in the definition of the individual service plan

Train all service providers by using WHO Quality rights e-training platform

Short train case managers.

Organize and conduct trainings

Disseminate information about the project at a regional level to the relevant stakeholders

Disseminate information about the project at a regional level to general public

Monitor the progressive implementation of the best practice at an institutional level

#### Assumptions

A. Stakeholders are engaged and motivated

C. Actors in the network perform their roles as planned

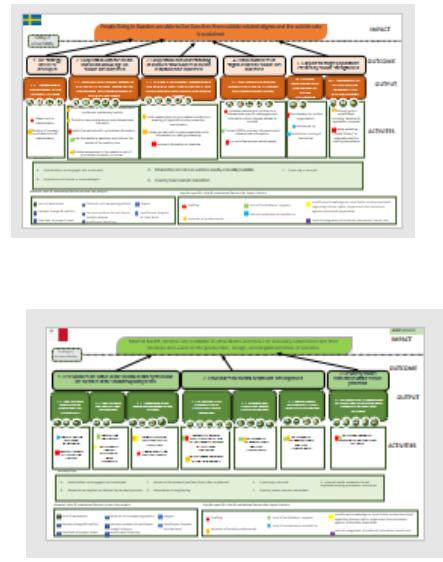
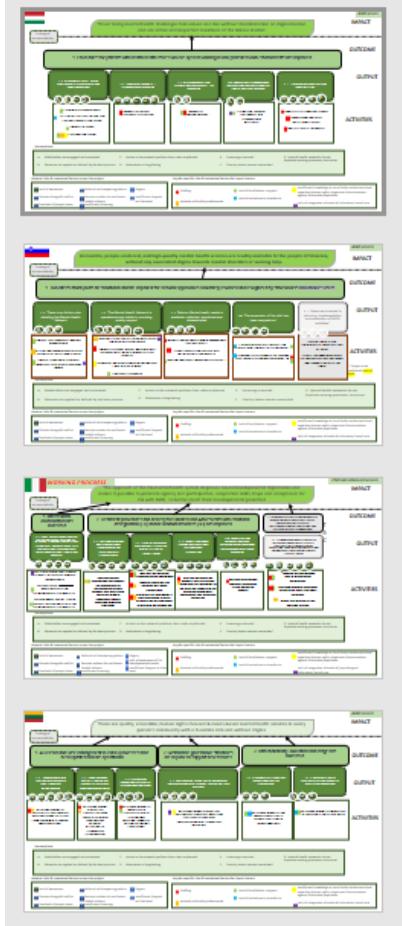
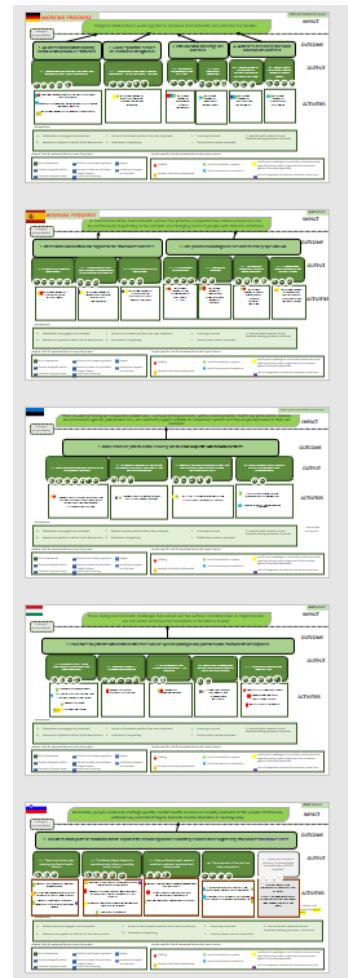
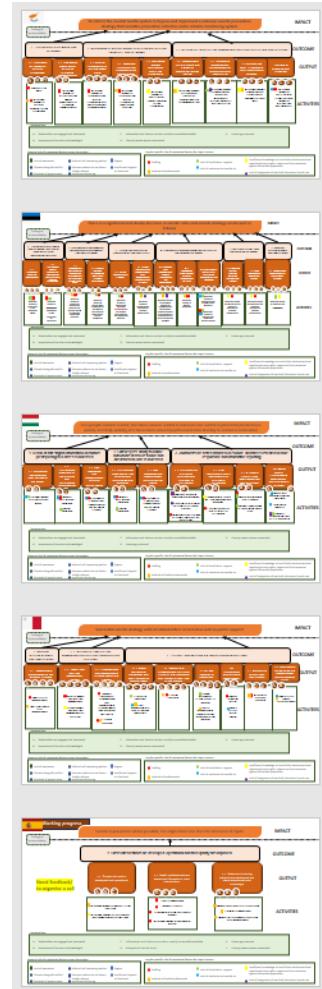
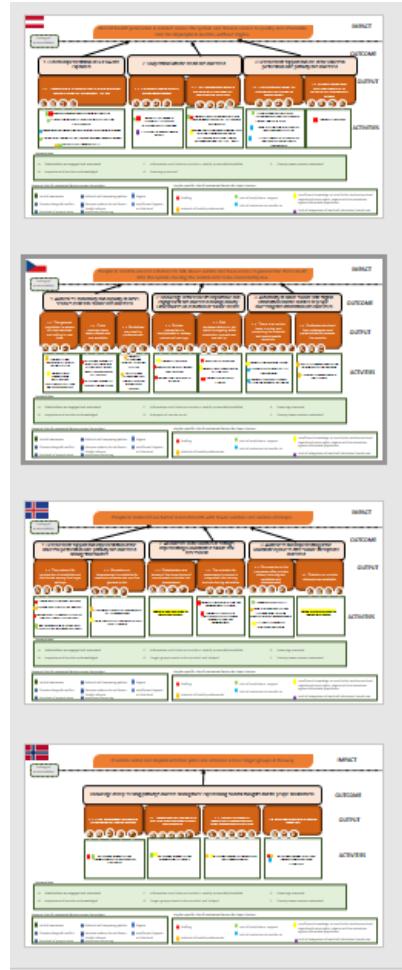
E. Financing is secured

G. Mental health networks do not duplicate existing processes, structures

B. Elements are applied as defined by the best practice

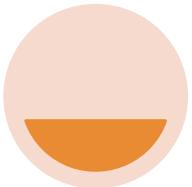
D. Motivation is long-lasting

F. Country teams remain committed



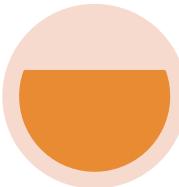
# Process of ToC development

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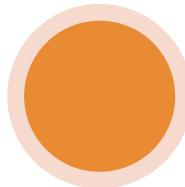
## Preparation

Mapping and reaching out to stakeholders, breaking down the program (clustering) and practical facilitation



## Development and upkeep

Workshop(s) to map pathways  
Review and revise the model with stakeholders



## Use for evaluation

Build logic framework, choose methods and create indicators



# Clustering

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- Breaking down the intervention, program or policy is key in making sure the ToC is able to be made
- Clustering allows work session attendees to think about the different aspects of the project and not be distracted by other activities going on

# Clustering: mental health reform

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Building, maintaining and sustaining inter-sectoral collaboration/ network



Governance structures for mental health



Capacity building



Services development and/ or transformation



Data collection, monitoring and evaluation



Recovery and social inclusion



Community participation and engagement

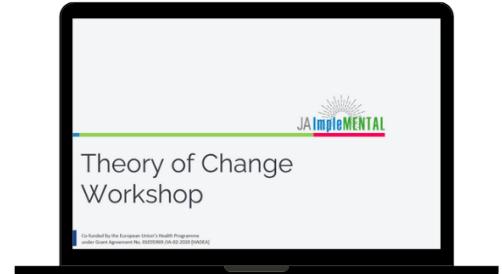
# The ToC should be co-created!

- Ensures there is ownership over the intervention at hand and also the evaluation process
- Validates the method as those involved know the most about the context and the approach
- Upskills and provides a tool for story telling for scale up





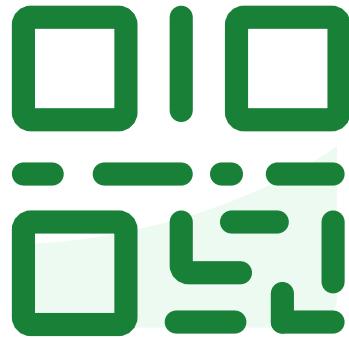
# Workshop time





# Who should be invited to develop a ToC?

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Join at [slido.com](https://slido.com)  
#3012329

ⓘ The Slido app must be installed on every computer you're presenting from

**slido**



# What is the overall impact of PROMENS?

- ⓘ The Slido app must be installed on every computer you're presenting from



What do you hope to achieve as part of PROMENS?

- ⓘ The Slido app must be installed on every computer you're presenting from

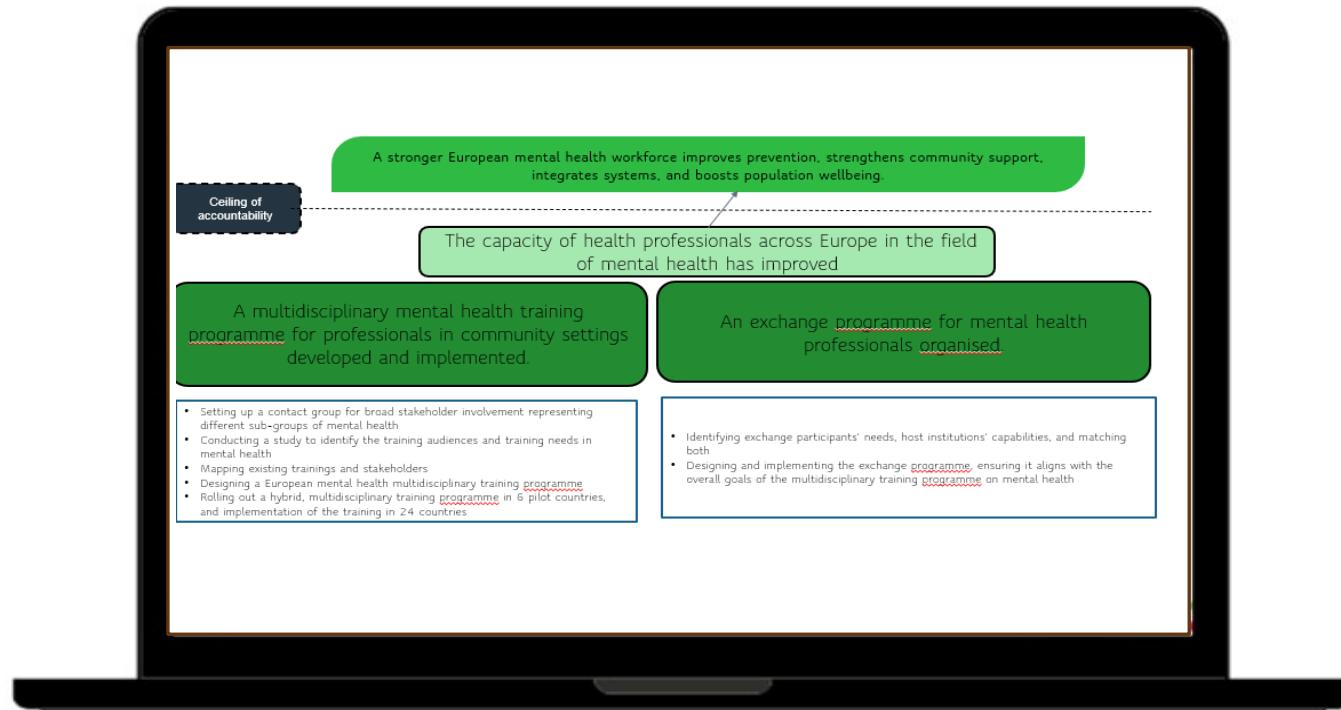


## How do we want to achieve this?

- ① The Slido app must be installed on every computer you're presenting from



# BUT BETTER



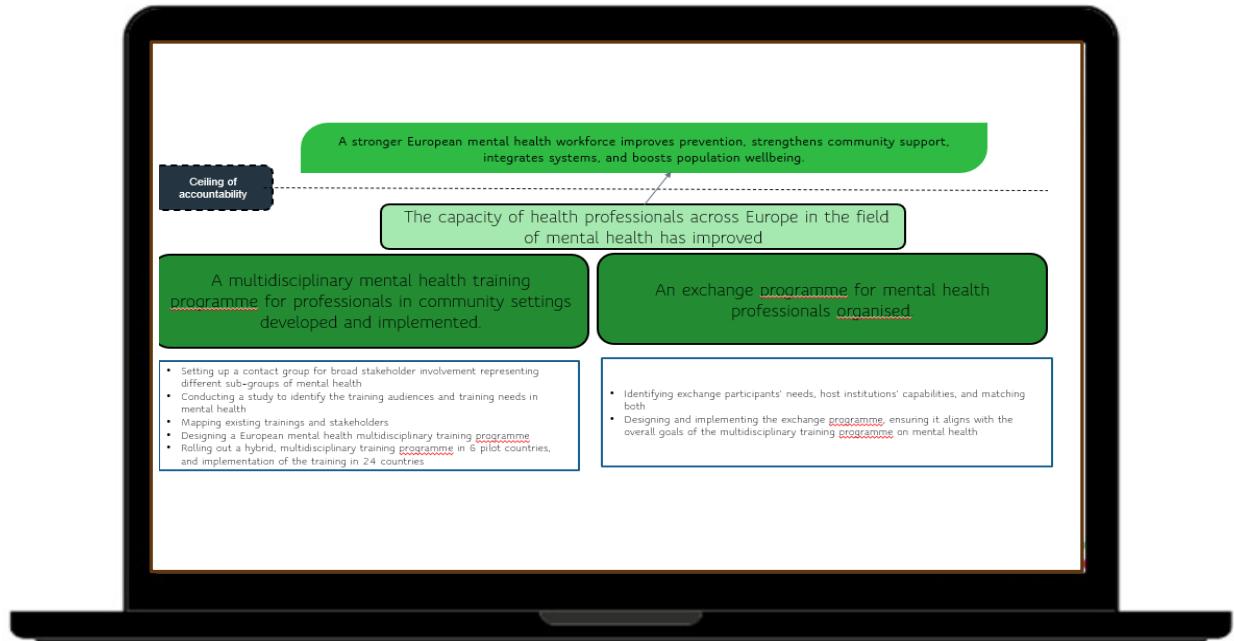


You have a model, now  
what?!

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# Using the ToC as an implementation framework

- Continue to consistently review the ToC with the stakeholders
- Update the ToC along the implementation journey; documenting along the way
- Use the ToC to tell the story of proposed implementation





# Risk analysis

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Main identified risks related to the intervention	Probability of incidence	Impact	Planned measures (for mitigation or others)
Explicitly explain the risk	High /Medium /Low	What will happen if the risk is realised. E.g. increased level of anxiety or inability to meet needs.	



# ToC narrative

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It describes **how and why a program is expected to create change**, walking the reader through the logic behind the program's activities, outputs, outcomes, and long-term impact.

*"Ultimately, EU-PROMENS lays the foundations for a Europe where mental health is supported not only in clinics, but everywhere people live, learn, work, and recover. It strengthens the workforce, dissolves silos, and equips communities to promote wellbeing in a proactive, sustainable way by organising training and exchanges for professionals.*

*By the end of the project, Europe will have a more resilient, better-prepared, genuinely interconnected mental health ecosystem capable of delivering real, long-lasting change for millions of people."*

What about using the ToC  
for evaluation?

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# Using the ToC as an evaluation framework

C	D	E	F	G	H	I
Key indicators		Means of assessment	Data source	Anticipated collection period	Feasibility of data collection	Name of responsible person for collecting data for the logframe
	Develop an indicator and provide a baseline and target for that specific indicator - each output should have no more than 2 indicators	Technique of data collection. Drop down definitions explained in video.	Where the data is coming from: a data base, people, include here who will conduct the interview or survey or where does the existing data live, on what organisations website etc.) put the organisation/ persons name	All data must be provided to WP3 by <b>MAY 31 2024</b> . Here please note when you plan to collect the data	Select the level of feasibility of collecting the data (this is to flag potential issues with data collection e.g upskilling, gaining access, a new system etc.) Drop down definitions explained in video.	Who from your team will fill in the logframe and retrieve the information. Put the persons name and function
<b>ce structures are in place to support new services</b>						
1.1.1						
Baseline:						



# Using the ToC as an evaluation framework

1	Term	Definition	Indicator example	1
2				
3	1 Operational			
4	1	Operational/ implemented/ Piloted/ occurs/ Takes place/ happens/ is going on/ initiated	When something (process/framework/working group etc.) is up and running and being used for its intended purpose - different to developed as developed does not assume it is being used for its intended purpose yet.	# of actions implemented  % of active tasks out of planned tasks completed  % of X using Y
5				% MHN core teams with ful  % of active tasks out of plan  % of the patients enrolled in and signed by them  % of the patients enrolled in
6				one psychoeducational inter
7	2	Adopted	This output assumes that something is working and being used independently by its expected audience as part of their way of working - different to operational, as the focus is on the use by the independent use by stakeholders	Approval of X by Y  Use of X by Y  # of X with a X in place
8				
9	3	Structured at	For something to be structured at, it must be operational, adopted and also integrated into the structure as proven by legislation or other means.	Stakeholders have signed off on X  Legislation exists
10				Proof of communication with  # of agreements that have
11				
12				
13				



Preliminary Info.

UPDATE BBP

BBP

Output glossary

ToC flowchart

Contact details



Gereed

Toegankelijkheid: onderzoeken

Weergave-instellingen



# Final thoughts and recap

- Developing a ToC is a **collaborative** and **ongoing** process – it takes time
- The ToC should be developed using the words of those involved – this is good for **ownership** and **understanding**
- Don't be afraid to be **creative** and **interactive** when developing a ToC
- **Make life easier** with clustering and using an indicator glossary
- Using the ToC as both the implementation and evaluation framework **can save time** – if not, be aware of overlap with other frameworks being used

**JA ImpleMENTAL - Evaluation**

JA ImpleMENTAL - Evaluation

8 videos 204 views Last updated on Mar 20, 2024

Play all Shuffle

This playlist will guide you through the entire process of the evaluation of your pilot implementation within the Joint Action ImpleMENTAL. From the very beginning - the development of the Theory of Change flowchart - to the end, by developing indicators to assess whether your implementation targets have been reached.

This playlist is intended as a self-guide, which can be used by everyone involved in the project or in your implementation process. Next to this series of videos, WP3 is providing individual guidance through drop-in sessions, which you are informed about by email.

1 Video 1 - Introduction JA ImpleMENTAL - Evaluation • 68 views • 3 months ago

2 Video 2 - The story so far JA ImpleMENTAL - Evaluation • 50 views • 3 months ago

3 Video 3.1 - ToC definitions for the BBP JA ImpleMENTAL - Evaluation • 45 views • 3 months ago

4 Video 3.2 - ToC definitions for SUPRA JA ImpleMENTAL - Evaluation • 28 views • 3 months ago

5 Video 4.1 - Indicators for BBP Part 1 JA ImpleMENTAL - Evaluation • 44 views • 3 months ago

6 Video 4.2 - Indicators for BBP part 2 JA ImpleMENTAL - Evaluation • 31 views • 3 months ago

7 Video 5.1 - Indicators for SUPRA part 1 JA ImpleMENTAL - Evaluation • 39 views • 3 months ago

8 Video 5.2 - Indicators for SUPRA part 2 JA ImpleMENTAL - Evaluation • 16 views • 3 months ago

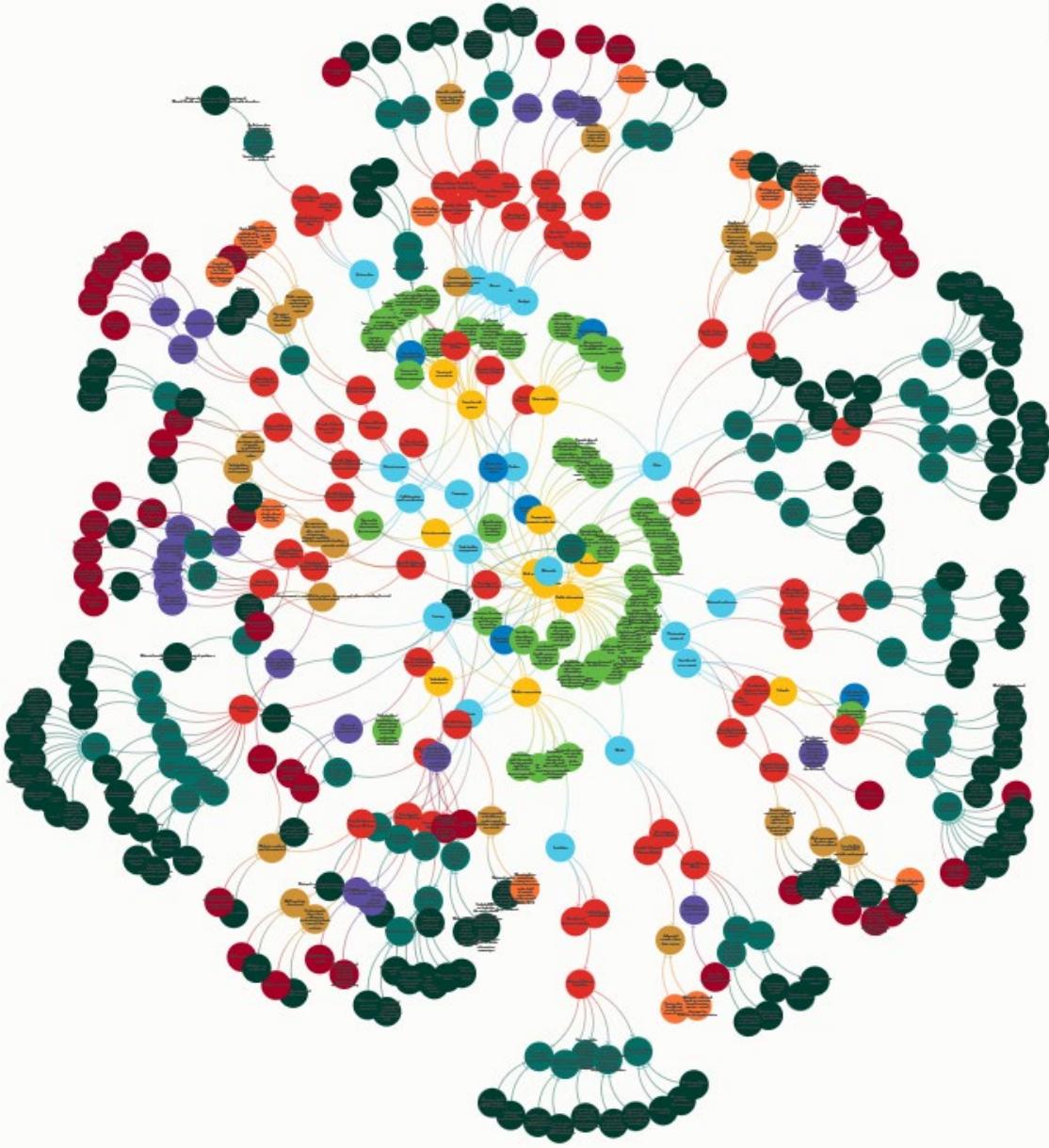
[JA ImpleMENTAL - Evaluation - YouTube](#) <- click on link to video

# Kumu

Accumulation of pathways!

## Legend

- Output partially achieved
- Output not achieved
- Output achieved
- Indicator partially achieved
- Indicator not achieved
- Indicator achieved
- SUPRA pillar
- Outcome group
- Output group
- Output achievement
- Outcome



# Over to you

- Using the worksheet in front of you, fill it in according to a program, intervention or policy
- If you can't think of one right now, do it for PROMENS

## Using the Theory of Change for implementation and evaluation in the field of mental health

### Current Context

(Brief description of current situation, problem at hand or environment)

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### Program, intervention or policy name:

### Purpose of ToC:

- Implementation
- Evaluation
- Both

### 1. ToC Workshop Participants

Who should attend? (staff, people with lived experience, partners, funders)

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### 2. Program Clusters: are there ready-made themes or will the program need to be clustered?

### 3. Impact Statement – The long-term change (or dream) you want to see:



### 4. Outcomes → Outputs → Activities

#### Outcome 1:

##### Outputs (up to 3)

Output Description

1

2

3

#### Activities

#### Outcome 2:

##### Outputs (up to 3)

Output Description

1

2

3

#### Activities

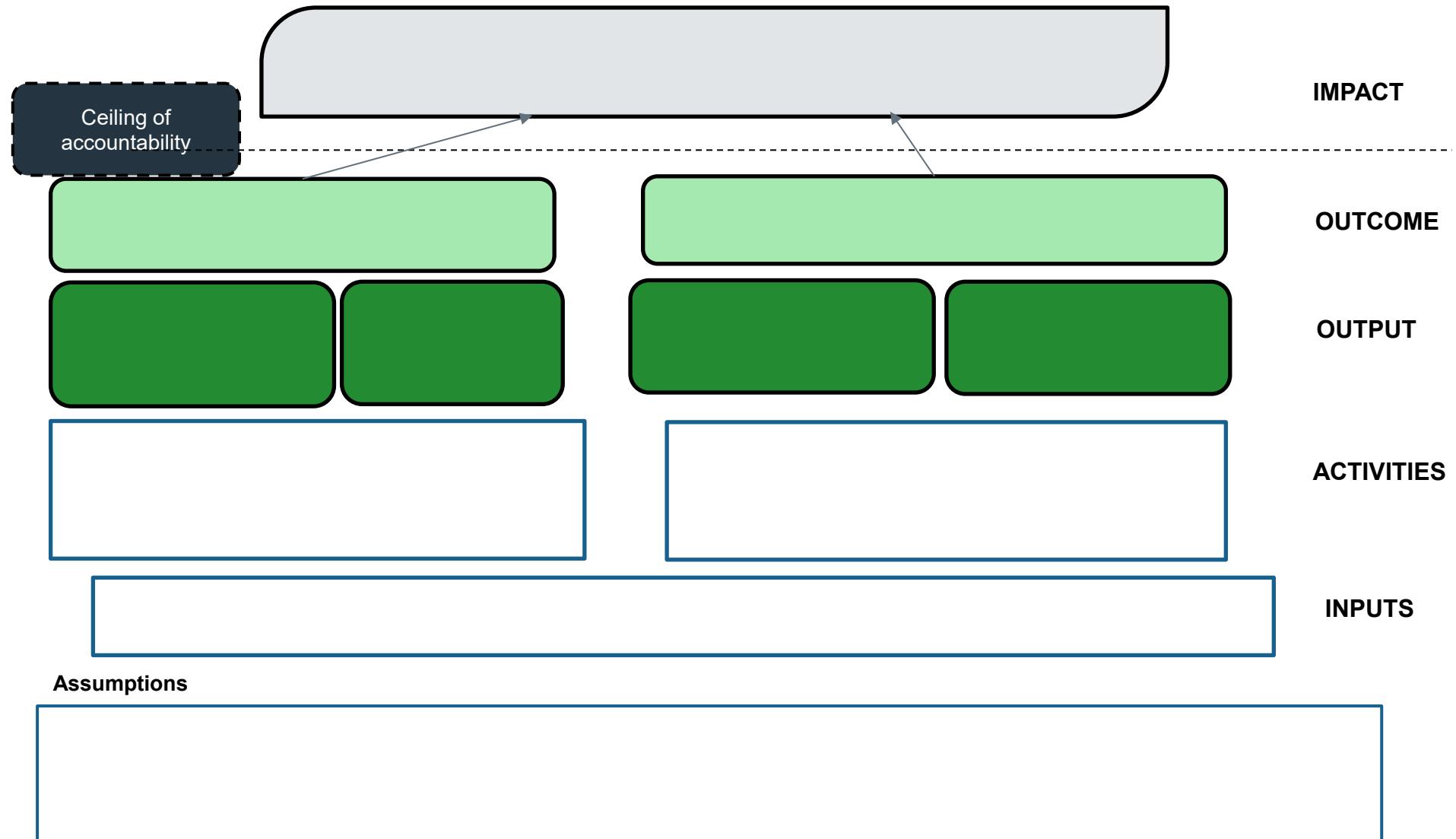
### 5. Inputs

Type	Resources required
Staff	
Funding	
Materials	

# Worksheet

On the following pages you will find  
the worksheet from the workshop.





# Using the Theory of Change for implementation and evaluation in the field of mental health

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(Brief description of current situation, problem at hand or environment)

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###### Activities

---

##### Outcome 2:

---

###### Outputs (up to 3)

Output Description

1

2

3

###### Activities

---

#### 5. Inputs

Type	Resources required
Staff	
Funding	
Materials	

Training	
Partnerships	

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**6. Assumptions:** what needs to be true for the program to succeed?

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**7. Risks:** potential threats or barriers

The risk	How it can be mitigated

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**8. Model**

