

Theory of Change

NGO Federatie, 2-5 October, 2018

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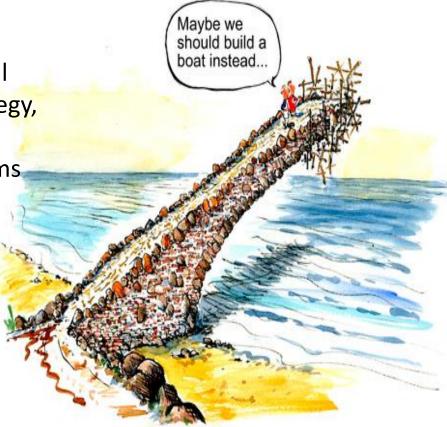


What is a Theory of Change?



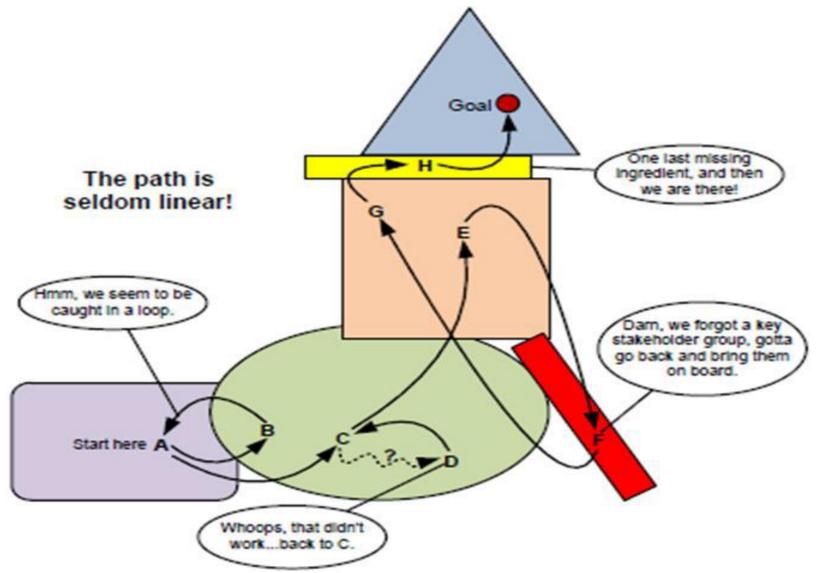
"An ongoing process of reflection to explore change and how it happens — and what that means for the part we play in a particular context, sector and/or with a group of people" (Comic Relief 2011)

An 'ongoing process of discussion-based analysis and learning that produces powerful insights to support programme design, strategy, implementation, evaluation and impact assessment, communicated through diagrams and narratives which are updated at regular intervals' (Vogel 2012)



The focus is on what we think will change, not on what we plan to do.

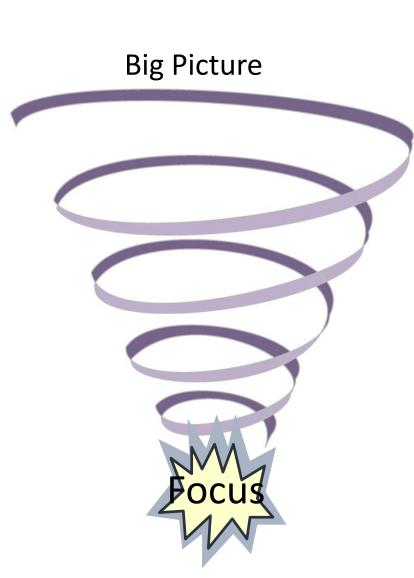




Why Theory of Change?



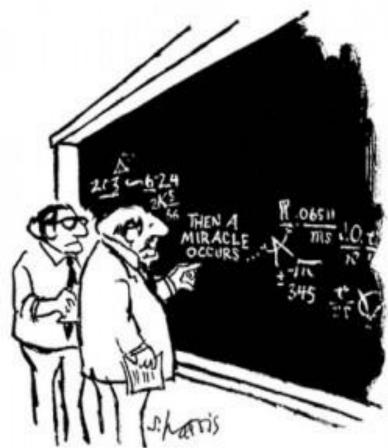
- Dissatisfaction with logframes
- Need for more complex, systemi approaches
- Increased demand for showing it
- Need for more focus in complex programmes



Surfacing our assumptions



- Theories of Change make us think about power and how it works
- They make explicit our assumptions about how we think change and development happens and why (what evidence do we have?)



"I think you should be more explicit here in step two."

Who influences change? (Actors)





Organisations



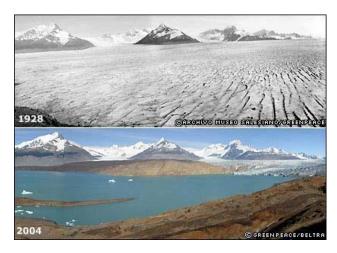


Individuals

Organised People

What long term and immediate factors might help or hinder?





Environment



system

OUR GIRL LYCEENES OUR OUR GIRLS HIGHWARES GIRLS HIGHWARES GIRLS GIRLS GIRLS GIRLS GIRLS GIRLS GIRLS HERMANES GI

Social norms - Empathy



Technology

A Theory of Change is not just a diagram



and planning

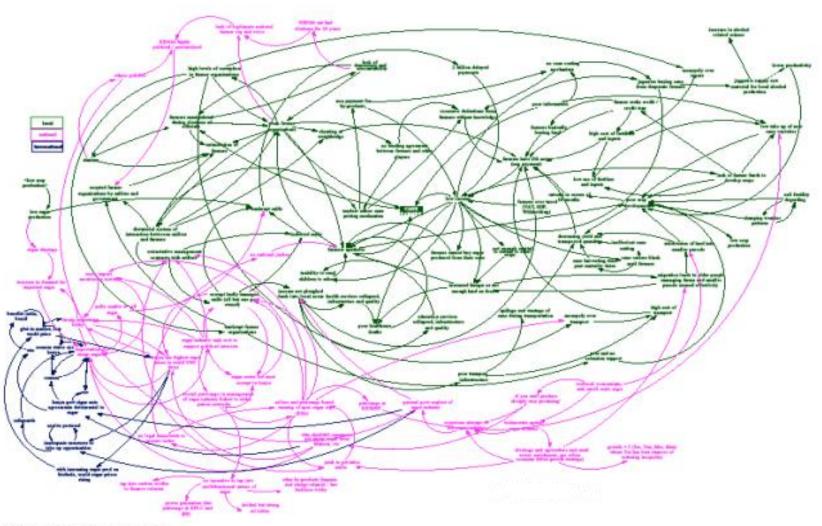
KNOWLEDGE AND BELIEFS FAMILIES WANT TO ACCESS

ACCESS FAMILIES ARE ABLE TO ACCESS

MAIN AGENTS OF CHANGE Other line Media Communities MOH Local ministries -International -Leaders CSOs, Donors -National -Finance -National -Peers **NGOs** - District -Education -District - CMDs Families believe that there are effective ways to protect and THE IDEAL treat their family and IEC and BCC activities consider this of FAMILIES ARE EMPOWERED are made more The best tools relevance to their TO TAKE POSTIVE ACTION everyday family life FOR THE HEALTH OF THEIR OWN FAMILY: available free and they KNOW about the best are accessible to within the tools to protect and treat exposed to accurate, even the poorest their families, act on this knowledge and are able to ACT on what they ACCESS these tools The functionality of the health Improvements in families' experience at health facilities promotes peer learning, good feedback to peers and repeat visits

Reality





What does change really mean for a sugar case farmer?

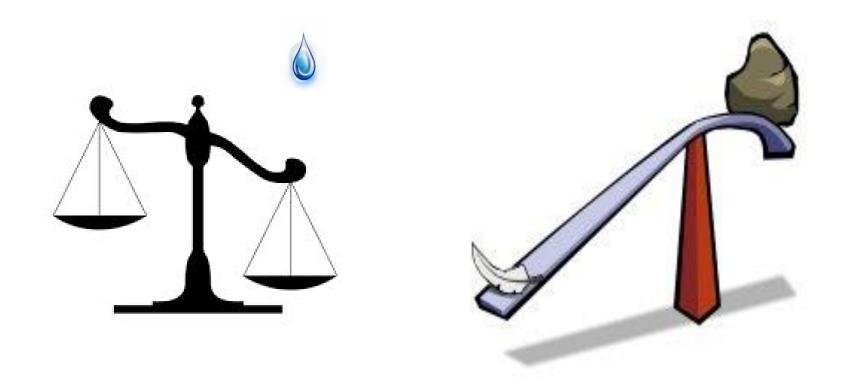
Drop in the ocean







A drop well placed may tip the scales



And enable us to leverage change

Cycle of planning and critical reflection



6. CRITICALLY REFLECT on your pathway and your role in the light of emerging changes (expected and unexpected) and ADAPT 1. Understand HOW CHANGE HAPPENS in the contexts that you are working in

2. Identify YOUR ROLE in contributing to these changes

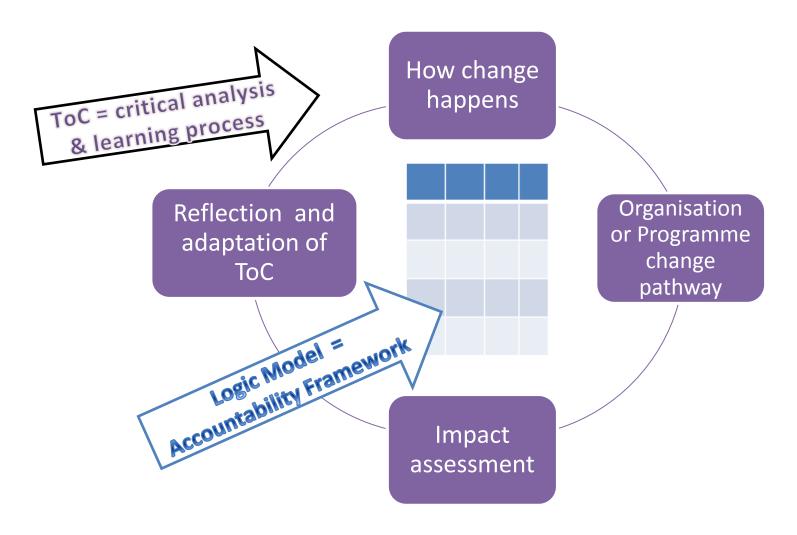
5. Continuously MONITOR CHANGE and your change pathway; and TEST ASSUMPTIONS

4. Identify THE
ASSUMPTIONS that
will need to be tested
through life of
programme

3. Develop A CAUSAL PATHWAY illustrating how your efforts will contribute to identified changes



ToC does not replace results frameworks – but makes them stronger



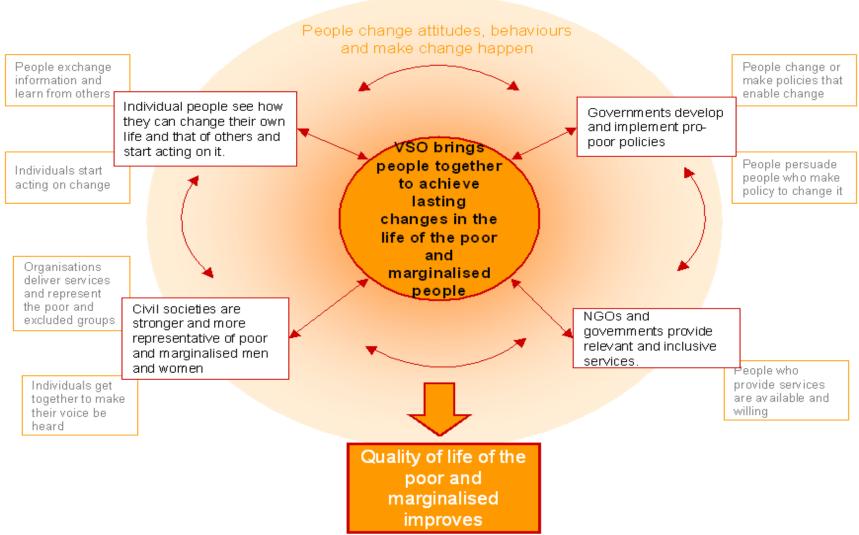


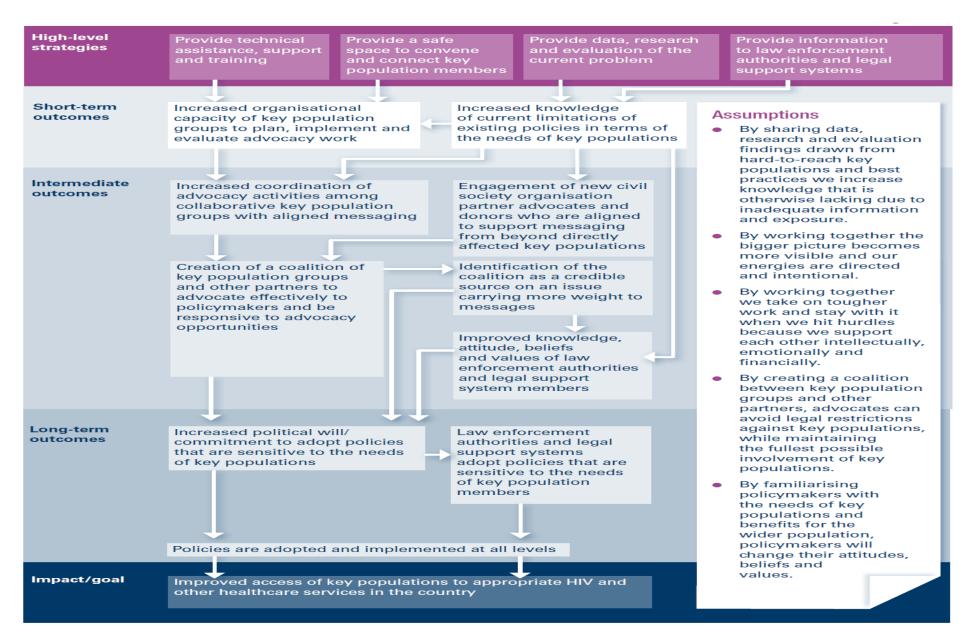
How can Theory of change help?

- Improve programme design by helping us to make more appropriate choices in approach based on the context
- Make us think about power and how it works
- Provoke us to think about new ways of supporting change
- Support us to surface and discuss our assumptions
- Provide a framework for learning and adapting our interventions and for assessing our impact
- Help to build common understanding amongst those who participate
- Be used as a communication tool

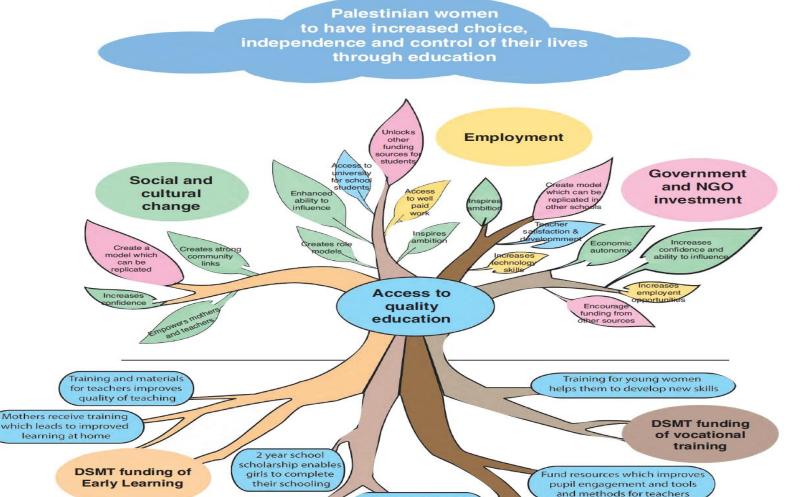
So what do they look like?











University scholarships enables girls can continue their education

DSMT funding

of scholarships

DSMT funding of secondary

education

External Environmental Factors

CONCERN UNIVERSAL THEORY OF CHANGE

Poor livelihoods, and markets not working for the poor

Poor health, including nutrition/ disease/ HIV/ tack of water

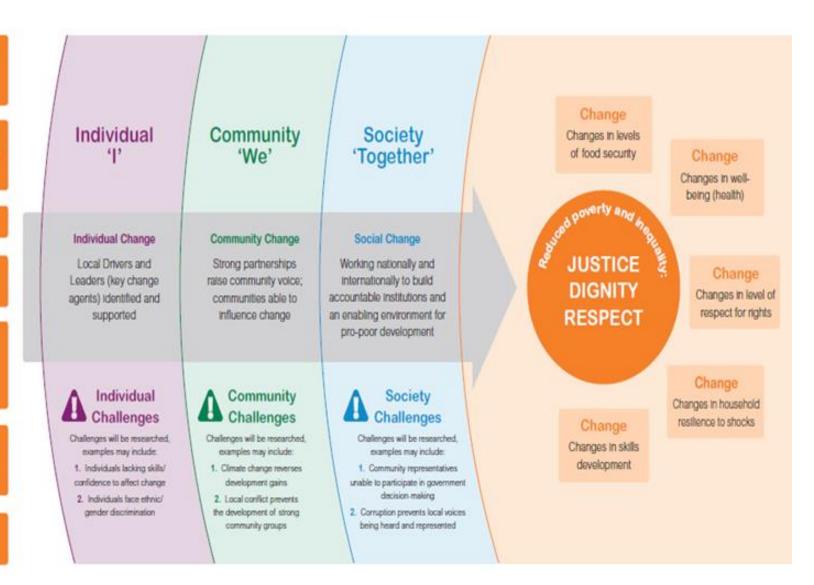
Skills deprivation

Rights deprivation (legislation)

Natural hazards; environmental degradation; climate change

Conflict and violence; governance and corruption

Resource scarcity, population growth





Two notes of caution....

Theories of Change do not provide magic solutions.....

- They need time and resources choose your moments for embarking on this journey wisely.
- They need full participation and ownership so that your ToC (at whatever level) is not just another paper exercise ...



Reviewing and Adapting ToCs

- Update on context what has changed?
- Reflect on expected changes what evidence do you have for change? And your contribution?
- Focus on actual changes what has changed and why? What seems to be working/ not working?
 Are change pathways holding true?
- Analysis what have we learned and what does this mean for our Theory of Change pathways and assumptions? What do we need to adapt?
- Looking forward where should we focus our efforts? What evidence will we need and where are the gaps?

Further reading on ToC



INTRAC Monitoring and Evaluation Planning Series: *Theory of change*https://www.intrac.org/resources/monitoring-and-evaluation-planning-series-16/

Vogel, I. Review of the use of 'Theory of Change' in international development http://www.theoryofchange.org/pdf/DFID_ToC_Review_VogelV7.pdf

Cathy James (2013) *Theory of Change: A guide for small and diaspora NGOs,* Peer Learning Programme https://www.intrac.org/resources/theory-change-guide-small-diaspora-ngos/

Maureen O'Flynn (2010) *Impact Assessment: Understanding and assessing our contributions to change*

https://www.intrac.org/resources/paper-7-impact-assessment-understanding-assessing-contributions-change/

Aspen Institute: The Community Builder's Theory of Change http://www.dochas.ie/sites/default/files/TOC fac guide.pdf