

Theory of Change

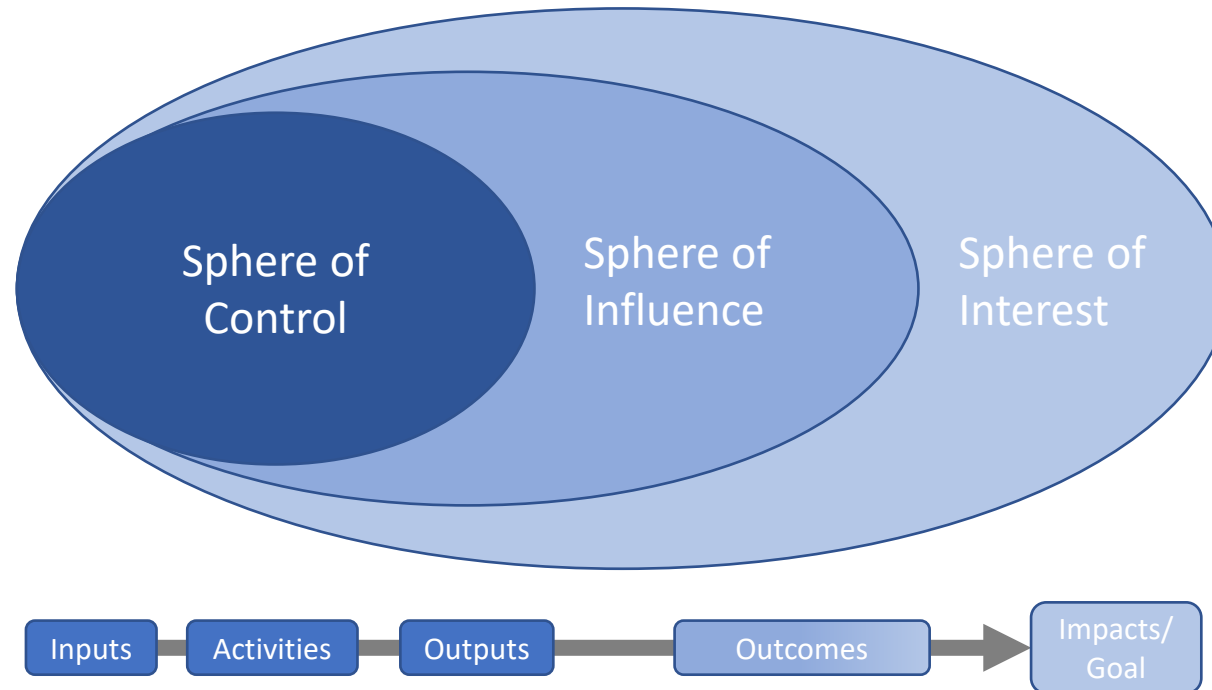
STAP workshop for the
GEF and Agencies
Wed 14th Oct 2020

Theory of Change primer – intent

- To produce better interventions and more enduring impact
 - Will the proposed actions really lead to the intended results?
- Recognise existing resources and also expertise in agencies
 - Aiming to complement and standardise, not replace
 - Make it easier for proponents to produce consistent ToCs, and strengthen and adapt these through the design and implementation phases
 - Make it easier for GEF to assess whether a good ToC process has been followed
- ToC by many names? (Some really aren't)
 - A process for better design logic and help to communicate it

➤ **Questions? See FAQs in Primer**

ToC definitions



causal pathway. A backward mapping from an intervention goal through all the long- and short-term outcomes, to the outputs needed to achieve it, identifying a logical arrangement of “causal links” between them. And related **assumptions**. (Also called an “impact pathway”, “outcomes chain” or “solution tree”.)

Purposes for doing a ToC

- **Design**

- To **make projects more effective** and more likely to efficiently deliver enduring and transformative impact, partly by bringing in **diverse sources of understanding** and by **opening up “black boxes”** in thinking through defining explicit causal pathways.

- Engage

- To **help teams work together** to achieve a shared understanding of an intervention and to help **engage and develop ownership** with partners and stakeholders (including those important for durability and scaling).

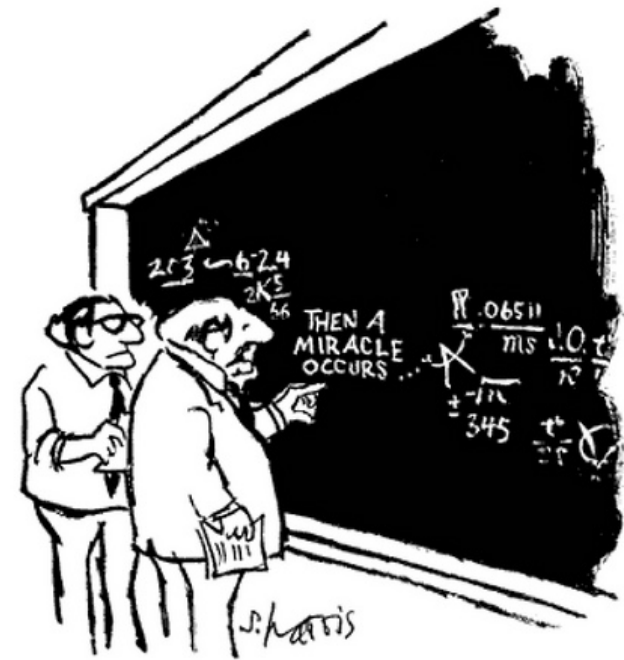
- **Communicate**

- To **quickly communicate** a project's aims and set of activities, internally and externally, as well as to highlight the process of change.

- **Measure & learn**

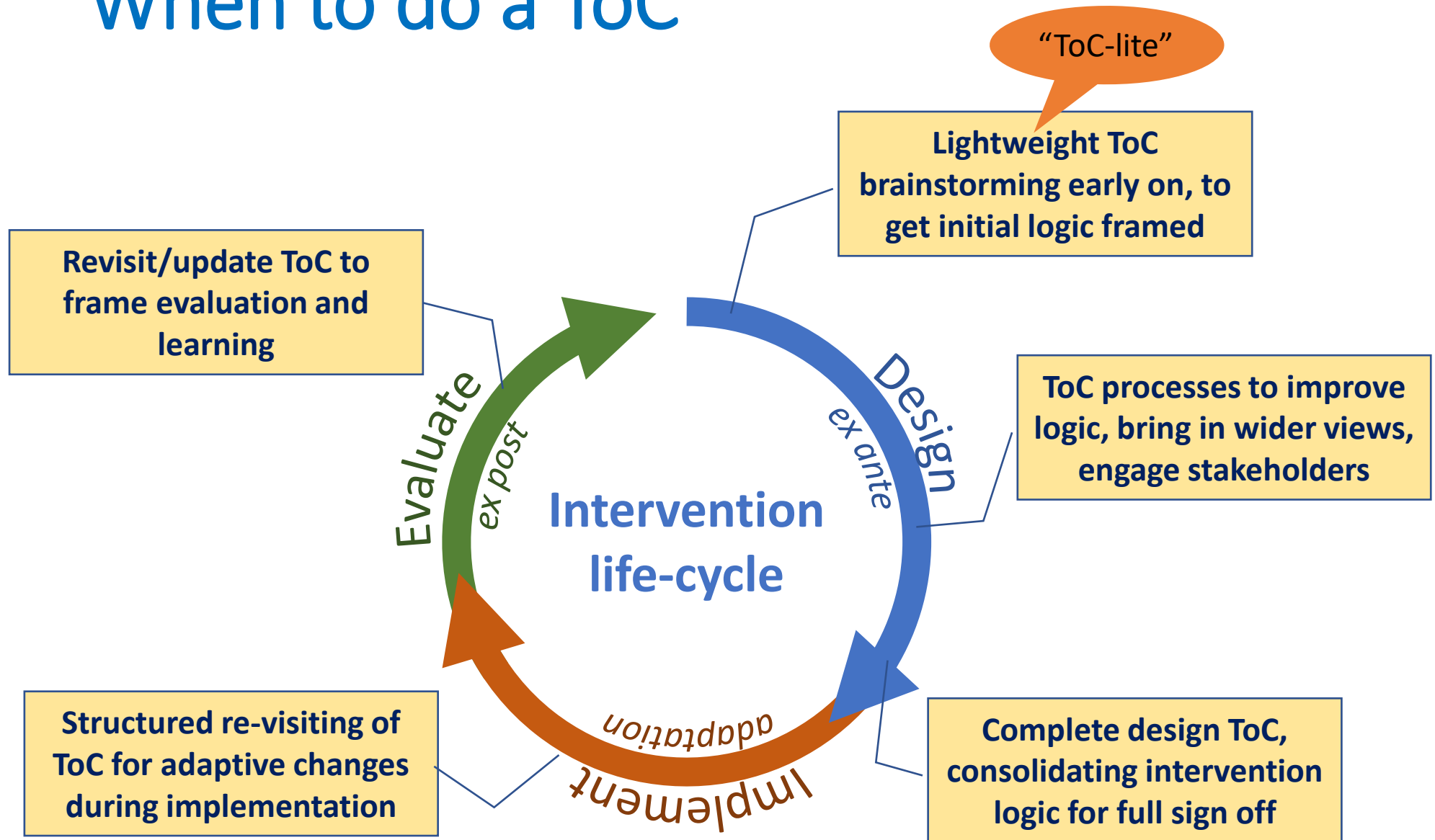
- To **help teams learn** from data collection if there are gaps in the existing evidence base, to allow adaptive adjustments of an intervention during its lifetime, and to ensure indicators of success are in place for later evaluation.

- “*Necessary and sufficient*”
- “ToC-lite” at the PIF stage (and earlier)



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

When to do a ToC



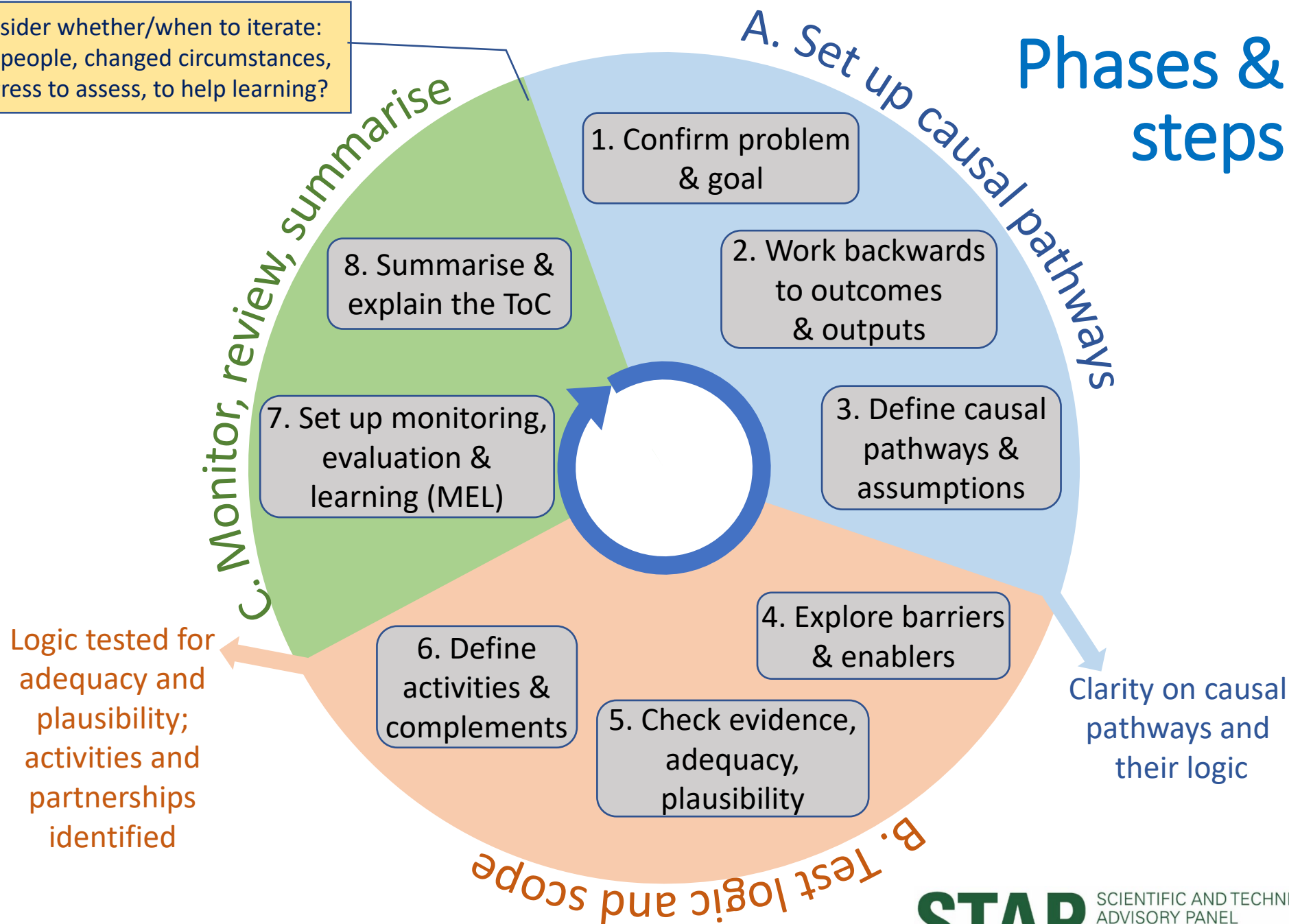
*Table 1 in
Primer*

Purpose	Context	Implications for ToC process	Result
Design	Initial framing	Small group Swift exercise, initial iteration May be broader ToC with limited depth	Get problem/goal and basic design right
	Deep design	Wider group with new perspectives Detailed iteration (e.g. at least half day workshop) with proper facilitation Comprehensive pathways and deep	Stress test design with insights from wider perspectives; complete ToC for proposal developed
Engage	Team/ partner	Intensive workshop with full team Bring all to same understanding	Ownership and understanding for consistent implementation by team and partners
	Wider actors	Bigger group workshop Process more important than content (focus on fewer key pathways?)	Acceptance and ownership by stakeholders important for scaling and durability
Communicate	Internally	Given underlying ToC logic, summarise in simpler log-frame	Explanation to changing staff and partners
	Outside world	Major pathway narratives that resonate	Public/community/ stakeholder support
Measure	Adaptive learning	Emphasise testing of assumptions and achievement of nearer-term outcomes Constrain flexibility to change	Learn from progress and adapt Justify legitimate flexibility in implementation
	Post hoc evaluation	Test links between shorter and longer term outcomes Evaluation and learning for funders	Confirm near-term outcomes predict eventual impact Meet formal evaluation needs

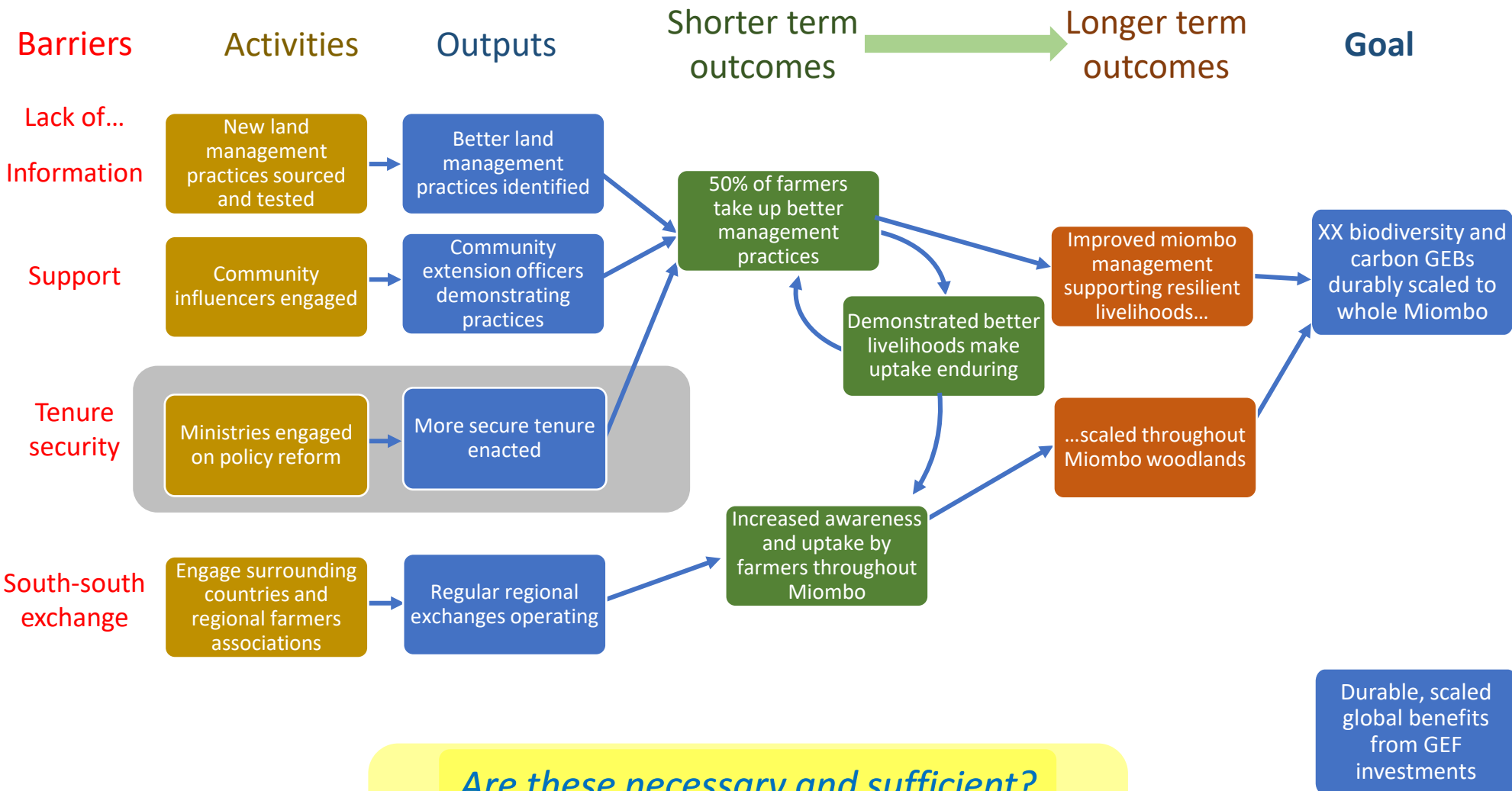
How to do a ToC – in principle, in practice

- Before starting
 - ToC process, vs. ToC product
 - What's this ToC process for and who should be involved?
 - Draft problem and goal to be addressed
 - + Systems analysis of the social-ecological system?
- Basic cycle of 3 phases/8 steps consistent across uses
 - A: Set up causal pathways
 - B: Test logic and scope
 - C: Monitor, review, summarize
- ToC report
 - Diagram *and* narrative; expert judgement = what to put in, what to omit
- After developing a ToC
 - Iterative part of intervention design, implementation and evaluation, and only one part of the description of an intervention, whether at the program or project level

Phases & steps



Prior: Systems/
situational analysis



Are these necessary and sufficient?
Who else is doing essential components?
Is a separate scaling pathway/ToC needed?

STAP

SCIENTIFIC AND TECHNICAL
ADVISORY PANEL

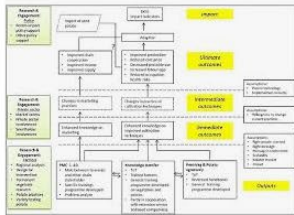
An independent group of scientists that advises
the Global Environment Facility



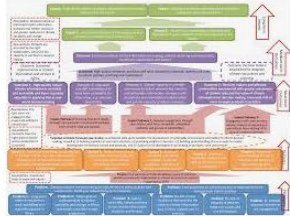
Figure 2-1 Participants' input to generic Theory of Change of the Ethiopian Food Security IAP project proposal. The final Theory of Change is described in more detail in Maru et al. (2017a in prep)

e.g. see <https://research.csiro.au/eap/where-to-next-with-rapta/>

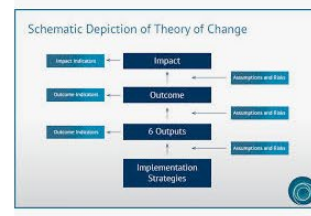
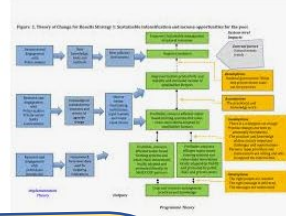
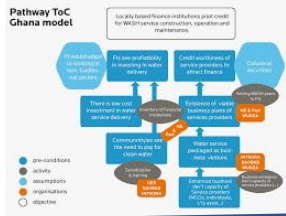
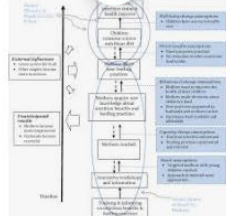
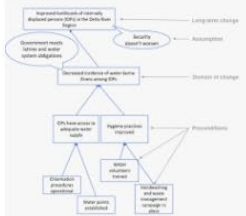
Diverse representations...



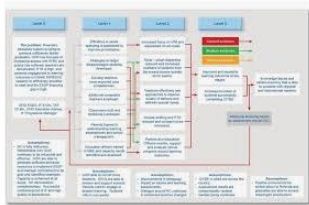
Theory of Change: From Flop to Top!
annmurraybrown.com



FRAC TAL Theory of Change
fractal.org.za



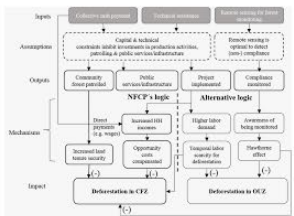
Change – A Map for Achieving Goals ...
bradroconsulting.com



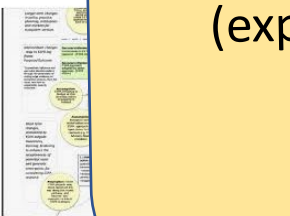
RESP theory of change | Download ...
researchgate.net



Theory of Change
culturaldev.org



S1. Theory of change presenting inputs ...
researchgate.net



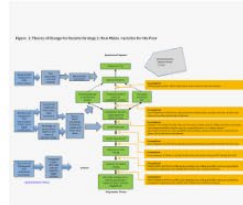
Theory of Change
usaidlearninglab.org

Diagram AND short narrative

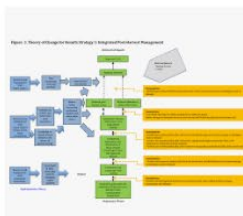
- rationale for the intervention
- situation/context analysis
- description of the diagram logic (explaining barriers and enablers, and addressing the issue of 'necessary and sufficient')
- key elements of evidence
- basis for a MEL plan



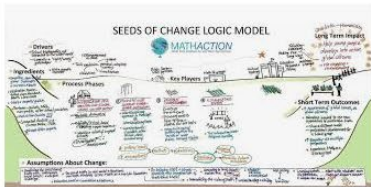
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Logic & assumptions | UKCIP
ukcip.org.uk



Download Scientific Diagram
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Related searches

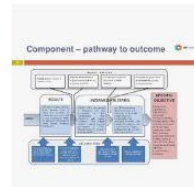
- theory of change template >
- theory of change model >
- diagram theory of change >



Theories of Change
blog.sciencegeekgirl.com



Annex 1: Theory of Change for the ...
netpublicationer.dk



Change approach for learning
slideshare.net

(google image search...)

How to assess a ToC

- **Plausible:**
 - Present clear logical pathways from the intervention outputs, through outcomes, to the long-term goal and show that these pathways are *necessary and sufficient* to achieve the eventual global benefits.
- **Feasible:**
 - Identify realistic outputs, partnerships and complementary pathways by or with others to drive the necessary change, taking account of potential barriers, enablers and risks.
- **Testable:**
 - Clearly outline measurable indicators of change through the pathways, and identify the points where the causal logic in the ToC might be reviewed.
- **Mandate and buy in?**

What the Primer contains

- Follows this presentation + a Summary Guide (Table 2)
 - With hints for detailed process; and ToC for doing ToCs!
- Available at <https://stapgef.org/theory-change-primer>
 - Latest lay-out design to be released shortly
 - Also many on-line resources: see primer or supplement (or agencies)
 - ‘Getting help with doing a ToC’ – see section 1.8

- Potential for e.g. conservation standards
 - Lexicon of threats and actions, plus systematic listing of causal pathways and indicators for testing and learning

- Last word:

- *A ToC is never perfect – don’t waste time worrying too much over wording or exhaustive detail. Aim for general agreement and usefulness for the intervention aims. The ToC is an evolving, working document.*

