Theory of Change

A methodology for:
planning,
implementation,
Evaluation.

To promote economic, environmental, social change.

First: Defines long-term goals
Then: maps backward to identify necessary preconditions.
PRAGMATISM

• A philosophical tradition begun in the US around 1870

John Dewey

William James

Accepts logical thought as an instrument or tool for prediction, problem solving and action.

Rejects the Cartesian idea that the function of logical thought is to describe, represent, or mirror reality.
DEVELOPMENT THEORY

Actually a collection of theories about how change takes place:

• Modernization Theory
• Dependency Theory
• Basic Needs Theory
• Neo-Classical Theory
• Structuralism
• Sustainable Development
• Human Development Theory
• Post Development Theory
IN PRACTICE: WHAT IS DEVELOPMENT?

• CHANGE FROM THE STATUS QUO by....
WHAT IS DEVELOPMENT?

- CHANGE FROM THE STATUS QUO by....
- TURNING RESEARCH TO ACTION that....
WHAT IS DEVELOPMENT?

• CHANGE FROM THE STATUS QUO by....
• TURNING RESEARCH TO ACTION that....
• MOVES TOWARD A DESIRED STATE FROM A LESS DESIRED STATE and
**WHAT IS DEVELOPMENT?**

- **CHANGE FROM THE STATUS QUO by....**
- **TURNING RESEARCH TO ACTION** that....
- **MOVES TOWARD A DESIRED STATE FROM A LESS DESIRED STATE** and....
- **CARRIED OUT IN AN ORDERLY AND PLANNED MANNER THROUGH PROJECTS**
THEORY OF CHANGE
PROBLEM

CONCEPTION

PROJECT

CONSTRUCTION ZONE

ACTION
PROBLEM

CONCEPTION

PROJECT

CONSTRUCTION ZONE

ACTION

PROGRAM

SUSTAINABILITY
LEADERS OF CHANGE

ROLES and RESPONSIBILITIES

EFFECTIVELY MANAGING PROJECTS within PROGRAMS
PARTICIPATION and EMPOWERMENT

Beneficiary
PARTICIPATION and EMPOWERMENT

Beneficiary

Worker
PARTICIPATION and EMPOWERMENT

Worker

Beneficiary

Acquiring skills & knowledge
PARTICIPATION and EMPOWERMENT

Beneficiary

Worker

Manager, decision maker

Acquiring skills & knowledge
PARTICIPATION and EMPOWERMENT

- Beneficiary
- Worker
- Manager, decision maker
- Acquiring skills & knowledge
- Policy maker
PARTICIPATION and EMPOWERMENT

Beneficiary

Worker

Manager, decision maker

Policy maker

Owner of equity

Acquiring skills & knowledge
WE BEGIN WITH A “PROBLEM”

SO, WHAT’S THE PROBLEM?
PROBLEM

AN UNDESIRED STATE:........

A LACK OF SUFFICIENT INFORMATION?

“I think you should be more explicit here in step two.”
PROBLEM

AN UNDESIRED STATE:...........

AN EXISTING CONDITION NECESSITATING REARRANGEMENT?

SO FAR, SO GOOD
PROBLEM

AN UNDESIRED STATE:

A HARMFUL SITUATION?
PROBLEM

AN UNDESIRSED STATE:........

A CHALLENGE?

WHERE IS THE INFORMATION DESK?

IT HAS BEEN RELOCATED TO CHINA...
How to write a theory of change
PROGRAM

HYPOTHESIS

THEORY

FACT

CONCEPTION

ACTION

SUSTAINABILITY

PROBLEM
HYPOTHESIS

Either a suggested explanation for an observable phenomenon, or a reasoned prediction as a first step in response to a question or problem
A tested, well-substantiated, unifying explanation consistent with known researched results and having predictive power. As new knowledge is gained, theories are refined.
FACT

GROUNDDED, MEASURABLE, OBSERVABLE REALITY
CREATING YOUR THEORY OF CHANGE

PROBLEM

CHANGE AHEAD

GREATER GOAL

“IF I DO THIS WILL I GET THERE?”

Where is there?
CAUSE AND EFFECT
The Problem Tree
Economic Decline
No funds for school fees
Households earn less than $2/day
Dependent upon food imports
Rural-Urban migration
Loss of access to healthy foods
Households earn less than $2/day
Loss of productive farm land
Cross-border migration
No income for household consumption
Limited number of extension workers
Limited access to technology
Limited access to capital
Limited extension services
Insufficient knowledge
Limited training of extension workers
No market information
Poor government policies
Poor irrigation
Poor pest management
Limited access to capital
Insufficient knowledge
Limited training of extension workers
Limited access to technology
Limited access to capital
Insufficient knowledge
Limited training of extension workers
No market information

If nothing is done over the next 4 years, the 1350 small-holder farmers of xx will continue to demonstrate effects of poverty.
How Does Theory of Change Work?
How does it relate to the logical framework?

- Identifying long-term goals
- Backwards mapping and connecting the preconditions or requirements necessary to achieve that goal and explaining why these preconditions are necessary and sufficient.
- Identifying your basic assumptions about the context.
- Identifying the actions that your initiative will perform to create your desired change.
- Developing indicators to measure your outcomes to assess the performance of your initiative.
- Identify the means of measurement
GOAL
(END STATE, FACTS ON THE GROUND)
BUILDING A SMALLHOLDER FARMER COLLABORATIVE AMONG THE 1350 FARMERS OF XXXX THAT INCLUDES PRODUCTION, PROCESSING, PACKAGING AND MARKETING

PROBLEM: SMALLHOLDER FARMERS DEMONSTRATING MEASURABLE EFFECTS OF POVERTY
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**IF** TEN INDIVIDUAL ‘SHARED INTEREST SAVINGS GROUPS’ (SISGs) ARE FORMED AMONG 250 FARMERS ....

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**IF** PRODUCTION OF QUALITY INCREASES...

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**THEN** MORE FARMERS WILL COLLABORATE IN VALUE CHAINS FROM INPUTS TO MARKETS

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OBJECTIVE 2
MORE FARMERS WILL COLLABORATE IN VALUE CHAINS FROM INPUTS TO MARKETS

OBJECTIVE 1
INCOMES WILL RISE AND QUALITY OF LIFE IMPROVES AMONG MEMBERS ...

OUTPUT 2
INFORMED DECISIONS WILL BE MADE REGARDING ADOPTING OR ADAPTING GOOD PRACTICE

OUTPUT 1
GROUP MEMBERS CAN ACQUIRE SUFFICIENT ECONOMIC POWER TO MAKE FINANCIAL DECISIONS

INPUT 2
FARM TECHNOLOGIES AND PRACTICES ARE INTRODUCED AT THE BI-WEEKLY SISGs MEETINGS...

INPUT 1
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We hypothesize that by transforming Inputs into Outputs we will achieve our Objectives, and, in turn, contribute to realizing the Goal.
## Logical Framework Matrix

<table>
<thead>
<tr>
<th>Narrative Summary</th>
<th>Indicators</th>
<th>Data Sources</th>
<th>Assumptions</th>
</tr>
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<tbody>
<tr>
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<td></td>
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**Core Elements of a Project’s Design**

**Roadmap for Project Monitoring & Evaluation**
Logical Framework for Summarizing Project Design

**Project Title:** Serbia Competitiveness Project
**Dates:** 2007-2011
**Funding:** $14.7 million (semi-final EGAT training program version)

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<tr>
<td>Program Goal:</td>
<td>Economic growth rate of better than 4%</td>
<td>Calculations involving existing sets of data on national and SME economic performance</td>
<td></td>
</tr>
<tr>
<td>Economic Growth enhanced.</td>
<td>Positive trend in small business share of GDP</td>
<td></td>
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</table>

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<tr>
<th>Project Purpose:</th>
<th>And of Project Summary:</th>
<th>Affecting the purpose-to-goal link:</th>
</tr>
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<tr>
<td>Competitiveness of Serbian SMEs in twelve target sectors sustainability increased.</td>
<td>Sales revenue from SMEs in target sectors increase by 10%</td>
<td>No significant internal/external economic shocks</td>
</tr>
<tr>
<td></td>
<td>Share of SME products in target sector exports increased by 15%</td>
<td>Political stability</td>
</tr>
<tr>
<td></td>
<td>Ten percent increase in investment in target sector SMEs doubled.</td>
<td>Changes in profile of larger industries and their contribution to GCP remains relatively stable</td>
</tr>
<tr>
<td></td>
<td>Jobs in target sector SMEs doubled.</td>
<td></td>
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<td>1. Management practices in target SMEs improved.</td>
<td>Standardized, participatory firm level management and financial management assessment system</td>
</tr>
<tr>
<td>2. SME participation in market expansion/exporting expanded</td>
<td>Annual competitive environment awareness survey.</td>
</tr>
<tr>
<td>3. Regulatory environment for SME firms improved</td>
<td>Affecting output-to-purpose link:</td>
</tr>
<tr>
<td>4. Awareness of private sector opportunities in 12 target sectors, and this project, increased.</td>
<td>Steady or growing domestic and/or international demand for target sector products</td>
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<th>Inputs: Activities and Types of Resources</th>
<th>Level of Actual/Expenditures for each Activity</th>
<th>Affecting input-to-output link:</th>
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<tr>
<td>1. Sales and marketing assistance to SMEs in target sectors, e.g., trade, shows, promotional campaigns, market research.</td>
<td>Project records concerning the provision of inputs</td>
<td>No significant change in government attitude toward private sector</td>
</tr>
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<td>2. Education &amp; Training - executive education, financial management, etc.</td>
<td></td>
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<td>3. Policy advice &amp; reform advocacy</td>
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<td>4. Public and media outreach</td>
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Theory of Change → Logical Framework → Implementation Plan
Taking research to action