

# Upcoming events

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# Scotland's International Development Alliance

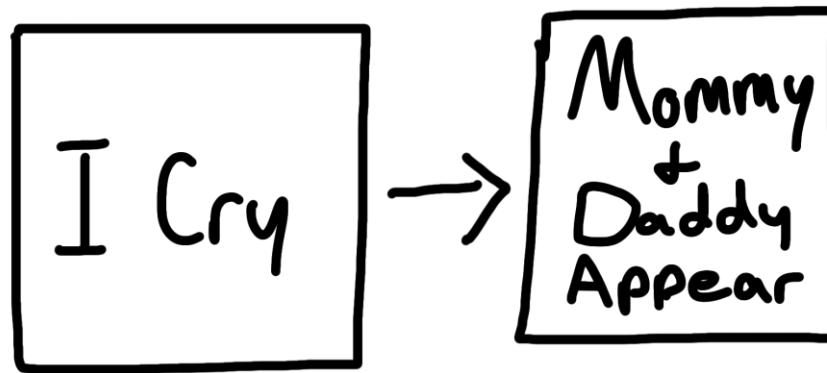
## Theory of Change Essentials

Isabel Vogel

[info@isabelvogel.co.uk](mailto:info@isabelvogel.co.uk)

10 March 2020

# Baby's first theory of change



fresh spectrum

# What is 'Theory of Change'?

A systematic process of critical reflection to **explore** and **explain** how and why we will promote a series of changes, to reach a long term goal.

**What do we think needs to change, for whom and why does it matter?**

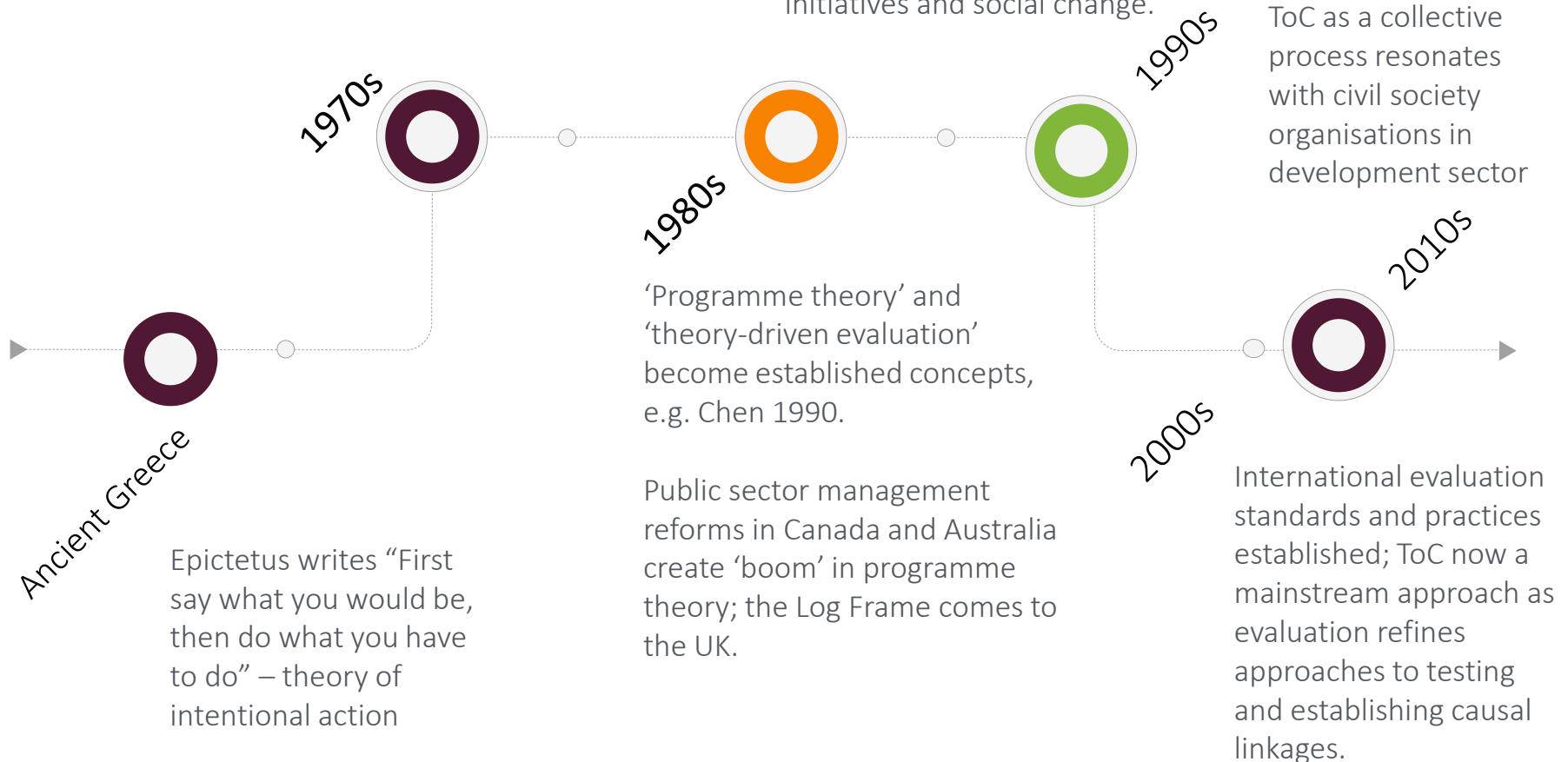
What does that mean for the part we play, working with people in a particular context?



# Where does ToC come from?

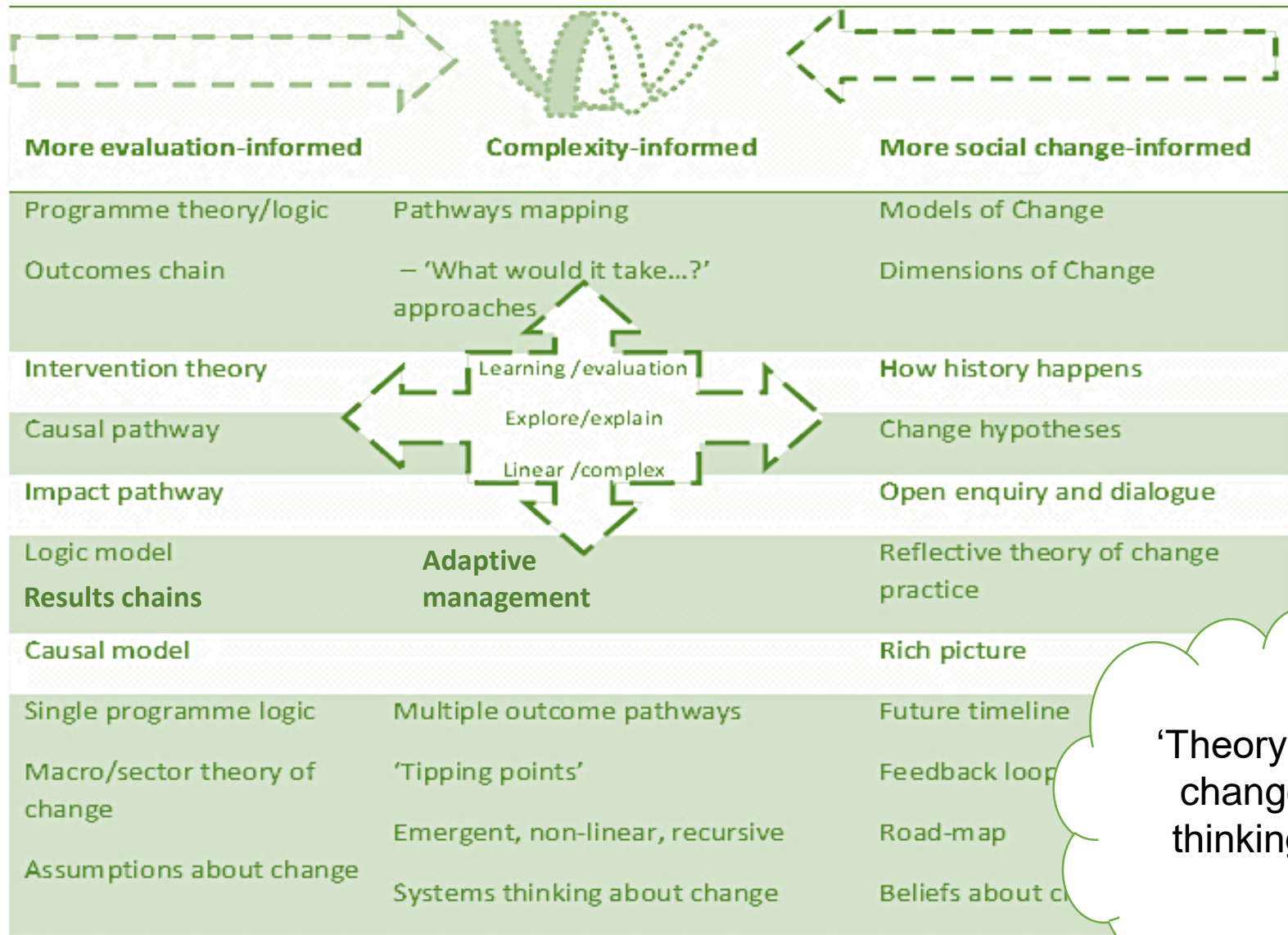
'Outcome chains' and Logic Models adopted for planning and assessing social, education and development projects – co-existence of matrix vs. flexible formats continue to this day

Aspen Institute's 1990s initiative coined 'theory of change', applying programme theory to the evaluation of complex community initiatives and social change.



For more, see 'Purposeful Program Theory', Sue Funnell and Patricia Rogers, 2011

# Where does ToC come from?



‘Theory of change thinking’

# What is ToC really about?



## Viewpoint 1:

ToC is an improved and more detailed logic model to better predict, plan and deliver results.

## ‘Log-frame on steroids’



## Viewpoint 2:

ToC is a critical, participatory exploration of intentions, interests, values, power and gender relations, in order to contribute to social justice, equality, sustainable development.

**‘What change, for whom, why - and who says so’?**



Women working for Kaderes Peasant Development Ltd, Kayanga, Tanzania  
© Jennifer Leavy 2016

**Real change for real people in real life....**

**...including us!**

# ToC - three aspects

- Critical thinking about change - overall approach
- Systematic process - group-based ToC critical analysis
- Set of products - narratives, change pathway diagrams



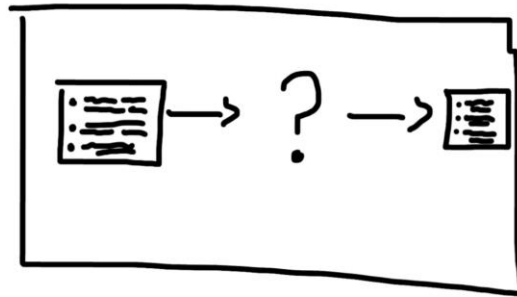
Wide participation and ownership

Comprehensive analysis

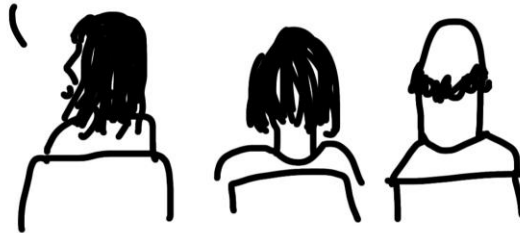
Active use



# Why ToC?



Could you provide us with a little more detail on step two?



Avoid implementing a mistake!

# An assumption is ...

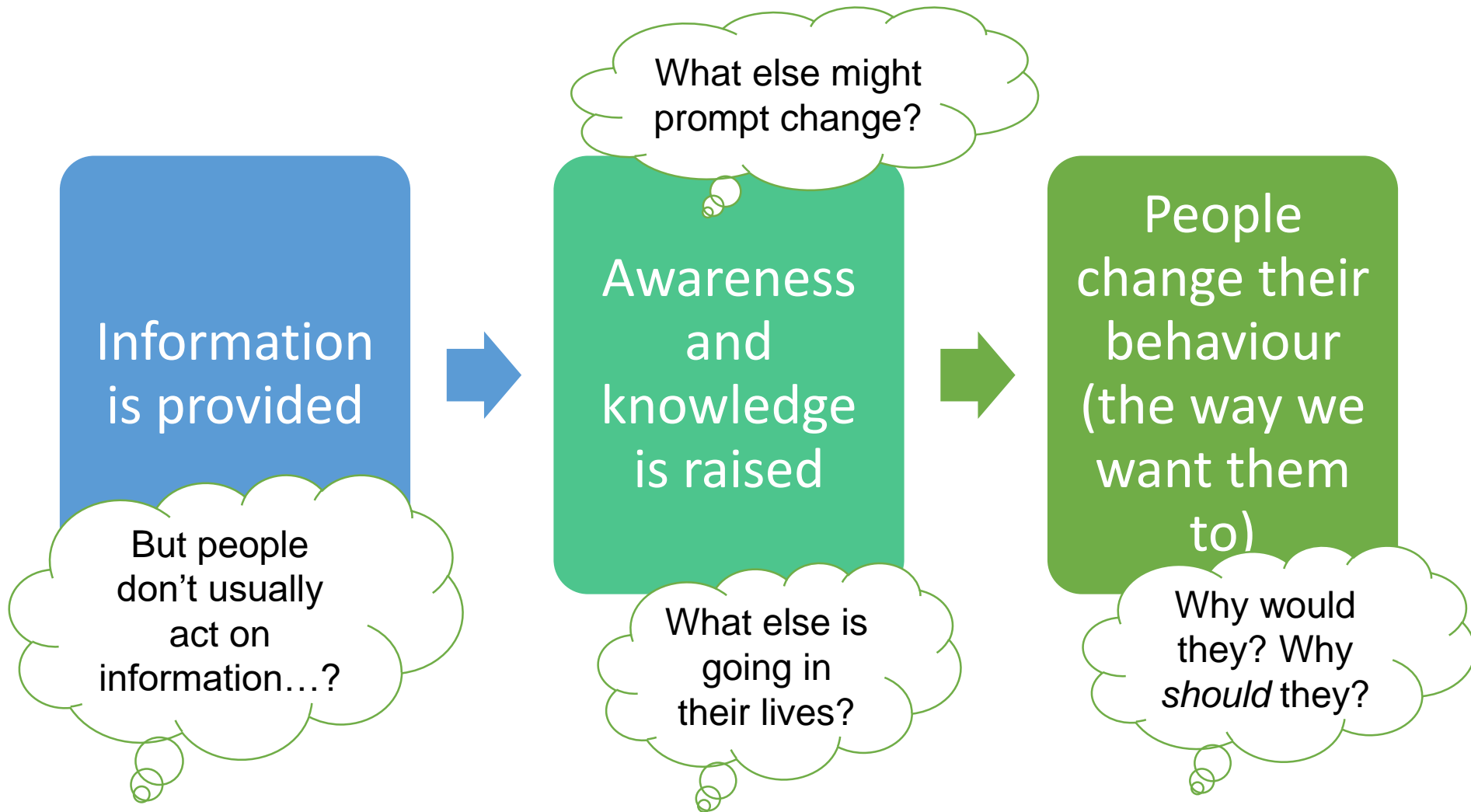
What we think is true or accepted as true



- shaped by values, beliefs, experiences, education, profession
- often implicit
- often subjective

**Theory of change is a structured process to examine our assumptions and make them explicit.**

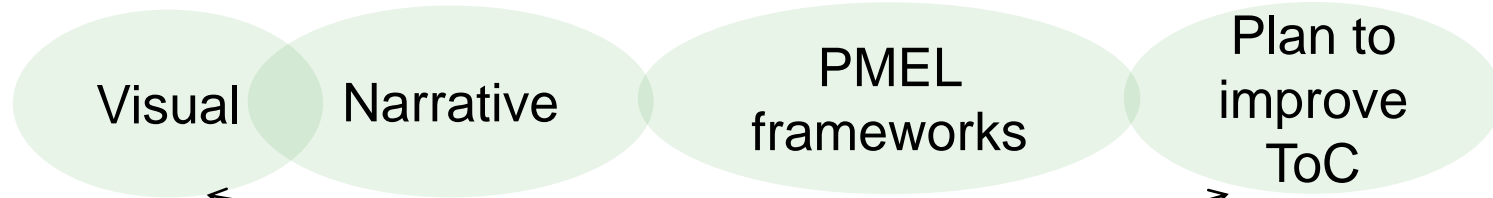
# A common theory of change?



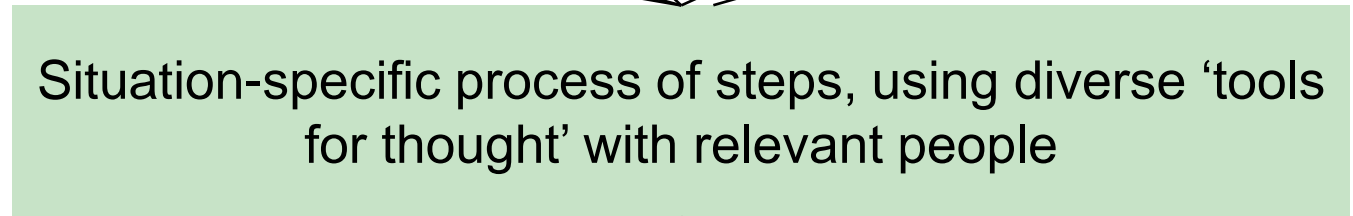
# ToC elements and process

*ToC =*

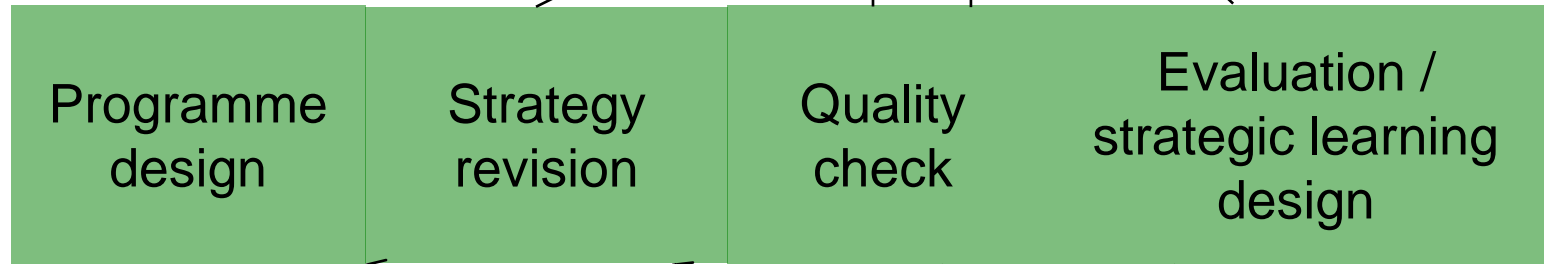
*Products*



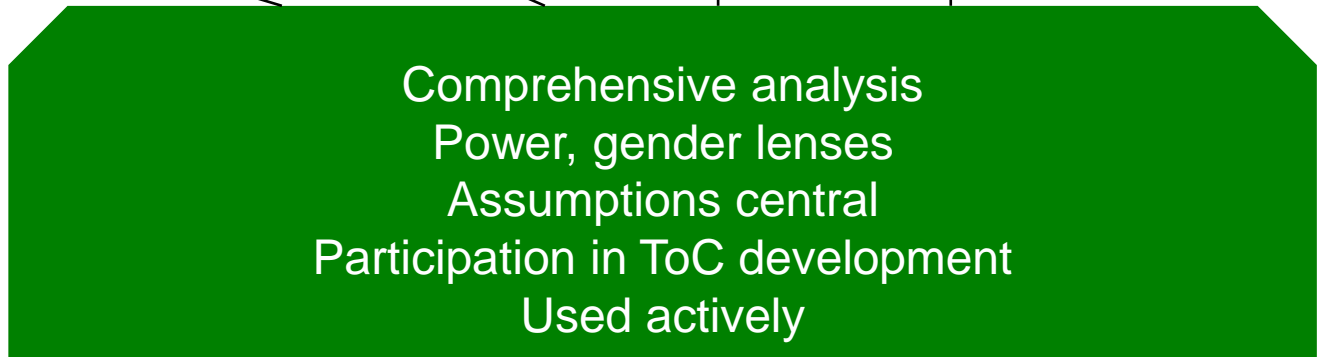
*Process*



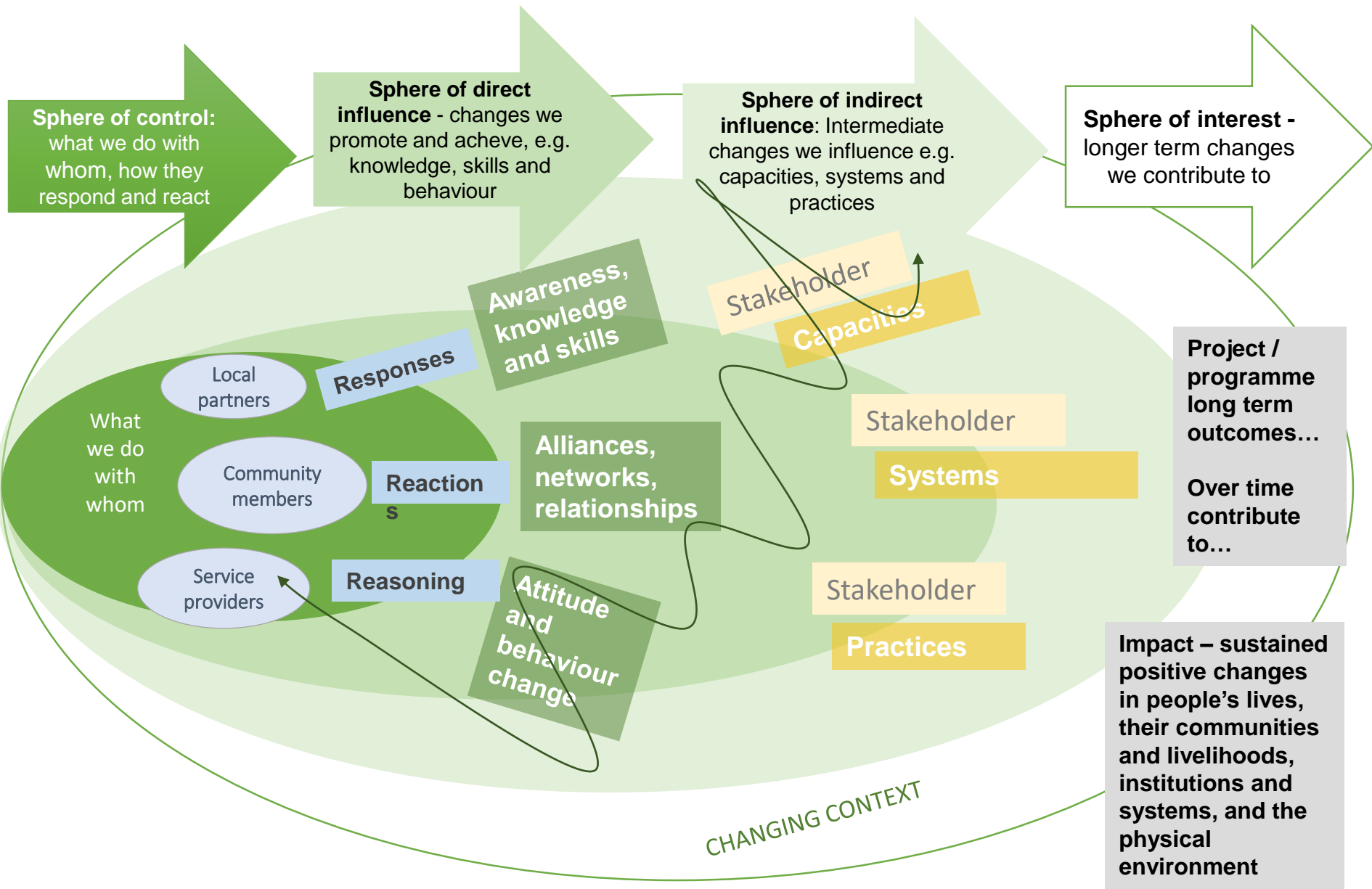
*Purposes*



*Principles*

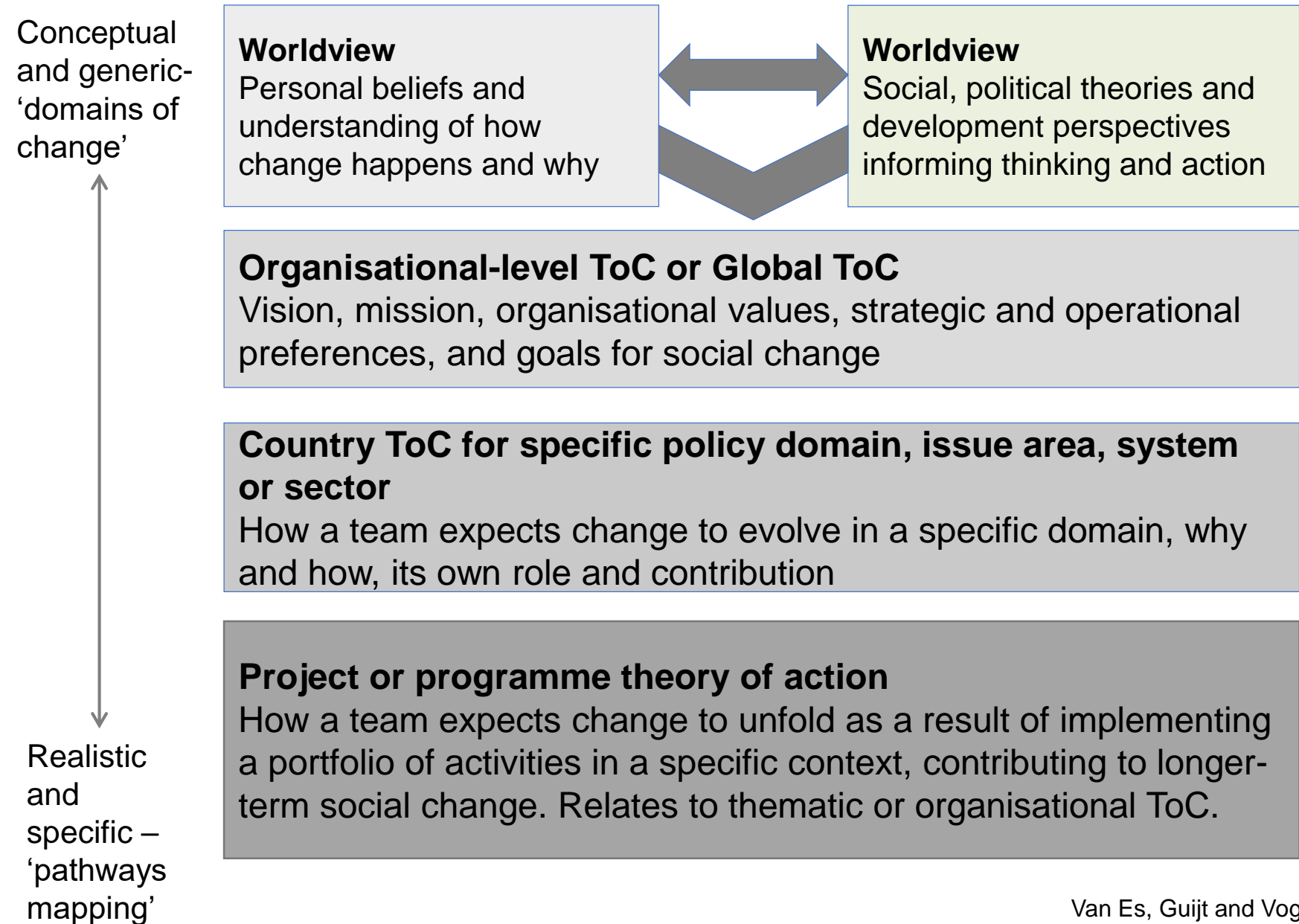


# Spheres of Influence for ToC

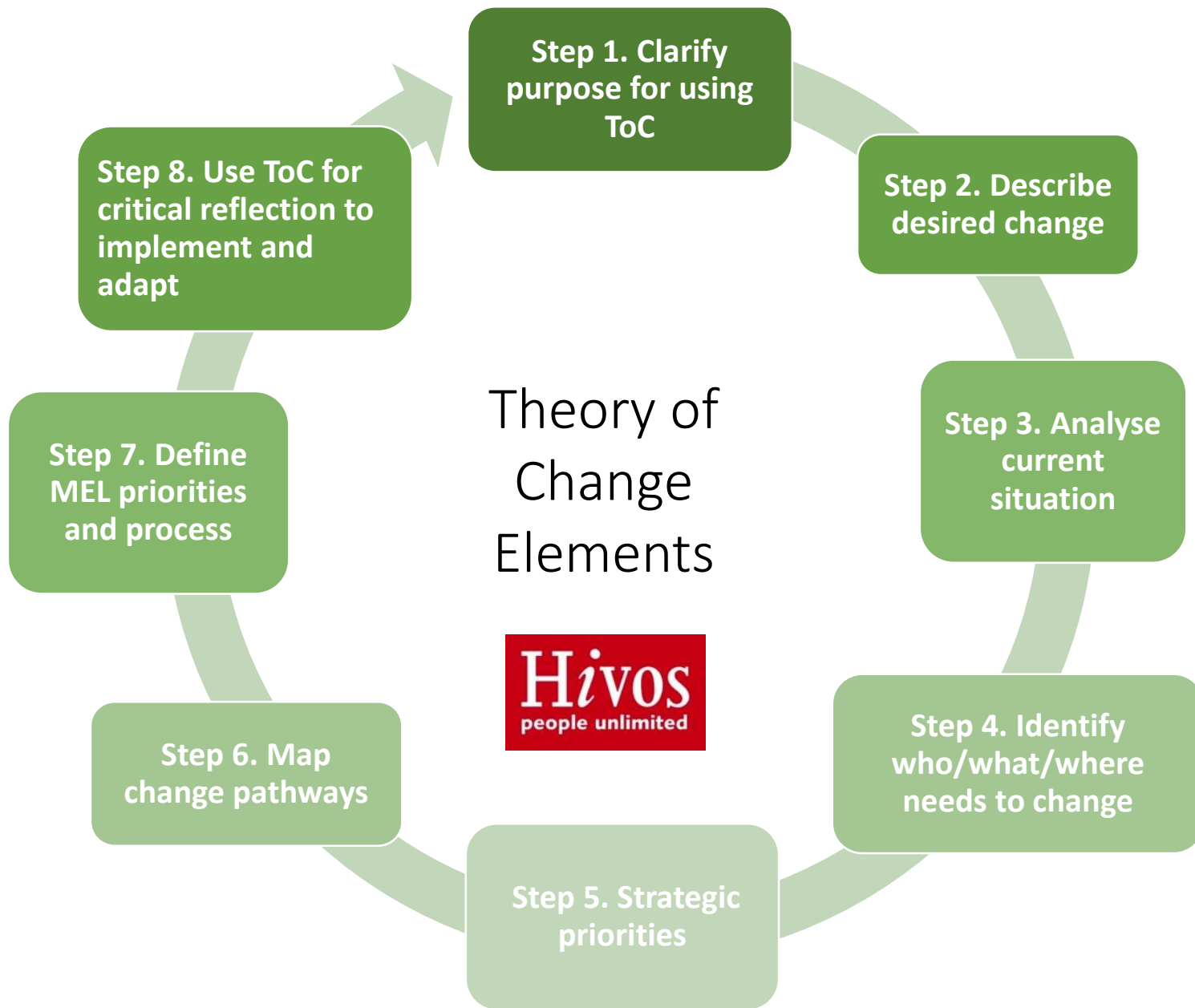


What have we learned  
about working with ToC?

# Insights into ToC at different levels







# Tips for a good ToC process

**Purpose** Be clear about the purpose and why you want to work with ToC  
- and design accordingly

## Wide participation and ownership

Appropriate participatory process - step outside boxes

Who needs to be involved - staff, leaders, stakeholders

Explicit, specific and robust

## Assumptions and values

Gender and power analysis

## Comprehensive analysis

Contexts, actors, strategic options - analysis & research

Accessible, honouring complexity

## Visualisation & narrative

Different products for different audiences

Critical and useful - help to inform choices

Guiding implementation and adaptation

Monitoring, evaluation & learning

## Active use

# GCRF Theory of Change

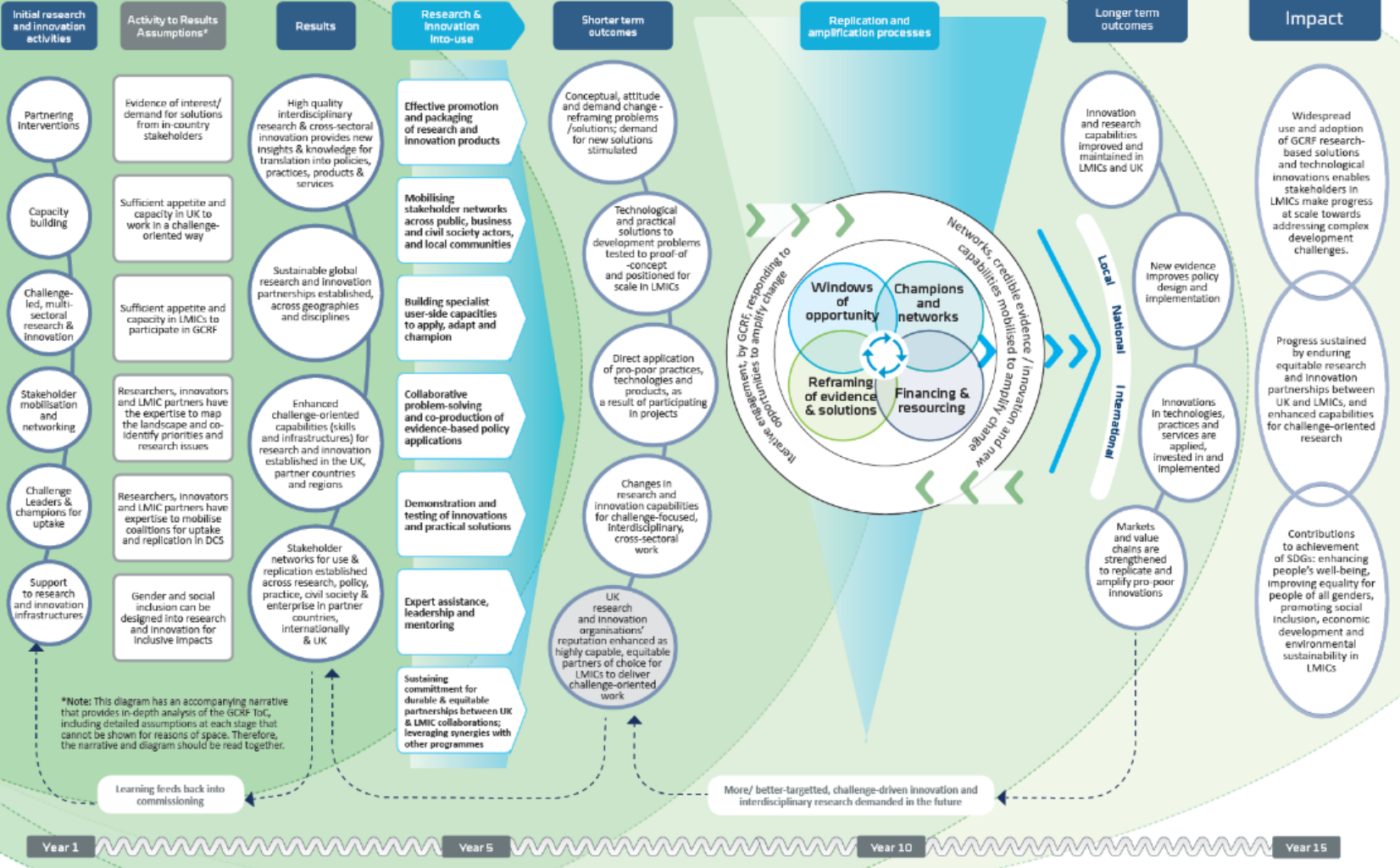


Sphere of control: GCRF processes and outputs

Sphere of direct influence: Engagement with stakeholders to build capacities & networks to translate, demonstrate and apply benefits of innovation and research outputs at project-scale.

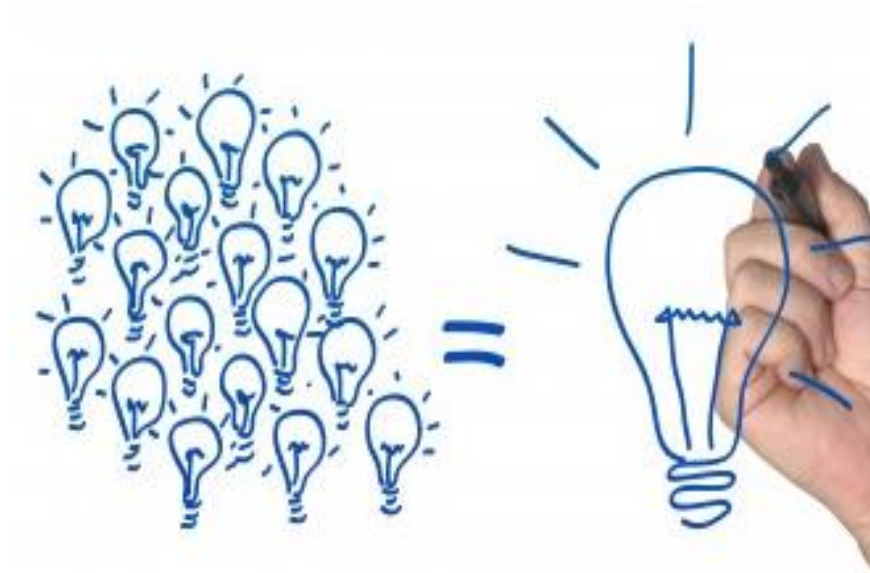
Sphere of indirect influence: GCRF influence on/contributions to changes in actors, systems and infrastructures that create conditions for transformational change at local national and international scales in LMICs

Sphere of interest: GCRF's impact



\*Note: This diagram has an accompanying narrative that provides in-depth analysis of the GCRF ToC, including detailed assumptions at each stage that cannot be shown for reasons of space. Therefore, the narrative and diagram should be read together.

Thank you for listening!



# Resources and acknowledgements

This presentation builds on work produced collaboratively by Isabel Vogel, Irene Guijt (Learning by Design), Marjan Van Es (Hivos) and Maureen O'Flynn (independent consultant).

Please contact Isabel Vogel [info@isabelvogel.co.uk](mailto:info@isabelvogel.co.uk) if you wish to reproduce any of it.

## Further reading:

Hivos Theory of Change Thinking in Practice: A Stepwise Approach, Van Es, M. I. Guijt, I. Vogel, (2015)

<https://knowledge.hivos.org/theory-change-guidelines>

Theory of Change for Organisations, A. Kellet (2017)

[https://www.bond.org.uk/sites/default/files/resource-documents/organisational\\_theory\\_of\\_change\\_bond\\_10.pdf](https://www.bond.org.uk/sites/default/files/resource-documents/organisational_theory_of_change_bond_10.pdf)

Review of the use of Theory of Change in international development, DFID, I. Vogel, I (2012),

<https://www.gov.uk/government/news/dfid-research-review-of-the-use-of-theory-of-change-in-international-development>

ESPA Guide for Researchers to Working with ToC, Vogel, I. (2011)

<http://www.espa.ac.uk/files/espa/ESPA-Theory-of-Change-Manual-FINAL.pdf>

Theory of Change, A Guide for Small and Diaspora NGOs, C. James (2010)

<https://www.intrac.org/resources/theory-change-guide-small-diaspora-ngos/>

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# What did you think of today's webinar?



# Alliance Members' Training Fund

- Bursaries of up to £250 available to members with income >£250,000
- Designed to help organisations access training/CPD events from external providers
- Training courses/events can be in-person or online
- Focused on any topic that helps you deliver on your organisational aims (e.g. fundraising, project management, reporting on outcomes, effective comms.)
- Can cover training fees and other expenses associated with participation
- For more info on eligibility and how to apply, visit:  
<https://www.intdevalliance.scot/member-services/training-and-e-learning/members-training-fund>



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