Innovations in Presenting Theories of Change

Lovely Dhillon (Jodevi Consulting)
Sara Vaca (ImpactReady)
Part ONE: TOC Basics

Part TWO: Adding Complexity

Part THREE: Innovative ideas about TOC

Part FOUR: Workshop – Gangsters to Growers & Next Generation Men
3 Key Takeaways

**Lovely (@ldhillon)**

1. TOCs need to show complexity
2. Should link to other organizational tools
3. TOCs should adaptable and can be creative

**Sara (@VisualBrains)**

1. Every Organization has a TOC
2. TOC is an Output of/and a Process
3. ToC are relevant to those involved in it (hardly relevant for outsiders)
Part ONE: Theories of Change Basics
Change
• What we don’t know we don’t know

Theories of change
• What we don’t know we know
• Based on our education, professional context, cultural history and experiences
• Implicit

Theory of change
• What we know we know, and
• What we know we don’t know
• Product of tools, structures, institutions, and political economy
• Explicit

Joseph Barnes (ImpactReady)
A Theory of Change is . . .

Typically a one page illustration of how an organization believes the change it is working towards will happen.

- Activities → mission/objectives.
- Not really about WHAT or HOW but about WHY
What is a Theory of Change?

Same Mission – Different Theories
Scope

ToC = Output

+ primarily

ToC = Process
TOCs also called (assimilated with)

- Logic Models
- Theories of Action
- Intervention Logics
- Outcome Maps
- Strategy Models
- Outcome Models
- Program Logics
- Program Theories
- Results Chains
- Impact Pathways
- Log-Frames
- Outcome Chains
- Outcomes Hierarchies
Theory of Change Elements Regularly Include

- Activities
- Outputs
- Outcomes
- Impact (ultimate outcome)
- Causal Links
- Sometimes include Inputs & Strategies
Most often is based on a Logic Model – with more detail and in a flow chart form.
## Theory of Change Elements

<table>
<thead>
<tr>
<th>Elements</th>
<th>Description</th>
<th>Also mentioned as:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities</td>
<td>Actions the program carries out</td>
<td>Actions • The Work</td>
</tr>
<tr>
<td>Outputs</td>
<td>The immediate things that result from the activities</td>
<td>Specific Objectives • Results • Outcomes</td>
</tr>
<tr>
<td>Outcomes</td>
<td>The changes that the interventions will make along the way to achieving the mission</td>
<td>Impacts • General Objectives • Expected Changes</td>
</tr>
<tr>
<td>Impact</td>
<td>The ultimate change that the organization is looking to make</td>
<td>Mission • Goal • Overall Impact</td>
</tr>
</tbody>
</table>
hey Jude

make it bad
be afraid
let me down

don’t

remember to

let her into your heart
let her under your skin

then you

can start
begin

better better better better better waaaaa

Assumptions (and their revision)

Activities

Outcomes

Impact

http://mande.co.uk/2013/uncategorized/hey-jude-theory-of-change/

na
Adding Complexity
## Adding Complexity

<table>
<thead>
<tr>
<th>Elements</th>
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</thead>
<tbody>
<tr>
<td><strong>Mechanisms</strong></td>
<td>Causal chains that explain why one action provokes another one.</td>
<td>Causal chain</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Causal strand</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Causal pathway</td>
</tr>
<tr>
<td><strong>Assumptions</strong></td>
<td>Preconditions the design is assuming or taking for granted</td>
<td>Hypothesis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Preconditions</td>
</tr>
<tr>
<td><strong>More sophisticated causal strands (simultaneous, alternative, etc.)</strong></td>
<td>Often programs require simultaneous mechanisms to achieve the goal.</td>
<td>Strategies and its mechanisms</td>
</tr>
</tbody>
</table>
Layers of ToC

- Surface
  - Activities
  - Objectives
- Logic model
- ToC
- Depth
  - Causal pathways
  - Mechanisms
  - Assumptions
Theory of Change of Baking bread

Inputs
Flour, water, salt

Activity
Dissolve yeast in warm water
Add the sugar, salt, oil and 3 cups flour
Knead until smooth/elastic
Punch dough
Bake at 375°F for 30' Let it colder

Output
Dough
Bread

Outcome
Hunger satisfied

Activities
Dissolve yeast in warm water
Add the sugar, salt, oil and 3 cups flour
Knead until smooth/elastic
Punch dough
Bake at 375°F for 30’
Let it colder
Eat!

Proteins are drawn to each other and bond
Water stocked in starch granules
Kneading builds gluten networks
Existing gluten threads touch and create more links
Proteins and starches in the flour transform into the sturdy webbing
Oozes a liquid that, when it touches an air pocket, lets loose carbon dioxide and alcohol
Oven emanates infrared rays, radiant heat
Water in starch evaporates
Dough rises
Crumb stabilised
Crust formed
Releases carbon dioxide when it’s exposed to higher temperatures in the oven
High-protein flour, it’s going to suck in water like crazy
Yeast feeds on sugars in dough
High protein starch, it’s going to suck in water like crazy
Releases carbon dioxide when it reacts with liquids during mixing
ToC of a ToC

ToC of developing an organisational Theory of Change

IMPACT
- Bigger impact in improving lives
- Org’s team moved by motivation
- Better market positioning

OUTCOME
- The org. has a clear, sound ToC
  - Way of creating impact clearly defined
  - Way of creating impact tested
  - Way of creating impact understood internally & externally

OUTPUTS
- ToC document (product/s)
- Staff thinking more strategically

ACTIVITIES
- Desk review
- Information processing
- Interviews
- Workshop
- Facilitated sessions

MECHANISMS
- Sounder design of the strategy contributes to bigger, clearer impact
- Employees’ reasonable certainty about the soundness of the basis of their work makes them increase ownership
- More sound evidence-based pitch makes donors further trust Plan
- A clear definition helps understanding
- A good testing process - via literature and via validation of stakeholders and field, verifies the potential causal links that link activities with outputs and outputs to outcomes and impact

ASSUMPTIONS
- Implementation is coherent with the tested ToC
- Other factors do not undermine employee’s trust and image of Plan
- Market is stable in terms of demands and preferences
- Sufficient research exists to prove that proposed strategic lines and actions will lead to results
- The ToC is user-friendly for each audience type
- Diffusion efforts are appropriate and efficient
- Creating reflection spaces has a positive impact in employees’ mindset
- Consultant’s Knowledge and experience translate their work into a quality, adapted solution
- Staff participates with an open positive attitude
- Consultants understand context and do a good processing of the information into something useful
ToC of a ToC

ToC of developing an organisational Theory of Change

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If we carry out those activities, they will trigger these mechanisms.
Types of causality

CAUSAL RELATIONSHIPS

- If a Relationship is Causal, Four Types of causal relationships are possible:
  - Necessary and Sufficient
  - Necessary But not Sufficient
  - Sufficient But not Necessary
  - Neither Necessary nor Sufficient

http://www.slideshare.net/pbbarlow1/brief-look-at-association-vs-causation

http://www.slideshare.net/VishnuYenganti/association-causation

http://www.slideshare.net/CTSPedia/Types-of-Causal-Pathways
Coherence between intervention and ToC


Rubric

ToC TENSIOMETER

- Simplified
- Comprehensive
- Tested
- Strong
- Feasible
- Bottom-up
- Acknowledged
- Useable
- Rich/complicated
- Partial
- Innovative
- Weak
- Ambitious
- Top-down
- Unknown
- Useless

SaraVaca.com, 2016. @VisualBrains
Link to other tools
Link to Other Organizational Tools

- Strategic Plan
- ML&E Plan
- Funding Requests
- Portfolio Reviews

Theory of Change
Dataviz Alternatives
Ways of highlight relevance

ACTIVITIES

OUTPUTS

OUTCOMES

IMPACT
Ways of highlight relevance
Ways of including Mechanisms in ToC
Ways of including Mechanisms in ToC

ToC of how to bake bread

1. Flour, salt and water are mixed and kneaded
2. Punch until Elastic Dough
3. Baked bread

Flour, salt and water are mixed and kneaded

Proteins bond due to water. Yeast feeds on sugars. Water is locked in starch granules.

Punch until Elastic Dough


Baked bread
Ways of including Mechanisms in ToC

ToC of how a plant grows

Seed, soil, water, sun → Seed germinates → Plant grows

Seed, soil, water, sun

Increase of metabolic activity within the seed. Enlargement of the seed, due to intake of water seed's covering may wrinkle and crack

Seed germinates

Plant launches sprouts with tiny leaves to explore and detect light. The embryonic root (called the radicle) emerges from the seed and begins to grow down into the soil. The shoot (plumule) also emerges, and grows upward out of the soil.

Plant grows

Assumptions: sufficient water, oxygen, and an appropriate temperature
Ways of including more information in ToC

- **ELEMENTS**
  - Activity
  - Result
  - Impact
  - Mechanism
  - Hypothesis, assumption

- **TYPES**
  - Necessary (but not sufficient)
  - Sufficient
  - Necessary & sufficient
Ways of including more information in ToC

**Elements**
- Activity
- Result
- Impact
- Mechanism
- Hypothesis, assumption

**Types**
- Necessary (but not sufficient)
- Sufficient
- Necessary & sufficient

**Increase in teachers' salaries**
- Teachers do not search extra incomes activities
- Teachers put more thought in preparation
- Better methodsology / materials
- Increased teachers' self-esteem
- Better ambiance in class
- Better relations teacher-students
- More capable professionals are drawn to teaching
- Better teachers are hired
- Better teachers teach more effectively

**Better quality of teaching**

**Improvement in students' performance**
- Students find it easier to understand
- Students strive to please teachers
- Students work harder
Ways of including more information in ToC
Challenge: going beyond the linear logical models

Challenge: going beyond the lineal logical models
ToC and Technology
Children and young people in care DoView®

- Well run Provider
- Skilled and experienced caseworkers undertake quality work
- Effective caregiver vetting and induction
- Natural family keep in contact with (where possible)
- Appropriate cultural work with child or young person
- Child or young person is cared for
- Child or young person is supported
e
- Returned home where appropriate
- Placed permanently with family where appropriate
- Placed permanently with non-family caregivers where appropriate
- Supported to planned independence where appropriate
- Young people safe from further child abuse and neglect
- Improved consistency of care
- Effects of harm addressed effectively and well-being restored or improved
- Reduced rate and severity of youth-offending
- Young people held to account for offending

Children and young people safe and thriving in strong families and communities

Force-Directed Graph
Zoomable Circle Packing
Epicyclic Gearing

- Annulus
- Planets
- Sun

http://bl.ocks.org/mbostock/1353700
Sankey Diagrams

[Diagram showing energy flow from various sources like nuclear, bioconversion, thermal generation, etc.]
Concept Network Browser
Creative Representations
Creative Representations

Mobiles

Holograms

Clothing

Custommade.com & Etsy
Creative Representations

Performance Art

Spoken Word

Video

Plays

YouTube – Kylie Hutchinson
Creative Representations

I could end global poverty

...if I could get some funding from DFID

Hullo, is that DFID? How can I get some of your money?

Well, first you have to develop a Theory of Change, which is evaluable...

What the F...!@?

How do I do that?

Go online and develop a comic strip story describing how your project will work. Use stripgenerator.com

Questions / Comments?
WORKSHOP

- 10 min  Local Nonprofits Presentation
-  5 min  Clarifying Questions
- 15 min  Audience will work in groups
- 10 min  Presentations & Local Treats!
Gangsters to Growers & Next Generation Men

http://twitter.com/gangsta2grower

https://www.ngmatlanta.org/
THANK YOU

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