# CAPLOR HORIZONS

# RIPPLE PAPERS

*...creating ripples of change*

**Understand how change happens: developing a Theory of Change**

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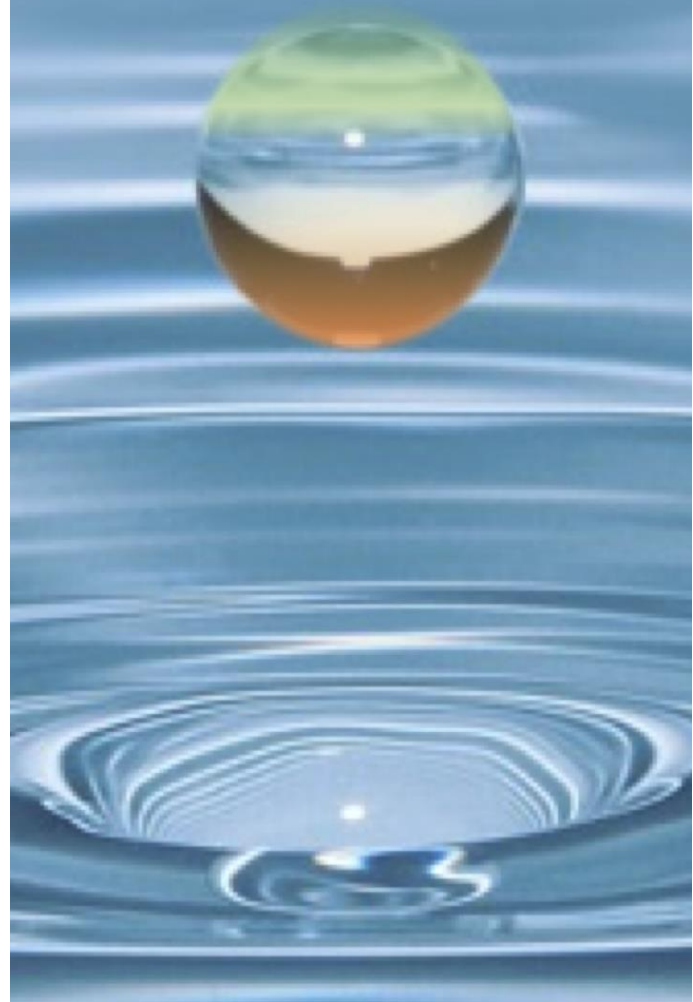
*Learning differently*

*Thinking differently*

*Acting differently*

## Understand how change happens: developing a Theory of Change

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## Introduction

_"Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has."_ Margaret Mead

This paper provides insights into developing a 'Theory of Change' along with top tips. At the end, it highlights useful resources.

The paper has four parts:

1) Introduction

2) Top Tips

3) A step by step and workshop guide

4) Resources

This Introduction covers: (a) Definition, (b) History, (c) Why is it important? (d) Why now?

A Theory of Change is a clear and concise way of outlining how change happens for the people you are working with. A good theory of change will show what you do, why you are doing it, and how this then leads to positive changes for people you are working with.

The theory of change puts people (clients or beneficiaries) at the centre of the process, and not the organisation. Done well it will outline a pathway from the way the world is now to a better future, with a clear explanation of how your organisation will work with who you serve to bring about those changes.

It can be used as a useful strategic management tool/methodology and it will often be presented in a diagrammatic form with short accompanying notes.

The name itself puts people off and perhaps it would be better to think of it as: '_The way you understand how change happens for the people you work with_'.

A number of organisations within the International Development sector have been using Theory of Change methodologies in recent years. This has spread to other sectors. It hasn't replaced other 'traditional' strategy tools such as log-frames but adds a fresh perspective.

However, various international organisations and institutions – for instance, Comic Relief and Irish Aid – are increasingly expecting charities they support to be able to explain their modus operandi about how they bring about change.

Theory of Change sits alongside the drive of many stakeholders to improve results (see Caplor Horizons Ripple Paper on Results Based Management). Increasing expectations exist for charities and NGOs to be

able to clearly articulate change and results through clear objectives, indicators, performance monitoring and evaluation. Many stakeholders are encouraging the use of Theory of Change to help focus more on long-term change rather than short term results (e.g. project-focused outputs and outcomes). As a result, directing energies more effectively and clearly.[1]

A Theory of Change can be used for communication, accountability and/or learning[2] purposes.

- *How can a Theory of Change be used for communication?* A Theory of Change can be a concise way of showing stakeholders what you do and why you are doing it. Some people call them '*readable narratives of how change happens*'. In other words, the story of getting from A to B and your contribution to it.

- *How can a Theory of Change be used for learning?* The process of developing a Theory of Change is an opportunity for an organisation to engage in critical thought. A theory of change often makes explicit previously implicit change processes within organisations ('*you know what works but you haven't written it down*'). And although not a lot new will necessarily emerge out of developing the Theory of Change, the process itself helps organisations to question what they're doing now, and what they want to focus on in future. Developing a theory of change shows that an organisation is committed to revisiting plans, values and strategies (sometimes referred to as 'double-loop learning'[3]) and listening to their beneficiaries.

- *How can a theory of change be used for accountability*? Although a theory of change shouldn't be just a '*mechanical compliance tool*'[4] it can often be a useful methodology to share your approach with a range of stakeholders. The Theory of Change is likely to give people outside the organisation a clearer understanding of why you do what you do, and why you do it in the way you do. As the theory of change has the client (beneficiary) – people – at its centre, and not the organisation, it can be used to show an organisation's accountability to that group.

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[1] Ontrac, May 2012, Maureen O'Flynn
[2] Walters, 2014
[3] Double loop learning can be simply thought of as the ability of an organisation/project to revise Goal/ Objectives as a result of learning.
[4] Wigboldus, S. and Brouyyours, J. (2011). Rigid plan or vague vision: How precise does a ToC needs to be?

**Box 1. Definitions of Theory of Change …and Change!**

"The description of a sequence of events that is expected to lead to a particular desired outcome"

*Rick Davies*

"Every programme is packed with beliefs, assumptions and hypotheses about how change happens – about the way humans work, or organisations, or political systems, or eco-systems. Theory of change is about articulating these many underlying assumptions about how change will happen in a programme"

*Patricia Rogers*

"Theories of Change show a causal pathway by specifying what is needed for goals to be achieved; require the articulation of underlying assumptions which can be tested and measured; and change the way organisations think about implementation strategies, by encouraging them to focus not so much on what is being done, but on what needs to be changed."

*Maureen O'Flynn*

"Change will sometimes be deliberate, a product of conscious action, and at other times emergent, where it appears to be unplanned. (You therefore need to be flexible to respond!)"

*Mintzberg (1989)*

**"Be the change** that you wish **to see in the world"**

*Mahatma Ghandi*

## Top Tips for developing a Theory of Change

*"Change is hardest at the beginning, messiest in the middle and best at the end."* Robin S. Sharma

1. **The term '*Theory of Change'* might not be familiar but it borrows a lot from wider strategic management thinking**

The term 'Theory of Change' will no doubt be familiar to those working in International Development, but it may be new to those working in the wider not-for-profit and charity sector. However, Theory of Change fits within a wider context of strategic management, especially organisational change concepts.

In terms of links to other relevant strategic management concepts that are more well-known across different sectors, Simon Sinek's 'Golden Circles' is relevant insofar as it highlights the importance of focusing on the Why? How? and What? of organisations and change. The Golden Circle concept raises some of the same questions as Theory of Change does.

The social philosopher Charles Handy explains underlying issues highly pertinent to Theory of Change in compelling and clear ways: for instance, in *The Second Curve: Thoughts for Reinventing Society*' he explains the notion of the sigmoid curve to describe change in individuals, teams, organisations and societies.

The development of a Theory of Change is also likely to raise questions that often emerge through an analysis of the 'transition curve', which is very widely referenced for change in individuals (re Bereavement, Elizabeth Kubler-Ross) and organisations (William Bridges).

**Diagram:** A typical 'Transition Curve' showing stages that individuals and organisations pass through when coping with the realities of change



### 2. When should you do a 'Theory of Change'? Why would you do a 'Theory of Change?

The Theory of Change, both as a process and a product, is best seen as part of a range of tools that are used to help develop or review an organisational strategy (e.g. at the mid-point in a current 3 or 5-year strategy cycle). Whilst this does not mean that you need to develop a Theory of Change at the same time as developing a new organisational strategy, it is worth considering bringing people together to consider Theory of Change as part of a strategy renewal process.

It is very likely that discussions around the Theory of Change will bring up issues which are fundamental to any organisation, such as: *Why do you do what you do?; How should you work?; Who should you work with?; What change are you looking for?; Who else is important in helping – or blocking – this change?"* Discussing these issues completely outside a strategy renewal process would be an opportunity missed.

Both the process of developing a Theory of Change, and the subsequent dissemination of a Theory of Change diagram, will enhance the way an organisation can *communicate itself* to the wider world, can be used as an important self-reflection and *learning tool,* and finally is an ideal way to make you more *accountable* to your key stakeholders, both upwards and downwards.

### 3. It's as much about the process as the outcome!

Before embarking on the development of a Theory of Change it is important to bear in mind that the process itself is just as important as the final Theory of Change product that is developed.

Each organisation will want to conduct the process of developing a Theory of Change that best suits their circumstances. No set format exists!

However, what's important to bear in mind is that there's no point in rushing this. That would miss an opportunity and the quintessential point of the exercise! For example, if time and resources permit it will be of enormous value to the long-term relevance of the Theory of Change to bring in external stakeholders – partners, government, funders, and in particular the people the organisation exists to serve (participants in programmes). These can contribute to a process of reflection and provide insights about change.

Developing the Theory of Change should be seen just as much about changing practice and coming to a common understanding across the organisation about the 'why' and 'how' questions of what you do, as to finding an answer and producing a product. If the Theory of Change is being developed as part of a funding bodies requirement then that organisation might provide resources. Having external facilitators can be very useful, though they need to be servants to the process.

Before starting on the development of a Theory of Change there needs to be a high degree of consensus across the organisation on what success looks like. Even if everyone doesn't buy in or agree with the methodology itself (they may have their own ways of thinking about change), they still need to understand the rationale for investing resources in the process, and the value of the methodology. This initial investment will yield a high return and will increase the likelihood that people take on the methodology in their own activities. This is insofar as each project/programme can have its own Theory of Change. These can be linked back (and be coherent with) the organisational Theory of Change.

### 4. Understanding the drivers of change and thinking about the future is key

One of the first key steps to developing a Theory of Change is doing research into the key drivers of change in your field of work. This is the ideal opportunity to 'think out of the box' as you don't want the Theory of Change process to reinforce your world views or give you a heightened sense of security about your understanding of challenges.

As a process, it should be demanding. You should think of ways to make it interesting: for example, by asking people to prepare presentations and then engaging colleagues in participatory ways; by reading alternative critiques; by inviting visiting speakers who have innovative or different perspectives. If your targets groups are not going to be involved in the Theory of Change drafting or workshop it is essential you use this preparation stage to consult them and get their feedback on change processes.

The Theory of Change process is an ideal time for giving considered attention to the vision, mission and long term strategy of the organisation: to ensuring deeper appreciation of these across the organisation; to unpacking how these relate to your understanding of the difference you wish to make in the world. For example, the kinds of questions you will ask yourselves are: '*are you focused on tackling basic needs and/or are you concerned about inequality and improved human rights?*'

### 6. Getting from discussion to diagram is an important step!

An important decision to take during the development of the Theory of Change is when to move from the wide and inclusive introductory (analysis) phase of the process, to the final (including writing) synthesis phase. Taking the information from the discussions on the Theory of Change and translating them in to a

concise diagram is difficult and subjective – no right or wrong answers here and in Annex 1 we have given some diagrammatic examples to help you think through different ideas.

It is best done by a smaller, core team that are trusted by the wider group to bring the threads together. Once an initial draft of the Theory of Change is developed it can then be sent out on email for reflection/feedback. Subsequent iterations can be similarly considered by the wider group.

| Box 2. The core elements of a Theory of Change diagram |
| --- |

- **External environmental factors.** What are the problems in the world that your work is trying to address (e.g. breaking down poverty into more specific parts).

- **How can you influence change?** Presentation of keyways in which your work will influence change. This could be presented chronologically. However, it's more likely that all the factors need to be in place for change to happen. How can you ensure that your work will be sustainable?

- **Obstacles.** This needs to be part of a longer-term commitment to improve the way you work. You need to reflect on the obstacles that you are addressing, and the ways in which you will work to influence change. The way in which the key obstacles and challenges along the way can be dealt with (thus delving into the most important assumptions). List these for each specific change areas. Of critical importance is a commitment to do something about the obstacles. For instance, 'how will you address these obstacles in your planning? Or, do you need to work with different kinds of organisations to have a greater impact? Or, do you need to diversify your funding streams? Or do you need to prioritise training and development on policy and advocacy - influencing? Or do you need to raise your profile?

- **Achievements**: This will relate closely to the existing Mission, Vision and long term strategy of the organisation and does not necessarily need to be re-formed. However, a Theory of Change process could lead to an organisation re-considering its Vision, Mission and long term strategy; also its values. The summary of achievements will state achievements regarding specific change statements. If your Mission is to 'Reduce poverty and inequality', for instance, the achievements will outline this. For example: A change (improvement) in the levels child poverty. It is good to make this measurable wherever possible ('SMART' indicators)

## 8. A theory of change is for life, not just for Christmas!

The Theory of Change approach needs to be embedded not just in the learning approach of the organisation but must be jointly owned by the leaders and governing body of the organisation. If appropriate, you would recommend nominating a 'Theory of Change lead (person or team) with a clear understanding of how this links to the wider strategic development and renewal processes in the organisation.

Unfortunately, without clear ownership and drive it's unlikely to go far. When developing a Theory of Change, it's important to consider how the Theory will be linked to the way the organisation learns. You've got to have the commitment in place to live it or it will end of up on the shelf. And significantly there should be a commitment by people involved in the leadership and governance of the organisation to incorporate the ideas of the Theory of Change into the overall strategy.

## Step by step guide to developing a Theory of Change and Workshop Guide

*"Developing a Theory of Change is not a quick fix; rather it is a long-term change process that requires substantial investment in terms of staff time, commitment and resources."* Maureen O'Flynn

There are three key stages to the process of developing a Theory of Change:

1) Analysing the external context

2) Outlining how change happens and exploring assumptions

3) Understanding the evidence and identifying 'blockages'/ 'challenges'

1. **Analysing the external context:** This piece of work can appear quite daunting and open ended at first. However, there are many excellent examples of organisations that have already done this analysis in the private sector, government and third sector (e.g. Shell; McKinsey; British Government; Oxfam) and these will support your analysis. However, many organisations conduct this kind of analysis as part of their strategy renewal process and you may feel it is important to collate and analyse previous 'future studies' and reflect on these as well as doing a short piece of new work. The key questions you need to ask yourselves at this stage are: *'Do you understand the external environment and future trends, and what this will mean for development and for your organisation? And given these trends, what are the key challenges facing the people you work with?'*. Importantly, this work needs to be completed in consultation with your main beneficiary groups.

2. **Outlining how change happens; exploring assumptions:** The main point of the second stage of the process is to map the change process. In other words, what do you need to have in place to ensure that you transform the 'challenges' and 'problems' you have identified (Stage 3 above) in to 'solutions' and 'achievements'? Within this part of the process you are asking yourselves the following key questions:

   a. *'How does positive social and political change actually happen, and how can we best support these change processes?*

   b. *How does our work currently support these changes, and what are the best examples of this?*

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[5] DFID Guidelines, 2012

c. *How does the way we work foster/ facilitate/ encourage positive change to happen for our target groups?*

After determining how you believe change happens, and mapping out how you will transform the challenges into achievements, it's important to spend time testing the assumptions of what you have written. Key questions to ask at this stage are:

d. *Are we sure about the assumptions made on causality?*

e. *Are we sure about the assumptions made about the external environment?'*

3. **Understanding the evidence and identifying 'blockages'/ 'challenges':** This is the final stage in the development of the Theory of Change – showing how you get from challenge to goal. It is important to identify the main 'blockages', or obstructions along these pathways to achieving your Mission, Vision and long-term strategy.

**Workshop guide**

From our experience, the best results will come about if you have two days to run a theory of change workshop. Questions to ask when setting up the workshop include:

- How many stakeholders, partners and staff/ trustees/volunteers will you involve?

- How much ownership, team building and buy-in do you want to create among

  participants during the process?

- How much do you want to verify assumptions and causal pathways in your theory of change through research and collection of lessons learnt from other?

- How much time you can realistically allocate without exhausting and discouraging participants even before implementation begins? (Good Enough approach)

*(Theory of Change, a guide for Development CSOs, Fagligt Fokus)*

It is also worthwhile thinking through the implications of the following recommendations drawn up by international NGOs (BOND) when designing the workshop:

- What will the audience, and future usage of the theory of change paper be?

- How much of a participatory process are you able to make it to ensure you reflect the perspectives of those the organisation is claiming to impact?

- How will you determine stakeholder engagement in the workshop (being consulted, part of a steering group etc)?

- How will you ensure that the ToC informs organisational monitoring and evaluation/Impact framework that identifies areas of change and critical assumptions to assess?

- How will you allow sufficient time for developing, reflecting, being participatory, evidencing, utilising and adapting otherwise the value-add of the approach can be lost?

- How will you link the ToC to existing and emerging strategy during the workshop?

In Annex 2 we have outlined the format for the 2-day workshop.

## Theory of Change Resources

BOND – Theory of Change Learning Paper (2017) https://www.bond.org.uk/sites/default/files/resource-documents/organisational_theory_of_change_bond_10.pdf

INTRAC: Theory of Change (2017) https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Theory-of-Change.pdf

James, C. (2011) "Theory of Change Review. A report commissioned by Comic Relief", Comic Relief: http://mande.co.uk/2012/uncategorized/comic-relief-theory-of-change-review/

Review of the use of 'Theory of Change' in international development, Isabel Vogel (for DFID), April 2012 https://www.theoryofchange.org/pdf/DFID_ToC_Review_VogelV7.pdf

VSO Theory of Change https://vso.hs.to/sites/default/files/2020-01/vso-theory-of-change.pdf?_ga=2.157185531.1176295130.1599233489-701397170.1599233489

Comic Relief, Theory of Change review, Cathy James, September 2011 http://www.theoryofchange.org/pdf/James_ToC.pdf

Theory of Change: How to navigate towards positive change in complex social settings, An inspirational guide for Development CSOs, March 2015 (Fagligt Focus, Denmark)

DFID examples of Theories of Change https://assets.publishing.service.gov.uk/media/57a08a66ed915d622c000703/Appendix_3_ToC_Examples.pdf

# Annex 1 – Example Theory of Change diagrams

# CONVERGENCE PARTNERSHIP
## Theory of Change

Advocates

Funders — Leaders

CONVERGENCE PARTNERSHIP
Healthy People, Healthy Places

PolicyLink ⟷ Prevention Institute

Engaged Multi-Field Network

Federal, regional, state & local advocacy

Multi-field partnerships & collaborations

Policy Change

Transportation

Housing

Access to Healthy Food

Access to Physical Activity

EQUITY

Climate Change

Jobs

Community Safety

New Opportunities
New Investments
New Directions
New Alliances

Implementation

Lessons learned, evidence & indicators analyzed

## Changes in Communities

Improved built environment: accessible, safe, activity-friendly places

Increased access to healthy foods: healthy food is available, fresh, and affordable

Other infrastructure & systems change

Greater equity

New leadership: local, state, & federal

## EQUITY / SOCIAL JUSTICE

## HEALTHY PEOPLE, HEALTHY PLACES

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# WINGS Theory of Change

| | | |
|---|---|---|
| **VISION** | A thriving global philanthropy field contributing for just, sustainable and democratic societies | |
| **MISSION** | *To unlock philanthropy's potential, by catalyzing/strengthening its ecosystem of support organizations* | |

**OUTCOMES**

| Greater volume of private resources for common good worldwide | Greater effectiveness of philanthropy as a means to address pressing global needs | Greater diversity in philanthropic actors, practices, approaches | Greater collaboration in the philanthropy field |
|---|---|---|---|
| • Philanthropy Support Ecosystem (PSE) with renewed and improved understanding and narrative | • Philanthropy development is a strategic priority for funders leading to increased resources for the field | • PSE with increased voice and technical capacities to address enabling environment issues | • PSE has adequate support to develop and sustain its work, especially where its most needed |
| | | • PSE works with synergies at geographic level for increased ability to respond effectively to local needs | • PSE embraces and stimulates diversity of philanthropic approaches and forms |

**OUTPUTS**

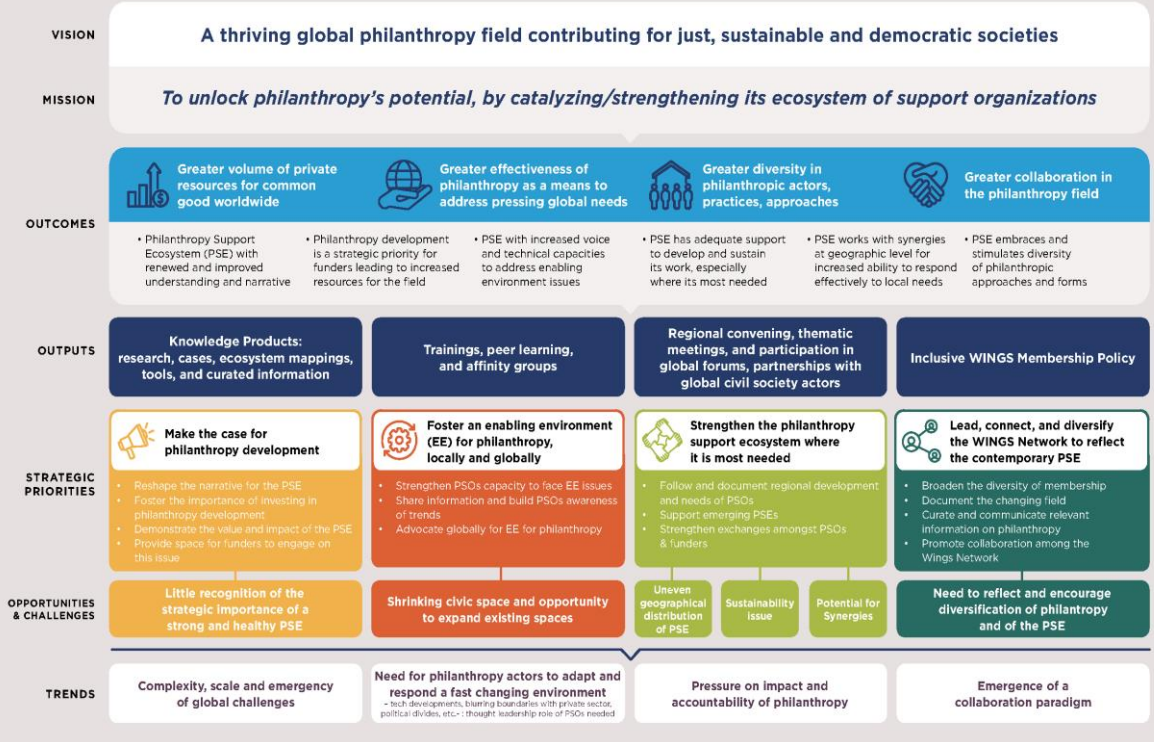| Knowledge Products: research, cases, ecosystem mappings, tools, and curated information | Trainings, peer learning, and affinity groups | Regional convening, thematic meetings, and participation in global forums, partnerships with global civil society actors | Inclusive WINGS Membership Policy |
|---|---|---|---|

**STRATEGIC PRIORITIES**

| Make the case for philanthropy development | Foster an enabling environment (EE) for philanthropy, locally and globally | Strengthen the philanthropy support ecosystem where it is most needed | Lead, connect, and diversify the WINGS Network to reflect the contemporary PSE |
|---|---|---|---|
| • Reshape the narrative for the PSE<br>• Foster the importance of investing in philanthropy development<br>• Demonstrate the value and impact of the PSE<br>• Provide space for funders to engage on this issue | • Strengthen PSOs capacity to face EE issues<br>• Share information and build PSOs awareness of trends<br>• Advocate globally for EE for philanthropy | • Follow and document regional development and needs of PSOs<br>• Support emerging PSEs<br>• Strengthen exchanges amongst PSOs & funders | • Broaden the diversity of membership<br>• Document the changing field<br>• Curate and communicate relevant information on philanthropy<br>• Promote collaboration among the Wings Network |

**OPPORTUNITIES & CHALLENGES**

| Little recognition of the strategic importance of a strong and healthy PSE | Shrinking civic space and opportunity to expand existing spaces | Uneven geographical distribution of PSE | Sustainability issue | Potential for Synergies | Need to reflect and encourage diversification of philanthropy and of the PSE |
|---|---|---|---|---|---|

**TRENDS**

| Complexity, scale and emergency of global challenges | Need for philanthropy actors to adapt and respond a fast changing environment<br>– tech developments, blurring boundaries with private sector, political divides, etc.– : thought leadership role of PSOs needed | Pressure on impact and accountability of philanthropy | Emergence of a collaboration paradigm |
|---|---|---|---|

## GLOSSARY

**Global philanthropy** encompasses all forms of allocation of private resources for the common good: corporate, family, independent, community/ grassroots, venture and impact investing, HNWI, individual giving and volunteering, etc.

**PSE:** Philanthropy Support Ecosystem (also called philanthropy infrastructure). This ecosystem is made up of the organizations and individuals who help to create the conditions for a favorable environment for philanthropy to achieve its potential.

**PSOs:** Philanthropy Support Organizations. These are the organizations that constitute the philanthropy support ecosystem. They fulfill different functions to develop philanthropy in terms of effectiveness, volume and diversity: advising and educating, advocating, convening, gathering and producing data, networking, bridging donors and recipients, building standards, etc.

**EE:** Enabling Environment. It refers to the conditions (laws, incentives, private and public policies) that affect the operation and development of philanthropy and civil society.

## Annex 2 – Theory of Change workshop

Below we outline a 2-day Theory of Change workshop. This outline is based on the 'Fagligt Fokus Inspirational Guide to developing a Theory of Change', a highly recommended guide for anyone developing a Theory of Change. Although we recommend dedicating two days to this activity you are happy to discuss options for lengthening or shortening the process

**Pre-preparation:** it is important to remember that a Theory of Change is a long-term approach to thinking about change within an organisation and not a quick fix. It needs to be developed in line with your strategy. Before preparing the workshop it will be important to decide on a core staff/ trustee/ volunteer team who will be responsible for championing the Theory of Change before, during and after the workshop. The core team need to decide on three key things **BEFORE** the workshop:

1. How and why will your organisation apply a Theory of Change approach? (e.g. to strengthen monitoring; to help with strategy development; inform development plans; inform evaluations; for fundraising; for advocacy and communication)

2. Analyse carefully what's already in place (the implicit Theories of Change): (e.g. how you describe how change happens – in strategies; and how you identify your specific role in change processes – ways of working; principles; campaigns; policy)

3. Who will be invited to the Theory of Change meeting?

The results of this process should be sent to staff/ trustees/ volunteers in a one pager.

**Preparation – what needs to be done before by the participants of the workshop:**

Give everyone recommended reading and homework:

- Project/ organisation strategy

- Think about 'what works' in the area that you are going to focus on for your 'theory' (this should be both within the organisation and outside of the organisation – at a project and policy level);

- Think about the tools that the organisation has used to 'explain' the way you work and how your work has an impact. This could include a huge range of tools from visual case stories and videos, log-frames, theories of change, management tools

- The focus of a ToC is on 'what you think will change', not what you plan to do – it's important to consider what this means before attending the workshop

Tasks for core team tasked with developing the Theory of Change

- Reading above

- Development of a paper on issues that the organisation addresses

- Fagligt Focus paper on 'Theory of Change'

**Session plan for workshop**

**Purpose of sessions**: To create commitment to the Theory of Change; facilitate skills development around Theory of Change; allocate time and budgets for monitoring

**Day 1**

| Timing | Topic | Details |
|---|---|---|
| 9:00 – 10:00 | Welcome and Introductions | Objectives<br><br>Expectations<br><br>Plan for 2-day workshop<br><br>Introduction to organisational planning committee – who's who |
|  | Organisational strategy | Presentation of organisational strategy<br><br>Where we are now and were we want to be in 5 years time (MMV) |
| 10:00 – 11:00 | ToC – what is it? | Development of definition of ToC with the group; Run through preparatory reading – any questions on reading?<br><br>(parking lot for questions that can be addressed in other sessions) |
| BREAK |  |  |
| 11:30 – 13:00 | Understanding Change in the context in which you work | Presentation and discussion of paper outlining the background to the issues that the charity is set up to address (*e.g. for an international development charity this will be about poverty and development*)<br><br>This needs significant prior preparation, and will be used for the 'causal pathways' work)<br><br>Organisational presentation/ Beneficiary presentation – done together or separately as appropriate |
|  |  | Group work to refine and define core changes<br><br>*'How does positive social and political change actually happen, and how can we best support these change processes?*<br><br>*How does our work currently support these changes, and what are the best examples of this?*<br><br>*How does the way we work foster/ facilitate/ encourage positive change to happen for our target groups?* |

| | | |
|---|---|---|
| **LUNCH** | | |
| 14:00 – 15:00 | Developing Change pathways (see below for details) | Backward mapping of the steps necessary to achieve your charitable objectives; defining who to work with and how you will work with them |
| **BREAK** | | |
| 15:30 – 17:00 | Developing Change pathways | Backward mapping of the steps necessary to achieve your charitable objectives; defining who to work with and how you will work with them |
| FINISH | End of Day 1 | |

## Change Pathways

A change pathway consists of 4 components:

1. Objective or Goal – a specific and measurable end result; what you will be held accountable for

2. 'Logical flows' of preconditions for changes – what things needs to be in place before the programme can reach its goals; often these will follow a 'logical' order, i.e. one needs to be in place before another can be achieved

3. Assumptions – an assumption is something that is accepted as true or likely to happen, but you don't have proof of (yet). Being explicit about assumptions helps identify gaps and needs

4. Overarching narrative – the 'executive' summary of the change pathway; explains the intervention logic, preconditions, and assumptions; a way to communicate your work

## Day 2

| Timing | Topic | Details |
|---|---|---|
| 9:00 – 10:30 | Welcome and recap of Day 1 | Review workshop expectations<br><br>Review plan<br><br>Recap on definition of ToC that was developed on Day 1<br><br>Highlights from issues paper<br><br>Reviewing change pathways (diagrams) – post around the room |
| BREAK | | |
| 11:00 – 13:00 | Challenges | Review of challenges and blockages that organisation may face in trying to implement change pathways |

| LUNCH | | |
|---|---|---|
| 14:00 – 15:00 | Mapping how to achieve charitable objectives and impact assessment | Monitoring and evaluating the theory of change – and how it will support learning |
| BREAK | | |
| 15:30 – 16:30 | Diagram | Ideas for developing the ToC diagram<br><br>Discussion or writeshop, depending on group |
| 16:30 – 17:30 | Next steps | Core team of ToC 'champions'<br><br>Incorporating the approach into everything that you do<br><br>Next steps – how to keep the ToC alive<br><br>Allocating time and budgets<br><br>Testing the causal pathways (with further research) |
| FINISH | End of Day 2 | |

## Caplor Horizons – Background

Established in 2014, Caplor Horizons is an independent charity. We work with other charities and responsible businesses and now have over 50 Advisors. These are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that Caplor Horizons can provide high quality and distinctive services at an accessible cost.

Working locally, nationally and internationally, we help other organisations think differently about themselves and the new horizons that they face. We support them in strengthening their leadership, renewing their strategy and improving their influence.

We want to encourage and assist a new generation of organisations that are committed to making a positive and lasting impact. We believe that if we are to achieve real, sustainable change, we need to inspire and enable people to learn differently, think differently and act differently.

**Our vision is:** *A world where leaders deliver a sustainable future for all*

**Our purpose is:** *To be courageous, compassionate and creative in facilitating transformational change*

**Our values are:**

- **Courage** – We are courageous change makers committed to challenging assumptions, taking risks and having difficult conversations

- **Compassion** – We are open, understanding and heartfelt, encouraging the nourishment of our whole selves and others

- **Creativity** – We learn, think and act differently, and are innovative and resilient in an ever-changing world

**Our beliefs are:**

- Through diversity we ignite dynamic innovation

- Collaboration helps achieve greater impact

- Everyone matters

- We are all leaders in our individual and collective ways
  – we are all change makers!

- Learning is more effective if it is fun, engaging and creative

- Building on people's strengths creates greater resilience

**Our strategic goals:**

- Goal 1: Transforming Leadership

- Goal 2: Strengthening Resilience

- Goal 3: Increasing Collaboration

Learning differently
Thinking differently
Acting differently