Strategy and Implementation

Using Theory of Change

Objectives

- Understand when and why Theory of Change can be used as a tool during the ACH Strategy and Implementation process

- Understand principles of participatory design required for Theory of Change

- Practice creating a Theory of Change model for one of your community's desired long term outcomes

- Design a meeting agenda for your ACH to use Theory of Change

- https://youtu.be/6zRre_gB6A4
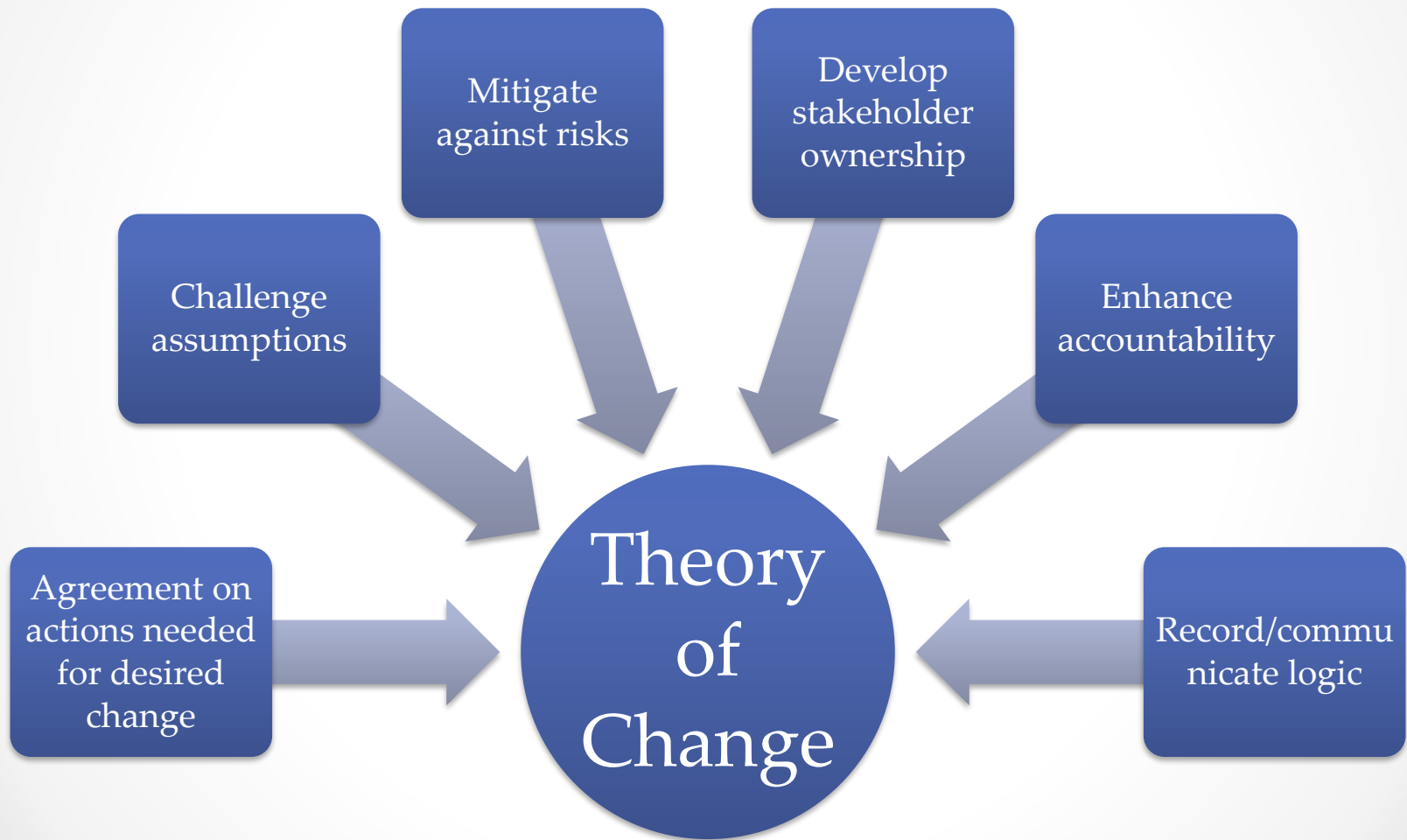
What is Theory of Change?

- Methodology for planning and evaluation for complex social change

- Tool for explaining the process of change

- A way of examining and changing conditions that requires participation and power distribution in finding solutions

The Missing Link

- Explain **how** and **why** we expect the desired change to come about and to clarify our thinking (assumptions)

- Acknowledge the weaknesses/limitations in the logic and how we might address them

- Can tie a wide variety of seemingly unconnected activities together

Purposes and Benefits

How does Theory of Change Fit With...

- ## The ACH Core Element of Strategy and Implementation?
  - Overarching strategic framework and implementation plan that reflects its cross sector approach. Framework process involves a prevention analysis and specific commitments from healthcare, local government, business, and non-profit partners.

- ## Collective Impact?
  - Mutually reinforcing activities

- ## Results Based Accountability
  - Population and process accountability, performance measures, and Turn the Curve Thinking

Similar Models

- Logic Model
- Models of change
- Pathways mapping
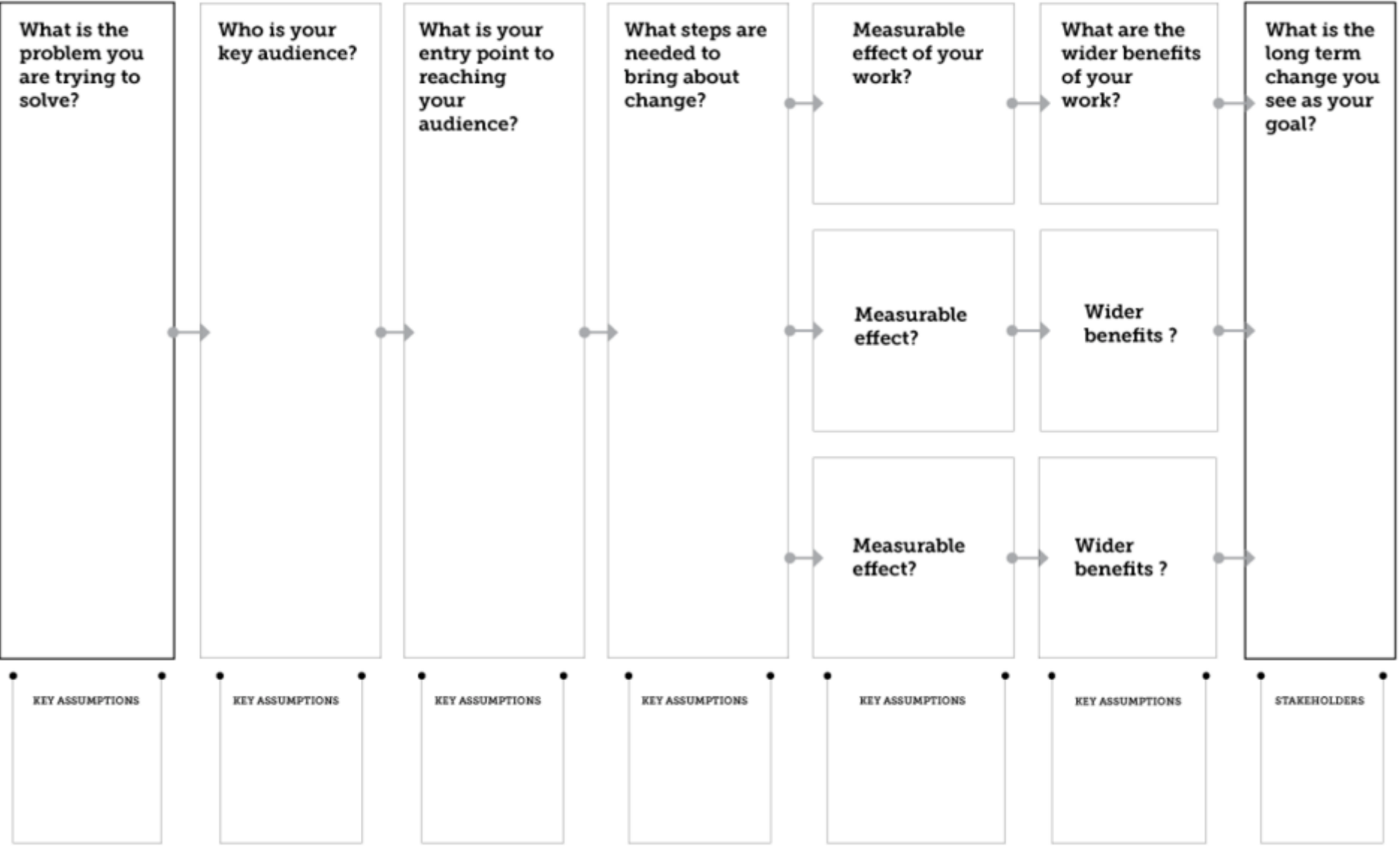- Causal pathway
- Outcomes chain

Theory of Change vs. Logic Model

Theory of Change	Logic Model
Articulates the ultimate 'big picture' outcome (e.g. societal change)	Narrower scope – program specific outcome (e.g. individual/group change)
Makes assumptions explicit about how change will happen and details the contextual conditions that will influence outcomes	Practical view of the relationship between program inputs and results
Deeper reflective process on beliefs, values, worldviews, historical ideas and philosophies of change – there can be multiple causal pathways	Narrower focus on the specific activities we intend to implement and the specific outcomes we hope to achieve
Cross-checked with evidence from a broad body of analytical perspectives and knowledge	Progress toward achieving outcomes is demonstrated through measurable indicators
Often illustrated through a diagram or flow chart	Often illustrated through a matrix or flow chart

I want to clarify my priorities
by defining my goals and the path to reach them

THEORY OF CHANGE

What is the problem you are trying to solve?	Who is your key audience?	What is your entry point to reaching your audience?	What steps are needed to bring about change?	Measurable effect of your work?	What are the wider benefits of your work?	What is the long term change you see as your goal?
				Measurable effect?	Wider benefits ?	
				Measurable effect?	Wider benefits ?	

KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	STAKEHOLDERS

Participatory Design

- Articulate Vision of ACH
- Define Desired Population Outcomes/Indicators
- Build Shared Understanding of the Problem(s)
- Identify and Involve Stakeholders: Primary and Secondary

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Suicide deaths – males over 65	Males over 65, their partners, family members, care providers, (former) employers	Work (pre-retirement), primary care, religious groups, grocery stores, barber, gas stations, meal delivery program	Suicide Prevention (Training, Screening, Service Provision, reduce lethal means access)	Audience Trained as Gatekeepers	A community trained in signs and responses for suicide increases support for all ages	Residents will have healthy social connections throughout life
Youth Depression Incidence	Youth, parents, teachers, coaches, care providers			**Measurable effect?** Increased rate of Screening/MH Service Utilization	**Wider benefits ?** Earlier intervention for mental, physical, and social needs	
High Hate Crime Rate	Individuals of color, LGBTQ, police/sheriff		Support During Major Life Transitions / Senior Center Outreach	**Measurable effect?** Support visits provided at retirement, loss of partner	**Wider benefits ?** Greater connection to community and resources	

KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	STAKEHOLDERS
Assumption that major life transitions are contributing factors	Assumption that these individuals were employed, in relationships, seeing a primary care provider	Assumption that individuals are connecting with at least one of the entry points	Assumption that training is enough and competency will build over time			

Sections

- Long Term
- Problems
- Audience
- Entry
- Steps
- Measurable Effect
- Wider Benefits

Working with Stakeholders

- Identifying and engaging your stakeholders

- Max. group size for ideal participation (20)

- Important research before gathering stakeholders
  - Context/problem
  - Existing/planned interventions
  - Summary of evidence for possible interventions

- Do you need a simple change model or more detailed, complex one?

Subsequent Strategy and Planning

- Create specific project management plans
  - Executive Summary
  - Project Goals
  - Project Scope
  - Milestones and Major Deliverables
  - Work Breakdown Structure
  - Budget
  - Staffing Plan
  - Risk Management Plan
  - Communications Plan

- Monitoring and evaluation framework

Additional Resources

- Theory of Change (www.theoryofchange.org), a collaborative project of ActKnowledge and the Aspen Institute Round- table on Community Change. This comprehensive website offers a wide array of background information, tools, and sample documents that can help grant makers and grantees get started with theory of change.

- K. Kellogg Foundation (www.wkkf.org). The **Logic Model Development Guide,** a companion to the foundation's **Evaluation Handbook**, focuses on how to develop and use a logic model.

- Grantmakers for Effective Organizations (www.geofunders.org). GEO provides links to various resources on theory of change, including the INSP Theory of Change Development Tool and GEO's own emerging organizational theory of change.

- Annie E. Casey Foundation (www.aecf.org). **Theory of Change: A Practical Tool for Action, Results and Learning**, the foundation's handbook for community organizations involved with its Making Connections program, is available on its website.

- International Network on Strategic Philanthropy (www.insp.efc.be). **The Theory of Change Development Tool** and accompanying manual may be downloaded from the INSP website.

Break

Practice

- **Pick 1 Long Term Goal/articulate your desired long term outcomes.** The entire table should agree with the intended impact.
  - Identify primary and secondary stakeholders

- With your table, **identify the conditions/problems that exist** that are contrary to the desired long term outcome.
  - Does the group have consensus about the problems?
  - What assumptions are underlying the problems?

Practice

- For each problem, **identify your key audience.**
  - Any assumptions?

- **Identify the entry point(s)** for reaching your audience.
  - Any assumptions?

- **Identify steps needed to bring about change.**
  - Any assumptions?

- **Identify measureable effects/wider benefits.**
  - Any assumptions?

Facilitating a Theory of Change Meeting

How will you build an agenda for a meeting(s) that will:

- Build trust among stakeholders?

- Achieve broad agreement about how the problem has been identified?

- Come to consensus about audience, entry, steps, etc. (sections of ToC worksheet)?

- Establish timelines and plan resources for major areas of work?

How much time and what other resources will you need?