USAID
FROM THE AMERICAN PEOPLE

Education In Crisis & Conflict Network
eccn
Dedicated To Increasing Equitable Access To Education In Areas Affected By Crisis And Conflict

THEORY OF CHANGE AND LOGIC MODELS: PROJECT DESIGN FOR EICC

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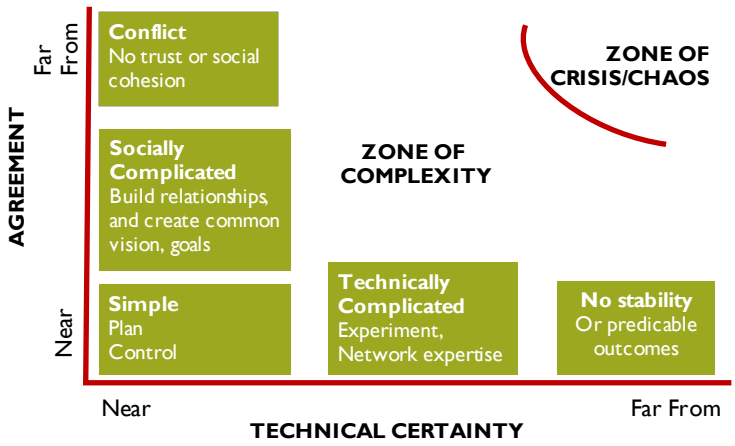
SESSION GOALS

Objective: Participants will create a project logic model and identify the rationale and assumptions for a project theory of change

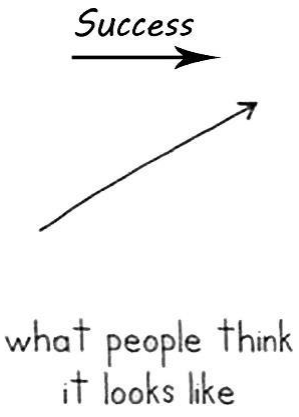
Activities:

- An introductory presentation will describe the development of project design using a theory of change approach, illustrated with current cases.
- Participants will work in small groups on an actual case from the LAC region. They will receive a project description from which they will represent the project theory of change in the form of a logic model.
- Participants will identify and describe the rationale and assumptions implied by the project relationships in the logic model.

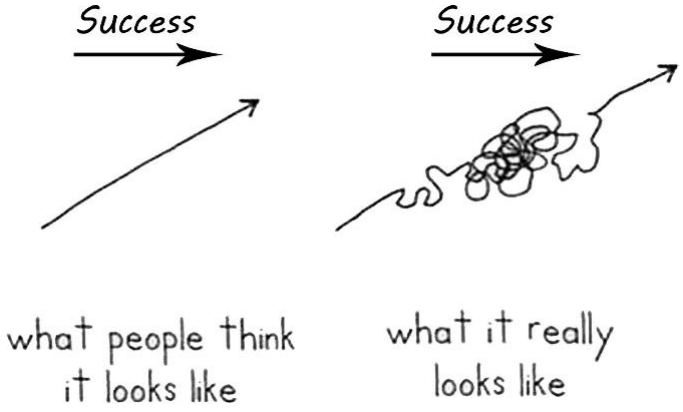
UNDERSTANDING CONTEXT COMPLEXITY & PROGRAM STRATEGY



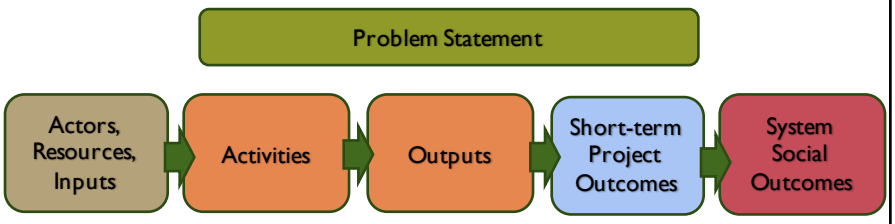
UNDERSTANDING COMPLEXITY



UNDERSTANDING COMPLEXITY



PROJECT THEORY OF CHANGE: ELEMENTS



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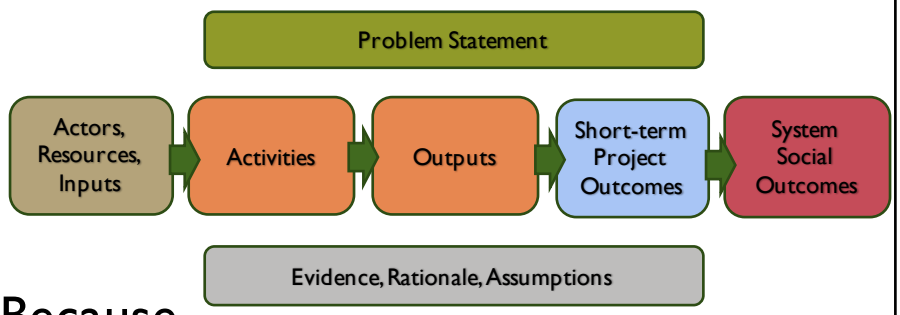
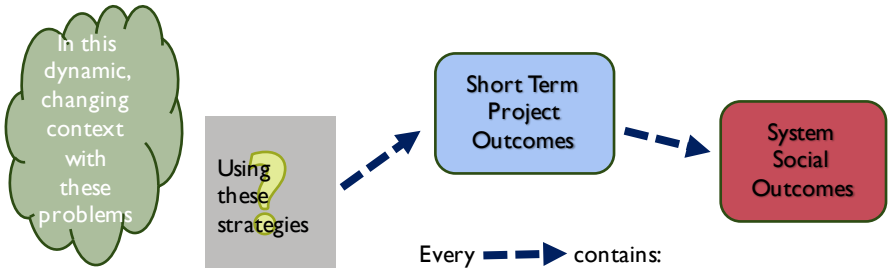


Because…

THEORY OF CHANGE: LOGIC MODEL



Every ⇢ contains:

- Rationale
- Evidence
- Assumptions

EXAMPLES: LOGIC MODELS

THEORIES OF CHANGE @ DIFFERENT LEVELS

THEORY OF CHANGE

TOA

WORLDVIEW

Personal beliefs and understanding of how change happens, and why.

WORLDVIEW

Social and political theories and development perspective that inform our thinking.

ORGANISATIONAL TOC

Vision, mission, organisational values, strategic preferences, and role of the organisation in - and its contribution to - social change.

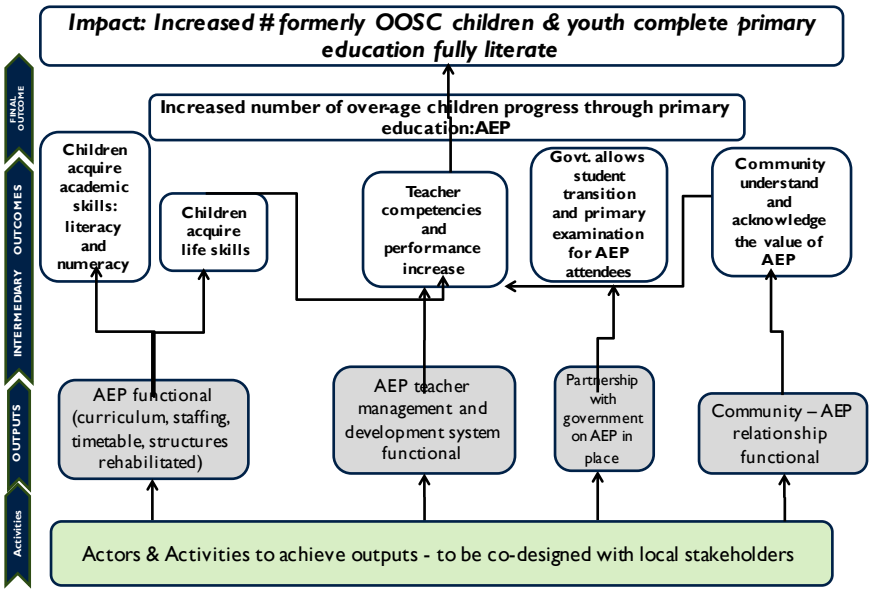
TOC FOR A SPECIFIC POLICY DOMAIN OR THEME

How an organisation or team expects change to evolve in a specific (sub)system, sector or thematic area, why, and its own role and contribution.

PROJECT OR PROGRAMME THEORY OF ACTION

The analysis and intervention logic of a project/programme to achieve a specific change objective in a specific context, incl. its assumed contribution to longer term social change. Relates to thematic or organisational ToC.

EXAMPLES: LOGIC MODELS



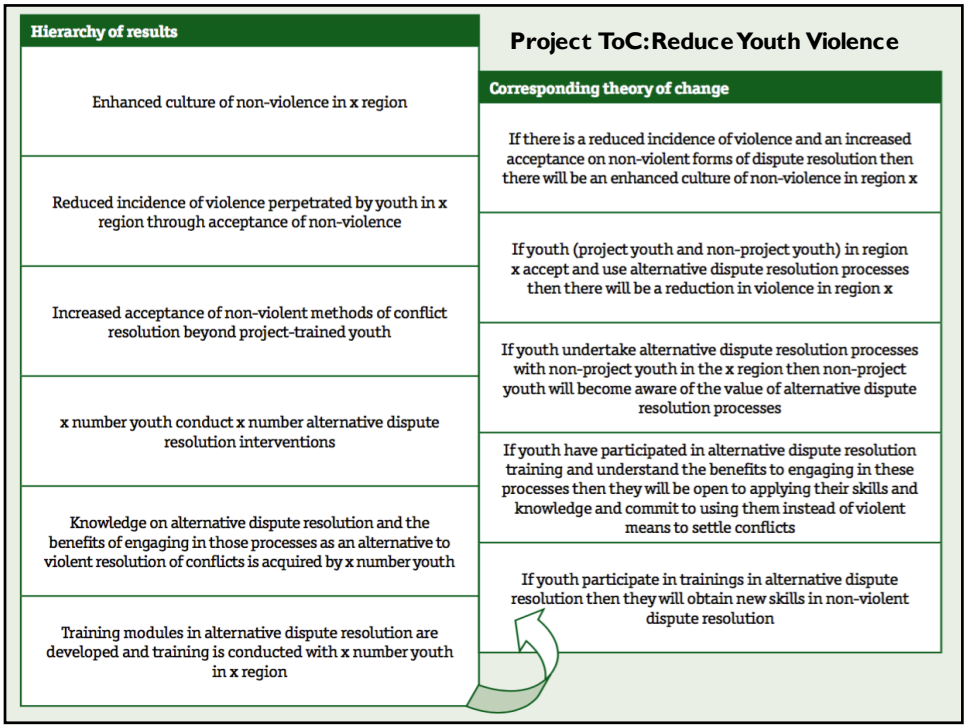
ELEMENTS OF TOC: STRATEGIES & ACTIVITIES

Strategies and activities: What do you propose to do to address the problem and attain the outcomes in a complex, conflicted context?

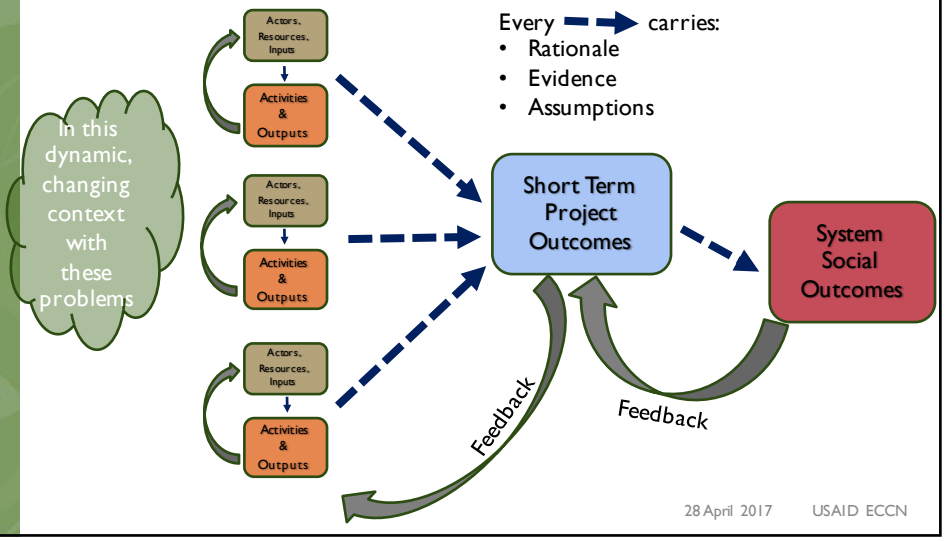
Actors, inputs, activities, services, and products:

- Are co-designed with local stakeholders
- Are conflict-sensitive choices and decisions
- Are based on evidence to address the problems and achieve results

Are, together, intended to lead to certain outcome



THEORY OF CHANGE: LOGIC MODEL



EXAMPLES OF TOC

Global Citizens' Initiative:
Liberia: Citizen-government engagement

Project Goal:

Increase citizen engagement with government to reduce incidence of child sexual abuse.

PROGRAM TOC: GLOBAL CITIZENS INITIATIVE

With these conditions

- High level of Child Sexual Abuse
- Low level of citizen engagement and reporting
- Weak capacity of Government to respond

Baseline Survey

With these actors, resources, inputs

- Local stakeholder consultative groups
- Expand and strengthen communications: media & forums
- Establish SMS/Hotline and Gov't database system
- Establish inter-agency responder teams

Short Term Project Outcomes

- Increased citizen awareness & knowledge
- Increased citizen reporting of CSA
- Increased Government response
- Increased persecution of convicted perpetrators

Feedback Loops & Collaborative Learning

System Social Outcomes

- Increased citizen engagement with government on social policy and action.
- Reduced incidence of child sexual abuse

Impact Assessment

FEEBACK LOOP PROCESS

- Stakeholders: Citizens, Leaders, Government Agencies
- Baseline and Feedback surveys
- Collaborative Consultation
- Adaptation and Actions

YOUR TASK:

1. Form teams:
   - *Objective 1* - Sustaining improved education outcomes for lower secondary students
   - *Objective 2* – Increase Access to Educational Activities for out-of-school youth
2. As a team:
   - Review the project description of USAID El Salvador's program, Education for Children and Youth (ECY)
   - Represent the Project Theory of Change as a logic model
   - Describe the Rationale – the *because* statements implicit in each arrow
   - Identify key assumptions
   - Prepare a poster depicting the **logic model**, the **rationale**, and **assumptions**

- An Annotated Bibliography on Theories of Change & Adaptive Management on the USAID-ECCN Website
- http://eccnetwork.net/resources/adaptive-management-annotated-bibliography/?submit=Go&_sf_s=Annotated+bibliography
- Also see (available on the ECCN Repository): http://eccnetwork.net/repository/
- Andrews, M., Pritchett, Lant., & Woolcock, M. (2012). *Escaping capability traps through problem-driven iterative adaptation (PDIA)*. (Working Paper 299). Washington D.C: Center for Global Development
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- Kania, J., & Kramer, M. (2013). Embracing emergence: how collective impact addresses complexity. *Stanford Social Innovation Review*. Stanford, California: Leland Stanford Jr. University.
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- Valters, C. (2015). *Theories of change: time for a radical approach to learning in development*. London, UK: Overseas Development Institute.