

Using theory of change in DEI. Why, what for and how?

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Tavistock Institute of Human Relations

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Kerstin Junge



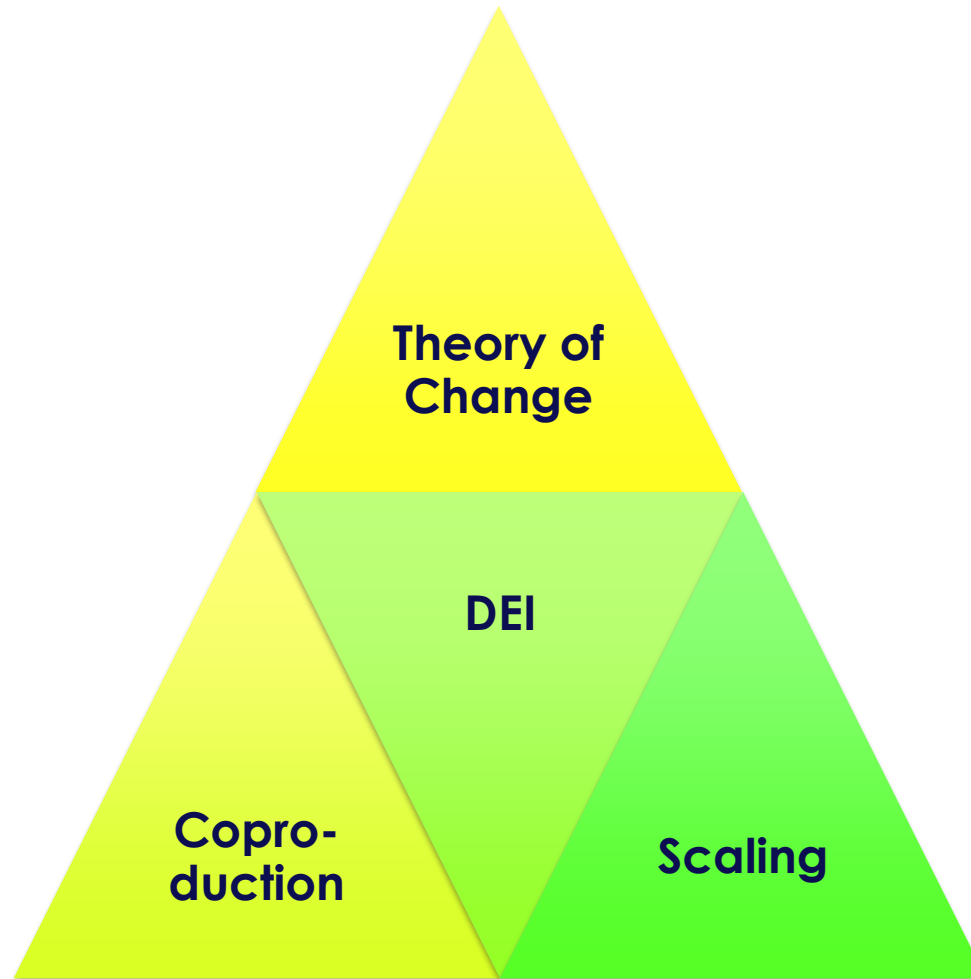
Giorgia Iacopini

Using theory of change in DEI

TODAY'S WEBINAR

12:25





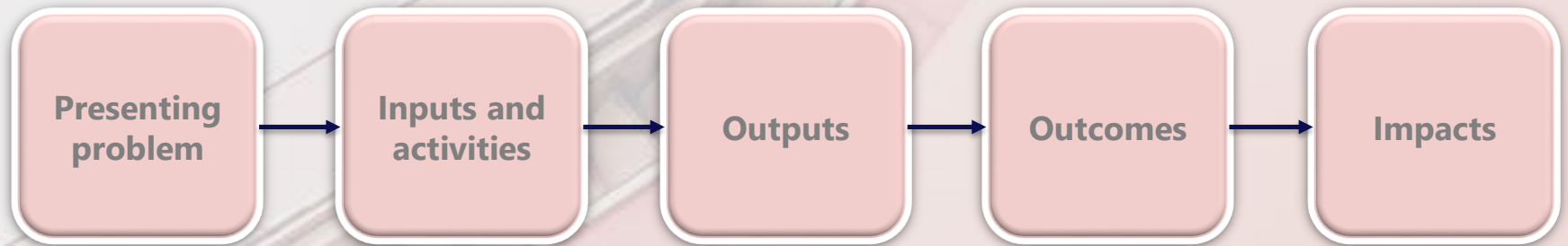
1. What is theory of change?
2. Why do we use it?
3. How do we develop a theory of change?
4. Theory of change top tips
5. Using theory of change in DesignsCAPES
6. Resources

WHAT IS THEORY OF CHANGE? *....AND WHY DO WE USE IT?*

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A way of mapping your 'change journey'



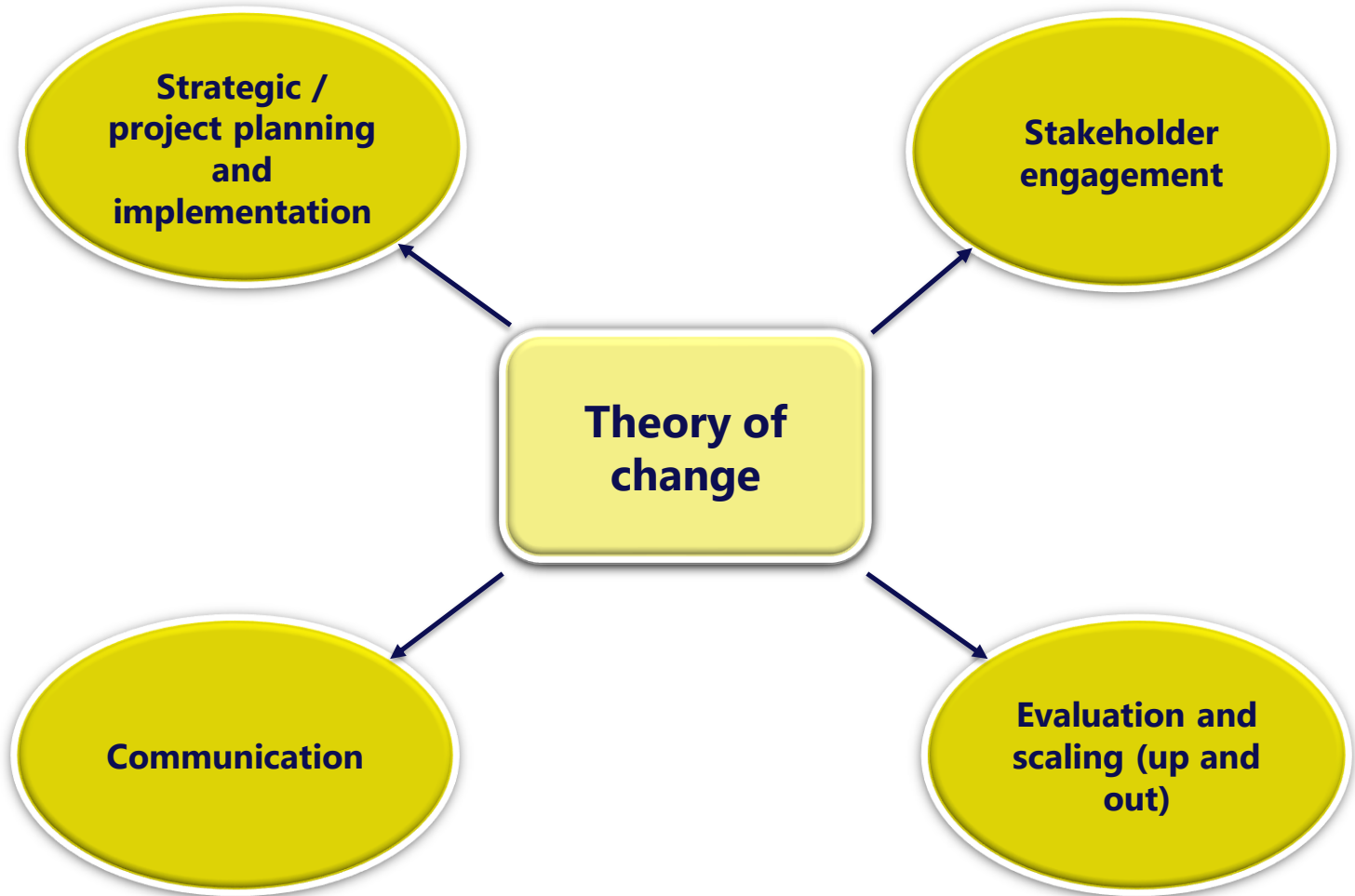
Systematically connect your challenge to intended impacts via outcomes, outputs and activities



What is theory of change?



Why use theory of change?



PLAN DE LA VILLE, ET CHATEAU DE BETHUNE, ASSIEGÉE PAR LES ALLIÉS.
DESIGNSCAPES

Theory of change helps you see the bigger picture of what you're doing.

- EXPLICATION.
- A. Bastion de la Porte Neuve.
 - B. Bastion de la Vieille porte.
 - C. Bastion du Rivage.
 - D. Bastion de S. Ignace.
 - E. Bastion des Recollets.
 - F. Bastion du S. Esprit.

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Échelle de Cost Toise.
0 50 100 Toises

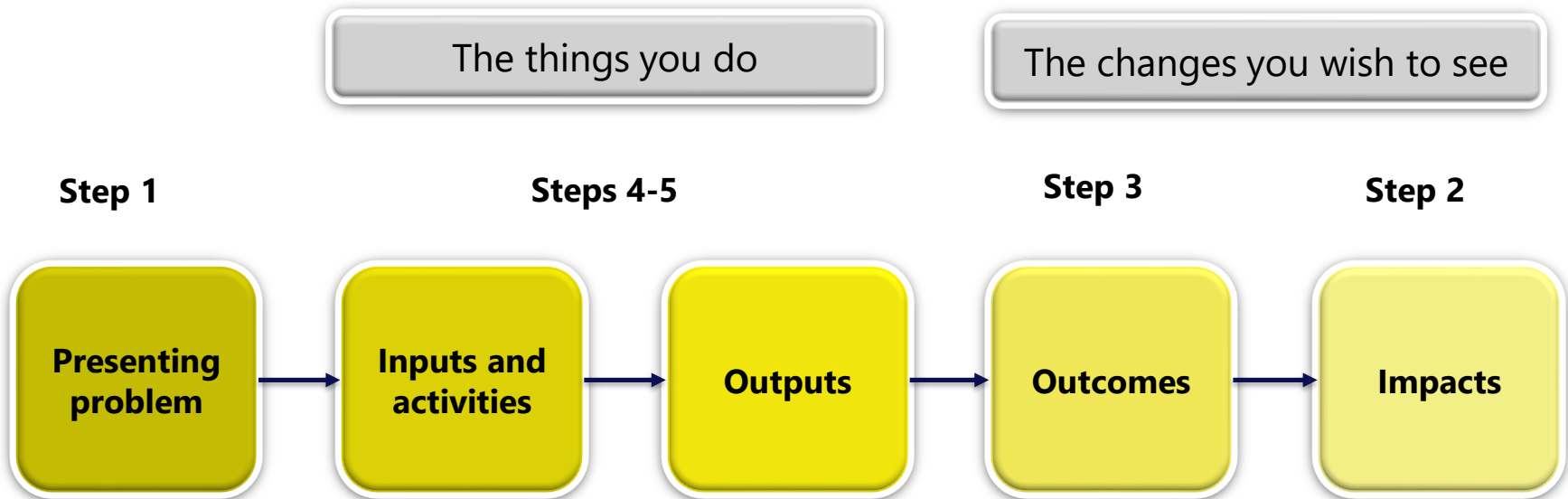
CONSTRUCTING A THEORY OF CHANGE

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- Basic Theory of Change structure and key components
- Steps in developing a Theory of Change
- Key components in more detail

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STEP 6: *IF we invest these resources and deliver these activities, THEN these outputs will be produced, which will trigger these outcomes and THEN lead to our impact.*

STEP 7: What are the assumptions that link each step?

For example:

The issues that your project aims to solve

- Too many young people in our area are not entering education, employment or training.
- The deteriorating urban environment has negatively impacted the quality of life of residents, particularly younger and older people.
- Cities are more congested than ever, and commuting behaviors need to change to more sustainable solutions.

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For example:



Designscapes grant, co-funding



Staff, staff time, partner organisations, stakeholders, end-user groups

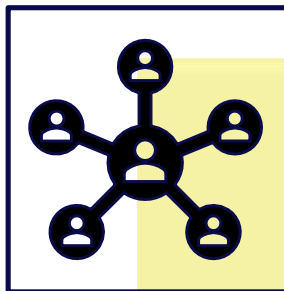


Technology, material

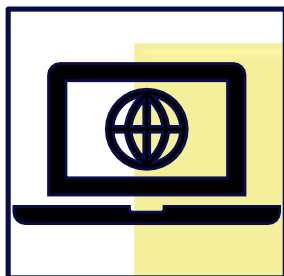
**The resources
that are
invested**



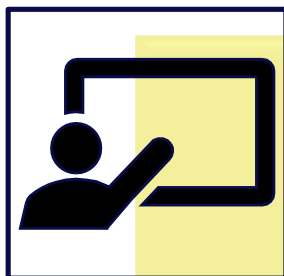
For example:



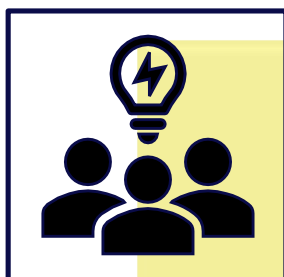
Stakeholder and end-user involvement activities



Software development activities



Training activities



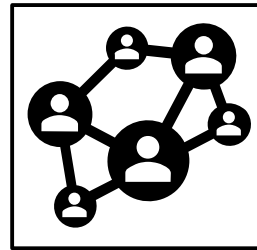
Business planning activities

The activities you implement



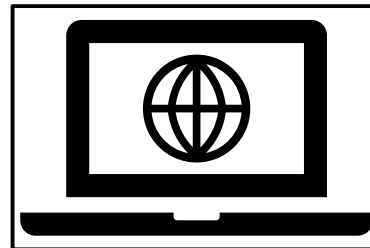
For example:

What is produced through those activities



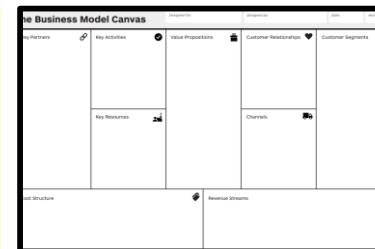
Stakeholder map

Experience prototype



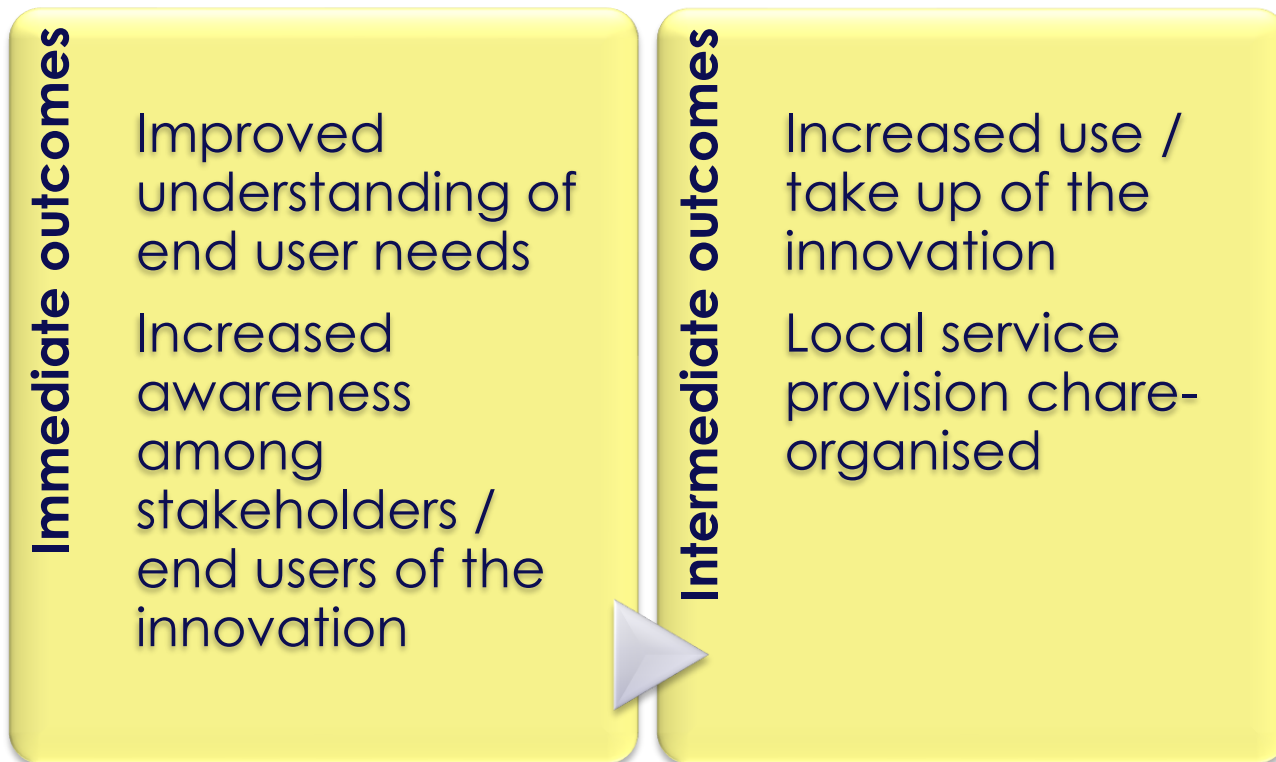
Software artefact

Business model canvas



The changes in **values, attitudes, knowledge, skills and behaviours** that result from your project.

For example:



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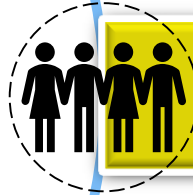
The ultimate ambition for a change

This can be a big change



Sustainable management of urban resources

For example:



Gender equality

Others will also be contributing



Improved sense of safety and security

Assumptions are beliefs about how a project will work, the people involved, and the external context.

For example:

Context assumptions



- The political, environmental, economic conditions are conducive to change

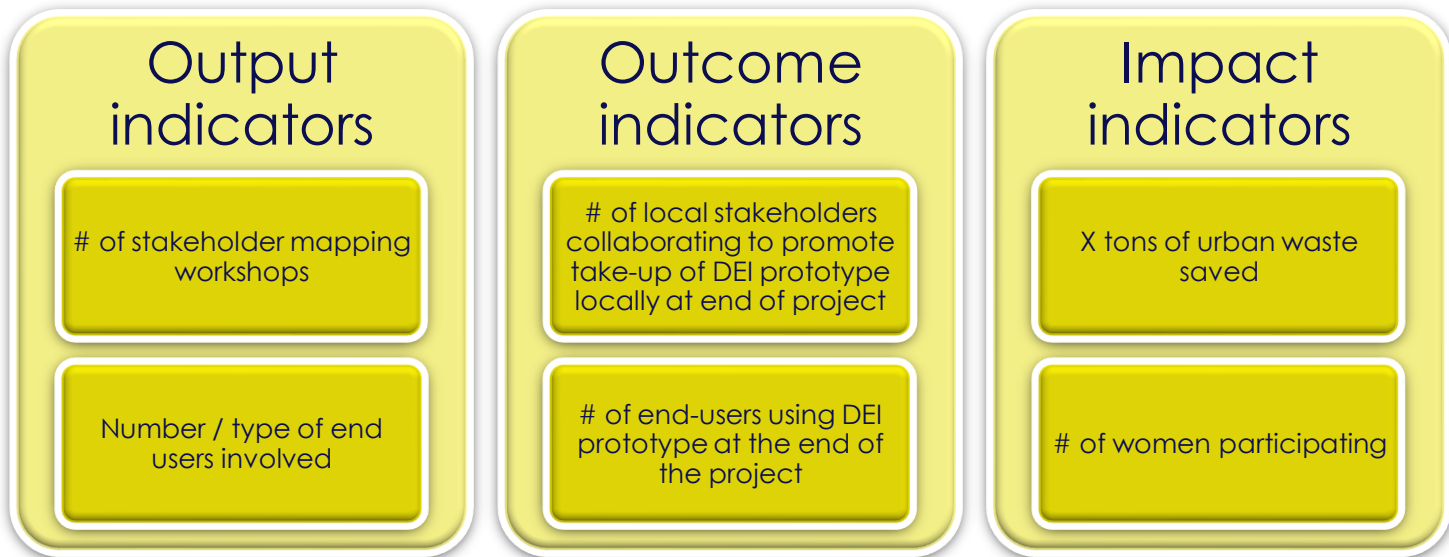
Causal link assumptions



- The resources we invest are sufficient to carry out the planned activities
- Participants are engaged in the project activities, because they have been designed to their needs

Use theory of change to develop SMART indicators to assess project progress and results.

For example:



A CASE STUDY

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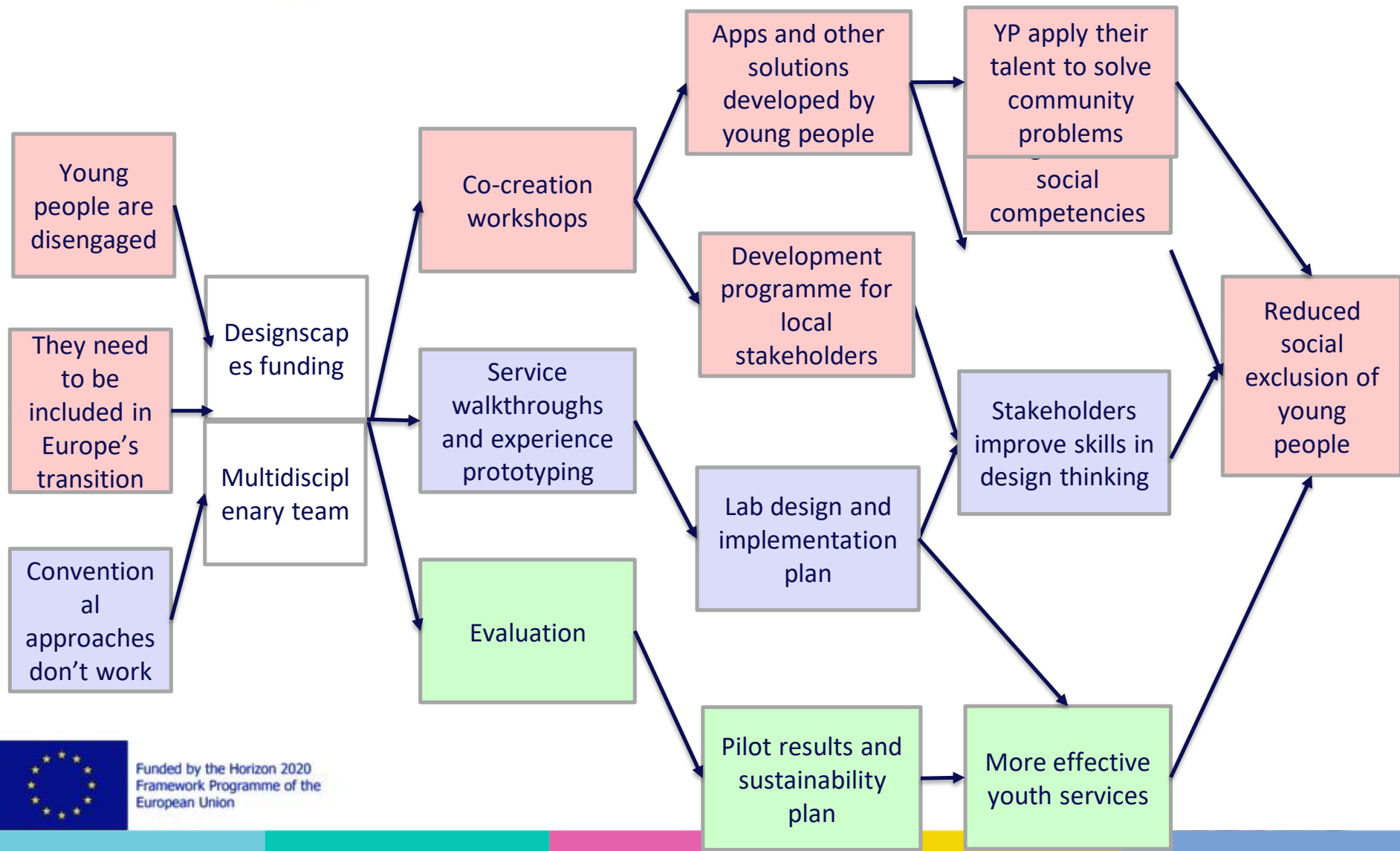


- A youth organisation in South London has observed that vulnerable young people are increasingly marginalised locally, and that the approaches taken by local services to broaden their opportunities don't work.
- Youth workers in this organisation believe that involving young people in designing their own futures would be more promising.
- They spot the Designscapes call for prototypes and use theory of change to work out how a project should look like and how they will measure results.

Presenting problem What problem and underlying causes will you address?	Inputs What will you invest?	Activities What will you do?	Outputs What concrete 'things' will you produce?	Outcomes What immediate and intermediate changes will you affect?	Impact What is the long-term aim for your project?
<p>Young people are increasingly disengaged</p> <p>They need to be included in Europe's transition</p> <p>Current approaches don't work</p>	<p>Designscapes funding for prototype development</p> <p>Multidisciplinary team</p>	<p># of workshops run</p> <p>Service walkthrough and experience prototyping</p> <p>Evaluation</p>	<p># of young people engaged</p> <p>Lab design and implementation plan</p> <p>Development programme for local stakeholders</p> <p>Pilot results and sustainability plan</p>	<p>Increase in young people's confidence and skills</p> <p>Young people improve digital and social competencies</p> <p>Stakeholders improve skills in design thinking</p> <p>More effective youth services</p>	<p>Reduced social exclusion of vulnerable young people</p>
Assumptions	Assumptions	Assumptions We are able to engage disaffected young people	Assumptions Stakeholders are prepared to change their ways of working	Assumptions	Assumptions



DESIGNSCAPES



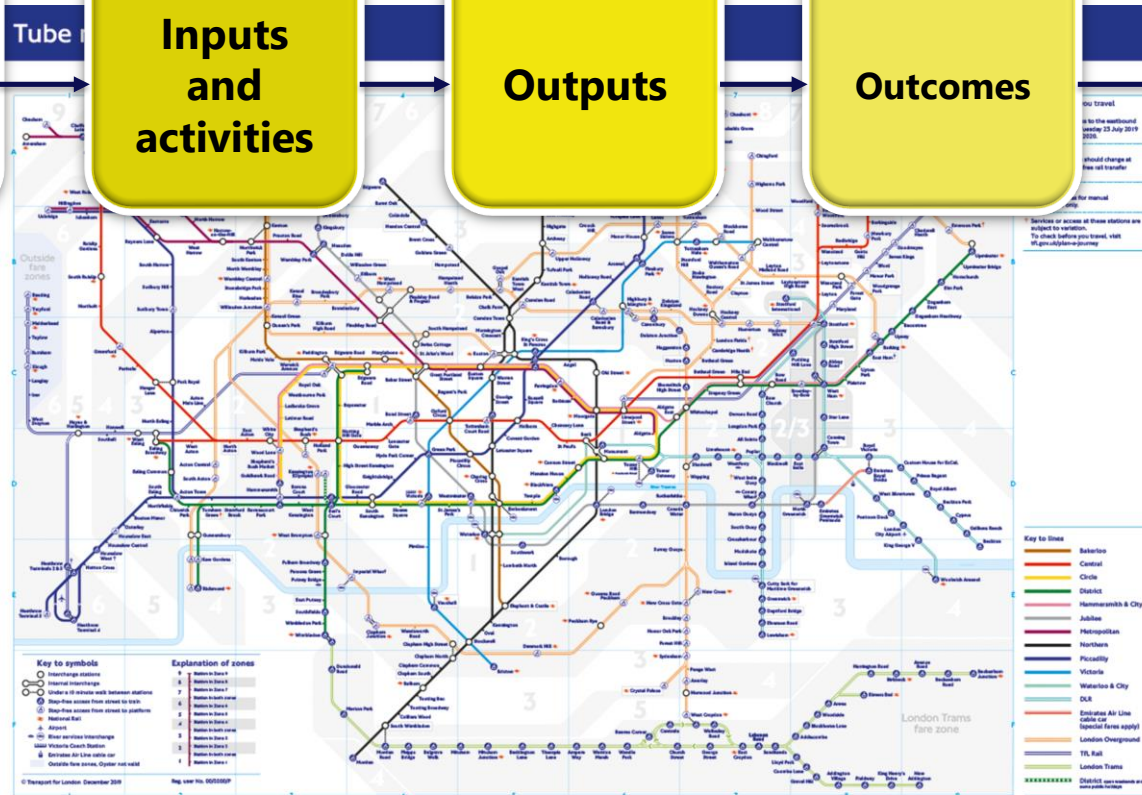
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HINTS AND TIPS FOR USING THEORY OF CHANGE

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- Collaborative
- Plausible
- Feasible and testable
- Iterative



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Challenges:

- No uniform use of words
- Iteration makes labelling challenging

Do ask:

- Is my theory of change map helpful for designing a project or evaluation or in communicating with others?

Don't ask:

- Am I using the right terminology? or
- Is this a truly accurate representation of reality?

- Invite key people (think systemically)
- Budget three hours (at least!)
- Design for inclusivity
- Use post its and colours
- Prepare prompts (if you think it will help)
- Focus on the 'why' and 'how' (not just the 'what')
- Expect different views on outcomes (and use this for your work!)
- Consider timescales to achieving outputs and goals

CREATING A THEORY OF CHANGE FOR YOUR DESIGNSCAPES PROJECT

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- **Useful** as part of **your DEI project**
- **Important** for **Designscapes overall**

- Start with your Designscapes application:
 - Problem you want to address and rationale: Sections 2.1 – 2.3
 - Inputs: Section 1 (team); Annex B (budget)
 - Activities: Section 3.2 and 3.3
 - Outputs: Section 5.1
 - Impacts: Section 5.2
- Develop by making explicit:
 - Assumptions (yours and your stakeholders)
 - Causal links ('if-then statements')
 - Further detail
- Draw on the design methods and approaches you're familiar with, e.g.
 - Co-creation workshops, stakeholder engagement, problem framing and re-framing

Theory of change template 1

Presenting problem What problem and underlying causes will you address?	Inputs What will you invest?	Activities What will you do?	Outputs What concrete 'things' will you produce?	Outcomes What immediate and intermediate changes will you affect?	Impact What is the long-term aim for your project?
<i>Assumptions</i>	<i>Assumptions</i>	<i>Assumptions</i>	<i>Assumptions</i>	<i>Assumptions</i>	<i>Assumptions</i>

Theory of change template 2

Presenting problem What problem and underlying causes will you address?	Input and Activities What will you invest and do?	Outputs What concrete 'things' will you produce?	Outcomes What immediate and intermediate changes will you affect?	Impact What is the long-term aim for your project?
		<div data-bbox="898 568 1097 1222" style="border: 1px solid black; padding: 10px; width: fit-content; margin: auto;"> Output Indicators </div>	<div data-bbox="1394 568 1593 1222" style="border: 1px solid black; padding: 10px; width: fit-content; margin: auto;"> Outcome Indicators </div>	<div data-bbox="1734 682 1922 1105" style="border: 1px solid black; padding: 10px; width: fit-content; margin: auto;"> Impact Indicators </div>
<i>Assumptions</i>	<i>Assumptions</i>	<i>Assumptions</i>	<i>Assumptions</i>	<i>Assumptions</i>



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RESOURCES

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Selected publications on theory of change

- The Aspen Institute (2004) THEORY OF CHANGE AS A TOOL FOR STRATEGIC PLANNING, <https://www.wallacefoundation.org/knowledge-center/Documents/Theory-of-Change-Tool-for-Strategic-Planning-Report-on-Early-Experiences.pdf>
- SIMEONE Luca; DRABBLE David, IACOPINI Giorgia, VAN DAM Kirsten, MORELLI Nicola, DE GOTZEN, Amalia, CULLEN Joe (2019) "Articulating a strategic approach to face complexity in design projects: The role of Theory of Change" Academy for Design Innovation Management 2019, <https://www.forskningsdatabasen.dk/en/catalog/2446266187>
- Designscares toolbox, Chapter 13 Theory of Change and Chapter 14 KPIs, <http://designscapes.eu/wp-content/uploads/2018/09/FINAL-DESIGNSCAPES-TOOLBOX-Letterhead-KvD-NM-FM-review-3-9-2018.pdf>

Guides on how to do a theory of change

- Guidance for developing a Theory of Change for your programme, NESTA and TSIP, [https://media.nesta.org.uk/documents/theory_of_change_guidance_for_applicants .pdf](https://media.nesta.org.uk/documents/theory_of_change_guidance_for_applicants.pdf)
- Logic mapping: hints and tips, Tavistock Institute of Human Relations, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/3817/logicmapping.pdf
- <https://www.theoryofchange.org/> - A website set up to support people using theory of change which has a number of useful resources including papers on its development and use in various contexts.

Videos – how to do a theory of change

- Theory of change: it's easier than you think:
<https://www.youtube.com/watch?v=wUiKdwgJpD8>
- DIY toolkit: theory of change
https://www.youtube.com/watch?v=6zRre_gB6A4
- DIY Learn: Theory of Change module intro
https://www.youtube.com/watch?v=1a_rS2QgqnE
- UNICEF Webinar 3 - Theory of Change. Using Theory of change for impact evaluation https://www.youtube.com/watch?v=KRptX_DNL2Q
- Theory of change – getting the most out of it. A practitioner's insight.
<https://www.youtube.com/watch?v=4TkeCjlUqJc>

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Online courses

- Open University Theory of change course (free):
<https://www.open.edu/openlearncreate/course/view.php?id=2214>
- Open University course on monitoring and evaluation (free):
<https://www.open.edu/openlearncreate/mod/page/view.php?id=139067>
- Evaluating social programs, Massachusetts Institute of Technology via edX <https://www.classcentral.com/course/edx-evaluating-social-programs-1783>