The background is a complex network of thin grey lines connecting various nodes. The nodes are represented by circles of different sizes and colors, including red, blue, green, and grey. Some nodes have internal patterns like stripes or concentric circles. The overall effect is a dense, interconnected web.

A Social Entrepreneur needs to have
high Emotional Intelligence

Also needs to have leadership
qualities

Contributing Behaviors	Interfering Behaviors
<ul style="list-style-type: none"> ● high participation and talking ● comfort and fluency in delivering information ● forceful and energetic in presentation ● does not express strong opinions early in group (can later) ● initiates conversation ● introduces new themes and topics ● seeks comments from others (Gatekeeper role) ● sits at head of table ● in a position of receiving, dispensing, or coordinating information ● avoids obviously persuading other to a point of view ● interacts flexibly with others; changes style as needed but not seen as chameleon ● promotes identity of group ("we, us, our", etc.) ● listens accurately to other's contributions ● demonstrates achievement, goal orientation and task structure 	<ul style="list-style-type: none"> ● low level of participation, involvement or contribution ● uninformed contribution ● overly directive comments ● offensive language (including sexist and profanity) ● stilted, overly formal language ● dominates conversation ● absent from meetings ● volunteers as secretary or recorder of meetings ● takes role of joker ● shows contempt for leadership ● willing to do as told ● presents self too strongly early in group discussion

Theory of Change

Class 7
Social
Entrepreneurship

Session and Workshop by

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About Theory of Change

A theory of change is a method that explains how a given **intervention**, or set of interventions, is expected to lead to specific **development** change, drawing on a causal analysis based on available evidence.

It helps:

- To **identify solutions** to effectively address the causes of problems that hinder progress
- **Guide** decisions on which approach should be taken
- To identify the **underlying assumptions and risks** that will be vital to understand and revisit throughout the process to ensure the approach will contribute to the desired change.

How does it work



It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework.



The Outcomes Framework then provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal.

Why use theory of change

helps systematically think through the many underlying and root causes of challenges, and how they influence each other, when determining what should be addressed as **priority to** maximize the changemaker's contribution to achieving change.

Through this approach, the **precise link between activities and the achievement of the long-term goals** are more fully understood.

It also leads to **better evaluation**, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of program outputs.

leads to better planning, in that activities are linked to a detailed understanding of how change actually happens



Stages of Mapping out TOC for your initiative



Identifying **long-term goals**



Backwards **mapping** and connecting the preconditions or requirements necessary to achieve that goal and explaining why these preconditions are necessary and sufficient.



Identifying your **basic assumptions** about the context.



Identifying the **interventions** that your initiative will perform to **create your desired change**.



Developing **indicators to measure your outcomes** to assess the performance of your initiative.



Writing a narrative to explain the logic of your initiative.

The Process

The TOC process hinges upon defining all of the **necessary and sufficient conditions** required to bring about a given long term outcome.

TOC uses **backwards mapping requiring planners** to think in backwards steps from the long-term goal to the intermediate and then early-term changes that would be required to cause the desired change.

This creates a set of connected outcomes known as a “**pathway of change**”. A “pathway of change” graphically represents the change process as it is understood by the initiative planners and is the skeleton around which the other elements of the theory are developed.

Critical to be clear about 4 types of assumptions

I Assertions about the connections between long term, intermediate and early outcomes on the map;

II Substantiation for the claim that all of the important preconditions for success have been identified; and

III Justifications supporting the links between program activities and the outcomes they are expected to produce.

IV Contextual or environmental factors that will support or hinder progress toward the realization of outcomes

Let's try out an example – Project Superwomen

- This example consists of six steps:
 1. Identifying long-term goals
 2. Backwards mapping and connecting outcomes
 3. Completing the outcomes framework
 4. Identifying Assumptions
 5. Developing Indicators
 6. Identifying Interventions



About Project Superwoman

A real program that started as a collaboration between a social service provider, a non-profit employment training center and a domestic violence shelter to help female abuse survivors to create long-term, livable wage employment opportunities for women who had been victims of domestic violence.

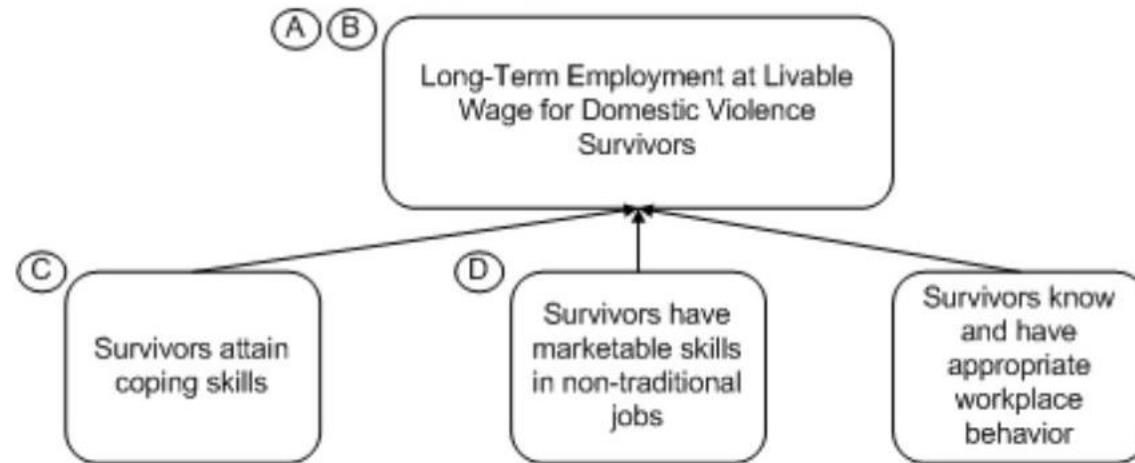
The three organizations began their program with two basic assumptions (which are integral to their theory of change):

1. Non-traditional jobs, such as electrical, plumbing, carpentry, building management provide better wages and more opportunities for upward mobility and are more likely to have unions. Therefore, job stability and good wages are more likely if women are trained in these areas.

2. Women who have been through domestic abuse need more than job training to move to economic stability. They need to develop coping skills, workplace behaviors, and have childcare available. They also need to be able to manage crises in their lives and such events as court appearances and dealing with the foster care system. If these aspects of their lives are not taken into account, any job training will not likely lead to permanent employment.

Identifying Long term Goal and assumptions

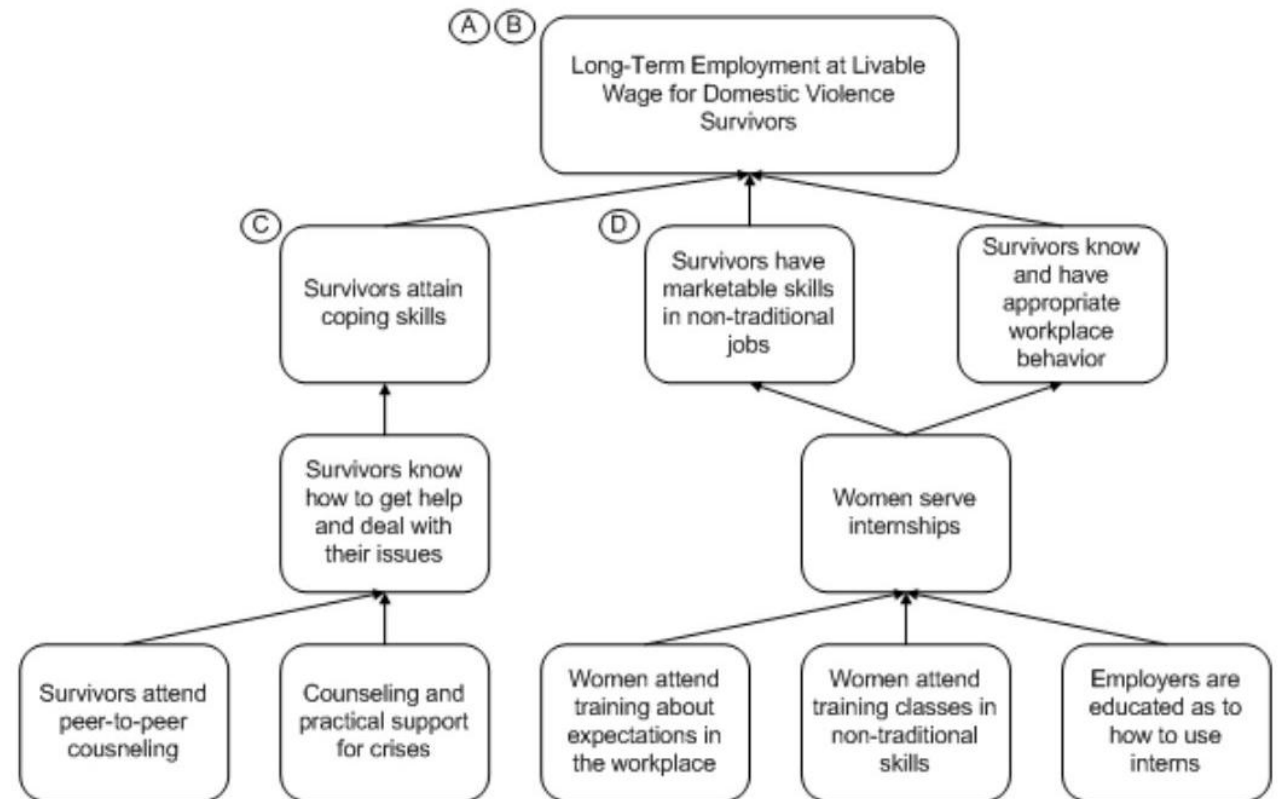
Stage 1: Identifying Goals and Outcomes

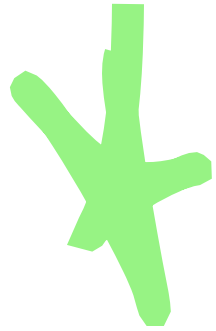


Backwards Mapping and Connecting Outcomes

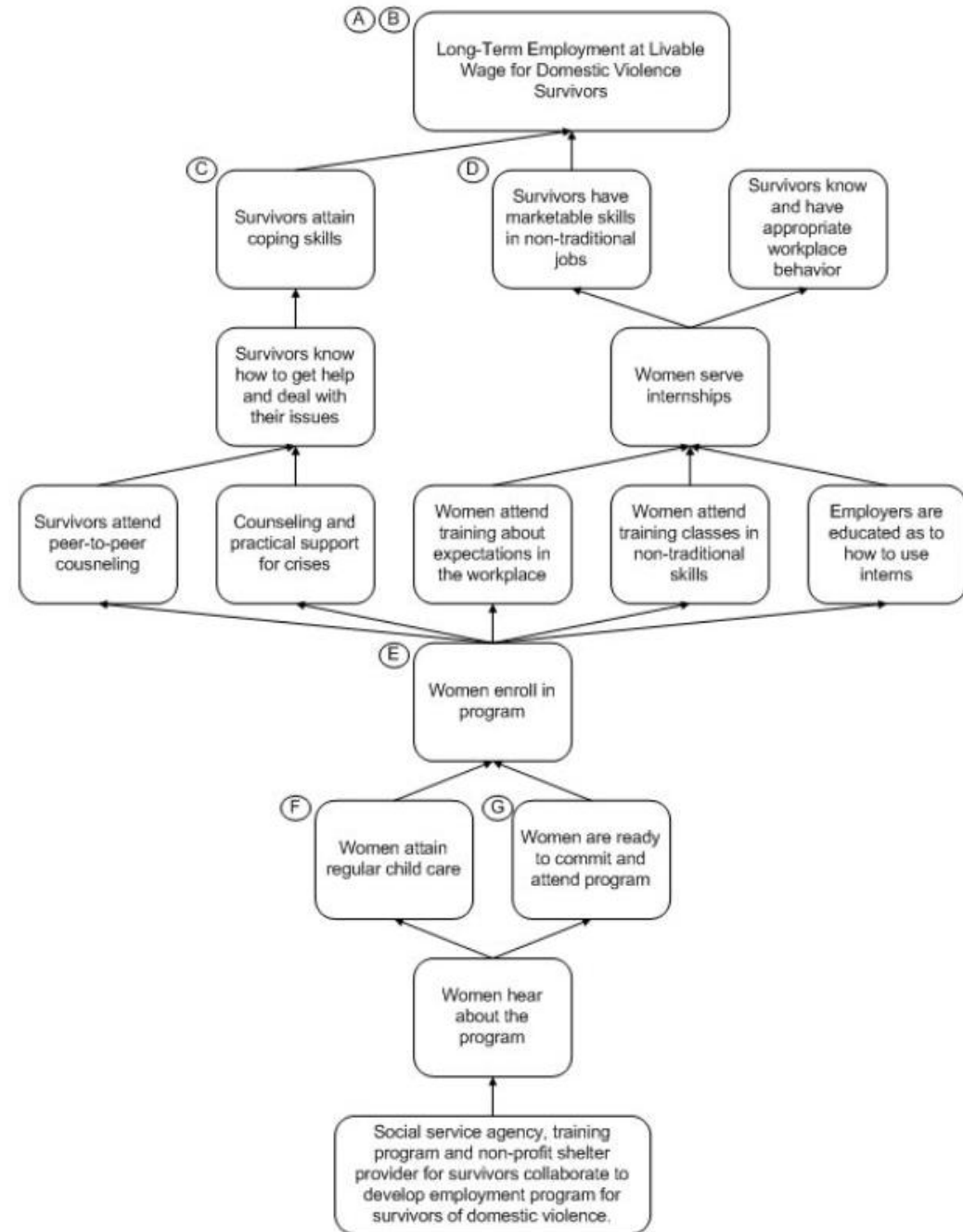
How would the project's participants achieve the three identified preconditions to the ultimate outcome?

That required identifying what it would take for women to achieve coping skills, job skills and knowledge of workplace behavior.





Completing the Outcomes Framework



The Superwoman Project



Developing Indicators

Indicator is the variable being measured

How to measure the implementation and effectiveness of the initiative.

Each indicator has four parts:

- *Population, - the group being measured (women enrolled in the program)*
- *Target - How many do we expect will succeed? (perhaps 90% of the enrolled women)*
- *Threshold - Minimum for the initiative to be a success (a Rs 500 per day job for at least six months?)*
- *Timeline - By when does this outcome need to happen? (perhaps within two months of graduation)*

test

Here are some sample indicators for Project Superwomen:

Outcome 1:	Long-term employment at a livable wage for domestic violence survivors
Indicator :	Employment
Population:	Program graduates
Threshold:	Remain in job at least 6 months and earn at least \$12 per hour
Outcome 2:	Survivors have marketable skills in non-traditional jobs
Indicator :	Skill in electrical, plumbing carpentry or building maintenance
Population:	Program participants
Threshold:	Successfully complete internship
Outcome 2:	Survivors have marketable skills in non-traditional jobs
Indicator :	Program graduation
Population:	Program participants
Threshold:	Do graduate (yes/no)
Outcome 3:	Women attend training classes in non-traditional skills
Indicator :	Attendance
Population:	Program participants
Threshold:	Women miss no more than three classes

Identifying Assumptions - Any initiative is only as sound as its assumptions

For outcome: “Long-term employment at livable wages for domestic violence survivors”, these assumptions must be met for the outcome to be achievable:

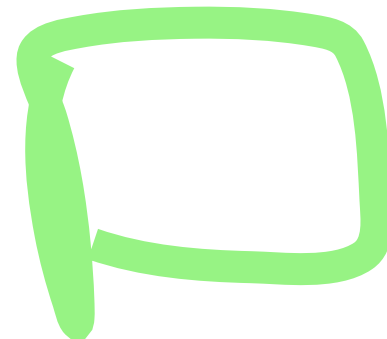
- *There are jobs available in non-traditional skills for women.*
- *Jobs in non-traditional areas of work for women, such as electrical, plumbing, carpentry and building management are more likely to pay livable wages and are more likely to be unionized and provide job security. Some of these jobs also provide a ladder of upward mobility, from apprenticeship to master, giving their career future.*

Identifying Assumptions — they need to be voiced clearly

For outcome: “Survivors attain coping skills”, the assumption is:

- *Women who have been abused need more than just skills, they need to be emotionally ready for work as well.”,*

these assumptions must be met for the outcome to be achievable:

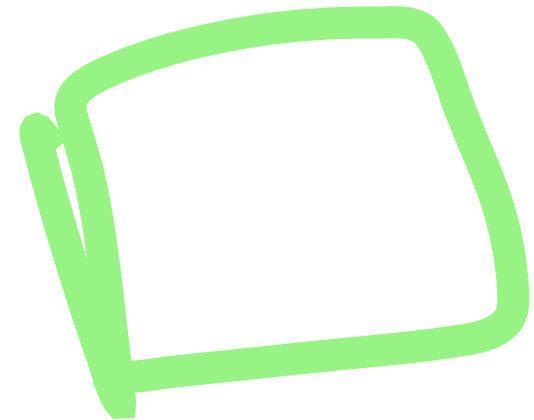


Identifying Interventions - those things the initiative must do to get outcomes

- By identifying interventions, the stakeholders explain how their work is going to change the community. The interventions explain what the stakeholders are going to do to achieve their desired outcomes.

Theory Of Change

<https://www.theoryofchange.org/>



Assignment 1 – 5 marks

Prepare the Theory of Change Outcomes Chart for your Social Entrepreneurship Idea clearly listing the assumptions you are making.

To share your individual views or contributions, you may also additionally write a separate 50-100 words note.