

# **PROJECT DESIGN: THEORY OF CHANGE**

**Amnesty International Portugal**

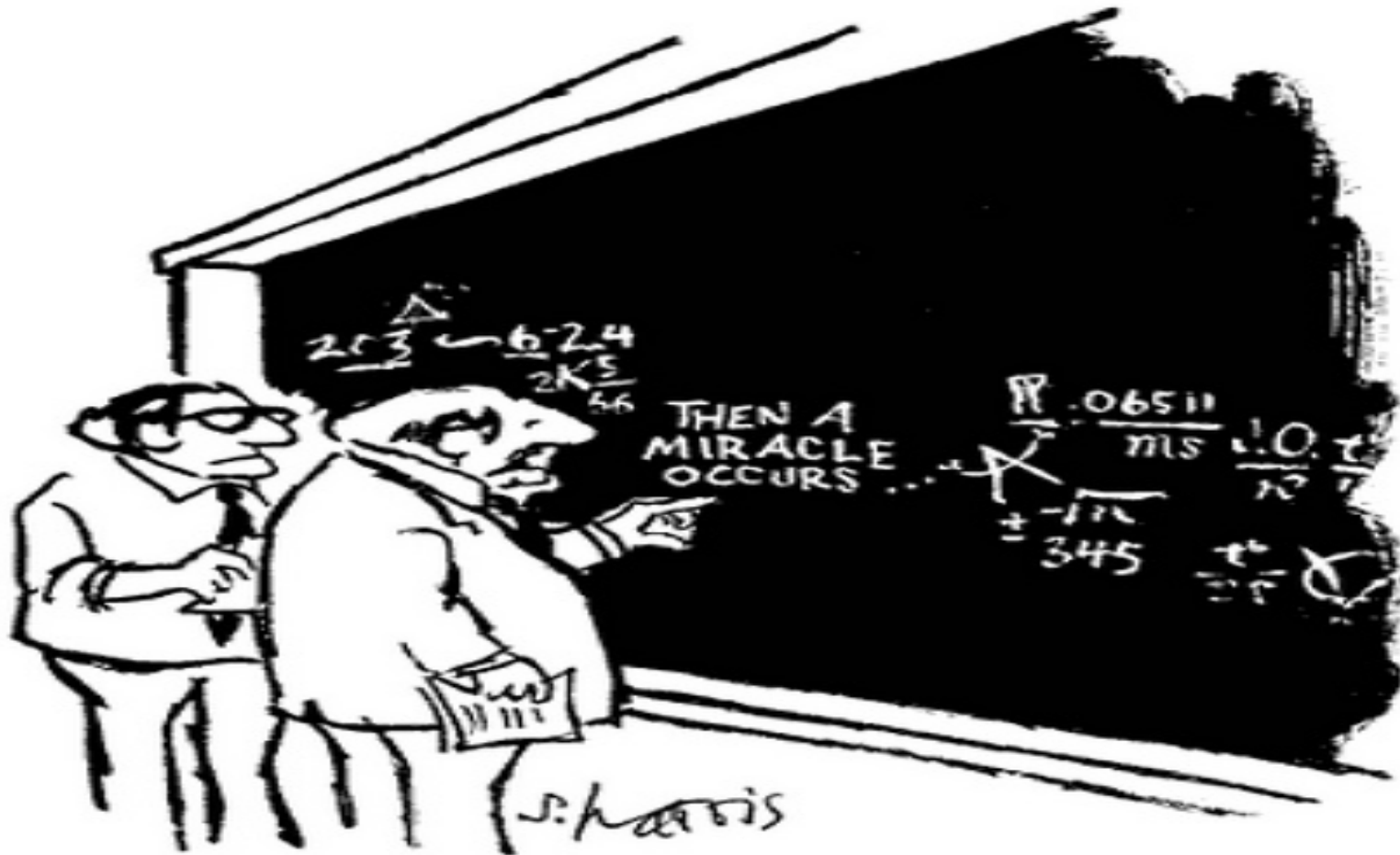
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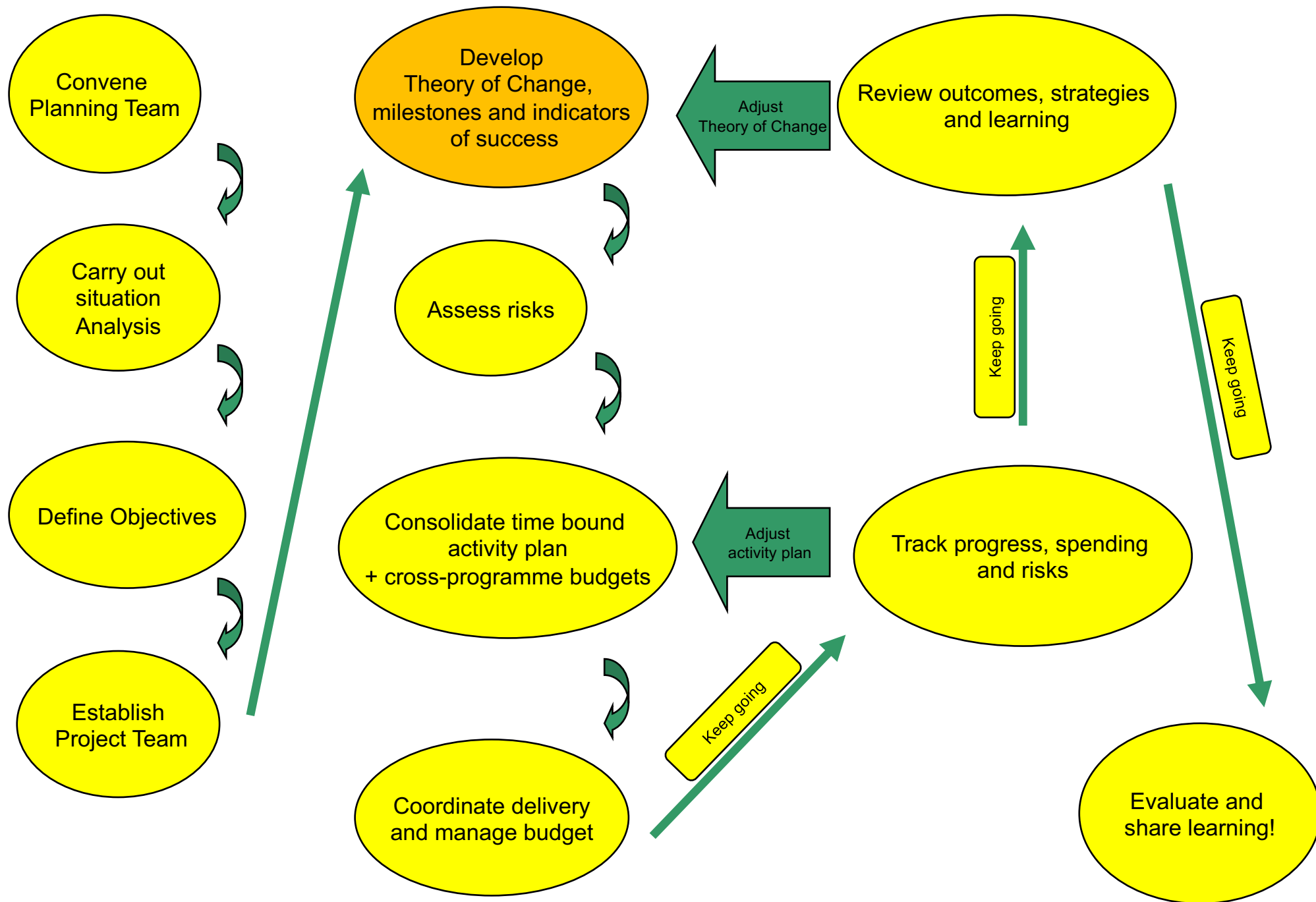
# THE **HOW** OF HUMAN RIGHTS CHANGE



"I think you should be more explicit here in step two."

# WHAT IS A THEORY OF CHANGE?

**→ A Theory of Change is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused on mapping out what has been described as the “missing middle” between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved.**



# Simple steps to creating a theory of change

## STEP 1

Identify the ultimate change you want to bring about with your project.

*Question: What is the change that we want to see? (often the expected end result/s)*

## STEP 2

Start to identify what needs to happen for the long term goal to be reached?

These will be all the changes, results, accomplishments that you need to achieve in order to reach the long term goal. Imagine you are starting at the end result and walking backwards.

*Question: What needs to happen to make this change? (steps required to reach the end results)*

## STEP 3

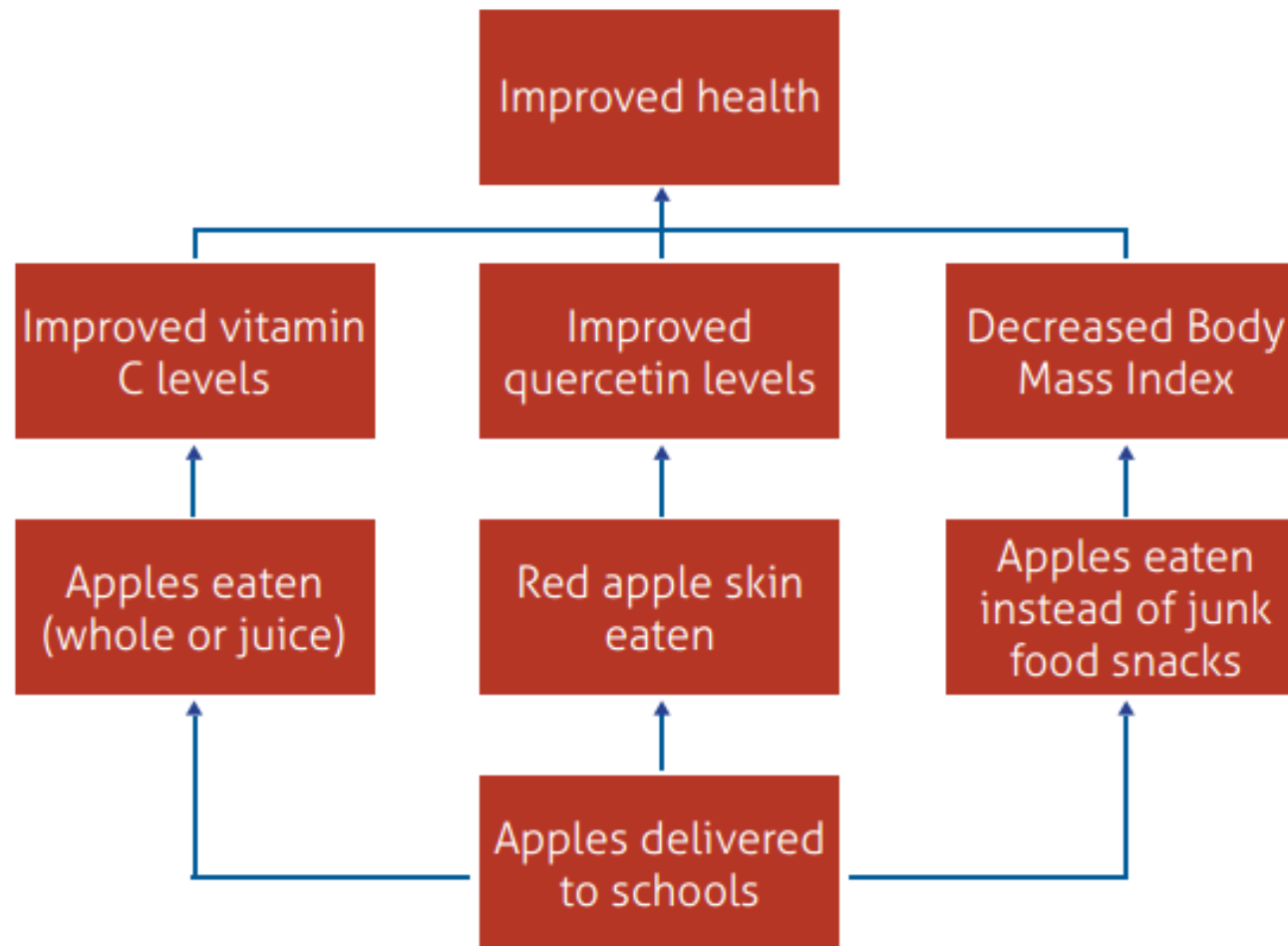
Finally list the activities you will need to do to bring about the change at each level

*Question: What can we do to influence change? (activities we intend to carry out as part of the project)*

## What does a theory of change look like?



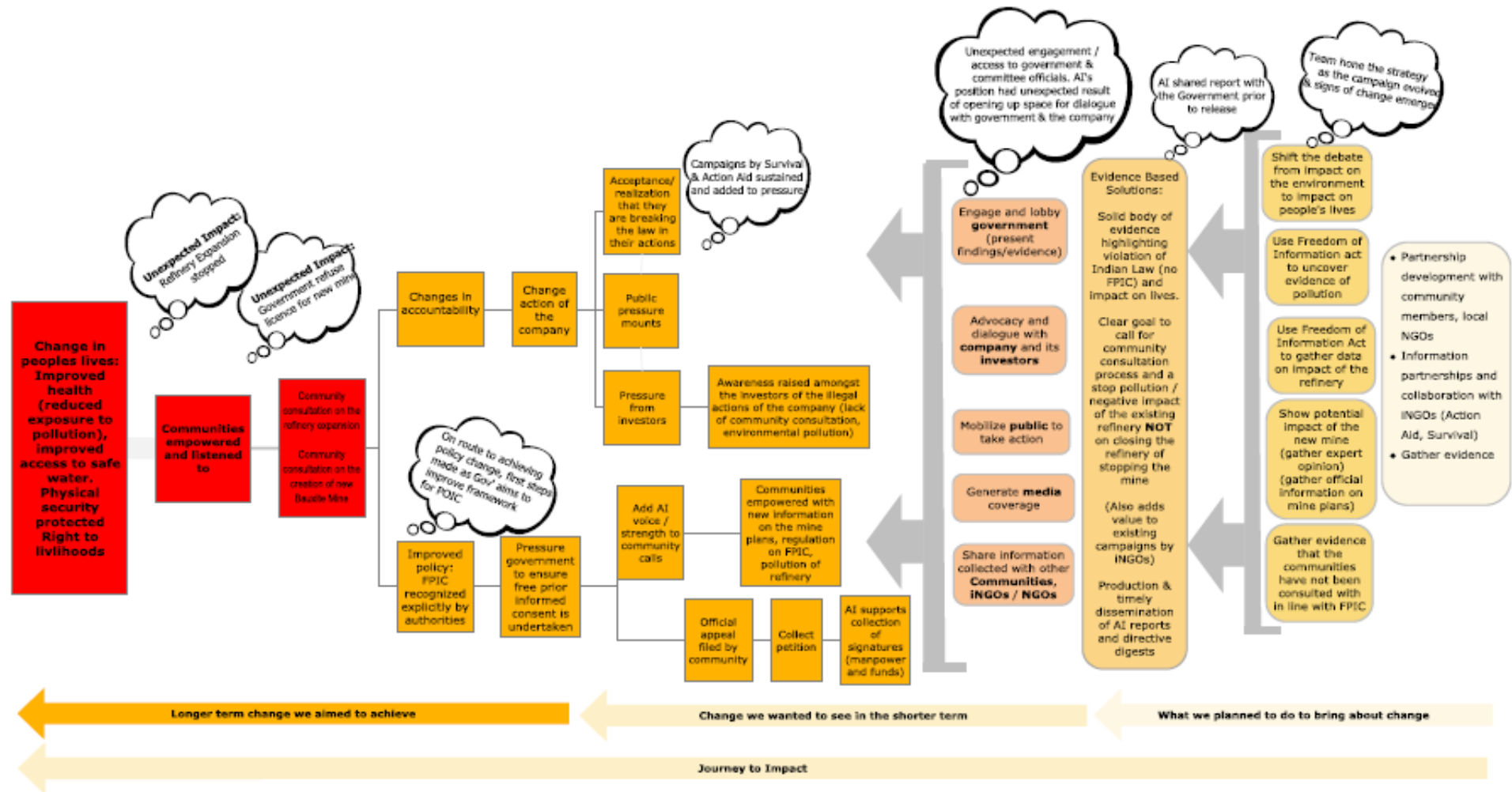
# SIMPLE THEORY OF CHANGE MODEL



Source: [www.betterevaluation.org/ODI](http://www.betterevaluation.org/ODI)

## Impact pathway: ESC rights of indigenous and other marginalized communities

The pathway below captures the change that the team wanted to bring about and the necessary steps to make this change happen (i.e. their theory of change).  
The commentary in bubbles shows the reality or the unexpected events/change.





# STAKEHOLDER MAPPING FOR THEORY OF CHANGE

## What is it?

Stakeholder analysis is a process that helps you to systematically gather and analyse information to determine whose interests should be taken into account when developing and/or evaluating a project.

## When to use it?

During the planning stage, this tool is useful to map out the project key stakeholders and develop an influence strategy. When evaluating, this tool can be useful to map out the key stakeholders that need to be contacted for capturing the required information for the evaluation.

## Why use it?

Stakeholder analysis can be used to identify the key actors and to assess their knowledge, interests, positions, alliances, and importance related to the project. This allows interacting more effectively with key stakeholders and to increase support for a given project, policy or program.

As a project team, you need to:

- Know who your stakeholders are
- Be aware of their role, responsibilities and interest in the project
- Understand their expectations
- Determine who has the authority to make decisions about what
- Establish in what circumstances you need to seek their opinion/approval
- What information they require and what information they can provide

**Stakeholder Analysis:** You can carry out a stakeholder analysis by listing all stakeholders in broad categories – see example below where stakeholders are classified in 3 broad categories: primary stakeholders, gatekeepers and secondary stakeholders. Once you identified the stakeholders you need to identify the information that can be captured from each of these stakeholders and the most suitable method for engaging with them.

# ALIGN YOUR STAKEHOLDER MAP TO YOUR THEORY OF CHANGE

- **Who are the rights holders who should benefit from the project?**
- **Which change actors do we hope to influence?**
- **With whom will we work together to implement our activities?**

## Partners

- NGOs
- UN and other intergovernmental organizations
- CSOs

Activities

## Change Agents

- Government
- Media
- Public institutions

Results

## Beneficiaries

- Rights holders
- Target groups (minorities, vulnerable groups, political dissidents, etc)

Impacts