

Welcome to the presentation of my experiences around the EADD Theory of Change (TOC) Workshop

From EADD1 towards EADD2 - June 2012 Nairobi
Wageningen Ur CDI Simone van Vugt



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For quality of life



East Africa Dairy Development

In partnership with



Structure of my presentation

- 1. Introduction: Participants, your assumptions ?**
- 2. How do I look at TOC ? (Perspective from Wageningen CDI perspective)**
- 3. How did I apply this TOC thinking? - 2 days EADD workshop programme and principles**
- 4. What are the End results?**
- 5. Which lessons did I learn & which advise for ToC use have I?**
- 6. Questions**



1. Introduction

Could you please share in threesomes :

- Name, position, organisation and
- Which changes you could think of in a Dairy Development Programme in East Africa?
- What could be an assumption underlying these changes?

Thanks a lot! 😊



2. How do I look at TOC ?

(Perspective from Wageningen CDI – in close collaboration with HIVOS)

What do I see? What do you see?

Basketball video

Half of you:

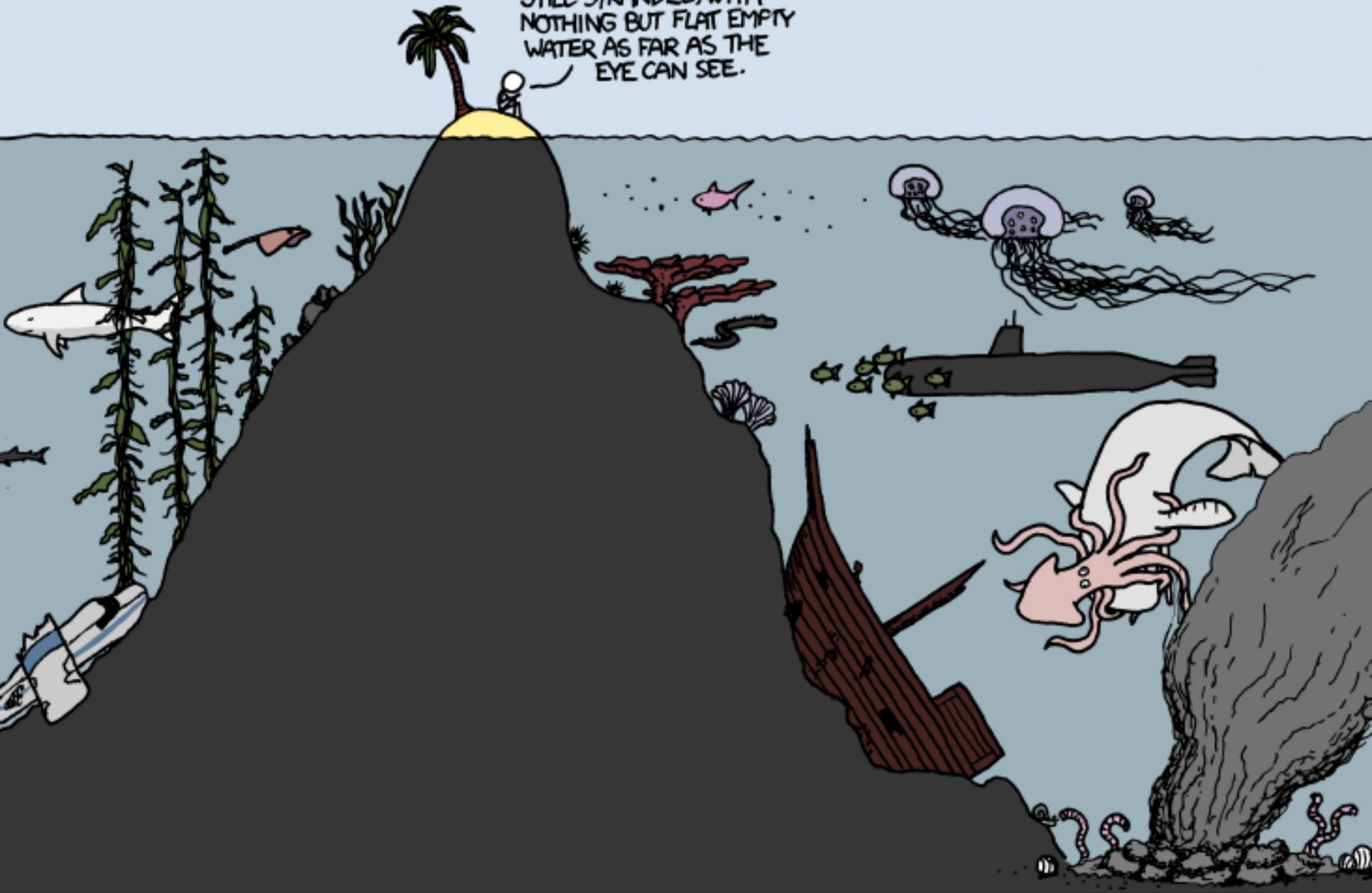
How many times do the people in the **white** shirts throw the ball to each other?

Other Half of you:

How many times do the people in the **black** shirts throw the ball to each other?

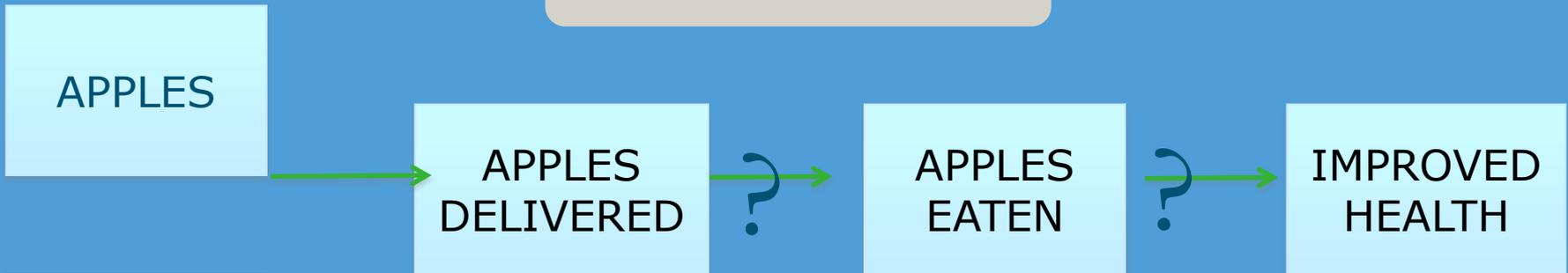


DAY 44:
STILL STRANDED, WITH
NOTHING BUT FLAT EMPTY
WATER AS FAR AS THE
EYE CAN SEE.





Pathways of change



PEOPLE
IN POOR
HEALTH

quercetin

But is it due to...

vitamin c

substitution effect

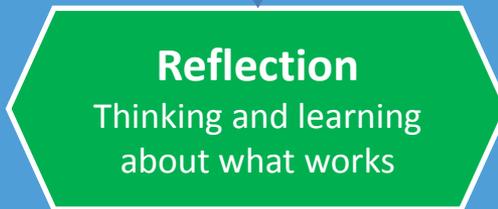
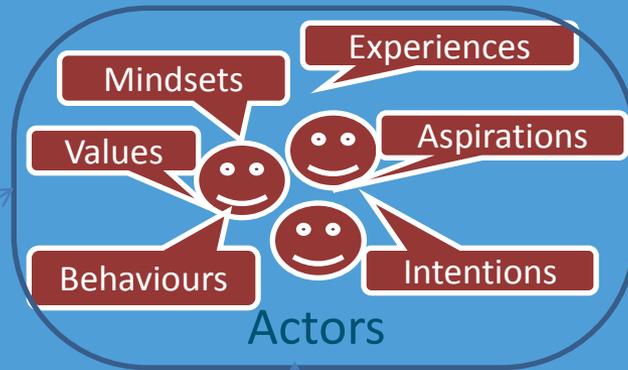
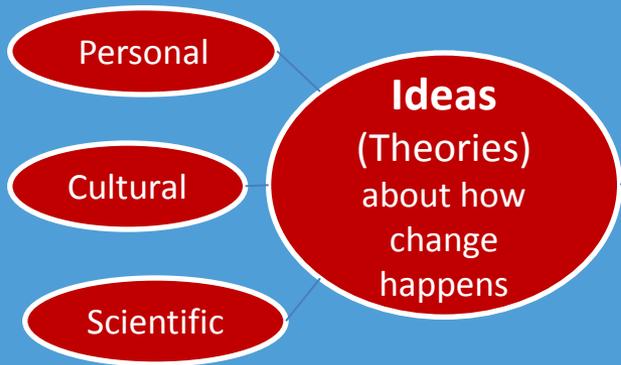
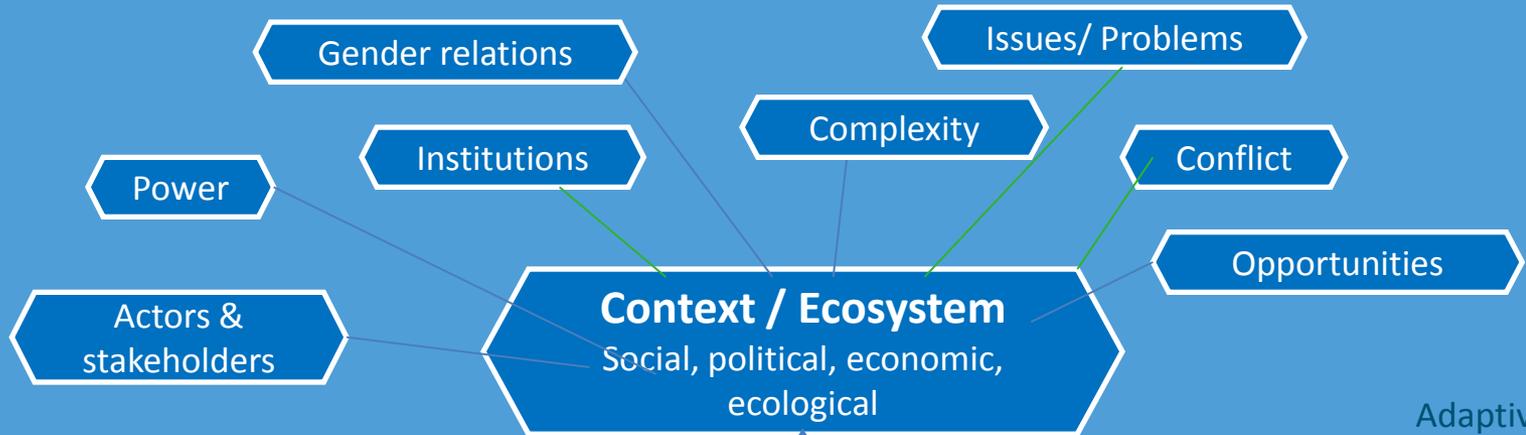
If the ToC of eating apples can be difficult, imagine Dairy sector development work...

1. An increased number of smallholder farmers (in particular women and youth), via FOs, and medium to large farmers connected to the formal (& informal) chain, with an increased use of fodder and feed, crossbreed heifers, and vet and AI services

- Working with whom? Smallholders, Pastoralists? large farmers? Why?
- Focus on individuals or on institutions?
- Focus on formal or informal? Why? Based on what?
- Focus on production or the whole value chain?

Choices due to underlying values and thinking, contextualised





Adaptive and process oriented forms of strategy



Linear and structured forms of strategy



Theory of Change - Pathways of Change

Example visualisation Dairy Ethiopia !

1. An increased number of smallholder farmers (in particular women and youth), via FOs, and medium to large farmers connected to the formal / informal chain, with an increased use of fodder and feed, crossbred heifers, and vet and AI services

Assumption:
Farmers / Pastoralists will pay for the AI services of (private) veterinaries

Assumption: Land will be used to grow fodder on instead of other products.

2. Input suppliers and other service providers increase the availability and quality of inputs of fodder and feed, crossbred heifers, (private) veterinary & AI services, farmer advice, and finance

1. Chain operators develop and apply efficiency focussed, and gender and environmental friendly innovations to improve the input supply and services for small and medium/large farms and pastoralists, like feed supply and production systems, breeding, animal health, milk quality control systems and access to finance

Preconditions

Leadership development

Strengthening **service providers** to farmers and pastoralists in demand orientation, organisational development and skill improvement (relationships, resourcefulness and entrepreneurship)

Indicators

Indicators

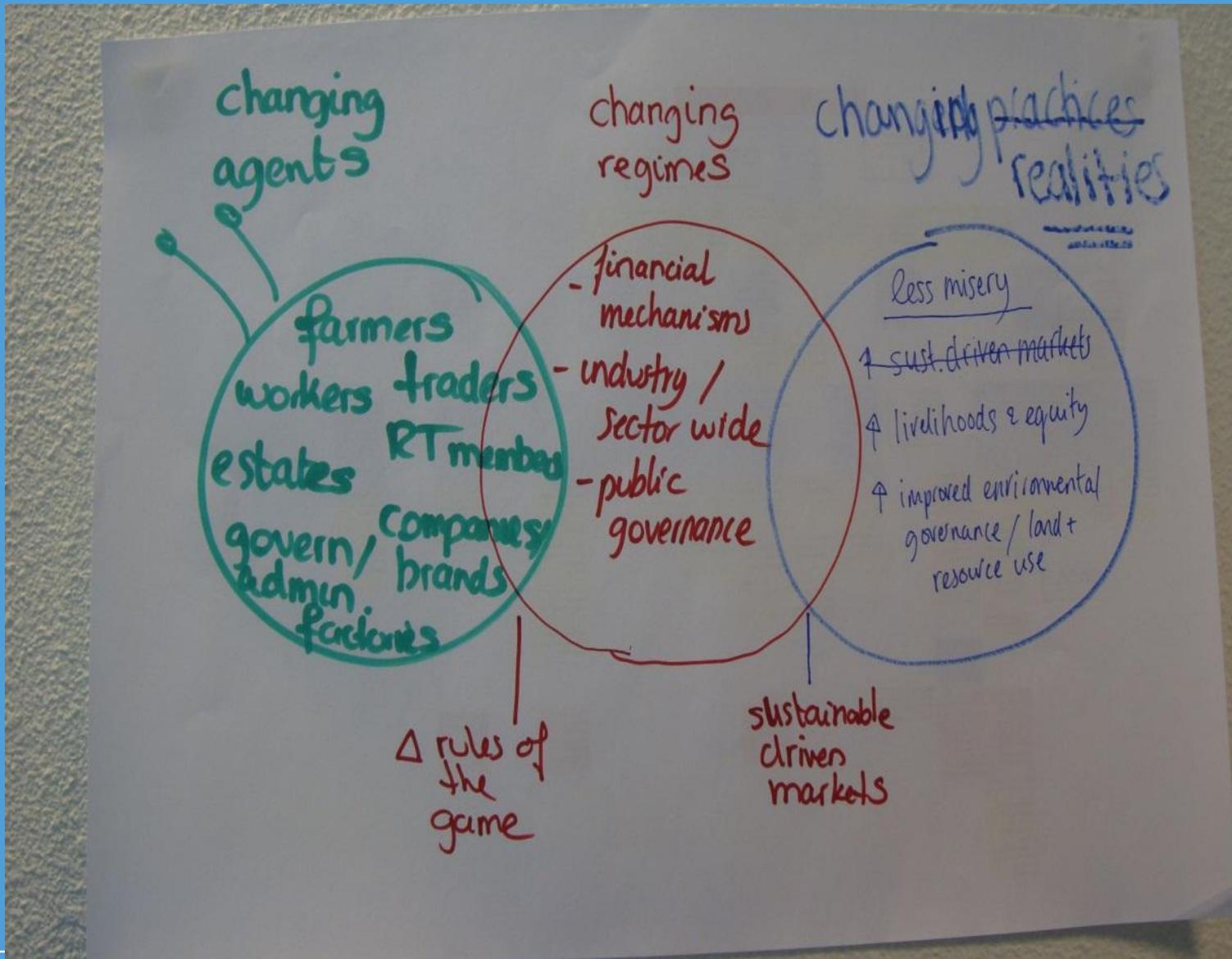
Indicators

Indicators

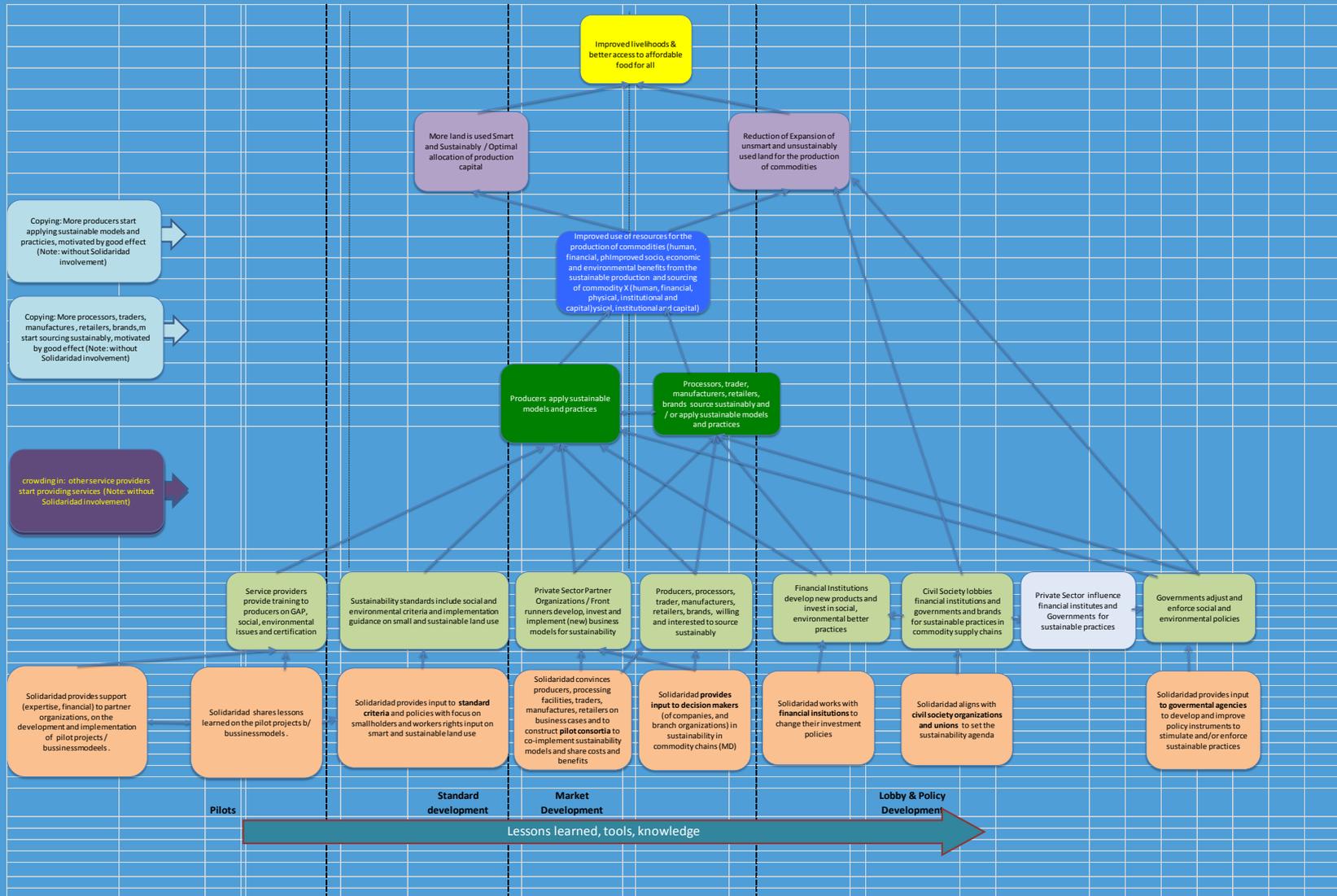
Indicators



Other example: Solidaridad FSP



Other example: Solidaridad FSP



Other example: APF

AGRI-PROFOCUS THEORY OF CHANGE



APF AGENDA IS INFLUENCED BY EXTERNAL FACTORS AT LOCAL, NATIONAL AND INTERNATIONAL LEVEL



SPHERE OF CONTROL



SPHERE OF INFLUENCE



SPHERE OF INTEREST

Multi-stakeholder collaboration between organized farmers, agri-business, NGOs, research and learning, financial service providers, public sector and development agencies is essential for improving farmer entrepreneurship



Agricultural private sector development is a pre-requisite for food security and poverty reduction (MDG)

Knowledge Programme

Changing Face of Citizen Action

Promoting Pluralism

West Asia

Small Producer Agency

Digital Natives

Future Calling

Civil Society Building

Theory of Change

ToC thinking in practice



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English

SEARCH Go

Home Theory of Change

This resource portal is part of an initiative taken by Hivos to work with a Theory of Change approach.

About the Theory of Change resource portal

Welcome to the Hivos Theory of Change (ToC) Resource Portal! Below you will find key elements of this portal like background, objectives, principles, methodology, programme team, and e-dialogue members. > read more...

Resources

On this page, you will find key readings and brief summaries related to ten frequently asked questions about ToC thinking. We have used material generated with Hivos partners and Hivos staff, as well as written material by others. If you have comments or other materials you would like to share, please do so by sending this to Marjan van Es (mes@hivos.nl). We hope this resource will be used by many others and will updated and expanded regularly.

» Read more

E-dialogues

» Read more

Bookmark

Communities

LOGIN

CURRENT DISCUSSION:
The Future is Calling - Lift off

outcome alternative PME case background
contribution analysis result-oriented
organisational practice examples E-
dialogue introduction e-dialogues M&E
framework gender analysis theory of
change about planning framework

3. How did I apply this TOC thinking?

– 2 days EADD workshop programme

3.1 Principles

- What is the space for change?
- How firm is the logical framework?
- The participants: how do they look at changing the programme? What are their interests?
- Is management participating?
- How is power play used? Gender, Ethnie, Actor, etc.
- In which contexts of the dairy sector is EADD working? (Uganda, Kenya, Rwanda, Ethiopia, Tanzania) How is this influencing the changes EADD would like to achieve?



3.2 Objectives

1. Develop shared understanding of core ToC for EADD program that links key result areas
2. Revisit key result areas and set of interventions to achieve overarching objectives
3. Articulate and reflect on critical assumptions that underpin strategy choices
4. Integrate the overall theory of change of the EADD programme at individual and (national) team level

3.3 Participants

Private sector , Heiffer International, Technoserve, Programme staff, Country leads...



3.4 Programme

Day/Time	What
Monday 25th June	
9.00	Workshop opening
9.15	Workshop objectives and introduction
9.45	Introduction to Theory of Change (ToC) and exercise
10.30	<i>Dairy Break</i>
11.00	Presenting the skeleton EADD ToC
11.20	Group work
13.00	<i>Lunch</i>
14.00	Group work continues..
15.00	<i>Dairy Break</i>
15.15	Review group work ToC versions Plenary discussions
17.00-17.30	Day wrap up- conclude and look forward to Day 2



Day/Time	What
Tuesday 26th June	
8.30	Reflections of Day1
9.00	Validation of the "final ToC"
10.00	Translation of the TOC into an elevator pitch
10.30	<i>Dairy Break</i>
11.00	Reflection on EADD1 and storytelling of experiences (including group work)
12.30	<i>Lunch</i>
13.30	Developing country specific ToC (group work)
15.00	<i>Dairy Break</i>
15.15	Review group work on country ToC
17.00	Workshop evaluation
17.15-17.30	Wrap up and vote of thanks
From 19.00	<i>Dinner</i>



3.5 Statements “Dance floor”

Agree or Disagree? And why?

- ❖ What are the reasons and which are the underlying assumptions?
- ❖ What values are steering these reasons & assumptions?
- ❖ How do we discuss / convince/listen?



3.5 Statement 1

**Strengthening FOs in entrepreneurship
will lead directly to improved
Livelihood of women**

Do you agree, or do you disagree?



3.6 Presentation of a draft TOC skeleton of EADD

&

Building our ToC
together



Goal	Improved "global" sustainable livelihoods														
Changes at household level and sector level	1. Increased income, food and nutrition security at farmer household level / pastoralist household level with specific attention to women and children			2. Improved nutritional status of consumers (per geographical area, socio-economic group, sex age group)			3. Improved income and livelihood* of the VC actors and their employees		4. Diversified economy with farmers & pastoralists being more market orientated		Monitoring of the factors and actors in the context affecting the Dairy Sector. Monitoring the effect of the Dairy sector developments on the context				
	Assumption: That women and children have access to high valued milk products			* Accessibility, Availability and Utilization			Assumption: That milk or processed products increase the nutritional status		* Increase in voice, empowerment and engagement are part of livelihood						
Level of Interest (Outcome level)															
Objectives / Pillars	(Increased dairy productivity)		+	(Increased market access)		+	(Inclusive industry growth)		x	(Women and youth empowerment)	+	(Conductive policy environment)	+	(Knowledge based Development)	
Changes of performance at enterprise level and VC system level (sub-sector: Formal and Informal)	1. An increased number of smallholder farmers (in particular women and youth), having access to medium to large farms, transition to the formal chain, with an increased role of fodder and feed, increased health, and wet and AI.	2. An increased number of pastoralists (in particular women and youth), having access to markets and having healthy herds	3. Increased volume and improved quality of milk supply at collection centre level by farmers, as a response to quality based pricing systems and input and services provision	4. Increased and improved quality of different dairy products (product innovation / new markets?)	5. More upgraded dairy VCs with higher number of acts relationships involving processors, traders and more efficient operations in terms of volumes and margins in local markets	6. Consumers differentiated per geographical area, socio-economic group, sex and age group (including children), use increased amounts of milk and different dairy products	7. Improved / strengthened value chain coordination and policy dialogue in a stakeholder network to resolve problems (in particular the ones related to women and youth) and meet shared goals	8. Sector institutes, professional associations and knowledge institutes contribute actively to dairy development.	9. The national dairy platform effectively coordinates and steers the dairy sector development (regulator)	10. Experiences on dairy production, dairy value chain development and dairy sector development are shared and utilized throughout the dairy sector in each of the focus countries and beyond	Monitoring of the factors and actors in the context affecting the Dairy Sector. Monitoring the effect of the Dairy sector developments on the context				
	Assumption: Farmers willing to wait for milk in order to sell to formal buyers instead of the Hawkers.			Assumption: Processors are willing to pay more for better quality products and refuse bad quality			Assumption: Consumers are willing to pay more for good quality products		Assumption: The goals are shared and in a established						
Level of Influence (Output level)															
Key immediate result areas	Milk production, input supply and related services			Milk collection, processing, marketing and related services			Dairy Sector and institutional development		Knowledge based development						
Actors and VC system capacitated or able to perform certain roles	1. Chain operators develop and apply efficiency focused and gender and environmental friendly innovations to improve the input supply and services for small and medium range farms and pastoralists, like feed supply and production systems, breeding, animal health, milk quality control systems, and access to finance	2. Input suppliers and other service providers increase the availability and quality of inputs of fodder and feed, crossbred heifers, (private) veterinary & AI services, farmer advice, and finance	3. Dairy Farmer Groups/Dairy Business Schools organized and strengthened to increase the number of farmers having access to the formal & informal chain initiatives and to actively engage in the business hub and collection centre establishment	4. Chain operators develop efficiency focused, and gender and environmental friendly innovations at value chain level in production, distribution and diversification, and marketing systems, improved processing technologies, dairy assurance hubs, milk quality assurance systems, and other potential business arrangements...	5. Chain operators (processors, large farms, FCo, pastoralist associations & retailers) develop capacity and are able to explore markets, develop business and service relationships, mobilize resources	6. Financial service providers (e.g. banks, credit unions, private investors, including international private sector) increase their investment portfolio in the dairy sector	7. Govt agencies enforce and service providers support an adequate quality assurance system for milk and other dairy products, in cooperation with chain operators	8. Dairy networks / Hubs at national and local level implement strategic intervention plans and initiate innovative sector and business solutions for critical constraints, which are shared for upcalling and further improvement and coordinated with agricultural policies	9. Govt agencies enforce and service providers support an adequate quality assurance system for milk and other dairy products, in cooperation with chain operators	10. Knowledge institutions (universities, res inst., ATMETs) contribute to sector and VC dev. by means of action research and capacity development	11. VC facilitation model documented, tested, innovated, and shared, through new VC facilitator(s), strong collabor. with stakeholders, making use of innov fund	12. Sustainability & equity criteria introduced and accepted in DVC development	13. Agricultural Innovation System (AIS) design with integrated approaches tested, adapted, and potential application in other milkheds & sectors identified & shared	14. Development of a knowledge base on good practices and standards for dairy sector development and value chain development	Monitoring of the factors and actors in the context affecting the Dairy Sector. Monitoring the effect of the Dairy sector developments on the context
	Assumption: Land will be used to grow fodder on topsoil of better			Assumption: Organized farmers have equal rights for access / control of services			Assumption: That the Dairy sector is self		Assumption: All the actors believe in an adequate quality assurance system		Assumption: Knowledge institutions are client oriented				
	Assumption: Pastoralists will pay for the services of (private) veterinarians			Assumption: Consumers (youth more aware of nutritional advice) and consumption of diversified and quality dairy products			Assumption: An increased number of international private and public actors and service providers are able to provide business services to chain operators		Assumption: Organizations have a strong mandate that is shared and accepted by all actors in and around the chain		Assumption: The facilitation model is shared and accepted in DVC development				
Level of Control (Activities)															
INTERVENTIONS	Milk production, input supply and related services			Milk collection, processing, marketing, demand and related services			Dairy Sector and institutional development		Knowledge based learning						
Interventions (facilitation, brokering, innovations, coaching, technical support)	Coaching efficiency focused, sustainable production or input related innovations development (preparation, submission, feasibility planning, M&E) for VC actors and or service providers as part of the Hub / local level	Strengthening service providers to farmers demand and orientation, organizational development and skill improvement (relationships, resourcefulness and entrepreneurship)	Strengthening input providers to farmers and pastoralists in demand orientation, organizational development and skill improvement (relationships, resourcefulness and entrepreneurship)	Coaching efficiency focused sustainable and gender sensitive innovations (from collection to consumption), development, planning, M&E) for VC actors and or service providers as part of the Hub / local level	Brokering and coaching relationships between processor, large farms, FCo's Pastoralist associations or retailers	Brokering, linking and coaching relationships between VC operators and financial service providers	Facilitation and mediation of milkhed & national dairy networks by facilitation teams with a focus on visioning, relationship building, innovation identify.	Facilitation the coordination with government ministries, regional agencies, other structures	Facilitate the sharing of learning and knowledge within other platforms, PPP and public institutions	Review workshops, documentation / sharing	Facilitate the sharing of learning and knowledge within other platforms, PPP and public institutions	Facilitate the development of learning and knowledge development structures within the dairy sector and beyond	Strengthen curriculum development ATMETs	Execute action research and implement M&C and P&D programs	Monitoring & evaluation activities
	Creating opportunities for students / mid career professionals to assist in production and input related innovations	Invest in infrastructure (transport, power, water, etc) related to Dairy production, Dairy market access and demand	Establishment and management of an innovation Fund - to increase access to finance for investments in value chain innovations	Strengthening business planning and internal management of private actors	Establishing consumer relationship with VC actors (e.g. marketing cap. of actors like sellers and gov.)	Facilitate the sharing of business and sector innovations, and if required facilitate the dev. of standards	Aligning public and pastoralist movements datasets for high sensitive business and market orientation	Coaching sustainable and gender specific innovations development (prepar, submission, feasibility planning, M&E) for improved enabling environment at Hub / local & national level	Strengthening knowledge institutions in market linked vision development, relationships, resourcefulness (??)	Strengthen curriculum development ATMETs	Facilitate the sharing of learning and knowledge within other platforms, PPP and public institutions	Facilitate the development of learning and knowledge development structures within the dairy sector and beyond	Strengthen curriculum development ATMETs	Execute action research and implement M&C and P&D programs	Monitoring & evaluation activities
	Facilitate the sharing of business innovations with other VC actors	Brokering of linkages between international and national companies	Facilitate the sharing of business and sector innovations, and if required facilitate the dev. of standards	Investment brokering	Aligning public and pastoralist movements datasets for high sensitive business and market orientation	Facilitate the sharing of business and sector innovations, and if required facilitate the dev. of standards	Aligning public and pastoralist movements datasets for high sensitive business and market orientation	Coaching sustainable and gender specific innovations development (prepar, submission, feasibility planning, M&E) for improved enabling environment at Hub / local & national level	Strengthening knowledge institutions in market linked vision development, relationships, resourcefulness (??)	Strengthen curriculum development ATMETs	Facilitate the sharing of learning and knowledge within other platforms, PPP and public institutions	Facilitate the development of learning and knowledge development structures within the dairy sector and beyond	Strengthen curriculum development ATMETs	Execute action research and implement M&C and P&D programs	Monitoring & evaluation activities
	Strengthening FCOs and Pastoralists movements in entrepreneurship, resourcefulness and membership mobilization	Investment brokering	Facilitate the sharing of business and sector innovations, and if required facilitate the dev. of standards	Investment brokering	Aligning public and pastoralist movements datasets for high sensitive business and market orientation	Facilitate the sharing of business and sector innovations, and if required facilitate the dev. of standards	Aligning public and pastoralist movements datasets for high sensitive business and market orientation	Coaching sustainable and gender specific innovations development (prepar, submission, feasibility planning, M&E) for improved enabling environment at Hub / local & national level	Strengthening knowledge institutions in market linked vision development, relationships, resourcefulness (??)	Strengthen curriculum development ATMETs	Facilitate the sharing of learning and knowledge within other platforms, PPP and public institutions	Facilitate the development of learning and knowledge development structures within the dairy sector and beyond	Strengthen curriculum development ATMETs	Execute action research and implement M&C and P&D programs	Monitoring & evaluation activities
Mix of interventions will vary by Hub / Local region and for the national level; each Hub / local region and country will have a different starting point and different end point															

Improved "global" sustainable livelihoods

1. Increased income, food and nutrition security at farmer household level / pastoralist household level with specific attention to women and children

Assumption: That women and children have access to high valued milkproducts

2. Improved nutritional * status of consumers (per geographical area, socio-economic group, sex age group)

* Accessibility, Availability and Utilisation

Assumption: That milk or processed products increase the nutritional status

3. Improved income and livelihood* of the VC actors and their employees

* Increase in voice, empowerment and engagement are part of livelihood

4. Diversified economy with farmers & pastoralists being more market orientated

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**Level of Interest
(Outcome level)**



Changes of performance at enterprise and VC system level (sub-sector; Formal and Informal)	1. An increased number of smallholder farmers (in particular women and youth), via FOs, and medium to large farmers connected to the formal / informal chain, with an increased use of fodder and feed, crossbreed heifers, and vet and AI services	2. An increased number of pastoralists (in particular women and youth), having access to markets and having (large) healthy herds	3. Increased volume and improved quality of milk supply at collection centre level by farmers as a response to quality based pricing incentives and input and services provision	4. Increased and improved quality of different dairy products by processors (product innovation / new markets?)	5. More upgraded dairy VCs with higher number of B2B relationships involving processors, traders and more efficient operations in terms of volumes and margins in # Hubs / local areas	6. Consumers differentiated per geographical area, socio-economic group, sex and age group (including children), use increased amounts of milk and different dairy products	7. Improved / strengthened value chain coordination and policy dialogues in stakeholder networks to resolve problems (in particular the ones related to women and youth) and meet shared goals	8. Sector institutes, professional associations and knowledge institutes contribute actively to dairy development .	9. The national dairy platform effectively coordinates and advises on dairy sector development (regulation)	10, Experiences on dairy production, dairy value chain development, and dairy sector development are shared and utilized throughout the dairy sector in each of the focus countries and beyond	Monitoring of the factors and actors in the context affecting the Dairy Sector; Monitoring the effect of the Dairy sector developments on the context
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Assumption:
Farmers willing to wait with selling in order to sell to formal buyers instead of the Hawkers

Assumption:
Processors are willing to pay more for better quality products and refuse bad quality

Assumption:
Consumers are willing to pay more for good quality products

Assumption:
The goals are shared and trust is established

3.7 Process of Building our EADD TOC in 2 or 3 Working groups

Based on the draft ToC , you will work in **2** mixed groups through **3** questions during 2,5 hours (*lunch in between*):

1. At the level of interest (outcome level), are these the desired changes? Why? Based on which assumptions? **Add / reformulate please!**
2. When you take into account the output level (level of influence), do you think that the set of interventions (level of control) will be effective? Why / Why not? Based on which assumptions? **Add / reformulate please!**
3. Which values drive EADD choice of interventions?



3.8 Connecting the results of the working Groups

1. Each person will receive 3 stickers for the most contested part of other group's ToC: desired changes at outcome level, changes capacities at influence level, set of interventions, values, assumptions (15 min)
2. Plenary discussion – most contested issues per group (15 min per group)



3.9 Validation of the EADD TOC

1. Presentation of the “new build ToC”
2. Could you please talk with your neighbour about why you agree and why not? On what parts?!
3. Could you write this on cards?



3.10 Elevator Pitch

An elevator pitch is a communication tool, a teaching tool (basic introduction to what you are or want to do) and is a hook.

It should generate interest and give a sense of direction.

Choose your client group.

Start with a summary sentence and then keep it:

- Concise
- Clear
- Compelling
- Credible
- Conceptual
- Concrete
- Consistent
- Customized
- Conversational.

Individual exercise, 10 minutes preparation, 2 minutes talk! The audience will write what they liked and what not! What should be in and what should be out!



3.11 Looking back to EADD1 With the TOC in mind

Reflection on EADD1 and storytelling of experiences

- Divide the group in 2 ;
- Think about a success full and a challenging experience while taking the TOC as a “base” ;
- Choose which one you would like to share;
- Share your story in the group during 3-5 minutes;
- 2 questions are aloud from the group!



3.12 Reflection and Concrete Actions

2 Reflection levels:

1. Individual: What would you like to change and what opportunities do you see? – please write this on a card! (**10 min**)

2. Regional: Do you see tension between the (overall) ToC of the programme and the interventions / activities? (**1,5 h**) / (directly in computer)



4. End result

- See copies!
- PME framework
 - Narrative
 - Simplified ToC
- Process of sharing
- Learning questions – local knowledge
 - Multiactor collaboration



5. Which lessons did I learn & which advise for ToC use have I?

- The timing in the project cycle is important
- Room for change from management perspective and internal believe
- Take into account existing power patterns – change group constructions often
- Openness of the participants to look out of the box and share successes as well as challenges (story telling)
- Translate jargon into own words / jargon (Elevator pitch)
- Keep on questioning and linking to different mind-sets
- ToC is useful for strategic planning, critical reflection and looking back, evaluations
- Deal with resistance



■ Questions?



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