



Introduction to Theory of Change (ToC) concept and use

SAPLING Vietnam Stakeholders' Workshop

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Why do we need a Theory of Change (ToC)?



Many of us are involved in initiatives aimed at making **CHANGE**

But **CHANGE** is complex

Theory of Change is an approach to better make **CHANGE** happen

Theory of Change & SAPLING



Theory of Change has been important part of developing SAPLING overall

There is a SAPLING initiative level theory of change

We are now co-creating theory of changes for the 15 SAPLING value chains across 7 countries

Vietnam - beef cattle, pigs, chicken

Theory of Change for SAPLING

Challenges

- **Livestock productivity** is low, increasing risk from degradation and climate
- **Gender and other biases** result in inequalities and exclusions
- **Animal source foods** are not optimally included for healthy and diverse diets
- **Livestock value chains** are inefficient limiting benefits
- **Evidence for informed decisions is lacking**, resulting in poor choices and weak policies
- **Solutions** not been appropriately packaged nor scaled, failing to achieve targeted gains

Work packages (WP), including innovation packages

WP1. Technologies and practices for sustainable livestock productivity

WP2. Safe livestock derived foods as part of diverse diets

WP3. Equity and inclusion

WP4. Competitive and Inclusive Livestock Value Chains

*Capacity development
+
Integrated technologies and delivery models
+
Strengthened enabling environment*

WP5: Evidence, decisions and scaling

Feedback

Outcomes

800,000 people (male and female) use co-created, demand-driven innovation packages resulting in a 30-50% increase in livestock productivity

Private and public sector partners invest at least \$30M in co-creation and delivery of technologies and practices for genetics, feed/forages, and health

6 organizations utilize Initiative-developed social behavior change communication strategies and tools targeted at incorporating safe LDFs into diverse diets

Public and private decision makers utilize the Initiative innovation packages to inform policies and investments towards an inclusive and sustainable livestock system, including progress towards equity and inclusion



Impact areas

Nutrition, health and food security

Poverty reduction, livelihoods and jobs

Gender equality, youth and social inclusion

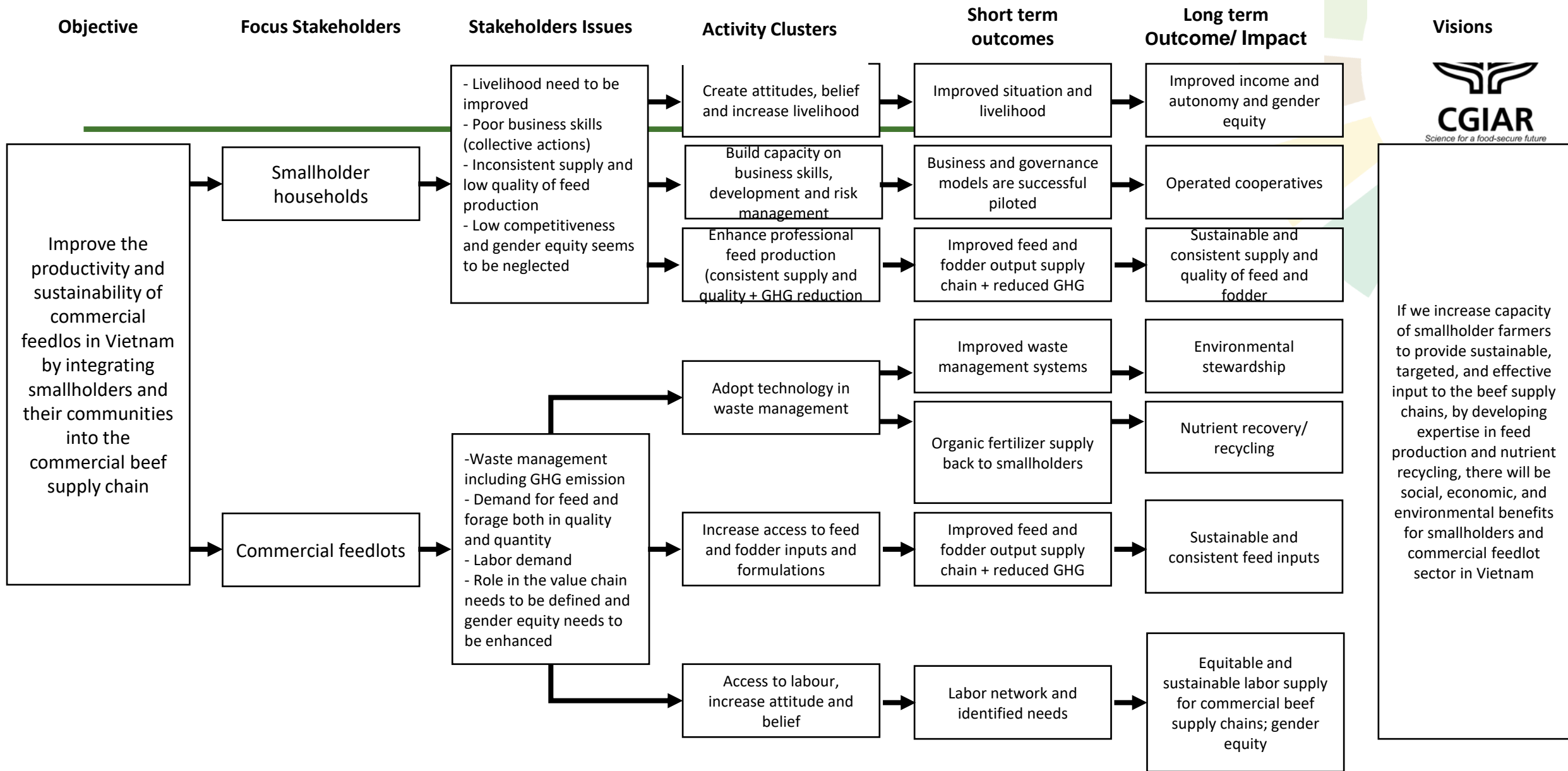
Climate adaptation and mitigation

Environmental health and biodiversity

Primary focus

Secondary focus

Example ToC: Integrating smallholder households in beef VC



Monitoring, evaluation, and learning

Terminology - outcomes



Outcome: Change in human behaviour

- Who, what change
 - Women and men farmers adopt integrated technology practices
 - Input and service providers applying skills in business management
 - Communities support women and youth to engage in profitable agribusinesses

Terminology – innovation package



Bundled service delivery
including AI, vaccines,
herd-health, and extension

Capacity development

Financing mechanism

Supportive regulatory
framework

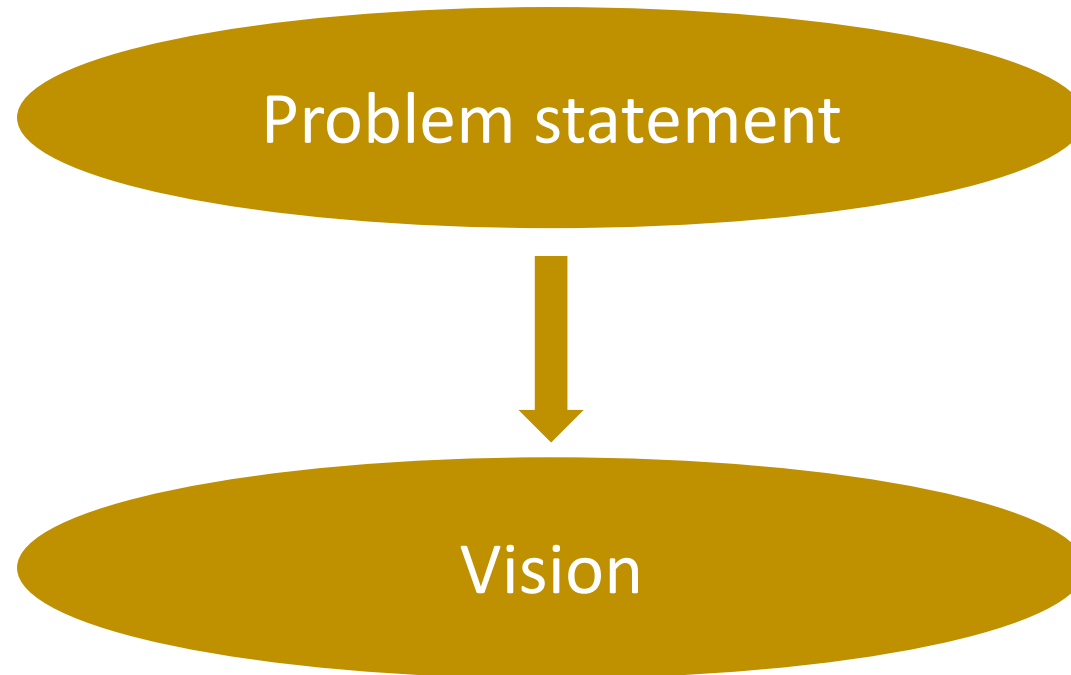
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Innovations: products,
technologies, services,
institutional
arrangements –
new or adapted

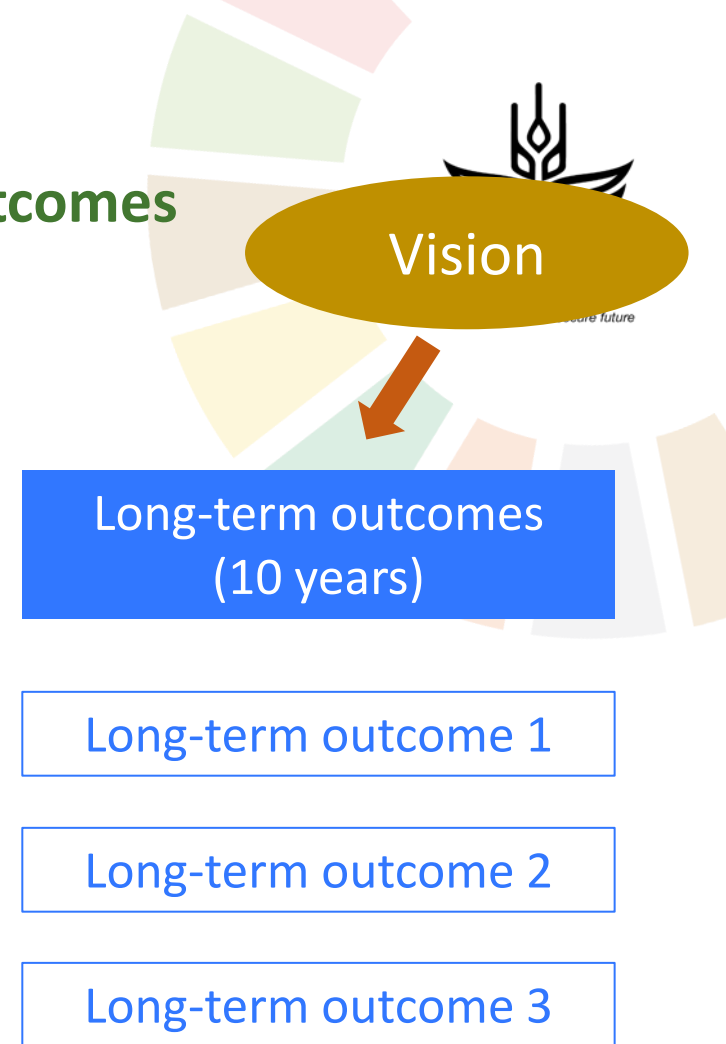
**Capacity
development**

**Enabling
environment**

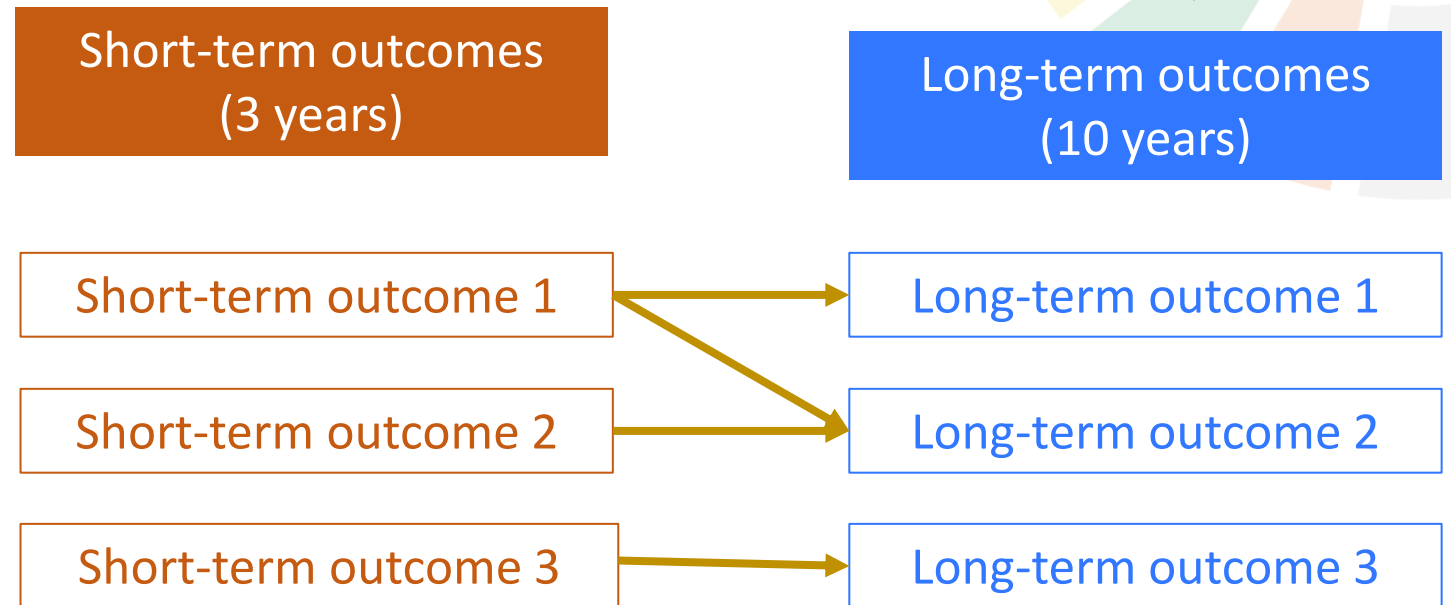
Creating a theory of change – problem and vision



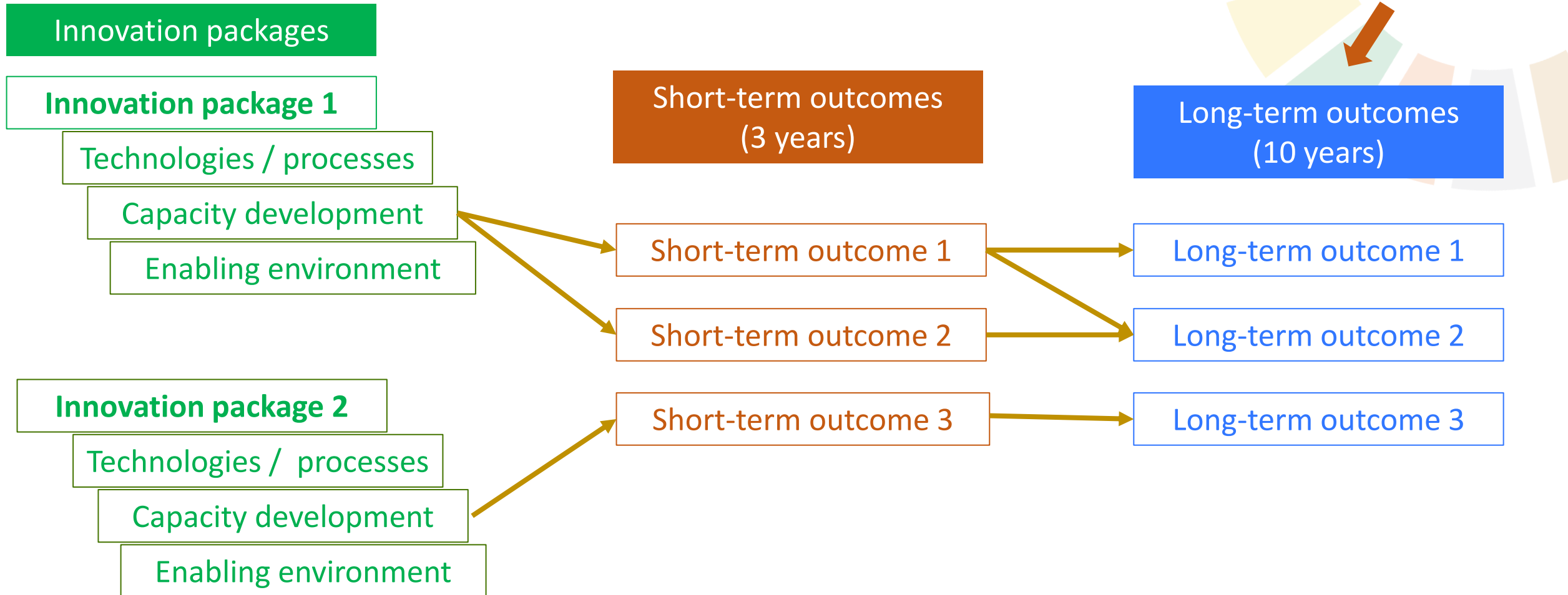
Creating a theory of change – working back from long-term outcomes



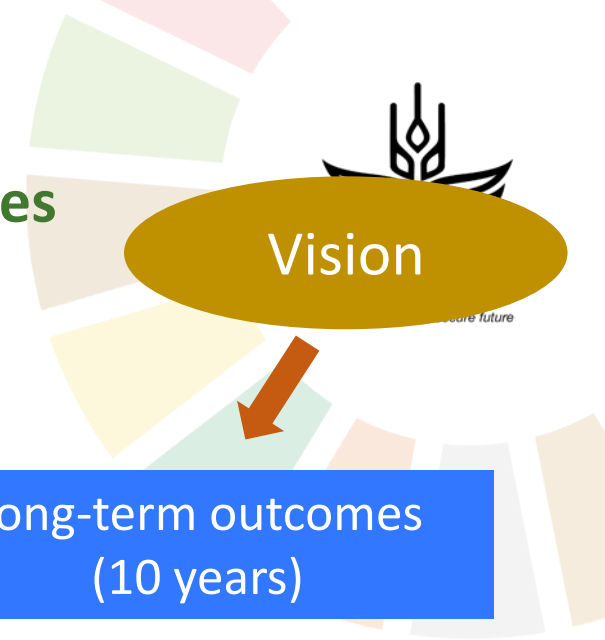
Creating a theory of change – working back from long-term outcomes



Creating a theory of change – working back from long-term outcomes



Creating a theory of change – working back from long-term outcomes



Innovation packages

Innovation package 1

Technologies processes

Capacity development

Enabling environment

Actors

Innovation package 2

Technologies processes

Capacity development

Enabling environment

Actors

Short-term outcomes (3 years)

Short-term outcome 1

Short-term outcome 2

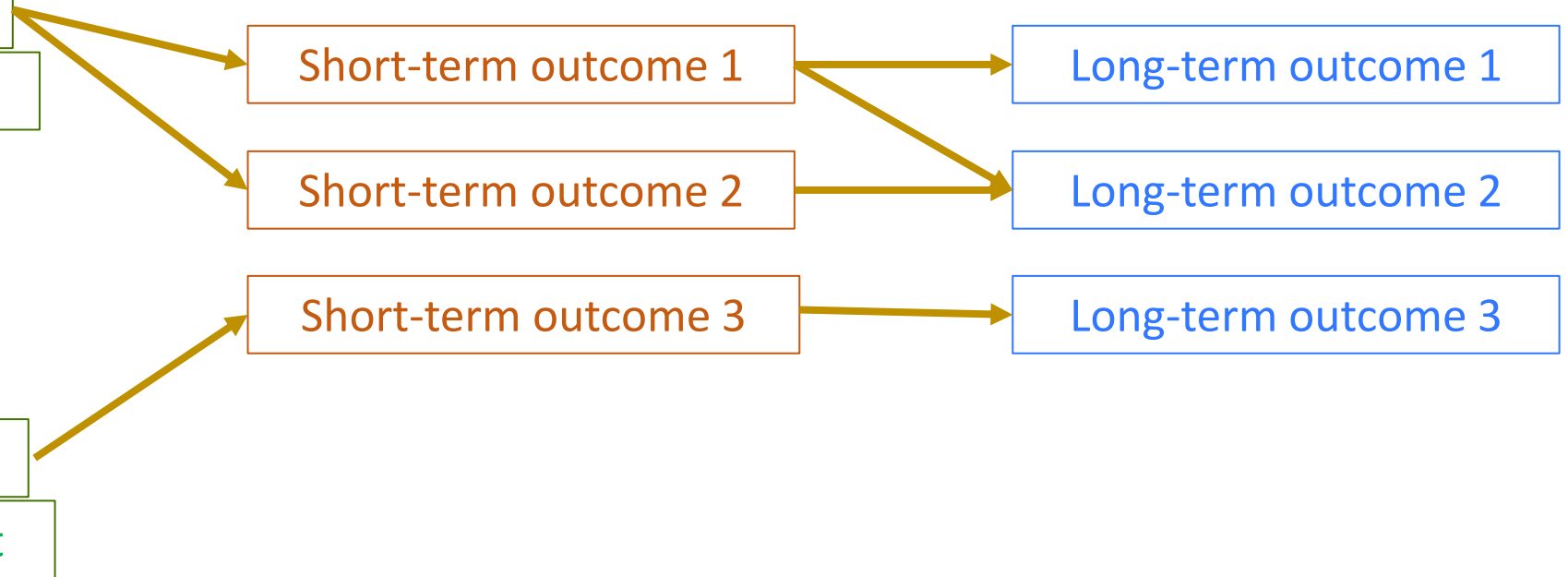
Short-term outcome 3

Long-term outcomes (10 years)

Long-term outcome 1

Long-term outcome 2

Long-term outcome 3



Creating a theory of change – working back from long-term outcomes

Vision

Innovation packages

Innovation package 1

Technologies processes

Capacity development

Enabling environment

Actors

Innovation package 2

Technologies processes

Capacity development

Enabling environment

Actors

Short-term outcomes
(3 years)

Short-term outcome 1

Short-term outcome 2

Short-term outcome 3

Assumptions

Assumptions

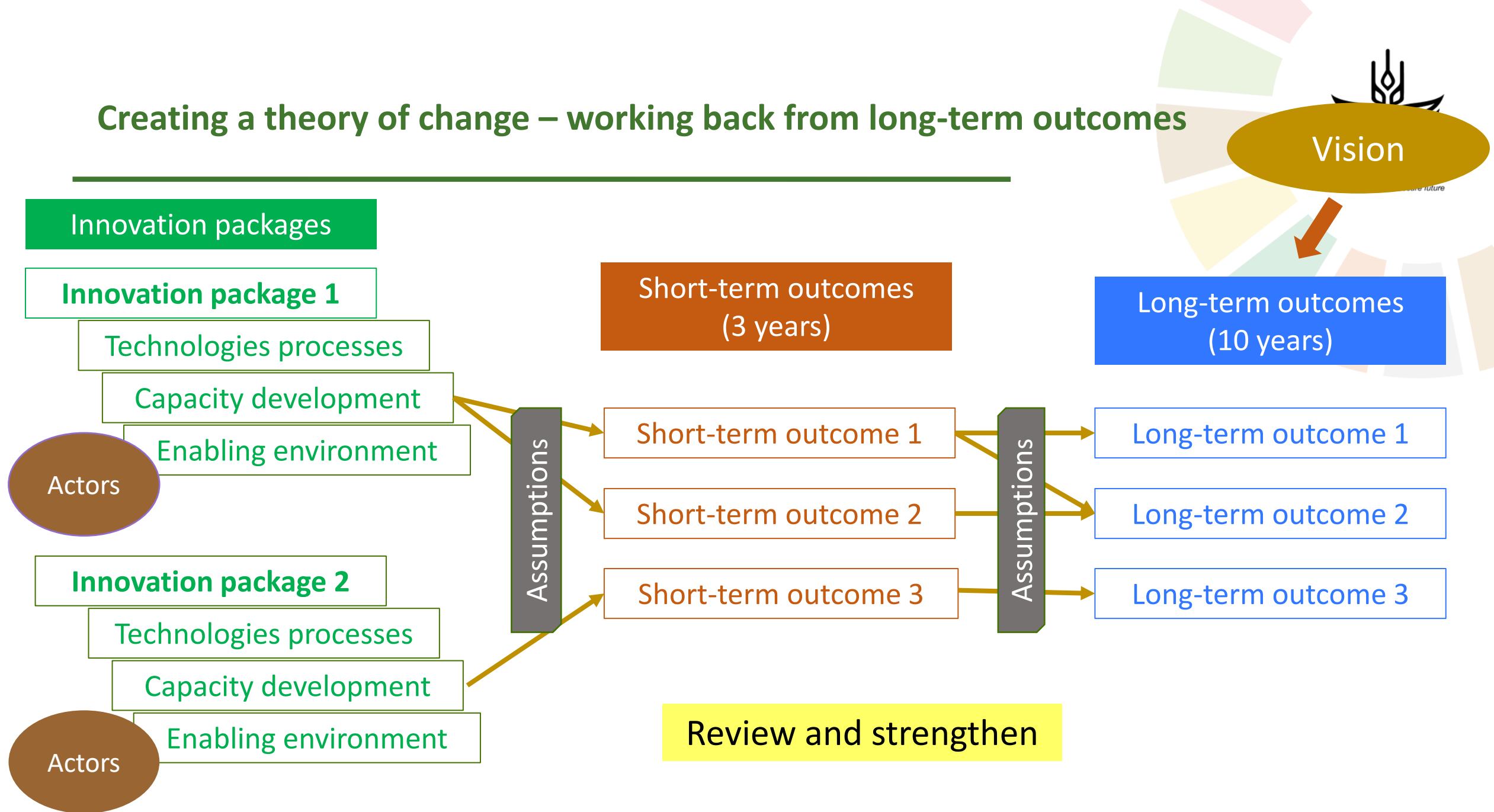
Long-term outcomes
(10 years)

Long-term outcome 1

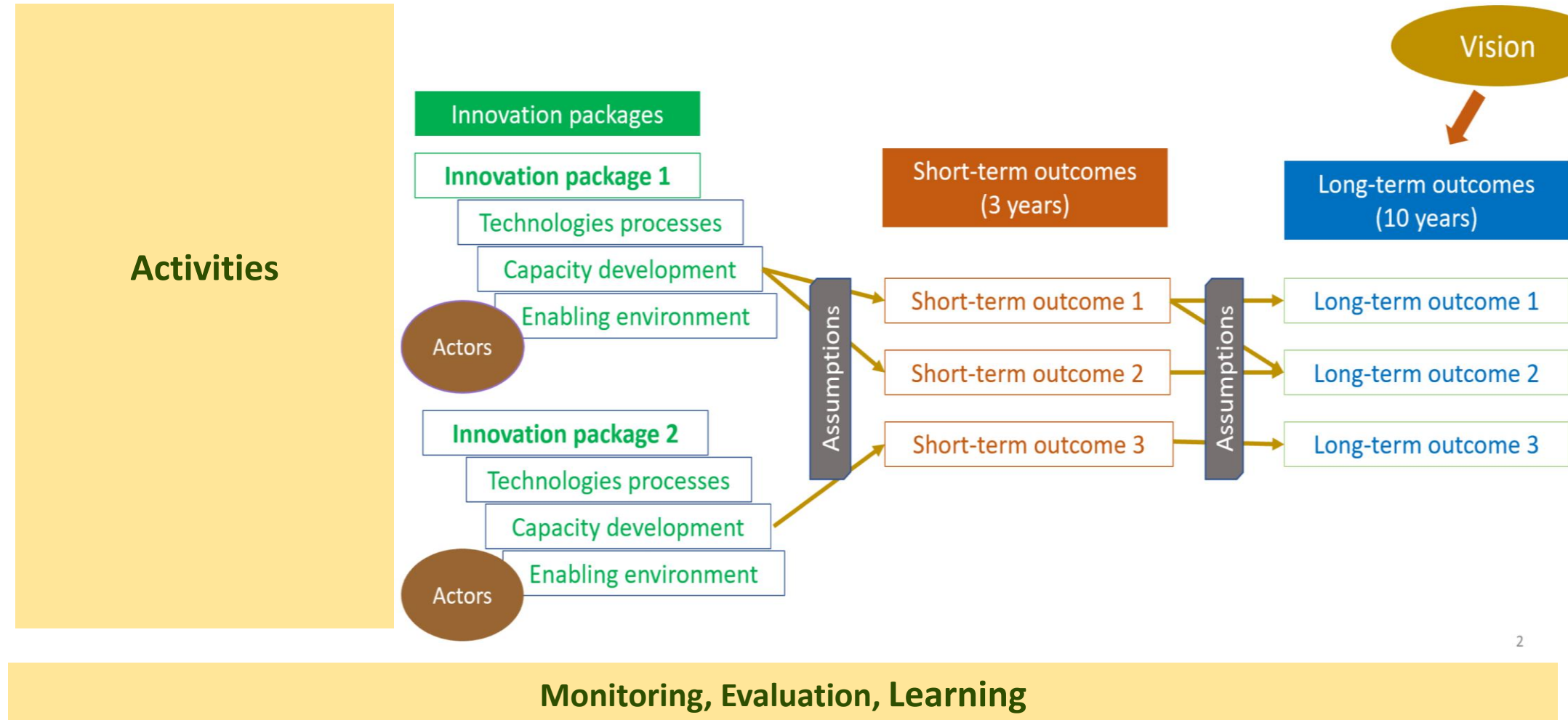
Long-term outcome 2

Long-term outcome 3

Creating a theory of change – working back from long-term outcomes



Theory of change – how it will be used



Theory of change (ToC) development - overview

- Develop **problem** statements
- Define the **vision**
- Agree on key **outcomes**, long-term (10 years) and short-term (3 years)
- List provisional **innovation packages**:
 - **Innovations** - products, technologies, services, institutional arrangements
 - **Packaged** together with changes to policy/enabling environment and capacity development
- Identify and assign roles and responsibilities to different **actors**
- Document **assumptions**
- Review for **gaps** in overall causal logic

