Creating a Local Theory of Change

Implementing the ROMA Cycle in the
"Next Generation" Performance Management Framework

ROMA Next Generation Video Series

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AMERICA'S POVERTY FIGHTING NETWORK

Results-Oriented Management
and Accountability

Family   Agency

Community

ROMA Next Generation Video Series

Creating a Local Theory of Change

Understanding Community Level Work

Setting the Stage for Data Collection

Introduction to Data Analysis

Implementing the Full ROMA Cycle

Identifying a need…..

What is the Outcome?

Need:

Rosalina doesn't sleep in her own bed all night

Outcome:

Rosalina will sleep in her own bed all night

Assumptions

- Belief or idea based in logic but formed without evidence, unconfirmed

Example:

I assume there will be food at a party.

What are our assumptions?

Need:

Rosalina doesn't sleep in her own bed all night

Outcome:

Rosalina will sleep in her own bed all night

Quality of sleep is important for good health and good mood

Sleeping in her own bed will improve <u>everyone's</u> quality of sleep

Theory of Change

Conditions Necessary:
She is healthy, the room temperature is comfortable, there are no thunderstorms or other distractions

Need:
Rosalina needs to sleep in her own bed

WHAT CAN WE DO?

Outcome:
Rosalina will sleep in her own bed all night

Sleeping in her own bed will improve everyone's quality of sleep

Quality of sleep is important for good health and good mood

Assumption: The reward is more valuable to her than sleeping in our bed

Assumption: The short term strategy will lead to long-term behavior change

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Logic Model (Or Theory of Change)

Need:

Rosalina needs to sleep in her own bed

Strategy:

Create a sticker chart with a reward for staying in her bed

Outcome:

Rosalina will sleep in her own bed all night

What is success?

What Does a TOC Communicate?

What is the need that will be addressed?

Who are you seeking to influence or benefit?

What you are seeking to achieve (what will change?)

How you will work towards your outcomes?

What are the assumptions and underlying conditions?

Theory of Change

A theory of change articulates the assumptions about the processes through which intended changes will occur and the organizational capacities to manage such processes; further, it specifies the ways in which short-term outcomes drive to intermediate outcomes and how intermediate outcomes create the conditions that make long-term outcomes likely. It is the "bridge" that links an organizations concrete, daily operations with its mission.

David Hunter
Theory of Change Glossary
CRE and Hunter Consulting, LLC

Theory of Change: The Bridge
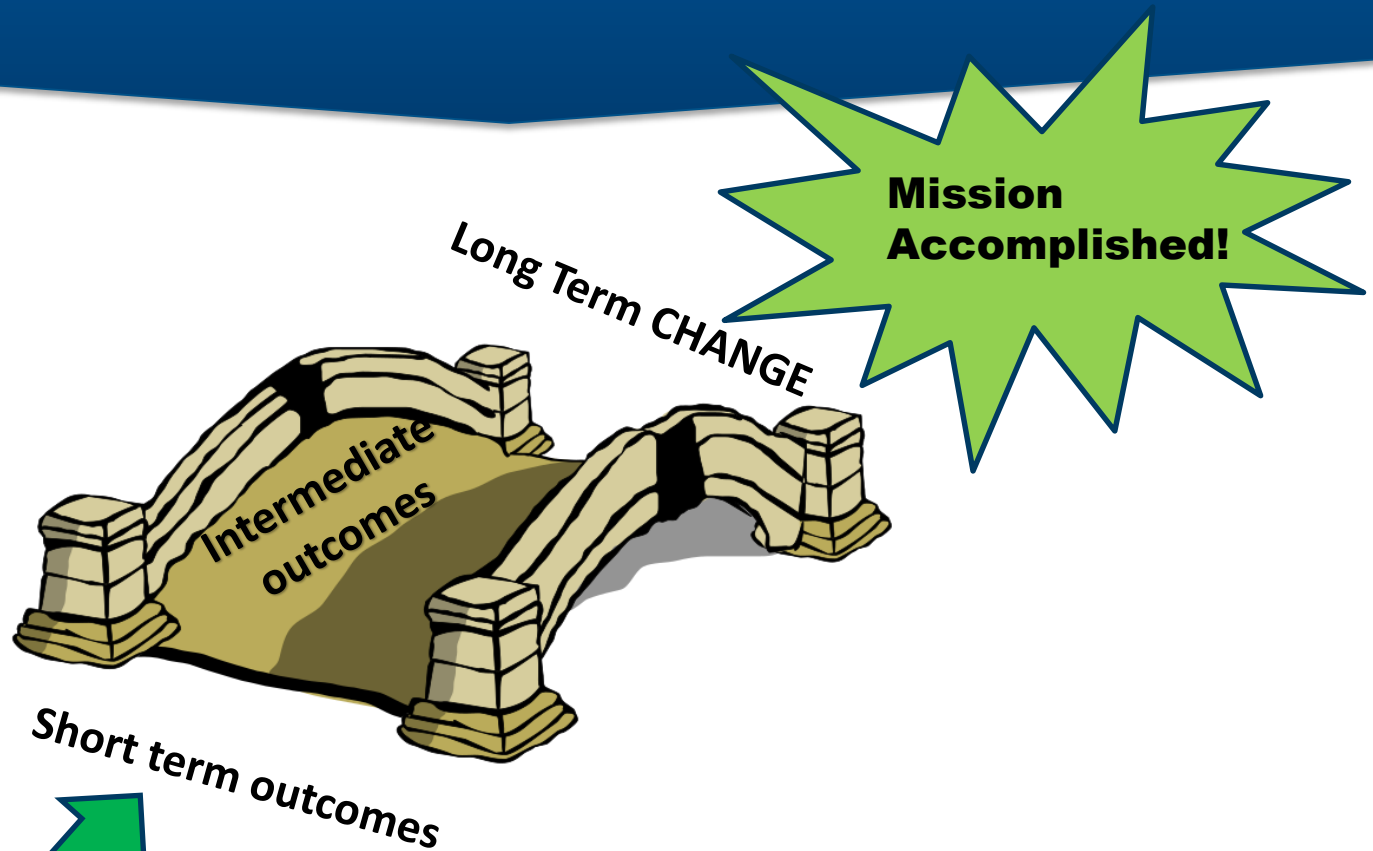
Assumptions

What We Believe about Poverty

Poverty is a complex problem.

It requires long-term and multi-faceted strategies that integrate agency and community resources.

Stabilization is a first step on the continuum toward self-sufficiency.

Community stakeholders, particularly those with a low-income, best know their community's needs.

Family and community successes are interconnected.

What is poverty?

| What are the causes and conditions in the community? | What is the impact of poverty on the community? |

Conditions and Causes of Poverty

Employment

Conditions	Causes
high rate of unemployment or underemployment in the community	jobs lost because of change in economics of the community
individuals are unable to find sufficient work to support a family	no employment opportunities for certain demographic groups or in certain geographic areas

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What assumptions are communicated in your mission statement?

Communicated in Mission Statements

Assumptions about the causes and conditions of poverty

Agency's role in its reduction

Example Mission

"To provide opportunities for people to reach their goals in order to enhance their lives, their families, and their communities."

Example

"To provide opportunities for people to reach their goals in order to enhance their lives, their families, and their communities."

People have goals

Attainment of the goals will improve their lives, families & communities

They need more opportunities

We can provide the opportunities

What assumptions are communicated by your agency's selection of services or interventions?

Can you identify what assumptions are behind this service?

Our agency will provide credit counseling to low income people who are deeply in debt.

Can you identify what assumptions are behind this service?

Our agency will provide credit counseling to low income people who are deeply in debt.

- People in debt do not know how to manage credit
- There is a path for families to get out of debt.
- People in debt have sufficient resources but just can't manage them.
- We can provide the counseling services

Can you identify what assumptions are behind this strategy?

We are a part of a community coalition that works with existing and potential employers who are not giving jobs to local residents

Can you identify what assumptions are behind this strategy?

We are a part of a community coalition that works with existing and potential employers who are not giving jobs to local residents

- Employers would want to work with the community
- Employers are not familiar with the pool of workers in our community
- There are local people who have the skills to do the jobs
- We must work together to increase the impact

Local Theory of Change

The Process Should

Challenge the underlying logic of the connections between activities/ programs and outcomes and the long term goals.

Admit where there are leaps of faith.

Acknowledge where there are gaps in your knowledge about what else you may need to find out.

Capture the complexity of the issue and the nature of change.

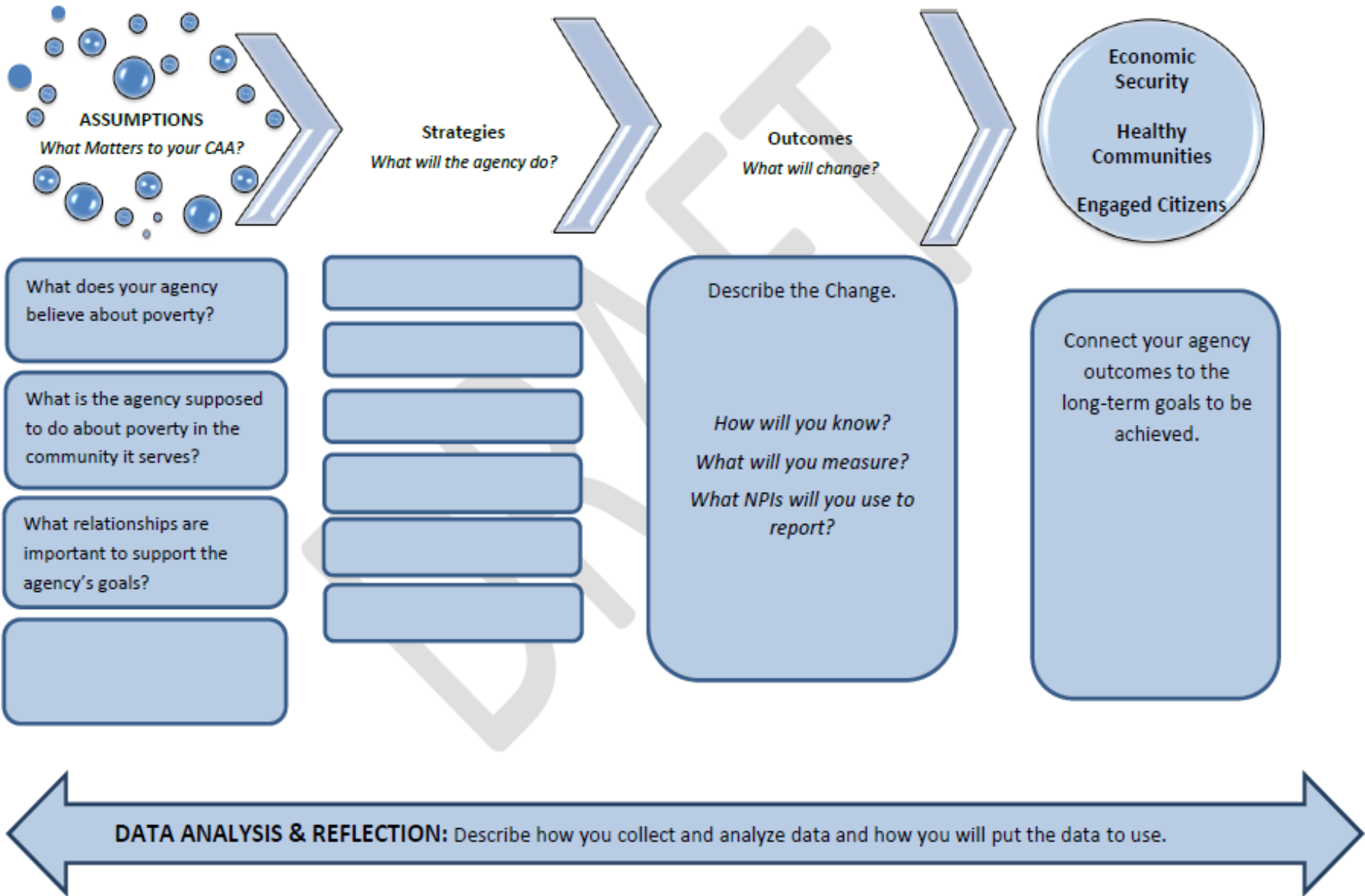Be realistic about what can be accomplished with the resources at hand.

Take external context into account.

Provide clear measures of success.

Local Community Action Theory of Change

ASSUMPTIONS
What Matters to your CAA?

Strategies
What will the agency do?

Outcomes
What will change?

Economic Security

Healthy Communities

Engaged Citizens

What does your agency believe about poverty?

What is the agency supposed to do about poverty in the community it serves?

What relationships are important to support the agency's goals?

Describe the Change.

How will you know?

What will you measure?

What NPIs will you use to report?

Connect your agency outcomes to the long-term goals to be achieved.

DATA ANALYSIS & REFLECTION: Describe how you collect and analyze data and how you will put the data to use.

Guide to Creating a
Local Theory of Change

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