From Theory of Hope to Theory of Change
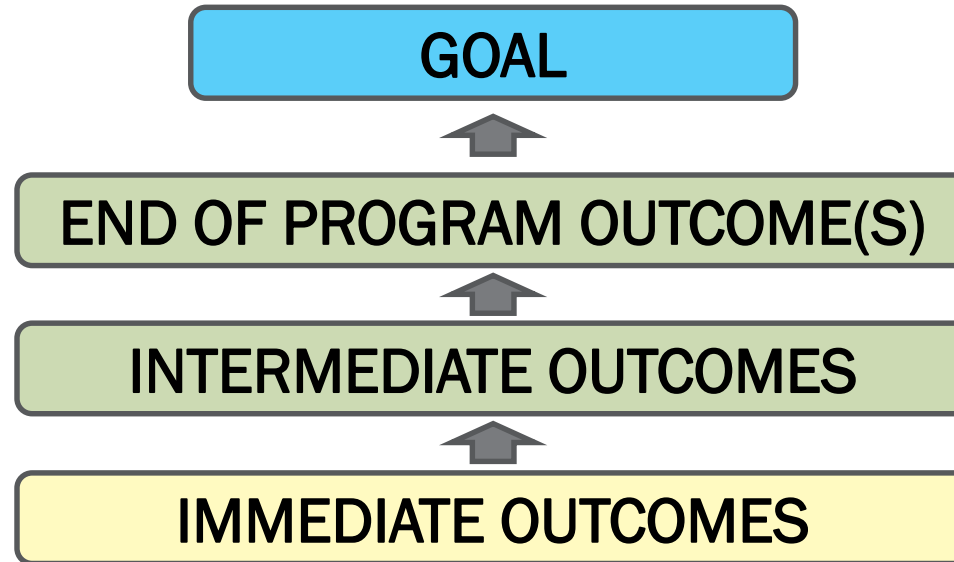
Damien Sweeney – Clear Horizon

Overview

- Theories of Change are the foundation for program design and evaluation

- Achieving change often includes behaviour change

- Behaviour change is not easy nor simple

"I can take the despair. It's the hope I can't stand." John Cleese

Theory of Change

Explains how change happens, but does <u>not</u> include activities.

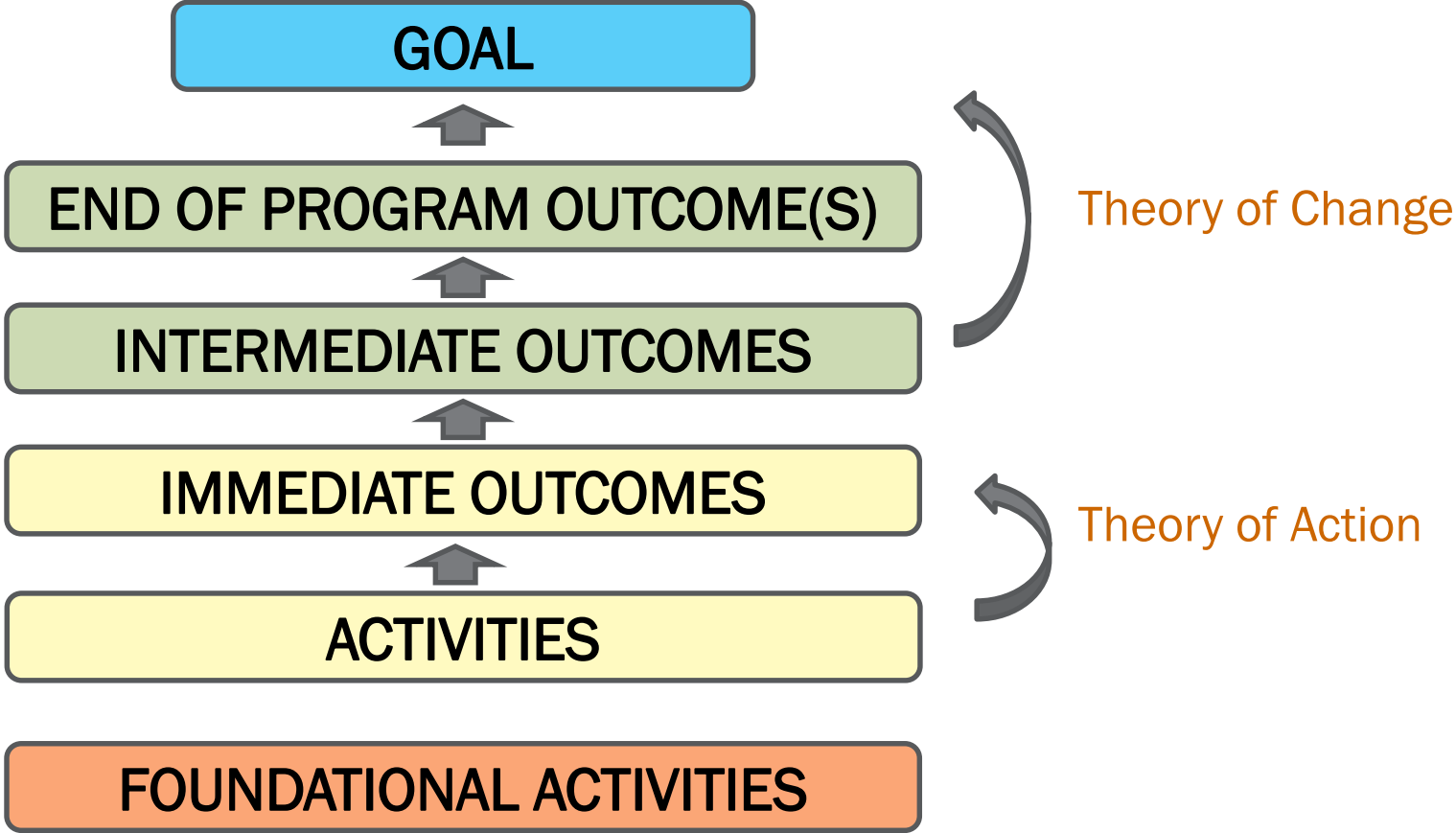Note: will have multiple pathways- simplified in this diagram

```
        ┌──────────────────────────────────┐
        │              GOAL                │
        └──────────────────────────────────┘
                        ▲
        ┌──────────────────────────────────┐
        │    END OF PROGRAM OUTCOME(S)      │
        └──────────────────────────────────┘
                        ▲
        ┌──────────────────────────────────┐
        │      INTERMEDIATE OUTCOMES        │
        └──────────────────────────────────┘
                        ▲
        ┌──────────────────────────────────┐
        │       IMMEDIATE OUTCOMES          │
        └──────────────────────────────────┘
```

Theory of Action

How to activate the desired change, through activities to change undesired behaviours and promote desired behaviours

IMMEDIATE OUTCOMES

↑

ACTIVITIES

How do we develop a Theory of Action?

Theory of Hope......
- Not everyone thinks or cares like you.
- Change a person's attitude!
- Increase a person's knowledge and awareness of a problem.
- Economic self-interest will lead to the 'right' choice.

Foundational research into behaviours

How can we (get out of the office to) better understand the behaviour?

"For policies and programs to represent more accurate models of human behaviour they need to be informed by how people actually behave…….. informed by the voices of end-users and front-line workers, i.e. not just policy designers"
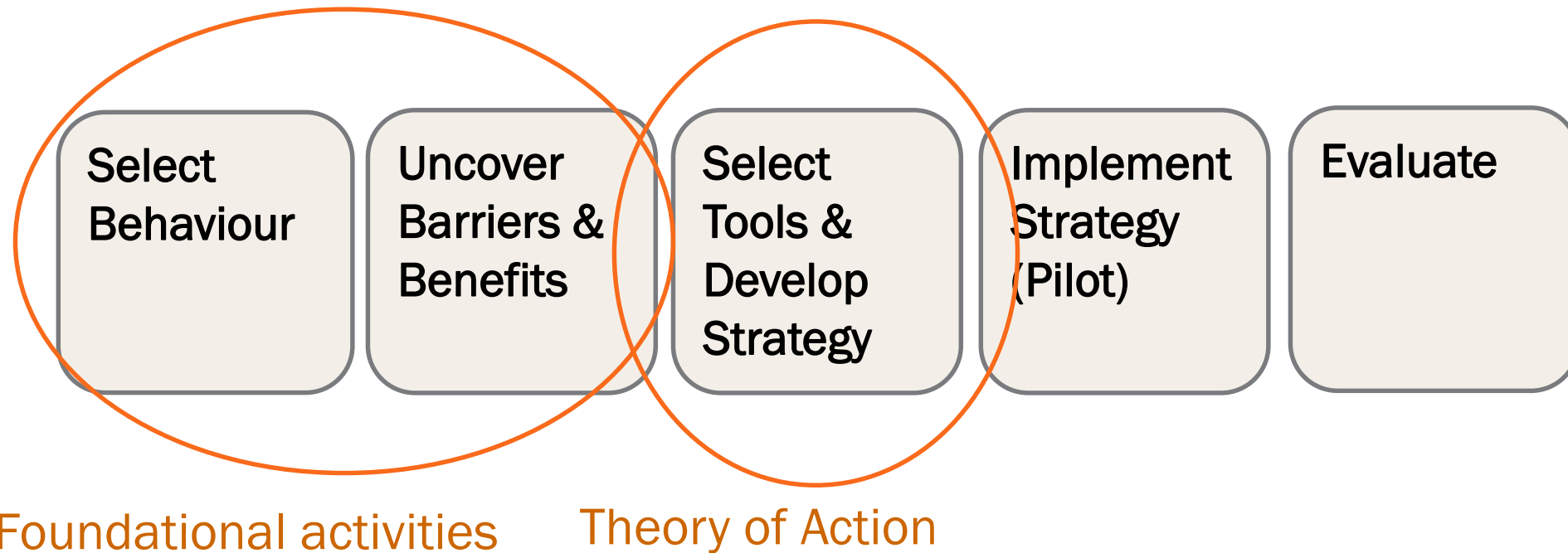
- Existing research (if recent & relevant to context)
- Interviews
- Observations
- Surveys
- Focus Groups
- Other human-centred design methodologies

BEHAVIOURAL ECONOMICS TEAM
OF THE AUSTRALIAN GOVERNMENT

Guide to developing behavioural
interventions for randomised
controlled trials

Nine guiding questions

Phil Ames and Professor Michael Hiscox[1]

September 2010

https://www.pmc.gov.au/domestic-policy/behavioural-economics

Community-Based Social Marketing

Dr Doug McKenzie-Mohr
www.cbsm.com

| Select Behaviour | Uncover Barriers & Benefits | Select Tools & Develop Strategy | Implement Strategy (Pilot) | Evaluate |

Foundational activities   Theory of Action
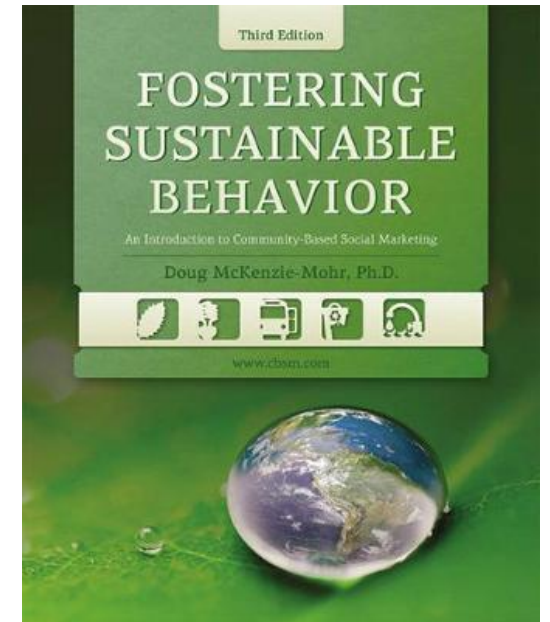
Uncovering barriers and benefits

- Barriers and benefits are unique to specific behaviours, and for different target groups

- Break behaviours down – *uncover barriers to activities*

Mapping 'tools' to barriers

Barrier	Tool
Lack of motivation	Commitment, norm, incentive
Forget	Prompts
Not the "right thing to do"	Norms
Lack of knowledge	Communication
Inconvenient	Convenience

Strategies or Theory of Action

DEFRA's 4 Es

Our tools - the 4Es model provides one tool to ensure a mix of interventions

defra
Department for Environment
Food and Rural Affairs

SYSTEMS & CAPACITY: *make it easier to act*
Remove barriers/ ensure ability to act; Build understanding; Provide facilities/viable alternatives; Educate/train/provide skills; Provide capacity

Influencing behaviour is most effective when measures are combined from across these four broad categories of policy tools

Enable

PROVIDE INCENTIVES & DISINCENTIVES: *give the right signals*

INCENTIVES to encourage, and **DISINCENTIVES** to ensure your target audience responds; Provide feedback
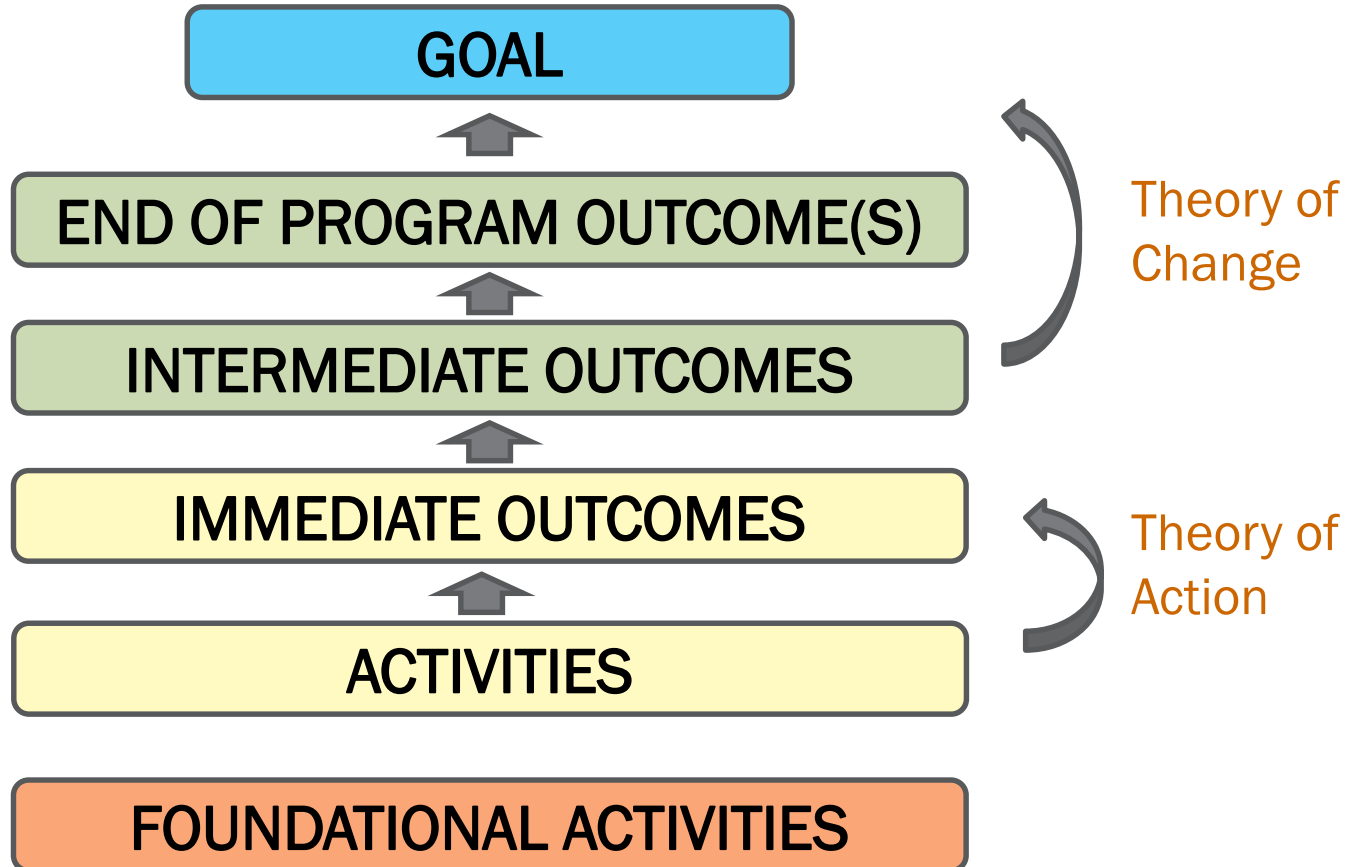
Encourage

Is the package enough to catalyse change?

Engage
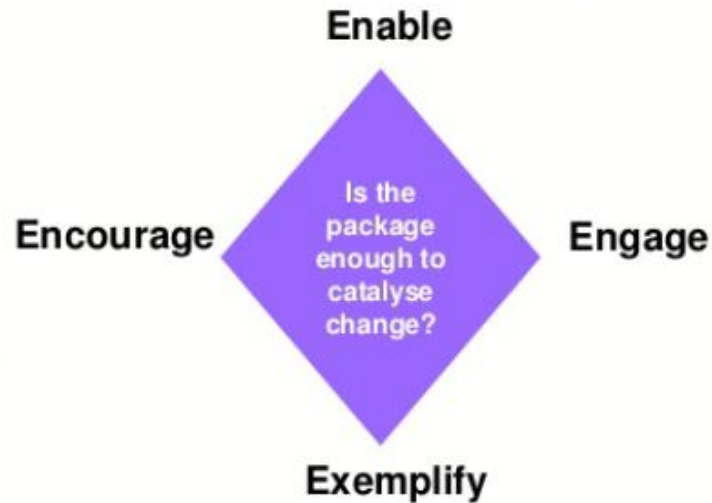
Get people involved
Work with trusted intermediaries; Use networks; Coproduce; Use insight to mobilise population groups (segment)

Exemplify

DEMONSTRATE SHARED RESPONSIBILITY
Lead by example; Consistency in policies; Demonstrate others are acting

Defra 4Es tool is embedded in Government's Mindspace tool within the 6Es, which highlights the importance of initial exploratory work and evaluation to add 'explore' and 'evaluate'

11

Recap

GOAL

↑

END OF PROGRAM OUTCOME(S)

↑

INTERMEDIATE OUTCOMES

⟳ Theory of Change

↑

IMMEDIATE OUTCOMES

⟳ Theory of Action

↑

ACTIVITIES

FOUNDATIONAL ACTIVITIES

CBSM workshops – special AES offer!

	Introductory	Advanced
Melbourne	19th - 20th March, 2018	21st - 22nd March, 2018
Brisbane	26th - 27th March, 2018	28th - 29th March, 2018

EMAIL: Jason@ecocentrics.com.au

Thankyou

Damien Sweeney - damien@clearhorizon.com.au

Visit the Clear Horizon booth

www.clearhorizon.com.au