



# Instructional Design Model

IMPACT PATHWAY AND THEORY OF CHANGE  
REVISION MODEL  
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# Introduction

## **Participatory development of pathways to impact for the next 5 years phase for the Kailash Sacred Landscape Conservation and Development Initiative(KSLCDI) of a regional non-government organization in South Asia.**

The KSLCDI initiative (program) aims to achieve long term conservation of ecosystems, habitats and biodiversity, while encouraging sustainable development, enhancing the resilience of communities in the landscape, and safeguarding cultural linkages among local populations. This program falls within the Trans-boundary Regional Program and works mainly in the border areas of Nepal, India and China.

A **theory of change** is a story of how our initiative will work or has worked (adapted from Weiss, 1995). It is developed to guide the implementation of the project, in this case the KSLDCI initiative. The reason for revisiting it is to learn and improve on current efforts of the initiative, and to be accountable.

A **participatory impact pathway approach** (PIPA) involves the participatory generation of impact pathways and their subsequent use (Alvarez, et al., 2010). PIPA not only uses logic models (Like the LFA- Logical Framework Analysis) and log-frames, but also engages stakeholders in a structured participatory process, promoting learning and providing a framework for 'action research' on the process of change.

## Model Background

### ***Context***

The model shows how the various stakeholders come together to map the course ahead for the next 5 year phase of KSLCDI program. It shows the participatory process that is followed by relevant stakeholders in reflecting upon the last 5 year phase, documenting the success stories and lessons learned, and finally mapping the road ahead. Factors like the overall program and organizational goals, donor requirements and funding will also need to be considered by the participants while developing this "map".

Major components of mapping out the way forward would include revising the theory of change and participatory impact pathway analysis, and having targets set.

## **Key Personnel & Their Roles**

This section has a table that includes the roles of the units and individuals required during the participatory development of impact pathway for the KSLCDI project in the next 5 year phase.

<b>Role</b>	<b>Description of the Role</b>
M&E Unit	The main support role for the whole process would be provided by the 5 members of the unit. They would be responsible from document analysis to following up on the new 5 year plan. Their involvement in this is assumed to be ongoing even after the establishment of the next 5 year plan as they would be the ones updating the living documents that are created.
External M&E and PIPA development consultant/ Facilitator	This individual would also have an overarching role over this whole process, supported by the M&E unit. The person would provide lead to the whole process and in the end would hand over this role to the M&E unit at the end
Project field staff	The individuals would be involved in the internal planning, joint planning and M&E session. They would provide the field experiences in terms of success and failures of the last 5 years
Project staff and managers	The individuals would also be involved in the internal planning, joint planning and M&E session. However, their mail input would be used in internal planning.
Program Advisory committee	This would be a committee of senior managers who would be involved in finalizing a loose framework for the next 5 years from the organizational perspective. They would be involved in the internal planning stage and lead to the formation of draft outcome objectives.
Partner organization members	The staff members that have worked on the project from the partner organizations will be present during the joint planning stage. They will provide feedback to the drafted outcome objectives and give ideas in planning.
Local government officials	The government officials can not only provide inputs to operations on the ground, but can be informed of the projects that are taking place in their areas. They could be consulted for policy related concerns.
The organizations finance and	They would provide input and help shape realistic plans from internal planning to the end of the M&E session

directorate	
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## ***Environment***

The organization has 6 Regional Programs (RP) and 4 cross-cutting Theme areas to form an overall matrix structure. The program that the workshop aims to address is KSLCDI, which falls under the RP of transboundary landscapes and primarily under the theme ecosystem services. The program is heading into its third 5-year cycle and needs to develop the theory of change and impact pathway for the next phase.

The organization has its overall strategic objectives, and the program KSLCDI has its own specific objectives. The program objective addresses components of the objectives of the organization as a whole, working within the Regional Program objectives in the middle. Besides the programs in the organization, there is also the over arching directorate, knowledge management & communication, SPM&E (Strategic Planning, Monitoring and Evaluation) and finally the Administration and Finance Units.

The entire organization is research based, and operates as knowledge based institution. The KSLCDI programs, like all others in the organization, works on various sites on the ground with the help of local partner organizations for the implementation of its projects.

The basic unit of activities that the program performs is set to the outputs that are made in coordination with all the stakeholders and the SPM&E unit at the beginning of each of the program phases. These outputs would lead to outcomes and then the objectives of the KSLCDI program as a whole. The output need activities to be achieved within them; and further the inputs would feed into the activities.

## ***Intended Audience(s)***

The model would have an audience that would cater first to the program implementation team- from the field staff, to partner focal people and managers, to local government officials, program leads and managers. The facilitator, the directorate, monitoring evaluation and program officers would also be audiences. Finally policy makers, donors and local governments would be secondary audiences.

## ***Rationale for Model***

An updated Theory of Change and Impact Pathway for the Kailash Sacred Landscape Initiative which will be used for the next phase (5 years). This will require a

workshop with all major stakeholders of the KSLDCI initiative present. It will also require an external expert to facilitate the workshop and assist in the creation of the theory of change and impact pathway.

The program stakeholders would be the KSLDCI program staff, partner organization's managers and staff, our organizations Regional Program and Thematic managers, the directorate and Monitoring and Evaluation personnel, and focal people designated by the program for different functions within and outside the organization.

The program would be delivered during the workshop meet when all the major stakeholders would be together in a venue. The workshop would be conducted mainly by the facilitator (expert) and the monitoring evaluation unit, supported by the senior management of the organization. Delivery would take place through talks, panel discussions, group activities, lectures, presentations, case stories and so on.

This process incorporates what is widely used in development sector, an approach known as Participatory Impact Pathway Analysis, which emphasizes the engagement of participants on predicting the project outcomes, and how this will lead to socio-economic and environmental impacts. At the heart of this process is the "participatory" workshop in which the project implementers and key stakeholders construct project impact pathways. In such workshops, participants are expected to create a logic model once the underlying impact pathway have been discussed and agreed upon.

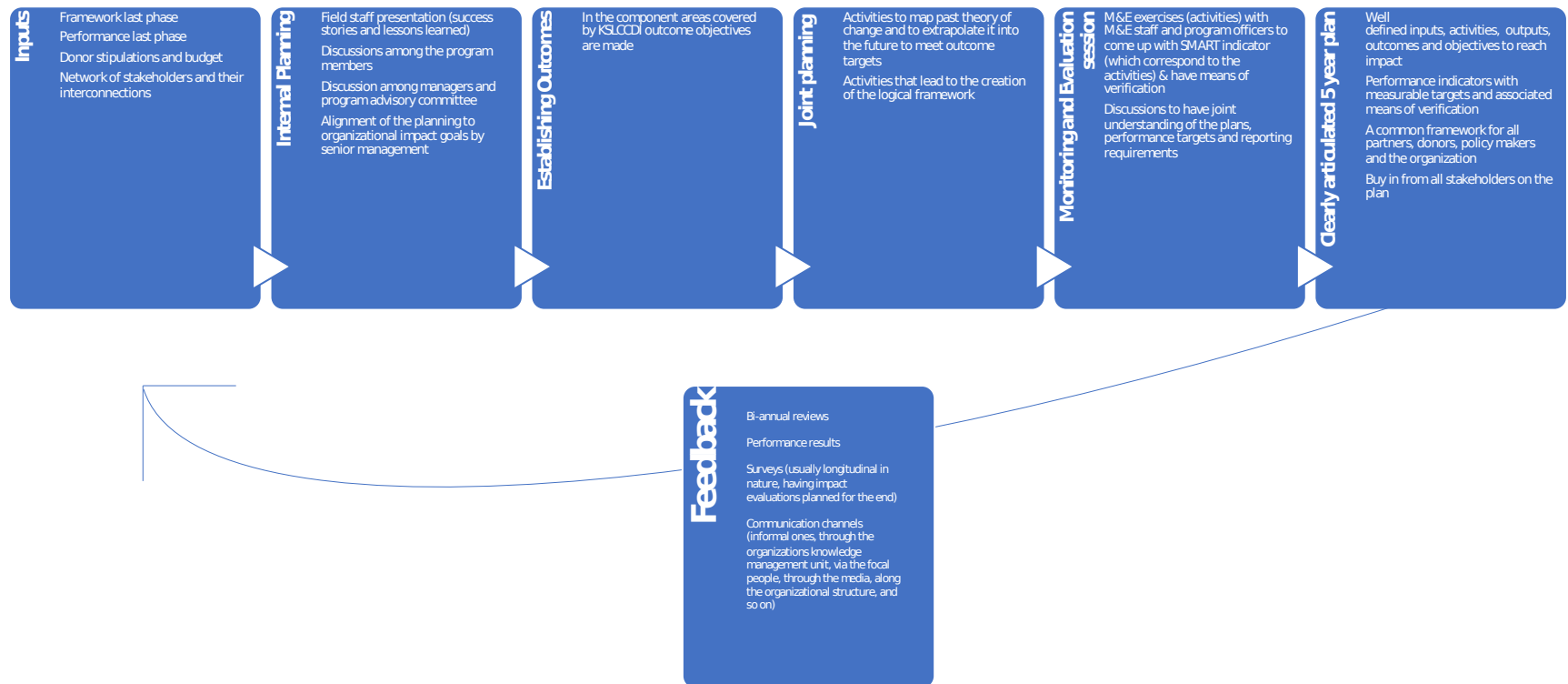
### ***Model Assumptions and/or Constraints***

The impact pathway approach has been used in the project since the beginning of the last phase, so since just above 5 years ago. It can be assumed that all the project staff have an idea of the approach. Of course, the field staff coming from the partner organizations could have less knowledge about it, but the ones from the organization are expected to have good working knowledge on it. The participatory approach taken at this point should also help to improve knowledge on the concept.

One possible constraint that this model may have is that it may not take into account the roles perspective of staff working on the field. This fact should be taken into consideration and measures taken to ensure roles of staff, especially of those on the field, and coming from partner organizations be made clear as well.

# The Model

## Impact Pathway and Theory of Change Revision Model



The model is basically an input- process- output system with a feedback loop. The only difference is that the output for one step becomes the input for the next. Hence it looks as if there are more steps as a whole.

## **Analysis and Design of Model**

### ***Model Components***

#### 1. Steps to do Front-End Analysis

- Document Analysis (Logical Framework Analysis, Reports, Theory Of Change (previous phase)
- Online survey
- Interview and Focus Group

#### 2. Instructional goals and objectives.

Goal: Participatory development of pathways to impact for the next 5 years phase for the Kailash Sacred Landscape Conservation and Development ) Initiative (KSLCDI of a regional non-government organization in South Asia.

Some objectives to achieve the above-mentioned goal are:

- Identify the most significant changes generated by the initiative. This would be based on the activity for the last 5 years of the program.
  - Something that is producing outcomes for others, something that has energy/ momentum.
  - Something that would be shown first to an evaluator/ donor/ influential people
- Describing how the particular KSLCDI initiative contributed to the change. The interventions undertaken as part of activities of the program and their contribution to the changes should be explained
- Revisit the original Theory of Change. A major focus for the KSLDCI initiative would be to revisit its “transboundariness”, as this initiative fits within the broader Regional Program of trans-boundary landscapes. Also there is need to identify the implications and the required next steps for the new phase.
- Extrapolate similar changes for the next phase based on need and requirements. This would be done by stating the outputs, figuring what needs to be done to achieve it and describing necessary inputs.

#### 3. Methods and media of instruction.

The major resources required for this (two or three days) workshop would be the cost of bringing the professionals and other stakeholders together in one venue. This would include travel, hotel costs (as well as other logistical requirements), per diem's, food and so on. An expert in the area of conducting such theory of evaluation and impact workshops would be hired for the workshop. The expert would be supported by the monitoring and evaluation unit of the organization.

The workshop hall would require basic office supplies, computers, multimedia projector, flip board charts, and other similar things. The media of instruction would be mainly discussion based, with cases and some lectures.

#### 4. Formative and Summative Evaluation

The KSLCDI initiative specific theory of change that would be created at the end of the workshop would provide a timeline of the activities. This would further provide milestone and assessment points during the project. Assessments would mainly include internal ones within the organization and with the implementing partners. Reviews would be done at the end of the each first six months internally within the organization, and one at the end of the year with all major stakeholders present (including partner organization members).

The logical framework would include indicators of progress with milestones. These would provide a quantitative and qualitative way of assessing the progress of the various activities and interventions in a periodic manner. The indicators would also have means of verification associated with them. Follow-up on the progress according to the indicators would be made during the reviews.

The progress on the ground would be done with an initial survey, a mid line survey (before the third year), end line survey (around the end of the five year period), and an impact assessment survey after the completion of the phase. The review, assessments and all surveys during the 5 year phase would contribute to the **formative assessment**. The impact assessment survey would provide information that would be used for **summative evaluation**.

### ***Communication & Diffusion Plan***

The whole approach deals with a **participatory development** of impact pathways and in the creation of a living document. The model will lead to the creation of a **well-articulated 5-year plan with a logical framework and a broad Theory of Change**. The organization of the event (workshop) itself is to promote a common understanding on the way forward.

The logical framework and theory of change will be incorporated into an overall **report** at the end of the workshop. The facilitator and the M&E unit would do this together. The **periodic progress reports** coming from the partners and the



institution would serve to communicate and update the LFA's (Logical Framework Analysis). **Surveys** undertaken at the sites would also lead to reports on progress.

Majority of communication regarding the progress would take place from **project staff, project officers, implementing organizations, the Knowledge Management Unit in the organization, designated focal people at various governmental and academic institutions**, and so on. Besides this, the **organizational structure** would also assist in the flow of the regular work of the organization, between initiatives, projects, themes and other departments.

## **Conclusion**

This model serves to develop the pathways to impact and the theory of change for the next 5 year phase. The participatory nature of this model is the key component. It will likely take place over two or three full day session at a venue (in the close vicinity of the organization). Also the participants will be required to be brought in to participate in the program. This process will entail significant costs in terms of travel, food and lodging, and per diems. This is thought as a worthwhile expense as the development of a well thought out and practical plan is essential for running the initiative for the next few years.

The model will most likely result in a two or three day long participatory workshop and result in the creation of an impact pathway and theory of change for the next phase.

## References

Douthwaite, B., Alvarez, S., Thiele, G., & Mackay, R. (2008). Participatory Impact Pathways Analysis: A practical method for project planning and evaluation.

Weiss, C. H. (1995). Nothing as practical as good theory: Exploring theory-based evaluation for comprehensive community initiatives for children and families. *New approaches to evaluating community initiatives: Concepts, methods, and contexts*, 1, 65-92.

## **Peer Review**

The model was presented through a presentation video in class. The video was a power point with audio narration that had been uploaded to YouTube. The presentation was shown in class and posted in an online discussion. However, no feedback was received.

The instructor, Dr. Rob Seth Pusch, had provided a lot of feedback which was used in creating this model. The concept of the model was drawn from my previous work experience but initially created a model with too much complexities and no clear design. I was asked to simplify this and we came up with the simple input, process and output model with feedback. This simple concept was expanded to create the current model by incorporating all necessary components.

## Appendix I






Component 1: Innovative Livelihood Options	Objectively Verifiable Indicators	Key Activity Planned	Progress	Status
1.1 Pro poor and inclusive value chains addressing income improvement, climate change adaptation and water, energy management strengthened	1.1.1. One comprehensive high-value medicinal plants database established;	1. High-value niche products identified and value chain assessed	Activity initiated but take sometime to accomplish it	
	1.1.2. Value chains for five niche products strengthened (intervention points, upgrading strategies including bottom lines)	2. Collect baseline information for value Chain	Activity completed and well on track for achieving deliverables	
	1.2.1. Two training courses and two workshops for key stakeholders (organised communities, landscape institutions, heritage tourism stakeholders)	3. Water resources and energy assessed	Activity not initiated, completely dropped	
1.2 Heritage tourism plan addressing income improvement, climate change adaptation and water, energy management developed and implementation supported	1.2.2. Natural and cultural aspects integrated into existing heritage tourism management plan for both Bagar and Hor township of Burang Country	4. Develop heritage tourism management plans and integrate with Pulan County's 5 year tourism plan (Capacity building of tourism stakeholders)	Activity completed and well on track for achieving deliverables	
	1.2.3. Socio-economic vulnerability and climate change adaptation capacity assessment report		Activity completed and well on track for achieving deliverables	

Table. Logical Framework (an expected product from the workshop/ model)  
Deliverables and Activities- China component 1 for KSLCDI (Sample)

## Appendix II

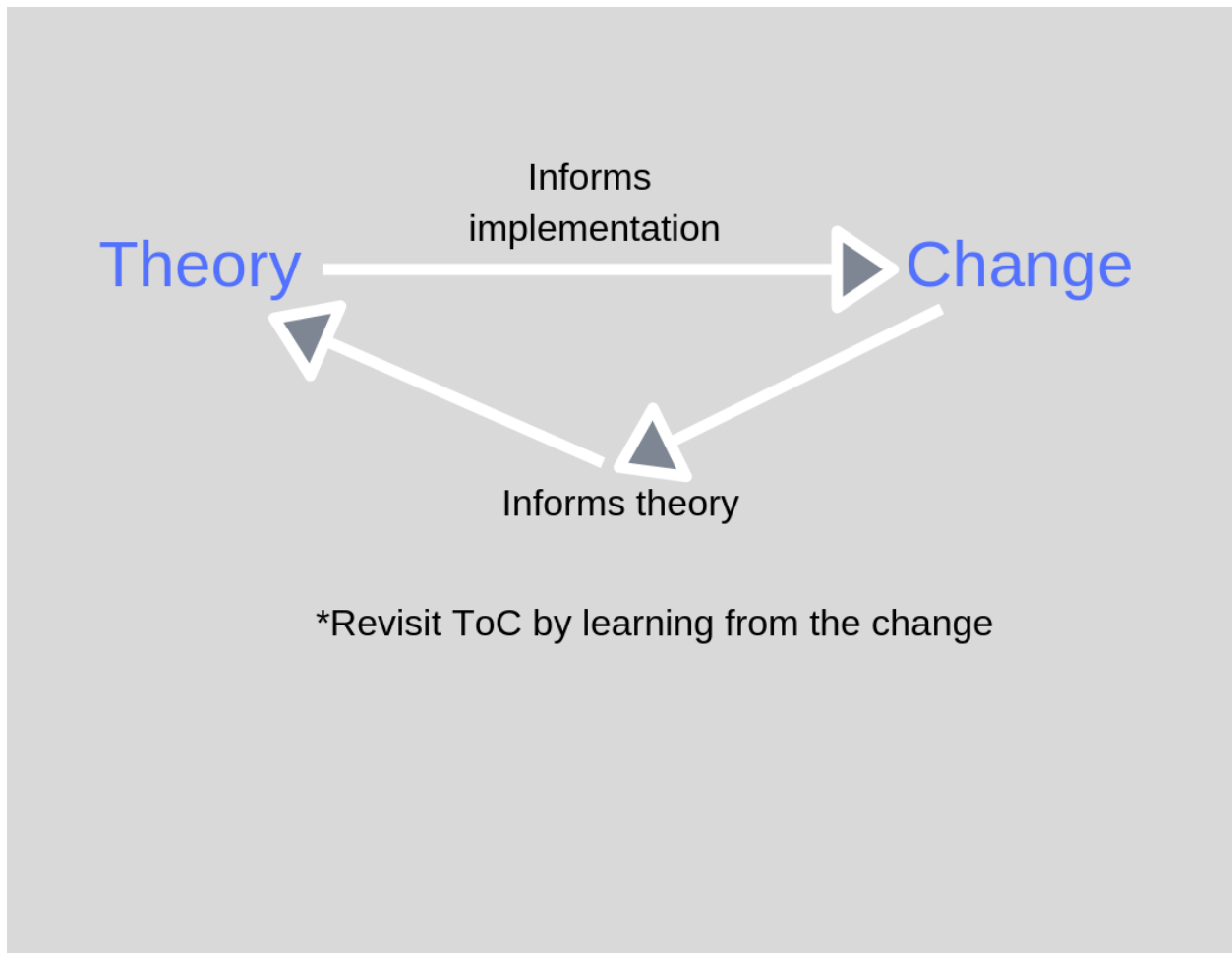


Fig: Revision of Theory of Change- The idea