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# AN APPROACH TO THEORY OF CHANGE FOR SWEDISH DEVELOPMENT COOPERATION?

Joakim Molander and Wolfgang Biersack

# An Approach to Theory of Change for Swedish Development Cooperation?

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to

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# Table of Contents

<b>Foreword by EBA .....</b>	<b>1</b>
<b>Summary .....</b>	<b>2</b>
<b>An approach to theory of change for Swedish development cooperation? .....</b>	<b>3</b>
<b>International IDEA's theory of change .....</b>	<b>6</b>
Societal goals and impact objectives .....	8
Outcome objectives.....	10
Unpacking theories of change at project level through progress markers .	17
Output categories and output indicators.....	19
How International IDEA's theory of change could be applied in Swedish Development Cooperation.....	21
Draft framework for human rights, democracy and the rule of law in Swedish development cooperation .....	25
Theories of change for other sectors.....	29
<b>Annex 1: International IDEA's theory of change .....</b>	<b>30</b>
<b>Annex 2: Theory of change for electoral processes .....</b>	<b>31</b>
<b>Annex 3: Theory of change for political participation and representation.....</b>	<b>32</b>
<b>Annex 4: Theory of change for constitution-building processes.....</b>	<b>33</b>
<b>Annex 5: Example of theory of change for a project.....</b>	<b>34</b>
<b>Annex 6: International IDEA's output categories and output indicators.....</b>	<b>37</b>

## Foreword by EBA

At the end of 2020, the Swedish Agency for Public Management (Statskontoret) and the Swedish National Financial Management Authority (ESV) undertook a review of the government's governance of Sida, and of the agency's internal efficiency and management procedures. One of the recommendations to Sida was that the authority should develop its work with theories of change in order to strengthen learning and the application of experience, evaluation and evidence in the implementation of the government's strategies.

To contribute to this work, EBA decided to produce an anthology with texts that shed light on theories of change from different perspectives. Before the finalisation of the anthology, the contributions, of which this is one, are published as separate working papers.

In this text, Joakim Molander and Wolfgang Biersack describe the theory of change that International IDEA has established to guide the organisation towards the objective of promoting and advancing sustainable democracy. The IDEA theory of change builds on an outcome mapping methodology and focuses on the institutions and actors whose capacity International IDEA strives to develop. The authors go on to discuss how IDEAs model could potentially be used by Sida.

Democracy is a prioritised area in Swedish development cooperation and a significant part of Sidas activities focus on promoting democracy. It is EBAs hope that this text will contribute with a perspective of how another actor has developed a theory of change at the strategic level for its democracy work. The text also provides general insight into how theories of change can be developed using outcome mapping.

EBA working papers are shorter studies that investigate a question of limited scope or that complements a regular EBA study. Working papers are not subject to a formal decision from the expert group but instead reviewed by the secretariat before publication. The authors are, as with other EBA publications, responsible for the content of the report and its conclusions.

Stockholm, February 2022

Jan Pettersson, Managing Director

## Summary

International IDEA's theory of change is focused on mapping out or "filling in" what is often described as the "missing middle" between what a project does and how these activities contribute to desired higher-level societal goals in a model which is inspired by outcome mapping. It does so by paying special attention to outcomes, defined as the changes in behaviours, relationships and practices by the institutions and actors whose capacity International IDEA strives to develop. These agents of change are referred to as *boundary partners*.

As democratic change processes are always driven by people International IDEA has identified 13 categories of boundary partners that the Institute aspires to assist to obtain, improve and retain the skills, knowledge and tools needed to fulfil their roles in a democratic system to a greater capacity. For each of these boundary partners a standardized outcome objective has been formulated. The outcome objectives are linked to a set of standardized impact objectives and impact indicators, which relate to four SDG targets: 5.5 (Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life), 16.3 (Promote the rule of law at the national and international levels), 16.6 (Develop effective, accountable and transparent institutions at all levels) and 16.7 (Ensure responsive, inclusive, participatory and representative decision-making at all levels). To contextualize outcome objectives and clarify the theory of change for a particular project, the outcome objectives need to be specified in progress markers. Progress markers serve both as target and indicators and identify practices, behaviours and interrelationships that will emerge during and continue beyond the life and influence of a project.

The authors of this paper believe it would be possible to take this approach one step further and utilize Outcome Mapping as a framework for Swedish democracy assistance and in other sectors of development cooperation. To implement such a behavioural change focused approach would assist strategy owners to analyze the missing middle between activities financed by Sweden and higher-level political goals as these are expressed in Swedish development cooperation strategies.

# An approach to theory of change for Swedish development cooperation?

The stream of work leading to the use of theories of change can be traced back to the late 1950s with Donald Kirkpatrick's "Four Levels of Learning Evaluation Model" and Daniel Stufflebeam's CIPP (context, input, processes and products) Model.<sup>1</sup> These models set out to articulate how programmes are intended to work by unpacking the linkages between investments in a project to its intended results. The Logical Framework Approach (LFA) which sets out causal chains from inputs, activities and outputs, to outcomes and impact comes from the same theoretical family.<sup>2</sup> LFA has been the dominant method for applying theory of change thinking in development cooperation since 1969, when it was developed for the U.S. Agency for International Development (USAID). Regardless of its wide use among bilateral and multilateral donor agencies LFA has been criticized both within the development community and from influential theoretical evaluation scholars such as Carol Weiss, Huey Chen, and Michael Quinn Patton.

The criticism within the development community is captured well in a study by the Development Assistance Committee (DAC) of the OECD.<sup>3</sup> The study concludes that the way in which donors implement results-based management has undermined its potential and lead to negative, unintended effects. According to the study the reason is that donors tend to: i) prioritize what can be measured easily; ii) pursue the purpose of accountability at the expense of learning; and iii) become overly bureaucratic and rigid, thereby increasing transactions costs and hampering innovation. Some of these challenges derive from a rigid application of the Logical Framework Approach<sup>4</sup>, including:

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<sup>1</sup> Center of Theory of Change, ToC Origins, <https://www.theoryofchange.org/what-is-theory-of-change/toc-background/tocorigins/#:~:text=Weiss%20popularized%20the%20term%20%E2%80%9CTheory,each%20step%20of%20the%20way>

<sup>2</sup> Vogel, Isabel, Review of the use of 'Theory of Change' in international development, 2012.

<sup>3</sup> OECD/DAC, "Learning from Results-Based Management Evaluations and Reviews" (OECD 2019).

<sup>4</sup> Initially LFA aimed to support an in-depth participatory discussion with project stakeholders about the problems the project aimed to address and the goals it would contribute to. However, it is now often a mandatory funding requirement by many donors, with standardized templates that allow little flexibility.



- *A causality and accountability challenge:* The assumption that development processes follow a linear theory of change model with clear causal relationships between project activities and societal changes. In reality development processes are complex, meaning that these processes tend to be affected by several unpredictable factors, are non-linear, and difficult to model. One of the side-effects of overstating the causal relationships between activities and societal change is that accountability claims on projects are misplaced, as project implementers are held accountable for results which are not within their sphere of influence.
- *A validity and measurability challenge:* Many donors have a strong preference for quantitative indicators and struggle to include qualitative indicators and qualitative assessments in standardized logframe templates. The problem is that it is difficult or even impossible to unpack, illustrate and track complex development processes with quantitative techniques alone. A consequence of this is that quantitative indicators in logframes often lack validity (i.e. they are not properly measuring what they intend to measure). Hence the indicators that are meant to track results at the various stages of a project's theory of change fails to do so. This is a particular challenge for the changes of human behaviours, relationships and practices necessary to achieve higher level societal change goals. As such changes are complex, unpredictable and often difficult to quantify as they are often not captured in logframes. This has led to what is often described as the “missing middle” (between what a project does and how these activities contribute to desired societal goals being achieved) in project design and results analysis.

Research by Isabel Vogel has shown that many practitioners find it difficult to separate Theory of Change models from the logical framework approach.<sup>5</sup> As they come from the same theoretical family, this is hardly surprising. Yet, in recent years the interest in Theory of Change models have increased within development cooperation. This newly awakened interest stems from a need to return to the more robust analysis that logframes were originally designed to elicit. More specifically, Theory of Change thinking helps to bridge the ‘missing middle’ that logframes seldom capture by analyzing the change processes that take place between a programme’s activities and the long-term societal goals it seeks to contribute to, while taking contextual assumptions and risks into account.

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<sup>5</sup> Vogel, 2012.

In practice this is ideally done by working backwards: the first step is to identify the long-term societal goals that a project is intended to contribute to and then work back from these to identify all the conditions and change processes (often referred to as ‘outcomes’) that the project can realistically influence. Through this process the linkages between activities and the long-term goals can be unpacked and analyzed.

## International IDEA's theory of change

International IDEA's theory of change is designed to address the missing middle between activities and desired societal changes by utilizing a slightly revised version of the theory of change approach developed in Outcome Mapping. Outcome Mapping is a methodology for planning, monitoring and evaluating development projects designed by the International Development Research Centre in Canada. The methodology is not based on a traditional cause-effect framework; rather, it recognizes that multiple, nonlinear events lead to change. It does not attempt to attribute societal changes (which are often referred to as impacts) to a single intervention or even series of interventions. Instead, it looks at the logical links between interventions and changes of behaviours and relationships of target groups, or *boundary partners* as they are labelled in the methodology.

As a main assumption which is underpinning International IDEA's theory of change is that democratic change processes in societies *always* require changes of behaviours, relationships and practices by the people who make up these societies, Outcome Mapping is well suited for designing and assessing democracy projects. Moreover, as International IDEA recognizes that democratic change processes are shaped by complex power dynamics in between various institutions in society as well as between people in the institutions that development projects support, a behavioural change focused approach to result-based management is a necessity. Outcome Mapping is shaped by a similar approach to development processes and provides the tools necessary for analyzing how shifting power relations affects behavioural changes.

Drawing on the conceptual framework in Outcome Mapping International IDEA's theory of change identifies how activities and outputs inspire and support boundary partners to adopt new behaviours, relationships and practices. If this process is successful the boundary partners will contribute to societal changes in democratic practices within International IDEA's three impact areas: electoral processes, constitution-building processes and political participation and representation. This theory can be summarized in the following aggregated Theory of Change model:

1. **If** International IDEA effectively delivers high-quality products and services to relevant institutions and actors (so-called boundary partners);
2. **And if** the boundary partners that International IDEA aspires to assist then obtain, improve and retain the skills, knowledge and tools needed to fulfil their roles in a democratic system to a greater capacity;
3. **And if** these boundary partners then utilize these skills, knowledge and tools to improve their institutional behaviours, relationships and practices;
4. **Then** they will contribute to societal changes in *democratic practices* in societies where they operate.<sup>6</sup>

International IDEA has formalized this theory of change into a results framework which is utilized both at institutional and project level. For every project the theory of change will be shaped in a slightly different way and it will also be underpinned with a contextual analysis of assumptions and risks. However, some risks associated with the type of capacity development processes International IDEA engages in are regarded as generic and should always be assessed.

At the overall goal level there is an overarching set of risks that might hamper overall development in a country: i.e. risk that political and/or economic instability or an unfavorable environment for democratic processes undermines the possibilities of delivering project results. The risk assessment at this level of the theory of change guides the choice if International IDEA shall work in a country or not, and if the Institute decides to do so whom it works with. At the outcome level International IDEA has identified the following three top risks:

1. Risk that the persons who participate in a project cannot utilize the opportunities provided for learning and networking (due to e.g. time constraints).
2. Risk that the persons who participate in a project do not have the *mandate* to change behaviours, relationships and practices in accordance with the outcome objectives and progress markers.
3. Risk that the institutions and actors in a project do not have the *resources* to change behaviours, relationships and practices in accordance with the outcome objectives and progress markers.

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<sup>6</sup> Annex 1 illustrates the framework in a theory of change model.

For delivery of outputs the risks are associated with the efficiency and effectiveness of internal organizational practices at International IDEA. The risk identification and management of organizational risks are dealt with by International IDEA's risk management policy and guidelines and are not to be explicitly considered in projects.

## **Societal goals and impact objectives**

International IDEA's vision – a world in which democratic processes, actors and institutions are inclusive and accountable and deliver sustainable development for all – represents the overall goal for all activities undertaken by the Institute. In the theory of change this vision is illustrated by four SDG targets:

- SDG target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- SDG target 16.3: Promote the rule of law at the national and international levels.
- SDG target 16.6: Develop effective, accountable and transparent institutions at all levels.
- SDG target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

These SDG targets serve as overall goals for projects and programmes which align them to the international development agenda and demonstrates why a set of activities are relevant from a development perspective. To specify what a project intends to contribute to at an overarching level in a country the overall goal shall be complemented by an impact objective. Impact objectives are high-level changes that a project or programme are striving to contribute to within International IDEA's three impact areas: electoral processes, constitution-building processes, and political participation and representation.

A crucial assumption in International IDEA's result framework is that solutions to societal problems depend on factors outside of the influence of a single project. Hence, societal development in relation to SDG targets or impact objectives in a society cannot be attributed to the interventions by International IDEA or any other development assistance provider. In other words, the achievement of the overall goal and impact

objective/s lies beyond the Institute’s various projects’ capabilities or sphere of direct influence. However, SDG indicators, impact indicators and various qualitative analyses provide useful data on whether societies are making progress towards overall goals or not. Such information is important to better understand development mechanisms in a context and for analyzing and clarifying the role of various projects in that context.

International IDEA has pre-defined impact objectives, as listed in table 1. The Institute has also pre-defined impact *indicators* which consist of a mix of attributes, sub-attributes and indicators from International IDEA’s Global State of Democracy indices (GSoD).<sup>7</sup> These indicators can be used for establishing baselines and measure progress for impact objectives as they are updated annually and provide scientifically reliable numerical values for the status of impact variables over long time series. GSoD indicators may be complemented with impact indicators used by the country where a specific project or programme is implemented.

**Table 1: International IDEA’s impact objectives and impact indicators**

<b>Impact objective electoral processes</b>	<b>Impact indicators</b>
Credible and well-run electoral processes.	1.1 Clean Elections 1.2 Inclusive Suffrage 3.1.30 Election and other electoral violence
<b>Impact objectives constitution building processes</b>	<b>Impact indicators</b>
An inclusive constitution building process informed by international knowledge and experiences on constitutional design and process.	There are no suitable impact indicators for constitution building processes. Progress needs to be tracked with qualitative methods.
The constitution is implemented under agreed constitutional frameworks and contributes to reduced tensions and conflicts.	2.2.23 Internal conflict 2.3.6 Religious tensions 2.3.7 Ethnic tensions 4.2 Predictable enforcement
<b>Impact objectives political participation and representation</b>	<b>Impact indicators</b>
Public administration is inclusive, impartial and rigorous.	3.8.7 Rigorous and impartial public administration 4.2 Predictable enforcement 5.1 Civil Society Participation

<sup>7</sup> <https://www.idea.int/gsod-indices/sites/default/files/gsod-indicators-and-sources.pdf>

Civil society engage freely with representative institutions in a democratic and effective way.	2.2.10 Freedom of Association and Assembly 3.6.6 Engaged society 3.10.3 CSO repression 5.1 Civil Society Participation
The parliament exercises effective control of the executive power and represents the interests of all citizens.	3.1 Effective Parliament 1. Representative government
Political parties and movements contribute to a party system that is inclusive, responsive and accountable to all citizens.	There are no suitable impact indicators for this impact objective. Progress needs to be tracked with qualitative methods.
Oversight agencies monitor, prevent and mitigate threats posed by both illegal and illicit money in politics.	3.1.3 Disclosure of campaign donations 3.1.4 Public campaign financing

The number of the indicator in table 1 indicates which number it has in the GSoD indices, with the exception on indicator 3.1.30, which is an indicator from V-dem's democracy's indices.

## Outcome objectives

As mentioned previously International IDEA's theory of change is underpinned by the assumption that democratic change processes in societies always require changes of behaviours, relationships and practices by the people who make up societies. In order to determine how to contribute to a higher societal impact objective, it is therefore important to determine *who* can drive a development process towards that objective, and how various stakeholders' behaviours, relationships and practices must change to achieve that objective. For that reason outcome objectives are to be linked to an organization, group or individual whose capacity International IDEA aims to strengthen or develop, a so-called *boundary partner*. This means that results in the Institute's theory of change are to be ascribed to *who* changes rather than to what changes and that the results assessment and analysis focuses on the changes of behaviors, relationships and practices of the boundary partners.

To facilitate the process of establishing outcome objectives and solid theories of change for projects and programmes International IDEA has identified 13 categories of boundary partners (listed in table 2), grouped by the Institute's three impact areas. For each of these a standardized

outcome objective has been formulated. International IDEA works both with boundary partners that are rights-holders (such as civil society organizations)<sup>8</sup> and duty bearers (such as governments)<sup>9</sup>. The purpose of working with duty bearers is to inspire and support them to fulfil their roles to lead and implement credible, inclusive and conflict sensitive democratic processes. The purpose of working with rights-holders is to inspire and support them to organize and hold duty bearers accountable in an inclusive and conflict sensitive manner.

**Table 2: International IDEA’s boundary partners and outcome objectives**

Boundary partners in the electoral processes programme	Outcome objective
Electoral assistance practitioners	Electoral assistance practitioners provide support, informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.
Electoral Policymakers	Policymakers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.
Electoral management bodies	Electoral management bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.
Civil society	Civil society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.

<sup>8</sup> Rights-holders are individuals or social groups that have entitlements in relation to specific duty-bearers. In general terms, all human beings are rights-holders under the Universal Declaration of Human Rights. A human rights-based approach does not only recognize that the entitlements of rights-holders needs to be respected, protected and fulfilled, it also considers rights-holders as active agents in the realization of human rights and development – both directly and through organizations representing their interests.

<sup>9</sup> Duty bearers are those actors who have an obligation or responsibility to respect, promote and realize human rights and to abstain from human rights violations. The term is most commonly used to refer to State actors.



<b>Boundary partners in the constitution-building processes programme</b>	<b>Outcome objective</b>
Advisors to constitution makers	Advisors to constitution makers utilize International IDEA’s knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.
Constitution makers	Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.
Civil society	Civil society hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.
Constitutional implementers	Constitutional implementers interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.
<b>Boundary partners in the political participation and representation programme</b>	<b>Outcome objective</b>
Political parties and movements	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.
Public interest groups	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.

Oversight agencies	Oversight agencies monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.
National and subnational parliaments	National and subnational parliaments exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.
National and subnational governments	National and subnational governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.

For each of International IDEA’s three impact areas these outcome objectives have been used to elaborate a behavioural-change focused theory of change. For Electoral Processes it is expressed as follows:

By working with, through and together with a professional community of electoral assistance practitioners International IDEA aims to inspire and support electoral management bodies, electoral policy makers and civil society to adopt behaviours, relationships and practices that are conducive for credible and well-run electoral processes inclusive. The Institute does so by providing non-prescriptive comparative knowledge and options rather than solutions and facilitates processes that help stakeholders to explore and adopt solutions that suit their context. The theory of change underpinning this approach is that:

- **If** electoral assistance practitioners are informed by norms, good practices and research and have skills to contextualize such knowledge to local conditions, then they can effectively inspire and support policymakers, electoral management bodies and civil society to adopt behaviours, relationships and practices that enable credible and well-run electoral processes.
- **And if** electoral policymakers increase knowledge and skills on electoral processes and apply these competencies to recognize and consider risks in elections and to create an enabling environment for inclusivity and accountability in electoral processes, then this would create an environment for electoral management bodies and civil society to develop knowledge and skills on electoral processes.

- **And if** electoral management bodies then increase knowledge and skills on electoral processes and apply these competencies to effectively respond to complexities and risks in electoral processes, implement the Electoral Cycle Approach, and embrace principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness in their work.
- **And if** civil society then increase knowledge and skills on electoral processes and apply these competencies to effectively demand accountability from policymakers and promote public participation in electoral processes.
- **Then** political institutions would become more effective, accountable and transparent (SDG target 16:6) and all citizens would be more politically included, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status (SDG target 10.2). **And then** the likelihood of credible and well-run electoral processes would be strengthened.<sup>10</sup>

For Political Participation and Representation it is expressed as follows:

By cooperating with political parties, national and sub-national parliaments and governments, public interest groups and oversight agencies as an interconnected ecosystem where shifts in one actor affects the other actors International IDEA aims to inspire and support these actors to adopt behaviours, relationships and practices that are conducive for political participation and representation. The Institute does so by providing non-prescriptive comparative knowledge and options rather than solutions and facilitates processes that help stakeholders to explore and adopt solutions that suit their context. The theory of change underpinning our approach is that:

- **If** political parties increase their knowledge and skills and apply these competencies to mobilize all citizens effectively without discrimination, aggregate their interests into political programmes, recruit political leaders to contest elections, and organize governments and parliaments effectively, then the party system becomes more inclusive, responsive and accountable to all citizens.

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<sup>10</sup> See annex 2.

- **And if** national and subnational parliaments increase their knowledge and skills and apply these competencies to exercise their legislative, oversight and representation functions effectively, then they become more effective, accountable and transparent as well as more responsive, inclusive and participatory.
- **And if** national and subnational governments increase their knowledge and skills and apply these competencies to become more responsive to constituents, use increased knowledge to make evidence-based policy decisions, and explain their decision-making processes to their constituents, then government become more effective, accountable and transparent as well as more responsive, inclusive and participatory.
- **And if** oversight agencies increase their knowledge and skills and apply these competencies to monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics by carrying out investigations, applying sanctions when needed and proposing legal reforms to hold political decision makers to account, then political institutions become more effective, accountable and transparent.
- **And if** public interest groups increase their knowledge and skills and apply these competencies to engage with representative institutions in a democratic and effective way and hold political decision makers to account, then political institutions become more effective, accountable and transparent and public policy and practice become more responsive to the needs of all citizens.
- If all of this is in place **then** the political ecosystem is in balance: political institutions will be effective, accountable and transparent (SDG 16.6), decision-making by legislators and government will be responsive, inclusive, participatory and representative (SDG target 16.7); all citizens will be politically included, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status (SDG target 10.2); women will be politically included and have equal opportunities for political leadership (SDG target 5.5). In such a political ecosystem the legitimacy of the political institutions would be strengthened, which would **then** reduce tensions and conflicts in society.<sup>11</sup>

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<sup>11</sup> See annex 3.

For Constitution-building Processes it is expressed as follows:

By working with, through and together with a professional community of advisors to constitution makers International IDEA aims to inspire and support constitution makers and civil society to adopt behaviours, relationships and practices that are conducive for designing inclusive constitution-building processes and legitimate constitutions, and constitution implementors to interpret and operationalize the constitution under agreed constitutional frameworks. The Institute does so by providing non-prescriptive comparative knowledge and options rather than solutions and facilitates processes that help stakeholders to explore and adopt solutions that suit their context. The theory of change underpinning our approach is that:

- **If** advisors to constitution makers utilize International IDEA's knowledge and networks to expand coordination and collaboration to advance good practices in constitution-building processes, then they can effectively inspire and support constitution makers and civil society to constructively engage in inclusive constitution building processes, and constitution implementors to implement the constitution under agreed constitutional frameworks.
- **And if** constitution makers increase their knowledge and skills on constitution-building and apply these competencies to design a well-informed inclusive constitution making process.
- **And if** civil society increases knowledge and skills on constitution-building and apply these competencies to hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process. **Then** SDG target 16.7 (that decision-making by legislators will be responsive, inclusive, participatory and representative) is ensured in the constitution-building process. **And then** the likelihood of legitimacy of the constitutional reforms increases.
- **And if** the constitution-building process and the constitutional reforms are considered as legitimate.
- **And if** constitution implementers increase their knowledge and skills and apply these competencies to interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights, and if they promote respect for rule of law and constitutionalism under agreed constitutional frameworks.
- **Then** tensions and conflicts in society are likely to reduce.<sup>12</sup>

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<sup>12</sup> See annex 4.

## Unpacking theories of change at project level through progress markers

International IDEA's outcome objectives describe how behaviours, relationships and practices of a boundary partner will change if a project achieves its full potential as a facilitator of change. However, to contextualize outcome objectives and unpack the complete theory of change for a particular project, the outcome objectives need to be specified in so-called *progress markers*. Progress markers serve both as indicators and targets, but they do not need to be quantitative. On the contrary, the best way to formulate a progress marker is often as a short description of a desired behavior, relationship or practice. They identify, in concrete terms, practices, behaviours and interrelationships that will emerge during and continue beyond the life and influence of a project. Progress markers cannot be standardized as all projects aim to solve problems that vary depending on context. Hence, the starting point for developing progress markers is to identify the main challenges or obstacles for change for the boundary partner. This problem analysis will result in a baseline description of current behaviours, relationships and practices by the targeted boundary partner.

To unpack the theory of change of a project the progress markers should advance in degree from the minimum one would *expect to see* the boundary partner doing as an early response to the project's activities, to what one would *like to see* them doing during the project's life span, to what one would *love to see* them doing if the project were having a profound influence. For instance, progress markers that indicate participation in the project by the boundary partner and active learning or engagement are necessary first steps toward change and are listed in the 'expect to see' category. In International IDEA's theory of change such changes are referred to as 'intermediate outcomes'. Changes that demonstrate that increased awareness of an issue and new knowledge are translated into new behaviours and relationships are listed under the 'like to see' category; and new practices that are truly transformative and likely to be sustainable are listed under the 'love to see' category.

One way to think about progress markers is thus to visualize a transformation of deepening competence and commitment and to develop milestones for each of the following stages in such a journey:

*Expect to see:*

- Increased awareness about the possibility of change
- Strengthening of skills and knowledge for change
- Taking the first tentative steps to change

*Like to see:*

- Changing behaviours and relationships
- Investing time and resources in the changes

*Love to see:*

- Leaving a legacy by establishing sustainable practices
- Leading and influencing others

Ideally the boundary partners participate in the process of identifying progress markers. Their involvement does not only build ownership for intended results, but also helps identify realistic targets while taking contextual assumptions and risks into consideration. This is important, as risks at this level of the theory of change can often be mitigated if a project can address factors that might hamper the boundary partners ability to change. For example, such a joint analysis may reveal:

- If a project work with staff members in an organization that do not have enough time to take part in training sessions or study material that is included in the training, one can mitigate the risk by negotiating study time for participants and formalize such agreements in learning contracts.
- If an organization proposes to send junior staff members to a capacity development project one need to analyze whether these staff members have the mandate to undertake the intended change processes in the organization. If not, one may request that some senior staff also participate in the project.
- If a project works on changes of a policy or practices for an organization, it is important to consider if the organization has the financial resources to implement the intended changes. If not, financing of such changes needs to be addressed before the project begins.

- If a project intends to work on changes of relationships and practices of an organization, it is vital to assess whether there are organizational practices that might hamper changes. For example, gender training of staff in an organization is likely to be fruitless if that organization have formal or informal discriminatory organizational practices or policies. If so, the project needs to address such obstacles.

Therefore, before a project starts the context needs to be carefully analyzed with an aim to identify “hidden” assumptions and pertinent risks that may hamper outcomes.

The results framework in Annex 5 illustrates how progress markers are included in the theory of change for a project with a parliament. The results framework also shows how assumptions underpinning the theory of change can be translated into projects risks.

## **Output categories and output indicators**

When overall goals, impact objectives and outcome objectives have been established the next step is to determine which activities will be most appropriate to bring about the desired results. As a single activity seldom leads to changes in behaviours, relationships or practices International IDEA’s theory of change takes its departure from the assumption that four complementary approaches are needed to achieve outcomes. The types of approaches can be thought of as complementary pieces of a jigsaw puzzle, as illustrated in Figure 1.



**Figure 1: International IDEA’s complementary approaches and output categories**

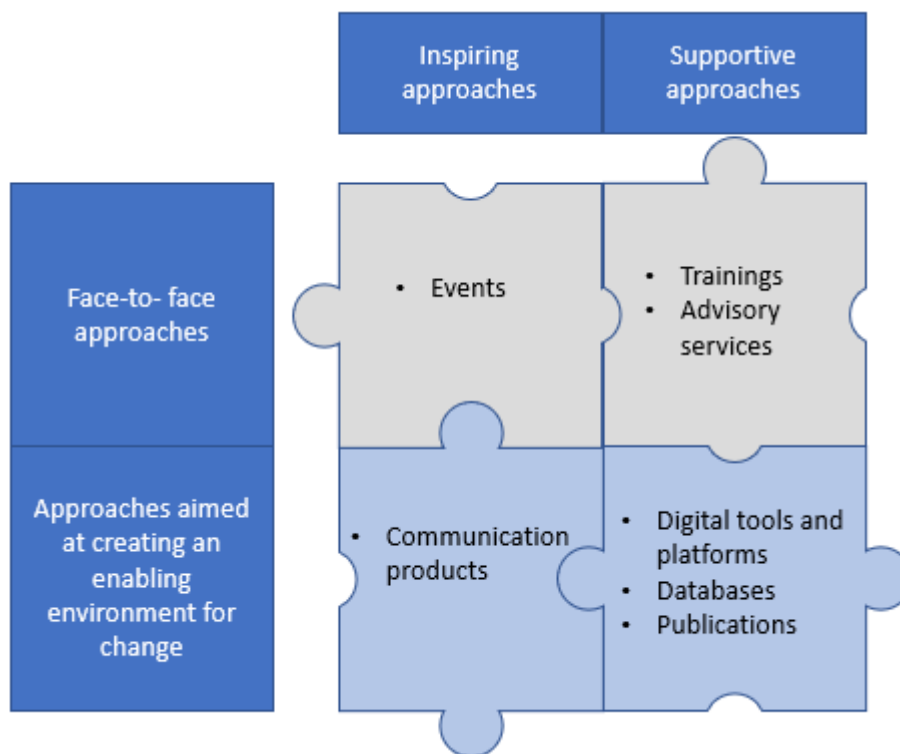


Figure 1 illustrates a generic strategic approach to change where two of the approaches are aimed at *inspiring* institutions and actors to change:

1. Convening of (i) *events* such as dialogues, short training sessions, workshops, conferences and study visits provide fora for face-to-face interaction with boundary partners. During such events they may be inspired to engage in a change process.
2. As a complementary approach (ii) *communication products* with similar messages may be produced and/or made available to the boundary partners. This contributes to inspiring their interest in change.

If the targeted boundary partners are inspired to engage in a change process five types of *supportive* approaches may be applied:

1. Through targeted face-to-face (i) training programmes and (ii) advisory services boundary partners learn how to adopt new behaviours, practices and relationships.
2. As a complementary approach (iii) interactive tools and professional networks, (iv) databases and (v) publications may be made available to boundary partners on-line.

In sum, the jigsaw puzzle illustrates that some of the work that International IDEA is undertaking is aimed at inspiring institutions and actors to engage in change processes. Such inspiring activities do not in themselves lead to sustainable outcomes. However, they are crucial means to create an enabling environment for change. They also create and deepen relationships with various actors and institutions. Through such relationships interest for change processes may emerge and tailored supportive activities can be developed.

To assess and report on performance International IDEA has grouped activities into eight output categories and developed a set of 15 standardized output indicators, which measures the quantity of products and services delivered and how many men and women have been reached by activities across projects.<sup>13</sup> Output indicators are important from an accountability perspective, but to assess whether the activities yield results one needs to know whether the outputs actually help the boundary partners to obtain, improve and retain the skills, knowledge and tools. Moreover, one also needs to understand if and how they utilize new skills, knowledge and tools to adopt desired behaviors, relationships and practices. That is why International IDEA's results system is outcome focused and utilizes progress markers as a tool to track, analyze and understand if and how boundary partners change behaviors, relationships and practices during the course of projects.

## **How International IDEA's theory of change could be applied in Swedish Development Cooperation**

As mentioned previously Outcome Mapping is a methodology for planning, monitoring and evaluating development projects. International IDEA has utilized its theoretical and conceptual framework to develop an institutional theory of change and a systematized approach to results management. We believe it would be possible to take this Outcome Mapping-based approach one step further and utilize it as a framework for Swedish democracy assistance and possibly in other sectors of Swedish development cooperation as well.

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<sup>13</sup> This set of output categories and indicators are found in annex 5.

Starting with democracy assistance Swedish development cooperation is guided by a policy framework, that was adopted by a government decision on 15 December 2016<sup>14</sup>. One of the eight thematic priorities in the framework is human rights, democracy and the rule of law.<sup>15</sup> Under this thematic priority the government has listed ten priorities for the long-term direction of the policy. However, all priorities are not necessarily applicable for every Swedish bilateral, regional or global development cooperation strategy. Instead, each strategy will clarify which aspects of the framework that will be prioritized in that strategy and set out objectives for these aspects. Priorities are decided upon in a process where the government prepares guiding priorities and overarching goals (Ingångsvärden) for a strategy and then requests the Swedish Agency for International Development Cooperation (Sida) to respond to these priorities with a context-specific analysis (Underlag till strategi) including a theory of change for how overarching goals could be achieved. This analysis constitutes a basis for a government decision on the final development cooperation strategy. Subsequently the so-called *strategy implementor* (strategigenomförare) develops a plan for how to operationalize the strategy where the theory of change from the initial analysis is refined.

This process could be facilitated by a theory of change similar to International IDEA's. In particular, such an approach would facilitate Sida's work with theories of change in response both to the guiding priorities and overarching goals provided by the government and in the operationalization of the strategy. The main reason is that the method would support Sida in addressing the missing middle between activities and the high-level development goals formulated by the Swedish government by utilizing the theory of change approach developed in Outcome Mapping.

As Swedish priorities and goals for human rights, democracy and the rule of law both in the policy framework for international development cooperation and for individual bilateral, regional and global strategies are broader than International IDEA's priorities the Swedish framework

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<sup>14</sup> Regeringens skrivelse 2016/17:60: Policyramverk för svenskt utvecklingssamarbete och humanitärt bistånd.

<sup>15</sup> The eight priorities are: (1) Human rights, democracy and the rule of law; (2) Global equality; (3) Environmentally and climate-sustainable development and sustainable use of natural resources; (4) Peaceful and inclusive societies; (5) Inclusive economic development including (a) Productive employment with decent working conditions and sustainable entrepreneurship, and (b) Free and fair trade and sustainable investment; (6) Migration and development; (7) Equal health; (8) Education and research.

would need to be adjusted to these goals and priorities. A potential way of doing this would be to utilize International IDEA's Global State of Democracy (GSoD) Indices framework. In the framework democracy is conceptualized as popular control over public decision-making and decision-makers, and equality of respect and voice between citizens in the exercise of that control. These principles have been translated into five main democracy attributes that cover 16 sub-attributes, as follows:

The *Representative Government* attribute measures free and equal access to political power. Of the five attributes of democracy outlined by the Global State of Democracy indices, Representative Government is arguably the most essential as it emphasizes contested and inclusive popular elections for legislative and directly or indirectly elected executives. This attribute includes four sub-attributes: Clean Elections, Inclusive Suffrage, Free Political Parties, and Elected Government.

The *Fundamental Rights* attribute measures individual liberties and access to resources. This attribute of democracy draws heavily from liberal and egalitarian democratic theories. It emphasizes liberal and social rights that support both fair representation and the vertical mechanism of accountability that the Representative Government attribute seeks to achieve. This attribute has significant overlap with the rights and liberties covered by the International Covenant on Civil and Political Rights, as well as the International Covenant on Economic, Social and Cultural Rights. It includes three sub-attributes: Access to Justice, Civil Liberties, and Social rights and Equality.

The *Checks on Government* attribute measures effective control of executive power. The responsiveness of representatives to citizens is not sufficient for effective popular control over government, rather it needs to be supplemented through various institutions, such as parliament, the courts and other watchdog agencies. This attribute is related to the liberal-democratic tradition in political theory. This attribute includes three sub-attributes: Effective Parliament, Judicial Independence, and Media Integrity.

The *Impartial Administration* attribute measures fair and predictable public administration. Since impartial administration overlaps with the concept of the rule of law, this attribute is also rooted in the tradition that emphasizes liberal aspects of democracy. This attribute includes two sub-attributes: Absence of Corruption and Predictable Enforcement.

The *Participatory Engagement* attribute measures the level of citizens participation at all levels of government and make actual use of these opportunities, through participation in dynamic civil society organizations, and national and subnational elections and referendums. This attribute includes four sub-attributes: Civil Society Participation, Electoral Participation, Direct Democracy, and Local Democracy.

If operationalization plans in Swedish development cooperation were linked to the GSoD indices this would allow a convenient and systematized approach to analyzing in which areas projects could be most relevant and for measuring progress in terms of over-arching development goals for democratic assistance, as the indices depict democratic trends at the country, regional and global levels and is updated annually. Importantly, such overall goal lies beyond the sphere of direct influence of Swedish development cooperation, but it would allow analyses on if societies are making progress towards overarching democratic goals or not. Such information is important to better understand development mechanisms and for clarifying the role of Swedish development cooperation in a context.

However, to be able to assess the specific results of Swedish development cooperation the strategic overall goals would need to be unpacked in more specific and assessable objectives which are linked to the projects in the development cooperation portfolio. As democratic change processes in societies always require changes of behaviours and relationships by the people who make up these societies, we believe that this process would be facilitated by focusing on the democratic actors and institutions that need to change behaviors, interrelationships and practices if societies are to become more democratic. To implement such a behavioural focused approach would assist strategy implementers to address the missing middle between activities and desired societal goals by identifying the potential agents of change and in formulating concrete outcome objectives for these institutions and actors. An important step in this direction would be to develop a theoretical framework where the main democratic institutions and actors under each attribute in the GSoD were identified and formulate standardized outcome objectives for each of these.

Based on such a theoretical model each strategy owner could choose which of these actors they could and should support in a particular country, regional or global context. Such a decision would have to depend on a number of criteria, such as who other donors are supporting, which actors and institutions that have willingness and potential to change, in

which areas Sweden has comparative advantages etc. If boundary partners were chosen from a framework of this type it would be easier for Sida to report results across strategies, as analyses of similar actors and institutions could and would be undertaken across programmes. It would also be easier to compare progress between strategies and assess global patterns in regard to outcome results (or lack of results).

During strategy implementation such assessments would be elaborated further and as boundary partners for Swedish support would be decided upon, more detailed baseline assessments would serve as a point of departure for formulating progress markers for each project. As mentioned previously the progress markers identify, in concrete terms, practices, behaviours and interrelationships that will emerge during and continue beyond the life and influence of a project. In this way they help to define a theory of change and a results framework for the particular project, which is more detailed than the theory of change at strategy level.

## **Draft framework for human rights, democracy and the rule of law in Swedish development cooperation**

What could the theoretical model look like? Grouped by the attributes and sub-attributes in the GSoD framework we have identified 17 categories of potential boundary partners for Swedish democracy assistance, in table 3. This list of partners is not exhaustive and would need to be revised to suit Swedish development cooperation priorities.

**Table 3: Potential boundary partners per attribute in the Global State of Democracy Indices**

GSoD Attribute	GSoD Sub-attribute	Boundary partners
Representative Government	Clean Elections <sup>16</sup>	Electoral policy makers
	Inclusive Suffrage <sup>17</sup>	Electoral Management Bodies
	Free Political Parties <sup>18</sup>	Political parties
	Elected Government <sup>19</sup>	
Fundamental Rights	Access to Justice <sup>20</sup>	Legal policy makers
	Civil Liberties <sup>21</sup>	Law enforcement agencies
	Social rights and Equality <sup>22</sup>	Courts
		Legal aid practitioners
	Ombudsmen	

<sup>16</sup> This sub-attribute denotes the extent to which elections for national, representative political office are free from irregularities, such as flaws and biases in the voter registration and campaign processes, voter intimidation. Six indicators capture the clean elections sub-attribute: EMB autonomy, EMB capacity, Election other voting irregularities, Election government intimidation, Election free and fair, Competition.

<sup>17</sup> This sub-attribute denotes the extent to which adult citizens have equal and universal passive and active voting rights. Two indicators capture the inclusive suffrage sub-attribute: Suffrage, Election voter registry.

<sup>18</sup> This sub-attribute denotes the extent to which political parties are free to form and campaign for political office. Six indicators capture the free political parties sub-attribute: Party ban, Barriers to parties, Opposition parties' autonomy, Elections multiparty, Competitiveness of participation, Multiparty elections.

<sup>19</sup> This sub-attribute denotes the extent to which national, representative government offices are filled through elections. Four indicators capture the elected government sub-attribute: Elected executive index, Competitiveness of executive recruitment, Openness of executive recruitment, Electoral.

<sup>20</sup> This sub-attribute denotes the extent to which the legal system is fair (citizens are not subject to arbitrary arrest or detention and have the right to be under the jurisdiction of—and to seek redress from—competent, independent and impartial tribunals without undue delay. Five indicators capture the access to justice sub-attribute: Access to justice for men, Access to justice for women, Judicial corruption decision, Judicial accountability, Fair trial.

<sup>21</sup> This sub-attribute denotes the extent to which civil rights and liberties are respected (citizens enjoy the freedoms of expression, association, religion, movement, and personal integrity and security). For the Civil Liberties sub-attribute five subcomponents have been constructed: freedom of expression (captured in eight indicators), Freedom of Association and Assembly (captured in six indicators), Freedom of Religion (captured in four indicators), Freedom of Movement (captured in six indicators), Personal Integrity and Security (captured in seven indicators).

<sup>22</sup> This sub-attribute denotes the extent to which basic welfare (social security, health and education) and political and social equality between social groups and genders have been realized. For the Social Rights and Equality sub-attribute three subcomponents have been constructed: Social Rights and Equality (captured in ten indicators), Basic Welfare (captured in seven indicators), Gender Equality (captured in seven indicators).

<b>GSoD Attribute</b>	<b>GSoD Sub-attribute</b>	<b>Boundary partners</b>
Checks on Government	Effective Parliament <sup>23</sup>	Legal policy makers
	Judicial Independence <sup>24</sup>	Courts
	Media Integrity <sup>25</sup>	Parliament Public interest groups Media
Impartial Administration	Absence of Corruption <sup>26</sup>	Oversight agencies
	Predictable Enforcement <sup>27</sup>	Government agencies
Participatory Engagement	Civil Society Participation <sup>28</sup>	
	Electoral Participation <sup>29</sup>	Public Interest Groups
	Direct Democracy <sup>30</sup> Local Democracy <sup>31</sup>	Government agencies

<sup>23</sup> The Effective Parliament sub-attribute denotes the extent to which the legislature is capable of overseeing the executive. Five indicators capture the free effective parliament sub-attribute: Legislature questions officials in practice, Executive oversight, Legislature investigates in practice, Legislature opposition parties, Executive constraints.

<sup>24</sup> The Judicial Independence sub-attribute denotes the extent to which the courts are not subject to undue influence from the other branches of government, especially the executive. Six indicators capture the judicial independence sub-attribute: High Court independence, Lower Court independence, Compliance with High Court, Compliance with judiciary, Law and order, Independent judiciary.

<sup>25</sup> The Media Integrity sub-attribute denotes the extent to which the media landscape offers diverse and critical coverage of political issues. Five indicators capture the media integrity sub-attribute: Print/broadcast media critical, Print/broadcast media perspectives, Media bias, Media corrupt, Media freedom.

<sup>26</sup> The Impartial Administration attribute measures fair and predictable public administration. Five indicators capture the impartial administration sub-attribute: Public sector corrupt exchanges, Public sector theft, Executive embezzlement and theft, Executive bribery and corrupt exchanges, Corruption.

<sup>27</sup> The Predictable Enforcement sub-attribute denotes the extent to which the executive and public officials enforce laws in a predictable manner. Six indicators capture the predictable enforcement sub-attribute: Executive respects constitution, Transparent laws with predictable enforcement, Rigorous and impartial public administration, Criteria for appointment decisions in the state administration, Criteria for appointment decisions in the armed forces, Bureaucratic quality.

<sup>28</sup> The Civil Society Participation sub-attribute denotes the extent to which organized, voluntary, self-generating and autonomous social life is dense and vibrant. Six indicators capture the civil society participation sub-attribute: CSO participatory environment, Engaged society, CSO consultation, Engagement in independent non-political associations, Engagement in independent political associations, Engagement in independent trade unions.

<sup>29</sup> The Electoral Participation sub-attribute denotes the extent to which citizens vote in national legislative and (if applicable) executive elections. One indicator capture the electoral participation sub-attribute: Election VAP turnout.

<sup>30</sup> The Direct Democracy sub-attribute denotes the extent to which citizens can participate in direct popular decision-making. Two indicators capture the electoral participation sub-attribute: Direct popular vote index, Electoral.

<sup>31</sup> The Subnational Elections sub-attribute denotes the extent to which citizens can participate in free elections for influential local governments. Two indicators capture the local democracy sub-attribute: Local government index, Subnational elections free and fair.



To give an indication of what the outcome objectives for these boundary partners could look like we have also identified tentative outcome objectives for some of these boundary partners.

**Representative Government** (Clean Elections, Inclusive Suffrage, Free Political Parties, and Elected Government).

- *Electoral policy makers* create policies, regulatory frameworks and resources for elections that ensure inclusivity and accountability.
- *Electoral Management Bodies* recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach.
- *Political Parties* exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.

**Fundamental Rights** (Access to Justice, Civil Liberties, and Social rights and Equality).

- *Legal policy makers* create policies, regulatory frameworks and resources that ensure fundamental rights.
- *Courts* interpret the law in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.

**Checks on Government** (Effective Parliament, Judicial Independence, and Media Integrity).

- *Legal policy makers* create policies, regulatory frameworks and resources for elections that ensure inclusivity and accountability
- *Parliament* exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.
- *Public interest groups* engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.
- *Media* engage with representative institutions and citizens in a democratic and effective way to inform the public and to hold political decision makers to account.

**Impartial Administration** (Absence of Corruption and Predictable Enforcement).

- *Government agencies* exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.
- *Oversight agencies* monitor the performance of government, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.

**Participatory Engagement** (Civil Society Participation, Electoral Participation, Direct Democracy, and Local Democracy).

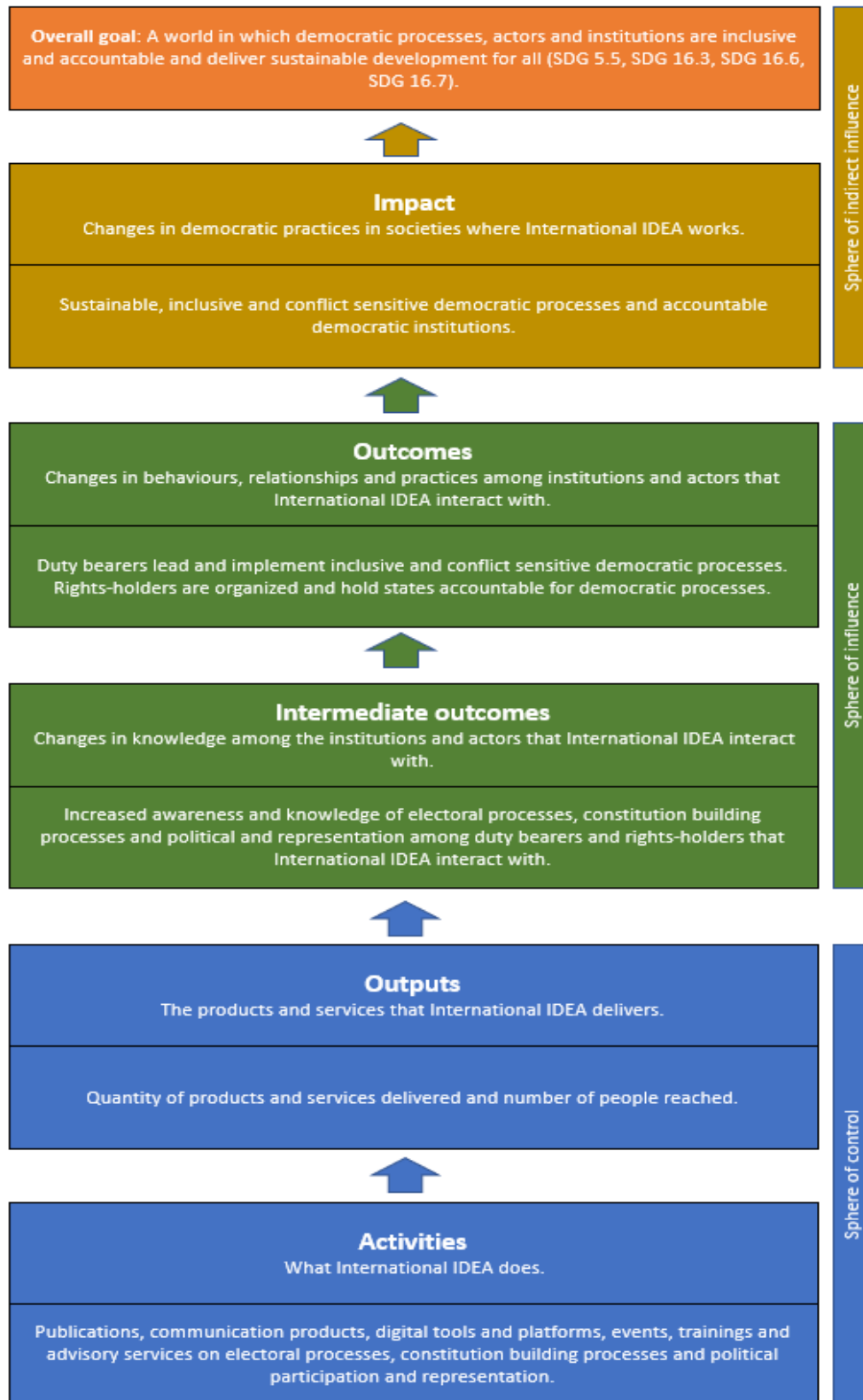
- *Public Interest Groups* promote public participation in a manner that is transparent, inclusive, responsive and accountable to all citizens.

## Theories of change for other sectors

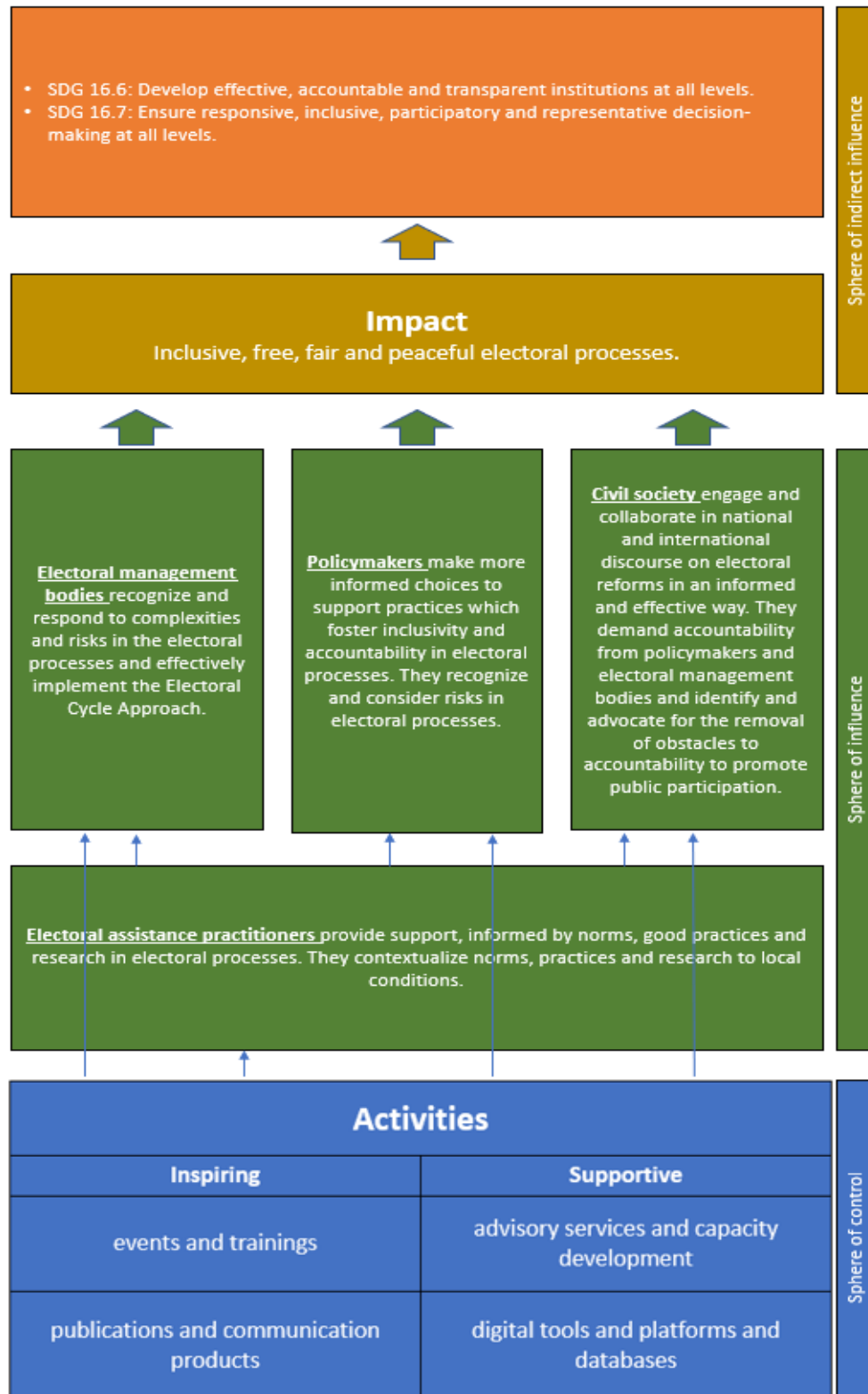
It goes beyond International IDEA's expertise to outline similar frameworks for other sectors in Swedish development cooperation. However, development processes in societies always require changes of behaviours, relationships and practices by the people who make up societies. In order to determine how to achieve changes in any sector or area, it is therefore important to determine who can drive a development process towards that goal, and how various stakeholders' behaviours, relationships and practices must change to achieve that goal. For that reason outcome objectives for development processes are inevitably linked to an organization, group or individual. This means that results in any theory of change for a process where people are involved must include aspects of who needs to change and how.

Hence, we believe that a behavioural-change focused theory of change approach would be applicable to the other seven Swedish thematic priorities for development cooperation and that specialists within these sectors could identify the organizations and actors who could serve as agents of change in these areas, as well as define outcome objectives for these.

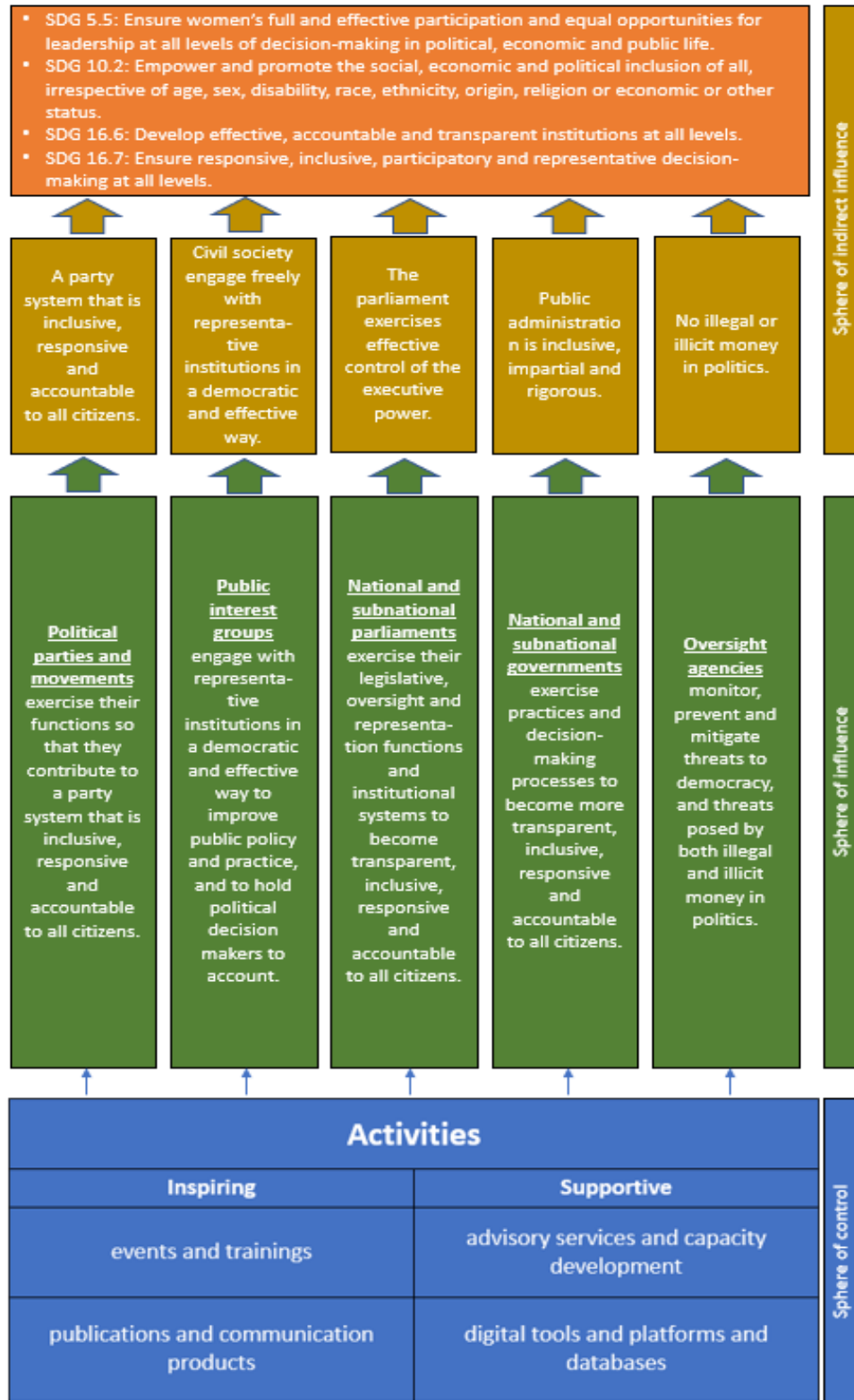
# Annex 1: International IDEA's theory of change



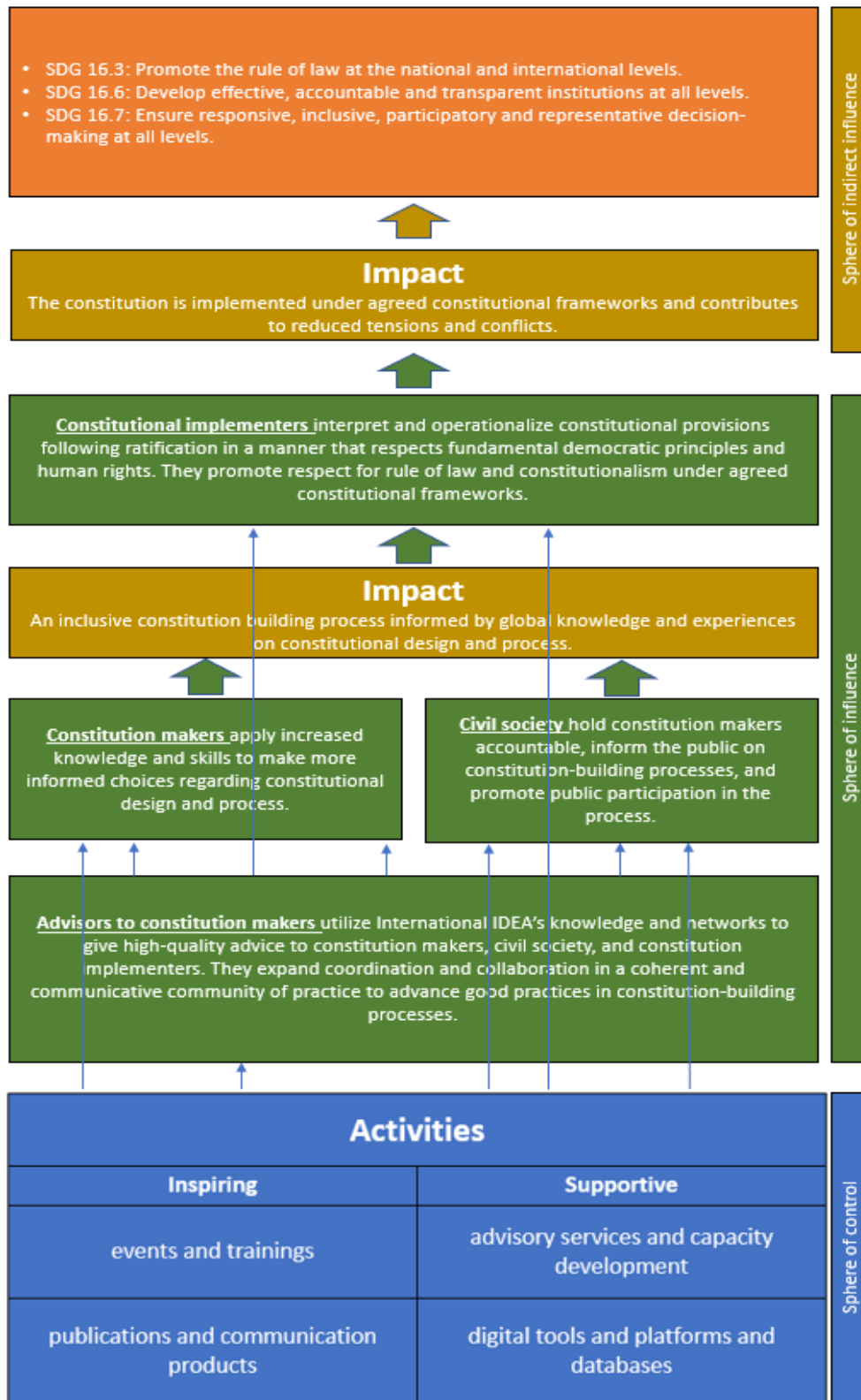
## Annex 2: Theory of change for electoral processes



# Annex 3: Theory of change for political participation and representation



# Annex 4: Theory of change for constitution-building processes



## Annex 5: Example of theory of change for a project

Impact Objective			
Impact objective	The parliament exercises effective control of the executive power and represents the interests of all citizens		
Impact indicator	Baseline	Current value	Year
3.1 Effective Parliament	0,53		
1. Representative government	0,44		
Risk	Likelihood	Consequence	Risk Rating
Risk that unfavourable environment for democratic processes undermines the possibilities of delivering project results which contribute to the impact objectives.	2	5	10

Outcome Objective	
Boundary partner/ target group	Members of Parliament (MPs)
Outcome Objective	National and subnational parliaments exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.
Outcomes for Members of Parliament (MPs)	
Baseline for MPs	The MPs currently have limited capacity to undertake budget analysis and do not utilize their staff for this task. The task is made more difficult by the fact that the timeframe for conducting budget analysis is only ten days and that the budget information is not shared by MoPF in an accessible format. Furthermore, the JPAC is not sharing the budget information with other committees (such as the PACs) in an effective way. There is very limited interaction with state and regional parliaments, but a desire to harmonize budgeting procedures and laws. Interaction with civil society and citizens is very limited and civil society is not recognized as an asset for budget analysis and oversight.

<b>Outcome Objective</b>			
Risks MPs	Likelihood	Consequence	Residual Risk Rating
Risk that the persons who participate in the project cannot utilize the opportunities provided for learning and networking due to e.g. time constraints.	1	5	5
Risk that the persons who participate in the project do not have the mandate to change behaviours, relationships and practices in accordance with the outcome objective and progress markers.	2	4	8
Risk that the boundary partner does not have the resources to change behaviours, relationships and practices in accordance with the outcome objectives and progress markers.	1	5	5

<b>Progress markers for MPs</b>		
Progress marker level	Progress markers will be verified by monitoring and evaluation procedures as outlined in the Monitoring & Evaluation Plan.	Progress
Expect to see that	MPs actively participate in programme activities.	
Expect to see that	MPs are open to change relationships with parliamentary staff and assign them more qualified tasks.	
Expect to see that	MPs take action to improve information sharing between government agencies (in between committees, with the MoPF and with state and regional parliaments).	



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**Progress markers for MPs**

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Expect to see that	MPs are open to explore new ways of engaging with civil society and citizens in a gender equal way.
Like to see that	MPs allow staff to engage in budget research and outreach to civil society and citizens.
Like to see that	MoPF share budget information (in a transparent and workable format) with JPAC well in advance of the decision on the budget, and JPAC share this information with other committees.
Like to see that	MPs at national, regional and state level exchange information on budget procedures and laws.
Like to see that	MPs explore new ways of explaining the differential impact of the budget on gender equality.
Love to see that	There are written and established procedures for how to share budget information between MoPF and between JPAC and other committees that allows sufficient time for budget oversight.
Love to see that	There are written and established procedures for how to involve civil society as experts in the budget process, including experts on gender budgeting.

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## Annex 6: International IDEA's output categories and output indicators

#	Output category	Output indicators
01	Publications	1. Number of released publications 2. Number of copies distributed 3. Number of downloads from International IDEA's websites
02	Communication products	4. Number of released communication products 5. Number of visits to individual web pages
03	Digital tools and platforms	6. Number of visits via International IDEA's websites 7. Number of countries where visitors come from
04	Databases	8. Number of visits via International IDEA's websites 9. Number of external media mentions
05	Events	10. Number of events convened 11. Number of participants disaggregated by gender
06	Training	12. Number of trainings held 13. Number of participants disaggregated by gender
07	Advisory services	14. Number of boundary partners that receive advice from International IDEA
08	Capacity development	15. Number of projects with restricted funding