

Types and Targets of Change Exercise Worksheet

This group exercise helps to produce sample Theories of Change that can be further adapted as activities are developed and refined.

Pair and Share. Have people group together in pairs and consider the following questions:

- What and who needs to change? Consider the following:
 - ▶ **Types of Change** = Attitudes, Behaviors, Institutions

Different theories of change emphasize different types of change. USAID's Conflict, Management and Mitigation division categorizes these types into three *families* - Attitudes, Behaviors and Institutions. These are not mutually exclusive since a single ToC can address behaviors and attitudes or behaviors and institutions, or even all three.

- **Family 1: Shifts in Attitudes.** This family seeks to influence attitudes and psychological drivers as well as the effects of mass mobilization. It assumes that change in attitudes is longer-term, as attitudes are more resilient than behaviors. Shifts in attitudes usually target *more people* but can also target *key people*.
- **Family 2: Shifts in Behaviors.** This family assumes that behaviors can be changed directly, without requiring attitudinal change. Behavior change can be accomplished by withholding or diminishing resources that key actors or mobilizers have to perpetrate violence, addressing the security fears of key actors, or changing the incentives for actors in the conflict – making the actions that lead to violence more costly and those leading to non-violence more appealing. Shifts in behavior usually target key people.
- **Family 3: Shifts in Institutions** emphasize structural changes. Effective institutions, including legal and social welfare institutions, can help address conflict, but when they do not function well or different institutions clash, violence can escalate. The Institutions family focuses on ways to change the capacity and legitimacy of institutions to promote their effectiveness.

- ▶ Targets of Change = Key Actors, Indirect Beneficiaries

Derived from CDA's Reflecting on Peace Practices paper, targets fall into two categories - Key People and More People.

- **Key people:** Individuals who have power or influence, such as leaders of armed groups, government and political leaders, influential ethnic and religious leaders, etc. These may include leaders of women's groups who have influence in the formal or informal spheres.
- **More people:** Communities, targeted populations, or residents in a regional area.
- Before writing your sample Theory of Change also consider: How will the change happen? How might assumptions impact the change you are proposing?
- Then each pair drafts a ToC. In their simplest form, theories of change are expressed as "if/then" statements; "If we do X (action), then we will produce Y (change/shift towards peace, stability, security)." Add the underlying assumptions and logic of why we think X will produce Y, by adding Z – "because." While theories of change are not always written in this format, they all express a causal model of what, how and why change is expected to happen.
- Each pair will share the ToC with the larger group to see areas of overlap.
- Time permitting, craft an overarching ToC from everyone's individual ToC.

Types of Change		Targets of Change
Shifts in Attitudes		
Shifts in Behaviors		
Shifts in Institutions		