TOOL 4.15

Developing a Theory of Change for Interventions Involving GBVH

» **GOAL:** Examples of how to monitor progress through a theory of change

» **TARGET UNITS:** Human Resources, Training and Development, and Focal Points/Contact Team

When companies commit to addressing gender-based violence and harassment (GBVH), it is useful to define a theory of change for how these goals will be reached. A theory of change (ToC) is a document that explicitly outlines how the company intends to achieve the expected outcome, and how actions taken will support reaching that outcome.

A theory of change (ToC) can be used as a strategic planning tool and can help capture your company's approach to addressing GBVH issues. It can help your company plan interventions and track how change has happened in the short, medium, and long term. It can be used to measure if the interventions have had the intended impact at the company level. ToCs should be developed in consultation with key staff involved in the GBVH project or intervention. A sample ToC for GBVH interventions is outlined below in Table 4A.

When developing a ToC for a GBVH intervention, key steps can include, but are not limited to, the following:

• Using **TOOL 4.2** for guidance, develop a strong business case and use this to secure the leadership team's commitment to specific actions and targets in the short, medium, and long term. Draw from GBVH data specific to a country and research the GBVH laws in the country context before shaping your ToC (See **TOOL 4.3** for guidance).

• It is important to understand GBVH issues in your sector and how they relate to a company's workforce to understand the impact on your business, its employees, and the communities in which it operates.

• Articulate outcomes—the different areas in which you would like to see change occur, such as increasing staff knowledge and skills or attitudes towards GBVH issues.

• For each desired outcome, identify specific interventions and the related outputs, such as the number of trainings delivered or policies developed on GBVH, and clarify the link between each activity, its outputs, and the intended outcomes—the envisioned change in the company. Ensure that the link between activities, the related deliverables, and the intended change is clear and achievable.

• Identify any assumptions, risks, or variables that need to be addressed or controlled to ensure success.

• Determine how successful implementation of the ToC will be measured—what will count as a success. How often will achievements be assessed, and how will course corrections take place?

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Definitions

- **Impact:** Should capture the broader social change that is occurring at the company level due to a project or set of actions on GBVH.

- **Outcome:** Outcomes measure the changes that result from what a project or action does at the company level.

- **Output:** Products, services, or facilities that result from an organization or project's activities. These are often expressed quantitatively (for example, the number of participants at a GBVH training or a percentage of participants form a target group such as middle management).

- **Activity:** The activity of an organization or project, the way the organization chooses to deliver a project, or day-to-day actions on GBVH. Activities are within an organization or project's control.

Clarify assumptions

It is important to clarify assumptions in any ToC, as they will inform outcomes and impact at the company level. For example, one assumption that is often made is that training staff increases awareness on GBVH and ultimately may change behavior. It is important to measure behavior change if this is the intended impact of training.

Another assumption that is often made in GBVH interventions is that incidents will decrease—this is often not the case, especially in the short-term because underreporting is so common and increased awareness of GBVH among staff should lead to greater reporting. Discuss your assumptions with key staff and GBVH experts to ensure that they are realistic.

Establish timelines and allocate resources

- You should associate timelines with key activities so there is an understanding of when the activities and outputs will occur and when you will measure outcomes and impact. A timeline will help manage stakeholder expectations on what activities will take place and will remind you to monitor for outcomes and impact.

- It is also critical to ensure that sufficient resources are allocated for activities and personnel to ensure sustained progress in addressing GBVH.

- Companies should ensure that incidences of GBVH and the responses to it are sufficiently monitored and evaluated, and that lessons learned are incorporated into the company's GBVH strategies.

TIP: *Keeping confidential records of complaints can help your company track trends and highlight recurring problems (e.g., whether certain departments are more prone to complaints than others).*

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TABLE 4A | Example Theory of Change for GBVH Interventions

	INDICATORS AND AREAS TO TRACK	TOOLS TO EVALUATE ACTIONS
Activities: The interventions undertaken		
• Conduct GBVH research by *date* • Review policies by *date* • Train GBVH focal points • Review training by *date* • Deliver [*names and titles*] trainings to staff and community members by *date* • Develop communications material by *date* • Disseminate communications material by *date*	• Research conducted (yes/no) • Policies reviewed (yes/no) • Number of GBVH focal points training conducted • Trainings reviewed or updated (yes/no) • Number of trainings delivered • Number of communication materials developed • Number of communications materials disseminated	• Research document • Policy documents • Training materials • Communication documents • Metric on communications disseminated
Timeline: Assign a timeline for each activity and ensure monitoring of outputs (see below)		
Assumptions: GBVH polices, training and communication materials will increase staff and community members awareness on GBVH and support them to raise issues and access support		
Outputs: The immediate result of the activities		
• Research conducted • Policies reviewed • Focal points trained • Trainings conducted • Communication materials	• Amount of research finalized • Numbers/names of policies revised and adopted • Number of GBVH focal points trained (disaggregated by gender) • Number of staff who participate in training (disaggregated by gender) • Number of people reached (disaggregated by gender) with communication materials	• Finalized research reports • Finalized policies • Attendance list • Evaluation forms • Metrics on communications disseminated

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	INDICATORS AND AREAS TO TRACK	TOOLS TO EVALUATE ACTIONS
Outcomes: The medium-term changes that result from the activities.		
• Increased knowledge, skills, and attitude to address GBVH • Increased confidence in company's GBVH policies • Increased use of GBVH polices	• Number of participants in training who report increased knowledge, skills, and attitude to address GBVH (disaggregated by gender) • Number of staff reporting that they would feel comfortable raising GBVH issues with a company representative (disaggregated by gender) • Number of staff reporting that they believe that the company takes GBVH seriously (disaggregated by gender) • Number and type of grievances raised under the company GBVH policies	• Pre and post training questionnaire • Employee engagement surveys
Impact: The broader social change that results from the activities.		
• Better support for survivors of GBVH • Increased business benefits	• Number and type of issues resolved (disaggregated by gender) • Number and type of supports provided under the company GBVH policy (disaggregated by gender) • Number of staff reporting workplace impacts of GBVH (disaggregated by gender)	• Complaints and resolution data • Employee engagement surveys

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