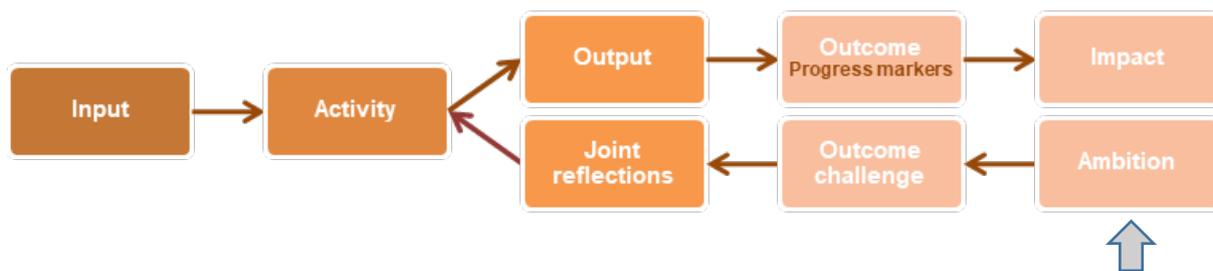


Strategy for Change

It must be clear which components of a programme that are important for achieving an expected outcome and an expected impact. If we target change then we need a strategy addressing; i) why the status quo would change and ii) who would bring the desired evolution. The HR&S tool Strategy for Change (SfC) offers an opportunity to reflect over whether the expected impact is likely to happen because of the programme. The SfC aims at defining all of the necessary conditions required to bring about outcome and impact, and it also points out which conditions are sufficient.

The Strategy for Change describes the connections between Impact, Outcome, Output, Milestones and Input, together with, Outcome challenges, Progress markers, Activities, the Strength of Evidence and Baseline, as well as Stakeholder analysis, Motivation and Power of influence; all parameters compiled per Ambition. Progress is measured through the measurable entities Output and Outcome. Equally important are Lessons Learned and Informed Decisions. SfC is a narrative of the more ambitious HR&S tool, the “Real-time Outcome Planning & Evaluation” (ROPE).



The parameters

Ambition: The need and ambitions as expressed by the local stakeholder. The answer to the questions – What do you want to do? How do you want to do it?

Outcome Challenge: Challenges hindering the local stakeholder from reaching her/his ambitions. The answer to the questions – Why did you not reach your ambition already? Did you experience challenges that were hindering you from starting? If so, which challenges?

Activity: Activities addressing the Outcome challenges aiming to generate an Expected Output. The Activities are arranged by the Programme Management Partners (PP).

Input: Resources required to arrange the Activities, it can be for example funds, training, knowledge, skills, expert advice, coordination, communication and infrastructure. Inputs have to be available; otherwise, they are reformulated into activities.

Output: The Outputs are quantified results from the Activities. It can be, for example, the number of active participants in a certain number of workshops that lasted a certain period of time.

Outcome: Actions taken by the targeted local stakeholders as a result of the Activities.

Progress markers: Measurable indicators of progress linked to the Outcomes.

Impact: HR&S defines Impact as Outcomes that have become sustainable over time, and does not require backup from the programme.