Theory of Change

for community-based conservation

RARE
inspiring conservation

Rare designs programs that benefit both people and nature.

To do so Rare trains, and supports, local conservation leaders to implement what's known as a "Pride campaign." A Pride campaign inspires people to take pride in the species and habitats that make their communities unique, while also giving them alternatives to environmentally destructive behaviors such as overfishing, illegal logging, unsustainable agriculture and poaching.

Theory of Change

People are intimately connected to nature. It fascinates and grounds us. It provides all the resources we need – both material and emotional – to survive. But sometimes, for a host of complex reasons, people act in ways that damage Earth's biodiversity or deplete its resources, putting all of our futures at risk.

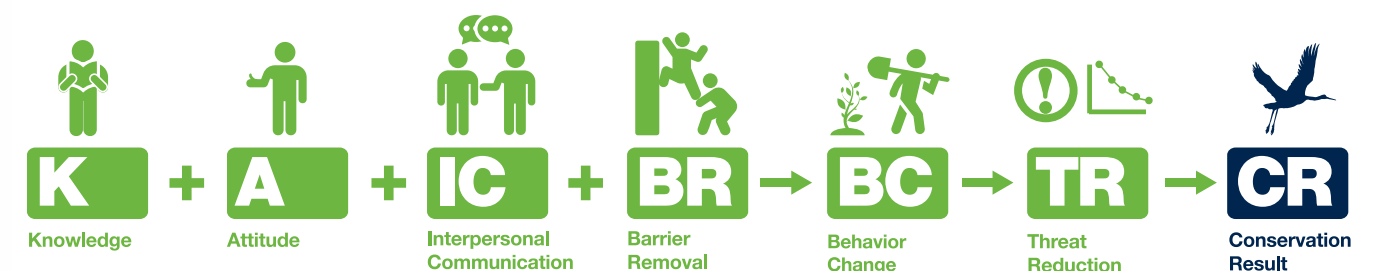### People's behavior is at the root of most environmental solutions

Human behaviors, from small scale poachers to the energy-intensive culture of the industrialized world, have a big impact on the environment. If that troubles you – and it probably does if you're reading this booklet – don't worry, there's a bright side. If our behavior is causing these problems, then changing behaviors can help fix them. If we change the way people think, feel and ultimately act, we can stem the loss of biodiversity and achieve lasting conservation results.

Change is possible

Rare believes people will change their behavior when they understand the benefits of a new behavior and the barriers to its adoption are removed. We seek "win:win" scenarios that shift community attitudes, reduce environmental threats and enhance human welfare. To achieve this you need to understand which behaviors to address and how to do it. You need a Theory of Change.

Building a roadmap for change

What is the change you're trying to make in the world, and how do you get there? A theory of change is useful for identifying outcomes of an intervention and measuring your progress. Rare's Theory of Change, based on years of research, helps you understand how to change people's knowledge, attitudes and behaviors to reduce threats and reach a conservation result that benefits people and nature.

K Knowledge **+** **A** Attitude **+** **IC** Interpersonal Communication **+** **BR** Barrier Removal **→** **BC** Behavior Change **→** **TR** Threat Reduction **→** **CR** Conservation Result

We'll use the case study below to illustrate each step of this booklet.

🔍 **CORAZON BAY CASE STUDY:**

In the coral triangle, there is a biodiversity-rich marine protected area under pressure from intense fishing. Corazon Bay is rich in *Siganus canaliculatus* (white-spotted spinefoot), a fish that the local community depends on for food and income.

To ensure the long-term sustainability of this fishery and protect coral reef biodiversity, the Corazon Fish Sanctuary was established. The sanctuary is a 500 hectare marine area where individuals within and outside the community are not allowed to fish.

However, many of the community members need to continue catching fish to feed their families and sell at market, and don't understand how a sanctuary

benefits them. In addition, outside fishermen often enter the sanctuary, and local fishers worry they will lose their competitive advantage.

Because there is limited enforcement and no community support, fishers inside and outside the community continue to fish within the sanctuary. Over time, the threat becomes serious; if not mitigated quickly, the white-spotted spinefoot populations will collapse, and fishers will lose a critical source of food and income.

Through the six steps of this booklet, we will reveal how conservationists created a Theory of Change that outlines the steps needed to reduce threats and achieve Conservation Results in the Corazon Bay.

This booklet will help you create a Theory of Change for your conservation project.

This booklet is intended to help conservationists create a plan to preserve their local environment by changing community behaviors. This booklet won't cover everything that needs to be done to run an effective project. Instead, it provides the first initial six steps that will help you plan a campaign to change behaviors in your community and benefit the local environment.

For each step, fill out information on your own site and community in the worksheet included with this booklet. Illustrations of how these steps were applied to an example site, the Corazon Fish Sanctuary, will guide you. When you are finished, you'll have a complete Theory of Change to guide your community conservation work.

phase 1
Engage Stakeholders

Engaged and committed stakeholders are a vital part of any successful community conservation project. Here we'll help you figure out who they are and how to engage them.

Why involve stakeholders?

Projects that involve key stakeholders can be more productive and less expensive. Your stakeholders are the people who will be impacted by the project, may be a strong supporter, or a strong opponent. They can help identify threats, guide your planning, validate your research, and introduce you to other key players.

✎ **WORKSHEET**

But who are your stakeholders? On the worksheet at the back of this book, create a list of important groups and individuals by following these steps.

Step 1: Conduct a literature review

Consult literature about your site and its biodiversity to find resource users, resource managers, scientists, and community leaders.

Step 2: Talk to experts

Conduct interviews with experts from your organization and community to identify additional groups. Remember, your experts are stakeholders too!

Step 3: Think beyond conservation

Your project will likely influence community life in ways beyond conservation, e.g. by affecting local food and water supplies or public health. Reach out to key influencers in these areas too.

Step 4: Identify gaps

Check your list with community experts and leaders. Are there critical areas that aren't covered?

Step 5: Conduct stakeholder analysis.

Now that you have the list of prospective stakeholders, think about their potential influence on your project. Consider:

• Key Issues that affect the stakeholder
• Potential contribution
• Motivation to participate
• Consequences of not involving

Once your list is complete, you're ready to start consulting stakeholders about your site. Their expertise will be a big help when you build a model of the conservation problem in your community in **Phase 2**.

🔍 **CASE STUDY STAKEHOLDER ANALYSIS**

Conservationists within the with the Corazon Fish Sanctuary start by reaching out to the community and local experts, leaders and community organizers.

STAKEHOLDER DESCRIPTION	STAKE IN THE PROJECT	INFLUENCE	POTENTIAL STAKEHOLDER NAME(S)	POTENTIAL ROLE IN PROJECT
Corazon fishers	Corazon fishers will be the primary target of a behavior change campaign and be the most resistant.	High – getting Corazon fishers to support the protected area will be the key to project success	Jose Martinez	Jose is concerned about declining fish stocks and wants to help. He may be an early adopter.
Corazon Fish Sanctuary Committee	The Fish Sanctuary Committee is responsible for enforcement training and monitoring of the protected area.	Medium – they are not currently empowered or trusted but this could be improved.	Martin Simon	Martin is the leader of the committee and it will be important to help build his leadership and status in the community.
Coral triangle Mayors Association	Coral triangle mayors association will likely follow this project with interest.	Low – at least initially the influence of the association is probably low, but this may change with time.	Manuel Gomez, Lorenzo Gutierrez	We should consult with them how to ensure they are informed about our progress.

phase 2
Understand Your Site

You've identified some of the key people connected to your project. Now it's time to think about the place where you work. You probably have some idea of the conservation problems in your area. But what is causing them, and who is responsible?

Before you begin, it's vital to understand exactly how your site's community and environment interact. You can do this by creating a simple "concept model" – a map of the relationships between what you're trying to preserve and the factors that threaten it.

Concept Model[1]

There are five parts to a Concept Model:

1. **Scope** – the geographic region of your project
2. **Conservation Targets** – what you want to protect
3. **Direct Threats** – what negatively impacts your target
4. **Contributing Factors** – what generates or contributes to the threats
5. **Relationships** – the relationships between factors, threats and targets (represented by arrows)

1. Set Scope

Scope is what the project intends to affect and is often a geographic region.

2. Choose Conservation Targets
What are you trying to protect?

Targets are specific species, habitats or ecological systems that you want to protect. Everything you do will build from your targets, so choose carefully.

- Consult experts and stakeholders to identify key species or habitats in your region
- Refer to biodiversity research to identify threatened species or habitats in your area.

✏ WORKSHEET

Write between one and four conservation targets that are important to your project's mission and within your scope.

🔍 CASE STUDY

By connecting with their stakeholders, the Corazon Bay team identifies several targets they could focus on. They decide the most important are the commercially vital white-spotted spinefoot, as well as coral health. Because their project is limited to the Corazon Bay community, they set their scope as the region that includes Corazon Bay Sanctuary and the surrounding marine protected area (MPA).

targets

Scope:
Corazon Bay Marine protected area and sanctuary

Corazon coral reef

White-spotted spinefoot

1
This section draws heavily from the concept modeling approach created by the Conservation Measures Partnership and Foundations for Success:
http://www.conservationmeasures.org

3. Identify Threats
What is threatening your Conservation Target?

Direct threats are events, situations or behaviors that immediately impact the conservation target. These are usually human-caused, such as overfishing, poaching, or deforestation. As with your targets, check your threats with experts and published research.
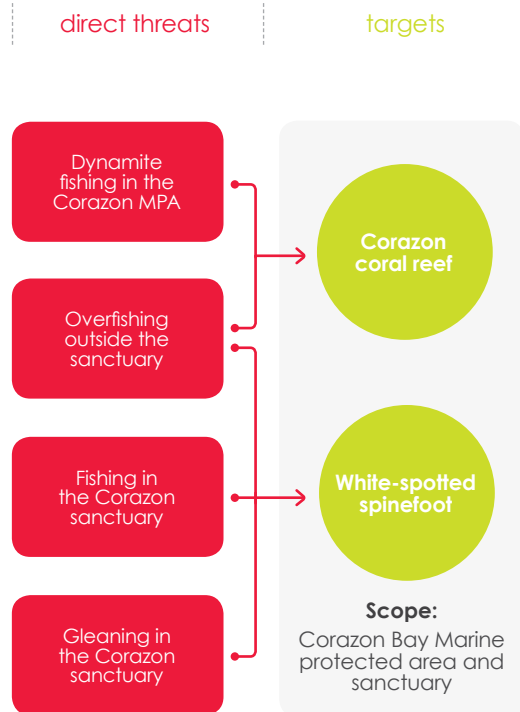
✎ WORKSHEET

Use the worksheet to write between three and eight direct threats that affect your Conservation Target/s. Be as specific as possible about the type of threat and where it occurs. For example, "overfishing" is a direct threat, but "overfishing of commercially important reef fish by small scale fishers" is more useful.

🔍 CASE STUDY

In Corazon Bay, there are a number of threats to coral reef health and the white-spotted spinefoot, including climate change, overfishing and dynamite fishing in the MPA. The team focuses on what they consider the top four threats that would be most relevant for the current scope of their project.

4. Contributing Factors

direct threats   targets

Dynamite fishing in the Corazon MPA

Overfishing outside the sanctuary

Fishing in the Corazon sanctuary

Gleaning in the Corazon sanctuary

Corazon coral reef

White-spotted spinefoot

Scope:
Corazon Bay Marine protected area and sanctuary

These are indirect threats that drive or exaggerate your direct threats. They can range from local specifics to global challenges and it's vital to capture them all and understand how they interact at your site.

Each factor can typically be linked to one or more stakeholders.

Your stakeholder analysis will come in very useful here as you will be able to identify who they are and how they are influencing, enabling or supporting the environmental and social conditions at your site.

✎ WORKSHEET

List contributing factors for each threat on your worksheet. Starting with your target and threat, work right to left, identifying indirect or contributing factors by continually asking yourself 'Why is that a threat?'. Your understanding is now deepening in important ways.

5. Relationships

Your "why" chains form the initial web of relationships between your factors. Draw arrows from left to right, indicating how each factor contributes to the next and creates the threat.

Your Concept Model

Don't forget to draw the connections between contributing factors. People are driven by a dense web of influences, and this will help you capture them all.

A good model illustrates the main cause-and-effect relationships that you and your team assume exist in the project area. It should be as simple as possible while still including the most important details

Checking Your Model

Now you have a clear and complete picture of the influences, threats, and, most importantly, the people who affect your conservation targets.

• Are there missing "why's?" or important contributing factors that aren't explained?
• Do your stakeholders agree with your model?
• Are there more experts or members of your community you need to consult?

🔍 CASE STUDY

Having identified fishing inside the Corazon Sanctuary as one of the primary direct threats, the team uses their knowledge of the community and current conditions to help outline why this threat exists. Although there are other threats that affect the Conservation Targets of interest, it is best to start with one threat and build your concept model from there. You can see from this example that they started with the direct threat, and kept asking why. Why is there fishing in the sanctuary? Because the Corazon Bay fishers feel they have a right to fish there. Why? Because there is a family tradition of fishing in that area; and so on. The example below is only a portion of concept model – your complete model will include all your threats and their contributing factors.

contributing factors   direct threat   targets
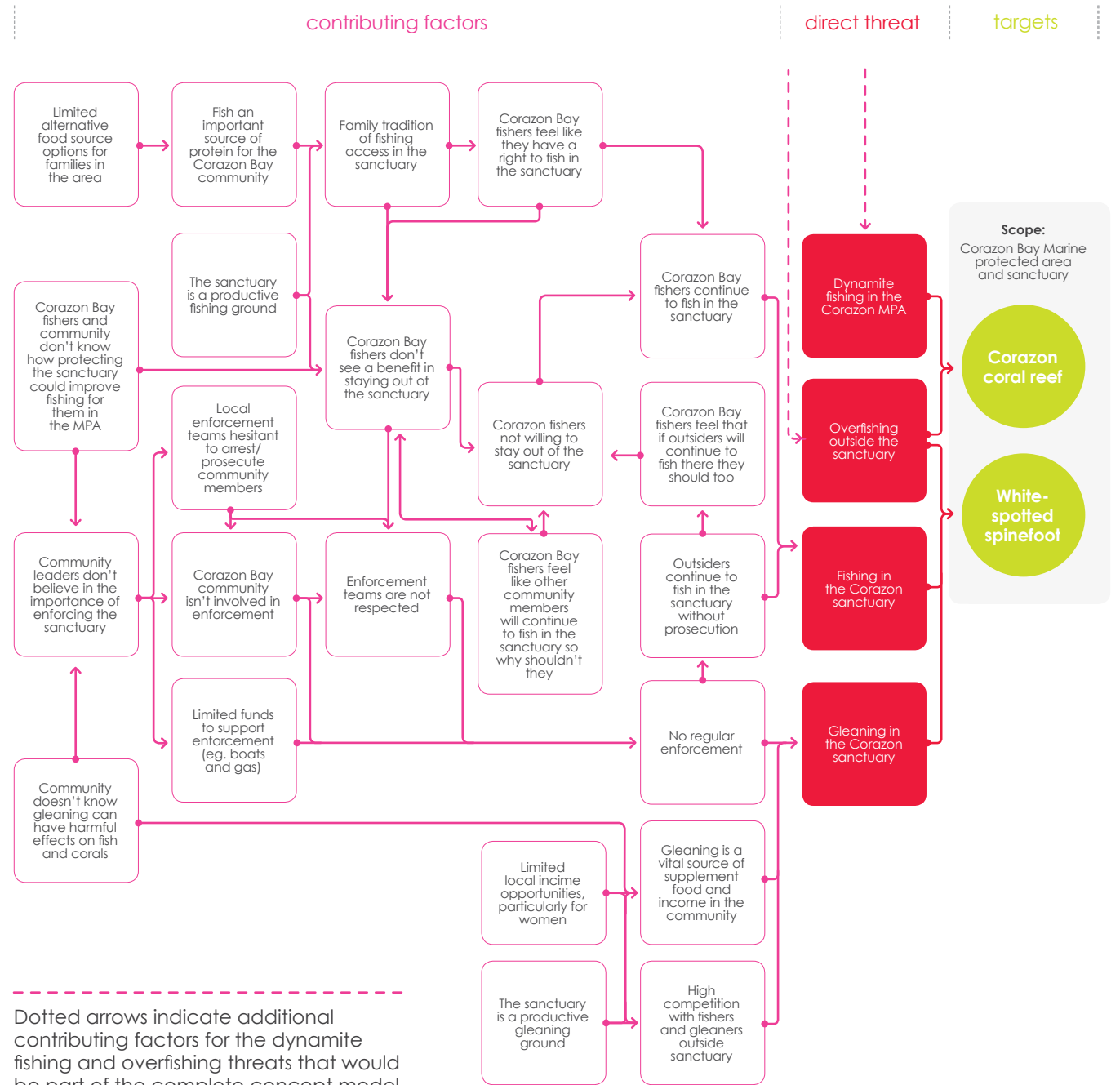
Dotted arrows indicate additional contributing factors for the dynamite fishing and overfishing threats that would be part of the complete concept model.

phase 3

Rate Threats

Now you know what is threatening your Conservation Target and why. To ensure that your project is effective, it's important to identify the most critical threats.

In our concept model, you may have discovered that there is more than one threat affecting your Conservation Targets. It's important to focus on the most important of those threats, if possible, to ensure the greatest possible impact of your project.

Here, we'll use a helpful formula from the Nature Conservancy[3] to rank threats at the site from most to least serious. In this model, you will use the scope and severity – the magnitude – of the problem, and its irreversibility to create an overall index of for the threat. If you have multiple targets, rank threats for each target separately.

magnitude (scope and severity) **+** **irreversibility** → **overall rating**

Use the table below to combine your Scope and Severity scores into a Magnitude score.

✎ WORKSHEET

To generate an overall score for how each threat affects your target, start by using the information here to score each one on its Scope and Severity.

Scope

The geographic scope of impact on the Conservation Target at the site expected within ten years.

- **4** **Very High:** Threat is widespread across much of your site.
- **3** **High:** Widespread, and affects Conservation Targets at many locations at your site.
- **2** **Medium:** Localized, and affects the Conservation Target at some of the Target's locations at the site.
- **1** **Low:** Very localized, and affects the Conservation Target at a limited portion of the Target's location at the site.

Severity

The level of damage to the Conservation Target expected within 10 years.

- **4** **Very High:** Likely to destroy or eliminate the Conservation Target over some portion of its range at the site.
- **3** **High:** Likely to seriously degrade the Target over some portion of it range at the site.
- **2** **Medium:** Likely to moderately degrade the Target over some portion of it range at the site.
- **1** **Low:** Likely to only slightly impair the Target over some portion of its range at the site.

	scope			
	4	3	2	1
severity 4				
3				
2				
1				

This is your Magnitude score

- **4** • Very high
- **3** • High
- **2** • Medium
- **1** • Low

Overall Rating

To get an Overall Rating for the threat, first use the information below to find its Irreversibility score.

Use the table below to combine your irreversibility and magnitude scores. This will give you the overall rating for your threat.

Irreversibility

The importance of taking immediate action to counter the threat.

4 **Very High:** Effects of the direct threat are not reversible

3 **High:** Effects are reversible, but not practically affordable

2 **Medium:** Effects are reversible with a reasonable commitment of resources

1 **Low:** Effects are easily reversible at relatively low cost

✏ WORKSHEET

Use the table below to combine your irreversibility and magnitude scores. This will give you the overall rating for your threat.

	irreversibility			
	4	3	2	1
4	■	■	■	■
3	■	■	■	■
2	■	■	■	■
1		■	■	■

magnitude

This is your Overall Threat Rating

- ■ 4 • Very high
- ■ 3 • High
- ■ 2 • Medium
- ■ 1 • Low

By scoring each threat, you will gain a deeper understanding of what stands in the way of achieving your Conservation Result.

Choose your threat

You want to choose one threat to focus on in your Theory of Change. It's a balance between choosing something substantial enough to make a difference, and something realistic for your organisation.

The threat you choose will influence the people you work with, the solution you propose, and ultimately the behavior you aim to change. It should be:

- Significant – addressing small threats will not have a large impact if there are other more significant threats at the site
- Human-caused – only man-made threats can be addressed by changing behavior
- Realistic – the threat must be something you believe can be successfully addressed within the scope of your project.

🔍 CASE STUDY

The Corazon Bay team decide to use the threat ranking tool to better understand the scope, severity and irreversibility, of their direct threats in relation to each of their targets. They summarize the threats to get a better sense of how they compare to each other. Here we see that for the white-spotted spinefoot, fishing and gleaning in the Corazon Sanctuary are the most critical threats to that species.

WHITE-SPOTTED SPINEFOOT THREATS	SCOPE	SEVERITY	IRREVERSIBILITY	TOTAL RATING
Dynamite fishing in the Corazon MPA	2 Medium	1 Low	1 Low	1 Low
Overfishing outside the Sanctuary	2 Medium	2 Medium	2 Medium	2 Medium
Fishing in the Corazon Sanctuary	2 Medium	4 Very high	4 Very high	3 High
Gleaning in the Corazon Sanctuary	2 Medium	4 Very high	4 Very high	3 High

Threat Overall Summary Table

Once the threat ratings were completed for each target, the Corazon Bay team generated summary threat ratings for both targets. Fishing and gleaning in the Corazon Sanctuary were identified as critical threats to both species.

THREATS	CORAZON CORAL REEF TOTAL RATING	WHITE-SPOTTED SPINE FOOT TOTAL RATING	SUMMARY THREAT RATING FOR BOTH TARGETS
Dynamite fishing in the Corazon MPA	1 Low	1 Low	1 Low
Overfishing outside the Sanctuary	2 Medium	2 Medium	2 Medium
Fishing in the Corazon Sanctuary	2 Medium	4 High	4 High
Gleaning in the Corazon Sanctuary	4 High	4 High	4 High

phase 4
Map the Problem

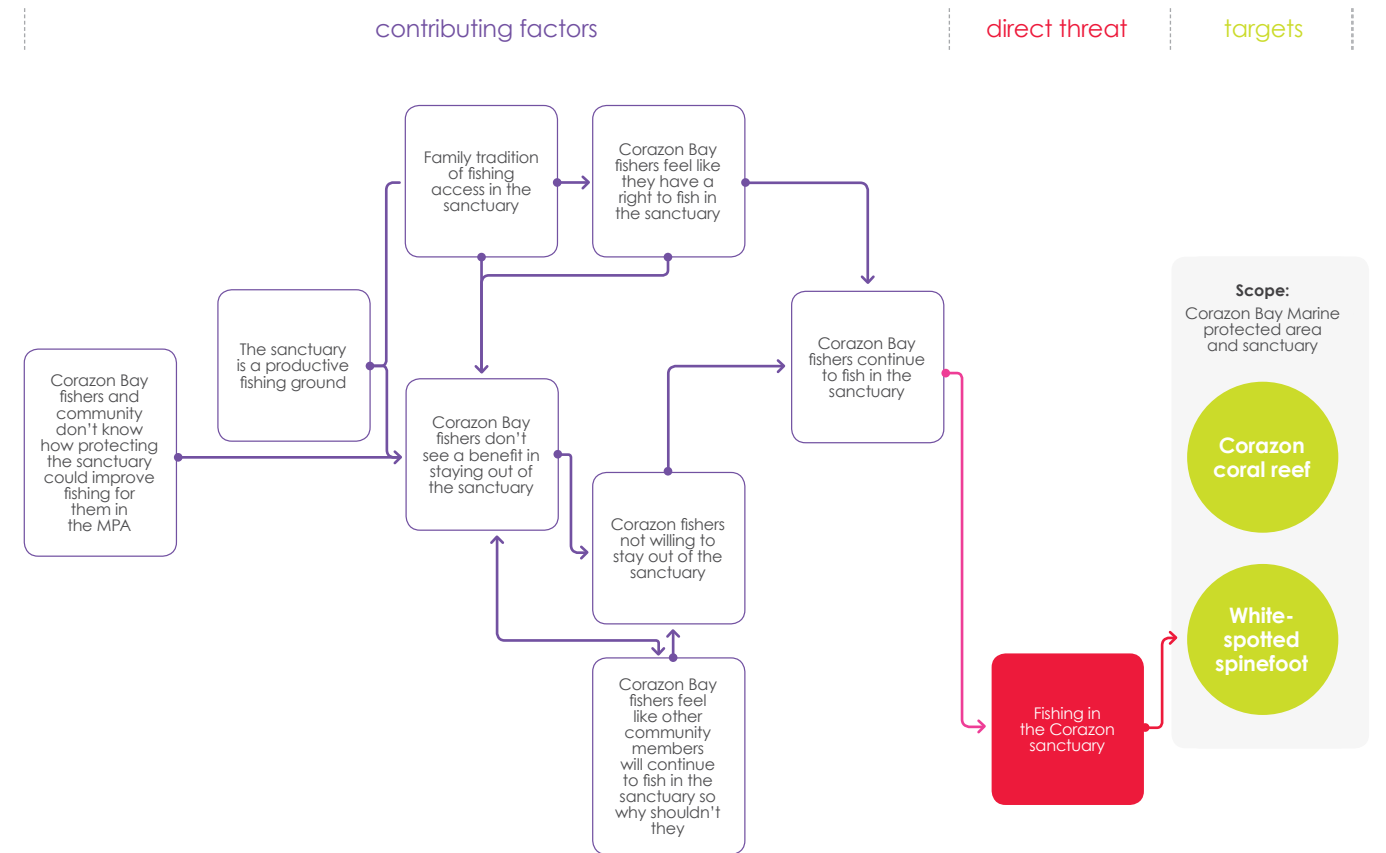**Now that you've identified your priority threat, it's time to figure out what – and who – lies behind it.**

Use your concept model to work backwards from threat to contributing factors. This is called a factor chain, and it will show you the full story of how a community and the pressures they experience create an environmental problem.

✎ **WORKSHEET**

On your worksheet, draw only the contributing factors that relate to your threat in your phase 2 concept model. This will isolate the factors that create your threat.

🔍 **CASE STUDY**

After choosing 'overfishing' as the direct threat to tackle, the Corazon team isolates the factors that are connected to it.

contributing factors | direct threat | targets

Family tradition of fishing access in the sanctuary

Corazon Bay fishers feel like they have a right to fish in the sanctuary

The sanctuary is a productive fishing ground

Corazon Bay fishers and community don't know how protecting the sanctuary could improve fishing for them in the MPA

Corazon Bay fishers don't see a benefit in staying out of the sanctuary

Corazon Bay fishers continue to fish in the sanctuary

Corazon fishers not willing to stay out of the sanctuary

Corazon Bay fishers feel like other community members will continue to fish in the sanctuary so why shouldn't they

Fishing in the Corazon sanctuary

Scope:
Corazon Bay Marine protected area and sanctuary

Corazon coral reef

White-spotted spinefoot

Finding your audience

Your target audience is the people you're going to work with and ultimately inspire.

Who are the people – fishers, consumers, farmers – that threaten your Conservation Target? If there are no people in your concept model, think about the groups that create the factors you identified.

✏ WORKSHEET

Add the most important one or two target audiences to the back of your worksheet. Where do they live? What motivates them? What is needed to change their behavior?

To further simplify your model, focus only on contributing factors connected to a single target audience, such as fishermen.
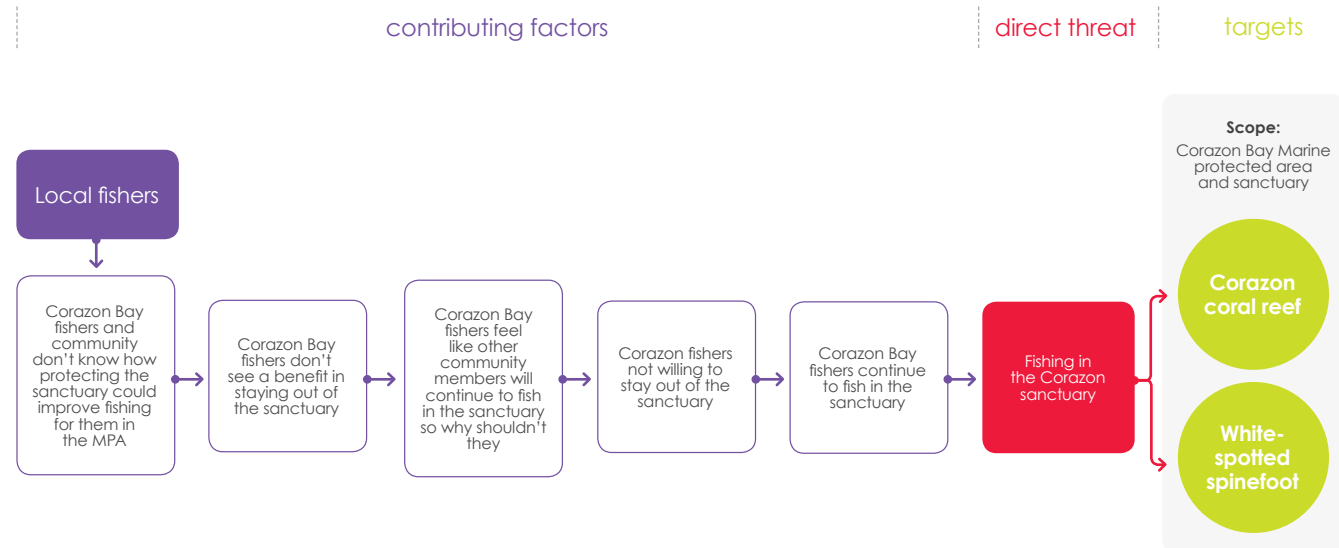
If it doesn't already exist in your concept model, create a box for your target audience.

✏ WORKSHEET

Simplify your factor chain to show a linear relationship between people and the threat. Add some factors if you need to clarify how each factor causes the next and focus only on the behaviors and activities that your target audience directly controls.

🔍 CASE STUDY

Once the Corazon Bay team feel they had fully explored their site analysis, it is important for them to understand where their behavior change campaign would play a role. They identify who they need to reach, the critical knowledge, attitude, behaviors that need to change, and the barriers they need to overcome in order to reduce threats and achieve Conservation Results. These factors will form the backbone of their Theory of Change.
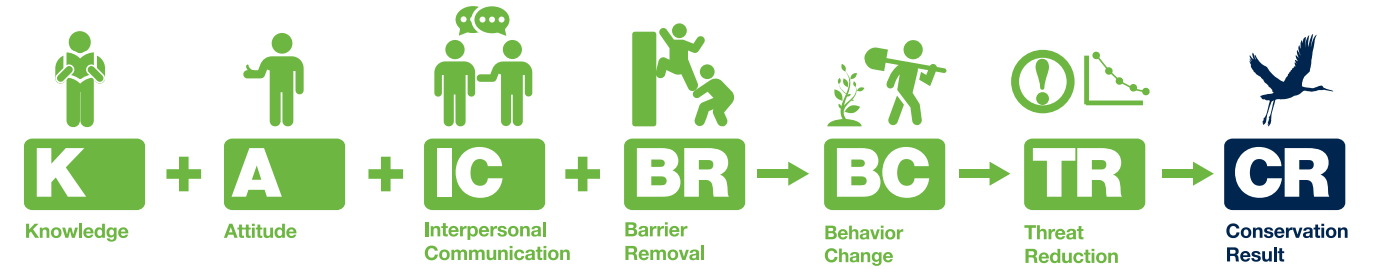
contributing factors	direct threat	targets

Local fishers

Corazon Bay fishers and community don't know how protecting the sanctuary could improve fishing for them in the MPA

Corazon Bay fishers don't see a benefit in staying out of the sanctuary

Corazon Bay fishers feel like other community members will continue to fish in the sanctuary so why shouldn't they

Corazon fishers not willing to stay out of the sanctuary

Corazon Bay fishers continue to fish in the sanctuary

Fishing in the Corazon sanctuary

Scope:
Corazon Bay Marine protected area and sanctuary

Corazon coral reef

White-spotted spinefoot

phase 5

Create Your Theory of Change

You've done the hard work of understanding the problem and the human behaviors that lie at its root. Now it's time to make a plan for changing that behavior.

| K | + | A | + | IC | + | BR | → | BC | → | TR | → | CR |
| Knowledge | | Attitude | | Interpersonal Communication | | Barrier Removal | | Behavior Change | | Threat Reduction | | Conservation Result |

To make a Theory of Change, start with what you want to protect – your Conservation Targets.

Conservation Result

Take your Conservation Target – the Corazon coral reef and the white-spotted spinefoot in our example – and think about how you want to change it for the better. This is the result you want to achieve – your vision for what one piece of a sustainable, healthy ecosystem looks like at your site.

To help write your Conservation Result, ask yourself:

• What is the Conservation Target of your project?

• Is it a high priority for biodiversity conservation?

• Does baseline data exist on its current state?

✎ WORKSHEET

In the "aims" row in the "Create your Theory of Change" section of the Worksheet, write a single sentence describing what you want to achieve.

🔍 CASE STUDY

The Corazon Bay team wants to increase white-spotted spinefoot.

Threat Reduction

You've already figured out the one or two most critical threats standing in the way of your Conservation Result. Now think about how to reduce this threat.

To help write this section, ask yourself:

• Can the threat be reduced by changing human behavior?

• Do you have the human and financial resources to make a meaningful difference on this threat?

• Are you addressing the most critical threat at the site? If not, will reducing this threat still have an impact?

• If the threat you've identified is not critical, return to your concept model and threat ratings to identify a more pressing threat.

✎ WORKSHEET

In the "aims" row in the "Create your Theory of Change" section of the Worksheet, write a single sentence describing the threat you want to reduce.

🔍 CASE STUDY

The team wants to reduce the number of fish taken from the Sanctuary.

Behavior Change

Environmental threats are created by people's behavior. To reduce threats, you must identify the behavior that creates them. Only then you can inform, persuade, and mobilize your audience to adopt a new behavior.

Look at the contributing factors in your factor chain, some of them may include the behaviors that are creating the threat.

To help write your behavior change goal, ask yourself:

- Who is your target audience?
- What behavior do they need to change to reduce this threat?
- Does baseline data exist for this group?
- Are there other groups that impact the Conservation Result but are outside the scope of your project, such as tourists or recreational fishers?
- Will you be able to achieve your conservation goals without reaching them?

✎ WORKSHEET

In the "aims" row in the "Create your Theory of Change" section of the Worksheet, write a single sentence describing the behavior you want to change.

⚲ CASE STUDY

The team wants the Corazon Bay fishers to stop fishing in the Sanctuary.

Barrier Removal

We all know changing behavior isn't easy – if it were, everyone would exercise and no one would smoke. There are always barriers to changing behavior. They can be social, economic, technological or physical. People with unstable incomes often can't afford to stop hunting or fishing.

Identify barriers to your behavior change. Think about ways you can reduce them for your audience. One way is to provide alternatives livelihoods. Another is to provide your target audience with a benefits exchange. In a benefits exchange, a change in behavior will produce a benefit – social, financial or even emotional – for the target audience. In our example, the fishers agree to stay out of and help protect the Corazon MPA. In exchange, the Fishery Department provides them with exclusive rights to fish in an area outside the MPA.

To help you identify barriers to change, ask yourself:

- What are the barriers preventing a change in the desired behavior?
- What are the perceived benefits to individuals if they change their behavior?
- What alternate behaviors or actions might be proposed in place of the threat behavior?
- What barrier removal strategies exist (ie. alternative livelihoods, incentives, enforcement tools)?

✎ WORKSHEET

In the "aims" row in the "Create your Theory of Change" section of the Worksheet, write a few sentences describing the barrier removal approach your project will use.

⚲ CASE STUDY

To remove barriers, the Corazon Bay team will: train local enforcement teams; increase regular enforcement; and build a local management committee.

Interpersonal Communication

You've identified the behavior you want to change. But how do you help people start making the switch? One of the best ways is to get them talking to each other. If a fisher hears friends he's fished with for years praise a new net, it will have a bigger impact than a year's worth of advertising. When making a big change, people put deep trust in the opinions of those they respect or know well.

To help you think about what you want people talking about, ask yourself:

- What groups do you want to get talking?
- What do you want your target audience to discuss and hear from their peers, respected community members and family?

✎ WORKSHEET

In the "aims" row in the "Create your Theory of Change" section of the Worksheet, write a couple of sentences about the conversations you want your target audience to have.

⚲ CASE STUDY

The team wants to generate discussions among fishers about the cause of declining white-spotted spinefoot and how protecting the spinefoot will lead to more fish outside the Sanctuary, and ultimately increased food and income for the fishers.

Attitude

Attitude is about more than the information people know – it's what they passionately feel and believe. When it comes to changing how people behave, what they feel is often far more powerful than what they know.

To get people talking to each other, you have to nudge their attitudes towards change. Attitude and interpersonal communication enforce each other.

To help you identify what you want people to feel, ask yourself:

- How does the community and your target audience feel about the threat and the Conservation Target?
- What shift in attitude do you want your target audience to experience?

✎ WORKSHEET

In the "aims" row in the "Create your Theory of Change" section of the Worksheet, write a couple of sentences about the shift in attitude you want your target audience to experience.

⚲ CASE STUDY

The team wants fishers to feel and believe it is important to stay out of the Sanctuary to protect spinefoot populations, even though they are worried about competition with other fishers.

Knowledge

People can't protect what they're not aware of. Nor can they adopt new tools and strategies they don't understand. Knowledge doesn't create change on its own, but it's often the first step. There is a basic level of knowledge people must possess about the importance of nature and how their behavior affects it before the change process can even begin.

To think about the knowledge your audience needs to gain, ask yourself:

- What do people in the community already know about the Conservation Target, the threat behaviors, or the alternatives to those behaviors and benefit exchanges?
- What knowledge is needed to increase awareness and help shift attitudes?

✎ WORKSHEET

In the "aims" row in the "Create your Theory of Change" section of the Worksheet, write one or two sentences about the Knowledge you want your target audience to have.

🔎 CASE STUDY

The team wants fishers to know why the fish stocks of white-spotted spinefoot are declining and understand that staying out of the Sanctuary will lead to more fish and ultimately improve livelihoods.

phase 6

Measure Success

Now that you have your Theory of Change, the final thing you need for a truly impactful plan for community conservation are objectives. Objectives are formal statements of the outcomes and desired changes that you believe are necessary to attain your conservation goals.

The objectives in your final Theory of Change should be SMART (Specific, Measurable, Action-oriented, Realistic, Time-bound). Specifically, each objective should have:

- The number increase, decrease or % change you want to achieve
- The time by which you expect to achieve the change
- A method for measuring this change

Right now, you may not have baseline data on your site's biodiversity and community behavior. You won't be able to create complete SMART objectives yet. Instead, start with preliminary objectives. These are just like SMART objectives, but the specific number targets are left to be filled in after you gather some background data.

For example, the number of cheetahs in Amboseli Park will increase from XXX to YYY by 20XX, as determined by bi-annual cheetah census using scat analysis.

✎ **WORKSHEET**

Return to your Theory of Change and turn your initial descriptions into preliminary objectives.

Your Theory of Change is nearly complete. You have a clear picture of your target audience and the behaviors you need to measure. As you put your Theory of Change into practice, it will be a framework to measure the impact of a campaign and to better understand the knowledge attitude of your target audience. Through surveys, you will verify your assumptions about your community and develop more appropriate smart objectives, which will then feed back into the ToC.

🔍 CASE STUDY

The conservation team creates a first draft of their Theory of Change for the Corazon Bay Sanctuary by turning their clear and simple descriptions into specific objectives needed to achieve their Conservation Result. Although they don't have the baseline data to quantify their objectives yet, they know where to start and can fill in this information as they conduct their research on the site and community. To make their objectives truly SMART, the team will next need to conduct surveys about the community's knowledge, attitudes and behaviors, as well as baseline studies of coral health and spinefoot populations.

KEY

MPA • Marine Protected Area

NTZ • No Take Zone

CORAZON SANCTUARY THEORY OF CHANGE	KNOWLEDGE	ATTITUDE	INTERPERSONAL COMMUNICATION
AIM (PHASE 5)	Increase in the number of Corazon Bay fishers who know that white-spotted spinefoot populations are declining.

Increase in the number of Corazon Bay fishers who know that respecting the boundaries of the Sanctuary will lead to more fish. | Increase in Corazon Bay fishers who believe regular enforcement of the Sanctuary is important for ensuring spinefoot reproductive areas are protected. | Increase in the number of Corazon Bay fishers who talk to others about the respecting the boundaries of the Sanctuary.

Increase in Corazon Bay fishers who talk to each other about the white-spotted spineffot population declines. |
| OBJECTIVE (PHASE 6) | By 2013, the number of Corazon Bay fishers who know that white-spotted spinefoot populations are declining, will increase from X to Y% as determined by surveys.

By 2013, the number of Corazon Bay fishers know that respecting the boundaries of the Sanctuary will lead to more fish will increase from X to Y % as determined by surveys. | By 2013, the number of Corazon Bay fishers who believe regular enforcement of the Sanctuary is important for ensuring spinefoot reproductive areas are protected will increase from X to Y% as determined by surveys. | Corazon Bay fishers talk to others about the respecting the boundaries of the Sanctuary.

By 2013, the number of Corazon Bay fishers who talk to others about how respecting the Sanctuary will lead to more fish will increase from X to Y% as determined by surveys. |

BARRIER REMOVAL	BEHAVIOR CHANGE	THREAT REDUCTION	CONSERVATION RESULT
Corazon Bay fishers will be trained in enforcement.

Enforcement teams will operate 24-7.

Corazon Bay fishers will join the fisheries management committee. | Increase in the number of Corazon Bay fishers who respect the boundaries of the Sanctuary. | Decrease in the number of spinefoot fish taken out of the Sanctuary. | Increase in the population of white-spotted spinefoot fish outside of the Sanctuary. |
| By 2013, the number of days per month of 24 hour enforcement will increase from an average of X to Y as determined by guardhouse logbooks.

By 2013, the number of Corazon fishers who join the fisheries management committee will increase from X to Y as determined by meeting notes. | By 2013, the number of Corazon Bay fishers who respect the boundaries of the Sanctuary will increase from X to Y as determined from guardhouse logbooks. | By 2013, the number of spinefoot fish taken out of the Sanctuary will decrease from an average of X to Y per month as determined from measurements in the guardhouse logbooks. | By 2015, the population of white-spotted spinefoot fish will increase outside of the Sanctuary from X to Y as determined by visual transect surveys. |

Making Change Happen

You now have a full Theory of Change that tells the entire story of how you will reach out to a community, change behaviors, reduce threats and create a significant Conservation Result.

Final Check

Test your Theory of Change before you put it into practice. Ideally it will have:

- Objectives that can be measured
- Clear linkage between changes in knowledge, attitude, interpersonal communication and barrier removal and your desired Conservation Result.
- A threat that can be realistically addressed by your project
- A meaningful Conservation Result
- An understanding of new behaviors needed and any barriers to their adoption
- A description of the methods you'll use to measure results

Working for Conservation Change

Now you're ready to put your Theory of Change to work! A successful community conservation project needs research on the target audience, a marketing plan and baseline data. The Theory of Change is just the first part of this process, but it is critically important as it will help direct your efforts and inform your research. You now know the Conservation Result you're working towards and the audiences you must engage to reach it.

Remember to check back to your Theory of Change as your project moves forward. Update it as you collect data and your knowledge evolves. Use it to help keep your project on track. And most importantly, use it as a guide for the steps that will transform the relationship between people and nature in your community.

Good luck!

phase 1 • engage stakeholders
P05 stakeholder analysis

STAKEHOLDER DESCRIPTION

STAKE IN THE PROJECT

INFL

Theory of Change Worksheet

RARE

inspiring conservation

Inspiring change so both
people and nature thrive

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