

# Theory of Change - *promoting locally-led change*



Online training course: November to December 2026

## Course summary

A well-considered ToC is a powerful process and tool which uses inclusive and collaborative approaches to identify where projects/programmes can make transformational and sustainable change. However, ToCs are often developed too late in a design process and do not promote effective participation and support locally-led change. This compromises their value and effectiveness.

This practical course is designed for you to gain the skills and confidence to craft powerful ToCs. Learn proven techniques for generating and exploring change options, building evidence-based pathways, and integrating your ToC into MEL plans. Through a step-by-step approach and interactive case studies, you'll master the process of developing ToCs at the program level. The principles and stages are also adaptable to organisational, thematic, and project levels, and their inter-relationship will also be explored during the course.

## Who is this course suitable for?

- Those with an understanding of the concept of ToCs but limited experience of developing and/or using ToCs
- Programme and MEL staff (because creating a ToC is both a design and monitoring process)
- Those embarking on a journey of developing a ToC or managing/supporting a project with an existing ToC
- Trustees or funders and all those wanting to know more about the value and practicalities of this approach for design, implementation and M&E of projects, programmes and/or strategies

## What is the course format?

Enjoy a facilitated, interactive, and collaborative experience through:

- Three interactive live Zoom sessions (3-hours each) with an emphasis on practical exercises to develop a ToC by using presentations, plenary discussions and group work around a case study.
- Opportunity to work on a case study between the sessions.
- Two “drop in” Q&A sessions facilitated by the trainer (come to one or both)
- Self-reflection on consideration of how to use the learning.
- Access to the INTRAC e-learning platform and selected resources

We recommend that participants commit approximately 13 hours in total to fully benefit from this training: 9 hours for the live sessions, 0.5 - 1 hour preparation (reading and familiarising with case studies), 1.5 - 2 hours on the intersessional work and facilitated “drop in”/support Q&A session (optional) at the end of the training.

## Course objectives

By the end of this course participants will:

- Be able to describe what ToCs are, what they include and how they relate to other planning and accountability processes
- Have developed an understanding of why and how change happens
- Have considered the opportunities and challenges with adopting locally-led approaches to developing a ToC, including consideration of power dynamics and the importance of a participatory approach
- Have practiced developing an inclusive, informed and representative ToC
- Be able to analyse the value and use of existing ToCs, with a view to supporting improvements as necessary
- Have considered how to take forward the learning from the workshop into your organisation

## What you'll need

You will need a laptop and ideally also a headset, as well as access to broadband and internet. You will need to be able to download software (Zoom) to join the live sessions. INTRAC's e-learning platform (Moodle) is accessible via a browser. If you have any questions about these requirements, please do get in touch.

## Course fee

The fee for this course is £445 which is inclusive of three 3-hours live sessions with a break in between for self-paced group work and a Q&A session facilitated by the trainer at the end of the course.

Follow on coaching and mentoring is available at extra cost.

Training access scholarships are available for small NGOs /civil society organisations. [For more information, please visit our FAQ.](#)

## About the course trainer - Sue Newport



With over 25 years of experience in international development, Sue brings a wealth of expertise to various causes, particularly women's health, adolescent health, and fighting modern slavery. As an independent consultant, she now collaborates with diverse clients on projects that spark positive change. Sue's passion lies in crafting robust pathways for impact - through developing theories of change (ToC), logframes, and monitoring, evaluation, accountability, and learning (MEAL) systems. She has years of experience as a trainer for organisations like Bond, Crown Agents, the Centre for Ecology and Hydrology and natural England and she is also an associate lecturer at Brighton & Sussex Medical School on a variety of subjects, including MEAL.

Her impressive portfolio boasts leading and participating in evaluations for the World Bank, Bill & Melinda Gates Foundation, UNICEF and others. Sue also supports organisations in refining their ToCs and MEAL plans, ensuring optimal impact measurement and accountability.

## Course calendar

Date	Session content
<b>Tuesday, 17 November 2026 - enrolment week, pre-course reading and activities</b>	
<b>Workshop 1</b> 12 pm - 3 pm UK time Tue 24 Nov 2026 (3 hrs)	<b>1</b> Introduction to concepts and change
	<b>2</b> Opportunities and challenges of locally-led approaches
<b>Workshop 2</b> 12 pm - 3 pm UK time Thu 26 Nov 2026 (3 hrs)	<b>3</b> Identifying an organisation's or partners' role in contributing to change
	<b>4</b> Developing causal pathways for change (PoC)
<b>Independent group work: using a case study to develop and test potential pathways of change leading to changes at outcome level. (w/c 30 Nov)</b>	
<b>Workshop 3</b> 12 pm - 3 pm UK time Monday 7 December 2026 (3 hrs)	<b>5</b> Exploring and testing assumptions made within ToCs
	<b>6</b> Exploring critical reflection of ToCs as products and processes for guiding or driving change
<b>Drop in Q&amp;A session (choose one)</b> 12:00 to 13:00 UK time Thu 10 Dec or 12:00 to 13:00 UK time Tue 15 Dec 2026	Opportunity to ask questions to the trainer as well as the peers and reflect on the topics of the course