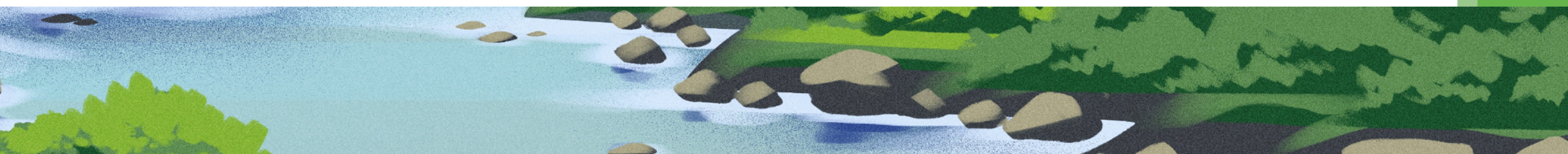
Theory of Change & Key Performance Indicators



What is the Theory of Change?

The Theory of Change (TOC) is a tool to create a continuous process to explore and explain change. Widely used by international organizations and NGOs, it outlines how change is expected to occur in a particular context, and the contributions needed from various stakeholders.

- Why are we using TOC?

1. Environmental and health issues are often highly complex and result from a wide range of interconnected societal factors. The theory of change helps address these root causes, making it possible to respond to these challenges more effectively.
2. The ToC is a valuable tool for building partnerships. Involving stakeholders early in the planning process allows their input to contribute to broader, long-term goals.
3. It provides a flexible framework that can be adapted if unexpected risks arise, allowing for timely course correction as mentioned in our Impact Assessment Policy.
4. The ToC serves as a powerful communication tool, clearly conveying the mission and impact of our work to beneficiaries, partners, funders, governments, and other key actors.

At Danone Ecosystem, the Theory of Change framework helps us identify actions that lead to the achievement of our long-term goals.

- How do we build it?

The Theory of Change relies on a cause-and-effect analysis grounded in existing evidence from scientific literature, stakeholder consultations, and previous projects. We collaboratively develop these theories of change with various stakeholders involved in the project.

The ToC is divided into four parts, from left to right:

· Inputs: Concrete investments and actions towards the end game

· Outputs: Gains in knowledge, abilities and awareness, or availability of new products and services

· Outcomes: Changes in behavior, attitude or condition for beneficiaries induced or enabled by an intervention

· Impacts: Positive and negative long-term effects produced directly or indirectly, and intended or unintended

To better understand how the TOC is applied, let's explore two examples illustrating the process from inputs to impacts.

Theory of Change - Smallholder dairy farmers*

*This Theory of Change has been simplified.

INPUTS

AWARENESS & EDUCATION
- Collective trainings for farmers on animal welfare & herd management, feed ration, water management, milking hygiene…
- On-farm individual coachings for farmers
- Training dedicated to Milk Collection Centers

PRODUCTS & SERVICES
- Import / Invest in high breed cows / perform artificial insemination
- Vaccination campaigns and veterinary follow-ups
- Access to finance for farmers

ENVIRONMENT / INFRASTRUCTURES

@Farm level:
- Mechanize milking process
- Build manure platform
- Biodigesters

@Milk Collection Centers level:
- Upgrade in terms of infrastructures & equipment
- Organization in groups to purchase feed or share farming equipment for in-farm production

OUTPUTS

- Increase farmers' awareness on 'good farming practices' on: herd management; nutrition & watering for cows; animal welfare & health; housing, breeding…
- Increase availability of more productive lactating cows
- Increase free water access facilities for cows (troughs)
- Increase availability of manure management equipment
- Increase availability and access to local quality feed
- Increase awareness of Milk Collection Centers' technicians on reception process
- Improve hygiene conditions in Milk Collection Centers
- Increase availability of 'environmentally better' Milk Collection Centers

OUTCOMES

- Improve farming practices
- Increase annual yield per cow
- Increase efficiency of Milk Collection Centers
- Reduce rejection rates
- Ensure good bacteriological quality of milk
- Increase quality of milk (protein & fat)
- Increase % of use of local quality feed
- Improve waste reuse
- Improve water management:
  - Decrease water consumption
  - Increase Milk Collection Centers wastewater treatment

IMPACTS

SOCIAL IMPACTS
- Increase farmers livelihoods
- Increase farmers resilience to climate change
- Improve working conditions

ENVIRONMENTAL IMPACTS
- GHG:
  - ✓ Reduce CO2 emissions
  - ✓ Reduce methane emissions
- Water quantities savings
- Improve water quality after Milk Collection Centers
- Improve animal welfare

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Theory of Change - Ageing well*

*This Theory of Change has been simplified.

INPUTS

AWARENESS & EDUCATION
- Trainings for professionals
- Education of end beneficiaries
- Public health campaigns
- Trainings for informal careers

PRODUCTS & SERVICES
- Specialized nutrition
- Specific products / services for sport, stress, sleep, ...

POLICIES
- Tax policies, pension policy, labor legislation

ENVIRONMENT / INFRASTRUCTURES
- Intergenerational initiatives
- Urban develoment
- Home care services for seniors

OUTPUTS

ON BENEFICIARIES
- Increase awareness on health risks associated with ageing and age-related diseases
- Increase knowledge on nutrition / hydration requirements & food recommended intakes by age group
- Increase availability of diverse & nutrient-dense foods, of specific products and of healthy drinks
- Increase practical knowledge, motivation &/or unconscious intention to follow the guidelines (on diet, sport and beyond)
- Increase management of protective factors beyond diet: physical activity, stress & sleep management...
- Develop or maintain the social network

ON ENVIRONMENT
- Increase support from relatives and community and decrease ageism
- Improve the medical prevention system
- More age-friendly infrastructures to support one's functional abilities & supportive environments

OUTCOMES

- **Dietary habits** better adapted to age-related nutritional needs
- Increase regular **physical activity**
- « Healthier **lifestyle** » (beyond diet & activity)
- Ensure sufficient **social life** / links
- Improve the **environment** conditions

IMPACTS

PHYSICAL HEALTH
- Maintain capacity
- Reduce frailty
- Prevent NCDs

MENTAL HEALTH
- Maintain cognitive functions

SOCIAL HEALTH
- Decrease social isolation & loneliness

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