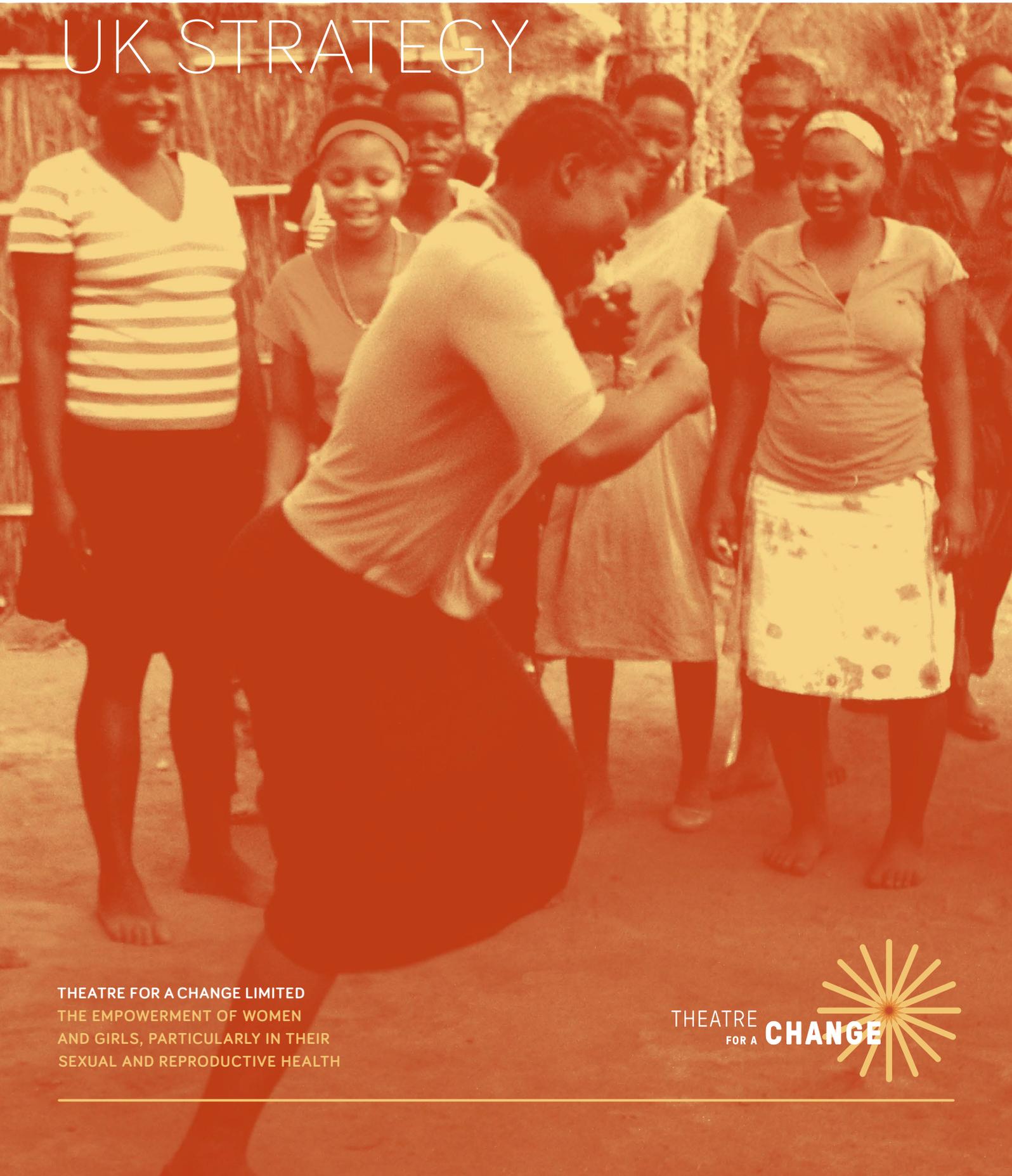


2017-2021

UK STRATEGY



THEATRE FOR A CHANGE LIMITED
THE EMPOWERMENT OF WOMEN
AND GIRLS, PARTICULARLY IN THEIR
SEXUAL AND REPRODUCTIVE HEALTH

THEATRE
FOR A **CHANGE**



EXECUTIVE SUMMARY



THEATRE FOR A CHANGE ENABLES THE MOST MARGINALISED WOMEN AND GIRLS TO HAVE A VOICE IN THEIR PERSONAL RELATIONSHIPS AND IN SOCIETY AS A WHOLE.

Theatre for a Change enables the most marginalised women and girls to have a voice in their personal relationships and in society as a whole. We use innovative approaches to support women and girls in building their skills and confidence to assert their rights as individuals and members of their community. We enable their voices to be heard by the people who currently have control over key areas of their lives, and who have the power to make long term changes to the social norms and expectations that impact on their lives. We also work with men and boys - whether in schools, families, communities, or policy making spheres. We know that involving men and boys in the process of change means real and sustainable empowerment for women and girls can take place.



Our focus has been in sub-Saharan Africa since 2003, primarily in Malawi and Ghana. We have been working in education systems and on a community level to train facilitators in our methodology. We have developed strong relationships with local and national institutions to ensure that changes are embedded on a systemic level. We have measured our impact on these changes to behaviour or policy using comprehensive monitoring and evaluation processes as well as external evaluations. This provides a strong evidence base with which to understand and improve our impact.



We have strengthened our organisational structures, the governance of the organisation and quality assurance. As a result, we have attracted additional funding from trusts, foundations and governments as well as increasing the scope of our work. We have now arrived at a key point in our development where we have choices about how to move forward. This strategic plan sets out how we will contribute to the empowerment of the most vulnerable and marginalised women and girls over the next five years.

This plan is focussed on the development of Theatre for a Change UK and breaks down into two key areas:

1. Supporting the work of our sister organisation, Theatre for a Change Malawi – with people, expertise and funding. This strategic plan has been developed closely with the team in Malawi and complements their strategic plan for the next five years.
2. Developing new partnerships with like-minded organisations. We will offer our training and methodology to a range of organisations who share our focus on the empowerment of marginalised women and girls.



In summary, the strategy for TfaC UK from 2017-21 is to:

1. **Strengthen** the organisational capacity of TfaC Malawi in its journey towards greater sustainability, financially and technically, and continue to build the TfaC Partnership into one of mutually supportive and collaborating entities.

Specifically, we will:

- Support the strengthening of the Senior Management Team
- Support the Malawian team to take a greater role in securing and managing grants
- Enable the continued strengthening of local governance of TfaC Malawi

2. **Grow** our innovation, impact and income through partnerships with organisations who want to use our methodology for the empowerment of vulnerable women and girls.

Specifically, we will:

- Target strategic institutional partners to develop joint programmes with them
- Build the quantity and quality of the associate facilitators in the TfaC Company
- Improve our measurement of impact by developing and standardising new models for gathering data on behaviour change
- Transition TfaC UK from primarily Malawi-focused income by adding partnership-sourced income

This strategy document sets out how we intend to do this in the most effective and impactful way, while ensuring that we continue to put the empowerment of marginalised women and girls at the forefront of everything we do.

WHO ARE WE?

Theatre for a Change specialises in innovative approaches to changing the behaviours and policies that stand in the way of the empowerment of women and girls. We use drama-based activities to enable participants to develop key behaviours and have the confidence to use them. The uniqueness of our work lies in its physical approach to behaviour and policy change. Through role play, new behaviours and policies are put into practice by participants - it is a rehearsal for change in the rest of their lives. For example, in the process of advocating for policy change, power holders engage with the reality of the policy through the lived experience of the vulnerable and marginalised. As a result, advocacy becomes a process of experiencing the key issues involved, lead by participants, rather than an abstract discussion among policy makers.

The Theatre for a Change methodology has been accredited by the Open College Network, and we have carried out extensive research into its impact over the past 13 years. As we have grown, we have sought to maintain the participatory, grassroots nature of our methodology, which seeks to put participants' experience and voices at the centre of the process of empowerment.

WHEN DID WE START?

We started in the UK in 2003, and have grown into an organisation working in Ghana, Malawi, the US and the UK.

WHY ARE WE HERE?

To achieve our goal - the empowerment of the most vulnerable and marginalised women and girls.

WHAT ARE OUR VALUES?

Our values arise from our understanding of power structures that support inequality and what is needed to change them: Social Justice, Service, Participation, Honesty and Openness, Integrity, Responsibility and Commitment. Participation is particularly central to what we do because it is through the real and active participation of marginalised and vulnerable people that their voices can be heard and lasting change brought about.



**WHO ARE
OUR KEY
SUPPORTERS
AND FUNDERS?**

The many dedicated members of staff, volunteers and Trustees. We are also grateful to our funders, such as the Department for International Development, Comic Relief and Medicor, as well as many foundations and generous individuals.

**WHO HAS BEEN
POSITIVELY
AFFECTED BY
OUR WORK?**

Over 180,000 people have been reached through our programmes in 2012-16 including prisoners, female sex workers, teachers and in- and out-of-school girls. Our mobile health clinic treats 2,500 people every year, and in 2015/16 we reached 4,300 with HIV testing and counselling.

We have also positively influenced policy makers in government and the police by enabling marginalised women and girls to share their experiences and engage in an active dialogue with policy makers.

WHAT DO WE WANT TO ACHIEVE?

Our Goal is the empowerment of the most vulnerable and marginalised women and girls, through changing the behaviours, social norms and policies that affect their lives.

So who do we work with, how, with whom and for what purpose?

WHO?

Our primary groups are made up of the most vulnerable and marginalised women and girls living in poverty, ages 11-25. We also work together with men and boys to bring about sustainable change.

HOW?

We train facilitators to run highly participatory and interactive workshops and performances that enable the most marginalised groups to gain a voice.

WITH WHOM?

We work with other organisations to deliver change in the lives of women and girls. These organisations might be part of our work on the ground, such as the police, or strategic partners such as the Ministry of Education.

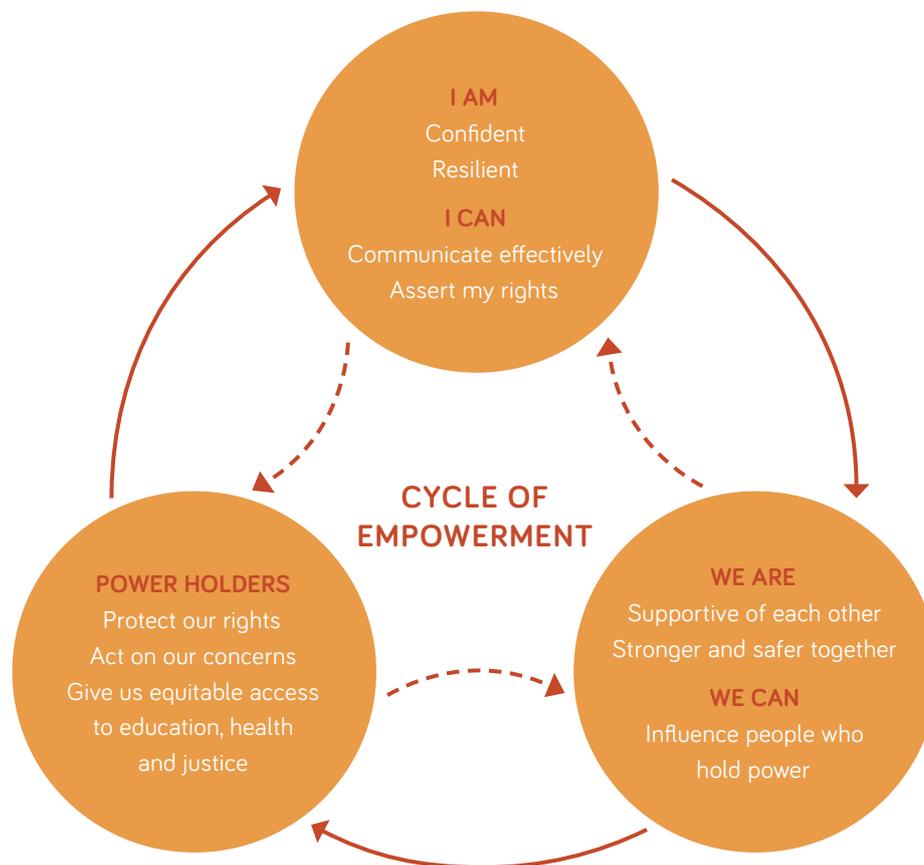
FOR WHAT?

We specialise in working with the most marginalised individuals and groups to give them the confidence and skills to assert their rights and to change the power relationships that affect their lives. This process of empowerment means girls and women gaining more voice in their personal, professional, economic, institutional and political lives. This is central to everything we do. In our day to day work, it means ensuring that they are not passive recipients of support, but the active leaders of change.

We have focussed this process of empowerment primarily on Sexual and Reproductive Health and Rights over the last 13 years. However, the methodology is applicable to a range of purposes, such as Gender Based Violence, Community Protection and Economic Empowerment.



OUR THEORY OF CHANGE



We see change happening on three levels – the individual, the group and the societal. Our process begins with the individual. Participants develop key communication skills, such as assertiveness, and key attitudes, such as self-respect and self-confidence, to be able to put these skills into practice. Individual girls and women develop and practise behavioural changes – they gain a voice in their personal lives.

We also see change happening on a group level. At the start of the process, a group of participants, made up of socially marginalised and vulnerable individuals, share their experiences and begin to develop a shared identity as a result. This is a key support structure for individuals in the group to try out behavioural changes in a safe space. We see the development of a collective voice, based on this shared identity, and an increase in empowerment that comes with this.

This group process is also the foundation for change in the social environment. As the collective voice is developed in the group, there is often the desire to share their experiences with

the wider community, and bring about change in the relationships which have a strong impact on their lives, for example with the authorities in their community. This is the process of change through advocacy, where the environment that surrounds the groups and individuals is positively influenced to support change on those levels. As a result, this process is also known as our cycle of empowerment. The diagram above sets out this mutually reinforcing dynamic of change, and some of the activities we use to achieve this.

The implications of this theory of change for our strategy are that we will focus our efforts to achieve change on all three levels. Whether we are raising funds for work in Malawi, developing our offer to new partners, or evaluating the impact of the work, we will seek to combine individual, group and social change, and ensure that we are providing a comprehensive approach to the empowerment of the women and girls we work with.

WHAT ARE OUR STRATEGIC OBJECTIVES?

Over the next 5 years, TfaC UK will:

1. **Strengthen** the capacity of TfaC Malawi in its journey towards greater sustainability, financially and technically, and build the TfaC Partnership into one of mutually supportive and collaborating entities..
2. **Grow** innovation, impact and income through partnerships with organisations who want to use our methodology for the empowerment of vulnerable and marginalised women and girls.

We will encourage synergy between these two objectives wherever possible – for instance, there will be an exchange of innovation and learning from the work in Malawi and in the other locations that TfaC UK is partnering in.

In delivering on these two strategic objectives over the next five years, TfaC UK is seeking to contribute to positive change in the lives of 800 women in sex work, 10,000 teachers, and 70,000 vulnerable children.

We have decided to focus on growing our impact through our work with TfaC Malawi and working through training partner organisations. We have decided not to expand the number of country offices that Theatre for a Change establishes due to the disproportionate cost involved and other demands on resource.

This strategy has been agreed and developed with the management and directors of TfaC Malawi, and the strategies of the two organisations have been closely aligned.

We want to maintain a low cost base in the UK, with our human and financial resources being dedicated to supporting the delivery of work primarily in the Global South.

STRATEGIC OBJECTIVE ONE

TfaC UK will **strengthen** the capacity of TfaC Malawi in its journey towards greater autonomy financially and technically, and continue to build the TfaC Partnership into one of two mutually supportive and collaborating entities. This strategic objective has been co-created with the team in Malawi and aligns with their five year strategy. As a result, we will be contributing to the development of TfaC Malawi through human and financial support.

The following table shows the three primary areas of organisational development where TfaC UK will need to focus in providing support to TfaC Malawi.

Organisation Development Area	Current Status	Desired Evolution	Key Commitments & Success Indicators
1. Programme Management and Technical Expertise	Programme Management and Technical Expertise is currently under capacity	<p>The first phase of our strategy will focus on supporting the organisational development of TfaC Malawi and will include support for:</p> <ul style="list-style-type: none"> ■ Management functions and levels of technical expertise in key areas of: a) Programme Management; b) Monitoring, Evaluation & Learning; c) Fundraising d) Communications; e) Financial Management ■ A wide range of technical assistance provision, professional development experience, mentors and exposure for TfaC Malawi staff in priority areas, and explicit career development with high potential TfaC Malawi staff. 	By the end of 2019, the core functions of programme management, MEL and Fundraising have been strengthened through dedicated support from TfaC UK and/ or dedicated support from VSO or other organisational development opportunities
2. Funding	The majority of TfaC MW grants are generated and managed by TfaC UK	<p>In the first 1-2 years of the new strategic period we see TfaC UK continuing to be strongly involved in fundraising for TfaC Malawi. It is probable that there will be another large grant for TfaC Malawi that will involve UK grant management.</p> <p>Simultaneously, we will be supporting TfaC Malawi to take a greater role in initiating new funds and grant management, through the UK Head of Grants delivering training in Malawi and supporting the team to develop proposals.</p>	<p>By 2019, TfaC Malawi is leading successful partnership and resource mobilisation efforts in Malawi, and leading on the proposal writing and grant management for the majority of its funding partner relationships outside of Malawi.</p> <p>By 2021, we expect TfaC Malawi to be leading on funding proposals, generating new funding opportunities, and managing the grants whether nationally or internationally.</p>
3. Governance	Local governance body is under-capacity.	<p>TfaC UK will support the continued development of a strong and independent Board in Malawi that takes full ownership of its governance responsibility. Key markers that we will be aiming for include:</p> <ul style="list-style-type: none"> ■ TfaC Malawi Board taking full ownership for monitoring and reviewing the TfaC Malawi strategy ■ TfaC Malawi Board recruiting its own Country Director when the current incumbent moves on ■ Active practical and strategic support for the Country Director in the day to day operations of the organisation, and its development. 	<p>By 2018, TfaC UK will support TfaC Malawi to develop its Board into a committed group of at least 10 individuals who are actively supporting the day to day running of the organisation, as well as its strategic development.</p> <p>By 2021, the line management of the Country Director has been handed over from the Executive Director of TfaC UK to the Board of Directors in TfaC Malawi.</p>

WHAT ARE OUR STRATEGIC OBJECTIVES?

TfaC UK will **grow** our impact, innovation and income through partnerships with selected organisations who want to use the TfaC methodology for the empowerment of vulnerable women and girls. This involves developing a new model for achieving impact and developing new sources of income for the organisation.

STRATEGIC OBJECTIVE TWO – THE NEW PARTNERSHIPS PROGRAMME

We are investing significant resources to document our model in order to make it transferable and to enable the quality of delivery to be managed effectively. We are aware that growing through new offices would require significant investment in infrastructure. Therefore, we have agreed that a more efficient way of reaching our target groups will be to work through larger partner organisations that already have this infrastructure in place.

We are aiming to develop a TfaC UK 'Company' (using the theatre 'company' meaning of the word), which will be made up of a collective of expert facilitators and monitoring and evaluation practitioners in the UK and internationally. This team will embody the values and skills that are central to our process of personal and social change, will be able move to where the need is, facilitate the core processes, and evidence the changes that are happening in the contexts in which we work.

We will continue to deliver innovative, high quality work and measure the changes produced by our work. This will require us to:

- Recruit the best associate facilitators in a strategic and targeted way
- Develop an ongoing capacity building programme for these facilitators to develop their skill base and experience of the TfaC models of behaviour change, advocacy and monitoring and evaluation.
- Measure the quality of facilitation of participants from partner organisations we have trained by using the Open College Network assessment criteria. We will also measure, with our partner organisations, the impact on participants who they work with.
- Innovate and experiment with new and reproducible methods and technologies for behaviour and policy change. We recognise that we will need to prove the value of our methodology through pilot projects. Our priority will be to partner with organisations who work with the most marginalised groups of women and girls living in Global South, and who share our values and our commitment to participatory approaches.

We have begun this partnership approach by working with Oxfam in the Democratic Republic of Congo (DRC). There we have trained a group of facilitators from local NGOs to use Legislative Theatre, a key area of our work for advocacy. We are working closely with their partner organisation to maintain our support for the implementation of the training and to plan the next phase of our partnership.

We will need to build our capacity to manage the delivery and development of shared programmes. We will bring in a Programme Coordinator who will be responsible for managing the delivery of programmes and developing relationships with selected partners.

We will focus on the five areas in the table below to achieve our strategic objective of growing our innovation, impact and income.

Organisation Capacity	Current Status	Desired Evolution	Key Commitments & Success Indicators
1. Number and skill level of trainers and range of techniques	Reliant on a small group of 5 staff and 2-3 associate trainers.	In the first 1-2 years of the strategic period, we will build the quantity and quality of the associate facilitators in the TfaC Company. We will strengthen our capacity in facilitation skills by carrying out regular training in each of the core modules so that more facilitators are able to deliver training of trainers.	By end of 2017, we will have established a new structure with 4 management positions heading each of the key functions - see organisational chart in section 6. By the end of 2019, there is a group of at least 10 associate trainers of TfaC UK who have reached the highest level 3 of TfaC OCN qualification, and who are available for us to employ as consultants as projects come on line.
2. Innovation	There is a need to continuously expand and refresh the creativity of our models.	We will experiment and innovate with new techniques to deliver behavioural and policy change.	2 new modules in TfaC's physical approach to behaviour and policy change are accredited by the Open College Network by 2019.
3. Programme Delivery	No current on-going delivery of programmes by TfaC UK.	In the first two years, TfaC UK will target key strategic partners and develop joint programmes with them. This will be based on a partner development strategy and business plan.	New TfaC Programme Coordinator appointed in 2017. Partner development business strategy to be published by mid-2017. By the end of 2017, one multi-year partnership agreed with an NGO.
4. Quality of evidence	Incomplete data on impact.	The measurement of impact will become increasingly important for donors. We will gather data on impact from the beginning of the New Partnerships Programme, while developing new M&E approaches.	By the end of 2017, initial positive evaluations on pilot projects are generated with impact data on the quality of facilitation among trained participants. By 2019, a positive external evaluation demonstrates the impact of TfaC trained facilitators on key behavioural and policy related indicators.
5. Income	TfaC UK is reliant on income for Malawi-based programmes.	We will appoint the Programme Coordinator, who will be responsible for delivering the marketing strategy, developing partnerships and managing the delivery of programmes. By 2021, 40% of our income will be generated by these partnerships. We anticipate that the remaining 60% will be generated by funding for projects in Malawi.	By end of 2019, the first full cost recovery, multi-year partnership agreement is signed, bringing in 20% of core costs. By the end of 2021, the second full cost recovery, multi-year partnership agreement is signed, bringing in a further 20% funding of our core costs, making a total of 40% of UK costs being generated by TfaC UK.

NEW PARTNERSHIPS PROGRAMME



OUR OFFER

We are offering a unique approach to changing behaviour, social norms and policies. Our physical, holistic approach empowers participants in profound and transformative ways. The core of this offer currently breaks down into three training modules:

1. Interactive approaches to Behaviour Change

This is our foundation module, where participants learn about their own patterns of behaviour, how to facilitate behaviour change and how to train other people to facilitate.

2. Interactive and Legislative Theatre for Advocacy

This module focuses on how to use our participatory approaches to enabling marginalised groups to be able to tell their stories to people in power and how to bring about change in the policy environment that those people usually control.

3. Interactive Radio Drama for Behaviour Change and Advocacy

This is a unique product, which combines the interactive theatre model with radio drama. This enables audiences over a wide geographical area to participate by phoning in to the studio and taking the role of a character in the drama, with a view to changing it for the better.



Each of these modules has a fully documented curriculum, which is available on line, and which has been accredited by the Open College Network so that participants in the training can gain a qualification.

Alongside this three part training programme, we also provide:

- Expertise/advice in delivering this curriculum
- Lessons learned from our multi-year experience delivering this programme
- Our value as a delivery partner committed to participation
- Our trainers - and their ability to “train the trainers”
- The relationship experience of having worked with local partners to produce an effective programme
- Consulting, guidance and troubleshooting as others go out and start to use the curriculum on their own

The impact of the project will be monitored and evaluated according to the agreement with the partner organisation. In order to do this, over the course of the next five years we will develop an accredited module in ways of monitoring and evaluating the empowerment of marginalised and vulnerable girls and women.





NEW PARTNER DEVELOPMENT

We will actively target partner organisations that have:

- A need for a different approach to behaviour change or advocacy.
- Similar values, ethos and commitment to the empowerment of women and girls.
- The capacity and infrastructure to reach marginalised women and girls on a sustainable basis, and for taking the work to scale.
- The capacity to dedicate funding, or to raise funds in partnership with TfaC, and sustain the project.
- The commitment to gathering and sharing data on the impact of projects with TfaC.
- The capacity to develop a long term partnership with Theatre for a Change.
- Passed our due diligence vetting process.

MARKETING APPROACH

Partnership

We are looking to work in partnership with selected organisations to enable them to work with marginalized and vulnerable groups more effectively.

We will identify and proactively approach partner organisations who work internationally and who fulfil the criteria above. The development of the relationship will take place at a senior, strategic level, with a view to developing a partnership that has a strong sense of a shared goal. We are approaching funders to support this initial process of partnership development.

We have carried out a pilot project with Oxfam in the Democratic Republic of Congo, where we trained a group of 20 facilitators from local organisations that Oxfam supports. The project was enthusiastically received by the facilitators and we are now developing the relationship with Oxfam UK with a view to planning a longer term project.

We will operate a full cost recovery model where our relevant core costs, as well as our immediate delivery costs, are covered by the New Partnerships Project. As explained in the table above, we expect that 40% of our income can be generated by 2021 in this way. This is likely to include joint fundraising for a partnership.

CONCLUSION

BY 2021, TFAC UK WILL BE A THRIVING, SUCCESSFUL ORGANISATION THAT IS WORKING IN PARTNERSHIP WITH AN EFFECTIVE AND INCREASINGLY INDEPENDENT TFAC MALAWI TO ACHIEVE OUR GOAL - THE EMPOWERMENT OF THE MOST VULNERABLE AND MARGINALISED WOMEN AND GIRLS.

By 2021, we will also be working in partnership with other like-minded organisations who share our goal. We will also measure the development of our own capacity, in personnel, funding and innovation, but most of all in the degree of change that we are bringing about in the skills level of facilitators we have trained and in the lives of the girls and women they work with.

We start this five year journey with absolute commitment to our goal, and with energy and enthusiasm for using creative and innovative approaches to achieving it. We look forward to working in partnership with the girls and women we exist for and with other organisations that are similarly committed to achieving this goal.

Theatre for a Change UK, 2017





**AT FIRST I HAD NO
CONFIDENCE IN
MYSELF, I DID NOT
PARTICIPATE IN
ANY ACTIVITIES...
BUT SINCE I JOINED
THE THEATRE FOR A
CHANGE GIRLS' CLUB
MY CONFIDENCE HAS
DEVELOPED AND I
NOW PARTICIPATE
IN EVERYTHING.**

Chifundo, Primary School Student, Malawi

