

GAME INSTRUCTIONS – TOC CARD GAME

PRESENTATION

Welcome to the Social Finance Academy's (SFA) 'TOC-TOC - The Theory of Change Journey' - a card game to help you build a Theory of Change (ToC). TOC-TOC will help you start dialogue within your team and with your stakeholders to discuss, understand, deepen, and articulate your vision for impact and finally in creating a ToC. It will support you in developing a systematic framework to understand, monitor and revisit your path to achieving the impact you wish to see!

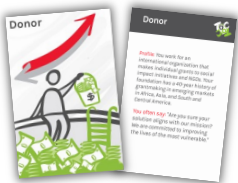
WHAT IS A THEORY OF CHANGE?

A ToC is an articulation of the process of why or how a particular change is expected to occur in a particular context. A ToC is useful because it allows for understanding and bridging the gap between what a program or change initiative does (its activities or interventions) and how these will lead to the achievement of desired goals. A ToC explicitly outlines how an organization will have an impact on the target community, either in the form of a written text or a visual map.

We strongly recommend that all players [watch this SFA tutorial video](#) to deepen their understanding of the ToC and key concepts before playing the ToC-ToC. It will give you some important tips and information that will help you along the way.

Are you ready to play? Then please read through these rules in detail and be prepared to spend the next 3-4 hours in deep discussion and debate about your impact journey!

GAME COMPONENTS



1. **Character Cards** - These cards provide details about the different players in the game and their role, focus, and interest. These characters are the Government Authority, the Donor, the Investor, and the Bottom of the Pyramid Customer. Each player receives a character card to assign a character to at the beginning of the game. See the Character Cards section for more details on your roles.



2. **Question + Rules Cards**—These cards provide the questions that you will answer collectively or individually in each round of the game. The rules applicable to a question are listed on the back of the question card.



3. **Worksheet Templates** - Worksheet templates for developing the Impact Model and Statement and Theory of Change are provided. These are to be used for rounds 2 and 3 of the game, respectively. For more details, see the templates and illustrative examples of completed templates.



Each group of cards belong to each team playing the game.

CHARACTERS CARDS



Each of the character cards represents a particular stakeholder with a specific perspective and interest that players must consider when answering the game's questions. Each player is assigned a character during the game setup phase. The card contains a brief personification and explanation of the perspective you represent. Remember to answer each question "thinking as" the character.

1. Bureaucrat

Profile: You are a senior civil servant in your country with more than 30 years of experience. You started your career as a civil servant working in rural areas, so you are exposed to the problems of marginalized and impoverished communities. You have worked in central government and have experience in several ministries, including health and environment.

You represent the government's perspective on your company's work. As a bureaucrat, you believe in engaging the private sector and international organizations in innovative problem solving and achieving the UN Sustainable Development Goals. However, you understand the challenges of scalable implementation of such solutions and are conservative in your views. You are aware of the cascading effects of implementing a solution and are pragmatic about options.

You often say: "It's a good idea, but how are you going to implement it? How is your solution better than the other NGOs whose work we already support?"

2. Donor

Profile: You work for an international organization that makes individual grants to social impact initiatives and NGOs. Your foundation has a 40-year history of grantmaking in emerging markets in Africa, Asia, and South and Central America.

You represent the perspective of funders who may provide grants to your organization or other organizations with a similar focus on impact. You believe in helping the most vulnerable populations. You value qualitative information and stories of impact that come from the bottom-of-the-pyramid beneficiaries of the impact enterprises you fund. You are also interested in big numbers that can be communicated through your public relations and media content.

You often say: "Are you sure your solution aligns with our mission? We are committed to improving the lives of the most vulnerable."

3. Investor

Profile: You work at a private investment firm and have 15+ years of industry experience. You have experience leading venture capital investments in seed rounds. Your fund's priority is to invest in scalable solutions that also meet sustainable development goals in emerging markets.

You represent the perspective and requirements of investors who might invest in an impact business like yours. You believe in solutions that are scalable and easy to monetize. You are willing to invest in growth-stage companies, but you insist on good financials and projections. You are skeptical of business models that rely heavily on subsidizing products and services for end users, or that involve an initial capital burn with longer payback periods.

You often say: "You have a promising business, but what is your plan to scale and monetize the solution? Unfortunately, we can't wait 6 years to see returns."

4. Factory Employee

Profile: You represent a vulnerable customer of your company. This means that you belong to one or more vulnerable groups, such as low-income populations, religious and ethnic minorities, women, and children. You often seek greater access to opportunities such as jobs, health care, education, and nutrition.

Despite limited resources and access, you are the target audience for your impact business. As BoP customers, you care about getting the most value from products and services at the lowest cost and with ease of use. You want your problems and needs to be heard. Your focus is often on achieving a better quality of life for yourself and your family, such as higher income, better housing, food, health care, and education for your children.

You often say: “Is your product affordable for someone like me? What benefits does it offer?”

GAME SETUP



The game is divided into 3 rounds with multiple questions. Each round helps you take a step further towards building your theory of change!

Round 1 - Problem and solution

Round Instructions (referees are responsible for keeping time, wherever required):

1. The referees distribute post-its and question cards to the players. Typically, each player receives one question card, if there are more question cards than the number of players, then the referees may decide to allocate more than one question to some or all players, as necessary.
 2. **Answer:** Players have up to 120 seconds to answer each question. For players answering more than one question, they have 120 seconds to answer each question.
 3. **Read:** Players have up to 240 seconds to read the other players' answers.
 4. **Stars:** Each player will pick their favorite answer to offer them the 'star.'
 5. Referees will use this time to read and evaluate the players' answers. They will examine if the players could follow the rules of answering their questions. Additionally, referees examine if the answers are clear and comprehensive and take into consideration the different aspects of the problem that the impact enterprise is solving.
 6. At the end of the 240 seconds, players may choose to ask for clarification to any of the answers that they read.
 7. **Amendment and voting:** If a player isn't convinced about an element of an answer given by another player, they may request an amendment to the answer. This amendment proposal can be for addition or for the removal of some content. For an amendment to be allowed, the modification suggested must be voted on by all players. The player should explain their amendment request to the referees. The amendment and voting process is explained in detail in the section below.
 8. **Referees** close this round by recording points based on the following:
 - a. Players gain 3 points for following a rule and lose 1 point for breaking a rule.
 - b. Players gain 5 points for each star that they receive in a Round.
 - c. Players who answer more than one question can be awarded points only for one of their two answers. The player can choose the answer that they would like to be scored on.
 - d. If all players end up answering an equal number of questions each, then all answers can be evaluated for points.
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Round 2 - Impact Model and Statement

Your aim in this round is to identify your impact enterprise's impact model and then capture it in an impact statement using the templates provided. You can take a few minutes at the beginning of this round to look at the illustrated example of the impact model and statement for inspiration. Each player will answer each question individually, and at the end of the round, the players will complete the template together. The referees can be asked for help if needed.

Round Instructions (referees are responsible for keeping time, wherever required):

1. The referees distribute post-its and question 2.1. to start the round.
2. **Answer:** Players have up to 120 seconds to answer every question.
3. **Read:** Players have up to 240 seconds to read the other players' answers. They will pick their favorite answer to offer them the 'star.' Referees will use this time to read and evaluate the players' answers and examine if they could follow applicable rules while answering the question assigned to them.
4. **Stars:** Each player will pick their favorite answer to offer the 'star' to the player whose answer it is.
5. At the end of the 240 seconds, players may choose to ask for clarification to any of the other players' answers.
6. **Amendment and voting:** If an element doesn't convince a player of another player's answer, he or she can ask for an amendment to the answer. This amendment can be for the addition or removal of some content. In order for an amendment to be allowed, all players must vote on it. The player should explain their amendment request to the referees. The amendment and process are explained in detail in the section below.
7. **The steps 1-6 listed above are repeated** for all the questions in Round 2 (2.1 to 2.4).
8. **Referees close this round** by recording points based on the stars awarded to each player and each player's ability to follow the rules.
9. Referees close this round by recording points based on the following:
 1. Players gain 3 points for following a rule and lose 1 point for breaking a rule.
10. Players are awarded 5 points for each star that they receive in a Round.

Round 3 - Theory of change

In this round, you will use your impact statement to develop impact chains. In each chain, identify the inputs, activities, outputs, and outcomes that lead to the fulfillment of the key value drivers in the impact statement. The assumptions that link the stages (input-activities, activities-output, output-outcome, and outcome-impact) also need to be identified and articulated. Before beginning, players should take some time to review the completed theory of change that has been shared as an illustration. For this round, all players will work together on each question and complete the prompted answers directly in the ToC template.

Round Instructions (referees are responsible for keeping time):

1. **If there are more than three players**, the referees should create two teams to answer the questions in this round.
2. **The referees distribute post-its** and question 3.1. to start the round.
3. **Answer Individually:** Players have up to 90 seconds to read and formulate initial ideas about the question.
4. **Answer Together:** Players have up to 240 seconds to discuss ideas as a team and then transfer them onto the relevant column in the given ToC template.
5. **Consultation:** The referees will go over the answer that the teams have come up with and offer their insights and corrections. At this stage, if individual players have some suggestions or discussion points that have been left out, they may raise it with the referees and the rest of the team for further consultation.

6. **All players will offer a 'star'** to another player in the team for their contribution to answering the particular question.
7. **The steps 1-6 listed** above are repeated for all the questions in Round 3 (3.1 to 3.9).
8. **Referees close this round by recording scores** based on the stars awarded to each player and the team's ability to follow rules.
 5. Each player in the team gains 3 points for every rule that the team follows correctly, and each player loses 1 point for a rule broken by the team.
 6. Players are awarded 5 points for each star that they receive in this round.

AMENDMENT AND VOTING

Players can propose an amendment to other players' answers in rounds 1 and 2. To request an amendment, the player must precisely identify the content that they believe should be removed or added to the answer and communicate it to the referees. The referees will then announce the aspect sought to be removed or added to all the other players and ask for their vote.

1. Players voting 'yes' implies that they agree with the amendment proposal.
2. Players voting 'no' implies that they disagree with the amendment proposal.

The voting process should be anonymous, and the referees will be responsible for counting the votes. In case of a tie, referees may jointly cast a single vote to decide whether the amendment should be allowed.

SCORES AND WINNERS

Players score points for receiving 'stars' for their answers from fellow players and for following the rules specific to answering a question.

The rule stated in the introduction of a round applies to all the questions in that round. For example: In round 3, the rule, "capture precise and specific inputs, activities, outputs and outcomes and follow the SMART indicators approach to capture the same...", is applicable to all the questions (3.1 to 3.9) in that round.

At the end of the third round, the player with the most points wins.

TEMPLATE LIST

1. Impact Model + Customer Promise Sheet - Worksheet Template (Editable Power Point)
2. Theory of Change Template - Worksheet Template (Editable Power Point)
3. Developing Indicator Statements Using SMART Principles - Introductory Description + Illustrative Example (PDF guidelines)