

Clarity-to-Impact® Org Programme

A Registered Organisational MEL Transformation (6 Months)

1. Introduction

Most organisations do not lack commitment to Monitoring, Evaluation and Learning. What they lack is *coherence*. Over time, programmes adopt their own indicators, donors impose competing requirements, and reporting becomes an exercise in assembling numbers rather than making sense of them.

The result is familiar:

- data that is collected but rarely used
- reporting cycles driven by deadlines rather than insight
- teams unsure what evidence matters
- fragmented Theories of Change and inconsistent terminology
- dependence on external consultants to “make sense” of MEL

The **Clarity-to-Impact® Org Programme** addresses these challenges through a **registered, structured methodology** that guides the organisation to design clear outcomes, harmonise indicators across programmes, and embed learning routines that support real decision-making. The methodology is shaped by a **decolonised approach** to evidence, bringing **gender, power** and **inclusion** considerations into the core of how outcomes are defined, how indicators are interpreted, and how decisions are made. It ensures that MEL systems do not simply measure change, but engage critically with who benefits, who participates, and whose voices shape the learning process.

This is not a generic MEL training. It is a **6-month organisational transformation process** that builds lasting internal capacity.

2. How Organisations Have Used the CTI® Methodology

Across INGOs, UN agencies, foundations, regional bodies, and national programmes, organisations have applied the CTI® methodology to bring order and clarity to their MEL systems. A few illustrative examples:

The Panorama Global Strategy Foundation used the CTI® logic to help their grantees redesign the MEL frameworks of two global programmes. Within months, dispersed activities across multiple countries were unified under a coherent results pathway. Grantees shifted from activity summaries to persuasive, evidence-based narratives supported by a clear Theory of Change.

The Global Climate Finance Forum (GCFF) applied CTI® to align outcomes across financial institutions, national entities and regional partners. The methodology helped them build a shared MEL structure for multi-country climate initiatives, reducing duplication, clarifying roles, and improving the credibility of climate-finance impact narratives.

UNOY (United Network of Young Peacebuilders) adopted CTI® tools to capture narratives, stories of change and align outcomes from their stakeholders.

Across these organisations, the pattern is consistent: CTI® gives teams a **shared logic**, a **shared language**, and a **shared way of thinking about evidence**.

What Makes the CTI® Methodology Distinct

1. It is a structured, sequenced approach, not a loose set of tools.

The methodology provides a clear pathway from defining outcomes to designing indicators to building feedback loops to strengthening evidence narratives. Teams know *exactly* what to do at every step.

2. It focuses on organisational coherence, not project-by-project fixes.

Most MEL support reinforces fragmentation. CTI® resolves it by designing frameworks that work *across* programmes, units and geographies.

3. It builds internal capacity rather than external dependency.

The method is simple enough for staff to adopt, repeat and own, reducing reliance on consultants.

4. It integrates accountability, learning, reflection and communication.

Organisations often split these functions; CTI® brings them together in one unified system.

5. It is registered and quality-controlled.

CTI® is a trademarked, registered methodology, offering organisations a credible, recognisable framework that stands apart from ad-hoc MEL redesigns.

What the 6-Month Organisational Journey Looks Like

Although tailored to each organisation's structure and priorities, the CTI® Org Programme follows a clear six-stage progression.

Month 1 — Foundations & Establishing a Shared Results Logic

Teams develop a **shared understanding of Monitoring, Evaluation and Learning (MEL)** and how each function supports decision-making — not just reporting. This stage focuses on:

- Clarifying the role of **monitoring, evaluation, and learning**, and how they work together.
- Distinguishing **outputs, outcomes, and impact**, and why confusing them weakens evidence.

- Understanding **results frameworks, logframes, and results chains**, and how they should align at organisational level.
- Challenging common MEL myths, including the belief that more data equals better evidence.

Staff build a **Results Chain** for a programme or portfolio they work on and identify where data is currently collected but not used.

Key output

An initial **organisational Results Chain**, which becomes the foundation for aligning indicators, programmes, and reporting across the organisation.

Month 2 — Strengthening Causal Logic and Assumptions

Teams move beyond templates to **interrogate why change is expected to happen**, and whose assumptions are shaping programme design.

This stage focuses on:

- Translating a **Results Chain into a robust Theory of Change (ToC)**.
- Making assumptions explicit by unpacking **if–then logic** and identifying weak or untested links.
- Recognising and correcting common Theory of Change errors that undermine credibility.
- Integrating **gender, equity, diversity, and inclusion (GEDi)** into causal pathways rather than treating them as add-ons.
- Visualising complex change clearly, without overloading diagrams

Staff draft or refine a **Theory of Change** for a programme or portfolio they work on, with explicit assumptions that can later be tested through monitoring and evaluation.

Key output

A **clear, defensible Theory of Change** that reflects organisational realities, surfaces risks and assumptions, and provides a credible basis for indicator selection and learning.

Month 3 — Turning Logic into Measurable Evidence

Teams translate their Theory of Change into a **practical Monitoring, Evaluation and Learning (MEL) system** that produces usable evidence, not just data.

This stage focuses on:

- Converting a Theory of Change into a **clear MEL framework**.
- Developing **meaningful indicators** that capture progress without becoming mechanical or burdensome.
- Selecting appropriate **data sources and collection methods** for different types of evidence.

- Measuring outcomes that are often considered “hard to quantify,” such as **confidence, empowerment, mindset shifts, and collaboration**.
- Applying core **data quality principles**, including validity, reliability, timeliness, and ethical data use.

Staff develop or refine an organisational MEL framework, including at least one **qualitative indicator** linked to priority outcomes.

Key output

A **fit-for-purpose MEL framework** with indicators, data sources, collection frequency, and clear roles and responsibilities—designed to support learning and decision-making, not just reporting.

Month 4 — Capturing Complex Change and Contribution

Teams strengthen their ability to **make sense of complex change**, especially where outcomes cannot be attributed to a single intervention or measured through experimental designs.

This stage focuses on:

- Distinguishing between **attribution and contribution**, and understanding why contribution-based approaches are often more appropriate for social change.
- Recognising the limits of RCTs and quasi-experimental designs in complex, adaptive programmes.
- Applying **participatory evaluation approaches**, including **Most Significant Change (MSC)** and **Outcome Harvesting (OH)**, to capture how and why change occurred.
- Combining qualitative insights with quantitative data through **triangulation**.
- Facilitating structured **sense-making sessions** with teams and stakeholders to interpret evidence collectively.

Staff select a programme and document a **Story of Change** using either the MSC or Outcome Harvesting approach.

Key output

A **validated Story of Change** that demonstrates contribution, deepens understanding of results, and complements quantitative monitoring data.

Month 5 — Turning Evidence into Influence

Teams strengthen their ability to **communicate evidence in ways that inform decisions, shape conversations, and support learning**—not just reporting.

This stage focuses on:

- Understanding why most MEL reports fail to resonate beyond technical audiences.
- Applying principles of **credible persuasion**—clarity of argument, evidence, and ethical storytelling—to MEL communication.
- Writing for **non-technical audiences** without oversimplifying complex findings.
- Treating **accessibility as a matter of social justice**, including language, format, and tone.
- Developing **power-aware narratives**, paying attention to whose voices are included and whose are missing.
- Re-using evidence strategically by creating **multiple products** from the same evidence base.
- Linking communication back to organisational learning and feedback loops.

Staff develop a concise **Learning Brief** based on a real finding and outline a simple **Dissemination Plan** identifying audience, channel, and follow-up.

Key output

A **Learning Brief and Communication Strategy** that helps evidence travel to the right people and supports action, reflection, and accountability.

Month 6 — Integrating the System and Sustaining Change

Teams bring together everything they have developed to **operate a coherent, functioning MEL system** and plan how learning will continue beyond the programme.

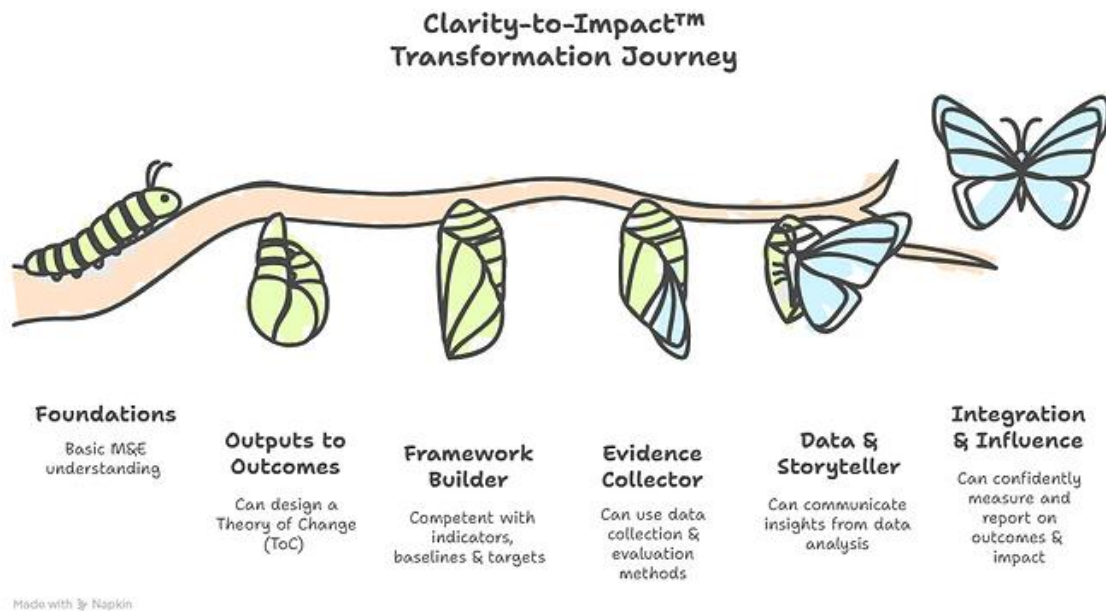
This stage focuses on:

- Reviewing how MEL practice has shifted through a structured **Transformation Audit**.
- Strengthening confidence in the approach by **responding to scepticism with evidence**.
- Integrating all core components into a single system, linking **results logic, indicators, evidence, communication, and learning**.
- Practising how to present MEL work clearly and credibly through a concise **MEL pitch**.
- Translating learning into action through a **90-day implementation plan**.
- Articulating clear **inclusion commitments** to guide future MEL practice.
- Preparing for continued engagement through the CTI® alumni network.

Staff complete their **Integration Portfolio**, deliver a short MEL pitch during a live session, and identify one concrete change to implement in the next three months.

Key output

A **complete Integration Portfolio and 90-Day Implementation Plan**, enabling the organisation to sustain clarity, learning, and evidence use beyond the programme.



What CTI® Org Does Not Include

To protect boundaries and expectations, the programme does **not** include:

- bespoke MEL consulting
- evaluation services
- donor reporting writing
- dashboard or software development
- designing MEL plans for individual projects
- any work outside the CTI® methodology

The focus is on **adopting the CTI® system**, not general MEL support.

Pricing Structure (6 Months)

Small Team (up to 15 staff) — €18,000

Medium Team (16–25 staff) — €28,000

Large Team (26–40 staff) — €35,000

The pricing reflects both facilitation and access to the registered CTI® methodology, internal cohort learning, templates, tools, and support structure.