

iP2C

Info Path to Change



**Get familiar with the
“Theory Of Change” concept and method**

**Get familiar with Open Source Intelligence
(OSINT) concept and tools**

Combine them to achieve CHANGE

So, what is “CHANGE”?



Definition of *change* (Entry 1 of 2)

transitive verb

- 1 **a** : to make different in some particular : ALTER
 *// never bothered to **change** the will*
- b** : to make radically different : TRANSFORM
 *// can't **change** human nature*
- c** : to give a different position, course, or direction to
 *// **changed** his residence from Ohio to California*
- 2 **a** : to replace with another
 *// let's **change** the subject*
- b** : to make a shift from one to another : SWITCH
 *// always **changes** sides in an argument*

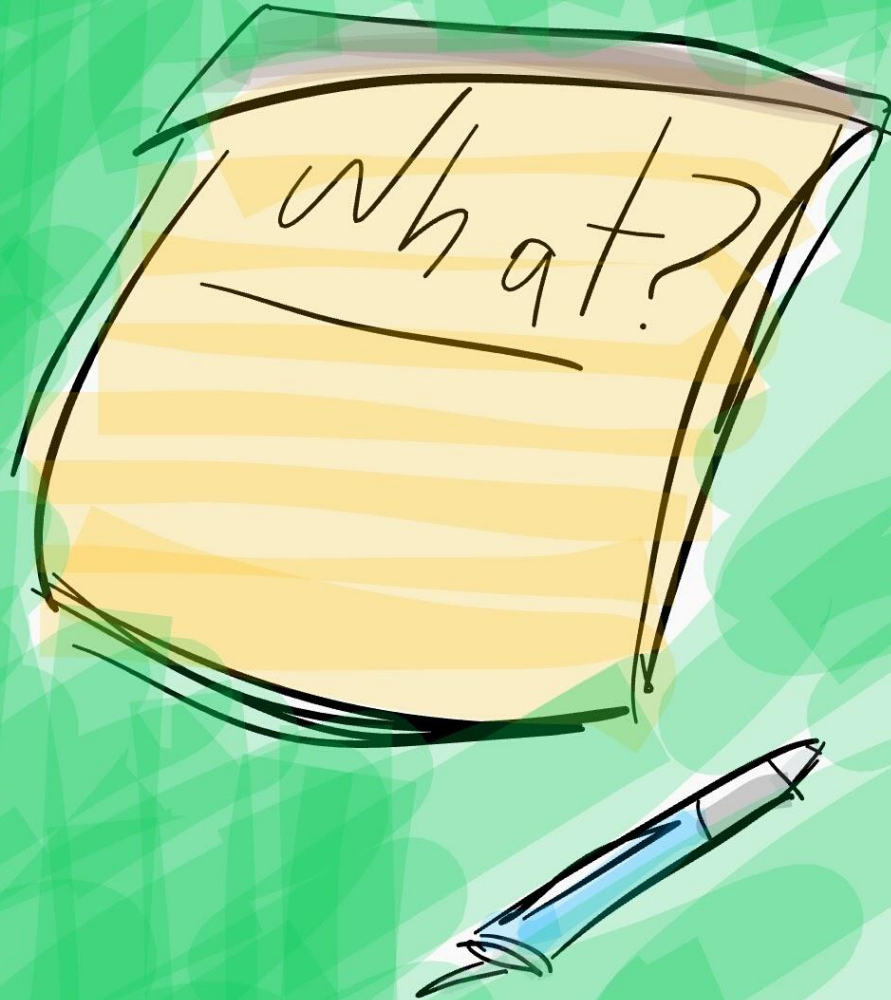
- **ALTER**
- **TRANSFORM**
- **REPLACE**
- **SWITCH**

How can “CHANGE” happen?

- In norms, behaviours & culture
- In the streets
- Democratic procedures
- By Example
- Motivation

How can “CHANGE” happen?

- **Technology and networks**
- **Leadership**
- **Public discourse**
- **Civil disobedience/Disruption**



would you
"CHANGE"?

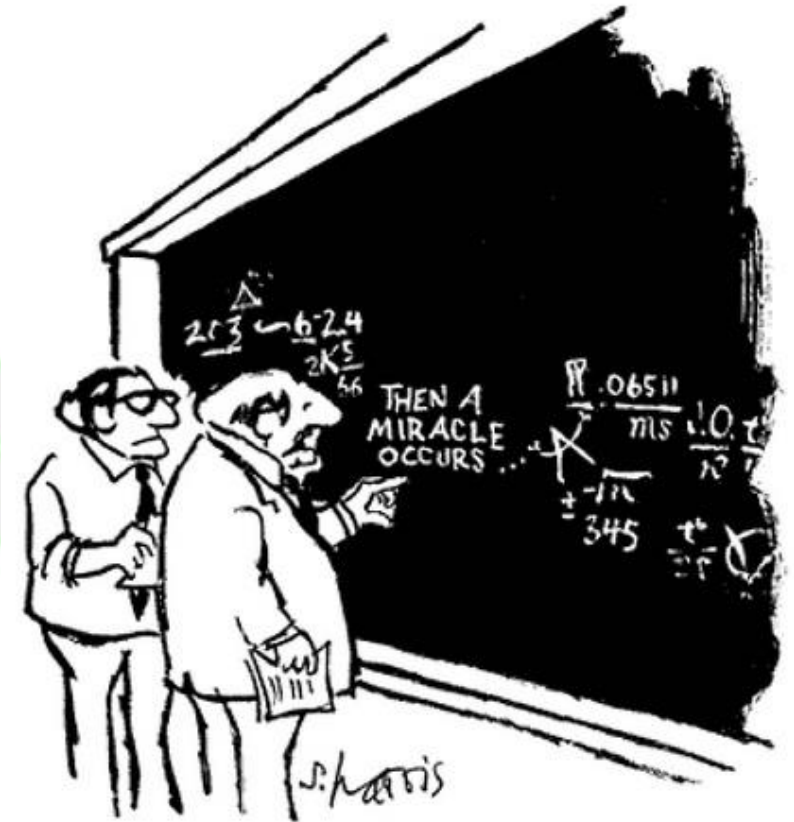
Keep that **“CHANGE”** thought!

- **What needs to be changed?**
- **What are the steps?**
- **What would be the ideal outcome?**

Mapping

- What needs to be changed?
- What are the steps?
- What would be the ideal outcome?

PATHWAY



"I think you should be more explicit here in step two."

Backwards Mapping

- 1) **VISION**
- 2) **Long Term Outcome (LTO)**
- 3) **Preconditions or requirements
necessary to achieve LTO**
- 4) **Interventions**

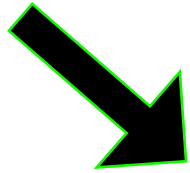
PATHWAY

TOC Mapping

- 5) Develop indicators**
- 6) Quality Review of theory: a) Plausible b) Doable c) Testable**
- 7) Narrative building**

PATHWAY

TRY IT OUT!



**MAP YOUR OWN
EXAMPLE**



PATHWAY

What has the power to **stop** us?



POWER

So, in order to achieve **change**



**we need to
confront power**



But, in order to **confront power**



**we need to
understand it**



POWER

**takes different
forms**

POWER

**is acted out in
different spaces**

POWER

**Occurs in
different levels**

Analyzing **POWER**

Visible

observable decision-making mechanisms

Hidden

shaping or influencing the political agenda
behind the scenes

Invisible

norms and beliefs, socialization, ideology

FORMS

Analyzing **POWER**

Closed

decisions made by closed groups

Invited

people asked to participate but within set boundaries

Created

less powerful actors claim a space where they can set their own agenda

SPACES

Analyzing **POWER**

Household

Local

National

Global

LEVELS

Analyzing POWER

KEY QUESTIONS

WHO?

Actors, Organizations, Institutions

Whose voice is trying to be heard? Who is directly helping these voices to be heard? With indirect support from whom? To be heard by whom?

WHAT?

Sectors, Issues, Power

Which aspects of the issue are being addressed? What change our organization & its partners trying to affect? Which kinds of power relations are relevant to the right to be heard? (e.g. visible, hidden, invisible/internalised).

WHERE?

Context, Levels, Spaces

In what context? At what levels are voices trying to be heard? In what kinds of “spaces” are voices trying to be heard? (e.g. formal/closed, invited, created/claimed from below)

HOW?

Strategies, Methods, Models

What strategic approaches are used for responding to the above? What is the logic behind the choice of partners, allies and actors? What is our organization’s and/or its partners’ role and strategy in the work they support or carry out? What are the models of change and understandings of power relations?

The Power Cube

*CAMPAIGN
BOOTCAMP*

Power mapping is a very useful way to help campaigners come up with the right tactics that will have the most effect on their targets. The Power Cube is a tool developed by researchers at the Institute of Development Studies, University of Sussex. **Using this tool can help you analyse the power your targets hold so you can create a more effective campaign strategy and bring about change.**



Spaces of power

Closed- behind closed doors, private: meetings, private communications, events exclusive to a group of people

Invited- open to the public but regulated: government consultations, recorded meetings, Q&A events

Created- when 'less powerful' people create or claim a space: campaigns, occupations, grassroots movements

Mapping POWER

CREATE YOUR POWER CUBE

SPACES

LEVELS

FORMS

#OSINT 101

**First things first: Let's answer
some basic questions**

What does **OSINT** mean?

➔ **Open Source Intelligence**

Open Source Intelligence is defined as intelligence produced from publicly available sources that is collected, exploited, and disseminated in a timely manner to an appropriate audience for the purpose of addressing a specific intelligence requirement.

(2011, Office of the Director of U.S. National Intelligence)

Open-source intelligence (OSINT) is the practice of collecting and analysing information gathered from open sources to produce actionable intelligence. This intelligence can support, for example, national security, law enforcement and business intelligence.

(2022, European Commission Data Portal)

What can someone do with OSINT?

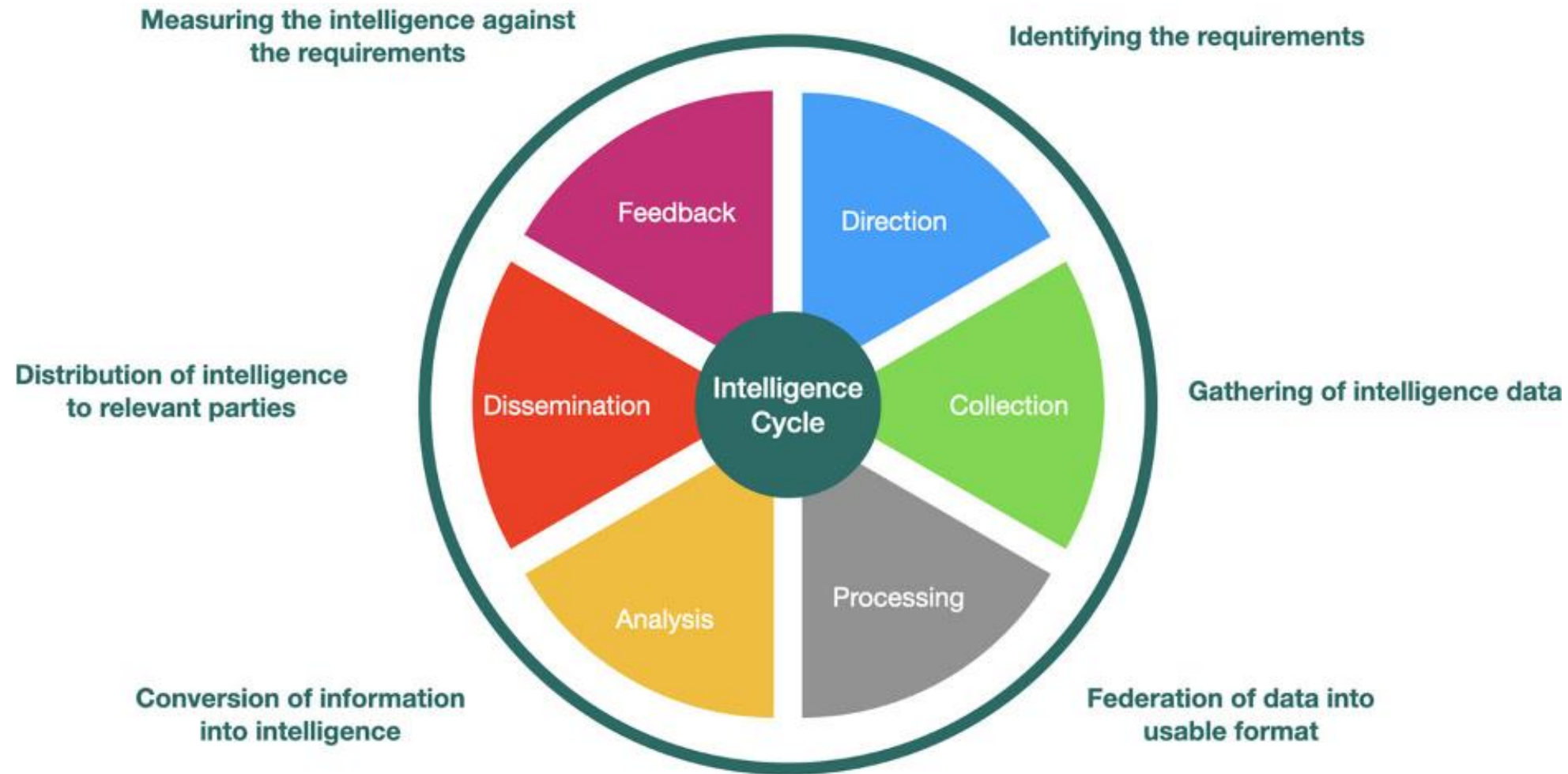
- * **Intelligence** In 2015, a jihadist posted a selfie in front of an Islamic State bomb factory revealing the structure of the building. 23 hours later, the US military launched an attack destroying the building
- * **Journalism** Bellingcat is a collective of researchers, investigators, and citizen journalists using open source and social media investigations to probe a variety of different subjects with impressive results.
- * **Recruiting** A study from 2012 shows that already 13% of Dax and MDax companies initiated pre-employment screenings and background checks including online research during the hiring phase of a potential employee
- * **Law Enforcement** Press releases suggest that the German police are now commencing to hire personnel tasked with OSINT investigations (Niedersachsen 2019) Foreign law enforcement agencies utilized OSINT in a number of cases including the investigations of a terrorist attack and an armed robbery as well as for a missing person search

What can someone do with **OSINT**?

- * **Civil Protection** after the devastating earthquake in Haiti in 2010, Volunteer & Technical Communities were founded with the aim of processing and providing publicly available data to emergency forces and the population
- * **Cyber Risk Management** The monitoring and analysis of public sources can support an efficient risk assessment. This can be backed by tools tailored to the specific requirements of the respective organization

**transform raw data into
actionable intelligence**

OSINT Intelligence Cycle



OSINT Intelligence Cycle

* Direction

Planning and preparation before the actual investigation initiates

* Collection

Systematically search public data using the known identifiers and link the findings to produce results

* Processing

The transformation of the collected data into information - translating, decrypting, or converting the data in an useful and understandable format

OSINT Intelligence Cycle

* Analysis

Converts information into intelligence - integration, evaluation, and analysis of the gained information to produce a result meeting the requirements

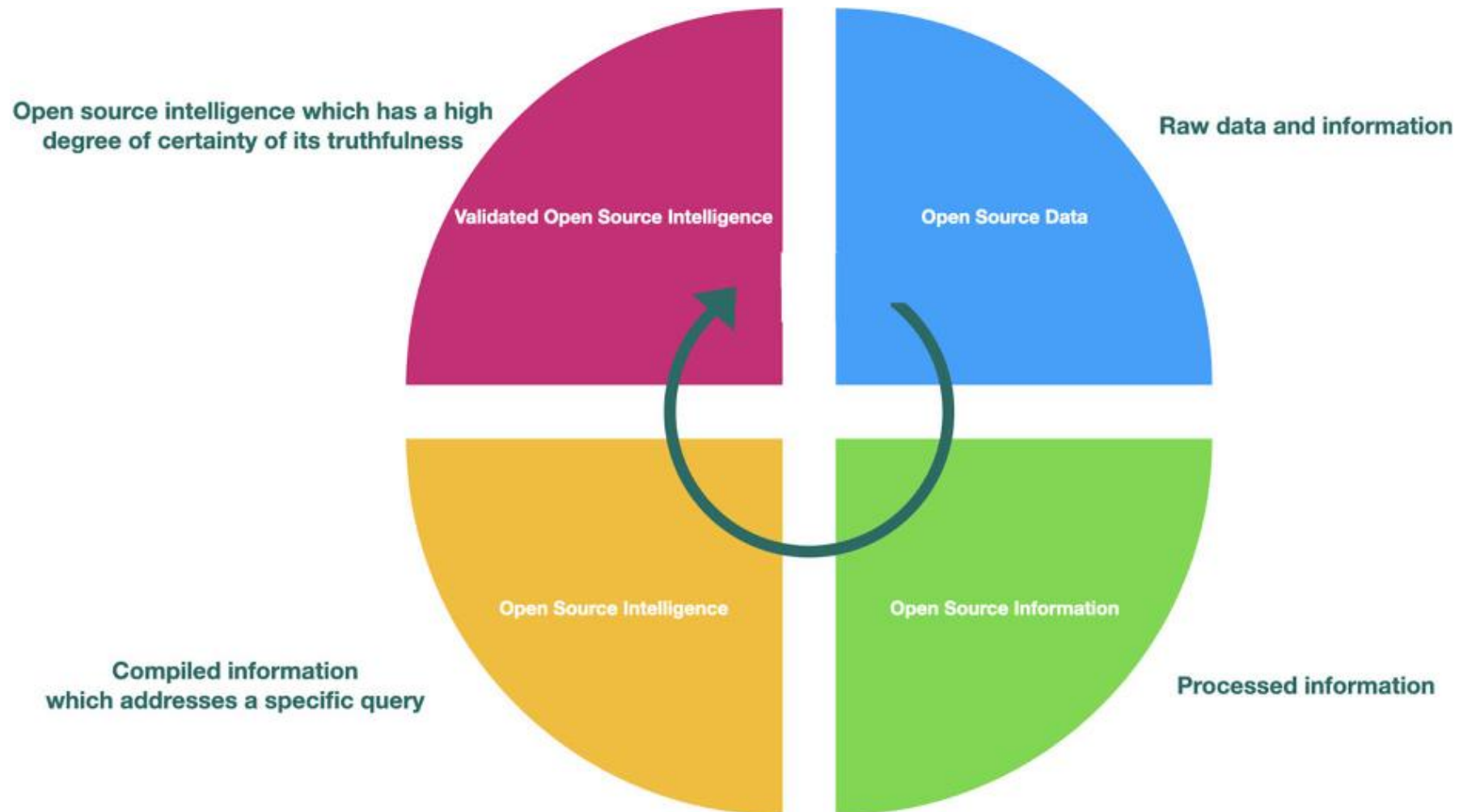
* Dissemination

Distributes the results of the investigation to the interested part

* Feedback

Comments from the interested part - archiving of the results and a cleanup process

OSINT Data Processing



Final Case Study

iP2C
Info Path to Change

Notes

Hey, we made it up to here ;)

**Now it's time to put stuff we
learnt to the test**

Questions to ask

To build our TOC Path:

- What is our VISION?
- What is the LTO (Long Term Outcome) that will make our vision happen?
- What's the current situation?
- How do we create the change from the current situation towards our vision and LTO?
- What powers must we take under consideration?
- What kind of powers are we up against?
- Which of the powers can be our allies and which foes?
- How do we answer and confront foe powers, how can we join forces with allies?
- What type of interventions are we going to do?
- How can we measure their impact?
- What's our narrative for change? Should we have a campaign/campaigns to disseminate it? (hint: Definitely)
- What types of campaigning should we use?

Questions to ask

To build our OSINT strategy and operations:

- What type of information we will need to describe the current situation?
- What's at risk? How many lives could be saved?
- Do we know the laws and the frames they are designed and applied in?
- What are target societies thinking about the issue? Can we change attitudes?
- Who benefits from stalling change? Who benefits from change?
- What type of info we need to understand possible solutions?
- What type of info we need to design our proposed solutions?
- Which are the power spaces that we need to push our narrative and solutions to?
- What type of info we need to measure our impact and success?

Questions to ask

To handle our project's operations

- Do we need dedicated teams for different parts of our operation? (TOC Path Designers, OSINT Hunters, Comms handlers, Community managers, Campaigners etc.)
- Do we need a way for the teams to communicate and share feedback and practices?
- Do we need coordinators for each team?
- Do we need a way to measure performance and deliverables?

Resources

TOC

- <https://www.theoryofchange.org/what-is-theory-of-change/>
- https://www.theoryofchange.org/wp-content/uploads/toco_library/pdf/ToCBasics.pdf
- <https://www.powercube.net/>
- <https://commonslibrary.org/guide-power-mapping-and-analysis/>
- <https://cnmsocal.org/news/introduction-to-power-mapping/>

OSINT

- <https://osintframework.com/>
- <https://www.csoononline.com/article/3445357/what-is-osint-top-open-source-intelligence-tools.html?page=2>
- <https://link.springer.com/article/10.1365/s43439-021-00042-7>

And now...

Unleash CHANGE!