

Four Quadrants  
of Change

Theory of  
Change



# JOURNEY TOWARD MALAYSIA PASTORAL CONVENTION (MPC2026)

The Catholic Church in Malaysia coming together as clergy, religious and laity to

**CELEBRATE**, **LISTEN** and **WALK**

in the Light of the LORD. (cf. Isaiah 2:2-5)

Focus on  
**FAMILY . CHURCH. ECOLOGY . SOCIETY**

(See + Judge + Act)

**COMMUNION, PARTICIPATION & MISSION**



**Year of Council  
2023**

**Arch/Diocese  
Pastoral Assembly  
(A/DPA)**

**Malaysia  
Religious Assembly  
(MRA) 8-11 June 2023**

**Year of Prayer  
2024**

**Regional  
Pastoral Assemblies:**

- SEMENANJUNG (Aug 2024)
- SARAWAK (Sep 2024)
- SABAH (2025)

**Jubilee Year  
2025**

Perjalanan  
Salib Malaysia

**Malaysia  
Catholic  
Young People  
Assembly  
(MCYPA2025)  
30/3/25 – 6/4/25\***



**MPC2026**

@ MAJODI  
9th-13th Sept 2026

Organised by



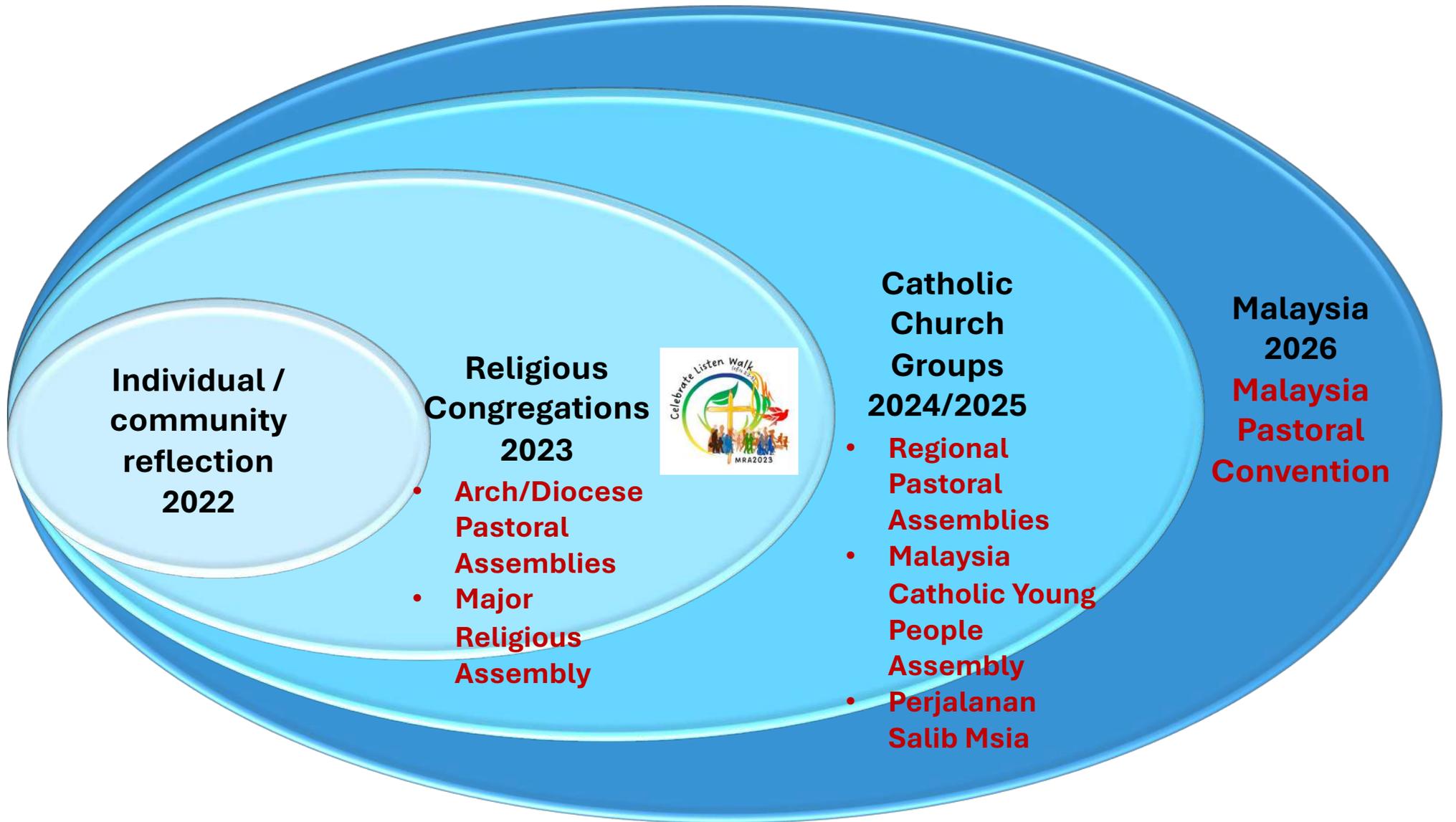
**2020-2022**

July 2019  
Brainstorming PMPC2026

July 2018 MCCA  
Malaysia Catholic  
Clergy Assembly

Parish Pastoral Assembly (PPA) ...>>>

Updated : 28/11/2023





## Four Quadrants of Change

Ken Wilber's Four Quadrants of Change Model -  
<https://integraleuropeancconference.com/integral-theory/>

### Individual Internal

- Do I understand & resonate with the MRA initiatives?
- Does it fit my belief / values systems?

### Collective Internal

- Is there community support for the MRA initiatives?
- Is there resistance at community level?
- What will it take to make mindset shifts?



### Individual External

- How do I witness externally to the charism of my congregation?
- Do I have the skills to carry out the MRA initiatives?
- What training is needed?

### Collective external

- Are there any changes needed at the community / congregation level to carry out the MRA initiatives?

# What is the Theory of Change?

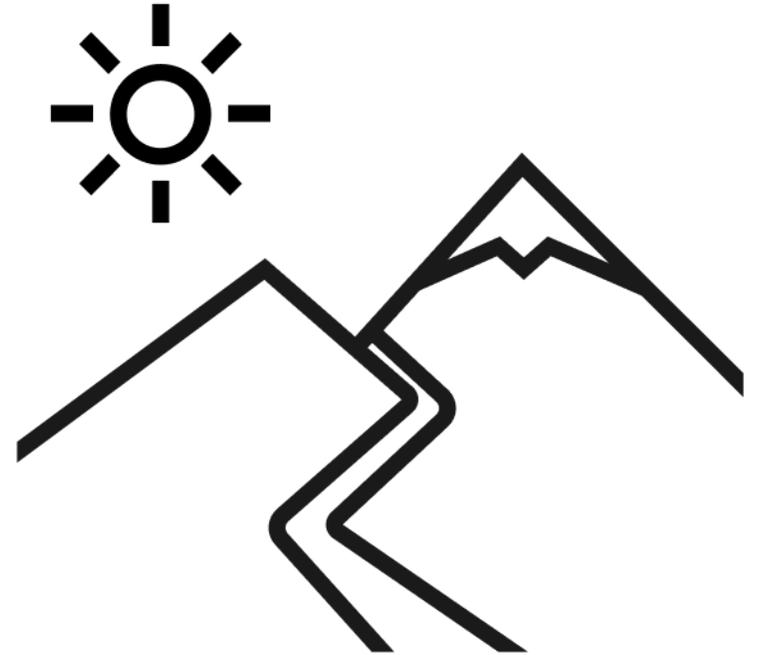
A framework – how and why a desired change is expected to happen within a specific context.

<https://www.theoryofchange.org/what-is-theory-of-change/>

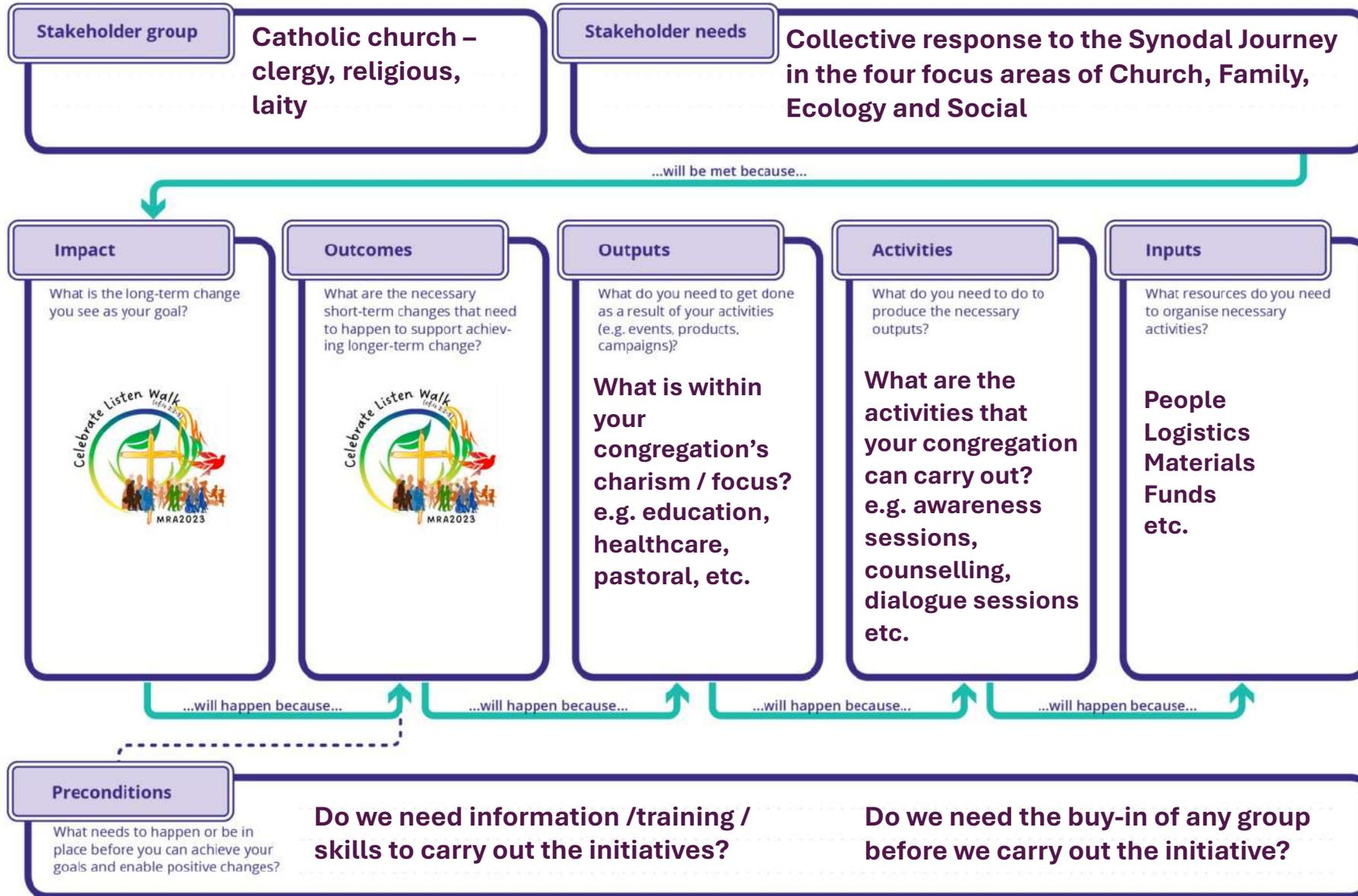
<https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-7-Theory-of-Change.pdf>

<https://storiesforimpact.com/toolbox/theory-of-change/>

Road map that starts with the **END Goal** and works backwards to identify all the necessary steps and conditions that must be in place to achieve that goal



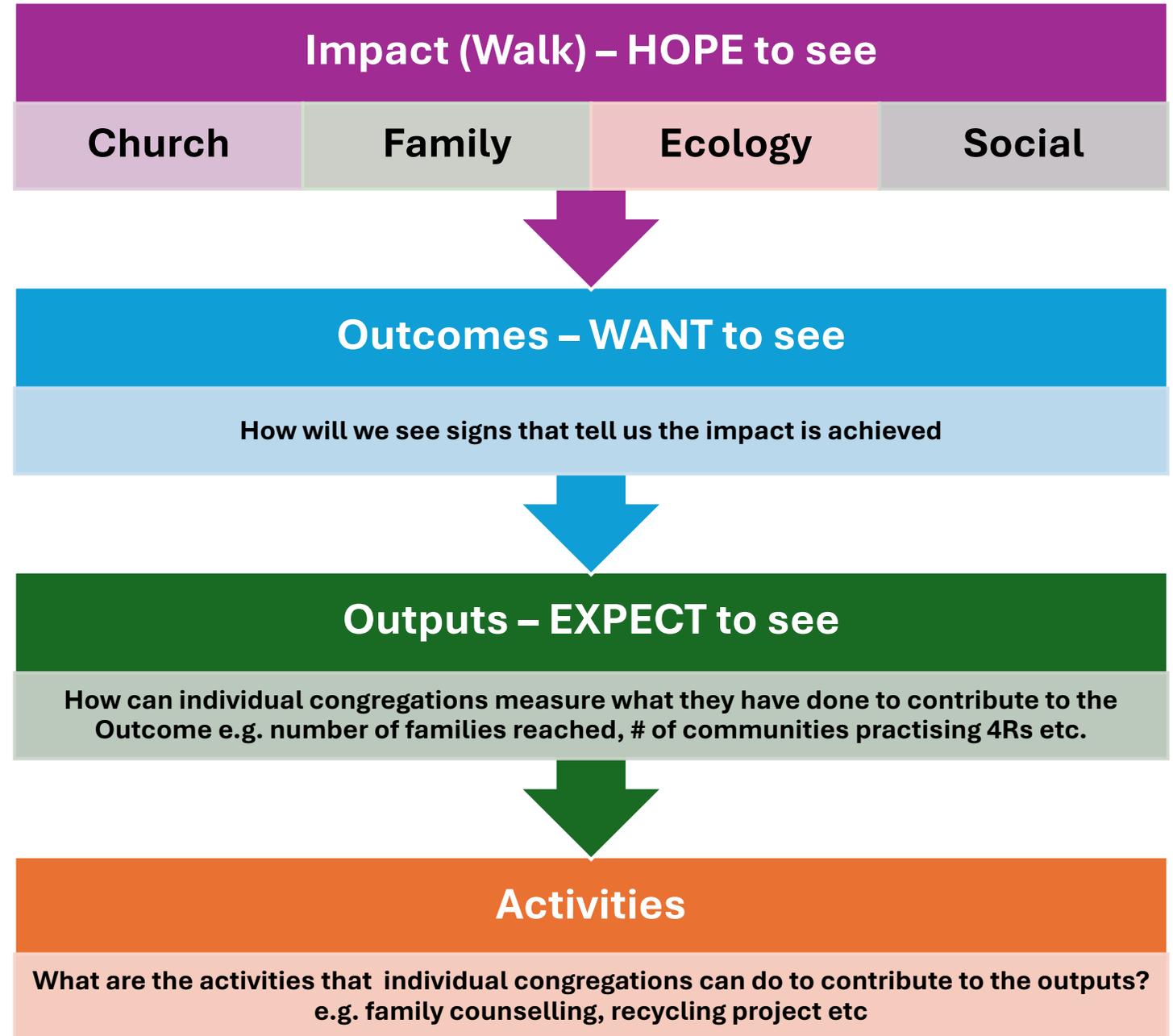
# Theory of change



# Theory of Change

What are the **changes** we want to see in challenges affecting the Church in Malaysia in the areas of Church, Family, Ecology and Social?

The **changes** are expressed in reflections on **Walk...**



# Church (pg. 9 of MRA report 2023)

*By this everyone will know that you are my disciples, if you love one another." (John 13:35)*

## We celebrate...we listen...

We celebrate and acknowledge the uniqueness of our charisms which enriches our local Church by witnessing to God's mercy and compassion in the society through personal and communal presence. Rooted in our personal relationship with God and embodying the gospel values, we are challenged to live joyfully the evangelical counsels to be counter-cultural witnesses in a world that promotes the culture of individualism and consumerism.

## We walk (act)...

We need to move out from our comfort zone to the periphery where the marginalised live and experience much injustices. To listen compassionately to the cries of the poor and to be in solidarity, calling forth for personal and communal transformation; and that will lead us to be the authentic witnesses to the Church and to be transformational leaders in Society.



# CHURCH

## Impact

**HOPE** to see (Long term improvements to which you contribute)  
**Enriched local church which witnesses to God's mercy and compassion in the society through personal and communal presence**

## Outcomes

**WANT** to see (Immediate effects on church – beyond your control)  
**Authentic witnesses to the Church and transformational leaders in society**

## Output

**EXPECT** to see (Deliverables from activities – within your control)

- Move out of comfort zones to the periphery where the marginalised live and experience much injustices
- To listen compassionately and be in solidarity to the cries of the poor

## Activities

- Actions undertaken to transform inputs into outputs – all the activities done to move out of comfort zones, to listen compassionately and be in solidarity with the poor

## Inputs

- Human, material, financial resources (self-explanatory)

# Family (pg. 10)

“Bear with one another and, if one has a complaint against another, forgive each other; as the Lord has forgiven you, so you also must forgive.” (Col. 3:13)

## We celebrate...we listen...

We celebrate our belongingness in our family, community and church as a whole and our interconnectedness with the larger society. We treasure the harmonious relationships which exists in a multi-racial society with people of different faith, diverse languages and culture. The gospel values of acceptance and welcoming attitude, to forgive and to embrace one another unites us as a family.

While acknowledging the blessings of family life, the problems faced by individuals and families have become more challenging and complex due to the negative influences of social media, dysfunctional families, etc. There is a great need for accompaniment, listen with empathy without being judgemental and prejudice; and to be creative when doing family ministry.

## We walk (act)...

Therefore, we need to upgrade and update ourselves in professional skills and knowledge to be relevant and effective. There is an urgent need to collaborate and network with various religious congregations, church groups, private and public agencies and other faiths bring healing and reconciliation within persons and families.



## FAMILY

### Impact

**HOPE** to see (Long term improvements to which you contribute)  
**Harmonious relationships in multi-racial society with people of different faiths, diverse languages and culture.**

### Outcomes

**WANT** to see (Immediate effects on family, community, church – beyond your control)  
**Family, community and church integrated as a whole and interconnected with the larger society**

### Output

**EXPECT** to see (Deliverables from activities – within your control)

- Cultural celebrations with larger society (how many times, how many people attend etc.)
- Inter-faith dialogue with other faith groups (how many times, what faiths came together etc)

### Activities

- Actions undertaken to transform inputs into outputs – all the planning that is done to carry out the cultural celebrations and inter-faith dialogue

### Inputs

- Human, material, financial resources (self-explanatory)

# Ecology (pg. 10/11)

The Lord God took the man and put him in the Garden of Eden to work it and take care of it. (Gen 2:15)

## We celebrate...we listen...

In celebrating Earth our common home, we acknowledge the sacredness of our interconnectedness with God, one another and whole of creation. The survival of human life and every living creature are interdependent on the resources of the earth. However, our attitudes of greed and selfishness has led to the destruction of our own survival.

The global ecological crisis is rapidly affecting human family and all of life on earth and we know there is no reversal. The crisis is interconnected from climate change to biodiversity loss, depletion of resources, and many more which leads to other social problems such as extreme poverty and social inequality, climate refugees, etc. Hence, the cry of the earth and the cry of the poor is one global crisis. There is an urgency to ensure protection and sustainability of the earth and its resources for future generations.

## We walk (act)...

As religious, we have a responsibility to assume a leadership role in undergoing a personal and communal ecological conversion that comes from within our hearts. This conversion should lead to every possible effort to care for the earth, even in the face of indifference and resistance. We need to adopt an integrated approach at personal and communal levels; to live a simple lifestyle, and to reduce waste, dialogue and partnerships with government agencies and private sectors to collaborate and implement programs for care of the earth and sustainability of resources for future generations.



# ECOLOGY

## Impact

**HOPE** to see (Long term improvements to which you contribute)  
**Protection and sustainability of the earth and its resources for future generations**

## Outcomes

**WANT** to see (Immediate effects that religious can contribute to collective hope)  
**Personal and communal ecological conversion that comes from within our hearts.**

## Output

**EXPECT** to see (Deliverables from activities – within your control)

- Adopt an integrated approach at personal and communal levels: live a simple lifestyle, reduce waste, dialogue and partnerships with government agencies and private sectors to collaborate and implement programmes for care of the earth

## Activities

- Actions undertaken to transform inputs into outputs – all the planning and activities done to carry out integrated approach at personal and communal levels

## Inputs

- Human, material, financial resources (self-explanatory)

# Social (pg. 11)

The parable of the Good Samaritan (Luke 10:25-37)

## We celebrate...we listen...

We celebrate unity in diversity and uniqueness of cultures among the multi-racial and multi-religious society in Malaysia. As religious, we are also blessed with different charisms in the church which is given by God to be at the service of mission. It is imperative to reclaim our Founders' and Foundresses' original charism and vision that empowered them to go beyond boundaries, race, color, and creed to new frontiers to announce the Gospel message of unconditional love, peace and harmony through creative mission.

## We walk (act)...

In reaching out to the poor and marginalised, we are called to be bridge builders, to work for the common good, respecting human dignity and transforming the conditions that causes suffering. In the spirit of fraternal love and social relationships, we accept and complement each other, recognise the dignity and God's unconditional love for each person, inclusivity, and unity in diversity.

Rooted in God's love, we as religious are urged to radiate this same love (*Cura Personalis: care for the entire person*) to our brothers and sisters in community, and to all whom we encounter in our apostolate especially those in the peripheries. This two-fold mission needs to take into account the signs of the time, through our collaborative efforts as religious communities and with various groups and agencies.



# SOCIAL

## Impact

**HOPE** to see (Long term improvements to which you contribute)

**Unity in diversity and uniqueness of cultures among multi-racial and multi-religious society in Malaysia**

## Outcomes

**WANT** to see (Immediate effects on religious that contribute to collective hope)

**Congregations going beyond boundaries, race, colour and creed to new frontiers to announce the Gospel message of unconditional love, peace and harmony through creative mission.**

## Output

**EXPECT** to see (Deliverables from activities – within your control)

- To work together, accept and complement each other for common good, respecting human dignity and transforming conditions that cause suffering.

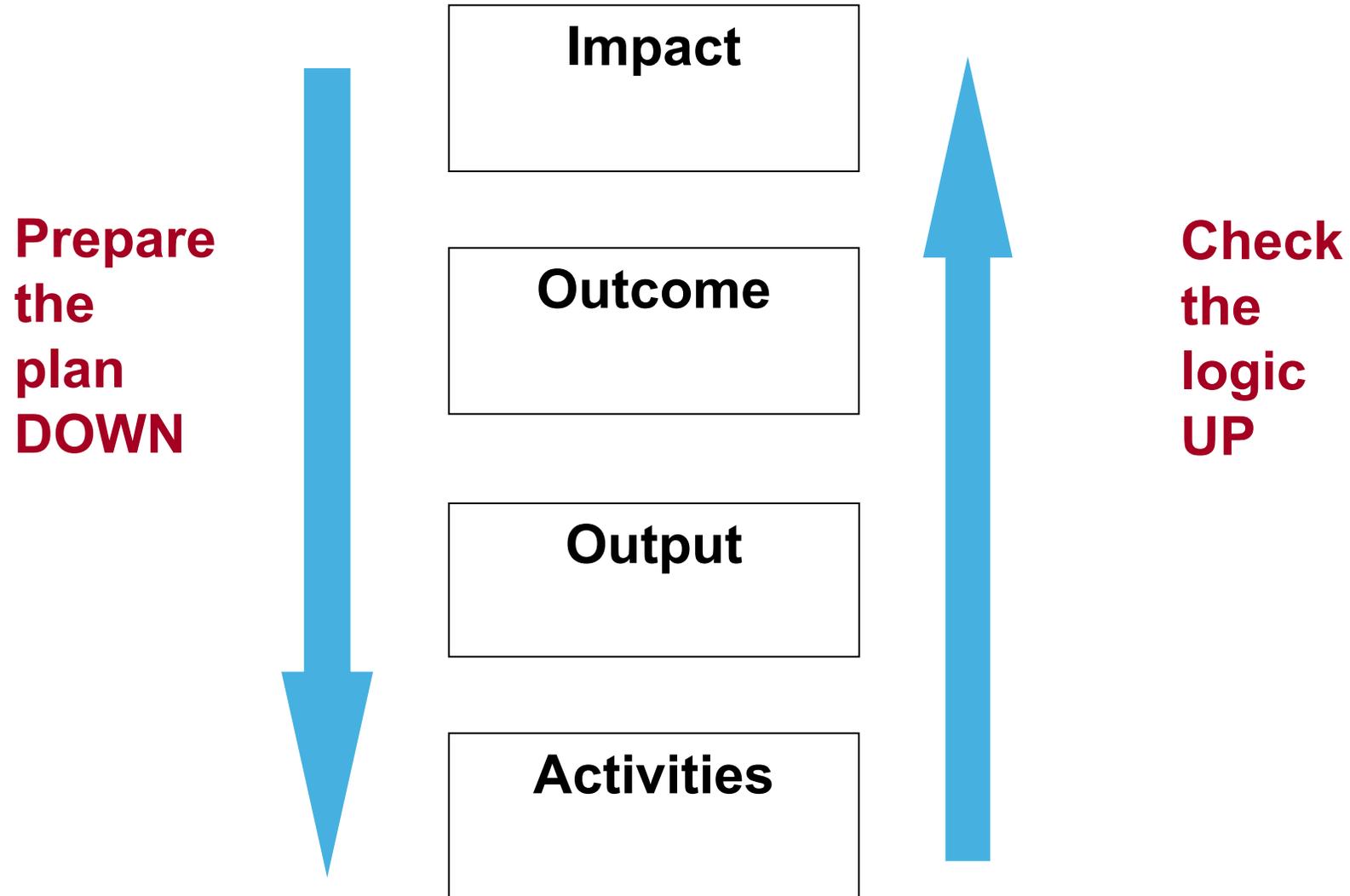
## Activities

- Actions undertaken to transform inputs into outputs – all the planning and activities done to carry out integrated approach at personal and communal levels

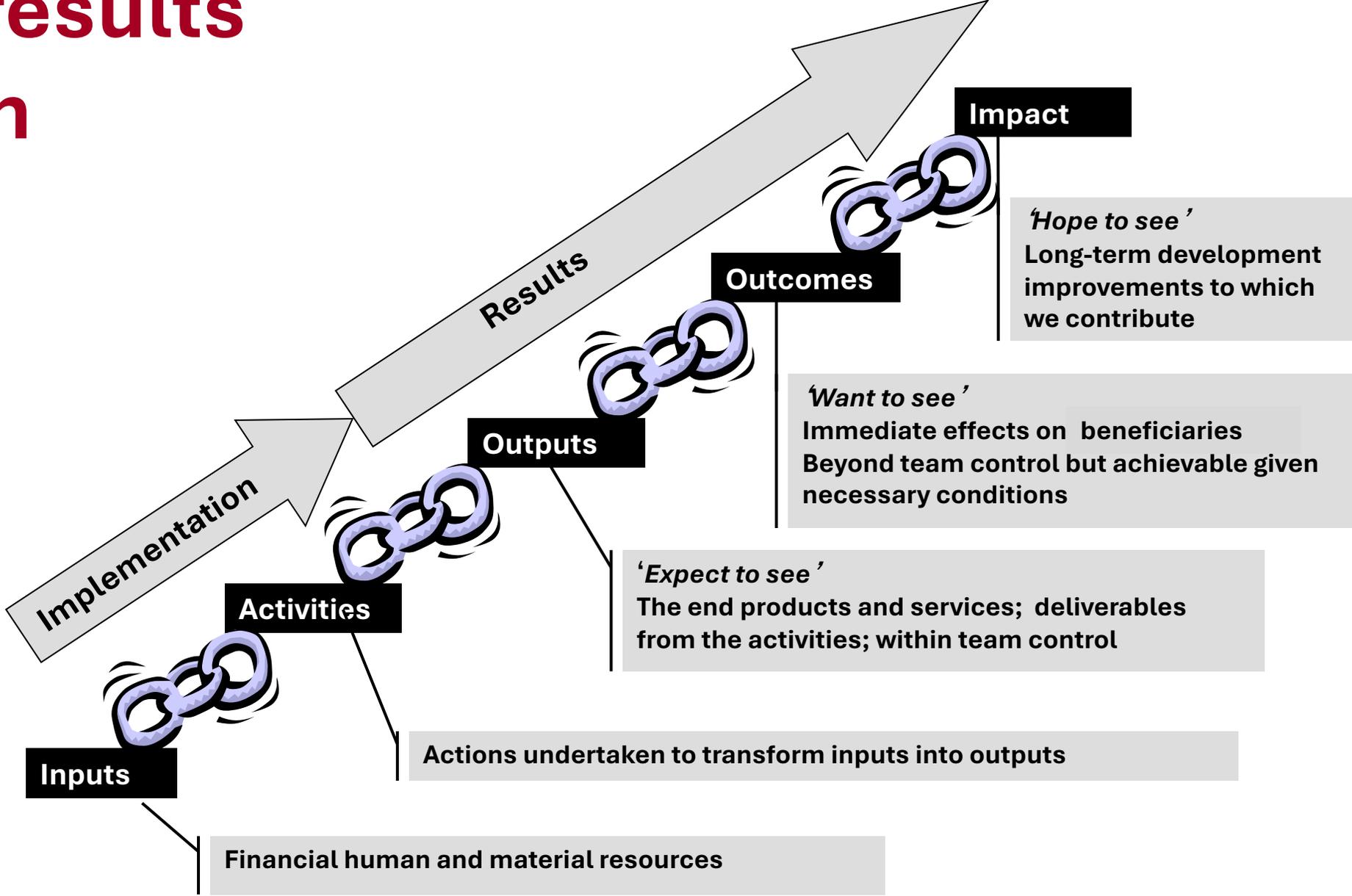
## Inputs

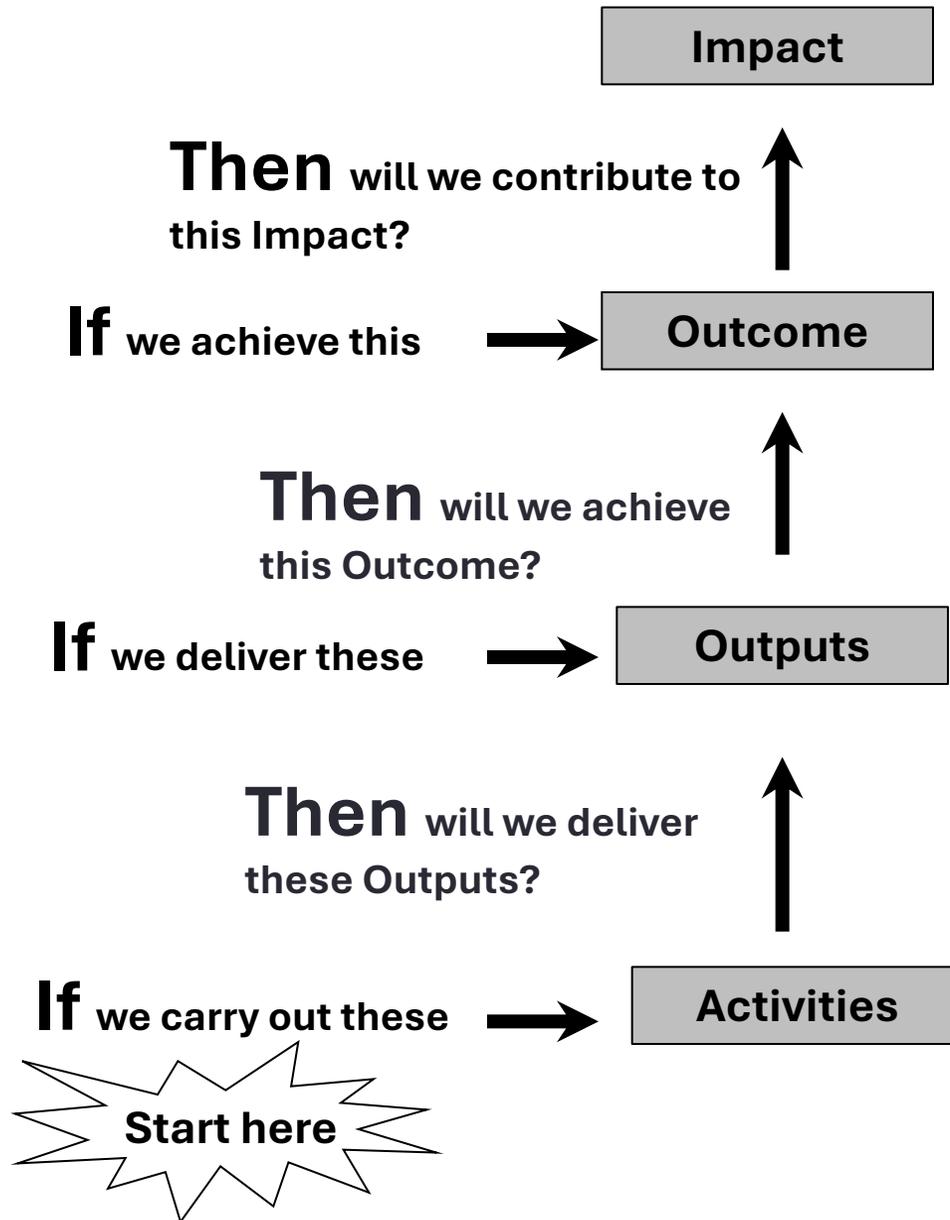
- Human, material, financial resources (self-explanatory)

# Sequence



# The results chain





**Check the  
logic using  
*if... then***



# How do we measure what we have done?

## Before you start (baseline)

Where are we now?

What more do we  
need to do?

## After you finish (endline)

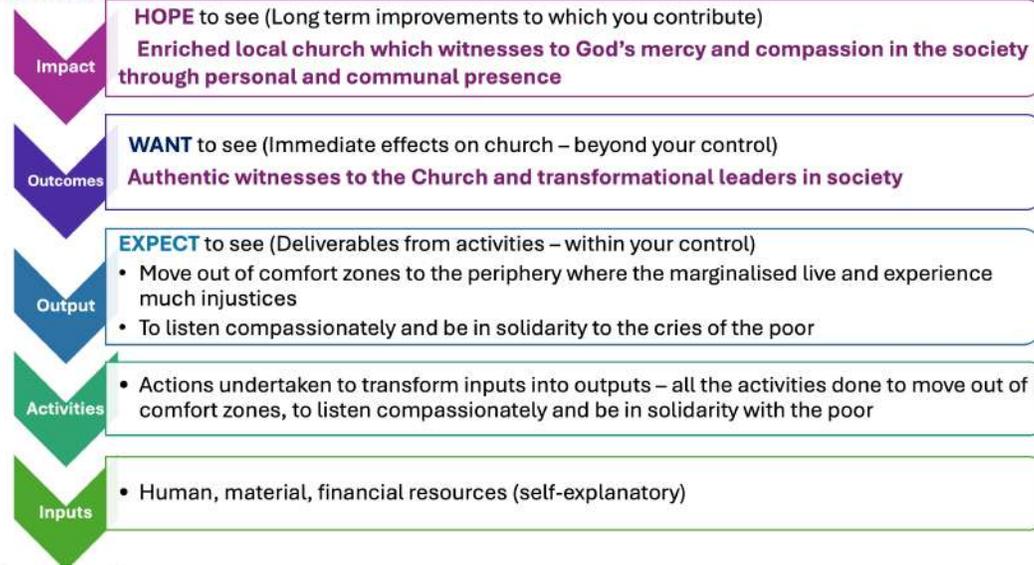
What is the difference  
we have made? What  
was the situation  
before our  
intervention and after  
our intervention?

How do we know we  
have made a  
difference?

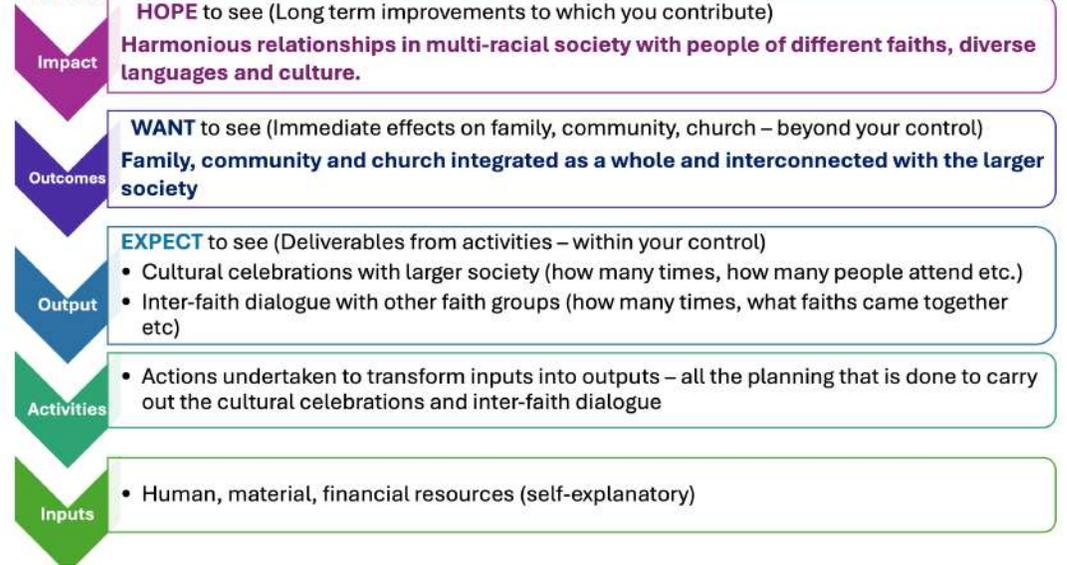
## Documentation

What are the stories  
that support the  
differences we have  
made to Church /  
Family / Ecology /  
Social?

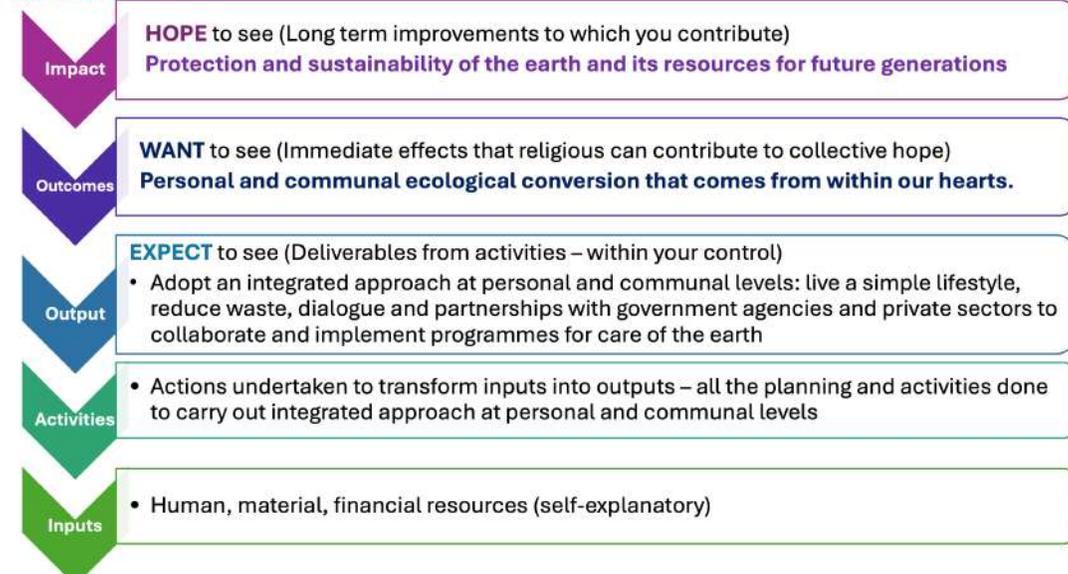
## CHURCH



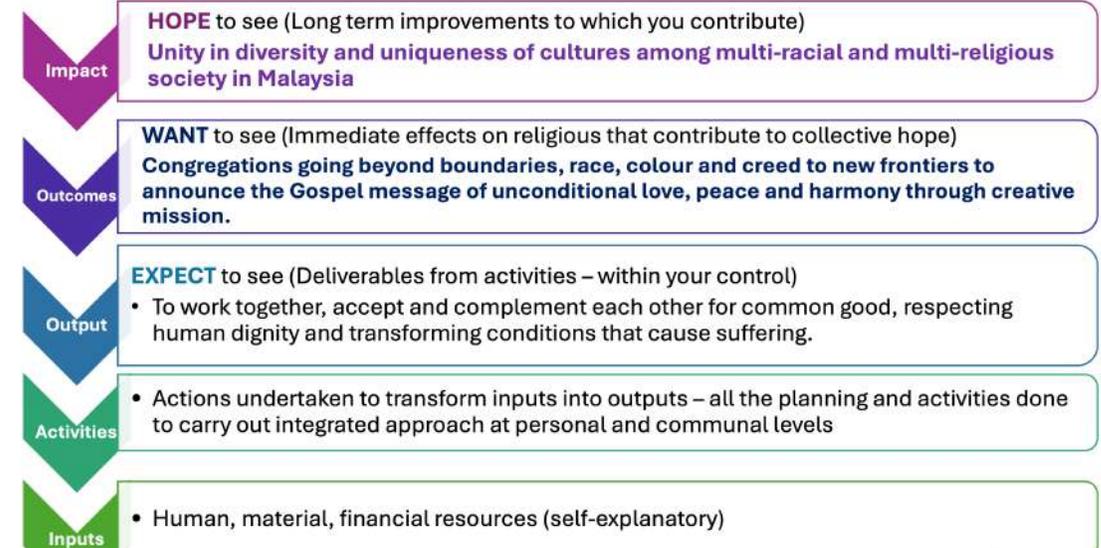
## FAMILY



## ECOLOGY



## SOCIAL



## *Conversations...*

**What are the steps that I  
can take to encourage  
my community to engage  
in the priorities of the  
MRA?**

