



Greenways Social Cooperative Enterprise

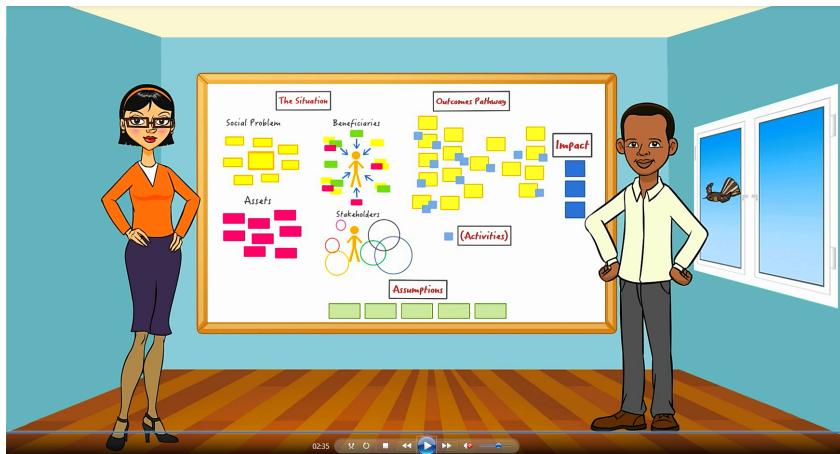
Learn how to cycle with safety



Theory of Change

What is a theory of change?

Theory of change is an ongoing process of reflection to explore change and how it happens.

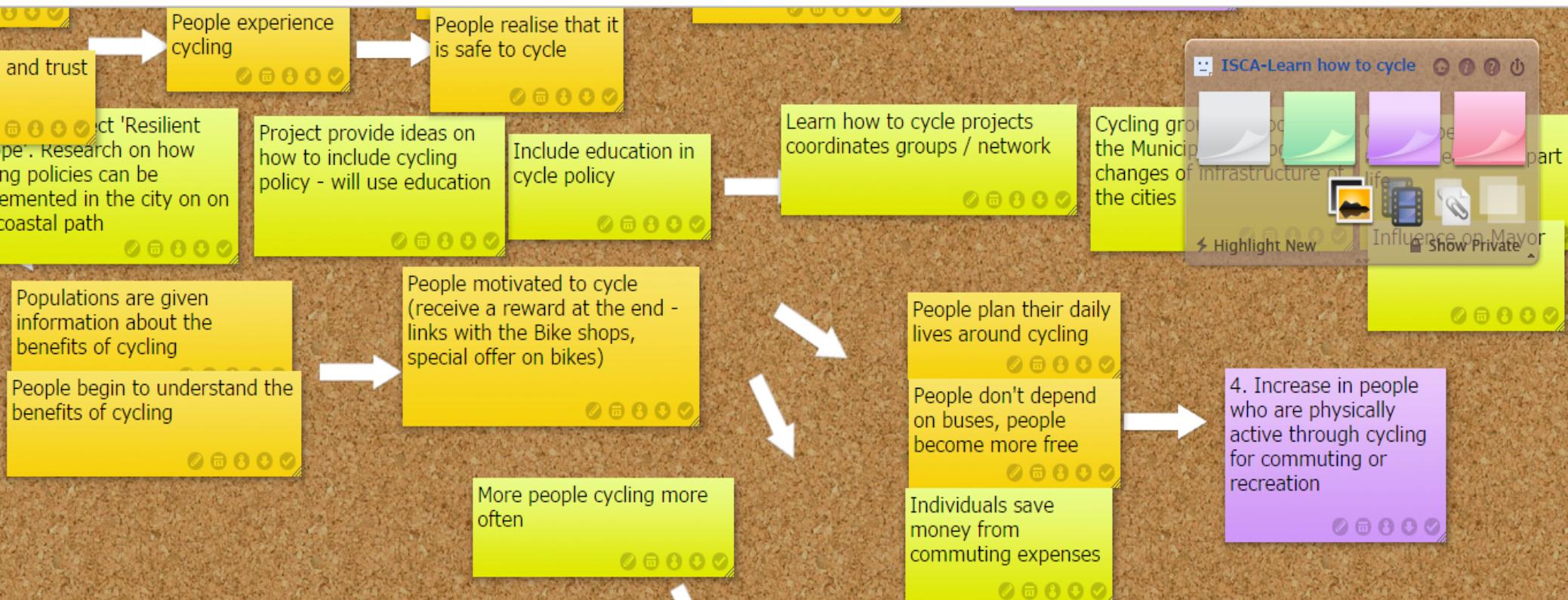


Why develop a theory of change?

- To develop a shared understanding of our projects and programmes
- To act as the basis for a Monitoring and Evaluation (M&E) framework against which data will be collected and existing research reviewed to prove or disprove the theory of change
- To aid communication with external and internal stakeholders
- For ongoing learning and improving by challenging the assumptions behind the theory of change
- To show that we are adopting good practice by developing a theory of change

How we developed our theory of change

Our theory of change was developed with support from inFocus (www.impactinfocus.com) and the International Sport and Culture Association (ISCA - www.isca-web.org) over a two month period using online conferencing tools that enabled us to map out the different sections of our theory of change. A version of the theory of change document has been created to share with staff, volunteers and stakeholders.



Contents



Impact

The long-term changes in society that we're hoping to achieve

The Situation

The situation in the wider world in which we run our programme including; The Social Problem, Stakeholders, Beneficiaries and Assets

Outcomes Pathway

The social change and preconditions that lead to our impact

Activities

The activities we run to lead to our outcomes

Assumptions

The core beliefs that sit behind our outcomes pathway/activities

Our Impact:

1

Increased social awareness for the benefits of cycling across a wide range of topics (daily physical activity transport, environment, finance, health, employment)

2.

More socially interactive, happy individuals that feel included in society

3.

Increase in people who are physically active through cycling for commuting or recreation

4

Increased visibility and public awareness for social and economic issues for women and refugees, leading to greater social cohesion and understanding



The Situation: Problem Tree

Effects



Focal Problem



Causes

Rapid changes
to the structure
of society

Increase in road
accidents

Young people
moving out of
cities and to
different
countries
resulting in a
loss of human
power

Increase in
physiological
and mental
health problems

Negative impact
on the
environment

Lack of social
cohesion

Increase in
violence

Increased
unemployment
in youth (18 -
25 years 60%
-70%
unemployment)

Increase in non-
communicable
diseases e.g.
obesity

Increase in
bikes, waste
collectors -
(dangerous
homemade
structures)

Lack of
resources
available to
help others

Individuals are
not physically
active and
engaging in
walking and
cycling

Individuals do
not know how
to cycle

Migrant /
refugee
populations
are excluded
from society

Lack of
infrastructure in
city for cyclists
makes cycling
unsafe

The Government
is promoting the
use of cars by
adjusting taxes to
encourage use

Lack of traffic
education in
general (drivers
don't know how
to react to
cyclists and
cyclists don't
understand road
rules)

Migrant /
refugee crisis

Economic crisis (no public
spending for employment
and no private spending).
Political instability

People lack motivation or
don't think about being
physically active

Lack of
opportunities for
people to learn
how to cycle

Poverty

Increased
traffic in the
cities and old
cars are not
regularly
serviced

Motorists
don't respect
cyclists

The Situation: Our Stakeholders

Ministry of Transport

Provides support to our programme.

The Deputy Minister is fully engaged in what we do

Sports clubs and mountain / road bike

Our programme has training modules including the traffic code and bike maintenance. Sports clubs provide us with support for the training modules as well as with trainers and equipment

How our stakeholders influence our programmes...

National federations cycling teams

Tour organisations



Bike shops & companies
Provide sponsorship including equipment, materials and trainers for our programme

NGO's
That work with refugee and migrant populations support us to access our beneficiaries

Municipalities

Provide us with physical educators who have cycling experience. We also partnerships on other cycling, physical activity and employment programmes. The main goal is for the municipalities to sustain the programme in the future

University

Partnership with the 'Move Campaign' and support us with equipment including bikes from a previous bike sharing system. Also support us with **students** who volunteer for the programme

The Situation: *Our Beneficiaries*

Our programme primarily works with:

- Children up to age 12
- Girls and women aged 12 upwards
- Females from refugee and migrant communities
- Wives and mothers
- Legal and illegal residents who may receive social support
- Asian or African origin
- Women who are unemployed or who work in the black employment market
- Come from countries without cycling culture or where cycling is not permitted for women

Our secondary beneficiary group are our trainers who:

- Are from our primary beneficiary group (see above)
- Are from social or cycling NGOs and from informal bike groups



The Situation: Assets



Our programme is strong because...

- There is **political commitment** of both Thessaloniki municipality and ergani NGO with agreements in place. The municipalities support us through the following mechanisms:
 - Provide us with **volunteers**
 - Support us with access to **venues** where we host theoretical and practical lessons
 - Support us to **connect** to our **target populations** social structures against poverty (clinics, shops)
 - Support us with their **experience** of cycling programmes (which will feed into the development of training modules)
- We ran the '**Now We Move**' campaign for the previous three years, which has provided us with good connections with other municipalities across Greece
- We have **strong relations with NGOs** that work in our focus areas (gender)
- There are good opportunity to connect with **private business** (bike shops) who can support our programme
- We have solid **experience** of cycle programmes, **good practice** and **examples** from other countries
- We have **eight bikes** to begin the programme and we will work with our stakeholders to obtain more equipment
- We have access to a good **module** from the University (material in Greek)

Our Outcomes Pathway 'Lite'

Short term

Medium term

Long term

Impact

Impact

Increased social awareness for the benefits of cycling across a wide range of topics (daily physical activity, transport, environment, finance, health, employment)

Increased visibility and public awareness for social and economic issues for women and refugees, leading to greater social cohesion and understanding

Increase in people who are physically active through cycling for commuting or recreation

Socially interactive, happy individuals that feel included in society

Populations are given information about the benefits of cycling
People attend cycle lessons

People overcome barriers to cycling e.g. fear of roads

Participants understand the benefits of cycling



Project adapts to address barriers for cycling for girls and women

Girls and women become more sociable

Ideas included in cycling education policy

Cycling becomes normalised and a part of More people cycling more often

Decrease in dependence on public transport

People plan their daily routines around cycling

People feel socially included and socialise more

Increased independence of girls and women

Cycling groups advocate improvements to city infrastructure to the municipalities

decrease in traffic

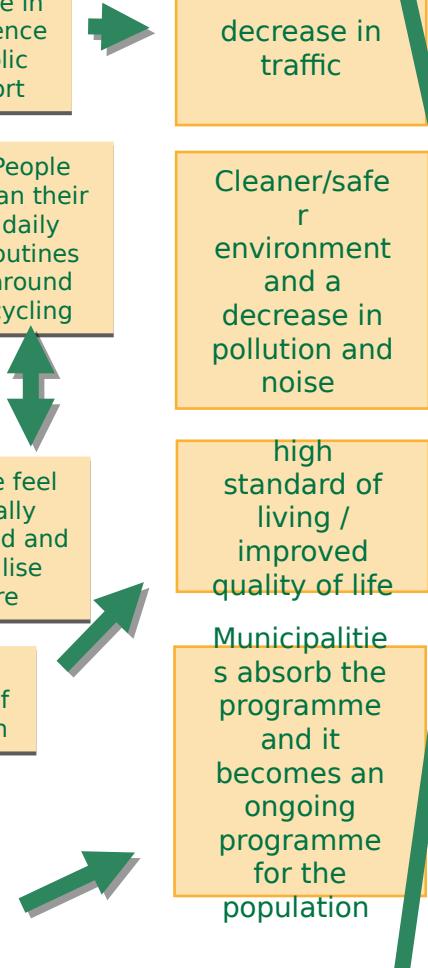
Cleaner/safe environment and a decrease in pollution and noise

high standard of living / improved quality of life

Municipalities absorb the programme and it becomes an ongoing programme for the population

Medium term

Long term



Our Start-Up Activities

Develop and Design training manual

...for the trainers. This will include:

- Good practices from other countries
- NGOs or associations from abroad to certify that the cycle lessons are complete and include key topics

Train the trainers

Attract and train trainers for the project (these will include municipality and sports club staff, bike shops and NGOs)

Trial programme

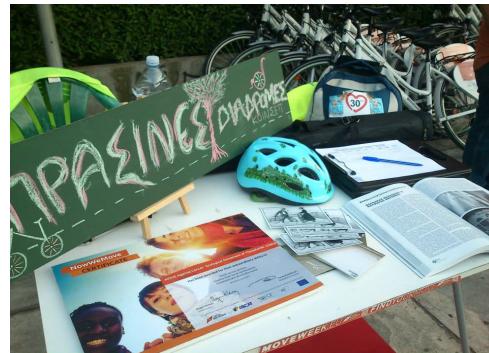
...will be small scale and will run across the first month to gain an understanding of how we can implement the programme

Develop and design course booklet and certificate

...for participants who will receive the lessons

Project Management

...create a Gantt chart to feed into a concrete proposal which will be presented to the municipality



Work with the Ministry of Education and Environment

...to open up a dialogue. The Ministry of Education is required to deliver a plan for cycling. Our project will support this and present the cycling programme as a national policy. This will link the Ministry of Transport, Education and environment

Our Ongoing Activities

Cycle lessons

Deliver a programme of theoretical and practical cycle lessons in different venues. The bikes will be provided by sponsors and the university has a bike sharing system

Specific activities:

- Source bikes and venues via stakeholders
- Secure an insurance policy for the bikes, ensuring credibility for the scheme
- Obtain support / sponsorship from social grocery shops and through the municipality social structures
- Access the time bank volunteers

Reaching girls and women

Liaise with NGO's to gain a deeper understanding of the barriers to cycling for girls and women

Fun activities

...cycle parties for children, tours in nice places around the city and picnics

Communication

...design a communication plan with our stakeholders

...communication with the public

....work with the municipalities so they communicate the project

...communication about the project in social shops, clinics etc.

...communication with NGOs to reach 'HTR' populations



Our Assumptions

If we attract participants to cycling then they will be more independent and able to participate in society and everyday life

If we attract trainers to our programme and our stakeholders are fully engaged there will be increased public awareness of cycling and it will become more viable in different areas of life

We believe that if we have a concrete programme proposal that is fully supported by our stakeholders then the municipality will support us financially



If participants are involved in our programme and 'sports cycling' this will break down barriers between communities and result in positive perception change

If participants are involved in our programme they will participate in the community and become more visible leading to positive perception change in communities and society

If our programme is successful in making people feel safe while cycling this will change people's habits and they will incorporate cycling into their everyday lives

Hard To Reach (HTR) Group Targeting



WHO... we consider HTR	WHY... they are HTR	HOW... we are reaching this HTR group	WHAT... else could we do to reach these groups	WHO... can help
<i>Girls and women especially from immigrant and refugee backgrounds</i>	<p><i>Fear</i> - Many immigrants and refugee do not have official papers, which acts as a barrier to getting involved in activities and makes them 'invisible' in communities</p> <p><i>Religion</i> - can prohibit girls and women from cycling. Restrictions are also placed on clothing which can make cycling challenging</p> <p><i>Poverty</i> - individuals do not have the financial means to travel and take part in events or afford equipment (bikes)</p> <p><i>Language barriers</i> - people do not speak Greek or English</p> <p><i>Self-image</i> - Girls and women often feel shame about their bodies and mixed groups are a barrier to participation</p> <p><i>Childcare</i> - women who take care of families are time poor and do not have childcare to enable them to take part in activities</p> <p><i>Physical activity</i> - is often a low priority for immigrant and refugee groups</p>	<p><i>Bike surf.org</i> (European platform) enables us to provide cheap bikes for use and has attracted girls from the Erasmus programme</p> <p><i>Visit schools / festivals / seminars /events</i> with the topic 'learn how to cycle'</p> <p><i>Resilient Europe programme</i> - lobbying Govt. to create infrastructure and promote the adoption of the cycling policy 'BYPAD'</p> <p><i>Via NGOs</i> who support immigrant populations to access bikes</p> <p><i>'Now We Move' Campaign</i> and the flagship event 'Move week', we lobby cycling clubs across Greece to put cycling into this week</p> <p><i>Activities for disabled people</i></p>	<p><i>Run more activities in schools</i>, this will be done in collaboration with municipalities. Schools will include: mainstream (primary, secondary schools) and special schools</p> <p><i>Collaborate with NGOs</i> that work with target populations, to support us to understand issues and make the project more accessible e.g. provide food and a place for children to play</p> <p><i>Provide materials in appropriate languages</i></p> <p><i>Common campaigning</i> with partners (Greenways, NGO's and stakeholders)</p> <p><i>Communication with Ministries</i> to create credibility for stakeholders to take part</p> <p><i>Provide cycling guidelines</i> to other groups and cities</p>	<p>Sponsors</p> <p>National lottery</p> <p>Local municipalities can support is to access funds and employ instructors</p> <p>European cycling federation</p> <p>ISCA - Move Transfer Projects</p>

1. The problem...

Effects

This results in:

- Increase in non-communicable diseases
- Lack of social cohesion

Focal Problem

Individuals are not physically active and do not know how to cycle and migrant / refugee populations are excluded from society

Causes

- Migrant / refugee crisis
- Lack of cycling infrastructure
- Lack of opportunities to learn how to cycle

3. We address the problem through...

Our activities

- Cycle lessons at schools / festivals / seminars/ events
- Fun activities (tours and picnics)

2. We target...

Our beneficiaries

- Children up to age 12
- Girls and women aged 12 upwards
- Females from refugee and migrant communities
- Trainers (secondary beneficiary group)

4. This leads to...

Short term outcomes

- People attend cycling lessons
- People 'experience' cycling in the city and surrounding areas
- Fun activities (tours and picnics)
- Programme adapts to encourage girls and women to attend

Mid term outcomes

- Participants understand the benefits of cycling and cycle more often
- Girls and women use bikes in their daily lives
- Improvements in people's social lives
- Decrease in dependence on public transport



5. For this to happen...

External Factors

Changes to city infrastructure (closing city to big trucks, electric cars etc.)

Changing negative perceptions of women cycling

People having the means to purchase a bike

Growing awareness around importance of being physically active (leading to an increase in people seeking the programme)

Impact

Increased social awareness for the benefits of cycling across a wide range of topics (daily physical activity, transport, environment, finance, health, employment)

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