### Theories of change stories of services, stories for people

Alice Mathers

Wednesday 13th March 2019



### What is a Theory of Change?

Something that can capture and communicate the relationship between:

- 1. Audiences the people who need your support or service and why
- Inputs the 'stuff' you have in place to engage and support people
- 3. Activities the journey people take through your service
- 4. Outputs what people now do <u>or</u> can do as a result
- 5. Outcomes and final goal the change in people's lives



### Why would you want a theory of change?

- For funding applications
- For evaluation reports
- To explain what you do to partners or external organisations
- To communicate your impact
- To refine your model or service
- To understand what works

...to tell the story of the people you work with and for



### What do they look like?

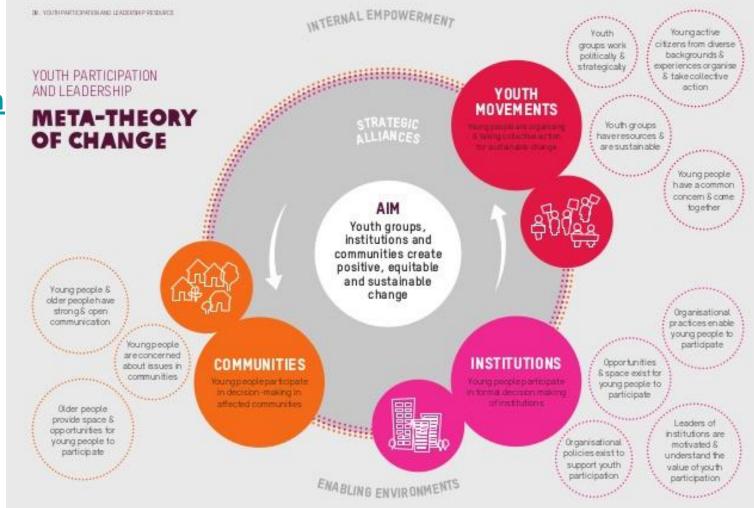
They're variable so they can be...

- A table
- A diagram or drawing
- A written paper or description
- A spoken narrative
- A film...

...most importantly they should be simple and easy to understand so people can and <u>do</u> use them



# Oxfam Youth Participation and Leadership



### **Fairtrade**



Standards & certification for supply chain businesses

Standards & certification for Small Producer & Hired Labour Organizations

Providing support to small producers & workers & their organizations

Building & sustaining Fairtrade markets jointly with producer & worker organizations, business & citizen-consumers

Developing networks & alliances

Advocacy & campaigning



Enhanced access to fair trading conditions & fair prices for Fairtrade-certified organizations

Increased investment in small producers & workers, their organizations & communities

Stronger, well-managed, democratic organizations for small producers

Improved labour conditions & freedom of association for workers

Enhanced knowledge & capacity among small producers, workers & their organizations

Increased networking & collaboration within & beyond Fairtrade around common goals

Increased awareness & commitment to fair & sustainable trade among citizen-consumers, business & policy-makers



Resilient, viable & inclusive small producer businesses

Improved farming performance, protection of environment & adaptation to climate change

Decent work for workers, sustained by mature systems of industrial relations & increased business capacity to invest

Enhanced influence & benefits for small producers, workers & their communities

Growing proportion of trade is on Fairtrade terms (in sectors where Fairtrade operates)

Broad coalition of actors (including producers, workers & citizen-consumers) driving change in way trade is structured & practised

Values & principles of Fair Trade increasingly mainstreamed in business practices & policy frameworks



Improved income, wellbeing & resilience among small producer & worker households

Enhanced gender equality & intergenerational sustainability in rural communities

Increased environmental sustainability & resilience to climate change

Dignity & voice for small producers & workers at local, national & global levels

Transparency & equitable distribution of risks & rewards in supply chains

Fairness & sustainability embedded in business practices, policy & societal norms for production & consumption



A world in which all small producers and workers can enjoy secure and sustainable livelihoods, fulfil their potential and decide on their future

## **Youth** Investment **Fund**

#### Young people identify their individual goals to achieve their potential High quality, open

Activities

access youth

Including: youth clubs,

learning, counselling /

therapy, employability

Most often regular and

sustained engagement

from YP but can be

one-off provision.

Building-based

sessions

provision

choice

services, outdoor

than targeting a

specific group

provision and outreach

Mostly universal rather

Group and 1-2-1 work

Some issue-based

YP engage positively

and through free

sports, arts, social

action, informal

and health and

wellbeing.

services

**Environment & relationship** Young people trust and feel

Mechanisms of change

trusted (both initially & more deeply over time) Young people feel respected

Young people don't feel judged or punished

Increased

self-

awareness

and

reflection

Young people feel safe & secure Nature and delivery of activity

Young people feel positively

challenged Young people feel a sense of enjoyment (including fun & a deeper satisfaction)

Young people feel a sense of purpose, achievement & contribution

Community

the world around them

Young people feel included & a

greater sense of connection with their community Young people feel empowered to create change in their lives and in Increased respect for others Increased empathy for others

Increased commitment to equality and diversity

Intermediate outcomes

Attitudes & non-cognitive skills Increased aspirations Increased self-confidence

Values

Increased motivation Increased resilience Increased independence Increased willingness to address issues

Knowledge & skills Improved social and emotional skills Improved communication skills and self-expression

of youth provision

Improved decision-making

Developed more positive relationships

Increased awareness of rights & responsibilities Improved life skills Improved leadership Acquisition of specific knowledge &

skills relating to individual provision Behaviours

Increased positive engagement outside

line

Accountability

Sustainable employment

Positive longterm relationships Personal safety

Impacts

Broad and

individualised

impacts around

improved life

chances and

increased

wellbeing

including...

Improved mental

health

Improved

physical health

More stable and

secure personal

finances and

housing

Educational

attainment

### **Developing our Theory of Change**

- It needed to be human-centred
- It needed to be flexible i.e. not about one project
- It needed to be future proof (as far as possible)
- It needed to be accessible (in communication)
- It needed to explain the importance of people and networks

...I needed to convince our CEO that we needed one!



# How we change the world

Good Things Foundation's Social Impact Theory of Change





### How we change the world

We make change happen in three key ways. It involves individual behaviours and social change.

It starts with a long term goal: to change the world through digital technology.

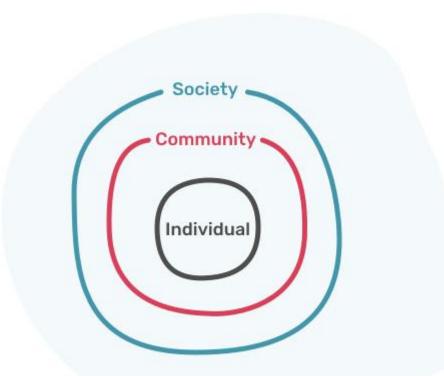
Through our work we take individuals, communities and society from a position where they feel disempowered, isolated and uninspired to a point where a future is possible.

We have an impact in three different ways:

- At an individual level: having a positive impact on people
- At a community level: having a positive impact on groups, networks and institutions
- At a societal level: having a positive impact on public attitudes, behaviours and policy.

We design with, not for people which allows us to understand underlying behaviour and focus on their relationships. This allows us to see their challenges not just as problems, but the way everyone can play a role and take responsibility so society evolves, becomes stronger, more creative and more resilient.

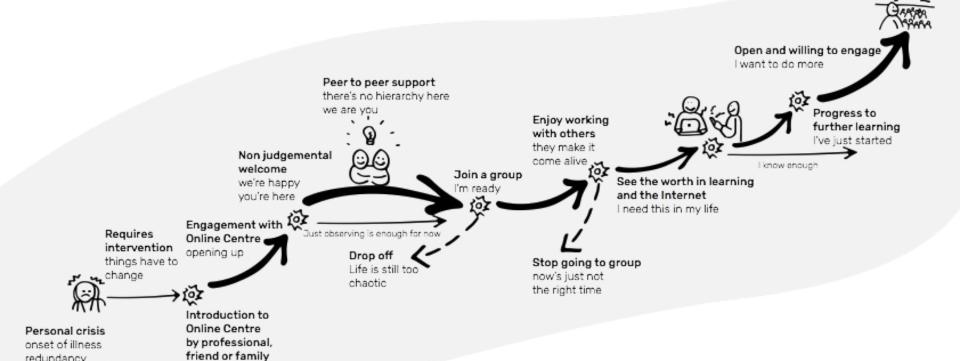
Our big ambitions are rooted in the reality of people's everyday lives and this is where our theory of change comes into play.



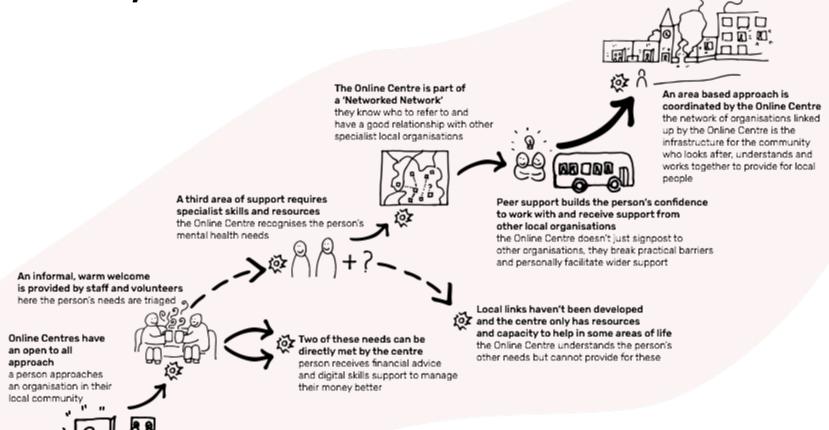
### Individual

redundancy

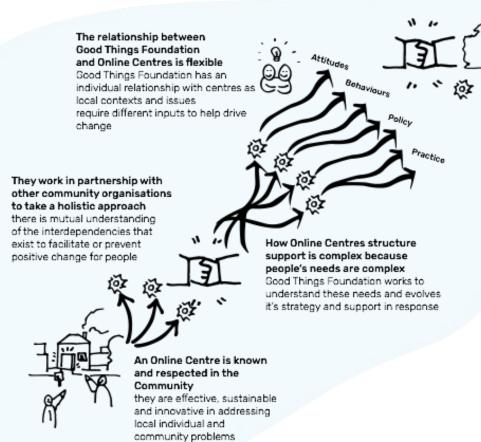
relationship breakdown



### Community



### Society





Good Things Foundation and Online Centres are a national movement for social change

Individual needs drive community responses and coordination which is powered by a national commitment and expertise since then we've developed other Theories of Change to tell different stories...



### What does change look like for Reboot UK?

A journey to where digital can play a part

### The journey to digital working with homeless people



There are other things going on

### The journey to digital working with homeless people





There are other

### **Limited User**

**Aware** 

Open to Use

Willing to Engage

Works With Others to Develop Digital Skills

Uses digital to meet their personal goals



### The journey to digital

- 1. Change is hard for sectors and people
- 2. People's lives are complex
- 3. We need to understand the journey before digital
- 4. Learning new digital skills only becomes possible when people have their basic needs met
- 5. The more vulnerable the person, the more focus we need to put on partnership working and getting the journey right



### Useful sources for Theories of Change

New Philanthropy Capital Creating Your Theory of Change

 New Economics Foundation Creating A Theory of Change (open training course)



## Dr Alice Mathers Head of Research and Evaluation

alice@goodthingsfoundation.org

How We Change the World



### Starting your Theory of Change

### A Day in the Life Workshop

- Organise into pairs finding someone who is <u>not</u> from your organisation
- Introduce yourself and your organisation and who you support
- Choose roles:
  - One member of the pair to act as scribe
  - One member of the pair to be the storyteller



### A Day in the Life Workshop

- On the flip chart paper provided draw out a timeline for a day (marking on hourly intervals across 12 or 24 hours)
- We're going to focus on:
  - What it feels like for someone across that day, including key points where they are happy, sad, engaged, vulnerable, confident etc.
  - How your support or service helps them at these key points
  - What they feel like and do as a result



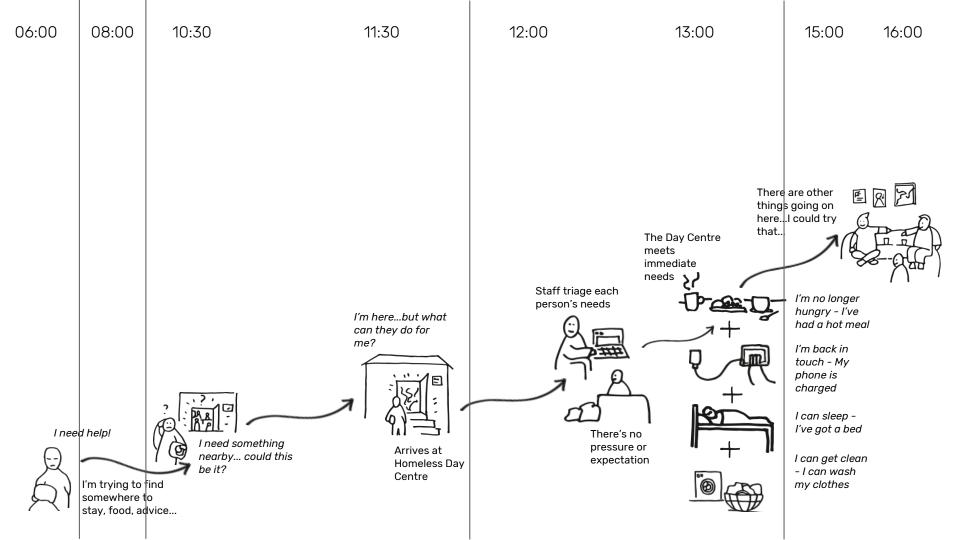
### A Day in the Life Workshop

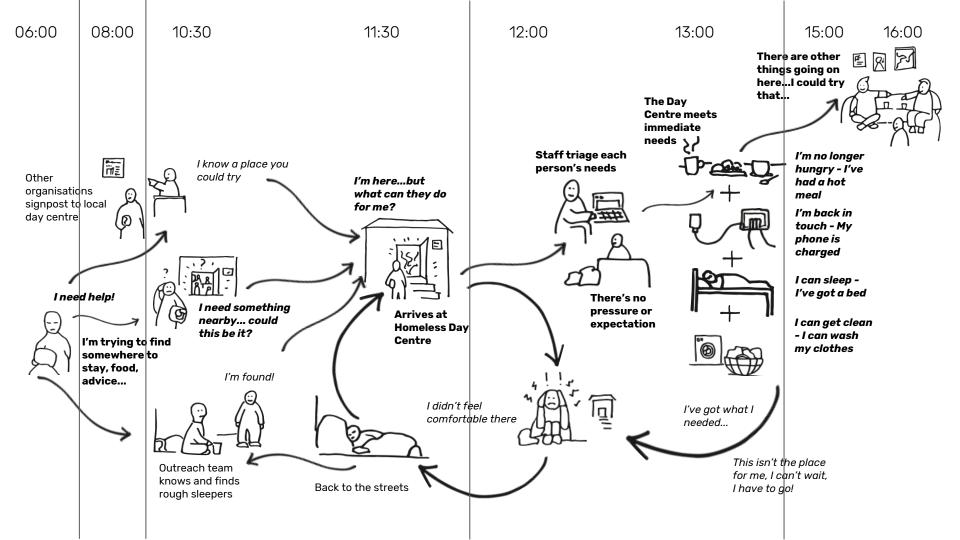
#### Task 1

The storyteller to describe (and the scribe to record on the timeline) a Day in the Life of <a href="someone">someone</a> who comes to your organisation thinking about:

- What happens from when they wake up to when they go to sleep
- How they feel across the day, write this down from their perspective
- Identify the top y nd with you







### A Day in the Life Workshop

Task 2 (15mins) - in a second colour

The scribe to ask what the storyteller and their organisation do in response, thinking about :

- What happens when someone arrives
- The activities they engage in (formal and informal)
- What they do because of your activities
- How they feel as a result









### Workshop Feedback

- Each pair to describe from your timeline:
  - Your Audience the person you chose and why they need your support or service
  - Your Activities the person's Day in the Life with your service
  - Outputs what the person does as a result
  - Outcomes the change in the person

