Let’s Dig Where We Stand!
(Using Theory of Change)
Aim of the session

To help you develop the skill of using a Theory of Change as a process for developing shared understanding.

This will be done by:

1. Introducing the characteristics of resilient organisations
2. Introducing the principles of Theory of Change in planning and evaluation
3. Presenting a Junction Arts ToC case study
4. Working in teams to develop a ToC logic model
5. Sharing reflections on the process
Resilience

Definition: ACE View: “The ability of organisations to adapt to change in order to continue delivering their mission”

<table>
<thead>
<tr>
<th>“Bouncing Back”</th>
<th>“Bouncing Forward”</th>
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<tbody>
<tr>
<td>Surviving</td>
<td>Thriving</td>
</tr>
<tr>
<td>Enduring</td>
<td>Evolving</td>
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<tr>
<td>Strength</td>
<td>Flexibility and adaptation</td>
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<tr>
<td>Returning to prior state</td>
<td>Changing</td>
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<tr>
<td>Preserving core mission and goals</td>
<td>Developing mission and goals in light of changed circumstances and needs</td>
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Organisational Resilience

- ASSETS
- MANAGEMENT OF VULNERABILITIES
- FINANCIAL RESOURCES
- LEADERSHIP
- NETWORKS
- SITUATION AWARENESS
- ADAPTIVE CAPACITY

CULTURE of SHARED PURPOSE

Mark Robinson (2010)
Self Awareness

• Resilience enablers:
  – Audience-focus
  – Collaborative leaders
  – Brand/culture
  – Awareness of Impact
  – Flexibility / agility
Introduction to Theory of Change
Logic models: the origins of Theory of Change

Arts Impact Fund (2016)
What is ‘Theory of Change’

A comprehensive description and illustration of **how** and **why** you think that your work will lead to your desired goal

An **internal theory** about a programme, project or activity

A **pathway mapping** exercise

It can be quite **challenging**!
**STATEMENT(S)**

- Youth offenders lack opportunities to engage with drama as a means to improve their soft skills
- Absence of theatre provision in the local area

**MISSION**

- Improve life chances of young people through theatre

**OUTCOMES**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs</th>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
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<tbody>
<tr>
<td>Drama workshops aimed at young people that have been through the justice system</td>
<td>1 workshop per week</td>
<td>Greater sense of routine for beneficiaries</td>
<td>Improved levels of self-confidence</td>
<td>Re-engagement with formal education provision or employment</td>
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<tr>
<td>Mentoring programme – beneficiaries of the above programme go into schools to engage younger people at the risk of exclusion in drama</td>
<td>End of term production</td>
<td>Fewer exclusions amongst participants</td>
<td>Development of empathy related behaviours</td>
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<tr>
<td>1 mentoring session per week</td>
<td>Beneficiary self-evaluation</td>
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**KEY ASSUMPTIONS**

- Drama workshops contribute to development of self-confidence and empathy
- Re-engagement with formal education provision can be linked to drama workshops (attribution)
- Exclusion can be linked to success of mentoring programme (attribution)

**AREAS FOR DEVELOPMENT**

- Identifying rigorous evidence base for social outcomes associated with drama workshops
- Identifying longer term outcomes for mentoring programme
Need: Children are falling behind at school because of problems at home

New Philanthropy Capital (2012)
Architectural Heritage Fund – Theory of Change

AHF reaches out to client (or vice versa), and is involved at all or some of the below stages:
- Provides advice & support throughout the project feasibility & development process stages
- Provides referrals to locally useful & influential contacts where partnerships can be developed

This facilitates the following client “journey”...

Client adopts formal legal structure
Develops/improves project plan
Client becomes more capable, confident & connected
Improved skills: Business planning, Finances & Fundraising, Project Management, Governance
Confidence to meet challenges
Formal & informal partnerships
Community engagement & legitimacy
Greater community empowerment

2
AHF provides Project Viability Grants

3
AHF provides Development Grants

4
AHF provides Loans

2
Project secures funding to proceed to design stage
Secures additional match funding
Project progresses on multiple fronts
Access / ownership secured
Project designed & planned
Planning permissions obtained

8
Client gains credibility with other funders

9
Project moves from viability to building stage

14
Capital works
Heritage / listed building in socially productive use

Client becomes a more commercial & resilient community enterprise

Improved physical environment to live, work, visit
Less demand for publicly-funded regeneration

21
Increased volunteering, apprenticeship and employment

13
More strategic in focus / decisions (business plan)

15
More commercial: increased financial surpluses

18
Increased ability to survive challenges

(-ve) Project deemed not viable

10
(-ve) Client disempowered & members leave

11
Time / Energy saved for other clients / activities

Legend
AHF Activities & outcomes
Main stages in client’s journey
Detailed client outcomes
Community outcomes
State outcomes
Environmental outcomes

Causal relationship
Negative causal relationship
Indicator
How does ToC mapping work?

1. Identify long-term goal(s)
2. Backwards mapping and connecting outcomes
3. Complete the activities / outputs / outcomes framework – “pathway of change”
4. Reveal enabling factors – e.g. critical stakeholders
5. Identify and articulate assumptions
6. Set up indicators to capture results

Continuously update and adapt
Measuring your Social Impact: Theory of Change

https://www.youtube.com/watch?v=dpb4AGT684U
Our Assumptions:

• 3 Key Aims - Mission Statement:
  – ‘Deliver magical and memorable arts experiences’
  – ‘Improve well-being, build confidence and skills’
  – ‘Address inequality and inspire change’
Key Learning:

• Mixed groups worked well (Differing levels of exposure to the organisation)

• Theory of Change is an ongoing process

• Developing storyboards helped us to understand ‘how’.
Exercise

In teams:

Volunteer (1 person) – case study (project, programme, mission etc)

Case Study Presentation 5 mins

Other team members tease out the outputs and short, medium, long term outcomes

Ask open ended questions to develop the TOC 20 mins

Feedback about the process 10 mins
How does ToC mapping work?

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Continuously update and adapt
Why use a Theory of Change model?

✔ Clarify your focus

✔ Depict assumptions behind your reasoning

✔ Get more out of your resources

✔ Weigh up priorities

✔ Evaluate your impact
A (useful) messy process

Gets **under the skin** of what a project / organisation is trying to do

There is **no right way** to develop a ToC

Is best developed as a **dynamic model** to evolve with your project / organisation
It’s a tool for developing a culture of shared purpose:

- Project
- Programme
- Organisation

Organisational Resilience

Thank you!