Welcome!

While we are waiting for others to join, please post in the chat:

Introduce yourself, your role, what organisation you’re from, where you are calling from.

Please ask questions in the chat box – make sure you have ‘everyone’ selected we will answer as many as time allows

Please change your screen name so that is shows your name and organisation

Please keep your microphone on mute while others are speaking

Turn off your camera if you do not want to be seen in the recording

Karen Scanlon
Principal Consultant specialising in charity and funder monitoring and evaluation.
Karen is a trustee of the Charities Evaluation Working Group

Liz Gadd
Principal Consultant specialising in effective philanthropy and the intersection of social and environmental issues
Liz is a trustee of EFN and PAN-UK
Today’s session

Objective
• To support environmental fundraisers to improve and communicate impact

Drivers
• NPC and EFN recognised potential to support – particularly on sharing what works within the social sector to unpack the space between activity and longer-term impact
• Growing opportunity for eNGOs to communicate the environmental and social impacts of their work
• Growing opportunity for eNGOs to lead impact conversations with funders given the growth of trust based philanthropy interest including the IVAR #FlexibleFunders pledge, now signed by over 70 funders.

Agenda
- What you told us
- Impact culture
- Theory of change
How well is the eNGO sector developing and communicating its impact?

Insights from the pre-training survey
The eNGO sector on improving and communicating impact

- Strong recognition of the importance of impact wider than fundraising

- Confidence on intended outcomes and impact

- Conscious of wider issues

- Strong desire for continuous improvement

- Only ~20% have a dedicated impact role/team

- <50% know what to measure to demonstrate outcomes and impact

- Three quarters don’t look carefully at negative and unexpected outcomes

- ~50% feel able to balance funder requirements with internal learning

Theory of change approaches can support you to address these challenges

Base: 58 organisations from the pre-training survey
~20% embed theory of change (ToC) into everything, ~45% use the approach to some extent, for ~35% it’s a new approach

Prior ToC experience

- We’ve used theory of change in the past / in some areas / a little: ~50%
- We embed our theory of change into everything we do: ~20%
- Some familiarity but we don’t really use theory of change: ~20%
- Heard of it but not really sure what theory of change involves: ~15%
- Never heard of it: ~5%

NPCC Logo
Where you said you would like support today

“Explanation about the theory of change and how it can relate to environmental improvement projects”

“How to measure impact in the short term in a way... so we can demonstrate how the work fits into the longer-term objectives”

“Tools and guidance”

“How to positively promote our work”

“The link between social and environmental justice”

“Unexpected/ negative outcomes and how to accurately and fairly report”

How we will respond to your requests

1. A simple list of recommendations to support all eNGOs
2. Understanding organisational impact culture
3. Intro and insights into the theory of change approach

We will share:

• Theory basics
• Practical examples
• Tools and resources
• Tips for fundraisers

There will be chance to discuss as we go and a wider Q&A at the end
Definitions

And the pitfalls of jargon
## Definitions

| **Impact** | The sustained change you want to achieve in the longer term on your target group(s) and the wider community/ society as a whole |
| **Outcomes** | Changes in your target group that you believe will contribute to impact Can refer to changes in attitudes, knowledge, skills and behaviours |
| **Activities** | Whatever actions you take. How much? and with what quality? |
| **Mechanism of Change** | What you want people to be thinking, feeling or doing whilst they are experiencing your activity (e.g. project or campaign) |
| **Accountability line** | An accountability line highlights the areas that you have a direct influence over that you can attribute to your work. However, there are many longer-term outcomes and impacts that sit beyond this accountability line, which you are not wholly accountable for—but including them in the theory of change helps highlight how you contribute towards these outcomes. |
Top Tips

A simple list of recommendations to support all eNGOs whatever stage of their journey
Why measuring impact is important for charities?

- Improves services for users/beneficiaries
- Influences the debate on ‘what works’
- Raises their profile
- Helps secure funding
- Motivates frontline staff
- Saves staff time
Recommendations from NPC on the HOW….

1. Find like-minded people

2. Embed impact conversations into the lifecycle of your projects / programmes / campaigns.

3. Develop & agree your theory of how you affect change in the world (i.e, your theory of change) to underpin a compelling case for support and the foundations for measurement

4. Prioritise what to measure! Be clear on what is proportionate, appropriate and meaningful for you to measure.

https://www.inspiringimpact.org/what-is-impact-practice/
Embedding impact

How clarity on impact culture supports implementation and communication with funders
Impact culture

• Theory
• Examples
• Tools and resources
• Tips from a fundraising perspective
What’s your learning and impact culture?

Which scenario is most common in your organisation?

1. We always feel every project/campaign has to succeed
2. We act quickly, and everyone is always busy
3. We mostly conform to what the rest of the sector is doing or saying
4. We mostly do what the experts say

What does an impact culture look like?

1. Focus
   - Impact is valued
   - And also…
   - Desired impact is clear

2. Accountability
   - People are responsible for impact
   - And also…
   - Everyone collaborates for impact

3. Continuous improvement
   - Data is used to improve
   - And also…
   - Change is not feared
What does an impact culture look like in practice?

1. Focus
   - Impact is valued
     - Leadership ‘walks the talk’ on impact
     - Everyone understands why impact is important
   - Desired impact is clear
     - Org’s theory of change clearly articulated
     - Everyone knows how they contribute to goals

2. Accountability
   - People are responsible for impact
     - People are held to account for impact
     - Capability in impact management is high
   - Everyone collaborates for impact
     - Impact is seen as everyone’s business
     - Teams share data and insights with each other

3. Continuous improvement
   - Data is used to improve
     - Bad news and good news is celebrated
     - People want to know what works best
   - Change is not feared
     - Strategy is flexible to respond to findings
     - People are open to change
1. Impact culture

- Theory
- **Examples**
- Tools and resources
- Tips from a fundraising perspective
Examples

Tricky topic for providing examples, however from our experience organisation’s successful in embedding an impact culture share the following:

- **Strong leadership**
- **Clear sense of how they affect change in the world** (often ToC based)
- **Open and honest dialogue with funders**
1. Impact culture

• Theory
• Examples
• **Tools and resources**
• Tips from a fundraising perspective
### Tools: Inspiring Impact Assessment Tool

#### What is an impact culture?

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Score (1-3)</th>
<th>Attitudes</th>
<th>Score (1-3)</th>
<th>Behaviour</th>
<th>Score (1-3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a complete understanding of your mission and how you plan to achieve this.</td>
<td></td>
<td>Believe in, and be committed to, improving your programme or service.</td>
<td></td>
<td>Seek ways in which things could be improved.</td>
<td></td>
</tr>
<tr>
<td>Understand how impact measurement can contribute to the objectives of the organisation/programme/service.</td>
<td></td>
<td>Be willing to change and adapt how things are done in order to achieve your mission.</td>
<td></td>
<td>Collect and enter good quality, impartial data.</td>
<td></td>
</tr>
<tr>
<td>Understand the organisation/programme/service’s particular impact measurement priorities.</td>
<td></td>
<td>Be curious about what the programme or service is achieving and whether this can be improved.</td>
<td></td>
<td>Share results and learning honestly.</td>
<td></td>
</tr>
<tr>
<td>Understand your own role in impact measurement.</td>
<td></td>
<td>Want to share what you learn with others.</td>
<td></td>
<td>Discuss results with others.</td>
<td></td>
</tr>
<tr>
<td>Have the right analysis and interpretation skills for your role.</td>
<td></td>
<td>Accept failure without blame.</td>
<td></td>
<td>Try to see things from the perspective of intended beneficiaries.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Change what you do as a result of learning.</td>
<td></td>
</tr>
</tbody>
</table>

[https://www.inspiringimpact.org/learn-to-measure/review/improve-your-work/](https://www.inspiringimpact.org/learn-to-measure/review/improve-your-work/)
A traditional forcefield analysis is a simple and powerful tool to consider the push and pull factors affecting a change issue.

The approach to use is to draw…

- Forces pushing toward change
- Forces pushing against change
- Use larger arrows to represent strong forces and smaller arrows to represent weaker forces giving you a sense of the biggest influencing factors
- Prioritise and plan
Tools: The 3% rule

3% of employees drive the perceptions of up to 90% of their colleagues.
(leaders & managers – who typically make up around 12% of the workforce – only impact 45-50% of the employees)

Super-connectors
- Are informal influencers
- They're the go-to-people
- They drive perceptions
- They interpret what is going on for everybody else
- They have the relationships, networks, content, context
- Trusted by their peers more than formal leaders
- Most leaders don’t know who their super-connectors are

Further info
- Innovisor Evidence based change
- McKinsey Tapping the power of hidden influencers
- Mike Kein Internal influencers, actionable and no longer optional

‘When human beings are free to choose anything they want; they typically copy neighbours’

Eric Hoffner
1. Impact culture

- Theory
- Examples
- Tools and resources
- Tips from a fundraising perspective
Tips from a fundraising perspective

Being able to articulate your impact culture and needs will help you to:

• **Communicate** how you learn, including how you handle unexpected or negative outcomes. Setting a shared expectation and approach

• **Articulate your needs** for support to implement and improve your monitoring and evaluation practice

• **Discuss reporting** with funders from a position of empowerment, including how you would like to report to them in synch with your ongoing impact practice and culture

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**Over 70 funders now signed up**

[https://www.ivar.org.uk/flexible-funders/](https://www.ivar.org.uk/flexible-funders/)
Theory of change

An introduction to theory of change
2. Theory of Change

- Theory
- Examples
- Tools and resources
- Tips from a fundraising perspective
“Theory of Change”

A process for thinking about and describing programmes, projects or organisations
Flavour of the month?

- A process for **thinking about** and **describing** programmes, projects or organisations

https://trends.google.com/trends
It describes your theory of how you plan to cause change in the world

- A process for thinking about and describing programmes, projects or organisations

- A statement of what you want to happen - a hypothesis.

- Applicable to programmes, projects, organisations - anything that is aiming to ‘do good’

- Focus on capturing ‘the essence’ of your thinking. It is a precursor to more detailed project planning - which comes later.
The essence of theory of change?

Linking activities to intended outcomes and impacts

“Dear Mr. Gandhi, We regret we cannot fund your proposal because the link between spinning cloth and the fall of the British Empire was not clear to us.”

Written by M. M. Rogers and illustrated by Arif R. Faizal, Wabyu S., Ary W.S.
Creative team for Search for Common Ground in Indonesia
Challenges our thinking about how projects are meant to work

Legal Action  → ?  → Thriving biodiversity
Research  → ?  → Policy change
Campaigning  → ?  → Changes in public opinion
A structured process

Key features:

• Breaking down your projects into standard components, which are **intended to be useful**

• Components addressed in sequence. **Backwards mapping**

• Aim to identify the **sequence or journey of change** (where possible)

• Often summarised / represented as a diagram (optional)
Theory of change process

Process ‘Must haves’

• Someone to lead and bring it together

Process ‘good to have’

• Buy-in / enthusiasm from important people
• Willingness to reflect and challenge yourselves

Two key dimensions to decide on.:

Consultation Evidence base

Try to see the process as separate from the output

The best processes will have both - but it depends on your objectives

https://www.thinknpc.org/blog/ten-tips-for-facilitating-online-workshops/
Benefits of theory of change

Developmental

- Strengthening teams and team motivation
- Better project design & review = Better projects

Descriptive

- Better external communications and better conversations with partners: *Leading to wider understanding and confidence*
- Better monitoring and evaluation

Consultation
Fictional example: EcoTown rewilding project

1) The team of EcoTown rewilding project feel that they are clear on their outcomes and impact.
2) They have funding from a climate funder and in their funding application they stated that the rewilding project would help reduce C02.
3) BUT…they’re not sure what to measure
4) They’re concerned that any major impact on C02 will be outside the timeframes of the project. And how can they demonstrate what their contribution to reducing C02 is anyway?

What EcoTown told their funder they would do…

- 200 native trees planted
- 3000 native plants planted
- 100 community champions trained
- 2000 people reached through local awareness raising campaign
- Restoration of land around EcoTown contributing to reduced climate change
- Protection of the Red Beak bird, only seen in the EcoTown area
- Carbon sequestration from rewilding reducing C02
**Fictional example: EcoTown rewilding project**

Translating what they promised their funder into a ToC approach might start to look like this…

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outcomes</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rewilding</td>
<td>Increased rewilding community champions</td>
<td>Carbon sequestration</td>
</tr>
<tr>
<td>Awareness raising</td>
<td>Increased environmental awareness amongst local community</td>
<td>Species preservation</td>
</tr>
<tr>
<td></td>
<td>Red Beak bird thrives and numbers restored</td>
<td></td>
</tr>
</tbody>
</table>

…but what is missing? How does this all fit together?
Fictional example: EcoTown rewilding project

A fuller articulation of their theory of change might look like this…

**Rewilding**
- Training
- Planting

**Awareness raising**
- Parents and children in schools
- Local government
- General public

**Restored natural environment of Red Beak**

- Increased understanding of the economic/tourism benefits of rewilding
- EcoTown commit to ongoing protection of local environment
- Red Beak bird thrives and numbers restored

**EcoTown’s local environment provides a safe haven for protected species in a restored carbon sink**

**Increased environmental awareness amongst:**
- Parents and children in local schools
- Local government
- General public

**More rewilding community champions**

**More native trees**

**More native plants**

**Parents, children, local government and general public understand why and how to protect the local environment**

**Increased understanding of the economic/tourism benefits of rewilding**

**EcoTown commit to ongoing protection of local environment**

**Parents, children, local government and general public understand why and how to protect the local environment**

**More rewilding community champions**

**Local community feel rewilding project important to local people and natural world**

**Increased environmental awareness amongst:**
- Parents and children in local schools
- Local government
- General public

**More native trees**

**More native plants**

**Impact**

**Outcomes**

**Mechanisms of change**

**Activities**
Fictional example: EcoTown rewilding project

This would help them prioritise what to measure…

Rewilding
- Training
- Planting

More native trees
More native plants

Restored natural environment of Red Beak

Increased understanding of the economic/tourism benefits of rewilding

EcoTown commit to ongoing protection of local environment

Red Beak bird thrives and numbers restored

Awareness raising
- Parents and children in schools
- Local government
- General public

Local community feel rewilding project important to local people and natural world

More rewilding community champions

Increased environmental awareness amongst:
- Parents and children in local schools
- Local government
- General public

Parents, children, local government and general public understand why and how to protect the local environment

This would help them prioritise what to measure…

Impact | Outcomes | Mechanisms of change | Activities
Fictional example: EcoTown rewilding project

What they might have said to their funder…

<table>
<thead>
<tr>
<th>Outcome measurement</th>
<th>Impact measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>More native trees and plants</strong> in order to restore the nature environment (targets 200 native trees, 3000 native plants)</td>
<td>If our theory of change holds true, and key stakeholders in EcoTown understand why and how to protect their local environment this will lead to the ongoing protection of restored land, which will become a carbon sink and a safe haven for the endangered Red Beak</td>
</tr>
<tr>
<td><strong>Increased community champions</strong> to rewild and champion future protection of the local environment (target 100 champions trained)</td>
<td></td>
</tr>
<tr>
<td><strong>Awareness raising with particular focus on children and parents</strong> via schools (target 2000)</td>
<td><strong>We would like to commission an impact evaluation and contribution analysis in 3 years to verify our theory of change and explore replicability of the model.</strong></td>
</tr>
<tr>
<td><strong>Awareness raising amongst local government</strong> decision makers (target 5 advocacy meetings)</td>
<td></td>
</tr>
</tbody>
</table>
A theory of change for theory of change!

1a) Team work, Identifying and negotiate different perspectives

Better understanding between colleagues

Better delivery / performance

More positive impact for beneficiaries and communities

1b) Develop a clear, consistent plans and aims

Improved sense of purpose and motivation

Our charitable activities reach, engage & influence more people

2) Identify challenges / weaknesses / gaps - and agree priorities, strategies

Stronger programmes that reflect better thinking / evidence

Increased support and funding

3) Summarise plans (in diagrams) and communicate succinctly

Wider understanding of aims & plans

Improved evaluation & performance management

3) Summarise plans (in diagrams) and communicate succinctly

Increased confidence in plans

Improved evaluation & performance management

4) Determine clearer research questions and data requirements

Monitoring and evaluation address relevant questions

Better short-term measures of progress

Our charitable activities reach, engage & influence more people

Reflection / soul-searching about: context, what we aim to achieve; and how?

Consultation with staff, volunteers, service users to gain ideas, thoughts, feedback

Someone to lead the process and bring it together

Buy-in / enthusiasm

Background research / evidence into the ‘problem’ and possible solutions

A theory of change for theory of change!
A ‘three stage’ / 10 step’ process

1. Situation analysis

   1a) The ‘problem’ you want to tackle
   1b) The context, barriers and opportunities for change
   1c) The resources you have and where you can make the most difference

2. Theory of change

   2. Target group
   3. Impact
   4. Outcomes
   5. Activities
   6. Mechanisms / quality
   7. Sequence
   8. Diagram

3. Assumptions

   9. ‘Enabling factors’: How the theory of change might be helped / hindered by the outside world
   10. Weaknesses / risks that reveal your underlying thinking

What can make theory of change more challenging?

<table>
<thead>
<tr>
<th>Common challenges</th>
<th>Possible situations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convoluted - More stages of change</td>
<td>- A wildlife charity works through schools to help children’s learning on biodiversity.</td>
</tr>
<tr>
<td></td>
<td>- A climate campaigning organisation works through local activists to influence local politicians who then go on to influence national policymakers.</td>
</tr>
<tr>
<td>More / longer-term ambition, more impacts you want to</td>
<td>- An infrastructure body might want to influence and support a very loose collection of organisations to tackle a big social and environmental problem.</td>
</tr>
<tr>
<td>achieve - possibly at a societal or global level</td>
<td>- A campaigning charity might have a long-term goal to achieve broad societal change on embedding sustainable practices across all sorts of institutions and wider culture.</td>
</tr>
<tr>
<td>More stakeholder groups, activities, objectives or</td>
<td>- An coalition might support a loose group of organisations and need to consider those organisations, and segments within them, as well as their target audiences, their funders, the government, and public opinion etc.</td>
</tr>
<tr>
<td>impact to consider</td>
<td>- Any campaigning charity will need to identify and think about all the potential actors that are relevant to their mission.</td>
</tr>
<tr>
<td>More unanswered questions or opinions to hear</td>
<td>You have a rough idea about what you want to achieve and how but still lots of thinking to do.</td>
</tr>
</tbody>
</table>

If we try to tackle everything simultaneously we will get lost. We need a way to break things down into manageable chunks.
• The aim is to describe your intentions / your hopes
• Start with the ‘essence’ of how you want to help or influence people / the environment. Then build plans around that.
• Focus on thinking about and describing the link between activities and impact
• ToC gives us a structured process to help us think about these things
• It is good to see the theory of change process as separate from the output
• Four main benefits
  • Developmental: Gaining clarity and consensus
  • Developmental: Testing and strengthening your thinking
  • Descriptive: External communications
  • Descriptive: Better measurement and evaluation
• Think about which of these is most important to you when designing a theory of change process: The more ‘developmental’ your aims the more consultation and research you should do.
• The more ambitious you are the more complex your theory of change will be.
2. Theory of Change

- Theory
- **Examples**
- Tools and resources
- Tips from a fundraising perspective
The theory of change approach encourages a mix of:
1. Visual
2. Narrative
3. Measurement framework
Climate Outreach

We've been trapped in a vicious cycle

Weakening social mandate
Minority of the public identify climate change as a key priority for them

High carbon behaviours
Slow, disparate and/or minor shifts in high carbon behaviours

Weak climate policies
Lack of political mandate is barrier to creation and/or implementation

Social norms shift to low carbon behaviours and fuel demand for supportive policies

Corporations not incentivised
No strong incentives for corporations to invest in low carbon options or create easy low carbon choices

A strong social mandate creates a virtuous circle

Strong social mandate
Majority of the public identify climate change as a key priority for them

Transformative climate policies
Driven and supported by the public including creating environment for low carbon behaviours

Incentivised corporations
Businesses are compelled and supported to transform, making it easier to choose low carbon options

Low carbon behaviours

BUSINESS AS USUAL

Credit: Climate Outreach

Fig. 9 Pathways to generating a social mandate. Credit: Climate Outreach.

https://climateoutreach.org/reports/theory-of-change/
Theory of change overview

The problem: pesticide use at current levels is negatively impacting the environment and human health. Policies and industry narrative perpetuate the status quo.

Barriers and threats including narratives (“feed the world”, “neat and tidy”, “evidence of harms is inconclusive”) and external context (covid-19, Brexit, agri-chem lobby).

Goals under the following themes:
- Amplify alternative narratives (e.g. pesticide use is counter-productive to food security, another way is possible, expose agri-chem scandals)
- Policy and regulation (e.g. post-Brexit approvals, ELMS)
- Land-management practices (e.g. culture, access to advice)
- Research and evidence (e.g. monitoring of impacts, more agroecological research)

Project aim: create a strategic and coordinated collaboration of existing NGOs, coalitions and individuals spanning environment, health, farming and workers’ rights, to influence policy to reduce reliance on pesticides and support farmers to make alternative choices.

Project outcomes:
- The Government has committed to actions which will better protect people and the environment from pesticide-related harms
- The work of farmers already working on reducing pesticide use will be profiled and they will feel enabled and empowered to engage with decision makers and policy processes.
- Members of the public will be mobilised to put pressure on decision makers to reduce pesticide-related harms

OVERARCHING VISION
By 2030, there will be a major reduction in pesticide-related harms to both human health and the environment. There will be more joined-up thinking that links agriculture to health, lifestyle, food and environment; and civil society organisations from across these sectors will be working collaboratively for positive change. Driven in part by pesticide reduction targets, agroecology will be adopted across the UK creating a more sustainable farming system which includes widespread adoption of nature-based Integrated Pest Management. This system will be supported by broader research and evidence on sustainable crop production and governed by policies and regulations which are based on the precautionary principle and offer the best possible protection for human health and the environment. Farmers will be happy and prosperous with support that enables them to champion reduced pesticide use. The public has access to safe and affordable food and are able to make informed consumer decisions within transparent supply chains.
Rainforest Alliance theory of change

https://www.rainforest-alliance.org/business/resource-item/theory-of-change/
Anonymous environmental charity theory of change

[Diagram showing the flow of activities, outcomes, mechanisms of change, and impacts.]

Key:
- Activities
- Outcome
- Mechanism of change
- Impact
International Institute for Environment and Development (IIED) theory of change

With partners, IIED improves connections, interactions and power dynamics between different actors

With partners, IIED generates new types of evidence to support sustainable development

Propositions for change

Equitable and effective governance
- Global governance and national implementation of Paris climate agreement and the SDGs
- Implementation of national and local policies for sustainable and equitable natural resource use, economic governance and urban transitions

Increased resources for people living in poverty and exclusion
- More effective, better targeted and governed flow of climate finance, ODA, and private finance to poor women and men
- Improved ability of people living in poverty and exclusion to access formal and informal markets, and livelihood opportunities

Strengthened voice and rights of people living in poverty and exclusion
- Local actors and their organisations are better able to exercise rights and influence decision making
- Governance systems recognise the rights of the marginalised and are responsive to their needs

https://www.iied.org/our-theory-change
Forest Stewardship Council (FSC) theory of change

(high level version)

Forest Stewardship Council (FSC) theory of change (detailed version)

Did one of these example approaches to ToC inspire you?

- Global Green Grants
- Climate outreach
- Pesticide Collaboration
- Rainforest Alliance
- Anonymous eNGO
- Trussell Trust
- IIED
- Forest Stewardship Council
2. Theory of Change

- Theory
- Examples
- **Tools and resources**
- Tips from a fundraising perspective
Figure 2: Theory of change for the Foundation’s Building Resilient Economies programme

Theory of change as a way to prioritise what to measure

[Diagram showing the theory of change for the Building Resilient Economies programme]

Friends Provident Foundation’s Building Resilient Economies programme

Tools: matrix for linking global challenges back to organisational activity

<table>
<thead>
<tr>
<th>Context: The global challenges</th>
<th>How we help</th>
<th>What needs to be in place for change to happen</th>
<th>Our intended outcomes</th>
<th>The wider / longer-term impact this contributes toward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Globally there is insufficient awareness of the impact of climate change on humans and the natural world</td>
<td>We engage communities through campaigns, events, training</td>
<td>We need to reach new audiences Our messages must be clear and compelling</td>
<td>Increased awareness of climate change Increased access to information on the transition to net zero</td>
<td>Reduced greenhouse gas emissions</td>
</tr>
</tbody>
</table>
NPC guidance on ToC development and use to underpin measurement


https://www.thinknpc.org/resource-hub/understanding-impact/

Other guidance on ToC development


2. Theory of Change

• Theory
• Examples
• Tools and resources
• Tips from a fundraising perspective
Tips from a fundraising perspective

Being able to articulate your theory of change will help you to:

• Build your case for support
• Support conversations about how your work aligns with the funder’s interests
• Articulate how your activities support outcomes and longer term impact
• Discuss with the funder what is possible to evidence
• Discuss with the funder what is realistic to evidence in the timeframe supported
• Have conversations about how your theory of change holds that if you achieve ‘xyz’ outcomes, and your theory holds true, it will lead to ‘abc’ impact
Further resources
Resources

• NPCs Theory of Change in Ten Steps [https://www.thinknpc.org/resource-hub/ten-steps/](https://www.thinknpc.org/resource-hub/ten-steps/)
• Tips for involving service users in developing your theory of change from KnowHow NonProfit [https://knowhownonprofit.org/organisation/strategy/beneficiaries](https://knowhownonprofit.org/organisation/strategy/beneficiaries)
• Nesta’s Problem Definition template to help teams create a mutual understanding of the social problem they are trying to solve [http://www.nesta.org.uk/resources/test-and-learn-my-work](http://www.nesta.org.uk/resources/test-and-learn-my-work)
• NPC’s blog on Five Types of Data [http://www.thinknpc.org/blog/5-types-of-data/](http://www.thinknpc.org/blog/5-types-of-data/)
Resources


- Websites with a range of guidance around evaluation and data collection:
  - [http://www.betterevaluation.org/](http://www.betterevaluation.org/)
  - [http://www.evaluationsupportscotland.org.uk/resources/](http://www.evaluationsupportscotland.org.uk/resources/)

- The Centre for What works ([http://www.whatworks.org/](http://www.whatworks.org/)) has an outcome portal where you can browse different outcomes and their corresponding indicators.

- TRASI ([http://trasi.foundationcenter.org/](http://trasi.foundationcenter.org/)) has a database where you can search different approaches to impact assessment.

- The resource page of the Inspiring Impact programme (coordinated by NPC in partnership with 6 other organisations) includes a list of measurement tools and systems [http://inspiringimpact.org/resources/](http://inspiringimpact.org/resources/)

- Practical guides to turning raw data into wisdom and informed action:
Resources

- Written guidance on use of data for research and evaluation under GDPR

- Our blog on GDPR and guidance on safe use of personal data:

- Guide to CRM systems