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**DCDP Phase 2: Theory of Change**

**Claire Edwards & Siobhan Edwards, Evaluators**

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From the Theory of Change discussions, a number of **practical suggestions** emerged – summarised below for consideration/action by Rank Associate and Rank Executive:

1. Use Steering Group meetings to plan, propose, co-design as a group, e.g. TTS proposal; DCDP map

2. DCDP projects would like to suggest some potential changes to the TTS process – use SG in February/May to work on this, and send to Rank (or possibly invite Caroline Broadhurst to attend session)

3. Rank Associate to feedback to Rank about date of conference in future years, i.e. avoid Scottish half term. Also, start time for attendees travelling from afar.

4. Rank conference 2019 – DCDP projects are keen to run workshops or sessions, and ‘place’ to be talked about and shown, e.g. a map of each place-based project with key information on uniqueness of place

5. Proposal of an ‘Ambassador Group’ from across place-based, to work with Rank to promote place-based funding *from viewpoint of funded organisations*

6. RankNet to be made available as an app, more easily searchable and usable for identifying sources of knowledge, e.g. all projects working on mental health across Rank’s networks

7. DCDP projects interested to know more about Plymouth, focus on social enterprise and ‘match trading’

8. DCDP SG meetings to be led more by projects, and to include a slot celebrating successes and marking changes, e.g. Sammy moving on from PSYV; Rhea moved from Foodtrain

**Theory of Change context:**

In Phase 1 of the Dundee Community Development Programme (DCDP) from 2015 to 2017, we used a Theory of Change (TOC) process to identify six outcomes:

1. Create positive change
2. Strengthen resilience
3. Promote collaboration
4. Leadership
5. Enterprise
6. Care

In 2019, for phase 2 of DCDP, we are re-focusing on Rank’s engaged philanthropy approach, looking at the three forms of capital:

* **Financial Capital:** Rank provides regular grant funding but will often work with organisations or places for six years or more, with flexibility in funding including options for repayable grants
* **Intellectual Capital:** From sharing good practice, paid and supported internship programmes, advice, education, training and support, access to significant development and leadership bursaries, steering group meetings, external evaluations and review
* **Social Capital:** Access to formal networks from the Rank Fellowship to RankNet, annual networking conference, leveraging additional support from pro bono advice to the creation of 'added value' across the UK

On 30 January 2019, we ran a Theory of Change process with representatives of the fifteen projects funded by Rank in phase 2, as follows:

* Advocating Together (Carina & Elle)
* Amina (Sabrina)
* Aspire (Laura)
* City Church (Anne)
* Coldside (Nadia)
* DCCS (Damon)
* Dundee Rep (Gemma)
* FiTC (Jacky & Effie)
* Foodbank (Ken)
* Foodtrain (Grant)
* Linkup/NE Project (Gill)
* PSYV (Sammy)
* Rank Association/Dundee Bairns (David & Amanda)
* St Mary’s (Claire)
* V&A (Peter)
* Volunteer Dundee/TSI (Leslie)

**Theory of Change**

For each stage of the ToC process, each table worked on a form of capital. They used their perspective from individual projects to talk and debate with other projects, reflecting on the programme as a whole. Points were recorded on post-it notes; one point per post-it.

At the end of each stage of the ToC process, we asked each table to share points from their discussion. Below are the notes from these discussions and presentations; bold added by evaluators, for emphasis:

**1. Outset**

**1.1. Financial capital**

* Phase 2 funding for 2 years, but less than before
* Funding finishing (e.g. PSYV funding completes March 2019)
* Reliant on grant funding, or donations
* **Projects lack fundraising capacity/expertise**
* **How to make up the difference, or do less?**
* Need to generate income from variety of sources – to avoid “all eggs in one basket”
* **Could DCDP make more of Time to Shine (TTS) interns as an asset/resource** (although only three in 2019)?
* **Interested in knowing more about other forms of finance, e.g. repayable grants (Rank’s ‘matched funding’ approach in Plymouth – can we know more about this?**

**1.2 Intellectual capital**

* We are the intellectual capital
* TTS process not quite working for DCDP, e.g. some projects have applied and not been successful (but don’t know why)
* Confidence to suggest changes/improvements to processes – to Rank

**1.3 Social capital**

* Loss of social capital, with Sammy moving on from PSYV and funding not being picked up by Police
* “Incredible positive input of PSYV to many Rank-funded projects in the last three years”
* Pro bono advice between projects – this is happening
* New partnerships between projects, bringing networks together, e.g. V&A and Amina
* **RankNet for Dundee sharing – but needs to be more accessible, searchable, and in the form of an App**
* What are we not seeing on RankNet? Would like to be able to find out about projects in other places, and to identify organisations working in similar fields, e.g. arts, mental health, etc.
* **Rank’s conference falls in Scottish half term holidays, which makes it challenging for people from Dundee to attend – timing needs to change in future**
* How could the Steering Groups work better?
* How to connect to whole project beyond one person, e.g. Amina, Sabrina’s role funded in phase 2, so she attends SG – how to connect more widely?

**2. Outset**

**2.1. Financial capital**

* Fundraising and donations are the current ways of raising money
* We want continuation and core funding
* **We need to look at other funders**
* **We need to look at income generation**
* V&A, as a major institution, has many sources of revenue – different from other DCDP projects
* Challenge of restricted and unrestricted funding
* Challenge of funding for different projects, with different timescales
* Funding of project within an organisation is different from funding work of an organisation as a whole, e.g. North East project, with multiple partners
* **Is there an opportunity for the DCDP projects to come to approach a funder (such as the Lottery?) together, for funding as a programme?**

**2.2 Intellectual capital**

* Local knowledge *in* Dundee
* After three years, increased understanding and shared learning
* Opportunities for pooling resources and practice knowledge
* Increased ability to signpost to other projects/organisations
* **DCDP projects would like to access place-based narrative report – useful collateral for fundraising, individually or as a group**
* Could DCDP projects use learning/recommendations from annual evaluation report – be pro-active
* RankNet is “too clunky”
* Could RankNet connect more easily to other social media platforms, e.g. Facebook, Twitter (e.g. need to post only once)

**2.3 Social capital**

* Start time of Rank Conference means a very early start or missing the beginning
* **At 2019 Conference, DCDP projects want to talk about and hear about ‘place’**
* Is there a way in which Rank could engage with Boards of charities as well as with project leaders? Sometimes, Boards do not prioritise the Rank-funded projects or understand why staff spend time out, e.g. at Steering Group
* Carina is engaged with ACOSVO – there is national interest in raising awareness of Boards in relation to the charities they serve

**3. Indicators of success**

**3.1. Financial capital**

*Not discussed*

**3.2 Intellectual capital**

* Projects responding to needs
* Co-productive – SG of local people
* Steering Group meeting – attending & meaningful participation
* SG meetings – new collaborations; new partnerships; changing structure
* Building capacity & empowerment
* Participants sharing good practice – what worked
* Celebrate success & journey
* Case studies; monitoring spreadsheet; customer surveys; focus groups
* TTS internships allow focus on one area (added benefit for organisation)
* Taking intellectual capital to other projects, e.g. Sammy moving on to Prince’s Trust
* Pro-active evaluation
* Partnership funding: indicator of knowledge of other funders
* Ability to better identify needs and develop problem-solving/action plans to tackle them
* Drawing on outside experiences to inform positive change

Questions:

* Social media; who are we reaching?
* How to continue service/activities, when staff change or funding ends?

Examples from individual projects:

* Aspire: giving our beneficiaries the opportunity to draw on and strengthen their own skills and abilities, e.g. Mum in ‘Mums & Tots’ group creating her own group
* Rep: Being engaged in a programme, and the positives associated with it, leading to employment; participants then taking on a leadership role in other groups (once confidence raised in first group)
* Advocating Together: Having accredited modules and training

**3.3 Social capital**

* Social capital in SG enabled phase 2 funding
* Repeat attendance at sessions run by projects – is a sign of social capital being built, as are friendship groups which develop
* Emojis being used on feedback form (developed by DCCS)
* Advocacy work giving community a voice, especially where they lack confidence/skills to speak for themselves
* Work of DCDP projects is mitigating the impact of austerity
* Personal progress of individuals – to do it for themselves
* Stories of change
* Recognition from outside bodies of work done
* Using Upshot – to work for us
* **Opportunity for intern/researcher to look at impact of Dundee groups, and more? Create a visual map of locations, connections, etc.**

**4. Outputs**

**4.1. Financial capital**

* Outputs are based on maximising social capital built up over the last three years

**4.2 Intellectual capital**

* **Over last three years, projects given knowledge to be self-sufficient, leading to being self-sustaining (‘give a man a fish’)**
* **Phase 1 about intellectual capital ‘gathering’; phase 2, about sharing & doing**
* In phase 2, Steering Group meetings to be led by projects
* Carina has been trained as an Action Learning facilitator, could that skill be used for phase 2, within DCDP?
* Rank bursaries give access to further learning and opportunities

**4.3 Social capital**

* Skill development & personal growth
* New experiences
* Inspiration
* Safe space provided by DCDP network
* DCDP projects make introductions and signpost
* Community ‘ripple effect’ from social capital outputs of DCDP projects, including:
  + Inclusion
  + Improved accessibility
  + Increased capacity to make positive decisions
  + Skills for work, leading to employment and academic prospects
  + From social isolation to social empowerment
  + Increased confidence and capacity building
  + Community building and connecting
  + Project work helps to reduce social isolation for beneficiaries
* Case studies are impactful, e.g. Link Up film for lottery (one person’s story)
* Two-way process – collaboration between project leaders and beneficiaries
* How much do other funders value ‘social capital’ created by DCDP projects? Nervous about relying on it

**5. Outcomes**

**5.1. Financial capital**

* **Build on current Rank funding to secure further long-term funding to secure sustainability and expansion**

**5.2 Intellectual capital**

* Back to ‘basics’: access to shelter, food, etc. (Maslow’s hierarchy)
* Opportunities, collectively to:
  + Build resilience
  + Tackle mental health
  + Raise awareness of human rights
  + Value of excellent customer care
* Eradication not normalisation of foodbanks (© Ken)
* DCDP projects to have a presence at Rank conference, including sharing story of place-based working in Dundee
* Opportunities for projects to partner up on larger opportunities, e.g. places at conferences/training
* Share opportunities to broaden learning outwith immediate area
* RankNet as a platform for sharing ideas?
* DCDP Steering Group continues to meet, and drives agenda (in phase 2, and beyond)
* Use frameworks such as TOC within organisations, to make them more resilient
* Use DCDP as sounding board for testing out ideas

**5.3 Social capital**

* **At end of phase 2, should be able to do more collaborative work and have access to solutions to problems**
* **After phase 2, continue networks and SG meetings, to keep encouraging shared practice and support**
* **Idea of a co-design initiative that brings funders and fundees together to design from ground up?**
* Opportunity to open up DCDP to other projects?
* Knowledge Exchange Network: a new method to support sustainability and resilience through shared knowledge (from Volunteer Dundee)
* **Rank place-based programmes could be connected up more (e.g. Hull, Dundee, Plymouth), but it is also important to see each place as unique**
* **At Rank Conference, want projects to tell the story of place – to have a voice**
* **Idea of an ‘Ambassador Group’ – to work with Rank to promote place-based funding from viewpoint of funded organisations**
* It is important to connect intellectual capital (knowledge) – so that learning is not lost

**What else?**

At the end of the session, we asked projects to tell us, as evaluators:

* What are you most interested in sharing with us?
* How will you show us you are achieving it?
* What can we do to help you?

The following points were made:

* Individual case studies
* Evaluation is top level
* We don’t share with you the impact (e.g. Link Up Lottery film)
* RankNet as a platform to share assets
* Showcase films created by Danny last year – Where are they? Can we see them? To be shared amongst each other
* Comics are great too! – This is a great way to promote your project – e.g. Amina’s brochure on how to set up your business
* Phase two – often a focus on specific outcome/aspect, but the other work is still being done … and we don’t want to lose sight of that too

Using RankNet

* Work needs to be done…
* More to share assets
* Our traffic and exposure (app)
* Collaboration needs to be highlighted
* Fairness Commission: Commissioned piece of research about mental health – share this with DCDP

Social media

* Use a DCDP#
* Share images/films/stories on Twitter, Instagram, Facebook

Mapping the project

* Map of Dundee
* Projects linked and identified (Nadia suggested using Google maps)
* Use a SG meeting to create together?