THE ULTIMATE GOAL

- Our vision is for a charity sector that makes the most of its resources, achieves the maximum impact possible and so improves more lives.

The lives of people served by charities improve
WHAT HAS TO HAPPEN IN ORDER FOR THIS TO BE ACHIEVED?

• We believe for the charity sector to transform and be as effective as it can we need to inspire new thinking and prioritise impact.

• **Charities** need to increase their impact, both individually and collectively.

• **Funders** need to support effective charities so they can continue and grow.

Therefore our activities need to create change at two levels:

1. Change for individual or groups of charities and funders
2. Change across the sector
1) CHANGE FOR CHARITIES AND FUNDERS

- Charities & funders are inspired to measure and increase their effectiveness
- Charities & funders access skills & knowledge to increase effectiveness
- Charities increase their impact
- Charities & funders understand their effectiveness
- Charities demonstrate their impact to funders
- Funders target and support effective charities
- Charities and funders are aware of good practices
- Charities increase their impact
- The lives of people served by charities improve
- Effective charities are funded / grow

This shows how we create change for both individual charities and funders and how these outcomes link together.
2) CHANGE ACROSS THE SECTOR

- Charities and funders are aware of good practices*
- Charities increase their impact
- The lives of people served by charities improve
- Effective charities are funded / grow
- Structures & processes support effectiveness of funders and charities
- Barriers / opportunities to increasing impact are known and understood
- Barriers / opportunities to increasing impact are addressed by sector

*This outcome is influenced both by our work with individual organisations and across the sector.
NPC’S THEORY OF CHANGE

This combines the changes both at an organisational level and sector level that contribute to our overall goal.

Change for organisations

Charities & funders are inspired to measure and increase their effectiveness

Charities & funders access skills & knowledge to increase effectiveness

Charities & funders understand their effectiveness

Charities and funders are aware of good practices

Charities increase their impact

The lives of people served by charities improve

Effective charities are funded / grow

Structures & processes support effectiveness of funders and charities

Barriers / opportunities to increasing impact are addressed by sector

Change for the charity sector

Funders target and support effective charities

Charities demonstrate their impact to funders

Charities & funders are inspired to measure and increase their effectiveness

Barriers / opportunities to increasing impact are known and understood

Charities & funders understand their effectiveness

Charities and funders are aware of good practices
HOW DO WE MAKE THIS HAPPEN?

- Charities & funders are inspired to measure and increase their effectiveness
  - Champion improving impact
  - Advise how to assess impact
  - Advise how to report impact
  - Advise on selecting / supporting charities

- Charities & funders access skills & knowledge to increase effectiveness
  - Charities & funders understand their effectiveness

- Charities increase their impact
  - Charities demonstrate their impact to funders
  - Funders target and support effective charities

- Charities and funders are aware of good practices
  - The lives of people served by charities improve
  - Effective charities are funded / grow

- Structures & processes support effectiveness of funders and charities
  - Barriers / opportunities to increasing impact are addressed by sector
  - Barriers / opportunities to increasing impact are known and understood
  - Support sector to change and adapt
  - Identify barriers to effectiveness and solutions
  - Disseminate good practice and raise the bar

- Advise on increasing effectiveness: strategy, measurement, funding
  - Highlight and encourage innovation
  - Devise and help implement solutions
MORE ON OUR ACTIVITIES

To help **charities** increase their impact we inspire and enable them to measure and increase their effectiveness through our advocacy work, publications, blogs, events and conferences. This also helps equip them with the practical skills and knowledge needed to assess and increase their effectiveness. Our one-to-one consultancy, tailored training courses and impact evaluation services take this a step further and are based on good practice within the sector.

To help **funders** support effective charities we advise charities on how to demonstrate and report their impact more effectively. We then help funders select most effective charities, develop their grant-making processes, and ensure their support has the most positive impact it can.

At a **sector level**, we works towards implementing structures and processes that help the charity sector be effective both today and in the future. We highlight and encourage innovation and raise the bar by disseminating best practice. We bring charities, social enterprises, trusts and foundations, corporates, individuals and families, professional advisors and the government together to collaborate, consider key issues and adapt to prepare for the changes of tomorrow.
HOW DO WE MEASURE THIS?

• The outcomes we aim to achieve are not straightforward to measure but we are developing an approach that balances a robust methodology with proportional use of resources.

• We can track three different types of indicators:
  – **Outputs** of our activities: numbers of clients, events, report downloads etc.
  – **Direct outcomes**: mainly from the individual clients we work with and our event and training participants.
  – **Indirect outcomes**: changes in the sector such as more charities using robust measurement techniques. Measures of sector-wide change can often not be sensibly attributed only to NPC.

• We currently track our impact in several ways including through client surveys and follow up interviews, participant feedback forms from our training and events, publication downloads and other digital stats and media clippings.
OUR RESULTS SO FAR

Change for individual organisations

58 clients advised
- 81% said they would take action as a result of our advice
- 83% think implementing our recommendations will make them more effective

16 training sessions for charities & funders
- 80% of attendees said they will or might make changes as a result
- 95% of Selecting great charities attendees said they will use the techniques and approaches

Helped select grantees for funder clients
- Including the Stone Family Foundation

Change for the sector

80,000 publications downloaded from our website
- 13 reports on barriers / solutions to effectiveness
- Over 2,500 people attended our sector events

80% of the stakeholder sample surveyed* agreed that NPC played a role in transforming the sector
- Only 5% disagreed

Forged a multi-year partnership with 7 sector-wide organisations to make high quality impact measurement the norm

*Sample selected at random from our database—136 responses. All other stats from period July 2012-2013.
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TRANSFORMING THE CHARITY SECTOR