



# **NPC'S THEORY OF CHANGE**

Transforming the charity sector

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London, 2014



# 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?

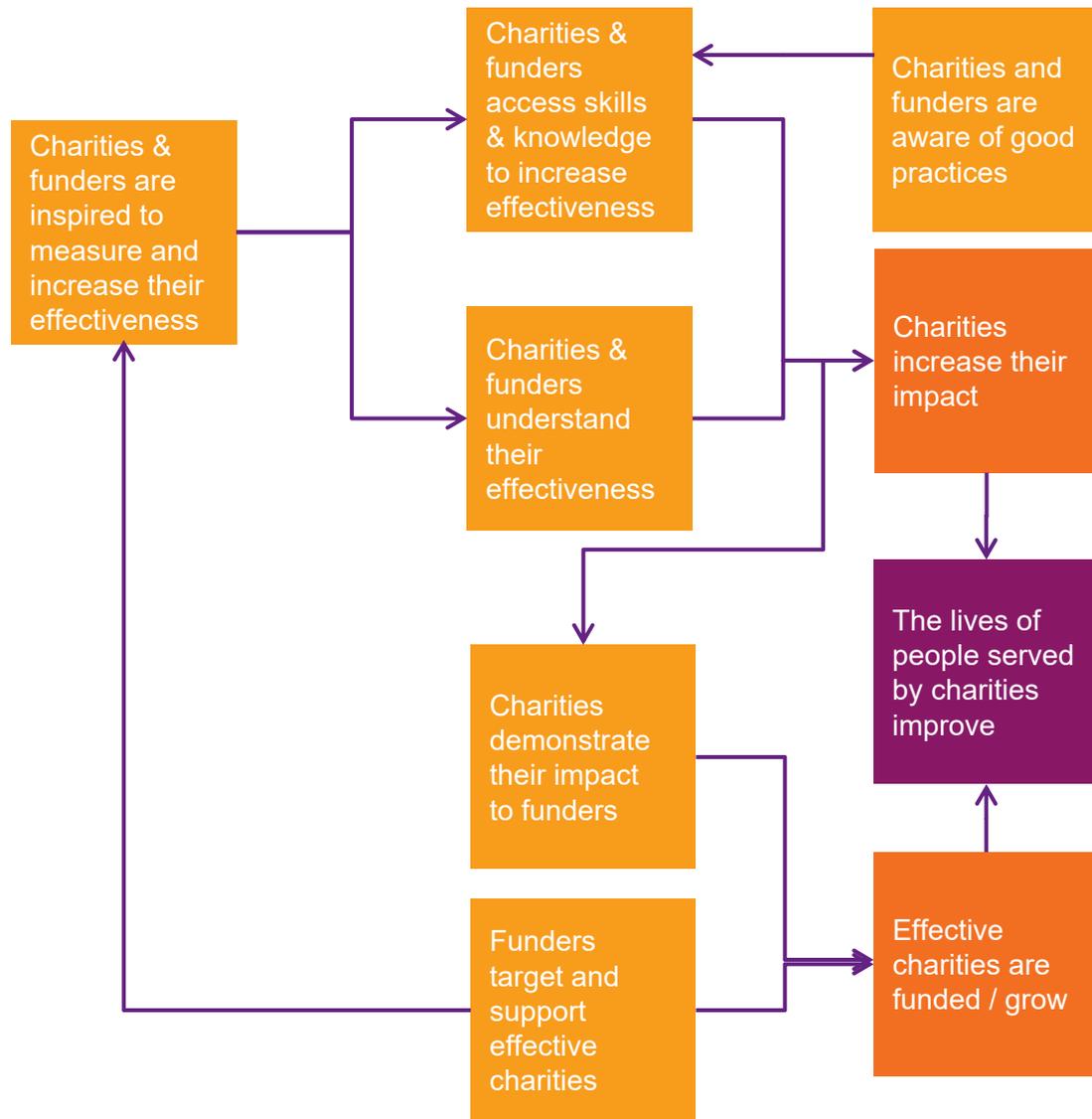
- We believe for the charity sector to transform and be as effective as it can we need to inspire new thinking and prioritise impact.
- **Charities** need to increase their impact, both individually and collectively.
- **Funders** need to support effective charities so they can continue and grow.



Therefore our activities need to create change at two levels:

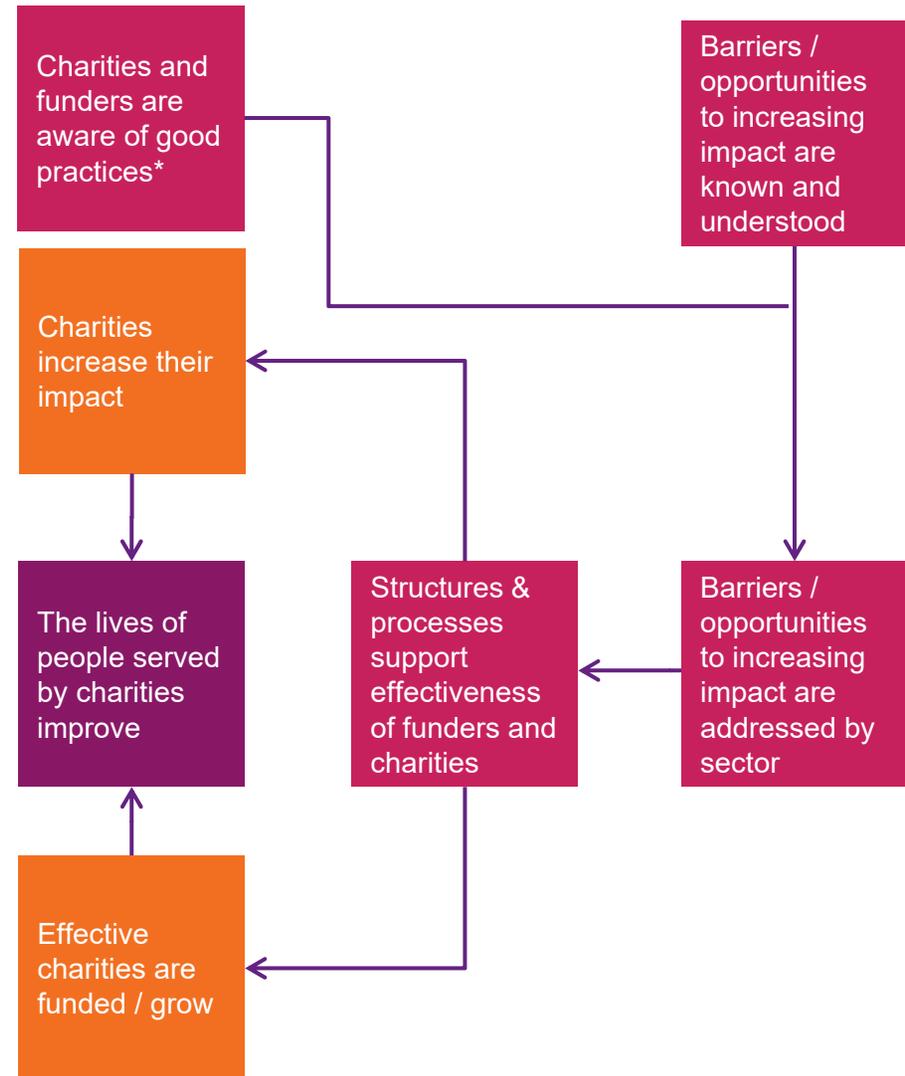
1. Change for individual or groups of charities and funders
2. Change across the sector

# 1) CHANGE FOR CHARITIES AND FUNDERS



This shows how we create change for both individual charities and funders and how these outcomes link together.

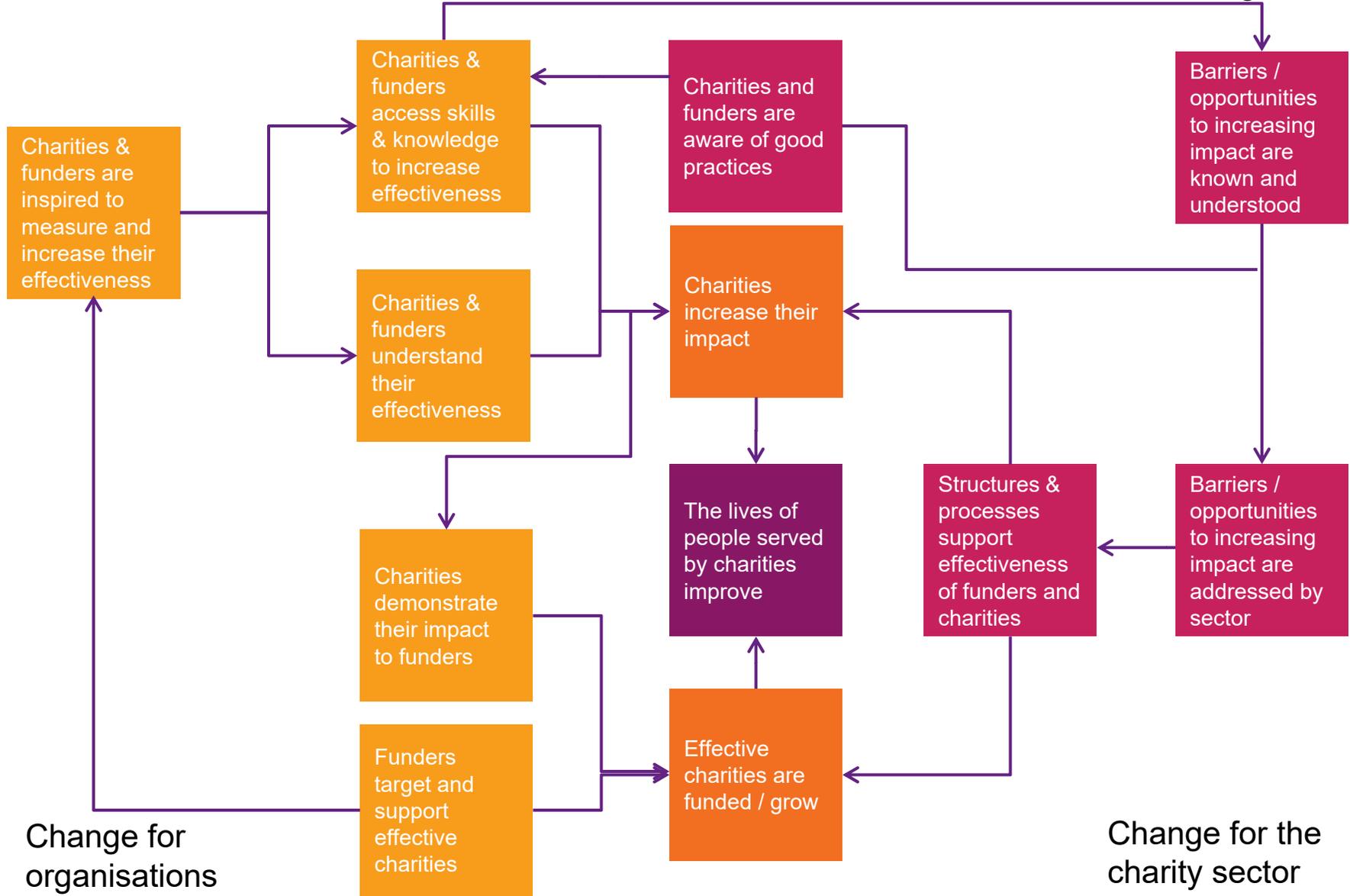
## 2) CHANGE ACROSS THE SECTOR



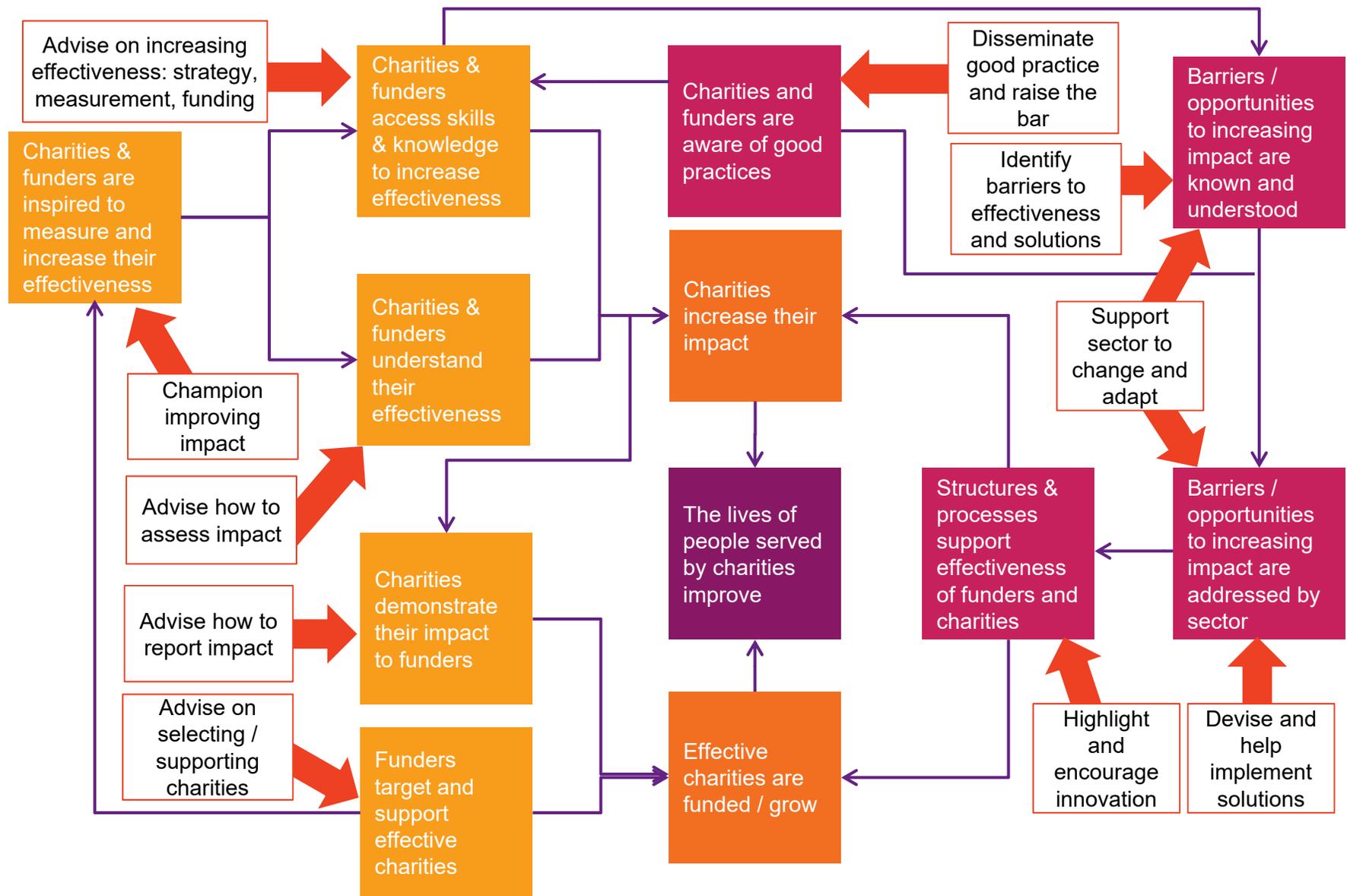
\*This outcome is influenced both by our work with individual organisations and across the sector.

# NPC'S THEORY OF CHANGE

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



# HOW DO WE MAKE THIS HAPPEN?



## 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 work 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



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**TRANSFORMING THE CHARITY SECTOR**