



Post-Event Report

Theory of Change Workshop:
Mapping processes for effective planning
and evaluation

Date: 15-16 September 2019

Location: Emirates Towers, Dubai, UAE

Event Overview

Theory of Change Workshop

The workshop was designed to give business donors an insight into the process of developing a “theory of change” for social programmes in order to achieve their intended impact and inspire change in the societies they support.

The process of creating a “theory of change” allows participants to articulate a process for change by identifying and defining aims, short and long-term outcomes and goals while also examining assumptions. A well-built theory of change supports in **programme development**, **external communications**, and is a prerequisite for **effective evaluation** of the work carried out.

Key Information

Number of Attendees: 19 attendees

Profile of Attendees: Corporate social responsibility managers and directors of strategy in foundations

Attendee Feedback:

- Event quality – 100% satisfaction rate
- Facilitator quality – 100% satisfaction rate
- Content quality – 93% satisfaction rate



Day 1

Introduction

Developing Impact Statements

To kickstart the workshop, Reem Khouri engaged with the audience in an exercise to help them identify the change they want to achieve and how to measure their results and their impact. She highlighted 3 key areas for effective change- **self-awareness**, **sustainability** and **intentionality**.

Reflecting on her own impact statement, Reem shared a personal anecdote of the importance of having a statement and how it helped her achieve specific goals i.e. empowering her to find ways to be financially sustainable.

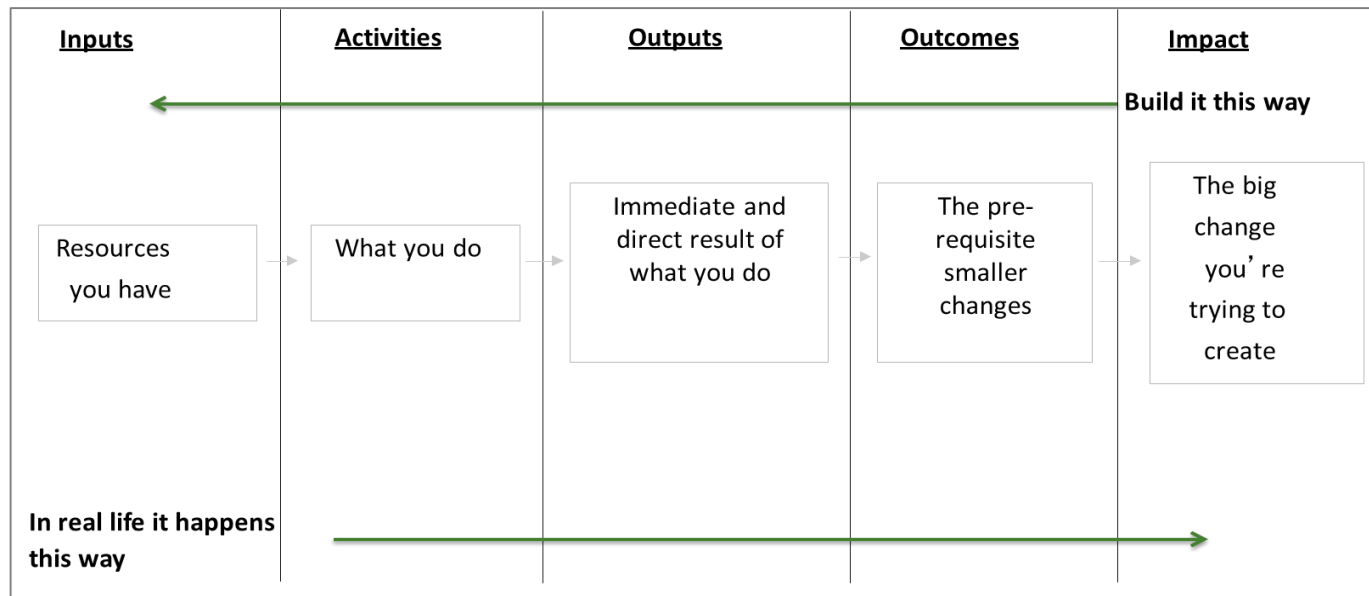
The “theory of change” is about having a clear vision of the change you want to bring to societies, how you will achieve this change and how you will measure your impact.

Reem Khouri

The “Theory of Change”

How to develop it

The impact model can be understood as 5 components – Inputs, Activities, Outputs, Outcomes and Impact as demonstrated in the chart below.



An **impact model** is a tool used for developing solutions to complex social problems. A basic implementation explains how a group of early and intermediate accomplishments sets the stage for producing long-range results.

The “Theory of Change”

Developing the impact statement

Tips shared to making an impact statement more effective:

- Outcomes should be detailed explanations of an impact statement
- Impact statements need to be ambitious and optimistic
- Re-think impact and strategies when initial impact is achieved
- Have control over the impact being made
- Set target dates to achieve social impact (yearly, monthly or daily)
- Reflect on the long-term impact and be clear on the change that needs to be made
- Consider implications that may occur in the absence of the impact statement
- Use the ‘5 Why’ test; once the initial impact statement is drafted to strengthen the depth of the statement

The “Theory of Change”

Why is it important?

Having a strong impact statement affects the outputs and outcomes of the goals an organisation is trying to achieve. Two companies with the same impact statements and goals can differ in the path, outputs and outcomes they take in trying to reach them.

Example: Two companies in different countries – Jordan and Australia- aimed to reduce domestic violence and the abuse of children. The organisation in Australia focused on raising awareness on domestic and emotional abuse of children through toolkits and efficient communications campaigns, which resulted in a decrease in child abuse. The organisation in Jordan provided emotional support to 100 children every year through specialised centres – also resulting in a decrease of child abuse.

Although the organisations shared the same impact statements, their outcomes and outputs were different.



Day 2

Measuring Impact

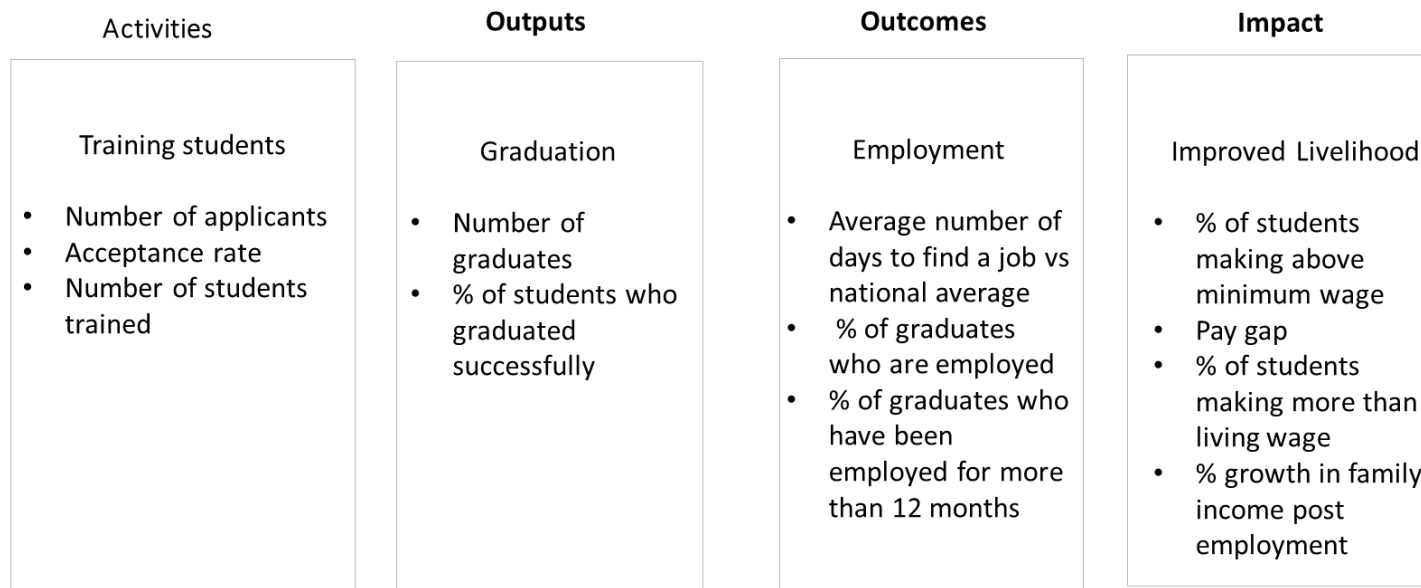
Tools and templates were used during the workshop to help participants set indicators to measure their impact.

Impact map method- Derived from the SROI methodology:

Stakeholders	Intended/unintended changes	The Outcomes (what changes)					
Who will you have an effect on? Who will have an effect on you?	What do you think will change for them?	Description: How would we describe the change?	Indicator: How would we measure it?	Source: Where did we get the information from?	Duration: How long will it last?	Frequency: How often do I measure it?	Baseline needed Yes or no

Impact Mapping

An example of the “theory of change” for an educational programme.



Setting Indicators

Indicators need to be specific and intentional in what it is being measured to establish baselines that help determine the impact of an outcome. As such, the 'attribution' rate should also be considered when developing an impact statement, as much of impact may not necessarily be directly caused by an activity or output.

Indicators set to measure impact should:

- Be measurable
- Attention should be paid to attribution rates
- Provide pointers on how to better attain your impact

Appendices

Appendix 1

Event Agenda

Sunday, September 15, 2019

9.00 AM to 4.00 PM

Day 1

- | | |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 08:30 – 09:00 | Registration / Networking |
| 09:00 – 09:10 | Welcome Remarks - Yasmine Omari, Executive Director, Pearl Initiative |
| 09:10 - 09:15 | Introduction and Agenda over two days |
| 09:15 - 09:45 | Personal Impact Exercise |
| 09:45 - 10:45 | Introducing the “Theory of Change” <ul style="list-style-type: none">• Overview of the “Theory of Change”• Why should business donors develop and use a “Theory of Change”? |
| 11:00 – 12:30 | How to Develop a “Theory of Change” <ul style="list-style-type: none">• Examples of theories of change• Understanding inputs, outputs and impact |
| 12:30 – 14:00 | Setting indicators |
| 14:00 - 15:00 | Lunch |

Monday, September 16, 2019

9.00 AM to 4.00 PM

Day 2

- | | |
|---------------|---------------------------------------------------------|
| 08:30 – 09:00 | Networking |
| 09:00 - 10:30 | Practical Applications of the “Theory of Change” Part 1 |
| 11:00 - 12:00 | Practical Applications of the “Theory of Change” Part 2 |
| 12:00 – 13:30 | Presentations from the Participants |
| 13:30 -14:00 | Walkthrough of Whyise platform |
| 14:00 - 14:30 | Wrap-up and Closing |
| 14:30 - 15:30 | Lunch |

Appendix 2

Strategic Objectives

The objectives of this event were:

- To provide a practical training on the application of the “theory of change” in the philanthropic and non-profit sector,
- To raise awareness on the value of strategic, impact-driven philanthropic and corporate social responsibility programmes, and
- To provide a platform to share learnings and experiences across the sector in the UAE.

Workshop Facilitator



Reem Khouri is passionate about impact. She is the co-founder and CEO of Whyise, an impact analytics software solution that allows organisations to aggregate their data and analyse it for exponential impact as well as map their operations against international frameworks such as the UN SDG (Sustainable Development Goals) and comply with frameworks such as IFC ESG (Environment, Social and Governance) standards and GRI (Global Reporting Initiative) among others. They are also leveraging Artificial intelligence to understand the variables affecting impact in an evidence-based manner and blockchain infrastructure to generate impact based smart contracts.

Appendix 3

Media coverage

Zawya (01 October 2019): “Pearl Initiative hosts ‘Theory of Change’ workshop for businesses in Dubai’

The screenshot shows a news article on the Zawya website. The article is dated 01 October, 2019, and is categorized under #BUSINESS. The main headline is "Pearl Initiative hosts 'Theory of Change' workshop for businesses in Dubai". Below the headline, a sub-headline reads: "The second in their philanthropy workshop series aims to promote more effective and impactful social investment programmes". A photograph shows a group of people in a modern meeting room, engaged in a discussion around a table. The article text begins with a "Press Release" section, mentioning that the Pearl Initiative, a business-led non-profit, recently rolled out the second 'Theory of Change' workshop in Dubai. It notes that the workshop convened 20 heads of corporate social responsibility departments and foundations, as well as managers of philanthropic capital across the UAE's philanthropic sector. The article also mentions that the workshop was held as part of the Pearl Initiative's Governance in Philanthropy programme. To the left of the article, there is a "RELATED" section with three items: "Pearl Initiative presents whistleblowing as a best practice tool to enhance business credibility", "United Nations awards special status to the pearl Initiative", and "Pearl Initiative and Tharawat Family Business Forum partner to address transformative governance for family firms". Below this is a "READ NEXT" section with three items: "Fitch downgrades Saudi Arabia over geopolitical tensions", "GCC food security: Imports pose challenge; Saudi and UAE biggest consumers", and "Uae banks federation meets with the U.S. Treasury Department's Office of Foreign Assets Control (OFAC) to reinforce financial and banking relations". On the far left, there are social media sharing icons for LinkedIn, Twitter, Facebook, and Print. On the right side of the article, there is a "SPONSORED FINANCIAL CONTENT" section with five items: "Digital securities can be a very efficient way of raising capital" - Wal Lum, "Tetra Pak announces Saudi joint venture for recycling used beverage cartons", "Why the Chinese are flocking to Dubai to buy houses", "Dubai launches virtual licence", and "Market Perspectives: Read monthly analysis of key investment themes?". At the bottom right, it says "By Dianomi".

Gulf365 (01 October 2019): “Pearl Initiative hosts ‘Theory of Change’ workshop for businesses in Dubai’

The screenshot displays the Gulf365 website interface. At the top, there is a navigation bar with the Gulf365 logo and various menu items in Arabic: "أخبار الخليج", "أخبار العالم", "أخبار الرياضة", "الاقتصاد", "علوم وتكنولوجيا", "فن ومشاهير", and "وظائف". Below the navigation bar, the main content area features a large article titled "مبادرة بيرل" تعرف مجتمع الأعمال بنظرية التغيير في برامج الاستثمار الاجتماعي" (Pearl Initiative introduces the Theory of Change in social investment programs to the business community). The article includes a sub-headline "أخبار الخليج / أخبار الإمارات" and a main image showing a group of people in a meeting room. To the left of the main article, there is a sidebar with several smaller articles and advertisements. The sidebar includes sections like "الأكثر قراءة الآن" (Most Read Now) and "بما المصيري تصور نفسها أثناء الاستحمام" (How she imagines herself during the shower). At the bottom of the page, there are more advertisements, including one for "Dream Of Being".

Appendix 4

Programme Overview - Governance in Philanthropy

Governance in Philanthropy

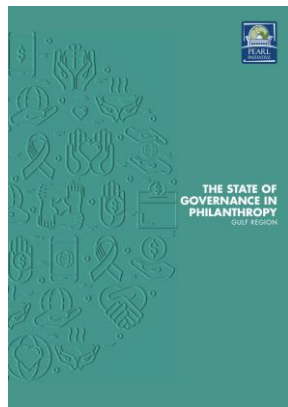
Enhancing the impact of the Gulf Region's philanthropic and non-profit ecosystem

Activities:

Resources and Toolkits – delivering practical guides to enhance the implementation of governance practices in philanthropy.

Gulf Business Philanthropy Circle – action focused dialogue that seeks to address challenges and opportunities in institutional giving in an effort to drive more impactful philanthropic and corporate social responsibility programmes.

Workshops and Roundtables – sharing knowledge to promote the adoption of best governance practices in philanthropy.



Programme Partners:

BILL & MELINDA
GATES foundation

مؤسسة
الملك خالد
KING KHALID
FOUNDATION



Appendix 5



Yasmine Omari

Executive Director

An expert in governance for family firms, Yasmine joined the Pearl Initiative as Head of Programmes, and became Executive Director in 2019. She has experience in the implementation and operation of governance systems, as well as business performance and risk management capabilities for private companies and family offices. Prior to joining the Pearl Initiative, Yasmine was a Senior Manager at Deloitte and supported clients in navigating the business challenges faced by entrepreneurial families in business. Yasmine has a legal background and holds a degree in Law and Arabic from SOAS, University of London.



Lamia Adi

Senior Programme Associate

Before joining the Pearl Initiative, Lamia worked with Pink Tank, the Dubai-based consultancy focusing on research and knowledge-based conferences in the Gulf Region. In her role at the Pearl Initiative, she supports in planning, managing and implementing governance and diversity programmes across the Gulf Region. A graduate of bachelor's degree in Foreign Service from Georgetown's University School of Foreign Service with a minor in Arab and Regional Studies, she is keen on contextualising research and adding tangible value to the region.



Sumaya Nair

Junior Programme Assistant

Having previously worked closely with developmental social enterprises in the UAE, Sumaya is concerned about a wide range of global issues, including conflict zones, humanitarianism and philanthropy. With a degree in International Politics, she is also passionate about corporate governance and the role the private-sector has in pushing forward the SDGs. At her role at the Pearl Initiative, she supports in the managing and implementing of the Governance in Philanthropy and Governance in Family Firms programmes in the Gulf Region.