



Evaluation of the Comic Relief and
Paul Hamlyn Foundation Tech for
Good Programme

July 2019

Tom Keyte
inFocus Consulting Ltd

Contents

| | |
|--|-----------|
| Introduction | 3 |
| Executive Summary | 4 |
| Glossary | 7 |
| 1. What is the Tech for Good Programme? | 8 |
| 1.1 Overview | 8 |
| 1.2 Tech for Good programme theory of change | 8 |
| 1.3 Tech for Good programme stakeholders | 10 |
| 1.4 Tech for Good programme activities | 10 |
| 2. Evaluation Methodology and Limitations | 12 |
| 2.1 Overview | 12 |
| 2.2 Evaluation Questions | 12 |
| 2.3 Evaluation Methods | 12 |
| 2.4 Limitations | 13 |
| 3. Findings: Non-profits taking part in the Tech for Good Programme | 14 |
| 3.1 Overview | 14 |
| 3.2 Current stage of the digital products and services | 17 |
| 3.3 To what extent did the design of digital products or services change across the course of the grant? | 20 |
| 3.4 Relationship between the digital partner and not-for-profit | 22 |
| 3.5 Internal support for the not-for-profits | 24 |
| 3.6 Support from the Tech for Good programme team | 26 |
| 3.7 Advice for not-for-profits and digital partners embarking on developing a digital product or service | 29 |
| 4. Outcomes for not-for-profits participating in the Tech for Good programme | 32 |
| 4.1 User/beneficiary experience and access | 33 |
| 4.2 Organisational Capacity | 35 |
| 4.3 Sustainability | 38 |
| 4.4 Sector Strengthening/Eco-system Building | 39 |
| 5. Findings: Impact on the wider tech for good ecosystem | 41 |
| 5.1 Funders Learn Tech Topics | 41 |
| 5.2 Tech for Good Hub | 43 |
| Conclusions | 45 |
| Recommendations | 50 |
| Appendix A: Tech for Good Evaluation Objectives | 52 |
| Appendix B: Tech for Good Evaluation Framework: May 2018 - Interviews | 53 |
| Appendix C: Tech for Good Evaluation Framework: May 2018 - Online Questionnaires | 56 |
| Appendix D: 1st draft of a Tech for Good outcomes framework | 59 |

Introduction

For the last 5 years, Comic Relief has been developing a range of initiatives under the banner of 'Tech for Good', including the earlier Innovation Labs programme and partnering with other initiatives such as the Tech4Good Awards and the NT100.

The Tech for Good programme was piloted by Comic Relief in 2016, with funding provided for 6 not-for-profits in the UK to enable them to make the best use of digital technologies in delivering more effective, sustainable and scalable services. Following the 2016 pilot, Comic Relief and Paul Hamlyn Foundation joined forces to provide funding to not-for-profits to develop 22 additional digital products or services between 2017 and 2018. They also inspired others to join and develop a wider tech for good ecosystem, sharing the approach and subsequent learning on the Tech for Good Hub (<http://techforgoodhub.co.uk>) and through Funders Learn Tech events. Paul Hamlyn Foundation and Comic Relief have now extended their commitment to the programme until 2021, with applications

currently being assessed for the 2019 Tech for Good cohort.

In 2018, Comic Relief and Paul Hamlyn Foundation commissioned inFocus Consulting Ltd (inFocus), working in partnership with consultants Joe Roberson and Cassie Robinson, to conduct an evaluation to explore how the Tech for Good programme is managing to achieve its ambition to:

- Support the best use of digital technologies to enact social change
- Grow the tech for good ecosystem for funding and digital product development

The evaluation took place between February 2018 and April 2019, concluding in this final report that brings together findings from key stakeholders across the Tech for Good programme and provides recommendations for how to take the programme forward.



Executive Summary

Introduction

The Tech for Good programme provides dedicated funding and capacity building support to enable not-for-profits in the UK to make the best use of digital technologies in delivering more effective, sustainable and scalable services. The programme also aims to inspire other organisations to join and grow a wider tech for good 'ecosystem' by sharing the approach and its learning on the Tech for Good Hub (<http://techforgoodhub.co.uk>) and through Funders Learn Tech learning events for funders interested in finding out more about the world of tech for good.

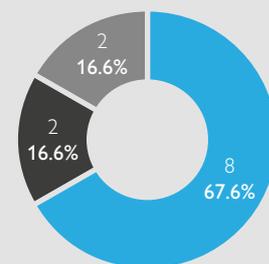
Evaluation

The 14-month evaluation of the Tech for Good programme started in February 2018 and included both formative and summative elements, reflecting on the outcomes achieved by the 2016 and 2017 Tech for Good cohorts respectively and comparing the 'journey' of the 2018 cohort with the first two years of the programme. The evaluation was built around 3 questions based on the Tech for Good programme [theory of change](#):

1. To what extent has the Tech for Good Programme been successful in generating the intended outcomes for participating not-for-profits?

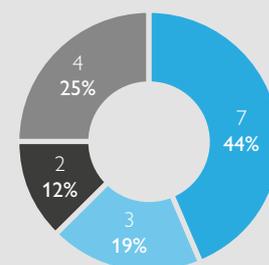
Overall the Tech for Good programme was successful both in supporting a majority of not-for-profits to develop digital products and services that created (or showed the potential to create for the 2018 cohort) outcomes for their beneficiaries and in building capacity within participating not-for-profits, particularly in relation to embedding digital ways of working within the wider organisation.

Status of 2018 cohort products or services



- MVP released and in testing
- MVP currently in final stage of testing
- Still in development, have not yet developed a MVP

Status of 2016 and 2017 cohort products or services



- Final product or service released and still in use
- Products or services are about to relaunch in a different format
- Products or services are no longer running
- It was not possible to contact the not-for-profits

In relation to the **development of the digital product or service**, overall the majority (67%) of the 2018 Tech for Good Cohort had released a MVP that was in the final stages of testing or released to the public and the majority were satisfied with the stage they had reached and optimistic about the potential of their digital product or service even if this differed from expectations or was delayed in some way.

From the 2016 to 2017 cohorts that were reached for the evaluation (12 from the 16) 58% of digital products or services were still running in some form, and 25% of the not-for-profits were using the content and learning from the digital products or services that were not running to address the same problems for the user (e.g. through non-digital services).

Although the availability and quality of outcome-related data varied, the not-for-profits from the 2016, 2017 and 2018 Tech for Good cohorts could provide evidence for a range of outcomes, from **expanding their reach to a significantly larger number of beneficiaries, providing a more flexible service and increasing the wellbeing of beneficiaries.**

One of the strongest outcomes to emerge from the evaluation from the Tech for Good programme related to an increase in the organisational capacity of participating not-for-profits, **particularly in relation to applying the concepts of user-centred design and/or agile development methodologies to their wider non-digital work.** They also expressed increased comfort and abilities in using digital practices/ terminology and there was a positive influence from the programme, on their further development of new digital products, services and strategies.

From the 2018 cohort, 3 (25%) not-for-profits had already **received further funding for their digital products or services**, 3 (25%) anticipated covering their costs through internal budgets and 4 (33%) had explored models for generating commercial revenue. Sourcing ongoing funding continued to be a challenge for the 12 (from a total of 16) not-for-profits from the 2016 and 2017 cohorts interviewed for the evaluation. This was due to the relative lack of funding for digital projects, the competition for the limited funding and the limited resources of small teams to engage in fundraising. 3 (25%) of the not-for-profits interviewed from the 2016 and 2017 cohorts had found further funding, 1 (12%) had secured ongoing commercial funding and several had incorporated the costs of running their digital product or service into their internal budgets.

2. Have changes made to the Tech for Good programme in 2018 led to increased efficiency and effectiveness compared to 2016-17?

The **changes to the Tech for Good Programme in 2018** - extending the length of the programme to 9 months, putting in place lighter touch reporting and providing more consistent and structured non-financial support through a single point of contact (CAST)- were well received by participating not-for-profits, with particularly positive feedback for the support from CAST.

There were a number of similarities in the journeys taken by not-for-profits across 2016-2018, with the majority forming a positive working relationship with their digital partner (particularly where there was an existing relationship with the digital partner and/ or they already had experience of working on tech for good projects) and receiving strong support from within their organisations.

3. How can the tech for good ecosystem be strengthened and what role could Comic Relief and Paul Hamlyn Foundation play in this?

Although feedback was received from a relatively small sample of both the users of the Tech for Good Hub and attendees at the Funders Learn Tech events **participants gave positive feedback on both initiatives**, particularly in relation to learning more about the topic of tech for good and in relation to connecting and discussing related issues with other organisations (in the learning events). The number of users of the Tech for Good Hub also exceeded expectations at the start of the project.

A range of stakeholders involved in the Tech for Good programme also provided guidance on how to engage more funders in supporting tech for good e.g. training and support to build the confidence, knowledge and skills of grant managers in how to assess applications relating to digital products or services.

Recommendations for future Tech for Good programmes

The report provides a range of recommendations on page 47 and 48, advising that Comic Relief and the Paul Hamlyn Foundation:

1. Provide more structured support in relation to contractual and partnership arrangements between not-for-profits and digital partners
2. Consider setting more stringent guidelines for the digital partners that not-for-profits can partner with
3. Provide fundraising support and guidance to all 'alumni' Tech for Good not-for-profits
4. Use the fundraising support to keep in touch and start to build a community of alumni Tech for Good not-for-profits
5. Conduct a debrief with the Tech vs Abuse and Tech for Good evaluation teams to explore synergies and differences
6. Build a stronger alignment between the monitoring and evaluation conducted by Comic Relief/not-for-profit and any future external evaluation
7. Consider promoting examples of the use of user-centred design from the Tech for Good programme to not-for-profits working outside of the tech for good ecosystem
8. Take the Funders Learn Tech events on tour around the country to seek to engage with more local and regional funders
9. Run a workshop with a small group of regular attendees at the Funders Learn Tech events to further flesh out the guidance in this report on engaging funders in tech for good
10. Update the theory of change to reflect the learning from this report

Glossary

Tech for good¹

“Tech for good is a community of people, projects, organisations and funders promoting the role of technology to improve social, environmental and economic outcomes. Tech for good is the intentional design, development and use of digital technologies to address social challenges.” [Joe Roberson \(on Hacker Noon\)](#)

Minimum viable product (MVP)

“A minimum viable product (MVP) is a development technique in which a new product or website is developed with sufficient features to satisfy early adopters. The final, complete set of features is only designed and developed after considering feedback from the product’s initial users.” [Technopedia.com](#)

User Centered Design

“User-centered design is an iterative design process in which designers focus on the users and their needs in each phase of the design process. UCD calls for involving users throughout the design process via a variety of research and design techniques, to create highly usable and accessible products for them.” [Interaction-design.org](#)

Agile Development Process

“Agile software development refers to a group of software development methodologies based on iterative development, where requirements and solutions evolve through collaboration between self-organizing cross-functional teams. Agile methods or Agile processes generally promote a disciplined project management process that encourages frequent inspection and adaptation, a leadership philosophy that encourages teamwork, self-organization and accountability, a set of engineering best practices intended to allow for rapid delivery of high-quality software, and a business approach that aligns development with customer needs and company goals.” [cprime.com](#)

¹ Throughout this report ‘Tech for Good programme’ is used for the funding programme that is the focus of this report and ‘tech for good’ (lower case) for the wider topic of tech for good described on this page

1. What is the Tech for Good Programme?

1.1 Overview

The Tech for Good programme provides dedicated funding and capacity building support to enable not-for-profits in the United Kingdom (UK) to make the best use of digital technologies in delivering more effective, sustainable and scalable services. The programme also aims to inspire other organisations to join and grow a wider tech for good ecosystem by sharing the approach and its learning on the Tech for Good Hub (<http://techforgoodhub.co.uk>) and through Funders Learn Tech learning events for funders interested in finding out more about the world of tech for good.

1.2 Tech for Good programme theory of change

In October 2017, the team behind the Tech for Good programme at Comic Relief and Paul Hamlyn Foundation worked with inFocus to develop a theory of change for the programme. Theory of change is a technique for mapping out the problem that a programme addresses, the activities that work towards addressing the problem, the outcomes that are anticipated to result from the activities and the assumptions that sit behind the overall theory of change. This work resulted in the 1-page theory of change you can view below and [access here](#) and a longer theory of change [narrative document](#) that provides more detail on each section of the theory of change. The theory of change was used as a basis for developing the evaluation questions on page 12 and the assumptions are explored further throughout this report.



TECH FOR GOOD THEORY OF CHANGE



2 What we do

3 Outcomes

1 The Challenge

Many not-for-profits are not reaching their potential to use digital to deliver better services. Digital projects often don't start or are not successful/sustainable because of fear, a lack of confidence and skills, insufficient funding or limited internal support for new projects. This is compounded by a lack of investment and support from wider stakeholders (e.g. funders, digital agencies), resulting in a weak tech for good ecosystem.

We address this challenge by supporting **not-for-profits in the Tech for Good programme** with:

- Grant funding of up to £47k over 9 months to develop digital products and services with a digital partner.
- Support from leading experts/advisors (both digital and in other fields) kicked off through a Boot Camp that introduces key digital concepts and mentors.
- Bringing together teams working on the digital products and services to share learning and provide mutual support.

We support the growth of a **wider tech for good ecosystem** through conducting research, sharing our learning, engaging in key networks and advocating for and publicising the benefits of using digital services, products and ways of working.

Short-term

Not-for-profits develop a digital product or service and in the process they improve their knowledge of:

- The ideal conditions needed to create and scale digital development.
- Digital terminology and best practice in using digital (e.g. agile development processes, an increased focus on end user testing, how to monetise services).
- How to judge the success of digital projects and when to shelve projects.

Mid-term

Not-for-profits become comfortable with and embed digital ways of working across their organisation.

Not-for-profits are able to deliver a viable and sustainable digital product, and more effective, sustainable and scalable digital services in future.

Long-term

Not-for-profits deliver more effective services, improve access to their services, and improve outcomes for their intended beneficiaries.

Ongoing

Those actively involved or interested in the wider tech for good ecosystem (investors, funders, digital agencies, evaluators, not-for-profit organisations):

- Embrace their role supporting or developing new digital projects.
- Increase their understanding of good practice in how to identify, set up and run good digital projects, and assess quality funding applications.
- Create or participate in networks and collaborations which support digital project development.
- Support funding structures that allow for innovation and iterative development processes.

Digital projects have sufficient support from management within not-for-profits.

Effective partnerships will form between not-for-profits and their digital partners.

Creating a product and 'learning by doing' is key to creating more relevant and useful digital products.

Projects will be problem focused, applying digital in situations where it is appropriate.

The team developing a project is as important as the project concept/idea.

Some projects have the potential to become sustainable after funding is provided.

The learning for an organisation embracing digital ways of working is as useful as the actual creation of the product.

A lot of value from the programme won't become clear until further into a project's lifecycle.

Successful digital demonstration projects (and associated advocacy/communications) are an effective tool to influence the tech for good ecosystem.

4 Assumptions

1.3 Tech for Good programme stakeholders

The Tech for Good programme involves a range of different stakeholders, broken down below between participants, the main beneficiaries of the programme, and stakeholders that support the running of the programme. Within this report, Tech for Good advisors and experts, and Tech for Good programme funders, are referred to collectively as the Tech for Good programme team.

| Participants | Stakeholders |
|--|---|
| <p>There are two main types of participant that take part in the Tech for Good programme:</p> <ul style="list-style-type: none"> • Not-for-profits funded through the Tech for Good programme that are ready to develop digital products and services and are interested in delivering more ambitious and impactful services to their beneficiaries (people using/ accessing or benefitting from the improved digital product or service delivered by Tech for Good not-for-profits. This can include people that are marginalised and in vulnerable and difficult situations.) The not-for-profits took part in the Tech for Good programme across three cohorts: <ul style="list-style-type: none"> • 2018: 13 digital products or services² • 2017: 10 digital products or services • 2016: 6 digital products or services • Digital partners are the digital agencies (or design agencies with a digital team/expertise) contracted by the not-for-profit to develop the digital product or service. | <p>Stakeholders are the organisations and individuals that provide support to the not-for-profits involved in the Tech for Good programme. This includes:</p> <ul style="list-style-type: none"> • The Tech for Good advisor who takes a central role in providing regular and ongoing expert advice and, where appropriate, helping not-for-profits to find the right external expert (see below). They also seek to bring non-profits together across a cohort and share learning, for example, through residential 'boot camps'. In 2018 this role was taken up by the Centre for Acceleration of Social Technology (CAST). • Experts offer additional advice to not-for-profits in relation to their digital product or service across a range of areas of expertise (e.g. user research or legal advice). • Tech for Good programme funders - in 2016, Comic Relief piloted a range of initiatives under the banner of the Tech for Good programme. Building on their success, in October 2016, Paul Hamlyn Foundation and Comic Relief joined forces to support the Tech for Good programme. • Potential tech for good funders that are interested in the topic of tech for good and attending learning events in relation to this. |

1.4 Tech for Good programme activities

The Tech for Good programme breaks down across three core sets of activities:

Tech for Good Funding Initiative

Between 2016 to 2018 The Tech for Good programme has supported not-for-profits to develop digital products and services that help to solve social problems, with the programme now continuing in 2019 with a new round of funding for 13 projects of up to £48,000 to develop digital products or services.

This report covers the funding of the three cohorts of not-for-profits between 2016 and 2018, with details on the funded digital products and services included on page 13:

- **2016:** Comic Relief ran a pilot of the Tech for Good funding initiative, providing funding awards of £33,000 to **6 not-for-profits** to develop a digital product or service over a 6-month period.

² As of May 2019 there are 12 organisations remaining in the cohort.

- **2017:** Comic Relief was joined by Paul Hamlyn Foundation to award grants of up to £50,000 (including £3,500 for access to tech experts, mentors and support) for **10 not-for-profits** to develop a digital product or service over a 4-month period.
- **2018:** in 2018 Comic Relief and Paul Hamlyn Foundation provided grants of between £42,000 and £47,000 for **13 not-for-profits** to develop new digital products or services over a 9-month period. The nine months was broken down into a two-month soft development phase, an intense four-month hard development phase, followed by a three-month launch phase.

Each year the programme has provided access to support from experts and advisors, plus the opportunity to collaborate and share learning with other organisations in the cohort.

- **Bootcamp:** a 1-2 day workshop at which all team members running digital projects and the active stakeholders gather in one place to meet one another, learn and plan. The camp is the opportunity for the different project teams to meet, swap stories and generally collaborate throughout the sessions across different topics including: prioritised assumptions and risks, sharing tools for working in an iterative and agile way, outlining initial backlogs of work, agreeing on ways of sharing progress and identifying research plans to test that work is meeting the needs of users.
- **Ongoing support from advisors and experts:** (both paid for and voluntary mentoring) across a range of areas including: research, legal support (e.g. open source and intellectual property), contracts, agile project management, user research, financial modelling and design. Recommendations for the expertise required and which experts to consult is channeled through the Tech for Good Advisor, who can also offer advice, where appropriate. For the 2018 cohort ongoing tech for good support was focused around one point of contact from the [Centre for Acceleration of Social Technology](#) (CAST).

Learning Events – Funders Learn Tech

The Funders Learn Tech events were a series of 6 events from July 2018 to March 2019, led by Cassie Robinson, bringing funders together to:

- Hear from different experts and practitioners in the tech for good field.
- Facilitate the attendees to share stories, fears and questions.
- Keep them updated on the current Tech For Good programme.
- Enable discussion about evaluation learning and outputs.

Topics included exploring the funding journey through practical steps, what a digital application looks like, what a tech for good project should cost and how to assess costs and value for money, as well as exploring the relationship between not-for-profits and tech partners.

Tech for Good Hub

The mission of the Tech for Good Hub (<https://techforgoodhub.co.uk>) is to help people and their organisations get ready to seek funding and to support funders to feel more confident about funding tech for good projects. Alongside information about the Tech for Good Programme, between May 2018 and March 2019 40 Tech for Good articles were published on the [Tech for Good Hub blog](#), covering:

- Evidence-based guidance on how not-for-profits can get ready to 'do Tech for Good' and find funding – including practical tips and insights from the 26 tech projects funded by Comic Relief & Paul Hamlyn Foundation since 2016
- Evidence-based articles for grant makers on how to fund tech – including insights from funded teams and grant managers
- Guest articles from stars of the UK Tech for Good movement

2. Evaluation Methodology and Limitations

2.1 Overview

The evaluation of the Tech for Good Programme included both summative and formative elements aiming to both:

- Reflect back on the outcomes outlined in the theory of change from the 2016 and 2017 Tech for Good cohorts.
- Follow the journey of the 2018 Tech for Good cohort and use the 2017 evaluation as a basis to build on the recommendations for how the programme could be improved.

2.2 Evaluation Questions

At the outset of the evaluation, inFocus worked with the teams at Comic Relief and Paul Hamlyn Foundation working on the Tech for Good programme to agree a set of key questions, based on the theory of change, that the evaluation would seek to answer. These questions have been included below and form the basis of the conclusions section on page 46.

- 1. To what extent has the Tech for Good Programme been successful in generating the intended outcomes for participating not-for-profits?**
 - To what extent have all participating organisations in the Tech for Good Programme developed viable digital products as a result of taking part in the programme?
 - To what extent has the programme led to both intended and unintended outcomes for all participating organisations? (e.g. broader adoption of digital ways of working across the organisation)
- 2. Have changes made to the Tech for Good programme in 2018 led to increased efficiency and effectiveness compared to**

2016-17?

- What does the journey look like for a grant-funded tech for good project before, during and after their grant? How has this changed in 2018/19?
- Has there been an increase in efficiency/ effectiveness in the running of the Tech for Good Programme between 2016/17 and 2018?

3. How can the tech for good ecosystem be strengthened and what role could Comic Relief and Paul Hamlyn Foundation play in this?

- How has learning from the programme and evaluation influenced the tech for good ecosystem, and to what extent has it led to the desired outcomes, for example, increased understanding of funding digital projects or increased collaboration?
- How has learning from the evaluation been used to increase collaboration and make the whole system more connected and resilient?
- Is the understanding of Comic Relief/PHF of the members of the tech for good ecosystem correct? Are there other aspects to the ecosystem that were not identified through the theory of change process?
- What do funders and other interested parties need in order to commit to investing in this area? To what extent are there barriers stopping funders from making tech for good grants and have these changed from those identified in 2016/17?

2.3 Evaluation Methods

The evaluation questions were used as the basis for a data collection framework (shown in Appendix A) that mapped how data would be collected

against the evaluation questions through online questionnaires and interviews. The evaluation approach was further refined through the development of an outcomes framework in early 2019 that helped to categorise the different types of outcomes that emerged for not-for-profits and the wider sector as a result of the Tech for Good programme (1. User/Beneficiary experience/access, 2. Programme Effectiveness/ Agility/ Efficiency, 3. Sustainability, 4. Scalability, 5. Sector Strengthening/ eco-system building, 6. Organisational Capacity). We explore this further on page 53.

The scope of the evaluation also increased to include telephone interviews with digital partners and attendees at the Funders Learn Tech learning events. Overall, the evaluation incorporated the following data collection methods across 2018 and 2019:

- In-depth telephone interviews with 12 not-for-profits from the 2016 and 2017 Tech for Good cohorts (due to the availability of the not-for-profits this encompassed 12 interviews in 2018 and 8 follow-up interviews in 2019)
- In-depth telephone interviews with the 13³ not-for-profits from the 2018 Tech for Good cohort (13 interviews in 2018 and 12 follow-up interviews in 2019)
- In-depth telephone interviews with 5 digital partners from the 2018 Tech for Good cohort, and 1 from the 2017 Tech for Good cohort.
- Online questionnaires with 9 current and former Tech for Good team members in 2018
- Online questionnaires with 4 attendees of the Funders Learn Tech events
- Online questionnaire with 8 users of the Tech for Good Hub
- Desk-based research into the users of the Tech for Good Hub

Across the course of the evaluation, inFocus also led three interactive analysis workshops with the Comic

Relief and Paul Hamlyn Foundation teams working on the Tech for Good programme, to review and discuss emerging findings.

2.4 Limitations

All external evaluations are limited to some degree by external factors that can affect the depth and quality of the data and the findings that emerge. During the evaluation of the Tech for Good programme the evaluation team encountered a number of limitations:

- It was not possible to contact all of the not-for-profits that received funding from the programme from the 2016 and 2017 Tech for Good cohorts (81% took part in interviews in 2018, and 50% in 2019). This may be because of the original staff members responsible for the projects moving on, or in some cases because the digital product or service is no longer running. It has therefore not been possible to generate a complete account of the current status of all of the digital products or services.
- Interviews were conducted on the basis of anonymity to encourage respondents to be open about the limitations of the Tech for Good programme, however, this has led to some interesting findings not being included as the variety of digital products and services means that not-for-profits can be easily identified when their detailed responses are included. In some cases the names of organisations has been used where permission has been granted.
- The range of different digital products and services, supporting a wide range of social issues, has led to difficulties in producing a combined summary of the outcomes and impact that has been achieved by the not-for-profits.

A number of potential solutions for the limitations above are proposed in the recommendations section of this report on page 51.

³ As of May 2019 there are 12 organisations remaining in the cohort.

3. Findings: Non-profits taking part in the Tech for Good Programme

CHAPTER SUMMARY

In this section we explore both the **'journey' through the Tech for Good programme** for the not-for-profits taking part in the 2016, 2017 and 2018 Tech for Good cohorts and the **resulting outcomes** generated to date. This also includes findings in relation to the digital partners that were interviewed as part of the evaluation. Along the way this section will reflect on whether the findings about the programme validate the assumptions in the Tech for Good programme theory of change.

3.1 Overview

This section starts with a summary of the digital products and services supported by the Tech for Good programme across the three Tech for Good cohorts in 2016, 2017 and 2018. The descriptions in the table below are 'lightly edited' from the original descriptions used to describe the products and services at the outset of each programme of funding. In section 3.3 we explore how the digital products and services changed across the course of the programme, in most cases in response to user research. In some cases the funding from the Tech for Good programme was the main source of funding for the digital product or service, in others it was part of wider funding provided to develop the digital product or services, for example, one not-for-profit advised that the funding didn't directly fund a digital product or service but rather funded their broadly developing an approach to the content for it, as well as the technical specifications.

| 2016 | 2017 | 2018 |
|---|--|---|
| <ul style="list-style-type: none"> • Wayfindr: Wayfindr was planned to be the first open standard for audio-based navigation, stemming from a productive collaboration between ustwo (a global digital product studio) and the RLSB Youth Forum. To tackle the challenge of independent travel for vision impaired people, Wayfindr aimed to set the standard for audio navigation using smartphones. | <ul style="list-style-type: none"> • WESC Foundation (Evelander): The aim of the project was to develop fun and interactive training for vision rehabilitation. At the outset of the project the WESC Foundation had already developed a prototype therapeutic video game ("Eyelander") and tested its beneficial effects with researchers from the University of Lincoln and the NHS. | <ul style="list-style-type: none"> • WESC Foundation (Speaking Shop till): The WESC Foundation aimed to develop a point of sale 'Speaking Shop till' to facilitate the employment of severely visually impaired and blind till operators to enable them to be fully effective staff members. • Elizabeth Finn Care: The Turn2us Connect app was planned to connect people who are about to claim benefits ('Connections') with a trained volunteer ('Digital Buddy') who can provide one-to-one support via SMS throughout the claim process. |

| 2016 | 2017 | 2018 |
|--|---|--|
| <ul style="list-style-type: none"> • seAp: Two web-apps that were intended to offer guidance, advice and support on most aspects of the application process for two main disability-related benefits, the ESA (Employment and Support Allowance) and PIP (Personal Independence Payment). The aim was intended to help people who have an upcoming medical assessment or who are filling in the forms as they can feel nervous, sometimes reluctant or unsure of how to describe the extent to which they can be debilitated by their conditions. • Relate: Relate planned to develop an Online Family Dispute Resolution service for England and Wales, which aimed to provide a low-cost way for couples who are separating to reach a legal settlement. The tool sought to empower couples to work through disputes themselves (often outside of courts) and provide additional support from qualified mediators and counsellors if needed. • National Ugly Mugs: The original concept for Safetynets, was a phone app which allows sex workers to quickly alert each other to imminent dangers nearby to help prevent instances of assault, rape or murder. This was intended to build on an existing text messaging scheme but automate the process, ensuring time critical safety alerts could be shared with others nearby. | <ul style="list-style-type: none"> • Oxfam: QuidsIn was planned to be the first digital payment card scheme for people on low incomes, increasing financial resilience by incorporating an emergency savings fund. Using a prepayment card, members would pay in a small percentage of what they spend on their shop with the saving would then be matched by corporate and statutory partners. Members could then redeem their savings when they experience financial shock, preventing food bank use. • The Alexandra Rose Charity: The Alexandra Rose Charity tackle food poverty through building stronger and more productive communities. Tech For Good funding was planned to help make positive change nationally by developing a robust and mobile-friendly voucher processing system to replace paper vouchers that relied heavily on manual data entry, checks and communications. This would give partners more time to support families in need and help The Alexandra Rose Charity to scale up effectively and expand to more areas across the UK. • Bristol Braille Technology CIC: planned to help reverse the decline in blind literacy with a radical new Braille ereader, designed with and by the blind community. Canute would be the world's first multiline digital Braille display, dramatically widening access to online resources in Braille. Affordable Braille is essential for blind literacy, education and employment, yet Braille use has been declining for decades due to stagnant technology. | <ul style="list-style-type: none"> • eQuality Time: The Open Voice Factory, the flagship project for eQuality Time, provides free speech aid software by converting communication boards into communication devices. Anyone can create an aid by editing and uploading a template, as it's connected to the internet. Tech for Good funding would develop an offline version of this, in a mobile app. • The Children's Society: The Children's Society planned to conceptualise and test the potential of Virtual Reality tech to support children and young people's mental health. Through the creation of fully immersive, interactive 360-degree videos, delivered via low-cost headsets, they aimed to support children and young people to better engage, experience and grow confident in some of the most common scenarios that cause anxiety and unhappiness. • Tempo (formerly Spice): "Time Credits in a Box" was planned as an online tool which enables communities and small organisations to get involved in Tempo's Time Credits with less direct staff support, and therefore at a lower cost, thereby giving control to local communities to unlock their own potential. • Hope Support Services: Hope Support Services planned to scale up their online support for young people when a close family member is diagnosed with a serious illness. A platform would be created where young people can access safe and secure peer-support, including group chats and one to one mentoring. |

2017

- **The Well:** Warrior Down was planned to facilitate people in abstinence-based recovery to benefit from the lived experience of others. It was intended to be a distress button providing personal connections, advice, inspiration, and show community events and AA/NA meetings – bringing support to the individual.
- **Shelter Scotland:** The 'I need help' button idea came first in a housing and homelessness hackathon. Shelter Scotland aimed to join forces with the winning team to bring the idea to fruition. For people in a crisis or at risk of homelessness the 'I Need Help' Button would help them to find the services they need. It would work by using geolocation and a few questions to identify the required services in a particular area. The 'I Need Help' Button would be unique as it would be able to provide advice alongside contact information so that users know their rights when asking for help.
- **Women's Aid:** Young women frequently seek validation to help them identify what is "normal" or abusive behaviour in their relationships and lack the support to recognise the seriousness of abuse until it is too late. Women's Aid aimed to create a new digital service to empower more young women to recognise and escape abuse on their own terms. This service crowdsources their opinions on what is acceptable or unacceptable behaviour in fictional relationships, referring them to expert advice from Women's Aid and real survivor experiences.
- **SignHealth:** SignHealth's BSL Healthy Minds is the UK's first and only (NHS accredited) Psychological Therapy service for Deaf sign-language users. At the point of applying for Tech for Good Funding it had an extraordinary success rate, but was not currently available to all Deaf people. Tech for Good investment as needed to develop a digital technology solution which delivers Real Time Online Therapy. This would offer cost savings to commissioners and make it available to all Deaf people struggling to cope with depression and anxiety across the UK.
- **DePaul UK:** Nightstop aims to help the 500+ young people who rough sleep every night find a safe place to stay. The Nightstop app was planned to help connect young people in need of accommodation with hosts that have a spare room. The app would be the first contact point for hosts and Nightstop, enabling staff to identify a suitable host to match the young person to based on the hosts preference and client needs, improving the efficiency of the existing programme. The app, once embedded, would help scale the programme to more locations across the UK.

2018

- **Samaritans:** Samaritans planned to develop a surge notification system, using historical and real-time data to predict demand for their listening service and accurately identify how many volunteers are needed and when.
- **STEM4:** Building on the success of their NHS-accredited "Calm Harm" app, which helps teenagers manage the urge to self-harm, STEM4 aimed to develop an app to support teenagers who have anxiety, particularly during the gap between being referred to services and the support starting.
- **Hestia Housing and Support:** Hestia planned to develop an app to provide information for perpetrators of domestic abuse, those who feel they may become perpetrators, and anyone supporting them or aware of this risk, with the aim of reducing instances of domestic abuse.
- **Addaction:** Addaction planned to develop their online support service for drug and alcohol recovery and mental health through the implementation of a chatbot to work as a screening tool in busy times, a point of contact out of hours and a referral service.
- **PlayPhysio:** Playphysio planned to create a medical attachment that, when attached to therapeutic devices used by people living with Cystic Fibrosis, allows them to gamify their daily treatment. This would improve compliance and give health practitioners caring for them insight through data collected during this app-integrated physiotherapy.

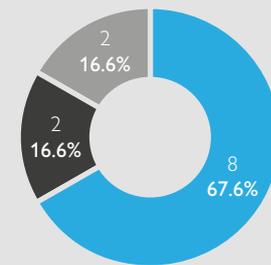
3.2 Current stage of the digital products and services

FINDINGS SUMMARY

- At the time of writing this report the majority (67%) of the 2018 Tech for Good Cohort had released a MVP that was in the final stages of testing or realised to the public
- Overall, the majority of the not-for-profits from the 2018 Tech for Good Cohort were satisfied with the stage they had reached and optimistic about the potential of their digital product or service even if this differed from expectations or was delayed in some way.
- Of the 2016 to 2017 cohorts from whom data was collected for the evaluation (12 from the 16) 58% were still running in some form, and 25% of not-for-profits were using the content and learning, in some way, on both digital and non-digital services that still address the same problems for the user.

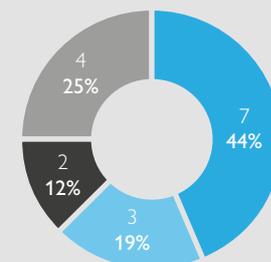
A key objective for the evaluation was to map out the current stage of development of the different products and services funded (in part or fully) through the Tech for Good programme, this is broken down below by the 2018 Tech for Good cohort and the 2016 and 2017 combined Tech for Good cohort.

Status of 2018 cohort products or services



- MVP released and in testing
- MVP currently in final stage of testing
- Still in development, have not yet developed a MVP

Status of 2016 and 2017 cohort products or services



- Final product or service released and still in use
- Products or services are about to relaunch in a different format
- Products or services are no longer running
- It was not possible to contact the not-for-profits

2018 Cohort

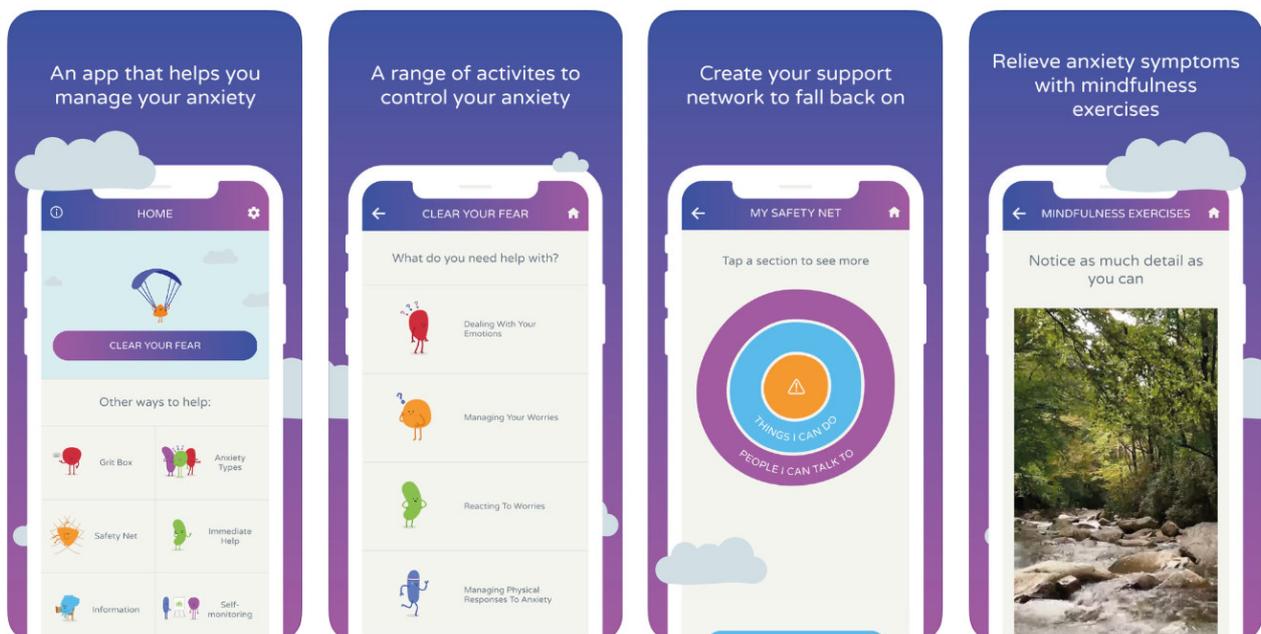
On the basis of telephone interviews in February 2019, and the submission of end of grant reports from March/April 2019 from seven of the not-for-profits, the majority of the digital products and services that were funded by the Tech for Good programme in 2018 have at least reached the stage of developing a Minimum Viable Product (MVP) that is currently in the final stages of being tested by a selected group of users, and two of the not-for-profits were about to launch their product and start testing with users. Two of the not-for-profits are still in the development stage of their product or service, either due to staff changes or a change in the design of the product or service, although both expect to have a MVP at some point in 2019.

Two of the digital products or services have been released to the general public, for example, Stem4's Clear Fear app is now finished and available for download on the App Store and Google Play having been released in the second week of December, with 16,046 downloads in two months. Clear Fear helps users to overcome their anxiety symptoms by learning to regulate their physiological responses through graded relaxation and breathing, by learning to challenge unhelpful styles of thinking through exercises, and overcome behavioural elements of anxiety disorders such as avoidance in social anxiety and phobias, or over-checking in obsessive-compulsive disorder by inviting them to complete increasingly challenging interactions that the user generates themselves for their environment.



Clear Fear 4+
 Help to manage your anxiety
 Stem4
 ★★★★★ 4.3, 12 Ratings
 Free

Screenshots [iPhone](#) [iPad](#)



Overall, the majority of the not-for-profits from the 2018 Tech for Good Cohort were satisfied with the stage they had reached and optimistic about the potential of their digital product or service even if this differed from expectations or was delayed in some way. Two of the not-for-profits described how (on the advice of CAST or their digital partner) they had made decisions to make compromises on the look and feel of their digital product or service to focus on usability:

“At end of sprint 2 we decided that 3 would focus on refining what we’d done in 1 and 2 so we ended up with a usable app with nice UX [user experience] as opposed to solving everything with limited budget and resource. If we hadn’t changed then we wouldn’t have a usable product just a nice UX.”

Not-for-profit from 2018 cohort

“As we approach the end of the Tech for Good programme period, we are on the cusp of releasing the first version of the Medicines for Children mobile app. Whilst it is only a minimum viable product, with the limitations that comes with such an early prototype, we are confident that it will deliver a level of user value for the group of early adopters that we plan to release it to for testing. To reach the end of the year with a working product, that can deliver a level of user value, backed up by solid user research and a clear future direction is exactly where we

hoped we would be. Our single biggest achievement has been that despite the limitations of being a Minimum Viable Product, from a standing start we now have a properly validated, working end product that parents and carers can use to help them keep on top of their complex medicine routines, whilst also addressing key communications challenges that parents and carers”

WellChild

2016 and 2017 Tech for Good Cohorts

Assessing the status of the digital products and services developed by not-for-profits funded within the 2016 and 2017 Tech for Good cohorts was limited by the extent to which representatives of the not-for-profits could be reached as part of the evaluation. Overall, the inFocus evaluation team conducted telephone interviews with eight of the not-for-profits at the start and end of the 2018-2019 evaluation (and four not-for-profits at the start of the evaluation only). The status of the remaining four digital products or services developed as part of the 2016 and 2017 Tech for Good cohorts is not known.

For the eight not-for-profits that could be reached for both the 2018 and 2019 telephone interviews, four of the digital products and services are still running as they originally intended at the end of their involvement in the Tech for Good programme, and either maintaining or growing their usage. For example, Wayfindr, the first open standard for audio-based navigation that aims to tackle the challenge of independent travel for vision impaired people, is now in use around the world (e.g. US, Australia, Hong Kong, Spain) as an internationally recognized standard and the Alexandra Rose mobile-friendly market vouchers, that moved the reimbursement of market traders from paper vouchers to a digital system has expanded and is now rolled out to 6 (up from 3) markets. Three of

the not-for-profits from the 2016 and 2017 Tech for Good cohorts are about to re-launch the digital products or services in 2019 in a different format but with the same target audience and original aim, having received or allocated additional funding. Finally, one of the digital products or services is no longer running as the digital product or service was better addressed through existing commercial digital products and services (that was able to cover the same service areas more efficiently). However, the not-for-profits identified crucial learning and networking that has supported the development of other services within their organisation (e.g. using the content directly in another non-digital programme).

For the not-for profits that were only interviewed in 2018, three of the four digital products or services were either launched and in use by the target audience, or on their way to being launched, and generating outcomes for the users of the digital products or service and/or the not-for-profit organisation (e.g. expanding their reach or relieving the pressure on staff or volunteers). For the remaining digital product or service, this was no longer running after challenges relating to ensuring the safety of the users of the digital product or service, but the content was about to be used for an alternative digital service at the time of interview in 2018.

Overall, ten of the twelve digital products or services are therefore still running in 2018 or 2019 in some form, and the remaining three the not-for-profits are using the content and learning in some way on both digital and non-digital services to address the same problems for the user. This indicates that the assumption from the Theory of Change outlined below is accurate, although, as will be explored further on in the report, securing ongoing funding was a challenge for the majority of not-for-profits in the 2016 and 2017 Tech for Good cohort.

THEORY OF CHANGE ASSUMPTION

Some projects have the potential to become sustainable after funding is provided.

3.3 To what extent did the design of digital products or services change across the course of the grant?

FINDINGS SUMMARY

- Changing the design of the digital products and services in response to user research was a key factor in the success of projects in all cohorts between 2016 and 2018. In general the 2018 cohort, with a longer development period, found these changes easier to manage.
- The majority of not-for-profits across the three years, and all of the digital partners interviewed, highlighted the importance of the agile development process and interactive development in meeting the needs of end users
- For not-for-profits from the 2018 cohort, research into target audiences was useful for other digital products and services.

The majority of the digital products or services developed as part of the 2018 Tech for Good cohort changed in some way between the start and end of the grant, with many making what they identified as significant changes in direction. In all cases this was put down to the results of extensive user research, guided either by the digital partner and/or CAST, which helped to challenge the original assumptions about the digital product or service and in many cases re-focus on a different (but related) problem for their users. For example, WellChild, creating a Medicines for Children app, that aims to provide a complete and individually tailored medicines management tool for families, shifted their emphasis from helping parents to manage their medicine routines to helping to support parents to increase the knowledge of professionals/non-professionals involved in the medicine routine of their children.

“We have developed our understanding way beyond our initial assumptions about the challenges surrounding medicines management as well as the digital habits of our users. This is backed up by real data from over 235 parents and carers. This included a realisation and key shift in emphasis following user research that challenged one of our core assumptions – that parents needed help and guidance in managing their medicine routines. What we learnt was that parents are already experts in their child’s care. Whilst 64% of parents worry about ‘getting it wrong’, 96% worry about other people getting it wrong. We learned that the key challenge that parents face is not necessarily their own skill or knowledge, but those of other people around them (professional and non-professional) who may have a part to play in the medicine routine of their child, but who may not have the knowledge of the parent. This caused us to prioritise looking at how the app can aid communication with other carers, family members and professionals.”

WellChild

For Hope Support Services user testing led to the opening up of their Part of Me app to young people across all stages of bereavement, from diagnosis through to beyond bereavement (or when loved ones get better), which better aligned with their wider services. Part of Me will create a platform

where young people can access safe and secure peer-support, including group chats and one to one mentoring.

THEORY OF CHANGE ASSUMPTION

Creating a product and ‘learning by doing’ is key to creating more relevant and useful digital products.

All but one of the not-for-profits⁴ could describe changes in their digital products or services that resulted from user research and exploring the problems that the digital project would address for users, and how this had led to what they believed was a stronger end product. This supports the assumption above relating to ‘learning by doing’, which was added to the theory of change to reflect the role of user research to test assumptions and the agile development process. Digital partners highlighted the importance of the agile process (or processes that were based on the agile process that allowed for iterative development) in meeting the needs of end users:

“If you are trying to base things around end users outside of your organisation I don’t know how you can do that with a piece of paper upfront, so I think you have to adapt around the individuals (the end users) because at the end of the day if no one here building the product had cystic fibrosis, unless you adapt around those individuals you can’t build something that is fit for purpose. So that agile process is critical for that.”

Digital Partner for Play Physio from the 2018 Tech for Good Cohort

⁴ The remaining not-for-profit is still in the early stages of developing the digital product or service due to staff changes.

As described below, the not-for-profits from the 2018 Tech for Good cohort highlighted the flexibility from Comic Relief and CAST to make these changes as a key benefit of the Tech for Good programme and valued the learning about their target audiences/beneficiaries, which they often found useful for other (digital and non-digital) products and services.

“The value in taking time to really understand and build an evidence base around the user problem. It would have been very easy to plough straight ahead with a very assumption-led solution but whilst we might have ended up with a more advanced version of the app, it might not have addressed the right user challenges. Making time to develop that user insight and build evidence around it was highly valuable in setting and prioritising the direction of the project”

Not-for-profit from 2018 Tech for Good Cohort

“First is the encouragement from user research to examine our assumptions and all the way through (the project) this had been the case. Dan from CAST has helped us challenge our thinking. CAST gave us a series of slides around building user interviews and UX (user experience) stuff, something I hadn’t done before. So being out there using that slide pack talking to branches helped me get a better grip of what we should be building. That feedback was a big turning point for me.”

Not-for-profit from 2018 Tech for Good Cohort

The cohort of not-for-profits from 2016 and 2017 also highlighted a similar degree of change to their digital product and services across the course of the Tech for Good programme funding, although some found this more challenging to manage in the shorter grant period (4 months compared to the 9 months of the 2018 cohort development period). As with the 2018 Tech for Good cohort, these changes emerged from user consultation and testing across the course of the development, for example, one not-for-profit described the model behind their digital product or service changing by around 40%.

3.4 Relationship between the digital partner and not-for-profit

FINDINGS SUMMARY

- The majority of not-for-profits across the three years of the Tech for Good programme formed effective partnerships with their digital partners.
- This was particularly apparent where the digital partner was already experienced in working with not-for-profits or there was an existing relationship between the not-for-profit and digital partner.
- Challenges between a small number of not-for-profits and digital partners that led to a breakdown in the relationship included: intellectual property, costs of the development and the digital partner using inappropriate or outdated technology.
- Other challenges included the availability/responsiveness of the digital agency, a lack of regular communication, changes in the teams working on the digital product or service and differences in working practices.

Across all three years of the Tech for Good programme to date the majority of not-for-profits have formed effective partnerships with their digital partners, strongly backing the assumption from the theory of change in relation to this (shown below). This section explores both the positive aspects, and the challenges, of these partnerships.

THEORY OF CHANGE ASSUMPTION

Effective partnerships will form between not-for-profits and their digital partners.

For the 2018 Tech for Good cohort, the majority of projects described a strong relationship with their digital partner, in particular those that had an existing relationship with the digital partner or where the digital partner had existing experience (or worked exclusively) on developing digital products or services for not-for-profits. In both cases this meant that the digital partner already had an understanding of the work of the not-for-profit and how to 'bridge the gap between the charity and tech worlds', which particularly showed through for one not-for-profit in relation to user research and journey mapping. For another not-for-profit their lead at the digital partner directly engaged with their beneficiaries during user research and was able to get them to open up and share their experiences while also ensuring that they took the lead during the workshops.

“We enjoyed their commitment to the cause, they were very focused on delivering a product that is going to deliver social value and they made a real effort to understand the problem”

Not-for-profit from the 2018 Tech for Good cohort

Other not-for-profits from the 2018 cohorts described the open and honest nature of the relationship and that the digital partners were open to new ideas, new learning and were willing to challenge the not-for-profit in a constructive way.

General communication, and the use of online tools to manage the project (e.g. GoogleDocs or Trello), was seen as a particular strength.

The relationship between the not-for-profits and digital partners funded through the 2016 and 2017 Tech for Good cohorts was also generally described in positive terms, again particularly where the digital partner had existing experience of working with not-for-profits, or had an existing relationship with the not-for-profit. In these circumstances not-for-profits, as with the 2018 cohort, described an open relationship where the digital partner guided them through unfamiliar processes and terminology.

However, there were also challenges in the relationships with digital partners across 2016 to 2018 and in a small number of cases this led to the not-for-profit finding a new digital partner. This included issues around intellectual property (IP), the initial costs quoted for the development of the digital product or service, the digital partner running out of money and the digital partner using inappropriate or outdated technology. In three of these cases the not-for-profit moved successfully to using an alternative digital partner (recommended by the Tech for Good team or CAST) that had existing experience in working with not-for-profits (or specialised exclusively in this area) resulting in a much more positive experience. Additionally, several not-for-profits across the three years gave examples of challenges within their partnership with a digital partner that did not ultimately lead to a breakdown of the relationship, for example:

- **Availability/responsiveness of the digital agency:** several not-for-profits advised that the digital partner could be juggling different projects and/or needing to prioritise commercial projects and this could lead to difficulties in ring-fencing time from the development team, and subsequently delays in their working on the digital product or service. Although the not-for-profits in each case felt that the digital partner was open and honest about these limitations and that the relationship was generally strong.
- **Communication:** a small number of not-for-profits across the three years also experienced challenges in regularly communicating with their

digital partner (in some cases because of their availability – see above) and found themselves needing to chase the partner for updates.

- **Changes in staff:** there were difficulties for both not-for-profits and digital partners when a change in the staff member they were working with led to a delay as a new staff member caught up with the project or there was a change in strategy or direction within the organisation.
- **Face-to-face contact:** when the teams within the not-for-profit and digital partner were spread around the UK there could be delays in getting the teams together ‘face to face’ and moving the development of the digital product or service forward, although this didn’t negatively impact on the final product or service.
- **Differences in working practices:** challenges with working in a different way than the not-for-profit or digital partner were used to were particularly prevalent in feedback from the 2016 and 2017 Tech for Good cohorts, but also described by two not-for-profits and a digital partner in the 2018 Tech for Good cohort. For not-for-profits, the terminology used by their digital partners, and the processes they used to develop the product or service (particularly the agile process or similar) could be difficult to adjust to. Several not-for-profits in the 2016 and 2017 Tech for Good cohorts, while generally positive about the agile methodology, found it difficult to use in relation to accurate budgeting and the commitment required in time and resources (particularly for smaller organisations). On at least two occasions (see also below) CAST played a role in helping not-for-profits to adjust to this process:

“One of our challenges was working effectively with our agency in an agile way. This meant starting from scratch, challenging our desire to hold on to what’s already been delivered before, whilst also managing their capacity against their other work and planning in our time with them.”

Not-for profit from the 2018 Tech for Good Cohort

“Tech companies work differently to any other organisation I’ve worked with. I don’t know, I think the language for me was a barrier and the way they work completely differently, whilst it was fascinating to be a part of, it was all a little bit different.”

Not-for-profit from the 2016 and 2017 Tech for Good cohort

One digital partner felt that the process was frustrating for the not-for-profit to get used to as they were not fully in control of every detail of the process, while another felt that the discovery process could seem a bit slow and laborious to their not-for-profit partner (although CAST helped to guide the not-for-profit through the process).

In one case it was the digital partner that was not open or comfortable working in an agile way, and in another situation, the not-for-profit felt that their development partner had moved too far ahead with the development of the digital product or service during a sprint and that the process had not been iterative enough, leading to functionality that was not as relevant as it could have been.

3.5 Internal support for the not-for-profits

FINDINGS SUMMARY

- The overwhelming majority of the not-for-profits across the three years of the Tech for Good programme reported that they had strong support from within their organisation for developing their digital product or service, particularly from senior management and trustees

For the 2018 Tech for Good Cohort, there was a high level of support from senior management and trustees, although this was less relevant for three of the not-for-profits as they were running organisations where they were the only full-time members of staff (although in one case at least there was still the need to successfully bring the trustees on board with the development of the digital product or service).

THEORY OF CHANGE ASSUMPTION

Digital projects have sufficient support from management within not-for-profits.

“It helps that I’m on senior management team but certainly from me upwards there is support and the CEO is very excited. He likes the thought that we are punching into new areas and using digital. Elsewhere in organisation people have enjoyed working on it and there is interest from families, fundraising and other teams”

Not-for-profit in the 2018 Tech for Good cohort

Not-for-profits generally described a high level of support and the space to move forward with the development of the digital products and services, helped by a number of steps taken to get internal buy-in, including:

- Making sure management and staff receive regular updates on the project, e.g. within management meetings or posting on the intranet
- Ensuring that there are senior managers or trustees in the organisation that have a background on working on/supporting digital products or services
- Creating an internal user group within the organisation

The majority of not-for-profits from the 2016 and 2017 Tech for Good cohorts also identified that they had strong support and engagement from their own organisations during the development of the digital product or service. Most of the respondents related this to support from senior management and

trustees (with three not-for-profits having trustees on board that had related experience) and, as with the 2018 Tech for Good cohort, felt they had the freedom to work on the digital product or service and support with removing ‘road blocks’. Several not-for-profits also explained that the support was partly generated from an understanding of the importance of the development of the digital product or service as something innovative that the not-for-profits felt they needed to do strategically.

“Fitting it in around everything else we did was challenging, but the board was very excited about it. We got the support and time we needed to do it. I don’t think there were any real hitches, we were left to do it on our own but the board were very pleased at the end - they understood the need for it.”

Not-for-profit from the 2016 and 2017 Tech for Good Cohort

One not-for-profit from the 2016 and 2017 Tech for Good cohort highlighted that while there was strong support from senior management, internal structural changes took priority over the ongoing funding of the digital product or service. They also highlighted that there were challenges with identifying who would own the product after launch and keep it moving forward when it left the management of the smaller development team. Three not-for-profits from the 2016 and 2017 Tech for Good cohorts identified that while they did feel supported they were largely left alone to complete the digital product or service, although there was positive feedback internally for the results. One of the not-for-profits highlighted that getting support internally was particularly challenging as they were continually competing with other organisational priorities throughout the development of the product or service and had to keep working to maintain interest.

3.6 Support from the Tech for good programme team

FINDINGS SUMMARY

- The adjustments made to the structure of the Tech for Good programme over the three years (more consistent and structured non-financial support, increasing the length of the programme and more efficient processes) have been well received by the 2018 cohort.
- Support from the Tech for Good Advisor (CAST) was identified as a particular strength by the 2018 cohort, acting as a critical ‘sounding board’ and source of advice and helping to keep the development of the digital product or service on track.
- Six of the not-for-profits from the 2018 cohort had received support from CAST to find experts to support in different areas (£3500 was available to each grantee for this purpose), with feedback on this support positive to date.
- The majority of the 2018 cohort also felt that the flexibility built into the grant to change direction in response to the needs of users was a particularly positive outcome and those that engaged with Comic Relief regularly across the grant found them open and approachable. In general, not-for-profits found that the reporting and monitoring requirements were not too onerous.
- Several not-for-profits identified that selecting and setting up contracts with digital partners was an additional area of support that would add value to the programme.

This section explores the feedback from the not-for-profits (and to a lesser extent their digital partners) in relation to the support provided by the Tech for Good programme team (described in the box below).

WHO ARE THE ‘TECH FOR GOOD PROGRAMME TEAM’?

The team responsible for the running of the Tech for Good Programme.

The **Tech for Good advisor** who takes a central role in providing regular and ongoing expert advice and, where appropriate, helping not-for-profits to find the right external expert (see below). They also seek to bring non-profits together across a cohort and share learning, for example, through residential ‘boot camps’

Experts offer additional advice to not-for-profits in relation to their digital product or service across a range of areas of expertise (e.g. user research or legal advice).

Tech for Good programme funders - in 2016, Comic Relief piloted a range of initiatives under the banner of the Tech for Good programme. Building on their success, in October 2016, Paul Hamlyn Foundation and Comic Relief joined forces to support the Tech for Good programme.

While overall the feedback from the 2016 and 2017 Tech for Good cohorts was positive, particularly in relation to the flexibility to pivot and change direction during the project and in relation to support from specific experts during the grant. However, they also raised a number of challenges with:

- The length of the grant, for some not-for-profits they felt that they did not have sufficient time for the development of a MVP once funds were received, particularly in the 2017 Cohort, which had the shortest development period.

- The weekly reporting process and updating weekly notes was felt to be overly time-consuming
- Contracting and understanding the legal aspects of developing a digital product or service (e.g. in relation to IPR)
- Fully understanding the process of developing a digital product or service (e.g. getting a better understanding of the agile process) and the 'jargon' in relation to this
- Accessing the right experts at the right time to support (although when not-for-profits were linked with experts through the Tech for Good programme the feedback was generally positive)

In 2018 the Tech for Good programme was adjusted in a number of ways in response to feedback from the 2016 and 2017 Tech for Good cohorts. The key changes were identified by current and former members of the Tech for Good programme team in the online questionnaire and analysis workshops that formed part of this evaluation:

1. More consistent and structured non-financial support with a fixed point of contact for the not-for-profits that were part of the 2018 programme (provided by CAST) that could then bring in additional support from experts as needed
2. Increasing the length of the programme to nine months, with 3 development phases including a two-month soft development phase, an intense four-month hard development phase, followed by a three-month launch phase.
3. More efficient processes in relation to the application and funding process, and considerably reducing reporting requirements for the not-for-profits with monthly check-ins with CAST and light-touch reporting to Comic Relief at 3 points over the duration of the grant.

In general the feedback on the support from the Tech for Good programme team from the 2018 cohort was particularly positive, this is broken

down across two categories below, the Tech for Good Advisor and Experts and the Tech for Good programme funders.

Support from the Tech for Good Advisor (CAST) and Experts

The feedback from the 2018 cohort of not-for-profits relating to the support from CAST across the course of the grant was overwhelmingly positive, with eleven of the twelve not-for-profits using support from CAST to differing degrees (the not-for-profit that did not use the support already had internal expertise on user research but were glad the support was there and would otherwise have used it).

"I thought Dan (from CAST) was excellent to have occasional calls and always having good ideas and very good at persuading me that the good ideas were mine."

Not-for-profit from the 2018 cohort

The not-for-profits used support from CAST in a number of ways. For several, the regular catch-up calls were an opportunity to avoid going off track or taking steps that were not relevant, as well as receiving 'polite kicks' and challenging questions to keep them going in the right direction. For one not-for-profit the calls were an opportunity to ask simple questions about the process of developing the digital product or service and this was also apparent in the feedback on page 23 above regarding support from CAST in helping two not-for-profits to understand and embrace the agile/iterative process. Several not-for-profits also described the support from CAST as flexible, both in the topics of discussion and their availability, feeling they could contact them at any time.

"They have been a great additional sounding board when wrestling with challenges. Dan has great way of listening and giving honest feedback on where you are. There are a number of times I've come off the call thinking I am on the right track or need to be thinking of something else. It's helped to see the wood for the trees."

Not-for-profit from the 2018 Tech for Good cohort

Six of the not-for-profits in the 2018 Tech for Good cohort had also received support from CAST, or were in the process of getting support, to find experts to support in particular areas. There was additional funding available through the Tech for Good programme to support with this, with £3,500 available to each grantee that could be accessed through CAST. There may be other not-for-profits that accessed this support but there was not a specific question in the interview with not-for-profits on engaging with experts and so this information has not been gathered. Feedback from not-for-profits on the support received from experts was positive and examples included support from mhabitat, an NHS hosted team that specialise in co-design, digital skills and inclusion, policy and strategy and evaluation, that supported two of the not-for-profits, one with a clinical safety case and the other with support on marketing to the NHS. In addition to access to experts through the additional funding from the Tech for Good programme, one not-for-profit was also supported as a result of CAST putting them in touch with another similar project that had experienced similar challenges and could offer advice.

Overall it was clear from the general feedback from not-for-profits and digital partners from the 2018 Tech for Good cohort (as opposed to the specific feedback relating to the support from CAST in this section) that CAST had played a key role at pivotal decision points in the development of several of the digital products or services, whether giving a second opinion on the direction of the development or recommending a new digital partner or expert at a critical moment.

Support from Tech for Good Programme Funders

Feedback from the 2018 cohort of not-for-profits regarding support from Comic Relief (as the funder managing the grant) across the course of the grant was also positive. Not-for-profits that engaged with Comic Relief generally found them easy to work with and found the main points of contact open and approachable. Reporting and monitoring requirements were described as 'light-touch' and not found to be too onerous in comparison with other funders. The main feedback from not-for-profits related to flexibility around the grant, that there was active support for pivoting based on user research

with a focus on solving the problem for users rather than coming up with a solution that hadn't been verified, and co-design and flexibility were encouraged, rather than limited.

"I haven't seen any fund as flexible that has said from the beginning to say 'that the concept you put forward needn't necessarily be the one that comes out at the end'. There not many that are open to those outcomes."

Not-for-profit from the 2018 Tech for Good cohort.

Not-for-profits felt that they had the possibility to change direction (e.g. with a new digital partner) and found Comic Relief (and CAST) open-minded and understanding in respect of this.

"The tech for good fund really encourages you to do user research that digs into the problem. Doing that groundwork has enabled us to set trajectory, understand what we are doing and not pivot halfway through. Honestly I've seen work with other ventures when they haven't spent enough time doing user research and understanding the problem they pivoted a lot. We made sure we had done that groundwork well so we didn't have to make those changes halfway down the line., I haven't seen another grant that actually encourages you to do that."

Not-for-profit from the 2018 cohort.

This was also echoed by participating digital partners:

"...it was great to see other ways of that being communicated and I think I found the way from Comic Relief, Paul Hamlyn's side in terms of their attitude towards frank conversation about funding was really refreshing. We've been involved in other funded projects and it's just not been the same environment it's been very much you know 'make sure it's shipped and here are the boxes to tick'. If things go off the rails we will ship something slightly different just to get the funders nod, and I think the kind of transparency and frankness here has been I think a huge step that Comic Relief have taken ...I think everyone is getting a better outcome from this because of that culture they've bravely taken on. Yeah that's been fantastic to see."

Digital Partner from 2018 Tech for Good Cohort

Two not-for-profits were also appreciative of support from Comic Relief in helping to generate publicity for their digital product or service, particularly with one of the not-for-profits getting both regional and national television coverage.

While as described above the feedback relating to support from the Tech for Good programme team was positive overall there were a number of areas where improvements were suggested by the not-for-profits from the 2018 cohort:

- Two of the not-for-profits felt that more support on selecting and setting up contracts with digital partners (and the ramifications of partnering with a digital partner) and more 1-to-1 support in relation to this would have helped to avoid delays in their development and to get started sooner.
- While the not-for-profits in general appreciated the light-touch support and flexibility from Comic Relief there was a request from two

of the not-for-profits for more feedback when submitting updates and reports to check that they are on the right track. For one of the not-for-profits it wasn't clear if agreement/support from CAST for the direction they were taking was also agreement from Comic Relief.

- The gap between March and May waiting for grant confirmation was a challenge for one of the not-for-profit as it coincided with their busy holiday period, although once the development started they found things moved quickly.

3.7 Advice for not-for-profits and digital partners embarking on developing a digital product or service

As part of the evaluation, not-for-profits and digital partners were asked to offer advice on other organisations setting out on their journey to develop a digital product or service. Their advice is included over the next two pages.



ADVICE TO NOT-FOR-PROFITS (FROM NOT-FOR-PROFITS AND DIGITAL PARTNERS) EMBARKING ON DEVELOPING A DIGITAL PRODUCT OR SERVICE

- It's important to find the right digital partner that understands the social sector, shares your vision, and can bridge the gaps in culture and language. This partnership is not likely to result in a mass-market, profit making product and as such you both need to buy into the deliverable product. In particular, try to find digital partners that have already worked with not-for-profits and understand the space you work in.
- It's important to invest time and money in developing a concept for your digital product/service before embarking on development.
- Get user involvement from the beginning of the development to make sure that it meets their needs.
- Consider the maintenance and sustainability of the product or service from the outset (e.g. ongoing funding and how it will fit in with the organisation).
- It's important to manage expectations with all stakeholders and not over-promise at the outset of the development of the digital product or service and educate as you go. This is particularly important with stakeholders who do not have a technology or digital background who may not be familiar with development processes.
- Get active backing from within your organisation at the start of the project, this includes senior management and the board, but keeping the organisation informed and looking for ways to engage all levels of the organisation can help to build support and understanding.
- Try to get an understanding (e.g. from your digital partner or the Tech for Good programme team) of the level of resources (human and financial) that will be required to develop the digital product or service.
- Seek to form a constructive, open, honest and transparent relationship with your digital partner from the outset of the development of the digital product or service.
- Try to involve more than one person in the development of the product or service within your organisation, so that you can 'hit the ground running' if key staff leave.
- Don't get hung up on perfect – look to deliver a MVP that works and can be improved on later.

ADVICE TO DIGITAL PARTNERS (FROM OTHER DIGITAL PARTNERS) EMBARKING ON DEVELOPING A DIGITAL PRODUCT OR SERVICE

- Look for a not-for-profit that is working on a cause that you believe/are interested in and do as much research as you can into the area in which they work, this will really help when it comes to exploring the audience of users and their needs/concerns.
- Start out with a frank and open dialogue and make sure expectations are understood by both parties, for example, that the not-for-profit understands that you could be creating new things that haven't been done before and there's a certain amount of risk and change required in that process.
- Don't rush the not-for-profit you are working with. Check and double check they can cope with the timelines you are offering them. They may well not have a big number of technical staff, won't have project managers and its probably going to be one person who's doing three other jobs as well.
- Make sure technical terms are understood and you explain technical and tech for good jargon as you go – if you are getting a blank look or silence it does no harm to double check you've been understood. It's not only communication it's about being aware that your partner might want to please you and you need to manage that.
- Not-for-profits (as the name suggests) are not focused on generating profits and will likely look for the digital product or service to realise different outcomes (e.g. around generating social change). It's important to understand this and to realise that their motivations are different to for-profit partners, and this may at times cause confusion when more commercial questions are asked and non-commercially minded answers are given. Leave behind the expectations of your typical partner because they are not your typical customer.
- It's important at the start of a development to give the not-for-profit time to culturally adjust and understand the best practice approaches at play, for example, giving them room to get on board with a more iterative process that they may not be used to.
- Make sure that the not-for-profits understand that this partnership will differ from a typical customer relationship (e.g. with the finances, schedules) and that expectations on timescales and functionality can't always be met because there is not the same flexibility to commit additional resource that would be there with a commercial client.
- Check with the not-for-profit that there is senior-level buy-in for the project for the direction you are taking - you can't always assume your project lead is getting sufficient responses from the senior team.

4. Outcomes for not-for-profits participating in the Tech for Good programme

Measuring **outcomes**, the changes that have occurred at an organisation, beneficiary and wider sector level as a result of the Tech for Good programme, has posed a particular challenge for the evaluation of the programme as the not-for-profits have developed very different digital products and services to help to address a wide variety of contexts, with a wide range of different beneficiaries.

In the first telephone interview with not-for-profits from the 2016 to 2017 Tech for Good cohort the inFocus evaluation team started with asking very general questions about the impact of their

development of the digital product or service.⁵ This led to a range of responses and on the basis of this the inFocus evaluation team developed a framework (detailed further in Appendix 2) that referenced work from both Ecorys (in relation to the Tech vs Abuse programme) and the Shift 'three strands of value'⁶ that breaks down outcomes that result from the Tech for Good programme and the digital products or services created as a result, across 6 dimensions. For the purposes of this report this has been cut down to 4 dimensions as a way of categorising outcomes in this section:

| User/Beneficiary experience and access | Organisational Capacity | Sustainability | Sector Strengthening/eco-system building |
|---|--|---|--|
| <p>Target beneficiaries have increased:</p> <ul style="list-style-type: none"> Wellbeing (social, financial, personal) Connection to services Connection to peers | <ul style="list-style-type: none"> Increased organisational efficiency Increased organisational learning Decreased programming costs through increased automation/ independence/ efficiency Adoption of new digital practices Increased visibility Increased connection and experience with tech partners - applicable learning and experience for future partnerships | <ul style="list-style-type: none"> Creation of a sustainable revenue stream (monetisation) Increased resilience in the face of competition Increased access to new types of funding (e.g. corporate) Increased value for money case for funding Improved reporting to donors Faster scaling of programming/services | <ul style="list-style-type: none"> Partnerships and connections formed Increasing the scope/ appetite for digital solutions in the sector (inspire and influence) Creation of models that can be disseminated as a 'standard' or 'best practice model' for adoption across sector Creation of joint/ shared/ shareable digital tools/ strategies |

⁵ How do you decide/did you decide what success looks like for your digital product or service?

To what extent do you feel that the digital product or service was successful and worked as intended?

(with two probes: What were the main outcomes for your target audience/participants (both positive/negative and intended/unintended) as a result of using the digital product or service? and If the digital product or service is currently in use to what extent do you think it will still be in use in 2 years/3 years/5 years? If yes, what evidence do you have for this? What could prevent it from continuing to be used?

What were the main outcomes for your organisation (both positive/negative and intended/unintended) as a result of taking part in the Tech for Good programme?

Did you or colleagues involved in developing the digital product or service learn anything new from taking part in the Tech for Good programme?

⁶ <https://shiftdesign.org/the-3-strands-of-value-vital-to-social-tech-ventures/>

4.1 User/beneficiary experience and access

FINDINGS SUMMARY

- Overall, the not-for-profits from the 2018 cohort that had reached the stage of at least developing an MVP and conducting testing with users were receiving strong positive feedback from users, although at the time of writing the report it is too early in many cases to draw full conclusions.
- Several not-for-profits from the 2018 cohort also highlighted that their digital product or service had already helped them to increase their reach during testing with beneficiaries
- All of the 2016 and 2017 Tech for Good cohorts that either were still running digital products or services, or were using content from the digital products or services offline, had either reached a larger number of individuals or had adapted their product or service to improve user experience.
- It was challenging to fully quantify the impact of several of the digital products or services from the 2016 and 2017 cohort, particularly when users were using the digital product or service anonymously.

This section will explore the outcomes reported to date for beneficiaries of the not-for-profits participating in the Tech for Good programme. This includes increased social, financial, personal wellbeing and inclusion, increased connection to target beneficiaries (e.g. able to reach more beneficiaries) and/or increased connection for beneficiaries to their peers (for support and information).

At the time of writing this report, for the 2018 cohort of not-for-profits it is more relevant to

consider the potential of the not-for-profits to generate outcomes for their beneficiaries, particularly for beneficiaries that engaged in testing the digital product or service who would potentially have started to benefit from this.

“Early feedback indicates that the support and method it is delivered in is appreciated (by those using the digital product/service). This is what we set out to develop, so it is great to see that it is working as we envisioned. We’re proud of the fact that we have delivered such a strong and stable MVP in such a cost-effective way.”

Not-for-profit from the 2018 Tech for Good Cohort

Overall, the not-for-profits from the 2018 cohort that had reached the stage of at least developing an MVP and conducting testing with users were receiving strong positive feedback from users, although a number of the not-for-profits advised that it was still too early to draw conclusions, particularly for the medical devices that required longer cycles of testing. This provides some evidence for the assumption from the theory of change that value will not become clear until further into a project’s life cycle, although it was clear that there were some digital products or services that were showing value soon after the product or service was developed.

THEORY OF CHANGE ASSUMPTION

A lot of value from the programme won’t become clear until further into a project’s life cycle.

For example, WESC are confident, on the basis of feedback from users to date, that the ‘Speaking Shop till’ will help to facilitate the employment of severely visually impaired and blind till operators by enabling them to be fully effective staff members:

“He (a staff member working in their shop) looked at the till and he’s got a different issue than anyone with learning difficulties or visual difficulties, he’s registered blind anyway but he’s also got a physical disability. So, for him to press the buttons on the tills at the moment it takes

*a lot of effort and a lot of concentration to get his arm and his hand to move and actually hit the target that he is aiming at, with these big buttons he can do it easily and (these are his words not mine) when we finished he went 'this is f*****g amazing' he said, 'this is brilliant, when are we getting this in?' and I said all being well, sooner than later."*

WESC staff member (the quote has been lightly edited to preserve the anonymity of the staff members).

A number of not-for-profits also highlighted that their digital product or service had already helped them to increase their reach during testing with beneficiaries, for example, Addaction reached a total of 3,161 people during testing with users. Because of the project they were able to connect with an additional 365 people out of hours that were looking for support with drug and alcohol recovery and mental health, with an average response/resolution time of 6 hours. WellChild also found that involvement in the process of testing their app with families stimulated discussion and debate and helped to articulate the challenges that the app aimed to address in relation to helping families to educate individuals and organisations involved in the provision of medicine to their children, for example:

"I've been thinking about this diary project and what it's brought to my attention and it's actually quite concerning how much I need to know and remember. The medicines and administering them - I can do. But ordering them, getting repeat prescriptions, getting new medicines ordered, getting labels on bottles – you know it's hard."

Family engaging in the testing process with WellChild in 2018

Reflecting back to the 2016 and 2017 Tech for Good cohorts, from the eight not-for-profits interviewed twice (at the start and near the end of the evaluation) for this evaluation there were various examples of variety of outcomes for their users/beneficiaries, although there were challenges in some cases in fully quantifying the impact, particularly when users were using the digital product or service anonymously. Several of the not-for-profits described below also commissioned external evaluations to assess the impact on users/beneficiaries.

For two of the not-for-profits the digital product or service helped them to reach a larger number of beneficiaries. For seAp, whose app offers guidance, advice and support on most aspects of the application process for two main disability-related benefits, the ESA (Employment and Support Allowance) and PIP (Personal Independence Payment), they went from working with 100 users in a year in a live setting to 500,000 over two years via the app (with the number of users remaining constant in 2019) and feedback from users remains strong. SeAp found that some of their users found the app better than face-to-face advocacy because they could use the app when they wanted to without having to leave the house and at a time of their choosing. For another not-for-profit from the cohort of 2016 and 2017, their digital product or service effectively replaced their face-to-face services, and while it has increased their reach and continued to maintain a steady flow of users it does not replicate the more in-depth help that face-to-face support can provide (they are looking funds to re-start the face-to-face services):

"The reach is greater but without the depth of the previous relationship, it's effectively breadth vs depth. The reality was that we could not sustain face-to-face services so wanted to offer something and this (the digital product or service) is the best we can offer at the moment."

Not-for-profit from the 2019 cohort

When Alexandra Rose started working with Comic Relief they were supporting no more than 300 families and this has now increased to over 1,000 families that can more easily access fresh fruit and vegetables through the use of the mobile-friendly voucher processing system that is now adopted by traders in 6 markets (increased from 3 in 2018):

"There is a market trader from Brixton whose family had market stores there for four generations. He's a 72 years old and his 94 year old mother runs the store together with him.... We just thought they would never adopt the application because ... they had become comfortable with the process of writing down voucher numbers, having the long list stapled together with the vouchers to the market traders federation representative who

would then send them off in the post to us to process payment. But actually, amazingly, his wife agreed to take it on. She had an e-mail account so she processed the vouchers at home at the end of the day and requests payment on his behalf. The final store, last hold out of the market, the person that we never thought we'd capture with the application finally adopted it. So that's really great, shows that it's really user friendly and it works for traders. It gets them their money quickly into their bank account which is such a crucial part of keeping their engagement."

Alexandra Rose

The WayFindr open standard, developed through a collaboration between ustwo (a global digital product studio) and the RLSB, continued to grow in use globally, supporting vision impaired people to navigate around public areas. Where this related to RLSB activities they had seen increases in confidence and independence from the users.

For the three digital products and services that are no longer running from the eight not-for-profits interviewed in 2019, the content developed as part of the process is now being used by two of the not-for-profits in new digital products or services (both planned for launch in 2019) that address the same problem as the digital products and services developed with support from the Tech for Good programme and for the other not-for-profit to support non-digital services.

"The ODR (online dispute resolution) project came to an end after a successful pilot but we weren't successful in securing the significant scale up funding it would have taken to fully take it to market and so what we've done is explore how we can use the user insight we got from the successful pilot but a lot of the assets we created to find different and ultimately lower cost ways to publish them online to the public. We are just having a last bit of development work done but then we are going to go live with a domestic abuse guided pathway which is directly built off the work that we did through the Comic Relief grant and a bit of revisions we've done since."

Relate

4.2 Organisational Capacity

FINDINGS SUMMARY

- One of the main outcomes reported by the majority of the not-for-profits related to learning that was then applied to other areas of their organisation.
- This included application of digital practices to other areas of the not-for-profits work, which was reported across the majority of not-for-profits, particularly in relation to changing the way that non-digital programmes were designed to ensure they reflected the needs of users.
- Not-for-profits also became increasingly comfortable in using digital practices and terminology, and were able to transfer this knowledge over to the development of new digital products, services and strategies. Digital partners also identified that they had increased their learning about how to work with not-for-profits.
- Other benefits identified by not-for-profits included increased organisational efficiency, improved relationships between staff and volunteers and increased publicity.

In the context of this report, organisational capacity relates to a number of areas in relation to the capacity of the not-for-profits engaged in the Tech for Good programme including increased organisational learning, increased efficiency, a reduction in costs from running activities, adoption of new digital practices, increased visibility and increased connection and experience with tech partners (in particular that could lead to applicable learning and experience for future partnerships).

THEORY OF CHANGE ASSUMPTION

The Learning for an organization embracing digital ways of working is as useful as the actual creation of the product (digital product or service)

One of the biggest outcomes for not-for-profits in all three Tech for Good cohorts between 2016 and 2018 from participating in the Tech for Good programme related to the generation of learning that was then applied to the wider, both digital and non-digital, activities within their organisations. This was reported by the majority of the not-for-profits that were interviewed as part of the evaluation, in each case with detail of how the learning had been more widely applied. This also provides a bank of evidence to support the assumption to the right that the learning for an organisation embracing digital ways of working is just as useful as the actual creation of the product itself, although the 'just as useful' could be problematic to prove as it is difficult to make a comparison between the relative benefits of the creation of the digital product or service, versus the benefits of the wider learning to the organisation.

As examples of organisational learning, and the application of this learning, is widespread throughout all three Tech for Good cohorts between 2016 and 2018 the feedback for all cohorts is combined into the different categories below:

Using digital practices in other areas of the organisation

The application of digital practices to other, non-digital, areas of the organisations was one of the most common outcomes in relation to organisational learning, referenced by a significant number of not-for-profits across all three Tech for Good cohorts between 2016 and 2018. In each case the not-for-profit gave specific examples in relation to projects/programmes where the practices had been used. This primarily related to two areas; user-centred design and agile/iterative methodologies.

"By working in an agile way, we have demonstrated how a flat-structured and cross-departmental team can successfully deliver a new service in a short amount of time. There is a better understanding of what 'agile' means and how it works, and other teams and projects are following a similar way of working"

Not-for-profit from the 2018 Tech for Good cohort

"Just a whole different way of working, something that's really stuck out in my mind that I've talked about quite a few meetings and events here has been about that graphic of a skateboard to a car, it's to show the iterative approach to working to like how to you get from A to B. Start off with a skateboard then progress to bike then to a motorbike and so forth. But I think that way of thinking whether is a digital solution or not is really useful from a programme development point of view. So, that's been a really key piece of learning for other projects."

Not-for-profit from the 2016 and 2017 Tech for Good cohort

THEORY OF CHANGE ASSUMPTION

Projects will be problem focused, applying digital in situations where it is appropriate.

Not-for-profits described how they had started to change the way that they designed non-digital programs to ensure that they reflected the needs of their users and how this helped them to identify risks and challenge assumptions. This would appear to fit in with the assumption above, as not-for-profits described how further thought would be given across the organisation to the needs of their users/ beneficiaries and the problem that the digital product or service was solving for them.

“You can’t do your job if you don’t understand user experience and user journey. You’re not a good charity if you don’t. That’s now in our DNA.”

Not for profit from the 2016 and 2017 Tech for Good cohort

For one not-for-profit from the 2016 and 2017 cohort a user-centred approach has become the most important thing when they look at anything within their organisation – they always start with the beneficiary. The use of digital practices could also extend to the use of project management techniques and software (e.g. Trello), and the use of facilitation techniques, in other areas of the organisation.

“I’m proud that we’re proactively and systematically testing the different ‘ingredients’ which will be crucial to the success of the project - user value (through our design research and evaluation), social value (through identification of key standards, and our internal evaluation) and financial value (through our work to explore different commercial models). It has given the team an opportunity to demonstrate to the wider organisation some of the work-streams, skills and approaches that are necessary to create a new product. I hope this will enable us to influence the organisation to invest in these capabilities.”

Not-for-profit from the 2018 Tech for Good cohort

Increased comfort in using digital practices and terminology

While it should be noted that several of the not-for-profits were comfortable with digital ways of working and terminology at the outset of their involvement in the Tech for Good programme, particularly those with dedicated experts/teams in this area, a large number of not-for-profits across all cohorts increased their confidence and comfort in using digital practices and terminology. Not-for-profits described how terminology like ‘sprints’ and MVP had been used comfortably across the organisation and this comfort with digital could cover all levels of the not-for-profit’s organisation:

“Its really great. We’re a 107 year old charity who are winning digital awards and digital funding. Its helping changing the culture of the organisation. So our trustees are thinking we’re a digitally savvy organisation. Its changed their mindset and some of them have been around for a long time. Many of them were with the charity before the change in 2014 which was a big dramatic change process. I remember 3 years ago I would go into a trustee meeting and they would be talking about issues prior to our change. There no longer dwelling on those. Trustees are realising they need to recruit people to the board to change our new feeling that we’re a new tech savvy organisation.”

Alexander Rose

Digital partners learn about not-for-profits

All of the digital partners interviewed for the evaluation, all of whom had strong relationships with the not-for-profits, also identified that they had increased their learning about working with not-for-profits, for example, learning more about the issues in society addressed by the not-for-profits or learning more about the working practices of not-for-profits and the challenges they face. Staff from the digital partners were also passionate and excited about the digital product or service that they worked on and enjoyed working on projects that were focused on social impact and had the potential to help people. Finally, one of the digital partners identified that the process of developing the digital product or service helped them to learn about the strengths and weaknesses of their own development processes through working with a different type of client.

Helping to develop new digital products, services and strategies

Several not-for-profits also advised that the experience of the Tech for Good programme had helped in the development of new digital products and services, for example, one not-for-profit from the 2016 and 2017 cohort found that the experience helped them to develop a user forum, and for another the experience helped with the development of a chat bot. Other not-for-profits

found that their experience of the programme helped with the process of applying for Tech for Good programme funding helped them with other digital funding applications while others found the experience was helpful in the development of an organisational digital strategy:

“The results from our research also led to a big step change for our organisation’s strategic direction. The findings and recommendations from our work have led to our Board and Senior Leadership team placing digital transformation as a key piece of work in our strategy. This will lead to significant investment not just in development, but our infrastructure to think about technology and digital across our delivery.”

Not-for-profit from the 2018 Tech for Good cohort

Improved efficiency and stronger relationships

Moving on from organisational learning, other not-for-profits found that the development of their digital product or service led to new efficiencies or improved relationships (e.g. between staff and volunteers) within their organisations. For Alexandra Rose the automation of their paper vouchers saved significant time for staff that could be applied to other areas of the charity:

“When we started with Comic Relief we were supporting no more than 300 families. We’re now supporting over 1,000. We’d be swamped now with paperwork and administration if we hadn’t developed that (the mobile-friendly voucher processing).”

Alexandra Rose

The WayFindr standard described on page 34 saves time and resources for the charities, local authorities and the friends and families of many visually impaired people as the alternatives to using applications based on the standard are often for the individual to be physically guided through public spaces and facilities (rather than be directed via the app).

Increased Recognition

Finally, in relation to organisational capacity, several not-for-profits highlighted the recognition they had gained through publicity (e.g. from winning awards or being featured on TV) or through the association with the Comic relief brand:

“It’s nice to be able to show people we are trusted by Comic Relief, it’s good for our branding.”

Not-for-profit from the 2018 Tech or Good cohort

4.3 Sustainability

FINDINGS SUMMARY

- From the 2018 cohort, 3 (25%) not-for-profits had already received further funding for their digital products or services, 3 (25%) anticipated covering their costs through internal budgets and 4 (33%) had explored models for generating commercial revenue.
- Sourcing ongoing funding continued to be a challenge for the 12 (from a total of 16) not-for-profits from the 2016 and 2017 cohorts interviewed for the evaluation. This was due to the relative lack of funding for digital projects, the competition for the limited funding and the limited resources of small teams to engage in fundraising.
- 3 (25%) of the not-for-profits interviewed from the 2016 and 2017 cohorts had found further funding, 1 (12%) had secured ongoing commercial funding and several had incorporated the costs of running their digital product or service into their internal budgets.

Sustainability can relate to a range of factors in relation to the development of digital products or services through the Tech for Good programme. In this section we focus on one aspect of this that was most prominent in feedback from respondents interviewed for the evaluation - access to funding and the creation of sustainable revenue streams for the digital product or service. The examples of not-for-profits included in this section are not named as much of the information provided was commercial in confidence.

As of March 2019, three of the not-for-profits from the 2018 Tech for Good cohort had already received further funding for their digital products or services to continue with testing the product or conducting further co-discovery and research to apply their digital product or service to a new target audience. One of the not-for-profits came close to success in an application for further funding but narrowly missed out as their digital product or service was not at an advanced enough stage at the point at which they applied, however they have applied to other funders and three other not-for-profits have also applied for funding or had started to explore funding options. Finally, three of the not-for-profits anticipated covering the ongoing costs of their digital product or service through internal budgets (rather than seeking specific funding for the digital product or service).

A number of not-for-profits from the 2018 Tech for Good cohort also described the potential of their digital product or service to be adopted across the charity sector and generate commercial revenue. Two had initiated work-streams or research to explore the commercial routes for their digital products or services, for one it was to understand commercial pathways to scale the project and, for the other to explore licensing models. Two other not-for-profits had entered into talks or received interest from external investors for taking their digital product or service to market.

In relation to the not-for-profits from the 2016 and 2017 cohorts, while three had found further funding, one had secured ongoing commercial funding and several had now integrated the costs of running their digital products or services into their internal budgets (e.g. where funds could come from trusts, foundations or restricted funds), most of those

interviewed in 2019 were looking for further funding (with one of the not-for-profits packaging up their digital product or service as part of seeking funding for the organisations wider digital services). This was still proving to be a challenging process due to the relative lack of funding for digital projects, the competition for the limited funding and the limited resources of small teams to engage in fundraising. While the general feedback was that the digital products or services were not at imminent risk, it was clear that finding funding to maintain or update the products or services was an ongoing challenge.

4.4 Sector Strengthening/Eco-system Building

FINDINGS SUMMARY

- There were less evidence of outcomes relating to the strengthening of the tech for good ecosystem as a result of the Tech for Good programme, although this was less of a focus of the evaluation.
- One outcome that occurred regularly was not-for-profits forming partnerships, both with external stakeholders and with other not-for-profits taking part in the Tech for Good programme.
- There was one example of setting standards or best practice models for the wider sector, although from the testing conducted to date there were other digital products or services developed as part of the 2018 cohort that could have the potential to be used across the not-for-profit or health sectors.

Overall, in comparison to outcomes generated for not-for-profits taking part in the Tech for Good programme, their beneficiaries and digital partners there was less evidence of outcomes for the ecosystem in relation to the Tech for Good funding initiative (as opposed to the Tech for Good hub and

Funders Learn Tech learning events), although this was also less of a focus for the evaluation.

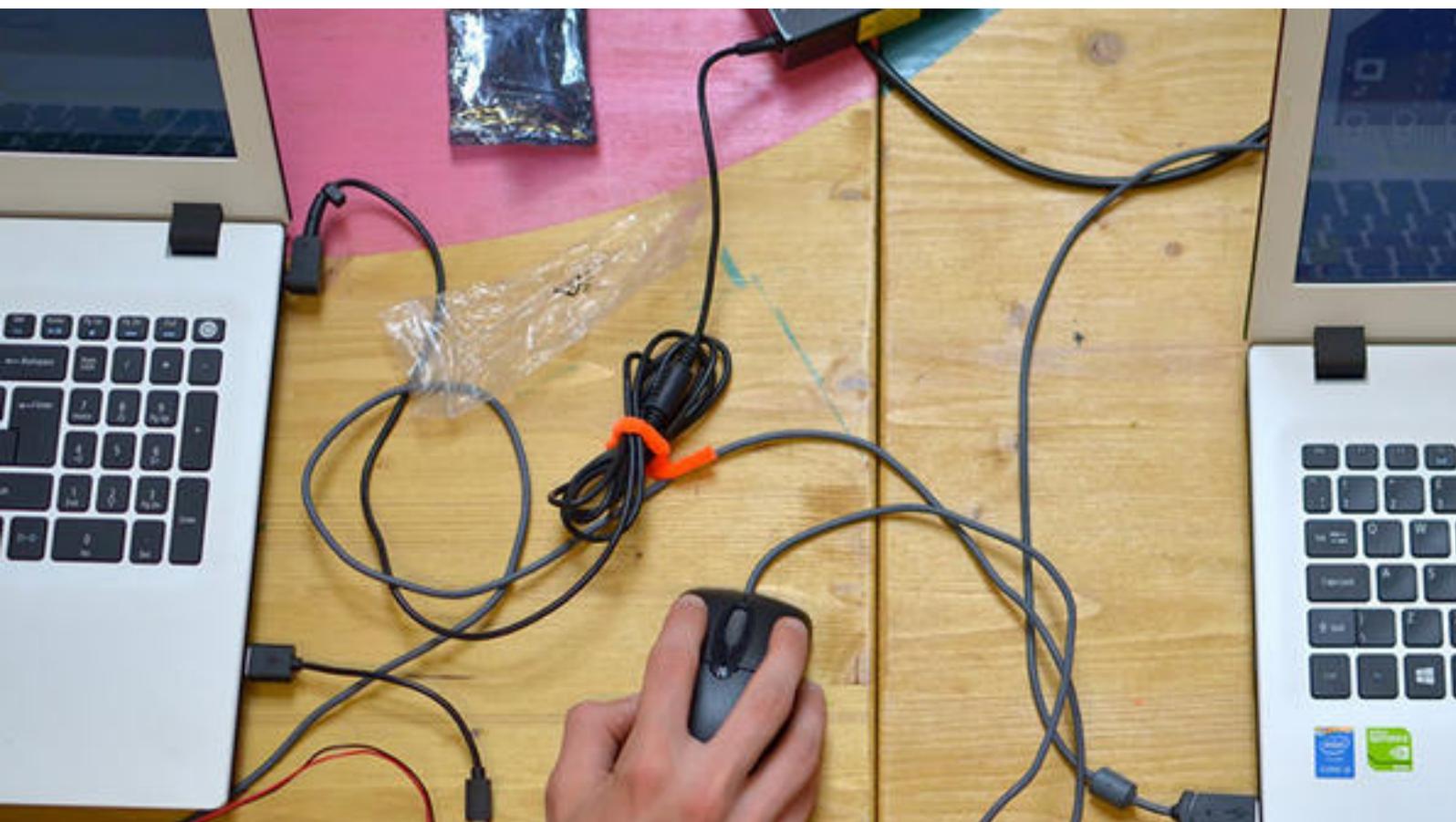
Not-for-profits taking part in the programme across 2016 to 2018 could identify a range of external partnerships that they had formed as a result of the programme, although this was typically a partnership with an external stakeholder (e.g. a digital agency or an academic partner) rather than another not-for-profit participating in the Tech for Good programme. There was less evidence to indicate that there is regular communication between the cohorts of participating not-for-profits, although several of the not-for-profits interviewed did identify that they had found the networking with other participants in the programme to be useful and two of the not-for-profits from the 2016 and 2018 are currently collaborating and linking to each other's digital product or service).

"There was a lot of networking throughout the whole process of working with the tech for good that I think raised profile we got the opportunity to meet lots of great organisations"

Not-for-profit taking part in the 2016 and 2017 Tech for Good cohort

Several of the not-for-profits were invited to speak about their experiences at conferences and other sector-wide events as a result of their involvement in the Tech for Good programme, for example, WellChild was invited to present a lightening talk about our project at the CharityComms Digital Conference (November 2018) in front of over 400 charity communications professionals, as part of the 'Charities Doing Good With Digital' feature.

In relation to setting standards or best practice models for the wider sector, the clearest example to date is the WayFindr standards described on page 34, although from the testing conducted to date there were other digital products or services developed as part of the 2018 cohort that could have the potential to be used across the not-for-profit or health sectors.



5. Findings: Impact on the wider tech for good ecosystem

FINDINGS SUMMARY

- The main benefits for funders at the Funder Learn Tech events were building relationships with other organisations, hearing about the experiences and ‘journey’ of other funders and understanding where they fitted in the overall tech for good ‘ecosystem’.
- Funders attending the events also increased their knowledge of tech for good, for example, learning about a new framework for systems change and how to assess tech for good applications.
- Although respondents generally agreed that the events were well structured and facilitated there were a number of suggestions for improving the events, including engaging with more funders of smaller organisations.

5.1 Funder Learn Tech Topics

The Funders Learn Tech events were a series of 6 events from July 2018 to March 2019 with an average of around 8 people per session, led by Cassie Robinson, bringing funders together to hear from different experts and practitioners in the tech for good field, facilitate the attendees to share stories, fears and questions and keep them updated on the current Tech for Good programme. The topics covered by the events are shown in the box to the right.

In this section we explore the feedback from telephone interviews with four of the participants

FUNDERS LEARN TECH TOPICS

11 July 18

Launching the series and exploring what the ecosystem looks like and where this group sits in relation to other groups, as well as the opportunities for digital in the sector.

13 September 18

Exploring the funding journey and practical steps - what does a good digital application look like, how should you design the funding and support differently etc.

10 October 18

Exploring what a tech project cost and how you assess costs and value for money.

15 November 18

Exploring the relationship between not-for-profits and tech partners. What kinds of skills are needed for a tech project, how to find the right people/agencies to work with, what to look for in a good agency/ tech/design person and how to set up the relationship well.

14 Feb 19

Where tech for good is having the most impact and where (and how) it can have more impact. Insights from National Lottery Community Fund’s applications for their new Digital Fund.

13 March 19

CAST and IVAR present the key findings and recommendations from their research project into ‘How to make tech imaginable and usable for small voluntary organisations’.

in the Funder Learn Tech events across three areas. Although this represented a small sample relative to the total number of participants attending the events it provided a range of interesting and useful feedback:

What was most useful about attending the events

Attendees found meeting other organisations face-to-face and building relationships with individuals useful, even if they already knew them and had worked together before. All respondents found it useful to hear about the experiences and ‘journey’ of other funders in relation to funding tech for good projects. For one of the respondents it was also useful to compare their experience to other organisations and understand where their organisation fit in relation to the overall tech for good ‘ecosystem’. Finally, one of the attendees appreciated that it was a funder-only event.

“I think hearing everyone else share their experiences and probably the diversity of people in the room. What I really like about them was the mix of really big funders who fund gigantic household name charities and also us, who fund really small local specialist charities, and hearing about the differences in their experience working with bigger organisations and their tech journey and ours, which whilst there are some similarities there are some pronounced differences as well.”

Participant in the Funders Learn Tech Learning Events

How could the events be improved?

Although respondents generally agreed that the events were well structured and facilitated, there were a number of suggestions on how to improve the events. One attendee felt that scoping ahead of time to identify what topics attending organisations would like to see addressed by the event would be useful. Another felt that the events would benefit from the engagement of more funders of smaller organisations and to explore how to make high level, more abstract theory about tech for good topics accessible to smaller local charities (that don’t have smaller dedicated teams). This could also apply to smaller family foundations around the UK. As a

more general suggestion, one of the respondents felt that a forum that brought together staff of a similar management level in trusts and foundations would be useful as there are not many opportunities for mid-level grant managers to get together and the Funder Learn Tech events were an example to them of how this can be very powerful.

“Nothing that really comes to mind I think it was a good structure but at the same time it was informal enough for people to just have a broader conversation”

Participant in the Funders Learn Tech Learning Events

“Not for me no. I feel like they have been well conceived, well focused, well chaired, the speakers have been really good, there’s been good interaction and openness to discussion. So I think they are lively and healthy events.”

Participant in the Funders Learn Tech Learning Events

Did anything result from taking part in the learning events?

For two respondents the events led to new learning about tech for good, for example learning about a new framework for systems change or how to assess tech for good applications. One respondent also identified that the main result of the event for them was strengthening relationships with existing contacts. Finally, one of the attendees also found that the meetings helped them to reflect and generate further thinking:

“I said yesterday in the meeting, I keep going to meetings that are not about diversity but I end up just thinking about diversity. So, how can we make tech and digital stick when such a high percentage of trustees are white men over the age of 60 who will have no idea about tech and digital? How can we make tech stick when the majority of charity leaders themselves are pretty homogenous? How can we make tech and digital appealing when the funding environment for charities is so difficult that they just have to focus on the day to day survival than stepping back and thinking what might make our services easier to access or better or

sustainable? Creating space for those kind of thoughts is really hard.”

Participant in the Funders Learn Tech Learning Events

“I think a lot of the work Comic Relief and Paul Hamlyn are doing already in terms of raising tech for good as a thing, funding a lot of interesting projects, doing it in a really open and collaborative way and the eco-system building work they are putting on I think is fantastic.”

Participant in the Funders Learn Tech Learning Events

5.2 Tech for Good Hub

FINDINGS SUMMARY

- The Tech for Good hub expanded to 1200 registered users by the end of May 2019, with an average of 682 unique users, 942 sessions (each session of activity that a user with a unique IP spends on the hub) and 1987 page views per month.
- Feedback from users was particularly positive, with the majority of users joining the Tech for Good hub to get tips on accessing/applying for funding.

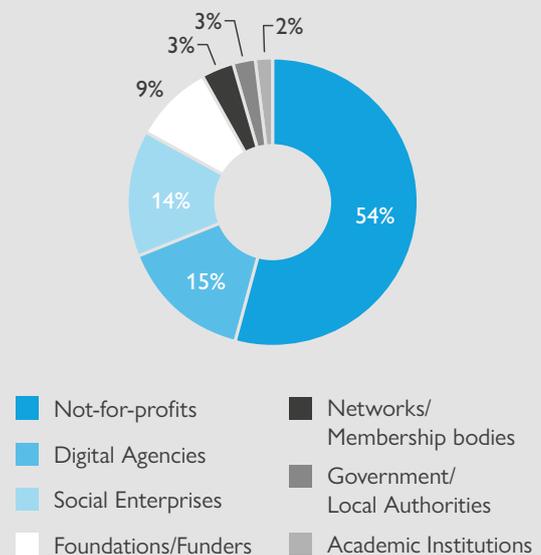
The mission of the Tech for Good Hub (<https://techforgoodhub.co.uk>) is to help people and their organisations get ready to seek funding and to support funders feel more confident about funding tech for good projects. Alongside information about the Tech for Good Programme, between May 2018 and March 2019 40 Tech for Good articles were published on the Tech for Good Hub blog, covering evidence-based guidance on how not-for-profits can get ready to ‘do Tech for Good’ and find funding – including practical tips and insights from the 26 tech projects funded by Comic Relief and Paul Hamlyn Foundation since 2016 (some of which was generated from the interviews from this evaluation), evidence-based articles for grant-makers on how to

fund tech, including insights from funded teams and grant managers and guest articles from stars of the UK tech for good movement.

Breakdown of registered users of the Tech for Good Hub

There were 1200 registrants to the Tech for Good Hub by the end of May 2019. Between May and December 2018 there were an average of 682 users, 942 sessions and 1987 page views per month. An analysis of the email addresses of the first 587 registered users of the Tech for Good Hub identified that the majority (54%) were not-for-profits, followed by digital agencies (15%), social enterprises (14%) and funders (9%). 159 could not be identified from their email addresses. 14 of the organisations that signed up for the Tech for Good hub were were applicants to the 2019 Tech for Good funding programme.

Tech for Good Hub Users



| | |
|------------------------------|-----|
| Not-for-profits | 232 |
| Digital Agencies | 64 |
| Social Enterprises | 60 |
| Foundations/Funders | 38 |
| Networks/Membership bodies | 15 |
| Government/Local Authorities | 11 |
| Academic Institutions | 8 |

As part of the evaluation an online questionnaire was sent out to users of the Tech for Good hub. The responses from eight of the users of the hub follows below:

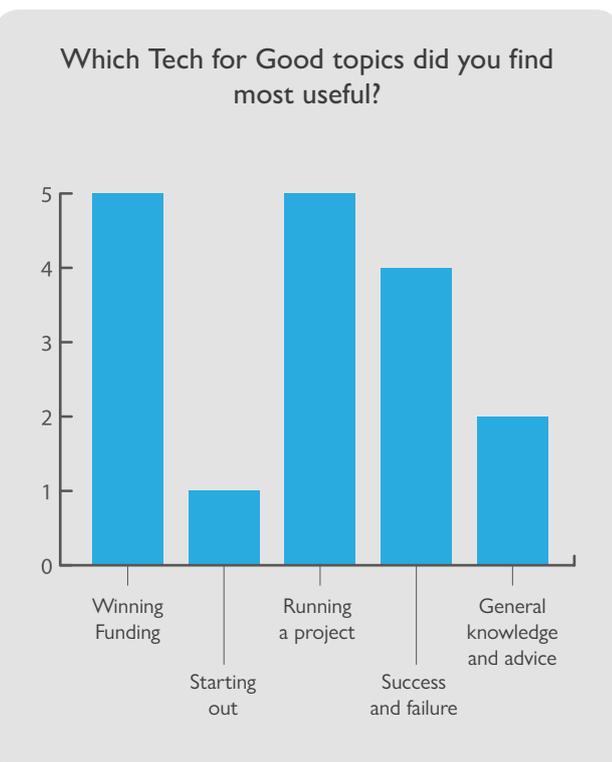
Where did you hear about the Tech for Good Hub?

| | |
|---|---|
| Twitter | 1 |
| Online | 3 |
| Email | 2 |
| Via a Tech for Good funder (Nominet Trust/PHF/Comic Relief) | 2 |

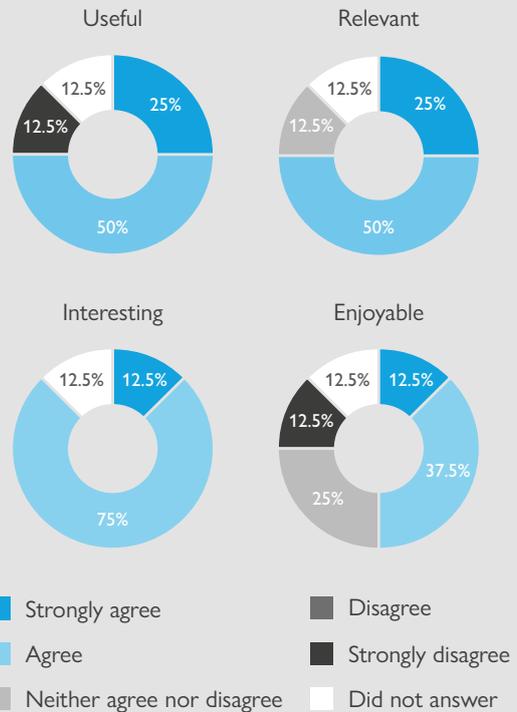
What were your main reasons for signing up for the hub?

The majority of responses related to getting tips on accessing/applying for funding for Tech for Good projects, or because they wanted to apply for the Tech for Good programme funding more specifically. Other responses related to keeping in touch with the tech for good sector; interest generally in tech for good topics, to keep an eye on charity trends and to understand how to implement digital transformation at their charity based on how other charities had run tech for good projects.

Which Tech for Good topics did you find most useful?



To what extent would you agree that the content from the hub was...



Could you tell us why these topics have been useful?

Users of the Tech for Good hub gave a variety of reasons for finding the hub useful. One respondent found the topics critical to the success of their business. For the majority of respondents the information was useful to learn more about funding and how to apply for funding and for tips for running tech for good projects.

What other information/content would you like to see on the hub in future?

- AI and how this can be used on a limited budget within a small charity.
- How can some of the tech be scaled down and used in smaller charities (under £200k)
- How to use tech to reach beneficiaries
- How to use it to demonstrate our influence and our reach
- More of criteria around funding

Conclusions

The conclusions below are based on the three evaluation questions that were agreed at the start of the evaluation.

1. To what extent has the Tech for Good Programme been successful in generating the intended outcomes for participating not-for-profits?

a) To what extent have all participating organisations in the Tech for Good Programme developed viable digital products as a result of taking part in the programme?

b) To what extent has the programme led to both intended and unintended outcomes for all participating organisations? (e.g. broader adoption of digital ways of working across the organisation)

Involvement in the Tech for Good programme has helped the majority of participating not-for-profits to develop viable digital products, although with the majority of the 2018 Tech for Good cohort only just getting to the point of developing a Minimum Viable Product (MVP) there is more time and work needed to assess viability. From the most recent 2018 Tech for Good cohort, the majority of participating not-for-profits have at least reached the stage of developing a Minimum Viable Product (MVP) (or were scheduled to reach this stage by the end of the grant) that is currently in the final stages of being tested by a selected group of users. Two of the digital products or services have been launched to the general public and two others are in the development stage of their product or service, either due to staff changes or a change in the design of the product or service, although both expect to have a MVP at some point in 2019. Overall, the majority of the not-for-profits were satisfied with the stage they had reached with, and optimistic about the potential of, their digital product or service even if (with the

focus on user-centred design and the agile process) for many this was a different MVP than they had anticipated at the start of the project.

For the eight not-for-profits from the 2016 and 2017 Tech for Good cohorts that could be reached for both the 2018 and 2019 telephone interviews, four of the digital products or services are still running as they originally intended at the end of their involvement in the Tech for Good programme, and either maintaining or growing their usage. Three of the not-for-profits from the 2016 and 2017 Tech for Good cohorts are about to re-launch the digital products or services in 2019 in a different format but addressing the same problems for users, and one of the digital products or services is no longer running because the digital product or service was better addressed through existing commercial digital products and services. However, the not-for-profit identified crucial learning and networking that has supported the development of other services within their organisations (e.g. using the content directly for us in another digital service). Four of the not-for-profits from the 2016 and 2017 cohorts could not be contacted and the status of their digital products and services is not known.

In relation to outcomes for the **user/beneficiary experience and access**, overall the not-for-profits from the 2018 Tech for Good cohort that had reached the stage of at least developing an MVP and conducting testing with users were receiving strong feedback from users, although a number of the not-for-profits advised that it was still too early to draw conclusions, particularly for the medical devices that required longer cycles of testing. For a number of not-for-profits from the 2018 Tech for Good cohort the testing of the digital product or service had helped them to reach a wider pool of beneficiaries or strengthened dialogues or relationships with their users/beneficiaries. Although the availability and quality of outcome-related data varied, not-for-profits from the 2016 and 2017 Tech for Good cohorts could provide evidence for a range of outcomes, from expanding their reach to a significantly larger number of beneficiaries, providing a more flexible service and increasing the wellbeing of beneficiaries. Even for the not-for-profits that

were either no longer running the same digital product or service they developed with support from the Tech for Good programme, they could still show how the content developed was supporting beneficiaries (either through offline services or new digital products due to launch in 2019).

As anticipated in the Tech for Good theory of change one of the strongest outcomes to emerge from the evaluation from the Tech for Good programme related to an increase in the **organisational capacity** of participating not-for-profits, particularly in relation to organisational learning (and the application of the learning). This was particularly apparent in the large proportion of not-for-profits across all Tech for Good cohorts that could give examples of how they had applied the concepts of user-centred design and/or agile development methodologies to their wider non-digital work, as well as in their increased comfort in using digital practices/ terminology and the positive influence on their developing new digital products, services and strategies. In relation to organisational capacity, some not-for-profits also found that the development of their digital product or service led to new efficiencies or improved relationships (e.g. between staff and volunteers) within their organisations, while several not-for-profits highlighted the recognition they had gained through publicity (e.g. from winning awards or being featured on TV) or through the association with the Comic Relief brand.

The sustainability of the digital products or services is a key consideration in ensuring that the outcomes for users/beneficiaries above continue (or in the case of the 2018 Tech for Good cohort, are fully realised), particularly **access to funding and the creation of sustainable revenue streams** for the digital product or service. The majority of the 2018 Tech for Good cohort were already taking steps to secure further funding, two not-for-profits had already received further funding, four are in the process of applying and three anticipate covering ongoing costs from internal budgets/unrestricted funds. A number of not-for-profits from the 2018 Tech for Good cohort were also exploring commercial pathways to scale their digital product or service and building up evidence to facilitate this. In relation to the not-for-profits from the 2016 and 2017 Tech for Good cohorts, while three had found further funding, one had secured ongoing commercial funding and several

had now integrated the costs of running their digital products or services into their internal budgets, most of those interviewed in 2019 were still looking for further funding. While the general feedback was that the digital products or services were not at imminent risk, it was clear that finding funding to maintain or update the products or services was an ongoing challenge.

2. Have changes made to the Tech for Good programme in 2018 led to increased efficiency and effectiveness compared to 2016-17?

a) What does the journey look like for a grant-funded tech for good project before, during and after their grant? How has this changed in 2018/19?

b) Has there been an increase in efficiency/effectiveness in the running of the Tech for Good Programme between 2016/17 and 2018?

There were many similarities in the journeys of not-for-profits participating in the Tech for Good programme between 2016 and 2018, for example the majority of the participating not-for-profits across the three years:

- Formed a positive working relationship with their digital partner (particularly where they had an existing relationship and/or the digital partner specialised in working in the not-for-profit sector)
- Adopted user-centred design and agile/iterative development processes, which were embraced by the majority of not-for-profits across the three years of the Tech for Good programme (and led to the majority of digital products or services being altered to fit with the needs of the users/beneficiaries).
- Received strong support from within their organisations, particularly from management and board level

It is difficult to make comparisons of the effectiveness/efficiencies of the processes of the Tech for Good programme across the three years, given that no staff members from not-for-profits participated in more than one cohort⁷ to compare their experience. However, it was clear that changes made to the running of the Tech for Good programme between the 2017 and 2018 Tech for Good cohorts, and the feedback in relation to the changes has been positive.

In response to feedback from the 2016 and 2017 Tech for Good cohort the programme team implemented 'lighter touch' reporting requirements, extended the development period to 9 months and sought to provide more consistent and structured non-financial support through a single point of contact (CAST). In their feedback on challenges and improvements the overall length of the grant was not raised by any of the not-for-profits in the 2018 Tech for Good cohort, who particularly appreciated the openness and flexibility from Comic Relief in relation to the management of the grant (e.g. to pivot based on learning) as well as the less time-consuming (in relation to other funders) reporting requirements, although in some cases not-for-profits wanted more reassurance on direction from Comic Relief. The support provided from CAST received positive feedback from all of the not-for-profits that used their support and guidance (11 of the 12 not-for-profits). Not-for-profits used this support to different extents; to regularly check in on progress, to get specific advice on a problem or change of direction, and/or to access expert support recommended through CAST. It was clear from the feedback from not-for-profits that the support was well received and was clearly critical to the development of MVPs for a number of the not-for-profits. There were still suggested improvements from the 2018 Tech for Good cohort, particularly in relation to getting more structured support with setting up partnerships and contracts with digital partners, but overall the changes to the Tech for Good programme in 2018 are likely to have led to increased efficiencies and effectiveness in the running of the programme.

⁷ WESC Foundation have been involved in both the 2017 and 2018 cohorts, although with different internal development teams/leads

3. How can the tech for good ecosystem be strengthened and what role could Comic Relief and Paul Hamlyn Foundation play in this?

- a) How has learning from the programme and evaluation influenced the tech for good ecosystem, and to what extent has it led to the desired outcomes, for example, increased understanding of funding digital projects or increased collaboration?
- b) How has learning from the evaluation been used to increase collaboration and make the whole system more connected and resilient?
- c) Is the understanding of Comic Relief/ PHF of the members of the tech for good ecosystem correct? Are there other aspects to the ecosystem that were not identified through the theory of change process?
- d) What do funders and other interested parties need in order to commit to investing in this area? To what extent are there barriers that stopping funders from making tech for good grants and have these changed from those identified in 2016/17?

Although feedback was received from a relatively small sample of both the users of the Tech for Good Hub and attendees at the Funders Learn Tech events, participants gave positive feedback on both initiatives, particularly in relation to learning more about the topic of tech for good and in relation to connecting and discussing related issues with other organisations (in the learning events).

An analysis of the registered uses of the Tech for Good Hub also highlighted that Comic Relief and Paul Hamlyn Foundation were engaging with a wide range of organisations, predominantly not-for-profits but also social enterprises and funders. By the end of 2018 the Hub was averaging close to 2000 page views per month and with the number of registered users for the hub exceeding expectations and feedback on articles positive, there is a clear role for the Tech for Good Hub going forward in providing information to the wider section about tech for good.

Although it is too early to ascertain the degree to which learning from this evaluation has been used to make the whole tech for good ecosystem more resilient and connected, there has been interesting learning generated from the evaluation that could feed into this in future. In relation to key members of the tech for good ecosystem that may not have been considered by Comic Relief and Paul Hamlyn Foundation, respondents in the evaluation identified that it was important to engage with funders that supported smaller not-for-profits, as well as engaging with smaller local foundations around the UK. Digital partners from the 2018 Tech for Good cohort, attendees at the Funders Learn Tech events and current and former members of the Tech for Good programme team also gave advice regarding what funders and other interested parties needed, in order to commit to investing in tech for good, which can be summarised as follows:

1. Training and support to build the confidence, knowledge and skills of grant managers in how to assess applications relating to digital products or services and identify what makes a project likely to be successful and where their funding can have the greatest impact? This could include 'How to' ideas to adapt their application/assessment/grant management processes.

“Certainly, we need to improve our own tech literacy, what I have, speaking very openly, is a team of grant managers who are really comfortable assessing an

organisations governance or financial systems or business plan as soon as an organisation says to us we want to do something digital related or we want to pilot an app we don't have the confidence and competence to assess that properly.”

Participant in the Funders Learn Tech learning event

2. Making sure communications and discussions around tech for good include the right people at the right levels. In particular, working with not-for-profits to put in place more diverse boards that also include trustees that are comfortable with digital products and services.
3. Providing examples of successful projects, both in terms of being able to demonstrate the difference for beneficiaries, but also to illustrate what a 'tech development journey' looks like and the challenges and needs grantees may face along the way (and the potential solutions). This should include projects that have survived and thrived for several years following the end of their grant and can show success, as well as some examples of successful business models for digital products & services.

“You need someone to be a bit of a path finder or to start on that journey you need some people to just start going along and hearing about things and then you can spread that learning to others, to trustees and grantees.”

Participant in the Funders Learn Tech learning event

4. Stronger and more effective impact measurement/M&E of digital products and services in the tech for good arena.

“I think in terms of some of the areas where there could be a lot of interesting work done I think around impact and how you measure and evidence the impact your tech based interventions relative to other sorts of interventions particularly in the context of having to manage a tech build as well as the financial side as well as the social and user value, around that triple helix of growth and the challenges of doing all those 3 at the same time can bring. I think there’s also a piece of work around evidencing the financial track record of these sorts of interventions because many of them are just as robust or more robust than mainstream companies that get funding for digital products and interventions.”

Participant in the Funders Learn Tech event

5. More clarity around what is the same and different between a digital vs a traditional service project, often there can be a perception from the not-for-profit sector that ‘gold standard’ equals face-to-face one to one and digital equals second best. There can also be

a perception that funders can spend a lot of money but come away with something of limited value and/or incomplete versus funding traditional services where funders can be more confident that something will have happened for beneficiaries as a result of the work.

6. Changing common perceptions of digital solutions, that effective digital products or services can’t be developed in 2 -3 weeks in a college bedroom and that digital solutions are not something ‘gimmicky or geeky’ and rather can be critical to the survival growth of the charity.

“How can we make tech and digital appealing when the funding environment for charities is so difficult that they just have to focus on the day to day survival than stepping back and thinking what might make our services easier to access or better or sustainable, creating space for those kind of thoughts is really hard.”

Attendee at Funders Learn Tech event

7. Support with designing their funding programme/streams, e.g. answering the question of whether they need a separate strand of tech for good funding or whether tech for good funding can be integrated into other funding streams.

Recommendations

1. **Providing contractual support:** across the 3 years of the Tech for Good programme there have been requests for more structured support/expertise, as early as possible in the grant, for participating not-for-profits in drawing up contracts and partnership agreements with digital partners. Discussions within the Tech for Good programme team have previously mentioned engaging with a legal expert on a retainer, to support not-for-profits and this may be worth considering as based on the first three years of the programme it is only likely to be taken up by a small number of organisations.
2. **Selecting digital partners:** it was notable that there was often a stronger relationship where not-for-profits worked with a digital partner that they had either worked with before or had experience of working in the not-for-profit sector. Understanding the not-for-profit sector and the way that organisations within the sector work is clearly a key factor in the success of partnerships and it may be worth considering more stringent guidelines regarding which digital partners not-for-profits can work with or the criteria that partners need to meet.
3. **Providing fundraising support:** securing ongoing funding is clearly a challenge for not-for-profits that have developed a digital product or service and this could be an area on which to focus, setting up meetings and webinars to support not-for-profits from any of the Tech for Good cohorts with writing bids.
4. **Keeping in touch:** the fundraising support could also be a point around which to keep in touch with previous cohorts and build more connections between them. Given discussions with the not-for-profits as part of the evaluation it's likely to be the most engaging topic around which to potentially build ongoing communication.
5. **Aligning with Tech vs Abuse:** given the cross-over/points of similarity with the Tech vs Abuse programme it would be advisable to connect the evaluation teams across the two initiatives for a debrief, as this proved valuable during an analysis workshop in 2018.
6. **Realigning the 'M' with the 'E':** There could be further alignment made between the monitoring and evaluation activities in relation to the Tech for Good programme. For example, the monitoring reports and evaluation tools currently overlap and with minor changes could be used together more effectively. A member of the team evaluating the next phase of the Tech for Good programme attending the Boot Camp could also collect monitoring data alongside evaluation baseline interviews (saving considerable time) and aligning the final project interviews to coincide with the final reporting forms would likely collect better quality data as the not-for-profits will be at the end of the grant phase and better able to reflect. The monitoring and evaluation that is conducted by the organisations themselves could also be set with support from the evaluation team, potentially using the framework in Appendix B as a basis.
7. **Promoting User-centred design:** One of the most exciting findings (from the perspective of the evaluation team) was that many of the not-for-profits were applying user-centred practices to their own non-digital projects and programmes. The benefits of this approach could be put together into a case-study, guide and/or presentation and shared more widely as best practice in the not-for-profit sector (e.g. in a webinar or to other Comic Relief/Paul Hamlyn Foundation grantees), which would also promote the Tech for Good programme to a wider audience.
8. **Taking Funders Learn Tech on tour:** running local versions of the Funder Learn Tech events could help to fulfil a key recommendation in this report from an attendee at the Funder Learn Tech to engage with smaller local funders and foundations around the UK, particularly if this is combined with a marketing plan designed to target these organisations.

9. **Refine tech for good funder guidance:** before heading off on tour, run a workshop with a small group of regular attendees at the Funders Learn Tech events to flesh out the guidance on page 49 in relation to how to engage funders in tech for good
10. **Updating the Tech for Good theory of change:** Finally, while the theory of change has held up particularly well in comparison to the findings of this report, with evidence apparent for different assumptions, it would still be good practice to review and update the theory of change on the basis of the report. As a minimum there are some vague statements (e.g. 'the team developing a project is as important as the project concept/idea) that would benefit from further clarity.

Appendix A: Tech for Good Evaluation Objectives

| Evaluation Question | Sub-evaluation Question | Area of theory of change |
|---|---|---|
| <p>1. To what extent has the Tech for Good Programme been successful in generating the intended outcomes for participating not-for-profits?</p> | <p>1. To what extent have all participating organisations in the Tech for Good Programme developed viable digital products as a result of taking part in the programme? 2. To what extent has the programme led to both intended and unintended outcomes for all participating organisations? (eg. broader adoption of digital ways of working across the organisation)</p> | <p>This relates to the mid-term and long-term outcomes in the theory of change and a number of assumptions: <i>Learning for an organisation embracing digital ways of working is as useful as the actual creation of the product</i> <i>A lot of value from the programme won't become clear until further into a project's lifecycle</i> <i>Some projects have the potential to become sustainable after funding is provided</i> <i>Digital projects have sufficient support form management within not-for profit</i></p> |
| <p>2. Have changes made to the Tech for Good programme in 2018 led to increased efficiency and effectiveness compared to 2016-17?</p> | <p>3. What does the journey look like for a grant-funded tech for good project before, during and after their grant? How has this changed in 2018/19? 4. Has there been an increase in efficiency/effectiveness in the running of the Tech for Good Programme between 2016/17 and 2018?</p> | <p>This relates to the activities in the 'what we do' section relating to the not-for-profits in the Tech for Good programme, the short-term outcomes and a number of assumptions including: <i>Effective partnerships will form between not-for-profits and their digital partners</i> <i>Creating a product and 'learning by doing' is key to creating more relevant and useful products</i></p> |
| <p>3. How can the tech for good ecosystem be strengthened and what role could Comic Relief and Paul Hamlyn Foundation play in this?</p> | <p>5. How has learning from the programme and evaluation influenced the tech for good ecosystem, and to what extent has it led to the desired outcomes, for example, increased understanding of funding digital projects or increased collaboration? 6. How has learning from the evaluation been used to increase collaboration and make the whole system more connected and resilient? 7. Is the understanding of Comic Relief/PHF of the members of the tech for good ecosystem correct? Are there other aspects to the ecosystem that were not identified through the theory of change process? 8. What do funders and other interested parties need in order to commit to investing in this area? To what extent are there barriers that stopping funders from making tech for good grants and have these changed from those identified in 2016/17?</p> | <p>This relates to the activities and outcomes within the theory of change that relate to the wider tech for good ecosystem and ongoing outcomes. The evaluation question will also explore the understanding of the tech for good ecosystem within the theory of change.</p> |

Appendix B: Tech for Good Evaluation Framework: May 2018 - Interviews

| Evaluation Question | Sub-evaluation Question | Interview - All participating Projects | Interview - New Projects 2018 |
|---|--|--|---|
| <p>1. To what extent has the Tech for Good Programme been successful in generating the intended outcomes for participating not-for-profits?</p> | <p>1. To what extent have all participating organisations in the Tech for Good Programme developed viable digital products as a result of taking part in the programme?</p> <p>2. To what extent has the programme led to both intended and unintended outcomes for all participating organisations? (eg. broader adoption of digital ways of working across the organisation)</p> | <p>What inspired you to apply for Tech for Good funding?</p> <p>Could you describe the digital product or service that you developed with support from the Tech for Good programme?</p> <p>Did your organisation develop any other digital products or services before the Tech for Good programme? Can you tell us a bit about this? Did you receive funding for this? If so from whom?</p> <p>What were the main problems that your product intended to address? Why did you believe a digital product was a good way to tackle them?</p> <p>How much did the digital product/service change from your original plan/prototype?</p> <p>How do you decide/did you decide what success looks like for your digital product or service? Based on this, to what extent do you feel that the digital product or service was successful and worked as intended?</p> <p>If the digital product or service is currently in use to what extent do you think it will still be in use in 2 years/3 years/5 years? If yes, what evidence do you have for this? What could prevent it from continuing to be used?</p> <p>What were the main outcomes for your organisation (both positive/negative and intended/unintended) as a result of taking part in the Tech for Good programme?</p> <p>What were the main outcomes for your target audience/participants (both positive/negative and intended/unintended) as a result of using the digital product or service? Do you have any monitoring and evaluation data you could share with us in relation to this?</p> <p>Did you or colleagues involved in developing the digital product or service learn anything new from taking part in the Tech for Good programme? How has this new learning influenced your ways of working/service delivery etc?</p> <p>Has your organisation developed any other digital products or services outside of the Tech for Good Programme? Has the Tech for Good programme influenced this development in any way? If so in what way?</p> | <p>What inspired you to apply for Tech for Good Funding?</p> <p>Could you describe the digital product or service that you are planning to develop with support from the Tech for Good programme?</p> <p>What are the main problems/issues that the digital product or service is intended to address? Why is a digital product or service important to addressing this problem?</p> <p>What does success look like for your digital product or service? How will you measure this? What are the top 3 things you think might effect the success of the digital product or service?</p> <p>What are the main outcomes you are expecting for your organisation as a result of taking part in Tech for Good?</p> <p>What are the main outcomes for your target audience/participants you are expecting as a result of the digital product or service?</p> <p>Has your organisation developed any other digital products or services before?</p> |

| Evaluation Question | Sub-evaluation Question | Interview - All participating Projects | Interview - New Projects 2018 |
|---|---|--|---|
| <p>2. Have changes made to the Tech for Good programme in 2018 led to increased efficiency and effectiveness compared to 2016-17?</p> | <p>3. What does the journey look like for a grant-funded tech for good project before, during and after their grant? How has this changed in 2018/19?</p> | <p>Can you describe the key events/ activities/ turning points in the development of your digital product or service? Who was involved/what happened? At what stage were you at with the development of the digital product or service when you received Tech for Good funding?</p> <p>How important is the agile process to the development of the digital product or service? Would you expect the same results without using the agile methodology?</p> | <p>What steps have you gone through to date as part of the Tech for Good programme?</p> <p>Could you describe your understanding of the main steps you will go through to develop your digital product or service?</p> <p>Who are you planning to work with, both within and outside of your organisation, to develop your digital product or service?</p> |
| | <p>4. Has there been an increase in efficiency/effectiveness in the running of the Tech for Good Programme between 2016/17 and 2018?</p> | <p>What support did you receive from Tech for Good across the course of developing your digital product or service? Was there any additional support you feel would have helped to develop your digital product or service?</p> <p>What were the key events/activities/support along the journey that made a difference?</p> <p>To what extent do you feel you were supported by your own organisation in developing the digital product or service? What further support do you feel would have helped? Are there any individuals/organisations that you didn't work with that you feel should have been involved? (e.g. that would have helped to develop the digital product or service, or that would have benefited from being involved).</p> | <p>What support do you feel you need from the Tech for Good programme to develop the digital product or service?</p> <p>What support do you feel you need from your own organisation in developing the digital product or service?</p> <p>To what extent do you feel you already have the right support in place within your organisation?</p> <p>How did you meet your digital partner and agree to work together?</p> |

| Evaluation Question | Sub-evaluation Question | Interview - All participating Projects | Interview - New Projects 2018 |
|---|---|---|---|
| <p>3. How can the tech for good ecosystem be strengthened and what role could Comic Relief and Paul Hamlyn Foundation play in this?</p> | <p>5. How has learning from the programme and evaluation influenced the tech for good ecosystem, and to what extent has it led to the desired outcomes, for example, increased understanding of funding digital projects or increased collaboration?</p> | <p>Did you connect with any new organisations as a result in taking part in the Tech for Good Programme? If so, in what context and for what purpose? Are you still in contact with these organisations?</p> <p>Could you give any examples of how connection with other organisations led to any further collaboration? (e.g. knowledge sharing, partnerships)</p> <p>Have you received further funding for your digital product or service? If so, from whom? How did you hear about the funding? Did your experience on the Tech for Good programme help you to apply for further funding? If so, how?</p> | |
| | <p>6. How has learning from the evaluation been used to increase collaboration and make the whole system more connected and resilient?</p> | | |
| | <p>7. Is the understanding of Comic Relief/PHF of the members of the tech for good ecosystem correct? Are there other aspects to the ecosystem that were not identified through the theory of change process?</p> | <p>Who did you work with in the course of developing the digital product and service?</p> <p>Are there any individuals/organisations that you didn't work with that you feel should have been involved? (e.g. that would have helped to develop the digital product or service, or that would have benefited from being involved).</p> | |
| | <p>8. What do funders and other interested parties need in order to commit to investing in this area? To what extent are there barriers that stopping funders from making tech for good grants and have these changed from those identified in 2016/17?</p> | <p>If you have received other tech for good funding, how has your experience differed? What could CR/PHF learn from your experiences with other funders?</p> | <p>Have you received other tech for good funding in the past? If so, can you tell us about your experience of that funding?</p> |

Appendix C: Tech for Good Evaluation Framework: May 2018 - Online Questionnaires

| Evaluation Question | Sub-evaluation Question | Online Questionnaire - Users | Online questionnaire - Participants in funder events | Online Questionnaire - Tech for Good Team and Stakeholders |
|---|---|---|--|---|
| <p>1. To what extent has the Tech for Good Programme been successful in generating the intended outcomes for participating not-for-profits?</p> | <p>1. To what extent have all participating organisations in the Tech for Good Programme developed viable digital products as a result of taking part in the programme?</p> <p>2. To what extent has the programme led to both intended and unintended outcomes for all participating organisations? (e.g. broader adoption of digital ways of working across the organisation)</p> | <p>How often do you use the name of digital product or service?</p> <p>What do you use the name of the digital product or service for?</p> <p>Overall how would you rate your experience of using the digital product or service?</p> <p><i>If you answered satisfied or very satisfied to the above question, could you describe how the digital product or service has been useful to you?</i></p> <p>When was the name of the digital product or service most useful to you?</p> <p>What could be improved about the digital product or service?</p> <p>How likely would you be to recommend the name of the digital product or service?</p> | | <p>To what extent do you feel participating organisations in the Tech for Good Programme have developed viable digital products?</p> <p>Do you know how many of these digital products and services are still running at this point? In general do you feel the digital products or services are likely to be sustainable? If not, why not?</p> <p>What are the main outcomes you are aware of for organisations participating in the Tech for Good programme (for individuals, organisations and their beneficiaries)?</p> |
| <p>2. Have changes made to the Tech for Good programme in 2018 led to increased efficiency and effectiveness compared to 2016-17?</p> | <p>3. What does the journey look like for a grant-funded tech for good project before, during and after their grant? How has this changed in 2018/19?</p> | | | <p>What does the journey look like for a grant-funded tech for good project before, during and after their grant? How has this changed in 2018?</p> |
| | <p>4. Has there been an increase in efficiency/effectiveness in the running of the Tech for Good Programme between 2016/17 and 2018?</p> | | | <p>How has the Tech for Good programme changed since its inception? How have these improvements increased efficiency/effectiveness? For example, the duration of the grant, amount of funding, support package, no. of grantees in cohort, application process, learning events/"bootcamps"</p> |

| Evaluation Question | Sub-evaluation Question | Online Questionnaire - Users | Online questionnaire - Participants in funder events | Online Questionnaire - Tech for Good Team and Stakeholders |
|---|--|------------------------------|--|---|
| <p>3. How can the tech for good ecosystem be strengthened and what role could Comic Relief and Paul Hamlyn Foundation play in this?</p> | <p>5. How has learning from the programme and evaluation influenced the tech for good ecosystem, and to what extent has it led to the desired outcomes, for example, increased understanding of funding digital projects or increased collaboration?</p> | | <p>How many funder learning events did you attend?</p> <p>How did you hear about the events?</p> <p>Did you connect with any new organisations as a result in taking part in the name of learning events? Are you still in contact with these organisations?</p> <p>If you connected with new organisations did this lead to any further collaboration? (e.g. knowledge sharing, partnerships)</p> <p>What was the most useful part of attending the funder learning events?</p> | <p>Can you give any examples of how the learning from the evaluation (e.g. the interim report) has been used to benefit individual not-for-profits or the wider sector/tech for good ecosystem?</p> |
| | <p>6. How has learning from the evaluation been used to increase collaboration and make the whole system more connected and resilient?</p> | | <p>To what extent do you feel that you learnt something new from taking part in the name of the learning events?</p> <p>If you answered strongly agree/agree to the above question could you tell us more about what you learnt?</p> <p>If you answered strongly disagree/disagree how could these events have been improved to enable you to learn more?</p> | <p>Can you give any examples of how the learning from the evaluation (e.g. the interim report) has been used to benefit individual not-for-profits or the wider sector/tech for good ecosystem?</p> |
| | <p>7. Is the understanding of Comic Relief/PHF of the members of the tech for good ecosystem correct? Are there other aspects to the ecosystem that were not identified through the theory of change process?</p> | | <p>Are there other individuals and organisations that you feel would add value to or benefit from attending the name of the learning events?</p> | <p>Are there any individuals or organisations not involved with Tech for Good that you feel could add value as a partner?</p> |

| Evaluation Question | Sub-evaluation Question | Online Questionnaire - Users | Online questionnaire - Participants in funder events | Online Questionnaire - Tech for Good Team and Stakeholders |
|---|---|------------------------------|---|---|
| <p>3. How can the tech for good ecosystem be strengthened and what role could Comic Relief and Paul Hamlyn Foundation play in this?</p> | <p>8. What do funders and other interested parties need in order to commit to investing in this area? To what extent are there barriers that stopping funders from making tech for good grants and have these changed from those identified in 2016/17?</p> | | <p>What do you think are the top 3 things that need to be in place for funders to invest in/support tech for good projects? (e.g. examples of successful tech for good projects)</p> <p>What are the top 3 barriers that you feel prevent funders from investing in tech for good projects?</p> | <p>What do you think are the top 3 things that funders need to invest in/support tech for good projects? (e.g. examples of successful tech for good projects)</p> <p>What are the top 3 barriers that you feel prevent funders from investing in the tech for good ecosystem?</p> |

Appendix D: 1st Draft of a Tech for Good Outcomes Framework

| Theme | Outcome Level 1 | Outcome Level 2 | Question |
|---|--|---|--|
| <p>User/Beneficiary experience/access</p> | <p>Target beneficiaries have increased connection to services (for support/ information)</p> | <p>Increased reach of service/programme (more users)</p> | <p>1. Has the technology you have developed as part of TFG had any effect on your (organisation's) ability to reach/ provide services to your target beneficiary group? Prompt: has had any effect on the number of service users/beneficiaries? Have you been able to reach new beneficiaries or other beneficiary groups (e.g from a different demographic group or geographic location)? If yes, please tell us why you think this is? (e.g enjoyment, affordability etc)</p> <p>(IF THE/A SIMILAR SERVICES EXISTED PRIOR TO BEING PART OF TFG - If not move to Q4)</p> <p>2. Has the technology had any affect on the nature of the service provision? Prompt: for instance the breadth, scope or type of provision - has it enabled you to widen the scope of the service provision, through new types of content or increasing the flexibility to the service(such as remote and 24 hour access? Does the technology change the service experience in any way i/e making it more enjoyable, more customisable, easier to access or more autonomous?</p> <p>3. Has it had any effect on the way in which your beneficiaries engage with, use or connect to the service? (prompt: for example their service access habits? Prompt: Do they access the service more often, or to a greater extent?</p> <p>4. What (if any) have been the primary benefits of using the technology or the service it provides (for your target beneficiaries)? (prompt: does the technology promote social or economic or personal wellbeing? If yes, please describe how it does this - e.g through access to resources, information, therapy, peers etc) Have you collected any data or can you provide any evidence to demonstrate this impact?</p> |
| | | <p>Extended breadth of service/programme (more content/service options)</p> | |
| | | <p>Increased length of service (24 hour access)</p> | |
| | | <p>Increased customisation/personalisation of service</p> | |
| | | <p>Increased ease of connection (removal of barriers to access including cost, geography, time etc)</p> | |
| | | <p>More user-friendly service provision</p> | |
| | | <p>Extended reach of service/programme (more users)</p> | |
| | | <p>Extended breadth of service/programme (more content/service options/ greater interconnectivity)</p> | |
| | | <p>Increased length of access to peers (24 hour access to support and information)</p> | |
| | | <p>Increased ease of connection to peers (removal of barriers to access)</p> | |
| <p>Increased access to social 'capital' -resources; spaces; institutions; knowledge</p> | | | |
| <p>Increased autonomy/ independence (and agency) for users</p> | | | |
| <p>Increased Financial Resilience (for people with low incomes)</p> | | | |
| <p>Communities are more socially and financially productive</p> | | | |
| <p>Increased social, financial, personal wellbeing and inclusion</p> | | | |

| Theme | Outcome Level 1 | Outcome Level 2 | Question |
|---|---|--|---|
| Programme Effectiveness/ Agility/ Efficiency | Faster scaling of programming/ services | Ability to release new content/ services to a wider group more efficiently | <p>5. What (if any) benefits has the use of technology brought to the service provision or programming (for your organisation)? Prompts : For example, has it made your programming/ service delivery more effective or efficient? If yes how - examples of effectiveness: customizability or flexibility in terms of content creation/adaptation, service provision or engagement with beneficiaries; examples of efficiency: faster scaling, more cost or resource effective working, participants ability to access service autonomously.</p> <p>6. Have you used the technology to gain direct input, feedback or learning from your beneficiaries regarding your programming or service provision? Have you used the technology for piloting or testing new ways of service provision or engagement? Have you changed or adapted the service in light of learning/data? If yes, please describe this process. Were test results were used to develop or change the service?</p> <p>7. Could you tell us a little about your plans for sustaining the technology beyond TfG? Have you sustained any ongoing funding? Is the product monetised or monetisable? Do you have a current business plan? Are you aware of any competitors in your space? If yes, do have plans or strategies in relation to your ability to co-exist/compete?</p> <p>8. Has the technology helped your organisation's wider fundraising? Prompt: Has it bolstered current relationships with funders? Has it facilitated reporting to current funders or provide a case for renewed or new funding opportunities?</p> <p>9. Do you envisage use cases for any aspect or feature of the technology you have developed beyond your current service provision? Prompt: do you have any plans to scale up your service provision? Do you have any plans to use the technology in other contexts, for other beneficiary groups or to make it (or any aspect of the technology) available to other service providers?</p> |
| | Increased ability to pilot; 'test and refine' efficiently | Ability to test assumptions on a larger scale through digital capacity and reach | |
| | Increased flexibility of service provision | Ability to provide customisable service Ability to provide 'around the clock' service provision | |
| | Increased user participation in service/programme design, development and learning (participatory approaches) | Increased understanding/ feedback from the user reduced staff time in service/ programme activities that can be digitised/ automated reduced resourcing for on-site/in person programme delivery | |
| | Decreased programming costs through increased automation/ independence/efficiency | | |
| Sustainability | Creation of a sustainable revenue stream (monetisation) | Monetisation of technology Business Plan/Case for technology | <p>7. Could you tell us a little about your plans for sustaining the technology beyond TfG? Have you sustained any ongoing funding? Is the product monetised or monetisable? Do you have a current business plan? Are you aware of any competitors in your space? If yes, do have plans or strategies in relation to your ability to co-exist/compete?</p> <p>8. Has the technology helped your organisation's wider fundraising? Prompt: Has it bolstered current relationships with funders? Has it facilitated reporting to current funders or provide a case for renewed or new funding opportunities?</p> <p>9. Do you envisage use cases for any aspect or feature of the technology you have developed beyond your current service provision? Prompt: do you have any plans to scale up your service provision? Do you have any plans to use the technology in other contexts, for other beneficiary groups or to make it (or any aspect of the technology) available to other service providers?</p> |
| | Increased resilience in the face of competition | Clear USP / understanding of competitive landscape | |
| | Increased access to new types of funder (e.g. corporate) | | |
| Scalability | Increased value for money case for funding | Increased ability to demonstrate scalability/ reach etc (all of above listed outcomes) | <p>8. Has the technology helped your organisation's wider fundraising? Prompt: Has it bolstered current relationships with funders? Has it facilitated reporting to current funders or provide a case for renewed or new funding opportunities?</p> <p>9. Do you envisage use cases for any aspect or feature of the technology you have developed beyond your current service provision? Prompt: do you have any plans to scale up your service provision? Do you have any plans to use the technology in other contexts, for other beneficiary groups or to make it (or any aspect of the technology) available to other service providers?</p> |
| | Improved reporting to donors | Increased ability to demonstrate effectiveness and innovation through improved analytics/data | |
| Scalability | Creation of models that can be disseminated as a 'standard' or 'best practice model' for adoption across sector | Creation of a flexible solution Development of open-source/ adaptable tools | <p>9. Do you envisage use cases for any aspect or feature of the technology you have developed beyond your current service provision? Prompt: do you have any plans to scale up your service provision? Do you have any plans to use the technology in other contexts, for other beneficiary groups or to make it (or any aspect of the technology) available to other service providers?</p> |
| | creation of joint/shared/ shareable digital tools/strategies | | |

| Theme | Outcome Level 1 | Outcome Level 2 | Question |
|---|---|---|--|
| Sector Strengthening / eco-system building | Partnerships and connections formed | Alignment of cross sector practices (e.g. tech world vs NGO working process/culture) New 'reasons'/'motives'/'platforms to connect through tech/ digital development | <p>10. Has the development of the technology generated any new opportunities for partnerships or networking with others who address similar/related issues or thematic focuses? Prompt: Have you made any new partnerships within or outside of your sector through this process? Please tell us about these partnerships? Have you explored any ways/ have any plans for connecting, networking or joined-up working with stakeholders or other players sector? Have any organisations or stakeholders expressed interest in developing joint initiatives or shared learning? Have you shared any learning or best practice on shared platforms?</p> |
| | Increasing the scope/appetite for digital solutions in the sector (inspire and influence) | Increased learning and best-practice cases for digital development | |
| Organisational Capacity | Increased organisational efficiency | Increased ability to automate service provision | <p>11. Has your organisation benefited from learning, capacity or skills gained through the process of developing your technology during the TFG process? Prompt: Are any of the processes, knowledge or skills acquired during developing the technology being used/usable elsewhere in the organisation? Has the organisation taken any steps to learn/apply learning from the process? Are there any tools obtained through the process which will help the organisation be more effective, efficient, agile or innovative (these may relate to strategic, operational, programming or learning processes)?</p> <p>12. Has your organisation benefited in any other way from the TGF process? Prompt: For instance through increased visibility, credibility or new partnerships/ stakeholders?</p> |
| | | Application of wider learning from systems/ design/agile processes which promote efficiency | |
| | Increased organisational learning | New insights/ perspectives from participation from outside the organisation | |
| | | Access to new forms of data (e.g. analytics) or measures as means of M&E or research | |
| | Adoption of new digital practices (increased experimentation/comfort with digital) | Increased organisational adaptability to digital solutions/services/systems | |
| Increased visibility | Increased embedding of tech/digital working - organisational capacity for agile development of future solutions | | |
| Increased connection and experience with tech partners - applicable learning and experience for future partnerships | | Increased organisational capacity for agile development of future solutions | |
| | | | |