Tech for Good Evaluation : Interim Report

Monday 10th December 2018

Contents

Contents

Glossary

Tech for good:*

"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

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

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 so as to create highly usable and accessible products for them." Interaction-design.org

*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

Introduction

What is the Tech for Good programme?

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 learning events for funders interested in finding out more about the world of tech for good. The programme is based on the theory of change below (click here to access) which will be updated in the final report for this evaluation due in March 2019.

TECH FOR GOOD THEORY OF CHANGE

COMIC RELIEF | phf Paul Hamlyn Foundation

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.

2 What we do

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.

3 Outcomes

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.

4 Assumptions

- 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.

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

There are two main types of participant that take part in the Tech for Good programme:

- **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:
  - **2018:** 13 digital products or services*
  - **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.

Stakeholders

Stakeholders are the organisations and individuals that provide support to the not-for-profits involved in the Tech for Good programme. This includes:

- 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 2015, 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.

**as of late 2018 there are 12 organisations remaining in the cohort*

Introducing the Tech for Good Evaluation 2018-19

inFocus Consulting Ltd, working in partnership with consultants Joe Roberson and Cassie Robinson, have been engaged by Comic Relief and Paul Hamlyn Foundation to conduct an evaluation of the Tech for Good programme covering the period between 2016 and 2019. This interim report highlights the ***findings*** from the evaluation to date, while the final report (due in March 2019) will go into more detail regarding ***recommendations*** and ***conclusions***. The boxes below show the data collection conducted to date and the remaining data collection planned as part of the evaluation:

Data Collection To Date

Telephone Interviews

- 12 not-for-profits from the 2016 and 2017 cohorts
- 13 not-for profits starting in 2018*

Online Questionnaires

- 8 Tech for Good programme team members (across 2016-2018)

Remaining Data Collection

Telephone Interviews

- 12 not-for-profits from the 2016 and 2017 cohorts
- 12-not-for profits continuing in 2018*
- Digital partners (number to be confirmed)

Funder Learning Events

- Observation of funder learning events

*as of late 2018 there are 12 organisations remaining in the cohort

Evaluation questions

This evaluation will attempt to answer three key questions, each of which break down into a number of sub-questions, as shown in the table to the right. Several of the questions to the right will be covered in the final report rather than in this interim report.

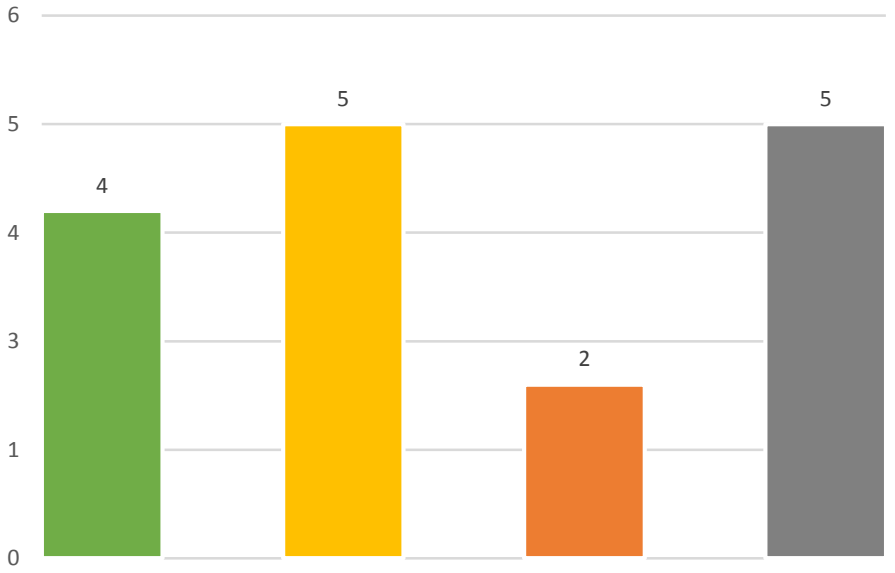
Evaluation Question	Sub-evaluation Question	Area of theory of change
1. To what extent has the Tech for Good Programme been successful in generating the intended outcomes for participating not-for-profits?	1. To what extent have all participating organisations in the Tech for Good Programme developed 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? (e.g. broader adoption of digital ways of working across the organisation)	This relates to the mid-term and long-term outcomes in the theory of change and a number of assumptions: *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* *Some projects have the potential to become sustainable after funding is provided* *Digital projects have sufficient support form management within not-for profit*
2. Have changes made to the Tech for Good programme in 2018 led to increased efficiency and effectiveness compared to 2016-17?	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?	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: *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 products*
3. How can the tech for good ecosystem be strengthened and what role could Comic Relief and Paul Hamlyn Foundation play in this?	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?	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.

Findings Part 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 did the 2016 and 2017 cohorts identify that their digital products or services were successful?

Based on qualitative feedback from the not-for-profits participating in the Tech for Good programme in the 2016 and 2017 cohorts to the open interview question *'to what extent did not-for-profits identify that their digital products or services were successful?'* four categories were identified and are shown to the right. This included: not-for-profits that identified that their digital products were successful (**in green**), not-for profits that identified that digital products or services were still running to some extent but had concerns over sustainability, e.g. the availability of funding (**in yellow**), digital products or services that were no longer running (**in orange**) and digital products or services where it wasn't possible to assess success, e.g. because of not being able to contact the not-for-profit (**in grey**).

Extent to which grantees/research identified that their digital product or service had been successful:



4 products or services still running and identified by participating not-for-profits as a success

5 Products or services may still be running to some extent but are not viewed as a complete success by participating not-for-profits or there are more immediate concerns as to whether the product or service can continue to run

2 products or services no longer running or not viewed as a success

5 products or services where it wasn't possible to assess success

Measuring success: common indicators

The chart and table shown on the previous pages are based on the subjective assessment from staff at the not-for-profits that worked to develop the digital products or services in responses to an open question about outcomes in telephone interviews. In December 2018 the inFocus evaluation team will develop ***common indicators*** that can be used across the cohorts to identify to what extent the digital products and services have been successful, for example, developing a tool to review the extent to which each of the outcome areas below can be evidenced by the not-for-profits (for example, giving a 1-3 score for each of the areas):

Example indicators: there is evidence that the digital product or service…

- **…has resulted in improved outcomes for the beneficiaries**
- **…has increased organisational efficiency**
- **…has made it easier for beneficiaries to access the not-for-profit's programmes**
- **…has enabled the organisation to reach more beneficiaries**
- **…has shown that it is scalable**
- **…is financially sustainable**

This would build on the suggestion within the *Tech vs Abuse Interim Evaluation Report from April 2018* (Ecorys) to further develop the theory of change: *"The sections on What we do and Outcomes are understandably high-level, which much more information on the intentions of the programme and the 'what' of delivery, and clear opportunity for further developing the 'how' into more concrete outcomes and therefore indicators"*. The inFocus evaluation team will consult with Ecorys to ensure that the indicators tie in with the Tech vs Abuse evaluation where possible and relevant and will also speak with the team at CAST to ensure that the indicators fit in with those already developed by CAST.

What are the barriers to the digital products and services continuing to run after the Tech for Good programme?

The table below shows the different responses across the 2016 and 2017 cohorts and the Tech for Good programme team in relation to an open question regarding what could affect the sustainability of the digital products or services (with those areas that received the most responses listed first):

2016 and 2017 Cohorts	Tech for Good programme Team
• Finding sustainable revenue streams/models for the digital product or service was identified as a key challenge by a number of not-for-profits, which they felt prevented further development of the product or service. • Five not-for-profits identified that they received funding in addition to the Tech for Good programme. For three of these five organisations this related to wider funding that the Tech for Good funding contributed too, while two sourced additional funding (for which they identified that the Tech for Good application process was useful). Three not-for-profits stated that they did not receive further funding but two of these were actively in the process of applying for funding and found the process of applying for Tech for Good funding useful in this regard. • For two of the not-for-profits changes to government policy would have the biggest impact on the relevance of the digital product or service, for example, changes in the structure of benefits provision by the government that would either leave the product or service less relevant or needing significant further development. • Not-for-profits also identified the need to commercialise their digital product or service and use it to generate funds that can help to ensure it is sustainable.	• Selecting and applying an appropriate business model could be a challenge for not-for-profits in relation to their digital product or service, particularly as traditionally the charity sector does not always feel comfortable with adopting revenue generating/social enterprise models. • Funding for the next stage of development could also be a challenge, with digital products or services often taking 3-5 years before they are financially sustainable. Respondents also identified that digital products or services that are more focused on improving internal processes within not-for-profits could become part of budgets for general overhead costs and therefore potentially be more sustainable. • A further challenge is the rate at which policy and technology can change and the need to continually adapt, for example a superior competitor arriving on the market or a policy change could lead to products or services becoming defunct. • Internal pressures on the development of products or services within not-for-profits was also identified as a challenge.

What were the main outcomes for the 2016 and 2017 cohorts (outside of a minimum viable product) as a result of taking part in the Tech for Good programme?

The majority of participating not-for-profits from the 2016 and 2017 cohorts identified learning about developing digital products or services, and strengthening connections with their digital partners, tech for good advisors and experts as ~~a~~ key outcomes for their organisation from taking part in the Tech for Good programme. *"I feel personally I've become an advocate within the organisation for digital products. I learnt the value of things like hack-a-thons* which actually I've never heard of before and feel like we should have done that before we even approached Comic Relief with this idea. It doesn't always have to be expensive, we can try things out."*

All not-for-profits clearly identified that they had learned something new from the Tech for Good programme and could identify specific examples. These included:

- Evaluating and testing concepts/assumptions
- Managing expectations
- Agile methodologies
- User centred design
- Online Marketing
- New facilitation techniques

"I think in terms of the board and senior management they were able to see that if we had a good idea that we could apply for funding and then deliver that idea pretty quickly… It just opened their eyes to working on ideas and has given us more freedom to use some time in innovation and bash ideas about because we might be able to get something out of it on the other side."

*"A hackathon is a gathering where programmers collaboratively code in an extreme manner over a short period of time. Hackathons are at least a few days - or over a weekend - and generally no longer than a week. While working on a particular project, the idea is for each developer to have the ability and freedom to work on whatever he/she wants." (Technopedia.com)

What outcomes had the Tech for Good programme Team observed for the 2016 and 2017 cohorts?

The Tech for Good programme team members also identified a range of outcomes that they had observed for the not-for-profits that took part in the 2016 and 2017 cohorts as a result of their developing the digital product or service:

1 Organisational learning from developing a digital product or service:

All of the Tech for Good programme team members interviewed specified organisational learning as an outcome for not-for-profits from participating in the Tech for Good programme. This included learning relating to digital/tech such as learning the importance of user testing, working in agile methodologies or how to work with a tech partner and also how to apply this knowledge to their wider organisation.

2 A viable digital product that leads to a better experience for beneficiaries:

The majority of the Tech for Good programme team observed that a main outcome for not-for-profits was a minimum viable digital product or service that would lead to more efficient and/or effective work with beneficiaries, although there was recognition that not every not-for-profit was successful in this regard.

3 Partnerships and Connections:

Finally, the Tech for Good team observed that new partnerships and connections were formed as a result of the Tech for Good programme, most commonly between not-for-profits and digital organisations or experts who could support them further with product development.

How did the 2018 cohort expect to benefit from taking part in the Tech for Good programme?

The new cohort of 13 not-for-profits were asked how they expected to benefit from taking part in the Tech for Good programme:

1 Digital development and learning

When listing the benefits that the 2018 cohort expected to gain from taking part in the programme, there was an emphasis on the wider organisational benefits from learning about and adopting digital practices. For example, that the potential to embed digital development to help the organisation grow and expand, using the digital product or service as a case study for future strategic directions and building staff capacity and skills.

2 Visibility

Respondents anticipated that participation in the Tech for Good programme could provide exposure, gravitas and credibility which could be valuable for fundraising and subsequent organisational growth.

3 General organisational benefits

Two of the not-for-profits interviewed also had expectations regarding the more general organisational benefits (not specific to digital products or services) from participating in the Tech for Good programme. Specifically, the experience of 'pivoting' i.e. adopting and leveraging new products/processes/practices and learning through the failures along the way, was identified as an opportunity for organisational growth and development.

What does success look like to the 2018 cohort?

The 2018 cohort of 13 not-for-profits developing a digital product or service were also asked what success would look like at the end of their engagement in the Tech for Good programme:

1 A minimum viable product:

For the majority of respondents, success would mean the achievement of a proof of concept and having a working minimum viable product developed with user insights and feedback. Two of the respondents looked beyond this and saw monetisation of the product or service (beyond their participation in the Tech for Good programme) as their milestone for success.

2 Organisational development

The second most prominent theme was organisational development as a result of taking part in the Tech for Good programme. This was defined in a variety of ways including the ability to raise follow-on funding, an increase in capacity and resource and increased organisational learning (primarily in relation to the processes of developing digital products and services). Organisational reputation and recognition was also cited.

3 Further development of the product or service

For a number of respondents, being in a position to further develop the digital product or service was identified as an indicator of success and they identified the potential and structure for scale and expansion of their digital product or service as a goal from their involvement in the programme.

Findings Part 2 : What does the journey look like for a not-for-profit before, during and after their grant? How has this changed in 2018?

What does the journey look like for a not-for-profit before during and after their Tech for Good grant?

Given the range of different digital products and services, the journeys undertaken by the 2016 and 2017 cohorts of not-for-profits to develop their digital product or service were quite distinct and uniquely described, however it is still possible to draw general conclusions across a number of areas such as the level of development of a product or service before tech for good funding, the importance of the agile development methodology and the support they received from within their own organisation:

1 Level of development before Tech for Good programme funding

The majority of not-for-profits interviewed had already developed a prototype or a well developed concept before applying for Tech for Good programme funding. This included allocating funds to research or running a pilot with users to work out how the digital product or service might work and what the needs of the users were likely to be. The majority of the not-for-profits also had a digital partner on board before receiving funding from the Tech for Good programme.

2 Agile development:

The majority of the not-for-profits within the 2016 and 2017 cohorts concurred that the agile process was important to the development of the digital product or service, highlighting the benefits of not being bound by initial objectives and designs, being able to pivot and change, and the importance of aligning with how tech companies work.

"Yeah definitely good, as I said already I think the idea of changing and iterating our ideas as we went along without the fear of a funder holding that against you was a massive factor for this. But I think not being bound by those initial objectives definitely allowed us to create the best tool that we needed for the project."

However, there were also a number of challenges identified with the use of the agile process. This included friction within a not-for-profit when the agile methodology clashed with existing ways of working, for example, the difference between budgeting through the agile methodology and the more traditional forms of budgeting that involved working out a fixed budget at the start of a project or programme. One not-for-profit also identified that they did not consider the ongoing maintenance of their digital product or service after the funding and how to continue applying the agile process to keep it updated. Respondents also identified that the agile process took a lot of staff time and resource (although in the context of the overall process being useful to them) and debated whether it was suitable for every product or service being developed (see quote below).

"Its debatable how useful it (Agile Development) really is. I think it's over egged as a notion and can actually lead to the wrong decisions being made sometimes. Its better than the more sort of cumbersome top heavy process but only because its less cumbersome. I'm not sure agile has helped us all that much really…I do also think agile is suited for certain types of software programming which is what it was designed for…it does work well for certain types of software development but not very well for much of hardware development."

3 Support from within the organisation for the journey

The majority of not-for-profits from the 2016 and 2017 cohorts 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 having 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. This was also the case with the not-for-profits from the 2018 cohort with respondents to the evaluation identifying that organisational buy-in levels across their organisations was high and that there was a strong sense that the leads for the Tech for Good programme within not-for-profits were in a supportive environment.

"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."

One not-for-profit from the 2016 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 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.

What advice would the 2016 and 2017 cohorts give to organisations about to start developing a digital product or service?

The not-for-profits that took part in the 2016 and 2017 cohorts of the Tech for Good programme offered the following advice for organisations starting out on the journey of developing a digital product or service, with the most common responses shown towards the top of the page:

It's important to find the right digital partner that understands the social sector and can bridge the gaps in culture and language

"Get a developer who is going to understand your market and organization, and work with you and share learning."

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)

"Charities should be aware that after receiving seed funding it is extremely difficult to find funders who will invest in the middle part of the development. There are few funders that will fund the development of an entire product and the middle part of development."

It's important to invest time and money in developing a concept for your digital product/service before embarking on development/getting funding

"Lay the groundwork yourself. Do a little bit of investment yourself in exploring the potential for your tech journey before you apply for funding. Then you have a little bit of evidence of the case for support."

It's important to manage expectations and not over-promise at the outset of the development of the digital product or service. It's important to educate as you go.

"Expectation management is difficult across the stages of the product. It is difficult from the beginning. How do you tell the story for something that doesn't exist yet? You have all of these other concerns wrapped around it."

Get user involvement from the beginning of the development to make sure that it meets their needs

"I think that it's important to understand what the product or the project is and who the audience is. So, first of all making sure it's a well-defined project. The audience is really important, who's it for, what's its purpose and what's the outcome going to be.

Get active backing from senior management/ staff from the start of the development

"Think about who the right person is in the organisation to lead it and make sure there is a project team around them." That's something I wish I'd done. I think it would be of help to have a project team that involved different people with different perspectives."

What risks and challenges do the 2018 cohort anticipate on their Tech for Good journey?

The not-for-profits taking part in the 2018 cohort identified a number of risks and challenges they felt they would face in developing their digital product or service:

1 Internal/in-house risks and challenges

The most cited challenge was limited or strained capacity and resources (classified as an internal/in-house risk). Over two thirds of the not-for-profits mentioned concerns relating to capacity and resources, specifically potential conflict between the resources needed for the development of the digital product or service and the wider organisational and/or team commitments, having sufficient resource to respond to unplanned changes, the risks associated with staff changeover and having sufficient resource to complete the development.

Another internal risk was related to buy in and communications within the organisation (with an emphasis on senior level communications). For instance, the possibility (through the use of the agile methodology) of needing to pivot the project when a plan had been signed-off and the pressure internally to meet deadlines/milestones and produce the right outcome with the final product or service.

2 User risks and challenges

User related risks were widely referenced by the 2018 cohort of not-for-profits, for example, access to users to test the digital product or service and their subsequent acceptance of and engagement with the product. Respondents also referenced user security and safeguarding as areas of risk which is especially pertinent given that some of the not-for-profits are working with vulnerable populations or demographic groups which could be considered higher risk. The Tech for Good programme team advised that this could be an area where experts supporting the programme could potentially assist.

3 Product risks and challenges

Product development related challenges were focused around the importance of building the 'right' product and the risks associated with not doing so. Some respondents were concerned about developing the 'wrong product' and emphasized the tensions between ambition and expectation as well as balancing resources and time.

4 Partner/Stakeholder risks and challenges

The final theme which emerged related to the challenges of working with partners and stakeholders. Respondents recognised that working with their digital partner brought specific challenges including the risk of misaligned expectations and the challenge of monitoring their process. Other stakeholder-based risks included the risk of misconception and lack of wider acceptance of the development of the digital product or service (both at stakeholder level and from the wider public) as the products or services often deal with sensitive subject matter and/or vulnerable populations. There was also reference by two not-for-profits to the existence of agendas and politics (both internal and with partners) which could cause problems around stakeholder relationships and expectations.

How has the Tech for Good programme changed since it's inception? What improvements have been made to the programme?

The Tech for Good programme team interviewed for the evaluation identified a range of improvements for the 2018 cohort:

1 More consistent and structured non-financial support

The majority of the Tech for Good programme team identified that the programme had been given more consistent and structured non financial support from the Tech for Good advisor and with a fixed team working with the not-for-profits.

"The support this year has improved because it's much more structured, with a fixed team working with the projects and set dates for when we expect the projects to engage with the programme in any way."

2 Extending the length of the programme

Increasing the length of the programme to nine months was seen as an improvement and a positive change for most of the respondents after finding that the development of the digital products or services felt rushed in previous years and needed support after the initial 'build' phases.

3 More effective application and funding process

Two of the interviewees also detailed that the application and funding process had been changed and improved, with clearer criteria and better knowledge of what the conditions for success at a team level looked like. This meant that they were able to communicate criteria more effectively leading to funding not-for-profits and digital products and services better suited to the Tech for Good programme.

Findings Part 3:
Are there individuals or organisations not involved in the Tech for Good programme who could add value?

Are there individuals or organisations not involved in the Tech for Good programme that could add value?

The Tech for Good programme team identified a number of different types of partner that could add additional value to the Tech for Good programme:

1 Digital partners and experts:

The majority of respondents detailed that a wider circle of experts and digital partners would add value to the programme, including developers, designers, UX experts, IP advisors and data experts.

2 Funders

Secondly, respondents identified the need for getting more funders involved in supporting both the wider tech for good ecosystem and helping digital products and services to become sustainable (beyond the support provided through the Tech for Good programme). Respondents detailed that more involvement and advice from funders would enable projects to find further funding or act as a pipeline for projects which look viable.

3 Business advice partners:

Half of the respondents identified that experts or advisors from the corporate or business world could add value to the programme through supporting digital products or services to be more commercially viable.

Next steps with the evaluation

Next steps with the evaluation

There are three remaining steps for the evaluation taking place between December 2018 and March 2019:

Develop Outcome Indicators
(Dec 2018)

In December 2018 the inFocus evaluation team will develop *common indicators* that can be used across the projects to identify to what extent the digital products and services have been successful (see page 10).

Remaining Data Collection
(Jan & Feb 2019)

Telephone Interviews

- 12 not-for-profits from the 2016 and 2017 cohorts
- 12 not-for profits continuing in 2018
- Digital Partners (number to be confirmed)

Funder Learning Events

- Observation of funder learning events

Final Report
(March 2019)

The final report will be available in March 2019, bringing together the data collected across 2018 and early 2019. This will include full conclusions and recommendations.