

SNAPGROUP™

Capturing Transformation:

Snap Group's Theory of Change

To reflect Snap Group's mission and vision as a value based company with goals to positively impact lives of the people and transform conditions on the planet, Snap Group has been developing a framework around impact.

We identified that the most effective and powerful way to describe impact and change is through the Theory of Change (ToC) framework. ToC, in our opinion, is best practice and a well used robust framework that explains how an intervention, or suite of interventions lead to a change or impact. Evidence is then collected that relates to this intervention and subsequent change / impact. ToC is a roadmap to mark different stages of thinking, actions, and evaluation.

The goal is to develop a clear and understandable framework reflecting the values and impacts we create in different contexts. Snap's ToC maps the changes / impacts we aim to make in the world for impact & risk assessment, awareness of potential challenges and for accountability measures. ToC guides our internal and external engagements and the execution of activities and actions. The framework was approved by the Governance Board, Senior Leadership Team (SLT), managers, and Snap Group companies. ToC is being developed to reflect our work to Inspire Innovation, Capture Transformation. Through this process we use our company's wide practice of capture, analyze and connect.

Data driven approach to the Theory of Change

Data-driven Theory of Change is an approach that uses data and evidence to inform the development, implementation, and evaluation of a program or initiative. It involves using data to identify the problem being addressed, the desired outcomes, and the strategies that are most likely to achieve those outcomes.

In a data-driven Theory of Change, data is used to establish baselines and set targets for the desired outcomes, as well as to track progress towards those targets over time. Data is also used to evaluate the effectiveness of the program or initiative and make any necessary adjustments to improve its impact. The use of data in a Theory of Change can help ensure that resources are being used effectively and efficiently, and that the program is making a positive impact on the

intended population. It can also help to identify areas for improvement and guide decision-making throughout the program's lifecycle.

Overall, a data-driven Theory of Change will help Snap Group businesses maximise their impact and achieve their goals in a measurable and evidence-based way.

Developing our Theory of Change

- To identify individual steps in the Theory of Change (ToC) (problems, impacts, assumptions, roadblocks, risks, and activities) we engaged with a range of stakeholders - SLT, managers, the Snap Group companies, Snap Core staff, Teem.Fish, staff of our subsidiary, as well as external stakeholders. Data was captured through desk research, document review, workshops, presentations, engagements, and conversations. We identified problems that we aim to address and impacts we want to make in the world. There is no one on one correlation between individual problems and impacts. Yet, they do overlap around thematic areas. These thematic areas were narrowed down, through consultation with our teams and companies, so they represent our core problem and impact statements or focus points.
- While identifying problems and impacts we investigated underlying assumptions, roadblocks and risks that mark the path to the desired impacts/ changes. We looked at what we take for granted or as true; what risks we might anticipate or encounter on the way to make a positive impact.
- Throughout the workshops and discussions we developed a list of stakeholders to engage with, set up workgroups and different levels of engagements. This helps us to make Snap's ToC a collaborative and inclusive process where different groups enrich the framework.
- ToC is an iterative process which builds up overtime and is often reassessed. The goal is to develop a clear and understandable framework reflecting the values and impacts we create in different contexts. It is a work in progress and it might change as we transform. The information represents the core goals, which lie at our hearts and actions, yet the wording and presentation might undergo further iterations.

The Problems

- What are the problems we are working to solve?
- What are the issues we aim to tackle?
- What needs to change?

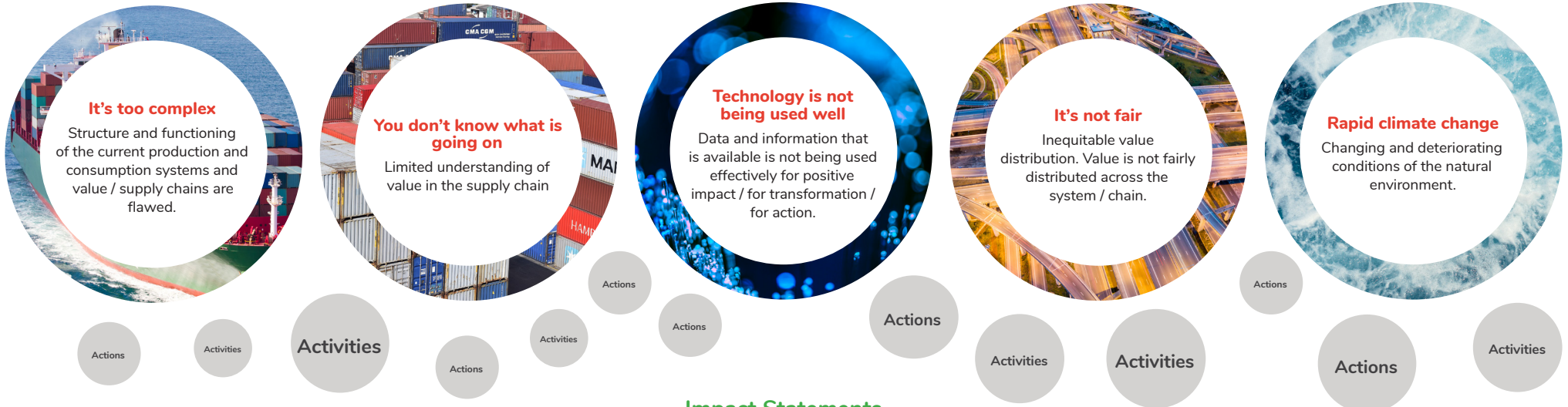
Activities & Actions

The Impacts

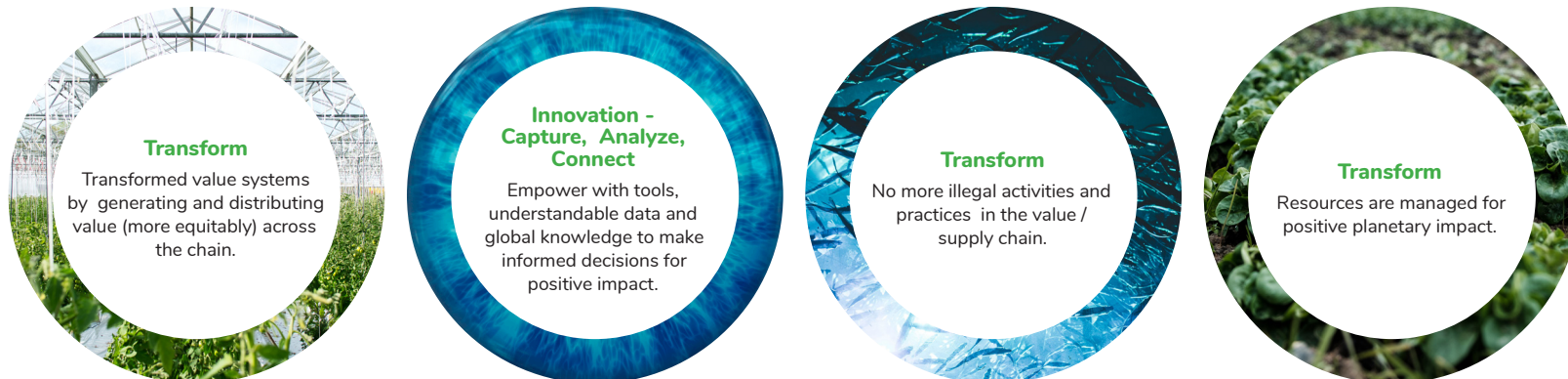
- Impacts are long term goals and the ultimate objective
- Systemic changes in conditions, knowledge, behaviours, policies, laws, norms, processes, relationships.

What are the assumptions, roadblocks, risks?

Problem Statements



Impact Statements



Next Steps

1. Focus

Snap Group will increase its focus both at the macro and micro level to clearly articulate the impact and value of its activities. This will be supported by a data-driven approach to validate Snap Group's Theory of Change and its contribution to the desired impact.

A data-driven approach refers to a method of decision-making that relies heavily on data analysis and interpretation. This approach involves collecting and analyzing large amounts of data to identify patterns, trends, and insights to inform decisions

This focus will highlight key areas of activity that are contributing to change and impact, and identify opportunities to further contribute to this impact.

2. Identify Partners and Key Stakeholders

Snap Group is committed to identifying and engaging with partners and stakeholders who are relevant to the geographic space and market-relevant industry networks. By effectively communicating its Theory of Change and rigorously analysing their contributions, Snap Group aims to enhance its impact and drive positive change.

3. Change Analysis

By identifying the activities of stakeholders and working with them, these partnerships will not only support but also enhance Snap Group's Theory of Change and its impact.

4. Make Assumptions and Risks Explicit

Snap Group will identify and disclose assumptions and risks, enabling a better understanding of the community of change practice. Assumptions will be tested for truth, risks mitigated, and network solutions developed to support the theory of change momentum in collaboration with partners and stakeholders.

