



**THE MAYOR OF LONDON'S SHARED
ENDEVOUR FUND (CALL III)
THEORY OF CHANGE**

May 2022

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THEORY OF CHANGE FOR THE SHARED ENDEAVOUR FUND (CALL III)

The Shared Endeavour Fund (SEF), delivered by the London Mayor's Office for Policing and Crime (MOPAC) and managed by Groundwork London, seeks to support initiatives that challenge racism, intolerance, hate, extremism and terrorism, online and offline, in London. Call III of the scheme will provide funding for projects that contribute to one or more of the SEF's four priority themes, as outlined in the SEF call for project proposals:

1. **Awareness raising:** Increase Londoners' awareness of the existence, impact and counter-arguments to racism, intolerance, hate, extremism and/or terrorism.
2. **Building psychosocial resilience:** Strengthen psychosocial factors among Londoners that promote resilience to radicalisation and extremist recruitment.
3. **Encouraging prosocial behaviours:** Empower Londoners to actively, confidently and safely challenge intolerant, hateful and extremist attitudes and behaviours.
4. **Stakeholder capacity building:** Support key stakeholders such as teachers, practitioners, community leaders and activists to work with communities to prevent and counter intolerance, hate, extremism and radicalisation.

The following document outlines the Theory of Change (ToC) underpinning Call III of the SEF, from programme inputs and activities, to expected outcomes and impacts. A logic model depicting the ToC is featured in the appendix.

Inputs

Capable grantees

The first indispensable component of the SEF is capable grantees who operate in good faith to contribute to the priority themes of the Fund. All grantees are required to be constituted organisations and have a bank account with at least two signatories to be eligible for funding through this programme.

Additionally, grantees must have evidenced sufficient technical expertise with respect to achieving their projects' aim(s). Likewise, grantees must have demonstrable human capital to achieve such objectives. Human capital encompasses not only personnel who are directly affiliated with the funded organisations, but also their ability to reach and liaise with persons outside of those organisations who are important for achieving their project objectives. For example, such human capital includes the ability to reach and recruit pre-identified beneficiaries and project partners.

Identification of appropriate beneficiaries

Grantees are expected to select beneficiary groups that are relevant and appropriate for their projects and salient to the overall aims of the SEF. The administrators of the SEF do not recognise any given sub-populations of Londoners as being categorically at elevated risk, or need, with respect to the priority themes of the Fund. Furthermore, with respect to certain focus areas like susceptibility to online harms, such as misinformation, all Londoners could be seen, in principle, as potentially vulnerable. Nevertheless, successful SEF grantees must articulate in their applications which beneficiary groups their projects are intended to serve and why those groups are especially in need of planned activities.

In general, the SEF recognises the following three beneficiary populations:

- **The general public, especially youth and young adults**
This population represents members of the general public in London, including young people in education. While this beneficiary population is very broad, consideration must still be given to ensuring any projects that target them remain relevant for their intended audience and appropriate to the aims of the Fund. The SEF expects that many (though not necessarily all) projects working with this population will be focused on awareness raising and encouraging prosocial behaviours; for example, exposing school-age youth to counter / alternative narratives or empowering them to conduct bystander interventions.
- **Vulnerable individuals and groups**
This population represents those who have demonstrated, or who are otherwise plausibly at elevated risk of, being radicalised into supporting supremacist, hateful or extremist ideologies, or being recruited into extremist groups. The SEF anticipates that many (though not necessarily all) projects working with this population will be focused on psychosocial resilience building. For example, this might include mentorship or other life-skills training and counselling programmes.
- **Key community stakeholders**
This population represents established community actors and change-makers who receive specialised training, such as teachers, social workers, faith leaders, community organisers and/or other practitioners, that allows them to advance the aims of the SEF with other beneficiary groups during the project term and beyond. For example, this could include a project that trains educators to deliver digital and media literacy lessons in schools to counter online harms such as misinformation.

Activities

The activities carried out by SEF grantees will vary according to their specific project objectives and the priority themes they aim to contribute towards, but will all focus on challenging intolerant, hateful and extremist views and the mechanisms that underpin radicalisation and extremist recruitment. SEF grantees will be expected to articulate the specific means - the mechanism(s) - through which their project activities are expected to produce intended results. Broadly stated, project activities will likely fall within four non-exclusive categories, directly related to the priority themes of the Fund, discussed below.

Awareness raising

Activities in this area will aim to raise awareness of the existence, impact and counter arguments to racism, intolerance, hate, extremism and/or terrorism in order to “inoculate” beneficiaries against them.¹ These activities are likely to be relevant for a wide range of Londoners, particularly youth and young adults, though grantees must still demonstrate why selected beneficiaries and boroughs are in particular need of programming. Projects focused primarily on awareness raising are anticipated to engage with a high number of beneficiaries with a relatively low volume of contact hours per individual.

Possible focus areas include, but are not limited to:

- Sensitising beneficiaries to the existence and impact of racism, intolerance, hate, extremism and terrorism on individuals and society.²
- Inoculating Londoners against extremist messaging through exposure to counter / alternative narratives.¹
- Promoting digital and media literacy to counter online harms and reduce susceptibility to misinformation / disinformation.³
- Signposting support, resources and services (online or offline) related to racism, intolerance, hate, extremism, radicalisation or online harms.⁴

Building psychosocial resilience

With respect to activities designed to promote psychosocial factors associated with resilience to radicalisation and extremist recruitment, grantees may focus on a range of empirically supported personal risk factors. The strongest applications will robustly detail how selected risk factors are connected with counter extremism outcomes and why they are likely to be present among targeted beneficiary groups. Projects focused primarily on psychosocial resilience building are anticipated to reach a low-to-medium number of beneficiaries with a relatively high number of contact hours per individual.

Examples of risk factors include, but are not limited to:

- **Lack of purpose / lack of opportunity:**^{5, 6} Helping beneficiaries to find a tolerant, non-violent sense of purpose or opportunity in order to reduce the likelihood of finding meaning through identification with hateful or extremist views, or affiliation with extremist groups.
- **Ostracism:**⁷ Helping beneficiaries to feel a sense of belonging within mainstream social relations in order to reduce the potential attractiveness of recruitment to extremist organisations.
- **Sense of cultural threat:**^{8, 9} Reducing cultural and political beliefs that cast out-groups as potential sources of harm and that can lead to the adoption of xenophobic, racist, intolerant or supremacist views.
- **Low self-esteem:**^{5, 7} Helping beneficiaries to develop a greater sense of self-worth in order to reduce the potential for scapegoating out-groups.
- **Lack of empathy / lack of perspective-taking:**⁸ Helping beneficiaries to increase their empathy and tolerance for others in order to reduce their support for ideologically-driven discrimination and violence.

Encouraging prosocial behaviours

Activities in this area should focus on motivating and equipping beneficiaries to adopt prosocial behaviours that challenge intolerance, hate and extremism whether encountered offline or online. These activities are anticipated to benefit to a wide range of Londoners (i.e. members of the general public, including youth), yet applications should still demonstrate why selected audiences are deemed both in need of, and amenable to, adopting the proposed prosocial behaviours. The strongest applications will include a plan for measuring changes in motivation and assessing whether beneficiaries are indeed challenging intolerance, hate and extremism as a result of the project. Projects focused primarily on encouraging prosocial behaviours are anticipated to engage with a low-to-medium number of beneficiaries with at least a moderate volume of contact hours per individual.

Possible focus areas may include, but are not limited to:

- Training and motivating Londoners to call out and challenge racist, intolerant, hateful and extremist views they encounter, offline or online, in a safe and constructive manner, including victim-centric bystander interventions.¹⁰
- Promoting the use of offline and online reporting processes for hate incidents and hate speech.¹¹
- Promoting support and engagement with social causes associated with building community cohesion and challenging racism, hate and intolerance.¹²

Stakeholder capacity building

For activities designed to build the capacity of key stakeholders, grantees may focus on training, equipping, motivating and/or otherwise supporting stakeholders to carry out SEF aligned activities in their local schools and communities that challenge, pushback, or preempt intolerance, hate, extremism and radicalisation. Key stakeholders may include teachers, social workers, faith leaders, community organisers, activists and other practitioners working in schools and local communities throughout London. The strongest applications will include processes for monitoring the activities stakeholders deliver to their ultimate beneficiaries during the funding term and assess impact at both the stakeholder and ultimate beneficiary level. Projects focused primarily on stakeholder capacity building are anticipated to reach a low number of key stakeholders with a medium-to-high volume of contact hours per individual.

Examples of capacity building activities include, but are not limited to:

- Aiding stakeholders to identify warning signs of radicalisation and make suitable referrals.¹³
- Empowering stakeholders to have difficult conversations around racism, intolerance, hate and extremism.¹⁴
- Training stakeholders to design and implement advocacy or counter / alternative narrative campaigns.¹
- Fostering partnerships and connections between and among civil society organisations, community-based organisations and community stakeholders.¹⁵

Outcomes

Just as SEF grantees must focus on the mechanisms that underpin radicalisation and extremist recruitment, similarly, they must specify the near-term outcomes that their projects expect to achieve. Expected outcomes, like project activities, broadly fall within four categories directly related to the priority themes of the Fund. Some outcomes may overlap with multiple themes.

Awareness raising

Anticipated outcomes under this theme predominantly revolve around increasing beneficiaries' knowledge and understanding of racism, intolerance, hate and/or extremism in order to inoculate them against future exposure to these ideologies.¹

Possible outcomes may include, but are not limited to:

- Enhanced awareness of the existence, impact and dangers of racism, hate, intolerance, extremism and/or terrorism.²
- Increased familiarity and support for counter / alternative narratives to extremist messaging.¹
- Improved critical thinking and ability to identify misinformation / disinformation (so called digital and media literacy).³
- Increased public access to support, resources and services (online or offline) related to racism, intolerance, hate, extremism, radicalisation and/or online harms.⁴

Building psychosocial resilience

Outcomes in this area are all associated with strengthening psychosocial factors among vulnerable individuals and groups that have been empirically shown to promote resilience to radicalisation and extremist recruitment.

Possible outcomes may include, but are not limited to, strengthening one or more of the following resilience factors:

- Sense of (tolerant, non-violent) purpose / opportunity.^{5, 6}
- Sense of belonging.⁷
- Reduced sense of cultural threat.^{8, 9}
- Self-esteem.^{5, 7}
- Empathy / perspective-taking.⁸

Encouraging prosocial behaviours

Anticipated outcomes under this theme primarily consist of equipping and motivating beneficiaries to engage in prosocial actions that challenge intolerant, hateful and extremist attitudes and behaviours. Where possible, projects should aim to measure changes in the behaviour of beneficiaries.

Possible outcomes may include, but are not limited to:

- Increased motivation, confidence and sense of responsibility to engage in prosocial behaviours.^{16, 17}
- Improved ability to call out and challenge racist, intolerant, hateful and extremist views, and conduct bystander interventions in a safe, constructive and victim-centric manner.¹⁰
- More Londoners empowered to report hate incidents and hate speech, offline and online, when they encounter them.¹¹
- More Londoners engage and volunteer in social causes associated with building cohesion and challenging racism, intolerance and hate.¹²

Stakeholder capacity building

Outcomes in this area revolve around increasing the capacity of key community stakeholders to carry out SEF aligned activities that challenge, pushback, or pre-empt intolerance, hate, extremism and radicalisation. Projects contributing to this theme must define and assess expected outcomes among key stakeholders and any ultimate beneficiaries reached by their activities.

Possible outcomes may include, but are not limited to:

- Improved ability to identify warning signs of radicalisation and make suitable referrals.¹³
- Stakeholders are empowered to have difficult conversations around hate, intolerance, racism and extremism.¹⁴
- Stakeholders design and implement advocacy or counter / alternative narrative campaigns.¹
- Partnerships and connections are forged between and among civil society organisations, community-based organisations and community stakeholders.¹⁵

Impact

As previously stated, supported initiatives are expected to contribute to one or more of the SEF's priority themes, namely:

1. **Awareness raising:** Increase Londoners' awareness of the existence, impact and counter-arguments to racism, intolerance, hate, extremism and/or terrorism.
2. **Building psychosocial resilience:** Strengthen psychosocial factors among Londoners that promote resilience to radicalisation and extremist recruitment.
3. **Encouraging prosocial behaviours:** Empower Londoners to actively, confidently and safely challenge intolerant, hateful and extremist attitudes and behaviours.
4. **Stakeholder capacity building:** Support key stakeholders such as teachers, practitioners, community leaders and activists to work with communities to prevent and counter intolerance, hate, extremism and radicalisation.

Collectively, these four priority themes are intended to empower London's civil society to challenge racism, intolerance, hate and extremism, and foster local communities that are more resilient to radicalisation and extremist recruitment.

Means of Verification

The data collection and analysis methods through which the impact of SEF-supported initiatives will be assessed will vary by project. Data collection will be conducted both by grantees (as part of their reporting processes to Groundwork London) and through an independent evaluation of the SEF itself. The following means of measuring impact are expected to be the primary approaches adopted by SEF grantees:

- **Pre-post assessments:** These will require comparing the baseline and endline states of measured project outcomes through questionnaires and surveys.
- **Case studies:** These will entail capturing, comparing and contrasting qualitative data regarding project outcomes (e.g. interviews, focus group discussions and open-ended survey responses).
- **Web metrics:** For projects with large online components, web metrics will be used to assess their reach and user engagement over time.

In addition to the information supplied by grantees in their reporting, the independent evaluation of the SEF will also include primary data, collected directly from project

beneficiaries, using a set of common survey measures. Data from the common survey measures will be aggregated across the portfolio for each outcome and SEF priority theme. The survey measures were selected from the academic literature based on their reliability and validity for measuring outcomes related to intolerance, hate and extremism. Specific survey measures will be parcelled out to supported initiatives based on their project objectives and activity plans.

Assumptions

Underlying the ToC for Call III of the SEF is a range of assumptions, the key elements of which are as follows:

First, it is assumed that eligible and capable grantees will apply for, and be awarded, SEF funding. Based on the previous calls of the SEF, it is likely that approximately 50 eligible organisations will apply for the current phase of funding. A rigorous, multi-stage review process is in place to ensure that coherent proposals, well-aligned with the priorities of the SEF, are recognised and awarded funding.

A second assumption is that beneficiaries will be sufficiently incentivised to participate. Part of the aforementioned application review process will include assessing the extent to which proposed projects have amply considered how to select and attract intended beneficiaries. The strongest projects will be those for which the intended beneficiaries are clearly specified, and the means to attract those beneficiaries to participate are appropriately compelling.

A third assumption underlying the ToC for Call III is that the scale of funded projects and time for their delivery are sufficient for these initiatives to contribute meaningfully to the SEF's objectives. Naturally, SEF funding is not unlimited, nor is the period of performance afforded to SEF projects. Therefore, the changes produced by some SEF projects might be relatively small, and the long-term impacts of these initiatives might not be fully known within their period of performance. Nevertheless, a team of measurement and evaluation specialists will work closely with both MOPAC and SEF grantees to ensure that project activities and near-term project outcomes are empirically measured and evaluated both to verify the results of funded projects and to guide MOPAC's decision making with respect to future iterations of the SEF and its overarching objectives.

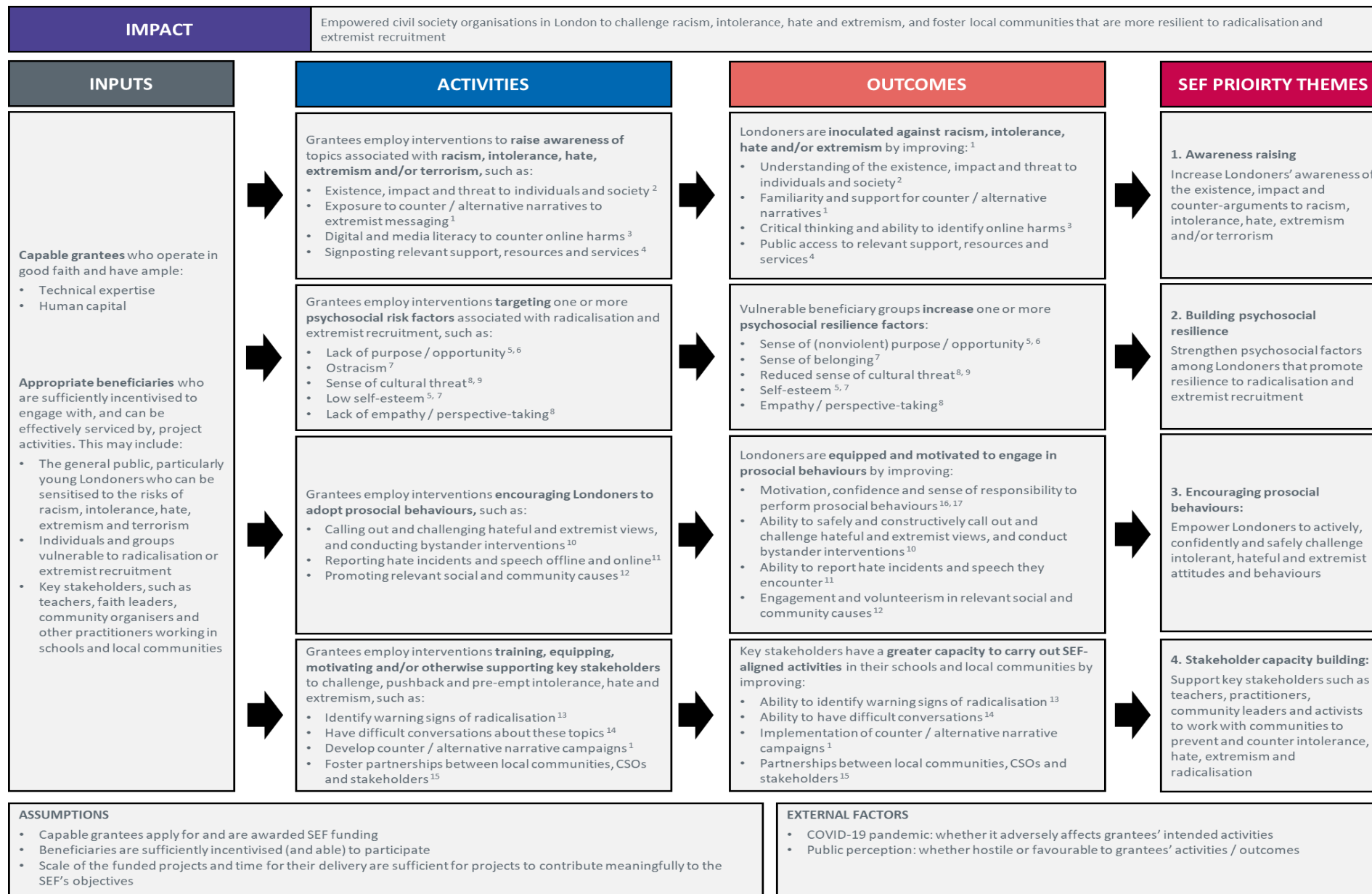
External Factors

Factors that are external to SEF projects - those that are outside of their control - also have the potential to affect the impacts of those projects, the most noteworthy being the ongoing COVID-19 pandemic. Although much of London's population has been vaccinated and government restrictions have been removed, the pandemic continues to affect Londoners' day-to-day lives; likewise, it remains a factor with which SEF projects, particularly school-based initiatives, must contend.

Another noteworthy external factor that might affect the impacts of SEF projects is public opinion about said projects, whether hostile or favourable toward their activities or outcomes. For example, despite producing positive outcomes for project beneficiaries, a given SEF project could be publicly criticised if it is perceived (rightly or wrongly) as working

at odds either with another community group or with a given publicly valued agenda. To mitigate the risk of adverse public perceptions, SEF grantees will be encouraged to carefully consider their project's public image and public relations.

APPENDIX: LOGIC MODEL FOR THE SHARED ENDEAVOUR FUND (CALL III)



ENDNOTES

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