How to Show Programmatic Impact.

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Theory of Change

Setting up a **Theory of Change** is like making a roadmap that outlines the steps by which you plan to achieve your goal. It helps you define whether your work is contributing towards achieving the impact you envision, and if there is another way that you need to consider as well.

The Theory of Change tool not only helps to clearly articulate and connect your work to your bigger goal, it also allows you to spot potential risks in your plan by sharing the underlying assumptions in each step. In large organisations, when there may be several projects running simultaneously, the Theory of Change helps to map these different projects first and then consider how they link and relate to each other.

General theory of change

Our general theory of change recognises that change at the community level depends on systemic reform and society valuing everyone.
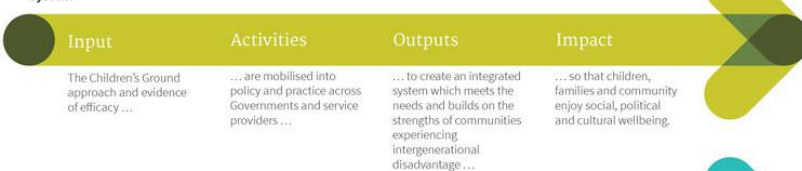
Input	Activities	Outputs	Impact
Children's Ground approach to: Governance Capital Talent Platform Evidence …	… are implemented in collaboration with communities experiencing extreme disadvantage and other stakeholders …	… to bring about community, systemic and societal change over a generation …	… which eradicates extreme poverty and inequity.

Specific theories of change

Community

Input	Activities	Outputs	Impact
Children's Ground is invited by communities experiencing intergenerational disadvantage and inequity to …	… provide the Children's Ground Platform – integrated early childhood, learning, family health and community, cultural and economic development – so that …	… families walk alongside their children, gain access to, engage with and are drivers of quality services that include all of community …	… so that children, families and community enjoy social, political and cultural wellbeing.

System

Input	Activities	Outputs	Impact
The Children's Ground approach and evidence of efficacy …	… are mobilised into policy and practice across Governments and service providers …	… to create an integrated system which meets the needs and builds on the strengths of communities experiencing intergenerational disadvantage …	… so that children, families and community enjoy social, political and cultural wellbeing.

Society

Input	Activities	Outputs	Impact
Community voices, lives, achievements and identities …	… are amplified through social and mainstream media …	… building respect for people, cultures, histories and aspirations …	… so that all people in our society are valued and our First Nations history and future is celebrated.

Parks Sector ToC

National Parks Foundation EXPLORE - CONNECT - SUPPORT

National Parks Conservation Association PROTECT/PRESERVE - ADVOCATE - CONNECT

Golden Gate National Parks Conservancy: To preserve the Golden Gate National Parks, enhance the park visitor experience, and build a community dedicated to conserving the parks for the future

Save the Redwoods League: PROTECT - RESTORE - CONNECT

Our program model
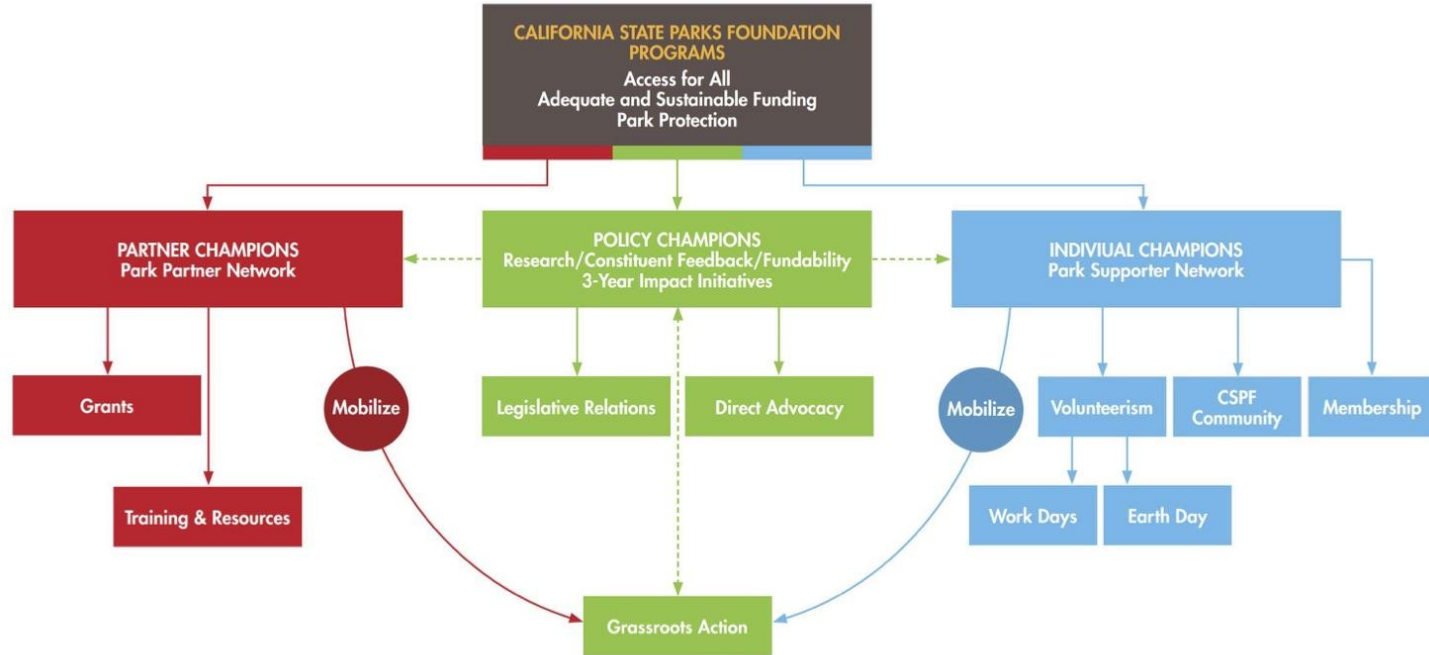
CREATING THE BLUEPRINT
FY 2018/2019

RESEARCH & LITERATURE REVIEW
Funded/Completed

YOUTH ACCESS FUND
Funded/Completed

BUILDING A MOVEMENT
FY 2019/2020

BRINGING VOICES TOGETHER – POLICY FORUM
Partially funded / In Process

EVERY KID IN A CALIFORNIA STATE PARK
Partially Funded / In Process

MOBLIZE AND EDUCATE PARK ADVOCATES – PARK ADVOCACY DAY
Partially Funded / In Process

EMPOWERING PEOPLE, PARKS, & PARTNERS
FY 2020/2021

EMPOWER LOCAL COMMUNITIES – REDUCING BARRIERS TO PARKS
Planning

FUND PARK EXPERIENCES – TRANSFORMATIONS IN PARKS
Planning

MEASURING IMPACT
Planning

THE JOURNEY

In partnership with nature, **YES** nutures leaders who champion the wellbeing of our community.

YES
Nature to Neighborhoods

COMMUNITY ENGAGEMENT

CAMP-to-COMMUNITY

WELLNESS NAVIGATORS

SUMMER CAMP & DAY OUTINGS

FAMILY CAMP

COMMUNITY PARTNERSHIPS

WELCOME TO YES

POVERTY
VIOLENCE
FEAR
CULTURAL BARRIERS
lack of positive role models
ISOLATION
fear of outdoors

YES BELIEVES THAT :

Time spent in nature - with opportuniites to reflect, connect with others, and discover new possibilities - restores individuals to their essential selves

Children, youth, and the adults around them need and deserve opportunities to develop deep connections and supportive relationships with one another

Participants' experiences in nature, and specifically at camp, contribute to building values that enrich their relationship when they return home to their urban environments

THE DESTINATION

Richmond youth, adults, and families lead healthy, connected lives; motivate change in their neighborhoods; and inspire a safe, thriving community.

YES participants have increased family and social relationships

YES participants have increased economic self sufficiency

YES participants have increased contribution to the community

Richmond has increased leadership capacity

Community conditions are improved

YES SUPPORTS RESIDENTS TO BECOME LEADERS

YES staff convenes community partners to collaborate around pressing needs

YES C2C youth fulfill service projects that promote community wellness and improve the built environment
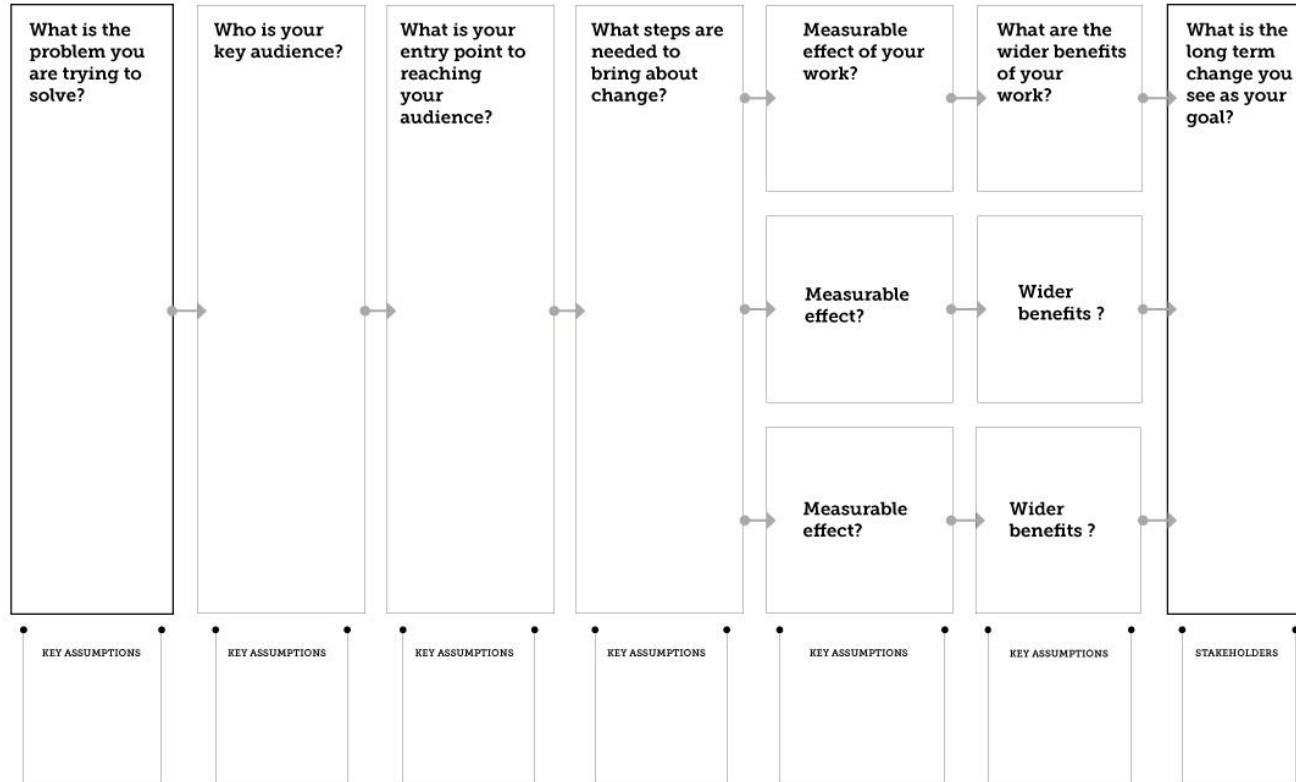
YES Wellness Navigators support and pioneer local health and wellness initiatives in schools and their neighborhoods

YES helps familes engage with their schools to promote programs and policies that contribute to overall school climate and parent engagement

I want to clarify my priorities
by defining my goals and the path to reach them

THEORY OF CHANGE

What is the problem you are trying to solve?	Who is your key audience?	What is your entry point to reaching your audience?	What steps are needed to bring about change?	Measurable effect of your work?	What are the wider benefits of your work?	What is the long term change you see as your goal?
				Measurable effect?	Wider benefits ?	
				Measurable effect?	Wider benefits ?	

KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	STAKEHOLDERS

Logic Model

A **logic model** is a graphic depiction (road map) that presents the shared relationships among the resources, activities, outputs, outcomes, and impact for your program. It depicts the relationship between your program's activities and its intended effects.

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
▪ Resources dedicated to or consumed by the project ▪ Usually a NOUN staff, facilities, money, time...	▪ What the project does with inputs to fulfill its mission ▪ Usually a GERUND a verb in its "-ing" form, such as assessing, enabling, reviewing...	▪ The volume of work accomplished by the project ▪ Usually a QUANTITY the number of projects, the number of case studies...	▪ Benefits or changes for participants during or after project activities ▪ Usually a CHANGE better projects, increased skills...	▪ The long term consequences of the intervention ▪ A fundamental CHANGE intended or unintended in a system or society

Your Planned Work	Your Intended Results

Program Action - Logic Model

Situation	Priorities							
	Mission							
Needs	Vision							
Assets	Values							
Symptoms	Mandates							
Problems	Resources							
Stakeholders	Local Conditions							
	Collaborators							
	Competitors							

Program Action - Logic Model

Situation	Priorities	Inputs		
		What we Invest		
		Staff		
	Mission	Volunteers		
Needs	Vision	Time		
Assets	Values	Money		
Symptoms	Mandates	Materials		
Problems	Resources	Equipment		
Stakeholders	Local Conditions	Technology		
	Collaborators	Partnerships		
	Competitors			
		Assumptions		

Program Action - Logic Model

Situation	Priorities		Inputs	Outputs			
				Activities			
			What we Invest	**What we do**			
			Staff	Outreach			
	Mission		Volunteers	Lectures			
Needs	Vision		Time	Programs			
Assets	Values		Money	Curriculum			
Symptoms	Mandates		Materials	Products			
Problems	Resources		Equipment	Resources			
Stakeholders	Local Conditions		Technology	Facilities			
	Collaborators		Partnerships	Events			
	Competitors						
			Assumptions				

Program Action - Logic Model

Situation	Priorities		Inputs	Outputs			
				Activities	**Participation**		
			What we Invest	**What we do**	**Who we reach**		
			Staff	Outreach	Park Visitors		
	Mission		Volunteers	Lectures	Students		
Needs	Vision		Time	Programs	Local community		
Assets	Values		Money	Curriculum	Decision Makers		
Symptoms	Mandates		Materials	Products	Staff		
Problems	Resources		Equipment	Resources	Partners		
Stakeholders	Local Conditions		Technology	Facilities	Customers		
	Collaborators		Partnerships	Events			
	Competitors						
			Assumptions				

Program Action - Logic Model

Situation	Priorities		Inputs	Outputs			Outcomes - Impacts		
				Activities	Participation		Short Term		
			What we Invest	**What we do**	**Who we reach**		**S-T Results**		
			Staff	Outreach	Park Visitors		**LEARNING**		
	Mission		Volunteers	Lectures	Students		Awareness		
Needs	Vision		Time	Programs	Local community		Knowledge		
Assets	Values		Money	Curriculum	Decision Makers		Attitudes		
Symptoms	Mandates		Materials	Products	Staff		Skills		
Problems	Resources		Equipment	Resources	Partners		Opinions		
Stakeholders	Local Conditions		Technology	Facilities	Customers		Aspirations		
	Collaborators		Partnerships	Events			Motivations		
	Competitors								

Assumptions	External Factors

Program Action - Logic Model

Situation	Priorities		Inputs	Outputs		Outcomes - Impacts		
				Activities	**Participation**	**Short Term**	**Medium Term**	
			What we Invest	**What we do**	**Who we reach**	**S-T Results**	**M-T Results**	
			Staff	Outreach	Park Visitors	**LEARNING**	**ACTION**	
		Mission	Volunteers	Lectures	Students	Awareness	Behavior	
Needs	Vision		Time	Programs	Local community	Knowledge	Practice	
Assets	Values		Money	Curriculum	Decision Makers	Attitudes	Decision Making	
Symptoms	Mandates		Materials	Products	Staff	Skills	Policies	
Problems	Resources		Equipment	Resources	Partners	Opinions	Social Action	
Stakeholders	Local Conditions		Technology	Facilities	Customers	Aspirations		
	Collaborators		Partnerships	Events		Motivations		
	Competitors							
			Assumptions			External Factors		

Program Action - Logic Model

Situation	Priorities		Inputs	Outputs			Outcomes - Impacts		
				Activities	**Participation**		**Short Term**	**Medium Term**	**Long Term**
			What we Invest	**What we do**	**Who we reach**		**S-T Results**	**M-T Results**	**L-T Results**
			Staff	Outreach	Park Visitors		**LEARNING**	**ACTION**	**CONDITIONS**
	Mission		Volunteers	Lectures	Students		Awareness	Behavior	Social
Needs	Vision		Time	Programs	Local community		Knowledge	Practice	Economic
Assets	Values		Money	Curriculum	Decision Makers		Attitudes	Decision Making	Civic
Symptoms	Mandates		Materials	Products	Staff		Skills	Policies	Environmental
Problems	Resources		Equipment	Resources	Partners		Opinions	Social Action	
Stakeholders	Local Conditions		Technology	Facilities	Customers		Aspirations		
	Collaborators		Partnerships	Events			Motivations		
	Competitors								
			Assumptions				External Factors		

Program Action - Logic Model

Situation	Priorities	Inputs	Outputs		Outcomes - Impacts		
			Activities	**Participation**	**Short Term**	**Medium Term**	**Long Term**
		What we Invest	**What we do**	**Who we reach**	**S-T Results**	**M-T Results**	**L-T Results**
		Staff	Outreach	Park Visitors	**LEARNING**	**ACTION**	**CONDITIONS**
	Mission	Volunteers	Lectures	Students	Awareness	Behavior	Social
Needs	Vision	Time	Programs	Local community	Knowledge	Practice	Economic
Assets	Values	Money	Curriculum	Decision Makers	Attitudes	Decision Making	Civic
Symptoms	Mandates	Materials	Products	Staff	Skills	Policies	Environmental
Problems	Resources	Equipment	Resources	Partners	Opinions	Social Action	
Stakeholders	Local Conditions	Technology	Facilities	Customers	Aspirations		
	Collaborators	Partnerships	Events		Motivations		
	Competitors						

Assumptions	External Factors

Evaluation
Focus - Collect Data - Analyze and Interpret - Report