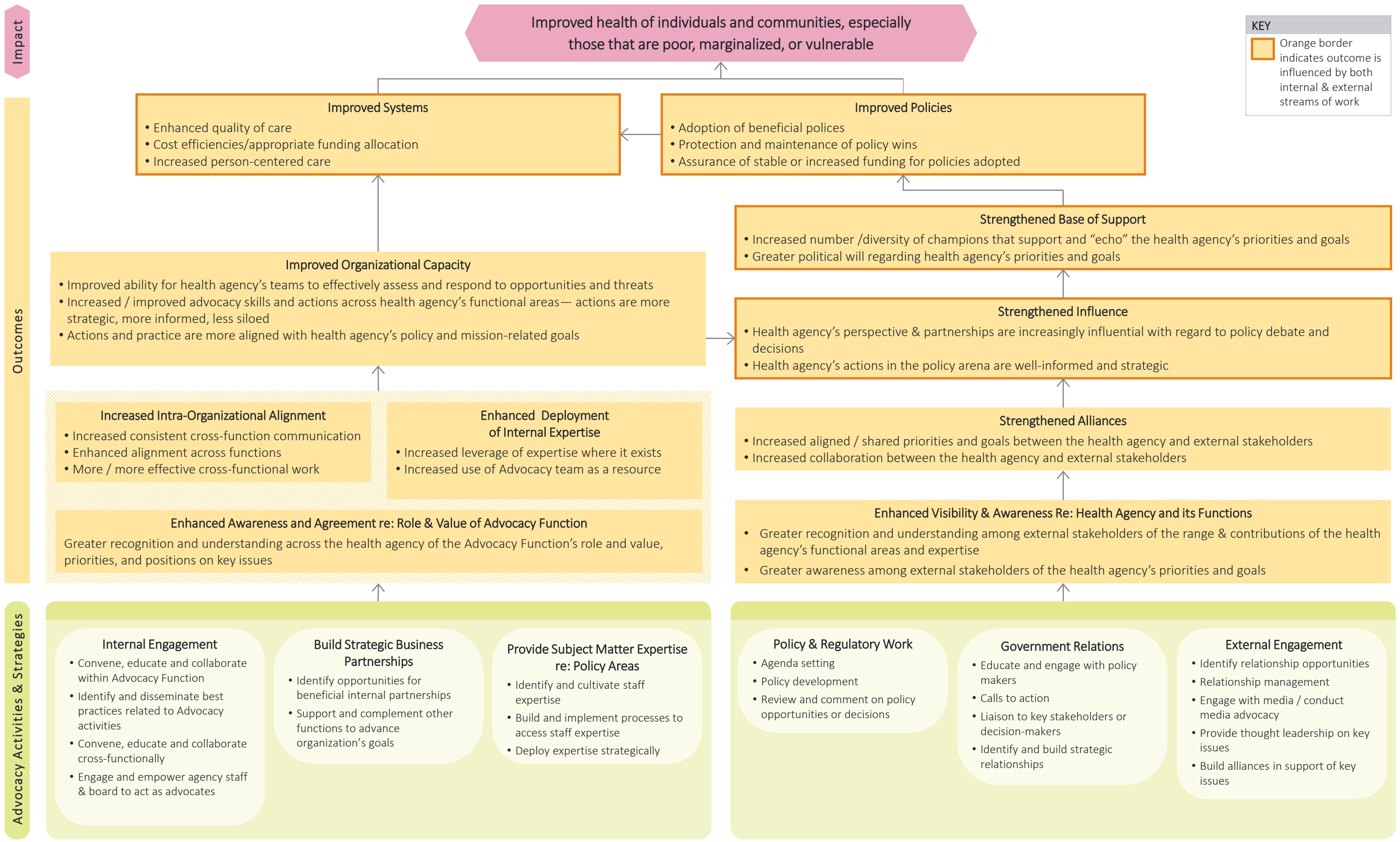


Theory of Change: Non-Profit Health Agency’s Advocacy Function



Advocacy – Theory of Change

Working Assumptions

- The Advocacy organization-wide function aligns with mission.
- By clarifying Advocacy’s work and expected outcomes, the Advocacy ToC articulates a vision of how Advocacy across the organization contributes to desired impact (changes for people/populations).
- The Advocacy ToC provides a foundation for meaningful measurement, evaluation, and learning (MLE).
- The Advocacy function implements both internally-focused and externally-focused activities. Outcomes related to both areas of focus reflect important early steps that will help establish the conditions for longer-term policy change and impact.
 - Internally-focused efforts are aimed at establishing greater clarity and a greater shared understanding within the organization about Advocacy’s role and value, better coordination of internal efforts and enhanced identification of opportunities, and timely/effective deployment of internal expertise.
 - Externally-focused efforts are aimed at enhancing visibility of and support for our expertise, priorities and goals.
- Advocacy’s internally- and externally-focused efforts are complementary; the range of both internal and external efforts is expected to lead to strengthened advocacy, a strengthened base of support for our priorities and improved policies – all of which can advance the organization’s goals and contribute to mission. There are opportunities to learn how internal and external streams of Advocacy work are mutually reinforcing, and how best to balance resources across the two streams.
- There are opportunities to more clearly identify appropriate and meaningful measures that describe Advocacy’s implementation and the effectiveness of Advocacy’s work.
- The ToC articulates how Advocacy’s work connects to the quadruple aim – i.e., cost, quality, patient experience and health outcomes. There are opportunities to learn more about how Advocacy’s work specifically contributes to each “bottom line” outcome area.

We envision:
'āina momona.

Abundant and healthy ecological systems in Hawai'i that contribute to community well-being.

This will take: **Powerful and connected communities stewarding Hawaiian lands, waters and culture (community-based natural resource management).**

We'll know this has happened when the following conditions are a broad-based reality in Hawaii:

Communities are decision-makers

- # of communities participating in decision-making processes
- % decisions that go the way communities want them to go

Community practitioners are resource managers

- area under active community management
- #educated by communities
- % decrease in threats to resources
- #new management approaches
- %increase in biomass

Sustainable community-based organizations

- # nonprofit BMPs utilized
- mix of fundraising strategies utilized

Communities adapt to changing conditions

- # communities doing monitoring & evaluation

We will achieve these conditions through these activities:

gatherings

- # communities at gathering
- # people at gatherings
- % attending who apply learning at home
- # new biocultural management tools used in communities

training and tools

- # people attending trainings
- # of people using/requesting tools
- %increase in knowledge
- %satisfied that training increased their level of knowledge
- % communities trained who are implementing training within one year

facilitation, consultation and technical assistance

- # communities who perceive that they are reaching goals, making progress
- \$ brought to communities
- # new biocultural management tools used in communities

network building

- # incidences of skill exchanges
- # links made between communities and resource agencies/partners
- # new biocultural management tools used in communities
- ##/\$ resources received and utilized through networking

advocacy

- # positive mentions
- # new regulations that contribute to improved biocultural management
- # agencies seeking input from KUA

backbone support organization

- %increase in non-profit health scorecard score
- mix of fundraising strategies utilized
- ratio funding from grants vs individuals
- \$ of operating reserves
- %perceive values alignment

We work on these activities with and for:

Communities who invite our support, and who have an active commitment to restoring and protecting the natural and cultural resources of their place

Because we believe:

Communities have a traditional and sacred role and responsibility for the lands and waters their places.

Communities rely on ecological health for physical, cultural, and spiritual sustenance.

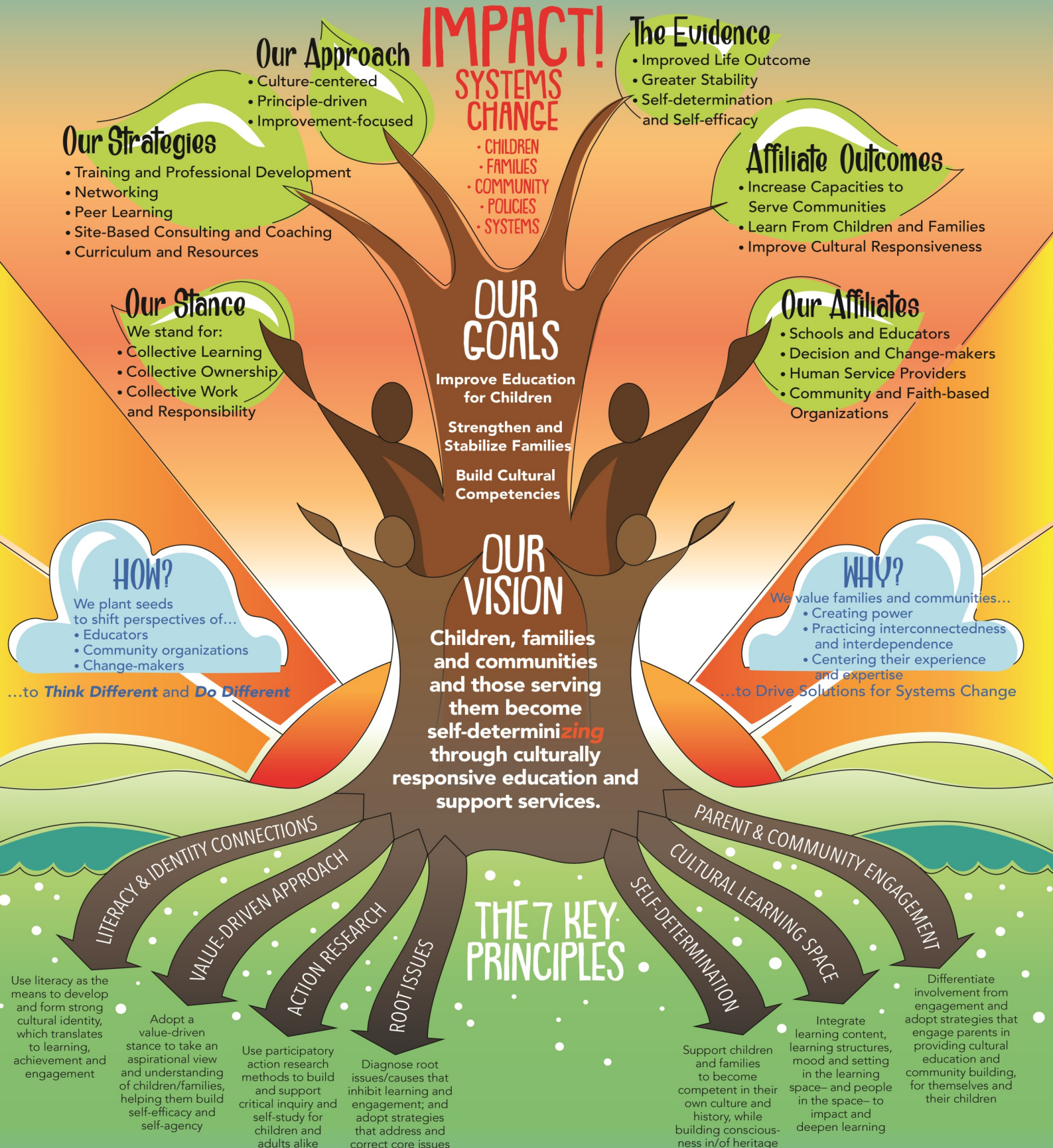
Communities have knowledge, practice and relationships critical for successful resource management.

learn more at
kuahawaii.org

KUA
KUA'ĀINA ULU 'ĀUAMO

THINK DIFFERENT. DO DIFFERENT.

THEORY of
CHANGE and
TRANSFORMATION

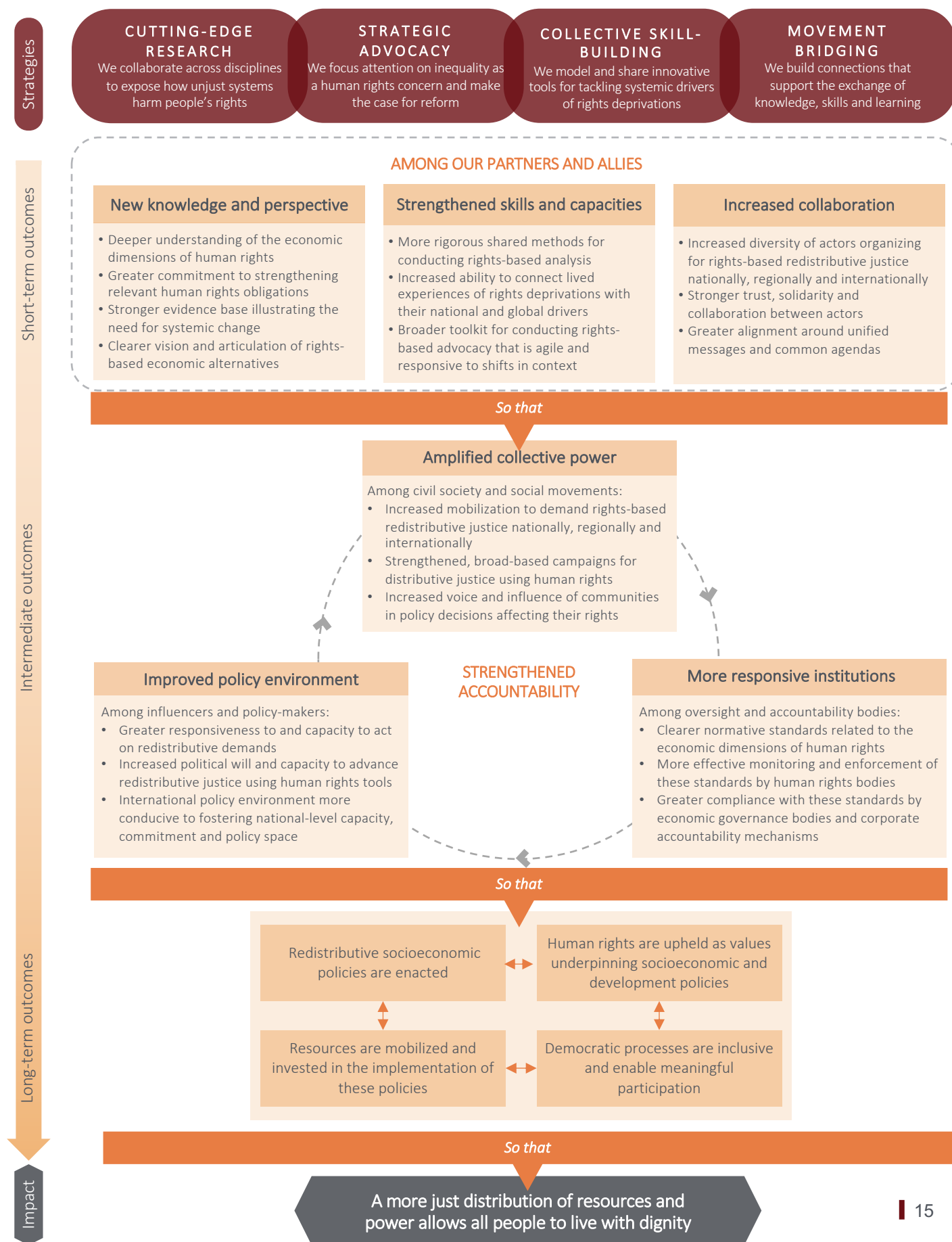


IMPROVING THE LIVES OF CHILDREN & FAMILIES OF AFRICAN DESCENT

www.thinkdifferentdodifferent.net

Appendix II: Theory Of Change Outcome Map

CESR tackles the unjust distribution of resources and power, within and between countries, that fuels inequality and deprives people of their rights. We do so by building collective counter-power to advance rights-centered economies serving people and planet.



GUIDE TO THE OUTCOME MAP

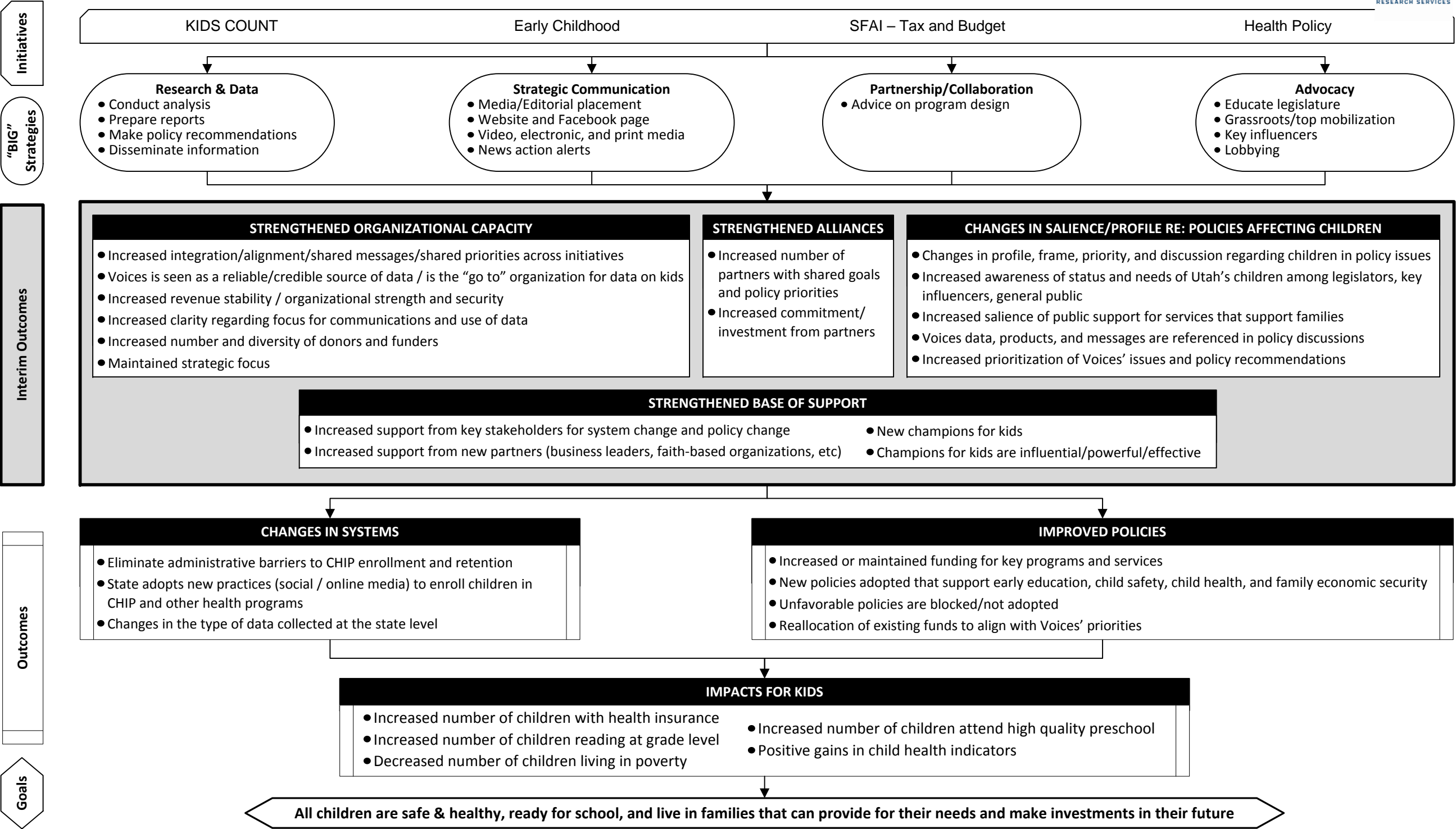
Our **approach**:

- We're a small organization with a broad vision, niche expertise and collaborative ethos. This makes us uniquely placed to marshal context-specific evidence that illustrates how broad regional and global socioeconomic trends impact people's rights in particular countries, as well as to foster synergies between collective efforts for change at the national, regional, and global levels.
- We believe the intersecting challenges of poverty, inequality and climate crisis are the most pressing challenges of our time. All are caused by – and in turn reproduce – widespread denials of economic and social rights and have their roots in the unjust distribution of resources and power that characterize our economic and political systems.
- We seek systemic change, which includes steady progress on the policy reform necessary to shift socioeconomic and political systems affecting distributions of resources and power.
- We recognize that this type of change cannot be realized without a critical mass of organizations working for redistributive justice – across economic, social and environmental spheres – joining forces. For this reason, our work happens through partnerships and alliances, particularly across fields. Our aim is to break down silos by increasing fluency in economic and social justice issues among human rights actors, while increasing human rights fluency among actors in related economic and social justice fields.
- We advance a progressive, holistic and transformative vision of human rights that illustrates the indivisibility and interdependence of all human rights. We focus specifically on economic and social rights as a powerful, but underutilized, tool for redressing skewed distributions of resources and power.
- We seek out a wide range of partners and allies that includes: civil society organizations, particularly those in the human rights, development, tax justice, economic justice and environmental fields; social movements such as the feminist, indigenous and labor movements; grassroots and community groups in specific countries; human rights and development oversight bodies at the national, regional and global level; and those who make or influence socioeconomic policy, domestically, regionally and internationally.

How **change happens**:

- The long-term outcomes we seek reflect key components of an effective state, capable of delivering on human rights in the public interest. We recognize that in a globalized economy, a state's effectiveness, including its policy space, is heavily influenced by asymmetries in who wields power in global governance spaces.
- The intermediate outcomes we seek are – in principle – mutually reinforcing; a change in one affects the others, in a virtuous cycle strengthening accountability. Increased mobilization by civil society, social movements and community groups influences the responsiveness of key institutions, which can in turn lead to an improved policy environment in which change can occur.
- At the same time, we recognize that this virtuous cycle is not always in evidence: in many cases, institutions are not responsive or have limited impact on the policy environment. The interplay between pressure from below, pressure from above, and pressure from within is dynamic and constantly shifting. For this reason, our strategies for change must be context-specific, using approaches and channels most effective in each setting.

Voices for Utah Children Theory of Change DRAFT Outcome Map





Radically Engaging Residents of Affordable Housing in All Aspects of Our Work

Springboard to **Learning**

Springboard To Learning is all about ensuring children and their families can achieve their educational goals. Springboard does this by providing programs in safe, nurturing places in the summer, after school, and during the week. When kids don't have a safe place to go after school, we make one. When youth are struggling through insecurities, we help them find community and confidence. When parents don't know how to help their children succeed in school, we give them the resources to do it. Our programs are all focused on one ultimate goal: children and their families working together to develop big, bold visions for their future.

Springboard to **Success**

Springboard To Success supports residents as they take steps to achieve their short and long term goals. For some residents, this means saving for a home or obtaining a GED. For others, it means finding a better-paying job. Regardless of the goal, we help residents plan for the future by providing programs and one-on-one support that is focused on the specific needs of residents.

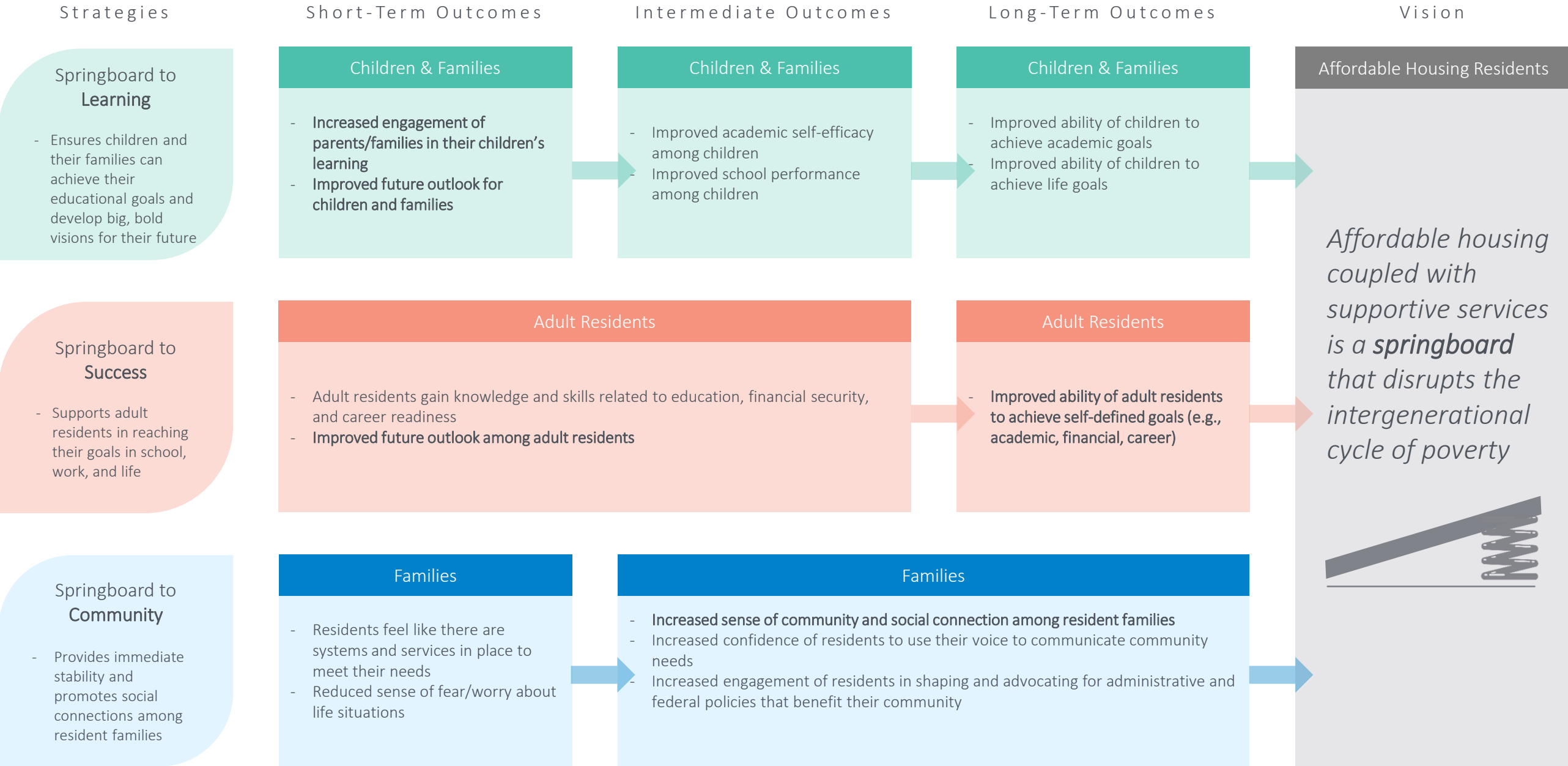
Springboard to **Community**

Springboard To Community supports residents in meeting their immediate needs, while also providing community building events to strengthen social connections and support families as they reach their goals in school, work, and life. The options for building community and supporting residents vary across our communities but always address what residents tell us they need and want.

Theory of Change | Outcomes We Expect to See



Radically Engaging Residents of Affordable Housing in All Aspects of Our Work



Sound Discipline Theory of Change



CONNECT. LEARN. THRIVE.



Strategies



Empower professionals and parents to effectively connect with youth, using brain science and trauma-informed practices.



Train and coach school discipline data teams to create and build sustainable systems for solution-focused practices.



Facilitate community-wide learning and action to promote solution-focused discipline practices in families, schools and organizations

Outcomes

Among Teachers, Parents, and Other Professionals

- Shift in understanding of youth misbehavior
- More effective disciplinary practices
- Increased skills for responding effectively to youth misbehavior

Among Students and Youth

- Greater empathy, agency, and self-regulation
- Greater resilience
- K-12 academic success
- High school graduation and post-secondary success

Among Families, Schools, and Community-Based Organizations

- Positive changes in school climate
- Fewer disciplinary incidents
- Increased attendance and decreased truancy
- More time for instructional leadership
- Increased parent engagement in school
- Increased use of approaches that identify behavior patterns and prevent behavior problems
- Well-supported data teams in schools



ACADEMIC SUCCESS
← THIS WAY