What Are Intended Impact and Theory of Change?

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About The Bridgespan Group



The Bridgespan Group is a global nonprofit organization that collaborates with mission-driven leaders, organizations, and philanthropists, to make the world more equitable and just.

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Friendly reminders



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Where we're going



What sparked your interest in intended impact and theory of change?

What do you hope to gain from this webinar?

Use the Zoom chat function

to share your reflection with the other attendees

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At the most basic level, all nonprofits face the same central challenge



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Intended impact and theory of change can pave the way to an effective strategy and help leaders get critical decisions right



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Louisville Urban League's Intended Impact and Theory of Change

APF's strategic pillars	Intermediate outcomes	Population level outcomes
 Education Academic achievement via intensive tutoring and quality OST programs Post-secondary access and persistence through navigation support Wrap around supports Advocacy to improve equity in education 	 Increase in academic performance and SEL metrics Increase postsecondary enrollment and persistence Increase in strong family and parent networks 	Youth are on track to secure stable jobs / careers in high- wage occupations
 Housing and homeownership Affordable housing development Financial education and counseling Direct financial assistance Advocacy and systems change for a just housing system 	 More residents in long-term housing (rentals or owned) Fewer cost burdened residents Systemic barriers and racist policies eliminated 	Black residents build wealth through accumulation of real estate equity in Louisville
 Black Business TA services to create, scale, and stabilize Black owned businesses Incubator for intensive, wrap-around, support of promising Black entrepreneurs Access to capital and enabling supports Advocacy and systems change for Black businesses 	 Increase in number of stable Black owned businesses Increase in access to capital Stronger support ecosystem 	Population parity between proportion of Black owned businesses and proportion of Black residents and a resulting increase in overall profit share LOU market for Black businesses

All Our Kin Theory of Change

All Our Kin trains, supports, and sustains family child care educators. Through directly implementing and sharing our programs and values-based approach, child care professionals succeed as businesspeople; parents thrive within the workforce; and children gain the educational foundation that lays the groundwork for achievement in school and beyond.

Key Relationships

Family child care educators (FCCEs): Workforce who care for and educate small groups of children in residential settings

Technical Assistance partners: Organizations or people directly providing supports to FCCEs

Advocacy partners: Fellow advocates for child care and FCC, elected officials, and federal, state, and local administrators Internal impact: Codify what is working; generate evidence; train/ build educator advocacy voice

Internal impact: Enlist TA partners in the FCC movement; inform best practice policies and regulations to support FCC Our work

Directly operate robust FCCE networks: Provide and continuously improve holistic supports for educators – being both responsive to local needs and faithful to the five critical components of staffed family child care networks.

Disseminate our educator-centered values and approach through technical assistance: Use learnings from direct service to provide other agencies, organizations, and states supporting FCCEs with curricula, coaching, frameworks, and tools to apply locally, and build communities of practice.

Bring data/storytelling/educator voice to movements and partner with others to elevate FCC within the care economy; Define critical components of staffed networks for sector actors; Convene and align with fellow advocates around policy goals. Internal impact: Share best practices for supporting FCCEs from partner communities

Internal impact: Share issues with public, legislators on broader policy agenda; Help build TA partner capacity to organize educators around issues

External Impact

Generate evidence of: 1) the value of FCC for children and families (e.g. access, outcomes); and 2) the impact for educators (e.g. well-being, learning, financial health).

Build educator leaders who can in turn support other educators.

Motivate adoption of our valuesbased approach with formal TA partners and a broader set of communities who want to replicate outcomes similar to All Our Kin.

Create broader movement of organizations advocating for FCC.

Catalyze movement towards the six "conditions for FCC to thrive" at the federal, state, and local levels to explicitly include and support needs of FCCEs and the children and families they serve.

Vision

Educators are wellsupported and thriving: Physical and emotional wellbeing, financial sustainability, and Professional Development.

Families have a robust set of choices for care and education that meet their needs (cultural alignment, availability, reliability, affordability).

Children are happy, thriving, and developing in quality care and early education environments.

Systems invest in equity for FCC: Policymakers recognize FCC as a critical part of the care and education system; funding and regulations support FCCEs directly.

Guest Speakers



Lyndon Pryor

Chief Engagement Officer Louisville Urban League



Jessica Sager Founder and Chief Executive Officer All Our Kin



Takeaway tips: Essential Practices for developing your intended impact and theory of change



STAKEHOLDER ENGAGEMENT



PRESSURE TESTING YOUR WORK



FLEXIBILITY AND CONTINUED LEARNING

Key tips!

- Seek a diversity of voices and perspectives
- Remain open to candid feedback and new ideas
- Be **mindful of biases** that could hinder your work

- Take on the **mindset of a skeptic**
- Test **key assumptions** you made in your early drafts
- Continue to **iterate** as you learn new information

- Clarify key questions outstanding
- Craft a **learning agenda** to address those questions
- Be alert for major changes



Additional tools to support you







Learn more about Bridgespan's cohort services for nonprofit leadership teams

Leadership **Accelerator**

Offers four self-paced programs for leadership teams interested in addressing a specific strategy or management challenge. Programs range from 10-18 weeks in length. www.bspan.org/BLA

Leading for Impact[®]

Allows leadership teams to explore Bridgespan's most popular management tools while applying a subset to their own strategic priorities. This is a year-long program. www.bspan.org/LFI



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