Problem tree

1. What problem do you want to solve?

Choose the most important problem that your organisation focuses on.

2. Causes

Why does this problem exist at all?

3. Consequences

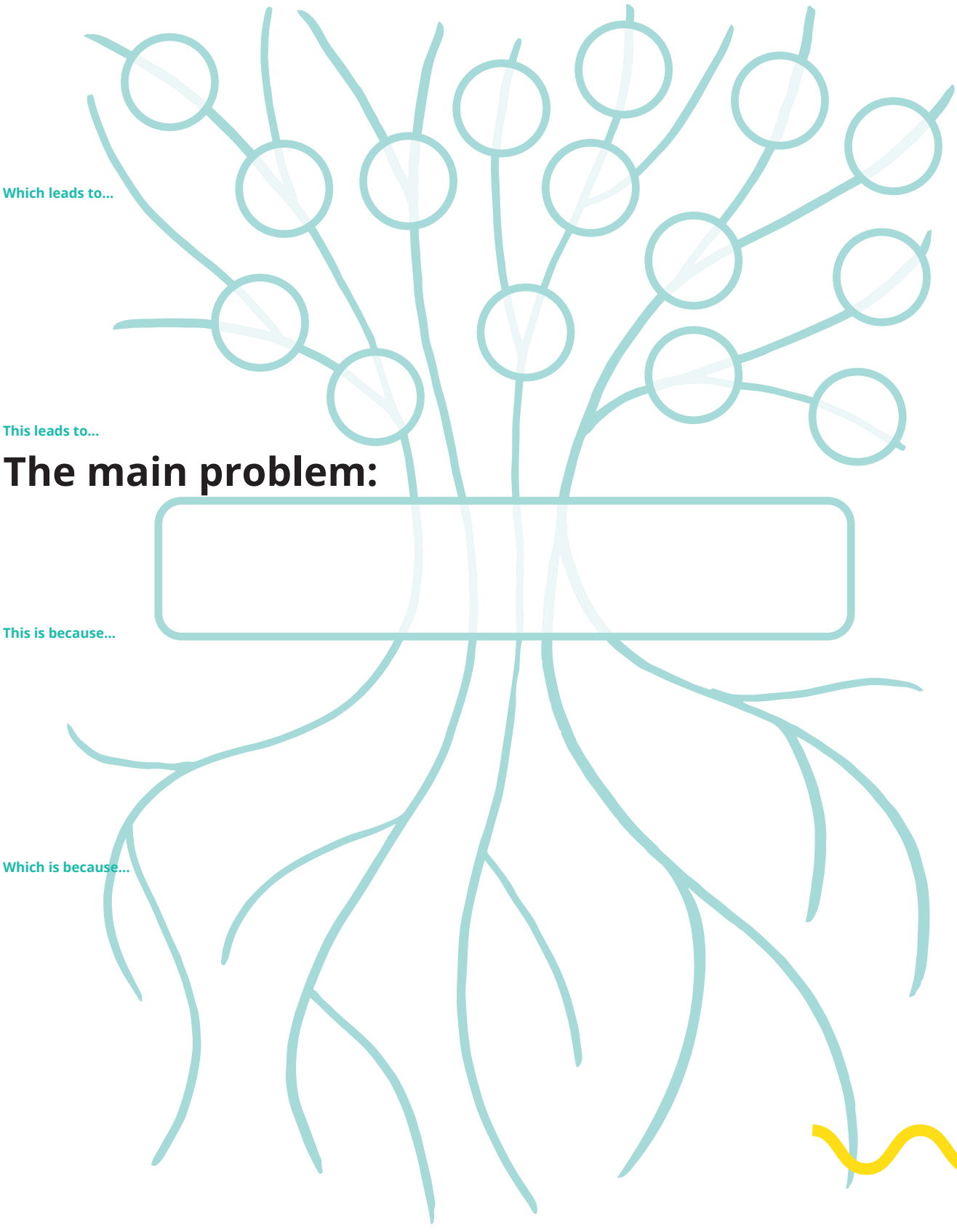
Which negative consequences does this problem bring?

4. After identifying the causes

Circle the causes your organization will focus on.

5. After identifying the consequences:

Circle the consequences your organization will measure to understand your impact.



Which leads to...

This leads to...

The main problem:

This is because...

Which is because...

Goal tree

1. What is your main impact goal?

Choose an inspiring yet realistic and specific goal.

2. Preconditions

What needs to happen or to be in place before you can achieve your goal?

3. Results and impacts

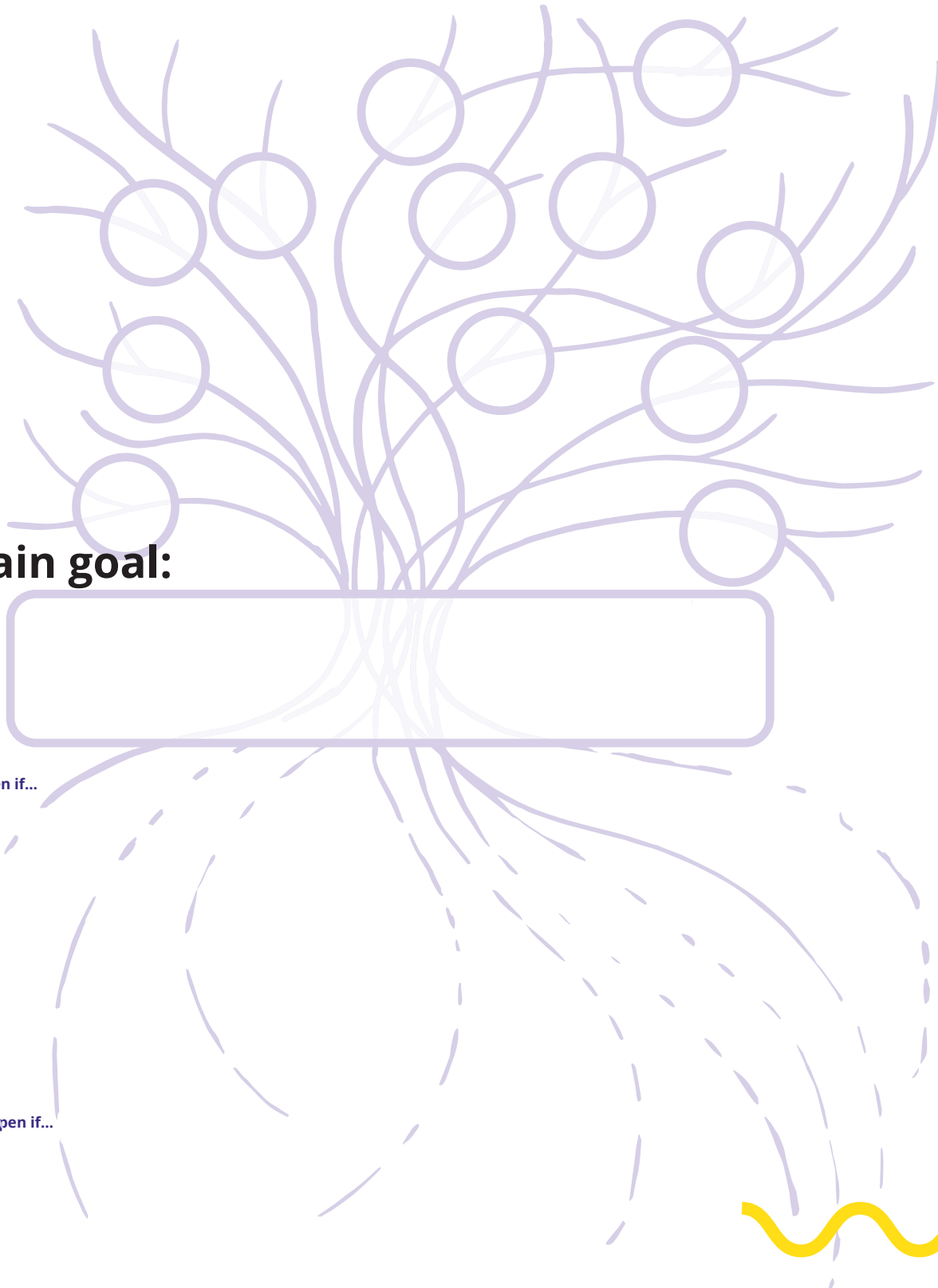
Which results and impacts do you expect to see after you solve this problem?

4. After identifying preconditions

Circle the ones that you will actively try to fulfill.

5. After identifying the results and impact:

Circle the ones you will measure so that you could track your results and understand whether you have created any impact.



Which leads to...

This leads to...

The main goal:

This can only happen if...

Which can only happen if...

Stakeholder map

Which box does each stakeholder belong in?

	Who has a LOW interest in achieving your organisation´s impact goal?	**Who has a HIGH interest** in achieving your organisation´s impact goal?
Who has a HIGH influence on achieving your organisation´s impact goal?	*Keep them satisfied*	*Manage closely - they should be your top priority*
Who has a LOW influence on achieving your organisation´s impact goal?	*Monitor (put in minimum effort)*	*Keep informed, help them to participate*

Based on the stakeholder mapping, who are your most important stakeholders? What can you practically do to maximise their positive influences and minimise their negative influences on the achieving of your impact goal?

1.

2.

3.

...

Beneficiary journey map

From whose perspective will you describe the journey?

	PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
What are the activities the beneficiary is involved in at each of the phases?					
Ideal scenario: what does the beneficiary experience in each of the phases?					
Realistic scenario: what does the beneficiary experience in each of the phases?					
Worst scenario: what does the beneficiary experience in each of the phases?					
What can we do in each of the phases to avoid worst-case scenarios and enable realistic and even ideal scenarios?					

Theory of Change

1.
Stakeholder
Who is our key stakeholder group?

2.
Needs
The needs related to our key stakeholder group

5.
Activities
Our operational model

6.
Preconditions
What needs to be in place to ensure our success?

4.
Outcomes
Necessary short-term results to achieve our impact

3.
Impact
Longer term positive changes that we intend to achieve

It makes sense to WRITE your theory of change in this order.

Stakeholder group:
Who are we actually trying to help?

Stakeholder needs:
What help do they need?

Long-term change:
What is the ideal end-result that would satisfy those needs?

Outcomes:
What needs to happen to reach that end-result? Who needs to change and how?

Outputs:
What is the best way for us to create that change? What do we want to achieve?

Activities:
What do we need to do, concretely, to reach those achievements?

Preconditions:
What could prevent or stop us from reaching the outcomes by means of our outputs and actions?

But it should be READ and EXECUTED like this.

Stakeholder needs
are the basis for everything (along with your desire to create a positive impact)!

Preconditions
need to be in place before taking action. Otherwise, your activities will not lead to achieving your impact goal.

Activities
will be executed to achieve outputs.

Outputs
will (hopefully) lead to outcomes.

Outcomes
will (hopefully) lead to long-term changes.

Long-term changes
will (hopefully) be sufficient to satisfy stakeholder needs.

Theory of change

Stakeholder group

Stakeholder needs

...will be met because...

Impact

What is the long-term change you see as your goal?

Outcomes

What are the necessary short-term changes that need to happen to support achieving longer-term change?

Outputs

What do you need to get done as a result of your activities (e.g. events, products, campaigns)?

Activities

What do you need to do to produce the necessary outputs?

Inputs

What resources do you need to organise necessary activities?

...will happen because...

...will happen because...

...will happen because...

...will happen because...

Preconditions

What needs to happen or be in place before you can achieve your goals and enable positive changes?

Impact indicators list

What are the changes that you hope to contribute to in the lives of young people?

1. Examples of SHORT-TERM impacts your organisation might have:

1.1. Changes in young people that appear over a short period of time:

- Time and energy use
- The number and the nature of social contacts
- Feeling of belonging
- Knowledge
- Skills / experience
- Attitudes and values
- Behaviour
  - More desirable
  - Less undesirable
- Mobility (domestically, internationally)
- Mental health
- Physical health
- Young people's (physical and digital) environment

1.2. Positive changes that may not immediately affect young people themselves

(e.g. the impact of the youth professional association on the development of a field)

1.3 Negative changes related to young people, e.g.:

- Giving a young person a negatively perceived participatory experience
- Involving a young person in a less impactful programme compared with an alternative

2. The potential LONG-TERM impacts your organisation might have:

2.1. Changes in young people that appear over a longer period of time:

- Qualification
- Graduation
- Employment status
- Income
- Civic engagement as adults (e.g. volunteering)

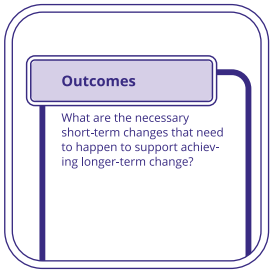
3. Something else:

How to come up with your own list of indicators?

To develop new indicators, other templates in this toolbox will be super useful for you, especially:

The upper part of the **Goal tree**

The "Impact" section of the **Theory of change**



The "Outcomes" section of the **Theory of change**

How do you know that the chosen impact indicator is appropriate?

What should an appropriate indicator look like?

What does it mean?

BETTER THAN ALTERNATIVES

The indicator must express the essence of the positive change better than any other indicator.

RELEVANT

The indicator must measure the factors on which the organisation could, thanks to its activities, have a significant impact.

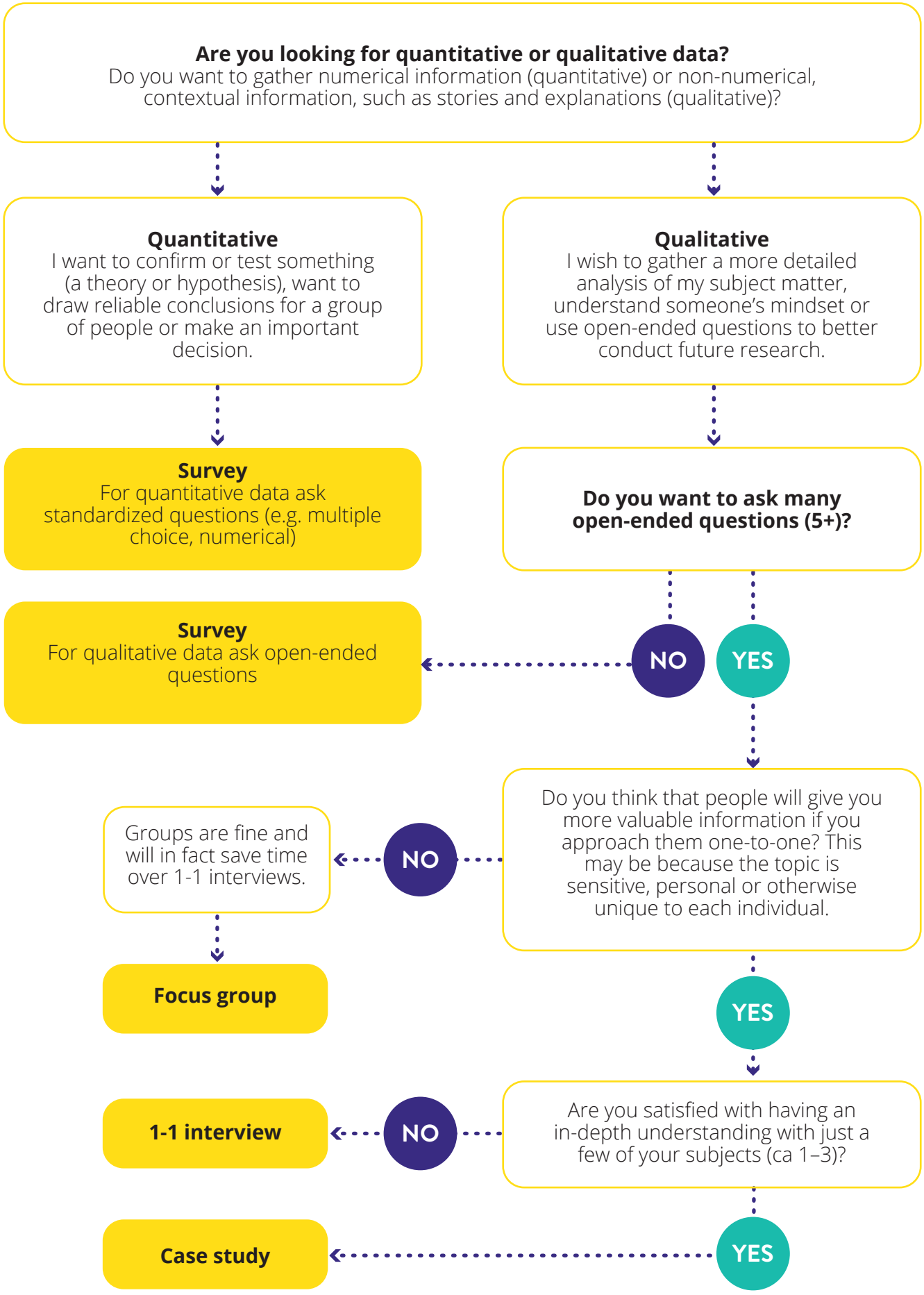
CLEAR

The indicator must be unambiguous and understandable for everyone.

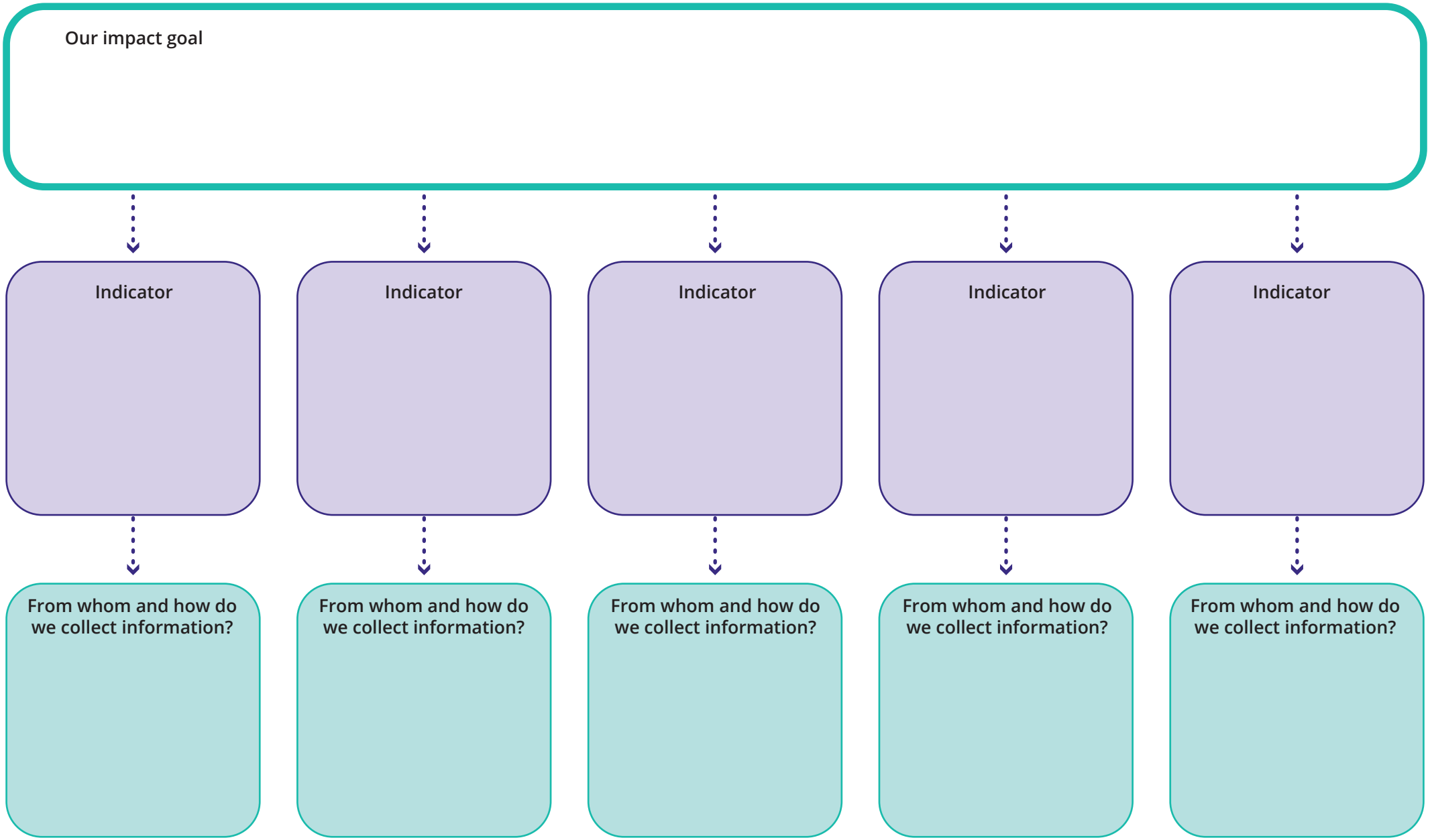
MEASUREABLE

The data for an indicator should be available or possible to collect by using appropriate research methods.

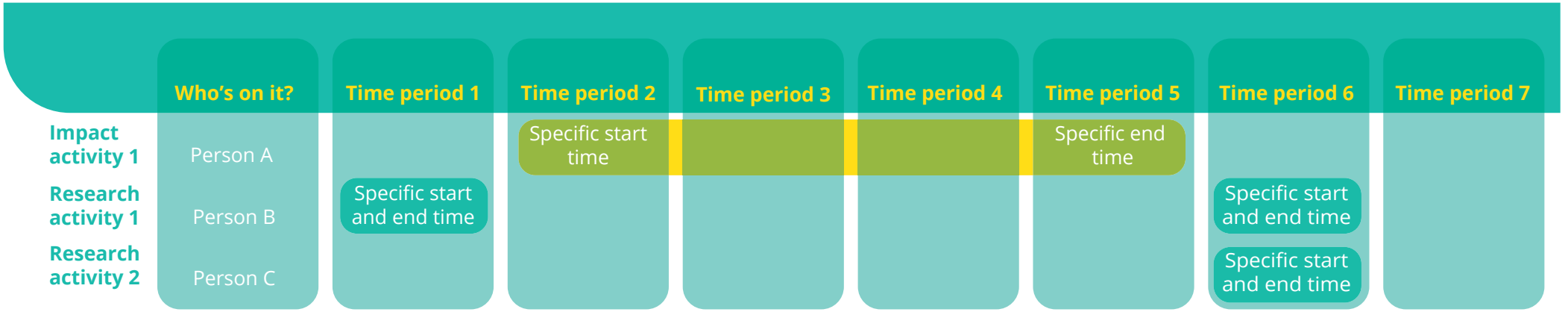
Research methods list



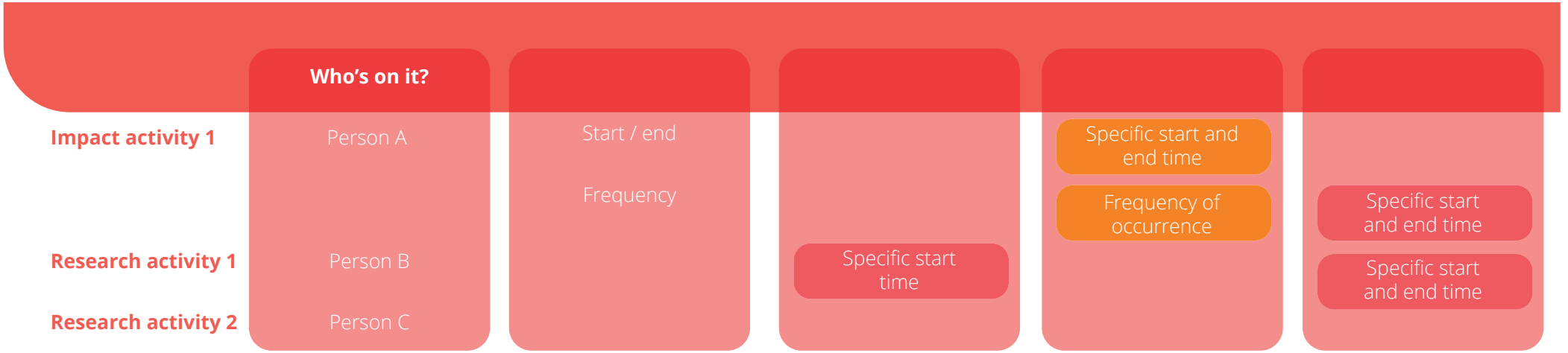
Dashboard / measurement plan



Excel example



Alternative



Organisational model canvas

If a cell is marked by a heart, please write there relevant information about your beneficiaries.

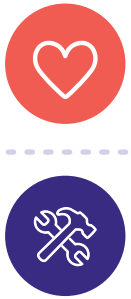
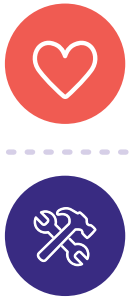
Your beneficiaries are people who benefit from what you do. For example: young people who participate in the programs that you organise, or your organisation´s members.

If a cell is marked by a tools, please write there relevant information about your resource providers.

Your resource providers are people who give you money, time or material goods so that you can run your activities for your beneficiaries. For example: funders, volunteers, sponsors.

Organisational model canvas

"THE BIG PICTURE": What is our organisational model to create positive changes?

1. Stakeholders	2. Needs/problems	3. Solution	4. Path to target groups
			
5. Indicators of success	**6. Partners and resources**	**7. Costs**	**8. Sources of income**

Organisational model canvas

"THE BIG PICTURE": What is our organisational model to create positive changes?

1. Stakeholders	2. Needs/problems	3. Solution	4. Path to target groups
5. Indicators of success	**6. Partners and resources**	**7. Costs**	**8. Sources of income**

Write information about beneficiaries

Write information about resource providers

Organisational model canvas

"THE BIG PICTURE": What is our organisational model to create positive changes?

1. Stakeholders	2. Needs/problems	3. Solution	4. Path to target groups
Whose needs do you solve? Who are the beneficiaries of your activities?	From the perspective of the beneficiaries: what kind of need(s) does your solution help to solve? Why are they willing to participate?	Describe the concept of the solution for the beneficiaries in the community. Which main elements and activities does the solution involve?	Which channels do you use to reach the beneficiaries?
Who provides resources for you to implement your solution?	From the perspective of resource providers: what kind of need(s) does your solution help to solve? Why are they willing to contribute?	Describe how you involve and interact with the resource providers. E.g. writing project applications, managing a volunteer program, selling services.	Which channels do you use to reach the resource providers?

Organisational model canvas

"THE BIG PICTURE": What is our organisational model to create positive changes?

5. Indicators of success	6. Partners and resources	7. Costs	8. Sources of income
Which indicators do you have to follow to understand that your solution has the desired positive impact on the beneficiaries? Which indicators do you have to follow to understand that your relationships with the resource providers are successful?	Which partnerships and resources (finances, know-how) do you need to offer your solution to the beneficiaries?	What are the main costs to sustain the annual implementation of the solution?	What are the sources of income to cover the costs concerning offering the solution to the beneficiaries?