CYPT: Theory of Change 2019

Draft| Fall 2019

The Children and Youth Planning Table (CYPT) is a community-wide collaborative of over 60 organizations, which includes over 600 service providers, researchers, planning bodies and funders serving children and youth, pre-birth to 18ish, and their families in Waterloo Region. Established in 2011, the CYPT has launched a number of opportunities and initiatives that reflect their mission (such as the Dashboard and Family Compass) as well as evolved to adopt a collective impact model for working together, Shared Foundation for Practice, and now most recently, a set of shared goals.

The 2019 update on the CYPT Theory of Change is intended to articulate the –CYPT's approach and contribution to achieving these goals. This Theory of Change can serve as a touchpoint for strategy, for testing assumptions, as well as for providing the groundwork for an evaluation framework for CYPT.

To help clarify the range of outcomes associated with CYPT activities, the 2019 Theory of Change has organized these according to who and where the outcomes are experienced.

> **CYPT Network Outcomes** – these outcomes are associated with network building and are related to participation and engagement in CYPT. It would be expected that CYPT member organizations along with Nested/Affiliated Group would experience these outcomes.
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> **Organization Outcomes** – these outcomes relate to the ways in which organizations operate in their design and delivery of programs and services, and in their engagement with children, youth and families. The outcomes reflect changes within organizations as well as changes in how organizations work with each other to improve service delivery and system navigation. These outcomes are expected to be experienced by each organization as well as by individual staff within those organizations. These outcomes also relate to improved service experience by children, youth and families.
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> **Broader System Outcomes** – these outcomes are where CYPT moves into connecting with other networks, collaboratives and initiatives who have shared or complementary interests with CYPT within Waterloo Region and beyond. They also relate to broader awareness and engagement of those who may not be directly connected to (or aware of) the children and youth sector, like technology companies or local businesses.

A Note on Collective Impact

Collective impact has evolved since the original 2011 Kania and Kramer article. Through evaluation and learning, there is now a call to shift seeing collective impact as a structure for managing the process to a more open-ended approach for movement making (Cabaj & Weaver 2016). While the original structures can still be helpful in supporting the work of a network like CYPT, when the emphasis is on substantive social change it can be more effective to see this approach with a lens that emphasizes strategic learning and community engagement. For the CYPT, this does not mean abandoning the original collective impact structure necessarily, but a pause to ask questions about how their network structures and supports can continue to evolve to support resilience, sustainability, and substantive systems change.

CYPT 2019 Theory of Change

Our Vision:	**Happy, healthy children and youth- today and tomorrow**
Our Mission:	**To collectively mobilize as one system for children and youth in Waterloo Region that relentlessly strives to maximize wellbeing throughout generations.**
In the next 5 years, success will look like: *(Impact)*	Children and youth in Waterloo Region who report: → We are healthy → We are learning → We belong → We are participating → We are secure → We are free to play → We are connected to our environment → We are protected → We are happy and respected

As a community-wide collaborative our contribution to this success will be: *(Outcomes)*	**CYPT Network Outcomes**
	→ Increased practice of the meaningful involvement of child, youth and families in decision-making
	→ Increased engagement of CYPT members participating as active agents in the work of CYPT
	→ Increased capacity of network to effect change through collective impact (including through effective backbone support)
	→ Increased capacity to collect, share and mobilize data to inform planning and decision-making
	
	Organization Outcomes
	→ Decreased duplication of services
	→ Improved system navigation by families and youth
	→ Greater understanding of organizational and individual roles within, and contribution to, the system (including shared responsibility for 'no wrong door philosophy')
	→ Greater alignment of organizational practices with collective impact initiatives
	→ More organizations working differently and participating as "active agents" in alignment with the work of CYPT
	→ Increased understanding and improved practices in key areas and topics
	→ Increased capacity for meaningful child, youth and family engagement
	
	Broader System Outcomes:
	→ Greater awareness and connection to CYPT and its work
	  ○ Among broad community stakeholders
	  ○ Among the business/tech sectors
	→ Greater awareness and understanding of the role of all systems (e.g. transportation, business) in contributing to improved child and youth wellbeing
	→ Greater alignment of CYPT and other collectives focused on child and youth wellbeing (e.g. WWR), including recognition and use of CYPT expertise
	→ Greater sense that child and youth wellbeing is a shared societal priority

<table>
<tr><td rowspan="5">We will achieve this contribution through:
(Activities)</td><td>Championing systems change</td><td>→ Raising awareness and championing issues related to child & youth wellbeing
→ Raising awareness and championing the value of working together at a system-level</td></tr>
<tr><td>Building strategic partnerships and trusting relationships within and across systems</td><td>→ Bringing new connections to the network
→ Bringing a CYPT lens to other collaboratives and networks
→ Connecting with related initiatives (e.g. UNICEF, SWR)</td></tr>
<tr><td>Working together as a dynamic and resilient network</td><td>→ Supporting change through co-governance, co-leadership and effective network architecture (e.g. committees, groups, communication channels, backbone support)
→ Building intentional relationships, and supporting these relationships through creative tensions and in having the tough conversation
→ Engaging and convening members
→ Connecting through Nested/Affiliated Groups
→ Communicating the story of CYPT</td></tr>
<tr><td>Mobilizing data, learning and insight</td><td>→ Measuring population outcomes using standardized indicators
→ Communicating data through dashboard
→ Mobilizing data to inform evidence-based decision and policy-making
→ Developing shared measurement strategy
→ Conducting impact evaluation of CYPT</td></tr>
<tr><td>Building capacity for ensuring high quality and effective system experiences</td><td>→ Facilitating/connecting to professional development and learning opportunities
→ Living into Shared Foundation for Practice
→ Championing initiatives that ease service access and navigation
→ Practicing meaningful child/youth/family engagement</td></tr>
<tr><td>Maximizing and leveraging resources</td><td>→ Connecting to and mobilizing a full range of resources available (e.g. funding, in-kind, space, expertise, influence, etc.) to the benefit of the entire network
→ Engaging support teams
→ Finding ways to be strategic and collaborative with resources</td></tr>
<tr><td>We will live into this work through:</td><td colspan="2">Our Shared Foundation for Practice:
• Informed
• Connected
• Wholistic
• Child, Youth, and Family - Centered

Our Use of the Collective Impact Approach (internally & externally)
<table><tr><th>(CI 1.0) From:</th><th>(CI 3.0) To:</th></tr><tr><td>Common Agenda</td><td>Community Aspiration</td></tr><tr><td>Shared Measurement</td><td>Strategic Learning</td></tr><tr><td>Mutually Reinforcing Activities</td><td>High Leverage Activities</td></tr></table></td></tr>
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	Our values for working within the system: • Nimble • Responsive • Reflective • Experimental • Equity-minded		Continuous Communication / **Inclusive Community Engagement** Backbone / **Containers for Change**