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Milestone 2

University of Central Florida

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## **Theory of Change**

### **Theory of Change Table**

#### ***Problem***

*Sembrando Arte, Cosechando Esperanzas* emerged in response to 11 teen suicides in 2023 within Aldana's population of only 7000. A town hall meeting gave teens a platform to voice their opinions, revealing that increasing mental health challenges came from a lack of youth development opportunities—bringing feelings of aimlessness, purposelessness, and hopelessness for the future.

Key assumptions include interpreting increased suicide rates indicative of severe mental health crises, government reluctance to fund youth programming and limited access to resources.

#### ***Target Audience and Entry Point***

The target audience is Aldana residents ages 11-24. Some barriers are the obligation to assist their parents with harvesting labor and self-isolating individuals with reluctance to participate due to the loss of their friends. The entry points are the program coordinators residing and working in Aldana's indigenous community.

Key assumptions include that the community will have an exciting and positive response to the community.

#### ***Steps Needed to Bring Change***

The steps needed to bring change are creating a comprehensive curriculum supported through funding, public traction, and a strategic sustainability plan.

Key assumptions in these steps are that the mission will evoke empathy, there are interested funders, and the workshops will facilitate youth success.

#### ***Wider Benefits and Long-Term Change***

Wider benefits are exposure to creatively stimulating activities, integrating coping skills for daily stress/ trauma, and goal-setting skills. These benefits are measurable through surveys, interviews, and youth habit trackers.

Key assumptions within these benefits are that the community will participate in and apply self-improvement session skills.

Long-term goals are to shift feelings from isolation to pride in their indigenous culture, for the extracurricular benefits to seep into other areas of their lives, to empower teens to achieve bright futures with encouraging tools, and to build community resilience following the trauma from the suicides in 2023.

The stakeholders of these long-term goals are Aldana's community, organizational staff, and donors.

### **Theory of Change Statement**

If Aldana's youth receive cultural immersion, engaging extracurriculars, mental health, and future goal-setting workshops— then they will develop cultural pride, motivating passions, increased mental wellness, and resilience to follow their dreams despite having trauma.

### **Product Logistics**

#### **Product Service**

The product services are interdisciplinary and holistic youth programming. Making them feel seen for the first time, these programs will enhance their lives through positive experiences and accessible resources.

#### ***How Will it Work?***

Each week contains workshops for students varying from ancestral pottery, landscape painting, indigenous symbol shirt painting, native music classes, traditional dance classes,

soccer, career-readiness/ young adult goal-setting, followed by culturally sensitive group therapy after each class. These sessions, named *Caminatas*, include integrative therapy with indigenous rituals during hikes in the mountains. Additionally, there will be a week-long intensive training over the summer provided by Teen Health Educators covering substance abuse, mental health, trauma training, sexual health, conflict resolution, and dreams/ goals setting.

### ***Who's the Audience?***

There are approximately 20-40 participants in each workshop. Participant retention comes from forming meaningful connections, recognizing student accomplishments, maintaining innovation, and creating a positive experience unique to the organization.

### **Uncertainty and Risk**

The greatest uncertainty and risk is obtaining adequate funding. Given the nonprofit's prematurity, the institutional desire to donate is uncertain. There is a risk that many coordinators must work as volunteers until the organization can secure their pay. It is uncertain when the paused programs can resume due to funding obstacles, raising concerns of recurring disruptions.

### **Market Strategy**

#### **Co-Creation**

Partnering with Libia Edith, an Aldana teacher, the organization gathers information from community discussions on the target audience's most prevalent issues. Furthermore, she reports feedback from the community workshops.

#### **Place**

Community members donate accessible spaces including museums, event facilities, school grounds, and empty fields, in addition to the mountain ranges used for the *Caminatas*.

An important context to note is although Aldana is acculturated to many parts of mainstream aspects, the geographic location and cultural customs often bring feelings of isolation from the country.

### **Cost**

Investment costs in maintaining the organization's programs include materials and competitive pay for leader retention.

### **Price**

The workshops are currently free but could introduce a minimal participation fee if the nonprofit organization fails to raise \$3000 by June 2024.

### **Competitors and Their Potential Threats**

As Aldana has no similar services, the only competition lies within funding acquisition. Receiving local and national funding in Colombia is challenging as there is a lack of development and trust in the public sector.

Donors outside of Colombia tend to have more resources, but they are competitive and often tend to support local causes.

### **Positioning**

Similarly, operating organizations are ArtReach Orlando, helping low-income youth overcome adverse childhood experiences through artistic expression; Building Pathways Foundation: offering life skills to at-risk individuals; Create Latino: bringing arts and human services to Colombian-American youth; International Arts in Healthcare: bringing arts therapy to remote Kenyan healthcare (Kids/ Family Organizations, 2024).

### ***How We Will Differ From Existing Markets***

Many of these organizations offer more specialized services, while *Sembrando Arte*, *Cosechando Esperanzas* are more well-rounded. Applying for funding with broad descriptions of youth development and culture would bring optimal results. Resonating with the international public, making personable connections, partnering with other organizations, demonstrating need, and leaving an emotional impact will increase contributor success.

## **Promotion**

### ***Promotion Upon Customers***

With Aldana's small population, word of mouth, posters in frequented areas, and community announcements will work as marketing.

### ***Promotion Upon Donors***

Building donor relationships includes organizing fundraisers with groups passionate about youth, art therapy, cultural preservation, and mental health. Funding ideas include testimonies, program videos, personalized thank-you messages from participants, and large donor prize packages.

## **Collaborators**

Potential partners are the Orlando Colombian Consulate, Art to Change the World, Build a Bridge, Foundation For Art and Healing, and International Arts in Healthcare.

## **Projection Analysis**

### **Revenue**

The organization does not have any current revenue, as all funding came from a Christmas 2023 fundraiser. The organization is brainstorming new fundraising ideas as the resources have recently been exhausted.

### **Expenses**

The expenses for the first cohort of workshops were a total of 4,340,000.00 Colombian Pesos, valued at \$1,109.78.

### ***Indigenous Art Museum Tour and Ancestral Art Pottery Classes***

Four pottery classes required a total of \$61.37 in clay, \$12.79 in the kiln, and \$51.15 for the instructor.

### ***Canvas Painting of Aldana's Natural Landscapes***

Four canvas painting classes required a total of \$76.72 for the canvas', \$51.14 for the paint/ brushes, and \$51.14 for the instructor.

### ***Indigenous Symbol Shirt Painting***

Four shirt painting classes required a total of \$102.29 for the shirts, \$38.36 for the fabric paint, \$12.79 for the paint brushes, and \$51.15 for the instructor.

### ***Music Classes of Native Rhythms***

Four music classes required a total of \$179.01 for the musical instruments and \$51.15 for the instructor.

### ***Traditional Dance Classes***

Four dance classes required a total of \$51.15 for the instructor and \$25.57 for costuming at the end of the cohort.

### ***Círculo de Palabras y Caminatas (Mental Health Group Therapy Incorporated with Cultural Customs in Nature)***

Four *Caminatas* required a total of \$20.46 for indigenous altar components (flowers and fruits), \$30.69 for refreshments, and \$51.15 for the therapist.

### ***Soccer Workshops***

Three soccer workshops required a total of \$38.36 for the instructor and \$0.00 for the donated equipment.

### ***Administrative Costs***

The costs of a journalist to document the success of the end of the cohort, tables, protective table plastics, and flier printers totaled \$102.29.

### ***End of the Cohort Event***

The end of the cohort event featuring a dance performance, musical exhibition, refreshments, and a friendly soccer match totaled \$51.15.

### ***Projections for Goal of Raising \$3,000***

Apart from covering the \$397.78 remaining dollars needed for the listed expenses, the anticipated funds will go towards paying program coordinators and assisting with the flight costs for the Teen Health Educators conducting the summer 2024 workshops.

### **Profitability**

There is a current negative profitability, as the expenses exceed the revenue.

### **Opportunities to Combat Financial Threats and Create a Positive Financial Projection**

The growth strategy plan to address the organization's weaknesses and risks involves creating a strategic plan, formalized documents, videos, a website, and social media presence to establish legitimacy. A pressing idea is inviting international organizations to a cultural showcase sponsored by the Colombian consulate, using ticket and auction proceeds as funding.



## References

Kids/Family Organization categories. 2024.

<https://calendar.unitedartscfl.org/organization-type/kidsfamily/?page=2>