

our theory of change

with young people at the heart



Development focused

The Marshman Foundation is the research and development arm of our organisation, which provides thought leadership and support to protect the integrity and fidelity of our programs and services, ensuring they remain current and relevant. The foundation also oversees the development of all our programs and services, and testing their viability in the marketplace.

Outcome focused

Using our suite of measures and a global evidence base, we continually test the assumptions around the short and long term impact of our programs and services. This is represented in our Theory of Change, which articulates how and why we create social change.

If we build our state-wide reach by

- Preparing more young people with Enterprise and Personal leadership skills.
- Improving the mental health and wellbeing of more young South Australians.
- Expanding whole-school and whole-community programs and services.
- Providing flexible delivery models using our expertise and technology.

If we transform graduate outcomes by

- Including young people in the co-design of programs and services.
- Providing additional support and services.
- Increasing the range of scholarships and post-program options.

If we create strategic partnerships and connections by

- Establishing partnerships with like-minded providers.
- Building the profile of Youth Opportunities.
- Exploring partnership opportunities interstate or with global reach.
- Building on existing and new partnerships long-term.

If we create & deliver sustainable funding solutions by

- Increasing revenue from surplus generating programs and services.
- Building our cash reserves and establish an endowment fund.
- Diversifying fundraising portfolio.

If we get the basics right... by

- Building loyalty and referrals.
- Advocating and promoting our impact and quality.
- Maintaining integrity of our programs and compliance.
- Providing a safe and healthy workforce with a culture aligned to our values.
- Reducing the cost-to-serve per young person.
- Improving operational efficiencies.

To deliver on our mission to

Create opportunities for young people to develop lifelong skills, habits and confidence to thrive.

This will lead to

- 1 on 1 people with better problem solving, communication and social skills to thrive in school, work and life.
- Young people with increased confidence, resilience and re-engaging with education.
- Young people with access to a support network of informed and engaged people creating stronger relationships and connectedness.
- Young people gaining access to relevant services that are tailored to a their needs.
- Young people having skills and the means to sustain outcomes new situations and contexts.
- An engaged supporter network who work alongside our organisation to best serve young people.
- Secure funding to support sustainability and growth of our organisation programs and services.
- Credibility as Youth Opportunities will be recognised leaders as in our field.
- A stronger foundation to enable a mobilised, engaged and productive workforce to serve young people.

And result in

- Increased school attendance.
- Improved wellbeing.
- Higher academic achievement.
- Raised aspirations.
- Better mental health.
- Successful transition from learning to earning.
- Stronger relationships and connectedness.
- Improved employability.
- Young people influencing and driving service design.
- Positive impacts on the wider community.
- Equity in accessing services.
- Disrupting the cycle of disadvantage.

and, ultimately contribute to our vision of

A world where all young people have opportunities to be their best.

← our 2020-2024 strategy →

Short term outcomes

Long term outcomes