



Jointly presented by



# THEORY OF CHANGE GUIDE

For Operation Santa Claus' NGO Partners  
Prepared by Purpose Impact Action

2026-7 Application



# Operation Santa Claus (OSC) has three funding focus areas, with projects evaluated based on impact and data requirements.

## Poverty

Relieving material hardship and expanding opportunities for people facing economic disadvantage in Hong Kong.

## Health & Well-Being

Improving physical, mental, and social well-being for people with clearly demonstrated needs.

## Inclusivity

Removing barriers so that marginalised and under-served groups can participate fully in community life.



Each funded project is expected to define clear & credible outcomes, measure its impact rigorously, and show a sustainable path beyond the grant period.

# OSC expects all projects to have a Theory of Change

## What do we mean by a theory of change?

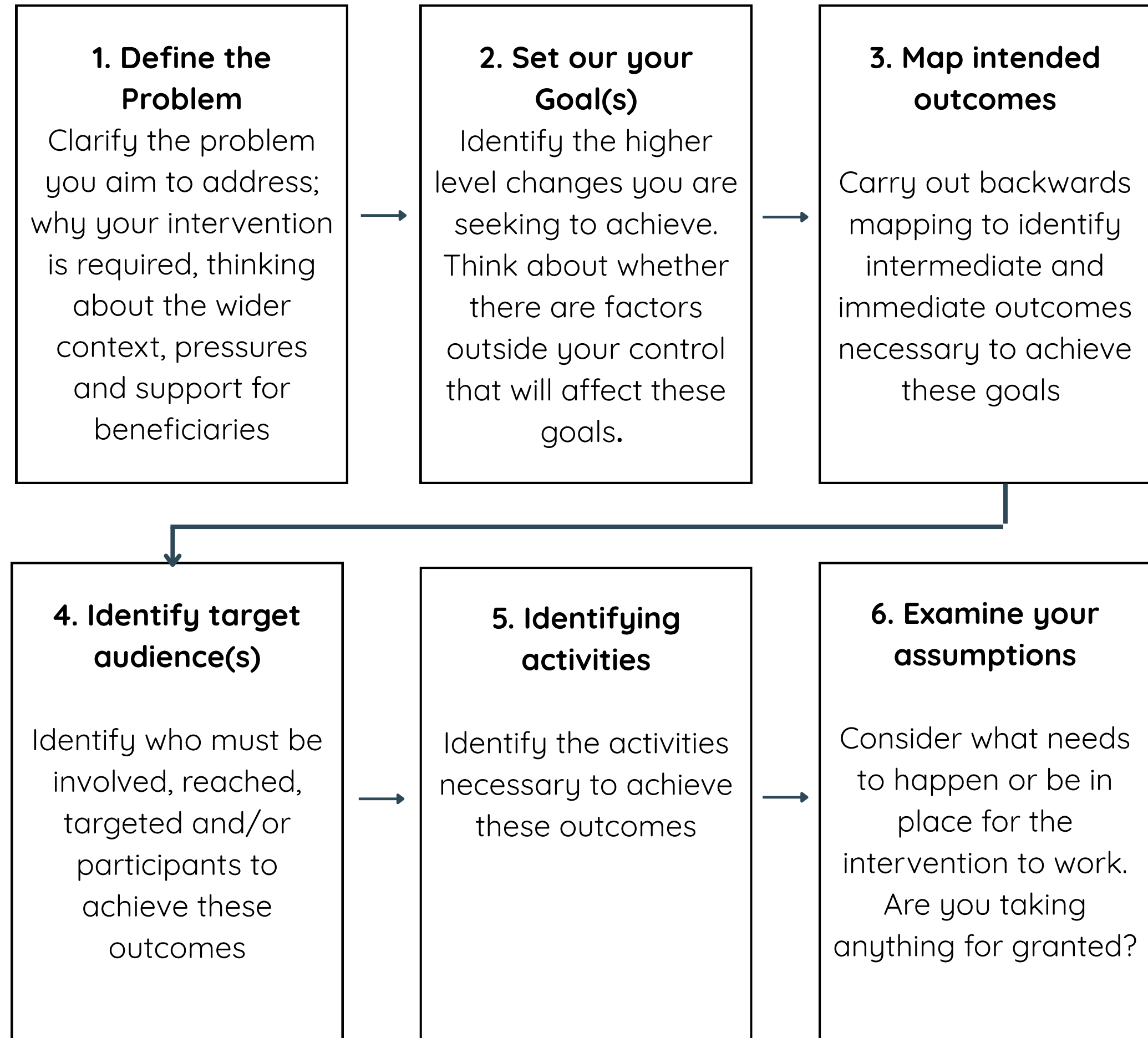
- In OSC context, the theory is the collection of assumptions and hypotheses about how your OSC-funded project addresses the identified social issue.
- This is depicted in a visual schematic
  - Specifies inputs and activities, and the results these are expected to produce
  - Accounts for assumptions and contextual factors
- The Theory of Change articulates / clarifies the theory of the OSC project.



# Theory of Change in six steps

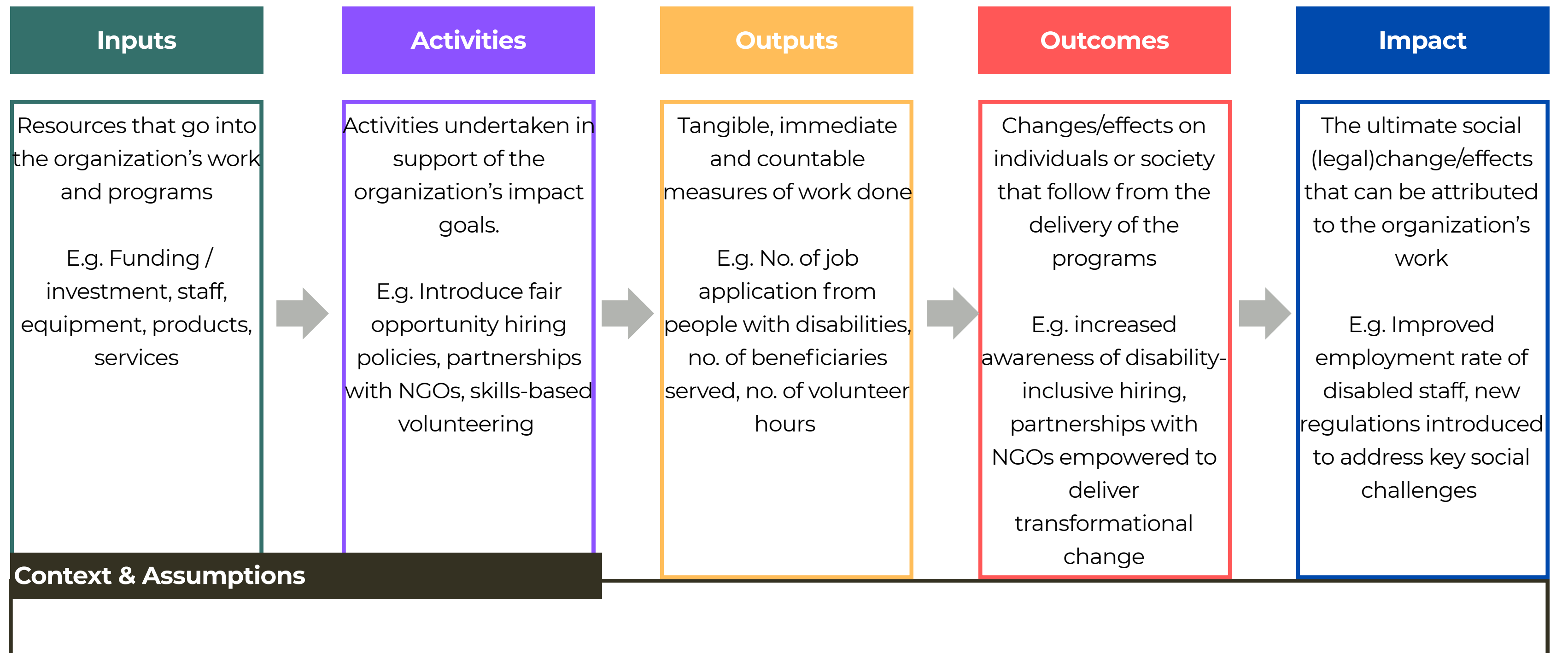
**The process** gives you the opportunity to think, discuss, collaborate. Strengthen your project through more considered decision making a stronger team as people are brought together.

**The output** gives you greater clarity on what can, and cannot be achieved within time and resources available - this will help plan and communicate your project's impact.

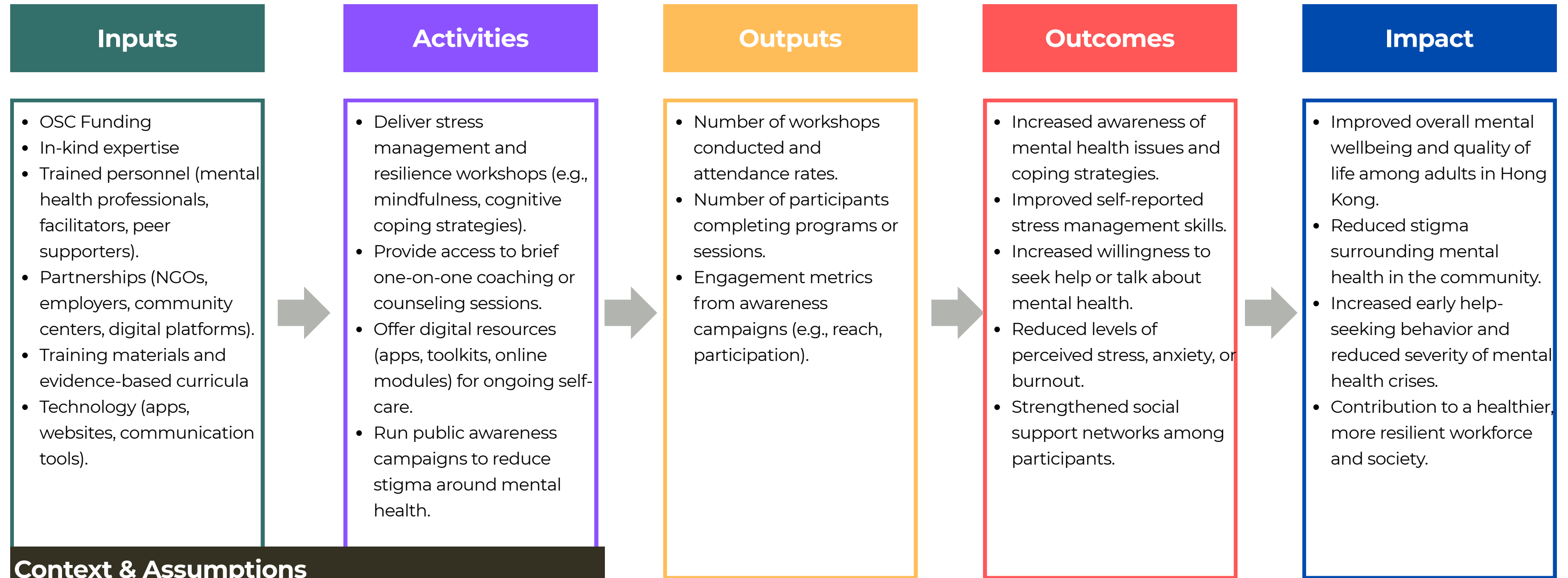


# Knowing what to include

A Theory of Change is a structured and systematic process for thinking things through. It focuses on connecting activities and impact, and has a general and broad focus. The focus is on demonstrating your plans for doing good - the details with metrics, data collection and evaluation comes later.



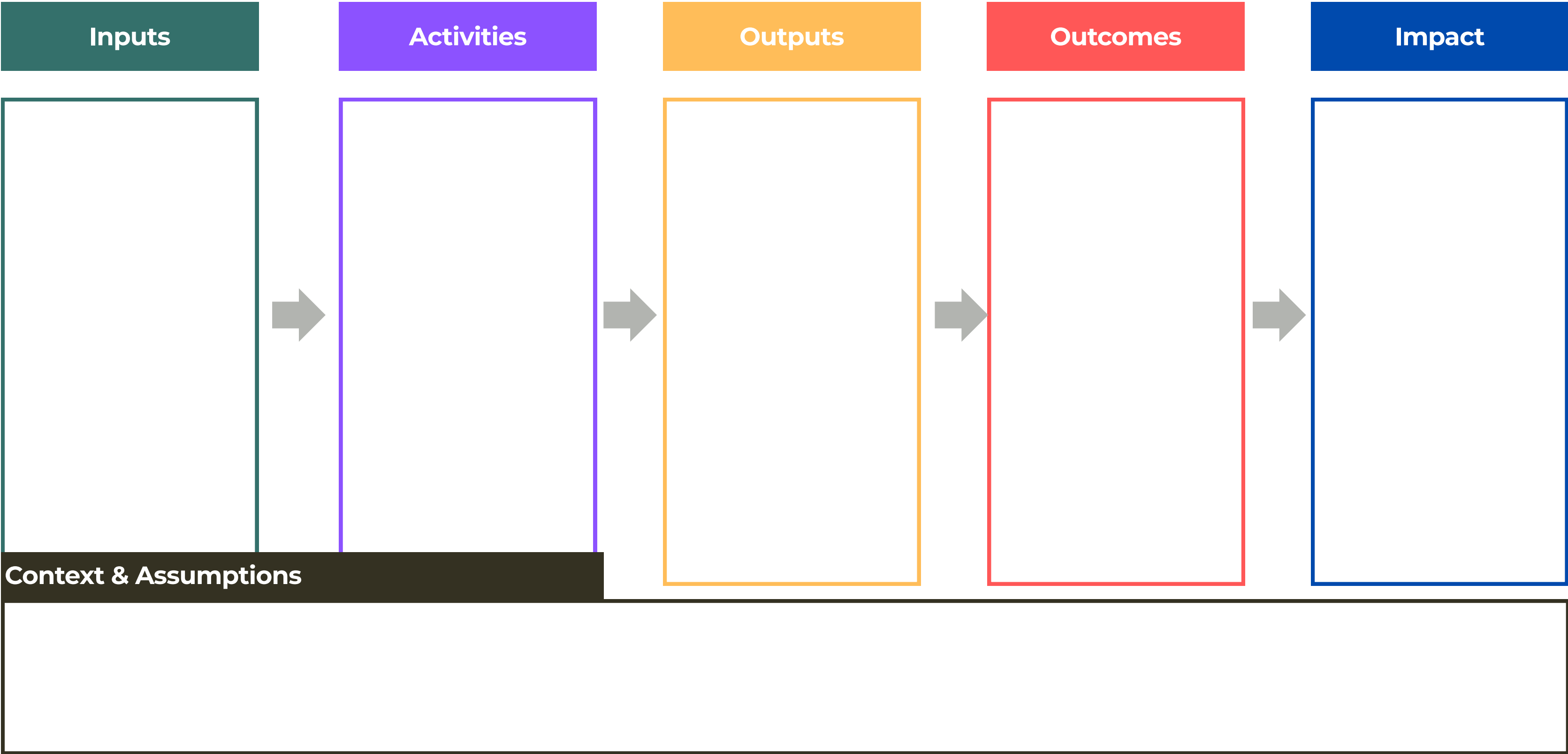
# Example for an OSC project addressing a health and wellbeing issue



## Context & Assumptions

- High cost of living and intense work culture in Hong Kong contribute to chronic stress
- Long working hours limit time for rest, social connection, and self-care.
- Limited access to affordable, timely mental health services for working adults.
- Adults are willing to engage in mental health activities if they are accessible, relevant, and stigma-free.
- Employers and community partners are open to supporting mental wellbeing initiatives.
- Increased awareness and skills will translate into behavior change (e.g., help-seeking, self-care).

# Your turn! Try it out..



# ABOUT PURPOSE IMPACT ACTION

## Driving Impact Culture for Sustainable Prosperity

Purpose Impact Action helps mission-driven organizations measure and maximize real social impact — from evaluations and frameworks to workshops and strategy.

### Get in touch!

We'd love to learn more about your needs and help you on your impact journey.

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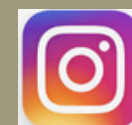
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