



A theory of change and ambitious strategic plan to help the Canadian Museum for Human Rights achieve their vision of a world where everyone values human rights

### Case Study: Canadian Museum for Human Rights

Opening its doors in 2014, the Canadian Museum for Human Rights is one of Canada's National Museums, and the world's first Museum dedicated to the evolution, celebration, and future of human rights. Their mandate is to explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public's understanding of human rights, to promote respect for others, and to encourage reflection and dialogue.



When the Museum approached Junxion for support in updating its strategic plan, we proposed they begin by articulating a theory of change. A theory of change would ensure a solid basis on which to build their strategic plan. This approach matched the Museum's desire to work inclusively with staff and stakeholders, drawing on lived experiences and a range of voices across the country to inform their strategy.



I've had way more clarity of thought than I've ever had around who we are and what we do.

**ISHA KHAN**  
PRESIDENT AND CEO, CANADIAN MUSEUM FOR HUMAN RIGHTS

## The Challenge

Under new leadership, the Museum wanted to develop a new strategic plan and approached Junxion for support. Early discussions made it clear that the Museum would benefit from articulating its desired changes, and developing a framework to measure its impact within and beyond the Museum's walls. The Museum ultimately commissioned Junxion to support the development of a theory of change, an accompanying impact evaluation framework, followed by a robust 5 year strategic plan.

We helped the Museum build a robust strategic planning framework by first working with them to develop a theory of change, which lays out the step-by-step changes required to realize an organization's long-term vision.

## How We Helped

To develop their theory of change, we began by researching the Museum's context, the change it is seeking, and who is/ should be involved in creating that change.

We facilitated two workshops made-up of the leadership team, board members, Indigenous elders and other audiences. We then drafted a theory of change, which laid out the short-, medium-, and long-term changes required to achieve their overall vision. The process resulted in a greater shared understanding of their primary avenues for change: individual action and education, shared storytelling, and national and global accountability.



Junxion then drafted an impact evaluation framework that mapped the Museum's existing performance measures onto its new theory of change, and recommended new measures to address gaps. This framework allows the Museum to begin understanding how its current efforts are making progress against their desired impacts.

This process laid the groundwork for developing their strategic plan. The planning process was deliberately inclusive, involving staff and board focus groups, interviews with leadership and peers, a survey of staff and visitors, as well as public consultations that took place from coast-to-coast-to-coast. The input gathered through this process, supplemented by two full-day planning workshops, was used to craft an ambitious yet pragmatic 5 year strategic plan aligned to their theory of change. Essentially, it describes *how* the Museum will achieve the changes outlined in their theory of change.

## Measuring Success

The theory of change aligned the leadership team around the change they desire, so they could develop a 5 year strategy for bringing those changes to fruition. The impact evaluation framework will support the Museum to ask the right questions of the right people, through a process of collecting, monitoring, and evaluating data, and learning from it. At this time of writing, the Museum's strategic plan has not been made public. We look forward to sharing their strategic priorities when it is released in Spring 2024!



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Are you keen to clarify your intended change, plan your strategy, or measure your impact? Reach out to [Mike Rowlands](#) in Vancouver, [Shayla Meyer](#) in Toronto, or [Adam Garfunkel](#) in the UK to start a conversation.