## Working **Theory of Change:** Strategy

**JUNE 2020** 

SHIFTING THE PARADIGM We believe in a world in which all can thrive, and that evaluation as currently practiced is not serving us well.

We believe that evaluation can and should be in service of and contribute to equity.

We believe the component parts of the evaluation and equity ecosystem must integrate if we are to get someplace new and equitable.

### Evaluation work is in service of and contributes to equity:

 Production, consumption, and management of evaluation and evaluative work should hold at its core a responsibility to advance progress towards equity.

> Evaluative work should be designed and implemented in a way that is commensurate with the values underlying equity work:

- Multi-culturally valid, and
- Oriented toward participant ownership.

## Evaluative work can and should answer critical questions about the:

- Effect of a strategy on different populations,
- Effect of a strategy on the underlying systemic drivers of inequity, and
- Ways in which history and cultural context are tangled up in the structural conditions and the change initiative itself.

The Equitablinitiative (F the evaluate become EVALUATORS. **The Equitable Evaluation** Initiative (EEI) seeks to shift the evaluation paradigm so that it becomes a tool for and of equity.

Over five years (2019-2023), we will support and advance:

- A SHARED VISION of evaluation practice that can better serve. toward creating a world in which we can all thrive
  - · Leading with, and putting into practice, the **EQUITABLE EVALUATION FRAMEWORK (EEF)™**
- SHARED INQUIRY in the evaluation and equity ecosystem about ALL ASPECTS of the evaluative process
  - Expansion of evaluation practice that CHALLENGES and EMBRACES new pathways for and concepts of validity, rigor, and complexity
    - GROW a field of sustainable

Meeting this vision requires critical thought about all aspects of the evaluative process, with answers having implications across the ecosystem and evaluation field.

CONSULTANTS

OUR ASSUMBITONS Foundations can engage in evaluative practice differently, and innovators are an initial entry point to EEI's work. They are the primary "purchaser" and user in this ecosystem which drives supply (evaluators/consultants) and can shape resource demand from nonprofits (and communities).

There is a new generation of foundation and evaluation staff/ consultants who view evaluation as an instrument of change.

Without this different way of working and inquiry, evaluation practices risk reinforcing or even exacerbating the very inequities the change initiative seeks to address.

> Integration of change models in intentional, strategic, and multifaceted ways

This grounding continually guides, shapes and informs our work:

- Our learning that hearts and minds are primed to advance equity within evaluation practice, but behaviors and structures are not
- Our leveraging of communications to encourage adoption of EEF over time, with innovators as an entry focus
- Our embrace of change, complexity and collaboration; and "learning by doing" processes
- Our supportive approach of Practice Partners "being in" practice together, via a "cadre of supports" to encourage and sustain their reflecting, learning, and sharing with one another and the field

EQUITABLE

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RESEARCH ACT

CHANGE UNDERPINNINGS

INTEGRA RESEARCH | ACADEM

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# Working **Theory of Change: Intention**

JUNE 2020

**Expand and sustain standard** evaluation practice to align with the **Equitable Evaluation Framework** 

Fostering a culture reflective of EEF as commonplace, advancing a sustainable field of practitioners

## **FOUNDATIONS / PSOs**

Values, mission, and practice are more aligned (evaluators/consultants are being supported to work in a different way, and nonprofits are resourced for this type of inquiry)

**EVALUATORS / CONSULTANTS** 

People, practices, and products are in service of and reflect equity; and integrated across all phases of evaluation.

> Academia / Research There are expressions/examples of Integration of Equitable Evaluation Principles into the pedagogy

STRUCTURES

**ADOPTING** 

**EQUITABLE** 

**EVALUATION** 

FRAMEWORK TM

**Nonprofits** There is acknowledgment of evaluation as a tool for equity, and nonprofits are resourced to support

**Link equity + Equitable Evaluation** Framework + 21st Century definitions of validity, rigor, and complexity

Connecting, convening, and pushing the field with a focus on innovators SHIFTING THE PARADIGM

MAKING THE CASE

CONSULTANTS

**FOUNDATIONS / PSOs** 

There is a desire to shift ways in which evaluation is managed, consumed and used

#### **EVALUATORS / CONSULTANTS**

There is a willingness to imagine different ways to evaluate and expand and evolve definitions of validity, rigor, and objectivity.

Academia / Research

There is awareness that current norms around evaluation theory and practice perpetuate white dominant framing

#### **Nonprofits**

There is acknowledgement of need to have a different relationship to and with evaluative practice

for and of equity.

Surface insights, identify possibilities, pilot ways to align practice with Equitable **Evaluation Framework** 

Building readiness, supporting shared inquiry, and piloting practices

BEHAVIOR

**EQUIPPING FOR TRANSFORMATION**  **FOUNDATIONS / PSOs** 

There are Practice Partners engaging in shared inquiry on conditions, context, concepts; "being in practice" with another, piloting different and new

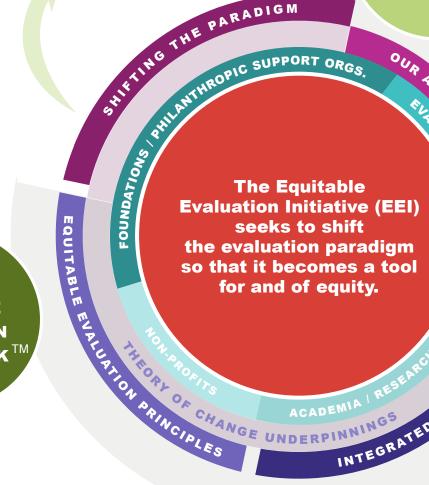
approaches

**EVALUATORS / CONSULTANTS** 

There are innovators involved in efforts with Practice Partners and one another to reflect. learn, and share on piloting practices

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so that it becomes a tool

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