

The Equitable Evaluation Framework™: A Working Taxonomy of the “Being, Thinking, and Doing” in Emerging Practice

This is a working taxonomy to capture and understand the ways that foundation EEI Practice Partners are “being, thinking, and doing” the emerging practice of the Equitable Evaluation Framework™. Expressions, experiences, and examples from the Practice Partners will build it out over time. It is informed by [Raising the Bar: Integrating Culture Competence and Equity](#), the [Equitable Evaluation Framing Paper](#), the EEI Theory of Change, along with additional resources and works (e.g., by [Hood et al](#), [Kirkhart](#), [Mertens, House](#), and more).

What are the Underpinnings?

The Equitable Evaluation Framework (EEF) as an emerging practice:

- reimagines the purpose and practice of evaluation to reflect the values that drive philanthropy and their intentions related to equity,
- challenges cultural norms that continue to place preference for a singular type of truth, knowing and evidence, and
- expands 21st century definitions of validity and rigor and embraces complexity.

What is needed?

What does this look like?

Integrating culture directly into validity recognizes that foundations are systems that must attend to both individual competencies and organizational capacities:

Intentionality: Making decisions that reflect the centrality of equity, with an explicitly articulated goal, espoused by leadership and held organization-wide.

Integration: Recognizing, adopting, and resourcing practices appropriate to EEF. Doing things differently; having the right people, time, political will.

Institutionalize: Resisting silos and assessing EEF as part of and across all areas of philanthropic investment and function.

The integration of culture also recognizes:

- there is a link between individual learning and organizational change (when individuals **learn together**, socially constructing meaning, growth outstrips)
- the complexity and multi-dimensionality of context, culture, and power as fundamental elements, and
- the **process** is one in which competencies and capacities are inter-woven, a dynamic continuum, overlapping and ongoing.

What are conditions for readiness?

What does this ask of us?

- Intention, attention, willingness, ability and facilitative conditions are necessary for aligning practice with the Equitable Evaluation Principles and challenging orthodoxies – as in an understanding that culture is powerful, how it shows up, and ways it can be damaging.
- This is a process, with multiple frames and points of entry, requiring learning, power-sharing, discomfort, pausing, and patience.

Shifting Mindsets

Doing → Being

Recognizing risks/balance of taking action (doing) and practicing restraint (being); re-examining to create new/different ways of BEING in practice.

Scarcity → Abundance

*Releasing the tendency of a scarcity mindset around availability and use of resources, rather starting with **what is possible** and toward leveraging.*

Fixed → Growth

Understanding there is no end game or destination of being in practice with EEF, but rather a continual growth process that expands as it unfolds

Working Theory of Change (EEI Strategy)

Making the Case

Changing Hearts and Minds

Reflecting - Being: Deepening understanding of how one’s evaluation practice is influenced by white dominant culture, etc.

Reflexing - Thinking: Considering how to be different in the work and a champion for a different practice, etc.

Realigning - Doing: Organizing within, seeing opportunities to move conversations forward, etc.

Equipping for Transformation

Behaviors

Reflecting – Being: Moving from understanding what I can do to where I have influence, etc.

Reflexing – Thinking: Considering how I can use this influence to move others into the work and build support, etc.

Realigning – Doing: Trying out different and new ways (light lifts) to align practice with Principles, threading into organizational culture, etc.

Adopting Equitable Evaluation Principles

Structures

Reflecting - Being: Expanding from understanding where I have influence to how that can manifest more tangibly and explicitly, etc.

Reflexing - Thinking: Considering how internal champions can use this influence to implement the most promising different and new ways, etc.

Realigning – Doing: Embedding and using new approaches aligned with organizational values as standard and sustained practice, etc.

Awareness: Building individual awareness of the factors underlying the power and privilege dynamics associated with persistent inequity and the roots of evaluation.

Attitude: Developing a shared understanding of the context of structural barriers, and the mindsets that either challenge or perpetuate evaluations’ role.

Action: Recognizing where standard practice must change, adopting new behaviors and approaches.

Readiness (Stronger Individual Competencies)

Sustained Practice (Increased Organizational Capacities)