

Working Theory of Change: Strategy

JUNE 2020



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:

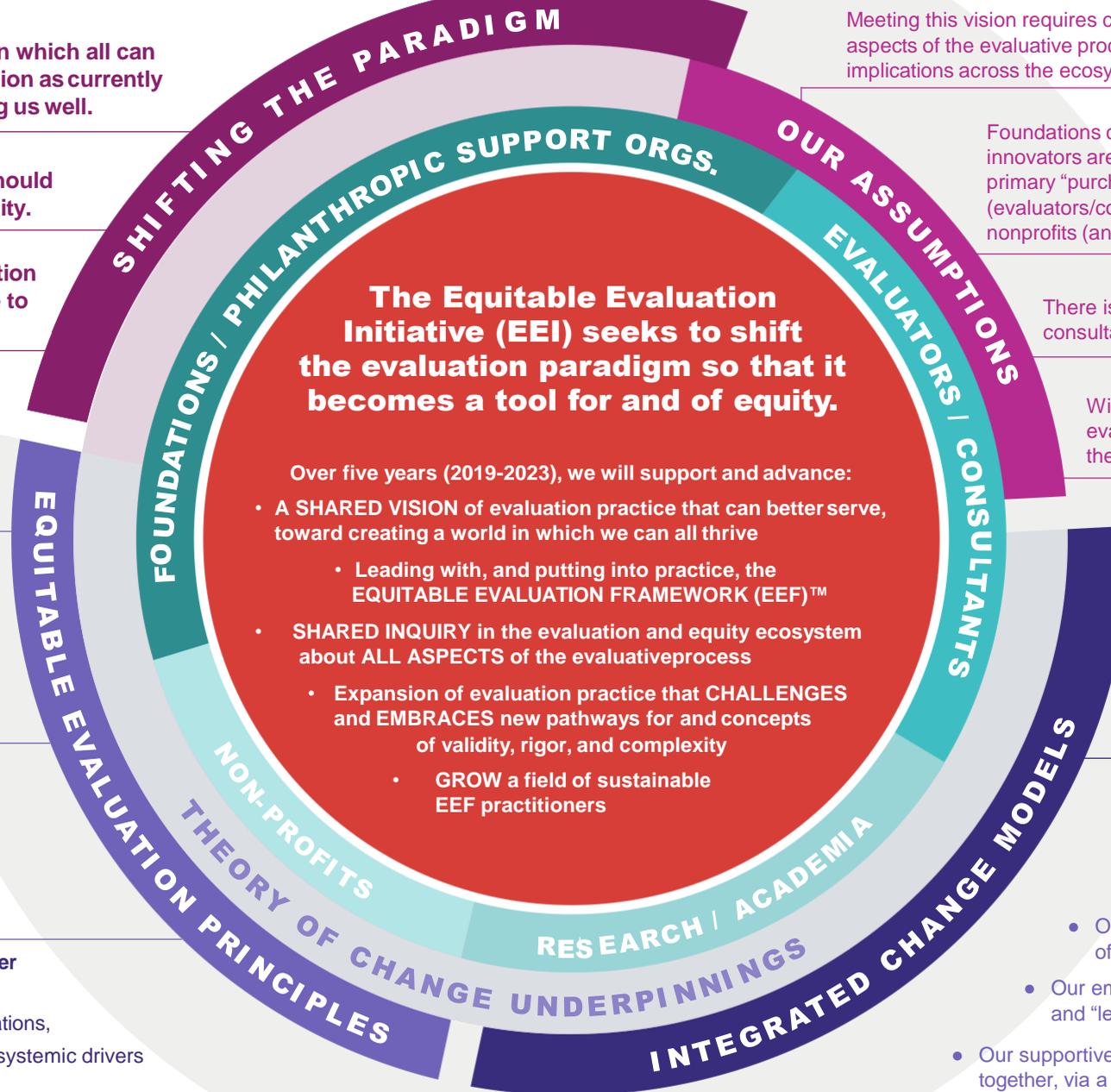
- Production, consumption, and management of evaluation and evaluative work should hold at its core a responsibility to advance progress towards equity.

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 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 EEF practitioners

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

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

Working Theory of Change: Intention

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