

# Finding Value in the Process

Cultivating process use in dynamic and complex advocacy and policy change evaluations

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October 31, 2018



# About Innovation Network

*Our work is concentrated in six practice areas:*



Advocacy & Social Movements



Theory of Change & Evaluation Planning



Data Visualization



Health & Health Equity

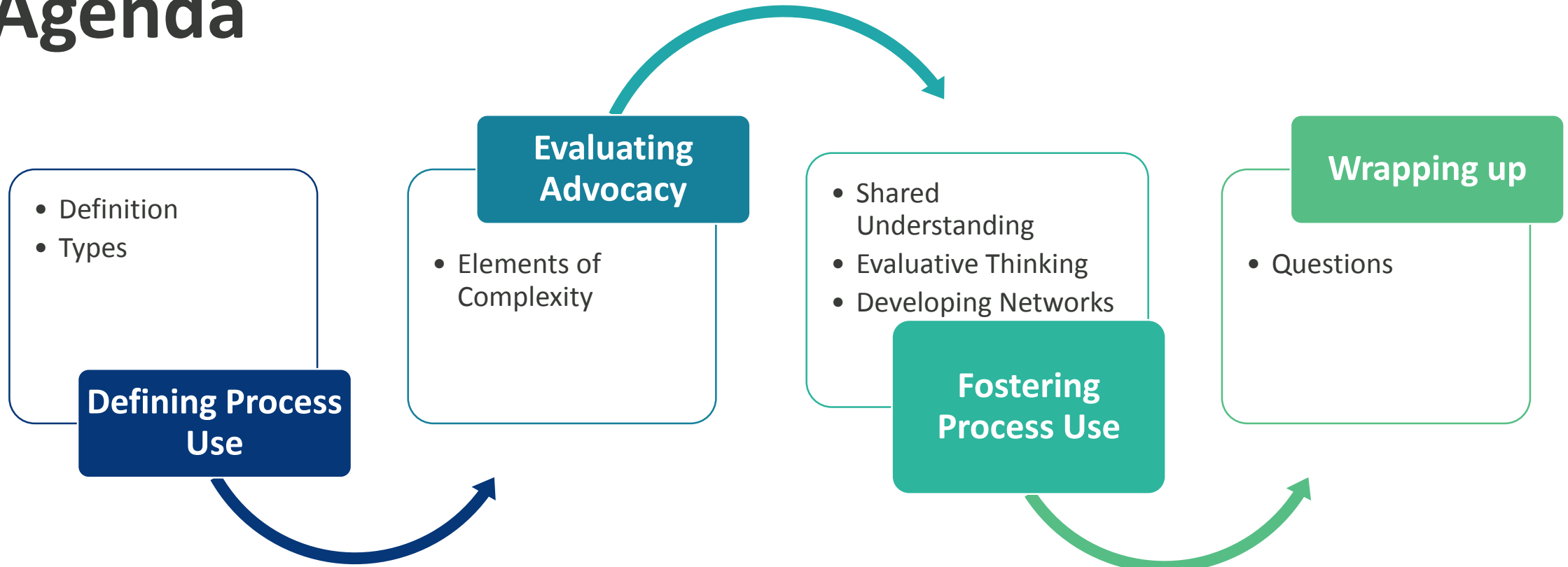


Social Justice



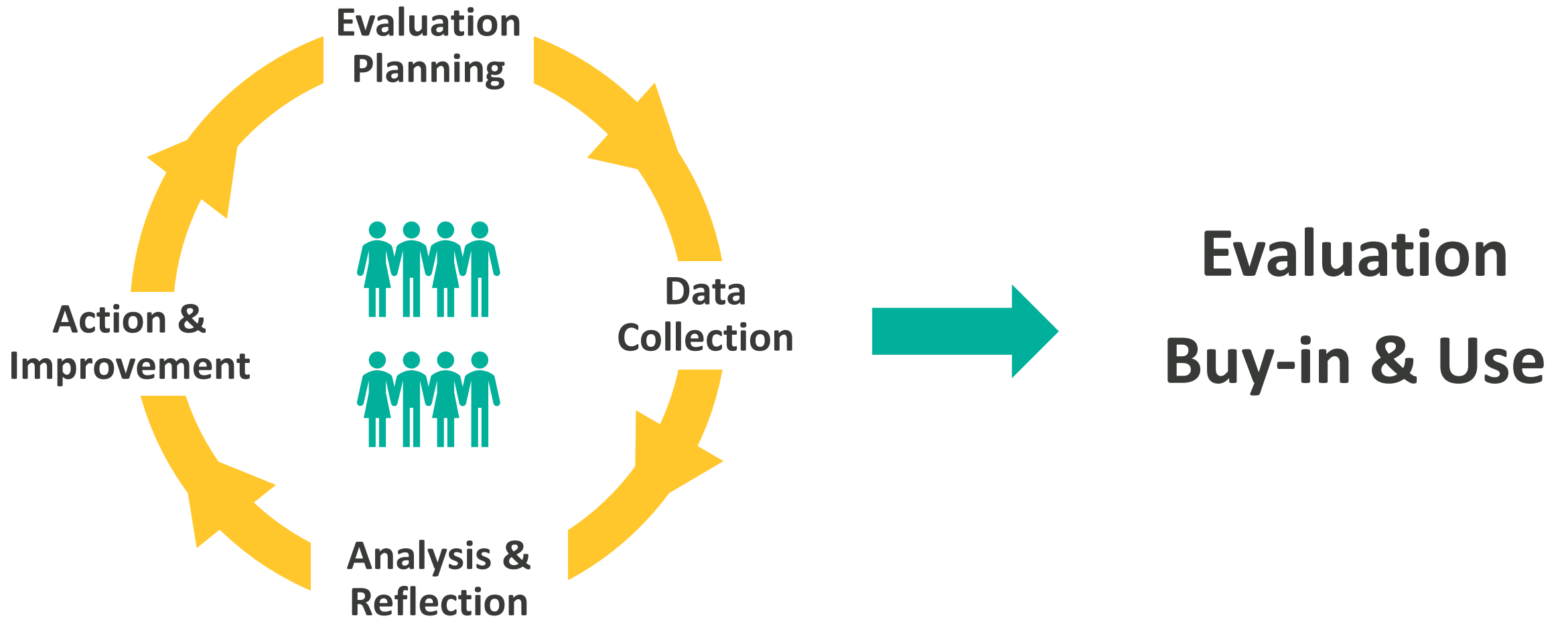
Evaluation Capacity Building

# Agenda





# Process Use



*Individual changes in thinking and behavior, and program or organization changes in procedure or culture, that occur among those involved in evaluation as a result of the learning that occurs during the evaluation process.*

-Patton, 2008

# Types of Process Use



Increasing engagement  
& ownership



Strengthening a project  
or initiative



Supporting & reinforcing a  
program intervention



Creating a shared  
understanding



Infusing evaluative thinking



Developing networks



# **Process Use in a Complex World**



# Advocacy & Policy Change

A photograph of a person with long dark hair, seen from behind, wearing a cape that features the stars and stripes of the United States flag. The person is part of a crowd of people, some of whom are wearing pink shirts. The background is blurred, suggesting an outdoor public event or rally.

# Advocacy Evaluation Elements



Flexible boundaries



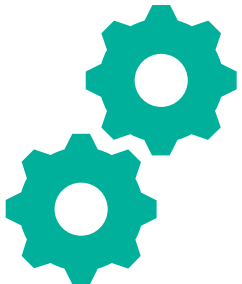
Success can look different



Uncertain timeframe



Contribution, not attribution



Interim goals



Methods should fit the work  
**Flexible, fast-paced** real-time evaluation and **participatory** methods can be a better fit for advocacy evaluation than structured designs



# **Fostering Process Use**



Shared  
understanding



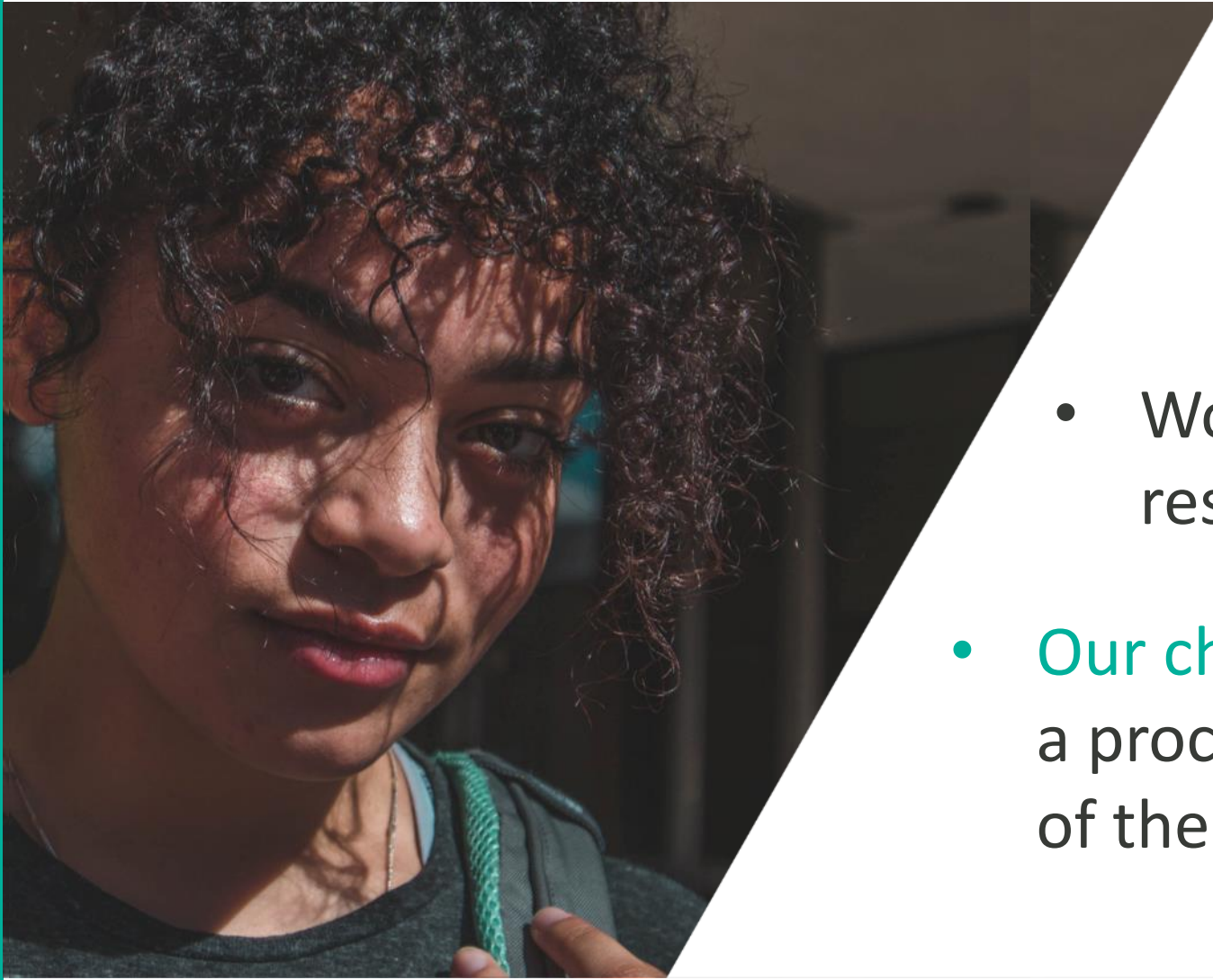
Infusing evaluative  
thinking



Developing  
networks

Shared Understanding

# Kansas Health Foundation: Advancing Health Equity in Kansas

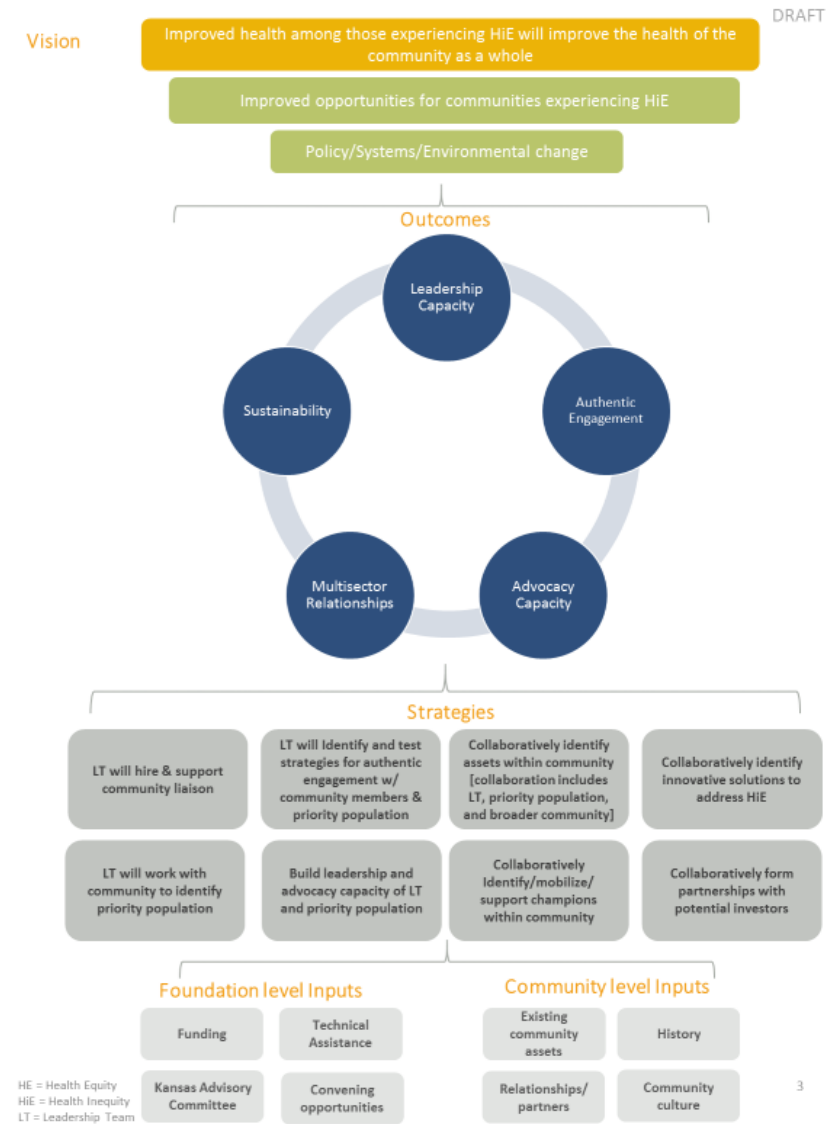


- 18 communities funded to advance health equity
- Working in partnership with resident-led community teams
- **Our charge:** Design and implement a process and outcomes evaluation of the 5-year initiative

# Theory of Change

## WHAT

A theory of change articulates an initiative’s vision, outcomes, strategies, and inputs needed to advance the work.



Flexible Boundaries



Success can look different



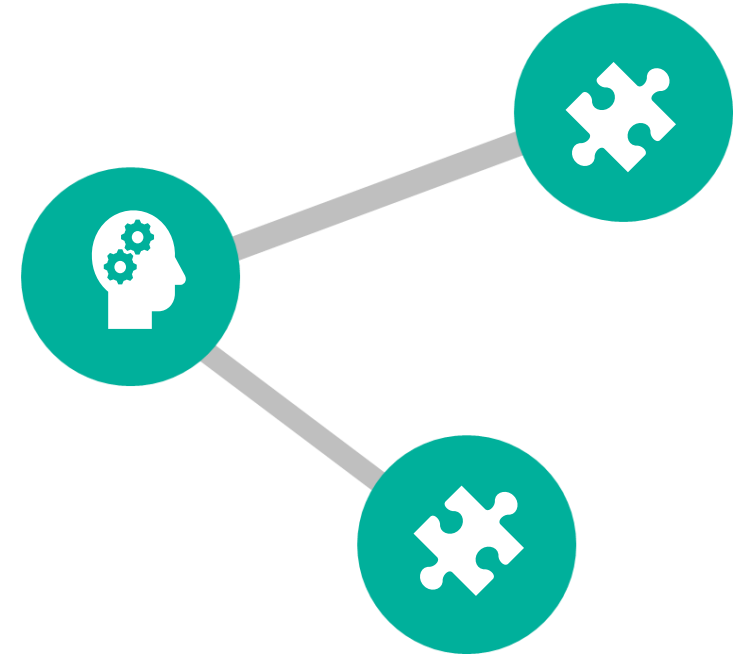
Contribution, not attribution

## Theory of Change

### WHY

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- Build a common understanding
- Provide clarity on goals
- Create consensus around outcomes
- Check assumptions
- Situate the work within context





# Theory of Change

How

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Pre-workshop planning

In-person facilitation





# Theory of Change

## IN PERSON WORKSHOP

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### What does success look like?

- **Authentic Engagement.** Leadership teams authentically engage with residents experiencing health inequities
- **Advocacy Capacity.** The capacity to engage in activities designed to change organizational policies, programs or practices to create positive, sustainable change in support of the priority population's health inequity.



# Theory of Change

## IN PERSON WORKSHOP

What does success look like?

### Outcome #1: Authentic Engagement

Scale	Criteria
Great progress (2)	<p>Regular interaction between coalition members and target population;</p> <p>Target population has a voice at the table</p>
Some progress (1)	<p>In frequent interaction with target population</p> <p>Target population is aware of issues, but doesn't have a voice at table</p>
No progress (0)	<p>No interaction with coalition members and target population</p>

# Shared Understanding

Vision

Improved health among those experiencing HiE will improve the health of the community as a whole

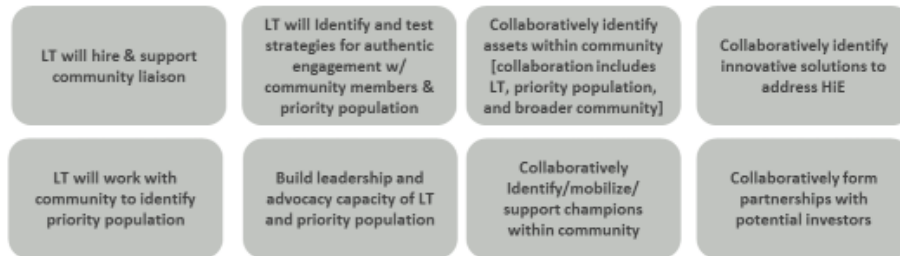
Improved opportunities for communities experiencing HiE

Policy/Systems/Environmental change

## Outcomes



## Strategies



## Foundation level Inputs

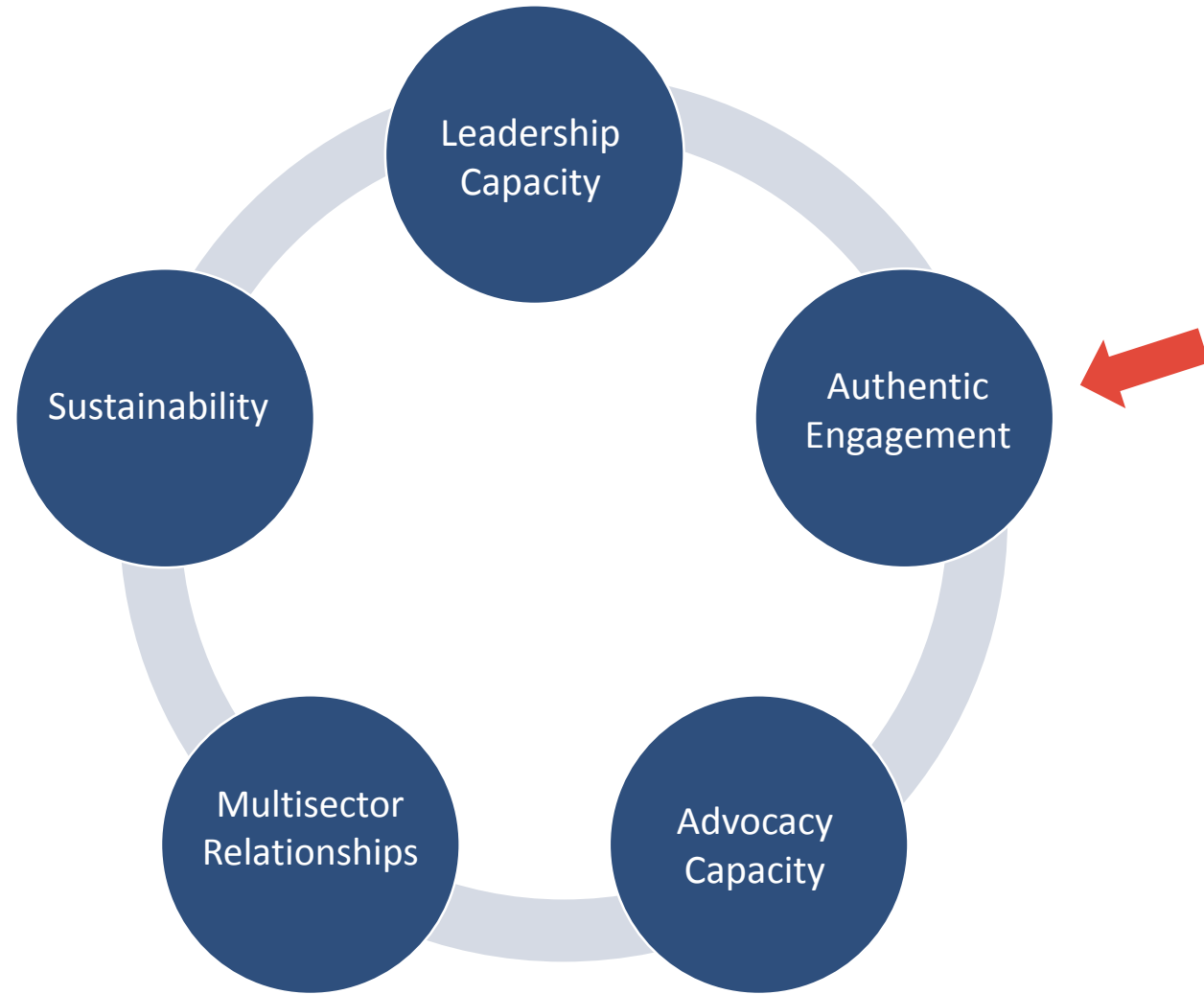


## Community level Inputs



HE = Health Equity  
HiE = Health Inequity  
LT = Leadership Team

## Conditions for Change



## Authentic Engagement

**Authentic engagement** with a priority population experiencing the identified health inequity. Engagement empowers members of the priority population to participate in the identification, decision-making, and advocacy efforts to improve health outcomes through changes in policy, environment, or systems. Engaging with those experiencing health inequities is essential when working on policy initiatives. Without authentic community engagement, PSE efforts could have unintended consequences on those experiencing health inequities.

### Conditions for Achieving *Authentic Engagement*

#### Awareness & Understanding

Leadership team members and priority population are **aware of and understand the underlying causes of HiE** issues within the community

#### Collaboration

Leadership team members work with priority population to develop an open, **collaborative environment** conducive to sharing ideas, resources, and providing input

Leadership team members and priority population **identify and discuss current PSE components** that may be contributing to HiE

#### Empowerment

Leadership team members and priority population have opportunities to **engage in decisionmaking**

# Theory of Change

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## How did this promote process use?

- Gathers stakeholder perspectives
- Promotes evaluative thinking
- Builds team learning and buy-in
- Makes assumptions explicit



# Evaluative Thinking

# Evaluating 3 State Advocacy Campaigns to Close Youth Prisons

- Three-year process evaluation
- Supports regular **reflection** and **learning** within and across state campaigns
- **Documents** lessons learned



# Shared Sensemaking

## WHAT

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- A collective, systematic approach to:
  - Seeking information
  - Wrestling with the information
  - Generating meaning



Methods should fit the work



Success can look different



Contribution, not attribution

# Shared Sensemaking

## WHY

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- Build a shared understanding among the campaign team
- Reflect on the state campaigns' current work (successes and challenges)
- Build team collaboration and learning through problem-solving

# Shared Sensemaking

How

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Data Carousel Activity



# Shared Sensemaking

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## How does this promote process use?

- Enhances analytical thinking
- Creates space to include multiple perspectives
- Promotes initiative and evaluation buy-in
- Builds team learning and collaboration
- Makes assumptions explicit
- Mitigates bias

# Developing Networks

# Evaluation of the Field of Health Advocates in Missouri

Examined patterns and characteristics of the health advocacy field through the lens of five dimensions

*infrastructure, connectivity, composition, adaptive capacity, field frame*





## Mapping the Field

### WHAT

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- Identify individual organizational strategies, highlighting areas of capacity and areas of growth
- Map out common strategies across organizations, noting areas of overlap and gaps
- Discuss areas for collaboration and support



Flexible Boundaries



Success can look different



Contribution, not attribution

## Mapping the Field

### WHY

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- Understand ecosystem of advocates in MO
- Find and connect with unexpected actors
- Identify areas of collective action and improvement
- Proactively build relationships with individuals and organizations working toward similar goals

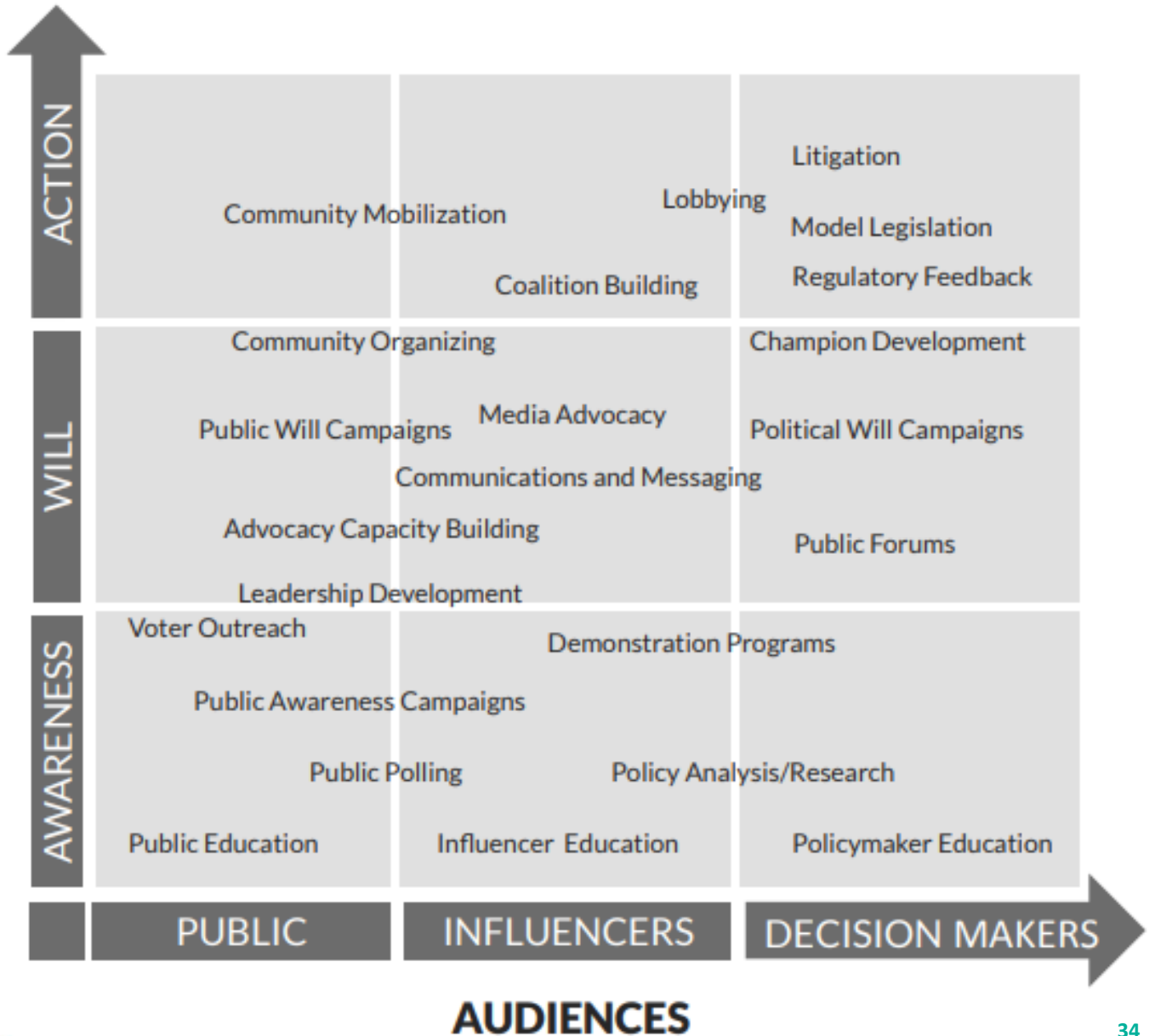


# Mapping the Field

HOW

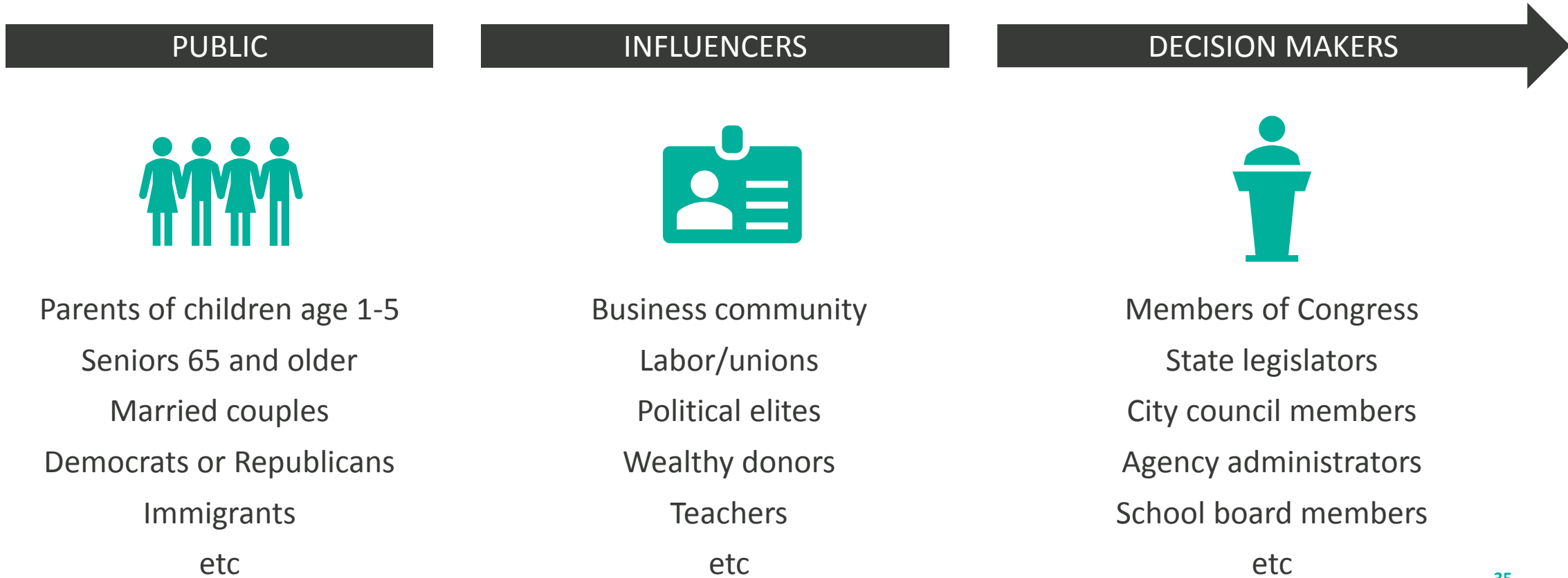
## Advocacy Strategy Framework

CHANGES



# X-Axis

**AUDIENCES** are the individuals and groups that advocacy strategies target and attempt to influence or persuade.





## Y-Axis

**CHANGES** are the results an advocacy effort aims for with audiences to progress toward a policy goal.



**Action**, taking or facilitating action on an issue



**Will**, belief that the issue is important enough to warrant action and that any actions taken will in fact make a difference



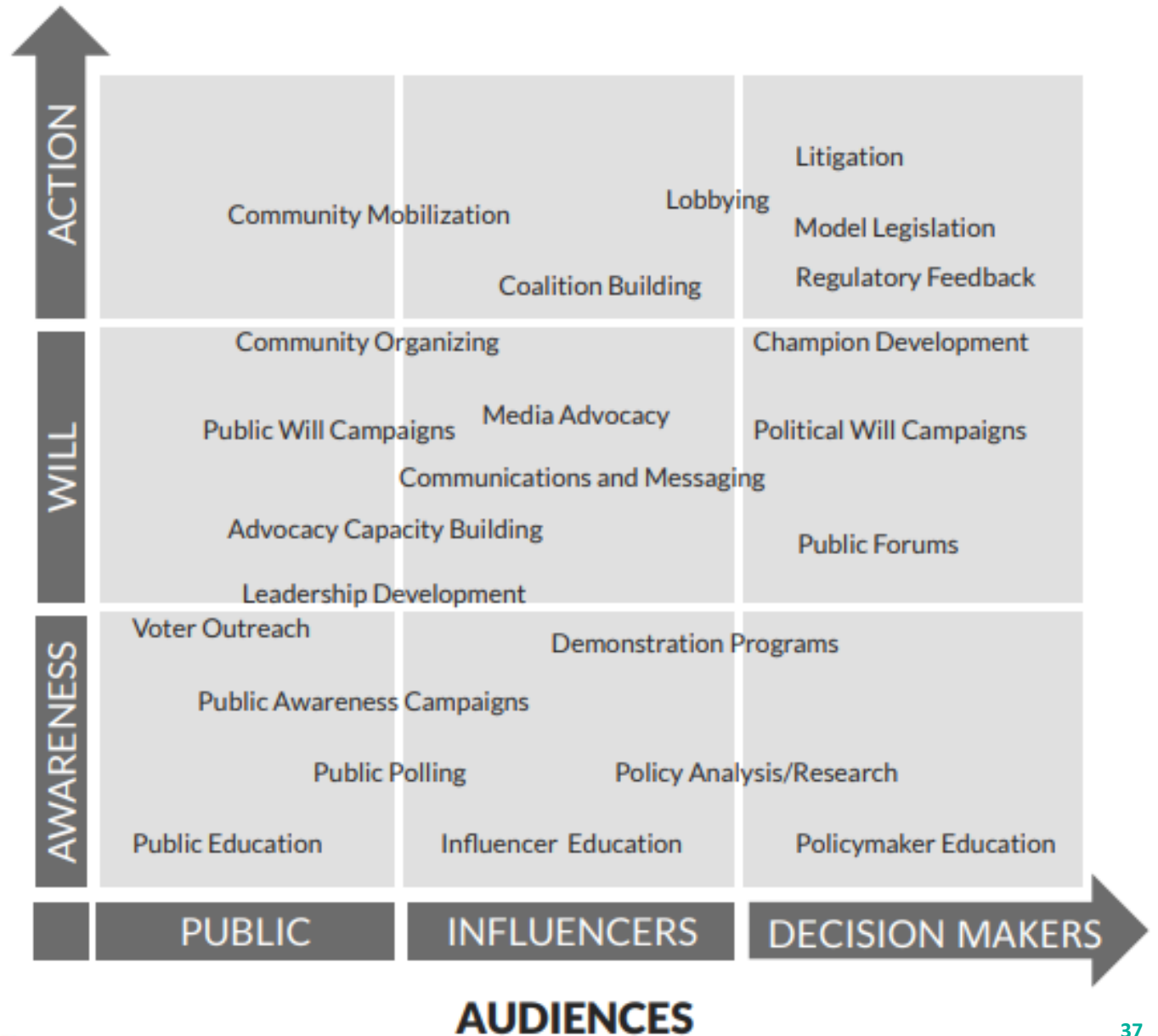
**Awareness**, or knowledge. The audience is aware that a problem or potential policy solution exists

# Mapping the Field

HOW

## Advocacy Strategy Framework

CHANGES



## Advocacy Strategy Framework Worksheet

### Mapping your Strategies

Organized around two main dimensions of an advocacy strategy - the audiences targeted (x-axis) and the changes desired (y-axis) with those audience – the **Advocacy Strategy Framework** helps advocates to think more specifically about audiences—who is expected to change and how, and what it will take to get them there.

In pairs, please place dots on the Advocacy Strategy Framework next to the top three strategies that your organization works on. Please record your strategies below.

Place dots next to the strategies that your organization works on

## Advocacy Strategy Framework Worksheet

Organized around two main dimensions of an advocacy strategy - the audiences targeted (x-axis) and the changes desired (y-axis) with those audience – the **Advocacy Strategy Framework** helps advocates to think more specifically about audiences—who is expected to change and how, and what it will take to get them there.

At your table, please place three green dots next to your organization's top three strengths and three orange dots next to your organization's top three areas of growth. Upon completion, please discuss the following questions:

In which quadrant of the framework is your collective work concentrated?

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Looking across strategies, where are your collective organizations strongest? Where do you need to grow?

Where are you collective organizations strongest? Where do you need to grow?

How can you work together to leverage each other's strengths?

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# Mapping the Field

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## How does this promote process use?

- Encourages diverse organizations to collaboratively tackle a wicked problem
- Fosters intentional collaboration and networking
- Generates a broader, more united perspective
- Enriches the composition, strategy, and power of the field





**Wrap Up**

# In Summary...

Theory of Change  
Development



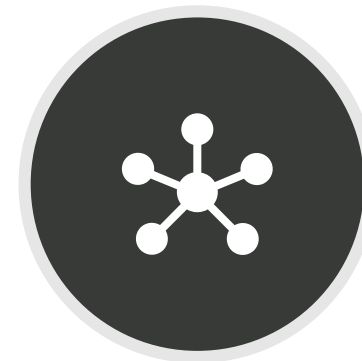
Creating a shared  
understanding

Data Carousel



Infusing evaluative  
thinking

Advocacy Strategy  
Framework



Developing  
networks

# QUESTIONS





# INNOVATION NETWORK

Transforming Evaluation for Social Change



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