Finding Value in the Process

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

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

- Definition
- Types

Defining Process Use

Evaluating Advocacy
- Elements of Complexity

Fostering Process Use
- Shared Understanding
- Evaluative Thinking
- Developing Networks

Wrapping up
- Questions
Process Use
Data Collection & Analysis & Reflection
Action & Improvement
Evaluation Planning

Evaluation
Buy-in & 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
Advocacy Evaluation Elements

- Flexible boundaries
- Uncertain timeframe
- Interim goals
- Success can look different
- Contribution, not attribution
- 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.
Theory of Change

**WHY**

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

How

Pre-workshop planning

In-person facilitation
Theory of Change

**IN-PERSON WORKSHOP**

**Big Picture Review of Draft Model**

- ★ What looks right?
- ‒ What’s missing?
- ✽ Where is additional clarification needed?
Theory of Change

IN PERSON WORKSHOP

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**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great progress (2)</td>
<td>Regular interaction between coalition members and target population;</td>
</tr>
<tr>
<td></td>
<td>Target population has a voice at the table</td>
</tr>
<tr>
<td>Some progress (1)</td>
<td>In frequent interaction with target population</td>
</tr>
<tr>
<td></td>
<td>Target population is aware of issues, but doesn’t have a voice at table</td>
</tr>
<tr>
<td>No progress (0)</td>
<td>No interaction with coalition members and target population</td>
</tr>
</tbody>
</table>
Conditions for Change

- Leadership Capacity
- Authentic Engagement
- Advocacy Capacity
- Multisector Relationships
- Sustainability

Shared Understanding
**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

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**

- 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**

- 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

Data Carousel Activity
Shared Sensemaking

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

• 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
Mapping the Field

WHY

• 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

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

**PUBLIC**
- Parents of children age 1-5
- Seniors 65 and older
- Married couples
- Democrats or Republicans
- Immigrants
  - etc

**INFLUENCERS**
- Business community
- Labor/unions
- Political elites
- Wealthy donors
- Teachers
  - etc

**DECISION MAKERS**
- Members of Congress
- State legislators
- City council members
- Agency administrators
- School board members
  - etc
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

Developing Networks
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 audiences - 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.

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

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

How can you work together to leverage each other’s strengths?
Mapping the Field

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
- Data Carousel
- Advocacy Strategy Framework
  - Creating a shared understanding
  - Infusing evaluative thinking
  - Developing networks
QUESTIONS