PACE Presents:
The Emerging Framework for Civic Engagement Evaluation

Facilitated by

Building Movement Project
Inspiring Activism in the Nonprofit Community

&

Innovation Network
Transforming Evaluation for Social Change
How we’ve been thinking about civic engagement evaluation…

…invite others into the process.
What words or phrases come to mind when you think of evaluating civic engagement?
For Today’s Session…

- Major Challenges
- Framework for Civic Engagement Evaluation
- 3 Models
- Q&A
- Closing thoughts
About the Building Movement Project

...helping nonprofits understand the critical role they can play in working for social change.

Somos Mayfair, San Jose, CA
What words or phrases come to mind when you think of evaluating civic engagement?
Voting

Attend election-related candidate/issue forums

Engage in local politics (e.g. community boards, city councils...)

Census outreach

Relationship-building through shared action (e.g., community gardens, sports leagues...)

“Promotores”/Peer Educators

Volunteerism

Calls/visits to legislators

Participation in forums on issues/problems facing their community

Examine root causes of issues/problems facing community

Youth organizing

Rallies

Letter-writing or telephone campaigns

Boycotts
Overly Quantified
Compartmentalized
Stripped of True Value
complexity and timeline of civic engagement initiatives

evidence of impact and results
Our Civic Engagement Evaluation

Goals

- Identify more effective tools
- Shift the culture of evaluation
Shine light on the possibilities of their work.
Challenge #1: Complexity

- You are not alone
- Partnerships and coalitions
- Multiple funders
Challenge #1: Complexity

Contribution, not attribution
Challenge #1: Complexity

Tiered Outcomes
Challenge #2: Extended time frame

http://www.flickr.com/photos/juhansonin/3093937998/
Challenge #3: Nonlinear Theories of Change

http://www.flickr.com/photos/sidelong/234192774/
Strategic Learning
1. Is your evaluation a support for strategy? Are evaluation activities integrated with the organization’s day-to-day operations?

- Evaluation is a support for strategy development and management
- Evaluation is not “separate” or “extra”
- Evaluation becomes part of the intervention
2. Does the evaluation take place within a culture that encourages risk taking, learning, and adaptation?

- High-performance organizations exhibit *adaptive capacity*

- Strategic learning is most effective in certain organizational cultures

- Evaluation capacity building may be required
3. Does your evaluation promote flexibility and the ability to respond quickly to external events?

- Strategic learning evaluators must be:
  - Flexible
  - Rapid
  - Responsive
Cost  ➡️  Free
Time  ➡️  Integrated
Staff  ➡️  Current Staff
3 Models of Evaluation: 

*The Case of Women Alive*
Model 1: Theory of Change v. Logic Models
Role Model Stories
Mapping Change
Using a Theory of Change to Guide Planning and Evaluation

Contents

2 What is a “theory of change”? By mapping a process of change from beginning to end, a theory of change establishes a blueprint for the work ahead and anticipates its likely effects. A theory of change also reveals what should be evaluated, when, and how.

4 Why would a grant maker develop and use a theory of change? Developing a theory of change may sound complicated, but many grant makers have found that the process can help to clarify and simplify people’s thinking. This section outlines some practical advantages of developing a theory of change within your foundation or with grantees.

6 A mini-case study: Theory of change as the basis for strategic planning To prepare for a major capacity-building grant, one foundation invited its prospective grantees to draft a theory of change. More than just a planning exercise, the process drove the organization’s leadership team to articulate some key assumptions about their work.

9 Common questions about theory of change In this section, grant makers answer some recurring theory of change questions: Is theory of change for foundations, or grantees, or both? How do foundations help grantees with the process? How does theory of change lend itself to evaluation, or to assessing the impact of a foundation’s grant making?
“A **logic model** takes a more **narrowly practical** look at the relationship between inputs and results.”


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<tr>
<th>Resources</th>
<th>Activities</th>
<th>Outputs</th>
<th>Short- &amp; Long-Term Outcomes</th>
<th>Impact</th>
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<td>In order to accomplish our set of activities we will need the following:</td>
<td>In order to address our problem or asset we will accomplish the following activities:</td>
<td>We expect that once accomplished these activities will produce the following evidence or service delivery:</td>
<td>We expect that if accomplished these activities will lead to the following changes in 1-3 then 4-6 years:</td>
<td>We expect that if accomplished these activities will lead to the following changes in 7-10 years:</td>
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“A theory of change takes a wide view of desired change, carefully probing the assumptions behind each step in what may be a long and complex process.” *

Model 2: Participatory Evaluation
Support Groups
Participatory Evaluation

“A process that involves key participants in planning and implementing the evaluation, including setting goals, developing research questions, interpreting data, making decisions, and using the information.”*

WORKSHEET TO DEFINE INDICATORS WITH CASEMAKING IN MIND

1. Begin in column 1 and move down the column, listing the various key constituencies and others to whom you need to make the case.
2. Then systematically move from left to right across a row, using information from one box to feed into the box to its right, accumulating thinking/reflections across the row.
3. When the matrix is done, don’t assume that you could/should evaluate everything! Select places where there is potentially high payoff--the places where interests of various stakeholders converge.

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<th>(1) Who are the key players and constituents to be convinced?</th>
<th>(2) What do the key players and constituents care about? What are their priorities?</th>
<th>(3) How might we adjust our strategies to meet the interests of key players and constituents?</th>
<th>(4) What do we want to be able to tell the key players and constituents about outcomes/value?</th>
<th>(5) What type of evidence is likely to convince key players and constituents?</th>
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Model 3: Embedded Evaluator
Embedded Evaluator

- *Researcher from outside of the organization*

- *Person or group from within the organization*
Embedded Evaluator

“Become part of a team whose members collaborate to conceptualize, design and test new approaches in a long-term, ongoing process of continuous improvement, adaptation, and intentional change…”
Questions?
Closing thoughts

- Database of tools
- More opportunities to convene and exchange ideas
- Build bridges with hard-to-evaluate disciplines
- Unique opportunity for funders
Additional Resources

- Impact Arts: http://impact.animatingdemocracy.org/


- GrantCraft Evaluation Series: http://www.grantcraft.org/
Additional Resources

- **Evidence of Change: Exploring Civic Engagement Evaluation**
  

- **A Developmental Evaluation Primer** by Jamie A.A. Gamble:
  

  
For more information

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  - ttchume@demos.org

- Ehren Reed, Senior Associate, *Innovation Network*
  - ereed@innonet.org
  - http://www.innonet.org/
Summary of References


- Theory of Change by ActKnowledge: http://www.theoryofchange.org


- Participatory Evaluation. Impact Arts website (Accessed June 2010): http://impact.animatingdemocracy.org/5-basic-questions#participatory-eval,

- Worksheet to Define Indicators with Casemaking in Mind, Created by Chris Dwyer of RMC Research for Impact Arts website (Accessed June 2010): http://impact.animatingdemocracy.org/sites/default/files/documents/Worksheet%20to%20Define%20Indicators%20with%20Casemaking%20in%20Mind.pdf,

A brief on unique data collection methods for advocacy evaluation
(www.calendow.org/uploadedFiles/Evaluation/Coffman%20Reed%20Unique%20Methods%20paper%29.pdf)

Continuous Progress' Advocacy Progress Planner
(www.continuousprogress.org)

The Composite Logic Model (upon which #2 is based)
(www.innonet.org/index.php?section_id=6&content_id=637)

Urban Institute's Outcomes Indicators Project
(www.urban.org/center/cnp/projects/outcomeindicators.cfm)
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