



Justice For  
GEORGE FLOYD  
#I CANT BREATHE

# Advancing Equity & Justice by **Connecting** Evaluation to Strategy

Click to add text

*When evaluation and strategy join forces,  
equity and justice win.*





# Today's Takeaways

1. A **macro view** of evaluation, strategy, and equity and justice
2. The evaluation-strategy **gap**
3. **Practical solutions** to connect evaluation and strategy





# Welcome

*An evaluator and a strategist walk into a bar...*




**Kien Lee**  
Principal Associate & Vice President  
Community Science  
[Kien@communityscience.com](mailto:Kien@communityscience.com)



**Anand Dholakia**  
Principal Associate  
Community Science  
[Adholakia@communityscience.com](mailto:Adholakia@communityscience.com)





We will have equity  
and justice when ...

People, regardless of race first and foremost, other demographic characteristics, and place of residence — have:

- Fair access to opportunities and resources
- Rights to obtain them, as respected by the law and free from discrimination
- Capacity to take advantage of them



# What can evaluators and strategists do in service of equity and justice?

- **Engage** communities most affected by the issues
- **Maintain** focus on ultimate impact: equity and justice
- **Challenge** the level of change: systemic and structural
- **Ensure** strategies are powerful enough
- **Identify** capacity-building needs
- **Raise** and **challenge** questions about power
- **Collect** the appropriate data
- **Connect** evaluation to decision-making and strategy improvement



# The Promise of Evaluation and Strategy Joining Forces



Evaluation

Strategy







How closely do your evaluation and strategy work (or not work) together?



Evaluation



Strategy



# THE GAP



- Independent process & teams
- Threat of evaluation (real or not)
- Strategic planning traps
- Myths about objectivity and value-free evaluators
- *Shortcomings on both sides*



Evaluation

Strategy

# What connects evaluation and strategy

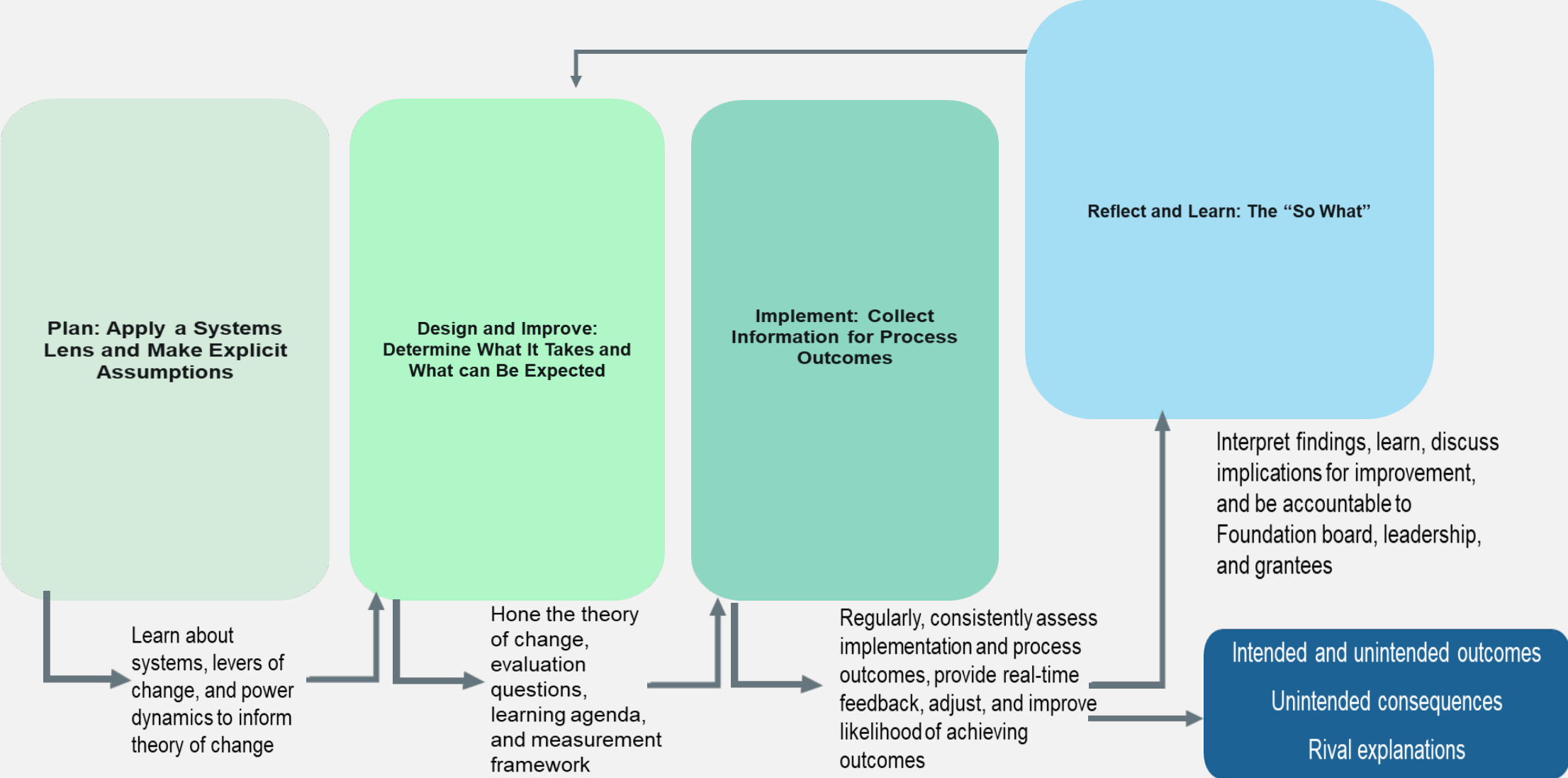


Evaluation

Strategy

**Learning and Continuous Strategy Improvement**

# Learning and Continuous Strategy Improvement

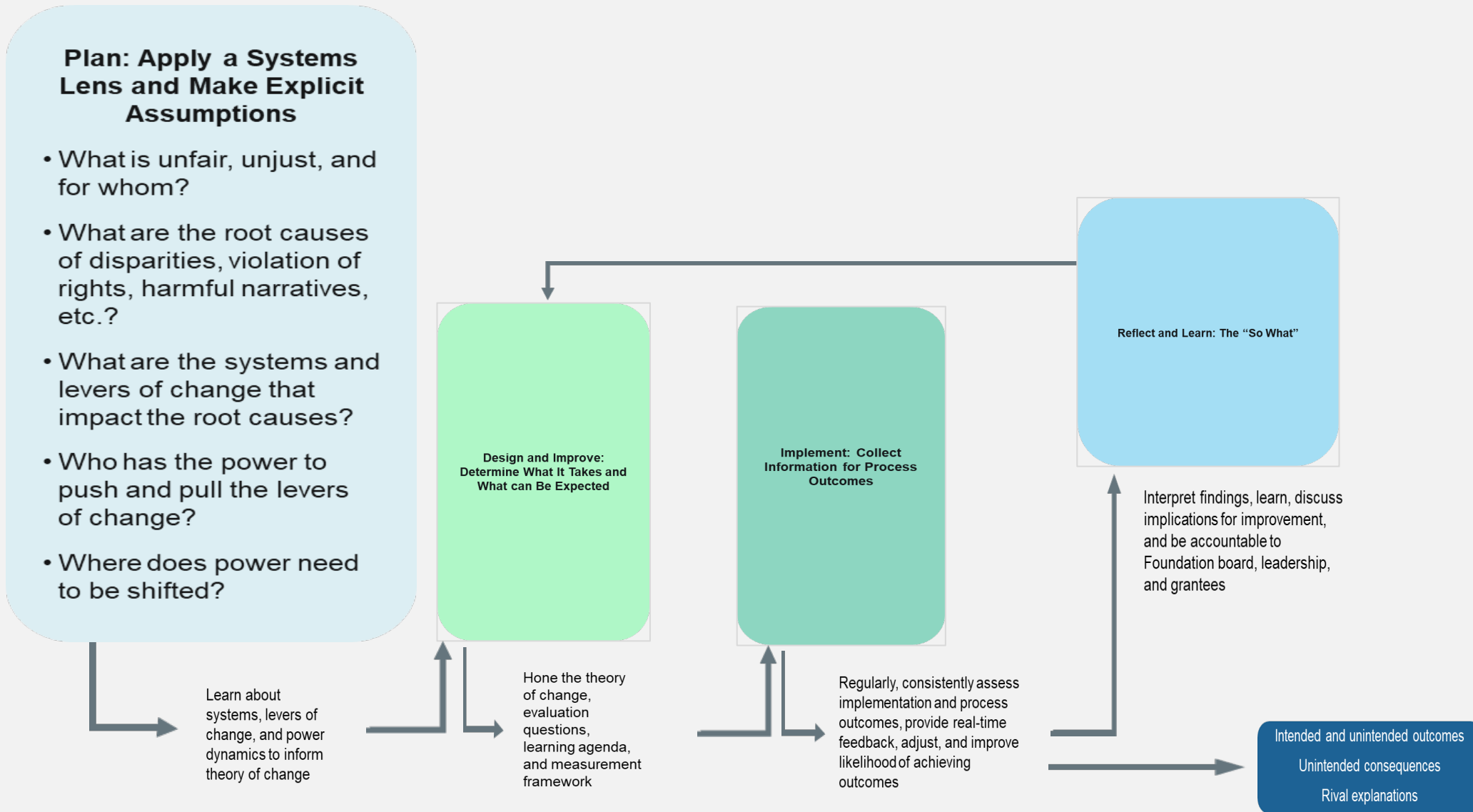


Adapted from *Doing Evaluation in Service of Racial Equity: Diagnose Systems and Biases*, written by Community Science and commissioned and published by the W.K. Kellogg Foundation, 2021





# Learning and Continuous Strategy Improvement



# Practical Solutions to connect evaluation and strategy

SOLUTION

Here

There

HOW to Get from Here to There

Center Equity and Justice as the Ultimate Goal

Inconsistent centering on both slides, and varying goals

Equity and justice goal is the shared anchor

Applying a shared, systems lens with explicit focus on structural racism

Align Team Structure and Process

Siloed teams and meetings

Separate AND combined team meetings

Clear meeting agreements and agendas explicit about evaluation and strategy



# Practical Solutions to connect evaluation and strategy

SOLUTION

Here

There

HOW to Get from Here to There

**Rethink Products/  
Deliverables**

Deliverables created for the sake of the deliverable

Deliverables *with purpose*

- Aligned timelines
- Co-creation
- Frequent reporting
- Clear recs
- Multiple formats

**Build and Clarify Team Capacities, Roles, Expectations**

Insufficient understanding of other side & skills for facilitation and stakeholder engagement

Each side has core knowledge/skills and understands the other side

Training, peer learning, real-time application to develop and hone knowledge/skills

# Practical Solutions to connect evaluation and strategy

SOLUTION

Here

There

HOW to Get from Here to There

**Coordinate Stakeholder Engagement**

Engaging stakeholders separately around redundant questions

Stakeholders engaged in a deliberate, coordinated manner

Co-plan who asks what questions, to whom, when, and why

**Improve Service Contract Processes**

- Strict deliverable and process requirements
- Mismatched timing of hiring consultants

Service contracts aligned around shared goals

Regular meetings with contracts officer about budget, milestones, and deliverables, and necessary adjustments





# Q&A

Community  
Science

Effective Strategies  
Equitable Systems  
Strong Communities



# Moving Forward: Connecting Evaluation and Strategy for Equity and Justice

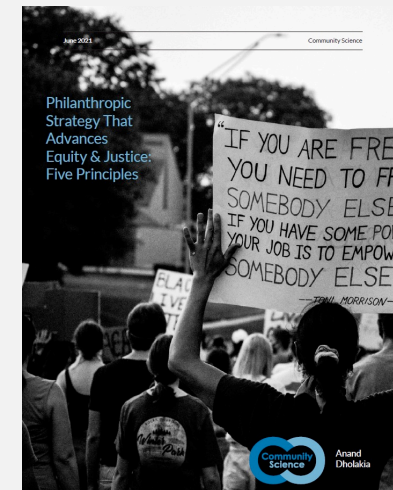
- Kien Lee, [klee@communityscience.com](mailto:klee@communityscience.com)
- Anand Dholakia, [adhokakia@communityscience.com](mailto:adhokakia@communityscience.com)
- [communityscience.com](http://communityscience.com), (301) 519-0722

## Doing Evaluation in Service of Racial Equity (3-part series)



<https://everychildthrive.com/doing-evaluation-in-service-of-racial-equity>

## Philanthropic Strategy that Advances Equity and Justice



<https://communityscience.com/publication/strategy-development-improvement/philanthropic-strategy-that-advances-equity-justice-five-principles/>

