

Theory of Change, Indicators, and Measures for the Andrus Family Fund's (AFF) Community Reconciliation (CR) Program
February 2, 2012

Overview

AFF's CR program "supports processes that bring a cross section of a community together to address community problems, conflicts and injustices in a way that promotes healthy relationships, transforms power dynamics and otherwise addresses the systems that led to the original problem, conflict or injustice."

This document provides the Theory of Change for the AFF's CR Program and a matrix of indicators and measures. The Theory of Change ("the Theory") is not intended to simplify the work, but to help AFF, its board, coaches, and grantees develop a common understanding and language about the CR Program and expectations about the work and outcomes. AFF does not expect grantees to have to share it in its current format with the people they work with, but to tailor it accordingly (e.g., the use and meaning of the term "change" depends on the issue and context within which the grantee is working).

Development of the Theory of Change

The components and process of change illustrated in the Theory emerged from the findings of Community Science's¹ evaluation of CR Program grantees. The Theory was shared with AFF's board and staff who further refined it to reflect their expectations for the CR Program, and indicators and measures were then developed by Community Science. The revised Theory and indicators and measures were subsequently shared with CR Program grantees at the grantee convening in August 2011. Feedback was solicited at the convening and again, during two webinars in October 2011 to ensure that all grantees had the opportunity to share their views.

Description of the Theory of Change

As illustrated on the next page, a CR project funded by AFF begins with two or more organizations or groups of people coming together to engage in a CR process. These organizations may be similar or different in the power they have over each other. For instance, two immigrant groups that come together to address an issue may have similar levels of power; on the other hand, a law enforcement agency and a youth organization have different levels of power.

The CR Program supports individuals and groups as they engage in activities to facilitate changes conducive to reconciliation. Early individual activities include using the principles of the Transition Framework (TF) to engage in self-reflection and building personal capacity to

¹ A research and evaluation organization hired by AFF to evaluate the CR Program.

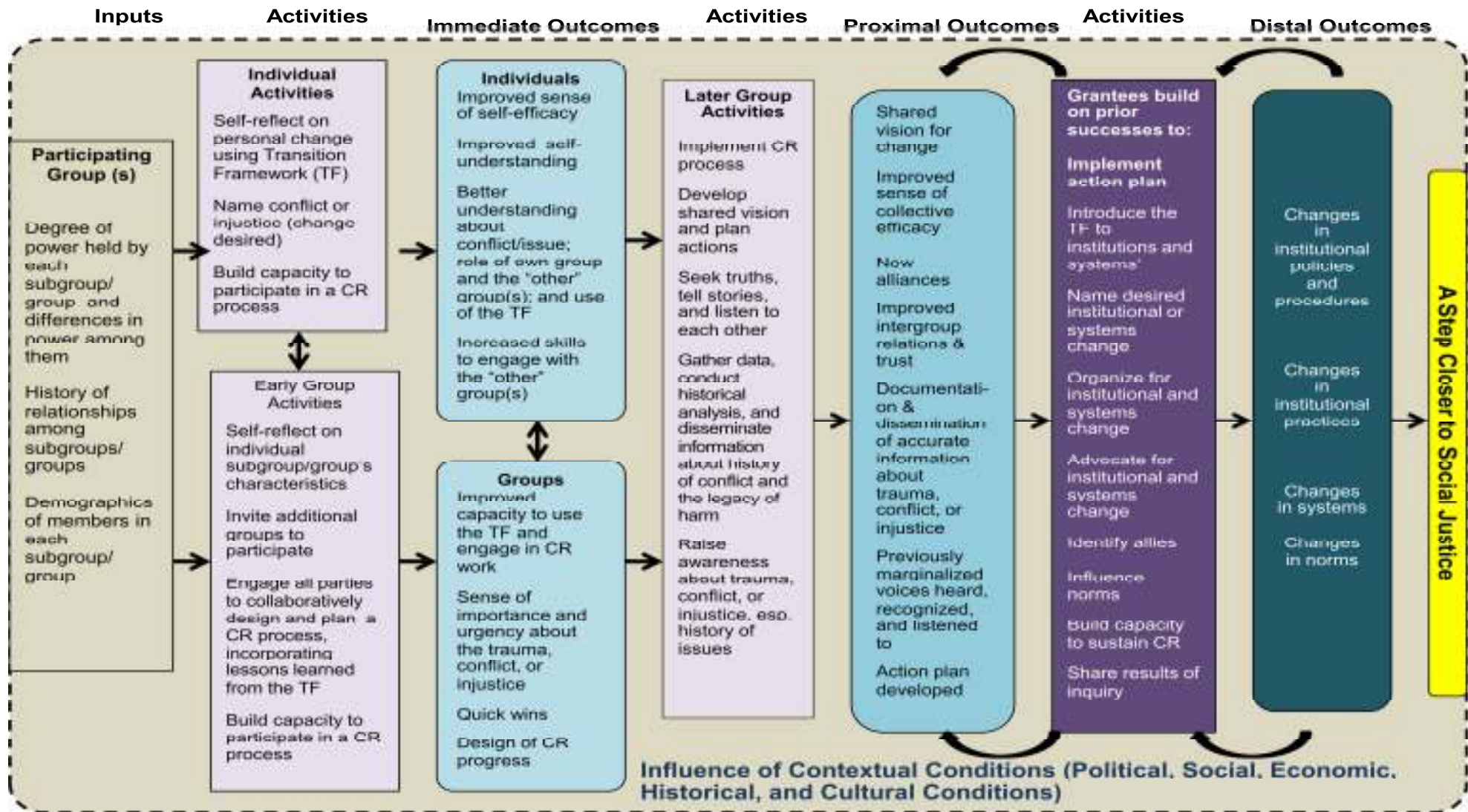
participate in a CR process. Early group activities include groups engaging each other collaboratively to design and plan the CR process, develop a shared vision, and raise awareness about the history of the trauma, conflict, or injustice in need of reconciliation. Immediate outcomes realized by these early activities at the individual level include an improved sense of self-efficacy, self-understanding, and attitude and behavior toward the “other” group or groups. Immediate outcomes at the group level include improved capacity to engage in CR work and a developed sense of importance and urgency about the trauma, conflict, or injustice.

As individuals and groups progress through the reconciliation process they continue to participate in CR activities and build on the successes of the immediate outcomes they achieved. Momentum for the CR process builds as a shared vision for change is developed, new alliances are created, intergroup relations and trust are improved, and previously marginalized voices are heard and acknowledged.

With continued energy and momentum, groups achieving such proximal outcomes may be able to continue to build on prior success and engage in later activities targeting reconciliation at the institutional and systems levels. These activities include introducing the TF at this level and identifying, organizing, and advocating for the desired institutional or systems change. Outcomes that may be realized from these activities include changes in institutional policies and procedures, practices, systems, and norms. Changes occurring at this level represent steps closer to social justice.

All activities and outcomes take place in contextual conditions of the individuals and groups engaged in the CR process. The political, social, economic, historical, and cultural conditions of these individuals and groups must be considered and factored into every step of the CR process.

Theory of Change for the Andrus Family Fund's Community Reconciliation (CR) Program



INDICATORS AND MEASURES FOR OUTCOMES

Logic Model Component	Illustrative Indicators	Measures
Immediate Outcomes		
<p>Individual Level: Improved sense of self-efficacy</p> <p>Improved self-understanding about one’s response to the trauma, conflict, or injustice</p> <p>Better understanding about the conflict/issue, role of own group, the “other” group(s) , and use of the Transition Framework</p> <p>Increased skills to engage in interactions with the “other” group(s)</p> <p>Improved capacity to</p>	<ul style="list-style-type: none"> • Improved understanding of the trauma, conflict, or injustice • Increased confidence of individuals to change their life and get involved in activities or actions to address the trauma, conflict, or injustice • Ability of individuals to articulate their emotions, attitudes, and behaviors (e.g., using language that reflect the Transition Framework) • Deviation from group norms that are harmful to individual • Better understanding about the “other” group(s) (e.g., their aspirations, fears, perceptions) • Increased willingness of individuals to engage in interactions with people from “other” group(s) (e.g., between land developers and residents, police and youth, parents and school board members) • Increased knowledge among individuals about what constitutes a CR process, their group’s role in the process, as well as what 	<p><u>Pre- and post- project measures</u></p> <p>Beliefs about the possibility of reconciliation among individuals</p> <p>Description of what community reconciliation means to participants</p> <p>Rating of knowledge needed to participate in a community reconciliation process or project and additional knowledge required</p> <p>Rating of skills needed to participate in a community reconciliation process or project and additional skills required</p> <p>Rating of other abilities needed and additional abilities required</p> <p>Description of individuals’ perceptions of people in X group and changes over the course of the project or process</p> <p>Response or reactions to someone from X group currently and in the future, and changes over the course of the</p>

Logic Model Component	Illustrative Indicators	Measures
engage in CR work	they need to further improve their capacities	project or process
<p>Subgroup Level: Improved capacity to use the Transition Framework and engage in CR work</p> <p>A sense of importance and urgency about the trauma, conflict, or injustice</p> <p>Initial group collaboration</p> <p>Quick wins</p>	<ul style="list-style-type: none"> • Increased commitment of group leaders and members to address trauma, conflict, or injustice • Organization of structure and process to strengthen subgroup capacity and efficacy • Increased knowledge, skills, and resources (e.g., funds, access to expertise) of group leaders and members in initiating, participating in, and supporting CR work • Development of potential strategies and solutions for addressing trauma, conflict, or injustice • Articulation of goals, objectives, strategies, actions, and anticipated results • Preliminary evidence of results (e.g., documentation, celebrations, etc.) 	<p>Institutionalization of a policy, procedure, and/or practice to always implement a process (e.g., community forum, survey) to hear from subgroup members</p> <p>Allocation of funds for group members or organization's staff to attend relevant training</p> <p>Co-sponsorship of activities and actions; exchange of information and other resources; participation in each other's activities and joint committees; and a formal process for communication between/among groups</p> <p>Evidence of a strategic or work plan that reflects input of participating groups and a process for updating the plan on a regular basis</p> <p>Allocation of funds and staff time to implement the strategic or work plan</p> <p>Changes in subgroups' ability to come together to: 1) identify common concerns and develop and implement joint actions; 2) learn about and develop mutual respect for each other's norms, behaviors, and values; and 3) other aspects of CR work.</p>

Logic Model Component	Illustrative Indicators	Measures
<p>Group Level: Improved capacity to use the Transition Framework and engage in CR work</p> <p>A sense of importance and urgency about the trauma, conflict, or injustice</p> <p>Initial group collaboration</p> <p>Implementation of a collaborative CR process</p> <p>Quick wins</p>	<ul style="list-style-type: none"> • Increased commitment of all participating groups, organizations, and communities to address trauma, conflict, or injustice (e.g., stated as priority in workplans or agendas, allocation of funds or staff to support CR work, efforts to engage additional and critical leaders or groups) • Increased knowledge, skills, and resources (e.g., funds, access to expertise) of group, organization, or community for initiating, participating in, and supporting CR work • Development of potential strategies and solutions for addressing trauma, conflict, or injustice • Articulation of goals, objectives, strategies, actions, and anticipated results • Preliminary evidence of results (e.g., documentation, celebrations, etc.) 	<p>Institutionalization of a policy, procedure, and/or practice to always implement a process (e.g., community forum, survey) to hear from people who are impacted by the trauma, conflict, or injustice</p> <p>Allocation of funds for group members or organization's staff to attend relevant training</p> <p>Co-sponsorship of activities and actions; exchange of information and other resources; participation in each other's activities and joint committees; and a formal process for communication between/among groups</p> <p>Evidence of a strategic or work plan that reflects input of participating groups and a process for updating the plan on a regular basis</p> <p>Allocation of funds and staff time to implement the strategic or work plan</p> <p>Changes in organization's or group's ability to bring together and engage representatives from different groups to: 1) identify common concerns and develop and implement joint actions; and 2) learn about and develop mutual respect for each other's norms, behaviors, and values; 3) work out historical or current conflicts among different groups that come from their group differences in experience and in access to privilege and power, and 4) other aspects of CR</p>

Logic Model Component	Illustrative Indicators	Measures
		work. Capacity can be measured as “novice,” “developing,” “proficient,” and “mastery.
Proximal Outcomes		
<p>Shared vision for change</p> <p>Improved sense of collective efficacy</p> <p>New alliances</p> <p>Improved intergroup relations & trust</p> <p>Documentation and dissemination of accurate information about trauma, conflict, or injustice</p> <p>Previously marginalized voices heard, recognized, and listened to</p>	<ul style="list-style-type: none"> • Documentation of a vision for change that is endorsed by participating groups • More stakeholders are confident that as a group, organization, or community, they have better ability to effect change and get involved in activities or and take action to address the trauma, conflict, or injustice • New leaders and groups who are critical to the CR process gets involved • Leadership of groups, organizations, or communities demonstrates that they treat each other fairly and justly, view each other as resourceful, and depend on each other (more equitable relationships) • Sense of cohesion or community between/among groups, organizations, or communities, or alternatively, sense of conflict due to shifting values, attitudes, and behaviors • Materials, forums, publications, videos, memorials, curriculum, media reports that 	<p>Evidence of a written vision and signed agreements</p> <p>Proportion of stakeholders who express confidence in their group, organization, or community’s ability</p> <p>Sense of cohesion or community between/among groups, organizations, or communities (e.g., Sense of Community Index, Neighborhood Cohesion, Sense of Cohesion Scale)</p> <p>Representatives of marginalized groups, organizations, or communities have formal role in CR process and in the structures (e.g., committees, task forces, coalition) that lead, facilitate, and support the process</p> <p>New actions, projects, or governing bodies that emerged from the groups, organizations, or communities</p> <p>Evidence of print and broadcast materials with appropriate endorsements about the trauma, conflict, or injustice</p>

Logic Model Component	Illustrative Indicators	Measures
	<p>are endorsed by groups, organizations, or communities' leadership as accurate reflection of the history of the trauma, conflict, or injustice</p> <ul style="list-style-type: none"> • Testimonials from people who were previously marginalized that they felt heard for the first time • Improved preparedness to address future conflict 	<p>Documentation about emerging opportunities and threats to CR work, and use of this knowledge to adjust expectations and adapt strategies</p>
Distal Outcomes		
<p>Changes in institutional policies and procedures</p> <p>Changes in institutional practices</p> <p>Changes in systems</p> <p>Changes in norms</p>	<ul style="list-style-type: none"> • New or revised policies, procedures, and practices that support the reduction or elimination of the trauma, conflict, or injustice • Elimination of old policies, procedures, and practices that were harmful • New structures, processes, and relationships among institutions across a system and communities (e.g., across child welfare agency, police department, and tribal nation; leadership of school districts, institutions of higher education, and communities of color) • Previously marginalized groups are represented on official decision-making bodies related to the original injustice or 	<p>Evidence of policy, procedural, and practice changes (e.g., new or defeated local legislation, establishment of a community board, requirement to conduct consultation with community leaders, expectation for how two organizations or agencies will collaborate)</p> <p>New Memoranda of Understanding between two or more organizations or agencies</p> <p>Number and ratio of people from previously marginalized groups on decision-making and governing bodies</p>

Logic Model Component	Illustrative Indicators	Measures
	conflict <ul style="list-style-type: none"> • Modified values, attitudes, and behaviors 	
A Step Closer to Justice (To Monitor Trends)		
A step closer to justice	Monitoring of disparities and other trends that the program is attempting to effect, such as: <ul style="list-style-type: none"> • Academic achievement • Health coverage • Juvenile justice 	<ul style="list-style-type: none"> • Graduate rates • Health insurance rates • Detention rates