

Issues in Evaluation Series

Evidence-Based Equity: Building Community and Trust for Evaluation and Evidence in the 21st Century

Webinar | December 14, 2020

Agenda

- Welcome and Introductions
- Author presentation
- Discussion
- Q&A
- Next Steps and Closing Remarks

Introduction and Purpose



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Methods and Issues

Evidence-Based Equity: Building Community and Trust for Evaluation and Evidence in the 21st Century

Presenters:

Dr. Kathryn Newcomer, The George Washington University

Quentin Wilson, St. Louis Metro Core Communities of Excellence 2026

Allyson Criner Brown, Equity Practitioner

December 14, 2020

Our Presentation Today

- Acknowledge our motivation – existing gaps in outcomes across racial groupings in the U.S.
- Explain our approach which calls for inclusive engagement to:
 - identify desired outcomes and disparities, and
 - adapt and implement promising models to advance racial equity
- Receive feedback and insights from our audience on building community and trust in the use of evidence-informed approaches to address racial equity

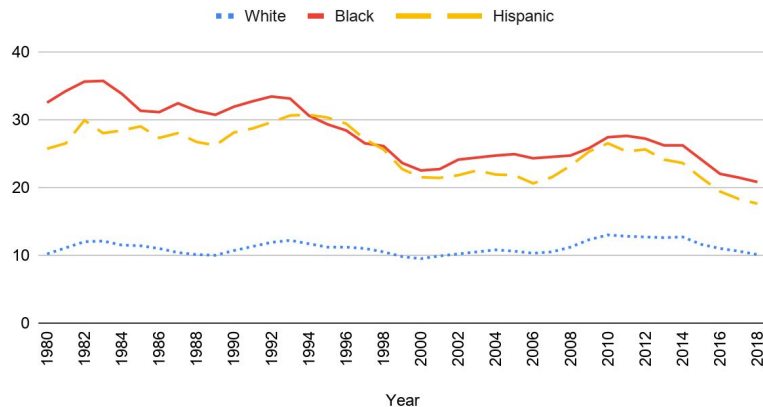
How We Approach Equity

The impact of the public actions should result in the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically.

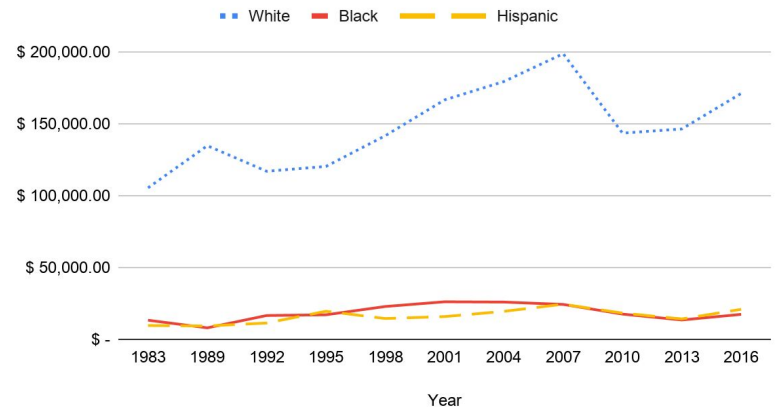
Why Focus on Equitable Outcomes?

- Gaps across racial groupings in quality of life persist!
- Developing consensus on priority outcomes can bridge divisions and promote collaboration across and among levels of government, practitioners, and community members.

Percent Living in Poverty, by Race 1980-2018

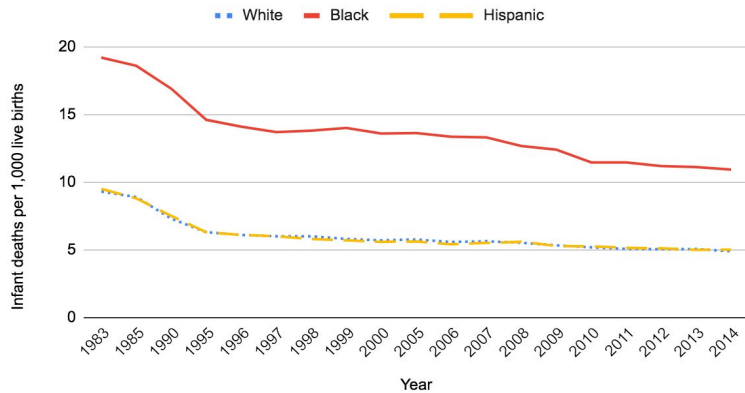


Median Family Wealth, by Race, 1983-2016

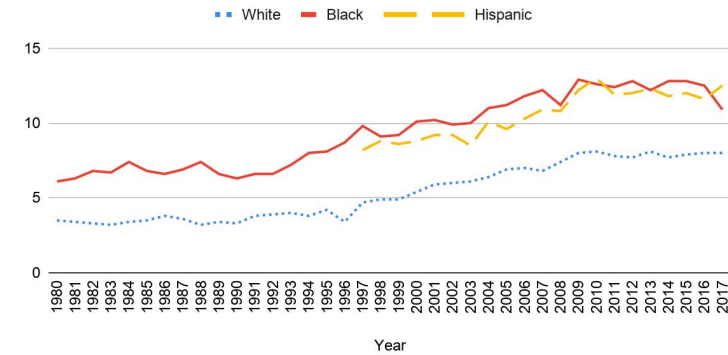


Gaps in Health

Infant Mortality Rates, by Race of Mother, 1983-2014

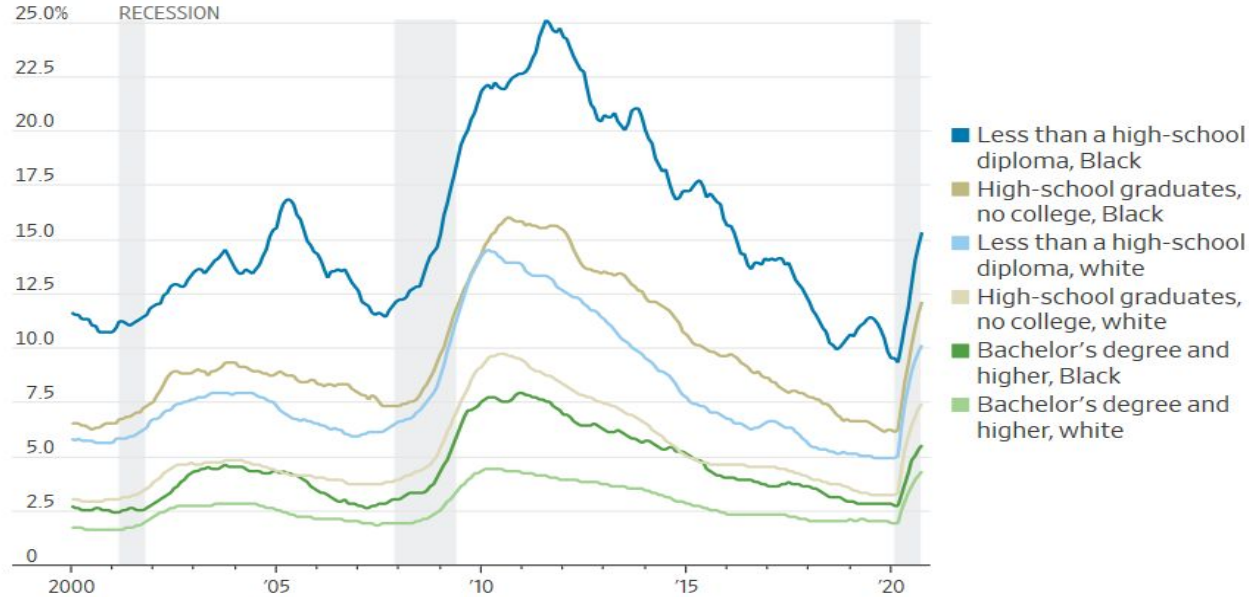


Percent of Americans with Diagnosed Diabetes, by race 1980-2018



Gaps in Employment: Unemployment Rate by Education and Race

Unemployment rate by education and race



Note: 12-month moving average to adjust for seasonality, age 25 and older
Source: Labor Department

Examples of Equity-focused Outcomes in State and Local Governments

State or Local Government	Equity Outcomes
King County, Washington	2016-2022 Equity and Social Justice Strategic Plan calls for ending the school-to-prison pipeline; diversifying government contractors, improving transportation access, investing in early childhood, increase digital access
Dane County, Wisconsin	Launched in 2012, Race to Equity is a solution-oriented dialogue focused on reducing racial disparities. Example of 2016 targets: Increase black owned businesses to at least 33% by 2020; increase black homeownership from 17% to at least 24% by 2020; decrease arrest rate for African American adults from 295 per 1000 to 95 per 1000 by 2020
Fairfax County, Virginia	One Fairfax Policy focuses on increasing economic security, transportation access, digital access, affordable housing, access to healthy and affordable food
Colorado	Efforts such as Colorado Rises works on closing the gap in postsecondary credential attainment. Colorado Equity Compass looks at affordable housing, transportation access, income inequality, inclusive growth, life expectancy, access to physical and mental health services

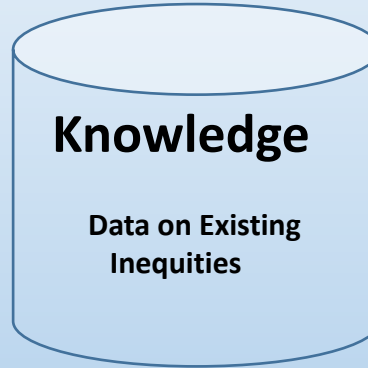
Evidence-Based Equity: Engagement for Achieving Public Impact



Crosswalk of Existing Models and Practices

Evidence-Based Equity: Engagement for Achieving Public Impact	Public Problem Solving	Baldrige Criteria	Results for America	Leap of Reason: The Performance Imperative
Inclusively Engage End-users to Prioritize Desired Equitable Outcomes	People-centered	Results Leadership	Define Outcomes and Measures Use Data	
Identify Promising Interventions	Search for Solutions	Strategy Development and Implementation		Well-designed Programs
Engage End-users and Adapt to Implement	Experimental and Data-Enabled	Measurement, Analysis	Create Incentives and Knowledge	Evaluation
			Foster Innovation With Waivers	
Engage to Share and Scale	Design to Scale			
Sustain Improvements		Manage Customers and Operations Workforce		People-focused Management Monitoring for Continuous Improvement Learning Culture Financial Sustainability
Continually Improve Operations				

A Practitioner's Playbook: Inclusive Engagement to Produce Equitable Outcomes



Practitioners' Goals

- ✓ Secure Commitment
- ✓ Secure Resources
- ✓ Find Relevant Knowledge
- ✓ Sustain Commitment

Diverse Inclusion to Prioritize Equitable Outcomes

Challenges

- Differences in context that affect implementation
 - Are intended beneficiaries authentically included in efforts to understand the context?
- Ability to convene desired participants and key stakeholders – especially intended beneficiaries in outcome and priority-setting
 - How is the involvement of intended beneficiaries prioritized?
- Leadership buy-in for co-design throughout the process
 - Bureaucratic maneuvering skills + commitment



Photos courtesy of Teaching for Change

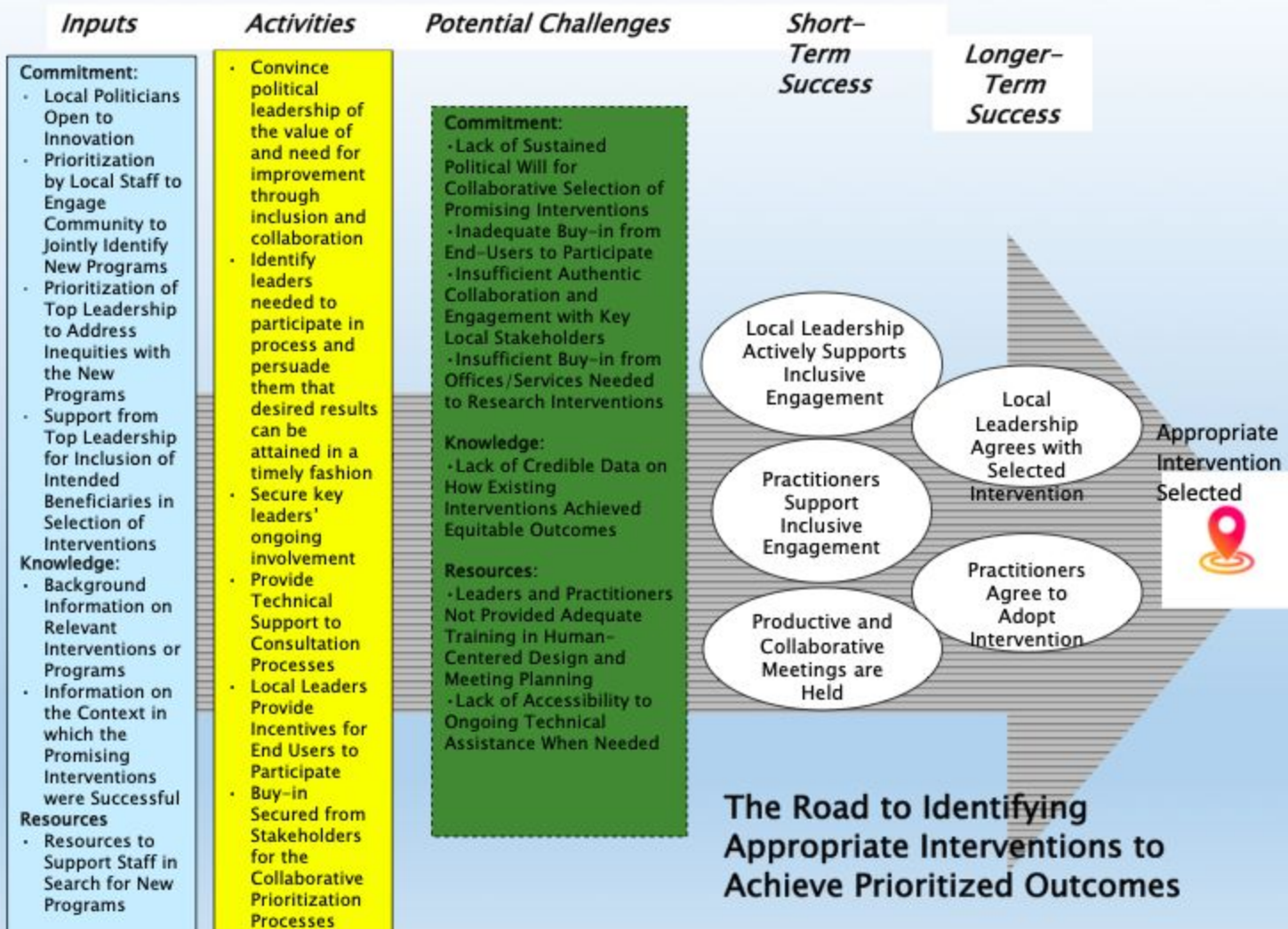
Diverse Inclusion to Prioritize Equitable Outcomes

How?

- Prioritize end-user engagement in co-designing
 - Include resources to lower the barriers to intended beneficiaries' participation □ “Nothing about us, without us!”
- Recognize whether the intervention will address structural issues or symptoms
 - e.g. Livable wages <> Financial literacy classes
- Build relationships among individuals **AND** continued end-user engagement into policy/programmatic structures
 - Trust is an ongoing process, but voice must be(come) systemic

The Challenge of Finding Promising Models to Address Inequities

- Racial equity or reducing disparities is often not a focus of research highlighted in clearinghouses. For example:
- <https://clear.dol.gov>
 - Out of 1065 studies in the database, two studies focused on equity, both of which examined gender equity. Zero studies reviewed focused on racial equity. Studies that mention race in general primarily center on anti-discrimination laws.
- <https://campbellcollaboration.org/>
 - Out of 195 studies in the database, three studies focused on broad equity considerations. Two of those studies have an international focus and the other is a systematic review.
- <https://ies.ed.gov/ncee/wwc/FWW>
 - Out of 10,741 studies, The What Works Clearinghouse references 23 studies focused on educational equity.



The Road to Identifying Appropriate Interventions to Achieve Prioritized Outcomes

Engaging and Adapting for Implementation: The Role of End Users

Barriers to Success:

- Insufficient end user engagement and collaboration between and among researchers, policymakers, practitioners and intended beneficiaries to fully explore and address problems; a fragmented ecosystem;
- The “not-invented-here” syndrome – a potentially justified reluctance of some practitioners to bring in new ideas from outside;
- A generalized lack of confidence in “expertise and experts” due to a variety of societal trends;
- Failure to communicate among key stakeholders to frame and address the correct questions;
- Lack of guidance or encouragement to adapt in the scaling up of evidence-based interventions;
- Insufficient skills required for adaptation, implementation and scaling up promising interventions;
- Practitioners’ lack of access to human touch/ help via networks to support implement efforts; and
- Lack of collaboration among improvement initiatives, including sharing stories of success with implementation and specific contextual support factors that may have been necessary to enable potential adopters to adapt and implement programs.

Engaging and Adapting to Implement Check List

Commitment	Knowledge	Resources
✓ Local Leaders	✓ The essential and most critical elements of the proposed intervention	✓ Initial training and support for end-user engagement and implementation
✓ Implementers	✓ Local conditions that need to be addressed when adapting the model to enhance production of desired outcomes	✓ Sources to consult on how to adapt the model (intervention)
✓ End-users	✓ Existing inequities in local context	✓ Project Management support, e.g., needs assessment, IT, data analysis, ongoing monitoring
✓ Funders and other Key Stakeholders (Identify!)	✓ Causes of existing inequities in local context	✓ Evaluation capacity to assess quality and equitable outcomes

Inputs

Commitment:

- Local Political Support to Innovate
- Prioritization by Local Staff to Adopt New Intervention
- Prioritization of Top Leadership to Address Inequities
- Support from Top Leadership for Inclusion of Intended Beneficiaries in Co-Design

Knowledge:

- Data on Prevalence and Racial Distribution of Outcomes
- Background Information on the Causes of the Differences in Outcomes
- Guidance on How to Implement Interventions

Resources

- Resources to Train Staff to Adopt & Adapt Intervention

Activities

- Implementers Are Provided Information on How to Implement Intervention
- Provision of Technical Support to Implementers
- Local Leadership Provides Incentives for Adaptation
- End User Co-Design Sessions Held
- Buy-in Secured from Key Stakeholders

Potential Challenges

Commitment:

- Lack of Sustained Political Will for Innovation
- Inadequate Buy-in from End-Users to Co-design
- Low level of Implementers' Interest in Participating
- Insufficient Authentic Collaboration and Engagement with Key Local Stakeholders

- Insufficient Buy-in from Offices/Services Needed to Coordinate for Implementation, e.g., IT Department

Knowledge:

- Insufficient Guidance on Exactly Which Core Elements of the Intervention are Absolutely Necessary
- Insufficient Guidance on Which Contextual Support Factors are Needed
- Insufficient Knowledge Available on the Drivers of the Existing Inequities
- Insufficient Guidance on How to Adapt Intervention to Local Conditions

Resources:

- Implementers Not Provided Accessible Training in Applying an Equity Lens in Their Work
- Implementers Not Provided Accessible Training on the Intervention
- Lack of Accessibility to Ongoing Technical Assistance When Needed

Short-Term Successes

Local Leadership Actively Supports Applying an Equity Focus

Practitioners Embrace and Support Intervention

Business Processes Are Adapted As Needed

Longer-Term Success

Intervention Shows Initial Results

Practitioners Successfully Adapt Intervention

Equitable Outcomes



A Roadmap for Adapting and Implementing Interventions to Achieve Desired Equitable Outcomes

Our Recommendations for Leaders

- Reach out beyond government to build **coalitions with nonprofit and private sector partners** who share a role and commitment to **identifying, prioritizing, measuring and improving** upon equitable outcomes.
- Create a **sustainable partnership** for continuously improving social impact beyond tenure of individual leaders.
- **Deepen your understanding** of the causes and measures of racial, income and place-based disparities to **guide and support others** in effective implementation.

Our Recommendations for Practitioners Implementing programs

- Devote time and resources to develop trusting relationships with community members who possess the local knowledge that is needed to participate in collaborative problem solving and adapting promising program models, and compensate them for their time.
- When drawing upon promising models from other jurisdictions focus on how to adapt to your context, and not how to simply replicate, and seek guidance from local intended beneficiaries.
- **Deepen your understanding of racial equity and reflect often on the dynamics between leadership, stakeholders, practitioners, and end-users**

Our Recommendations for Researchers

- Consistently collect and report data on program outcomes broken down by racial groupings.
- Invest time and resources into developing culturally responsive researchers and research findings.
- Routinely identify structural, and legal drivers of inequities and other variations relevant to the problem to be addressed.

Thank You!



Photo courtesy of Teaching for Change

Thank You!

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Recommended References

- Ivory A. Toldson. [*No BS \(Bad Stats\): Black People Need People Who Believe in Black People Enough Not to Believe Every Bad Thing They Hear about Black People*](#) (2019)
- Ibram X. Kendi. *Stamped from the Beginning.*(2016)
- Ibram X. Kendi. *How to be An Antiracist.* (2019)
- Richard Rothstein. *The Color of Law.* (2017)
- Paolo Freire. *Pedagogy of the Oppressed.*(1970 and 2018)

A Practitioner's Playbook: Innovating to Produce Equitable Outcomes

Commitment



Knowledge



Resources

Local Leadership Support for:

- 1- Inclusion of Intended Beneficiaries in design and implementation
- 2 -Support for Implementation of EBIs

Funders' Directives for:

- 1- Use of EBIs
- 2- Tailoring EBIs to Underserved Populations

Local Practitioners' Support for:

- 1- Designing Equity-Focused Services
- 2- Co-designing Programming with Local Underserved Populations
- 3- Adapting EBIs to Their Context

Clarity on:

- 1- Necessary Core Elements of the Intervention
- 2- Specific Causal Chain for Efficacy
- 3- Existing Inequities and Sources of Inequities Locally
- 4- Support Factors Needed in Context to Make Intervention Work

Accessible Guidance on:

- 1- Adaption and Implementation
- 2- How to Collaborate/Co-design Effectively with Diverse Stakeholders

Funding for:

- 1- Adaption of EBI
- 2- Training for Local Practitioners in Empathetic End-User Engagement
- 3- Ongoing Technical Assistance
- 4-Resources for IT, & Admin. Processes

Questions

Submit your questions via GoToWebinar platform

Thank you for participating

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