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The Ford Foundation
Working Group on Philanthropy for Social Justice and Peace

Phase II Report: Brussels and New York Focus Groups

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Introduction

The Working Group on Philanthropy for Social Justice and Peace continues to explore both how to define and how to measure the impact of social justice philanthropy. Since the meeting in Belfast in April 2008, the impact sub-group has pursued the development of an impact framework. The primary mechanism for this exploration has been two additional focus groups conducted in Brussels with representatives of a list of invited foundations, and in New York with members of the Working Group. The impact sub-group used the TAMI (Technology Assessment: Between Method and Impact) framework as a starting place for the focus groups in Chicago and Brussels; the New York focus group worked with a new framework developed out of the ideas and recommendations generated at the first two. This report represents a summary and analysis of the findings from the focus groups in Brussels and New York.

Brussels Focus Group

The participants at the Brussels focus group (see Appendix I) met in June 2008 for one day to discuss the TAMI framework (Appendix II) and two alternate frameworks (Appendices III and IV) developed out of the Chicago meeting. The reactions the Brussels focus group participants offered about TAMI were similar to those offered by the Chicago focus group in some ways, but much milder in tone, and not as uniformly negative. Several participants spoke about the value of a matrix and suggested that TAMI or a modified version could function nicely as a framework into which individual, specific work could be fit. According to most participants, a matrix can provide an organized way of thinking about the work people are doing, and a way to test whether everything that needs to be addressed has been done. Participants agreed that a framework does not need to capture every detail, but that being able to see relevant categories would enable individuals to see where their own work can be plugged in.

On the other hand, many of the same (or related) criticisms that were voiced in Chicago were also expressed by the Brussels group. For most participants, TAMI simply does not reflect the critical elements of the work being done by philanthropists investing for social justice and peace. It doesn't really work to demonstrate how these funders make a difference with their investments. Values are missing from TAMI; the element of time is missing; some of the words on TAMI are specific to certain kinds of efforts, but not necessarily to social justice work (e.g., technology). In addition, some participants criticized TAMI because they felt that the real work of social justice is much messier than the linearity suggested by TAMI (although a participant who worked on the design of TAMI noted that it was never meant to be interpreted in this way). One participant said, "The logic is wrong; legislation passed doesn't guarantee social change or social justice. The journey matters, not just the result. This doesn't capture things like the growth of civil society that happen along the way." Additionally, everyone agreed that the process of change is cyclical, that even great success at a given moment does not mean that the work is finished. One set of critiques was related to the assumptions embedded in TAMI about the presence of a working public policy process, that is, functioning structures that philanthropic investments could target for change. It was pointed out that many developing countries would not have the systems in place that would enable all of the steps on TAMI to be completed. Thus, its applicability in different global settings would be questionable.

As the group considered what might work better, several other frameworks for understanding change were mentioned:

PEST (used by Amnesty): Political, Economic, Social and Technological aspects of change located in a framework that encourages the exploration of barriers and challenges in each category.

PLIEERS: Partnership – development of relationships, how you work with people and what you do. Leadership – is it going to places with an element of courage? Impact – what were the pluses and minuses of any given action; what were the side effects? Effectiveness – did we do what we said we’d do? Efficiency – could we have done this a different way? Relevance – does what we’re doing matter? Sustainability – is it made to last?

Additionally, a simple test for the quality of a framework was offered:

OURS: Owned by the people who will use it; Useful in that people can easily slot their own work right into it; Relevant, in that the user can relate to it without struggle; Simple in that people will recognize what it is. The group’s assessment was that TAMI fails this test, even as it provides some useful ways of thinking; the overall conclusion was that TAMI provides a good starting place, but is imperfect, at best.

The Brussels focus group participants then reviewed two of the alternative frameworks developed after the Chicago focus group, one in the form of a matrix, the other in the form of a logic model.

Responses to the matrix framework (Appendix III) were mixed, but most participants agreed that the complexity added in an attempt to capture the detail of social justice work resulted in a confusing, too complex framework that would not be generally useful. The group noted that the basic rules for a matrix had been violated, i.e., that the content of several cells was indistinct and overlapping with other cells. The group did not object to the use of the five shifts defined by the Making the Case tool of the Women’s Funding Network for the impact axis, but did question the categories on the domain axis. For example, “individual” seemed out of place in that no funder would ever invest in change at the individual level; “population” was suggested as a better category. “Community” was criticized for being too vague to represent what might better be called “civil society,” or the domain in which population members come together to work collectively for a cause. The group suggested that “culture” was not really a domain, but a category of impact, i.e., cultural change should appear somewhere within the cells, rather than as a separate domain. The four categories on this axis were also viewed as mixing *who* (individuals and community) and *what* (structure and culture) and were generally rejected as producing more confusion than clarification.

Responses to the logic model framework (Appendix IV) were also mixed, with the group generally agreeing that it was a reasonably effective way to illustrate what a social change funder might be doing. Some thought the possibility it offers to trace strategy through to impact was useful; some thought that the fact that many ideas are included in one framework made sense. But there were also plenty of criticisms. For example, although the participants want social justice values reflected in the framework, most considered values to be misplaced in this

framework. Additionally, the framework does not differentiate between internal and external strategies, nor does it distinguish strategies from good practice. Participants liked the movement in this framework, in particular that it is explicit about the fact that the work is never complete, that positive impact informs new strategies in a cycle of reform.

The logic model framework—along with the other two—ultimately provoked a discussion of what the goals for the framework should be and could be. They asked, “Is the goal an instrument that will help measure impact?” Or, “Is the goal a framework about how to do social justice work, about what it means?” All of the participants agreed that there are numerous frameworks already developed that can help with measuring impact, and that no single framework or tool will work for every application. Similar to the Chicago focus group, the participants in Brussels questioned why the meaning of philanthropy for social justice and peace was being addressed separately from the work on the impact framework. The process used by the Working Group was clarified and the group moved to a discussion of why it is important to build clarity about both meaning and impact as part of building the field of philanthropy for social justice and peace. They agreed that it is desirable to have some ability to point to certain kinds of work and say, “That is social justice work.”

Several conclusions emerged from the Brussels focus group discussion:

- A matrix is useful for defining distinct categories, as well as delineating what is meant in the cells at each point of intersection. However, some kind of visual representation to go along with such a matrix may be useful. This was termed the “Ikea flat pack problem,” i.e., words alone, delivered as a matrix or as instructions, fail to help the user understand what the final result should look like.
- The Working Group should accept that it would take a three dimensional matrix to capture all of the dimensions of philanthropy for social justice and peace, and that this would be too complicated to be useful. Instead, a series of documents that work together to illustrate the complexity of the field would be more appropriate.
- Several versions of a matrix may prove more useful than a single matrix that attempts to do everything. For example, one could focus on policy impact, one could focus on the impact derived from program funding (e.g., micro-, meso-, and macro-focus versions). Ultimately, what it needs to do is allow the individual with an investment portfolio to answer the question, “Did this portfolio of investments produce the results I intended?”
- The starting place for doing philanthropy for social justice and peace should be based on evidence. So, for example, key research findings show that unequal societies tend to be unhappy societies. Those with the greatest disparities between the rich and poor tend to have high rates on indicators that things are going wrong, e.g., distrust, percentage of the population incarcerated, etc. High rates on these indicators generate enormous consequences to society, in terms of things like the cost of the criminal justice system, remedial expenditures for ages 0-3, etc. Thus philanthropy for social justice and peace must be about eliminating the root causes, e.g., inequality, that produce the problematic conditions.

Framework Revisions, Post-Brussels

Four participants in Brussels—Karen Zelermyer, Barry Knight, Linda Guinee, and Deborah Puntenney—met for a day in the UK to synthesize the results of the Brussels focus group into a series of revised frameworks (Appendices V through VII), which were then presented to the Working Group at its meeting in New York. The group (fondly known as the Ovingham Four) challenged itself to:

- Build a new three-by-three framework to increase clarity and reduce complexity, as the matrix format seemed to resonate with participants in both focus groups.
- Incorporate comments from both focus groups in terms of identifying clear categories on the domain and impact axes; resist the temptation to incorporate more dimensions than might reasonably be illustrated on a two-dimensional matrix.
- Provide examples of the kinds of impact that might fit into each cell.
- Make social justice values visible in the framework.

Appendices V and VI are the first results of this effort, with Appendix V representing a revised framework in a generic form, i.e., without a specific issue illustrated. While working on this framework, the Ovingham group decided to test the framework by embedding a specific issue within it, which worked very well. Appendix VI represents the same framework using the public health issue of eliminating smoking as the test case. For both of these revised frameworks, the new domain axis categories are *population*, *civil society*, and *institutions*, while the new impact axis categories (reflecting a blending of TAMI and Making the Case categories) are *knowing*, *doing*, and *transforming*. Each cell on these versions of the matrix incorporates both a goal and evidence that could demonstrate impact. The group then developed an exercise for the Working Group (Appendix VII) to try out at its meeting in New York as a way of demonstrating the new framework's applicability to a variety of issues.

New York Focus Group

Members of the Working Group for Philanthropy for Social and Peace met in New York (see Appendix I) just after the Brussels and UK meetings. After orienting the participants to the findings from Brussels, the working versions of the new framework were presented for review and discussion (see Appendices V and VI). Some initial responses included:

- I would use this to evaluate my portfolio, along with other tools.
- The simplicity of this framework is an advance; we might develop a process framework to go along with the one that illustrates impact.
- This framework is nice because you can start anywhere and move in any direction. It is less linear, although there seems to be an implicit hierarchy, at least in terms of the ultimate impact being in the category of the population and how lives are changed.
- This provides a good structure for talking about change. What is missing is anything specific about philanthropy; as a funder, what are the optimal choices for my intervention?

- This could provide a basic framework for plotting numerous funding efforts and examining the results for the type and extent of social justice impact they produced.

The group was then invited to undertake some hands-on testing. Two smaller groups engaged in an exercise in which they were assigned a worksheet version of the framework (similar to Appendix VII) on which a pre-defined social justice objective (marriage equality or immigrants are treated as legitimate members of society) appeared in the lower right cell. Each group was challenged to complete the remainder of the cells with a social justice goal and the kinds of evidence that would support a claim of positive impact.

Both of the groups were able to use the test frameworks with relative ease, even though the issues were quite different. Both groups generally felt that the new domain axis categories—*population*, *civil society*, and *institutions*—and the new impact axis categories—*knowing*, *doing*, and *transforming*—were an improvement. When asked to respond to the questions, “How did you use this?” and “How might others use this?” the groups offered the following input:

- We started in the *Transforming* category and worked backward, but this suggests that the ultimate goal (or meta-goal) needs to be well defined.
- We defined the context we considered appropriate, i.e., our group (testing the immigration worksheet) considered the question of immigration only in the US context, because specific strategies on this issue would necessarily be embedded in the context.
- The worksheet is best used by a group for capturing multiple perspectives, or for mapping the field, seeing where each individual’s work fits in. It might not work as well for use by an individual. (Disagreement here; some groups feel it could be used alone or in collaboration with others).
- We still need to see the core meaning of social justice: diversity, equality, the elimination of racism, sexism, classism.
- This will not stand alone; we still need a wrap around set of products that support the matrix. We still need some way to get at the dimensions of time and more about the underlying social justice values. We may need a “how-to” guide along with the other components of the framework we define as necessary. We also need some examples, with (at least) illustrations of minimal impact and extensive impact.
- Is there a set of perhaps six questions we could design that would enable the user to quickly assess whether their work passes the test of social justice?

The primary criticism of the new framework was directed at the titles of the impact categories. With each category, *Knowing*, *Doing*, and *Transforming* represented by the gerund form of the word, the participants felt that the meaning became confused, and recommended a more direct wording. *Transforming*, in particular, was troubling to several participants, who felt that this label failed to capture the social justice qualities they expected from this part of the matrix. Suggestions included, *Know*, *Do*, *Transform*.

Post-Brussels and New York Framework Revisions

After analyzing the Brussels and New York focus group discussions, the consultant translated the findings into still another version of the framework (Appendix VIII). This version maintains the

matrix format, but attempts to improve the New York version through applying clearer language and adding some dimension to the social justice elements within the matrix cells. For example, the entire matrix is labeled, *Impact/Change in Conditions Associated with Root Causes of Injustice and Structures of Inequality*. The categories on the impact axis are now *Knowledge, Action, and Transformation*. Within the cells, both goals and evidence more specifically reflect the kinds of impact that would be required in order for the work to represent philanthropy for social justice and peace. Arrows suggesting the multi-directional influence of different domains on one another have been added.

In addition, a series of “test questions” was developed that might function as a simple evaluative tool for quickly assessing whether the work reflects basic social justice values (see Appendix IX). This work is very preliminary and requires further discussion.

Questions/Issues Requiring Further Consideration

A few questions about the framework remain, and may require further consideration. From New York:

- Are we satisfied with the unpacking of terms suggested by the Chicago focus group especially, and mentioned by all of the groups? Will supplemental materials clarify the distinctions between, for example, *social change* and *social justice*; *institutions, structures, and systems*; *rights* and *responsibilities* of the state and individuals.
- Are we clear about who is being invited to this discussion, i.e., should the language of philanthropy for social justice and peace speak to insiders (those who believe they are already doing it), or to outsiders (those who may want to explore the approach) as well? Will this question be more clearly answered by the participants at the large convening in 2009?
- Can we call this an adaptive tool, one that allows the user to exercise a certain degree of autonomy in its application?
- How do we take the framework to the larger convening and present it to them in a way that provokes meaningful discussion? We need people to both understand the framework and contribute to it. We could design sessions at the large convening that invite people into the design process; the sessions need to be learning sessions.
- Ultimately we want an “industry standard,” something that identifies both values and metrics in such a way that the currently splintered field can come together around a common understanding.

Appendix I

Focus Group Participants

Brussels Focus Group:

Tinne Vanden Sande, King Baudouin Foundation
Jeanne Pierre Goor, KBF
Stef Steyaert, KBF
Nic van der Jagt, Bernard van Leer Foundation
Nicky MacIntyre, Mama Cash
Nazia Hussain, Open Society Foundation
Scione Churchill, City Parochial Foundation
Barry Knight, Centris
Karen Zelermyer, LGBT Funders

Linda Guinee, IISC
Deborah Puntenney

New York Focus Group:

Christopher Harris, Ford Foundation
Albert Ruesga, Meyer Fund
Ana Maria Enriquez, Ford Foundation
Avila Kilmurray, Community Foundation of Northern Ireland
Barry Knight, Centris
Karen Zelermyer, LGBT Funders
Akwasi Aidoo, Trust Africa
Lisa Jordan, Ford Foundation

Marianne Hughes, IISC
Linda Guinee, IISC
Deborah Puntenney

Appendix II
TAMI Framework

	Raising Knowledge	Forming Attitudes/Opinions	Initializing Actions
Technological/Scientific Aspects	Scientific Assessment a. Technical options assessed and made visible b. Comprehensive overview of consequences mapped	Agenda Setting c. Setting agenda in public debate d. Stimulating public debate e. Introducing visions or scenarios	Reframing Debate f. New action plan or initiative to further scrutinize the problem decided g. New policy orientation established
Societal Aspects	Social Mapping h. Structures of conflict made visible	Mediation i. Self reflection amongst actors j. Blockade running k. Bridge building	New Decision Process l. New ways of governing introduced m. Initiative to intensify public debate taken
Policy Aspects	Policy Analysis n. Policy objectives explored o. Existing policies assessed	Re-Structuring Policy Debate p. Comprehensiveness of policies increased q. Policies evaluated through debate r. Democratic legitimacy perceived	Decision Taken s. Policy alternative filtered t. Innovation implemented u. New legislation passed
Original TAMI: Technology Assessment in Europe: Between Method and Impact			

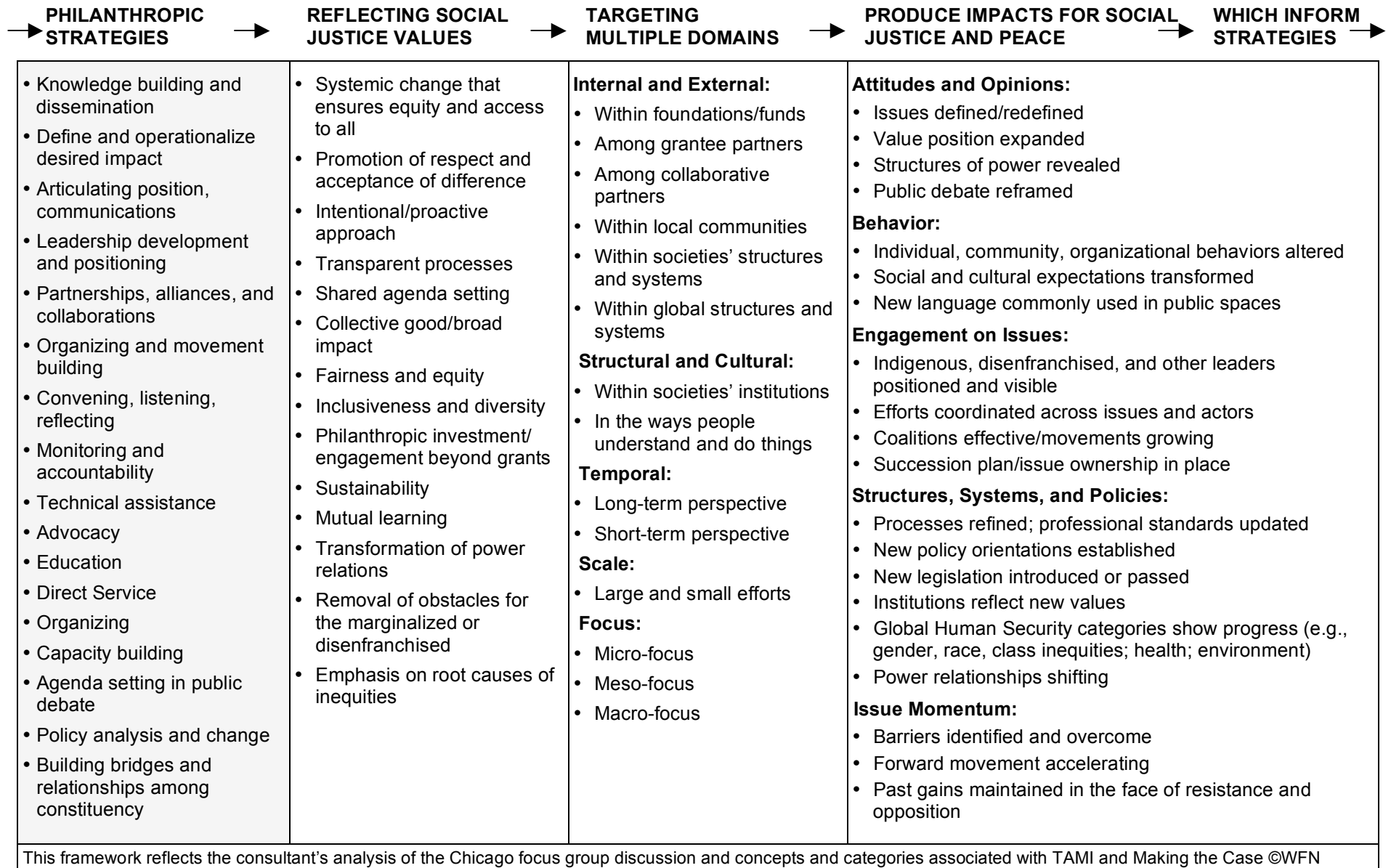
Appendix III
TAMI Adjustments: Experimental Framework 1 (Chicago)

		IMPACT/CHANGE IN CONDITION				
		Issue Definition/ Reframing	Behavior of Individuals and Communities	Mass Engagement	Public Policy/ Structure	Holding the Line on Accomplishments in the Face of Opposition
DOMAIN	STRUCTURE	<ul style="list-style-type: none"> • Mapping public discourse • Raising knowledge • Structures of conflict made visible • Agenda setting around new language • Understanding nature of desired change • Actors using common language to talk about what they're doing • New action plan or initiative to further scrutinize the problem 	<ul style="list-style-type: none"> • Needs analysis conducted • Services available • Individuals and communities respond to changing professional practices 	<ul style="list-style-type: none"> • Groups call for ballot referendum • Willingness of community institutions to encourage people to act (radio stations, churches, employers) • Alliances, partnerships formed and functioning 	<ul style="list-style-type: none"> • Change in professional standards, and training • New and comprehensive legislation passed • Corporate structures and systems change • New policy orientation established, next steps decided • Institutional changes underway (public/private institutions) 	<ul style="list-style-type: none"> • Maintaining changes already achieved • Monitor indicators of potential for change • Analysis for redefining/ reframing in changing context • Actively monitoring and engaging opportunities • Credibility maintained
	CULTURE	<ul style="list-style-type: none"> • Issue/concept recognition; new terms are accepted • Social mapping – structures of conflict made visible • Collective norms and attitudes altered • New policy orientation established 	<ul style="list-style-type: none"> • Analysis • Change in attitude or cultural mores 	<ul style="list-style-type: none"> • Public action occurs • People expect public action and public debate – becomes part of cultural norms • Groups expect that they will be heard 	<ul style="list-style-type: none"> • Cultural acceptance that a change in the direction of justice for all is good for us • Communities expect institutions to work for their interests 	<ul style="list-style-type: none"> • Advances in shaping attitudes and mores maintained while waiting for forward movement
	COMMUNITY	<ul style="list-style-type: none"> • Community knowledge increased • Community agrees on issues • Community using different language • New action plan or initiative to further scrutinize the problem decided • New policy orientation established 	<ul style="list-style-type: none"> • Setting agenda in public debate • Stimulating public debate • Bridge-building • Commitment to civil disobedience • Analysis • Direct action 	<ul style="list-style-type: none"> • Growing numbers are participating and pushing for change • Communities cultivating/ promoting candidates • Community introducing visions or scenarios • Increased voter registration/voting 	<ul style="list-style-type: none"> • Institutions are more attentive to community concerns • Communities increasingly involved in issue analysis • Public demand for accountability • Public demand produce a relevant response 	<ul style="list-style-type: none"> • Community actively monitoring issue status • Community remains involved in spite of negative conditions
	INDIVIDUAL	<ul style="list-style-type: none"> • Individuals understand a new language to describe the issues that surround them • Individuals accept new terms and the definitions that support them 	<ul style="list-style-type: none"> • Individuals join together to assess the issues • Education efforts transform individual lives, produce different behavior • Individuals take direct action 	<ul style="list-style-type: none"> • Individuals willing to participate in group action in spite of risk • Increasing numbers of individuals respond to action alerts • Leadership pipeline activated 	<ul style="list-style-type: none"> • Individual leadership pushes for change • Individuals more aware and involved in issue analysis • Individuals call for accountability on issues 	<ul style="list-style-type: none"> • Ongoing education helps maintain previous gains • Individuals actively monitoring issue status • Issue ownership taken up by next generation • Individuals continue calls for accountability in face of opposition

This framework reflects adjustments to TAMI based on Chicago focus group discussion with some clarification by consultant



Appendix IV
Alternative Framework for Philanthropy for Social Justice and Peace (Chicago)



Appendix V
Impact Framework for Philanthropy for Social Justice and Peace—Generic Example (Brussels)

		IMPACT/CHANGE IN CONDITION		
		KNOWING	DOING	TRANSFORMING
DOMAIN	INSTITUTIONS	<p>GOAL: The issue is acknowledged as a problem.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Findings from studies are accepted. • Reduction in resistance. 	<p>GOAL: Government bodies and corporations take action on the issue.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Advocacy for issue action. • Support for public awareness campaigns. • Civil society programs adopted. 	<p>GOAL: Policies and practices are changed and enforced.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Issue transformed in public space. • Issue entanglement with other issues revealed and addressed. • National and international bodies taking action on issue. • Counter-trends tracked and action taken.
	CIVIL SOCIETY	<p>GOAL: Status quo on the issue is widely viewed as unacceptable.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Reports from civil society groups and organizations. • Groups have formed to address the issue. 	<p>GOAL: Civil society groups and organizations actively addressing issue.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Campaigns launched. • Educational materials distributed. • Corporate divestment campaigns launched. 	<p>GOAL: Broad civic support for new programs and policies.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Ongoing monitoring and enforcement by vibrant civil society organizations. • Counter trends identified and action taken.
	POPULATION	<p>GOAL: People understand the issue and its implications.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Reports from professionals in the field. • Public surveys demonstrate population awareness. 	<p>GOAL: People act on recommended course of action.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Measurable difference in behavior. • Surveys confirm peer-to-peer transmission of knowledge. • Key issue indicators reflect progress. 	<p>GOAL: Issue is eradicated or resolved.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Key issue indicators reflect acceptable level/zero problem.
<p>Assumptions: values embedded in user goals; evidence in each category should be based on analysis; the framework does not reflect a time variable, only a snapshot, time series use provides over-time perspective.</p>				



Appendix VI
Impact Framework for Philanthropy for Social Justice and Peace—Smoking Example (Brussels)

		IMPACT/CHANGE IN CONDITION		
		KNOWING	DOING	TRANSFORMING
DOMAIN	INSTITUTIONS	<p>GOAL: The problem of smoking is acknowledged.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> Findings from studies on negative effects of tobacco use are accepted by government bodies and corporations. Reduction in resistance. 	<p>GOAL: Government bodies and corporations take action against smoking.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> Advocacy for bans on smoking in public places. Advocacy for warning labels on tobacco products. Support for public awareness campaigns. Civil society programs adopted. 	<p>GOAL: Policies and practices are changed and enforced.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> Smoking is banned in public places. Tobacco industry eliminated or transformed; subsidies ended or altered; alternative land use in place. Bodies like UN & WHO actively anti-smoking. Counter-trends (e.g., shifts to other markets) tracked and action taken.
	CIVIL SOCIETY	<p>GOAL: Smoking is widely viewed as unacceptable.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> Reports from civil society groups and organizations. Anti-smoking groups have formed. 	<p>GOAL: Civil society groups and organizations actively addressing tobacco issue.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> Stop smoking campaigns launched. Educational materials distributed. Corporate divestment campaigns launched. 	<p>GOAL: Broad civic support for anti-tobacco programs and policies.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> Ongoing monitoring and enforcement by civil society groups and organizations. Counter trends identified and action taken.
	POPULATION	<p>GOAL: People understand the negative health implications of smoking.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> Reports from health professionals. Public surveys demonstrate population awareness. 	<p>GOAL: People act on recommendations to quit smoking.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> People use available resources to eliminate smoking habits (e.g., participate in smoking cessation classes). Surveys confirm peer-to-peer transmission of knowledge about tobacco use. Key indicators of tobacco reflect reduction. 	<p>GOAL: Smoking is eradicated as a public health issue.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> Key indicators of tobacco reflect acceptable level/no problem.
<p>Assumptions: values embedded in user goals; evidence in each category should be based on analysis; the framework does not reflect a time variable, only a snapshot, time series use provides over-time perspective.</p>				



Appendix VII
Impact Framework for Philanthropy for Social Justice and Peace—Worksheet Example (Brussels)

		IMPACT/CHANGE IN CONDITION		
		KNOWING	DOING	TRANSFORMING
DOMAIN	INSTITUTIONS	GOAL: EVIDENCE: • • •	GOAL: EVIDENCE: • • •	GOAL: EVIDENCE: • • •
	CIVIL SOCIETY	GOAL: EVIDENCE: • • •	GOAL: EVIDENCE: • • •	GOAL: EVIDENCE: • • •
	POPULATION	GOAL: EVIDENCE: • • •	GOAL: EVIDENCE: • • •	GOAL: Marriage equality EVIDENCE: • • •
Establish goals reflecting social justice objectives; identify evidence categories based on analysis.				



Appendix VIII
Alternative Impact Framework for Philanthropy for Social Justice and Peace (New York)

IMPACT/CHANGE IN CONDITION ASSOCIATED WITH ROOT CAUSES OF INJUSTICE AND STRUCTURES OF INEQUALITY				
	KNOWLEDGE	ACTION	TRANSFORMATION	
DOMAIN	INSTITUTIONS	<p>GOAL: Institutions acknowledge issue/condition as problematic and unjust and see alternative arrangements/solutions.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Research conducted; intersections with other issues identified and explored. • Reduction in institutional resistance; research findings accepted; local/global role models identified. • Array of institutions involved in knowledge sharing. 	<p>GOAL: Public/private institutions initiate policies and practices that reflect new knowledge and civil society demands related to the issue.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Legal practices shift toward support. • Lobbying and campaigning reflect new position on the issue. • Civil society programs are widely adopted. • An array of institutions are discussing the issue and challenging the status quo. 	<p>GOAL: Suite of new policies and practices in place and enforced that reflect deliberate deconstruction of previous structures of inequality.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Legislation is passed and enforced; new structures support new interpretation of the issue. • Intersection with other issues monitored and addressed; counter-trends tracked and response actions taken. • New policies and practices become model for others.
	CIVIL SOCIETY	<p>GOAL: Status quo on issue widely viewed as unacceptable; awareness of meta-issues and intersections with other issues expands.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Reports from civil society groups and organizations demonstrate expanding knowledge. • Groups reframe issue in terms of rights and justice. • Diverse array of groups take on the issue. 	<p>GOAL: A web of civil society groups and organizations are actively addressing the issue and building social movements across intersecting issues.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • More groups (number and type) join the movement; collaborations form and build momentum. • Media framing of the issue is challenged; unjust legislation is challenged; rights campaigns launched. • Programs and services are developed and recipients organize for rights. 	<p>GOAL: New values integrated into civil society organizations; there is broad civic support for new programs and policies.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Issue is transformed in public space, new understanding of issue has been mainstreamed. • “Branded” civil society organizations monitor and enforce, resist backsliding, and identify unintended consequences. • Civil society organizations prevent ossification of issue, promote ongoing rethinking, and seed new movements.
	POPULATION	<p>GOAL: People understand the issue and its implications and accept reframing in terms of rights and justice.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Reports from professionals in the field. • Public opinion polls and surveys demonstrate population awareness. • Media discourse reflects new understanding. 	<p>GOAL: People join movements, are actively engaged in public discourse about changing current practices, and take action in support of expanding justice.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • There is measurable growth in participation in movements; growth in civil disobedience. • Increase in density of discourse in modes of media. • Key issue indicators reflect progress. 	<p>GOAL: People are no longer limited by structures of inequality associated with the issue, and have just and equal access to all related rights and freedoms.</p> <p>EVIDENCE:</p> <ul style="list-style-type: none"> • Key issue indicators reflect acceptable level/zero problem. • Issue is transformed or eliminated; people no longer require programs and services to address the issue.
<p>Assumptions: values embedded in user goals; evidence in each category should be based on research/analysis; the framework does not reflect a time variable, time series use provides the over-time perspective.</p>				



Appendix IX
“Test Questions” for Philanthropy for Social Justice and Peace (New York)

1. Have my investments directly or indirectly supported the development of new knowledge about a structure of inequality (originating in the population, civil society, or institutional domain) that can be confirmed through systematic research?
2. Have my investments directly or indirectly supported action (in the population, civil society, or institutional domain) that has had a measurable impact on the visibility and salience of the issue in each domain?
3. Have my investments directly or indirectly resulted in the transformation of the issue in terms of eliminating the structures of inequality that contribute to its definition as a social problem?
4. Have my investments directly or indirectly supported the contribution of multiple voices to the definition of this issue and knowledge of its various manifestations, and to multiple modes of action in response?
5. Have my investments helped to build a stronger, more impermeable web of resistance to the structures that support the root causes of injustice and inequality?
6. Have my investments reflected a long-term commitment that responds to both the intractability of issues of injustice and the need for ongoing review and re-evaluation of the current status of the issues?

Note: “directly or indirectly” suggests that the portfolio manager may provide direct support for a specific issue, or may leverage direct investments with linkages to the investments of other portfolio managers investing in related issues (i.e., investments are not made in a vacuum, but within a sort of portfolio networking).

