

# Methodology for on-going diagnosis, impact measurement & management - theory of change

## Part II

by Piotr Wołkowiński



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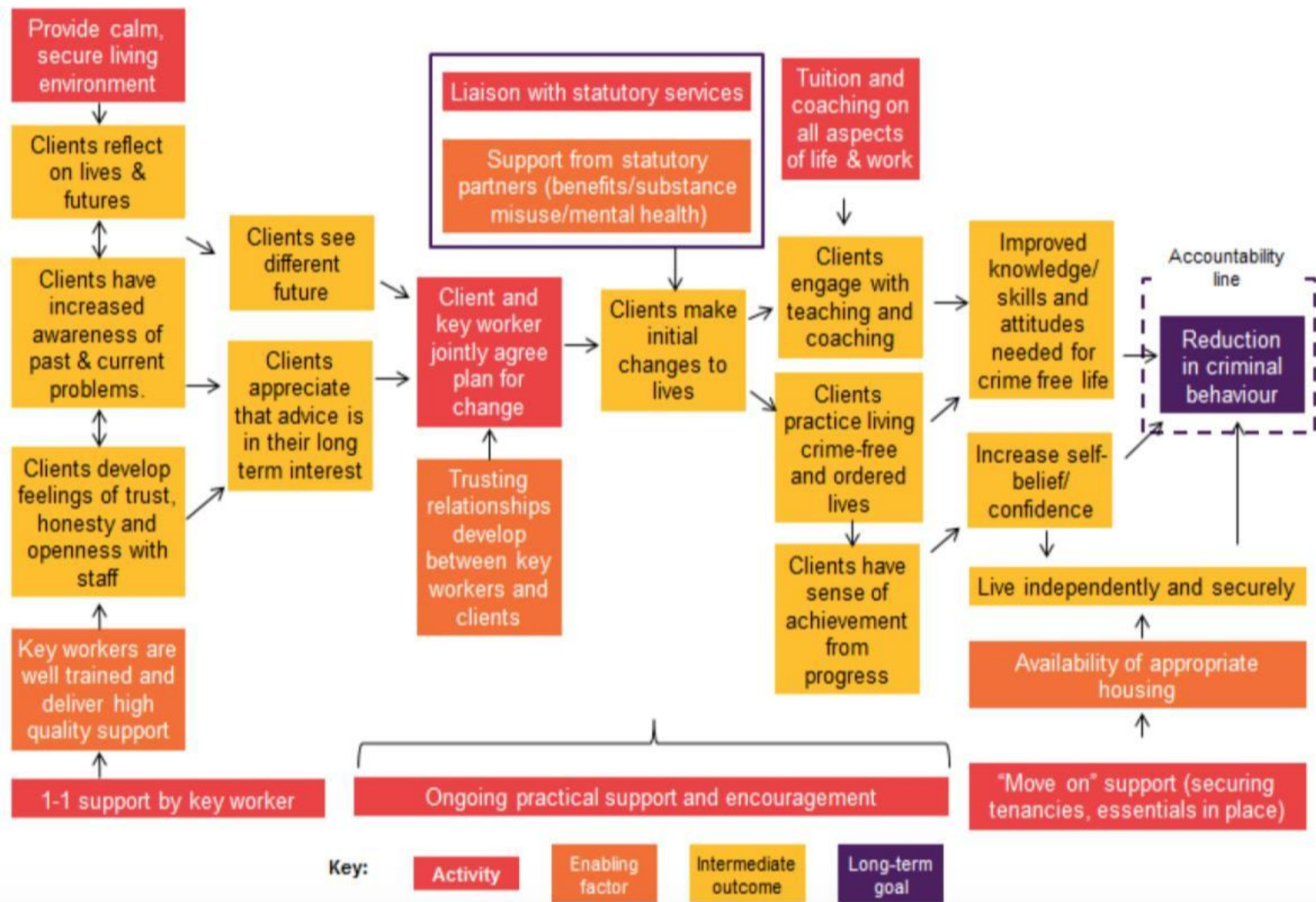
# Theory of change

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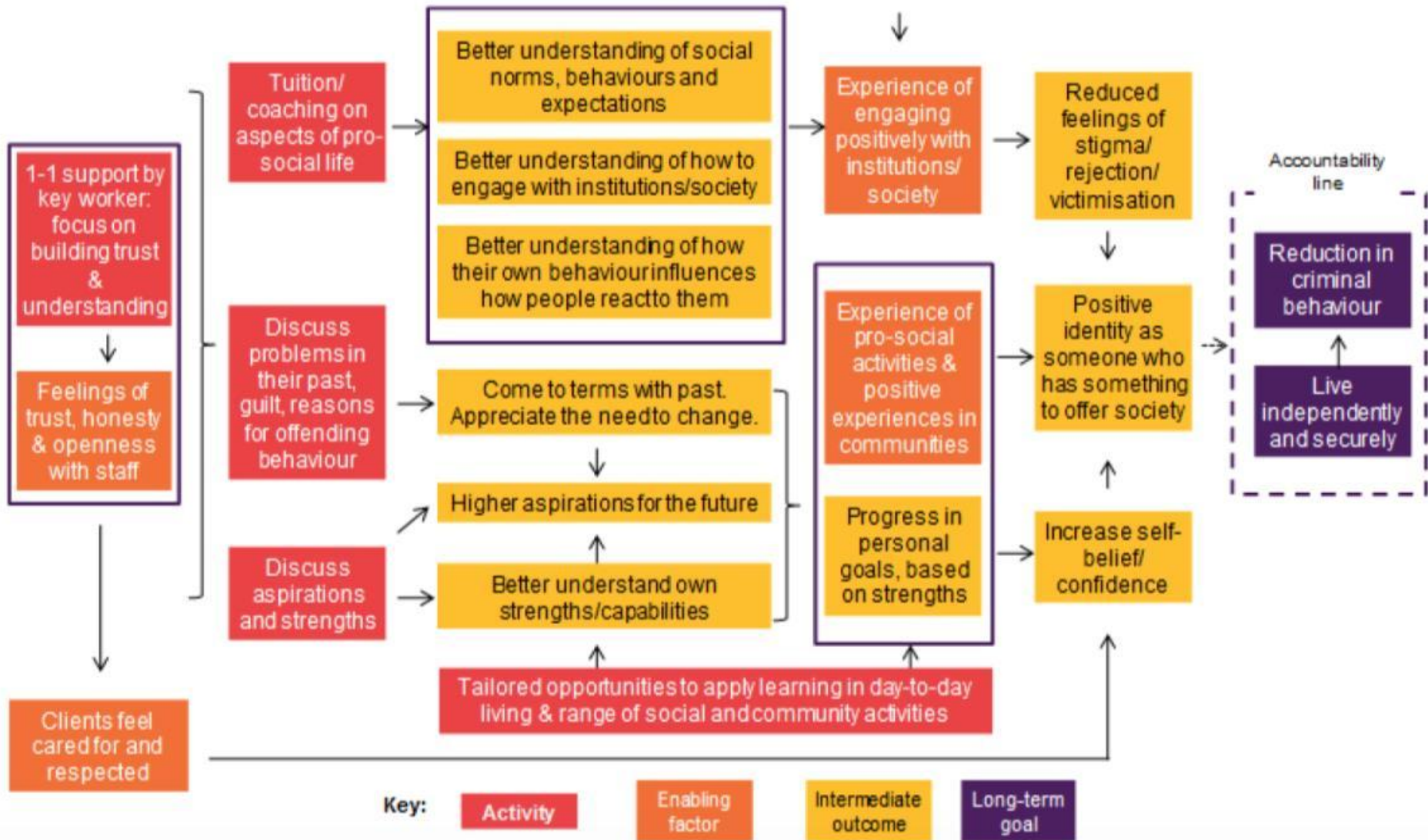


Clients referred to the house by probation service: typically have insecure housing and a range of complex needs



Persistent experience of trouble throughout their lives and exposure to criminal justice system has encouraged residents to view themselves as criminals, 'no good', incapable of living in normal society

Support to engage with institutions/society  
Institutions/society treats ex-offenders with sympathy and respect





# Theory of change components

- ❖ Final goal
- ❖ Intermediate outcomes
- ❖ Enabling factor
- ❖ Activity

## Final goal

- ❖ Should be relatively long-term, obviously beneficial, and something that funders, commissioners or supporters would be interested in funding
- ❖ Outcomes that you achieve directly
- ❖ Longer-term goals to which these contribute
- ❖ Eliminate elements you have no influence over

## Intermediate outcomes

- ❖ Intermediate outcomes must be clearly articulated within your theory of change and should be things that your project can definitely influence.
- ❖ Outcomes should be feasible, given the scale of your activities; they should be short-term, but should link logically to your long-term goal(s); and they should ideally be supported by evidence.
- ❖ The changes experienced by service users or beneficiaries that will contribute to achieving your final goal.
- ❖ The changes that need to happen in between.

# Discrete pathways for the impact management journey

Select pathway that suits your definitional framework and mandate for impact management methodology

**Agnostic**

Do not consider impact

**Avoid harm**

Know what you do not want

**Want good**

Know what you do want

**Show good**

Describe what happens by enumerating outputs

**Explain why**

Understand why outputs happen based upon specific inputs and actions

**Assess effects**

Enumerate the intended effects of actions on stakeholders

**Interpret impact**

Enumerate positive and negative outcomes, intended and unintended

One fact (x1)



Many interpretations (∞)

Less intense

Impact management methodology

More intense

Design of the pathways was informed by UNSIF undertaking a pilot to segment market activity (enterprises, investments, funds and portfolios). The delineation is based upon the practicalities of discretely and unambiguously codifying attributes that are objective and independently observable.



Do we have too many categories below? I'm starting to have difficulty differentiating among some of them... there is overlap. I wonder if easier to consolidate a bit?  
I like the first 3, then get confused between count outputs (isn't that included also in "do good?") and between understand why and assess benefits

☐ Don't care I like Agnostic better, "don't care" sounds a bit offensive

☐ Avoid harm I like Do-no-harm better, sorry for being so picky

☐ Do good I like it!

☐ Count outputs -- see comment below

☐ Understand why What about merging understand why and assess benefits? I feel like people that are in this step do both. Do you? If so maybe something like "Understand effects in people and planet" (measure outcomes)? This also matches IMP and GII/N vocab. For the one on outputs either merge into do good and call it Do Good (measure outputs) or if kept separate then call it something like "Understand some effects in people and planet (measure outputs)" and then the next one "understand deep effects in people and planet (measure outcomes)" -- some ideas...

☐ Assess benefits -- see comment above

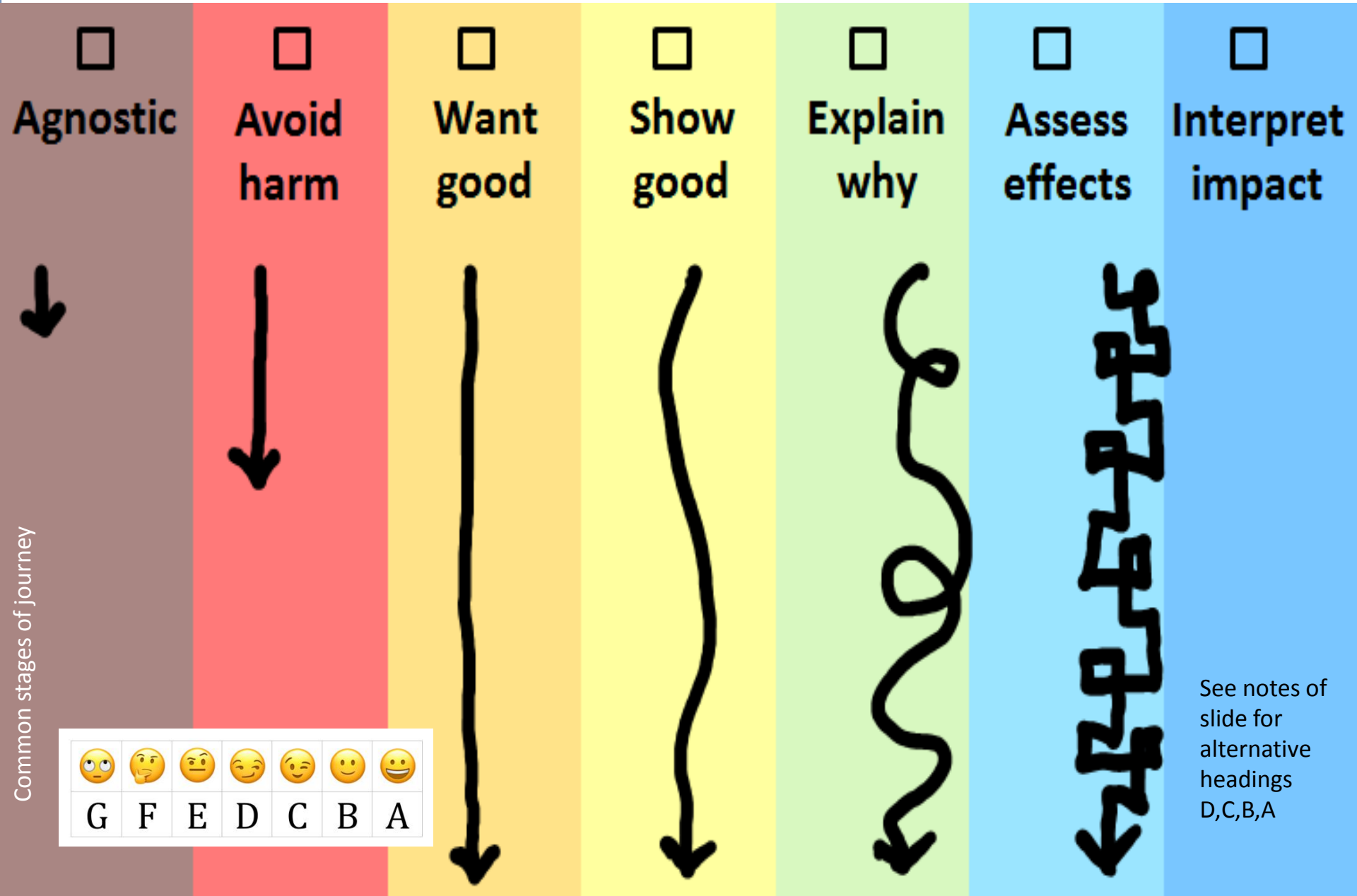
☐ Net impact -- do you mean here assessing both positive and negative, intended and unintended? If so, I would spell it out a bit more

See notes of slide for alternative headings D,C,B,A



# Common journey + pathways of methodological intensity

Pathways of methodological intensity



Agnostic



Avoid harm



Want good



Show good



Explain why



Assess effects



Interpret impact

G	F	E	D	C	B	A

## Different levels of evidence

Select the level relevant to your:

- ❖ Perspective
- ❖ Context
- ❖ Reason for assessing impact
- ❖ Rigour of data required, etc

- I. Published and peer reviewed
- II. Published in academic or research journal
- III. Statistically rigorous analysis
- IV. Multiple studies or time-series analysis
- V. Single case study or story-telling
- VI. Expert opinion or rating or label
- VII. Circumstantial evidence or stakeholder opinion

(Aligned with levels of evidence for academic research)

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## Impact management

### Choices to be made:

- ❖ Choose what you need to know in terms of impact (not what you probably already know),
- ❖ Decide for whom the impact measurement is ?
- ❖ Decide on the level of intensity of your impact measurement,
- ❖ Plan how the impact measurement will help you to manage change.

## Workshop part 1 – questions to discuss

1. Which challenge do you want to address in your city?
2. What kind of change will it bring (what is your goal)?
3. What kind of projects/ actions will you undertake to achieve your goal?

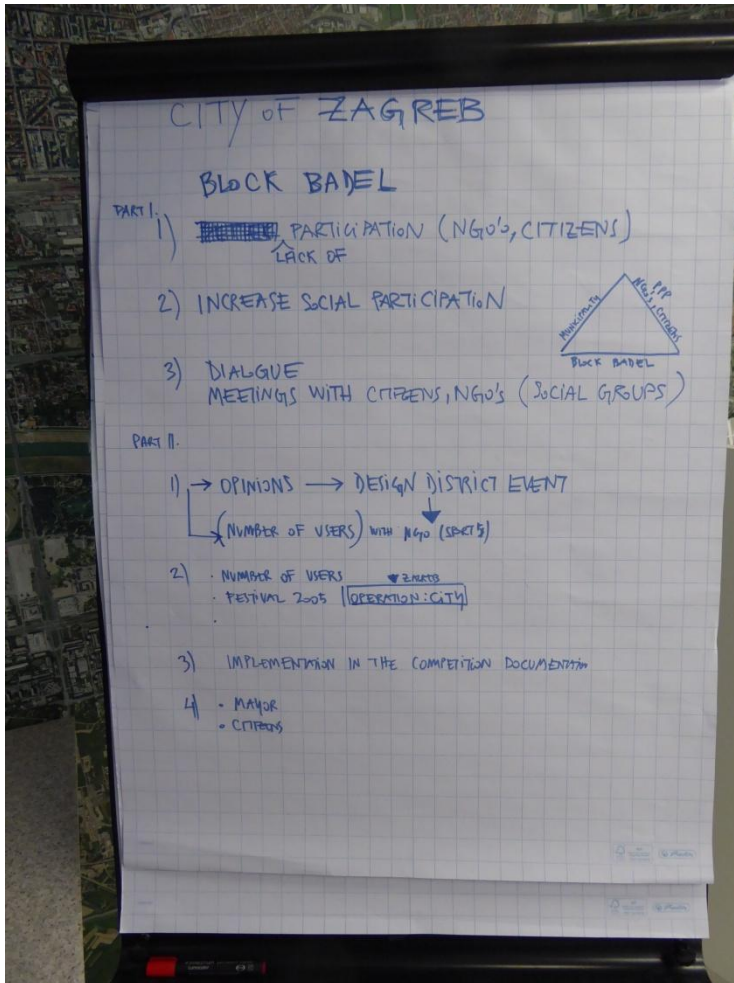
## Workshop part 2 – questions to discuss

1. Which data should be collected and how often ?
2. What kind of indicators would be best, and which are already at our disposal ?
3. How to know if the change happening on the revitalization area is a result of our programme ?
4. To whom and how do we present our findings ?



# Zagreb

- ❖ Challenge – lack of participation (NGOs, citizens) – Block Badel
- ❖ **Goal – to increase social participation**
- ❖ Tools – dialogue, meetings
- ❖ Data – opinions, number of participants in the events
- ❖ Indicators – number of users and participants
- ❖ Implementation in the competition documentation
- ❖ Reporting to mayor and citizens

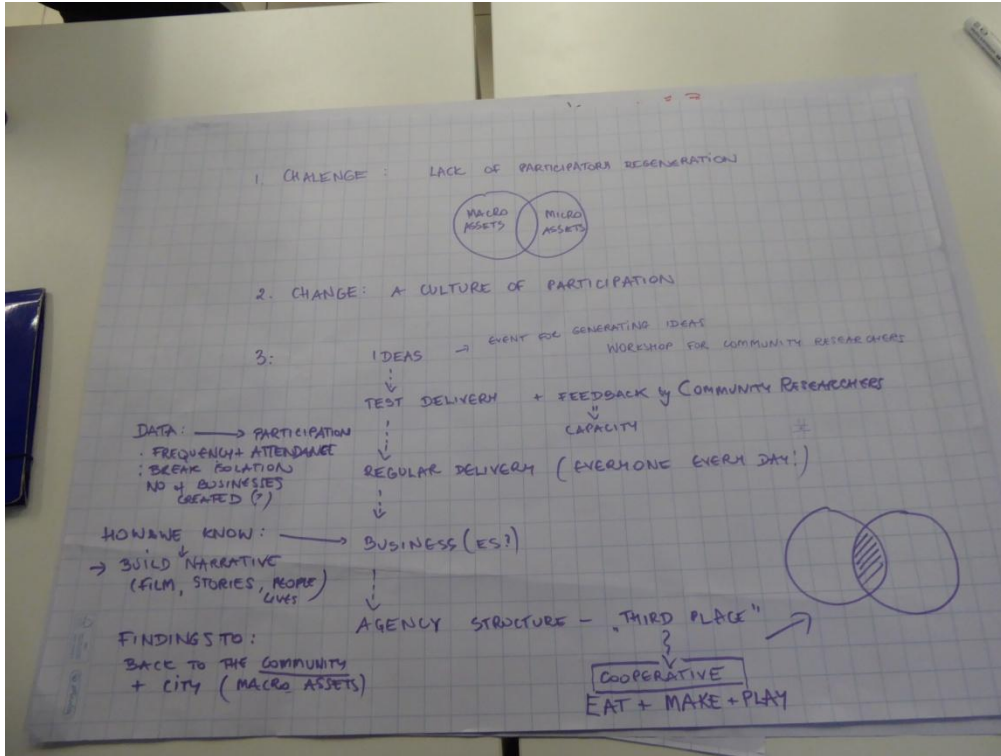


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# Birmingham

- ❖ Challenge – lack of participation in regeneration
- ❖ **Goal – to create a culture of participation**
- ❖ Tools – workshop for citizens to generate ideas, „third place“, cooperative
- ❖ Data – participation: frequency and attendance, number of new businesses
- ❖ Building narratives (films, stories)
- ❖ Findings back to the community and to the city office



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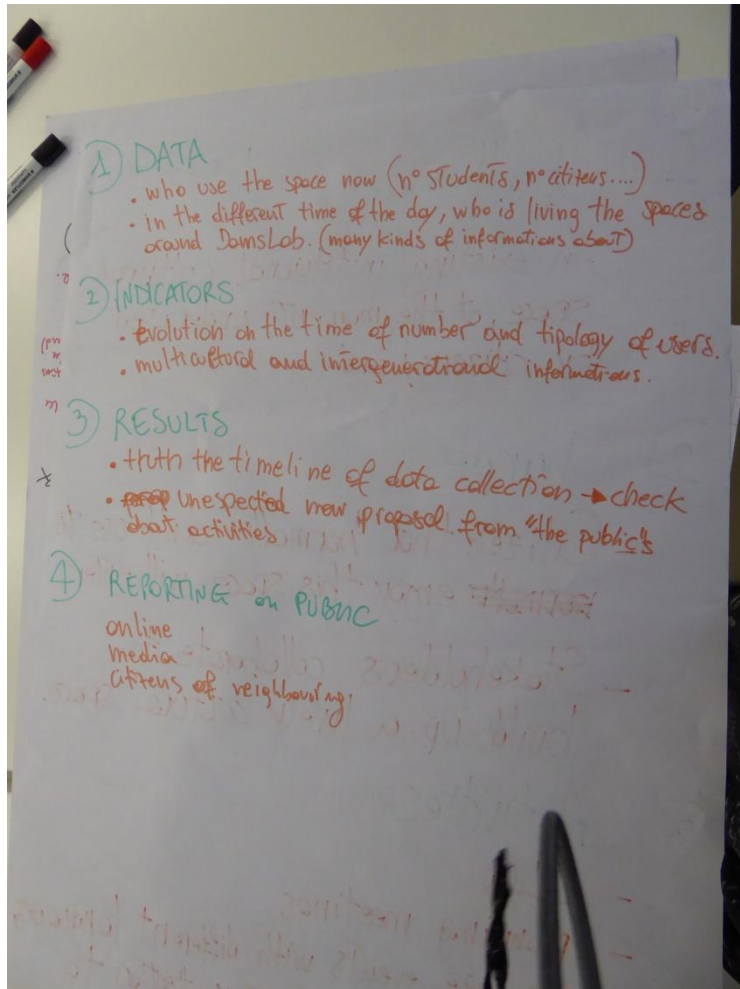
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# Bologna

- ❖ Challenge – an existing institutional and cultural space that is at the moment underused by citizens, DamsLab
- ❖ Goal – stakeholders collaborate to create a lively cultural space, visited by citizens
- ❖ Tools – ULG, co-design meetings, organizing cross cultural events
- ❖ Data – who uses the space, who lives around
- ❖ Indicators – number and typology of users, information about multicultural and integrational effects
- ❖ Reporting – online, media, information for neighbourhood



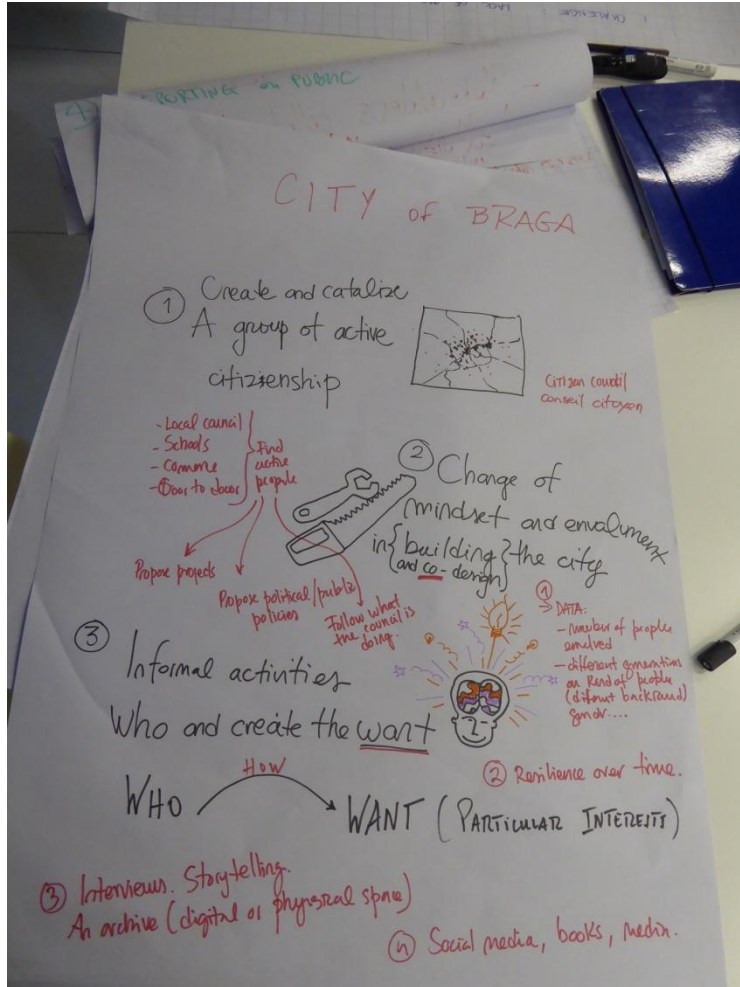


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# Braga

- ❖ Challenge – lack of active citizens
- ❖ **Goal – to change the mindset and get people involved**
- ❖ Tools – informal activities
- ❖ Data – number and types of participants
- ❖ Indicators – resilience over time
- ❖ Interviews, storytelling
- ❖ Presentation of findings in social media and through publications



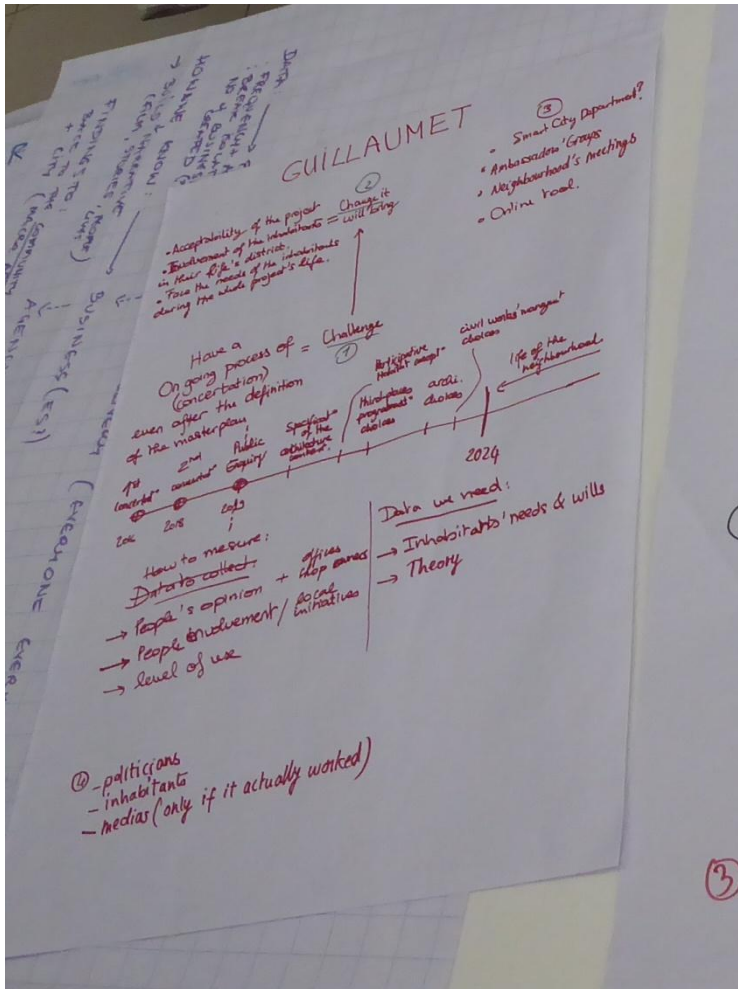
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# Toulouse

- ❖ Challenge – insufficient acceptability of the project – Guillaumet
- ❖ **Goal – to increase involvement of the inhabitants and keep them involved through the process**
- ❖ Tools – Smart City Department, ambassadors, neighbourhood meetings, online tools
- ❖ Data – opinions, involvement, level of use
- ❖ Raport to – participants, inhabitants, media



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## System of impact monitoring – Lodz

Legal framework:

- ❖ Revitalization act
- ❖ Municipal revitalization programme
- ❖ Guidelines for monitoring developed by an expert

## The change:

"Liberate the potential of the centre of  
Łódź  
and its inhabitants"

# System of monitoring and evaluation

Monitoring the  
revitalization area

Monitoring progress  
in revitalization  
projects

REPORT

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## Monitoring the revitalization area

Raw data - 44 data fields

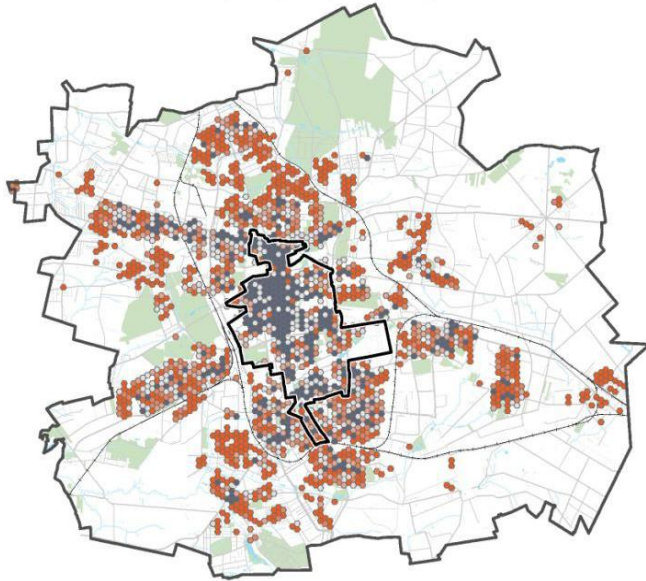
1st level - 31 indicators

2nd level - 12 indicators

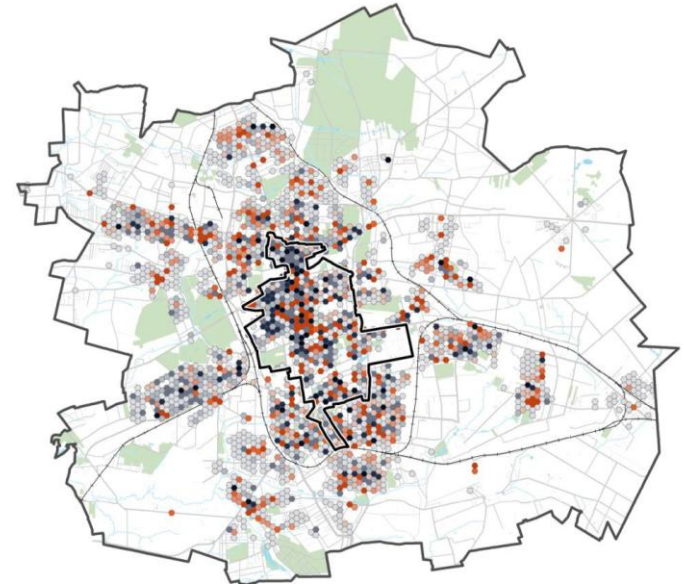
3rd level - 4 indicators

4th level - 1 indicator

Indicator of public security deficit

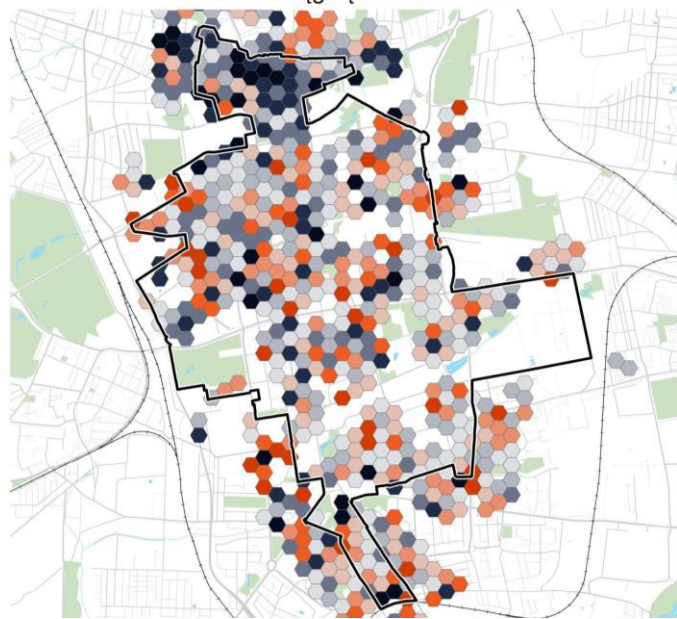


Indicator of public security deficit  
– year on year



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Indicator of the success of revitalization  
- in revitalized area



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## Monitoring progress in revitalization projects

50 entities

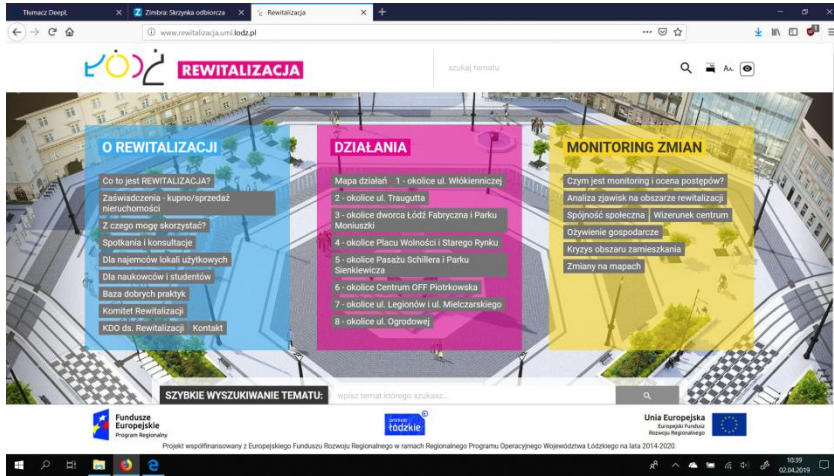
- ❖ municipal
- ❖ private

300 projects

- ❖ infrastructural
- ❖ cultural
- ❖ social
- ❖ educational

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# How to communicate ?



- ❖ Present a report on the Revitalization Committee
- ❖ Publish a report on the official city portal
- ❖ Present findings on a website

Revitalization website

Qlik sense - a tool to analyze and present data