

# MANUAL FOR SOCIAL IMPACT ASSESSMENT

Facilitators Training Kit

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## What is Go Deep?



Go Deep is a game that is played by any group that is interested in the future of a community. It is like a journey, where groups of people travel through the cards along imaginary metro lines to deepen their leadership and facilitation skills and create actions and community transformations for everyone!

Go Deep is a game where participants learn about themselves, about their communities and get new skills about the facilitation of human relations and communities, communication, and different perspectives and resources that, after the game, can be applied in their daily life.

Go deep is also a game that supports communities to learn about themselves and help us all to achieve an appreciative gaze that focus on the inherent resources of the communities and the people who are part of them.

## For what and whom is this Manual for?

This Manual is intended to serve all Go Deep facilitators and trainers who wish to perform an Impact Assessment on their community and/or players. It is an integral part of the Deliverable 4.1 - D4.1: Research training kit for partners (Training kit published and made available for Go Deep Trainers in English.) – of the Go Deep Together in Diversity project.

## What will you find inside this Manual?

- 1) Short introduction to Impact Assessment
- 2) Glossary of key concepts, abbreviations and terminology used in Impact Assessment
- 3) The Go Deep Theory of Change
- 4) The Go Deep Impact Assessment Methodology description
  - a. Suggestions and proposal for data collection
  - b. Script for semi-structured interviews
- 5) Bibliography and relevant websites for further research

# 1. Intro to Impact Assessment

Today, more than ever before, the concrete and measurable social impact of our projects and policies matter. Accountability, transparency and evidence-based claims of improvements in social well-being has become central not only for public policies and public money but also for private investments beyond philanthropy and Corporate Social Responsibility (CSR), as in the case of increasing amounts of Social Impact Bonds (SIB's) being issued and financed (Clifford *et al* 2013). This growth in importance and relevance of Social Impact Assessments (SIA) in the past two decades is specifically evident within the European Union, not only in the assessment of its own policies but also as a bottom line for most projects financed under the Europe 2020 Strategy. This is particularly central for projects being developed in the strategic lines of employment, social inclusion, education, training and entrepreneurship and community development such as in the case of the Go Deep Game, which lies at the crossroads of all these topics. The Social Impact Assessment conducted within the Go Deep Together in Diversity project thus responds directly to the needs and aspirations at all levels to better understand the real social impacts of this community development game while allowing for improvements in the design and implementation of its tools and methodologies.

While Impact Assessment (IA) is not new, SIA is a relatively new field of research and practice. Although there have been rapid developments in both IA and SIA in the past two decades, the trend is a gradual move away from traditional (IA) methodologies<sup>1</sup> towards more holistic assessments that integrate more dimensions, longer time-spans and social variables. This evolution is particularly present within the so called third sector, due to legal as well as financial pressures as more and more financing and assessment of public policy require some sort of socio-economic impact measurement.

Naturally, the rise in demand for social impact assessments has also generated a rise in the supply of methodologies and tools, especially in the decade from 2000 to 2010 (see figure 1 below). As can be seen in figure 1 below, the period of 2011-2015 was one of consolidation, harmonisation and deepening of existing methodologies, with few new methodologies coming into being. A good example is Social Return on Investment (SROI), which during the period saw a fine-tuning of financial proxies, the connection between the Theory of Change and the proxies themselves, the comparability between multiple SROI's and the development of better tools to fit into the stepwise approach. Developments during the period also brought a move towards more participatory approaches, self-assessments in relation to self-defined goals and values, and ultimately the consolidation of the underlying Theory of Change (ToC) in many different methodologies.

There is also a growing literature on what makes a good Social Impact Assessment. According to Esteves *et al* (2012) the following qualities are fundamental to a 'good' SIA practice: "it is participatory; it supports affected peoples, proponents and regulatory agencies; it increases

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<sup>1</sup> Most of the times partial IA – for example only focusing on the environmental damage of a specific product or policy and most of the times only focused on economic and/or environmental impacts

understanding of change and capacities to respond to change; it seeks to avoid and mitigate negative impacts and to enhance positive benefits across the life cycle of developments; and it emphasizes enhancing the lives of vulnerable and disadvantaged people”. Within Go Deep we developed a method that aims at meeting these developments as well as ‘good practices’ within SIA, while also adapting and keeping it coherent with the uniqueness of our training offer.

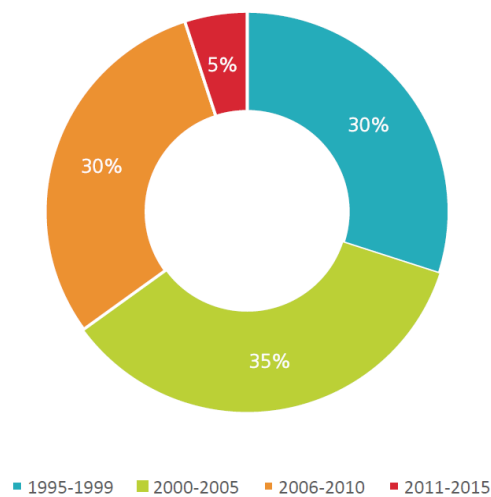


Figure 1 - Social impact assessment methods launched in the period 1995-2015 (Source: LSE working paper1602)

## 2. Go Deep’s Impact Assessment Strategy

Due to the rapid growth of SIA methodologies after 1995 discussed above, it has become crucial to select the most appropriate method for each specific project, use it consistently and coherently in order to allow for comparisons, and finally to improve it based on rapidly developing new technologies, media and platforms.

The first decision to be made was the adoption of what the European Commission calls a Theory Based Impact Evaluation (TBIE) approach. This approach is devoted to establishing the theory behind an intervention and assessing whether it has been implemented accordingly. Its goal is to provide a deep understanding of why an intervention produces the observed effects, both intended and unintended, and which underlying mechanisms can be adjusted to improve its overall impact. TBIE was considered more appropriate for the Go Deep Game to its counterpart, the Counterfactual Impact Evaluation (CIE), which focuses on whether a given intervention produces the desired effects on some dimension of interest by using comparison

to control groups through experimental or quasi-experimental methods.<sup>2</sup>Not only the more comprehensive, insightful and mechanisms-based nature of TBIE serves better the this project's purpose, it also avoids the demanding requirements of CIE in terms of needed resources and time. The necessary compromise with the choice for TBIE is its inability of proving causality in a robust manner as it is done by CIE.

Within the TBIE approach, several methodologies were considered for the social impact assessment of participants in our pilot trainings. Figures 2 and 3 below show a comparative analysis of different methods used in the selection. Importantly, Figure 3 shows how different methods focus on different stages of the evaluation cycle, with only a few including the full cycle from input to impact. In our selection of methodology time, budget and the uniqueness of our training offer were the most relevant criteria (see section 2 below).

We also had to take into consideration that our commitment was to outcomes, not just outputs, as most outputs are already detailed in the reporting of our activities to the European Commission through numbers of participants, number of trainings and trainers as well as specific intellectual outputs.

We also had to take into consideration that our analysis could not easily grasp societal impacts due to the short duration of the project and the difficulty of accurately measure the contribution of the game's short-term outcomes to longer-term macro outcomes, which are typically influenced by a wide number of aspects.

While a Social Return on Investment analysis was an option, measuring the full cycle from input to impact, we had two solid reasons for not doing it. First, it is a resource demanding process that needs time, a trained team, and available financial proxies for the foreseen impacts. We had none of these. Second, the fundamental differentiation of the SROI, monetary valuation of the changes, was controversial for the consortium and even within the Fciências.ID team.

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<sup>2</sup> Counterfactual methods for estimating impact include randomized control trials, statistical matching based on the propensity score, difference-in-differences, discontinuity designs and instrumental variables. For further description and discussion on their limits on the European evaluation and cohesion policy, please refer to Evalsed Sourcenook (2013) available [here](#).

Name	Year launched	Areas of focus	Cost	Use	Institutional affiliation
<a href="#">Social Return on Investment (SROI)</a>	1997	Economic, social and environmental	Free or paid	Broad array of companies employing adapted versions of the SROI	Originally developed by the Roberts Enterprise Development Fund (REDF)
<a href="#">Social Rating</a>	1998	Social and ethical financial	Free or Charge	Microcredit donors and investors	Micro-Credit Ratings International Ltd.
<a href="#">Social Impact Assessment (SIA)</a>	1999	Economic, social and environmental	Free	Participants in the Global Social Venture Competition	Global Social Venture Competition (GSVC)
<a href="#">G4 Guidelines</a>	2000 (G1 in 2000; G4 launched in 2013)	Economic, environmental and social	Free and Charge <sup>7</sup>	Launched as a free online tool	Global Reporting Initiative (GRI)
<a href="#">Human Impact + Profit (HIP) Scorecard</a>	2006	Human, social, environmental, economic	Charge	HIP Investor Inc. clients (investors, companies, funds, governments, agencies, etc.)	HIP Investor, Inc.
<a href="#">Principles for Responsible Investment (PRI)</a>	2006 <sup>8</sup>	Environmental, social and corporate governance	Fee or donation	From investors to NGOs, a variety of entities can become signatories after paying a fee or by making donations for this initiative	United Nations
<a href="#">GIIRS / B Rating System</a>	2007	Social and environmental	Free and Charge <sup>9</sup>	B Lab members (Business networks, supply chain managers, governments and other entities)	B Lab
<a href="#">IRIS Metrics</a>	2009	Social, environmental, and financial	Free	Intended for Impact Investors as a free public good	Global Impact Investing Network (GIIN); founding partners: Acumen Fund, B Lab and The Rockefeller Foundation

Figure 2 - Comparative table of Social Impact Assessment methodologies (Source: LSE working paper1602)



Figure 3 - Methodologies according to intended results of the evaluation process

Before moving, a presentation of the methodology is presented, one concluding the use of the Theory of Change (ToC) as the underlying rationale for the assessment. ToC explains the process of change by outlining causal linkages in a project’s short-term, intermediate, and long-term outcomes. The identified changes are mapped – as the “outcomes pathway” – showing each outcome in logical relationship to all the others as well as the chronological flow.

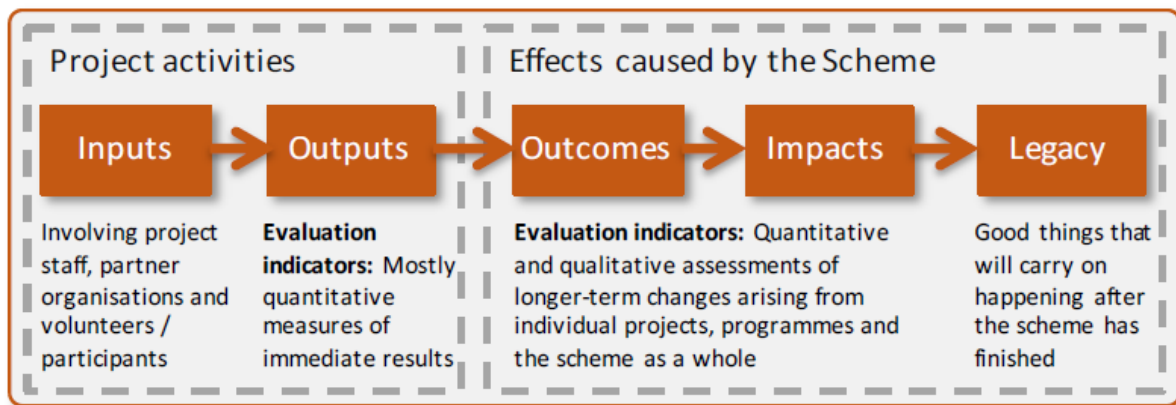


Figure 4 - Stages and key concepts of the SIA

Following the participatory workshop in Greece (March, 2018) with the Go Deep partners a macro Theory of change started to be developed with the following key rationale:

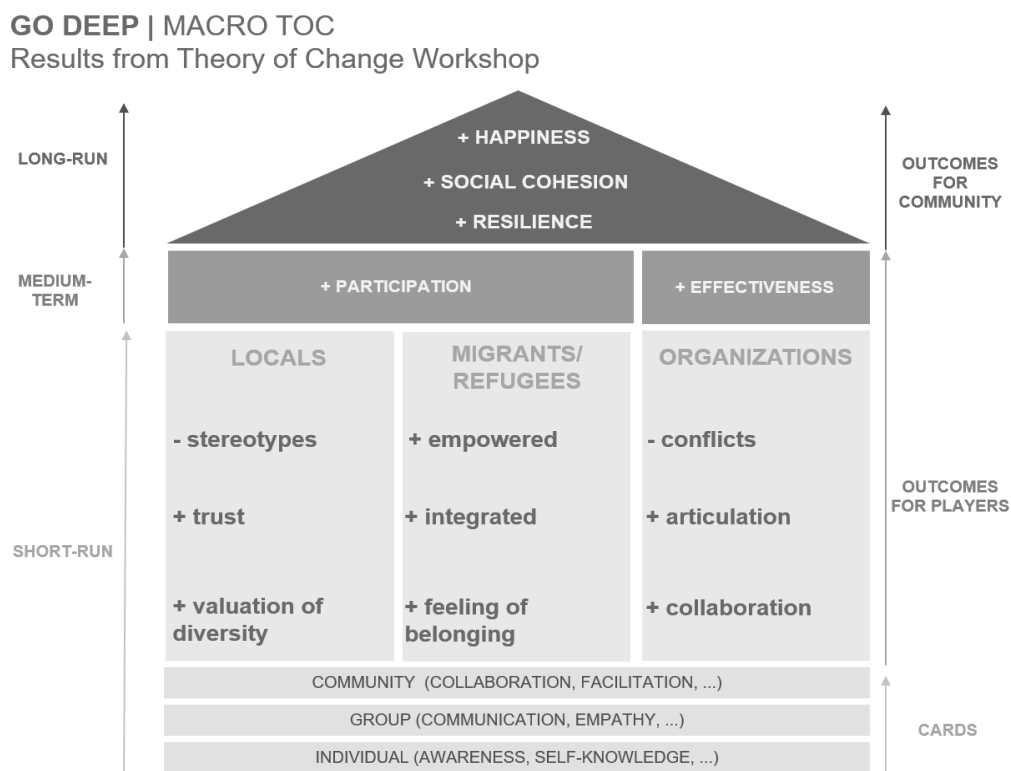


Figure 5 - Results from ToC development Greece - March 2018

**GO DEEP | OUTCOMES FOR PLAYERS – LOCALS**  
Results from Theory of Change Workshop

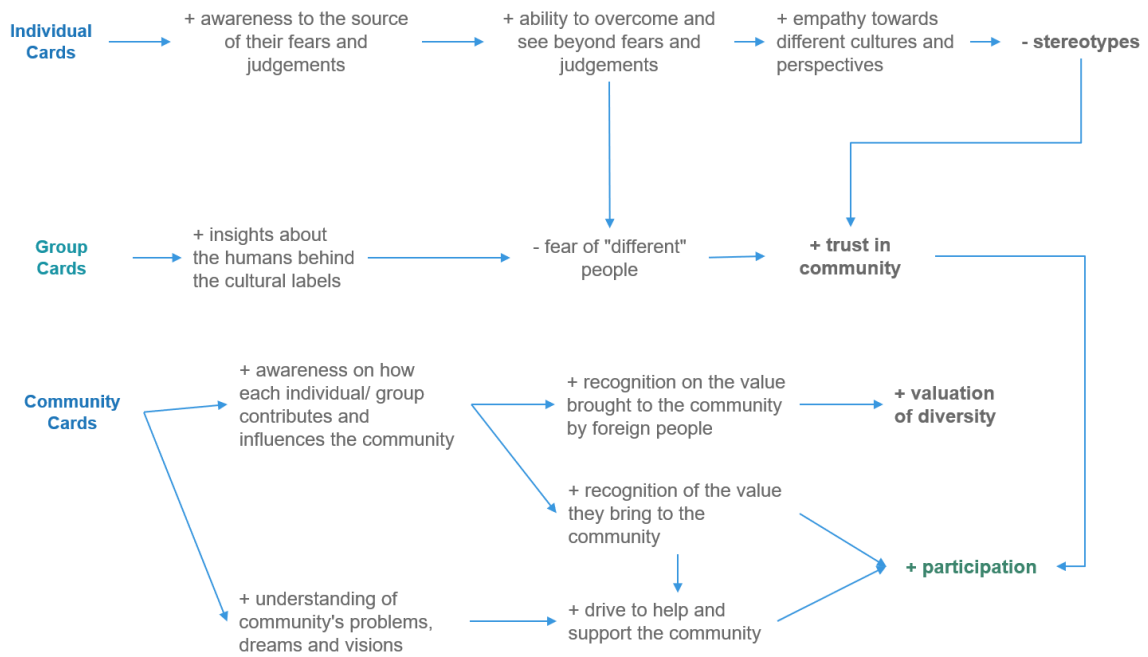


Figure 6 - ToC outcomes for local players

**GO DEEP | OUTCOMES FOR PLAYERS – MIGRANT/ REFUGEE**  
Results from Theory of Change Workshop

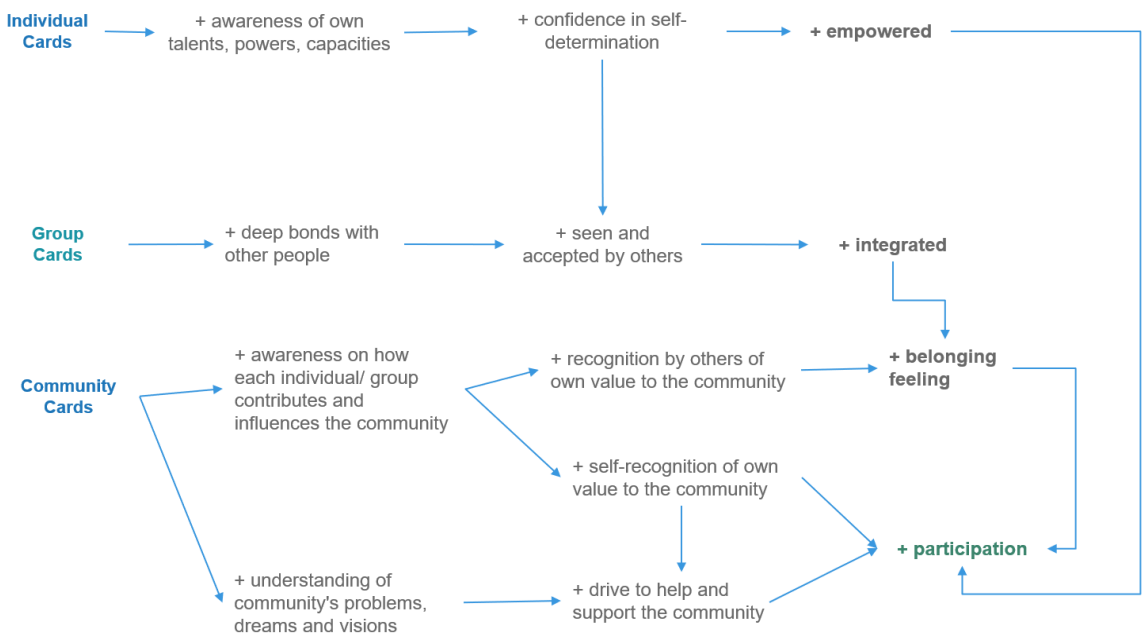


Figure 7 - ToC outcomes for migrant/refugee players

**GO DEEP | OUTCOMES FOR PLAYERS – LOCAL ORGANIZATIONS**  
Results from Theory of Change Workshop

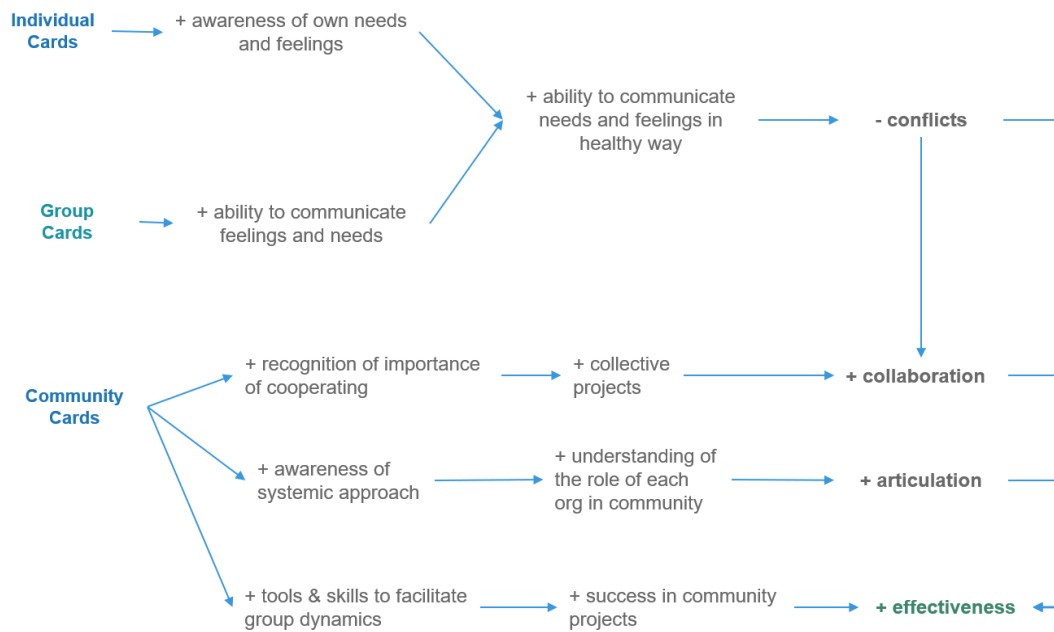


Figure 8 - ToC outcomes for the local organizations

Figures 5 to 8 above aim at demonstrating the core of the Theory of Change of the Go Deep game and therefore inform the development of the Impact Assessment. The arrows show the causality and pathways of change to individuals or specific target groups as well as the expected (desirable) outcomes that should be measured and directly attributed to the game itself. Outcomes that lie outside these causal linkages should not be considered in the Impact Assessment of the Go Deep game due to the problem of attribution.

It is important to highlight here that the choice of relevant stakeholders as well as relevant impacts to be assessed was directly taken from the participatory workshop that took place in Greece with the Go Deep facilitators and reflects entirely their choices, opinions and experiences with the methodology.

### 3. Glossary of key terms and abbreviations

**Social Impact Assessment (SIA)** - We define Social Impact Assessment as “analysing, monitoring and managing the intended and unintended economic and social consequences, both positive and negative, of business intervention and any social change process invoked by those interventions” (Vanclay, 2003). However, it is important to state that beyond such narrow definitions SIA has also become a transdisciplinary social science that incorporates many fields “including sociology, anthropology, demography, development studies, gender studies, social and cultural geography, economics, political science and human rights, community and environmental psychology, social research methods and environmental law, among others”, transcending the mere method or technique to rise as a distinct discipline of research and practice (Esteves et al, 2012).

**Theory of Change (ToC)** - Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a context. It is focused on mapping out or “filling in” what has been described as the “missing middle” between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework.

**Activites** - Activities are all the concrete actions implemented, developed or taken during the game, normally associated with action cards in each line. They can be done individually or in group and do not necessarily have to result in outputs but have to be connected with the ToC and the overall outcomes and impacts of the game. A group meditation can be considered an activity of the game for example.

**Outputs** – These are the first level of results directly associated with an activity, a line or a specific project develop through and/or during the game. Often confused with “activities”, outputs are the direct immediate term results associated with the latter. In other words, they are usually what the game and/or the line has achieved in the short term. An easy way to think about outputs is to quantify the game activities that have a direct link on the Go Deep goal.

**Outcomes** – This is the second level of results associated with the Go Deep game and refers to the medium term consequences of the project. Outcomes usually relate to the game overall goal or aim. For example, in a safe water project, an outcome would be “the percentage of households that are using chlorinated drinking water”. Another outcome could be “the percentage of children suffering from diarrhea.” Nevertheless, an important point to note is that, outcomes should clearly link to the game goals

**Impacts** - It is the third level of results that can be attributed and/or connected with the game and are the more long-term consequences of the game. Direct attribution is the hardest difficulty of measuring impacts therefore clear causalities and impact pathways from activities to outputs, to outcomes to impacts must be ascertain.

## 4. Go Deep IA Methodology

According to the Go Deep Facilitators Guide book, the key objectives/aims of the Go Deep Game are to:

- Make actions in communities to promote change and empowerment through playing;
- Learn **new skills** to work with people and communities;
- Help the participants, and the communities **become more aware of their own talents, skills, resources and strengths.**
- Work as a group to **bring transformation** in communities through actions
- Get practical experience in transforming communities
- **Cultivate and promote the inherent leader and facilitator** that each of us have within us.
- **Experience the potential of diversity** and understand why we need to promote interactions between us and learn to see ourselves in the other.
- Encourage and support communities, facilitators and participants to go beyond what they think is possible, either individually or collectively.
- **Gain confidence** by meeting and overcoming challenges individually and as a group
- Use learning to help towards building **more sustainable communities**

In order to structure these key objectives, we use the following framework of figure 9 which enables us to differentiate different levels of change - between individual, relational and community changes – as well as different types of changes: in behaviours; in skills and competences; and finally, in perceptions and beliefs. Due to the integral and holistic nature of the Go Deep game, change occurs at all levels and all types meaning that the measurement of outcomes and impacts also has to translate those changes.

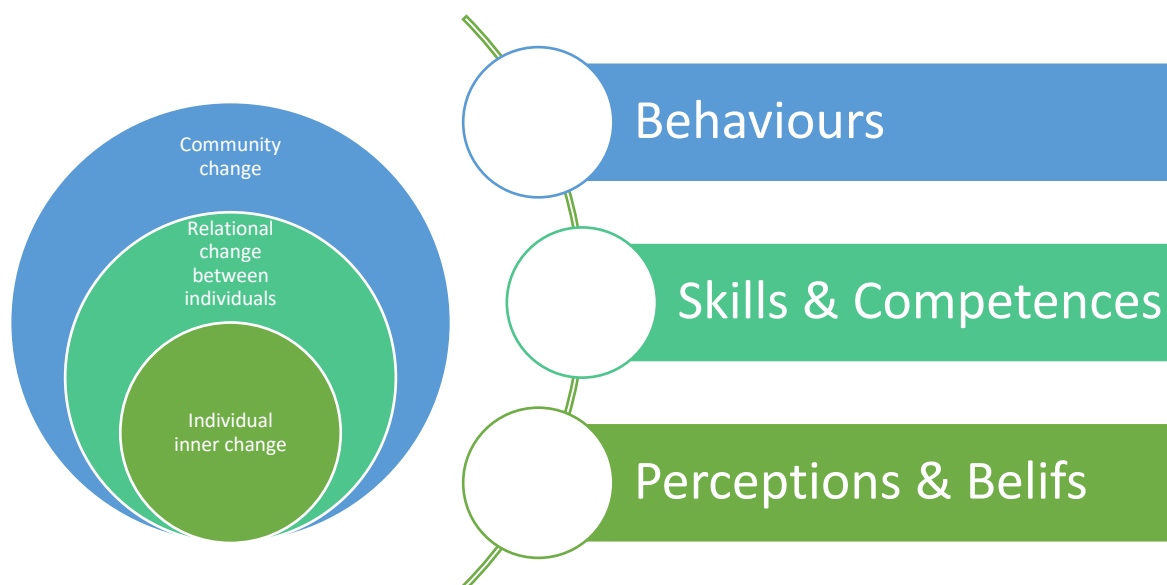


Figure 9 - Levels and types of change

#### 4 a) Proposal for data collection

Drawing experience from previous research and trials of Impact Assessments of similar games, we assume that collecting useful and timely information from the stakeholders identified in the previous sections is a key component for the scientific and methodological coherence and consistency of the Impact Assessment for the Go Deep Game and a big challenge in itself. Participants timely cooperation can be hard to guarantee. Also, participants can join later or quit before the game process making it extremely hard to account for significant and measurable changes and impacts of the game. In the Go Deep game specially, the high freedom of mobility of participants into and out of the game, presents additional challenges for the traditional SIA methodologies requiring novel approaches and more dynamic data collection tools. Therefore, and taking into account the wide diversity of socio-economic contexts where the game will be played we propose three parallel and complementary strategies:

- a) **S1: Questionnaires.** Following traditional approaches to SIA we've developed online questionnaires that can be applied to all participants that will commit to play at least 75% of the game. Questionnaires will be filled before, immediately after the game and 6-months after the game was played. This strategy is particularly relevant (and compulsory) for those interested in becoming facilitators of the game in the future;
- b) **S2: End of the line feedback.** We will collect feedback from each of the teams playing the Metro lines. Feedback can be written, spoken, visual graphics, participatory pie charts or any other tool used by the facilitator to collect feedback from that specific line;

- c) **S3: Video interviews.** During and immediately after the game video recordings of game participants will be collected based on the semi-structured script presented in section 6 of this manual.

Regarding the Questionnaires to be sent to and filled by the key stakeholders identified before it is of paramount importance that the timings shown in the figure under are correctly followed as it may influence the overall results and bias our analysis. We also propose that the Questionnaires shall be online in order to facilitate the process. However, physical Questionnaires can be provided for participants with no or low IT literacy, assuming that the facilitator will later provide the answers in the online platform.

## 4. b) Script for semi structured video-interviews

### Objective

The key objective of these interviews is to collect personal stories around the theme of cultural diversity / inclusion / integration while at the same time reflecting on the Go Deep Game and its impacts.

Throughout the project we need to collect 50 stories.

### Structure

Semi-structured interviews based on a given script with audio recording and possibly video recording for later editing. The interviews should be relatively short while allowing time and space to go deep (15 to 25 minutes); personal and individual; and if possible on a one-to-one setting within a quiet and safe context. Ideally in English with the possibility of being done in mother language by a local facilitator and later translated and/or subtitled. The script is not to be followed linearly but intuitively according to the flow of the conversation and can be adapted to better fit the situation.

### Draft proposal for interviews:

1. “With Diversity we win rather than loose.” What are your thoughts and feelings regarding this claim/affirmation?
2. Do you think playing the Go Deep game has/will improve your connection and relation with your community? How? Why so?
  - a. Group
  - b. yourself
3. Do you think playing the Go Deep game has/will change your perception/beliefs regarding diversity and inclusion within your community? How?
4. Do you feel more included and integrate within your community after playing the game? What changed? What could make it better?
5. *Do you think playing the Go Deep game has/will improve community cohesion and inclusion of diversity? How? Why so?*
6. Recall a special moment of the game for you. What was it that made it special?
7. Was there any insight/learning that you’ve gained through playing the game?
8. Do you think playing the game can change more closed?

## 7. Bibliography and online references

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### Websites:

<http://www.theoryofchange.org>

<https://godeepproject.wordpress.com/about/go-deep-game/>



We have discovered that **real transformation** depends on the **attitude** we bring.

To realize the opportunities for growth that new challenges bring, we need to be willing to **immerse** ourselves in community and perceive the **abundance** that is there.

