# IMPACT MANAGEMENT TOOLBOX

## FOR THE ORGANISATIONS WORKING WITH THE YOUTH

Co-funded by the European Union

Agency for International Programs for Youth Republic of Latvia

SOCIAL ENTREPRENEURSHIP ASSOCIATION OF LATVIA

Stories For Impact

EESTI NOORTE-ÜHENDUSTE LIIT

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# Intro

**This toolbox** helps you plan, implement and communicate the positive changes that you aim to create with your initiative or organisation in the lives of young people.

**What?** A combination of nine tools especially developed for planning, measuring and increasing positive impacts of the organisations and reducing any negative effects of their activities.

**For whom?** For you. If you are active in an organisation that works with and for the young people. For example, youth associations aiming to develop their members or social enterprises providing services to youngsters.

**What if I don't work with young people?** The tools will be absolutely suitable for designing and measuring the impact of your activities too! However, all the examples in this toolbox are related to young people as they are the main target group here.

**By whom?** Top organisations developing social impact measurement, youth field and social entrepreneurship in the Baltic States. For more information, see below.

**Who financed?** The project “BALTIC: YOUTH: IMPACT” has been co-funded by the Erasmus+ Programme of the European Union.

# With the help of this toolbox, you can be even more successful in your activities!

If you are reading this, you are probably active in an organisation that **aims to create a positive impact in the lives of young people.**

Perhaps you want to unleash the creative potential of youngsters… or help young people who have had lesser opportunities compared with their peers…. or provide valuable knowledge and skills to the members of a youth organisation.

**The toolbox has been designed to help you plan, do, measure, improve your activities… and repeat!** In other words - you will be able to create a more positive impact with your activities.

You will have **more clarity** and **make better choices**.

Also, you will be **more effective in involving your team** and **explaining your work outside the organisation**.

In conclusion, you will be able to leave a legacy that you can be proud of!

# Feel free to try out and use just one, several or even all of the tools!

You can take **an ambitious journey covering all the tools** to get your organization's impact management to a new much higher level. In that case, start from the problem tree, then move on to the next tools and complete your development process with the organisational model canvas.

**Alternatively**, you can **choose a tool that seems to match your current needs the best**. For example, if you feel that you need to understand better how to attract young people and keep them involved at different stages of your activities to achieve a bigger impact, you should start with filling in the beneficiary journey map.

You can find brief descriptions of each of the tools in the toolbox here.

## PROBLEM TREE

It helps you understand and communicate the problem you aim to solve by analysing its causes and effects.

## ORGANISATIONAL MODEL CANVAS

It helps you design and communicate how your organisation will create value for society and attract necessary financial and human resources to keep your work going. NB! It is partially based on all the other tools.

## MEASUREMENT PLAN

A measurement plan helps you design and track who and how will collect information according to your list of impact indicators (with the help of using appropriate research methods).

## GOAL TREE

A goal tree helps you design and communicate your goal to the societal problem by analysing the preconditions and impacts of your success.

## THEORY OF CHANGE

It helps you plan and communicate your journey from describing the societal need/problem to achieving success with the help of your activities. NB! It is partially based on the other tools, especially a problem tree, goal tree and beneficiary journey map.

## RESEARCH METHODS LIST

It helps you decide about the ways you will collect information to understand whether you are achieving your goals according to your list of impact indicators.

## STAKEHOLDER MAP

It helps you analyse and manage relationships with individuals and organisations who are impacted by your solution or who can influence whether your solution will be successful.

## BENEFICIARY JOURNEY MAP

It helps you understand the experiences of the people that take part in your activities and plan steps to nudge them into the direction of positive impact.

## IMPACT INDICATORS LIST

It helps you determine, measure and communicate the positive changes that you aim to achieve with and for young people.

# How this toolbox has been created?

**The toolbox has been developed based on its creators´ experience of what is needed to increase the positive impact of the organisations that work with young people.**

The Erasmus+ project "BALTIC: YOUTH: IMPACT" enabled the top organisations developing social impact measurement, youth field and social entrepreneurship in the Baltic States to come together and create this toolbox. The lead partner in developing the tools was Stories For Impact while all the other partners contributed with their ideas and experiences, including the testing of the tools.

**We have taken into account:**

- the previous materials developed by other experts for the same or similar purposes,
- our project partners´ own practical experience of training and consulting the youth organisations.

The exact structure and design of the tools have been created specifically within the project "BALTIC: YOUTH: IMPACT" as a result of testing the preceding tools and developing them further. Usually, we developed the earlier tools by simplifying these to make it easier for you to try out and use them.

# What about the sources of impact planning and measurement tools?

Many of the tools included in this Toolbox have been in use already for a few decades. For example, UNDP´s publication "Handbook on Planning, Monitoring and Evaluating for Development Results" introduced a problem tree - the very first tool in our Toolbox - to global audiences already in 2009. The theory of change tool was invented and promoted even earlier, in the 1990s. So far, among the best compilations of these tools is a handbook "Maximise Your Impact – A Guide for Social Entrepreneurs" (2017).

As the mentioned tools have become common knowledge among the professionals who practice impact measurement and service design, no specific additional references have been made (with a few exceptions) within the toolbox.

We have combined different versions of the tools and developed them into formats that we think are super useful. You are welcome to take these tools, develop them further and share the results with others too.

# What about the sources of service design tools?

**Service design is a process for creating experiences and solutions that work for the customers and other people involved.**

It's a human-centred approach with an end goal of suiting all users' needs while keeping in mind the big picture. The authors of "This is Service Design Thinking" have stated five key principles that should be followed for good service design: user-centred, co-creative, sequencing, evidencing and holistic.

Many different tools have been developed to bring the idea of service design into reality. They have been modified and perfected over the years, so it's hard to point out an author for each tool. Therefore, it is generally agreed that they don't need to be credited.

You can find a wide range of service design tools on this link but they can be a bit too generic for your specific purposes. So, we have picked out a **"Stakeholder Map"** and **"Beneficiary Journey Map"** and will walk you through them in a way that's most beneficial for youth organizations. Service design for you can be different from that of for-profit companies that these tools were initially created for.

# What about the source of the Organisational Model Canvas tool?

Another commonly used framework that we have modified further is **the business model canvas** - originally a tool with nine boxes for developing new business models, as well as analyzing existing ones.

The framework was first introduced by Alexander Osterwalder in 2005, published in a book by him in 2008 and altered by different authors ever since.

We've modified developed it into a tool called **"Organisational Model Canvas"** so that its brilliantly useful approach could also be successfully used by a youth organization or a social enterprise.

# Impact Management Toolbox has been prepared and tested by

Stories for Impact
(Jaan Aps, Richard Annilo and Carmen Akkermann)

Social Entrepreneurship Association of Latvia
(Regita Zeiļa and Līva Švarce)

The National Youth Council of Latvia
(Marija Cīrule and Dāniels Liecis)

Geri Norai
(Jurgita Ribinskaitė-Glatzer and Rūta Žulpaitė)

The Estonian National Youth Council
(Triin Roos)

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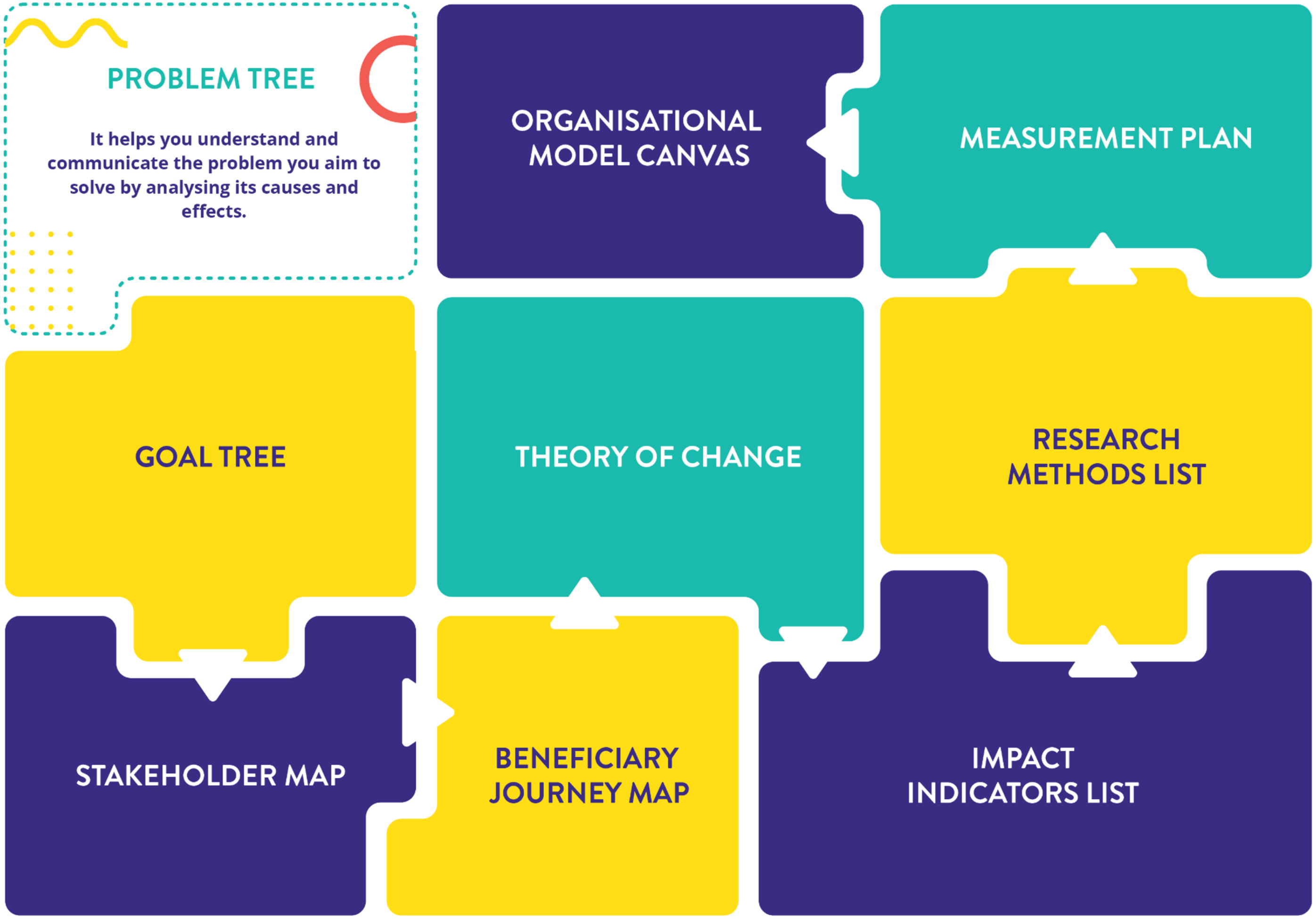
Agency for International
Programs for Youth
Republic of Latvia

Tool 1:
**problem tree**


PROBLEM TREE
It helps you understand and communicate the problem you aim to solve by analysing its causes and effects.
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IMPACT INDICATORS LIST

**A problem tree** helps you understand and communicate the problem you aim to solve by analysing its causes and effects.

## Solveiga Skaisgirytė

(Global Citizens Academy)

*"For us, the most useful way is to use the problem tree for our team problem analysis so that we can understand the sources of communication, productiveness problems, why we face the recurring conflicts, etc. But we also find it very useful when analysing the general problems in our community/society that we seek to solve as a social enterprise."*

## Jānis Broks

(SIA "Dzīves oāze")

*"The problem tree allows me to better show the situation that will be achieved in the future after my service is done. It allows me to dig deeper and see several layers of what can happen with/without my intervention. It helps me to justify the price of the service as the tree shows what kind of effect/impact my activities can have."*

# So... what is it?

## *I'm glad you asked!*

Organizations exist to solve one or multiple problems in the community or society. **The problem tree helps you to systematically analyse the causes and effects of the problem(s)** that you want to solve as a part of your organisation's mission.

The easy-to-use tool **works best during the design and/or planning process**, but also anytime when core problems need to be (re)identified or clarified.

Perhaps you are one of those people who do not like the word "problem". In that case, feel free to rename it as a tree of *challenges*, *needs* or *issues*. The tool will remain as useful for you as before.

## Sounds cool!
## How does the tool look like?

# Problem tree

**1. What problem do you want to solve?**

Choose the most important problem that your organisation focuses on.

**2. Causes**

Why does this problem exist at all?

**3. Consequences**

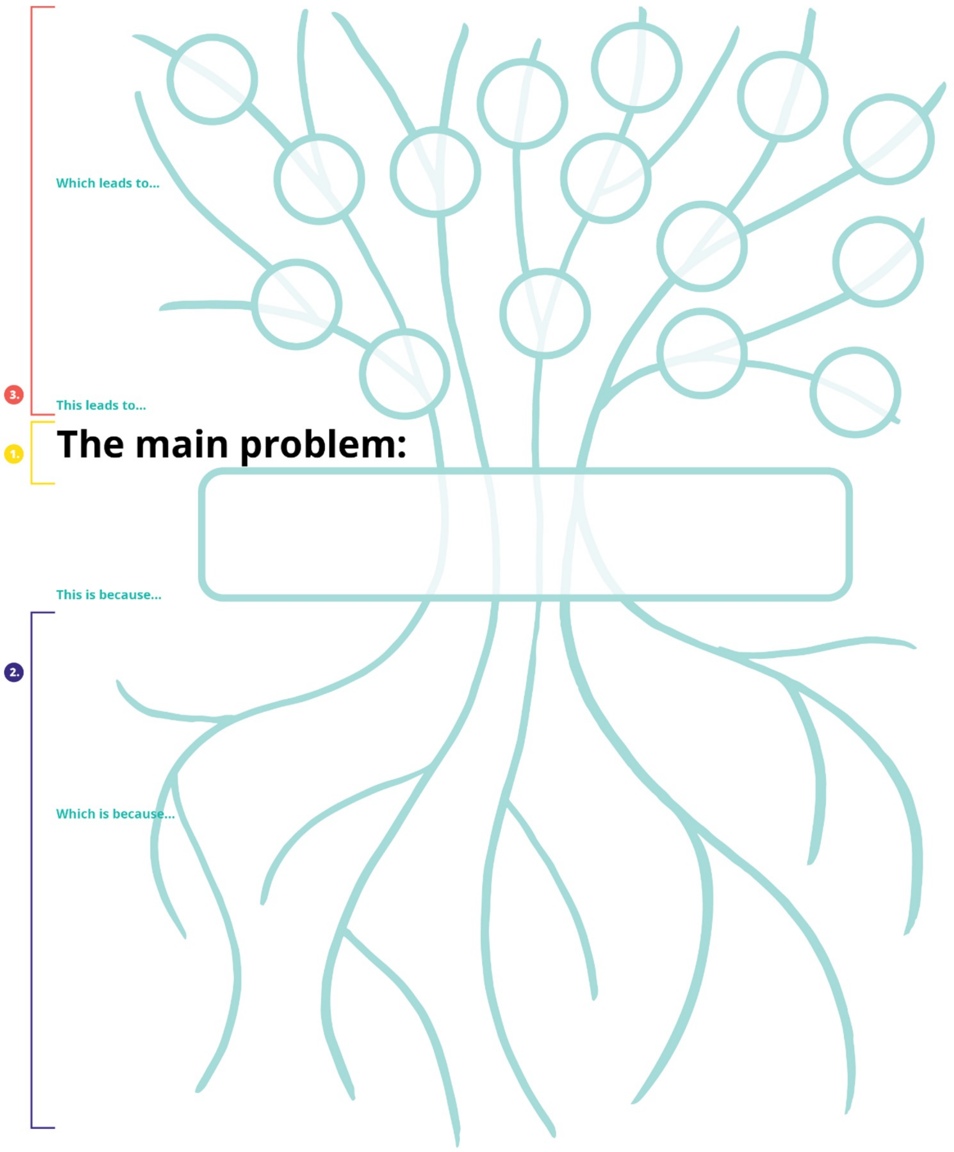
Which negative consequences does this problem bring?

**4. After identifying the causes**

Circle the causes your organization will focus on.

**5. After identifying the consequences:**

Circle the consequences your organization will measure to understand your impact.



Looks complicated. Quite many steps to take.

Could you walk me through it?

# *Sure! In a nutshell...*

This tool helps you understand a) why the problem exists at all and b) what things happen as a result of the problem. Mapping **the causes of the problem** may help you understand what you need to do to make the problem disappear. Mapping **the consequences of the problem** can help you understand what would the positive results be if the problem would be lessened or removed.

First, you have to define the core problem that your mission focuses on.

**Below the core problem**, write the main causes of the problem and the causes of the main causes etc. until you understand the causes well enough.

**Above the core problem**, write the main consequences of the problem and the consequences of the main consequences etc. until you understand the consequences well enough.

# *In more detail...*

**1. Start by writing down the core problem** that you want to solve.

**2. Write down the causes** of the problem by asking a series of "why" questions. The deeper you go, the better.

The core problem is P.
Why does P exist?
Answer = A.
And why does A exist?
Answer = B.
And why does B exist?
Answer = C
Etc.

**3. Write down the consequences.** What does the problem lead to?

The core problem is P.
What does P lead to?
Answer = R.
And what does R lead to?
Answer = S.
Etc.

**4. Analyse the problem tree and make choices** about your mission and activities.

- Would you like to keep a problem as the central problem you're focusing on, or would it be more inspiring/realistic to tackle any of the causes/consequences as your main mission?
- What causes/consequences can you tackle yourself? What would be the partnerships that you would need to remove more causes or consequences of the problem?

## *You can also have variations in its use*

Variations in certainty.

LIGHT: Write down the keywords based on your (team's) experience, opinions and gut instinct.

MEDIUM: Involve other organisations, ask for expert opinions, including the viewpoints of the stakeholders that have different experiences and values compared with your team.

ADVANCED: Only include causes and consequences that the scientific research and literature has shown to have clear links to the main problem.

I think I’m starting to get it now.

Could I see an example just to be sure?

Of course.

Here is an example about a cyberbullying prevention program.

# Problem tree

**1. What problem do you want to solve?**
Choose the most important problem that your organisation focuses on.

**2. Causes**
Why does this problem exist at all?

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**4. After identifying the causes**
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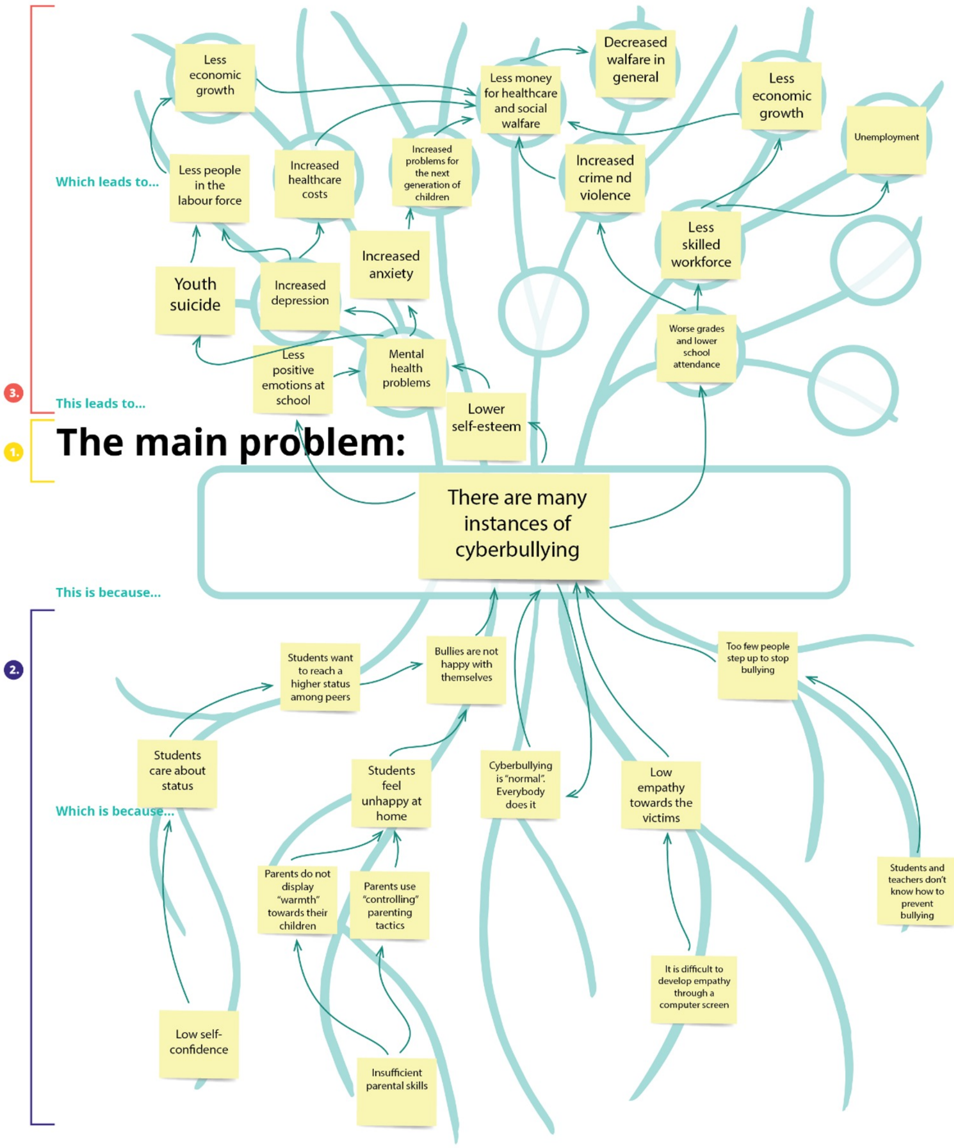


Okay thanks.

I understand how it works now but I’m still not sure if I should use this for my project or not.

**When and why should I use the tool?**

# *Here's what the tool can help you with*

## Why to use it?

☑ To **understand better** the problem(s) your mission aims to solve (or to find out what your mission should be).

☑ To make **informed decisions** about which aspects of the problem you can and want to concentrate on.

☑ To **better explain and communicate** the problem and its causes/effects to the stakeholders whom you need to convince. You can show the tree or just use it to prepare your arguments for presentations or negotiations.

*And here are some hints about the perfect moments when to use it*

**When to use it?**

☑ When **developing or updating your mission and vision** or specifying your strategic choices.

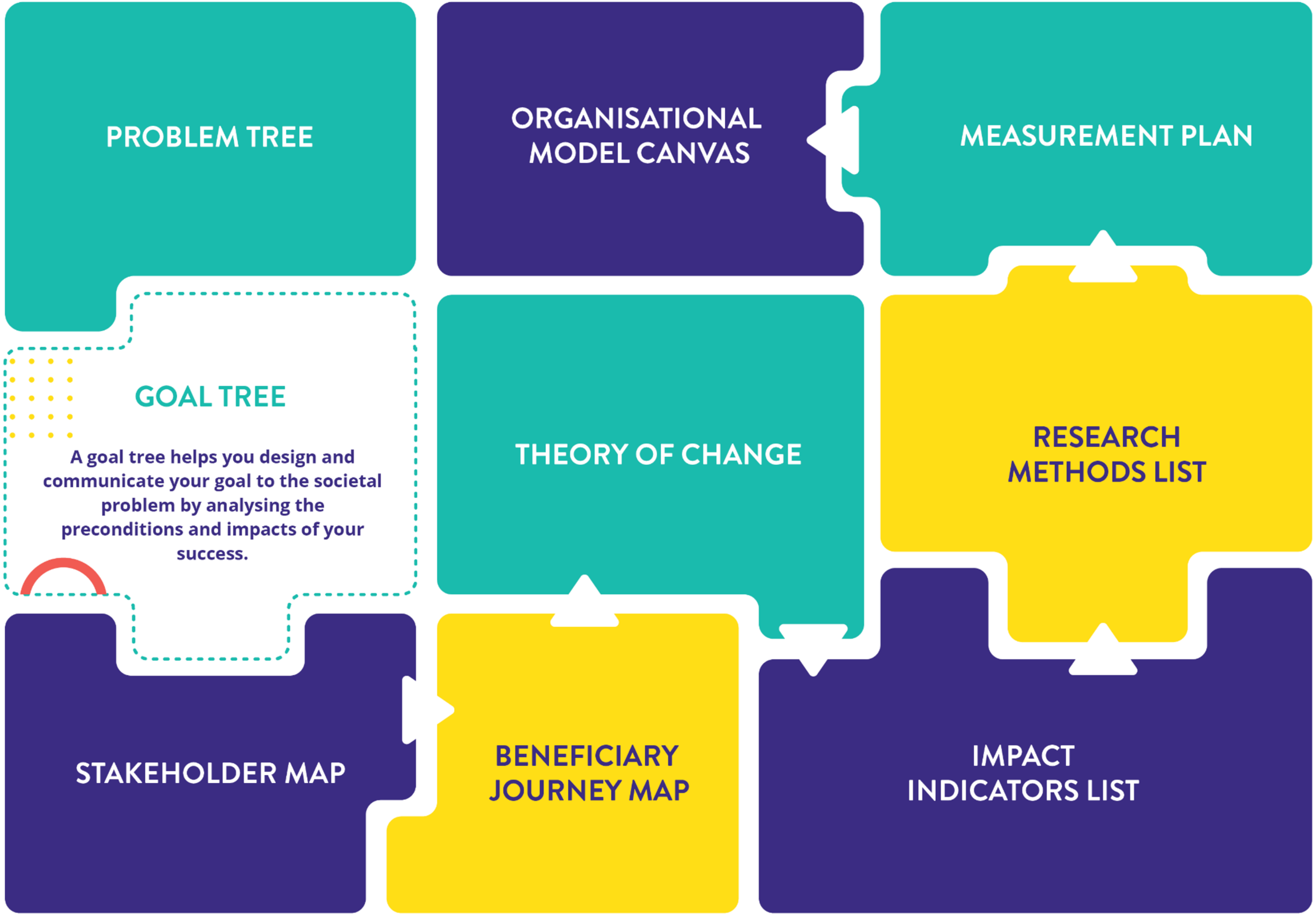
☑ When the organisation **aims to understand and communicate certain topics/problems** better.

☑ When you want to **change or expand your activities** to tackle more causes.

☑ When looking for **cooperation partners** (to collaborate with organisations that address the causes and/or consequences of the problem that you cannot or don't want to address with your own organisation).

Thanks, I get it now!

Tool 2:
# goal tree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**A goal tree** helps you design and communicate your solution to the societal problem by analysing the preconditions and impacts of your success.

# Tadas Bartasevicius

(MB Spanguolės dirbtuvėlės)

*"I found this tool very beneficial in equally including my team in the decision-making and idea generation processes. Using the model of the tool, we provide our own activity ideas as solutions to the problems our social business is trying to solve."*

# Erik Mikkus

(Estonian National Youth Council)

*"I was a guest in a national radio programme and talked about why young candidates aren't ofter popular in local elections. The solution tree gave me a systematic approach and clear structure to the issue and helped me prepare for the talk."*

# So... what is it?

# *I’m glad you asked!*

The goal tree is very similar to the problem tree.

It is an easy-to-use tool for specifying **what needs to be done to achieve your organisation's goals and what the impacts are** or (hopefully) will be thanks to your success.

## Sounds cool!
## How does the tool look like?

# Goal tree

**1. What is your main impact goal?**
Choose an inspiring yet realistic and specific goal.

**2. Preconditions**
What needs to happen or to be in place before you can achieve your goal?

**3. Results and impacts**
Which results and impacts do you expect to see after you solve this problem?

**4. After identifying preconditions**
Circle the ones that you will actively try to fulfill.

**5. After identifying the results and impact:**
Circle the ones you will measure so that you could track your results and understand whether you have created any impact.

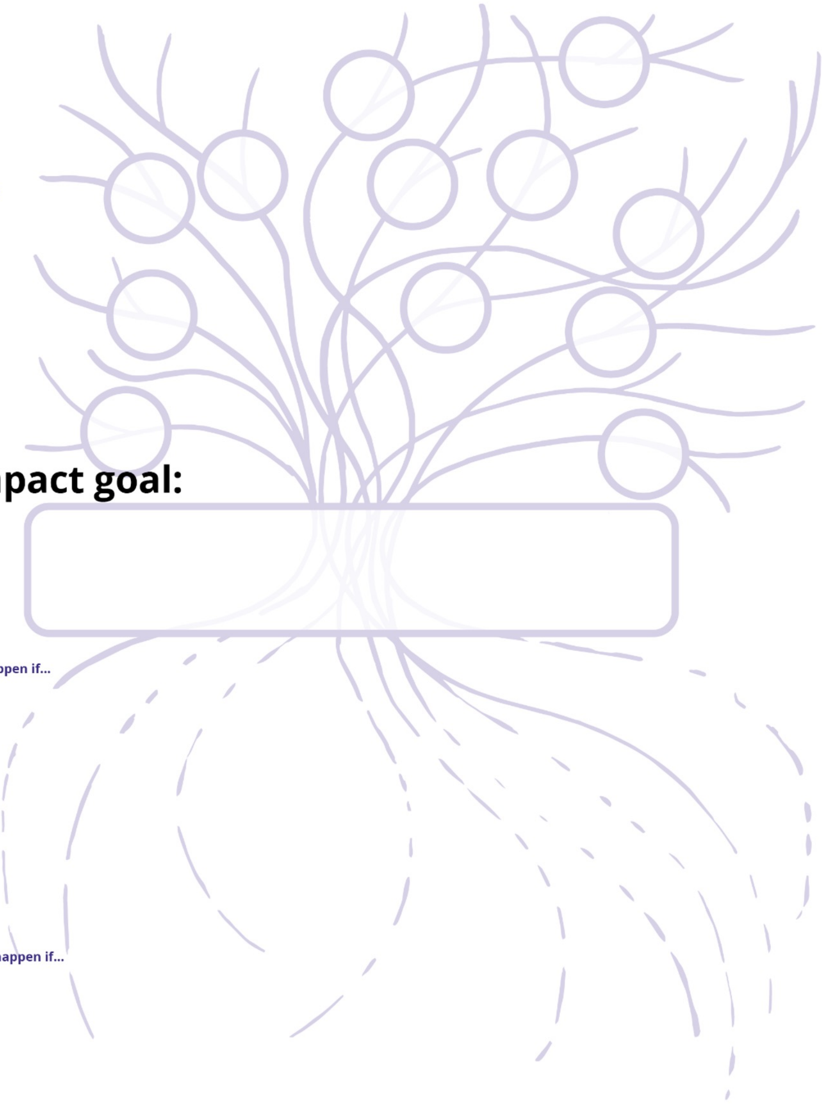
3.

Which leads to...

This leads to...

1.

**The impact goal:**



2.

This can only happen if...

Which can only happen if...

Looks complicated.

Could you walk me through it?

# *Sure! In a nutshell...*

This tool helps you understand:

- what you need to be put in place to achieve your goal;
- what good things you can expect to happen if you are successful.

Analysing the first point can help you **see what could block you from achieving the goal** and solving the problem - so that you could prevent those blockers as early as possible!

The second point helps you **understand what can be the impacts if you are successful** at achieving your goal. You can use the knowledge of these impacts to communicate the usefulness of achieving your goal and observe if these impacts are really happening when you think you have achieved your goal.

## *In more detail...*

**1. Write down the goal** that you want to achieve as a result of your activities to solve a social problem. If you have already completed a problem tree, you can choose the problem and turn it into a positive goal from that tree. You can also call it your **impact goal** because achieving this goal means creation of your positive impact too.

**2. Write down the preconditions.** Imagine working towards the goal and reaching it. What needs to be in place or happen before achieving the goal? What do you need for your plan to work as intended? Is there something you assume to be true, but might not be?

For example, getting the preconditions in place may mean tackling some of the root causes of the core problem that you intend to solve or establishing new partnerships to have sufficient resources to achieve the goal.

**3. Write down your desired results and impacts,** which will occur if you are successful at achieving your goal. What will be the first results that will probably be visible in the shorter term after achieving your goal? What good things can happen thanks to the shorter-term results? Etc.

**4. Analyse the goal tree and make choices** about your mission and activities.

For example, are there any important preconditions that you have not yet ensured? Do you measure the most important results that have been identified thanks to the goal tree?

# *You can also have variations in its use*

Variations in certainty.

LIGHT: Write down the key words based on your (team´s) experience, opinions and gut instinct.

MEDIUM: Involve other organisations, ask for expert opinions, include the viewpoints of the stakeholders that have different experience and values compared with your team.

ADVANCED: Only include causes and consequences that the scientific research and literature has shown to have clear links to the main problem.. E.g. you may think that you may be able to reach certain desired impact by you activities. However, if there have been no studies to prove such possibility, you should not include it to the goal tree.

I think I'm starting to get it now.

Could I see an example just to be sure?

Of course.

Here is an example about a cyberbullying prevention program.

# Goal tree

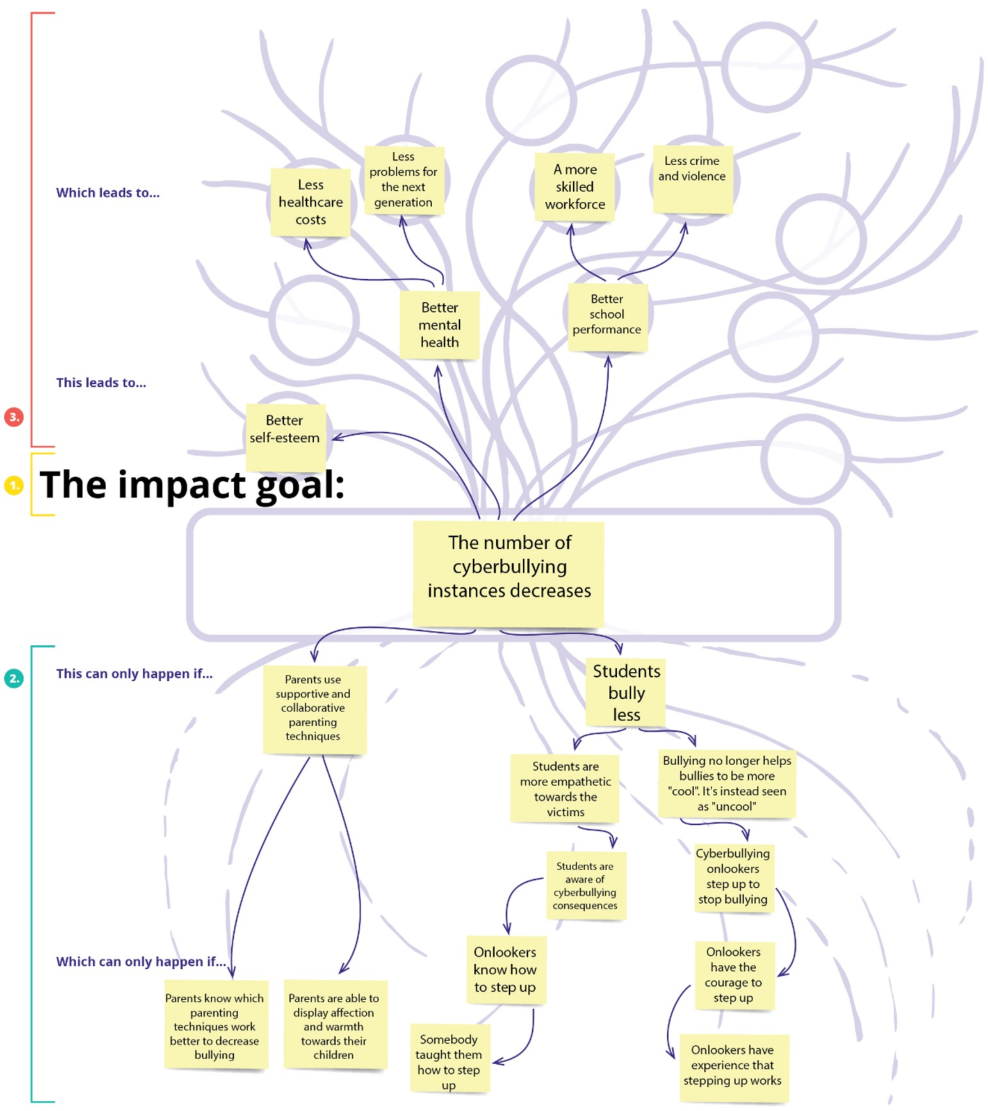
**1. What is your main impact goal?**
Choose an inspiring yet realistic and specific goal.

**2. Preconditions**
What needs to happen or to be in place before you can achieve your goal?

**3. Results and impacts**
Which results and impacts do you expect to see after you solve this problem?

**4. After identifying preconditions**
Circle the ones that you will actively try to fulfill.

**5. After identifying the results and impact:**
Circle the ones you will measure so that you could track your results and understand whether you have created any impact.



Okay thanks.

I understand how it works now but I’m still not sure if I should use this for my project or not.

**When and why should I use the tool?**

# *Here's what the tool can help you with*

## Why use it?

☑ To make it easier to **translate the needs and challenges shown on the problem tree into you impact goal and activities** to achieve the goal.

☑ You will better **understand what needs to happen before you can achieve your goals**. In other words - what are the preconditions that need to be in place before you can be successful. Thanks to this knowledge, you can make efforts to ensure these preconditions. Alternatively, you may decide to identify a new goal if you will see that ensuring the preconditions of your initial goal is not realistic.

☑ You will more **precisely identify the results and impacts** that will happen thanks to providing your solution, you can **communicate the value of your organisation's work**. Also, you may decide to measure at least some of these results and impacts to be sure that achieving your impact goal has really been valuable to the beneficiaries and society.

## *And here are some hints about the perfect moments when to use it*

### When to use it?

☑ When **developing your impact goals and activities** based on the problems that you want to address.

☑ When analysing how you could **increase the likelihood of your success by addressing the preconditions** of your impact goal. "Addressing the preconditions" means taking action to ensure that these preconditions may be in place.

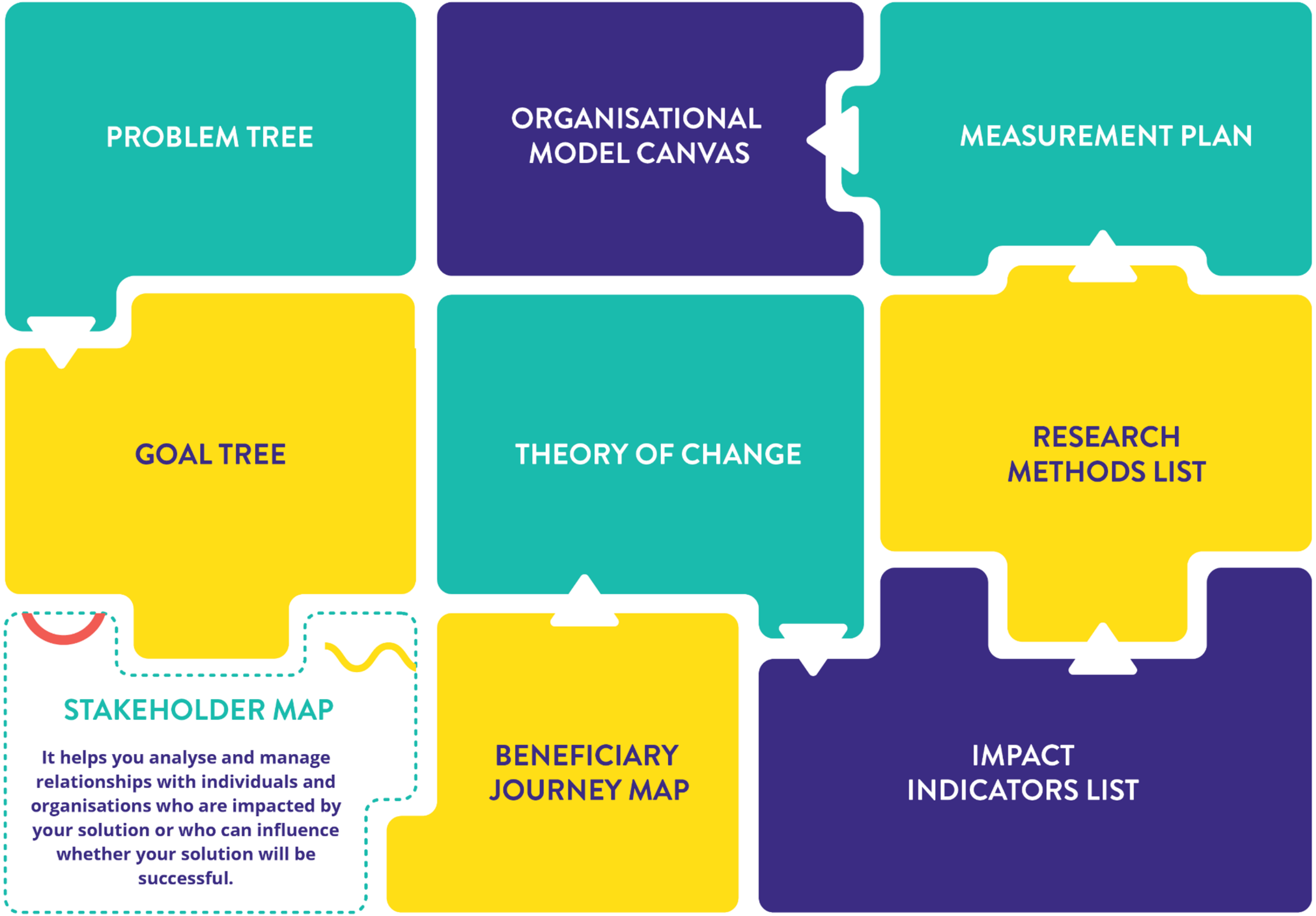
☑ When **analysing whether your impact goals are achievable**. If some of the core preconditions cannot be ensured, you should probably change your impact goal into a one in which preconditions can be better met.

☑ When **creating indicators** that you will use to measure your results and impacts (by identifying all the good things that happen thanks to achieving your impact goal).

☑ When you need to **explain your organisation's work** internally or externally, e.g. why you are organising some of the activities (to ensure necessary preconditions of your success) or what the wider value of your organisation´s work is (in case you achieve your impact goal).

Thanks, I get it now!

# Tool 3:
# **stakeholder map**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It helps you analyse and manage relationships with individuals and organisations who are impacted by your solution or who can influence whether your solution will be successful.
BENEFICIARY JOURNEY MAP
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**A stakeholder map** helps you analyse and manage relationships with individuals and organisations who are impacted by your solution or who can influence whether your solution will be successful.

# So… what is it?

# *I'm glad you asked!*

**The stakeholder map** helps your organization to find out who the stakeholders are that you need to focus on if you want to be successful.

The **stakeholders can be groups of people** (e.g. the youngsters you are working with or the volunteers that help to organise your activities) or **organisations** (e.g. schools that you need to cooperate with to reach the youngsters or the funders that provide you with grants)  or influential individual representatives of organisations (e.g. a Head of Department of a Ministry or a leader of a large umbrella organisation).

The tool **helps you to identify, analyse and successfully work with the stakeholders** you need to influence to achieve your impact goal and prevent them from influencing your activities negatively.

It is useful to **first fill in the goal tree** because then you will have a clearer idea who are the stakeholders you need to focus on to:

- **achieve your impact goal**. That is because you usually need cooperation, funding and other actions from the stakeholders to achieve something as big and ambitious as your impact goal likely is,
- **ensure the existence of the preconditions** that need to be in place for your success. That is because ensuring the existence of the preconditions usually depends also on the actions of your stakeholders.

## Sounds cool!
## How does the tool look like?

# Stakeholder map

Which box does each stakeholder belong in?

| | **Who has a LOW interest** in achieving your organisation´s impact goal? | **Who has a HIGH interest** in achieving your organisation´s impact goal? |
|---|---|---|
| **Who has a HIGH influence** on achieving your organisation´s impact goal? | *Keep them satisfied* | *Manage closely - they should be your top priority* |
| **Who has a LOW influence** on achieving your organisation´s impact goal? | *Monitor (put in minimum effort)* | *Keep informed, help them to participate* |

Based on the stakeholder mapping, who are your most important stakeholders? What can you practically do to maximise their positive influences and minimise their negative influences on the achieving of your impact goal?

**1.**

**2.**

**3.**

**...**

Okay.
How should I start?

## *This is what you should do.*

**1. Identify and map the activities that you need to undertake** to achieve your impact goals. Include the activities that are needed to ensure the preconditions of achieving your impact goals. You can identify these preconditions with the help of the goal tree.

**2. Brainstorm and write down all the stakeholders** that are or may be important from the perspective of achieving your impact goal. Who can influence the success of your activities? Who will you influence with your activities and need to take responsibility for?

As mentioned before, **the stakeholders can be groups of people** or **organisations** or **influential individual representatives** of organisations.

## And what do I do about the four empty boxes in the tool?

3. As you have already identified **your stakeholders** during the brainstorm at the previous step, **place each of their names in an appropriate cell** of the stakeholder map diagram. Placing the stakeholders would work the best with (virtual or physical) post-it notes: one note per stakeholder.

The **exact location can be determined with the help of the scale**. For example, the stakeholders with the lowest **interest** and highest **influence** in relation to achieving your impact objective (e.g. the potential participants that have currently a negative image of your organisation) should be placed on the top left side of the table.

Finding appropriate places for each of the stakeholders may take some time and discussion among your team as **the team members may have different views** about the relative interest and influence of your stakeholders.

## And what about the bottom part of the tool?

**4. Analyse your stakeholder map and make choices about the steps you need to take to manage the stakeholders that you need to influence and have a high impact on your success.**

Two questions to help you have been provided:

- Who are your most important stakeholders?
- What can you practically do to maximise their positive influences and minimise their negative influences on the achieving of your impact goal?

Okay,
just to be clear, could you repeat everything you said?

# *Sure! In a nutshell...*

Decide about what you want to achieve: **create a goal tree** and **identify your impact goal**.
Then **map the stakeholders**:

- who you want to have an impact on,
- who can support you in / prevent you from achieving your goals.

The stakeholders can be **groups of people** sharing similar characteristics or **organisations** or **influential individual representatives** of organisations.
**Write the stakeholders down** in a list. Then **put them in the following four categories** and **write down concrete actions to take** (if needed) about each of the stakeholders.

**1. Who can very much help you or get in your way AND are really interested in what you are doing?** Put the most effort into making these people or organisations involved and happy. If they want to prevent you from achieving your impact objective, you can plan to take necessary preventive measures.
**2. Who can very much help you or get in your way AND are not really interested in what you are doing?** You have to make sure these people or organisations are happy with your work, but don't put too much effort in - after all, they are not really interested.
**3. Who can't really help you or get in your way AND is really interested in what you are doing?** Since they are interested, keep them informed, but don't put in too much effort, since they can't help you much.
**4. Who can't really help you or get in your way AND is not really interested in what you are doing?** Put the least effort into interacting with these people, if any at all.

# *You can also have variations in its use*

LIGHT: Write down the keywords based on your (team's) experience, opinions and gut instinct.

MEDIUM: Involve the representatives of the stakeholders in creating the stakeholder map.

ADVANCED: Do some research to understand better your stakeholder groups and differentiate between segments inside the stakeholder groups with varying degrees of "influence" and "interest". The research can include interviews, focus groups and asking for expert opinions.

I think I’m starting to get it now.

Could I see an example just to be sure?

Of course.

Here is an example about a cyberbullying prevention program.

# Stakeholder map

Which box does each stakeholder belong in?

| | **Who has a LOW interest** in achieving your organisation´s impact goal? | **Who has a HIGH interest** in achieving your organisation´s impact goal? |
|---|---|---|
| **Who has a HIGH influence** on achieving your organisation´s impact goal? | *Keep them satisfied*<br>Followers – Do not initate bullying, but actively take a part<br>Bullies<br>Heads of extra curriculars<br>Supporters – Give positive feedback for bullies<br>Onlookers – Do not take sides with bullying | *Manage closely - they should be your top priority*<br>Fathers<br>Mothers<br>School psychologists<br>Defenders – Dislike bullying and provide direct support<br>Homeroom teachers |
| **Who has a LOW influence** on achieving your organisation´s impact goal? | *Monitor (put in minimum effort)*<br>School librarian<br>School nurse<br>Head of IT | *Keep informed, help them to participate*<br>The Ministry of Education<br>School principal<br>Social pedagogue<br>Victims<br>Student's siblings |

Based on the stakeholder mapping, who are your most important stakeholders? What can you practically do to maximise their positive influences and minimise their negative influences on the achieving of your impact goal?

1. Bullies
2. Onlookers – Do not take sides with bullying
3. Homeroom teachers

...

Okay thanks.

I understand how it works now but I'm still not sure if I should use this for my project or not.

**When and why should I use the tool?**

# *Here's what the tool can help you with*

## Why to use it?

☑ To understand **who exactly are the different groups of people and organisations that you need to involve and influence** to achieve your impact objectives, e.g., young people you are directly working with, or the adults whose actions have a direct impact on the young people that you want to help.

☑ By using the stakeholder mapping tool you **prioritize the stakeholders by the amount of influence and interest they have** over achieving your impact objective. You can use this tool to choose which actions to take with each stakeholder and prioritise how much time to spend on them.

☑ **To take responsibility for your actions that may negatively influence some groups of people** during your activities. It is especially important regarding these stakeholders who have no power to directly influence your activities that might have a negative impact on them (e.g. young people who would develop quicker in other programs and thus waste their potential by participating in your activities, or youngsters who are required to attend your programs by other adults like their parents or social workers).

## *And here are some hints about the perfect moments when to use it*

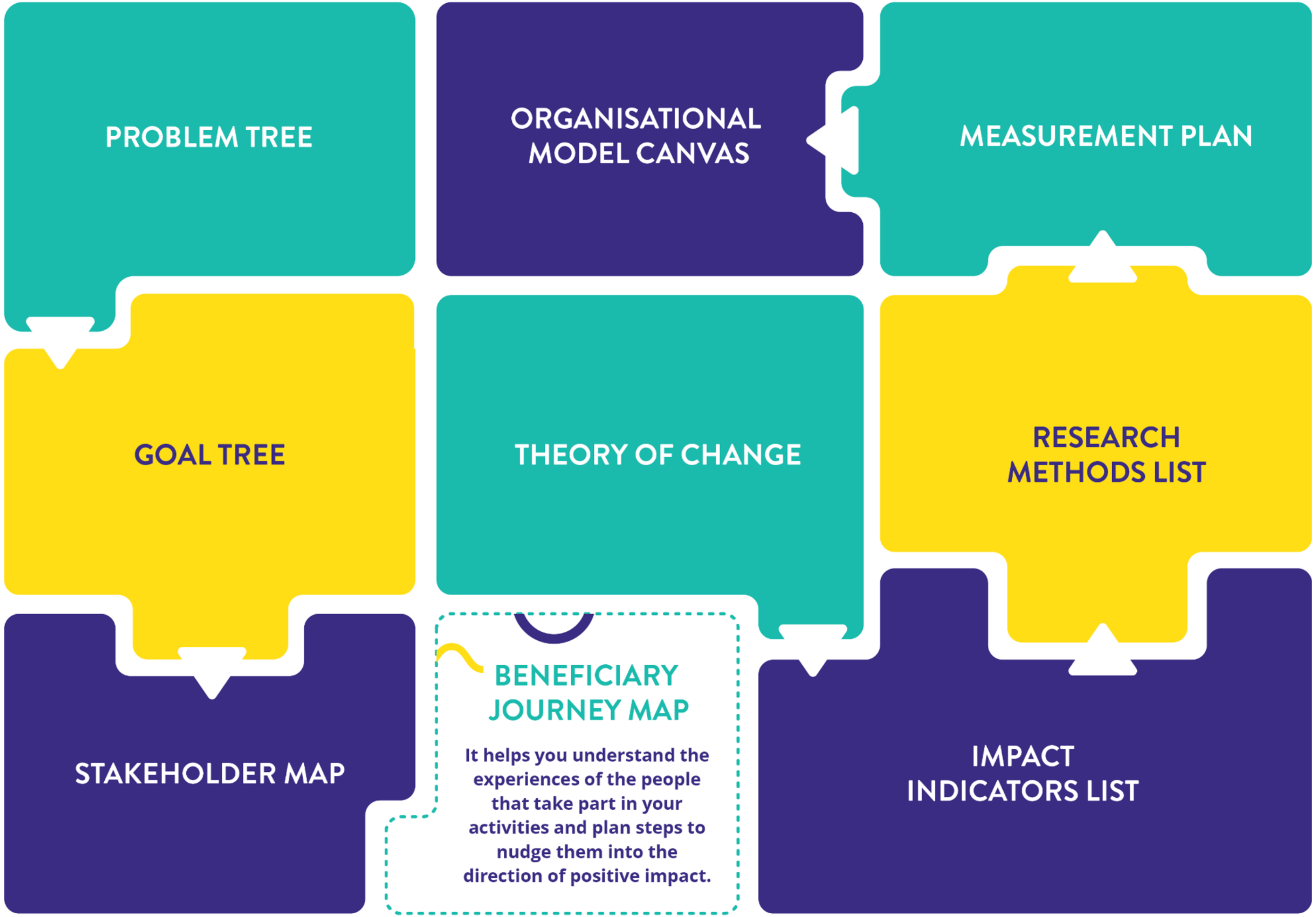
### When to use it?

☑ Before developing your short-term objectives and activities (e.g. after choosing your impact objective and completing the goal tree based on the impact objective).

☑ When you want to make sure that you have identified all the risks and opportunities related to the groups of people and organisations who may have the interest and/or power to influence whether you will achieve your impact objective or not.

Thanks, I get it now!

# Tool 4:
# **beneficiary journey map**


PROBLEM TREE
ORGANISATIONAL MODEL CANVAS
MEASUREMENT PLAN
GOAL TREE
THEORY OF CHANGE
RESEARCH METHODS LIST
STAKEHOLDER MAP
BENEFICIARY JOURNEY MAP
It helps you understand the experiences of the people that take part in your activities and plan steps to nudge them into the direction of positive impact.
IMPACT INDICATORS LIST

**A beneficiary journey map** helps you understand the experiences of the people that take part in your activities and plan steps to nudge them into the direction of positive impact.

## Rūta Žulpaitė

(Geri Norai)

*"The beneficiary journey map is a tool that should be used quite regularly: for understanding your overall target audience, but also while forming, preparing a new project or activity. Because most of the time every project or activity could have slightly different service user specification, so it is crucial to analyse it and modify the activities accordingly. It could also be used as an activity for informal team meetings and team buildings, too."*

# So... what is it?

## *I’m glad you asked!*

To design and optimise impactful activities, **it is necessary to understand the beneficiaries' needs, concerns and experiences**.

**Your beneficiaries are the people who benefit (directly or indirectly) from what you do.**

Usually, **your beneficiaries are the stakeholders that are the most impacted by achieving your impact goal**. In other words - if you achieve your impact goal you will help create positive impacts in their lives.

**A beneficiary journey map is a visual representation of the experiences of the people who take part in the activities** that you organise to achieve your organisation´s impact goal.

The tool is helpful:

- at the beginning of the design process of the solution to achieve your impact goal,
- whenever there is a need to assess and improve the organization's activities by having a look at what the people who are involved in your activities really feel, think and act when coming into contact with you.

## Sounds cool!
## How does the tool look like?

# Beneficiary journey map

From whose perspective will you describe the journey?

| | PHASE 1 | PHASE 2 | PHASE 3 | PHASE 4 | PHASE 5 |
|---|---|---|---|---|---|
| **What are the activities the beneficiary is involved in at each of the phases?** | | | | | |
| **Ideal scenario:** what does the beneficiary experience in each of the phases? | | | | | |
| **Realistic scenario:** what does the beneficiary experience in each of the phases? | | | | | |
| **Worst scenario:** what does the beneficiary experience in each of the phases? | | | | | |
| **What can we do in each of the phases** to avoid worst-case scenarios and enable realistic and even ideal scenarios? | | | | | |

Okay, I like the colors.
But what should I start with?

**1. Choose a group/segment of your beneficiaries that share similar characteristics**, for example, age, gender, interest or socioeconomic status. Then define one typical representative of the group. Be as specific as you can.

In service design, such a typical representative is called a persona. You can read more about creating personas here on this link.

And then fill out the traffic lights?
From left to right?

**Yes.**

**2. Write down the entire process of their interaction with your organization by categorizing it into phases**. From the first moment they hear about you to the last moment they think about you! Take also into account the steps that are not covered by your activities but may highly influence the beneficiary´s experience. The process can be as long or as short as necessary and depends on your organization and chosen stakeholder. The more detailed phases you add, the more insights you will probably have.

**3.** For all phases, write down **the ideal situation** based on the best experiences the beneficiaries can have, **the worst-case scenario** that describes the most typical negative situations, and **the realistic, most optimal scenario** outlining the experiences that most of such types of beneficiaries experience. For all phases, write down the thoughts, emotions, etc. you want your stakeholder to have.

**4.** Then check out the instances when your ideal is different from reality. **Identify actions you can take to move towards your ideal** using the question: “What can we do in each of the phases to avoid worst-case scenarios and enable realistic and even ideal scenarios?”

Could you summarize the instructions one more time?

## *Sure! In a nutshell...*

Think of a group of people that you interact with. Think about an average person from that group. Now put yourself in their shoes and think about what is their experience with you, from start to finish. What does the ideal situation look like? What is the worst-case scenario? What does the realistic scenario look like?

What would you need or like to change about their experiences to achieve more positive impact? In other words - what should you change in your activities to achieve your impact goal better?

# *You can also have variations in its use*

For example, variations in analysis depth.

LIGHT: Write down the keywords based on your (team's) experience, opinions and gut instinct.

MEDIUM: Involve at least some representatives of the beneficiaries to the brainstorm and/or observe neutrally how the process works out in reality (e.g. what happens during the recruitment or at your events),

ADVANCED: Do some more thorough research to understand the journey and experiences of different segments of your beneficiaries, e.g., some more interviews, focus groups and observations as well as surveys.

I think I’m starting to get it now.

Could I see an example just to be sure?

Of course.

Here is an example about a cyberbullying prevention program.

# Beneficiary journey map

Stakeholder group: Cyberbullies

Popular Paul

Paul engages in both physical and cyberbullying to get recognition from his peers.

He has a high status in his class.

| | PHASE 1 | PHASE 2 | PHASE 3 | PHASE 4 | PHASE 5 |
|---|---|---|---|---|---|
| **What are the activities the beneficiary is involved in at each of the phases?** | Introductory meeting with class (15 min) | First game session | Second game session | Engaging with the moral of the game | Concluding meeting |
| **Ideal scenario:** what does the beneficiary experience in each of the phases? | Students are excited to start playing the game<br>Students feel like it's a break from boring school work | "How can I ace this?" | Multiplayer events, so everybody has to participate<br>Varied strategies, missions and tasks | "Is that really how bullying victims feel?"<br>"I will never bully again" | "I should really consider other people's feelings more. Bullying is not cool." |
| **Realistic scenario:** what does the beneficiary experience in each of the phases? | The game will be played during school hours (not after school) | There will be a public leaderboard to incentivize competition<br>The game's graphics and gameplay will be comparable to current popular games | Non-linear story elements, which give more autonomy to the player | The moral of the game is not presented directly. Instead, the game lets the player come to their own conclusions. | Participants sign up for follow-up check-ins to see if the impact of the game is lasting. |
| **Worst scenario:** what does the beneficiary experience in each of the phases? | "Who are they to tell me what to do?"<br>"Will it mean more homework?"<br>"I could not care less." | "The graphics in Call of Duty are much better."<br>"This is boring!" | "This is very repetitive."<br>"I'll secretly browse Tik Toks instead." | "I hate being told what to do."<br>"I am too cool for this game." | "I might lay down bullying for a while, but in two weeks or so, I have forgotten about this."<br>"That was a waste of time." |
| **What can we do in each of the phases** to avoid worst-case scenarios and enable realistic and even ideal scenarios? | Schedule the sessions so that the students play the game during school hours, not after | Find a game with good graphics.<br>If you want to create your own game, hire a good graphic designer. | Choose / create a game which is not repetitive and is sufficiently challenging for your target audience. | Do not explicitly tell the player what the correct action is. Let them come to their own conclusion, or help them do so at the outro session. | Have the option for a follow-up check-in chat to understand the longer-term impacts of the game. |

Okay thanks.

I understand how it works now but I’m still not sure if I should use this for my project or not.

**When and why should I use the tool?**

## *Here's what the tool can help you with*

The beneficiary journey map helps you to understand **the needs and experiences** of the persons you involve in and influence by your activities.

As the tool visualises every step of the beneficiary´s journey, **it nudges you to think very practically about the design of your activities**: what may work well, what can go wrong, what could be improved. When using the tool, it is highly recommended to collect feedback from the users to be sure that we make correct assumptions about their thoughts, feelings and experiences.

The user journey map helps all types of organizations to analyse **how their solutions can have more impact on a very practical level**, e.g. how to reduce drop-out of the participants during their journey. The tool is helpful at the beginning of the design process of any solution and also whenever there is a need to assess and improve the organization's ongoing activities.

# *Here are some more reasons to use it*

## Why to use it?

☑️ Helps you **identify actions you need to take to improve the beneficiary's experience with you** (e.g. to avoid recruiting unsuitable individuals, reduce drop-outs and offer impactful follow-up activities).

By writing down the entire process of how a certain key stakeholder interacts with you, **you will understand better**:

1) What are the parts of the beneficiary journey that currently block the way to your desired results and impact? You can take action to remove these blockers. These can also be the parts that are not be related to your activities but will still influence whether you can have the intended impact on your beneficiary.

2) Which aspects of that process may be positive or negative to the beneficiary? You can take action to prevent negative situations and strengthen positive experiences.

# *And here are some hints about the perfect moments when to use it*

## When to use it?

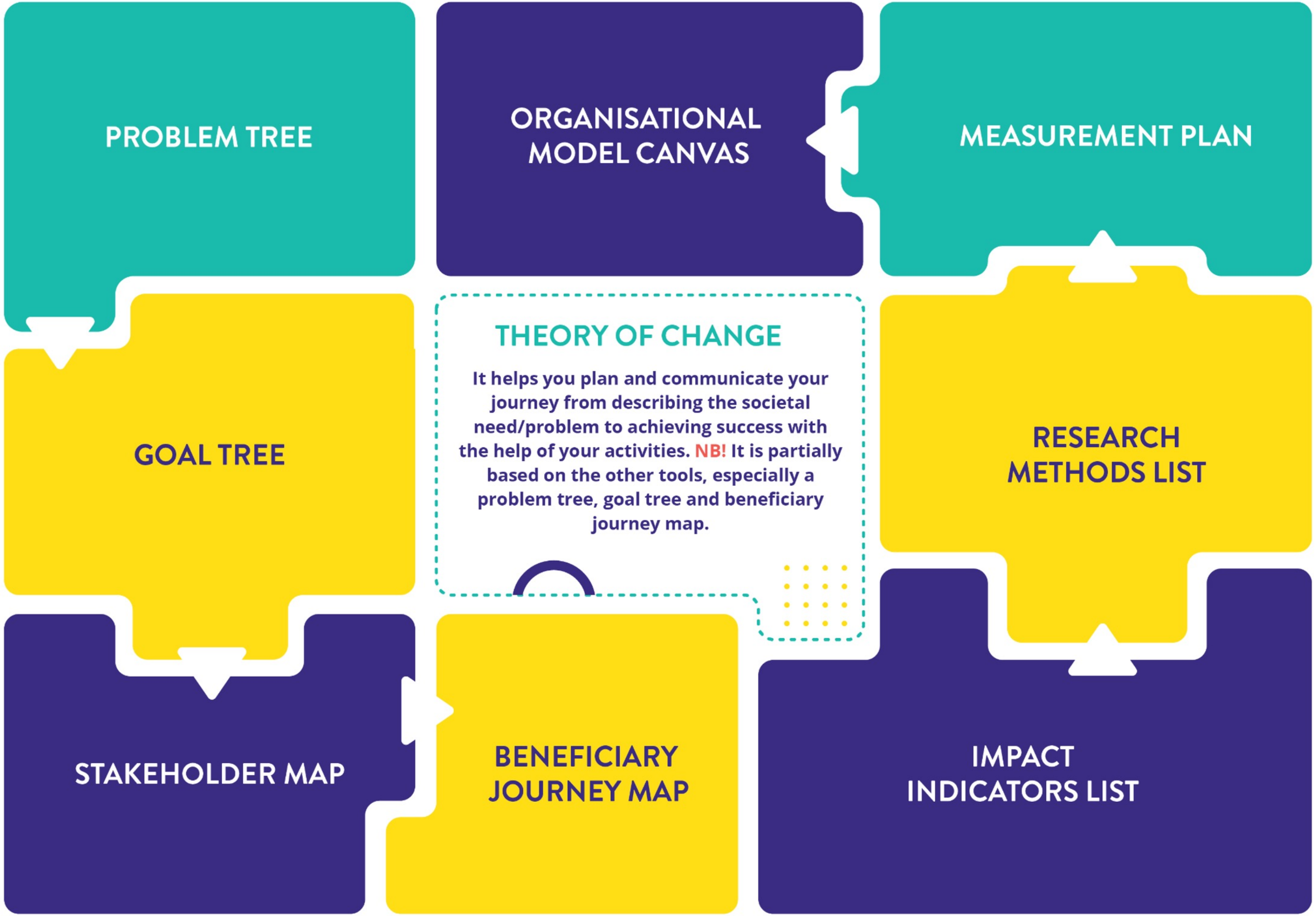
☑️ **When designing your activities** by considering the experiences that you want your beneficiaries to have at each of the contact points that you have with them to:

- enable their positive experiences,
- reduce their risks of having negative experiences.

☑️ Whenever you would like **to analyse and improve your activities** to achieve a bigger impact by understanding and improving the experiences of your beneficiaries who are involved in your activities.

Thanks, I get it now!

# Tool 5:
# **theory of change**


PROBLEM TREE
ORGANISATIONAL MODEL CANVAS
MEASUREMENT PLAN
GOAL TREE
THEORY OF CHANGE
It helps you plan and communicate your journey from describing the societal need/problem to achieving success with the help of your activities. NB! It is partially based on the other tools, especially a problem tree, goal tree and beneficiary journey map.
RESEARCH METHODS LIST
STAKEHOLDER MAP
BENEFICIARY JOURNEY MAP
IMPACT INDICATORS LIST

**A theory of change** helps you plan and communicate your journey from describing the societal need/problem to achieving success with the help of your activities.

**NB!** It is partially based on the other tools, especially problem tree, goal tree and beneficiary journey map.

## Laura Sukaruka

(Kaņepes Kultūras centrs)

*"Theory of change allows you to see the whole picture, what your tasks are, and what is not necessary to do since very often we first do something and then think of how it can be included in our framework. For us, communication is very important, therefore theory of change allows us to see the bigger picture and if all those activities, outcomes correspond to our bigger vision."*

# So… what is it?

# *I'm glad you asked!*

Do you want to understand if your plan to achieve your impact goal really makes sense? Use the **Theory of Change** tool to carefully **map out the steps between the problems you would like to solve and your impact goal you are inspired to achieve**.

Theory of Change can be used by any organization and whenever necessary, but it is most helpful to develop a theory at the beginning of designing your solution. The tool can also be of excellent help when you need to present your organisation briefly yet comprehensively.

The tool is called a *theory* of change because **it helps you create a theory of how you think you will create positive changes with your activities**.

Like any theory, **your theory of change can and must be tested in practice** before you can claim that the theory is true..

Sounds cool!
How does the tool look like?

*There are two versions of it.*

*Here's the first one.*

# Theory of Change

**1. Stakeholder**
Who is our key stakeholder group?

**2. Needs**
The needs related to our key stakeholder group

**3. Impact**
Longer term positive changes that we intend to achieve

**4. Outcomes and Outputs**
Necessary short-term results to achieve our impact

**5. Activities**
Our operational model

**6. Preconditions**
What needs to be in place to ensure our success?

*And here's the second one.*

*It is less simplified and more comprehensive.*

# Theory of change

**Stakeholder group**

**Stakeholder needs**

...will be met because...

**Impact**

What is the long-term change you see as your goal?

**Outcomes**

What are the necessary short-term changes that need to happen to support achiev-ing longer-term change?

**Outputs**

What do you need to get done as a result of your activities (e.g. events, products, campaigns)?

**Activities**

What do you need to do to produce the necessary outputs?

**Inputs**

What resources do you need to organise necessary activities?

...will happen because...

...will happen because...

...will happen because...

...will happen because...

**Preconditions**

What needs to happen or be in place before you can achieve your goals and enable positive changes?

Oof, looks complicated.

Could you walk me through it?

*Sure!*
*This is a quick explanation of your thought process when creating your theory of change.*

Think about your activities.

Now think about your desired impact.

How do your activities lead to your impact?

What are all the steps in between that? Write those steps down according to the guide.

That's your Theory of Change.

## *Let me also explain the difference between these two examples.*

**The first one (6 boxes) is a simpler version.** It's good to use it when you don't have too much time or when you need to prepare a presentation for external stakeholders. It's quite easy to read and understand from an outsider's perspective.

**The second one (7 boxes) is a more thorough version.** It can be better to use this one when you need to plan or analyze more carefully what your organization should do or has done.

You can also choose the level of how deep you want to go based on why you decided to create a theory of change. The more specific and detailed it is, the better.

You can either have **one theory of change for your entire organization or one for each beneficiary group** if you want to make most of the tool. And an average youth organisation has 1-3 beneficiary groups so it may make sense to create 1-3 theories of change too.

All right, I guess that makes sense.

How should I fill them in, though?

## *I'm glad you asked! This is how you should fill in your theory of change.*

1. Fill in the boxes,

- following the numbers in top right corner of each box (6 boxes) or
- according to guiding lines and arrows from left to right (7 boxes).

Make use of all information you have written down with previous tools.

2. Make sure to differentiate between outputs and outcomes. Outputs are the actions or items that lead to outcomes. For example, a clean-looking website is an output, which leads to increased traction, an outcome. Outcomes describe the change you've created (not describing what you did but what happened as a result).

## It makes sense to WRITE your theory of change in this order.

**Stakeholder group:**
Who are we actually trying to help?

**Stakeholder needs:**
What help do they need?

**Long-term change:**
What is the ideal end-result that would satisfy those needs?

**Outcomes:**
What needs to happen to reach that end-result? Who needs to change and how?

**Outputs:**
What is the best way for us to create that change? What do we want to achieve?

**Activities:**
What do we need to do, concretely, to reach those achievements?

**Preconditions:**
What could prevent or stop us from reaching the outcomes by means of our outputs and actions?

## But it should be READ and EXECUTED like this.

**Stakeholder needs**
are the basis for everything (along with your desire to create a positive impact)!

**Preconditions**
need to be in place before taking action. Otherwise, your activities will not lead to achieving your impact goal.

**Activities**
will be executed to achieve outputs.

**Outputs**
will (hopefully) lead to outcomes.

**Outcomes**
will (hopefully) lead to long-term changes.

**Long-term changes**
will (hopefully) be sufficient to satisfy stakeholder needs.

I think I’m starting to get it now.

Could I see an example just to be sure?

Of course.

Here is an example about a cyberbullying prevention program.

# Theory of Change

## 1. Stakeholder
Who is our key stakeholder group?

- At schools where more than 41% (i.e. national average) of students have experienced cyberbullying
- The students who don´t interfere with bullying, although they are not bullies themselves
- Students from 4th grade to 6th grade

## 2. Needs
The needs related to our key stakeholder group

- (Many) bystanders would like to step up against bullying but do not have the courage or skills to do so
- Students who don´t interfere with bullying want to fit in and be perceived as cool

## 5. Activities
Our operational model

- Designing a game that...
  - ... explains cyberbullying, its impacts and frequency
  - ..helps players empathize with the victims
  - ...teaches players how to prevent and stop bullying
- Organising sessions of an educational computer game (so-called "serious game") at schools. The full programme consists of 3 sessions of 45 minutes with the facilitated instructions (intro) and discussion (outro).
- Asking the feedback of participants, measuring impact, improving the game and sessions

## 6. Preconditions
What needs to be in place to ensure our success?

- The resources to create the game (investment into software)
- The program reaches enough students to make a wider difference
- The resources to reach the schools and students (salaries to pay the coordinator, game facilitators)
- Cyberbullying happens in public online environments where others can step up to stop it
- The students want to play the game (because they feel it´s cool!)
- After playing the computer game, students RETAIN information and IMPLEMENT it in real life

## 3. Impact
Longer term positive changes that we intend to achieve

- Victimization instances (how often do people report getting bullied) are less frequent
- Cyberbullying instances are less frequent
- Increased school life satisfaction rates
- Increased school attendance rates

## 4. Outcomes and Outputs
Necessary short-term results to achieve our impact

- 10 schools reached in the first year
- 60% of the schools´ students are reached with the program
- Students increase knowledge and experience on how to stop cyberbullying
- Students are able to summarize the main takeaways from the game after three months
- Increased awareness of the reasons for, impacts of and constructive alternatives to cyberbullying
- Student empathy towards victims is increased
- Students have taken action based on the learning outcomes of the game

# Theory of change

## Stakeholder group

Students from 4th grade to 6th grade

The students who don't interfere with bullying, although they are not bullies themselves

At schools where more than 41% (i.e. national average) of students have experienced cyberbullying

## Stakeholder needs

(Many) bystanders would like to step up against bullying but do not have the courage or skills to do so

Students who don't interfere with bullying want to fit in and be perceived as cool

...will be met because...

## Impact

What is the long-term change you see as your goal?

Cyberbullying instances are less frequent

Increased school attendance rates

Victimization instances (how often do people report getting bullied) are less frequent

Increased school life satisfaction rates

## Outcomes

What are the necessary short-term changes that need to happen to su[...] achieving longer[...]

Students increase knowledge and experience on how to stop cyberbullying

Increased awareness of the reasons for, impacts of and constructive alternatives to cyberbullying

Students' empathy towards victims is increased

Students are able to summarize the main takeaways from the game after three months

Students have taken action based on the learning outcomes of the game

## Outputs

What do you need to get done as a result of your activities (e.g. events, products, campaigns)?

10 schools reached in the first year

60% of the schools´ students are reached with the program

## Activities

What do you need to do to produce the necessary outputs?

Designing a game that...

...teaches players how to prevent and stop bullying

... explains cyberbullying, its impacts and frequency

..helps players empathize with the victims

Organising sessions of an educational computer game (so-called "serious game") at schools. The full programme consists of 3 sessions of 45 minutes with the facilitated instructions (intro) and discussion (outro).

Asking the feedback of participants, measuring impact, improving the game and sessions

## Inputs

What resources do you need to organise necessary activities?

The software of the game (initial investment)

People to facilitate the game sessions

A coordinator who will contact the schools

Budget to pay the salaries to the coordinator and facilitators

...will happen because...

...will happen because...

...will happen because...

...will happen because...

## Preconditions

What needs to happen or be in place before you can achieve your goals and enable positive changes?

The students want to play the game (because they feel it´s cool!)

After participating in the activities we organize, students RETAIN information and IMPLEMENT it in real life

The program reaches enough students to make a wider difference

Cyberbullying happens in public online environments where others can step up to stop it

Okay thanks.

I understand how it works now but I’m still not sure if I should use this for my project or not.

**When and why should I use the tool?**

# *Here's what the tool can help you with*

## Why to use it?

☑ This is the one tool that **covers all the important aspects o**f planning and managing your impact.
☑ To identify **which parts of your work need the most attention** to better manage your impact. For example:

- How clearly have we defined our stakeholder group?
- How well do we understand the needs of our stakeholder group?
- How precisely have we defined the outcomes and impacts we would like to achieve?
- What are the necessary and sufficient activities to move from the stakeholders´ current needs to the positive future?
- Which preconditions need to be in place so that our activities would be successful in creating an impact?

☑ The simpler/shorter version of the tool also **helps you communicate your aims, activities and impact**.

# *And here are some hints about the perfect moments when to use it.*

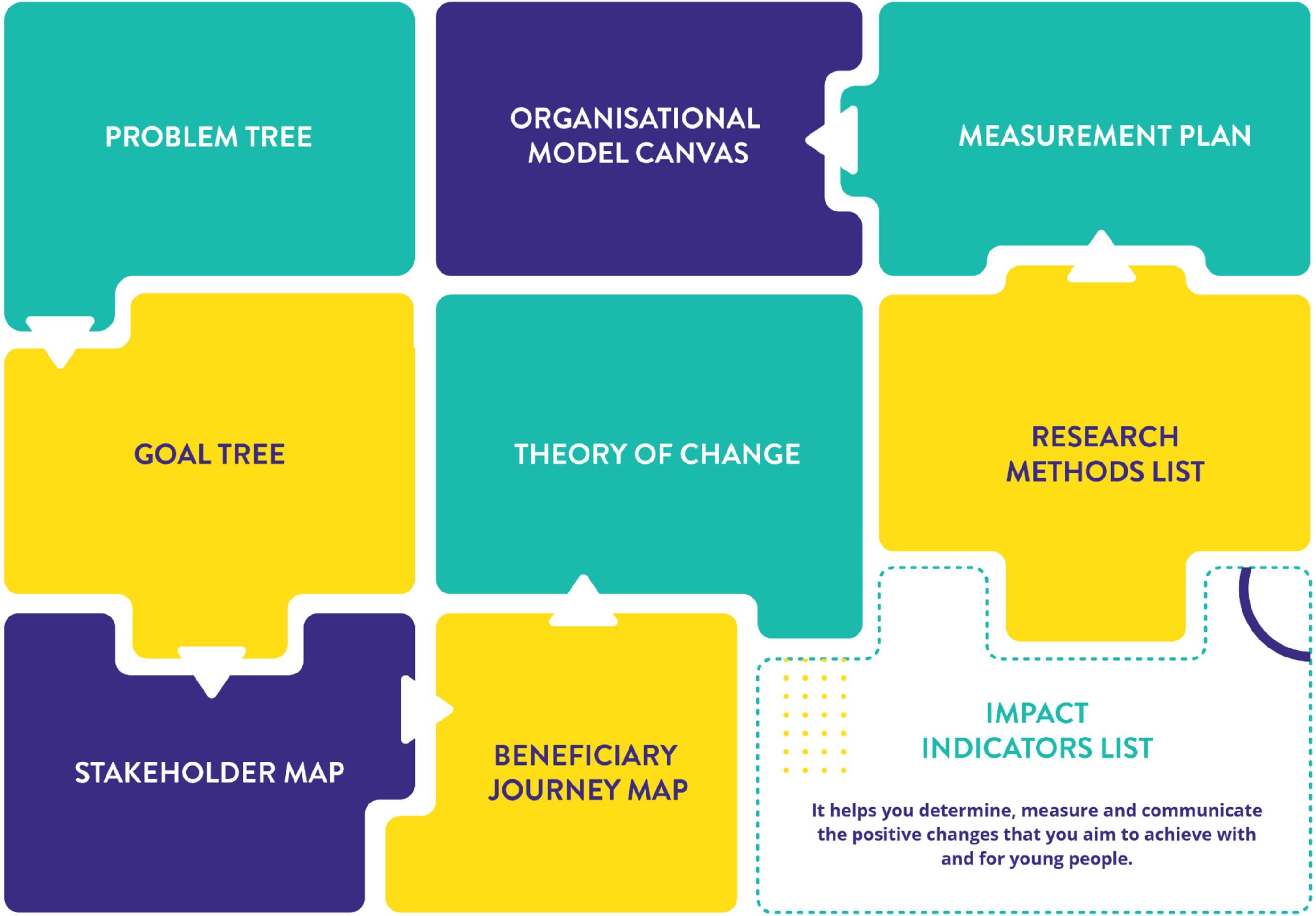
## When to use it?

- To place **the information from the other tools into one place**, e.g. from your problem tree, goal tree and beneficiary journey map.
- If you have new people joining the team, you can use the theory of change **to effectively introduce your organisation** and make sure they understand the “big picture”.
- You can use it to communicate your organisation externally too, including references in project applications.
- It is very useful to **come back to your theory of change with your team once in a while** to be sure whether you are following your strategy, anything has changed or should be changed.

Thanks, I get it now!

Tool 6:

# Impact indicators list


PROBLEM TREE
ORGANISATIONAL MODEL CANVAS
MEASUREMENT PLAN
GOAL TREE
THEORY OF CHANGE
RESEARCH METHODS LIST
STAKEHOLDER MAP
BENEFICIARY JOURNEY MAP
IMPACT INDICATORS LIST
It helps you determine, measure and communicate the positive changes that you aim to achieve with and for young people.

**A list of impact indicators** helps you determine, measure and communicate the positive changes that you aim to achieve with and for young people.

# So… what is it?

# *I’m glad you asked!*

The indicators *indicate* whether you´re contributing to the positive changes in the lives of young people. In other words - the indicators show you whether your organization is moving in the right direction when organising activities that aim to create a positive impact.

Compiling and using a list of indicators is essential if you want to first specifically determine what your organization's impact is about and then collect necessary information accordingly. The list should be created before measuring your impact so that you know what are the indicators that you will collect information about.

The indicators in the following list are about the changes in the lives of youth as this toolbox is mainly meant to help the organisations working with young people. If you´re working in any other field, you can compile your own list of indicators while using this list as an inspiration.

## Sounds cool!
## How does the tool look like?

# Impact indicators list

What are the changes that you hope to contribute to in the lives of young people?

## 1. Examples of SHORT-TERM impacts your organisation might have:

### 1.1. Changes in young people that appear over a short period of time:

- Time and energy use
- The number and the nature of social contacts
- Feeling of belonging
- Knowledge
- Skills / experience
- Attitudes and values
- Behaviour
  - More desirable
  - Less undesirable
- Mobility (domestically, internationally)
- Mental health
- Physical health
- Young people's (physical and digital) environment

### 1.2. Positive changes that may not immediately affect young people themselves

(e.g. the impact of the youth professional association on the development of a field)

### 1.3 Negative changes related to young people, e.g.:

- Giving a young person a negatively perceived participatory experience
- Involving a young person in a less impactful programme compared with an alternative

## 2. The potential LONG-TERM impacts your organisation might have:

### 2.1. Changes in young people that appear over a longer period of time:

- Qualification
- Graduation
- Employment status
- Income
- Civic engagement as adults (e.g. volunteering)

## 3. Something else:

So it’s just a list?
What should I do with it?

## *In a nutshell*

Use the list as a menu or catalogue to choose the indicators that match the best these changes that you would like to contribute to in the lives of young people. Then decide on the exact wording of the chosen indicators. Finally, set your goals and start collecting information according to these indicators.

## *Variations of use*

In the beginning, you may not be able to collect information on whether the youngsters´ situation or behaviour changed. Start with what is possible to collect (e.g. whether the participants think their opportunities will change as a result of attending your programme) and figure out more precise indicators and research methods later on.

# *In more detail*

1. Choose these indicators from the list that describe the best the positive changes you would like to create or negative changes you would like to prevent from happening.

2. Work with each of the chosen indicators to make it more specific to match precisely the changes you would like to achieve and measure. Add the final wordings also to the “Outcomes” and “Impact” sections of your theory of change.

3. Set a measurable goal per each indicator, e.g. what you would like to achieve and by when.

4. Decide on how you will collect information about the progress and results regarding each of the indicators.

None of the indicators there really work for me, though.

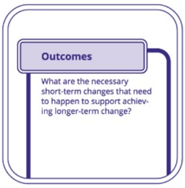
Couldn't I come up with my own?

# How to come up with your own list of indicators?

## To develop new indicators, other templates in this toolbox will be super useful for you, especially:

The upper part of the **Goal tree**


The "Impact" section of the **Theory of change**




The "Outcomes" section of the **Theory of change**

## How do you know that the chosen impact indicator is appropriate?

| What should an appropriate indicator look like? | What does it mean? |
|---|---|
| **BETTER THAN ALTERNATIVES** | The indicator must express the essence of the positive change better than any other indicator. |
| **RELEVANT** | The indicator must measure the factors on which the organisation could, thanks to its activities, have a significant impact. |
| **CLEAR** | The indicator must be unambiguous and understandable for everyone. |
| **MEASUREABLE** | The data for an indicator should be available or possible to collect by using appropriate research methods. |

I think I’m starting to get it now.

Could I see an example just to be sure?

Of course.

Here is an example about a cyberbullying prevention program.

# Impact indicators list

What are the changes that you hope to contribute to in the lives of young people?

## 1. Examples of SHORT-TERM impacts your organisation might have:

### 1.1. Changes in young people that appear over a short period of time:

- Time and energy use
- The number and the nature of social contacts
- Feeling of belonging
- Knowledge
- Skills / experience
- Attitudes and values
- Behaviour
  - More desirable
  - Less undesirable
- Mobility (domestically, internationally)
- Mental health
- Physical health
- Young people's (physical and digital) environment

### 1.2. Positive changes that may not immediately affect young people themselves
(e.g. the impact of the youth professional association on the development of a field)

### 1.3 Negative changes related to young people, e.g.:

- Giving a young person a negatively perceived participatory experience
- Involving a young person in a less impactful programme compared with an alternative

## 2. The potential LONG-TERM impacts your organisation might have:

### 2.1. Changes in young people that appear over a longer period of time:

- Qualification
- Graduation
- Employment status
- Income
- Civic engagement as adults (e.g. volunteering)

## 3. Something else:

# Indicator list

## OUTPUTS

A direct result of your work.

- Number of children who have started participating in the program
- Number of children who have completed the program and participated in all sessions
- Number of schools engaged
- Number of "serious game" sessions
- Number of children who have completed the program but not participated in all sessions

## OUTCOMES

A result of your outputs.

- Awareness of cyberbullying frequency at their school
- Awareness of cyberbullying effects on victims
- Knowledge of how to interfere with cyberbullying

## SHORT-TERM IMPACT

- Empathy towards cyberbullying victims
- Attitude towards cyberbullying
- Values related to cyberbullying
- Changes in communication and behaviour
- Awareness of cyberbullying and it's effects
- Frequency of cyberbullying instances
- Frequency of students stepping up to stop cyberbullying
- Number of students regularly engaged in cyberbullying
- Number of students regularly victimized in cyberspace
- Intensity of negative experiences caused by cyberbullying

## LONG-TERM IMPACT

- Number of missed days at school
- Student performance
- Student's problems regarding mental health
- Wellbeing at school
- Student's problems regarding physical health

Okay thanks.

I understand how it works now but I’m still not sure if I should use this for my project or not.

**When and why should I use the tool?**

# *Why and when should you use it?*

## Why to use it?

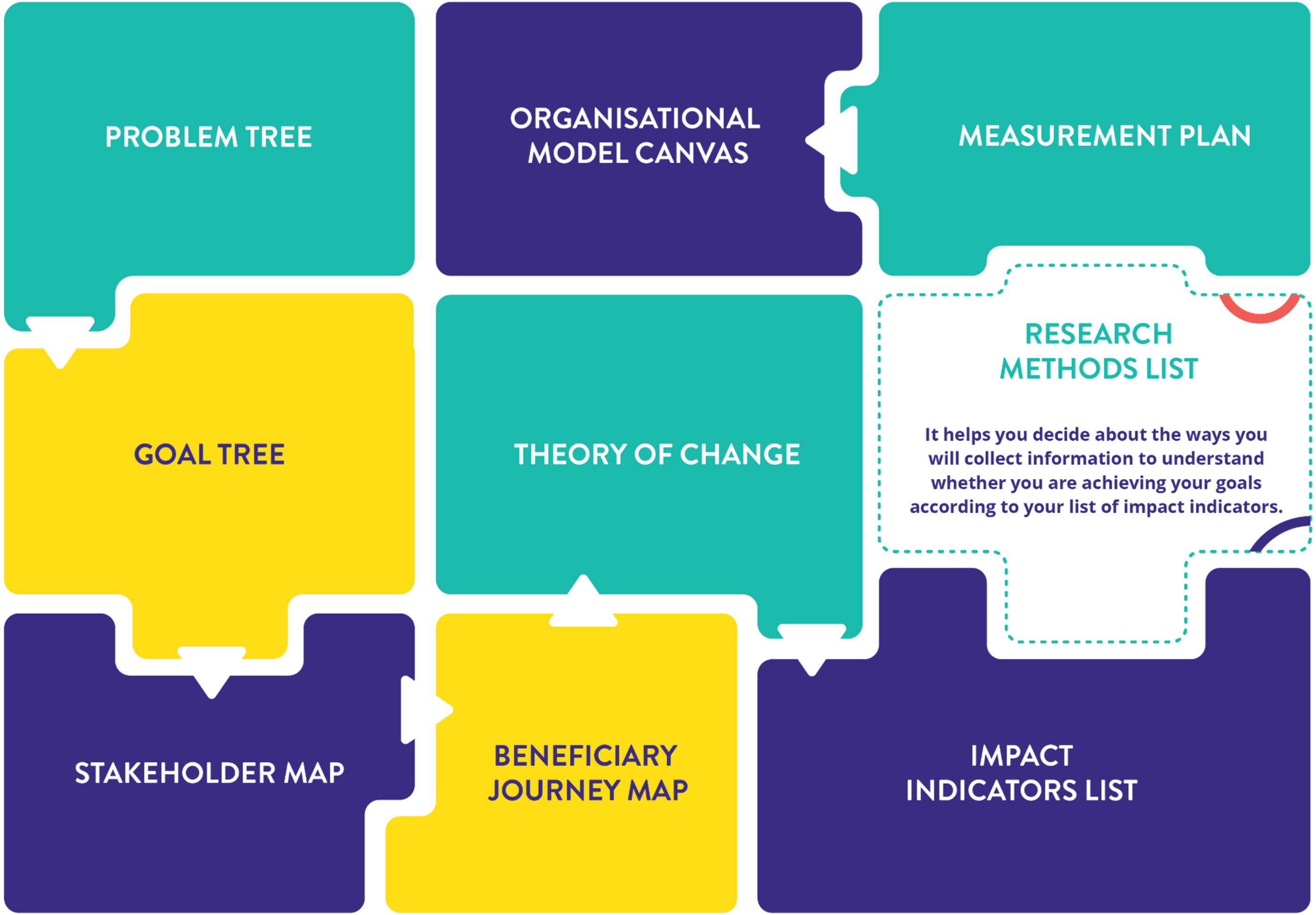
☑ To understand if the project is moving in the right direction and has the desired impact. By comparing your indicator results to your goals you can decide if and what to change.

## When to use it?

☑ After you have decided what are the problems you are inspired to tackle, what you would like to positively change and who are the stakeholders that you will need to influence.
☑ Before you decide how to collect information about the impact of your activities.

Thanks, I get it now!

# Tool 7:
# **research methods list**


PROBLEM TREE
ORGANISATIONAL MODEL CANVAS
MEASUREMENT PLAN
GOAL TREE
THEORY OF CHANGE
RESEARCH METHODS LIST
It helps you decide about the ways you will collect information to understand whether you are achieving your goals according to your list of impact indicators.
STAKEHOLDER MAP
BENEFICIARY JOURNEY MAP
IMPACT INDICATORS LIST

**A list of research methods** helps you decide about the ways you will collect information to understand whether you are achieving your goals according to your list of impact indicators.

# So... what is it?

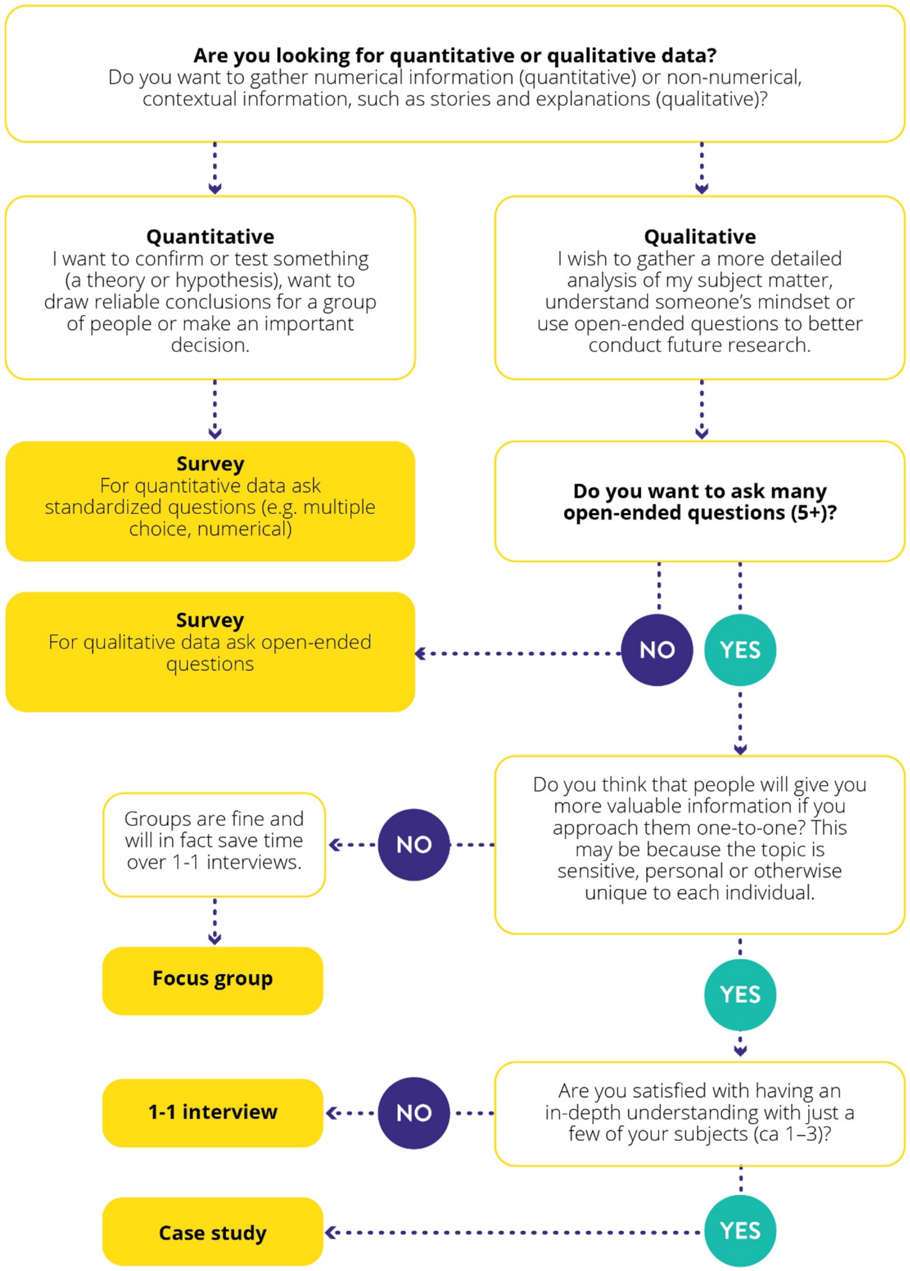
# *I'm glad you asked!*

The research methods list consists of - as its name says - several research methods that you can use to collect information about the impact of your organisation.

On the one hand, you can use this list after you've chosen your impact indicators. Alternatively, you can first do some research to understand better which indicators to choose and only then decide what will be the appropriate methods to collect information according to these indicators.

## Sounds cool!
## How does the tool look like?

# Research methods list



So it's a decision tree?

How exactly should I use this?

# *Yes, it is a decision tree. Here’s how you should use it.*

1. Choose one or multiple research methods to evaluate your project's impact from the list by following the questions on the diagram.

2. Follow the instructions and the checklist about each of the methods to evaluate impact effectively.

If you need additional information on any of the methods, we encourage you to look it up online! Each of the methods has its own peculiarities that you need to know about, for example, conducting a focus group needs a very skilled moderator.

# *Variations of use*

Start from the basics (by doing at least some interviews or a basic survey).

If more resources are available, moving to more advanced options (e.g. planning focus groups or designing a through survey according to the questions that are recommended by the experts).

Great!

**I would still like to know more how to use these tools to manage and measure my impact.**

Could you explain them one by one?

# Sure!

## Individual interviews

They are a perfect method at any stage of your activities. For example, you can talk to young people to gather information:

- about their needs and challenges (to create the problem tree),
- on how they have participated in your activities and what their satisfaction has been (to create the beneficiary journey map),
- whether your activities have helped the youngsters to experience any positive changes in their lives (to understand your impact).

What is important to remember: the interviews always represent a viewpoint of only one individual. Maybe many others had completely different experiences. While it is possible to learn greatly from one single interview, you should never make any claims about your impact based on just one person´s statements.

## Focus groups

They are a perfect method in case you need such kind of information from the people that can be obtained more easily when there is a discussion and experience exchange going on.

For example, you have mapped the problems of your beneficiaries but you would also need more understanding of the root causes of the problems. In that case, a focus group would be an excellent format to discuss the causes with young people or experts. Likewise, you can invite a group of your beneficiaries to discuss the effects that participation in your organisation´s activities has had on them.

What is important to remember: the focus groups need to be handled by a very good moderator who can firmly and politely steer the discussion and avoid any conflicts between the group members. Also, the participants may not be willing to talk about any details of their personal life. To ask about more personal issues, an individual interview is a much more suitable method.

## Case studies

They are a perfect method in case you need to deeply understand the experiences of one individual or a group of individuals or an event that has taken place.

Creating a case study usually requires collecting information from a variety of sources, including electronic files, interviews or even going to a physical site and making observations. The main advantage of a case study is being able to deeply understand and/or communicate one typical or extraordinary aspect of your work. The case studies can be made of "good" as well as "bad" examples.

What is important to remember: when communicating a case study, it is always important to tell whether it represented a typical example of your impact or not. Maybe you had just one successful case and everything else failed. If so, be honest about it.

## Surveys

They are a perfect method in case you need to collect information from a larger number of individuals that you would be able to interview or invite to participate in focus groups. A survey is an especially useful method if you are planning to ask so-called closed questions (e.g. answering yes/no or indicating a number on a scale from 1 to 10).

What is important to remember: any survey needs to be tested first to be sure that the respondents understand the questions the same way that you hoped they would. Also, usually, the surveys give only a limited answer to the question "Why?" as the short answers lack any information about the deeper reasons. To collect more information, you can organise individual interviews or focus groups.

I think I’m starting to get it now.

Could I see an example just to be sure?

Of course.

Here is an example about a cyberbullying prevention program.

# Planning the measurement according to chosen research methods

This measurement plan specifies the relevant indicators and research methods too.

| | Feedback questionnaire | 1-1 interviews |
|---|---|---|
| WHY? | To get numerical data about different indicators | To understand the context behind numerical data<br>Interviews are better than focus groups here because we want to ask personal questions |
| WHAT? | 10 minute online survey | 30 min interview |
| WHEN? | Before the program<br>After the program<br>3 months after<br>6 months after | 3 months after<br>After the program<br>6 months after |
| WHO WILL WE GATHER DATA FROM | Program participants and bullying victims | 20% of students who responded to questionnaires |
| AFTER GATHERING DATA | Compare results before and after the program<br>Identify ways in which the program needs to be improved<br>Summarize the results for internal and external communication<br>If possible - compare results with other similar programs | Summarize results<br>Find reasons behind the numerical data results<br>Find 3-5 cases or quotes to use for impact communication<br>Find things to change with the program |

# Choosing the research methods and planning the measurement

In addition to showing the chosen research methods, the plan shows the indicators and measurement activities too.

| Feedback questionnaire | | 1-1 interviews |
|---|---|---|
| To get numerical data about different indicators | **WHY?** | To understand the context behind numerical data; Interviews are better than focus groups here because we want to ask personal questions |
| 10 minute online survey | **WHAT?** | 30 min interview |
| Before the program; After the program; 3 months after; 6 months after | **WHEN?** | After the program; 3 months after; 6 months after |
| Program participants and bullying victims | **WHO WILL WE GATHER DATA FROM** | 20% of students who responded to questionnaires |
| Compare results before and after the program; Identify ways in which the program needs to be improved; Summarize the results for internal and external communication; If possible - compare results with other similar programs | **AFTER GATHERING DATA** | Summarize results; Find reasons behind the numerical data results; Find 3-5 cases or quotes to use for impact communication; Find things to change with the program |

Okay thanks.

I understand how it works now but I’m still not sure if I should use this for my project or not.

**When and why should I use the tool?**

# *Here's what the tool can help you with*

**Why to use it?**

☑ To collect data to understand your impact.
☑ To find ways to measure your project's impact. The tool also provides suggestions on how to make effective choices with limited resources.

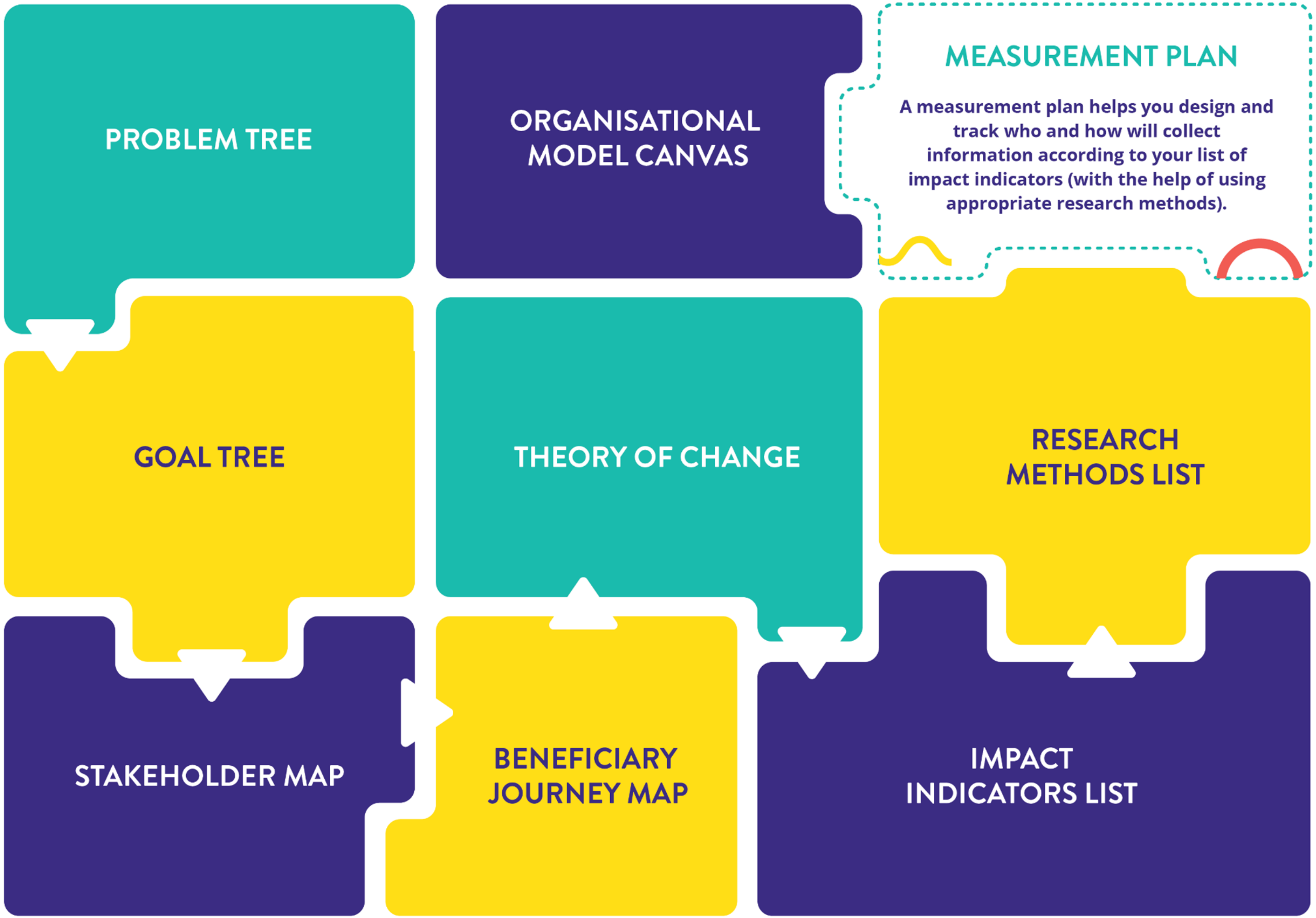
# *And here are some hints about the perfect moments when to use it*

## When to use it?

☑ After you have decided which indicators you would like to use to measure your impact.
☑ Before you start collecting information about your impact.

Thanks, I get it now!

# Tool 8:
# **Measurement plan**



PROBLEM TREE
ORGANISATIONAL MODEL CANVAS
MEASUREMENT PLAN
A measurement plan helps you design and track who and how will collect information according to your list of impact indicators (with the help of using appropriate research methods).
GOAL TREE
THEORY OF CHANGE
RESEARCH METHODS LIST
STAKEHOLDER MAP
BENEFICIARY JOURNEY MAP
IMPACT INDICATORS LIST

**A measurement plan** helps you design and track who and how will collect information according to your list of impact indicators (with the help of using appropriate research methods).

# So… what is it?

# *I'm glad you asked*

The measurement plan helps you keep track of your activities regarding impact measurement.

Essentially a combination of a calendar and checklist, it helps you first decide and then supervise who and how will collect information according to your list of impact indicators

The plan should be created before carrying out any impact measurement-related activities.

Sounds cool!
How does the tool look like?

*There are two interconnected tools:*

*a big picture dashboard and an Excel example.*

# Dashboard / measurement plan

Our impact goal

Indicator

Indicator

Indicator

Indicator

Indicator

From whom and how do we collect information?

From whom and how do we collect information?

From whom and how do we collect information?

From whom and how do we collect information?

From whom and how do we collect information?

# Excel example

| Who's on it? | Time period 1 | Time period 2 | Time period 3 | Time period 4 | Time period 5 | Time period 6 |
|---|---|---|---|---|---|---|
| Person A | | Specific start time | | | Specific end time | |
| Person B | Specific start and end time | | | | | Specific start and end time |
| Person C | | | | | | Specific start and end time |

Okay, that seems a bit complicated…

What’s the difference between these two and how are they connected?

## *I’m glad you asked!*

The measurement plan dashboard should be used to get started on planning. It helps you see a bigger picture, prioritize goals and indicators, decide on research methods.

The Excel example, however, lets you make arrangements based on what you’re planning to measure. You can assign specific tasks to your team members and set deadlines for them.

But how are these two templates connected?

If you don’t yet have a clear idea of why, what, when and by whom impact measurement activities should be carried out, it’s good to use the dashboard first. Then, you can use the input of the dashboard to develop an Excel table for tracking your progress.

Nevertheless, you can use just one of them if you feel like such a choice would be a better fit for your organization.

*Could you explain how to use them?*

# *Of course!*
## *So, in a nutshell, this is what you should do.*

Start with filling in the measurement plan dashboard.

1. Write down your impact goal - this is a goal from the goal tree template that you're going to focus on. You may have more of them, but it's easier to pick one goal at first to keep your focus (and create separate dashboards for other goals if necessary).

2. Think of which aspects of this goal you can (and want to) measure. You can use the impact indicators list template to generate ideas and categorize them. Add them to the dashboard as indicators.

3. For each indicator, add a method of collecting data accordingly. The research methods list can be useful here.

# *And then, go more into detail with the Excel example.*

1. Write down your impact indicators from the dashboard, the research methods corresponding to them (check out the research methods list template for inspiration if necessary). Also, add:

- who and when will do the research;
- who and when will analyse the research results and take action based on the conclusions.

2. You can use whichever project management and time management tools you already have in your organisation. The templates - including this Excel template - just show you what the general structure could be.

3. Follow the plan. If needed, update (e.g. dates) or change (e.g. methods) it.

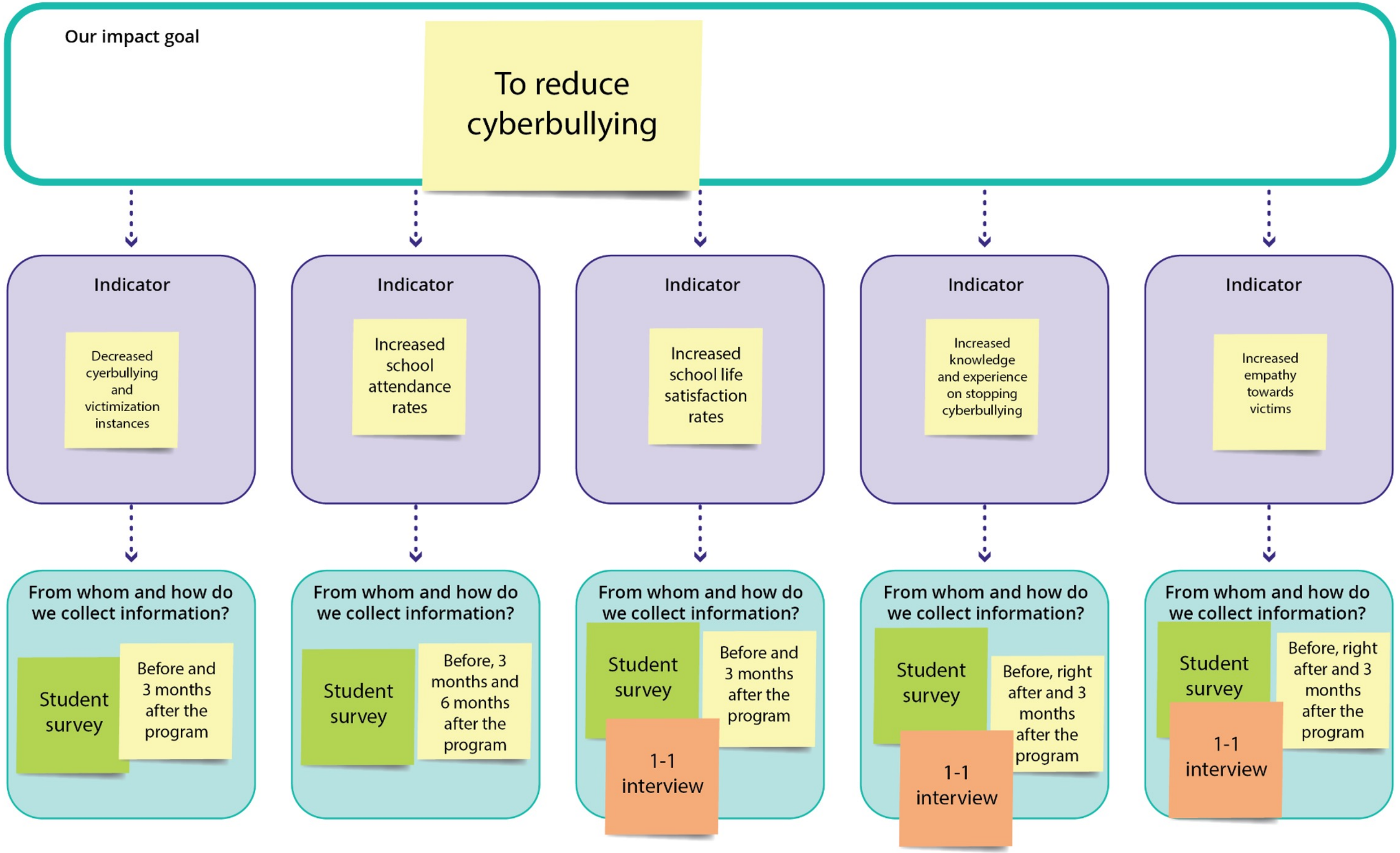
I think I’m starting to get it now.

Could I see an example just to be sure?

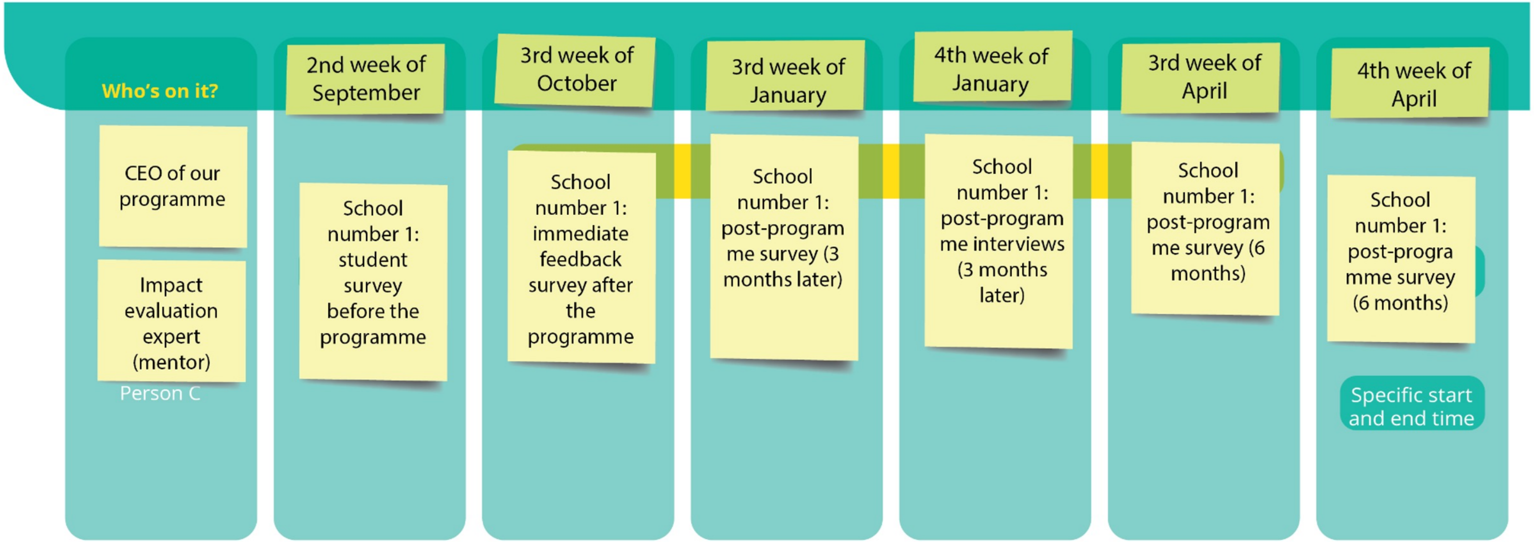
Of course.

Here is an example about a cyberbullying prevention program.

# Dashboard / measurement plan



# Excel example



Okay thanks.

I understand how it works now but I’m still not sure if I should use this for my project or not.

**When and why should I use the tool?**

# *Here's what the tool can help you with*

**Why to use it?**

☑ To plan data collection and analysis according to each of your impact indicators: who will do what by when.

# *And here is some more advice.*

## How to use it?

Integrate planning the measurements with your organisation´s usual planning process. Do not keep it separate because striving for the impact should be the core of your activities.

Use the results, including numbers, stories and insights collected thanks to the measurement process. For example, discuss the findings at your team meetings. And communicate your successes and learnings also to external audiences.

Thanks, I get it now!

# Tool 9:
# **organisational model canvas**


PROBLEM TREE
ORGANISATIONAL MODEL CANVAS
It helps you design and communicate how your organisation will create value for society and attract necessary financial and human resources to keep your work going. NB! It is partially based on all the other tools.
MEASUREMENT PLAN
GOAL TREE
THEORY OF CHANGE
RESEARCH METHODS LIST
STAKEHOLDER MAP
BENEFICIARY JOURNEY MAP
IMPACT INDICATORS LIST

**An organisational model canvas** helps you design and communicate how your organisation will create value for society and attract necessary financial and human resources to keep your work going.

**NB!** It is partially based on all the other tools.

A canvas... I think I’ve heard about it.

It’s a business model canvas, right?

# *Yes and no!*

The business model canvas is a widely used tool for strategic management. Its main purpose is to help develop new business models, as well as document existing ones.

Many canvases have been developed, but Alexander Osterwalder's conceptualization is the most common one. It's a chart that consists of nine cells and helps people understand connections between them: key partners, key activities, key resources, value proposition, customer relationships, channels, customer segments, cost structure, and revenue streams. It helps the entrepreneurs visualize and communicate your business model or explore new ones.

## *You may wonder why you can't use the same tool for your organization.*

A business model canvas is indeed a common tool for businesses. However, it's usually not the best for (youth) organizations or other NGOs. Any business has to generate profit as its most important goal - that's how the for-profit enterprises measure their success. A business model canvas helps them plan how to do what they do even better to generate bigger profits yet.

On the other hand, when you think about youth organizations or social enterprises working with young people, their first aim is to make a change. It can be for their members or the wider society, but money is mostly used as a means, not a goal by itself. Also, organizations' opportunities, capacities, etc. can be quite different from those of for-profit companies, so it wouldn't make sense to use the same approach for both of them.

So… how does the canvas look like for the organisations that create positive impact?

## *I'm glad you asked!*

The organisational canvas is **a concise model of your organisation**! It helps you to see for yourself and show to others what and how you would like to achieve the goals of your organisation. It combines information from all the previous tools with the facts about your organisation's finances and partnerships.

Importantly, the organisational canvas helps you to analyse separately your beneficiaries as well as the stakeholders who provide you with resources to achieve your impact goals. After filling in the canvas you can see clearly your strengths and weaknesses in terms of management and content work of your organisation.

Sounds cool!
How does the tool look like?

# Organisational model canvas

## "THE BIG PICTURE": What is our organisational model to create positive changes?

| 1. Stakeholders | 2. Needs/problems | 3. Solution | 4. Path to target groups |
|---|---|---|---|
| | | | |
| **5. Indicators of success** | **6. Partners and resources** | **7. Costs** | **8. Sources of income** |
| | | | |

Umm… what are the heart and tools pictograms about?

# Organisational model canvas

**If a cell is marked by a heart, please write there relevant information about your beneficiaries.**

Your beneficiaries are people who benefit from what you do. For example: young people who participate in the programs that you organise, or your organisation´s members.

**If a cell is marked by a tools, please write there relevant information about your resource providers.**

Your resource providers are people who give you money, time or material goods so that you can run your activities for your beneficiaries. For example: funders, volunteers, sponsors.

Okay, so what exactly should be written in these cells?

# Organisational model canvas

## "THE BIG PICTURE": What is our organisational model to create positive changes?

| 1. Stakeholders | 2. Needs/problems | 3. Solution | 4. Path to target groups |
|---|---|---|---|
| Whose needs do you solve? Who are the beneficiaries of your activities? | From the perspective of the beneficiaries: what kind of need(s) does your solution help to solve? Why are they willing to participate? | Describe the concept of the solution for the beneficiaries in the community. Which main elements and activities does the solution involve? | Which channels do you use to reach the beneficiaries? |
| Who provides resources for you to implement your solution? | From the perspective of resource providers: what kind of need(s) does your solution help to solve? Why are they willing to contribute? | Describe how you involve and interact with the resource providers. E.g. writing project applications, managing a volunteer program, selling services. | Which channels do you use to reach the resource providers? |

# Organisational model canvas

## "THE BIG PICTURE": What is our organisational model to create positive changes?

| 5. Indicators of success | 6. Partners and resources | 7. Costs | 8. Sources of income |
|---|---|---|---|
| Which indicators do you have to follow to understand that your solution has the desired positive impact on the beneficiaries?<br><br>Which indicators do you have to follow to understand that your relationships with the resource providers are successful? | Which partnerships and resources (finances, know-how) do you need to offer your solution to the beneficiaries? | What are the main costs to sustain the annual imple-mentation of the solution? | What are the sources of income to cover the costs concerning offering the solution to the beneficiaries? |

# Organisational model canvas

## "THE BIG PICTURE": **What is our organisational model to create positive changes?**

| 1. Stakeholders | 2. Needs/problems | 3. Solution | 4. Path to target groups |
|---|---|---|---|
| | | | |
| **5. Indicators of success** | **6. Partners and resources** | **7. Costs** | **8. Sources of income** |
| | | | |

Write information about beneficiaries

Write information about resource providers

Could you give some more advice on how to use this?

## *Of course.*
## *The detailed instructions are as follows.*

1. Fill in the information about all the cells either the way they are at the moment (if your organisation already exists) or how you imagine your organisation is in the future (if you're in the process of establishing a new initiative).

2. Start analysing the situation (if your organisation already exists) or testing the assumptions whether the reality would really look like this (if you're in the process of establishing a new initiative).

**NB!** Feel free to make adjustments to the tool when necessary.

# *Variations of use*

Variations in the level of preparations.

LIGHT: Fill in the information according to your and your team's knowledge.

MEDIUM to ADVANCED: As a preparatory work, use all the analytical tools related to the impact dimension (problem tree, goal tree, etc. leading to the Theory of Change) and other documents that your organization uses to run its activities (e.g. a communication plan).

I think I’m starting to get it now.

Could I see an example about an organization and their chosen methods just to be sure?

Of course.

Here is an example about a cyberbullying prevention program.

# Organisational model canvas

## "THE BIG PICTURE": What is our organisational model to create positive changes?

### 1. Stakeholders

Bystanders

Bullies

Studying at schools where bullying (online and in real life) instances are above the national average (41% have experienced bullying)

Students Grades 4th to 6th

School headmasters. They will ultimately approve / disapprove using our program

### 2. Needs/problems

(Some) bystanders want to step up against bullying but do not have the courage or skills to do so

Bullies want to fit in and be perceived as cool

Parents and the broader society want to reduce cyberbullying

Government want to improve grades and increase attendance

People want to donate to impactful and trustworthy organizations

### 3. Solution

Playing an educational computer game ("serious game") for 3 sessions of 45 minutes

The game increases awareness of cyberbullying

The game teaches techniques on how to stop cyberbullying

The game shows the damaging effects of cyberbullying

Measure and communicate your impact in terms of:

Number of cyberbullying instances

School performance and attendance

Build a trustworthy image of the program and our organization

Become partners with relevant government institutions

### 4. Path to target groups

1x initial contact with headmaster

1-3x contact explaining our intervention to headmaster / other school staff

Each school has its own contact person on our end

Lobbying

Participating in a Ministry of Education working group

Project grants

Public donation campaign

Media appearances

Build a presence on social media platforms

### 5. Indicators of success

Cyberbullying instances are less frequent

Increased school attendance rates

Increased knowledge and experience on stopping cyberbullying

Increased awareness of how often cyberbullying happens in their school

Increased empathy towards victims

Victimization instances (how often do people report getting bullied) are less frequent

Increased school life satisfaction rates

Information from the game is retained for 3 months+ and students take action based on that information

60% of students are reached with the programs

Amount of funding

Number of cases where we are approached through word of mouth

### 6. Partners and resources

Website developer - to create and maintain our website

Game development team

Bullying psychology expert - as a mentor

Impact evaluation expert - as a mentor

Statistics on which schools have the most bullying instances

### 7. Costs

Wages for 3 part-time employees to contact schools and run the game sessions 800€ / month

Game development

Psychology expert advice (100 € / hour)

Could be irrelevant if we find an existing game

Website development (200 €)

### 8. Sources of income

Ministry of Education

Crowdfunding

Donations

Write information about beneficiaries

Write information about resource providers

Okay thanks.

I understand how it works now but I’m still not sure if I should use this for my project or not.

**When and why should I use the tool?**

## *Why can it be super useful?*

The organisational canvas is **a concise model of your organisation** showing the link between your impact, activities and needed resources! It helps you to see for yourself and show to others who you are and if you are moving in the right direction. **The short, detailed and visual overview of your organization** is helpful to understand what your aims are, who the stakeholders are, what your value proposition is, where your resources come from, etc.

When you fill in the canvas before starting a new organization, you can use it to clearly map out what the organization will do and what it will need. If your organization is already established, **the canvas is useful for analysing and improving the management** of the organisation, helping to point out strengths, weaknesses and opportunities. You can create the canvas from scratch or by using information from other tools.

Have you ever found it difficult to give a clear and brief overview of your organisation to other people (e.g. new team members, funders or even your friends)? The canvas **can also be a wonderfully useful communication tool**, showing everything that's important about your organisation on one page.

# *Why and when should you use it?*

## Why to use it?

☑ To find out whether the way you're combining or planning to combine all the activities makes sense.
☑To find out what are the essential components of your organisation to keep, improve or change.
☑ To help you explain the work of your organisation to others.

## When to use it?

☑ If you´re planning to establish a new organisation, the canvas will help you to realistically imagine what would be needed to run the activities successfully.
☑ If your organisation already exists, you can first fill in the canvas according to you current situation and then use it as a tool to start improving your activities and impact (or communicating these clearly and briefly to others).

Thanks, I get it now!

# Terminology

# Terminology 1

**Activity** = what you practically do at your organisation to achieve the impact goal. Organising the activities does not automatically mean that you are creating any impact

**Assumption** = something you believe to be true but needs to be tested in real life

**Beneficiaries** = people who benefit (directly or indirectly) from what you do

**Consequences** = what happens because of the problems / unwanted situation

**Core problem** = the most important issue you're trying to solve

**Desired impact** = what do you wish to change for your stakeholders (see also "impact goal")

**Expert opinion** = what somebody with an appropriate expertise or previous experience thinks about a subject

**Financial conditions** = a person's monetary status, material well-being

**Focus group** = a group of people (size can vary, about 5-8 at a time is usually optimal) to represent and express your stakeholders´ viewpoints and experience

**Goal** = something you want to achieve

**Impact**= is any effect of our activities on an individual or group or natural environment

**Impact assessment** = the process of measuring and analyzing your impact

# Terminology 2

**Impact goal** = what is the positive change you want to create

**Indicator** = a metric to measure your impact

**Influence** = effect, impact (see also: impact)

**Interaction** = an occasion when you communicate with your stakeholders in some way (or one of you reacts to the other)

**Interest** = describes people who are involved with your activities are considered "interested"

**Interview** = asking questions (usually face-to-face) from one stakeholder group member or a group representing them

**Long-term goal** = the change you want to see in a few years' time

**Communication reach** = how many people from which groups does your communication activity reach, which are the most effective mediums, campaigns etc.

**Measurement** = the act of measuring

**Mission** = something big you want to achieve / get done

**Observation** = a qualitative impact measuring technique where an external party is watching an activity you organize

# Terminology 3

**Optimizing** = making something (e.g. different processes, approaches) easier, faster and/or more sustainable

**Outcome** = describes what changed thanks to what you did

**Output** = describes something that you did (without saying whether it changed anything or not)

**Political conditions** = a person's situation concerning politics, e.g worldview, values, opinion on topical subjects, etc.

**Preconditions** = things that need to be in place before you can start working on your goals (e.g. resources, attitudes, etc.)

**Psychological conditions** = a person's mental well-being/issues

**Qualitative** = measurable by quality (not quantity)

**Quantitative** = measurable by numbers

**Representative** = a person from your stakeholder group who can give their opinion about something

**Research method** = a clearly organized way of gathering qualitative or quantitative data and analyzing it

**Scope** = how far your organization/project realistically reaches

# Terminology 4

**Segments** = part of a bigger group

**Stakeholder** = a group of people you are working with or working for, who are directly affected by your activities

**Strategic objectives** = boundaries which help to focus your organization's focus

**Strategy** = systematic plan to achieve something big

**Survey/questionnaire** = a set of questions with a specific goal (e.g to measure your impact on your stakeholders or get feedback from them to improve what you do)

**Systematic review and meta-analysis articles** = (scientific) texts which give their opinion about other articles/programs/approaches

**User experience** = what a user journey is like (e.g. a user's emotions, reactions)

**User journey** = what does your stakeholders do since their first contact with you until they don't (directly) interact with them in any way

**Value proposition** = something you want to achieve, the way you want to change/impact someone's life or well-being

**Vision** = the ideal situation you'd like to have (a vision is usually wider and more general than a mission)