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

Part I

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WEAVING A COLLABORATIVE CITY

This article constitutes a basis for many collective training sessions of the Remix transfer network. It is based on three consecutive approaches tolocal development:

1. **Socially responsible territories** relying on a very strong empowerment of residents, intermediaries, and a sharing of power of decision makers,

2. **Permanent creative diagnosis**, which reinforces the creative role of residents and allows the knowledge, about the needs and situation of inhabitants to continually evolve

3. **Impact management**, which should allow us in our cities to take decisions right at the edge of reality.

Admission[1]:

Amnesty International, an international non-governmental organization working for human rights, published its report for 2015, in which it criticized Europe sharply. According to AI, it did not rise to the challenge and it did not meet the challenge of the inflow of migrants from Africa or the Middle East. Such an assessment may indicate that as a continent we are not as socially responsible as we would imagine.

Europe has been developing and consolidating for several hundred years, basing on the principles of freedom, brotherhood and equality (French Revolution). It has come a long way to reach the existing democratic systems. As everyone knows, it was not without difficulties. Today, however, the time has come when we should take territorial responsibility very seriously and act at a time when the populations flee in the face of the war or look for a better life. Europe must realise that it should not give in to the wealthiest of the planet (8 persons own the equivalent of half of the planets wealth) but try to guarantee the wellbeing of the greatest number.

Why are these words, even for the author, difficult to pronounce? Because in a sense, we have lost control of our planet.

We will not regain control due to the efforts of rulers, more or less democratic, but thanks to "ordinary" people who at some point will have to work for the planet, hence for themselves, thus becoming more and more responsible at the local level (micro and mezzo).

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1 Authors note: This article is based on many texts previously written for the REVES association, as well as for the social economy support structure OWES Dobra Robota in Gdansk.

1. Socially responsible territory

To be able to act one should concentrate more on mezzo activities, i.e. at the level of regions and cities, or micro, i.e. at the level of districts or small towns. In both cases, one can definitely feel that in a sense they are obliged to act together and to maintain (neighbourly) relations with those who want to cooperate.

Improving the quality of life in local societies is more than ever in the hands of those who live there, who want to live there and intend to stay. Their knowledge of a given local territory (resources, potentials and values) and its inhabitants (their abilities, competencies and uniqueness) is a wealth on which a "better future" should be built with the participation of these people and not for them (the basis of the empowerment process).

Building a common, better future is a challenge for all levels of our societies and should not be left solely to those who rule, because they are in a role that makes it impossible in part to end the deadlock in which the planet, states and even regions and cities find themselves. One of the concepts that helps a lot in looking for these paths is social responsibility for the territory.

"Local authorities strive towards a socially responsible area if they implement all policies in a coherent and cross-cutting way, by creating a model of sustainable development that positively influences the economic, social, cultural and environmental balance. Act locally, think globally, think globally, act locally.

This model works in the present, with a view to the future, about how to protect it, in accordance with the principles of good governance and taking care of the quality of life. Local authorities striving to create a socially responsible territory must offer a quality of life suitable for everyone, including their own employees."[2]

The key elements of such a process are:

❖ **Participatory processes** of good governance (governance),
❖ **Solidarity** of the territory,
❖ **Multi-generational** approach
❖ Strengthening the awareness of local actors about the need to take **a globally responsible stand point.**

A socially responsible territory must offer a quality of life that is acceptable to everyone, including the local government. It is therefore a global process based on participation and fully entering the domain of good management. There is hope that it will be possible to create a process that goes towards progress, which will be long-term, both for the local government level as well as all its partners and, what is more, will be sustainable.

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[2] Based on work done by REVES (Réseau Européenne de Villes et Régions pour l'Économie Social), whose member are local or regional authorities and social economy structures.

The basic idea is that the actors of a given territory, develop their own strategic thinking based on the given territory and its specificity. It is they who have not only a jointly developed language, but also working methods and tools that will take into account all the dimensions of a given territory, and their synthesis which can fit into common principles. This will allow the construction of a local strategy, strengthened by the cooperation dimension of the working groups. It is worth mentioning that this process constantly expands and involves more and more employees, volunteers, politicians, residents and other partners. As you can see in the diagram below, the method is centred on the participation of the population (all dimensions).

It starts with the analysis of the context and then the elaboration of common principles3. This second element is extremely important, because it constitutes the moment of language sharing and common awareness of what is really important. These principles allow you to reach the third stage, that is, measuring the difference between what the group wants (principles) and what exists (diagnosis), which allows you to program or re-program strategies and actions.

(Re) programing

Analysis of the context

Participation of inhabitants

Creating common values

Measuring
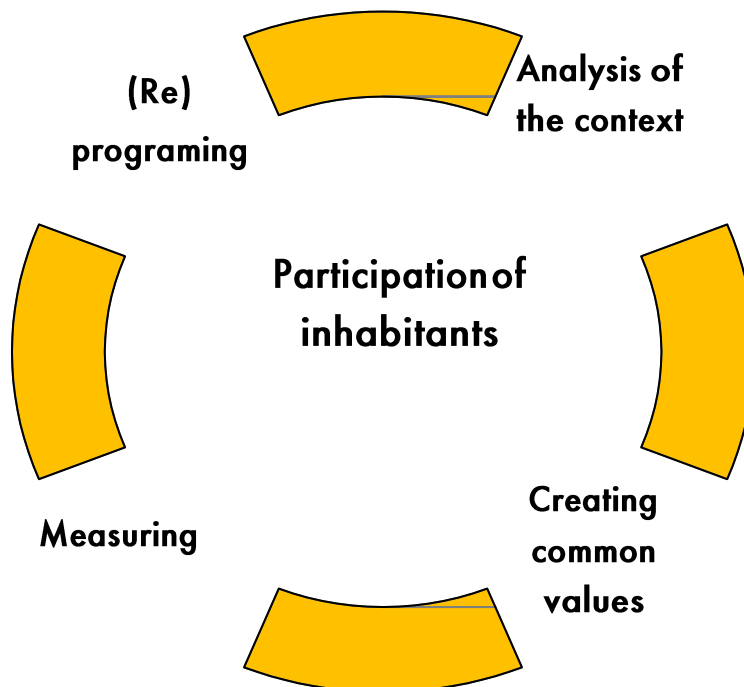
Participatory method:

In the first experiment of the method, it was decided to work out in a participative manner, what is most important for the given territories and how it can be determined. The method mixed the study of examples with brainstorming sessions organized in such a way that everyone's statements could be taken into

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3 Principles: similar to values, but a little more practical, as they have to be co-constructed by a given group, on a given subject at a given time. The "social glue" which this process produces is very strong. The process however requires time – at least 2 three-hour sessions to cover the main principles, give them an order of priority and then try to use them to confront reality with what is wished through the principles for the future, thereby provoking the planning or (re)planning.

consideration[4]. The areas that most interested the group members (local politicians and high ranking civil servants) were jointly established:

- ❖ Economic policy
- ❖ Social justice policy,
- ❖ Environmental management and territorial management policy,
- ❖ Consumption, purchasing and financial policy,
- ❖ Territorial governance and citizenship,
- ❖ Health,
- ❖ Housing,
- ❖ Culture,
- ❖ Transport.

There were many more areas, but the participants, wanting to have a practical tool, forced themselves to limit the areas and think in the most pragmatic way. In the second stage5 of the process, the same methodology developed 13 basic principles that seemed most important to the participants and constituted the key to creating a common territorial policy:

- ❖ Transversality
- ❖ Caution and protection
- ❖ Subsidiarity
- ❖ Partnership
- ❖ Participation
- ❖ Knowledge
- ❖ Social cohesion
- ❖ Spatial equality
- ❖ Continuity
- ❖ Economic responsibility
- ❖ Quality
- ❖ Time
- ❖ Information

Although these criteria turned out to be authentic for this group of people at the time the topics were discussed, they are not, as experience indicates, universal principles which fit every situation and every moment. It turned out in later attempts, that every group of people who think about the future of their territory must determine its most important values at a given moment in a given domain.

Useful hypothetical principles:

However, it is worth presenting here how an attempt was made to apply these principles to local strategic planning aimed at counteracting social exclusion (Spears from Open University)6 by using social economy structures as a basis to do so. This enables city authorities and social economy actors to flexibly develop strategies tailored to the specificity of their communities, their groups and excluded individuals - in accordance with the Open Method of Coordination.

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4 The "principles" method is time consuming, but allows the whole group to hear everyone's opinion about every concept and to relate to it, on the basis of dialogue, free from "be ing right".

5 ESCA A guide for a local & strategic partnership approach to social integration REVES for the UE in the programme Exchange for inclusion – enhancing a common approach (2006).

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It also provides a systematic base facilitating the exchange of experience between local and national actors within the EU. Below is a description of the principles set out and worked on in a given project, the synthesis of which was carried out by Prof. Spears, with comments relating each element to the logic of Remix.

Transversality

Transversality involves integration across different levels, bringing in diverse actors in a variety of governance structures. Municipalities can draw on the strengths of social economy organisations, which are very familiar with multi-stakeholder structures and team-working, designed to originate and deliver inclusive policies and programmes. In addition, social economy structures are adapted to the specificities of their local community contexts, in terms of their relation to civil society, the state, and their disadvantaged groups and individuals. This is one of the key ways that diversity of needs can be recognized and met.

Transversality in Remix: it involves all the city departments which have anything to do with regeneration, and outside partners, permitting a holistic approach to the resident, taking into consideration all the different aspects of her/his case in a coherent manner.

Caution and Prevention

A central feature of current EC policies against social exclusion is the requirement of prudent measures to avoid risk. An inescapable part of any precautionary system must involve the state establishing networks of (social economy) organisations that are in touch with those at risk and voice their needs through their long-established experience of advocacy.

Caution and Prevention in Remix: the initial role of caution and prevention is deposited with the hosts and lighthouse keepers in Lodz. They have to learn to speak in the name of those at risk, but they must equip the residents with the capacities to speak and act for themselves.

Subsidiarity

Vertical subsidiarity involves the determination of appropriate responsibilities at different levels, both within public administration and beyond, through contracts to social economy organisations close to the grass roots. In terms of horizontal subsidiarity, partnerships between municipalities and social economy organisations must recognise and build upon functional specificities/advantages, so that the integration of specialists in the provision of general interest services operates most effectively. It is only in this way that the multiple disadvantages of social exclusion can be coherently addressed.

Subsidiarity in Remix: the empowerment of mediators and other interested parties must include the "common sense" autonomy of taking the 'reasonable' decisions at the level of face to face contacts with the residents. This implies, of course, added confidence of the system, of superiors and a participative management, which will support a priori, all decisions taken in the name of the city. Unfortunate decisions will be subsequently corrected with a maximum attention being paid to maintaining the good reputation of the mediators at all costs.

URBAN REGENERATION MIX

URBACT
Driving change for better cities

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Partnership

Building single and multiple (networked) partnerships to combat social exclusion requires the collaboration of organisations in the general interest. The non-profit and self-help orientation of organisations within the social economy establishes an essential basis for collaboration. And for much of the social economy collaboration or inter-co-operation forms a key part of their experience and their raison d'être.

Partnership in Remix: 'all hands on deck' symbolises that in the situation of regenerated areas, there is a strong need for the collaboration of all the structures and departments involved in a given area. This partnership cannot be limited to lip service and shallow relationships and has to overcome the "silos" phenomenon, by direct political support and by a system of logical analysis of what works in an efficient manner and what does not. Impact measurement and management would be of the utmost utility in this area.

Participation

This is a central feature of social economy organisations, and it plays a vital role in the creation of a well- functioning civil society. For most people it is in social economy organisations where they learn about the different modes of participation – information, consultation, concertation, and co-operation. And it is where they learn about the fabric of civil society. And as the bedrock of democracy it is a central reason why the social economy is promoted throughout the democratic world.

Participation in Remix: the regeneration of all our areas will not happen in a sustainable way if the residents are not motivated to keep up the improved conditions in which they live. Therefore, their participation is vital. In social economy structures participation, as they are "at work" is easier to attain. In an area, where residents meet more rarely and their relations are less intensive participation is all about finding the right motivation and nurturing it in the right direction. Of course, social economy structures which could be created would be of essential help in this area.

Knowledge

Knowledge and its key component know-how are central to effective and efficient action. The task is on the one hand, developing objective knowledge to properly target effort, and this requires the working together of organisations (social economy) close to the field, alongside organisations (the state) with the capacity for processing and analysing qualitative and quantitative information. And on the other hand, knowledge is ephemeral, hot; it is embedded or tacitly held in people and networks close to the field; exploiting this kind of knowledge requires know-how in working with the community, with users – skills unique to the social economy.

Knowledge in Remix: mediation in Remix must allow us all to use the gained knowledge and apply it to the empowerment of each and every resident. This requires us to recognise the knowledge and know-how of every person, in order to be able to link it in to community work, where mediators and organisations can achieve so much, if enough space and time is given to residents. The challenge of appropriate competences of mediators is central.

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Social cohesion

Moving beyond lobbying to achieve a balance between interest groups is no easy matter, but a "sine qua non" of such an aim is the development of trust. And the networks of trust and reciprocity that create social capital are possibly the most important ways of achieving this. As argued in numerous theoretical and empirical studies social economy organisations are vital for generating social capital. Bonding social capital within a social economy organisation is critical for integration, whilst bridging social capital between organisations (including with the state) would be critical for developing a climate of trust where social cohesion could become established.

Social cohesion in Remix: not only social economy structures, but mediators at all levels can be the creators and stimulators of trust (bonding and bridging social capital). Mediators are not only those in direct contact with the residents, but also their managers, higher level civil servants and top-level politicians with the right kind of maturity.

Spatial equality

As geographers, social scientists, and globalisation economists argue, spatial inequalities are increasing, presenting us with a new kind of challenge to the rights of all citizens – where the some of the multiple disadvantages of social exclusion may pass unnoticed or unaddressed without continual vigilance. Whilst state/social economy multi-functional coalitions clearly have a central role in struggling for spatial equality, the central role of the social economy as an advocacy channel for all areas of civil society can play the role of a safety net for social excluded communities.

Spatial Equality in Remix: time and cost of access to the centre of the city, availability of public transport, individualised systems of transportation for those with mobility problems, adaptation of storey buildings to special needs, etc. All these elements create a more just society, where all have a similar chance to participate and to be useful. Mediation can play a critical role, as long as it can achieve results, and not just be one of the voices...

Sustainability

Achieving sustainability in the use of financial, human and environmental resources is not just important for the future of the planet, but also in order to be effective in meeting the needs of the socially excluded. Social economy organisations extensive use of social capital allows them to be highly resource-effective. And by drawing on their expertise for accessing diverse community and personal resources, including facilitating a self-help ethos, they play a central role in moving socially excluded beyond dependence.

Sustainability in Remix: in the same way mediation can work towards the self-help ethos, getting residents out of dependence. However, this must constitute a unified overarching municipal policy, as it will take all the stakeholders to achieve it. On the other hand, if sustainability is not one of the key challenges, after the "project" life, things will start to depreciated once more, which is not the global aim collectively defined.

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Economic responsibility

Finding ways of improving the allocation of resources to meet local needs of the socially excluded, in a way that allows continuity of services beyond budgetary bureaucratic boundaries in some ways competes with the need to allow the development and transformation of these services as needs change. However budgetary tools that recognise the added value of social economy organisations, may help extend planning horizons to give more effective and greater continuity to local partnership projects.

Economic responsibility in Remix: equally the mediators can inform the cities of the real face to face needs of the residents, thereby giving the decision makers the opportunity to face up to these needs and support social economy structures, or others, which will be able to provide lasting and sustainable services.

Quality

In the field of social exclusion, this principle has a quite distinctive place in relation to the social economy and state partnerships. As we have moved from an approach to social exclusion that focuses on mere service provision to one that emphasises rights, access to resources and support for coping strategies, the emphasis becomes less on the quality of the product/service (though this is still important), and more on the nature of the process – of empowerment, user involvement, proximity or linkage to community, etc. Thus, the distinctive embedded processes of social economy organisations become a more valued and valuable dimension of quality.

Quality in Remix: empowerment, user involvement, proximity or linkage to the community: all essential elements of the mediation role, out of which must come sustainable tools, to ensure continuity inside the newly found quality.

Time

The management of projects timescales and deadlines for delivering specified outcomes is clearly of central importance, as is the evaluation and learning that needs to take place continually if expertise in this area is to be developed. Issues of public accountability frequently conflict with the project management capacities of leanly resourced social economy organisations operating in demanding local conditions. The development of streamlined methodologies for meeting these two challenges and/or resourcing external evaluation both need to be placed within a longer-term strategic perspective of building joint capacity for effective performance against social exclusion.

Time in Remix: finding partners and new financial sources must become one of the major preoccupations in Remix, to guarantee effective performance against social exclusion, through a resident orientated process. The time element in management must take into consideration the human time factor for residents, which may not be the same as for the project and public accountability.

Information

Information for the user represents not just a principle that the user should be involved in the process of combating social exclusion. It also represents a re-orientation of the perspective of support – placing the disadvantaged more centrally in a system where he or she takes up their rights of access to resources in a process of self-help. This is a demanding reorientation, and one that the social economy has, perhaps uniquely, always struggled to support.

Information in Remix: residents taking up their rights to resources in a process of self-help: this is definitely an area where mediation, intelligently used will change the orientation of many actions (if empowered to do so by the hierarchy) and make them more sustainable.

Social economy in Remix: Urban Regeneration Mix is not concerned directly with social economy, as were the above comments of prof. Spears. However, as my comments in italics show, the mediators of Remix, could certainly benefit from the culture of this type of social economy, where empowerment, democracy and taking on responsibility are central features of regeneration. In several of our cities the sustainability question can be approached through a much bigger development of social economy tools, perhaps linked to the ideas and practices of the circular economy.

2. Understanding and talking about a "territory"

"Approximation"

The methodology of the socially responsible territory indicates a huge area of information and variables that are to be mastered in the field of generating such a strategy. One of the most important concepts is the ability to work at the ideological level, using this distancing caused by the abstention from details (approximation). Very often, during the preparatory stages, more attention is paid to details and the degree of knowledge present than to the territory.

The right language

The amount of information we have put together constitutes one challenge. The second is how to transform them, make them accessible, understandable and meaningful for individual groups. The "translation" into the appropriate "strong" language is a competency that is not recognized, but is crucial for a proper dialogue in a given territory. It requires different tools, interpretations and visions. Apparently, we best remember pictures and images...

The future and not the past of the territory

Changes occur constantly on a given territory. It is important, therefore, to know what is the territory at the present time and maybe even what will be in the future, because as we know, decision-making does not concern the past but the future. Thus, the element of permanent creative diagnosis, constantly advancing, is the basis for defining the strategy.

Closeness with the user

Changes also concern social economy entities. When they start their business, or a new service, they are often very close to users. When they become larger or more resilient, the distance with users can increase. This is where one should be able to introduce flexibility in action, to leave users the right space, or to identify another more appropriate entity.

The social enterprise Basta (Sweden) has been running activities for the benefit of addicts for 40 years. Basta developed its activities in a pluralistic manner. A person can be sent to them by public sector institutions, that pay a grant for one-year upkeep. Then the person has a free choice: he can stay or leave. Basta conducts business in such areas as farming, business administration, cleaning, graffiti cleaning, construction ... All these professions are carried out on the basis of normal market law. Thus, persons coming out of addiction must adopt a "normal" attitude.

The founder of this company leads it, using the concept of "empowerment" or "giving more power" to each person. This means for him that all Basta's management is carried out so that each person can make their own decisions and be able to control what she/he would like to change. Empowerment is for him a personal and individual element.

At some point, the institutions surrounding Basta declared that it would be good for a professional manager to be employed in this structure. Because institutions have a long existence as a target, it is a calming element for them. Basta faced a dilemma. In the end, it was decided to resist this suggestion. The same argument was used as the one that concerns the target population of the structure. If the managing person will be dominated by elements of budget equalization, financial efficiency, etc., it will prevent Basta from working efficiently because the empowerment principle will be dominated by other, less important elements. This decision provoked the surprise of the partners who nevertheless after several years agreed with Basta's management. According to Carlberg, the basic resource of the enterprise, which is the key to its success, is protected by this decision and allows it to carry out the learning by doing" (Freire) pedagogy, which allowed the enterprise to remain close to its target population7.

Social economy, a school of democracy

The management of the local territory is, therefore, dependent on relations between entities of various types. These partnerships cover many different forms and relationships, from the lightest and even potential ones, to partnerships with large budgets and great importance for the territory. These partnerships are very important for the territory and for different structures. However, they cannot become a border between the population and decision- makers, so the boundary between them, which is constantly in motion, must be cared for by all partners of the territory. It is on this intersection that participation is most often found, and it is in this area that meaningful help can be brought to the territory, which is the school of participatory democracy.

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7 Carlberg A. A better life is possible : on empowerment and social mobilisation :Nutek www.esf.se

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Crossing disciplines

A territory does not work on the basis of rules of any particular discipline or science. It is characterized by the fact that almost all domains of science, practical methods, management or business find their place on it. How does the territory facilitate the access of one domain to another? What "new meeting places" are there for the actors of a territory to work better together in its favour? Some meeting places must be informal and allow one part of society to access the other. In the fields of science, the private sector or the public one an important element is the relationship between people of different disciplines who have to learn to cooperate, create new ideas or challenges for the territory, in order to make them as attractive as possible to their inhabitants ...

Dealing with urban planning seems to be a very significant specialty of qualified people. Nevertheless, the VivacitéS association in Lille (FR) addresses this issue in a twofold way. Lecturers, architects, employees of municipal offices, social workers, teachers and artists come to regular informal meetings. They exchange methodologies and beliefs that allow them, in the field of shared housing in a given territory, to better explain cities, parks, the concept of ownership (public, private, mixed) to people they meet. On the other hand, the association belongs to the national network of entities dealing with the education of the urban environment and co-organizes the exchange of the best projects from this domain to the whole of France.

Example: "look down": in the city of Fecamps, youth animators said that young persons seem to always be in a dominated position in relation to their surroundings. They perceive everything as something that is forced on them. In order to counteract this, the school's education animator tried to approach this issue from the urban side. She identified that these young people live "downstairs" of high blocks and that they never see their place of life from somewhere else. She organized trips with young people to all the high-rise buildings, working out a survey program about what they see from above, and how it impresses them. This exercise had a significant impact on young people who could realize that they are "on the same level" as other social groups, could tell their parents about how tall their buildings look like, etc.

This "new meeting place" thus had an impact on the self-confidence and other advantages of young people, somewhat lost in the urban jungle.

## Solidarity between territories

The introduction of a total program of socially responsible territory can have very significant results. The whole territory may start to operate in a more cohesive way based on solidarity, etc. However, it turns out that very often such efforts give poor results, because resources that go hand in hand with such a strategy, flow through this territory and go to others because they do not have anchoring methods in the territory. NEF (New Economics Foundation)8 in Great Britain, carried out an analysis of this situation and compares the situation of areas subject to so-called regeneration to leaky buckets. As soon as water is poured into them (human resources, money, etc.), it pours out through the holes in the bucket. Everything should be done to keep these resources in a given area.

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8 nef Plugging the leaks : making the most of every pound that enters the local economy: www.neweconomics.org

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Therefore, you should create jobs for local people, based on local needs, you need to teach such a territory to implement popular "saving" for joint projects, you should focus on the needs of services that can be satisfied locally. It is only after the funds have changed hands four times in the local territory, that the added value for it is in the financial sense.
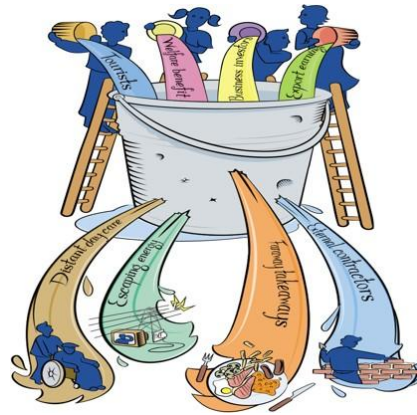
Therefore, each one of us is confronted with a direct choice: do we want to have a say in how the money is being spent locally or not. These images promoted by the NEF speak for themselves9:
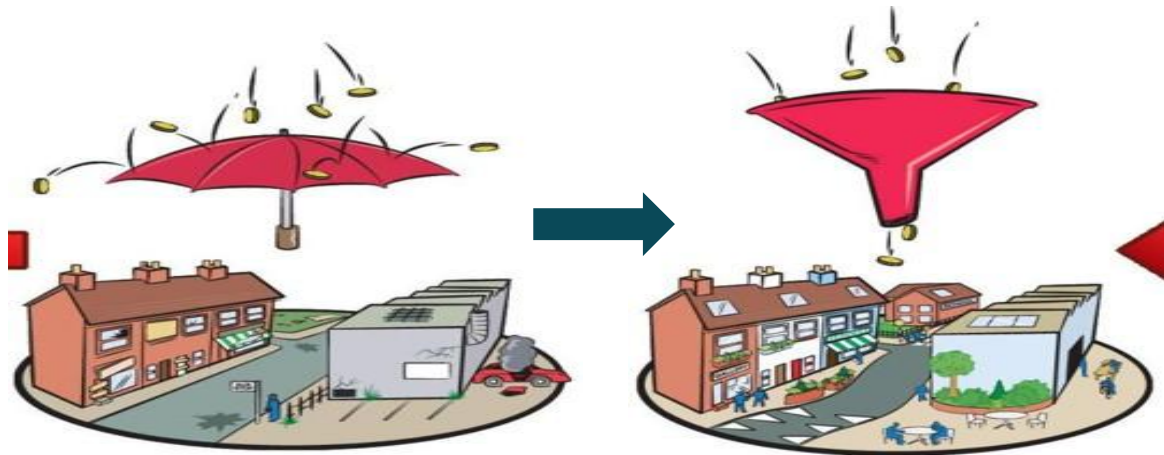
This "spend analysis" has become the leitmotif of Preston (UK) and has been introduced in Greater Manchester and more recently in Birmingham. The tools to know where your public money is going in a local area are simple and have constituted the basis for an URBACT network10 and will be presented in the Remix transfer network.

It is known that all the "holes in the bucket" cannot be filled by this method, but Stan Thekaekara11, a mediator among indigenous people in India, seeing these losses of local societies, noticed that at this moment of great globalization, they could help each other.

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9 Image adapted from illustration by Rory Seaford of The Creative Element,
www.pluggingtheleaks.org/resources/plm_ptl_images.htm
10 http://urbact.eu/progressing-procurement-practice-through-spend-analysis
11 The kaekara S. Nef. (New Economics Foundation) Beating the system: local solutions to the globalisation crisis:
www.neweconomics.org

Therefore, it would be necessary to connect holes from one bucket to the other, causing the loss from one bucket to be compensated for by resources from others. A whole range of buckets connected with each other will have a completely different penetration power.

The kaekara brought a few of his associates from India to Germany and then to Great Britain. They already produced tea themselves, after regaining their confiscated lands. When these workers realized that in these two EU countries poor people could not always afford to buy tea, they said that they would sell tea at a lower price. Thus, direct trade was established, in which not only the two sides know who and how to produce / drink tea, but it allows the creation of this connection between two poor societies, filling in the gaps. Perhaps it is not always necessary to look as far as India to find territories with which one could enter into direct and solidary relations.

Networking

The characteristic of the social economy is the fact that these structures do not form in isolation, but on the contrary, they tend to create networks. In the European Union there are also networks of cities specialized in various subjects. The REVES Association has undertaken to organize itself into a network between these two categories of entities. The creators of the network have recognized that they cannot alone, as local-governments or social economy entities, meet the challenges of their territories and their populations. By contrast, by acting together, they not only learn faster from each other, but may have more weight when they convince national or EU structures of a given reality in these territories. In this way, the REVES Association corresponds perfectly to the tubes connecting the buckets from the previous example, with the difference that in these tubes mainly money does not flow, but knowledge, experience, best practices, etc.

Employees of local governments and social economy entities often testified in the REVES network about the difficulties of mutual understanding, especially when it comes to decision- making methods, time to do so, etc. In this logic REVES organized a joint training, at European level, which enabled the training of employees of both partners locally. The condition was that both sides had to offer candidates from the same territory. The result was a much better understanding between partners, faster agreement and a significant reduction in the degree of "suspicion" between partners who did not really know what the mutual l imitations and obligations consist of.[12]

Space for initiatives

The constantly accelerating speed of changes, seems to force local governments and their citizens to change attitudes. One of the key issues is the opportunity to take initiatives, that is to create something new. The conditions of such social innovation are:

- ❖ political, administrative and financial recognition for committing a mistake (culture of failure)
- ❖ the ability to implement an action, which was newly invented or improved, which replaces another (which turns out to be a very difficult challenge).

Therefore, this space for initiatives becomes one of the "new meeting places" between the local government and the inhabitants, as long as the trust in the institution is strong enough.

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12 REVES – project Leonardo Interface

Responsibility for the territory and governance

New governance systems require more and more competence from politicians and councillors, as well as good knowledge of concepts and methods. A managing institution is no longer a centre of knowledge or power, but becomes an intermediary, facilitating contacts, steers jointly developed strategies, a builder not only of buildings but of social capital, a creator of new meeting places, etc., thus allowing the empowerment of the territory and its inhabitants to develop significant way.

In such roles, the decision-maker fulfils the conditions for the coexistence of representative democracy with participatory democracy for the good of the democratic territory, all the while acting for the benefit of the local community:
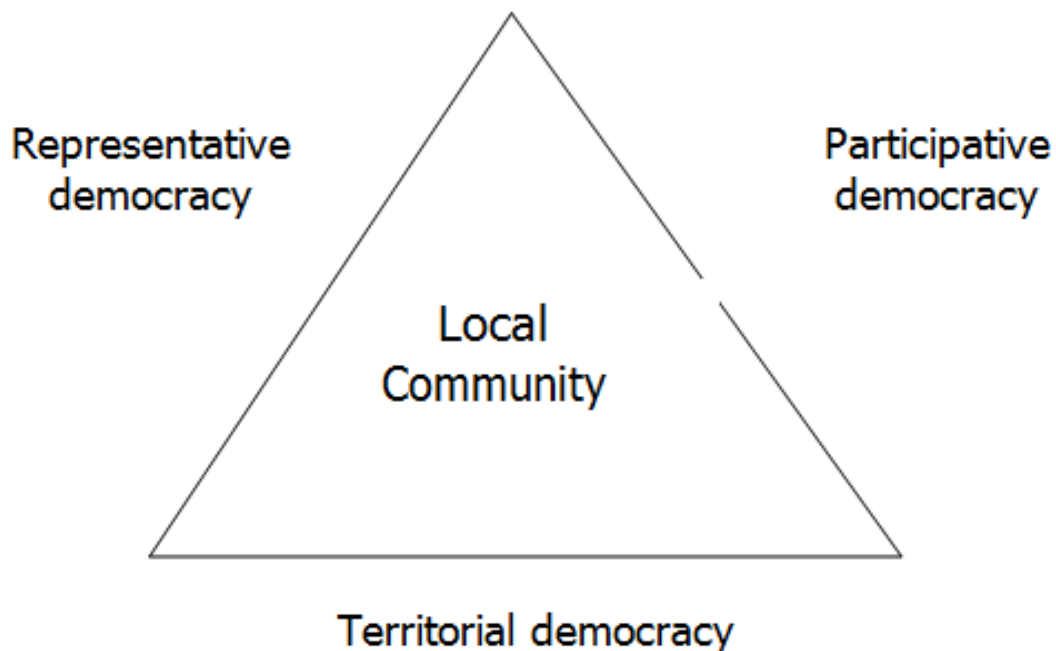
As MEP Jens Nilsson [13] once said, you need to love your territory, and therefore act in such a way that it should function for the best.

Regional level

If there is greater consistency of the territory and it acts like this "living subject", it becomes more interdependent on other neighbouring territories, with whom contacts are established allowing different "pipes to connect".

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[13] One of the founders of the REVES association, copresident of the intergroup of the European Parliament on social economy, until his death in 2018.

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The national association of structures bringing the unemployed to the labour market (COORACE) had 400 members in almost all regions of France. The membership of the national structure was 1% of turnover, i.e. a serious sum. Nevertheless, animating and training members is quite complicated throughout France from Paris. A strategic decision was therefore made: to organize this network into regional, self-governing associations, to which the national association refunded on the basis of the written agreement 50% of the percentage of its members' contributions.

One of the effects of this strategy was to significantly strengthen local actors in their regional dimension, because they started to exist locally, which allowed for other new strategic and financial support to be obtained and increased recognition for the national association, because it became an actor of local development in a much more significant way. Among other things, this policy allowed the regions to employ more than 20 network animators.

3. A creative permanent diagnosis

The model of a socially responsible territory was first drawn from CSR (Corporate Social Responsibility). On the basis of these experiments a further tool was developed - a creative permanent diagnosis, matching this model, but allowing a slightly non-standard approach to the diagnosis.

Because the process is participatory, it is necessary to identify which competences already exist in a given area (among residents) and possibly complete them. Next, existing relationships and partnerships should be covered, which are sometimes not easily identifiable. The following features are very useful at these stages:

- ❖ **observation:** to know how to read "signs" ("signals"),
- ❖ **accuracy:** to be able to distinguish subtle differences,
- ❖ **knowledge:** to understand the "culture" of what is observed,
- ❖ **understanding:** to have the ability to interpret,
- ❖ **experience:** to be able to combine characters with already existing signs created in similar situations.

Of course, in a progressive (iterative) way, the known data should be analysed, differentiating levels and importance. It is then necessary to build elements of strategy, partnerships or activities, bearing in mind that a simple one-time diagnosis does not bring about the evolving process of a creative diagnosis. The purpose of this approach is not just to "watch for understanding" but "to evaluate to act"[14].
Such a diagnosis;

- ❖ it is not **a final product**, but it causes actions and enables dynamic evolution of a given situation,
- ❖ is **perfected over time,**
- ❖ **enables dialogue** between persons who develop it and the actors of a given territory,
- ❖ identifies and constantly uses **the sources** of people from the territory, making the collection of information as fast and accurate as possible,

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J.   A whole series of professional experiences in Diagnosis of local sources (Le diagnostic local de resources, Lorthiois
J. Collection Decision Local: ASDIC)

❖ thanks to different views on the same problem, it enables a more **accurate interpretation of statistics,**

❖ enables **"joint work"**, guaranteeing the recognition of joint efforts.

In other words, the diagnosis must provide a link between the different dimensions of life of the inhabitants, which implies working horizontally, holistically, between and within silos, in order to increase the general wellbeing.

4. Components that ensure success

Achieving success in the area of a permanent creative diagnosis, going towards socially responsible territories requires a whole range of key capabilities and competences that will be listed here and briefly described.

Change culture

The analysis of the strengths and weaknesses of the territory cannot be limited only to economic factors. Such a view does not allow the identification of the full potential of the territory. The ability to perceive the territory from different points of view is very important. Three levels of such perception can be identified, i.e:

❖ a level that allows a common vision of the territory,

❖ the common horizon, being a "contract" or "moral pact" approved by all project partners,

❖ a path precisely defining the contribution of each partner to the proposed activities.

In connection with the above, the aim of a permanent creative diagnosis is to share these visions, so that each partner can follow his path on the terms of a contract based on a shared vision. How can we achieve this?

Values, effects, goals and means

Local development is based on dynamism, which consists of individual elements. These elements should be considered in a parallel manner, at the same time:

❖ **Values** - in the name of what do we do anything? They give meaning to the project and allow partners to reconcile activities with their own individual and shared values.

❖ **Effects** - why do we act? They define the usefulness of the project. They include political and institutional motivations. The effects that must be consensual affect the main line of the project, giving energy and motivation to act.

❖ **Goals** – a general goal illustrates the route from point A to point B. The operational goals are:

✓ description of activities,

✓ definition of measurable activities,

✓ identification of the conditions under which the activities will take place,

✓ indication of the level of results that can be achieved,

✓ definition of criteria for evaluation of results

❖ **Measures** - how to do it? People, tools and procedures that will enable the implementation of activities. They are identified at the end of the planning process of all activities.

These four elements of **local dynamism** are often the subject of joint work that allows local actors to define and implement a jointly defined process. The process of building a local experimental partnership will not succeed without meeting certain conditions that can be described as prerequisites. The defined territory must have something that could be called the **potential of entrepreneurship**. It means political will, strategic ability to act, knowledge of one's own "capital of memory", ability to anticipate future changes.

Political willpower

It involves the formal connection of partners after assessing the opportunities and risks associated with the project. The formal connection can only be based on:

❖ the existence of a clearly defined project, approved by the relevant decision- making institutions,

❖ moral support from the majority of partners of political leaders, if there is no general consensus on the project.

Strategic options

They depend on the local ability to define goals and priorities that results in plans over time. These possibilities are defined by:

❖ the existence of programs and specific projects,

❖ clearly formulated proposals,

❖ taking into account the time factor,

❖ programming actions in a realistic way.

Memory capital

Ability to use the "memory capital" of the population, the heritage of accumulated know-how: the analysis of the past is one of the best "future management tools". The capital of memory consists of:

❖ information on the territory, residents, level of organization of databases,

❖ local memory, residents' memory, "local sagas",

❖ local heritage, values, signs and symbols,

❖ identification of "witnesses" who can explain the evolution, transformation and sustainability of the territory,

❖ structure and transmission of knowledge, capitalization of experience, archives management,

❖ the ability to reach conclusions, using the past to build the future.

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Predictability

It is the ability to identify future changes in the territory and residents, as well as the ability to identify those which should be countered. This requires:

- ❖ the residents' ability to analyse past situations and leaving to the side ready- made opinions,
- ❖ their potential to move forward
- ❖ getting to know the main elements that can modify the current situation: macro and micro data, by identifying different scenarios ...

Other issues can be added to these, such as: positive evaluation of previously used procedures and methods, existence of potential partnerships that connect people and / or structures and the existence of potential for collective actions. It should also take into account supporting factors on the part of the territory, development structures, adequate offer (training, consulting, etc.)

In addition, should be considered the resources of the community, the level of its organization, the cultural offer, the ability to exchange, the ability to accept responsibility. The level of public awareness is very important here. Are local residents able to take initiatives? Are there project leaders? What is the level of actor autonomy?

Territory

Finally, if we are to look for elements of a common culture, at the basis of the strategy of responsible development of our societies, we must focus on:
- ❖ the culture of dialogue,
- ❖ the culture of critical thinking (réflexivité critique), a culture of authenticity and commitment,
- ❖ the culture of freedom, which is a condition of creativity and basic responsibility»[15]

The cultural value of a territory is at the centre of these change processes. Why? Because the territory is not simply a definition of a given administrative area. One territory is not similar to the other, because it also consists of a sense of belonging (I'm from there) as well as ownership (it's mine). As far as individual people are concerned, they are from a given territory because they know it, are able to describe it, have their habits. This is often symbolized by the routes that people identify in a given territory: the route you went to school, to work, and how you go to the store today. Of course, there are also motorized routes, as well as cycling routes, but there are also other people's routes. Someone gets from A to B in a different way. But there are also less visible routes, but equally important: those concerning power - how decisions are made, economic routes - closing of a given factory, its transformation into a cultural centre, routes of demonstrations, accidents, wars or friendship paths, human relations etc. In the ethnological sense, a territory is a kind of metastasis of specific data of a human group living on it. A territory is composed of the roots of values and symbols of groups living there.

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15 Professor Sauvé L. specialised in sustainable development, Quebec University, Montreal, Canada

The supra municipality of the Pays de Montbéliard (France), consisting of 29 municipalities, is an industrial powerhouse, mainly based on the automotive industry (Peugeot's factory). A significant part of the population came here from other parts of France, or from abroad to find a job. If 40 years ago the main factory employed more than 45,000 people, currently it employs only 10,000 people and a whole range of subcontractors in other parts of the world. In this territory, the identity associated with this industrial reality is very strongly felt. There is also a group of socio-cultural activists who have dared to ask themselves: what will the identity of this territory consist of if the majority of people find themselves in retirement or unemployment? Does the territory then lose its identity?This group, consisting of over 20 structures, trained in methods of collecting memory, giving an added value to resident's memory with the help of artists, organized a conference in which local, regional and even national politicians, technicians and activists worked for three days on:

✓ *how the residents' identity influences urban planning, planning (agglomeration responsibility)*
✓ *how the policy of care for the elderly should be established in order to best suit the needs of the population, which is manifested, inter alia, by interviews conducted with different environments of older people (department's responsibility)*
✓ *how to improve the so-called attractiveness of the territory through other activities than just industry (regional responsibility)*

These meetings enriched the reflection of this territory about its own future, with the help of the energy of the group that started this path to improve its own activities. Due to the groups constantly growing maturity (empowerment) it became an actor of the local territory.

Thus, the connection of a given territory with its population determines creativity, changes and progress. How can this be achieved? The work begins with the observation of the interaction between the territory and its inhabitants:

"If local development concerns both individuals and their environment, together with the relationships that exist between them, then the goal is not the individual or the environment itself, but the interactions occurring between them"[16]

In this case, it may be a strategic decision to take on the subject of a huge agglomeration, such as Warsaw or London, or perhaps a small union of four villages, or a suburb of a medium-sized city. Analysis and "constant creative diagnosis" must be able to see the "identified area" that has some identity, enabling the development of social capital, the pride of the population and residents' sense of belonging.

The ULG and the future socially responsible territory

The constitution of the URBACT Local Group (ULG) is a key to making the regenerated area into a socially responsible quarter. To do this the permanent creative diagnosis should serve to fusion the members of the ULG into a team (work on common principles), should give them the opportunity to define common goals (short, medium and long term) and should be able to adapt the living diagnosis in a permanent way, so that the actions put into place really correspond to the real needs of the residents. This will allow the increase of social capital and especially two-way trust between the city administration and the residents.

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16 Simonet P, Precisions about bottom up development: Précisions sur le développement endogène

Finding each other in this relationship will depend on how we perceive and relate to the future. Do we want it? Do we want it to be like before? Do we want changes?

As animators, brokers, civil servants, or mediators we can create socially responsible territories, and sometimes even quite large, national ones. It will depend on our energy, level of knowledge and mutual trust whether the level of well-being for us and our children will be satisfactory or not. As the Brutland report on the future of the planet said, it has been lent to us by our grandchildren. And what would we not do for them?

5. Impact management

The very strong emphasis on participation, the apprenticeship of democracy and general wellbeing are well known slogans, which unfortunately rarely become the main elements of strategy and spending of most public authorities. In "Remix" our common aim is to change this and achieve a higher level of cohesion between strategic policies, middle management and face to face work with residents. This is a complex and difficult challenge, but we will be following some initiatives of our partner cities, and some which exist elsewhere.

Preston City Council (UK), decided to make the wellbeing of its inhabitants central to its policies and instituted a wage level based on what was needed to live in Preston. Gdansk based it's 2030 Plus strategy on a flurry of values, which put the resident in the centre of the cities policies. Other cities have done likewise (Paris by stopping the entry of diesel trucks and working on circular economy etc.). At the planetary level the United Nations has promoted the 17 (Social Development Goals) SDG's and is working on a process of identifying common ways of understanding, measuring and managing the impact of these goals.

Without some significant progress in the area of impact management all our cities will continue to be dominated by infrastructural investments which may leave by the wayside the populations which then find themselves in areas which have to be regenerated.

How can this be achieved?

Step 1 – theory of change

Management and measurement of impact is only possible when the stakeholders concerned have a common understanding of the language they use, their goals as well as the way they want to go about achieving them. Before approaching impact management, it is necessary to develop a common theory of change locally. This could be composed of such elements as:

- ❖ W hat change is necessary?
- ❖ How are we going to achieve it?
- ❖ W hat are the causes of the present situation?
- ❖ W hat will influence the future situation?
- ❖ W hat will indicate success?

This requires a very incisive vision of the territory and a group of diverse persons who can actually work on the success factors of a theory of change. Below is an illustration of a co- constructed theory of

change concerning the clients of a probation service, which as can be seen on the right, wants to achieve a long-term goal of "reduction of criminal behaviour". All the other stages concern elements, well thought out as to how to get there and what is dependent on what, linked to what etc.
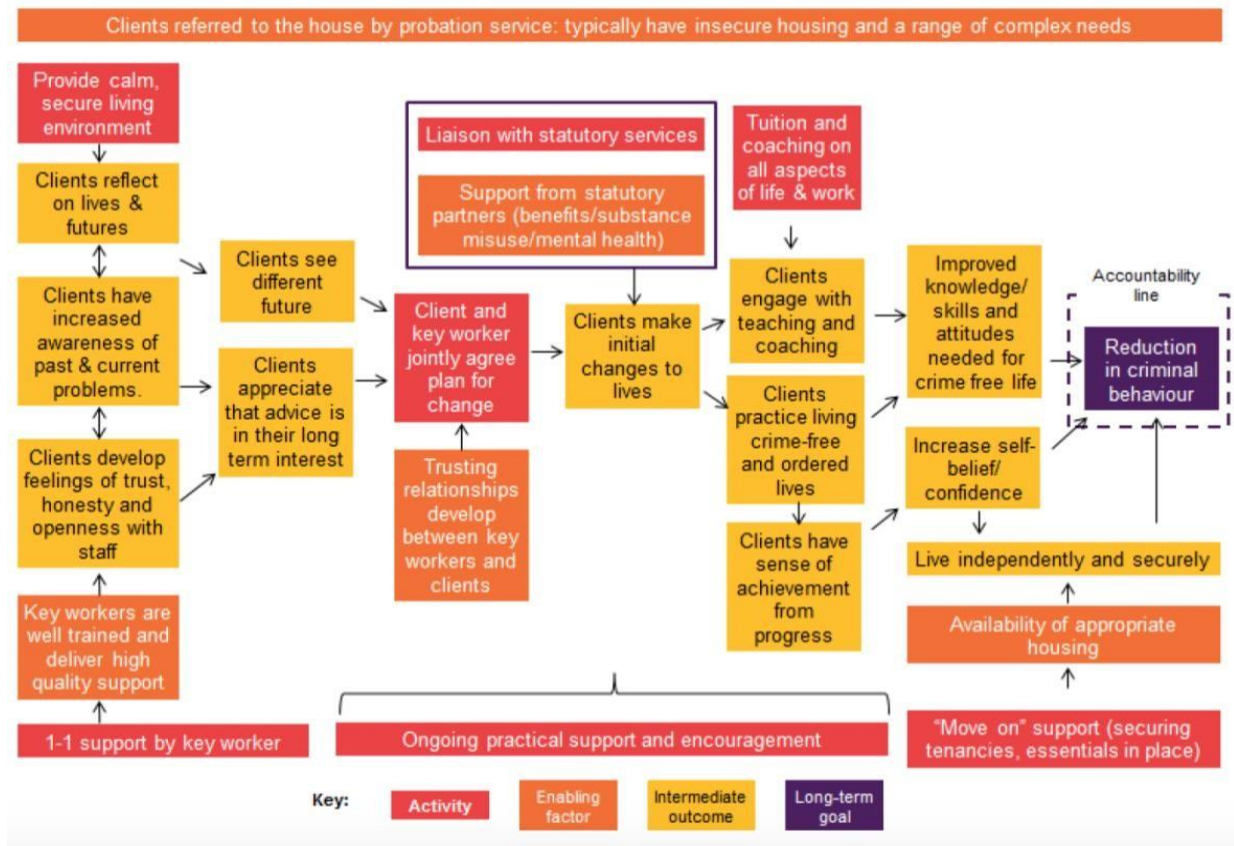
As can be seen from the above [17], the four key elements are:

❖ the long-term goal,
❖ the intermediate outcomes,
❖ the enabling factors,
❖ the activities.

These four levels (at least) should constitute the basis of the work to be done, as often different stakeholders will be confused about causes, results etc. The wording should be carefully chosen in the local language and probably discussed similarly to the principles in the permanent creative diagnosis.

Checking the good sense of a theory of change

Ask yourself if the theory of change you have produced is:

✓ **Meaningful:**Does it describe the project or organisation accurately in ways that staff, trustees, volunteers and stakeholders agree with?

✓ **Well-defined:**Is a clear audience, client or user group articulated? Is it clear what you do?

✓ **Comprehensible:**Does it enable you to give someone the 'two-minute story' of the service? Would a member of the public understand the theory?

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17 CREATING YOUR THEORY OF CHANGE NPC's practical guide; Ellen Harries, Lindsay Hodgson and James Noble

- ✓ **Do-able**: Are the services and activities likely to contribute to the desired outcomes and impact?
- ✓ **Plausible**: Is it realistic? Does it take into account your organisation's capacity? It should be something that the programme, project or organisation could really do, not just wish it could.
- ✓ **Credible**: Are people outside your organisation likely to believe it? Is the secondary evidence you include credible with your stakeholders?
- ✓ **Testable**: Can you test the theory through a series of testable hypotheses? All elements should theoretically be assessed using research and observation (even though you may not have the resources to assess this yourself).[18]

> *Theory of change – Remix: each city should reflect and prepare on how it wants to develop its own theory of change. Has some department already done this? Does its production correspond to what you feel and think? Who should participate? Who should organise? What relationship to build with the highest level of decision makers? How should we implicate the residents?*

Step 2 – sharing the results - communication

Not everyone will be able to participate in the co-construction of this theory of change. Some will read about it, some will not even know that it has been established. So, the second stage must concern its communication to other important parties. This will probably include simplifying it, to make it understandable to as many persons as possible, be they residents or decision makers. If the general reaction to the theory of change (probably not called that at all) is positive, it could be considered to be accepted and will constitute the basis for further work. The very fact of communicating the basics of the theory of change will show whether all the stakeholders agree on a minimum of common concepts and language.

Step 3 – appraisal of the global process

The impact management pathway almost finalised by the UN comprises 7 levels of reflection/action/analysis:
- ❖ Establishing intent,
- ❖ Identifying objectives, metrics and indicators,
- ❖ Defining targets and selecting strategies,
- ❖ Measuring, collecting and validating data,
- ❖ Analysing and evaluating data,
- ❖ Reporting and disclosure of results,
- ❖ Using results to inform decision making.
- ❖

Getting to the core of impact measurement, as can be seen, requires quite a lot of work. Often it is necessary to limit the scope in order to be able to afford the process, to get realistic practical results and to check the appropriateness of the chosen methodology.

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18 On the basis of: CREATING YOUR THEORY OF CHANGE NPC's practical guide; Ellen Harries, Lindsay Hodgson and James Noble

Step 4 – identification of the target

Who are we producing the work for? Is it the financing institution, residents, mediators, the general public or others? The answer to this question is key, as the work to be done on impact is different, depending on who the target is. Often the tendency is to think that we can satisfy all the targets imaginable with a single effort. This is illusory as impact measurement and management has to be really fine-tuned and adapted to target.

Step 5 – the mandate and the methodology

Impact management cannot simply be improvised. An appropriate mandate must be obtained which will legitimize the whole procedure. The mandate will also concern the question of the methodology and the means accorded to produce a result. The scale of the impact management can go from agnostic to interpreting impact:

- ❖ **Agnostic** – does not even consider impact,
- ❖ **Avoid harm** – know what you do not want,
- ❖ **Want good** – know what you do want,
- ❖ **Show good** – describe what happens by enumerating outputs,
- ❖ **Explain why** – understand why outputs happen based up on specific inputs and actions,
- ❖ **Assess effects** – enumerate the intended effects of actions on stakeholders,
- ❖ **Interpret impact** – enumerate positive and negative outcomes, intended and unintended.

Step 6 - levels of intensity

It is often the case that we think of impact as something which has to be proved almost scientifically. This is not the case. As was seen above the level of exactness and intensity can depend on who is financing (how much?) and who the interested party is. The levels of intensity should be adaptable as the main aim is to make sense and give solid arguments to the decision-making processes.

It is necessary to reflect intensively on:
- ❖ which information we already have,
- ❖ which information exists but we must gain access to it,
- ❖ which information can be obtained simply and at low cost,
- ❖ which information we cannot do without, (implies cost and effort),
- ❖ w hat do we need the information for.

It appears that too often we want to measure something that is already known, and therefore the impact made evident does not have the importance it should. At least at the beginning impact measurement should guide us into are as we are not sure about, allowing the best decisions to be taken as a result.

The different levels of intensity are:
- ❖ Circumstantial evidence or stakeholder opinion
- ❖ Expert opinion or rating or label

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- ❖ Single case study or story-telling
- ❖ Multiple studies or time-series analysis
- ❖ Statistically rigorous analysis
- ❖ Published in academic or research journal
- ❖ Published and peer reviewed

If the mandate allows it, it is perfectly acceptable to create the opportunity for for example story-telling, with different actors, stakeholders, from which we can get information allowing us to compose some kind of measurement, leading to impact management in the next step. This could be comforted by expert opinions, or even academic studies, depending on what is needed to be able to manage the impact. Undoubtedly a reflexion on impact and its meaning would be necessary at the local level (ULG) in order to develop a common culture of the concept.