

LED2LEAP

2020 Project Presentation

SESSION 14

30th of June 2021

Monitoring, Evaluation and Future Outlook of Landscape Democracy Actions

PHASE E

Agenda

What did we learn from the sessions on design?	Short review of session on Collaborative Design, Transformation & Testing	10 min
Announcing the IP		5 min
What are the elements of a collaborative evaluation? Which criteria do we have?	Theory and methodical framework of impact evaluation in a community context	15 min
How to facilitate collaborative evaluation?	Examples and tools	20 min
What is a code of conduct for a living lab?	Exercise: values and rules for living labs	30 min
Monitoring and evaluation plan	Assignment 5	10 min

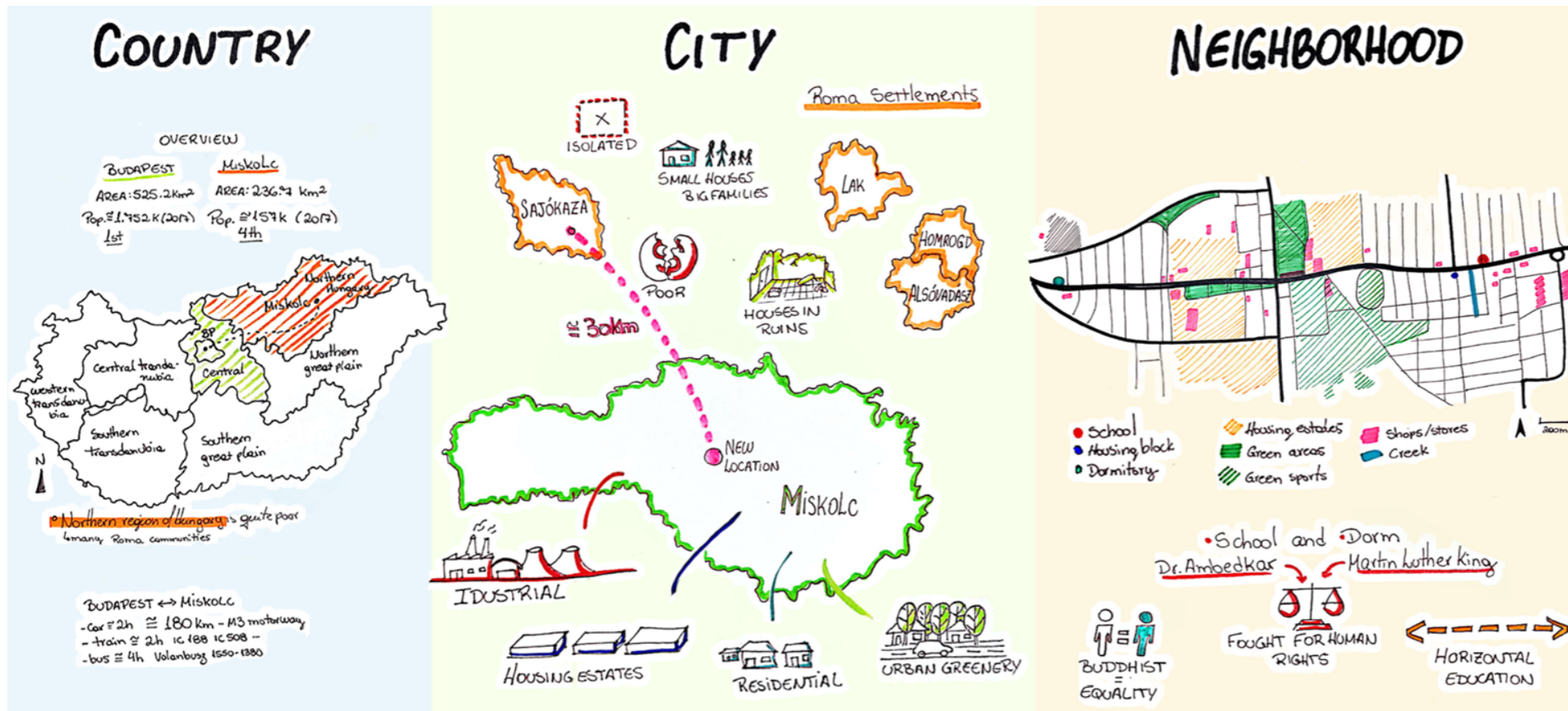


LED2LEAP Intensive Study Programme 2021

PHASE E



In Miskolc, Hungary



LADDER

Laboratorium Diákokkál Demokratikus Könyvetért

MATE

HUNGARIAN UNIVERSITY OF AGRICULTURE AND LIFE SCIENCES

KULTÚRAKTÍV

Guiding questions of the workshop:

How can a democratic project in the **school help the whole community?**

How can a school be a catalyst for the community?

How can we support a **disadvantaged community** without intervening too much?

What kind of interventions can create better circumstances for learning?

How can we increase **safety and security** in the neighbourhood?

How can we create a **better connection** between the facilities?

How can the school influence the **surrounding public spaces?**

How the learning environment effects the **future of these youth?**

When?

26th of August – 4th of September

More information: https://ledwiki.hfwu.de/index.php?title=LED2LEAP_Intensive_Programme_Miskolc_2021



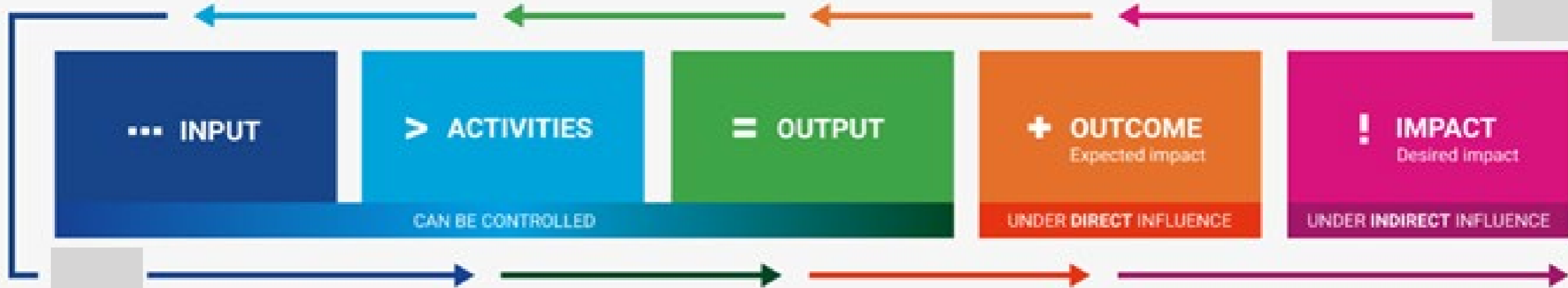
Theory and methodical framework of impact evaluation in a community context



**How do we know that
something changed?**

**introduction
to impact evaluation**

The result chain & cycle



Each phase with feedback loops

What you put in?
What did you carry (values, tools, knowledge)?
Input from participation.
Social&natural capital

What you do?
Actor analysis
Power mapping
Case studies
Defining the landscape challenge.

Direct use of the intervention
Strategy
CO-Design
Proto-typing
Construction

Effects of activities for beneficiaries
Biophilia
Social interaction,
Health / Well-being

Higher order goals: social mission
Improvement of well-being
Sense of community

Image adapted from: L. Kleeman, Heldenrat, Erasmus+ SP Social Entrepreneurship for Local Change & Erasmus + Impact Tool

Material Output



A



C



B

Material Output



A



C



B

A Designed and installed by the municipality

B Designed by the Place Making method and constructed by the municipality

C Planned, designed and constructed by the community

Output ≠ Impact



Output

1 new playground



Additional
assumptions
needed

What was the landscape challenge?
Who were the stakeholders?
How was the participatory process?
Who planned and constructed it?

Impact

- Safe playing area for children
- Improved sense of community
- Improved responsibility of inhabitants for their environment.
- Newcomers feeling more at home in the neighbourhood.

Image: L. Kleeman, Heldenrat, Erasmus+ SP Social Entrepreneurship for Local Change.

The theory of change

<p>Results Chain</p>	
<p>Your idea how to link the different steps of the results chain</p>	
<p>Reflection: you make assumptions for what is necessary to progress</p>	
<p>Indicators that show you whether you achieved the desired steps</p>	
<p>A timeline</p>	

Source: L. Kleeman, Heldenrat, Erasmus+ SP Social Entrepreneurship for Local Change.

Monitoring and Evaluation

The start of the monitoring and evaluation cycle

- Define your main target group or participants
- Define the LD challenge of your Living Lab
- Define the main outputs and outcomes

And now for the monitoring and evaluation:

- Think of how you can measure the performance? Which indicators can you use?
- Define a way to collect the information you need for it? E.g. storytelling by participants

>>> You need to involve the community in all of these steps

Participatory evaluation

Campilan (2000) participatory evaluation is distinguished from the conventional approach in five key ways:

- Why evaluate?
- How to evaluate ?
- Who evaluates?
- What to evaluate?
- For whom evaluation is being done?
- learning for the program/ project
- as a common process, adaptive, semi-structured
- representatives of the community, internal groups
- criteria discussed and negotiated, focusing on the common goals, process and outcomes
- for the community to learn, stakeholder groups

Source: https://www.betterevaluation.org/en/plan/approach/participatory_evaluation

Benefits of peer-evaluation

- Increased ownership of and engagement in the evaluation by program participants and other key stakeholders
- Better quality evaluation findings and outcomes
- Better use of evaluation results and recommendations
- Strengthened evaluation capacities of the group
- Improved project or program impacts

Indicators



Indicators can be:

- ❖ Quantitative
- ❖ Qualitative

Indicators can tell us:

- To what extent our goals are met
- What progress is made
- The extent to which our targets have been met
- That a change we are interested in is happening

Approuvé par Emma



PROCESS

- ① Focus on what feedback is important for the public space.
- ② Develop monitoring accordingly.
- ③ Provide fun and enjoyable ways of carrying out monitoring.
- ④ Buy equipment; design data collection form and print copies.
- ⑤ Users undertake monitoring activity.
- ⑥ Collect, encode and analyse data.
- ⑦ Feed back information to target audiences.
- ⑧ Improve placemaking accordingly.

Make sure the form of evaluation is adapted to and meaningful for the community members.

And it should be fun to compose, to share and to receive.

Source: Lively Cities Toolbox, page 27 and 28



Any questions?

https://www.youtube.com/watch?v=8T_InDK7_TM&ab_channel=LED2LEAP

Monitoring & Evaluation: Examples and tools

Indicators

to measure the performance

Quantitative

Number of

(people involved/participants/meetings held/elements/tools used/ feedbacks received...)

Percentage of

(groups/tools and methods/positive feedbacks received...)

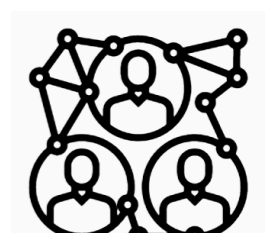
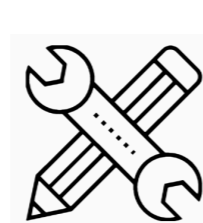
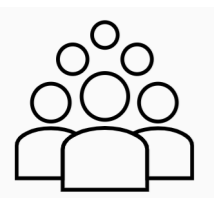
Qualitative

Type or level of

(people involved/participants/meetings held/elements/tools used/satisfaction...)

Proportion or type of

(groups/tools and methods/feedbacks received...)



Monitoring and Evaluation

What?



Monitoring and Evaluation

How?



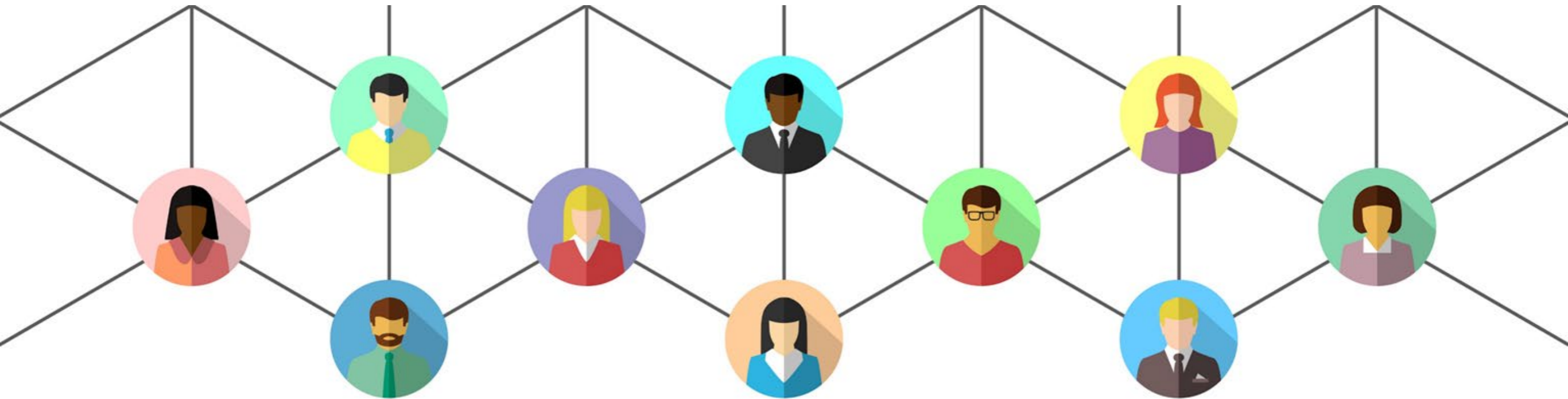
ON/OFF-LINE
TOOLS

WORKSHOPS
INTERVIEWS
SURVEYS
SKETCHING
FIELD OBSERVATION
FEEDBACKS
COLLECTING DATA

WORKSHOPS
INTERVIEWS
SURVEYS
INTERACTIVE GAMES
FOCUS GROUPS
STORYTELLING
DATA ANALYSIS

Monitoring and Evaluation

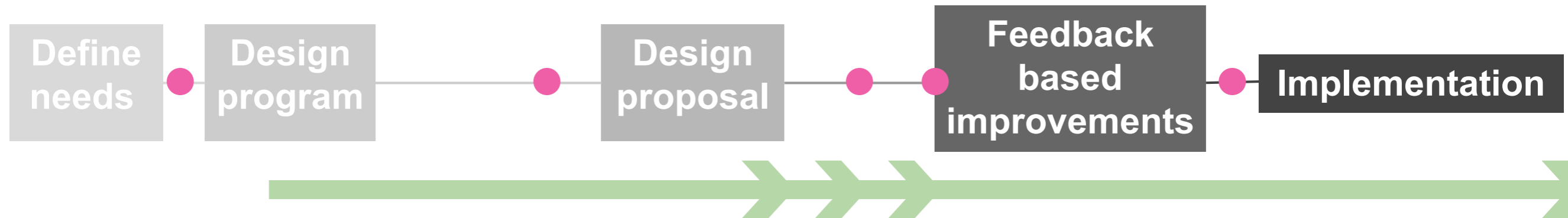
Who?



Roles & Responsibilities: coordination, facilitation, observation, organization, reporting, etc.

Monitoring and Evaluation

When?



➤ MONITORING

- It keeps track of different parts of the process, with varying intensity
- Continuous and systematic
- Can continue after implementation

● EVALUATION

- It happens in different parts of the process in order to evaluate what is being monitored
- Happens at the end of a phase
- Systematic and punctual

Collective Monitoring



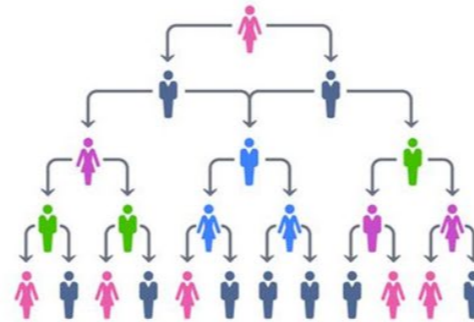
Reflection:

- What **roles** do the participants take in collaborative monitoring? What is the **reporting** structure?
- How do we **collect, store and evaluate** the data? What are the **tools** we use for monitoring?
- What stage of the process do we monitor? When do we **start** and when do we **end** the monitoring?
- How can we **adjust the process** based on the monitoring?

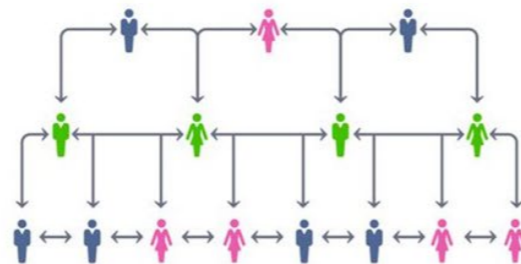
Collective Monitoring

The 5 Types of Organizational Structures

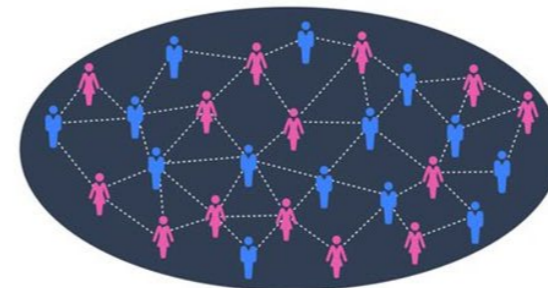
1. HIERARCHICAL ORGANIZATIONS



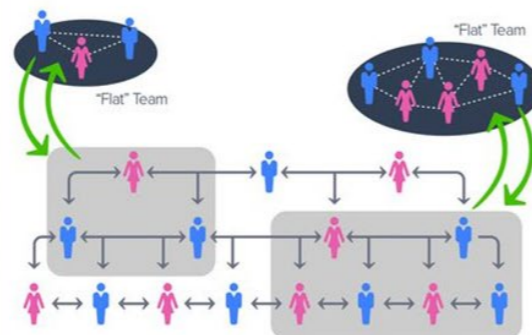
2. FLATTER ORGANIZATIONS



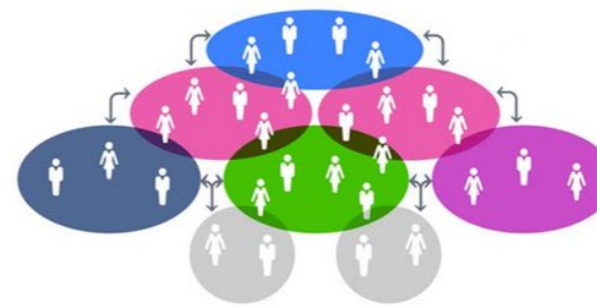
3. FLAT ORGANIZATIONS



4. FLATARCHIES



5. HOLACRATIC ORGANIZATION



Collective Evaluation



Reflection:

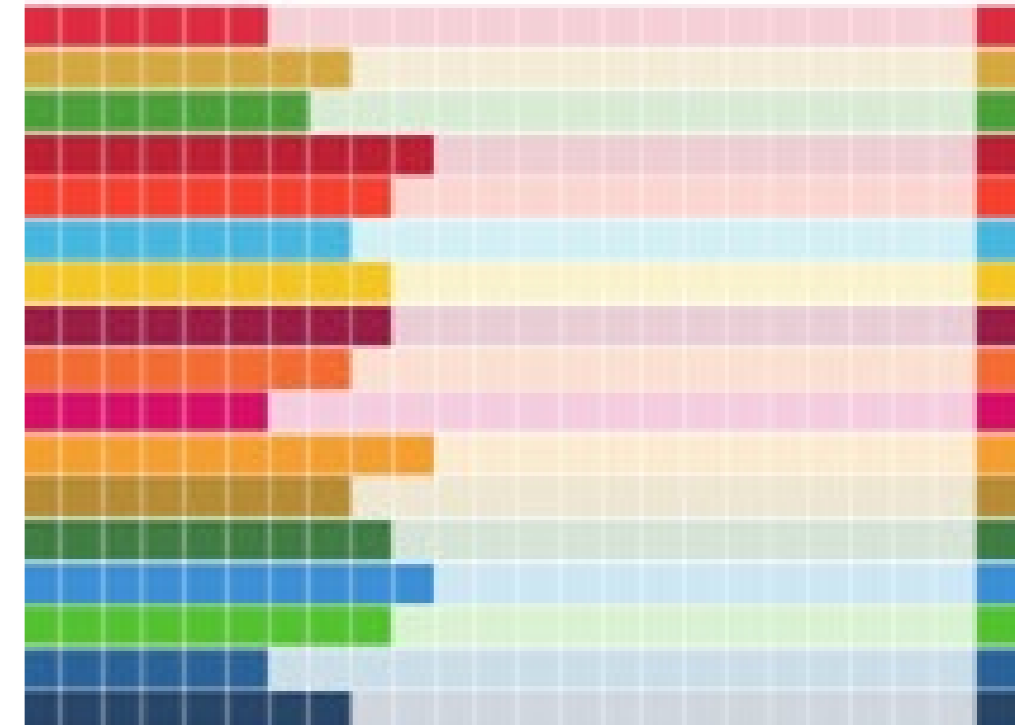
- What **roles** do the participants take in collaborative evaluation?
- What **stage** of the process do we evaluate?
- What is the **data** we evaluate? What is the **tool** we use for evaluation?
- How does the evaluation process **affect the future** of the project?



Goals and objectives



EVALUATING PROGRESS TOWARDS THE
SUSTAINABLE DEVELOPMENT GOALS

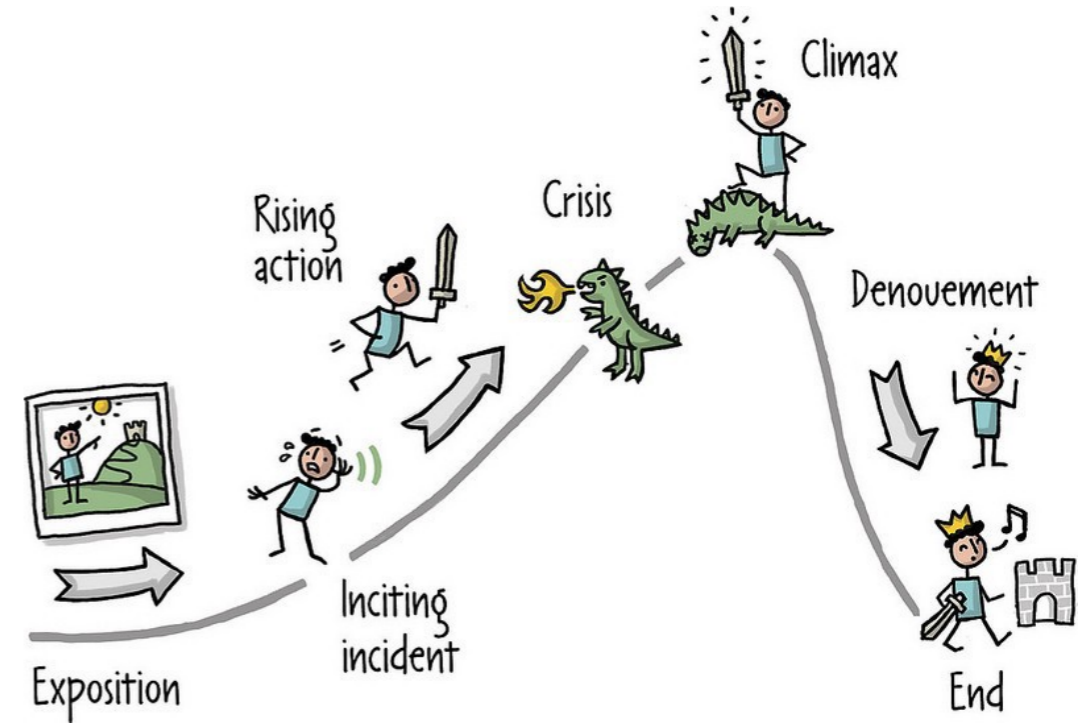
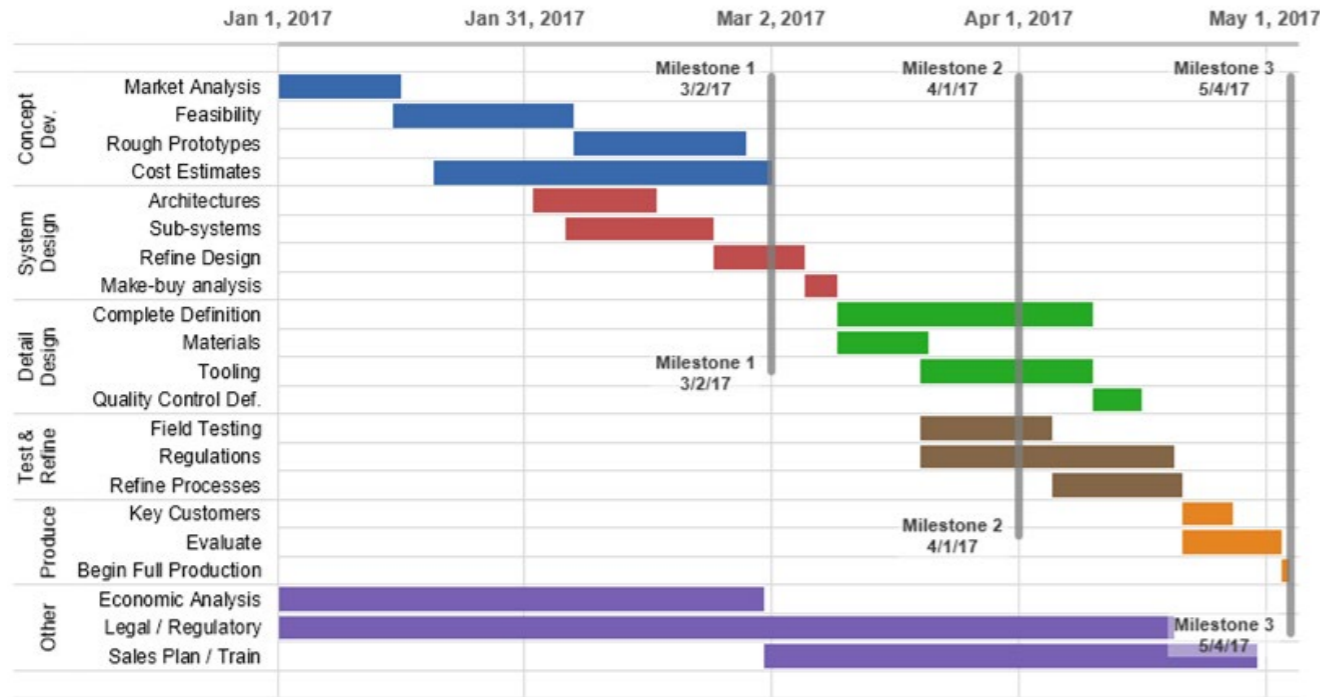


Reflection:

- What were the selected goals initially? Have the goals changed? Did the team add new goals throughout the process?
- What activities did you take to achieve these goals? What is the program's current stage of implementing the goals?
- Were all goals achieved? If not, what were the obstacles?
- Were the selected indicators good enough to measure the success?
- What did we learn? What would you do differently next time?



Process

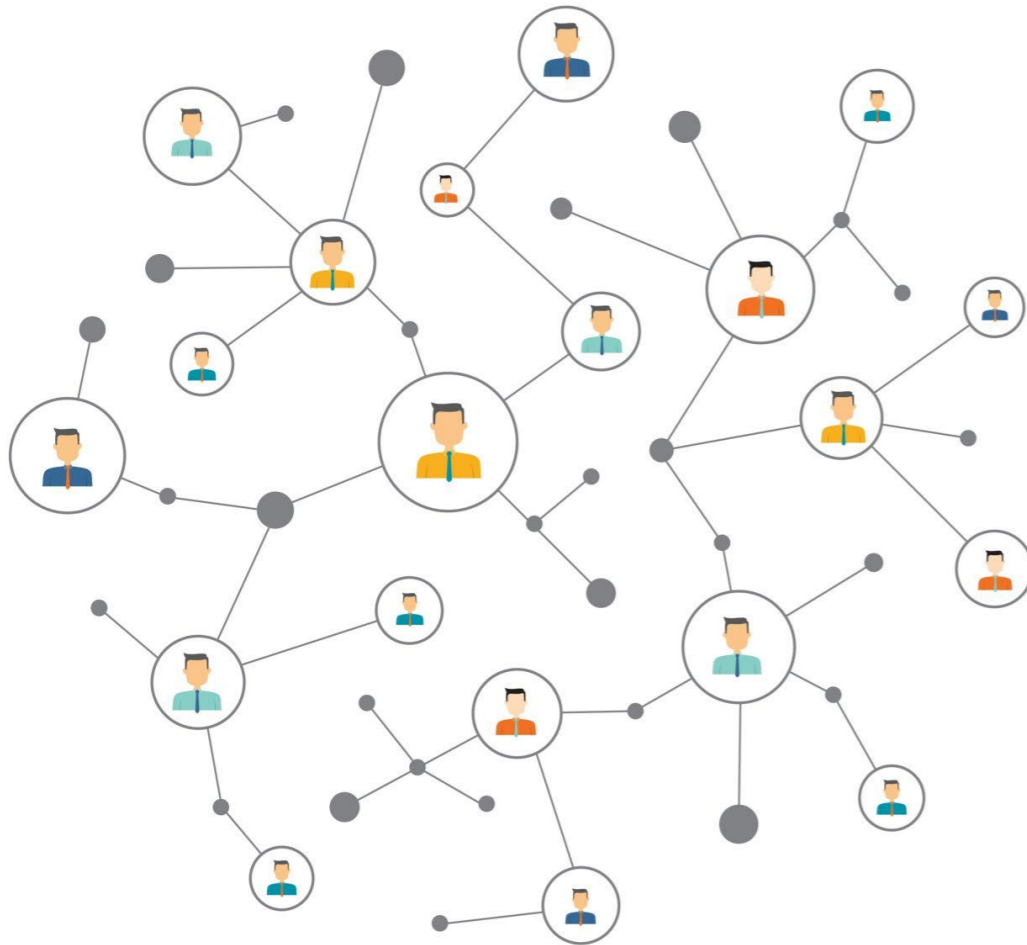


Reflection:

- What is the program's current stage of implementation? What were the milestones of the project? Were the different stages of the process coherent?
- Is the program being implemented the way it was intended? Did the process stay in its original direction or did the process change directions?
- Were the participants satisfied with the process? Was the process effective enough? Are the selected indicators good enough to measure success of the process?
- What did we learn? What would you do differently next time?



Output/Outcomes



Viewpoints	Criteria	Native app	Web app	Widget	HTML5
Developer	Ease of developing	4.67	3.67	5	4.67
	Ease of coding	4	2	3	5
	Ease of debugging	4.33	3	5	3
	Ease of testing	4	1.67	3	4.33
	Ease of deploying and updating	3	3	3	3
	Ease of distribution	3.33	5	4.5	5
	Application types	5	3	3.67	4.33
	Powerful libraries and APIs	5	3	5	5
	Payment possibilities	3	5	3	5
	Average points	4.04	3.26	3.91	4.37
User	Ease of use	5	1.33	3.33	3.67
	Functionality	4.33	1.67	3.33	3.33
	Install and update	2	4.5	3	4
	Average points	3.78	2.5	3.22	3.67
Service provider	Content management	4	2.5	4	3
	Administration	3.5	3.5	3.5	3.5
	Distribution	2	5	3	5
	Average points	3.17	3.67	3.5	3.83

Reflection:

- What were the greatest outputs and outcomes of the project? Are they matching with the expected goals and objectives?
- Were the selected indicators effective in measuring the outcomes?
- Were the participants satisfied with the outputs and outcomes of the project?
- What did we learn? What would you do differently next time?



Tools and Methods



Type of the tool

Formal / Informal
Online / Offline
Individual or group(s)
Observation / Reflection / Test / Performance /

Evaluation

Ease of use

Easy to install, maintain, facilitate, logistics
Easy to observe and make a report

Tool customization

Materials
Fitting to the target groups

Platform support

Online or offline

Coherence with the process

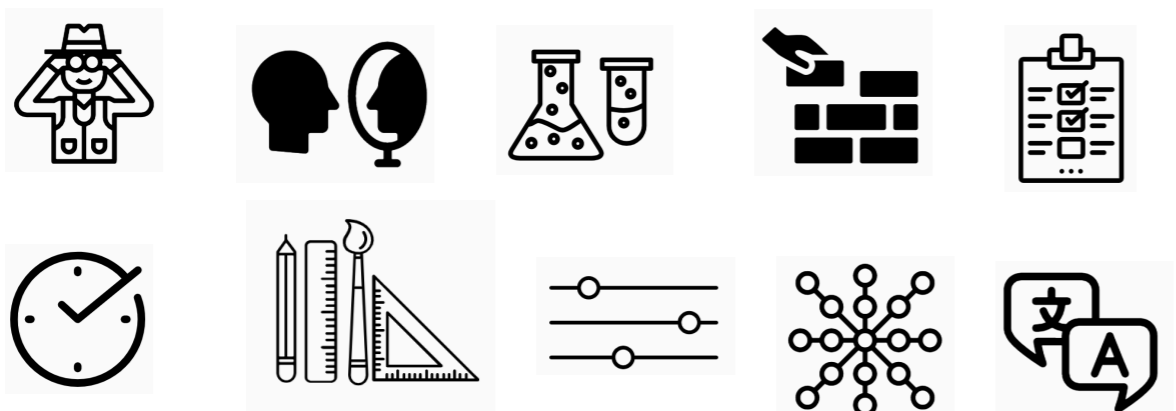
Usability

For the community and for the facilitator
Relevant outputs and outcomes

Punctuality

Others

Language, Distribution, Duration, etc.

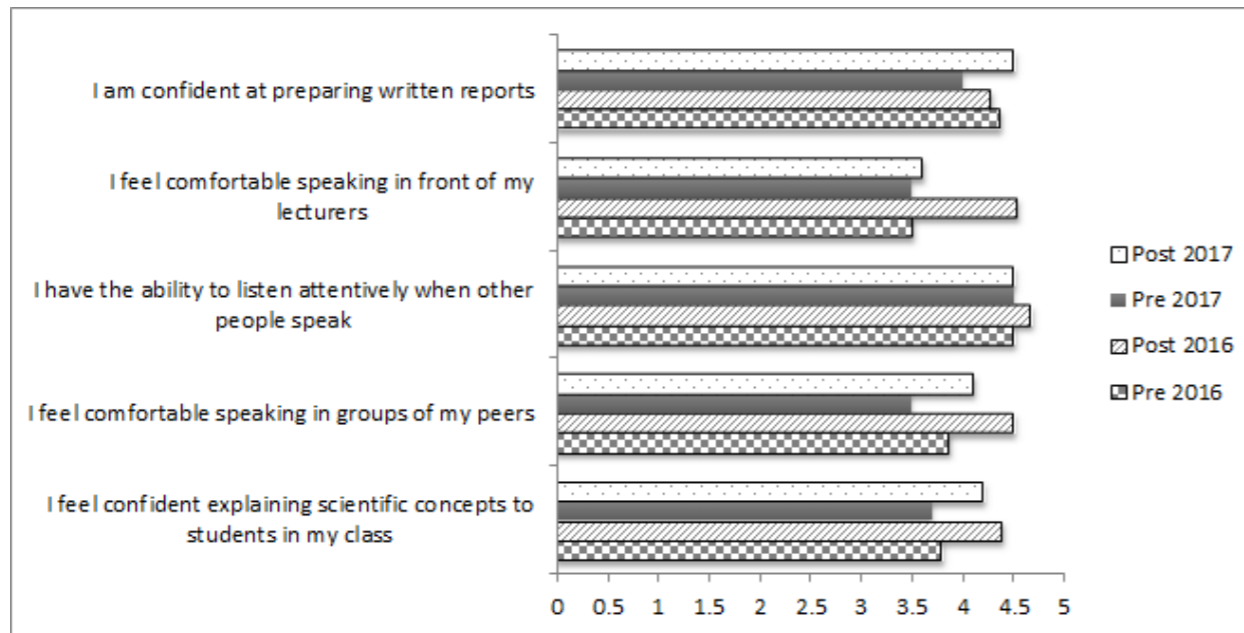


Reflection:

- Were the tool selected fitting to the targeted groups? Could the selected tools and methods engage all groups equally?
- Were the selected methods resulted in decent outcomes?
- Have the tools been efficient enough for the methodology selected?
- Were the selected indicators effective enough to measure the success of the tools and methods?
- What did we learn? What would you do differently next time?



Facilitation/Communication



Story Telling Self-Evaluation

Name of Student:
Jennifer Edwards

Title of story: The Funeral

Delivery	Comments /examples
I spoke clearly and coherently, using appropriate pace and tone	I could have paced myself & not rushed towards the end. <i>a little hard on yourself 😊</i>
I used the language and tone which was suitable for my story (Give an example)	Kept a sadness in my voice felt emotionally involved as I read. ✓
My story was engaging and entertaining because	It set a scene and a feeling ✓
The strong areas in my story are	Seeing a situation from the point of view of a child.
I could improve my story by.....	giving more detail about the setting of the story. Not repeat certain words.
I thought the feedback was.....	Encouraging & appreciative.

Reflection:

- Were the communication platforms equally distributed and involved in the process? Was everyone heard? Did everyone have an opportunity to share opinion? What is the level of satisfaction of various stakeholders?
- Did the communication used in the project affect the community outside the project? What impact would you expect in the community?
- Were the selected indicators effective enough? Did the project invent new communication platforms that was not intended?
- What did we learn? What would you do differently next time?



Any questions?

References



Campilan, D., 2000. Participatory Evaluation of Participatory Research. Paper presented at the Forum on Evaluation of International Cooperation Projects: Centering on Development of Human Resources in the Field of Agriculture held on 6-7 December 2000 at the International Cooperation Center for Agricultural Education (ICCAE) of Nagoya University, Nagoya, Japan.

Websites

https://www.betterevaluation.org/en/plan/approach/participatory_evaluation

https://www.publicconsultinggroup.com/media/1272/pcg_collaborative_evaluation.pdf

<https://www.betterevaluation.org/en/plan/approach/cort>

30 minute exercise: values and principles code of conduct for a living lab



Monitoring, Evaluation and Future Outlook of Landscape Democracy Actions

B1 - Your Name : Freising City centre and Airport area (Freising 1,2, 5, 7,8):

<https://app.mural.co/t/participation4818/m/participation4818/1593524291346/95ff997cd6db6d8d6098e8b6f8e20aa094f38b8b>

B2 - Your Name : Freising Regatta area (Freising 3, 4, 6, 9):

<https://app.mural.co/t/participation4818/m/participation4818/1593524314682/57fb391ca724f1e23ae4301a96995896956517f2>

B3 - Your Name : Dublin:

<https://app.mural.co/t/participation4818/m/participation4818/1593543385303/8e3b07dde9b8919df2599fbd83217227526ec2ec>

B4 - Your Name : Bologna:

<https://app.mural.co/t/participation4818/m/participation4818/1593543402073/2dcf9ccf4686546d2b8ad7270ff54a1348d30a63>

B5 - Your Name: Budapest:

<https://app.mural.co/t/participation4818/m/participation4818/1593543421402/148dd596c390673d60b576182cf54ea7918ae149>

B6 - Your Name: Independent:

<https://app.mural.co/t/participation4818/m/participation4818/1593543441510/558617957328edc82455510131624f93e21c277f>

B7 - Your Name : Nürtingen

<https://app.mural.co/t/participation4818/m/participation4818/1593543457236/98d87c4011ced26e6795f492f25759314dcc52f2>

while we are waiting please add your breakout room prefix in front of your name: we will use it in our mural exercise today.

Exercise: values & principles

1. An **experience** you can use for collaboratively drawing up a code of conduct in your living lab (with your community in your local language).
2. A **poster** that can be hung in the communal space (virtual/ analogue) of the lab.
3. Using the **Normative Group Technique** (you already know) and a template in Mural.
4. Based on the values and principles you noted down during the **reflections** of previous assignments and also you wrote in the logs on the process.
5. They concern your own behaviour, how the team behaves, how we communicate with each other, what information can be shared and what is confidential, how the process is carried out, how we address conflicting ideas, how the power is divided, what is important for the landscape, etcetera.
6. Exercise 30 minutes
 - 10 minutes writing down the individual values and principles
 - 10 minutes combining and synthesising,
 - 10 minutes placing items on the poster.



Code of conduct LED2LEAP team

WE
RESPECT
EACH
OTHER

WE
RESPECT
OUR
DIFFEREN
CES

WE GIVE
CRITICAL
FEED
BACK

WE LEARN
FROM
OUR
MISTAKES

WE CO-
CREATE
AS
EQUAL
PARTERS

WE
FOSTER
DEMO-
CRACY

Every Monday the teachers met to discuss the progress, how student teams were doing, the content, the principles of a landscape democratic process.

What kind of poster would you develop to safeguard the democratic process?

Exercise Our Democratic Code of Conduct for a LED2LEAP Living Lab

steps

STEP 1

Choose the living lab that you will use as an example

STEP 2

Define individually the values and principles that you and the stakeholders would share during the living lab process: for yourself, your team, the community and the landscape

STEP 3

Share your values and principles with the group by placing your sticky notes to the goal board area. No discussion happens at this point, only clarifications are allowed.

STEP 4

Define a moderator. Now every team member knows the values and rules reorganise your board, match similar values and principles, formulate integral ones. At the same time keep the diversity and avoid generalising! You may add an additional sticky note to synthesise related notes.

STEP 5

Place the short expressions or icons on the top left poster. If you still have time these could be explained in longer texts on the second poster at the bottom.

Mock up of poster



WE RESPECT EACH OTHER	WE RESPECT PRIVACY	WE ARE ONE TEAM
WE LEARN FROM OUR MISTAKES	WE CO-CREATE AS EQUAL PARTERS	WE FOSTER DEMOCRACY

2. Individual values and rules

Team member name	
Team member name	
Team member name	
Team member name	
Team member name	
Team member name	
Team member name	
Team member name	
Team member name	
Team member name	
Team member name	

Add more team members if needed

1 Define the Living Lab for the Code

Name of the living lab

Short description of the lab

3+4 values and principles board

--	--	--	--	--

a **VALUE** is a principle or standard of behaviour. It can be related to such things as respect, justice, fairness, honesty, transparency, or privacy.

a **PRINCIPLE** is a rule or belief governing one's personal behaviour. It can be related to the way you work with the community or in your team.

Source: Concise Oxford Dictionary, 12th edition, Oxford University Press.

5. Create the poster with the code of conduct: icons and text

Our Democratic Living Lab Code of Conduct

Example: Every voice should be heard

For icons and short texts



Our Democratic Living Lab Code of Conduct

We organise our process in a way that there is an opportunity for every community member to express him or herself.

Here you can place the texts to explain, for the moment you can just copy the stickers of the board.



Assignment 5

Collaborative process evaluation and a future agenda Concept plan for evaluation and monitoring

PHASE E



Collaborative Evaluation



Assignment general information and timeline (1)

You have 2 options:

OPTION 1: imagine the participatory process and introduce the expected results and possible impacts! Propose a monitoring and collective evaluation process and introduce the indicators that you are willing to use!

OPTION 2: if you have done actual participation visualize your outputs and outcomes so far in the project! Introduce the monitoring process, the indicators used for evaluation and lessons learnt! Propose a new process that already adapts these findings!

Please use some graphic representation to communicate your process and reflection!

What are the parts of a story and how does it relate to your visioning process?

Scene = Physical & Socio/Economic/Political Landscape, Your Landscape Democracy Challenge

Characters = Key Stakeholders in the Focus Community

Plot = Managing monitoring and evaluation

Sub-Plots = Lessons learned

Collaborative Evaluation



Assignment general information and timeline (3)

You will have 12 minutes to present your evaluation and monitoring, which will be followed up by a 8 minutes discussion period. Please be sure to practice your presentation beforehand, time limits will be followed closely by moderators. Lastly, have fun with this approach and utilize your creative ability to connect with your audience and draw them into your story!

- **Working period:** 06.30. – 07.06.
- **Submit** on ILIAS by **17:00 July 7, 2021**
https://ilias.hfwu.de/goto.php?target=exc_33872&client_id=hfwu
- **Presentation + discussion in cross -cultural sessions:** online
on **July 7 , 2021, 17 00 - 18 30 CET**
- **Publication on the seminar wiki by July 14, 2021**

Collaborative Evaluation



The following slides need to be completed/developed by each team

1 Introduce the Scene and the Challenge (1 slide)

- Describe your landscape democracy challenge
- Make a problem-statement based on the landscape evaluation and assessment

Collaborative Evaluation



The following slides need to be completed/developed by each team

2 Introduce the Actors and the Process (1 slide)

- Let us know who would be or was involved in the monitoring and evaluation process and why
- Let us know where the evaluation process would or was taking place - depending on your approach, these could be different places at different times that you can illustrate in a process chart

Collaborative Evaluation

The following slides need to be completed/developed by each team

Story -Telling 1:

How we manage monitoring together and collect the data

- Here you show the process of how the different stakeholders take part in the monitoring process
- How we collected monitoring data?
- How we evaluated the process together with the community?

Collaborative Evaluation



The following slides need to be completed/developed by each team

Story - Telling 2: How we evaluate the results

- Visualize the output and outcomes of the process
- Describe what kind of indicators did you use
- Reflect back to the expected results and compare them with the actual ones
- Describe how the evaluation process was collaborative
- Visualize the satisfaction of the community

Collaborative Evaluation



The following slides need to be completed/developed by each team

Story - Telling 3:

How the lessons we have learned will effect the process

Now it is about translating your evaluation results into actions and new goals. What could be the most important steps to follow? How you would modify the process based on what we have learned?

- Pick one of your lessons you have learned through evaluation and turn them into actions
- Make an action plan for the following year
- Who needs to be involved?
- Who can contribute which resources?
- What are the tangible indicators of success (i.e. concrete steps in years 1 -3)?

Collaborative Evaluation



The following slides need to be completed/developed by each team

4 Reflection (1 slide)

- What do you think are good or useful indicators in your challenge?
- What do you think is the biggest challenge in collaborative evaluation?
- How this process changed your perception (as a planner) on the site and on the designing process?

Share personal experiences and opinions.

Collaborative Evaluation



References

Seminar slides June 30, 2021:

https://ilias.hfwu.de/goto.php?target=file_27715_download&client_id=hfwu

Landscape Democracy Tool Box

https://ilias.hfwu.de/goto.php?target=file_27129_download&client_id=hfwu

UN Habitat, 2012: Visioning as a Participatory Planning Tool

https://issuu.com/unhabitat/docs/visioning_as_participatory_planning_tool