

Measuring the impact of urban social events

Guide & Toolkit

Prototype 1.0



Urban Leisure and Tourism Lab
Developing inclusive and sustainable places





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Developing inclusive and sustainable places



Colophon

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Introduction

This guide has been designed to measure and manage the impact of social events in urban areas.

Our aim is to facilitate (event) organizers who would like to give a in depth justification for their work on enhancing social and sustainable (local) communities. These events tend to be small-scale cultural events within urban neighbourhoods. Neighbourhoods can differ enormously in terms of their social, cultural, geographical, demographical and economical perspectives and this has to be taken into account when carrying out an impact study.

There are many ways to measure impact. We have compiled this guide and toolkit from existing models, methods and additional insights based upon our own research experiences. We wanted to make a measurement instrument that is tailor-made for the specific context of social events and urban communities. For that reason, we will now give some background information about urban challenges, the role of social-cultural events in confronting these urban challenges and about event management and its possible social benefits and costs.

Urban context

Many stakeholders, such as local and global platforms, scientists, policymakers, activists, have described the main challenges for the current and future city. Some the most prominent ones are issues on: urbanization, mobility and transport, poverty, the digital and energy transition and the inclusion of migrants and refugees (European Commission, 2018). We can't and don't even want to incorporate all these complex problems, but we do think that social-cultural events could play a role in contributing towards creating and sustaining a more inclusive (part of the) city.

We are inspired by the work of Hambleton whose initial definition of inclusion was focused on the right to participate: 'being able to participate fully in social activities, and/or to engage in political and social life' (Hambleton & Howard 2012, p11). However his definition has evolved to cover four inter-related themes, which according to him all play a role: the importance of linking inclusion to inequality and place; adopting a 'rights based' perspective; enhancing inclusive approaches to democracy; including our relationship with the natural environment. [...] Inclusion: 'encompasses political, social, economic *and* environmental dimensions.' Hambleton (2015, p16). You will soon find out that our impact measurement tools have similar dimensions.

Creating an inclusive experience via events can be compared to creating feeling of being at home, not for an exclusive group, but for as many different people as possible. With this aim in mind we would like to mention the role of urban *placemakers* who often co-create local events in order to 'strengthen the connection between people and places they share; placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared values. [...] Successful and genuine public spaces are used by many different people for many different purposes at many different times of the day and year.' (Project for Public Spaces, 2016). The ultimate goal of placemaking is a place-led approach that relies on a unified focus on place outcomes built on community engagement.

This brings us to the importance of social and sustainable development. Sustainable development can be defined from different angles. It started in 1982 as a primarily ecological concept (UN, in: Lu, Geng, Liu, Cote and Yu, 2017). Whereas nowadays it covers many interrelated subjects. The US National Research Council divided it in 1999 into economic growth, environmental protection and social prosperity (Lu, Geng, Liu, Cote and Yu, 2017). In the Brundtland report (in: Tirado, Morales & Lobato-Calleros, 2015) is sustainability is described as: “Humanity has the ability to make development sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs”. In the different definitions, three main can be distinguished; economic, ecological and social aspects (Tirado, Morales & Lobato-Calleros, 2015) Van Assche, Block & Reynaert (2012) add a fourth aspect: institutional sustainability. Since the United Nations Conference on Sustainable Development in Rio 2012, more emphasis has been placed on the social dimension (UN, 2012). During this current research, the emphasis will be on social sustainability as well.

Social sustainability also has known several definitions and terms. Lehmann, Russi, Bala, Finkbeiner, Fullana-i-Palmer (in: Tirado, Morales & Lobato-Calleros (2015) describe social sustainability as “the well-being not only of future, but also of current generations.” In social theories cohesion, stability and integration are subjects of discussion (Magee, Scerri & James, 2012). However, these definitions and subjects are based on (national) societies and therefore not always applicable for (local) communities. Mori and Christodoulou (in: Lu, Geng, Liu, Cote and Yu, 2017) concluded that the national sustainable indicators are not always applicable for measuring sustainability in cities or communities. Cities and communities have their own characteristics and therefore an adjusted set of indicators is needed. Also Magee, Scerri & James (2012) mention a shift from societal social issues such as social structure, function and regulation towards more community based issues such as sense of sustainability, wellbeing, quality of life and inclusion, which is also referred to as security from risk and participation. Social cohesion and inclusion is according to Egan (in: Lu, Geng, Liu, Cote and Yu, 2017), part of a sustainable community. Also Dizdaroglu (2015) is of the opinion that cities are sustainable when they are socially inclusive.

Because a community can be approached from a social and an individual perspective, it is important to make a distinction. Putnam views social capital as the ‘bonding’ capital which is needed in order for a community be sustainable (in: Magee, Scerri & James, 2012). According to Riger and Lavrakas social bonding covers “the ability to identify neighbors, feeling part of the neighborhood and the number of neighborhood children known to the respondent (in: McMillan and Chavis, 1986).

The more individual or psychological perspective of a sense of a community are mentioned by Doolittle and MacDonald, who distinguish five factors of sense of community structure: informal interaction, safety, pro-urbanism (privacy), neighboring preferences (frequent interaction) and localism (opinions and desire to participate) (in: McMillan and Chavis, 1986). Bahrach and Zautra (in: McMillan and Chavis, 1986, p.8) mention seven items in measuring the sense of community: “feeling at home in the community, satisfaction with the community, agreement with the values and beliefs of the community, feeling of belonging in the community, interest in what goes on in the community,

feeling an important part of the community, and attachment to the community.” McMillan and Chavis (1986) distill four items: membership, influence, integration and fulfillment of needs and shared emotional connection. Various research was conducted with similar findings. The research of Doolittle and MacDonald resulted in three major findings: a pro-urbanism and preference for neighboring had an inverse relationship. Secondly; safety and preference for neighboring were directly related and thirdly; when the feeling of safety increased, the pro-urbanism decreased (in: McMillan and Chavis, 1986). These findings indicate that a community is more than the sum of its parts; it could lead to an inclusive community. This is also stated by Gerometta, Häussermann and Longo (2005) who mention that civil society could contribute to a more cohesive city and community. It could therefore have an inverse effect: depending on the social bonding capital, a neighborhood could have a “collective social downward mobility” effect (Putnam; Kearns and Parkinson; and Moulaert and Nussbaumer in: Gerometta, Häussermann and Longo, 2005). This is also indicated by Glynn who found a relationship between sense of community and the ability to function competently in a community (in: McMillan and Chavis, 1986). In the end, people who are committed and satisfied experience review the neighborhood as a small community (Ahlbrant and Cunningham in: McMillan and Chavis, 1986).

Social sustainability is the experience of being part of a group, from the group’s and the individual’s perspective. Which could also be called, according to Van Winkle and Woosnam (2014): the sense of community “people’s perception of their experience within the community”. In order to understand the sense of a community, insight into community developments, participation etc. is needed. Sharing a mutual experience, for instance celebrating a festival could contribute to the sense of community (Getz in: Van Winkle and Woosnam, 2014). This could be an example of what McMillan and Chavis (1986) call ‘a shared emotional connection’. During interaction people could become closer and therefore the sense of community could increase. During festivals, people can share a common purpose which can contribute to the sense of community (Derret in: Van Winkle and Woosnam, 2014). According to Van Winkle and Woosnam (2014) Derret claimed that festivals contribute to the sense of community by offering the opportunity to develop ‘a sense of belonging, support, empowerment, participation and safety’. By doing so, events can change the sense of community and therefore the sense of place.

Events: impact and management

The world of events has many faces, but one thing is for sure, all events have a temporary character. This characteristic might influence the intensity of the impact that is aimed for. Sharpley and Stone (2011) state: “All events have impacts (Hall 1997). More specifically, all events or, at least, planned events have a purpose or objective and, hence, intended, desired and predicted (and, on occasion, unanticipated) outcomes. These, in turn, have impacts on host communities, participants and other stakeholders who, as Getz (2007: 300) puts it, are “impacted” by the outcomes of events. Such impacts may be positive or beneficial. Indeed, it is the expected benefits of events, whether economic, social, cultural, political or environmental, that is the principal driver underpinning the support for and increasing popularity of them at the local, national and international scale.”

As mentioned above, not all events have solely positive impacts; have a look at Delamere et al’s (2001) study. It lists a total of 21 social benefits, divided into community benefits and

cultural/educational benefits, and 27 costs, separated into quality of life concerns and community resource concerns – a condensed version is provided in Step 3 of the Toolkit. Sharpley and Stone (2011): “It should be noted that this study focused specifically upon community festivals, where socio-cultural impacts (both positive and negative) may be more widely and keenly sensed than at other types of events. Nevertheless, it demonstrates the more immediate, tangible impacts of events but, whilst revealing the diversity of such impacts that might be experienced by the host community, the principal contribution of this research is to the *effective management* and planning of events.

Consequently, Delamere et al (2001: 22) suggest, “as community leaders and festival organizers become more aware of the needs and priorities of the community, they can better respond to community concerns and work together to maintain an appropriate balance between the social benefits and social costs that emanate from community festivals.”

Whilst event organizers would like to create a meaningful experience for their customers or participants, they also need to be more and more aware of and account for, the effects events can have. Those effects could be economic but also enhance more social inclusivity that contributes to the community. We would like to offer the toolkit to measure these impacts so organizers have a clear insight and can increase the positive impacts and decrease possible negative ones. Step by step a clear guideline is offered with additional sources and tips. The main sources are highlighted so it's clear which literature is the most important.

Sources:

Assche, van, J. Block, T. Reynaert, H. (2010). Can Community Indicators Live up to Their Expectations? The Case of the Flemish City Monitor for Liveable and Sustainable Urban Development. *Applied Research Quality Life*. 5:341-352

Delamere, T., Wankel, L. and Hinch, T. (2001) Development of a scale to measure resident attitudes towards the social impacts of community festivals, Part I: Item generation and purification of the measure. *Event Management* 7(1), 11-24.

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European Commission (2018), *Urban Agenda for the EU*, Available from Internet: <https://ec.europa.eu/futurium/en/urban-agenda>

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Hambelton, R. *Leading the Inclusive City – place based leadership* (2014) Policy Press, UK, Or have look at, available from Internet: <http://eprints.uwe.ac.uk/24141/1/Hambleton%20-%20Leading%20the%20inclusive%20city%202%20June%201014%20140602.pdf>

Lu, G. Geng, Y. Liu, Z. Cote, R. Yu, X. (2017) Measuring Sustainability at the community level: An overview of China's indicator system on National Demonstration Sustainable Communities. *Journal of Cleaner Production*, 143:326-335

Magee, L. Scerri, A. James, P. (2012) Measuring Social Sustainability: A Community-Centred Approach. *Applied Research Quality Life*, 17:239-261

McMillan, D.W., Chavis, D.M. (1986). Sense of Community: A Definition and Theory. *Journal of Community Psychology*, 14: January 1986

Project for Public Spaces (2016) *Placemaking – what if we built our cities around places?*, Project for public Spaces, Inc. And learn more: <http://pps.org>

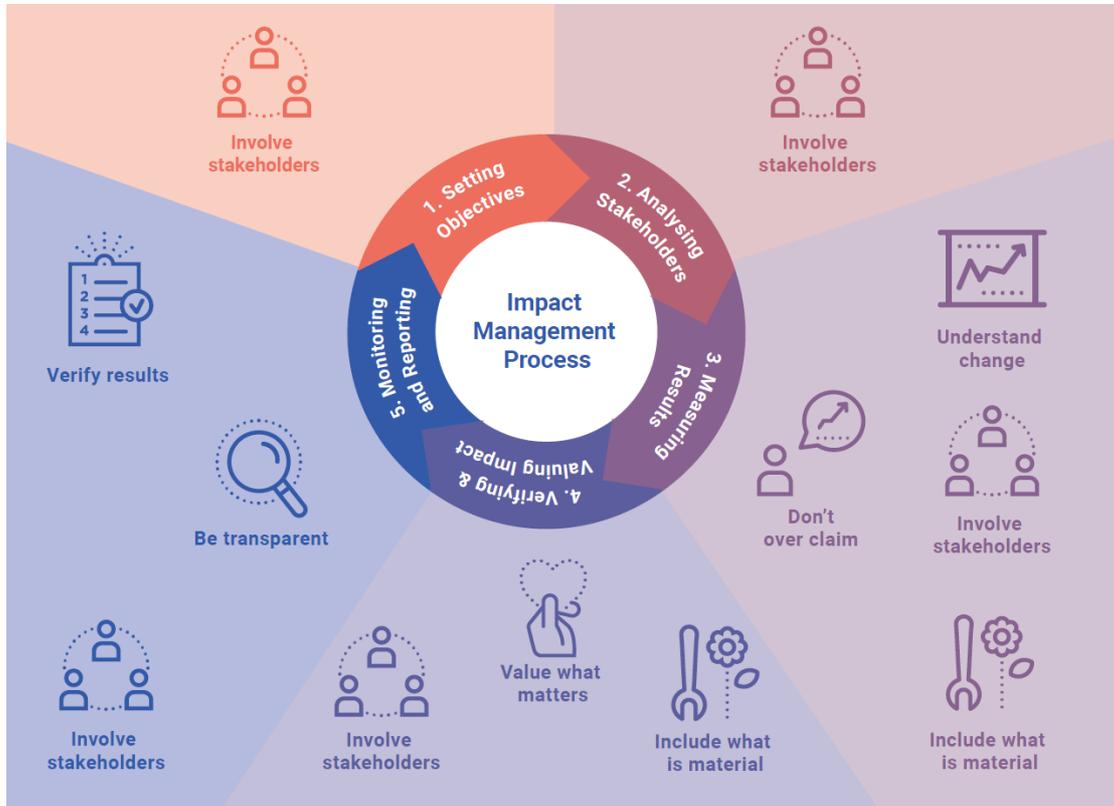
Sharpley, R. & Stone, P.R. (2011) *Socio-cultural impacts of events: meanings, authorized transgression, and social capital*. In S. Page and J. Connell (Eds) *The Routledge Handbook of Events*. London: Routledge (Chapter 23).

Tirado, A.A., Morales, M.R.Lobato-Calleros, O. (2015). Additional Indicators to Promote Social Sustainability within Government Programs: Equity and Efficiency. *Sustainability*, 9:9251-9267

Winkle, van C.M. Woosnam, K.M. (2014). Sense of community and perceptions of festival social impacts. *International Journal of Event and Festival Management*, Vol. 5 Issue: 1, pp.22-38,

TOOLKIT

Prototype 1.0



Source: European Venture Philanthropy Association (September 2017)



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INTRODUCTION

In 2011 the SROI Network and The Social Impact Analysts Association joined forces and went on as Social Value UK (www.socialvalueuk.org) and Social Value International (www.socialvalueint.org). They promote and develop [The Seven Principles of Social Value](#). On their websites you can find many guides and tools to develop SROI measurements.

Based on their: [A guide to Social Return on Investment toolbox](#) we have developed a guide & toolkit to measure the impact of social events in urban areas. Our aim is to facilitate (event) organizers who develop these social events. Accountability is becoming increasingly important, stakeholders such as the municipality or funding bodies have an increased interest in getting a clear picture of the impact of events.

The [Social Return on Investment general toolbox](#) from the Cabinet Office provides a full explanation of the general principles and steps to be taken when measuring SROI. It is important to be familiar with these aspects, before using the more specific toolkit for measuring the impact of social events in urban areas that we have developed. Based on this, we have developed the specific toolkit for measuring the impact of social events in urban areas.

How to use this toolkit

Although specific, this toolkit can and will be used for many different events, communities and social problems. We ask all users to send their experiences and comments to us, you can send it via roos.gerritsma@inholland.nl. This information will be used to improve the guide & toolkit and add examples. Many thanks in advance.

This toolkit is built up along the five main steps of the measurement process.

Every step contains:

- *DESCRIPTION*: of the general aim of each step.
- *APPLICATION*: the questions relevant in this step.
- *TOOLS & RESOURCES*: theories and methods you can use to perform the activities. Where possible we have added links for more information.
- *USEFUL TIPS*: practical advice and tips.
- *PRINCIPLES*: important and useful guidelines plus examples from former research.

As mentioned previously, the highlighted sources in the toolkit are the main sources.

STEP 1 SET OBJECTIVES

DESCRIPTION

What is the impact of small-scale social events within urban communities?

1. Define the overarching social situation and/or problem.
2. Define the community.
3. Define the scope and impact objectives of the event.
4. Describe the event(s) and possible side event(s) that can contribute to solving the social problem and meeting the impact objectives.

Make clear what you want:

- **forecast** SROI: which predicts how much social value will be created if the event meets the intended outcomes.
- **evaluative** SROI: which is conducted retrospectively and based on actual outcomes that have already taken place.

APPLICATION

- What is the overarching social issue that the event is trying to solve?
- What specific objectives is the event trying to achieve and how will it do that (before, during and after the event)?
- What is the target group of the event?
- What is the time scope of the event (one-off, every year or one of a series)?
- What are the expected outcomes for the local community and what is the logic behind these expectations?
- Which theoretical models are you using and why?

TOOLS & RESOURCES

- [Theory of Change](#)

- [Theory of Value Creation](#)

- [Building in sustainability, social responsibility and value co-creation](#)

- Richards, G. Marques, L. Mein, K. (2015). *Event Design. Social perspectives and practices*. London: Routledge

USEFUL TIPS

- Collecting data: this may be from existing sources (internal or external) or you may need to collect new data.

- Existing sources about events and the specific neighborhood and community can be found:
 - At the local government (geographical description and/or map) and/or in the community itself (such as demographic, social-cultural and economic background information concerning its inhabitants);
 - E.g. event organizers with visitor numbers in the past.
- Carry out interviews with stakeholders to understand the variety of local perspectives & needs (see step 2 for more explanation).
- Create SMART objectives to be able to measure and evaluate.

PRINCIPLES

In this first step try to gain insights into:

- The outcomes the stakeholders experience as a result of the event.
- Other people and organizations that contribute to the event.
- The for the stakeholders relevant importance of the outcome of the event.

Event:

- When and where? one-off, every year or one of a series ?
- Some events may have side events, which also have an effect on the impact of the main event. Make clear what side events there are and how you deal with them in the research.
- What is the objective?
- Who took the initiative?
- How is the event financed?
- Who are the stakeholders?

Stakeholders:

- Stakeholders should be involved from the beginning
- Ensure relevance and appropriateness of objectives.
- Confirm they are interest in the event.
- Confirm their interest in the research.
- Establish expectations, what can they expect from the SROI measurement and what not.

STEP 2: ANALYZE STAKEHOLDERS

DESCRIPTION

A stakeholder is any party effecting and/or affected by the event.

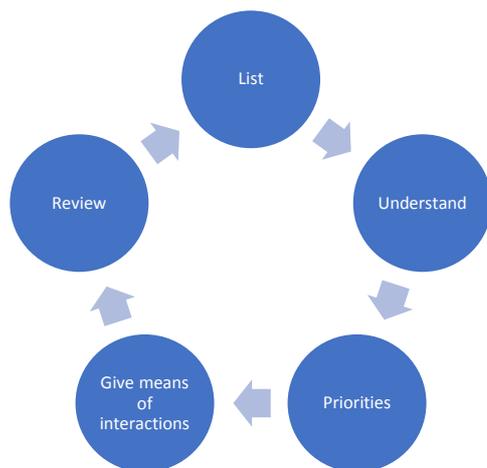
Understand stakeholders' expectations & contribution, potential impact on them, and assure the co-operation of main stakeholders in the impact measurement process.

Phases:

- Stakeholder identification: mapping and selection, analysis of their expectations.
- Stakeholder engagement: understand their expectations and verify if these are met.
- Make a connection/division between the expectations and the economic, ecological and social aspects of the event outcome (see table under principles).

APPLICATION

Learning process:



Who took the initiative for the event?

Who are the main stakeholders?

- Organizer
- Funders
- Investors
- Municipality
- Volunteers
- Employees
- Suppliers / Partners
- Visitors

- Society / Community members, the neighborhood in which the event takes place
- Environment
- Others, namely

For each stakeholder:

- What is their input?
- What are their objectives?

TOOLS & RESOURCES:

- Involving stakeholders: [Stakeholder Standard 2017](#) guide.
- [Stakeholder Relationships and Social Welfare](#)
- [A value mapping tool for sustainable business modelling](#)

USEFUL TIPS

- Social media (Twitter, Facebook, and Instagram etc.) can be a valuable source for stakeholder identification and engagement.

PRINCIPLES

It is important to involve stakeholders from the beginning. Give special attention to:

- Define characteristics of stakeholders in order to identify sub-groups with common characteristics.
- Other stakeholders not initially involved.
- In order to create support and mutual agreement for the SROI measurement.
- The number of interactions and the time required should be kept to a minimum necessary.

Stakeholders	Economic		Social		Ecological	
	Input	Objective	Input	Objective	Input	Objective
Organizer						
Financier						
Investors						
Municipality						
Volunteers						
.....						

STEP 3: MEASURE RESULTS - PREPARATION

DESCRIPTION

Transforming the objectives into measurable results:

- **Outputs:** tangible products and results from the event.
- **Outcomes:** changes, benefits and other effects as a result of the event.
- **Impact:** the attribution of the event to the broader long term societal change.
- **Indicators:** set to measure outputs, outcomes and impact. It is important that the indicators are:
 - aligned with the purpose of the event
 - clearly defined, comparable with others.

APPLICATION

Outcome indicators: don't make it up yourself, but *ask your stakeholders* how they know that change has happened for them. Let them describe the situation and the expected outcome. Link it to the main objectives of the event. E.g.:

- Sustainable development: economic, ecological, social, institutional.
- Social sustainability: cohesion, stability, integration, quality of life
- Individual perspective, sense of community structure: informal interaction, safety, pro-urbanism (privacy), frequent interaction, opinions and desire to participate.

TOOLS & RESOURCES

- For more information see the guides: [Guidance on Materiality](#) and [Understand what Changes](#)
- Social media could be used to measure the impact before, during and after the event. For a comprehensive guide see "[Using social media for social research](#)" from the Social Media Research Group.
- Lankow, J. Ritchie, J. Crooks, R. (2012). *Infographics: The Power of Visual Storytelling*. New Jersey: John Wiley & Sons Inc.

USEFUL TIPS

- Determine what information and evidence must be included in the report to give a true and fair picture, such that the stakeholders can draw reasonable conclusions about the output.
- If applicable, make a distinction between the main event and the side events.
- Visual impact – photos and/or film to observe and/or collect input from the stakeholders and visitors. A picture or video might say more than words.

- Attention (before and after the event) in the media (Radio, TV, print, online).
Quantitative (how much?) and qualitative (how was it appreciated?).

Example choosing indicators for a neighbourhood barbecue	
Outcome	Indicator
More social contacts	- number of visitors
	- per visitor: number of people met at the event
More integration	- number of new contacts
	- do they feel at ease?

Table 1: Socio-cultural impacts of events

Social Benefits	Social Costs
<p>Community Benefits: Celebration of community Enhanced community identity Enhanced community image Increased community cohesion increased community well-being Improved quality of community life Individual pride through participation Shared ideas amongst community</p> <p>Cultural / Educational Benefits: Experience of new activities Participants learn new things Event showcases new ideas Development of cultural skills / talents Exposure to new cultural experiences Strengthening of community friendships Lasting positive cultural impact Achievement of common community goals</p>	<p>Quality of Life Concerns: Increased crime / vandalism Unacceptable increase in vehicular / pedestrian traffic Overcrowding Litter / ecological damage Reduced privacy Disruption to normal routines Unacceptable noise levels Overuse of community facilities</p> <p>Community Resource Concerns: Increased disagreement within community Event is 'all work no play' Excessive demand on community human resources Highlights cultural stereotypes Unequal sharing of benefits of the event Weakened community identity Excessive demand on community financial resources Potential sense of failure within community</p>

Source: adapted from Delamere et al (2001)

Source Socio-cultural impact of events (2011 Stone and Sharpley)

PRINCIPLES

Effects: before – during – after

When we look for impact we can make a distinction in time: before, during and after the event.

Before: who is involved in the preparation? What marketing techniques are used to position the event and attract visitors? How is the community involved?

During: the impact on the visitors, organizers, community?

After: reviews in off- and on-line media.

Understand what changes

The expected/experienced outcomes should be measured and managed.

- Creating well-defined outcomes
- Designing indicators (metrics) to measure the outcomes
- Measuring the outcomes

Establish how long outcome last

- Events are per definition temporary. This can give them extra attention and impact, but their effect will fade away. Repeating events can have a longer lasting effect. So when using SROI on events make a distinction between the direct effect of the event and the longer lasting effects.

Some events may have side events, which also have an effect on the impact of the event. Make clear what side events there are and how you deal with them in the research.

Involve stakeholders

- Stakeholders should be involved in determining expected or actual outcomes. They may be able to help identify ways of measuring outcomes. They will themselves also be a source of data using these measures.

Don't over claim

- What would have happened without the event?
- Any contribution being made by other activities or parties?
- The extent to which any outcomes that last beyond the end of the event, last to the same extent.

Only include what is tangible

This means to measure and value the things that matter. Measurability means expressing the outcome indicator in terms that are measurable, rather than finding an indicator that is easy to measure.

Costs and revenues

Be aware of the costs (financial and time-wise) and the expected revenues (reliability) of the research method you use. Are they in balance?

STEP 4: VERIFY AND VALUE IMPACT

DESCRIPTION

Objective: refine target outcomes and associated indicators and identify their impacts.

- **Verifying impact:** did the impact occur in the expected way?
Can we claim the event has had a positive impact?
What are the negative impacts of the event?
- **Valuing:** (measuring value created): was the impact important, i.e. valuable to the stakeholders?

APPLICATION

Balance subjective and objective indicators. Collect both: subjective (or self-reported) and objective indicators, they complement each other. For example the number of people at the event and the percentage of new contacts, or the quality of the contact from the perspective of the visitors.

Check your indicators: how can you measure them and do you have enough resources (time, instruments, and cooperation from the stakeholders)?

Putting a value on the outcome

Assign a monetary value for each outcome. These are approximations – ‘proxies’ – for the value that the buyer and the seller gain and lose in the transaction. The value that we get will be different for different people in different situations. See the guide to [Social Return on Investment guide pages 45-52](#) for explanation.

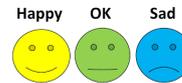
TOOLS & RESOURCES

- Here, at [The Design Method Toolkit](#) you can find a lot of tools to create and research.
- Markopoulos, P., Martens, J., Malins, J., Coninx, K., Liapis, A. (2016) *Collaboration in Creative Design. Methods and Tools*. Switzerland: Springer International Publishing. Especially Part IV: Tools for Creativity and Collaboration in Early Design, could be helpful.

USEFUL TIPS

- **Qualitative methods:** focus groups, interviews, (visual) storytelling, qualitative surveys.
- **Quantitative methods (monetization):** quantitative surveys, revealed preference, perceived value and use of financial proxies.
- **Visuals:** photos and/or films can say more than words.

- **Media attention:** online and offline media. For verification and validation, compare the results before and after the event.
- Use **Google Analytics** and **heat / scroll / click maps** to analyze the website and other social media tools
- **Mood boards** during the event visitors can give a quick reaction how they experience the event. For example with emoticons on an IPad



Possible proxies for events and social communities:

Stakeholder	Outcome	Indicator	Possible proxies
Event organizer	Improved attendant	Number of visitors	- Revenu ticket sales
Local Community	Improved Social Capital Community	-Ability to identify neighbours -Feeling part of the neighbourhood -Number of neighbourhood children known	- Social segregation - Collective social downward mobility - Change in property prices
Local Community	Improved Psychological sense of community	-Membership -Influence -Integration and fulfilment of needs -Shared emotional connection	- Social segregation - Collective social downward mobility - Change in property prices
Local Community	Festival contribution to sense of community	-Participation -Sense of belonging -Support -Empowerment -Safety	- Social segregation - Collective social downward mobility - Change in property prices
NGO	More support	Number of members	- The amount of the gifts

PRINCIPLES

Value the things that matter

To increase the value being created, choices will be required between conflicting ways of allocating resources. Therefore, an assessment of the relative value of the outcomes experienced or expected to be experienced will be required. This principle requires that relative values and any tradeoffs are transparent.

Involve stakeholders

Stakeholders should be involved in assessing whether the outcomes being measured represent all the outcomes they experience, positive or negative. Stakeholders should be involved in understanding the relative importance of different outcomes they experience to inform decisions on how to improve design of products or services.

Only include what is tangible

At this point in the process, significance of relevant outcomes is considered. Whether an outcome is significant is judged by reference to the quantity, duration, value and causality of the outcomes and thresholds set by the event organization.

Costs and revenues

Be aware of the costs (financial and time wise) and the expected revenues (reliability) of the research method you use. Are they in balance?

STEP 5: MONITORING & REPORTING

DESCRIPTION

Monitoring: collecting data and tracking progress against (deviation from) indicators and objectives (identify data sources for all measures, establish baseline status for beneficiaries, and determine how data will be collected and by whom, and the human resources available for the evaluation).

Reporting: transforming data into presentable formats, relevant for key stakeholders, transparent and useful.

APPLICATION

- Systemise data tracked for the community. You do research for an event, but to see what the impact is on the community it is important to develop a dataset for the specific neighborhood/community to monitor its social development.
- Analyse data to identify problems and implement corrective actions.
- When possible make use of different tools/methods and compare the results.
- Report and discuss the results with the stakeholders to verify the results.

TOOLS & RESOURCES

- Here: <https://medialabamsterdam.com/toolkit/> you can find a collection of research tools.
- For the report have a look at the [Social Reporting Standard](#) or the [Global Reporting Initiative](#) (principles of report quality).

USEFUL TIPS

- Collecting data, this may be from existing sources (internal or external) or you may need to collect new data.
- Existing sources about events and the specific neighborhood and community can be found:
 - At the local government (geographical description and/or map) and/or in the community itself (such as demographic, social-cultural and economic background information concerning its inhabitants);
 - E.g. event organizers with visitor numbers in the past.
- Collecting new data:
 - One-on-one interviews
 - Focus groups
 - Workshops and seminars

- Questionnaires (face-to-face, over the phone, in the post, via internet)
- Photos, videos during the event
- Electronic device (Ipad) during the event to measure the appreciation (with emoticons e.g.)
- Photo and video can be very useful to report results visually.
 - Give a visual impression of the diversity and number of visitors/volunteers/artists and ask for their reactions/objectives and a first impression of a “sensation” of change.

PRINCIPLES

Involve stakeholders

Stakeholders should be involved in determining their preferred format for receiving information and recommendations.

Be transparent

It will not be possible to follow this or any other process of understanding or managing impact without making subjective judgements. In order for users of the information to be able to make decisions, these judgements and any assumptions should be transparent.

Verify results

In order to make choices, decision makers need assurance that the information is good enough for their decisions and understand any associated risks. To ensure accountability, the judgements and assumptions made should be assured by an independent process that is acting on behalf of those affected.