

# Evaluation from theory to practice

*A practical journey from outputs  
to outcomes and actionable  
results*

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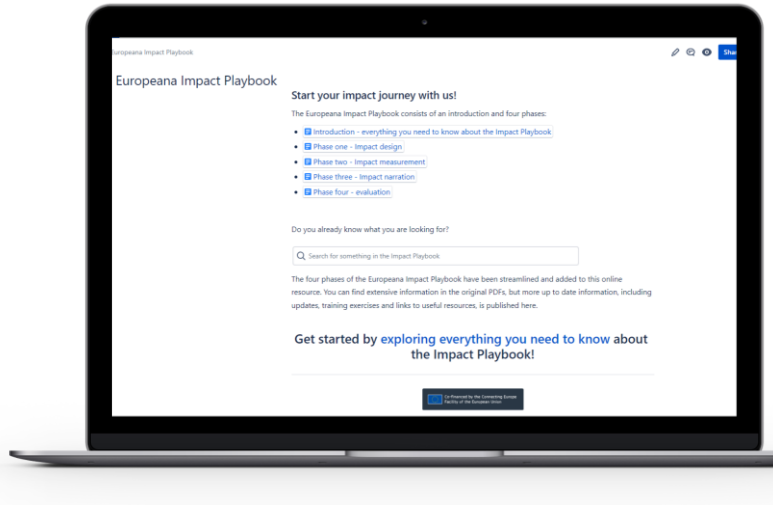


# Today's agenda

- 15 minutes - theory
- 15 minutes - brainstorm
- 15 minutes - theory, individual working
- *Short break, 5 minutes*
- 25 minutes - group work
- 15 minutes - recap, final questions

# The Europeana Impact Playbook

*Revised and new content, online*



## About

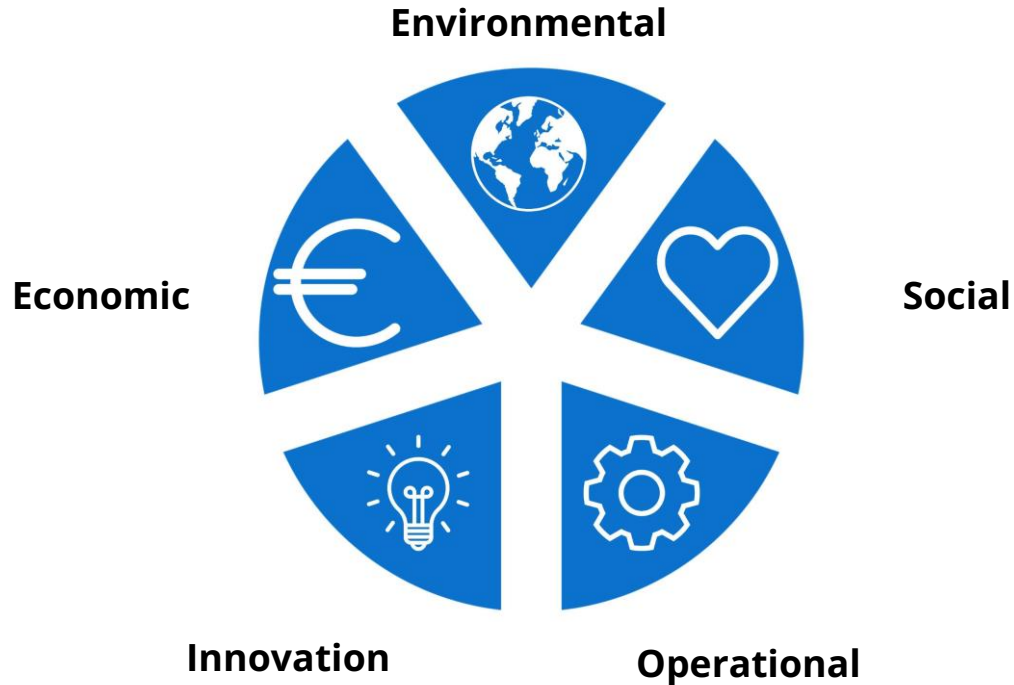
- Four phases
- **Phase one: impact design**
- *Phase two: assessment*
- *Phase three: narration*
- *Phase four: evaluation*



# What is impact?

Herbstwald by Anton Müller-Wischin (Künstler/in) - Austrian  
Gallery Belvedere, Austria - CC BY-SA.

# Strategic perspectives - a balanced outlook





What is *your*  
impact?



National and University Library, Zagreb by Velimir Neidhardt  
- 1978 - Museum of Arts and Crafts, Zagreb, Croatia - CC BY-SA.



# Impact

Impact is the change(s) that occur **for stakeholders** or in society...

...as a **result** of our **activities**.



# How impact works



2. We *design* activities that lead to this desired impact by creating a knock-on or *ripple* effect of change for our stakeholder, online museum visitors

4. We can't necessarily *prove* our contribution towards the impact goal, because many people contribute to this

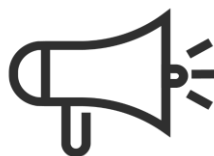


6. We *evaluate* and *learn* to *increase* our impact



1. We want to contribute to a tolerant society - but we alone can't be *accountable* for this

3. We can *measure* these short-term changes, because they happen close to us and *directly* as a *result* of our actions



5. But we can be *confident* in showing that we create *positive* changes for our stakeholders in the shorter-term that are likely to *contribute* to the longer-term goal










# Impact

- Long-term
- High-level
- Far from your activities
- But connected to your activities
- Not responsible for impact, can't deliver on your own
- Challenging to measure



**Accountability line**  
 Mapping where we are  
 and can no longer be  
 responsible for change

# The Change Pathway

Stakeholder 	Resources 	Activities 	Outputs 	Short Outcomes   Long    	Impact 

The stakeholder we want to create impact for - *only one*

The investments we are making in time/money to realise our activities

The things we do

Direct results of our activities - in numbers

Attitudinal or behaviour changes that have occurred in (or for) our stakeholders as a direct result of our activities

Change(s) that occur for stakeholders or in society for which we are not (solely) accountable



**Focus**



Workshop attendees

Preparation for workshop

Attended the workshop

The workshop!

Number of attendees

Satisfaction rating (%)

Useful results, e.g. list of stakeholders

**Better understanding** of what we mean by impact

**Shares** experience and knowledge gained

**Puts** what is learned into practice

**Feels confident** to deliver own impact assessment

**Inspired** to become an 'impact practitioner'

**Maintains and builds knowledge** on impact assessment

Culture has a strong position in society

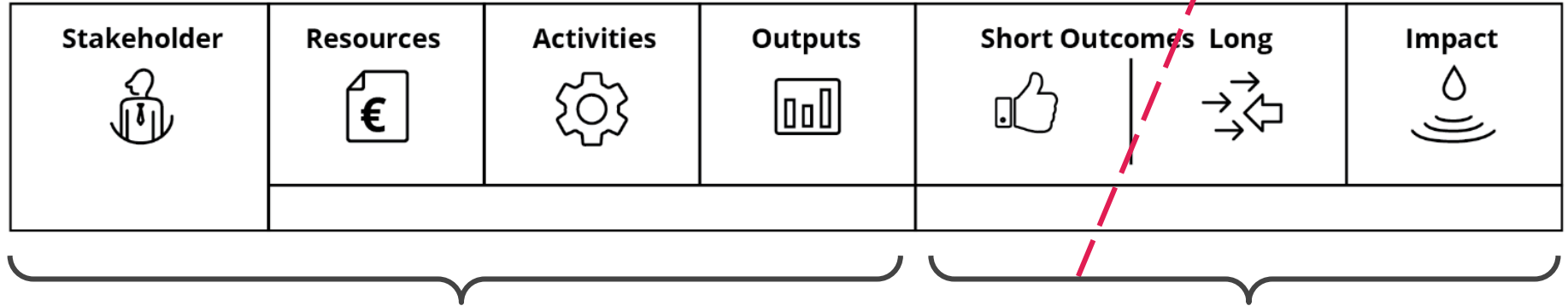
Society and heritage better connected

Improves audience offer

Increased societal wellbeing

# The Change Pathway

**Accountability line**  
Mapping where we are  
and can no longer be  
responsible for change



**Under your control**

**You can influence, but  
out of your control**

# Who are your stakeholders?

Direct and indirect





# Stakeholder-focussed

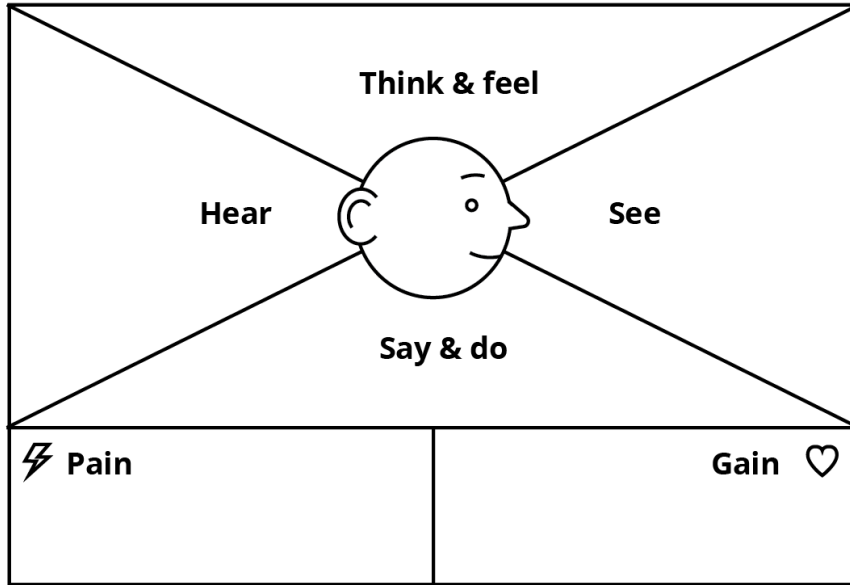
*A person, group, community, or organisation expected to experience a change, that is, to benefit in some way from a certain activity.*

In other words, **beneficiaires**.

Who will benefit **directly** and **indirectly** from your activities?

# Stakeholder-focussed

- Are you already in contact with these groups of people?
- Do you know enough about these groups?
- What else do you need to know?
- How can you learn this?

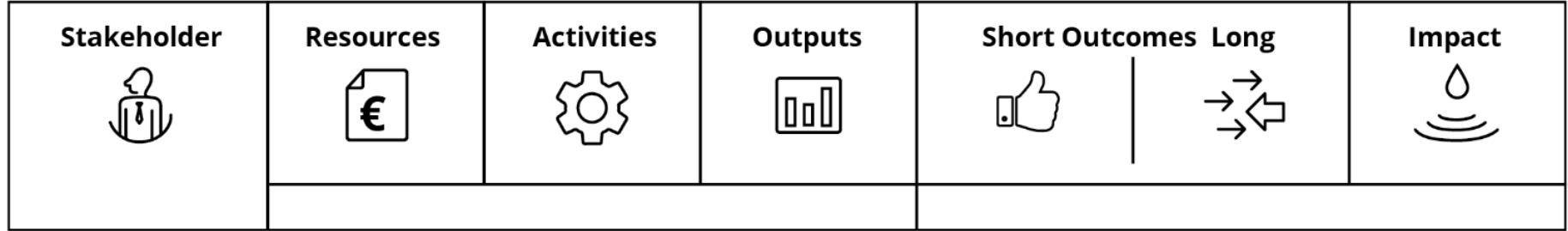


## Empathy map

- Collaborative tool to gain a deeper insight into your stakeholders. Much like a user persona, an Empathy Map can represent a group of users, such as a customer segment.
- *Important* - identify your knowledge gaps and validate any assumptions you make about your stakeholder.

# The Change Pathway

***Focus***



***Good to explain!***



## Outputs

- Describe your activities in numbers
- Such as:
  - How many people were involved? How many different categories of people?
  - How many activities (or hours or days of activities)?





## Outputs

- Describe your activities in numbers
- Such as:
  - How many products were developed?
  - How many collection items are included?
  - How often are they being used or viewed?



# Outputs

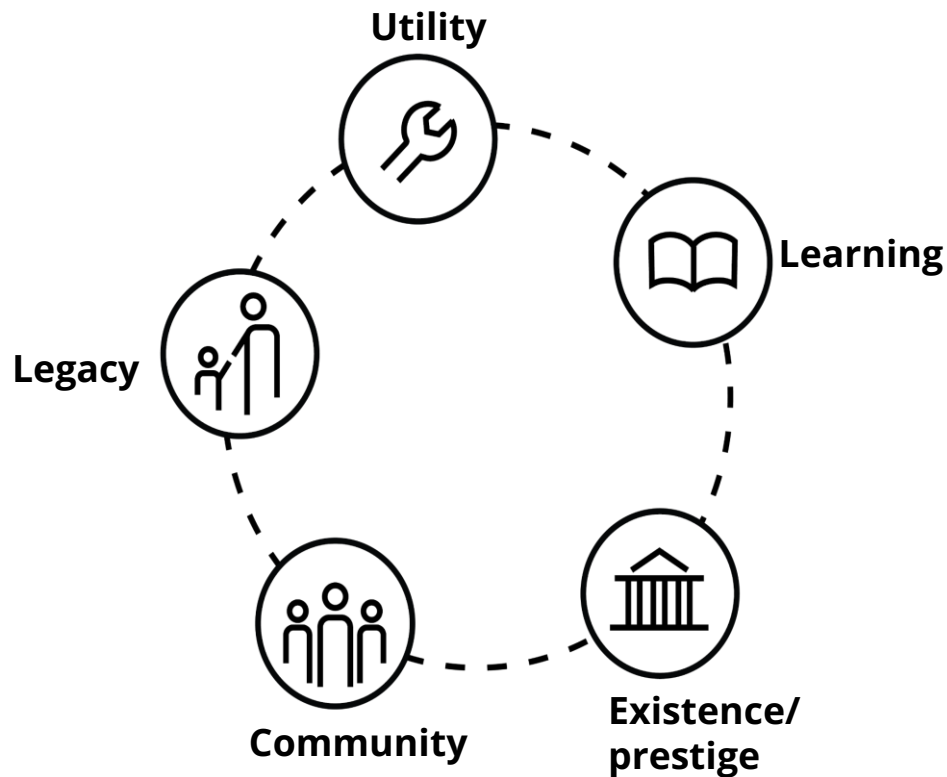
Over to you!

# Outcomes

- Outcomes - the changes experienced by your stakeholders
- Attitudinal or behavioural change
- Not the result of your activity in terms of (for example) improved usability
- Think about *what improved usability means for your stakeholder.*

The image is a painting of a landscape. It features a large, dark blue mountain range in the background under a teal and grey sky. In the foreground, there is a green field with a small cluster of grey buildings and trees. The overall style is impressionistic with visible brushstrokes.

So what?



## Value lens

- The types of value that are most commonly connected with the experience of interacting with digital cultural heritage.
- Can help you think about the type of outcomes you think your project should or does generate.
- Think about balance.



# Outcomes

- Not all outcomes will be important
- Must be prioritised
- Might be challenging to measure on their own - need to use or develop suitable **indicators**

**Over to you!**














Split - Peristil by Vladimir Kirin - Museum of Arts and Crafts, Zagreb, Croatia - CC BY-SA.

## What do we report on?

1. Do we deliver **satisfactory experiences** for its audiences?
2. Do we enable **knowledge transfer**?
3. Do we deliver **practical, valuable knowledge**?
4. Do we help stakeholders **stay up to date** with trends and sector topics?
5. Do we **engage a diversity of stakeholders** right across the heritage sector?

And more...

# The Change Pathway - your turn

Stakeholder	Resources	Activities	Outputs	Short Outcomes   Long	Impact
				 	

- 15 minutes: draw your own change pathway!
- **Focus on outcomes**
- Work individually or in your group
- If in a group - find something that you work on in common and develop this
- If individually, work by yourself then discuss with your group

# How did it go?

- What surprised you?
- What was challenging?
- Could you use this in your work?
- Do you often think about the *outcomes* of your work in your evaluation planning or project design?



Kaštel Rota viewed from the southwest, Josip Višnjić, 2020., Croatian Conservation Institute, Croatia, public



# Discussion, questions

