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**Is it Socially Impactable?
Evaluating the IOOI Model in Project Work**

ABSTRACT

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The IOOI model is an evaluative tool to measure and evaluate the activities or products of organizations as to whether they are socially impactable in the short term and possibly long term. It also provides transparency to the operations of social enterprises and aids the progression of developments and cooperation in and between organizations.

The title IOOI represents the following terms: Input, Output, Outcome, Impact, and these terms will be discussed further throughout the thesis.

In this thesis three IOOI models were created for the pilot studies executed in the Yhdessä työhön project and one for the entire project, operated by the Deaconess Foundation and Vamos in cooperation with Hoiva and Tradeka.

From the results it can be concluded that the IOOI model was useful in initiating the impact chain of larger social enterprises as well as companies. Studies related to cross operational cooperation and development might conclude the findings of this thesis to provide adequate information for further study on impact modelling in social enterprises, diaconia work and transparency in grassroots approaches from the innovative work found in projects impacting the social sector.

Keywords: IOOI Model, Social Impact, Evaluation



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1 INTRODUCTION

The purpose of any project in the social sector most commonly is to extend further development in an existing field within the infrastructure of any society. Societies experience changes to its economic, social, and physical stability from inside and outside its's structures. Historical events such as genocides, economic collapses, and even locally ceded Finnish territory to the USSR, show examples of such changes. We have also developed different roles of power in the form of individuals and institutions to represent part of the whole society. Moreover, people and individuals in a society are impacted by the choices of institutions and might become more vulnerable to falling out of society and the services it provides, which in effect creates social problems for the persons affected as well as the society in whole. Some effects of social inequality are indeed direct but also indirect and over generational. (Vauhkonen & Kallio & Erola 2017, 501-502)

Project work in the social sector originally stemmed from the need to develop and research the social phenomena which affected service users in the social sector. Project work requires additional funding and as such will have more detailed objectives and expectations to the results of the work executed. The aim of this thesis is to examine the use of an evaluative tool to measure social impact and how using the measuring model aids the objectives of the project to benefit service users and stakeholders. In addition, the presence of diaconal values in the organization in relation to diaconia work will be discussed. The adaptability of the measuring model in diaconal settings will also be reviewed.

The evaluative tool or measuring model which will be discussed in the thesis is the IOOI model. The IOOI model is a descriptive process of the impact chain identifying four operational steps represented in its name (input, output, outcome, impact) in creating the model. Its origins are not clear-cut, however, the basis of the model stems from logic models which originate from program planning and evaluation in the 1950's to 1960's (Hogan 2007, 5-7).

The project in which the IOOI model will be conducted is an employment project organized by the partner organization specifically focusing on young employees and jobseekers. The impact of the project, Yhdessä työhön, in parallel to its objectives as stated in the project plan with the help of the evaluative IOOI model was examined.

Project work is dependent on financial aid and financial aid comes with the demand of reaching certain targets which reflect the values and interests of the stakeholders. In the case of this project where private companies focus on profit yielding are taking part in a social impact project, the objectives will somehow reflect the initial function of the company. However, the project will focus on the social impact created directly and indirectly to the individuals and companies involved. Wellbeing of the individuals is key to maintain to further results in social impactability and to be able to reach any objective.

The benefit of evaluating the results of the project is invaluable in many ways. It asserts what type of work has been done and for what target group it is focusing on. The operations of the project will realize successes and failures of performed operations and enable the development and research further. Not to forget, value systems and thus logic and functioning in society are constantly being modified. It is essential that the bases of our activities are assessed and reflected upon, here specifically also, on the diaconal values of project work within the Deaconess Foundation.

The Deaconess Foundation was founded in a time of need to solve health and social problems afflicting the poorest and most vulnerable in our society. The Deaconess Foundation is an example of innovative transformation as its values are based on Christian values and its functions take place in combatting social challenges in the secular society.

2 THEORETICAL FRAMEWORK AND KEY CONCEPTS

As mentioned earlier, some theoretical framework will be discussed from Everett M. Rogers (mainly in discussion), studies on diaconia as well as the origins of the IOOI model will be examined.

Initially the cost benefit analysis was considered as the evaluative tool for this thesis. However, as a request from the Deaconess Foundation to implement the newly introduced IOOI model, the evaluative model was changed to better serve the partner and implementation of this study.

The IOOI model has been recently introduced into the Deaconess Foundation and has been used in one project focusing on study methods for students. Using the IOOI model in a project focusing on employment is the first of its kind at the Deaconess Foundation.

First, it is imperative to understand the basis of the model to understand the purpose of implementing the IOOI model in a social enterprise context.

2.1 Theory of change, logic models and IOOI?

One must wonder how a logic model and theory of change have to do with subject of this thesis. These are the cornerstones towards better understanding the ideology behind the IOOI model and perhaps the reason why it is not clinically defined.

Theory of Change was initially a creation of the 1960's programme theory to critically determine and understand the theoretical background of social action and programs. According to inFocus Enterprises the theory of change is a result of programme theory, theory-based evaluation and programme evaluation

developing through decades until it was coined and attracted more attention in the 1990's. This was founded by Anderson in her report discussing the theory of change approach in community-based change initiatives, or CCI's, (inFocus Enterprises 2015, Anderson 2006, 3-27).

As stated by Vogel (2012, 8-16) in her report on the theory of change in international development the focus of the theory of change is twofold; that is, focus on the evaluation of social action and the development of informed social action.

According to the Center for Theory and Change, the theory of change sets off by determining the ultimate goals and backtracking by a map of outcomes expected to occur which will enable the realization of the ultimate goals. However, as stated by Mishra in his study on social impact measurement and investment regarding the routinely reporting by Ambuja Case Limited or by the Center of Theory of Change, the outcomes may vary significantly by particular contexts. Even in cases of measuring outcomes and processes towards ultimate goals the context is evolving once outcomes create an effect in the context itself. Furthermore, as in any hypothesis there are variables and invariables of which we can anticipate and some we are only able to perceive and understand with time (Mishra 2018, 24-31, Center of Theory of Change 2021)

Logic models are mirrors to the operations of organizations, enterprises, and companies alike. According to the W.K. Kellogg Foundation in the W.K. Kellogg Foundation *Logic Model Development Guide* (2004) logic models connect outcomes and theory encircling the operations of an organization or enterprise. This reveals the operations of businesses with various values and functions to assess and evaluate the multiple steps in their processes.

It is imperative to note that the purpose of assessment and type of assessment helps to understand further the idea behind the IOOI model.

2.2 Assessment in relation to logic models

Assessment as a concept has been a way for progress in any function or process. Whether in personal, interpersonal, or institutional developments, assessment serves as a tool for measuring the results and progress of any given part of a process. Throughout history we have assessed the success of any invention and developed it in lieu of the need an invention requires.

According to Sanger Brink in her dissertation assessment in education was initially developed to test the level of understanding the students had acquired from their teaching. Since then, assessment has been developed and the focus of assessment can be shifted from the perspective of assessing those who receive information to those who develop and give information i.e., accountable assessment (Sanger Brink 2011, 1-9).

Context, however, is key to be able to establish the purpose of and form of assessment. As stated earlier, educational settings assess acquired learning and educational psychology. In a work setting the goals and objectives will define much of the ways a work environment will function. First, we must identify the work environment and the actors in the work environment. People are complex beings and for the sake of productivity the needs of workers in the work environment must be considered. Relations between the level of employee commitment and level of commitment of employers towards their employees are correlated (Onnismaa 2011).

Assessment in the light of the findings might involve discussing and interviewing the employees as to their experiences of the outcome and how that will change and develop the operations of the pilot studies, products, or activities in the context.

Relating these observations to the study is relevant from the aspect of analyzing the purpose of using any assessment tool in any context and why we use them. Project work is fixed term, and the results and objectives are measured within the

time of the project, however, the results in the social sector serve to develop the larger context of social issues in society. The IOOI model as it is used today, has been identified by a few sources to have been initiated by the Bertelsmann Foundation and it was primarily developed within a small-scale community to assess and display their operations. (Kämpfer 2017, 2-22, Sitra 2018)

2.3 What is the purpose of evaluation?

Initially the IOOI model was introduced as a measuring tool to assess and evaluate the function of an action or activity. This brought about the interest and need to analyze what exactly constitutes as an evaluation or assessment?

Starting from the basics, the definition of assessment and evaluation were thought to be at least near synonymous. According to the Illinois Central College (ICC), assessment and evaluation in the educational context are framed of differences. Assessment includes feedback from students to improve teaching, making the learning environment and its enactors aware of the level of student learning by using different methods called CATS (Classroom Assessment Techniques), such as feedback forms, reflection, and discussion boards, focused on formative approaches. Evaluation, on the other hand, is based on grading, quizzing, and is focused on summative approaches. (ICC 2021)

Scriven (2007) states evaluation to be a process where the usefulness of activities of any enterprise are valued and thereon developed. He continues to discuss how the logic of evaluation is a complex one and objectivity for pure evaluation to be nearly paradoxical. However, Scriven (2007) also states that evaluation and the logic of evaluating essentially proves useful for the causes of social enterprises.

The W. K. Kellogg Foundation (2004) proposes a framework made up of evaluation questions which aid the construction of an evaluation plan. An evaluation

plan itself supports transparency and clarify the aspects of evaluation. Planning how and what is being evaluated in relation to the outcomes and goals is imperative to give light to the tools with which one is operating and how its impact will be evaluated. Impact itself can be direct or indirect, negative, or positive. However, by being aware of the processes and what drives them are we able to better understand what our goals are and how to contextualize them.

2.4 Purpose of evaluation and assessment in relation to the IOOI model

In the previous sections it was discussed how assessment and evaluation differ in their approaches and sources. In addition, the information found on assessment and evaluation focused largely on educational settings.

The logic model, the process of creating one, and its purpose are all valid steps to consider for assessment and evaluation, however, the context of its use might differ outside educational settings.

Jelli.fi, a web portal for North Karelian welfare related organizations for civic activities, lists there are six different ways of assessment and evaluation.

According to *SOSTE*, a Finnish Federation for Social Affairs and Health, there are five tools at use to measure project and process assessment and evaluation. Of this classification, the IOOI model could be considered for assessment under practices and operating models. The IOOI model could not be found either in the previous source nor *SOSTE*, however, a logical frame of reference was listed under generating ideas and planning of activities (*SOSTE, Kehittäminen ja arviointi järjestöissä*).

Viewing evaluation as a function from a greater perspective, Sitra, a future-oriented think tank for innovations promoting Finland's wellbeing, states that the concepts of social responsibility and social impact and services providing

aforementioned concepts have become increasingly important to companies and communities alike. As such, measuring impact and being able to prove one's activities focused on social responsibility and impact becomes imminent (Sitra 2018, 4).

In the same publication by Sitra it is stated that criteria for public funding and procurement seeks to find result-oriented services and service providers. Interest in social responsibility and social impact by the purchasing power of private persons, investors, professionals are stated to grow. Social impact bonding (SIB) is also mentioned as a significant form of result-based service which attracts attention from several decision-making authorities (Sitra 2018, 4-5).

Later, it is explained that impact itself is an ecosystem in which one sole actor cannot maintain. Therefore, a sole actor, such as an organization and service provider may partake in the creation of several actions towards social impact, however, to measure its impact solely is merely impossible. The impact itself can be viewed in the results, focus of modelling and volume of participation in actions towards positive changes in society and community (Sitra 2018, 6-8).

Another interesting point brought up in the Sitra publication was the concept of societal and social footprint and handprint, derivative from the idea of the carbon footprint. The footprint is considered an indirect and perhaps unintended results for society and community. Handprints are in contrast the direct and intended results of activities to impact society and community in a purposeful approach. The activity and actor behind the activity has familiarized themselves with the target group, why the activity is impacting and how it provides the anticipated goals and objectives (Sitra 2018, 4).

This concept is visible in several funding forms perhaps mainly because it provides transparency to the process of providing anticipated results. This, of course, proves significant in public funding as lowering costs and improving profits benefits the society, communities, and individuals. Evaluating the processes of attaining goals which affect all members of society, or any community might prove imperative to reflect the ethical operations taking place.

2.5 Diaconia and logic models

Diaconia itself is a concept which attracts interest and development. Diaconia is an operation of the church which could be considered a form of social outreach work to all ages and members of the community. According to Tony Addy in the article *Food Banks as a Challenge to Diaconal Self Understanding and Professionalism* in *Diaconia in dialogue: the challenges of diversifying contexts* (Launonen & Valtonen, 2017, 121-122) diaconia in relation to the social service structures can act in a more innovative fashion as social work itself is less flexible and services are largely affected by economic paradigms.

These economic paradigms naturally also create a more diversified array of individuals and families at risk to fall out from the services of society and in effect increases the need for services. This phenomenon calls for the attention of innovative thinking and action which is also called for by Addy in his study on food banks in relation to diaconia, mentioned here (Launonen & Valtonen 2017, 121-138).

According to the Finnish Evangelical Lutheran Church of Finland the core skills a deacon or deaconess must acquire are communication and interactional skills and to uphold the values of the church in all diaconia. In the task description it is said that is essential to promote social equity and defend human dignity (ELCF 2020, *Diakonian viranhaltijan ydinosaamiskuvaus*).

The Deaconess Foundation was found in 1867 to address the pandemic of the time rampant amongst the poor, later it served as a hospital for the soldiers of war and since then has developed its functions honoring the values of *love for your neighbor, human dignity, and renewal*. These values in relation to the task description of diaconia workers one could find similarities. Social equity could be correlated to the value of love your neighbor in the sense that discrimination of any kind should not constitute a factor in participation. Human dignity is mentioned in both, and renewal relates to creating innovative approaches which create positive impact on society and communities.

Diaconia as a concept and method could be considered for outreach and networking with others in the social sector working on similar topics faced in diaconia. Considering the innovative approach, the church is having on its operations it might be useful to create an understanding as to how the church might be able to partake in social ventures in collaboration with other actors in the field more actively. Bringing awareness to all levels being impacted are essential.

The Diaconia Barometer, where the organizing authorities are Diakonian tutkimuksen seura (Finnish Association for Research on Diaconia), Diaconia and Ministry of the Evangelical Lutheran Church of Finland (ELCF), Union of Diaconia workers, Diaconia University of Applied Sciences and The Church Research Institute, is a research project which investigates the experiences of diaconia workers on phenomena such as social disadvantage and other social challenges visible in diaconia work. It is published every two years. (Alava et al. 2020)

In the Diaconia Barometer of 2020 it is established that in comparison to the previous barometers from 2016 and 2018 similar challenges were faced by the diaconia workers. The expressed needs for services of diaconia, however, did not necessarily correlate with what the wishes of the diaconia workers were to focus on directly. Still, it provided information of the voice of the employees working with the people (Alava et al. 2020, 8-12).

It was also discovered that there was an increase in the levels of loneliness and financial coping with living costs. The costs of living are a requirement to maintain one of the basic human needs, housing (Alava et al. 2020, 29-31).

These are provoking factors to consider further and perhaps seeking information on the reasons behind it might prove beneficial for the client, service providers and cross-sectional cooperation in further research of previous studies or further study.

The Church Research Institute and Finnish Association for Research on Diaconia (DTS) have indeed focused their research on topical issues, however, to whom

the research and study are directed is not implied. What is meant by this, is that the studies and publications do not discriminate information flow to other actors outside the ELCF, but neither is local cross operational access transparently attainable. This may be due to the work being presented to specific audiences and the connection between the third sector and other actors could be strengthened or normalized.

So far, it could not be established that modelling in the project work by The Church Research Institute or other factions of the Church would have used logic models to present diaconal work in action. Perhaps modelling diaconal work to develop better outcomes for the parishioners and diaconia workers would allocate more time and finances to target diaconia work for long-term impact, at least in some facets of diaconal work. Secondly, it might bear new projects to establish the knowledge and significance of diaconal methods and diaconia work.

3 PURPOSE AND OBJECTIVES

The aim of this thesis is to research and study the effects of an evaluative tool to assess the social impact and consequentially the benefits a project brings to the focus group, the stakeholders and society at large. The purposes and objectives of the thesis are to create IOOI models from the pilot studies in the project to assess possible impact on the employment sector and project work. Diaconia is in direct contact with members of society and deal with indirect effects of social paradigms. The IOOI model might provide information otherwise lost which might benefit the grassrootsing of viable solutions to any challenges.

As mentioned earlier, this model has not been found to have been utilized similarly in organizations, at least in Finland, in the context of youth employment and cross organizational impacts would be of interest to investigate in further study. The benefits of providing results in a compact and readable form addressing the needs of interested stakeholders will be assessed. As diaconia works with people in the communities, conceptualizing actors, actions and change might prove useful in innovative ideas and project work.

Yhdessä työhön project created pilot studies which had different goals to achieve considering the project outcomes. These pilot studies were modeled according to the IOOI principles and the process of making the models and its pertinence to the goals of the project, focus group and stakeholders were assessed.

Through the project and implementation of the IOOI model an assessment of the project impacting the target group and target context was focused on.

There was a study conducted by the Centre for Economic Development, Transport and the Environment in cooperation with KPMG. The study focused on lowering the costs of unemployment specifically amongst migrants who have been unemployed for a long period. Pilot projects were started in seven different cities and cost benefit analyses were created for the project workers to use during the length of the project. (ELY-keskus, 2019)

From the study it was evident that focused and intensive help proved to lower unemployment and the use of cost benefit analysis anticipated the financial costs and savings by correctly targeting intensive support aiding the target group towards employment. (ELY-keskus, 2019)

Albeit the purpose of the IOOI model being a logic model contrary to the economic model of the cost benefit analysis, they both monitor, assess and submit results of the activities for which they are created. These results can prove useful to examine the timeliness, transparency, and correctness of the services the models and analyses are portraying.

By creating the IOOI models from the pilot studies conducted in the project and the project itself, the information and how it can be used regarding the nature of project work and the objectives to impact communities might prove strong trait of evaluative and analytical mindset, which in effect, provides stable yet novel approaches for the benefit of all.

4 STARTING POINTS

In several discussions related to impactability of project work it became evident that there was a gap between stakeholders, impact assessment and grassroots innovative findings to existing structures in the social field. However, looking into the topic there were quite a few studies combining financial cost analysis in the social sector. In the studies found it was mentioned that combining the two proved to be challenging as impactability on the wellbeing and thereover the individual's participation in larger society is a long-term effect which is not visible in a creation of a short-term cost-effective model. Only evaluations of certain outcomes can be made.

This has been discussed in some studies such as Gordon (2001) where he studies the use of cost benefit analysis in the emergency department of the social work services. Cost benefit analysis model has also been widely introduced by the European Union as a form to clarify the costs and benefits of any project. As mentioned, a pilot study on the use of the cost benefit analysis in project work funded by the EU in Finland was also conducted in 2019. Why cost benefit analysis is mentioned here, is because several of the studies found regarding social impact and financial evaluation mentioned this model in comparison to the chosen IOOI model as the evaluative tool. (Gordon 2001, ELY-keskus 2019)

The IOOI model, newly introduced to the Deaconess Foundation, and its impact on social enterprises has been studied in 2017 by Kämpfer and suggested it to be a good model for small to medium enterprises, however, larger organizations were not assessed nor their impactability across other actors in the field (Kämpfer 2017).

Deaconess Foundation is a large organization therefore implementing the IOOI model will create results to assess how the model works to describe detailed work in larger contexts. In addition, the pilot studies will entail working inter operationally with companies which will also provide information regarding cross functional cooperation.

First, it must be stated that the IOOI model is based on logic modeling and theory of change. Cost benefit analysis is based mainly on economics and directly affects social policymaking. As it will be discussed later, the bases of the models and analyses shape the way information is perceived, what information is considered relevant and to what purpose any given information is viewed as useful. Instead of discussing material costs to prove social impact, the IOOI model will portray the mental impact and possible operational changes which create impact in individuals and communities.

4.1 Background and Partners

Yhdessä työhön project focused on several topics regarding employment targeting youth mainly in the capital area. The projects' secondary objective is to aid the communication and cooperation between companies and the Deaconess Foundation. The aim is to create understanding between the youth as employees and companies as employers. This will hopefully give the employers more insight into the work environment in which the young employees are and how employers can better and upkeep the wellbeing of their employees. Consequently, employees might be able to view their positions with long term commitments.

This thesis took part in formulating the IOOI model. Yhdessä työhön project is an EU-funded project in cooperation with TRADEKA, Hoiva and Vamos in the Deaconess Foundation. The project focused on the youth partaking in the career services or seeking help from the career services in Vamos Helsinki as well as the young employees from the partnering companies.

The social enterprise which deliberated the project was the Deaconess Foundation, which is a charitable foundation founded in 1867. Vamos inside the Deaconess Foundation was chosen as the project organizer as it has a concrete experience in coaching young people outside the employment and education sectors.

In addition, the operations of the Deaconess Foundation are aimed at researching, addressing, and developing the conditions and services for those who are challenged by the harsh realities of society or are at an underprivileged position in comparison with the rest of the members in society (Diakonissalaitos 2021).

The thesis will study the IOOI model from the creation of each pilot study conducted in the Yhdessä työhön project. The IOOI models will be created using working hours from the project and further study on the theoretical backgrounds separately. Other projects within the Deaconess Foundation were consulted to be able to analyze better the ease of use of the model and how it can benefit further information flow about the objectives of the work conducted in project work and organizations alike.

Earlier it was mentioned that grassroots innovative and functional findings to existing structures proves to be challenging and hopefully the IOOI model proves to be a clear model with visible outcomes matching set goals which might enhance the possibilities of further cooperation and development of ideas across different organization and other actors in the social field.

5 THE DEVELOPMENT PROCESS AND METHODS

The idea of assessing the work in projects initially came from inside the organization. It was first used by a project called Yhdessä taitaen which focused on the learning environment for individuals 15 and over who are at risk of dropping out of school and are outside the job market. The second target group were the teachers and counsellors in the learning environments. The individuals who partook in the project might have had neuropsychiatric or other developmental difficulties which affect participation and self-leadership skills in the school environment. Support, mentorship and change of methods in the learning environment were introduced and the focus was to create new methods which functioned better to support lifelong learning skills such as reading and writing skills, mathematical and computer literacy skills (Yhdessä taitaen).

The project mentioned above has created phenomenal results in the environment they operated in and aided the participants in recognizing their skills and ability to identify better where they require further help to attain their goals. These results from the different workshops and materials which were implemented were recorded and portrayed through the IOOI models which better portray the outcomes to participants and stakeholders alike. The project sparked the interest of many entities, however, as the project recently finished it cannot be established what type of cooperation and development could be borne from the project and how much is this cooperation aided using the model.

Planning for the use of the model in the Yhdessä työhön project started with delving into the background of the IOOI model and to research how it has been used, especially in a social field context. It was found that the logic model has been used interchangeably where measuring impact is the focus. Sitra states, that measuring any form of impact is based on a chain of logic where the layout of the IOOI model is successful albeit with challenges as any other model. Defining outcomes and the relation between impact is challenging and requires proper analysis (Sitra 2018, 9-16).

After researching the use of the model in different contexts the commencement of our own model was initiated. It was agreed that the gathering of the material for the model from the work in the project would be the main responsibility of one person, however, input from the whole team would be provided. To be able to recognize what it is that is needed to create the model one must start with identifying certain factors. Factors affecting the creation of a model start with context. For whom and for what is the expectations set?

This is in fact the challenge and the opportunity in the model. There are no concrete guidelines and caveats to determine what information to filter for the use of the model. However, the model does exemplify the impact an action or activity or project has had on the target group. This point is discussed by Scriven (2007) in his accounts of objectivity in evaluation.

Whilst researching the topic and model itself it was evident that there was quite a significant amount of social impact models, all with different approaches. SROI (Social Return on Investment), SIB (Social Impact Bonding), (Social) Cost Benefit Analysis, SRS (Social Reporting Standards) were a few which came across the study of impact modelling. They all had in common the focus of creating a social impact furthering reform. They differed in the type of enterprises and businesses in which they were used. As I will mention, the value base and business model of any enterprise will mold the outcome and goals which are set by any operation measured or not.

According to social impact enterprise focused on training organizations to measure their impacts (SOPACT) the direct impacts are those which through an operation or product directly impacts the service user or target group. An indirect impact might be one where those in the vicinity of a service user are impacted. To give an example of such impacts a direct impact might be introducing occupational healthcare to employees. If this healthcare benefits the employee by getting access to healthcare faster, being able to use the services needed by their ailment and access to adequate medication, the employee will be able to maintain work capacity and proper health which then affects financial stability and mental wellbeing. This indirectly affects the family dynamics and the individuals' level of

participation and belonging in society or their community. (Fundamentals of Social Impact, SOPACT).

5.1 The IOOI model

The IOOI model is thought to be a type of logic model. Logic models have been debated to have been initially used as early as 1958, however, the most reliable information that could be accessed confirmed that the use of the model was founded as a bilateral occurrence from the theory of change as well as programme theory (Vogel 2012). As the IOOI model is based on logic thinking it is applicable to many if not all fields where logic is used. This can also include specialized fields in society such as social and healthcare operations, ecological, financial, and political realms.

The IOOI model is a product of logic model thinking which reflects the bases of the theory of change. Succinctly put, the model shows the impact of the process of a product or action, mainly of social enterprises and organizations. Consequently, the model reflects the impacts of the product or action in relation to the goals and targets intended by the initial enterprise or organization.

This model has been previously used to assess and evaluate the activities of small to medium social enterprises but evidence of the model being frequented in large organizations neither activity between organizations has been found. Mishra, however, states that the model is being used by international development agencies such as the World Bank and UNDP (Kämpfer 2017, Mishra 2018, 28).

In the Deaconess Foundation, as a large social enterprise, it has been formerly used to display the social impact in the educational field (Yhdessä taitaen) and in this project it has been used to present the social impact the project has had on youth employment issues.

The title IOOI represents the following terms: *Input, Output, Outcome, Impact*. *Input* relates to the resources used, *output* to the specific targets or achievements to aid to the creation of the *outcome* which is a set of consequences of the targets or achievements. *Impact* lists all the anticipated and unforeseen results of the action or product on an individual, community and societal or organizational level. As the focus of the model is to measure impact the challenges that can be seen is how the model is able to portray impact which can be proven long after inputs and outcomes have been concretized.

Also as mentioned earlier, the values and operations of any given function dictates the form of participation in any activity. To give an example, the input of intensive support at a workplace to ensure participation of employees who are at risk of falling out from the job market might benefit the individual, society, and company alike. The individual of course is the direct target of the intensive support through tools and methods identified useful. The company benefits as it does not lose costs in the employee's absences or having to start a new recruitment process, not to mention the impact on the perception of the employer as trustworthy and valuable for long term commitment. The indirect benefits of intensive support might be better health and financial stability for the individual; however, these results might not be attainable soon.

Impact can also be negative. According to The American Academy of Family Physicians Foundation (AAFP) low levels of education result in poorer health and in effect raises health care costs. The type of welfare market determines to whom it will be costly i.e. the state (where public healthcare is predominant) or individuals (where privatized healthcare is predominant). Therefore, when governments decide to lower budgets on education it impacts health aspects and does not necessarily save costs.

Also stated in the same study quoted by the AAFP individuals who had access to the same healthcare services but those with lower levels of education did not use them in comparison to the group which had higher levels of education. Here is an additional phenomenon to focus on in further study. (AAFP 2021).

As was mentioned earlier, the operational values of any function dictate its values and objectives. If government funding is in deficit budget cuts are imminent. The perception of the effects of those budget cuts might be viewed as short term, as costs are numbers which do not portray how the money is used nor how it impacts the target the money is used on.

Cutting down costs in education proved excessive in health expenses in the future. To be more precise regarding the example by the study above, the importance of healthcare, viewed by those affected by budget costs, lessened. To be able to conceptualize what exactly goes into an impact it might be beneficial to prove and illustrate in a detailed manner all the aspects involved.

It is important to mention that the IOOI model is a logic model, and each term should create justified consequences to each other. More precisely, *input* relates to what is required to achieve the goal or action which is being described in the model. Mishra (2018) states that the input can be divided into financial and non-financial inputs. Financial inputs would be allotted funds by stakeholders and non-financial inputs would be the service providers and users.

Output relates to the previous section, input. *Outputs* relay what the individuals are doing or going to do and specifying the usage of funds in a detailed manner.

Outcomes are describing the initial impact of the output stage i.e. the actions which affect the individual, community or enterprise.

Impact, being the final stage of the model, relates to the larger effect the actions will or have had on the objectives of the activities.

5.2 Creating the IOOI model

The definition of each term on the model has been explained prior in the thesis. Here the topics will be introduced in the context for each of the models created. The inputs might not change if the context stays the same. Also, the pilot studies were created to build on each other. Therefore, the findings of the first pilot study enabled the development of the second pilot study in our cooperation with one of the companies partnering with the project. To clarify, the pilot studies were conducted first, and the models were created after.

5.2.1 PILOT STUDY 1: Workshops for Burger King

The first study was embarked after joint meetings were held to align the needs and aims of the cooperation with the companies and organization.

As mentioned earlier, TRADEKA was one of the companies funding and partnering with the Yhdessä työhön project. TRADEKA is a diversified company operating in the food and catering, services, and information sectors.

The objectives of the project were to create at least two pilot studies with each partnering company with the focus on the areas each company found they wanted to develop. Earlier it was also stated that each company's operational values reflect to some extent the nature of business in which the company operates. This does not mean to say that employers with profit yielding as a basis would not focus on the wellbeing of the workplace, rather it is to state that the form of business may steer the focus and pressure on differing targets.

Burger King was the partnering company from our collaboration with TRADEKA diversified company. Burger King is an international and widely known fast food business which operates all around the world. Fast food restaurants in Finland

typically employ young people and many of their workers are either students, persons considering further education or undecided. This information was provided by the executive team of Burger King with whom we held meetings to discuss the objectives of our cooperation.

The work schedule for employees is in rotation depending on the operating hours of the restaurant. Each shift requires operational and managerial staff at various point of production and service. To be able to start working and later creating the IOOI model it was agreed that it would be imperative to interview the staff at assigned restaurants.

From these interviews we created an analysis as to how the employees feel about their employer, work environment and if they could see building a career in the company a viable opportunity. Additional questions regarding any developmental points were asked, however, it was acknowledged that we were not familiar to the team hence we might not have gotten fully transparent answers regarding this aspect.

This analysis was then forwarded to the executives from which we continued further discussion as to what could be the objectives of the pilot study. As the results from the analysis yielded similarity to what was anticipated by the executive team, we moved forward to designing contents for workshops directed at the supervisors and restaurant managers of selected Burger King restaurants.

The first step in creating the model was to consider the following: for whom is the pilot study being conducted, what is the need and what goal should be set for the pilot study? From the interviews and subsequent analysis, a theme was found which governed the methods used for the pilot study. As this was the first pilot study it was decided to set the need and goal to the larger objectives as stated in the project plan.

It was identified earlier that input is the starting point of the main topics of the model and to borrow Mishra's classification, the financial aspects regarded the partnering company's and the organizers financial direct investment into the

project as well as the salary of the project workers analyzing data and developing content for the workshops as well as the participants who would take part in the workshops during work hours. Non-financial aspects included the project workers, participants in workshops as well as the executives who took part in conceptualizing the themes for the workshops.

The output of the pilot study was recognized to be the questionnaire created for the participants to fill out prior to the workshops starting, the material which was produced for the workshops and the workshops themselves.

From the workshops, feedback from the materials and questionnaire we were able to determine the outcome of the pilot study. The outcome surfaced needs for support for the work community in form of peer support as well as the opportunity for individual coaching for the employees of the company.

The impact of this pilot study was to raise awareness and commence a process of communication to enhance the wellbeing of employees. The workshops and questionnaires impacted some of the participants to realize their surroundings and becoming more aware of their role in their work community. The impact of the pilot study relates to the larger impact the output and outcome has on the individual, in this case work community and societal and company level. The impact also addresses the needs and goals of the pilot study as they were previously mentioned. These would consequently result to longer employment histories within the companies and possible recruitment of young jobseekers to both companies (Appendix 1).

5.2.2 PILOT STUDY 2 : Game of Values for Burger King

The first pilot study ushered the creation of the second pilot study. Again, working with the executive team of the Burger King company we were able to brainstorm and share ideas as to what the content of the next pilot should be. It was

imperative that the second pilot study would build on the previous pilot study. First, this would be more credible and feasible to have enough participants partaking in the pilot study. Taking part in the pilot studies were voluntary based. Second, this of course would create a proper evaluation and feedback necessary for the company to develop their operations regarding the wellbeing of their employees and work environment. Third, for the project to be able to analyze if activities created by the project were adequately allocated towards the needs of the participants.

The goal of the project was to better the wellbeing of young employees and opportunities of unemployed jobseekers. However, the cooperation with the company was not to necessarily to create something novel but perhaps to be able to reconsider ideas from several aspects. From there the goal would be better executed by respecting the work environment by including innovations which had already been started but discontinued for any reason. This one innovation was the idea of creating a game based on the core values of the company. This idea was an example of an idea which had not yet been fulfilled and with the consensus of both parties the project began to create a game of values.

With the information which we had from the prior questionnaire and feedback from the previous workshop we built the content to better suit the needs of the employees.

The input was the same as in the first pilot study with Burger King. The output was the game of values which then created a platform to discuss different topics and challenges which in the model would be recognized as the outcome. The final impact was the ability to raise concerns and skills how to deal with issues the employees are facing in their workplace. This would create the employees becoming more aware of their own communication skills and being able to build on their work methods in a constructive way also reflecting the core values of their employer.

The feedback received for both models proved useful. It provided a clear vision to the process of the activities and was well received by the executive team at Burger King (Appendix 2).

5.2.3 PILOT STUDY 3 : Survey and Induction Package for Hoiva

The project's other partnering company was Hoiva Oy., which is the daughter company of the Deaconess Foundation. Hoiva offers health care services to the elderly, homeless and persons dealing with substance abuse problems. These services are provided in the form of nursing homes, home care, social and health services for persons with substance abuse problems and living services under the Housing First Principle.

The project started in February of 2020, which was the beginning of the first wave of COVID-19 in Finland. As a pandemic affecting health it hit the services provided by Hoiva significantly. The staff in all sectors of Hoiva's operations were pressured to maintain the virus out of its nursing homes and customers of home care of whom consisted mainly of the risk group for COVID-19 infections. By the end of the project in September 2021 the situation had not changed.

For the project this created enormous challenges to proceed with the cooperation with Hoiva. The initial plan was based on physical communication and shadowing at the workplace to be able to create ideas and focus the key developmental areas similarly as was executed with Burger King. However, cautionary action was taken due to the nature of the virus and customers high risk factors.

Despite several attempts to hold meetings at the workplaces we continued our work with the partnering company by holding interviews digitally. The questionnaire created on the idea of the active life cycle in the job market was initially targeted to the supervisors.

As the pandemic worsened it was obvious that we were not able to hold the pilot studies as were executed with Burger King. With discussions held with the executive team of Hoiva it was decided that creating an identification mapping by participants would be done. According to this information and by the request of the executive team the project focused on creating a training package for the induction stage of the active life cycle.

For the purposes of creating the IOOI model it was recognized that the input was the time and finances invested by the company and project. The output were the questionnaires and the induction package as the outcome of the pilot study. Outcomes were those anticipated results if the induction package would have been used during the project. The induction package was not used during the project as planned but was created for the use of Hoiva for a further point in time. The impact was considered the raised knowledge of the situation at the field of a sector of the Hoiva services and a tool to which the communication and transparency of the importance of wellbeing to be promoted at the workplace became necessary (Appendix 3).

As force majeure dictated less of a unison cooperation the model was received warmly. The feedback received was that it portrayed clarity to the larger objectives to focus on the future.

6 RESULTS

As a logic model the aim of the action or product sets the goal of the model and with the context in mind the factors relative to attaining the goal are backtracked. This aspect of the logic model and IOOI model respectively, results in the outcomes of the models predictive to a certain extent. However, part of being human even in a predictive setting is being irrational and reactive consequential to responses which are not anticipated. Individuality by itself means to represent

something separate from another being. Therefore, despite collective reasoning or effort individually we might differ in understanding reason, thought or opinion. Not to forget, force majeure itself changes the course of any agreed mode of action or purpose.

The initial targets set in the project plan aimed to create concrete results in identifying and relating changes to daily functions of the young employees and jobseekers. The form of execution also changed drastically due to the ongoing pandemic. Despite challenges to the project execution and companies' stability and ability to offer security through wellbeing aspects being challenged, the IOOI models can show results which do prove an impact into the company culture.

This is shown in the way of communication and awareness of interaction which affected the wellbeing of employees. If possible, further study into the implementation of the tools created by the project would be of interest. It would also bring further information as to whether the tools prove to create a long-term effect and change in the subject matter for which the tools were initially created i.e. grass-rooting a successful tool in the existing structures of the company.

It is recognized that the results of the models can be challenging to encapsulate, however, it is evident, that the models do concretize the step-by-step actions towards the ultimate goals of wellbeing, clear communication, and career building.

7 ETHICAL PERSPECTIVE AND RELIABILITY

The impact aspect of the model relates closely to the ethical perspectives guiding the setting of goals. Notwithstanding the IOOI model reflecting a logic model which has been estimated to fit better for the evaluation of social enterprises it does not erase the fact that all functions follow a logic.

For a high profit yielding company it is logical to constantly be ready to cut costs for the attainment of the most profit, however, it might not be ethical. To give a simplistic example without going into the context further, a retail company might shift its production line to a country with questionable respect for the Convention on the Rights of the Child (CRC). By focusing on the material as the product as the goal and production costs of the product at a minimum, the retail company might not emphasize the wellbeing or conditions of the factories as a primary concern when evaluating the costs of the production of a profit material. Consequently, children as employees, despite it being against the CRC and possibly signed by the country of the where the company resides, are not respected nor their activities can be viewed ethical.

Bringing the focus of discussion back to the topic of the thesis, that is the ethical perspective and reliability of the models it is safe to say that the social enterprise in which the project operated focuses on the wellbeing and rights of the people. As stated earlier, profit yielding companies do understand the benefits of investing into the workforce. (Sitra 2018).

The cooperation created between the social enterprise and profit yielding companies during this project proved the understanding of the roles of impact and ethical responsibility. The results which were stated in each model completely reflects what had been achieved. However, the reliability of the impacts changing the policies towards effective innovations is yet to be seen.

Grassrooting successful changes and developing on them would provide stable answers as to whether the model itself is useful and effective. Also, increase in cooperation with other organizations through the information exchange especially utilizing the IOOI models would prove a resilient answer.

8 CONCLUSION AND DISCUSSION

Working on the IOOI model has been intense, intriguing, confusing and enriching. The initial challenges that were brought about were how to identify the processes of the impact model. What consisted of its foundation and who had developed it? For what is the purpose of the model created?

In the research, it was found that this model has been indeed used in Finland, however, finding the information easily was not established. The model is well researched and recognized by actors whose expertise lies in evaluation and assessment of impact processes.

The IOOI model encompasses a core process to exemplify and concretize purpose of action, particular action by a sole actor. From research for this thesis, it was concluded that the IOOI model is the core of purposeful assessment and in effect a product of logic from the context it stems to evaluate.

Information on more financially based impact measurement models were more accessible, however, they portrayed a unilateral description of activities, of which social impact and responsibility could be considered, as stated by Sitra, a footprint rather than handprint of operations. Another aspect as explained by Gordon, so far, financial models implemented in the analysis of social impact have not progressed to visible fruition due to the varying natures of required results being attainable for reporting.

The approach towards evaluation and assessment can be many, such as qualitative, quantitative, and measuring the contextual purpose such as peer support or voluntary work and measure the extent of a function to exclusive or inclusive, to name a few.

Whichever approach or context is chosen for evaluation and assessment, it is imperative to mention that the IOOI model can measure the most menial to major functions or products in any activity. Evaluation, as mentioned, is to serve a

purpose, most general to identify points of development and progress. It also shows the operational functions of institutions in which evaluation is done.

When discussing evaluation within the setting of social context and social change it might prove advantageous to discuss orientation and target group in activities focusing on impact. The greater the goal of the impact the focus of any modelling of actions or activities start from the impact level of the IOOI model. As it was shown in the models created for the project (see appendices) the starting point was to identify the need for an action and what the goal, i.e., impact, should be. In the process description of the model, input, output and outcome, is the actual process of attaining the goal described.

Impact being intentional, unintentional, direct, and dispersed includes a ripple effect of analyses for further study. The chain of impact is an interesting topic to look at as the processes of the chain and choice of focus tells a larger purpose for the initiation of any impact study.

For example, the discussion of shortening the weekly working days from five to four have proven to impact the society, community and individual in several positive aspects. A study by Ropponen, Bergbom, Härmä and Sallinen (2018) state that once individuals suffered from sleep problems due to inability to separate work and leisure time in telework, their work hours were longer, and vigilance suffered. Therefore, a longer resting period would result in better and efficient work as well as the quality of work to meet expectations and content employees and work environment. This in a societal level, creates significant improvements in wellbeing, productivity, and resourcing.

It is generally recognized that in any society the basic meaning and purpose of education is to prepare young individuals to partake in the activities upholding our societies and communities. We learn to identify and assimilate to groups which correlate to our own contexts and further develop ourselves to varying degrees of activity in our communities.

In the situation of employment, its essence is to support society and infrastructure. To give a simplified example, if unemployment is rampant the strength of the support from employment is weakened. Therefore, actions providing solutions and viable processes to implement in the operations and target group itself will in the long-term result in strengthening the job market and lowers costs, such as unemployment benefits, healthcare costs and market development on society. This has been proven by several projects and actors focused on unemployment, such as the pilot conducted by the consultancy company KPMG and the Centre for Economic Development, Transport, and the Environment.

Conceptualizing the steps of the model as a logical chain proved to be more difficult than expected. Despite the goal of the pilot studies being clear, the process of executing and separating the process created many questions.

The challenges of creating the model are several, however, the most common challenge would have to be around the use of the model lacking any significant borders or descriptions to better clarify the structure of the model's content. As mentioned earlier, the IOOI model is classified as a logic model and as such should follow a logical thought pattern as those mentioned previously.

Of course, the pilot studies were developed for the purpose of a corporation to take part in social responsibility and social impact by piloting methods which could be implemented in their context. However, it is my suggestion for further study and development for the use of the IOOI model in providing social impact to commence by the actors in cooperation to familiarize themselves with their focus group within to be able to create concrete processes for successful objectives towards social impact. Also, for cooperation to be concretized among actors previously not mentioned, value bases could be a connecting point.

As stated, the Deaconess Foundation possesses a deep understanding of critical social phenomena affecting communities, individuals, and the methods of approaching social dilemmas are well versed in the organization. This makes the service provider, i.e., the Deaconess Foundation and Vamos, a credible partner for projects in the social sector.

Also, as found in the Diaconia Barometer, diaconia has developed action and change in communities suffering or experiencing similar if not same problems as those visible in the work at the Deaconess Foundation. The value systems of diaconia workers and that of the Deaconess Foundations share coherence and as a possibility should not cease cooperation to collaborate on social impact actions. How would the third sector or the church view cooperation with enterprises and how would this cooperation be initiated further are intriguing aspects for further study.

Findings in the Diaconia barometer pose relevant questions about the topics parishioners are struggling with. Why are individuals finding it hard to cope with living costs? Is it because of shame to seek help, or because they are not eligible for financial assistance or simply do not know how? Individuals in such situations need soul care and the wishes of the diaconia workers were to focus exactly on soul care. If the authorities dealing with financial assistance do not have the time or focus for soul care, could a form of cooperation become more established towards a holistic and therefore more restorative action of the individual?

In my work experience, thus far, when mentioning diaconia as a source of aid, most clients were not aware of diaconia services in their area and therefore were not aware to seek assistance from diaconia workers.

Modelling the functions of everyday activities and challenges might also provide valuable information for the Church and parishes. Parishes provide services and centers for interaction and community for all ages in society. Creating analytical logic modelling to dissect activities of the parish might provide input as to the correlation of those activities to the needs of the parishioners themselves. As stated, the role of a deacon/deaconess is to promote social equity and defend human dignity. The concepts and understanding of said concepts have values which are in liaison with the changes in society and therefore inspection of the transparency of activities and the extent of the outreach work being successful in parishes might enhance the innovative approaches sought out by the Church.

It is my humble assessment, that the successes of any model or pilot are the keen interest of the actor to cooperate with the service provider. For this it is also imperative for the service provider to be able to exhibit clear results of its operation to commence cooperation. Equally imperative, perhaps even a requirement of sorts would be to correctly identify impactful results. This could be possible by acquainting oneself with the target audience to which the pilot is to be implemented in. This project in this form was a first of its kind in the Deaconess foundation and as such many points of development can be found from evaluation.

For further study, it will be of interest to implement the IOOI model as requested by the Deaconess Foundation, to create more detailed information and transparent focus to serve stronger information flow of the operations, processes, and possibilities of creating partnerships towards social impact with corporations, organizations, and communities.

Also, of interest for closer inspection would be to delve deeper into other projects assessing their social impact in more detail and how the IOOI model and possibly other tools of evaluation have been used and how it provided adequate information as required and any byproducts of action and information.

As stated by several sources, the purpose of the evaluation dictates as to what part of the process is the evaluation started from. When the goal for making an impact on society is the focus, also starting the model from the impact aspect is the first step to creating the model. Would different forms of projects have similar or differing starting points?

Another point of interest would be to research and investigate the nature of project work and enterprises in goal orientation and operational setting, specifically in comparison to the underlying social policies of the era. Has the focus and concept of social impact changed throughout time and as societies internationally focus on environmental issues, does impact modelling relate social impact directly to values upholding environmental issues? Are individuals in particular contexts aware of their impact on multitudinal levels of society?

Earlier it was mentioned that Everett M. Rogers's theory diffusion of innovations would be briefly discussed. Why this theory was thought to be worth mentioning is because as a production of systemic theory focusing on innovations in social schemes it seems to correlate with the implementation of the IOOI model. I will not discuss or evaluate the usefulness of the theory in detail regarding implementation of the model, rather to briefly discuss a theory of implementation.

The theory on diffusion on innovations conceptualizes different stages of adopting innovations in processes and how different forms of actors have opposing challenges in successfully implementing innovations. Several sources state the theory to be dated, however, it is substantiating enduring factors affecting implementation of innovations and its application to the intermittent and current forms of communication and processes could be adapted. Further research into the implementation of innovations could be pursued in the future.

As a final display of the work executed in the project a visualboard on a public platform was created. This platform included different materials and the models used throughout the project and can be viewed on Trello and the link for the webpage is listed in the sources.

9 PROFESSIONAL DEVELOPMENT

The concept of modelling a service or product and the creation of such model has enlarged my view on the operations of enterprises of different operational values. For cooperation and goal-oriented work focus and research on the factors and individuals in the context are pertinent. The project took place in cooperation with a social enterprise and profit yielding companies and as such produced valuable information for multilateral cooperation between companies and organizations of any size.

In my work, I focus mainly on client work which enables me being aware of the currency of topical issues clients in a field of the social sector are dealing with. In this project client work was still a focus, however, researching and creating the IOOI model added another perspective to the service production. It allowed me to understand better what goes into service modelling and through client work assess, to an extent, how these services correlate with the needs of the service users and thereon results as indicated by the service model.

Becoming a professional in any field requires humility and openness to see viable changes and development in personal, communal, and societal levels. In addition, it is clearer than ever, that social development and change requires the effort and cooperation of public, private and the third sector. For my professional interest I would like to deepen my understanding and expertise on the similarities, differences and cross-sectional data and phenomenon all these sectors might share and work on the cooperation between these sectors. I welcome the knowledge and experience which will make my professional growth impactful and meaningful to any extent in the larger context of the social sector and diaconia.

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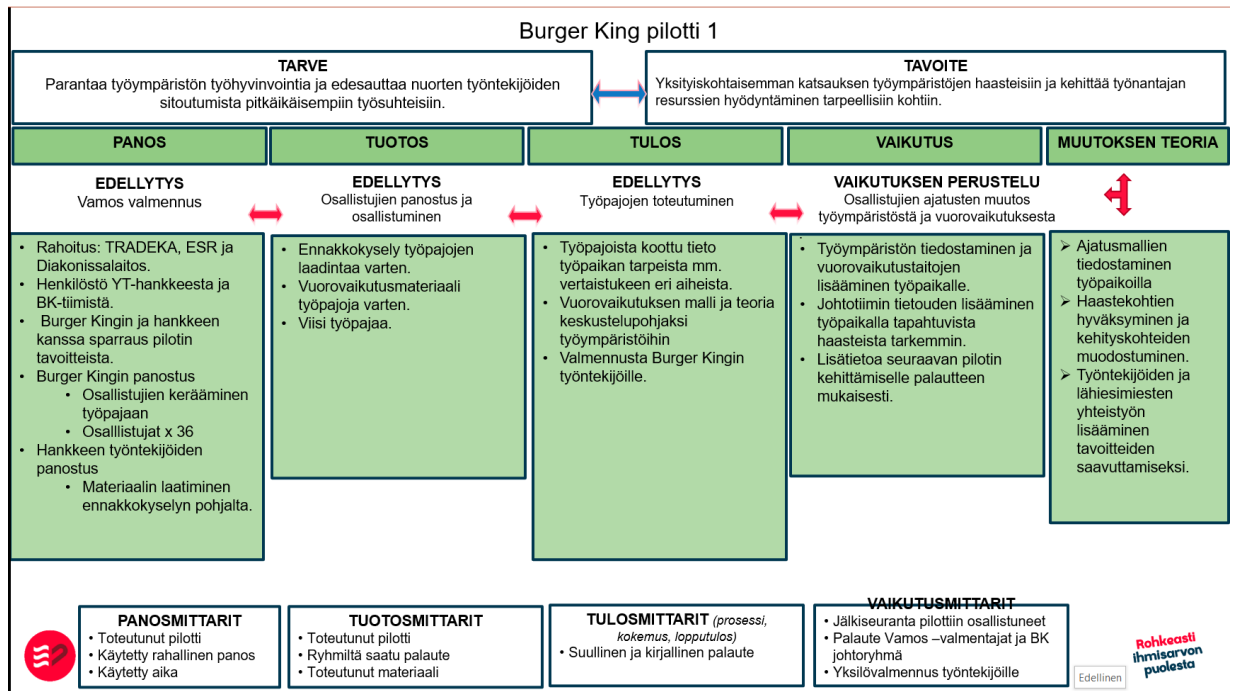
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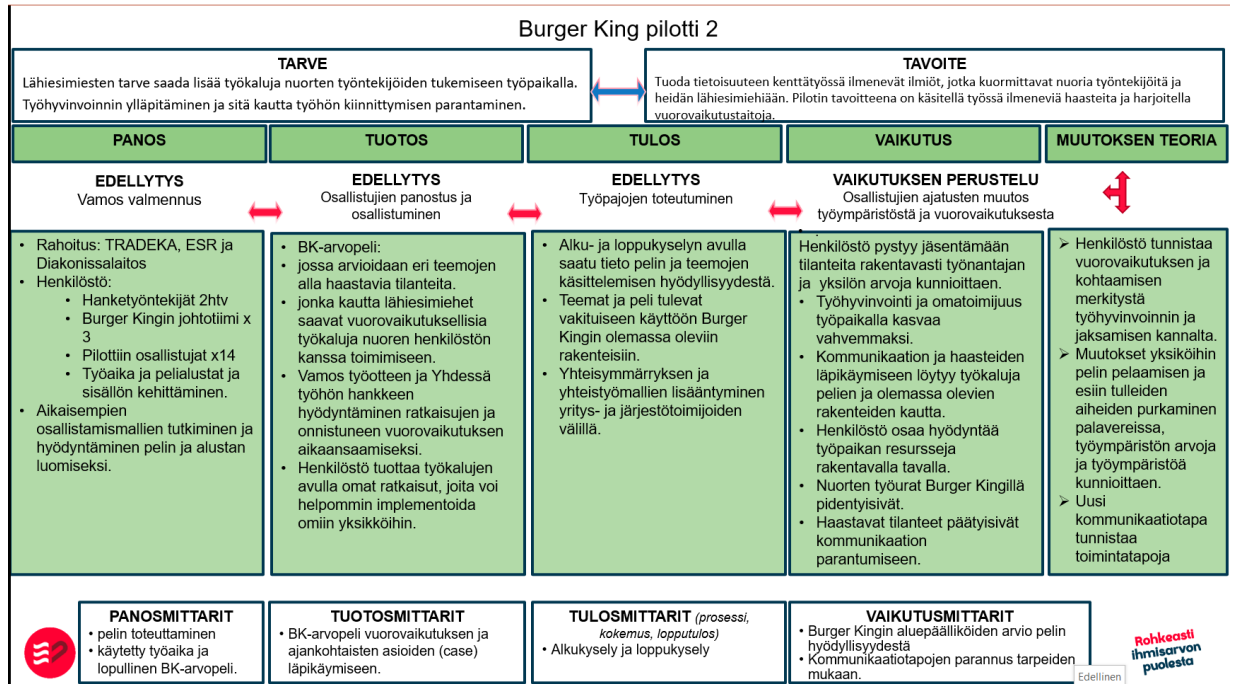
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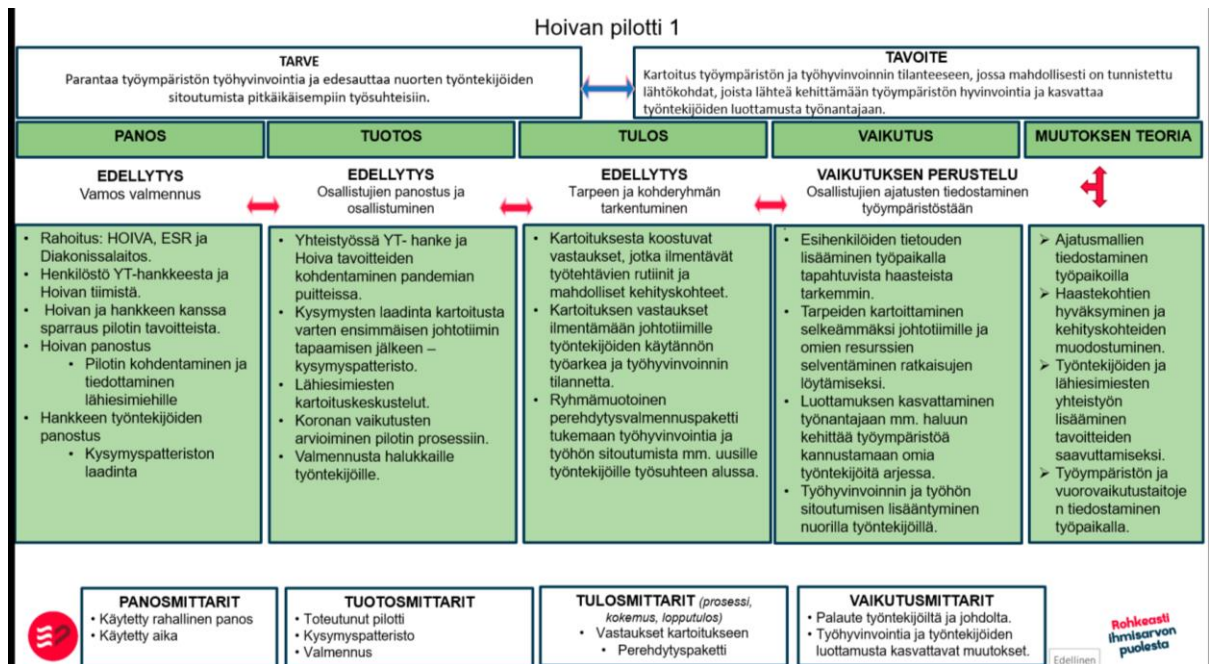
11 APPENDIX 1. Pilot study 1: Burger King



12 APPENDIX 2. Pilot study 2 : Burger King



13 APPENDIX 3. Pilot study: Hoiva



14 APPENDIX 4. Yhdessä työhön – hanke

