



WP4 Case studies

D4.2 Evaluation report on each case study

Case Study: Assistance from „A” to „Z” – Professional activation of homeless people from Wrocław Circle St. Brother Albert Aid Society

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Executive Summary

This evaluation of the project *Assistance from „A” to „Z” – Professional activation of homeless people from Wroclaw Circle St. Brother Albert Aid Society* refers to the social and vocational integration of homeless people at the municipal level in Poland. The project was implemented from 30.09.2012 to 30.10.2015 in Wroclaw by Wroclaw Circle St. Brother Albert Aid Society. The project involved the social and vocational integration of 105 homeless people, out of work, at risk of social exclusion, in three annual editions, 35 people in each cycle. In fact, the support was directed to 136 homeless people.

It has been elected as a case study to the analysis for several reasons. It:

- fits into the wider objectives of the project InnoSi as a solution, which was assigned *a priori* an intervention which has features of "Social Investment";
- was implemented by an NGO, and financed with public funds, which can be regarded as a pioneering arrangement for social interventions in Poland;
- concerned the implementation of the accompaniment approach, a specific method of support for homeless people, which goes beyond existing formal and legal solutions.

In addition, the project was chosen because to the area of specialization of evaluators and previous experience in cooperation with Wroclaw Circle St. Brother Albert Aid Society.

From the scientific point of view it was also interesting if Wroclaw, a city where the project has been implemented, which in recent years has a brand “of being a leader, being a precursor, being the first one having things the most, the biggest and the best ones”, has got established practices, which can be attributed to characteristics of the “innovative social investment”.

The analysis offers an overview about the existing documents in the aspect of the social and vocational integration of homeless people in Poland as well as existing evaluations of interventions in this regard. Both are rather limited in comparison with state of art in other Western European countries due to the relatively short experience

of Poland and its different entities in implementing of public policies on the social and vocational integration. In this aspect this report delivers knowledge not existing before.

The next element of the study, which is both needs assessment and new needs assessment, are an important contribution to knowledge about the target population and its needs. The needs assessment relates primarily to the investigated group, but the analysis applies to the broader social group of homeless people, too. This is relevant to an understanding of the policy and project. As mentioned above, the case-study applies to integrated activities of various entities who primarily aim to implement social and professional activation among excluded homeless people. Social and vocational activation of homeless people has been run on a regular basis at the local level, but distinguishing feature of the project is complexity activities. They refer also to other stakeholders, like Wroclaw Circle St. Brother Albert Aid Society which has been implementing the project, and the Municipality of Wroclaw, Lower Silesia Region and the state and its agencies.

Due to the lack of existing Theories of Change (TOC) on the evaluated topic, the InnoSI team decided to build one. In this regard, the TOC approach was used to develop more detailed pathways to impact for the evaluated research projects. For us, the theory of change was helpful to map out the anticipated links between the project, the issues and context they were seeking to influence, and the longer-term social, development and environmental outcomes that are the purpose of the overall InnoSI project.

We generated as next the process evaluation which looked at the project from start to finish, and was supportive to assess cause-and-effect relationships between its components and outcomes. The key element here was focus on organizational dynamics, which refers to patterns of movement over time in the interactions between the people who are the organization offered the services within the project *Assistance from A to Z* and the community of practice (beneficiaries, accompanists, entrepreneurs, local, regional, national community, further other NGOs, different social groups etc.). The organizational dynamics approach was helpful to evaluate the development and reinforcement of organizational strategies, structures and processes implemented within the project *Assistance from A to Z*. The evaluation process of the project took into account elements of theory-based evaluation, which helped to understand why it had

specific outcomes. In this particular case-study evaluation theory-building of process tracing approach has been implemented.

As a next step of the analysis, we performed the impact evaluation, which should be considered as a systematic and empirical investigation of the impacts produced by an intervention. Impacts are positive or negative changes generated by an intervention (directly or indirectly, intended or unintended), in the context of its environment. However, there are multiple factors which determine outcomes and affect the change. Thus, an outcome is a result of many causes and any action or change in a system which may have many consequences. In this sense, an impact evaluation seeks to establish whether an intervention has made a difference. Its aim was to answer questions about what works or does not work, how, for whom, and why. It asked if did the intervention upon *Assistance from A to Z* did work and or did it cause the impact.

Finally, we ask if it is reasonable (effective) to invest public money in interventions such as those within the project *Assistance from A to Z*, through an economic analysis. In terms of it, Social Return on Investment analysis (SROI) was selected because focuses on the impacts and long-term impact, which in the case of target group of the *Assistance from A to Z* project is of great importance. The SROI analysis showed, that the project outcomes achieved justify the investment of resources. Greater benefits would be possible to achieve the incorporation to the social-professional activation projects housing activation (availability of social/ municipal housing, availability of protected/ training housing), but the costs of such project could be incomparably higher.

1. Introduction

1.1 The policy and the project

The subject of the case study is the program *Wsparcie od „A” do „Z” – Aktywizacja zawodowa osób bezdomnych z Wrocławskiego Koła Towarzystwa Pomocy im. św. Brata Alberta* [Assistance from „A” to „Z” – Professional activation of homeless people from Wrocław Circle St. Brother Albert Aid Society; hereinafter referred to as *Assistance from A to Z*]. The project was implemented in the period of time: 30.09.2012-30.10.2015 in Wrocław by Koło Wrocławskie Towarzystwa Pomocy im. św. Brata Alberta [Wrocław Circle St. Brother Albert Aid Society].

The project involved the socio-professional activation of 105 homeless people, out of work, at risk of social exclusion, in three annual editions, 35 people in each cycle. In fact, the support was directed to 136 homeless people. 120 people accomplished the participation in the project. In each, year project edition, the same support to the homeless was offered, hence within the case study they are analysed together.

The project concerns the socio-professional activation of people at risk of social exclusion, hence it is a part of social inclusion of people at risk of social exclusion policy. It applies to a specific group of people at risk of exclusion - the homeless. The project is part of the European and Polish social inclusion policies, which determine the objectives and the source of financing for the project.

Policies in the fields of social inclusion and active inclusion are important areas of Polish social policy, conducted as part of national actions as well as regional and local once, including the support of the European Union. The ideas of social exclusion, social inclusion and active inclusion – meaning social integration defined primarily in the context of the objectives of employment – in Polish social policy are linked with the accession to the European Union (2004) and the implementation of EU social policy in the field of poverty reduction and active inclusion. Previously, social assistance was mainly protective and passive. After the accession to EU, actions connecting the social assistance policy with labour market policy, as well as, wider implementation of integration and activation activities could be observed.

Polish policy of social inclusion remains heavily influenced by the solutions adopted at the European level, under the Council of Europe and the European Union. Due to the mechanism for the implementation of the EU social inclusion strategy at the national level European social policy has greater influence on national policy.

Social inclusion policy in Poland is focused on development and design solutions in the field of social activation and implementation in practice of standard and innovative measures for social inclusion. The main strategic documents demarcating the policy of social inclusion are *The National Strategy for Polish Social Integration* (MPiPS 2004), and then *The National Plan for Combating Poverty and Social Exclusion 2020: a new dimension of active inclusion* (MPiPS, 2014). Key from the active inclusion perspective of legal acts, which included implementing the project are: act of 12 March 2004 on social assistance, act of 13 July 2003 on social employment, act of 27 April 2006 on social cooperatives, act of 20 April 2004 on promotion of employment and on labour market institutions, act of 27 August 1997 on vocational and social rehabilitation and employment of persons with disabilities and act of 24 April 2003 on public benefit and volunteer work. They have been characterized in the section 2.1.2 *Legislative framework*. Active inclusion policy is implemented at national level, the regions only in a small scope profile the actions for solving the most important problems from the perspective of regional and local policy.

Essential for the active inclusion policy has got the financial support measures from the European Social Fund – the main programs in this field are Operational Programme Human Capital (2007-2013; PO KL) and the Operational Programme Knowledge Education Development (2014-2020: PO WER).

The Operational Programme Human Capital, under which the project *Assistance from A to Z* was realized, was a response to challenges posed by the revised Lisbon Strategy on EU-member states, including Poland. Those challenges included: making Europe a more attractive place for investments and working, development of knowledge and innovations, as well as creation of a bigger number of permanent work places. Pursuant to objectives of the Lisbon Strategy and to objectives of the EU cohesion policy, development of human and social capital contributes to more efficient use of work resources and fosters the competitiveness of the economy. Pursuing the efficient development of human resources, the support under the Programme was

provided to the following areas: employment, education, social integration, development of the adaptation potential of employees and enterprises, as well as issues related to creation of efficient and effective public administration at all levels and to implementation of good governance principles. The main objectives of the Programme include: increasing the employment rate and enhancing social cohesion, which can be attained through implementation of the following six strategic objectives:

- Improving the level of professional activity and ability of finding employment by persons who are unemployed and professionally passive;
- Reducing areas of social exclusion;
- Enhancing the adaptability of employees and enterprises to changes that take place in the economy;
- Popularisation of education in the society at all educational levels with concurrent improvement of the quality of educational services and a stronger correlation between them and the needs of the knowledge economy;
- Enhancing the potential of public administration as regards development of law and policies and providing high quality services, and strengthening partnership mechanisms
- Enhancing territorial cohesion (EFP, 2016).

The Operational Programme Human Capital was financed at 85% by the EU funds (European Social Fund) and at 15% by the national budget. The Programme comprised 10 Priorities, which were implemented in a parallel way at the central and regional level. Within the central component, the funds were allocated to enhance the effectiveness of structures and institutional systems, while the funds within the regional component was designated mainly for support of persons and social groups (EFP, 2016).

Assistance from A to Z project was realised under the regional component, priority VII: Promotion of social integration (measure 7.2 Counteracting exclusion and strengthening the social economy sector; sub-measure 7.2.1 Social and vocational activation of persons threatened by social exclusion; MRR, 2009). Within these framework activities aimed at enabling access to the labour market by persons threatened by social exclusion and developing social economy institutions as effective

form of socio-professional integration were undertaken. An important support element was elimination of diverse barriers (organisational, legal or psychological ones) which are encountered by persons threatened by social exclusion, experiencing discrimination problems on the labour market.

Active inclusion policy in Poland is financed from national funds (state and local) spent mainly through social assistance institutions and labour market institutions. It is also supported by the EU through the European Social Fund. The source of financing of the project was the Operational Programme Human Capital. Contribution Wroclaw Circle St. Brother Albert Aid Society was to work on the preparation of the project proposal. EU funding has a significant impact on the project. On the one hand, it enabled its implementation, as measures of the association do not allow for making such broad-based support. Also the Municipality of Wroclaw does not have the resources to finance such projects. On the other hand, EU financing required to bring the proposed guidelines to priority actions and measures, which resulted to limit the activities to those that are acceptable within the framework of sub-measure 7.2.1 Social and vocational activation of persons threatened by social exclusion. *Assistance from A to Z* project received funding under the competition no. I/7.2.1. /A /12 in 2012. It received funding in the amount of PLN 3,230,097.45. Made savings in relation to the complex costing allowed to take the support of a larger group of people (136 instead of 105 planned). The budget was used in 99.7%, was spent PLN 3,219,371.71.

Assistance from A to Z project was implemented by Wroclaw Circle St. Brother Albert Aid Society. St. Brother Albert Aid Society has been operating since 1981 and is Poland's first non-governmental organization that provides help to the homeless. This association currently unites 2,700 members organized in 67 circles, what making it the largest non-profit organization supporting the homeless in Poland. St. Brother Albert Aid Society helps the homeless and the poor by:

- Establishment and operation of shelters, night shelters, houses for homeless people and other assistance institutions;
- Social work, legal and psychological assistance, religious service;
- Social and professional reintegration;
- Keeping the kitchens, baths, community canters, clubs, organizing Christmas Eve and Easter breakfast, summer camps for children;

- Issuing of food, clothing, appliances, cleaning products, medicines;
- Cooperation with local government, public administration, the Catholic Church and non-governmental organizations;
- Information activity, inspiring scientific research;
- Training staff and volunteers (St. Brother ..., 2016).

The basic unit of the association is the circle. Circle is a group of people linked to the St. Brother Albert ideas. The main task of the circle is the establishment and operation of assistance institutions (e.g. shelters, night shelters, houses for homeless people, kitchens). The circle operates independently (within the limits specified in the statute), including independently acquire funding for their activities.

Wroclaw Circle St. Brother Albert Aid Society was founded in 1983. As at 31.12.2015 Wroclaw Circle had 131 members, including 119 ordinary members and 12 supporter members. The organization employed 57 people, and 27 people working on civil contracts (Wroclaw Circle St. Brother ..., 2016a). Circle operates the following facilities for helping the homeless:

- St. Brother Albert shelter for homeless men in Wroclaw-Tarnogaj;
- St. Brother Albert shelter for homeless women and mothers with children and St. Brother Albert night shelter for homeless women in Wroclaw;
- St. Brother Albert night shelter for homeless men in Wroclaw;
- St. Brother Albert shelter for homeless men in Szczodre;
- St. Brother Albert warming centre for homeless people in Wroclaw (open annually from October to March) (Wroclaw Circle St. Brother ..., 2016b).

Wroclaw Circle helps every year almost 3 thousand people (Wroclaw Circle St. Brother ..., 2016a), also implements many projects of support and activation of the homeless (Wroclaw Circle St. Brother ..., 2016b).

Wroclaw Circle St. Brother Albert Aid Society funds for its operations obtains from grants submitted by the public sector (mainly the Municipality of Wroclaw) and private donors (as part of public collections, public generosity, donations of food, material gifts, 1% of income tax transferred by taxpayers for public benefit organizations). This organization attaches great importance to the reasonable spending of the funds, so it is extremely important that the implemented actions bring the expected objectives.

The main actor in the implementation of the *Assistance from A to Z* project is a non-governmental organization. We do not have, in this case, formal cooperation with the public sector. Although public institutions, such as the Municipal Social Assistance Centre in Wroclaw and District Labour Office in Wroclaw, perform tasks of social and professional activation of the homeless, including Wroclaw Circle St. Brother Albert Aid Society beneficiaries, they did not participate in this project, however these institutions supported its implementation unofficially. The project on a small scale was supported by employers representing public and private sector, who offered directional advice and internships for beneficiaries. In the case of the project we have multi-sectoral solution, due to the involvement of the entity representing the not- profit sector and public financing, but the current multi-sectoral cooperation has not been developed here.

An important innovative element is the use of innovative methods of accompaniment. This solution comes from France and it is an innovative component, developed under the projects implemented by the St. Brother Albert Aid Society. In Polish conditions, innovation is also the combined use of a wide range of social and professional support. Public institutions usually limit the support, which prevents the active inclusion of homeless people who require a comprehensive approach.

1.2 Regional/local context

Lower Silesia is located in South-Western part of Poland. It borders with the Federal Republic of Germany (West), the Czech Republic (South), other Polish regions: Lubuskie and Wielkopolska (North) and Opolskie (East). This location, combined with relatively well-developed transport infrastructure, in a positive way determines the state and development opportunities in the region, both in the context of the immediate neighborhood, as well as accessibility to important destinations in Europe and in the world (370 km from Berlin, 550 from Vienna, 200 from Prague, airline connectivity with the main airports of intermodal importance, like Munich, Frankfurt, London, Paris, Amsterdam and dozens of other airports).

In terms of the surface Lower Silesia is a medium-sized region (approximately 19 947 km²), which represents 6.4% of the country. The history of the region as a separate structure of regional government dates back to Polish administrative reform of 1999,

when Lower Silesia, the unit of administrative division, was established among 15 others. The capital city of Lower Silesia is Wrocław. The legislative body of the region is the Regional Assembly of Lower Silesia, consisting of 36 councilors who are elected for a term of office of four years. The Regional Assembly chooses the executive body of the region, which is the board consisting of 5 members with the marshal as a chairman. In addition, the parallel government administrative body in the region is Governor, appointed by the Prime Minister. Lower Silesia is divided into 26 districts and 4 cities with district rights. Lower Silesia consists of 4 statistical sub-regions (GUS, 2016), compatible with NUTS division of the European Union.

Lower Silesia is inhabited by approx. 2 900 thousand people, what represents 7.5% of the total Polish population, with a population density of 146 people per km², which is a value higher than the national average. Lower Silesia is characterized by a high degree of urbanization. 91 Lower Silesian towns are inhabited by 70.9% of the population of the region, what makes the second position in Poland. Beside Wrocław, there are many towns with considerable economic potential in the region: Wałbrzych (over 100 thousand inhabitants), Legnica (nearly 100 thousand), Jelenia Góra (approx. 80 thousand), Lubin, Głogów, Świdnica. In terms of GDP per capita, the region reaches a value higher than the average for the country (102.9%).

Moreover, GDP growth in the Lower Silesia is greater than in the country. The characteristics of the structure of regional gross value is a considerable share of market (47.7%) and non-market (16.6%) services. 34% share of industry and construction in the regional GVA is higher than the national average (11%), with Lower Silesia being 3rd highest in Poland. The share of agriculture is low compared to other Polish regions. Capital expenditures in the region are higher than the national average. At the same time, despite the high ranking of Wrocław on the academic map of the country, the region cannot boast high expenditures on research and development, which gives the region the average position in the country compared with others.

An interesting phenomenon is the situation on the labour market, which preferably changed and which was a serious problem a decade ago (the registered unemployment rate in December 2004 was 22.2% and was higher than the national average; the activity rate was 53.5% compared with 97.8 % of the national average; however, the rate of the economic burden in the region were lower than the average in Poland - 53.6

people in the non-working age per 100 ones of working age, what made Lower Silesia the best one among other regions). The accession of Poland to the European Union and the opening of labour markets, as well as investments in the region have improved the situation on the labour market: at the end of March 2012 the number of registered unemployed covered approx. 156.9 Thousand residents, what made an unemployment rate of 13.4% in relation to the economically active population, at the end of January 2014 the unemployment rate was 13.8%, at the end of October 2014 - 10.6% and in the second half of 2015 has fallen below 10%.

In 2012 the gross domestic product of Lower Silesia was PLN 138.3 billion, which made 8.2% of Polish GDP. Gross domestic product per 1 inhabitant was PLN 47.4 thousand (113.1% of the national average), which gave Lower Silesia the 2nd place in comparison with other Polish regions. According to EUROSTAT, in 2009 GDP per capita 1 in Lower Silesia, according to standardized purchasing power parity, was 61.9% of the average GDP in the European Union. In 2020, this ratio is projected to exceed 75%. The average monthly salary capita of Lower Silesia in the 3rd quarter of 2011 was PLN 3,584.44 gross, which made the 4th place in Poland.

A chance for Lower Silesia are numerous foreign investments. They are concentrated around Wroclaw (e.g. Kobierzyce) and Special Economic Zones (Legnica, Kamienna Góra, Wałbrzych). In the region mining is developed (Bogatynia, Lubin-Głogów). At the same time it should be emphasized that the development of the mining industry is accompanied by environmental challenges. A serious ecological threat applies to particular sub-regions: the so-called "Turossowski Bag", "Black Sudety Triangle", district of Legnica-Głogów, district Wałbrzych and Nowa Ruda, as well as the city of Wroclaw.

Apart from industry, the Lower Silesia has a rapidly growing service sector. Their headquarters have here global corporations like Google, IBM, HP, Siemens. Additionally, there are present organizations offering consulting services (Ernst & Young, Deloitte, PwC). In addition to these areas, an important branch of the development of Lower Silesia is tourism and developing cultural and business tourism industry. In addition to the monuments of material culture (e.g. historic urban complexes), tourist attraction are Sudetes (including the Karkonosze National Park and the Stołowe Mountains National Park). Numerous spas attract patients (Kudowa Zdrój, Polanica Zdrój, Duszniki

Zdrój etc.) and revitalized castles and palaces, which in terms of the number are more than in the Loire Valley. There are also important objects listed on the UNESCO Heritage Site. The tourist driving force of the region is its capital city.

Wroclaw is a well-developed industrial, academic, scientific and cultural centre. Wroclaw is a city with county rights. It covers an area of almost 293 km². The length of administrative borders of the city is 106.7 kilometres. The number of city inhabitants is approx. 630 thousand, while the population density is 2,160 persons per km². Wroclaw is divided administratively into 48 settlements, which are auxiliary units of the city.

Wroclaw is an important transportation hub; it has an international airport, and the A4 motorway runs through the outskirts of the city, which provides a connection with all over the world. It is also connected with 3 international routes. The advantage of the location of Wroclaw is a short distance and a good connection with spa, sport and recreation centres situated in the Kłodzko Valley and around the Sudetes and Karkonosze.

Economic level of the city is high. GDP growth per capita in 2003-2010 was 174.4 percent. GDP growth in purchasing power parity (which takes into account the purchasing power of the population) was 156.4 percent. Considering these indicators, no other large Polish city can boast of better results. In addition, among the greatest strengths of Wroclaw there are also: good image of the city, high investment attractiveness, more and better state of infrastructure, improving human capital. What distinguishes Wroclaw to other cities, is high quality education and valuable labour market.

Wroclaw increases its tourist potential. It is the European Capital of Culture 2016 (along with Spanish San Sebastian). Restoring historic spaces (Wroclaw's old town, Cathedral Island, parks) and the newly built attractions (e.g. Afrykarium) attract an increasingly large crowds of tourists. Sport, cultural, scientific events and other of international rank (Euro 2012, World Games 2017) also contribute to increased interest about the city.

Based on the success of the city's development, the problems of social exclusion are treated as a marginal phenomenon. Beside activities for which the local government is obliged by the existing law, additional initiatives for vocational and social integration of

excluded persons are rarely taken (DOPS, 2012). In addition, among the public sector there is relatively little knowledge about the current trends in active labour market policies. Large impact have also stereotyped beliefs passed on by leaders of the public opinion to broader awareness that rather discourage the search for innovative solutions in the field of social inclusion (e.g. “There is no problem of unemployment in Wroclaw”, “It is better to be unemployed in Germany than to work in Poland”). This means that along with the economic success, Wroclaw reaches the slow progress in the field of social policy. For the main problems to solve in Wroclaw, among others, experts believe improving public safety, improving of public transport and increasing of social activity of inhabitants. In addition, with regard to the quality of life, Wroclaw is not in the forefront of Polish cities, and more European or worldwide ones.

Wroclaw also cannot boast of any innovative solutions in the field of cooperation between sectors: cooperation with non-governmental sector is marginal (only about 1% of the budget, which has the Municipality of Wroclaw in the year, is transmitted on public tasks carried out by non-governmental organizations), and cooperation with the private sector is limited to business projects (low culture activities in the area of corporate social responsibility).

1.3 Selection of the project

The *Assistance from A to Z* project applies to social and professional integration of excluded people, who are homeless. It was selected as a case study for several reasons. It:

- fits into the wider objectives of the InnoSI project as a solution, which was assigned *a priori* an intervention which has features of “Social Investment”;
- covers an intervention in the area of social welfare at the local level;
- was implemented by an NGO, and financed with public funds, which can be regarded as a pioneering solution for social interventions in Poland;
- concerned the implementation of the association method, a specific method of support for homeless people, which goes beyond existing formal and legal solutions.

In addition, the selected project was chosen due to its fit with the specialization of evaluators and previous experience of cooperation with St. Brother Albert Aid Society, as well as the implemented method of intervention (the accompaniment method was introduced to the Polish conditions in 2006-2008, when it was tested for the first time, and when one formulated recommendations for public policies). That's why, one of the objectives of research within the evaluation of the *Assistance from A to Z* project was to observe what it occurred during the last decade in terms of the currently existing solutions related to its implementation (the legal framework used; the interaction and complementarity with broader social welfare policies in the medium to long term; the social outcomes, social returns and effectiveness of interventions for the various actors, contributors and beneficiaries concerned; the social and psychological impact of social welfare reform on individuals and communities, including the ways individuals' sense of identity is shaped by their interactions with welfare policy and its reform, including gender and generational issues; whether, from the perspective of recipients, policy initiatives strengthen or weaken the public sphere). These elements clearly relate to specific objectives of WP4. In addition, not without significance for the case study selection, were previous good experience of cooperation with Wroclaw Circle St. Brother Albert Aid Society's management team and its readiness to support to conduct necessary field research, which persuaded the researchers of the research feasibility.

From the research point of view interesting was also the aspect of how Wroclaw, a city that in recent years has a brand "of being a leader, being a precursor, being the first to have the most – the biggest and the best one" has got established practices, which can be attributed to characteristics of the "innovative social investment".

1.4 Report structure

The report consists of an introduction, six chapters and a list of used sources. The substantive part of the report includes:

- Literature review;
- Needs assessment;
- Theories of change;

- Process (implementation) evaluation;
- Impact evaluation;
- Economic evaluation.

Literature review (section 2.) shows policy analysis and previous evaluations. In section *2.1 Policy analysis* development of the policy, main strategic documents, legislative framework and academic analysis are presented. Academic analysis includes a description of the aspects referring to issues of social inclusion and active integration, active integration of socially excluded people, including the homeless and accompaniment method in the Polish scientific literature. Section *2.2. Previous evaluations* includes the analysis of existing evaluation related to the method of accompaniment. In addition, the attention is paid to the previous evaluation in the field of social integration, especially in the field of the homeless social and professional activation.

Needs assessment (section 3.) includes discussion of existing needs assessment and presentation new needs assessment. The needs assessment relates primarily the investigated group, but analysis apply to the broader social group that is the target group or beneficiary of the public policy: homeless people, too. In section *3.1 Introduction* a short introduction to the needs assessment is presented. Section *3.2 Existing needs assessment* discusses the target group, their important problems and needs, and evaluation of previous needs assessment. In section *3.3 New needs assessment* methodology of new needs assessment and the analysis is presented. The target group and their important problems and needs, based on variety of sources, is discussed.

Theories of change (section 4.) presents constructing the Theory of Change (TOC), which is very important for the correct conduct evaluation of the *Assistance from A to Z* project. Because analysis show that, *Assistance from A to Z* project, does not fit to the original Theory of Change, InnoSI Poland team developed a new Theory of Change. In section *4.1 Introduction* a short introduction to the TOC is presented. In section *4.2 Existing theory(ies) of change* the main consequences of the lack of the TOC are shows. Section *4.3 New theory of change* presents developing of the TOC, in accordance with the methodology appropriate to the Theory of Change.

Process (implementation) evaluation (section 5.) is focused on *Assistance from A to Z* project process evaluation. In the evaluation process tracing method is applied. Due to the specifics of the project the theory-building approach is used. In section 5.1 *Introduction* a short introduction to the process evaluation is presented. In section 5.2 *Methodology* detailed methodology of evaluation is showed. Description of the evaluations, their stages, characteristics of the research sample and applied research methods (quantitative and qualitative ones) is presented. In section 5.3 *Results* the results of process evaluation are described.

Impact evaluation (section 6.) includes the impact evaluation, a systematic and empirical investigation of the impacts produced by an intervention. Section 6.1 *Introduction* presents short introduction to the impact evaluation. Section 6.2 *Impact evaluation methodology* presents the methodology of impact evaluation, including research methods. In section 6.3. *Results* the results of the analysis are discussed.

Economic evaluation (section 7.) is dedicated to economic analysis of the *Assistance from A to Z* project, which supplements process and impact evaluations. In the economic analysis of social projects and programs is possible to use different options. In terms of the *Assistance from A to Z* project analysis the Social Return on Investment analysis (SROI) is conducted. In section 7.1 *Introduction* a short introduction to the SROI is presented. Section 7.2 *Methodology* discusses in detail the methodology for SROI conducting and presents research procedure in accordance with the SROI methodology for the *Assistance from A to Z* project. In section 7.3. *Results* the results of the analysis, including the SROI ratio, are discussed.

At the end of the analysis used sources, including scientific literature, reports, statistical data etc., are reported.

Presented structure allows for clear and legible presentation of the *Assistance from A to Z* project case study.

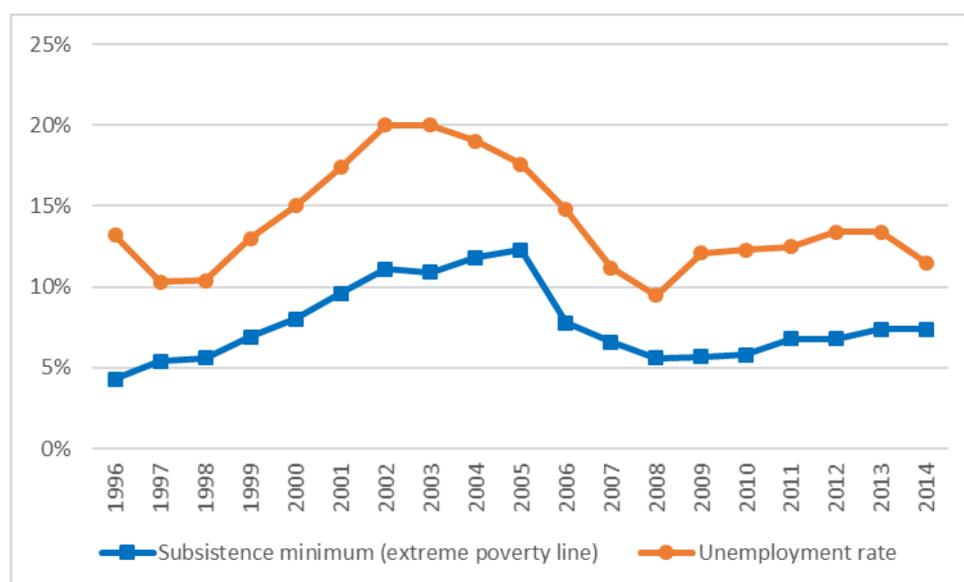
2. Literature review

2.1 Policy analysis

2.1.1 Development of the policy

Policies in the fields of social inclusion and active inclusion are important areas of Polish social policy, conducted as part of national actions as well as regional and local once, including the support of the European Union. It results from the diagnosed needs associated with a wide range of poverty and social exclusion. The phenomenon, which is strongly linked to poverty and social exclusion is unemployment. Similar change trends in the percentage of poor people (below extreme poverty line) and the unemployment rate can be observed (figure 1).

Figure 1. Subsistence minimum (extreme poverty line) and unemployment rate between 1996 and 2014



Source: GUS, 2016; IPiSS, 2016.

A High unemployment rate, being the result of economic transformation, is today one of the major social problems, and thus the area of public authorities' intervention. The difficult situation relates primarily to those categories of persons who – due to their social characteristics – are less likely to take up employment. These are mainly older people, young people, long-term unemployed, persons benefiting from social assistance, unemployed people with small children or children with disabilities and people with disabilities. One extra category is homeless people. They are not recognized as a

separate category by labour market institutions, however, the conducted research and analysis show that homelessness is closely linked to unemployment (Olech, 2006; Duracz-Walczak, 2007a; Żurko, 2010; Towarzystwo..., 2012; MPiPS, 2013b; MPiPS, 2014; Matejek, Zdebska, 2014; Towarzystwo..., 2013-2015; Mikołajczyk, 2015; Pawlik, 2015).

The policy towards people in difficult life situation, including homeless, unemployed and people who are not able to overcome their difficult life situation focuses on support through the social assistance system. In case of unemployed people these actions are complemented by the activities of labour market institutions. The main objective is social inclusion, empowerment of individuals and families, overcoming the difficult life situation and to enable the existence under the human dignity conditions. In 2014, the support within the social assistance system covered 1 192 thousand families, 3 084 thousand people in total. Unemployment, as a reason for social assistance, have been identified in the case of 636 thousand families (with a total of 1 785 thousand people) and homelessness have been identified in case of 38 thousand families (with a total of 45 thousand people) (MPiPS, 2016).

The ideas of social exclusion, social inclusion and active inclusion – meaning social integration defined primarily in the context of the objectives of employment – in Polish social policy are linked with the accession to the European Union (2004) and the implementation of EU social policy in the field of poverty reduction and active inclusion (Szarfenberg, 2011). Previously, social assistance was mainly protective and passive. After the accession to EU, actions connecting the social assistance policy with labour market policy, as well as, wider implementation of integration and activation activities could be observed. In connection with the EU guidelines Poland systematically takes strategic documents, which guide its action in social sphere, including the area of social inclusion and active inclusion.

The first important document concerning the fight against poverty and social exclusion, including homelessness and unemployment, was *The National Strategy for Polish Social Integration* (MPiPS 2004).

Current strategic documents include the area of social inclusion, combating exclusion and poverty primarily through the support to take up employment. Such action is recommended in document:

- *Poland 2030. Long-term National Development Strategy 2030 Third Wave of Modernity* (MAiC, 2013), especially goal 6. *Development of human capital through increased employment and the creation of “workfare state”*;
- *The National Development Strategy 2020 Active society, competitive economy, efficient state* (MRR, 2012), mainly goal III.1. *Social integration*, through the intervention directions, such as increasing the activity of the excluded and threatened by social exclusion people and reducing poverty among groups of risk;
- *The Human Capital Development Strategy* (MPiPS, 2013a).

The strategic document on social inclusion policy was adopted in 2014 – *The National Plan for Combating Poverty and Social Exclusion 2020: a new dimension of active inclusion* (MPiPS, 2014). This program under the priority III. *Active inclusion in the local community* focuses on active inclusion policies in order to increase participation of the individuals and families threatened with marginalization in public and professional life. The priority V. *Prevention of the housing uncertainty and homelessness counteracting*, focuses on preventing and resolving the homelessness problem through the development of social housing, the efforts to prevent loss of dwelling and actions to support people in getting out of homelessness.

Unlike many other European countries, Poland does not have its own homelessness strategy. Although the Ministry of Family, Labour and Social Policy was carrying out work on such a strategy, it has not been adopted.

2.1.2 Legislative framework

Active inclusion policy and strategic guidelines in this area translate into legal solutions supporting active inclusion. In legislation division of active integration tools into three groups, depending on the category of recipients, can be noted:

- Active services and labor market tools directed to the unemployed;
- Tools activation of people excluded from the labor market and socially excluded;

- The instruments of professional activation of the people with disabilities.

From the perspective of this case study, an active inclusion of people threatened by social exclusion is important. In this case, in social policy strategies and legislation, more and more attention to the need for comprehensive social and professional integration can be observed.

Legislation dedicated to active inclusion, which is the basis for active inclusion policy for people threatened by social exclusion (including homeless people), includes the following acts:

- Act of 12 March 2004 on social assistance – this act regulates the organization of the social assistance system, the reasons for granting support tasks in the field of social assistance, and the types of social assistance benefits (financial and non-financial benefits) and rules and procedure for granting assistance. The introduction of this act (in place of the Act of 29 November 1990 on social assistance) has become an impulse for activation actions. The act implemented a new philosophy – philosophy of activation, based on taking action aimed to empowerment of individuals and families, and their integration with the local community. The act put more emphasis on the non-financial benefits and development of new forms of aid. The law regulates the use of individual program of overcoming homelessness – a form of multifaceted activation for homeless people.
- Act of 13 July 2003 on social employment – this act concerns the realization of social employment, ensures participation in social and professional life, opportunities to participate in activities conducted by social integration centres, social integration clubs, supported employment for people threatened by social exclusion, people in difficult life situation, which limit participation in social and professional life. One of the groups of people to which the act refers to, are the homeless realizing individual program of overcoming homelessness.
- Act of 27 April 2006 on social cooperatives – this act defines the principles of starting and running social cooperatives, cooperatives which work for social and professional reintegration of their members.

Among others acts connected with problems of active inclusion three acts should be indicated as a very important:

- Act of 20 April 2004 on promotion of employment and on labour market institutions – this act defines the tasks of the state in the field of employment promotion, mitigate the negative impacts of unemployment, professional activation. The act regulates labor market institutions, including non-state actors and multi-sectoral relations. This act does not provide special support for homeless people.
- Act of 27 August 1997 on vocational and social rehabilitation and employment of persons with disabilities – this act applies to people with legally adjudicated disabilities. This act concerns the rehabilitation – medicinal, professional and social rehabilitation. This act is important, because many homeless people have got a disability certificate.
- Act of 24 April 2003 on public benefit and volunteer work – this act defines NGOs public benefit activity and cooperation between NGOs and public sector. This act is very important because support for homeless people is in Poland provided mainly by NGOs. This act is very important because support for homeless people is in Poland provided mainly by NGOs. The largest is St. Brother Albert Aid Society in frame of which Wroclaw Circle implemented Assistance from A to Z project.

Introduced in recent years legal changes are coming in the following directions:

- Creation of a framework for cooperation public and private entities, and non-governmental organizations in the sphere of active inclusion;
- Closer cooperation between labour market institutions and social assistance institutions;
- The involvement of the social assistance system in the professional activity of beneficiaries;
- Allowing the implementation of the comprehensive integration: professional integration, social integration, support individuals and families.

It should be emphasized that the legal changes do not require activities in the field of active integration from the social assistance, but build capabilities and encourage the

implementation of such actions (Kowalczyk 2012). The most important legal change, introduced in the last period, concerning the active inclusion of people threatened by social exclusion is introduction of the Programme Activation and Integration, in 2014. This program includes activities in the area of professional and social integration of the unemployed carried out by the labour market institutions itself or in cooperation with the social assistance centres. It aims to help people called as 'away from the labor market', social assistance beneficiaries, people who need comprehensive assistance (professional, social, family, community, legal), including homeless people to overcome the difficult life situation and to take up employment.

The law supports cooperation between public institutions (labour market institutions, social assistance institutions, e.t.c.) and NGOs and private-commercial companies in the implementation of activation policy. This causes that public, private-commercial and non-profit-actors help people threatened by social exclusion to work together. This is very important, because the first action in the field of active integration is mostly taken by NGOs, especially with regard to homeless people.

2.1.3 Academic analysis

The main objective of academic literature review was to identify approaches to the issue of social inclusion, active integration and accompaniment method as the method used in the active integration in Poland (the method used in the analyse case study). The main objective of literature review was achieved by finding answers to the following research questions:

1. What are the aspects referring to issues of social inclusion and active integration described in the Polish scientific literature?
2. How is active integration of socially excluded people, including the homeless, described in Polish scientific literature?
3. How is accompaniment method described in Polish scientific literature?

The following terms were used in searching the publications: social exclusion, social inclusion, active inclusion, active integration, social assistance, accompaniment method, homeless people, homelessness. The answers for these queries were sought in the miscellaneous types of scientific sources. Print and electronic materials such as: academic papers from scientific journals, scientific monographs, chapters from

academic volumes, empirical research, conference papers and scientific reports, both theoretical and empirical were used. All the mentioned above types of scientific sources were searched among the sources of the following libraries: University of Wrocław Library and Wrocław University of Economics Library. The electronic sources were searched by using Google and Google Scholar. Systematic search of the following journals between 2010 and 2015: „Polityka Społeczna”, „Praca socjalna”, „Problemy Polityki Społecznej. Studia i Dyskusje”, „Ekonomia Społeczna”, „Trzeci Sektor” has been completed.

The ideas of social inclusion and active integration are presented in Polish literature, especially in the publications published after the Polish accession to the EU. The scientific literature is created in the framework of the scientific research and projects in the field of active inclusion. Issues taken in Polish literature are part of a Europe-wide scientific debate on social inclusion and active inclusion. The scientific literature from other EU countries (especially Western European countries) is an inspiration for Polish researchers.

Polish scientific literature shows the following topics relating to issues of social inclusion and active integration:

1. The concept of social inclusion and active integration – the authors analyse theoretical aspects of the concept of social inclusion and active integration, and the strengths and weaknesses of the paradigm of activation (Rymsza, 2003; Rymsza 2013; Frieske 2010; Gagacka 2011; Wronka-Pośpiech et al., 2015; Głąbicka 2015).
2. EU social policy in the fields of social inclusion and active integration (including actions funded by the EU funds) – the authors analyze: EU social policy in the fields of active inclusion and social inclusion (Szarfenberg, 2011; Wiktorska-Świąćka, 2015), the possibility of actions in the sphere of active integration in Poland with the use of EU funds (Grewiński and Tyrowicz, 2007; Miżejewski and Ołdak, 2011), the efficiency of activation programs financed by EU funds (Grewiński and Tyrowicz, 2007).
3. The implementation of social policy in the fields of social inclusion and active integration in other EU countries – the authors consider problems active inclusion of people with disabilities in selected EU countries (Geletta and

Grewiński, 2014), social integration and professional activation of young people leaving care and education centres (Skibicka-Sokołowska, 2013), supporting youth unemployed in Germany (Wisniewski and Maksim, 2015).

4. The implementation of social policy in the areas of social inclusion and active integration in Poland – the authors analyse: a social policy in terms of fight poverty and social exclusion in activation aspect (Golinowska, 2010), local social policy in terms of activation (Błądowski and Kubicki, 2014), the efficacy of active inclusion policy (Frieske, 2004; Hryniewicka 2011; Miżejewski, 2011), problems of implementation the concept of active inclusion in Poland (Karwacki and Rymsza, 2011, Rymsza, 2008; Karwacki, 2008), the reform of the Polish social assistance system towards active inclusion (Rymsza, 2010; Kowalczyk, 2012; Golinowska, 2010), the implementation services in the field of active inclusion through the social assistance system (Lizut and Grewiński, 2012).
5. The role of the social economy sector in active integration policy in Poland – the authors consider the possibilities of actions in the sphere of active inclusion by the social economy entities and cooperation between the social economy entities and the public sector in this area (Brzozowska, 2011; Goś-Wójcicka, Nałęcz, 2011; Mazur, Pacut, 2008; Rybka 2008; Wejcman, 2011; Moroń 2014; Moroń 2010; Pokora, 2014).
6. The need for the implementation of social innovation and innovative social investment in the area of active inclusion (Błądowski and Sempruch, 2014; Krzyszkowski, 2015).

In the scientific literature, there are also publications about the problems and the needs of the homeless and the active integration of this group as a specific group of people in difficult life situation. The authors analyse:

1. The homelessness as a social problem (Przymeński, 2001; Zalewska et al., 2005; Przymeński, 2008; Podgórska-Jachnik, 2014);
2. The data concerning homelessness, the situation of the homeless, the functioning of homeless people, the causes of homelessness, personality and attitudes to life of homeless people (Pawlik-Popielarska, 2008; Nóżka, 2008; Dębski, 2008; Wiącek 2011; Żurko, 2013; Basińska 2014; Podgórska-Jachnik, 2014; Mikołajczyk, 2015; Kuźma, 2015);

3. The problems and the needs of homeless people (Duracz-Walczak, 2007a; Żurko 2013; Matejek, Zdebska, 2014; Podgórska-Jachnik, 2014; Mikołajczyk, 2015; Pawlik 2015), including unemployment and lack of work as a significant problem of the homeless (Duracz-Walczak, 2007b; Olech, 2006; Olech, 2007);
4. The ways to support the homeless and forms of work with the homeless people, including social and professional activation (Zalewska et al., 2005; Olech, 2007; Szczypior, 2008; Sieńczyk, Aniszczyk, 2011; Podgórska-Jachnik, 2014; PFWB, 2014; Mikołajczyk, 2015; Pawlik, 2015);
5. Active integration projects in the scientific context, including innovative projects (Wiktorska-Święcka, 2008a).

In the scientific literature there are six publications identified in terms of accompaniment method:

1. The academic volume *Wyprowadzić na prostą. Innowacyjne metody aktywizacji społecznej i zawodowej na przykładzie wdrażania modelu lokalnej sieci wsparcia osób bezdomnych i zagrożonych bezdomnością* [*Back on track. Innovative methods of social and professional activation on the example of the implementation of the model of local support network of people homeless and threatened with homelessness; hereinafter referred to as Back on track*] (Wiktorska-Święcka, 2008a) is a publication discuss comprehensively accompaniment method. It concerns the project *Back on track*, which main goal was to develop and test a comprehensive system of support and professional and social activation for the homeless and threatened with homelessness by using the accompaniment method. The publication discusses the creation and application of accompaniment method in France (Vigneau-Cazalaa, 2008a; Vigneau-Cazalaa, 2008b) and its development in Poland (Słowik, 2008a). The authors consider:
 - A comprehensive system of support based on the accompaniment method (Wilczek, 2008; Kot, 2008a).
 - Spiritual and psychological dimension of accompaniment (Słowik, 2008b; Kot, 2008b).
 - The importance of active integration in solving the problems of the homeless and the unemployed (Kot, 2008c; Jacków, 2008a, Wódz, 2008; Leśniak-Berek, 2008; Kowalczyk, 2008).

- The role of the accompanist in the accompaniment method (Jacków, 2008b).
 - Information about the project and its evaluation (Wiktorska-Święcka, 2008a; Wiktorska-Święcka, 2008b).
2. The article *Praca socjalna z osobami bezdomnymi w Polsce – rozwiązania modelowe stosowane w organizacjach trzeciego sektora* [Social work with the homeless in Poland - model solutions used in third sector organization] published in the journal *Trzeci Sektor* – accompaniment method is briefly presented as a method of working with the homeless (Czochara, 2012/2013).
 3. The report *Standard pracy socjalnej z osobami pozostającymi bez pracy* [The standard of social work with people remaining out of work] indicates an accompaniment method as possible to use in social work with the unemployed (Pauli et al., 2011).
 4. The article *Innovative Approaches, Forms and Methods of Modern Social Work* published in the journal *Spółeczeństwo i Rodzina* presents the accompaniment method as an innovative and effective method of working with the marginalized and socially excluded people. Using this method creates opportunities for effective support and assistance to people in difficult life situation. The accompaniment method is presented as a form of social work coaching (Szulz, 2014).
 5. The monograph *Zarządzanie innowacjami społecznymi. Trendy, perspektywy, wyzwania* [Managing the social innovation. Trends, prospects and challenges] – the accompaniment method was presented as an example of social innovation. The book presents: the characteristics of the accompaniment method, the creation of the idea, the implementation of innovation in France, the consolidation of innovation, dissemination of innovation, implementation accompaniment method in the innovative projects in Poland and the impact of innovation on systemic change. The project *Czas na zmiany* [Time for change] was presented as one of the projects in which the method was used (Wiktorska-Święcka et al., 2015).
 6. The report *Od towarzyszenia do włączenia. Praktyczne aspekty wdrażania innowacji społecznych na przykładzie metody towarzyszenia* [From the

accompaniment to the inclusion. Practical aspects of the implementation of social innovation on the example of the accompaniment method] describes accompaniment method as an innovative method of work with people at risk of social exclusion on the example of the project *Czas na zmiany [Time for change]*. The publication discusses: EU policies in the field of social inclusion, the accompaniment method and the solidarity groups method, implementation of the project and its effectiveness (Wiktorska-Świąćka, 2015).

To summarize, the issue of social inclusion, active inclusion, support the social and professional activation of people in difficult life situations, including homeless people, is present in Polish literature. The analysed studies are a part of Europe-wide debate on scientific issues of social inclusion and active integration. Few positions, however, describe the issues concerning the means of accompaniment as the method used in active integration. The usage of this method – as it is clear from the scientific literature – is in Poland an action of innovative character.

2.2 Previous evaluations

2.2.1 Search strategy

By conducting an academic literature review, in parallel we sought knowledge on the existing evaluation related to the social and vocational activation of homeless people, which is the essence of the case study. In addition, the attention was paid to the previous evaluation in the field of social integration. We implemented the same research strategy and the results of the review were presented in the *2.1.3 Academic analysis*. Additionally, we searched the Internet resources, seeking knowledge with passwords: evaluation, social exclusion, social inclusion and active inclusion. We also conducted telephone interviews with representatives of St. Brother Albert Aid Society, which has an enormous experience in terms of social integration activities. During the talks, we asked about the state of knowledge in the current evaluation of integration activities addressed to homeless people. Information obtained from respondents coincides with the results obtained during the academic literature review: in the scientific literature there have been only a few publications identified which refer to social and vocational activation of homeless people. Mostly, they refer to the

accompaniment method which can be considered as the dominating way of social and vocational integration of homeless people. However, only one of them, the volume: *Back on track* (Wiktorska-Święcka, 2008) can be considered as an existing evaluation of interventions in the field of social and vocational integration of homeless people.

By considering the evaluation of projects in the broad sense of social integration, one can observe a better situation, particularly when they are implemented with the participation of European Union, where the evaluation is a formal requirement under Council Regulation (EC) No 1083/2006 of 11 July 2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and repealing Regulation (EC) No 1260/1999.

Polish legal basis for introducing a requirement for evaluation include: the Act of 6 December 2006 on the principles of development policy (art. 22.2, 35) and the Act of 20 April 2004 on the National Development Plan. Initially, the requirement of evaluation applied to projects in specific areas, e.g. in the protection of the environment - the Act of 27 April 2001 Environmental Protection Law, which introduces the obligation to carry out environmental impact assessments, and the Act of October 3 October 2008 about sharing of information about the environment and its protection, public participation in the protection and environmental impact assessments in conjunction with other environmental laws. Only gradually, due to the lack of skills and previous experience in this field, one assumed certain institutional arrangements that can be called a standard evaluation of public policies: Guidelines of Minister of Regional Development No. 6 in terms of evaluation of operational programs for 2007-2013 in the field of evaluation of operational programs the years 2007 -2013 (they set out the responsibilities of the main actors involved in the evaluation, the general rules for the implementation of the evaluation process, requirements for. evaluation plans) (MRR, 2007).

In addition, evaluation is mandatory in the field of social assistance and at the local level evaluation is an obligation in the context of strategies for solving social problems. These strategies are one of the key documents prepared by local governments. They are designed to implement the current diagnosis of the social question, identify strengths and weaknesses of local authorities in this case and determine courses of action in order to improve the social situation in their own territory, by fixing the main strategic objectives and specific operational objectives, and decide on concrete actions that will

be taken. Strategies should be, given the intention of the legislature, one of the key documents, developed and implemented in the municipality/county. Strategies are mandatory in the case, when the municipality/county is going to try to obtain funding from the EU for the implementation of the objectives of solving social problems. Pursuant to art. 17 paragraph 1 of the Act of 12 March 2004 on social assistance municipal governments have been obliged to prepare and implement strategies for solving social problems. In accordance with the above article, the development and implementation of municipal strategies for solving social problems with particular emphasis on programs of social assistance, prevention and resolution of alcohol problems and others whose aim is to integrate individuals and families from high risk groups, is the responsibility of the community of a compulsory nature. In the case of the county, the corresponding record of the strategy referred to article 19 of the Act of 5 June 1998 on the county government. It states that “the task of their own county should develop and implement strategies for solving social problems, with special emphasis on support programs of social, support for the disabled and others whose aim is to integrate and individuals and families from high risk groups, after consultation with the relevant territorial communities”.

The obligation of evaluation of social integration’s policy at the local level was therefore introduced in 2004, which means that, given the history of Polish self-government, it is a very short period.

2.2.2 What do previous evaluations tell us?

In terms of the *Assistance from A to Z* project one can assume that the most related previous evaluations are those linked to the accompaniment method and solidarity groups method. They were the topic of the evaluation performed as a part of the project: *Back on track* (Wiktorska-Święcka, 2008). The results of the evaluation showed that:

- The accompaniment method, as a tool which was tested under practical conditions, supports effectively people from disadvantaged groups in the labour market integration in the local environment. It proved to be a valuable tool for them activating both socially and professionally. On this basis, it was recommended, that the method will be disseminated and promoted while

implementing local social inclusion policies, including active labour market policies. It was also recommended its inclusion in the regulation at the national, regional (regional social inclusion strategies) and local (local social inclusion policies and labour market policies) levels;

- The accompaniment method was effectively implemented as a decentralized model of labour market policy and through its use individuals from disadvantaged groups receive the support that they would not receive sufficiently under the scheme: supplicant-official. Therefore, one should consider the possibility of creating further Activation of the Unemployed Points (PAB-s) by using the already functioning infrastructure in the local environment (parishes, schools, community centres, shopping centres, Social Integration Centres, offices of non-governmental organizations);
- The effectively implementation of the accompaniment method is possible only in conditions of local partnership, for example, there is a well-functioning network for exchange of information and resources between employers interested in hiring beneficiaries and providers of activities in terms of their activation. One recommended in this field to promote good practices that show the benefits of the local partnerships and encourage their establishment under a new framework (the ideal would be to establishment of a partnership: the social assistance center, the competent district labour office, non-governmental organizations, local employers);
- The accompaniment method has been disseminated by people – accompanists. The more one will invest in their human capital, the more professionally they will provide services to the beneficiaries. That's why it was recommended to consider the need for recognition of their qualifications (e.g. by giving them a professional status) and taking into account the systemic solutions related to the improvement of professional skills of social workers and employment services (Wiktorska-Święcka, 2008).

The above mentioned conclusions of the evaluation were formulated in 2008. However, from today's perspective, it should be noted that the recommended actions have not yet been included in the Polish public policy.

Other evaluations of projects on the social integration apply to projects financed or co-financed by the European Union, mainly under the European Social Fund. These projects related to groups at risk of social exclusion (long-term unemployed, people with disabilities, children and youth, prisoners and ex-offenders, refugees and migrants, Roma), were carried out by the local government institutions, NGOs, public-social institutions (local partnership, centres of social integration and social integration clubs, vocational workshops and occupational therapy, support centres, social economy), tested various activation tools (social contract, an individual program of social employment, supported employment, social economy). In addition, the projects in the area of integration of both individuals, groups and communities, implemented a number of instruments for support and guidance to citizens. They were carried out by family counselling and specialized counselling and the formation of civic institutions and supporting self-help (social integration clubs). At the stage of conducted evaluations' analysis there were no studies discovered that provide a general knowledge of the topic. However, it was found, that there is an impressive amount of operational evaluations of projects in a wide-ranging field of social inclusion. Their scope, depth, standard, quality, objectives, criteria are so diverse that on this basis one cannot draw generalized conclusions. The common denominator may be that these evaluations are usually conducted after the completion of the projects and are conclusive.

The third area of existing evaluation, those of local strategies for solving social problems were found. In this regard, it was stated:

- The degree of correctness of preparation of each strategy is different. Among the strategies are both ones that were very well prepared, based on a reliable diagnosis and identification of all the essential elements that such a document should contain and strategies that contained a lot of mistakes;
- Lack of formal coordination in the preparation and then the implementation of the strategy;
- Lack of proper cooperation between the representatives of the different local government units in terms of the work on the preparation and implementation of the strategy;
- The existence of communication limitations between institutions that deal directly with social problems;

- Lack of a sufficient number of employees among surveyed parts centres, which translates into poor performance of tasks related to the implementation of the strategy;
- Insufficient number of free training for social workers;
- The lack of adequate financial resources, resulting in inadequate accomplished individual tasks. As a barrier one indicated the bad housing conditions;
- A range of used tools, forms and instruments of social assistance was very wide, but the most successful and best-rated instrument was a social contract (DOPS, 2011).

3. Needs assessment

3.1 Introduction

Homeless people are indicated as a category of people who are particularly at risk of social exclusion. That is why, it is indispensable to take multifaceted actions to solve their problems. The aim of the needs assessment is to assess whether the project *Assistance from A to Z* is adequate to the needs of this group, and thus whether it allows to solve the problems of homeless people and meet their needs.

The needs assessment relates primarily the investigated group, but analysis apply to the broader social group that is the target group or beneficiary of the public policy: homeless people, too. This is relevant to an understanding of the policy and project.

The case-study applies to integrated activities of various entities who primarily aim to implement social and professional activation among excluded homeless people. Social and vocational activation of homeless people has been run on a regular basis at the local level, but distinguishing feature of the project is complexity activities.

For the *Assistance from A to Z* project, such assessment of needs has been prepared. This assessment of needs is analysed in Section 3.2. In Section 3.3 a new assessment on needs is carried out.

In order to make this needs assessment, there is literature review, documents and quantitative data analysis made. Quantitative data will be obtained from the Central Statistical Office, Ministry of Family, Labour and Social Policy, documentation on the *Assistance from A to Z* project, social assistance centres, non-governmental organizations reports and other existing data sources. Quantitative data primarily include demographic data and data on the labour market and social welfare. A complementary role is played by qualitative research – analysis made for the preparation of the *Assistance from A to Z* project and the research conducted by an INNOSI Poland Team.

Methods:

- Secondary data analysis (data of Central Statistical Office, the Ministry of Family, Labour and Social Policy, the Municipal Social Assistance Centre in Wroclaw);

- Analysis of the project documentation;
- Analysis of Wrocław Circle St. Brother Albert Aid Society documents;
- Semi-structured interview with project manager;
- Semi-structured interviews with representatives of project staff: project manager assistant and specialist for assistance (2 interviews);
- Semi-structured interviews with representatives of accompanists in the project (4 interviews);
- Semi-structured interviews with representatives of beneficiaries (9 interviews).

3.2 Existing needs assessment

3.2.1 Target population

The target group of the project has been clearly described, and its choice was justified based on the available social indicators and strategies for activities in the social sphere. The project was addressed to homeless people, and its implementation was due to the high risk of social exclusion.

A homeless person, according to the act on social assistance, is “a person, who is not residing in the dwelling within the meaning of regulations on protection of the rights of tenants and municipal housing stock and is not registered for permanent residence within the meaning of the regulations on the census, as well as, a person, who is not residing in the dwelling and is registered for permanent residence in dwelling where is not possibility of living”. Such dwelling “in which there is no possibility of living” may be, for example dwelling, which must be lowered in relation to the judgment of eviction or court ban on contact with existing roommates (e.g. due to family conflicts), dwelling where you cannot live due to poor technical condition and dwelling to which a person cannot return as a result of the opposition of the other people living there. According to the legal definition, a person who does not have permanent place of residence, but lives in a dwelling (e.g. rents an apartment) is not homeless. A person is considered to be homeless, if they reside in an institution for homeless people (for e.g. night shelters, shelters or houses for homeless people etc.) or lives elsewhere, e.g. uninhabited buildings, summer houses, train stations, basements etc.

Directing the intervention to such target group is justified by the high threat of social exclusion, including the lack of work among the homeless. Homelessness is widely regarded as a manifestation of social exclusion. Very often homelessness is associated with poverty, unemployment, loss of health and life threatening, mental health problems, addictions, inability to function in the family and society (MPiPS, 2014). Homeless as a category of serious risk of social exclusion indicates *The National Strategy for Polish Social Integration* (MPiPS 2004) and a new document in the fight against poverty and social exclusion – *The National Plan for Combating Poverty and Social Exclusion 2020: a new dimension of active inclusion* (MPiPS, 2014).

Homeless people category often eludes social research and is not adequately diagnosed in Poland. Many social indicators do not show up for the homeless people population. The main reasons for this phenomenon are:

- Small percentage of homeless people in the general population (about 0.09%);
- Difficulty of reaching respondents, who do not have a permanent place of residence and address.

The category of homeless people is diagnosed in the study method of "counting heads", monitored by aggregating information collected by service providers in the provision of support to people benefiting from aid for homelessness (for e.g. by social assistance centres). Diagnosis of homeless people and their needs is made also in the framework of the research carried out by specific institutions supporting the homeless.

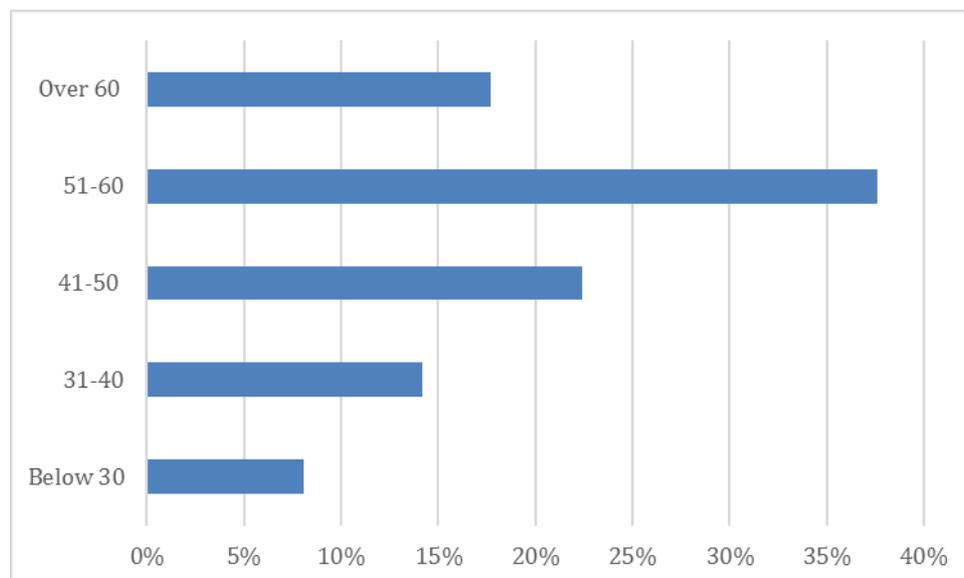
As part of the diagnosis INNOSI Poland Team gathered information on the target group:

- Based on the available statistics, public information and research on homeless people;
- Within the diagnosis of the homeless people under the care Wrocław Circle St. Brother Albert Aid Society.

The population of homeless people in Wrocław was calculated as 2-3 thousand people. Authors indicated at the same time the difficulty of determining the exact number of the homeless (Żurko, 2010; Matysiewicz et al., 2012).

The diagnosis of the homeless under the care Wrocław Circle St. Brother Albert Aid Society has indicated that the homelessness affects mainly people over 50 years of age and people with disabilities. The thesis about the age of the homeless was confirmed by the national statistics on the homeless, which show that homeless people in aged 51-60 account for 38% of all homeless people (Matysiewicz et al., 2012, p. 9; figure 2). The analysis also shows that homelessness relates mainly to men. Women represent about 20% of the homeless. Women, especially with children, are more strongly engaged in changing their situation and often go out of homelessness (Żurko, 2010). Over 80% of the homeless people are not married. Very often they are parents – this group is dominated mostly by women. Up to 20% live in formal or informal relationships. This indicates that the homeless are mostly single people (Matysiewicz et al., 2012).

Figure 2. Homeless people in Poland by age group in 2010



Source: Matysiewicz et al., 2012, p. 9.

Therefore, the project was planned support 105 homeless people, out of work, at risk of social exclusion, including:

- 42 persons aged 50-64 (40%) and 32 persons who received temporary benefits due to disability (30%);
- 90 men and 15 women (Wrocław Circle St. Brother..., 2012).

In the recruiting process additionally awarded were people:

- Within the age criteria: 50-64 years old;

- People with disabilities which receive support from social assistance due to disability (Wroclaw Circle St. Brother..., 2012).

The gender criteria has also been introduced, reserving 90 places for men and 15 for women (Wroclaw Circle St. Brother..., 2012).

Implementation of the project was planned in Wroclaw, the action was directed to people under the care of Wroclaw Circle of St. Brother Albert Aid Society and other homeless people residing in Wroclaw. Three twelve-month round support for the homeless was planned and in each round assistance for 35 people was provided (Wroclaw Circle St. Brother..., 2012).

In fact, the support was directed to 136 homeless people. 120 people accomplished the participation in the project. Among the 136 homeless people involved in the project were:

- 110 men and 26 women;
- 90 economically inactive persons and 46 unemployed;
- 54 disabled persons, including 8 women and 46 men;
- 7 young participants – at age of 15-24 and 51 elderly participants (aged 55-64);
- 8 persons with higher education, 103 with secondary education (general secondary, vocational secondary and basic vocational) and 25 with lower secondary or primary education (Wroclaw Circle St. Brother..., 2015).

Directing the project for the homeless people should be considered reasonable due to the special problems of this group and a small range of support offered under the social assistance system. The data of the Municipal Social Assistance Centre in Wroclaw indicate that in 2011 the individual program of overcoming homelessness consisted of 49 persons, while in 2012, 41 persons (MOPS, 2016). However, there is no information about the range of support provided under the programs and their effectiveness. It should be emphasized that this is the only form of multifaceted activation for homeless people from public institutions.

The preferences for people aged 50-64 and disabled people were the result of diagnosed difficult situation of these categories and the requirements of Human Capital Operational Programme, under which the project was conducted.

3.2.2 Population need

The needs of the target group were diagnosed by the team preparing the project on the basis of:

- The diagnosis of the homeless people under the care of Wrocław Circle St. Brother Albert Aid Society in 2010;
- A survey conducted in 2012 among 105 homeless people under the care of Wrocław Circle St. Brother Albert Aid Society;
- Knowledge and experience of persons, who has been working with the homeless people in Wrocław Circle St. Brother Albert Aid Society.

The diagnosis showed that there is a large need to take the homeless people support leading to the exit from homelessness through social and professional activation. The main problem of this category of people is homelessness – the lack of a dwelling, in which people could live. Other important problems, which should be solved, are as follow:

- Unemployment and financial problems – 91% of homeless people under the care of Wrocław Circle St. Brother Albert Aid Society do not work and have financial problems associated with lack of income;
- Lack of social, recreational and integration activity – 87% of homeless people are lonely, socially inactive persons. These people have a distrust of others, inability to make social contacts, they are not able to function in society. Their professional activation must be preceded by a general social activity;
- Problems with “finding” in the new situation – the homeless people do not have the skills to enable them to find a permanent job, skills to estimate their chances on the labour market, job search skills, prepare application documents. They do not have the computer skills too;
- Low professional qualifications – 37% of homeless people have primary education, and 43% basic vocational, moreover, a long period of unemployment causes the obsolescence of qualifications, lack of skills of new equipment;
- Mental health problems, addiction and diseases – associated with a large gap in employment and the difficult life situation;
- Legal problems – problems with paying alimony, liabilities, enforcement

proceedings (Wroclaw Circle St. Brother..., 2012).

In the analysis of the problems emphasizes the co-existence of various problems and relationships between issues. It was pointed out that homelessness is most often the result of the many social problems coexistence, including addiction, unemployment, housing problems, family conflicts etc. Homelessness is also the cause of other problems, (psychological, with health etc.). It makes difficult to take up employment and causes exclusion from social life. Thus, the project emphasizes the multi-faceted activities, leading to solve the problems and meet the needs of homeless people.

The conducted needs assessment using survey, pointed to the expectations of homeless people to participate in the project. They focused mainly on the growth of opportunities in the labour market and taking up employment. The survey has diagnosed following needs of homeless people:

- Improving the financial situation (100%);
- Taking up employment (100%);
- Upgrading skills and qualifications (100%);
- Individual accompanist support (100%);
- Psychological assistance (90%);
- Legal aid (20%) (Wroclaw Circle St. Brother..., 2012).

As part of the needs assessment the barriers to integration, such as social withdrawal, financial problems, mental problems, missing or outdated professional qualifications and legal problems were emphasized.

Based on the diagnosis of the homeless, the surveys, as well as, knowledge and experience of people working with homeless, the following needs of homeless people were identified:

- Improving the professional skills of the homeless, taking into account individual skills and the actual needs of the labour market;
- Acquire of professional experience through professional training;
- Improving the skills of job search: preparing application documents, interviews with employers, basic computer skills;
- Social activation through sport, culture and education;

- Individual motivational support;
- Taking up employment (Wroclaw Circle St. Brother..., 2012).

The identification of the problems and needs of homeless people helped to plan the activities of the project to best meet these needs.

It should be emphasized that the needs of this target group were not sufficiently met within the available forms of support provided by the social assistance centres and district labour offices. Although social assistance centres have an individual program of overcoming homelessness, support instrument of homeless, but it offers a limited range of support forms and is not often used. The actions of district labour offices are also limited – generally this is the selected action to support employment. The offer of social assistance centres and district labour offices is deprived of efforts to improve social skills and support to a lawyer, a psychologist and motivational support. The accompaniment method used in the project allowed to provide the beneficiaries ongoing support.

3.2.3 Evaluation of previous needs assessment

Knowledge about the needs of homeless people is limited. It results from the lack of professional empirical research, especially qualitative, concerning the needs of homeless people. Available data come mainly from research made by helping homeless institutions. We can conclude the existence of limitations resulting from different data sources, quality of available data and the regularity with which data is collected. There are also problems with the interpretation of the data collected in the survey. Identifying the needs of the homeless requires a deepening of the questions in further studies, e.g. in the qualitative research.

Different interpretations of needs may also appear for the categories of homeless people. Needs can be understood differently by homeless people, people directly involved in helping the homeless and by the representatives of public institutions.

The needs assessment may be considered here as a political process, especially in two respects. Firstly, in the context of efforts to solve the problem of homeless people in connection with the information appearing in the media. Media reports relate primarily to two issues:

- The operation of the homeless in public space, for e.g. at railway stations, shopping centres;
- Threats to the homeless' life due to low temperatures in winter.

The publicizing of these situations causes the desire of the authorities to solve the problem of homelessness or at least of silencing it.

Secondly, the political nature of the interaction is also associated with setting rules for the implementation of programs under which projects activities for socially excluded people, including the homeless, are funded. The need to adapt to the requirements of the Human Capital Operational Programme, which financed this project, has reduced the possibility of project activities and prevented a full response to the identified needs.

3.3 New needs assessment

3.3.1 Methodology

In order to make this new assessment, there will be some literature review, documents and quantitative data analysis. Quantitative data will be obtained from the Central Statistical Office, the Ministry of Family, Labour and Social Policy, the documentation on the *Assistance from A to Z* project, information from St. Brother Albert Aid Society – Wrocław Circle and other existing data sources. Quantitative records will primarily include demographic data and data on the labour market and social assistance. A complementary role will be played by qualitative research – semi-structured interviews with people involved in the project.

Methods:

- Secondary data analysis (data of Central Statistical Office, the Ministry of Family, Labour and Social Policy, the Municipal Social Assistance Centre in Wrocław);
- Analysis of the project documentation;
- Analysis of Wrocław Circle St. Brother Albert Aid Society documents;

- Semi-structured interviews with people involved in the project: project manager, project manager assistant, specialist for assistance, representatives of accompanists (4 interviews) and representatives of beneficiaries (9 interviews).

3.3.2 Target population

The target group are homeless people defined in accordance to the act on social assistance (see 3.2.1). Homeless people are particularly at risk of social exclusion, due to the concentration of social problems such as the lack of a dwelling, unemployment, economic inactivity, addiction, health problems, family problems, and other.

As it has already been indicated (see 3.2.1), there are few available data on the homeless, and many social indicators are not defined for a group of homeless people. However, national surveys of homeless, conducted in 2013 and 2015 extend our knowledge about the homeless compared to 2011-2012, when the *Assistance from A to Z* project was prepared.

National survey of homeless people conducted of 21/22 January 2015 diagnosed 36.1 thousand homeless people in Poland, of whom approx. 25.6 thousand people were in institutions for the homeless, and approx. 10.5 thousand people outside the institutions. Homeless people were in the following institutions:

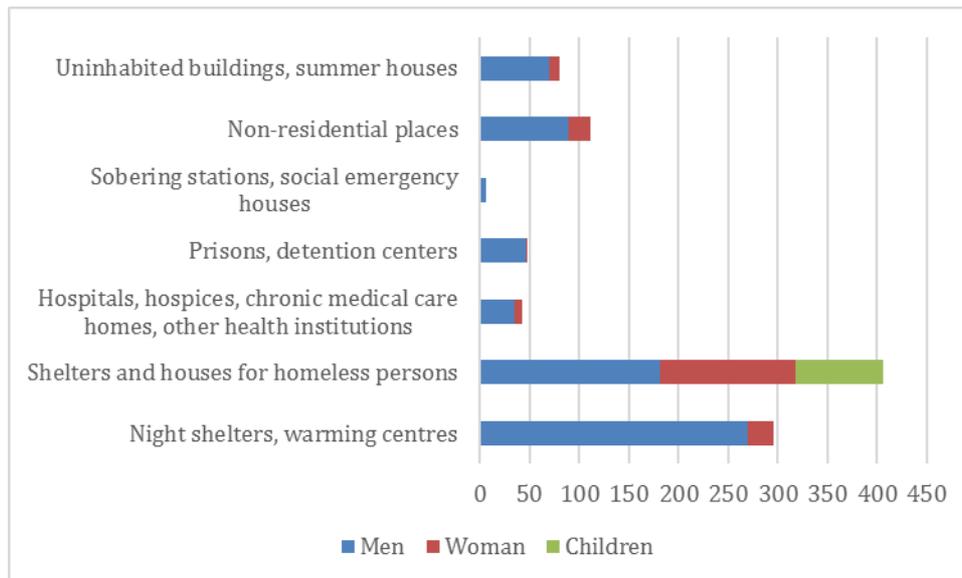
- Night shelters, warming centres, shelters and houses for homeless persons – 21.7 thousand;
- Hospitals, hospices, chronic medical care homes, other health institutions – 1.5 thousand;
- Prisons, detention centres – 2.1 thousand;
- Sobering stations, social emergency houses – 0.3 thousand (MPiPS, 2015, p. 9-10).

Among the total number of homeless 28.9 thousand were male, 5.3 thousand women and 1.9 thousand were children (MPiPS, 2015, p. 9).

The number of homeless people calculated in the survey was similar to the number of homeless people diagnosed in 2014 by social assistance centres, which amounted to 39.9 thousand (MPiPS, 2015, p. 25).

In the province of Lower Silesia 3216 homeless people was located, while in the city of Wroclaw 990, including 799 in the institutions for the homeless and 191 in other places (figure 3). 78% of homeless, including 65% of men, 80% women and all children live in the institutions for the homeless (night shelters, warming centres, shelters and houses for homeless persons).

Figure 3. The location of the homeless people in Wroclaw, in 2013

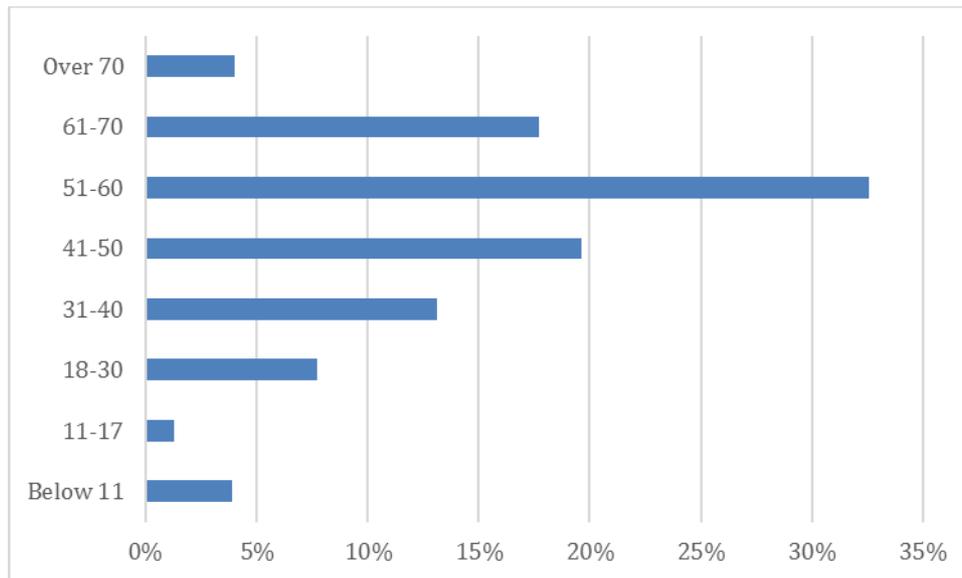


Source: GUS, 2013.

The social assistance centres data suggests that, Lower Silesia municipalities in 2014 provided assistance to 3117 homeless (MPiPS, 2015, p. 25), which confirms the number of homeless diagnosed in the national survey.

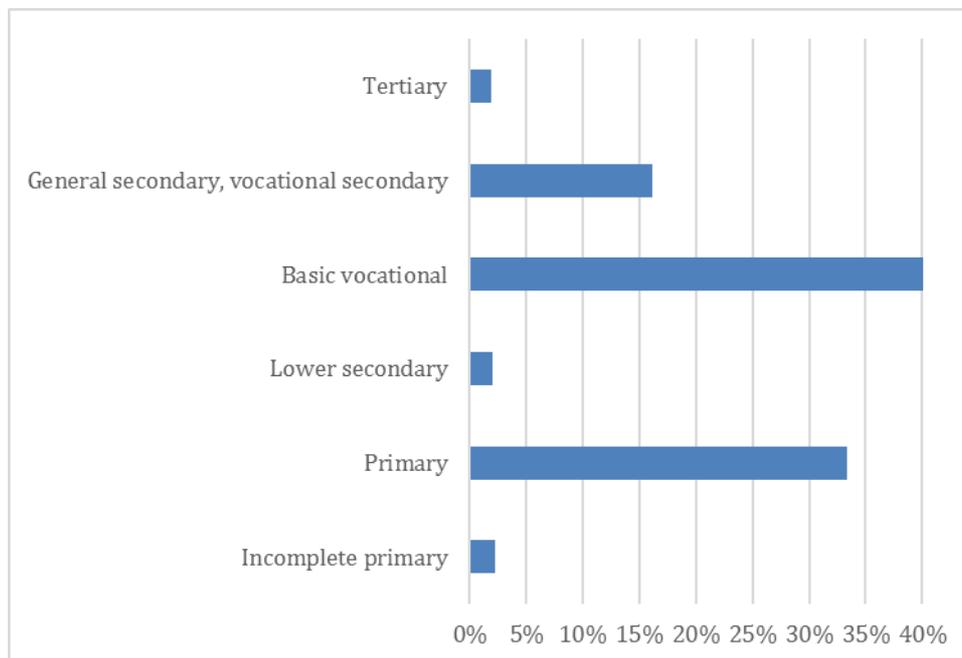
Important socio-demographic information about the homeless, brings the national survey conducted of 7/8 February 2013. It indicates that 80% of the homeless are men, 14% women and 6% of children (MPiPS, 2013b, p. 38). Homeless people are usually older people at the age of 51-60 (figure 4). They also usually have low level of education – people with primary and basic vocational education dominate (figure 5).

Figure 4. Homeless people in Poland by age group, in 2013



Source: MPiPS, 2013b, p. 38.

Figure 5. Homeless people by educational level, in 2013

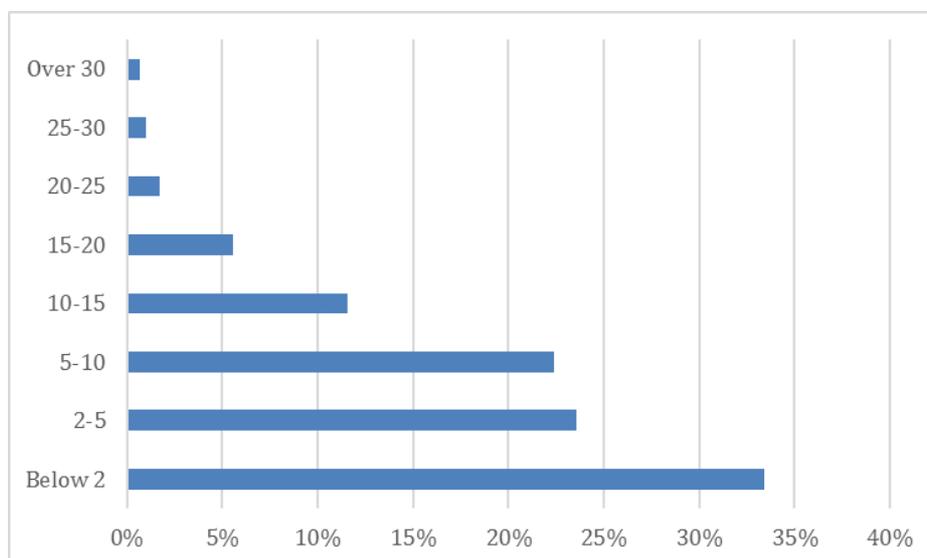


Source: MPiPS, 2013b, p. 43.

Another important variable is the period of time of being homeless. The majority of homeless people have been so for less than five years and there are few people homeless for over 20 years (figure 6). Due to many problems involving the long-term

homelessness, time of being homeless is an important variable that should be taken into account when designing and implementing programs for the homeless.

Figure 6. Homeless people in Poland by time in homelessness, in 2013

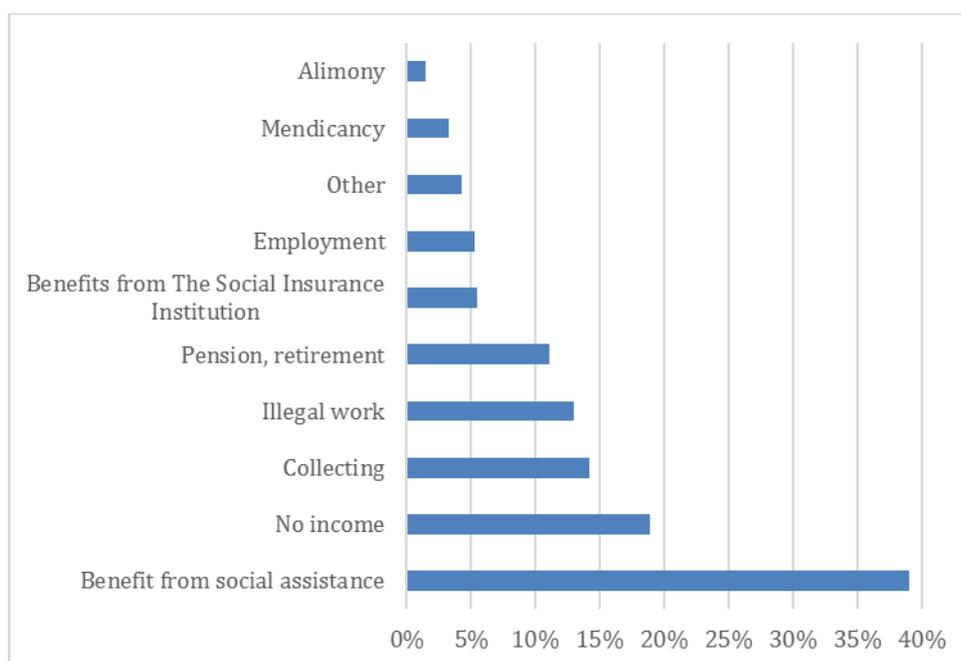


Source: MPiPS, 2013b, p. 39.

An important factor is also the health condition of homeless people. Homeless often have multiple health problems resulting from many years of neglect and poor housing conditions. Research shows that 32% of homeless people have a disability certificate (MPiPS 2013, p. 44), but it should be noted that many homeless people do not try to get the legal confirmation of disability.

The situation of homeless people and their needs show the income sources of homeless (figure 7). Only 5% of the homeless are working legally, 11% have a pension or retirement, and 6% have other benefits from the Social Insurance Institution. Homeless people are working illegally, are engaged in begging or collecting scrap metal and other materials, and most of them get benefits from social assistance centres. Thus the emphasis on the professional activity of this group is fully justified.

Figure 7. Sources of income of the homeless in 2013



Source: MPiPS, 2013b, p. 41.

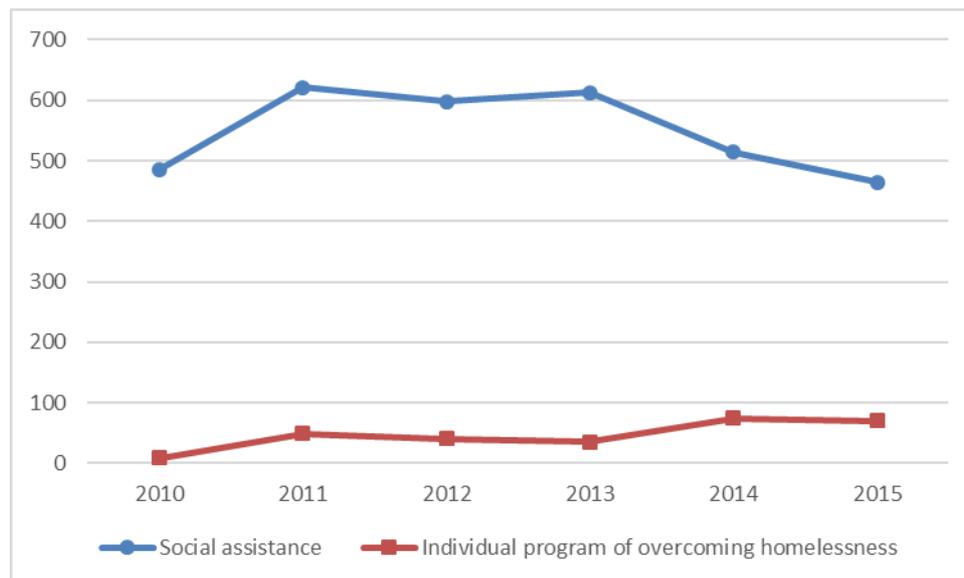
The analysis of documents of the Wrocław Circle St. Brother Albert Aid Society in the years 2013-2015 concerning homeless people under the care of the Wrocław Circle St. Brother Albert Aid Society, allows to indicate that:

- Among the homeless in the working age 5% are aged 18-24, 42% aged 25-49 and 53% aged 50-64;
- 40% of homeless people have disabilities, but only half of them has got a disability certificate;
- 11% of homeless have a job, others are unemployed or economically inactive;
- 15% of homeless are married or in partnership, the others are single;
- 50% of homeless people have debts, mostly alimony arrears;
- 25% of homeless had got conflicts with the law;
- 80% of homeless have problems with addictions (Wrocław Circle St. Brother..., 2013-2015).

Support for the people in difficult life situation including the homeless, the unemployed and people who are not able to overcome their difficult life situation, focuses on the aid through social assistance system and, in case of unemployed people, labour market institutions. The number of homeless people who got any assistance

from the Municipal Social Assistance Centre in Wrocław, has decreased in recent two years, however the number of individual program of overcoming homelessness (multifaceted activation for homeless people) increased (figure 8; MOPS, 2016). Still, most of the homeless obtain only partial support (usually benefit), which does not give them a chance to exit the homelessness. Additionally, still there is no information about the range of support provided under the programs and on their effectiveness.

Figure 8. Support for the homeless provided by the Municipal Social Assistance Centre in Wrocław



Source: MOPS, 2016.

Considering the presented indicators, it appears that:

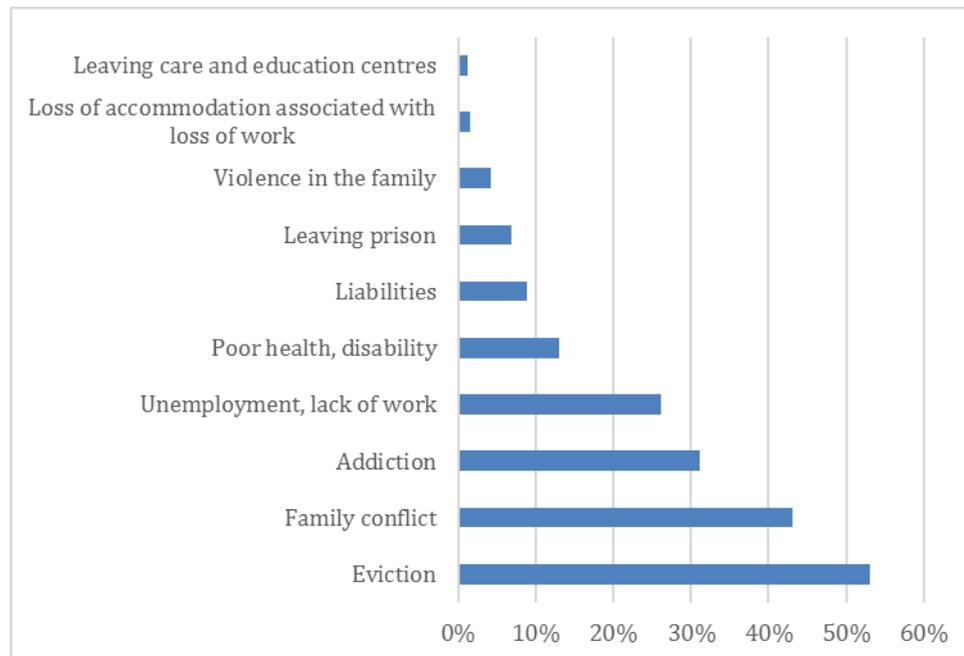
- It is reasonable to direct the project for homeless people because of the social exclusion of this group;
- The attention should be paid to the diversity of the homeless group and take into account in the design of projects such variables as time of being homeless and the age. Despite of the dominance of elderly people (50+), social and professional activation projects should put the emphasis on activating people under 50 years of age due to their long perspective of the labour market functioning.

3.3.3 Population need

The problems of the homeless can be identified on the basis of studies showing the causes of homelessness. They show that the main causes of homelessness include: evictions, family conflicts, addictions, unemployment and lack of work (figure 9). The

problems of homeless is not only the lack of a dwelling, but also family conflicts, addictions, unemployment, health problems, debt or coming out of the prison. Very often, these problems co-exist with each other, which requires multi-faceted activities, allowing to solve difficult situations of the homeless.

Figure 9. Reasons of homelessness, in 2013



Source: MPiPS, 2013b, p. 40.

The results of national research confirm the analysis of the documentation of the Wrocław Circle St. Brother Albert Aid Society in the years 2013-2015 and empirical research conducted by INNOSI Poland Team. They show that the key problems of the homeless are:

- Lack of dwelling in connection with the eviction, family conflicts, etc.;
- Conflicts in family, lack of family contacts, loneliness;
- Unemployment and economic inactivity;
- Lack of qualifications and skills;
- Employment with low-paying jobs, casual work, illegal work;
- Addictions;
- Poor health, disability;

- Conflicts with the law, stay in prison;
- Debt, including alimony;
- The stereotypical perception of homeless people in society.

The difficulty of the needs assessment of homeless people results from the fact that in each case we must take into account an individual biography, and thus specific needs. Identification of the needs and actions selection should therefore be conducted in an individual way.

The studies and analyses show that the most important needs, with which should correspond the projects directed to the homeless include:

- The need for housing support towards housing independence and leaving the institutions for the homeless. In this context, the important issues are: 1. availability of social/ municipal housing; 2. availability of protected/ training housing as a dwelling during the transitional stage between shelters/ houses for homeless persons and housing emancipation. This need has not been sufficiently articulated in the needs assessment conducted under the *Assistance from A to Z* project preparing;
- The need to supplement the professional qualifications, particularly through vocational courses to the demand of the labour market and individual homeless capabilities;
- The need to supplement of professional experience through the professional internships;
- The need to supplement the skills needed for functioning on the labour market, including the preparation of application documents, for conversations with employers etc.;
- The need for support in looking for a job, among others, through support in contacts with employers, offering a job corresponding to the qualifications and capabilities of the homeless, checking working conditions. This need has not been sufficiently articulated in the needs assessment conducted under the *Assistance from A to Z* project preparing;

- The need for support in remaining in employment through motivational support and assistance in contacts with employers during the period of at least the first year of operation. This need has not been sufficiently articulated in the needs assessment conducted under the *Assistance from A to Z* project preparing;
- The need to motivational support in the whole process of social and professional activation. The response to this need was the accompaniment method, which was very well assessed by both beneficiaries and project staff. The research shows that the homeless need wide range of the accompanists' support. The accompanists to do this job perfectly, often generally spend more hours on cooperation with the homeless, than it was planned in the project. Hence, it is necessary to plan a larger number of working hours for accompanists and extending the period of homeless support;
- The need for social activation through sport, culture and education in forms of activation adapted to the preferences of homeless persons;
- The need for support in solving health problems and obtaining a disability certificate. Related to this is the need to recognize the health situation and to identify employment opportunities for people with health problems;
- The need for support in the fight against addiction and maintenance in abstinence;
- The need for psychological support adapted to the individual needs of the homeless;
- The need to support the renewal of contacts with the family;
- The need for support in solving legal problems related to debt, especially alimony;
- The economic and living needs, associated with satisfying the basic life needs, like: grant, food, ticket for public transport, accommodation in night shelter, shelter or house for homeless persons. Satisfying these needs is an important motivator to participate in the project, so it is important to provide adequate economic and life support in activation programs, like: accommodation, full

board, ticket for public transport, grant (the amount increase with the next stage of the project).

The response to the identified needs should be projects of long-term and multi-faceted activation, adapted to the individual needs of the homeless.

4. Theories of change

4.1 Introduction

Conducting comprehensive evaluation of the *Assistance from A to Z* project need to construct the Theory of Change (TOC), which is a comprehensive description and illustration of how and why a desired change is expected to happen as a result of this project.

The Theory of Change is a tool for creating solutions to complex social problems. Weiss (1995) described it quite simply and elegantly as a theory of how and why an initiative works. Connell and Kubisch (1998) have defined the Theory of Change approach to projects evaluation as “a systematic and cumulative study of the links between activities, outcomes, and contexts of the initiative”. The Theory of Change “explains how a group of early and intermediate accomplishments sets the stage for producing long-range results. At its most basic, a theory of change explains how a group of early and intermediate accomplishments sets the stage for producing long-range results. A more complete theory of change articulates the assumptions about the process through which change will occur, and specifies the ways in which all of the required early and intermediate outcomes related to achieving the desired long-term change will be brought about and documented as they occur” (Anderson, 2015, p. 1).

Analyses show that, in relation to the Assistance from A to Z project is not the Theory of Change, hence the decision to develop the TOC by INNOSI Poland team. The analysis approach combines two approaches: a stakeholder-led, supplemented by a researcher-led approach. Because the TOC is being developed by INNOSI Poland team, in this field the research process was used, but the emphasis was given on stakeholder-led approach, which incorporates the approaches of different stakeholder groups.

Developing the Theory of Change for the *Assistance from A to Z* project INNOSI Poland team takes as the main long-term objective the empowerment of homeless people – the main goal of all activities undertaken by the St. Brother Albert Aid Society, including the goal of the *Assistance from A to Z* project (although it was not directly articulated). Empowerment of homeless people includes not only take a job, but the acquisition of skills to cope with life, life in the society and leave institutions for the

homeless, independent living and coping with life. Proposed by a INNOSI Poland team Theory of Change indicates all assumptions, interventions and outputs, outcomes and preconditions necessary to achieve the main objective, although not all the *Assistance from A to Z* project take into account

Because of the absence of existing Theory of Change in section 4.2, the consequences of it were presented, while in section 4.3 developed by INNOSI Poland team new Theory of Change was proposed. In this section methodology of the Theory of Change construction, background, the long-term outcome, intermediate outcomes, assumptions and justifications, interventions and outputs, inputs and program logic with diagrammatic representation were presented.

4.2 Existing theory(ies) of change

Analyses, conducted by INNOSI Poland team, show that under the *Assistance from A to Z* project, as well as the policy in the area of social and professional activation of the homeless, Theory of Change or a similar model (eg. the logic model) describing the assumed change is not developed. It should be noted that policies in the fields of social inclusion and active inclusion are important areas of Polish social policy, the strategic documents on social inclusion policy, including *The National Plan for Combating Poverty and Social Exclusion 2020: a new dimension of active inclusion* (MPiPS, 2014), formulated goals and objectives leading to their implementation. In the strategic documents we do not find, however, the Theory of Change, which would be the basis for the formulation of goals and objectives. Formulating objectives and tasks have intuitive reasoning, referring to the experiences, researches, sampling data, scientific literature, rather than a comprehensive theory. Similarly, in the case of the *Assistance from A to Z* project – it was prepared on the basis of knowledge and experience of the Wrocław Circle St. Brother Albert Aid Society staff and was adapted to the requirements of the Operational Programme Human Capital (2007-2013; PO KL), under which it was financed.

The consequence of the lack of the TOC in policy in the area of social and professional activation homeless people in Poland is:

- Formulating priorities for action and tasks in the field of activation of the homeless without a comprehensive plan of change that are to induce these

activities;

- Promoting and supporting activities (e.g. by specific requirements of the competition for the activation of the homeless), which do not allow you to fully respond to the identified needs.

The consequence of the lack of the TOC in the case of *Assistance from A to Z* project is primarily:

- Lack of adequate determination of the initial assumptions concerning the participation in the project (e.g. in the field of health, motivation or restrictions associated with the legal problems of the homeless);
- Failure to include all areas of the interactions that are necessary to exist the change;
- Planning activities for the homeless, based on experiences, researches, sampling data, scientific literature. Knowledge and experience are extremely important, often they allow to plan activities relevant to the needs, but often do not take into account all the factors necessary to the change can occur.

Developing the TOC will identify the possible paths to be used to induce the change in the form of full empowerment of the beneficiaries. Analysis has got its scientific value, but also the practical one – it will help in designing of the future activities for the homeless.

4.3 New theory of change

4.3.1 Methodology

Development of the TOC was conducted in accordance with the methodology appropriate to the Theory of Change.

To developing the TOC the following research methods were used:

- Review of project documentation (project application, progress reports to funders, evaluative documents (surveys, reports), financial reports, project closure card);
- Review of Wroclaw Circle St. Brother Albert Aid Society documents (reports on the activities of Wroclaw Circle St. Brother Albert Aid Society, statistical data);

- Interviews with key staff: semi-structured interview with project manager (1 interview), semi-structured interviews with representatives of project staff: project manager assistant and specialist for assistance (2 interviews), semi-structured interviews with representatives of accompanists in the project (4 interviews);
- Interviews with beneficiaries: semi-structured interviews with representatives of beneficiaries (9 interviews);
- Interviews with indirect stakeholders;
- Policies, strategies, programs, acts of law reviews;
- Scientific literature reviews.

4.3.2 Background

The problem of homelessness is not perceived by the society and politicians as an important social issue. Determines it the small extent of homelessness in comparison with other social problems, e.g. unemployment, poverty and addictions. The homeless represent approx. 0.09% of the Polish population, in Wroclaw, where the project was implemented, this group is estimated at 2-3 thousand of people.

The term 'homeless person' leads us straight to the main social problem – homelessness, the lack of a dwelling. However, homelessness combines multiple social problems – is associated with unemployment and economic inactivity, lack of qualifications and skills, lack of family contacts, loneliness, addictions, poor health, disability, conflicts with the law, debt, including alimony etc. Homeless person empowerment, thus creating a situation in which a homeless person alone can cope with life (have income, dwelling) and will not require support assistance institutions is so time-consuming process and requires multifaceted activities, taking into account all the problems and needs of the homeless. The main need of homeless people is empowerment, understood as leaving the institutions for the homeless and live independently in the community. This requires the acquisition of functioning in social life and on labour market skills and obtain a dwelling by homeless people, which in turn is the result meet of many diagnosed needs of the homeless (see section 3. *Needs assessment*).

The activities carried out in relation to the homeless as part of the social assistance system are focused on the current satisfy their basic needs (housing, food, clothing, allowance) and it is not actions aimed at solving problems and empowerment. Becoming empowerment comprehensive measures directed to the homeless people in Poland are rare, and the actions taken by the Wroclaw Circle St. Brother Albert Aid Society in this area are innovative.

Assistance from A to Z project is an example of a project implemented by the Wroclaw Circle St. Brother Albert Aid Society, aimed to support homeless people and bringing as the result, their empowerment. The authors of the project assumed the bring change, leading from passivity to social and professional activity and, at the final result, to empowerment. They assumed that "preventing homelessness and advanced marginalization must involve economic and social activation leading to permanent solution the problem". Planning of the activity in project based on the experiences of previously implemented projects, the experiences of the current work with the homeless, the analysis of the available studies of homeless people, statistical data and knowledge of the project authors. The TOC or other logical model to accurately describe the assumed change however was not built. This analysis has the potential to fill this gap. Developing the TOC will expand scientific knowledge about the TOC, may constitute the basis for the construction of a professional strategy for social and professional activation homeless people. The TOC can support St. Brother Albert Aid Society, other NGO's and public institutions in designing measures for the homeless.

4.3.3 Long-term outcome

Defining long-term outcome at an early stage of the research design was challenging as it was difficult to predict the findings of the research. We were aware, that multiple factors and beneficiaries behaviours could influence the impact, and so expressing a statement of change often does not feel appropriate. However, the statement of the anticipated long-term change should reflect the realities of the context and should express the initiative seeks to support, from whose perspective it is significant and for whose ultimate benefit. Linking to that, we formulated the long-term outcome as follows: "Homeless people who are under care of Wroclaw Circle St. Brother Albert Aid Society become independent. They have a permanent job that allows them to

move out of shelters / hostels, as well as they are able to cope with social and vocational challenges". This long-term outcome assumes positive changes both for beneficiaries and local community as well as the public sector. However, it might cause negative impacts on Wrocław Circle St. Brother Albert Aid Society which would be afforded to change its development strategy (if there are homeless beneficiaries anymore, Wrocław Circle St. Brother Albert Aid Society has no legacy for public activity).

4.3.4 Intermediate outcomes

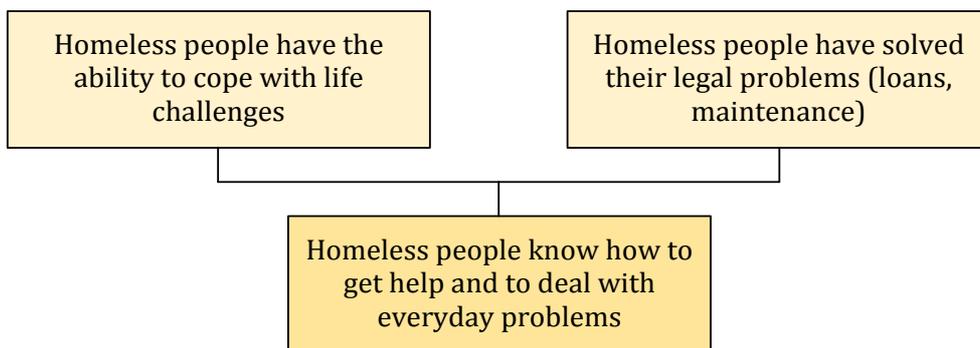
To achieve the long-term outcome, it was necessary to develop the preconditions. We formulated them based of our expertise and former evaluators' experience. Due to that we decided that to obtain the long-term effect, following preconditions should be obligatory considered:

- Homeless people have the ability to cope with life challenges – they are able to solve everyday problems, they can communicate with others, they know what their rights and obligations are related to the functioning of society;
- Homeless people have solved their legal problems (loans, maintenance) - thus they have a "blank sheet", when entering a new stage in their lives;
- Homeless people have skills related to the labour market - they know that they should be flexible, active, improve their qualifications and skills, they also know where to look for support;
- Homeless people have professional qualifications – they completed various forms of training (workshops, courses);
- Homeless people have vocational experience – they have completed internships and traineeships;
- Homeless people have the ability to live outside the shelter – they have financial resources, but also social skills and are not addicted;
- Homeless people know how to get help and how to deal with problems – they maintain contact with Wrocław Circle St. Brother Albert Aid Society, actively participate in offered forms of individual and group support.

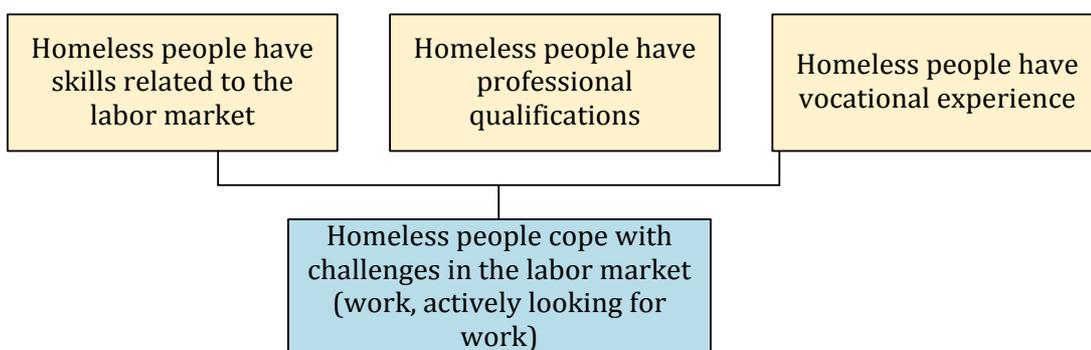
Those preconditions allowed us to make mapping of the sequence of changes that will lead to the desired long-term outcome (figure 10).

Figure 10. Sequences

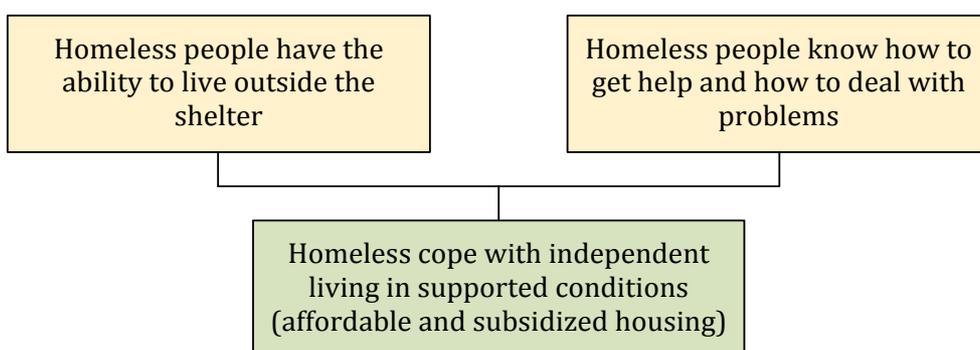
Sequence 1



Sequence 2



Sequence 3



Source: Own elaboration.

Based on this preconditions we formulated following intermediate outcomes:

- Homeless people know how to get help and to deal with everyday problems (they know who is the accompanist, they know what kind of support they need, they know who, where and when can offer support, they participate in meetings)

with a therapist and psychologist, if necessary, they make use of services of a lawyer);

- Homeless people cope with challenges in the labour market (work, actively looking for work, they improve their skills, monitor conditions on the local labour market);
- Homeless people cope with independent living in supported conditions (affordable and subsidized housing; they have the financial ability to pay claims related to a separate apartment, they are aware of the obligations and rights they are entitled to, they know, where, if necessary, can get support).

4.3.5 Assumptions and Justifications

Expected outcomes, both those that should be achieved ultimately, and those indirect ones, result from certain assumptions, That's why as a next step we made explicit assumptions which linked to critical reflection on the change process. We made also explicit analytical perspectives on change, drivers of change and underlying hypotheses about how these changes could come about. We wanted to check if activities and outputs within the project are appropriate for influencing change in the desired direction. In parallel, we set out contextual factors and external influences which might influence the causal chain or otherwise affect the outcomes of interest. Based on this, our assumption and their justifications were as follows:

- Social activation is essential for independence, self-sufficiency and empowerment of the homeless people (even when gaining employment, homeless people will not be able to maintain it due to lack of ability to communicate with others, to operate and cooperate in the group, they take care of appearance or discipline, punctuality and regularity);
- Solving of legal problems of homeless people is essential to their independence, self-sufficiency and empowerment (taking work legally homeless people must reckon with the execution of previous commitments, mainly maintenance costs and associated with different types of debts; in practice this kind of obligations exceed often income and their repayment causes that homeless people do not have necessary means to live independently outside the shelter);

- Homeless people are able to work (their health allows it; moreover, they are free from addictions, and potential disability goes hand in hand with the offered place of work and conducted activities);
- Homeless people are ready to participate in the project (they are motivated and confident to participate in the project, they actively and regularly participate in different project activities);
- Employers and public institutions support the homeless people in becoming independent (without the involvement of local entrepreneurs, who are aware of needs, constraints and opportunities of homeless people as potential employees, it will not be possible to provide them with adequate working conditions; also in the absence of involvement of public institutions, for example, social assistance centres, labour offices, training institutions, it will be harder to reach potential beneficiaries with an offer, and to cooperate with non-governmental organizations such as Wrocław Circle St. Brother Albert Aid Society, that work for vocational and social integration).

These assumptions result from certain categories, among which one can see both sources as well as reasons for remaining excluded. These criteria may act as causes and effects, and they also are able to occur simultaneously. Generally they refer to the occurrence of complex interdependent psychological, social, legal (administrative) and systemic (institutional) problems, which relate to the functioning of a homeless person in society.

4.3.6 Interventions and outputs

As pointed out by Olech (2006, p. 3), “a model of professional activation of homeless people, in connection with overlapping of many problems, must always be part of a broader model of social and professional integration of 'homeless' people, which contains many seemingly unrelated aspects of unemployment. Without taking into account the wide spectrum of activities in the area of homelessness, a spontaneous activity may be inefficient and ineffective. Professional and social integration of homeless people is a much wider concept than the integration of long-term unemployed. Indeed, unemployment is correlated with being 'homeless' - the specific psychological, social, administrative and legal reality”.

This means that the multiplied nature of homelessness requires a lot of expertise and diversity of activities, and planned and implemented activities should be of a different gradation. Indicators of intended intervention in this area should cover:

- General psychological situation of the homeless people;
- Their motivation to work;
- Methods of meeting needs – those related other than existence and security;
- Self-esteem;
- Perception of reality;
- Degree of socialization;
- Addiction to alcohol or other drugs;
- Social skills and interpersonal skills;
- Communication skills;
- Professional qualifications;
- Education level;
- Experience;
- The period of stay in homelessness;
- Period of unemployment;
- Family situation;
- Value system;
- Life experience;
- Functioning in various social groups;
- Efficiency and physical abilities;
- Professional skills;
- Debts, and including maintenance obligations;
- Criminality (Olech, 2006, p. 24).

That's why the main changes that are needed to support the desired impact have to link to all four mentioned aspects. Referring to the psychological area one has to keep in mind, that: „be homeless means to be stuck in a situation of losing something, struggling with the next day with the baggage of the past, with disturbed faith, that in the current situation one can change something in your life” (Dębska, 2005). This change will be possible only in the case of a professional and full diagnosis and the conducted

individual therapy. Response to the lack of social competence will be specialization and standardization of support, whereas the key element is the work and professional activation, which is directly correlated with other factors (e.g. education or housing). To implement activities in these areas well, one should also take into account the legal (administrative) and systemic (institutional) context(s). In the case of the legal (administrative) one, the key challenge, which impedes finding a job, is not having the permanent place of residence, which translates into an employment relationship. Another problem are debts and debt enforcement (mainly related to maintenance), as well as the criminality past of the homeless people. With regard to the institutional dimension, solutions currently existing in Poland, do not support measures for the activation of the homeless people. This applies both to legal issues, the method of financing the tasks in this area, as well as the division of powers between the public and private sectors. Also the lack of a developed social economy sector leads to a situation that "the national practice in this field is limited to analysing financial ratios related to the provision of shelter, a hot meal (one, because the law determines only one) and the necessary clothing, without taking into account evaluation of the effectiveness of these actions" (Olech, 2006, p. 20).

Therefore, designing the project intervention one should take care to incorporate multi-threading, and to integrate the various actions and activities. For the *Assistance from A to Z* project it was found that for the change are necessary following steps:

- Homeless people take part in social activation activities (sports, arts, social competence trainings);
- Homeless people take part in individual sessions with a psychologist and therapeutic activities;
- Homeless people receive support offered by a lawyer;
- Homeless people receive support offered by an accompanist;
- Homeless people take part in work trainings (classes with a professional advisor, classes on the labour market);
- Homeless people meet employers;
- Homeless people are involved in vocational training;
- Homeless people participate in internships;
- Homeless people are involved in it classes;

- Homeless people have the opportunity to live in sheltered housing.

Outputs of these activities should be a situation in which homeless people, more aware of their capabilities, equipped with the skills related to their functioning in society, improve their qualifications and skills related to the functioning on the labour market. After obtaining a stable professional situation, settling past commitments, improving health and no bad habits, they are prepared to leave the shelter. In the local market there is an amount of sheltered housing where homeless people can start an independent life.

The intended interventions within the *Assistance from A to Z* project should generate following outputs:

- Number of homeless people participating in the project;
- Number of people at risk of social exclusion, who have completed participation in the project;
- Number of people who received support within the institutions of the social economy;
- Number of homeless people who participated in social integration classes;
- Number of homeless people who increased their social competencies (not less than 80%);
- Number of homeless people who participated in vocational training;
- Number of people with established individual career path;
- Number of people who improved the competencies related to job search (not less than 80%);
- Number of people participating in vocational training;
- Number of people who completed their participation in vocational training (not less than 80%);
- Number of people participating in vocational internships;
- Number of hours in sports;
- Number of hours in arts;
- Number of hours of individual assistance;
- Number of hours of group classes for one participant;
- Number of hours of individual classes for one participant;

- Number of hours of therapeutic activities;
- Number of hours of assistance for one participant;
- Number of hours of group classes in vocational training for one participant;
- Number of hours of courses on labour market – work trainings;
- Number of hours of classes on social competencies;
- Number of hours of IT training;
- Number of hours of meetings with entrepreneurs;
- Number of hours of meetings with mentors and coaches;
- Number of certificates for completed training - vocational training;
- Number of hours of accompanist’s support - vocational training;
- Number of internships;
- Number of hours of accompanist’s support - vocational internships;
- Number of hours of accompanist’s support – work trainings, professional activation;
- Number of people who gained employment after participating in the project (employment efficiency ratio).

4.3.7 Inputs

When designing the planned activities, the essential element is to take into account the existing situation (contextual factors, circumstances), which is the starting point of intervention. For the *Assistance from A to Z* project one focuses on four main aspects that were existing at the stage of writing the application bid and that were directly correlated with the effects of the planned changes:

- Legal framework used (What are current legal solutions? On what level – local, regional, national, European one? What are practices related to the implementation of existing legal solutions? Are there any gaps/deficits that prevent the implementation of the intended intervention? What can support it? What can limit it?);
- Contextual factors basic for the implementation of the project (What is the situation on the local market? What is the image of homeless people? Are public institutions interested in taking up the issue of homelessness? If so, to what extent? Will this interest translate directly to the intended intervention? If not,

what is the reason? Will this lack of interest translate directly to the intended intervention?);

- Experience of the organization which implements the project in the area of social and professional integration of homeless people (Has Wroclaw Circle St. Brother Albert Aid Society the required *know-how* in the field of social and professional integration of homeless people? How is it up to date and adapted to the current challenges? Is it sufficient for the implementation of the intended intervention? Does Wroclaw Circle St. Brother Albert Aid Society have resources to implement them?);
- Situation of beneficiaries at the stage of writing the bid (Who are beneficiaries of the project we want to recruit? Do they have the physical ability to participate in the project (health)? Are they interested and willing to participate in it?).

To implement the intended activities, it is necessary to create a space where homeless people sign up to the project. In this regard, one should use all possible channels of information and influence (e.g. involvement of public institutions working with the homeless people, for example social assistance centres; one should run the peer-recruitment and/or ask the staff offices to get the individual approach to potential beneficiaries and to encourage them to take participation in the project).

The first step of the intended changes will, however, a situation in which “non-governmental organization which supports homeless people construct an intervention, which is part of their empowerment”.

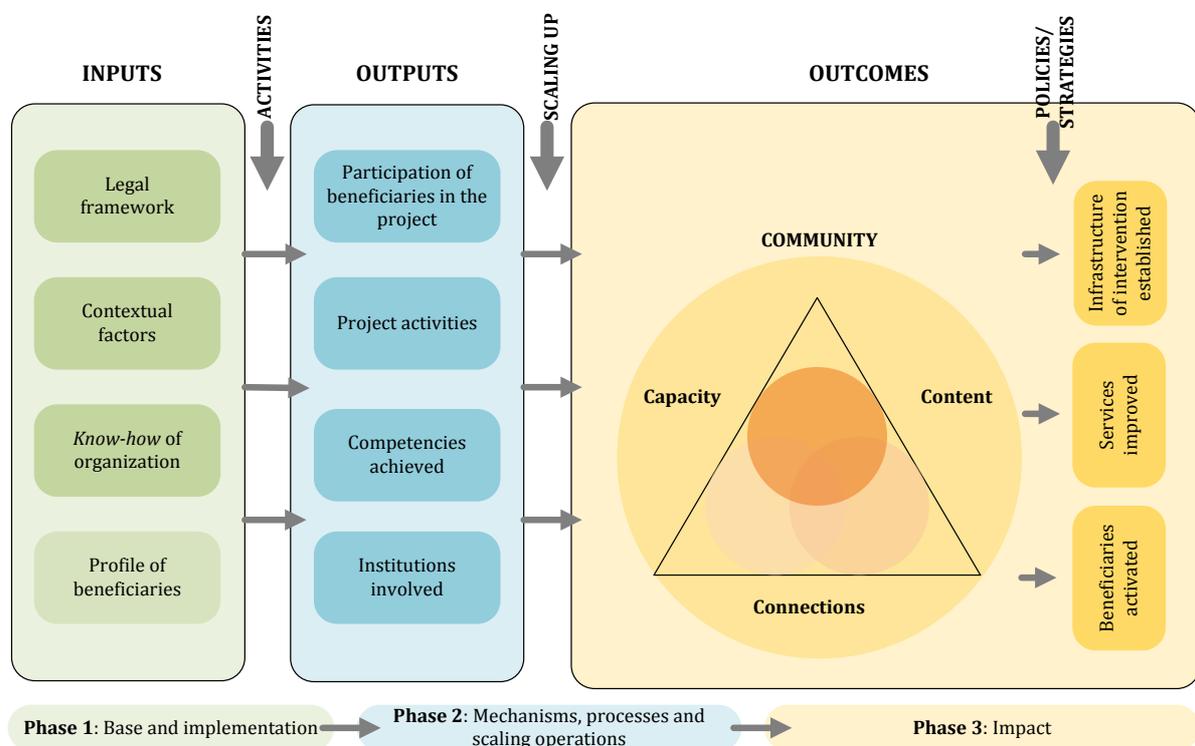
However, the planned activities don't aim the change in the period of 12 months. They will not result in a general change in the situation of the homeless, taking into account external factors, either. The change will not possible when Wroclaw Circle St. Brother Albert Aid Society on its own, without the participation and cooperation of institutions from public and private sectors, will implement actions addressed to the homeless people.

4.3.8 Program Logic

To develop a project logic, specifying of each link in the theoretically predicted causal chain was necessary. So that the intervention could be implemented, non-governmental organization supporting homeless people (Wroclaw Circle St. Brother

Albert Aid Society) constructed the project, which is part of their self-empowerment. The first component of the intervention was to ensure that homeless people have learned about the project. For this purpose, an official information campaign in the shelter was launched (information on the information board, information passed during organizational meetings, individual meetings with potential participants in the project). Then, one combined set of inputs and the intended activities which generated the final outcomes (figure 11).

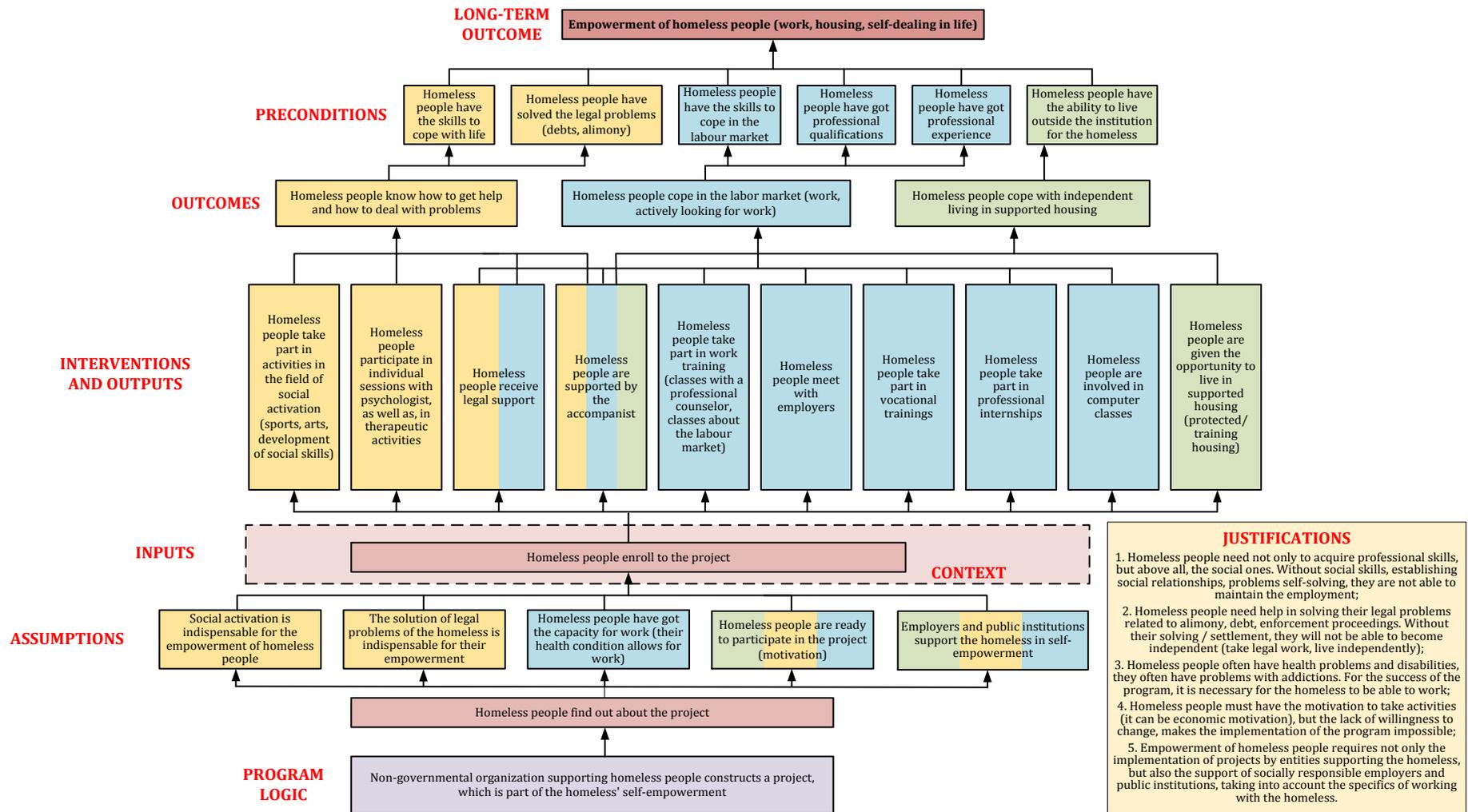
Figure 11. Project logic of the *Assistance from A to Z* project



Source: Own elaboration.

The developed theory change made use from both process and impact evaluation as well as needs assessment and contextual factors (figure 12).

Figure 12. Diagrammatic representation of the Theory of Change in the Assistance from A to Z project



Source: Own elaboration.

5. Process (implementation) evaluation

5.1 Introduction

The aim of the process evaluation was to undertake “process induction” to identify plausible causal explanations for the project outcomes. The key element here was focus on organizational dynamics, which refers to patterns of movement over time in the interactions between the people who are the organization offered the services within the *Assistance from A to Z* project and the community of practice (beneficiaries, accompanists, entrepreneurs, local, regional, national community, further other NGOs, different social groups etc.). Such patterns were described as regular patterns of dependence and conformity or as irregular patterns of aggression and noncompliance (Donaldson, 2007, p. 3). The organizational dynamics approach was helpful to evaluate the development and reinforcement of organizational strategies, structures and processes implemented within the *Assistance from A to Z* project. This process of continuously strengthening resources and enhancing organization’s performances, also describes how Wroclaw Circle St. Brother Albert Aid Society, the NGOs which implemented the *Assistance from A to Z* project, managed and promoted better practices related to this.

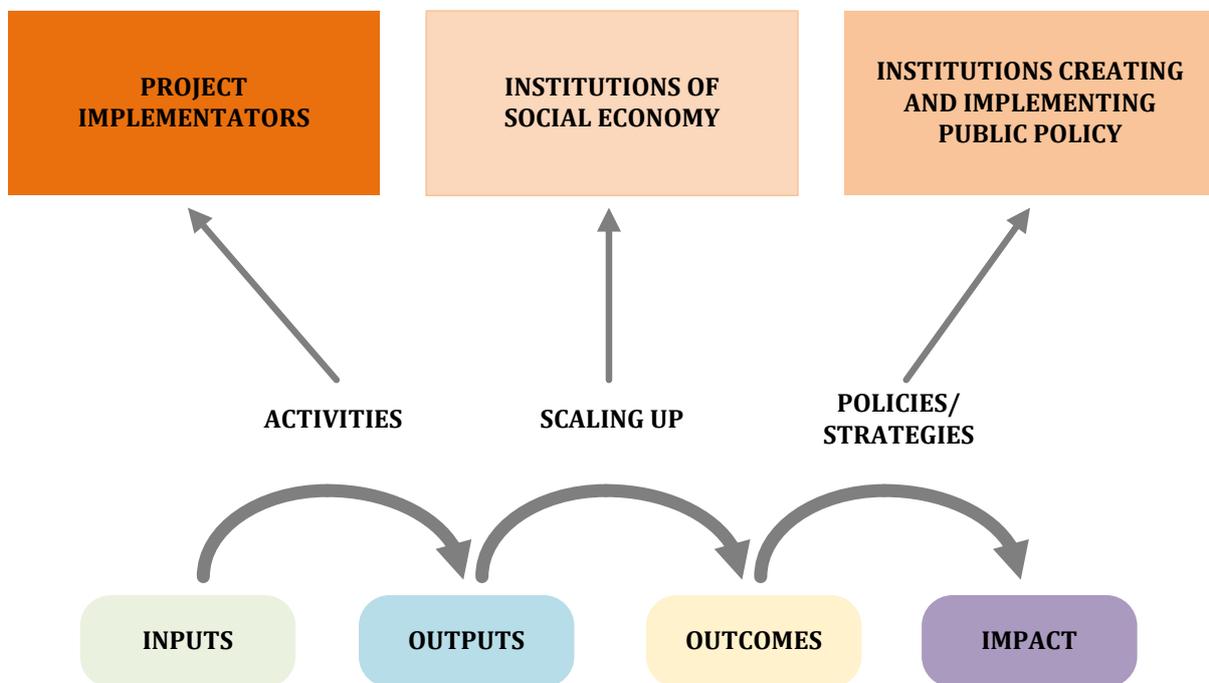
The key evaluation task was to analyse the processes linked to the implementation of the project to help different groups of stakeholders see and understand *how* the project’s outcomes were achieved and *what* caused them. The main issues of the performed process evaluation concentrated on:

- Determining, what powers and procedures facilitated progresses in an implementation of the project;
- Finding the extent to which actions have contributed to the achievement of the objectives of the project;
- Reflection on, if some other type of action would be more effective for achieving the objectives;
- Identification of social outcomes for the various actors, contributors and beneficiaries;

- Examining the measures implemented with the expectations and needs of beneficiaries;
- Identifying problems and their causes;
- Identifying innovative elements and strategic approaches to social welfare reform at the regional and local level.

The adopted analytical approach allowed to determine stakeholder of the evaluation. These include primarily: the Municipality of Wrocław, the Ministry of Family, Labour and Social Policy, public authorities at various levels responsible for issues of social inclusion, non-governmental organizations working for social integration and the scientific community (figure 13).

Figure 13. Beneficiaries of the evaluation of the *Assistance from A to Z* project



Source: Own elaboration.

5.2 Methodology

The evaluation process of the *Assistance from A to Z* project took into account elements of theory-based evaluation, which helped to understand why the analysed project had specific outcomes (Stame, 2004). It explored how and why the project succeed or failed. Additionally, it allowed to state, if and how activities were

accomplished, how was the quality of particular components, whether the target audience was reached and how external factors influenced the project delivery.

Due to the nature of the study, in the conducted evaluation the method applied was process tracing. This kind of approach is a way of establishing relationships of causality in case study research. Process tracing is a fundamental tool of qualitative analysis which examines diagnostic evidence selected and analysed in light of research questions and hypotheses posed by the evaluators (Collier, 2011). Evaluating *Assistance from A to Z* project we know that correlation exists between A (inputs and activities) and B (outcomes) but we were in the dark about potential mechanisms linking those two. Thus, in our study process tracing linked outcomes (dependent variables) with explanations (independent variables) via causal mechanisms (intervening variables) and our task was to uncover plausible causal mechanisms that can be tested empirically in subsequent research. The process tracing approach addresses the organizational solutions adopted by the Wrocław Circle St. Brother Albert Aid Society in the *Assistance from A to Z* project in particular in the context of:

- Implementation of the project (objectives, indicators);
- Efficiency, relevance and usefulness of the intervention;
- Outputs and outcomes achieved (expected and unexpected);
- The context of the intervention (social, economic, political, legal);
- The difficulties of implementation of interventions / their context;
- The needs and expectations of the target audience of the evaluation;
- Strengths/weaknesses of the intervention;
- Direction of the development and modification of future interventions.

In addition, the methodology of the study included the following:

- Inputs;
- Existing theories;
- Relevant social science research;
- Evaluators' knowledge and expertise.

The applied research tools took also into account:

- Description of the project environment and supplying data;

- Description of the process used to design and implement the project;
- Description of project operations, including any changes in the project;
- Identification and description of intervening events that may have affected implementation and outcomes.

In this evaluation theory-building of process tracing (PT) approach has been implemented. Theory-building PT aims to build a theoretical explanation from the empirical evidence of a particular case study, inferring that a more general causal mechanism exists from the facts of the case (Fitzpatrick et al., 2011). Its ambition is to develop theory that is generalizable to other interventions or situations. In terms of the project *Assistance from A to Z* we knew outcomes (B) and the idea of intervention (A), but we were not sure what caused them. Because we were interested in the relationship between A and B, theory-building PT approach seems to be the most suitable one (table 1).

Table 1: Theory-building process tracing *versus* other variants of process tracing

	Theory-testing	Theory-building	Explaining outcome
Purpose of analysis	There is a correlation between A and B, but is there evidence, that there is a causal mechanism between A and B?	Build a causal mechanism linking A:B based on evidence in case	Explain outcome by building minimum effective explanation
Ambition of the study	Theory-centric	Theory-centric	Case-centric
Understanding of causal mechanism	Systematic (one can generalize within the context)	Systematic (one can generalize within the context)	Systemic and non-systemic mechanisms
What has been tracing?	single mechanisms, which can be generalized	single mechanisms, which can be generalized	Case-specific mechanisms
Types of interferences	Parts of causal mechanism/causal mechanism present/absent in the case	Observable manifestations reflect underlying mechanism	Minimal effectiveness in explanation

Source: Own elaboration, adopted from Beach and Pedersen (2013).

5.2.1 Research design, sample features and applied research methods

Our study used mixed methods to explore different stakeholders' attitudes towards experiences of project interventions that provide valuable context specific information that can help to build the theory, which is a systematically related set of propositions that explain and/or predict phenomena. It was locked in a specific time, place, and event and should provide understanding of the case, explaining why stakeholders were behaving in a certain manner. Allowed to lay the foundation for prediction of interventions which were necessary to accomplish the case objectives and case change. Developing a new theory of change strengthened our ability to explore assumptions underlying the failure of a complex intervention to change social behaviour, allowing future interventions to cumulatively build on these insights. The theory-building PT was helpful to do it.

We surveyed participants between 8–12 months after the project intervention has been completed. The study received approval from the Faculty of Social Science Research Ethics Board at the University of Wroclaw. The general approach to the organization of the process evaluation reflected the nature of the theory-building PT (Beach and Pedersen, 2013 and *Applying PT in 5 steps*, 2015). According to it, all implemented research was divided into five stages:

Stage 1. Data collection & structuring

In the initial stage one set specific objectives of the evaluation, one got acquainted with the project documents which were decisive for the purposes of evaluation and one conducted the analysis of scientific literature on homelessness. The result of this phase was the construction of research tools and gathering evidence (primary and/or secondary) for assumed observable manifestation of formulated causal mechanism. Because we didn't have a theory about how and why A leads to B, we begun by collecting observable evidence about the steps linking the two. The evidence was then used to infer a causal mechanism that explained the reality (*Applying PT in 5 steps*, 2015).

Stage 2. Data Analysis & developing a hypothesised causal mechanism

This phase involved the analysis of primary and secondary data and developing a hypothesised mechanism which involved clearly elaborating all the steps between A (the hypothesised cause) and B (the outcome of interest). A mechanism was considered as a

theory about how change happens in a particular context. After Beach and Pedersen (2013), each part in the mechanism was specify which entities (beneficiaries, Wroclaw Circle St. Brother Albert Aid Society, other stakeholders) were expected to conduct which activities (participating, implementing, improving, engaging, disseminating and changing). Each part of the mechanism could therefore be framed as a hypothesis and could be tested (*Applying PT in 5 steps*, 2015).

Stage 3. Operationalising the causal mechanism

This involved specifying observable manifestations that allowed to collect empirical evidence in order to determine whether each part of the mechanism happened or did not happen. As a next step we identified evidence for causal links between one part of a mechanism and another. This required thinking through the plausible alternative explanations that helped to explain each part of the mechanism, and observing for manifestations of these.

Stage 4. Assessing the inferential weight of evidence

For each part of the mechanism the evidence from various sources is weighed in the attempt to put together a case that gives a reasonable degree of confidence that each part of the mechanism exists or does not exist in the particular case. Four tests have been developed to assist with this process: ‘straw-in-the-wind’ tests, ‘hoop’ tests, ‘smoking gun’ tests and ‘doubly decisive’ tests (Bennett, 2010; see table 2). These tests are based on the principles of certainty and uniqueness: whether the tests are necessary and/or sufficient for inferring the evidence (Punton, Welle, 2015).

Table 2: Assessing evidence: four tests in process tracing

Hoop tests	High (evidence is necessary for H)	Double decisive
Low (evidence is insufficient for H)		High (evidence is sufficient for H)
Straw in the wind tests	Low (evidence is not necessary for H)	Smoking gun tests

Source: Own elaboration.

Stage 5. The conclusions of a process tracing

To define the mechanism, during the theory-building PT, key elements of **inputs, activities and outputs** and the integration of these components were observed and analysed.

By implementing of **Stage 1. Data collection & structuring**, in order to obtain the data, we used diversified sources. One decided to make use from both quantitative and qualitative data. The idea of their selection was based on a confrontation with one another opinion from three different backgrounds: (1) representatives of beneficiaries, it means participants of the analysed project, homeless and / or excluded or at risk of social exclusion, under the care of Wroclaw Circle St. Brother Albert Aid Society, (2) representatives of the project staff, i.e. people managing it / or directly working in the project, (3) direct and indirect beneficiaries, or recipients of project activities, i.e. people who supported the project and at the same time in the long run will benefit from its effects, e.g. local entrepreneurs, representatives of local government, local organizations implementing the project. The first research group was a group of 9 randomly selected people, the other was represented by 7 purposely chosen people, a third one were the group of 4 persons selected from groups interested in the success of the project. Research tools took into account both the institutional dimension referring to organizational dynamics, as well as substantive project activities.

In field studies were used:

- Analysis of administrative information (including programming documents);
- Analysis of data from the monitoring system (application form, reports);
- Analysis of publications on existing solutions in the area covered by the project and experience in implementing similar projects;
- Semi-structured interviews with representatives of project staff: project manager assistant and specialist for assistance and with representatives of accompanists in the project;
- Semi-structured interviews with representatives of beneficiaries;
- Semi-structured interviews with representatives of stakeholders;
- Environmental scans;
- Policy reviews.

The main limitations of the data gathering were to get an access to group of people who could help to answer some research questions (like family members of beneficiaries or local, regional and national politicians). However, there was not possible to contact them due to time, budget and the number of evaluation team members. Additionally, there was a political change in the public sector which implied that new decision makers weren't able to answer key research questions.

For interviews, we developed a questionnaire that had items linked to research questions. We used the mean of the items measuring each theory-based construct to create a composite score that ranged from one to five for each construct, where 1 means very low, 2 - rather low, 3 - neither low nor high, 4 - rather high, and 5 - definitely high. Detailed results of the study are presented in the tables below. Confronting together different points of view on the implementation of the project allowed us to get as complete picture of the analysed issues, an open-ended questions provided some insight to the individual and contextual variables and gave the detailed information how has the intervention been experienced both by those implementing it and receiving it. To verify the data, the comments from the open-ended questions were coded thematically by two coders and grouped into categories involving beneficiaries' beliefs about project and their perceptions about its implementation, outcomes and impact. Discrepancies were resolved through majority decision and discussion. Using quantitative and qualitative methods one used the triangulation approach, which aim was to multiply the methods, techniques and sources of data (two or more) in order to confront the information received. Triangulation was used in the research team by repeated analysis of the results by the members of the team, which allowed to reduce measurement errors and improve the quality of research and at the same time ensured that the results of the study became less error-prone, and thus more reliable (table 3).

Table 3: Results from semi-structured interview of beneficiaries

Assessment (level of implementation of particular activities within the project)	Representatives of beneficiaries
	n
Inputs	
1. Motivation to participate in the project	
1	0
2	0
3	0
4	5
5	4
2. Current experience related to participation in similar projects	
1	0
2	7
3	1
4	1
5	0
3. Legal situation of beneficiaries before they entered they project	
1	8
2	1
3	0
4	0
5	0
Activities	
4. Motivation of beneficiaries to remain in the project	
1	0
2	0
3	2
4	6
5	1
5. Compliance of project activities with expectations	
1	0
2	0
3	1
4	7
5	1
6. Role of accompanists	
1	0
2	0
3	0
4	5
5	4
Outputs	

7. Profits from participating in the project	
1	0
2	0
3	0
4	7
5	2

Source: Own elaboration.

Beneficiaries had a high or very high motivation to participate in the project. The main incentive was the opportunity to work, to receive salary and improved living conditions. Significant determinants of notification of the project was also a curiosity and a desire to experience something interesting/new. The main need, which decided to join the project, was the will to change life and hope to get out of homelessness. Most of the surveyed beneficiaries had so far no experience of participation in projects with a profile similar to the evaluated one. Only one of them had already participated in the project associated to social and vocational integration.

Beneficiaries, before entering to the project, defined their situation as a bad one. Regardless of the duration of homelessness (from 25 years to 1 year), all respondents gave the impression of people who were reconciled with a bad fortune. However, they perceived the project as a chance to change its position. The vast majority of respondents was interested in participating in the project, and learned about from other homeless shelters. A small part of them was been encouraged to participate in the project by the head of a dormitory. All beneficiaries (men) lived in a dormitory before entering the project.

To remain in the project, beneficiaries usually were motivated with a scholarship paid (“I could buy medicine, I had the money for my own needs”¹) and the vision of finding a job. Among the respondents, there were individuals who “did not need any motivation” and a person whose motivation gradually increased, along with the subsequent project activities: from discouragement (“Stage I – sport and artistic activity were completely pointless, I wanted to give up”), through increasing public awareness (“I did not want to disappoint the manager”) to internal motivation (“I realized that this is important to me”). Only one of the surveyed beneficiaries wanted to give up the

¹ In this section there are opinions of respondents, marked with quotation marks.

participation in the project (“in the beginning, when there were organizational problems”).

The implementation of the project met the needs of patients at the high level. Only one person was not able to clearly define its position in this regard. The most significant were “classes with a psychologist, a counsellor, group workshops – activities that ‘gave food for thought’, were very interesting; classes were cool, how to dress, how to behave”. Also important were practical aspects (“legal advice”) and material incentives (“scholarship and public transport ticket”).

Beneficiaries also stressed that also important “was a job, filled schedule”. They appreciated “computer classes, courses, training” and “collectively integration of people, contacts to others”. They also thought that “cool were art classes” or simply asserted that “the sum of all was important”. At the same time in the framework of project activities, they expected more individual meetings with a psychologist and vocational counsellor and group activities. They expected more “legal advice and food” and “activities related to job search”.

When asked about the role of accompanist, respondents generally positively evaluated the support given to them by persons performing this role. It was considered that the aid of the accompanist was needed, and beneficiaries expected that an accompanist will help them to “solve personal problems in finding employment”, “solve personal problems”, “rebuild ties with the family”, “find a job”, “find an apartment”, “solve legal problems”, “solve health problems”, “organize everything”. Definitely they followed recommendations of the accompanist, the more that during the meetings with the accompanist in their opinion, they were the atmosphere which was conducive to good communication and cooperation. The accompanist clearly provides information about the current state of the project, and during individual meetings he/she provided took care for conditions to conduct talks in an atmosphere of trust. Respondents appreciated that the accompanist clearly passed the information about the project. They appreciated highly their professional preparation.

In assessing the issues discussed during the meetings with the accompanist, opinions were divided. Some of respondents as the most useful acknowledged those relating to “focus on contact with the family”, the other to “employment”. At the same time there were opinions that “any” or “all” issues had to be considered as useful.

Regardless of all, respondents were of the view that participation in meetings with accompanist increased the chance of finding a job, even if there were individual opinions of a negative evaluation of particular accompanists (“some people were not engaged, they had problems with themselves, their motivation was just money”). The involvement of accompanists translated into success (or lack) of beneficiaries involved in the project.

Answering the question “What did you miss in the project?”, respondents generally did not see any deficits. However, they pointed out the need for more support in looking for work and taking it up and its maintenance (“training is not enough”) and help in getting a flat, because just getting a job does not guarantee a route out of homelessness. Some of beneficiaries felt that too much of the course was dedicated to social integration (“idiotic art classes, e.g. modelling with plasticine, theatres – pointless”, “sports”). Others found, however, that “everything was needed”.

All beneficiaries perceived large benefits associated with the completion of the project. Among them they mentioned: enriching experience, motivation to change the situation, the ability to look for work, legal advice, which was helpful in regulating of life situations (e.g. maintenance obligations). Benefits were also “finding a job, new knowledge, advice from professionals”, “job every day, no boredom, the opportunity to meet new people, material benefits”, new competencies and skills (“course: warehouse, forklift driver”). Beneficiaries also stressed the intangible benefits, social ones, “people looked at me differently”, “meeting of new people”, “being among the people”.

Partly those results were confirmed by representatives of management of the project (Wroclaw Circle St. Brother Albert Aid Society) and representatives of indirect stakeholders (table 4).

Table 4: Results from semi-structured interviews of representatives of management of the project (Wroclaw Circle St. Brother Albert Aid Society) and indirect stakeholders

Assessment (level of implementation of particular activities within the project)	Representatives of management of the project (Wroclaw Circle St. Brother Albert Aid Society)	Representatives of indirect stakeholders
	N	n
Inputs		
1. Legal framework used		
1	0	0
2	0	0
3	1	1
4	5	2
5	1	1
2. Contextual factors basic for the implementation of the project		
1	0	0
2	0	0
3	1	1
4	5	2
5	1	1
3. Experience of the organization which implements the project in the area of social and vocational integration of homeless people		
1	0	0
2	0	0
3	0	0
4	2	0
5	5	4
4. Situation of beneficiaries before they entered to the project		
1	0	0
2	2	2
3	5	2
4	0	0
5	0	0
Activities		
5. Beneficiaries recruited, beneficiaries participating in the project, people finalizing it		
1	0	0
2	0	0
3	1	0
4	2	0
5	4	4
6. Activities implemented within the project		
1	0	0
2	0	0

3	0	0
4	4	2
5	3	2
7. Competencies gained by beneficiaries thanks to their participation in the project		
1	0	0
2	0	0
3	0	0
4	4	2
5	3	2
8. Institutions engaged into project implementation		
1	0	0
2	2	0
3	5	0
4	0	2
5	0	2
9. Powers facilitated progresses in an implementation of the project		
1	0	0
2	0	0
3	0	0
4	2	3
5	5	1
10. Procedures facilitated progresses in an implementation of the project		
1	2	2
2	2	2
3	3	0
4	0	0
5	0	0
11. Mechanisms by which the project achieved its goals		
1	0	0
2	0	0
3	0	0
4	3	3
5	4	1
12. Policy, social and managerial roles between public, private and third sectors		
1	3	0
2	4	0
3	0	0
4	0	3
5	0	1
13. Interaction and complementarity of the project's activity with broader social welfare policies		
1	3	0
2	3	0

3	1	0
4	0	3
5	0	1
14. Compliance of activities with expectations and needs of beneficiaries		
1	0	0
2	0	0
3	1	0
4	3	3
5	3	1
15. Problems within project implementation		
1	1	0
2	3	1
3	3	3
4	0	0
5	0	0
Outputs		
16. Project outcomes		
1	0	0
2	0	0
3	1	0
4	3	3
5	3	1
17. Achievement of project's stated objectives		
1	0	0
2	0	0
3	1	0
4	3	3
5	3	1
18. Intervention's implementation according to the intention		
1	0	0
2	0	0
3	1	0
4	3	2
5	3	2
19. Project activities in light of achieving of intended project objectives		
1	0	0
2	0	0
3	1	0
4	3	3
5	3	1
20. Other kind of activities which could be more efficient when achieving the intended objectives		
1	3	1

2	3	3
3	1	0
4	0	0
5	0	0
21. Any observed changes		
1	3	3
2	3	1
3	1	0
4	0	0
5	0	0
22. The experience of the intervention by those implementing it		
1	0	0
2	0	0
3	0	0
4	2	0
5	5	4
23. Outcomes which were not originally intended		
1	0	0
2	2	1
3	2	2
4	0	1
5	0	0
24. Change of the situation of beneficiaries who participated in the project		
1	0	0
2	0	0
3	0	0
4	2	0
5	5	4
25. Elements, which could be labelled as „innovative”		
1	0	0
2	0	0
3	0	0
4	2	2
5	2	2

Source: Own elaboration.

Assessing *Inputs*, both representatives of the project staff and representatives of the direct and indirect beneficiaries rather highly evaluate the existing legal solutions, although a small part was not able to declare whether they were supportive from the perspective of implementing the project. The respondents indicated that the project complied with the relevant policies, EU rules (including the principle of equal

opportunities, inclusive men and women and the concept of sustainable development) and Community legislation and is in line with both regional (e.g. “Development Strategy for Lower Silesia”) and national legislation (e.g. “the National Programme for Combating Exclusion and Poverty, the Strategy of Development of Human Capital, the National Programme for Employment”).

Among the comments there were opinions on the need to strengthen the sphere of local legislation, which would involve projects such as *Assistance from A to Z* to local strategies for solving social problems (“General provisions on homelessness contained in the 'Strategy for solving social problems of Wroclaw' are insufficient”). One indicated also a deficit of implementing good practices, and effective solutions created in the framework of the project to local policies. Additionally, one pointed to the lack of legal culture in the area of corporate social responsibility, which would allow greater involvement of local entrepreneurs in activities in the area of social economy.

For the assessment of external factors, which were the basis for the implemented project activities, one identified the key role of the European Union and implemented EU policies, programs and projects in the field of vocational and social integration of people excluded or at risk of social exclusion. Without external stimulus, which is the implementation of actions financed under the European Social Fund, activities under *Assistance from A to Z* would likely not be carried out due to the inability to finance them from public funds and lack of *know-how* from a part of local authorities in the conduct of activating social policy. Another important factor was the current situation on the labour market, where due to “employee market” and a deficit of people willing to take a job locally, professional activation of each social group was assessed as an opportunity to increase competitiveness. Finally, assessing the contextual dimension (the specifics of working with the homeless in the local market), respondents stressed that preparing the draft one drew attention to all the problems of the homeless, even if they had to take into account some difficult problems and/or problems impossible to solve, for example legal executions when getting employment bailiff takes a part of the salary, which means that a homeless person has no incentive to legal work.

The vast majority of respondents appreciated the experience Wroclaw Circle St. Brother Albert Aid Society in the activities of activating the unemployed. The respondents pointed out both the structure and achievements of the organization

(organization nationwide, operating from the 80s of the twentieth century), as well as its professional profile (management of the institution, the achievements in the implementation of projects in the area of social policy). It was noted that so far in Poland there are not too many organizations of this type, and locally beside Wrocław Circle St. Brother Albert Aid Society does not operate any other entity to that extent, what has been achieved upon *Assistance from A to Z*.

Assessing the situation of beneficiaries at the stage of writing the application, half of the respondents felt that it was rather poor due to the lack of having a job, permanent residence and accompanying dysfunctions social (no family, no friends, addictions, legal situation). However, the second part of the respondents pointed out the inability to assess this category due to lack of knowledge of the situation of beneficiaries, which was met during the ongoing project activities. In addition, the group indicated a rather weak institutional arrangements concerning the situation of homeless people in Poland and Wrocław, and the inability of its unambiguous assessment was related to the fact that at the stage of writing the application has not changed it fundamentally (or radically not improved, nor not worse).

Defining the situation found beneficiaries, one paid attention to their motivation to participate in the project. Respondents indicated that the main impetus was a short-term financial motivation (scholarship in the project, “the desire to wait out the winter in the project, the food, the fact that something is going to happen, a better room in a dormitory, the possibility of staying there for a longer period of time, e.g. during the day”) and long-term vision to get out of homelessness (“desire to be free, to get a job”). At the stage of recruitment of participants to the project Wrocław Circle St. Brother Albert Aid Society provided an analysis of predispositions professional of potential project beneficiaries in order to carry out the selection of participants and adapting the training subjects to their predispositions. This analysis was carried out by a person with professional qualifications in the field of vocational advice, coaching and mentoring.

Asked about *Activities*, respondents highly appreciated the motivation of beneficiaries to remain in the project, although they noticed that in most cases the individual motivation was driven by external factors (opportunity to receive material support during the project). At the same time, they appreciated the results of the project measured the work undertaken. In the case of persons recruited to the project on the

136 participants who took part in the project, 40 have taken employment for a period of not less than 3 months on the basis of a contract of employment or contract commissioned. In addition, 9 people got a job for a period of less than three months.

Both the representatives of Wroclaw Circle St. Brother Albert Aid Society and indirect stakeholders appreciated the activities carried out. They positively assessed their sequence (from social activation, support to acquire individual skills, internship opportunities), content (the accompaniment method) and the scope (the amount of the support). Similarly, they assessed acquired professional skills. Also desirable changes in social behaviour were observed (e.g. punctuality, taking care of appearance, new hobbies).

Among the powers facilitated progresses in an implementation directory of the project one emphasized once again that the key was the motivation of beneficiaries. It was maintained by incentives of both a material (free public transportation, scholarship) and intangible nature (the opportunity to meet representatives of other social groups, training which was located in various parts of the city, the opportunity to spend time in an interesting way, the awareness that they could learn something, to improve their image (e.g. make-up classes offered during the project).

At the same time this motivation was weakened by: debt enforcement, need to change current lifestyle habits, different addictions. Another driving force was the involvement of accompanists – it was noted that people who fully assimilated with the particular situation of the beneficiaries, obtained better results. Activation of beneficiaries conducted by accompanists who approached the project only formally, was less durable. In the dimension of the management, representatives of the Wroclaw Circle St. Brother Albert Aid Society decided that the driving force was a close-knit project team, who led the project well.

Assessing procedures facilitated progresses in an implementation of the *Assistance from A to Z* project, respondents negatively assessed the degree of “friendliness” of procedures and their adaptation to the profile of the NGO which implementing the project. “Excess of bureaucracy” was not conducive to the division of labour between the project management and work with beneficiaries. One assessed positively cooperation with particular offices and officials, emphasizing the “human dimension of bureaucracy”,

i.e. the will to support from individual representatives of the public sector. Mechanisms by which the project achieved its goals were related to the culture of cooperation between sectors in the local market. There, where personal contacts existed before and the level of social capital was high, there the cooperation to achieve the goals of the project proceeded smoothly.

In terms of policy, social and managerial roles between public, private and third sectors one should mention, that social assistance centre informally supported the organization during the recruitment of beneficiaries. Wrocław Circle St. Brother Albert Aid Society, as a NGO, entirely carried out the project alone. The private sector supported implementers at the stage of the project implementation by offering advice and internships for beneficiaries. However, this aspect was assessed relatively poorly due to lack of cultural co-operation between sectors, the dominant role of the state and its agencies on the implementation of tasks in the area of welfare, poor condition of the non-governmental sector in Poland, or the lack of culture of social commitment of entrepreneurs. The project showed a high degree of interaction and complementarity of the project's activity with broader social welfare policies, including “Support Program of solving the problem of homelessness”, which was positively assessed by respondents.

In addition, respondents felt that the project activities to a high degree were in line with expectations and needs of the target audience (“At the stage of writing the project interviews were made with the participants. The specific needs were diagnosed by a psychologist and vocational mentor at the recruitment stage and then one conducted in-depth diagnosis of the needs during the project implementation”). It was considered that the activities were the answer to the key needs of beneficiaries: both linking to living conditions, and to legal and emotional support, looking for work, in IT skills.

But there was an opinion that one scheduled too many activities of social activation, which homeless people did not need (2.5 months of activation). At the same time one indicated that too little time was secured to talk with a psychologist and vocational mentor. Also, do not always properly chosen were professional courses and internships (“Consultant recommended to my homeless a course of animals’ assistant, although he did not like animals and never wanted to work in this area. Moreover, a places for internship and work in an animal shelter or ZOO are rather limited, and the chances to find a job there are rather minimal”). However, this critical voice has not been confirmed

by opinions of beneficiaries. If there were some expectations formulated by homeless people, one reacted to them as much as possible.

If there were restrictions in this regard (e.g. higher expectation of financial support), they resulted from the formal conditions (framework of the ESF). Another limitation was the need to secure support in maintaining employment (“Projects should be constructed so that after obtaining employment homeless had support e.g. for another year”). An institutional limitation of the project, was the lack of sheltered housing in the local market.

Respondents felt that during the project implementation they generally not encountered problems or they could not clearly identify them. Among diagnosed challenges the issue of the profile of the project participants appeared. Recruitment for the project was driven by the formal guidelines indicated by the sponsor (ESF). However, it was noticed, that not in each individual case these criteria were sufficient. Not enough attention has been paid for e.g. health problems, mental illness and other special needs that should be covered by specific project activities.

Moreover, individual situations required taking unplanned early action, which was related to addictions (“Alcohol and breaking abstinence by the participants resulted in the need for individual treatment, suspension of participation in the project and modification of individual career paths”). Another problem referred to the legal execution, which affected a large group of beneficiaries when they started to work legally. Therefore, some participants resigned from participation in the project because they “did not want to work for free”.

In the opinion of respondents, project results have been achieved as planned. One possible reason was the fact that "in the project was a scheme, planning over time, the sequence of work with participants (12 months) and the fact that the support was carried out by stages from the social ones to those related to the labour market. The determining factor was that the support offered to the participants was comprehensive. Most of the results obtained had a positive character. There were, however, issues that were not previously planned. The positive and planned result was getting a job. However, the unplanned result were issues of emancipation of beneficiaries who took a job. One discovered that homeless people who work, but earn the minimum wage, can't

afford to move out of the shelter. This means that support offered upon the project was too small to support full independence.

At the same time, respondents generally highly appreciated the activities in the context of achieving the objectives of the project: both integration activities, aimed at social inclusion (group and individual support), as well as related professional actions (internships, courses) were constructed in a suitable manner and gave expected results.

Basically, they indicated no another type of action that might be more effective for achieving the goals. This was due both to the unique method used (accompaniment method), and its proved efficiency. The type of complementary activities, which in the future should be offered within projects such as the *Assistance from A to Z*, should refer to institutional and systemic support in the form of sheltered housing.

Respondents did not observe significant changes that would adversely impact the achievement of planned results. The vast majority of intended activities brought results at a level higher than 100% target, which means that the project has been funded at a higher level than expected. Within available resources, one offered assistance to about 25% more people than planned before. The funds were spent efficiently and rationally, which allowed to recruit more people. The recruitment was led by a psychologist and career mentor, who, based on an interview and assessment of participant motivation, admitted points. Then a list was developed and priority was given to the person with the highest score.

Intervention in face of the target population has been effective, if one considers the beneficiaries of the project. Indirect (unintended but desirable) effect to reach external stakeholders to some extent has been reached (e.g. “among employers’ stereotypes of homeless people were broken, knowledge of how to effectively activate the homeless increased”). Helpful in this regard was experience of Wroclaw Circle St. Brother Albert Aid Society, which is rich and professional. It was certainly key to the quality of interventions.

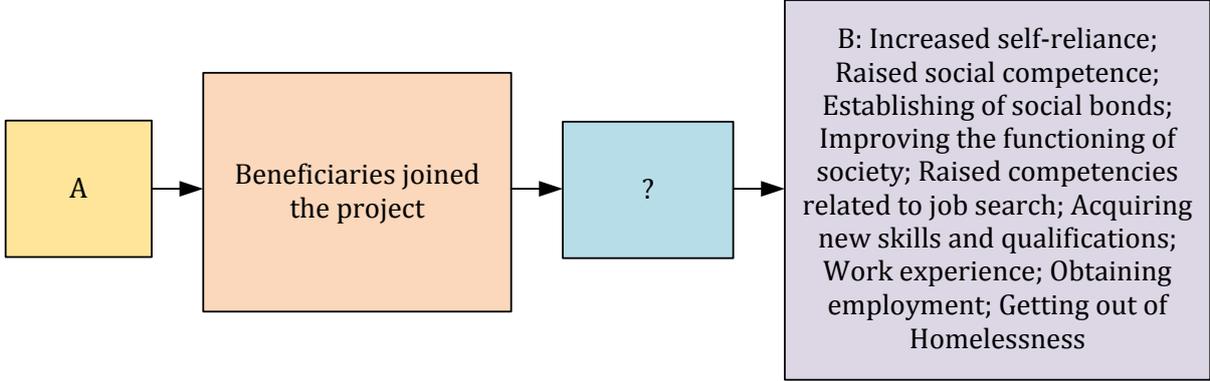
There were no unplanned effects indicated – Wroclaw Circle St. Brother Albert Aid Society treated the funding application as a kind of "road map" and scrupulously complied with its provisions. Respondents appreciated changed (improved) situation of the beneficiaries – both in social activation, as well as in professional dimension.

In the implemented project appeared an element, which was defined by respondents as an innovative one. It was the accompaniment method, absent in the Polish institutional and legal framework. This method is a part of Wroclaw Circle St. Brother Albert Aid Society' work, which was previously developed within other projects related to social and vocational integration. The achievements of the organization in this area dates back to 2008 when, together with other organizations, Wroclaw Circle St. Brother Albert Aid Society carried out the project *Back on track* and introduced to the Polish market the innovative method implemented from France. According to the respondents, this method was important or very important for the project. At the same time, respondents emphasized its limitations due to the key role of the accompanist and his commitment into activation process: when he/she was engaged, the beneficiary was able to achieve the expected outcomes; when she/he wasn't interested in beneficiary's change, there was no progress.

On the basis of the collected evidence were one conducted **Stage 2** of proceedings the theory-building PT by **analysing collected data and developing a hypothesised causal mechanisms**.

We constructed key mechanisms for the process of intervention in the framework of the project, focusing on the actors and their activities and considering the elements of the theory on causal mechanisms. On this basis key research questions and working hypotheses were formulated.

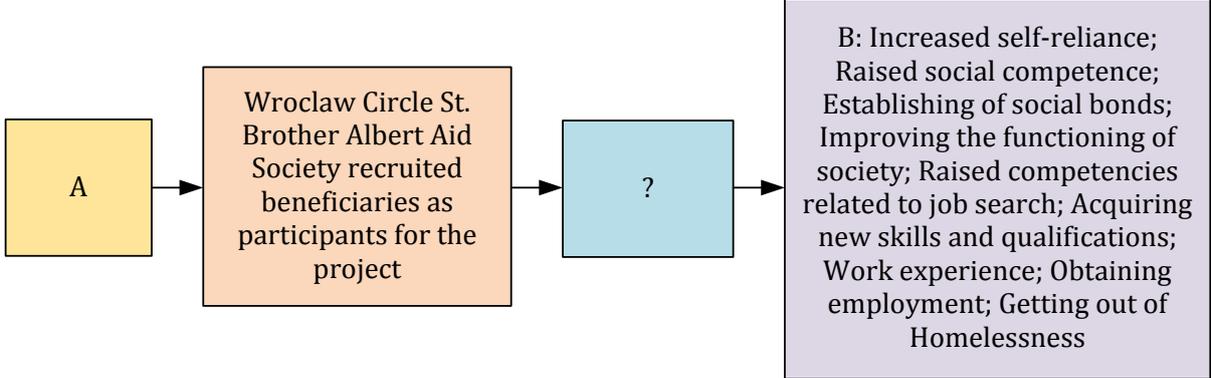
Question 1: Did the motivation of beneficiaries affect the outcomes of the project?



H1: Beneficiaries were motivated to become independent and self-sufficient, which influenced the achievement of intended project outcomes.

H1': Beneficiaries were not motivated to become independent and self-sufficient, which influenced the achievement of intended project outcomes.

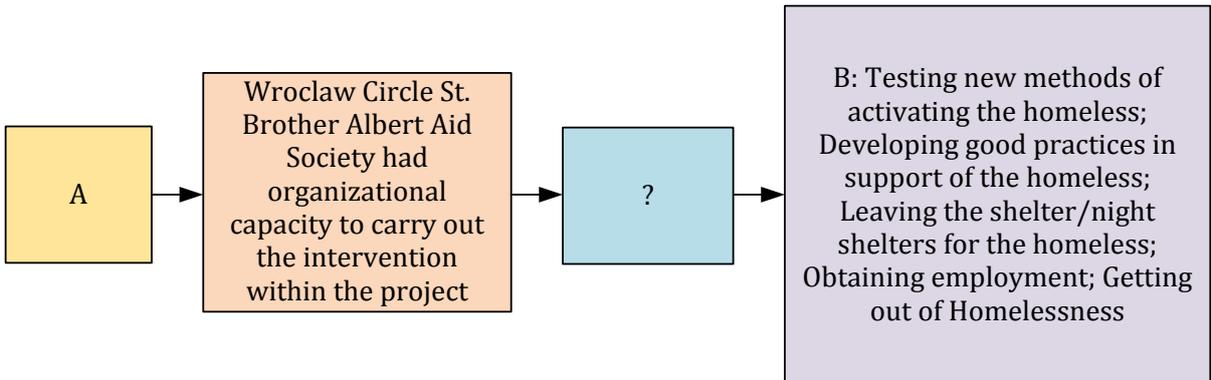
Question 2: Did the recruitment of beneficiaries, whose final profile was consistent with the intended one, influence the outcomes of the project?



H2: Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile was consistent with the intended one, what influenced the achievement of intended project outcomes.

H2': Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile hadn't to be consistent with the intended one, what influenced the achievement of intended project outcomes.

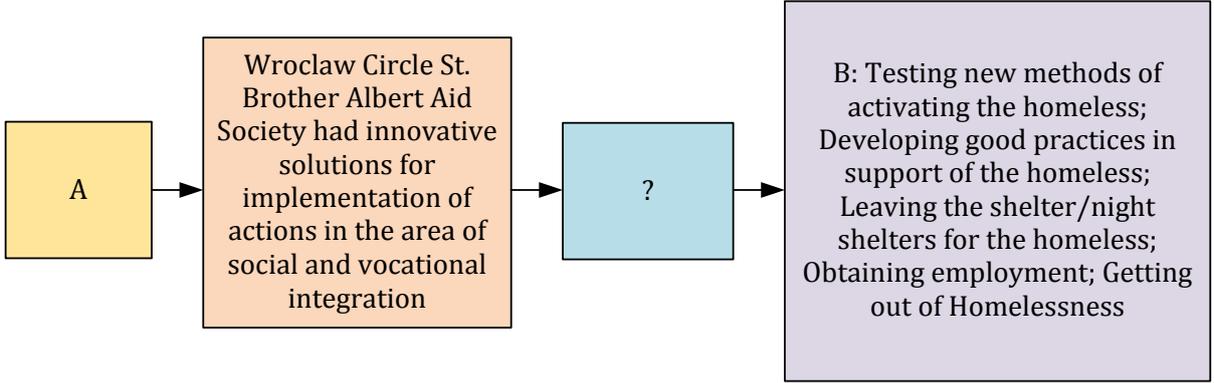
Question 3: Did organizational factors related to Wroclaw Circle St. Brother Albert Aid Society's experience in implementing projects support the achievement of indicated outcomes?



H3: Wroclaw Circle St. Brother Albert Aid Society had previous experience and *know-how*, which were crucial for the intervention in the established project framework, which contributed to achieve intended outputs.

H3': Wroclaw Circle St. Brother Albert Aid Society had previous experience and *know-how*, which were crucial for the intervention in the established project framework, however, it didn't contribute to achieve intended outputs.

Question 4: Was Wroclaw Circle St. Brother Albert Aid Society's social capital on the local market a key element in achieving of the main result, which was employment of homeless people?

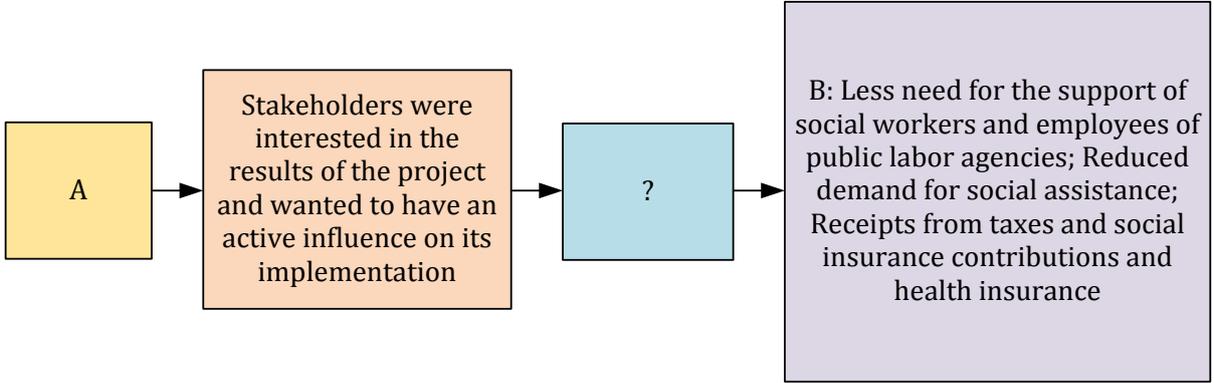


H4: Wroclaw Circle St. Brother Albert Aid Society activated its social capital on the local market, what influenced the achievement of intended project outcomes.

H4': Wroclaw Circle St. Brother Albert Aid Society had a social capital on the local market, however, it didn't influence the achievement of intended project outcomes.

H4'': Wroclaw Circle St. Brother Albert Aid Society didn't activate its social capital on the local market, however, it didn't influence achieved outcomes of the project.

Question 5: Did indirect stakeholders (the Municipality of Wroclaw, Lower Silesia Region, the state and its agencies) engage in the project implementation in the extend, which allowed to achieve the project outcome as intended?



H5: Public entities have joined the project, what influenced the achievement of intended project outcomes.

H5': Public entities didn't join the project, what influenced the achievement of intended project outcomes.

H5'': Public entities didn't join the project, what didn't influence the achievement of intended project outcomes.

In order to verify the hypotheses, one used deduction which was moving from a theory's general propositions to application of these propositions for the purpose of offering an explanation of the specific case.

The next step of theory-building PT was to operationalise the causal mechanisms within the project (table 5).

Table 5: Causal mechanisms within the project *Assistance from A to Z*

Independent variables	Intervening causal mechanisms	Dependent variables
<ul style="list-style-type: none"> a) Personal situation of the beneficiaries; b) Their desire to change the living conditions; c) Their desire to become self-reliant and independent 	Motivation of beneficiaries	<ul style="list-style-type: none"> Increased self-reliance; Raised social competence; Establishing of social bonds; Improving the functioning in the society; Raised competencies related to getting a job; Acquiring new skills and qualifications; Work experience; Obtaining employment; Getting out of Homelessness
<ul style="list-style-type: none"> a) Improvement of <i>know-how</i>; b) Improving the quality of services; c) implementation of new management standards 	Desired profile of the beneficiaries, who should participate in the project	<ul style="list-style-type: none"> Testing new methods of activating the homeless; Developing good practices of support of the homeless; Leaving the shelter / night shelters for the homeless
<ul style="list-style-type: none"> a) The profile of Wrocław Circle St. Brother Albert Aid Society; b) Its dimension and structure; c) Previous implemented Project related to social and vocational integration of homeless people; d) Monopoly position in the local market 	Experience and <i>know-how</i> of Wrocław Circle St. Brother Albert Aid Society	<ul style="list-style-type: none"> Testing new methods of activating the homeless; Developing good practices of support of the homeless; Leaving the shelter / night shelters for the homeless
<ul style="list-style-type: none"> a) The amount of public funds received by the Wrocław Circle St. Brother Albert Aid Society for the implementation of tasks in the 	A high level of social capital, which was activated during the project implementation	<ul style="list-style-type: none"> Testing new methods of activating the homeless; Developing good practices of support of the homeless; Leaving the shelter / night shelters for the homeless

area of vocational and social integration; b) The demand on the local labour market; c) Previous cooperation of public and private entities		
a) Existing legal solutions regulating the degree of involvement of formal stakeholder; b) Formal contacts of people working in different sectors; c) Culture of cooperation between sectors in the local market	The degree of involvement of stakeholders into project implementation	Less need for the support of social workers and employees of public labour agencies; Reduced demand for social assistance; Receipts from taxes and social insurance contributions and health insurance

Source: Own elaboration.

The next step of the procedure applied assessing the inferential weight of evidence. In this context, we implemented four tests which were helpful to decide, whether the tests are necessary and/or sufficient for inferring the evidence.

Straw-in-the-wind test Low (evidence is both not necessary and insufficient for H)

H1: Beneficiaries were motivated to become independent and self-sufficient, which influenced the achievement of intended project outcomes.

Evidence: The key findings of interviews, both with Wroclaw Circle St. Brother Albert Aid Society and other stakeholders on beneficiaries' motivation, were formulated a priori and confirmed during the data gathering process. Linking to that, the range of motivatory factors increased significantly following this. However, there was a range of subjectivity and indirect opinions on this element.

Result of the test: Positive, although this example increases the plausibility of the hypotheses, but do not firmly prove it. Nor does it firmly disprove alternative hypotheses (H1': Beneficiaries were not motivated to become independent and self-sufficient which influenced the achievement of intended project outcomes). However, it provides stronger evidence for the causal mechanism.

H2: Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile was consistent with the intended one, what influenced the achievement of intended project outcomes.

Evidence: Beneficiaries who were recruited for the project were under the stable care of Wroclaw Circle St. Brother Albert Aid Society which *a priori* knew the profile of them. According to results of semi-structured interviews, based on that previous knowledge Wroclaw Circle St. Brother Albert Aid Society could plan and develop the model of intended intervention.

Result of the test: Positive, although this empirical prediction has a low level of uniqueness and a low level of certainty, it means it has low confirmatory and disconfirmatory power (linking to H2': Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile had not to be consistent with the intended one, what influenced the achievement of intended project outcomes) due to the fact that the model of intended intervention could match the profile of sponsor's expectations.

H3: Wroclaw Circle St. Brother Albert Aid Society had previous experience and know-how, which were crucial for the intervention in the established project framework, which contributed to achieve intended outputs.

Evidence: Wroclaw Circle St. Brother Albert Aid Society have already completed several projects financed by the ESF which were aimed at the social and professional integration of homeless people. As can be seen from the obtained data (interviews, document analysis), it also has resources (time, people, money, structure, infrastructure), that have helped in the project implementation.

Result of the test: Positive, although the test does little to update evaluators' confidence in a hypothesis irrespective of whether we find H3. This example increases the plausibility of the hypotheses, but do not firmly prove it. H3': Wroclaw Circle St. Brother Albert Aid Society had previous experience and *know-how*, which were crucial for the intervention in the established project framework, however, they didn't contribute to achieve intended outputs), failed test and was of little if any inferential for us.

H4: Wroclaw Circle St. Brother Albert Aid Society activated its social capital on the local market, what influenced the achievement of intended project outcomes.

Evidence: Wroclaw Circle St. Brother Albert Aid Society is a well known and recognized NGO in the local environment. It is considered being an expert in regard to the activities for the homeless people. It has a positive image and actions taken by Wroclaw Circle St.

Brother Albert Aid Society usually open the doors to various institutions (both public and private ones). As it was demonstrated by the results of research (analysis of documents, results of interviews), Wrocław Circle St. Brother Albert Aid Society has a reputation of being an expert in the activities connected with the activation of the homeless people.

Result of the test: Positive, although this empirical prediction has a low level of uniqueness and a low level of certainty, it means it has low confirmatory and disconfirmatory power (also linking to H4': Wrocław Circle St. Brother Albert Aid Society activated its social capital on the local market, what did not influence the achievement of intended project outcomes and H4'': Wrocław Circle St. Brother Albert Aid Society did not activated its social capital on the local market, but it didn't influence achieved outcomes of the project) due to the fact that the scale of intervention didn't required an increased amount of social capital measured by number of collaborative initiatives or local partnerships.

H5: Public entities have joined the project, what influenced the achievement of intended project outcomes.

Evidence: Within the intervention which was undertaken, it was the formal framework related to the method of financing (ESF) which decided about institutional scheme of project implementation. In the analysed case study, the formal involvement of the public entities was not required. However, it was found, that Wrocław Circle St. Brother Albert Aid Society was informally supported by the Municipal Social Welfare Centre, who was involved in matters of recruitment.

Result of the test: Positive, although this evidence supports for an explanation without definitively ruling it in or out. Nor does it firmly disprove alternative hypotheses (H5': Public entities didn't join the project, what influenced the achievement of intended project outcomes and H5'': Public entities didn't join the project, what didn't influence the achievement of intended project outcomes).

Hoop test High (evidence is necessary for H) and Low (evidence is insufficient for H)

H1: Beneficiaries were motivated to become independent and self-sufficient, which influenced the achievement of intended project outcomes.

Evidence: Until the semi-structured interviews with beneficiaries were conducted, there was little notable information about their motivation. It doesn't mean, that the beneficiaries were not motivated. This piece of evidence constitutes a hoop test because it is necessary to keep the hypothesis under consideration. Also if one consider H1': Beneficiaries were not motivated to become independent and self-sufficient which influenced the achievement of intended project outcomes which is not true in face of outcomes.

Result of the test: Positive and together with the straw-in-the-wind tests, the evidence provides reasonable confidence in the hypothesis.

H2: Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile was consistent with the intended one, what influenced the achievement of intended project outcomes.

Evidence: Until the semi-structured interviews with representatives of Wroclaw Circle St. Brother Albert Aid Society one discovered, there was little notable information about the beneficiaries' profile. However, it doesn't mean, that the beneficiaries' profile wasn't developed by Wroclaw Circle St. Brother Albert Aid Society.

Result of the test: Failed because the outcome of interest (the intended beneficiaries' profile) was not present. However, H2': Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile had not to be consistent with the intended one, what influenced the achievement of intended project outcomes) passed: although there was no profile ahead, there project outcomes were achieved as intended.

H3: Wroclaw Circle St. Brother Albert Aid Society had previous experience and know-how, which were crucial for the intervention in the established project framework, which contributed to achieve intended outputs.

Evidence: Analysed documents show Wroclaw Circle St. Brother Albert Aid Society's huge experience in implementing projects related to social and labour market integration of homeless. If the evidence suggested that considerable experience had not taken place before, this would seriously weaken the hypothesis.

Result of the test: Failed, because the examination of a case (previous experience and know-how) shows the presence of a necessary causal condition. Also H3': Wroclaw Circle

St. Brother Albert Aid Society had previous experience and *know-how*, which were crucial for the intervention in the established project framework, however, they didn't contribute to achieve intended outputs failed.

H4: Wroclaw Circle St. Brother Albert Aid Society activated its social capital on the local market, what influenced the achievement of intended project outcomes.

Evidence: The evidence shows that the institutions (both public and private), which formally did not have a formal requirement to get involved into the project implementation, engaged informally, although to a limited extent.

Result of the test: Failed, because their engagement could be caused by their internal interests and necessities or external factors (i.e. situation on local market).

H5: Public entities have joined the project, what influenced the achievement of intended project outcomes.

Evidence: The Municipal Social Assistance Centre was involved in matters of recruitment.

Result of the test: Failed, because due to Wroclaw Circle St. Brother Albert Aid Society's capacity and resources and project requirements, beneficiaries could have been recruited without support of the Municipal Social Assistance Centre. There was also no active participation of other public entities. In this sense, H5': Public entities didn't join the project, what influenced the achievement of intended project outcomes and H5'': Public entities didn't join the project, what didn't influence the achievement of intended project outcomes passed.

Smoking gun tests High (evidence is sufficient for H) and Low (evidence is not necessary for H)

H1: Beneficiaries were motivated to become independent and self-sufficient, which influenced the achievement of intended project outcomes.

Evidence: Beneficiaries declared to engage themselves into project activities and the degree of participation was high. However, only few beneficiaries declared "to want to learn something", "to develop skills" or "to gain new knowledge and competencies". Mostly of them were interested in "subsidies paid", "paid job".

Result of the test: Passed. This piece of evidence constitutes a smoking gun because it is compelling enough to give high confidence that the hypothesis is true and alternative hypothesis (H1': Beneficiaries were not motivated to become independent and self-sufficient which influenced the achievement of intended project outcomes) was false. However, it is unusual to find evidence so clearly linking a behaviour change to a particular project intervention. It suggests that although evaluators should certainly look for smoking guns, they should not necessarily hold out for this type of evidence.

H2: Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile was consistent with the intended one, what influenced the achievement of intended project outcomes.

Evidence: Wroclaw Circle St. Brother Albert Aid Society declared that due to its experience it formulated the profile of the beneficiaries of the project a priori. However, the homogenous group of individuals who finally became participants in the project *Assistance from A to Z* were not considered the stage of developing the intended intervention. Moreover, the expectations of sponsors (ESF) could be considered as a required profile. Also H2': Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile had not to be consistent with the intended one, what influenced the achievement of intended project outcomes was false due to not present profile.

Result of the test: Passed. The ratio is highly unique, however it has low or no certainty in its prediction.

H3: Wroclaw Circle St. Brother Albert Aid Society had previous experience and know-how, which were crucial for the intervention in the established project framework, which contributed to achieve intended outputs.

Evidence: Wroclaw Circle St. Brother Albert Aid Society has been cooperating for years with experienced staff and volunteers. It has both formal qualifications and the necessary skills to manage projects and work with the excluded people.

Result of the test: Passed. Likelihood ratio is small (finding evidence given H3 highly probable whereas H3': Wroclaw Circle St. Brother Albert Aid Society had previous experience and *know-how*, which were crucial for the intervention in the established project framework, however, it didn't contribute to achieve intended outputs, is highly

improbable), thereby greatly increasing us confidence in the validity of H3 due to found evidence.

H4: Wroclaw Circle St. Brother Albert Aid Society activated its social capital on the local market, what influenced the achievement of intended project outcomes.

Evidence: Social capital means bonds between people, their cooperation and trust which allows to create new value. It consists of active people, local communities and their leaders. Social capital is a set of formal and informal links and relationships also between organizations, which are created by common objectives, as well as positive attitude to each other, what guarantees mutually benefits in the future. Activation of the social capital in the local market, if it had been initiated by Wroclaw Circle St. Brother Albert Aid Society, started involvement of public and private institutions in the project. However, it did not happen.

Result of the test: Negative. H4 couldn't be confirmed. Also H4': Wroclaw Circle St. Brother Albert Aid Society had a social capital on the local market, however, it didn't influence the achievement of intended project outcomes failed. However, H4'': Wroclaw Circle St. Brother Albert Aid Society didn't activate its social capital on the local market, however, it didn't influence achieved outcomes of the project, passed.

H5: Public entities have joined the project, what influenced the achievement of intended project outcomes.

Evidence: The Municipal Social Assistance Centre was involved in matters of recruitment. However, there was no formal cooperation between Wroclaw Circle St. Brother Albert Aid Society and the Municipal Social Assistance Centre. Other public entities, responsible for social welfare and social policy (District Labour Office, Regional Community) weren't active in terms of intervention. Their engagement and involvement could positively affect the achieved project outcomes.

Result of the test: Negative. Also H5': Public entities didn't join the project, what influenced the achievement of intended project outcomes, failed. However, H5'': Public entities didn't join the project, what didn't influence the achievement of intended project outcomes, passed.

Doubly-decisive test (High evidence is both necessary and sufficient for H)

H1: Beneficiaries were motivated to become independent and self-sufficient, which influenced the achievement of intended project outcomes.

Evidence: Due to beneficiaries their interest to participate in the project was above average, even they didn't associate this "interest" with motivation. They "wanted just to become independent and self-sufficient".

Result of the test: Negative although evidence was found that supports the hypothesis. However, it was not sufficient to support for the explanation. In this sense, H1': Beneficiaries were not motivated to become independent and self-sufficient which influenced the achievement of intended project outcomes failed.

H2: Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile was consistent with the intended one, what influenced the achievement of intended project outcomes.

Evidence: Wroclaw Circle St. Brother Albert Aid Society was led by the bid requirements that imposed a rigor on a group of potential participants of the project. Restrictions were related to gender, age, level of disability. These formal indicators can be regarded as a desirable profile of the beneficiaries.

Result of the test: Negative. Evidence was found that supports the hypothesis, but it was not sufficient to prove it. In this sense H2': Wroclaw Circle St. Brother Albert Aid Society recruited beneficiaries for the project, whose final profile had not to be consistent with the intended one, what influenced the achievement of intended project outcomes, failed.

H3: Wroclaw Circle St. Brother Albert Aid Society had previous experience and know-how, which were crucial for the intervention in the established project framework, which contributed to achieve intended outputs.

Evidence: Because of people (their competences and qualifications) who have already implemented several projects on behalf of Wroclaw Circle St. Brother Albert Aid Society, as well as the statutory profile of the NGO, one should consider that the likelihood of non-use of these potentials and capacities will be low.

Result of the test: Positive. This evidence has a high confirmatory power. H3': Wroclaw Circle St. Brother Albert Aid Society had previous experience and *know-how*, which were

crucial for the intervention in the established project framework, however, they didn't contribute to achieve intended outputs, failed.

H4: Wroclaw Circle St. Brother Albert Aid Society activated its social capital on the local market, what influenced the achievement of intended project outcomes.

Evidence: Wroclaw Circle St. Brother Albert Aid Society has established informal contacts with the representative of the Municipal Social Assistance Centre. This did not, however, change the system (e.g. one did not sign the Cooperation Agreement). This means that social capital was not the main mechanism, which influenced the outcomes.

Result of the test: Negative. At the same time the test was able to discriminate strongly between evidence that supports the hypothesis and alternatives (the same supports the hypothesis H4': Wroclaw Circle St. Brother Albert Aid Society had a social capital on the local market, however, it didn't influence the achievement of intended project outcomes (small likelihood ratio). However, H4'': Wroclaw Circle St. Brother Albert Aid Society didn't activate its social capital on the local market, however, it didn't influence achieved outcomes of the project, passed.

H5: Public entities have joined the project, what influenced the achievement of intended project outcomes.

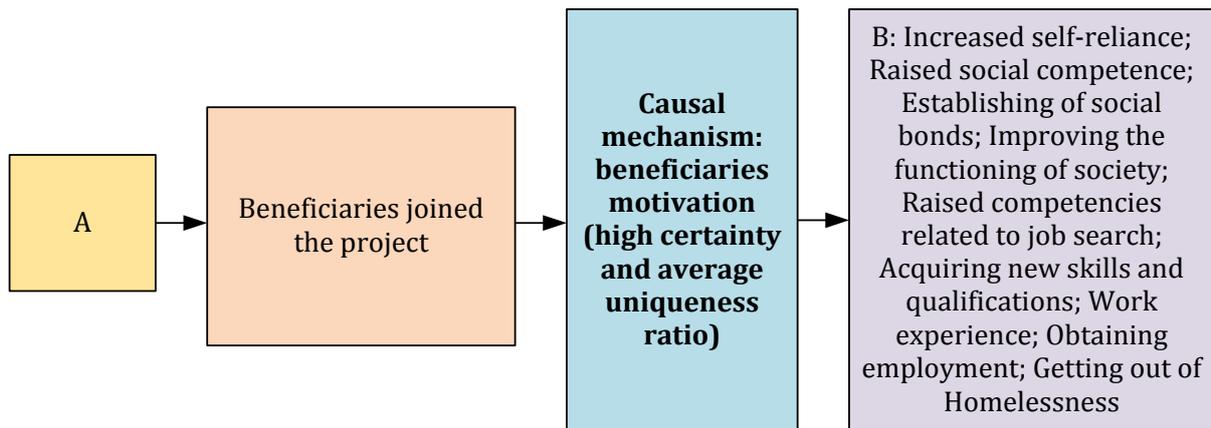
Evidence: Evidence for this statement couldn't be found, beside non-formal support at one stage of intervention (the Municipal Social Assistance Centre' engagement into recruitment).

Result of the test: Negative. High disconfirmatory power.

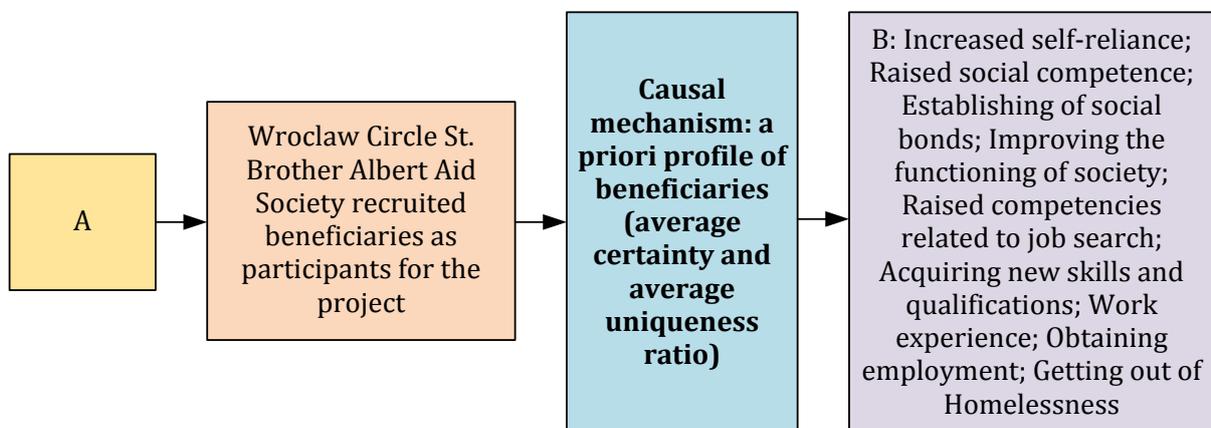
Also H5': Public entities didn't join the project, what influenced the achievement of intended project outcomes, failed. However, H5'': Public entities didn't join the project, what didn't influence the achievement of intended project outcomes, passed.

Concluding the process tracing one should be able to assert a degree of confidence in each part of the hypothesised mechanism, based on the evidence collected and the tests applied.

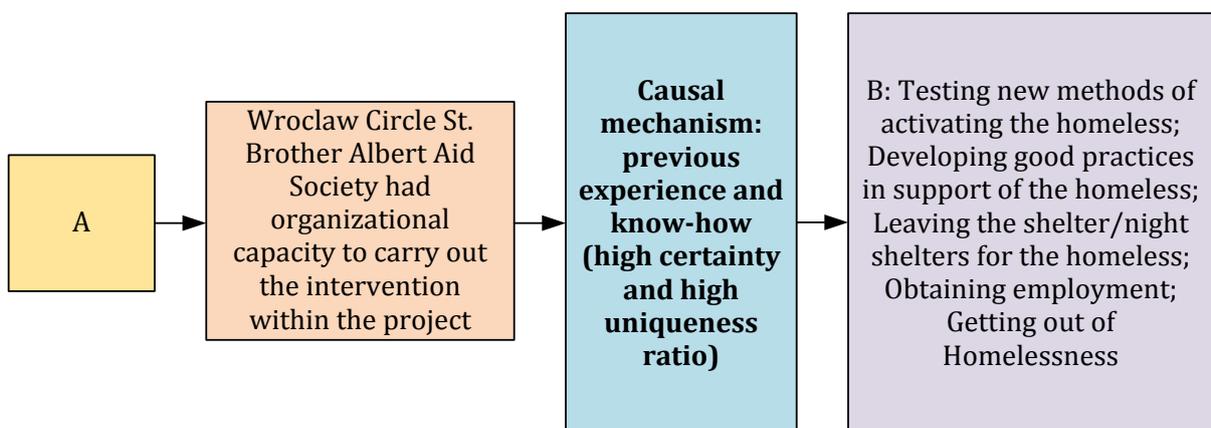
H1



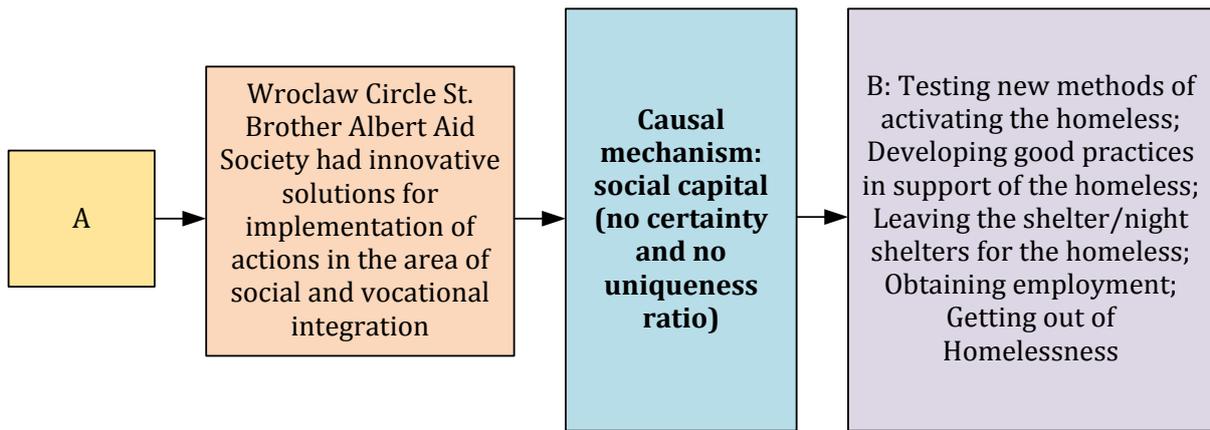
H2



H3



H4



H5

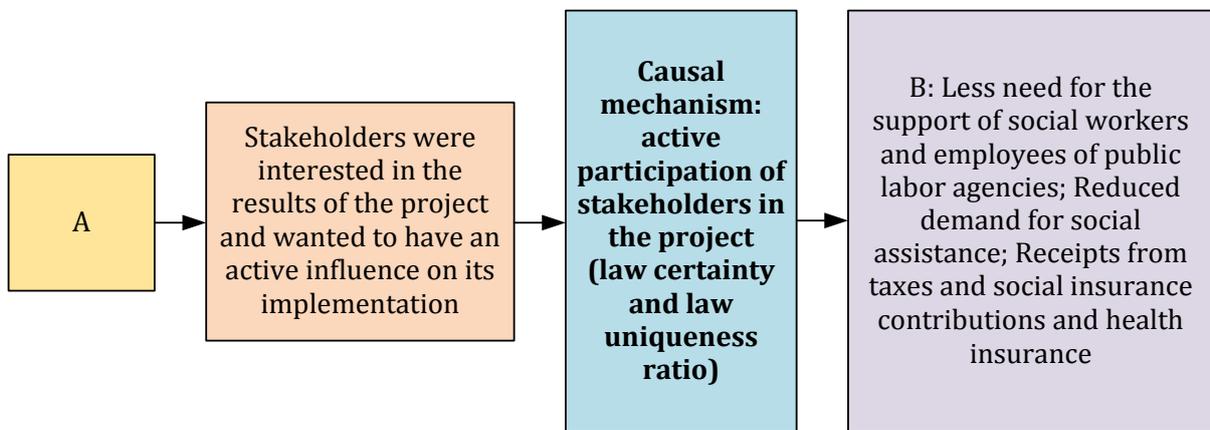
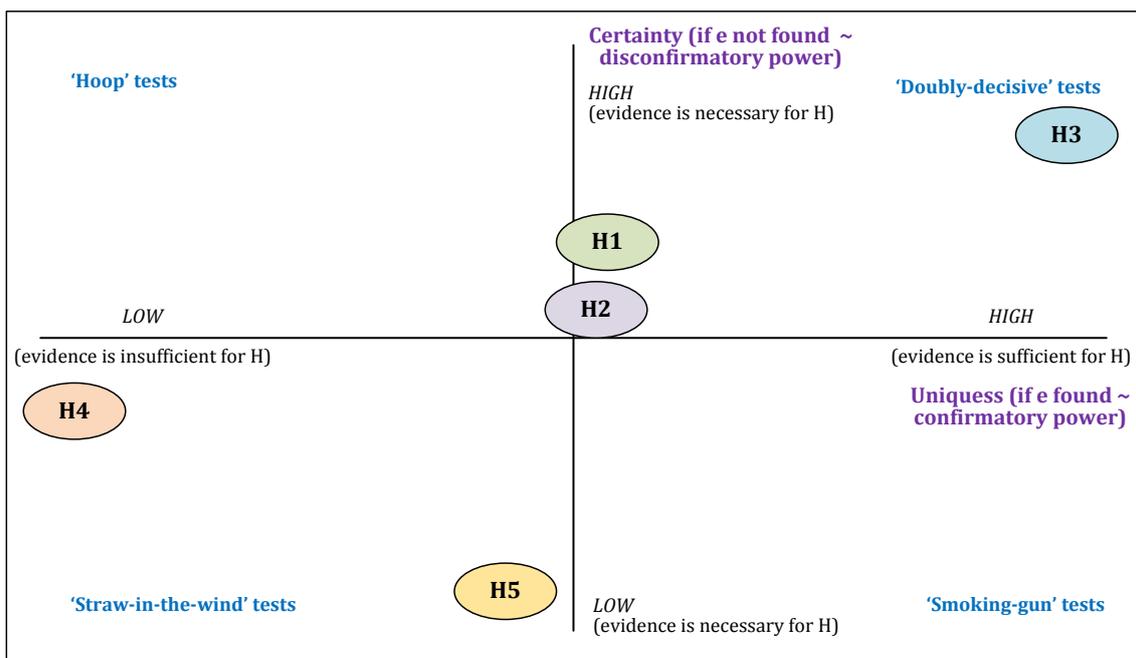


Figure 14: Results of four tests



Source: Own elaboration.

Table 6: Interpretation of results of four tests

Intervening causal mechanisms	Accepted (there is sufficient evidence for the researcher to have confidence that cause A led to the outcome B through the process described in the mechanism)
Motivation of beneficiaries	YES
Desired profile of the beneficiaries, who should participate in the project	PARTLY YES
Experience and <i>know-how</i> of Wroclaw Circle St. Brother Albert Aid Society	YES
A high level of social capital, which was activated during the project implementation	RATHER NO
The degree of involvement of stakeholders into project implementation	RATHER NO

Source: Own elaboration.

5.3 Results

5.3.1 The quality (fidelity) of the intervention

Fidelity of the intervention makes link to the degree to which it is delivered as intended. Assessment of fidelity explains the effects of causes. Referring to this, the *Assistance from A to Z* project concerned the promotion of social integration and was implemented in the field of combating social exclusion and strengthening of the social economy sector. It took into account the issues of economic and social activation of people at risk of social exclusion and was implemented locally in Wroclaw. The project was addressed to people who get to shelters, usually face financial problems and are without work. The target group were socially excluded people, i.e. homeless at the age of 50-64 years. Additionally, among 136 project participants, 54 (8 females and 46 male) are persons with disabilities who received benefits because of it. The recipient of project activities *Assistance from A to Z* were people in varying degrees lonely, suspicious, who could not make social contacts, unable to function in a society and who would rather not be able to cope with the labour market, often not maintained contact with families members or in any other way socially excluded, sometimes suffering from symptoms of disease and addiction, or subject to legal sanctions (primarily maintenance obligations).

Referring to Dane and Schneider (1998), one can identify 5 aspects of fidelity of intervention of the *Assistance from A to Z* project:

- Adherence (project components are delivered as prescribed): based on available resources and context, we identified a set of activities addressed to beneficiaries, focusing on both: individual and team competencies as well as their social and labour market integration;
- Exposure (amount of project content received by participants): having access to resources, we evidenced a set of activities like sports, arts, individual psychological coaching and mentoring, group activities, individual activities, therapeutic treatments, vocational trainings, development of social skills classes, IT classes, meetings with entrepreneurs, individual sessions with a professional advisor, support offered by an accompanist;
- Quality of the delivery (theory-based ideal in terms of processes and content): accomplishing of coherent action, delivering of the amount of products and services which were intended;
- Participant responsiveness (engagement of the participants): due to accomplishment of activities as intended, beneficiaries benefited from the intervention in certain ways;
- Project differentiation (unique features of the intervention are distinguishable from other programs/project; including the counterfactual) – what distinguishes the *Assistance from A to Z* project is the method of activation used, the so-called accompaniment method, which has not been disseminated in Poland yet, which is expected to occur changes in organizations, communities and systems.

Additionally, we assumed other fidelity criteria such:

- Structure and processes: underlying values and principles of Wroclaw Circle St. Brother Albert Aid Society, the simply model of project implementation, base intervention design (conceptual framework and process, decision making criteria, implemented standards for practice, clear duties division, clear responsibility, existing framework for service delivery), way in which services were delivered;
- Integrity and differentiation: the previous experience in managing projects, adherence to defined activities/behaviours, competence of practitioners (managing staff and accompanists), distinguishing feature of the intervention (accompaniment method).

The legal basis for the project implementation were legal acts mentioned previously. The document which finally decided about the way, how the project was managed, referred to the ESF. Particularly important were the changing guidelines on the provision of specific forms of support for Priority VII. Key contextual factors that accompanied the writing of the bid, related to both (1) the situation of beneficiaries, (2) the situation on the local labour market, and (3) the situation of the organization implementing the project.

With respect to (1) the situation of beneficiaries one should mention, that most of them were men, mostly unemployed and with unregulated legal and financial status (bailiff orders, mainly related to maintenance obligations). Regardless of the duration of homelessness, the beneficiaries were complete loss of social activity inability to integrate to the labour market due to low qualifications.

At the time of writing the bid, (2) the situation on the local labour market has been very beneficial for those who wanted to take up employment: 4.5% unemployment and high interest of employers in new employees. Unfortunately, due to the expected competencies (e.g. high engagement) and qualifications (mainly training and specialization, e.g. handling forklifts), the homeless people did not have a chance to take effective and durable employment because of long-term social exclusion. Hence, there were necessary measures to activate them.

(3) The bid *Assistance from A to Z* was written by three people associated with the Wroclaw Circle St. Brother Albert Aid Society, which was subsequently signed by the president, who accepted its merits. The management staff were: manager, assistant manager and coordinator. Project management issues were closely linked with the bid requirements and expectations resulting from the specificity of the ESF. During the project implementation the staff led a project office in Lower Silesia with an access to full documentation and provided participants with the opportunity of personal contact with the staff. Wroclaw Circle St. Brother Albert Aid Society is the entity of social economy and operates in the area of social inclusion.

While comparing outputs measures before and after the intervention referring to fidelity of intervention, one can state, that the *Assistance from A to Z* project did work (table 7).

Table 7: Fidelity in terms of planned and implemented intervention within the *Assistance from A to Z* project

Outputs	Intended	Generated	% of achievement of the assumed values
The number of people at risk of social exclusion, who have completed participation in the project	105	120	114,29
The number of people who received support within the institutions of the social economy	105	136	129,52
The number of homeless people who participated in social integration classes	105	122	116,19
The number of homeless people who increased their social competencies (80%)	83	117	140,96
The number of homeless people who participated in vocational training	105	117	111,43
The number of people with established individual career path	105	136	129,52
The number of people who improved the competencies related to job search (80%)	83	117	140,96
The number of people participating in vocational training	93	104	111,83
The number of people who completed their participation in vocational training (80%)	75	104	138,67
The number of people participating in vocational internships	81	89	109,88

Source: Wroclaw Circle St. Brother ..., 2012.

5.3.2 The quantity (dose) of the intervention

The dose of intervention means the amount, frequency and duration, with which the treatment is given to produce changes in outcomes. The dose is helpful to understand how much of the core intervention components are needed to achieve the desired outcomes. Additionally, it is a critical component of fidelity.

Project intervention assumed the professional and social activation of 90 men and 15 women through the acquisition of socio-professional skills and competences, which would allow to reduce the negative consequences of homelessness. In particular, the project was planned to support 105 homeless people, including: 42 persons aged 50-64 (40%) and 32 persons who received temporary benefits due to disability (30%) (Wroclaw Circle St. Brother ..., 2012). Three twelve-month round support for the homeless was planned and in each round assistance for 35 people was provided

(Wroclaw Circle St. Brother ..., 2012). The project was implemented in the period: September 2012 – October 2015.

The dose of the intervention within the project *Assistance from A to Z* has multiple dimensions. It was generally developed to improve beneficiaries' outcomes by changing their behaviour (measured i.e. by being on time, to appear well-clothed). The implication was that the dose had to be considered at two distinct levels — the project staff level considers the individual(s) who are learning the new skill; and other stakeholder are the intended beneficiaries of the intervention (families, community members, social workers, local institutions, local entrepreneurs). The limitation of the dose assessment was, that it was only possible to evaluate the project staff level.

One of the components of the dose refers to implementation activities necessary for the intervention to be carried out with fidelity. This includes the dose of the training that participants receive in preparation for them to deliver the intervention, or the amount of time that accompanists spend working with beneficiaries on an intervention. Another equally important component, intervention dosage, refers to the amount of an intervention that is provided to beneficiaries or others (for example, family members and social care providers) in order to change their behaviour. That's why questions about how much of an intervention is necessary to achieve positive outcomes were relevant for practitioners, researchers, and policymakers because dosage affects not only outcomes but many other features of social integration projects such as cost, staffing, replication, and scale-up. Other key dosage-related terms were:

- Frequency (how often the intervention is delivered);
- Intensity (the “strength” of an intervention or how much of a particular component of an intervention is delivered within each session);
- Intervention duration (the length of the full intervention);
- Session duration (the length of an accompaniment session);
- Threshold (a specific dosage level at which an intervention affects outcomes);
- Cumulative dosage (the amount of an intervention a participant receives over the life of the project - session duration × frequency × intervention duration or length of project enrolment).

While comparing outputs measures before and after the intervention referring to dosage of intervention, one can state, that the project *Assistance from A to Z* did work (table 8).

Table 8: Cumulative dosage of planned and implemented intervention within the project *Assistance from A to Z*

Outputs	Intended	Generated	% of achievement of the assumed values
The number of hours in sports	432	432	100,00
The number of hours in arts	864	864	100,00
The number of hours of individual assistance	2520	2278	90,40
The number of hours of group classes for one participant (144h x 105)	15120	16560	109,52
The number of hours of individual classes for one participant (24h x 105)	2520	2278	90,40
The number of hours of therapeutic activities	108	108	100,00
The number of hours of assistance for one participant (12h x 105)	1260	1260	100,00
The number of hours of group classes in vocational training for one participant	1236	1236	100,00
The number of hours of courses on labour market – work trainings	288	288	100,00
The number of hours of classes on social competencies	288	288	100,00
The number of hours of IT training	540	480	88,89
The number of hours of meetings with entrepreneurs	180	180	100,00
The number of hours of meetings with mentors and coaches	840	1016	120,05
The number of certificates for completed training - vocational training	75	104	138,57
The number of hours of accompanist's support - vocational training (16h x 93)	1488	1488	100,00
The number of internships	81	89	109,88
The number of hours of accompanist's support - vocational internships (48h x 80)	3840	3894	101,41
The number of hours of accompanist's support – work trainings, professional activation	1260	1452	115,20
The number of people who gained employment after participating in the project (employment efficiency ratio)	21	40	190,48

Source: Wroclaw Circle St. Brother ..., 2012.

The analysis showed that the amount of the intervention directly affected the size of expected outcomes. Wroclaw Circle St. Brother Albert Aid Society had an appropriate

organizational capacity (time, people, experience, methods, other resources) to deliver the required service. It also had a mechanism for providing feedback to staff using the dosage data that is being collected. The most affected by the dosage of intervention were beneficiaries who could make profit from the services offered.

However, not all indicators were achieved at 100% (the number of hours of individual assistance, the number of individual classes per one participant, the number of hours of group classes and the number of hours of IT classes). It turned out that some participants did not make use of their hours of psychological support, because they had no problems that required psychological intervention. This means that the indicator has been achieved according to the current needs of the participants. In the case of the organization of IT classes Wroclaw Circle St. Brother Albert Aid Society had difficulties with the recruitment of 3 trainers, that's why our decided to organize this activity in a different way as intended by dividing beneficiaries into 2 groups instead of 3. IT classes were held in larger groups as planned before, nevertheless the beneficiaries received the IT support in the intended extend. Both the output indicator of the number of hours of psychological assistance, as well as the number of hours of IT classes were not indicators of the main or specific objectives indicated in the project bid. Not achieving of these rates had no impact on the achievement of the main objectives of the *Assistance from A to Z* project.

5.3.3 The extent to which the intervention reached its intended audience

The intended audience of the project were homeless people, being under care of Wroclaw Circle St. Brother Albert Aid Society. In fact, the support was directed to 136 homeless people. 120 people accomplished the participation in the project. Among the 136 homeless people involved in the project were:

- 110 men and 26 women;
- 90 economically inactive persons and 46 unemployed;
- 54 disabled persons, including 8 women and 46 men;
- 7 young people – at age of 15-24 and 51 elderly participants (55-64);
- 8 persons with higher education, 103 with secondary education (general secondary, vocational secondary and basic vocational) and 25 with lower secondary or primary education (Wroclaw Circle St. Brother ..., 2015).

This means that the project intervention was offered to more beneficiaries than planned. Indirect audience of the project was the Municipality of Wroclaw, other public entities (Lower Silesia Region) and local entrepreneurs. However, the extent of intervention is in this case not to measure. It is based rather on individual opinions and personal contacts between representatives of particular sectors. In this sense, one cannot state, that the project reached its audience.

Nevertheless, based on the data available, after analysing the process of project implementation, one can state that the theory failure wasn't made. It means that the project activities were implemented to the standards of the project design strategy and expected outcomes were achieved as intended.

6. Impact evaluation

6.1 Introduction

An impact evaluation means a systematic and empirical investigation of the impacts which are produced by an intervention. Impacts can be related to positive or negative changes produced by an intervention (directly or indirectly, intended or unintended), in the context of its environment. However, there are multiple factors which determine outcomes and affect the change. An impact evaluation seeks to establish whether an intervention has made a difference. Its aim is to answer questions about what works or does not work, how, for whom, and why (Bamberger, 2006). This impact evaluation is an integral part of the evaluation of the project *Assistance from A to Z*. It takes into account findings formulated during the process evaluation. It asks if did the intervention upon *Assistance from A to Z* did work and or did it cause the impact.

6.2 Impact evaluation methodology

The main challenge for impact evaluations usually is to establish the counterfactual situation, which, however, cannot be observed anytime or when budgetary or political constraints prevent a sufficient sample size or use of a comparison group. This was the situation while evaluating the *Assistance from A to Z* project. Due to organizational reasons the appointment of the comparison group was not possible. Budget, time, available data and other technical constraints did not permit the implementation of an experimental or quasi-experimental research design. That's why one decided to perform a realist evaluation which is designed to explain how, and in what circumstances, the project intervention worked or did not work in particular contexts. The realist evaluation was also appropriate due to the fact that there have not been previous evaluations of the project.

The *Assistance from A to Z* project itself was viewed as being a kind of open systems in which there are always multiple and competing mechanisms which interact with the surrounding context to produce outcomes. According to Pawson and Tilley (2004) we applied their formula: “mechanisms + context = outcomes”, because we were agreed that in this particular situation, when the project involved complex processes of behavioural

change, outcomes were not known in advance, many of them were qualitative and the project evolved slowly over a long period of time, this kind of impact evaluation will be the most feasible one. What was also important, the realist evaluation approach was helpful to establish an unequivocal causal relationship between the *Assistance from A to Z* project and its outcomes. Causation (how the project caused a change) and attribution (whether observed changes can be attributed to the project or were caused by other things) are critical questions for this impact evaluation (ibidem). However, we combined project logic analysed within the process evaluation with the realist evaluation assumptions. The project logic provided access to or how to use assumptions other than context and mechanism, linked to planning and management tools (e.g. program resources, timeframe) and explicit focused on project processes. It considered also:

- Individuals: the characteristics and capacities of the various stakeholders in the project;
- Interpersonal relations: the stakeholder relationships that carried the project;
- Institutional setting: the rules, norms, customs local to the project;
- Infrastructure: the wider social, economic and cultural setting of the project.

In the post-test only design, we observed the intervention group at one point in time, from 6 till 12 months after the intervention, focusing particularly on comparing responses based on social and labour market competencies. It is a crucial methodological prediction due to the fact that the realist evaluation “impact” implies changes “for people and their lives”, whereas “outcome” includes change for people and their lives but can also include other kinds of changes (i.e. for organisations, communities, governments at different levels) (Pawson, Tilley, 2004). This evaluation considers both, beneficiaries and Wroclaw Circle St. Brother Albert Aid Society’ and other stakeholder perspective. Looking at how direct recipients and broader communities experienced the project implementation allowed us to explore the social and psychological impact of welfare reform on individuals and communities. By answering our impact evaluation questions we wanted to make sure, how has the project made a difference. This was crucial in light of InnoSI assumptions, which are oriented to find answers on following questions:

- How and why have the impacts come about?

- What causal factors have resulted in the observed impacts?
- Has the intervention resulted in any unintended impacts, and if so, what and how significant were they?
- For whom has the intervention made a difference?
- What were the social and psychological impacts of social welfare reform on individuals and communities, including the ways individuals' sense of identity is shaped by their interactions with welfare policy and its reform (including gender and generational issues)?
- What were the social outcomes of interventions for the various actors, contributors and beneficiaries concerned?
- From the perspective of recipients, did policy initiatives strengthen or weaken the public sphere?

Within the realist evaluation, the fundamental proposition is that the effect of the mechanism is contingent upon context. Linking to that, the impact evaluation was structured as follows:

Stage 1. Developing of the theory

Based on the theory we considered the nature of the project, the target audience, and the contexts and settings in which the project operated in order to map out a series of conjectural mini-theories called Context Mechanism Outcome (CMO) configurations which relate the various contexts of the project to the multiple mechanisms by which it likely could function to produce various outcomes (Pawson, Tilley, 2004). This step of the evaluation procedure was to consider how underlying mechanisms referring to accompaniment method were likely to interact with geographical settings, community settings, historical periods, organizational settings and beneficiaries' groups, to vary outcomes. We wanted to make sure, if causes or assumptions vary, what alternative causal hypotheses might there be for observed outcomes. Moreover, we were aware, that proceeding in social reality, which is an open system, is not a linear process that's why the number of different variations of context, mechanism and outcomes could be unlimited.

The *Assistance from A to Z* project comprised of many parts. Thus, according to Pawson's suggestion (2006), in this case strategies used to apply a realist approach

include “analysing a small slice of a complex pie” (.....); ‘layering’ systems, mechanisms and/or theories to reflect the different levels at which a program is supposed to work; changing the level of abstraction (e.g. investigating how the various elements of interventions are supposed to work together rather than looking at each one separately); or looking for interactions and understanding the ‘simple rules’ that guide them”. Following this, we prioritized what configurations should be explored in our evaluation. They are presented in the table 9.

Table 9: CMO in the *Assistance from A to Z* project

CMO	Context	Mechanism	Outcome
1	Beneficiaries recruited for the project	They are intensively involved in project activities	Increased self-reliance and independence
2	Beneficiaries recruited for the project	They actively participate in project activities offered within the framework of social integration process	Increased social competencies
3	Beneficiaries recruited for the project	They undertake new tasks and interact with others in order of their implementation	Established social bonds
4	Beneficiaries recruited for the project	They undertake new tasks and take responsibility for it	Improved functioning in the society
5	Beneficiaries recruited for the project	They actively participate in project activities offered as part of the professional/vocational integration	Increased competencies related to exploration of work
6	Beneficiaries recruited for the project	They actively participate and positively complete qualification courses offered as part of the project	Gained new skills and qualifications
7	Beneficiaries recruited for the project	They actively participate and complete internships offered as part of the project	Gained work experience
8	Beneficiaries recruited for the project	They are actively looking for work	Obtained employment
9	Beneficiaries recruited for the project	They become independent financially and leave the shelter	Got out of homelessness
10	Wroclaw Circle St. Brother Albert Aid Society	It makes use of its experience and <i>know-how</i>	Testing new methods of activating the homeless
11	Wroclaw Circle St. Brother Albert Aid Society	It implements the accompaniment method	Developing of good practices in support of homeless people
12	Wroclaw Circle St. Brother Albert Aid Society	It supports the beneficiaries by offering contacts on the local market	Leaving the shelter for homeless people
13	The Municipality of Wroclaw	It offers Wroclaw Circle St. Brother Albert Aid Society funds for the implementation of tasks in the area of social and vocational integration of	Less need for the support of social workers and employees offered by labour agencies

		homeless people	
14	Municipality of Wroclaw, Lower Silesia Region	It delivers financial and organizational support for implementing integration projects, such as <i>Assistance from A to Z</i>	Less demand for social assistance
15	State and its agencies	It changes the existing legal framework in such a way that on a scale much larger than previously projects, such as Assistance from A to Z, are implemented systematically (scaling up)	Receipts from taxes and social insurance contributions and health insurance

Source: Own elaboration.

One identified at least 15 general mechanisms. However, they were too numerous to cover them here due to time, budget and people constrains which limited this impact evaluation. That's why we decided to concentrate on the analysis of the key mechanism which implied the whole intervention within the project and was based on the accompaniment method.

Stage 2. Data collection & propositions development

For theory formulation, the investigation began as a synthesis of policy and research literature. The mechanisms were refined through data gathering. We conducted the evidence review using principles of project logic. This ensured the study had methodological and theoretical integrity. Quantitative and qualitative research was required which was helpful to build up a picture of the project in action. The aim of data gathering was to increase understanding of the different CMO configurations which have been triggered by the project. Multiple sources of knowledge were used. All research questions were addressed by referring the available literature. In field studies were used:

- Analysis of administrative information (including programming documents);
- Analysis of data from the monitoring system (application form, reports);
- Analysis of publications on existing solutions in the area covered by the project and experience in implementing similar projects;
- Individual semi-structured interviews;
- Ad hoc studies (thematic studies specific issues arising during the implementation of the project), most often carried out under the e-mail correspondence or telephone calls.

For the data collection, the detailed research was helpful and different information was collected from different stakeholders, then different stakeholders had different information because of their different roles in the project. Thus, the idea was to confront opinions of different groups: (1) representatives of beneficiaries, i.e. participants of the project, homeless and excluded people, under the care Wroclaw Circle St. Brother Albert Aid Society, (2) representatives of Wroclaw Circle St. Brother Albert Aid Society, i.e. the project staff, and (3) representatives of indirect stakeholder. The study involved: (1) 9, (2) 7 and 4 people. Information about the responses – who responded in what ways and why - was needed to understand mechanisms. In field studies, respondents were asked to a scale their assesses of the level of implementation of the various stages of project activities from 1 to 5, where 1 means very low, 2 - rather low, 3 - neither low nor high, 4 - rather high, and 5 - definitely high (tables 10-12).

Table 10: Impact evaluation questions asked the beneficiaries of the *Assistance from A to Z* project

Assessment (level of the various stages of project activities)	Representatives of indirect stakeholder
	n
Did the project cause a change in your life and/or social situation?	
1	0
2	0
3	0
4	5
5	4
Did you manage to find the job thanks to the project?	
1	0
2	0
3	1
4	3
5	5
Did you renew contacts with family, friends, establish new relationships friendly thanks to the project?	
1	0
2	0
3	7
4	1
5	1
Did you start doing something new thanks to the project?	
1	0
2	0
3	3

4	3
5	3
Did the project help you to leave the shelter?	
1	1
2	4
3	4
4	0
5	0
What would you do, if you did not take part in the project?	
1	0
2	1
3	7
4	1
5	0
Does the subsidy, which you get in the project during 6 months, allows you to cover living and social needs and social? What do you spend it on?	
1	5
2	3
3	1
4	0
5	0
Did the presence of accompanists supported your activities in the project?	
1	0
2	0
3	3
4	3
5	3
Did the accompaniment method support you to gain an individual success?	
1	0
2	0
3	3
4	3
5	3

Source: Own elaboration.

Respondents generally appreciated the impact of the project on their current life situation. On the question on its changing as a result of the project, the respondents pointed out the full impact of the implemented activities. Through participation in the project, they remarked that “at some things I look differently, I became adult, I learned to think differently”. Every time they also emphasized aspect of getting a job. They noticed the change in the social perception (“people started to trust me, because I

showed that I wanted to find a job”). They noticed the interior transformation (“I became more active”, “I established contacts with people”). They pointed to the acquired social skills (“I changed my way of thinking”, “I became more active” “I came out of the torpor of life”, “I became more disciplined and independent” “I was more motivated to work and I wanted to live”).

Basically, beneficiaries felt that due to the project they managed to take the job, although it was not always in coincidence with their dreams and aspirations, as well as the earlier declarations of the project staff. Finally, the majority of respondents was highly satisfied with its current situation, even if it appeared a voice that under the project it was not sought for a “good work”, but any work for the beneficiaries.

Not quite satisfying was the aspect of social integration with family and old friends (often the beneficiaries did not take attempts to contact people who they were linked to due to the painful past). If there already was a good relationship with the loved ones, the beneficiaries’ involvement in the project only strengthened it. Where these relationships were not present, the most common situation was still pending. Definitely good looked newly acquired contacts, which the beneficiaries directly gained thanks to the participation in the project. They formulated statements pointing to a group of colleagues and friends, mostly related to the work environment. Beneficiaries stressed the unwillingness to maintain peer relationships with people from shelters.

Only a part of the respondents declared that the project contributed to undertake new activities. Mostly beneficiaries pointed to the insufficient salary, which would be the guarantor of a new activity. However, some respondents pointed out that by participating in the project their interest in culture increased (“I go to the cinema, once I was in the theatre”, “I began to meet with colleagues”, “I go to the library for reading – I read”).

An important element of the impact study is to determine the degree of independence of the recipients, which - as it turned out after the completion of the project - was relatively low. On the question of what would beneficiaries need to live outside the shelter, the respondents pointed to "a higher salary, to rent a room," and "those people with whom you could rent an apartment"). It turned out that the element of self-empowerment was one of the unplanned effects of the project, which Wroclaw

Circle St. Brother Albert Aid Society has not provided at the stage of writing a project bid: the concept was, that, thanks to the acquired work, beneficiaries will have the financial resources to be able to leave the shelter and start an independent life. There was no assumed that by taking a job, beneficiaries will be given to the majority dictates bailiff, that they will have to settle their financially-legal situation (mostly related to alimony costs), as well as that their received basic salary would be so low that it does not allow them to live independently in the local environment, where the living costs are among the highest in Poland. The positive impact of the project is, however, declarations of respondents that they dream of becoming independent. They also declared to strive to become self-sufficient, and some of them already have definite plans in this regard.

Beneficiaries clearly differ their lives “before and after the project”. They can compare the quality of life by joining the project, and after its successful completion. Answering the question: “What would you do, if you did not take part in the project?”, respondents could hardly imagine an alternative scenario (“I do not know”). Only some of them declared that they “would be working, although not legally”, or they “would be looking for work”. At the same time they stated that their quality of life would certainly be worse than today. When asked about the importance of “cost-benefit”, the vast majority responded that “it was worth it to participate in the project” and declared their participation in similar activities in the future.

An important issue regarding the project's impact on the behaviour of beneficiaries was the change of their habits and generating of new needs, usually at higher level. Answering the question “Does the subsidy, which you get in the project during 6 months, allows you to cover living and social needs and social? What do you spend it on?” respondents pointed to basic questions (buying clothes and shoes, the fee for a room in a dormitory). They always emphasized that the salary is not enough to “stand on its own feet”. Less often they pointed to meeting social needs (“Expenses: cigarettes, mobile phone, Internet, premium cable TV”, “twice a month going to a cinema”). Partly this response has to be associated directly with a small budget, that homeless people have, on the other hand, they are the result of education, origin and past experience. Therefore, one should positively assess some statements of the beneficiaries who, through participation in the project acquired a new social competence (e.g. they began to read books or to travel) and they began independently to search for spending their

leisure, which does not relate to the budget (“Once a week I go with colleagues fishing for a day. It comes cheap”, “I cannot afford buying books, but I do reading books on the Internet”).

Asked about accompanists, beneficiaries highly evaluated their role, their involvement in motivating beneficiaries to remain in the project, to push them to complete various stages and to use acquired competences in practice. Only a small part of the respondents assessed that the involvement of accompanists was too small (“they did it only for money”) and this involvement wasn’t supportive for beneficiaries to continue its participation in the project. At the same time, they stressed that the accompanist is a key person in the project due to the fact that he/she supported participants both in solving individual problems as well as in playing an important role in the team tasks (“no one in the Municipal Social Assistance Centre helped me so far”, “the accompanist had time to really be interested in me”). While conducting semi-structured interviews, beneficiaries referred to the association method, whereby it should be noted that they do not associate the term with the implementation of the project and its various stages. They associated rather “the accompanists’ method” with activities in which they participated through the prism of “accompanist”, that is advisor and mentor who supported them at the stage of individual development. Initially the method seemed to be for a large group of respondents “pointless” (“I wanted to go to work, and they told me to stick figures with plasticine”, “I thought that I would go to work immediately, however, I chased a ball for sports instead”).

With the progress of the project, opinions on the methods have evolved over more and more positive (“I realized that I should come for art classes on time because they were interesting. I never did anything like that in my life before”, “You had to wash, to dress and to go to class. Otherwise it would be a shame”). A mix of individual and group support was according to beneficiaries helpful to understand “what it’s all about”, “why I do not want to live in a shelter, not with these people”. Finally, the respondents acknowledged that the association method to a high degree has helped them achieve success (“It let me have a hope, that I am not hopeless”, “People began to respect me”).

Table 11: Impact evaluation questions asked the staff implementing the *Assistance from A to Z* project

Related evaluation questions	Assessment (level of the various stages of project activities)	Representatives of Wroclaw Circle St. Brother Albert Aid Society
		n
Key impact evaluation question: To what extent can a specific (net) impact be attributed to the intervention?		
Net effect of the intervention	1	0
	2	0
	3	0
	4	4
	5	3
Impacts of social welfare reform on individuals and communities, including the ways individuals' sense of identity is shaped by their interactions with welfare policy and its reform (including gender and generational issues)	1	0
	2	3
	3	3
	4	1
	5	0
Impact attributed to the intervention	1	0
	2	0
	3	1
	4	3
	5	3
The same outcomes without the intervention	1	4
	2	3
	3	0
	4	0
	5	0
Outcomes of the intervention for the beneficiaries concerned	1	0
	2	0
	3	0
	4	3
	5	4
Outcomes of the intervention for Wroclaw Circle St. Brother Albert Aid Society	1	0
	2	0
	3	0
	4	1
	5	6
Outcomes of the intervention for stakeholders (Municipality, Region, Government)	1	5
	2	1
	3	1
	4	0

	5	0
Any outcomes which were not originally intended	1	5
	2	2
	3	0
	4	0
	5	0
Key impact evaluation question: Has the intervention made a difference?		
Intended activities necessary for outcomes	1	3
	2	1
	3	1
	4	1
	5	1
Intended activities sufficient for outcomes	1	0
	2	0
	3	2
	4	3
	5	2
Intervention needed to produce outcomes	1	0
	2	0
	3	0
	4	3
	5	4
Impacts happened anyhow	1	2
	2	4
	3	1
	4	0
	5	0

Source: Own elaboration.

In terms of a net effect of the intervention, representatives of Wroclaw Circle St. Brother Albert Aid Society assessed this aspect very positive (“In many cases generated indicators were higher than 100%”). They concluded that it was worth it to implement the project under circumstances in which it was being implemented and due to principles on which proceeded. There was however an opinion that the workload was disproportionate to the achieved results (“We put into this project a lot of effort, however, now instead of shelters we have a 'employee hotel': our beneficiaries are working and still cannot afford to live independently”). This does not mean that it was not worth to carry out the intervention. This opinion was rather indicate that the activities carried out were necessary, but not sufficient for full independence of the

recipients. Respondents highlighted the positive effects of the impact on both the beneficiaries (“They become more aware of their social roles, capabilities”, “They wanted to move out and become independent”, “They got rid of or are on the way of getting rid of an addiction, even if the process will take time”) and Wrocław Circle St. Brother Albert Aid Society (“We tested the method of accompaniment”, “We figured out, what works and what does not, what we leave or change next time”). At the same time, they hardly noticed or could not indicate the impact of the intervention on a larger scale in the context of social acceptance, or revised procedures for public institutions.

On the basis of observations which were conducted during the project, it was found that the project enhances the intervention, and even effectively replaces the traditional forms of assistance. But beyond that, the project is in line with policies in the area of labour market and social welfare, in fact, “no one wants to put money on the activation of the homeless”, which would be related to a change of system solutions and increase of the scope of public intervention in favour of the homeless process through the implementation of such mechanisms that were used in the project (e.g. through the use of methods of accompaniment).

Respondents felt, that achieving the same outcomes without the intervention would not be possible (“The project broke Wrocław Circle St. Brother Albert Aid Society’s thinking about activation and showed that it is impossible to achieve high quality results, but you have to invest in it, and the traditional activities of the Wrocław Circle St. Brother Albert Aid Society were so far only based on intervention, basically maintaining alive and did not lead in the direction of the activity and independence of the homeless”). They emphasized that the key to achieving the planned results was a specific approach to beneficiaries, unknown on a wider scale in their efforts to social and professional integration of homeless people. This approach, “the accompaniment method”, is oriented on the progress of individual transformation and previously accumulated knowledge shows that without the support of individual homeless people are not able to return to the desired social and professional roles.

Among outcomes of the intervention for the beneficiaries concerned, respondents highly recognized, that those obtained as a result of participation in the project (“enhanced autonomy”, “establishing of new social bonds”, “improving of social functioning”, “taking care of appearance”, “ability of self-presentation”), they are also

crucial for the long-term outcomes (“gaining independence”, “getting out of homelessness”). Among outcomes of the intervention for Wrocław Circle St. Brother Albert Aid Society respondents indicated the opportunity to test the accompaniment method, which continues to be an innovation in working with the homeless people. In addition, the experience gained even more consolidated the project team and raised the quality of social services. Nevertheless, outcomes of the intervention for the stakeholders (Municipality, Region, Government) was minimal (e.g. “a change of ideas about possible actions in the area of social integration”). They did not translate on a larger scale at the local, regional or national level. Among the unintended outcomes one mentioned that some people get independent as a result of the work they have acquired in their project.

When asked what were the intended activities necessary for outcomes, respondents felt that all activities carried out were necessary (cycle: from social inclusion by raising the professional competence to work experience as part of the offered internships). Among the intended activities which should be sufficient for outcomes, they pointed to increased individual social and vocational integration with the ability to work, during which the beneficiaries would get professional skills and experience for the job. They stressed, however, that in such a hypothetical situation, the results would certainly be different. Respondents emphasized that the intervention within the project *Assistance from A to Z* was necessary to get the outcomes (“It was crucial to rearrange the support according to the stages of activation: from 'soft' intervention to 'hard' internships with employers; proceeding step-by-step and gradual introduction of more difficult and more complex aspects for participants. In addition, financial incentives - scholarships - and individual help offered by accompanists, who were available to participants all the time and gave emotional support”).

Table 12: Impact evaluation questions asked the indirect stakeholders of the *Assistance from A to Z* project

Assessment (level of the various stages of project activities)	Representatives of indirect stakeholders
	n
Did the project result in a change in the current practice in providing services to homeless people?	
1	2
2	2
3	0
4	0
5	0
Was the project successful in terms of introducing of new arrangements to the local public policies?	
1	2
2	2
3	0
4	0
5	0
Is there a relationship between the implemented project and its outcomes?	
1	0
2	0
3	0
4	2
5	2
Would one achieve the same results and to the same extend without the project implementation?	
1	4
2	0
3	0
4	0
5	0
Is the association method is an effective way to stimulate the social and vocational integration?	
1	0
2	0
3	0
4	0
5	4
For whom was the association method useful?	
1	0
2	0
3	0
4	0
5	4
For whom was the association method not useful?	

1	4
2	0
3	0
4	0
5	0

Source: Own elaboration.

The respondents assessed that the project did not alter the existing practice in the provision of services to homeless people. It has to do with the time, when the project was implemented (parliamentary elections, which resulted in a change of the ruling government, the lack of publicly presented priorities for the previously existing legislation in areas where the project concerned). The project – according to the respondents - did not contribute to the introduction of new arrangements to local public policy. Reasons referred to the arguments under the first question. In addition, it was associated with a relatively weak culture of cooperation of local self-government with non-governmental organizations for the introduction of new standards for public governance.

At the same time respondents recognized that there exists a relationship between the implemented project and its outcomes. Actions for social and vocational integration at the local level, which results in getting employment, have been carried out by Wroclaw Circle St. Brother Albert Aid Society for many years. On this basis it is possible to assess the number of homeless people who got independent. Over 90% of the total number of beneficiaries of Wroclaw Circle St. Brother Albert Aid Society who have left the shelter and took employment, are participants of activation projects similar to *Assistance from A to Z*. Without the project the same results and the same level would be not achieved, because homeless people are socially excluded. They have many features that make that they do not have equal opportunities in the labour market (bad health condition, addictions, disabilities, low and often outdated skills, low social competence).

Without the support of people who help them in getting out of homelessness, beneficiaries would not be able to achieve results, such as the completion of the cycle of project activities. In the opinion of respondents, the association method is a highly effective way of social and vocational integration. The advantage of this type of solution over the other, is the individualized approach to the beneficiary and the integrated support for all levels of impact on the change of attitude from social activation and the

simple, daily routines ("taking care of yourself") to the more complex ("functioning in a team") until after crucial for the social functioning ("finding and keeping a job"). This method was highly useful to the beneficiaries, but also Wroclaw Circle St. Brother Albert Aid Society and the accompanists could enrich their own instrumentation. However, the accompaniment method will not be used in any situation, e.g. complex addiction or mental illness. Next propositions were developed to be evaluated as part two at this stage. They were elaborated by searching for patterns about a particular theory area related to CMO11.

Theory area I: *Know-how of accompaniment method*

The aim of accompaniment is to restore subjectivity and dignity of an individual and to equip it with specific competencies and skills necessary to be a part of society, particularly in the labour market. This method applies to process (accompaniment), product (support model), actors (beneficiary, accompanists, institutions), management (participation, multi-sectoral partnership), orientation to the common good (equal opportunities) and public values (solidarity). Accompaniment was developed in France. Based on observations of local conditions and experiences, Wroclaw Circle St. Brother Albert Aid Society (and other selected NGOs in Poland) came up with the idea of joining forces and powers of public services and charity organizations working for the benefit of job seekers. Wroclaw Circle St. Brother Albert Aid Society began application of this method in domestic environment.

The following propositions resulted:

- A clear understanding about the purpose and nature of the accompaniment method by potential users will determinate the extent to which this innovative approach is routinely used in practice of social service;
- The properties of the accompaniment method will influence whether and how it is implemented in practice.

Theory area II: *Testing & Developing of accompaniment method*

The accompaniment method was established as a grassroots initiative and was initially applied in Eastern and Southern regions of Poland. Each time they were solutions implemented tailored to the local specifics, but the general rule is that the accompaniment method combines into a single coherent strategy three types of support:

income-oriented, pro-employment and service for excluded people, which is consistent with the concept of active inclusion. However, it has been not directly fixed institutionally in the Polish law. Integrated funding of such an approach is not the case in Poland. It is dispersed into separate mechanisms of funding for each of these areas and only a smooth amount of public money is transferred to non-public and non-governmental entities such as: employment agencies, training institutions, social dialogue institutions, local partnership institutions within the outsourcing of public tasks to non-governmental and religious organizations. Financial framework is based mainly on the European Social Fund, which is distributed in Poland at both the national and regional level. It is not system-, but project-oriented approach.

The following propositions resulted:

- Accompaniment method, based on established low framework which is developed through inclusive and transparent processes can be more used in practice;
- Accompaniment method, based on clear and robust evidence base is more likely impact positively on outcomes;
- Locally developed modifications of accompaniment method may be more useful and effective for both beneficiaries and practitioners

Theory area III: Impact of accompaniment method

The impact of the accompaniment method on practice is positive but it is rather hard to find evidence for this. It is very context-bound. However, within studies there is evidence to indicate that the accompaniment method can be influential, if only to raise awareness about its opportunities to implement it into current low-based solutions.

The following propositions resulted:

- The impact of the accompaniment method is influenced by the type of the particular approach being used, by who is using it/how and what circumstances;
- The key element of implementation is the accompanist, the person who uses it in practice;
- The impact of the accompaniment method on decision making is influenced by current political situation and interests expressed by decision makers;

- The accompaniment method will impact on the scope of traditional social services in Poland;
- The accompaniment method influences beneficiaries depending on who and how is using it while delivering the service.

Theory area IV: Implementation & Use

The accompaniment method is based on diversity and mixed forms of support for the groups at risk of unemployment or the ones defavourized in the context of the labour market. This model consists of the following steps:

- First contact: building a climate of trust, creation of the best conditions that will encourage to interact and build mutual understanding;
- Active listening: the aim of the accompanist is to learn needs of the beneficiary, find bottlenecks which hinder the integration with the labour market, to propose solutions;
- Evaluation: development of vocational plan, feasibility study and implementation of the plan in a shorter and a longer period of time;
- Diagnosis/goal: it is about developing a strategy and action plan. To make this possible, it is necessary to: develop the required tools, including a CV and cover letter, determine the direction of the job seeking (sectors), start an active search (selection of training offers and job opportunities);
- Job search: developing a strategy which is the culmination of all the work done during previous phases. It is necessary to provide a person with available resources necessary to find permanent/temporary work or training in accordance with a vocational plan created earlier.

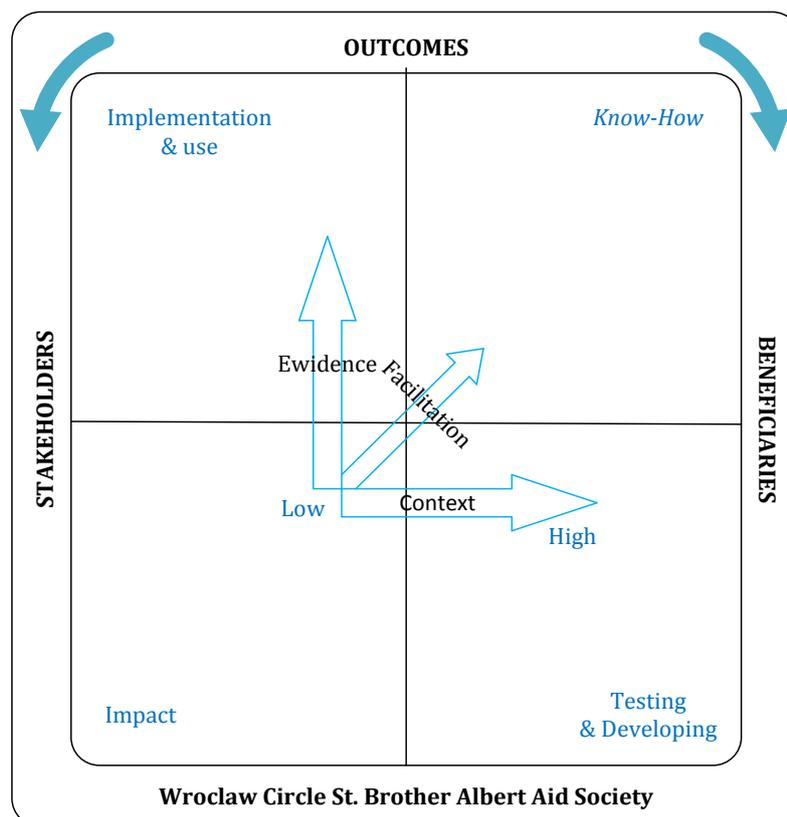
Approaches to implementation, including clear project leadership, that have a scope to identify and address the complexities of use may be more successful in encouraging uptake than those that do not. In addition, certain contextual factors may facilitate or inhibit the use of the accompaniment method, although what these detailed factors are requires further investigation (the general factors are obvious: time, people, budget, scale).

The following propositions resulted:

- Interactive approaches and strategies to implement the accompaniment method may influence whether or not it is used in practice;
- The support of the project leadership may increase the likelihood of the ongoing use of the accompaniment method;
- Embedding the accompaniment method into systems and processes may facilitate use, but there is a lack of evidence about how this might work for different groups of stakeholders or in different contexts;
- Some contexts will be more conducive to using of the accompaniment method than others, but it is unclear what might work in what circumstances and how.

All four theories analysed referring to CM011 are presented in figure 15.

Figure 15: Theories on accompaniment method as key impact mechanism of the *Assistance from A to Z* project



Source: Own elaboration adopted from Rycroft-Malone et al., 2010.

Step 3. Data analysis & integration facilitated CM011 specification

The next step was to detail individual propositions and translate them into CMOs. This work required the formulation of a number of alternative scenarios for all four

areas theory. Here is an example of analysis of one of the propositions concerning the theory area I (table 13).

Table 13: Analysis of theory areas related to impact evaluation of key mechanisms in the *Assistance from A to Z* project

Propositions CMO11			
Theory area I			
CMO11	Context	Mechanism	Outcome
1	Stakeholders are aware about the accompaniment method	They are intensively involved in the implementation of project activities	They rearrange existing legal solutions in such a way that the method becomes a part of the social system
2	Stakeholders are aware about the accompaniment method	They are not involved in the project activities, however, they monitor them and assist Wroclaw Circle St. Brother Albert Aid Society	They rearrange existing legal solutions in such a way that the method becomes a part of the social system
3	Stakeholders are aware about the accompaniment method	They do not engage in the project implementation and do not support Wroclaw Circle St. Brother Albert Aid Society in these activities, however, they have a positive assessment of the results achieved	They rearrange existing legal solutions in such a way that the method becomes a part of the social system
4	Stakeholders are aware about the accompaniment method	They do not engage in the project implementation, do not support Wroclaw Circle St. Brother Albert Aid Society in these activities, and have no knowledge about the results achieved	They don't rearrange existing legal solutions
5	Stakeholders are not aware about the accompaniment method	They are intensively involved in the implementation of project activities	They rearrange existing legal solutions in such a way that the method becomes a part of the social system
6	Stakeholders are not aware about the accompaniment method	They are not involved in the project activities, however, they monitor them and assist Wroclaw Circle St. Brother Albert Aid Society	They rearrange existing legal solutions in such a way that the method becomes a part of the social system
7	Stakeholders are not aware about the accompaniment method	They do not engage in the project implementation and do not support Wroclaw Circle St. Brother Albert Aid Society in these activities, however, they have a positive assessment of the results achieved	They rearrange existing legal solutions in such a way that the method becomes a part of the social system
8	Stakeholders are not aware about the accompaniment method	They do not engage in the project implementation, do not support Wroclaw Circle St. Brother Albert Aid Society in these activities, and	They don't rearrange existing legal solutions

		have no knowledge about the results achieved	
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Source: Own elaboration.

Once alternative CMOs have been developed and the data have been collected, they needed to be analysed. The logic of analysis was “inter-group, inter-approach and intra-project” comparison. At this stage, cross-check theories against the evidence analysis was performed which should eliminate or revise CMO11 configurations so that only those that have had a causal influence remained. Cross-case comparisons were helpful to determine how/whether the same mechanisms played out in different contexts to produce different outcomes. This process resulted in a set of theoretically generable features addressing our key evaluation question: the accompaniment method: what works, for whom, why and in what circumstances?

Step 4. Findings - contribution to theories areas

At this stage, conclusions could be used to update the initial theories areas. Analyses showed, that initial propositions (conjectured CMOs) that were developed from the evidence review only partially correspond to the findings that emerged. From the iterative analysis process of scrutinizing contexts, mechanisms and outcomes, we were able to draw out what works, for whom, how and in what circumstances in relation to the use of the accompaniment method, what is the clue of the realist impact evaluation.

6.3 Results

This impact evaluation showed that the project achieved its stated objectives. It should be recognized that the cause to achieve results at a level at which they are located, was the complexity of its step-by-step approach and duration, as well as the method used.

However, summarizing the aspect “What works?” one has to mention, that the accompaniment method – as a new way of implementing the social service offered to homeless people within the *Assistance from A to Z* project – was assessed as an effective tool. It supported project activities addressed to both beneficiaries and Wrocław Circle St. Brother Albert Aid Society. However, indirect stakeholder could profit from it in only a limited way. Also there was a clear evidence which showed that the accompaniment method enabled the extension of traditional roles. Not more the social workers, but

individual mentors were key persons while implementing the method. They facilitated the autonomous practice, which resulted in more accompanists' services. This were perceived to be positive developments by beneficiaries. However, it was difficult to determinate whether it was the accompaniment method itself or rather the framework of the project that supported the autonomous practice while the intervention has been implemented. Other findings related to the extension of traditional roles showed the Wroclaw Circle St. Brother Albert Aid Society' leadership which was crucial for establishing different management solutions (i.e. vocational practice which was offered by local institutions). In this terms unintended outcomes were generated, like the Municipal Social Assistance Centre' engagement into recruitment activities. Unfortunately, referring to incentives, the accompaniment method linked to the existing low-framework won't be consistently used. Nevertheless, the accompaniment method was perceived as making the difference both by beneficiaries, Wroclaw Circle St. Brother Albert Aid Society and stakeholders. Most of the participants certainly made an enormous progress and the project was an opportunity for them to change the thinking of themselves, and in consequence, to deal with the challenges in getting a job, in renewing contacts with the family, and in settling legal matters. However, this group, for which the intervention was the most effective one, there were people with disabilities and at the age of 50+, which was related to their strongest motivation for independence. At the same time the intervention was ineffective for those who do not have the willingness to change and who returned to addiction.

In general, among social outcomes of interventions for the beneficiaries one can indicate:

- Increased self-awareness;
- Higher self-esteem;
- Increased motivation to come out of homelessness;
- Greater willingness to cooperate with others;
- New social contacts;
- New interests and hobbies.

In parallel, the method occurred also a suitable tool to increase existing practices and improve the quality of services offered by both Wroclaw Circle St. Brother Albert Aid Society and accompanists. However, despite existence of evidence on effectiveness

of method, stakeholders rarely used it. An important element of the effectiveness of interventions for Wroclaw Circle St. Brother Albert Aid Society one could mention:

- Intensifying in a relatively short period of time a large group of beneficiaries;
- Implementation and testing of the accompaniment method;
- Optimization of project management processes.

Indirect stakeholders could make profit by:

- Getting new employees;
- Motivated, determinate and competent employees;
- Less public subsidies paid to them.

The question “How? brought evidence, that existing set of activities and their sequence (integrity and complexity) was appropriate, necessary and effective from the perspective of beneficiaries, Wroclaw Circle St. Brother Albert Aid Society and stakeholders. The method wasn’t explicit used and shared with beneficiaries. However, its principles were referred to and led the project intervention. It was embedded into appropriate project documentation. What was crucial in terms of active participatory of beneficiaries, were different supportive tools (free public transportation, financial subsidy).

Considering the aspect of “In what circumstances?”, the key element was related to the leadership offered by Wroclaw Circle St. Brother Albert Aid Society which was running the project implementation. Other supportive elements were the way how the team managed the project and tailor-made sequences of activities offered to beneficiaries. Other crucial contextual factors were:

- Demands of local businesses for new employees;
- Interest of public institutions in vocational activation of homeless people;
- Favourable conditions related to the availability of European funds (including ESF);
- Increasing professionalization of the activities carried out by NGOs.

Our realist evaluators’ task was concerned within finding out about what the contingencies between mechanisms and contexts were. We found that although stakeholders were aware about the accompaniment method and the appreciate its

positive impact on project outcomes, they didn't engage to influence the change in current law-framework. However, it was rather time consumed to observe, that it is to say that the same findings would result in different care delivering settings. This should be tested through detailed research and in-depth going procedures, which we did not have the resources to accomplish within this study. The impact evaluation will surely interesting to public institutions offering social services. Also private sector can profit from elaborated findings. Last but not least, this impact evaluation should be also considered by Wroclaw Circle St. Brother Albert Aid Society itself. It can be helpful by reorientation of its basic activities which will be necessary if the long-term outcome, self-sufficiency and independence of homeless people will be achieved. Moreover, the project was a breakthrough in the sense that Wroclaw Circle St. Brother Albert Aid Society broke the traditional way of thinking in the implementation of projects for the homeless people. For the first time such a large group of pupils participated in the activities, which resulted in starting work. Thanks to the project, the public institutions took up the cooperation with Wroclaw Circle St. Brother Albert Aid Society not only in terms of standard subsidies, but they supported the process of the establishment of social cooperatives, which create homeless people who participated in the *Assistance from A to Z* project.

The above analysis showed that social intervention carried out under the has changed the behaviour of individuals. It also brought the desired social change by taking their jobs and causing changes in their life aspirations. At the same time the above analysis helped to understand better one of the mechanisms of the described intervention that was crucial for the change (the accompaniment method). At the same time the analysis indicated that the project did not affect the existing institutional arrangements and did not cause changes in policies, programs, strategies, and the new division of tasks and the quality of cooperation between the sectors. It was due to the micro scale of the intervention. However, regardless of the above, one can formulate a cautious thesis that the outcomes can to some extent be generalized, particularly at the different local entities in Poland or in other countries/regions of Central and Eastern Europe, which have a similar welfare model (e.g. the Czech Republic, Hungary, Slovakia).

7. Economic evaluation

7.1 Introduction

In the economic analysis of social projects and programs is possible to use different options, including:

- Option 1: A cost-benefit analysis (CBA);
- Option 2: A cost-effectiveness analysis (CEA);
- Option 3: A Social Return on Investment analysis (SROI);
- Option 4: Making use of a previous economic evaluation.

In terms of the *Assistance from A to Z* project analysis, option 3: A Social Return on Investment analysis (SROI) was selected.

Social Return on Investment (SROI) refers to the Return on Investment (ROI) – concept from the business world. Calculating the financial ROI is quite straightforward and commonplace within many organizations. The ROI is the number of times an investment is earned back by the investor. The ROI, however, fails to incorporate other returns like the social, environmental or cultural values (or social impact) that have been created for different stakeholders. The method of SROI is designed to ascertain these values (EVPA, 2016).

Selecting the SROI analysis is connected with the fact that it combines the advantages of cost-benefit analysis with the social audit. What makes it unique is the monetary presentation of all relevant investments and the effects of the activity, so simply conversion social influence into money. SROI ratio indicating the ratio of investment in the enterprise to the benefits received from it society will allow to demonstrate the legitimacy of such projects. SROI analysis choice was dictated by the fact that it focuses on the impacts and long-term impact, which in the case of target group of the *Assistance from A to Z* project is of great importance. SROI taking into account the financial costs of the project confronts us with its effects, which are often overlooked. What is important is the fact that the SROI takes into account the perspective of the stakeholders, which promotes objectivity. SROI analysis well describing the NGO's activities, hence it was considered appropriate to apply it to the

analysis of the project implemented by the NGO. We believe that SROI analysis provides a set of tools and skills that can be helpful to a full understanding of how NGO's work translates into results.

The main objective of SROI analysis is to obtain information on the SROI ratio generated by the project *Assistance from A to Z*. This allow to economic evaluation as an extension of impact evaluation in the frames of INNOSI project. SROI report can form the basis for the creation of new projects of social and vocational support of homeless people and increase the efficiency of activities conducted by Wroclaw Circle St. Brother Albert Aid Society and other entities working for the homeless: public institutions (including social assistance centres) and NGO's.

Due to the limited time, personnel and financial resources and small scope of the project, the analysis was performed in a simplified manner, taking into account only the key generated by its benefits and losses. The analysis was carried out by two analysts from outside the organization, the members of INNOSI Poland team, during the period of time: 01.06.2016-15.10.2016.

The applied SROI analysis has got an evaluation character, based on the observed effects of the project, but it also contains elements of prognostic analysis, indicating how much social value will be created if the activities meet our intended outcomes in the next 5 years.

This analysis was carried out in Polish legal currency (Polish Zloty, PLN), in which the expenditures were incurred and benefits were achieved.

Research questions for SROI are as follows:

- What was the real cost of the project?
- What is the input, activity, output and impact of the *Assistance from A to Z* project perceived by the key stakeholders?
- What are the effects: deadweight, displacement, attribution and drop-off of the *Assistance from A to Z* project?
- Did the achieved outcomes justify the invested resources?
- Was this project the most efficient way of implementing the desired outcomes?

Making SROI analysis, according to the methodological assumptions, will allow to answer these questions and obtain information about the SROI ratio for *Assistance from A to Z* project.

The analysis includes the following stages:

STAGE 1. Determining the scope of the analysis and identifying key stakeholders and methods of their inclusion in the development of analysis
STAGE 2. Mapping outcomes – creating an “impact map”, which shows the relationship between inputs, outputs and outcomes
STAGE 3. Evidencing outcomes and giving them a value
STAGE 4. Establishing impact
STAGE 5. Calculating the SROI
STAGE 6. Presenting the results of the analysis

Point 7.2.1. covers the stage 1. and 2. of the SROI methodology. The Point 7.2.2. covers the stage 3. of the methodology. Point 7.2.3. covers stage 4., and the points 7.2.4, 7.2.5, 7.2.6, 7.2.7 cover stage 5. The stage 6 covers the whole economic evaluation. Point 7.3. covers stage 6. – presenting the results of the analysis and the interpretation of the result of SROI for *Assistance from A to Z* project.

7.2 Methodology

7.2.1 The scope of the analysis

The primary purpose of the analysis of SROI was the opportunity to obtain information on the value generated for key stakeholders in the framework of the *Assistance from A to Z* project.

The perspective of a specific agency, Wroclaw Circle St. Brother Albert Aid Society, as a leader of the project *Assistance from A to Z*, will be taken. The analysis takes into

account other key stakeholders, which are the beneficiaries of the project, the municipality of Wroclaw (including the institutions helping the homeless, as the Municipal Social Assistance Centre in Wroclaw and the District Labour Office in Wroclaw), Lower Silesia Region and the state. Apart from key stakeholders, also other stakeholders can be identified, as the project benefits the various parties.

SROI analysis has been subjected to the entire *Assistance from A to Z*, project, implemented in the period of time: 30.09.2012-30.10.2015. The project was implemented in three editions, in which the same kind of support has been offered. That is why, the editions are considered together, and the completion of the project has been analysed at the very beginning. We assume that the effects of the project will be long-term, however, being aware of the possible changes of social and vocational situation of the beneficiaries and taking into account the average age of beneficiaries, we determined the effects in the next 5 years.

The analysis was carried out according to the plan presented in table 14.

Table 14: Project plan for SROI analysis for the *Assistance from A to Z* project

Scope of analysis	<i>Assistance from A to Z</i> project implemented by Wroclaw Circle St. Brother Albert Aid Society;
Work plan	<ul style="list-style-type: none"> • Two analysts independent from Wroclaw Circle St. Brother Albert Aid Society, members of the INNOSI Poland team; • Analysis method: analysis according to the SROI methodology; • Analysis time: 01.06.2016-15.10.2016;
Sources	<ul style="list-style-type: none"> + access to stakeholders; + access to project documentation; + access to Wroclaw Circle St. Brother Albert Aid Society documentation; + access to statistical data; - small team of analysts; - the scarcity of financial resources;
Analysed period of time	30.09.2012-30.10.2015

Source: Own elaboration.

The key activity starting SROI analysis is to identify the stakeholders. Based on the analysis of the *Assistance from A to Z* project documentation and talk with project staff project stakeholders were identified. Belong to them:

- The homeless – beneficiaries of the project;
- Closest family members of beneficiaries (wife/husband, children);
- Downstream family members of beneficiaries;

- Friends of the project beneficiaries;
- Assistance from A to Z project staff;
- Wrocław Circle St. Brother Albert Aid Society
- Wrocław Circle St. Brother Albert Aid Society staff;
- Wrocław Circle St. Brother Albert Aid Society members;
- Wrocław Circle St. Brother Albert Aid Society volunteers;
- Entities cooperating with Wrocław Circle St. Brother Albert Aid Society, including the project area;
- The Municipality of Wrocław, including its institutions for social support and social services, such as: the Municipal Social Assistance Centre in Wrocław and the District Labour Office in Wrocław)
- Members of the local community;
- Taxpayers;
- Lower Silesia Region (regional authority);
- State.

Among the identified stakeholder groups, the key stakeholders were selected - who are essential for the generation of added value and project objectives Support from A to Z - and only them were included in the analysis. Categories of stakeholders are included and excluded as well as the reasons for that, are summarized in table 15.

Table 15: Assistance from A to Z project stakeholders

Key stakeholders	Reason for inclusion
The homeless – beneficiaries of the project	Primary beneficiaries who are likely to be experiencing significant outcomes if intervention is successful.
Wrocław Circle St. Brother Albert Aid Society	Executor of the project; NGO helping the homeless.
The Municipality of Wrocław, (the Municipal Social Assistance Centre in Wrocław, the District Labour Office in Wrocław)	A local authority, which statutory task is to support the homeless and in the area where the project was developed. Savings in social assistance spending if social and vocational activations improves.
Lower Silesia Region (regional authority)	A regional authority, implementing the tasks in the social sphere and financing their implementation, including EU funds. Since the project was financed by the European Social Fund under the Operational Programme Human Capital (2007-2013), under the regional component, it was found that the Lower Silesia Region, as an intermediary institution, is a key stakeholder, representing the European Union as supportive entity, including financially, in implementation of social activities.

State	The main entity responsible for the conduct of social policy, including social assistance. Potential for reductions in benefit payments and increased state income from taxes where employment is increased.
Excluded stakeholders	Reason for exclusion
Closest family members of beneficiaries (wife/husband, children)	Benefits too dispersed to be measured during the analysis
Downstream family members of beneficiaries	Benefits too dispersed to be measured during the analysis
Friends of the project beneficiaries	Benefits too dispersed to be measured during the analysis
<i>Assistance from A to Z</i> project staff	Deadweight effect: if they had not worked on this project, they would probably pursue other projects
Wroclaw Circle St. Brother Albert Aid Society staff	Deadweight effect: if they had not worked in Wroclaw Circle St. Brother Albert Aid Society on this project, they would probably work in other NGO
Wroclaw Circle St. Brother Albert Aid Society members	Deadweight effect: if they had not worked in Wroclaw Circle St. Brother Albert Aid Society on this project, they would probably work in other NGO
Wroclaw Circle St. Brother Albert Aid Society volunteers	Deadweight effect: if they had not been volunteers in Wroclaw Circle St. Brother Albert Aid Society, they would probably be volunteers in other NGO
Entities cooperating with Wroclaw Circle St. Brother Albert Aid Society, including the project area	Benefits too dispersed to be measured during the analysis
Members of the local community	Benefits too dispersed to be measured during the analysis
Taxpayers	Benefits too dispersed to be measured during the analysis

Source: Own elaboration.

Key stakeholders have been involved in the development of SROI analysis, and the information concerning the benefits have been obtained in two ways:

- Directly – within the framework of interviews with beneficiaries and executors of the project;
- Indirectly – using material from the *Assistance from A to Z* project and using the data provided by the relevant institutions and the data publicly available.

In the absence of the necessary data, the estimates were made, which is fully in line with the approach New Economics Foundation (Lawlor et al., 2008). Methods of key stakeholders inclusion in the development of analysis have been presented in the table 16.

Table 16: Key stakeholders inclusion in the development of analysis

Key stakeholders	Size of group	Methods of inclusion	The number of people involved
The homeless – beneficiaries of the project	136 homeless people	semi-structured interviews	9 beneficiaries
Wroclaw Circle St. Brother Albert Aid Society	1 NGO	semi-structured interviews with representatives of project staff: project manager, project manager assistant, specialist for assistance, accompanists in the project	7 people
		analysis of project documentation	None
		analysis of Wroclaw Circle St. Brother Albert Aid Society documentation	None
The Municipality of Wroclaw, (the Municipal Social Assistance Centre in Wroclaw, the District Labour Office in Wroclaw)	1 Municipality	analysis of project documentation statistical data	None
Lower Silesia Region (regional authority)	1 regional authority	analysis of project documentation statistical data	None
State	1 state	analysis of project documentation statistical data	None

Source: Own elaboration.

Impact analysis was started from an analysis of the objectives of the various categories of stakeholders and their relation to the objectives of the *Assistance from A to Z* project. These objectives are presented in table 17.

Table 17: Objectives of the project stakeholders and the objectives of the *Assistance from A to Z* project

Key stakeholders	Objectives of stakeholders	Objectives of the <i>Assistance from A to Z</i> project
The homeless – beneficiaries of the project	Obtaining financial and material support; Obtaining access to services; Support from the professional employees (lawyer, psychologist); Solving problems; Social activation; Obtaining employment; Obtaining a dwelling; Changing life situation	Main objective: acquire the skills and competencies of socio-professional Detail objectives: - Reduction or limitation of the negative social impact of homelessness; - Acquisition of competences enabling navigate the labour market;
Wroclaw Circle St. Brother Albert Aid Society	Support for homeless people; Solving the problems of the homeless;	- Acquisition or improvement of professional skills; - Acquisition of professional

	Social and professional activation of the homeless; Empowerment of the homeless	experience
The Municipality of Wrocław, (the Municipal Social Assistance Centre in Wrocław, the District Labour Office in Wrocław)	Support for homeless people; Social and professional activation of the homeless;	
Lower Silesia Region (regional authority)	Empowerment of the homeless	
State		

Source: Own elaboration.

In the next stage the impact map of the *Assistance from A to Z* project was developed (table 18). The impact map shows the resources of each category of stakeholders, their activity, products and results of operations obtained in this way. In this analysis beneficiaries were included because they contribute to the generation of added value.

The contribution of stakeholders in the project is a contribution in the form of time spent (in the case of beneficiaries and Wrocław Circle St. Brother Albert Aid Society staff) and the financial resources allocated by the Lower Silesia Region (regional authority) within the Operational Programme Human Capital (2007-2013), funding from the European Social Fund. We can measure time of staff, who are preparing the project – information in this regard are presented in table 18. The time sent by beneficiaries, has not been valued, because if they did not participate in the project, they would not do anything else.

The impact map contains only the positive effects of the project's impact. This is due to the fact that it does not generate any noticeable damage to the society, which should be considered an important advantage from the point of view of the SROI analysis.

Table 18: Impact map of the *Assistance from A to Z* project

STAGE 1			STAGE 2			
Stakeholders	Activity	Intended/unintended changes	Inputs	Value (PLN)	Outputs	Outcomes
The homeless – beneficiaries of the project (136 people)	Participation in v class; Job training, job counseling; Participation in vocational training; Participation in professional internships	Empowerment; Social activation; Solving problems Take employment; Establishing social relationships; Finding dwelling	Time	0,00	Activating classes (105 people); Job training (105 people); Working with a professional counselor - to create individual career (105 people); Vocational training (93 people); Professional internships (81 people)	Increased self-reliance; Raised social competence; Establishing social relationships; Improving the social functioning; Raised competencies related to looking for a job; Acquiring new skills and professional qualifications; Supplement of professional experience; Get a job; Out of homelessness
Wroclaw Circle St. Brother Albert Aid Society	Preparation and implementation of the project	Social and professional activation of the homeless; Solving the problems of the homeless; Empowerment of the homeless	Time	10000,00	Number of supported homeless people	Testing new methods of activating the homeless; Develop good practices in support of the homeless; Leaving the shelter / night shelters for the homeless
The Municipality of Wroclaw, (the Municipal Social Assistance Centre in Wroclaw, the	Cooperation in the framework of the current activity	Reducing the number of homeless people using the support of the Municipality of	None	0,00	Number of supported homeless people	Reduced demand for social assistance

District Labour Office in Wroclaw)		Wroclaw				
Lower Silesia Region (regional authority)	Financial support of the project	Social and professional activation of the homeless	Funds	3055425,38	Number of supported homeless people	Less need for social support organized by the Lower Silesia Region (regional authority) from EU funds
State	None	Social and professional activation of the homeless	None	0,00	Number of supported homeless people	Less need for assistance in the form of subsidizing health insurance contributions; Higher tax revenues, higher social security contributions and health insurance contributions

Source: Own elaboration.

7.2.2 Assembling cost data

Data on the costs of a programme were collected through:

- A review of financial reports, invoices and progress reports to funders;
- Interviews with key staff: semi-structured interview with project manager, semi-structured interviews with representatives of project staff: project manager assistant and specialist for assistance (2 interviews), semi-structured interviews with representatives of accompanists in the project (5 interviews);
- Interviews with beneficiaries: semi-structured interviews with representatives of beneficiaries (9 interviews).

In the analysis only direct project expenditure should be noted, because neither project beneficiaries nor co-operators bear any costs of participation in the project.

The next stage of the analysis involves determining the identified effects through the identification of indicators, data collection and monetization results. The indicators chosen for predetermined results are shown in table 19. Table 20 shows the ratios of subject monetization.

We assume that generated effects will be long-term, in the analysis of SROI consider them in the next 5 years from the completion of the project and we have taken into account at the drop-off at the level of 15%.

Table 19: The choice of indicators for the measurement of project outcomes

STAGE 3					
	Outcome	Outcome indicator	Source	Quantity	Monetization
Results for the homeless – beneficiaries of the project	Increased self-reliance	The number of cases handled independently by the beneficiary	Interviews with project beneficiaries, interviews with staff	60 people	No
	Increased social competence	The answer to survey questions	The checking survey in the project; Interviews with project beneficiaries, interviews with staff	117 people	No
	Establishing of social bonds	The number of people with whom new social relationships were established	Interviews with project beneficiaries, interviews with staff	60 people	No
	Improving of the social functioning	The number of social activities involving the beneficiary	Interviews with project beneficiaries, interviews with staff	60 people	No
	Raised competencies related to looking for a job	The answer to survey questions	The survey checking in the project; Interviews with project beneficiaries, interviews with staff	117 people	No
	Acquiring of new skills and professional qualifications	Successful completion of vocational training	Project documentation; Interviews with project beneficiaries, interviews with staff	104 people	No
	Supplement of professional experience	Successful completion of professional internships	Project documentation; Interviews with project beneficiaries, interviews with staff	89 people	No
	Getting a job	Employment contract, mandate contract	Project documentation; Interviews with project beneficiaries, interviews with staff; State data	40 people	Yes
	Getting out of homelessness	Leaving shelter / night shelter for the homeless and live in a dwelling	Wroclaw Circle St. Brother Albert Aid Society documentation; Project documentation; Interviews with project beneficiaries,	21 people	No

			interviews with staff		
Results for Wroclaw Circle St. Brother Albert Aid Society	Testing new methods of activating the homeless people	Number of implemented new methods / solutions working with the homeless	Wroclaw Circle St. Brother Albert Aid Society documentation; Project documentation; Interviews with project beneficiaries, interviews with staff	1 new method	No
	Developing good practices in support of the homeless people	Number of developed good practices in working with the homeless	Wroclaw Circle St. Brother Albert Aid Society documentation; Project documentation; Interviews with project beneficiaries, interviews with staff	1 good practice	No
	Leaving the shelter / night shelters for the homeless people	The number of people leaving the shelter / night shelters for the homeless	Wroclaw Circle St. Brother Albert Aid Society documentation; Project documentation; Interviews with project beneficiaries, interviews with staff	21 people	No
Results for the Municipality of Wroclaw	Reduced demand for social assistance	Saving funds spent on social assistance	Wroclaw Circle St. Brother Albert Aid Society documentation; Project documentation; Interviews with project beneficiaries, interviews with staff; The Municipal Social Assistance Centre in Wroclaw data	40 people	Yes
Results for Lower Silesia Region (regional authority)	Less need for social support organized by the Lower Silesia Region (regional authority) from EU funds	The number of measures and sub- measures which take into account support for the homeless as part of the PO WER	PO WER documentation	1 sub-measure	No
Results for the state	Less need for assistance in the form of subsidizing health insurance contributions;	Saving funds disbursed under a subsidized health insurance contributions	Wroclaw Circle St. Brother Albert Aid Society documentation; Project documentation; Interviews with project beneficiaries, interviews with staff; State data	40 people	Yes

	Higher tax revenues, higher social security contributions and health insurance contributions	Income from direct taxes paid by people who have taken up employment, social security contributions and other insurances	Wroclaw Circle St. Brother Albert Aid Society documentation; Project documentation; Interviews with project beneficiaries, interviews with staff; State data	40 people	Yes
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Source: Own elaboration.

Table 20: Indicators subject to monetization

STAGE 3				
Indicator	Quantity	Duration (in months)	Financial proxy	Value PLN
Employment contract, mandate contract	40	72	The minimum monthly salary for the work net in 2015 (1286.16 PLN)	617356,80
Saving funds spent in social assistance	40	72	The average monthly cost of shelter / night shelters for the homeless incurred by MOPS for homeless people without income in 2015 (340,00 PLN)	163200,00
	40		The average monthly cost of intentional benefits paid by the Municipal Social Assistance Centre in Wroclaw for homeless people without income in 2015 (150,00 PLN)	72000,00
Saving funds disbursed under a subsidized health insurance contributions	40	72	The average monthly cost of health insurance premiums paid by the district labour offices in 2015 (PLN 58.70)	28176,00
Income from paid by people who have taken up employment direct taxes, social security contributions and other insurances	40	72	The amount of monthly tax records, social security contributions and other insurance from the minimum monthly salary (824.52 PLN)	395769,60

Source: Own elaboration.

We estimated in the additionality for the *Assistance from A to Z* project at 100%, because without the European Union support project would not be realized. Wrocław Circle St. Brother Albert Aid Society does not have its own resources to implement such a large-scale activities and public authorities supporting the homeless in a very limited extent. Of course, with limited help, some homeless people become independent, which takes into account the deadweight effect.

7.2.3 Estimated impact of programme

Impact analysis must include an assessment of whether the results presented are in fact the results of *Assistance from A to Z* project. Establishing impact is important as it reduces the risk of overclaiming and means that our analysis will be more credible. It is only by measuring and accounting for all of these factors that a sense of the impact that the activity is having can be gained. Otherwise there is the risk of investing in initiatives that don't work, or don't work as well as intended.

Impact analysis takes into account effects: deadweight, displacement, attribution and defines the drop-off. The presence of the indicated effects, and their size was determined basing an estimate on the evaluator's experience and asking stakeholders.

The deadweight effect is connected with the fact that some of the benefits attributed to project could have been obtained without them. There is no way in this regard to make precise calculations, but the likelihood that without the EU support Wrocław Circle St. Brother Albert Aid Society would undertake such or similar project is very small. Similarly, the chance for positive change of the homeless without such projects is significantly lower. The project's most important target – taking up employment – was reached by 33% of the beneficiaries. Of those unemployed homeless people not participating in the programme, 6% took up employment (data on the use of services of Wrocław Circle St. Brother Albert Aid Society in 2015 (accommodation, meal) by the homeless; Wrocław Circle St. Brother..., 2016a). Hence, it was assumed deadweight of 6% for all indicators.

Analysing the impact of the project, we stated that there were no significant displacement effect. The activity of Wrocław Circle St. Brother Albert Aid Society, including *Assistance from A to Z* project, does not cause negative consequences for those homeless people who do not benefit from the association help. Activation of the

homeless do not cause the negative consequences for other categories of people requiring activation or for other social groups. The homeless undertake work on the open labour market, and not in the supported employment. The current unemployment rate in Wroclaw is about 3% and there are jobs places waiting for willing candidates to work.

The attribution effect takes into account the fact that not only the implementation of the project had an impact on the achievement of a positive outcome. Also contributed to this other actions had Wroclaw Circle St. Brother Albert Aid Society, as well as the Municipal Social Assistance Centre in Wroclaw and the District Labour Office in Wroclaw. Considering the percentage of persons, who look for a job in the total of beneficiaries the Wroclaw Circle is 6% and becoming independent and leaving the shelter / night shelter is 5% and information obtained in the interviews, we taken attribution effect at 5% for all indicators (table 21).

Table 21: Establishing impact

STAGE 4					
Indicator	Value PLN	Deadweight %	Displacement %	Attribution %	Impact
Employment contract, mandate contract	617356,80	6%	0%	5%	551 299,62
Saving funds spent on social assistance	163200,00	6%	0%	5%	145 737,60
	72000,00	6%	0%	5%	64 296,00
Saving funds disbursed under a subsidized health insurance contributions	28176,00	6%	0%	5%	25 161,17
Income from direct taxes paid by people who have taken up employment, social security contributions and other insurances	395769,60	6%	0%	5%	353 422,25

Source: Own elaboration.

7.2.4 Estimated monetary value of outcomes

We assume that generated effects will be long-term, in the analysis of SROI consider

them in the next 5 years from the completion of the project and we have taken into account at the drop-off at the level of 15%.

The analysis takes into account the discount rate, which is the rate of waiver of future measures to the present day cash, including interest rate risk. The rate shows the proportions in which future capital equates the effective value of the current assets. The discount rate of 3.5% has been assumed (as for the public sector assume 3.5%) (table 22).

Table 22: Consideration of discount rate

STAGE 5					
Indicator	Impact				
	Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5
Employment contract, mandate contract	551 299,62	468 604,68	398 313,98	338 566,88	287 781,85
Saving funds spent on social assistance	145 737,60	123 876,96	105 295,42	89 501,10	76 075,94
	64 296,00	54 651,60	46 453,86	39 485,78	33 562,91
Saving funds disbursed under a subsidized health insurance contributions	25 161,17	21 386,99	18 178,94	15 452,10	13 134,29
Income from direct taxes paid by people who have taken up employment, social security contributions and other insurances	353 422,25	300 408,91	255 347,58	217 045,44	184 488,62
Total	1 139 916,64	968 929,15	823 589,77	700 051,31	595 043,61
Present value of each year (after dsicounting)	1 101 368,74	904 505,73	742 830,79	610 054,27	501 010,75

Source: Own elaboration.

7.2.5 Calculate present value and assess efficiency

Calculations indispensable to calculate the SROI ratio:

- Total Inputs (TI);

- Value of Impact (CF);
- Present Value (PV);
- Net Present Value (NPV)

Total Inputs are calculated according to the formula:

$$TI = \sum_{n=1}^{\infty} I_n$$

where:

TI – Total Inputs

I - Input

Total Inputs for *Assistance from A to Z* project amount to PLN 3,229,371.71, which consist of the costs incurred by Wroclaw Circle St. Brother Albert Aid Society 10,000.00 PLN and funding from the EU PLN 3,219,371.71.

Value of Impact amounts to PLN 4,227,530.49. Total Present Value (PV) takes into account the discount rate of 3.5% and it is calculated according to the formula:

$$PV = \sum_{n=1}^{\infty} \frac{CF_n}{(1+r)^n}$$

where:

PV – Total Present Value;

CF – Value of Impact in the n-year;

r – discount rate (3.5%).

Total Present Value (PV) is PLN 3,859,770.28.

Having calculated the Total Present Value of our benefits, we deduct the value of our inputs (the investment) to arrive at the Net Present Value (NPV) according to the formula:

$$NPV = PV - TI$$

where:

NPV – Net Present Value;

PV – Total Present Value;

TI – Total Inputs.

Net Present Value (NPV) is PLN 630,398.57.

Then we can calculate the SROI ratio according to the following formula:

$$SROI = \frac{PV}{TI}$$

where:

SROI – Social Return on Investment ratio

PV – Total Present Value;

TI – Total Inputs.

SROI ratio for the *Assistance from A to Z* project is 1.20, meaning that there is PLN 1.20 of value for every PLN 1.00 of investment (table 23).

Table 23: Calculating SROI ratio

STAGE 5	
Total Present Value (PV)	3,859,770.28
Net Present Value (PV minus the investment)	630,398.57
Social Return PLN per PLN	1.20

Source: Own elaboration.

7.2.6 Distribution of costs and benefits

In the *Assistance from A to Z* project key stakeholders belong to the public sector entities (state, Lower Silesia Region (regional authority), the Municipality of Wroclaw), non-profit entities (Wroclaw Circle St. Brother Albert Aid Society) or are persons/citizens (the homeless people). Specific distribution of costs and benefits in *Assistance from A to Z* project can be noted. Costs are borne by the two stakeholders: Wroclaw Circle St. Brother Albert Aid Society and Lower Silesia Region (regional authority) and benefits received by homeless people, the Municipality of Wroclaw and the state (table 24). The main costs were incurred by Lower Silesia Region (regional authority) from European Social Found, only 0.31% of costs is the contribution of Wroclaw Circle St. Brother Albert Aid Society (table 25). Distribution of benefits

indicates that the largest profit obtained homeless (table 26). The project also brings benefits to the public sector – for the Municipality of Wrocław and the state.

Table 24: Distribution of costs and benefits – key stakeholders

Costs	Key stakeholders	Benefits	Key stakeholders
	Wrocław Circle St. Brother Albert Aid Society		The homeless – beneficiaries of the project
	Lower Silesia Region (regional authority)		The Municipality of Wrocław State

	Public sector			Non-profit sector			Persons/ citizens
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Source: Own elaboration.

Table 25: Distribution of costs

Key stakeholders	Costs (inputs)	% of costs
Wrocław Circle St. Brother Albert Aid Society	10,000.00	0.31%
Lower Silesia Region (regional authority)	3,219,371.71	99.69%

Source: Own elaboration.

Table 26: Distribution of benefits

Key stakeholders	Total Present Value/ Net Present Value	Amounts
The homeless – beneficiaries of the project	Total Present Value (PV)	1,866,706.58
	Net Present Value	1,866,706.58
The Municipality of Wrocław	Total Present Value (PV)	711,176.08
	Net Present Value	711,176.08
The state	Total Present Value (PV)	1,281,887.62
	Net Present Value	1,281,887.62

Source: Own elaboration.

If we consider the distribution of costs and benefits between the sectors we can indicate that the most benefits the project brings to the homeless people (table 27). The public sector bears the high costs of the project, but also to obtain refund. The SROI ratio only for public sector (for public inputs and public benefits) is 0.62, what meaning that for every invested PLN 1.00 by public sector this sector obtains PLN 0.62 refund.

Table 27: Distribution of costs and benefits – sectors

Sectors	Costs (inputs)	Total Present Value (PV)	Net Present Value (NPV)	SROI ratio
Public sector	3,219,371.71	1,993,063.70	-1,226,308.01	0.62
Non-profit sector	10,000.00	0.00	-10,000.00	impossible to calculate
Persons/ citizens	0.00	1,866,706.58	1,866,706.58	impossible to calculate

Source: Own elaboration.

7.2.7 Sensitivity analysis

The aim of the sensitivity analysis is to evaluate to what extent will change the SROI ratio if we change some of the assumptions, which we made in the previous stages.

If we assume the effects: deadweight, displacement, attribution and drop-off of 0% then the SROI ratio will be 1.78, meaning that for every invested in the *Assistance from A to Z* project PLN 1.00 we will obtain PLN 1.78 refund. We believe that the achievement of these effects at the level of 0% is not possible in this kind of projects.

The analysis conducted for this case study interviews, documents and data, indicated the effects: deadweight, displacement and attribution take the low level. Other activities in the field of social and professional activation of the homeless are significantly limited, so only in a small regard can contribute to the achievement of positive results. Also the effects achievement without the implementation of a professional social and professional activation is significantly reduced. The activity of Wrocław Circle St. Brother Albert Aid Society also does not cause negative consequences for those homeless people who do not benefit from the association help. Activation of the homeless do not cause the negative consequences for other categories of people requiring activation or for other social groups. Possible change percentages of the effects: deadweight, displacement, attribution is small and will not bring significant change SROI ratio. We believe that a significant impact on the SROI can have drop-off, so the deterioration of an outcome over time. The fact of taking up work for homeless people is very important, but it is also important to maintain work. Loss of work can be resulted from external factors, e.g. the deterioration of the situation on the labour market, liquidation of the workplace and internal factors, e.g. discouragement, personal problems, addictions. Drop-off was determined on the basis of interviews, documents

and data analysis, but we believe that it is possible to raise drop-off. To achieve the social return ratio of PLN 1.00 value for PLN 1.00 investment, using assumed in the analysis effects: deadweight, displacement and attribution, we can have drop-off at the level of 24%. The higher ratio does not achieve the return of the invested money.

We believe that the proposed value of inputs, the quantity of the outcome and financial proxies have been correctly identified, and adopted level of values of financial proxies was the lowest possible. Reduction of quantity of outcome and values of financial proxies affects SROI ratio. To achieve the social return ratio of PLN 1.00 value for PLN 1.00 investment, with the assumed in the analysis effects: deadweight, displacement, attribution and drop-off we can have the value of financial proxies 10% lower or the quantity of the outcome 15% lower.

7.3 Results

Conducting economic evaluation of the Assistance from A to Z project calculation SROI method allowed the identification of the true cost of the project, the inputs, activities, outputs and impact of the project. Total Inputs for *Assistance from A to Z* project amounts to PLN 3,229,371.71 and the costs have been borne by the public sector from European Social Found. Outcomes value for key stakeholders amounted to PLN 1,276,502.40. After taking into account effects: deadweight (6%), displacement (0%), attribution (5%), drop-off (15%) and discount rate (3.5%) we can show that Total Present Value (PV) amounted to PLN 3,859,770.28 and Net Present Value PLN 630,398.57. SROI ratio is 1.20, meaning that for every invested in the *Assistance from A to Z* project PLN 1.00 we obtain PLN 1.20 refund.

We think that the outcomes achieved justify the investment of resources. A significant benefits for the homeless, but also a benefit for the public sector, who bore the cost of the project indicates that the project brings social benefits and therefore responds to social needs. We believe that the achievement of such results is not possible with lesser financial means, so expenditures are fully justified. Greater benefits would be possible to achieve the incorporation to the social-professional activation projects housing activation (availability of social/municipal housing, availability of protected/training housing), but the costs of such project would be incomparably

higher.

Assistance from A to Z project is the most efficient way of realizing the desired outcomes. This results from the evaluation of this project and the experience of the Wroclaw Circle St. Brother Albert Aid Society. The ratio of costs and benefits of this project shows that the resources deployed after 5 years already paying. This allows you to demonstrate the economic viability of the project.

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