Critical Friend Interview

Reflect and learn as your temporary uses strategy keeps ongoing and contributes to transform how people weave in spaces

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This template is used in T-Factor to foster strategic thinking and learning throughout the development of temporary use strategies. The interview draws upon the data harvested throughout the monitoring process (see M&E tool), to provide additional informed and qualitative insights about the progress towards the envisaged strategic objectives. In T-Factor, we use this template on a trimestral basis via online conferences between the Agency and each Local Coalition.

Part 1 - IMPLEMENTED ACTIVITIES, CHALLENGES AND AREAS OF IMPROVEMENT

Questions on activities
- To what extent have the activities contributed to the expected outcome? Provide a qualitative description and a practical example of how the activity contributed to the outcome or the achievement/success. Please support your argument making reference to the reported activities and output data (M&E tool).
- Are outcomes and missions initially identified still relevant? Are needs still the same, or have they evolved in this period? Are you identifying additional outcomes from the activities?
- What were the identified barriers in the context of the missions, and what are the enabling factors unleashed by the activities for the realization of meanwhile uses and achievement of regeneration objectives?
- What was missing to achieve a greater contribution to the outcome? Can you provide a practical example of how the activities could have potentially achieved a higher outcome?
- Have any potentially negative outcomes arising from the activities been observed by stakeholders? Which ones and why?

- What are the main indications for follow-up arising from the activities?

Results obtained from these questions feed the following columns of the Outcome Mapping monitoring tool, that are filled in at the end of the interview.

TITLE	DESCRIPTION
Activities Evaluation	Narrative description of the activities with general observations and overall self evaluation.
Progress	Narrative description of the progress made towards the expected outcome, and synthesis of enabling factors (present or missing) with spaces for improvement.
Success/Failure Story	One or more qualitative examples of how the desired outcome and change has or has not been achieved, and description of any potential negative effects generated.
Next steps and/or recommended actions	Indications on next steps and on actions to be undertaken to strengthen the meanwhile activities strategy.

PART II - STRATEGY SELF-ASSESSMENT

The second part of the interview is aimed at assessing those strategic dimensions that are identified through previous work on the Theory of Change.

The following table presents a list of questions to draw from; however, not all questions need to be asked or asked in this order. For each block the interviewer will guide the conversation by touching the relevant points. At the end of each question block, the interviewer proposes a score for the performance in the explored dimension, and this is discussed to establish a final and shared judgement. The table indicating the rating scales for each dimension is presented at the end of the document.

DIMENSIONS	Guiding Questions
ICEBREAKER	
OVERVIEW	*What have been the main **achievements** of the period? What worked well/what worked less well?* *What were your expectations, and what has been the reality?*
STRATEGIC (The contribution of the Portfolio to value creation around the redevelopment)	
POSITIONING & REPUTATION	*Is the **visibility and reputation** of the regeneration enhanced? Are **local identity, heritage & values** valorised and positive cultural and social evolution promoted? How? Do you have the feeling that they raised interest & awareness from different target groups? Which ones? Who has been missed?*
ATTRACTIVENESS	*Does the portfolio attract **new target groups** over time and raise interest from different publics? Are there some elements missing that would enhance a greater visibility and attractiveness? What would be needed to integrate them in the existing strategy?*
RELEVANCE & OPPORTUNITY	*Does the portfolio respond to **pressing local challenges**? Does it address needs and priorities of different people and groups, enhancing diversity and inclusivity? Does it create opportunities for **aligning stakeholders agendas and pooling assets** on shared objectives?* *Which opportunities emerged in the last period, not previously identified by the coalition?* *Did the portfolio implemented until now create new opportunities? If so, which ones and for whom? Does it have the potential to create new partnerships and investments? If yes, which ones?*
OPERATIONAL (the contribution of the Portfolio to the effectiveness, efficiency and quality of the regeneration process)	
PLANNING & DELIVERY CAPACITIES	*Do you have the right resources (financial, human, technical) to run the mission smoothly?* *Are there activities generating or attracting additional resources? Which ones? How? Is there a pooling of immaterial and material resources activated by the portfolio? Is the pilot working appropriately to gather resources also for future sustainability?* *Which combination of innovative skills & knowledge is harnessed at the moment in the meanwhile portfolio? Which other expertise and inputs might be needed to increase future impact?* *Has the portfolio experimented with new ways of planning, designing and delivering urban regeneration? Has it contributed to a new urban regeneration culture amongst developers and key regeneration stakeholders?*

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RESILIENCE, FLEXIBILITY & ADAPTABILITY	*Has the portfolio allowed you to take more informed and evidence-based decisions? Has it transformed masterplans' assumptions over time in response to emerging needs and opportunities? Has the portfolio improved risk and conflict management and mitigation? How?*
INTEROPERABILITY & CONNECTIVITY	*Is the activity aligned and coherent with the other initiatives in the area? Do you feel that the mission is in synergy with wider city plans and initiatives? Are there newly identified or developed policies, programmes, initiatives or financial incentives contributing to the meanwhile strategy or that the strategy can contribute to? How? To which field these policies target to and for whom, for example: creative and cultural industries or favours access to spaces by young creatives, students and start-uppers? What might be needed to increase the synergy and dialogue between these initiatives? What might be needed to improve the synergy between temporary uses?*
RELATIONAL (the contribution of the Portfolio to achieving/adding on positive impacts towards the long term)	
IMPACT TIME & DEPTH	*Has the portfolio allowed accelerated time to results and achievement of goals of the wider regeneration initiative? Has it added on results and impacts not originally envisaged? Is the portfolio unlocking a diversity of uses and activities for different audiences & needs?* *To what extent are the different actors involved aligned around local innovation missions? To what extent challenges of urban regeneration are shared among those actors? Are there misalignments? How can they be mitigated?*
AGENCY & LEGITIMACY	*Does the portfolio contribute to empowerment, agency and legitimacy? Does it uncover novel ways of collaboration and collective decision-making? What else can be done to reach out and engage with different local actors in order to build multi-sectoral coalitions to address innovation missions?*
LEGACY, SUSTAINABILITY & SCALABILITY	*Is the portfolio leaving a concrete and tangible legacy as expected? Is it evolving from the initial vision? If yes, how?* *Does the portfolio create conditions for a long term legacy? Does it allow you to sustain and boost positive results in the long term? Is it scalable and transferable to other contexts?*
CONCLUSION	
Checkpoints	*What are the main learnings from this period?* *Some Checkpoints:* *1. Whether any additional funding has been raised?* *2. What are the sectors addressed through the activities?*

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Scoreboard

	Dimensions	1	2	3	4
STRATEGIC	**POSITIONING & REPUTATION**	The portfolio poorly contributes to enhancing the visibility and reputation of the area. E.g. Local heritage is not properly valorised.	The portfolio partially contributes to enhancing the visibility and reputation of the area. E.g. Local heritage is considered or celebrated but not a driver in the cultural and social evolution of the area	The portfolio brings a great visibility to the area and raises awareness about it's heritage	The portfolio has provided the area with a new identity and it's heritage is appreciated by diverse audiences.
	ATTRACTIVENESS	The portfolio is raising limited interest and struggles to identify and attract diverse audiences and target groups.	The portfolio raises the interest of target groups and engages with an unvaried audience on a local level.	The portfolio is compelling for all target groups and attracts a diverse audience both locally and from the surroundings	The portfolio is compelling and raises the interest of new groups and audiences both locally and from the surroundings
	RELEVANCE & OPPORTUNITY	The portfolio addresses in a limited way local challenges, needs and priorities. E.g. Opportunities for leveraging on pooled assets are neither investigated nor pursued.	The portfolio addresses some local challenges, needs and priorities. E.g. Opportunities for leveraging on pooled assets are identified	The portfolio inclusively responds to pressing local challenges, needs and priorities. E.g. Expands opportunities of leveraging on pooled assets	The portfolio is adjusted to address new emerging challenges, needs and priorities. E.g. creates a number of new opportunities of leveraging on pooled assets.

Scoreboard

	Dimensions	1	2	3	4
OPERATIO NAL	**PLANNING & DELIVERY CAPACITIES**	The portfolio has limited available resources and the retrievement of missing resources is yet to be defined.	The portfolio has some available resources and activities that could retrieve resources are under definition.	The portfolio is financially sustainable and activities/fundraising initiatives to retrieve them are in progress .	The portfolio is financially sustainable and has retrieved most fundings.
	RESILIENCE, FLEXIBILITY & ADAPTABILITY	The portfolio has not identified emerging needs and opportunities that could have influenced the masterplan	The portfolio has identified some emerging needs and opportunities but strong 'evidence' is missing	Emerging needs and opportunities have been identified and masterplan adjustments are under definition	Emerging needs and opportunities have been fully defined and the masterplan has been adapted accordingly
	INTEROPERABILITY & CONNECTIVITY	The pilot is not aware of other initiatives in the area and has not identified relevant policies and plans that could contribute to the meanwhile use strategy	The portfolio is aligned with some initiatives in the area or policies and plans relevant to the meanwhile use strategy have been analysed.	The mission is aligned with city plans and synergies with other initiatives are almost established. E.g. The meanwhile use strategy supported by policy programmes.	The mission is aligned with city plans and synergies with other initiatives are concrete. E.g. The meanwhile use strategy is contributing and supported by policy programmes.

Scoreboard

	Dimensions	1	2	3	4
RELATIONAL	**IMPACT TIME & DEPTH**	The portfolio results are requiring more time than expected and not all results and impacts will be achieved	The portfolio results are timely and most results and impacts are expected to be achieved	The portfolio results have been achieved earlier than expected allowing to add additional uses for different groups.	The portfolio is involving and aligning around local innovation missions with a plethora of diverse stakeholders.
	AGENCY & LEGITIMACY	The portfolio does not contribute to *empowerment, agency and legitimacy*. E.g. Actors to involve to build multi-sectoral coalitions have not been identified	The portfolio contributes in a limited way to *empowerment, agency and legitimacy*. E.g. Actors have been identified but must define how to involve them in multi-sectoral coalitions	The portfolio strongly contributes to *empowerment, agency and legitimacy*. E.g. An inclusive array of actors has been involved and multi-sectoral coalitions have already been been established	The portfolio strongly contributes to *empowerment, agency and legitimacy*. E.g. An inclusive array of actors has been involved and multi-sectoral coalitions have already been been established
	LEGACY, SUSTAINABILITY & SCALABILITY	The portfolio does not have a clear legacy.	The portfolio creates certain conditions for a long term legacy but remains context-specific (not transferable).	The portfolio legacy is clear and has evolved from the initial vision to become more sustainable in the long-term. E.g. Scalability is being investigated	The portfolio legacy is clear and has evolved from the initial vision to become fully scalable or transferrable.

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