Enabling conditions of the social impact of culture

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MESOC
measuring the social dimension of culture

METHODOLOGICAL GUIDELINES

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Aims: to define the enabling conditions and transitional variables and to provide proxies that - contextualised - may be used by both cultural professionals and policymakers to understand the transitioning scenario and build relevant indicators.
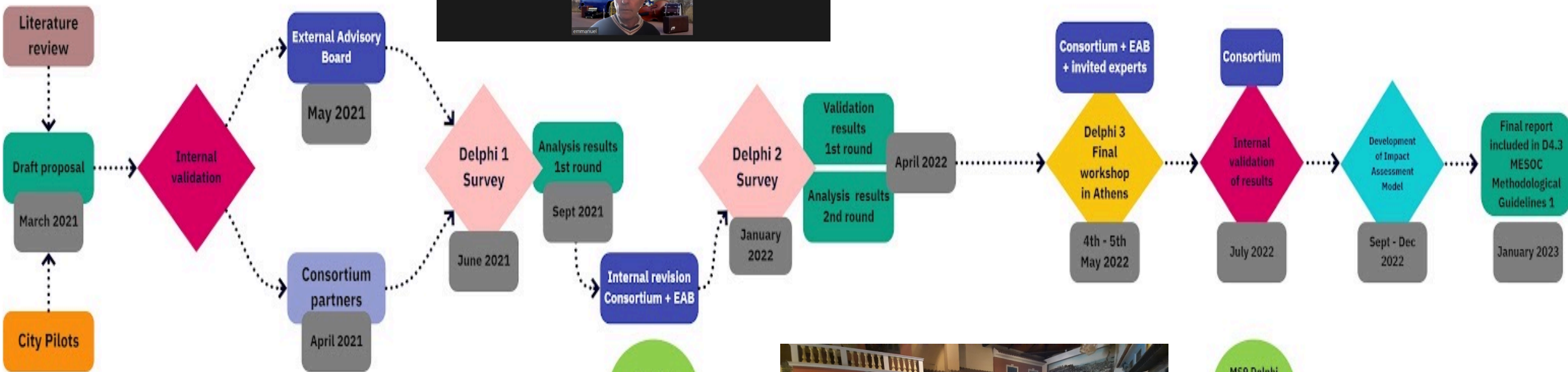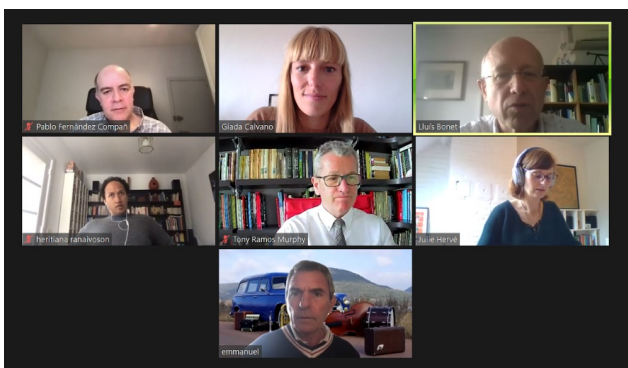
Methodology:
- analysis of literature on social impact (conceptual framework: Logic Model and Theory of Change)
- three-step Delphi exercise (composition academic and practitioners, number of answers)
- City Pilots

Focus on enabling factors

Transition variables refer to the enabling factors of social transformation: **the conditions that allegedly favour the realisation of virtuous shifts affecting the social dimension of culture.**

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Delphi process

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Literature review → Draft proposal (March 2021) ← City Pilots

Internal validation →

External Advisory Board (May 2021)

Consortium partners (April 2021)

→ Delphi 1 Survey (June 2021) → Analysis results 1st round (Sept 2021)

Internal revision Consortium + EAB

MS9 Delphi consultation results (interim) (Oct 2021)

→ Delphi 2 Survey (January 2022) → Validation results 1st round / Analysis results 2nd round (April 2022)

→ Consortium + EAB + invited experts / Delphi 3 Final workshop in Athens (4th - 5th May 2022)

→ Consortium / Internal validation of results (July 2022)

MS9 Delphi consultation results (final) (July 2022)

→ Development of Impact Assessment Model (Sept - Dec 2022)

→ Final report included in D4.3 MESOC Methodological Guidelines 1 (January 2023)
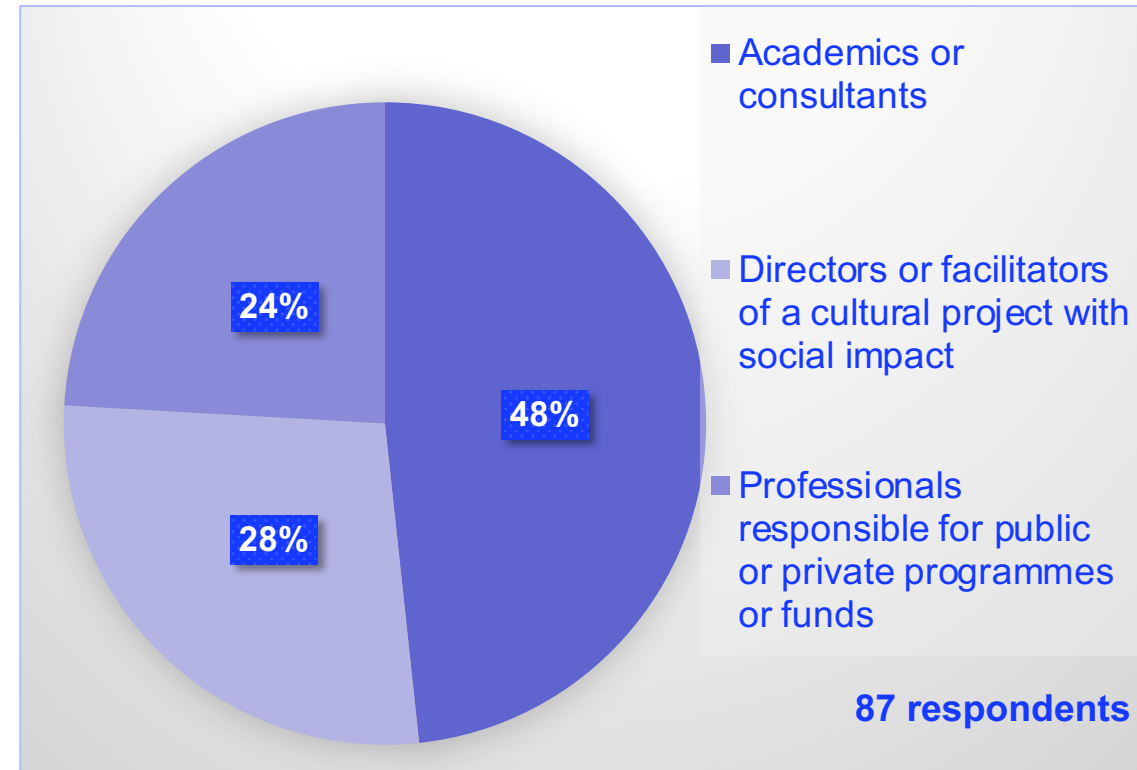
Delphi 1

- **High representativeness of the sample**

- **Balanced composition of the sample**

- High level of consensus on the **capacity of determined cultural projects to generate social impact**

- **Collective actions, in the public space, with the intervention of a mediator** are the cultural experiences considered to have the most impact according to the experts. Conversely, individual or private experiences received the lowest punctuation.
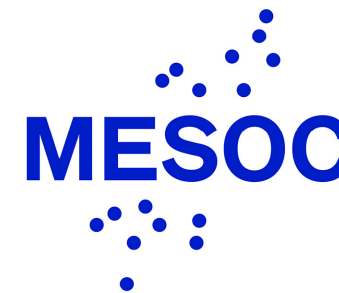

Legend:
- Academics or consultants
- Directors or facilitators of a cultural project with social impact
- Professionals responsible for public or private programmes or funds

48% / 28% / 24%

87 respondents

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# Delphi 1: The social impact of cultural programmes

	Cultural volunteering	Cultural entrepreneurship	Art therapy	Support to artistic creation	Community co-creation	Historical memory workshops / exhibitions	Artistic training and education	Community management of a festival	Co-designing / co-curating cultural activities	Collaborative funding (crowdfunding) / art commissioning	Cultural democratization strategies
Cognitive (better school results, new skills, reinforcing memory…)	27.1%	36.5%	32.9%	24.7%	42.4%	49.4%	77.6%	29.4%	50.6%	18.8%	25.9%
Attitudinal (better habits, autonomy, confidence…)	54.1%	29.4%	25.9%	25.9%	49.4%	20.0%	51.8%	47.1%	48.2%	28.2%	37.6%
Health (lower anxiety, reduced symptoms and medication…)	32.9%	5.9%	78.8%	21.2%	41.2%	12.9%	42.4%	9.4%	25.9%	8.2%	21.2%
Wellbeing (happiness, satisfaction, enjoyment…)	55.3%	15.3%	50.6%	36.5%	55.3%	17.6%	37.6%	31.8%	43.5%	18.8%	28.2%
Motivation (better mood, increased levels of energy…)	51.8%	35.3%	27.1%	28.2%	62.4%	11.8%	48.2%	45.9%	57.6%	30.6%	32.9%
Sociability	56.6%	16.9%	31.3%	21.7%	59.0%	18.1%	27.7%	39.8%	45.8%	16.9%	22.9%
Social cohesion	49.4%	9.6%	14.5%	19.3%	56.6%	38.6%	25.3%	47.0%	43.4%	22.9%	30.1%
Civic engagement	73.5%	15.7%	3.6%	19.3%	39.8%	24.1%	15.7%	38.6%	39.8%	22.9%	36.1%
Social inclusion	44.6%	10.8%	28.9%	12.0%	51.8%	30.1%	31.3%	38.6%	37.3%	16.9%	44.6%
Community self-management	24.1%	30.1%	3.6%	12.0%	59.0%	15.7%	16.9%	63.9%	55.4%	33.7%	39.8%
Cultural practice	47.0%	30.1%	16.9%	31.3%	59.0%	26.5%	47.0%	41.0%	57.8%	34.9%	39.8%
Social use of public space (safety, space renewal...)	37.5%	16.3%	16.3%	21.3%	61.3%	41.3%	22.5%	46.3%	41.3%	12.5%	48.8%
Better internal and external city perceptions	26.3%	22.5%	13.8%	30.0%	42.5%	56.3%	16.3%	32.5%	36.3%	12.5%	45.0%
Networking capacity	38.8%	36.3%	10.0%	23.8%	62.5%	15.0%	17.5%	41.3%	57.5%	42.5%	30.0%
Attractiveness as a living space	8.8%	28.8%	20.0%	40.0%	41.3%	36.3%	25.0%	41.3%	43.8%	18.8%	26.3%
Employability (better jobs and incomes, capacity building, skills...)	23.8%	61.3%	8.8%	38.8%	17.5%	12.5%	42.5%	36.3%	38.8%	32.5%	18.8%
Business environment (entrepreneurship, competitiveness...)	10.0%	75.0%	2.5%	23.8%	12.5%	7.5%	18.8%	30.0%	26.3%	48.8%	15.0%

Delphi 2: priorisation of enabling factors

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Internal factors as enablers of social impact of cultural organisations	External factors as enablers of social impact of cultural organisations
• **Sensitivity/commitment of the team** towards social impact capacity • **Open and participatory governance model**, organizational culture, values • **Personnel trained/with expertise** in social impact projects (knowledge and skills) • Capacity to **attract and retain** a committed and motivated **human team**	• **Collaboration with social entities** to develop and spread the projects • Easy **accessibility** by potential users
Factors regarding public policy as enablers of social impact	Contextual factors as enablers of public policy with social impact in the field of culture
• Providing **specific budget allocations** to support cultural projects with social impact. • **High interdepartmental collaboration** (culture, education, social services, health...)	• Existence of **bottom-up grassroot movements** claiming for the inclusion of a social dimension in cultural policies • Educational and training recognition of **new professional competences** • Recognition of **successful cultural projects** aiming at social impact

Delphi 3
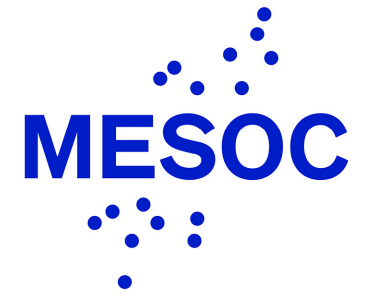
Experts' recommendations:

- Incorporate **further key variables** (e.g. target groups, active or passive nature of the experience, typology of providers of the programmes, scope and duration of the cultural strategy, relationship between specific objectives and available resources, characteristics of the space(s), elements of the local context…)

- Reduce and recategorise the **list of proxies**

- **Data collection process** (information on data availability and data providers)

- Provide users with an **interpretative framework**

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Enabling factors of the social impact of culture

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Recognition of the social value of arts and culture

Public policy strategy

Philanthropic strategy

Org. governance and experience

Collaboration / networking capacity

Connection to community / users

Human resources

Financial resources

Material resources

Creative milieu

Social fabric

Urban space

Economic dynamism

TERRITORIAL DYNAMISM

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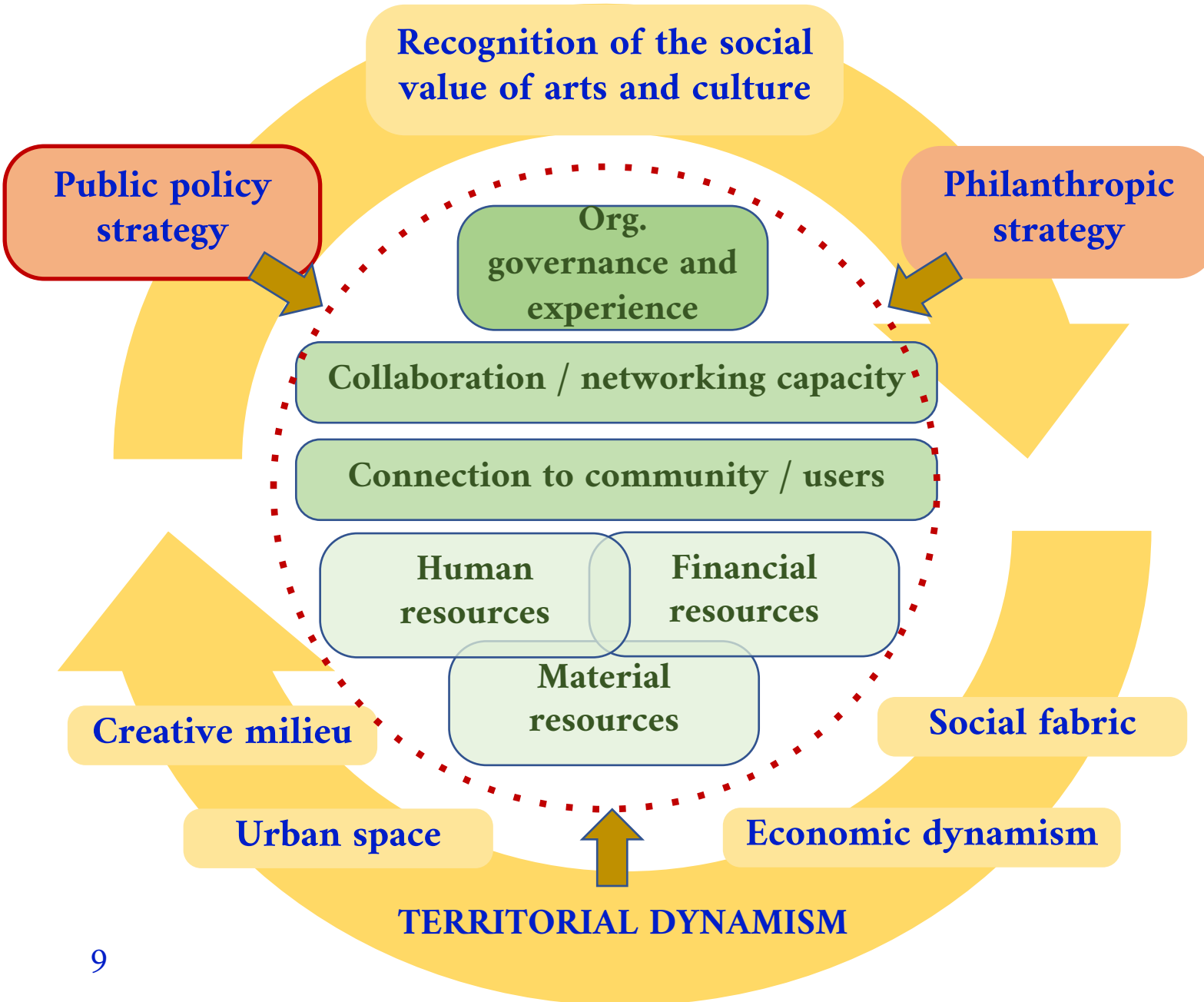
ENABLING FACTORS	SUBFACTORS	TRANSITION VARIABLES
Organisation governance and experience	Previous experience of the organisation in cultural projects with social impact	Specific social expertise of the organisation
		Reputation and credibility
	Governance model and organisational culture	Social accountability
		Financial accountability
		Participatory governance
	Organisational values	Empowerment and participation
		Inclusion and diversity
		Social sustainability
		Artistic quality

ENABLING FACTORS	SUBFACTORS	TRANSITION VARIABLES
Human resources	Staff trained / with expertise in social impact projects	Level of staff education
		In-house staff training
		Staff reputation and experience
	Capacity to attract and retain a committed and motivated human team	Staff recruitment
		Staff retention
	Sensitivity / commitment of the team towards social impact capacity	Team attitude and commitment
		Team diversity
Financial resources	Access to robust and diverse financing resources	Diverse financing sources
		Robustness of financing sources
	Fundraising capacity	Public relation capacity
		Knowledge and skills about financing
Material resources	Availability of material resources	Availability of space and venues
		Availability of technical resources
	Adequacy of material resources	Adequacy of the space
		Adequacy of the technical and material resources
	Physical accessibility	Architectural barriers
		Supporting resources

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ENABLING FACTORS	SUBFACTORS	TRANSITION VARIABLES
Networking, collaboration and co-production capacity	Collaboration and cooperation strategy	Collaboration with public administration
		Collaboration with private foundations
		Collaboration with social entities
		Collaboration with other cultural organisations
	Co-production strategy	Project co-production
	Networking capacity	Participation in professional and community networks
		Participation in conferences and events

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ENABLING FACTORS	SUBFACTORS	TRANSITION VARIABLES
Connection with the community and users	Accessibility by users	Welcoming venue
		Economic and social accessibility
		Cognitive accessibility
		Sensorial accessibility
	Perception of the organisation by the community	Reputation
		Community loyalty
		Openness to the community
	Participation of the community	User attendance
		Co-participation processes

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ENABLING FACTORS	SUBFACTORS	TRANSITION VARIABLES
Public policy strategy	Narratives and communication strategies	Leadership and political discourses for a social agenda in culture
		Explicit governmental communication strategy on the social impact of culture
		Outreach
	Financial resources	Specific budget allocations to support cultural projects with social impact
		General budget allocation to culture and social issues
		Accessibility of funding schemes
	Material resources	Material resources allocation
	Alliances	High interdepartmental collaboration
		Dialogue and collaboration between public administration and cultural and social organisations
		Co-participation of diverse organisations and institutions in the development of public policies
	Management model	Typology of management model
		Project monitoring and evaluation
	Norms and regulations	Regulatory frameworks to promote cultural initiatives with social impact
		Implementation of policies in the social impact of culture domain
Philanthropic support strategy	Narratives and communication strategies	Leadership discourses for a social agenda in culture
		Communication strategy for a social agenda in culture
		Outreach
	Financial and material resources	Specific philanthropic funds for cultural projects with social impact
		Material resources allocation
	Alliances	Lobbying and collaboration with public administration
		Collaboration with cultural and social organisations
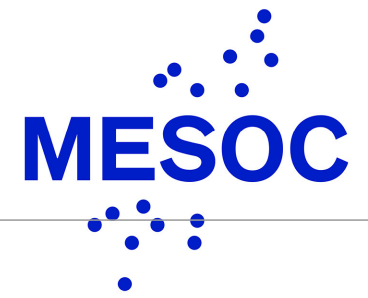
ENABLING FACTOR	SUBFACTORS	TRANSITION VARIABLES
Recognition of social value of arts and culture	Scientific recognition of the social impact of cultural experiences	Scientific experts specialised in the field
		Specialised scientific networks and programmes
		Specific publications and tools
	Education and training recognition of professional competences	Training programmes for social impact of culture
		Trained professionals
		Certification and institutional recognition
	Societal recognition of successful cultural projects aiming at social transformation	Media coverage of the social impact of cultural experiences
		Documentation on the social impact of culture
	Intergovernmental recognition of the social impact of cultural experience	International recommendations pushing for the inclusion of the social dimension in cultural policies

ENABLING FACTORS	SUBFACTORS	TRANSITION VARIABLES
Territorial dynamism	Creative milieu	Cultural activism
		Skills of cultural and social operators
	Social fabric	Innovation and risk-taking
		Multicultural interaction
		Adaptability of the educational system
		Socioeconomic equity
	Economic dynamism	Employment opportunities
		Entrepreneurship
		Competitiveness
	Urban space	Connectivity
		Quality of urban structures and public space

Building indicators: Proposed proxies of an endogenous factor

Human resources

Staff trained / with expertise in social impact projects

- **Level of staff education**
  - Number, nature and level of formal and informal training of staff
- **In-house staff training**
  - Number of hours of ongoing training proposed by the organisation
  - Number of internal team meetings for reflecting on the performance of the programme
- **Staff reputation and experience**
  - Number of previous cultural projects with social impacts the team members took part in
  - Profile of the members of the team
  - Years of involvement in social impact projects by each member of the staff
  - Matching between core and transversal skills of the team and skills required by the project and the organisation
  - Reputation of researchers and evaluators inside the professional communities and the local society
  - External evaluation and monitoring of the team
  - Years of experience working with specific vulnerable groups and topics

Capacity to attract and retain a committed and motivated human team

- **Staff recruitment**
  - Previous experience and training required in the selection process
  - Values and skills required in the selection process
  - Alignment of the salary to similar positions in the local context
  - Internal capacity to tackle the notion of diversity
  - No. of cultural operators that came from another similar organisation to work in this one
- **Staff retention**
  - Typology of contracts, salaries and incentives
  - Longevity of core staff in the organisation
  - Employee turnover rate
  - Staff satisfaction
  - Continuity of the projects (number and duration)

Sensitivity / commitment of the team towards social impact capacity

- **Team attitude and commitment**
  - Map of values and attitudes of the team
  - Experience of the staff in volunteering
  - Existing reports/studies/analysis done by the team to understand the needs of the social group or previous projects
  - Team predisposition to work on the ground
  - Intensity of political activism of the members of the team
- **Team diversity**
  - Role of staff with responsibilities according to different social and cultural background (geographical origins, class, gender...)

Building indicators: example with endogenous factors

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| Human resources | Sensitivity / commitment of the team towards social impact capacity | Team diversity | Role of staff with responsibilities according to different social and cultural background (geographical origins, class, gender...) |

Proposal for indicators:
- % geographical origins of total staff
- % women staff over total
- Δ diversity in staff composition (over the last 5 years)

Take into account:
- Data availability
- Relevance
- Territorial context

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Building indicators: example with endogenous factors

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Public policy strategy	Alliances	High interdepartmental collaboration

Existence of budgets allocated by the non-cultural administration to cultural projects with social impact

Number of interdepartmental meetings

Existence of communication channels among departments

Existence of a shared budget among departments

Co-facilitating of resources among different departments

Diversity of departments involved in the collaboration (number and type)

Number of key strategic documents featuring culture and creativity produced by non-cultural departments (urban, health, etc.)

Number of interdepartmental projects executed

Number of interdepartmental policies documents

Existence of interdepartmental framework agreements

Existence of a dedicated working group to implement collaborative interdepartmental actions

Existence of a plan for social development decided by all departments

Proposal for indicators:
- **No. of interdepartmental meetings over total**
- **Δ shared Budget among departments over time (last 5 years)**
- **…**

Take into account:
- **Data availability**
- **Relevance**
- **Territorial context**

Building indicators
## *(using the proposed or alternative proxies)*

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Functionality of the indicators:
- **To compare temporal evolution**
- **To compare different organizations and/or projects**
- **To compare between different enabling factors and the outcomes that could be achieved**

Various interpretative frameworks depending on the objectives, contexts and interests of each stakeholder (policy makers, professionals, academics).

➢ **From the point of view of cultural professionals and organizations:**
   o to better understand the contextual determinants and the endogenous enabling factors weaknesses and strengths.
   o to improve the governance model and available resources.
➢ **From the point of view of policy makers:**
   o to choose those projects with the best potential for success or prioritize those that start from specific difficult contextual situations.
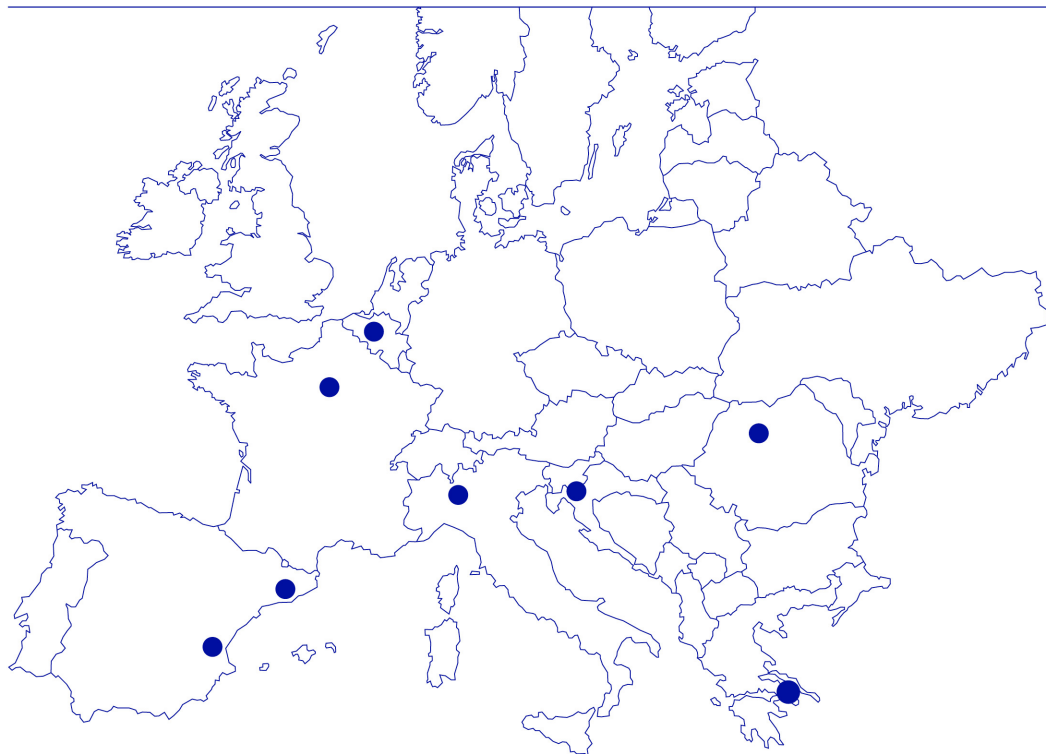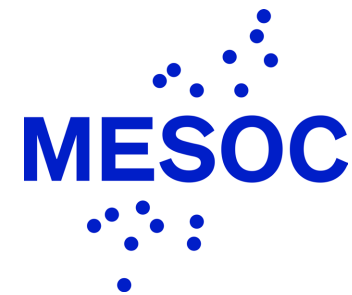
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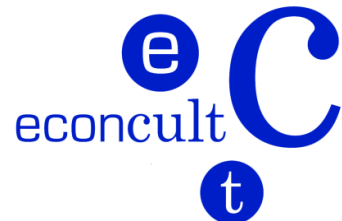## of culture

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