Evaluation of European Capitals of Culture

Robert Palmer

Propositions

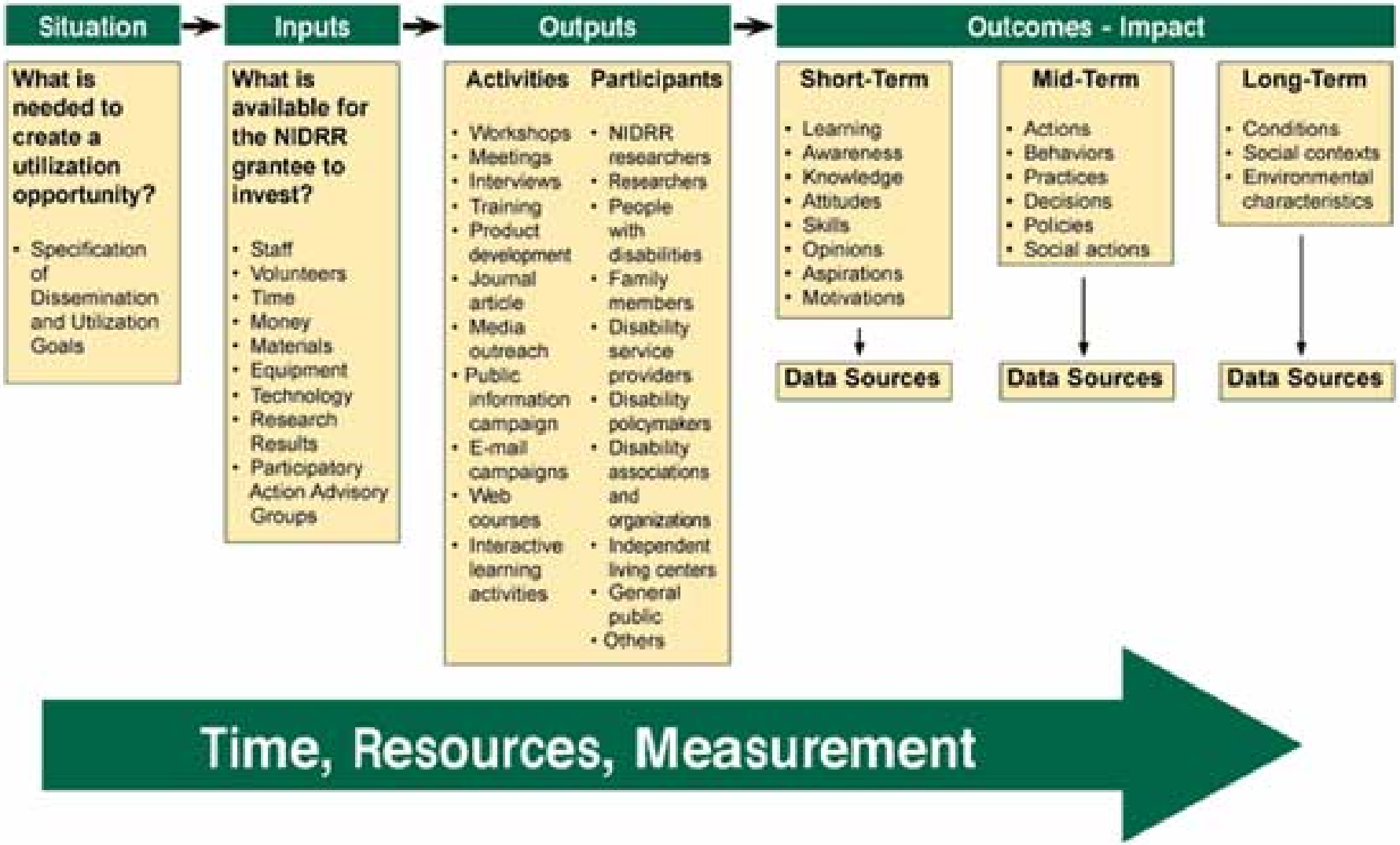
- Current evaluation frameworks, approaches and tools are too narrow
- Need to move up the ‘knowledge value chain’ from *data* to *information* to *knowledge* to *wisdom*
- Develop research and knowledge development that is more *stakeholder based* involving both ‘top down’ research expertise and ‘bottom-up’ local knowledge, expertise and ownership

Approaches are too limited in a cultural context

- Measuring data and attitudes, not behaviour or knowledge
- Too much emphasis on impacts (and only certain ones), and not on effects
- Evaluating only a small part of the process
- Tendency to use research for advocacy

Logic Model

Basic Factors in Structuring the Utilization Model Framework



Impact

Economic Impact

- General Equilibrium Models (Dwyer & Forsyth)
- Cost-Benefit Models (Jackson)
- Input-Output Models (Leontief)
- Inscope Expenditure (Jago)

“Economic Impacts have run their course, and we are beginning to discover that their political half-life is limited”

“Economic impact studies of cultural events have become the latest version of ego-enforcing psychotherapy”

(Schuster, 1994)

Problems

- Unsophisticated correlations between size and importance
- Permanent versus temporary increases not adequately defined
- Calculations of “multipliers” (previous multipliers or from similar locations/events may be inaccurate)
- Ignore negative impacts that may be occurring in other parts of the system as a result of the event
- Do not clearly demonstrate the ‘wealth’ or ‘jobs’ created

Media Content Analysis

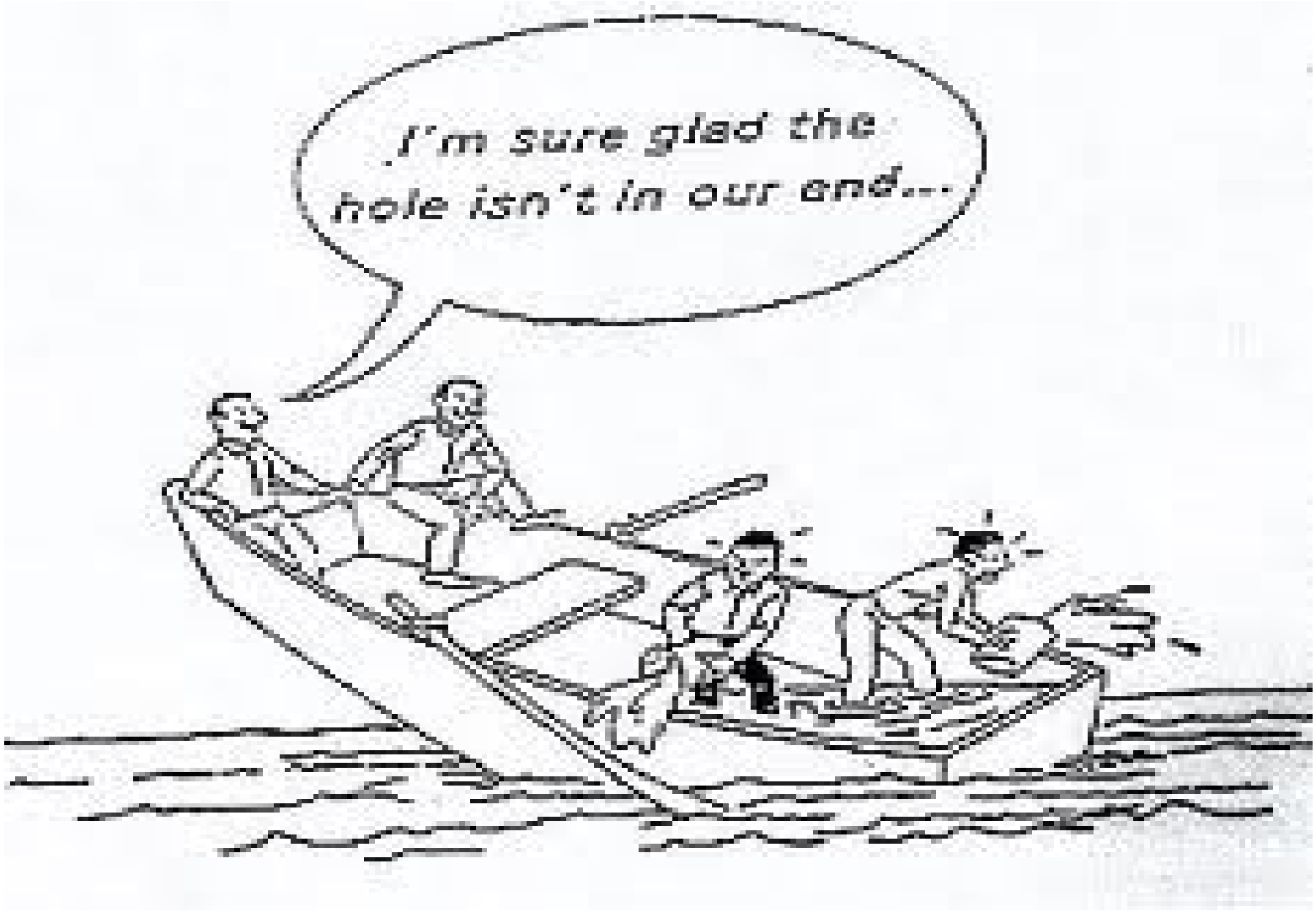
Problems

- describes what is there, but may not reveal the underlying motives for the observed pattern ('what' but not 'why').
- Advertising Value Equivalence (AVE) approach is flawed
- fail to offer diagnoses of the situation other than a rudimentary analysis of tonality (e.g. positive, neutral or negative)
- absence of a basic analytic structure that determines accuracy of specific messages included in the content of articles

New Tools

- Programme Wikis
- Blog Monitoring
- Mashups

Processes and Systems



Metrics Inappropriate to Cultural Events

- Richness
- Celebration
- Mutual understanding
- Cooperation
- Citizenship
- Vitality engagement

How I was Seduced by Epistemology

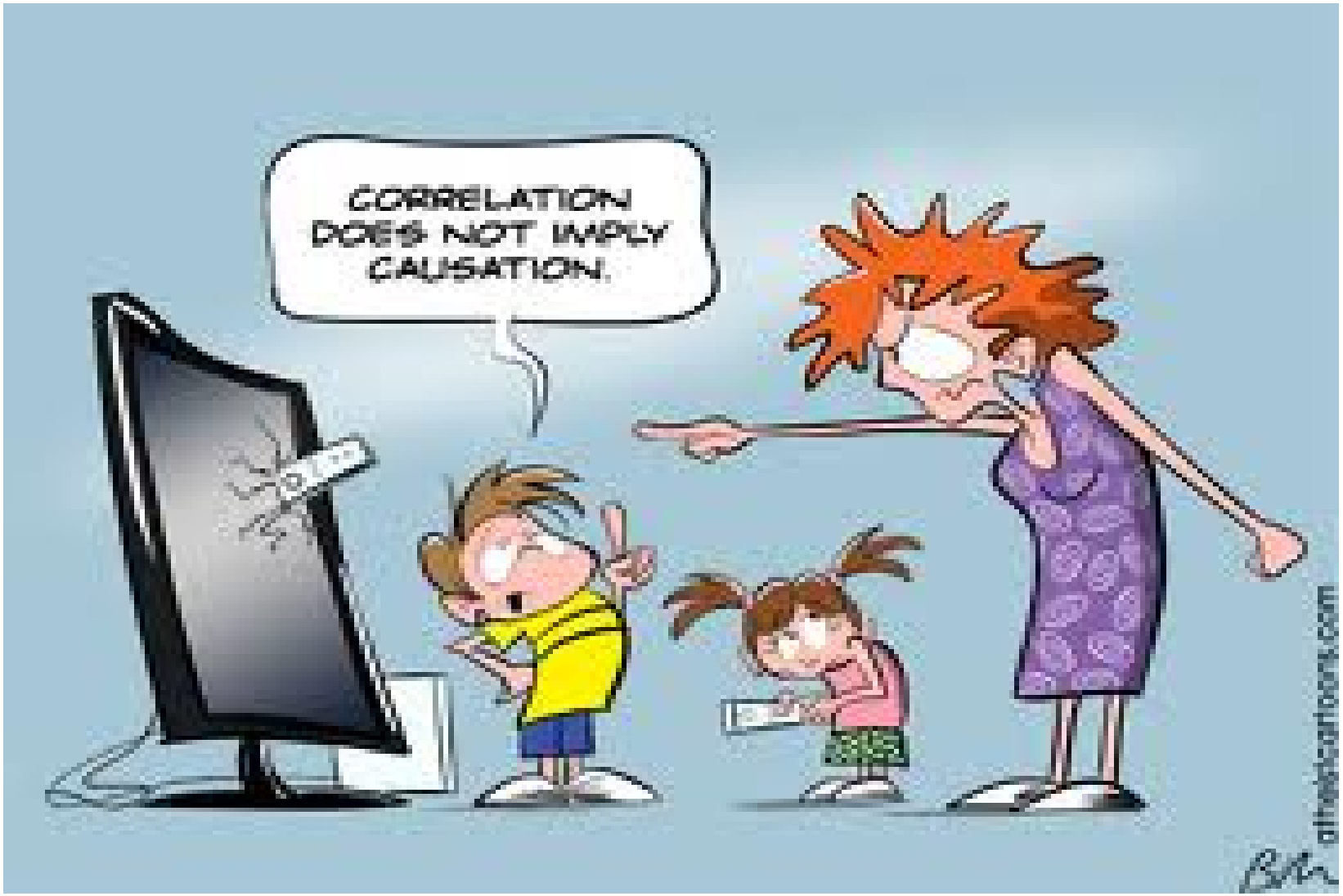
Systems


Economics:
Gomez
Probst
Beer
Dänzer
Systems theory:
Bertalanffy
Foerster
Haken
Chaos theory:
Feigenbaum
Mandelbrot
Prigogine
Sociology:
Hajek
Luhmann
System Thinking
Epistemology:
Dörner
Maturana
Varela
Ecology:
Capra
Meadows
Vester
Conflict and Peace studies:
Galtung
Rapoport
Communication theory:
Bateson
Watzlawick

Governance


COLLECTIVE
OPERATIONAL
MANAGEMENT
POLICY GOVERNANCE
CONSTITUENT REPRESENTATIONAL
TRADITIONAL
ADVISORY
RESULTS-BASED

Causality



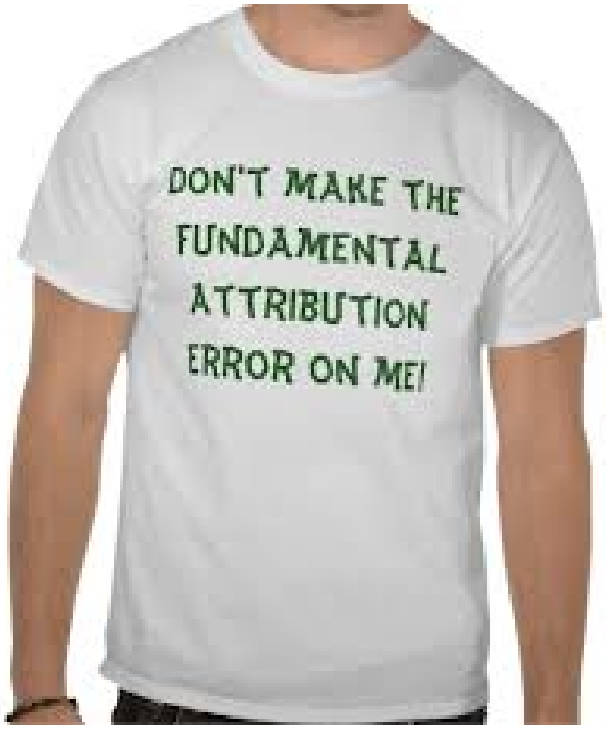
Did the inputs really produce the activities?

Did the activities really produce the outputs?

Did the outputs really produce the outcomes?

Did the outcomes really produce the impacts?

- Attribution
- Displacement
- Counter-Factuals



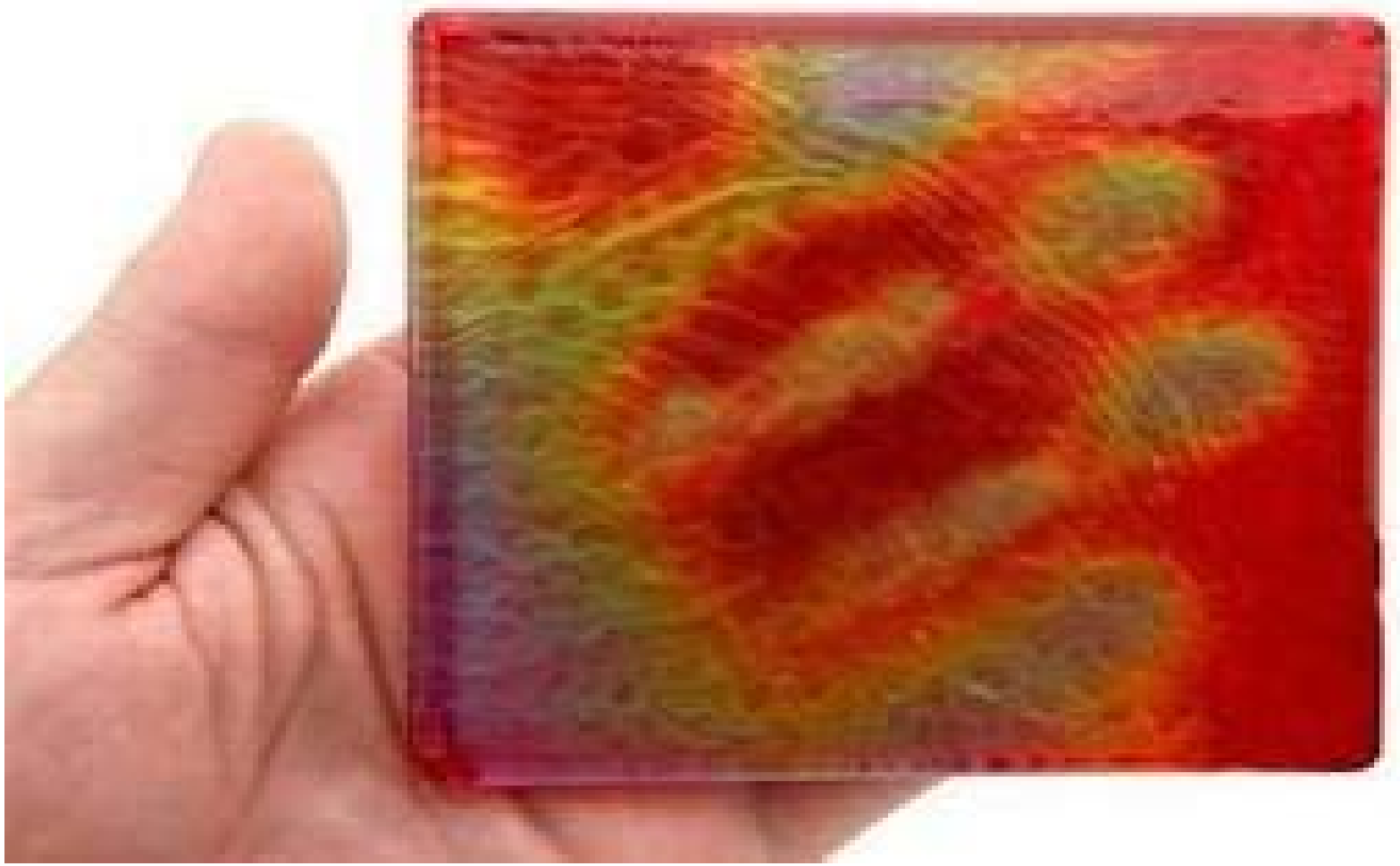
Research Tenders Mix Things up

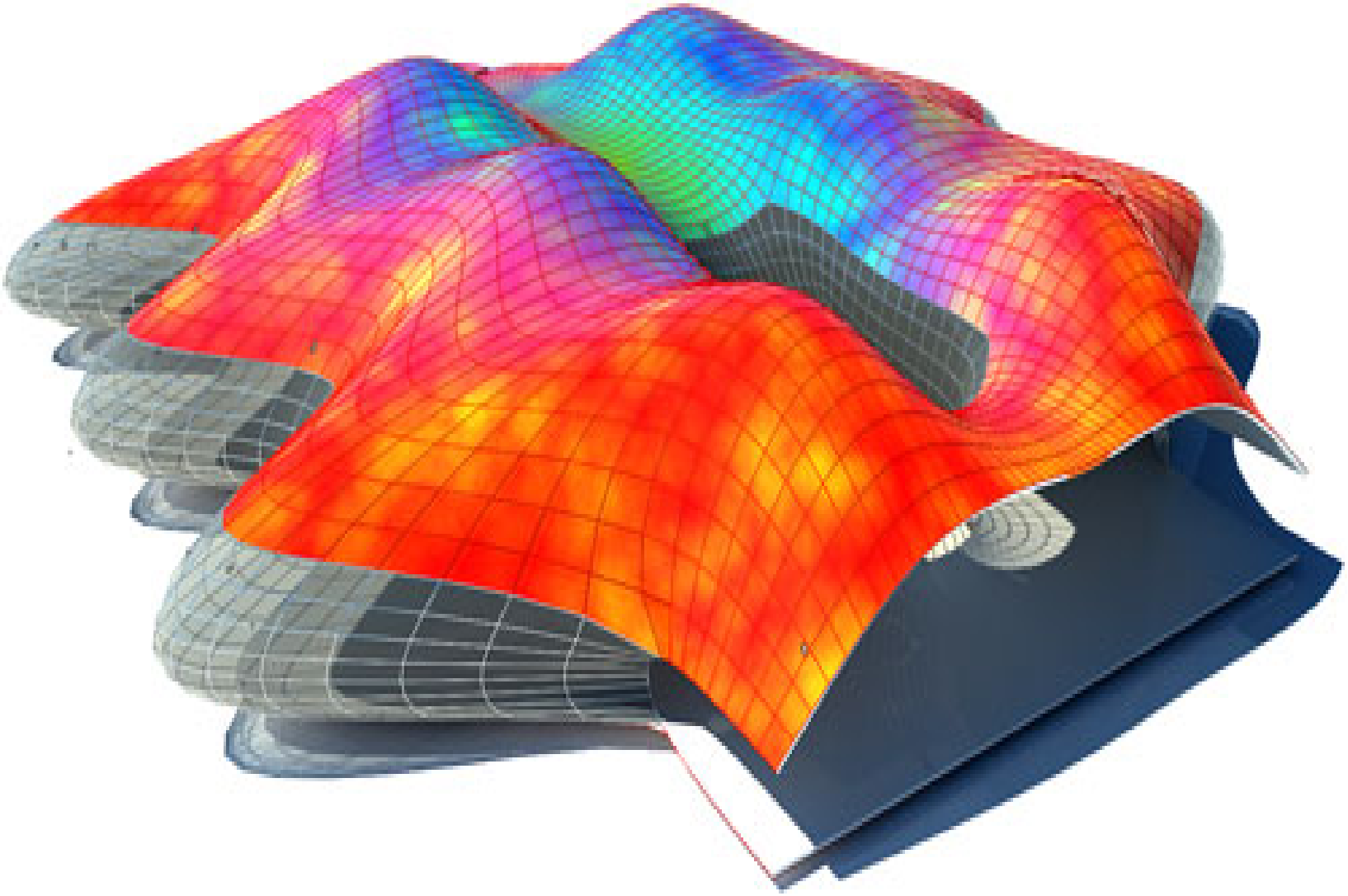
- Measurement
- Monitoring
- Evaluation
- Legacy

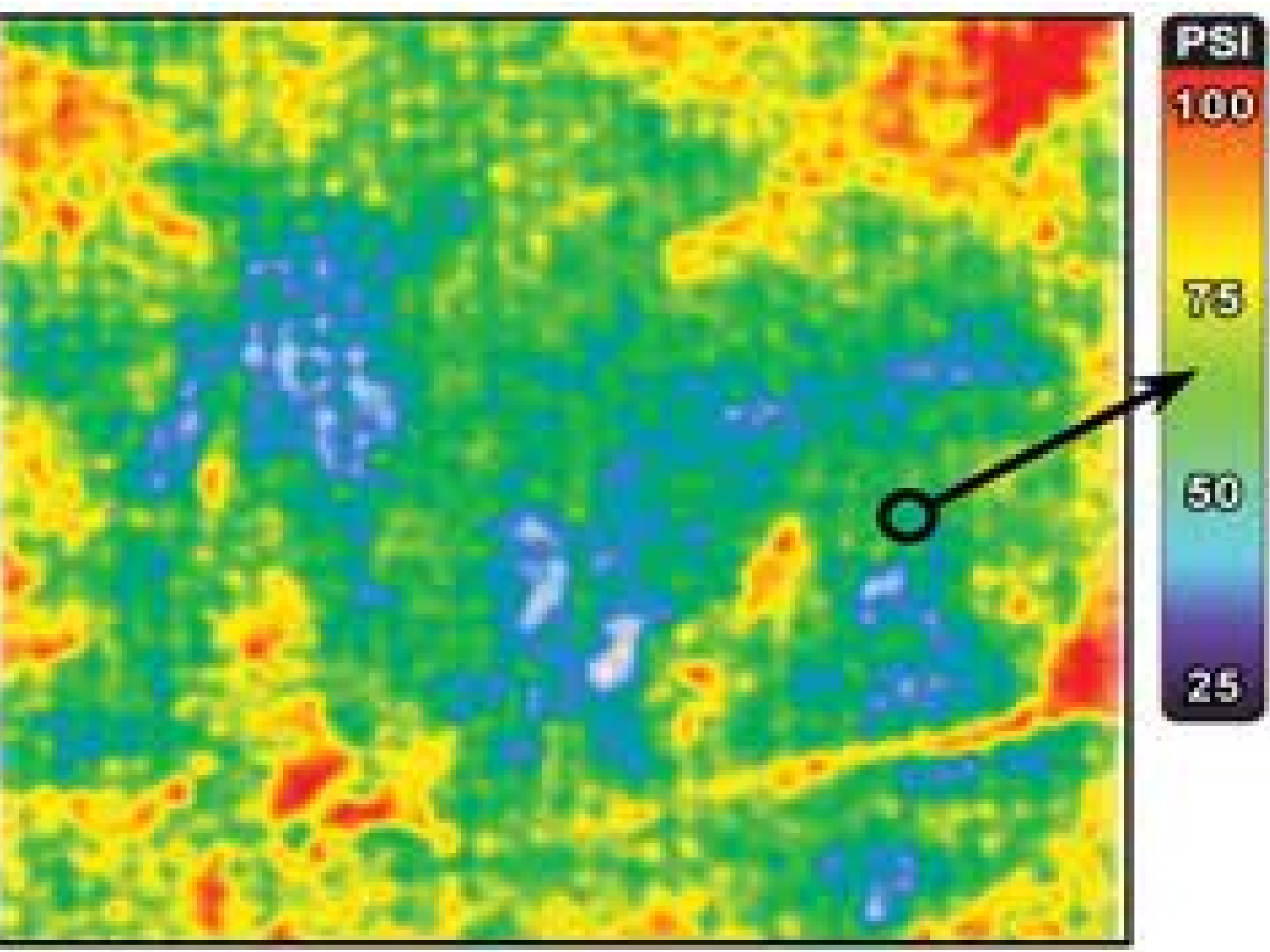
Who Finances the Research?

"Of course we encourage independent research. How soon can you be started?"

Palmer Sensory Film Impact Analysis (PSI)






PSI
100
75
50
25

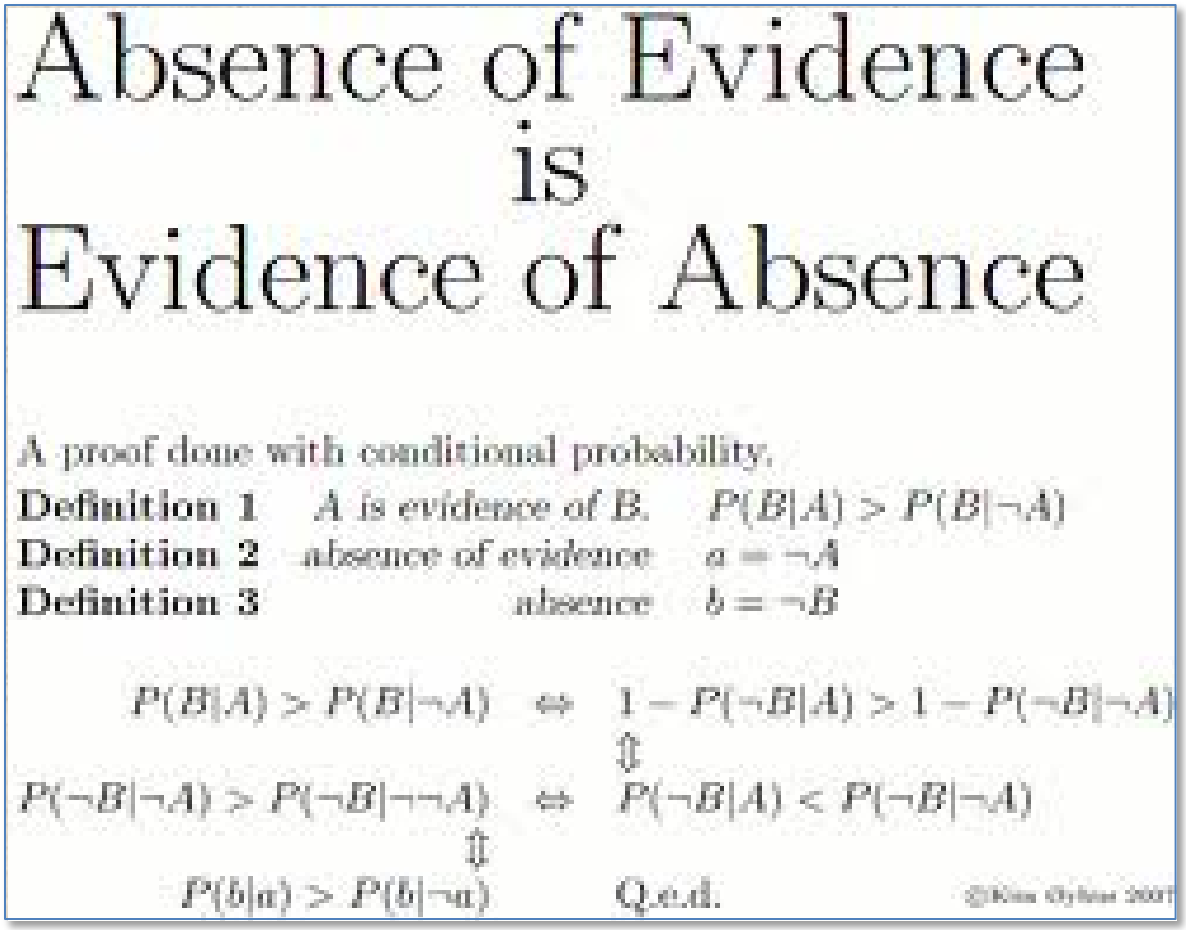
Consider Alternative Evaluation Tools

- Framing and evaluation as adaptive learning rather than accountability exercise s (Kramer, 2009)
- Formative Evaluation, Process Evaluation, Outcome and Summative Evaluation (Preskill & Torres, 1999; Skriven, 1967)
- Results Based Accountability (RBA). (Friedman, 2005; Kusek and Rist, 2004)
- Do View Results Roadmap Software (Duignan, 2010)
- Prove It! Measuring regeneration projects on quality of life (New Economics Foundation in partnership with Groundwork UK and Barclays Bank, 2000)
- Ethnographic Research Methods (Love, 2001)

Much To Improve

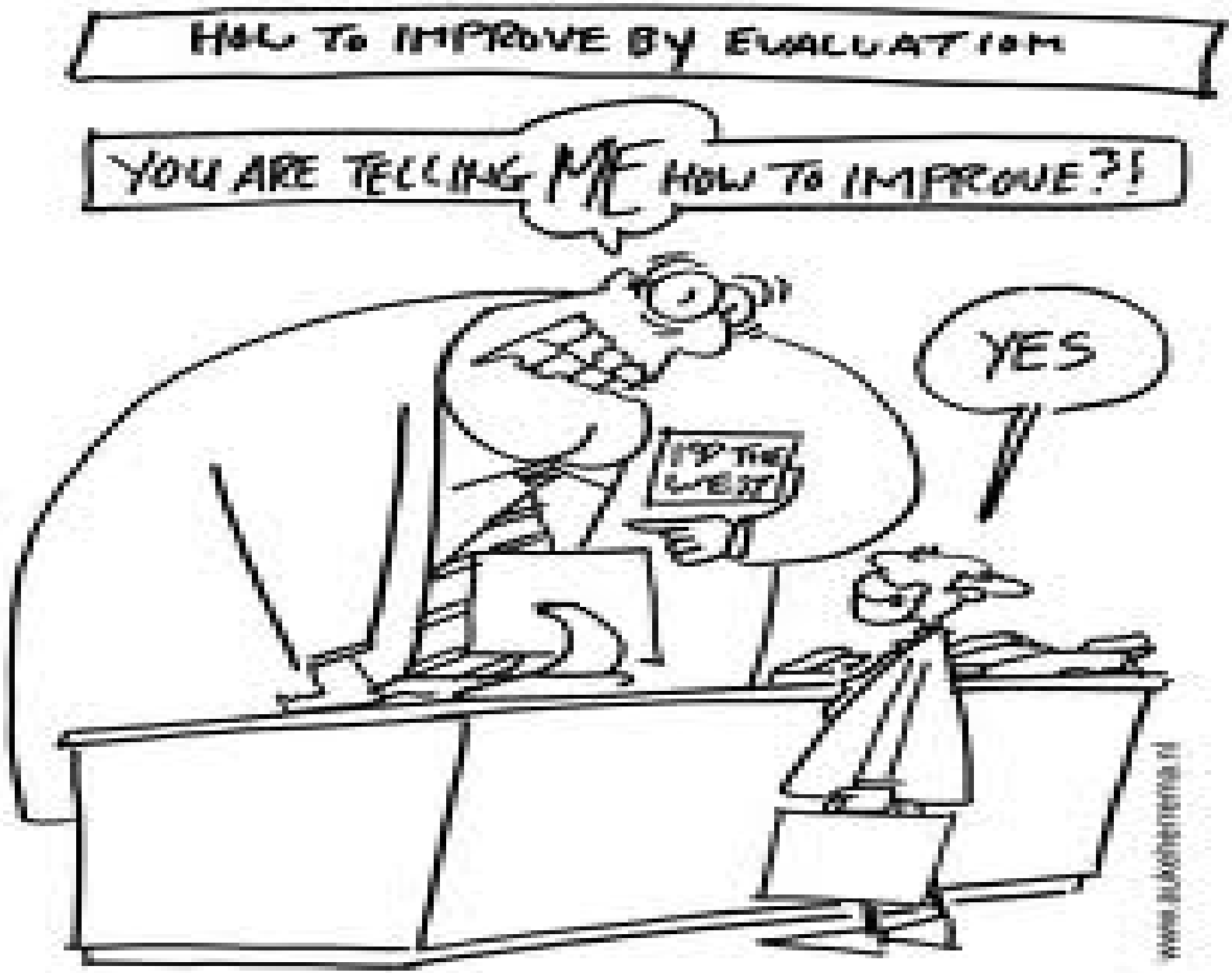
- Limited attention to unintended consequences
- Issues of power, control and participation
- Analyses of conflict
- Black-box problems – unclear connections between outputs, outcomes, impacts and effects

Debunking Myths



“Myths which are believed in
tend to become true”

(George Orwell)


HOW TO IMPROVE BY EVALUATION
YOU ARE TELLING ME HOW TO IMPROVE?!
YES