

MAPSI

Managing Art Projects with Societal Impact

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For a Start

Key concepts

social = relates to aspects of human interactions and is commonly used to refer to activities in the context of various minorities, such as the elderly and different genders and cultural groups, and is also used in the context of well-being practices that relate, for example, to health.

societal = refers to various human activities in communities. Societal has a broader perspective than 'social', encompassing, for instance, social activities (e.g. urban development).

The general objective of socially influential art projects is to do good to reduce poverty and suffering, bring change and development to society and help people and society locally or on a wider level.

How different policies might make an impact

Figure 1 Policies affecting art projects and their management.
Source: Authors

The role of manager in projects with societal impact

The phases of project	The role of manager	The tasks	The aims of outcomes management
1 Initiating: Tasks: Identifying the project through 'to-do list'	Active ethnographer	The identification of project landscape, context, main actors and needs, goals, means, risks, values and opportunities.	Understanding of the context of artists, organisations, audiences and stakeholders to further knowhow for the art influence with societal impact
2 Planning: Tasks: Creating the 'to-do list'	Broker, cultural intermediary, translator	Creating meanings, framing and planning the practices, acting in the area of overlapping communities of practice and mapping the interests for cooperation.	A preference to create impactful and facilitation of interesting practices with explicit mover towards the set of goals
3 Implementing: Tasks: Doing the project	Active supporter of identity building, culture of caring	To bring different people and groups together to create knowledge to foster learning, understanding, learning, to facilitate the collaboration and co-creation	Creation of a sense of trust to enable collaboration with reflection on project goals and activities among team members
4 Control: Tasks: Monitoring and measuring	An invisible hand	To create structure and facilities for joint action to minimize the distance between original plans and emergent new ideas	Overall ability to enhance the quality and societal impact of art project with relevant manner
5 Finishing: Tasks: Wrapping up and packing away	Inspect, assessor	Evaluation of project: General and external, and outcomes on one community of practice	The assessment of the societal impact (short and long term) and outcomes with the ways that are generated in relation to each stakeholder and target group

Figure 4 Managing socially influential Art Projects
Source: Authors

Ethics

Figure 2 Individual interactions with wider systems
Source: Adapted from Brundstromer (2017), Galvin (2022) and Telenia (2020)

Necessary leadership in projects with societal impact

Evaluation What? Why? How?

Planned work	Intended results			
Inputs or resources	Activities	Outputs or products	Outcomes or results	Impact
What resources go into a project	What activities the project undertakes	What is produced through those activities	The changes or benefits that result from the project	Fundamental changes that occur in individuals, organisations, communities or systems as a result of a project after its completion
e.g. money, staff and equipment	e.g. development of materials and training programmes	e.g. number of artworks produced, workshops held and people trained	e.g. increased skills/knowledge/confidence, leading to long-term effects	e.g. sustainable change in individuals' behaviour/practice, or organisations' practices

Table 1 An example: Evaluation criteria in the SPOI model
Source: Authors

Alvira-Arenas et al. 2016. Managing Art Projects with Societal Impact: Study Book for Students, Stakeholders and Researchers. Sibelius Academy Research Report Publications 27. Helsinki: Utaipida.