



Impact through self-evaluation: an idea from Finland makes a start in Europe

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Structure of the presentation

- About: Institute for Museum Research
- Project partners & facts
- Underlying concepts - the theory related to impact, evaluation, and relevance
- MOI! framework as a tool for strengthening the impact of organisations







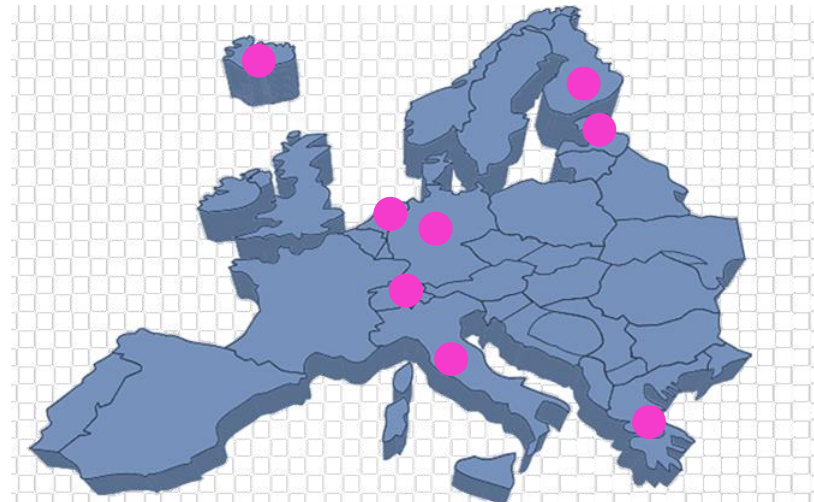
MOI! Project in a nutshell

- Funded by the Creative Europe programme (COOP2, July 2019)
- Duration until November 2022 (34M), budget 731 300 € (50% EU funded)
- 11 partners from 8 countries across Europe

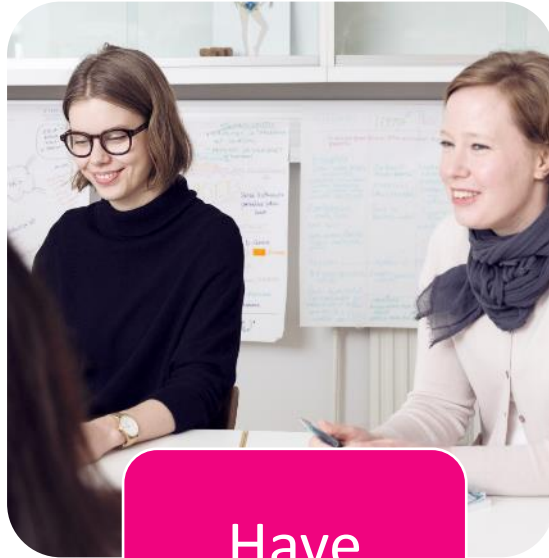


Finnish Heritage Agency (FI) (co-ordinator), BAM! Strategie Culturali (IT), Greek Ministry of Culture (GR), NEMO Network of Museum Organisations (DE), Museum of Cycladic Art (GR), Estonian National Museum (EE), Finnish Museum Association (FI), European Museum Academy (NL), Museum Council of Iceland (IS), Prussian Cultural Heritage Foundation (DE), MUSIS - Steirischer Museumsverband (AT)

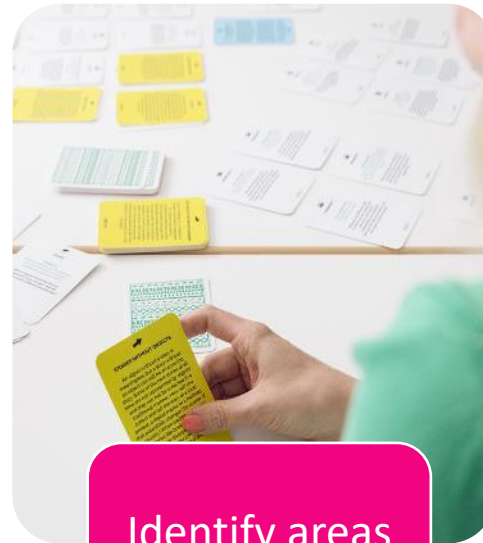
- Museum advisors
- Ministries and public agencies
- Museums
- Networks and associations
- Development agencies



TRANSFORMATION!
Innovation starts
within.



Have
process of
dialogue



Identify areas
where there is
room for
development



Start a
development
path based on
evaluation
results

Acting as a
platform for
dialogue

Better
understanding
of own goals

Strengthening
a shared view

Taking a new
direction

Preparing for
strategy work

Passing on
knowledge in
transition
moments



MUSEUMS OF IMPACT



Underlying concepts - the theory related to impact and evaluation

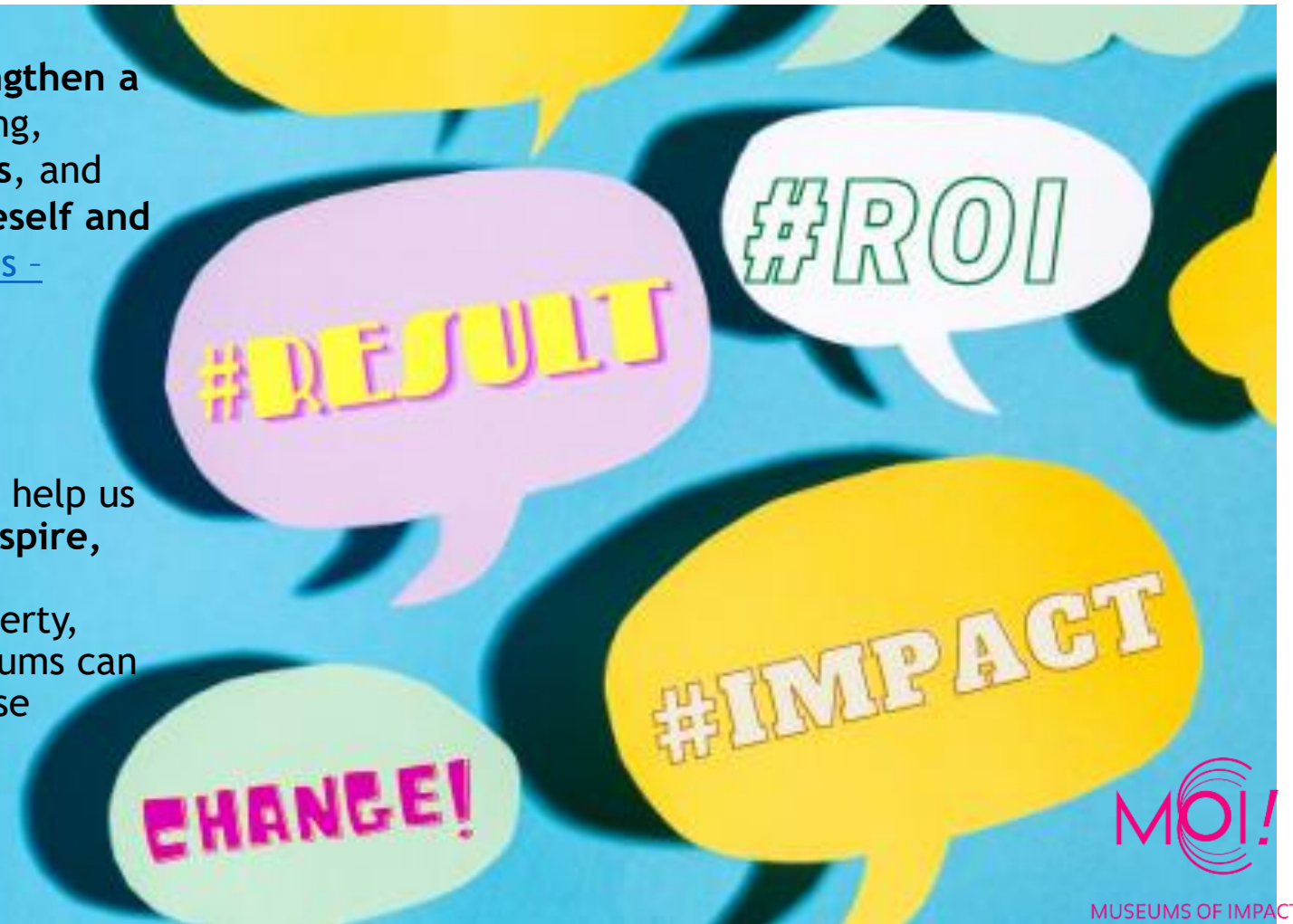
Why is impact important?

What makes museums relevant?

“Social impact addresses how museums may **strengthen a community** through education and lifelong learning, helping visitors **understand multiple perspectives**, and emphasizing the importance of **taking care of oneself and others.**” - [Measuring the Social Impact of Museums - American Alliance of Museums \(aam-us.org\)](https://www.aam-us.org/)

“Museums can **increase our sense of wellbeing**, help us **feel proud** of where we have come from, **can inspire, challenge and stimulate** us, and make us **feel healthier**. With society facing issues such as poverty, inequality, intolerance and discrimination, museums can help us **understand, debate, and challenge** these concerns.”

[The impact of museums - Museums Association](https://www.museumsassociation.org/)



Learning from the past

First and foremost, museums and galleries provide an insight into the history of humankind. And while no museum can claim to provide a complete picture, the lessons we can learn from past events, wonders and tragedies are priceless.

Bringing communities together

Museums are able to provide a sense of community and place by celebrating a collective heritage, offering a great way to get to know the history of a particular area.

Standing firm in the face of adversity

Of course, taking a stand often means that a museum exposes itself to criticism from those who disagree with their exhibits.

Educating future generations

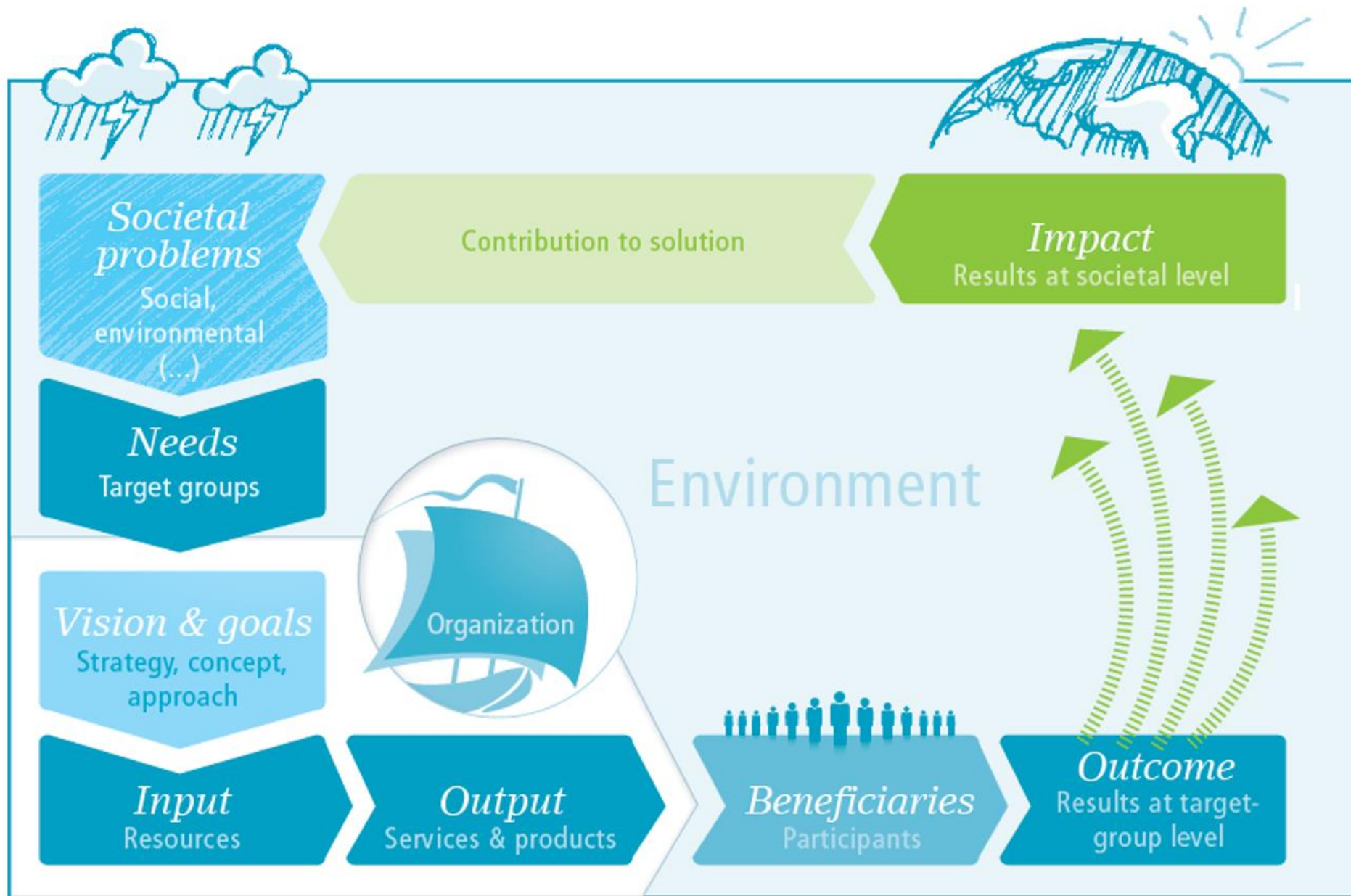
From creating exhibitions targeted towards children to teaching children in a quasi-classroom environment, institutions around the world are doing their bit to pass down knowledge.

“Museums are just as important to the future as the future is to museums.” - [Why we need museums now more than ever - MuseumNext](#)



Your activities have **impact**
if they **contribute**
to a desired **change**
for stakeholders
or in society





Different approaches in evaluation

- **Needs analysis**— which analyses and prioritises needs to inform planning for an intervention
- **Ex ante impact evaluation**—which predicts the likely impacts of an intervention to inform resource allocation
- **Process evaluation**—which examines the nature and quality of implementation of an intervention
- **Outcome and impact evaluation**—which examines the results of an intervention
- **Sustained and emerging impacts evaluation**—which examines the enduring impacts of an intervention some time after it has ended
- **Value-for-money evaluation**—which examines the relationship between the cost of an intervention and the value of its positive and negative impacts
- **Syntheses of multiple evaluations**—which combine evidence from multiple evaluations

Self-Evaluation and Developmental Evaluation

Self-evaluation is the process of observing, analyzing and improving one's own actions or results.

Self-evaluation helps an organization to identify its strengths and developmental needs.

Self-evaluation is a process of building mutual understanding about the goals set by the organization for itself and its chosen actions.

Developmental Evaluation is an evaluation approach that can assist in development and change processes in complex or uncertain environments. The approach emphasizes the real-time feedback to management, thus facilitating a continuous development loop.

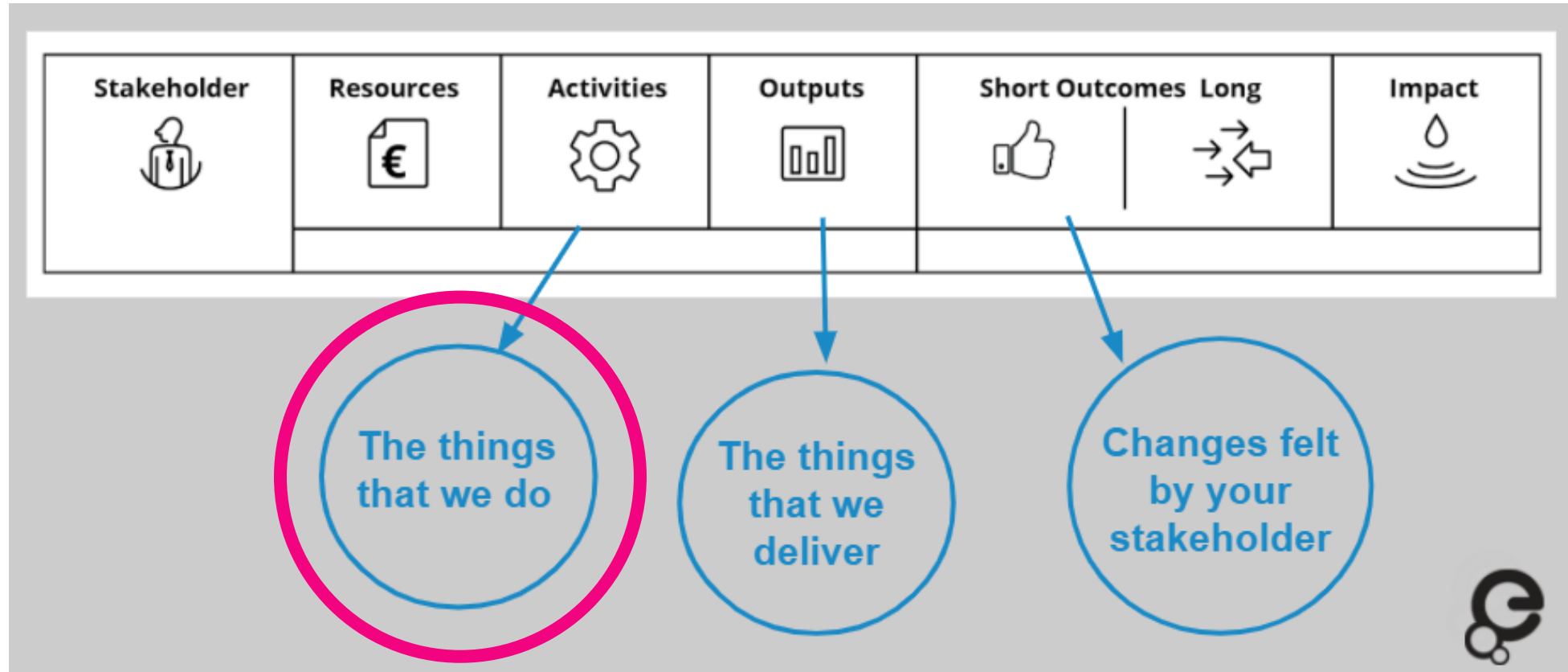


Developmental Self-Evaluation

- Non-linear
- Fokus on komplex, dynamic systems
- Quick feedback - long term, cyclical process
- Self organized, inclusive to all hierarchies and status groups
- Evaluator als internal "facilitator"
- Systemic process of learning
- Looking consequently
- **Modularity**



MOI! focuses on the "start" of the impact value chain



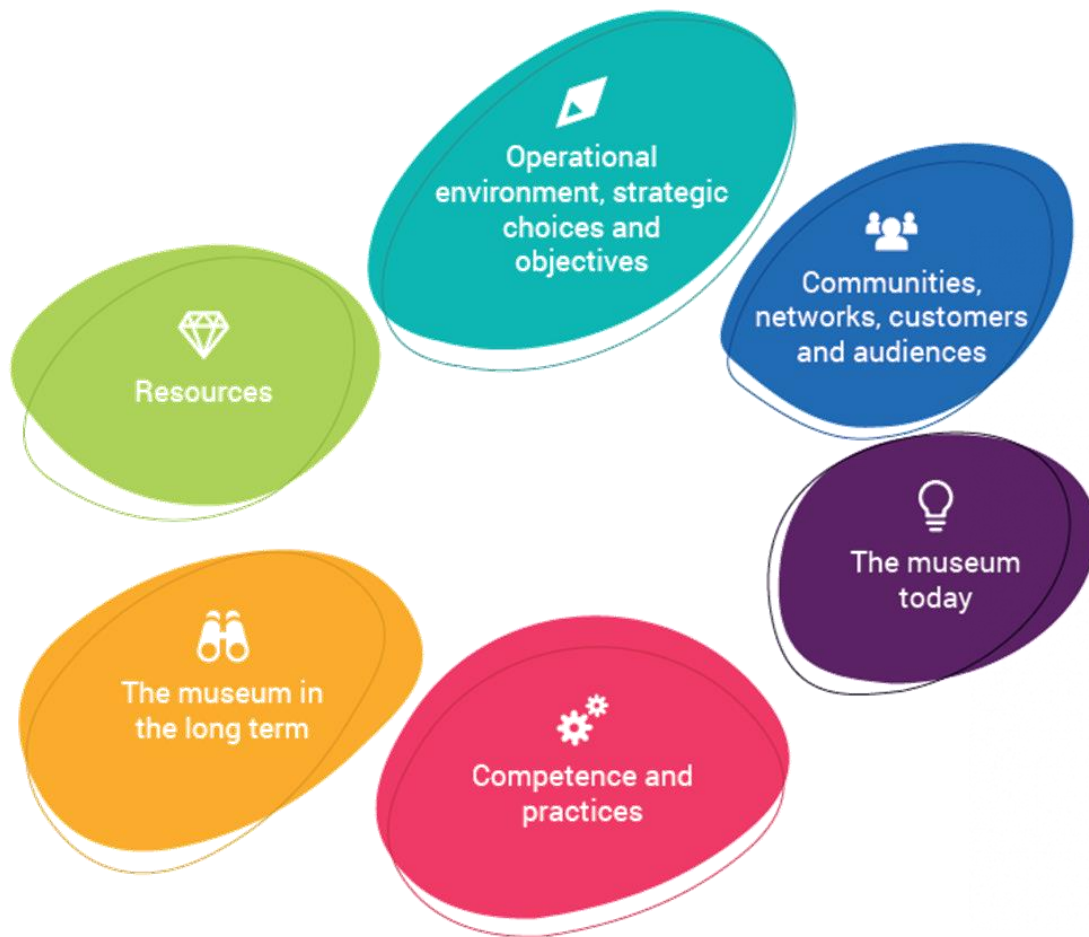
From doing the things right to doing the right things



Museovirasto



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On the road to a European framework

- Aim: to produce a **European museum self-evaluation framework** for museums of all sizes and types, with the help of which they can increase their impact in society
- Key activities: a series of **workshops** and **open stakeholder forums** to formulate the new model; a number of **pilots** in museums to test the model; **publishing the model** and disseminating information about it





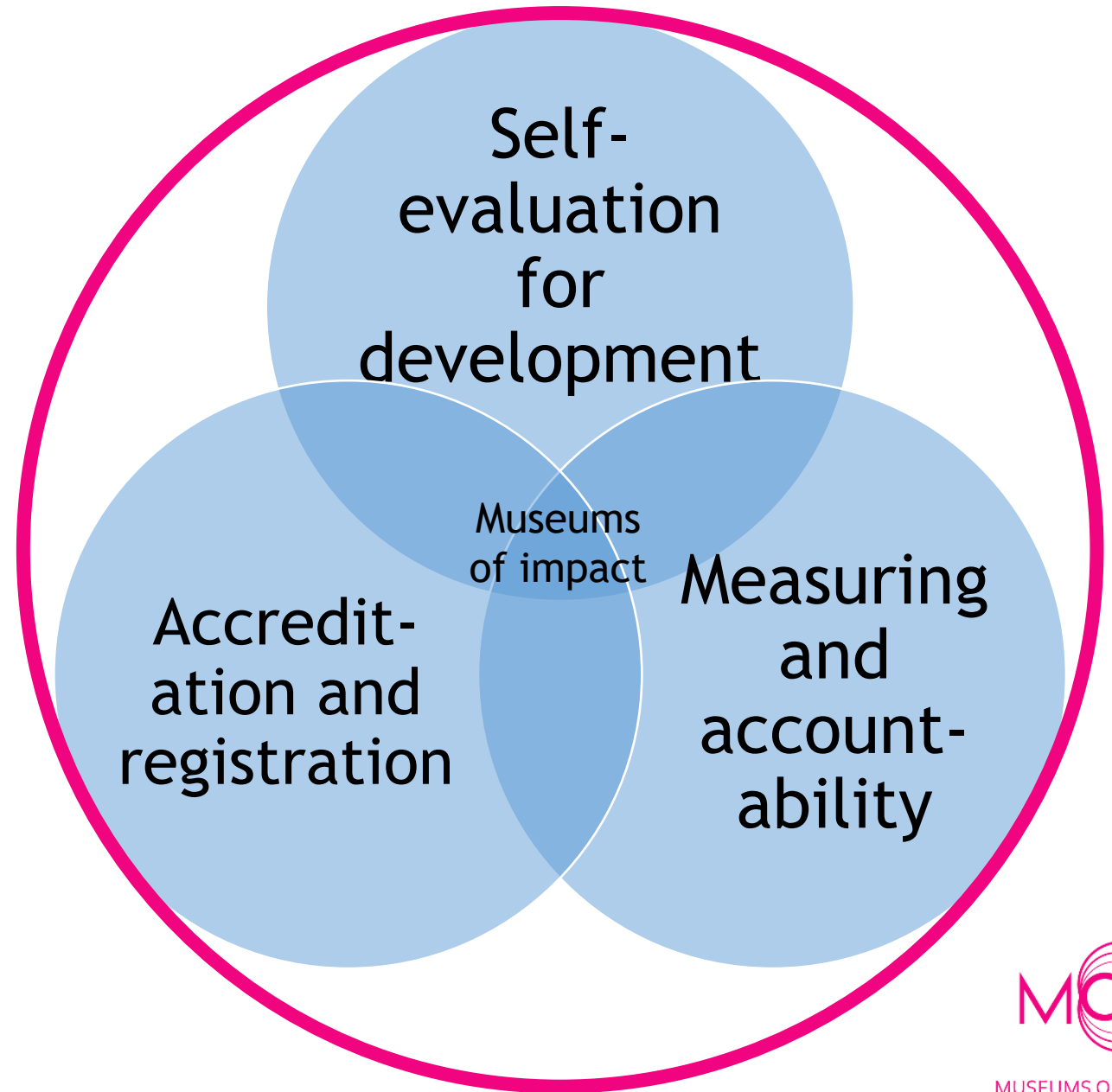
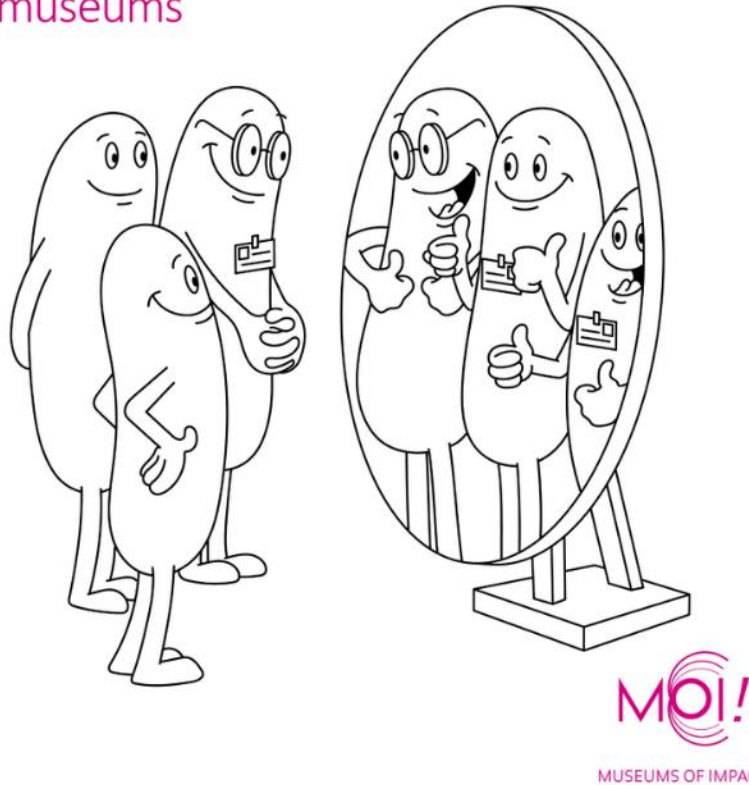
**How can the MOI framework
help your organisation in
working towards impact ?**



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Complementarity

Self-evaluation tool
for museums



Self-evaluation for impact helps you to ask yourself and your institution:

- What kind of **impact** does the museum seek to have in its communities? Are we strategically mature? How can the museum take control of its impact?
- Is the museum allowing the **operating environment** to impact its operations?
- Is it possible to achieve the desired impacts through the museum's current **services**?
- **For whom and with whom** are the services planned and carried out?
- How are the museum's **resources** put into active use to improve the impact of operations and services?
- What kind of **operating culture** and **working practices** enables the museum to have an impact?



How can we as an institution become a museum of impact?

Four **enabler modules**:

What we do – Impact goals and strategy

How we work – Organisational culture and competences

How our organisation functions – Resources and service development

How we embed digital into services and processes – Digital engagement

Where do we find our impact areas and how do we learn to be better?

Four **impact modules**:

Communities and Shared Heritage

Relevant and Reliable Knowledge

Societal Relevance

Sustainable organisations and societies

The three ways of using the framework



1. **Familiarise** yourself with the idea of self-evaluation and the key concepts of 'Impact and community'.
2. Familiarise yourself with the framework and choose the modules that best fit your needs.

3. **Gather** an evaluation group or groups that consist of staff from different positions and levels throughout the organisation.
4. Choose one or more facilitators from your organisation.
5. **Set up dates** and a space for the evaluation discussions to take place.



6. **Run** the evaluation in the method of your choice, allowing enough time for discussion.
7. Write down key remarks, comments, and conclusions.

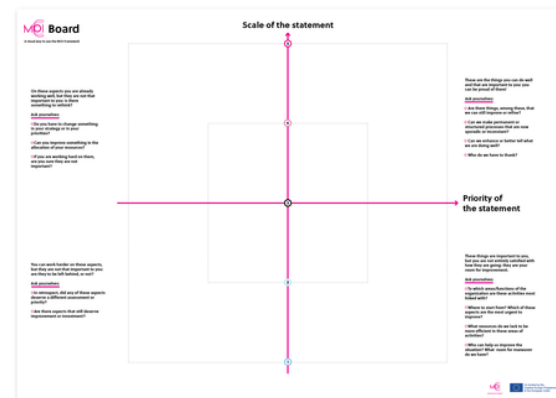
8. **Set priorities:** identify the most relevant development areas based on the results of the evaluation.
9. Agree on how to proceed with improving these areas with the help of the Development Workbook document.



1



2



3



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The workbook



Societal relevance

REACHING OUT

Are we relevant to stakeholders, networks and partners?

11. By following the social and political debate, we understand the viewpoints and concerns of different groups of people.



12. We have built sustainable connections with relevant groups and actors in society.



13. We are a reliable and fair partner in our partnerships and networks



Discussion notes:

All participants agree, as we have a policy for impact outreach, but would like to strengthen the ability to follow current societal discourse in some effective way.





MOI FRAMEWORK

IMPROVE YOUR MUSEUM'S IMPACT



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Challenges

- complexity
- requires investment in time and interest
- requires long-term engagement

Benefits

- structured process
- modular
- scalable



Thank you for your attention!



MOI Museums of Impact



www.museumsofimpact.eu



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<https://www.ne-mo.org/about-us/resources/moi-self-evaluation-tool.html>



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