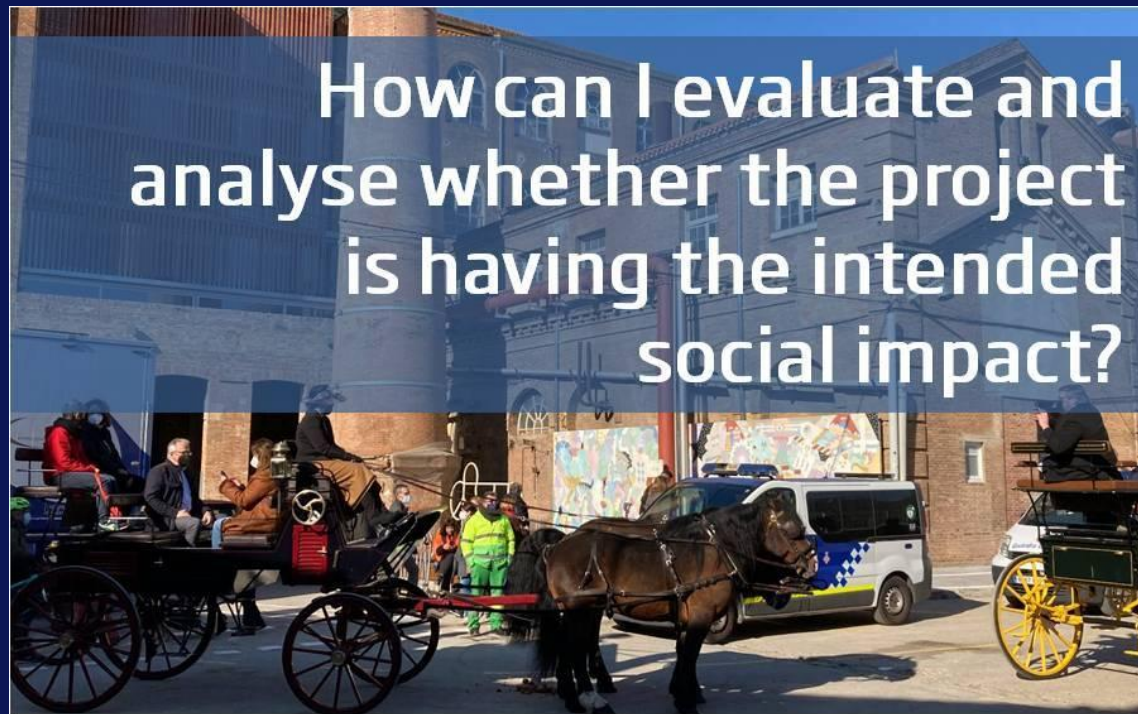


Evaluation AND RECOMMENDATIONS

TOOL HANDBOOK



How can I evaluate and analyse whether the project is having the intended social impact?





How can I evaluate and analyse whether the project is having the intended social impact ?

EVALUATION & RECOMMENDATIONS

TOOL



Integrating society through evaluation processes and measuring the impact of social interactions in research projects

Evaluation AND RECOMMENDATIONS

The Deep Cities approach is fundamental for assessing how the social impact of projects and participatory processes related to heritage can be understood. This analysis is based on the interaction between the different historical and socio-spatial layers that conform the transformation of urban heritage. For this purpose, the University of Barcelona has developed:

- 1) an indicators matrix for exploring the social impact that is produced by the research interactions
- 2) a set of guidelines for participative processes in evaluation procedures
- 3) a Policy Brief for heritage managers based on the recommendations to the issues identified in the different sections of the project.

These three tools are aligned to the core values of the project and keep a permanent dialogue with the material, historical, economic, political, and cultural dimensions that characterise the urban ecosystems complexity. These tools aim to improve the ways academics, practitioners and other expert stakeholders integrate the general society, and the local communities in sustainable strategies for the conservation of urban heritage. They are devised to guide urban policies committed to sustainable preservation solutions.



WHEN?

SUGGESTED Planning Phase

We encourage stakeholders to work with indicators of social interactions and participatory evaluating processes since the very early stages of the project; e.g. the project brainstorming design.

WHO?

The participation of the whole range of stakeholders in evaluation programmes for monitoring the project is recommended from the early stages of the project. Evaluations should be conceived as a process to improve projects in the short and long term, allowing room for rectification and reformulation of strategies. It also allows stakeholders to contribute to implementing improvement strategies, especially in dialogue between society and expert actors as well as to the enhancement of the heritage policies themselves. For this to take place it is essential to allocate funding for the design and implementation of partial and final evaluation dynamics for heritage conservation projects.



Integrating society through evaluation processes and measuring the impact of social interactions in research projects

Evaluation AND RECOMMENDATIONS

SOCIAL IMPACT: INDICATORS MATRIX, MEASURING THE SOCIAL INTERACTIONS IN RESEARCH PROJECTS

The matrix, which is based on the premise that social inclusiveness is related to the sustainability of our strategies and methods, explores ways to identify, measure, and monitor how the work carried out in our academic projects may impact on the social fabric and its inhabitants. A series of phases that are common in research projects are proposed, connecting these to three knowledge-building dimensions where stakeholders can identify themselves: the scientific or academic, the institutional and the social. In addition, an internal evaluation dimension is proposed, which serves to monitor and include possible improvements to the societal character of our research, being a tool that can be extrapolated to other projects involved in the application of collaborative academia-society projects.

For each project phase, a set of comprehensive indicators and a series of methods to measure its scope are proposed. These indicators seek to monitor whether the project has continuous interaction with stakeholders in an orientated way. This matrix can be extrapolated to other social sciences and humanities fields research projects. One of its objectives is to bridge the gap that usually exists between academic output and epistemic knowledge transfer.

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It seeks to help to co-create science, which means working "with people" and not "for people". As it is arranged by phases and each of them has a set of distinct indicators (described in the deliverable), any user can adapt the indicators to the different stages of their projects.

		Indicators of social interactions in research projects	
		Comprehensive indicator	Methods to measure (quantitative and qualitative)
Continuous phases	Academic	Project Phase	
		Design stage	1.1. Interdisciplinarity and diversity in the composition M2.1.1. Degree of disciplines involved. Number of members from each discipline. M2.1.2. Analysis of the background and cultural framework of the project members. Gender or non-gender roles.
	Institutional	Project Management	1.2. Level of collaboration in terms of funds, expertise, material, and natural resources from several fields M2.2.1. Design of collaborations involved (funds, expertise, material, resources). Number of members for each type. M2.2.2. Revision of the nature, scope and cultural framework of the collaborations.
		Theoretical stage	1.3. Level of knowledge transfer and of co-creation applied to the research activity and oriented to the theoretical framework M2.3.1. Frequency and nature of shared events based on collaboration with local stakeholders. M2.3.2. Frequency and nature of meetings with local stakeholders. M2.3.3. Analysis of the use of inclusive and interdisciplinary language and actions that promote the gender and intersectoral participation in all the phases of the project. M2.3.4. Analysis and evaluation of the type (academic vs. non-academic), and origin (epistemic framework) of the research used. M2.3.5. Analysis of the background and cultural framework of the case studies. Carry out an initial consultation with the research team to understand the context of the stakeholders. M2.3.6. Number and nature of co-created proposals.
	Societal	Methodological/Laboratory stage	1.4. Depth of the method of analysis applied to the social dimension of the case studies M2.4.1. Design and nature of social features included in the design of the case studies. M2.4.2. How the methodology and analysis the features received from all the communities of interest and the different stakeholders.
		Observatory stage	1.5. Level of engagement and cooperation with communities of interest and stakeholders in carrying out participatory research activities M2.5.1. Conduct a baseline survey to be able to measure and analyse multidirectional long-term changes and improvements. M2.5.2. Frequency and nature of the meetings with the communities of interest and stakeholders. M2.5.3. Number and nature of the different stakeholder's multidirectional projects included in the study. M2.5.4. Frequency and nature of the meetings with the communities of interest and activities. M2.5.5. Number of meetings with research teams to assess participatory research, monitoring or research activities. M2.5.6. Frequency and nature of the meetings for the analysis of data with the communities of interest and stakeholders. M2.5.7. Number and processes of the activities related to the "research network" involving activities. M2.5.8. Conduct satisfaction surveys upon completion of activities.
	Internal	Interpretation and usability stage (Research Tools)	1.6. Level of social innovation of the tools and methods developed M2.6.1. Comparative analysis of the activities that comprise the set of techniques and resources, framed in the context of R&D, internal and local initiatives.
		Evaluation stage	1.7. Level of usability, accessibility and responsibility of the techniques and resources developed by the communities of interest M2.7.1. Frequency and nature of the meetings with the communities of interest and stakeholders. M2.7.2. Design and nature of the different stakeholder's projects. Conducted in the field. M2.7.3. Conduct an online survey with experts and non-experts on the usability of the resources. M2.7.4. Number of users, visits and downloads of the website platform.
	Observation	Crafting of strategic documents stage	1.8. Level of commitment to design activities in evaluation processes M2.8.1. Frequency and nature of the evaluation meetings (development and results) with the communities of interest and stakeholders. M2.8.2. Number of meetings with the communities of interest and stakeholders to discuss the development of evaluation activities. M2.8.3. Number of meetings with the communities of interest and stakeholders to discuss the development of evaluation activities. M2.8.4. Number of meetings with the communities of interest and stakeholders to discuss the development of evaluation activities.
		Observation data phase	1.9. Diversity of the dissemination forums and platforms chosen M2.9.1. Number and nature of the resources and activities at the organisational workshop or dissemination activities. M2.9.2. Number of events, workshops and talks, in the context of the different project partners. M2.9.3. Number and type of resources used to disseminate the activities. M2.9.4. Conduct a baseline survey to assess the type of digital and non-digital resources.

Indicators Matrix © University of Barcelona

Indicators of social interactions in research projects



Academic

To ascertain whether the theoretical and methodological contributions in the scientific domain are taking place.

Institutional

To analyse whether the strategies to improve communications between institutional and social stakeholders are being applied..

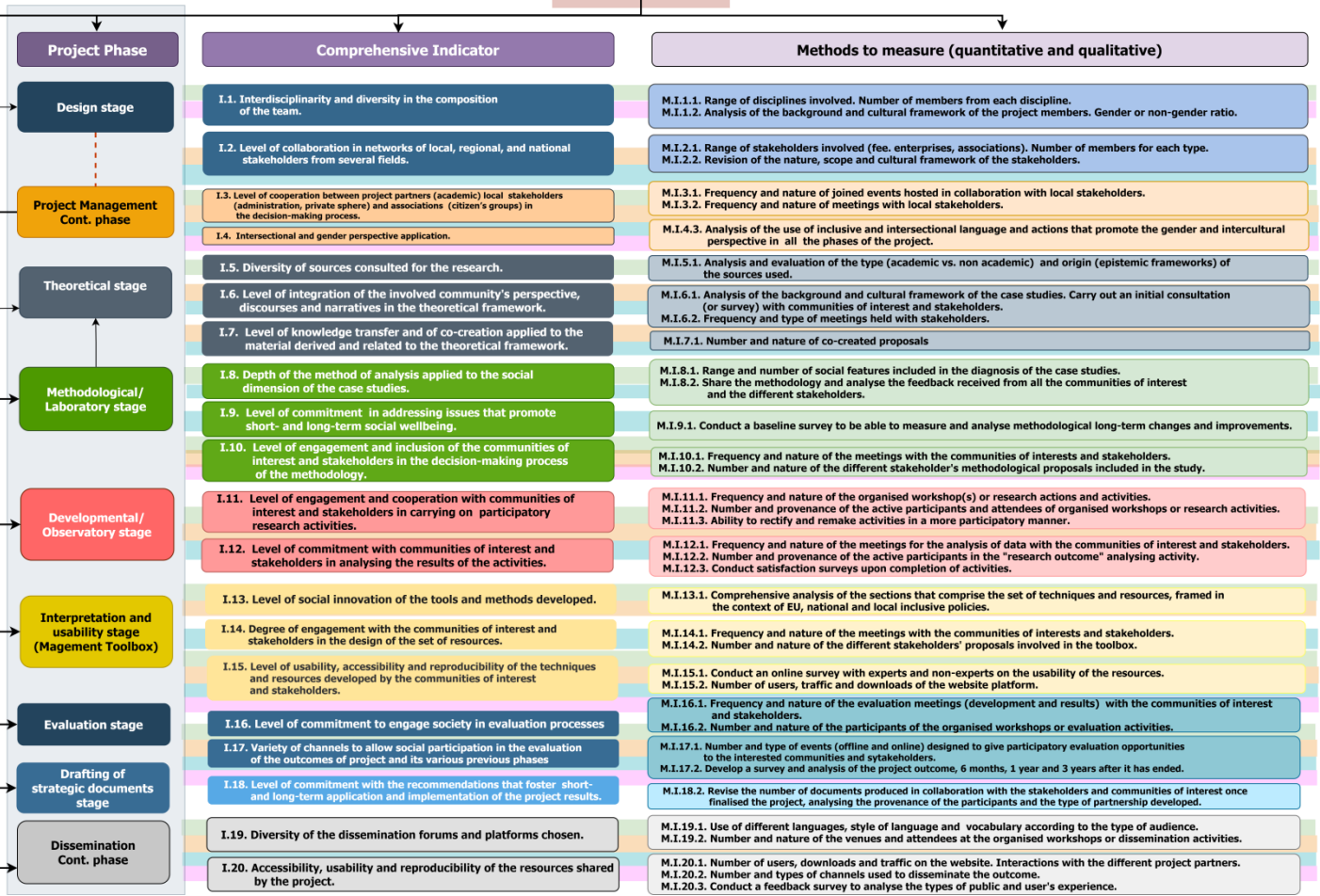
Societal

To detect wherever the project to promote and strengthen the democratic and participatory processes of urban heritage projects is taking place..

Internal

To help review collaborations between entities involved in the projects.

Continuous phases
Diachronic phases



1	Introduction
2	Guidelines to evaluate participatory processes
3	How can I evaluate and analyse whether the project is having the intended social impact?
4	Conclusions

Integrating society through evaluation processes and measuring the impact of social interactions in research projects

Evaluation AND RECOMMENDATIONS

How can I evaluate and analyse whether the project is having the intended social impact ?

EVALUATION & RECOMMENDATIONS



GUIDELINES TO EVALUATE PARTICIPATORY PROCESSES

The guidelines for evaluating participatory processes in projects are designed to be a guide for urban planning practitioners and seek to transform the usual formats of urban heritage management. They aim to identify and include how people live and perceive heritage in the project evaluation process. They also aim to detect the points of view of the different stakeholders involved as promoters of the heritage conservation processes.

Heritage projects are shaped by expert stakeholders and the social inclusion strategies do not always consider local voices. The main aim of a participatory evaluation is to involve every stakeholder in any heritage conservation projects. The project evaluation must follow its development from the first stage, when the proposal is drafted, to the final stage, when its conclusions and recommendations are made (described in the deliverable).



Guidelines for evaluating participatory processes © University of Barcelona



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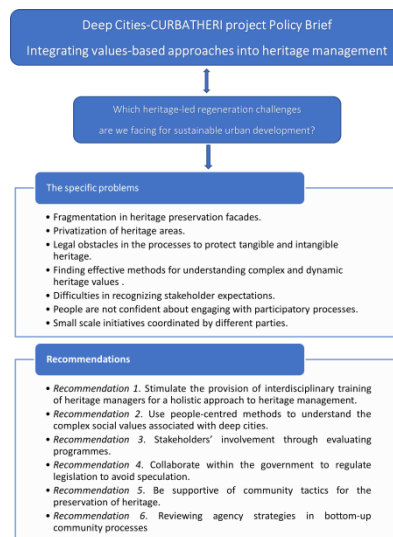
POLICY BRIEF, INTEGRATING VALUES-BASED APPROACHES INTO HERITAGE MANAGEMENT

In this policy brief, we present a series of recommendations for configuring sustainable heritage preservation strategies based on our understanding of how historical urban transformations could be a source of inclusive discourses and narratives within what has been called the "Deep City." The promotion of multistakeholder dialogue scenarios may serve to enable decision makers to better understand the multifaceted "deep history" of a place through shared social and cultural values.

This proposal intends to integrate the analysis of urban transformations through mapping different uses and intersectional voices to contribute to boosting social sustainability actions. The 'deep cities' approach for historical urban areas implies a diversity of values which may be in conflict.

For several months, we have tried to demonstrate with empirical research the operationalization of a plural vision of heritage for the design of desirable and sustainable cities. The objective was to develop a series of tools that enabled reflexive and deliberative management processes in the meantime that enhanced social inclusion through strategies of knowledge co-production and the discovery of shared values associated with a temporary and physically fragmented heritage.

The main objective of this policy brief is to make several recommendations to heritage managers including policymakers, heritage officers, and planners, at national, sub-national and local levels of government.



Policy Brief © University of Barcelona



Deep Cities-CURBATHERI project Policy Brief

Integrating values-based approaches into heritage management

Which heritage-led regeneration challenges
are we facing for sustainable urban development?

The specific problems

- Fragmentation in heritage preservation facades.
- Privatization of heritage areas.
- Legal obstacles in the processes to protect tangible and intangible heritage.
- Finding effective methods for understanding complex and dynamic heritage values .
- Difficulties in recognizing stakeholder expectations.
- People are not confident about engaging with participatory processes.
- Small scale initiatives coordinated by different parties.

Recommendations

- *Recommendation 1.* Stimulate the provision of interdisciplinary training of heritage managers for a holistic approach to heritage management.
- *Recommendation 2.* Use people-centred methods to understand the complex social values associated with deep cities.
- *Recommendation 3.* Stakeholders' involvement through evaluating programmes.
- *Recommendation 4.* Collaborate within the government to regulate legislation to avoid speculation.
- *Recommendation 5.* Be supportive of community tactics for the preservation of heritage.
- *Recommendation 6.* Reviewing agency strategies in bottom-up community processes

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EVALUATION &
RECOMMENDATIONS



Deep Cities Policy Brief
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FURTHER READINGS

- Ana Pastor Pérez & Margarita Díaz-Andreu, 2021, **Analizando el valor patrimonial de las transformaciones urbanas en Barcelona**, *Complutum*, 32(2): 709–726, <https://doi.org/10.5209/cmpl.78579>
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- Victoria Ateca-Amestoy, Anna Villarroya & Andeas Joh Wiesand, 2021, **Heritage Engagement and Subjective Well-Being in the European Union**, *Sustainability*, 13(17): 9623, <https://doi.org/10.3390/su13179623>
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RETOS EN LA GESTIÓN DEL PATRIMONIO ARQUEOLÓGICO

Complutum
ISSN: 1131-8993

EDICIONES COMPLUTENSE

<https://dx.doi.org/10.5209/cmpl.78579>

Analizando el valor patrimonial de las transformaciones urbanas en Barcelona
Ana Pastor Pérez¹, Margarita Díaz-Andreu²

Recibido: 01/04/2021 / Aceptado: 16/07/2021

Resumen. Las ciudades son asentamientos complejos, densamente poblados, que se encuentran en constante transformación. ¿Protegerlas las ciudades como paisajes congelados, sin tener en cuenta los procesos que en ellas acontecen?, ¿que "patrimonios" conservamos? Estos cambios, que atienden a distintos orígenes, usos e intereses, conforman una esencia multi-capa única, un palimpsesto donde unas estructuras se han conservado y otras han perecido; donde unas historias se arietan, modifican y ponen en valor y otras se esconden. En este trabajo abordamos el estudio de estrategias de conservación y regeneración urbana, desde una perspectiva de profundidad. Se busca explorar el concepto de "ciudad profunda" (deep city) desarrollado recientemente por Fousséi, Guttorriussen y Swensen, que analiza el valor de las transformaciones urbanas de forma multivocal. La ciudad de Barcelona, y su paulatina desdramatización sería el telón de fondo de este trabajo reflexivo y conceptual. Aquí se introducirían algunos apuntes sobre sistemas dinámicos (SD) y nuevos enfoques acerca de la dimensión de los valores del patrimonio aplicados a la conservación social.
Palabras Clave: Patrimonio urbano, Ciudades Profundas, Conservación social, Sistemas Dinámicos, Barcelona.

[en] Analysing the heritage value of the urban transformations in Barcelona

Abstract. Cities are complex, densely populated settlements in constant transformation. Do we protect cities as frozen images, oblivious to the processes taking place in them? What "heritages" do we preserve? These changes, which are the result of different sources, uses and interests, form a unique multi-layered entity; a palimpsest where some structures have been preserved and others have perished; in them some stories are saturated, staged, and enhanced, whereas others are hidden. This article addresses the study of urban conservation and regeneration strategies from a deep perspective. We seek to explore the concept of "deep city" recently developed by Fousséi, Guttorriussen and Swensen by analysing the value of urban transformations in a multivocal way. The city of Barcelona and its gradual desdramatization are the backdrop for this reflexive and conceptual work. Some notes on systems dynamics (SD) analysis or new approaches to the value dimension of heritage applied to social conservation will also be discussed.
Keywords: Urban heritage, Deep cities, Social conservation, Dynamic Systems, Barcelona.



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