



Deliverable No. 6.2

ATSI Orientation Guidelines Phase 2: The permaCultural resilience praxis (pCr) Induction and Artists' Guidelines

Document details	
Project Acronym/ Name	VOICE/ Valorising Artist-led Innovation through Citizen Engagement
Project URL	https://www.voice-community.eu/
Project Type	HORIZON Coordination and Support Actions (CSA)
EU CALL	HORIZON-CL4-2023-HUMAN-01-33
Grant Agreement No.	101135803
Project Start Date	01/01/2024
Project End Date	30/06/2026
Deliverable details	
Work package	WP6
Deliverable	D6.2 ATSI Orientation Guidelines: The permaCultural resilience (pCr) praxis induction and details
Due date of Deliverable	31/03/2025
Actual Submission Date	31/03/2025
Name of Lead Beneficiary for this deliverable	WP6: WAAG prepared by FF21c
Reviewed by	INOVA+
Dissemination Level	PU

Document History			
Version	Date	Comment	Modifications made by
V1	06/02/2025	V1 sent to consortium partners for feedback Resent 6th March 2025	Dr Anita McKeown, Rebecca White
V1	13/03/2025	Comments received from 2 consortium partners and feedback integrated	Dr Anita McKeown
V2	21/3/2025	V2 sent to Inova+ for review	Dr Anita McKeown

		Review by Inova+	
V3	31/03/2025	Final version sent to Inova+	Rebecca White / Dr Anita McKeown

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Acknowledgments

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And The VOICE Consortium

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The pCr Praxis Induction 2 outline

This online induction marks the formal introduction of the *PermaCultural Resilience (pCr)* praxis to the VOICE project's Phase 2 participating artists. Developed to support creative practitioners working in complex eco-social settings, the pCr tools aim to provide a robust, reflective method for articulating and evaluating the impact of process-led, place-based practices. This induction has been iteratively developed based on feedback from the pilot phase and in close collaboration with project partners.

It has been shaped to balance structured guidance with space for artists' own insights and lived knowledge to emerge. The induction introduces two key tools—*Zone Mapping* and the *Vital Signs Matrix (VSM)*—which underpin the project's evaluation approach. Artists begin to explore their project ecologies and define early intentions, which will be developed further through individual support sessions across the project's duration. Embedding evaluation from the outset, in alignment with the values and complexity of eco-social practice, ensures both rigour and relevance in documenting impact.

Date: 15th April 2025

Time: 10am - 1pm

Location: Online

Overarching Objectives

- An introduction to the pCr tools - part 1 and 2
- The importance of pCr tools for their project and data gathering and method of evaluation for the whole project
- Get started on their zone mapping
- Get started on their VSM as an intentional document

Preparation

- Prep any visuals - very simple as in boards /
 - Prepare JK artist examples scenario
- Send information in advance 7th April 2025 to all artists
 - Double check resources are working and send Miro boards link / blank VSMs

NB: Activities are just to get started as all will be picked up in mth 1 individual VSM session which over the three sessions (1,3 and 6) will facilitate moving from high level intentions stated in inductions - into granular evaluation over course of project

Time	Activity
10:00 - 10:20 am	Welcome and Introductions

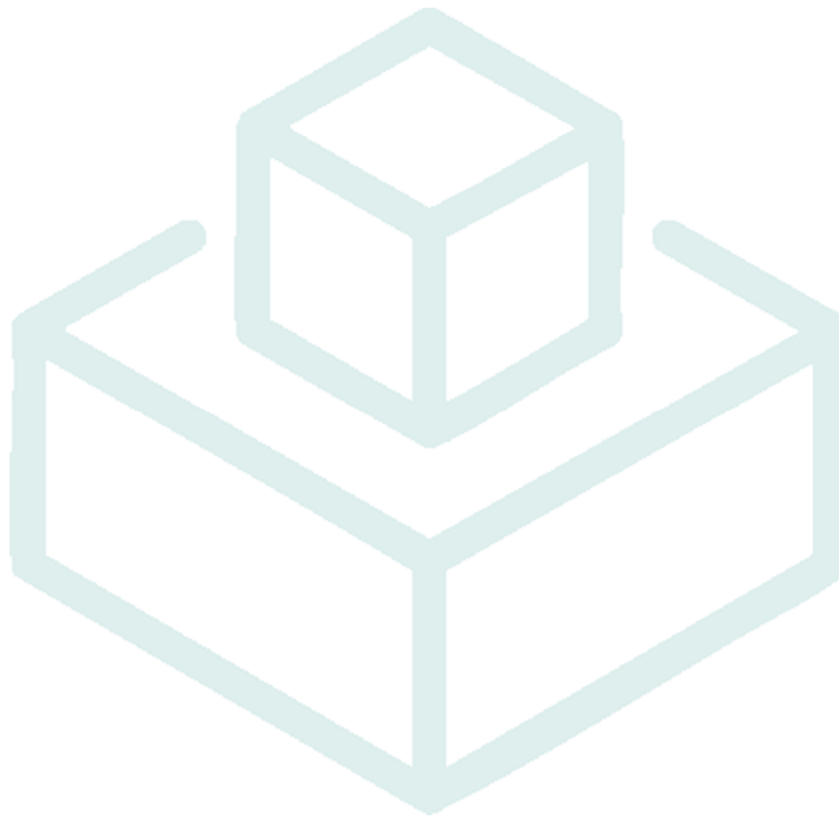
20 mins	Goal: Set the tone for the workshop and create an open, reflective learning environment. • Facilitator introduction and brief overview of the session. • Icebreaker: What inspires your practice? (participants share in chat / quick roundtable). • Overview of why pCr tools are useful for artists working in eco-social contexts.- Jakub Kukula VOICE pilot artist
10:20 - 10.45am - 25 mins	Introducing the pCr praxis Goal: Introduce the foundational concepts of pCr and its relevance to eco-social artistic practice. • What is PermaCultural Resilience (pCr)? ○ Origins and why it was designed for artists & process-led creative placemaking ○ How it supports holistic eco-social engagement (Earth Care, Social Care, Fair • 5 min break out room groups to summarise understanding of pCr and tools and then come back to share in main group- Mentimeter to enable them to generate the questions they have- then do a 5 min Q&A
10.45 - 11.40am 55 mins	Prep and break out 1 - Building Micro Ecology / Zone Mapping <i>FF21c facilitation using Miro Boards on shared screen</i> • 15 mins: Share screen and model example on Miro - ask artists to contribute (using Phase 1 pilot Artist - Jakob Kukula scenario) • Model zone Map: Login Protected • 5 mins: Explain next task and move into breakout rooms • 10 mins: Select 1 artist from group and collaborate to identify zones of project / begin to map based on updated proposal docs - Artist adds what they know / Artist 2 and facilitator prompt • 10 mins: Artist 2 Change over and repeat • Return to main room and explain artists have 10 mins to work on own map

	10 mins: screens off, self- defining own zones 1-5, using individual artists blank Maps
11:30 - 11.40am 10 mins	Feedback - Reflective chat together - Includes things to note for pCr evaluation 121s to pick up on
11.40 - 11.55am - 15 mins SCREEN COMFORT BREAK -	
11.55 - 12.40 pm 45 mins	Deep Dive into the Vital Signs Matrix (VSM) Goal: Explore how the VSM tool helps artists evaluate impact across 12 key dimensions. - Overview of how VSM is structured across: - Earth Care (Environmental Impact) - Social Care (Community Engagement) - Fair Share (Value & Economic Sustainability) - Step-by-step walk-through of the VSM with an example project Jakub Kukula - Activity: Mini VSM Reflection - Participants fill out a small section of the VSM for a past or current project and share insights in breakout rooms or chat
12.40 - 1pm 20 mins	6. Open Discussion and wrap up Goal: Help artists integrate pCr tools into their own creative practice - Q&A session – Answering specific concerns about applying pCr - How do pCr tools change how we think about process-led creative work? - Resources for further exploration - link to guidelines (toolkits, templates, examples) - Final Reflection: What's aspects are easy for you to see as relevant to your project?

Table 1 Outline for online pCr induction, 2025

Part 1

Foundations



Foundations

Welcome to the guidelines for the *PermaCultural Resilience (pCr)* praxis, a theoretical framework and practical toolkit (McKeown, 2015). These have been developed and refined for the VOICE project through an iterative process that included a commissioned pilot phase and valuable feedback from participating artists and project partners. Rooted in the realities of working in complex eco-social contexts, pCr offers artists a responsive, reflective framework and practical tools to support eco-social artistic place-based practice.

At its core, the pCr praxis recognises that eco-social creative practices embedded in community require models of practice that move beyond traditional artistic models. The framework is grounded in permaculture ethics—**Earth Care, Social Care, and Fair Share**—and offers a systems-aware approach that honours complexity, interconnection, and long-term impact.

This resource is structured in three key parts to guide you through both the philosophy and practical application of the pCr praxis approach:

Part 1: Introduction and Background to the pCr praxis

This section provides a theoretical grounding and developmental context for using the pCr praxis. It explains why and how the praxis was developed specifically for artists working in eco-social and process-based practices, and the values and ethics that underpin it. You'll find an overview of the core principles, including its alignment with permaculture thinking, creative placemaking, and inclusive design methodologies.

Part 2: 'How To' – A Practical Guide

Here, you'll find step-by-step guidance on using the pCr tools. These tools help you visualise, plan, and evaluate your practice in context—from the micro-ecologies of your immediate project space to the broader systems your work touches. This section is designed to be actionable, with prompts, templates, and guidance on integrating these tools into your ongoing creative process.

Part 3: Tools and Supports – Case Studies and Scenarios

The final section offers a case study scenario to illustrate how the pCr tools support artistic thinking and doing and capture the layered value of such work with a project as support materials to continue building your understanding and application of the framework.

Part 4: FAQ

The pCr's evaluation tools are used for assessing the impact of artistic interventions in complex environments, and the FAQ, P offers summary answers to eight commonly asked questions.

Glossary and Abbreviations

Actors	Participants in an action or process in an eco-social practice this also includes of more-than-human actors/actants
Community of practice	Groups of people informally bound together by shared expertise and passion for a joint enterprise
Dérive (Drift)	An unplanned journey through a landscape. First publicly theorised by Guy Debord (1956).
Eco-social Art Practices	Such art practices embrace an ethic of social justice in both form and content, beyond ecological materials or themes. To do this they engage with the integration of the social, ecological and economic dynamics of the world we live in from the perspective of equity and justice. Often process driven their aims are not simply an art object, more the outcomes are developed to affect change whether in the context they emerge from or the wider context in which it sits e.g. change in behaviour, or policy recommendations and implementation.
High Context Culture	Settings where meaning is deeply embedded in relationships, shared histories, and unspoken understandings. Communicate in ways that contain knowledge that is implicit and relies heavily on context.
Inclusive Fitness Theory	A theory adapted from evolutionary biology to gauge impact within the pCr praxis
Life Cycle Analysis	A systematic analysis of impact over the course of the entire life cycle of a product, material, process, or other measurable activity.
OBREDIM	The phases of the pCr praxis - Phase 1: Observation/Boundaries/Resources, Phase 2: Evaluation/Design, Phase 3: Implementation/Maintenance
Permaculture	An ecological design system that supports a process of working with, rather than against natural systems to create highly efficient self-sustaining ecosystems.
PermaCultural resilience (pCr)	A 3-phase whole system approach designed to help create eco-social practices that fit specific local needs.
Praxis	An approach to taking action, applying tested theoretical frameworks.
Psychogeography	Describes the effect of a geographical location on the emotions and behaviour of individuals, the relationship between the internal and external landscape.

ROLE	Phases of the pCr praxis Relationships /OBREDIM /Life Cycle Analysis and Evaluation
Social art practice	Artforms that involves people and communities in debate, collaboration or social interaction
SDGs	Sustainable Development Goals
Vital Signs Matrix	Evaluates the health of a project based on its vital signs, a matrix of twelve indicators
Wicked problem	Problems with many interdependent factors making them seem impossible to solve.

Table 2 Glossary of key terms

1. Introduction

The permaCultural resilience (pCr) praxis evolved from 25 years of experience in eco-social art, education, and culture-led community regeneration. The permaCultural resilience (pCr) approach, developed by artist Dr. Anita McKeown (McKeown,2015) aims to build local resilience (social, environmental and economic) through active participation. The pCr praxis is a theoretical framework and suite of tools to support artists working in situations that involve complex and networked relationships between human and environment. The praxis built to help and support artists to understand and navigate the complex dynamics of local environments, particularly in high-context cultures where relationships and historical context are significant, and information is often implied rather than explicitly stated.

This document outlines the permaCultural resilience (pCr) praxis, designed to support artists engaged in eco-social practices, particularly within the context of the VOICE project. It emphasises a holistic, community-centered approach that integrates social, ecological, and cultural dimensions for sustainable and impactful artistic intervention.

1.1 The pCr praxis's primary purpose

The VOICE project, (Valorising Artist-led Innovation through Citizen engagement) is focused on supporting artists working within, socially engaged, emergent, situated and eco-social practices. The pCr praxis' tools support artists to respond to the specific cultural and environmental context of a community and is particularly highly relevant to the VOICE project for two reasons:

1. It was designed for Socially Engaged / Social Practice and Eco-Social Practices, to support them to do this work as well as capture the value of this work. It aims to support artists in conducting their work effectively and to capture the value of this work often overlooked as its process.
2. VOICE uses a number of the pCr tools to evaluate the project, as well as being used by artists to gather data about their projects. These practices generate more value than the final project or artistic output. These added values and the process are as much a part of the aesthetic practice and the ongoing process which motivates and shapes the project outcomes.

The pCr tools act as prompts not only to challenge the practice and ensure the integration of an eco-social practice but to enable artists to evidence the success of their projects in tangible and compelling ways, on their own terms. It builds on the work of the Situationist Dérive, psycho-geographic and permaculture practices to draw out connections (inner and outer landscapes) as well as capture impact across key indices of success derived from analysing 50 years of the arts for social environmental impact. During this analysis, there was clear evidence in the literature for the various roles that artists often play, all which comes with diverse experience and skill sets - see Figure 1.



Figure 1 Summary of Roles Attributed to Artists (Collated McKeown, 2014, Image Pakjovic, 2025)

1.2 Scope and application

The pCr praxis' approach will help in understanding the unique dynamics of the communities involved in an Artists' intervention's ecosystems. By mapping cultural, economic, socio-political, and environmental aspects, the project can gain insights into the strengths, weaknesses, and opportunities within these communities for selected pilot and ATSI artists and communities to explore. Through stakeholder consultation and artist mapping, the pCr praxis facilitates meaningful engagement with the diverse stakeholders of the VOICE's Artist interventions. This supports the artist to engage with the voices and perspectives of the various project's community members and consider them in decision-making processes.

Artists working in eco-social or socially engaged contexts often find themselves in high context cultures, where meaning is deeply embedded in relationships, shared histories, and unspoken understandings. In these environments, communication goes beyond words, relying heavily on non-verbal cues, cultural nuances, and local dynamics. Engaging meaningfully within such contexts requires more than creative skill; it calls for cultural sensitivity, deep listening, place-based knowledge, and trust-building. This toolkit is designed to support artists navigating these complex environments, offering resources to help interpret and respond to local cultural and environmental conditions, integrate eco-social practices, and capture the often intangible value of their work.

By integrating local knowledge and values, the pCr praxis contributes to building resilience within communities. It helps identify resources, opportunities, and potential partnerships that can strengthen the capacity of marginalised groups (EIGE, 2024) to address challenges and seize opportunities. The evaluative tools and frameworks offered by the pCr praxis, enable ongoing assessment of the VOICE project's progress and impact. This allows for adaptive management and continuous improvement based on feedback from the artists and communities involved.

1.3 Benefits of pCr praxis in VOICE

The pCr praxis provides a structured and systematic approach for VOICE projects to:

- **Addresses potential obstacles:** Supports artists engaged in eco-social practices by troubleshooting and solutions for overcoming challenges.
- **Can help with overwhelm:** Develops connections and collaboration with local organisations for greater participation and sharing responsibilities across the project's ecosystem.
- **Improve efficiency and productivity:** The pCr tools help artists work more efficiently by streamlining processes and focusing on their value and effort.
- **Foster collaboration and communication:** The pCr praxis promotes open communication and collaboration, facilitating effective teamwork in complex contexts.
- **Manage risk and solve problems:** Early risk identification and a systematic

- approach to problem-solving through the VSM as a project development tool helps to address challenges effectively.
- **Enhance consistency and quality:** Standardised processes ensure consistent evaluation and highlight high-quality artistic innovations. Supports the process of utilising the pCr tools for effective project management, data capture, and impact evaluation. Schedule regular reflections to document your work.

The pCr praxis is a 3-phase, whole-system approach designed to help create eco-social practices that fit specific local needs. It offers a suite of tools and methods proven to be effective in various settings, particularly where a quadruple helix (Carayannis and Campbell, 2009); government, academia, industry, and civic society work together, and in contexts that emphasise relationships and implicit communication.

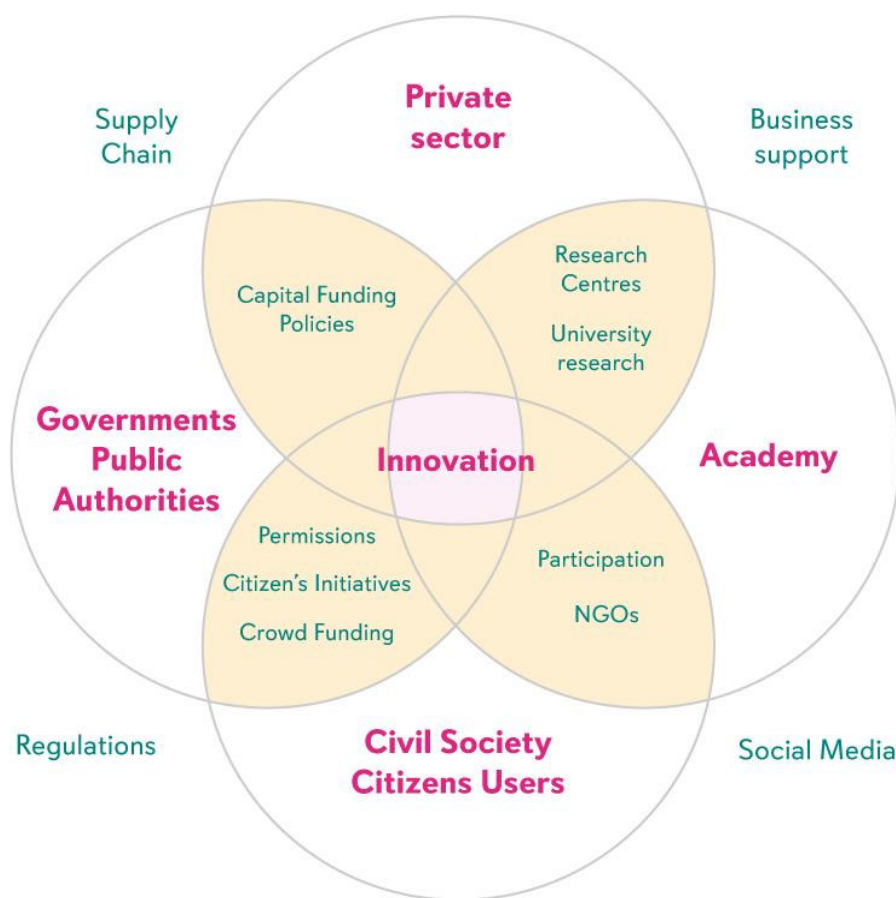


Figure 2 Example of Actors and Activities in the Quadruple Helix Model of Innovation (McKeown, 2024)

1.3 Key phases of the ROLE of the pCr praxis

Overall, this document serves as a supportive guide to the pCr praxis, providing practical tools for artists seeking to create meaningful and impactful socially engaged / social, emergent and situated, eco-social art practices within the VOICE project. It encourages a

shift from traditional artistic paradigms towards a more holistic and collaborative approach, acknowledging the interconnectedness of social, ecological, and cultural dimensions in fostering sustainable and resilient communities. The pCr praxis is:

- A three-phase, whole-system approach for creating locally tailored eco-social art practices.
- Inspired by permaculture principles and adapted for complex, high-context cultural environments.
- Developed through 25 years of experience in eco-social art, education, and community regeneration.
- Aims to build local resilience (social, environmental, and economic) through active participation.

1.4 The **ROLE** of pCr:

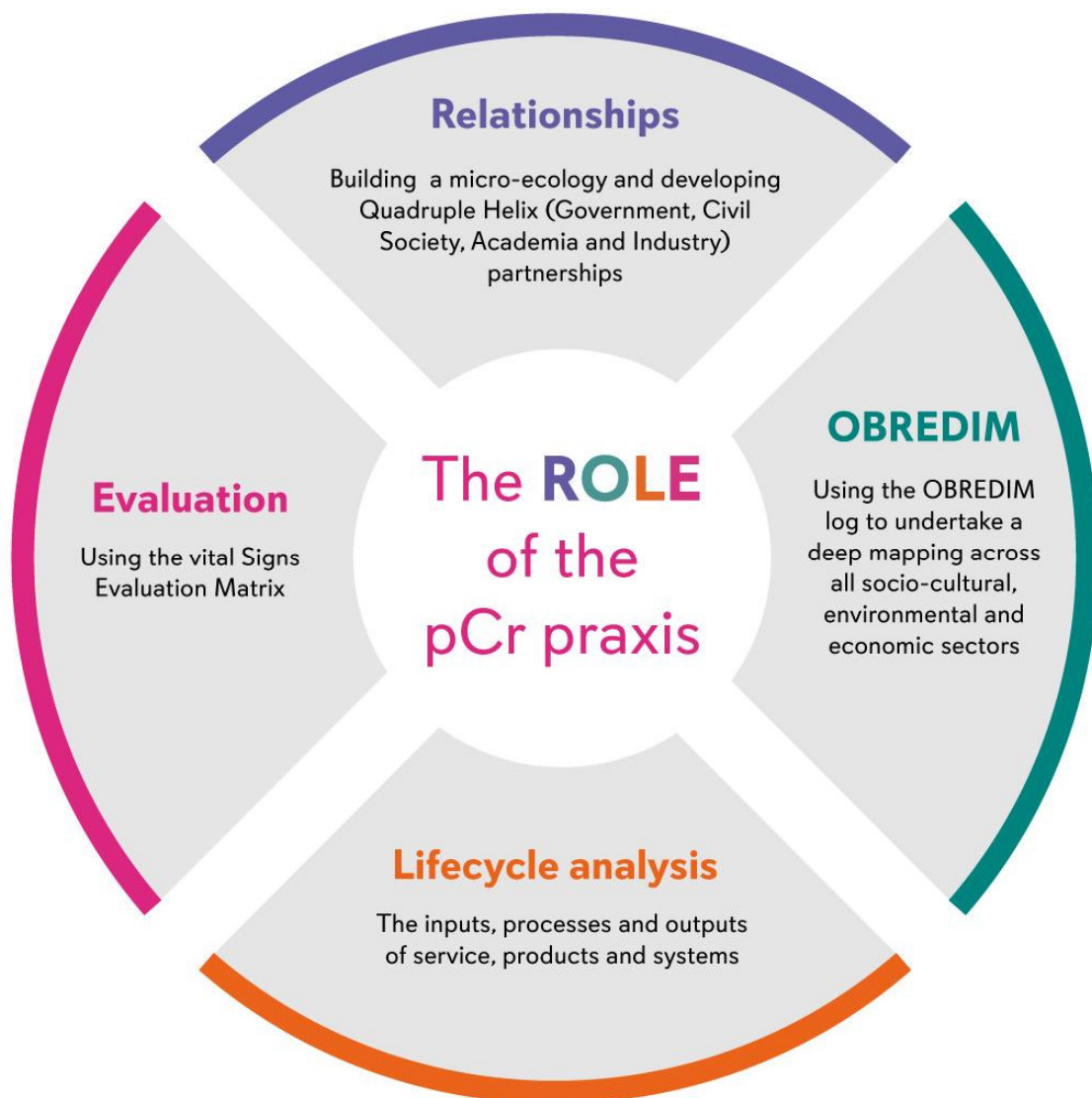


Figure 3 Outlining the Phases in The **ROLE** of the pCR praxis, (McKeown, 2014)

The pCr praxis was created as an integrated arts-led method to address the ROLE art can play in complex, difficult problems by focusing on society's everyday needs and the broader social and environmental challenges they face within specific localised, community contexts. The pCr praxis is structured around four key elements:

Relationships (R)

Relationships (R): The first step is talking to all the important people and groups in the community, asking two key questions

- 'What's at Stake?' to identify and redefine who the stakeholders are then.
- Who's not at the table or Who's not here and should be?

Both these questions include consideration of human and the more-than-human. This phase is designed to help you understand the whole community and eco-cultural ecology by

- Identifying stakeholders: Emphasises understanding the unique dynamics of communities through stakeholder consultation and mapping and with the [OBREDIM log](#) helps to build the project's micro-ecology, see also the [The Vital Signs Matrix \(VSM\)](#). To do this we
 - Use a [Zone Map](#) to chart relationships, resources, and gaps.
 - Utilises the **Zone Map** tool to visually represent community relationships, resources, and opportunities.

OBREDIM Audit (O):

The OBREDIM (Holmgren and Mollison, 1978, Adapted, McKeown, 2015) audit helps to create a better understanding of the local system / system in which the project sits by identifying its strengths, weaknesses, gaps, and potential connections. This deepens an artists' initial engagement through a context analysis tool. This process develops and deepens the relationships and knowledge necessary to create a project's micro-ecology, providing the means to draw attention to and initiate possibilities to address localised challenges.

By facilitating a deep understanding of a local system, identifying strengths, weaknesses, and potential connections appropriate interventions, partnerships, and projects evolve. The OBREDIM (Observation, Boundaries, Resources, Evaluation, Design, Implementation, Maintenance) acronym is a three-phase audit process and uses the blank [OBREDIM log](#) to

- Phase 1: Observe and gather data on boundaries, resources, and opportunities.
- Phase 2: Pause to Evaluate what you have discovered, do you need to redesign / re think your project, integrating any new information or relationships or make decisions about resources and what's feasible?
- Phase 3: Implement your project plans and develop your maintenance or exit strategy, encouraging an ethical approach to what happens when the project is completed.

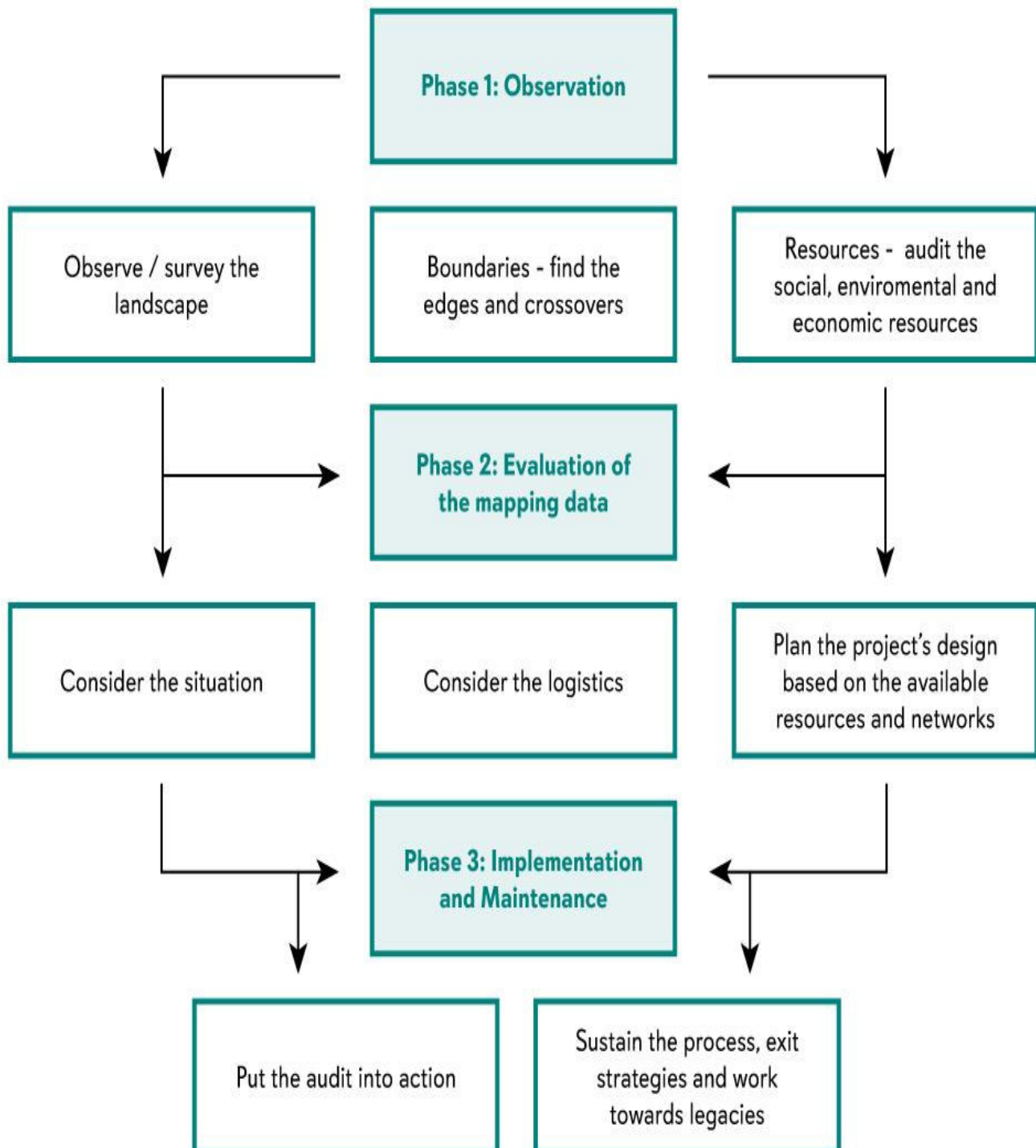


Figure 4 Three-phase OBREDIM Audit

Life Cycle Analysis (L)

The Life Cycle Analysis(LCA) stage examines the entire life cycle of a project considering inputs, processes and outputs across the five zones identified in the Zone mapping exercise. Using the Zone map helps to visualise the flow of resources and impacts, which promotes informed decision-

making regarding materials, engagement, and concept development. In this way it can be used to assess the projects environmental impact by

- Mapping inputs, processes, and outputs.
- Consider sustainable materials, energy use, and waste reduction.
- Use a Zone Map log to map the Life Cycle Analysis of the project.

Evaluation (E)

The pCr toolkit includes a number of evaluation tools for capturing the added value inherent in socially engaged / social, emergent and situated, eco-social practices. This includes the

- [The Vital Signs Matrix \(VSM\).](#)
- Inclusive Fitness Theory Adaptation.
- SMARTER Goals.

The VSM considers the project's ecosystem for its vitality or deterioration as the means to determine the healthy generative cultural ecology of a project. The VSM doesn't seek causal relationships; rather it looks to identify correlations between input and output that enables insights and possibilities that inform future activities rather than fixed solutions using an agile systemic approach. Just like the Vital signs to measure a functioning body through; body temperature, blood pressure, heart / pulse rate and breathing / respiration the pCr's VSM offers a viable method for an evaluation matrix within emergent adaptive complex situations, such as socially engaged / social, emergent and situated practices. The VSM

- Employs tools like the Vital Signs Matrix (VSM), the Inclusive Fitness Theory Adaptation, and SMARTER Goals.
- Captures the added value of eco-social practices, showcasing demonstrable outputs beyond traditional artistic metrics.

Using the pCr praxis supports achieving results that are the best achievable for that specific situation including time and resources available. Therefore the VSM also identifies a healthy generative cultural ecology, by observing a project's vital signs or conversely system deterioration or deficits in the system indicating the project's robustness. As a means to measure vitality or revitalisation or generative practices, four characteristics have been shown through analysis necessary for a generative resilient process within a complex system and help define or develop the aims or processes of a project's legacy including deterioration. The Vital Signs Matrix indicators are derived from

1. Permaculture's ethos of triple capital; Earth Care, People Care and Fair Share (Holmgren and Mollison, 1978); and
2. Four characteristics shown through analysis, contribute to a generative resilient process within a complex system help define or develop the aims or processes of legacy projects including deterioration.



Earth Care: Considers the diversity within the project's ecology and engages with consumption assessing materials and services. Also has an additional awareness for bio-centricity and recognising the need to move towards eco-centric partners.



People Care: Considers the accessibility, inclusivity, reciprocity, collaboration, participation within the project and processes. Also acknowledges the value and diversity of multiple knowledge cultures.



Fair Share: Considers the ethical working practices of the projects and their ability to contribute towards a sustainable ecology including sharing surpluses eco-social responsibility and accountability. Can also include a full life cycle analysis of businesses if appropriate / possible.

Figure 5 Permaculture's Triple Capital adapted for the pCr praxis (McKeown, 2014)

Project Characteristic	Earth Care (Environmental)	People Care (Social)	Fair Share (Economic)
Building a micro-ecology	Sustainable environmental practices and materials. Diversity (EDI / Bio and Cultural)	Reciprocity, generosity, creation of 3rd spaces and multiple entry points	Diverse Outputs and equitable exchanges Development of additional capitals and added value
Strategic Intervention Tactics	Interventional process. Agile and adaptive as well as awareness and engagement of strategy	New policies or operational procedures	Bio / eccentric awareness, Sustainable resource management
Re-Seeding Local Knowledge	Sustainable and Purposeful, Revealing implicit knowledge and actualising latent potential	Knowledge Equity and networks, self-organisation	Agency P2P, OPen source actualised / maximised in the project system or contributing to the
Re-situating Art, Design and Culture	Creating projects, developing legacies and proposals. Developing pathways and conduits for changing behaviour Eco-Social commitment	Collaborative, Participatory Imaginative and innovative. Creative facilitation beyond artistic self-expression	Systemic and situated approach maximising over-looked or undervalued resources

Table 3 A Generic Overview of the Vital Signs Matrix (Mckeown, 2014)

The pCr praxis' Inclusive Fitness Theory

The pCr praxis' Inclusive Fitness Theory (adapted Hamilton 1964, 1963), offers a metric to gauge project impact, used to evidence where the pCr praxis' ethos and methods spreads into other organisations or working practices towards long-term behavioural change. In this instance this also the methods used or developed by the artist interventions within the VOICE projects. The pCr praxis also evolves the concept of SMART goals, to SMARTER, that sought to integrate goals reflective of the current and future context - [see step-by-step guide, 2.1.](#)

SMARTER GOALS



Figure 6 The pCr's SMARTER Goals, (McKeown, 2015)

The Vital Signs Matrix and the additional evaluation tools were purpose built to support artists to both capture and present the added value and demonstrable outputs of their projects in ways that are meaningful for non-artists e.g. the creation of localised knowledge networks, the development of new relationships and partnerships.

1.5 Summary

In conclusion, by using the pCr tools, artists will be better equipped to integrate eco-social practices into their work, enhance collaboration, and ensure the long-term impact of their projects. Using the praxis' evaluation tools will enable the valorisation of artist-led innovation and citizen engagement to be tracked, showing their impact in an accessible way. Using the guidelines and using the tools outlined in this document, artists will be supported to present:

- **Enhanced Consistency and Quality:** Through standardised processes and clear guidelines, the pCr praxis ensures that all projects are evaluated consistently and present clearly artistic innovations of quality.
- **Improved Efficiency and Productivity:** The streamlined systematic processes support artists to identify opportunities and work more efficiently by focusing on their value and effort required to actualise that value.
- **Better Collaboration and Communication:** The pCr praxis fosters a culture of open communication and collaboration, making it easier for artists to work effectively in complex 'messy/ contexts and produce and transfer knowledge.
- **Risk Management and Problem Solving:** Proactive identification and management of risks early using the VSM as a project development tool, coupled with a systematic approach to problem-solving, helps mitigate issues before they escalate.

By embracing the pCr praxis artists and the VOICE consortia can not only achieve our immediate project objectives but also build a foundation for sustained success and continuous improvement. It is crucial that all VOICE participants understand the context and various roles and responsibilities within the project and a commitment to the pCr praxis. VOICE encourages ongoing feedback and dialogue to refine and enhance the use of the pCr praxis, ensuring it evolves. Together, we look forward to leveraging the pCr praxis to drive and support artist-led innovation through citizen engagement.

Thank you for your commitment to these guidelines and your contribution to the VOICE processes and outcomes. The following two sections offer a 'How To' practical guide, Part 2 and Part 3, Tools and Supports including case studies and example scenarios.

Part 2

The pCr Praxis - A Practical Guide



PHASE 1 Observation, Boundaries and Resources

Step 1: Use the OBREDIM log

Begin by **gathering and organising knowledge about the local system and its stakeholders** through observation and research. **Engage with the community** by learning about local traditions, symbols, and events, and **interact with stakeholders** to understand their values and ideas, allowing you to refine your project as it progresses.

Step 2: Building Your Micro-Ecology

Use the Zone Mapping Tools to create a map of the community's relationships, data, organizations, and resources, which will support the social engagement process and help develop an ecosystem or micro-ecology around your project.

1

Create two Zone Maps to visualize the community's relationships, organisations, and resources.

2

Categorising them from the project's core (Zone 0) outward.

3

Use the first map to **identify key relationships and organizations** the community has access to in each of the zones with focus on:

a) What's at Stake?

Broadens the stakeholder concept by considering the impact of excluding any person or organization from your mapping.

b) Who's not at the table?

Identify gaps and potential contributions from missing stakeholders.

4

Use the second map to **outline available resources and data**, ultimately supporting the social engagement process and developing a project ecosystem.



Step by Step Guidance for Using the pCr Praxis

PHASE 2 Evaluation and Design

Step 3: Review your Intervention

Design your project using gathered information and establish success indicators, reflecting on your initial interventions in the community.

1

Use the **Vital Signs Matrix (VSM)** to develop your project by collaborating with stakeholders to apply insights from your initial mapping.

2

Create specific indicators of success using the **VSM matrix** to set project objectives, goals, and develop a **Theory of Change (Aspen Institute, 1995)** for your final evaluation.

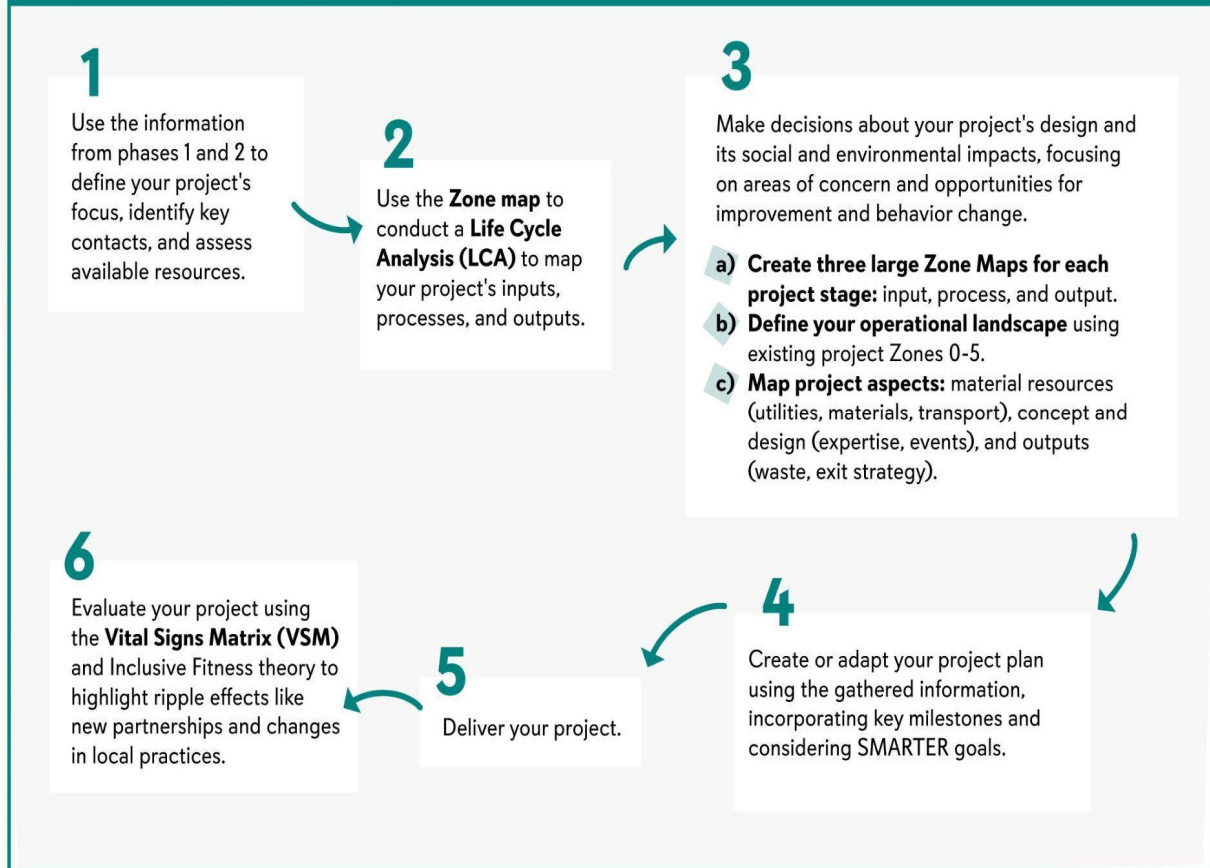
3

You can use the **Reflective log** after any engagement or event to capture data, evaluate knowledge, and refine your project design and plan.

Figure 7 Step-by-Step pcr praxis execution, part 1 (McKeown, 2015; Image, Pajovic, 2024)

PHASE 3 Implementation and Maintenance

Step 4: Undertaking a Life Cycle Analysis



The permaCutlural Resilience (pCr) praxis (McKeown, 2015) was designed by an artist for artists to support eco-social practice and process-led Creative Placemaking.

Figure 8 Step-by-Step pcr praxis execution, part 2 (McKeown, 2015; Image, Pajovic, 2024)

2 Using the pCr praxis for a sustainable and impactful project

The pCr toolkit is an artists' method developed over almost thirty years of public arts practice and trialled and iterated in a variety of settings and geo-political contexts. As a situated practice, it supports a psychogeographic navigation of place, operating as a drift, Debord's *dérive* (1958). It is a structured improvisation providing a framework that is adaptive to any artists' interventional practice. By adapting permaculture, an ecological design system for application within artistic practice to encourage eco-social practices, it encourages a consilience of art and design to develop best practices within artistic led / co-designed engagement with people, process and place, specifically high context cultures.

In contemporary art, eco-social art, 'social art practice' or 'socially engaged art practice,' are characterised by their dialogical, relational and social nature. Eco-social art practices, integrate social and ecological issues as these aspects cannot be separated as developing an ecological mindset requires behaviour change in how we as society adapt. By following this process, your project will be able to track the added value that all socially engaged projects:

- Be systematically planned.
- Have clear goals and indicators.
- Align with eco-social principles.
- Contribute to behavioral and systemic change.

The pCr praxis was designed to support those working in socially engaged practices and helps to

1. **Research and Map Relationships**

Talk to stakeholders, document community knowledge, and understand cultural so that you can begin to fill in 'the lay of the land'.

2. **Design with Local Input**

Create goals and a Theory of Change using the VSM.

3. **Develop and Deliver**

Build and implement your project plan with environmental and social impact in mind.

4. **Evaluate and Share Results**

Use evaluation tools to highlight project benefits and future opportunities.

2.1 Step-by-Step Instructions



Step 1: Defining Your Project Focus

1. Use the [Zone Map](#) to identify the project's stakeholders, locally and more broadly, capturing all the potential actors / stakeholders in the project's local system.
2. Use the [OBREDIM](#) (Observation, Boundaries, Resources, Evaluation, Design, Implementation, Maintenance) **prompt and blank log** to document observations in your project. This can be used to increase opportunities for your project and challenges or concerns your project might address.
4. Identify the **boundaries** of and **resources** available to your project and potential ripple effects.
5. Engage with key stakeholders and community members through consultation and mapping.

Tools to Use: OBREDIM Log

Zone Map (to understand project relationships, resources, and gaps)



Step 2: Conduct a Life Cycle Analysis (LCA)

- Use a [Zone Map](#) to define:
 - Inputs (resources, materials).
 - Processes (engagement, implementation).
 - Outputs (outcomes, impacts).

Tools to Use: Zone Mapping Input, Processes and Outputs



Step 3: Consider your project's SMARTER Goals

SMARTER Goals (an evolution of SMART goals) ensure that objectives are:

- **S**imple, Sincere, Socially-culturally Specific.
- **M**eaningful, Measurable, Manageable.
- **A**chievable, Appropriate, Ambitious, Aspirational.
- **R**elevant, Responsive, Reviewed, Revised.
- **T**imely and Time-specific.
- **E**thical and Eco-considerate.
- **R**esilient, Resistant, Resourceful, far-Reaching.

Use these to define clear objectives for your intervention.

Tools to Use: SMARTER Goals Framework
[Reflective Logs](#) (to track progress)



Step 4: Apply the Vital Signs Matrix (VSM)

- The VSM evaluates your project using three key principles:
 - Earth Care – Sustainability, environmental impact.
 - People Care – Inclusivity, community involvement.
 - Fair Share – Resource distribution, equity.
- With four key indicators for each aspect:
 - Micro-ecology: Sustainability practices.
 - Strategic Intervention Tactics: Operating both strategically with policymakers, decision-makers and strategic agendas as well tactically, looking for and leveraging opportunities that maybe over overlooked or undervalued.
 - Re-seeding Local Knowledge: Revealing and valuing local knowledge and harnessing its potential in new ways.
 - Re-situating Arts, Design & Culture: Role of arts in systemic change.

Tools to Use: [Vital Signs Matrix \(VSM\)](#).

[Vital Signs Matrix Prompt questions](#).

Inclusive Fitness Theory / The Web of Relations (tracks long-term impact).



Step 5: Develop a Theory of Change

Using the VSM, define:

- Short-term outputs (e.g., increased awareness, engagement).
- Medium-term outcomes (e.g., behavior change, policy shifts).
- Long-term impact (e.g., institutional adoption, systemic change).

Key Questions to Answer:

- What problem are you addressing?
- What activities will lead to change?
- What measurable indicators will show progress?
- What is the desired long-term transformation?

Tools to Use: Theory of Change Mapping

Evaluation Framework using VSM

Use the VSM prompt questions



Step 6: Implement and Evaluate

- Use **VSM indicators** for periodic assessment.
- Track project evolution using:
 - Stakeholder feedback.
 - Reflective logs.
 - Life Cycle Assessments (for continuous improvement).

Final Tools to Use: Final VSM Evaluation

Project Report with Theory of Change Summary

2.2. Toolkit Templates

Within the context of the VOICE project, the artists' interventions are challenge / concern led eco-social practices (see artist application materials) and blend artistic and non-artistic activities. These practices draw on diverse forms of knowledge from art, eco-philosophy, science, as well as traditional, local, and experiential knowledge. In this next section, you will find the tools and templates from the pCr praxis that can be used during the VOICE project.

1. **Zone Map** – Visualise relationships and resources.
2. **OBREDIM Log** – Document observations and ideas.
3. **Reflective Log** - reflect on the process.
4. **Life Cycle Analysis** - make decisions about materials, engagement and activities
5. **SMARTER Goals** Framework.
6. **VSM** – Track progress, challenges, and outcomes
7. **VSM** - prompt support questions
8. **Inclusive Fitness theory** - Create the Web of Relations to show how ideas have emerged and impacted across the project.
9. **Theory of Change** - mapping the project activities lead to outcomes and impacts.

For the purpose of the VOICE project evaluation and contractual obligations the two main tools used will be 1. The Zone Map and 6. The Vital Signs Matrix (VSM) and supporting prompt questions and three pCR meeting / mentoring sessions (the group induction, mid-point meeting and final evaluation meeting. These are designed to help you capture any additional outcomes of your project.

Zone Mapping Tool Phase 1, Build an Ecology and 3 Life Cycle Analysis

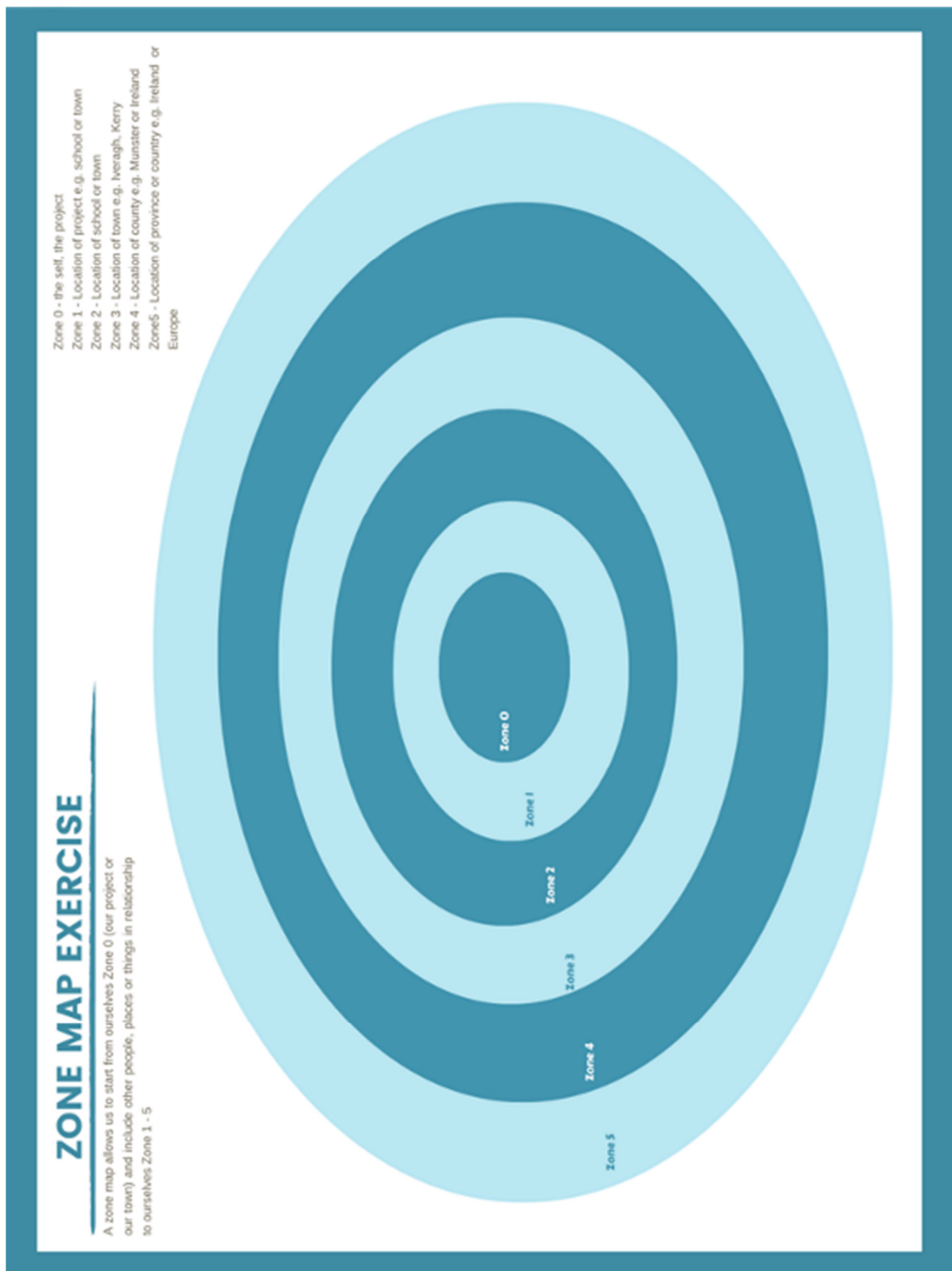


Figure 9 Blank Zone Map, (McKeown, 2015)

OBREDIM Tool Guide - Sample of activities and phases

OBREDIM AUDIT		Activity:	Date:
Audit Phase		Details reference: What to look for and record.	
	O – Observation	Phase 1	Survey all local 'organisms' e.g. organisations, stakeholders, businesses, arts and cultural orgs, community groups, charities, people, animals, vegetation, socio-cultural landscape, history, news / media, politics. Try to create as full a picture of the residency ecosystem.
	Ways and things to observe: Patterns of growth, distribution, town layout business layout etc. Traffic flow, people motion, dead spots, flow of information, traffic people, the dynamics; social, cultural physical. Is there an impact? Does it last? Where's it start and stop. Natural system aspects: Weather, Sun, Water sheds, air, flora fauna animals, migration routes or diversions of water, desertification, forest, History – what's changed and why is there a pattern, does this have impact on the future? Communities; connections and relationships, distance/ proximity, inter-species, inter generational. What is successful? What has adapted are there any common traits? Are there any recognisable patterns, numerical patterns? Are their functions of these patterns? Look at textures / shapes – Draw them, photograph them, record audio, video. Use the senses; What can you see, hear, taste, smell and touch.		
	B – Boundaries		The edges / limits of the ecosystem; the location's geo boundaries, organisational boundaries, people's responsibilities, shared values, cross-over of aims, power dynamics. Limits to growth expansion, Laws, regulations and policies. Where do things stop and start? Are there diversity, tensions and encounters? Is there a difference between the edges and centre? Zoning analysis: This can highlight responsibilities, existing partnerships, focus for effort.
	R – Resources		Physical and non-physical resources; Time, money, services, skills and knowledge, existing networks and partnerships, groups, what already exists and how it works (or doesn't). Sample Questions: Venues: what's there, what does it do, how does it function, who sponsors events. Groups: who's doing what, when and with who?
	E – Evaluation	Phase 2	Begin to map a web of relations – using the info from Phase 1 and the Zoning analysis. Evaluate what exists and where the gaps are – how does info flow, notice relationships and communication. Include a SWOT / SMARTER analysis
	D – Design		Design on paper, Becomes a map for the implementation stage or if there's an existing project in mind re-design in light of information gathered in Phase 1 and evaluation stage.
	I – Implementation	Phase 3	Implementing design: incl logistics eg timelines, production milestones, communication, fundraising, skills needed.
	M – Maintenance		Maintaining the project and any maintenance needs or opportunities to evolve the project, handing over passwords, admin details, resource directory – anything needed to move the project forward or maintain its existence and evolve it.

Figure 10 OBREDIM Prompt Map, (McKeown, 2015)

Vital Signs Matrix (VSM)

PCR Indices	Environmental (Earth Care)	Sociological (People Care)	Economic (Fair Share – new economic outlooks)
Building a Micro-Ecology			
Strategic Intervention Tactic			
Reseeding Local Knowledge			
Re-Situating Arts, Design and Culture			

Figure 11 Blank VSM Log, (McKeown, 2015)

Vital Signs Matrix (VSM) Prompt Questions

The Vital Signs Matrix (VSM) is a tool designed to help artists and practitioners reflect on the broader impacts of their eco-social projects. It aligns with the principles of Earth Care, Social Care, and Fair Share, guiding users to evaluate their work across environmental, social, and economic dimensions. By breaking down each aspect into actionable categories, the VSM encourages a holistic understanding of the project's outcomes, including its contributions to local knowledge, cultural re-situating, and strategic interventions. This supports meaningful reflection, helping to capture not only tangible outcomes but also the less visible ripple effects of creative interventions.

Use these prompt questions to help you think about how you might fill in the boxes (each indicator). Remember, these are not survey questions and there is no right or wrong answer, we are looking for details to capture the added value of your project.

Building a Micro-Ecology:

- **From an Earth Care Perspective:**
 - What connections did you observe between participants and the local ecosystem?
 - Did the project encourage sustainability practices or environmental responsibility?
- **From a Social Care Perspective:**
 - How did the project foster a sense of community among participants?
 - Were there any meaningful exchanges or collaborations between different groups or generations? If yes, can you say more?
- **From a Fair Share (Value) Perspective:**
 - Was there any resource sharing that emerged during the project?
 - How might the community formations initiated by the project create lasting value? This does NOT have to be obvious socio-economic value, e.g. using only local resources adds money to the local economy, it could be the knowledge / expertise in the project would be beyond the community's reach e.g. research topics or developing a new way of doing something.

Strategic Intervention Tactics:

- **From an Earth Care Perspective:**
 - How did the project engage with ecological policies or frameworks, such as [‘Towards a Sustainable Europe by 2030’](#), [Nature Restoration Law](#), [European Climate Law Circular economy action plan](#) or other national / local policies
 - What specific ecological issues did the project address or highlight through its activities?
 - Could your project be a case study for integrating artistic / technological methodologies into environmental policy making and advocacy.
- **From a Social Care Perspective:**
 - Were there any ways in which the project created platforms for community voices to be heard and valued? Are there any follow on ways these will be amplified by you or others e.g. the community table or the participants themselves.
 - How / did the project contribute to building social cohesion or empathy within the community?

- **From a Fair Share (Value) Perspective:**
 - How did the project showcase or leverage equitable sharing of resources and opportunities?
 - Were there any economic or social equity outcomes that emerged from the project's strategic interventions? E.g. knowledge for hosts or others involved in the project that they don't have to recreate or gather?
 - How might the community formations initiated by the project create lasting value? (This does NOT have to be obvious socio-economic value e.g. it could be new collaborations developing new projects or working together to share knowledge, skills and resources).

Reseeding Local Knowledge

- **From an Earth Care Perspective:**
 - In considering this indicator, think about any local and / or ecological knowledge or practices that were shared or documented during the project e.g. intergenerational, locals' different perspectives e.g. landowners / farmers etc – and use this to fill in this aspect of the VSM.
 - Do you know if the project encouraged any ongoing sustainable environmental practices within the community?
- **From a Social Care Perspective:**
 - Did, and if so how did the project bridge generational or cultural divides to share local knowledge?
 - What role did participants play in contributing to the ecological conversation or local narratives linked to the region or Natura 2000, or any other policies?
- **From a Fair Share (Value) Perspective:**
 - How might the local knowledge shared or the interactions / outcomes be made accessible or useful to broader communities through the project?
 - Did any opportunities or ideas for equitable collaboration emerge from the sharing of local knowledge?

Re-Situating Arts, Design and Culture

- **From an Earth Care Perspective:**
 - How did the project use art to connect participants with environmental themes or challenges?
 - What ecological insights or solutions emerged from the artistic interventions?
- **From a Social Care Perspective:**
 - How did the project encourage participants to rethink their relationship with society and the environment through art?
 - In what ways did artistic practices foster empathy, dialogue, or understanding within the community?
- **From a Fair Share (Value) Perspective:**
 - How did the project contribute to the economic or social value of art in addressing eco-social issues?
 - What new platforms or opportunities for equitable cultural exchange did the project create / or could you see being created – think short, medium and long-term?

An additional indicator, the Inclusive Fitness Theory (Hamilton 1964), offers a metric to gauge

project impact by evidencing where the pCr praxis' ethos / methods spreads into an organisation's working practices towards long-term behavioural change. TheVSM is both an evaluative tool and a project development tool that serves as a foundation to address social and environmental equity within a project; short, medium, and long-term. It utilises the OBREDIM blank log as a project development tool and to co-create a Theory of Change.

THE VITAL SIGNS MATRIX

	Earth Care (Environment)	People Care (Social)	Fair Share (Economic)
Building Micro-ecologies			
Strategic Intervention Tactics			
Re-Seeding Local Knowledge			
Re-situating Art and Design			

VOICE: Valorising Artist led Innovation through Creative Citizen Engagement

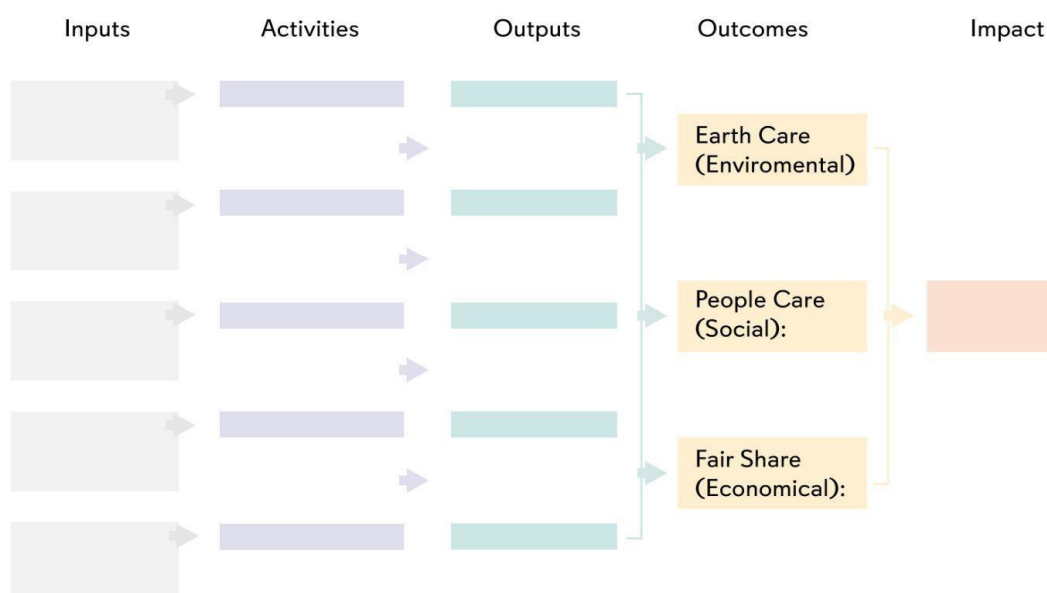


Figure 12 The Vital Signs Matrix and Building a Theory of Change (McKeown, 2015)

Reflective Log

Reflections / Investigating 'lived' experience **Activity:** Phase 2. **Date:** May 2013 –Los italianos Canyon walk.

Observations – the how and what of the experience from different perspectives.	Details of Observations
1. Describe experience as lived – direct description. <i>No analysis / causal explanations, generalisations, abstract interpretations</i>	<i>Try to stay 'true' to experience in phrasing by using simple clear language</i> Met early in the morning with Mary to go to this walk run by the native plant society – John Ubelaker is a botanist working in SMU, based on the 518 just outside of Taos
2. Describe the experience from the inside, e.g. state of mind, feelings mood emotions.	Anticipating the walk as a mix of pleasure and being in the environment but through gaining more knowledge of the plants and systems would open up a whole new level of understanding.
3. What aspects of the experience stands out – 'personal meaning' / understanding. e.g. vividness 1st time, unusual qualities	The dappling – the sun coming through the leaves on the trees. First time I have been in this canyon and done a New Mexico walk with an expert.
4. How does the body feel – notice physical experiences. Use Gendlin 'focussing' technique	Enjoying the walking feeling the ground underneath me and the hot / cold changes with the sun's changing intensity and the altitude.
5. how did things sound smell weather etc temperatures other specifics / contexts.	The smells are all new, the changing light even the plants and the other people. The canyon seems beautiful but John – shows us the bear claws and reminds us of the ticks, the snakes. The system – it is amazing. The understanding of the system removes the fear, helps see the meaning in it and recognise the importance of the parts rather than trying to eradicate them.
6. Current Reflection on above information. Comparison to previous log if similar activity.	Made some good connections Claudia Bianca – Native Plant Society who has introduced me (re-introduced me) to Mandy from seed and a new contact at Taos Charter School – for possible workshops. Will also follow up with John about possible hikes in relation to edible medicinal plants in the wild.
Any other particulars / related info, streams of consciousness, links, thoughts to follow ups.	I remember feeling when I came the first time looking and looking but not really seeing. The desert perhaps with growing up on an island surrounded by water was alien to me. An alien in an alien environment. This is an important as the increasing knowledge and surroundings, that intimacy does form an attachment to place - which would be an interesting idea. This process is an important aspect of the work and useful for the conclusions – within my own experience although not what I am looking for the relationship towards knowledge and place attachment.
	If we can harness the localised and emergent knowledge within the projects' ecosystem, a broader awareness and understanding of the geo-location's can also be geo-located ASU IR 1-3. This would increase a location's potential to be resilient through a form of acupuncture – a systemic intervention that encourages adaptive self-organisation.

Table 4 Sample Activity Reflection Log for events or Evaluation of phase 1 OBREDIM (Mckeown, 2015)

Life Cycle Analysis

The pCr praxis offers a simple visual tool that embeds an eco-social commitment by addressing the full life cycle of a project and beyond. By plotting the position of the inputs, processes and outputs across Zones 1 - 5 of a project against the proximity to project's 'Zone 0', an initial assessment of all production processes can be considered.



Figure 13 Stages in a Life Cycle Analysis, (Mckeown, 2015)

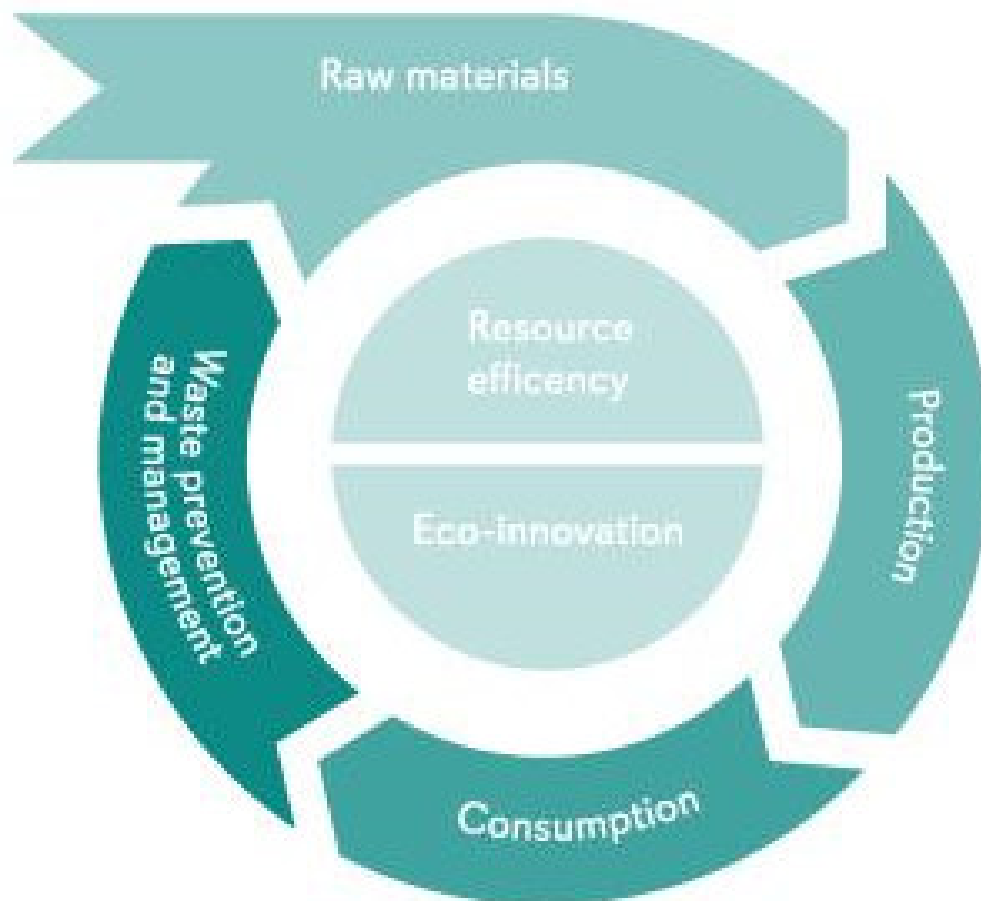


Figure 14 Circular Production Stages in a Life Cycle Analysis (Mckeown, 2015)

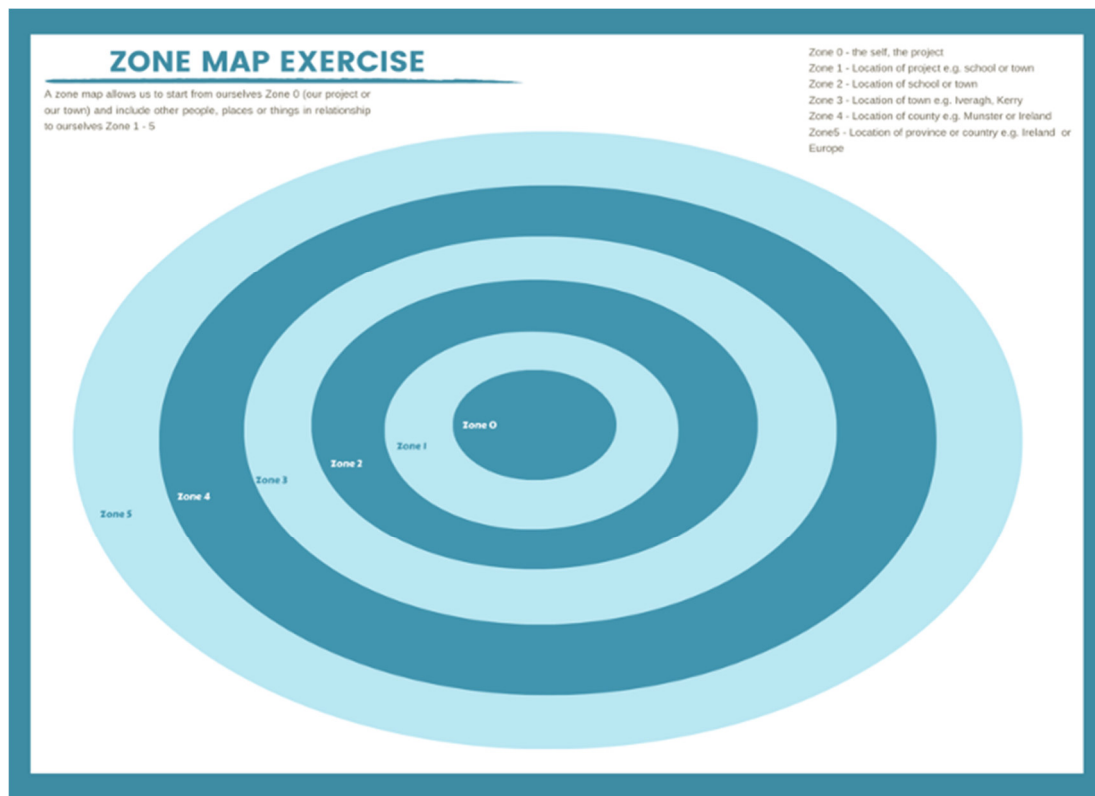


Figure 15 Zone Map also used for Life Cycle Analysis - Inputs, Processes and Outputs (McKeown, 2015)

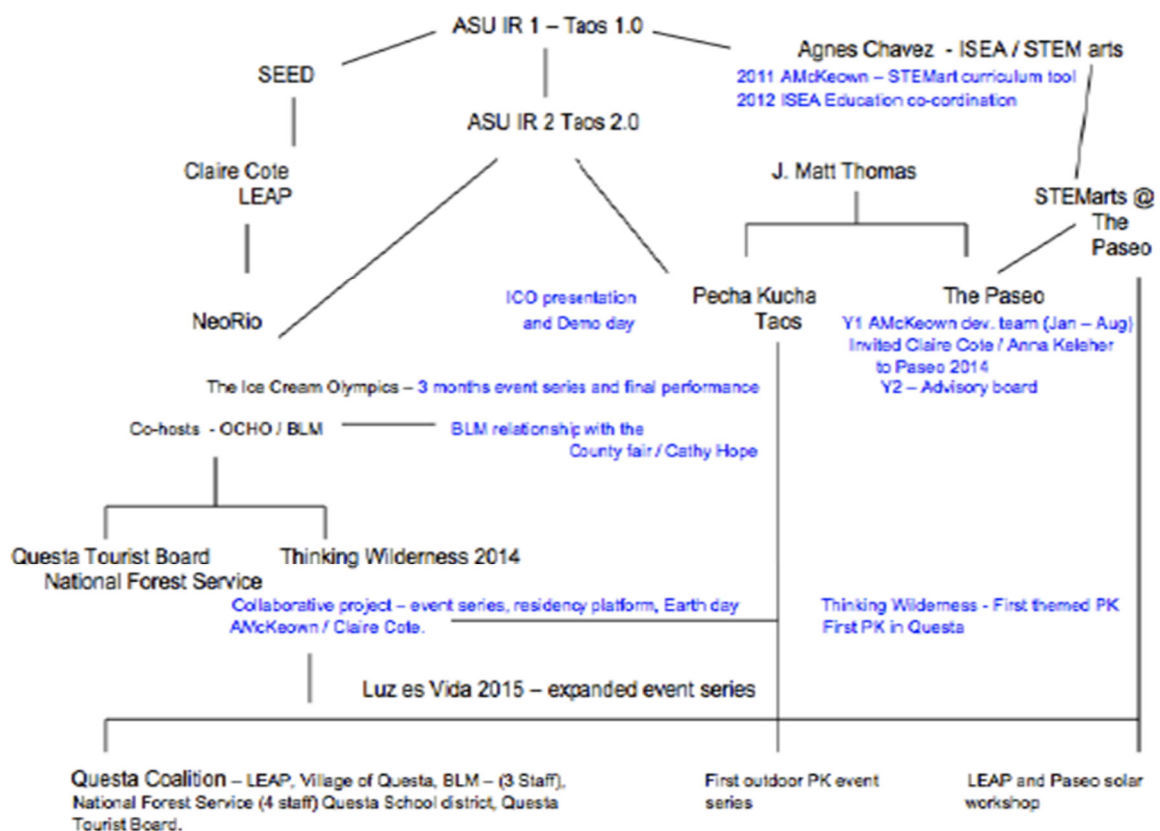


Figure 16 Sample Web of Relations - mapping the inclusive fitness to track impact (McKeown, 2015)

Part 3

Case study and supports



3 Use Case Scenario

This section gives a practical example using a fictional scenario and the case study in the appendix. These are designed to offer support in using the permaCultural resilience critical praxis and share some fictional and live use scenarios as concrete examples of different stages of the pCr praxis' process. So as not to fix ideas and outcomes, this section outlines a fictional scenario illustrating the key phases and processes of the pCr praxis as well as mock-ups using the scenario and the tools to show each stage of the process.

3.1 Scenario: Enhancing "Roots of Resilience" Through Community Engagement

Context: Promoting Environmental Awareness Through Art

Rory, an artist, has created a captivating site-specific installation titled "Roots of Resilience" that addresses the issue of soil degradation in his home region. The artwork incorporates various technological elements such as sensors, mechanical parts, and interactive software to engage viewers in a multisensory experience. However, Rory recognises that the impact of his artwork can be amplified by designing a public engagement and outreach program to provoke and influence audience response to the pressing issue of soil degradation. Despite his passion for the environment, Rory lacks experience in community engagement and is unsure about the ethical and eco-social impact considerations associated with his project.

- Issue: Soil degradation in Rory's home region.
- Artwork: "Roots of Resilience," a multisensory installation with technological elements.
- Goal: To provoke and influence audience response to soil degradation.

pCr praxis phase / Tool	Outcome
ROLE: Relationships - Zone Mapping tool to Build your Micro-ecology Tool for focused research that helps to understand the local system (community, stakeholders) demographics, cultural context, and specific concerns of the community regarding soil degradation. The Vital Signs Matrix can be used as a project development tool to set the	Stakeholder mapping: Engage with local farmers, environmental groups, schools, and community leaders who are directly affected by or involved in soil conservation efforts. Rory considered related stakeholders and 'What's at stake' to address well-being of all species and environments that rely on soil by developing interactions that highlighted trust, loyalty, and mutual support. He could also create / host a mapping event that enabled the stakeholders to add to his mapping process with their own knowledge e.g. drawn /annotated, use a visual recorder or other methods. Build Partnerships: Importantly, Rory collaborated with local groups and organisations for co-hosted events, amplifying outreach efforts and lending credibility to the project as well as opportunities to share the work.

project's indicators of success and engage stakeholders in co-creating a Theory of Change This can also be used to begin to see any 'gaps' that need to be considered	He also built partnerships with educational institutions to incorporate the project into their curricula. Accessibility and Inclusivity: By consistently asking the question 'Who's not at the table' Rory engaged with local stakeholders on a deeper level to address issues of language and cultural sensitivity. Rory knew if he needed to present information in multiple languages how to implement this and worked with local organisations to ensure he was sensitive to cultural contexts and traditions. He was also able to develop his project by working with local organisations to ensure that it was accessible for differently abled people including different sensory interfaces that cater to different abilities, such as tactile elements and audio descriptions.
ROLE: OBREDIM - Use the OBREDIM Log to gather and organise knowledge about the local system and its stakeholders Observation, Boundaries, Resources Design, Implementation Maintenance - see tools and templates section This is a 3-phase prompt tool that helps to read a whole system if you are new to a place or if it's somewhere familiar Phase 1 OBR Phase 2 Evaluate and consider what you have available Phase 3 Design / Implement and Maintain	Rory gathered knowledge on historical and contemporary social themes that resonated with the stakeholders, local context, local details, connections and resources available that might be useful to the project aims e.g. historical events, cultural celebrations, or social issues - aspects the community can identify with. This was used to develop engagement / collaborate on events e.g. educational / interactive programmes and workshops, connect with soil scientists / other experts, invite farmers to share insights. This not only presented soil science / health and its importance, it built a community around the project where information could flow and be reconfigured in new ways as well as new opportunities to present the project or aspects of it. In Summary: 1. Research and Observe: Spend time observing daily life that connects to soil science / health, learning about the local context, traditions, festivals, and important symbols linked to soil, agriculture etc 2. Engage with stakeholders: Talk about their histories, values, and their ideas. 3. Gather Feedback: Rory set up local events to share his ideas and thoughts to get stakeholders input enabling him to make adjustments / design his project

ROLE: Life Cycle Analysis - Use the Zone Mapping Tool to help with a visual life cycle analysis to map inputs, processes and outputs in relation to the project so decisions can be made on design.

This will also help with Phase 3 of the OBREDIM stage by informing Design, Implementation and Maintenance

Inputs: Sustainable Materials - Rory was able to consider the environmental impact and sustainability of the materials used in the installation by changing out materials and developing his installation using recyclable components. He also considered his energy consumption of the technological elements seeking to use energy-efficient components and explored renewable energy options like solar power and wind.

Processes: Engagement Plan, Promotion, Sensor building, buying, communication

Rory considered the difference between building and buying his sensors, weighing up his time, versus the carbon impact of transport to buy his sensors.

Rory created social media campaigns that he could use easily to share the project, reduced printed material and engaged with groups by sharing behind-the-scenes content, educational posts, and community stories related to soil health. He also created a hashtag for the project, to track and encourage public interaction. Although there are embodied materials in his promotion, the focus on soil health and experts' tips means he can also consider the benefits versus impact at the end of the project. Rory also spoke with local organisations to co-develop accessible engagement and share events that were of mutual benefit.

Outputs: Rory considered all the waste within his project and how it could be minimised. In exploring his renewable energy options, he delivered a 'design a wind turbine' workshop using recycled materials at the local primary school. Here, he invited an expert to discuss carbon in relation to soil health and ways of using renewables on farms / in gardens.

Rory valued and incorporated the traditional knowledge of local farmers and indigenous practices related to soil health, ensuring that their voices are heard and represented. Rory made efforts to compensate the community members for their time and effort, especially those providing expertise / labour, to ensure fair compensation. He used some of his budget to pay people as well as trade / barter and offer hospitality e.g. food at events etc.

Rory developed an Interactive Website that accompanied the project which included educational content, real-time

	data from the sensors, and a platform for users to share their experiences and ideas. He also was able to get a local development organisation to agree to maintain the website and pay for hosting on 'clean energy' servers under their Corporate Social Responsibility programme. He used this to initiate co-developed programs and plan for long-term engagement, rather than one-off events – building sustainability through longevity. This included the establishment of regular workshops, updating the interactive components with new data, and maintaining an ongoing dialogue with the community, which came from additional funding - increasing the legacy of the project
ROLE: Evaluation - Vital Signs Matrix tool is used both as a project development and planning tool and as an evaluation tool - see also ROLE	Examples of this could be • 85 direct beneficiaries. • 4 local businesses supplied goods and services to the project. • 248 indirect beneficiaries including social media followers. • €43K residency project / educational outreach and .2 FTE admin support. • €1.5K venue costs and outreach. • €3K in kind legacy funding . By using local venues and piggybacking on local events, and the related social media, Rory actualised additional in-kind support. Also, local businesses benefited from additional paid work. The support of the development company maintaining the interactive website added an additional in-kind support of €1500 p.a. for two years (hosting and updating once a month including a calendar of related events from local groups in the project, as well as social media). Rory and two organisations who had never worked together have submitted a successful funding application to continue and iterate the project which includes a year-long residency to develop a series of educational and outreach events around citizen science and soil health. This has also increased capacity from a local organisation with a .2 FTE position for admin of the legacy project in-line with their mission statement.

Table 5 Using the pCr within Roots of Resilience, (Mckeown, 2024)

Based on the pCr ROLE stages, Rory developed a project engagement plan - see the table below outlining the phases of his project and the levels of engagement proposes.

Project Engagement Plan
Phase 1 Preparation and research
• Conduct community surveys to understand perceptions and knowledge about soil health. • Identify and partner with key local organisations. • Utilise social media to engage the community and promote the project.
Phase 2: Installation and Launch
• Install "Roots of Resilience" with an opening event featuring talks by soil experts. • Initiate a social media campaign to promote the launch.
Phase 3: Educational Outreach
• Develop and host workshops and 'ask an expert' sessions. • Develop educational materials through a partnership collaboration with an educational organisation and distribute them through schools and community centres.
Phase 4: Community Collaboration
• Work with local Men's Shed to start a community garden exploring soil health. • Connect with the Soils Society to organise an annual event to celebrate soil health and sustainability practices, showcasing community activities.
Phase 5: Evaluation and Adaptation
• Regularly collect feedback from participants to improve the engagement program. • Adapt and update the installation and outreach activities based on community needs and technological advancements.

Table 6 Example of project Engagement plan (Mckeown, 2024)

3.2 Sample Ethical Concerns and Considerations

Outlined below are some of the issues and concerns that should be addressed within Rory's project. This is not a definitive list, as all projects will have their own considerations given the

bespoke and tailored nature of these forms of collaborative artistic and community centred projects. Some of these aspects can be mitigated against using the VSM as a project development tool with core or host project organisations as, being a situated practice, stakeholders will have nuanced and localised expertise.

Community Representation: Rory must

- Ensure that the voices and perspectives of the communities affected by soil degradation are accurately represented in his outreach program. This involves actively seeking input from diverse stakeholders and avoiding tokenistic representation.
- When engaging with communities, Rory must obtain informed consent from participants, ensuring they understand the purpose of the program and how their contributions will be used.
- Rory needs to be culturally sensitive to the beliefs, values, and traditions of the communities he interacts with, avoiding any actions or messages that may be perceived as disrespectful or appropriative.
- Rory should maintain transparency throughout the project, clearly communicating his intentions, methodologies, and any potential conflicts of interest to stakeholders.

Eco-Social Impact Issues:

- Rory must consider the environmental impact of his artwork and outreach activities, striving to minimise resource consumption, waste generation, and carbon emissions.
- Rory's program should empower local communities to take action against soil degeneration, providing them with the knowledge, resources, and support necessary to effect positive change.
- Rory's program should aim for long-term sustainability, fostering ongoing community engagement and participation even after the initial phase of the project has concluded.
- Rory should seek collaborative partnerships with local organisations, government agencies, and environmental advocates to leverage their expertise and resources in addressing soil degradation.

Rory's outreach efforts should focus on raising awareness about the causes and consequences of soil degeneration, as well as promoting sustainable practices that can help mitigate its effects.

Accessibility Standards:

Inclusive Design Principles: In Inclusive Design,

- User Testing: involves actively engaging a diverse range of users to ensure the product meets the needs of people with varying abilities and backgrounds.
- Language and Representation: emphasises using clear, accessible language and diverse representation to ensure all users feel recognised and respected.
- Engagement Strategies: Effective engagement strategies focus on involving marginalised and under-represented groups throughout the design process to capture a wide range of perspectives and needs.
- Continuous Learning: Continuous learning is about regularly updating knowledge and practices based on new insights and user feedback to improve accessibility and inclusivity over time.

Mentorship

- Rory seeks guidance from a mentor, Dr. Bisel, an environmental scientist with experience in community engagement and eco-social impact issues from a number of other artists / social organisations

Table 7 Sample Ethical Concerns and Considerations (McKeown, 2024)

By integrating the Vital Signs Matrix and Theory of Change, Rory's project not only enhances community awareness but also empowers long-term eco-social resilience, leaving a legacy of knowledge, partnerships, and sustained engagement in soil health practices.

3.3 Common challenges or issues, with troubleshooting tips or solutions

Working with eco-social practices within complex situations is 'messy' and requires skills and competencies beyond standard artistic practices and training. It should be noted that the pCr praxis and suite of tools has been developed to support artists, especially when working within high context cultures, or messy complicated situations with difficult challenges or 'wicked' problems (Rittel, 1973). When used within projects that need to gather data or be evaluated, regular reflections and use of the journal logs will help to keep on top of the information that is required and enable artists to show the full value of their interventions. The annex provides all examples and blank templates of the pCr tools and artists will be supported to use the tools throughout the VOICE project.

The table on the next page outlines some of the challenges that could occur within Rory's project. These are generic and could manifest in different ways in other projects, drawing attention to these even as an example acknowledges not only the context that artists may be working in but also draws attention to the skillset and the support required.

Challenge	Impact	Mitigation / Benefit
Artist overwhelmed due to no designated project manager or minimal support from host organisation or lack of milestones / deliverables	Artist well-being is impacted Project is not realised / completed Longer-term impact on track record Funder / commissioner issues	Using the pCr tools with the host organisation and other members of the community distributes the project and alleviates responsibility of artist to do everything Using the pCr tools provides an 'audit-trail' showing external factors that contributed to the situation, as well as highlight the need early for structural input
Artist is overwhelmed due to inexperience	Project is not realised / completed Longer-term impact on track record Artist well-being is impacted Community or other actors disappointed or frustrated	Using the pCr tools supports emerging artists or established artists to transition beyond the studio into eco-social practices The pCr tools highlight early any issues / concerns and can be used to develop effective strategies
Gestural projects - remains at awareness raising only with no action or behaviour change	Work about an issue rather than working on a challenge / with a community	Challenge is unresolved Project has negative impact through waste resources and broken relationships
Artists not documented or gather information systematically	Arts projects and values unseen and then dismissed by public, funders and others as ineffectual and support for the arts is reduced	Using the pCr tools to capture artistic added value on projects changes perceptions, behaviour and ultimately increases support
Minimal Engagement from community	Project is not an eco-social or socially engaged project as ethics of that practice are compromised	Consider methods of engagement Leverage existing systems, services and people more

	Knowledge and resources are lost to the project Project aims not achieved, funder / commissioner issues	Reflect on what could have been different Transition practice from beyond studio / conventional artist-led approaches that still privilege the artist's self-expression
The pCr tools not used in project	Data not captured, possible loss of impact that could leverage project extension or contribute to greater behaviour change Unable to disseminate value of project effectively Transferability is limited as process cannot be shown - broken down - for transfer	Set aside time to use pCr tools as this is as much part of an eco-social art intervention as producing an artwork Develop own approach to using tools to make it easy e.g. voice notes, visual recording etc

Table 8 Common Challenges and Sample Solutions (Mckeown, 2024)

3.4 Summary: Your pCr praxis

1. **Stakeholder & Resource Mapping** – (*OBREDIM, Zone Maps*).
2. **Life Cycle Analysis** – (*Zone Mapping for Inputs, Processes, Outputs*).
3. **SMARTER Goals** – (*Define measurable, sustainable objectives*).
4. **Vital Signs Matrix** – (*Ensure eco-social alignment & impact*).
5. **Theory of Change** – (*Map short-term actions to long-term change*).
6. **Implementation & Evaluation** – (*Track success, adjust strategy*).

Sample Project using the full permaCultural resilience praxis

1 Project Overview

Project Name: Roots of Resilience - Community Engagement Program

Project Lead: Rory (Artist)

Issue: Soil degradation in Rory's home region

Artwork: Site-specific installation with sensors, mechanical parts, and interactive software

Goal: To provoke and influence audience response to soil degradation through art and engagement

2 Stakeholder and Resource Mapping (OBREDIM Process)

Key Stakeholders:

- Local farmers, environmental groups, schools, community leaders, indigenous communities.
- Educational institutions for workshops and curriculum integration.
- Local development organizations (hosting website and workshops).

Resources:

- Funding from initial residency and additional grants.
- Community expertise (farmers, scientists, artists).
- Local venues, online platforms, social media campaigns.

Boundaries and Constraints:

- Limited project management experience.
- Time constraints for engaging stakeholders.
- Ethical considerations around cultural sensitivity.

3 Setting SMARTER Goals

Tool to Use: SMARTER Goals Framework

SMARTER element	Project Goal
Socially-Culturally Specific, Simple and Sincere	Engage 85 community members in soil health workshops, ensuring representation from marginalised groups.
Meaningful, Measurable, Manageable	Achieve 80% participant retention across all workshops and events.
Appropriate, Achievable, Aspirational, Ambitious	Collaborate with 5 local organisations and 3 schools for outreach and resource sharing
Relevant, Responsive, Reviewed, Revised	Promote soil resilience and eco-literacy through culturally relevant artistic interventions
Timely, Time-specific	Complete project phases within 10 months, including evaluation and dissemination.
Ethical, Eco-considerate	Ensure workshops and materials prioritize sustainability, minimizing waste and promoting ethical practices.
Resilient, Resistant, Resourceful, far-Reaching	Use feedback loops to continuously adapt strategies based on community needs and responses.

Table 9 Example SMARTER Goals Table (McKeown, 2024)

4 Applying the Vital Signs Matrix (VSM)

Tool to Use: Vital Signs Matrix (VSM)

Vital Sign	Environmental Justice - Earth Care	Social Justice - People Care	Economic Justice - Fair Share
Build a Micro-Ecology	Use of locally sourced, recyclable materials for workshops and installations, including venues	Accessible participation through multilingual / other communication forms resources and sensory-friendly formats. Network of local suppliers and organisations supporting the project / interested in Soil health	Equitable sharing of project findings via open-access platforms Contribution to local multiplier effect by using local materials and suppliers
Strategic Intervention Tactic	Implement renewable energy sources for installation operations. Consider local / national policy alignment Engagement in national debates	Facilitate community-led soil health campaigns and skill-building workshops. Cross pollinate with other projects and organisations working with similar issues / policies e.g. academic, health and well-being institutions.	Develop an open-source toolkit for replication of workshops etc in other communities Develop transferable model of practice
Reseeding Local Knowledge	Integrate local knowledge or indigenous soil care practices into project design and educational content.	Co-create educational murals and digital stories reflecting community narratives.	Provide free access to training materials and guides for future projects.
Re-Situating Arts and Culture	Curate site-specific eco-art installations that promote	Promote intergenerational dialogue through	Advocate for policy changes supporting soil

	environmental stewardship.	storytelling and workshops.	health and eco-social resilience.
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Table 10 Example VSM for project scenario (Mckeown, 2024)

5 Theory of Change - From Action to Impact

Stage	What we do	Expected Outcomes	Long term impact
Inputs	Install Roots of Resilience, conduct workshops, and engage stakeholders.	Increased awareness and capacity for soil health action.	Community-driven initiatives for soil restoration and resilience.
Outputs	Develop an interactive website, community garden, and outreach events.	Stronger networks, new collaborations, and project sustainability.	Behavioral changes promoting long-term eco-social resilience.
Outcomes	Facilitate public dialogue, share open-source educational resources.	Increased eco-literacy and active community participation in soil health	Policy shifts, community-led projects, and sustained engagement.
Impact	Promote soil ecosystem health and cultural resilience through art and education.	Self-sustaining eco-social initiatives and strengthened community bonds.	Institutional support and ongoing project replication.

Table 11 Example Theory of Change Table (Mckeown, 2024)

6 Evaluation & Exit Strategy

Key Evaluation Questions:

1. Did we achieve what we set out to do? (*VSM Matrix Indicators / prompt questions*)
2. What unexpected outcomes emerged? (*Positive or negative - the Ripple / Win Effects*)
3. Did the project lead to any behavior changes? (*Community, stakeholders, policy*)
4. Are there new partnerships or knowledge networks? (*Legacy building*)

Exit Strategy:

- Interactive Website: Hosted by a local organisation under CSR for 2 years.
- Community-Led Initiatives: Men's Shed garden project, annual soil health event.
- Educational Legacy: Curriculum integration in schools.

Quantitative Summary of Key Outcomes

- 85 direct beneficiaries.
- 4 local businesses supplied goods and services to the project.
- 248 indirect beneficiaries including social media followers.
- €43K residency project / educational outreach and .2 FTE admin support.
- €1.5K venue costs and outreach.
- €3K in kind legacy funding.

3.5 Conclusion

In conclusion, the adoption of the pCr praxis and its tools offers a structured and systematic approach to supporting the selected artists to achieve their project's goals and clearly valorise artist-led innovation inherent in the selected VOICE pilot and ATSI schemes. By following the guidelines outlined in this document, artists will be supported to present:

- **Enhanced Consistency and Quality:** Through standardised processes and clear guidelines, the pCr praxis ensures that all projects are evaluated consistently and present clearly artistic innovations of quality.
- **Improved Efficiency and Productivity:** The streamlined systematic processes support artists to identify opportunities and work more efficiently by focusing on their value and effort required to actualise that value.
- **Better Collaboration and Communication:** The pCr praxis fosters a culture of open communication and collaboration, making it easier for artists to work effectively in complex 'messy/ contexts and produce and transfer knowledge.
- **Risk Management and Problem Solving:** Proactive identification and management of risks early using the VSM as a project development tool, coupled with a systematic approach to problem-solving, helps mitigate issues before they escalate.

By embracing the pCr praxis artists and the VOICE consortia can not only achieve our immediate project objectives but also build a foundation for sustained success and continuous improvement. It is crucial that all VOICE participants understand the context and various roles and responsibilities within the project and a commitment to the pCr praxis. VOICE encourages ongoing feedback and dialogue to refine and enhance the use of the pCr praxis, ensuring it evolves. Together, we look forward to leveraging the pCr praxis to drive and support artist-led innovation through citizen engagement.

Thank you for your commitment to these guidelines and your contribution to the VOICE processes and outcomes.

4 FAQ: Permacultural Resilience Praxis



Permacultural Resilience Praxis



1 What is the Permacultural Resilience (pCr) praxis?

The pCr praxis is a three-phase, whole-system approach designed to support artists engaging in eco-social practices within complex situations. It integrates a suite of tools, including the Vital Signs Matrix and the OBREDIM audit, to help artists respond effectively to specific cultural and environmental contexts. This framework was specifically designed for navigating high-context cultures, where implicit communication and relationships are crucial.

2 What is a high-context culture, and why is the pCr relevant in these settings?

The pCr praxis is a three-phase, whole-system approach designed to support artists engaging in eco-social practices within complex situations. It integrates a suite of tools, including the Vital Signs Matrix and the OBREDIM audit, to help artists respond effectively to specific cultural and environmental contexts. This framework was specifically designed for navigating high-context cultures, where implicit communication and relationships are crucial.

3 How can artists use the pCr praxis to build relationships with communities?

The pCr promotes community engagement through tools like the Zone Map, which helps artists identify key stakeholders, organizations, and resources within a community. This mapping exercise, guided by the question "What's at stake?", fosters a deeper understanding of community dynamics and facilitates collaboration.

4 What is the OBREDIM audit, and how does it support artists' projects?

OBREDIM (Observation, Boundaries, Resources, Evaluation, Design, Implementation, Maintenance) is a three-phase tool used to conduct a thorough audit of the local system. It helps artists identify strengths, weaknesses, and potential connections within a community. The information gathered through OBREDIM informs project design, partnership building, and the development of appropriate interventions.

5 What is a Life Cycle Analysis, and how does it promote eco-social values in art projects?

A Life Cycle Analysis (LCA) in the pCr context involves mapping the inputs, processes, and outputs of a project across five zones, considering the environmental and social impact at each stage. This tool helps artists make informed decisions about materials, engagement strategies, and project design to minimize their ecological footprint and maximize positive social impact.

6 How does the pCr framework support project evaluation?

The pCr offers several evaluation tools, including the Vital Signs Matrix, the Inclusive Fitness Theory, and SMARTER goals. The Vital Signs Matrix assesses a project's health based on indicators of Earth Care, People Care, and Fair Share, highlighting social, environmental, and economic impacts. The Inclusive Fitness Theory helps track how the project's ethos and methods spread to other organizations or practices. SMARTER goals provide a framework for setting objectives that are specific, measurable, achievable, relevant, time-bound, ethical, and regenerative.

7 Can you provide an example of how the pCr praxis might be applied in a real-world project?

Consider an artist creating an installation addressing soil degradation. The pCr would guide them to:

Use the Zone Map to identify and engage stakeholders like farmers, environmental groups, and schools.

Conduct an OBREDIM audit to understand the historical and social context of soil degradation in the region as well as identify organisations that are working with soil food or might have connection with community groups that would be useful.

Perform a Life Cycle Analysis to assess the environmental impact of their materials and processes.

Use the Vital Signs Matrix to track the project's impact on community awareness, knowledge sharing, and adoption of sustainable practices.

8 What support is available for artists who want to implement the pCr praxis in their projects?

The VOICE project offers resources and support for artists using the pCr framework. This includes training workshops, online resources, and one-on-one consultations to guide artists through the process of implementing the pCr in their projects. One-on-one meetings are available to help you navigate the pCr toolkit at key points in the process as well as an induction.

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