

CAPACITY BUILDING PROGRAMME

CULTURAL
PROJECT
MANAGEMENT
SERIES



24/MAR/26
ONLINE
SESSION

zmina.eu

ZMINA
RESILIENCE



FOUNDATION
OF IMPACT:
MONITORING
AND EVALUATION

WITH
PAULA
CUKURA

IZOLYATSIYA
PLATFORM FOR CULTURAL INITIATIVES

**MALÝ
BERLÍN**
kulturné centrum

teh

 Co-funded by
the European Union

ZMINA:Resilience is a cooperation between IZOLYATSIYA (UA),
Malý Berlín (SK) with support of Trans Europe Halles (SE).

OBJECTIVES

- Understand what **Monitoring & Evaluation** (M&E) means
- Understand the **Theory of Change** (ToC) as a planning tool
- Learn simple ways to **collect data** about your activities
- Understand **basic EU expectations** for project evaluation

beginner-friendly :)

Outline

10' intro

20' M&E + ToC

20' practical exercise: ToC

10' break

20' indicators & data

20' practical exercise: M&E plan

10' closing

ABOUT

PAULA CUKURA

CURRENT POSITION

Social Innovation Project Lead at
Riga Technical University
the Doughnut framework
for sustainable development

EXPERIENCES

- organisational culture & strategy
- creative communities
- impact-driven project management



■ Monitoring & Evaluation

MONITORING

Tracking project activities during implementation:

- number of workshops
- number of participants
- events delivered

→ data

EVALUATION

Understanding the results and changes created by the project:

- audience learning
- new collaborations
- community engagement

→ meaning

■ Monitoring & Evaluation



is not: **bureaucracy.**
only a funder requirement

is: **strategic learning.**
a learning tool

Why M&E Matters

Without M&E you cannot answer:

- Did our residency change anything?
- Did the audience understand the message?
- Did collaboration actually work?

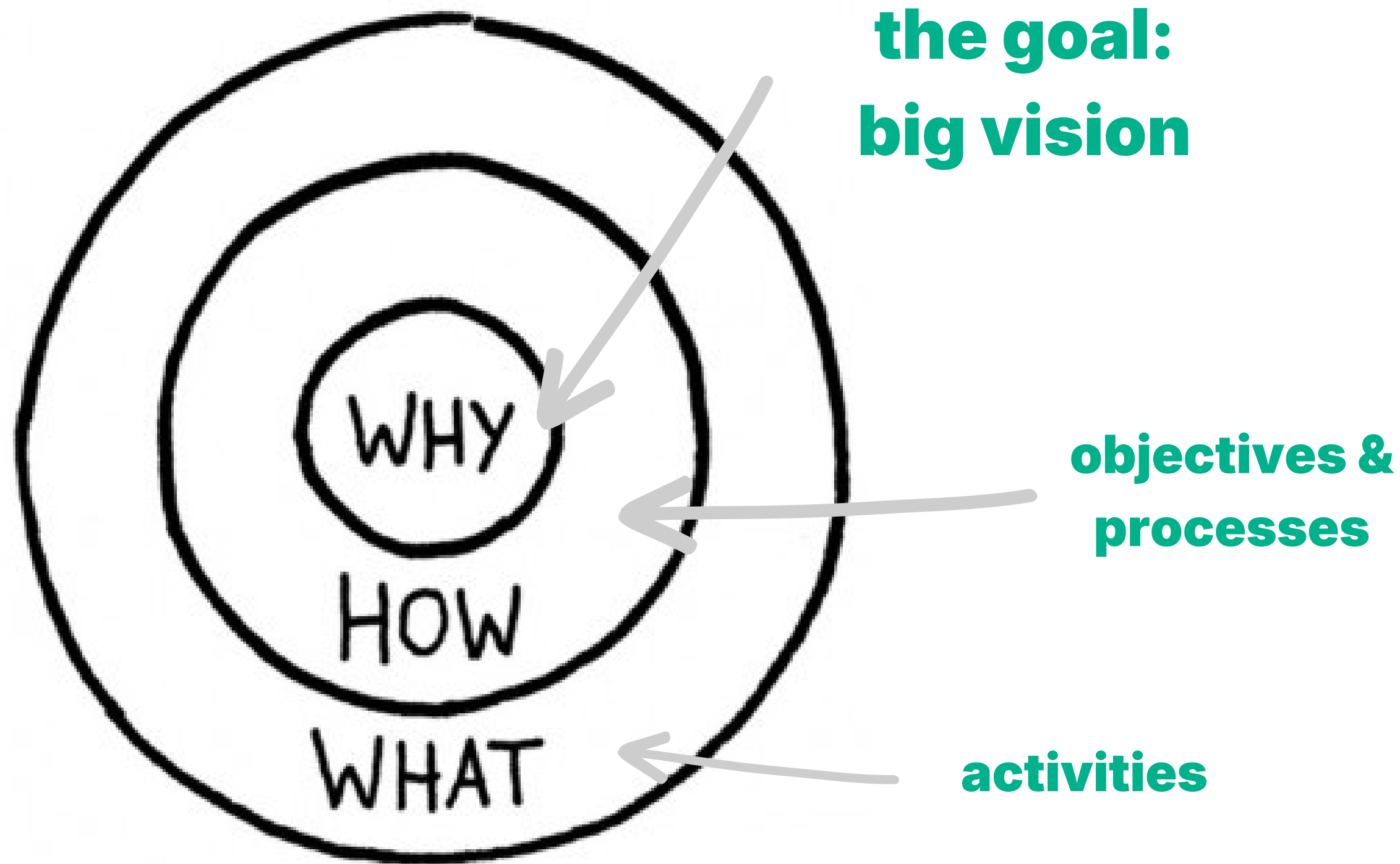
M&E helps organisations:

- understand their impact
- improve their programmes
- build stronger partnerships

access international funding

The first steps into M&E

The Golden Circle



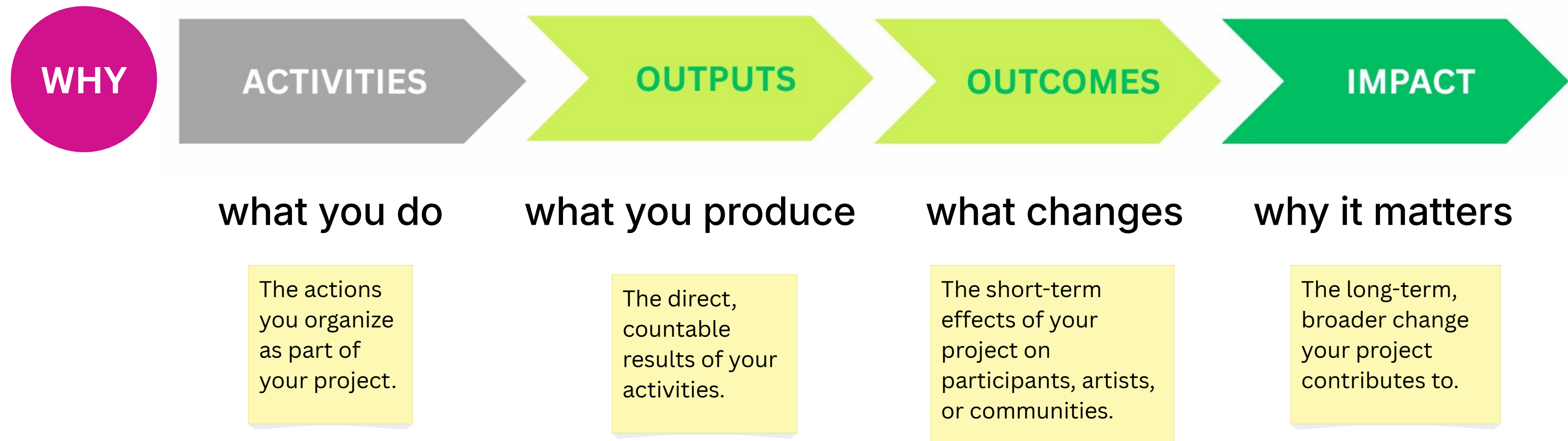
**"Start
with
WHY"**

by Simon Sinek

Theory of Change

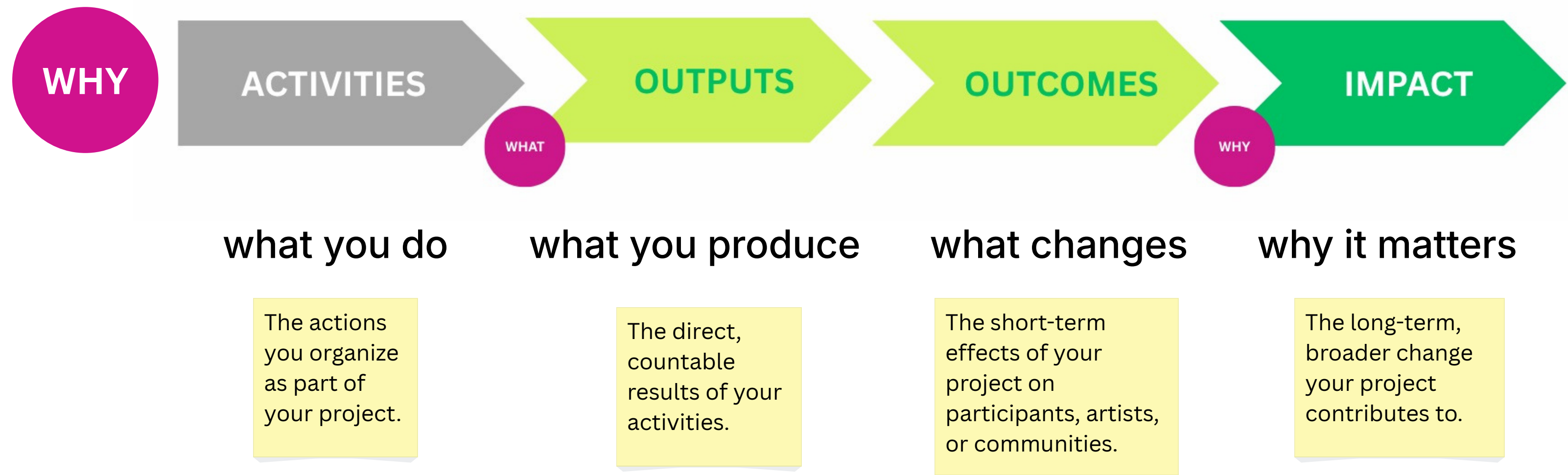
■ Theory of Change

= a logic explaining how your activities create change.



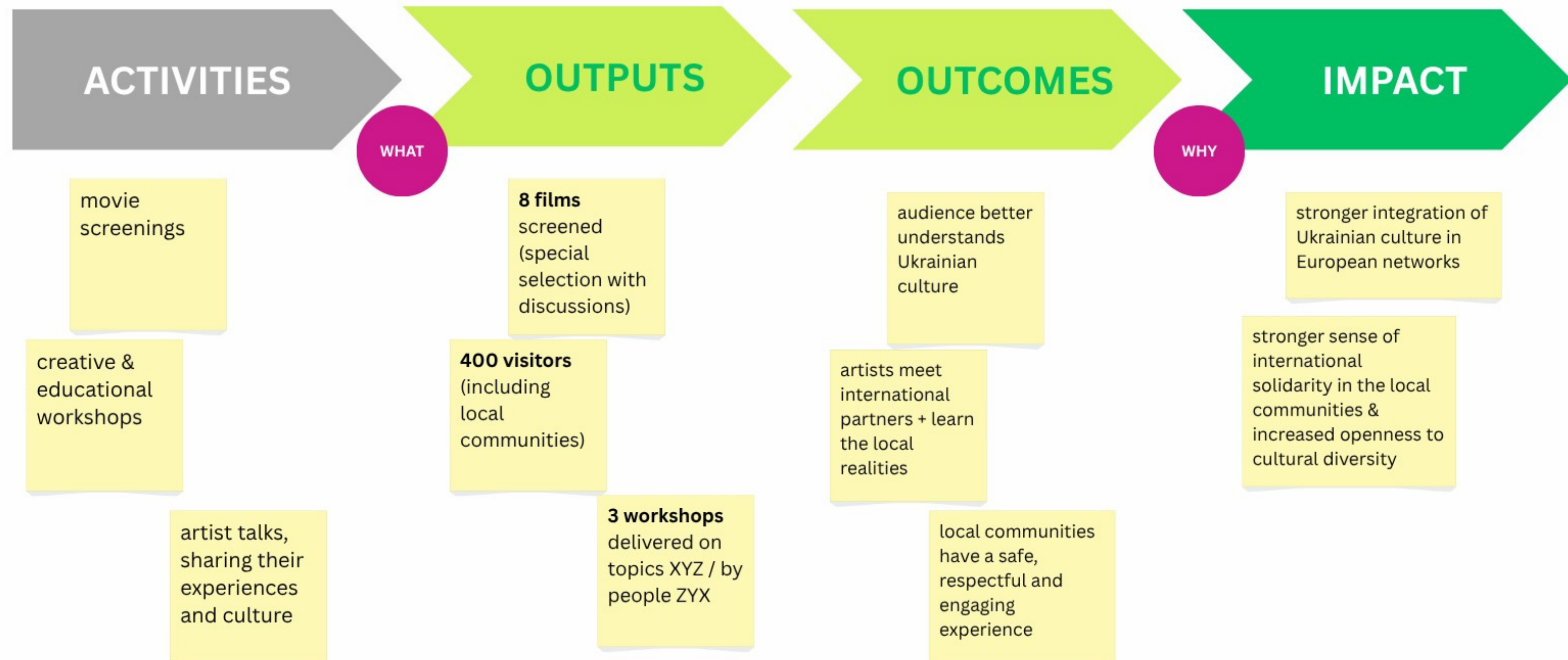
■ Theory of Change

= a logic explaining how your activities create change.



■ Theory of Change

example: Cultural Exchange Festival in rural Slovakia



Exercise: Theory of Change

Access printable worksheet in the ZMINA: Resilience Library or use the interactive online version here:
<https://ej.uz/mnewwhiteboard>

1.

Choose 1 time-keeper
Choose 1 note-taker

2.

Choose one project idea

Examples:

- cultural festival
- artist residency
- community arts programme
- independent cinema
- centre for subcultures
- anarchist bookfair
-

3.

Define:

- Activities
- Outputs
- Outcomes
- Impact

Time: 15 minutes

Indicators: Evidence of Change

Indicators: Evidence of Change

= indicators show whether the change actually happened.

QUANTITATIVE

numbers

number of participants
tickets sold
events organised

...

QUALITATIVE

stories & experiences

participant feedback
interviews
stories of change

...

= a specific piece of evidence that proves the outcome happened.

Indicators: Evidence of Change

Example outcome

Audience understanding of Ukrainian culture increases

Possible indicators:

- **X%** of the audience indicates they **have a better understanding** of Ukrainian culture (survey responses)
- "This movie **made me think** how important solidarity is & how interconnected we are. **I noticed** many similarities between Ukrainian culture and my own culture **that I hadn't noticed before**. Now **I feel** we share a common cultural & political background." (participant feedback)

What Can Cultural Organisations Measure?

AUDIENCE

- number of visitors
- demographics of visitors (age, gender, race, nationality, ...)
- participant feedback
- recurring visitors

ARTISTS

- collaborations created
- professional development
- cross-/inter-disciplinarity of projects

COMMUNITY

- participation diversity
- engagement levels
- social media analytics

FINANCES

- sales
- approved projects

Practical Data Collection Methods

Participant Counting

Many organisations underestimate this.
Simple methods:

- registration list
- ticketing systems
- click counter
- manual list at the entrance

Example: art exhibition.
Volunteer tracks entries every hour.

Result: reliable visitor data.

Short Audience Survey

Google Forms, Typeform, paper forms, etc.

Example questions:

- How did you hear about this event?
- Did this event change your perspective on the topic?
- Rate from 1 to 5 ...
- What was the most interesting part?
- Would you attend again?

Completion time: 2–3 minutes.

Practical Data Collection Methods

Artist Reflection Interviews

Ask artists:

- What did you learn from this experience?
- Did you meet potential collaborators?
- Did the project influence your practice?

Record quotes & short video testimonies.

These are excellent evaluation materials.

Observation Notes

Staff document during event:

- audience reactions
- questions asked
- participation levels

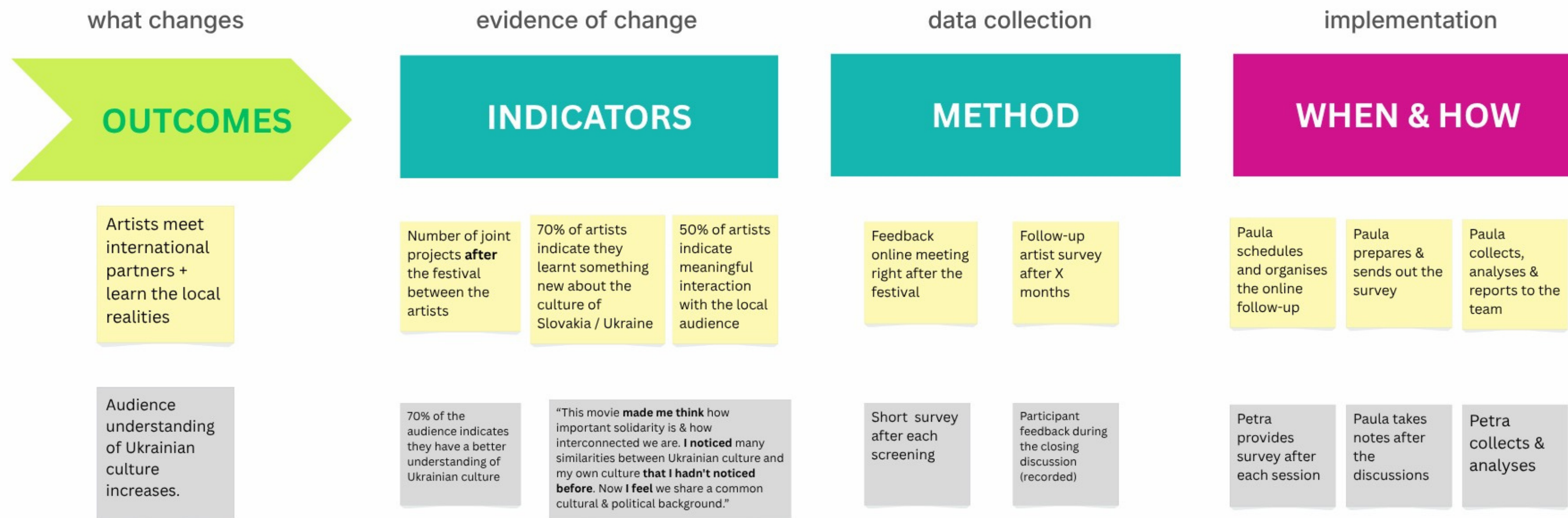
Example: community workshop.

Facilitator notes:

"Participants stayed after the session discussing future collaborations & agreed on a follow-up meeting."

Mini M&E Plan

example: Cultural Exchange Festival in rural Slovakia



■ Mini M&E Plan

1.

Define for your project:

- Outcomes
- Indicators
- Data collection method

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<https://ej.uz/mnewwhiteboard>

Time: 15 minutes

M&E in EU Projects

European cultural programmes expect:

- Clear goal & objectives
- Measurable indicators
- Evidence of outcomes
- Transparent reporting
- Impact

Weak proposal:

"We will evaluate project success."

Better:

"We will measure audience learning through surveys and conduct interviews with participating artists to assess new collaborations."

Great:

"We will track the project's success according to our theory of change and M&E plan (described in section A). We will undergo a midterm evaluation during month X and adapt further activities based on the findings."

Common Mistakes

Too many indicators → **keep it simple & valuable for your organisation.**

Measuring only numbers → **include stories & experiences.**

Collecting data but never analysing it → organise internal reflection meetings after the project & **ask: what worked & what should change?**

Giving up because it's too complicated or "don't have time" → **we all struggle with this – keep going!**

USE EVALUATION FOR LEARNING!

■ Key Takeaways

Start simple.

Even basic data can make a big difference.

Build your muscle.

■ Monitoring & Evaluation



is not: proving success.

**is: understanding the value of
your work and strengthening
your organisation.**

■ Monitoring & Evaluation



is not: bureaucracy.

is: strategic learning.

■ Challenge

For your next event:

MEASURE AT LEAST ONE OUTCOME.

Examples:

- Audience learning
- New collaborations
- Community engagement

RESOURCES

- Canva templates from today's session, presentation & recording
- Simple 2-pager: RESIST Hands-On Guide for Impact Measurement
- RESIST Indicator quality checklist & examples of methods / data sources

CAPACITY BUILDING PROGRAMME LET'S CONNECT!

ZMINA
RESILIENCE



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