

DEMO

Connecting Cultural Festivals

05

Skills, Training & Monitoring

Continuous learning · Evaluation · Indicators

When skill gaps or organisational overload emerge

→ **5.1 Monitoring and Evaluation**

To understand what competencies matter today

→ **Skills mapping**

To strengthen the team through shared learning

→ **Training approaches**

If you're looking for formal certifications only

X Focus on informal learning instead



Monitoring

Function

Systematic collection of data during activities

When

In progress, throughout the activities

Objective

Verify that activities proceed as planned

Use

Support for day-to-day festival management



Evaluation

Function

Critical interpretation of the data collected

When

After the event or at dedicated reflection moments

Objective

Understand what changed, for whom and why

Use

Strategic orientation and future decision-making



Monitoring + Evaluation = Learning. They are parts of one process — not alternatives.

 Audience

Number and type, return rate, quality of experience

 Engagement

Diversification, side event participation, interaction

 Sustainability

Waste, energy consumption, staff mobility

 Inclusion

Accessibility, diverse groups, local partnerships

 Networking

Quality of collaborations, continuity, outcomes

 Digital

Tool usage, skills acquired, channel effectiveness

Cultural and social impact often manifests in indirect forms: strengthening of belonging, building of networks, new cultural narratives.

Data + Narratives

Combine quantitative indicators with stories, testimonials and change processes

Organisational learning

Evaluation is not a final verdict: it's the foundation for future choices

Stakeholder involvement

Integrating audiences', artists' and partners' perspectives enriches the analysis

Communicating impact

Making the value generated visible strengthens the festival's social legitimacy



Evaluation is not control: it is a tool for care and growth of the festival.

BASIC

Learning primarily from experience

Learning by doing

Skills in few people

Spontaneous adaptation

INTERMEDIATE

Reflecting and sharing competencies

Training & peer exchange

More distributed skills

Conscious improvement

ADVANCED

Planned and structured transfer

Structured pathways

Skills across the team

Transfer to others



Growing means redistributing skills across the team — not just accumulating them individually.