

## 5.4.1. MEASURING SUSTAINABILITY: ALIGNING WITH THE SDGS.



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Code n. M5 Unit4 SU4.1



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## Aim & objectives

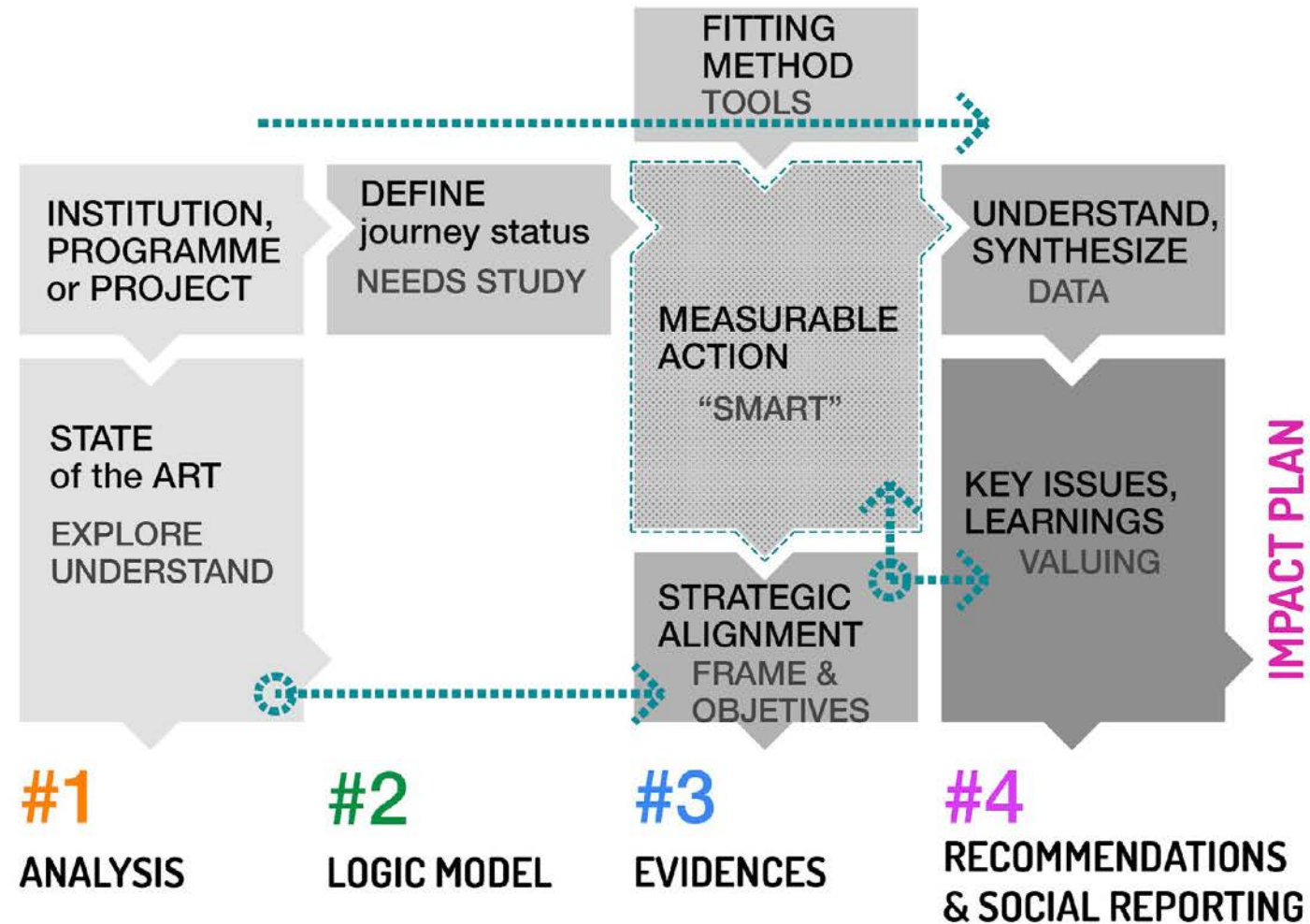
- This sub-unit aims to bring professionals closer to the vision of sustainability and the culture of measuring and working through evidence from real case studies.
- Analyse the current challenges that cultural and cultural tourism institutions face and respond to their specific needs through evaluation tools. Identify good practices and recommendations.





# Case study methodology

- We start with an analysis of the institution or project to be included in the measurement culture. It is focused on the **strategic vision**.
- A second step is to **apply a logic**. From this analysis we must draw out the needs that lead us to measure.
- The third step, which is more technical, is to **select tools** that are appropriate to the project. The objective is to **have evidences**.
- Finally, with this data we are able to draw **recommendations or conclusions**, and methodologies to make measurement a part of the institution or project.



Reference to sub-unit: 5.3.1 – Impact measurement Cycle.



## What will you learn. Learning outcomes

At the end of this presentation, you will be able to:

- Learning outcome 1: Relate the gaps in management with opportunities and challenges that can be faced through the measurement of social impact.
- Learning outcome 2: Discuss the feasibility of tools for the selected project or challenge.
- Learning outcome 3: Select a measurement process and the key tools to carry it out through the selected case study.

# Keywords & terms

Case studies

Best practices

Recommendations

Measurement culture

Evidence-based performance





## Background

Measuring social impact is a priority for social organisations and investors. Depending on the institution and its resources, the impact measurement process will be more or challenging.

Moreover, the first steps are fundamental because they are strategic and based on their own experience and the internal reports of the institution.



# SECTION 1

## Situation analysis

### Spanish National Museum of Anthropology





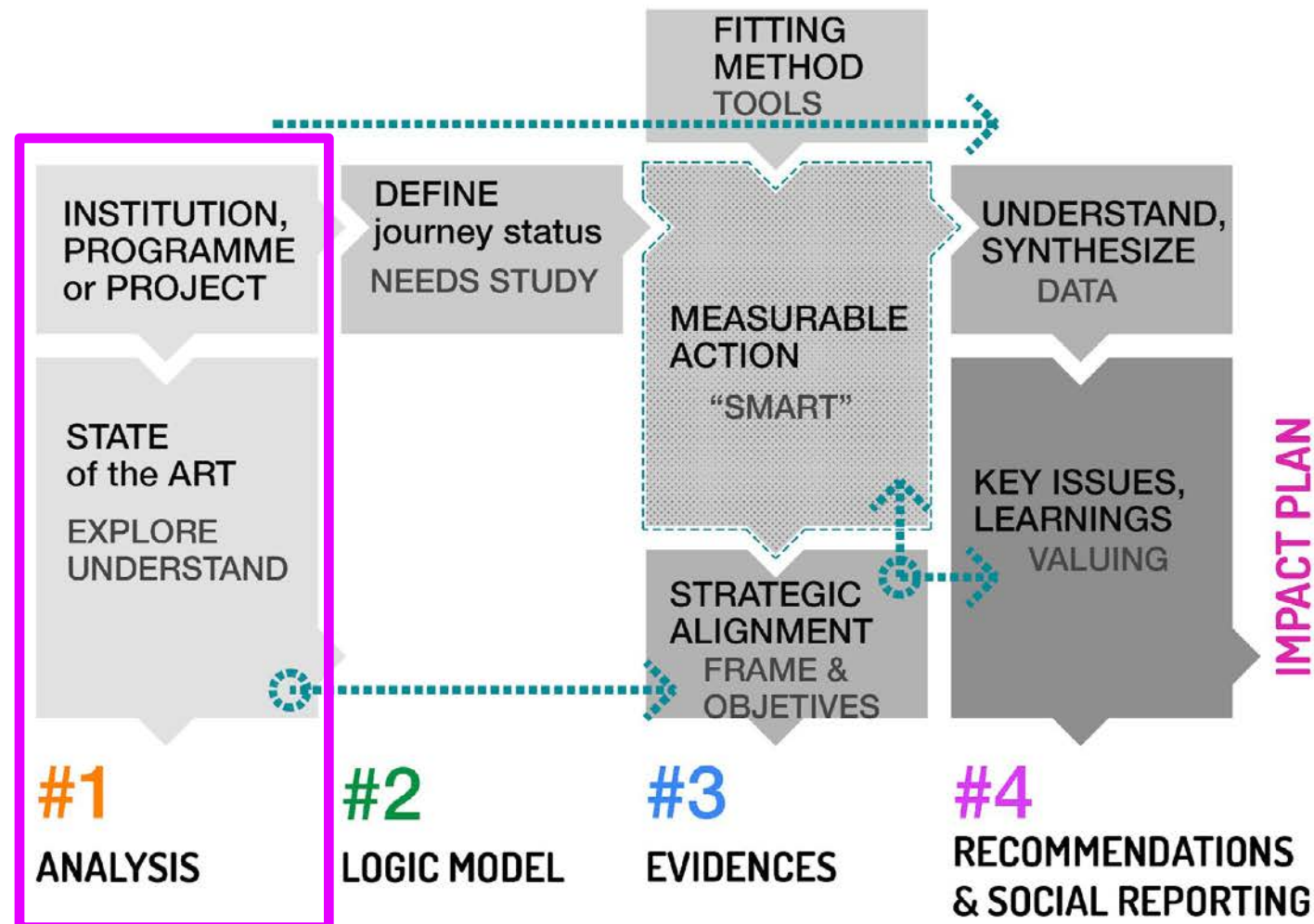
# Context Analysis: #1 Analyzing your starting point

We start with an analysis of the institution to be included in the measurement culture.

An impact measurement project is linked to strategy, which implies a specific management mindset.

Moreover, in many cases, it needs a tailor-made approach due to the diversity of the sector.

- Which are your reasons to measure?
- Strategy, data and people
- Manage, frame and define your measurement journey.



## Context Analysis. A museum redesigning for society

Since 2014 it adopted an action plan that, in the words of its director, is in the context of other centenary western museums aimed at redefining itself in order to give it a new social impact.

The main role of the museum is to promote the values of cultural diversity and a mutual enrichment through transversal visions.



Conceptual map of the transformative process. Spanish National Museum of Anthropology.



## Context Analysis. Clarifying what success looks like

Who does the organization serve, and what change does it seek to create?

How do you get a Good Discussion Going?

To Clarify an Organization's Intended Impact Ask:

- Who are our beneficiaries?
- What benefits do our programs create?
- How do we define success?
- What won't we do?
- What would make us obsolete?

Reference to sub-unit: 5.2.3. Design a process for planning an evaluation project.



## Context Analysis: mission, vision and values

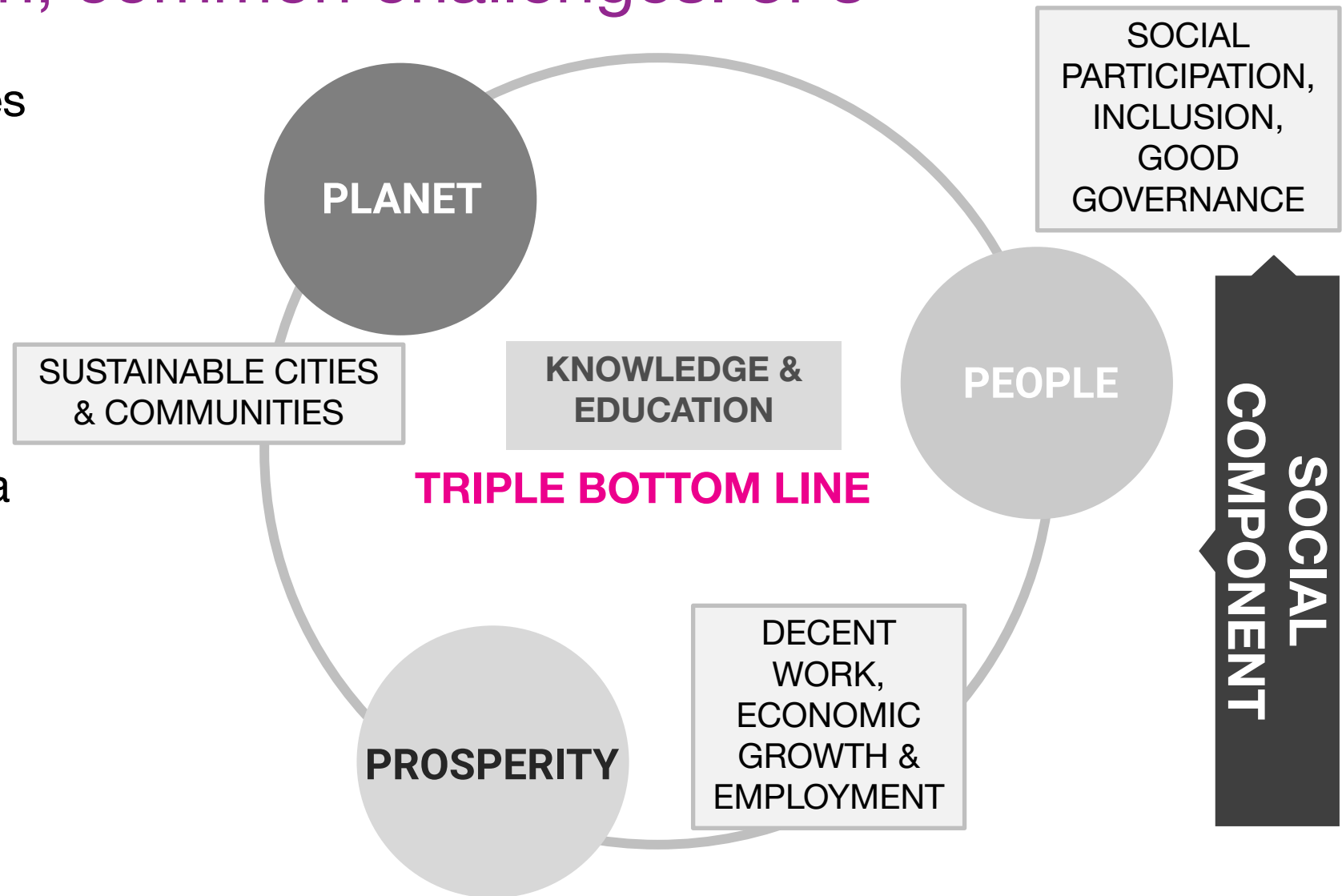
The main purpose of the museum is to promote the values of cultural diversity and mutual enrichment through cross-cultural visions.

values	MULTIFACETED	COMMUNITY	INNOVATIVE	TRANSFORMATIVE	WITH SOCIAL VALUE
	Dissemination of cultural diversity values	Museum-forum Open	Testing ground Uncertain	For action Focus on process	Ethical values, solidarity and corresponsability
mission	Transmit plural realities	Participatory	Process value	Act in the present	Social rights advocacy
	Coexistence of realities	Inclusion of communities	Build experiences	Formation of new collections	Universal accessibility
	Promote equality respecting differences	Dynamic system of interactions	Enhance creativity	Count current problems	Social negotiation
		Dialogue space	Experience ways of coexistence	Show cultural change	Respect for other cultures
		Professionals as facilitators			Against xenophobia and racism

## Common vision, common challenges. 3Ps

If looking at different scales of analysis we find the same challenges and opportunities to create value through Culture.

There is a shared view of a high value in relation to **social dimension** that is strategic and is also an opportunity that will reinforce the other pillars.



# SECTION 2

## Logic model



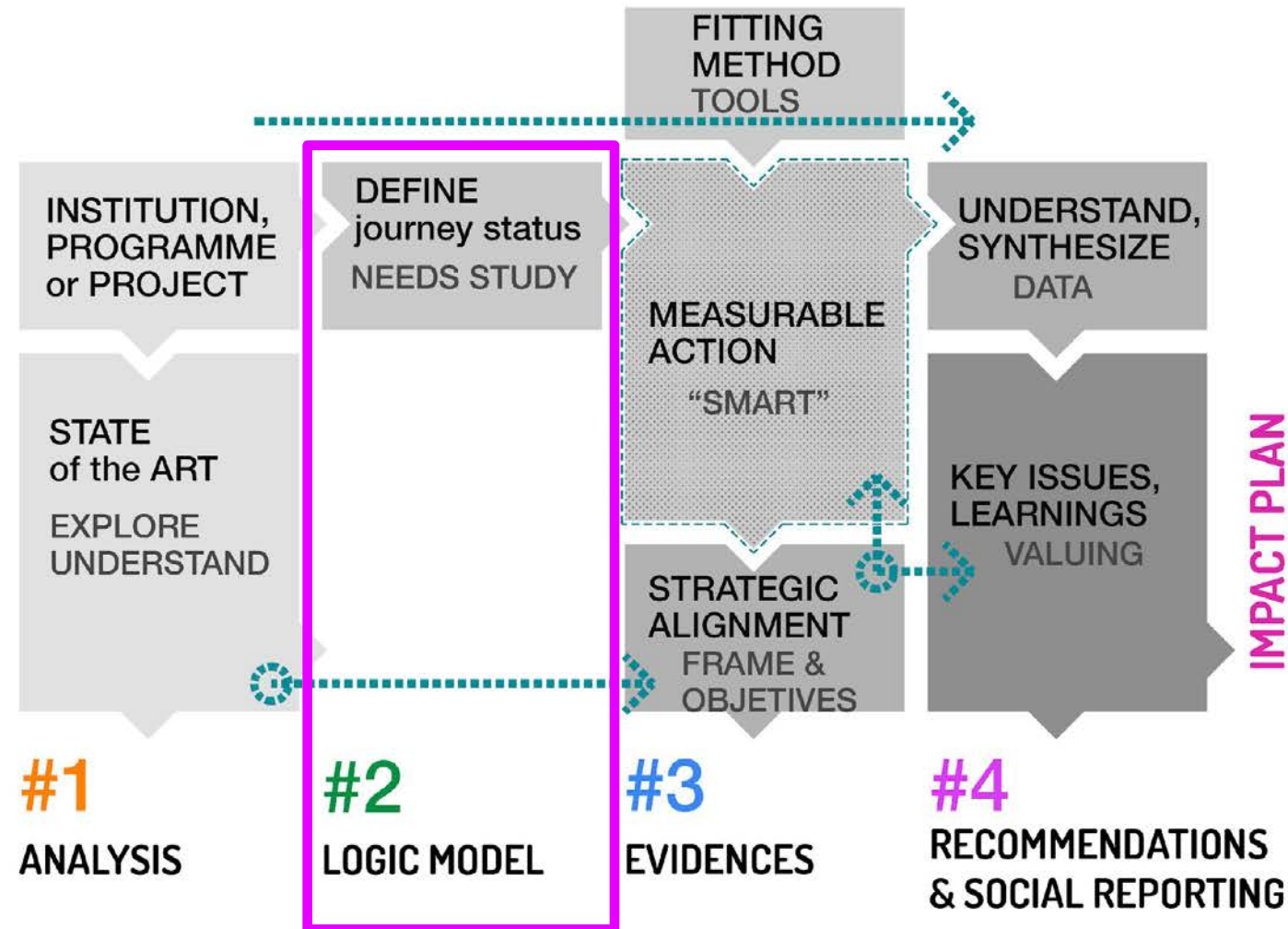


## Logic model: #2 Setting your own theory of change

In this second phase, we look for the logic model that fits the institution we are analysing to include in a measurement culture model.

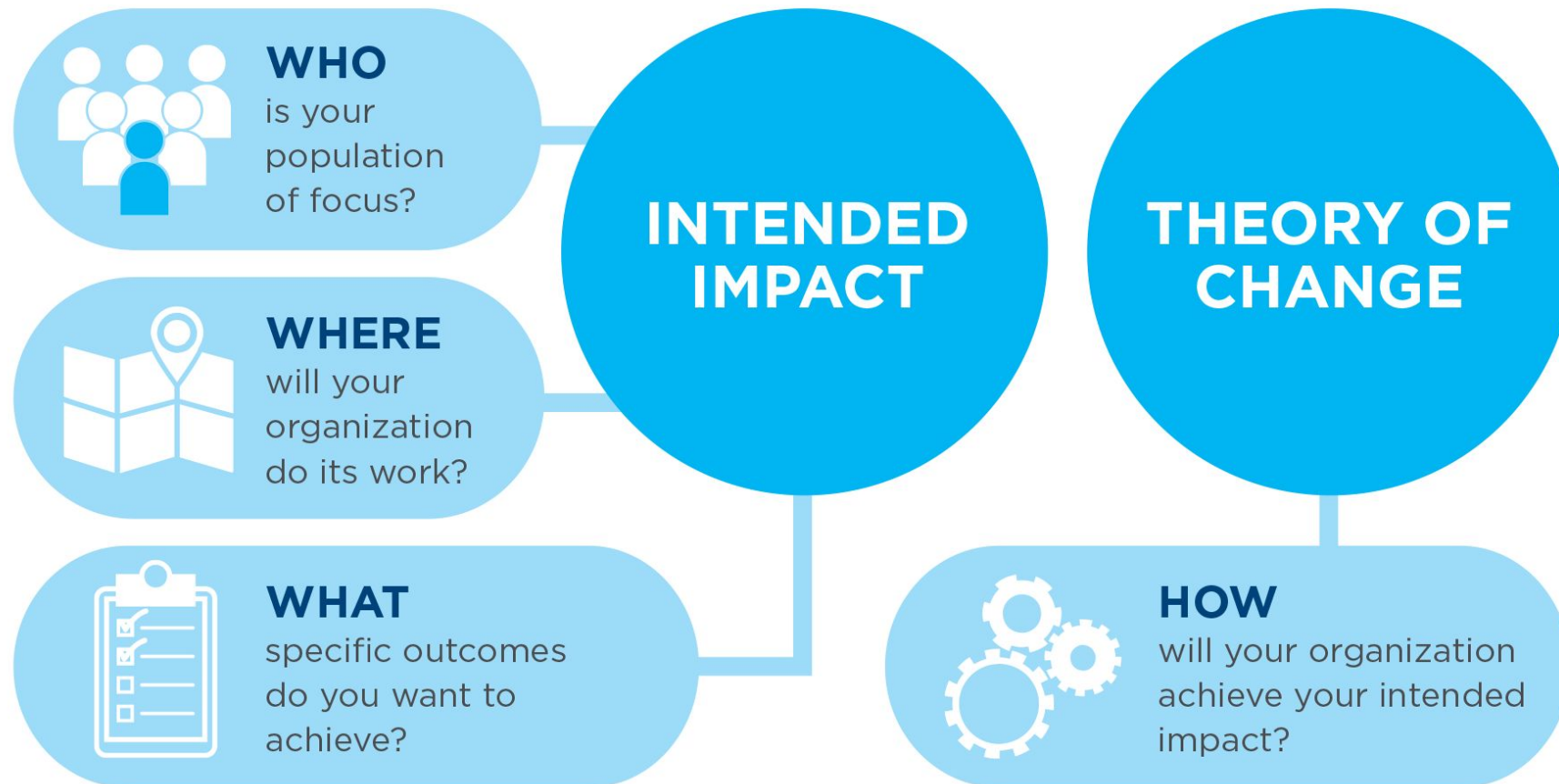
In this case it will be the Theory of Change, where we must start by thinking about the impact you expect your activities to have and how you will know if you are achieving it.

- Which are the desired changes of your cultural action?
- Evaluation tools and matrix (ex. the Intervention Logic).



## Clarifying what success looks like

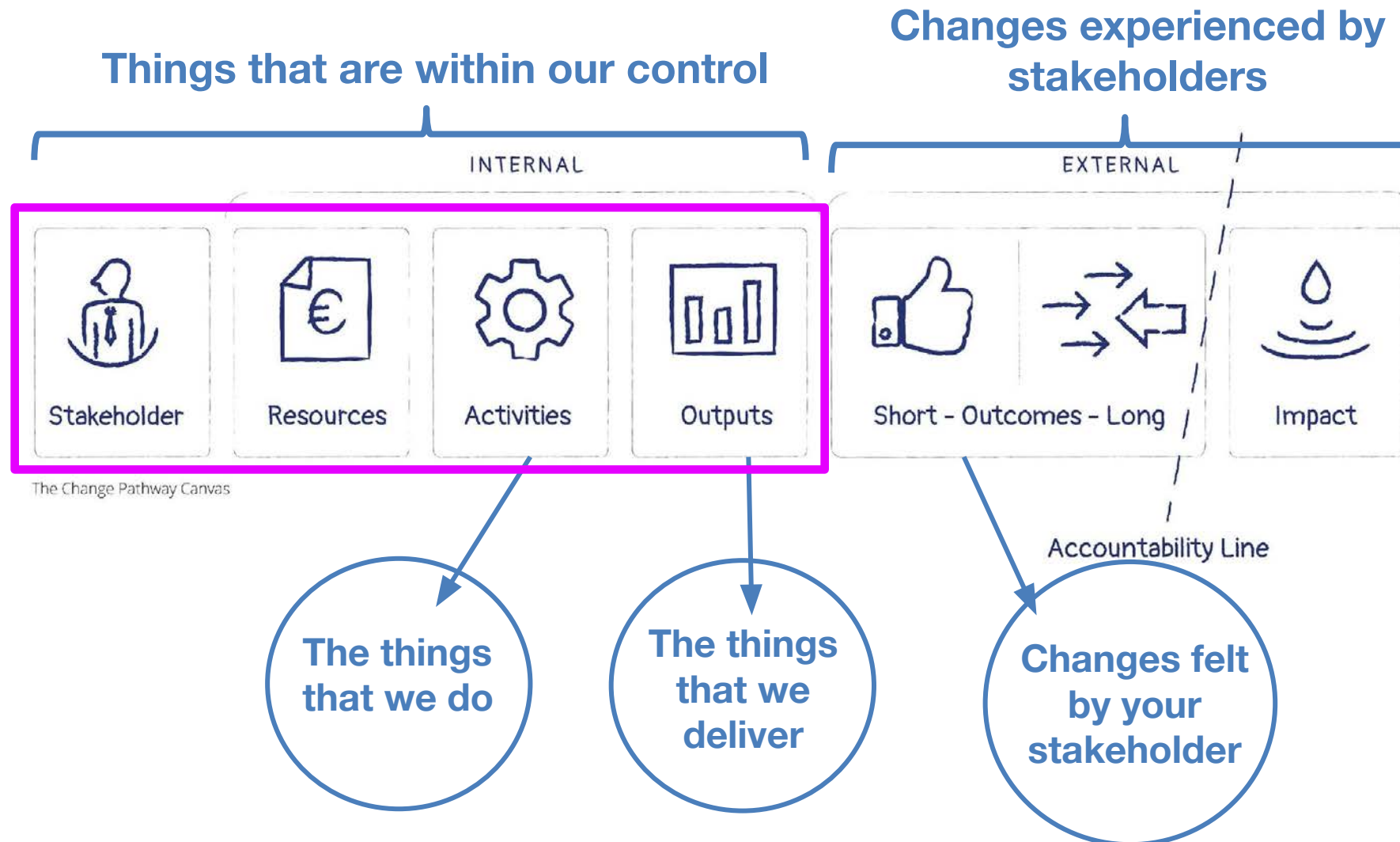
First level indicators should be aligned with the expected change.  
A first approach to frame this theory is by answering questions.



**Source:** The Bridgespan Group

Reference to sub-unit: 5.2.2. Challenges and opportunities to measure in culture and tourism.

# The Change Pathway Canvas: design your impact

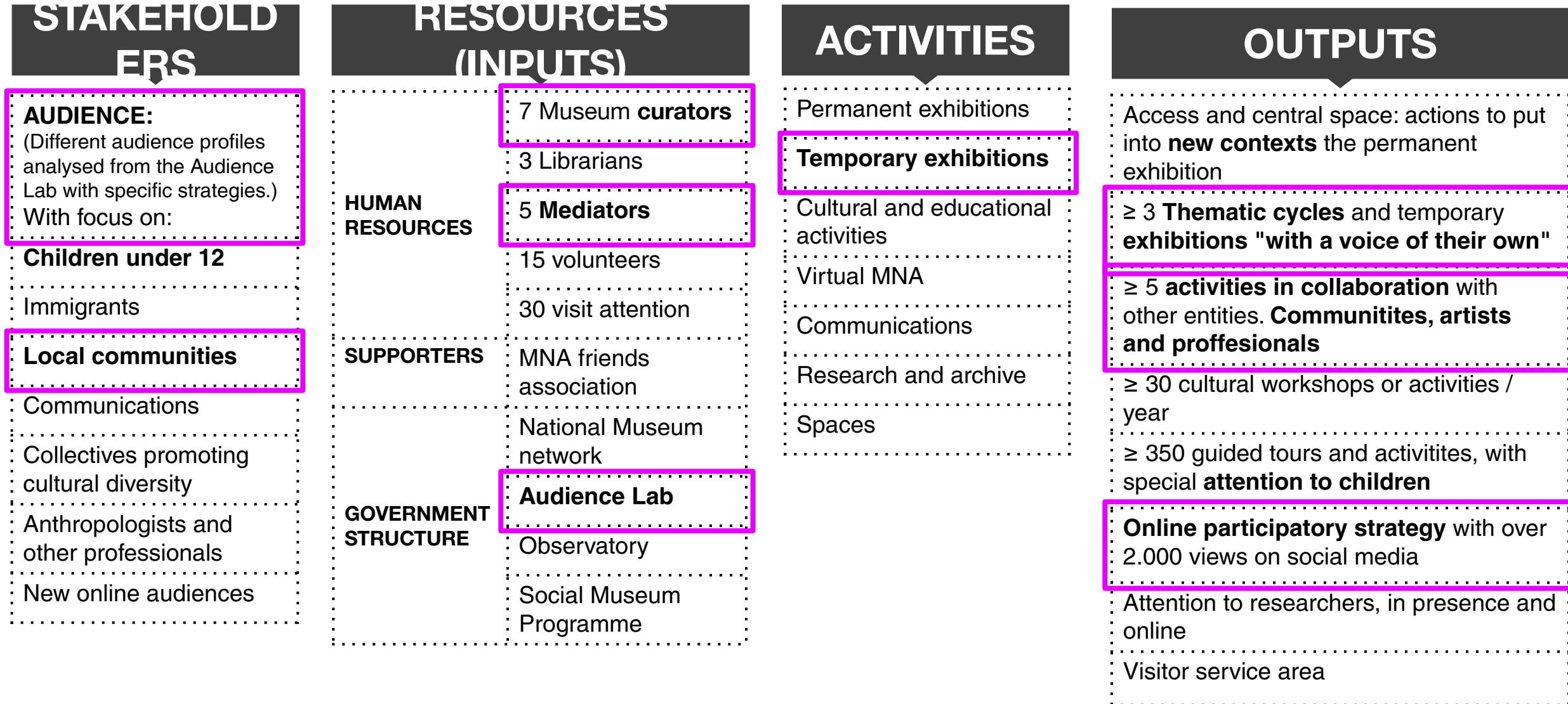


Reference to sub-unit: 5.2.2. Challenges and opportunities to measure in culture and tourism.





# Theory of Change: things that are within our control



# UNESCO. Culture | 2030 indicators strategy



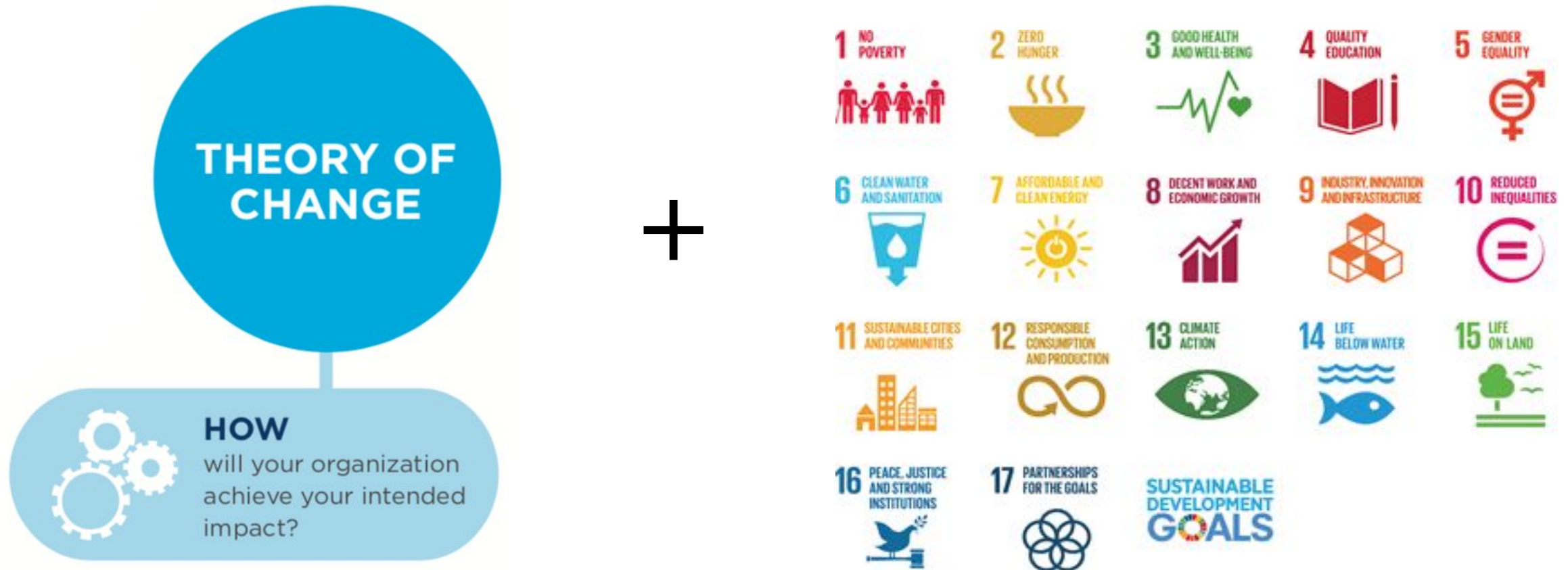
## THEMATIC INDICATORS FOR CULTURE IN THE 2030 AGENDA



Reference to sub-unit: 5.1.1. Challenges and opportunities to measure in culture and tourism.

# Theory of Change + Sustainable Development Goals

To link cultural management to the international context on sustainable professional performance and to create a link between the macro measurement tools proposed and those adapted to our tailored case.



Source: The Bridgespan Group.



# Spanish National Museum of Anthropology & SDGs

There is a growing context that evidences a paradigm in the social and professional environment.

## ENVIROMENT & RESILIENCE

### TERRITORIAL DEVELOPMENT

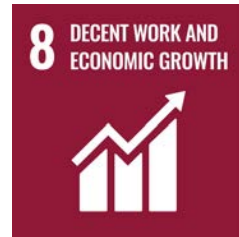


**11.4** CULTURAL & NATURAL HERITAGE

**11.7** INCLUSIVE PUBLIC SPACES

**15.7** SUSTAINABLE TERRESTRIAL ECOSYSTEMS through integration of intangible cultural heritage and traditional

## PROSPERITY & LIVELIHOODS



**8.3** JOBS, ENTREPRENEURSHIP & INNOVATION  
The cultural and creative sector has a direct impact

## KNOWLEDGE & SKILLS



**4.7.** SKILLS FOR SUSTAINABLE DEVELOPMENT  
Cultural values and diversity promotes sustainable development

**12. a.** SUSTAINABLE CONSUMPTION  
Traditional knowledge empowers it

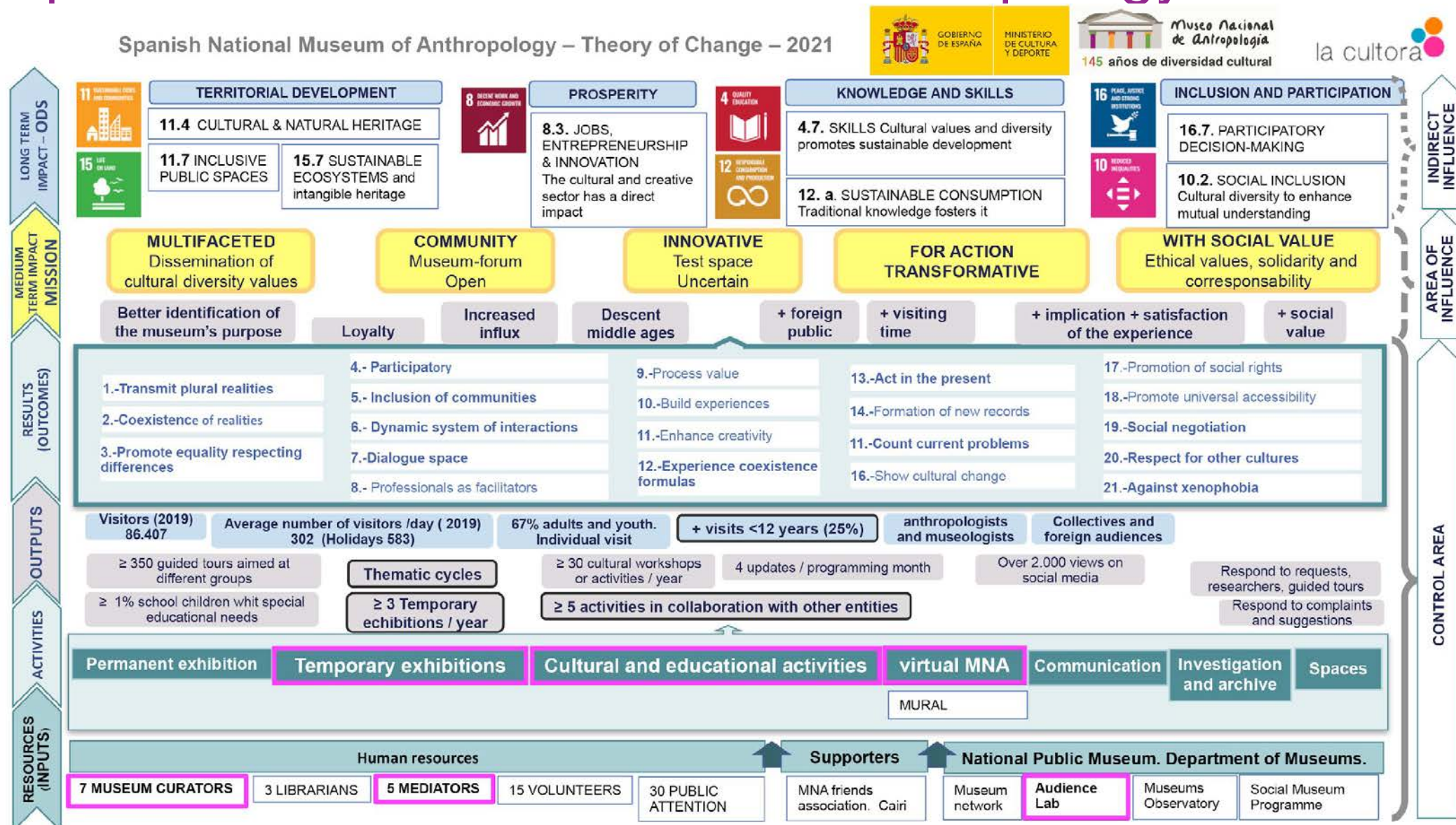
## INCLUSION & PARTICIPATION



**16.7.** PARTICIPATORY DECISION-MAKING

**10.2.** SOCIAL INCLUSION  
Cultural diversity to enhance mutual understanding

# Spanish National Museum of Anthropology ToC



# SECTION 3

Tracking key  
activities



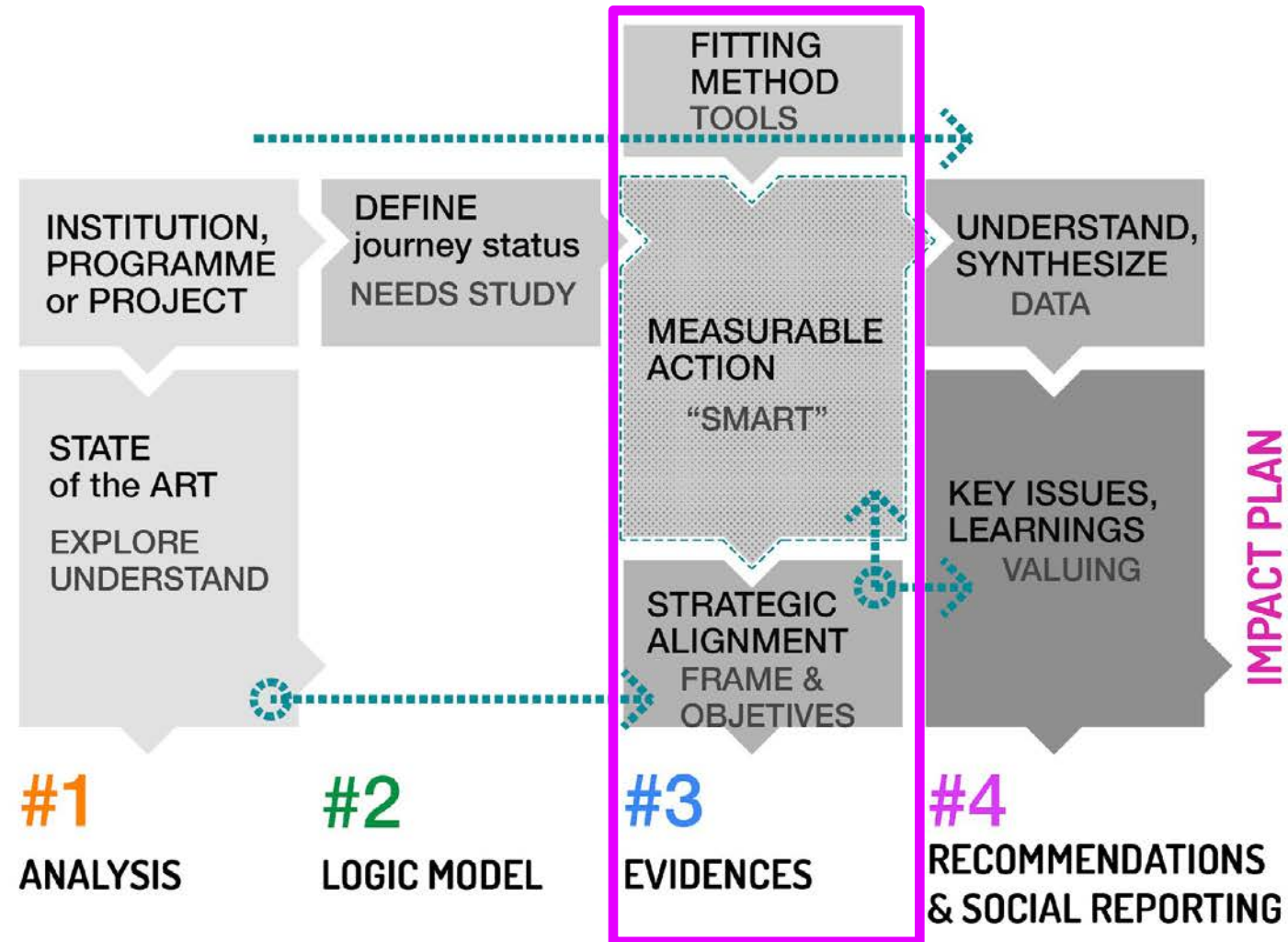


## Evidence: #3 Measuring evidences: Tracking key activities

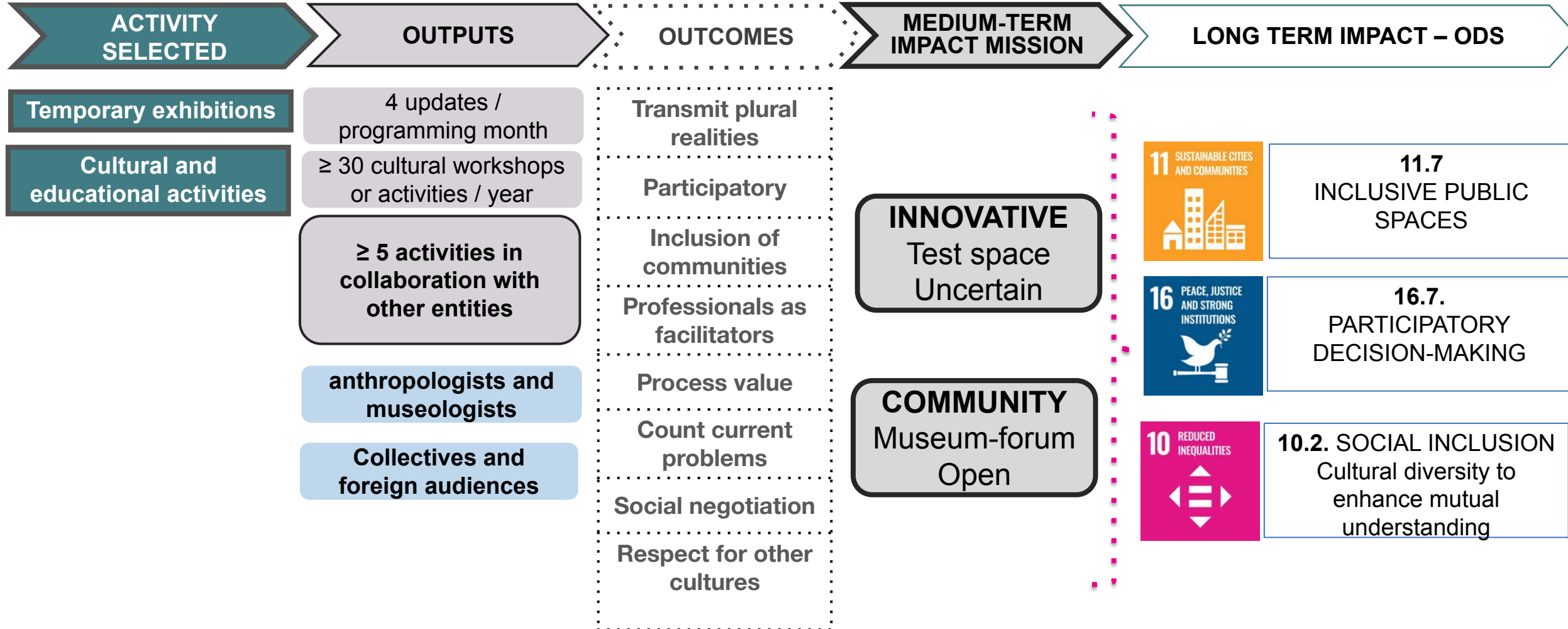
The third step, which is more technical, is to select tools that are appropriate to the project. The objective is to have evidences.

In this case study we are looking for a methodology that allows us to **trace the contribution of each activity to the SDGs**.

- What you can visibilize?
- Monitoring and evaluation.
- Select and tailored data tool collection.
- SMART criteria to select indicators.



# Tracking: co-created exhibitions and activities with communities



## Tracking: co-created exhibitions and activities with communities

The museum has focused its performance on the co-creation of activities, giving space to different stakeholders and communities. It has gone from co-creating one out of every five actions in 2015 to one out of two in 2019.

This work brings them closer to being open spaces, where professionals are facilitators, participation is encouraged and they have the social vocation of being a forum.

Exhibitions or Cultural and educational activities	222	From 2015-2020
	102	Stakeholders and communities
	28	Geographical areas or countries
	co-creation ratio:	
	1 per 5	in 2015
	<b>1 per 2</b>	<b>in 2019</b>

A ratio to follow:

**half of the activities developed are spaces for co-creation with communities and stakeholders**

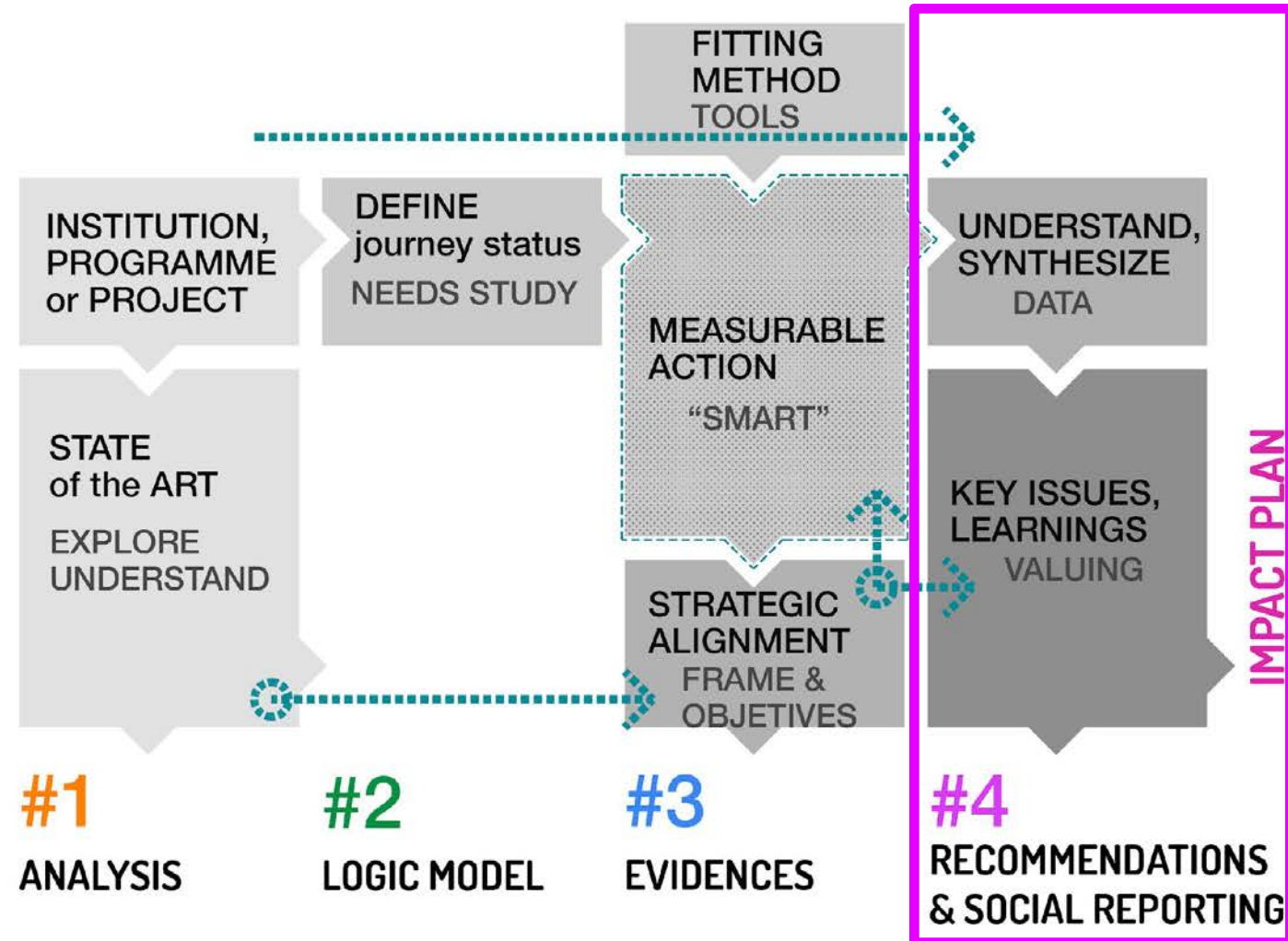


## #4 Social reporting & recommendations: toward sustainability and learning

Finally, with this data we are able to draw **recommendations or conclusions**, and methodologies to make measurement a part of the institution or project.

The Museum has strengths to include the culture of measurement in its performance and at the same time it needs methodologies to apply it in a systemic way.

- Which is the value of the measurement journey?
- Understand, synthesize data and key issues
- Accountability, learning and result oriented



# Foster existing strategy with SDGs and measurement journey

Reflections: Insights and common key ideas: findings on sustainability and measurement applied to the case study: Museum of Anthropology.

## #1

**Right strategy:** in need of added methodology

## #2

**Action to join the international narrative:** incorporate SDG reporting

## #3

**Select what to measure to fit Theory of Change:** key activities with actual capacity

**It's about strategy and a tempo:**

Conceptual framework.

Measuring journey.

**It has a why and a rationale:**

Report publicly mission and impact.

Enhance in international development agenda.

**It faces a technical challenge:**

Lack of tools.

Build knowledge and Capacities.

# SECTION 4

Hints & open  
questions





## Next step: starting from stakeholders' journey

### Measurement as Learning: From **Strategy to Data and People.**

#### 1. **Begin with the end in mind**

who or what ends our organization serves?

what change we seek to create, when?

PURPOSE

#### 2. **Create a culture of measurement**

Does the leadership of our organization use data to make decisions?

Have you created the right forums for staff to use the data to drive improvements?

EVIDENCE-BASED CULTURE

#### 3. **Ensure all contributors benefit**

Have we identified each player that contributes to or uses the measurement system and how they gain value from it?

INTENDED USERS

## Tips

A good practice is to align the objectives of a cultural institution with the SDGs and develop a tracking of actions. The theory of change is a useful tool in this case and allows us to clarify performance. We ask ourselves:

- what activity or programme is contributing most to our goals?
- Can we move forward on indicators that give us evidence of that contribution?
- Is the sustainability report a useful tool to incorporate into annual reports?

## Key takeaways

This practice can be applied to institutions and programmes that have a strategic approach: they want to know the traceability of their actions in line with the strategy, to advance in the culture of measurement and to report to communication.





**Closing section**



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She is president and co-founder of the non-profit association La Cultura.

Currently its main lines of work focus on; training through entrepreneurship and new skills, social innovation through sustainability and social value, and applied research on citizen participation, user experience and collaborative environments.







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