



EXTERNAL EVALUATION GUIDE

Reference Project: 510283-LLP-1-2010-1-ES-
LEONARDO-LMP



Index

1. Introduction	4
2. Background	5
3. Objectives	7
4. Methodology	8
5. Process	11
1. Contrasting internal evaluation	11
2. Experts' feedback	12
3. Quality	13
4. Future expectations	14
6. Products	16
7. Conclusions	18
8. Annex evaluation tools	19
Annex I: Questionnaire to contrast interim evaluation	20
Questionnaire	20
Annex II: Guidelines to expert's test	24
GUIDELINES TO EXPERTS' TEST- GETIR	24

1. Introduction

Present document is the external evaluation guide of European Manager of Intelligent and Responsible Territories –GETIR– project. Partnership of GETIR project decided to arrange an external evaluation in addition to an internal one in order to assure transparency.

Internal evaluation of GETIR project is a coordinator's task and it aims to measure the satisfaction of the partnership regarding the assigned roles and responsibilities as well as the project management. Internal evaluation also tries to keep track of project development and assure that every partner organization fulfils its tasks. Internal evaluation keeps a past and present perspective of the project.

On the other hand, external evaluation aims to complete the internal evaluation and for that reason, it will focus on different aspects. Firstly, external evaluation will try to contrast the results given by internal evaluation in order to check that those data are consistent. Secondly, it will assess the quality of main products / outcomes of GETIR project so that partnership cares about the quality of project results. And finally, it will provide a future perspective measuring partners' expectations, the future exploitation of the project results and possible future collaborations among the organization members of the partnership.

External evaluation completes internal evaluation providing a new perspective and measuring the quality of main project products.

External evaluation will provide different reports and activities as a result of the assessment processes.

2. Background

GETIR project

GETIR – European Manager of Intelligent and Responsible Territories – project is a European project promoted by DOCUMENTA, Instituto Europeo para la Formación y el Desarrollo from Spain and it counts with the participation of other four organizations, namely:

- Folkuniversitetet (Sweden)
- Bulgarian Development Agency (Bulgaria)
- Romanian Institute for Adult Education (Romania)
- Dimitra (Greece)

GETIR is a two-year project that started in January 2011. It aims to define a professional profile and a new curriculum in the field of Local Development. After defining this professional profile, the partnership will develop training contents in order to train students to become European Managers of Intelligent and Responsible Territories.

Evaluation

Within the project, there is one work package dedicated to the evaluation. It is work package number 7 “evaluation and quality plan”. The evaluation task is split up into two different parts: internal evaluation and external evaluation.

The project coordinator, Documenta, is the leader of this work package. That means this organization is the responsible of carrying out the **internal evaluation**. Internal evaluation aims to monitor the activities implemented under the project development. Also it gathers partners’ opinions regarding the work and the project results. In order to achieve these goals, the work package leader hands out a questionnaire after each transnational meeting. Besides, partners’ opinions are collected in the midterm (after 12 months) and at the end of the project through some specific questionnaires. Then, the coordinator writes down correspondent reports to present and analyse partners’ answers.

On the other hand, **external evaluation** is carried out by an external company, GTIR, which doesn't develop any other task within the project. The purpose of counting with an external company to assess the project is to assure transparency.

As the internal evaluation tries to get partners' opinions regarding the activities and the products and monitor the development of the assigned tasks, external evaluation aims to complement internal evaluation from other approach, adopting a different perspective and measuring other aspects of the project. So that external evaluation will focus on measuring the quality of main project products, gathering partners' future expectations and contrasting internal evaluation.

3.Objectives

External evaluation has one general aim and several specific aims.

General aim:

- To evaluate GETIR project ensuring transparency and keeping independency with respect to the organizations involved in the project.

7

Specific aims:

- To contrast the interim internal evaluation carried out by the coordinator after 12 months of project development.
- To measure the quality of main project outcomes, namely:
 - The professional profile.
 - The training tool.
 - The virtual community.
 - The cross sectoral processes.
- To gather experts' feedback regarding the professional profile, training contents and future viability of the project products.
- To assess partners' future expectations about the viability of the project products in their countries.

4. Methodology

External evaluation will start after internal interim evaluation has taken place, which means after the first year of the project life. External evaluation is structured in different steps following the set goals. Several tools will be used according to the different aspects we want to measure.

We will start the process **contrasting the interim internal evaluation**. In order to do this, we have designed a questionnaire to be filled in by each partner organization. That questionnaire is structured based on the main project activities considered in the internal interim questionnaire. It contains six charts; each of them aims to assess one activity. Firstly, six aspects regarding each activity have to be evaluated in a quantitative way. Partners have to give punctuations to the following aspects:

- The planning of the activity.
- How the communication regarding that activity was.
- Teamwork.
- Work package leader role.
- Financial issues.
- Final result.

Then, partners can comment the positive aspects according their opinion and the problems they encountered while developing the activity. Finally, there is an open box in order to make any other comment.

Then, a report will compare partners' answer from external questionnaire to those they gave to the internal one.

Secondly, we will collect **experts' feedback**. Testing the professional profile and the beta training tool for its final validation is an activity planned to take place in September / October 2012. The project coordinator has developed some guidelines in order to establish the aspects experts must focus on. There are five main aspects to be tested:

1. Evaluation of GETIR professional profile.
2. Structure of developed curricula contents.
3. Training contents.
4. Pedagogic aspects.
5. Practical use of both profile and training tool.

All experts from the five involved countries have to write down a report presenting their conclusions and recommendations about the five above mentioned aspects. Then, the project coordinator is responsible for collecting all the reports and creating a document consisting of an executive summary including all the feedback.

Thirdly, we will measure the **quality of main project products** (professional profile GETIR, training tool, virtual community and cross sectoral process). This evaluation will take place at the end of the project due to it is necessary that all mentioned outcomes are finished to be evaluated.

This evaluation will be done through a quantitative questionnaire each partner organization will have to fill in. The evaluation sheet is divided in four sections (the four project results we consider) and partners will have to give punctuations to different aspects regarding the quality of the products.

After that, a report showing the conclusions will be written.

Finally, the **future expectations** regarding project outcomes will be evaluated. This evaluation has two separated tasks. On one hand, we will ask partners as well as the experts to complete a questionnaire about their expectations for the future viability of the project outcomes in their countries. It is a brief questionnaire that contains few open questions to evaluate in a qualitative way how they think project results (training contents, etc.) may be used in their countries once the project is over. We also want to ask them how they think they can keep on collaborating in the future as a partnership. On the other hand, we want to implement an evaluation workshop during the last transnational meeting (Timisoara, December 2012) in order to work with the responses given to that questionnaire. In the workshop we will propose some

activities to establish an agreed way to use project products once GETIR project is finished.

The conclusions of the workshop as well as the answers from the questionnaires will be summarized and analysed in a document to be shared with the partnership.

Table 1: Summary of the methodology in external evaluation

Methodology	
Quantitative questionnaire collecting partners' opinions.	→ Contrasting internal evaluation. → Quality of products.
Experts' recommendations presented in a document.	→ Training material and professional profile.
Quantitative questionnaire + evaluation workshop.	→ Future viability.

5. Process

The process of the external evaluation is structured according to four main aspects that are going to be measured, which are:



External evaluation starts after interim internal evaluation has taken place.

1. Contrasting internal evaluation

Definition

Within the internal evaluation of the project, the coordinator handed out a questionnaire to measure different aspects of the work developed during the first year of the project. Partners gave a lot of information regarding activities, communication, meetings, financial issues, etc. External evaluation aims to confirm and contrast those data through asking partners to fill in a different questionnaire.

Objective

To contrast the interim internal evaluation carried out by the coordinator after 12 months of project development.

Evaluation methodology

A quantitative questionnaire (see annex) to contrast the interim internal evaluation will be handed out to the project partners to collect their opinions, suggestions and feedback.

Product

Once partners have answered that questionnaire, the data will be analysed and commented in a report. This document will show if the answers presented within

the internal interim evaluation are consistent. The report will be shared with the partnership.

2. Experts' feedback

12

Definition

All partners will contact to some experts in order to test the training contents. Those experts must assess the contents of the modules and they also must write down a report giving their recommendations. This activity is included under work package 3 “testing the beta training tool for its final validation”.

But regarding external evaluation, we consider the relevance of getting experts' opinion about the viability of the tool. For this reason, external evaluation will measure experts' feedback regarding this issue.

Objective

To gather experts' feedback regarding the professional profile, training contents and future viability of the project products.

Evaluation methodology

Each project partner will contact and count with a minimum of five experts to check and collect their opinions regarding the specific profile, the developed contents and the training tool. Experts' participation –and other stakeholders– will be done through Internet, telephone and workshops. They will do the mentioned test based on some guidelines provided by the project coordinator.

Product

Once all experts have given their feedback, DOCUMENTA will write down a report with their recommendations to analyse and agree upon the needed changes to be included in the BETA version.

3. Quality

Definition

External evaluation aims to control and monitor the quality of the main milestones of GETIR project. It was agreed upon that the most important milestones within GETIR project are the following ones:

- Professional Profile GETIR
- Training tool
- Virtual Community
- Cross sectoral processes

The **Professional Profile GETIR** is a document with the whole definition of the new profile created. It includes the context for the profile, its mission, its main functions, competences' profile, a description of each competence's unit and professional environment. It is the based for further work within the project.

The **training tool** is a multilingual learning tool which contains the professional and technical competences needed to train GETIR or to update knowledge and skills of local development agents (or similar profiles) to nowadays need collected under GETIR profile.

The **virtual community** is a professional virtual community for GETIRs based on 2.0 developments so they can actually update and create debates, thematic groups, specific thematic blogs and exchange their knowledge, fears and news.

Finally, the **cross sectoral processes** are the activities and the work developed by partners involved in the project in order to achieve expected project results.

Objective

To measure the quality of main project outcomes.

Evaluation methodology

In order to evaluate the quality of the above mentioned products, it is necessary that they are finished. The Professional Profile GETIR is an activity that must be done at the beginning of the project because it is the base for further work. However, the virtual community and the training tool will be ready by the end of the project while the cross sectoral processes are an on-going process. For these reasons, the questionnaire to assess the quality of project main milestones will be hand out once all of them are finished.

14

The evaluation will be done through quantitative questionnaires.

Product

After that, a report with the conclusions will be written down. That report will show the achieved quality by the project products.

4. Future expectations

Definition

Finally, the fourth objective of external evaluation is to measure the future of the project. We want to assess partners' future expectations regarding project products and outcomes.

Objective

To assess partners' future expectations about the viability of the project products in their countries.

Evaluation methodology

In order to achieve this propose, an open and qualitative questionnaire will be designed to collect partners' expectations about the future application of the project results in their territories.

The experts' as well as partners' future expectations will be used in a future evaluation workshop. It is foreseen to organize an evaluation workshop during the last transnational meeting in Romania. The objective of that workshop is to

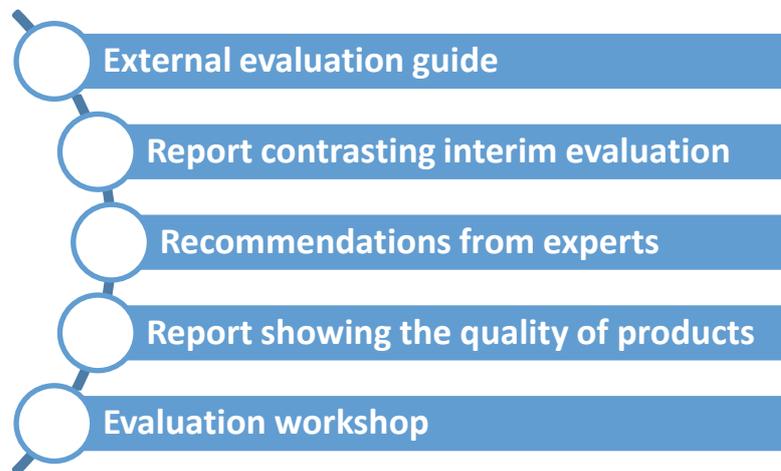
measure the project as whole and work with partners' answers regarding their future expectations. We will talk about the exploitation of the project products and we will make proposals on how the partnership could collaborate in the future, once GETIR project is over.

Product

The conclusions of the workshop as well as the answers from the questionnaires will be summarized and analysed in a document to be shared with the partnership. Here, we will present the possibilities for the future use of the project products in each partner country: the virtual community, the webpage, the training contents, etc. In addition, we want to gather different options of future collaboration between the members of this partnership once GETIR project is over.

6. Products

Products resulting from external evaluation will be:



16

- **External evaluation guide**

It is present document presenting the objectives, methodology, process and products of external evaluation of GETIR project. It also includes an annex with the questionnaires that are going to be used in the evaluation.

- **Report contrasting the data from interim internal evaluation**

As it was mentioned above, one of the external evaluation objectives is to figure out whether the answer given by partners in the questionnaires of interim internal evaluation are consistent. The conclusions will be shown in a report. There, we will be able to see if partners keep coherence in their responses. We will be able to check if they highlight the same strength and weak points of each activity, whether they mention the same problems and if they consider the communication, work team, the leadership and planning in the same way.

- **Recommendations from experts**

Experts from partners' countries will test the GETIR professional profile considering the professional coherence of the profile, taking into consideration its global adequacy to a real profession / career; adequacy of the 5 professional areas raised to the formation of a new professional profile; and relevance. Also

they will test the training contents considering: its structure, drafting, explanations, pedagogic aspects and practical use.

Project coordinator will collect all experts' recommendations in a common document structured according to the different aspects they have evaluated. This document will circulate among all project partners because they have to take into consideration experts' feedback and modify the content module they wrote according to the experts' comments.

17

- **Report showing the quality of products**

Answers given by partners in the questionnaires aim to measure the quality of products and outcomes will be collected and analysed in a report. This document will allow us to know the adequacy of main project products (GETIR professional profile, training contents and virtual community) to the partners' countries and the selected target groups. Also, it will show if they fit the project objectives. This report will be shared with the partnership of GETIR project.

- **Evaluation workshop**

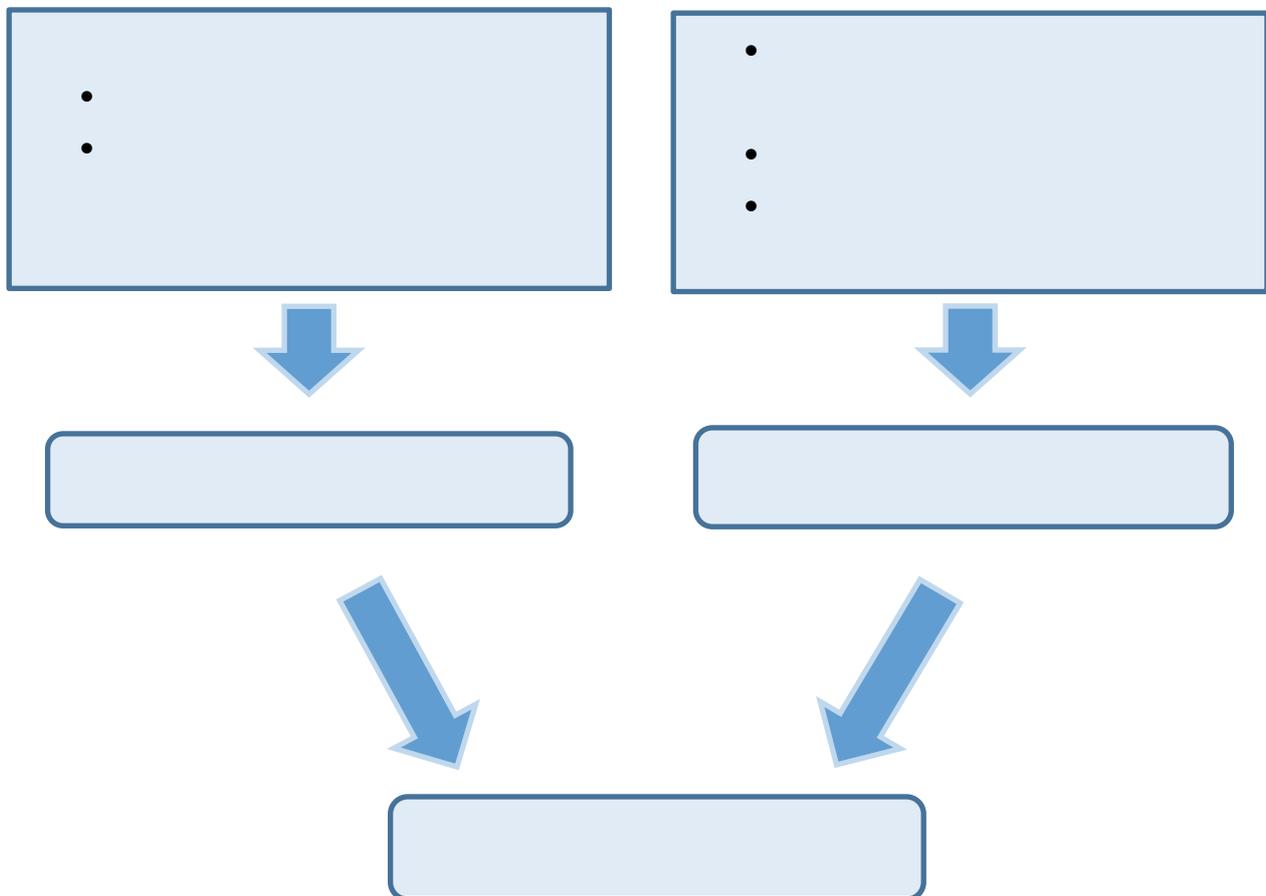
During the last transnational project meeting there will be an evaluation workshop. In this session, partners will work with their own answers regarding future expectations of project results as well as experts' ones. Several group activities will be implemented during this workshop. Partners will analyse here the future use of the training tool, the virtual community and the rest of the project outcomes in their countries. In addition, it is foreseen that they give ideas about how GETIR partnership could keep on working in the future.

7. Conclusions

External evaluation tries to evaluate GETIR project from an external point of view to ensure transparency and keep independency with respect to the organizations involved in the project.

The start point to evaluate GETIR project is the internal evaluation which is managed by the work package leader, Documenta. The internal evaluation assess the activities of each work package and partners' satisfaction regarding the work processes like decisions making mechanism, communication, meetings, planning, etc. Then, external evaluation managed by GTIR organization, goes further in the evaluation process validating the internal evaluation and measuring the quality of main products as well as collecting expert's feedback and defining how the project outcomes could be used in the future in each country.

As a result of these both processes we will get a general idea of the progress development of GETIR project along the two years' work period.



8. Annex evaluation tools

- Questionnaire: contrasting internal interim evaluation.
- Questionnaire: quality control. (To be included)
- Questionnaire: future expectations. (To be included)
- Guidelines to expert's test.

Annex I: Questionnaire to contrast interim evaluation

Questionnaire

Introduction

External evaluation under GETIR project aims to evaluate the project activities and products according to foreseen timetable and budget in order to check that everything is being done as expected.

Present document is a questionnaire aiming to collect partners' opinions and feedback regarding developed work. It is structured based on the main project activities considered in the internal interim questionnaire. It must be filled in by each partner organization, namely:

- Documenta
- Folkuniversitetet
- Bulgarian Development Agency
- Romanian Institute for Adult Education
- Dimitra

Instructions

Present questionnaire contains six charts; each of them aims to assess one activity. Firstly, five aspects regarding each activity have to be evaluated in a quantitative way. Partners have to give punctuations from 1 (meaning dissatisfactory) to 5 (meaning satisfactory) the following aspects:

- The planning of the activity.
- How the communication regarding that activity was.
- Teamwork.
- Work package role.
- Financial issues.

Then, partners can comment the positive aspects according their opinion and the problems they encountered while developing the activity. Finally, there is an open box in order to make any other comment.

1. Updating and Translation of the Intelligent and Responsible Territories book

	Dissatisfactory			Satisfactory	
	1	2	3	4	5
Planning					
Communication					
Team work					
WP leader's role					
Financial					
Final result					
Positive aspects	Problems encountered				
Additional comments					

2. Professional profile GETIR

	Dissatisfactory			Satisfactory	
	1	2	3	4	5
Planning					
Communication					
Team work					
WP leader's role					
Financial					
Final result					
Positive aspects	Problems encountered				
Additional comments					

3. Professional training contents of the profile GETIR

	Dissatisfactory			Satisfactory	
	1	2	3	4	5
Planning					
Communication					
Team work					
WP leader's role					
Financial					
Final result					
Positive aspects	Problems encountered				
Additional comments					

4. Best Practices

	Dissatisfactory			Satisfactory	
	1	2	3	4	5
Planning					
Communication					
Team work					
WP leader's role					
Financial					
Final result					
Positive aspects	Problems encountered				
Additional comments					

5. Project presentation leaflets

	Dissatisfactory			Satisfactory	
	1	2	3	4	5
Planning					
Communication					
Team work					
WP leader's role					
Financial					
Final result					
Positive aspects	Problems encountered				
Additional comments					

6. Website of the project

	Dissatisfactory			Satisfactory	
	1	2	3	4	5
Planning					
Communication					
Team work					
WP leader's role					
Financial					
Final result					
Positive aspects	Problems encountered				
Additional comments					

Annex II: Guidelines to expert's test

GUIDELINES TO EXPERTS' TEST- GETIR

Within work package 3, testing the Training Tool for its final validation, different experts from the local sustainable development field must test the training contents. Each partner will select and count with a minimum of five experts to check and collect their opinions regarding the specific profile, the developed contents and the training tool. Experts' participation –and other stakeholders– will be done through Internet, telephone and workshops. Once all experts have given their feedback, DOCUMENTA will write down a report with their recommendations to analyse and agree upon the needed changes to be included in the BETA version.

24

As it was agreed upon in the least transnational project meeting (Bulgaria, 14th and 15th Mai 2012) testing the Training Tool and GETIR profile by the experts in each partner country must be done following some common guidelines in order to facilitate the testing process so that we will be able to include experts' recommendations in a final document which will be written down by DOCUMENTA (final report with the changes to include in the training tool). This has to be done before uploading the final modules to the mentioned tool and the translation of the thematic contents into the national languages.

Present document include some proposals as guidelines to be followed by the experts while testing the training contents. Those guidelines clarify the methodology experts have to follow as well as the aspects in which the process will focus in (contents, pedagogical approach, tool utility, professional profile, etc.).

1. Aspects to focus in while testing the training contents

As the thematic areas included in the Professional Profile GETIR are diverse and digester at the same time, with regards to competences, knowledge and skills of the experts, we propose a testing model whose propose is to maintain the integrity of the Professional Profile and its associated curricular path, due to all knowledge areas have an equivalent importance to the training. So it can't be

understood having just one testing to each one of the areas by each partner because the purpose is to complete an integral evaluation of GETIR agents training.

However, it should be emphasized that, to facilitate the work of the experts, this approach aims to offer a generic view on the profile and expertise and associated thematic areas, but is also focused on the specific evaluation of contents which have been developed in each partner organization.

25

Here are summarised the various sections in which the experts should focus for testing:

1. Evaluation of GETIR Professional Profile: From a general overview, considering:
 - Professional coherence of the profile, taking into consideration its global adequacy to a real profession/ career (**mission, functions, competencies, abilities, knowledge**)
 - Adequacy of the 5 professional areas raised to the formation of a new professional profile (GETIR). Is it possible to add or remove some of them?
 - Relevance: In which way would be useful this profile in your territory?
 -
2. Structure of developed curricula contents: Based on the general structure of the modules (content index) that develop different Areas of knowledge and documents of introduction to each topic area (from which all partners have both English and in their own languages versions)
 - Clarity in the definition of modules and its sections
 - Internal coherence between different Modules
 - Is it possible to add new items in curricula structure, or to remove some of them?

3. Training contents: **Evaluation of the contents exclusively developed by each partner organization, but not on the contents of all partners** (understood as the text developed in each chapter of the modules)
 - Are the explanations clear?
 - Quality of the contents, deepening in different knowledge areas
4. Pedagogic aspects: The plan of implementation and use of the training tool for students and target groups, by testing:
 - Online training tool methodology: Appearance of the tool and the Virtual Campus, easy and intuitive access to contents
 - Adequacy of trainees' evaluation method
 - Tools intended to dynamise and improve attractive of the training period: sessions, practical exercises, etc. Evaluate whether they are suitable or if others may be considered
5. Practical use of both Profile and Training tool: in which regional and specific issues can this professional profile have a positive influence? To whom and what kind of users should it be oriented to?

2. How to implement pilot testing with Experts

We think that, in order to carry out the testing by following our recommended guideline, the most appropriate methodology is to develop one or more **Workshops with the experts** in each country.

After keeping in touch with them, these experts will be sent by mail project reference information to work on it, prior to the workshops, regarding:

- GETIR profile
 - The whole document containing the book "LSD in Intelligent and Responsible Territories", to set a common reference and theoretical basis related to the profile
 - Index of contents of each Module, per knowledge area, as well as Introduction to Area documents.
 - The whole developed contents of modules by each partner organization.
- For example, DOCUMENTA will send their experts their modules of

CSR, sustainable development and territory", and " Knowledge Management in IRTs"

It is essential to send a workshop Program/Agenda to the experts, in which you should specify the objectives and structure of the workshops, as well as the day and time and other technical aspects.

In the workshops, experts will receive an explanation of the Project, profiling process and the training tool. As experts have previously worked with the materials that you have to send, they may be able to exchange with us their impressions and give us some advice and recommendations (feedback).

All contributions should be noted to develop a report on the conclusions arising from these workshops.

It is necessary that all aspects of organization and development of workshops will be materialized in the following documents that you send to Documenta:

- **Scheduled programming** of the workshops, which will be sent both to the experts as to DOCUMENTA (A document similar to a dossier with programmed activities to be developed in your workshops)
- Documentary evidence of these workshops, to upload them in Virtual Community: Complete personal profile of involved experts (C.V with photo), expertise areas, Date and place, development of the sessions, Photos of the workshop and signature sheets.
- Country report of the Workshops: objectives, development of the workshops (including technical aspects) conclusions and recommendations.

At a final stage, DOCUMENTA will elaborate a synthesis report with the recommendations of experts, after collecting the information of all the developed workshops.

Note that these Workshops should be a way to involve experts in Virtual Community.