DigiCulture

O6.2 – Evaluation Framework FINAL

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Executive Summary

This document outlines the agreed evaluation framework for the project, including a summary of the quality assurance framework (QAF) and the final evaluation of all project activities and outputs. The evaluation framework was agreed by partners early in the project and contains a mix of quantitative and qualitative instruments. Although the Digital Skills for Culture course was the most important output to be evaluated, all other outputs and processes were also subject to appropriate levels of evaluation. The financial and management aspects of the project were also evaluated.

Objectives of this document

The objectives of this document are

- To outline the evaluation framework for the project
- To explain the QAF
- To list the project outputs and activities which will be included in the final evaluation

Who is this document for?

This document is intended for

- Policy makers who are interested in learning from or replicating elements of the project
- Educators and trainers who are interested in using the outputs of the project

Contributors

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Fundaţia Interart TRIADE

Aims and Scope

The aim of this document is to describe the overall evaluation framework for the project. This includes the quarterly survey which monitors the progress of the work done in the partnership. The survey uses an online questionnaire to capture participants' perceptions on the quality of work, state of personal and

organisational relationships and results achieved. It is designed to comply with the DBR cycle as outlined in the project application and forms part of the QAF for the project.

Quarterly Evaluation

Teamwork

Any successful project must be built on teamwork and effective communication. Evaluation, both internal and external, will only be effective if partners are able to both give and accept legitimate criticism, and work towards mutually acceptable ways of resolving problems.

From the start of the project, partners, many of whom knew each other from previous collaborations proved more than capable of working within this kind of framework.

Qualitative and Quantitative Indicators

All partners in the DigiCulture project will aim to work together closely and co-operatively following the distributed leadership model. As part of this process, the project will organise brief quarterly surveys of both the mood of each partner team, and the extent to which they have been able to achieve desired results. The criteria will include the following
Qualitative indicators:

- Mood in the team (positive, negative)
- Quality of activities and outputs
- Perceived value to end-user and target groups
- Agility of work and development
- Congruence with the work plan

Quantitative indicators:

- Ratio of the hit deadlines to missed deadlines
- Ratio of solved problems to open issues
- Speed of work for each output/activity within a specified time frame
- Utilisation - total effort spent on each activity against total budgeted effort for the activity
- Number of requests to change the scope or process of work per output

The surveys will also include questions assessing the online meetings that have been held during each quarter and will allow participants to detail any dissemination activities they have organised or been involved with. These questions are not a substitute for reporting more fully on dissemination activities elsewhere, but simply a record that they have taken place

The survey was conducted once between the first and second management meetings in January 2019. The results from this first survey were summarised in a draft report.

Following this report, and discussion at the second project meeting in Rome at the end of May 2019, a slightly revised version of the survey was used to assess all subsequent quarters until the summer of 2021. The questions used are listed in Appendix A.

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Evaluation of Project Management

In addition to the quarterly evaluation of the project as a whole, partners will be invited to evaluate briefly each online project management meeting, and in more detail, the face-to-face project management meetings which will take place over two or three days.

Other forms of evaluation

An administrative and financial evaluation of the project will be undertaken by the Romanian Erasmus office as part of the mid-term review early in 2020. This will provide guidance for the final stages of the project and help to ensure that all remaining tasks are completed satisfactorily

The Key Performance Indicators (KPI) for the project which were agreed at the first management meeting in Timisoara, and subsequently revised at the second meeting in Rome will be evaluated at the conclusion of the project to measure the extent to which the project has achieved its targets.

Results

Summary of quality assurance and internal evaluation processes during the project

Quarterly evaluations

As part of the Quality Assurance framework (O6.1) it was agreed at an early stage that the project would be subject to a quarterly internal evaluation in which all active participants would be invited to report on the mood in their team, quantitative measures of progress and any dissemination activities undertaken during the quarter. The questions used are included as Appendix C to this report. A summary of responses is included as Appendix D.

Responses to the quarterly survey were not complete or consistent. Initial enthusiasm for performing routine tasks inevitably waned a little as the project progressed, and partners quite rightly gave priority to achieving other targets, especially the preparation of modules for the online course DSC. More responses were received from some partners than others. Although partners had been advised to use the full range of the rating scales, most tended towards positive rather than negative evaluations. As a result of lockdowns and the full or partial closure of institutions in most partner countries for long periods between Q6 and Q9, responses during this period declined.

Among the partners, the most positive evaluations were consistently received from Roma and NADE. Slightly lower evaluations from other partners may have been a result of using a wider range of scoring options. The highest ratings were consistently on issues of teamwork, quality and value of the project to end users. Overall, the lowest rating was in response to the statement, *I feel guidance provided is in line with the needs of the team and time scheduled,* and this issue should

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probably have been addressed more directly in the online team meetings. However, it is to the credit of all partners that it does not appear to have detracted from continuing to work diligently towards achieving the projects' goals.

On a quarterly basis, even higher scores (9+) were recorded during the first year of the project's life before the advent of the COVID pandemic in early 2020. Months of lockdown and the inevitable cancellation of planned project management meetings, together with pressure to perform other institutional tasks led to a decline in ratings once activities resumed for a while in the summer of 2020, but although positive feelings about the project fell to below 7, feelings about the value of the project, and the strength of the project team as a whole remained significantly higher. It is noticeable too that in the final quarters of the project evaluations improved consistently, although towards the end there was inevitably some concern about not meeting deadlines and targets.

A word cloud (worditout.com) of the words used to describe the mood in their team by partners for the duration of the project produced the following distribution (Figure 1). The terms *focussed*, *innovative*, *agile*, *productive*, *committed*, *effective* and *cooperative* stand out. *Hectic* and panic are the only terms suggesting some element of concern during more difficult phases!

Figure 1 - Word Cloud

Evaluation of project management meetings (Timisoara, Rome, Graz)

Attendees were invited to complete evaluations of the project management meetings held in Timisoara (October 2018), Rome (May 2019) and Graz (November 2019) and these were used to shape plans for subsequent meetings. Unfortunately the COVID pandemic and consequent

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shutdowns and travel restrictions meant that meetings planned for Dublin (May 2020) and Kaunas (November 2020) could not take place, and the final meeting in Timisoara (July 2019) was only attended in person by partners from Romania and Lithuania.

Evaluation of online management meetings

Following the initial project management meeting in Timisoara (October 2018), it was agreed that regular bi-monthly online meetings would be held using Zoom, which at that time was a relatively new and untried tool. The meeting format worked well from the start, and familiarity with online video conferencing techniques for managing meetings meant that the project was able to move relatively easily onto a fully online format after lockdowns began in March 2020.

Evaluation of online meetings was included in the quarterly evaluation process. Although a few partners recorded more sceptical responses, the overall rating of the value of the meetings was 8.7, and most partners felt that the length of the meetings (around 1.5 hours) was about right. All meetings were recorded, and a text record of decisions and important issues was created as the meeting progressed. These were available to all partners on GoogleDrive.

Evaluation of administrative and financial management of the project

The interim evaluation of the project by the Romanian Erasmus Office (April 2020) was overwhelmingly positive, reporting that "activities are carried out according to the planning and the necessary progress has been made to obtain the desired results"

It was recognised that "good communication existing at the partnership level" and "the balanced involvement of all the partners in carrying out the activities mentioned in the application" had enabled the project to manage several difficulties. These included the widespread disruption to activities caused by COVID related lockdowns and travel bans, and the withdrawal of one partner (Timisoara2021) and its replacement with another (TRIADE Foundation) in 2019.

The reported noted especially the "existance at the partnership level of a rigorous management strategy, built in the vision of the Agile strategy for project management", and appreciated "the use of communication and management tools, such as FreedCamp: project management and communication, Zoom.us: online management meetings and Drive where all partners have access to the documents worked within the partnership."

Conclusions

At its inception, the project planned to hold events and meetings in all partner countries, and to disseminate ongoing activities and results to conferences during its lifetime. It was also intended that it work closely with the Timisoara2021 European Cultural Capital programme.

The COVID pandemic and resulting travel bans made it impossible for some of these things to happen. Timisoara2021 unfortunately had to withdraw from the project, and in any case, the Europan Cultural Capital programme was postponed until 2023. However it is to the credit of all project partners that many activities were able to continue in adapted form online, and the

project's early experience of using Zoom and other online conferencing tools prior to lockdowns meant that is was able to move very quickly into alternative ways of working.

This evaluation framework was agreed through project management meetings in the first half of the project. It was implemented throughout the project, and guided the creation of the final project reports.

Attachments

Appendix A   Results from first quarterly evaluation

Appendix B   Questionnaire used in first quarterly evaluation

Appendix C   Quarterly Quality Assurance Questionnaire

Appendix D   Summary of Quality Assurance Questionnaire responses

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APPENDIX A

Questionnaire used in First Quarterly Evaluation October 2018 – June 2021

1   Qualitative indicators:

1.1   I feel the mood in my team is very positive

1 totally disagree > 10 totally agree

1.2   I feel the mood in the project as a whole is very positive

1 totally disagree > 10 totally agree

1.2   I consider the quality of the activities of my team very high

1 totally disagree > 10 totally agree

1.4   I consider the quality of the activities in the project very high

1 totally disagree > 10 totally agree

1.5   I think that the work in my team is very valuable for end-user/target groups

1 totally disagree > 10 totally agree

1.6   I think the work in the project is very valuable for end-user/target groups

1 totally disagree > 10 totally agree

1.7   I feel guidance provided is in line with the needs of the team and time scheduled

1 totally disagree > 10 totally agree

1.8   I think the development of the work in my team is very agile

1 totally disagree > 10 totally agree

1.9   I think the development of the work in the project is very agile

1 totally disagree > 10 totally agree

1.10   I feel my personal contributions are taken notice of

1 totally disagree > 10 totally agree

1.11   I feel the team is strengthening one another, leading to more than the outcome of individuals

1 totally disagree > 10 totally agree

1.12   I think the work done by my team is fully congruent with the work plan

1 totally disagree > 10 totally agree

 Give us three adjectives that define the work in your team   ___   ___   ___

2. Quantitative indicators:

2.1   We have a high ratio of achieved deadlines versus missed deadlines

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1 totally disagree > 10 totally agree

2.2   We we have a high ratio of solved problems to open issues

1 totally disagree > 10 totally agree

2.3   We are working quickly and we have completed a lot of work in the time scheduled

1 totally disagree > 10 totally agree

2.4   We are devoting more effort than we budgeted for the activity in my team

1 totally disagree > 10 totally agree

2.5   We have had a low number of requests to change the scope and/or process of work per output

1 totally disagree > 10 totally agree

Do you have any other comments or suggestions?

3   Online Meetings

3.1   Have you taken part in online meetings in the period evaluated? YES / NO

3.2   I consider the online meetings to be well organized and implemented.

1 totally disagree > 10 totally agree

4.4   Do you feel the meetings should last

A shorter period of time (less than 1 hour)

A longer period of time (more than 1.5 hours)

The same period of time as now (1-1.5 hours)

4.5   Do you have any suggestions to improve the online meetings? (period of the day, length of the meeting, agenda, tasks, technical issues etc)

4   Dissemination Activities

Follow-up of partners dissemination events and publications during the period Oct 2018 - Jan 2019.

4.1   Have you organised or taken part in any dissemination activities during this period?

 If YES, what were the target groups? (based on the dissemination strategy)

- Young Adults from NEETs - regional, national and European level
- Adults working or otherwise involved in the creative industries, cultural and heritage sector, in museums, humanities,,.
- Volunteers in CI, artists or volunteers in traditional fairs, freelance artists, actors in traditional skills activities
- Educational leaders - heads of department in higher education, adult education
- Teachers and trainers
- Students, especially those in education to work in the culture and heritage sectors at all levels
- Open education communities and providers

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- Policy-makers
- Other departments in the partners institutions, in CAE, EDEN and ECOC

4.2   What tools did you use for dissemination

- DigiCulture project website
- DigiCulture project fact sheet and leaflet
- DigiCulture video
- DigiCulture Page on partner's websites
- DigiCulture multiplier events and networks
- DigiCulture Facebook, Twitter, LinkedIn and Instagram accounts and pages
- DigiCulture info in EPALE
- Other.„

4.3   Have you added your dissemination activity to our sheet:

APPENDIX B

Results from First Quarterly Evaluation (October 2018 – June 2021)

Responses

1   The questionnaire was posted online in April, requesting partners to respond by 30 April.

2   At the time of writing, 6 of the 8 project partners had completed the evaluation.

Statements

3   Participants were asked to respond to a series of 18 statements on a Likert Scale from 1 to 10 ranging from Totally Disagree (1) to Totally Agree (10). The averages are summarised on te table below.

4   For this report, I have arranged the statements in order of response score. Those at the top had the highest positive values.

1	I consider the quality of the activities of my team very high	8.83
2	I consider the online meetings to be well organized and implemented.	8.83
3	I feel the mood in my team is very positive	8.67
4	I consider the quality of the activities in the project very high	8.50
5	I think the work done in my team is fully congruent with the work plan	8.50
6	I think that the work in the project as a whole is very valuable for end-users / target groups	8.50
7	I feel the strength of my team leads to more than just the outcome of individuals	8.33
8	I think that the work in my team is very valuable for end-users / target groups	8.33
9	I think the development of the work in my team is very agile	8.17
10	I feel the mood in the project as a whole is very positive	8.00
11	I feel my personal contributions are taken notice of	7.83
12	I feel guidance provided is in line with the needs of the team and time scheduled	7.67
13	I think the development of the work in the project is very agile	7.33
14	We are devoting more effort than we budgeted for the activity in my team	7.00
15	We have a high ratio of achieved deadlines versus missed deadlines	7.00

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16	We have a high ratio of solved problems to open issues	7.00
17	We are working quickly and that we have completed a lot of work in the time scheduled	6.83
18	We have had a low number of requests to change the scope and/or process of work per output	6.83

5   Overall, the responses indicate a positive start to the project, with most respondents scoring most items at higher than 8 out of a maximum of 10.

6   The lowest scores are in the areas of task completion and speed of work. This may be something that will need to be addressed after subsequent reports if the trend continues.

7   Words used to describe work on the project in response to a free text question were all positive

effective, productive, functional, collaborative, focused, impactful, cooperative, well-balanced, ongoing, lean, ambitious, focused, collaborative, interesting and rewarding.,

Online Meetings

8   The project has held monthly online meetings since December using Zoom. These have been well attended with all partners participating in all meetings during this first quarter.

9   In response to a question about the online meetings, the only suggestion for improvement was to include the agenda with calendar invitations.

Dissemination Activities

10   As this report covered only the first few months, there had been relatively few dissemination activities

If YES, what were the target groups? (based on the dissemination strategy: https://docs.google.com/spreadshee...pZs7szfTjY8tFN26LGvfs1_KePB8lc7A/

2 responses

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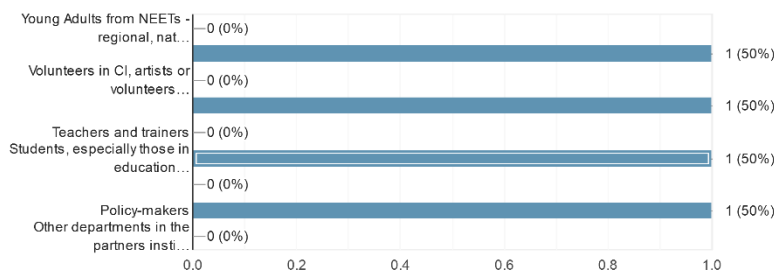
What tools did you use for dissemination

3 responses

Tool	Value
DigiCulture project website	0 (0%)
	0 (0%)
DigiCulture video	0 (0%)
	0 (0%)
DigiCulture multiplier events and netwo…	1 (33.3%)
	0 (0%)
DigiCulture info in EPALE	0 (0%)
-	1 (33.3%)
	1 (33.3%)
Social media LinkedIn	1 (33.3%)
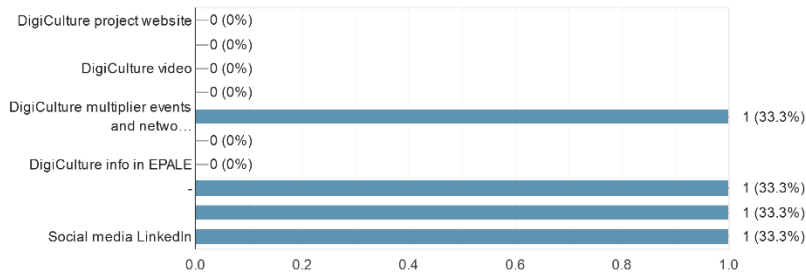
11 Hopefully, subsequent reports will show more activities, which will need to be added to the online spreadsheet. Partners are reminded about the importance of recording all activities online so the project can continue to be monitored effectively.

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APPENDIX C

Quarterly Quality Assurance Questionnaire

Qualitative Indicators

- I feel the mood in my team is very positive.
- I feel the mood in the project as a whole is very positive.
- I consider the quality of the activites of my team very high.
- I consider the quality of the activities in the project very high.
- I think that the work in my team is very valuable for end-users / target groups.
- I think that the work in the project as a whole is very valuable for end-users / target groups.
- I feel guidance provided is in line with the needs of the team and time scheduled
- I think the development of the work in my team is very agile.
- I think the development of the work in the project is very agile.
- I feel my personal contributions are taken notice of.
- I feel the strength of my team leads to more than just the outcome of individuals
- I think the work done in my team is fully congruent with the work plan.

Give us three adjectives that define the work in your team

Quantitative indicators

- We have a high ratio of achieved deadlines versus missed deadlines.
- We have a high ratio of solved problems to open issues.
- We are working quickly and that we have completed a lot of work in the time scheduled.
- We are devoting more effort than we budgeted for the activity in my team.
- We have had a low number of requests to change the scope and/or process of work per output.

Please add anything else that is relevant to the work of your team in the project during this period

Online Meetings

- Have you taken part in online meetings in the period evaluated?
- I consider the online meetings to be well organized and implemented.
- Do you feel the meetings should last a shorter period of time, a longer period of time or the same period of time as now (1-1.5 hours)
- Do you have any suggestions to improve the online meetings? (period of the day, length of the meeting, agenda, tasks, technical issues etc.)

Dissemination Activities

Have you organised or taken part in any dissemination activities during this period?

If YES, what were the target groups?

- Young Adults from NEETs - regional, national and European level

- Adults working or otherwise involved in the creative industries, cultural and heritage sector, in museums, humanities, in heritage, in architectural organisations and institutions
- Volunteers in CI, artists or volunteers in traditional fairs, freelance artists, actors in traditional skills activities
- Educational leaders - heads of department in higher education, adult education Teachers and trainers
- Students, especially those in education to work in the culture and heritage sectors at all levels
- Open education communities and providers
- Policymakers
- Other departments in the partners institutions, in CAE, EDEN and EcoC

What tools did you use for dissemination?

- DigiCulture project website
- DigiCulture project fact sheet and leaflet
- DigiCulture video
- DigiCulture Page on partner's websites
- DigiCulture multiplier events and networks
- DigiCulture Facebook, Twitter, LinkedIn and Instagram accounts and pages
- DigiCulture info in EPALE

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APPENDIX D

D1   Summary of responses to quarterly QA survey by PARTNER

Qualitative	ROMA	AAU	DCU	NADE	GRAZ	JMEA	PUT	all
I feel the mood in my team is very positive	10.00	8.44	6.67	9.83	7.67	8.33	8.00	8.60
I feel the mood in the project as a whole is very positive	8.75	8.00	6.83	9.83	6.83	8.00	7.00	8.21
I consider the quality of the activities of my team very high	10.00	8.67	7.83	9.75	8.67	7.33	9.50	8.93
I consider the quality of the activities in the project very high	8.50	7.89	7.83	9.83	8.00	8.33	9.00	8.60
I think that the work in my team is very valuable for end-users / target groups	10.00	8.33	8.17	9.92	8.00	7.00	9.50	8.83
I think that the work in the project as a whole is very valuable for end-users / target groups	10.00	7.67	8.00	9.92	8.67	8.00	10.00	8.86
I feel guidance provided is in line with the needs of the team and time scheduled	9.25	6.89	6.17	9.67	6.67	7.67	8.50	7.90
I think the development of the work in my team is very agile	9.75	8.67	7.67	9.67	7.33	8.00	9.00	8.69
I think the development of the work in the project is very agile	8.00	8.00	7.50	9.75	6.33	7.67	9.00	8.21
I feel my personal contributions are taken notice of	9.50	7.22	7.00	9.67	8.50	8.00	9.50	8.45
I feel the strength of my team leads to more than just the outcome of individuals	9.75	8.44	8.50	9.75	8.50	7.33	9.00	8.90
I think the work done in my team is fully congruent with the work plan	10.00	8.78	7.50	9.67	8.33	7.33	8.00	8.76

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Quantitative								
We have a high ratio of achieved deadlines versus missed deadlines	10.00	8.11	6.17	9.67	6.00	6.67	5.50	7.93
We have a high ratio of solved problems to open issues	10.00	7.78	7.00	9.67	5.50	7.00	7.50	8.02
We are working quickly and that we have completed a lot of work in the time scheduled	8.00	8.89	6.67	9.83	6.00	6.67	6.50	8.07
We are devoting more effort than we budgeted for the activity in my team	6.25	9.22	6.83	9.92	6.17	3.33	8.00	7.88
We have had a low number of requests to change the scope and/or process of work per output	4.75	8.33	6.00	9.75	7.33	7.67	6.00	7.76

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D2 Summary of responses to quarterly QA survey by QUARTER

Qualitative	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
I feel the mood in my team is very positive	8.67	9.40	9.30	8.83			6.50		6.67	6.75	
I feel the mood in the project as a whole is very positive	8.00	9.10	9.00	7.50			6.50		6.67	7.50	
I consider the quality of the activities of my team very high	8.83	9.10	9.20	9.00			9.00		8.67	8.00	
I consider the quality of the activities in the project very high	8.50	9.00	9.00	7.83			8.00		7.67	9.00	
I think that the work in my team is very valuable for end-users / target groups	8.33	9.00	9.20	8.83			8.50		8.00	9.25	
I think that the work in the project as a whole is very valuable for end-users / target groups	8.50	9.20	9.30	8.17			9.00		7.67	9.25	
I feel guidance provided is in line with the needs of the team and time scheduled	7.67	8.80	8.90	6.50			7.00		6.00	7.75	
I think the development of the work in my team is very agile	8.17	9.30	9.30	8.00			7.50		8.00	9.00	
I think the development of the work in the project is very agile	7.33	8.70	8.80	7.33			7.50		7.67	9.25	
I feel my personal contributions are taken notice of	7.83	9.20	9.10	8.00			8.50		7.33	7.50	
I feel the strength of my team leads to more than just the outcome of individuals	8.33	9.00	9.40	9.33			8.00		8.00	9.00	
I think the work done in my team is fully congruent with the work plan	8.50	9.20	9.20	9.00			7.50		8.00	7.75	

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Quantitative									
We have a high ratio of achieved deadlines versus missed deadlines	7.00	8.70	9.10	7.50		5.50		6.67	7.75	
We have a high ratio of solved problems to open issues	7.00	8.90	8.90	6.67		7.50		6.67	8.75	
We are working quickly and that we have completed a lot of work in the time scheduled	6.83	8.60	8.80	7.67		7.50		6.67	8.75	
We are devoting more effort than we budgeted for the activity in my team	7.00	8.50	8.50	7.17		7.00		9.00	7.00	
We have had a low number of requests to change the scope and/or process of work per output	6.83	8.80	9.10	7.17		5.00		5.00	8.00	