

I-NEW

New job opportunities for inactive women in tourism sector

QUALITY MANAGEMENT & EVALUATION

Handbook

Prepared by

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1 Introduction

Evaluation is important activity in the project management. The emphasis placed on evaluation by policy makers, funding bodies, strategists and practitioners is at all time high. The cycle innovating, piloting, evaluating and refining together with dissemination of the process and its outcomes is a widely accepted model of development. All evaluations start with a purpose which sets the direction. Without a clear and complete statement of purpose, an evaluation is aimless and lacking credibility and usefulness.

Quality Management & Evaluation Handbook was prepared by Celoživotné vzdelávanie, s.r.o. for international project “New Job Opportunities for Inactive Women in Tourism Sector”, funded by Lifelong Learning Programme, Leonardo Da Vinci, Transfer of Innovation coordinated by COOP Institute of Education, Slovakia. Celoživotné vzdelávanie, s. r. o. considers the quality of its evaluations to be essential to ensuring its credibility.

Main objective of the project is to train inactive women for bringing them employable in tourism sector. Goal of the project is to encourage/motivate/train and provide capacities, knowledge and skills to inactive women from different partner countries, to start a promising future in tourism by being employed in the local tourism and be good examples of the theme.

The project is developed by a consortium of 5 partners:

P1 – COOP, Slovakia (project coordinator)

P2 – POINT Proje Insaat Taahhut Muhendislik ve Ticaret Ltd.Sti., Turkey

P3 – Tum Avrupa Kadinlari Kulturel Isbirligi ve Dayanisma Dernegi, Turkey

P4 – Mercury Srl, Italy

P5 – miraconsult e.U., Austria.

After realization of the project, inactive women will be able to reconcile work, private and family life, they will be motivated to overcome obstacles in learning and working and moreover they will improve their capacities and skills to start promising future in tourism sector.

The *Quality Management & Evaluation Handbook* was developed by *Celoživotné vzdelávanie, s .r .o.* assigned with the *Quality Management & Evaluation Plan* of the project – in order to provide a detailed description of all activities to be carried out within the work package “Quality Management and Evaluation Strategy” (WP 1) of the *I-NEW* project. This handbook, focused on a project cycle, serves as a procedures manual and provides the guidelines for the future activities of the project.

In the following sections, a description of the quality management and evaluation strategies planned for the *I-NEW* project will be given and detailed discussion of activities conducted so far will be provided. Activities which are to be carried out in order to monitor the quality of the project implementation and outcomes, and to assess the impact of the *I-NEW* project on the target groups will be also described.

2 Description of the Quality Management and Evaluation Strategy

2.1 Criteria Based Evaluation by Celoživotné vzdelávanie, s. r. o.

An evaluation should provide information that is credible and useful for successful implementation of the I-NEW project and its outcomes (I-NEW e-Learning Web portal; Need Analysis Report about the inactive women and tourism sector; I-NEW e-training course; Dissemination strategy; Evaluation report of pilot training course; I-NEW Training methodology Handbook with presentation of tools and methods; Valorisation materials). In general, an evaluation analyses complex issues and captures intended and unintended effects. This a theoretical and practical approach, which feeds back into ongoing change processes in the I-NEW project, is also a systematic process to assess the relevance, efficiency and effectiveness of the project.

A high project quality in European cooperation projects is definitely the key to a sustainable implementation of project results and products. The high quality standards of the contributions from all 5 project partners are a fundamental but not necessarily a sufficient requisite for achieving an overall qualitative result. In respect to the quality management of transnational cooperation projects, it is advised to have an external, independent and holistic quality management approach. In this context, the actual *status quo* of the project and the project process towards its goals need to be assessed; moreover, potential deviances within the process must be detected and possible steering and adaptation suggestions must be offered.

For successful project achievements, the quality management approach has to rely on specific quality criteria. Project coordinators operate against a background of a huge range of criteria encompassing widely differing descriptions or images or beliefs of what a 'valuable', 'appropriate', 'competent', 'high-quality', 'effective', 'efficient' project is like. And so, objectivity, independence of evaluators, participation of all parties concerned in the entire process of I-NEW project, transparency and focus, reliability, completeness and clarity of reports, fairness and protection of the interests of the parties involved are included in international evaluation project principles and standards.

For a successful venture, the quality management approach has to rely on specific quality criteria. Therefore, the *Quality Management Model (QMM)* developed by *Celoživotné vzdelávanie, s.r.o.* for transnational cooperation projects is based on the following characteristics:

- **Scientifically and methodologically correct and realistic**

In this quality dimension, the model has to fulfil basic scientific and empirical criteria such as reliability, validity and objectivity. The results of the model are only valid and comparable if these basic criteria are taken into consideration.

- **Transparent**

A high level of transparency of any information concerning the process and product quality is essential. Access to all information is equally important and - in case of deviances - clearly defined actions have to be taken and steering mechanisms have to be established.

- **Holistic**

It is important that the I-NEW project process and project products are assessed from a holistic perspective.

- **Flexible**

Due to a wide range of products developed in I-NEW projects and due to the existence of various quality management approaches, it is necessary that the applied model guarantees flexibility. A high degree of flexibility is granted in a criteria-based evaluation of projects.

- **Realistic**

Although the scientific criteria always need to be considered for the I-NEW project purpose, the quality management model has to be realistic and also able to include available financial and human resources. In addition, it has to be simple in its implementation, what is possible only if the model itself has a complex and well-thought-out background.

- **Controllable**

The model provides easy controlling and steering since it allows for valid comparisons, estimations, etc. This is only possible through a high degree of standardisation.

- **Targeted**

The quality assurance model compares the project status with predefined project targets at all project stages and can hence foresee and recognise deviances through a formative evaluation approach.

2.2.1 Description of the Model

The model developed and implemented by Celoživotné vzdelávanie, s. r. o. is based on a triangulation approach. Triangulation refers to the use of multiple methods in the study of the same object. It means the use of multiple methods in a study, but with a view to examining the same dimension of a research problem, that is the same subject. This can mean using several kinds of methods and data, including using both quantitative and qualitative approaches. The logic of triangulation is based on the premise that no single method ever adequately solves the problem of rival causal factors. Because each method reveals different aspects of empirical reality, multiple methods of observations are employed. Use of multiple methods, or the multi-method approach explain more fully the richness and complexity of the topic by studying it from more than one standpoint.

Using this approach, Celoživotné vzdelávanie s. r. o. ensures that evaluation gathers data that relates to evaluation purposes and employs data collection methodologies and procedures that are methodologically

rigorous and defensible and produces empirically verified evidence that is valid, reliable and credible. Good evaluation evidence is both consistent and accurate.

In the frame of this approach there are three different dimensions to focus on during the evaluation:

- a) Project process
- b) Project outcomes
- c) Project impact

The *Triangulate Quality Assurance* approach implies that all three quality dimensions interdependently interfere, what allows to ensure quality through a holistic approach. Furthermore, this method is absolutely transparent and the evaluation data are accessible anytime to all the project partners.

The quality assurance method estimates the actual *status quo* by covering the targets set; it recognises deviances and suggests possible steering measures, which allows us to keep the project track from the beginning and to achieve the proposed project quality.

2.2 Quality Assurance of the Project Implementation

One of the components of quality management strategy involves monitoring of the project implementation. The evaluation on the implementation level is essential for the success of the project as it analyses the quality of the interaction between project partners with the aim of guaranteeing an effective cooperation. Due to this the evaluator will gather feedback from all project partners at the end of the project and - based on the results achieved - draws the attention to possible adjustments for future project exploitation.

For assessment of the implementation a questionnaire technique was selected. Used questionnaire offers simple, yet scientific approach and it is based on the long experience of Celoživotné vzdelávanie, s. r. o. in the area of quality management. The questionnaire is developed with the aim to evaluate partnership meetings/workshops, communication processes, knowledge management and problem solving approaches. Method of questionnaire enquiry is scientifically valid and can be used to serve the purpose defined by the evaluation team. To collect feedback from the partners, we will rely on questionnaires that will be focused on the following areas:

- **Leadership of the meeting**
- **Intensity of work and quality of achievements made so far**
- **Level of theory and discussion**
- **Informative content of the meeting**
- **Clarity of answers given**
- **Level of partners' contribution to the project**

- **Clarity of future tasks assignment**

The questionnaire form contains two types of questions:

- open-ended (allow respondents to use their own words to answer the question)
- scaled questions based on a Likert scale (respondents specify their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements).

The results of the questionnaire based evaluation will be processed after realization of all partnership meetings and workshops and will be the part of the Final Quality Assurance and Evaluation Report – as agreed with the project coordinator.

Filled questionnaires by partners will be used and based for evaluation, and although the evaluation forms are mostly designed as quantitative research tools, they also allow the partners to provide feedback in their own words, and thus provide qualitative data as well.

Celoživotné vzdelávanie, s.r. o. will carry out the survey, collect the results, process the information by creating graphical representations of the statistical data, include a list of comments written by the partners and provide an overall analysis. The comprehensive *Evaluation Report* will serve as monitoring tool for the coordinator and will be a part of the *Quality Management and Evaluation Strategy*.

Following questionnaire form will be employed for the purposes of the project implementation evaluation:

I-NEW

NEW JOB OPPORTUNITIES FOR INACTIVE WOMEN IN TOURISM SECTOR

QUESTIONNAIRE FOR THE INTERNAL EVALUATION OF THE PROJECT PROCESS AND QUALITY OF DEVELOPED OUTCOMES

Partner (name of organization): _____

Meeting (or Workshop) Name: _____

Meeting (or Workshop) Country: _____

Meeting (or Workshop) Month/Year: _____

In order to evaluate the project itself, effectiveness of management of ongoing work, results of the partnership meetings and quality of developed outcomes, it is useful to evaluate process of the project. This questionnaire was developed with the aim to evaluate partnership meetings/workshops, communication processes, knowledge management and problem solving approaches.

We kindly ask all participants of the 1st partnership meeting to fill-in this questionnaire.

Evaluation scale: 4 – Excellent 😊😊; 3 – Good 😊; 2 – Satisfactory 😊; 1- Poor 😞.

	4 😊😊	3 😊	2 😊	1 😞
1. To what extent were your expectations for this meeting fulfilled?				
2. To what extent are you satisfied with the meeting overall?				
3. Please rate the results of presentations/discussions/workshops concerning:				
Quality of management and coordination of the consortium				
Need analysis of inactive women and job analysis in tourism sector				
Training content development and adaptation and portal translation and ECVET utilisation				
Design, development and maintenance of Web portal and e-learning platform				
Pilot testing of the e-training courses , evaluation of the results and feedback				
Valorisation-creation of a model for future progress and sustainability				
General working atmosphere during the meeting/workshop				
4. Please rate the content related to aspects of the meeting and for further comments use the space below.				
Leadership of the meeting				

Intensity of work and quality of achievements made so far				
Level of theory and discussion				
Informative content of the meeting				
Clarity of answers given				
Level of partners' contribution to the project?				
Clarity of future tasks assignment				

5. Was every point of the meeting discussed properly?	4 	3 	2 	1 
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6. Please rate organizational aspects of the partnership meeting /workshop and for further comments use the space below.	4 	3 	2 	1 
Organization of the partnership meeting (information, preparation, communication, planning the agenda)				
Materials and handouts				
Logistics details (Social Program, organization of daily agenda, etc.)				
Strong points and weak points of the meeting				

7. In general, did you find the organizing and meeting leading appropriate and satisfying?

- A. If yes, why.....
- B. If no, why.....

8. Are you fully aware of your role in the next project phase, do you know what will be expected from you?

.....

.....

9. If you look ahead to the next steps of the project, do you feel the project will make positive or negative developments (risks, threats, problems, chances, opportunities) and why?

.....

.....

10. How would you rate the partnership meeting overall?	4 	3 	2 	1 

11. What would you improve for the next meeting?

.....

.....

12. If there is anything else you would like to add in regard to the meeting, please, use the space below.

.....

.....

2.3 Quality Assurance of the Project Outcomes

Quality in lifelong education is the alignment and consistency of outcomes with the project's vision-mission. Quality assurance is then not about specifying the standards or specifications against which to measure or control the quality. It is about ensuring that there are mechanisms, procedures and processes in place to ensure that the desired quality, however measured and defined, is delivered. The starting point of quality assurance is the articulation of desired quality outcomes, set within the context of project vision, mission and goals. This is the foundation for the development of a proper methodology and assessment tools.

- The key question is whether the outcome of the project meets the needs and expectations of stakeholders as well as all target groups. The project is focused on two target groups. Primary target group is represented by inactive women who have natural "talent" combined with experience but have problems to re-enter into working life because of several family responsibilities (housewives, women after maternity and parental leave, women looking after children and incapacitated adults, middle aged women). The secondary target group of the project consists of employers/enterprises in tourism sector who/which are starving for such a naturally soft skilled workforce like inactive women. For this purpose, we have to find out about what their needs and expectations are. This also applies to the partners in the project - it is equally important to clarify what they expect of the project outcomes and to identify their subjective quality criteria. Project outcomes (I-NEW e-Learning Web portal; Need Analysis Report about the inactive women and tourism sector; I-NEW e-training course; Dissemination strategy; Evaluation report of pilot training course; I-NEW Training methodology Handbook with presentation of tools and methods; Valorisation materials) shall be assessed also by other interested parties as VET providers, professional associations, labour market authorities and related public authorities, training schools and course developers, stakeholders and individuals interested in the subject, who will have a possibility to evaluate and give feedback on pilot phase of testing the e-learning course .

2.3.1 Methods and Instruments of the Outcomes Evaluation

In order to evaluate the I-NEW project outcomes we are conducting two types of research:

1. Desk study research

In the frame of the project, each of individual project's partners will complete a desk study research focused on the situation of inactive women, tourism and unemployment in the respective country. It will be also concentrated on the profiles of inactive women, best practice of inactive women worked in tourism sector and the collection of following statistical data:

- number/percentage of unemployed women and reasons of unemployability,
- inactivity rates in general in partner countries,

- number/percentage of inactive women,
- reasons for inactivity of inactive women,
- number/percentage of female being employed in tourism sector and on which working position,
- number/percentage of inactive women within the various age groups,
- number/percentage of female working in tourism sector on part-time,
- number/percentage of female working in tourism sector with university degree,
- employment rate in tourism sector,
- number/percentage of enterprises in tourism field,
- number/percentage/list of the most needed jobs in tourism,
- number/percentage of women in decision-making positions in tourism sector.

2. Field Research

A. *Interrogative (questioning) methods:*

For the purpose of evaluation we will employ questionnaires, guided interviews and checklists, which are described in more detail below.

The use of questionnaires along with guided interviews is intended to produce a combination of qualitative and quantitative information which should support the evaluation of the I-NEW outcomes in respect to the work process and the outcome itself. In February 2013, the project partners began with realization of questionnaire surveys and interviews in their countries in combination with desk study research in order to collect important data related to current situation of unemployed women, their limitations in education, computer and language skills of these women, the employment status of inactive women and their view on job opportunities in tourism sector in each partner country. Other type of questionnaire surveys was aimed at enterprises and how they view inactive women in their sector, their training needs and identification of the potential of this group in the tourism sector, the needs of enterprises in this sector and forecast for the future. All information collected by the means of questionnaire surveys combined with interviews and desk study research and desk study research from each partner will be used for completion of Need analysis report – one of the project outcomes This report will be assessed by external evaluator Celoživotné vzdelávanie s.r.o. and all results will be included in the comprehensive document - Final Quality Assurance and Evaluation Report.

In order to provide an evaluation, we will observe the success of the I-NEW outcomes with the target groups. This will be carried out by so called self-assessment questions presented on the project web site. Participants (inactive women) of e-learning course will have the opportunity to evaluate the project outcome – the e-learning course. Participating inactive women will be asked about the volume of studying material, its content, quality of the learning theme, graphics and videos, whether they find e-learning modul useful and satisfactory,

whether the module and e-platform is easily manageable from technical point of view or whether the information provided in module are in clear and understandable language. This will also provide a space for the employers/enterprises in tourism sector who can attend the course in the case of interest and consequently can express their opinion on the appropriateness of the course, for instance for their employees.

2.3.2 Quality Indicators Set for the Outcomes

In the initial phase of the evaluation process, Quality Indicators Set (stated in the tables below) will be designed by external evaluator – Celoživotné vzdelávanie, s. r. o. and shared with partners for the evaluation of the project outcomes.

The contributions received from the partners will be processed and the results obtained in our survey will be presented in the final evaluation report. In order to provide a transparent overview, we have created the following chart summarizing the quality indicators considered relevant for the evaluation of the project outcomes.

QUALITY INDICATORS

I. I-NEW e-Learning Web portal

IN 1-1	Portal is available in predefined languages
IN 1-2	Information incorporated in QAC are clear and relevant
IN 1-3	Portal fosters mutual exchange by providing a chat room
IN 1-4	Portal offers products and materials to study
IN 1-5	Portal is convenient to navigate
IN 1-6	Portal is functional, easy to access and appropriate designed
IN 1-7	Visit rate of the portal

II. I-NEW e-training modules

IN 4-1	The module has been developed according to the common template sent by COOP
IN 4-2	The structure is clear and understandable
IN 4-3	The length (only learning content) is as agreed: 25 – 35 pages excluding pictures, images
IN 4-4	The content quality is at the appropriate level
IN 4-5	The content requires to be supplemented
IN 5-5	The content includes references in the text when quotations occurred and a common list of references (at the end of the module)
IN 5-6	The language is clear and easily understandable
IN 5-7	The language quality is at the appropriate level

III. Valorization materials	
IN 7-1	Types of valorisation materials
IN 7-2	Materials are available in predefined languages
IN 7-3	Recipients of the materials
IN 7-4	The content quality is at the appropriate level
IN 7-6	Materials available for target groups

IV. I-NEW Training methodology Handbook (TMH)	
IN 8-1	TMH is available in predefined languages
IN 8-2	The content quality is at the appropriate level
IN 8-3	Recipients of the TMH
IN 8-4	The length is as agreed
IN 8-5	TMH is available for target group
IN 8-6	Report contains clear, appropriate and relevant information

2. 4 Quality Assurance of the Project Impact

In a holistic approach to quality management, the project impact as a subject of a specific quality assurance dimension presents a key factor. In order to evaluate the project impact the tools of *Google Analytics* will be used. Google Analytics is built on easy to use, reporting platform, so it can be decided what type of data will be viewed and customized for the final reports. This will help to understand which parts of the website www.inew-eu.net are performing well, which pages are most popular so the end target groups can be reached more effectively. Furthermore, we will be able to find out how many people visited the web site, how often they visited the web site, which countries they come from, how long they have spent reviewing the web site, what concretely they have been viewing and what has been downloaded.

The assessment of the project impact is essential for the transferability of all outputs produced in the course of the project and should allow for necessary changes which are to be made before the end of the project.

3 CONCLUSIONS

The present Quality Management and Evaluation Handbook give a detailed description of the quality assurance plan developed by Celoživotné vzdelávanie, s.r.o.

Quality Management and Evaluation Strategy is based on the specific quality criteria, developed by Celoživotné vzdelávanie, s. r. o., which characterize Quality Management Model. The model created and implemented by Celoživotné vzdelávanie, s. r. o. is based on a triangulation approach that refers to the use of multiple methods in the study of the same object. In the frame of this approach we are focusing on three different dimensions:

a) Project implementation

In order to assess the project implementation a questionnaire technique was selected with the aim to evaluate partnership meetings/workshops, communication processes, knowledge management and problem solving approaches from the project partners perspective.

b) Project outcomes

Within the project outcomes evaluation Celoživotné vzdevávanie, s. r. o. will use desk study research, questioning methods (questionnaire, interview), self-assessment feedback. The outcomes will be assessed by inactive women; SME's, institutions and enterprises involved in tourism sector; VET providers; professional associations; labour market authorities and related public authorities; training schools and course developers and stakeholders and individuals interested in the subject. Furthermore, Celoživotné vzdelávanie, s.r.o. will conduct evaluation based on the quality indicators the project partners considered essential for the quality assessment of the I-NEW outcomes.

c) Project impact

In order to evaluate the project impact the tools of Google Analytics will be used. This will help to understand which parts of the website are performing well, which pages are most popular so the end target groups can be reached more effectively.