

*LIFE LONG LEARNING PROGRAMME – LEONARDO DA  
VINCI*

Transfer of Innovation (TOI)

*Unified System for Transparency and transfer  
of LOs*

*Uni.System.LO*

# MONITORING AND EVALUATION PLAN

WORK PACKAGE 7

*Released by: Associazione TECLA*

*Date: November 2012*



TECLA

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## INTRODUCTION

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### 1.1 SOME PREMISES FOR THE DEVELOPMENT OF THE MONITORING AND EVALUATION PROCESS

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The Monitoring and Evaluation Plan, developed in the framework of the WP7 Internal Monitoring and Evaluation of the project Uni.System.LO, is the document which guides the monitoring and evaluation of the project activities over the whole project duration. In particular, it describes the objectives, the methodology and tools to be used for the monitoring and evaluation actions, which will be developed by TECLA Association with the collaboration of all partners in the collection of the needed information.

The monitoring activities will be developed during the course of the project in order to promote possible adjustments to the actions and improve the internal management and decision making process. The focus here will be on the activities actually carried out and the actual products and results achieved, in comparison to what had been planned and thus describing the reasons of the changes and gaps possibly developed and suggesting possible modifications; also a general and first analysis of the impact of the project on the target group can be promoted.

The evaluation activities will be carried out at the end of the project in order to evaluate the efficiency, effectiveness, impact, sustainability and relevance of the implemented actions, as well as to verify the success of the project and suggest proposals for improvements and follow-up activities. These activities will be carried out at different levels: Internal, targeting the partners, and External, addressed to the target groups and systems/sectors of the project.

The main tools used to monitor Uni.System.LO project will be periodical activity and administrative Reports completed by partners as well as contacts by email/phone with the same partners, the partnership meetings and the supporting documents.

The main tools used to evaluate the Uni.System.LO project will be questionnaires, grids and interviews submitted by phone, emails or face to face to partners (internal evaluation) and representatives of the target groups and systems (external evaluation).

Data emerging from the monitoring process will be collected and elaborated in two Monitoring Reports (Months 13 and 19 of the project), showing where the project actually is and possible gaps from the initial plan as well as suggesting recommendations and changes to be implemented into the work plan.

The results of the evaluation process emerging from questionnaires/grids/interviews to target groups/systems and from questionnaires to partners will be collected in the Final Evaluation Report (Month

24 of the project) which will include, among others, information on how to guarantee project sustainability in the medium-long term.

The results of both the internal monitoring and the evaluation activities will be also used to formulate the interim and final report that Provincia di Treviso as project leader has to send to the National Agency LLP Leonardo da Vinci.

## 1.2 SOME FEATURES OF THE MONITORING AND EVALUATION ACTIVITY

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The evaluation process that the project Uni.System.LO intends to implement, aims at creating a qualified and suitable instrument for the analysis and guidance of the project works and activities, necessary to achieve the project objectives in each involved territory, providing the involved actors with useful feedback for its implementation.

The monitoring and evaluation activities do not aim at “assessing” the procedures of the project development and / or of the achieved results. They aim at creating a self-evaluation process carried out by the partnership by using a process of participatory assessment aimed at underlining the outputs of the action, at verifying their coherence with the decisions, at highlighting the conflicts and the problems in order to find solutions, at describing the results in function of the project action at local level.

In this way the evaluation process will support the decision making processes, by assuring an accompanying role to the realization of a complex project that presents innovative features and it is characterized by a wide interaction among actors, different subjects and different and heterogeneous territories.

We can therefore assume that the general objective of this assessment action consists in the analysis of the achieved results in function of the indicated objectives. This method will highlight the main characteristics of the project chosen path, the description of the adjustments carried out in specific situations, the analysis and problem solving process of the critical states and the incentive in boosting capacity of creating “corrections”.

Operatively the Monitoring and Evaluation Plan takes into consideration and analyzes each of the objectives that the project operation has established.

Particular attention will be given at the evaluation:

- ✓ on effectiveness, in terms of the overall result determined by the action;
- ✓ on efficiency, in terms of creating better performances of the actions (optimization and improvement of resources)
- ✓ on pertinence, by verifying from one side the original solution produced for answering the real needs of the project, and from the other side by verifying the capacity of changing and modifying choices and instruments in function of the achievement of better results and outputs.

## 1.2 THE RELATIONSHIP BETWEEN MONITORING AND EVALUATION

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The monitoring process runs parallel with the evaluation activity, granting very continuous control of the selected variables and of the dynamics to be observed. In fact only a constant exchange between these two process can guarantee an overall management of the operation and a clear description of its results.

If the purpose of the monitoring is to indicate anomalies, to register innovations, to allow the unexpected event management, the mid-term evaluation will act as a collector of the information coming from the monitoring. At the same time it will integrate this information within a more strategic perspective, more targeted to catch the added value of the strategies and their progress in the project and it will also facilitate the start of the process of modification of the same action.

# 1. THE PROCESS OF INTERNAL MONITORING

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The monitoring process aims at guaranteeing the efficiency of the Uni.System.LO project, through a constant updating of project activities implementation.

It is one of the most important phase within the project management. It gives a picture of the ongoing activities, with a focus on timing and ways of implementation, and provides the evidence of possible gaps and deviations from the initial Work Plan.

The monitoring process lasts throughout the whole project in order to ensure and guarantee that all the planned activities will be completed according to high standards.

It will be carried out by using specific monitoring tools to be submitted to partners as well as contacts by email and phone and partnership meetings. Through the elaboration of data coming from such tools, it will be possible to identify critical aspects and adopt solutions to make the project achieve the fixed objectives and results.

The executive planning of a monitoring system is based on the identification of some indicators that will, first of all, allow to highlight some of the peculiar aspects of the project activities.

The output indicators will be those that should be mainly used because they concern a specific type of action and they contain certain data on the activities.

The indicators that will be used within the monitoring system aim at acquiring specific information that will allow to:

1. Define the modalities of interaction between the subjects responsible of the organization, development and management of each activity and collect potential relevant aspects outcome during the comparison moments;
2. Intercept all dynamics while emerging and to retrace them into a framework concerning the overall meaning of the activity;
3. Define and describe the displaced resources and their results for each type of action;
4. Analyse the products describing the implemented process (meeting minutes, documents and so on).

From a technical-operational point of view, the monitoring action, considered as a supporting tool to *on going evaluation*, can be referred to three main moments:

- Definition of the necessary tools and procedures for survey of the data and information related to the overall action and to crucial specific parts;

- Data and information collection;
- Methodical organization of the collected data and information.

## 2.1 AREAS OF OBSERVATIONS AND PROCESS INDICATORS OF THE INTERNAL MONITORING

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<b>WP 1 – Management</b>	
SURVEY OBJECTS	INDICATORS
Quality and effectiveness of the management and planning activity	<p>Number of implemented meetings/ Number of planned meetings</p> <p>Number of partners attending the meetings/ Number of project partners</p> <p>Capacity to meet the deadlines foreseen in each WP</p> <p>Respect of the rules mentioned in the adopted managing plan</p> <p>Costs incurred/Cost planned</p>
Structure of Reports	<p>Completeness and clearness of the information contained</p> <p>Capacity to meet the time schedule foreseen for the drafting of each report.</p>

<b>WP 2 – Sharing the transfer methodologies (components and conditions) between the partners</b>	
SURVEY OBJECTS	INDICATORS
Structure of “Catalogue of the products to be transferred”	<p>Organisation and clearness of the Catalogue</p> <p>Indication of the conditions for a good transfer</p> <p>Inclusion of implemented operational examples</p>
Structure of the territorial analysis Report	<p>Clearness and completeness of information compared to the check list provided</p> <p>Clear identification of services, possible beneficiaries and stakeholders</p>
Transferring Plan	<p>Clearness of the Transferring Plan structure</p> <p>Coherence with the territorial analysis</p> <p>Number of partner participating to the coordination meeting to organize the</p>

	<p>transferring plan</p> <p>Level of partners participation and involvement to the coordination meeting</p> <p>Respect of the time schedule foreseen for its release</p>
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**WP 3 – Workshops to adapt models to the contexts and the identified sectors**

SURVEY OBJECTS	INDICATORS
Method of definition of the workshops	<p>Coherence with the results of the territorial analysis</p> <p>Number of participants attending the workshops/ Number of participants foreseen</p>
Workshops implemented	<p>Number of participants and their representativeness</p> <p>Perception of the beneficiaries' satisfaction/motivation</p> <p>Positiveness of the beneficiaries' relation with the educational experience</p> <p>Activation of the learning community</p>
Structure and methodology adopted to support the transferring process and the recognition of LO involved in the testing phase	<p>Communication dynamics activated on the territories</p> <p>Capacity to mobilising stakeholders</p> <p>N° of validation meetings with stakeholders</p> <p>N° of participants to validation meetings</p> <p>Level of appreciation shown by stakeholders involved</p>

**WP 4 - Testing of the adapted models into the identified sectors and services**

SURVEY OBJECTS	INDICATORS
Organisation and implementation of the testing	<p>Involvement process of beneficiaries</p> <p>N° of involved beneficiaries/ N° of foreseen beneficiaries</p> <p>Level of appreciation expressed by beneficiaries</p>

Cooperation network activated	<p>Level of active participation of operators and stakeholders and perception of their interest and satisfaction</p> <p>Level of activity and involvement of the "learning community"</p>
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**WP 5 – Testing follow-up and model improvement**

SURVEY OBJECTS	INDICATORS
Process to define and implement the monitoring system for testing activities	<p>Level of partners and beneficiaries involvement in the definition of the tools to collect data</p> <p>Sharing of the results with relevant actors of the territories involved</p> <p>Cleareness of the Swot analysis (strenghts and weaknesses) related to the testing of tools and methodology</p> <p>Elements of innovation introduced</p>

**WP 6 – Definition of the Sustainability Plan**

SURVEY OBJECTS	INDICATORS
Method of definition of Sustainability Plans	<p>Composition and participation to the institutional workshops</p> <p>Cleareness of the defined paths</p> <p>Functioning process and organisational approach identified</p> <p>External communication strategy of the Plan</p> <p>Sharing of the Plan objectives with territorial actors and with other regional institutions</p>
Process to elaborate the Prototypes of Protocol Agreements	Involvement and contribution provided by stakeholders, public institutions and social partners.

**WP 8 – Dissemination, involvement of the local stakeholders**

SURVEY OBJECTS	INDICATORS
Communication Plan	Coherence between its contents and the

	<p>communication products actually realised</p> <p>Level of Involvement of different partners</p> <p>Respect of the terms foreseen for release</p>
Local and interregional information campaigns	<p>Involvement of local actors and their representativeness</p> <p>Implemented press conferences</p> <p>Quantity of informative/communication material distributed</p> <p>Number of participants to local results dissemination events</p> <p>Number of potential beneficiaries reached during the interregional meetings (Sicily and Basilicata)</p> <p>Number of papers, articles produced on the project</p>
Local meeting and final event	<p>Speakers' Authoritativeness and representativeness</p> <p>Adequate event promotion</p> <p>Coherence of the contents in order to guarantee the presentation of results (local meetings) and the project sustainability (final conference)</p> <p>N° of participants</p> <p>Respect of the time schedule</p>
Website	<p>Clearness of its contents and easy navigation</p> <p>Constant update of the information</p> <p>N° of visits and access</p>
Project Brochure	<p>Clearness of the description of project objectives</p> <p>Mailing list of beneficiaries</p> <p>Respect of the terms foreseen for release</p>

## 2.2 TOOLS, TIMING AND PRODUCTS OF THE MONITORING PROCESS

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The main monitoring tools are the following ones:

- *Activities Report*: it will show the list of all actual activities and any occurred deviation from the initial plan. Each partner will have to fill it in and send it out to Tecla every six months.
- *Financial/Administrative Report*: it will show the progress of occurred financial expenses and administrative issues. Each partner will have to fill it in and send it out to Tecla, every six months together with the Activities Report.
- *Contacts by email and telephone* with the partners. The *partnership meeting* also offer a very useful opportunity to discuss the state of the art of the project and monitor the development of the activities and the achievement of the expected results.

### TIMING

Tool	Who	Scheduling
Activity Report	All partners	1. March 2013 2. September 2013 3. March 2014 4. August 2014
Financial/Administrative Report	All partners	1. March 2013 2. September 2013 3. March 2014 4. August 2014

The products of the monitoring activities will be 2 Monitoring Reports: they will be issued in October 2013, April 2014.

## 2.3 ORGANISATION RESPONSIBLE FOR THE ACTIVITY

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TECLA Association, as partner in charge of monitoring the activities, will coordinate the project monitoring activities, defining the tools, collecting the data and information and elaborating the results in the monitoring reports.

### 3. THE EVALUATION PROCESS

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The evaluation process aims at verifying the success of the project and suggests proposals for improvements and follow-up activities, evaluating in particular the efficiency, effectiveness, impact and relevance of the actions implemented.

The evaluation activities will be carried out on two levels: towards the project partners (internal evaluation) and towards the project target groups and systems&sectors (external evaluation).

The whole process is supported by the bottom-up methodology that pro-actively involves the actors such as all project partners and the project target groups throughout the project.

#### **Evaluation of the process**

The evaluation of the process, or internal evaluation, aims at identifying the strengths and weaknesses in the overall project management so to support project partners to adopt corrective measures.

TECLA, as partner coordinator of the evaluation activities, will periodically submit questionnaires to partners through an online service. After collecting responses, Tecla will be in charge of elaborating results and show strengths that can be disseminated and weaknesses to be enhanced.

#### **Impact Evaluation**

Impact evaluation, or external evaluation, aims at verifying the products developed, with the perspective of improvement and transferability to other contexts. The products evaluation will be multi-level and will use different tools targeted to the different target groups involved.

The external evaluation will actively involve the direct beneficiaries and will be conducted when the main products have been released (milestones).

Questions and feedback will be asked to project partners, direct beneficiaries, local institutions, social partners and citizens. The main tools used will be questionnaires/interviews/grids conducted by emails, face to face meetings or by phone.

### 3.1 TOOLS, TIMING AND PRODUCTS

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The evaluation tools are the following ones:

- Online questionnaires: they will be submitted periodically to partners through an online service able to collect and elaborate information and data.
- Questionnaires/grids/interviews: they will be submitted to the target groups by email, phone or face to face meeting.

<b>Tool</b>	<b>Who</b>	<b>Scheduling</b>
Online questionnaires	All partners	1. June 2013 2. February 2014 3. July 2014
Online questionnaires	Target groups&systems	At the end of core activities (milestones)
Interviews/grid to collect data	Target groups&systems	At the end of core activities (milestones)

The elaborated results will be collected and sum up in the Evaluation Report. At the end of the first year some indications and suggestions related to the process and management will be released.

The Final Report will point out considerations on the project products and will provide the partnership with indications and suggestions to favour the project sustainability and impact in the short and medium term.

*Final Evaluation Report: September 2014*

### 3.2 ORGANISATION RESPONSIBLE FOR THE ACTIVITY

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TECLA Association, as partner in charge of monitoring and evaluation activity, will coordinate the project evaluation activities, defining the tools, collecting data and information, conducting the interviews and elaborating the results in the Final Evaluation Report.

In order to elaborate the Final Evaluation Report, TECLA Association will assign to an external evaluator the drafting of the Final Report.

## 4. EVALUATION CRITERIA

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### 4.1 PROJECT EFFICIENCY

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Project management represents a specific observation area since it affects widely, with its rules and its developed dynamics, the realization of project activities and its results.

The aims of the project management evaluation are:

- To define the horizontal integration levels between actions;
- To find added value elements of collaboration;
- To appreciate the generated networking capability;
- To describe actors' ease while governing the action;
- To verify the authoritativeness degree of the bodies managing the partnership activities;
- To highlight difficulties, problems, solutions and activated dynamics;
- To promote relevant feedbacks in order to allow the possible re-definition of the objectives, tools and methods.

This activity guarantees a continuous impact on the project management.

Project management will be assessed on a multi-dimension plan that will take into account:

- institutional dimension (actors directly and indirectly involved)
- dimension of the process (rules and procedures)
- dimension of results

Hereafter **observation areas and related indicators** are listed:

Dimensions	Observation areas	Useful indicators	Tools and sources	Risk factors
<b>INSTITUTIONAL</b>	Actors participations to the decision making process	Number of meetings; content of the minutes of the meetings;  level of active and emotional participation of the actors;  operation method of the managing bodies;  Relations activated between actors;  Improvement level of the specific competences of each partner;	Actors interview: project biography;  Analysis of meetings reports (minutes);  Direct observations during Partnership meetings;	Communication among decision making actors not very fluid;  poor motivation of the actors;  little clearance in partners' rules distribution;  Too rigid decision making procedures;  Low partnership real interest in the operation;
	Relations with the financing institution and ISFOL	Number of meetings and contacts;  Requests from ISFOL;  Promptness of the responses to ISFOL requests;  Clarification requests on rules and procedures to ISFOL;  Promptness of ISFOL response;  Contacting difficulties with ISFOL;	Managing interviews;  Analysis of formal documents (progress reports; requesting and providing information....);	Lack of clearness in roles definition;  Poor knowledge of rules and procedures of project functioning  Slowness of financial flows;

Dimensions	Observation areas	Useful indicators	Tools and sources	Risk factors
<b>PROCESS</b>	Relations among partner	<p>Method of roles assignment between partners;</p> <p>Deviations from plan of action;</p> <p>Communication level;</p> <p>communication effectiveness;</p> <p>Promptness in communication;</p> <p>presence of explicit and implicit conflicts among actors;</p> <p>Conflict management methodology;</p>	<p>actors' interviews;</p> <p>analysis of documents and correspondence;</p> <p>direct observation of the meetings;</p>	<p>Little clearance in actors' rules distribution;</p> <p>poor partners motivation in implementing the assigned rule;</p> <p>Low partnership real interest in the operation;</p>

<b>RESULTS</b>	Quality of the operation	<p>Adequacy of choices in relation to the overall actions;</p> <p>Changes made to the operational plan;</p> <p>coherence between highlighted problems and adopted solutions;</p> <p>Multiple actor participation to problem solution;</p> <p>relevance of adopted solutions;</p>	<p>monitoring data;</p> <p>actors' interviews;</p> <p>documentary analysis of project actions;</p> <p>Analysis of meetings reports (minutes);</p>	<p>Little coherence of the choices in relation to the context;</p> <p>low levels of efficiency and effectiveness;</p> <p>low level of sharing of opinion in decision making process</p>
	Actors' satisfaction	<p>Improvement level of each partner's skills and knowledge;</p> <p>level of the positive result of the experience;</p> <p>quality and adequacy of the partnership;</p>	<p>actors' interviews;</p> <p>Managing interviews;</p> <p>direct observation of the meetings;</p>	<p>conflict in the partnership;</p> <p>lack of clearance in partners' roles;</p> <p>low level of exploitation of the distinctive skills of each partner;</p>

## 4.2 PROJECT EFFECTIVENESS, RELEVANCE, SUSTAINABILITY AND IMPACT

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The evaluation of project effectiveness, relevance, sustainability and impact aims at verifying the concrete possibility to adopt and use project results after project conclusion.

In particular, it is focussed:

- ✓ to understand reasons that have influenced, favoured or obstructed the activities and to highlight the most effective correction measures for their future sustainability (effectiveness)
- ✓ to assess results in relation to National and european standards (relevance)
- ✓ to assess the feasibility and portability of results (sustainability) both in terms of continuation of project output (institutional sustainability) and political support for the future use of project outputs and outcomes (political sustainability)
- ✓ to assess project effects on target groups and on territorial contexts in the short and medium/long term (impact).

## **Observation Areas and Indicators:**

<i>OBJECT OF THE EVALUATION</i>	<b>TARGET GROUP</b>			
	<b>Staff of education-training-employment services</b>	<b>INDICATORS</b>	<b>Decision-Makers, Stakeholders</b>	<b>INDICATORS</b>
COMPETENCES	Increasing rate of professional competences in terms of capacity to supply services based on Learning Outcomes (LO) approach	50 operators of education-training-employment services involved in the workshops organized to adapt the model	Level of active involvement in the process of tools validation and testing	10 representatives of social partners involved in each receiving territory during the tools validation (WP3) and Testing (WP4)
	Increasing knowledge of the tools to declare and record LO and understanding of their differences (European CV, Record of Personal Achievements, etc)	80% of the tools to be transferred used in the testing phase		
APPROACH TO TASKS	Changing rate between job roles and contents performed before the training activity and the ones performed at the conclusion of the project	Increase of the operators' trust and self-confidence to use the tools to identify, recognize and certificate competences.		
KNOWLEDGE, INFORMATION, AND AWARENESS			Increase of models available useful to orient programming choices concerning training and employment policies	40 representatives of social partners involved in dissemination of results
			Increased level of trust of the job market in the system to recognize and validate LO	Level of participation and interest of stakeholders during project implementation.

<i>OBJECT OF THE EVALUATION</i>	<b>GEOGRAPHICAL CONTEXT</b>			
	<b>Short-term</b>	<b>INDICATORS</b>	<b>Medium-long term</b>	<b>INDICATORS</b>
INCIDENCE OF THE PROJECT AT LOCAL AND REGIONAL LEVEL	Improved knowledge of LO required from labour market in the sectors chosen for testing	10 Competence Books for each territory which define and tailor for LOs pointed out in the standards the ones needed from the territorial context	Increased capacity of VET and employment services to receive the needs of labour market in terms of Learning Outcomes	Increasing rate of the N. of centers/services which will adopt the tools and procedures tested  Level of involvement of VET and employment services belonging to other provinces of the same Regions involved (for Italy)
	Awareness increase of VET and employment staff, social partners, institutions on procedures and tools to favor the LO approach	Number of institutional and non institutional subjects involved in all territories	Increase of people mobility in the VET and employment services of the same territory and among the involved countries	
INCIDENCE OF THE PROJECT AT NATIONAL LEVEL	Sharing among italian regions tools and processes to develop and disseminate services to recognize and certificate competences	Number of proposals contained in the sustainability plan to be considered as a concrete commitment for Institutions to implement the tools	Strengthening of a common culture (language, procedures, tools) among institutions to support the use of LO's recognition and certification	Level of consensus with reference to the proposals included in the sustainability plan for the governance of the action  Dissemination of the transfer results and of its characteristics to key actors and stakeholders at national level (ministers, social partners, associations etc).
		Perceived relevance from competent authorities of the involved territories on the implementation of tools within the different services	Planning of political interventions aimed at implementing the recognition and certification of competences	
INCIDENCE OF THE PROJECT AT EUROPEAN LEVEL	Sharing increase of tools among regions and other european countries (Italy, Germany, The Netherland, Switzerland)	Improvement of tools following the comparison and discussion within the partnership	Building up a network of public authorities competent to act and intervene on training and employment policies	

## 5. TIMEPLAN

	2012			2013									2014											
Monitoraggio e Valutazione	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT
Drafting and sharing of the Monitoring and Evaluation Plan																								
Activity Report and Administrative/Financial Report																								
Monitoring Report																								
Online Questionnaires of internal evaluation																								
Final Evaluation Report																								



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## 6. ATTACHMENTS

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- 1. Activity Report**
- 2. Financial/administrative report**
- 3. Online Questionnaire of Internal Evaluation**

**ATTACHMENT N.1**

**Unified System for Transparency and transfer of LOs**

**Uni.System.LO**

**Life Long Learning Programme – Leonardo da Vinci**

**Transfer of Innovation (TOI)**

**ACTIVITY REPORT**

**WORK PACKAGE 7: Project Monitoring and Evaluation**

**Reporting carried out by Associazione TECLA**

*Uni.System.LO – Unified System for Transparency and transfer of LOs*

Cod. Identificativo - 2012-1-IT1-LEO05-02784

CUP - G42F1200080006

## Explanatory Note

The present form represents a tool to observe and register the on going development of project activities to ensure an efficient and effective management of the activities and partnership of the project *Uni.System.LO*, co-funded in the framework of the Leonardo da Vinci Sectoral Programme (Life Long Learning Programme 2007-2013)

The document, in fact, enable to monitor the progress of project activities, highlighting possible deviations from initial planning and critical situations arisen so to adequately plan recovery actions or improvement proposals. It supports the internal monitoring and evaluation activities of the project.

This tool will support as well the collection and transfer of all useful project data and information to the LLP Leonardo da Vinci National Agency.

The completion of this form is responsibility of each partner, who has to describe the actions in which it has actively participated, explaining shortly (for each listed WP) the activities carried out and the results/products it has contributed to achieve.

The present form covers the activity period from 01/10/2012 to 31/05/2013.

**Each partner has to return it, duly completed, by email, within 16 june 2013,** at the following email address: [a.butera@tecla.org](mailto:a.butera@tecla.org).

## GENERAL INFORMATION

**Project Title:** Unified System for Transparency and transfer of Los –  
Uni.System.LO

**Identification Code:** 2012-1-IT1-LEO05-02784

**CUP:** G42F1200080006

**Duration:** 24 months

**Lead partner:** Provincia di Treviso

**Period covered by the Activity Report:** 01/10/2012 – 31/05/2013

**Name and role of the person filling in the report:**

**DATE:**



**WP 1 MANAGEMENT AND COORDINATION**

<b>PLANNED ACTIVITIES</b>	<b>ACTIVITIES EFFECTIVELY DEVELOPED</b>
<p><b><i>Arrangement of the work plan</i></b></p> <p><b><i>Coordination of activities</i></b></p> <p><b><i>Signature of the bilateral agreements between the laedpartner and the partners</i></b></p> <p><b><i>Constitution of the Steering Committee (Comitato Direttivo - CD) and the Technical Committee (Comitato Tecnico - CT)</i></b></p> <p><b><i>1° Partnership Meeting in Treviso</i></b></p>	<p><i>To fill in only for the activities in which you are directly involved</i></p>

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<b>PLANNED ACTIVITIES</b>	<b>ACTIVITIES EFFECTIVELY DEVELOPED</b>
<i>Skype Conferences</i>	

<b>EXPECTED RESULTS/PRODUCTS</b>	<b>ACHIEVED RESULTS/PRODUCTS</b>
<p><i>Work Plan</i></p> <p><i>Internal and working communications</i></p> <p><i>Report of the 1° partnership meeting</i></p> <p><i>Bilateral Agreements</i></p>	<p><i>To fill in only for the activities in which you are directly involved</i></p>

**DEVIATIONS FROM INITIAL PLANNING AND REASONS RELATED**

*Please describe in details the deviations from the original working plan and the reasons*

**CRITICALITIES ENCOUNTERED AND ADOPTED SOLUTIONS**

**WP2 - SHARING THE TRANSFER METHODOLOGIES (COMPONENTS AND CONDITIONS) BETWEEN THE PARTNERS**

PLANNED ACTIVITIES	ACTIVITIES EFFECTIVELY DEVELOPED
<p><b>Arrangement of the instructions and of the job instruments</b></p> <p><b>Analysis of the starting situation of the educational systems and of the job policies in the receiving territories</b></p> <p><b>Coordination meeting between the partners (in Treviso) to organize the transferring plan.</b></p> <p><b>Arrangement of two transferring plans (in Puglia and in Germany)</b></p>	<p><i>To fill in only for the activities in which you are directly involved</i></p>

<p><b>EXPECTED RESULTS/PRODUCTS</b></p>	<p><b>ACHIEVED RESULTS/PRODUCTS</b></p>
<p><i>Catalogue of the products to be transferred</i></p> <p><i>Territorial analysis report</i></p> <p><i>Transferring plan</i></p>	<p><i>To fill in only for the activities in which you are directly involved</i></p>

<p><b>DEVIATIONS FROM INITIAL PLANNING AND REASONS RELATED</b></p>
<p><i>Please describe in details the deviations from the original working plan and the reasons</i></p>

**CRITICALITIES ENCOUNTERED AND ADOPTED SOLUTIONS**

**WP 8 – DISSEMINATION, INVOLVEMENT OF THE LOCAL STAKEHOLDERS**

<b>PLANNED ACTIVITIES</b>	<b>ACTIVITIES EFFECTIVELY DEVELOPED</b>
<p>Predisposition of the communication strategy</p> <p>Website Project Realisation</p> <p>Promotion of the project at local level</p> <p>Elaboration of papers, abstracts and articles</p>	<p><i>To fill in only for the activities in which you are directly involved</i></p>

PLANNED ACTIVITIES	ACTIVITIES EFFECTIVELY DEVELOPED
<p>Organisation of local meetings</p> <p>Final conference</p>	

EXPECTED RESULTS/PRODUCTS	ACHIEVED RESULTS/PRODUCTS
<p><i>Communication Plan</i></p> <p><i>Website</i></p> <p><i>Logo</i></p> <p><i>Information materials (brochure, poster etc)</i></p> <p><i>Press advertisements/ Press conferences</i></p> <p><i>Local Meetings (Treviso, Lecce,</i></p>	<p><i>To fill in only for the activities in which you are directly involved</i></p>

<b>EXPECTED RESULTS/PRODUCTS</b>	<b>ACHIEVED RESULTS/PRODUCTS</b>
<i>Berlino)</i>	

<b>TARGET GROUPS' INVOLVMENT</b>
<p><i>Please describe the involmment of target groups/end user(s), means and ways of involmment and (where applicable) provide information on the number of persons involved.</i></p>

<b>DEVIATIONS FROM INITIAL PLANNING AND REASONS RELATED</b>
<p><i>Please describe in details the deviations from the original working plan and the reasons</i></p>

**CRITICALITIES ENCOUNTERED AND ADOPTED SOLUTIONS**

**ATTACHMENT N.3**

**Unified System for Transparency and transfer of Los**  
**Uni.System.LO**

**Life Long Learning Programme – Leonardo da Vinci**  
**Transfer of Innovation (TOI)**

**EVALUATION QUESTIONNAIRE OF PROJECT**  
**MANAGEMENT AND PROCESS**

**WORK PACKAGE 7: Monitoraggio e Valutazione del Progetto**

**Rilevazione a cura dell'Associazione TECLA**

## **PURPOSE OF QUESTIONNAIRE**

The purpose of this questionnaire is assessing the quality of management and coordination of the project Uni.System.LO in terms of efficiency, as well as the quality of the on going process in order to analyze the critical issues and challenges from a management point of view and achieve project objectives.

The questionnaire is anonymous.

The Uni.System.LO project team is grateful for your collaboration.

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## 1. WORK PLAN

### **Objectives and activities of the project are clear**

A lot  
Quite a lot  
Not very/not much  
Not at all

### **Project activities are properly distributed among partners.**

A lot  
Quite a lot  
Not very/not much  
Not at all

### **Activities schedule and project organisation are efficient**

A lot  
Quite a lot  
Not very/not much  
Not at all

### **I usually manage to respect deadlines**

A lot  
Quite a lot  
Not very/not much  
Not at all

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**Human resources and workload ratio is fair compared to project activities.**

A lot  
Quite a lot  
Not very/not much  
Not at all

## 2. COORDINATION

**Level of esteem related to the support and guidance you have received from project coordinator**

High  
Sufficient  
Poor  
N/A

**Clearness and availability of the coordinator to provide you with instructions and tasks.**

High  
Sufficient  
Poor  
N/A

**Communication with the project coordinator is regular.**

A lot  
Quite a lot  
Not very/not much  
Not at all  
N/A

**Possible criticalities encountered and adopted solutions.**

**How would you assess overall the work of project coordinator?**

**Any tips to improve project management.**

### **3. PARTNERSHIP**

**Are you aware of each partners' role and responsibilities within the project?**

A lot  
Quite a lot  
Not very/not much  
Not at all

**Level of cooperation and collaboration among partners**

Excellent  
Good  
Fair  
Poor

**Have you encountered difficulties in communication because of the linguistic aspect?**

A lot  
Quite a lot  
Not very/not much  
Not at all

**Which are the advantages you have perceived from the collaboration with Uni.System.LO partners?**

**Which are the difficulties you have registered while collaborating with Uni.System.LO partners?**

**Any tips to improve the cooperation among partners**

#### **4. COMMUNICATION**

**Communication among partners is clear in terms of understanding messages.**

A lot  
Quite a lot  
Not very/not much  
Not at all

**Messages sent within the partnership generally get answered.**

A lot  
Quite a lot  
Not very/not much  
Not at all

**Communication among partners is efficient**

A lot  
Quite a lot  
Not very/not much  
Not at all

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**Communication means are adequate (email, skype, telephone, fax, etc)**

A lot  
Quite a lot  
Not very/not much  
Not at all

**External communication is effective?**

A lot  
Quite a lot  
Not very/not much  
Not at all

N/A

**Level of involvement of external subjects**

High  
Sufficient  
Poor  
N/A

**Any tips to improve the communication among partners**

**Any tips to improve the external communication**

## 5. Quality of results and products

### **Opinion on the quality of the intermediate products/process results**

Excellent

Good

Fair

Poor

### **Level of satisfaction of the direct beneficiaries**

High

Medium

Poor

N/A

### **Level of satisfaction of indirect beneficiaries (target group)**

High

Medium

Poor

N/A

### **Integration of Uni.System.LO initiative within a wider process/action.**

A lot

Quite a lot

Not very/not much

Not at all

## 6. Evaluation of partnership meetings realised

**On the whole, how would you describe your attendance to the first 2 meetings?**

Very useful

Fairly useful

Not much useful

Useless

**Could you please signify your satisfaction degree about the following aspects?**

	Fully satisfied	Fairly satisfied	Not much satisfied	<i>UNSATISFIED</i>
Clearness of meeting aims				
Exhaustiveness of the documents received				
Exhaustiveness of the information given (contents shared and discussed)				
Efficacy of answers given				
Consistency of the working-days plan with project contents				
Duration of working sessions				
Quality of materials used				
Efficacy of the Methodology used to moderate group discussions (if applicable)				
Level of Interaction achieved				
Level of Cooperation among partners achieved				
Consistency with expectations				

**Advices and suggestion to improve the quality of our following meetings**