

Quality assurance plan of the TOI – Project within the framework of the Leonardo da Vinci Innovationtransfer

Competence instead of Quota

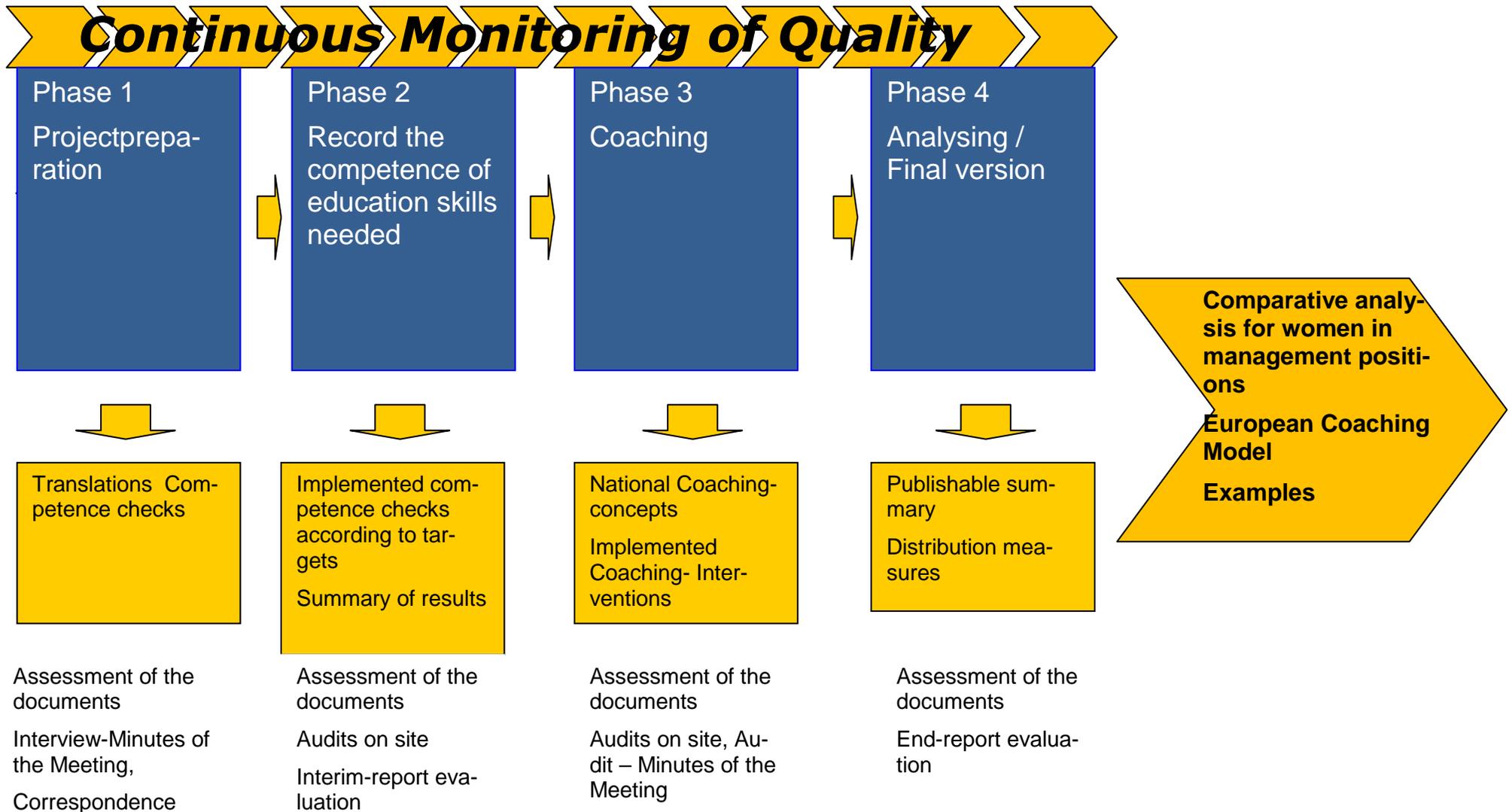


Evaluation: Consultancy anda GbR Berlin

Evaluator/Auditor: Dr. Annerose Giewoleit, contextual support of the project

Self-evaluation: All project partners

Part I: Project- and process-oriented approach



Comments:

Evaluation of transnational cooperation

The evaluation of the transnational / bilateral cooperation contains the disclosure and the comparison of assessments and experiences within the framework of international cooperation. Its focus is on the comparison of ‚Best Practice‘ and the promotion of the sustainability of the projects‘ results.

Methods of the evaluation

The execution of the evaluation is based in its transparency and planning on the foundation of the work plan. The evaluation can be complemented by unplanned strategic assessments, if essential problems or differences with regard to the achievement of the target are noticeable. The most important form of these evaluations are the audits of the projects on site with the project participants themselves. These audits are specifically geared towards the tangibility of the future potentials for improvement in the practical project work.

During the course of the evaluation of the project especially qualitative survey methods are to be used due to the specific difficulty. Further to that, interviews will be conducted with all participants and partners on all levels of the development partnership. The prioritisation will be determined during the course of the AP 3.

In addition the evaluation will be conducted via a participatory observation and monitoring / accompaniment.

The contents of all written materials that were drawn up in connection with the project (event concepts, minutes of meetings, invitations, publications etc.) will be analysed qualitatively and as such are another building block of the overall assessment. In so far as internet presence in connection with the development partnership comes into existence, then its contents will also be analysed and evaluated according to media-didactic criteria.

The evaluation will orientate itself according to indicators that will be specified and operationalised.

Presentation of the results of the evaluation

In regular progress reports, the results of the evaluation will be agreed with the project management and will be made accessible to the project partners. Both the interim reports as well as the end-evaluation report will be made available to the public in an adequate manner and will thus form part of the mainstream process.

I.1 Basic procedure

I.1. Evaluation of the documents

Evaluation of the compiled / adapted documents in terms of the goals and project plan with regard to

- Comprehensiveness
- Deadline compliance
- Plausibility

I.1.2 Execution of audits

The evaluation of the mode of operation and effective will be based on the goals set for the project. With the help of audits the effectiveness, the conformity with the goals and the actions taken will judged and documented. *) (Form Auditreport, see Attachment 1)

The findings of the implementation of audits refer to

- Determination if the processes are adequate and effective in order to fulfil the set requirements and quality of goals
- Depiction and the proof of the status-quo with regard to the fulfilment of requirements
- Common recording with regard to the achievement of the target
- Declaration of successes as well committing the mistake of not timeously implementing correction and improvement measures

I.1.3 Evaluation / Report

- Monthly evaluation of the project management
- Quarterly evaluation with the project partners
- Summary of the results for the project management and project sponsor both in the interim report as well as in the end report of the evaluation

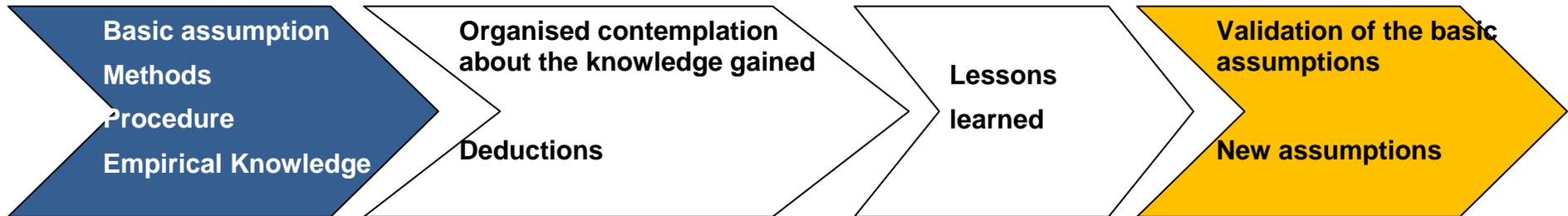
*) The term Audit lat. „audire“ comes from „hearing“, „observing“, „assimilating“. Audits are a method amongst many which enable to determine the strengths and potentials.

Part II: client – and value-oriented approach

Project as a Learning Process

Input :

Output



Examples

Organisations are long-term more successful with women in leading positions

Specific suitability of women as ambassadors for „Successful whilst being fair“

The coaching model (self-organised learning) is a goal-oriented method

Exemplary confirmation
New aspects

Exemplary evidence
New aspects

Changes in the end project “European coaching model”

Methods:

1. Comparative analysis of the competence checks

Agreements:

Evaluation of the results of the competence checks by the project partners

- Handover of all competence checks made anonymous by replacing the names with numbers (protection of privacy)
- Evaluation of the competence checks of the chosen women and their structural involvement (Names and company related information)
- Summary, conclusion by anda
- If necessary, comparison with current publications, reactions to own publications by anda

2. Comparison of the contents and literature references of the national coaching concepts

- Exchange of the most favoured methods
- Exchange of used literature
- Comparison with current publications by anda
- Evaluation of contacts to possible disseminators

3. Compilation of positive examples with regard to

- Possible impact within the company during the coaching process
- Possible changes of the educational processes
- Comparison to current publishings

Evaluation results:

Part 1. Project- and process-oriented approach:

Phase 1: Project preparation

All activities so far had the goal of laying the ground work for the project partners to accept the special thoughts behind the culture of trust and with that to place the special role of women in leadership roles into the mainstream. The following results were obtained:

- It was confirmed that the choice of the partners was a 100% fit and that all partners developed not only an understanding of the product, but also became very enthusiastic about the idea.
- It was proven that all participatory EC-countries have a need for the product. It is being gauged as an expedient method.
- The kick-off event in November 2013 explained the product to the partners and trust was established amongst the partners.
- The bilateral meetings in 2013/2014 were well-suited to convey the specifics and methodology of the product in the shortest possible time.

Phase 2 :

2. Progress on the adaptation of the initial product

The initial product was available in German and English at the kick-off conference. The kick-off event and the bilateral meetings have shown the necessity for a further specification and methodology of the product for the work of the partners. As a result, the content-related points were more specified and clarified.

3. Progress with regard to the activities of the transfer

1. The evaluation check was translated and its contents adapted by all partners so that the contents could be grasped.
2. All 190 evaluation checks were completed as planned. The project team appraised the evaluation checks at the meeting in Berlin in 09/14.
3. The international workshop in Berlin which took place in addition to the planned meeting of the project team with the project partners as well as the active participation of the German and Polish female entrepreneurs contributed immensely to the mutual insights gained.

Specific positive aspects of the project:

- The project team enjoys a very good relationship. Over and above the normal professional relationships, a very personal relationship also grew between the project partners. This again contributed to the good communication. Smaller issues could thus be quickly sorted and no misunderstandings resulted. The project partners are in continuous contact with each other via e-mail.
- The overall management of the project is very good. The project leadership supplied very good electronic tools; these tools significantly relieved the accounting of the content-related as well as the organisational and financial results. The reports

of the project leadership are very meaningful and are compiled very timeously. The accompaniment and control of the tasks are very intense.

Future possibilities:

- As yet continual delivery of results and data of some partners.

Part II: Client- and value-oriented approach

1. The product to be transferred

Using the personal traits of the women is a valuable and major contribution to the economy. This is done by transferring the product „Competence instead of Quota“ via partner organisations in KMU of the partner countries. Our product offers a very specific training / coaching programm for women already in and/or aiming for leadership positions by developing personality traits that are important for the leadership of processes and people. The product which catered for the evaluation of competence and coaching material was made available by the German partner. This project is based on the house-model of „Successful whist being fair“ which in turn is the result of the EC-Project „Fairness-Fitness-Future“ – already two project partners had participated in this.

2. Basic premises:

During the course of the project, the following assumptions were confirmed:

- The personal traits of women in leadership positions contribute to a value-oriented management. This was confirmed in all participating partnerorganisations.
- The evaluation of competence, derived from the house-model „Successful whist being fair“, is appropriate to clarify the significant strenghts and potentials of women for leadership. Despite differing personal potentials, key areas that contribute to an adapted coaching concept became obvious.
 - There are cultural differences that lead to a varied weighting, but in essence have confirmed that the method is applicable in all countries.
 - Based on their experiences, the specialists also confirmed the fundamental coaching process.

3. Action required

- The coaching concept cannot, in its present form, be integrated completely into the end product. All partner organisations have appointed specialists that bring along own methods and concepts all of which lead to a higher quality. However, everything needs to be standardised.