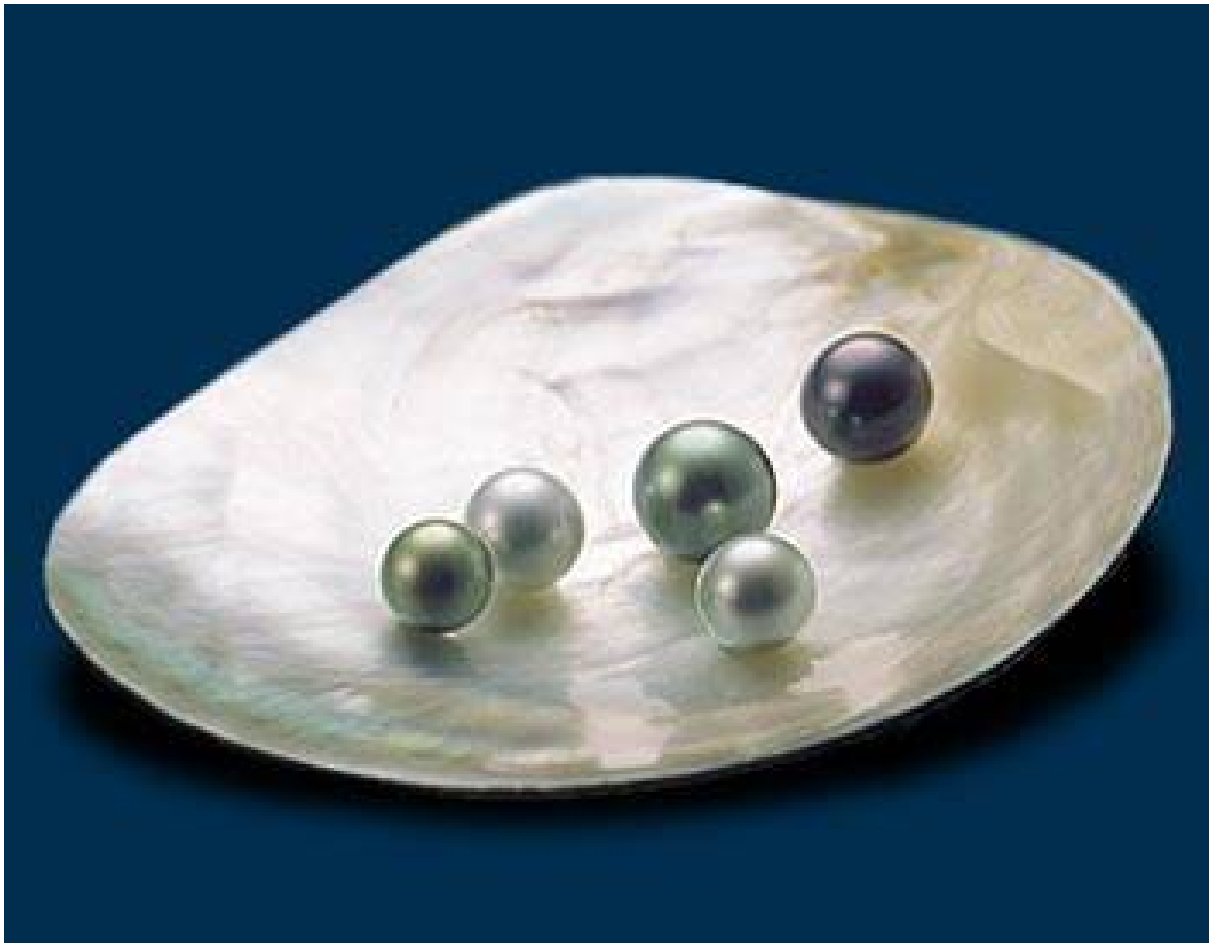
Education and Culture DG
Lifelong Learning Programme

Telework and Training:
Work at Distance to Teach at Distance
Pilot Project LLP-LdV/ToI/2008/RO/028

Work Package 8



ORGANISATIONAL MODEL EX-ANTE ANALISYS

Version 1: January 28th, 2009

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1. Introduction

The Consortium Organizational Model is described inside the "Operative Project and Consortium Organisational System" document (T&T WP9 Doc 001 EN v1 R36).

The model defines a set of Committees and Coordination Structures, enumerating their functions and listing their members from the project partners staff:

- Project Management coordination structure
- Project Managers
- Steering Committee
- Coordination Committee
- Quality Plan Management Committee
- Administration-Accounting and Financial Committee
- Valorization Committee
- Work-Groups

The aim of the ex-ante evaluation of the Organizational Model is to assess the model's effectiveness, both regarding its structure and the functions of its components.

2. Methodology

For evaluating the effectiveness of the Consortium Organizational Model, it was decided that questionnaires have to be completed by each staff member mentioned in the "Operative Project and Consortium Organisational System" document as being part of one or more of the Committees and Coordination Structures.
The list of the selected staff members is annexed.

A first questionnaire will target the set of Committees and Coordination Structures itself.
It will try to obtain an image about how usefull each Committee and each Coordination Structure is seen by the staff members completing the questionnaire.

The second questionnaire will target the functions to be performed by the Committees and Coordination Structures.
It will try to obtain an image about how strongly each staff member who completed the questionnaire agrees that each function is appropriate to be performed.

The two questionnaires were designed and sent by e-mail to each staff member, together with a short introduction about the goal of the quetionnaire, the rules for completing it and the deadline for submitting it back by e-mail.

Following the receipt of the completed questionnaires, in some situations where it could be seen that a more than average number of answers were not at the maximum appreciation level, live, chat or e-mail discussion were held for detailing the reasons behind the answers.
Those discussions helped drawing the report conclusions.

3. Results and conclusions

From the 22 staff members, only 20 returned the questionnaire completed in due time.
It was considered that the number of received answers is satisfactory enough for allowing to draw the conclusions of the evaluation.
The numbers of received answers are listed in Annex 2 for the "Committees and Coordination Structures" questionnaire and in Annex 3 for the "Functions to be performed" questionnaire.

As a general conclusion, regarding both questionnaires, it can observed that there were no negative answers concerning the usefulness of the Committees and Coordination Structures or about the functions these structures have to perform.

The majority of the answers are "Very useful" in the first questionnaire and "Strongly agree" in the second one, which demonstrated that no significant changes have to be made concerning the general Consortium Organizational Model.
One first decision can be taken: no Committee or Coordination Structure will be added or deleted from those mentioned in the model and also no function will be added or deleted.

Regarding the fact that in the "Committees and Coordination Structures" questionnaire some structures received less "Very useful" answers, the conclusions were that:

- the Steering Committee is formed by top-level managers of the partner institutions who, due to their positions and involvement in many other activities, can't act very tight to the project's schedule;
- the Coordination Committee is formed, for many partner institutions, by the project managers, which could lead to a superpositon of the activities performed by the two structures.

Even taking into account the expressed opinions, which in fact are not negative but only not "very strong", it can be considered that the respondents are seeing the Steering Committee and the Coordination Committee as useful structures.

Regarding the fact that in the "Functions to be performed" questionnaire some functions received less "Strongly agree" answers, the conclusions were that:

- some of these answers reflect the same conclusions from the first questionnaire, related to the possible slight superpositions between different structures;
- in some cases, the above mentioned type of answers were given by the persons participating in the related structures themselves, and it appeared after the supplementary discussions that they followed a somehow "statistical" approach and they didn't want to complete all the questions at the maximum appreciation level, thinking that in this case their answers would be considered as subjective or given without enough reflection on the subject;
- in other cases, especially about the "don't know" answers, it appeared, from the comments received together with the answers or after the supplementary discussions, that the respondents didn't consider themselves as qualified to evaluate the functions performed by upper-level structures.

Like in the case of the first questionnaire, even taking into account the expressed opinions, which in fact are not negative but only not "very strong", it can be considered that the respondents are seeing the defined sets of functions as appropriate.

Annex 1: Staff members list

Institution	No.	Name
P0 – CTANM	1	Tom SAVU
	2	Andrei DUMITRESCU
	3	Paula SPANU
P1 – CCD	4	Simona LUCA
	5	Diana MELNIC
	6	Ligia MATEESCU
	7	Florica PARAGINA
P2 – ISE	8	Luminita TASICA
	9	Mihai JIGAU
	10	Mihaela DINU
P3 – ALLWEB	11	Theodora OIKONOMAKOU
	12	Ioanna IOANNIDOU
	13	Evaggelia PNEUMATIKOU
P4 – CIFP	14	Julio LOPEZ LOMBARDERO
	15	Alvaro DOURAL LEIRAS
	16	Isidro BERDEAL DIAZ
P5 – SILABO	17	Giuseppe D'ANGELO
	18	Angela LUONGO
	19	Paola AMODEO
P6 - CEMSAC	20	Antonio RAIA
	21	Filomena FAIELLA
	22	Sica GIANLUIGI

Annex 2: Committees and Coordination Structures

Structure	Very useful	Useful	Don't know	Not useful	Completely not useful
Project Management coordination structure	20	---	---	---	---
Project Managers	20	---	---	---	---
Steering Committee	14	2	4	---	---
Coordination Committee	15	4	1	---	---
Quality Plan Management Committee	18	2	---	---	---
Administration-Accounting and Financial Committee	20	---	---	---	---
Valorization Committee	16	3	1	---	---
Work-Groups	16	2	2	---	---

Annex 3: Functions to be performed

Structure	Strongly agree	Agree	Don't know	Don't agree	Complete disagree
Project Management coordination structure functions					
Coordinate the realization of the Final Project	20	---	---	---	---
Control the project's progress also in relation to the action of Quality Control and to the intermediate and final reports to be forwarded to the National Agency	20	---	---	---	---
Implement the integrated supervision of the Administration-Accounting and Financial aspects	20	---	---	---	---
Implement the supervision of the good state of relationship with all the national and transnational partners	20	---	---	---	---
Coordinate the realization of the transnational meetings	18	2	---	---	---
Implement the integrated supervision of the Dissemination, Valorization and Mainstreaming Actions	19	---	1	---	---
Manage the institutional relationships with the National Agency	20	---	---	---	---
Provide the organization support to the Project	17	1	2	---	---
Manage the linguistic localization of all the products that will be distributed at extra-national level and of the English part of the Portal	17	2	1	---	---
Submit the Steering Committee possible proposals of orientation/action changes	19	---	1	---	---
Project Managers functions					
Providing the operative management of the project inside each partner organization	20	---	---	---	---
Steering Committee functions					
Represent the petitions of the single partners	16	2	2	---	---
Have the responsibility of orienting the Project	17	1	2	---	---
Preside the achievement of the Project's objectives	15	3	2	---	---

Structure	Strongly agree	Agree	Don't know	Don't agree	Complete disagree
Organize the public days realized within the transnational meetings	15	2	3	---	---
Define the possible project changes to be made upon proposal of the Project Management	17	1	2	---	---
Coordination Committee functions					
Supervise the realization of the Final Project	16	2	2	---	---
Orient and integrate the WP actions	16	1	3	---	---
Assess the intermediate actions and results	16	1	3	---	---
Suggest the Project Management possible changes during the pathway	17	2	1	---	---
Quality Plan Management Committee functions					
Define the management policy for the T&T Project Quality Control	18	2	---	---	---
Define the Project Quality Control Tools	20	---	---	---	---
Monitor the Project at its beginning (ex-ante control), in-itinere and at its end (ex-post control)	19	1	---	---	---
Monitor the Project's products and processes	18	1	1	---	---
Define, together with the Project Management, the preventive and corrective actions to be implemented in case of necessity	20	---	---	---	---
Administration-Accounting and Financial Committee functions					
Draft an accounting internal Guide starting from the indications provided by the official Financial Manual of LLL Programme and by the guidelines defined by the National Agency	17	3	---	---	---
Follow all the accounting activities of the Partners and guaranteeing their correctness and consistency in relation to the Programme's objectives	19	1	---	---	---
Monitor the expenditure possibility of the whole partnership and implement necessary corrective actions whereas it is necessary	18	1	1	---	---
Manage the accounting of the whole partnership	19	1	---	---	---

Structure	Strongly agree	Agree	Don't know	Don't agree	Complete disagree
Develop all the institutional activities required by the European Commission and by the National Agency about the administration and financial management	17	1	2	---	---
Manage the transfer of the economic resources allotted to the single partners and elaborate the subcontracts and all the required financial documentation	17	1	2	---	---
Valorization Committee functions					
Realize the detailed plan of interventions and tools aimed at Valorization	20	---	---	---	---
Realize a standard model for each of the project's products that will be realized, in their different version: hardcopy and innovative diffusion products (i.e. CD-ROMs, Brochures, e-Zines, News)	17	1	2	---	---
Realize a standard organization model for the public days to be developed within the transnational meetings in the countries of the Project's partners	19	1	---	---	---
Coordinate the dissemination and exploitation actions	18	1	1	---	---
Coordinate and, in some cases, realize all the dissemination products	19	1	---	---	---
Manage all the contact and relation public areas included in the Project's Portal	17	1	2	---	---
Control the implementation of the Valorization Plan	19	1	---	---	---
Work-Groups functions					
Define the Team's work protocol	20	---	---	---	---
Control and implement the WP activities	17	1	2	---	---
Integrate the actions of the partners involved in the WP	17	1	2	---	---
Achieve the WP results	19	1	---	---	---