

# **QUADULTRAINERS PROJECT**

*“Towards a  
European Qualification Prototype  
for  
Adults Trainers”*

## **Project Management *and* Communication Plan**

*DRAFT*

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# 1. Introduction

This document specifies the Project Management and the Communication Plan of the Quadultrainers Project.

Quadultrainers Project aims at increasing the recognition, the social prestige and the attractiveness of the Adults Trainers Profession by proposing -through a multistakeholder research and consensus building process- a European Qualification System for Adult Trainers.

The Quadultrainers Project objectives are:

- A. mobilise professional Associations in this domain to collect their views on existing needs/opportunities and on the implementation framework that would be needed to implement a European Qualification in this domain.
- B. achieve a complete and articulated picture of what is already in existence in every Member Country and at European level in the different institutional and organisational contexts in which the trainers of adults operate.
- C. build -through an open dialogue among all involved categories of stakeholders- a European definition of the professional area and a representation of the related competencies and levels of performance/expertise.
- D. propose a co-operation framework among national and international associations and institutional actors, that would allow the delivery of general and specialised professional qualifications.
- E. consider among the Associated Networks and the institutional interlocutors- the creation of a European Qualification Institute for Lifelong Learning, focusing its initial activity on the trainers of adult learners in the different working contexts (industry, finance, public administration, non-profit organisations, school, health, armed forces, adult learning centres, etc.).

This Plan basically pursuits the goal of ensuring quality in project management and, consequently, of all deliverables. The work in Quadultrainers shall follow certain procedures ensuring the value of deliverables. These procedures are collected in this document together with the description of the

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organization, the structure, the general rules and the standards to be maintained during the development of the project. Moreover, in this document are collected other administrative information (contacts, calendar, document templates, document list, etc.) useful to clarify all the aspects of the project management.

The purposes of this Project management and Communication Plan are the follows:

- To inform all the Quadultrainers Partners about main decisions taken to assure the quality of their work and of the entire project;
- To assist each individual development team in implementing these decisions in their environment;
- To provide each Partner and the European Commission (EC) with sufficient visibility on the Consortium and its quality practices.

This document affects all the Quadultrainers Partners. It covers the organizational, administrative and managerial aspects of the project.

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## 2. The Project Management Approach

### 2.1 Structure and Roles

The project organisational structure is going to be articulated as follows:

#### Partners

The Netherlands	NIBE – SVV BV – <b>(Applicant, Administrative Coordination)</b>	Mr. Clemens Spoorenberg
Luxembourg	European Banking & Financial Services Training Association Asbl - EBTN Asbl – <b>(Strategic Coordinator)</b>	Mr. Mario Spatafora
Italia	SCIENTER – <b>(Technical and Methodological Coordinator)</b>	Mr. Claudio Dondi
Italia	ASSOCIAZIONE ITALIANA FORMATORI AIF	Mr. Pier Sergio Caltabiano
Belgium	FEBELFIN ACADEMY VZW	Mr. Werner Abelshausen
Germany	Hochschule für Wirtschaft und Recht Berlin Berlin School of Economics and Law - HWR Berlin	Mr. Erwin Seyfried
Portugal	Instituto de Formação Bancária – IFB	Mr. Luis Vilhena da Cunha

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## **Project Steering Committee is composed by:**

- 1. EBTN - LU**
- 2. ASSOCIAZIONE ITALIANA FORMATORI - IT**
- 3. NIBE – SVV BV- NL**
- 4. SCIENTER – IT**

Project Steering Committee (SC) will be in charge of the overall project co-ordination, of major management decisions, and of setting quality principles, review criteria, communication and administrative procedures and dissemination strategies.

The SC will set up communication procedures, so to ensure an efficient flow of information among partners. Operational communication will take place via e-mail, audio-conferencing and web-based collaborative environments (made available via the project website), but these will need to be complemented by regular face-to-face meetings. Circulation of documents will be agreed as part of the management plans and the deliverables of each one of the Activities will be sent by the WP leader to the project coordinator and other members of the SC for final review. As for project management documents, the project coordinator (EBTN) will ensure the circulation of relevant cost statements and other administrative information.

### **2.1.1 The Project Coordinator - EBTN**

The **Project Coordinator** is the Contractor Partner of the Project, the European Banking and Financial Services Training Association (EBTN) Asbl. This is the Institution in charge of quality assurance for the entire duration of the project. During the working activities it provides to establish, coordinate and develop the relationship with all the Partners of the project, aiming at involving in the work all the Partners.

The Project Coordinator provides for:

1. Defining co-ordination, management and development functions, responsibilities and standards;
2. Monitoring the progress and feedback mechanisms linked to decision-making processes;

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3. Promoting a rational use of the communication and discussion platform available to project partners;
  4. Embedded quality control mechanisms

The **Project Coordinator (EBTN)**, in cooperation with the Project Management Committee, has the responsibility for the overall management of the project, with particular reference to liaison with the European Commission, and the production of project deliverables.

Co-ordination of the circulation of documents will be managed by the Project Coordinator, in cooperation with the Work Package Leader (WPL), unless otherwise agreed i.e. particular Work Packages may be subject to specific arrangements. The Project Co-ordinator has the authority to ensure that agreed plans are kept to and to call Project Management Committee meetings if he considers it necessary.

The Project Co-ordinator will control the overall project progress and monitoring. The Project Co-ordinator has the task for strategic management of the project and has a broker role between project actors and project activities. In case of a disagreement within the Consortium regarding the work-plan, or any other relevant issue, such disagreements will be resolved by a decision of the Project Management Committee.

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## 2.1.2 The Project Management Committee (PMC)

The **Project Management Committee** is composed by four Work Packages Leaders. It is in charge of enduring the punctual and correct development of the work plan, controlling of tasks, allocating resources in the best way as possible.

The **Project Management Committee** has the responsibility for consultation between all partners, for monitoring the progress and the decision-making processes within the project.

The PMC is composed of the key persons of the three leading project partner organisations: EBTN as Coordinator, SCIENTER as Responsible for Metodology Development and FHVR Berlin as Expert in Quality Assurance approach.

The Project Management Committee is chaired by the Project Co-ordinator EBTN. The Committee takes strategic decisions in the project, including amendments to the project work-plan. It plans and organise activities, identifying the key staff to be involved and the respective responsibilities. Moreover, the PMC will also be in charge of analytical planning and control of single project tasks, defining the schedules, carrying out *ad hoc* controlling actions by using dedicated quality assurance tools and by monitoring communication flows and information exchange. As such, the PMC will be responsible for overall project co-ordination, of major management decisions, and of setting quality principles, review criteria, communication and administrative procedures and dissemination strategies.

Another task of the PMC is also to make sure that set objectives are coherent with the specific WPs' objectives, and that tasks allocation is consistent and realistic. This will contribute to prevent delays and risks of missing the priority project objectives.

The PMC is also responsible for self-assessment and quality assurance, as an embedded activity throughout the project lifecycle. Meetings of the Committee will include opportunities for structured reflection on the progress of the project and the evolving understanding which partners have of the project progress.

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### 2.1.3 The Work Package Leader (WPL)

Within work packages, the designated lead partner called **Work Package Leader** is responsible for the co-ordination of the specific work package, for the scheduling of the reports within this work package and for the deliverables. All Work Package Leaders will be required to report regularly to the project co-ordinator about the progress of their respective work packages. Information from lead partners in work packages will need to be supplied to the project co-ordinator in order to prepare progress reports. At the work package level, the Work Package Leader is responsible for ensuring that all the work package actors receive appropriate ongoing documents and that work package deliverables are produced within the appropriate time-frames for deadlines. Deliverables have to be sent to the Work Package Leader and to the Project Coordinator for the final approval and deliver to the Commission.

### 2.1.4 The Advisory Board Members

The project evaluation activity will be supported by the **Advisory Board (AB)** which will act as an external evaluator body.

QUADULTRAINERS' Advisory Board will be set up including a Learning experts (in charge of expert validation) and representatives of national quality and accreditation bodies. Once the members of the AB will have been identified and contacted, the AB will meet three times.

Two AB Meetings will be organised in connection with major events:

- Concertation Seminar: in order to support the design and the development of the project outputs through the identification of need, priority areas for certification and the collection of existing qualification and competences frameworks across Europe with especial reference to the trainers of adults.
- Final Conference: in order to produce policy recommendations out of the project results.

The proposed Advisory Board is:

**- Mrs. Simone Kirpal**  
Project Management  
Institut Technik & Bildung  
Universität Bremen (Germany)

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**- Ms. Aida Maisano**

ABIFormazione Director  
Italian Banking Association  
Rome (Italy)

**- Mr. Walter Kugemann**

Head of department Friedrich - Alexander - Universitat – Erlangen Nurnberg (Germany)

**- Mr. William Portelli**

President Malta Union of Bank Employees  
'Dar Joe Rizzo' (Malta)

**- Mrs. Claudia Montedoro**

ISFOL – “Istituto per lo sviluppo della formazione professionale dei lavoratori” (Italy)  
Head of Research Department, Unit of Human and Structural Resources of Training Processes.

**- Mrs. Cristina Bertuzzi**

SSPA, “Scuola Superiore della Pubblica Amministrazione”,(Italy)  
Responsible for Training Processes Planning, Coordination and Evaluation Management.

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## 2.2 Mechanism and Procedures

### 2.2.1 Schedule of Meetings

Meetings will mainly deal with two macro-categories of issues: management and coordination, working issues. As concerns management and co-ordination, meetings will aim at dealing with such issues as: assessment of the work progress; consistency of the project outcomes with oncoming deadlines; elaboration of possible corrective actions. Information is also provided for the co-ordination of the various Work Packages and for identifying deviations, problems etc.

The PMC will be in charge of managing such issues, with the participation of Work Packages Leaders, according to a predefined agenda, prepared by the Project Coordinator. The meetings minutes form a set of tasks and implementation guidelines for the whole project activities.

As concerns working issues, meetings aim at discussing and solving problems related to specific project tasks.

Meetings are held regularly with the participation of those involved in the elaboration and implementation of project activities.

The minutes of such meetings approved by PMC and circulated by the Project Co-ordinator form a useful set of reference documents for the formative project evaluation. All partners will be expected to attend the kick-off meeting, and the final co-ordination meeting. Additional meetings of sub-Committees of the consortium (focusing on specific work package tasks) will be convened as appropriate (decided by the Lead Partner for the work package).

There are different kind of meetings. They all have a double aim: on one hand creating situation to let all the partners involved in the project reflect and evaluate what has been done until that moment; on the other hand organizing, designing and taking decisions about the following activities. However, they might be distinguished by the more operative or disseminative character they have:

- **Kick-off Meeting**, that is the official event determining the start up of the project activities. It is aimed at introducing the Partners, to go through the project aims and expected results, to define a plan for the involvement of Relay Points (RP), to clarify contractual and financial aspects, to set the basic criteria for sustainability and valorisation activities and to establish the short-term planning ahead;

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The Quadultrainers Kick off Meeting was on 13<sup>rd</sup> - 14<sup>th</sup> November 2008 in Bruxelles

- **Coordination Meeting and possible Workshops**, are the events during which it is analyzed the progress report and main results got at the current date. They also include miscellaneous activities about the definition of roles and tasks for content-related issues and a general planning of next meetings;
- 5. **Concertation Seminar** will take place on March 24<sup>th</sup> . Its aims can be summarised as following: a) To promote the dialogue amongst different actors and visions of identification, recognition and certification of competences for Adult trainers; b) to support the design and the development of the project outputs through the identification of need, priority areas for certification and the collection of existing qualification and competences frameworks across Europe with especial reference to the trainers of adults; c) To assure sustainability and dissemination of the project output.
- The Final Conference will represent the occasion for the full presentation of the project outcomes. It is expected that at least 60 participants will attend it; these will be representatives of the addressed target sector as well as expert and practitioner of the vocational training sector and lifelong learning; i.e.: the Financial Services Sector, certification and accreditation authorities, social partners, the Advisory Board. Some key members of the MetaCommunity website will be also invited.

For the Quadultrainers project has been established a calendar of such events. The following table shows the most important appointments for the partners involved in the project. This plan might undergo some little changes of dates or place or even be extended, if during the progress of the project it is hold as necessary.

#### MEETINGS

- 1) **Steering Committee Meeting 10th October 2008, Bologna**
- 2) **Kick off Meeting 13th – 14th November 2008, Brussels**
- 3) **Steering Committee Meeting 21st January 2009, Bologna**
- 4) **Partners Meeting 23<sup>rd</sup> March 2009, Rome**
- 5) **Advisory Board Meeting 23<sup>rd</sup> evening – 24<sup>th</sup> March 2009, Rome**
- 6) **Concertation Semimar 24<sup>th</sup> March 2009, Rome**

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## 2.2.2 Communication flows and Information Exchange among Partners

The Project Coordinator (EBTN) will facilitate the exchange of administrative and managerial documents with the support of SCIENTER. Information flow takes the form of:

- ♦ Working papers, presenting research results and inputs for further development

To improve the effective management of the project work, information flows will be supported by traditional means of communication (such as email, telephone, and fax). Work Package Leaders are responsible for ensuring that all the work package actors receive appropriate ongoing documents and that work package deliverables are produced within the appropriate time-frames for deadlines. Deliverables have to be sent by work package leaders to the project co-ordinator and other Members of the Project Management Committee for internal/final review. The Project Co-ordinator is responsible for delivering the approved document to the Commission. All project documentation will be in English. To facilitate the editing and merging of documents produced by the different project actors, procedures and standards will be agreed in terms of the format.

## 2.2.3 Media for the Project Communication

<b>Main communication channels used by the Project Partners</b>	
<b>Mailing list</b>	Used to send material or communication to multiple recipients, to reach all the members composing the partnership.
<b>Website</b>	<a href="http://www.quadultrainers.eu">www.quadultrainers.eu</a> , it is composed of a Public Area and a Private-access Area reserved for the actors directly involved in the project. In the public area there are general information on the project, the partnership and the events foreseen. The private Area contains information on the development of the Work Packages composing the project, official documents from the meetings and key documents (official templates, administrative and financial documents)
<b>Conference Call</b>	Used for communications among several partners.

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## **2.2.4 Reporting Procedure**

Progress monitoring and reporting will be conducted in accordance with the terms of the contract with the Commission. The Project Coordinator, in collaboration with PMC, are responsible for the preparation and submission of most relevant reports: the Interim Report, reporting the intermediate evaluation results and the Final Evaluation Report, presenting the final evaluation results and an overall assessment of the projects outcomes. For each Work Package of the project, the Leader partner is responsible of the reports that have to be provided. The responsible partner of a report has also to send the report to the Coordinator of the project, that is in turn responsible of validating it. The Coordinator also has to communicate the final results of the report to the other members composing the partnership. From this moment the report is extended to all the members of the partnership by email or available to be downloaded from the Official Project Website ([www. www. quadultrainers.eu](http://www.quadultrainers.eu)).

## **2.2.5 Embedded Quality Control Mechanism**

The interactivity between the Project Management Committee, the Work Package Leaders and the Advisory Board - allows for collective examination of project progress. Essentially it provides for internal quality control system, through evaluation activities between the involved structures, ensuring that decision-making is not detached from evaluation.

Within this overall approach, quality control is operated mainly by including the regular assessment of the outcomes and results achieved. Regular assessment of the outcomes and results also guarantees the constant attention on the evolution of the project, that allows to keep control of many variables – even unknown - that might have an influence on the project development. This quality approach guarantees not only the finalization of the project, but also a critical focus on its development that allows to consider all those useful elements for the best implementation of its aims that were not expected.

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## **2.2.6 Corrective Actions**

Each Work-Package Leader is responsible to monitor the progress in the work-package assigned. The Project Co-ordinator will monitor the overall progress of the project. Corrective actions should be taken according to a defined approach and should be primarily adopted within the respective work-package itself. Problems which affect the interdependence of other work packages or which could affect the overall success of the project should be dealt on a project management basis or within the PMC.

The main concern of corrective actions on a project management basis is the quality and timeliness of milestones and project deliverables. Possible deviations from plan of formal project output will be documented by the Project Coordinator. If only one work-package is concerned the work package leader will supply an updated work plan for the work-package which will substitute the original plan.

## **2.2.7 Elaboration and Submission of Deliverables**

Each deliverable is assigned to one leading responsible partner. This partner takes the responsibility that the deliverable is of high quality and on time. The responsible partner assures that the content of a deliverable is consistent with the specific WP aims, as well as with the overall goals of the project. Any issues endangering the success of the work-package or the project has to be reported immediately to the PMC.

The submission procedure for deliverables ensures that the formal output of the project has high quality and fulfils the requirements of EC standards. Each deliverable will be assigned to an internal reviewer or to a panel of reviewers. The assignment to the internal reviewer(s) will be decided by the PSC at least one month before the deliverable is due to submission.

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**List of Deliverables and Outcomes:**

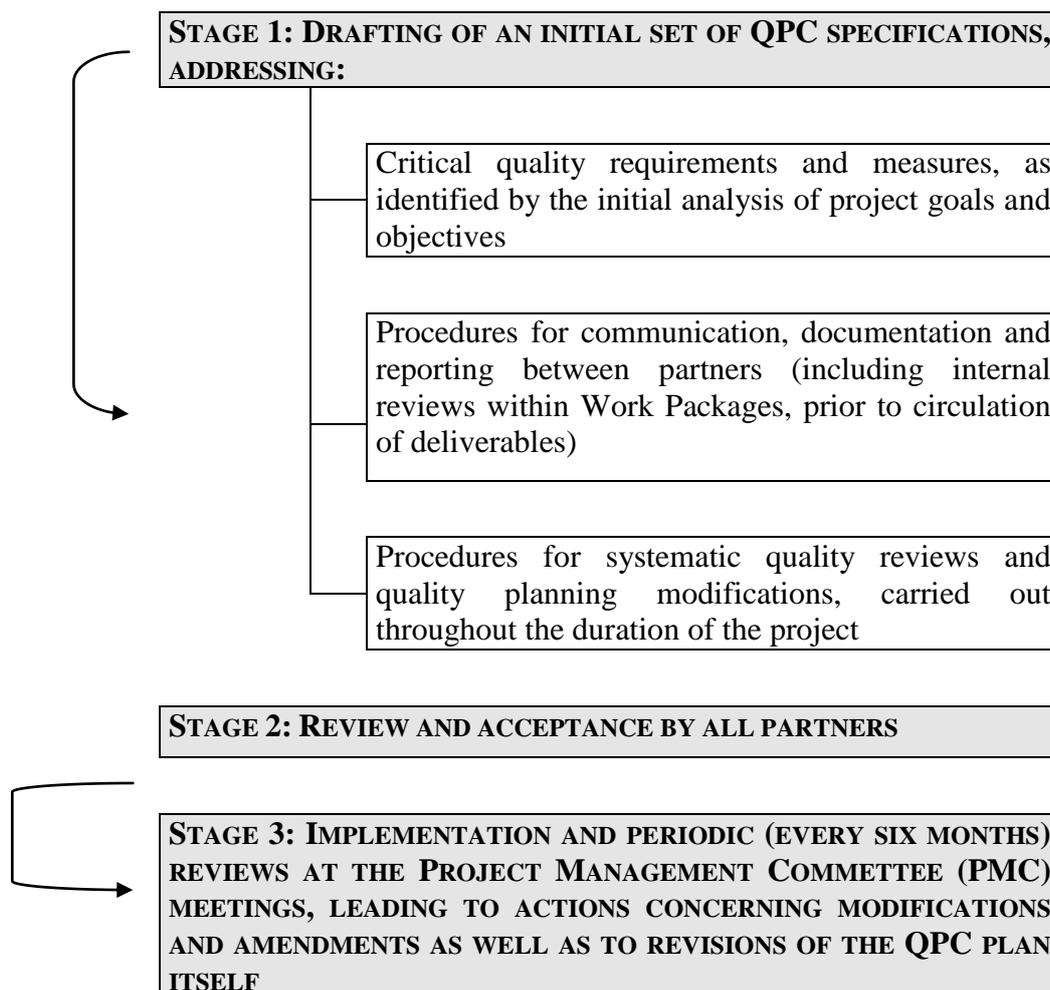
WP	Deliverables	Leader	Delivery date (from month..to)
WP1 Awareness raising & Network building	<ul style="list-style-type: none"> <li>* Action plan for the activation of the European Learning Networks</li> <li>* Concertation seminar</li> <li>* Website</li> </ul>	EBTN	1-4
WP2 Open review & comparative analysis of the state of art of existing qualification and competence framework	<ul style="list-style-type: none"> <li>* Research Framework</li> <li>* State of the art report on existing qualification and competences framework</li> </ul>	FEBELFIN ACADEMY	1-6
WP3 Competence Framework	<ul style="list-style-type: none"> <li>* Competences Framework</li> </ul>	SCIENTER + AIF	7-11
WP4 European Qualification Prototype	European Qualification Prototype and Methodological Guidelines	IFB	12-15
WP5 Validation & Piloting	<ul style="list-style-type: none"> <li>* Validation and Testing Report</li> </ul>	SCIENTER	16-21
WP6 Valorisation & Dissemination	<ul style="list-style-type: none"> <li>* Valorisation and Dissemination Plan</li> <li>* Project Community (website)</li> <li>* Articles and publications</li> <li>* Final conference</li> </ul>	EBTN	1-24
WP7 Exploitation	<ul style="list-style-type: none"> <li>* Transferability Plan</li> <li>* Exploitation Plan</li> </ul>	AIF	18-24
WP8 - Project Management	<ul style="list-style-type: none"> <li>• Project Management and Communication plan</li> <li>• Project Interim and final report</li> <li>• Minutes</li> </ul>	NIBE / EBTN / SCIENTER)	1 - 24
WP9 - Evaluation, Monitoring and Quality Assurance	<ul style="list-style-type: none"> <li>• Evaluation Plan</li> <li>• Final Evaluation Report</li> </ul>	HWR - Berlin	1 - 24 17

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### 3. Quality approach

#### 3.1 Quality Planning and Control

The *Quality Planning and Control* (QPC) within the project has the objective to establish an internal operational framework, which will allow maximum flexibility while maintaining a clear distinction of roles and responsibilities of all partners involved. These two requirements constitute the Quality Function of the project, addressed within the Project Management activities. To achieve this, the project has established appropriate mechanisms and procedures, involving all partners. These procedures address the whole range of administrative, financial and technical issues, including issues such as internal reviews at the Work Package level, standards for reporting and documentation. Such reviews will be carried out throughout the duration of the project, involving representation and commitment from all partners. The project evaluation activities will be run in a complementary way. **The implementation of a QPC cycle will consist of the following three stages:**



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The operation of this QPC cycle is based on the organisation of the Project Management task. More specifically, all project deliverables are subject to Quality Assurance procedures, prior to their submission.

### **3.2 Evaluation Process**

The Project Management will also rely on the planned project-level evaluation processes. The development and implementation of the evaluation system is an essential part of the project. The evaluation framework will support the project activities, collecting and processing the inputs, according to which the scope and complexity of the Qualobster Project may need to be refined and adapted.

The methodologies, solutions, and tools for evaluation aim at defining a three-fold purpose: *operational, summarizing, and learning purposes.*

1. ***Operational purposes*** refer to how the project is being developed, implying a clear reference to the project management style, to the quality of partners participation, to the respect of deadlines, etc. The evaluation activities assure the project management and the other partners a continuous monitoring on the quality of the complex process being enacted. For the objectives of the Qualobster evaluation plan, the operational dimension will focus both on the *project level* and on the *pilot level* involved with the validation exercise.
2. ***Summarizing purposes*** refer to the traditional approach to evaluation (i.e. judging and assessing the match between the expected results, the invested resources, and the goals achieved). This dimension of evaluation interests both internal players (i.e. the Project Partners) and EBTN Members, Relay Points, whose attention mainly focuses on pedagogical/methodological effectiveness, usability of new products, systems, configurations, etc.
3. ***Learning purposes*** refer to the overall assessment of the “lesson” that can be drawn from the pilot activities (which can be considered as “field trials”). Such an assessment can be either positive or negative. The important element is that a “lesson”, or a number of lessons, can be sketched and can be an alert for future initiatives.

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Against this approach, evaluation refers to the whole project life cycle, focusing on a variety of activities, interactions, procedures, products, feedback, and goal-matching results. Thus, not only will it be a “*summarizing*” exercise at the end of the project life cycle, but it will also involve “in-the-making” dynamics, work styles, and reactions, according to a “*formative*” approach.

The *summarizing approach* deals with the project overall final results as well as with the final results of each of its significant phases. In this perspective, the evaluation outcomes meet the needs and viewpoints of the actors playing a role in the project. In fact, being each partner’s knowledge about the learning methodologies and about the technological issues varied and interpreted from different perspectives, it is of major importance to directly assess their specific needs and expectations, in order to cover as many aspects as possible.

In this respect, the evaluation framework focuses on the following objectives:

- ◆ to direct the on-going monitoring of the pilot activities, also providing help for corrective actions whenever needed;
- ◆ to provide input to the monitoring of the project advancement, with direct reference to the overall Project Management procedures;
- ◆ to promote and support reflexive learning and critical thinking in order to provide input for an integrated development of the Project.

Continuous *formative evaluation activities and monitoring*, will be set up, following the general guidelines for monitoring and assessment which will be elaborated in the dedicated “Evaluation Plan”. Monitoring will accompany the validation activities and will aim at assuring quality outcomes, with respect to schedule, consistency with expected results, activation of partners and contribution to the development of activities, collection of validation data. At the end of the verification phase, a final evaluation will take place, with the aim of collecting feedback and the level of acceptance of the developed toolset and methodology. Evaluation will also involve the addressed Financial Services Sector players, in order to collect their ideas on the potential of sustainability and transferability of Quadultrainers in other knowledge-based sectors.

*Formative evaluation* brings about a different approach, which is particularly relevant for innovation projects. It assumes continuous feedback iterations and consultation with users, embedding such practices in the normal project work, thus fostering collaboration among involved players.

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The Quadultrainers evaluation framework will also put emphasis on the organisational processes and on the possibilities for the exploitation of expected results following the validation exercise. In this respect, the evaluation activities focus on the following elements:

- ◆ ***User acceptance***: assessment of user acceptance with reference to the Quadultrainers toolset in terms of usefulness, user-friendliness, etc.
- ◆ ***Learning process***: assessment of user learning experience and of its outcomes and impact on the users themselves.
- ◆ ***Organizational impact***: on-going and summarizing assessment of the impact that Quadultrainers system brings about in the partner organizations.
- ◆ ***Project Management***: monitoring on the management efficiency against project timing and the matching between initial project objectives and outcomes obtained.
- ◆ ***Potential for dissemination and transferability***: assessment of the extent to which Quadultrainers model and achievements can be transferred to other sites, both inside and outside Europe.
- ◆ ***European added value***: assessment of the relevance that Qualobster achievements may have at European level.

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## ANNEX I

### Agenda template



### **"Towards a European Qualification Prototype for Adults Trainers"**

#### **“PARTNER MEETING”**

**Place, Date**

Venue:

*Agenda*

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## **ANNEX II**

### **Project Report Template**



**"Towards a  
European Qualification Prototype  
for  
Adults Trainers"**

*(142592-LLP-1-2008-1-NL-LEONARDO-LMP)*



*Project  
Report Template*

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HEADING 2 – ARIAL 14, BOLD ITALIC.....	26
Heading 3 – Arial 13, Bold .....	26

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## 2 References

- ◆ Castells, M. (1996): The Rise of the Network Society. Blackwell, Oxford
- ◆ “Declaration of the European Ministers of Vocational Education and Training, and the European Commission, convened in Copenhagen on 29 and 30 November 2002, on enhanced European cooperation in vocational education and training - The Copenhagen Declaration”. Full text accessible at the URL: [http://europa.eu.int/comm/education/copenhagen/copenhagen\\_declaration\\_en.pdf](http://europa.eu.int/comm/education/copenhagen/copenhagen_declaration_en.pdf)

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## **ANNEX III**

### **Presentation Template**



Education and Culture DG

Lifelong Learning Programme

Quadultrainers

***PRESENTATION TITLE***

***Venue:***

***Date:***

***Autor(s):***