



Multilateral Project
(504476-LLP-1-2009-1-PT-LEONARDO-LNW)

WP8: Evaluation, Monitoring and Quality Assurance

QUALITY and EVALUATION PLAN

INTRODUCTION

This Deliverable presents the main guidelines and procedures which will be used for purposes of Quality Assurance and Evaluation in the BIF project.

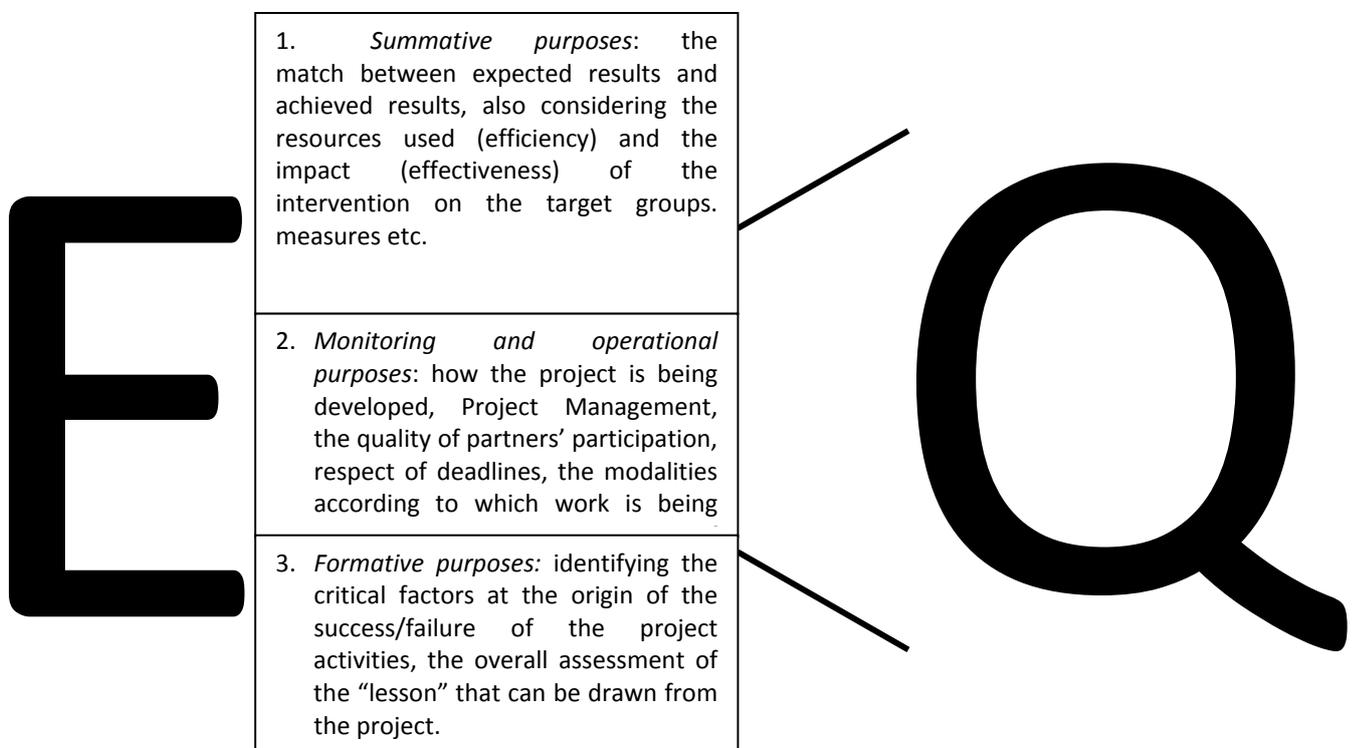
The main objectives of this document are:

- ◆ To come to a shared partners' vision concerning the standardised procedures within the partnership for carrying out the project contractual obligations and, in particular, the activities related to Quality Assurance and Evaluation;
- ◆ To facilitate a collaborative working style within the project partnership;
- ◆ To contribute to the efficient implementation of the planned tasks;
- ◆ To facilitate ongoing and reflexive self-review of the project activities.

Following this Introduction, the present document is divided into two sections:

- ◆ **Section 1** focuses on the *Evaluation Approach* and criteria,
- ◆ **Section 2** describes the *Quality Approach* and structure adopted.

The Evaluation Plan is modulated on the dimensions outlined below, the Quality Plan takes part and partly overlaps the monitoring and operational purpose dimension.



SECTION 1: EVALUATION PLAN

INTRODUCTION

The project evaluation activities are integrated in WP8 (“Evaluation, monitoring and Quality Assurance”), which is responsibility of the SCIENTER.

Effective collaboration between the WP8 “Evaluation, monitoring and Quality Assurance” and WP1 “Project Management” will help facilitate the management of contingencies that may occur as the project develops.

Monitoring and evaluation will help the Project Management providing it with project-level evaluation reports on the project progress; instruments for project self-review (periodic self-assessment by individual partners), and ad hoc evaluation sessions within meetings and workshops aimed at highlighting strengths and weaknesses of the partnership work.

In this Evaluation Plan, we will assume that:

- ◆ Evaluation is expected to feedback information as the project goes along. In this context, it will refer to the project lifecycle, focusing on a variety of activities, interactions, procedures, products, feedbacks, and goal -matching results. During the project lifetime, formative and summative evaluation will be combined.
- ◆ The evaluation can emphasise the project goals. Taking into account that the project aims will be used as criteria against which outcomes are weighed, the evaluation activities will reinforce the concern of the partners towards them.
- ◆ Evaluation is an on going process, made of “formal” procedures as well as of “informal” interactions, and unpredictable contingencies. It would be restrictive to consider the present evaluation plan complete and non changeable. It contains only the guidelines for the evaluation activities.

THE CONCEPTUAL FRAMEWORK OF EVALUATION

Evaluation is relevant to a variety of actors:

- ◆ Project partners, for whom it is a tool to improve the project activities, to take corrective measures, and in the end of the project to draw a conclusion;
- ◆ Relevant stakeholders and user groups, for whom it represents an overview of the sustainability and potential of dissemination of the project’s contents;
- ◆ Policy makers and national and regional level and the European Commission.

The evaluation framework is designed to provide valid tools to assess the development of the project in relation to the expected results and achievements.

COMPONENT	FOCUS ON...
Purposes of the evaluation	What are the main purposes of, and who are the main audiences for the evaluation?
Scope of the evaluation	What is the “object” of the evaluation? What should be evaluated?
Stakeholders	Which main stakeholders are involved or implicated in the project and its evaluation?
Project’s Lifecycle	What are the lifecycle stages of the project and what evaluation activities are appropriate at each stage?
Evaluation criteria	What kind of evaluation criteria will be used?
Methods and techniques	What evaluation questions will be asked and what range of methods is likely to be used for gathering the data?
Evaluation and Project Management	How will evaluation be integrated into the overall project activities?
Utilisation of the evaluation results	How will the evaluation main findings be used and disseminated and what activities will be carried out to facilitate use?
Work share	Who will carry out the evaluation and with what resources?

The following “building blocks” will be presented and explained in the next chapters:

- ◆ the purposes;
- ◆ the scope;
- ◆ evaluation criteria;
- ◆ methods and techniques
- ◆ management and co-ordination structure
- ◆ data analysis
- ◆ utilisation of evaluation results

The Purposes of Evaluation

Evaluation is not an audit; it is rather a tool to assess whether the project has met its wider objectives. The main reasons for the evaluation activities are:

- ◆ the opportunity to learn from the experience of what succeeded and what did not;
- ◆ considering if there were better ways of designing the project;
- ◆ checking that the objectives of the project have been fulfilled.

Evaluation is seen as a way to increase the rationality of policy-making and as a tool that can provide objective information on the implementation and outcomes of the project.

The methodologies, solutions, and tools explained in the present evaluation framework globally aim at defining a threefold purpose: formative and operational, summative, and learning purposes.

1. *Summative purposes*: the match between expected results and achieved results, also considering the resources used (efficiency) and the impact (effectiveness) of the intervention on the target groups.
2. *Monitoring and operational purposes*: how the project is being developed, Project Management, the quality of partners' participation, respect of deadlines, the modalities according to which work is being carried out, and the respect of quality criteria, potential corrective measures etc.
3. *Formative purposes*: identifying the critical factors at the origin of the success/failure of the project activities, the overall assessment of the "lesson" that can be drawn from the project.

Although the present document focuses especially on the evaluation activities related to operational and summative purposes, the same relevance will be given by the project partnership to the activities related to "Learning purposes", whose results will be briefly synthesised in the Evaluation Report but fully documented in the Validation Report.

Summative purposes

In response to ***summative purposes***, evaluation will refer to the following activities:

- ◆ Evaluation of overall project results vs. planned objectives.
- ◆ Evaluation of the impact of pilot training activities in terms of: increased transparency of the qualifications involved in the piloting process, quality of the methodology for assigning ECVET credit points to training programme qualifications; usefulness of the BIF approach and results for BIF Sector. Additional criteria will be elaborated, discussed and approved by the partnership in itinere.
- ◆ Assessment of the on-line devices and services (web site and collaborative environment).
- ◆ Evaluation of the impact of meetings, seminars, and Final Conference e.g. in terms of catalyst for wider reforms and relevant stakeholders involved in the EU countries.
- ◆ Evaluation of dissemination impact and sustainability potential.

Monitoring and Operational purposes

In response to **operational purposes**, evaluation will focus on the following activities:

- ◆ Monitoring of project progress, with particular attention on the respect of deadlines.
- ◆ Effectiveness of Project Management and coordination, in close relationship with the Quality plan
- ◆ Modalities of communication among partners.
- ◆ Match between the nature of the results obtained and the quality criteria.

Formative purposes

In response to **learning purposes**, evaluation will focus on the following activities:

- ◆ Assessment of the project partners' degree of satisfaction about the project outputs and results.
- ◆ Assessment of the nature of the relationship between project partnership and external stakeholders.
- ◆ Assessment of the sustainability of the project results.
- ◆ Potential for dissemination.

The project partners are the main audience of the evaluation activity, which provides them with the real-time picture of the project development. All the project partners will be involved in the evaluation.

They will be expected to co-operate with the partner responsible for evaluation in order to achieve completeness in data gathering and efficacy in data processing. Practical applications of evaluation at each stage of the project cycle:

	STAGE	PRACTICAL APPLICATIONS OF EVALUATION
1	Project identification and preparation	A "prospective evaluation" Assessment (whether the project is likely to produce measurable results that can be evaluated)
2	Project planning and design	Diagnostic studies and beneficiary assessment, in order to estimate the "social soundness" of projects and anticipate how the target groups are likely to respond.
3	Project implementation	"Input-output" studies providing regular feedback Delays, cost-overruns, or other problems (can be rapidly identified) How the Project Management works and performs (project organisation; decision-making structures and dynamics etc.); Efficiency of the Project Management's performance;

	STAGE	PRACTICAL APPLICATIONS OF EVALUATION
		Respect of deadlines and achievement of planned goals
4	Evaluation of project implementation	Project completion reports (the overall design and implementation of the project) “Cost-effectiveness” studies The nature of the innovations introduced The quality of the outputs delivered Impact or summative evaluation
5	Use of the main findings of the evaluation	Dissemination of evaluation results Recommendations for potential follow-up of the project Recommendations related to policy, Project Management, project implementation etc
6	Meta-evaluation	Assessment of the evaluation activities Identification of standards of meta-evaluation

Stakeholders

By “stake holder” we define all actors who have some kind of interest in the project and its outputs.

Different stakeholders have different or even competing views about what is important, and how the success of an initiative might be measured. The opinion of all of them is relevant, therefore appropriate tools will be put in place to collect all the different views.

The stakeholders who will be involved in the evaluation activities of the BIF project processes and outcomes will be the following:

- ◆ Project partners;
- ◆ Banks and bank associations;
- ◆ Universities and Research centres
- ◆ VET and VET associations
- ◆ Final users
- ◆ European Commission;
- ◆ other stakeholders (at local, regional or national level) involved in project activities
- ◆ EU policy makers.

Evaluation Criteria

Once having collected evidence on process and outcomes, the evaluation assesses the merit of the project by comparing the evidence to some set of expectations.

Official goals are not the only possible source for criteria that the evaluation applies. Other standards of judgement can come from the expectations of other actors. Usually, the objectives are the benchmark for measuring success. According to the three different evaluation purposes (operational, summative, and learning purposes), the evaluation criteria for BIF will be both quantitative and qualitative.

With regards to *quantitative criteria*, these will focus on the overall coherence of the project activities with the work plan, in terms of timing, respect of deadlines, consistency of the outputs delivered etc.

As far as *qualitative criteria* are concerned, the following dimensions will be addressed:

- ◆ communication style, referring to the communication flow among partners, which should guarantee good management and sharing of information among the actors involved;
- ◆ actions' strategic orientation, referring to the coherence between each partner's priorities and the implemented activities;
- ◆ project internal integration, referring to planning and partners collaboration;
- ◆ added value for partners, stakeholders, etc...

The following table presents measures of Project performance which should be used in evaluation:

MEASURES OF PROJECT PERFORMANCE	PURPOSE	EXAMPLES
EFFICIENCY outputs/inputs	Compares resource inputs with outputs	Benefits of the project (as indicated by specifically designed output measures) relative to the resource committed
EFFECTIVENESS outputs/objectives	Compares output with objective planned output	Outputs (measures of which are derived during work programme) relative to total outputs hoped for programme
ECONOMY actual costs/planned costs	Assess scope for elimination of wasteful expenditure	Actual costs of project relative to projected (budgeted costs)
PARTICIPATION output/total audience base	Identifies achievements in relation to estimated potential users and stakeholders	Individuals/organizations/projects (thereafter referred as users) receiving benefits of policy relative to the whole system who could benefit

MEASURES OF PROJECT PERFORMANCE	PURPOSE	EXAMPLES
AVAILABILITY	Level and quality of service provided	Amount and quality of the inputs provided by project
AWARENESS (take-up)	Assesses knowledge of actors which the project is being targeted on	% of actors aware of the project relative to total population who could be aware of it
SUFFICIENCY	Assesses provision of services against an estimate of need	% of needs of users which are met by project relative to an estimate of the users' potential total need
ACCEPTABILITY	Compares policy services provision with users' preference	% of users who are pleased with project

As Le

ader of WP8, "Evaluation, monitoring and quality assurance", SCIENTER is responsible for the following functions:

- ◆ definition of the evaluation methodology and plan;
- ◆ identification of the tools for periodic self-assessment and final project assessment;
- ◆ design and implementation of periodic evaluation sessions.

Methods and Techniques

There are different evaluation techniques. Some issues are to be considered, as follows:

- ◆ evaluation should have the active participation of the project team
- ◆ an evaluation/assessment part way through the project can be used to check that the project is on course and a final evaluation in order to learn the lessons of the project, since it is too late to take corrective action on this project, but it is important to learn for the next one; this evaluation should be highly analytical.
- ◆ qualitative methods will predominate, but this doesn't mean the exclusion of quantitative evaluations.

The main evaluation instruments that will be prepared and used will be the following:

- ◆ Group discussions within the foreseen seminars aiming at assessing the stakeholders' reactions and feedback, as well as the sustainability and transferability potential of the project.
- ◆ *Online surveys*, conducted either by means of interviews or multimedia supports, addressing the actors involved in the project (stakeholders).
- ◆ *Questionnaires* to be filled up by the project partners, concerning individual expectations, comments on the project development, etc.
- ◆ Evaluation sessions within partners' meetings

SECTION 2: QUALITY PLAN

The drawing up of the Quality Plan is under the direct responsibility of the WP8 Leader (SCIENTER). The QA Plan will apply to all BIF deliverables and procedures, and will require the commitment and active participation of all partners.

PURPOSE

The purposes of this Quality Plan are as follows:

- ◆ To inform all the BIF partners about main decisions taken to assure the quality of their work
- ◆ 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

SCOPE

This Quality Plan is exclusively associated with the BIF project and affects all subcontractors participating in the project. It covers only the organisational, administrative and managerial aspects of the BIF project at the project level. The Quality Plan itself contains only permanent information.

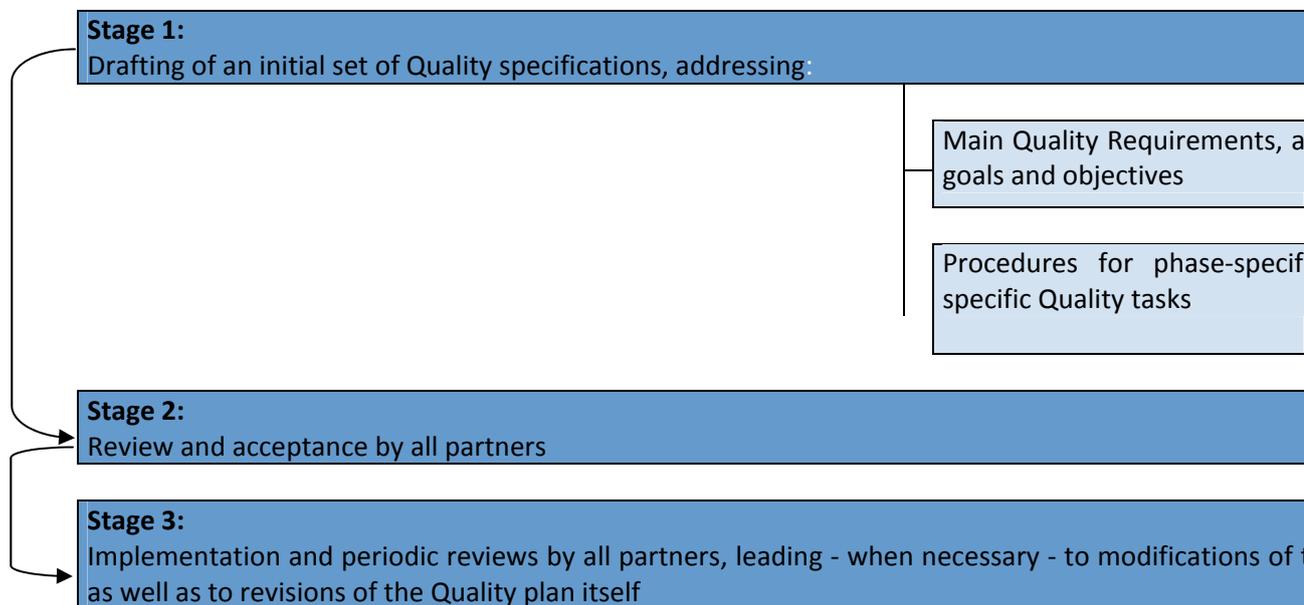
PRINCIPLE OF THE QUALITY MANAGEMENT PLAN

- ◆ Quality in terms of customer satisfaction
Customer satisfaction is a complex objective which comprises different elements: product, services, timing, information, etc. and as such, in order to achieve this, it requires contribution and involvement from all the organisations involved in the project. Satisfying the ongoing needs and expectations of the customers/final users implies that for the BIF partnership there exists a clear commitment based on continuous improvement of performance, as a result of a group of organisations which work effectively together.
- ◆ Quality as integral part of two interconnected sides
Quality implies the management of two interconnected sides, both equally relevant:
 - ◇ On the external side, the quality assurance system should guarantee that the characteristics of the products/outputs are adequate and coherent with the expected usage and therefore assure customer/user satisfaction
 - ◇ On the internal side, the system should allow, not only validation activities, but also the design and implementation of actions which should prevent errors and deviations from the agreed specifications.

- ◆ Quality as a means of control, evaluation and improvement not only of the products but also of the processes
The quality of the products/outputs/results is a key concept for the BIF partnership. Nevertheless, the partnership wants to enlarge its quality vision and approach on those processes that produce results. Therefore, the project looks at process quality to improve not only efficacy (quality of the product) but also increment the effectiveness (optimisation of time and costs) and flexibility of the processes in terms of their ability to respond faster and in an appropriate manner to the changes which may occur during project development.

QUALITY PLAN STRUCTURE

The implementation of a Quality Plan cycle will consist of the following three stages:



OBJECTS OF QUALITY PLAN

Quality assurance tasks are either phase-specific or non-phase specific. Phase-specific tasks are related to a particular phase of the project, while non-phase-specific tasks will remain the same throughout the project lifecycle.

Non-phase specific tasks

Non-phase-specific tasks remain the same throughout the project lifecycle, regardless of the specific phases. The objects addressed by non-phase specific QA tasks are as follows:

- ◆ Project Management and Decision-Making
- ◆ Internal Communication
- ◆ Elaboration and Submission of Deliverables
- ◆ Project Monitoring
- ◆ Corrective Actions

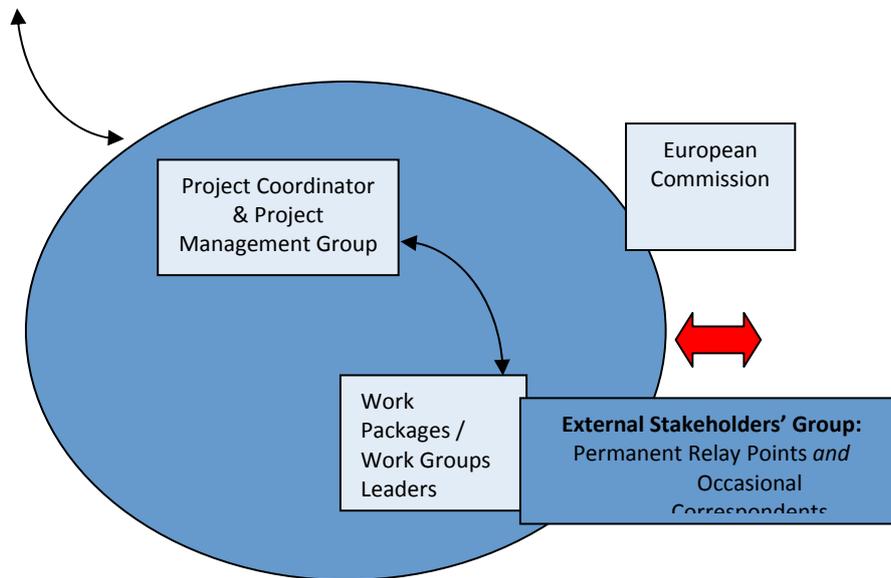
Project Management Structure and Decision-Making

The BIF Project Management Structure guarantees an efficient and well-balanced decision-making style, where all the partners and different project components contribute to the quality of the project outcomes. The bodies that are involved in the Management and Decision-Making process are the following:

- ◆ **Project Management**
This is the leading unit of the project, in which the co-ordinators of the different work packages are represented. The Management is in charge of major management decisions and organizes the overall project coordination in order to achieve the project's results. The activities of Project management are supported by the Evaluation, Monitoring and Quality assurance activities (WP8) thus by WP8 Leader.
- ◆ **Project coordinator**
The project co-ordinator (IFB) is in charge of the day-to-day management and project coordination as well as of the integration and coherence of project procedures, outputs and services.
- ◆ **Work Package Leaders**
Each Project Work Package is assigned to one/two/more of the partners, who will act as WP Leader and WP Supporters. In order to guarantee the quality of project outputs, the allocation of project Work Packages among the partners was made accordingly to each partner organisation's specific interests and expertise.
The WPs Leaders will have the task of co-ordinating all contributions to guarantee compliance with the set time schedules and coherence with the work package activities and results as well as coherence with activities, results and outcomes of BIF as a whole. The WP Leader/s will at the same time be responsible that the resources allocated to the work package are used in accordance with the Technical Annex and to notify to the project Management possible deviations from the BIF working plan.
- ◆ **External Stakeholders / European Commission**
All the project activities will be carried out under the constant monitoring of the European Commission and, due to the nature and objectives of the project, the project partners will pay attention in involving relevant External Stakeholders in the assessment of project milestones.

The interactivity (triangulation) between the Project Co-ordinator, the Management Group and the Work Package Leaders will allow for a constant collective monitoring of project progress and for internal quality control of procedures and results.

In this framework, quality control will be operationalised mainly by including in the formative evaluation processes regular assessment of outcomes and procedures.



Internal Communication

Communication flow rules will be set up by the Project Management, so to ensure an efficient flow of information among partners. Operational communication will be assured via e-mail, and audio-conference, but these means will need to be complemented by regular face-to-face meetings.

Elaboration and Submission of Deliverables

Each project deliverable belongs to a certain project Work Package. The WP Leader is responsible for the quality of that deliverable, and must guarantee that it is delivered in due time. In particular, 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 issue endangering the success of the WP or the project has to be reported and discuss with the Project Management.

The “Submission Procedure” for deliverables ensures that each formal output of the project meets the agreed internal quality standards, particularly in terms of quality and respect of the deadlines.

The following procedures have been adopted:

- 1) Deliverables must be sent by the WP Leader to the Project Management at least two weeks prior to the due date;
At the same time, the partner responsible for the deliverable makes the deliverable available to all project partners for internal review and collects remarks and suggestions. The feedback period for project partners depends on the time schedule, but will usually last at least 5 working days. Feedback is sent both to the responsible partner and to the Project management. This “feedback cycle” between the author of a deliverable and the other project partners will allow to optimise the deliverable.
- 2) Simultaneously to the internal review process, the Project Management reviews the formal criteria of the deliverable and checks the content against the content described in the Project Programme and suggests, if needed, appropriate changes to the responsible partner;
- 3) If substantial changes are made to the prior version of the deliverable, the new draft version will again be made available for reviewing to all project partners.
- 4) In case of urgency at least an interaction among Project Management and the main author of the deliverable should be arranged before final delivery.
- 5) The project manager prepares the deliverable for submission to the Project Officer of the European Commission.

Project Monitoring

- ◆ **Interim and Final Report**
An Interim report documenting all the project activities, results, issues (including financial issues), possible deviations from the original plan and remedial actions taken will be prepared and sent to the EC at month 12. The Final Report, reporting on the same issues but covering the whole duration of the project, will be drawn up at month 24.
An Interim financial Report will be produced after six months and then updated every 2 months.
- ◆ **Auditing of Processes**
The scope of the auditing of processes is to ensure:
 - ◇ that work in each task corresponds to the general line of the project
 - ◇ that resources will be planned and committed
 - ◇ that a reasonable time-plan will be adopted.

In order to ensure the above-mentioned issues, the following procedure is introduced:

- 1) Before the starting date of a Work Package, the WP Leader forwards a work-plan to the project manager.
- 2) The project manager checks the quality of the work-plan for verifiability and feasibility. A consolidated version of this work package plan will be made available to all project partners.
- 3) The WP Leader and the Project Coordinator monitor the on-going work against the WP plan and establish together issues and deviations from plan. Issues which concern only the single WP are handled directly within the WP team (though communicated to the Project Coordinator). Long term actions and issues where the interdependence with other Work Packages are concerned or where the success of the project is effected, are dealt within the face-to-face meetings. Short term corrective actions are taken by the WP Leader in accordance with the Project Coordinator.

Corrective Actions

The early detection of deviations/errors is a crucial point and is absolutely necessary, because otherwise the whole project time schedule and/or the project budget and/or the achievement of the planned results could be endangered. In order to facilitate the early detection of errors/deviations, the project will adopt a bottom-up approach, meaning that while the Project Coordinator remains responsible for monitoring the overall progress of the project, each WP Leader will be responsible for monitoring the progress of the specific WP assigned. Corrective actions should be taken according to this bottom-up approach, which means that they should be primarily adopted within the WP itself. Only those problems which affect more than one WP, or which could affect the overall success of the project, should be dealt on a with the Project Management and in a face-to-face Meeting.

The main concern of corrective actions on a Project Management basis is the quality and timeliness of milestones and project deliverables. Any significant deviation from planned quality content and/or timeliness of the deliverables will be documented by the Project Coordinator. If only one WP is concerned, the WP Leader will supply an updated work plan for the WP which will substitute the original plan. If the work of other WP or the success of the whole project is endangered because of late or poor performance of a WP, the Project Coordinator will elaborate an updated alternative project plan.

Phase specific Quality tasks

All project deliverables will be subject to Quality Assurance procedures in line with the criteria and mechanisms described above. Specifically, as far as the *public* deliverables are concerned, their quality assessment will require the involvement of a team composed not only by the Partners, but also by external experts, selected among the target group of the project results (Qualification Providers, Associations of the BIF sector, etc..) and/or other project stakeholders (e.g. Human Resources Responsible, Labour Market authorities, employees, employers etc).

The members of the team for the quality assessment of the public deliverables will be identified by the Partnership. The work undertaken by this team will correspond to:

- ◆ receiving the initial draft of the scheduled deliverable from the responsible partner (WP leader);
- ◆ returning documented remarks concerning the quality of the deliverable and its consistency to the work programme;
- ◆ receiving the final draft deliverable to be submitted, and
- ◆ returning remarks concerning the final deliverable.

In parallel, the Project Coordinator will be responsible for:

- ◆ following up the compliance of the deliverable to the remarks of the Review Panel,
- ◆ ensuring the prompt reception of the drafted deliverables by the members of the Review Panel and
- ◆ ensuring in time response of the Review Panel to the WP Leader.

A complete list of the BIF deliverables (including public and non-publicly available ones) is presented in the following Table:

WP	DELIVERABLES	NEW LEADER	SUPPORTERS	DEADLINE
WP 1 <u>PROJECT MANAGEMENT</u>	• Contractual agreement	IFB	SCIENTER	until December
	• Interim Reports			22 September 2010
	• Final Reports			31 October 2011
	• Interim financial report			First document 14/5/2010 (updated every 2 months)
	• Final Financial report			31 October 2011
	• Web based collaborative area			Monthly
	• Minutes of the meetings			10 days after each meeting
WP 2 <u>AWARENESS RAISING and NETWORK BUILDING</u>	• Press releases;	IFS	EBTN + Gateway Partners	1 st goals of the project 2 nd after awareness seminars 3 rd after interim report 4 th after guidelines and vademecum 5 th with the dissemination conference
	• Eight awareness raising national ECVET seminars			from November 2009 to the end of May 2010 (Concertation Workshop Warsaw)
WP 3 <u>REVIEW and IMPLEMENTATION of the ECVET SYSTEM at SECTORAL LEVEL</u>	• Synopsis of existing qualifications;	SCIENTER	WIB	September 2010
	• First version of the User Guide			End of January 2010
WP 4 <u>GUIDELINES (Vademecum) for the ATTRIBUTION of ECVET CREDIT POINTS</u>	• Version of the ECVET points attribution Vademecum;	IFB	IFS	End of July 2010

WP	DELIVERABLES	NEW LEADER	SUPPORTERS	DEADLINE
WP 5 <u>PILOTING and VALIDATION</u>	<ul style="list-style-type: none"> Validated version of the ECVET points attribution Vademecum (interviews and focus group); 	WIB	IFS	End of April 2011
	<ul style="list-style-type: none"> Validated version of the User Guide; 			End of April 2011
	<ul style="list-style-type: none"> Feasibility Analysis Report on EBTN role as a sectoral reference body (composition) 			End of January 2011
WP 6 <u>VALORISATION and DISSEMINATION of RESULTS</u>	<ul style="list-style-type: none"> Website 	EBTN	Gateway Partners	in December 2009
	<ul style="list-style-type: none"> Dissemination and Exploitation Plan (use the results) – Utilization Plan 			November 2009
	<ul style="list-style-type: none"> Dissemination Conference; 			22- 23 September 2011
	<ul style="list-style-type: none"> Dissemination Documentation 			21 September 2011
WP 7 <u>EXPLOITATION of RESULTS</u>	<ul style="list-style-type: none"> Sustainability Plan (linked to Feasibility Analysis Report) 	EBTN	IFB	End of January 2011
	<ul style="list-style-type: none"> BIF Network agreement with relevant stakeholders in the field of training and qualifications for the application of ECVET 			September 2011
WP 8 <u>EVALUATION, MONITORING and QUALITY ASSURANCE</u>	<ul style="list-style-type: none"> Quality and Evaluation Plan 	SCIENTER	EBTN	End of January 2010
	<ul style="list-style-type: none"> Tools for Evaluation and Quality Management 			End of February 2010
	<ul style="list-style-type: none"> Interim evaluation Report 			End of October 2010
	<ul style="list-style-type: none"> Evaluation Report 			End of October 2011