



2010- 2012

ANGELIE

Project Quality Manual and Evaluation Plan





FOREWORD

The Angels for Intercultural and Entrepreneurship Learning (ANGELIE) is a Leonardo da Vinci project for Transfer of Innovation.

PARTNER	COUNTRY	ORGANIZATION	
P0	AT	BIT	Bit Schulungcenter Nfg. GmbH & Co KG
P1	PT	ISQ	Instituto de Soldadura e Qualidade
P2	CZ	RPIC-ViP s.r.o.	
P3	BG	ZNANIE	Drujestvo „Znanie“ - Sofia
P4	NL	ROC Aventus	Regionaal Opleidings Centrum Aventus
P5	AT	GENIUS	Global Education Network

In the scope of the ANGELIE Leonardo da Vinci project, and particularly according to what foreseen in the WP4 – Quality Assurance and Evaluation – came to the decision to prepare the present **Project Quality Manual and Evaluation Plan**.

Such a document will allow performing the evaluation of the project’s quality during its execution, focused on the **3Ps model**: Process, Partnership and Products.

The ANGELIE Consortium consists of a multidisciplinary team which has technical expertise to achieve project results and wide experience in cooperating with EU projects. The work plan is focused in the implementation of a previous developed result in the participating EU Countries and in promoting the project’s objectives at European level. The careful and detailed planning and monitoring of the project’s activities, together with a smooth cooperation and collaboration among partners reduces the chance of miscommunications and conflicts.

The main purpose of **Project Quality Manual and Evaluation Plan** is to facilitate the project’s management and guide to all partners on the evaluation and quality issues. The ANGELIE project is varied and covers a wide range of activities integrated within an implementation schedule and a budget. Even though these characteristics have an effect on the evaluation, the basic principle of an evaluation remains the same: to ensure an optimal relationship between the goal to be achieved, at a reasonable cost, and the resources (human, technical and financial) that are used.



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INTRODUCTION

The overall aim of ANGELIE Project is to enhance citizens “intercultural entrepreneurship skills and competences”, as key-skills for personal working development, social cohesion and inclusion as well as sustainability: all workers should know how to deal with respect and valorize different target groups, in order to maintain productivity, social cohesion and inclusion as well as economic sustainability, thereby creating an added value to the “intercultural and entrepreneurship methodology” and creating a common guideline of “intercultural entrepreneurship skills and competences for citizens” focused on cultural issues, information and key factors of each country.

This will be done by transferring and adapting an innovative “intercultural and entrepreneurship methodology” with exclusion and segregation problems to PT, CZ, BG and NL.

By developing this innovative and successful methodology, it is expected that the VET institutions, workers and employers in these countries will be substantially improved, in terms of its increased awareness and understanding of the importance of intercultural throughout the VET community.

Additionally, the outcome of the ANGELIE Project will in time be expected to be available to wider European VET networks in other EU countries throughout dissemination, after its successful dissemination by the Consortium.

Among the main outcomes of the project the following can be quoted:

- Implementation of training workshops to present the methodology
- Incorporation in each partner country by carrying on a pilot training workshop
- Producing a common guideline to improve the transferability of the methodology to other EU countries
- Producing a website resource, including case studies and vignettes, for use by all VET promoters and companies workers
- Disseminating and valorising the outcomes of the project to the widest possible European audience, with a view to mainstreaming the findings for adoption in public and private VET systems



PROJECT WORK PACKAGES

WP1	Transfer Preparation	10/2010 – 06/2012	GENIUS
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Objectives

- To introduce the methodology and products to each partner country (starting in the kick-off meeting and continuing throughout the transfer workshops, see WP2)
- To develop and adapt the methodology and products to meet each partner country's cultural and technical requirements
- To translate the adapted methodology and products into each partner's language
- Each partner replicates (cascades) the knowledge and products in their own countries via a training session with VET trainers/promoters similar to the one initially delivered by the AT partner (10 participants each)
- Country specific case studies and vignettes loaded into the project's website

Tasks

T01.1 Initial presentation of the Austrian "Intercultural and Entrepreneurship" methodology and products, at the kick-off meeting (P5)

T01.2 Initial analysis of methodology and products by partners in light of national requirements (Lead P5; participants P0; P1; P2; P3; P4)

T01.3 Translation of original methodology and products from German to English (Action – P5)

T01.4 Translation and adaptation of products into each partner's language (Action – P0, P1, P2, P3, P4)

Working Methodology

- Workshops, questionnaires, case studies and vignettes will be used
- After completing the training cycle, partners will conduct hands-on demonstration of the project's methodology and products to other VET institutions and stakeholders

Results

- Translate Methodology
- Products translate

WP2	Product Transfer Mediation and piloting national transfer actions	03/2011 – 12/2011	GENIUS
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Objectives

- To train partners and VET promoters/trainers and other experts in VET in each partner country on the existing “Intercultural and Entrepreneurship” methodology and its products
- To gain feedback on this methodology and its products from partners, VET promoters/trainers and other VET experts in each partner country to inform the adaptation procedure in WP2.
- To gain additional information from a ‘roundtable’ (2-4 hour meeting) organized by each partner with the trainees and relevant policymakers/stakeholders in order to present and discuss the product that is being transferred and to start the mainstreaming (horizontal and vertical) for WPs 5 and 6. Feedback collected in these roundtables will also be used for the national adaptation/adjustments purposes in WP2.

Tasks

T2.1 Training workshops on the Austrian methodology using existing products and VET promoters in each country (Lead P5; participants P0; P1; P2; P3; P4)

T2.2 Roundtable discussion between partners and VET promoters and other experts in VET at the end of each training workshop (Lead P5; participants P0; P1; P2; P3; P4)

Working Methodology

- The pedagogical approach taken will vary from country to country taking into account the specific needs of the target groups
- Several methodologies such as workshops, roundtables, questionnaires and web-based discussions will be used
- The workshops themselves will be a 2 day course with approximately 12 trainees per country from 10-12 different organizations who will acquire the competencies to apply the “Intercultural and Entrepreneurship” methodology within their own organizations
- Pilot groups will be agreed among the partnership before piloting and will be matched as closely as possible across all countries to ensure comparability of results

Results

- Initial transfer workshops
- Roundtable discussion summaries
- Social reports



WP3	New Common Framework and Monitoring of pilot actions	03/2011 – 06/2012	ISQ
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Objectives

- To test and ensure transferability of the “Intercultural and Entrepreneurship” methodology in each partner country (e.g. through monitoring partner pilot training workshops in WP2)
- To develop a Common Guideline to improve the transferability of the Methodology to other EU countries, respecting each national context

Tasks

T3.1 Monitoring on 4 pilot training workshops in each country (Lead P1, P5, participants P0, P2, P3, P4)

T3.2 Develop the Common Guideline Report - (Lead P1; participants P0, P2, P3, P4, P5)

Working Methodology

- It is important to create an innovative and useful updated version of the existing methodology and products – new Common Guidelines – respecting all national needs and cultural specificities (photos, national opinions, case studies, etc.)

Results

- 1 Common Guideline Report
- 4 National Pilot transfer training workshops



Objectives

- To ensure that the project's aims are met to the highest standard
- To design an evaluation strategy for the transfer process (focused on the 3Ps model - process/partnership/products, using simple but useful evaluation tools, mostly based on online questionnaires in different languages with 'cross information' methods (for the same indicators) and some focus groups (e.g. after round tables)
- To develop assessment tools (adapted to different users and target groups depending on the goals) to evaluate the application, efficiency and impact of the project
- To measure progress of the project throughout the entire timeline (including tasks and activities in each country, positive and constructive partnership environment and partner goodwill)
- To establish quality control (i.e. indicators and procedures to ensure project results)
- To evaluate the quality of the products including adaptation to each country, market sustainability and target group needs (cross information)
- To monitor and track each WP (indicators) and report at least twice during the project via an interim/formative evaluation and a final evaluation

Tasks

T4.1 Develop and agree an evaluation plan (Lead P1; participants P0, P2, P3, P4, P5)

T4.2 Develop and agree evaluation indicators for each WP (Lead P1; participants P0, P2, P3, P4, P5)

T4.3 Develop and agree evaluation tools and methodologies for the assessment of continuous progress (online surveys) (Lead P1; participants P0, P2, P3, P4, P5)

T4.4 Develop and agree controls on the evaluation (documents, processes and products) (Lead P1; participants P0, P2, P3, P4, P5)

T4.5 Ensure that internal evaluation tools are loaded into the project's website (Lead – P1)

T4.6 Loading of standard project's documentation into the website (Lead – P1)

T4.7 Develop and agree any other quality manuals and tools (Lead P1; participants P0, P2, P3, P4, P5)



T4.8 Monitoring group online discussions (Lead P1)

T4.9 Carry out interim/formative evaluation (Lead P1)

T4.10 Carry out final evaluation (Lead P1)

Working Methodology

- The product transfer and project impact will be assessed according to the agreed quality indicators in each partner country thus measuring product's quality, impact on the target group and product's adequacy in different contexts
- All data gathered in each country during the project, concerning product and transfer process, will be input for a just in time re-engineering in all the exploitation activities to avoid lack of product sustainability and impact

Results

- Quality and evaluation manual
- Model questionnaire for evaluation of development of the project - process and partnership
- Questionnaire for evaluation of outcomes – products
- Questionnaire for evaluation of events - product, partnership and process
- Interim evaluation report
- Final evaluation report and analysis of impact

WP5	Dissemination	10/2010 – 09/2012	BIT
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Objectives

- To disseminate the project's existence and results regionally and nationally ensuring the commitment of local educational and training authorities, VET experts and other stakeholders
- To disseminate the project's existence and results at the European level through VET experts and VET associations/institutions
- To encourage eventual mainstreaming of project findings



Tasks

T5.1 Definition and agreement of dissemination strategy (Lead P0; participants P1, P2, P3, P4, P5)

T5.2 Design, development and hosting of project's website (Lead P0; participants P1, P2, P3, P4, P5)

T5.3 Establishing search engine optimization and relevant links to partner and other national sites to maximize website presence (Lead P0; participants P1, P2, P3, P4, P5)

T5.4 Establishment and use of relevant social networking tools to maximize dissemination (e.g. Facebook, Twitter, Linked In) (Lead P0; participants P1, P2, P3, P4, P5)

T5.5 Promotion of project through LLP means (e.g. ADAM, LLP newsletters etc) (Lead P0; participants P1, P2, P3, P4, P5)

T5.6 Creation of standard leaflet for project promotion, translated into each country's language (Lead P0; participants P1, P2, P3, P4, P5)

T5.7 Quarterly newsletter in English (Translate in all partner languages) (Lead P0; participants P1, P2, P3, P4, P5)

T5.8 Press releases at key milestones (Lead P0; participants P1, P2, P3, P4, P5)

T5.9 Production of articles for national and European coverage (Lead P0; participants P1, P2, P3, P4, P5)

T5.10 Final dissemination conference in Austria (Lead P0; participants P1, P2, P3, P4; P5)

Working Methodology

- All partners will be part of the dissemination effort working to maximize the promotion and dissemination of the project and its products to other VET institutions and stakeholders within their own country
- Partners will work on this methodology to make it part of their own national qualifications framework allowing other VET institutions to use it freely

Results

- Dissemination strategy
- Website
- Social Networking presence (e.g. Facebook)



- Project leaflet

- Quarterly newsletter
- Press releases
- Dissemination conference
- Articles

WP6	Exploitation	03/2011 – 09/2012	ZNANIE
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Objectives

- To ensure the sustainability and utilization of the project's products at a national level in each partner country, involving regional and national policy-makers and decision-makers
- Promoting further transfer of the project's products through national and European networks

Tasks

T6.1 Development of a sustainability and exploitation plan (Lead P3; participants P0, P1, P2, P4, P5)

T6.2 Creation and ongoing activity of Mainstreaming Committee (Lead P3; participants P0, P1, P2, P4, P5)

T6.3 Ensuring presentation of papers and participation at national and Europe-wide events with the aim of promoting the project's products (Lead P3; participants P0, P1, P2, P4, P5)

T6.4 Ensuring roundtables with partners, VET promoters and policymakers and other stakeholders at the end of each training are maximized and form initial base for mainstreaming (Lead P3; participants P0, P1, P2, P4, P5)

T6.5 Cooperation with European wide VET groups as necessary to promote and disseminate the project and to establish protocols (Lead P3; participants P0, P1, P2, P4, P5)

T6.6 Formation of ongoing European wide contacts to be used after the end of the project (Lead P3; participants P0, P1, P2, P4, P5)



Working Methodology

- All partners will participate in the development of the exploitation plan
- All partners will make an effort to identify and contact in each country, public and private institutions that will be willing to follow the results of these transfers in order to acknowledge its advantages to their own organizations

Results

- Sustainability and exploitation plan
- Mainstreaming Committee
- Master list of European wide contacts
- Dissemination conference
- Roundtable discussion summaries
- Academic papers



WP7	Project Management	10/2010 – 09/2012	ISQ
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Objectives

- To co-ordinate and manage the efficient execution of the project's work plan, to achieve the proposed objectives on time and within budget
- To co-ordinate an efficient partnership management (participation of all partners, collaboration between all partners, facilitation of overall partner communication)
- To support the applicant organization in the communication between the project and the National Agency
- To support the applicant organization in the elaboration of the project's technical and financial reports to submit to the National Agency
- To monitor and evaluate development of the project and partners involvement throughout the WPs
- To ensure the project is managed in line with LLP program requirements
- To ensure good channels of communication between all parties

Tasks

T7.1 Coordination of the contractual process between applicant organization and all partners (Lead P0+P1; participants P2, P3, P4, P5)

T7.2 Circulation of LdV guidelines (finance and admin) to all partners (Lead P1)

T7.3 Ongoing communication with the National Agency (Lead P0)

T7.4 Finalization of the project's work plan in close collaboration with each work package leader (includes task distribution among partners and deadlines) (Lead P0+P1; participants P2, P3, P4, P5)

T7.5 Establishment and agreement of partnership communication channels and working strategies (e.g. shared working areas, web communication forum, document templates) (Lead P1; participants P0, P2, P3, P4, P5)

T7.6 Development and agreement of monitoring mechanisms for ensuring project progress (Lead P1; participants P0, P2, P3, P4, P5)



T7.7 Monitoring of overall project development (actions/deadlines/budget) (Lead P0+P1; participants P2, P3, P4, P5)

T7.8 Organization and coordination of the project progress/transnational meetings (Lead P1+P0+Host Partner; all other partners participants)

T7.9 Development of an on-line tool for overall evaluation of the project's implementation (different project's evaluation instruments will be delivered to the target group using this on-line tool) (Lead P1; participants P0, P2, P3, P4, P5)

T7.10 Elaboration of Interim Report in close collaboration with the applicant organization and input from all partners (Lead P1+P0; participants P2, P3, P4, P5, P6)

T7.11 Elaboration of Final Report in close collaboration with the applicant organization and all partners (Lead P1+P0; participants P2, P3, P4, P5, P6)

Working Methodology

- P1 will be the co-coordinator of the project and, along with P0 (the applicant organization), will be responsible for the ultimate delivery of the project's products to partner countries
- All partners will lead on a WP each, participate in the reminder and participate in transnational meetings

Results

- Partner-applicant organization contract
- Project work plan
- Shared working area (including communication platform, document templates etc)
- Transnational meetings
- Agenda for transnational meetings
- Minutes of transnational meetings
- Interim report
- Final report



PROJECT MONITORING

Communication

Communications between the different members of the partnership have an important role in project management. Communications define project's progress and represent commitments to be respected. All communications should be set down in writing on the communication channel. All communication channels have advantages and disadvantages such as speed, cost, verification of reception and contents. As so and depending on each situation the following channels shall be used:

- E-mail for project daily communication
- Post or express mail for every official document that requires an original signature
- Project communication platform for upload all work documents as all Ecorys guidelines

Meetings

Meetings play a key role in any project. It provides the opportunity to strengthen the partnership allowing for a free flow of information and team work between its members. Meetings provide the time for information exchange, joint problem solving and face-to-face project monitoring.

At the kick-off meeting the months of every meeting should be agreed on by all partners. The definitive dates will be set 30 days before the start of the meeting. Confirmation of attendance is mandatory. The agenda will be sent by project coordinator to all partners at this time containing the following information:

- Date and time
- Location
- Purpose of the meeting
- Topics of discussion
- Participants



The project coordinator will organize meetings taking care of:

- Defining the agenda
- Communication with all partners

The host partner will be in charge of:

- Location for the event
- Media and equipment
- Attendance sheets
- Writing material
- Organizing coffee-breaks during the meeting

Meeting Management:

- The host partner will welcome all participants and make the necessary presentation of participants
- The project coordinator will conduct the meeting in articulation with promoter partner
- If a certain point is unable to be discussed due to absence of a participant or lack of preparation, the project coordinator may postpone the discussion of the subject for the next meeting, only if this doesn't involve a major alteration to the plan
- If any point or theme is overlooked, this will be included within another point of the agenda

Meeting minutes:

- During each transnational meeting the project coordinator will take the minutes. All minutes must contain: (a) Date and time; (b) location; (c) topics discussed; (d) decisions taken; (e) tasks to be carried out by all partners and deadlines
- The minutes will be sent by e-mail within 10 working days. It is expected for the partners to give feedback and approval of the minutes within 10 days after the minutes are delivered.



Decision Making Process

All situations will be analyzed and all decisions will be taken collectively after all the facts are submitted to all partners. In case of no decision is reached, the project's coordinator and/or project's promoter should submit to all partners their preliminary decision for commentaries and approval. Until the final approval, the decision can be altered taking into consideration all partner's inputs until a consensual decision is reached.

Work documents

All documents must respect the following template

Cover page:

- Project Name
- LdV and EU logo
- Document title
- Date of publication

Page footer:

- Project name
- Document name

PROJECT EVALUATION CONCEPTS AND TERMINOLOGY

The terminology used in project evaluation may sometimes seem complex. So, it's important to familiarize with the following concepts which will lead to a better understanding of what project evaluation is and what it's not.



A. Terms

Project goals	A general statement of desired outcomes to be achieved over a specified period of time (the reasons for which the National Agency wishes to undertake the project)
Project objectives	The essential and long-term benefits towards which efforts are directed and for which outputs are to be produced
Outputs	Products and activities stemming from the project and delivered to the project’s target population, stakeholders and policy makers. They are also the specific results obtained from the management of inputs
Inputs	Activities and resources (human, material, financial) used to carry out activities, produce outputs and achieve results
Results	The consequences or changes directly attributed to the activities of the project. The results achieved may be measured with respect to the inputs, outputs, goals and objectives of the project

B. Concepts

Evaluation	Systematic collection and analysis of information on the actual performance of a project. Its aim is to analyze the relevance, progress, success and cost-effectiveness of the project. An evaluation compares planned results with the actual results of a project. It is a diagnostic tool.
Monitoring	Continuing management exercise. Its aim is to supervise the accounting and administrative processes of a project. When implementing a project, monitoring deals almost exclusively with the conversion of inputs into outputs. This exercise will help evaluate if what was supposed to be done really is. Adjustments to the project are possible when monitoring is done throughout the project’s management life cycle.
Performance measures	Indicators that provide information (either quantitative or qualitative) on the extent to which the results of a project have been achieved. Evaluation is often confused with measures used to evaluate. Any activity which aims at interpreting results, or data obtained from measures, are part of an evaluation. To assure that the evaluation process leads to good decision-making, it must rest on correct and precise measures
Qualitative measuring	Aims at collecting data in order to describe and evaluate a situation or an activity. Qualitative measuring tends to be more subjective. Case studies are a good example.
Quantitative measuring	Aims at collecting data in order to measure (through numbers and statistics) the range or the scope of an activity. Examples of quantitative measures include the number of end users in a project, their age or education level. Quantitative measures are often obtained through surveys.
Efficiency	Refers to producing planned outputs within budgetary limits and established deadlines. For example: Was the implementation of the project well managed? What could be done to change or improve the project’s efficiency?
Effectiveness	Refers to achieving planned results and contributing to attain established goals and



objectives. For example: To what extent were the project's objectives achieved? Have the project's goals been achieved?

Refers to the intended or unintended, negative or positive, consequences of a project, some of which happen only some time after the end of the project. For example: What were the consequences and the effects of the project for the target groups? What are the probable long-term consequences of the project?

EVALUATION OBJECTIVES

Evaluation is an important part of project management. It consists in measuring the effects of the project. It's goal is to learn from the evaluated project, in order to better understand it and to improve it. **Project evaluation consists of:**

- Describing the flow of a project and its activities
- Identifying the progress achieved and the results obtained through the implementation of the project, by collecting appropriate data and submitting it to a comprehensive and systematic analysis
- Making a value judgment on the results identified and comparing them with established objectives and in accordance with predetermined criteria
- Using the process to gain a better understanding of the project or of its completed activities, and drawing lessons that could potentially change ongoing activities in order to better align them with the project's goals

Evaluation allows project sponsor and their partners to become **aware** of:

- Their perceptions of the goals and objectives of the project, its activities, its flow and the use of resources to bring it to fruition
- The overall results achieved as well as the impact and outcomes of the overall project and its activities

The aim of this Project Quality Manual and Evaluation Plan is ensure that the Angelie project goals are met to the highest standard. **Specific aims** are to:

- Design an evaluation strategy for the transfer process focused on 3Ps model – Process, Partnership and Products -, using simple but useful evaluation tools mostly based on online questionnaires in different languages with 'cross information' methods (for the same indicators) and some focus groups (e.g. after round tables/workshops)



- Develop assessment tools to evaluate the application, efficiency and impact of the project, adapted to different users and target groups
- Measure the progress of the project through the entire timeline, including tasks and activities in each country, positive and constructive partnership environment and partner goodwill
- Establish quality control by defining indicators and procedures to ensure project results;
- Evaluate the quality of the products including adaptation to each country, market sustainability and target group needs
- Monitor and track each WP and report at least twice during the project via an interim evaluation and a final evaluation

Taking into account these goals, the project's evaluation strategy and the consequent methodology is developed through the collaboration of project's partners. This strategy will be focused on an **Internal Evaluation Approach (IEA)**.

IEA is mainly related with the monitoring of the effective implementation progress in comparison with the planned work plan, with special reference with the project milestones. Thus, the internal evaluation should be considered a continuous process generated in real time by each project partner by means of each possible instrument (e.g.: email contacts, phone call, project communication platform, videoconferences, online evaluation tools) useful for generating a complete feedback.

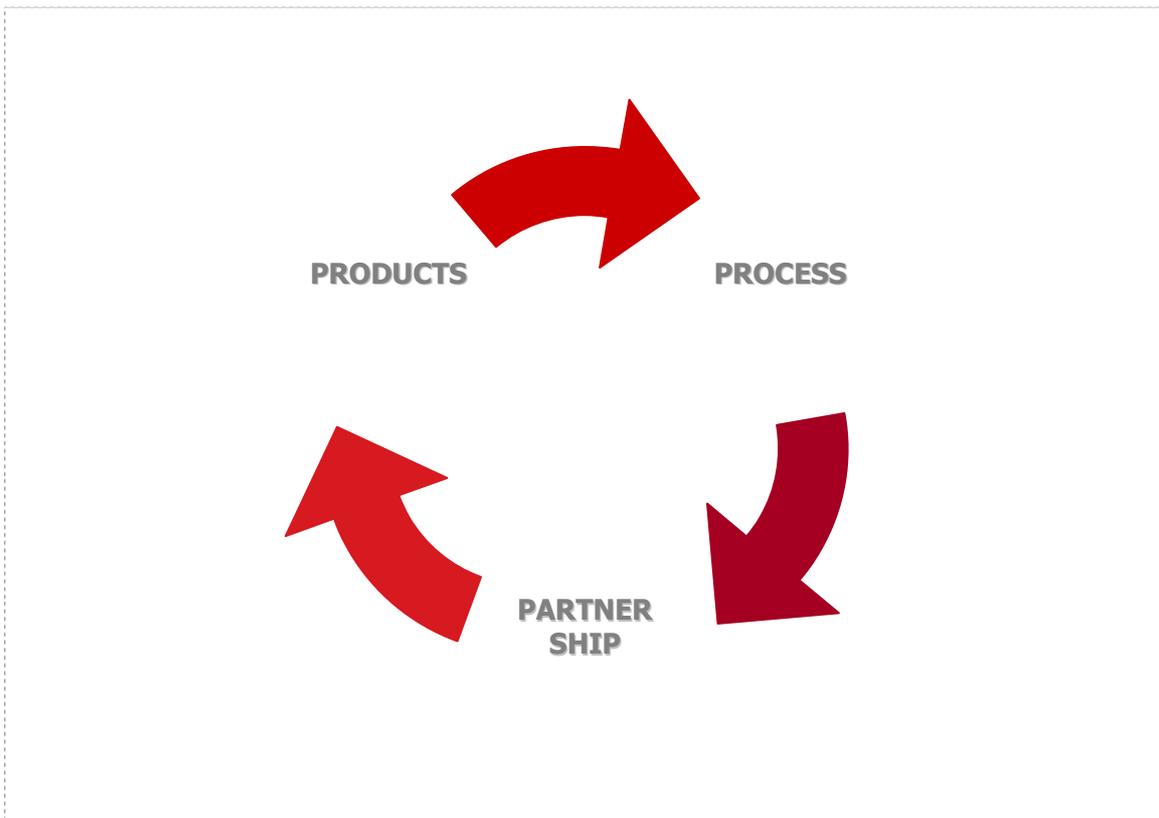
In conclusion, it can be assumed that every project member will take part in the Internal Evaluation Group, taking into account the multi tasks and interdisciplinary aspects of the project's activities.

It is expected that by following this methodology, project deliverables are developed in a timely fashion and, furthermore, ensure the development of these in accordance with the needs of end-users and the project's goals.

3P EVALUATION AND MONITORING MODEL

The **3P - Process, Partnership and Products** - evaluation and monitoring model proposed for Angelie project aim:

- Develop clarity and realism about the project’s objectives
- Recognizing the importance of a partnership in creating value
- Develop an environment of knowledge sharing
- Increase motivation and confidence
- Monitor, measure and improve, just in time
- Identify strengths and weaknesses
- Implement improve actions just in time
- Creating useful products and valued by potential end-users



Process and Project Management

The way that the Angelie project is being driven forward and managed is intended to be assessed, measured and regulated considering the following aspects:



- Clarity and feasibility of the project's objectives
- Clarity and feasibility of the work groups objectives
- Fulfillment of the planned schedule
- Adequacy of the management model
- Execution level of the financial resources
- Efficiency of the project's communication platform
- Adequacy of the planning, logistics and usefulness of project activities
- Involvement of all partners in the continuous improvement of processes

Partnership

Checking the effectiveness of the partnership will give a sense of progress and direction for the future. The partnership interactions are intended to be evaluated at an internal impact level and also at an external involving, considering the following aspects:

- Clarity and importance of the project's objectives for each partner
- Level of sharing, trust, clarity of responsibilities and tasks
- Promotion of higher quality results within working groups
- Shorten distances
- Assurance of the WP planning and control
- Promotion of empowerment and communication
- Monitoring of partnership performance
- Reengineering the working process



Products and Valorisation

The level of the quality of the products and its usefulness for the partners, users and stakeholders is intended to be evaluated, in a context of future sustainability, considering the following topics:

- Level of the product quality
- Level of product incorporation by each one of the partners
- Level of product transfers to the external stakeholders
- Identify weak and strong points of the product/results
- Reengineer the product/results

EVALUATION INSTRUMENTS

This Project Quality Manual and Evaluation Plan were designed with the intent to simplify the methodological approach of evaluation and monitoring. The same principle is applied to evaluation instruments.

Several assessment tools will be developed to ensure that all dimensions of 3P Model will be evaluated.



EVALUATION PLAN

The Angelie Evaluation Plan is an open document that should be frequently updated during the course of the project by all partners in line with ISQ, the leader of WP 4 – Quality Assurance and Evaluation.

WP	Tasks/Objectives	Indicators	Performance*				Instruments	Responsibility	Target	Schedule	Reply
			B	A	G	E					
4 & 7	1 st Meeting	1 member per Partner				x	Online questionnaire	ISQ	Partners	02/12/2010	4
		50% rate the meeting "Good"				x					
		50% rate the coordination of the meeting "suitable"				x					

(...)

*B = Bad; A = Adequate; G = Good; E = Excellent