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Leonardo da Vinci - Multilateral Projects – Transfer of Innovation



I CARE

Informal Competences Assessment and Recognition for Employment

LLP-LDV-TOI-10-IT-487

Monitoring and Evaluation Plan

General Information

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INDEX

INTRODUCTION	4
1. THE INTERNAL MONITORING PROCESS	5
1.1 Who carries out the monitoring process?	5
1.2 Tools, timing and products of the monitoring process	5
1.3 Indicators for the internal monitoring process	6
2. THE EVALUATION PROCESS	6
2.1 Who carries out the evaluation process?	6
2.2 Tools, timing and products of the evaluation activities	7
3. EVALUATION CRITERIA	8
3.1 Project Efficiency	8
3.2 Project Effectiveness, Impact, Sustainability and Relevance	9
3.3 Indicators	11
4. ANNEXES	13

INTRODUCTION

The Monitoring and Evaluation Plan, developed in the framework of the WP7 Internal Monitoring and Evaluation of the project I CARE, is the document which guides the monitoring and evaluation of the project activities over the whole project duration. In particular, it describes the objectives and the methodology and tools to be used for the monitoring and evaluation actions, which will be developed by TECLA Association with the collaboration of all partners in the collection of the needed information.

The **monitoring activities** will be developed during the course of the project in order to promote possible adjustments to the actions and improve the internal management and decision making process. The focus here will be on the activities actually carried out and the actual products and results achieved, in comparison to what had been planned and thus describing the reasons of the changes and gaps possibly developed and suggesting possible modifications; also a general and first analysis of the impact of the project on the target group can be promoted.

The **evaluation activities** will be carried out at the end of the project in order to evaluate the efficiency, effectiveness, impact, sustainability and relevance of the implemented actions, as well as to verify the success of the project and suggest proposals for improvements and follow-up activities. These activities will be carried out at different levels: Internal, targeting the partners, and External, addressed to the target groups and systems/sectors of the project I CARE.

The main tools used to monitor the I-CARE project will be periodical activity and administrative reports completed by partners as well as contacts by email/phone with the same partners and the partnership meetings .

The main tools used to evaluate the I CARE project will be questionnaires, grids and interviews submitted by phone, emails or face to face to partners (internal evaluation) and representatives of the target groups and systems (external evaluation) For this purpose, an online service will be used: this service allows to create surveys – according to users’ needs – analyse results and produce reports and graphs, thus facilitating data collecting and processing and as well as the formulation of the evaluation reports.

Data emerging from the monitoring process will be collected and elaborated in three Monitoring Reports (Months 12, 18 and 24 of the project), showing where the project actually is and possible gaps from the initial plan as well as suggesting recommendations and changes to be implemented into the work plan.

The results of the evaluation process emerging from questionnaires/grids/interviews to target groups/systems and from questionnaires to partners will be collected in the Final Evaluation Report (Month 24 of the project) which will include, among others, information on how to guarantee project sustainability in the medium-long term.

The results of both the internal monitoring and the evaluation activities will be also used to formulate the interim and final report that TECLA as project leader has to send to the National Agency LLP Leonardo da Vinci for the external monitoring and evaluation actions developed by the European Commission.

1. THE INTERNAL MONITORING PROCESS

The monitoring process aims at guaranteeing the efficiency of the I-CARE project which consists of reaching a high quality of the project itself.

It is one of the most important phase within the project management. It gives a picture of the ongoing activities and provides the evidence of possible gaps and deviations from the initial work plan.

The monitoring process lasts throughout the whole project in order to ensure and guarantee that all the planned activities will be completed according to high standards. It will be carried out by using specific monitoring tools to be submitted to partners as well as contacts by email and phone and partnership meetings. Through the elaboration of data coming from such tools, it will be possible to identify critical aspects and adopt solutions to make the project achieve the fixed objectives and results.

1.1 Who carries out the monitoring process?

TECLA Association is in charge of monitoring the activities and thus collecting the data and information and elaborating the results in the monitoring reports. These results will imply the provision of recommendations, procedures and guidelines to enhance the project success. All partners have to fill the documents provided by TECLA for the collection of information.

1.2 Tools, timing and products of the monitoring process

The monitoring tools are the following ones:

- *Activities Report*: it will show the list of all actual activities and any occurred deviation from the initial plan. Each partner will have to fill it in and send it out to the Tecla as project leader every six months.
- *Financial/Administrative Report*: it will show the progress of occurred financial expenses and administrative issues. Each partner will have to fill it in and send it out to Tecla, as project leader every six months together with the Activities Report.
- *Contacts by email and telephone* with the partners. The *partnership meeting* also offer a very useful opportunity to discuss the state of the art of the project and monitor the development of the activities and the achievement of the expected results.

Monitoring tools and timing

Tool	Who	Scheduling
Activities Report	All Partners	1. March 2011 2. September 2011 3. March 2012 4. August 2012

Financial/Administrative Report	All partners	<ol style="list-style-type: none"> 1. March 2011 2. September 2011 3. March 2012 4. August 2012
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The products of the monitoring activities will be *3 Monitoring Reports*: they will be issued in September 2011, March 2012 and September 2012 and will focus on the progress of activities&products/methodologies/results achievement, possibly providing recommendations, procedures and guidelines to enhance the project success.

1.3 Indicators for the internal monitoring process

Some of the indicators that will be monitored are:

- number of partnership and Scientific and Technical meetings held and level of participation from the partners
- number of National information Seminars held and representativeness of participants
- number of Steering Committees held and level of participation and representativeness of participants
- number of staff trained in the training workshops in Italy and Romania
- number of employment centres in each Province involved in the project
- number of portfolio developed by the staff of the employment centres/agency in Italy and Romania
- number of interviews to white jobs employees and white jobs employers carried out in Italy and Romania
- number and representativeness of participants to the Final Conference

2. THE EVALUATION PROCESS

The evaluation process aims at verifying the success of the project and suggests proposals for improvements and follow-up activities, evaluating in particular the efficiency, effectiveness, impact, sustainability and relevance of the actions implemented

The evaluation activities will be carried out on two levels: towards the project partners (internal evaluation) and towards the project target groups and systems§ors (external evaluation).

The whole process is supported by the bottom-up methodology that pro-actively involves the actors such as all project partners and the project target groups throughout the project.

2.1 Who carries out the evaluation process?

TECLA Association is in charge of evaluating the activities and thus collecting the data and information and elaborating the results in the final evaluation report.

All partners and representatives of the target groups and systems§ors will fill in the documents provided by TECLA for the collection of information. The evaluation process, in fact, includes 2 levels.

Internal Evaluation (Partners in charge)

The Internal Evaluation is carried out by partners who will assess and evaluate both management and products/contents quality. Tecla, as leader, will periodically submit questionnaires to partners through an online service. After collecting responses, Tecla will be in charge of elaborating results and show strengths that can be disseminated and weaknesses to be enhanced.

External Evaluation (Target groups&systems in charge)

The External Evaluation directly involves I-CARE target groups and systems who will be asked to give an evaluation about the core products/contents of I-CARE project. The evaluation will be carried out through questionnaires/interviews/grids conducted by emails, face to face meetings or by phone. Comments and evaluations coming from the target groups&systems will be used by partners to improve and enrich the next products in order to make them usable after the project conclusion. The choice to employ both quantitative (submission of questionnaires or evaluation grids) and qualitative (interviews) methodology to gather information, will allow to collect highly significant data and offer analytical purposes.

2.2 Tools, timing and products of the evaluation activities

The evaluation tools are the following ones:

- *Online questionnaires*: they will be submitted to partners through an online service able to collect and elaborate information and data.
- *Questionnaires/grids/interviews*: they will be submitted to the target groups by email, phone or face to face meeting.

Evaluation tools and timing

Tool	Who	Scheduling
Online questionnaires	All partners	1. June 2011 2. February 2012 3. July 2012
Online questionnaires	Target groups&systems	At the end of core activities
Interviews	Target groups&systems	At the end of core activities

The product of the evaluation activities will be the *Final Evaluation Report*. It will be formulated in September 2012 and will contain all considerations about the five evaluation criteria and the indicators.

3. EVALUATION CRITERIA

3.1 Project Efficiency

Project management is a critical activity that influences the well proceeding of all project activities. Indeed, making the project efficient means contributing to the achievement of mid-term and final results. The evaluation of management activities is periodically carried out throughout the project with the purpose to improve the ongoing process. This practice guarantees a continuous impact on the project management.

The main indicators to assess Project Efficiency will be:

WORK PLAN

- DISTRIBUTION RATE OF WORK LOAD AMONG PARTNERS
- QUALITY OF ORGANISATION AND SCHEDULING
- WORK LOAD/HUMAN RESOURCES RATIO
- UNDERSTANDING OF GIVEN TASKS
- RESPECT OF DEADLINES
- ONGOING AND CORRECT COSTS REPORTING

COORDINATION

- QUALITY OF COORDINATION
- CLARITY OF OBJECTIVES AND CONTENTS IN THE INSTRUCTIONS

PARTNERSHIP

- AWARENESS ABOUT ROLES AND RESPONSIBILITIES OF PARTNERS
- COOPERATION GRADE AMONG PARTNERS

MEETINGS

- REGULAR MEETING ATTENDANCE
- SATISFACTION GRADE OF THE MEETING

COMMUNICATION

- COMMUNICATION AMONG PARTNERS: UNDERSTANDING MESSAGES
- COMMUNICATION AMONG PARTNERS: PROMPTLY REPLYING MESSAGES
- QUALITY OF THE MEANS OF COMMUNICATION

3.2 Project Effectiveness, Impact, Sustainability and Relevance

The evaluation of the Project Effectiveness, Impact, Sustainability and Relevance aims at exploiting project results after its conclusion. The abovementioned variables are measured both on target groups and on geographic areas in the short, mid and long-term. For this reason, the evaluation is periodically carried out throughout the project with the purpose to make project main results effective.

The evaluation will be carried out by partners (internal evaluation) and by project target groups (external evaluation).

The whole process is supported by the bottom-up methodology that pro-actively involves the actors such as all project partners and the project target groups throughout the project.

In terms of impact, two levels will be taken into account: the level of the target groups and the level of the target systems§ors (geographic areas). The indicators are structured as follows:

TARGET GROUPS

A) STAFF OF EMPLOYMENT CENTRES&AGENCY IN PARTNER TERRITORIES IN ITALY AND ROMANIA

Objects of the evaluation accordingly: Approaches to tasks, Competences, Customized approach

- CHANGING RATE BETWEEN JOB ROLES AND CONTENTS PERFORMED BEFORE THE TRAINING WORKSHOPS AND THE ONES PERFORMED AT THE CONCLUSION OF THE PROJECT
- INCREASING RATE OF COMPETENCES BEFORE AND AFTER THE TRAINING WORKSHOPS
- NUMBER OF RECORDS ENTERED IN THE PLATFORM OF DIGITAL PORTFOLIOS

B) DECISION-MAKERS

Object of the evaluation: Knowledge and awareness

- PRESENCE OF DIRECT REFERENCES TO THE RESULTS OF THE PROJECT IN THE PROGRAMMING DOCUMENTS (WITH PARTICULAR REFERENCE TO CALLS FOR PROPOSALS ON DEVELOPED PROFESSIONAL PROFILES) OR LEGISLATION INCLUDING PROPOSED STANDARDS OF COMPETENCES FOR THE GRANTING OF PROFESSIONAL QUALIFICATIONS.

TARGET SYSTEMS&SECTORS (Geographic areas)

SHORT-TERM

- THE NUMBER OF EMPLOYMENT CENTRES INVOLVED DURING THE PROJECT
- THE SHARE REPRESENTED BY THIS NUMBER AS A PERCENTAGE OF THOSE PRESENT IN THE PROVINCE (IN THE CASE OF ITALY)
- ITS REPRESENTATIVENESS OF THE NUMBER OF POTENTIAL CLIENTS IN THE REGION

LONG-TERM

- THE NUMBER OF EMPLOYMENT CENTRES WHICH WILL ADOPT SUCH A METHODOLOGY IN THE PARTNER PROVINCES, AS WELL AS THE LEVEL OF INVOLVEMENT OF THE EMPLOYMENTS CENTRES IN OTHER PROVINCES OF THE SAME REGION

3.3 INDICATORS

Project Efficiency

OBJECT OF THE EVALUATION	INDICATORS				
	Work Plan	Coordination	Partnership	Meetings	Communication
Project Management	<ul style="list-style-type: none"> ~ Distribution rate of work load among partners ~ Quality of organisation and scheduling ~ Work load/human resources ratio ~ Understanding of given tasks ~ Respect of deadlines ~ Ongoing and correct costs reporting 	<ul style="list-style-type: none"> ~ Quality of coordination ~ Clarity of objectives and contents in the instructions 	<ul style="list-style-type: none"> ~ Awareness about roles and responsibilities of partners ~ Cooperation grade among partners 	<ul style="list-style-type: none"> ~ Regular meeting attendance ~ Satisfaction grade of the meeting 	<ul style="list-style-type: none"> ~ Communication among partners: understanding messages ~ Communication among partners: promptly replying messages ~ Quality of the means of communication

Project Effectiveness, Impact, Sustainability and Relevance

PROJECT EFFECTIVENESS, IMPACT, SUSTAINABILITY AND RELEVANCE		
Object of the evaluation	Target Groups	
	Staff of employment centres&agency in partner territories in italy and romania	Decision-Makers
Approach to tasks	CHANGING RATE BETWEEN JOB ROLES AND CONTENTS PERFORMED BEFORE THE TRAINING ACTIVITY AND THE ONES PERFORMED AT THE CONCLUSION OF THE PROJECT	
Competences	INCREASING RATE OF COMPETENCES	
Customized Approach	NUMBER OF RECORDS ENTERED IN THE PLATFORM OF DIGITAL PORTFOLIOS	
Knowledge and awarness		PRESENCE OF DIRECT REFERENCES TO THE RESULTS OF THE PROJECT IN THE PROGRAMMING DOCUMENTS (WITH PARTICULAR REFERENCE TO CALLS FOR PROPOSALS ON DEVELOPED PROFESSIONAL PROFILES) OR LEGISLATION INCLUDING PROPOSED STANDARDS OF COMPETENCES FOR THE GRANTING OF PROFESSIONAL QUALIFICATIONS
	Geographic areas	
	Short-term	Long-term
Incidence of the project	THE NUMBER OF EMPLOYMENT MEDIATION CENTRES AND SERVICES INVOLVED DURING THE PROJECT THE SHARE REPRESENTED BY THIS NUMBER AS A PERCENTAGE OF THOSE PRESENT IN THE PROVINCE (IN THE CASE OF ITALY) ITS REPRESENTATIVENESS OF THE NUMBER OF POTENTIAL CLIENTS IN THE REGION	THE NUMBER OF CENTRES WHICH WILL ADOPT SUCH A METHODOLOGY IN THE PARTNER PROVINCES, AS WELL AS THE LEVEL OF INVOLVEMENT OF THE OPERATIONAL CENTRES IN OTHER PROVINCES OF THE SAME REGION

