

Terminal Check



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Education and Culture DG
Lifelong Learning Programme

EACEA
Education, Audiovisual & Culture
Executive Agency



Moving at labour market

Monitoring & Evaluation Plan



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1. Aims and objectives of the Leonardo Project 'Moving at Labour Market (Mol@m)'

The aim of the Mol@m – Moving at Labour Market project (co-funded by the European Commission through the Leonardo da Vinci programme) is to *equip career guidance professional in VET schools and youth centres, labour offices etc, with expanded knowledge on other EU labour markets, so that they can help and encourage European emigration for employment purposes. This will be done by providing this target group with an Interactive Tool (including e-Learning contents) on practical information on local rules and practices related to job markets and local job-culture of the involved EU countries.*

2. Introduction to the Mol@m Monitoring and Evaluation Plan

In the Project application (Work Package 9, F.1) is stated that a Monitoring and Evaluation (M&E) Plan will be developed (Deliverable 30 of the project) with the aim to ensure the quality of the consortium's work and high quality of the products developed in the project. The internal monitoring of the project will be conducted by the project Partner Careers Europe, and the Evaluation by an External Evaluator to provide a better and practical assessment of the project activities.

The project Partner Careers Europe has been involved in transnational project work since 1992 and over that time carried out many development projects. It is a Euroguidance centre for the UK and in this capacity promotes mobility, helping guidance counsellors and individuals to better understand the opportunities available to European citizens throughout Europe. Due to this significant experience Careers Europe is a fitting partner to carry out internal monitoring for the Mol@m project.

The External Evaluator contracted is Mr Harry Theotokatos, who has extensive experience in evaluation, including for life long learning projects, on labour market issues, particularly with vulnerable groups like minorities, migrants women and persons with disabilities.

The M&E Plan has been developed by Careers Europe and the External Evaluator. The main objective of the M&E Plan is to define indicators, evaluation instruments, outputs, actions and timeline on the basis of which the project development will be monitored and assessed throughout the project. In addition, it is also aimed to find out whether the interactive tool and training developed during the project meet the objectives set out in the project application. In particular, we need to assess whether the Mol@m project achieves the goal of improving the understanding and knowledge of EU labour markets of careers guidance counsellors in vocational training centres, youth centres and employment offices with a view to facilitating European emigration for employment purposes.

The M&E Plan has been prepared by Careers Europe and Mr. Theotokatos. The M&E Plan is based on the nine Work Packages (WPs) of the project in a table format. In each WP there are columns that refer to individual deliverables (outputs, products, results), the name of the Leader for each WP, dates or frequency of the planned activities, a summary of the expected outcomes/products, the quality/performance indicators to assess the processes and activities, the evaluation mode, the evaluation instruments/tools and the responsibility for the M&E of each individual deliverable.

The M&E Plan is a dynamic document, that is, it will be updated and modified throughout the duration of the project to reflect changes, adjustments and deviations from the original planning and to unforeseen circumstances.

Annex 1 contains an Evaluation Action Plan with quality Indicators.

3. The Monitoring Process

Monitoring can be defined as a continuous process of assessing the progress made towards stated objectives, and identifying gaps between the original project plan and the actual achievements. Monitoring relies on accurate and timely reporting and is effectively an internal self-assessment.

A specific online monitoring tool has been developed, using the software ‘Survey Monkey’. The Partners will complete a survey to track their views on project progress three times over the lifetime of the project. This is to ensure that recommendations can be made and problems can be resolved should they arise. The survey will be available online via a link sent out by email to all project partners. The survey will ask partners view of the clarity of project objectives, the management of the project (including communication, financial issues, problem solving etc), internal communication (including the website and language issues) and project progress. There will be an area after each section to add any comments. This will be reported in the interim and final reports in PDF version. The results of the survey will be analysed and presented using graphs and will include recommendations.

There will also be a ‘survey monkey’ survey following each transnational partner meeting to ensure that partners feel satisfied with the organisation and quality of information and communication at these key junctures in the project.

In addition to these, *Careers Europe* will monitor the overall project management and quality/performance indicators described in the M&E Plan through the evaluation instruments/tools and its communication with the Project Coordinator and the External Evaluator, and bring to the attention of the Partners and the Project Coordinator any actual or potential deviation of specific project activities.

4. The External Evaluation Process

Evaluation is focused on the quality of all the project's processes, outputs and outcomes. It involves analysing and interpreting data about the project in order to identify achievements and areas of weakness. This includes the quality of the monitoring process. Therefore the evaluation processes suggested here aim to:

- ▶ Support the management of the project;
- ▶ Simplify the consultation process within the project partnership;
- ▶ Prepare the project team for pressure points in the course of the project life span;
- ▶ Assist the project co-ordinator in quantifying results and relating these to the project objectives; and
- ▶ Ensure the quality of the processes, outputs and outcomes of the project.

The results of the Evaluation will:

- ▶ Identify what worked well and what did not work so well, in terms of both what was done (outputs) and how it was done (processes);
- ▶ Assist the partners to plan current and future projects (by improving the performance of the project, or identifying new opportunities);
- ▶ Enable the partners to build on our successes and develop good practice, and avoid repeating mistakes; and
- ▶ Assist us in monitoring our project.

The general services of the External Evaluator will be primarily guided by the M&E Plan and will include: to monitor, comment, make suggestions and assess the relevance, effectiveness, impact and sustainability of the management of the project, of the contents of project documents and correspondence, processes, timing, quality of all activities and deliverables in all 9 WPs. In order for the External Evaluator to fulfil his role and responsibilities, he will work closely with *Careers Europe* as stated in WP9 in the application form.

4.1. Methodology of External Evaluation

The proposed external evaluation methodology, which is contained in the M&E Plan, takes into consideration three components on which it will be developed and implemented. These are: Evaluation on the basis of the EU Commission's rules, Leonardo Da Vinci's regulation requirements and evaluation on the basis of the project's evaluation requirements as stated in the M&E Plan.

The European Commission uses five main evaluation criteria for the evaluation of its funded projects and these will be used in this evaluation: These criteria are:

- ▶ The relevance of the activities and results, indicating the extent to which the common objectives met common needs and addressed common issues;
- ▶ The efficiency, the extent, and the desired effects are achieved at a reasonable cost (the relation between inputs and outputs, quality);
- ▶ The effectiveness and the extent to which objectives set are achieved;
- ▶ Impact – On the target population and the contribution on the policy and practice of decision makers and stakeholders at European, national and local levels; and
- ▶ Sustainability – the extent to which positive effects are likely to last after the intervention has terminated.

In addition, for the Leonardo projects there are other additional evaluation criteria such as transnational partnership, dissemination, innovation, and quality of the exploitation and these will be taken also into consideration.

In the context of a Multilateral Project such as 'Mol@m' the role of the External Evaluator would be important and productive and it will provide:

- ▶ Support to the management of the project;
- ▶ Monitor and support in the implementation of the M&E Plan;
- ▶ Support the project and act as a checker on whether the targets have been met;
- ▶ Contribute to the improvement of the results based upon judgements made about the value and quality of the project;
- ▶ Facilitate the involvement of all the project partners and provide a context for open discussion, debate and agreement on project performance;

- ▶ Identify strengths, weaknesses and obstacles to progress; and
- ▶ Ensure the quality of the processes, outputs and outcomes of the project.

The External Evaluator will focus on the quality of all the project's processes, outputs and outcomes. The focus of the evaluation on the processes will address issues of the quality of project management, context and implementation, and cover all the activities and outputs described in the original application work plan. It will assess the impact of external environmental factors on the implementation and performance of the project, and will address how the project was implemented, why certain decisions were taken and what was their overall impact on the outputs and impact of the project. Evidence of good transnational partnership will be assessed.

The focus of the evaluation on the project's outputs will help determine the overall quantity and quality of the project outputs and deliverables as these are indicated in the original project proposal. This focus will also deal with the innovative, (particularly online) approaches, target group, added value and dissemination of the projects activities as described in the original project application.

And the focus on the impact of the project's activities will measure the validity and impact of the project as these are indicated in the original project proposal on the target groups, before the start and after the completion of the project activities.

A range of approaches of data collection will be used for the External Evaluation. Each approach has its strengths and weaknesses in terms of accuracy, depth, penetration, flexibility and appropriateness. However, taken together they would provide an accurate picture of the success of the project.

The indicative list of approaches to be used includes:

- ▶ Attendance to two Partnership meetings (first and last);
- ▶ Minutes from all partnership meetings;
- ▶ Electronic correspondence among the Partners regarding the implementation of the various activities;
- ▶ Ongoing monitoring of the M&E Plan and cooperation with Careers Europe;

- ▶ Assessment of project deliverables and outputs; and
- ▶ Analysis and assessment of any other relevant primary and secondary data.

In summary, the External Evaluator will provide experienced input to the project work and implementation of the M&E Plan for the duration of the project as a member of the evaluation team together with *Careers Europe*, assisting it in any queries and evaluation issues, so to assist individual partners, as well as the partnership in general, to achieve the best possible results for each of the stated project objectives.

5. Interim Evaluation Report

According to the Project Application (F.1.31) after 12 months of project implementation the evaluation team (external and internal evaluators) will produce an Interim Evaluation Report (Deliverable 31), in which the progress and the achievements of the project will be assessed. This progress will be analysed by each WP, assessing the existent deviations from the initial Workplan and their implication in the progress of the project. This report will also include recommendations for the improvement of specific aspects on the second half of the project.

The Interim Evaluation Report is due on **05/09/2011**.

6. Final Evaluation Report

According to the Project Application (F.1.32) at the end of project implementation the evaluation team (external and internal evaluators) will produce a Final Evaluation Report (Deliverable 32). The primary purpose of this report is to assess the overall lessons from the project. That is:

- ▶ Include a description of all the monitoring and evaluation activities carried out;
- ▶ The results obtained;
- ▶ Draw conclusions on the design, implementation and degree of success of the project in the light of our objectives and indicators and recommendations;
- ▶ Inform funding bodies and other stakeholders of our results, and the actual and potential impact of our project;
- ▶ Stimulate support for transfer and mainstreaming of the Mol@m online tool
- ▶ Stimulate new ideas for innovation.

The Final Evaluation Report is due on **03/09/2012**.

7. Conclusion

The M&E Plan sets the methodology, the indicators and the parameters of the project monitoring and evaluation. We also have to keep in mind that Leonardo projects are pilot projects and that objectives can change throughout the project lifetime. It is important to stress that **ALL** Partners have responsibility for self-evaluation and monitoring, timeliness and quality work – making sure that everything they do is recorded to ensure that evaluation can be carried out and results can be reported on easily and accurately.

8. ANNEX 1 – Evaluation action plan with quality indicators

To ensure that the performance criteria for each Work Package is met, Careers Europe will need the help of the appropriate WP leader to help answer the checklists in the following table (these questions will be asked via telephone or face to face if possible).

MoL@m Project: Evaluation Plan and Quality Indicators – WP 1 Project Management

WP 1 (1-8)	Transnational partner meetings WP1 (1-6)	Project management	Transnational elements and added value
Leader: SPI			
Dates or frequency	2011 - January, April, September 2012 - January, May, September	Throughout the project duration	Throughout the project
Summary/Product	Evaluation of progress made during the meetings	Overall performance of coordination and leadership in the partnership (effectiveness & efficiency)	The quality of the partnership = partners & co-ordinator
Quality/Performance Indicators	Quality of Information and communication prior to and at the event Participation and contribution at the event Respecting the agenda & meeting the stated objectives of the event Working environment Participants understand the next steps Accommodation, food and social element	Clear division of tasks between the partners Clear work plan and time table is available Distribution of responsibilities among partners Agreed decision-making procedures Methods of communication between partners are agreed and regular. Contributions made by the partners are valued (these indicators should be reflected in the information – via questionnaires – collected at the MT meetings)	Partners commit time and resources Partners consistently attend meetings and other events Partners take part in the agreed dissemination Partners show a willingness to solve problems Clear evidence of sharing of roles & responsibilities Development of trust and positive attitudes Project partners develop a sense of ownership of the project
Evaluation mode	Internal and external	Internal and external	Internal and external
Evaluation	Online evaluation by partners and coordinator after	Project partner views collected via ‘Survey Monkey’	Evaluation checklist

instruments	each meeting		
Responsibility	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Final report
Outcome¹			

¹ As Outcome will be recorded the actual outcome of the activity.

MoL@m Project: Evaluation Plan and Quality Indicators – WP 2 Research

WP 2 (9-10)	Methodological approach – research (9)	Research report (10)
Leader: DJI		
Dates	Delivery: 14/01/2011	30/04/2011
Summary/Product	A document that will provide instructions for partners to conduct the research in their countries.	A report that will summarise the conclusions of the research conducted in each country.
Quality/Performance Indicators	<p>Development of appropriate desk research guidelines</p> <p>Development of appropriate guidelines for interviews with labour migrants</p> <p>Development of structure of research report</p> <p>Number of questionnaires collected per country as specified in the application (10)</p> <p>Number of interviews with low skilled migrants per country as specified in the application (2)</p> <p>Timely contribution by all partners</p> <p>Common approach by all partners</p> <p>Activity started and finished on time</p> <p>Questionnaires and interviews completed after D9 is completed</p>	<p>Include the relevant questionnaires and interviews in the report</p> <p>National reports are included</p> <p>National reports are translated in each partner’s language</p> <p>Report provides clear and correct findings and conclusions for the content development and other project activities</p> <p>Report completed within the specified timeframe</p> <p>Partners receive sufficient notice for comments and amendments</p> <p>Timely contribution by all partners</p>
Evaluation mode	Internal	Internal
Evaluation instruments	<p>Completed questionnaires and interviews as specified</p> <p>Questionnaires and interviews of appropriate quality so they can be used without any qualifications</p>	<p>Completed report</p> <p>Translated versions of national reports</p>
Responsibility	Careers Europe - External Evaluator will use the information for the Interim and Final	Careers Europe - External Evaluator will use the information for the Interim

Outcome	reports	and Final reports

MoL@m Project: Evaluation Plan and Quality Indicators – WP 3 Content Elaboration

WP 3 (11-13) Leader: TK Delivery Summary/Product Quality/Performance Indicators	Methodological approach – contents (11)	Content building workshops (12)	Document with texts to be converted into e-learning and integrated in the interactive tool (13)
	07/03/2011	06/06/2011	05/12/2011
	A document that will provide instructions for partners to organise the content building workshops (D12) and to develop the contents.	Workshop to discuss the content building workshops to be organised in DE, IT and UK	A document in all partner languages.
	<p>Development of contents to be included in the Interactive Tool</p> <p>Elaboration of appropriate guidelines for the implementation of activities</p> <p>Elaboration of instruments (e.g. questionnaires) to collect the feedback of the participants in the workshops about the contents</p> <p>Elaboration of draft version of the content structure (containing all identifying means)</p> <p>Organisation of content building workshops in the specified partner countries</p> <p>Elaboration of contents in English</p> <p>Timely contribution by all partners</p> <p>Activity started and finished on time</p> <p>Translation of the contents into the languages of the partners that organize workshops and translation of the final version of the contents into all partners languages</p>	<p>Content building workshops to be organised in DE, IT and UK</p> <p>Announced in the project website</p> <p>8 to 12 people per country participants</p> <p>Elaboration of content structure</p>	Document contents are clear and appropriate

Evaluation mode	Internal	Internal	Internal
Evaluation instruments	Completed instructions documents for the organisation of content building workshops	Completed workshops	Completed document with contents
Responsibility	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports
Outcome			

MoL@m Project: Evaluation Plan and Quality Indicators – WP 4 Creation of Interactive Tool

WP 4 (14-15)	Methodological approach – Interactive Tool (doc. In electronic or paper format) – (14)	Interactive Tool - Prototype (15)
Leader: SPI		
Delivery	04/07/2011	05/03/2012
Summary/Product	A document to provide instructions to partners to organise the development of the prototype of the Interactive Tool.	On-line tool including e-Learning contents.
Quality/Performance Indicators	<p>Elaboration of a document with the methodological approach</p> <p>Presentation of the overall structure of the Interactive Tool in the 3rd partnership meeting</p> <p>Detailed definition of the content of each component of the IT to ensure uniformity in the different languages</p> <p>Conversion of the contents into the e-learning course</p> <p>When conversion of the format is complex WP leader will do it</p> <p>Elaboration of appropriate guidelines for the implementation of activities</p> <p>Elaboration of draft version of the content structure (containing all identifying means)</p> <p>Timely contribution by all partners</p> <p>Activity started and finished on time</p>	Prototype with all contents described in the application and/or agree by the partners
Evaluation mode	Internal and external	Internal and external
Evaluation instruments	Elaboration of instructions document	<p>Prototype of the Interactive Tool in 6 languages</p> <p>Availability through the project website</p>
Responsibility	Careers Europe - External Evaluator will use the information for the Interim and Final	Careers Europe - External Evaluator will use the information for the

Outcome	reports	Interim and Final reports

MoL@m Project: Evaluation Plan and Quality Indicators – WP 5 Test and Validation

WP 5 (16-20)	Methodological Approach –	Pilot Testing -Pilot course to	Validation Dossier (18)	Interactive Tool (Final	Support Handbook (Final
Leader: ASIMAG	Testing (16)	test the Interactive Tool (17)		version) (19)	version) (20)
Delivery	09/01/2012	02/04/2012	02/04/2012	06/08/2012	06/08/2012
Summary/Product	A document that will provide instructions to partners to implement the testing and validation activities.	The tests will be organised in PT, ES and CZ, by distance method or involve 1 seminar at the beginning of the testing.	The Validation Dossier will include the results obtained from the Pilot tests, general remarks and conclusions obtained from the tests.	Improved and final on-line tool including e-Learning contents in the Partners' languages.	An electronic or hard copy document in the home page of each national version of the Interactive Tool.
Quality/Performance Indicators	Elaboration of a document containing instructions for partners to implement the testing and validation activities The document will contain guidelines for the pilot tests and a model satisfaction questionnaire to be submitted to the participants in these tests. Activity started and finished on time	Organisation of pilot test in PT, ES and CZ To be done entirely at distance or involve one seminar Activity started and finished on time <u>External evaluator</u> To develop a questionnaire for the participants in the 3 pilot tests to assess the Interactive Tool (IT and produce relevant report)	Dossier with the final results from the pilot tests Discussion of dossier by the partnership and M&E team Timely contribution by all partners Activity started and finished on time	Production of Validation Dossier with all the comments from the previous activity Available in all partner languages Activity started and finished on time	Production of Supportive handbook Available in the homepage of each national version of the IT Activity started and finished on time
Evaluation mode	Internal and external	Internal and external	Internal and external	Internal and external	Internal and external
Evaluation	Questionnaires of appropriate	Completed workshops or	Completed dossier	Completed revised dossier	Availability of deliverables

instruments	quality so they can be used without any qualifications	seminars Questionnaire by External Evaluator	Comments by the M&T team	Comments by the External Evaluator	
Responsibility	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports and to produce a report for the pilot tests.	Careers Europe - External Evaluator will use the information for the Interim and Final reports.	Careers Europe - External Evaluator will use the information for the Interim and Final reports.	Careers Europe - External Evaluator will use the information for the Interim and Final reports
Outcome					

MoL@m Project: Evaluation Plan and Quality Indicators – WP 6 Dissemination

WP 6 (21-24)	Dissemination Plan (21)	Project Brochure (22)	Project DVD (23)	Dissemination Report (24)
Leader: TEMPO				
Delivery	04/04/2011	04/04/2011	21/09/2012	03/09/2012
Summary/Product	A document that will cover all the project realisation and preview the main activities concerning the promotion of the project and the activities	The brochure (electronic and hard copy) will incorporate all the relevant project information.	Upon the project's conclusion a DVD will be produced containing all the main results of the project.	A report that will include a comparison between the objectives initially established in terms of dissemination and the activities actually carried out by partners.
Quality/Performance Indicators	<p>Elaboration of plan containing all main activities concerning the promotion of the project and its achievement</p> <p>Timely contribution by all partners</p> <p>Guidelines about the conduct of dissemination activities</p> <p>Activity started and finished on time</p> <p>Reporting of the dissemination activities conducted by partners every 6 months</p> <p>Regular (every 6 months) update of the planned activities</p>	<p>Elaboration of brochure content</p> <p>Timely contribution by all partners</p> <p>Activity started and finished on time</p> <p>Produced in 600 copies in English</p> <p>100 copies in the other partner languages</p> <p>Available on all 6 languages</p> <p>Online version available</p>	<p>Elaboration of DVD content</p> <p>Activity started and finished on time</p> <p>Timely contribution by all partners</p> <p>Production of 600 copies in the 6 partner languages</p> <p>Each partner will distribute 20 DVDs to 20 most relevant stakeholders</p>	<p>Elaboration of report contents</p> <p>Activity started and finished on time</p> <p>Timely contribution by all partners</p> <p>Degree of completion of the activities proposed by each partner</p>
Evaluation mode	Internal	Internal	Internal	Internal

Evaluation instruments	Completion of plan	Production of brochure	Production of DVD upon project conclusion	Production of report
Responsibility	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports
Outcome				

MoL@m Project: Evaluation Plan and Quality Indicators – WP 7 Website and Project Blog

WP 7 (25-26)	Website (25)	Project Blog (26)
Leader: SPI		
Delivery	04/04/2011	04/07/2011
Summary/Product	The website will contain all relevant project information, achievements and outcomes, and with access to the Interactive Tool and Support Handbook.	For contribution of comments and ideas on the project activities and outcomes by the workshop participants and interested parties.
Quality/Performance Indicators	Design of website with all the contents and languages described in the application Continuation of the website after the completion of the project	Operation Value of its feedback, contribution with comments and ideas on the project activities and outcomes
Evaluation mode	Internal and external	Internal and external
Evaluation instruments	Monitoring its operation Regular update of the information and contents of the website	Monitoring its operation regarding usage and quality of information
Responsibility	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports
Outcome		

MoL@m Project: Evaluation Plan and Quality Indicators – WP 8 Exploitation

WP 8 (27-29)	Exploitation Strategy (27)	Exploitation Next (28)	Final Seminar (29)
Leader: TEMPO			
Delivery	05/09/2011	03/09/2012	03/09/2012
Summary/Product	A document that will clarify the objectives of the exploitation and preview the main activities concerning the sustainability of the project.	A document to be completed during the final partnership meeting to reinforce the measures for the future sustainability of the project.	To be held in the UK to present the main project results achieved at the same occasion of the final partnership meeting.
Quality/Performance Indicators	Elaboration of exploitation strategy which will include guideline for the partners to carry out exploitation activities at national and international level	Elaboration of document as per description in the project Application Completion of document by all partners	Organisation of seminar and invitation of participants Quality of presentations Quality of participants' feedback
Evaluation mode	Internal	Internal	Internal
Evaluation instruments	Elaboration of strategy Development of instruments (e.g. questionnaires) to support the implementation of the strategy	Completed document by the partners	Feedback from participants
Responsibility	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports	Careers Europe - External Evaluator will use the information for the Interim and Final reports
Outcome			

MoL@m Project: Evaluation Plan and Quality Indicators – WP 9 Monitoring & Evaluation

WP 9 (30-32)	Monitoring & Evaluation Plan (30)	Interim Evaluation Report (31)	Final Evaluation Report (32)
Leader: Careers Europe			
Delivery	10/01/2011	05/09/2011	03/09/2012
Summary/Product	Monitoring & Evaluation Plan	Interim Evaluation Report	Final Evaluation Report
Quality/Performance Indicators	Elaboration of appropriate quality/ performance indicators, evaluation modes and tools for the WPs and their individual activities.	To be drafted according to the requirements of the Managing Authority To be accurate, high quality and timely	To be drafted according to the requirements of the Managing Authority To be accurate, high quality and timely
Evaluation mode	Internal and external	Internal and external	Internal and external
Evaluation instruments	Project application 'Survey Monkey' Surveys from Partnership meetings; Minutes from all partnership meetings; Electronic correspondence among the Partners regarding the implementation of the various activities; All deliverables and outputs; Assessment of project deliverables and outputs; and Analysis and assessment of any other relevant primary and secondary data.	Project application 'Survey Monkey' Surveys from Partnership meetings; Minutes from all partnership meetings; Electronic correspondence among the Partners regarding the implementation of the various activities; All deliverables and outputs; Assessment of project deliverables and outputs; and Analysis and assessment of any other relevant primary and secondary data.	Project application 'Survey Monkey' Surveys from Partnership meetings; Minutes from all partnership meetings; Electronic correspondence among the Partners regarding the implementation of the various activities; All deliverables and outputs; Assessment of project deliverables and outputs; and Analysis and assessment of any other relevant primary and secondary data.

Responsibility	Careers Europe and External Evaluator	Careers Europe and External Evaluator	Careers Europe and External Evaluator
Outcome			