

## QUALITY HANDBOOK

### THESEIS



## TRAINING ON HEALTH AND SAFETY FOR WORKERS IN THE ENVIRONMENT INDUSTRIAL SECTOR

Deliverable number	2.1
Dissemination level	two
Delivery date	15/01/2012 v.1 30/09/2012 v.3
Status	Version 3
Author(s)	(HIOHS)

## CONTENTS

---

CHAPTER 1.	OVERVIEW	3
CHAPTER 2.	THESEIS QUALITY & RISK MANAGEMENT	5
	2.1. THESEIS Quality Management	5
	2.2. THESEIS Risk Management	6
	2.3. THESEIS Quality and Risk Management Procedures	8
	2.4. THESEIS Quality Management Tools	10
	2.5. THESEIS Quality Management Partners Responsibilities	10
CHAPTER 3.	QUALITY PER WORKPACKAGE	13
	3.1. Work package 1 - PROJECT MANAGEMENT – COMMUNICATION	13
	3.1.1. Aim	13
	3.1.2. Partners Responsibilities	13
	3.1.3. WP1 Procedures Description	13
	3.1.4. Relative documents – templates	17
	3.2. Work package 2 - QUALITY PLAN	18
	3.2.1. Aim	18
	3.2.2. Partners Responsibilities	18
	3.2.3. WP2 Procedures Description	18
	3.2.4. Relative documents – templates	23
	3.3. Work package 3 - PREPARATION ACTIVITIES / SURVEY DEVELOPMENT	24
	3.3.1. Aim	24
	3.3.2. Partners Responsibilities	24
	3.3.3. WP3 Procedures Description	25
	3.3.4. Relative documents – templates	28
	3.4. Work package 4 - PREPARATION ACTIVITIES / SURVEY DEVELOPMENT	29
	3.4.1. Aim	29
	3.4.2. Partners Responsibilities	29

3.4.3. WP4 Procedures Description	30
3.4.4. Relative documents – templates	34
3.5. Workpackage 5 -PILOT IMPLEMENTATION-VALIDATION OF VET MODEL	35
3.5.1. Aim	35
3.5.2. Partners Responsibilities	35
3.5.3. WP5 Procedures Description	35
3.5.4. Relative documents – templates	39
3.6. Workpackage 6 - DISSEMINATION ACTIVITIES	40
3.6.1. Aim	40
3.6.2. Partners Responsibilities	40
3.6.3. WP5 Procedures Description	40
3.6.4. Relative documents – templates	47
3.7. Workpackage 7 – EXPLOITATION	48
3.7.1. Aim	48
3.7.2. Partners Responsibilities	48
3.7.3. WP7 Procedures Description	48
3.7.4. Relative documents – templates	52
CHAPTER 4. THESEIS MONITORING AND EVALUATION SYSTEM	53
CHAPTER 5. THESEIS INTERNAL EVALUATION QUESTIONNAIRE	55

## CHAPTER 1

### OVERVIEW

The THESEIS Quality Handbook defines the structure of the THESEIS Quality Management, the tasks and responsibilities of the involved personnel, the procedures and guidelines which will be used by THESEIS Work Package Leaders (WPL) and other project partners to ensure high standards of quality for all the actions implemented, the results and the deliverables produced, during the project lifetime.

HIOHS will prepare and deliver to all project partners, the THESEIS project Quality Handbook, which will be approved by the project Steering Committee (SC) during the 2nd Coordination meeting, in Prague.

The THESEIS Quality Handbook will be under review on a constant basis, during the project lifetime.

#### ✓ *What is Quality Management*

**Quality management** has a specific meaning within many business sectors. It does not aim to assure best quality of a product or a service, but rather to ensure that an organization or product is consistent meeting specific criteria/standards (including also time frameworks, financial resources, etc). Quality management can be considered to have four main components: quality planning, quality control, quality assurance and quality improvement. Quality management is focused not only on product/service quality, but also the means to achieve it. Quality management therefore uses quality assurance and control of processes as well as products to achieve more consistent quality. Quality Planning involves the setting of quality objectives and criteria. Quality assurance and control includes the specification and setting of the procedures, the necessary operational processes, the allocation of human and financial resources that will be needed to achieve those objectives and fulfill the quality criteria

A project's Quality management is closely connected to Risk Management of that project.

### ✓ *What is Risk Management*

Risk management is the identification, assessment, and prioritization of potential risks that may affect the normal evolution of a project, followed by coordinated application of corrective actions to monitor, control and minimize the probability and/or impact of an unfortunate event caused by a potential risk.

Risk management deals with the influences that may effect on a planned or running project and could turn out to make it impossible to reach the intended targets. Within the project course, risks must not be excluded, as a total avoidance (zero possibility) of risks is not possible. The analysis of possible risks shall be considered as a chance to manage interferences in accordance with their potential effect on project targets. On the basis of risk analyses, priority lists can be created that include corrective measures for relevant risks but also for irrelevant risks.

## CHAPTER 2

### 2.1. THESEIS Quality Management

## THESEIS QUALITY & RISK MANAGEMENT

**Quality Management** will be an on-going, continuous activity during the materialization of the THESEIS project. The purpose of Quality Management will be to assure that all quality criteria and objective, set during quality planning phase, are being met, which means: providing good quality results in time and within budget. Quality control will be taking place especially before deadlines, before reporting achieved results (comparing with quality criteria) to the project leader and before milestones such as interim and final reports. More specifically it will be taking the form of reviews, internal audits and inspections thus ensuring:

- THESEIS project aims and goals will be achieved as scheduled and planned
- THESEIS results and deliverables satisfy the determined quality and quantity criteria
- the in-time detection of non conformities and the implementation of the correspondent preventive and corrective actions;
- partners' operation on project administrative and financial issues are in compliance with Leonardo da Vinci (LdV) framework requirements
- dissemination and exploitation plans and actions are efficient.

A very important aspect on quality management is the managerial structure that will undertake the tasks to implement the phases of quality planning, assurance, control and improvement. Clearly defined responsibilities for each person / partner must be assigned. This is of great importance in EU wide-cooperation projects where entities from different countries, training systems and mentalities are involved in the materialisation of the same actions, in a cooperative way, are involved in production of the same project results and deliverables.

In THESEIS project the overall quality management is

responsibility of the THESEIS project coordinator (SIGMA). Namely, SIGMA and HIOHS will be responsible for the quality planning of THESEIS project. All other partners will be involved in quality assurance and control phases of the project. For each separate THESEIS workpackage responsible for the quality control and assurance of the workpackage actions and deliverables will be the workpackage leader. Workpackage leaders will assure that workpackage actions, deliverables meet the quantifiable criteria and are in compliance with project financial resources. Each partners' responsibilities regarding the THESEIS quality management can be found in paragraph "Partners' Responsibilities" of the THESEIS Quality Handbook.

The overall quality monitoring of the proper implementation of each Work Package (WP) will be undertaken at an initial stage by an internal quality manager-auditor, who will be assigned by SIGMA and at second stage by a certified quality management auditor to ensure the objective perspective on project quality. The SIGMA Quality Manager will coordinate with the PCU and report to the SC within the context of the project progress reports.

## 2.2. THESEIS Risk Management

Sometimes the introduction of risk management is misunderstood as a critical perspective towards the project subject or even as a reservation towards the project partners. The opposite applies. From the conviction that a useful project for EU-wide-cooperation in the field of education and further education is implemented, like THESEIS project, the responsibility for an ongoing multi-level risk analysis, risk monitoring and successful risk management derives.

Risks in a European project can arise out of partners' problems (i.e. not assignment of the competent personnel), miscalculating time schedules for deliverables preparation, selecting of the wrong subcontractors. What most of the European projects have in common is that the project partners get to know each other only during the project elaboration. Language barriers, differing

approaches and cultural differences might be aspects that influence the efficient joint work to reach the joint project aims. It is implied in the character of funded projects that many project partners are involved into several projects at the same time which might lead to an “inflation of requests” that is hard to handle.

Therefore it is important to identify, the earliest possible, all those risks that may jeopardize the normal progress of THESEIS work packages and propose the precautionary measures and corrective actions that will certify the project successful elaboration.

For dealing with optional risks related to THESEIS project, a responsible project management is essential – only with this, a solution or corrective measure can be found even prior to the point when a project target gets really in danger so that the time pressure deriving from this is reduced.

Thus the approach of risk analysis is not scepticism but responsibly towards the project aims and goals, the involved partners and towards those who provide the funding.

It is the task of the overall project management carried out by SIGMA, to exclude all relevant risks related to complex working processes within the projects with the help of the created quality and risk management plan and thus to enable a successful finalisation of the project. The main criteria for this are:

- a fulfilment of all working steps in accordance with the deadlines defined in the application
- the immediate communication and implementation of all achieved results, deliverables
- immediate communication and implementation of all potential delays or problems during project execution
- provision of contents’ full administrative and financial reports, as set by the EACEA, and according LdV regulations by the project leader and partners in due time
- fulfilment of the obligations set on both sides as determined by the partnership agreements and the agreement

signed by SIGMA with the EACEA.

### 2.3. THESEIS Quality and Risk Management Procedures

In THESEIS Quality Handbook the necessary procedures for:

- a) the efficient Quality planning, assurance and control
- b) a risk analysis

of each work package deliverables and the intermediate actions that have to be undertaken in order to achieve the project results and produce the THESEIS deliverables were developed.

For each work package such a procedure was evolved, that contains:

1. The **Aim** of the work package.
2. The **Responsibilities of each Partner** in the work package.
3. **Analytical description of the Work Package Procedure** including the quality planning and control and the risk analysis of the work package deliverables and actions. All this information is input and presented in a tabular format for each deliverable or intermediate action. In each work package's table there are the following contents:
  - Name of the Deliverable or Action
  - Partner that is in charge of the deliverable/action
  - Quality Criteria, Objectives / Time framework scheduled
  - Operational Process to produce the deliverable, materialize the action
  - Identified Potential Risks
  - Proposed Preventive and Correction Actions
4. The necessary **Documents** and **Templates** that are proposed for use
5. **Files** that have to be kept by partners in their administrative and/or financial filing system and accordingly forwarded to the Project Coordinator

Sometimes it is difficult to identify and specify quantifiable quality parameters to certain project deliverables, such as the VET model. In this case the successful and on time implementation of the working process for the production of a project deliverable, as well as its acceptance from the project target groups can assure its quality level.

The quality of the overall project results depends on the valorisation of the project results, i.e. the adaptation and implementation of the VET training model into practice, while considering the relevant training procedures.

The quality of the foreseen VET model and the training contents that will be developed can be measured by the marketability of the products that will prove that it meets the real demands of the trainees and the trainers in Health and Safety issues of the eco-industry sector.

The deadlines set in for each deliverable and/or action will be rechecked after every coordination meeting and especially two months before any official reporting to EACEA. In case of identified delays, opportunities to reduce the elaboration time of the following actions (corrective actions) will have to be checked, in order to catch-up with the delays.

THESEIS partners are encouraged to develop and implement their internal quality plans and risk analysis schemes, based on their internal operation, that will refer to the project actions and deliverables assigned to them according the THESEIS approved Application form and respective Work Plan.

To make the valuable experiences of every single partner usable for the entire project, SIGMA will collect and integrate them in the work packages' procedures. As mentioned above, THESEIS Quality Handbook is a living document that will be under review on a constant basis, during the project.

✓ *Interim Quality Report*

The Interim Quality Report will be produced in the context of the interim progress report. It will contain the results of the implemented measures for quality management and assurance from the project start to the half time of the project duration. The report will be available in printed format and also as PDF version for download via the network website, not later than the 31-12-2012.

✓ *Final Quality Report*

The Final Quality Report will be produced in the context of the final progress report. It will contain the results of the quality management measures implemented from the start up to the end

of the project. The report will be available in printed document and also as PDF version for download via the network website not later than the 31-10-2013.

#### **2.4. THESEIS Quality Management tools**

The quality assurance of the THESEIS project will be based on the following tools used to assess the project's progress.:

1. THESEIS Monitoring and Evaluation Tool (Chapter ...) for the clear and exact tracking of the progress, the deliverables and the milestones of the project as well as the early determination of potential deviations or inconsistencies and designation of proper support and corrective actions.
2. Financial Reporting Table, provided by the EACEA, used as an in-life project financial management tool
3. Internal Evaluation Questionnaire (Chapter ...) for the qualitative evaluation of project by project's partners

#### **2.5. THESEIS Quality Management Partners Responsibilities**

All partners have specific responsibilities, during the implementation of the THESEIS Quality Plan, resulting from the approved project proposal by Education Audiovisual Culture European Agency (EACEA), within the framework of the LdV programme.

✓ *The Hellenic Institute of Occupational Health and Safety – P3 (HIOHS)*

Leader of the THESEIS Quality Plan Work Package (WP2) is the Hellenic Institute of Occupational Health and Safety (HIOHS).

HIOHS will undertake the task to evaluate the THESEIS progress throughout the duration of the project. HIOHS will prepare the quality management procedures and elaborate the internal/external Quality Management auditing.

HIOHS will prepare the Quality Handbook and the Quality Management Interim and Final Reports. All deliverables will be submitted to SIGMA Consultants (SIGMA) for final approval and submission.

✓ *SIGMA Consultants – P1 (SIGMA)*

SIGMA is responsible to:

- Coordinate the collection and evaluation of all relative information and data regarding the project's progress from all participating partners
- Approve and monitor the corrective & preventive actions.

All deliverables will be submitted to SIGMA Consultants (SIGMA) for final approval and submission.

✓ *Federation of Industries of Northern Greece - P2 (FING)*

FING is responsible to:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

✓ *PREVENT-P4*

PREVENT is responsible to:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

✓ *Forschungsinstitut Betriebliche Bildung gGmbH – P5 (f-bb)*

F-BB is responsible to:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

✓ *Occupational Safety Research Institute – P6 (VUBP)*

VUBP is responsible to:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

✓ *Instytut Ochrony Środowiska – Państwowy Instytut Badawczy – P9 (IEP-NRI)*

IEP-NRI is responsible to:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

✓ *Regional Development Foundation – P12 (RDF)*

RDF is responsible to:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

✓ *Swedish TelePedagogic Knowledge Center – P8 (STPKC)*

STPKC is responsible to:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

✓ *Finnish Institute of Occupational Health – P7 (FIOH)*

FIOH is responsible to:

- Participate in the internal audits of the project's Quality Planning and Monitoring actions
- Provide information and data for the evaluation of the project's quantifiable progress / quality indicators.
- Elaborate any proposed corrective and preventive actions.

✓ *SYNTHOS Kralupy a.s.- P11 (SYNTHOS)*

No assigned Responsibilities

✓ *Tragerverein Umwelttechnologie-Cluster Bayern e. V. – P10 (eu-Cluster)*

No assigned Responsibilities

## CHAPTER 3

## QUALITY PER WORKPACKAGE

### 3.1. Workpackage 1

### PROJECT MANAGEMENT – COMMUNICATION

WP1 aims to:

#### 3.1.1. Aim

- Overall effective administrative and financial management of the THESEIS project.
- Compilation and submission of progress and final reports qualifying all standards and time frameworks set by Education Audiovisual Culture Executive Agency (EACEA).
- Effective communication and coordination of project actions between partners.

#### 3.1.2. Partners Responsibilities

Partner	Responsibilities
<b>SIGMA</b>	Work Package Leader Responsible for the Strategic Project Management including monitoring, regular reporting and maintenance of the central project management office. SIGMA will undertake the Preparation – Submission of Reports to EACEA and the participation in the meetings and events organized by the Agency.
<b>HIOHS</b>	Members of the Steering Committee, attending project management and other relative meetings and contributions to the on-going monitoring and review processes. Task allocations have been made on the basis of an equitable balance of commitments from all project partners to providing the coordinator with data and local monitoring report on progress at a local level on an ongoing basis.
<b>PREVENT</b>	
<b>F-BB</b>	
<b>VUBP</b>	
<b>FIOH</b>	
<b>STPKC</b>	
<b>IEP-NRI</b>	Contribution to the on-going monitoring and review processes of THESEIS project.
<b>RDF</b>	
<b>U-CLUSTER</b>	
<b>SYNTHOS</b>	Contribution to the on-going monitoring and review processes.
<b>FING</b>	

#### 3.1.3. WP1 Procedures Description

✓ *Project Management Structure*

The coordination procedure includes a 6-monthly planning cycle, reviewing the project's plan elaboration and developing the integrated plan for the next 6 months. The project's overall coordination will be undertaken by SIGMA, whereas the Quality Management by HIOHS.

THESEIS Project Management Structure will involve the following management entities:

- Project Coordination Unit (PCU),
- Steering Committee (SC),
- Working Group (WG).

✓ *Internal Partners' Communication*

Effective communication will be assured by both conventional means (e-mail, telephones) and an informational community platform, the THESEIS Virtual Community Platform (VCP), whereas programming and significant decisions will be pursued to be taken unanimously during the coordination meetings, thus ensuring:

- Efficient coordination,
- Tracking the success of the portfolio in achieving the project's goals and objectives
- Better preparation of the progress reports.

✓ *Document Management*

The following rules for an efficient document management between partners will be applied. The internal documentation will be available to all partners via the VCP. For different versions of the same document it is appropriate to use a standard naming code of each document in order that every partner can identify, immediately, the origin and the version of each uploaded document. The proposed naming of the document is the following:

**Purpose of the document\_Version\_Partner that produced it.**

For example for the 1<sup>st</sup> modification (version) of the Quality Handbook, developed by HIOHS the name of the document will be Quality Handbook\_1<sup>st</sup> Version\_HIOHS. In case that a partner would like to propose some modifications without altering the document then can propose it to the author of the released version to include them in that version.

In case that a partner wants to upload a new modified version of the same then it has to modify the filename, too. The new version of the document will be uploaded to the same directory where the 1<sup>st</sup> version of the document was uploaded. In Table QRM-WP1 the quality planning and control and a risk analysis matrix of work package 1 deliverables and actions are presented.

1. Table QRM-WP1. Quality Planning, Control and Potential Risk Analysis Matrix of Work Package 1 Deliverables and Actions					
Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Correction Measures
<b>Staffing of Project Governance Structures (PCU, SC, WG)</b>	ALL PARTNERS	On-Time Compilation 31/12/2011 v.1 All partners must have assigned their members to project administrative and working groups till 30/03/2012 v.2 30/09/2012 v.3	Each partner must assign the necessary number of competent staff to each project management structure	Partners delay the appointment of the necessary or competent persons	Notification of partners on a 15 days intervals
<b>Interim Report</b>	SIGMA	On-Time Submission – 30/11/2012 All contents must be filled in.	All partners have to submit administrative and financial data till 2/11/2012	Partners delay to submit the required data	SIGMA will ask for administrative and financial data every 6 months
<b>Final Report</b>	SIGMA	On-Time Submission – 31/12/2013 All contents must be filled in.	All partners have to submit administrative and financial data till 30/11/2013	Partners delay to submit the required data	SIGMA will ask for administrative and financial data every 6 months
<b>2<sup>nd</sup> Coordination Meeting Date and Agenda</b>	VUBP	Date agreed 3 months before meeting. Meeting Agenda finalized 15 days before meeting.	Proposals for 2 <sup>nd</sup> coordination meeting will be discussed during Kick-off meeting. PREVENT will propose potential dates via Doodle application. PCU will communicate a draft meeting agenda one month before meeting.	Disagreement on meeting dates Difficulties in finalization agenda's issues.	Partners will be asked to propose dates. 7 similar proposals will be enough. PCU will decide on the final issues of the agenda and timetable
<b>3<sup>rd</sup> Coordination Meeting Date and Agenda</b>	F-BB	Date agreed 3 months before meeting. Meeting Agenda finalized 15	Proposals for 3 <sup>rd</sup> coordination meeting will be discussed during the 2 <sup>nd</sup> Coordination meeting. VUBP will propose potential dates	Disagreement on meeting dates Difficulties in finalization	Partners will be asked to propose dates. 7 similar proposals will be enough.

<b>1. Table QRM-WP1. Quality Planning, Control and Potential Risk Analysis Matrix of Work Package 1 Deliverables and Actions</b>					
<b>Deliverables / Actions</b>	<b>Responsible Partner(s)</b>	<b>Objectives / Deadline</b>	<b>Operational Process</b>	<b>Potential Problems / Risks</b>	<b>Correction Measures</b>
		days before meeting.	via Doodle application. PCU will communicate a draft meeting agenda one month before meeting.	agenda's issues.	PCU will decide on the final issues of the agenda and timetable
<b>4th Coordination Meeting Date and Agenda</b>	FIOH	Date agreed 3 months before meeting. Meeting Agenda finalized 15 days before meeting.	Proposals for the final coordination meeting will be discussed during 4th Coordination meeting. F-BB will propose potential dates via Doodle application. PCU will communicate a draft meeting agenda one month before meeting	Disagreement on meeting dates Difficulties in finalization agenda's issues.	Partners will be asked to propose dates. 7 similar proposals will be enough. PCU will decide on the final issues of the agenda and timetable
<b>Final Coordination Meeting Date and Agenda</b>	SIGMA	Date agreed 3 months before meeting. Meeting Agenda finalized 15 days before meeting.	PCU will communicate a draft meeting agenda one month before meeting	Disagreement on meeting dates Difficulties in finalization agenda's issues.	Partners will be asked to propose dates. 7 similar proposals will be enough. PCU will decide on the final issues of the agenda and timetable

### 3.1.4. Relative documents – templates

✓ *Administrational templates*

1. Table for Assignment of staff of Project Governance Structures (PCU, SC, WG)
2. THESEIS Document Template
3. Regulation for editing THESEIS Documents

✓ *Financial templates*

1. Timesheets Worksheet (for staff costs)
2. Worksheet for calculating travel costs, subcontracting, other costs (all other costs except staff).
3. Financial worksheets uploaded at VCP can also be used.

✓ *Files*

All administrative and financial files must be filled in by responsible partners on time, as it is described in QMR-WP1 and kept in each partner's filing system for a period of five (5) years after the project completion.

All files can be accessed by SIGMA as the THESEIS Project Leader and EACEA respective auditing authorities as the principle administrative and funding organization of the THESEIS project.

### 3.2. Workpackage 2

#### QUALITY PLAN

##### 3.2.1. Aim

WP2 aims to:

- ensure the appropriate quality planning assurance and control of THESEIS project actions, results and deliverables,
- identify potential risks that will jeopardize project progress, prevent their occurrence and minimize their impact by appropriate preventive and correction measures, respectively
- improve the actions, deliverables and results of the THESEIS project.

##### 3.2.2. Partners Responsibilities

Partner	Responsibilities
<b>HIOHS</b>	Work Package Leader HIOHS will undertake the task to evaluate the THESEIS progress throughout the duration of the project. HIOHS will prepare the quality management procedures and elaborate the internal/external Quality Management auditing. HIOHS will prepare the Quality Handbook and the Quality Management Interim and Final Reports. All deliverables will be submitted to SIGMA for final approval and submission.
<b>SIGMA</b>	SIGMA will: a) coordinate the collection and evaluation of all relative information and data regarding the project's progress from all participating partners, b) approve and monitor the corrective-preventive actions.
<b>FING</b>	<ul style="list-style-type: none"> <li>• Participation in the internal audits of the project's Quality Management System</li> <li>• Provision of information and data for the evaluation of the project's quantifiable progress / quality indicators.</li> <li>• Elaboration of corrective and preventive actions.</li> </ul>
<b>PREVENT</b>	
<b>F-BB</b>	
<b>VUBP</b>	
<b>FIOH</b>	
<b>STPKC</b>	
<b>IEP-NRI</b>	
<b>RDF</b>	
<b>U-CLUSTER</b>	No assigned responsibilities
<b>SYNTHOS</b>	

##### 3.2.3. WP2 Procedures Description

✓ *Quality Management*

Quality Management will be an on-going, continuous activity during the materialization of the THESEIS project. The purpose of Quality Management will be to assure that all quality criteria and objective, set during quality planning phase, are being met, which means: providing good quality results in time and within

budget. Quality control will be taking place especially before deadlines, before reporting to the project leader and before milestones such as interim and final reports. More specifically it will be taking the form of reviews, internal audits and inspections. In THESEIS project the overall quality management is responsibility of the THESEIS project coordinator (SIGMA). Namely, SIGMA and HIOHS will be responsible for the quality planning. All other partners will be involved in quality assurance and control phase of the project.

For each separate work package responsible for the quality control and assurance of the work package actions and deliverables will be the work package leader. Work package leaders will assure that work package actions, deliverables meet the quantifiable criteria and are in compliance with project financial resources.

The overall quality monitoring of the proper implementation of each work package will be undertaken at an initial stage by an internal quality manager-auditor, who will be assigned by SIGMA and at second stage by a certified quality management auditor to ensure the objective perspective on project quality. The SIGMA Quality Manager will coordinate with the PCU and report to the SC within the context of the project progress reports.

#### ✓ Risk Management

Risks in a European project can arise out of partners' problems (i.e. not assignment of the competent personnel), miscalculating time schedules for deliverables preparation, selecting of the wrong subcontractors. Sometimes the introduction of risk management is misunderstood as a critical perspective towards the project subject or even as a reservation towards the project partners.

In THESEIS project the actions and deliverables risk management is responsibility of the THESEIS project coordinator (SIGMA). SIGMA and HIOHS will be responsible for the risks identification and the proposals of the respective preventive and correction measures. For each separate work package responsible for minimising potential risks and/or mitigating their consequences on work package actions and deliverables will be the work package leaders. All partners will contribute to risks minimization and consequences mitigation.

Identified potential risks and preventive/correction measures for each project action and deliverable will be presented in Table format, within the Quality Planning, Control and Potential Risk Analysis Matrix of each work package.

✓ *THESEIS Quality Handbook*

In THESEIS Quality Handbook, the procedures and guidelines which will be used by the project WP Leaders to ensure high standards of quality of the work produced during the project lifetime are defined. The necessary procedures and guidelines for the efficient Quality Planning, assurance and control plus a risk analysis of the work package deliverables and the intermediate actions that have to be undertaken in order to achieve the project results and produce the THESEIS deliverables were developed. For each work package such a procedure was evolved, that contains:

1. **The aim of the work package**
  2. **The responsibilities of each partner**
  3. **Guidelines for the work package actions and deliverables** including a Quality Planning and Risk Analysis Matrix of the work package actions and deliverables. In this matrix for each deliverable or intermediate action the following contents are included:
    - Name of the deliverable or Action
    - Partner that is in charge of the deliverable/action
    - Quality Criteria, Objectives / Time framework specified
    - Operational Process to produce the deliverable, materialize the action
    - Identified Potential Risks
    - Proposed Preventive / Correction Actions
- All abovementioned information are input and presented in a Table format.
4. **The necessary documents** and templates that have to be used
  5. **Files that have to be kept by partners** in their administrative and/or financial filing system and accordingly forwarded to the Project Coordinator (SIGMA) and/or EACEA.

The deadlines set in Quality Deliverables matrix will be rechecked after every coordination meeting and especially two months before any official reporting to EACEA. In case of identified delays, opportunities to reduce the elaboration time of the following actions (corrective actions) will have to be checked, in order to catch-up with the delays. THESEIS Quality Handbook is a living document that will be under review on a constant basis, during the project.

✓ *Interim Quality Report*

The Interim Quality Report will be produced in the context of the interim progress report. It will contain the results of the implemented measures for quality management and assurance from the project start to the half time of the project duration. The report will be available in printed format and also as PDF version for download via the network website, not later than the 31-12-2012.

✓ *Final Quality Report*

The Final Quality Report will be produced in the context of the final progress report. It will contain the results of the quality management measures implemented from the start up to the end of the project. The report will be available in printed document and also as PDF version for download via the network website not later than the 31-10-2013.

✓ *THESEIS Partners' Internal Quality Plans*

THESEIS partners are encouraged to develop and implement their internal quality plans and risk analysis schemes, based on their internal operation, that will refer to the project actions and deliverables assigned to them according the THESEIS approved Application form and respective Project Work Plan.

To make the valuable experiences of every single partner usable for the entire project, SIGMA will collect and integrate in the work packages' procedures. In Table QRM-WP2 the quality planning and control and a risk analysis matrix of work package 2 deliverables and actions are presented.

**2. Table QRM-WP2. Quality Planning, Control And Potential Risk Analysis Matrix Of Work Package 2 Deliverables And Actions.**

<b>Deliverables / Actions</b>	<b>Responsible Partner(s)</b>	<b>Objectives / Deadline</b>	<b>Operational Process</b>	<b>Potential Problems / Risks</b>	<b>Preventive / Correction Measures</b>
<b>Compilation of the THESEIS Quality Handbook</b>	HIOHS	On-Time Compilation 15/01/2012 v.1 19/03/2012 v.2 30/09/2012 v.3	HIOHS will prepare the Quality Handbook that will contain the procedures and guidelines which will be used by WP Leaders to assure and control production of high quality deliverables and results during project lifetime. A risk management process will also be included.	Difficulties in setting quantifiable quality objectives for all THESEIS deliverables and actions. Difficulties to identify risks and propose preventive, correction measures	All partners will propose quantifiable parameters to control project's quality. Time schedules for project deliverables must be set and agreed by all partners.
<b>Interim Quality Report</b>	HIOHS	On-Time Compilation 31/12/2012	All partners must monitor and record project's activities and deliverables based on quantified criteria quoted in Quality Planning (Quality Planning, Control And Potential Risk Analysis Matrices of each work package). SIGMA will collect all relative information and data and evaluated successful project progress and implementation.	Partners will not monitor and document project's activities according the quantified criteria. Delays on data submission to sigma.	P1 and P3 will ask for data submission every four months, and notify partners accordingly. A last notice will be send two months (31-10-2012) before the deadline of the Interim Quality Report
<b>Final Quality Report</b>	HIOHS	On-Time Compilation 31/10/2013	All partners must monitor and record project's activities and deliverables based on quantified criteria quoted in Quality Plan, Communication and Dissemination Plan. P1 will collect all relative information and data and evaluated successful project progress and implementation.	Partners will not monitor and document project's activities according the quantified criteria. Delays on data submission to P1.	P1 and P3 will ask for data submission every four months, and notify partners accordingly. A last notice will be send two months (31-08-2013) before the deadline of the Final Quality Report

### 3.2.4. Relative documents – templates

1. Communication and Dissemination Handbook.
2. Interim and Final Quality Reports.
3. THESEIS Deliverables – Action Evaluation Table

✓ Files

All partners (except U-CLUSTER, and SYNTHOS) must monitor and record project's activities and deliverables based on quantified criteria quoted in Quality Planning, Control And Potential Risk Analysis Matrices of each work package. All data will be recorded and documented to THESEIS Deliverables – Action Evaluation Table forwarded to SIGMA and HIOHS to evaluate successful project progress according the specified quantified quality criteria and prepare Interim and Final Quality Reports.

## Workpackage 3

## PREPARATION ACTIVITIES / SURVEY DEVELOPMENT

### 3.3.1 Aim

WP3 has the following aims:

- Conduction of a Survey for the identification of the training needs and gaps in Health and Safety issues of workers occupied in Pollution Management of the Eco-Industry Sector
- Conduction of a Survey for the examination of the existing National Qualifications Frameworks (NQF) of workers occupied in Pollution Management of the Eco-Industry Sector
- Grouping of learning outcomes in distinct learning units and described along knowledge, skills, competence descriptors
- Compilation of a Country Report at each participating country, identifying and documenting common and different qualifications demands and training needs, between the 8 participating countries, with respect to workers' knowledge, skills competences and attitudes
- Compilation of a Synthesis based on the 8 countries reports.

### 3.3.2 Partners Responsibilities

Partner	Responsibilities
VUBP	WP Leader and coordinator for the collection and evaluation work of each country's report. VUBP will prepare the synthesis report. Distribution of questionnaires to the representatives of the project's target groups. Identification and documentation of NQF for workers in pollution management of eco-industry sector.
HIOHS	Distribution of questionnaires to representatives of the project's target groups. Assessment of the questionnaires. Identification and documentation of NQF for workers in pollution management of eco-industry sector. Compilation of country's report. Collection of existing training - informative material from relative projects that the partners have participated.
PREVENT	
F-BB	
SIGMA	
FIOH	
STPKC	
IEP-NRI	
RDF	Distribution of questionnaires to representatives of the project's target groups.
U-CLUSTER	
SYNTHOS	Contribution to the on-going monitoring and review processes.
FING	

### 3.3.3 WP1 Procedures Description

✓ *Conduction of 1st Survey*

Management, one for Wastewater Treatment. Questionnaires will be submitted to all partners for comments till 30/03/2012.

Partners at each participating country will distribute more than 200 questionnaires in project stakeholders (enterprises, workers occupied in pollution management, vocational training centers, Association and Chambers of industries, Research Institutes, etc). VUBP, PREVENT, F-BB, SIGMA, HIOHS, FIOH, STPKC, IEP-NRI, RDF will assess the questionnaires answers received in their countries.

✓ *Conduction of 2nd Survey*

VUBP, PREVENT, F-BB, SIGMA, HIOHS, FIOH, STPKC, IEP-NRI, RDF will identify and examine of existing NQF's in each participating country regarding the required knowledge, skills, competences of workers occupied in wastewater and waste management sector. Surveys' results will be input in a report.

✓ *Compilation of each Country Report*

VUBP, PREVENT, F-BB, SIGMA, HIOHS, FIOH, STPKC, IEP-NRI, RDF will prepare their country's report according specific contents agreed by project partners. Countries' reports must include the results of both surveys. Countries' Reports must be prepared and forwarded to VUBP in English.

✓ *Compilation of Synthesis Report*

VUBP will prepare a synthesis report which will summarize the results of the 1<sup>st</sup> and 2<sup>nd</sup> surveys conducted in all partner countries documenting the demanded qualifications and identifying the training needs related to Health and Safety issues of workers occupied in the pollution management sector of eco-industry. The report will also document the learning outcomes that should be defined and included in the training model. The synthesis report will be published in the English language and will be available in PDF format via the project website. In Table QRM-WP3 the quality planning and control and a risk analysis matrix of work package 3 deliverables and actions are presented.

SIGMA will compile two questionnaires, one for Waste

**3. Table QRM-WP3. Quality Planning, Control and Potential Risk Analysis Matrix of Work Package 3 Deliverables And Actions.**

Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Correction Measures
<b>Questionnaire Compilation</b>	SIGMA	Two questionnaires one in Waste Management, one in Wastewater Treatment 19/03/2012	P1 will compile two questionnaires, one for Waste Management, one for Wastewater Treatment. Questionnaires will be submitted to all partners for comments till 30/03/2012.	Delayed preparation of questionnaires	
<b>Questionnaire Distribution / Received Answers</b>	ALL PARTNERS	Distribution of 200 questionnaires per country till 30/04/2012 Receipt of at least 100 answers	Partners at each participating country will distribute more than 200 questionnaires in project stakeholders (enterprises, workers occupied in pollution management, vocational training centres, Association and Chambers of industries, Research Institutes, etc)	Restricted interest of stakeholders to fill in the questionnaire. Limited number of answers.	Partners that received limited number of answers (less than 100) to organize interviews with stakeholders asking for onsite questionnaires filling in. Frequent notifications to stakeholders. Information and contact with interested stakeholders on the questionnaire before its dispatch
<b>Assessment of Questionnaires – Identification of workers’ training gaps</b>	ALL PARTNERS	Assessment of all questionnaires – identification of training need till 15/07/2012	Not specified process.	Difficulties in assessment of received from questionnaires.	Assessment via the VCP platform tool. Assistance from other partners experienced in questionnaires assessment / identification of occupational training needs.
<b>Identification and Collection of NQFs’ in Pollution Management Sector</b>	ALL PARTNERS	Collection of all existing NQF’s in each participating country till 15-07-2012.	Identification and examination of existing NQF’s in each participating country regarding the required knowledge, skills, competences of workers occupied in wastewater and waste management sector.	Difficulties in identification of existing NQF’s.	Contact National Vocational Training Agencies, Vocational Training Accreditation Institutes, Companies Associations in Eco-Industry, Pollution management sector.
<b>Country Report Compilation</b>	SIGMA, HIOHS, PREVENT, F-BB, VUBP, FIOH, STPKC, IEP-NRI, RDF	Eight (8) Countries’ report to be ready till 31-07-2012 Extension to 15/09/2012	Partners SIGMA, HIOHS, PREVENT, F-BB, VUBP, FIOH, STPKC, IEP-NRI, RDF, will prepare their country’s report according the specified contents and template. Countries’ reports must include the results of both surveys. Countries’ Reports must be prepared and forwarded to VUBP in English.	Delayed compilation, dispatch of reports to VUBP. Reports with different structure – results.	Early Specification of Country’s report contents. Early Designation of Country’s report template.

**3. Table QRM-WP3. Quality Planning, Control and Potential Risk Analysis Matrix of Work Package 3 Deliverables And Actions.**

<b>Deliverables / Actions</b>	<b>Responsible Partner(s)</b>	<b>Objectives / Deadline</b>	<b>Operational Process</b>	<b>Potential Problems / Risks</b>	<b>Correction Measures</b>
<b>Identification – Designation of learning outcomes of workers occupied in pollution management, for Health and Safety issues</b>	SIGMA, HIOHS, PREVENT, F-BB, VUBP, FIOH, STPKC, IEP-NRI, RDF	Clearly specified Learning Outcomes must be agreed till 30-11-2012	Based on questionnaires assessment, NQF's identification and examination in each participating country, THESEIS learning outcomes will be specified which then will be used for the collection and development of project didactical contents.	Not clearly specified learning outcomes. Partners' disagreement on learning outcomes.	Thorough Discussion of Learning outcomes preparation in 2 <sup>nd</sup> Coordination meeting in Prague. Use of the VCP tool.
<b>Synthesis Report Compilation</b>	VUBP	Synthesis Report must be finished and publicized till 31-08-2012 Extension to 30/09/2012	Partners SIGMA, HIOHS, PREVENT, F-BB, VUBP, FIOH, STPKC, IEP-NRI, RDF, will help and answer questions asked by VUBP within 3 working days regarding their country report, during the period of Synthesis report compilation.	Delayed submission of countries' report to VUBP.	Additional help to VUBP report to compile the synthesis report from partners that delayed their country's report dispatch. Partners SIGMA, HIOHS, PREVENT, F-BB, VUBP, FIOH, STPKC, IEP-NRI, RDF, will help and answer questions asked by VUBP within 3 working days regarding their country report, during the period of Synthesis report compilation.

**3.3.4. Relative documents – templates**

1. Questionnaire addressed to workers occupied in Waste Management Sector
2. Questionnaire addressed to workers occupied in Wastewater Management Sector
3. Country Reports
4. Synthesis Report

VUBP, PREVENT, F-BB, SIGMA, HIOHS, FIOH, STPKC, IEP-NRI, RDF will keep filed all received answered questionnaires.

✓ Files

### 3.4. Workpackage 4

### SPECIFICATION OF THE VOCATIONAL TRAINING MODEL

WP4 aims to:

#### 3.4.1. Aim

- The development of an innovative training model that will be based on a collaborative approach, integrating a Virtual Community Platform (VCP) as the web based design tool
- The Collection, assessment and compilation of training material according to the VCP delivery methods for setting up vocational training courses targeted to different groups of individuals working in pollution management activities.

#### 3.4.2. Partners Responsibilities

Partner	Responsibilities
<b>STPKC</b>	Work Package Leader. Configuration of the collaborative pedagogical approach and of the learning services of the Virtual Community Platform. STPKC will deliver the initial version of the training model to the Project Coordination Unit for its final approval. STPKC will upload the training material in the web-based platform.
<b>SIGMA</b>	Configuration of the collaborative pedagogical approach and of the learning services of the Virtual Community Platform Production of training material. SIGMA will purchase the software for the development of the THESEIS VLP as well as one (1) licence for each project partner. Each licence will give the right up to three (3) users to access the system at two (2) different levels (administrative and technical). SIGMA will also arrange a contract with an expert in order to assign the proper configuration of the pedagogic material, that will be produced within the framework of THESEIS. SIGMA will coordinate and evaluate the translation of the pedagogic content. The project's progress will be evaluated on a monthly basis by SIGMA in close collaboration with STPKC. Also SIGMA will undertake the transfer of the WP's deliverables to the other partners and the communication of their comments and improvement suggestions for further alterations.
<b>PREVENT</b>	Configuration of the collaborative pedagogical approach and of the learning services of the Virtual Community Platform Production of training material.
<b>OSRI</b>	
<b>FIOH</b>	
<b>IEP-NRI</b>	
<b>F-BB</b>	Grouping of learning outcomes in distinct units
<b>FING</b>	Definition and orientation of the training material contents. Production of training material.
<b>HIOHS</b>	

Partner	Responsibilities
RDF	Definition and orientation of the training material contents. Production of training material.
U-CLUSTER SYNTHOS	Not Assigned Responsibilities

### 3.4.3. WP4 Procedures Description

✓ *Development of the Vocational Educational Training Model*

The development of the Vocational Educational Training Model will be based on the Virtual Community Platform (VCP) provided by STPKC for the THESEIS project. The training model will be based on the collaborative instructional strategy and will use all the necessary learning services made available from the Virtual Community Platform for the preparation of the training courses. The demonstration module of the training model will be restricted to the project partners until the consensus and approval on the design and functionality have been reached (after the completion of WP-5).

The development of the Web-based Virtual Community Platform will be based on the:

- Definition and configuration of technical specifications of learning services
- Development of the web-based VCP services
- Technical evaluation of the web-based VCP

SIGMA will purchase the software for the development of the THESEIS VCP as well as one (1) licence for each project partner. Each licence will give the right up to three (3) users to access the system at two (2) different levels (administrative and technical).

SIGMA will arrange a contract with an expert in order to assign the proper configuration of the pedagogic material, that will be produced within the framework of THESEIS, and its uploading to THESEIS VCP.

Development of the Web-based Virtual Community Platform

- Definition and configuration of technical specifications of learning services
- Development of the web-based VCP services
- Technical evaluation of the web-based VCP

✓ *Collection, Assessment and  
Compilation of Training Material*

The training material will constitute of two different packages, taking in consideration the needs of the following target groups:

1. Vocational training providers, i.e. Training Departments of companies operating in the sector; Training Agencies and Professionals (more deeply developed concerning the technical level and including a pedagogical module which aims at improving their competences to tutor and follow up the other training group).
2. Learners, i.e. People already working in sector companies; Unemployed people, first job seekers, students of technical, environment related schools (more task-oriented with accompanying photos, videos, check-lists and quizzes).

The training delivery methods will include at least case studies, pollution management scenarios, tutorials, best practices.

In Table QRM-WP4 the quality planning and control and a risk analysis matrix of work package 4 deliverables and actions are presented.

**4. Table QRM-WP4. Quality Planning, Control and Potential Risk Analysis Matrix of Work Package 4 Deliverables and Actions.**

Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Preventive / Correction Measures
<b>Grouping of learning outcomes in distinct learning units</b>	F-BB	Categorization of Learning Outcomes in knowledge, skills, competence descriptors 15-12-2012	Learning outcomes will be grouped in distinct learning units and described along knowledge, skills, competence descriptors	Difficulties – delays of grouping identified learning outcomes according the knowledge, skills and competences descriptors.	
<b>Definition and Orientation of Training material contents</b>	FING, HIOHS, RDF	Two packages: One for trainers One for learners 15-11-2012	Training material for trainers and learners (Case studies, pollution management scenarios, tutorials).	Delayed designation of learning outcomes and their categorization in skills, knowledge competence descriptors	Trials to define the training material contents based on the synthesis report.
<b>Configuration of VCP training services</b>	SIGMA, PREVENT, VU BP, FIOH, STPKC	Application of Collaborative approach 30-11-2012	STPKC will configure the training services provided by the VCP, according the results (training needs, learning outcomes) of the final synthesis report and the VET model.	Delayed compilation of the synthesis report. Delayed development of the demonstrative VET model (difficulties in pedagogical approach comprehension, technical configuration problems, )	Partners that have compiled the 8 countries report will provide to STPKC with the necessary information for the configuration of the VCP services. STPKC to provide partners with the necessary information on the collaborative pedagogical approach that will be used for the development of the VET model using the VCP.
<b>Gathering of Didactical contents. Production of Training material</b>	SIGMA, PREVENT, VUBP, FIOH, IEP-NRI, RDF	Two packages: One for trainers One for learners 30-01-2013	Training material for trainers and learners (Case studies, pollution management scenarios, tutorials). Produced Training material must be in accordance with the selected delivery method that will be used by the VCP.	Difficulties in collecting the didactical contents and producing the training material using the appropriate delivery format. Delayed translation of training material	Till 30-5-2012, all partners will have to check what training materials have available. Then check it according the resulted learning outcomes and the proposed delivery methods. Identify translation subcontractors that will have some experience in Health and Safety issues. Provide them with terminology to ease the translation process.

**4. Table QRM-WP4.** Quality Planning, Control and Potential Risk Analysis Matrix of Work Package 4 Deliverables and Actions.

Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Preventive / Correction Measures
Development of Web Based courses	SIGMA, STPKC	30-04-2013	SIGMA in collaboration with STPKC will arrange a contract with an expert in order to assign the proper configuration of the pedagogic material, that will be produced within the framework of THESEIS, and its uploading to THESEIS VCP	Training material wrongly formatted for the web based courses.	STPKC will specify and provide to the partners that will develop the training material the exact, necessary specifications, in order the training material to be suitable for the web based courses at the VCP.

**3.4.4. Relative documents – templates**

1. Grouping of learning outcomes in distinct learning units and described along knowledge, skills,
2. Competences descriptors (F-BB presentation) – optional – Prague meeting
3. Description of the Collaborative Pedagogical Approach – Configuration of the VCP
4. (STPKC presentation) – optional – informational material to be uploaded to VCP
5. List of Training material
6. Translated Training material

✓ Files

SIGMA, PREVENT, VUBP, FIOH, IEP-NRI, RDF will keep back-up files of the training material.

### 3.5. Workpackage 5

### PILOT IMPLEMENTATION – VALIDATION OF VET MODEL

#### 3.5.1. Aim

WP5 aim is the evaluation, validation of the Vocational Educational Training (VET) model (developed during WP4), on a trans-European basis, in order any identified deficiencies to be corrected and the overall operation of the VET model to be improved.

#### 3.5.2. Partners Responsibilities

Partner	Responsibilities
<b>F-BB</b>	WP Leader. Preparation of the Report on VET Pilot trials. Participation on the evaluation activity of THESEIS Learning course. Evaluation of the fulfilment of the learning outcomes. Promotion of the THESEIS Learning course to target groups. Organization of the Informative Workshop in Germany.
<b>SIGMA</b>	Participation on the evaluation activity of THESEIS Learning course. Promotion of the THESEIS Learning course to target groups. Support to HIOHS in the organization of the Informative Workshop in Greece.
<b>HIOHS</b>	Participation on the evaluation activity of THESEIS Learning course. Promotion of the THESEIS Learning course to target groups. Organization of the Informative Workshop in their Countries.
<b>PREVENT</b>	
<b>OSRI</b>	
<b>FIOH</b>	
<b>STPKC</b>	
<b>IEP-NRI</b>	
<b>FING</b>	Participation on the evaluation activity of THESEIS Learning course. Promotion of the THESEIS Learning course to target groups.
<b>U-CLUSTER</b>	
<b>SYNTHOS</b>	
<b>RDF</b>	Contribution to the on-going monitoring and review processes.

#### 3.5.3. WP5 Procedures Description

F-BB will be the Work Package Leader and will responsible for the preparation of the Evaluation Report of VET Model and monitor the holding of the Informative Workshops at all participating countries.

Working Groups will coordinate the Pilot trials of the VET model at each country and will be also responsible for the organisation and holding of the Informative workshops at each country. The pilot trials results will be forwarded to F-BB for the compilation of the Evaluation Report. F-BB will deliver the VET model

evaluation report to Project Coordination Unit for its final approval. SIGMA will undertake the transfer of the WP5 deliverables to the other partners, at all participating countries asking for their comments, too.

✓ *THESEIS VET Model Validation - Workshops*

A series of trials at each of the partner sites to validate the model on a trans-European basis. Each trial site will be set-up in this way that a representative sample of the specific workforce involving a mix of workers, local unemployed people and students of technical schools will participate in the pilot testing. Experts from the partner institutions who were engaged in the development of the model will be responsible for the coordination of the whole process.

This will include contact with the pilot testers, set up of the infrastructure, installation of the online modules and configuration of the system according to the operating requirements. The involved training specialists will review the data, conduct follow-up interviews (if necessary) and summarize the results.

Trials will be performed during the informational workshops that will be held by HIOHS, PREVENT, F-BB, OSRI, FIOH, IEP-NRI, STPKC in their countries.

At the end of the training sessions - trials, the learners will be asked to fill out a survey using an agreed standard evaluation questionnaire.

✓ *On-line Evaluation Forum*

An online forum will be created, via the VCP tool, providing a platform for discussion of topics and elements of the VET model, the contents of the training material and the delivery methods implemented and shared feedback between learners and tutors.

An on-line evaluation questionnaire will be used for the validation of the VET model.

In Table QRM-WP5 the quality planning and control and a risk analysis matrix of work package 5 deliverables and actions are presented.

**5. Table QRM-WP5.** Quality Planning, Control And Potential Risk Analysis Matrix Of Work Package 5 Deliverables And Actions.

Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Preventive / Correction Measures
<p><b>VET Model Evaluation trials</b></p> <p><b>Organisation of the Informative Workshops</b></p>	<p>SIGMA, PREVENT, F-BB, OSRI, FIOH, IEP-NRI, STPKC</p>	<p>At least 15 participants – Participants from workers, unemployed people, technical schools students. 30-06-2013</p> <p>VET evaluation questionnaires must be ready till 30-04-2013</p>	<p>A series of trials at each of the partner sites to validate the model on a trans-European basis. Each trial site will be set-up so that a representative sample of the specific workforce involving a mix of workers, local unemployed people and students of technical schools will participate in the pilot testing. Experts from the partner institutions who were engaged in the development of the model will be responsible for the coordination of the whole process.</p> <p>This will include contact with the pilot testers, set up of the infrastructure, installation of the online modules and configuration of the system according to the operating requirements. The involved training specialists will review the data, conduct follow-up interviews (if necessary) and summarize the results. At the end of the training session, the learners will be asked to fill out a survey using an agreed standard evaluation questionnaire. The assessment will address the learner's perception of the course as well as the extent to which participants, improve knowledge, and increase skill as a result of participating in the learning process.</p>	<p>Difficulties in gathering testers from targeted stakeholders' groups.</p>	<p>Notify stakeholders' groups, during the early stages of the project, that can appoint the testers and check their will to participate in the VET model test.</p> <p>Early Check which vocational training centers are accredited and can support training in waste and wastewater management.</p> <p>Address more than 30 invitations and have also 5 extra testers in reserve, in case of absences during the evaluation days.</p> <p>VET evaluation questionnaires must be ready before the beginning of the trials sessions, including the on-line evaluation forum.</p>

<b>Setting up the on-line Evaluation Forum</b>	SIGMA, PREVENT, F-BB, OSRI, FIOH, IEP-NRI, STPKC	Receipt of twenty (20) comments in all participating countries till 31-08-2013	The on-line forum will be set-up using the VCP. It will be used for discussion of topics and elements of the VET model, the contents of the training material and the delivery methods implemented and shared.	Limited participation of learners and tutors at the evaluation forum. Too little feedback.	Stakeholders' groups must be continuously informed on the THESEIS evolution, using the foreseen dissemination activities (WP6). Stakeholders' awareness must be raised to participate at the on-line evaluation forum.
<b>VET Model Evaluation Report</b>	F-BB	It must be ready till the 31-08-2013, to be presented during the Final Conference.	F-BB will prepare a common evaluation report taking into consideration inputs from each partner. The conclusions will be used by the management of the THESEIS project to make decisions for adaptations and modifications of the learning materials. Additionally F-BB will examine the fulfillment of the learning outcomes of the training model with respect to the descriptors knowledge, skills and competence	Delayed preparation of the Evaluation report due to delayed evaluations of VET model.	Compilation of a 1 <sup>st</sup> version of the Evaluation report with the existing information. Finalization of the report when all information is available. Specification of the contents of the evaluation report during the 4 <sup>th</sup> coordination meeting.
<b>Refinement of the VET contents and compile the final version of the VET model.</b>	STPKC	Conclusion of the final version of the VET model 30-09-2013	Refinement of the contents of the VET model based on the results of the evaluation report.	Not clear refinement guidelines resulting from the Evaluation report. Limited time for the refinement process.	Close collaboration of F-BB and STPKC partners during September 2013. Self-evident refinements can start before the finalization of the evaluation report.

**3.5.4. Relative documents –  
templates**

1. VET model Evaluation Questionnaires (workshop, on-line)
2. VET model Evaluation Report

✓ *Files*

Answered VET Evaluation Questionnaires will be kept filed by each partner that organized the workshop.

### 3.6. Workpackage 6

### DISSEMINATION ACTIVITIES

#### 3.6.1. Aim

WP6 aims to widely disseminate and promote to all related bodies, target groups, interested stakeholders, of the THESEIS project, the methodology, activities, results and outcomes of the project.

#### 3.6.2. Partners Responsibilities

Partner	Responsibilities
<b>PREVENT</b>	WP Leader, coordination of the development of the Communication Plan, including planning the dissemination activities and monitoring of progress jointly with SIGMA. Preparation of the Communication and Dissemination Handbook jointly with SIGMA. Preparation of informative material. Creation - promotion of technical articles. Creation - promotion of press publications. Promotion of Informative material to networks, target groups and key actors.
<b>SIGMA</b>	WP Deputy Leader. Preparation of the Communication and Dissemination Handbook jointly with PREVENT. Creation - promotion of technical articles. Creation - promotion of press publications. Promotion of Informative material to networks, target groups and key actors. Elaboration and updating of the THESEIS Website.
<b>F-BB</b>	Creation - promotion of technical articles. Creation - promotion of press publications. Promotion of Informative material and newsletters to networks, target groups and key actors. Exploitation of relative networks from previous projects
<b>OSRI</b>	
<b>FIOH</b>	
<b>STPKC</b>	
<b>IEP-NRI</b>	
<b>RDF</b>	
<b>U-CLUSTER</b>	Promotion of Informative material and newsletters to networks, target groups and key actors.
<b>SYNTHOS</b>	Promotion Informative material and newsletters to networks, target groups and key actors.
<b>FING</b>	
<b>HIOHS</b>	

The THESEIS project addresses three main target groups:

#### 3.6.3. WP6 Procedures Description

- **Direct Beneficiaries:** it involves vocational training providers as well as potential learners. These stakeholders can be:
  - ✓ Workers occupied in the pollution management sector of enterprises; Workers in the eco-industry companies
  - ✓ Training and human resources departments of companies operating in the environmental

management

- ✓ Vocational education and training providers, either organizations (research institutes, vocational centres) or individuals, in the field of occupational H&S and in the field of emergency response
- ✓ Staff of environmental protection, pollution prevention, labour inspection and civil protection authorities
- ✓ Students of technical schools and universities
- ✓ Unemployed people or job seekers
- ✓ Research Institutes on Environmental Protection and H&S issues
- ✓ Associations and Chambers of companies activated in pollution management sector
- ✓ Consulting companies, certification bodies on Vocational Training, H&S Issues, Environmental and Pollution Management.

- **Policy and Decision Makers:** authorities in the fields of education, environment and occupational Health & Safety
- **Other stakeholders:** organizations and representatives from local communities, industrial companies, universities, consulting companies, equipment providers, mass media, environmental organizations and general public.

✓ *THESEIS Communication and Dissemination Handbook*

The purpose of the THESEIS Communication and Dissemination Handbook is to define the project's Dissemination and Communication Strategy ensuring maximum impact of the project during its life span and sustainable benefits after the project is ended. The Handbook will deal with items like strategic objectives of the dissemination plan, internal and external communication, content and instruments of dissemination, tasks and responsibilities, rules and regulations, project logo, contact persons etc. The document will be developed in EN language and will be available in PDF version for the download via the project website

✓ *THESEIS Website*

The project website will be launched in English containing information on aspects like: project description and objectives, partners profile, contact details, calendar of events, announcement of meetings, workshops, presentation of results, links to other relevant websites, download area, collection of the frequently asked question (FAQ's) etc.

The website will be available in the languages of all participating countries. This will certify the continuous interactive communication of project partners with existing and new stakeholders, networks and further promotion of project's results. During the project lifetime the website will be updated 4 times. The website will stay active 5 years after the project end.

✓ *THESEIS Newsletters*

IA Newsletter providing information about the project's progress and results/products will be issued every six months, in correlation to the Coordination Meetings. The Newsletters will be disseminated in electronic format via emails to the stakeholders' networks of the project partners. Active links on the electronic form of the Newsletter will lead to the "News" section of the THESEIS website. All partners will contribute to the issue of each e-Newsletter providing articles and other valuable information. E-Newsletters contents will be defined after each coordination meeting. The Newsletter will be available in the languages of all the participating countries.

✓ *THESEIS e-mailing lists*

The project partners will exploit existing networks from other relative projects and will identify potential beneficiaries in their countries and in European level. On basis of this research, a database will be elaborated containing the contacts of the relevant organizations and respective contact persons. The database will be available in the project's web-site.

An overall project mailing list of 1500 addresses is expected to be achieved.

✓ *THESEIS Brochure (Final)*

A brochure will be created by PREVENT. The brochure will contain the achievements of the activities realised during the implementation of THESEIS. It will be developed in English and will be translated by the project partners into their languages. All brochures will be printed in hard copies by the project partners. The English version will be printed by PREVENT. The hard copies will be disseminated during the final conference in Thessaloniki. The electronic versions will be available on the website.

✓ *THESEIS Technical Articles*

SIGMA, F-BB, PREVENT, FIOH, STPKC, IEP-NRI, OSRI and RDF will prepare and publicise two technical articles at national press in each partner country. The articles will concern a general presentation of the project and the main outcomes achieved. Relative entries will be prepared by PREVENT for EU Commission's Newsletters.

✓ *Participation in Conferences, Seminars*

SIGMA will participate in relative conference where the main projects outputs will be presented to the public. This conference will be held during the course of a major event in Greece (such as an international exhibition) in order to reach the target groups at the widest possible level. Except the Conference, a specially designed pavilion will be hired, devoted to the promotion of the project's outputs.

FING, HIOHS, F-BB, PREVENT, FIOH, STPKC, IEP-NRI, OSRI and RDF will also make 2 presentations at seminars or workshops (without subscription fees) at national level.

In Table QRM-WP6 the quality planning and control and a risk analysis matrix of work package 6 deliverables and actions are presented.

**6. Table QRM-WP6. Quality Planning, Control And Potential Risk Analysis Matrix Of Work Package 6 Deliverables And Actions.**

Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Correction / Preventive Measures
<b>Communication and Dissemination Plan</b>	PREVENT, SIGMA	Definition of the proper Communication and Dissemination Strategy. 1st draft version till 31/01/2012 Version 2 till 12-03-2012 Version 3 till 30/09/2012	It will describe analytical the internal and external communication procedures of the project, all informational and dissemination activities including target and evaluation criteria, instruments and tasks responsibilities for each partner. It will be uploaded to the website.		
<b>THESEIS Website</b>	SIGMA	Development and launch of an informative interactive, user-friendly website. Link to the VCP platform. 31/01/2012  No of visits to THESEIS website per month = 400  Will stay active, at least till 31-12-2018 Website languages will be: EN, GR, FR, DE, CZ, SI, SE, PL, BG	The project website will be launched in English containing information on aspects like: project description and objectives, partners profile, contact details, calendar of events, announcement of meetings, workshops, presentation of results, links to other relevant websites, download area, collection of the frequently asked question (FAQ's) etc. The website will be available in the languages of all participating countries. During the project the website will be updated 4 times.	Delays in uploading informational and other material. Delays in translation of the material that will be uploaded in the website.	Partners that will need to upload informational and other material in other than English languages must plan internally the translation periods and report it to SC.
<b>THESEIS e-Newsletters</b>	ALL PARTNERS	One e-Newsletter every six months. Number of e-Newsletters : 5 E-newsletters languages will be: EN, GR, FR, DE, CZ, SI, SE, PL, BG Total Number of recipients : 5000 15/03/2012, 07/09/2012	A Newsletter providing information about the project's progress and results/products will be issued every six months, in correlation to the Coordination Meetings. The Newsletters will be disseminated in electronic format via emails to the stakeholders' networks of the project partners. Active links on the electronic form of the Newsletter will lead to the "News" section of the THESEIS website. The Newsletter will be available in the	Delayed preparation of e-Newsletters contents and articles	Early preparation of e-mailing lists. Discussion, specification of e-Newsletters contents in each coordination meeting. All partners will contribute with two articles.

6. Table QRM-WP6. Quality Planning, Control And Potential Risk Analysis Matrix Of Work Package 6 Deliverables And Actions.					
Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Correction / Preventive Measures
		15/01/2013, 30/06/2013 30/09/2013	languages of all the participating countries. All partners will contribute to the issue of each e-Newsletter providing articles and other valuable information.		
<b>THESEIS e-mailing lists</b>	ALL PARTNERS	An overall project mailing list of 1500 addresses is expected to be achieved till 31-12-2012	The project partners will exploit existing networks from other relative projects and will identify potential beneficiaries in their countries and in European level. A database will be elaborated containing the contracts of the relevant organizations and respective contact persons. The database will be available in the project's web-site.	A partner cannot find enough stakeholders, e-mail addresses to reach the set target value.	Consultation between partners for identification of different types, sources of interested stakeholders. Consultation with identified stakeholders to propose new ones.
<b>THESEIS Brochure</b>	PREVENT	Distribution of 70% of the THESEIS brochures (Greek translation) during the final conference. Total number of Brochures : 100 EN; 100 GR; 100 FR; 100 DE; 100 CZ; 100 SI; 100 SE; 100 PL; 100 BG 30-09-2013	The brochure will contain the achievements of the activities realized during the implementation of THESEIS. It will be developed in English and will be translated by the project partners into their languages. All brochures will be printed in hard copies by the project partners. The hard copies will be disseminated during the final conference in Thessaloniki. The electronic versions will be available on the website.	English and Greek translated versions of the brochure will not be ready for the final conference.	Early designation of the brochure's contents. Partial preparation - translation of English brochures, while project deliverables are finalized.
<b>Press Articles and Magazines</b>	SIGMA, F-BB, PREVENT, FIOH, STPKC, IEP-NRI, OSRI, RDF	Total number of Press Articles : 2 in each participating country	SIGMA, F-BB, PREVENT, FIOH, STPKC, IEP-NRI, OSRI, RDF will prepare and publicize two technical articles at national press in each partner country. The articles will concern a general presentation of the project and the main outcomes achieved. Relative entries will be prepared by PREVENT for EU Commission's Newsletters.	A partner neglected, delayed to issue the press articles	Early identification of the magazines, newspapers where the articles will be publicized. Designation after which stage of the project the articles will be published. Consultation between

6. Table QRM-WP6. Quality Planning, Control And Potential Risk Analysis Matrix Of Work Package 6 Deliverables And Actions.					
Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Correction / Preventive Measures
					partners and stakeholders. Each partner to declare approximately where and when press articles will be published.
<b>Presentations to Seminars</b>	FING, HIOHS, F-BB, PREVENT, FIOH, STPKC, IEP-NRI, OSRI, RDF	Project Presentations: 2 in national level in project's participating countries	FING, HIOHS, F-BB, PREVENT, FIOH, STPKC, IEP-NRI, OSRI, RDF will realize 2 presentations at seminars or workshops (without subscription fees) at national level.	Inability to identify and participate in national level seminars.	Early identification of the national level conferences and/or seminars on Occupational Health and Safety training issues or Pollution Management, in project's participating countries.
<b>Participation to International Conference</b>	SIGMA	One Participation and one presentation to an international conference – exhibition related to Occupational Health and Safety training issues or Pollution Management.	The Lead Partner will participate in one relative conference where the main projects outputs will be presented to the public. This conference will be held during the course of a major event in Greece (such as an international exhibition) in order to reach the target groups at the widest possible level. Except the Conference, a specially designed pavilion will be hired, devoted to the promotion of the project's outputs.	Inability to identify and participate in an international conference - exhibition.	Early identification of the conferences and/or conferences on Occupational Health and Safety training issues or Pollution Management, in Greece.

### 3.6.4. Relative documents – templates

1. Communication and Dissemination Handbook
2. e-Newsletters
3. THESEIS Brochure
4. Technical Articles
5. Presentations to Conferences and/or seminars

At least one copy of all documents produced during the dissemination actions of the project will be filed by the partners.

✓ Files

Partners must maintain records of all the deliverables of the events that will organize and participate, during the project.

All files can be accessed by SIGMA as the THESEIS Project Leader and EACEA respective auditing authorities as the principle administrative and funding organization of the THESEIS project.

### 3.7. Workpackage 7

### EXPLOITATION

WP7 aims to:

#### 3.7.1. Aim

- develop an exploitation strategy, plan covering a 5 years period after the project conclusion.
- promote the sustainable use of the project outputs as well as the sustainable enlargement of the project network during and after the project lifetime.

#### 3.7.2. Partners Responsibilities

Partner	Responsibilities
<b>SIGMA</b>	Workpackage Leader. Elaboration of the Exploitation Plan. Submission of Informative material to EACEA. Control of exploitation activities. Participation in final conference in Greece. Participation in at least two Dissemination Events/Info Days. Exploitation of existing networks and identification of potential beneficiaries.
<b>HIOHS</b>	Support of exploitation activities. Participation in final conference in Greece
<b>FING</b>	Support of exploitation activities. Planning, Organisation and holding of the final conference and implementation of all relative dissemination events
<b>PREVENT</b>	Contribution in the preparation of the Exploitation Plan. Support of exploitation activities. Participation in final conference in Greece as well as in relative national – EU Conferences/Dissemination Events. Exploitation of existing networks and identification of potential beneficiaries
<b>F-BB</b>	
<b>OSRI</b>	
<b>FIOH</b>	
<b>STPKC</b>	
<b>IEP-NRI</b>	
<b>RDF</b>	
<b>U-CLUSTER</b>	Support of exploitation activities.
<b>SYNTHOS</b>	

#### 3.7.3. WP7 Procedures Description

WP 7 will be evolved with the collaboration of the THESEIS Steering Committee, under the co-ordination and close monitoring of SIGMA, which will have the overall responsibility. All partners will promote the THESEIS project to relative networks.

✓ *THESEIS Exploitation Strategy and Plan*

The exploitation strategy will be laid down in the exploitation plan, a document that will be appended in the Communication and Dissemination Handbook. This document will describe the consortium's strategy to achieve stable frameworks of cooperation throughout the life-cycle of the project as well as the continuing use of THESEIS outcomes after the official project termination.

Exploitation plan will include mainstreaming activities (successful transfer of project results to appropriate stakeholders and decision-makers) and multiplication activities (convincing other end-users to adopt or apply the outputs of the project).

The document will be developed in EN language and translated in all partners' national languages. The first draft will be introduced in the 2nd session of the SC, while the final version will be delivered at the end of the project. The exploitation plan will correspond to a period of 5 years.

✓ *THESEIS Final Conference*

During the THESEIS final Conference the main outputs of the project will be presented to the public. Furthermore the partnership will also present its exploitation strategy aiming at a huge public support for the future network activities.

The conference will be held in Greece, Thessaloniki and will be organized by FING. All the members of the THESEIS Network, authorities and stakeholders as well as experts from relative EU sister projects will be invited to participate.

In Table QRM-WP7 the quality planning and control and a risk analysis matrix of work package 7 deliverables and actions are presented.

**7. Table QRM-WP7.** Quality Planning, Control And Potential Risk Analysis Matrix Of Work Package 7 Deliverables And Actions.

Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Preventive / Correction Measures
<b>Exploitation Plan</b>	SIGMA	The final version will be delivered till 31/07/2013 of the project. The exploitation plan will correspond to a period of 5 years.	The exploitation strategy will be laid down in the exploitation plan, a document that will be appended in the Communication and Dissemination Handbook. This document will describe the consortium's strategy to achieve stable frameworks of cooperation throughout the life-cycle of the project as well as the continuing use of THESEIS outcomes after the official project termination. The Exploitation Plan will address items such as project results, potential users or beneficiaries, types of exploitation activities to be carried out, means and instruments that will be used etc. The document will be developed in EN language and translated in all partners' national languages.	SIGMA may neglect to fully develop the Exploitation plan since it has to be ready near the end of the project.	Exploitation strategy and plan is very significant for the project success. Quality manager will point out any delays identified concerning exploitation strategy and planning and will demand the immediate undertaking of corrective actions, otherwise it will be stated as a major quality non-conformance of project progress.
<b>VET model DVDs</b>	FING, HIOHS, PREVENT, F-BB, FIOH, IEP-NRI, RDF, STPKC, OSRI	More than 300 DVD's will be issued and distributed at each participating country. Translated training material will be included. 31-07-2013 All contents must be ready before 31-05-2013.	A demo DVD, which will contain the VET model, will be produced. The refined training material will also be included. The DVD's will be disseminated to certified vocational training institutes on environmental, H&S issues.	Delayed translation of training material.	Specification and finalization of DVD contents during the 4 <sup>th</sup> Coordination meeting in Helsinki.

**7. Table QRM-WP7.** Quality Planning, Control And Potential Risk Analysis Matrix Of Work Package 7 Deliverables And Actions.

Deliverables / Actions	Responsible Partner(s)	Objectives / Deadline	Operational Process	Potential Problems / Risks	Preventive / Correction Measures
<b>THESEIS Final Conference 15/10/2013</b>	FING  All partners will support to the invitation of experts to participate in the conference.  All partners will be asked to participate in the conference with presentations	Foreseen number of participants: 100 Two (2) invited experts from EU sister projects or other will participate Setting of final conference dates and finalisation of the conference agenda during the 4 <sup>th</sup> Coordination meeting. Uploading of the final conference agenda at the THESEIS website and invitations mailed and e-mailed till the 15 <sup>th</sup> of June 2013. Initialisation of registration process (not obligatory) from June 2013.	The main outputs of the project will be presented to the public. Furthermore the partnership will also present its exploitation strategy aiming at a huge public support for the future network activities. The conference will be held in Greece, Thessaloniki and will be organized by P2. All the members of the THESEIS Network, authorities and stakeholders as well as experts from relative EU sister projects will be invited to participate.	Limited interest of stakeholders and experts to participate in the final conference.	Participation of project partners to seminars, conferences of other EU sister projects. Early invitation of experts to the final conference. Invitations to experts to be forwarded before summer 2013. During the pilot trials evaluation of the VET model and the informational workshops the final conference must be advertised. Information of identified, developed networks, stakeholders.

**3.7.4. Relative documents – templates**

1. Exploitation Plan. It will be added to Dissemination and Communication Handbook
2. Networks, Stakeholders' Contacts' Database

✓ *Files*

Stakeholders' Contacts Database will be available to all project partners, will be continuously renewed and kept filed for at least five years after the project conclusion.

## CHAPTER 4

# THESEIS MONITORING AND EVALUATION SYSTEM

THESEIS Monitoring & Evaluation System will be developed for the monitoring and evaluation of the project execution. Time, cost and target's achievement will be tracked and assessed via the usage of specific measurable indicators. These data will provide the necessary input for project evaluation and subsequent actions. This special software will be used for accurate monitoring and generation of concise progress reports.

The THESEIS Monitoring & Evaluation System will consist of the following modules:

- Gantt Chart, for the time monitoring of the Project execution
- Table of Project Deliverables and Milestones (including scheduled and actual completion dates, calculation of probable delays, identification of responsibilities).
- Project Evaluation Spreadsheet. The evaluation of the project will be implemented at a separate spreadsheet using a series of progress indicators. For each indicator, the target will be defined, and at a different column the realized quantity will be noted. The evaluation of the related activity will result from the following three constituents:

**Realization:** The realization factor can take the value of 1 and 0 (according to the accomplishment of the relevant activity).

**Rating:** The rating factor can take the values from 0 to 5, and results from the quality of the output, the duration and the cost of the relevant activity (compared to the foreseen ones).

**Weightiness:** The weight factor indicates the importance of the relevant activity (compared to the activities of the same tasks, as well as to the activities of the whole Project).

For the evaluation of each activity, the above mentioned factors have to be multiplied. The overall assessment of the Project will result as a sum of separate products. The factor ranges will be selected properly, so as the excellent implementation of the

Project to be rated with 100 and the worst with 0. The actual overall grade of the Project will be given out as a percentage of the theoretically perfect score. The methodology, the assumptions, as well as the derived outcomes of the evaluation procedure will be analytically presented in the project's Quality Reports (Interim & Final).

The module for the monitoring of the Project execution will be continuously applied by the Project Coordinator in order to track the progress of the activities and recognize delays or miss-estimations, whereas the module for project evaluation will be a part of Interim and Final Quality Report.

## CHAPTER 5

### THESEIS INTERNAL EVALUATION QUESTIONNAIRE

An Internal Evaluation Questionnaire will be compiled and circulated among partnership for the qualitative evaluation of project. The Internal Evaluation Questionnaire will examine the following areas:

- Project Coordination and Management
- Communication Flows
- Dissemination and Exploitation
- Feedback from Meetings
- Project Strengths
- Project Targets
- Processes
- Outcomes

For each area, partners will be asked to:

- Identify problems/difficulties experienced
- Highlight positive/satisfactory aspects in the project activities carried out so far both at transnational and local level
- Make any other comments as appropriate that are considered useful

The results of evaluation questionnaire will be a part of Interim and Final Quality Report.