



Lifelong Learning Programme



Education and Culture DG

EACEA
Education, Audiovisual & Culture
Executive Agency



LIFE LONG LEARNING PROGRAMME 2007-2013

IN-DIVERSITY. Managing cultural diversity in the workplace

Contract number: 2010-1-ES1-LE005-21234

EXTERNAL EVALUATION PLAN

This project has been funded with the support from the European Commission. This communication reflects the views only of the autor, and the Commission cannot be held responsible for any use wich may be made of the information contained herein.

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Project Context

The project intends to transfer to other countries the innovation of the products of the following European projects: *DiMant-Diversity Management Tools for the Workplace*; *Empresa e Inmigración en la Unión Europea* and *Empresa e Inmigración en la Unión Europea (renovación)*. The products will be transferred from a geographical perspective because the project will adapt them to the national languages of the partner's countries.

The project will focus and go in depth specifically on workers' cultural differences due to ethnicity, race or religion. Moreover, in the framework of this project, it will be studied the reality of the companies in every partner country, analyzing the migrant movements and adapting the final products of IN-DIVERSITY to each participating country.

The two main project's specific objectives are:

- Train the managers of the companies and people in the Human Resources Departments, Middle Managers, etc., about how to manage the cultural diversity, improving the work environment.
- Provide to the companies, entrepreneurs associations, trade unions, training entities and NGOs with tools to manage cultural diversity in the workplaces, adapting those tools to the national language and the socio-political and cultural realities in each participating country.

The project is financed by the LIFE LONG LEARNING PROGRAMME 2007-2013/ Leonardo Da Vinci Transfer of Innovation.

The project's partners are:

- **Instituto Europeo para la Gestión de la Diversidad (IEGD)**. Spain.
Applicant and responsible of the project coordination and management.
- **Greta Du Velay (GDV)**. France.
Partner 1 and responsible of leading the WP2.
- **Work Research Centre (WRC)**. Ireland.
Partner 2 and responsible of leading the WP3.
- **Instituto de Formación Integral (IFI)**. Spain.
Partner 3 and responsible of leading the WP4.
- **Stiftelsen Minerva (MINERVA)**. Sweden.
Partner 4 and responsible of leading the WP5.
- **Training 2000 (TRAINING2000)**. Italy.
Partner 5 and responsible of leading the WP6.
- **Fundación Cepaim (CEPAIM)**. Spain.
Partner 6 and responsible of leading the WP7.

Outputs of the project

The main outputs of the project are:

- Virtual Platform that includes: Project's Website (www.in-diversity.eu), E-learning platform and intranet for partners.
- National reports on cultural diversity.
- E-learning course in several languages (Spanish, English, French, Swedish and Italian) about cultural diversity in the workplace.
- Cultural Diversity Management Toolkit.
- Pilot experiences reports.
- Two Mailing lists: One of them with companies with high level of foreign workers or belonging to sectors with high level of migrant workers, and the other mailing list will identify entrepreneur associations, training entities, trade unions, immigrants and cultural associations and NGOs related to cultural diversity and immigration.
- Intermediate and Final National Seminars for managers, middle managers, Human Resources managers, technicians, trainers, etc.
- Publications: Newsletters and Postcards.

Aim and specific objectives of the external evaluation

The aim of the external evaluation is:

- Evaluate the implementation, outcomes and impact of the project In-Diversity: Managing cultural diversity in the workplace.

The specific objectives are:

- To collect and interpret data from all the participants on the project: applicant, partners, target groups and final beneficiaries.
- To assess the efficiency and quality of the consortium work and of the main project results.

Methodology and timing of the External Evaluation

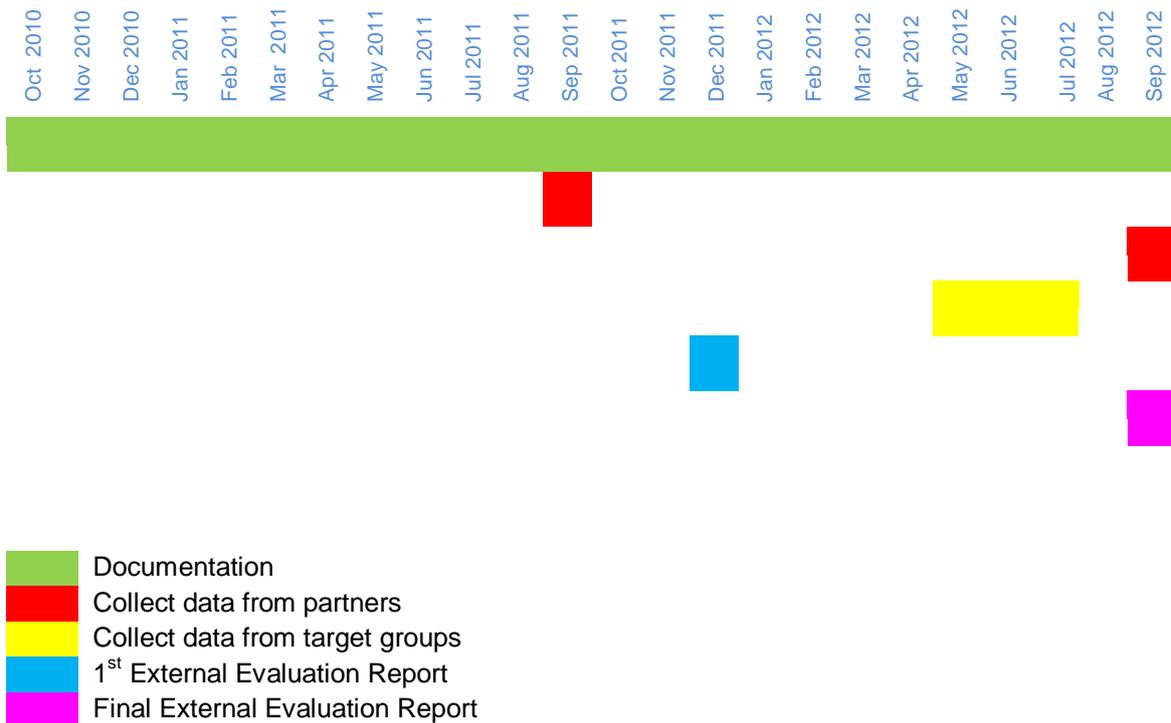
Documentation. The expert will study all the project documents: application form, reports, presentations, meeting agendas, etc. The leader has created an account for the consultant on the intranet for partners. The consultant has access to all the documents that the leader and partners generate. Moreover, the leader will facilitate copy of all key documents of the project.

Collecting, interpreting data and participant's opinions. The consultant has stated specific indicators to evaluate the quality of the project implementation and outputs developed. Specific questionnaires will be designed and delivered to partners, target groups and final beneficiaries.

During the execution of the pilot experiences, the consultant will ask to some of the participants about their opinion on the project results so far. During the meetings in Ireland and Italy, the consultant will deliver questionnaires to the leader and partners to assess the implementation and activities of the project. Finally, the consultant will deliver questionnaires after some of the national and international seminars to collect the opinion of the target groups and final beneficiaries.

The consultant will elaborate two reports: one at December 2011 and the other at the end of the project.

The timing of the external evaluation will be:



Quality Indicators of the External Evaluation

The implementation and project's outcomes will be evaluated according to the following indicators:

Indicator	Questions
Responsibility Sharing	<ul style="list-style-type: none"> - Does each partner provide financial or other material on time? - Does each partner take part in spreading the project? - Does each partner attend meetings and other events which are held? - Does each partner take part in the agreed work plan? - Are all the deadlines met? - Was there sufficient and appropriate coordination among the partners to achieve the stated objectives? - How the articulated management mechanisms have contributed to achieving the results?
Efficient Financial Management	<ul style="list-style-type: none"> - Is the budget appropriate to carry out the activities? - Are the partners asked to hand in their own financial report on time before the provisional/definitive accounts have been finished? - Are the partners aware of the implications of the project? - Do the partners have a copy of the project budget? - Are the resources used according to the allocated budget?
An efficient and fluent Communication amongst partners	<ul style="list-style-type: none"> - Does communication favor or exclude any partner from important information about the project? - Which is the frequency and effectiveness of communication amongst partners? - Are the tasks divided clearly? - Is the project clearly supervised? - Are all the members of the consortium treated equally?
Appropriated Meetings organization	<ul style="list-style-type: none"> - Do the meetings follow the points in the agenda and dealt with in order? - Are the reports on meetings given out afterwards? - Do the meetings take place at the time and place agreed? Is the logistics of the meetings well informed and organized?
All planned activities are realized	<ul style="list-style-type: none"> - Are all the activities realized on time? - Do all the activities meet the foreseen aims and objectives? - Do all the activities have planning documents to orient their development? - Are all the expected results obtained?
Good governance and management of the project	<ul style="list-style-type: none"> - Are all the reports for the National Authority submitted at deadlines in established form? - Are all the partners satisfied with the coordination and management of the project?

<p>Quality of products and outcomes</p>	<ul style="list-style-type: none"> - Are all the partners satisfied by the results achieved? - <u>Web:</u> <ul style="list-style-type: none"> • Technical functions: web functions are correct and adequate? Is the time for downloading appropriate? Is the site always active and available for users? • Management: Is the content update? Is the information appropriate and correct for users? Is the information classified correctly? • Navigation: Is the surfing and use of the web appropriate? Is it easy to find points of interest? • Interaction: Is the tool pleasing to the eye? Are the images and graphs appropriate? Is the writing simple and uniform? Does the typescript make it easy to read? Is the color combination used appropriate? • Accessibility: Is it easy to remember the name of the web? Can you gain access to the site with all the search engines? <p><u>E-learning Platform and contents:</u></p> <ul style="list-style-type: none"> • Contents: Do you think the information available enables to you to follow the project? Do you consider the information appropriate, relevant, reliable and up to date? Is the information classified correctly? • Technical functions: the e-learning functions are correct and adequate? Is the time for loading and downloading appropriate? Is the site always active and available for users? • Management: Is the information appropriate and correct for users? Is the information classified correctly? • Navigation: Is the surfing and use of the e-learning appropriate? Is it easy to find points of interest? • Interaction: Is the e-learning pleasing to the eye? Are the images and graphs appropriate? Is the writing simple and uniform? Does the typescript make it easy to read? Is the color combination used appropriate? • Accessibility: Is it easy to remember the name of the e-learning platform? Can you gain access to the site with all the search engines? • Easy to use by partners.....communications.
<p>Impact of the products and outcomes Valorization</p>	<ul style="list-style-type: none"> - Intermediate and Final Seminars: does each seminar take place at the time and place agreed? How many people attend to the seminars? - Are the training products developed useful for the target groups? - How many companies have show interest to insert cultural diversity plans in their companies after the pilot experiences? - How many entities and companies have received information about the project? - How many entities and companies have participated in the pilot experiences?

Viability and sustainability	- Do the partners have created mechanisms to maintain the project's results once the grant ends?
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