



Life Long Learning Programme Leonardo da Vinci – Transfer of Innovation
Language e-learning tool for vocations – share the standards

LIFELONG LEARNING PROGRAM (2007-2013)

Leonardo da Vinci

Transfer of Innovation

“Language e-learning tool for vocations – share the standards”

Project Agreement n° 2011-1-PL1-LEO05- 19896

WP3 – QUALITY AND EVALUATION

Elaborated by Best Cybernetics



Education and Culture DG

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DISTRIBUTION

This Quality and Evaluation Plan is the property of the consortium of partners involved in the **SH@RE** project (herein known as ‘The Consortium’) and issue to other parties is subject to approval by Globalnet, the Promoting Organisation.

The consortium reserves the right to amend the Quality and Evaluation Plan, and any related documentation, if and when it is necessary to accommodate changes in the quality system. All such changes will be properly authorised and approved by Globalnet.

1. Introduction

Following ISO Definitions, reported in the CEDEFOP glossary:

- **Quality** is *the consistent conformance of a product or service to a given set of standards or expectations.*
- **Quality management** are *all activities of management that determine the quality policy, objectives and responsibilities, and implement them by means of a quality plan, quality control, and*
- **Quality assurance** is *part of quality management focused on providing confidence that quality requirements will be fulfilled.*

Quality assurance is not a separate work stage, but runs throughout the whole project, being an ongoing process. The process consists of a "virtuous" cycle based on continuous monitoring of the indicators of quality.



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The Quality management and evaluation Plan is an important document related to all partners and reflects the willingness to keep the high quality of all outputs during the project life.

Since the evaluation has a continuous character, that means all the results of the evaluation will be used to improve the quality of the project and its results. For instance if the results of one meeting are very bad, the evaluation should serve to improve things for the upcoming project phases.

Quality is a responsibility of all the Project partners: all partners, and not only the Project coordinator, have an interest that the deliverables are of high quality and that the processes behind them are monitored and improved. The Quality Assurance will be developed during the whole project activities as a parallel activity to project management implementation. There will be a constant relation between internal evaluation, project management and content work packages. The Quality Assurance Plan has the following objectives:

- *applying systematic activities for monitoring the project implementation, recording deviations and shortcomings;*
- *set quality assurance procedure for review and approval of deliverables;*
- *introducing a formal and systematic testing & evaluation procedures.*

The final Quality and Evaluation report will be issued before the ending of the project and it will be made up of all partial reports drawn up during the implementation of the project. Development of a plan of quality means both to identify the criteria for completeness and accuracy of deliverables and to make a plan to assure the quality of the product to be developed.

Particular attention should be paid to monitoring and evaluation of results achieved. Monitoring is a management and process control, while evaluation is related to assessment of the programme and the achievement of foreseen objectives and results. Monitoring is mainly focused on processes, while evaluation is mainly focused on products and outputs. Evaluation activities are also based on data and information collected during the monitoring phase mainly with evaluation forms. Both use qualitative and quantitative criteria.



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This document will also describe the actual process, procedures and controls applied, to all activities concerned with the attainment of a quality assured contracting service. It will define the quality standards to be used, explain how quality requirements will be met, guide the implementation of the quality system and serve as a stable definition of our quality system.

1.1. Project managerial approach

This Quality Management plan briefly describes the project managerial approach mainly reflected in the administrative procedures, which should be followed in carrying out the Work Programme of the European Commission (EC) Leonardo Da Vinci Transfer of Innovation Project n° 2011-1-PL1-LEO05- 19896 (SH@RE). It describes the organisational structure of the Project, defines the responsibilities of the participants, and outlines the procedures with regard to monitoring, evaluation (external and internal) and reporting of the technical and financial progress of the Project. It is based on the agreement drawn up between Globalnet and the Polish National Agency, as well as on the Partnership Contracts between the partners and Globalnet.

Quality assurance of Project deliverables is primarily the responsibility of the Partner's Contact Person responsible for its production. It is assumed that all partners will ensure that any safety or quality guidelines issued during the course of the Project are adhered to. Adequate user information must be provided with all deliverables.

A definition of the scope of the project's quality system in terms of the internal work processes and work products is presented as follows:

Administrative procedures

- a) Organisational and operational rules and regulations.

The aim of this is to define:

- the implementation of the partnership's tasks described in the work packages and work programme in accordance with the project objectives,
- the organisational structure and operation of the project,
- the rules of making reports on the implementation of tasks and monitoring.



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b) Communication strategy.

A communication strategy has been designed to plan the form, way and schedule of communication necessary for the implementation of the partnership's tasks defined in the work packages and work programme, thus being in harmony with the objectives of the project and the progress will be smooth during the project.

c) Dissemination strategy.

A dissemination strategy was designed to help the project organisers in making the dissemination of the results more effective.

Organisational structure of the project

This scope of duties is handled by the professional manager charged by the leader of the partnership. The professional manager's competence includes managing, supervising, coordinating the professional activities of the project.

Procedures regarding monitoring, evaluation and reporting of technical and financial progresses

The procedures for the monitoring, evaluation and reporting of technical and financial progresses of the project implementation will be based on the progress reports submitted by the partners on the dates laid down by the project coordinator, as well as the continuous contact between the Applicant and the National Agency and the Applicant and the partners.



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2. Scope, issues to be covered and methods of the evaluation

2.1. Introduction

In the frame of the Quality management and quality evaluation there will be several activities / issues which should be analysed or / and evaluated to keep both, a high standardized quality of the project outputs and efficient cooperation among the partners, what would lead the partnership to a smoothly project implementation in all participated countries.

Evaluation on the project process will be exercised throughout the period of project implementation. It will be carried out according to the initially agreed activities in the approved application form of the project and the activity plan presented by the internal evaluator of the project in the beginning of the project implementation period (kick off meeting).

Project developments are monitored and tools are evaluated continuously all during the project life cycle; setting up specific guidelines and instructions for the smooth implementation of the project.

2.2. Scopes and issues to be covered by the project evaluation

The project proposal specifies the scope as well as coverage of the evaluation. The aim of the work package “Quality and Evaluation” is to manage a multi-level quality and evaluation strategy to ensure the project delivers its aims and objectives, results and achieves a transnational transfer of the SH@RE project.

In general, our **working approach** is that evaluation activity should be a means not an end, and part of the process of helping lead organizations and partnerships to achieve sustained project outcomes. In essence, it should facilitate a reconsideration of **objectives** and **processes**, review progress to date, and determine any course corrections that might be enacted. The evaluation work also needs to focus on **purpose and process**; it is as essential and important to pinpoint why

initiatives are succeeding or underperforming against expectations, and how future strategies and



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actions can be improved. **Learning from experience**, adjusting for improvement and celebrating and publicizing success through dissemination, is vital. Of course, evaluation needs to include some assessment of the efficacy or otherwise of the processes whereby **actions and activities** were determined and implemented. This involves an assessment of the development, scope, inclusiveness, and linkages of the project.

In an endeavor to ensure high quality results from the project, the evaluation will not just focus on process and outputs but on more in-depth effects and sustainable outcomes. The stages of the work will allow for a **feedback loop** to evaluate the effectiveness of the materials and to **feed back recommended adjustments to maximize their outcomes**. This will provide a basis for the **valorization process**.

In these terms, the **basic aims** of the work, and **associated activities** in the evaluation work program will be to both assess the effectiveness and outcomes of the project methodology, transnational linkages and training materials, and to support a successful outcome to the project, through;

- an **initial appraisal of the project objectives** and the challenges and opportunities involved;
- the provision of **advice on evaluation approaches**, including data capture, with a view to both maximizing the quality of their evaluation work, and standardizing the evaluation material to be produced;
- a **review of partnership strengths and weaknesses**, together with recommendations on any potential improvements and adjustments;
- an **assessment of progress** through both regular e-mail contact with Partners;
- the **collation and analysis of Partner evaluations** and their assembly into a **project-wide Evaluation Report** identifying good practice, lessons learned and potential sustainability; and, with regard to the valorisation process,
- **Recommendations for future activity** based on the evaluation findings.



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In general, the work will take a **positive and constructively critical stance**. Its major objective will be to review project progress and to reflect on objectives and achievements, to feedback ideas and advise on potential improvements and adjustments during the early stages of the project, to confirm success where appropriate, and, in terms of valorization, to suggest ways forward where constraints are evident.

To meet the aims five objectives are set:

- To prepare and implement a multi-level quality and evaluation plan;
- To evaluate the SH@RE Teacher's training courses;
- To survey and report on the use of the language course and e-learning platform;
- To monitor project management activities through project management good practices as well as partner feedback;
- To manage evaluation activities and capture good practice and feedback during Partner meetings;
- To prepare Interim and Final reports focusing on:
 - Project management;
 - Partner activities (effectiveness of marketing activities, translation, training feedback process, value for money and project protocols, project planning, communication, cooperation, etc);
 - Value for money;
 - Quality and scope of dissemination;
 - Project sustainability,
 - Added value and impact assessment.

The WP3 results are:

- A Multi-level quality and evaluation plan (R12);
- Survey and Evaluation report of the Trainer's training course based on the Kirkpatrick methodology: the trainers will be assessed on reaction to the training, new knowledge and skills learned, usage of the new knowledge and skills in their work (behavioral change) as well as impact on their environment (what have improved after their have learned new knowledge and skills) (R13);




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- Survey and Evaluation report of the Testing phase (language course and e-learning platform) (R14);
- Data collected from Partners on good practices of the project management as well as feedback on the course of action of project management – Quality and Evaluation reports (Interim and Final report) including conclusions of activities carried out within quality and evaluation management, namely the progress and achievements of project, deviations from the initial workplan and their implication in the progress of the project (R15).

In the table below (Table 1) you will see a basic overview of all activities / issues will be analysed or / and evaluated.

Table 1 Evaluation and Quality Plan

EVALUATION	QUALITY
PRE & POST evaluation	
Continuous evaluation	
<ul style="list-style-type: none"> ▪ Project meetings ▪ 9 WP's ▪ partnership ▪ target group involvement 	<ul style="list-style-type: none"> ▪ minutes from meetings ▪ to-do list ▪ variation from proposal (improvements x downgrade) ▪ questionnaires
<i>To what extent & quality the project aims were fulfilled</i>	

2.3. Methods of the project evaluation

Taking into the account the different nature of the objects under the assessment, two types of the evaluation objects requiring specific evaluation methods are identified:

1. Professional development of the Trainers as well as Impact of usage of the e-learning platform;
2. Project management process.



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Table 2. Methods applied to assess Professional development of the Trainers as well as impact of usage of e-learning tool based on Kirkpatrick methodology.

Objects under the assessment	Reaction of the Teachers - Trainers after the training	New knowledge and skills learned during the training/ usage	Changes in work performance after the training/ usage	Changes in overall partner institution after the training
Professional development of the Trainers	<ul style="list-style-type: none"> - Trainers' training feedback survey; - Interviews with selected Trainers; - Interviews with selected language Teachers in vocational schools, adult schools, companies 			
Impact of usage of the e-learning tool	<ul style="list-style-type: none"> - Interviews with selected Trainers about the impact of usage of e-learning tool; - Interviews with selected language Teachers in vocational schools, adult schools, companies 			

Table 3. Methods applied to assess Project Management processes based on CIPP methodology

Objects under the assessment	Context: target group (TG) needs, project Leaders perspectives on the TG needs, goals of the project and compliance with the needs	Input: allocation of Human, time, infrastructure as well as financial resources	Process: clear aims and objectives leading to output; work plans; timeliness, effective communication, monitoring & revision	Product : impact , effectiveness, sustainability, transferability
Project management process	Secondary data analysis (analysis of project proposal, project reports).	Secondary data analysis (analysis of project proposal, work plans, minutes of the meetings, project reports).	Partners feedback on project management survey as well as structured interviews; Secondary data analysis (work plans, minutes of the meetings, reports).	Structured interview with Project Leader, partners. Secondary data analysis (description of the product, on-line solutions, reports).

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 Identified evaluation methods as well as data collection methods will be described details in the
 respective evaluation reports.

2.3. Evaluation team

The specifics of the multi-level quality and evaluation plan are that the data are collected from
 different sources and in different formats and countries, thus involvement of all partners is needed.

Table 4. Cooperation across the partnership covering different evaluation tasks

Evaluation task	Responsible partner	Involved partner	Supporting partners	Comments
1. Development of quality and evaluation strategy and work plan (R12)	Best Cybernetics	All partners		Giving feedback on indicators as well as methods and reporting form
2. Evaluation report on professional development of Teachers - Trainers (R13)	Best Cybernetics developing feedback questionnaire and interview protocol	Best Cybernetics collecting data from teacher's training and sending to Globalnet	All partners collecting data from the training of the teachers in each country and sending to Best Cybernetics	
3. Evaluation report on impact of usage of e-learning tool (R14)	Best Cybernetics developing feedback questionnaire and interview protocol	Best Cybernetics collecting data	All partners collecting data from each country and sending to Best Cybernetics	
4. Interim and Final evaluation reports (R15)	Best Cybernetics drafting the structure and the reports	Globalnet providing needed documents like minutes, work plans, reports, etc.	All partners filling in the questionnaires and taking part in interviews on project management issues	

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2.4. Evaluation Tools

Given the different aspects to analyze there will be 5 different questionnaires:

a. Questionnaire to evaluate the transnational meetings

To be fulfilled by the participants on the partnership meetings, evaluating some technical and organizational issues like the working program, the quality of information, the partners' participation, quality of presentations, etc.

b. Questionnaire to evaluate the set up stage of the project

This questionnaire will focus on the general operational approach. Partners will be asked to fulfill it by the end of December 2011, by making an initial review of project objectives, work package tasking and partnership working.

c. Questionnaire to evaluate the project's achievements so far

This questionnaire will provide an assessment of the project partners. It will have to be fulfilled at the beginning of September 2012 and beginning of September 2013, by assessing whether the project is on track to meet its objectives, noting and commenting any major change for the original plan; recording any learning points from the project and recommending any corrective actions for the project management to be considered to the rest of the project.

d. Questionnaire to evaluate the projects outputs (language training course, e-learning platform)

The aim of this questionnaire will be to document the experiences from the pilot training phase both from internal and external audiences, to crystallize the key lessons to be drawn from the experience, to create the background for further development work, to support or extend dissemination of the innovative approach of the project methods and tools.

During this evaluation process there will be several "key-moments", in which the partnership will be asked to proceed with some specific evaluation:

- In each transnational meeting (questionnaire type **a.**)
- In the initial steps of the project (question type **b**)
- In the later course of the project (question type **c**)



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- In the final achievements of the project (question type e)

It is expected to obtain 2 evaluation reports, collecting the partners' evaluation:

- I. Interim Evaluation Report: **October 2012**
- II. Final Evaluation Report: **September 2013**

2.5. Evaluation of project products

The products deriving from this project will be evaluated according to a process including the following steps:

- Forming a team of experts from each partner country, in order to evaluate the products of the project.
- Operating the team which evaluates the project products; control, coordination and monitorisation of their work while the evaluation takes place.
- By the teachers and trainers who will take part at the pilot training testing phase.
- During the international meetings of the partnership, there will be an evaluation and assessment of the products.

2.6. External Evaluation

The project outputs will be evaluated through the questionnaires provided by the project internal evaluator to partners in order to be used by teachers, trainers and end users in each partner country and during the pilot testing phase. Questionnaires will be developed with the aim to detect the strongest and weakest points of the language training course and e-learning platform of the project. Results will be presented in the international meeting following the gathering and analysis of the questionnaires.



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3. Quality assurance : management bodies, quality assurance principles

Quality and Evaluation work package includes measures to be adopted for internal evaluation of the project activities and results etc. The focal point of quality assurance and control within the project will be deliverables and processes. They both comprise the following principles:

- (a) Work package leaders will be responsible for ensuring that agreed deadlines for submitting deliverables are met;
- (b) All deliverables will be discussed and approved by the Consortium at the partner meetings;
- (c) All deliverables in English will be professionally proof-read and edited;
- (d) Project communication will run promptly and as described in other sections of this document;
- (f) Conflict resolution and decision making process will define the procedure to resolving the problems at the earlier stage and that potential problems will be properly handled.

To enable the monitoring of work and progress against research timetable and agenda, each project partner will provide 3 month reports to the Project Manager. 3 month reports will be mastered for the purpose of mid term and final reports and 2 official reports as indicated in the Grant Agreement. All reports will use a standard template (provided by Project Manager) that provides specification of achievements related to the project's objectives reached and planned activities for the next period or utilisation of project after the end of the project.

Quality assurance actions will encompass the following different components/assessment procedures:

- a) assessment of working documents;
- b) assessment of final products;
- c) assessment of processes and promptness;
- d) assessment of internal meetings;
- e) assessment of public events;
- f) project evaluation forms.

3.1. Management Structure - Partnership



This project is a collaborative initiative between the organisations listed below:

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P0: Globalnet sp z o.o., Poland (Promoting and Coordinating Partner)

P1: Best Cybernetics, Greece

P2: Centro Tecnológico do Calçado de Portugal, Portugal

P3: Civiform soc. coop. sociale, Italy

Globalnet sp z o.o. represents the Partnership as the signatory to the contract between the Partners and the Polish National Agency. This contract is referred to as n° 2011-1-PL1-LEO05-19896, having the acronym SH@RE. The responsibilities of the various parts of the management structure are described below; further details can be found in the Partnership Contracts.

Promoting / Coordinating Organisation

Globalnet sp z o.o. constitutes the Coordinating Organisation. Overall management of the project is responsibility of **Globalnet sp z o.o.** including the following tasks:

- To manage the project, both the administrative and technical aspects.
- Organise, in collaboration with the host partner, the meetings of the partnership in the locations unanimously agreed (set up the agenda, assure the full achievement of it, prepare the minutes etc.).
- Coordinate the decision-making process.
- To implement the decisions taken at the meetings.
- To prepare the financial content of the Interim and Final Reports and to send both reports to the Polish National Agency.
 - Interim Report (12 months)
 - Final Report (24 months)
- To assure by all usual means the fulfilment of the project's tasks, responsibilities, activities and outcomes and to operatively resolve the issues and disputes inside the partnership.
- To guide, co-ordinate and control progress and quality of all programme activities.



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- To settle any disputes, in consultation with the Polish National Agency, which cannot be solved by the partnership meetings.

Contact Person

One or more Contact Persons have been appointed for each organisation, acting as project's manager at the local level. All communications between the Project Co-ordinator and the organisations involved will be established through the Contact persons who will represent the partner organisations at the partnership Meetings. The Contact Person is responsible for planning, directing and monitoring the Work Programme carried out at that organisation. For this Project the Contact Persons are:

Table 1

	Partner	Contact person
P0	Globalnet sp z o.o., Poland	Monika Nowakowska-Twaróg, monika@globalnet.com.pl
P1	Best Cybernetics, Greece	Nicole Georgogianni, ngeorg@bestcybernetics.com
P2	Centro Tecnológico do Calçado de Portugal, Portugal	Rita Souto, Rita.Souto@ctcp.pt
P3	Civiform soc. coop. Sociale, Italy	Valli Burello, valli.burello@civiform.it

The responsibilities of the Contact Person are:

- Ensuring that the required deliverables are achieved to the agreed timetable;
- Ensuring that information necessary for the project implementation is available to the other Contact Persons in the Partnership;
- Producing regular reports, and forwarding to the Project Co-ordinator and internal evaluation;
- Reporting immediately to the Project Co-ordinator any cases of objectives or targets not being achieved or adequately covered according to the timetable.



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3.2. *WPs management principles*

With regards to the management structure of **SH@RE** Project, the total work programme is divided into 9 different work–packages. Herein follows an explicit and detailed analysis of each one of them:

- WP1: Project Management
- WP2: Dissemination and Exploitation
- WP3: Quality and Evaluation
- WP4: Work on LCCTV Manual and Language Competence Framework of Reference for the vocations (LCFRV)
- WP5: Compiling language courses for chosen vocations
- WP6: Translation of the language courses, test formation LCCTV
- WP7: Transformation of the courses into e-learning
- WP8: Teacher training
- WP9: Testing in adult schools, companies, schools and universities

Each work package is coordinated by different partners. Each coordinator is in charge of performing the tasks of the work package he/she has assumed responsibility for, producing the activity plan and fulfilling the completion of the WP content. The Promoter of the Project shall provide every tool for the management of the Project and will be supervising overall performance and progress of the coordinator appointed for each WP.

Project Partners and Work Packages assigned

PO: Globalnet sp. z o.o., Poland

Work Package 1: Project Management

Work Package 2: Dissemination and Exploitation



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Work Package 4: Work on LCCTV Manual and Language Competence Framework of Reference for the vocations (LCFRV)

Work Package 6: Translation of the language courses, test formation LCCTV

P1: Best Cybernetics, Greece

Work Package 3: Quality and Evaluation

Work Package 7: Transformation of the courses into e-learning

P2: Centro Tecnológico do Calçado de Portugal, Portugal

Work Package 5: Compiling language courses for chosen vocations

Work Package 9: Testing in adult schools, companies, schools and universities

P3: Civiform, Italy

Work Package 8: Teacher training

3.3. Partnership meetings

At the Consortium Meetings shall be present at least one representative from each partner organisation, each having equal representation. The representatives are the Contact Persons appointed by each of the partners. The Partnership will organize a number of four meetings during the life cycle of the project:

- a. 1st Project meeting: Athens – Greece (November 2011)
- b. 2nd Project meeting: Porto – Portugal (March 2012)
- c. 3rd Project meeting: Italy (October 2012)
- d. 4th Project meeting: Poland
- e. 5th Project meeting: Portugal
- f. 6th Project meeting: Italy
- g. 7th Project meeting: Poland



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The main duties that shall be taken into consideration at the Consortium Meetings are categorised as follows:

- Monitoring the Work Programme objectives, activities schedule, time scales, project deliverables and finances.
- Defining any necessary actions to keep the Project on course.
- Defining the information to be disseminated.
- Reach solutions for any current issues or issues arising.

The Project Co-ordinator shall chair the Partnership Meetings. It is desirable that the Contact Person attends, since the representative must be in a position to take both technical and managerial decisions.

All meeting results shall include as a minimum:

- Meeting minutes – Summary of discussion
- Terms of references: Summary of actions with associated personnel and timetables for each work package
- List of attendees and apologies for potential absence
- Review of minutes of previous meeting and associated actions
- Date and venue of next meeting

3.4. Reporting

Each partner has a professional and a financial manager who are responsible for the implementation of the project according to the Work Programme and the partner organization's own budget.

Reports covering technical progress and the financial status of the Project are required by the Project Coordinator and the Polish National Agency. These are described below.



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3.4.1. Partner financial reports

Every three months, each project partner is required to complete detailed financial statements in accordance with the progress made in each work package. This financial report summarises the activities at that site for that reporting period. These 3-monthly statements should be signed by the legal representative of the organisation. They will be used by the Project Co-ordinator for the Interim and Final Reports.

In total eight financial follow up reports shall be submitted to the Project Co-ordinator for the following project periods:

- period 2011-11-03 to 2012-01-31, no later than on 2012-02-15,
- period 2012-02-01 to 2012-04-30, no later than on 2012-05-15,
- period 2012-05-01 to 2012-07-31, no later than on 2012-08-15,
- period 2012-08-01 to 2012-10-31, no later than on 2012-11-15,
- period 2012-11-01 to 2013- 01-31, no later than on 2013-02-15,
- period 2013-02-01 to 2013-04-30, no later than on 2013-05-15,
- period 2013-05-01 to 2013-07-31, no later than on 2013-08-15,
- period 2013-08-01 to 2013-11-02, no later than on 2013-11-15.

3.4.2. Partner Progress Statements

Financial reports shall be accompanied by a technical progress report. Every three months, each project partner is required to complete short statements of the progress made in each work package in the form of time sheets. Within this period the same timesheet shall be used for all staff categories (manager, researcher, technician, administrative). These 3-monthly time sheets should be signed by the staff declared to have worked for the project as well as by the legal representative.





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3.4.3. Project Interim and Final Reports

These are the formal progress reports required by the Polish National Agency. They will be produced at 12 and 24 months by the Project Co-ordinator forwarded to the Partners and the Polish National Agency.

They will contain the following:

Interim Report

Implementation of actions will be developed according to National Agency's requests. It will contain information on project progresses and a financial statement of costs incurred in the period.

Final Report

Implementation of actions will be developed according to National Agency's requests. It will contain information on project activities and a financial statement of costs incurred in the period.

3.5. Deliverables

In addition to the above mentioned reports, the partners are committed to produce the final products, stated in the Application form approved.

3.6. Publications/Presentations/Products

All papers and products produced during the Project which are intended for publication in the public domain must be approved by **Globalnet sp. z o.o.**, prior to release, in order to avoid Intellectual Property Rights problems. This does not apply to routine dissemination activity namely press releases, interviews or related dissemination material.



sh@re

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The following acknowledgement and disclaimer should appear in all publications:

“This project has been funded with support from the European Commission under the Lifelong Learning Programme. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein”.

All the products and publications related to the project, including dissemination materials, must include the compulsory identification element (logos and names of the European Union, of the Life Long Learning programme as well as of SH@RE project), as presented on the EU rules and stated in the Contract n° 2011-1-PL1-LEO05- 19896.

3.7. Consortium communication

Electronic mail should be used wherever possible for brief written communications. A confirmation of reception of the e-mail would be useful.

Skype teleconferences or Oovoo videoconferences should be used.

Dropbox application is an interesting tool for changing and uploading files between partners.

3.8. Naming of files and e-mail Communication

E-mail Communication

E-mail messages

The subject zone of **all** partners’ e-mails concerning SH@RE project should start with:

SH@RE_



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The subject zone of **all** e-mails concerning SH@RE – Dissemination_newsletter should start with:

SH@RE_Newsletter_Newsletter

Other examples:

SH@RE_Web Page_Comments

SH@RE_Dissemination and General_News, Ideas

SH@RE_Technical Reports_Suggestions & Comments

Naming of files

e.g. SH@RE_PARTNER_File Name_YYYY/MM/DD_revPAR YYYY/MM/DD.doc

Examples

SH@RE_BC_QMP_011212.doc

3.9. Financial – Payments

The Polish National Agency will make an advance payment to the Promoting Organisation, according to the Contract n° 2011-1-PL1-LEO05- 19896. The Promoting Organisation is responsible for subsequently making the appropriate payments to the other participants, according to the Partnership Contracts and the prior instalment from the National Agency. The National Agency will make further payments after approval of the Interim Report and the Final Report.



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