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Glossary

Accountability	Obligation to demonstrate that an activity has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/or plans.
Analytical tools	Methods used to process and interpret information during an evaluation.
Appraisal	An overall assessment of the relevance, feasibility and potential sustainability of a development intervention prior to a decision of funding.
Benchmark	Reference point or standard against which performance or achievements can be assessed.
Conclusions	Conclusions point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.
Data Collection Tools	Methodologies used to identify information sources and collect information during an evaluation.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention.
Feedback	The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.
Impacts	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.
Lessons learnt	Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.

Monitoring	A continuing function that aims primarily to provide managers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. Monitoring tracks the actual performance or situation against what was planned or expected according to pre-determined standards. Monitoring generally involves collecting and analyzing data on implementation processes, strategies and results, and recommending corrective measures.
Outcome	The likely or achieved short-term and medium-term effects of an intervention's outputs.
Outputs	Tangible product (including services) of a VET policy or programme that is necessary to achieve the objectives. Outputs relate to the completion (rather than the conduct) of activities and are the type of results over which managers have a high degree of influence.
Performance	The degree to which a development intervention or a development partner operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.
Process evaluation	An evaluation of the internal dynamics of implementing organizations, their policy instruments, their service delivery mechanisms, their management practices, and the linkages among these. (EQAVET)
Quality Assurance	Quality assurance is an organisation's guarantee that the product or service it offers meets the accepted quality standards. It is achieved by identifying what "quality" means in context; specifying methods by which its presence can be ensured; and specifying ways in which it can be measured to ensure conformance. (EQAVET)
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis.

IMPORTANT NOTE

All definitions are derived from the European Quality Assurance in Vocational Education & Training Glossary, 2012, and the OECD Glossary of Evaluation and Results based Management, 2010.

1. Introduction

The **mENTERing** project is a 24 month initiative **co-funded by the European Commission**, under the Directorate Education and Culture. The project focuses on developing an innovative training manual and providing training courses to enhance training for VET trainers in mentoring skills and competencies for entrepreneurs.

mENTERing has been developed by a transnational consortium specifically set up for the purposes of implementing the project. It involves six (6) organizations from four (4) countries with complementary expertise. Namely they are: the Project Leader **BICC-SANDANSKI** (Bulgaria), **BGCPO-PAZARDZHIK** (Bulgaria), **SCIENTER España S.L** (Spain), **MILITOS EMERGING TECHNOLOGIES & SERVICES** (Greece), **OLN** (Greece) and **INOVA** (United Kingdom).

The **main** project objectives are to:

- Develop the skills and competencies of VET teachers, trainers and tutors in order to better cope with future challenges;
- Support the shift to a competence-based system and validate non-formal and informal learning;
- Strengthen the link between VET professionals and working life (especially enterprises);
- Develop learners' capacities and enable VET trainers to support learners in career guidance;
- Increase the pedagogical skills of VET trainers by upgrading their mentoring competence;
- Enable VET professionals to effectively apply transversal competencies such as mentoring and guidance skills.

The project key deliverables are:

- An updated, localized, complete and translated Mentor's Training Manual for entrepreneurship (EN, BG, EL, ES)
- An e-book containing the multilingual and updated Mentor's Training Manual
- An Electronic database containing mentoring training projects and initiatives from BG and EL and state-of-the art mentoring training courses and materials in Europe and internationally
- Face-to-face seminars and online webinars
- A well prepared and defined survey supported by Qualitative & quantitative questionnaires
- Two (2) round table meetings

For more information, a project website (www.mentering.eu) has been set up providing project details (aims, partnership, results, deliverables).

2. Quality & Evaluation Plan

2.1 Purpose of the Quality & Evaluation Plan

According to the EU, **quality assurance in VET is defined** as the “activities involving planning, implementation, evaluation, reporting, and quality improvement, implemented to ensure that education and training (content of programmes, curricula, assessment and validation of learning outcomes, etc.) meet the quality requirements expected by stakeholders” (EQAVET), while **evaluation is defined** as “a time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success of ongoing VET policies, completed programmes and projects” (EQAVET).

The **Quality** component of the plan provides an overall framework for all activities and actions implemented, in order to safeguard the quality of the project objectives, activities, results and tangible outcomes. The method that the mENTERing consortium will approach to ensure project and output quality is to decompose the project and ensure its quality per work package output. Implementation will be based upon concrete quality standards, throughout the project lifecycle.

Quality assurance encompasses any activity that is concerned with assessing and improving the merit or the worth of a development intervention or its compliance with given standards (OECD, 2010). Therefore, it is very clear that quality should be a high priority not only to the project manager, but to all personnel (scientific and administrative) included in the network of this project or involved in any project activities from all partners, and covers the project’s complete lifecycle (24 months).

For securing this high quality, the project outputs should:

- Comply with the application/proposal
- Meet the requirements (users’ needs and expectations)
- Be suitable and useful
- Allow space for improvement

The purpose of the **evaluation** component of the plan is to monitor and consider the feedback and outcomes received, regarding all aspects of the project, assess and evaluate them. The actual outcomes will be compared to the planned estimations and goals (see proposal), and their actual effectiveness will be evaluated. Such outcomes include its main Work Package activities, its results and the satisfaction among the partners’ organizations, as well as other project participants.

A main advantage of the evaluation plan, despite measuring the project effectiveness in terms of planning, implementation and monitoring, is that it also helps the recording of possible discrepancies or/and factors that were not taken into consideration during the planning phase of the project. Such an effect facilitates learning among partners and the lessons learnt could suggest preventive or corrective actions towards a best management of future projects.

The purpose of the **mENTERing Quality Assurance and Evaluation Plan** is to properly design a set of activities that will ensure quality for the project outputs and develop a framework that will assess the performance and effectiveness of the outcomes, compared to the planned/expected goals.

The Quality & Evaluation Plan will outline a number of methods to be used in the project (project management, conflict resolution, internal and external communication, data protection, etc.), specify indicators to monitor quality, and define tools (standards, techniques, mechanisms) to achieve quality in the project to match between expected and achieved results, whilst considering invested resources (cost-benefit ratio).

The Quality Assurance and Evaluation Plan is drafted at the project outset by the WP leader (i.e. Militos) and serves as the reference guide to all consortium partners for project quality activities safeguarding the following issues:

- Focused assessment on clearly defined goals/issues;
- Project objectives based on original goals/targets, detailed and clear description of activities in the Work Packages to act as a security valve for strictly defined deliverables and deadlines without grey areas or discrepancies that could be the source of conflict;
- The quality and relevance of project products to end beneficiaries' needs, and transferability to other end beneficiaries, sectors, contexts, countries;
- The effective functioning of project processes and their relevance to the project (e.g. partnership arrangements, decision-making, project management, monitoring, conflict resolution, communication);
- The constant information, awareness raising, and updating of target audiences (i.e. project progress, milestones, results).

All the consortium partners will commit to abide by the Quality & Evaluation plan to ensure the overall quality of the project and eliminate risks to its efficient and effective implementation.

2.2 Roles, Responsibility & Authority

All partners are empowered to request any preventive or corrective, when necessary, actions to prevent any occurrence of nonconformities or noncompliance related to the Project Management. The Project Leader will at every point oversee this quality safeguarding effort and ensure that such noncompliance issues are identified and recorded, corrective action is implemented and the effectiveness of the actions is measured. Apart from the Project Leader, all partners will individually be responsible for delivering the highest quality output and ensuring, at all levels, that processes are run in the most efficient way.

Each participant has been selected to have a clearly defined role in the project so as to secure that there is a specific expert body responsible for each task.

(P0) BICC-Sadanski provides the organizational and financial capacity as well as the project management experience required to properly and successfully manage a transnational consortium whilst ensuring high quality outputs. It has the outreach to the business world and will ensure that the project activities are closely targeted to the actual needs of entrepreneurs.

(P1) BGCPO–Pazardjik is highly experienced in national and EU projects and quality training and will assist with its experience the research and needs analysis focusing on BG.

(P2) Scinter is highly experienced in project management, EU co-funded projects, and mentoring projects and will act as the transfer partner. The experience of the MAITRE project will facilitate the development of the adapted material.

(P3) Militos, having a unique expertise in EU project management, as well as in dissemination, information campaigns and media networking is the dissemination and valorization specialist covering the Bulgarian, Greek and European area;

(P4) OLN is a training expert in online and face-to-face training and will contribute its knowledge to assist the adaptation and updating of the Mentor's Training Manual and in the development of the blended training course.

(P5) Inova is the mentoring expert which is experienced in practical research, training and projects focusing on entrepreneurship and entrepreneurship opportunities for individuals at risk of exclusion from the labor market. It will implement the actual training in the pilot courses.

Moreover, each partner offers a unique local knowledge. All tasks have been properly divided among partners in accordance with their individual expertise, while a balance in terms of work load is ensured.

Specific responsibilities of each partner have already been clearly described in the Work Packages. This detailed description will work as a security valve and an additional tool for ensuring that all the deliverables are strictly defined and that there are no ambiguities regarding partners' responsibilities and deadlines.

The Quality & Assurance Work Package Leader, MILITOS, will be responsible for the overall planning, assurance and controlling of the project quality. At the same time, each partner will be held responsible for the quality of the specific activities they will lead and will in turn, contribute to project quality. This structure will keep all the partners under continuous accountability towards the project and the partners, minimizing any chance for discrepancies.

The Steering Committee chaired by the PL with one (1) member and one (1) substitute member per partner will form the highest decision-making organ. SC members will be responsible for taking higher-level decisions in the consortium. The SC, PL and QM will communicate horizontally for strategic, technical and contractual issues of the project and the WPL will communicate day-to-day management and coordination of activities related to certain Tasks and respective WPs.

Conflicts arising within the consortium concerning issues of a specific WP will be solved by the WPL. Should this partner be unable to solve them, they are escalated to the next level, the PL. If an issue cannot be solved by the PL, due to involving multiple WPs or being of critical significance, it will be in turn escalated to the SC.

The table below defines each project partner tasks & roles:

Steering Committee	Overall monitoring, planning, evaluation, decision making and problem solving	ALL PARTNERS
Project Leader	Overall Monitoring, Communication with EACEA	BICC-SANDANSKI
Pilot Operations Manager	Successful pilot implementations	BICC-SANDANSKI
Quality Manager	Ensure Project quality according to Q&E plan and additional quality tools	MILITOS
Learning Content Manager	Adaptation and enrichment of Existing Content	SCIENTER España S.L
Technical Manager	Monitoring of technical issues	MILITOS
Exploitation Manager	Ensure exploitation of project results	BICC-SANDANSKI
Survey Manager	Conduct surveys, develop tools and related reports	OLN
Dissemination Manager	Disseminate activities and results at a local, national and EU level	MILITOS
Work Package Leaders	Monitor the progress of work within the work-package and related deliverables	BICC-SANDANSKI (WP1) OLN (WP2) SCIENTER España S.L (WP3) INOVA (WP4) MILITOS (WP5, 6)

During the kick-off meeting all partners will abide to follow the quality plan and ensure that throughout the project lifecycle the quality will be by no means compromised and if so happens, corrective measures will be immediately applied.

2.3 Quality, Evaluation Tools & Techniques

All partners will be in continuous communication (physical meetings and communication through ICT tools) throughout the project lifecycle and will directly assess and discuss issues that might arise, while at the same time provide feedback.

In order to ensure the desired level of quality throughout the project, a number of tools and techniques will be used to continuously monitor quality and at the same time collect valuable data based on which the quality and evaluation team will draw the final conclusions regarding the performance and effectiveness of the project.

Indicative list of techniques and tools:

Meeting Minutes and questionnaire follow-up: At every meeting held between the partners, minutes will be kept as a record on the issues discussed and the verbal agreements between the partners. A table with tasks per partner and deadlines will be included. This process will be implemented for the four physical meetings described in WP1 (kick-off, two interim, final) and when needed for any audio conference that will take place through the use of ICT tools. After every physical meeting has been completed, a follow-up questionnaire will be sent to all partners, for them to evaluate the effectiveness of the meeting (see Questionnaire Template in Annex I).

Deliverables monitoring and review: Monitoring of the deliverables will ensure that all output material was delivered on time. Deadlines are important for the course of the project and ensure that all actions are implemented while allowing sufficient time for them to be reviewed. All deliverables will be carefully reviewed and will have received, before finalization, the respective WP partners' feedback and approval.

Progress Status Reports: All partners will be asked to fill progress status reports. This form will be filled every six months, since the beginning and throughout the project. It will evaluate the progress up to that point, the effectiveness and the satisfaction level on the processes and output that has already been delivered. This will allow the Project Leader to know at specific points in time how well the project is being implemented (see Progress Status Reports in Annex II).

Indicators: The outcomes of the project can be checked through indicators. Indicators are quantitative or qualitative factors or variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Every sign that shows a difference in the way the work packages are implemented that the way they were planned, will work as an indicator of good or poor performance, if the project is achieving its intended outcomes. They should be directly related to the outcome that needs to be evaluated.

3. Analysis per work package

Each Work Package has specific actions that will be taking place. It is the consortium's wish for quality not to be compromised at any level. At the end of every deliverable or activity, partners will have to report on their evaluation of the action.

The following section summarizes the Working Package deliverables, actions and the measure and tools that will be used to ensure a high quality output and the way they will be evaluated:

Work package 1: Project Management and Monitoring

WP leader: BICC-SANDANSKI

On-going Project Management and Monitoring aims to:

- Ensure the smooth implementation of all project activities on time and to budget;
- Meet the fulfillment of the contractual obligations and the timely and cost effective implementation of all tasks;
- Secure the effective collaboration within the consortium.

Proper project management foresees that the WP and project leader, in close collaboration with all the partners, will implement a transparent and effective management system for the duration of the proposed action, using financial management tools that will be necessary to guarantee the project financial management and sustainability. Further, the project leader will define clear roles and responsibilities for each partner documented in partnership agreements to be signed by all the consortium members from the outset.

This work package's deliverables and activities include the Partnership agreements, the Consortium Meetings and audio conferences as well as the EC Reporting.

All partners will sign the partnership agreements clarifying the roles and responsibilities of each partner from the outset, detailing also communication and conflict management mechanisms. Those will be developed from the beginning in a way that will ensure quality at all levels.

The quality of the meetings and the audio conferences will be ensured by:

- Building beforehand an accurate agenda on the issues that will be discussed;
- Having guaranteed in advance that all partners will be able to attend the meetings;
- Everyone will be encouraged to actively participate and contribute to the discussions and report on project progress;
- Minutes will be kept including table with tasks per partner and fixed deadlines so that everyone can refer to the issues covered in the meeting at any point in time (see Minutes Table template in Annex III);
- Proper testing of ICT tools before the meetings are held to ensure that no technical problems will affect the communication of the partners.

The evaluation on the effectiveness of the meetings will be based on the Follow up questionnaires (see Annex I) as well as through direct communication of problems or dissatisfactory issues that may exist.

Moreover, all partners will be asked to complete a Progress Status Report every six months (total 4) to monitor core issues such as communication, co-operation, effectiveness etc. This way, direct feedback will be provided to the Project Management leaders so that they will know how all partners feel about the implementation of the project up to that point and take any corrective measures, if necessary. Deadlines are a crucial component of project management and all partners will constantly be monitored on their ability to deliver the required output on time.

EC Reporting will be implemented as required. All partners will be asked to contribute if needed and provide feedback.

Work package 2: Research and Interactive Needs Analysis

WP leader: OLN Learning

The aim of this work package is two-fold:

- Identify national initiatives on mentoring training for VET trainers and related courses in BG and EL as well as state-of-the art mentoring training courses and materials in Europe and internationally based on a concrete research framework for desktop research.
- Collect primary data through a quantitative survey and qualitative interviews and identify the exact requirements of VET trainers for mentoring skills and competencies for entrepreneurship in targeted countries (BG and EL). Care will be taken to use an interactive approach, directly involving the end beneficiaries (VET trainers) and experts in VET, mentoring and entrepreneurship training from an early stage of the project. Primary data which will constitute the input for subsequent work packages, the adaptation and enrichment of the transferred Mentor's Training Manual and the development of the blended train-the-trainer course in mentoring skills and competencies for entrepreneurship.

WP deliverables

- Tailor-made survey questionnaire to identify the training needs of VET trainers
- Qualitative questionnaire for the interviews with experts
- Final Analysis report

The quality of the questionnaires and the surveys will be ensured by testing them to a small sample of local VET trainers, before implementing the actual survey and interviews, in order to proceed with any changes and corrections needed to improve (content control) the final questionnaires.

This way, the WP leader will receive direct feedback on the questionnaires and identify issues that are not addressed and are considered important and improve them before implementing the survey and the interviews. Additionally, **partners will report on a weekly basis, through emails, the number of questionnaires completed, at national level, and the number of questionnaires pending**; in order to ensure that the target sample number is achieved.

The evaluation will be based on whether the goals on the number of VET trainers who completed the survey or were interviewed were met; whether the context of the questionnaires and the survey managed to effectively collect useful data; and if all actions were timely and deadlines were met.

The final analysis report, before finalization and publication, will be distributed to the partners in order to be reviewed and approved by every member of the consortium.

Work package 3: Adaptation and Enrichment of Existing Content

WP leader: SCIENTER / Partners involved: BGCPOPazardzhik, OLN, INOVA

The primary aims of this work package are to:

- Transfer, adapt and further develop (update, complete, localize, translate) the identified core content of the LdV project MAITRE: 'Mentoring: trAining maTERials and REsources', to the needs of VET trainers in BG and EL for mentoring skills and competencies;
- Enrich the transferred content with content from entrepreneurship,
- Develop a blended train-the-trainer methodology based on state-of-the-art adult learning, action learning and online teaching and learning theories as the backbone for the implementation and delivery of the blended train-the-trainer course to VET trainers.

WP deliverables

- Transfer of the Mentor's Training Manual;
- Initial review report (EN) describing the extent to which the Manual corresponds to the profile of the VET trainers identified in WP2;
- Development of a blended train-the-trainer methodology for the purpose of effectively implementing the train-the-trainer course with VET trainers;
- Final review report (EN) describing the updates and steps taken to update the Mentor's Training Manual

The review report will be first drafted in an initial version in order to be carefully reviewed by all partners participating in the WP. The partners will provide feedback on the suggestions made and, then, the WP leader will proceed to the creation of the final review and the development of the Mentor's Training Manual. Feedback and approval from all partners will be necessary for quality reasons, to make sure that everyone agrees and the standards are met.

The evaluation will be based on whether the material that will be added to the MAITRE's training manual was relevant to the project's goals; if all actions were timely and deadlines were met; and, whether there was effective communication between the partners and unanimity in the agreement for the final form of the manual.

Work package 4: Pilot Implementation of the Blended Train-the-Trainer Course

WP leader: INOVA / Partners involved: BGCPOPazardzhik, OLN

The primary aims of this work package are to:

- Identify 40 VET trainers to participate in the pilot implementation events (face-to-face and online);
- Implement the blended train-the-trainer course with identified VET trainers face-to-face and online in BG and EL;
- Assess the effectiveness of course in terms of relevance, content, methodology and structure and undertake corrective measures.

WP deliverables

- Development of administrative guidelines (EN) by INOVA defining the procedures to be implemented for the identification and registration of VET trainers to the course; the communication between VET trainers and facilitators such as chat, emails and other tools; **the recording of the participants' progress through the course; assessment and identification of the need for updates;**
- Identification and invitation of VET trainers mostly through networking with VET organisations in BG and EL to take part in the pilot implementation of the blended train-the-trainer course. **Indicative selection criteria of VET trainers include:** good command of the English language, several years of experience in VET training, interest in entrepreneurship, personal commitment to the course. Selection based on these criteria will safeguard the homogeneity of the groups for maximum learning;
- Drafting of a **mentoring skills evaluation form** (INOVA) to be used by VET trainers before and after the mentoring training to assess their mentoring skills and document their progress;
- Preparation and implementation of the self-study sessions; of two face-to-face sessions; two webinars; and four online action learning sessions;
- **Distribution of questionnaires and assessment by VET trainers** providing with data on the effectiveness of the course and necessary updates for future exploitation and sustainability.

The quality of this work package will be safeguarded in a number of ways:

- By carefully designing the administrative guidelines and having partners review them to ensure that there are no unclear points and that they do not lack any information;
- The mentoring skills evaluation form will be drafted after having been reviewed by the partners and scientific experts;
- Testing of the webinar and the online action learning session platforms, to make sure that everything is working properly and the sessions do not face any dangers of being disrupted by technical problems.

The evaluation will be based on whether the required number of participants was collected and if they matched exactly the selection criteria; VET trainers' feedback from the mentoring skills report and contradiction of skills before and after the training; VET trainers' feedback on the effectiveness of the course and necessary updates for future exploitation and sustainability; and if all actions were timely and deadlines were met.

Work package 5: Quality Assurance

WP leader: Militos

The primary aims of this work package are to

- Safeguard the quality of project objectives, activities, results and tangible outcomes and evaluate them according to concrete quality standards;
- Manage and resolve conflict;
- Establish and maintain effective communication.

To achieve the aims identified above, the WP leader (i.e. Militos), in cooperation with all project partners, will:

- Provide a Quality & Evaluation plan which will serve as reference material for all partners and will encompass a set of activities to ensure that project aims, activities, deliverables and outputs are compliant with project standards, and the terms of the Grant and Partnership Agreements;
- Integrate quality assurance activities in the project development process at the outset, starting from the identification of target groups and stakeholders through to the production and testing of tangible products (Mentor's Training manual and blended train-the-trainer course) and up to the final exploitation and sustainability stages;
- Evaluate the consortium's work and identify measures that each partner should implement as a matter of course, specifying what worked well and what was not effective, in terms of both processes, activities and tangible outputs;
- Build on project's successes, develop good practices, and avoid repeating mistakes;
- Effectively monitor the project so as to meet deadlines and responsibilities; and shape the dissemination and exploitation strategy;
- Introduce specific conflict management mechanisms;
- Introduce internal communication principles for internal monitoring.

WP Deliverables

- Quality & Evaluation Plan outlining the quality framework embraced by the consortium;
- Preparation of periodic Status Reports submitted by all partners outlining the progress made to date, based on a template (grid) provided by Militos;
- On-going monitoring and evaluation of WP quality procedures.

By achieving these aims, the consortium will ensure that the project produces high quality outputs through:

- Reviews made by partners for their respective activities before the final publication of outputs;
- Timely identification of (potential) problems and development of corrective actions;
- Implementation of corrections and improvements;
- Conflict resolution;
- Effective and timely communication.

Work package 6: Targeted Dissemination

WP leader: Militos

The aims of this work package is to provide information and achieve substantial awareness raising of the project at a national and European level, multiply effects and aid project sustainability.

WP deliverables

- Project image to be used by partners throughout the project
- Dissemination plan specifying all dissemination activities
- Website providing project details
- Multilingual Informative Leaflet (EN, BG, EL, ES) introducing the project and its activities to end beneficiaries and stakeholders
- Poster designed to be locally distributed by partners to expand project visibility
- Six multilingual Press Releases (EN, BG, EL, ES) on project progress and major outputs distributed to LLP+33 and media contacts providing constant update of project activities thus involving the optimum number of people and increasing awareness
- Two round tables presenting the main project outputs to end beneficiaries, stakeholders and the general public. The roundtables will be designed in a way that can stimulate dialogue and promote involvement to the project.

All the partners' networks will be exploited as they are characterized by an extensive European dimension for the dissemination of the projects' outcomes. All six members of the consortium will support the promotion of the mENTERing project by participating in various European events such as European Education and Training Expositions, Fora and Fairs. **Partners are expected to report to the WP leader of all dissemination actions they have undertaken, in order to be recorded to the Master Dissemination Archive.**

Actually, the evaluation will be based upon on this dynamic, continuously updated dissemination archive and if all actions were timely and deadlines were met.

The Dissemination Archive is divided into six worksheets.

Worksheet 1: Plan Overview

This worksheet provides an overall overview of the communication activities. It contains the following categories:

- **No.** – number assigned to each deliverable/activity and subtasks for easier recording
- **Type of Activity** – specifying the activity or deliverable required and the subtasks needed to deliver
- **Responsible Partner** – identifying the partner responsible for the overall deliverable/activity and the partners responsible for each subtask
- **Planned Delivery** – indicating the month and the date in which the final output is expected
- **Status** – indicating if the deliverable/activity are either OK (in the time frame), Working (in progress), or Pending (overdue and not being worked on). If the fields are left blank the activity is forthcoming.

Worksheet 2: Press Releases

This worksheet serves to record the communication of the mENTERing Press releases. **Partners should record on their own the number of recipients when they send out the press release to their contacts.**

Worksheet 3: Website promotion and social network exposure

This worksheet is used to keep a record of all websites where project information can be found. This worksheet should be regularly updated by all partners. The website promotion is not restricted to the indicated sites but should be as extensive as possible. **Records should be kept by each partner listing not only the URLs in the table, but also keeping an electronic (saved) copy and hardcopy (print out) of all website promotion and send back to Militos all communication.**

Worksheet 4: Media

This worksheet serves to record all media contacts and their results in terms of publications (media coverage). **Partners should ensure that they follow up on any media contacts and record all media coverage**, completing the table as well as keeping a copy of the actual media coverage (article) in electronic and hardcopy forms and send to Militos their information for further recording. The same applies for communication of project information via the partners' own media such as the organisation's newsletters or publications.

Worksheet 5: Liaison Activities

This worksheet will list all the liaison activities from all the partners developed during the projects lifecycle. The liaison can be organizations or institutions which were approached in order to support the mENTERing project, like training institutions and organisations, local authorities etc.. **A thankful e-mail will be send back** to them, which will inform them that their logo can be uploaded on our website for their visibility.

Worksheet 6: External Events

Here the **partners should record any project promotion undertaken at events** outside of the project framework, e.g. participation on the project at meetings, workshops, conferences etc. Partners have to record information about the type of the event in which they participated, the organizer, the date and the location as well as the dissemination tools (poster, leaflet, project's presentation) they used on the event in order to promote the mENTERing project.

It is also important to **evaluate** the communication activities taking into consideration quantitative and qualitative indicators of success. Before the partners decide to act on a wide scale, it is recommended to launch communication activities on a smaller scale such as in the partners' city or a random small sample of database contacts. After assessing the results, the partners can adjust bigger scale action as needed. In this way, the partners can tailor the actions better and save time and money. The effectiveness of dissemination actions largely depends on communication effectiveness. The partners can measure their communication by assessing the effectiveness of each tool used. The main methods of assessment are:

1. Direct assessment method: the partners' target group gives direct feedback on single tools such as a flyer or an event, orally or on a written assessment form (scaling information given, awareness raising, as well as simplicity, directness).
2. Impact analysis: check if target audiences have been reached by the communication actions and if the message was received as intended. What is their perception and feedback? Direct information on how many of the partners' contacts are getting involved in mENTERing activities, as well as feedback on the satisfaction on project's outputs should be collected.

While the previous evaluation methods refer to the actual communication tools (logo, website, press releases, leaflet, poster, etc.), the communication process should also be evaluated. **When assessing quality, the work of all people who were directly involved should be evaluated in the dissemination actions and played an operational role at different levels: from analysis to design, from implementation to collection of feedback.**

All actions implemented -aimed to maximize the project impact and raise awareness among stakeholders- will be recorded in detail and archived. This way, the impact and the outreach of the campaign will at all times be monitored.

Please note that it is legally required to use the EC logos, the correct disclaimers and to acknowledge the funding received from the European Union. Therefore please ensure that in all project communication, deliverables and in general outputs you include the adequate logos and the corresponding written mention.



EN: This project has been funded with support from the European Commission. This communication 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 partners are expected to use the communication (project image) template (per country language).

Work package 7: Exploitation and Sustainability

WP leader: BICC-SANDANSKI

The aims of this work package are to:

- Exploit project results and tangible outcomes by promoting them to new target groups, modifying them so as to suit their needs and transferring them into new sectors (i.e. specific entrepreneurship sectors) and new countries (i.e. in EU27 and LLP+33) beyond the project lifecycle,
- Sustain project structures and processes after the end of the funding period.

WP deliverables

- Exploitation and Commercialization Plan
- Sustainability Plan
- Production and signing of an MoU by consortium members specifying roles and responsibilities for the first six months after the end of the project so as to continue implementing sustainability activities.

WP leader is advised to create a questionnaire to get partners' feedback on which project outputs may be sustained and commercialized before drafting the respective plans. External opinion should be sought to enhance deliverable quality by incorporating external experts' know-how.

The evaluation will be based on careful expert deliverable review and quality feedback as well as on timely activities and meeting of deadlines.

3. Principles of communication

Keeping in mind also the overall communication strategies of the European Union, the following principles emerge with respect to all communication actions:

Ongoing: communication of the project is a continuous activity not only throughout the 24-month duration but also after the project end.

Targeted: in order to be effective, communication activities have to be designed/adapted so that they are appropriate for each target group. This includes the selection of content, as well as its presentation (e.g. language used) and the way it is transmitted (email, face-to-face, letter...).

Coherent: although the content, presentation and channels used in the communication activities should be adapted to each target group to achieve maximum effectiveness, the central coordination as well as each partner should ensure that the messages promulgated are coherent and maintain a certain degree of unity to achieve a coherent overall image of the project.

Interactive: communication has two axes along which information and views are exchanged: vertical (top-down and bottom-up) and horizontal (network of communicators). Both axes need to be used in order to achieve maximum impact and stimulate real debate. Channels must be open for target groups to express their views and tools should encourage interactivity and aim to engage the target group actively in the project implementation and further exploitation. Ideally valorisation takes the following path: raise awareness, inform, stimulate interest, and engage in action.

Accessible: take into account / cater for the needs of persons with disabilities.

Data protection and privacy: respect the legal framework and apply good practice when handling personal data.

Best value for money: keep in mind that best value for money should always be applied when choosing communication tools and channels. Of course the target group should incur no costs (other than e.g. time needed to read an email). Avoid unnecessary waste of resources, seek and exploit multiplier effects.

Internal Communication: communication among the consortium partners and within partner organisations, using existing communication tools and channels is important!

Synergies: liaise with persons involved in similar projects, networks or initiatives trying to build and exploit synergies and exchange information and know-how.

Sustainability: build on existing expertise and relationships. In order to achieve a lasting impact and to build a real dialogue with target groups, it is important to carefully assess the impact of the activities undertaken and to feed them back into the planning process so as to further develop the dissemination strategy (see planning cycle).

4. Annex I



Inducing VET trainers with mentoring skills to boost entrepreneurial growth Meeting Follow-up Form

Meeting Title

Date

Place

Organiser

1. **Please evaluate the meeting as a whole (i.e. content, communication, organisation):** Use a scale between 1 (=very bad) to 10 (=excellent)

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>									

2. **And more specifically:** Use a scale between 1 (=very bad) to 10 (=excellent)

Organisation

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>									

Agenda

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>									

Content

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>									

Time management

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>									

Partners' team spirit

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>									

3. Do you feel the topics covered during the meeting contributed in an effective way to the project objectives?

Yes No

Any comments:

4. Did it allow for better project understanding and more effective collaboration among the partners?

Yes No

Any comments:

5. Was it actually needed?

Yes No

Any comments:

Share with us any other comment you may have:



Thank you for your feedback
The mENTERing Quality Assurance & Evaluation Team

5. Annex II



Inducing VET trainers with mentoring skills to boost entrepreneurial growth Progress Status Report

Period covered _____
 Partner reporting _____
 Contact person _____

1. MAIN ACTIVITIES UNDERTAKEN IN THE MONITORED PERIOD

Please list the main activities carried out by your organization during the monitored period and note the percentage status of accomplishment of the tasks (only for your organisation).

WP #	Activity	Deadline	Current status of accomplishment %
			%
			%
			%
			%
			%

2. PROJECT RESULTS

Deliverables (overall)	Excellent	Good	Mediocre	Weak	Bad
<i>Quality of end deliverables</i>	<input type="checkbox"/>				
<i>WP 1 deliverables (Project Management)</i>	<input type="checkbox"/>				
<i>WP 2 deliverables (Needs' Analysis)</i>	<input type="checkbox"/>				
<i>WP 3 deliverables (Content Adaptation)</i>	<input type="checkbox"/>				
<i>WP 4 deliverables (Pilot Implementation)</i>	<input type="checkbox"/>				
<i>WP 5 deliverables (Quality Assurance)</i>	<input type="checkbox"/>				
<i>WP 6 deliverables (Dissemination)</i>	<input type="checkbox"/>				
<i>WP 7 deliverables (Exploitation)</i>	<input type="checkbox"/>				

Any comments:

3. TARGET GROUP

End beneficiaries	Excellent	Good	Mediocre	Weak	Bad
<i>Level of addressing to their needs</i>	<input type="checkbox"/>				
<i>Outreach level as of now</i>	<input type="checkbox"/>				
<u>Any comments:</u>					
<hr/>					

4. MANAGEMENT

Physical meetings (face-to-face)	Excellent	Good	Mediocre	Weak	Bad
<i>Overall evaluation of organisation, agenda, time management, task allocation, content, understanding, partners' collaboration and communication, project goals and tasks</i>	<input type="checkbox"/>				
<u>Any comments:</u>					
<hr/>					

Communication	Excellent	Good	Mediocre	Weak	Bad
<i>Effectiveness of partners' communication</i>	<input type="checkbox"/>				
<i>Project management communication with partners</i>	<input type="checkbox"/>				
<u>Any comments:</u>					
<hr/>					

Partnership	Excellent	Good	Mediocre	Weak	Bad
<i>Consortium performance</i>	<input type="checkbox"/>				
<i>Partners' collaboration</i>	<input type="checkbox"/>				
<u>Any comments:</u>					
<hr/>					

Share with us any other comment you may have in order to improve project implementation and results:



Thank you for your feedback
The mENTERing Quality Assurance & Evaluation Team

