

Evaluation Strategy

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Sommario

Introduction.....	3
Evaluation Concept:	4
Product Evaluation.....	4
Process evaluation	4
Objectives:.....	4
Main Evaluation Instruments.....	5
Minutes of meetings	5
Systematic Target Group Feedback	5
Questionnaires.....	5
Document analysis	5
Main results of the evaluation:	6

Introduction

Quality management is the process for ensuring that all project activities used to design, plan and implement a project are effective and efficient. Quality management is a continuous process that starts and ends with the project. It is more about preventing and avoiding than measuring and fixing poor quality outputs. It is part of every project management processes from the moment the project initiates to the final steps in the project closure phase.

The term evaluation refers to the whole process of planning, controlling and assessing the results of a project in a systematic manner. It involves the determination of project objectives and requirements, the continuous control of the project as it proceeds and the assessment of its results. Evaluation should be a repetitive, cyclical process that will lead to improvement of the project. Ideally, at the very beginning of a project, the partners should develop their evaluation strategy.

A good evaluation strategy applied throughout the project will not only improve the quality of the project and facilitate its performance and management. It will also help in composing the interim and final report the project partners have to write. The evaluation is a tool for assuring the quality of the results and processes between the starting point and the completion of the project. The evaluation process should be seen as a number of stages going hand in hand with the other activities in the project. Evaluation consists of:

- Planning for evaluation
- Collecting and interpreting evidence
- Using the evidence to implement changes
- Reporting

Monitoring and regular reporting is the foundation for evaluation.

Evaluation Concept:

The evaluation process of the project will be split into two parts:

- **Process Evaluation** through evaluation of the projects current activities, strength and weakness, as well as the activities planned in future steps and the corresponding opportunities and threats.
- **Product Evaluation** by evaluation of the project results regarding their quality and their impact on future users through their validation

Product Evaluation

In this project product evaluation has two main aims. The first is to ensure that the products produced correspond to the application, which is part of the contract. This is accomplished by comparing the available product with the application text and by pointing out differences (positive or negative) and by explaining them. The second aim is to ensure that the project is easy to evaluate by external evaluators (e.g. in the interim and final reports). This is easily provided by ensuring that every product is evaluated in the same way and that the evaluation results are easy to be found and analyzed by anyone, even if not familiar with the project.

Process evaluation

Process evaluation or “formative evaluation” will takes place during the project. Formative evaluation of the project's processes is ongoing: this includes questions about project management; project progress against milestones; and dissemination of findings & learning.

Process evaluation will be done by the co-ordinator throughout the project. The co-ordinator will be supported by regular online questionnaires including SWOT analysis whenever necessary, but especially after every project meeting.

Objectives:

To continuously and throughout the project life

- gain information and feedback about the project process and the work undertaken within the project
- gain insight into potential improvement of the project (process as well as content) and to implement this improvement
- report this evaluation process

Main Evaluation Instruments

Minutes of meetings

The project pays a lot of attention to jointly developing materials and an optimal – also formal – interaction between the project partners. At regular intervals meetings are arranged to discuss the state of the project. It is essential to keep minutes of any meetings that are being held. The minutes of the meeting should provide all information complementary to the questionnaires below. The minutes should include the participant list, agenda, topics actually discussed and a short report by the host organization. Additionally any points of discussion, especially if there are any unsolved points need to be addressed. The minutes should be short and easy to read. They should allow getting a fast and complete impression of what was going on in the meeting.

Systematic Target Group Feedback

Whenever a product is introduced to the target group the target group should have the opportunity to feedback on the quality of the products. This can be done in different ways (expert meetings, feedback sessions, free feedback in emails, online questionnaires) depending on the exact product (e.g. feedback to a seminar would usually be collected by a feedback round of participants and by a feedback sheet distributed to all participants). The result of this process should be reported and collected; the results need to be considered before finalizing products.

Questionnaires

Questionnaires can consist of open questions, closed questions (with pre coded answers) or a mixture of both. Closed questions are easy to analyze statistically, while open questions allow for collecting more varied input. Questionnaires used in this project will mostly encompass closed questions when evaluating quality of products or processes and open questions for analyzing SWOT (Strength, weakness, opportunities and threats) of the project at various stages.

Document analysis

Regular monitoring and analysis of all project documentation is essential. It is very important to take into account:

- Filing and naming of documents according to a common standard system;
- Developing of common layout and templates for text documents and presentations to avoid additional work;
- Accepting Corporate Logo and graphical identity;
- Check spelling.

Main results of the evaluation:

Product evaluation will result in an evaluation sheet per product, which should be made available to external evaluators with the interim and final reports. These sheets will also be integral parts of the evaluation reports. Process evaluation will result in at least three online questionnaires and connected reports, one after each meeting. These will include a SWOT analysis of the current project stage each, they will also be integral parts of the project's evaluation reports.

Main outputs:

- Quality Management and Evaluation concept
- Project Evaluation forms and sheets
- Interim and Final evaluation report