

**RESTART@WORK: a strategic pattern for outplacement
2012 - 1 IT1-Leo05-02621 -
CUP: G92F12000140006**

WP 1: Evaluation and Quality Plan

Work Package:	1	Management, quality assurance, monitoring, internal evaluation.
Description	Quality plan with tools, indicators, methodology and calendar of the external evaluation activities planned for the project.	
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1. Background of the quality monitoring and evaluation procedure

The present plan for evaluation and quality assurance has been developed specifically for RESTART@WORK, a Leonardo da Vinci project in the framework of the Lifelong Learning Programme (reference no. 2012 - 1 IT1-Leo05-02621 -).

According to the Guide for Applicants to the Lifelong Learning Programme, every network that receives financing under the Programme is asked to establish mechanisms for monitoring and evaluation, besides mechanisms for updating the work program, work methodology and organisational arrangements. From the point of view of the EU Commission, this has three primary objectives:

- Providing the data and the necessary information for the evaluation at the national and community wide level. The specifications regarding the type of data to be monitored, recorded and submitted to the experts are normally provided by the managing authority;
- Documenting experiences and collecting information for the thematic networks and activities that may be established at the national and community wide level in order to identify, verify and publish interesting practices;
- Controlling the activities and developments of the network and of the work done at the transnational level so as to evaluate them in a continuously way in order to improve one's own performance and the results obtained.

The Partner responsible for Work Package 1: Management, quality assurance, monitoring and internal evaluation is P0 Forema.

RESTART@WORK considers the evaluation and monitoring activities as part of the quality assessment policy of the project, which is meant as a systematic activity aiming to describe and reconstruct the project implementation, through the methodical retrieval of data and information.

The evaluation will cover the quality of the envisaged project processes and products, but will not take into account economic/financial aspects, which will be specifically considered by the lead partner.

The quality plan describes the general characteristics of the actions to secure that project implementation and results satisfy the expectations of all interested actors and presents feedback questionnaires that will be used for implementing the monitoring and evaluation.

1.2. Project partnership

The partnership involves 4 countries (IT, BG, FR, ES) represented by nine organisations with different institutional missions and cultures: training bodies, local and Institutional Administrations, Universities, enterprises, Service agencies of enterprises, all holding great and relevant experience in the implementation of Transnational Cooperation interventions.

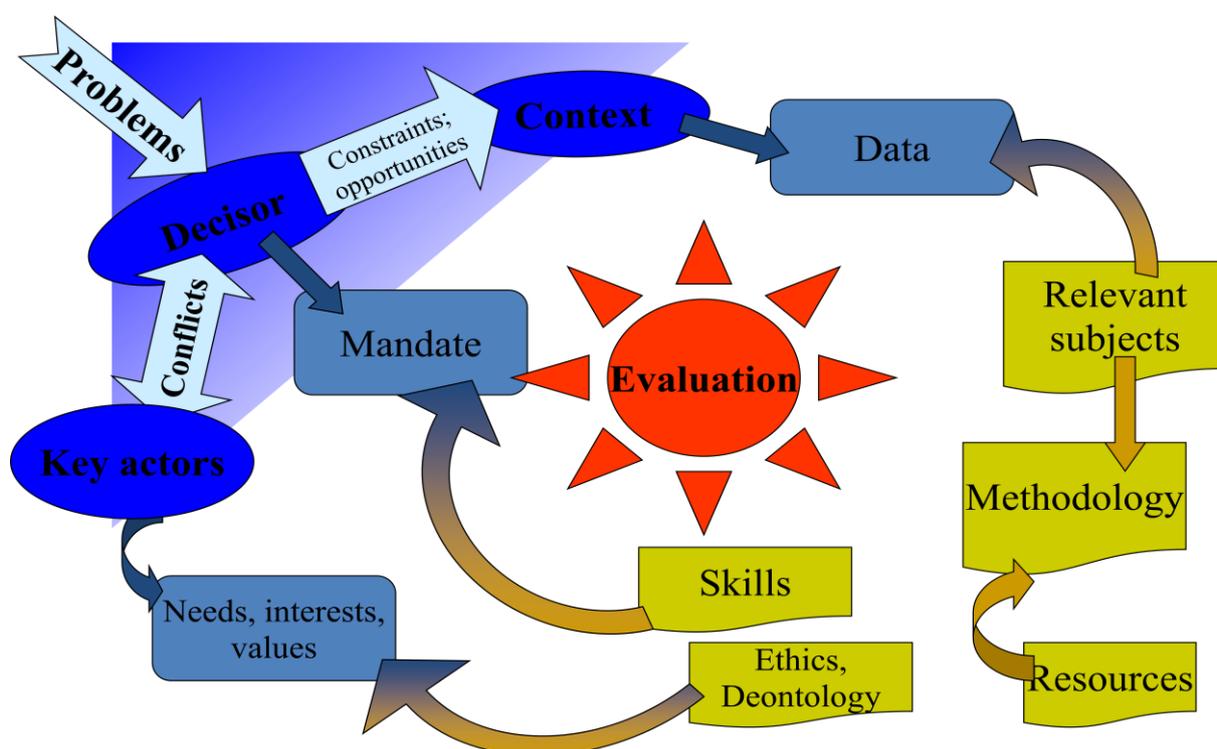
Table 1. Partnership of the Restart project

Partner	Country	Organisation	Leader of
P0	IT	Forema	WP1
P1	ES	Indico	WP 4
P2	BG	Assistnet	
P3	FR	Université Blaise Pascal	WP 3
P4	IT	Provincia di Padova	
P5	IT	Cisl Veneto	
P6	IT	Cartografica Postumia	
P7	IT	Università di Padova	WP 2
P8	IT	Confindustria Veneto SIAV	WP 5

2. The path to the definition of the external evaluation strategy.

The evaluation of RESTART@WORK regards the appreciation and assessment of a complex intervention, which lasts two years and involves the activity of nine organisations. As in any action realised in the form of a project, the evaluation of the working process and of the realised outputs needs a coherent and detailed strategy, to explicit objectives, methodology, tools and expected results. Many factors concur to the establishment of such a strategy, as figure 1 illustrates.

Figure 1 Factors influencing the evaluation strategy.



Source: Bezzi, 2001

In synthesis, the strategy has to take into account the context in which the project takes place (in our case the Leonardo da Vinci sectoral programme and the policies connected to the development of employment); moreover, the needs of the “process owner” (the lead partner or the organisation responsible for the evaluation) and of main actors involved, must be considered as well. The characteristics of the quality securing activity (which are listed in the application form) constitute the terms of reference that are mandatory. All these components concur in defining the evaluation objectives, the objects to assess, the methodology and the tools to be used. Let us consider some of these issues and how they are dealt with in the RESTART@WORK evaluation, starting from the terms of reference contained in the approved project.

3. Scope and purpose of the evaluation

3.1 Terms of reference from the project.

According to the approved project, the quality management of RESTART@WORK is based on the balancing responsibilities between partners under lead partner's coordination: in fact, each partner will monitor the work package they are responsible for, reporting to Forema for the consistency of deliverables to the project provisions. The overall approach to quality will be multi perspective, with a focus on the following dimensions:

- planned quality with reference to the conditions of delivery and production;
- products' and services' really delivered quality;
- quality perceived from partner organisations and from target groups, referring to delivered products and services;
- expected quality from target groups related to explicit needs.

The areas to be monitored and assessed will be:

- results expected from the project;
- intermediary and interim results;
- consistency of activities with project aims and with decision taken with the NA, including research initiatives and results' dissemination;
- level of satisfaction of end users, participating to activities;
- level of satisfaction of the NA.

As for the variables to be taken into account, the following can be mentioned:

- cooperation and partnership. The project is aware of the importance of cooperation and collaboration between partners, which is necessary for producing high quality results: as a consequence, the level of collaboration will be measured;
- management and coordination of activities and project phases. These are the objects of monitoring and are the areas in which quite often weaknesses are found and for which it is necessary to adopt corrective actions;
- communication management. Communication and dissemination are strategic for the success of a transnational project. That is why to this process particular attention will be paid;
- financial management. Financial planning and strategic planning will be fully integrated through the use of informatics tools and of a comprehensive planning system.

3.2 Lead partner requirements.

In addition to the terms of reference contained in the project, more details on the needed approach to evaluation were discussed between the lead partner and the evaluator during a meeting in Padua on December the 6th 2012. From the discussion emerged the request to produce an external evaluation plan with the following objectives:

- to analyse to what extent project activities and results satisfy the expectations of all involved actors;
- to investigate the results' production process and project's outputs to check their conformity to plans and to the LLP priorities;
- to analyse the impact of the transfer process on partners and end users;
- to support the project staff with information on project progress;
- to verify the efficacy of the valorisation activity.

From what listed above, the RESTART@WORK quality activity (which includes monitoring and evaluation) aims at individuating possible differences between what was planned and what is realised, identifying eventual risk areas, adopting promptly correcting or preventive measures, repositioning the intervention according to the stated finalities. Within this context, quality assurance implies management aspects and operative solutions to secure:

- transparency of working processes,
- clear understanding in participants of general objectives and of their role,
- measurability of results,
- use of indicators related to project tasks and goals,
- achievement of the LLP Program priorities and aims,
- prevention of risks.

3.3 Operational aspects.

In order to meet its objectives and to accomplish its tasks, evaluation is structured in the following activities:

Redaction of the quality plan. Basing on the terms of reference, the evaluator will design a quality plan to be proposed during the first months of project life cycle. The quality plan will contain the evaluation strategy, the envisaged methodology, evaluation tools, the indicators, modalities for reporting and schedule.

Elaboration of tools. In order to collect information from partners and end users, several types of tools will be developed:

- an electronic format to collect periodically information on project progress and appreciation from partners.
- questionnaires and interview grids to measure the impact on end users and beneficiaries. Questionnaires will be delivered at the end of the training and other activities in presence (such as the national meetings, the pilot actions and the final workshops).

Reporting. The information on quality securing and on evaluation will be inserted in two reports: the first, the interim report, will be produced one month before the deadline fixed by the Italian National Agency for Leonardo da Vinci for the official Interim Report. The second one, the final report, will be ready one month before the end of the project. The final report will formulate the conclusive evaluation judgement and will contain proposals for enhancing the sustainability of produced benefits beyond the end of the project. The information used for monitoring and evaluation will be used as well to report to the National Agency.

4 Evaluation strategy

Generally speaking, all complex projects need to be carefully monitored and evaluated, as they generate lots of input and information, while the meeting of project objectives sometimes is matter of interpretation. Nevertheless, approaches for doing so may vary significantly as for objectives and methodologies.

As for **approaches**, VET (and, in a broader perspective, human capital development) related interventions realised within funded projects might be assessed from different points of view:

- first of all, evaluation can have a **control** purpose: in this case, the focus is on the rigid verification of the correspondence between planned results and produced results;
- evaluation meant as **verification of outcomes**: in this case, funded interventions are considered as a path articulated in: objectives → input → process → output and the focus is on participants reactions, learning (knowledge and experience), changes produced in the relevant context;
- finally, evaluation as **research**: this approach considers VET actions as a process open to different results, in which involved actors are reaching out for objectives which not necessarily are homogeneous. Here the focus is on checking outcomes through considering the whole process of outcomes production, the organisational conditions, and the actors involved.

From this short conceptual clarification derive the methodological choices that the evaluator proposes for the evaluation of RESTART@WORK. Referring to the three paths for evaluation approach mentioned above, first of all it must be said that this assessment will have no control intention, since in the Lifelong Learning Programme this function is up to the EU Commission and to the National Agencies. The chosen approach is in between the other two paths: it is verification of outcomes as it considers RESTART@WORK outputs and actions as processes aiming at creating an impact on problems and challenges identified by the project. And it is evaluation as research since it reconstructs the process of results production, considering the modalities of working, the organisational conditions, and involved actors, trying to link this to the conceptual framework, which generated the project idea. Besides that, evaluation will be for partner organisation a further occasion for learning and discovering. It will be integrated in the project process and not considered as a mere function of investigation of produced effects.

As a consequence, the methodological approach will be participative, since the evaluation design will be shared amongst partners and will be realised in co-operation with all, during the project life cycle.

The evaluation will cover both the quality of the envisaged project process as well of as planned products. Project processes will be assessed by the Partners with the help of specific questionnaires included in the quality package and prepared by the person in charge of evaluation. The quantitative and qualitative outcomes of evaluation will be summarized in two quality reports (mid-term and final) prepared by the evaluator. This person will also assess the overall management of the project and

will provide inputs on the degree of innovation, transferability and sustainability reached by the results achieved by the project.

Within this context, and in relation to the general evaluation objectives that have been listed on page 5/6, the individuation of evaluation objects is possible. The following table considers the requirements of the Institutions responsible for the Lifelong Learning Programme and the terms of reference set up by the project. As a consequence, the evaluation design will have certain key characteristics that are detailed in the following table:

Table1: Key characteristics of proposed external evaluation.

Characteristic	Aim	Object of evaluation (evaluand)
Process evaluation	To allow corrections if needed (formative approach)	Implementation of project strategy; Presence of unexpected effects / problems
Product evaluation	To identify interesting practices and allow learning (summative approach); Analyse products' quality and conformity to plans.	All products (Such as the context analyses, the training course, the web site and its use, the guidelines for transfer and adaptation of the model).
Support to project staff and Institutions	To support the project Steering Committee by advising and suggesting on project implementation.	Project progress; Timing; Milestones.
Quality evaluation	To consider the quality and innovation of outputs produced. To identify links to Europe 2020 and related policies.	All products; All outputs.
Dissemination evaluation	To consider dissemination activities and the involvement of stakeholders. To support transferability and sustainability of benefits produced by the project.	Dissemination tools and events; Internal impact; External impact.

In this Quality Plan the objects of evaluation can be linked to the following levels or dimensions:

Relevance. Quality securing activity will investigate to what extent project objectives are justified against needs that generated them. Relevance will also refer to local,

national and European priorities and will also consider strategies aiming to improve outplacement policies.

Efficacy. Evaluation will check to what extent project objectives will be met and if non-expected effects were generated. Moreover, the effective use of what beneficiaries learned during the project will be investigated, to check if partner organisations have changed and how.

Utility. Quality securing will consider the added value for participants. To check utility, reaction will be investigated, i.e. the level of satisfaction that participant express.

Innovation. Evaluation will cope with the effects of the transfer of innovation on recipient contexts.

Transferability. The potential for further transfer of the RESTART@WORK approach will be investigated, with specific reference to the outplacement model.

Sustainability. Evaluation will consider to what extent results and benefits may last in time.

5. Monitoring: concept and operational aspects.

As we have stated, quality securing activity can be articulated in monitoring and evaluation actions.

Monitoring is meant here as a systematic collection of information aiming to analyse the project completion process. Monitoring focuses on project processes and pertains the development of project activities through the implementation of an effective cooperation within the partnership. Cooperation is made explicit by:

- defined goals and tasks;
- transnational project meetings;
- event organisation;
- cooperation and communication between Partners;
- project management;
- progress made towards the project's goals.

The activity of monitoring will be carried out in close collaboration between the lead partner and the external evaluator: in fact, Forema is responsible for the financial monitoring and also for the general coordination, for which it collects periodically information on partners. On the other hand, the external evaluator needs information on the project implementation process and on the process of realization of results.

That is why the above-mentioned topics will be investigated through the periodical delivery of formats and questionnaires: the project progress analysis will allow the evaluator to provide indications on possible measures for improvement to be implemented by the partnership.

The information will be collected through a monitoring form (in annex): partners will be asked to fill it every six months, as this is the period of time the National Agency has fixed for their monitoring activity. Attached to the monitoring form there is a SWOT analysis grid, in order to allow the evaluator to identify potential risks and

measures to overcome them. This could be delivered periodically, to check changes during project implementation.

Information collected from partners and with questionnaires will be processed to give feedback to the steering committee and interested stakeholders (National Agency, EU Commission).

5.1 Indicators and descriptors.

As far as indicators are regarded, the application form already listed some of them: in particular, **impact indicators referring to targets** are:

- number of participants to international meetings open to external audience (threshold: more than 150);
- number of accesses to the web site (more than 3500);
- number of participants to training interventions targeting operators from partners (more than 20 per 4 partners);
- number of successfully participants to outplacement actions during the test phase (more than 60 per 4 partners);
- number of successfully participants to the specialised training on the outplacement model (more than 10 per 4 partners);
- number of accesses to the private dominion of the web site containing the on line tutoring (more than 100);
- number of participants to the national workshop to present the project (more than 150 per 4 partners);
- number of potential partners contacted for the model dissemination and the establishment of the thematic network (more than 1000).

On the other hand, the **impact on territories** will consider the following indicators. Italy:

- number of participants to transnational meetings (more than 100)
- number of attendees to pilot training centres (more than 15);
- number of accesses to the web site from Italy (more than 1000);
- number of participants to focus groups for the preparation of transfer (more than 15);
- number of participants to the model dissemination workshops (more than 15).

Spain

- number of participants to the national presentation (more than 50);
- number of attendees to pilot training actions (more than 15);
- number of accesses to the web site from Spain (more than 800);
- number of participants to the model dissemination workshops (more than 15).

Bulgaria

- number of participants to the national presentation (more than 50);
- number of attendees to pilot training actions (more than 15);
- number of accesses to the web site from Bulgaria (more than 700);
- number of participants to the model dissemination workshop (more than 15).

France

- number of participants to the national presentation (more than 50);
- number of attendees to pilot training actions (more than 15);
- number of accesses to the web site from Bulgaria (more than 1000);
- number of participants to the model dissemination workshop (more than 15).

EU level

- number of accesses to the web site from other geographical areas (more than 1000);
- number of potential partners of the outplacement network contacted (more than 1000).

In addition to those indicators, the importance of meetings and events suggests to develop meeting quality indicators/descriptors, such as the following.

Meeting achievements and efficiency

- Achievement of meeting objectives
- Establishment of a common working basis
- Clarification of roles and tasks

Structure, contents and delivery of the meeting

- Selection of themes addressed
- Appropriateness of agenda, clear relation to project aims
- Clarity of information given, quality of presentations
- Quality and efficiency of work methods
- Quality of documents, working materials

Quality of transnational cooperation during the meeting

- Extent to which each Partner contributed to the meeting
- Mutual understanding amongst Partners about the project
- Level of satisfaction with working language
- Level of satisfaction with strategies for overcoming language difficulties

Quality of arrangements

- Accommodation (if the case)
- Meeting location
- Meals
- Balance between work and social programme (if the case)
- Duration, date and timing of the meeting

Overall opinion about the meeting

- Overall satisfaction with the meeting

Finally, with the purpose to collect information and assess the work package flow, the following WP quality dimensions will be analysed.

Contents of the WP

- Aims of the WP
- Roles and responsibilities of Partners

- Quality of the described working methods
- Products of the WP
- Realistic planning of time and material/financial resources

WP implementation

- The WP was sufficiently introduced by the WP-coordinator
- Quality of working materials
- Quality of common working basis and of working methods
- Effective distribution of roles and responsibilities among Partners
- Quality of the coordination (deadline monitor, assistance...)

Own work in the WP

- Good understanding of roles and responsibilities
- Satisfaction of activities appointed in the WP
- Evaluation of time and material/financial resources to perform the activities
- Evaluation of information and working materials to perform the activities
- Personal involvement (ability to use expertise in the WP, possibility to gain new expertise, valuable contribution to the partnership)

Cooperation during the WP

- Contribution and responsibility of each Partner to the WP
- Evaluation of general working climate
- Evaluation of communication between Partners
- Evaluation of data and in-between results
- Evaluation of the cooperation during the development of end-product(s)

Overall opinion about the WP

- Satisfaction with the process of the WP

6. Evaluation: concept and operational aspects.

Evaluation can be considered as a process that goes along another process (project implementation). Dissimilarly from monitoring (which deals with information collection) evaluation always implies the formulation of a judgment.

Basing on the information regularly collected by the monitoring, evaluation will formulate a judgment on RESTART@WORK success. More in detail, the objectives of the external evaluation are the following.

- To have an ex post validation of the project methodology and strategy. This validation will be based both on the degree of achievement of the project results (information that can be derived reading the monitoring data) and on the estimation of long and medium term impact of project activities.
- To check that projects results meet the requirements considered relevant to reach the major objectives of the Lifelong learning programme, especially of the Leonardo da Vinci sectoral programme.
- To enable and enhance horizontal and vertical mainstreaming, e.g. providing useful suggestions and guidelines on training policies and

approaches for the national and regional competent institutions, for the European bodies, and for all relevant stakeholders.

Against these objectives, evaluation will try to answer the following questions:

- Impact: “To what extent project results will be used by beneficiaries ?”. “Is there a positive impact on local VET and labour systems ?”
- Innovation: “To what extent project results contribute at innovating the state of the art on the territories involved by the project ?”. “Are policy makers aware of the contribution RESTART@WORK may give to innovate employment policies ?”.
- Project sustainability: “Is the network or the methodology going to survive the project life cycle”. “Have other organisations in other countries planned to adopt the RESTART@WORK methodology ?”.
- Transferability: “Are the methodology and project best practices easy to be transferred in different context/countries, and what are the adaptations possibly required?”. “Can RESTART@WORK methodology be proposed as a method to reduce unemployment ?”
- Trans-nationality and international cooperation: “To what extent are the products a result of common activities?”. “Are they shared by the Partners?”. “Can they influence training and employment policies in different countries?”.

6.1 Evaluation schedule

Table 2 encompasses the phases of evaluation linking events to WPs and dates for delivering evaluation tools. All questionnaires are in annex.

Table 2: Evaluation schedule.

WP	Event	How	When
WP 1 Management quality assurance, monitoring and internal evaluation	4 meetings of the Steering committee (IT, BG, ES, FR);	Questionnaire to assess meetings Q1 Questionnaire to assess WPs Q2	After each meeting. 15 days after WP’s completion
WP2 Preparatory actions to the transnational transfer	-	Questionnaire to assess WPs Q2	15 days after WP’s completion
WP3 Adaptation of the R@W model	Trainers and experts’ training	Questionnaires to assess training Q4 Questionnaire to assess WPs Q2	After the training session 15 days after WP’s

			completion
WP4 Testing adapted model	Tests in BG, FR, ES	Questionnaire to assess tests Q4 Questionnaire to assess WPs Q2	After each test 15 days after WP's completion
WP5 Dissemination and exploitation	National kick off meetings Training Final workshop	Questionnaires to assess meetings Q1 Questionnaire to assess training Q4 Questionnaire to assess focus groups and workshops Q3 Questionnaire to assess WPs Q2	After each meeting After the end of training After the workshop 15 days after WP's completion

6.2 Methodology

The evaluator will use existing data (secondary data) from the monitoring system of the RESTART@WORK project and from other sources, such as the project web site. Moreover, the evaluator will collect primary data through the participation to project events (steering committee meetings, workshop), and through direct contact with project partners. Besides that, participant's satisfaction will be measured through the use of a questionnaire, which will be delivered at the end of main events (see table 2). To catch information, the evaluator will use the tools that are in annex: questionnaires for project meetings, questionnaire for workshops and to assess WPs attendees, monitoring format (to be filled in periodically). He will also access the information contained in the project web site and participate to project events, when possible.

7. Annexes included in the quality package.

MF: Monitoring form

SWOT grid

Q1: Questionnaire to assess SC and national meetings

Q2: WP quality assessment

Q3: Quality assessment for focus group and workshops

Q4: Questionnaire to assess training.

Focus group frame

Monitoring form

Period considered :

Partners involved:

PARTNER	
ORGANIZATION	
Referent for the monitoring activity	
TEL. and FAX	
e-mail	

Time spent for filling this form:

1. Activities carried out

RESTART@work ACTIVITIES IN REFERENCE PERIOD				
WP	ACTIVITIES	OBJECTIVES	RESULTS	USED RESOURCES

Differences in comparison to activities planned and relative reasons

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Changes and corrective actions

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Annex 2: Strengths, weaknesses, opportunities and threats for the implementation of project outcomes - grid.

Strengths	Opportunities
Weaknesses	Threats

Q1. Questionnaire to assess SC and national meetings

Organisation:	
Name of participant:	
Meeting:	
Date of the meeting	
Venue of the meeting	

Please give your opinion about the meeting using the following criteria:
+++ = excellent ++ = very positive; + = positive; 0 = neither/nor; - = poor;
-- = very poor; --- = terrible. NA= not applicable

1. How do you rate the achievements made in the meeting and its efficiency ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
Achievement of meeting objectives								
Establishment of a common working basis								
Clarification of roles and tasks								

2. How do you rate the structure, contents and the delivery of the meeting ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
Selection of themes addressed								
Appropriateness of agenda, clear relation to project aims								
Clarity of information given, quality of presentations								
Quality and efficiency of work methods								
Quality of documents, working materials								

3. How do you rate the quality of the transnational cooperation during the meeting ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
Representation of participants from various countries								
Partners' contribution to the meeting								
Extent and quality of the intercultural dimension								
Mutual understanding among partners about project implementation								

Level of satisfaction with working language (EN)								
Level of satisfaction with strategies for overcoming language difficulties								

4. What do you think of the practical arrangements for the meeting ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
Accommodation								
Meeting location								
Meals								
Balance between work and social programme								
Duration, date and timing of the meeting								

5. What is your overall opinion about the meeting ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
Overall opinion on the meeting								

6. Comments on the aspects mentioned.

7. What did you appreciate most during the meeting ?

8. What would you change ?

Q2 WP quality assessment

Organisation:	
Name of participant:	
WP	

1. How do you think the execution of activities in this WP was managed ? Rates 1 = lowest, 4 highest.

	Aspect of evaluation	1	2	3	4	N.A.
a.	The work package was sufficiently introduced by the Project coordinator (or by the WP leader).					
b.	Working materials, such as documents, instructions, formats, etc. were clear.					
c.	The working method(s) implemented were effective.					
d.	The Project coordinator (or the WP leader) made sure that agreements were clear and were kept.					
e.	The Project coordinator (or the WP leader) made sure that deadlines of activities were observed.					
f.	The Project coordinator (or the WP leader) made sure that the quality of the product(s) was observed.					
Comments, learning points & suggestions for improvement:						

2. How do you rate your own work activities in this period ? Rates 1 = lowest, 4 highest.

No	Aspect of evaluation	1	2	3	4	N.A.
a.	We had enough time and material/financial resources to perform the work activities.					
b.	We had enough information and working materials to perform the activities.					
c.	We had the right expertise to perform the work activities.					
d.	We have gained new knowledge/expertise in this period.					
e.	We feel our contribution to the results of this period is valued by the partnership.					
f.	We have executed our role/responsibility's as agreed.					
Comments, learning points & suggestions for improvement:						

3. How do you rate the cooperation during the period ? Rates 1 = lowest, 4 highest.

No	Aspect of evaluation	1	2	3	4	N.A.
a.	Each partner contributed to the work as agreed.					
b.	Each partner felt responsible for the end-result(s) of the period.					
c.	There's been a good general working climate.					
d.	The communication between partners was effective and satisfactory.					
e.	Data and intermediate results were sufficiently available.					
f.	The product(s) of this period can be considered as a real co-production of the partnership.					
Comments, learning points & suggestions for improvement:						

4. Differences in comparison to activities planned and relative reasons

5. Changes and corrective actions

6. What did you appreciate most during the execution of activities in this period ?

7. Further comments and suggestions for improvement

Q3. Quality assessment focus group and workshops - EN

Organisation:	
Name of participant:	
Meeting:	
Date of the meeting	
Venue of the meeting	

Please give your opinion about the meeting using the following criteria:
 +++ = excellent ++ = very positive; + = positive; 0 = neither/nor; - = poor;
 -- = very poor; --- = terrible. NA= not applicable

1. How do you rate the structure, contents and the delivery of the meeting ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
Variety of themes addressed								
Appropriateness of agenda, clear relation to meeting aims								
Clarity of information given, quality of presentations								
Quality and efficiency of work methods								
Quality of documents, materials								

2. How do you rate the quality of the Restart@work methodology presented during the meeting ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
The intergenerational dimension is very interesting								
The intercultural dimension is very stimulating								
This methodology supports people in searching new jobs								
I will certainly use the information on Restart@work in my activity								

3. What do you think of the practical arrangements for the meeting ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
Accommodation (if the case)								
Meeting location								
Meals (if the case)								
Balance between work and social programme (if the case)								
Duration, date and timing of								

the meeting								
--------------------	--	--	--	--	--	--	--	--

4. What is your overall opinion about the meeting ?

Aspect of evaluation	+++	++	+	0	-	--	---	NA
Overall opinion on the meeting								

5. Comments on the aspects mentioned.

6. What did you appreciate most during the meeting ?

7. What would you change ?

Q3. Valutazione dei focus group e dei workshop - IT

Organizzazione:	
Nome del partecipante	
Incontro:	
Data dell'incontro:	
Luogo di svolgimento:	

Fornite la vostra opinione sull'incontro usando i seguenti criteri:
+++ = eccellente ++ = molto positivo; + = positivo; 0 = neutrale; - = negativo;
-- = molto negativo; --- = terribile. NA= non applicabile

1. Come valuti la struttura, i contenuti e la realizzazione dell'incontro ?

Aspetti di valutazione	+++	++	+	0	-	--	---	NA
Varietà dei temi affrontati								
Completezza dell'agenda, chiaro collegamento con gli scopi dell'incontro.								
Completezza dell'informazione fornita; qualità delle presentazioni.								
Qualità ed efficienza delle metodologie di lavoro.								
Qualità dei documenti e dei materiali.								

2. Come valuti la qualità della metodologia RESTART@WORK presentata durante l'incontro ?

Aspetti di valutazione	+++	++	+	0	-	--	---	NA
La dimensione intergenerazionale è molto interessante.								
La dimensione interculturale è molto stimolante.								
Questa metodologia sostiene la ricerca di un nuovo lavoro								
Utilizzerò nella mia attività le informazioni su RESTART@WORK.								

3. Cosa pensi degli aspetti logistici dell'incontro ?

Aspetti di valutazione	+++	++	+	0	-	--	---	NA
Alloggio (se del caso)								
Sede di svolgimento								
Pasti (se del caso)								
Bilanciamento fra programma di lavoro e attività sociale (se								

del caso)								
Durata , data a articolazione dell'incontro.								

4. In generale, qual è la tua opinione sull'incontro ?

Aspetto di valutazione	+++	++	+	0	-	--	---	NA
Opinione complessiva sull'incontro								

5. Commenti e suggerimenti.

6. Cosa hai apprezzato di più durante l'incontro ?

7. Cosa cambieresti ?

Q4. Questionnaire to assess the training

Organisation:	
Name of participant:	
Date of the training	
Venue of the training	

Please indicate how much you agree on the following assumptions. Rates 1 = lowest, 4 highest.

N.	Dimensions	Assumptions	1	2	3	4
1	Structure and contents of the training					
1.1	Organisational aspects	The planning of the training was OK:				
		Agenda and time keeping were OK:				
1.2	Consistency between results and the objective of the training	The definition of objectives was clear:				
		Objectives were really met:				
1.3	Management of the training	Management was effective:				
		Participants had the chance to be involved actively:				
1.4	Content aspects	Contents were consistent with the objectives of the training				
		Training activities were varied (presentations, discussions, exercises,...)				
		Contents allow to act as R@W facilitators				
2	Resources					
2.1	Coordination	Coordination of training was effective:				
		Trainers' skills were appropriate:				
2.2	Use of ICT	The usability of ICT tools was noteworthy				
		R@W e-learning was useful:				
2.3	Work materials, resources	The quality of work materials was high:				
		Teaching resources were appropriate:				
1.4	Quality and appropriateness of	The attention to practical details was noteworthy				

	logistics	The location for training was appropriate				
		The attention to participants' needs was significant				

Further comments and suggestions for improvement

Focus group questions and focus group report frame.

Partner:

Date and venue of the focus group:

Facilitators

Agenda

Introduction to the focus group (in the case of stakeholder it may be useful to describe the RESTART@WORK approach and work. In the case of beneficiaries and their relatives it may be useful to sum up the objectives of the focus groups)

Participants' profile

Participants' names

Examples of questions

For key actors

How useful would this approach be in your city/territory ?

Do you consider that this model is something that you would implement and if so please demonstrate some examples of how/where ?

Are there any other experiences here related to occasions for outplacement ?

For beneficiaries

What did you like best in the experience you have done ?

What would you change in the experience ?

Which aspect of the RESTART@WORK approach was most entertaining ?

Do you think the things you have learnt in RESTART@WORK will be useful in your every day life ?

Comments from the group.

(Remember to take pictures !)