

# PROJECT QUALITY MANUAL AND EVALUATION PLAN

Global  SRS  
STUDENT RESPONSE SYSTEM

**2011-2013**

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## FOREWORD

**Global SRS – Mobile learning methodology for European trainers and VET systems quality improvement** - is a Leonardo da Vinci project for Transfer of Innovation.

The project will be conducted by a consortium of partners from 4 different European countries. All partners have technical expertise to achieve the project objectives and a wide experience of participating and management national and European projects. The work plan is focused on the implementation of a previous project in the participating EU countries and the promotion of the project objectives at a European level. The careful and detailed planning and monitoring of the project activities, together with the smooth cooperation and collaboration among partners reduces the chance of miscommunication and conflicts.

PARTNER	COUNTRY	ORGANIZATION	
P0	Sweden	<b>CFL</b>	Centre for Flexible Learning, municipality of Söderhamn
P1	Norway	<b>HCR</b>	HiST Contract Research
P2	Portugal	<b>ISQ</b>	Instituto de Soldadura e Qualidade
P3	Romania	<b>UPM</b>	Universitatea „Petru Maior” din Târgu-Mures

In the scope of the GLOBAL SRS project and particularly according to what is referred to in WP4 – Quality Assurance and Evaluation – is developed this project **Quality Manual and Evaluation Plan** to plan allow to facilitate the evaluate the quality of the project during its execution, focusing on the **3Ps model**: (i) Process and Project Management; (ii) Partnership and (iii) Products.

The main goal of the **Project Quality Manual and Evaluation Plan** is to facilitate the project management and to guide all partners on evaluation and quality issues. The GLOBAL SRS project is varied and covers a wide range of activities integrated within an implementation schedule and a budget. Even though these characteristics have an effect on the evaluation, the basic principle of an evaluation remains the same: to ensure an optimal relationship between the goal to be achieved, at reasonable cost, and the resources (human, technical and financial) that are used.

## PROJECT AIMS AND OBJECTIVES

The SRS for mobile devices is an online service that provides a just-in-time training, learning and evaluation methodology, supported by the most recent mobile technology. SRS provides new pedagogical methods that enhance interactive and dynamic teaching models by enhancing communication and instructional feedback loops

The **overall aim** of the GLOBAL SRS is to implement SRS methodology in partners' countries and convince educational and training national authorities on these needs, **specifically**:

- ① By transferring from Norway innovative methodology, Student Response System (SRS) to three countries: Sweden, Portugal and Romania;
- ② By adapting and incorporating SRS in each partner's organisation and their VET networks, based on active piloting and feedback from VET teachers, trainers, promoters, experts and other stakeholders.;
- ③ By creating an European matrix for a "Training of Trainers" module in the SRS methodology based on the EQF system (design of qualifications in units of learning outcomes, descriptors of knowledge, skills and competences, and definition of EQF levels) and the allocation of ECVET points and the development of a common guideline for the integration of the European SRS Training of Trainers module in existing national VET programmes.

Additionally, the outcomes of the Global SRS project will in time be expected to be available further than the partner countries by disseminating and valorising these findings at national level and to wider European VET networks in other EU countries.

## WORK PLAN DESCRIPTION

Global SRS project is comprised of 7 **work packages (WP)** distributed among the 4 partners. Below is presented an overview of project work plan and a brief description of each WP, focusing on activities and results.

WP	Leader	2011			2012											2013										
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
WP1	HCR	Transfer Preparation: Adaptation and Translation																								
WP2	HCR	Initial Transfer Workshop, National Training of Trainers and Pilot Training Sessions																								
WP3	ISQ									Common Framework for EQF and ECVET based on SRS																
WP4	ISQ	Quality Assurance and Evaluation																								
WP5	CFL+UPM	Dissemination																								
WP6	CFL						Exploitation and Valorisation																			
WP7	ISQ	Project Management																								

	<b>WP1</b>
	Transfer Preparation: Adaptation and Translation
	<b>Leader</b> HCR
	<b>Duration</b> 1-12 months
	<b>Activities</b> <ul style="list-style-type: none"> <li>Hands-on demonstration: Initial presentation of the SRS methodology;</li> <li>Initial analysis of the SRS and definition of the fields of application in each country;</li> <li>Preparation of the SRS software content;</li> <li>Translation and adaptation of the SRS.</li> </ul>
	<b>Results</b> <ol style="list-style-type: none"> <li>Translated SRS methodology</li> </ol>

	<b>WP2</b> Initial Transfer Workshop, National Training of Trainers and Pilot Training Sessions
	<b>Leader</b> HCR
	<b>Duration</b> 1-18 months
	<b>Activities</b> <ul style="list-style-type: none"> <li>▪ Roundtable report;</li> <li>▪ Pilot training session using SRS methodology, including the participation of an external observer, who will collect inputs to give feedback to the common framework for ECVET;</li> <li>▪ External observer report;</li> <li>▪ Collection of the pilot training session evaluation.</li> </ul>
	<b>Results</b> <ol style="list-style-type: none"> <li>2. SRS Hands-on demonstration for partners</li> <li>3. SRS Transfer workshop</li> <li>4. Roundtable</li> <li>5. Roundtable report</li> <li>6. Pilot training sessions</li> <li>7. External observers reports</li> </ol>

	<b>WP3</b> Common Framework for EQF and ECVET based on SRS
	<b>Leader</b> ISQ
	<b>Duration</b> 9-22 months
	<b>Activities</b> <ul style="list-style-type: none"> <li>▪ National research about VET programs related with SRS skills;</li> <li>▪ Creation of an European common framework based on SRS within EQF and ECVET, with inputs from external observer report;</li> <li>▪ Development of a common guideline for integration of an European SRS training module in existing VET programmes.</li> </ul>
	<b>Results</b> <ol style="list-style-type: none"> <li>8. National overview reports</li> <li>9. European common training module based on SRS within EQF and ECVET</li> <li>10. European guidelines for integration of SRS ECVET module in national systems</li> </ol>

	<b>WP4</b> Quality Assurance and Evaluation
	<b>Leader</b> ISQ
	<b>Duration</b> 1-24 months
	<b>Activities</b> <ul style="list-style-type: none"> <li>▪ Develop and agree a project quality manual and evaluation plan with indicators for each WP;</li> <li>▪ Develop and agree evaluation methodologies and tools;</li> <li>▪ Develop and agree controls on the evaluation;</li> <li>▪ Loading of standard project documentation onto project website;</li> <li>▪ Develop and agree any other quality manuals and tools;</li> <li>▪ Monitoring group online discussion;</li> <li>▪ Carry out interim evaluation;</li> <li>▪ Carry out final evaluation.</li> </ul>
	<b>Results</b> <ol style="list-style-type: none"> <li>11. Project quality manual and evaluation plan</li> <li>12. 3P Model evaluation questionnaire tool to assess the development of project</li> <li>13. Questionnaire to evaluate project meetings</li> <li>14. Questionnaire to evaluate project core activities</li> <li>15. Interim 3P Evaluation</li> <li>16. Final 3P Evaluation</li> </ol>

	<b>WP5</b> Dissemination
	<b>Leader</b> CFL + UPM
	<b>Duration</b> 1-24 months
	<b>Activities</b> <ul style="list-style-type: none"> <li>▪ Develop and agree a dissemination strategy</li> <li>▪ Design, development and hosting of project website</li> <li>▪ Promotion of project through LLL channels</li> <li>▪ Project leaflet</li> <li>▪ Dissemination DVD "Mobile Learning in Action"</li> <li>▪ Project newsletters</li> <li>▪ Press releases at key milestones</li> <li>▪ Production of articles for national and European coverage</li> <li>▪ Presentation of posters/articles in conferences</li> <li>▪ Final dissemination conference</li> </ul>
	<b>Results</b> <ol style="list-style-type: none"> <li>17. Dissemination strategy</li> <li>18. Website</li> <li>19. Leaflet</li> <li>20. Dissemination DVD "Mobile Learning in Action"</li> <li>21. Newsletter</li> <li>22. Posters/Press releases/Articles</li> <li>23. Dissemination final conference</li> </ol>

	<b>WP6</b> Exploitation and Valorisation
	<b>Leader</b> CFL
	<b>Duration</b> 6-24 months
	<b>Activities</b> <ul style="list-style-type: none"> <li>▪ Development of a sustainability and exploitation plan;</li> <li>▪ Creation and ongoing activity of Mainstreaming Committee;</li> <li>▪ Ensuring the presentation of papers and participation at national and European events with the aim of promoting the project's products;</li> <li>▪ Promoting national roundtable;</li> <li>▪ Creation of ongoing national and European wide contacts.</li> </ul>
	<b>Results</b> <ul style="list-style-type: none"> <li>24. Sustainability and exploitation plan</li> <li>25. Mainstreaming Committee</li> <li>26. Papers</li> <li>27. Roundtable</li> <li>28. Ongoing list of national and European contacts</li> </ul>

	<b>WP7</b> Project Management
	<b>Leader</b> ISQ
	<b>Duration</b> 1-24 months
	<b>Activities</b> <ul style="list-style-type: none"> <li>▪ Coordination of the contractual process;</li> <li>▪ Circulation of LdV guidelines;</li> <li>▪ Ongoing communication with National Agency;</li> <li>▪ Finalisation of project work plan in close collaboration with all partners;</li> <li>▪ Establishment and agreement of communication channels and working strategies;</li> <li>▪ Development and agreement of monitoring mechanisms for ensuring project progress (actions/deadlines/budget);</li> <li>▪ Organisation and coordination of the project meetings;</li> <li>▪ Elaboration of Interim Report in close collaboration with inputs from all partners;</li> <li>▪ Elaboration of Final Report in close collaboration with inputs from all partners.</li> </ul>
	<b>Results</b> <ul style="list-style-type: none"> <li>29. Contract</li> <li>30. Project work plan</li> <li>31. Shared working area and communication platform</li> <li>32. Project meeting</li> <li>33. Project meeting agenda</li> <li>34. Project meeting minutes</li> </ul>



## PROJECT MONITORING

### ➡ COOPERATION AND COMMUNICATION

The consortium cooperation and communication will be based on 4 different pillars:

**1 Management model:** empowering and sharing responsibilities, equal and per work package.

The partners will be organized by working groups and will be active involved in project development and participate in decision making and validation. There is a partnership agreement in which some common procedures are established at the level of communication model, management of working groups, decision-making mechanisms and communication obligations of each partner;

**2 Open and daily communication:** The majority of technical communication and remote management will be done via email, Skype, telephone and management online tool. The five meetings planned are of extreme importance as it meant to be a forum to locate points of management, as well as discussion and elaboration of technical work (the common level aiming at final options per partner);

**3 Risk assessment and associated contingency plans:** the project risk analysis will be done and analyzed during the kick off meeting and the consortium will identify the rates associated to any risks identified as well as contingency plans;

**4 Decision making process:** all situations will be analyzed and all decisions will be taken collectively after all the facts are submitted to all partners. If no decision is reached, the project coordinator will submit a preliminary decision to all partners for their comments and approval. The decision can be altered, taking into account all partners' opinions, until an amicable and mutual decision is agreed.

## MEETINGS

Meetings play a key role in Global SRS project, allowing face-to-face project monitoring. They provide the opportunity to strengthen the partnership allowing developing common tasks, information exchange, joint problem solving and definition of next steps.

In each meeting all partners will define the next meeting dates. The agenda will be sent by the project coordinator to all partners at least one month before each meeting.

During each transnational meeting the project coordinator will take the minutes. All minutes must contain: (i) date; (ii) location; (iii) presences; (iv) topics covered; (v) decisions taken; (vi) tasks to be carried out by all partners and deadlines. The minutes will be sent by e-mail within 10 working days. It is expected that the partners will give feedback and approval of the minutes within 10 days after they have received the minutes.

## ACTIVITIES AND RESULTS

The definition of each WP has been designed to ensure a balanced distribution between the objectives and activities of the project and to guarantee that each partner would be leading at least one WP.

WORK PACKAGE		PARTNER
<b>WP1</b>	Transfer preparation: adaptation and translation of the SRS	<b>HCR</b>
<b>WP2</b>	TLA and LC Transfer Workshop	<b>HCR</b>
<b>WP3</b>	TLA and LC National Pilot Session	<b>ISQ</b>
<b>WP4</b>	Common Framework for EQF and ECVET	<b>ISQ</b>
<b>WP5</b>	Dissemination	<b>CFL + UPM</b>
<b>WP6</b>	Exploitation and Valorisation	<b>CFL</b>
<b>WP7</b>	Quality Assurance and Evaluation	<b>ISQ</b>

For logistical reasons, some of the WPs will run simultaneously while others will depend on the completion of an earlier WP. Consortium management and quality and evaluation assurance will be ongoing throughout the project to ensure the highest standards, while dissemination and exploitation and valorisation will also be a key theme in everyone's minds to ensure long-term sustainability and mainstreaming of the project's results. Certainly dissemination and exploitation will target a diverse range of channels and different levels (i.e., local, regional, national, European, making particular use of transnational networks wherever possible).

All WP's have a lead partner who works closely with the project coordinator and is responsible for ensure that all WP activities and results will be developed with high quality standards. All partners participate actively in all WPs and are co-responsible to achieve WPs objectives and outcomes.

All work documents should respect the template agreed by the partnership. All templates should include, as illustrated below: (1) project name; (ii) Leonardo da Vinci logo; (iii) disclaimer text (just for final products); (iii), project logo; (iv) document name; (v) date.



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## QUALITY AND EVALUATION CONCEPTS

**Evaluation** is a process which (a) supports a project, by measuring the extent to which the objectives are met, (b) identifies achievements, (c) identifies areas for improvement, (d) encourages decisions to be taken, including changes to objectives and the project methodology.

**Quality assurance** is defined in technical environments as: 'the operational techniques and activities that are used to fulfil the requirements for quality' (ISO 8402).

Below is given an overview of terms and concepts concerning quality assessment and evaluation of the Global SRS project.

CONCEPTS	Evaluation	Systematic collection and analysis of information on the actual performance of a project. Its aim is to analyze the relevance, progress, success and cost-effectiveness of the project. An evaluation compares planned results with the actual results of a project. It is a diagnostic tool.
	Monitoring	Continuing management exercise. Its aim is to supervise the accounting and administrative

		processes of a project. When implementing a project, monitoring deals almost exclusively with the conversion of inputs into outputs. This exercise will help evaluate if what was supposed to be done really is. Adjustments to the project are possible when monitoring is done throughout the project management life cycle.
	<b>Performance measures</b>	Indicators that provide information (either quantitative or qualitative) on the extent to which the results of a project have been achieved. Evaluation is often confused with measures used to evaluate. Any activity which aims at interpreting results, or data obtained from measures, are part of an evaluation. To assure that the evaluation process leads to good decision-making, it must rest on correct and precise measures.
	<b>Qualitative measuring</b>	Aims at collecting data in order to describe and evaluate a situation or an activity. Qualitative measuring tends to be more anecdotal. Case studies are a good example.
	<b>Quantitative measuring</b>	Aims at collecting data in order to measure (through numbers and statistics) the range or the scope of an activity. Examples of quantitative measures include the number of end users in a project, their age or education level. Quantitative measures are often obtained through surveys.
	<b>Efficiency</b>	Refers to producing planned outputs within budgetary limits and established deadlines. For example: Was the implementation of the project well managed?
	<b>Effectiveness</b>	Refers to achieving planned results and contributing to attain established goals and objectives. For example: To what extent were the project's objectives achieved?
	<b>Impact</b>	Refers to the intended or unintended, negative or positive, consequences of a project, some of which happen only some time after the end of the project. For example: What were the consequences and the effects of the project for the target groups?

<b>TERMS</b>	<b>Project goals</b>	A general statement of desired outcomes to be achieved over a specified period of time (the reasons for which the National Agency wishes to undertake the project).
	<b>Project objectives</b>	The essential and long-term benefits towards which efforts are directed and for which outputs are to be produced.
	<b>Outcomes</b>	Products and activities stemming from the project and delivered to the project's target population, stakeholders and policy makers. They are also the specific results obtained from the management of inputs.
	<b>Inputs</b>	Activities and resources (human, material, financial) used to carry out activities, produce outputs and achieve results.
	<b>Results</b>	The consequences or changes directly attributed to the activities of the project. The results achieved may be measured with respect to the inputs, outputs, goals and objectives of the project.
	<b>Indicators</b>	A description of the project's objectives in terms of quantity, quality, target group(s), time and place.

## QUALITY AND EVALUATION GOALS

Evaluation is an important part of project management. It consists of measuring the effects of the project. Its goal is to learn from the evaluated project, in order to better understand it and to improve it.

Project evaluation **consists** of:

- ☐ Describing the flow of a project and its activities;
- ☐ Identifying the progress achieved and the results obtained through the implementation of the project, by collecting appropriate data and submitting it to a comprehensive and systematic analysis;
- ☐ Making a value judgment on the results identified and comparing them with established objectives and in accordance with predetermined criteria;
- ☐ Using the process to gain a better understanding of the project or of its completed activities, and drawing lessons that could potentially change ongoing activities in order to better align them with the project's goals.

Evaluation allows the project sponsor and their partners to become **aware** of:

- ☐ Their perceptions of the goals and objectives of the project, its activities, its flow and the use of resources to bring it to fruition;
- ☐ The overall results achieved as well as the impact and outcomes of the overall project and its activities.

The aim of this Project Quality Manual and Evaluation Plan is ensure that the Global SRS project goals are met to the highest standard. **Specific aims** are to:

- ☐ Ensure project aims are met to the highest standard;
- ☐ Design an evaluation strategy for the transfer process focusing on the 3Ps model;
- ☐ Develop assessment tools to evaluate the application, efficiency and impact of the project;
- ☐ Measure progress of the project through the entire timeline;
- ☐ Establish quality control (i.e. indicators and procedures to ensure project results);
- ☐ Evaluate quality of the products including adaptation, sustainability and target needs;
- ☐ Monitor each WP and produce interim and final evaluations and analysis of impact.

## QUALITY AND EVALUATION METHODOLOGY

Taking into account the goals outlined, the project evaluation strategy and the consequent methodology is developed through the collaboration of project partners. This strategy will be focused on an **Internal Evaluation Approach (IEA)**.

**IEA** is mainly related to the monitoring of the effective implementation progress in comparison with the planned work plan, with special reference to the project milestones. Thus, the internal evaluation should be considered a continuous process generated in real time by each project partner.

In conclusion, it can be assumed that every project member will take part in the Internal Evaluation Group, taking into account the multi tasks and interdisciplinary aspects of the project activities.

It is expected that by following this methodology, project deliverables are developed in a timely fashion and, furthermore, ensure the development of these in accordance with the needs of end-users and the project goals.

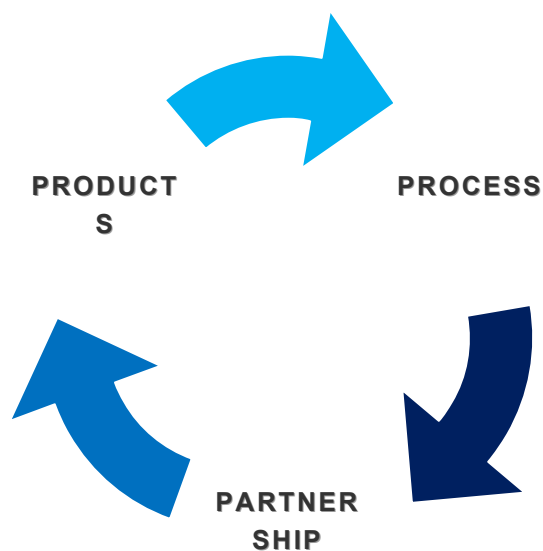
This project **Quality Manual and Evaluation Plan** was developed with the intention to simplify the methodological approach of evaluation and monitoring. The same principle is applied to evaluation instruments. Several assessment tools will be developed during the project life to ensure that all dimensions of the 3P Model will be evaluated. Below are present the core evaluation milestones of the Global SRS project.

EVALUATION MILESTONES		
WP	Outcomes	Schedule
WP2	SRS transfer workshops	June 2012
	SRS roundtables	June 2012
	SRS national pilots	March 2013
	External observes reports (pilot session)	March 2013
WP3	Common guideline on training module based on SRS	July 2013
WP4	Interim evaluation and improvement actions report	September 2012
	Final evaluation and analysis of impact report	September 2013
WP5	Dissemination results	Ongoing
WP6	Exploitation results	Ongoing
	Final valorisation seminar	September 2013
WP7	Meetings	Ongoing
	Interim report	October 2012
	Final report	November 2013

## 3P EVALUATION AND MONITORING MODEL

The **3P evaluation model** adopted for the Global SRS project allows a tri-dimensional assessment of project progress: **i) process and project management; (ii) partnership; (iii) products**. This model aims to:

- ☐ Develop clarity and realism about the project objectives;
- ☐ Recognize the importance of a partnership in creating value;
- ☐ Develop an environment of knowledge sharing;
- ☐ Increase motivation and confidence;
- ☐ Monitor and measure;
- ☐ Identify strengths and weaknesses;
- ☐ Implement improvement measures just in time;
- ☐ Create useful products and values for end-users.





## **PROCESS AND PROJECT MANAGEMENT**

The way that the Global SRS project is being driven forward and managed is intended to be assessed, measured and regulated considering the following aspects:

- ☐ Clarity and feasibility of the project objectives;
- ☐ Clarity and feasibility of the work groups objectives;
- ☐ Fulfillment of the planned schedule;
- ☐ Adequacy of the management model;
- ☐ Execution level of the financial resources;
- ☐ Efficiency of the project communication platform;
- ☐ Adequacy of the planning, logistics and usefulness of project activities;
- ☐ Involvement of all partners in the continuous improvement of processes.

## **PARTNERSHIP**

Checking the effectiveness of the partnership will give a sense of progress and direction for the future. The partnership interactions are intended to be evaluated at an internal impact level and also at an external level, considering the following aspects:

- ☐ Clarity and importance of the project objectives for each partner;
- ☐ Level of sharing, trust, clarity of responsibilities and tasks;
- ☐ Promotion of higher quality results within working groups;
- ☐ Overcome the geographic distance between partners;
- ☐ Assurance of the WP planning and control;
- ☐ Promotion of empowerment and communication;
- ☐ Monitoring of partnership performance;
- ☐ Reengineering the working process.

## PRODUCTS

The level of the quality of the products and their usefulness for the partners, users and stakeholders and how they are evaluated will be explored, in a context of future sustainability, considering the following topics:

- ☐ Level of the product quality;
- ☐ Level of product incorporation by each of the partners;
- ☐ Level of product transfers to the external stakeholders;
- ☐ Identification of weak and strong points of the product/results;
- ☐ Reengineering of the product/results.

## PROJECT PERFORMANCE INDICATORS

For each WP a number of **project performance indicators** have been identified and will be used to assess project performance concerning the achieved results compared to the planned ones.

WP	Leader	Performance Indicators (PI)
WP1	HCR	<ul style="list-style-type: none"> <li>SRS software translated in 5 languages: English, Norwegian, Swedish, Portuguese and Romanian</li> </ul>
WP2	HCR	<ul style="list-style-type: none"> <li>10 participants in each one of the <b>3</b> transfer workshops on SRS</li> <li>At least 80% of the participants rated SRS transfer workshop in a positive way</li> <li>10 participants in each one of the <b>4</b> roundtable on SRS</li> <li>10 participants in each one of the <b>3</b> national pilots on SRS</li> <li>At least 80% of the participants rated SRS national pilot in a positive way</li> </ul>
WP3	ISQ	<ul style="list-style-type: none"> <li>1 European common training of trainers module, based on SRS within EQF and ECVET</li> <li>4 National overviews about corresponding national VET programmes</li> <li>1 Common guidelines to integrate European module on SRS</li> </ul>
WP4	ISQ	<ul style="list-style-type: none"> <li>Number of evaluation tools developed</li> <li>At least 80% of the partners evaluated the project (interim and final) in a positive way</li> <li>Interim and final evaluation produced on time</li> </ul>
WP5	CFL+UPM	<ul style="list-style-type: none"> <li>Number of visits to Global SRS website</li> <li>1 Flyer produced in each partner's language and in the working language</li> <li>6 Newsletters produced</li> <li>1 DVD "Mobile Learning in Action"</li> <li>Total number of dissemination outcomes promoted</li> <li>Total number of participants in the final dissemination seminar</li> <li>4 dissemination groups (1 per country, with a minimum of 5 VET institution)</li> <li>12 SRS demonstrations to dissemination groups/stakeholders (3 per country)</li> <li>4 Presentation of project objectives and results at European level through LLP channels, VET experts/associations (1 per country)</li> <li>12 Social networking presence (3 per country), such as scientific committees of conferences, chairs at conferences, participation on stands organised in exhibitions, etc.</li> <li>4 regional newspapers articles (1 per country)</li> <li>4 papers published in scientific/VET bulletins, conference proceedings</li> </ul>
WP6	CFL	<ul style="list-style-type: none"> <li>4 roundtable reports</li> <li>Total number of exploitation outcomes promoted</li> <li>Total number of people/organisations involved in national mainstreaming committee</li> </ul>
WP7	ISQ	<ul style="list-style-type: none"> <li>Total number of presences/per partner in project meetings</li> <li>At least 80% of the partners evaluated the project meetings in a positive way</li> <li>Total number of final products updated by WP leader in the communication platform</li> <li>Periodic To Do List</li> <li>Interim and final reports produced on time</li> </ul>

## EVALUATION PLAN

WP	Tasks/Objectives	Indicators	Performance*			Instruments	Responsibility	Target	Schedule
			B	A	G				

\*B = Bad (< 60%); A = Adequate (≤60% - >80%); G = Good (≥ 80%)