

INTGEN- Intergenerational Mentoring for Entrepreneurs Quality Management Plan

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1. Introduction

The INTGEN project belongs to the KA2- Strategic Partnerships sub-programme of the European Commission's Erasmus +. The project's full title is "Intergenerational Mentoring for Entrepreneurs".

The project is co-ordinated by Centro de Formación de Administración y Hostelería (CDEA) in Spain and includes core partners from the UK, Spain, Finland and Greece, and in addition EFVET, coming from Vocational Training, Universities and private Companies. Full details of the partners are not duplicated here but can be found in the project's formal application form.

Internal evaluation is a requirement of the project, to provide an objective view of various aspects of the management and outputs of the project. This document describes the evaluation requirements of the project and the plan to fulfil those requirements, including evaluation indicators, quality assurance processes (monitoring and methods), quality of results and transfer of value.

According to the work division between the partners, ERROTU undertakes the internal evaluation of the project, organises "the validation process" i.e. evaluation of beneficiaries and stakeholders, creates the evaluation and monitoring plan for the project, leads and implements it in co-operation with other partners and writes interim and final evaluation reports.

The evaluation of the project can be divided into **internal** (process and product evaluation) and '**validation**' of the product from internal end users (product) i.e. the evaluation of the products made by beneficiaries and stakeholders,. The aim of the internal evaluation is to

- a) guarantee the fluent implementation of the project i.e., to provide an objective view of various aspects of the management and implementation of the project.
- b) safeguard the quality of the project's outputs and products by on-going evaluation on their progress.

The role of **validation** is to

- a) provide feedback on the quality and usefulness of the project's products.

This document describes the evaluation requirements of the project and the plan to fulfil those requirements, including evaluation indicators, quality assurance processes (monitoring and methods), quality of results and transfer of value.

2. Glossary

VET	Vocational Education and Training
EDU-UNIV	University or higher education institution (tertiary level)
SME (ENT-SME)	Small and Medium Enterprise
NFP-NGO	Non Profit/Non Governmental Organisation
EfVET	The European Forum for Technical and Vocational Education and Training

N°	Country code	Name of partner organisation/institution
P1	SP	Centro de Formación de Administración y Hostelería, S.L.U., CDEA
P2	SP	SECOT
P3	SP	ERROTU, S.L.P.
P4	UK	Bath College
P5	UK	Small Business Focus (Bath)
P6	UK	Age UK
P7	GR	P-Consulting
P8	FI	Haaga-Helia University of Applied Science
P9	BE	European Forum for Technical and Vocational Education and Training (EfVET) /associated partner

3. Aims of internal evaluation

The internal evaluation and quality management of the project aims to assure the quality of implementation of the project tasks and results.

Internal evaluation will provide the framework for quality management planning by producing an overarching evaluation and quality management plan (embodied in this document), within which the internal evaluator and the project partners will operate and contribute to the overall efficiency and effectiveness of the project and evaluation outputs.

The internal evaluator will lead the assessment of project processes and quality-assure detailed product quality evaluation undertaken by project partners. All findings will be combined into the internal evaluator's reports.

All project partners and social partners will play an active role in contributing to evaluation data, and requirements in this respect are described in this document.

4. Internal evaluation deliverables

The internal evaluation deliverables are as listed below.

- A quality management plan.
- Self-evaluation questionnaires (for project partners).
- Intellectual outputs evaluation (for the partners, mentors and mentees).
- Evaluation reports (interim and final).

5. Approach

The internal evaluation requirements have been supplied by the Project Co-ordinator and the overall approach to quality management is proposed for approval by the project team.

The Quality Management Plan that follows describes the requirements, processes and methods to be used along with an evaluation communication plan for the duration of the project.

The internal evaluator will

- Liaise with the Project Co-ordinator for guidance on requirements and day-to-day operations associated with the function
- Finalise the Quality Management Plan as agreed by the project partners
- Establish communication links with project partners and stakeholders
- Execute internal evaluation in accordance with the agreed Quality Management Plan
- Attend project steering groups as detailed in the Terms of Reference
- Communicate with project partners and stakeholders throughout the course of the project as necessary
- Gather data and information directly and from project partners and stakeholders.
- Supply the project partners with self-evaluation questionnaires in order to gather input to continual improvement during the course of the project and at steering group meetings.

Project partners and stakeholders will

- Gather evaluation data and information from local partners as requested
- Provide evaluation data and information as requested.

6. Evaluation requirements

6.1 Formative evaluation

The project requires periodic assessment of progress and self-evaluation by project partners to inform continual improvement during the course of the project.

Key formative points are to be documented in the interim report as a key input to continual improvement at this stage.

6.2 Qualitative measures

Measures relating to the following from the perspective of project partners, stakeholders and pilot course trainees

- Quality of the management of the project
- Quality of the execution of the project
- Quality of the material product outputs of the project
- Quality of the course outputs of the project.

6.3 Quantitative measures

Measures relating to the following from the perspective of project management and project outcomes

- Project deliverables and milestones – planned and actual
- Participation and commitment of resources
- Dissemination activities.

6.4 Summative evaluation

Final summary assessment and self-evaluation by project partners reflecting on findings and lessons learned during and at the end of the project.

Key summative points are to be documented in the final report as a key input to future projects.

7. Detailed plan

This section describes the specific qualitative and quantitative measures, the processes for measurement and the timelines involved. Appendix A lists separately the explicit quantitative data required that should be planned for in the development of any data collection systems for this project.

7.1 Indicators

Subject measured: Preparation.

-Project Management.

Aims of the Project Management (PM):

- Fluent and effective management of the project
- To establish and implement an Evaluation and Quality Management Plan

PM is related mostly to process evaluation i.e. how well the project is managed and proceeds. Therefore, the evaluation of WP1 will be carried out as internal evaluation.

QMP indicators for PM: Project progress and outputs (products and services) against application form; quality and effectiveness of project communication, website – use and utility.

Evaluation to be undertaken on **specific indicators:**

	Indicator	How it will be monitored	By whom	Update
1	Deliverables planned and actual – products, reports, other outputs	Monthly status report	P1	
2	Milestones planned and actual	Monthly status report	P1	
3	Cross project communication (overall partnership) – project partners, social partners	Partner evaluations conducted by evaluator	P3	
4	Evidence of risk/issues management process	Meeting minutes, evaluation reports	P1/P3	
5	Evidence of change management process	Meeting minutes, evaluation reports	P1/P3	
6	Quality and Clarity of Intellectual	Partner		

	Outputs	evaluations conducted by evaluator	P3	
7	Support provided to partners (overall partnership)	Partner evaluations conducted by evaluator	P1/P3	
8	Effectiveness of financial management – budget control and not exceeded	Financial reviews at transnational meetings, interim report	P1	
9	Suitability of project meeting organisation, location, timing	Partner evaluations after meetings	P1/P3	
10	Partner attendance at Project Steering Committee meetings	Partner evaluations conducted by evaluator	P1/P3	
11	Partner completion of self-evaluation questionnaire	Partner evaluations conducted by evaluator	P3	
12	Activities undertaken for intellectual outputs	Partner evaluations after meetings, number and evaluation of participants	P1/P3	
13	Evidence of continual improvement	Target group feedback in products	P1/P3	
14	Products reviews at key milestone stages	Monthly status report and meeting minutes	P1	

Subject measured: Dissemination and exploitation of the project results

Aims of Dissemination and Exploitation:

- To disseminate the activities and results of the project to the wide audience with particular emphasis on target groups, SME organizations, HE/R institutions and associations, teacher organizations and policymakers and administrators in relation to vocational and higher education and entrepreneurship.
- To ensure the exploitation of the project results as far as possible after the project's lifespan and guarantee the sustainability of the project's work and results

QM indicators: The dissemination process should be used to encourage the use of “How to be Entrepreneurial- open access online course” and to gather feedback on the value and relevance of project outputs through seeking involvement of the wide range of groups targeted within the project and further afield after the end of the project period. Dissemination partners should be encouraged to use the website to identify a wider range of recipients who should be invited to access the site and respond to the project outputs, service and products located there.

Evaluation to be undertaken on **specific indicators:**

15	Number of links with partners and agents involved in dissemination i.e. newsletter sent to them	Country dissemination records	P1/P3/P4	
16	Number of web page visits	Web page administration	P1/P3/P4	
17	Number of institutions and persons involved in dissemination	Country dissemination records	P1/P3/P4	
18	Number and nature of enquiries from websites and other sources	Country dissemination records	P1/P3/P4	
19	Number of hits on INTGEN project page on Efvet website	Country dissemination records	P1/P3/P4	
20	Number of downloads of e-learning resources and project publications	Country dissemination records	P1/P3/P4	
21	Feedback from target groups and action taken	Country dissemination records	P1/P3/P4	
22	Number of delegates at multiplier events (national and international)	Country dissemination records	P1/P3/P4	
23	Their level of interest in using project materials	Country dissemination records	P1/P3/P4	
24	Number of stakeholder meetings and seminars during which INTGEN products are disseminated	Country dissemination records	P1/P3/P4	
25	Their level of interest in using project materials	Country dissemination records	P1/P3/P4	
26	Feedback from target groups and action taken	Country dissemination records	P1/P3/P4	
27	Feedback from target groups and action taken	Country dissemination	P1/P3/P4	

		records		
28	Number of press releases, articles, newsletters, radio interviews and other communications	Country dissemination records	P1/P3/P4	
29	Social media coverage and feedback	Country dissemination records	P1/P3/P4	
30	Number of local, regional, national and European VET and HE organisations involved in or showing an interest in the project	Country dissemination records	P1/P3/P4	
31	Number of links with business networks - local, regional, national, European	Country dissemination records	P1/P3/P4	
32	Number of links with third sector organisations and networks - local, regional, national, European	Country dissemination records	P1/P3/P4	
33	Number of policy makers and other stakeholders expressing interest in INTGEN products	Country dissemination records	P1/P3/P4	
34	Feedback from target groups and stakeholders and action taken	Country dissemination records	P1/P3/P4	
35	Country Communication Strategy.	Experiences compiled	All partners	

Subject measured: Intellectual Outputs; expected results.

IO1- Mentoring Masterclass.

The course will be delivered to project partners and participants to enable them to deliver training to other mentors; an introduction to mentoring and coaching will be delivered at the first project meeting to allow participants to understand the skills needed. This will be necessary to allow planning of the Train the Trainer course (IO3) and also to participate fully in the Co-design Joint Staff Training (IO2)

	Indicator	How it will be monitored	By whom	Update
36	Number of persons training mentoring masterclass	Experiences compiled	P1//P3/P4	
37	Resources compiled and	Experiences	All partners	

	analysed by the partners.	compiled		
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IO2- Co-creation event and joint staff training.

This event will deliver course curricula, process and map for intergenerational mentoring, communication strategy, guidelines for holding a 'Living Lab' event. The Mentoring Masterclass (Part 2 of IO1) will take place during this training event.

	Indicator	How it will be monitored	By whom	Update
38	Contents for supporting the mentoring process.	Experiences compiled	All partners	
39	Course curricula for mentoring course defined	Experiences compiled	All partners	
40	People participating in the living lab.	Participants list	All partners	
41	How to create a living lab guide	Guides created and distributed	P8	

IO3- Mentor training course.

Adaptation of IO1; this is the 'Train the Trainer' course. It is intended to train a minimum of 12 mentors in ES and UK, 6 in GR and FI (total 36).

	Indicator	How it will be monitored	By whom	Update
42	Mentors trained	Experiences compiled	All partners	
43	Teachers guide	Experiences compiled	P1/P7	
44	Satisfaction of mentors	Experiences compiled	All partners	

IO4- Creation of learning materials and resources for entrepreneurial course in preparation for creation of e-learning objects

Creation of learning materials and resources for entrepreneurial course in preparation for creation of e-learning objects. Text, videos, quizzes, case studies and other materials will be created or adapted from existing

	Indicator	How it will be monitored	By whom	Update
45	Number of learning resources	Experiences	P1//P3/P4	

	compiled	compiled		
46	Number of learning resources on Dropbox	Experiences compiled	P1//P3/P4	
47	Translation of learning resources	Experiences compiled	P1//P3/P4	

I05- How to be entrepreneurial. Open access online course.

Creation of online and open access e-learning for entrepreneurs.

	Indicator	How it will be monitored	By whom	Update
48	Number of learning resources uploaded	Experiences compiled	All partners	
49	Number failures of the course	Experiences compiled	All partners	
50	Number of changes made to the course	Experiences compiled	All partners	

I06- Course guide.

The course guide will need to be produced for both teachers and course participants. Translations will be necessary

	Indicator	How it will be monitored	By whom	Update
51	Number of guides produced	Experiences compiled	All partners	
52	Number of guides distributed	Experiences compiled	All partners	
53	Number of guides downloaded	Experiences compiled	All partners	

I07- Pilot e-learning for entrepreneurs and start-ups.

Plan for the pilot; evaluate the results.

	Indicator	How it will be monitored	By whom	Update
54	Number of mentors	Experiences compiled	All partners	
55	Satisfaction level of mentors	Experiences compiled	All partners P1/P3	

56	Number of mentees	Experiences compiled	All partners	
57	Satisfaction level of mentees	Experiences compiled	All partners P1/P3	
58	Changes made in the course during the piloting	Experiences compiled	P1/P3	

IO8- Pilot intergenerational mentoring process.

The plan and timetable for the 6-month pilot will be complex, with logistics, diaries and many people involved. 108 entrepreneurs, and 1296 mentoring sessions. The analysis following the pilot will also include evaluation of the process developed in IO2 and if any changes are necessary. The use of 'Living Lab' method will also be evaluated, if utilised by the mentor.

	Indicator	How it will be monitored	By whom	Update
59	Number of mentors	Experiences compiled	All partners	
60	Satisfaction level of mentors	Experiences compiled	All partners P1/P3	
61	Number of mentees	Experiences compiled	All partners	
62	Satisfaction level of mentees	Experiences compiled	All partners P1/P3	
63	Number of mentoring sessions	Experiences compiled	All partners P1/P3	
64	Time used for each mentoring process	Experiences compiled	All partners P1/P3	

IO9- What works?

Throughout the project, partners will find and collate examples of case studies regarding 'what works' in companies and with employers, in relation to how they retain skills, succession planning, mentoring and coaching. Following selection by partners, the output will be made into a booklet and published

	Indicator	How it will be monitored	By whom	Update
65	Number of good practices collected	Experiences compiled	All partners	
66	Number of books produced	Experiences compiled	All partners	
67	Number of books distributed	Experiences compiled	All partners	
68	Number of books downloaded	Experiences compiled	All partners	

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Subject measured: Events.

Events to be celebrated:

- Older Persons Day (October 1 2015) Spain Intergenerational event- E2-B1
- Older Persons Day (October 1 2016) Spain Intergenerational event – E2 B2
- Older Persons Day (October 1 2015) UK Intergenerational Event - E1 B1
- Older Persons Day (October 1 2016) UK Intergenerational Event – E1 B2
- Event Haaga Helia Finland – to be defined
- Event p-cons (Greece)
- Event – Age UK
- Event September 2016 (ES) – Basque Government and people from across Europe involved
- Event October 2016 (at EfVET conference)

	Indicator	How it will be monitored	By whom	Update
69	Number of participants	Experiences compiled	All partners P1/P3	
70	Satisfaction level of participants	Experiences compiled	All partners P1/P3	

7.2 Tools to be used

As well as supplying independent observations, the evaluator will gather individual views and supporting information from project partners and stakeholders. See Indicators, above, for specific requirements.

Input	Source	Contributors	Date required by
Internal evaluation			
Completed self-evaluation	evaluator will supply the questionnaire and compile the answers	All partners	End of first trans-national meeting – Spain, December 2014
Completed self-evaluation	evaluator will supply the questionnaire and compile the answers	All partners	End of Training event (Finland). June 2015
Completed self-evaluation	evaluator will supply the questionnaire and compile the answers	All partners	End of second trans-national meeting – Belgium, November 2015
Completed self-evaluation	evaluator will supply the questionnaire and	All partners	End of third trans-national meeting –

Input	Source	Contributors	Date required by
<u>Internal evaluation</u>			
	compile the answers		Greece, May 2016
Completed self-evaluation	evaluator will supply the questionnaire and compile the answers	All partners	End of Multiplier Event (Spain) – September 2016
Completed self-evaluation	evaluator will supply the questionnaire and compile the answers	All partners	End of fourth trans-national meeting – UK, May 2017
<u>External validation</u>			
Questionnaire/ Interviews/expert panels to provide feedback to the piloting plans in the int. seminar in Spain in Sep 2016	evaluator will supply the questionnaire/organise the interviews/potential panel and compile the answers	experts from the international seminar	End of Sep 2016
First evaluation report	Internal evaluator	Internal evaluator	April 2015
Interim evaluation report	Internal evaluator	Internal evaluator	April 2016
Final evaluation report	Internal evaluator	Internal evaluator	September 2017

8. Project milestones

Milestone	Date
Project start	October 2014
First meeting (Spain)	December 2014
Initial self-evaluation questionnaire distributed	December 2014
Completed questionnaires received	December 2014
Quality Management Plan agreed	February 2015
Training event (Finland)	June 2015
Self-evaluation questionnaire distributed	June 2015
Completed questionnaires received	June 2015
Second meeting (Brussels)	November 2015
Self-evaluation questionnaire distributed	November 2015
Completed questionnaires received	November 2015
Interim quality management and evaluation report delivered	April 2016
Third meeting (Greece)	May 2016
Self-evaluation questionnaire distributed	May 2016
Completed questionnaires received	May 2016
Multiplier Event (Spain)	September 2016
Self-evaluation questionnaire distributed	September 2016
Completed questionnaires received	September 2016

Milestone	Date
Pilot courses	October 2016 – March 2017
Evaluation of piloting	April 2017
Evaluation results distributed	April 2017
Fourth meeting (UK)	May 2017
Self-evaluation questionnaire distributed	May 2017
Completed questionnaires received	May 2017
Draft final quality management and evaluation report delivered	September 2017
Final quality management and evaluation report delivered	September 2017

Document Control

Version	Summary of Changes	Reason for Changes	Author	Date
1	New document	New document	Marijo Moreno	2-jan-2015
2	Final document	Final version	Marijo Moreno	26-feb-2015
3	Final document reviewed	Final version reviewed	Marijo Moreno	31-jan-2016