

CAREERS 4.0

Evaluation Plan



TABLE OF CONTENTS

1. The Project Quality Assurance Plan	3
1.1. Objectives and Key- concepts	3
1.2. Criteria of quality evaluation	3
2. Quality Assurance Model	6
2.1. The Framework components	6
2.2. Steps of quality assurance	7
2.3. Team Q.A and Evaluation	8
3. Process Evaluation	10
3.1. Internal and External evaluation	10
3.2. Evaluation report. Types of action	11
4. Project key performance indicators	12
4.1. Dimensions of Evaluation	12
4.2. The core indicators	13

1. The Project Quality Assurance Plan

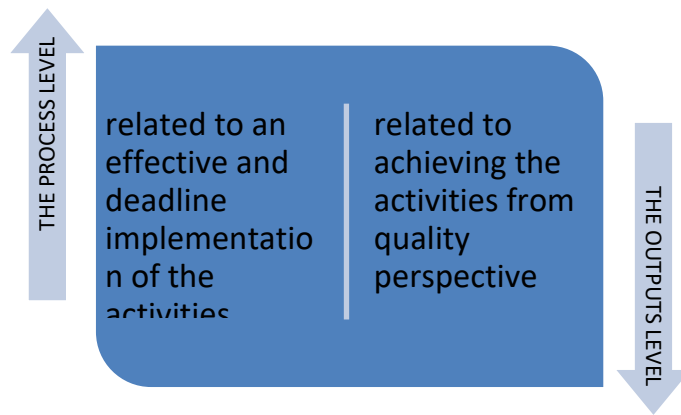
1.1. Objectives and Key-Concepts

The **CAREERS 4.0 Project Quality Assurance Plan** aims to describe the main goals and objectives of quality management within the lifespan of the project. In order to achieve this purpose, a number of evaluation tools will be used, such as discussions among partners during the project meetings (face-to-face and on-line), communication by e-mails through partners and WhatsApp group, evaluation questionnaires after the meetings and training by partners.

Also, the Partners' will prepare every 6 months internally short reviews of their activities regarding the attributed tasks on their progress which will be collected by the leader of the project CMBRAE. The evaluation process will be led by CMBRAE and will be carried out permanently throughout the duration of the CAREERS 4.0 project. From this point of view, CMBRAE will take the lead in terms of developing tools, data review and reporting on the evaluation results, through a constant and effective collaboration with all partners.

1.2. Criteria of quality evaluation

The main goal of CAREERS 4.0 Project Quality Assurance Plan is the development of an effective strategy for the project management in order to make possible a good cooperation among partners during the project lifespan and a high quality of the results achieved through WP's. Quality correlates significantly with the expected impact of the project and with indicators such as effectiveness, efficiency, relevance and long-term sustainability. A high quality of the project results obtained after implementing the WP's would benefit as many beneficiaries (specialists, stakeholders, students, communities etc.) as possible. Thus, the Quality Assurance Plan aims to facilitate the Quality Management actions as in the following scheme, considering the importance of the process and the results criteria.



Both levels, process and results, through Quality Assurance Plan will be analyzed and interpreted from the progress matrix, considering especially implementation stages of WP's, objectives, deadlines, strong and weak aspects, involvement of partners, potential difficulties, work contexts, dynamic of the organizational culture for each institution etc.

Therefore, achievement of the activities will focus on identifying obstacles that could interfere during the implementation phases, in which case effective measures should be enforced so that the project's objectives are accomplished. Also, the Partnership of the project will decide on external and internal evaluation, important components of project assessment, helping ensure accountability, effectiveness, and continuous improvement. Either we use modalities for internal evaluation (positive feedback, on-line questionnaire, self-evaluation, needs analysis etc.) or external evaluation (checklist, questionnaire, focus-group, short reviews, satisfaction inquiry, case study etc.) the input of participants (target groups, beneficiaries, stakeholders, leadership, etc.) are relevant for a clear and powerful image concerning the quality of the project.

In this respect, the project aims to:

- elaborate functional an operational evaluation instruments in order to continuously facilitate the process of monitoring and evaluation

- develop quality assurance measures described in the “Guidelines for Quality Assurance”, as a model that makes possible the collecting of feedback’s which will be used for changes and improvements of the project WP’s
- adapt the tools to the specific contexts and target groups, thus ensuring the transferability of the results

2. Quality Assurance Model

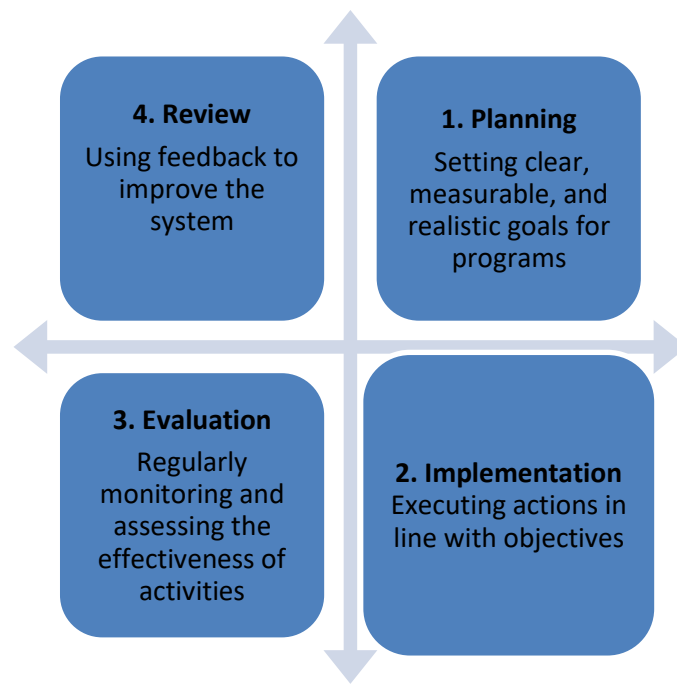
2.1. The Framework components

For the CAREERS 4.0 project, CMBRAE oversees the monitoring and evaluation activity. Thus, the Quality Assurance Team (Q.A. Team), appointed at the beginning of the project and coordinated by CMBRAE is responsible for establishing all management procedures, roles and responsibilities among partners. In order to achieve a high standard evaluation process during the project lifespan, the Q.A. Team will collect the data necessary to ensure a good development of the project and also to assess the quality of the project expected results/ outputs. The Q.A Team will play an impartial and supportive role of “internal quality auditor”. Therefore, CMBRAE will lead the evaluation process by adopting the four-stage quality assurance cycle which is the basis of the Recommendation of the European Parliament and of the Council on the establishment of a European Quality Assurance Reference Framework for Vocational Education and Training (EQAVET) which was formally adopted in 2009.

It aims to support the development, improvement, and assurance of quality in vocational education and training across the European Union countries. It provides a systematic approach to quality assurance, fosters mutual trust among Member States to enhance mobility and lifelong learning opportunities.

The Framework components is built around a **quality assurance cycle** comprising four stages:

- **Planning:** Setting clear, measurable, and realistic goals for the project.
- **Implementation:** Executing actions in line with objectives of the WP's
- **Evaluation:** Regularly monitoring and assessing the effectiveness of activities.
- **Review:** Using feedback to improve the results of the project.



2.2. Stages of quality assurance

Stage 1 of the quality assurance cycle is the planning activity which is very important as the partners have to agree on the goals and objectives for the quality assurance, introducing standards and guidelines to be followed for each of the project stages and activities. Thus, the evaluation will be based on various sources of information, in the form of both quantitative and qualitative data collected from partners at each meeting. Quantitative data and feedback questionnaires from the staff, beneficiaries, stakeholders etc. will be collected after each activity carried out within the duration of the project and will be analysed from the strengths and weaknesses perspective.

Another instrument used in the evaluation process is represented by progress reports which will be done by Q.A. Team, stating if and how deadlines and roles in the project have been respected. Also, reports on potential problems/ obstacles or other malfunctions in the implementation process will be done, if and when necessary, aiming at finding the best solutions to solve them. From this point of view, the current Project Quality Assurance Plan is relevant as it manages and facilitates the evaluation and quality assurance practices throughout the project.

Stage 2 of the quality assurance cycle is the implementation perspective which is also very important as it makes very clear to all the partners involved the responsibilities assumed through their involvement in the project WP's.

Stage 3 of the quality assurance cycle is represented by the targeted evaluation actions for CAREERS 4.0 Project, which are guided by separate internal and external delivery frameworks with specific goals and objectives to be fulfilled, corresponding to reaching the established outcomes. Thus, every 3 months Q.A. Team will organize a Quality Check Point, a short bilateral meeting with each partner to monitor and evaluate the progress of activities included in WP's and the quality of the products. Also, every 6 months, partners will prepare internally short reviews of their activities.

Stage 4 of the quality assurance cycle is represented by the review activities aimed to reflect and act upon areas of under-performance, identifying and confirming any need for change and improvement and proposing concrete measures in order to implement and achieve such changes. It is an important phase in quality assurance delivery and also a core management activity, making sure that all the project activities are orderly and effectively completed.

Also, the Quality assurance measures will be described in the "Guidelines for Quality Assurance", specifying for each Partner and for each task: who is in charge, when it will be accomplished and the expected results, as a separate document, very important for the quality of the outputs obtained.

As procedure, that we established in application, every 3 months the Q.A Team will organise a "Quality Check Point": a short bilateral web meeting with each partner to monitor and evaluate the progress of activities and the quality of the products, while every 6 months, partners will prepare internally short reviews of their activities. The leader of Q.A&E, CMBRAE, has staff with the knowledge and experience to develop a detailed methodology corresponding to established outcomes.

2.3. Team Q.A and Evaluation

The Q.A. Team will include the following members, who will be appointed by the project leader during the kick-off meeting.

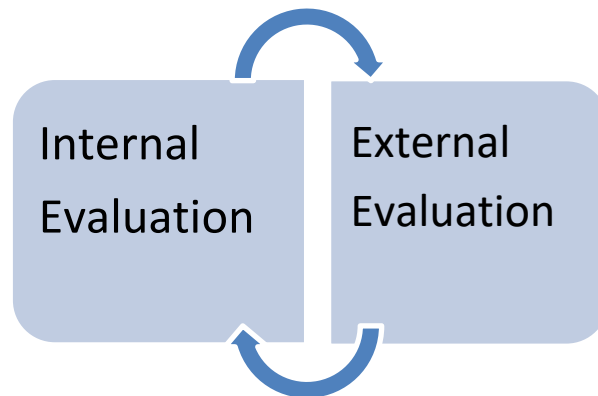
- **Aura Stănculescu** from **CMBRAE** will be responsible for Q.A&E as s/he has great professional experience in EU programmes, Project Management, Development of Innovation, Quality Assurance, External Evaluation, Education and Training. Her experience in these areas results from over 10 years of experience as project manager or project coordinator. All partners have demonstrated their experience and knowledge in Q.A & E and will cooperate with CMBRAE
- **Monica Miglionico (STUDIO RISORSE)** currently working on quality management in projects
- **Nikos Drosos (EUC)** many years' participant in EU-funded projects
- **Mary Tountopoulou (PROGRESSUS)** having supported quality management organisation in several projects
- **Giulio Setzu (iInformatica)** working on exploitation, but also quality of results
- **Janire Adrian (Qualificalia)** working on exploitation, but also quality of results

This team will assume specific roles and responsibilities regarding the assurance of quality of the project (process and products) according to the documentation.

3. Process Evaluation

3.1. Internal and External evaluation

The evaluation strategy that is being implemented during the project phases is developed through collaboration of the project partners. This strategy is focused on two evaluation strategies:



The **Internal Evaluation** aims to monitor the effective implementation and the progress of activities compared to the work plan and deadlines (Gantt instrument) as established in the project. The internal evaluation activity acts as a continuous process carried out by each project partner. Every partner of CAREERS 4.0 project will be involved in the Internal Evaluation, every 6 months they will prepare internally short reviews of their activities regarding the progress, potential obstacles, challenges etc. throughout the project.

The methodology of evaluation refers to the development of the outputs/ results/ products etc. within the project in accordance with the deadlines specified in the project application and in accordance with the needs of the final beneficiaries/ users and the project objectives.

The **External Evaluation** is developed as a methodological support of the evaluation process, which is aimed to be performed by external sources such as feedback, short interviews, from the target groups, number of participants at research (needs analysis, focus groups, questionnaires etc.), educational and labor market context, in a concise, synthetic and friendly modalities.

Also, the evaluation process will include the **self-assessment evaluation**, by which different target groups (partners, beneficiaries, stakeholders) are expected to complete reports, evaluation forms, questionnaires

(on-line platform, e-mail, Google Forms, WhatsApp etc.) at important phases in the project lifespan. The data collected will be reported and analyzed by CMBRAE. At the end of the project all collected data will result in a **final evaluation report**.

The evaluation instruments will be elaborated with the goal of simplifying the methodological approach of evaluation and monitoring processes. The collected data will be accompanied by personal reflections, metacognition ideas, observations, suggestions, recommendations etc. including monitoring activities.

3.2. Evaluation report. Types of action

The **final evaluation report** will be realized at the end of the project and will be based on all collected data. The evaluation areas of the final evaluation report will include:

- project management and administrative issues
- internal communication and co-operation among project team members
- external communication of the project
- Work Packages (WP's)
- satisfaction related to the project

CAREERS 4.0 Evaluation Process includes **6 types of action**:

- Evaluation of Project Management
- Evaluation of Transnational Meetings Project (face-to-face and on-line)
- Evaluation of Work Packages (WP's)
- Evaluation of National Event/Workshop for dissemination
- Evaluation of Peer learning activity in Cyprus
- Evaluation of Communication, Dissemination, Exploitation activities

4. Project key performance indicators

4.1. Dimensions of Evaluation

The achievement of the project's objectives will be measured through a combination of quantitative and qualitative Key Performance Indicators. The Key Performance Indicators of the project include several quantitative and qualitative measures taken from different activities and WPs. The Quality Team will ensure the creation and use of this **set of evaluation tools** in order to measure the real impact of the results in each activity and each WP. The main areas of evaluation are:

- **PARTICIPATION** - The number of participants is one of the most used quantitative indicators for assessing the impact. The Quality Team will audit the levels of participation focusing on: the number of staff in coordination meetings, participants to training, beneficiaries involved in the pilot actions, in the focus groups, attendees in the national workshops/events.
- **ACCESS** - This measure will give an indication on the extent of exploitation of the project resources. It will check the level of access to the website, platform: number of web visitors, number of views, number of users of the project resources.
- **USERS SATISFACTION** - Reports will be produced and evaluated on each project result and also data about the satisfaction of the users will be collected and assessed via online questionnaires for each activity of the project. Participants in meetings, piloting, development activities of WP's, dissemination activities will be asked to fill in a questionnaire which will provide a measure of impact.
- **INVOLVEMENT** - Another indicator will be the number of organizations, VET trainers, training organizations, schools, career counselors, coaches, enterprises that will use and exploit the project's products during and after the project lifetime. The number of organizations outside the partnership that will integrate the resources into their current activities will be another aspect that will be monitored (up to 12 months after the project lifespan).
- **LONG TERM EFFECTS** - Follow-up interviews with the career support professionals, VET organizations, employers that were involved in the project will be also carried out six months after the project ends.

The project coordinator, together with PROGRESSUS will also design and implement an analysis of medium- and long-term impacts to be done 12 months after the end of the project with a special focus on how resources and tools have been used outside the partnership. In order to effectively assess the project performance a set of indicators will be used for each activity. Thus, the achieved results of each Work Package (WP) will be compared to the expected results, as planned in the project application.

4.2. The core indicators

For assuring the quality of the project, we will summarize the evaluation results from each Partner, in the middle (1 December 2023- 30 November 2024) and at the end of the project (1 December 2024- 30 November 2025). We will consider the following essential domains presented in the table below. Information, data, documents etc. elaborated by Partners and collected by CMBRAE, the leader of the project will be useful for comparative analysis.

No.	Evaluation item	Description	Indicators
1.	Partner Meetings/ Evaluation of Transnational Meetings Project (on-line and face-to-face)	The evaluation of partner meetings will consider these aspects: structure, content, effectiveness, collaboration among partners. The data will be used for improvements and changes if and when necessary.	● quality of information and the quality of communication among partners ● active participation and contribution of each partner to the meeting ● following the agenda of the meeting and achieving the targeted objectives ● quality of the working environment during the meetings ● participants manifest a clear understanding regarding the next tasks to be done ● aspects related to accommodation, food, transport, Internet connection, social events (TPM's)
2.	Project Management	The evaluation of project management will be based on the estimated effectiveness/ efficiency of general view on project management and coordination.	● Partner satisfaction regarding the management and coordination activities and arrangements ● Realistic and sustainable deadlines for achieving the tasks

		This evaluation covers aspects such as: tasks distribution, setting of deadlines for activities of WP's and overall management support. The purpose of this evaluation action is to identify potential problems, obstacles or difficulties, at the operational level and at the same time to find and implement possible solutions, to promote changes or improvement, if and when necessary. This Project Management evaluation will take place annually through Monitoring/ Evaluation Forms.	● Meeting the deadlines foreseen for the completion of activities ● Support offered to partners who face different difficulties
3.	Work Packages	The evaluation of WP's will involve both qualitative and quantitative analysis and will be done after each WP is completed.	● results/ outputs and deliverables are produced in accordance with the project application ● the usefulness of the achieved products/results ● involvement and contribution in the WP's of all partners ● achieving the proposed quality standards
4.	National Events (NE)	The evaluation of the NE will be based on both qualitative and quantitative analysis and will be done after each National event	● number of participants from public, private organizations, stakeholders etc. ● level of involvement of the participants to the NE ● quality of the dissemination results (content, design, accessibility of information, novelty etc.)
5.	Evaluation of Peer learning activity in Cyprus	The evaluation of Peer learning activity will focus on: training course (content, practical sessions, information, organisation), administrative issues	● quality of topics delivered (agenda, materials, information, resources) ● level of satisfaction of the participants (communication, active involvement, effective cooperation)

			● elements regarding accommodation, food, transport, Internet connection, social events
6.	Communication and Dissemination, Exploitation	This evaluation dimension will be explored approximately every 6 months during the project duration.	● type of instruments (communication, dissemination, exploitation) used for evaluation ● involvement and contribution of all partners ● the communication/ dissemination activities have accomplished the targets assumed in the project application ● development the partner's network motivated to use the results of the project in their activities