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DigiCreate

Quality Management and Risk Assessment Guidelines

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INTRODUCTION

This section will introduce the reader to the document contents and will serve as a guide to understand the field of application, the scope and the results expected by the present plan.
This document forms the monitoring, evaluating, learning and reporting plan on the progress realised for the implementation of the DigiCreate Project (hereinafter “Project”).

The present document contains information regarding:
- Project Monitoring Evaluation and Learning (MEL) system
- Objects of MEL
- Indicators for MEL
- Tools for MEL

This manual covers the aforementioned aspects and addresses thus:
- MEL Assurance strategy
- Subjects of the MEL assurance
- Data protection and privacy issues
- Risk and contingency plan
- Summary of the main quantitative and qualitative indicators.

PROJECT QUALITY INSURANCE: MONITORING EVALUATION AND LEARNING SYSTEM – the MEL

The purposes of this guide on MEL are the following:

- Create confidence in the quality of the work that the Project Team will perform by showing how the project will be carried out, measured, monitored, accounted for and safeguarded during and after development,
- Define roles and responsibilities and skill sets for each partner necessary to address the complexities and risks of the project,
- Show how changes and problems can be identified and reported,
- Clearly define the content, format, sign-off and review process, and responsibilities for each deliverable,
- Make visible all the means that are and will be applied to meet the technical and quality requirements,
- Define the strategy to put in place in case of risks and problems arising during the implementation of the project.

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Monitoring and evaluation can help the MEL Manager to extract, from the activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, re-orientation and planning. Without monitoring and evaluation, the project, it cannot be assessed whether it is getting where the consortium wants to go, whether it can credibly claim progress and success or how to improve the efforts.

This paragraph highlights the main purposes of MEL and explains how these functions are of use to the consortium's project. This section also introduces the definitions of monitoring and evaluation.

MEL Purposes

What is it?	
Monitoring	Monitoring refers to the routine monitoring of project resources, activities and results, and analysis of the information to guide project implementation.
Evaluation	Evaluation refers to the periodic (mid-term, final) assessment and analysis of an on-going or completed project
Learning	Learning is the process through which information generated from M&E is reflected upon and intentionally used to continuously improve a project's ability to achieve results.

Table 1 MEL explained

Project MEL

Project MEL focuses on the following for the specific project:

- monitoring targets
- results
- changes
- challenges

MEL can also provide critical information for the advocacy work on behalf of target communities. This includes information on the needs of target communities as well as the changes they experience as a result of specific projects. Normally this has the objective of developing new partnerships or obtaining more funding.
For the time being this is something that is falling under a specific MEL plan, beyond the classical activities of the present project.

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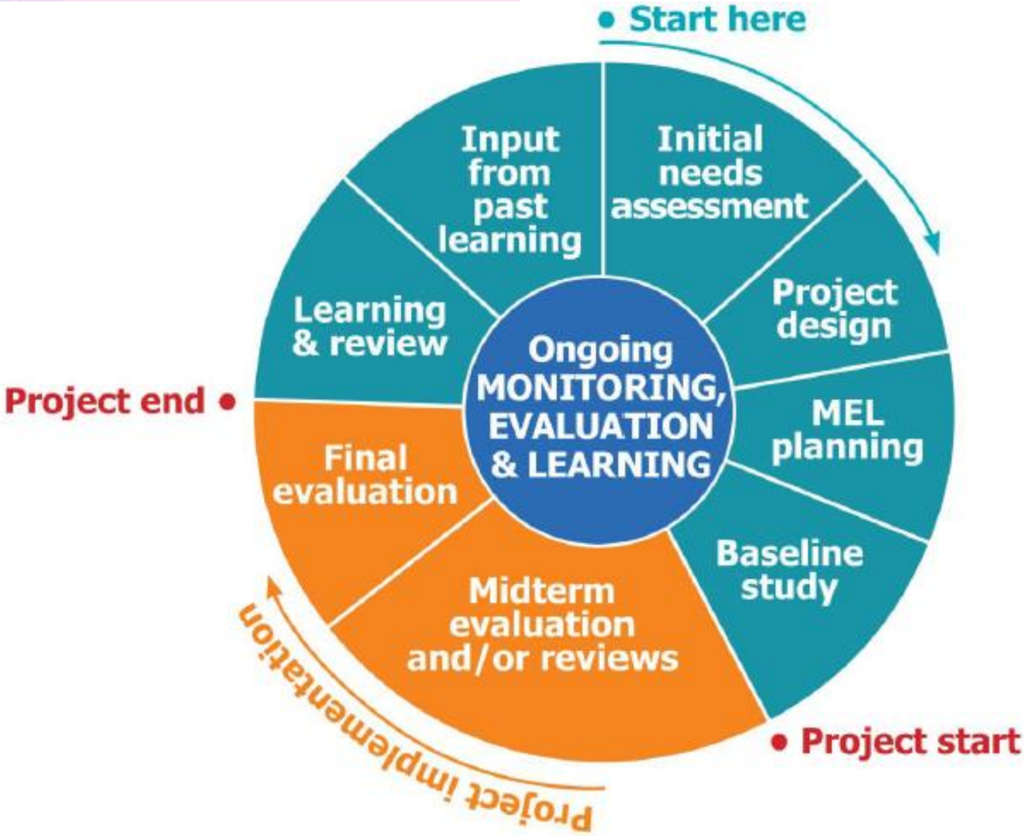

Figure 1 The MEL cycle, NIDOS 2015

The MEL cycle starts with the **initial needs assessment**, this is when it has to identify a particular need or problem in a specific target group(s) which the project is able to address. Ideas are generated by learning from existing projects, projects that have ended or simply through conversations with target group(s), stakeholders and contacts.

Then it must develop an **in depth understanding** of the need or problem its underlying causes, and how it affects the target communities. This is also the stage to think through potential solutions with the partners and beneficiaries. Having identified a need, we then need to tailor the project.

The project will be the most credible intervention to address the problem. This is the MEL planning, that has been developed in part during the application stage, with a **baseline study**. This last has established how a target group(s) /area is prior to the implementation of the project. It is so important to work from a good baseline as this is what we are going to compare to the project results to show the change the project has made.

This is where the coordinator, in collaboration with the partners and target communities, decide the main MEL activities. It should consider planning for the following MEL activities: conducting a baseline, undertaking routine monitoring, undertaking mid-term and final evaluations; deciding how to go about reflecting on information and learning from it to improve project performance.

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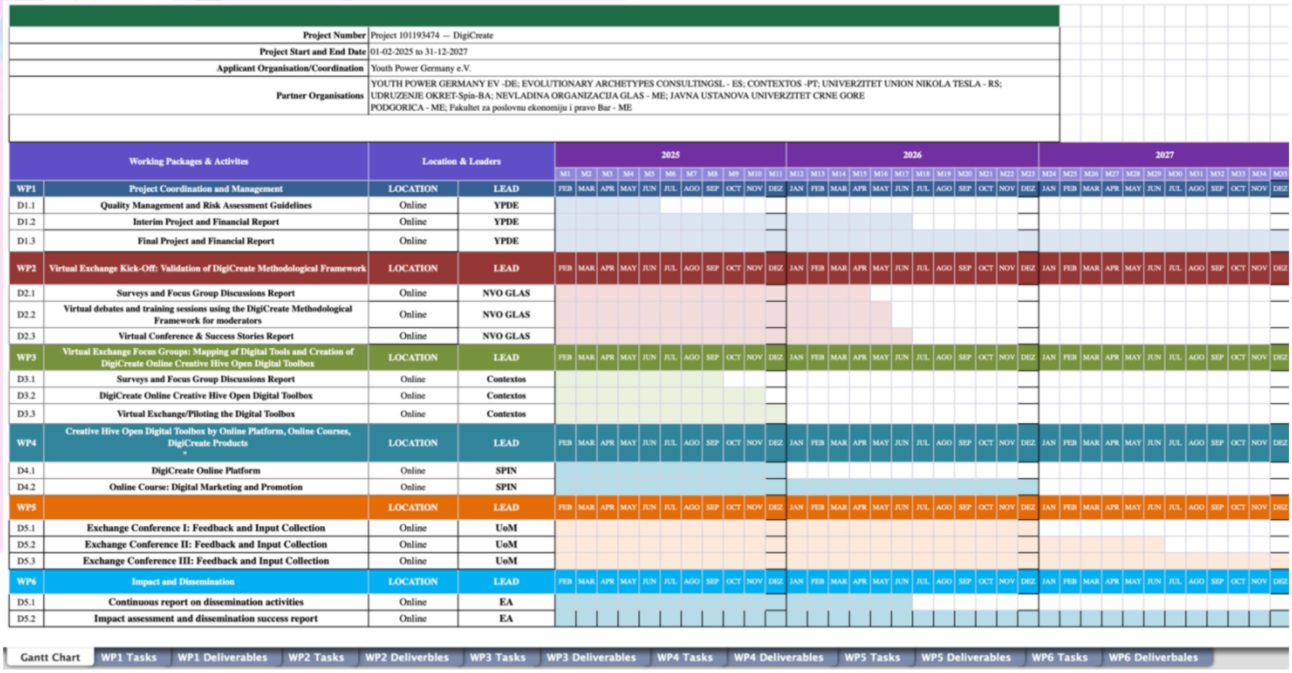

Figure 2 EcoLume Timetable

During **project implementation monitoring** will be an ongoing process. All partners should establish devoted and planned time for MEL activities in staff work plans and timetable regular checks with the coordinator to ensure monitoring is taking place.

It is also recommended to conduct a **mid-term evaluation**. This allows the partnership to take stock of where the project is and whether it is on target to achieve project outcomes.

At the **completion of the project** a **final evaluation** should be conducted. This is the stage of the MEL cycle when MEL officer evaluates, in collaboration with the partners and target group(s), whether the project brought about any real change in the lives of the communities the project will work with.

Once the final evaluation is complete it should take time to **review** it and take note of **any learning** that can be gained. This stage also provides opportunity to use this learning as input to new project ideas.

Key Elements of MEL

Terminology	Definitions
Goals	Goals refer to the change that the project hopes to achieve in the long term (i.e., beyond the duration of the project). These are usually stated as substantive improvements that are expected to take place in the lives of the project participants or target group(s)
Outcomes	Outcomes are all the changes that happen as a result of the team work, expected or unexpected, welcome or unwelcome. The outcomes hoped for are all the specific changes that will help the project to achieve the aims.
Outputs	Outputs are direct and tangible results of project activities, i.e., generated through the project and within project control. Outputs occur within the life of the project. Can be also called deliverables.

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Activities	Activities are all the things happening during the life-span of the project.

Table 2 Goals, Outcomes, Outputs and Activities

Indicators

Indicators are **clues**, **signs** or **markers** that **measure one aspect of a project** and show how close a project is to its desired path and outcomes.

They are **SMART S**pecific – **M**easurable – **A**ttainable – **R**elevant – **T**ime bound characteristics that can be used to show changes or progress a project is making toward achieving a specific change.

Characteristic	**Explanation**
Specific	The indicator must be specific. It must be narrow and focus on the 'who' - 'what'- 'how- 'where' of the intervention. Additionally, the 'who' is doing the 'what' is important to include.
Measurable	The indicator has the capacity to be counted, observed, analysed, tested, or challenged...
Attainable	The indicator should be achievable both as a result of the program and as a measure of realism. The target attached to the indicator should be achievable.
Relevant	The indicator should be a valid measure of the result/outcome and be linked through research and professional expertise.
Time-bound	The MEL system and related indicators allows progress to be tracked in a cost-effective manner at the desired frequency for a set period, with clear identification of the target group(s) to be addressed by the project

Table 3 SMART Indicators explanation

In defining indicators, it must decide:

- what is it that the MEL process wants to measure, i.e. what is the 'clue' that is going to tell whether the project has achieved a change
- what is the target – i.e. above which threshold MEL project would consider that it has been a success. To determine the target, it is very important to have baseline data.

Data

What data to collect, how and when are key to the success of the project.

Including partners in data collection enriches the process by providing insight into findings.

Those engaged locally are the only ones who have intimate knowledge of factors that can play a big part in affecting, and indeed distorting, both the data collection process and results.

Involving communities in MEL activities proves your accountability to them as project participants as well as building community MEL capacity and strengthening community ownership of the project.

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Kind of data: Quantitative and Qualitative figures

Quantitative data is numerical data, i.e. data that can be counted for example numbers, amounts, proportion. Qualitative data is descriptive, expressed in words or visual/auditory images, and gives a more holistic picture of a situation than one can get with quantitative data. Qualitative approaches are particularly useful for describing the range and nature of issues in a given situation; for eliciting perceptions, beliefs, and explanations; and for spontaneous discovery of issues emerging from the field. Qualitative data can best be described in words, opinions, levels of understanding, etc. or diagrams and pictures or videos.

Data sources

Data is collected from two main sources, primary and secondary.

- Primary sources refer to data collected directly from target communities (surveys – recordings of meetings – observations by project's staff).
- Secondary sources refer to data from written records (national statistics – published accounts – public entities and government documents).

Methods for data collection

The main methods for collecting data from primary sources are individual interviews, focus group discussions, observation and surveys. Each of these methods can be structured to provide qualitative or quantitative data. Secondary sources data is collected by documentary review. This is simply reviewing relevant records and reports to find information related to your data collection objective. Documentary reviews can help you identify already existing information and keep data collection from primary sources focused and at reduced cost. It is normally the first step in the data collection process where you identify gaps in information.

Data collected from primary sources can be done **in participatory** and **non-participatory approaches**.

Type of Data	**Approach**	
	Participatory	**Non-participatory**
Qualitative	Open-ended interviews Focus group discussions Participant observation Some Participatory Appraisal tools, e.g., mapping, ranking, charts, etc.	Direct observation without discussion Photos (if done by outsider) Spontaneous data (e.g., letters to newspaper)
Quantitative	Some Participatory Appraisal tools (e.g., scoring) Self-completion of questionnaire or records (e.g., by teachers, literate parents)	Structured surveys

Table 4 Qualitative/quantitative vs. participatory/non-participatory

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Tools

There are several ways/tools that can help to visually represent goals, outcomes, outputs, activities, and related indicators, in a logical way. They help assess whether the solutions have identified to tackle a particular issue will actually bring about **change**.

Logical Framework

The Logical Framework (or **Log Frame**) is a tool which allows to specify project's goals, outcomes, outputs and indicators to show how they link and contribute to each next stage in a logical manner. It also allows to identify sources of data, methods of data collection as well as the assumptions, i.e. the conditions necessary for outputs and outcomes to be delivered. The Log Frame comes in the form of a matrix, as presented in table 5.

LOG FRAME	Project Description	Indicators (Quantitative and/or Qualitative)	Data sources	Methods of data collection	Assumptions
Goal					
Outcome					
Output					
Activity					

Table 5 Log Frame template

Ensuring quality of data

The following set of common principles underpins quality evidence in international development:

- Voice and Inclusion: ensure that the perceptions, beliefs and explanations by target communities are included in the data to provide a clear picture of who is affected by the project and how.
- Appropriateness: ensure that the right methods are used to collect different types of data.
- Triangulation: ensure that data is collected using both quantitative and qualitative methods, as well as primary and secondary sources of data This allows to cross check whether the information provided is a true reflection of reality.
- Contribution: develop questions that will elicit responses on how change happens, the contribution of the project to bringing about change, and the factors outside your project influencing or contributing to change.
- Transparency: ensure transparency in dealings with partners and communities, for example transparency around project budgets and the use of project resources.

It also should ensure that the field plan meets ethical considerations for data collection. These include:

- voluntary participation: this requires that respondents for data collection are not coerced into participating in any study.

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- informed consent: this means that prospective respondents must be fully informed about the procedures and risks involved in the study and must give their consent to participate.

- risk of harm: this requires that you do not put respondents in a situation where they might be harmed as a result of their participation in the study.

- confidentiality: this requires assuring respondents that information will not be made available to anyone who is not directly involved in the study.

- not raising expectations beyond what is in the control of your project.

MEL IN PRACTICE

This section will list all items to be evaluated and the specific procedure put in place. Per each item, this section will describe performance indicators, tasks and responsibilities, timing of monitoring and evaluation activities. Moreover, specific evaluation tools (questionnaires/interview grid) will be provided as annexes to the present document.

In addition, periodic calls and partners' meetings will also serve to monitor and evaluate partners' activities and introduce eventual changes.

Subjects of the quality assurance

EVALUATION OF MEETINGS

Through questionnaires distributed to the partners.

There are 2 transnational project Activities are planned, and monthly partners online meeting and the project coordinator will be responsible for their organisation.

The project meetings are meant to be the occasion for partners to physically (if possible) meet at key moments of the project life cycle to discuss about the attainment of relevant milestones.

The PC developed a specific questionnaire for meeting evaluation (Annex 1 of the present document). After each meeting the partners are asked to fill in the questionnaire and return it to the PC, that provides a report on meeting evaluation.

The evaluation focuses on the preparatory work, the meeting itself (objectives reached, work environment, participants' satisfaction) and follow-up.

QUALITY CONTROL OF DISSEMINATION ACTIVITIES

Through monitoring and evaluation every 6 months.

Dissemination activities are described in the application in related sections, which aims to:

- Disseminate information about the project to the target group in order to spread project results and information towards relevant target groups of beneficiaries;

- Raise awareness about the existence of a specific platform;
- Prepare for further exploitation of project results.

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Panonnia as leader of Dissemination will coordinate the activities and monitor the implementation of visibility actions and tools. Panonnia will be supported by all partners, also having a long experience in awareness raising campaigns, organization of events and participation as speakers in relevant conferences and symposiums.

All partners will contribute actively to the dissemination and diffusion of the results, both in content creation and dissemination, as all contribute to the realization of an event for dissemination and demonstration in the respective countries.

Each partner will appoint one staff member as responsible for dissemination activities within the organization and contact person for the monitoring and progresses of visibility actions: Panonnia will conduct this monitoring every 6 months.

Panonnia will also develop a communication plan and a dissemination strategy for the communication set-up and will report on dissemination activities at the end of the project but will provide an overview of the dissemination activities realized in each meeting.

The global evaluation of dissemination activities will be conducted, based upon input all partners, at the end of the project, according to the following indicators:

Performance Indicator	Object of evaluation
Completion of communication and dissemination **activities, in respect to the plans**	- Percentage of activities remaining to be completed in respect to the plans (Communication Plan and Dissemination strategy). Threshold for this indicator is less than 20% at first year and at the end of the project - Number of articles and mentions on media - Number of expressions of interest from other municipalities and from public institutions in general
Participation level of target groups and stakeholders	- Number of participants in national events and in the international conference - Number of stakeholders reached and level of their engagement. - Number of invitations in conferences and debates to speak about the project and the platform - Difference in % between expected numbers and actual numbers of stakeholder engaged. Threshold for this indicator is a difference of less than 30%

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Perceived quality of the on-line dissemination activities and tools	- Number of visitors - Number of views and interaction on social media **To be updated when the online tool is available

Table 6 Dissemination performance indicators

In case of results under threshold, the coordinator will inform the partnership, which decides the type of correcting actions to be undertaken.

Tool: Annex 2 YSD - Dissemination log

An interim monitoring tool for dissemination activities has been drafted in the initial phase of the project in order to keep track on all communication materials and promotional activities spread among the consortium, aimed at supervising the impact of the overall awareness raising about the topics.

Specific indicators will be monitored for dissemination (already above-mentioned in Table 6):

- number of visitors on the platform;
- number of views and interaction on social media;
- number of articles and mentions on media;
- number of participants in national events and in the international conference;
- number of expressions of interest from other municipalities and from public institutions in general;
- invitation in conferences and debates to speak about the project and the platform.
-

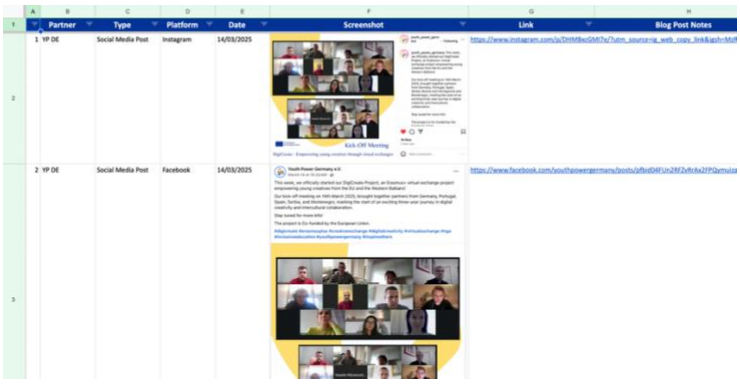

Figure 3 Example of Dissemination log

A devoted excel template will be circulated, checked and amended after consulting the partnership. The final Dissemination log will be used for tracking all dissemination activities and for monitoring the communication impact of the project.

Evaluation of events

External evaluation conducted via anonymous questionnaires distributed to events participants.

Drafted version will be set up in occasion of the events preparation and anyway just after the results of the needs assessment that will always be of support into targeting the final audience to get involved in launch events and final conferences.

QUALITY CONTROL OF CONTRACTUAL RESULTS

Twice during the project, a Monitoring and Evaluation Report will be produced and presented to the Project consortium, at month 14 and at month 24 (interim and final).

YPDE will contribute to and support the internal monitoring and evaluation process of the project by providing feedbacks to the inputs provided by Partners, focusing on such aspects as the effectiveness of project management and coordination, participation of partners in project activities, level of transnational cooperation, stakeholder involvement and impact on the partnership.

The quality check will ensure that the documents are in compliance with the recommended structure and contents determined by the effectiveness of the project outputs. The procedure indicated will be applied for all deliverables.

QUALITATIVE ANALYSIS

A Peer Review Committee will be created, made of a representative from each partner that will be asked to review final outputs of each activity to ensure that the quality of the results meet the required standards.

Each result will be developed in two stages: a draft will be sent to the consortium in order to collect inputs and remarks from the partners within the number of days required and according the schedule set by the Project Coordinator. After that, the partner in charge of the result will have time to assess the draft and deliver it in a final version.

At this stage, the result will be evaluated taking into account formal aspects, comprehensiveness, clarity and completeness.

Main outputs, in this case, will be overlap with the main deliverables.

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The procedure is described in the following table:

Step 1: Checking the format and compliance with the template	
Who	**Activity**
Project Coordinator (PC)	The PC checks the result for compliance with the agreed structure for results and the agreed issues with respect to version control and the more formal aspects of the result. In case the result is not approved, the partner in charge for the result is asked to improve it in 3 days. 1.1. In case the result is approved: Step2
Step 2: Checking and adjusting the contents	
Who	**Activity and timing**
PC, Peer reviewers and authors	Each result will be evaluated by two peer reviewers' representatives of two different partners, according to the division of tasks of Annex 3 to the present document. 2.1. The PC asks the peer reviewers to fill in in the template for result evaluation (Annex 3 to the present document) and send it to the author of the result within 7 days. Communications should be sent via email, including all members of the consortium and the PC. Also comments and remarks on the text of the result are welcomed if relevant. 2.2. The author is asked to improve the result considering the peer reviewers' inputs within 7 or 14 days, depending on the amount of improvements to be made. The number of days needs to be agreed between PC and the partner involved.
Step 3: Final delivery of result	
Who	**Activity**
The partner in charge of the result The whole consortium	3.1. If the Consortium accepts the result, it is final. 3.2. In case the verdict of the partners is negative on either one of the aspects emerged in step 2, the result is returned to the partner for improvements. 3.3. The partner has an amount of days established by the PC to improve the result. In this case the Project Coordinator must check the compliance of the partner and inform the consortium.

Table 7 Peer reviewing steps of quality assessment for contractual results

The Project Coordinator (PC) will monitor that each step is implemented correctly, and the procedure respected.

All other results (different from the Intellectual outputs activities), will be however subject to internal quality control, although in a more informal way:

- The PC will check the format and compliance with the template (if relevant);
- The consortium will comment and send remarks and input via online communication tool to the author.

EVALUATION OF WHOLE PROJECT

Monitoring will be conducted every 6 months via questionnaire filled in by each partner covering the following evaluation areas: Project Management and Coordination, Project Consortium and Partnership

Project Activities and Results, Self-assessment of each partner role in the project. The Project Coordinator will process the results and provide short feedback reports every 6 months and comprehensive Quality evaluation reports every 12 months.

The quality control of the project is conducted via self-evaluation and focuses on the following aspects:

1. Project Management and Dissemination;
2. Project Consortium;
3. Project Activities and Implementation of Project Results;
4. Self-assessment of each partner role in the project.

For each of the different aspects a set of performance indicators have been established, which can be measured on a scale of 1 to 4, where:

1 = Not sufficient,

2 = Sufficient,

3 = Good,

4 = Excellent

The Project Coordinator is responsible for the evaluation, each partner will be asked to score the indicators, after which the Project Coordinator will elaborate an aggregate report with the view of all partners. Monitoring of the indicators takes place on a 6-monthly basis. A specific questionnaire has been developed for this purpose (Annex 4).

Whenever the Project Coordinator identifies an aggregate result below expectations, the Project Coordinator will be signalled and a strategy for improvement of problem-solving will be initiated.

The Project Coordinator can additionally conduct informal dialogues with some of partners and/or team members to drill deeper into the issues which might not be uncovered by a structured questionnaire.

The threshold for internal evaluation is 2 out of 4. Any score below will require action.

Performance indicator	**Object of the evaluation**
Project management and coordination	
Quality of Project management arrangements:	Clear understanding of the division of tasks and responsibilities, the timing and the procedures
Effectiveness of coordination by the project coordinator	Capacity of the project coordinator as for leadership and professional competences

Effectiveness of the monitoring and evaluation processes	Extent of implementation of the procedures described in the management handbook and the quality
Effectiveness of quality arrangements	Relevance and usefulness of the Quality Plan
Communication/exchange of information with the NA	Level of communication between coordinator and NA and level of sharing of information between the coordinator and the consortium
Project consortium and Partnership	
Good flow of communication among the partners	Quality of the communication and ability to favour confidence, open debate and continuous information of the people involved
Quality of the meetings	If the team has enough time/occasions to meet (virtual & face to face) to discuss, take decisions and solve problems
Mutual exchange among partners	If there is an interesting exchange of skills and ideas among the Partners
Understanding of the project:	If the team has a clear and shared understanding of the project rational, short and long-term objectives
Strong commitment to the project by each partners	Willingness to solve emerging conflicts in a constructive way and engagement of the people in the implementation
Mutual trust among the partners	Development of positive attitudes towards to the consortium and the shared responsibilities
Peer Support:	Effectiveness of peer support within each partner organisation and the actors involved
Project Activities and Results	
Quality of the project	Clear objectives, realistic timescale, consistency of the involved set of skills
Implementation of the work plan	Adherence to the work plan by all partners
Fulfilment of tasks	The partners respect the division of tasks
Respect for timetable of activities	The extent to which deadlines are respected
Quality of the dissemination activities	The extent to which the activities planned and implemented can give visibility to the project and to favour multiplier effect
Quality of the outputs and results	If tangible and intangible outcomes are of good quality
Integration into ongoing activities	The extent to which project results/actions will be integrated into the partners activities
Self-assessment of each partner role in the project	

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Self-assessment on time management	The extent to which the partner has been able to respect work plan, tasks and deadlines
Self-assessment on WP progresses	The extent to which the partner is satisfied about the implemented tasks
Self-assessment on the difficulties encountered	The extent to which the partner can motivate and solve the problems

Table 8 Whole project activities qualitative evaluation

Based on EFQM standards, as an additional explanation of the above table, several quality indicators will be combined in the overall project evaluation:

- Fulfilment indicators, related to a task conclusion. They are related to ratios that indicate the achievement degree of task and/or duties, e.g. number and quality of duties fulfilled, minimum number of participants, etc.;

- Evaluation indicators, related to related to the ratios and/or methods that help in performance identification and improvement opportunities for tasks, process or work packages. Some examples include the qualitative and quantitative results obtained in the validation phase, or the internal communication indicators;

- Efficiency indicators, related to the ratios that indicate the invested time for the fulfilment of tasks/duties and the costs of it. Some example: the use of resources in different work packages, the incurred costs in management, etc.;

- Efficacy indicators: related to ratios that indicate the capacity or success in the fulfilment of task and duties, such as the percentage of task accomplished at any moment or evaluation of WP products quality.

- Management indicators, related to management and/or establishment of concrete actions to realize the planned activities. They are related to the ratios that allow the real management of a project, like project management tools use, the quality of the communications between the general coordinator and other partners, accuracy of the procedures, etc.

At the end of the evaluation there is the specific partners' activities to be evaluated.

ANNEX 1 Questionnaire for Meeting Evaluation

Please fill in the following questionnaire. Comments are not mandatory but really encouraged, in case of negative answers.

Name:

Organisation:

PREPARATORY WORK	YES	NO	COMMENTS
1. Were information sufficiently supplied before the meeting?	☐	☐	

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2. Did you get clear information about the tasks assigned to you in the agenda?	☐	☐	
3. Did you prepare the tasks you were supposed to?			
THE MEETING	**YES**	**NO**	**COMMENTS**
4. Did the meeting reach its objective?	☐	☐	
5. Are you satisfied with the discussions and the decision-making process?	☐	☐	
6. Is there anything you would like to improve for next time? If yes, please explain what.	☐	☐	
7. Are there issues you would have liked to tackle or problems you would have liked to resolve? If yes, please explain what.	☐	☐	
WORK ENVIRONMENT	**YES**	**NO**	**COMMENTS**
8. Was the working environment satisfactory?	☐	☐	
9. Were the accommodation, food and logistic arrangements satisfactory?	☐	☐	
10. Was the participation of all partners active?	☐	☐	
11. Are there some frictions among partners? If yes, why?	☐	☐	
FOLLOW-UP	**YES**	**NO**	**COMMENTS**
12. Is there a clear and realistic timetable in place for next months? 13. Are the tasks assigned to you for the future clear and reasonable?	☐ ☐	☐ ☐	

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ANNEX 2 Template for Quality Assessment of contractual results

To be filled in by the designated peer reviewer.

Output: (please insert name and number)

Activity: (please insert name and number)

Reviewer: (please insert name of the person and of the organisation, including Partner number)

Completeness	Are the contents complete and cover the objectives of the result?	Yes / no Comments: ……..
Clarity	Is the document clear in its meaning, language and organisation of contents? Also, is the content suitable for the end users/beneficiaries of the Project?	Yes / no Comments: ……..
Comprehensiveness	Does it address all the issues described in the project plan?	Yes / no Comments: ……..

Suggestions for improvement

Any other comment

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ANNEX 3 Questionnaire for every 6 months Project evaluation

Dear Partner,

For the purpose of the evaluation of the project, I would appreciate if you could kindly provide me with your opinions on the project management and implementation so far. At the same time, you are kindly asked to put down your expectation, wishes and concerns in connection with the next phases of the project.

Your opinion is very valuable for the project coordinator and the whole consortium for continuing successfully with this project. Answering a questionnaire is not always a pure pleasure; nevertheless, it is necessary for improving the quality of this project and its products. As such, this evaluation is an integrated part of the project work plan.

Please do consider the following instructions when answering the questionnaire:

- Please cast your vote per each question, bearing in mind that:

1 = Not sufficient

2 = Sufficient

3 = Good

4 = Excellent

- Please provide also some written text in the boxes foreseen, especially in the case of negative opinions and judgments: the explanation important to understand weaknesses and rooms for improvements

- Please only fill one questionnaire per partner organization. If you wish, you can internally collect opinions from your colleagues and respond to the question for all staff people involved in the project.

- Please return the filled questionnaire by the indicate deadline.

Please feel free to contact me in case you have any question.

Thank you very much for your understanding, your co-operation and your support!

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QUESTIONS/CRITERIA	1	2	3	4	Observations
Project Management and Coordination					
1. <u>Quality of Project management arrangements</u>: the partners have a clear understanding of the division of tasks and responsibilities, the timing and the procedures					
2. <u>Effectiveness of coordination by the project coordinator</u> as for leadership and professional competences					
3. <u>Effectiveness of the monitoring and evaluation processes</u>: the procedures described in the management handbook and the quality plan are put into practice					
4. <u>Effectiveness of quality arrangements</u> described in the Quality Plan and satisfaction abut Quality Manager activity					
5. <u>Good communication/exchange of information with the NA</u>: between coordinator and NA and between the coordinator and the consortium					
Project Consortium and Partnership					
6. <u>Good flow of communication</u> among the partners: it allows confidence, open debate and continuous information of the people involved					
7. <u>Quality of the meetings</u>: the team has enough time/occasions to meet (virtual & face to face) to discuss, take decisions and solve problems					
8. <u>Mutual exchange</u>: there is an interesting exchange of skills and ideas among the Partners					
9. <u>Understanding of the project</u>: the team has a clear and shared understanding of the project rational, short and long-term objectives					
10. <u>Strong commitment to the project</u> by each partners: willingness to solve emerging conflicts in a					

constructive way and engagement of the people in the implementation					
11. Mutual trust among the partners: development of positive attitudes towards to the consortium and the shared responsibilities					
12. Peer Support: effective peer support within each partner organisation and the actors involved					
Project Activities and Results					
13. Quality of the project: clear objectives, realistic timescale, consistency of the involved set of skills with the activities					
14. Implementation of the work plan: adherence to the work plan by all partners					
15. Fulfilment of tasks: the partners respect the division of tasks					
16. Respect for timetable of activities: the deadlines are respected					
17. Quality of the dissemination activities: the activities planned and implemented are able to give visibility to the project and to favour multiplier effect					
18. Quality of the outputs and results: tangible and intangible outcomes are of good quality					
19. Integration into ongoing activities: the extent to which project results/actions will be integrated into the partners activities					
Self-assessment of each partner role in the project					
Time management					
20. Until now, your activities have taken place according to your work plan and timing					
21. Until now, you have respected the deadlines for delivering products					
22. The workload has reflected your estimation					
WP progress					

23. Until now, you have undertaken all activities you were supposed to and delivered all the products you were in charge of					
24. Until now, you are satisfied with the quality of your activities or products					
25. If you have encountered difficulties in implementing your tasks, it was due to: Time difficulties? Language difficulties? IT skills difficulties? Incompatible resources? Communication problem? Intercultural sensitivity? Coordination? How do you plan to face and solve those difficulties in the future? Please explain					

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ANNEX 4 SPECIFIC PARTNERS ACTIVITIES EVALUATION

Each partner has to tailor the general following model to each charged activity included in the Work plan.

ORGANISATION NAME	DESCRIPTION	QUALITATIVE INDICATORS	QUANTITATIVE INDICATORS	MEANS OF VERIFICATION	TIMEFRAME OF EVALUATION	DATE OF EVALUATION	TIMELINE OF EVALUATION
GENERAL PROJECT GOAL (aka Impact)…….	…….	…….	…….	…….	…….	………	…….
OUTCOMES (aka Objective or Purpose) ………	…….	…….	…….	…….	…….	………	…….
OUTPUTS (aka Results) …….	…….	…….	…….	…….	…….	…….	…….
RESULTS ……	…….	…….	…….	…….	…….	…….	…….

EVALUATION FEEDBACK: ……

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CONSORTIUM

DigiCreate

The DigiCreate consortium is a dynamic partnership of eight organisations spanning both EU member states and the Western Balkans, united by a shared commitment to fostering youth empowerment and driving innovation within the Cultural and Creative Industries (CCI) sector.

- Youth Power Germany e.V. - Germany
- Nevladina Organizacija GLAS (NVO GLAS) – Montenegro
- Udruzenje Okret (SPIN) – Bosnia & Herzegovina
- Univerzitet Union Nikola Tesla (UniTesla) – Serbia
- Javna Ustanova Univerzitet Crne Gore Podgorica (UoM) – Montenegro
- Cooperativa Para o desenvolvimento e coesão social, CRL (Contextos) – Portugal
- Evolutionary Archetypes Consulting SL (EAC) – Spain
- Fakultet Za Poslovnu Ekonomiju I Pravo Bar (FPEP Bar) – Montenegro

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