

# **E-SHAHRAZAD**

## **QUALITY MANAGEMENT**

### **MONITORING AND EVALUATION STRATEGY**

#### **INNOVATIVE APPROACH IN ADULT EDUCATION: DIGITAL STORYTELLING IN INTERGENERATIONAL LEARNING**

Erasmus+ KA2 - Cooperation for Innovation Strategic Partnerships

**Project Number: 2020-1-FR01-KA227-ADU-095449**

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## I. FOREWORD

This strategy document specifies the monitoring and evaluation (M&E) processes of the E-SHAHRAZAD Project, in order to improve the quality of management and communication among its partners.

This strategy basically pursuits the goal of ensuring quality in M&E of project activities and its all deliverables. M&E strategy is aimed at feeding the quality assurance mechanism to be handled by the project's coordinator. Therefore, the work in E-SHAHRAZAD shall be monitored by the responsible partner in order to ensure that certain procedures guaranteeing the value of deliverables are followed. These procedures are collected in this document together with the description of the organization, the structure, the general rules and the evaluation tools to be maintained during the development of the project.

Moreover, in this document are collected other administrative information concerning the evaluation (contacts, document templates, document list, etc.) useful to clarify all the aspects of the project management.

## II. PROJECT AIMS AND OBJECTIVES

The purposes of this M&E strategy are the follows:

- To monitor activities and to adjust aspects of the activities if necessary
- To evaluate if the activity meets the objective it sets out to meet

Monitoring will enable us to observe what progress is being made in implementing the project and will help us to grasp if difficulties arise in the meanwhile. Thanks to effective monitoring many problems can be easily detected and corrected. Monitoring tools will be used through the implementation of the project activities to assess the progress of implementation. Information on the progress and performance of the E-SHAHRAZAD activities will be collected and checked on a regular basis. Doing this will help us to provide suggestions to alter plans that might be affected by unexpected events or delay or to encouragement and feedback to concerned partners.

Evaluation on the other hand will assist us to understand if an activity or output is serving its objectives. For this reason, an evaluation should be undertaken at the end of each activity or upon completion of a deliverable in order to assess whether the objectives of the activity were met. The type of evaluation conducted depends on the activity being run. It is possible to use quantitative or qualitative data for the evaluation assessment. Evaluation tools will be utilized once an activity is finalized or an output is produced.

### III. WORK PLAN DESCRIPTION

#### 1. Partnership of E-SHAHRAZAD

##### Structure and Roles

**Coordinator Organization:** that means that the organization signs the application form and any other documents should they be required from the applicant and, should the proposal be selected, will sign the grant agreement and coordinate/manage the project.

**Core partner:** this is a partner which due to its particular and high expertise and capacity is crucial for the achievement of the project objective/s - without being the management coordinator.

The project's partnership structure is as follows:

1. Applicant /Coordinator: Association Culturelle des Jeunes Turcs de Bar le Duc (FR)
2. Partner Loughborough University (UK)
3. Partner Associazione Culturale Eduvita E.T.S. (IT)
4. Partner Inovatif Dusunce Derneği (TR)
5. Partner C A I - Conversas Associacao Internacional (PR)

#### 2. Roles and Responsibilities of Partners in Terms of Quality Control, Monitoring and Evaluation

ROLES AND RESPONSIBILITIES		LEAD
PARTNER		
	Project Management	Association Culturelle des Jeunes Turcs de Bar le Duc
IO 1	Development Methodology to Digital Storytelling in Intergenerational Learning	Associazione Culturale Eduvita E.T.S.
IO2	Preparation of the Guide and Toolkits for Digital Storytelling in Intergenerational Dimension for Adult Education	University Loughborough
IO3	O3- Establishment of Digital Storytelling HUB (E-Shrazad Hub)	Innovative Thinking Association
IO4	Compendium Digital Stories and International Digital Storytelling Festival	C A I - Conversas Associacao Internacional
C1	Short-term joint staff training events	University Loughborough
C2	Short-term joint staff training events	Associazione Culturale Eduvita E.T.S.
E1	Launching Digital Storytelling Hub in National Meeting	Associazione Culturale Eduvita E.T.S.
E2	Launching Digital Storytelling Hub in National Meeting	Innovative Thinking Association
E3	Launching Digital Storytelling Hub in National Meeting	C A I - Conversas Associacao Internacional
E4	Launching Digital Storytelling Hub in National Meeting	University Loughborough
E5	International Digital Storytelling Festival	Association Culturelle des Jeunes Turcs de Bar le Duc

The Project Coordinator – Association Culturelle des Jeunes Turcs de Bar le Duc (ACTBD) is the management coordinator, this is the institution in charge of quality assurance for the entire duration of the project. During the working activities it provides to establish, coordinate and develop the relationship with all the Partners of the project, aiming at involving in the work all the Partners.

**The Project Coordinator is in charge of:**

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the partners and the National Agency, and inform the partners of any relevant communication exchanged with the National Agency; except where provided otherwise in the Agreement;
- (c) immediately provide the National Agency with the information related to any change in the name, address, legal representative as well as in the legal, financial, technical, organizational or ownership situation of any of the partners or of its affiliated entities or to any event likely to affect or delay the implementation of the action, of which the coordinator is aware,
- (d) bear responsibility for supplying all documents and information to the National Agency which may be required under the Grant Agreement, except where provided otherwise in the Grant Agreement; where information is required from the other partners, the coordinator shall bear responsibility for obtaining and verifying this information before passing it on to the National Agency;
- (e) inform the partners of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (f) as the sole recipient of payments on behalf of all partners, transfer funds to the Partners in accordance with the dispositions for payments laid down in the Grant Agreement; subject to implementation of the project according to the project plan;
- (g) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (h) comply with all reporting requirements vis-a-vis the National Agency, as per the dispositions of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (i) establish payment requests on behalf of the partners, as per the dispositions of Article 1.4 of the Grant Agreement;
- (j) provide the partners with official documents related to the project, such as the signed Grant Agreement and its annexes, the various reports templates and any other relevant document concerning the project.
- (k) Submit reports to the National Agency through the online participation portal, as well as copies of any feedback letters received from the National Agency following report assessment.

**The Partner is in charge of:**

- (a) inform the coordinator immediately of any change likely to affect or delay the implementation of the action of which the partners are aware;
- (b) inform the coordinator immediately of any change in its legal, financial, technical, organizational or ownership situation or of its affiliated entities and of any change in its name, address or legal representative or of its affiliated entities;
- (c) submit in due time to the coordinator:
  - i. the data needed to draw up the reports, financial statements and other documents provided for in the Agreement;
  - ii. all the necessary documents in the event of audits, checks or evaluation in accordance with

Grant Agreement.

iii. any other information to be provided to the National Agency according to the Agreement.

(d) ensure adequate communication with the coordinator and with the other partners;

(e) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;

(f) be responsible for providing information, documents and supporting documents necessary for progress report and final report. Provide the additional documents in case of request by Partner.

(g) provide the coordinator with reports according to responsibilities for Intellectual Outputs and deliverables.

(h) collect originals, keep the supporting documents and provide coordinator with visible copies (translated into English/Partner Language) of supporting documents on request.

(i) participate at scheduled face to face and online meetings.

(j) avoid any situation that may lead to conflict of interest during implementation of the project and duration of the Grant Agreement.

### The Project Management and Evaluation Committee (PMEC):

The Committee is composed of one member from each organization. During the 1st PMEC meeting, each partner will nominate a member from its own organization to the PMEC and this person will be required to comment on any issues, activities or deliverables concerning quality assurance throughout the M&E processes. The responsible partner will contact PMEC in order to ask for their feedback on an activity or product whenever necessary and PMEC members will be required to act in 1-week time. The PMEC members will be asked to participate in PMEC meetings during the project, in case of unavailability they can be replaced by a colleague they will nominate. In such case, the PMEC will be informed in advance. In case of urgencies the responsible partner or the coordinator can call for urgent online meetings to discuss the monitoring outcomes. An e-mail list will be produced with PMEC members.

Partners	Organizations	PMEC Member's Name	E-mail address
1	Association Culturelle des Jeunes Turcs de Bar le Duc (FR)	İdris Çelik	Aculturbar55@gmail.com
2	Loughborough University (UK)	Antonia Liguori	<a href="mailto:antonia.liguori@gmail.com">antonia.liguori@gmail.com</a> A.Liguori@lboro.ac.uk
3	Associazione Culturale Eduvita E.T.S. (IT)	Hanna Urbanovich	eduvita.it@gmail.com
4	Inovatif Dusunce Derneği (TR)	Fatma Akay	fatmakay@gmail.com
5	C A I - Conversas Associacao Internacional (PR)	Helder Luiz Santos	cai@cai.org.pt

## IV. PROJECT MONITORING

### 1. Monitoring and Evaluation Concepts

**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.

**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.

-Qualitative Measuring: 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.

-Quantitative Measuring: 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.

Association Culturelle des Jeunes Turcs de Bar le Duc (FR): The partner responsible from the monitoring and evaluation of project activities and deliverables is Bar le Duc. Thus, Bar le Duc is in charge of coordinating the entire M&E activities throughout the project from drafting M&E strategy to administering questionnaires and conducting interviews. Bar le Duc is also in charge of developing M&E tools. Once M&E of an activity or an output is completed, Bar le Duc is responsible for sharing the results with the partners either via e-mail list or by presenting the results in partnership meetings. Bar le Duc will be in close cooperation with each partner and make sure their valuable comments are incorporated into the processes when necessary. The monitoring and evaluation strategy will be revised as needed to reflect any emerging feedback from project partners throughout the entire life-span of the project. Over the longer-term, the strategy will be revised to reflect the lessons learned through project's implementation.

Bar le Duc's responsibilities in terms of M&E are listed here below:

- Providing effective monitoring and quality management of all project activities,
- Preparing a 'Monitoring and Evaluation Strategy' by ensuring each partner's comments and approval,
- Developing assessment instruments to evaluate project meetings, trainings and the overall progress of the project,
- Paying study visits to trainings and monitoring the trainings by observing, applying questionnaires and interviews with the beneficiaries,
- Based on the assessments undertaken, preparing activity evaluation reports and providing the corresponding partner with the feedback to ensure quality management,
- Producing reliable and valid evaluation results,
- Reviewing progress reports drafted by partners and providing comments,
- Drafting monitoring, evaluation and quality management reports to the applicant,
- Contribute to decision making process of the applicant and other partners by providing effective feedback.

The fundamental principles of E-SHAHRAZAD M&E strategy will be:

-**Validity, Reliability:** Bar le Duc will utilize quantitative evaluation techniques by taking into

account validity and reliability constructs.

- **Objectivity:** Bar le Duc will accomplish the monitoring, evaluation and quality management activities objectively and will promote objectivity among the partners by emphasizing the purpose which is to achieve quality.
- **Transparency:** Bar le Duc will share every and each remarkable information, result and interpretation with the consortium.
- **Integrative Approach:** The evaluation of the activities will be undertaken by using an integrative approach which is to comprise both quantitative and qualitative aspects.
- **Participatory Approach:** Quality management will be ensured by participation of all the partners at same level.

Bar le Duc will ensure the integration of these principles by implementing an amalgam of quantitative and qualitative assessment techniques. Bar le Duc will make sure that the main aim under the evaluation strategy is to foster the partnership and improve the project activities and outcomes. If Bar le Duc could not participate at any of the meetings, a responsible person for evaluation from the applicant organization will be assigned in order to carry out evaluation activities at that occasion. At the end of the project, Bar le Duc will undertake the final project evaluation. The results of the overall monitoring and evaluation activity of the project will be gathered in a booklet and distributed among partners.

Core partners: The responsibilities of core partners in terms of M&E is as follows:

- Partners will be responsive to the evaluation questionnaires or interviews which Bar le Duc would like to conduct with them;
- Partners will contribute to the improvement of project’s activities and outcomes by providing comments and feedback whenever they are asked and whenever they feel it is necessary;
- Partners will share their lessons learnt from their previous experiences and from E-SHAHRAZAD project when relevant;
- Partners will draft progress reports when undertaking their work package and draft a work package report upon the completion of the respective work package.

## 2. M&E Tools

Throughout the project, Bar le Duc will utilize the following tools in order to undertake M&E activities:

- Study visits/Observation (Bar le Duc will pay visits when trainings and workshop with key stakeholders)
- Interviews with the beneficiaries
- Satisfaction questionnaires
- Opinion Surveys

Read and Signed					
Member of PMC P1	of P2	Member of PMC P3	Member of PMC P4	Member of PMC P5	Member of PMC P5



## V. 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 E-SHAHRAZAD 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.

## VI. 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 E-SHAHRAZAD PROJECT:

	TASKS&ACTIVITIES	WP	RESPONSIBLE PARTNER	DEADLINE
1	Skyp Meeting I	0	All Partners	26 March
2	Preparation Partnersheep Agreement		Bar le Duc	20 April
3	Preparatory Works for Kick-off Meeting		Bar le Duc	25 April
4	Organization of Kick-off Meeting			26-28 April
5	Forming Project Steering Committee and Team Roster	0	Bar le Duc	10 May
6	Allocation&Transfer of the first payments to the partners	0	Bar le Duc	15 May
7	Reporting of kick-off meeting in terms of Quality Management and Monitoring Principles	0	Bar le Duc	15 May
8	Dissemination Strategy Plan 1	0	Edu Vita+All Partners	15 May
9	Quality Management Plan 1		Bar le Duc	15 May
10	Launching Project E-SHAHRAZAD Web Site and social media account		Eduvita	15 May
11	Preparation Brochures and Translateall partners Language	0	Eduvita+All Partners	1 Jun
12	Template of the Methodology	1	Eduvita+All Partners	5 May
13	Desk Recherche for Methodology	1	Eduvita+All Partners	15 Jun
14	Draft Version of Methodology	1	Eduvita+All Partners	15 July
15	Last Version of Methodology	1	Eduvita+All Partners	15 August
16	Translation of Methodology in all languages	1	All partners	15 September
17	2nd Skyp Meeting	0	Bar le Duc+All partners	26 May
18	3th Skyp Meeting	0	Bar le Duc+All Partners	26 Jun
19	4th Skyp Meeting	0	Bar le Duc+All partners	26 July
20	1st Administrative Report (Quality Management+Dissemination+Risk Man.)	0	Bar le Duc+All partners	1 August
21	1st Financial Report	0	All Partner	1 August
22	5th Skyp Meeting		All Partners	26 August
23	6th Skyp Meeting		All Partners	26 September
24	2nd Transnational Meeting (POR)			30 October
25	Intellectual Output I			April 2021
26	Intellectual Output II			Sept. 2021

27	Intellectual Output III		January 2022
28	Intellectual Output IV		Sept. 2022
29	Transnational Project Meeting		March 2021
30	Transnational Projects Meeting		Dec. 2021
31	Transnational Projects Meeting		July 2022
32	Multiplier Event		Sept. 2022
33	Multiplier Event		January 2023

## VII. 3P EVALUATION AND MONITORING MODEL

The 3P evaluation model adopted for the E-SHAHRAZAD 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 E-SHAHRAZAD 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.