

Monitoring and Evaluation



VERSION HISTORY

Use the table below to provide the version number, the author(s) who implemented the version, the date of the version, the document number of the version, the date the version was approved, and a brief description of the reason for creating the revised version.

Version #	Prepared by	Revision Date	Document No:	Approval Date	Reason
1.0	Levi LUCAS	02.09.2022	FRM-003	03.09.2022	First Document
1.1					
1.2.					

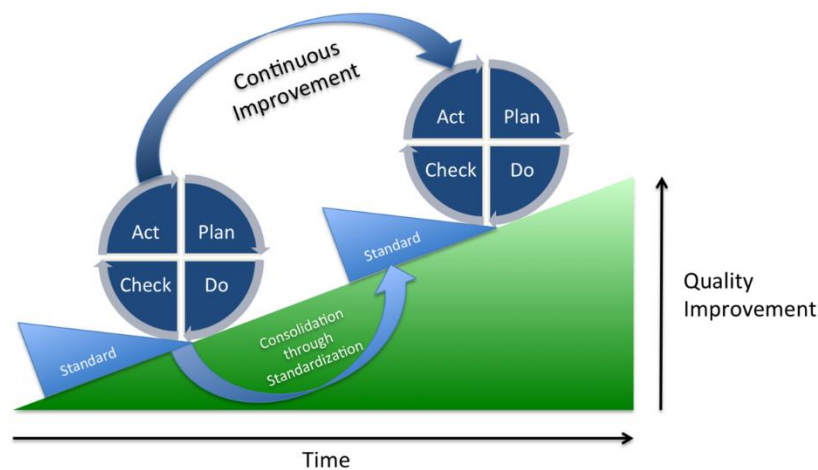
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A. MONITORING

Introduction

Monitoring will be one of the most important tools used in the management of the MUDI project. This process involves the collection, recording and reporting of information on project performance that is of interest to the project coordinator and stakeholders. In addition, the monitoring process will involve collecting indicators and data on the progress of the MUDI project, comparing them with the plans made, and in case of deviations, making the necessary decisions and taking measures to correct these deviations. This process is a cycle. Therefore, PDCA cycle will be used effectively in the monitoring process.



1. Structure and principles of project monitoring activities:

Monitoring will provide information to the managers of the MUDI project to analyse the current situation, identify problems and find solutions, set direction and make decisions, keep project activities within the set schedule, measure progress against objectives, formulate and revise future objectives and targets, and make decisions about human, financial and material resources. For this reason, monitoring activities will be carried out at all stages of decision-making mechanisms related to the project. In addition;

- Ensuring the appropriateness and regularity of project activities;
- Provide MUDI managers (in the context of Risks.) with the information and data they need to make decisions in a changing project environment;
- Verify that intermediate and final objectives and expected results have been achieved;
- Identify possible differences between planned and realised;

- Provide all parties involved in MUDI with information to guide their project strategy towards achieving the goals and objectives;
- Early warning mechanism for problematic activities or processes that require corrective measures;
- Providing feedback for subsequent phases of the project;
- Promote capacity strengthening of the parties involved through knowledge exchange and synergies created; and
- Ensuring that accountability requirements are met and that progress is evaluated constitutes the structure and principles of the MUDI project.

The presentation of the monitoring plan is expressed in the following areas and headings:

- Methodological framework of the monitoring activity
- Monitoring tools
- Project monitoring plan

1.1. Methodological framework:

The chosen methodology refers, firstly, to the Erasmus+ characteristics which should be considered as a general background (in particular: innovation and policy support). In this framework, the chosen methodology approaches the MUDI project as a "whole". The monitoring activity is therefore designed as a system to control and follow the whole project life cycle, taking into account the links between the different components activated during implementation. For this purpose, the partnership decided to focus on the quality issue and the possible application of quality issues to the transferability processes, since the expected result will be achieved more effectively if the resources and activities involved are managed as a process. MUDI can be considered as a place where processes are mobilised, where "processes" means the set of related or interactive activities that transform incoming elements into outgoing elements. Therefore, MUDI will be managed and controlled according to the Quality Management System (Figure 1). Thus, phenomena that can be subject to quality control will be produced.

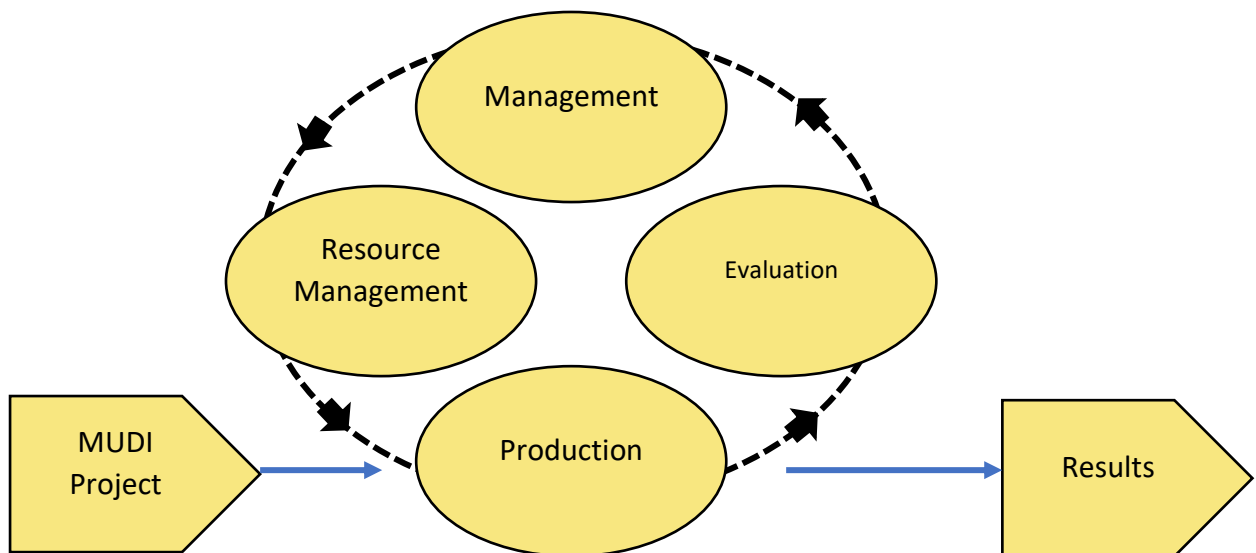


Figure 1: MUDI Project Quality Management System

The QMS model is based on four main pillars:

1. Management responsibility;
2. Resource management;
3. Product realisation;
4. Measurement, analysis and improvement.

This model will perform several actions in relation to the expected results. These are:

- Planned monitoring surveys on specific themes or components of the project;
- Iterative activities to systematise data and information related to the project;
- Drafts of analyses describing the progress of each WP of MUDI;
- Preparation of relevant reports.

1.2 Project Monitoring Typologies

In the implementation of the proposed model, different monitoring typologies are also taken into account (to control and supervise different aspects of the Project). The plan proposed here responds to the need for implementation. In this context, monitoring will be a continuous action for the development of the project. In this process, there will be an opportunity to recognise early and take early precautions in case something goes wrong in the project. During the implementation phase of the project, the activities, the situation, all participants and the target group will be monitored in a transparent, open and trust-based manner. Monitoring will consist of 3 processes. These processes are as follows:

- Physical monitoring
- Financial monitoring
- Process monitoring

Physical monitoring consists of 3 parts in itself. These sections are external monitoring, internal monitoring and virtual monitoring.

1.3 Physical Monitoring

1.3.1 External Monitoring

It involves recording all physical parameters of the project. This means recording the characteristics of the project itself and the surrounding area. Therefore, we will collect various qualitative and quantitative data during the monitoring of the project implementation. As a result of the monitoring, the impact of the activities we will carry out on the team members and the target audience will be measured. In this context;

- Monitoring will be regularly recorded in meeting minutes.
- The project team will be monitored through MUDI activities and attendance tracking sheets at meetings.
- Two observation methods will be used in external monitoring: natural observation and participant observation.

- Face-to-face interviews will be conducted with the project team and the target group at the end of each activity. Thus, their interests and approaches towards co-operation will be observed.
- Evaluation questionnaires will be applied at the end of the activities and transnational meetings. Thus, their knowledge, skills, change of opinion and development processes will be monitored from the results of these questionnaires.
- At the end of the activities, based on the PDCA cycle, the training process and the impact created will be monitored and necessary revisions will be made.

1.3.2 Internal Monitoring

In this process, self-observation and self-recording of the project team and the target group will be ensured. In this context:

- Self-monitoring will be ensured by allowing the project team and the target group to ask themselves questions during the project process. The project team and the target group will monitor whether they have achieved the target behaviour by self-checking.
- The target group will be allowed to question and control themselves at every stage of learning. This would allow the target group to correct their mistakes. This would be possible through self-monitoring.
- Self-monitoring strategy will enable the target group to increase the success of the project and use time efficiently.
- It will be ensured that the target audience will be aware of the level of understanding in the project activities. This will be possible through internal monitoring.

1.3.3 Virtual Monitoring

During the hybrid training activities, some activities, trainings and meetings will be carried out online. The duration of the project team, relevant stakeholders and the target audience involved in the project to stay online in the system; the duration of participation in the interactive activity; answering the questions at the end of the activities and responding to the surveys online will be parts of the virtual monitoring.

1.3.4 Financial Monitoring

Referring to the QMS model outlined in Figure 1, financial monitoring will generally be implemented in connection with the following objectives

- To verify the correct fulfilment of contractual obligations;
- Supporting the decision-making process of the National Agency on requests for amendments to the contract;
- To provide a comprehensive picture of how MUDI ensures effective management of financial, temporal, human and infrastructural resources;
- To emphasise the different styles of coordination and communication practices that project management uses to support decision-making;
- Financial monitoring supports the control of project progress by focussing attention on the following key events:
 - i) Contract deadlines (signing of contracts, submission of Interim and Final Report);
 - ii) Financial flows (grant instalment between the NA and the Coordinator; percentage of the coordinating country transferred to the project partners).
 - iii) Potential changes (redefinition of the budget by cost heading.)

Compliance with accounting procedures and accountability processes will be ensured in the financial monitoring process. A clear financial control framework has been established for this. These are:

- The financial management information provided to the National Agency and the EU is designed to be relevant, accurate, timely and user-friendly.
- Project partners have committed in the internal agreement to comply with consistent financial reporting requirements in a timely manner (Annex 10).
- Project partners will have up-to-date, documented and approved financial arrangements that are consistently applied.
- The coordinator has up-to-date, documented, detailed financial procedures, adapted to the needs of the project and consistently applied in practice.
- The budget is a statement of intent, but it is possible that changes will be made over time and that resource procurement will not go according to plan. There can be a

variety of reasons for this: differences between estimated and actual prices of resources, last-minute decisions to purchase items that have become essential, responses to external pressures (e.g. health and safety) and pragmatic responses to internal pressures (often crisis management).

Financial control has two elements. "Monitoring and evaluation". Therefore, in order to ensure proper monitoring, the budget was first profiled. An appropriate budget profile is important for analysing discrepancies between planned and actual expenditures. (A detailed budget plan is given in Annex 8.) Monitoring and evaluation activities, which are a combination of transparency and administrative practices that can track how and where resources are used, involve successive processes.

1.3.5. Process Monitoring

MUDI will be implemented in the framework of Erasmus+. This process is based on the implementation of actions that necessarily require integration between stakeholders and policies in different national, regional and sectoral contexts. In this framework, monitoring the project process will provide an understanding of the project activities; monitoring procedures will give the opportunity to enrich the activities related to the following themes:

- Relationships between organisational and socio-economic stakeholders, decision-making and communication methods;
- Skills in terms of organisation, identification and solution of problems;
- Strategies and channels used to disseminate results.

Relevant actions are not limited to verifying the discrepancy between planned and realised activities, but are based on participatory and active observation of project processes and results (e.g. during meetings or seminars). Such an approach requires the integration of "direct" and "indirect" methods of observation of project processes aimed at collecting data and information through the analysis of intermediate and final products/results.

Direct observation will be implemented in the following ways:

- Analyses of meetings held with stakeholders;

- The use of tools aimed at reviewing or re-planning some specific aspects of the project lifecycle through iterative and planned distribution of questionnaires.

Indirect observation will be applied in the following ways:

- Coding and organisation of information on outputs and outcomes for each work package and sub-activity.

2. Monitoring Tools

The tools to be used to collect information will be of different types, not only because of the nature of the phenomena under investigation, but also to respond to the need to carry out specific analyses at different stages of project implementation. The monitoring tools are expressed in such a way as to recognise the complexity of the project and the multiplicity of elements to be investigated. The monitoring tools are described in detail in the "Monitoring Matrix" section.

3. MUDI Monitoring Plan

The monitoring action is part of the Quality Management System. Therefore, the monitoring plan includes sub-objectives such as process transparency; sharing general and specific objectives among the actors involved; defining specific roles and tasks; creating the necessary conditions to continuously verify the ongoing project work and the achievement of expected intermediate and final results; measurability of results; checking and evaluating project quality; making final changes or adjustments to the project; reporting to the National Agency (content and financial issues); prevention of non-compliance risks; management of variables.



4. Monitoring Matrix

Monitoring Tools	Monitoring Headings									Control Process		
	Activity	Stakeholder	Financial	Target Audience	Status	Result-Output	Contact	Risk	Participant	Sampling criteria WHEN ,	Quality control area, WHAT	Observation
Project Quality Plan										-	Management, Production, Evaluation	Indirect
Reporting										Interim report, Final report, Transnational and online meeting reports.	Governance Resource management	Direct
Meeting Minutes										Transnational and online meeting reports.	Governance Resource management	Direct
Service procurement										Project process.	Management, Resource Management Production, Evaluation	Direct
Dissemination Checklist										Quarterly.	Production, Evaluation	Indirect
Financial monitoring questionnaires (Excel sheet)										Periodically	Resource management, Governance	Google Drive, Direct
Tracking chart										Transnational and online meetings.	Management, Resource Management	Direct
Face to face interview										-	Management, Resource Management Production, Evaluation	Direct
Feedback										-	Evaluation	Direct, Indirect
Structured Surveys										Periodically	Management, Production, Evaluation	Email

Analyses										Periodically	Resource management, Evaluation	Direct, Indirect, Online.
Virtual monitoring										-	Resource Management, Evaluation	Direct, Online
Internal Monitoring										-	Resource Management, Evaluation	Indirect
Website access metrics										Periodically	Evaluation	Indirect
Access metrics to social media accounts.										Quarterly.	Evaluation	Indirect
Google Analytics										Quarterly.	Evaluation	Indirect
Weblog access metrics										Periodically	Evaluation	Indirect
EPALE access metrics										Periodically	Evaluation	Indirect
e-material circulation										Periodically	Resource Management Production, Evaluation	Direct, Indirect
Risk checklist										Periodically	Resource Management Production, Evaluation	Direct

5. Timing of monitoring

Monitoring will be a concurrent process with the MUDI project. The monitoring system has been prepared before the start of project activities. Monitoring activities are specified in the project work plan and will be carried out without disruption within this plan. This content is included in Annex-2.

6. Monitoring Team

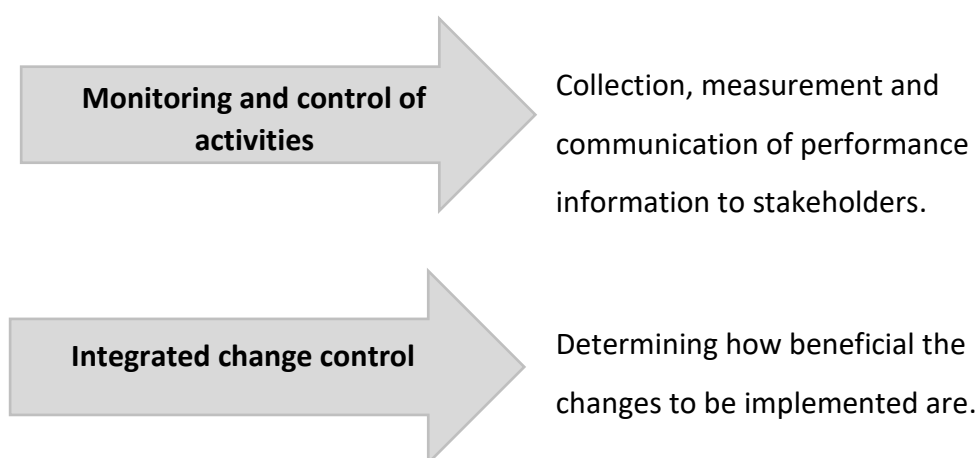
The ADSO organisation from France is responsible for monitoring all activities related to the project.

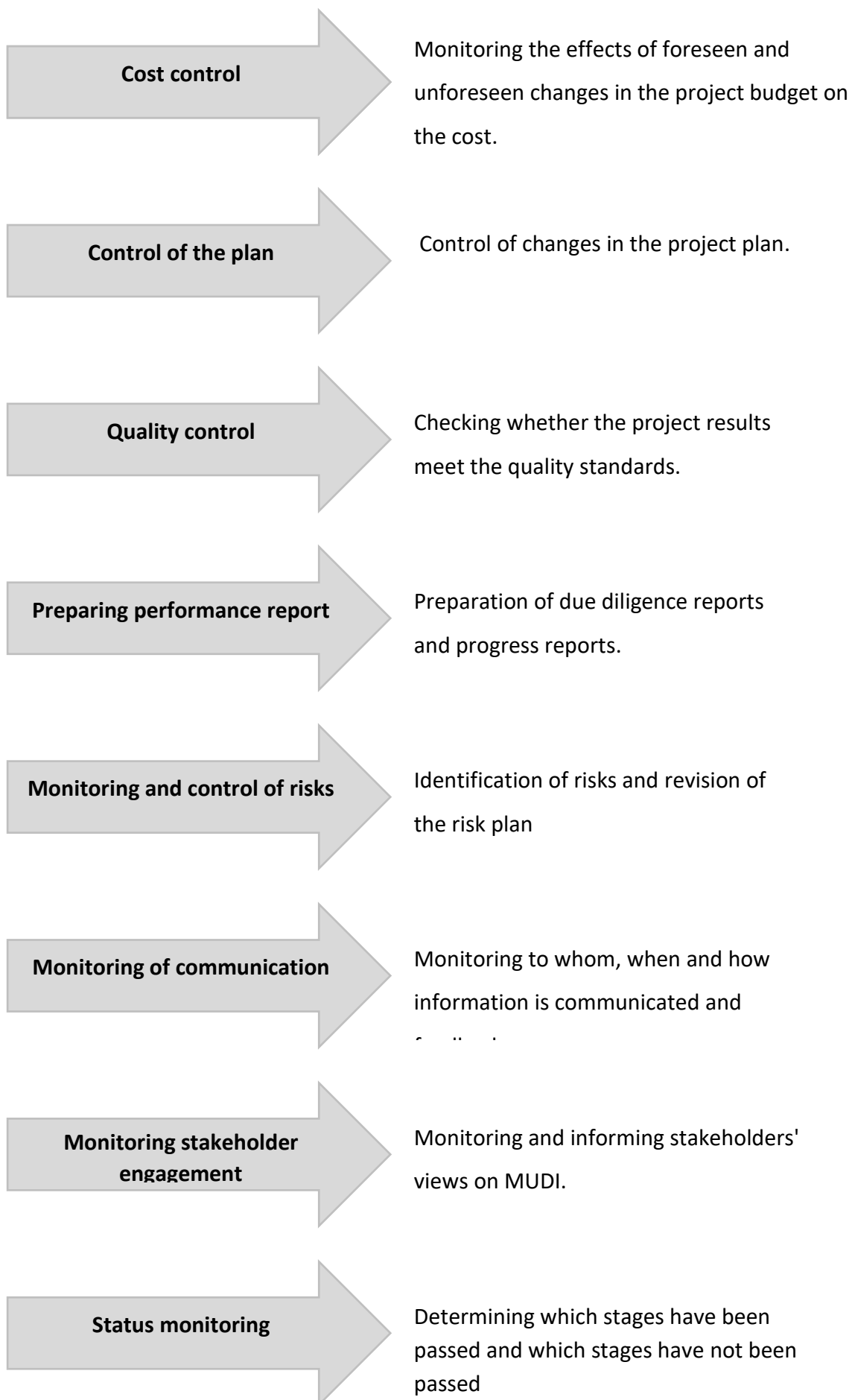
7. Control process of monitoring

The control of this project will consist of prevention, detection and action phases respectively.

- Prevention: Preventing possible deviations from the project plan to ensure that MUDI can proceed as intended,
- Detection: Early detection of any deviation from the plan.
- Action: Preventive action or timely reaction to a solution when a deviation is detected.

The sub-headings of these stages will be as follows:







B. EVALUATION

Introduction

The purpose of the Evaluation Plan is to provide clarification and guidance on the procedures and criteria used to measure and characterise the whole project and the effectiveness of individual work packages. Evaluation is essentially the making of judgements by project management about the current value or benefit of an intervention, usually on the basis of relevant information provided by the monitoring system. It naturally involves the interpretation of data. It varies in scope, depth, and ultimate purpose, all of which are reflected as questions to which the evaluation seeks answers. It is usually timed (at the beginning of the MUDI project, during implementation or at the end of the intervention). The MUDI evaluation process tends to move up from low-level issues such as efficiency to the level of strategy and policy analysis. Monitoring and evaluation are tools for project management support and quality assurance. For this reason

- Monitoring: "Are we doing things the right way?"
- Evaluation: The questions "Are we doing the right things?" will be the foundations of the MUDI strategy.

1. Purpose of Evaluation

The main objectives of the evaluation are to measure the efficiency of the project and the achievement of the goals and objectives, to analyse the impact of what has been done and to transfer experience and knowledge to improve future activities. The things to be evaluated in MUDI project are:

- Development of the work plan (ensuring the quality, effectiveness and efficiency of the implementation of project activities)

- Existence and functioning of systems, (to ensure the achievement of objectives.)
- Implementation status of the planned activities, (To monitor and evaluate the compliance between the planned and executed activities during the implementation process of the project.)
- Progress made in achieving the objectives, (developing and sharing methods, indicators and parameters for quality control and the identification of quantitative and qualitative data).
- Effectiveness of the project, (To ensure continuous monitoring and evaluation of the process, results and administrative and financial aspects of the project).
- Impact of the project,
- Efficiency status of the project and
- Sustainability.

2.Evaluation Criteria of MUDI Project

The evaluation of the MUDI project basically seeks answers to 5 questions:

- **Relevance:** Is the current work, the project being implemented a good idea to improve the situation at hand? Are the priorities of the target groups taken into account?
- **Effectiveness:** Were the plans (objectives, outputs and activities) achieved? Is the intervention logic correct? Is what was done the best way to maximise impact?
- **Efficiency:** Have resources been used in the best possible way? What could have been done differently to improve practice to maximise impact at an acceptable and sustainable cost?
- **Impact:** To what extent can the project contribute to the long-term objectives? What unexpected consequences, positive or negative, might the project have?
- **Sustainability:** Will the positive impact of the project continue when the funds provided to the project are exhausted?

Evaluation is a crucial process for the successful implementation and completion of the project. Evaluation data will be collected, analysed and compared to the project work plan during the MUDI project process. The evaluation process will provide added value to the

project and will form an integral part of project management. Therefore, evaluation is also necessary for the following processes. These are;

- Determining the extent to which the objectives set by the activities have been achieved,
- To be able to make forward-looking decisions,
- Ensuring that the outputs are suitable for the MUDI purpose,
- Decisions are based on meaningful and reliable information relevant to MUDI,
- To be able to provide solutions for project deviations,
- Motivating the project team,
- Elimination of project defects.

3. Evaluation Data

Management quality is important both in terms of evaluating the success of the project team and determining the effectiveness of the partners in project implementation. Project management quality can be measured with abstract and concrete data.

Values such as the complete implementation of the tasks of the partners in the project plan, the number of problems encountered, the solution times, the compliance of the project budget and time with the plan, the compliance of the documents with the corporate identity are the criteria for evaluating the success of the project quality. In addition, the abstract and concrete data that we will consider in evaluating the success of our project will be the following.

- The scores given in the evaluation questionnaires to be conducted among the participants,
- Continuous increase in the number of people accessing the project's website and social media accounts,
- Feedback from meetings to be held with stakeholders outside the project team,
- Increasing the number of visits to our institutions,
- Survey results,
- Short project management plan,

- Final reports of the project board meeting,
- Project management unit meetings and meeting results,
- Transnational Meetings (Kick-off meeting, virtual meetings and closing meeting.)
- Communication and dissemination plan,
- Number of publications on MUDI in national and international journals,
- Number of people accessing online modules through the website,
- Number of researchers, managers and employees who started using MUDI's outputs,
- Research analyses,
- Formal Evaluation (This is the evaluation made in the interim period to see how the project is progressing).
- Content of the activity programme (cases, applications, testing, learning methodology)
- Portfolio results (for the participant to see his/her strengths and weaknesses)
- News about our project in the local and national press,
- Positive comments on our project and activities on social media,
- Number of participants in promotional events, seminars, workshops and conferences,
- Knowledge, experience and new competences to be gained
- Increased skills and motivation,
- Developing cultural awareness,
- For the participants, a "Pre-test" will be applied at the beginning of the project and a "Post-test" will be applied at the end of the project. By comparing these two tests, the level of achievement of the objectives of the project activities will be measured.
- The upward trend in the figures related to access to the website and social media accounts will be an indicator of the success of the project objectives. Google Analytics and AudienceInsights analysis programmes will be used to reach these quantitative data. In addition, the increase in the number of people accessing the information to be uploaded to SALTO, EPALE and Weblog and downloading the reports will also be a quality measurement indicator.
- The level of achievement of MUDI quality paradigms will be observed by comparing the input criteria and result criteria determined on the basis of the EFQM excellence model developed by the European Foundation for Quality Management (EFQM). Also;
- Comments on our project through our social media accounts,

- Number of news items in print and online media,
- Circulation of the e-newsletter.

In addition, these data will be an indicator of the extent to which we have achieved the results of the project.

4. Verification sources

Minutes of the meetings, seminars and e-workshops, participant lists and feedback from these participants (questionnaires, interviews, evaluations, etc.) will be a source of verification. The positive trend of these data will show that the objectives of the project have been achieved in a quality manner. The success indicator will have SMART features. In addition, the knowledge and experience gained by the project team and the target group; increased skills and motivation; intercultural learning; the acquisition of skills and competences of the participants to provide quality services in this field and the development of their vision will be qualitative evaluation.

5. Evaluation Instruments

The evaluation process requires careful selection of the evaluation instrument. Therefore, there are some rules to be followed when selecting the evaluation instruments of the MUDI project. The points to be considered when selecting the evaluation instruments are given below:

- **Appropriateness:** The selected instruments are capable of measuring what they are intended to measure.
- **Comprehensive:** The selected tools are capable of assessing all the variables to be studied.
- **Valid and reliable:** The tool to be used has been pre-tested by a measurement and evaluation expert (academician) and is reliable and valid.
- **Cost:** The selected tools are not very costly to use. Some tools have been moved virtually (using online systems such as SurveyMonkey).

- **Saving time:** The selected means do not have a very long content.

In general, the results obtained from the monitoring and control activities to be carried out from the beginning to the end of the project process, in the context of the above-mentioned actions (compliance, comprehensive, valid and reliable, cost, time saving.) will all be data for the evaluation of project success. The instruments used in the evaluation process of the MUDI project will be

- Surveys
- Interview,
- Interview
- Observations,
- Scales
- Rating Scale,
- Checklist
- Semantic Differential,
- Self-Assessment,
- Reports
- Meetings (intra-team and transnational.)
- Analysis
- Portfolio
- Formal Evaluation.
- Pre-test and Post-test application.

C. APPENDICES

Annex 1: The place of Monitoring and Evaluation in the timetable

Monitoring and Evaluation will be included in WP2 as part of MED (Monitoring, Evaluation, Dissemination).

Flow	PROJECT ACTIVITIES	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
	WP2: MED: Monitoring, Evaluation																								
53	Revision of Monitoring and Evaluation plans																								
54	Risk Diary																								
55	Implementation of the physical monitoring plan.																								
56	Implementation of the physical assessment plan																								
57	Financial Monitoring (Budget Audit)																								
58	Implementation of the financial assessment plan																								
59	Implementation of the process monitoring plan.																								
60	Implementation of the process evaluation plan																								
61	Formal Assessment																								
62	Performance and Development Report																								
63	Evaluation of the two-year period																								

ANNEX-2: Report on activities

Work Package N.			
TITLE			
START DATE	dd/mm/yyyy	END DATE	dd/mm/yyyy
REPORT ISSUED BY			
AUTHOR			
DATE OF ISSUE	dd/mm/yyyy		
1. ACTIVITIES REALISED <i>(please provide a detailed description of the activities implemented, focusing on: process and methodology adopted, subjects involved)</i>			
2. DEVIATIONS FROM INITIAL PLANNING AND REASONS RELATED <i>(Referring to point 1 above, please describe in details the difficulties encountered and reasons related)</i>			
3. RECOVERY ACTIONS ADOPTED <i>(Referring to point 2 above, please describe the solutions adopted to overcome difficulties)</i>			
4. RESULTS/PRODUCT REALISED OR IN PROGRESS <i>Please provide a detailed description of all results/products related to the activities realised. For each result/product, please provide the following information:</i>			
Realisation process			
Completed <input type="checkbox"/> In progress <input type="checkbox"/>	estimated percentage(%) of work completed: _%		
Result/Product Type			
Result/Product language/s			
Medium used <i>(e.g. paper, cd Rom, text, database etc.)</i>			
Findings, conclusions and lessons of evaluation and testing			
Was the result/product/process modified respectively adapted after evaluation and testing?			

ANNEX- 3: Report on Dissemination activities

ACTIVITY PROCESS

1. Activity information

Activity name:				
Organisation name:				
Date of realisation:				
Activity target group:				
Number of participants:				
Type of activity:	<input type="checkbox"/>	Social Media Sharing	<input type="checkbox"/>	Live Broadcast
	<input type="checkbox"/>	Email sending	<input type="checkbox"/>	Online Workshop
	<input type="checkbox"/>	Informing activity	<input type="checkbox"/>	Publicly Traded Activity
	<input type="checkbox"/>	Promotion Material	<input type="checkbox"/>	Other
Please indicate the links related to the activity.				

2. Activity description

Motivation (Why did you decide to realise this activity?)
Activity goals:
Activity process (What methods, tools and resources were used):

Activity product:

3. Activity evaluation:

How effective did you find the activity? Were the goals achieved?

The main obstacles:

Did you use any experience/methods of the other partners of the MUDI project? If yes, please describe.

ANNEX- 4: Evaluation of Dissemination Seminars

SEMINAR N°:				
PLACE (City):				
DATE:				
REPORT ISSUED BY				
AUTHOR				
DATE OF ISSUE				
1. Was the Logistics of the Seminar appropriate?		Yes <input type="radio"/>		No <input type="radio"/>
2. Could you please signify your satisfaction degree about the following aspects?				
	Fully satisfied	Fairly satisfied	Not much satisfied	Unsatisfied
Clearness of meeting aims				
Exhaustiveness of the documents received				
Relevance of the Agenda				
Relevance and Quality of speakers' reports				
Quality of materials distributed				
Level of Interaction achieved with the audience				
Consistency with expectations				
3. On the whole, how would you describe your attendance to the Seminar?				
Very useful	Fairly useful	Not much useful	Useless	
4. Advices and suggestions to improve the quality of the following Seminars				

ANNEX-5: Audience evaluation of Dissemination Seminars**"Title of the Seminar"**

Date/ Vanue

Dear Sir / Madam,

Hereby you will find a short Questionnaire that would help us to assess the quality of the Seminar. Your suggestions will represent an important contribution for the improvement of our next meeting. We kindly ask you to fill in the Questionnaire and remit it to our staff. We thank you for your co-operation

Name				
Function				
Organisation				
Field of activity of the Organisation				
Do You wish to receive more information concerning the project? <input type="radio"/> Yes, by e-mail <input type="radio"/> Yes, by post <input type="radio"/> Your e-mail: Your address:				
1. Have you received the invitation in time to organise your participation? <input type="radio"/> Yes <input type="radio"/> No				
2. Was the Logistics of the Seminar appropriate? <input type="radio"/> Yes <input type="radio"/> No				
3. Could you please signify your satisfaction degree about the following aspects?				
	Fully satisfied	Fairly satisfied	Not much satisfied	Unsatisfied
Clearness of meeting aims				
Exhaustiveness of the documents received				
Clearness of the type of contribution requested to each partner				
Relevance of the Agenda				
Relevance and Quality of speakers' reports				
Quality of materials distributed				
Level of Interaction achieved with the audience				
Consistency with expectations				

4. On the whole, how would You describe your attendance to the Seminar?			
Very useful	Fairly useful	Not much useful	Useless
5. Referring to Question 4, could You please provide a short explanation?			
6. Any advices or suggestions to improve the quality of our following Seminars?			

ANNEX-6 FINAL REPORT ASSESSMENT SHEET**1. Objectives, results and products.**

Are all planned project outcomes / results available and are they in accordance with aims and objectives as declared in the original application or as officially amended?

SCORE

0	1-2	3-4	5-6	7-8	9-10

2. Coherence between work programme and activities carried out to date.

Have the planned activities been implemented in accordance with the project's work programme as declared in the original application, or as officially amended, and have any variations been adequately justified?

SCORE

0	1-2	3-4	5-6	7-8	9-10

Please, Comment:

3. Management

- How was the project managed?
- Have any variation from original plans been adequately justified?

SCORE

0	1-2	3-4	5-6	7-8	9-10

4. Financial management

- Is the expenditure appropriate and in line with the approved Work programme?
- Is the expenditure appropriate and in line with the project's activities as described in the Final Report?
- Is the expenditure in line with the level of project's implementation ("best value for money" principle)?

SCORE

0	1-2	3-4	5-6	7-8	9-10

Please, Comment:

5. Evaluation and/or quality assurance - How well was the project's strategy for evaluation implemented? - Were there significant changes compared to the original application?					
SCORE					
0	1-2	3-4	5-6	7-8	9-10
Please Comment:					
6. Dissemination - How effectively did the project carry out its plan for dissemination? - What is the quality of the dissemination activities?					
SCORE					
0	1-2	3-4	5-6	7-8	9-10
Please, Comment:					
Supplementary information to be submitted Supplementary information required from the project to allow for a complete Final Report analysis					
Overall comment:					
Strong points:					
Weak points:					