





Quality Assurance Plan

VSRC

November, 2016

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Wolfshöher Tonwerke GmbH & Co. KG



Partner:	
(Finland)	

Partner:

(Germany)

Satakunnan koulutuskuntayhtymä



Contents

1.	Introduction	5
	1.1. The need for a quality assurance plan	5
	1.2. The ENEFFIS quality assurance strategy	5
2.	Quality review areas	7
	2.1. Outputs and events	7
	2.2. Processes	7
3.	Quality review areas	8
	3.1. Role of Project Manager	8
	3.2. Intellectual output leader, training and multiplier event leaders	9
	3.3. Partner obligations	0
4.	Quality requirements	2
	4.1. Outputs in the form of documents	2
	4.2. Requirements for document files	3
	4.3. Requirements for Multiplier events	3
	4.4. Requirements for transnational project meetings14	4
	4.5. Requirements for short-term joint staff training events	4
	4.6. Processes requirements	5
5.	Quality reviewing procedure12	7
	5.1. The three-action approach17	7
	5.2. Documents	7
	5.3. Multiplier events	8
	5.4. Short-term joint staff training events	8
	5.5. Transnational project meetings and reporting	8
	5.6. Dissemination materials	9
6.	Annex: Tools and templates	0
	6.1. Document cover page template	0
	6.2. Quality review chart for outputs	2
	6.3. Checklists	4
	6.4. Evaluation forms	8

1. Introduction

This Quality assurance plan is addressed to the ENEFFIS project partners and aims at setting the procedures and means for ensuring overall quality of the strategic partnership, by monitoring and evaluating both the project management and the deliverables. It is of great significance that all involved parties have a clear understanding of the quality assurance plan and activities that are carried out, so as to achieve the greatest possible efficacy and coordination of the project.

1.1. Main objectives of quality assurance plan

A quality assurance plan is needed to fulfil the following objectives:

- a. maintain a high quality level of project outputs throughout the project,
- b. minimise risks of poor or no results,
- c. provide the project's Steering Committee (SC) and the Consortium with evidence to be used in external audits and,
- d. maximise the potential for follow-up initiatives and exploitation actions.

The quality assurance plan does not address specific issues of work allocation and dissemination planning, since these aspects are detailed in the Consortium internal workplan and the dissemination plan (both delivered by VSRC). In conjunction with the workplan and the dissemination plan, the quality assurance plan aims at providing a clear overall framework for the entire ENEFFIS partnership on the preventive and corrective measures, as well as planning and support actions to secure a timely and effective implementation of all foreseen project tasks and activities.

1.2. ENEFFIS quality assurance strategy

The ENEFFIS quality assurance strategy is in line with the requirements and guidelines of the Erasmus+ Programme, and is based on two main principles:

 Quality of management: Clearly defined roles and rules, obligations and timeplanning for coordination and support actions, financial management, partner collaboration and internal communication, iterative monitoring and continuous improvement. b. Quality of outputs and results: Delivery of coherent content which is relevant to project target groups, and concrete, measurable and on time outputs and results, in order to fulfil project goals, targets and objectives.

2. Quality review areas

Two broad quality review areas are defined, based on the type and nature of activities and deliverables foreseen throughout the ENEFFIS lifecycle: a) outputs and events, and b) processes undertaken in order to prepare, deliver, organise or report project outputs and events.

2.1. Outputs and events

Intellectual outputs and events refer to work produced, multiplier events, short-term joint staff training events, piloting activities and specific outcomes of the project either formally delivered and disseminated or internally exchanged and communicated.

Outputs and deliverables in the ENEFFIS project are divided into the following subcategories:

- Project Management Outputs (PM)
- Intellectual Outputs (Ox):
- Qualification Standard of a Stove Builder (O1)
- IVET and CVET Curriculum and teaching/learning resources (O2)
- Certification Scheme (O3)
- Recommendations for normative documents (O4)
- Multiplier Events (E1-E4)
- Short-term joint staff training events (C1-C2)

2.2. Processes

Processes refer to actions undertaken in order to prepare, deliver, or report project outputs and events. Processes are grouped into:

- Internal and external communication.
- Decision making.
- Progress and financial reporting.

More information on these processes is available in section 4.6.

3. Quality management roles and tasks

3.1. Role of Project Manager

VSRC, as the project manager, is responsible for:

- Developing the ENEFFIS quality assurance plan, fine-tuning the plan based on the Consortium's feedback, if needed, and implementing the quality assurance plan.
- Ensuring that project processes, contractual obligations and outputs will be completed on-time and in accordance with the quality standards defined in the quality assurance plan.
- Reviewing project outputs and processes, particularly focusing on milestone project tasks and key project outputs.
- Compiling quality review forms as filled in and received by intellectual output leaders and partners responsible for the organisation of the multiplier and training events, and integrating their feedback in the quality assurance reports.
- Preparing the quality assurance reports (one report at the end of each semester).
- Supporting project reporting and audits by Lithuanian National Agency.
- Acting as a contact point supporting and consulting all partners and providing information on all quality-related issues to external auditors and third parties.
- Maintaining close collaboration with each partner responsible for each output and event, in order to prevent any failure risks, provide support and consultancy for continuous improvement, and ensure a high quality level for outputs.
- Triggering preventive and remedial actions, in order to secure quality of outputs and results.

3.2. Intellectual output leaders, training and multiplier event leaders

Each ENEFFIS **intellectual output** is coordinated by an intellectual output leader which ensures effective and timely implementation, and facilitates quality assurance at the output level. The intellectual output leader is responsible for the following tasks:

- a. Coordinating the effective implementation of project outputs at intellectual output level.
- b. Informing the project manager (VSRC) for any delays, risks or failures foreseen.
- c. Reviewing project outputs related to the specific intellectual output and providing feedback to VSRC through the Quality Review Chart (Annex 6.2) filled-in with their feedback. Facilitating the implementation of remedial actions and corrective measures at intellectual output level.

The following list presents the intellectual output leaders as defined in the Application form:

O1: VSRC

O2: VSRC

O3: KVT

O4: KMG

Each **multiplier event** is coordinated by the respective activity leading organisation. Specifically, the following partners play the role of the multiplier event leader:

E1: VSRC

E2: KVT

E3: Wolfshöcher Tonwerke

E4: SATAEDU

Multiplier event leaders are responsible for the following tasks:

- Coordinating the effective implementation of the specific multiplier event.
- Informing the project manager (VSRC) for any delays, risks or failures foreseen.

- Reviewing the activities related to the preparation and implementation of the event and the follow-up activities (if foreseen), and providing feedback to VSRC through the multiplier event checklist (Annex 6.3.1) filled-in with their feedback.
- Ensuring that the foreseen number of participants will attend, and that the venue which will host the event will be accessible and of adequate infrastructures and facilities.
- Facilitating the implementation of remedial actions and corrective measures.

Each short-term **joint staff training event** is coordinated by the respective activity leading organisation, namely:

C1: KVT

C2: Wolfshöcher Tonwerke

Joint staff training event leaders are responsible for the following tasks:

- Coordinating the effective implementation of the specific joint staff training event.
- Informing the project manager (VSRC) for any delays, risks or failures foreseen.
- Reviewing the activities related to the preparation and implementation of the event and the follow-up activities (if foreseen), and providing feedback to VSRC through the joint staff training event checklist (Annex 6.3.1) filled-in with their feedback.
- Ensuring selection of qualified lecturers, preparation of the necessary materials and tools, and providing adequate infrastructures and facilities.
- Facilitating the implementation of remedial actions and corrective measures.

3.3. Partner obligations

Each partner of the ENEFFIS consortium will be responsible for the quality of assigned outputs to be delivered. This entails:

- Making sure that own completed outputs conform to quality standards and requirements as defined in the quality assurance plan and the application form.
- Review, when requested and within the constraints of resources available, other partners' completed outputs, and/or parts of outputs.

- Communicating any delays, problems or failure risks to VSRC so as the latter will promptly facilitate preventive or remedial actions.
- Implementing any preventive or remedial actions, in terms of internal managing of delegated staff, in order to improve quality of outputs and results.

4. Quality requirements

4.1. Outputs in the form of documents

Documents are project work submitted in a document format, either formally delivered and disseminated or internally exchanged. The two main document types are:

- a) Tangible parts of Intellectual Outputs, i.e. documents submitted in fulfillment of both contractual and workplan obligations
- b) Internal documents, e.g. informal internal drafts, reports, presentations, memos and other related material.

4.2. Requirements for document files

- Each document produced throughout the ENEFFIS project acquires a unique identification name, consisting of:
 - 1) Project acronym
 - 2) Document title (short)
 - 3) Responsible partner/date (if applicable)
 - 4) revision number (if applicable).

E.g.: ENEFFIS_Work plan_2016 11 or ENEFFIS_Dissemination report_VSRC_rev1

- The coding of outputs/events included in the application form should be followed, i.e.
 Ox for Intellectual outputs, Ex for Multiplier Events, Cx for joint staff training events (x is an operator taking values between 1 4, as included in the Application form).
- The ENEFFIS deliverables and internal documents should include, in the cover page, the information provided in Annex 6.1: Document identification name, title, date, author / responsible partner, dissemination level (public/confidential), and disclaimer. The logos of the Erasmus+ Program, the ENEFFIS project and the partner responsible for the development of the respective document are included in the cover page as well. To ensure consistency, all partners should apply the cover page template for outputs and internal documents.

- Outputs are submitted in MS-Word (.docx) file format as well as in Adobe Portable Document format (.pdf). If applicable, deliverables may be also submitted in MS-Excel (.xlsx) and MS-PowerPoint (.pptx) formats.
- Outputs and internal documents are submitted and exchanged in English, unless otherwise specified in the Application form (e.g. learning/teaching materials). When foreseen, translation will be undertaken by each partner into respective national language (e.g. dissemination materials).

4.3. Requirements for Multiplier events

Multiplier events should meet the following minimum requirements:

Before the event

- Clearly set themes and target groups.
- Clearly structured agenda, reflecting the type, purpose and timeplanning of the event.
- Compliance with standards and specifications of the ENEFFIS dissemination plan.
- Realistic time-planning.
- Proper venue and facilities

During the event

- Registration desk and materials.
- Keeping and updating lists of participants.
- Documentation of main event activities for record keeping and promotional purposes.

After the event

- List of participants.
- Presentations, or any other material produced at the event uploaded to the wiggio platform, submitted to the coordinator and/or circulated within the consortium.

4.4. Requirements for transnational project meetings

All foreseen transnational project meetings should meet the following minimum requirements:

Before the meeting	During the meeting	After the meeting
 Meeting agenda outlining key issues or problems to be discussed among participants. The agenda for each meeting should be circulated well before the meeting to allow participants to prepare for the discussions. Realistic time-planning taking into account number of participants and issues to be addressed. Online preparation session before meeting (if needed). 	 Keeping and updating lists of participants. Full documentation of meeting activities (e.g. photos, videos) for record keeping and promotional purposes. Filling in evaluation forms. Distribution of attendance certificates. 	•Meeting minutes prepared, circulated within the Consortium.

4.5. Requirements for short-term joint staff training events

Joint staff training events should meet the following minimum requirements:

Before the event	During the event	After the event
 Clearly structured agenda, reflecting the activities and time-planning of the event. Compliance with standards set for the training events in the Application form. Realistic time-planning. Proper venue and facilities 	 Keeping list of participants. Documentation of main event activities for record keeping and promotional purposes. Filling in evaluation forms. Distribution of attendance certificates. 	 List of participants. Presentations, or any other material produced at the event uploaded to the wiggio platform, submitted to the coordinator and/or circulated within the consortium.

4.6. Processes requirements

4.6.1. Internal communication

The quality assurance mechanisms of the project foresee regular communication and periodical information flow to meet the following objectives:

- 1. Communicate project goals and targets, ongoing tasks and activities to the staff of participating organisations.
- 2. Facilitate the preparation of outputs through internal reviewing and collaboration.
- 3. Ensure instant and direct implementation of remedial actions and corrective measures.
- 4. Provide VSRC with the information required for onward reporting of progress to the Lithuanian National Authority.
- 5. Provide VSRC and respective Intellectual Output leaders with detailed, up-to-date and high quality information on the state of the project allowing for constant monitoring and continuous improvement.

VSRC will be responsible for applying the following internally agreed and adopted rules and requirements:

- The daily or occasional communication and information exchange among partners should be done in electronic format through e-mail and the ENEFFIS group in the Wiggio platform (<u>http://eneffis.wiggio.com</u>).
- 2. E-mail communication not addressing bilateral issues (e.g. coordination of work between two project partners) should include in copy the Project Coordinator (VSRC). In case of project management issues, VSRC should be the receiver; if referring to project implementation issues, the receiver should be the partner responsible for the entire consortium, if appropriate. In this case, VSRC should also be aware of the communication through CC.
- E-mails among ENEFFIS partners should have a clear and meaningful subject line directly providing the purpose of communication. (e.g. "Planning of the 2nd Project meeting").
- 4. In case of conflict or disagreement, issues should be brought to the attention of the Project Coordinator and the Steering Committee.

5. Telephone, fax and skype will be used when required. Urgent correspondence over e-mail will be sent with a request for "explicit acknowledgement". Ordinary mail will be used for legally binding decisions/ documents, i.e. when executive signatures are required.

4.6.2. Decision making

The Steering Committee consisting of one representative from each partner organisation and chaired by the project coordinator will be responsible for taking the major management decisions. The working groups (one for each intellectual output) will be responsible for taking decisions in its own area of specialty.

The members of the Steering Committee are the following:

- 1. Renata Černeckienė (Chair) VSRC;
- 2. Marius Babraitis KMG;
- 3. Sigrid Ester Tani KVT;
- 4. Dmitry Starostin Wolfshöher Tonwerke;
- 5. Marko Kemppinen SATAEDU.

Given the relatively small size of the partnership, decisions are expected to be taken by consensus. If this does not prove possible, in order to avoid deadlocks, approval by majority will suffice, after a reasonable time of deliberation.

4.6.3. Reporting

The project reporting processes comprise the following steps, activities, and requirements:

- All templates and reporting materials provided by Lithuanian National Agency will be available to all partners.
- Preparation of periodical quality assurance reports (one for each semester) throughout the project lifecycle.
- On-time delivery of project progress and final reports.
- Full and accurate description of project activities, outputs and results by all partners upon request from the coordinator, for the preparation of all project management and implementation reports.
- Compliance with the provisions of the Grant Agreement and partner contracts.

- Compliance with Erasmus+ programme obligations and reporting guidelines.
- Uploading of project outputs and results on the Erasmus+ dissemination platform available at http://ec.europa.eu/programmes/erasmus-plus/projects/.
- Updating of Mobility Tool.

5. Quality reviewing procedure

5.1. The three-action approach

The quality reviewing procedure includes:

- a) Self assessment by the partner responsible for project outputs.
- b) Intellectual output leader review.
- c) Overall monitoring and final assessment by VSRC.

In case the partner, who is responsible for the tangible parts of an output, is also the Intellectual Output leader, VSRC will request another partner to review the output, based on relevant expertise. The reviewing procedure for each type of project outputs and events is described in the following section.

5.2. Documents

All project outputs are checked and reviewed in terms of compliance with quality standards and requirements prior to submission, as described in Section 4 of the Quality assurance plan. Partners will use the Quality Review Chart, following the template included in Annex 6.2, which is structured in three main sections: a) self-assessment (filled-in by the partner responsible for the output), b) reviewing by the intellectual output leader (or another partner in case of overlapping roles), and c) reviewing and assessment by VSRC. The Quality Review Chart also defines an assessment status given to each project output by VSRC: a) failed, b) corrections - updating pending, and c) approved. At the end of each semester, VSRC compiles the Quality Review Charts in order to facilitate reporting of project activities to the National Agency.

5.3. Multiplier events

VSRC will review materials, reports and evidence from all Multiplier events, in collaboration with the partner responsible for the organisation of the respective event (multiplier event leader). The dissemination leader (VSRC) will also review the organisation of multiplier events. In case corrective measures or improvement areas are identified before the event, the multiplier event leader should directly contact the involved parties to apply improvements or adjustments.

The multiplier event leaders and VSRC will use the relevant checklist provided in Annex 6.3.1 for the reporting and assessment of multiplier events.

5.4. Short-term joint staff training events

VSRC will review materials, reports and evidence from the two Staff training events, in collaboration with the partner responsible for the organisation of the respective event. The dissemination leader (VSRC) will also review the organisation of staff training events. In case corrective measures or improvement areas are identified before the event, the staff training event leader should directly contact the involved parties to apply improvements or adjustments.

The staff training event leaders and VSRC will use the relevant checklist provided in Annex 6.3.2. for the reporting and assessment of the events.

5.5. Transnational project meetings and reporting

VSRC will monitor compliance of transnational project meetings with quality standards and requirements once per semester. VSRC should also fill in the transnational project meeting checklist (Annex 6.3.3) in three stages:

a) Before a project meeting (Week -4 to Week -2)

b) During a project meeting (Week 0)

c) After project meeting (Week +1 to Week +2).

In case corrective measures or improvement areas are identified before a transnational project meeting, VSRC will apply improvements or adjustments. During meetings, all participants will fill the Internal Meeting Evaluation Form (Annex 6.4.1).

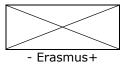
Two weeks prior to submission of project progress and final reports, the Project Coordinator (VSRC) gathers all quality reviewing material (quality review charts, checklists, evaluation forms) and reports on actions implemented and any problems encountered. If required, VSRC asks for additional information or clarifications from partner representatives.

5.6. Dissemination materials

Dissemination materials will be reviewed by VSRC as the dissemination leader and Project Coordinator, on both a regular (each semester) and occasional basis following the project's progress and dissemination planning. VSRC producing the dissemination materials and infrastructures will use the relevant checklist, provided in Annex 6.3.4, to ensure that content requirements, defined by the dissemination plan, are met. In case corrective measures or improvement areas are identified before release of dissemination materials, the dissemination leader (VSRC) should directly contact partner representatives and involved parties to take appropriate action.

6. Annex: Tools and templates

6.1. Document cover page template



logo & funding disclaimer



ENNEFIS Logo



Partner Logo

<Title of Output>

<partner name>

<month/year>

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Document title:	<title></td></tr><tr><td>Output Type:</td><td>Project Management and Implementation/</td></tr><tr><td></td><td>Intellectual Output / Multiplier Event/ Staff Training</td></tr><tr><td></td><td>Event</td></tr><tr><th>Date of Delivery:</th><th>DD/MM/YYYY</th></tr><tr><td>Activity Type:</td><td><activity type></td></tr><tr><th>Activity Leader:</th><th><pre><partner name></pre></th></tr><tr><td>Dissemination level:</td><td>Public/ Confidential</td></tr><tr><th>Disclaimer</th><th></th></tr></tbody></table></title>

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6.2. Quality review chart for outputs

QUA	LITY	REVIEW CHART		
Reviewing stage				Date
Submitted by partner for the firs	t time			
Re-submitted by partner following	ng chang	ges or updates		
GENERAL INFORMATIO To be filled in by the partner repr		ve and reviewers		
[Deliverable Title – identificati	on nam	e]	[Output]	[Activity]
Type Please specify the type of output		[Partner representative]	[Date submitted]	[Date re- submitted]
Project Management and Implementation Outputs				
Intellectual Outputs		Reviewer (Name) [Intellectual output leader or ap	pointed reviewing	partner]
		Reviewer (Name) [VSRC]		
		•		
1. SELF ASSESSMENT To be filled in by partner represe	ntative			
Was the output completed and su If no, please explain the reasons			Yes 🗆 No 🗆	
If re-submitted, is the output properly updated or modified as suggested by reviewers? If no, please justify.				
Did you have any major difficult If yes, please provide here details solutions that have either been in	s of prot	plems encountered and the	Yes 🗆 No 🗆	
Please use the space below to ide	entify an	y deviations in outcomes from the in	nitial plans.	
Please indicate the involvement of	of any of	ther partner (if applicable).		

2. REVIEW				
To be filled in by reviewers				
Was the output completed and submitted on time?				
Intellectual output leader / reviewing partner	Yes 🗆 No 🗆			
VSRC	Yes 🗆 No 🗆			
Does the output meet project goals and indicators?				
Intellectual output leader / reviewing partner	Yes 🗆 No 🗆			
VSRC	Yes 🗆 No 🗆			
Does the output meet the project's quality standards as defined in the quality assurance plan?				
Intellectual output leader / reviewing partner	Yes 🗆 No 🗆	Yes 🗆 No 🗆		
VSRC	Yes 🗆 No 🗆			
How would you rate the output's overall quality?				
Intellectual output leader / reviewing partner	Poor 🗌 Medium 🗌 High	ı 🗆		
VSRC Poor D Medium High				
Please make any suggestions to improve the output results.				
Intellectual output leader / reviewing partner				
VSRC				
3. ASSESSMENT RESULT To be filled in by VSRC				
Please specify the output's assessment status and write additional comments, if any.	Failed. Output should be re- worked or re-assigned.			
	Pending. Output should be re-submitted in updated version.			
	Approved. Output can be released.			

6.3. Checklists

6.3.1. Multiplier events checklist

Event title (e.g. Demonstration workshop in LT)		Checklist filled in by: [Name] Date: [dd/mm/yyyy]		
	BEFORE TH			
1	Event has clearly set the	emes and target groups.		
2	Agenda is prepared.			
3	Event preparation is in compliance with the specifications of the ENEFFIS dissemination plan.			
4	Event is realistically planned according to schedule.			
DURING THE EVENT				
5	Registration desk and m	aterials are in place.		
6	A list of participants is maintained.			
7	There is documentation and record keeping for the main activities.			
AFTER THE EVENT				
8	List of participants.			
9	Presentations or any other material produced at the event are uploaded on the project's common sharing space and/or circulated within the Consortium.			

6.3.2. Short-term joint staff training events checklist

Event title (e.g. Train the T	Trainer event in EE)	Checklist filled in by: [Name] Date: [dd/mm/yyyy]		
	BEFORE	THE EVENT		
1	Event has clearly set ther	nes and tutors are invited.		
2	Agenda is prepared.			
3	Event preparation is in co specifications of the ENE			
4	Event is realistically plan	ned according to schedule.		
	DURING THE EVENT			
5	Tutors and materials are	n place.		
6	A list of participants is maintained.			
7	There is documentation and record keeping for the main activities.			
8	Evaluation forms filled-in.			
9	Certificates of attendance distributed.			
AFTER THE EVENT				
10	List of participants.			
11	Presentations or any other material produced at the event are uploaded on the project's common sharing space and/or circulated within the Consortium.			

6.3.3. Transnational project meetings checklist

Transnational project meeting date & location (e.g. 2 nd Project Meeting, Tartu, dd/mm/yyyy)		Checklist filled in b [Name] Date: [dd/mm/yyyy]	y:	
	BEFORE THE MI	EETING		
1	Agenda is prepared	1.		
2	Meeting is realistic according to sched	• 1		
3	Minimum number of expected participants is ensured.			
	DURING THE MEETING			
4	Registration desk and materials (e.g. internal documents, outputs to be discussed) are in place.			
5	A list of participants is maintained and properly updated.			
6	There is full documentation and record keeping of the meeting activities.			
7	Evaluation forms filled-in.			
8	Attendance certifications distributed.			
	AFTER THE MEETING			
9	Meeting minutes particulated within the			

6.3.4. Dissemination materials checklist

Type of dissemination material (e.g. project flyer)		Checklist filled in by: [Name] Date: [dd/mm/yyyy]	
	BEFORE R	ELEASE	
1	Content is accurate.		
2	Content is relevant to p objectives.	Content is relevant to project goals and objectives.	
3	Materials are compliant with the specifications of the ENEFFIS dissemination plan.		
4	Materials are compliant with the publicity requirements of the Erasmus+ Programme.		
5	Materials are ready to be released according to schedule.		
	AFTER RE	ELEASE	
6	Materials meet project the ENEFFIS Application	indicators as defined in ion Form.	
7	Materials fulfil dissemination goals and targets as defined in the ENEFFIS dissemination plan (e.g. reaching target groups and the wider public).		
8	Materials were released	l on-time.	

6.4. Evaluation forms

6.4.1. Transnational project meeting internal evaluation form

Please rate each item of the	e questionna	aire, describ	ing your expe	rience:		
The agenda covered sufficiently the topics that needed addressing.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	n/a
The meeting was properly organised.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	n/a
The allocated time to each topic was sufficient.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	n/a
Partners' presentations helped progress the project.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	n/a
The partners were well prepared and knowledgeable about their roles in the project.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	n/a
There was enough time for discussions and exchange of ideas.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	n/a
Upcoming tasks & partner obligations were clearly explained.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	n/a

The meeting as a whole has been appropriate and productive.	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	n/a
General comments						
Suggestions for new items	in the evaluation in the evaluation of the evalu	ation form				
Name:						
Organisation:						

6.4.2. Joint staff training event evaluation form

Train the Trainer: Evaluation questionnaire

Place & Date

Basic information	n about participan	t		
Name, surname:				
Email:				
Organisation:				
Country:				
Overall rating of	the training cours	e		
Excellent	Good	Satisfactory	Unsatisfactory	No opinion
Content covered	during the trainin	g		
Excellent	Good	Satisfactory	Unsatisfactory	No opinion
Amount of mater	rial covered			
Excellent	Good	Satisfactory	Unsatisfactory	No opinion
Balance of theory	y and practice			
Excellent	Good	Satisfactory	Unsatisfactory	No opinion
Length of the tra	ining event			
Excellent	Good	Satisfactory	Unsatisfactory	No opinion
Tutors' knowled	ge of the subject a	nd presentation sk	ills	
Excellent	Good	Satisfactory	Unsatisfactory	No opinion

Excellent	Good	Satisfactory	Unsatisfactory	No opinion
our comme	nts and suggestio	ns		I