

“NEETS at RISK”

“EARLY identification, INDIVIDUALIZED targeting and TAILORED intervention for young people at risk of NEET – flexible pathways and an effective methodology for the transition into the labour market”

Erasmus+

KA2 – Cooperation and Innovation for Good Practices

O5A1 Quality and Evaluation Guidelines

V_1_1

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1 General Approach of the Quality Assurance (Internal Evaluation) in the Project NEETS at RISK

The aim and scope of the quality assurance internal evaluation of the **“EARLY identification, INDIVIDUALIZED targeting and TAILORED intervention for young people at risk of NEET – flexible pathways and an effective methodology for the transition into the labour market”** (NEETS at RISK) project is one of a continuing internal self evaluation of the project according to the quality criteria mentioned in the application.

The aim of this paper is to describe the methodology of this quality assurance through self evaluation for the use by the project leader as well as all other project partners.

The project will collect information and exchange knowledge about international practices of identification and prevention of NEETS, develop intellectual outputs based on this knowledge and the discussion of innovative ways to synthesize and use this knowledge. It will design pilot interventions and evaluate these, resulting in a fine-tuning of intervention and outputs. The project therefore has a strongly developmental focus. Consequently also the internal evaluation and quality assurance within the project must have a highly **formative and developmental approach. Therefore the main criterion for IE&QA is to support the self-reflection of the project partners during the development process, collect and feedback information and knowledge useful for this development and to provide the IE and QAs own feedback and expert assessment as a contribution to the development. In addition to this the information will be used to keep the external expert audience informed about the main outcomes and process of the project.**

Methodologically this approach is based on concepts of utilization focused evaluation (Patton, M.Q.: Developmental Evaluation – Applying Complexity Concepts to Enhance Innovation and Use, London 2011) and Action Research (particularly the “critical friend approach of Fricke (Fricke 2007), but also a quite classical PCM approach of stimulating reflection and continuing improvement during the project.

Utilisation Focus – Formative Impact

It is an “utilization focused approach”¹ of guided self-evaluation, an evaluation claims to provide a unique perspective. The partner responsible for providing the quality assurance methodology (ISOB) in the scope of IO5 as part of the project is an emphatic partner within the

¹ Patton, Michael Quinn (1997): Utilization-Focused Evaluation. The New Century Text. 3rd ed. Thousand Oaks, S.28

project partnership, but it is a partner that does not identify itself with one single operational function within the project, like project management, product development, testing etc. Much more, the internal evaluation tries to integrate the perspective of the stakeholders of the project into the activities and discussions of the project.

Secondly, in contrast and in addition to only utilizing a narrative of the project (which is the task of the dissemination and marketing of the project), the information provided by the internal evaluation is based on data, qualitative as well as quantitative, supporting the narrative. The data collected and presented in a systematic way are intended to assure and improve the relevance and quality of the project.

This approach can be called “utilization focused”² because it is focused on the provision of useful information for the project partners as well as the stakeholders of the project not only after the project, but also during the project on a continuing basis in order to have a formative impact, i.e. allow for a continuing improvement of activities by the partners.

For the project partners it will be useful to be confronted continuously with the anticipated needs and perspectives of stakeholders. The evaluation here is in the role to ask those questions, that the stakeholders as well as the external evaluation of the project can be expected to ask. The answers to these questions will decide if the project will be approved of by its target groups and if its results will be really used.

These anticipated perspectives will be the criterion for the feedback the internal evaluation will give to the developments within the project (formative element of the evaluation).

“Critical Friend” Approach

As a “**critical friend**”³ of the project the evaluation here consists of asking those questions that the stakeholders as well as the external evaluation of the project would probably ask.

The internal evaluation will be “the voice” of stakeholders within the projects when stakeholders themselves cannot be present. The IE will also remind partners of the criteria stated by the external evaluation (as represented in the grid of the final report to the agency) on a continual basis. The IE is therefore a critical friend, It is, however, still to be considered a friend, as it contributes to the project and identifies with the project as a whole.

2 ibd

³ Fricke, W. (2007): Arbeitsforschung und Aktionsforschung. Perspektiven einer wünschenswerten produktiven Beziehung. In: Ludwig, J., Moldaschl, M., Schmasuder, M., Schmierl, K. (Hrsg.): Arbeitsforschung und Innovationsfähigkeit in Deutschland, Mehring.S.293

Therefore in this project with its clear and straightforward work program the focus on the consistent and useful feedback to the project actors regarding process and outcomes as well as the useful representation of lessons to be learned from the project experience for third parties has a strong priority.

DEMING Cycle as General Methodology – Microcycles of Reflection as Supportive Methodology

The general methodological approach of the quality assurance is the DEMING quality Circle of PLAN, DO, CHECK, ACT.

The aim of the quality assurance exercise is to make sure that quality is maintained in all stages of the project:

PLAN: in the planning phase the quality assurance helps to make sure that the quality indicators mentioned in the application (see quality indicators grid p XX) are reflected in the analyses (initial needs analysis) and in the planning of the innovation transfer.

It will be reflected also: Do operational plans for design and implementation meet defined criteria?

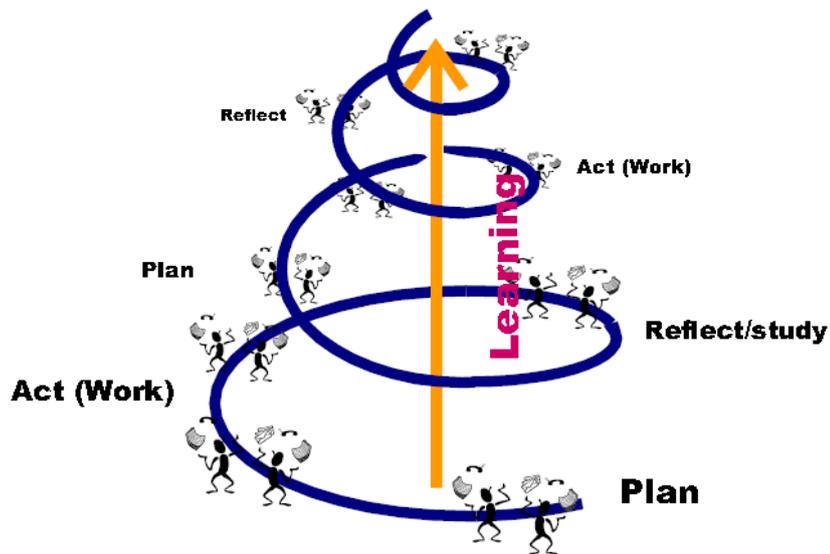
DO: It will be monitored: are the activities implemented to plan? How do partners perceive the Process Quality?

CHECK: The main criterion for the monitoring of the quality of the implementation will be the end user and stakeholder feedback. The internal evaluation will provide questionnaires which will allow for the collection of relevant feedback on the quality criteria mentioned in the application. It will also guide the analysis and reporting of this feedback and the elaboration of relevant conclusions from the feedback, mainly concrete suggestion for improvement of the products tested.

ACT: The internal evaluation will monitor the actual implementation of the improvements deduced from the “Check” phase.

These stages are not mutually exclusive separate stages. The quality assurance approach taken includes micro-cycles of reflection aimed to enhance the reflectivity and quality of the work in every phase and to make sure that potential improvements are identified at any time and useful corrections are made on a continuing basis rather than only at the end of the implementation.

This cycle reflects the general improvement of work through learning. It can also be represented by an upward spiral of working, reflecting and learning.



4

Means to implement this reflection include:

- Real-time collection and systematisation of relevant data and information
- Feedback by the partner responsible for quality assurance and all partners to all relevant project developments and product drafts
- High intensity and quality of communication among partners
- Explicit and transparent decision making by all partners
- Inclusion of key stakeholders on all stages of the project

The application of „NEETS at RISK” already has developed a clear and concise schedule of the activities.

The first phase of the project involves a research phase (O1, O2 and 3) resulting in identification of an intervention methodology to reduce number of NEETS, as well as the needs of the main stakeholders of NEETS at RISK.

The partner responsible for the quality assurance will cooperate with the O1 and O2 leaders in designing an appropriate questionnaire and methodology for researching the stakeholders and end end-users needs.

4 Adapted from: Stahl, Thomas: The Learning Organisation, Brussels 1993

The quality assurance will also cooperate with IO 2 A 2 (testing) partner in order to design questionnaires which are appropriate to get feedback from stakeholders and end-users on the technical and pedagogical merit of the tool drafts.

It will work with all IO leaders to integrate these questionnaires, as all survey tools within the project, in a **unified online survey system**.

The use of the system “Lime Survey” is foreseen.

Indicators

In order to make the outcomes of this work program measurable, this paper will propose a set of indicators for the achievement of the aims of the project. All partners are invited to suggest changes to these indicators. If no changes are suggested **until the 31th of April 2015** these indicators will be regarded as final.

This short paper will help to clarify the intent of the project monitoring and assessment (internal evaluation) in “NEETS at RISK”.

It will give an overview of data that are to be documented throughout the project, among them process generated data as well as data obtained by surveys.

External Evaluation vs. Internal Evaluation

As mentioned the formative internal monitoring and evaluation of the project has a strong formative and developmental focus. This can work out only in a cooperative collaboration with all of the partners and stakeholders, which allows also admitting development needs and problems faced.

The aim is to appreciate and encourage partners at all times.

Therefore the role of the internal evaluation is distinct from the external evaluation and program management that will monitor and control the project from the perspective of the needs and indicators of the LLP program as a whole.

Nevertheless the internal evaluation and its documentation will support the interaction between the project promoter and the LLP authority in every aspect, helping with the representation and justification of project results and also in all other aspects where the data and evidence collected can be useful.

Stakeholders of the project NEETS at RISK

In the paragraphs above “stakeholders” of “NEETS at RISK” have been referred to in a quite abstract way.

Who, after all are these stakeholders?

The application mentions a few of them. The project activities are focused on two main target groups:

- Students or trainees from (15 to 24) who are in the schools or in the training system, ending their compulsory education but being at risk of becoming NEETs
- Persons who are not in the school- or in the training system (as well as unemployed persons) ranging from 15 to 24 years

Other stakeholders groups include:

- VET providers/schools
- employment services/counselors,
- education and training system policy representatives,
- enterprises and social partners,

- local or regional authorities with VET and employment responsibilities, families and community.

The participation of the respective relevant organisations is implied.

These stakeholders are only the minimum of those who are to be involved. The involvement of other stakeholders in the development and implementation of the “NEETS at RISK” products will be both more diverse and less standardized. It is therefore necessary to document their feedback. Contact can be made in a face-to-face and within the partner organizations’ network, conferences and other dissemination opportunities. The activities of the project will be observed by the internal evaluation. The observations will be documented in an open format and feedback will be given to the respective participants as well as to the project partnership as a whole.

2 Data Collection in the Context of the Internal Evaluation

In addition to the general remarks on the methodologies used in this chapter an overview of the data collection activities will be given.

In order to be able provide evidence that the quality criteria cited below are actually met and therefore to allow stakeholders to assess the general quality of „NEETS at RISK”, it will be necessary to collect qualitative and quantitative data.

Qualitative data refer to non-quantitative descriptive data like reports, interviews, descriptions of processes and events.

Quantitative data refers to statements on measurable facts.

These data can be differentiated in data that are produced by the day to day project implementation and data produced upon request of the Internal Evaluation.

2.1 Process generated data

Among the process generated data there is all evidence of activities by the project partners, like

- workshop and partner meeting minutes,
- conference reports,
- press reports,
- products and product drafts,

- studies,
- partner E-Mails
- records of Instant Messaging Chats
- dissemination mailings,
- etc.

The project leader will collect all material that can serve as evidence that „ NEETS at RISK” did what it was supposed to do and document this collection on the project intranet.

Experience shows that it is unpractical to interfere too much in the way partners usually document their activities and keep records. So no standard format for that will be given (if not the majority of partners will ask for it).

2.2 Data generated upon request of the internal evaluation

Particularly in the scope of the phase “Check”, which is covered partly testing a collection of data through surveys is needed.

This will concern mainly the collection of feedback from end-users, but also from partners and stakeholder representatives at various stages within the project.

All questionnaires will be online questionnaires within the overall online surveying system, hosted by partner ISOB.

At this point the following **questionnaires** are foreseen

NEETS at RISK QA Tool 1:

- Questionnaire for representatives of stakeholders and peer experts, selected from the data base created in the scope of O2 and 3 on assessment of quality of the general concept of the project as a whole and the quality of product drafts.
This questionnaire should be used as soon as the product draft is available. There should be some time left in order to implement urgent corrections that might become evident through this exercise.

The internal evaluation will work with the partner responsible on validating the piloting exercise to develop questionnaires for the following groups:

NEETS at RISK QA Tool 2:

- Questionnaire for end users (tutors, mentors, students, companies, other relevant actors, (as to be decided following the design of the intervention) on subjective quality

of the methodologies, usability of the tool, perceived learning success and perceived impact on confidence and motivation to stay in the education process and make a smooth transition to work.

ISOB will provide a draft of the questionnaires as the product drafts are available.

A general methodology of the survey will be presented in the context of the second project meeting.

The internal evaluation will analyse and validate the testing report as well as the **impact analysis** by the responsible partner on the basis of the anticipated and/or documented stakeholder interests, as well as the aims of the project and the program as a whole.

Recommendations for final adaptations of the methodology will be given as soon as data are available, if necessary. The results of this final survey will be particularly relevant:

- to inform the design of future similar training programs
- to document the participant reaction to the intervention in order to inform the partners, LLP authority as well as the interested public.

3 Online Monitoring System

All project activities will be documented in real time by the partners in a simple to use, yet very powerful online monitoring system.

The “project diary” format online document collects information on every activity by partners along the categories

- DATE
- Organisation
- Author Description of Activity
- IntellectualOutput No/Implementation/Mobility/Learning
- Remarks/Lessons Learned
- Reference

These categories are sufficient to cover all information needed to monitor the implementation status vs. the activities foreseen according to the application and/or the decisions made by the partners.

Information can be ordered by IO/activity etc and compiled into a status report at any given time.

The IO leader will monitor the entries by partners.

In particular the remarks and lessons learned will be reviewed in order to become aware of any relevant developments and/or risks perceived by any of the partners.

The document will be hosted as an interactive google docs document until the website of the project allows the hosting there.

The data collected will be analysed in a bi-annual status report, which will include recommendations for the partners.

Currently the monitoring template can be accessed via:

<https://docs.google.com/spreadsheets/d/12L6Gcu71iPaFuGnE5FxWE1LePWx20y5F-8sdz7VGw2E/edit?usp=sharing>

4 Documentation of Process Quality

Process quality will be surveyed among partners by IO 5 leader.

The aim is to document subjective impressions and recommendations for improvement in addition to the informal communication within the project and the information obtained through the online monitoring system.

It is not the point to single out partners but to get insight in the overall satisfaction or dissatisfaction in a transparent, consistent and systematic way.

This way points for improvement can be put on the agenda to discuss potential changes in the process.

05A5 Bi-annual Process Quality Online Survey

Dimensions monitored on a 5 point scale will include:

Process:

- Atmosphere in meetings
- Productivity of meetings
- Punctuality of tasks delivered
- Productivity of communication between meetings
- General Project Management Quality

Products:

- Technical quality of work delivered
- Inspiration from results delivered
- Usefulness for target group
- Innovativeness of products

Valorisation:

- Level of outreach to relevant stakeholders
- Stakeholder response

Partners will be asked to offer comments on the following issues:

- major achievements of the way of cooperation in the partnership up to now?
- opportunities for improvement?
- What can partners do to be even more useful for your work in the next months?

- Risks that could jeopardize the success of the project?

The quality of the process will be monitored by collecting feedback from partner organizations.

The responses will be monitored over time in order to monitor the development of the assessment of process quality.

The internal evaluation will discuss results in a feedback paper after each wave of the survey.

The survey will be done online using the program “Lime Survey”.

Time of the survey will be one month after each partner meeting, starting with the first full partner meeting in January 2015.

5 Model of Causality, Intervention and Impact

The project is based on a model of causality, intervention and impact, which is the working hypothesis for the project's activities and serves as the main framework of the reflection on process quality achieved.

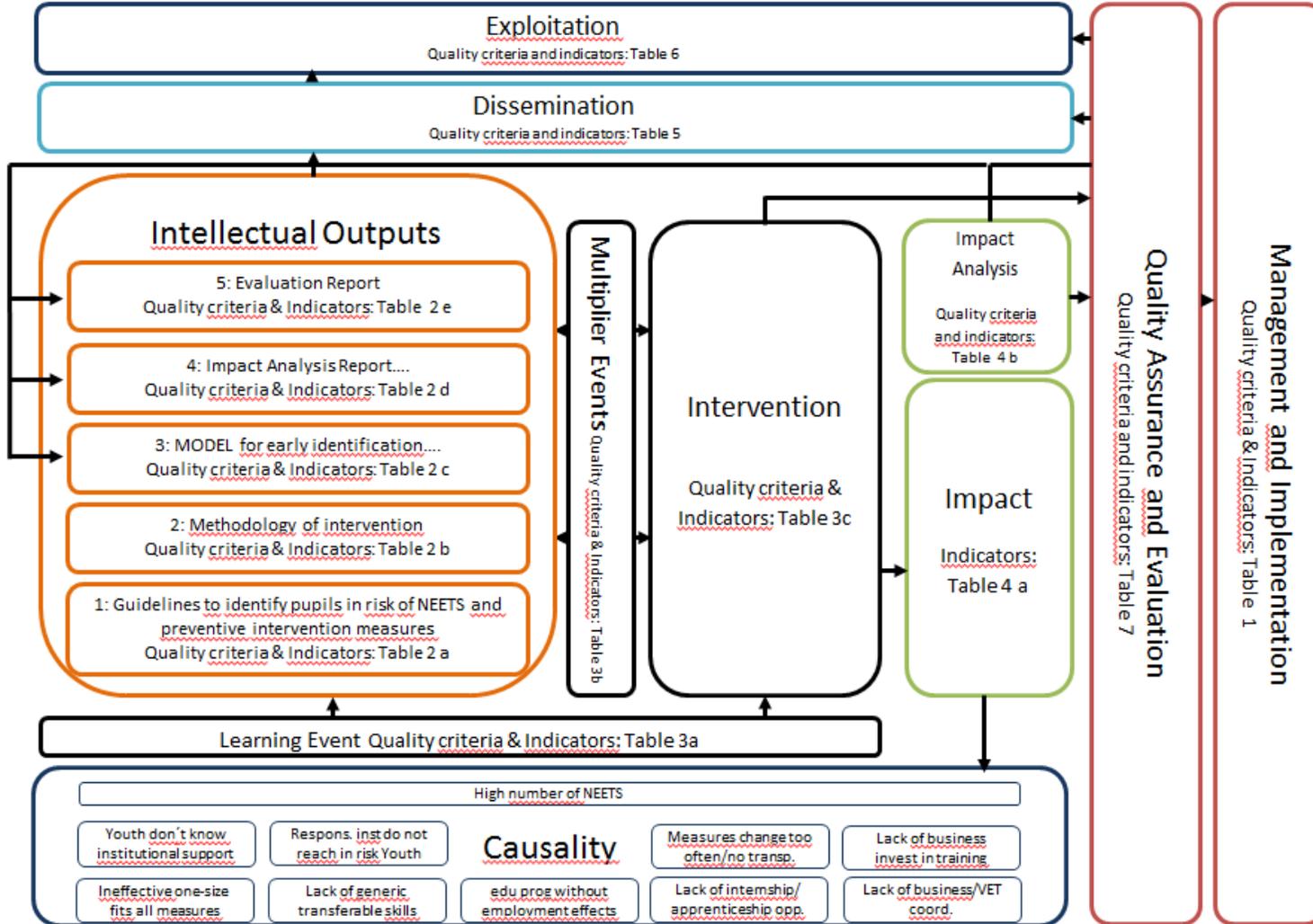
The general model is to be substantiated by a indicator framework, which is based on measurable indicators for each of the elements of Intellectual outputs, intervention and impact, as well as other outputs.

Information on the factors of causality have been part of the justification of the project proposal. Additional information obtained through the IO1 and the other IO will allow for a more in depth discussion of these factors at a later state of the project. Since a systematic research on these factors is outside of the focus of this developmental project, no specific indicators have been formulated for the causality factors.

The model on the page to follow, including the ever more rich information available as the project develops, is intended to be discussed by the partners on a continuing basis, in particular within partner meetings, virtual meetings and other occasions.

It will also be the reference framework for the evaluative feedback given by the QA& IE partner.

NEETS – Model of Causality, Intervention and Impact



6 Indicators and Data Sources

Indicators and Data Sources

The following set of indicators and aims can be deduced from the description of the main outputs and specific activities in the application, as well as from the general descriptions of project aims there. They are listed in systematic format here, in order to be able to measure the progress and real achievement of results. This can be regarded as a common minimum that is obligatory for the partners, in accordance with the application. All activities and results, tangible and intangible, will be measured against defined indicators. The indicator framework will be detailed and revised if necessary by the partners who can add indicators and quantitative targets by consent. The table gives also an overview of data sources foreseen to cover these indicators in column 4:

Intellectual Output/ Activity	Indicator	Target Value	Data Source
Table 1 Project Management and Implementation	Cooperation Agreements signed	All agreements signed	Info provided by promoter
	Reports delivered in time from partners to promoter	All partner reports delivered in time	Info provided by promoter
	Reports delivered in time from promoter to the Commission;	All reports delivered in time by the promoter	Info provided by promoter
	Payments made in due time	All financial reports delivered in time Funds made according to the schedule	Info provided by promoter Financial

			documents from partners
	Partner Meetings implemented	All partners participate in all meetings	Meeting minutes Information regarding the meetings in Interim Report
	All deadlines met	All deadlines met or plan of action approved to meet the next key deadline in spite of delays	Information provided by the promoter by using Monitoring of Project GANTT (continuously updated)
	Number of formal complaints from partners	Zero complaints	Info provided by promoter
	Number of complaints from National Agency	Zero complaints	Info and continuous monitoring by the promoter
	Existence of communication structure via internet, software for on-line conferences running and used in partner communication	Software running, on-line partner meetings take place monthly	Minutes of the online meetings Agenda of the meetings

	Proven communication among partners	<p>All partners provide feedback and information when required</p> <p>Quality of partner communication rated as at least “good” by 75% of partners in project process survey.</p>	<p>Collection of project related Email and minutes of on-line conferences</p> <p>6 x Project Process Quality Survey</p>
	Risks addressed.	<p>Promoter and partners address and find solutions for all risks identified.</p> <p>All risks identified through 6 x project process quality survey addressed by partners</p>	<p>6 x Project Process Quality Survey;</p> <p>Minutes of On-line and Partner meetings</p>
Table 3a Learning Activities	Implementation of the joint staff learning event	Participation of all partners.	Documentation of the event including: attendance list, agenda of the meeting and minutes of the meeting
	Number of best practices presented	Each partner presents at	Event

		least two good practices	documentation
	Positive evaluation of learning event	Partner assess content and methodology of event as at least „useful“ with respect to quality of methodology, applicability, relevance and efficiency	Partner Survey
Table 3b Multiplier Events	Focus Groups of at least relevant key informants implemented	Participation of 5 key informants in PT, ES, IT 3 times	Documentation of focus groups including: minutes, invitations, participants lists
	Focus Groups provide feedback as needed	100% participation in online surveys	Online Survey turnout
	Network of Stakeholders established	Stable network of Stakeholders initialized 30 stakeholders participate in events in PT, ES, IT , 30 relevant stakeholders participate in conference in PT., ES, IT. 60 participants in European Conference	Documentation of Event. Turnout of event participant survey. 75% of participants affirm interest in cooperation or further information.
Intellectual Outputs			

<p>Table 2 a</p> <p>IO1 Guidelines Identification and Intervention</p>	<p>Existence of Guidelines containing a methodological approach for the identification of young people at risk of NEET in an early stage as well as possible intervention measures to reduce the risk of becoming NEET</p> <p>Overall quality criteria:</p> <ul style="list-style-type: none"> • Inclusion of examples of good practice of identification • Good practice exchanged in learning activity used • Focus on NEETS risks (in contrast to temporary (search) unemployment • Focus on EARLY (=preventive) interventions • Discussion of criteria for selection along grid provided by lead partner • Identification of target group specific for each partner 	Existence	Document Analysis
	<p>Quality of Guidelines rated positively by partners and stakeholders</p>	<p>At least at least 75% of partners and Focus Groups surveyed (in context of O5) rate guide as at least „useful for the identification...“ and ready for testing along overall quality criteria</p>	<p>Survey of partners and Focus Groups along overall quality criteria</p>
<p>IO1A1</p> <p>Identifying risk factors</p> <p>O1A2</p> <p>Identification of NEET reduction preventive intervention</p>	<p>Study</p> <p>Quality criteria:</p> <p>Identification of typical risk patterns</p> <p>Description of target group</p> <p>Description of context</p> <p>Key informants involved</p>	<p>Research methodology accepted by 75% of the partners</p> <p>IO1 A 1 outcome paper accepted by 75% of the partners</p>	<p>Existence of the study/desk research</p> <p>Existence of research methodology</p> <p>IO1 A1 Outcome paper existence</p> <p>Tacit consent</p>

<p>measures</p>			<p>among 75% of partners</p>
	<p>Framework produced by the leading partner, applied by other partners</p> <p>Target group identification</p>	<p>Good practices accepted by responsible IO leader, based on criteria of stakeholder and expert involvement as well as contribution to IO2 quality criteria</p> <p>Selected material revised by the partners from all the participating countries and accepted by IO leader.</p> <p>IO 1 leader and 75% of other partners accept selected prevention measures</p>	<p>Existence of the study/desk research</p> <p>Survey among partners</p>
<p>Table 2 b</p> <p>IO2</p> <p>Methodology of INDIVIDUALIZED targeting and TAILORED intervention for young people at risk of NEET</p>	<p>Overall quality criteria (cf. p. 31 ff.):</p> <ul style="list-style-type: none"> • Reinforce matching role of actors/stakeholders • Reflect effectiveness of existing measures • Prevention • Early identification • Optimize agents actions • Increase network capacity • Individualized targeting • Tailored intervention • Increase contact with employers • Increase employability skills • Expose youth to work-based environments • Encourage companies to become engaged • Further elaboration of impact and result indicators specific for 		

	selected interventions/interpretation of general overall quality criteria		
	Existence of intervention methodology to reduce number of NEETS	Existence Quality of intervention methodology along overall quality criteria for IO 2 approved by 75% of partners and Focus Groups as „suitable for testing“	Document analysis Survey of partners Focus Group Survey
	Existence of supporting material	Existence Quality criteria met according to assessment by partners and Focus Group	Survey of partners Focus Group Survey
	Positive feedback on testing experience from tutors, regional representatives and target groups	75% of tutors rate methodology , supporting material, guidance and work experience as at least „useful“ in all quality aspects 75% of regional representatives (relevant for education and labour market) rate pilot experience as 75% at least „useful“ in	Survey of tutors, companies and target group

		all quality aspects of target group members rate experience as at least „useful“ in all quality aspects.	
	Existence of pilot testing report to quality standards	Report accepted by partners and Focus Groups.	Document analysis, partner and Advisory Boards survey
O2A1 Guidelines for the application of the pilot project in partners' countries	Existence of instructions for partners which clarify “who will do what when, how”. Existence of instructions for the documentation of the piloting	Testing partners and partners responsible for IO 4 and IO 5 affirm that instructions and templates are sufficient	Partner survey
O2A2 Application of the pilot project in partners' countries	Involvement of the target groups (at least 15 participants in PT, ESP, IT applying the pilot);	All participants belong to target group	List of participants, documentation of participants characteristics, allowing for identification as belonging to target group as defined in IO 1

	<p>The application of the pilot project in partners countries</p> <p>Development of a set of instruments and materials aimed at supporting the testing phase including mentoring and coaching sessions</p>	<p>75% of actors and participants affirm in survey that piloting contributes to quality criteria at least (“somewhat”).</p>	<p>Documentation, reports, minutes, lists of participants, participant and implementing actor survey</p>
<p>O2A3 Mentoring and coaching sessions 1 - employability and transition from school/VET to work</p>	<p>Existence of sessions according to overall quality criteria</p>	<p>75% of actors and participants affirm in survey that mentoring sessions contributed to quality criteria (to be defined specifically for mentoring sessions 1 in methodology at least (“somewhat”).</p>	<p>Documentation, reports, minutes and Lists of participants</p> <p>Feedback from the mentors and participants</p>
<p>O2A4 Mentoring and coaching sessions 2 - provide work experience opportunities</p>	<p>Existence of sessions according to overall quality criteria</p>	<p>75% of actors and participants affirm in survey that mentoring sessions contributed to quality criteria (to be defined specifically for mentoring sessions 1 in methodology at least (“somewhat”).</p>	<p>Documentation, reports, minutes and Lists of participants</p> <p>Feedback from the mentors and participants</p>
<p>O2A5 Preparation of staff-Pilot Testing</p>	<p>Presentation of the methodology for the collection and analysis of data, the identification of risk factors and drivers and their synthesis, including the micro, meso and macro level.</p>	<p>Partners agree upon the methodology</p>	<p>Existence of the methodology</p> <p>Consent of 75% of partners in survey</p>

O2A6 Results of the application of the pilot project in partners' countries	<p>Template of a report developed by leading partner</p> <p>Template assures reporting of formal data Template includes questions which inspire the discussion of the overall quality criteria for the intervention as well as specific indicators for individual interventions</p>	<p>Template accepted by 75% of the partners</p>	<p>Consent of 75% of partners (tacit or survey)</p>
	<p>Testing partners report results according to the schedule</p>	<p>Country reports submitted in time by all partners</p>	<p>Date of country reports</p>
	<p>Country reports accepted by lead partner</p>	<p>Country reports accepted by lead partner</p>	<p>No complaint by lead partner within 8 days of draft delivery</p>
	<p>Leading partners will analyze results and will draft a common report</p>	<p>Synthesis report accepted by 75% of partners and stakeholder representatives</p>	<p>Validation by partners and AB members in survey</p>
Table 2 c IO3 Guide "Model for EARLY identification, INDIVIDUALIZED targeting and TAILORED intervention for young people at risk of NEET"	<p>Overall Quality Criteria:</p> <p>General, transferable model, relevant for a number of contexts and target groups, based on Intervention Guidelines (IO 2) and Impact analysis (IO 4)</p> <p>User friendly, compact presentation of model</p> <p>Useful as inspiration for practitioners in the field</p> <p>Useful as policy option for decision makers</p>	<p>Existence</p> <p>Acceptance by all partners and Stakeholder representatives</p> <p>75% of partners and stakeholder representatives affirm that model meets the overall quality criteria for IO 3, taking into account the quality criteria for IO 2</p>	<p>Document analysis</p> <p>Partner Survey</p> <p>Focus group survey</p>

<p>O1A1</p>	<p>Identification of the methodological approach generated within the project regarding an early identification of young people at risk of being NEET</p> <p>Identification of an innovative methodology drawing on existing good practice and piloted in PT, IT that can support Member States on their efforts to tackle the NEET phenomena</p> <p>The results of the impact analysis differentiating possible different impacts according to criteria</p> <p>Conclusions and recommendations</p> <p>Challenges and lessons learned;</p>	<p>Acceptance by all partners</p> <p>All partners contributed to the guideline</p>	<p>Existence of the guideline</p>
<p>Table 2 d</p> <p>IO4 Impact Evaluation Report</p>	<p>Existence of Study</p> <p>Analysis Impact</p> <p>Evaluation to Quality standards</p> <p>Overall Quality Criteria:</p> <ul style="list-style-type: none"> • Approach coordinated with leader of IO 2 and IO 5 • Discussion of achievements regarding <ul style="list-style-type: none"> ○ Identification of target group ○ Efficiency of practices ○ Involvement of companies ○ Cooperation of relevant actors ○ Stabilisation of commitment to school and further education ○ Realistic expectations for transition from school to work • Discussion of additional/unexpected impact • Conclusions based on triangulation of qualitative and quantitative data from various sources 	<p>Quality of impact evaluation approved by at least 75% of partners and Focus Groups</p>	<p>Existence of the study</p> <p>Partner Survey</p> <p>Focus Group survey</p>

<p>O4A1</p> <p>Collection on data on actual and potential impact</p>	<p>Qualitative and quantitative evidence</p> <p>Questionnaires</p>	<p>100% participation rate</p>	<p>Survey</p>
<p>O4A2</p> <p>Challenges and opportunities for NEETs</p>	<p>Report analysis</p>	<p>All partners agree to the conclusions of the report</p>	<p>Existence</p>
<p>Table 4a:</p> <p>Impact</p>	<p>To be defined according to findings of IO 1 and methodology defined in IO 2</p> <p>Framework indicators according to appl. P. 33:</p> <ul style="list-style-type: none"> • Tested best practices of NEETS identification and prevention available • Knowledge about practices in UK and DE • Stabilisation of school careers • Realistic prospects for smoothed transition from school to work • Improved practices of relevant actors • More considerate strategies of key actors • Improved key actor cooperation 	<p>Cf table 2 d</p>	<p>IO 4 Report, based on qualitative and quantitative data collected</p>
	<p>Impact on labor market and education actors achieved.</p> <p>Relevant labor market and education system actors assess effects of pilot interventions as positive and affirm high potential for future impact</p>	<p>75% of respondents assess impact observed as at least „promising“</p>	<p>Quantitative and Qualitative survey of sample of key actors involved in piloting</p>

	<p>Existence of evidence for positive impact on NEETS</p>	<p>Target: 60% of NEETS involved assess positive effect of intervention on them according to a number of relevant quality indicators (e.g. contact to potential employers, knowledge gained, motivation, labour market competence etc-</p>	<p>NEETS survey</p>
<p>Table 7</p> <p>Quality Assurance/ Internal Evaluation</p>	<p>Overall Quality Criteria:</p> <ul style="list-style-type: none"> • Real time collection of data and feedback from all relevant actors in order to allow for an assessment of the implementation and process quality of the project • Real time collection of data and feedback from all relevant actors in order to allow for continuing improvement of product drafts • Fostering communication among partners and guiding of self-evaluative exercises (surveys, discussions, written feedback) • Synthesized overall assessment of project and its achievement for the relevant general public 		
<p>O5A1</p> <p>Quality and Evaluation Guidelines</p>	<p>Existence of quality assurance guidelines</p>	<p>Acceptance of self-evaluation guidelines by 75% of partners;</p> <p>Complete coverage of project documents;</p> <p>Existence of documented feedback to partners concepts;</p>	<p>Existence of document collection</p> <p>Existence of evidence of written feedback (Email, Skype conversations, formal documents.)</p>

O5A2 Online Monitoring System	Existence of online monitoring system, allowing for the real time documentation of activities implemented as well as documentation of observations/recommendations/risks perceived	Existence. 75% of partners approve concept and agree to use the system	Tacit consent
	Quarterly status report/synthesis of online monitoring	Existence	Working paper available
	Existence and implementation of quarterly process survey incl. report		Tacit consent
	Questionnaire for testing the acceptance of relevant products in all WP by users and peer experts proposed	No more than 25% of partners object to questionnaire 14 days after it is issued	Existence
O5A3 Interim evaluation report	Quality criteria: Overall synthesis of all information relevant for the improvement of project process/outputs as well as for the information of the relevant external audience	Interim Evaluation Report accepted by promoter, Evaluation Report of the Pilot Project	Explicit or implicit acceptance (no objection) Explicit or implicit acceptance (no objection)
O5A4 Final evaluation and users feedback report	Quality criteria: Overall synthesis of all information relevant for the improvement of project process/outputs as well as for the information of the relevant external audience	Final Evaluation Report accepted by promoter Evaluation Advisory Board and European Commission.	Explicit or implicit acceptance (no objection) <ul style="list-style-type: none"> • Explicit or implicit acceptance (no objection)

<p>Table 5</p> <p>Dissemination</p>	<p>Overall Quality Criteria and Indicators (cf. appl. P. 68):</p> <ul style="list-style-type: none"> Detailed dissemination plan developed and detailed indicator framework agreed High level of involvement of teachers, trainers, tutors, training technicians and other VET professionals involved in students/trainees training & development High level of attendance of multiplier events High level of engagement of employment centers and local, regional and national authorities 		
	<p>High level of dissemination to relevant audiences achieved through events media and utilization of partners networks</p>	<p>XXXX Contacts made to relevant actors, XXXX publications in print, XXXX hits on project and partners websites (to be defined in dissemination plan)</p>	<p>Dissemination documentation/re port based on contacts database, documentation of activities and dissemination products, assessment of contact relevance</p>
	<p>E3 National seminars</p>	<p>Each country at least 30 participants</p>	<p>Participants lists Documentation of the seminar Minutes</p>
	<p>Final European Conference in Portugal</p>	<p>At least 60 participants from all target groups including:NEETs, VET providers, local authorities, employment counselors</p>	<p>List of participants Documentation Presentations Agenda of the conference</p>
<p>Table 6</p>	<p>Overall quality criteria and indicators: Fostering exploitation through</p>	<p>High level of exploitation</p>	<p>Validation survey</p>

<p>Exploitation</p>	<p>“secondary dissemination” aimed at exploring results near policy makers, institutions with responsibilities in VET and employment policies definition and application (national/regional/local), education and training providers (public and private, from several education and training sectors, that can be regular schools, professional schools, VET centers, organisations providing learning opportunities, adult educations providers and even Universities), I&D Entities, social partners, families, experts, youth representatives</p>	<p>potential documented 75% of target groups of exploitation (stakeholders) affirm high exploitation potential along a number of indicators of exploitability (to be defined)</p>	<p>among exploitation stakeholder representatives</p>
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This is a minimum set of indicators, as suggested and agreed upon in the application. If partners wish to add additional indicators or wish to change existing indicators, they should address such a suggestion to the partners. We suggest that such changes can be adopted by the partnership by a 75% majority.

7 Time-line of Quality Assurance Activities

A time line of QA activities will be elaborated in coordination with the project leader, building on the operational plan defined at the beginning of the project.

The following steps are foreseen:

Continuing throughout the process: formal and informal feedback on relevant developments.

Consultancy on development and implementation of quality assurance tools as needed. Final design to be decided after decision of partners on operational plans for implementation/product drafts.

Preparation O5-A1:

Quality and Evaluation Guidelines.

Leading by ISOB. Other partners will contribute and validate.

Month 1 (Nov. 2014) until Month 2 (Dec. 2015).

Discuss in kick-off. Written version end of January

Rationale of evaluation

Model of causality – intervention – expected impact

Indicator framework

Guidelines for setting up of advisory boards – stakeholder feedback structure

Data collection

Implementation O5-A2:

Online Monitoring System.

Month 1 (Nov. 2014) until Month 2 (Dec. 2014).

Discussed in kick-off - Implemented March 2015

Online document to describe the state of implementation of each IO and other deliverables on a continuing basis accessible to all partners.

Analysis half yearly with recommendations (**state of the art report**)

Process Survey: Online Survey on Process Quality as perceived by partners: communication, efficiency, outreach, suggestions for improvements, risks

Implementation O5-A3:

Interim evaluation report.

Activity leader will develop report. Partners will provide information, give feedback and distribute report as needed.

Month 1 (Nov. 2014) until Month 18 (**April. 2016**).

Utilisation Focused Approach: Report focused on potential users needs:

- What might the stakeholders want to know about NEETS project?
- What is it (in general)?
- Why is it important?
- How is it relevant for me?
- What is it (tangible and intangible products and outputs)?
- How did target groups and stakeholders respond?
- What are the lessons learned?

What should I do in relation to it? (Recommendations)

Implementation O5-A3:

Sub-workgroup of partners responsible for QA & Evaluation, Pilot Testing, Impact Evaluation:

- Development and continuous improvement of coordinated approach
- Consolidated data collection system (questionnaires and data base)

- Consent on methodologies and tools used in each element of the common effort

Closure O5-A4:

- Final evaluation and user's feedback report.
- Update of interim report with strong emphasis on synthesis of user feedback analysis (piloting, stakeholders), impact analysis, lessons learned, overview of process which produced results, discussion of contribution to policies on European and national level, recommendations.
- Month 19 (Dec. 2016) until Month 36 (**Oct. 2017**).

Detailed Calendar

- End of March 2015: Written Guidelines
- Continuing: Monitoring system - reporting activities,
- Analysis of monitoring system – state of the art report April 15, Oct 15, April 16, Oct 16, April 17, Oct 17
- Process Survey: March 15, Sept 15, March 17, Sept 16, March 17, Sept 17
- Interim Report: April 16, collection of additional data: March 16
- Final Report: Oct 17, collection of additional data: Sept 17