Project SILVER

Deliverable 1.1.1 *Guidelines for the project work*

SILVER is a project of the European Union coordinated by Inholland University of Applied Sciences (The Netherlands) in cooperation with Oulu University of Applied Sciences (Finland), Brandenburg University of Technology Cottbus (Germany), South East European Research Centre (Greece), Academy of Economic Studies of Bucharest (Romania), University of Strathclyde (UK). www.intergenerationallearning.eu

*Agreement N°. 2011-3827 ** Project N°. 517557-LLP-1-2011-1-NL-GRUNDTVIG-GMP*
This project has been funded with support from the European Commission. This publication reflects the views of only the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

1 Introduction

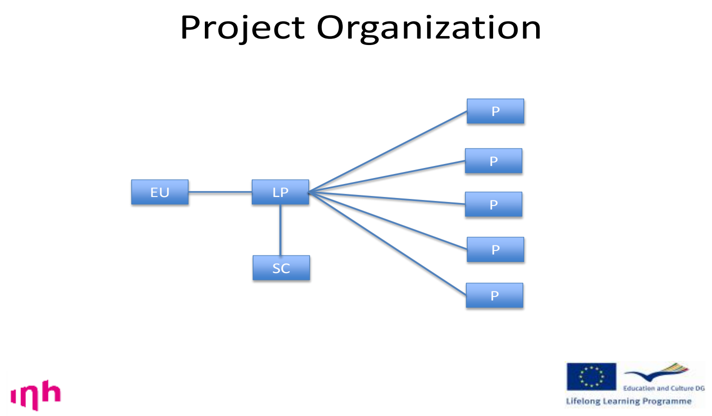
The guidelines in this report explain the managerial operation of the project. It contains the common set of project guidelines to be agreed upon by the steering committee and all other information needed to implement and complete the project successfully as well as effectively and efficiently. The strategic focus of the project's planned activities are explicated here too. Internal and external communication strategy of the project can also been found here. Finally, specific information flows needed for reporting on activities and financial matters will also be made concrete. We also use existing project management tools (such as the one found at www.european-**project-management**.eu/fileadmin/.../Survival_Kit_EN.pdf).

2 Strategic focus

The strategic focus of the project is on making Intergenerational learning (IGL) work in the difficult circumstances of the daily practice of work in organisations. This has never been done before in a systematic way. It will help end-users (HRD/M trainers, knowledge workers, managers) design and implement successful IGL practices tailored to their specific contexts based on available scientific evidence. Results will help managers decide on the most effective ways of implementing IGL. It will help policy makers and sector organisations develop policies for facilitating IGL in different sectors of the economy. And the project will provide data for Lifelong Learning researchers on the effectiveness and mechanisms of IGL practices.

3 The project organization itself

The basic organization of the project is shown in the figure below.



EU = European Union

LP = Lead partner (INH) serves as the link between the EU and the other five partners (P)

SC = Steering committee is associated with the LP

For individual partner agreements concerning deliverables, etc. Please see "Detailed Description of the Action"

3.1 Project governance

The Lead partner (LP) has the overall responsibility, project co-ordination and financial management for this work Package. The LP has nominate an experienced Project Co-ordinator (PC) – Don Ropes, a Project Assistant (PA) – Alexandra van Zutphen, a Financial Manager (FM) – Don Ropes, with support from Marga Duin. PC, PA and FM together form the Project Management Team (PMT), responsible for daily operations.

Each partner has nominated a Local Project Co-ordinator (LPC). The LPC is responsible for day-to-day work in the partner country. The LPCs work in close co-operation with the PMT. The LPCs also assure that all necessary information to compile activity and financial reports is provided to the LP with no delay.
Three partners (P1, P2 and P6) have nominated one member plus one deputy for the operation's Steering Group. P1 has nominated Drs. Ing. Jan Dexel from the Dutch Ministry of Economics; P2 has nominated Prof.dr. Esko Alasaarela from the University of OULU and P6 has nominated Ms. Marjorie Miller, MSc who is Manager and Principal Officer at Glasgow City Council, Glascow, UK.

The Steering Group is the operation's supervisory and advisory board and will deal with strategic aspects of the project. It will ratify the work programme and monitor the project's progress. Steering Group members work at upper-management level and have experience in the field as well as a large international network.

4 Internal communication

The following guidelines for internal communication are in place and have been agreed upon by all partners during the kick-off meeting.

- Communication takes place via a working platform (intranet) located on the website as well as via email and/or Lync (or another web-based platform, if Lync does not work).
- An agenda and minutes will be produced for every meeting.
- One key person per institution will be constantly involved in the project. All communication from the coordinator to the partners goes through the either the local project manager, or in the case of financial matters, the local financial manager.
- All partners contribute to maintaining a good overall atmosphere.
- Be clear about expectations, especially towards the coordinator.
- We will be precise and timely in giving information to the host organization (like the number of participants in a meeting).
- Workshops are prepared by the coordinator and host jointly.
- We will keep an open mind in our cooperation.

5 External communication

The point of external communication is two-fold. Firstly we want to make sure we reach our target groups. This is done through use of (see p 20 of proposal).

The second point is to assure efficient and effective dissemination. We have developed the following 5-tier strategy for this. The point is to reach all stakeholders as well as those who may be interested in the project in the most effective ways possible. Each tier gives the level of dissemination, an idea of what exactly will be disseminated, and the methods to be used. A database of contacts meant for targeting information to at each tier will be developed and updated regularly.

Generally, partners will make sure that each activity ends in a product that can be disseminated. For example reports (please see the work packages for details) that can be disseminated through existing channels at each of the tiers. All major milestones will be reported on and disseminated as well. There will be a website and web-based learning community to help with dissemination as well.

Tier 1: Individual level. Each participant will be responsible for disseminating the project information such as progress and results to his or her organisation and networks. This will be done by speaking to colleagues about the project, notices on professional network websites, presentations at conferences, papers published in journals in one's academic field, etc.

Tier 2: Institutional level. Each partner is responsible for communicating project information to the institution and assuring notice on the institution's website. This will be done for each project milestone. Dissemination is also implicit for institutions that participate in the testing. Internal events will also be targeted.

Tier 3: Sector level. Each partner is responsible for communicating project information to the sectors in which they are involved. Regional, national an international sector organisations will be involved in the dissemination. This will be through flyers, articles written for sector-wide journals and press releases about major milestones. All products will be made available to the sectors in which the testing was done. A workshop will also be held for this group.

Tier 4: National level. Each partner is responsible for communicating project information to national entities through flyers and press releases about major milestones. Website (publicity) and workshops on the topic will be given, where project information will be disseminated. Special attention will be given to the institutions and organisations providing of facilitating lifelong intergenerational learning opportunities for adults, whether of a formal, non-formal or informal nature such as training, coaching and consultancy organisations.

Tier 5: International level. Each partner is expected to publish and present his/her work international (academic and practitioner) conferences and network meetings. Also, each partner is expected to take part in the web-based learning community.

6 Controlling quality

Quality control is done in several ways following the following aspects:

- Monitoring – is/has the project plan or parts thereof been fulfilled?
- Formative evaluation – does the project plan need changes or modifications?
- Summative evaluation – are/did the project process go(ing) well and are the outcomes useful?
- Appraisal – should any expectations, aims and objectives, or agreements be adjusted?

6.1 Monitoring

Regular monitoring and record keeping is crucial for the progress of the project and is done in the following ways.

- Supervision of the actual activities.
- Regular comparison between the actual and planned activities.
- Interpretation and usage of this information in further planning of project activities.
- We develop common forms for everything that has to be reported on.
- We agree on deadlines for returning forms.
- Written guidelines are provided for everyone who works in the project.
- Project files are regularly (bimonthly) updated
- External communications are evaluated for effectiveness (are we reaching enough of the right people?).
- Internal communications are evaluated for effectiveness (are we communicating enough about the right things?).

6.2 Evaluation

6.2.1 Formative

The following questions are used to guide the evaluation process is to ascertain if the main project aims and objectives are being attained and if not, why not, and what has to be changed?

- Do all the directly involved staff and other participants have a feeling that they can contribute to the project as much as possible, if not, why not, what has to be changed?
- Is the communication within the partnership appropriate and efficient, if not, why not, what has to be changed?
- Are the project team members working together towards common aims and objectives, if not, why not, what has to be changed?
- Did the individual partner complete the agreed tasks, if not, why not, what has to be changed?

6.2.2 Summative evaluation

The point of this is to find out about the measurable project results. Information will be collected using desk research (document searches) interviews and questionnaires (for the public). Guiding questions are:

- Did the individual partner complete the agreed tasks, if not, why not?
- Was the teamwork effective? Why/not?
- Have the target groups been reached effectively? Why/not?
- Was the R+D cycle an adequate model for this project? Why/not?
- Has the budget been used effectively? Why/not?
- What went well, what could have gone better.

6.2.3 Appraisal (outcomes)

Appraisal means looking at the deliverables and seeing if they had the expected and desired impact on the different target groups. This will be done after each test of the tool as well as at the end of the project. Appraisals are done through interviews and questionnaires among the target groups using the following questions guideline:

- Were the target groups reached as planned? Qualitatively ? Quantitatively?
- Was the testing effective and representative?
- Are the outcomes usable in the different sectors and cultures?
- Which aspects of each tool are effective? Which need to be improved? How?
- Was our communication effective? Why/not? How could it be improved?

7 Reporting

This section is about the flows of information in regards to activities and financial matters.

7.1 Reporting on activities

Reporting on activities means writing and submitting two reports to the EU following the templates given in the CEC contract. This is the responsibility of the lead partner. The first report is due September 17, 2012 and the final one November 19, 2013. Partners report on activities to the coordinator as needed, or when asked to by the coordinator via the local project manager.

7.2 Financial reporting

Reporting on finances means writing and submitting two reports to the EU following the templates given in the CEC contract. This is the responsibility of the lead partner. The first report is due September 17, 2012 and the final one November 19, 2013. Partners report on activities to the coordinator as needed, or when asked to by the coordinator via the local project financial manager.

7.3 Miscellaneous

For specifics on contractual agreements that also influence the projects running, please see the document entitled 'Partner Contract'. Located on the website.