



First Monitoring Report
WP7 Monitoring and Evaluation

Elaborated by: Associazione TECLA

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TECLA

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1. INTRODUCTION

The purpose of the **Uni.System.LO – Unified System for transparency and transfer of LOs** project, co-funded by the European Commission as part of the Life Long Learning – Leonardo da Vinci – Transfer of Innovation (TOI) programme, is to promote and transfer to some areas of Italy and Europe a model for the recognition and certification of Learning Outcomes acquired in formal and informal contexts, focusing attention on two different levels: governance and implementation in services.

The idea came out of the trial conducted by Treviso Province under a system-wide effort promoted by the Veneto Region.

Uni.System.LO therefore intends to transfer and adapt the Veneto's best practices to the Piedmont Region, to Lecce Province (Puglia), and to Germany, in the Berlin area. This transfer effort will involve operators of job centres and vocational training system (direct beneficiaries) and people in those regions (indirect beneficiaries).

The project is promoted by **Treviso Province**, acting as project leader, and involves the following partners:

Italia Forma, as scientific and technical partner. Italia Forma is an organisation specialising in skills management methods that constantly supports public institutions and private organisations in using systems like EQF, ECVET and the standards and services system for certification of skills however acquired.

Associazione TECLA, providing support and technical assistance to partner institutions in managing the project. This is an association of local institutions specialising in planning and running complex programmes financed by national and European funds in various sectors, including training and employment policies. It has acquired noteworthy experience in coordinating, monitoring and evaluating transnational projects.

Associazione Lepido Rocco, as the operator of vocational training centres in Treviso and Venice. It has already tested the model being transferred in the three-year formal VET programmes and in some sectors; it therefore supports the phases of model testing and test monitoring.

Veneto Region, with its Labour Department, has knowhow relating to the system for implementing the models to be transferred. It therefore supports the entire process of adapting and testing systems and will contribute to identifying solutions to support implementation of the systems transferred.

Inholland (Netherlands), as scientific-support partner. This is a university of applied sciences dedicated to vocational training and research; in addition to monitoring the entire transfer process, it contributes to sharing Dutch good practices in the area of governance models.

ECAP (Switzerland), as scientific-support partner. This institution is dedicated to adult training and research, with its own regional training centres. In addition to monitoring the entire transfer process, it contributes to sharing European good practices relating to certification of learning and to the integrated instruction-training-work management system.

Lecce Province, Piedmont Region and ABU (a centre for vocational training, guidance and integration) are the so-called territorial partners, i.e., partners who, in keeping with their own areas of authority and functions in Italy and Germany, respectively, conduct testing on the transferred models, after they have been adapted to the identified local conditions and needs.

This report, called for as part of Work Package 7 “Project Monitoring and Evaluation” as the **First Periodic Monitoring Report**, describes the progress of the Uni.System.LO project over the first 13 months of implementation, that is, from October 1, 2012, to October 31, 2013, analysing the activities carried out and the results achieved; based on an initial evaluation of the process, it also provides some indications and recommendations for improving the way the project is carried out in the second year.

First, the Report introduces the actions and the results produced within the “technical” work packages, both concluded and under way, i.e., the *WP2 Sharing of transfer methods (components and conditions) among partners* and *WP3 Workshops for adapting models to the identified contexts and sectors*.

Second, the Report describes actions that are part of the entire project, i.e., *WP1 Management and coordination*, *WP7 Project monitoring and evaluation* and *WP8 Dissemination, involvement of local stakeholders*.

The Report also contains some information on the process evaluation conducted in relation to the overall management of the project, relations among the partners and their participation in the decision-making process, in order to bring to light the specific difficulties, problems and dynamics that were raised and to provide feedback.

Finally, in the wake of the process monitoring and evaluation, the last paragraph brings together some thoughts on how the work is proceeding and on possible measures for improvement that need to be taken.

2. TECHNICAL WORK PACKAGES: STATE OF THE ART

2.1 WP2 Sharing of transfer methods (components and conditions) among the partners

The first months of the project (November-December 2012) were devoted to preparing all necessary materials and work tools prior to transfer to the receiving territories.

For this purpose, Italia Forma prepared two checklists (one relating to the formal environment and one relating to the non-formal/informal environment) in order to facilitate the territorial analysis of the receiving territories, useful for adapting the model to the respective territories.

Then the catalogue of products for possible transfer was prepared and duly translated, relating to the development and deployment of the Learning Outcomes in both formal and non-formal contexts.

ABU and Lecce Province, and the Piedmont Region which stepped in after the Puglia Region pulled out of the partnership, prepared and shared with the other partners a Territorial Report containing information and preconditions on the training systems and active employment policies.

In order to set up the preliminary transfer inquiries and plan the partner meeting to create the Transfer Plan, Italia forma, supported by Treviso Province and TECLA, organised Skype conferences with each of the receiving territories.

The partner meeting to draw up the Transfer Plan was held March 18-19, 2013. The meeting, attended by all the partners except the Puglia Region, focused on discussing the main methodological questions based on the Transfer Plan.

On that occasion, the receiving territories – Lecce Province and Berlin – were discussed, and it was agreed that whereas the German partner, ABU, will test certain tools **for creating a validation service for skills acquired formally and informally, Lecce Province will also test tools for validating skills acquired in formal contexts.**

Therefore, certain tools were selected from the catalogue based on the needs expressed by the partners and on the results of the territorial-analysis reports.

There was also an opportunity for the two receiving territories (Berlin-Germany and Lecce-Italy) to identify, from among the two or three profiles of interest, at least one common professional profile – identified as the warehouseman – in order to discuss the procedure and review the common elements underlying the skills validation process. Only after completion of the process called for by the amendment for partner replacement, and hence not before summer 2013, we proceeded to develop a Transfer Plan adequate for the specific needs and characteristics of the Piedmont Region.

Actions completed and the products/results achieved

ACTIONS	RESULTS/PRODUCTS
<i>Preparation of the initial inquiry and of the work tools</i>	Checklist for the territorial analysis in the formal context; Checklist for the territorial analysis relating to the informal and non-formal contexts; Catalogue of transfer products
<i>Analysis of the baseline situation of the training systems and active employment policies in the receiving territories</i>	3 Territorial Reports
<i>Partner meeting to draw up the Transfer Plan Treviso, March 18-19, 2013</i>	Meeting Agenda and Report PowerPoint Presentations
<i>Preparation of 2 Transfer Plans</i>	3 Transfer Plans

COMMENTS

Direct observation and review of the documentation and feedback received from the partners reveal that, overall, the activities were completed by the assigned deadlines; there was a good degree of participation and involvement by the partners in drafting all the materials preparatory to formulation of the Transfer Plans.

The sole exception to this is the Puglia Region which, from the start, had internal and organisational problems with managing the activities, with a consequent lack of proactivity.

The results/products seem sufficiently clear and complete and are so perceived by the receiving partners in this first phase.

2.2 WP3 – Workshops to adapt models to the identified contexts and sectors

In September and October 2013, as planned, we began the process of transferring tools and systems to support the acquisition and certification of LOs in formal contexts and procedures and tools for creating services to identify, validate and certify skills however acquired.

The workshops in particular were conducted according to the following agenda:

- **September 26-27, 2013 – Workshop in Germany**

The two-day workshop was directed towards ABU's internal personnel. Specifically, ten people, including trainers, counsellors and managerial staff, participated in the training. They included a group of expert operators already accustomed to working in terms of skills recognition, and a group of young operators without experience in this area included for precisely that reason.

The workshop was geared to the promotion and acquisition of vocational skills for managing services based on the use of the “language of skills”; it included discussion and individual and group exercises, thereby promoting practical implementation of the tools analysed. In particular, after an in-depth analysis of the tools to be transferred and a check of actual application to the German context, it was found necessary to reorient the subsequent steps relating to actual testing on users. The transfer tools presented, which are useful for recognising the skills of a preselected warehouseman profile, actually corresponded in large measure to the tools already utilised in Germany, where there is a very clear and rigid system for recognising skills however acquired. For this reason it was decided to continue with the process of transfer to Germany while focusing the testing on social skills, by identifying some social skills deemed especially significant for the warehouseman profile, so as to include the candidates’ dossiers. Social skills, whilst considered important, are currently not in fact taken into account in the process of building up the dossier.

- **October 1-3– Lecce Province Non-formal Workshop**

The workshop, which lasted two-and-a-half days, was directed at operators of employment services in Lecce Province, representatives of vocational training institutions with planning experience, and representatives of industry associations, for a total of 18-20 people.

The Workshop focused on the procedures, process and tools necessary to establish a Validation service for skills acquired in non-formal and informal contexts and on the conditions necessary for its implementation. The workshop considered all of the work done at the regional level in introducing and utilising skills in training and job services – through the adoption of the Tuscany Region’s Vocational Profiles Directory, described by skills – and pursuing the creation of an increasingly integrated Training-Employment system.

The methodology used to conduct the workshop, based on “participative training,” proved adequate for the purpose and favoured the participants’ involvement. Each action was carried out through teamwork and compared among the participants; the role-playing and simulations were especially effective.

- **October 10-11 – Piedmont Region Workshop**

This day-and-a-half workshop was directed at 15 Italia Lavoro operators who, on behalf of the Piedmont Region, are providing technical assistance to the operators of employment services in all provinces in order to introduce the use of the “language of skills.” The workshop is a part of the process of transferring the Documentation File that the Piedmont Region began previously in cooperation with the Veneto Region. Specifically, the Workshop focused on the procedures, process and tools necessary to establish a

Validation service for skills acquired in non-formal and informal contexts and on the conditions necessary for its implementation.

The workshop was conducted interactively, with ample opportunities for exercises and discussion among the participants in order to focus on the criteria essential for constructing the documentation file.

- October 22-23 – Lecce Province Formal Workshop

The two-day training workshop was attended by 30 individuals, including project managers, coordinators and instructors from training institutions and advanced technical schools involved in issuing three-year qualifications (3rd area); it was aimed at promoting and acquiring tools to support achievement of the learning outcomes (skills) in formal courses. The workshop focused particular attention on the tools necessary for creating a teaching approach based on the skills to be acquired in formal contexts and on the conditions necessary for its implementation.

The workshop was conducted so as to promote classroom interaction, ensuring the participants' active involvement and motivation.

After the workshops were held in the three receiving territories, the receiving partners, with support from all the other interested partners, are establishing a learning community that will ensure distance support for the work of validating, in the territory, the tools to be tested and for the testing itself.

The territorial partners are now actively involved in discussions with the reference territory and in particular with the network of stakeholders involved and/or connected with the testing services.

The WP3 has therefore been concluded according to the provisions of the detailed plans, for the most part within the assigned deadline, with the exception of the concluding phase of sharing and validating the tools developed at the workshops with the network of interested stakeholders which, in this phase as well, is closely linked to the WP6 – Formulation of the sustainability plan.

Actions completed and the products/results achieved

ACTIONS	RESULTS
Workshop sessions held in Italy (Puglia and Piedmont) and Germany (Berlin) for transfer of tools and systems	Berlin Workshop Piedmont Region Workshop Lecce Prov. Workshop – Non-formal Lecce Prov. Workshop – Formal Workshop Programmes and Reports Teaching materials
Activation of the learning community that will support the work remotely, initiated at the workshops	Ongoing e-mail contacts Reports on Skype conferences held between each territorial partner and each support partner
Validation and sharing meetings held with	<i>Not yet held</i>

territorial stakeholders	
Remote sharing of the adapted products with the Veneto operators who participated in the previous trial	<i>Not yet completed</i>

COMMENTS

Analysis of the documentation and interviews conducted with some of the partners involved (receiving partners and referring partners in the training workshops) shows an obvious and unanimous satisfaction with the workshop results, viewed as satisfactory and useful by both trainers and participants.

The workshops were adequately calibrated to the specific characteristics of the three receiving territories and their needs. The number of participants and their representativeness correspond completely to what was called for in the planning phase (in some cases there was even greater participation).

The participants expressed unanimous praise for the content of the workshops, the usefulness of the contents with regard to their own roles and activities, and the approach chosen, which featured the direct involvement of the beneficiaries, an emphasis on practical aspects, individual and group exercises, discussion, etc.

However, there is a transversal critical issue reported by the partner in charge of the WP: certain organisational characteristics of the receiving partners, which came to light after a direct discussion with the beneficiary operators. The complexity of the subject matter makes it difficult to compare the three experiments that will be carried out.

This caused a physiological delay in completing the WP; to date, it is still in progress, since, following the examination done in the workshops, it became necessary to identify the services and hence the tools that will be tested over the coming months (WP4), and to clearly identify the beneficiaries of the workshops who will do the testing and organising, and how they will be organised.

It is therefore necessary/appropriate to pay adequate attention to this phase, if necessary allowing another 1-2 months (not beyond 2013!). And to actively involve – using all the communication and discussion tools necessary – the various project partners so that the testing can be adequately initiated and the preconditions necessary for ensuring its effectiveness can be ensured.

This is in fact a crucial phase for guaranteeing the effectiveness not just of the testing (WP4) but also the control panel for monitoring the testing (WP5) and the Sustainability Plans (WP6).

3. TRANSVERSAL ACTIONS: STATE OF THE ART

3.1 WP1 Management and coordination

The WP1, intended to ensure effective and efficient coordination of the Uni.System.LO project and of the partnership, completed all the actions planned for the first year of the project, ensuring good management of activities and internal and external communication flows.

However, from the start of the project and in the period in question, there had been critical management issues associated with the difficulty of involving the Puglia Region partner, both because the reference manager was replaced and because of the signing of the agreement between Puglia and Tuscany on skills certification. Therefore, even though the Puglia Region had confirmed at the kickoff meeting that it was interested in participating in the project and in checking the areas of interaction with the process undertaken in the meanwhile with Tuscany, at the end of February 2013 it officially informed the project leader of its decision to withdraw given the “*radical reorganisation of the Vocational Training Service*” that had led to an increase in skills with a very small staff.

This situation inevitably caused a slowdown in the start-up of project activities, especially with reference to the approval of the transfer model to Lecce (WP2). In addition, the appropriateness of replacing the partner with another institution able to ensure adequate effectiveness and sustainability of the results, as expressed and approved by the partnership, required searching for and identifying interested potential partners and the start of political and technical discussions that enabled the Piedmont Region to take over as partner.

In addition, the procedure for requesting an amendment to the project presented to ISFOL on May 31, 2013, was unavoidably complex, since, first, certain actions had to be modified, especially with reference to the testing to be conducted in the Piedmont Region.

Another, more general difficulty, while not strictly relating to management, involved the problem of fully transferring, in the start-up phase, the experiment conducted by Treviso Province and the Veneto Region to the other territorial partners, mainly because of the different initial situations and the conditions existing in the various territories. This situation required specific care in coordination to ensure the necessary phase of dialogue, including at a distance, with the various receiving territories, which proved more time-consuming and more burdensome in terms of the time and human resources used.

The first partnership meeting was held in Treviso on December 12-13, 2012, with all partners present. The meeting allowed discussion and approval of the detailed work plan and the roles and responsibilities of each party; this was essential for initiating inter-partner collaboration.

Actions completed and the products/results achieved

ACTIONS	RESULTS
<i>Drafting of the work plan</i>	Discussion and approval of the detailed Work Plan at the first inter-partner meeting – December 12-13, 2012
<i>Coordination of activities</i>	E-mail/telephone communication; Amendment introduced; Search for new partner: Political and technical contacts, gathering of data and information and study/analysis of the potential new partner's situation, and formulation of a transfer procedure meeting their needs within the UniSystem LO; Project timetable Supporting manuals/guidelines for reporting and PowerPoint presentations on the project
<i>Signing of bilateral agreements between project leader and partners</i>	Bilateral agreements discussed, approved and signed by the partners
<i>Establishment of the Steering Committee (SC) and the Technical Committee (TC)</i>	It was agreed at the first inter-partner meeting not to make a formal distinction between the two committees inasmuch as many partners are represented on both committees by the same person.
<i>1st Partnership Meeting in Treviso</i>	Agenda, Minutes and sign-in sheet; documentary materials for presenting the project and the partners. Treviso, December 12-13, 2012
<i>Periodic administrative-financial monitoring</i>	Schedule for semi-annual monitoring of administrative / financial aspects and audit of expenditures
<i>Constant oversight by the project leader and the Steering Committee of planned activities through close contacts with the leader WPs and periodic information-gathering by each partner</i>	
<i>Skype Conferences</i>	

COMMENTS

The periodic data-collecting done among the partners on product management reveals substantial satisfaction with the management activities and with coordination of the partnership.

Cooperation among the partners is concrete; there is an overall proactivity in carrying out the actions, ensuring effective management of the work.

Overall, there is good circulation of information and communication, despite the breadth of the partnership. It is suggested that the project's intranet be used to facilitate communications among the partners and the updating of all project documentation. No language-related problems are reported.

3.2 WP7 Project Monitoring and Evaluation

WP7 is aimed at ensuring the quality, consistency and effectiveness of the project's activities through constant monitoring of the project's progress.

For this purpose, TECLA, as the partner in charge, drafted a **Monitoring and Evaluation Plan** in October/November 2010; this plan formulated the strategy and the objectives for monitoring and evaluation activities, as well as some of the tools envisioned for gathering and analysing data (Activities Reports, approval/satisfaction questionnaires, etc.)

Periodically over the following months the partners provided all necessary information regarding activities carried out and products/results achieved; this information went into the preparation of this document, the **First Monitoring Report**

The First Monitoring Report also takes into account the document analysis and some feedback received from the receiving partners and from the partners in charge of training, with special attention to WP3. In addition, this report contains some considerations/thoughts and suggestions considered especially significant that emerged after the partners were administered the first process-evaluation questionnaire.

In particular, with regard to the management evaluation, the partners were asked via online questionnaires to give their opinion of the quality of the project's coordination. The evaluation focused on the following variables: work plan, coordination, partnership and communication. An analysis of the processed responses revealed the main strengths and weaknesses, thereby helping to continue to improve the project.

With an eye towards preparation of the Final Evaluation Report, an evaluator from outside the partnership was chosen to make recommendations regarding the products produced and the project's results, with guidelines for the project's medium-term sustainability and impact. Some survey tools will therefore be identified to be used to check the project's effectiveness, relevance, sustainability and impact with respect to the target groups and the geographic contexts.

The Evaluation Report will focus attention on the highest decision-making level and on stakeholder involvement. With regard to analysis of the results with respect to the direct beneficiaries (operators of instruction-training-employment services), the WP5 outcomes will especially be taken into account, relating to the monitoring and evaluation of the transfer and the trial; this specific project activity is the responsibility of the partner Lepido Rocco, which will draft a Report that will be taken into account for the overall evaluation.

Actions completed and the products/results achieved

ACTIONS	RESULTS
Preparation and approval of the Monitoring and Evaluation Plan (including monitoring and evaluation tools)	Monitoring and Evaluation Plan and main data-collection tools
Systematic collection of data relating to project phases/partners	Quantitative information on activities and products (semi-annual partner report) Management evaluation questionnaires Workshop satisfaction questionnaires (for trainers)
Preparation of the first periodic monitoring report	First periodic monitoring report

COMMENTS

Monitoring is conducted as called for by the project, although the periodic collection of data and information has not followed the semi-annual calendar originally indicated in the Monitoring Plan; however, certain milestones for completion of the actions in this first year of activity have been adjusted on the timetable.

It is appropriate/necessary to ensure a close link between overall monitoring of the project, which is the purpose of this WP, and monitoring of the testing called for in WP5, so as to ensure adequate attention to the outcomes of the testing in the overall evaluation of the results.

3.3 WP 8 Dissemination, local stakeholder involvement

The purpose of WP8 is to ensure the visibility of the Uni.System.LO by disseminating information on the project's activities, products and results, and to promote and strengthen the involvement of all the stakeholders in any way affected by the project's themes. This phase involved all the partners, in keeping with the various responsibilities defined in the planning stage.

The first products of this phase included the project's logo and graphic look, which had been proposed by the Associazione Lepido Rocco, in charge of preparing and developing the main communication tools, and discussed and selected with all the partners at the first partnership meeting.

At the same time, the project's external Communication Plan was developed jointly by Treviso Province and the Veneto Region, and the project web site.

These last two products were released in a subsequent phase, as called for by the Activities Plan. The Communication Plan, a tool for supporting the partners in promoting the project, was deferred because of the fact that the project's external communication was to be implemented only after six months of the project.

The project web site was made available as of April/May 2013.

Additional communication tools such as the brochures and posters called for by the Communication Plan are not yet available.

Actions completed and the products/results achieved

ACTIONS	RESULTS
Preparation and discussion of dissemination strategy and tools	External Communication Plan
Preparation of proposed project logo/graphic look and majority choice of logo from among the various proposals	Project logo/graphic look
Project web site creation	www.unisystemlo.com web site, including a reserved section to facilitate inter-partner work
Preparation and printing of project brochures and posters	<i>Not yet completed</i>
Drafting of papers, abstracts and articles	<i>Not yet completed</i>
Press releases and conferences and dissemination of information about the project	Press releases and conferences in the partner territories and publication of project news on partners' web sites

COMMENTS

There is a substantial delay in implementing the communication activities. This delay is partly justified and, in fact, made necessary by everything having to do with contact with the territorial stakeholders and dissemination of the project to them. Before proceeding with these actions and scheduling local meetings or ad hoc dissemination tools, it is necessary to ensure, through workshops, that the individual receiving partners acquire the concepts and materials necessary to proceed with the involvement of the stakeholders.

Nonetheless, a check of the tools and an analysis of the first process evaluation data show that the communication area is critical and not adequately mastered. In addition, whilst the delay in producing the brochures has to date not invalidated communication on the project, given the overall deferral of promotional efforts in the territories, the same cannot be said of the web site. It is therefore suggested that specific attention be paid to both communication products and process.

Furthermore, the partners themselves stress the importance of being able to make full use of the intranet area provided within the site.

4. THE EVALUATION PROCESS

This report also contains some information relating to a first evaluation of the Uni.System.LO process, in order to provide guidelines – by analysing some significant variables – useful for managing the project, in order to reveal strengths and weaknesses so as to constantly improve the process.

In July 2012, less than one year from the start of the project, the partners were given an online questionnaire to evaluate the management of the Uni.System.LO.

Nine people were asked to complete the survey, and all nine did so.

The evaluation focused on the following variables: work plan, coordination, partnership and communication.

With regard to **planning**, the partners expressed overall satisfaction with the objectives, activities and general management. Sixty-seven percent of the respondents consider the project's objectives and activities clear and deem its organisation efficient, and 56% of the partners have no issues with meeting the assigned deadlines. The ratio of human resources to workload is very reasonable in terms of project activities for 44% of the partners, and fairly reasonable for 56%. The organisation of the project meetings, the clarity of the objectives and the comprehensiveness of the information discussed and shared received a generally very positive assessment.

Moving on to **coordination** of the Uni.System.LO project, the partners consider the support and guidance they received from the project coordinator very efficient; the instructions and tasks assigned were considered very clear. That was the opinion of 89% of the partners. Communication with the project leader also received a positive assessment: 67% of those interviewed were fully satisfied with respect to the regularity of communication with the coordinator.

The evaluation of the **partnership**, however, reveals some uncertainty as to awareness of the role and responsibilities assigned to each partner within the project. In fact 56% believe they are "quite" aware and only 44% "very aware." However, the level of cooperation between partners was deemed good by 89% of those interviewed; they did not even run into any particular language problems. It should be noted, however, that although the European partners state they did not encounter any communication problems associated with language, their suggestions do point to the need for periodic reports in English on the activities and the various tasks"

Therefore problems in collaboration are not associated with the forms of cooperation or with the commitments between partners but rather, as shown by some partners' comments, with the complexity of the subject matter and with the consequent difficulty for various partners in fully

understanding the various situations existing at the territorial level and adapting the tools to be tested.

This critical issue, linked to a fundamental difficulty, is also revealed by the not-fully-satisfied judgement made by 22% of those interviewed with regard to the quality of the intermediate products.

The **communication** variable receives full appreciation: 67% believe that communication among the partners is clear in terms of understanding the messages sent, and that the messages sent within the partnership are always answered. Communication among the partners is considered efficient, and the means of communication used among the partners are deemed adequate. However, the suggestions made include the way the web site functions, to ensure closer and more immediate communication.

5. CONCLUSIONS

In general, the monitoring done during the first year of the Uni.System.LO project reveals substantial correspondence between the objectives set in the planning phase and the formulation of the work plan and everything that was actually achieved and implemented.

Nonetheless, as described, there were some delays in concluding WP3 and in starting WP5 and WP6. In any case, these delays do not seem to invalidate the project as a whole.

However, since this phase, represented by mobilisation of the stakeholders in the territory and by the start of testing and monitoring of the testing and development of Sustainability Plans, is crucial to the project's impact and sustainability, it is necessary to ensure adequate, close cooperation among all the partners involved, if necessary strengthening coordination on these points.

Therefore, to ensure more effective implementation of the planned project actions, below are some areas where improvements can be made through an appropriate intervention by the partners.

- ✓ Liaison among the partners responsible for and involved in testing/monitoring of the trial/sustainability (WP4-WP5-WP6), including by formulating ad hoc procedures
- ✓ Formulation of effective means of involving the interested stakeholders and territorial actors
- ✓ Strengthening cooperation within the "learning community" by use of the reserved area of the web site, among other things. Suggestions by some partners in this regard include setting up a focus group under LinkedIn.
- ✓ In the second year of the project, greater attention to communication and awareness-raising through a coordinated by appropriately articulated intervention in the territories, involving holding at least one local meeting in each territory, the involvement of the Puglia Region and two other regions not involved in the project, based on the provisions of the Sustainability Plan.

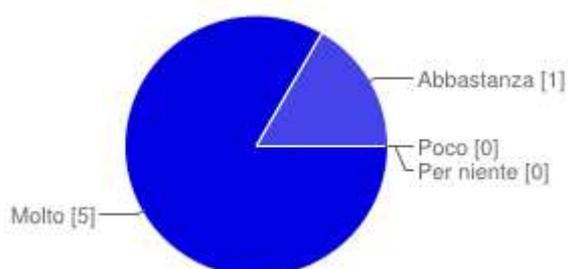
These actions are crucial for the success of the second year of the Uni.System.LO, which is certainly the more difficult and ambitious phase of the project.

6. ANNEXES

Riepilogo risposte I Questionario valutazione – Partner IT

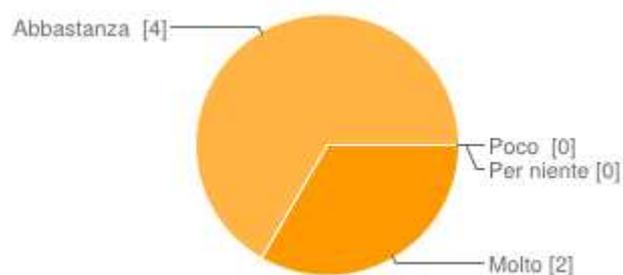
1. PIANO DI LAVORO

Gli obiettivi e le attività del progetto sono chiari



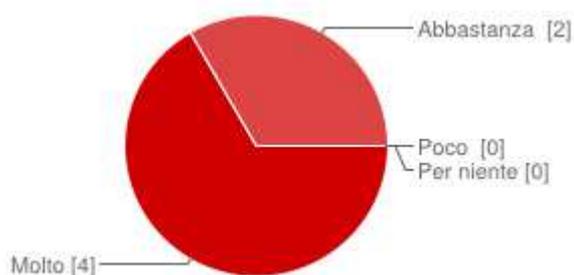
Molto	5 83%
Abbastanza	1 17%
Poco	0 0%
Per niente	0 0%

Le attività del progetto sono distribuite in maniera congrua tra i partner



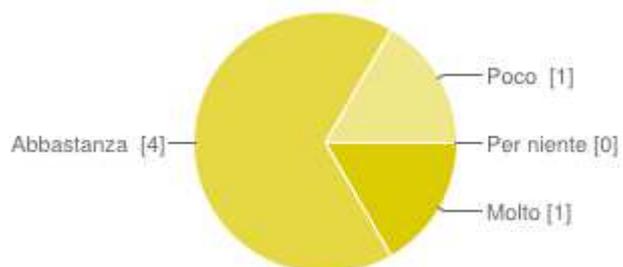
Molto	2 33%
Abbastanza	4 67%
Poco	0 0%
Per niente	0 0%

La programmazione delle attività e l'organizzazione del progetto sono efficienti



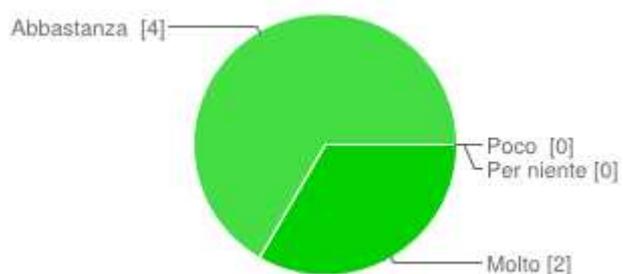
Molto	4 67%
Abbastanza	2 33%
Poco	0 0%
Per niente	0 0%

Riesco generalmente a rispettare le scadenze



Molto	1	17%
Abbastanza	4	67%
Poco	1	17%
Per niente	0	0%

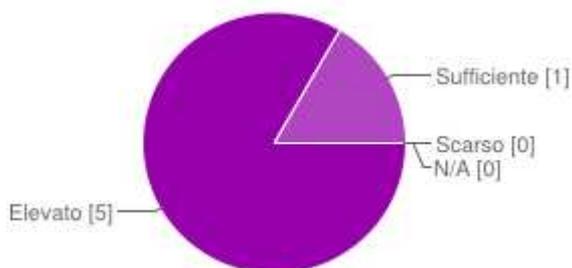
Il rapporto tra risorse umane e carico di lavoro è ragionevole rispetto alle attività di progetto



Molto	2	33%
Abbastanza	4	67%
Poco	0	0%
Per niente	0	0%

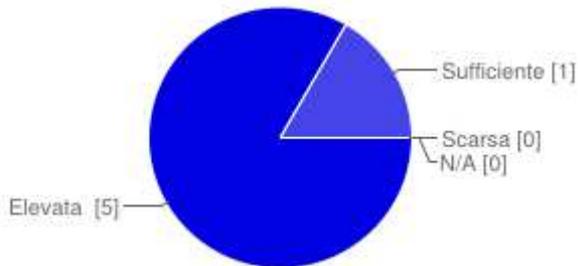
2. COORDINAMENTO

Grado di apprezzamento del supporto e della guida che avete ricevuto dal coordinatore del progetto



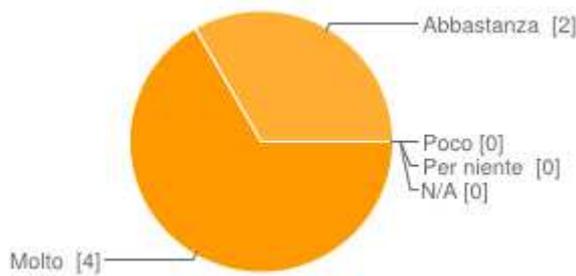
Elevato	5	83%
Sufficiente	1	17%
Scarso	0	0%
N/A	0	0%

Chiarezza e disponibilità del coordinatore a fornirti istruzioni e compiti.



Elevata	5	83%
Sufficiente	1	17%
Scarsa	0	0%
N/A	0	0%

La comunicazione con il coordinatore è stata regolare



Molto	4	67%
Abbastanza	2	33%
Poco	0	0%
Per niente	0	0%
N/A	0	0%

Eventuali criticità emerse e soluzioni trovate

Nessuna/ Revoca adesione Regione Puglia: Sostituzione con Regione Piemonte

Come valutereste nel complesso il lavoro del coordinatore?

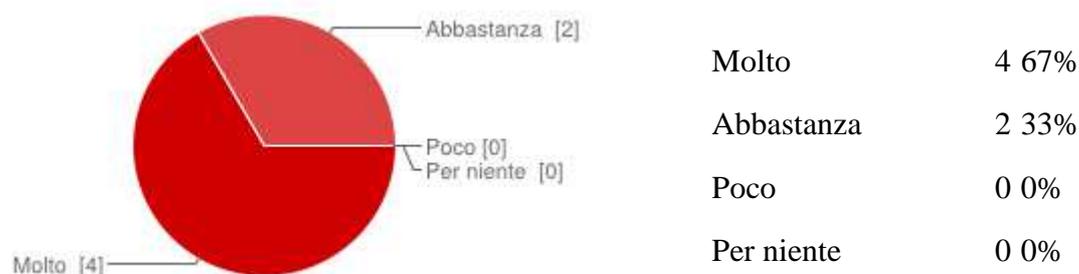
Eccellente/ Efficiente/ Efficace ed efficiente/ buono

Suggerimenti per il miglioramento della gestione

No problem/ continuare nel presidio e supporto al ruolo di ciascuno nessuno

3. PARTENARIATO

Siete consapevoli del ruolo e delle responsabilità attribuite a ciascun partner all'interno del progetto?



Livello di cooperazione e collaborazione tra i partner



Avete riscontrato difficoltà legate all'aspetto linguistico?



Quali sono i vantaggi che avete percepito dalla collaborazione con i partner di Uni.System.LO?

- Un arricchimento grazie alle elevate competenze di ciascun partner
- Riordino delle categorie delle "competenze"
- Possibilità di costruire un'esperienza positiva

Quali sono le difficoltà che avete riscontrato nella collaborazione con i partner di Uni.System.LO?

Complessità della materia e della comprensione piena delle varie situazioni esistenti a livello territoriale

Nessuna

Per ora poche

Suggerimenti per migliorare la cooperazione all'interno del partenariato

Nessuna

4. COMUNICAZIONE

La comunicazione tra i partner è chiara in termini di comprensione dei messaggi inviati



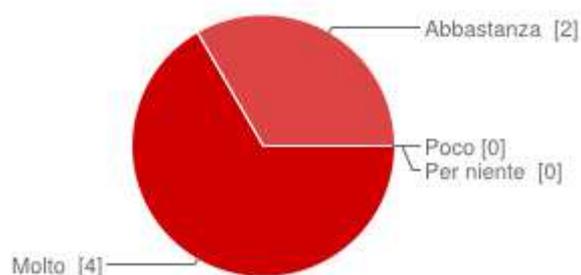
I messaggi inviati all'interno del partenariato ricevono generalmente delle risposte



La comunicazione tra i partner è efficiente

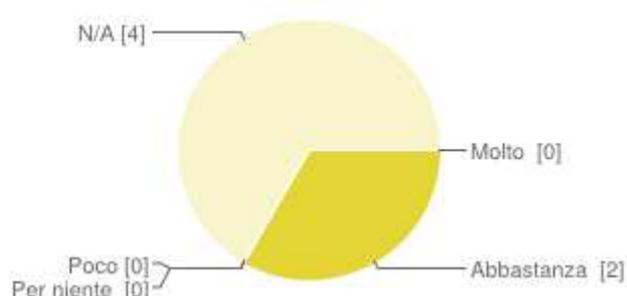


I mezzi di comunicazione usati (email, skype, telefono, fax, ecc.) sono sufficienti



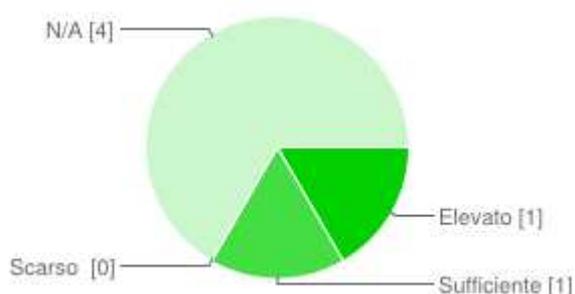
Molto	4	67%
Abbastanza	2	33%
Poco	0	0%
Per niente	0	0%

La comunicazione esterna al partenariato è efficace?



Molto	0	0%
Abbastanza	2	33%
Poco	0	0%
Per niente	0	0%
N/A	4	67%

Livello di coinvolgimento degli interlocutori esterni



Elevato	1	17%
Sufficiente	1	17%
Scarso	0	0%
N/A	4	67%

Suggerimenti per migliorare la comunicazione tra i partner

Nessuna

avviare il funzionamento del sito

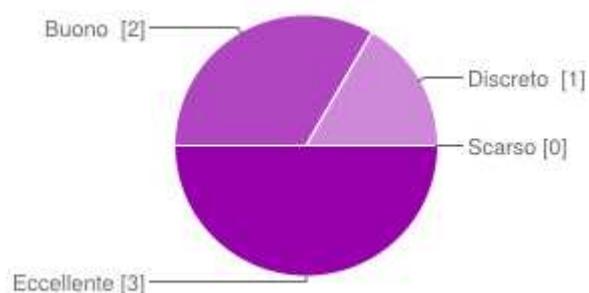
Suggerimenti per migliorare la comunicazione esterna al partenariato

nessuna

5. QUALITA' DEI RISULTATI E PRODOTTI

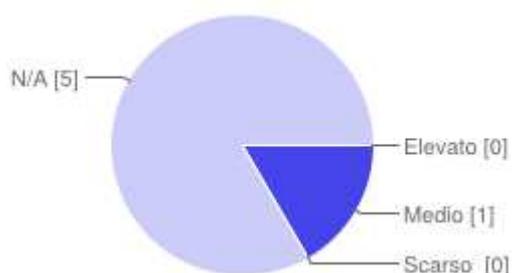
Giudizio sulla qualità dei prodotti intermedi/risultati di processo

Eccellente 3 50%



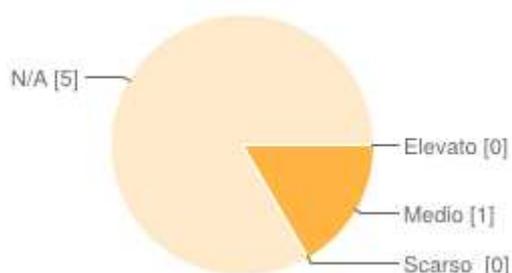
Buono	2	33%
Discreto	1	17%
Scarso	0	0%

Soddisfazione gruppi target diretti



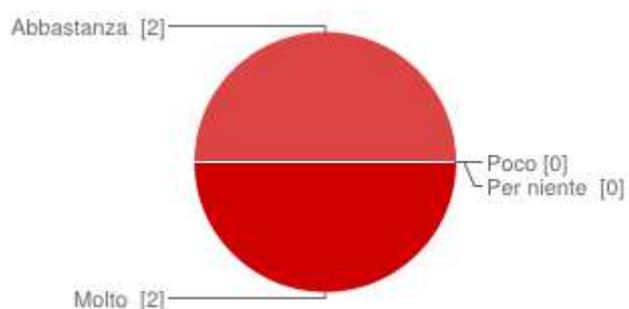
Elevato	0	0%
Medio	1	17%
Scarso	0	0%
N/A	5	83%

Apprezzamento gruppi target indiretti



Elevato	0	0%
Medio	1	17%
Scarso	0	0%
N/A	5	83%

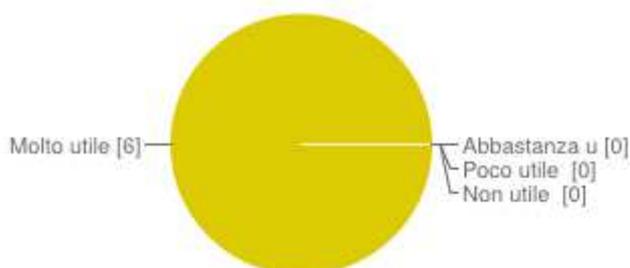
Integrazione dell'iniziativa all'interno di un percorso/processo più ampio



Molto	2	50%
Abbastanza	2	50%
Poco	0	0%
Per niente	0	0%

6. VALUTAZIONE DEI MEETING DI PROGETTO REALIZZATI

Nel complesso, come consideri la tua partecipazione ai primi 2 meeting realizzati a Treviso?



Molto utile	6	100%
Abbastanza utile	0	0%
Poco utile	0	0%
Non utile	0	0%

Chiarezza degli obiettivi dei meeting [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Molto soddisfatto	5	83%
Abbastanza soddisfatto	1	17%
Poco soddisfatto	0	0%
Non soddisfatto	0	0%

Esaustività dei documenti forniti [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Molto soddisfatto	5	83%
Abbastanza soddisfatto	0	0%
Poco soddisfatto	1	17%
Non soddisfatto	0	0%

Esaustività delle informazioni discusse e condivise [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Molto soddisfatto	6	100%
Abbastanza soddisfatto	0	0%
Poco soddisfatto	0	0%
Non soddisfatto	0	0%

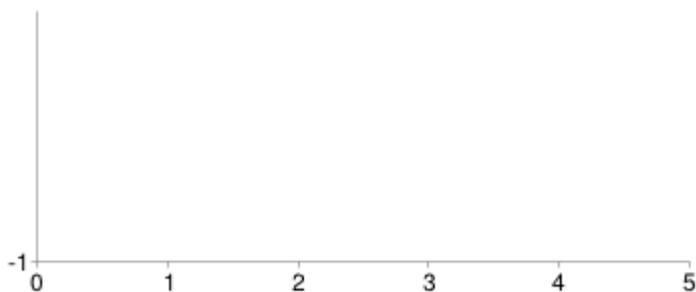
Pertinenza delle risposte ricevute [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



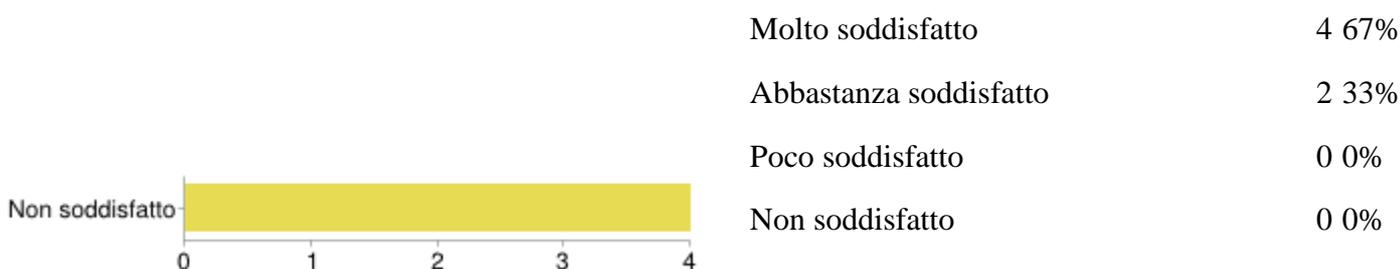
Molto soddisfatto	5	83%
Abbastanza soddisfatto	1	17%
Poco soddisfatto	0	0%
Non soddisfatto	0	0%

Adeguatezza delle giornate di lavoro rispetto all'ordine del giorno [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]

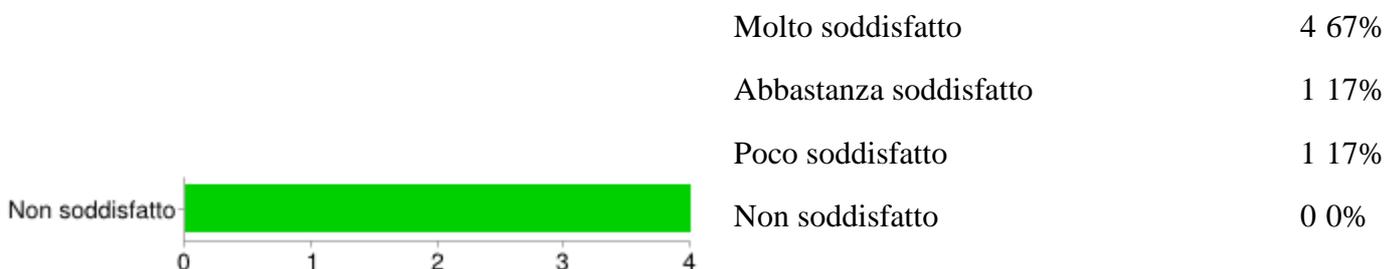
Molto soddisfatto	5	83%
Abbastanza soddisfatto	0	0%
Poco soddisfatto	1	17%
Non soddisfatto	0	0%



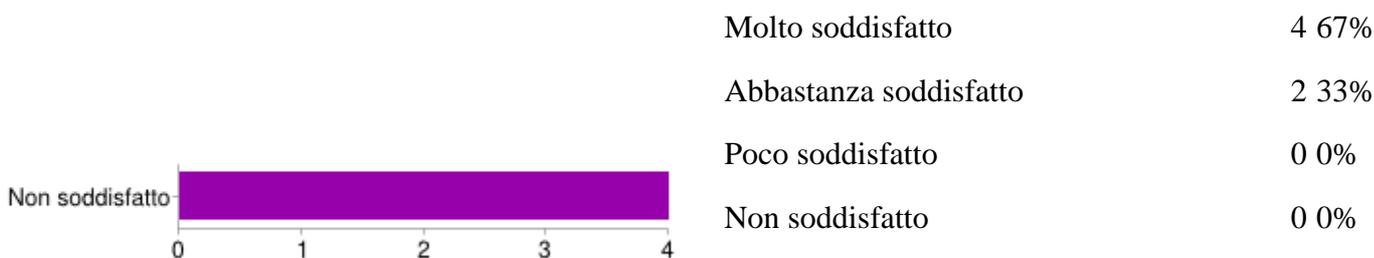
Durata delle sessioni di lavoro [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Qualità dei materiali utilizzati [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Efficacia delle metodologie utilizzate per moderare e gestire le discussioni (se applicabile) [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Livello di interazione raggiunto [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Molto soddisfatto	4	67%
Abbastanza soddisfatto	2	33%
Poco soddisfatto	0	0%
Non soddisfatto	0	0%

Livello raggiunto di cooperazione tra i partner [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Molto soddisfatto	4	67%
Abbastanza soddisfatto	2	33%
Poco soddisfatto	0	0%
Non soddisfatto	0	0%

Corrispondenza alle aspettative [Puoi indicare il tuo livello di soddisfazione relativamente ai seguenti aspetti?]



Molto soddisfatto	6	100%
Abbastanza soddisfatto	0	0%
Poco soddisfatto	0	0%
Non soddisfatto	0	0%

Suggerimenti e indicazioni per migliorare la qualità dei meeting successivi

molto utile il servizio di interpretariato. ha agevolato e reso possibili i lavori Nessuna

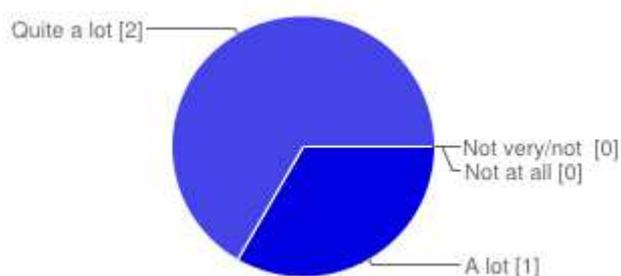
Riepilogo risposte I Questionario valutazione – Partner EU

1. WORK PLAN

Objectives and activities of the project are clear

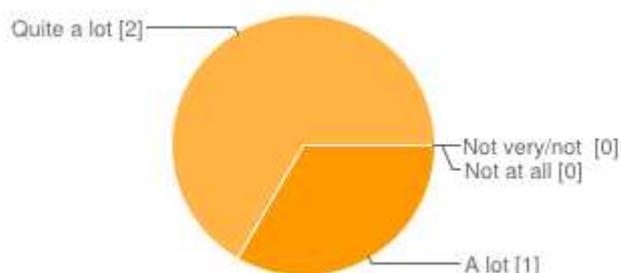
A lot

1 33%



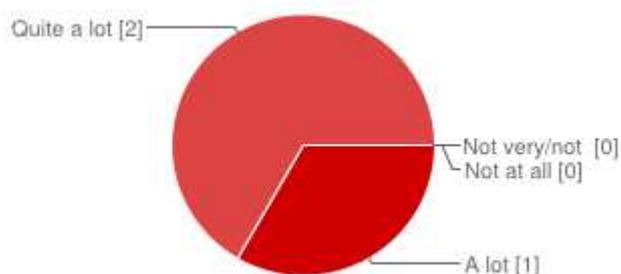
Quite a lot	2 67%
Not very/not much	0 0%
Not at all	0 0%

Project activities are properly distributed among partners



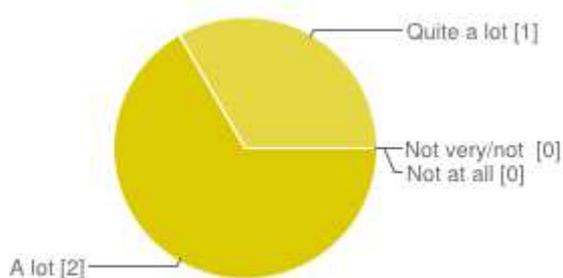
A lot	1 33%
Quite a lot	2 67%
Not very/not much	0 0%
Not at all	0 0%

Activities schedule and project organisation are efficient



A lot	1 33%
Quite a lot	2 67%
Not very/not much	0 0%
Not at all	0 0%

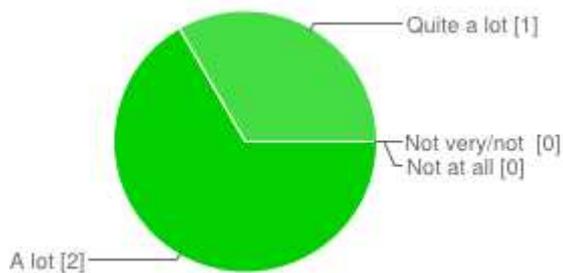
I usually manage to respect deadlines



A lot	2 67%
Quite a lot	1 33%
Not very/not much	0 0%
Not at all	0 0%

Human resources and workload ratio is fair compared to project activities

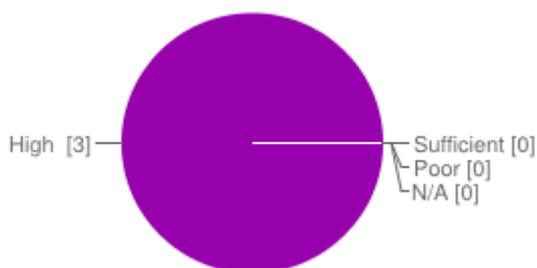
A lot	2 67%
Quite a lot	1 33%
Not very/not much	0 0%



Not at all 0 0%

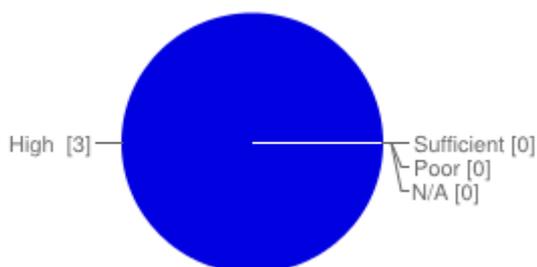
2. COORDINATION

Level of esteem related to the support and guidance you have received from project coordinator



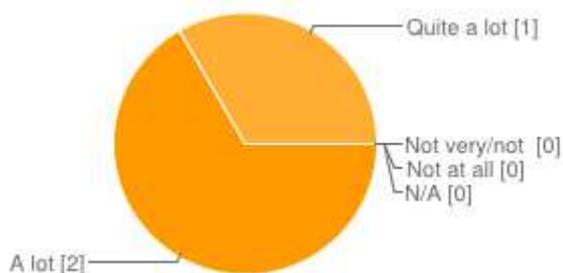
High	3	100%
Sufficient	0	0%
Poor	0	0%
N/A	0	0%

Clearness and availability of the coordinator to provide you with instructions and tasks



High	3	100%
Sufficient	0	0%
Poor	0	0%
N/A	0	0%

Communication with the project coordinator is regular



A lot	2	67%
Quite a lot	1	33%
Not very/not much	0	0%
Not at all	0	0%
N/A	0	0%

Possible criticalities encountered and adopted solutions

Unclarity of workplan which is in Italian

How would you assess overall the work of project coordinator?

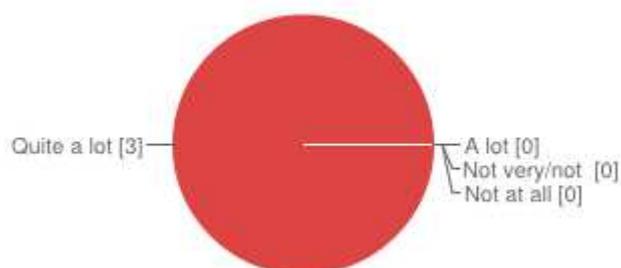
very committed/good/ high commitment

Any tips to improve project management

provide me with an English workplan

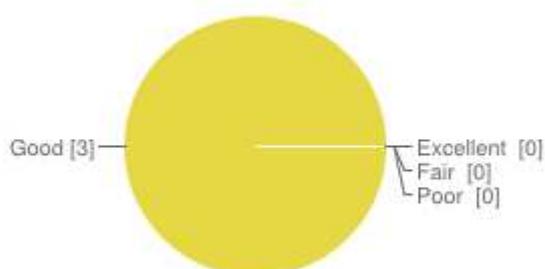
3. PARTNERSHIP

Are you aware of each partners' role and responsibilities within the project?



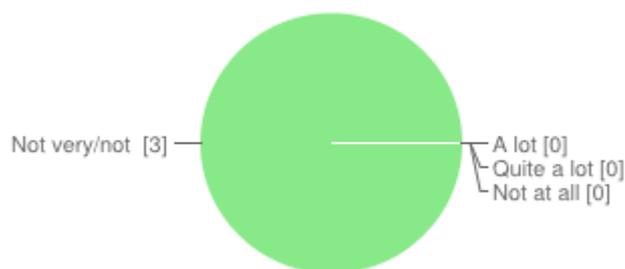
A lot	0 0%
Quite a lot	3 100%
Not very/not much	0 0%
Not at all	0 0%

Level of cooperation and collaboration among partners



Excellent	0 0%
Good	3 100%
Fair	0 0%
Poor	0 0%

Have you encountered difficulties in communication because of the linguistic aspect?



A lot	0	0%
Quite a lot	0	0%
Not very/not much	3	100%
Not at all	0	0%

Which are the advantages you have perceived from the collaboration with Uni.System.LO partners?

insight in regional policy in an EU-member state

better insight into Italian/ European experience in validation of prior learning

Which are the difficulties you have registered while collaborating with Uni.System.LO partners?

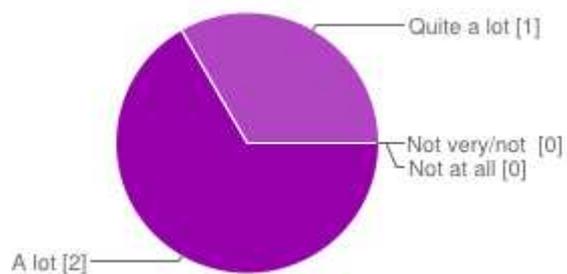
language understanding

comparison of different VET systems to analyse existing Italian instruments without cost intensive translation (This is due to the character of the transfer project).

Any tips to improve the cooperation among partners

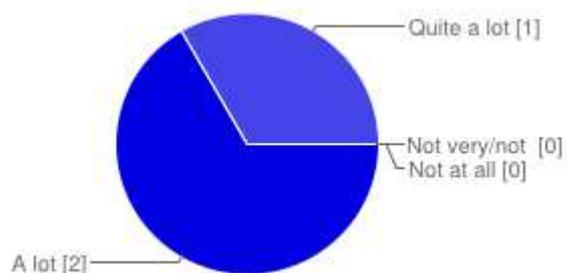
4. COMMUNICATION

Communication among partners is clear in terms of understanding messages



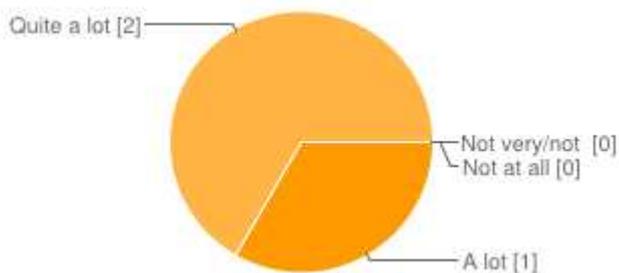
A lot	2	67%
Quite a lot	1	33%
Not very/not much	0	0%
Not at all	0	0%

Messages sent within the partnership generally get answered



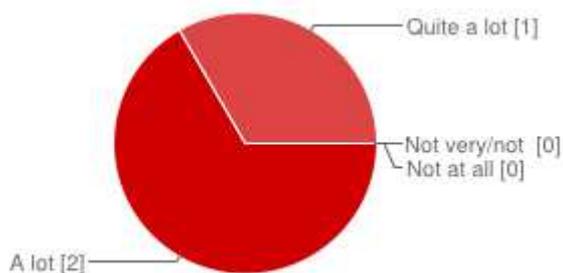
A lot	2	67%
Quite a lot	1	33%
Not very/not much	0	0%
Not at all	0	0%

Communication among partners is efficient



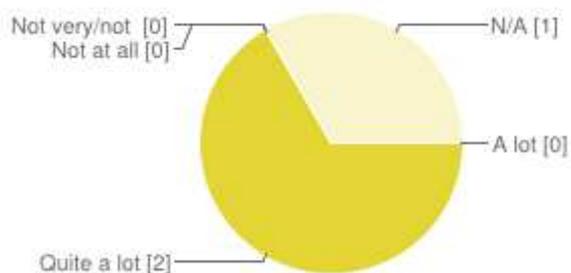
A lot	1 33%
Quite a lot	2 67%
Not very/not much	0 0%
Not at all	0 0%

Communication means are adequate (email, skype, telephone, fax, etc)



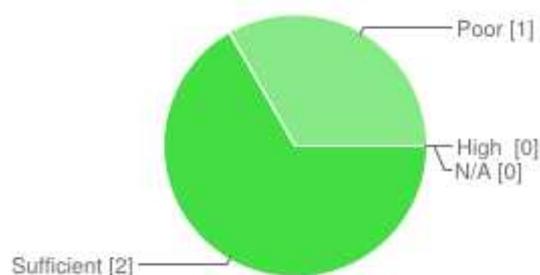
A lot	2 67%
Quite a lot	1 33%
Not very/not much	0 0%
Not at all	0 0%

External communication is effective?



A lot	0 0%
Quite a lot	2 67%
Not very/not much	0 0%
Not at all	0 0%
N/A	1 33%

Level of involvement of external subjects



High	0 0%
Sufficient	2 67%
Poor	1 33%
N/A	0 0%

Any tips to improve the communication among partners

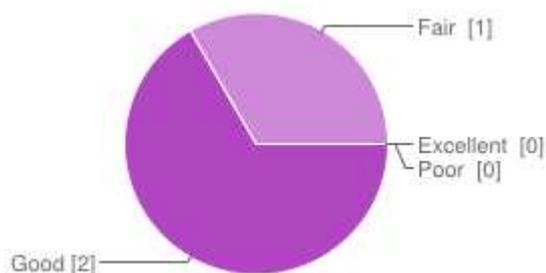
in English periodical overviews of tasks starting or ending

Any tips to improve the external communication

communication will be expanded in connection with later dissemination activities
open a LinkedIn-group

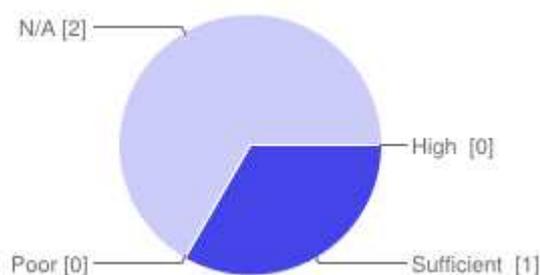
5. QUALITY OF RESULTS AND PRODUCTS

Opinion on the quality of the intermediate products/process results



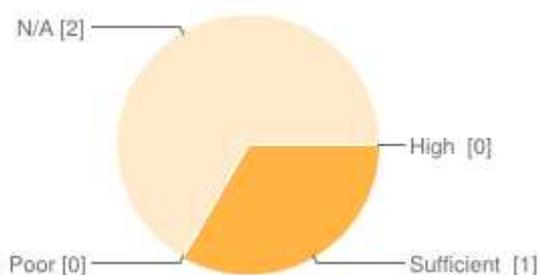
Excellent	0 0%
Good	2 67%
Fair	1 33%
Poor	0 0%

Level of satisfaction of the direct beneficiaries



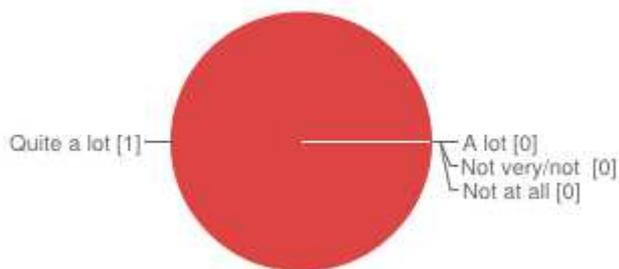
High	0 0%
Sufficient	1 33%
Poor	0 0%
N/A	2 67%

Level of satisfaction of indirect beneficiaries (target group)



High	0 0%
Sufficient	1 33%
Poor	0 0%
N/A	2 67%

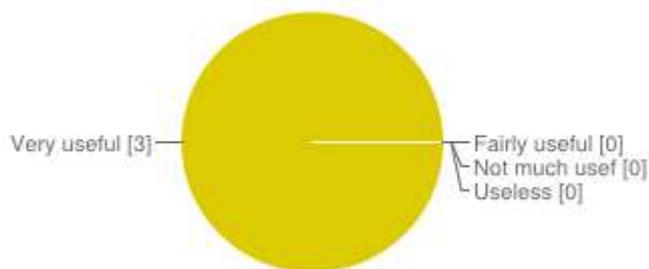
Integration of Uni.System.LO initiative within a wider process/action



A lot	0 0%
Quite a lot	1 100%
Not very/not much	0 0%
Not at all	0 0%

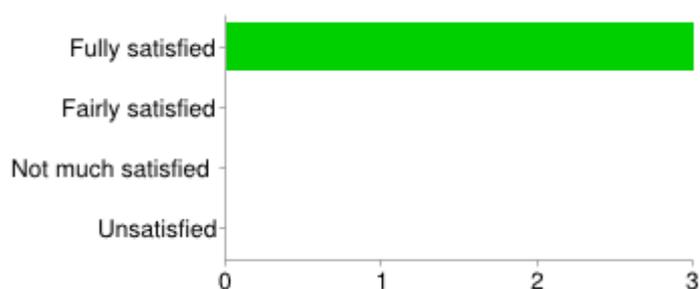
6. EVALUATION OF PARTNERSHIP MEETINGS REALISED

On the whole, how would you describe your attendance to the first 2 meetings?



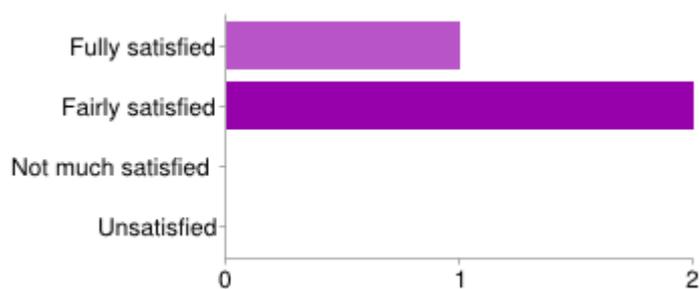
Very useful	3 100%
Fairly useful	0 0%
Not much useful	0 0%
Useless	0 0%

Clearness of meeting aims [Could you please signify your satisfaction degree about the following aspects?]



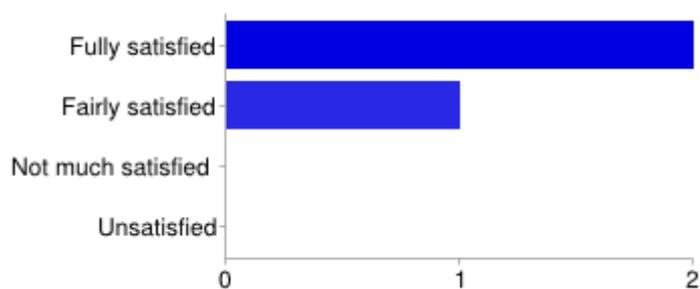
Fully satisfied	3	100%
Fairly satisfied	0	0%
Not much satisfied	0	0%
Unsatisfied	0	0%

Exhaustiveness of the documents received [Could you please signify your satisfaction degree about the following aspects?]



Fully satisfied	1	33%
Fairly satisfied	2	67%
Not much satisfied	0	0%
Unsatisfied	0	0%

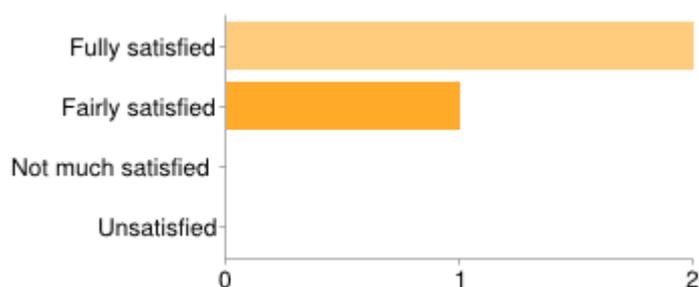
Exhaustiveness of the information given (contents shared and discussed) [Could you please signify your satisfaction degree about the following aspects?]



Fully satisfied	2	67%
-----------------	---	-----

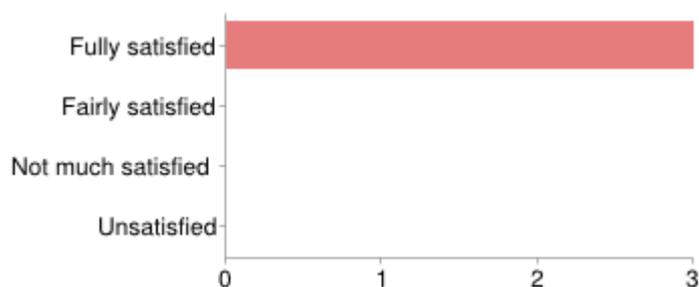
Fairly satisfied	1 33%
Not much satisfied	0 0%
Unsatisfied	0 0%

Efficacy of answers given [Could you please signify your satisfaction degree about the following aspects?]



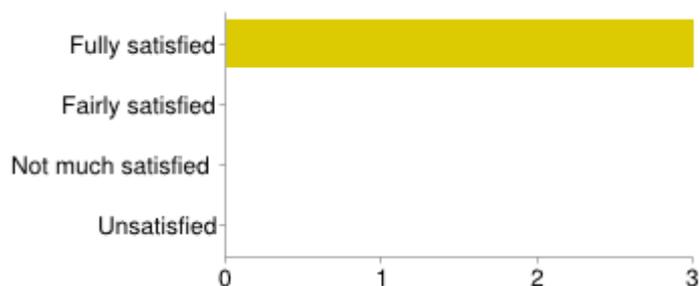
Fully satisfied	2 67%
Fairly satisfied	1 33%
Not much satisfied	0 0%
Unsatisfied	0 0%

Consistency of the working-days plan with project contents [Could you please signify your satisfaction degree about the following aspects?]



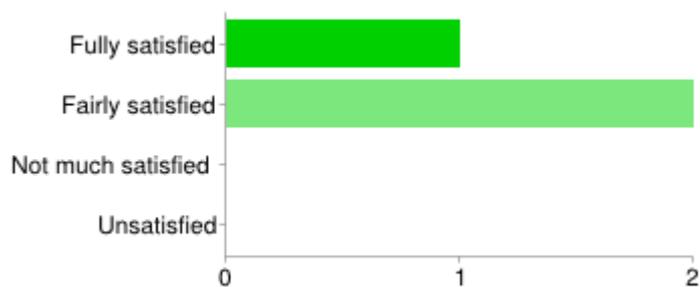
Fully satisfied	3 100%
Fairly satisfied	0 0%
Not much satisfied	0 0%
Unsatisfied	0 0%

Duration of working sessions [Could you please signify your satisfaction degree about the following aspects?]



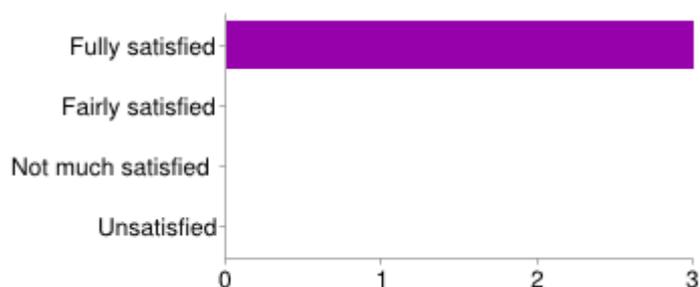
Fully satisfied	3	100%
Fairly satisfied	0	0%
Not much satisfied	0	0%
Unsatisfied	0	0%

Quality of materials used [Could you please signify your satisfaction degree about the following aspects?]



Fully satisfied	1	33%
Fairly satisfied	2	67%
Not much satisfied	0	0%
Unsatisfied	0	0%

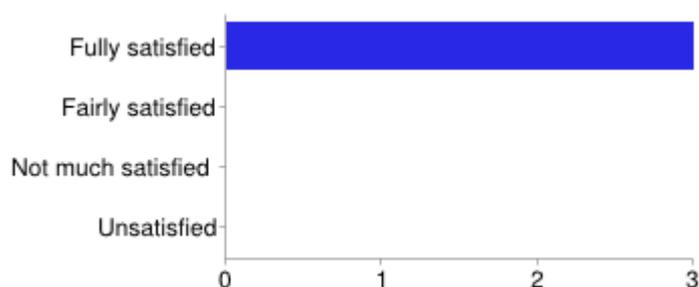
Efficacy of the Methodology used to moderate group discussions (if applicable) [Could you please signify your satisfaction degree about the following aspects?]



Fully satisfied	3	100%
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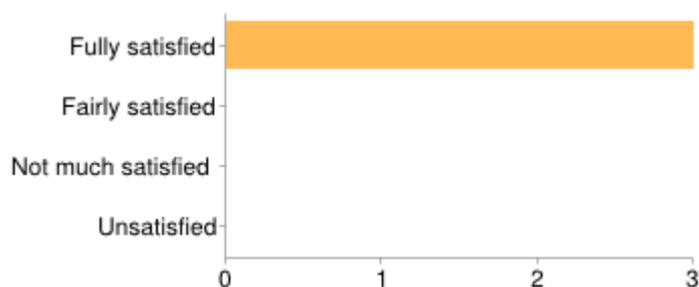
Fairly satisfied	0 0%
Not much satisfied	0 0%
Unsatisfied	0 0%

Level of interaction achieved [Could you please signify your satisfaction degree about the following aspects?]



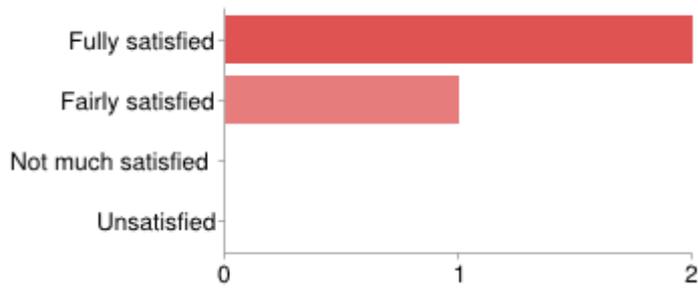
Fully satisfied	3 100%
Fairly satisfied	0 0%
Not much satisfied	0 0%
Unsatisfied	0 0%

Level of Cooperation among partners achieved [Could you please signify your satisfaction degree about the following aspects?]



Fully satisfied	3 100%
Fairly satisfied	0 0%
Not much satisfied	0 0%
Unsatisfied	0 0%

Consistency with expectations [Could you please signify your satisfaction degree about the following aspects?]



Fully satisfied	2	67%
Fairly satisfied	1	33%
Not much satisfied	0	0%
Unsatisfied	0	0%

Advices and suggestions to improve the quality of our following meetings