

# PROMETEO

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## Interim Evaluation Report

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# 1. Background to the PROMETEO Project

PROMETEO is designed to build on and develop the CENTRAL project in which many of the PROMETEO partners participated.

According to the original proposal for funding from Leonardo:

*'The project aims to fill the existing gap between Labour Market training needs and the offer of qualifications, in particular for what concern the field of transport and logistics and, even more specifically, with reference to the professional qualifications of 4th EQF level.*

*In the same way, PROMETEO aims to transfer the methodology used in CENTRAL project, thus to apply and spread the use of ECVET system, as a tool to foster mobility, transparency and recognition of acquired skills. The cooperation and mobility among the different European systems are strategic priorities for the EC.*

*Project activities foresee the involvement of Institutes, companies and bodies in charge of the development of VET policies (e.g. the region Emilia Romagna) in order to guarantee a widespread and multi-level dissemination of project results, as well as the ECVET system. Some subjects have already signed a Letter of Interest for PROMETEO.*

*Another objective is the definition of a "training stairway" for the professional development of workers through the identification a growth path that leads the worker to improve own skills and increase the EQF level in the easiest way.*

*The project wants to develop not only horizontal mobility, thus the acquisition of credits in order to obtain a qualification relating to one EQF level, but also mobility understood in vertical direction. Indeed it aims to simplifying the acquisition of competences of higher levels, indicating the professional profiles whose "work process" (the EQF system is "work process" oriented ) is in line with 5<sup>th</sup> level profiles selected on the basis of different criteria. This tool has the dual goal to meeting the companies needs and promoting guidance and organization of workers with regard to their professional career.'*

*The target groups for the project's activities are: 'workers, human resource managers and training managers of small and medium-sized enterprises, which represent important "target" users, with specific reference to women and even more to the youth population.'*

## 2. Evaluation Principles and Methodology

### 2.1 Principles

The foci of the evaluation, in order of importance, are to:

- Improve project quality and effectiveness; and
- Inform decision-making about the future of the project.

This is done through the systematic collection of information about the activities, characteristics and outcomes of the project.

These are two different, but interrelated activities and require parallel, but coherent, approaches. The underlying principle behind the approach to both aspects is Utilisation-Focused Evaluation, which is evaluation done for and with specific intended users for specific intended purposes. A fundamental tenet of this approach is that people, not organisations, use evaluation information. The evaluation process therefore needs to start by addressing the requirements of those people who need and want to know something about the project. These people can be at various levels; so formal position and authority are only partial guides, and they do need to be involved in finalising the questions which will guide the evaluation process. In this way there will be user ownership of the evaluation and an increased desire to use the results of the evaluation. In the context of this project it is likely that these people will be the project partners and associated organisations.

This approach will maximize the probability that the evaluation will be both useful and used.

### 2.2 Methodology

The evaluation consists of two elements:

- **Formative Evaluation**

Formative evaluation helps to determine how well the project is doing while it is in progress, or taking form. The information collected can help the project team make changes in the project and correct problems before it's too late. Formative evaluation can also help identify issues of interest that the project team might not have thought about when planning the project. In summary, it:

- Monitors progress toward the project's objectives, including deliverables
- Provides information to improve project effectiveness
- Helps identify issues of interest
- Helps clarify project strengths and limitations.

Information can come from a variety of sources (such as participants, project staff and other interested organisations) and can tell users how a project is progressing. The sorts of questions to be asked are, for example:

- Is the project progressing according to its plans?

- Are activities being delivered to the optimum quality standards?
- Do beneficiaries value the project?
- Are partners and participants satisfied with the activities?
- What changes are needed to improve the project?

The people involved with the project have been and will be consulted during both the evaluation planning stage and during project implementation. It is important to let participants know that their opinions are important, and provide them with opportunities to share their views. With their input, it is possible to improve projects and increase the likelihood that they will achieve positive results. Even projects that have been successful for a long period of time benefit from suggestions and comments. This formative evaluation feedback can help good projects become even better.

- **Summative Evaluation**

The summative evaluation will differ from formative evaluation in two important ways—purpose and timing. Ongoing, formative evaluation will help monitor progress as the project is delivered. The summative evaluation will occur when it is important to sum up what has been achieved. This will normally occur at the end of the project, but, in this case, will also be needed for the submission of the Interim report to the Leonardo Agency.

The summative evaluation will help determine if the project achieved what it set out to do. Question to be asked could include:

- Have beneficiaries' skills or interest levels increased because of the project?
- What parts of the project appear to have contributed most (or least) to the projects' success?
- If the project did not achieve what was intended, how can this be accounted for? What should be done differently next time?

The majority of the evaluation effort is planned to be directed towards the formative aspect.

**Throughout this report key findings and recommendations are given in shaded boxes.**

In addition, *'quotes are given in italics'*.

### 3. Evaluation Focus and Plan

In order to assess the project design an approach called Logic Modelling (see Appendix 1 for a brief description) was used. The Logic Model<sup>1</sup> for the project is given in Figure 1. It shows the logic behind the design of the project and how the Work Packages are linked together. This helps provide the focus for the evaluation by identifying the questions that the evaluator should be asking. These questions are given in Table 1 which details the Evaluation Plan. The questions are stated in what seems to be a summative way, but can and will be asked formatively as well.

**The Logic Model shows that there is a clear and direct linkage between the WPs themselves and demonstrates the staged nature of the project. It makes it clear that delays in completing a particular WP will create problems with subsequent WPs. This is an issue which will require hands on project management to ensure delays do not occur.**

**There is also a clear relationship between the activities in each WP and the key outputs that they will produce.**

The process of Logic Modelling focuses on the Outcomes<sup>2</sup> for the Target Groups. The Logic Model shows that the project is essentially Output driven and that there needs to be more consideration given to the desired Outcomes.

In this project there are a number of Target Groups (Proposal Section D.3.3):

*‘workers, human resource managers and training managers of small and medium-sized enterprises, which represent important "target" users, with specific reference to women and even more to the youth population’*

**The key issue arising from the preparation of the Logic Model is that the main project activities (WP2 to 6) may well only reach the limited number of the Target Groups that are actually involved in either providing data for or commenting on those WPs. This means that WP7 (Dissemination and Valorisation) takes on a particular importance for the overall success of the project as, without it, the Outcomes will be difficult to achieve.**

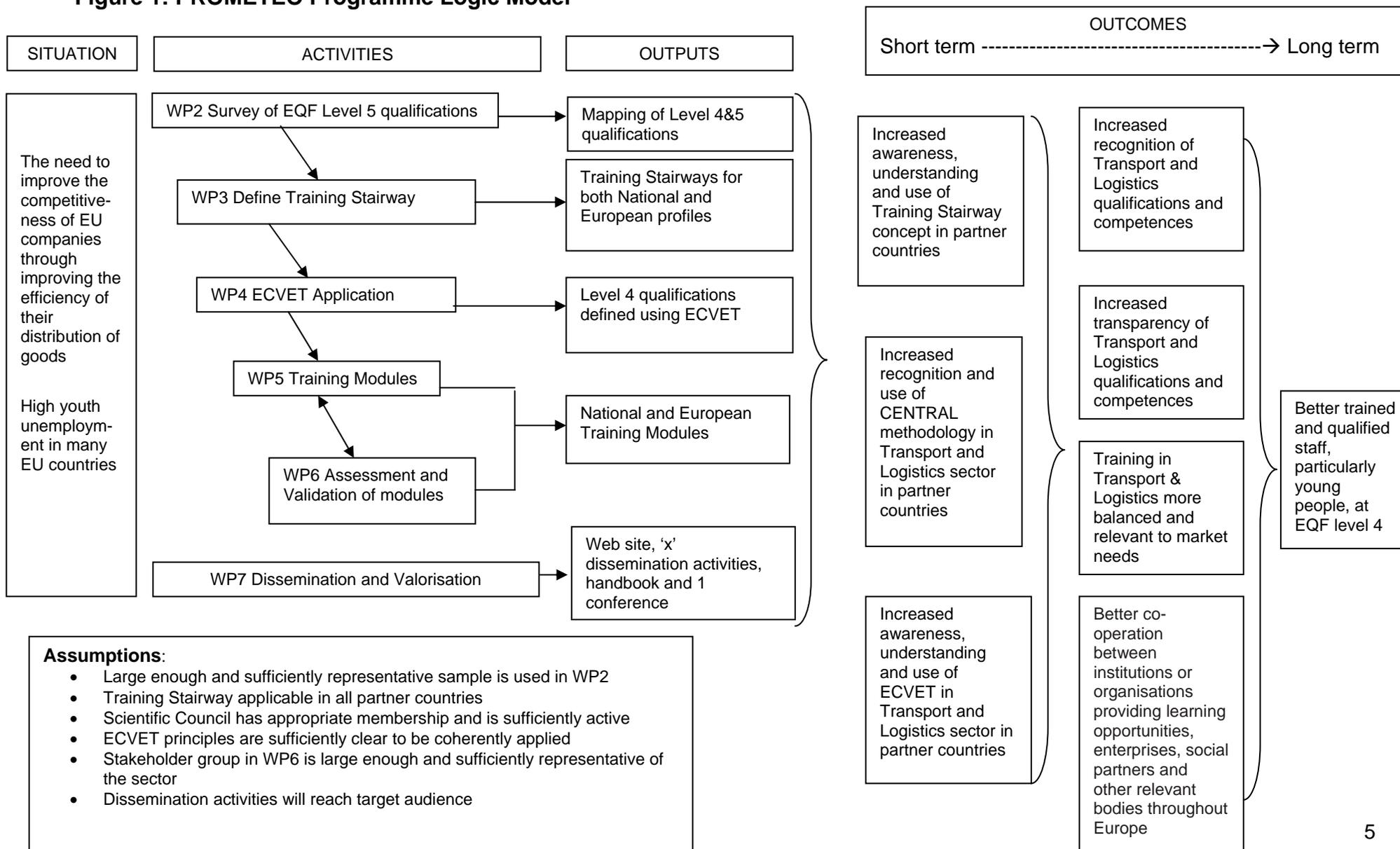
This is probably an issue with many of this type of ‘transfer of innovation’ project funded by Leonardo since the focus of the activities are on the transfer of the innovation with the exploitation by the recipient partners happening either at the end of, or after, the project’s funding period.

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<sup>1</sup> See Appendix A for a description of Logic Modelling.

<sup>2</sup> Outcomes are clear statements of the targeted change in circumstances, status, level of functioning, behaviour, attitude knowledge or skills which are intended to occur as a result of the project. They are different to Outputs which measure the delivery of activities.

**Figure 1: PROMETEO Programme Logic Model**



**Table 1: PROMETEO Evaluation Plan**

<b>WP</b>	<b>What I will evaluate</b>	<b>How I will evaluate (formative and summative)</b>
1	<ul style="list-style-type: none"> <li>• Was planning effective (e.g. work plan)?</li> <li>• Was project management effective?</li> <li>• Was communication effective?</li> <li>• Did the partnership work well?</li> <li>• Were the Work Packages (WPs) delivered as planned?</li> <li>• Did WP leaders work well to achieve the planned WP outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>• Project documentation analysis</li> <li>• Observation at partner meetings</li> <li>• Questionnaires to partners and the Scientific Committee</li> <li>• Interviews with WP leaders</li> </ul>
2	<ul style="list-style-type: none"> <li>• Were the WP outputs delivered to schedule and to a good quality?</li> <li>• Did each partner survey enough firms and provide sufficient regional/national data?</li> <li>• Were the firms selected by each partner representative of that country?</li> <li>• Was the analysis tool used in a similar way by each partner?</li> </ul>	<ul style="list-style-type: none"> <li>• WP2 data and results document analysis</li> <li>• Observation at relevant partner meeting(s)</li> </ul>
3	<ul style="list-style-type: none"> <li>• Were the WP's outputs delivered to schedule and to a good quality?</li> <li>• Was the data from the earlier WP used effectively?</li> <li>• Did each partner use consistent approaches?</li> <li>• Was a consistent approach to structuring the national Scientific Councils taken?</li> <li>• Was the 'membership' of the Scientific Councils appropriate to the needs of the project?</li> <li>• Were the Scientific Councils effective?</li> </ul>	<ul style="list-style-type: none"> <li>• WP3 results document analysis, including national inputs</li> <li>• Observation at relevant partner meeting(s)</li> <li>• Questionnaires to partners and the Scientific Council</li> </ul>
4	<ul style="list-style-type: none"> <li>• Were the WP outputs delivered to schedule and to a good quality?</li> <li>• Was the data from the earlier WP used effectively?</li> <li>• Did each partner use consistent approaches?</li> <li>• Were the national Scientific Councils effective?</li> </ul>	<ul style="list-style-type: none"> <li>• WP4 results document analysis</li> <li>• Observation at partner meetings</li> <li>• Questionnaires to partners and the Scientific Council</li> </ul>
5	<ul style="list-style-type: none"> <li>• Were the WP's outputs delivered to schedule and to a good quality?</li> <li>• Was the data from earlier WPs used effectively?</li> <li>• Did each partner use consistent approaches to module development?</li> <li>• Were the national Scientific Councils effective?</li> <li>• Was external feedback used in finalising the WP?</li> </ul>	<ul style="list-style-type: none"> <li>• WP5 results document analysis</li> <li>• Observation at partner meetings</li> <li>• Questionnaires to partners and the Scientific Council</li> <li>• Interviews with relevant partners</li> </ul>
6	<ul style="list-style-type: none"> <li>• Were the WP's outputs delivered to schedule and to a good quality?</li> <li>• Was the questionnaire relevant to the data collection needs?</li> <li>• Was the feedback from the questionnaires sufficient (quantity and quality) for a valid interpretation?</li> <li>• Was the feedback taken into account when revising the modules?</li> </ul>	<ul style="list-style-type: none"> <li>• WP6 results document analysis</li> <li>• Observation at partner meetings</li> <li>• Interviews with project partners</li> </ul>

7	<ul style="list-style-type: none"><li>• Were the outputs delivered to schedule and to a good quality?</li><li>• Was the dissemination effective in terms of depth and breadth?</li><li>• Was the web site useable and used?</li><li>• Was the conference successful?</li><li>• How credible are the partner's plans for continuing to develop the project's activities after the project has ended?</li></ul>	<ul style="list-style-type: none"><li>• WP results document analysis</li><li>• Web site usage analysis</li><li>• Observation of activities</li></ul>
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## 4. Evaluation Findings

An initial evaluation report was produced after the Kick-Off meeting in Piacenza (November 2013). This report is included here as Appendix 2. **It is important that this appendix is read before continuing with this Section** of the Interim Evaluation Report. The recommendations given in those reports are still relevant to the project. Some key ones will also be covered below.

As well as document analysis and observation at partner meetings additional data was gathered from the partners through asking them to write the answers to two questions at the October 2014 partner meeting in Brighton. This was supplemented with some 'one to one' interviews. The partners were asked:

- **What are the three main things, in order of priority that we are doing well in the project?**

Some clear themes emerged, in order of importance:

- The partners believe that there is a strong team spirit in the project, with everyone being involved in meetings, the discussions being open and agreements which are in the best interests of the project being arrived at;
- Problems are being solved in an innovative way leading to good quality results;
- Partner roles are clear;
- Project management (including financial) is good.

- **What are the three main things, in order of priority that we need to do better?**

Again, some clear themes emerged, in order of importance:

- Between meetings not all the partners are responding to the projects needs either in terms of providing their results or commenting on documents which have been circulated;
- Dissemination needs to be improved and, in particular, the web site is not user friendly;
- The changes in the Spanish partner (both in organisational structure and partner representatives) are seen as an issue that needs to be addressed to enable it to contribute effectively to and benefit from the project.

**There is a strong, personal and professional relationship between the partners which shows itself in very positive meetings. Unfortunately, this does not carry over in every case into timely support for the project between meetings. All partners need to realise that they are all dependent on each other to deliver good quality results and try to meet the deadlines and timescales agreed at meetings.**

This Interim Report only considers those Work Packages that are sufficiently well developed to produce partial results which are capable of evaluation. These are WPs 1, 2, 3 and 7. WP2 is complete and the other WPs are sufficiently underway for some feedback to be offered. WP4 has started, but there is insufficient data for it to be considered.

## 4.1 Work Package 1: Project Management

According to the proposal:

*The clear goal of this work package is the proper, effective and efficient management the project in order to ensure cooperation and collaboration of all partners and the development of the results foreseen by the proposal, with the quality standards expected.*

### 4.1.1 Work Planning

Although the time periods allocated to Work Package delivery were not raised during the Kick-Off meeting, it was an area that scored lowest in the post meeting questionnaire (see Appendix 2, Table 1). There were subsequent delays to the delivery of WP2 with consequent knock-on effects for the following Work Packages. Some of the delays were mitigated by overlapping the Work Packages and transferring Activity 4.1 from WP4 to WP3.

There will be less flexibility in the work planning during the second year of the project and a more detailed plan was recommended.

**It was recommended that the Lead Partner produce and circulate an updated Work Plan which clearly shows the revised start and end points for all work packages and deliverables in a single Gantt chart. This Gantt chart should also contain start and end points for each Activity in a Work Package. This was agreed during the Brighton meeting and is being prepared.**

A detailed work plan going down to Activity level gives the partners a clearer idea of how to manage their work and enable the Project Lead and WP Lead Partners to monitor progress and know when to provide any necessary encouragement to a partner who is behind schedule. It is important to emphasise that managing delivery of a particular Work Package is the joint responsibility of the Project Lead and WP Lead Partner.

### 4.1.2 Communication

Communication between partners during meetings is excellent and was the key positive theme emerging from partner responses at the Brighton meeting. However, it also came out as an issue of concern for the period in between meetings. It is normally the case that while during meetings the project is the main priority for each attendee, after the meeting its priority decreases as the project is rarely the most important part of an individual's work load.

**All partners need to recognise that, having agreed to participate in a project, they have a responsibility to deliver their tasks within agreed timescales. At the same time, the Lead Partner and WP Lead also have the responsibility of monitoring and managing overall delivery of a Work Package.**

The project is being delivered through the medium of the English language. General communication has been generally straightforward, but issues can arise when detail is

considered, both from the perspective of correctness (see leaflet in section 4.4 as an example) and for the use of technical terms. In the later context the use of CEDEFOP definitions has been important. The English partner and the evaluator are both native English speakers and have been used to check the English in key documents.

**English versions of key deliverable documents should continue to be checked by a technically competent English speaker.**

The main issue over communication has arisen recently with organisational change within the Spanish partner (two organisations merged) and a subsequent change in representation. It was clear at the Brighton meeting that the new representatives have a very limited understanding of English and that advice and support will be required to enable them to fulfil their roles. This has been understood by the Lead partner and discussions have already taken place to assist the Spanish partner to deliver its responsibilities.

**The Lead Partner needs to continue to work with the Spanish partner to identify a way in which it can meet its obligations in the timescales required by the project.**

#### **4.1.3 Partnership Development**

As indicated above meetings are positive and professional. All the partners contribute to discussions. They recognise the different situations that exist in different countries and try to reach solutions to issues that meet all partner needs. This now needs to go beyond the meetings and into the timely delivery of contributions to each work package.

#### **4.1.4 Financial Management**

Despite the delays in obtaining payment from the Leonardo Agency, the partners seem happy with the way the way the required processes are being communicated and implemented.

### **4.2 Work Package 2: Survey on 5th EQF level qualifications**

According to the proposal:

*The WP aims to investigate what professional profiles of the fifth EQF level are interesting to both the transport and logistics sector, and in a broad sense, for the "labor market", both for the qualifications system at national/regional level, which responds to training strategies implemented by the bodies responsible for policies related to VET. The survey is useful to develop a comprehensive view of both the demand and supply of professional qualifications of 5th EQF level, and will be the basis for the following (WP3) selection of professional profiles.*

The Work Package produced two deliverables:

- A market training needs analysis (Deliverable 3)
- A mapping of 4<sup>th</sup> and 5<sup>th</sup> level EQF qualifications (Deliverable 4).

These two deliverables enable both a demand and supply analysis to be made and therefore allow choices to be made during the development of the training stairway (WP3) and the qualifications to be developed (WP4).

This was a difficult Work Package to deliver not least because of the wide variation in VET systems across the partner countries. In addition, late and incomplete information from some partners meant that the WP Lead needed to fill in some of the gaps.

The deliverables which were produced were nevertheless complete and filled with much interesting analysis. The lessons learnt and the ideas developed through the CENTRAL project have been well used in this WP.

#### **4.2.1 A Market Training Needs Analysis (Deliverable 3)**

This deliverable comprises a Word document.

**This is a comprehensive survey of the market in the partner countries, supported by ample evidence from both desk research (all countries) and interviews (all countries except Germany). It fully meets the requirements of Deliverable 3.**

The report demonstrates that the Transport and Logistics sector is important in all the partner countries, making a significant contribution to the national economies. It is characterised by a preponderance of small companies. A number of common training needs were identified (IT, driving, 'green' skills and stress management)

**The project will need to be able to demonstrate that it has addressed the key issues identified in the research sufficiently well when the training programmes are designed in later work packages.**

#### **4.2.2 A Mapping of 4th and 5th Level EQF Qualifications (Deliverable 4)**

This deliverable comprises two documents: a Word document and an Excel spreadsheet. The latter summarises for each partner country the qualifications available in the sector, their NQF and EQF levels and the name of the organisation responsible for delivery. The most relevant qualifications for Prometeo are described in more detail in the second chapter of the Word document.

The first chapter of the Word document looks at how the VET systems work in the partner countries from different perspectives. It divides the six countries into four types characterised by the type of regulation that exists. This characterisation was developed and published by Jonathan Winterton of Toulouse Business School in 2008 and looks at Mode of Regulation (Market-Led or State Regulated) and Focus (Workplace or School/College). The VET system in each country is then described in terms of regulatory framework, governance, implementation of training, training providers and financing.

**This is a comprehensive mapping of the VET systems and relevant qualifications. It fully meets the requirements of Deliverable 4. It also identifies that in a number of countries there is a lack of relevant qualifications at EQF Level 4 which bridge the gap between lower levels and EQF Level 5 and reinforces the need for this project.**

### **4.3 Work Package 3: Definition of the training stairway**

According to the proposal:

*The WP wants to define a "ideal" training path in the context of lifelong learning. In particular, the training stairway will give a clear indications of which qualifications are available for a trainee/worker who holds a 3rd or 4th level qualification and aims to acquire further Knowledge, skills and competencies (KSC). Reference is made to methodological section for an illustration of the concept used for the definition of the training stairway. The underlying objective is to create a tool that might serve to the individuals for the orientation of their professional development (in particular young people), starting from a goal to be achieved (a 5th level qualification). At the same time, the "stairway" is useful for those workers that, due to the current economic situation, are unemployed and need to retrain in order to re-enter in the Labour market. The application is useful also for the training organizations and bodies responsible for training policy that can better organize the training paths, facilitating the development of skills and raising the quality of education systems.*

**The deliverables from WP2 provide a sound basis for the delivery of WPs 3 and 4.**

This Work Package was underway at the time of writing this report, with Activities 4.1 and 4.2 from WP4 having been completed and integrated within it. Progress was made at the Brighton meeting: one of the EU wide qualifications was finalised and the second topic for development agreed. National contributions are ready for Italy, France, Belgium and UK, but missing from Germany and Spain.

**WP3 is well advanced. However, in the absence of draft versions of all the deliverables for this WP, its evaluation cannot be carried out for this report, but will be completed out as soon as the agreed versions have been produced.**

The approach being used is to identify relevant EQF Level 5 requirements (for the EU and for specific national needs) and then develop a linked Level 4 programme. The process is template driven in order to ensure that there is consistency across the partnership.

**Care will need to be taken to ensure that there is consistency in the use of terminology to specify Knowledge, Skills and Competences across the various partner contributions.**

## 4.4 Work Package 7: Dissemination and Exploitation of Results

According to the proposal:

*The WP aims to disseminate the project in various ways and on different channels, in order to get the maximum disclosure and communication of contents and results of the project.*

*As already mentioned, for this purpose will be useful also the WP number 6.*

*Under this WP will be defined the informatic and printed tools for the project dissemination, with a focus on innovative solutions. In particular, the WP7 aims to exploit project results, promoting the use and adoption by subjects with different purposes and belonging in different national frameworks:*

- bodies responsible for training policies, in order to assess and promote the adoption of the qualifications in regional and national systems*
- training bodies, in order to assess and promote the experimentation of training activities based on the developed professional profiles*
- Companies, in order to assess and verify the consistency with training needs*

The deliverables are:

- Website (Deliverable 13)
- Brochure (Deliverable 14)
- Final conference (Deliverable 15)
- Newsletters and articles (Deliverable 16)
- Dissemination and exploitation plan (Deliverable 17)

**It is important for the partners to consider how they might wish to exploit the results of this project. It would appear that there is little interest in commercialisation, so the focus will need to be on other areas in order to ensure the sustainability of the project's results.**

Dissemination is the easier of the two aspects of this work package to deliver. Exploitation is harder, but without it, dissemination has a reduced value. At this stage of the project there is a limited amount to disseminate. However, some dissemination and exploitation has already been carried out. For example, the mapping of qualifications produced in this project have been requested by a new Erasmus + project called ETL 4 ALL, by partners in another project (Logistics Tailor Made) and also by the Technical Institute for VET in Germany. This is a good indicator that there will be interest from across Europe for the other deliverables from Prometeo.

Progress which is also capable of evaluation has been made in the following areas: web site and brochure.

### 4.4.1 Website (Deliverable 13)

Every project needs a website ( [www.prometeotraining.eu](http://www.prometeotraining.eu) ). These websites are often the most important means of dissemination. It is therefore important that the site is easy to use,

the content is relevant and efforts are made to make it appear high up relevant searches in engines such as Google.

Usability is often neglected, yet it is key in enabling visitors to find what they are looking for and thereby encouraging them to stay on the site. The site is reaching a stage where usability testing would be worthwhile doing.

**The developers should undertake usability testing with a relevant group of users to ensure that the site is as user-friendly as possible.**

Some potential areas for early consideration were identified by the partners when the site was presented at the Brighton meeting. These are included in the following list:

- It would be preferable for the entire home page to appear on one screen. There is 'white space' which could be removed to do this without radically altering the design of the page.
- There needs to be consistency of terminology. For example, sometimes 'Logistics' is used and at others 'Transport and Logistics'.
- A series of headings appears across the top of each page. With the exception of the home page there is unused 'white space' down the left hand side of these headings page. Since some pages occupy more than one screen of space it might be helpful to use the white space for the sub menu links which are currently only available by scrolling back to the headings at the top of the page.
- When clicking on a top menu button you go to the first item on the drop down list.
- Different fonts are used on the site. Often a font which either is, or resembles, Times New Roman is used. Better fonts, designed for web use, are available.
- The 'News and Events' page will need to be constantly updated to ensure that the site is fresh and gives the impression of being up to date.
- There are a number of other European funded projects (CENTRAL, LIST, Metalog and ETL4ALL to name a few) dealing with similar issues in Transport and Logistics. The relationships between these projects is complex and potentially confusing. Simply having a list of these projects will not enable users to understand where they can look for the most relevant information for their needs. A more detailed mapping is required and it would be helpful if it could appear on all of these project websites.

**The relationships between these related projects is complex and potentially confusing. Simply having a list of these projects will not enable users to understand where they can look for the most relevant information for their needs. A more detailed mapping is required and it would be helpful if it could appear on all of these project websites.**

**Ideally, there would be some integration between all these sites.**

#### **4.4.2 Brochure (Deliverable 14)**

A draft of the brochure was developed for the Brighton meeting. The issues which were identified fell into two main categories:

- **English:** The language needed careful checking both for the correctness of the English in general and the specific technical terms/explanations that were used.
- **Readability:** Some of the text was difficult to read (small black letters on a mid blue background).

A number of suggestions were made by the two Native English speakers (SFL and the Evaluator) which were accepted and a new version was produced for translation into each of the partner languages.

**Future marketing materials and content will also need to be checked for their English language accuracy before being translated, produced and disseminated.**

## **5. Conclusion**

The sequential nature of the project means that delays in one WP inevitably impact on those further down the chain. The project, while a little behind the original schedule, has made good progress with the deliverables so far finalised being of a high quality. This is important as they are the foundation upon which the other deliverables are built. This means that the choices which have and are being made can be justified on the basis of some sound evidence.

The partnership is working well during meetings, with excellent open discussions and a willingness to cooperate, support each other and consider innovative solutions to problems. It is unfortunate that this does not always extend to working between meetings, with some partners working to plan and one or two either not doing so or not communicating effectively.

The changes in the Spanish partner organisation and representation present a possible threat to progress, but the Lead Partner is aware of this and will need to monitor and support as necessary.

# **Appendix 1**

## **Logic Modelling**

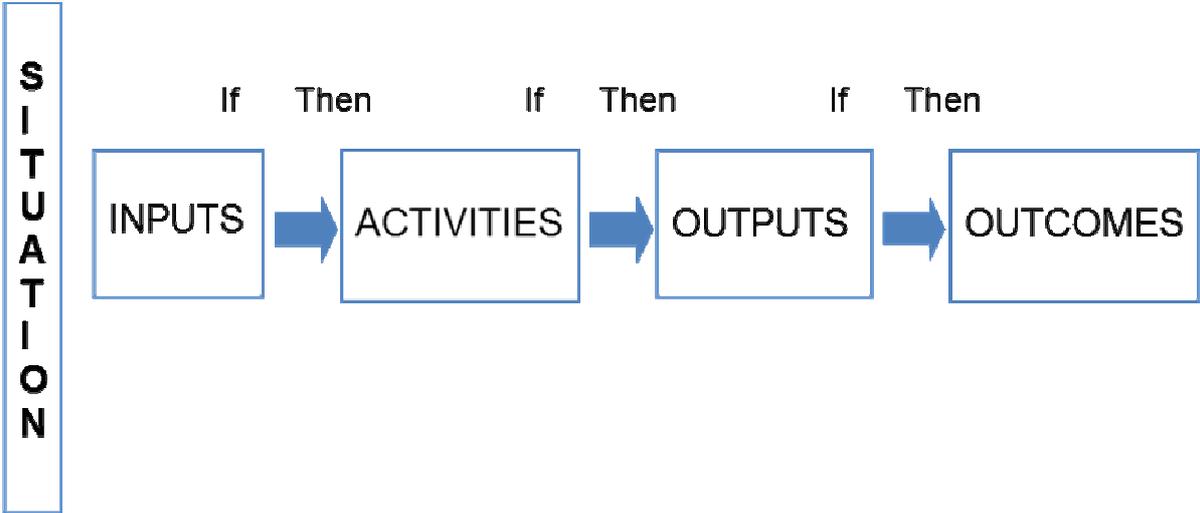
The term "logic model" comes from both the planning and evaluation field and these models don't just belong to evaluators or the evaluation plan. As the term suggests, they are a basic element of programme development that communicates the logic behind a programme; i.e. its rationale. A logic model's purpose is to communicate the underlying "theory" or set of assumptions or hypotheses that program proponents have about why the program will work, or about why it is a good solution to an identified problem.

Logic models are typically diagrams, flow sheets, or some other type of visual schematic that conveys relationships between contextual factors and programmatic inputs, processes, and outcomes. The logic is that **If** we do/have this, **Then** that will happen. Logic models can come in all shapes and sizes: boxes with connecting lines that are read from left to right (or top to bottom); circular loops with arrows going in or out; or other visual metaphors and devices. What these schemata have in common are they attempt to show the links in a chain of reasoning about "what causes what" in relationship to the desired outcome or goal. The desired outcome or goal is usually shown as the last link in the model.

These hypotheses about programme effects are described in a logic model, are tested in a "theory-based" evaluation, and lead to "lessons learned." If program planners don't have any hypotheses guiding them, their potential for learning from the initiative is low, and the programme is probably in trouble.

A sample generic Logic Model layout used in both planning and evaluation is shown below.

Figure 2: Generic Logic Model



Planners start from the outcomes required to address particular issues (i.e. right to left) taking into account the external environment and assumptions that need to be made. Evaluators work from left to right looking at the rationale for the process with a focus on the conversion from inputs to outputs to outcomes. Where the Logic Model approach is particularly beneficial is when the planners integrate it with the evaluation process

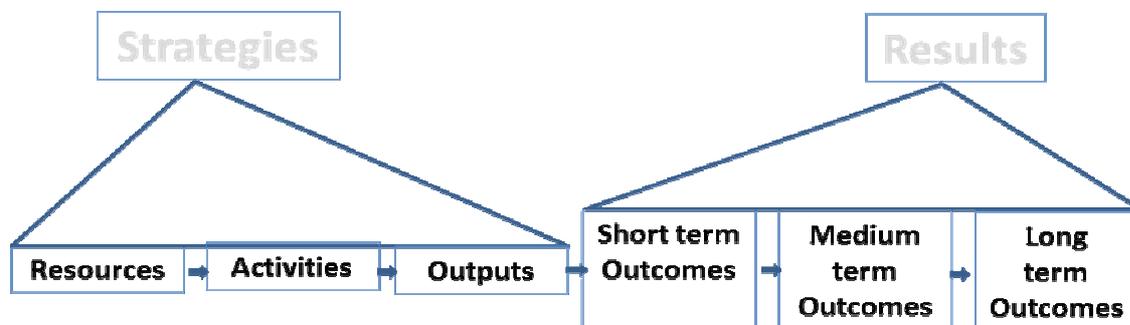
**3.3 The Programme Logic Model**

There are a range of different types of Logic Model. Only one type, the Programme Logic Model will be considered here.

- The Programme Logic Model

This is a much more detailed operational model which gives a detailed and time bound plan of action with resources, planned activities, outputs and their outcomes

Figure 4: Programme Change Logic Model



A Programme Logic Model is usually developed sequentially:

1. Identify the overall 'Result' that the Programme will achieve;
2. Identify the stepwise series of Outcome(s) that will show progress towards achieving the Result;
3. List the activities needed to generate these outcomes;
4. Specify the resources/inputs that link directly to and will "supply" the activities; and
5. Identify the outputs that will reflect the accomplishment of the activities

# **Appendix 2**

## **Post Kick-Off Meeting Evaluation Report**

# PROMETEO

PROJECT number (Leonardo Programme): 2013-1-IT1-LEO05-04073  
CUP number (Identification Project Code – Italian Law): G33D13000560006

## Post Kick-Off Meeting Evaluation Report

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Disclaimer: This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of Dr Keith Lawrence and can in no way be taken to reflect the views of the European Union.

## 1. Introduction

The purpose of this brief evaluation report is to provide the partners and, in particular, the coordinator/project management team, with feedback on issues that will need to be considered following the first meeting in Piacenza during October 2013.

This evaluation report is based on:

- Responses to questionnaires (see Appendix A) sent out to partners after this first project partner meeting.
- An analysis of the project proposal; and
- The evaluator's experience of other transnational projects.

The key recommendations are summarised in shaded boxes, with explanations for each recommendation following. Where quotations are given they are in *italics*.

All partners need to be aware of the potential issues so they can participate more effectively in both the meetings and project delivery.

## 2. Findings

### 2.1 Questionnaire results

The questionnaire (Appendix A) covered a number of areas, based on the previous experience of this evaluator of working on multinational partnership projects and on some of the issues that seemed to be coming through during the first meeting. Seven questionnaires were returned, with at least one from each partner country. The responses to the 15 Likert scale statements are given in Table 1, with respondent names being omitted for confidentiality. The respondents were asked to indicate the level of agreement or disagreement with a number of statements. The responses were scored from 1 to 5, with 1 meaning strong disagreement and 5 strong agreement.

In addition, the respondents were asked to:

- Identify the desired personal and organisational benefits from being involved in the project;
- Indicate which aspects of the project they are most confident about;
- Indicate the key issues of concern following the meeting; and
- Make any other comments that were relevant to the project.

Any quotations given in the rest of this report are taken from these parts of the questionnaire returns.

With the limited number of possible respondents a statistical analysis is not relevant, so a pragmatic decision has been made to assume that scores of 4.0 and below indicate potential issues and 4.1 and above indicating that the respondents believe there is no issue. However, there is an element of judgement that has to be applied and this has been done where appropriate.

**Table 1: Responses to Statements in the Questionnaire**

Statement	Respondent Number							Mean
	1	2	3	4	5	6	7	
1. The fact that English will be the working language for the project does not worry me.	5	5	5	4	5	4	5	<b>4.7</b>
2. During the meeting I was given enough time to express my views	5	5	5	5	5	5	5	<b>5.0</b>
3. My views were valued by the other partners during the meeting	4	4	5	5	5	4	5	<b>4.6</b>
4. I have a clear understanding of the aims and objectives of the PROMETEO project	4	4	5	4	5	4	3	<b>4.1</b>
5. I have a clear understanding of the target groups and the direct beneficiaries for the project	4	4	5	5	5	4	4	<b>4.4</b>
6. I have a clear understanding of the role of my organisation in the project	4	4	5	5	5	5	4	<b>4.6</b>
7. I have a clear understanding of the deliverables of my organisation in the project	4	4	5	5	5	5	5	<b>4.7</b>
8. I believe that the deliverables assigned to my organisation are achievable	4	4	5	5	5	5	5	<b>4.7</b>
9. I have a clear understanding of the roles of the other partner organisations in the project	4	4	5	4	5	5	4	<b>4.4</b>
10. I have a clear understanding of where the ability of my organisation to deliver is dependent upon other partners	4	4	5	5	5	4	4	<b>4.4</b>
11. The budget is large enough for the work that my organisation has to do.	4	4	4	4	3	4	5	<b>4.0</b>
12. The timescales for delivering the project are realistic.	3	3	5	4	3	4	5	<b>3.9</b>
13. The kick-off meeting was well organised	5	4	5	5	5	5	5	<b>4.9</b>
14. The venue for the meeting was suitable	5	4	5	5	5	5	3	<b>4.6</b>
15. The agenda for the meeting was well structured	5	4	5	5	5	4	4	<b>4.6</b>
	<b>4.3</b>	<b>4.0</b>	<b>4.9</b>	<b>4.6</b>	<b>4.7</b>	<b>4.5</b>	<b>4.5</b>	

**Key:** Strongly agree = 5  
Strongly disagree = 1

## 2.2 Language competence and communication

None of the 7 respondents to the questionnaire believe that English will be a problem in this project. Observation of the first partner meeting supports this conclusion in terms of verbal communication. However, issues may occur later on, particularly where new concepts are being discussed.

The English version of the project proposal is generally very well written. Partners will need to keep referring back to it to ensure that they are delivering what is expected of them.

## 2.3 Partnership building

An important element in the early phase of any project is building the relationships between the partners, understanding individual working patterns, leadership expectations, etc. Until these relationships and a comfortable working pattern are fully established, partners will need to show patience and tolerance for the language, culture and work pattern differences of others. In PROMETEO all the partners except 1 have worked together on the CENTRAL project during which time they seemed to develop a good working partnership. The positive responses to Statements 2 and 3 indicate that the partners have the same view.

One confidence in: *'The good working relationship between all the partners'*

Furthermore, the partners expressed a high degree of confidence in the partnership from the following perspectives:

*'The quality of the consortium from a technical and collaborative point of view'*

*'The good working relationship between all the partners'*

*'The willingness of every partner to make the project succeed'*

*'The good atmosphere within the consortium'*

*'The role of all the partners'*

## 2.4 Aims, Roles and Deliverables

**The project manager should produce a brief document listing the aims and objectives of the project for distribution to all the partners and inviting them to comment and discuss as necessary.**

Most partners believe that they have a clear understanding of the aims and objectives of the project, although 1 is uncertain. It would be useful to clear up any uncertainty at this early stage in the project.

All of the partners are confident that they understand the target groups for the project and the roles and deliverables of their own organisations. They also believe that these deliverables are achievable.

They are confident in the capabilities of both themselves and the other partners. They expressed confidence in:

*'Expertise of the partners'*

*'My skill to be able to meet project and partners expectations'*

*'That all the partners are well engaged with the aims and concepts of the project'*

*'The tasks that I have to develop during the project'*

In addition, they believe that they will be able to produce results of high quality and value and expressed confidence in:

*'The high value of the project and of the projects outcomes that has to be developed'*

*'High quality product results'*

*'The quality of the results'*

*'The Quality WP'*

*'High dissemination effects'*

## 2.5 Detailed Implementation

**While the partners are confident in the overall project there are areas of concern that relate to the details of its delivery. The project manager needs to consider when they need to be tackled and, perhaps, this could be part of the agenda for the Paris meeting.**

The areas which are issues of concern are:

*'Validation process, due to multiple Training programs'*

*'How to integrate and apply the training stairway that is only real new aspect of the project'*

*'How the training stairway will look like and the hosting issue'*

*'The difference for the UK in the highly regulated nature of qualifications and training and how this can be accommodated as part of the project'*

*'To have a clear image of ECVET application in the sector'*

*'To agree on levels and units'*

Working meetings are always important to the success of projects as it is an opportunity to get things done away from the distractions of each partner's main work responsibilities. The meeting in Paris in March will be a good opportunity to at least start discussing these issues.

## 2.6 Work Plan

**The project manager should ask partners to discuss with him any concerns they may have over the timescales for delivering their Work Packages.**

There are some concerns over the work plan, with 3 partners being uncertain as to whether or not the timescales are realistic. This was the lowest scoring area. Again, it is important to make any revisions as early as possible in the project to ensure that all partners are confident that they can deliver their contributions to plan.

## 2.7 Budget and Finance

**The project manager should ask partners to discuss with him any concerns they may have over financial processes and the adequacy of their budget.**

All the partners except one believe that the budget for their organisation is sufficient. One, however, was uncertain.

## 2.8 Meeting Organisation

The partners were all happy with the organisation of the meeting and the structure of the agenda, with only one expressing uncertainty as to the suitability of the venue.

## 2.9 Issues not Covered in the Questionnaire

**The partners need to consider the potential benefits of working with other EU funded project working in the same area as PROMETEO. In particular, dissemination through a 'one stop shop' common web interface would appear to offer significant potential benefits.**

There are, to my knowledge, at least 2 other projects (and possibly more) working on similar issues to PROMETEO in the field of transport and logistics. In addition, there is the legacy of CENTRAL which needs to be considered. There are potential synergies from all three projects (plus CENTRAL) working together, for example, to link all the websites which present their results into what would be to the outsider the beginning of a 'one stop shop' for all their results.

The partners are aware of this, and identified it as an area of concern:

*'Find a link with other projects'*

*'Webpage to join CENTRAL and PROMETEO result'*

*'The website and the links with other projects'*

## 2.10 Individual and Organisational Benefits

**During the project the partners will need to consider how they are going to assist each other to achieve both their personal and organisational aspirations, particularly where these are not directly related to the project.**

Every individual, and most organisations, go into projects like this with a list of things that they wish to achieve. Some of these are normally over and above the aims of the project. If a partnership is to work effectively there must be mutual support in the achievement of these benefits. The questionnaire attempted to identify the anticipated individual and organisational benefits

For themselves, the individuals want to:

- Further enhance working relationships and mutual trust and develop this project into a sustainable partnership;
- Develop an improved understanding of ECVET and EQF and their use;
- Improve professional knowledge, experience and expertise, not only in transport and logistics but also in project management;
- Improve internal profile within their organisation.

For their organisations:

- Develop and increased recognition of the organisation in the transport and logistics field and for the implementation of ECVET;
- Broaden their training catalogues;
- Develop new and consolidate existing contacts, networks and partnerships within Europe;
- Develop their staff;
- Generate income through either training or the development of new funded projects;
- Improve the level of cooperation within the sector.

### **3. Conclusion**

The first partner meeting was important in ensuring a smooth start to the project and minimising problems and misunderstandings later on. From this perspective it worked very well, with the most of the partners having worked as a team in CENTRAL contributing significantly to this.

There appear to be no major issues across the partnership, but there are a number of areas of detail described above (Section 2.5) that could usefully be addressed following this meeting to ensure that each partner clearly understands the detail of how the project will be delivered, their responsibilities as part of this and the timescales to which they are working.

# **Appendix A**

## **Initial Partner Questionnaire**

## PROMETEO - 2013-1-IT1-LEO05-04073

### Post Meeting 1 Partner Questionnaire

As part of the evaluation of the project I would be grateful if you could spare a few minutes to fill in the following questionnaire and return to me at: [keith\\_lawrence@hotmail.co.uk](mailto:keith_lawrence@hotmail.co.uk)

**Your responses will remain confidential.**

#### 1. Background Information

<b>Your Name:</b>	
What are the 3 main benefits that you want from the project <b>for yourself</b> ?	•
What are the 3 main benefits that you want for your <b>organisation</b> from this project?	•

#### 2. PROMETEO

Please place an 'X' in the box which is closest to your view of the following statements

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1. The fact that English will be the working language for the project does not worry me.					
2. During the meeting I was given enough time to express my views					
3. My views were valued by the other partners during the meeting					
4. I have a clear understanding of the aims and objectives of the PROMETEO project					
5. I have a clear understanding of the target groups and the direct beneficiaries for the project					
6. I have a clear understanding of the role of my organisation in the project					
7. I have a clear understanding of the deliverables of my organisation in the project					
8. I believe that the deliverables assigned to my organisation are achievable					
9. I have a clear understanding of the roles of the other partner organisations in the project					
10. I have a clear understanding of where the ability of my organisation to deliver is dependent upon other partners					
11. The budget is large enough for the work that my organisation has to do.					
12. The timescales for delivering the project are realistic.					
13. The kick-off meeting was well organised					
14. The venue for the meeting was suitable					
15. The agenda for the meeting was well structured					

What are the 3 main areas that you are most confident about following the first partner meeting? Please give up to 3 in order of priority

1.
2.
3.

What are the 3 main issues that are of concern to you following the first partner meeting? Please give up to 3 in order of priority

1.
2.
3.

If you have any comments you would like to make to explain any of your answers (particularly where you have disagreed or strongly disagreed with any of the statements 1 to 15) or if there are any issues you would like to raise, please put them in the box below.

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