

LIFELONG LEARNING PROGRAMME
Leonardo da Vinci Transfer of Innovation

FINAL EVALUATION REPORT

Work Package 6: “External Evaluation”

Task 6.3 Final Evaluation Report

Responsible partner: INEK –PEO
Subcontractor: Kyprianides, Nicolaou & Associates (KNA)

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1 INTRODUCTION TO THE PROGRAMME

1.1 Programme

Lifelong Learning Programme

1.2 Sup-programme

Leonardo Da Vinci

1.3 Action

Leonardo Da Vinci - Transfer of Innovation

1.4 Project title

Develop prototype training system of career guidance counselors

1.5 Acronym

INNO – CAREER

1.6 Partners

1. National Organisation for the certification of qualifications and vocational guidance – EOPPEP
2. EURICON Consultants Ltd
3. Ufficio Scolastico Regionale per il Veneto – USRV
4. National Training Fund, o.p.s. – NVF
5. Cyprus Labour Institute - INEK-PEO

1.7 Aim of the project

The specific aims of this proposed project is the transfer of innovation on the following topics:

- Strengthening the link between Career Guidance Counselors and working life (enterprises, occupational sectors, etc.).
- Developing the capacities of Career Guidance Counselors for job and career guidance to individuals.
- Improving the career guidance of citizens.
- Support to initial and continuous training of Career Guidance Counselors.

1.8 Object of the project

The object of the proposed project is to develop, through the adaptation of existing innovative approaches - methods, a pilot training system of career guidance counselors, which is closely connected to the working life and will include:

- The development of a common European occupational profile for career guidance counselors.
- The adaptation and composition prototype training programmes, methods and materials for career guidance counselors, which are closely connected with the working and business life.
- The adaptation of accreditation and recognition criteria and procedures of qualifications acquired through the participation of the above programs.
- The pilot implementation and evaluation of the prototype training system on a representative group of Career Guidance Counselors - Mentors, in each participating country.
- Disseminate and promote the results of the project, in order to develop new policy practices.

1.9 Objectives of the project

The objective of the proposed project is to develop, through the adaptation of existing innovative approaches - methods, a short and specialized training program for career guidance counselors, closely connected to the working and business life, and also complementary to the existing relevant training programs in each country.

This system will include:

- The development of a common European occupational profile for career guidance counselors.
- The adaptation and composition of existing prototype training programs, methods, materials, and ICT tools for career guidance counselors, in order to develop a common innovative training program.
- The development of an accreditation procedure for the qualifications acquired through the participation in the above program.
- The pilot implementation and assessment of this innovative training & accreditation system on a representative group of Career Guidance Counselors/Mentors, in each participating country.
- Dissemination and promotion of the results of the project, in order to develop new policy practices.

1.10 Transfer of Innovation

The transfer of Innovation refers to:

- 1) Composition of a common European occupational profile for career guidance counselors – mentors.
- 2) Design and adaptation of the training program and digital interactive training material for the career guidance training in each country.
- 3) Development of accreditation criteria and procedures of the qualification acquired through the participation in career guidance training program.

The transfer of innovation will take place through the transfer of know – how of innovative training programs / materials, and accreditation procedures from the partner, that have extensive previous expertise knowledge in the above themes, to the rest of the partners. The aim of this exchange is the convergence of practices from different partners and countries and the elaboration of common methodologies, specifications and tools.

1.11 Target groups

- Career Guidance Counselors,
- Public Career Guidance Authorities
- Career Guidance’s Institution Managers
- Unemployed Citizens (especially young and disadvantaged people)

1.12 Expected Results

The development of an innovative training program and materials for the career guidance counselors/mentors, based on individual and group career guidance techniques, closely connected with the working and business life.

More specifically:

- The development of a common occupational profile & standards for career guidance counselors
- The design of a prototype four-language training program (four-language training guide) and the production of digital four-language training materials (e.g. e-training tool) for the career guidance counselors
- The development of an accreditation procedure for the qualifications acquired through the participation in the above program (accreditation procedure guide)
- The establishment of a career counselor network (Network specification guide)
- The pilot implementation (assessment of the training program)
- The accreditation procedure (Assessment – Monitoring Methodology & Report)
- Exploitation Agreement.

1.13 European Added Value

The ultimate aim of the project is to enhance common understanding between the main policy makers and representative organizations. The above policy is one of the most important priorities of the EU 2020 Strategy (ET 2020). Especially the European added-value of the feed-back and the findings of this transnational implementation considered to be of a very high level, as the project intents.

- To develop a common European occupational profile for career guidance counselors - mentors.
- To design and adapt a common - multilingual training program and a digital interactive training material specified for the career guidance training in each country.
- To develop common accreditation criteria and procedures of the qualification acquired through the participation in career guidance training program.
- To design common European strategies and policies related to the career guidance.

Finally, the pilot implementation, assessment and comparative evaluation of the proposed training program and accreditation procedures will take place in all participant countries.



2 EXTERNAL EVALUATOR INFORMATION

2.1 Who we are

Kyprianides, Nicolaou & Associates is one of the oldest auditing, accounting and consulting firms in Cyprus. Set up in 1955 the firm predates the establishment of the Republic and lists as its clients some of the oldest and biggest names from the Cyprus industrial and services sectors.

2.2 BKR International

Kyprianides, Nicolaou & Associates is an Independent member of BKR International, a leading global association of independent accounting and business advisory firms representing the expertise of more than 150 member firms with over 300 offices in over 70 countries around the world.

2.3 Our Mission

Our firm is founded on a value system that has set us apart from the competition. We pride ourselves on the strong personal bonds, deep commitment and trust that allow our experience and knowledge to support and guide our clients through their needs and towards their goals. Our mission is to maintain this tradition and our reputation for guaranteeing each and every client personal partner attention and the highest standard of professional service

2.4 Project Manager

Pola Kyprianides BSc (Econ), MSc, FCA

London School of Economics graduate with a Masters degree in Economics from London University. Fellow member of the Institute of Chartered Accountants in England and Wales. Over 25 years of working experience.



2.5 Project Team Members

Natasa Akkidou BSc , ACA

Athens University of Economics graduate in Accounting and Finance. Member of the Institute of Chartered Accountants in England and Wales. 10 years of working experience.

Leontios Philotheou BSc (Chem), MSc (TQM), CMC

Athens University graduate with a Masters degree in Total Quality and Performance Management. Certified Management Consultant and member of the Institute of Internal Auditors. 10 years of working experience in the quality field.

3 METHODOLOGY

3.1 Scope of evaluation

The final evaluation report enables the organisations that fund and deliver projects to:

- assess the degree to which project aims are being met
- reflect upon and understand what the project has achieved so far and what will achieve in the future
- show accountability for project spending against performance
- highlight any important lessons taught by the project, particularly those that can be applied to future project implementation and delivery.

3.2 Objectives

The objectives of the external evaluation system are the following:

- To closely follow and observe the progress of the project
- To identify any weaknesses and areas for improvement
- To propose corrective action plan in case the project's objectives are not met

3.3 Targets

The targets of the external evaluation system are the following:

- To evaluate the implementation of the project's plans: management guide, quality assurance and dissemination
- To observe the progress of each work package and every result
- To evaluate every intermediate or final result
- To evaluate the organization and the results of every meeting, event and workshop
- To propose actions in order to improve the effectiveness and efficiency of every activity of the project

3.4 Deliverables

The deliverables of the external evaluation system are the following:

- The external evaluation plan
- Intermediate external evaluation report

- Final external evaluation report

3.5 External Evaluation Procedures

For each activity and result of the project an external evaluation procedure has been designed and implemented based on the nature of the activity, the deliverables and the participants.

3.6 Evaluation criteria

Each activity of the project is evaluated against the following criteria:

- Relevance: the extent to which the content of each component is relevant to the requirements as described in the agreement
- Effectiveness: the extent to which objectives of each component are achieved
- Efficiency: the extent to which the result is achieved at reasonable cost according to the budget

Each deliverable as this is described in the initial agreement is evaluated against specific external performance indicators for various aspects as these were included in the external evaluation plan.

The indicators are presented in detail in chapter 8 of this report.

3.7 Evaluation methods

Based on the nature of each activity, the following methods are used for the evaluation procedures of each activity of the project

- Desk research
- Review of results and deliverables
- Review of financials
- Observation during meetings/ workshops
- Observation during the project deployment
- Cooperation with project manager and partners

4 EVALUATION

4.1 Overall evaluation of the project

Aspects	Performance Indicators
Project's overall management and co-ordination	Project's manager role and participation Teleconference system application
Communication	Number of e-mails exchanged Undelivered documents
Participation of partners	% participation in each event % contribution to communication or each partner
Results	% of deliverables successfully completed

General conclusion

The overall conclusion of the external evaluation of the INNO-CAREER project that aimed at the Development of a Prototype Training System of Career Guidance Counselors is that it has achieved its initial objectives and targets.

Despite some operational and time-keeping mainly issues identified during the evolvement of the project:

1. All deliverables have been completed
2. All participants actively participated in the project
3. The e-training platform that has been developed for the training of career guidance counsellors is an innovative, functional, added value and user friendly tool that has definitely potential for further exploitation.

As a general therefore conclusion, the project has been definitely successful.

Project's overall management and co-ordination

EOPPEP as the lead partner and EURICON as the project's manager and co-ordinator had both a crucial role during the project.

EOPPEP actively participated in the whole project and ensured the successful implementation of the project and the conformance of all deliverables to the project's objectives and initial proposal. It can be said that EOPPEP had the key role in the achievement of the project's targets.

EURICON as the co-ordinator and the project's manager ensured that all activities would achieve the desired level of quality and prepared all financial and technical aspects of the project. EURICON managed to successfully administer the project and had a crucial role in the completion of the project.

The project was managed and co-ordinated through:

1. Daily exchange of e-mails
2. Teleconference meetings via Skype
3. Kick-off and managerial meetings

Although the initial proposal mentioned the installation of a teleconference system in the project's website, this was not installed without however any consequences on the project's communication. Instead of such a system through the website, Skype was used whenever required.

Communication

As already mentioned communication was achieved through:

1. Daily exchange of e-mails
2. Teleconference meetings via Skype
3. Kick-off and managerial meetings

The communication system was effective although sometimes delays were noted especially when required to comment on specific deliverables.

During the project's evolution 846 e-mails were exchanged that involved the project's co-ordination.

A mailing list consisting of the project's partners and the external evaluator was developed.

Although at the initial stage of the project there were some recipients missing resulting in some cases in undelivered documents, during the second phase of the project this was corrected and all recipients received the documents.

Participation of partners

In terms of electronic communication all partners actively participated in the project.

Out of the 846 total e-mails exchanged:

1. 31% was from EOPPEP
2. 16% was from EURICON
3. 26% was from USRV
4. 17% was from NVF
5. 10% from INEK-PEO

During the second phase of the projects the following meetings took place:

1. 2nd managerial meeting and 2nd workshop in Prague
2. 3rd managerial meeting in Venice
3. 4th managerial meeting, 3rd workshop and final conference in Athens

The only absence in terms on the project partners was noted in Venice where Lead Partner EOPPE did not manage to attend the meeting due to internal reasons.

However, during both of the days of the meeting Skype was used in order to discuss and agree with the lead partner the subject's that were in the agenda.

Results

Although with some delays that will be mentioned in the evaluation below, all deliverables have been 100% completed.

4.2 Work package 1

Deliverables	Deadline	Delivered
#1 Management guide	31-01-2014	15-05-2015
#2 Intermediate management report	30-09-2014	Phase 1
#3 Final management report	30-09-2015	30-09-2015

Aspects	Performance Indicators	Results
Relevance to proposal and management guide	1 Management guide in English Language 1 Intermediate management report in English Language 1 Final management report in English Language 1 Kick-off meeting in Thessaloniki 4 semi-annual managerial meetings in Cyprus, Czech, Italy and Athens Compliance to deadlines	Revised completed Completed – Phase 1 Completed Completed – Phase 1 Completed A few days delays regarding the organisation of the meetings
Managerial meetings	Participation of partners to the meetings Minutes of meetings Compliance to each meeting's agenda Meeting's venue and equipment used Overall organisation	1 partner missing from 1 meeting Completed for every meeting All issued discussed Satisfactory Satisfactory for every meeting

Overall evaluation of the work package 1

Work package 1 has been successfully completed.

Management guide, intermediate management report, kick-off meeting, 1st managerial meeting and 1st workshop were completed and evaluated during the 1st phase of the project.

During the 2nd phase of the project all remaining deliverables were completed:

1. Revised Management Guide according to the NA remarks
2. Final management report
3. 2nd managerial meeting and 2nd workshop in Prague
4. 3rd managerial meeting in Venice
5. 4th managerial meeting, 3rd workshop and final conference in Athens

Final management report

The final management report is a text book in English language consisting of 252 pages. The final management report:

- Was completed on time
- Reflects in an objective way the evolvement of the project
- Fully describes the project's results
- Includes all required elements
- Objectively identifies the deviations from the initial proposal (page 27)
- Has a good structure that is easy to understand and follow

2nd managerial meeting – Prague

The 2nd managerial meeting took place in Prague on October 2nd and 3rd 2014.

- The 2nd managerial meeting was organised a few days later than the proposal since the initial deadline was September 30.
- All partners attended meeting in Prague
- The agenda of the meeting was comprehensive and covered all aspects of the project based on the time limits.
- The agenda was circulated and discussed over e-mails earlier

- Following the meeting minutes were drafted and circulated where each partner contributed
- The minutes respond to the meeting's agenda as planned and prepared.
- The structure and the presentation of the minutes are clear and comprehensive.
- The minutes give a clear picture of what was discussed during the meeting and clearly identifies the expected actions.
- There were not significant language barriers as these were identified in phase 1 of the project.
- The venue the meeting took place was pleasant and had all the required equipment for the successful organisation of the meeting.
- Finally the organisation of the meeting by NVF was overall successful.

3rd managerial meeting – Venice

The 3rd managerial meeting took place in Venice on April 20th 2015.

- The 3rd managerial meeting was organised a few days later than the proposal since the initial deadline was April 15.
- Lead Partner EOPPEP did not attend the meeting. All other partners attend the meeting.
- Despite the absence of EOPPEP, Skype was used in order to discuss and decide with EOPPEP the issues that were derived from the agenda.
- The absence of the Lead Partner caused some operational and functional problems to the project but this was overcome by the teleconference used for the significant issues.
- The agenda of the meeting was comprehensive and covered all aspects of the project based on the time limits.
- The agenda was circulated and discussed over e-mails earlier
- Following the meeting minutes were drafted and circulated where each partner contributed including EOPPEP that was absent from the meeting.
- The minutes respond to the meeting's agenda as planned and prepared.
- The structure and the presentation of the minutes are clear and comprehensive.
- The minutes give a clear picture of what was discussed during the meeting and clearly identifies the expected actions.
- There were not significant language barriers as these were identified in phase 1 of the project.
- Meeting took place at USRV offices in Venice. The venue was pleasant and had all the required equipment for the successful organisation of the meeting.
- Finally the organisation of the meeting by USRV was overall successful.

4th managerial meeting – Athens

The 4th managerial meeting took place in Athens on September 24th 2015.

- The 4th managerial meeting was organised a few days later than the proposal since the initial deadline was September 15th.
- All partners attended the meeting.
- The agenda of the meeting was comprehensive and covered all aspects of the project based on the time limits.
- The agenda was circulated and discussed over e-mails earlier.
- The minutes respond to the meeting's agenda as planned and prepared.
- The structure and the presentation of the minutes are clear and comprehensive.
- The minutes give a clear picture of what was discussed during the meeting and clearly identifies the expected actions.
- Meeting took place at Stanley Hotel in Athens, a centrally located hotel with all facilities required for the successful organisation of the meeting.
- Finally the organisation of the meeting by EOPPEP was overall successful.

4.3 Work package 2

Deliverables	Deadline	Delivered
#4 Identification, evaluation and selection of the most appropriate existing innovative training systems and methods of career guidance counsellors – Final research report	31-03-2014	30-05-2015

Aspects	Performance Indicators	Results
Relevance to proposal and management guide	1 research report in English Language Number of European countries training systems and national profiles collected E-research conducted with 100 participants 1 focus group in each country Compliance to deadline 1 Thematic Workshop	Completed 9 128 Completed Revised due to NA requirements Completed
Workshop	Number of participants participated in the workshop Minutes of workshop Compliance to the agenda of the workshop Workshop's venue and equipment used Overall organisation	22 Completed Satisfactory Satisfactory Satisfactory



Deliverable #4 of the Work Package 2 was completed and evaluated during the 1st phase of the project.

However, due to the NA assessment and remarks this deliverable had to be revised.

During the 2nd phase of the project this was revised and submitted again in order to reflect the remarks of the NA.

The initial research for the training needs was extended from the 4 initial countries that participate in the programme, to 10 more countries in order to have a research at a European Level.

Ten countries participated in the additional research and 15 e-questionnaires were received.

The findings of the additional 15 questionnaires are aligned with the initial findings.

4.4 Work package 3

Deliverables	Deadline	Delivered
#5 Common occupational profile & standards for career guidance counsellors.	31-03-2014	31-07-2014
#6 Training course	30-09-2014	30-09-2014
#7 Training materials	30-09-2014	30-05-2015
#8 Training guide	30-09-2014	30-05-2015
#9 Accreditation criteria and procedures guide	30-09-2014	30-04-2015

Aspects	Performance Indicators	Results
Relevance to proposal and management guide	1 Common occupational profile	Completed-Phase 1
	1 Accreditation criteria and procedures guide	Completed
	Training course description in 4 languages	Completed-Phase1
	Training material for each module in 4 languages	Completed
	Training guide in 4 languages	Completed
	Development of e-training tool	Completed
	Use of training methods	Satisfactory
	Use of innovative training techniques	Satisfactory
	Compliance to deadline	Delays noted
Workshop	2 nd Thematic Workshop	Completed
	Number of participants participated in the workshop	12
	Minutes of workshop	Completed
	Compliance to the agenda of the workshop	Satisfactory
	Workshop's venue and equipment used	Satisfactory
Overall organisation	Satisfactory	

Training materials

Regarding the training materials significant delays have been noted.

Training materials consist of the following elements:

1. One training textbook for each of the 6 modules of the training course in 4 languages
2. Electronic platform through which the training course is being implemented

In total 24 textbooks have been developed: 6 training modules in English, Greek, Italian and Czech.

The whole training material is deployed through the innovative e-training platform www.inno-career.com. The e-training platform is hosted in the project's website www.inno-career.eu.

Textbooks are complete and very instructive. The textbooks have been designed using modern training tools adapted to the project's needs.

Each textbook contains:

1. The description of the module
2. The learning outcomes
3. The study material and the tasks that need to be completed
4. The assessment procedure
5. The indicative reading list for further study.

The training is implemented using two training methods: distance learning and face-to-face learning.

The tasks that are included in the modules are based on modern training techniques such as role play, self reflection activities, case studies, simulations and practical examples.

The training platform is a modern interactive tool through which the learner can study during the distance learning part of the training.

The e-training platform provides the learner the opportunities to:

- Study the material.
- Complete the non mandatory tasks.
- Complete and submit electronically for evaluation to the trainer the mandatory tasks of each module.
- Review his progress at every stage of the training.
- Discuss each module with other participants.
- Download and print all materials.

The e-training platform is very user friendly, interactive and instructive.

- **Appearance**

The site looks professional in terms of colours and fonts. The standard conventions are followed, including the headers, navigation, contact info and link to homepage. The links, images, and other media on the site are present and working. This site displays correct grammar, spelling, and punctuation and a professional tone.

- **Authority**

The site represents the owners and has all relevant contact details. It is linked to the project's main website www.inno-career.eu and the link is working.

- **Purpose**

The purpose of the website is to educate and this is clear in the initial message.

- **Currency**

The information on the site www.inno-career.com is up to date and the site is continuously updated and improved.

- **Coverage**

The information provided is adequate and very instructive for the user.

Training guide

The training guide was not completed based on the deadline, and significant delays have been noted.

The training guide is developed in two parts: one for learners and one for the trainer/ admin of the platform.

The training guide is developed in 4 languages as required by the proposal.

The training guide:

- Fully describes the way the course is working
- It is very instructive regarding the use of the platform
- It includes screenshots of the website and clean instruction
- Includes all required elements
- Has a good structure that is easy to understand and follow

Accreditation criteria and procedures guide

The accreditation guide was not completed on time, and significant delays have been noted.

The accreditation procedures guide includes entrance assessment, formative assessment, summative assessment and self-assessment techniques.

For the successful completion of the course, 4 out of 5 obligatory tasks must be completed by each trainee for each module.

Various tools are used for the different stages of assessment such as questionnaires, open questions, simulations, written essays etc.

The accreditation procedures guide is:

- Well structured and descriptive of the assessment process
- Includes all modern elements of assessments
- Based on literature and scientific data
- Compliant with the proposal

2nd thematic workshop - Prague

The 2nd thematic workshop took place in Prague on October 3rd 2014.

- The 2nd thematic workshop was organised a few days later than the proposal since the initial deadline was September 30th.
- All partners attended the workshop.
- Although the initial target was for 20 stakeholders, only 12 participated
- The agenda of the workshop was comprehensive
- The agenda was followed during the workshop
- The minutes respond to the workshop's agenda as planned and prepared.
- The structure and the presentation of the minutes are clear and comprehensive.
- Finally the organisation of the workshop by NVF was overall successful.

4.5 Work package 4

Deliverables	Deadline	Delivered
#10 Network specification guide	31-12-2014	30-05-2015
#11 Network implementation report	31-03-2015	30-09-2015
#12 Assessment-monitoring methodology of the pilot implementation	30-12-2014	01-09-2015
#13 Assessment-monitoring of the pilot implementation	30-06-2015	30-09-2015

Aspects	Performance Indicators	Results
Relevance to proposal and management guide	4 reports in English language	Completed
	Establishment of 1 network for each Country	Completed
	Number of career guidance counsellors participating in each network	Completed
	1 pilot implementation of the training programme in each country	Completed
	20 participants per country in the pilot implementation	Completed
	Compliance to deadlines	Delays noted

Network specifications guide

The network specification guide is a text book in English language describing the way the network will be operating as a result of this project.

The network specification guide:

- Was delivered with some delay
- Is inclusive and contains all required elements
- Describes the way the network will operate through the www.inno-career.eu website
- Deals with all critical issues of a network including
 - Objectives
 - Added value of the network
 - Legal issues
 - Admission requirements
 - Quality requirements
 - Strategy and sustainability
- The guide is well structured and comprehensive

Network implementation report

The network implementation report is a text book in English language describing the way the network was implemented in each of the 4 participating countries: Greece, Cyprus, Italy and Czech Republic.

The initial project's target was to create a network of 20 career guidance counsellors in each country. Having completed the networking action this has been achieved in Greece (35 participants), Cyprus (35 participants), Italy (25 participants) but only 6 participants for Czech Republic. The reason for not achieving the target in Czech Republic was according to the relevant partner language issue and culture issue in terms of sharing ideas with others.

The network is operating through the website with Euricon as a responsible partner for admitting access to anyone interested in participating in the network

The network implementation report:

- Was not delivered on time
- Covers all relevant issues
- Provides information regarding the way each one of the participating partners implemented the network in its country
- Provides suggestions for the further deployment of the network
- The report is well structured and comprehensive

Assessment and monitoring methodology of the pilot implementation

The assessment and monitoring methodology of the pilot implementation is a text book in English language describing the way the pilot implementation will be assessed.

The proposed assessment is deployed in two levels:

1. Evaluation of the training by the trainees
2. Self-evaluation for each trainee at the beginning and the end of the pilot implementation in order to measure the learning outcome. This evaluation is also a tool for the trainer at the beginning of the course to understand the level of the trainees and to adapt the training course in a way that would lead to a better outcome.

The proposed assessment methods are adequate and relevant to the training.

The assessment and monitoring methodology of the pilot implementation:

- Was not delivered on time
- Is inclusive and contains all required elements
- The assessment and monitoring methods proposed are adequate and relevant to the training
- The report is well structured and comprehensive

Assessment and monitoring report of the pilot implementation

The assessment and monitoring report of the pilot implementation is a text book in English language describing the results of the assessment by the trainees of the pilot implementation after the implementation of the training in Greece, Cyprus, Italy and Czech Republic.

The pilot implementation was successfully completed in each country as follows:

1. Greece: 25 participants
2. Czech Republic: 21 participants
3. Italy: 21 participants
4. Cyprus: 17 participants

Based on the initial target of 20 participants per country, only Cyprus did not achieve the target, although initially they were 34 people enrolled to the programme. Out of those, only half of them completed the obligatory tasks that would lead to certification.

The assessment and monitoring report of the pilot implementation:

- Was not delivered on time due to the delays of the pilot implementation
- Is inclusive and contains all required elements and issues that need to be addressed
- Uses statistical methods to analyse the results and to draft the conclusions
- Is scientifically adequate
- Identified implications based on the analysis for the future implementation of the course
- Suggests modifications for the course
- Gives a clear picture of the self assessment before and after the implementation using statistical methods and graphs
- The report is well structured and comprehensive

4.6 Work package 5

Deliverables	Deadline	Delivered
#14 Quality assurance guide	31-01-2014	01-05-2015
#15 Intermediate quality assurance report	30-09-2014	30-09-2014
#16 Final quality assurance report	30-09-2015	30-09-2015

Aspects	Performance Indicators	Results
Relevance to proposal and management guide	1 Quality Assurance guide in English Language 1 Intermediate quality assurance report in English Language 1 Final quality assurance report in English Language Compliance to deadlines	Completed – Phase 1/ Revised based on NA remarks Completed – Phase 1 Completed

Final quality assurance report

The final quality assurance report is a text book in English language consisting of 89 pages. The final quality assurance report:

- Was completed on time
- Uses objective and quantifiable indicators to evaluate the project
- Identifies the deviations and the problems
- Reflects the NA remarks on the intermediated quality assurance report

The final quality assurance report is supported by relevant charts giving a clearer picture of the quality assessment.

The final quality assurance report is based on the following criteria:

- Response to the Project's Design Standards
- Response to the Project's Operational Standards
- Response to the Project' Documentation Standards
- Response to the Communication Standards
- Response to the Outcome's Quality Standards
- Response to the Quality Standards of Human Resources

The quality assurance reports uses 30 key performance indicators to assess the quality of the project.

The report is well structures, comprehensive and reflects in an objective way the assessment of the project.

4.7 Work package 7

Deliverables	Deadline	Delivered
#20 Dissemination plan	31-01-2014	01-05-2015
#21 Project's website	31-03-2014	29-05-2014
#22 Production of dissemination material	31-03-2015	20-09-2015

Aspects	Performance Indicators	Results
Relevance to proposal and management guide	1 Dissemination plan report in English language Development of website in 4 languages Production of dissemination material Compliance to deadlines	Completed Completed Completed Yes
Final conference	Number of participants participated in the final conference Minutes of conference Compliance to the agenda of the conference Conference's venue Overall organisation of the conference	61 Completed Satisfactory Satisfactory Satisfactory
Website	Appearance Authority Purpose Currency Coverage	Satisfactory Satisfactory Satisfactory Satisfactory Satisfactory
Dissemination material / events	1000 leaflets 500 24 paged brochures 500 cd 1 dissemination event and 2 articles/ press releases per country	1000 500 500 Partly Completed

Final conference – Athens

The final conference took place in Athens on September 24th / 25th 2015.

- The final conference was organised a few days later than the proposal since the initial deadline was September 15th.
- All partners attended the conference.
- Although the initial target was for 80 participants, the conference was attended by 61 participants.
- The agenda of the conference was comprehensive and covered all aspects of the project.
- The agenda was circulated and discussed over e-mails earlier.
- The conference took place at Stanley Hotel in Athens, a centrally located hotel with all facilities required for the successful organisation of the conference.
- Finally the organisation of the conference by EOPPEP was overall successful.

Website

The website www.inno-career.eu :

- It is developed in 4 languages
- It is easy to navigate and quite appealing
- Simple and user friendly

▪ **Appearance**

The site looks professional in terms of colours and fonts. The standard conventions are followed including the headers, navigation, contact info and link to homepage. The links, images, and other media on the site are present and working. This site displays correct grammar, spelling, and punctuation and a professional tone.

▪ **Authority**

The site represents the owners and has all relevant contact details. It is linked to the project's e-training platform www.inno-career.com.

▪ **Purpose**

The purpose of the website is quite clear, and it is to give all relevant information regarding the current project. This is achieved through the objectives and the work packages.

▪ **Currency**

The information on the site www.inno-career.eu is up to date and the site is continuously updated and improved.

▪ **Coverage**

The information provided is adequate and very instructive for the user.

Dissemination material/ events

Apart from the 4th newsletter, the rest of the dissemination material and events (newsletters, materials) were completed later than the initial proposal. The 4th newsletter was sent on time.

Dissemination material has been developed and disseminated based on the project's proposal as follows:

1. 4 newsletters have been sent to a number of stakeholders. Although the first newsletter did not reach the target of the recipients, the list was then updated and the next three newsletters were sent to 286 recipients (EOPPEP 99, USRV 50, NVF 50 and INEK PEO 87). The 2nd, 3rd and 4th newsletter were drafted in 4 languages each.
2. 1000 leaflets were developed describing the project. The leaflets are simple, appealing and give a clear understanding of the project's objectives and results.
3. 500 CDs containing the Inno-Career application, giving useful information to the users in 4 languages.
4. 500 24-page brochures were printed containing information and pictures in 4 languages describing the main elements of the project.
5. During the project, all partners organised dissemination events for the Inno-Career project apart from NVF which instead of organising an event, they participated in an International Conference where they presented the project and its results. Dissemination events of the other were completed later than the date set by the initial proposal.
6. Two articles were published by INEK-PEO on Ergatiko Vima, two articles/press releases by EOPPEP on its webpage, one by USRV on its webpage and news releases and announcement for project activities were published by NVF on its webpage.

Comparing to the project's initial proposal and management guide, all dissemination activities have been fulfilled.

4.8 Work package 8

Deliverables	Deadline	Delivered
#23 Exploitation plan	31-05-2015	15-09-2015
#24 Exploitation agreement	30-09-2015	30-09-2015

Aspects	Performance Indicators	
Relevance to proposal and management guide	1 exploitation plan in English language	Completed
	1 signed exploitation agreement	Completed
	Compliance to deadline	Delays noted
Workshop	Number of participants participated in the workshop	61
	Minutes of workshop	Completed
	Compliance to the agenda of the workshop	Satisfactory
	Workshop's venue and equipment used	Satisfactory
	Overall organisation	Satisfactory

Exploitation plan

The exploitation plan is a text book in English language. The exploitation plan:

- Was delivered with delay comparing to the initial proposal
- Includes all required elements of an exploitation plan
- It covers critical subjects such as:
 - Aim of the plan
 - Expectations of each partner
 - Possible beneficiaries and stakeholders
- The plan is well structured and comprehensive.

Exploitation agreement

The exploitation agreement was drafted and signed by the all partners within the time frame. It identifies the ownership and the copyright issues that need to be addressed as a result of the project's deliverables. The agreement is inclusive and comprehensive.

3rd thematic workshop – Athens

The 3rd thematic workshop took place in Athens on September 25th 2015.

- The 3rd thematic workshop was organised a few days later than the proposal since the initial deadline was September 15th.
- All partners attended the workshop.
- The workshop was attended by 61 stakeholders
- The agenda of the workshop was comprehensive
- The agenda was followed during the workshop
- The minutes respond to the workshop's agenda as planned and prepared.
- The structure and the presentation of the minutes are clear and comprehensive.
- The workshop took place at Stanley Hotel in Athens, a centrally located hotel with all facilities required for the successful organisation of the conference.
- Finally the organisation of the workshop by EOPPEP was overall successful.