



'Knowledge Pills Methodology' KPM

**LEONARDO DA VINCI
TRANSFER OF INNOVATION PROJECT
LIFELONG LEARNING PROGRAMME**

2010-1-PL1-LEO05-11454

FINAL EVALUATION REPORT



Education and Culture DG

Lifelong Learning Programme

Leonardo da Vinci

This project has been funded with support from the European Commission under the Lifelong Learning Programme. Presented materials reflect the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Table of Contents

1. The evaluation process	3
1.1. Aims	3
1.2. Methodology and data collection	4
1.3. The evaluation scale	5
2. Results	5
2.1. Partners evaluation	6
2.1.1 Partners evaluation results	7
2.1.2 Project objectives	8
2.1.3 Project activities	8
2.1.4 Project management	9
2.1.5 Partnership	10
2.1.6 Effects	12
2.2. Knowledge Mediators	14
2.3. SME's	17
2.4. Experts	18
3. Conclusions	19



1. The evaluation process

1.1. Aims

The evaluation process of a given European Project starts with the submission of an application, according to the demands of a specific call for proposals and the general policies. Evaluation can be defined as a tool to:

- Verify if the orientations and steps defined at the application phase were monitored and accomplished;
- Improve the performance on the bases of the conducted pre-evaluation (added value and quality of project results);
- Evaluate at which point the simplification of the decision process can lead to substantial improvements to the project and project results.

The internal evaluation methodology proposed for the KPM project has as general aim to provide a complete overview about the internal aspects of international cooperation and assess all the internal factors that might influence the achievement of project results. To reach this, the evaluation methodology will focus on:

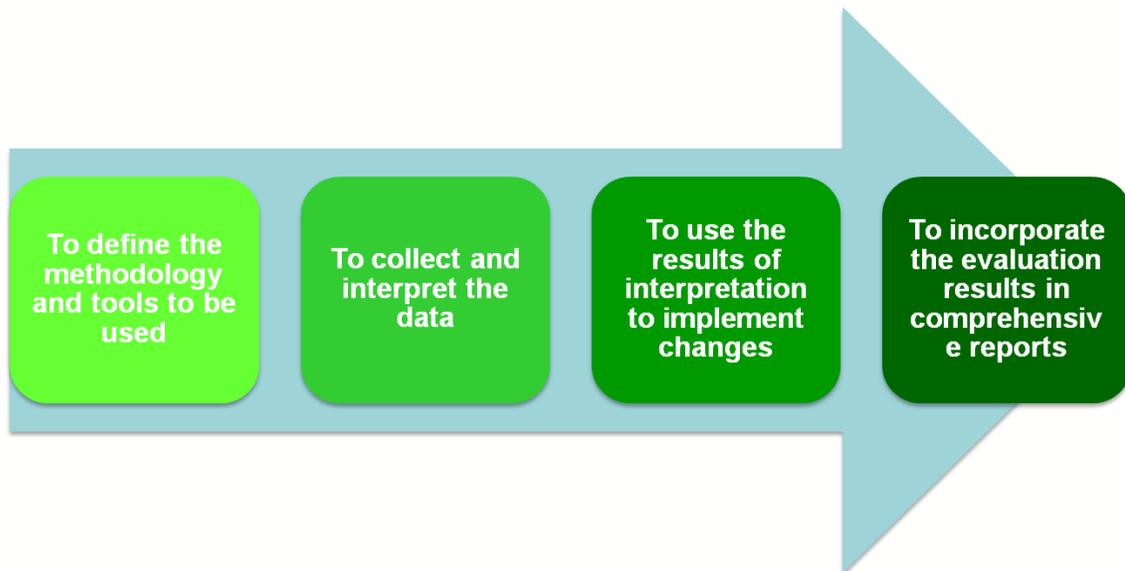
- The project development in accordance with the application and EC guidelines;
- The soundness of management of the project coordinator and the commitment of partners;
- The smoothness of cooperation and communication between partners;
- The identification of any issues/problems that might compromise the project objectives in an earlier stage;



- The impact of the project on the target groups;
- The innovativeness of the project results;
- The dissemination/exploitation activities and results.

1.2. Methodology and data collection

The evaluation methodology can be analysed in four stages as you can see in the diagram below. This is the final evaluation and through this questionnaire the partnership evaluates almost all the activities that have been implemented during the projects life and also they try to answer the question of how successful these activities were.



These possible deviations will be assessed in 6 main areas that are the specific objectives where the evaluation will focus on:

1. Project Structure



2. Project Management
3. The Partnership
4. Meetings
5. Results
6. Project Impact

1.3. The evaluation scale

Below is the evaluation scale which has been used by the partners:

- | | |
|---|--------------|
| 1 | bad |
| 2 | not too bad |
| 3 | satisfactory |
| 4 | very good |
| 5 | excellent |

2. Results

This report is an evaluation summary of the results of the KPM project. Four questionnaires were used. The first questionnaire was designed and given to all persons present at the final meeting on October 2012 at Lisbon. The questionnaire consists of 29 open questions. From the universe of 6 participants all have filled in





the questionnaires and given to P2 for data treatment and analysis. During the questionnaire fulfilment no support questions or doubts were presented.

The second questionnaire was designed and given to the Polish and Spanish knowledge mediators in order to fill in. The questionnaire consists of 7 open questions.

The third questionnaire was designed for the Polish and Spanish SME's which participated in the pilot phase. The questionnaire consists of 9 open questions.

Finally a fourth questionnaire was distributed to external experts from Poland, Spain, Portugal and Greece.

As written above the final evaluation had been made by partners, knowledge mediators, SME's and external experts. Below are listed the results per category.

2.1. Partners evaluation

The results presented in this section are divided by general objectives and in each of them the results are specified in specific objectives, by presenting the results in each concrete indicator under evaluation.

Partners who participated in the final evaluation of the project:

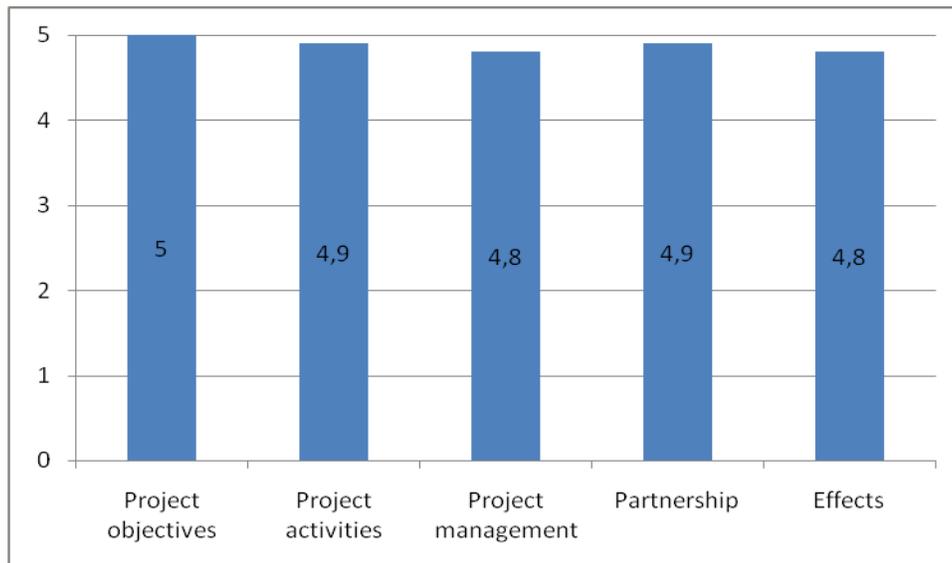
	Partner	Participant
P0	FOZ , Poland	Krzysztof Zielinski Marta Mazur
P1	PRESTIN, Portugal	Filipe Carrera
P2	ZEUS, Greece	Spiros Koutsogiannis



P3	ITA, Spain	Elena Pallares
P4	NF, Poland	Paulina Krakowska

2.1.1. Partners evaluation results

Not all the indicators were under evaluation due to the current project stage. The general average result (average of the results of all the general objectives under evaluation) achieved is 4,88 representing a high level of partners satisfaction. All general objectives have been ranked almost with the highest scoring. The highest level of satisfaction was showed with the accomplishment of the project objectives (5,00) while the lower level of satisfaction was demonstrated with the Effects (4,78).



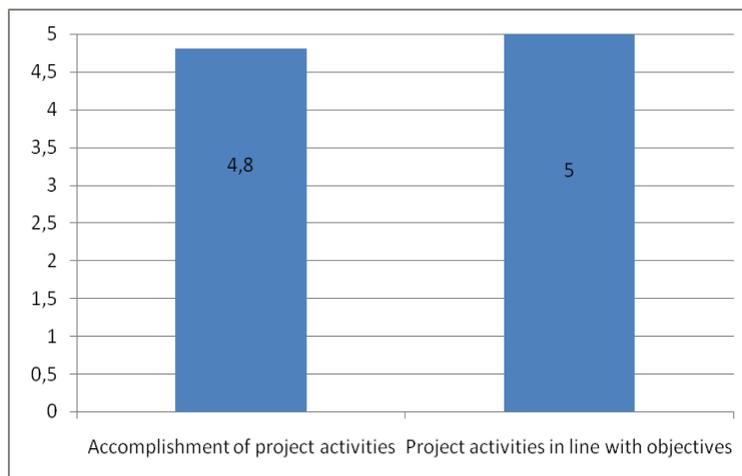
2.1.2. Project Objectives

“Project Objectives” is the first general objective and has 1 specific objective regarding the accomplishment of the project objectives. The overall average result of 5,00 (in a given scale of 1 to 5 where 1 indicates the lowest level of satisfaction and 5 the highest) shows that partners are completely satisfied. Also some of them have mentioned that the project went beyond and lots of objectives were overachieved.

2.1.3. Project Activities

“Project activities” is the second general objective and has 3 specific objectives:

- i. accomplishment of project activities,
- ii. project activities are in line with project objectives,
- iii. understanding of the project work plan.



The average result of the specific objectives i and ii shows that partners are completely satisfied. Although some more objectives need to be done until the end

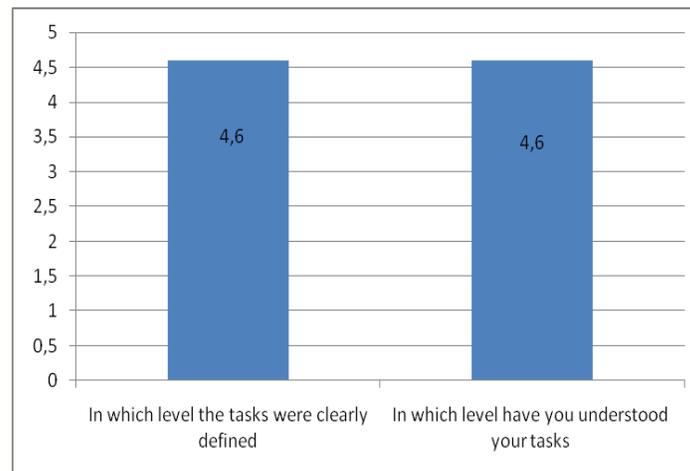
of the project. All partners think that the projects work plan was appropriate and allowed them to meet all objectives.

2.1.4. Project Management

The “Project Management” is the third general objective and has 1 specific objective - i. quality of the project management - which consists of 3 indicators. Those 3 indicators were:

- a. clear distribution of tasks in each WP,
- b. effectiveness of communication,
- c. effectiveness of coordination.

The table below shows the average of the first indicator.



Indicator number 2 achieved an average of 5,00 while the partners have found the established communication with the coordinator excellent. Also every partner has stated that the communication between the partners and the coordinator was effective and clear.



All partners rate with a 5,00 the coordination style as they were completely satisfied and found it very effective.

The overall average result of 4,80 achieved reflects a high level of satisfaction of partners with the project management in general.

2.1.5 – Partnership

The third general objective under evaluation (“The Partnership”) involves 3 specific objectives:

- i. commitment of each partner to the project;
- ii. effective cooperation between partners;
- iii. understanding of the used language.

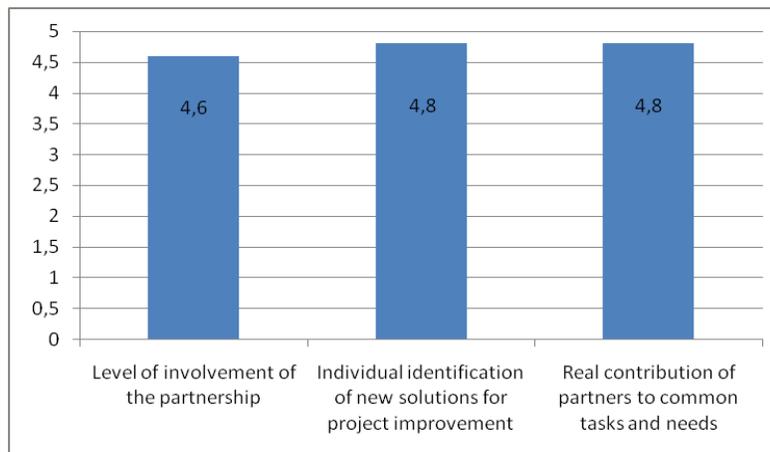
The overall average result achieved in this section was 4,90.

Each specific objective has some indicators. For the first specific objective the indicators used are:

- a. level of involvement of the partnership,
- b. individual identification of new solutions for project improvement,
- c. real contribution of partners to common tasks and needs.

In the table below we can see the average rank of each indicator.



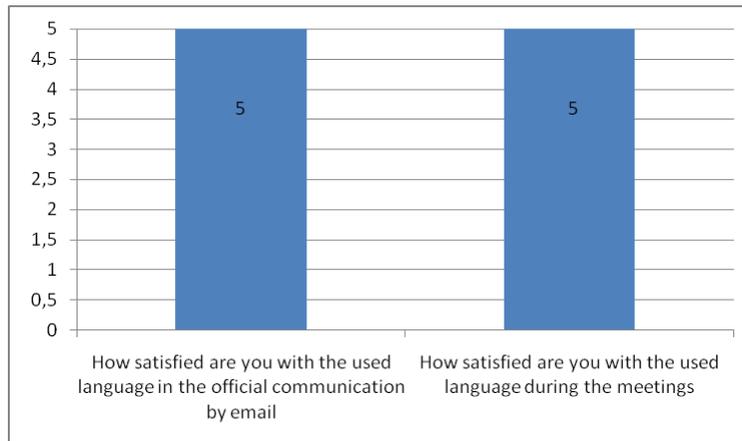


The second specific objective has two indicators:

- a. effective utilization of the project communication tools,
- b. problems with the cooperation between partners.

All partners believe that the communication tools that are used during the project are easy to use. Also all of them rank with 5,00 the level of cooperation between them while stating that there were no problems at all.

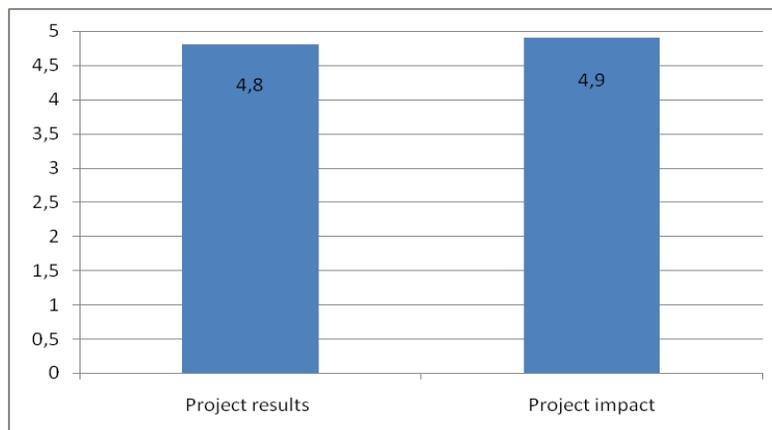
For the third specific objective the indicator used is the "understanding of the used language" and was evaluated with 2 questions. The average of this specific objective was 5,00. The table below shows the analysis of this specific objective.



2.1.6 – Effects

“Effects” is the last general objective. This general objective consists by two specific objectives:

- i. project results,
- ii. project impact.



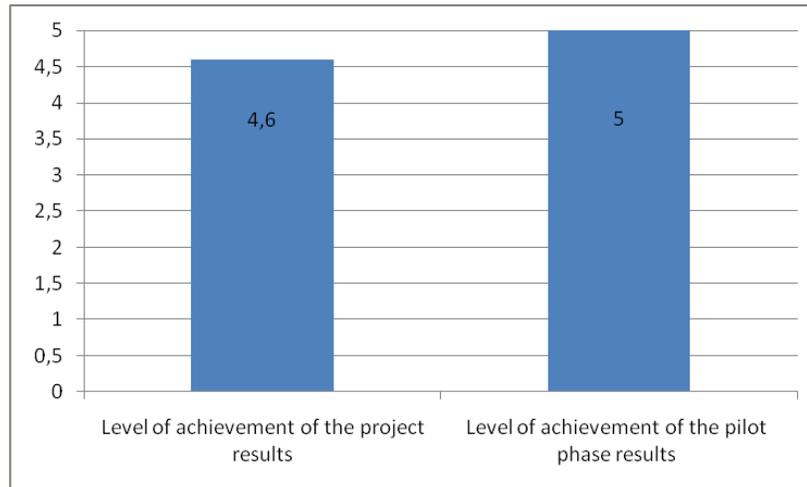
For the first specific objective we used three indicators:

- a. level of achievement of the project results,



b. level of achievement of the pilot phase results and

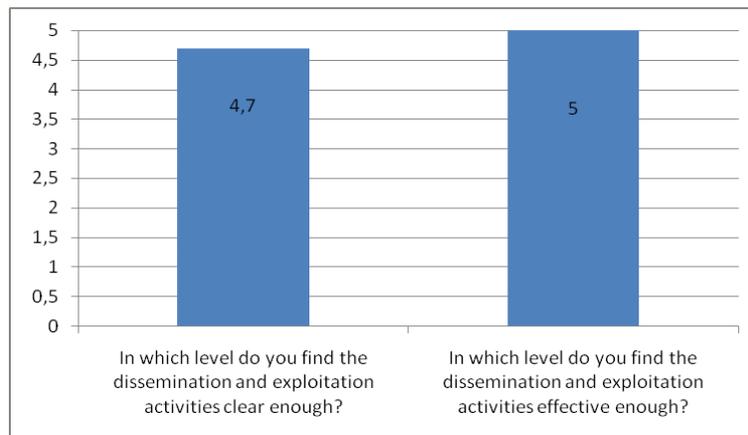
c. adequacy of the project results to the target group.



All partners believe that the project has achieved its results in a great extent. Every activity has been implemented on time and everything was well prepared. The pilot phase has been appeared as a very good experience. Also all partners find that the project results are adequate enough to the target group.

All partners believe that there is a direct impact on the SME's and the trainers which have been participated in the project. In the question if there is a direct impact in other target groups partners are separated in half regarding the answer. For example in Poland many public institutions are referring to the knowledge pills but on the other hand for other partners it's difficult to evaluate this impact.

Regarding the effectiveness and the clearness of the dissemination and exploitation activities during the project implementation partners are satisfied in a very high level.



Finally all partners have found the activities previewed after the project end clear enough and effective enough.

2.2. Knowledge Mediators

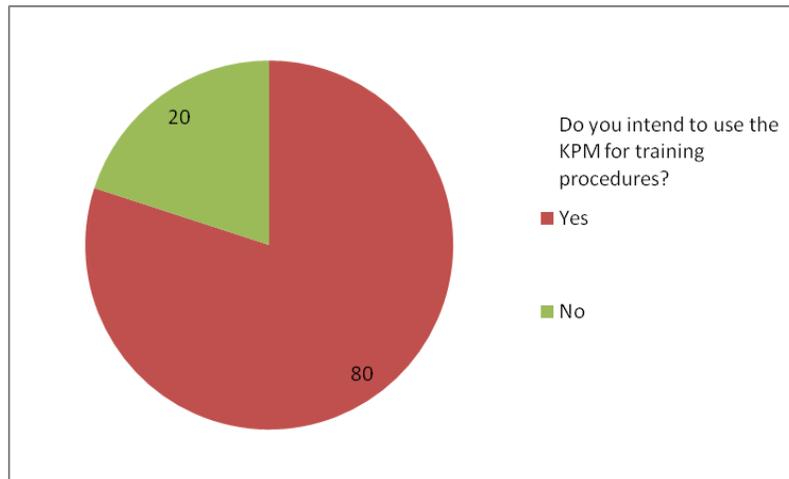
Eight Polish and six Spanish Mediators have answered in seven open questions. In the questionnaire delivered three general objectives were evaluated:

- i. effectiveness of the KPM,
- ii. effects,
- iii. project impact.

All fifteen mediators replied that they believe that the KPM has accomplished their expectations. They all believe that it is a good methodology, easy to use by everyone and clear to understand.

The majority of the KM's already uses the KPM or will use it in the future. They intent to use the KPM for training purposes especially for when hiring new employees.

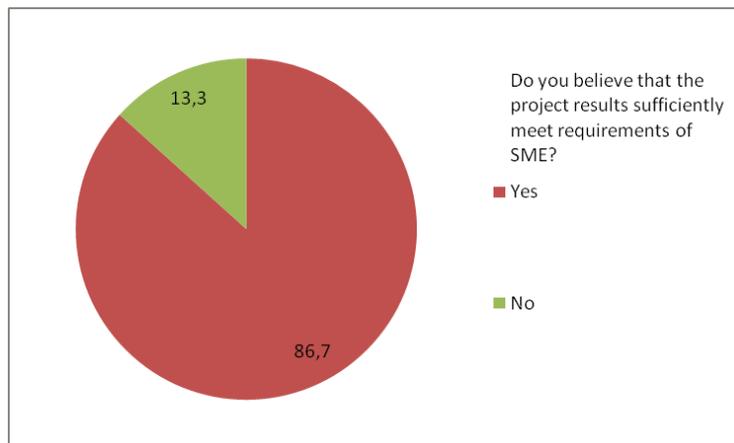




Mediators have ranked their experience with the KPM inside the SME's with a 4,6. They were satisfied with the information received during the training despite the fact that some aspects need to be studied further. They are satisfied also due to the fact that the implementation of this methodology at the company has allowed them to find out how the KPM works in practice.

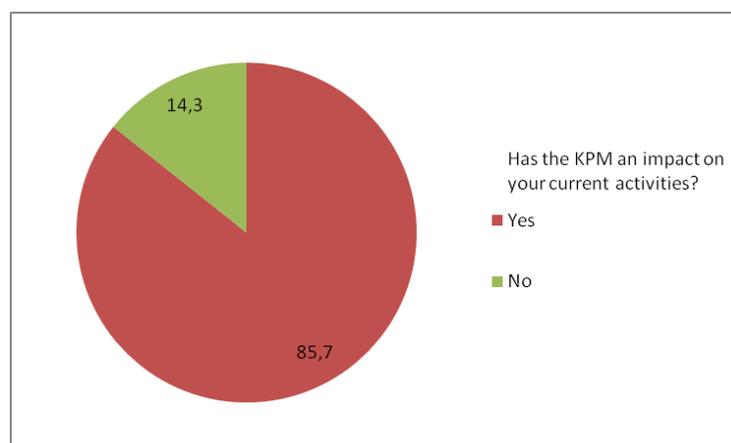
Based on their experience in the SME's all mediators believe that the KPM will be very useful in such companies. It is a very flexible methodology and therefore, depending on requirements and acceptance, it can be used both in medium and small enterprises. Also KPM is inexpensive and quick to prepare, allows using company employees as trainers without the need for trainees and trainers to leave the workplace.

Majority of mediators believe that the project results meet sufficiently the requirements of an SME.

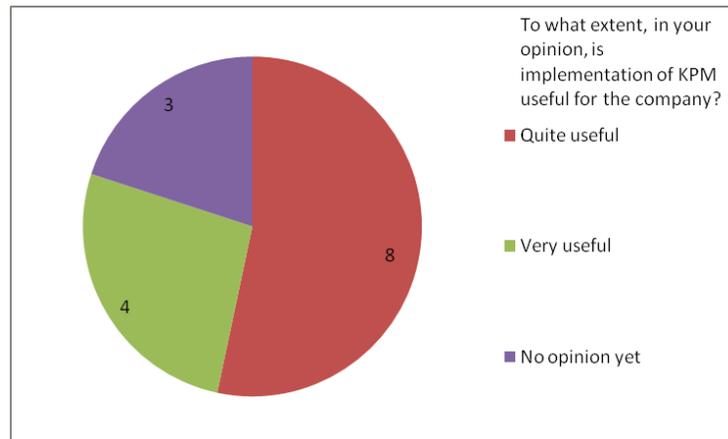


The new version of the manual is shorter and therefore more content-oriented. In many videos answers to many questions can be found and a lot of information was presented more precisely. This will allow potential users of the methodology to quickly get familiar with its principles. On the other hand some mediators still need more technical assistance.

Most of the mediators think that the KPM will have a direct impact on their activities. There are some mediators who believe that the KPM is not having impact on their current activities but they are sure that it is going to have in the future.



Mediators believe that the implementation of the KPM will be quite useful for the company.



2.3. SME's

Nine SME's have participated in the final evaluation of the KPM. All believe that the KPM has met their expectations. For some of them even more than they expected.

All SME's intended to use the KPM for training purposes or for transfer knowledge since the form of such training is efficient and in addition attractive for employees.

The handbook has been ranked as very good. It was helpful during the implementation of the KPM. The handbook is interesting and easy to apply. It is also quick to read and well structured. The manual also meet all companies' needs. The general thought is that the project products sufficiently meet requirements of small and medium enterprises and also there are some pills which can be used by all types of SME's.

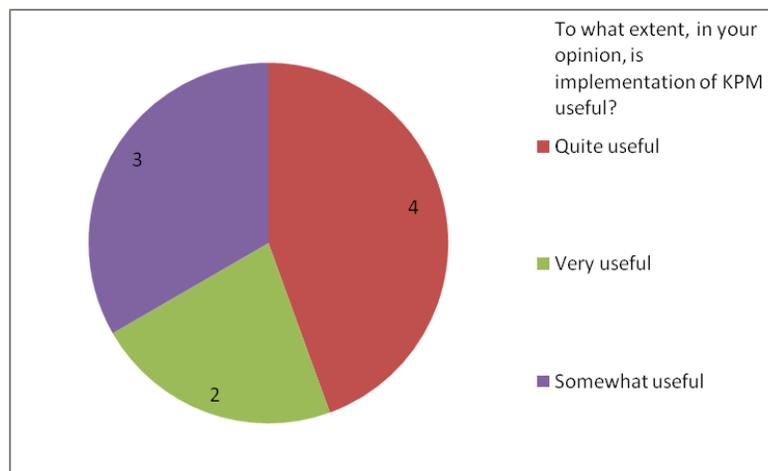
All SME's were influenced positively by the methodology. Thanks to learning about the possibility to transfer the knowledge in this way, the SME's are aware of a new training/transfer tools which they always had but did not use. The area of job





instructions is presented in an attractive way, which will definitely impact its efficiency. The SME's managed to standardize internal training and give a specific rhythm and purpose to the employees. Regular employees participating in preparation of pills became more confident and were appreciated by their co-workers, which could be called added value.

As we can see at the diagram below the methodology was quite useful for the SME's.



2.4. External Experts

Four experts from four countries have evaluated the KPM by using a simple open questionnaire which consists of eight questions. All experts found the KPM very useful. Most of them believe that in order SME's to be able to use the methodology they have to have the support of person with technical knowledge. The majority of them could use the methodology in their organization. All of them believe that the KPM is going to be well adapted to the needs of every SME. They all find that the manual is easy to understand and clearly written. All four experts believe that the KPM can be quite useful.



3. Conclusions

Here we are going to summarize the results which have evoked from the final evaluation procedures described in the previous chapters.

We can surely assume that the partnership is satisfied with the upcoming results and with the results that were achieved during the project's lifetime. The project's sub-tasks were accomplished with minor delays and the feedback which was received concerning the implementation of the KPM to the SMEs help us to improve the methodology and disseminate it after the project's end.

One of the major factors that helped the project to achieve its goals and in some points to overachieve its objectives was: the understanding of the project's activities by all partners, the effective co-ordination and the right co-operation between the partners.

Moreover we have to underline that the stakeholders found out that the methodology was very useful and easy to use. The pilot phase indicated that the KPM was adapted to the SMEs needs in order to improve and modernize their training methods. The handbook was easy to understand and use.

