

External Final Evaluation Report of the Project

“MASTER – Multichannel Adaptive System Training for micro, small and medium Enterprises”

Quality Assurance and Evaluation Final MASTER Report (deliverable 15)

Elaborated by:



Ursula Pretterhofer

Mag. Dr. rer.soc.oec.

UNTERNEHMENSBERATUNG

Ferdinand Prirsch Straße 38

A - 8054 Graz, Austria

Tel.: +43 316 / 28 67 59
Mobil: +43 650 / 66 753 88
Email: Ursula_Pretterhofer@telering.at

Table of contents

1.	Introduction and feedback procedures.....	4
2.	External evaluation of results.....	6
2.1	Result 1: User needs analysis report	6
2.2	Result 2: Brainstorming doc	7
2.3	Result 3: Final research report on “Adaptive multichannel VET systems for SMEs”	7
2.4	Result 4: Pre-feasibility study on MASTER system	8
2.5	Result 6: Clustering training needs.....	8
2.6	Result 7: Competences and learning outcomes modelling.....	9
2.7	Result 8: MASTER program, contents, materials	9
2.8	Result 9: The infrastructure design and module testing.....	10
2.9	Result 10: Report concerning the integration of the components	10
2.10	Result 11: MASTER prototype	10
2.11	Result 14: Midterm evaluation report	11
2.12	Result 16: Dissemination plan	11
2.13	Result 21: Final MASTER conference.....	12
2.14	Result 22: Exploitation plan.....	12
2.15	Result 24: Project and risk management plan	13
2.16	Result 30: User manual	13
2.17	Result 31: Questionnaire.....	13
3.	Special evaluation subjects	15
3.1	Evaluation of impact on target group	15
3.2	Evaluation of sustainability	16
3.3	Evaluation of innovative added value and international aspects	17

4.	The MASTER system as a whole	18
4.1	Overall assessment.....	18
4.2	WP 1: Knowledge sharing and research.....	18
4.3	WP 2: Competences and learning outcomes design.....	19
4.4	WP 3: System design and integration	19
4.5	WP 4: Piloting and final program and system setting	19
4.6	WP 5: Evaluation and quality assurance	19
4.7	WP 6: Dissemination	20
4.8	WP 7: Valorisation	21
4.9	WP 8: Project management	21

1. Introduction and feedback procedures

This external evaluation report aims at assessing the main results achieved by the MASTER project comprising all work packages with regard to:

- Compliance with the specifications made in the project proposal
- Quality of products and results delivered so far
- Delivery in due time as agreed with the Polish National Agency (not as written down in the proposal before this agreement)
- Overall assessment

It assesses the quality of the following deliverables of the MASTER project:

- Result 1: User needs and analysis report
- Result 2: Brainstorming doc
- Result 3: Final research report on "Adaptive multichannel VET systems for SMEs"
- Result 4: Pre-feasibility study on MASTER system
- Result 6: Clustering training needs
- Result 7: Competences and learning outcomes modelling
- Result 8: MASTER program, contents, materials
- Result 9: The infrastructure design and module testing
- Result 10: Reporting concerning the integration of the components
- Result 11: MASTER prototype
- Result 14: Midterm evaluation report
- Result 16: Dissemination plan
- Result 21: Final MASTER conference
- Result 22: Exploitation plan
- Result 24: Project and risk management plan
- Result 30: User manual
- Result 31: Questionnaire

Furthermore all other results are discussed within the last chapter of this report, under the sub-headings of the respective work packages. More results have been evaluated than stated in the evaluation plan, also results that are not part of WP 1, WP 2 and WP 3 as stated there. Updates of results have been considered as well.

Overall the compliance with the specifications made in the project proposal and the quality of the products and results delivered is high.

The external evaluator has given feedback to the institution responsible for the internal evaluation of the MASTER project, MERIG, on a regular basis. Among others, she has delivered two interim evaluation reports and this final evaluation report.

The first interim evaluation report was dated February 2012. It assesses the quality of the deliverables included into the Interim Report delivered by the MASTER project team to the Polish National Agency in January 2012. Nine results part of WP 1, WP 2 and WP 3 have been evaluated in detail.

The second interim evaluation report has been delivered in April 2012 comprising the evaluation of five more results.

In July 2012 the external evaluator joined the third partner meeting in Graz, Austria. She gave a presentation on the external evaluation results so far and took part in the discussion regarding the Interim Report assessment of the National Agency.

Moreover, quarterly meetings were held with MERIG, in which the external evaluator provided feedback on the one hand concerning the evaluation of results achieved so far and on the other hand concerning the process of project implementation itself. The meetings were held in January 2012 (after the delivery of the first interim evaluation report), in April 2012 (after the delivery of the second interim evaluation report), in July 2012 (after the partner meeting in Graz) and in September 2012 (end of project meeting).

In the meetings the evaluator presented the evaluation results, which were then discussed and improvement potentials concerning processes, products and results were outlined. High quality deliverables were highlighted in order to strengthen the further course of action in this respect and to support the meeting of the quantitative and qualitative objectives set. The main points of discussion were reported back to the consortium by MERIG in order to support the decision making processes within the consortium and the effectiveness and efficiency of the transnational partnership.

2. External evaluation of results

2.1 Result 1: User needs analysis report

The date of the first delivery for this result according to the agreement made with the Polish National Agency was 31.5.2011. It has been delivered on 30.6.2011 as part of WP 1 (Knowledge sharing and research) with a delay of one month. An updated version has been delivered on 31.8.2012.

The languages, in which the result should have been delivered according to the proposal, are English and Polish. The result has been prepared in English only, a fact that has already been accepted by the National Agency.

The report deals with SME needs for training as well as existing e-learning mechanisms especially in Poland, but also in Austria, Hungary and Italy. It is based on a survey among SMEs as well as secondary sources.

A table of contents at the beginning of the document is missing. First SMEs are analysed in a European context and then per participating country. The analyses have been well elaborated and are very informative providing relevant information on their size, the number of employees and their access to e-learning. However, the country profiles have not been elaborated according to unified criteria which makes it harder to compare them and to get an overview.

113 SMEs participated in the survey. 73 of them were from Poland, 15 from Austria and Italy each and 10 from Hungary. The high number of participants from Poland has been well argued. However, as the number of people interviewed in Austria, Italy and Hungary is rather small, the validity of the conclusions is also restricted for these countries.

The in-depth analysis has been well presented in general, containing a high number of graphical illustrations. The latter have been interpreted in detail for Austria and Italy, not so much in detail for Poland and Hungary. Moreover the in-depth analysis for Hungary is rather short. Whereas the overall conclusions have been well elaborated, the conclusions per country are informative in general, but rather short as well. No separate conclusions have been elaborated for Italy.

Overall the report has been well elaborated. The information on SMEs based on secondary data analyses in the four participating countries is comprehensive, though not elaborated according to unified criteria. The survey is profiting from a high number of participants from Poland, on the other hand only allowing limited conclusions for the other countries involved. The in-depth analyses have been analysed comprehensively, especially for Austria and Italy, and the overall conclusions are very informative.

Due to criticism of the external evaluator commissioned by the Polish National Agency an updated version of D 1 has been delivered on 31.8.2012. Amendments have been made and the choice of the target group for the user needs analysis has been justified. It is mentioned that as the main goal of the project was to develop an e-learning tool to train Polish SMEs, the great majority of respondents were from Poland: Although the number of companies surveyed in the other three countries was not representative, the results from Austria, Italy and Hungary brought an insight into the training needs of SMEs in these countries. Moreover, internet access and e-learning facilities in the four countries

have been further examined, in order to be able to better determine the user needs to optimise the results of the MASTER project. A long list of references has been attached and introduction as well as summary has been adopted.

2.2 Result 2: Brainstorming doc

The date of delivery for this result was 31.3.2011. It has been delivered on time as part of WP 1 (Knowledge sharing and research).

Main aim of the document was to display the features of the three projects TrainSME, ContSens and Studio as presented and discussed during the first consortium meeting.

The three projects TrainSME (MERIG), Studio (Corvinno) and ContSens (Corvinno) have been presented in a clear way comprising a summary of the projects, their aims and ideas and important results that may be transferred. The relevance of the projects for the MASTER project has been underlined as well. Additionally other relevant projects have been described in short.

Overall the brainstorming document well presents the three projects TrainSME, Studio and ContSens, on which the MASTER project will be based upon.

2.3 Result 3: Final research report on “Adaptive multichannel VET systems for SMEs”

The date of delivery for this result was 30.6.2011. It has been delivered as part of WP 1 (Knowledge sharing and research) on 31.7.2011 with a delay of one month, in English and Polish and in 50 copies, according to proposal. An update has been made on 30.7.2012.

Aim of this report was to present definitions and issues involving the so-called multichannel adaptive learning environment and to comment its need for SMEs.

Multichannel adaptive distance learning systems have been described in detail, also citing their strengths and weaknesses from different kinds of perspectives. A short overview on existing web-based learning solutions has been given and e-learning in European SMEs has been discussed according to a European Commission study. Existing platforms and technological solutions have been presented as well. The MASTER survey has been well interpreted concerning the training material preferred by SMEs.

The conclusion has been made that the multichannel adaptive approach is supported by the theory described as well as by the results of the MASTER survey. It has been well argued that the best solution for the MASTER project was the blended learning approach, a mixture of materials that can be used virtually and during face-to-face meetings.

Overall the multichannel adaptive learning environment has been well described in this report, also justifying its need.

2.4 Result 4: Pre-feasibility study on MASTER system

The date of delivery of this result was 31.7.2011. It has been delivered as part of WP 1 (Knowledge sharing and research) in due time in English, Polish and Italian and in 50 copies, according to proposal. An updated version has been delivered on 10.8.2012.

The title of this deliverable has been changed from "Preliminary micro and MASTER feasibility study" to "Pre-feasibility study on MASTER system", as recommended by the Polish National Agency after its evaluation of the Interim Report.

Aim of this report was to demonstrate the importance of micro enterprises for the European Union and to display their training needs and burdens to access training.

This aim has been achieved by using secondary data analysis as well as interpreting the results of the MASTER survey. At the beginning of the report no table of content has been inserted. The analysis of micro enterprises as an important economic factor in European economies has been well elaborated. Training needs and restrictions of micro enterprises in Europe have been described. A deeper understanding of the training status quo and the needs of Polish micro enterprises has been demonstrated also including recommendations.

Finally results of the Polish MASTER survey have been presented using graphical illustrations and text. The text mostly only repeats what has been displayed via graphical illustrations, without interpreting the data. Nevertheless the conclusion at the end of the report well justifies the choice of the distance learning model for the MASTER project.

Overall the training needs and burdens to access training for European micro enterprises have been well elaborated based on secondary data analysis. The choice of the distance learning model for the MASTER project has been well argued. Only the presentation of the results of the Polish part of the MASTER survey lacks more detailed interpretations.

2.5 Result 6: Clustering training needs

The date of delivery for this result was 31.7.2011. It has been delivered as part of WP 2 (Competencies and learning outcomes design) on 31.10.2011 with a delay of three months. The result has been displayed on the project website in English and Polish, as indicated in the proposal.

The aim of the result was to analyse arising training needs of target SMEs and to cluster them into VET levels, fields, etc. This aim has been well achieved.

In the report training needs of Polish SMEs and the scenario in Poland regarding the VET, the CVET and the Polish National Qualification Framework have been presented in detail. Moreover, the outcomes of the workshops held have been well taken into account.

Based on the results achieved the MASTER consortium decided to produce a MASTER course for the position of a manager with the reference job role "Project management with strong competences in the fields of business development and internationalization" (level 5 of the EQF) covering the areas internationalisation and project management. This decision has been well argued.

Overall this result is of good quality and well meets the requirements set in the proposal.

2.6 Result 7: Competences and learning outcomes modelling

The date of delivery for this result was 30.9.2011. It has been delivered as part of WP 2 (Competencies and learning outcomes design) on 31.10.2011 with a delay of one month. The Polish version of this result has been delivered on 28.11.2011, with a delay of two months.

The aim of the deliverable was to define the architecture of the relevant competencies and learning outcomes on a modular basis, so that it could serve the ontological system underlying and make it applicable to individual learning needs, competencies, organisational needs, system emerging requirements, etc.

Studio, an ontology driven learning environment, as well as MASTER training development have been clearly described. The key concepts regarding strategy management, internationalisation and project management have been attached.

Overall this deliverable is of good quality and well meets the requirements set in the proposal.

2.7 Result 8: MASTER program, contents, materials

The date of delivery for this result was 31.10.2011. It has been delivered on 30.11.2011, thus with a delay of one month. This result is part of WP 2 (Competencies and learning outcomes design) and it can be downloaded from the project website in English and in Polish.

This result concerns the design of the training contents to be integrated in the general system in order to deliver specific training paths taking into account the competences of the reference end-user.

The document delivers relevant information that has been presented in a well-structured way. The chapter on MASTER distance learning environment and activities well explains the access to the distance learning platform and the learning resources as well as how learning can be personalised and how collaborative learning can be done. Contents and modules on internationalisation, strategic management and project management have also been well displayed subdivided into general overview, duration, specific objectives, additionally suggested learning materials and web links.

Overall, this result has been well elaborated and is highly relevant.

2.8 Result 9: The infrastructure design and module testing

The date of delivery for this result was 30.11.2011. It has been delivered as part of WP 3 (System design and integration) on that date.

The aim of this deliverable was to describe the main concepts of the ontology-based electronic learning environment highlighting its infrastructure design and functionalities.

The elements of the learning environment as educational ontology, content authoring, repository, test bank, packaging etc. have been well presented using graphical illustrations to clearly describe the content.

Overall this result has been delivered in high quality.

2.9 Result 10: Report concerning the integration of the components

The date of delivery for this result was 28.10.2011. It has been delivered as part of WP 3 (System design and integration) in due time. The Polish version of this result has been delivered on 21.11.2011 and the Italian version on 12.12.2011, both in due time.

The aim of this deliverable was to describe the main concepts of the ontology-based electronic learning environment highlighting the identification of the components necessary for the configuration of the platform.

In this document the ontology repository, the content repository, the content presentation tool, the test bank and the adaptive testing engine have been clearly described. The specifications including user and GUI specifications have been well explained, using illustrations and graphs to clarify the implications. The document repeats some descriptions already made in result 9, but also provides additional information.

Overall the integration of the components has been very well presented.

2.10 Result 11: MASTER prototype

The date of delivery for this result was 2.1.2012. It has been delivered as part of WP 4 (Piloting and final program and system setting), WP 6 (Dissemination) and WP 7 (Valorisation) on 29.3.2012 with a delay of three months. All language versions of the result (English, Polish and Italian) are available at the project website.

The aim of this result was to describe the MASTER platform from the technical perspective regarding user expectations - where to find the MASTER platform, how to log in, how to proceed inside the platform. It can be accessed and tested through the communicated URL connections.

Overall, the result has been well elaborated and the platform is accessible.

2.11 Result 14: Midterm evaluation report

The date of delivery for this result was 31.3.2012. It has been delivered on 28.3.2012, thus a few days before deadline. This result is part of WP 4 (Piloting and final program and system setting) and WP 5 (Evaluation and quality assurance). It has been elaborated in English only, as agreed with the Polish National Agency.

In order to evaluate the on-going process, an on-line survey among ten MASTER team members has been conducted in February and March 2012 with the help of Survey Monkey. The structure of the survey has been mainly based on the work programme of the MASTER project comprising start-up phase, objectives and principles, coordination and communication, cooperation, content and results of the project, personal motivation, conclusions and an appendix with the survey results per question. For each theme several statements were cited that respondents answered with the help of a 5-point Likert scale. In the conclusion it is stated that the first half of the MASTER project has fulfilled the expectations of the partners.

Overall, the result has been presented in a clear and neatly arranged way using a large number of graphical illustrations. The questions have been well-designed to be able to reach the objectives of the evaluation and are of appropriate length. Open-ended questions have been asked as well to give room for creative statements. The outcomes have been presented in high quality. They will allow fine tuning regarding the MASTER design, development and testing and support overall project management actions, as indicated in the project proposal.

2.12 Result 16: Dissemination plan

The date of delivery of this result was April 2011. It has been delivered on 29.4.2011, thus in due time. This result is part of WP 6 (Dissemination). An updated version has been delivered on 25.10.2012.

Dissemination procedures chosen are manifold, so are instruments for communication and dissemination (e.g. project brochure, booklet, website, newsletters, etc.). They are described in detail and are highly appropriate to get to know the MASTER project and its latest results.

Also the partner dissemination plans are clearly elaborated stating typology of event, object of event, place and date. A variety of dissemination measures has been cited per partner.

Overall, the dissemination plan is of high quality and very well suited to spread the results of the MASTER project.

2.13 Result 21: Final MASTER conference

The final MASTER conference was held on the 4th of October 2012 in Warsaw, Poland, thus in due time. This result is part of WP 6 (Dissemination).

The title of the conference was: "Technology parks today and tomorrow. What is the result of the benchmarking of Technology Parks in Poland?". The event has been organised by the Polish Agency of Enterprise Development and during the event the MASTER project was presented by Józefina Osowska, TECHIN (coordinator of the project). The title of her 20-minute-lecture was "MASTER system used for the raising of the competences of the technology parks' tenants". Theme was the project itself, the results created for the end-users and the MASTER platform: Some practical information how to log in and use the system. Moreover a stand of the MASTER project has been organised with MASTER banners, dissemination materials and a whole day presentation of the project and its results.

The event was well connected with the MASTER project target groups, mainly SMEs from technology parks and incubators. It also was a good opportunity to present the MASTER project to a wider audience, not only SMEs located in technology parks, but also from universities, non-profit organisations, public institutions (ministries), private SMEs, etc. 114 participants took part in the conference. All MASTER partners were present. It was one of the project aims and also one of the external expert's recommendations to disseminate the project among a diverse audience, which has been well achieved.

Overall, this result has been delivered in high quality.

2.14 Result 22: Exploitation plan

The date of delivery of this result was 28.2.2012. It has been delivered on 30.6.2012 with a delay of four months. This result is part of WP 7 (Valorisation). The delay was caused by intense discussions among consortium members, which were highly successful, as they resulted in the undersigning of an IPR Agreement and a Memorandum of Understanding.

The result includes a well-elaborated declaration of all partners on IPR issues, the partners' ideas on how to exploit and use the results and outcomes of the project as well as considerations on how to make better use of the MASTER platform and to further improve it. Furthermore, a Memorandum of Understanding has been signed by the entire consortium with the purpose to establish collaboration among the partners to exploit the results of the MASTER project.

A schematic summary of interest mentioned by each partner for the project result exploitation has been included comprising items as commercial and scientific awareness and dissemination, commercial exploitation of the portal/content, further deployment of learning content, etc.

Overall, the exploitation plan is very well elaborated and will support a successful exploitation of the results of the MASTER project.

2.15 Result 24: Project and risk management plan

The date of delivery of this result was 1.12.2010. It has been delivered on 28.2.2011 with a delay of three months. This result is part of WP 8 (Project management).

In this result important project features like the project management committee, communication in the project, periodical internal reports, structure of the MASTER project budget, reporting periods and deadlines as well as project risks are described. Everything is elaborated appropriately and in much detail.

Overall, this result has been delivered in high quality.

2.16 Result 30: User manual

The date of delivery for this result was 29.2.2012. It has been delivered as part of WP 4 (Piloting and final program and system setting), WP 6 (Dissemination) and WP 7 (Valorisation) on 12.3.2012, with a delay of half a month. This document is available on the project website in English, Polish and Italian.

The user manual shall assist the users in navigating through the MASTER platform. In the document delivered it is explained, how access to the MASTER platform can be achieved and the three action panels available on the start page are explained as well. However, an introduction to the manual is missing.

Overall, the user manual well explains how to get started, when entering the MASTER platform.

2.17 Result 31: Questionnaire

The date of delivery of the questionnaire to be submitted within WP 1 (Knowledge sharing and research) was 28.2.2011. A draft version has been delivered in due time and the final version in May 2011, with a delay of three months. The second questionnaire (within WP 4 – Piloting and final programme and system setting) has been delivered on time. Both questionnaires have been submitted in English and Polish, as stated in the proposal.

The aim of the first questionnaire was to identify the training needs of SMEs, especially in Poland, but also in Austria, Hungary and Italy by means of a survey based on a questionnaire.

The survey was done electronically starting with a well formulated introduction presenting the goals of the MASTER project and the purpose of the survey in short. Also, at the beginning of each subchapter, its purpose has been well explained. Overall the length of the questionnaire is well fit to be able to receive enough information from the participants on the one hand and not to overload them on the other hand. The questionnaire has also been used during four workshops in Poland.

The questions on background/personal information, company facts, current education and training situation as well as training material have been well elaborated, appropriately serving the purpose of the survey.

A second, also appropriately elaborated questionnaire, has been used for evaluation of the MASTER system during the pilot action in Kielce Technology Park on 24.5.2011.

Overall the questionnaires are highly appropriate to get information concerning the training needs of SMEs on the one hand and to evaluating the MASTER system on the other hand.

3. Special evaluation subjects

Under this sub-chapter an evaluation of the impact of the MASTER project on the target group, of the sustainability of the project and of the innovative added value as well as of internationalisation aspects will be done.

3.1 Evaluation of impact on target group

The main target group of the project are SMEs from technology parks and incubators, mainly from Poland, but taking into account the general European framework. In the long run the project shall have an impact on European SMEs in general. No sector-specific statements have been made. As the choice of the main target group is rather restricted, the project partners committed themselves to integrate a wider target group into the final dissemination activities.

The impact of the MASTER project on the target group is measured by using the following indicators:

- Number of target groups involved in the user needs analysis:
113 SMEs participated in the survey. 73 of them were from Poland, 15 from Austria and Italy each and 10 from Hungary. As the main goal of the project was to develop an e-learning tool to train Polish SMEs, the great majority of respondents came from Poland. They were young innovative firms located in technology parks, incubators as well as outside such facilities (mainly new technology and product developers). Although the number of companies surveyed in the other three countries was not representative, the results from Austria, Italy and Hungary brought an insight into the training needs of SMEs in these countries.
- The need of the proposed distance learning opportunities:
It has been clearly declared in the user needs analysis that trainings are too expensive to conduct them in companies and that the trainings offered are too general without meeting the exact needs of the companies. However, companies declared their interest to take part in trainings. The opportunity provided by the MASTER project to enable the use of interactive courses for employees via mobile devices anytime and anywhere was supported by the results of the user needs analysis.
Based on the evaluation of the MASTER system by the end users two attitudes towards the MASTER system could be detected: SMEs which had rather low experience and knowledge in the areas covered by the system were very optimistic and detected benefits from using the system as adaptive tool giving them access to knowledge on business management. SMEs which had experience in development and/or use of e-learning systems available on the market could hardly see any added value of the MASTER system.
Changes introduced to the system (based on user opinions) had positive impacts

on users' attitude towards the MASTER project. In particular after adding explanatory materials and clarification of system concept, the number of positive responses to related questions increased significantly.

- Planned dissemination and exploitation activities:
An impact on the target group has also been achieved by means of the dissemination activities set and will be achieved by means of the exploitation activities planned (see diverse activities as part of WP 6 and WP 7). For example, 80 participants joined the MASTER conference in October 2012 in Warsaw, Poland, representing many different fields and environments.

Thus the impact of the results of the MASTER project on the target group has been high and can be expected to be high in the future as well.

3.2 Evaluation of sustainability

The most sustainable result of the MASTER project will be the MASTER platform and the training content developed.

SOOIPP expressed a clear aim to market the tool developed, especially in the case they find proper technological support and backhand for further development and maintenance of the learning environment. SOOIPP has already identified a set of potential external customers for an improved platform version.

Some major outcomes of the IPR Agreement for MASTER are:

- After the completion of the project (on the 31st of October 2012) each partner is willing to ensure access rights without restrictions to learning content for non-commercial purposes for a period of five years.
- After the completion of the project (on the 31st of October 2012) each partner agrees to ensure access rights to the learning content for commercial purposes after a proper agreement is decided and signed among interested partners.
- The eLearning platform and web reference in its actual status shall be available and maintained by Corvinno (Flexilab) and DIDA (web link), and the usage shall be ensured to the consortium till the end of October 2013.
- From November 2013 onwards the platform will be available from the web link www.gruppodida.it/master, hosted by DIDA Network or directly from Corvinno's Flexilab web site (www.flexilab.eu). In any case DIDA Network (from November 2013 onwards) will maintain the right to close the web link in case the interest towards the MASTER platform will be limited and after communication to the project partners.

- In case of interest raised from external stakeholders or partners' customers to the platform, commercial agreements shall be signed among partners in order to guarantee the involved entities participation to the potential revenues, proportional to both commercial action and project background and foreground.

Despite only SOOIPP has reported a clear statement to market the tool, maybe due to the actual prototypal platform solution, the majority of the partners expressed the will to raise awareness towards external entities for disseminating the knowledge of such initiative and to allow a further use of the platform, with a further interaction with other stakeholders that could show interest in the solution. There is also the possibility to design new learning content in different topics of interest for enterprises, in order to have a fully-featured tool.

It has also been agreed upon that project partners will continue the MASTER project by using the next LLP TOI call as well as national funds in the single partners' countries.

3.3 Evaluation of innovative added value and international aspects

The innovative added value of this Transfer of Innovation project is high. The three underlying projects (TrainSME, Studio and ContSens) are of high quality and they have been properly adapted and transferred, so that a significant innovative added value could be delivered by the results developed. The quality of both transferred solutions (e-learning platform and training materials) is high.

The platform provided based on the projects Studio and ContSens has been clearly improved and adapted to the needs of the user groups defined. Moreover, the training materials provided by the TrainSME project have been significantly changed according to the user needs analysis. New contents are available now (e.g. internationalisation) and new features as multiple choice questions are integrated. Moreover, the access and authentication gateway for Flexilab has been developed in the framework of the programme and other features are available that have not even been described before in the proposal.

Whereas the project has been developed based on the circumstances in Poland mainly, it has been taken care of that the results of the MASTER project and the system developed can be transferred to other European countries. Moreover, by using the EQF as a reference framework, MASTER will allow to make national qualifications more readable across Europe, promoting workers' and learners' mobility between countries.

4. The MASTER system as a whole

In this chapter an overall assessment of the MASTER system will be given and afterwards the success of the eight work packages will be evaluated in short.

4.1 Overall assessment

The MASTER project has been delivered in high quality.

The projects to be transferred (TrainSme, STUDIO, ContSens) have been well integrated into the MASTER project. The project has been progressing very well. Some delays occurred, but they did not jeopardise the implementation of the project.

The results have been delivered in all languages stated in the proposal, apart from exceptions accepted by the Polish National Agency. No changes to the consortium or substantial changes in the allocation of tasks have been made.

The content of the training material in the three areas strategic development, internationalisation and project management is of high professional quality. The MASTER platform to be used for training meets the qualitative standards of a modern learning environment. The project website is simple to navigate and contains all necessary and updated information on the project.

The project documents as reports, minutes, etc. are being prepared with care in terms of graphic form, language used and internal coherence. The dissemination materials, logo, newsletter, etc. are well designed and edited, the newsletters providing up-to-date information on the project results.

Dissemination, exploitation and project management activities are well elaborated and comprehensive.

In the following a general overview is given on each of the eight work packages.

4.2 WP 1: Knowledge sharing and research

The results D 1 (User needs and analysis report) D 2 (Brainstorming doc), D 3 (Final research report on "Adaptive multichannel VET systems for SMEs") and D 4 (Pre-feasibility study on MASTER system) as part of WP 1 have been delivered in high quality and are well suited to determine the state of the art concerning the importance of innovation in Polish SMEs related to the European framework and in particular the necessity to acquire new skills and new knowledge to improve the competitiveness in the world market, as stated in the proposal.

The user needs and analysis report is comprehensive, the survey profiting from a high number of participants from Poland. The choice of the target group for the user needs analysis has been justified. The brainstorming document well presents the three projects

TrainSME, Studio and ContSens, on which the MASTER project has been based upon. The multichannel adaptive learning environment has been well described in this report, also justifying its need. Furthermore, the training needs and burdens to access training for European micro enterprises have been well elaborated based on secondary data analysis. Moreover, the choice of the distance learning model for the MASTER project has been well argued.

4.3 WP 2: Competences and learning outcomes design

In WP 2 the design of the content and supporting services design of the MASTER project have been addressed mainly by D 6 (Clustering training needs), D 7 (Competences and learning outcomes modelling) and D 8 (MASTER program, contents, materials). The deliverables have been supplied in high quality and are highly appropriate to meet the goals set.

4.4 WP 3: System design and integration

WP 3 concerns the design of the single components of the architectural model of the general system and is made up by, among others, D 9 (The infrastructure design and module testing), D 10 (Reporting concerning the integration of the components) and D 30 (User manual).

Infrastructure design and module testing has been delivered in high quality. The integration of the components has been very well presented and the user manual well explains how to get started, when entering the MASTER platform.

4.5 WP 4: Piloting and final program and system setting

The main objectives of this work package were the piloting of the system, services and contents based on the results of the previous work packages in order to conclude the final program and system setting. It mainly comprises D 11 (MASTER prototype) and D 12 (MASTER v2.0). The MASTER prototype has been well elaborated and the platform is accessible. It has been established in a very user-friendly way and is highly appropriate to meet the user needs. Moreover, it is well accessible at the Flexilab server.

4.6 WP 5: Evaluation and quality assurance

In this work package the results achieved and the experiences gained within the MASTER project have been evaluated and tools to be able to assure quality have been installed. D 13 (Evaluation and quality assurance plan) and D 14 (Midterm evaluation report) are part of this work package.

The evaluation and quality assurance plan is of high quality, comprising internal and external evaluation, clear division of responsibilities, a description of project risks and evaluation challenges and a detailed time plan as well as a gantt-chart.

The midterm evaluation report has been presented in a clear way using a large number of graphical illustrations. The questions have been well-designed to be able to reach the objectives of the evaluation and are of appropriate length. Open-ended questions have been asked as well to give room for creative statements.

Furthermore meeting monitoring reports have been elaborated regarding the consortium meetings. They are very informative comprising expectations of the participants and how they have been met, an assessment of the single components of the meeting, critical comments, positive critiques and concerns.

In addition an interim evaluation report has been delivered on 28.3.2012 in high quality. An on-line survey via Survey Monkey has been completed by ten participants. The questionnaire comprised items like start-up phase, objectives and principles, coordination and communication, content and results of the project, personal motivation and a conclusion was drawn. The questions formulated were very well suited to find out more about the single items and open-ended questions were used which provided participants space to bring in their own thoughts.

Moreover, a report on pilot testing has been delivered on 13.7.2012. The MASTER system has been evaluated by end users in two ways: By the participants (managers and representatives of SMEs) of four workshops in four technology parks in Poland and after the improvements have been made by representatives of SMEs in a 5th workshop.

4.7 WP 6: Dissemination

WP 6 described approaches and actions aimed to sustain an effective dissemination and realisation of the dissemination plan of the results achieved and experiences gained during the execution of the MASTER project.

D 16 (Dissemination plan), D 17 (Dissemination materials – brochure, leaflet, poster ...), D 18 (MASTER website), D 19 (Project image and logo), D 20 (Newsletter), D 21 (Final MASTER conference) and D 32 (Consortium meeting agenda, minutes, action points) are part of this work package.

The dissemination plan is of high quality and very well suited to spread the results of the MASTER project. All the dissemination materials have been well elaborated, are beautifully designed and clearly spread the message of the MASTER project. The MASTER website has been well structured and it is easy to navigate within it.

The project image and logo well displays the multichannel approach of the project. It has turned out very well. Furthermore, the newsletters written were very informative and

well suited to inform the readers on the on-going activities and the results of the MASTER project.

Although no dissemination conferences will be organised in the other partner countries (Italy, Hungary and Austria), partners were to disseminate and validate the project results and the MASTER system until the 31st of October 2012 among European SMEs.

The consortium meeting agenda, minutes and action points have been all very well elaborated comprising the kick-off meeting in Warsaw, Poland, the second consortium meeting in Rome, Italy, the third meeting in Graz, Austria, and the final meeting in Warsaw, Poland. The agendas and minutes of the meetings have been very comprehensive and appropriate including a summary and an agreement on the next project meeting. Precise action points have been stated about who was supposed to do what till when.

4.8 WP 7: Valorisation

In this work package the plans made for exploitation of the results achieved have been outlined. It comprises, among others, D 22 (Exploitation plan), D 23 (Feasibility study and deployment plan), D 28 (Promotional materials) and D 31 (Questionnaire).

The exploitation plan is very well elaborated and will support a successful exploitation of the results of the MASTER project. So is the feasibility study and business plan containing the results of the competitive analysis on e-learning technologies and a forecast of the further opportunities linked to MASTER platform development.

The promotional materials produced are very appealing and numerous. The questionnaire elaborated was highly appropriate to get information concerning the training needs of SMEs.

Partners discussed how to further continue the MASTER project. It has been suggested to use the next LLP TOI call as well as national funds in the single partners' countries.

4.9 WP 8: Project management

In this work packages the management procedures necessary to assure that the project addressed the milestones set with the quality requested according to the quality assurance plan are described. D 24 (Project and risk management plan) and D 25 (Periodical project management reports) are part of this work package.

The project and risk management plan has been delivered in high quality.

Three project management reports have been delivered by now, the last one being due in December 2012. They have been well elaborated providing vast information on work packages, tasks and deliverables, daily cooperation among partners, dissemination and exploitation activities, evaluation and quality assurance as well as delays occurred.

Internal communication on the determination and discussion of tasks to be done or deliverables to be prepared within the project has been good. Skype calls have been used to ease communication.