

# INNOVATION AND KNOWLEDGE EUROPEAN MANAGEMENT'S AGENT (INMA) PROJECT

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## Interim Evaluation Report

*Promoter:*



*Evaluation:*



*Financed by:*





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## INTRODUCTION

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Present report corresponds to **interim evaluation** of INMA project, approved under Lifelong Learning Programme, and it has been made as a request of the partnership to evaluate, from a general point of view, the implementation of the project as a whole during the first year.

The interim evaluation report has obtained data from the partners of the project and includes their point of view of different aspects of the project.

This report reflects the development of activities approved and implemented during the first year of the project and the relationship and level of satisfaction between the partners involved.

This report will try to analyze the progress of the work undertaken by the partners involved in and the level of satisfaction within the project after a year of joint work.

The general aim of this evaluation is to assess:

- The project suitability within the programme.
- Project development and coordination activities.
- Partnership itself / transnational network.
- Activities carried out and resources available.

## METHODOLOGY AND PARTICIPATION

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For the interim evaluation we defined an evaluation questionnaire (see annex) which was sent to the partners in order to collect their opinions and comments.

Structure of the questionnaire, according to which questions have been made and which reflects methodology followed, is:

1. FUNDING PROGRAMME
2. PROJECT DEVELOPMENT
  - 2.1 Objectives
  - 2.2 Decision making mechanism
    - 2.2.1. Decision
    - 2.2.2. Communication among partnership
    - 2.2.3 Coordination
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3. TRANSNATIONAL NETWORK
4. ACTIVITIES AND RESOURCES
  - 4.1 Proposed activities
  - 4.2 Organizations and resources
    - 4.2.1 Technical
    - 4.2.2 Financial

Organizations from the partnership that have answered the questionnaire, and participate in this interim evaluation are:

- ✓ Documenta
- ✓ Dimitra
- ✓ CEEI, Provence
- ✓ WPBS

## **ANALYSIS OF QUESTIONNAIRES**

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### **1. FUNDING PROGRAM**

All members of the partnership consider that the project has given them opportunities to share experiences and exchange transferable learning that could be applied in their own territories. Regarding this question, partners pointed out:

- All tasks that have been already developed have offered the opportunities of sharing experiences/practices between partners.
- As we are not a training organization, we have had some difficulties to catch all the necessary understandings compulsory for the project, and we had to ask many questions to the coordinator to well understand the pilot project.

All of them also consider that the network itself has been reinforced and there are possibilities to go on working in the future due to the relationship established along INMA project. Partners' opinions were:

- Very interesting European benchmark on the innovation and HHRR fields but not enough exchanges on the WPs best ways to achieve them.
- The interaction between partners through meetings and cooperation in developing WP has been reinforced the international network.

### **2. PROJECT DEVELOPMENT**

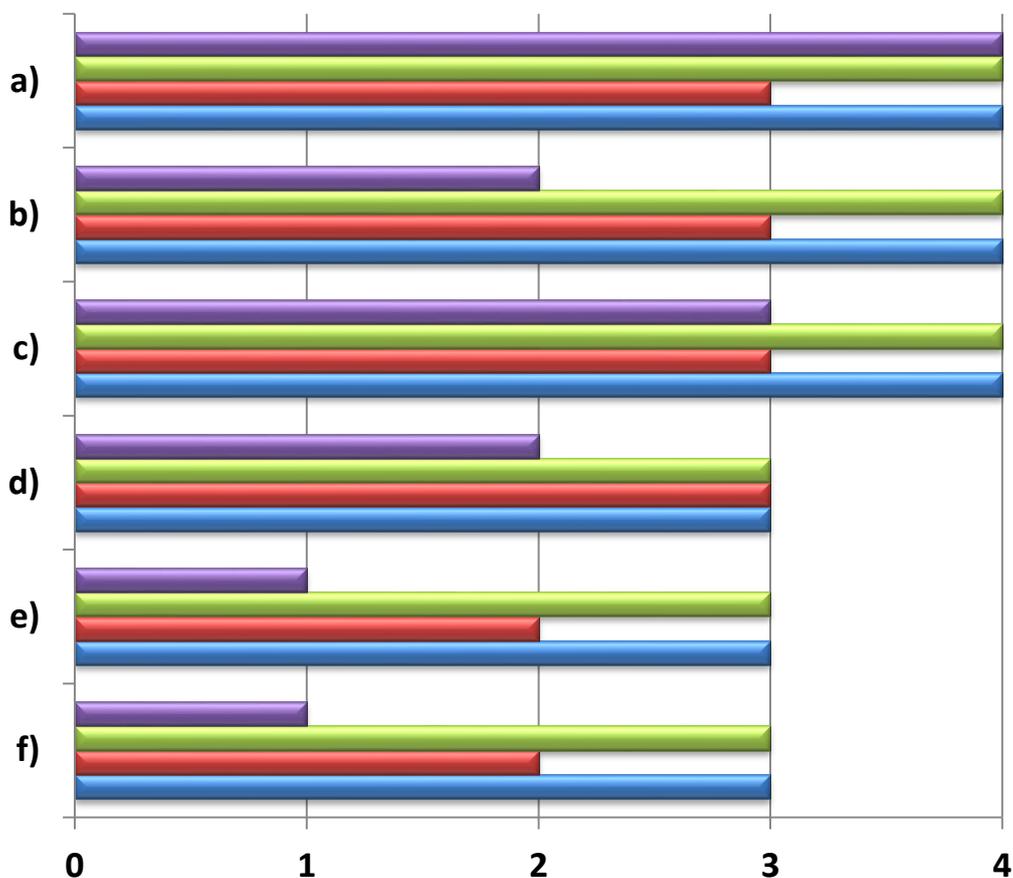
#### **2.1 Objectives**

Partners participating in the interim evaluation have value from 1 (minimum) to 4 (maximum) fulfilments of defined aims which are the following:

- a) Current situation analysis per country and actualization / adaptation of the “innovation manager” project.
- b) Adaptation and update of training contents from each profile modules.

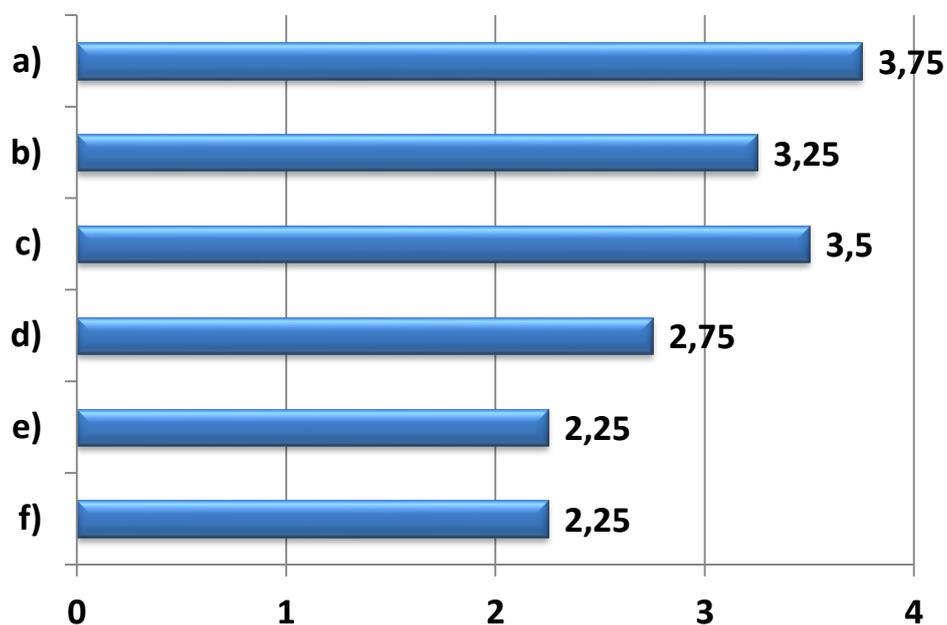
- c) Profile validation through experts and different countries organizations (national net to create which include think tanks, university, business, public administration) that enable sensation about the importance of long life learning and innovating and about the network.
- d) Profile and contents translation and creation of a training multimedia tool translated into the partners` languages, supported by a 2.0 social community of sharing and LLL promotion.
- e) Tools testing with the targeted public in the different countries involved.
- f) Evaluation and validation of the created tools.

The following graphic shows the punctuations given by each partner to the different mentioned objectives. Each colour belongs to one partner but the answers are treated anonymously so the colours do not correspond to any particular order.



As it can be seen there are different understandings of fulfilment of each objective by each of the partners. Some of them have only given the two best punctuations (3 and 4) while others have given intermediate scores and even the lowest score in some case.

If we calculate the media scored of each objective the result is shown in the next graphic:



Taking into account that value 2 will be the middle possible answer, we can appreciate that partnership consider that all objectives are being achieving during this first year of the project. According to their responses, the objective which has been better valued (in terms of achievement) by the partners is:

- ✓ Current situation analysis per country and actualization / adaptation of the “innovation manager project”.

It got a media rate of 3,75. While the ones which have been worse valued are:

- ✓ Tools testing with the targeted public in the different countries involved.
- ✓ Evaluation and validation of created tools.

Both of them got a 2,25 which is above the mean despite of they are the worst valued.

We have to consider that partners are evaluating the development after the first year project and some activities (e.g. the validation of the tool) will be implemented during the second year of the project, so it is understandable that some objectives got low scores but they will be finally achieve during the second year.

The questionnaire asked partners to explain the reasons for given punctuations of 1 and 2 to the objectives and they said the following:

- Tools have not finalized to the expectable level yet.
- The tools have not been fully completed. After completing the creation of the tools will take place the phase of evaluation and validation.
- We have taken some delays regarding our module development and we had to contract a people management training expert in order to write content (no internal staff resource / competence).
- The website seems very attractive and ergonomic, but the network pages are not open until today and the experts are waiting for the European counterpart of the exchanges.
- Tasks have not begun (objectives 5 and 6).

## **2.2 Decision making mechanism**

### **2.2.1. Decision**

For the decision making mechanisms and process it seems to be agreement among almost all partners. All of them consider that the decision making mechanisms used by the promoter has been coherent with the project's philosophy and participatory. They mentioned that the basis for decision making has been democratic and rational and that the established decision-making mechanism is efficient.

Besides they think these mechanisms allow participate and they were the most appropriate in order to achieve the project's objectives.

Partners' comments in this section:

- Changes inside the coordination organization have caused slowing periods.
- The established decision-making mechanism is efficient.
- One cannot talk about a full collaborative project, due to the lack of common platform, tools or conference calls, except during the consortium meetings.
- The process of the management of the WPs and the project as a whole guarantee the participation in decision making mechanism.
- The adopted mechanism serves the project's objectives.

### **2.2.2. Communication among partnership**

Regarding communication, partners think the communication channels work effectively and that they have a very good communication within the partnership. Furthermore all of them think that communication have had sufficient periodicity and fluently transmission. Also, in their opinion, the feedbacks from the coordinator as well as from the WP leaders have been helpful and fast.

Partners' comments in this section:

- The communication channels work effectively.
- The communication channels worked pretty well initially slightly decreased recently. The same happened with its periodicity and fluently transmission.
- There is direct, fast, and quite helpful feedback from the project coordinator.
- There is direct, fast, and quite helpful feedback from the leaders of the WPs.

- Although the feedback from the project coordinator is helpful and fast, some improvements would be advisable.
- Change of coordinator person has caused air pockets.

### **2.2.3 Coordination**

The coordination was evaluated through three questions. In their opinion, the project's timetable, design and activities were well defined in order to achieve proposed objectives although some people answering the questionnaire pointed out that some activities were delayed.

Besides, all partners except one think those activities have been assigned according with real work possibilities of all partners.

Finally, they consider that partners' organizations had accomplished with assigned responsibilities and tasks.

Partners' comments in this section:

- The timetable, design and activities are well defined towards achieving the proposed objectives.
- The assigned activities were well allocated.
- We have had the chance to be able to involve our networks (training experts) in order to achieve the tasks for which we had no competences.

### **2.3 Transnational meetings**

So far, two transnational meetings have taken place: the kick-off meeting and the second transnational meeting.

Transnational meetings are considered an important activity within the project and for this reason they have their own evaluation report. However, as the internal evaluation tries to offer a general picture of the state of the project, we included few questions in the interim evaluation questionnaire to consider the meetings as well.

All partners agree that transnational meetings were of great help to achieved objectives and aims of the project and also to implement the work in a correct way and get to final products and results. They all consider transnational meetings as an opportunity to solve doubts and problems.

Partners' comments in this section:

- All the meetings were quite helpful towards in order to achieve aims and objectives of the project.
- One main criticism we may make is the fact that all partners except us are professional trainers and they though we knew what it turned around when talking about profile, content, etc. The gap has brought some misunderstandings.

### 3. TRANSNATIONAL NETWORK

Two partner organizations knew at least one other organization from this partnership before starting working in INMA project. Other two partners organizations did not know the rest.

All consider that the partnership has been strong enough and has worked as a real partnership. They pointed out a great and powerful partnership has been established.

For both, project and partnership we asked the partners which strengths and weaknesses were, here their answers:

Main **strengths** pointed out by the partners:

- The Importance of the topic from the global and European perspective.
- Creation of the new profession strengthening the European entrepreneurship and innovativeness.
- A precursor innovation profile with a potential very high impact on the competitiveness of the SMEs and the ways of working.

- A 600 hours programme that should become a new high school Master (the best realization we can imagine!).
- A European network that may reach an interesting visibility on the innovation domains.
- Innovation is very an important element for boosting business. For this reason dealing with innovation the sustainability of business is increased.

Main **weaknesses** pointed out by partners:

- Global economic crisis.
- Different approach to innovation issues if the partners countries at this stage of development.
- The centre had to regain lost time regarding its lack of competences and knowledge.
- The leadership is not stable enough and the progress is done by fits and starts.
- No problems have been faced until the time being.

## 4. ACTIVITIES AND RESOURCES

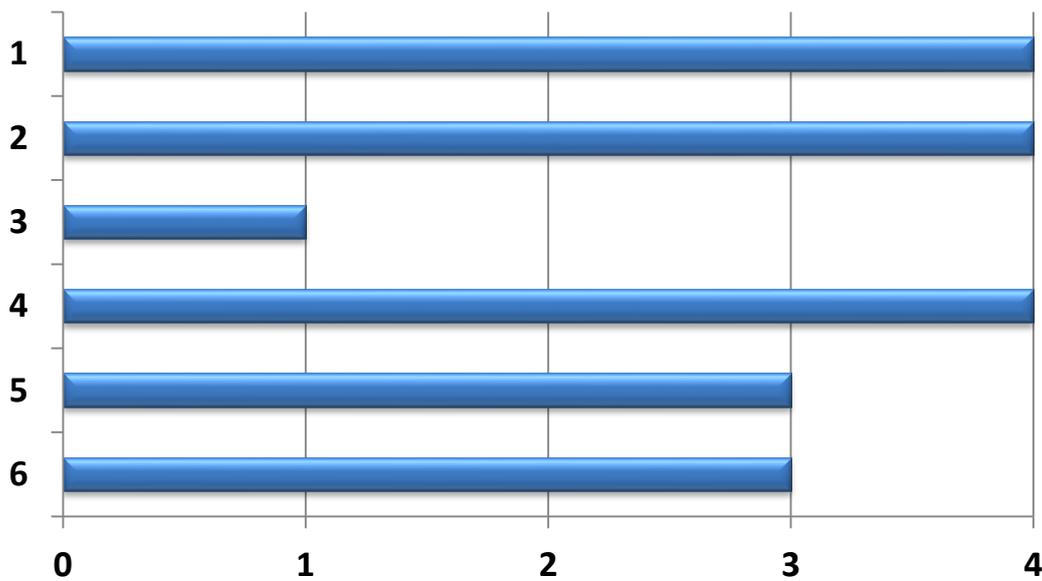
### 4.1 Proposed activities

The interim evaluation has considered the following activities implemented during the first year of the project:

1. Innovation manager competences profile; updated and adapted.
2. Country-study in each partner country.
3. Transfer analysis of the “learning organizations” tool from the Dutch partner as base-tool for the profile first module and the work to develop later in the enterprise by the managers.
4. National / European multi-agent network or organizations and experts, meeting and two workshops.
5. Project presentation leaflets.
6. Dissemination website of the project.

### Participation of the partners in the different products

The following graphic shows the participation of the partners in the different activities.

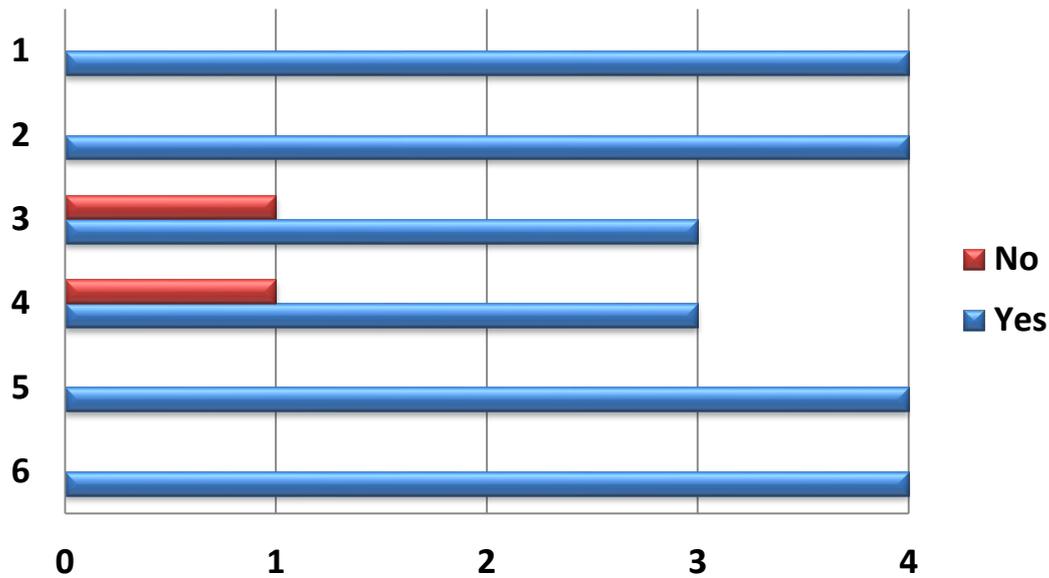


The vertical axis represents the six activities assessed while the horizontal axis represents the number of partners who have done each activity. It is possible to see that the four partners answering the questionnaire developed their tasks regarding activities 1, 2 and 4. Three partners consider activity three was a Dutch partner's responsibility and for that reason they answered 'no'; while the other partner answering the questionnaire gave a 'yes' because he considers he developed his tasks under this activity by gathering source materials.

Then, we have activities 5 and 6, 'project leaflets' and 'website of the project'. One partner out of four said they did not participate in this activity because the website was developed by the coordinator partner, Documenta; while the others considered they participated in this activity by translating its contents into their national language.

### Implementation of products

Regarding the question which tried to evaluate if implementation of all products were fulfilled or not, the answers from the partners are:



The vertical axis represents the six activities assessed while the horizontal axis represents the number of partners. Activities 1, 2, 5 and 6 got positive responses from all members. While activities 3 and 4 got a negative answer from one partner who considers that there is no visibility for now of the transfer analysis of the “learning organizations” tool from the Dutch partner as base-tool for the profile first module and the work to develop later in the enterprise by the managers; as well as he thinks the national / European multi-agent network or organizations and experts meetings and workshops have not been implemented in every participant country.

Strengths and weaknesses of each activity

**Innovation manager competences profile; updated and adapted**

Strong points	Weak points
<ul style="list-style-type: none"> <li>- The development of new professional profile.</li> <li>- Well prepared material for adaptation and further development.</li> <li>- An interesting work on similar existing or approaching profiles.</li> <li>- Well prepared and described material for adaptation and further development.</li> </ul>	<ul style="list-style-type: none"> <li>- Various approaches to innovation in each country.</li> </ul>

**Country-study in each partner country**

Strong points	Weak points
<ul style="list-style-type: none"> <li>- The acquisition of a thorough knowledge about the situation of its partners.</li> <li>- Helps to achieve the objectives of the project as long as new needs are identified that have arisen in the last 3 years and allows updating the profile.</li> <li>- Capacity to synthesize an enormous amount of data and studies and highlight the main characteristics of a territory.</li> <li>- Deepening knowledge about the current state in the innovation in each country.</li> </ul>	<ul style="list-style-type: none"> <li>- Our country report cannot pretend to be exhaustive.</li> <li>- Lack of some data and indicators related to innovation issue.</li> </ul>

**Transfer analysis of the “learning organizations” tool from the Dutch partners as base-tool for the profile first module and the work to develop later in the enterprise by the managers**

Strong points	Weak points
<ul style="list-style-type: none"> <li>- Clear picture of innovation aspect in different partner countries and in relation to INMA.</li> </ul>	<ul style="list-style-type: none"> <li>- Subject really tackled only during the consortium meeting.</li> </ul>

**National /European multi-agent network or organizations and experts, meetings and 2 workshops**

Strong points	Weak points
<ul style="list-style-type: none"> <li>- Involving people related with this kind of activities.</li> <li>- Share the process of INMA project.</li> <li>- Creating a network for experts.</li> </ul> <p>Involving different organizations and experts from each territory so that can participate in the whole process and that assures the flexibility of the tool.</p> <ul style="list-style-type: none"> <li>- For the CEEI Provence: our capacity to involve new and powerful HHRR networks in order to counterbalance our lack of competence in this field.</li> <li>- Various interesting options and tips from the participants about the way the profile needs to be structured.</li> </ul>	<ul style="list-style-type: none"> <li>- All the partners have not focused their efforts on this task, so the network is not large enough for now.</li> </ul>

**Project presentation leaflets**

Strong points	Weak points
<ul style="list-style-type: none"> <li>- Publicity and dissemination.</li> <li>- Disseminate and present the project to make it known.</li> <li>- Concise information.</li> </ul>	

## Dissemination website of the project

Strong points	Weak points
<ul style="list-style-type: none"> <li>- Maximize the benefits in terms of publicity and dissemination.</li> <li>- It helps to visualize the project.</li> <li>- Very trendy site enabling us to bring content and actualized news.</li> </ul>	<ul style="list-style-type: none"> <li>- From 2, 1 main web tool is not available for now (social community).</li> </ul>

## 4.2 Organizations resources

### 4.2.1 Technical

All partners answered affirmatively to questions about technical resources. They consider the expected objectives and goals of the project can be achieved through the designed activities and through the planned resources. They also consider that the rest of organizations has accomplished with assigned responsibilities although regarding this issue, one partner mention that the vision is tight because there are not many exchanges between partners.

### 4.2.2 Financial

All partners considered that available budget for foreseen activities in the proposal was enough. They mentioned that there is a quite proper assignment of financial resources but they also pointed out as in any European project, there is a will to go further in the implementation of the WPs but the financial and human constraints take us back to reality.

## ANNEX I

### QUESTIONNAIRE

#### 1. FUNDING PROGRAM

Has the project up to now been able to offer opportunities to share experiences and pull out transferable learning to its partners, experiences or practices that could be applied in their own territories?

Yes	No	Further comments

Has been reinforced the international network created, by fostering links between partners, especially those pointing to future cooperation within partners involved?

Yes	No	Further comments

#### 2. PROJECT DEVELOPMENT

##### 2.1 Objectives

Could you value from 1 (minimum) to 4 (maximum,) what has been the rate of fulfillment of each objective according to it was expected to achieve at the mid of the project development.

Objective	1	2	3	4
Current situation analysis per country and actualization/ adaptation of the "Innovation Manager" project				
Adaptation and update of training contents from each profile				

modules				
Profile validation through experts and different countries organizations (national net to create which include think tanks, university, business, public administration) that enable sensitization about the importance of long life learning and innovating and about the net work.				
Profile and contents translation and creation of a training multimedia tool translated into the partners' languages, supported by a 2.0 social community of sharing and LLL promotion.				
Tools testing with the targeted public in the different countries involved.				
Evaluation and validation of the created tools.				

- For those to which your answer has been 1 or 2, could you explain why, please?

OBJ	REASON WHY
1	
2	
3	
4	
5	
6	
7	
8	

- Is there any other objective which was not mentioned in the proposal but, in your opinion, has been achieved during project implementation?

## 2.2 Decision making mechanism

### 2.2.1. Decision

Question	Yes	No	Further comments
Do you think that decision-making mechanisms have been coherent to the project's philosophy?			
Were they mechanisms of participation?			
Were they the most appropriate in order to achieve the project's objectives?			

### 2.2.2. Communication among partnership

Question	Yes	No	Further comments
How do you think communication channels among the partnership have worked?			
Have had sufficient periodicity and fluently transmission?			
Was feedback from project coordinator helpful and fast?			
Was the feedback from the WP leaders helpful and fast?			

### 2.2.3 Coordination

Question	Yes	No	Further comments
Were project's timetable, design and activities well defined in order to achieve proposed objectives?			
Do you think those activities have been assigned according with real work possibilities of all partners?			
Do you consider that partners organizations had accomplished with assigned responsibilities and tasks?			

### 2.3 Transnational meetings

Question	Yes	No	Further comments
Were the 2 meetings developed until now at the specified period and with the planned attendance from partners?			
Were they useful to achieve the aims and objectives of the project?			
Were they useful to develop activities and achieve expected results of the project?			
Did they offer the possibility to solve doubts and problems?			

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### 3. TRANSNATIONAL NETWORK

Question	Yes	No	Further comments
Did you know any partner of the partnership before this project?			
Do you think the partnership has been strength project development?			
Will you go on collaborating with the partners or some of the partners in the future?			

- Which ones do you think were the project's main strengths and opportunities?

- Which do you think were main problems and weaknesses?

### 4. ACTIVITIES AND RESOURCES

#### 4.1 Proposed activities

<b>Innovation manager competences profile; updated and adapted</b>
Did you participate in this activity? If not, please explain why.
Do you think its implementation has fulfilled the aim for which it was designed?

If not, please explain why

In your opinion, which do you think have been the strong points of this activity

...and the weak points of this activity?

### Country-study in each partner country

Did you participate in this activity? If not, please explain why.

Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why

In your opinion, which do you think have been the strong points of this activity

...and the weak points of this activity?

**Transfer analysis of the “learning organizations” tool from the Dutch partner as base-tool for the profile first module and the work to develop later in the enterprise by the managers.**

Did you participate in this activity? If not, please explain why.

Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why

In your opinion, which do you think have been the strong points of this activity

...and the weak points of this activity?

**National / European multi-agent network or organizations and experts, meetings and 2 workshops.**

Did you participate in this activity? If not, please explain why.

Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why

In your opinion, which do you think have been the strong points of this activity

...and the weak points of this activity?

Project presentation leaflets
Did you participate in this activity? If not, please explain why.
Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why
In your opinion, which do you think have been the strong points of this activity
...and the weak points of this activity?

Dissemination website of the project
Did you participate in this activity? If not, please explain why.

Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why

In your opinion, which do you think have been the strong points of this activity

...and the weak points of this activity?

## 4.2 Organizations resources

### 4.2.1 Technical

Question	Yes	No	Further comments
Did project's design and activities have the necessary conditions to achieve foreseen objectives?			
Have been all kind of resources well planned in order to achieve the proposed objectives and goals?			
Do you consider that the rest of organizations had accomplished with assigned responsibilities?			

## 4.2.2 Financial

Question	Yes	No	Further comments
Do you consider that the assignment of human and material resources has been appropriate and enough to develop proposed actions up to now?			
Do you consider that the assignment of financial resources has been appropriate and enough to develop proposed actions?			