



EXTERNAL EVALUATION REPORT

December, 2013

Issued by Suleyman Sah University

FINAL

TABLE OF CONTENTS

1. INTRODUCTION	pp 3
2. AIM AND OBJECTIVES OF THE PROJECT	3
3. GET MOBILE PROJECT FRAMEWORK	4
4. THE EXTERNAL EVALUATION OF GET MOBILE PROJECT	4-6
4.1 Objectives of the Evaluation Strategy	
4.2 Evaluation methods	
4.3 Performance Indicators	
5. RESEARCH ON THE NEEDS OF FEMALE GRADUATES AND SMEs	6-8
5.1 Needs of Female Graduates and Implications for the project	
5.2 Needs of SMEs and Implications for the project	
6. EVALUATION OF PROJECT DELIVERY	8-12
6.1 Aims of the Evaluation	
6.2 Overall Assessment	
6.3 Management Meetings	
7. PLACEMENT PREPARATION MENTORING CIRCLES	13-15
7.1 Objectives of the Pilot	
7.2 Training the Trainers Workshop	
7.3 Get Mobile Circles: Pilots	
8. BUSINESS HANDBOOK AND WORKSHOP BRIEFINGS	15-17
8.1 Preparation of the Handbook	
8.2 Business Briefings and Meetings	
9. GET CONNECTED ZONE	17-18
9.1 Profile of the Get Connected Zone	
9.2 Assessment of the Get Connected Zone	
10. EVALUATION OF PROJECT IMPACT	18-24
10.1 Strengths of the Get Mobile Project	
10.2 Relevance	
10.3 Effectiveness	
10.4 Efficiency	
10.5 Impact	
10.6 Sustainability	
11. CONCLUSIONS	24-26
APPENDIX: PROJECT ACTIVITIES AND ACHIEVEMENTS	27-28

1. INTRODUCTION

This report is an evaluation of the Get Mobile Project which aimed to increase mobility within Europe of female graduates through placements in small and medium sized businesses (SMEs). It begins with a description of the aims and objectives of the project and the framework of six partner organisations through which the project was delivered. The next section of the report describes the evaluation strategy in terms of its aims, methods and performance indicators. In order to inform the development of the project and preparation of its outputs, the report then briefly describes the research that was undertaken to identify the needs of females graduates seeking placements and the needs of SMEs who could potentially host placements of graduates from abroad. Three major outputs of the projects are evaluated: the Business Handbook, Mentoring Circles and the Get Connected Zone website. The penultimate section discusses the strengths of the project and its relevance, effectiveness, efficiency, impact and sustainability before drawing some conclusions in the final section.

This report draws on the external evaluators own evaluation processes and observations as well as information from internal reports, including the final report of the internal evaluator, Pentas.

2. AIM AND OBJECTIVES OF THE PROJECT

The Get Mobile project is a 24 month (December 2011-December 2013) transfer of innovation initiative, co-funded by the European Commission, under the Directorate of Education and Culture within its framework of the Lifelong Learning Programme for Education and Culture. This European initiative involves a consortium of six organisations, each one located in six countries: the UK, the Netherlands, Greece, Italy, Iceland and Turkey. The consortium consisted of expert and well-known third sector organisations from partner countries. Each partner had a different background and expertise.

All focused on working together to inspire and encourage greater European mobility of female graduates in BS (Business and Science), especially those who are unemployed or under-employed, as well as encouraging more Small and Medium enterprises (SMEs, especially micro businesses) to host these graduates as placement trainees. The project aimed to provide training and guidance materials to encourage both these under-represented target groups to participate in future European mobility activities.

The objectives of the project were to:

- (i) encourage greater European mobility of female recent graduates (particularly unemployed or underemployed) in BS;
- (ii) promote the value of female mobility in under-represented fields (BS) in Europe to under-represented companies (especially female owned SMEs);

- (iii) support companies to be more inclusive and more likely to take on female placements in under-represented fields of BS or looking to start a business by helping them with the process of recruiting and hosting a placement trainee from abroad.
- (iv) better prepare companies and graduates/unemployed for the European placement experience;
- (v) promote European mobility opportunities to female-owned micro-businesses across Europe and thus enable them to enter into new markets.

Three key tools were developed to support these target groups: Get Mobile Circles, a Business Handbook and the Get Connected Zone.

3. GET MOBILE PROJECT FRAMEWORK

The overall project activities were sub-divided into work packages among the six organizations in the consortium. The partners worked collaboratively but lead responsibility for specific activities was allocated to individual organisations as delineated below:

Inova Consultancy (United Kingdom) was responsible for project management and for the adaption and piloting of Get Mobile Mentoring Circles for female graduates.

VHTO (Netherlands) was responsible for the research into the needs of unemployed and underemployed female graduates.

Centro Ligure Per La Produttivita (Italy) was responsible for the research on the needs of small businesses thinking of taking on a placement trainee.

VMST (Iceland) was responsible for producing a best practice guide for SMEs/micro businesses hosting placements.

PENTAŞ, Kişgem (Turkey) was responsible for evaluating the impact and quality of the project.

Militos (Greece) was responsible for the project dissemination and the development of an online platform, the Get Connected Zone, to help SMEs and graduate contact each other.

4. THE EXTERNAL EVALUATION OF GET MOBILE PROJECT

Pentaş (Turkey) was responsible for the evaluation of the project. This comprised both an internal and external evaluation which was subcontracted. The overall aim of the evaluation strategy was to measure the extent to which goals and objectives of the Get Mobile project were met.

4. 1 Objectives of the Evaluation Strategy

The specific objectives of the evaluation strategy were to:

- bring an objective analysis of project outcomes and impact through an external evaluation component
- assess all aspects of project management
- ensure the project produced quality products and materials and quality interventions which are targeted to the end users and target groups accordingly
- monitor project activities, outcomes, processes and partnership relationships and synergies
- evaluate the ongoing impact and end impact of the project
- feedback into project development formative evaluation findings
- monitor the impact of the project' dissemination and exploitation strategy

4.2 Evaluation methods

Pentas are the responsible partner for Internal and External Evaluation Process. Pentaş signed an agreement with Süleyman Şah University for it to undertake the external evaluation, while Pentas conducted the internal evaluation. The overall evaluation strategy was developed with input from partners to ensure it meet their needs, as well as those of stakeholders and the National Agency. The evaluation played a central role in the project as it was iterative, providing continuous advice and feedback on project meetings, activities and outputs throughout which led to positive changes and increased the effectiveness of the project. An interim report, half way through the project was prepared, comprising both internal and external evaluation components.

The evaluation plan was carried out through the monitoring, measurement and assessment of activities as follows:

Pentas (internal evaluation) evaluated all transnational meetings, prepared the interim and final evaluation report, assessed products received for the Get Connected Zone, the Business Handbook and the Placement Preparation Circles and all the work packages. The focus of the internal evaluation, and particularly for the interim report stage, was the evaluation by Pentas of management meetings, pilot mentoring Circles and the process of project activities.

The external evaluator evaluated the ongoing impact and end impact of the project and the project management. Qualitative observations and quantitative data collection which were obtained from the project coordinator, as well as surveys, questionnaires, performance tests, checklists and one to one interviews were used as evaluation methods.

The external and internal interim reports received feedback from the UK National Agency and the reports were revised.

4.3 Performance Indicators

An external evaluator from Suleyman Sah University participated in the second project management meeting on 6th December 2012 in order to agree a set of measurable performance indicators which were subsequently used throughout the project.

The external evaluator agreed with the consortium that the following performance indicators would be used:

- Quality of partnership
- Quality of project management
- Quality of project work packages and activities
- Quality of outputs produced by the project
- Quality of the involvement of trainees/participants (female graduates, SME owners etc)

In this way the Get Mobile project's evaluation plan:

- a) offered a common and concrete view of activities to be implemented or currently underway;
- b) provided an opportunity to take a step back, to reflect on the conduct of activities that form part of the project and on the reasons for implementing them;
- c) helped to move the project forward by providing a clear and specific direction, by allowing for a greater ability to make required changes and improve the delivery of the project and by learning from the experience of implementing the project;
- d) helped to identify and understand the causes of a problem and find ways of resolving it;
- e) made available information collected throughout the evaluation process (and not only upon completion of an activity or of the project), regularly informing stakeholders involved in the evaluation process, and in the project itself, of the results of the evaluation;
- f) offered ideas on how to plan for future activities and help other groups working in the same area through dissemination of evaluation results.

5. RESEARCH ON THE NEEDS OF FEMALE GRADUATES AND SMEs

A prerequisite to developing the products (Mentoring Circles, Handbook and Get Connected Zone) was the analysis of the needs of unemployed and underemployed female graduates, and the needs of small businesses thinking of taking on a placement trainee

5.1 Needs of Female Graduates and Implications for Get Mobile Project

- A study conducted in the Netherlands (PBT) showed that in general international mobility within Europe is not high: only 6.8% of the European labour force has lived and worked in a country different from the one they are currently living in. Despite their willingness to start an international career, most of the participants of the focus groups in the different countries affirmed that they did not know much about mobility programs or where to look for information on how to find placements abroad. Female graduates often feel there is a lack of personal support in order for them to participate in European mobility as not many institutes or universities offer training aimed at un/underemployed graduates in BS. Nor were the target group aware of intermediary organisations that may support them.

The evaluation found that the research was effective in recommending various actions, set out below, which played a crucial role in helping the Get Mobile Project to develop its products and recruit women to participate in its activities:

- As different social media tools are popular in different countries, it important to have an array of tools accessible to people from different countries.
- It is important to establish networks of potential, existing and former interns so that they can share experiences and learn from each other. It is important also to have an online network. To meet this need, one of the activities of the Get Mobile project should be to develop a social network amongst the female trainees/potential trainees across Europe, called Get Connected.
- Apart from a network, the Get Connected Zone should have an online learning content, to provide graduates who are thinking about going abroad with the information and learning materials they require for a successful mobility experience.
- It is important to find ways to encourage the take up of placements as traineeships can help young people make a smooth transition from education and training to a first good job. Placements can also bring benefits to companies, enabling them to identify potentially excellent future employees who could, with their fresh ideas, be key to future productivity and competitiveness. Furthermore international trainees' give companies insights into their home culture, which can open doors to new markets and expand European dimensions.
- It is important that the target group is trained in soft skills for building confidence, self-esteem and empowerment to be able to best support themselves while undertaking a mobility abroad.

5.2 Needs of SMEs and Implications for the Get Mobile Project

Desk research was conducted complemented by focus groups with 28 SMEs and micro businesses. The research was effective in showing that **the** path to

internationalisation is paved with threats such as global crisis and competition as well as opportunities such as market evolution and innovation. ☐☐ Not many SMEs are involved in EU mobility or mobility programmes. The most common issues identified were:

- ☐☐ Language barriers
- ☐☐ Lack of information/awareness
- ☐☐ No channels to advertise placements
- ☐☐ No peer support or case studies to rely on
- ☐☐ Shortage of resources in SMEs
- Domestic and international recruitment

Participants identified a list of priority skills to be developed/enhanced by both entrepreneurs and their staff to enhance business competitiveness and internationalization.

- ☐☐ Management
- ☐☐ Communication
- ☐☐ Marketing
- ☐☐ Finance
- ☐☐ Project management
- ☐☐ Problem solving
- ☐☐ Language fluency
- ☐☐ Intercultural awareness and sensitivity

The research was also successful in identifying the companies' attitudes towards networking and mobility programmes for international placements.

- There is a desire for more information about mobility programmes such as information on opportunities, deadlines and requirements, guidance and training for hosting organizations
- There is a need for a network to facilitate peer-to-peer advice and communication,; learn about best practices and foster business competitiveness

The research was effective in suggesting that responses to the needs identified would be the provision of information, networks, a one stop shop website and a handbook providing guidance on placements.

6. EVALUATION OF PROJECT DELIVERY

The evaluation strategy for the Get Mobile project measured the effects of the project as well as monitored the working practices of the partners to ensure its high quality delivery.

6.1 Aims of the Evaluation

The aims of the evaluation of project delivery were to:

1. Assess the project management meetings according to the aims outlined in the proposal;
2. Assess the project management meetings priorities and objectives according to Leonardo Da Vinci programme;
3. Assess the staff and partners' performance on project management
4. Assess the quality, appropriateness and effectiveness of the project outputs;
5. Assess the level of project management and make recommendations for improvements where appropriate.

6.2 Overall Assessment

Inova Consultancy was the lead organization co-ordinating the project and the evaluators found it had carried out this task with efficiency and effectiveness. According to all partners, the coordinator managed the financial and practical side of the project very well. There was extensive communication between the coordinator and the partners, but also between the partners. Partners were very collaborative and participative as well.

A formal assessment of project delivery was undertaken half way through the project. An external evaluator from Suleyman Sah University participated in the second transnational management meeting in Genoa, Italy on 6th December 2012. She also conducted interviews which focused on project management and the identification of risks which could affect successful project delivery. There were 8 people at the transnational meeting and they all answered the 14 questions with a satisfactory or very satisfactory response. This demonstrated that all partners believed that the project was going well. The responses to ten criteria used to assess project delivery are provided below.

Criteria 1: Working together rules and regulations are clear

All staff agreed the rules and regulations were clear. As the partnership is experienced in running EU programmes, this facilitated the establishment of rules and regulations in order to achieve outcomes. At the first transnational meeting and during the initial three months, the Get Mobile project created its own Core Steering Group, set up communication channels such as two e-mail accounts from each organization, phones, and faxes. Important dates and local holidays etc. were identified and this information enabled the consortium to create the working calendar. The consortium also set up administrative systems which clearly set up milestones and deadlines, payment regulations, reporting arrangements, and evaluation documents and feedback mechanisms.

Criteria 2: Working Independent Rules and Responsibilities are clear

Everyone agreed the rules and responsibilities of each partner were clear.

Criteria 3: Aims and objectives are clear and realistic

Everyone agreed with the project aims and objectives as set out in the proposal and felt that they were clear and realistic.

Criteria 4: The tasks of each partner are understood and accepted

The project was sub-divided into a number of work packages which were allocated among partners. Everyone agreed that the respective roles of partners, and the tasks each was expected to undertake, were established at the first transnational meeting. A detailed project plan had been established at the beginning of the project which showed the roles, responsibilities and tasks of each partner and milestones for delivery of outputs. It clearly indicated the areas of sole responsibility of each partner and the tasks where there was joint responsibility.

As the proposal had a clear timetable and outputs for each partner, this has helped them to understand better what their role in the project was and the quality needed to achieve each outcome. Step-by step task lists that included all steps of each work package prepared by the project coordinator were shared with all partners in the beginning of project. The project coordinator also gave a description of activities and roles of partners in each work package as an information pack. Therefore each partner organization understood and accepted their areas of responsibilities in the partnership. There was open communication among partners which has enhanced understanding of what was expected from the coordinator and other partners of the project.

All partners contributed to monthly management meetings that were held via Skype calls and used other devices to ensure they were clear about their role and responsibilities in the project. This helped ensure arrangements were simple, time limited and task oriented. The project coordinator actively managed steering committee's action and clearly explained details of follow up action to all make sure that the partner who is leading on each work could take ownership of the work package and present results

All partners were very good at communicating during the project. Partners were always willing to work together to ensure the project met all its aims and have stayed in contact with each other through emails and monthly skype meetings. The skype meetings were planned structurally and always had a clear and set agenda and partners were involved in the communication platforms/meetings etc.

Issues were identified and resolved immediately. For instance, early in the project there were some issues with language barriers between the Turkish partners and the rest of the consortium. However, after the issue was discussed the partners were able to bring in new members of staff with higher English levels which improved the situation.

These methods have helped partners to ensure that the project remains on track and meets deadlines. Furthermore, the methods developed a vibrant team spirit, strong partnership working and good relationships with stakeholders.

Criteria 5: The partnership encourages people use their network skills and collaborate on their contribution

The participants agreed that the project enables them to contribute and use their network skills. As the Get Mobile Project directly aims to work with the partners' target group, they are enthusiastic to work harder and they are willing to play well in their own local field. In the international level, they benefitted from opportunities to widen their skills in different networks. All partners were very good at sharing resources and knowledge as well as signposting to other networking opportunities. Full ownership of the projects by all partners encouraged networking through open and transparent communication.

Criteria 6: All partners can get benefits fairly from the Project

This criterion measures if the partners are getting similar benefits from the projects for their working field and their target people. All partners had their own experiences in the active labor market, knowledge of women's enterprise and in the provision of consultancy services to SMEs and micro businesses owners in local and international areas. Benefits derived from the partnership were fairly distributed among all partners.

Criteria 7: The promotion of the project was provided by the right people/time/place

Partners promoted the project by/for the right people in the right place and time. Partners promoted the project at their local/national and international events.

Criteria 8 Work performance of the whole is good

As a whole, project staff work well and in harmony with the right amount of creative tension.

Criteria 9: The arrangements are clear to ensure that monitoring and review findings are widely shared and disseminated amongst the partners

The project co-ordinator ensured that appropriate communication, reporting, monitoring and evaluations process were put in place from the beginning of the project which shows there were clear arrangements to ensure that monitoring and review findings were widely shared and disseminated amongst the partners. At the end of each transnational meetings and skype calls, minutes and significant points were noted and shared by the partners and action points are addressed. All partners used social media such as Facebook and their own website and intranet which facilitated the sharing of knowledge.

Criteria 10: The project has important achievements during the Project.

Partners were satisfied that they achieved all the milestones of the project with pilot activities contributing to the production of final outputs in accordance with the

pre-agreed schedule. The interim evaluation clearly showed that the first year of the partnership had succeeded in having the right people in the right place at the right time to promote the partnership. Overall, the partnership synergy which developed among six partner countries promoted international activities in the field of lifelong learning, mobility equal opportunities and female owned SMEs projects.

6.3 Management Meetings

A key component of successful project delivery was the management meetings. A total of four management meetings were organized as originally planned. Representatives from the six partner organizations attended all meetings. In general, all partners were satisfied with the format of the meetings and the presentations and materials prepared for the meeting. A description and review of each meeting is provided below.

On the 29th March 2012, the first Get Mobile Transnational Meeting organized by Inova Consultancy took place in Sheffield, United Kingdom. The main aim of the meeting was to set the action points for the whole duration of the project. Each partner representative presented a profile of its organisation including previous European and national experience relevant to the Get Mobile project. Throughout the meeting, the partnership discussed and addressed the main aims and objectives of the project, the methodology and the work plan and the details of each of the work packages. In addition, the details regarding the project budget and outputs were discussed. This meeting was successful in introducing the partners to each other and in establishing roles, responsibilities and working practices.

The second Get Mobile Transnational Meeting was organised by CLP in Genoa, Italy, and took place on 6th December 2012. Representatives from six partner organizations and an external evaluator attended the meeting. The main aim of the meeting was to review progress and to set the action points for the continuation of the project. Partners gave presentations with regard to progress on their work packages. Throughout the meeting, the partnership discussed and addressed the main objectives of the project after this meeting. In addition, the details regarding the project budget and outputs were discussed. The second meeting was effective in reinforcing a commitment by partners to their roles and responsibilities and to collectively discuss the project activities as a whole.

The third Get Mobile Transnational Meeting took place on the 11th July 2013 in Amsterdam, The Netherlands and was organized by VHTO. The main aim of the meeting was to set the action points for the last phase of the project. Partners gave presentations on work they had undertaken. The meeting was a success for partners to understand their roles and responsibilities and to discuss project activities as a whole. There were discussions regarding the feedback from the Interim Report and what needed to be done. Action points were set for tasks that should be completed by the end of the project. Details were discussed about the final conference/meeting to be held in Brussels, Belgium.

The fourth Get Mobile Transnational Meeting took place on the 13th November 2013 in Brussels, Belgium. Representatives from six partner organizations and an

external evaluator attended the meeting. The main aim of the meeting was to set the action points for the final months of the project. Partners gave presentations with regard to their work packages. Throughout the meeting, the project budget, outputs and project sustainability were discussed.

7. PLACEMENT PREPARATION MENTORING CIRCLES

The key partners involved in delivering this part of the project were Inova Consultancy (UK), VMST (Iceland) and VHTO (Netherlands). Each Get Mobile Circle consists of a minimum of 5 mentees who are recent graduates who are currently un/under-employed and are interested in going on a placement abroad or have already secured a placement and wish to prepare themselves better for the opportunity. One trained facilitator leads the group in each country.

7.1 Objectives of the Pilot

The adaptation and piloting of Career Circles Work Package's objectives were:

- To adapt and transfer learning materials for Get Mobile Circles from the UK to Iceland (IS) and the Netherlands (NL)
- To develop training the trainers sessions
- To deliver 2 phases of Get Mobile Circles in UK, NL, IS
- To develop a learner pack
- To encourage more under/unemployed female graduates to consider going abroad on placement

Get Mobile Circles were adapted from the Mentoring Circles methodology used by Inova Consultancy, the UK partner, to suit the needs of women graduates who were un/under- employed and considering a mobility to increase employability and to suit local conditions in delivery countries. Inova has developed a unique group mentoring process which brings together skilled facilitation using action learning techniques, coaching and mentoring, combined with career development/self-reflection tools. The programme blends group discussion and individual airing of issues, reflection, goal setting and personal action planning. The evaluation report of Circles shows how successful and necessary these were.

7.2 Training the Trainers Workshop

In order to organize the first and second Mentoring Circles, the trainers' and learners' training packs were prepared by the project consortium. Prior to delivering the training, Circle facilitators attended a training the trainers workshop. The Training the Trainers Workshop was organized and managed by Inova Consultancy. Representatives from VMST and VHTO took part in the Training the Trainers Workshop that took place in Genoa, Italy on the second day of the second Transnational Partner Meeting on 7th December 2012 and lasted one day.

The purpose of the Training the Trainers was to train the partners that were to carry out Circles in their own countries regarding the methodology of the Circles. A particular focus was on learning new tools as well as pedagogic approaches which

required them to 'hold back' and not provide the answers to issues but to allow participants to come up with their own answers, thus strengthening deep learning.

All Partners involved in the Training the Trainers Workshop were generally pleased about the workshop and found it useful for carrying out Circles in their own countries as noted below.

"We had sufficient time to discuss the methodology and to address any issues that were relevant for the successful delivery of the circles. The trainees were all very interested and enthusiastic."

"The most worthwhile thing about the training today was sharing experiences and learning from the rich and experienced facilitator."

7.3 Get Mobile Circles: Pilots

Inova Consultancy, VHTO and VMST delivered two pilot circles in their countries. The first round of the Get Mobile Circles was launched beginning with Inova Consultancy. The first session took place in the UK on 28th February 2013 and the second on 20th March 2013. VHTO and VMST also carried out Circles in the Netherlands and Iceland respectively.

In each of the pilots, 20 participants took part across all three countries, resulting to a total of 40 participants that have tested the developed training material. Recruitment for both pilots was done at the same time. For the Get Mobile Circles™ in the UK, they tried to recruit participants in various ways: online, leaflets, newsletters, referrals and taster sessions. All three countries agreed that online recruitment and social media were the strongest tools to reach the project's target group. Facebook or Twitter was particularly effective for recruitment in UK and Iceland, while LinkedIn appeared to be a strong recruitment tool in the Netherlands. Personal connections and word-of-mouth among the graduates themselves seemed to play quite a critical role in getting more people to sign up to the programme.

Particularly in the second Circles, the most effective tool in the UK was referrals from participants in the first Circles. One of the participants that signed up to the Circles provided information to her circle of friends. Furthermore, the introductory session had a good result across both Circle pilots with eight participants signing up for the full programme.

The main aim of the Circles, which was successfully achieved, was to urge the participants to be more focused on their professional goals and gain the necessary knowledge and advice about going on a placement abroad. The Circles provided an opportunity to discuss similar and different job situations, the available supporting networks, while also allowing for self-reflection and self-development through the graduates' interaction. An added advantage was that participants gained from networking and socialising with people with whom they have shared interests.

The above factors are illustrated by the results of one Circle:

- All the participants had a higher self-motivational level after the circle.

- 83% score high on goal setting and greater self-reflections skills
- 66% felt they had more clarity on ideas and future plans and greater self-confidence
- 50% of the group had gained a new network of contacts, had increased their communication skills and had a better understanding of their careers.
- 20% had increased their problem solving skills
- 83% increased their interview skills
- 66% increased their CV/application skills and visualization ability
- 50% increased their networking skills.
- The majority of participants were unemployed but participation in the Circle contributed to 50% securing a job.

All partners involved in the first and second pilot Circles were generally pleased about the Circles and feedback across all countries was very positive. In addition to partners' and participants' feedback and evaluation, the facilitators' comments were also positive. One UK participant secured a placement in Mallorca, Spain, after having successfully prepared through the Circles for working abroad.

Commenting on the Circles some participants said:

"Participating in the Circles broadens your network, and improves your soft skills, a good basis for going abroad on a placement" – Netherlands

"The Get Mobile Circle is a good way for women in all age groups to focus on many aspects regarding their careers, job search, and personal skills and to look to the future" – Iceland

"[The Circle] gives you self-motivation to apply for placements and for jobs. It also helped to share ideas and thoughts on placements and gain advice on where to look for these opportunities." – UK

After running the Circles, Get Mobile partners evaluated the feedback from the participants in order to make adjustments to the course materials.

A review of the feedback and reports on the Circles showed progression in attitudes, knowledge and skills of participants. It indicated that the trainers were well prepared and the Circles were effectively implemented.

8. BUSINESS HANDBOOK AND WORKSHOP BRIEFINGS

Work Package 5 involved the preparation of the Business Handbook and the design and implementation of the associated workshop briefings for SMEs and micro-businesses.

8.1 Preparation of the Handbook

After research and need analysis of unemployed female graduates, SMEs and micro businesses, the Get Mobile project prepared the best practice guidelines for SMEs and micro businesses. Partners from the UK, IT and TR worked together closely with work package' leader (IS) on different chapters within the original best practice guidelines to be transferred and adapted in order to develop a Business

Handbook for SMEs which provides a guide to taking on placement students from abroad. The content of the handbook includes the key points about European mobility, the mobility of interns/trainees, the importance of female-friendly companies, cultural conditions to host a trainee, and the hosting process before, during and post-placement stages.

VMST (IS) updated chapters on how enterprises could help the trainee to settle in during the placement period. Inova Consultancy (UK) updated the handbook in terms of equal opportunities legislation among partner countries and information for target groups in order to avoid gender discrimination and to be a more female friendly organization, CLP (IT) amended the handbook in terms of updating the check list for target groups to use as a memory aid for addressing the most important issues to consider prior to and during recruiting a female trainee. Pentas (TR) updated sources of support and guidance for the target groups in how to find a trainee and how to ensure companies recruit the most suitable trainee for their organization.

A handbook was published entitled *Tapping into European Talent: Finding and Hosting a Work Placement from Europe: Best Practice Guide for SMEs*. The evaluator noted that the handbook had been translated into many languages. It is very well designed with factual guidance and illustrated by case studies of interns and SMEs that hosted them. The Business Handbook includes high quality drawings, sketches and pictures. Photos, web links and graphics were professionally designed. The format identified potential issues, how they can be solved, and the benefits to companies and individuals of the placements.

The summary of the handbook was produced as a PDF version and published online (at issuu.com), instead of printing to make it more accessible (based on feedback from SMEs at Business Briefing Sessions. Partners in the UK, TR & IS also had copies of the summary handbook printed. The Business Handbook is available in all the sizes needed, simple to use and compatible with all operating systems. All partners were very pleased with the Business Handbook:

"The content of the handbook was very usable and practical for the target group. Furthermore the look and feel was very modern yet professional. The web based version made it very easy to share the handbook with a lot of different people using the various social media platforms."

8.2 Business Briefings and Meetings

The partners involved in the preparation of the handbook organized pilot Business Briefing Workshops with representatives of female owned SMEs and micro business and gathered feedback to evaluate both the workshops and handbook. The purpose of the briefings was to give companies practical information on how to host a placement trainee from abroad and to introduce participants to the GET Mobile project and to the support available to SMEs, such as the business handbook and the Get Connected Zone.

The workshops introduced the themes of the handbook via a Powerpoint presentation. This included information regarding selection of trainees, costs involved, the cultural implications, benefits for companies hosting a trainee and

support required for the trainee. There was also an introduction to the online Get Connected Zone.

A total of eight meetings/workshops were held in the four countries that participated as well as a number of individual meetings as follows:

- UK held four sessions in total, including one at the Chamber of Commerce on 2nd November 2012 and one at the University of Sheffield Business School on 9th November. In addition there were two individual meetings.
- Two sessions were held in Iceland. In addition three individual meetings were held on 16th November 2012 at the office of the Directorate of Labour.
- One briefing was held in Turkey on 5th November at the Pendik Industrial and Businessmen Association. There were three individual meetings held on 26th November.
- One briefing was held in Italy on the 21st November at the CLP's premises.

Most of the workshop participants were female. A total of 70 companies were involved in the briefings. 25 companies took part in the UK, 15 in Iceland, 15 in Italy and 15 Turkey. The companies were from the following sectors: education, service, (such as tourism, consulting, marketing and accounting), arts and design, manufacturing and trade. After the business briefings, most of companies that took part in these meetings registered on the Get Connected Zone. Partners had aimed to involve a minimum of 60 organisations in the project through the Business Briefing workshops. Due to the popularity of the topic, the partnership was able to over-deliver on this and 70 organisations attended over 8 sessions. The adaptations and further development of the Best Practice Guidelines for SMEs and Micro Businesses then took place between Nov 2012 - December 2012.

As can be seen in the internal report on the Business Briefing sessions the businesses which attended found them to be very useful and suggests that the material will have an impact on encouraging more of them to consider hosting an intern from abroad in the future. 100% of respondents found the Business Briefing sessions and the presentations to be either 'Useful' or 'Very Useful' and comments included:

"Mobility seems like an interesting option for small tourist companies."

"I found it (business briefing) to be very useful and engaging and I will use the guidance to place a future candidate."

"As a woman entrepreneur, developing leadership also means to improve our staff managing skills: hosting a trainee from abroad could really be an excellent opportunity for our "on the job training" as entrepreneurs, a possibility of mutual education and growth"

"The more I develop professional experience, the more I realize I need to grow and learn a lot: hosting a trainee from abroad could prove useful for my business and an intriguing

challenge for me as a professional as well”.

The evaluator also notes that useful information for developing the Business Handbook was also gained through these sessions. Again, 100% of respondents said the handbook would be either ‘useful’ or ‘very useful’ and feedback on the format preferred by businesses, as well as other recommendations, were taken on board by the project partners.

9. GET CONNECTED ZONE

One of the outputs of the Get Mobile Project was the Get Connect Zone (GCZ). Work began on the GCZ in February 2012 and was tested by the partners, SMEs and graduates.

9.1 Profile of the Get Connected Zone

The Get Connected Zone is available at: www.getmobileproject.eu. Get Mobile’s website has been the key disseminating and target- audience involvement tool. The website presents all relevant information about the project and its objectives. The main language is English. The homepage and the project overview are available in static pages in all consortium languages (Dutch, Icelandic, Italian, Greek, and Turkish) and are adequate for SMEs and female graduates in Business, Science and Technology. There are forum and local chat areas and a search function inside the platform. Administrators can obtain concrete statistics such as, how many female graduates and/or SMEs/micro-businesses registered, where are they from, where the female graduates want to become interns, where the SMEs/micro-businesses can find interns, their CV or company profile.

All project outputs and deliverables, including the newsletter, postcards, video records and webinars, are available for users to watch and download. There is a very useful blog that includes experience sharing areas, news from partner countries and other additional information for the target users.

Through the interactive GCZ, female graduates looking for placement or employment opportunities and SMEs/micro-businesses looking for trainees were brought together. In addition, Get Mobile Get Connected Zone enabled small businesses to network from across Europe as well as providing opportunities for unemployed female graduates to network and gain support. There are currently 128 graduates and 40 SMEs/micro-businesses from both partner and non-partner countries registered on the Get Mobile Get Connected Zone and this is growing.

9.2 Assessment of the Get Connected Zone

The evaluator found that the GCZ website was prepared on time as scheduled, was well designed, simple to use and could be accessed by everyone. According to all the partners, the GCZ made a great contribution to the project objectives. Some comments that were received include:

“Militos was able to construct a very usable tool, the feedback of the focus group (graduates in the Netherlands) was incorporated to make the tool even better.”

“We are pleased with the final product which looks appealing to both target groups and provides the functionality we wanted as well as some extra features such as the ‘Match’ service. We now need to work on populating the site by encouraging our contacts to register there.”

“The Get Connected Zone has been tested thoroughly; all bugs have been fixed and is fully functional. It has also been tested with members from the target groups and the feedback was positive.”

10. EVALUATION OF PROJECT IMPACT

10.1 Strengths of the Get Mobile Project

For the interim report prepared halfway through the project, the external evaluator identified a number of strengths in the Get Mobile Project.

First, it is a unique combination of partners which have great experience and impact on their society and their target groups as they already work with public authorities, research and training organizations and consultancy companies. They have experience in both their professional areas and project management and implementation. This, coupled with their enthusiasm for the project, has been particularly valuable in order to provide distributed leadership and maintain a clear pathway through the project over a two year duration. Furthermore, the consortium has spent extra time and effort, such as hosting more meetings than stated in the proposal, to ensure that the project produced the expected outputs and outcomes.

Second, the Get Mobile Project had defined its aims clearly and implemented these aims in suitable ways. The Get Mobile Project has a well-defined target group from specific areas. As a result of these, the consortium was able to undertake activities as set out in their proposal.

Third, the project consortium produced outputs for the target groups in all consortium languages which helped to ensure accessibility to important information and resources. One of the major outputs was Get Mobile Circles™ and as the reports on these Circles indicate, they were very successful and participants were satisfied. Apart from the Get Mobile Circles, all other outputs focused on target aims and target groups as was stated in the proposal. The European Talent Handbook was prepared and designed well and based on the needs of the target group. Webinars and newsletters led people directly to the project and guides for mobility opportunities. Furthermore, the website and Get Connected Zone, played a major role in the dissemination of the project and EU Lifelong Learning programme. The blog provided feedback from participants.

Fourth, regular communication has been maintained between partners through transnational meetings, skype, phone calls and e-mails. Regular communication has also been maintained with participants, trainers/facilitators and SMEs through the multi-lingual website, posters and instructional material.

Fifth, as evident from reports on activities, interviews and comments on the blog, there is a high level of satisfaction with the project by the target groups especially businesswomen and graduates. The number of participants in the project and the numbers of meetings held with them is much higher than stated in the proposal.

Sixth, the consortium ensured that reference to EU support was clearly visible in all local, national and international activities and all materials included high quality drawings and images.

Finally, the consortium partners were receptive to constructive feedback from the external evaluator. As a result, systems and processes were strengthened. For instance, greater effort was made to ensure items for agendas for meetings were solicited from partners in advance and the duration of meetings was increased to allow more time for a greater range of issues to be comprehensively discussed and addressed.

The interim report concluded that the Get Mobile project had been successful and was highly likely to achieve the aims outlined in the project proposal. In general, project management had been good and tasks were completed to time and to a high standard. Project meetings achieved their aims and were useful to the partners. Transnational meetings were well organized. Staff performance across the consortium was of a high standard. All outputs had been achieved in accordance with the schedule and future milestones were expected to be met.

The evaluation of the second year aimed to assess the project in terms of five criteria: relevance, effectiveness, efficiency, impact and sustainability of the Get Mobile Project. This was done by observations of meetings, review of minutes, email traffic and interviews with key staff of the partners. All partners were asked to answer 12 written questions about these five criteria. The questionnaires were given to all participants during the final meeting in Brussels, Belgium on 12th-13th November 2013. Participants were also given an opportunity to provide additional comments on the questionnaires. Overall, the responses were very positive and all partners believed that the project had been going well. In the section below, an analysis is provided of the responses to questions.

10.2 Relevance

Question: “Does the Get Mobile Project relevantly address target group(s) needs and interests? Please write an example from the project process”. There were no opposed thoughts among partners about relevancy of the project. All partners agreed that the project relevantly addresses the target group. Partners were clear about their role and responsibilities in the project. One of the staff commented that

“The project addresses the needs we identified in the application and needs analysis. For example, for female graduates we identified a need to develop soft skills in order to improve their employability and the feedback we received showed that this was achieved.”

Another commented that

"I feel that the project does address the target groups needs and interest. For example an SME in Turkey who heard about the project has said they wish to host a trainee from abroad but does not know how to get in contact. The Get Connected Zone is an effective tool for communication between SME's and University Graduates. There are also many graduates that wish to go on placement abroad and the website will be useful in assisting them to find a placement."

Question: "Are the activities and outputs of the Get Mobile Project consistent with the overall goal and the attainment of its objectives?" Respondents felt that all activities, seminars, meetings etc. were planned to cover the main goals of the project and they were consistent with the objectives. The activities such as the Circles aimed at female graduates and the Business Briefings aimed for SMEs showed that project outcomes were attained. One person commented that

"The main output of the project which is the Get Connected Zone is consistent with the overall goal of the project. The activities carried out such as the Circles aimed at female graduates and the Business Briefings aimed for SME's were also consistent with the overall goal. They were relevant for the project outcomes as they were informative sessions on how to use the Get Connected Zone, how to find SMEs and trainees."

10.3 Effectiveness

Question: "To what extent were the Get Mobile Project objectives achieved?"

Staff felt that all the objectives had been achieved regarding the development of training materials and tools. The Get Connected Zone was set up successfully with SMEs and female graduates signing up to use it.

Question: What were the major factors influencing the achievement or non-achievement of the objectives?

The external evaluator noticed during the transnational meetings and skype calls that the most effective factors were experience and enthusiasm of the partners. Respondents agreed with this:

"The major factor in achieving our objectives was the enthusiasm and commitment of partners, in particular those delivering the Circles to female graduates".

Another factor mentioned was the collaboration of the consortium members and team work among partners and staff.

"The major factors that influenced the achievement of the objectives were good teamwork and good communication between partners. The partners kept in contact with each other throughout the project through e-mail and Skype meetings every month."

Besides these, the following factors listed below strengthened the effectiveness of the Get Mobile Project.

- Good communication
- Clear objectives
- Good contracting
- Good relationship with stakeholders
- Good support from the UK national agency

10.4 Efficiency

Question: “Were Get Mobile Project activities cost-efficient? Were the financial resources and other inputs efficiently used to achieve results?”

This is one of the key questions for an external evaluation. The question aimed at self-evaluation of personal performance, how the project used the budget, how effectively the project deployed human resources and how the consortium used their experience to manage the project and budget and if all expenses were legitimately incurred.

“We have stayed within the project budget and I believe have used the resources we had as well as possible in order to achieve results.”

“The financial resources were used efficiently to achieve the results.”

“Yes, combining the meetings with other events such as the training the trainers’ day was a great way of saving costs.”

Question: “Were objectives and related activities achieved on time?”

Financial reports indicated that the project consortium was very good at budget planning and spending appropriately. Besides the budget, it was very important to implement all work packages on time. All objectives, outputs, activities and meetings were in accordance with their scheduled agenda. All partners contributed to scheduled management meetings which helped to establish and reinforce roles and responsibilities and to monitor and review progress in relation to execution of tasks. This minimized slippage and ensured that all action points were noted and followed up.

Question: “Was the Get Mobile project implemented in the most efficient way compared to alternatives?”

For the external evaluator, this was a crucial question. All partners were experienced in both EU Lifelong Learning projects and women /entrepreneurship areas. They have had bad and good experiences gained by previous projects and lessons learnt and therefore able to provide sound guidance.

From the answers of questionnaires, it is evident that the Get Mobile project implemented all its objectives in a most efficient way compared to alternatives. All

steps of work were simple, time-limited and task-oriented even though each project had their own achievements and implementation. This project was implemented in the most efficient way with regard to the timetable as noted by a partner who said that

“In some work packages we were able to deliver/start activity ahead of schedule in order to optimize the time we had which has helped to achieve good results”.

10.5 Impact

Question: “What has happened as a result of the Get Mobile project in your country?”

All partners shared their result and outcomes from the perspective of their own country. Benefits derived from the partnership were fairly distributed among all partners. Mostly they focused on the Get Connected Zone. They also mentioned before-after impact of Circles. They said the new graduates now think about working abroad and/or SMEs demand international interns. Finally, it can be said that the Get Mobile Project had several impacts on the spirit of working abroad/hiring someone from abroad, mobility opportunities, empowerment and the idea of internship conditions of learners. The project increased participants' social skills, social media relationship and network skills. In general, the project increased awareness of the LLP Programme among the partner countries. The following comments were made by partners:

Inova Consultancy Ltd: *We have been able to promote the opportunities offered to both graduates and SMEs through European Mobility and have had significant interest from local organisations and partners in finding out more. We hope longer term that we can see some of these organisations putting the knowledge we have given them into practice!*

CLP: *As a result of working on Get Mobile we have created a graduate-focused website and matching platform for international placements for graduates*

Pentas: *As a result of the Get Mobile Project in Turkey we have carried out Business Briefing sessions where we have talked about the project and the Get Connected Zone to SMEs. We have published the Business Briefing handbook and other promotional material. SMEs have become members of the Get Connected Zone, where they may be able to find female graduate trainees from abroad to host at their businesses.*

VHTO: *Facilitating the circles resulted in improving the knowledge of VHTO on the current situation related to the Dutch and European labour market. The graduates gave an insight in the difficult transition from university to labour market. Thus providing VHTO with more up to date knowledge and will result in us being more able to advice universities on how to train their graduates and prepare their students for the challenging labour market situation of today. Furthermore VHTO was able to expand the network of alumni-groups and alumni-officers of the universities.*

Inova Consultancy Ltd: *At Inova thanks to the experience we acquired through the project we are now working in partnership with Sheffield College in a Leonardo Mobility programme. We can now put into practice what we have learned with regard to companies' needs. Also we will be able to continue to deliver the Get Mobile Circles methodology to the new learners from Sheffield College which is a very exciting thing with regard to the project's sustainability.*

Formatted: Font: (Default) Arial, 12 pt, Not Bold

Question: “What real difference has the activity made to the learners?”

According to the responses of the partners to this question, the project increased the knowledge and interest about mobility opportunities of interns and SMEs. It broke the shell around their ideas about working/hiring from abroad.

Question: “How successful have your dissemination activities been and how have you involved all stakeholders?”

In general dissemination activities have been successful. The stakeholders have had interest and support from key organizations and partners helped to promote the project. There were challenges to get the interest of SMEs:

“The main challenge has been to get local SMEs to understand the real benefits they can gain from hosting an intern from abroad as many felt that they would not be able to participate due to the staff and time resources needed. We would have liked to have seen more SMEs sign up to the Get Connected Zone but this was a real barrier for many local businesses.”

The Final Conference was very successful in involving key stakeholders from around Europe, including key policy makers from the Commission. They were able to link with the European Employment Forum to deliver the conference and really maximized dissemination through the event and had a lot of positive feedback.

10.6 Sustainability

Question: “How do you plan to sustain the results of the Get Mobile project after the funding period?”

Sustainability is one of the other key criteria to evaluate project achievement and all partners had ideas about what will be done after the funding period. These are outlined in the Business Plan produced by the partnership. The Circles and Get Connected Zone will continue after the funded period and partners will continue to organize seminars, meetings and other services related with the Get Mobile Project using their own resources and staff. The website will continue after project funding has terminated.

Question: “What will be the major factors influencing the sustainability of the Get Mobile Project (what challenges will there be to achieve the results in the sustainability plan)?”

In our role as an external evaluator, (also being a coordinator and/or partner of other LLP projects) we can provide advice to the project coordinator and other partners on this. The major factors for the sustainability are listed below,

- A well-planned and long-term dissemination map after project funding finishes
- Responsibility sharing
- Resources (financial and staff)

and we can add a specific point here, a long-term funding for ***Get Connected Zone platform as it is the core of the Get Mobile Project.***

After analyzing all responses including ideas, feedback and suggestions we can say that the project is a very successful project implemented by the Get Mobile Project Consortium. During the interim and final external evaluation process eight people gave responses to the questionnaires and they were totally satisfied with what they have done within the framework of the Get Mobile Project.

11. CONCLUSIONS

The project adopted the following five principles:

1. Increase the mobility of female graduates as European/global interns
2. Increase women employment in the business field
3. Maximize active participation
4. Enable independence and choice
5. Learn through experience sharing and living

The external evaluation concluded that the Get Mobile Project has been successful and has achieved the aims outlined in the project proposal and has adhered to the above principles. All outputs were prepared to a high standard and in accordance with the schedule outlined in the proposal and minor delays did not affect the successful implementation of the project. Multiple channels of communication and effective systems and processes established by the project facilitated the development and adherence to the project plan. Furthermore, it assisted rapid trouble-shooting, sharing of knowledge and good practice, and promoted active collaboration and a team spirit.

The project consortium developed specific and unique mentoring Circles, a Business Handbook and an interactive website, the Get Connected Zone. The following activities were held: four transnational meetings; two Training the Trainers workshops; a final conference to disseminate findings; 2 pilot Get Mobile Circles in UK, NL & IS; eight briefing sessions and several individual meetings to promote the Business Handbook with around 70 organisations attending the sessions.

The project consortium believed that participants had a right to fully participate in mobility and guidance programs and courses. Hence it actively created conditions whereby women could complete training and operate in the labour market. The blended learning approach which combined face-to-face and online based access to knowledge and training developed by the Get Mobile project was particularly suitable

for the target groups. The flexibility it provided enabled female graduates and SME owners to access the project's resources in a way that fitted in with their own time-constraints. Such flexibility will contribute to the sustainability of the project's outputs and enhance its impact.

The following added values were provided by the project:

- Enhance visibility of the partner organizations and institutions for women intern job opportunities.
- Encourage personal development of women through opportunities for career advancement.
- Improve skills through access to a practical meetings, round tables, workshops and field work.
- Improve intern women's career perspectives.
- Promote concept of self-determination and empowerment for women.
- Improve placement of women participants in the network.
- Increase positive attitudes on target groups/sectors. These are;
 - *Knowledge change*: Business women/intern participants became more aware of self-employment activities. They understood their responsibilities and tried to manage their own business mobility.
 - *Behavior change*: The project created a high level of sensitivity toward the understanding of female mobility opportunities. The project increased understanding of the participation of women in business. Behavior change and knowledge of possible solutions to women business mobility problems have become part of social and vocational life.

The project has been successful in establishing the basis for identifying and connecting unemployed and underemployed female graduates interested in a placement abroad with SMEs who are able to or interested in hosting such placements. This initiative is an ideal opportunity to continue consortium partners' commitment and support of women and the community and indeed partners are happy to work together on further projects. The active involvement and community support for the program will facilitate sustainability in the long run. Hence, the scheme is not only of mutual benefit to two groups but more widely has created networks and demonstrated that there is interest within European countries among female graduates, SMEs, the public sector, intermediary and voluntary agencies to enhance mobility between countries and businesses which will promote inter-country collaboration, improve economic outcomes and contribute to female empowerment and emancipation.

APPENDIX: PROJECT ACTIVITIES AND ACHIEVEMENTS

The role of the partners in the project partnership is for most partners involved very clear, as is reflected in the collected feedback from each partner, related to each work package. The different work packages (WPs) were revised after the kick-off meeting, and defined the involvement of the different partners in the various WPs as follows:

Title of Work Package	Leader/ Involved Partners	Actions/Tasks (✓/ X)
WP1 Project and Consortium Management	PO/All	<ul style="list-style-type: none"> • Official Contracts ✓ • Roles of partners for all WPs ✓ • Re-creation of working program when it becomes necessary ✓ • Budget Planning and proof of payments ✓ • Transnational and online meetings ✓ • Evaluation of activities/WPs ✓ • Reports ✓
WP2 Need Analysis of female graduates in BS	UK/NL/IS	<p>Desk research on following items:</p> <ul style="list-style-type: none"> • Define the needs of un/under employed female graduates in BS ✓ • Find out number of Male/female graduates in target countries ✓ • Find out number of Male/female graduates in overall countries ✓ • Guidelines ✓ • Report ✓
WP3 Need Analysis of SMEs and Micro businesses	UK/NL/IS	<p>Desk research on following items:</p> <ul style="list-style-type: none"> • Define the needs SMEs and Microbusinesses ✓ • Background Information About SMEs and Microbusinesses by Country and Region ✓ • National and Regional Figures on numbers of SMEs/ Microbusinesses involved in mobility programmes ✓ • Support Currently available for SMEs wanting to take on a placement student/currently hosting a placement ✓ • Gaps identified in the provision of support for SMEs (based on desk research) ✓ • Training/learning needs identified by SMEs hosting a placement/interested in

		<p>hosting a placement (from focus group findings) ✓</p> <ul style="list-style-type: none"> • Useful resources for SMEs wanting to find out more about mobility programmes/opportunities to host a placement etc. ✓ • Guidelines ✓ • Report ✓
WP4 Business Handbook	CLP/All	<ul style="list-style-type: none"> • Data and content gathering ✓ • Preparation of draft ✓ • Feedback from all ✓ • Final Version ✓ • Translations ✓ • Report ✓
WP5 Placement Preparation Circles	NL/IS/EL/IT	<ul style="list-style-type: none"> • Content of Circles ✓ • Development of Training Pack & Learners' Pack ✓ • Training of Trainers ✓ • 1.phase of Circles ✓ • 2.phase of Circles ✓ • Dissemination and valorization of Circles ✓ • Evaluation ✓
WP6 Get Connected Zone	P5	<ul style="list-style-type: none"> • Creation of platform under website ✓ • Number of registered people and organization/companies ✓ • Promoting GCZ among partners countries and possible users ✓
WP7 Quality and Evaluation	P4/All	<ul style="list-style-type: none"> • Evaluation Plan ✓ • Monthly reports ✓ • Interim/Final Report ✓ • Questionnaires ✓ • Interviews ✓ • Observation, Participation to Transnational and Online Meetings ✓
WP8 Dissemination	All	<ul style="list-style-type: none"> • Draw a dissemination plan ✓ • Prepare and print materials ✓ • Organize activities ✓ • Participate international events ✓ • Website ✓ • Youtube channel and other social media tools ✓

