

## FINAL EVALUATION REPORT



# “BIOTRANSF-Transfer of Methodology for Training about Bio-Mass Production and its Implementation”

## 2010-1-ES1-LEO05-21204



Developed by:



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## EXECUTIVE SUMMARY

The project BIOTRANSF: Transfer of Methodology for Training about Bio-mass Production and its implementation 2010-1-ES1-LEO05-21204 in the context of the call for proposals 2010 — EAC/41/09 Lifelong Learning Programme (LLP) (2009/C 247/09) belonging to Lifelong Learning Programme 2007-2013 of EACEA. The project focuses on the enhancement and innovation of training within the environmental sector, especially for professional women.

This project has a total budget of € 211.619 and is divided into seven main activities:

1. Coordination and management of the project
2. Promotion and dissemination
3. Setting up contents and methodology.
4. Development of a pilot test:
5. Adaptation the materials to be transferred:

The following partners are in charge of the implementation of the activities during two years of project implementation:

**Table 1: Partner's legal status**

<b>Partner</b>	<b>Organization</b>	<b>Legal status</b>	<b>Country</b>
Coordinator	APROEMA	Professional association	ES
Partner 1	BD CENTER	Private company	PL
Partner 2	EUROFORTIS	Private company	LV
Partner 3	CLICTIC	Private company	ES
Partner 4	RDA OF NORTHERN PRIMORSKA NOVA GORICA	Public entity	SI
Partner 5	EDUCATIC	Private company	PT

Source: Own elaboration

In relation to the evaluation criteria analyzed in this evaluation process, it is noteworthy that the report is final, there will be more relevant the analysis of the impact and sustainability criteria than the relevance, effectiveness and efficiency criteria.

The analysis of the different evaluation criteria shows the following:

- As regards the relevance, the nature and composition of the partnership established for the implementation of the project is consistent with the activities and expected results. The existence of diagnoses related to the theme of the project shows clearly the relevance of the project in the countries in which it is implemented. The qualification of project staff is considered adequate for the activities to develop; most of them come from the fields of vocational training and ICT with experience in the implementation of European projects.
- With regard to effectiveness, the objectives of the project has been fully implemented, however, the project have reached those proposed for the first phase.
- As regards efficiency, the activities foreseen in the project have not changed significantly. There are slight adjustments in some of them with no alterations in the budget or objectives. The project partners have made small transfers of funds among budget headings, with no relevance for the execution of the project. Regarding implementation schedule, there were some delays in the development of the project that have been solved satisfactorily.

- Related to the impact of the project, it has significant impacts in the local and regional stakeholders of biomass sector that can be kept in the future.
- As the impact, the project's sustainability is significant with agreements already ready with different public and private institutions in all the participant countries. To reinforce the sustainability of the project, the partners have started the process to constitute a permanent network to keep working in the capitalization of results as well as in new renewal energy projects, so, the sustainability is guaranteed.

The recommendations given in the interim report were followed by the project partners, so, as recommendations to implement for future projects we can point the following:

- The number of meetings was considerably high, both face to face and online meetings. Despite this fact, it will be useful to have online meetings more often.
- In terms of visibility, this assessment confirmed that both reports and internal documents follow the rules of visibility of the European Commission, as is the placement of logos and the corresponding phrases as set by management guide program. Despite this, and to give greater impact to the project activities, it is suggested to keep working on the capitalization and exploitation of results even after the end of the project and look for financial resources to keep working on this issue.
- Increase the renewal energy specialised local support in some countries, although they have contact local stakeholders related to biomass energy, these local stakeholders did not get involved as much as it was foreseen. The recommendation is to improve the strategies foreseen to involve fully the local agents in relation with the sector.
- As regards the economic aspects, and for future projects, it is needed to have greater control by the coordinating partner with the expenditure incurred by the other partners, to achieve this objective, it will be useful that the partners submit financial reports every three or six months to the coordinator in order to carry out continuous monitoring of financial performance, so, at the end of the project the elaboration of financial reports will be easier.

## 1. INTRODUCTION.

### 1.1. Evaluation Background.

The organization EDUCATIC is member of the partnership that manage the project BIOTRANSF: Transfer of Methodology for Training about Bio-mass Production and its implementation 2010-1-ES1-LEO05-21204 in the context of the call for proposals 2010 — EAC/41/09 Lifelong Learning Programme (LLP) (2009/C 247/09) belonging to Lifelong Learning Programme 2007-2013 of EACEA. The project focuses on the enhancement and innovation of training within the environmental sector, especially for professional women.

Among the activities foreseen in the framework of the project is also the Intermediate and Final External Evaluation, for which the organization EDUCATIC FORMAÇÃO hired the company Devalar according to the proposal of services agreed between both institutions.

To develop the project, BIOTRANSF partnership has the following organizations, from 5 different countries as members:

Table 2: Partner's legal status

Partner	Organization	Legal status	Country
Coordinator	APROEMA	Professional association	ES
Partner 1	BD CENTER	Private company	PL
Partner 2	EUROFORTIS	Private company	LV
Partner 3	CLICTIC	Private company	ES
Partner 4	RDA OF NORTHERN PRIMORSKA NOVA GORICA	Public entity	SI
Partner 5	EDUCATIC	Private company	PT

Source: Own elaboration

The activities to be implemented by the partnership are the following:

#### 1. Coordination and management of the project

- 1.1. Financial management of the project.
- 1.2. Administrative management of the project.
- 1.3. Elaboration of technical and financial reports.
- 1.4. External evaluation of the project.

#### 2. Promotion and dissemination

- 2.1. Organization of a public Seminar to present the project.
- 2.2. Organization of two final public seminars to capitalize the results.
- 2.3. Development of the project website.
- 2.4. Set up of contacts with associations and public entities to promote and capitalize the results of the project.
- 2.5. Edit information material for dissemination.

#### 3. Setting up contents and methodology.

- 3.1. Organization of a meeting between partners to discuss how to transfer the methodology and contents of the course.
- 3.2. Elaboration of a draft Guide about the methodology transfer.
- 3.3. Consulting of each partner on-line about the draft Guide.
- 3.4. Elaboration of a final Guide to transfer methodology and contents.

#### **4. Adaptation the materials to be transferred:**

- 4.1. Adapt the methodology and contents of the course to each partner's situation and needs.
- 4.2. Translation of the contents to the language of each partner.
- 4.3. Developing a training on-line platform with all the contents in partner's languages.

#### **5. Development of a pilot test:**

- 5.1. Recruitment of the training officers responsible for the pilot tests.
- 5.2. Implementation of a pilot test in 4 countries (Slovenia, Latvia, Poland and Portugal)
- 5.3. Checking of the results of the pilot tests and elaboration a descriptive report.
- 5.4. Adapt the contents and the implementation of the training action according to the result of the pilot tests.

The partnership has a budget of 211.619€, for the implementation of the project during 24 months.

### **1.2. Objectives and results of the evaluation.**

In accordance with the provisions of the proposed services which regulates the terms of this evaluation, the aim of service provided by Devalar is the development of the assessment of objectives and results through the analysis of criteria and indicators, based on the assessment criteria required by the European Commission (Relevance, Effectiveness, Efficiency, Impact and Sustainability). For that reason, the evaluation was planned from a qualitative approach. Its purpose is to evaluate the criteria mentioned above, proposing useful elements and recommendations to improve development of the activities and the overall quality of the project and future projects.

The criteria which the conclusions and recommendations of the evaluation process are based, are focused on support the objectives and priorities established under Lifelong Learning Programme of the European Commission. In order to verify that the actions defined are contributing to the overall objective of the project, and to how they are achieving these objectives.

In this sense, the evaluation analyzes the actions, practices and elements that have been taken during the implementation of the project, identifying good practices, strengths and limitations to establish appropriate recommendations and conclusions.

The specific objectives defined for the evaluation are the following:

- Design of the evaluation work plan and presentation to the partnership of the project: the criteria for evaluation of objectives (effectiveness) of results and of impact of the proposed indicators based on the specific project objectives and based on the results and impact project evaluated. Participation in a meeting with project coordinator celebrated in Vigo in November 2010.
- Starting the process of data collection and compilation of information and documentation from the project. Participation in all the meetings face to face and online held during the project lifecycle.
- Preparation of interim and final reports these deliveries in parallel to interim and final project reports that need to be developed by the project applicant to present to the National Agency.

### 1.3. Methodology

The methodology for external evaluation of the project has aimed at obtaining relevant information to verify and evaluate the results obtained and the degree of achievement of the objectives initially formulated.

The recommendations and conclusions of the evaluation process are born from the indicators and the criteria analysis. As basic criteria, the standard project evaluation method will be used (Effectiveness, Efficiency, Impact, Viability and Pertinence) complemented with the transversal evaluation indicators (gender and environment). The indicators will be established taking into account the project formulation document as well as the implementation and the continued monitoring of the project.

This final evaluation has focused on the analysis of all criteria. Impact and sustainability criteria will be measured better in detail, because at this stage of the project is the right stage to identify impacts or actions for the future sustainability.

The evaluation developed has a double nature: descriptive and analytical. Also, during the evaluation process quantitative and qualitative investigation techniques were used, with the aim of intending to capture aspects of the reality where the project has intervened, referring to descriptions of the activities, perceptions or processes and declarations which provide information.

In this way, for the Collection of information different techniques were applied in order to collect data from a double way:

- **Primary Data** generated from the application of specific data gathering techniques and directed towards the realization of external evaluation of objects and results. The techniques used to collect data will be: in-depth semi-structured interviews, direct observation.
- **Secondary Data**, collected from the documentation produced for the Project and documentation external to the project.

## 1.4. Description of the evaluation work developed.

The evaluation work developed has been structured in the following phases:

**Table 3: Assessment Schedule**

PHASE	DURATION	ACTIVITIES
<b>Documental Revision – Interim Report</b>	November 15 <sup>th</sup> , 2010 to May 1 <sup>st</sup> , 2011	<ul style="list-style-type: none"> <li>- Definition of indicators: development of an indicator system whose function is intended to facilitate the work of gathering data and information.</li> <li>- Documentary Review - Consultation on secondary sources: normative documentation on the legal context and reports generated during the execution of the project, analysis of all the documentation collected</li> <li>- Preparation and design of the Tools for data collection.</li> </ul>
<b>Data Collection – Interim Report</b>	May 1 <sup>st</sup> , 2011 to September 30 <sup>th</sup> , 2011	<ul style="list-style-type: none"> <li>- Identification of key agents, development of interviews with these informants.</li> </ul>
<b>Development of Interim evaluation report</b>	September 1 <sup>st</sup> , 2011 to October 30 <sup>th</sup> , 2011	<ul style="list-style-type: none"> <li>- Data analysis to determine the relevance of the objectives, the degree of implementation, efficiency, effectiveness, impact and sustainability of the proposal.</li> <li>- Drafting of the evaluation report. The conclusions of the assessment process have been defined, as far as possible, as recommendations, so they can be integrated based on the mechanisms of decision making in the implementation of the project and to redirect any deviations than can be produced within the implementation.</li> </ul>
<b>Documental Revision – Final Report</b>	1 <sup>st</sup> of January 2012 to 15 of September 2012	<ul style="list-style-type: none"> <li>- Documentary Review - Consultation on secondary sources: normative documentation on the legal context and reports generated during the execution of the project, analysis of all the documentation collected</li> <li>- Preparation of the Tools for data collection.</li> </ul>
<b>Data Collection – Final Report</b>	1 <sup>st</sup> of March 2012 to 15 of September 2012	<ul style="list-style-type: none"> <li>- Development of in deep interviews and participative session.</li> </ul>
<b>Development of Final evaluation report</b>	15 <sup>th</sup> of August 2012 to 30 <sup>th</sup> of September 2012	<ul style="list-style-type: none"> <li>- Data analysis to determine the relevance of the objectives, the degree of implementation, efficiency, effectiveness, impact and sustainability of the proposal.</li> <li>- Drafting of the evaluation report. The conclusions of the assessment process have been defined, as far as possible, as recommendations, so they can be used in future projects.</li> </ul>

Source: Own development

The interviewed people were the following:

**Table 4: Relation of people interviewed during the evaluation process**

<b>Name</b>	<b>Organization</b>	<b>Date of the Interview – Interim Report</b>	<b>Date of the Interview –Final Report</b>
Sara Domínguez	Manager of APROEMA	21.09.2011	11.09.2012
Magdalena Malinowska	Director of BD Center	02.06.2011	11.09.2012
Adela Sediva	Director of EUROFORTIS	02.06.2011	11.09.2012
Miguel Caneda	Project coordinator of CLICTIC	01.09.2011	11.09.2012
Jasmina Nikic	Project coordinator RDA	01.06.2011	
Greti Todorovic	Project officer RDA		11.09.2012
Brais Blanco	Project coordinator EDUCATIC	05.09.2011	11.09.2012

Source: Own development

### **1.5. Structure of Report**

The evaluation report is structured into the following parts:

- Executive Summary which summarizes the main lines of the evaluation report;
- Introduction to the background, objectives and methodology of the evaluation, which describes the project and the evaluation methodology and schedule applied in the interim evaluation of the project;
- Analysis of the evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability);
- Conclusions and Recommendations;
- Annexes.

## 2. EVALUATION CRITERIA

### 2.1. Relevance / Pertinence

Within relevance have been discussed several key issues for setting the level of relationships to the project objectives with identified needs and capacities of partner organizations. A brief description of the partners is presented in the table below:

**Table 5: Description of partners**

<b>ORGANIZATION</b>	<b>DESCRIPTION</b>
<b>APROEMA</b>	<p>APROEMA is a non profit professional association created in 1997. Its members are companies involved in the environmental sector in Galicia promoting business management committed to the protection of environment. Its main objectives are:</p> <ul style="list-style-type: none"> <li>– Create a forum of opinion between professionals and companies linked with the protection and improvement of the environment.</li> <li>– Spread and promote activities, products or services from the association members.</li> <li>– Formulate, implant, inform and support the introduction of the environmental variable in the private companies.</li> <li>– Cooperate with the public administrations in the performances of promotion of the activities of protection and improvement of the environment</li> <li>– Study and protection of the nature and environment.</li> </ul>
<b>BD CENTER</b>	<p>BD CENTER is a private company whose main mission is to promote equality of women and men, promote new technologies among women, and promote entrepreneurship among women and to promote disabled people and other disadvantage groups on the open labour market. The main activities developed by BD Center are: labour market research, training, publishing and organization of conferences and seminars.</p>
<b>EUROFORTIS</b>	<p>Eurofortis SIA is a Czech-Latvian private educational and consultation centre based in Riga, the capital of Latvia. Its main activities are focused on the provision of innovative solutions to schools and enterprises. The enterprise products are primarily aimed at self-evaluation of a diverse nature, from complex solutions to small software tools.</p>
<b>CLICTIC</b>	<p>CLICTIC is a private company of outsourcing mainly in the field of the consulting, training and telemarketing, loaning services and supplying products of quality, adapted in each moment to the specific and concrete needs of its costumers.</p>
<b>RDA NOTHERN PRIMORSKA</b>	<p>Regional development agency of Northern Primorska Ltd Nova Gorica is a public entity that has been established in order to unite all local, regional and national potentials and to implement development projects financed with national and international resources. Its main task is to identify the needs in economic and social environment and to stimulate regional development, including trough the improvement of regional labour market.</p>
<b>EDUCATIC</b>	<p>EDUCATIC is a private company registered in Porto (Portugal). It centralizes its</p>

	activity in computer nets (as Cisco Systems, catering certifications CCNA and CCNP), in Microsoft systems (MSCE and MSCD) and in Java programming (Advanced Master in Java Programming of Sun Microsystems). The training in TIC complements the leading activities of the company based on the fundamental formulation (flexibility + innovation + update) and guaranteed by the quality rule ISO 9001:2001.
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Source: Own development

As it can be seen in the table above, both the nature and composition of the partnership as well as the type of network established for the implementation of the project is consistent with the activities and expected results of the project. All organizations have their staff technicians as in the field of professional and vocational training as well as project management, so they are qualified to develop activities under the project.

Previous experience in LLP projects as coordinators and as partners confirms the corporate capacity of organizations alliance to develop the project.

**Table 6: Partner's experience**

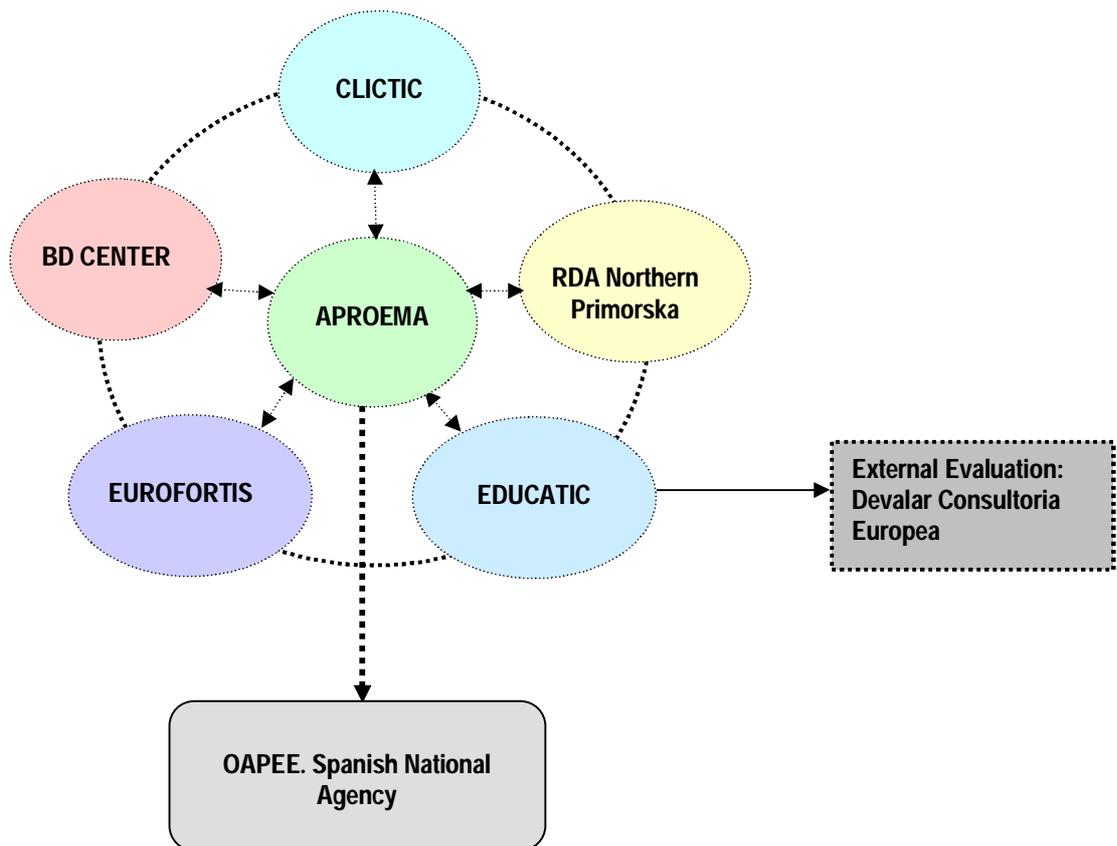
<b>ORGANIZATION</b>	<b>PROJECTS</b>
<b>APROEMA</b>	Despite APROEMA has not participate in European projects, APROEMA has experience in the development of Training Complementary Actions financed by ESF.
<b>BD CENTER</b>	BD CENTER has a large experience in the development of European projects. An example of these project is: 2010: LdV TOI: Room Nurse Key. Project Number: 2010-1-FR1-LEO05-14485 2009 Grundtvig partnership: Adults Learn in Family. Project Number: 2009-1-IT2-GRU06-064515 2009 LdV Partnership: Motivation and Discipline in Schools. Project Number: 2009-1-ES1- LEO04-09683 6 2009 LdV TOI : VALODI Project Number TOI 2009-1-F11-LEO05-01589 2009 LLP LdV TOI RURWOMBACK. Project Number 009-RT1-LEO05-08660 2008: LdV TOI: OULEAS. Project number: 2008-BE2-06 2008: LdV TOI: Com. Cross Border Emergencies. Project Number: 2008-147422 2008: GRUNDTVIG: T-PICAL. Project Number: 2008-FR1-002673
<b>EUROFORTIS</b>	EUROFORTIS has a large experience in de management of European project from its creation, the main examples of European projects are: 2009: LdV. PROMACO. Project Number: 2009-4140/001-001 2009: LdV. VALODI. Project Number: 2009-1-F11-leo05-01589 2008: LdV: TI-SAETO. Project Number: 2008-1-TR1-LEO05-03171 2008: LdV. EUCOMEN. Project Number: 2008-1938/001-001 2007: LdV: DIDACTICOOP. Project Number: ES 2007-1975/001-002. 2007: LdV TOI: PRACTICE. Project Number: ES/07/LLP-LdV/TOI/149060
<b>CLICTIC</b>	CLICTIC has no experience in European projects; BIOTRANSF is the first European project that CLICTIC has participated.
<b>RDA North Primorska</b>	RDA has a good experience in the management of European Funds, they were in charge of the management of Leader + programme and also from the following projects: 2005: FP6-ETI-CT-2005. Bringing ACC/SME. Project Number: 023372/05 2005: FP6-2005-RTD-OMC. EUROPEERRDA. Project Number: 043003/06 2008: LdV Partnerships. PEATT-VET. Project Number_ 2008-5611 2008: LdV Mobility: Better competences of Employees in tourism – higher quality of tourist services. Project Number: 2008-6237/1
<b>EDUCATIC</b>	As young entrepreneurs, EDUCATIC has not participated in European projects other than BIOTRANSF.

Source: Own development

Similarly, the qualification of project staff is considered adequate for the activities they have to develop, most come from the field of vocational training, ICT (in the concrete case of CLICTIC) and project management with experience in the implementation of European projects in different subjects. The total number of people who are part of the equipment in the three countries is 18 people. Regarding gender distribution, the number of women is higher than men, being the number of women 13 and men 5. From this number of staff, all of them have higher education in different subjects: IT, economics, law and industrial engineering.

The type of the network is based on a coordination of APROEMA and the active participation of the rest of the partners

Gráfico 1: BIOTRANSF network



Source: Own Development

The Existence of Diagnoses related to the field of the project reiterates the relevance of the project in the countries in which it is implemented. In Spain the study: "Evaluation 360º: professional training for human resources working in environmental management sector" serves as a basis for the development of the transfer in the project.

In relation with the complementarities with other actions implemented in the same geographical area and in the same field, In Poland, although energy renewable is in the political agenda, it is not enough promoted, there are no significant projects that are implementing in the field of biomass. There is a lack of information on this issue so it can be done more in the field of renewal energy, especially because one of the most used combustible is coal and there is not a public issue jet.

In Slovenia is connected with the legislation. The renewal energy has a high level of importance in the political agenda. Biotransf project is one step more in the way to renewable energy; it was complement to the activities of Local Energy Agency (GOLEA). GOLEA was involved directly in BIOTRANSF project,

and besides this action, they have developed actions in the field of renewal energies such as: MED project MARIE for energy efficiency of buildings, Cross border Cooperation Programme Italy-Slovenia 2007-2013, Energy Villab project, which objective is to create favourable conditions for introducing sustainable and shared energy policies, that help reduce pollution, improve energy efficiency and increase the appeal of Italian and Slovenian areas. BIOTRANSF project complement with renewal energies

In Portugal, biomass is the third energy in the country and it is in the political agenda, especially in this crisis time, for that reason there were a lot of participants interested in the course, as well as public authorities. Despite is in the political agenda, there are no significant actions implementing in the area that can complement to BIOTRANSF project.

In Latvia, the renewal energy it is exporting, specially wind energy, biomass is not as important as wind, so the project has improved the public knowledge about biomass energy.

In Spain, they identify a problem with the training in Biomass in the different public meetings that they held, because in Galicia, there is the problem of forest fire, the representatives of municipalities that have participated in those meetings express their worries about the management of biomass areas, with this type of project it will be the opportunity of right management of biomass.

The objectives and the work packages of the project proposals have correspondence, as well as the results and activities foreseen, in this way, the initial planning of the project was correct.

## 2.2. Effectiveness.

The effectiveness measures the degree of achievement of specific objectives of the project. The objectives of the project application have been fully implemented at the end of the project. The global degree of implementation is 100%. Following is a table of planned activities and the level of implementation:

**Table 7: Effectiveness of BIOTRANSF project**

ACTIVITY	INVOLVED PARTNERS	% OF IMPLEMENTATION
<b>1. Coordination and management of the project</b>		
1.1. Financial management of the project.	All partners	100%
1.2. Administrative management of the project.	All partners	100%
1.3. Elaboration of technical and financial reports.	All partners	100%
1.4. External evaluation of the project.	EDUCATIC	100%
<b>2. Promotion and dissemination</b>		
2.1. Organization of a public Seminar to present the project.	APROEMA	100%
2.2. Development of the project website.	All partners leaded by CLICTIC	100%
2.3. Set up of 5 capitalization meetings with associations and public entities to promote and capitalize the results of the project.	All partners	220%
2.4. Organization of two I public seminars to capitalize the results.	EUROFORTIS and BD CENTER	100%
2.5. Edit information material for dissemination.	All partners	100%
<b>3. Setting up contents and methodology.</b>		
3.1. Organization of a meeting between partners to discuss how to transfer the methodology and contents of the course.	All Partners leaded by RDA NORTH PRIMORSKA	100%
3.2. Elaboration of a draft Guide about the methodology transfer.	All Partners leaded by RDA NORTH PRIMORSKA	100%
3.3. Consulting of each partner on-line about the draft Guide.	All Partners leaded by RDA NORTH PRIMORSKA	100%
3.4. Elaboration of a final Guide to transfer methodology and contents.	All Partners leaded by RDA NORTH PRIMORSKA	100%

Source: Own development

**Table 8: Effectiveness of BIOTRANSF project**

ACTIVITY	INVOLVED PARTNERS	% OF IMPLEMENTATION
<b>4. Adaptation the materials to be transferred:</b>		
4.1. Adapt the methodology and contents of the course to each partner's situation and needs.	All partners leaded by CLICTIC	100%
4.2. Translation of the contents to the language of each partner.	All partners leaded by CLICTIC	100%
4.3. Developing a training on-line platform with all the contents in partner's languages.	All partners leaded by CLICTIC	100%
<b>5. Development of a pilot test:</b>		
5.1. Recruitment of the training officers responsible for the pilot tests.	All partners leaded by EUROFORTIS and BD Center	100%
5.2. Implementation of a pilot test in 4 countries (Slovenia, Latvia, Poland and Portugal)	All partners leaded by EUROFORTIS and BD Center	100%
5.3. Checking of the results of the pilot tests and elaboration a descriptive report.	All partners leaded by EUROFORTIS and BD Center	100%
5.4. Adapt the contents and the implementation of the training action according to the result of the pilot tests.	All partners leaded by EUROFORTIS and BD Center	100%

Source: Own development

The degree of effectiveness achieved is remarkably high considering that all the activities were implemented in the framework of the project. The dissemination activities were more than it was initially foreseen. In this sense, in Latvia and Poland was developed three dissemination events. In Spain there were also three events developed and there were different meetings with public authorities. In Slovenia, the impact of the final seminar was very high with the presence of the national television as well as local and regional radios.

Despite the different working patterns of the various partners, the ability of the network to share information and experiences is high. The key informants interviewed highlight the fluent communication through face to face and online meetings. The communications were by e-mail or phone, so it could build on existing online tools to improve coordination and exchange of experiences and documents. This ability to share information, experiences is reflected in the improvement of previously existing methodology for the study, improving the scope of the project's overall objective.

The number of direct beneficiaries of the project was 307 who participate in the pilot courses as well as in the dissemination activities and the indirect beneficiaries that could reach the project were 26.902, from the website and also from different events and publication in the media.

In the same way, the visits to the project website during the project lifecycle were 19.633, the visits to EUROFORTIS website part of BIOTRANSF were 3.769.

The partnership has demonstrated a high capacity to share methodologies and to work as a team in the definition of different the documents for the project. A clear example is the questionnaires (quantitative and qualitative) designed for the assessment of the pilot training as well as the structure of the pilot course evaluation report. The exchanged documents among the partners at internal level were the following:

- Management handbook;
- Work plan activities;

- Draft of Transfer methodology;
- Final version of transfer methodology;
- Didactic methodology;
- Minutes of the Kick-off meeting held in Vigo;
- Minutes of the three online meetings;
- Minutes of the coordination meeting held in Riga;
- Minutes of the coordination meeting held in Krakow.
- Minutes of the coordination meeting held in Nova Gorica.
- Contents of biomass course in English.
- Qualitative and quantitative questionnaire for the evaluation of pilot training.
- Motivation questionnaire for future participants in the biomass course.
- Evaluation reports of pilot course.
- Updates of the training tool.
- Final external evaluation report.

The number of dissemination materials foreseen the expectations of the candidature, the main materials were the following:

- Leaflets
- Posters
- Ecological bags

### **2.3. Efficiency It is needed the final certification of costs to measure this criteria.**

Analyzing the efficiency, it will be identified deviations between the initially estimated in the candidature of the project and finally implemented. It will be analyze whether the results have been obtained from the least costly way possible, both in financial terms and in time, human resources, etc.

The detailed analysis of efficiency in the implementation of the activities is carried out based on two main indicators: the first refers to the comparison of the differences between planned and implemented activities. The second will show the degree of delay in the activities of the project.

Regarding the compliance with the estimated implementation schedule, there are no significant changes; the planned activities in the application form are the activities currently implemented. There are slight changes in some of them, for example, in the website that was delayed but now is already working.

Transfers have been made between budget headings, adjusting some items in order to redistribute some resources from the travel budget to other costs or personnel costs, as it was not foreseen to spend all amount allocated in travel and subsistence costs. The concrete changes among budget headings did not exceed the 10% between headings. They were the following:

- **Partner 1:** APROEMA: It have moved 397€ from personnel to other costs in order to fulfil bank costs of international transfers for the rest of the partners.
- **Partner 2: BD Center:** 1.542€ from travel and subsistence costs to personnel.
- **Partner 3:** EUROFORTIS: 3.387€ from travel to personnel costs (2.387€), subcontracting (600€) and other costs (400€).
- **Partner 4:** CLICTIC: 2.050€ from travel and subsistence to personnel.
- **Partner 5:** RDA: 504€ from personnel to subcontracting, 500€ from travel to subcontracting, 1.500€ from other costs to subcontracting.
- **Partner 6:** EDUCATIC: 1.980€ from travel to personnel.

As for the lag in the implementation of activities, no significant delays were occurring. As in any project, there were a few minor delays that could have been solved by shortening the implementation time. One of the examples was the website, and, in consequence, the implementation of the presentation seminar (the coordinator decided to have the website ready to present the project).

Progress in the use of resources is provided through the channels set in the candidature. To control the financial implementation by the project coordinator with the rest of the partners, it has been organized eight meetings, four face to face in Vigo, Riga, Krakow and Nova Gorica and four online meetings. One of the purposes of these meetings was to review the status of project expenditure and to check financial certification documents.

Other indicator used to measure efficiency is the technical and economic coordination among the project partners. As mentioned above under the heading of effectiveness, coordination between partners was good, and the partners participate actively in the project meetings.

With regard to coordination with the OAPEE, the co-ordinating partner is satisfied with the collaboration of the National Agency every time they have a question about the implementation and financial / administrative management of the project. The personnel from monitoring department as well as the technician of the project from Leonardo division has been visiting the leader of the project, providing with support and advice to the coordinator of the project.

As regards budget implementation, it was high achieving the 94,13% of the total amount. The budget heading with more differences between the amount justified and foreseen was the travel and subsistence costs, with a difference of 8.187,68€. By partners, the partners with more differences between executed and justified was EDUCATIC, with a difference of 2.957,04€. In the following table there is a calculation about the differences between the executed and foreseen budget:

Table 9: Efficiency of BIOTRANSF project

JUSTIFICATION BY PARTNERS													
	Staff costs executed	Staff costs foreseen	Travel executed	Travel foreseen	Subcontracting executed	Subcontracting foreseen	Other Costs Executed	Other Costs foreseen	Indirect Costs	Total justified	Total Foreseen	Diference	Percentage
<b>APROEMA</b>	27.362,86	27364	5660,01	7088			347,33	397	2000	35370,2	36799,3	1429,13	96,12%
<b>BD CENTER</b>	17.189,25	17087	4335,8	4276	4641	5100	1452	3800	2000	29618,05	32263	2644,95	91,80%
<b>EUROFORTIS</b>	14.211,76	14227	1520,57	3037	5694,31	5700	5708,58	3900	1880	29015,22	28744	-271,22	100,94%
<b>CLICTIC</b>	28.202,55	28200	3362,47	4918	6896	6900			2000	40461,02	42018	1556,98	96,29%
<b>RDA</b>	20.318,05	20301	4782,46	5600	7188,53	7304	500	500	2000	34789,04	35705	915,96	97,43%
<b>EDUCATIC</b>	17.702,95	17.730	3580,01	6510	9800	9800			2000	33082,96	36040	2957,04	91,80%
<b>TOTAL</b>	<b>124.987,42</b>	<b>124909</b>	<b>23241,3</b>	<b>31429</b>	<b>34219,84</b>	<b>34804</b>	<b>8007,91</b>	<b>8597</b>	<b>11880</b>	<b>202336,49</b>	<b>211569</b>	<b>9232,84</b>	<b>95,64%</b>

Source: Own development

## **2.4. Impact**

The analysis of the project impact has the objective of check the effects of longer-term implementation of the project.

The impact achieved by the project was the foreseen; they are opening new lines of work in the same field, proposing new projects and partnership in the field of renewal energies. It was very important the involvement of a Local Energy Agency from Slovenia (GOLEA) that has increase the ideas of the partnership for the development of new projects of waste management and solar energy.

The active participation of partners in joint actions such as the definition of methodologies and dissemination activities can have an important impact after the end of the project in the countries where the project is implemented and at European level. The fact that the products resulting from the project has a transnational nature, and are disseminated both national and European level enhances the impact of the project.

The participation in common action it was an important issue to increase the impact achieved by BIOTRANSF project in the countries where it was implemented. All the products are transnational and are in all languages of project partners that are a fact that will increase also the impact of the project.

## **2.5. Sustainability**

The analysis of the viability of the project consists of the following fundamental aspects:

Existence of agreements that allows the continuation of activities that maintain the results achieved by the project: In Latvia, there is an agreement with Latvian biomass association "LATbio" to use the final tool of biomass course in their activities. In Spain, there is an agreement with several city councils to provide them the course: Porriño and Manzaneda. It is also the training plan for partners of the Official Association of Forest Engineers. In Poland, although the project was very well disseminated through a Biomass website, they have foreseen to transfer the final tool to the biomass sector portal [www.biomasa.org.pl](http://www.biomasa.org.pl) where they can keep developing the course in the future. In Slovenia there is an agreement with GOLEA to develop this course in the future as part of its training plan. In Portugal with the Local Development Agency from Minho region and with University of Porto, so they can keep developing the course in the future.

In relation with the existence of other programs with capacity to co-finance future expansion of project activities, there is the Lifelong Learning Programme that can co-finance the extension of the network in the future. In this sense, the project foresee to present a Leonardo Partnership including more partners in order to extend the network providing a deeper European approach to the results already achieved.

The Level of commitment from project partners for the maintenance and further expansion of the project results is very high proposing new projects in the field of renewal energy as well as increasing the capitalization of results from BIOTRANSF course.

There is foreseen the creation of permanent partnership with all the partners for the development of new projects and keep working together in renewal energies and in other fields of interests..

## **2.6. Environmental / Equal Opportunities**

The external evaluation of environmental criteria and equal opportunities was added to the evaluation. In the case of the environment, the partners have raised environmental standards of project management as in the case of recycled paper, or other sustainable actions, minimize car travel particularly for field work and meetings, prioritizing public transport, implementing virtual meetings, etc.

As regards the criterion of equal opportunity, all the project partners are satisfactorily addressed with the indicators: there is gender equality in teams, in all cases the presence of women is higher than male (13 women and 5 men), it has special attention to the use of non- androcentric language, and in four organizations responsible person for the project are women and in two organizations the responsible persons are men.

## **3. CONCLUSIONS AND RECOMMENDATIONS**

The conclusions of this evaluation report highlighted the following issues:

- The project shows a high relevance because it is consistent, in general, with the needs identified in the project partner countries in the professional training within the environmental sector in the project partner countries.
- As regards the degree of fulfilment the objective of the project, the effectiveness of the project, we can say that is being successful so far. Thus, the degree of implementation of the project is high and the foreseen schedule is carrying out despite some delays in the dissemination activities.
- With regard to the efficiency achieved in the implementation of the activities, it is important to emphasize that this is high with no significant delays in its execution and keeping the limits of planned costs. The adjustments between budget headings were not higher than 10% of each one and they were communicated to the National Agency.
- Related to the impact of the project, it has significant impacts in the local and regional stakeholders of biomass sector that can be kept in the future.
- As the impact, the project's sustainability is significant with agreements already ready with different public and private institutions in all the participant countries. To reinforce the sustainability of the project, the partners have started the process to constitute a permanent network to keep working in the capitalization of results as well as in new renewal energy projects, so, the sustainability is guaranteed.

The recommendations given in the interim report were followed by the project partners, so, as recommendations to implement for future projects we can point the following:

- The number of meetings was considerably high, both face to face and online meetings. Despite this fact, it will be useful to have online meetings more often.
- In terms of visibility, this assessment confirmed that both reports and internal documents follow the rules of visibility of the European Commission, as is the placement of logos and the corresponding phrases as set by management guide program. Despite this, and to give greater impact to the project activities, it is suggested to keep working on the capitalization and

exploitation of results even after the end of the project and look for financial resources to keep working on this issue.

- Increase the renewal energy specialised local support in some countries, although they have contact local stakeholders related to biomass energy, these local stakeholders did not get involved as much as it was foreseen. The recommendation is to improve the strategies foreseen to involve fully the local agents in relation with the sector.
- As regards the economic aspects, and for future projects, it is needed to have greater control by the coordinating partner with the expenditure incurred by the other partners, to achieve this objective, it will be useful that the partners submit financial reports every three or six months to the coordinator in order to carry out continuous monitoring of financial performance, so, at the end of the project the elaboration of financial reports will be easier.

#### **4. ANNEXES**

ANNEX 1. SWOT analysis developed by the partners in a participative session in the last meeting in Slovenia

ANNEX 2: Workplan

ANNEX 3. Evaluation tables

ANNEX 4. Script of interview developed with key agents

## **ANNEX 1: SWOT ANALYSIS**

## SWOT ANALYSIS

### STRENGTHS

- ✓ Flexibility of the adapted course.
- ✓ Cooperation between the partners was good. The cooperation in the implementation of the project was very effective.
- ✓ European dimension of the project: 5 countries participating with different characteristics and translating all the contents to all languages.
- ✓ High interest of beneficiaries in the course.
- ✓ High level of dissemination in every country, increasing the visibility of the project.
- ✓ Good project management and communication between partners, mutual understanding.
- ✓ Development a wide network to develop future project with European and local partners/ contacts.
- ✓ The objectives of the project were achievable.
- ✓ Consolidation of network in every country, connection with local partners.

### WEAKNESSES

- Topic of the project: the project is focused only on biomass, it is too specific and the target audience is not very large.
- The course is not enough interactive: too much theoretical and need more interactive contents and interaction between participants. (Need to combination of face to face sessions with online classes, have videos of practical issues related to the topic to solve the lack of interaction). Not enough personal contacts between the participants and the tutors.
- Lack of resources to have a specialised local support from some partners.
- The number of meetings was not enough, need of one meeting in more for the dissemination in Portugal.
- Not all participants have finished the course.

### OPPORTUNITIES

- ✓ The choice of countries is an opportunity for future projects and for the sustainability of BIOTRANSF project.
- ✓ More countries can be involved, it will be better as much countries as possible keeping the same level quality.
- ✓ Existence of specific programmes where the partnership can apply for new project.
- ✓ Improvement of the sector business future.
- ✓ Contribution to make the countryside more sustainable environmental and economically.

### THREATS

- Lack of interest of public sector and associations. When you offer the tool for free they don't feel it as a strength, they see it as a competitor or something suspicious.
- Different legislation in each country so, it is impossible a common product, this can influence the multiplier effects in other countries of Europe.

## **ANNEX 2: WORKPLAN**



## WORK PLAN

### **External Evaluation of Leonardo Da Vinci: “BIOTRANSF-Transfer of Methodology for Training about bio- mass production and its implementation” 2010-1-ES1-LEO05-21204**

Promoted by:



Financed by:



Proposal by DEVALAR Consultoría Europea:



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## 1. BACKGROUND AND STATE OF THE ART OF THE PROJECT.

The project "BIOTRANSF-Transfer of Methodology for training about bio-mass production and its implementation" was approved in the call of 2010 within the LIFELONG LEARNING programme of the Directorate-General for Education and Culture of the European Commission. Its main goal is to enhance and innovate training within the environmental sector, especially for professional women. This project contributes to the main aim of the LEONARDO DA VINCI sub-programme.

With this goal in mind, the promoting organization, APROEMA (Asociación Profesional de Empresas Medioambientales de Galicia), has associated itself with the following organizations, creating a partnership within five different European countries:

Partner	Entity	Legal status	Country
Applicant	APROEMA	Private	ES
Partner 1	Centrum Biznesu I Rozwoju	Private	PL
Partner 2	EUROFORTIS SIA	Private	LV
Partner 3	CLICTIC S.L.	Private	ES
Partner 4	Regional Development Agency of Northern Primorska Nova Gorica	Public	SI
Partner 5	FORMAÇÃO INFORMATICA EDUCATIC-Sociedade de formação e ensino LDA.	Private	PT

To reach its goal, the summary of the projects operation is as follows:

<b>WP1: Coordination and management</b>	- The aim of the work package is the effective and the efficient implementation of the project.
<b>WP2: Promotion and dissemination</b>	- The dissemination of the project, its results and synergies, accessibility of people and entities external to the contents, state of progress and conclusions and transfer and capitalization of expected results.
<b>WP3: Setting up contents and methodology</b>	- Set up the basis for a proper transfer of contents and methods.
<b>WP4: Adaptation the materials to be transferred</b>	- Transfer the product from the coordinator to the rest of the partners. The technical partner. ICT will be used to develop the work package.
<b>WP5: Development of a pilot test</b>	- Evaluate the quality of the results involving directly the end users. For that purpose, a pilot course will be developed in the 4 countries where the product will be transferred.

## 2. Objective.

### 2.1. Objective

Technical Assistance for external evaluation of the project: "BIOTRANSF-Transfer of Methodology for training about bio-mass production and its implementation" approved in the framework of the call for proposals of 2010 of LEONARDO DA VINCI programme from the DG of Education and Culture of the European Commission.

This service aims to compile all the relevant information about the project, in order to evaluate and analyze the fulfilment of the objectives and results established in the formulation of the Project, as well as its coherence with the objectives of the LEONARDO DA VINCI programme and its rules regarding the evaluation of results.

#### LEGAL NOTE:

This work plan will comply with the technical characteristics of the project, in relation to the aims of the LEONARDO DA VINCI programme and its rules regarding coordination, monitoring and evaluation, and specifically regarding the framework and regulations established in the following documents:

- Lifelong Learning Programme (LLP) *Guide 2010*.
- LEONARDO DA VINCI Call for proposals 2010 — EAC/41/09. Official Journal C 247/13
- Contract n° 2010-1-ES1-LEO05-21204 signed between APROEMA and OAPEE (National Agency)

### 1.1 Specific Aims

1.2.1. To design and present, to the coordinating body of the project, the evaluation criteria of the goals (effectiveness), the results and the impact of the project and of the proposal of the indicators designed around the specific aims and the planned results and impact of the project.

1.2.2. To start the process of data collection the information and documentation of the project.

1.2.3. To create two reports (intermediate and final) whilst the project is being executed to observe the evolution of the project, and when finalized, to evaluate the fulfilment of results and objectives.

## 3. EVALUATION METHODOLOGY

The proposed method for the external evaluation of the Project "BIOTRANSF-Transfer of Methodology for training about bio-mass production and its implementation", promoted by the organization APROEMA, will pursue the gathering of the relevant information which will allow the organization to evaluate and check the obtained results and the extent of their fulfilment with the initial objectives, after the project has been finished.

The recommendations and conclusions of the evaluation process will come from the indicators and the criteria analysis. As basic criteria, the standard project evaluation method will be used (Effectiveness, Efficiency, Impact, Viability y Pertinence) complemented with the transversal evaluation indicators of the European Commission (gender and environment). The indicators will be established taking into account the project formulation document as well as the execution and the continued monitoring of the project.

Devalar European Consultings´ work method when evaluating European projects is characterised by:

- Using as a fundamental tool the **Logical Framework Approach (LFA)** and the **Project Cycle Management (PCM)** as they are considered especially useful when planning, managing and evaluating European projects. This methodology attempts to ensure that the interventions are coherent with the needs, the design of the solutions and their execution. Using the LFA methodology, the criteria when designing a project are: Effectiveness, Efficiency, Pertinence, Impact and Sustainability.
- **Mainstreaming: working from and with the Equal Opportunity and Gender focus** during the whole Project cycle, in all the diagnostic actions, planning, execution and diffusion and in all the thematic fields of the Project.
- Incorporating and ensuring the use of **Non andocentric and discriminatory language** in the elaboration of the internal and external documents relative to the Project, incorporating corrective measures with the aim of reducing existing inequalities and the use of a non sexist language the formulation phase and the posterior phases of the Project Management.
- **Environment** via modular formulation and sensibility plans incorporated during the execution of the Project, in selection procedures and in the production of recycled diffusion products which respect the environment.
- **Information Society**, promoting ICT both during the execution of the Project as during its diffusion.
- **Complementary** and value added nature of the proposals in relation to other local, regional, national or European public policies.
- **Multiplier effect** of the results of the projects, achieving territorial impact with the actions, methods and acquired knowledge being transferable and comparable to other contexts (**transnationality and transferability**) during their execution.
- **Bottom up Approaches (Participation)**, which attempt to ensure the implication of all the entities in a partnership as well as the inclusion of those entities which work in a similar area and which are closer to the problems and needs of the target population.
- **Multi-agent focus**, promoting and encourage the participation (bottom up approach) of public and private entities, institutions, associations, companies and civil society.
- The evaluation will have a double nature: **descriptive and analytical**. Also, during the evaluation process quantitative and qualitative investigation techniques will be used, with the aim of intending to capture aspects of the reality where the project has intervened, referring to descriptions of the activities, perceptions or processes and declarations which provide information.

In this sense, to gather information, techniques will be harmonised that capture data from two angles:

- **Primary Data generated** from the application of specific data gathering techniques and directed towards the realization of external evaluation of objects and results. The techniques used to collect data will be: in-depth semi-structured interviews, direct observation, structured group discussion and Group interviews.
- **Secondary Data**, collected from the documentation produced for the Project (local diagnostic studies, project execution reports...) and documentation external to the project (census, sociological studies that exist regarding the territory where the project will be implemented etc.)

#### 4. WORK PLAN FOR THE DEVELOPMENT OF THE EVALUATION

The proposed work plan will follow these stages:

▪ <b>Stage 0. Design of the Specific External Evaluation System for the Project</b>
---

Design of the evaluation process adapted to the project, consistent with its internal logic that allows a systematic study of the factors of sustainability of the implemented and evaluated interventions, establishing a control measure of the effectiveness and efficiency in resource management, relevance of objectives and viability of the impact of results.

The design of the evaluation system for the APROEMA seeks to complement the objectives, planned activities and the implementation schedule of the project and its monitoring system.

The analysis of data obtained will process the information with regard to the criteria, objectives and outcomes established by the project itself. Thus, the analysis and processing of data collected for the assessment will enable an assessment of the action against the following criteria:

- A. **EFFECTIVENESS**, assessing the scope of the objectives and expected results in the beneficiary population. Assessment of the achievement of the objectives and, therefore, the project's success.
- B. **EFFICIENCY**, measures the achievement of results in relation to resources used, and will look for the ideal combination of financial, material, technical, natural and human resources to achieve the expected results.
- C. **PERTINENCE**, in relation to the suitability of the results and the objectives of the intervention with the context in which it performs. Adaptation of the action to the problems and needs of the beneficiaries; the existence of other complementary or synergistic actions; the technical and financial capabilities available.
- D. **IMPACT**, the effects of the activities and results that the project has on society, and especially on the project's target group.
- E. **SUSTAINABILITY**, the degree to which the positive effects of the intervention can be continued once the project is finished.
- F. **GENDER EQUALITY**, the degree to which gender equality is included in the implementation of the project.
- G. **ENVIRONMENT**, the respect the project's activities, and its products and results, has for the environment by

The comparison of the context indicators, monitoring, outcome and impact will facilitate the identification of the degree of fulfilment with the "evaluation criteria". To this end, two fundamental aspects shape the development of the evaluation process:

- **Participative approach:** allowing all participants will be involved in the project part of the evaluation. The partners of the project will be especially involved in the evaluation.
- **Practical approach:** aimed to provide useful conclusions that can be used by the coordinating organization, partners and beneficiaries.

**▪ Stage 1. Office work: documents revision and set up interviews schedule**

During the process of evaluation of the project, the technical team will maintain regular communication with the partners and will coordinate with the management team and project implementation team. The stages of the document revision will be the following:

1.1. Definition of indicators:

To verify the compliance with the evaluation criteria established above, an indicator system has been developed whose function is to facilitate the work of gathering data and information. The indicators are divided into:

A. Indicators related to standard evaluation criteria (objectives, results and impact):

<b>PERTINENCE</b>
<b>INDICATORS</b>
– Nature and composition of the partnership
– Type of partner’s network.
– Existence of diagnosis, research or previous reports about the acting area
– Existence of complementarities and coordination between the activities foreseen in the framework of the project
– Complementarities with other actions implemented by other public and private sector aimed at the same action area in the countries covered by the project
– Interrelation between the objectives and work packages
– Number of technicians specialized in the field of activity related to the aims of the project
– Number of previous European projects implemented by project partners
– Number of previous projects with similar aims implemented by the partners of the project

<b>EFFECTIVENESS</b>
<b>INDICATORS</b>
– Number of beneficiaries (direct and indirect)
– Number of visits to website
– Network capacity for sharing information and experiences
– Degree of Implementation the tool using the ICT to reach the objective of the project (e-learning platform)
– Level of improvement of the transfer methodologies
– Number of exchanges of documents and methodologies undertaken between the project partners
– Number of dissemination materials published in each participant country

<b>EFFICIENCY</b>
<b>INDICATORS</b>
– Cost of the implemented activities and the obtained results
– Progress and utilization of project resources
– How is the co-management and inter-institutional coordination between different project partner’s
– Financial Efficiency: the project’s– technical progress compared with the originally planned
– Compliance with the estimated implementation schedule
– Percentage level of the implementation of the interventions
– Percentage of expenditure that has been justified
– Transfer between budget headings
– Correct allocation of the initial technical staff

<b>VIABILITY</b>
INDICATORS
– Existence of agreements that allows the continuation of activities that maintain the results achieved by the project
– Existence of other programs with capacity to co-finance future expansion of project activities
– Level of commitment from project partners for the maintenance and further expansion of the project results
– Creation of permanent partnerships
– Number of institutional arrangements or agreements of collaboration (local and transnational)
– Number of entities from the specific sector of the project
– Other programs and policies focused on the same aim that gives added value to the project

<b>IMPACT</b>
INDICATORS
– Innovation: open new lines of work in the same field
– Exchange of monitoring reports, data, methods etc
– Participation in common actions
– Number of transnational products that are created within the project

B. Other evaluation criteria:

<b>GENDER EQUALITY</b>
INDICATORS
– Positive action criteria for the recruitment of personnel
– Percentage of female participation in the activities of the project
– Female empowerment: institutional responsibility
– Empowerment of staff: number of women/men
– Non sexist language in the products and in the dissemination of the project

<b>ENVIRONMENT</b>
INDICATORS
– Number of products printed on recycled paper
– Recycling of waste generated by the project's daily work

1.2. Document Review - Consultation on secondary sources: The literature review is structured in the following steps:

- a) Compilation of documents regarding the legal context related to the project framework.
- b) Collection of documents and reports generated during the implementation of the project (technical and financial reports).
- c) Analysis of all documents collected, selecting those aspects that contribute to the development of the interim evaluation report and final evaluation report.

1.3. Preparation and design of tools for data collection. The data and information collecting and processing techniques, will be adapted to the context and existing sources of information available at the time. The techniques used for evaluation are as follows:

- In-depth semi-structured interviews with key actors involved in project implementation.
- Direct observation of the actions taken by in situ visits and meetings with technical staff involved in implementation.
- Structured discussion groups using an established script. The aim is to contrast the information collected by direct observation and interviews.

1.4. Preparation of the final work agenda to carry out interviews. It will be prepared working closely with the management staff. The aim is to set a work schedule for personal and group interviews to previously identified key informants. The steps in this phase are:

- Participation in the coordination meetings of partners (Kick-off meeting and final meeting)
- Identify key informants and make appointments with them, the interviews will take place in the coordination meetings. During the meetings direct observation will be developed.
- Design of the interview script of the key informant.
- Conducting interviews with the key actors involved in the project.

<p>▪ <b>Stage 2. Development of direct observation during the celebration of the coordination meetings foreseen in the framework of the project</b></p>
---

For the optimum development of the evaluation in situ visits will be undertaken during the project meetings. During these direct observation visits, the evaluator will collect necessary information for the development of the evaluation process:

- Meetings and interviews with key players;
- Direct observation visits;
- Review of documentation;
- Analysis of discourse and content;
- Product analysis and results.

All information collected will be recorded for later inclusion in the interim evaluation report and subsequently in the final evaluation report.

During the process of gathering the information, the evaluation team will follow a highly participative and practical approach. Participative, summoning of the members of the key organizations and institutions in the process to the discussion groups, and practical, based on specific questions formulated to each actor in accordance with his/her technical profile and the complicity found between the interviewer and interviewee, and, if necessary, group sessions will be held.

### ▪ Stage 3. Office work: Development of evaluation reports (interim/final)

#### 3.1. Data Analysis

To determine the relevance to the objectives, the degree of implementation, implementation efficiency, effectiveness, impact and feasibility of the proposal for solving the problems that inspired the project, the evaluation team will systematize the qualitative and quantity data collected in the previous phases. Such systematization consists in carrying out the classification and descriptive summaries of responses by evaluation criteria with regard to the qualitative data.

#### 3.2. Write the evaluation reports

The conclusions of the assessment process will be defined, as far as possible, by way of recommendations, so they can be integrated as a base for the decision making mechanisms in execution of the project and to redirect any deviations that may be identified in the future. Therefore, there is a dual purpose for the evaluation of the project:

- **Training objective:** identifying the areas that need improved project management in order to achieve the objectives and expected results.
- **Added objective:** to improve the knowledge about the scope for new projects.

The interim and final evaluation reports will be accompanied by an executive summary and its main conclusions will be shared with all partners through the coordinating entity of the project, who will be responsible for disseminating the results of the evaluation.

Once the draft reports are distributed to members (intermediate and final), the partners will have the opportunity to make comments and suggestions that they consider appropriate. Once these comments are collected, the evaluation team will proceed to the drafting of the interim or final evaluation.

**5. SCHEDULE.**

ACTIVITIES	MONTHS																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
<b>Stage 0.</b> External evaluation system design.	√	√	√	√																					
<b>Stage 1.</b> Office work: Document revision and preparation of the visits agenda.						√	√	√	√	√	√							√	√	√	√	√	√		
<b>Stage 2.</b> Direct Observation visits.										√	√											√	√		
<b>Stage 3.</b> Development of evaluation reports.																									

-  Delivery of interim evaluation report.
-  Delivery of final evaluation report.

## **ANNEX 3: EVALUATION TABLES**

## 1. EVALUATION CRITERIA

1.1. PERTINENCE / COHERENCE	
INDICATOR	ASSESSMENT
– Nature and composition of the partnership	The members of the partnership complement each other and are relevant in the professional training.
– Type of partners' network	The network consists of six entities; five of them are private entities and one public entity.
– Existence of diagnosis, research or previous reports about the acting area	The main study is "Evaluation 360°: professional training for human resources working in environmental management sector". It was developed by APROEMA and it was part of a wider strategy for the internal training in environmental companies.
– Existence of complementarities and coordination between the activities foreseen in the framework of the project	The activities are complementary to each other and are developed in a time frame, so, the results of the implementation of some actions are the basis for the implementation of the following ones.
– Complementarities with other actions implemented by other public and private sector aimed at the same action area in the countries covered by the project	Project actions complement other implemented by both public entities (e.g. regional / national) and private (associations, enterprises etc.).
– Interrelation between the objectives and activity groups	The integration between project objectives and activities follow a logic framework in which the implementation of activities will result in the achievement of the envisaged objectives.
– Number of technicians specialized in the field of activity related to the aims of the project	18
– Number of previous European projects implemented by the partners of the project	16
– Number of previous projects with similar aims implemented by the partners of the project	14

1.2. EFFECTIVENESS	
INDICATOR	ASSESSMENT
– Number of beneficiaries (direct and indirect)	27.209
– Number of visits to website	19.633
– Network capacity for sharing information and experiences	The capacity of the network is good, following the impression of the agents interviewed and as far as it can be observed in project documentation and in the coordination meetings (face to face and virtual meetings) where the evaluator participated. The way to share documents is via email. Despite being good, it is recommended to plan meetings frequently in order to coordinate the technical and economic aspects of the project.
– Degree of implementation the tool using ICT to reach the objective of the project (E-learning platform)	100% implemented
– Level of improvement of the transfer methodologies	The level of improvement of transfer methodology was quite high.
– Number of exchanges of documents and methodologies undertaken between the project partners	Exchanged documents and methodologies are as follows: <ul style="list-style-type: none"> <li>– Management handbook;</li> <li>– Work plan activities;</li> <li>– Draft of Transfer methodology;</li> <li>– Final version of transfer methodology;</li> <li>– Didactic methodology;</li> <li>– Minutes of the Kick-off meeting held in Vigo;</li> <li>– Minutes of the three online meetings;</li> <li>– Minutes of the coordination meeting held in Riga;</li> <li>– Minutes of the coordination meeting held in Krakow.</li> <li>– Minutes of the coordination meeting held in Nova Gorica.</li> <li>– Contents of biomass course in English.</li> <li>– Qualitative and quantitative questionnaire for the evaluation of pilot training.</li> <li>– Motivation questionnaire for future participants in the biomass course.</li> <li>– Evaluation reports of pilot course.</li> <li>– Updates of the training tool.</li> <li>– Final external evaluation report.</li> </ul>

1.3. EFFICIENCY	
INDICATOR	ASSESSMENT
– Cost of the implemented activities and the obtained results	The cost made related to the activities undertaken and results obtained have been balanced. The percentage of justification was 95% of the foreseen budget so the project was efficient in terms of costs.
– Progress and utilization of project resources	
– How the co-management and inter-institutional coordination between different project partners works	Coordination between the various partners of the project is lead by APROEMA. The perception of the partners is that the communication is fluent and coordination could be improved while providing regular online meetings (one per month), with the aim of sharing experiences and documents together.
– Financial efficiency: the projects' technical progress compared with the initial plan	No significant delays are occurring; there are a few minor delays that are solved by shortening the implementation time, especially in the website and in the presentation seminar implementation.
– Compliance with the estimated implementation schedule	The level of implementation is 100%.
– Percentage of expenditure that has been justified	The partnership has justified the 95,64%.
– Transfer between budget headings	<ul style="list-style-type: none"> <li>– <b>Partner 1:</b> APROEMA: It have moved 397€ from personnel to other costs in order to fulfil bank costs of international transfers for the rest of the partners.</li> <li>– <b>Partner 2: BD Center:</b> 1.542€ from travel and subsistence costs to personnel.</li> <li>– <b>Partner 3:</b> EUROFORTIS: 3.387€ from travel to personnel costs (2.387€), subcontracting (600€) and other costs (400€).</li> <li>– <b>Partner 4:</b> CLICTIC: 2.050€ from travel and subsistence to personnel.</li> <li>– <b>Partner 5:</b> RDA: 504€ from personnel to subcontracting, 500€ from travel to subcontracting, 1.500€ from other costs to subcontracting.</li> <li>– <b>Partner 6:</b> EDUCATIC: 1.980€ from travel to personnel.</li> </ul>
– Correct allocation of the initial technical staff	The initial allocation of technical staff was correct, the partners recruited professionals in the field of vocational training and professional education, environment etc. with extensive experience in project management.

1.4. SUSTAINABILITY	
INDICATOR	ASSESSMENT
– Existence of agreements that allows the continuation of activities that maintain the results achieved by the project	In Latvia, there is an agreement with Latvian biomass association “LATbio” to use the final tool of biomass course in their activities. In Spain, there is an agreement with several city councils to provide them the course: Porriño and Manzaneda. It is also the training plan for partners of the Official Association of Forest Engineers. In Poland, although the project was very well disseminated through a Biomass website, they have foreseen to transfer the final tool to the biomass sector portal <a href="http://www.biomasa.org.pl">www.biomasa.org.pl</a> where they can keep developing the course in the future. In Slovenia there is an agreement with GOLEA to develop this course in the future as part of its training plan. In Portugal with the Local Development Agency from Minho region and with University of Porto,
– Existence of other programs with capacity to co-finance future expansion of project activities	There is the Lifelong Learning Programme that can co-finance the extension of the network in the future. In this sense, the project foresee to present a Leonardo Partnership including more partners in order to extend the network providing a deeper European approach to the results already achieved.
– Level of commitment from project partners for the maintenance and further expansion of the project results	The Level of commitment from project partners for the maintenance and further expansion of the project results is very high proposing new projects in the field of renewal energy as well as increasing the capitalization of results from BIOTRANSF course.
– Creation of permanent partnerships	There is foreseen the creation of permanent partnership with all the partners for the development of new projects and keep working together in renewal energies and in other fields of interests.
– Number of institutional arrangements or agreements of collaboration (local and transnational)	8.
– Number of entities from the specific sector of the project	All entities participating in the project are key agents in vocational and professional training in environmental sector and other subjects.
– Other programs and policies focused on the same aim that gives added value to the project	There is no other programmes identified that focus on the same aim of sharing know-how among European partnership.

1.5. IMPACT	
INDICATOR	ASSESSMENT
– Innovation: open new lines of work in the same field	It has not been planned to open new lines of work related to the subject of the project. Some of the partners have participated in other LLP projects from the 2011 Call for proposals
– Exchange of monitoring reports, data, methods etc.	<p>The methodologies and documents exchanges were the following:</p> <ul style="list-style-type: none"> <li>– Management handbook;</li> <li>– Work plan activities;</li> <li>– Draft of Transfer methodology;</li> <li>– Final version of transfer methodology;</li> <li>– Didactic methodology;</li> <li>– Minutes of the Kick-off meeting held in Vigo;</li> <li>– Minutes of the three online meetings;</li> <li>– Minutes of the coordination meeting held in Riga;</li> <li>– Minutes of the coordination meeting held in Krakow.</li> <li>– Minutes of the coordination meeting held in Nova Gorica.</li> <li>– Contents of biomass course in English.</li> <li>– Qualitative and quantitative questionnaire for the evaluation of pilot training.</li> <li>– Motivation questionnaire for future participants in the biomass course.</li> <li>– Evaluation reports of pilot course.</li> <li>– Updates of the training tool.</li> <li>– Final external evaluation report.</li> </ul>
– Participation in common actions	All partners have actively participated in joint activities under the project.
– Number of transnational products that are created within the project	5

## 2. TRANSVERSAL EVALUATION CRITERIA

2.1. GENDER EQUALITY	
INDICATOR	ASSESSMENT
– Positive action criteria for the recruitment of personnel	There was no need to apply positive action criteria.
– Percentage of female participation in the activities of the project	70% of personnel are women.
– Female empowerment: institutional responsibility	67% of project coordinators are women, so, the empowerment is guaranteed.
– Empowerment of staff: number of women/men	The number of women is higher than men, 13 of them women, and five of them men.
– Non sexist language in the products and in the dissemination of the project	All partners are considered particularly the aspect of language; all partners do not use androcentric language in communications and reports.

2.2. ENVIRONMENT	
INDICATOR	ASSESSMENT
– Number of products printed on recycled paper	The products of the project are printed in recycled paper.
– Recycling of waste generated by the project's daily work	The project waste is classified correctly for recycling.

**ANNEX 4: SCRIPT OF INTERVIEW DEVELOPED WITH KEY AGENTS**

## **In deep interview of the project: BIOTRANSF. Transfer of Methodology for Training about Bio-Mass Production and its Implementation.**

### **1. PROJECT RELEVANCE**

- 1.1. Are there previous diagnostic reports in your area on the situation of vocational / professional training in environmental sector?
- 1.2. Do you consider that the expected results of this project fit to the needs of environmental sector related to professional training?
- 1.3. Do you consider that the project is complementary to other actions within the same field carried out by other public and private in your geographic area?
- 1.4. What is the number of staff assigned to the project and their qualifications related to the object of the project?
- 1.5. How many European projects have been carried out previously by your organization? In which programmes, initiatives etc.?
- 1.6. How many previous projects have performed with similar theme?

### **2. EFFECTIVENESS**

- 2.1. What is the number of beneficiaries?
- 2.2. Do you consider that the network has enough capacity to share information and experiences effectively? How is sharing the experiences among partners?
- 2.3. How many awareness/dissemination activities have been carried out so far?
- 2.4. Could you specify the number of documents and methodologies developed jointly by the project partners so far?
- 2.5. Have you published dissemination materials in the first year of the project? If so, how many?
- 2.6. Have you had the participation of groups / associations of beneficiaries and public entities involved in environmental sector? If so, how many?
- 2.7. Have these entities published products as a result of the project?

### **3. EFFICIENCY**

- 3.1. How is the coordination between the partners of the project for the implementation of the activities?
- 3.2. Is the budget of the project enough for the implementation of the foreseen activities?
- 3.3. Did you make transfers between budget headings? If yes, which was the reason for these transfers?
- 3.4. Is implementation on schedule originally foreseen in the application form? If no, which was the reason for the changes in the schedule of the project? Have there been difficulties in fulfil the planned implementation schedule?
- 3.5. Could you specify the percentage of implementation of the project so far by your entity?

### **4. VIABILITY**

- 4.1. Is there any agreement foreseen that allows it to continue and go further in achieving the outcomes between partners or with other public/private entities?
- 4.2. Have you consider other potential co-financing programs for a future continuation of project activities?
- 4.3. Is there in your geographic area other programs and policies focused on the same objective? Could those add value to the project?

### **5. IMPACT**

- 5.1. Are there plans within the partnership to open new lines of work in vocational / professional training?
- 5.2. How many implementation reports did you develop?

### **6. GENDER EQUALITY**

- 6.1. Were gender positive actions applied in the recruitment of staff for the project?
- 6.2. What is the number of women and men participating in the activities of the project?
- 6.3. Do you care about inclusive language (not androcentric) in the documents of the project?

### **7. ENVIRONMENT**

- 7.1. Do you foreseen to publish the documents of the project on recycled paper?