

European Manager of Intelligent and Responsible Territories (GETIR) PROJECT

PROJECT NUMBER: 510283-LLP-1-2010-1-ES-LEONARDO-LMP

Final Evaluation Report

Promoter and Internal Evaluation:



Financed by:



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INTRODUCTION

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

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

This report reflects the development of activities approved and implemented during the second period of the project and the relationship and level of satisfaction between the partners involved as well as an evaluation of the result of the created outcomes.

This report tries to analyze the progress of the work undertaken by the partners involved in and the level of satisfaction within the project once it has finished.

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The general aim of this evaluation is to assess:

- Attainment of the objectives
- Coordination activities and communication
- Final outcomes and deliverables
- Available resources

METHOLOGY AND PARTICIPATION

In order to carry out the final evaluation we defined an evaluation questionnaire (see annex) which was sent to project partners to collect their opinions and comments.

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

1. Project development
 - Objectives
 - Communication among partnership
 - Coordination
2. Activities
 - Proposed activities
 - Final products
3. Resources
 - Technical
 - Financial
4. General overview

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

- ✓ Documenta
- ✓ Dimitra
- ✓ Folkuniversitetet
- ✓ Bulgarian Development Agency
- ✓ IREA

The answers provided by partners through the final evaluation questionnaire are treated as anonymous. So the results shown in this evaluation report (charts and graphics) do not follow any particular partners' order.

ANALYSIS OF THE QUESTIONNAIRES

1. Project development

Objectives

The final evaluation questionnaire starts asking partners about the project objectives. Partners had to value the fulfillment of each project objective by giving punctuations from 1 (minimum) to 4 (maximum).

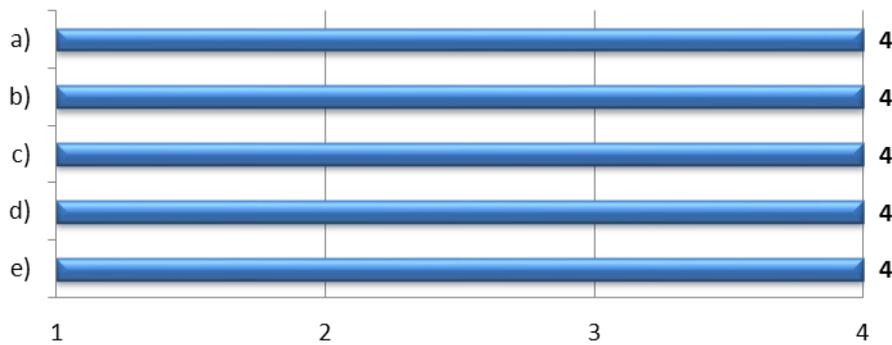
The following chart shows the scores given to this question by partners answering the questionnaire.

a) To define and validate at EU level, the professional profile and competences of GETIR.	4	4	4	4	4
b) To design and validate a blended learning pedagogical tool, from a perspective of an EU sustainable local development model.	4	4	4	4	4
c) To develop an innovative pedagogical process with the tool below and with a focused on cooperative learning, social / organizational learning territories and knowledge regions.	4	4	4	4	4
d) To make an effort translating the main documents and tools to English and the profile and its tools to all partners' languages to guarantee its dissemination, transference and multiplier effect.	4	4	4	4	4
e) To implement a continuous evaluation process thought as a permanent learning action and as active dialogue process among the partners during the implementation of the project.	4	4	4	4	4

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The questionnaire asked partners to explain the punctuations in case they chose punctuations 1 or 2. As it is possible to see in the chart, there are any 1 or 2 punctuations.

In general, partners think the objectives have been achieved according to it was expected. We can see that all punctuations given are the best (4). The following graphic shows us the media rates achieved by each objective.

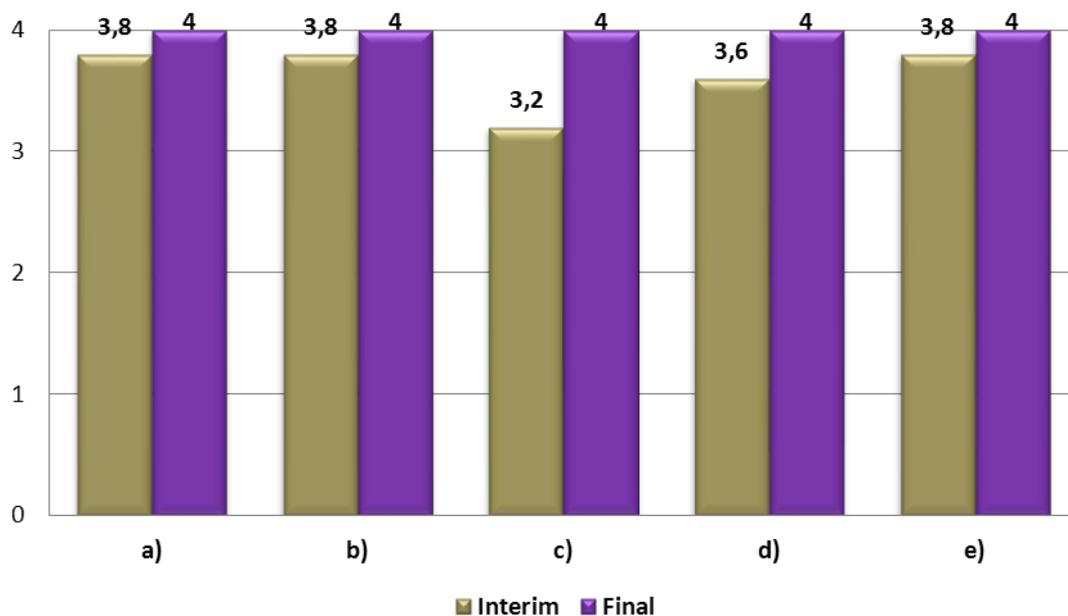


The vertical axis represents the five project objectives while the horizontal axis represents the results. There is a common understanding of the achievement of the objectives. All of them have got the same mean, which the maximum possible punctuation (4) because all people answering the questionnaire gave that response.

Within the interim evaluation, partners also assessed the fulfilment of each project objective in the same terms. It is worth to compare the results got in the interim evaluation and the ones we have now.

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The expectation is that the results should be better now because the objectives must be achieved at the end of the project. At mid-term project, the work is in progress and it is understandable that not all objectives are fulfilled. The next graphic show both results.



The vertical axis represents the punctuations (as always, from 1 to 4) while the horizontal axis represents the six project objectives. In brown colour we have the results of the interim evaluation and in purple colour we have the results of the final evaluation.

It is possible to see that what we expected is accomplished in all cases. It is worth to mention that already in the interim, the objectives have been achieved in a high extend according to partners' opinion and according to it was expected to achieve after a year of work. Anyway, the results now are better than the interim evaluation report.

Finally, we asked partners if there has been any other objective which was not mentioned in the proposal but has been achieved during project implementation. They said the following:

- In our opinion, another objective achieved by the project during its implementation has been the raise of social awareness on the need to update both knowledge and skills of people working in different fields closely linked to the territory (Environment, Tourism).

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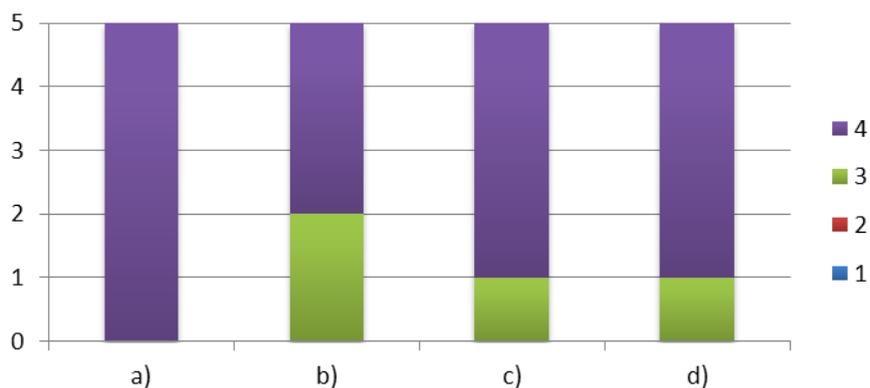
Communication among partnership

Communication is really important within European projects. We assessed it through these four statements.

In order to express the level of agreement with this items, partners gave punctuations following the 1 (meaning totally disagree) to 4 (meaning totally agree) scale.

a) Communication channels among the partnership have worked.
b) They have had sufficient periodicity and fluently transmission.
c) The feedback from project coordinator was helpful and fast
d) The feedback from the WP leaders was helpful and fast.

In the graphic below it is also possible to see the punctuations given by partners answering the questionnaire.



In the horizontal axis we can see the four statements while in the vertical axis we can see the number of people who has chosen each mark and in different colours are presented the possible answers.

All questions regarding communication among partnerships have obtained more or less the same punctuations from partners (3 & 4). In general terms, we can conclude that partners think communication has worked quite well.

Comments in this section:

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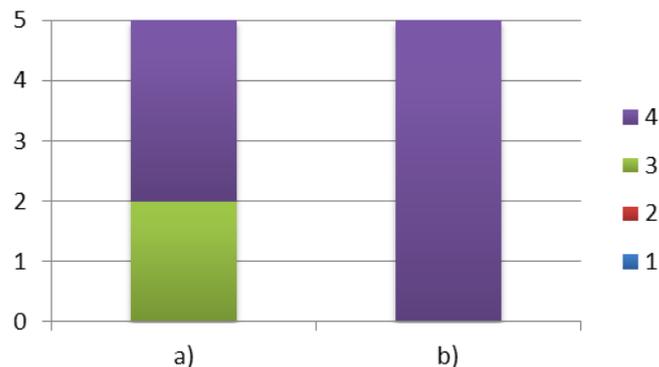
- The communication among the partners and among the partnership was fast and helpful. Questions and queries were immediately responded by the WP leaders or the project coordinator.
- The coordinator has tried to answer the queries of partners as soon as it was able, in order to give them feedback in a fast and efficient way, to boost the activities undertaken in the project. The rest of the partners have also worked efficiently and communication was adequate.

Coordination

Regarding coordination, the questionnaire included the two items that are in the next chart. In the graphic below we can also see the punctuations given by partners, again following the same scale (from 1 to 4).

- | |
|---|
| <p>a) The project timetable, design and activities were well defined in order to achieve proposed objectives.</p> |
| <p>b) In your opinion, those activities have been assigned according with real work possibilities of all partners.</p> |

Coordination issue follows the line set by the previous section. As the graphic shows, both questions got punctuations 3 and 4 from people answering the questionnaire. That reflects that partners consider the project's timetable, design and activities were defined to achieve the proposed objectives as well as they consider those activities have been assigned according with real work possibilities.



Regarding this section, partners have commented:

- The coordination of the promoter of the project as well as the coordinator of the WP leader was efficient and successful. The transmission of the information was fast and whole queries were responded immediately.
- Although further improvements should be done for the benefit of a coordinate work (for instance, the submission of deliverables shall be in accordance with the schedule established), the main activities have not been delayed.

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2. ACTIVITIES

Proposed activities

Within this section we take into account the main activities undertaken during the second period of the project. These activities are:

- Testing workshops
- Report on recommendations
- Final version of the training tool
- Virtual community

- European seminar

Regarding these activities, we asked partners to answer four questions: if their organization has participated in the activity; if the activity has fulfilled the aim for it was designed; and to point out the main points of the activity as well as its weak points.

Not all partners' organizations have participated in all activities. There are two entities that say they did not organize the **testing workshops** (activity included in work package three) for different reasons. One of them because they did not have budget for doing it; and the other one, because they found difficult to find a common time for workshop, so they did it by phone. Then, **virtual community** within work package four also got two negative answers. In both cases, people answering the questionnaire say that they registered on the platform and used it but they couldn't attract experts.

However, all of them think that the five mentioned activities have fulfilled the aim for it was designed.

The positive and weak points highlighted by partners are gathered in the following charts.

- Testing workshops

Strong points	Weak points
<ul style="list-style-type: none"> - The testing of the training contents is quite significant for completing the education material. - To get a feedback from the target group and their views regarding applicability of the product. - Being an individual activity, experts had enough time to read carefully all the materials and reflect on them, in order to provide the best feedback. - We informed about the project all regional administrations as well as the majority of the municipalities. Although English language of the materials was a barrier, we succeeded to get involved in the testing and evaluation 	<ul style="list-style-type: none"> - The volume of the product.

<p>process the more than half of the regional administrations in Bulgaria, as well as some municipalities and independent experts.</p> <ul style="list-style-type: none"> - To summarize in a single document all the recommendations and experiences of testing in different European countries that take part in this project. 	
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- Report on recommendations

Strong points	Weak points
<ul style="list-style-type: none"> - The recommendation of experts was very useful for completing the educational material. - To include the point of views from experts in order to increase the applicability of the end product. - Feedback provided came from different experts that cover a wide range of the field investigated in the project. - We received a very positive feedback on behalf of the experts that makes us believe that the products will be used at national level. 	

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- Final version of the training tool

Strong points	Weak points
<ul style="list-style-type: none"> - The online training tool. - The summary of the changes and balanced approach to the extent of improvement. - The innovative character of the tool. - Translation of the materials in all national languages which will make the materials more accessible for the local experts. - The multimedia support is a strong point of the whole project. 	<ul style="list-style-type: none"> - The rush of time regarding the upload (delays on sending the materials to Dimitra).

- Virtual community

Strong points	Weak points
<ul style="list-style-type: none"> - Enhance the communication channels. - Although some partners had difficulty to engage participants, the overall engagement was more than satisfactory - It is very user-friendly and can be further exploited. - It was established and now it has the community has to grow. - It is good communication ability for partners, experts and future learners. 	<ul style="list-style-type: none"> - We need to enlarge the number of participants and force them to be more active.

- European seminar

Strong points	Weak points
<ul style="list-style-type: none"> - All the presentation was very well structured. The participants have had the opportunity to be informed about the GETIR project achievements. - Feedback received from participants was very positive. - The active participation of people invited to this event 	

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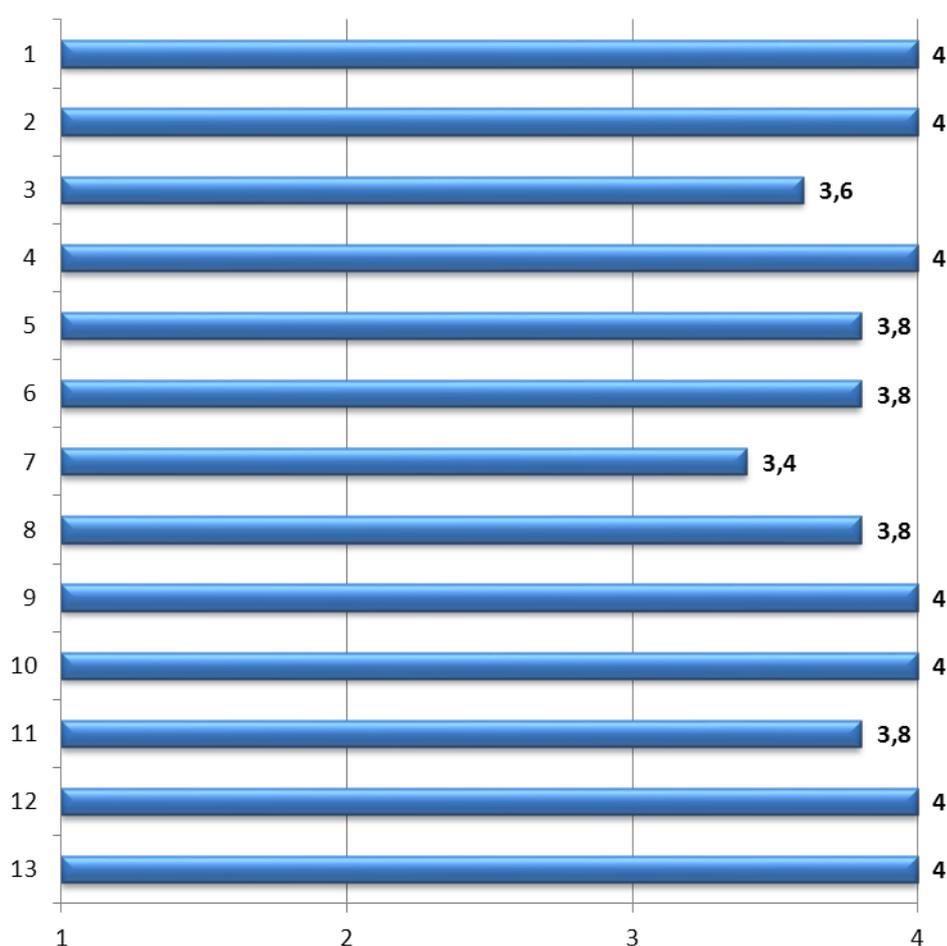
Final products

In this section, it has been assessed the main activities and products developed under the frame of the project, namely:

1. Publication Intelligent and Responsible Territories
2. Professional profile GETIR
3. Professional training contents
4. Best practices
5. Beta training tool
6. Report on recommendations
7. Virtual community
8. Final training tool

9. First project leaflet (project)
10. Second project leaflet (profile)
11. Website
12. European seminar
13. Evaluation reports

We wanted to assess the final result of the mentioned activities and products. Again, partners valued this issue through giving punctuations from 1 to 4. The following graphic shows us the achieved means.



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The vertical axis represents the 13 assessed products / activities while the horizontal axis represents the punctuations.

It is possible to see that the final products have been very well valued by partners. Seven of them “publication Intelligent and Responsible Territories”, “professional profile GETIR”, “best practices”, “first project leaflet”, “second

project leaflet”, “European seminar” and “evaluation reports” have got the best possible result (4) while the rest of outcomes / activities have also got a very good mean; four out of thirteen deliverables have got a mean of 3’8 while the worst value has been “virtual community” with a mean of 3’4. Anyway, it is very positive that there is not any one project outcome that has got a result below punctuation 3.

3. RESOURCES

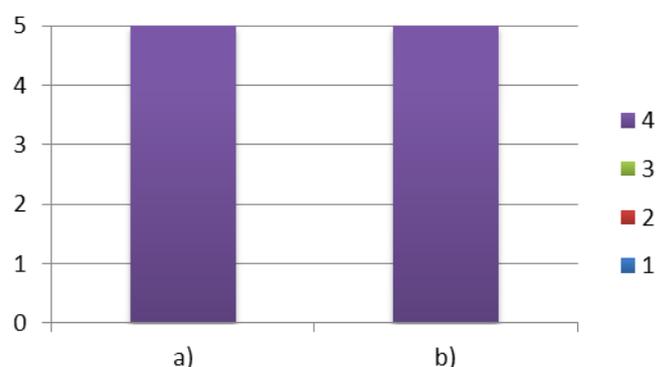
Technical

The technical resources were measured by two statements:

- | |
|--|
| a) Project’s design and activities had the necessary conditions to achieve foreseen objectives. |
| b) All kind of resources have been well planned in order to achieve the proposed objectives and goals. |

The two questions regarding technical issue have obtained the same rating. It is possible to see in the following graphic the punctuations given.

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Comments in this section:

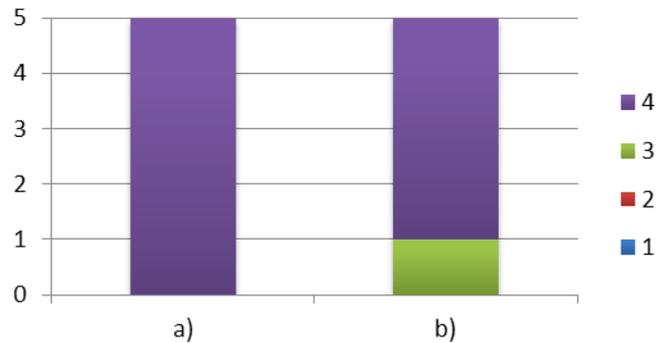
- All the designed and the undertaken activities were well planned achieving the proposed objectives and goals.

Financial

The financial resources were measured by two statements:

- | |
|--|
| a) The assignment of human and material resources has been appropriate and enough to develop proposed actions. |
| b) The assignment of financial resources has been appropriate |

and enough to develop proposed actions.



Finally, regarding financial topic, partners considered that the assignment of human and material resources has been appropriate and enough to develop proposed actions as well as the assignment of financial resources has been appropriate and enough to develop proposed actions.

Comments in this section:

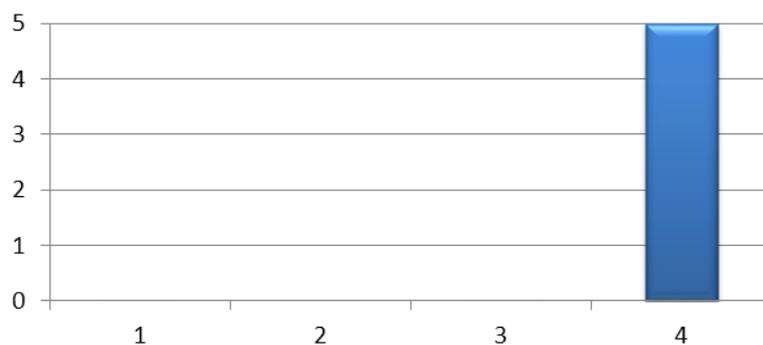
- All the resources (human and financial) were appropriate for the developing of the proposed actions.
- The actual translation cost was much higher than the allocated.

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4. GENERAL OVERVIEW

Finally, we asked partners to measure the project as a whole in order to have a general overview of partners' feelings / satisfaction. They were asked to give punctuation (from 1 to 4) according to their general satisfaction with the development of the whole project.

The next graphic shows us the answers given.



The vertical axis represents the number of answers while the horizontal axis represents the four punctuations. It is possible to see that all partners answering the questionnaire gave the maximum punctuation (4).

Now, we present these results in terms of percentages.



To complete this section, partners were asked to point out the strong points and the weaknesses of the project as well as the main difficulties they had to cope with. Their answers are showed in the following charts:

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Strengths and opportunities
<ul style="list-style-type: none"> - The developing of very innovative training material. - The virtual community and the training tool. - The partnership itself and the competence of the coordinator in the subject. - The innovative character, the interest shown by people in this topic of intelligent and responsible territories. - Quality and relevance of the training materials developed within the project. - The main strengths and opportunities of the project are: The developing of very innovative training material with the associated professional curricula. - The virtual community. - The training tool.

Main weaknesses
<ul style="list-style-type: none"> - In general, there were no weaknesses. However, the amount of translations, maybe the team could avoid translating products which had less value for end product or dissemination.

- Our main comment is related to the final training tool, which do not consider as being adapted and appropriate for distance learning. There is place for improvement both of the contents and delivery mode.
- We had a lot to do for very short period of time.

Difficulties

- It was a very demanding project, but because of the well-coordinated efforts of all partners by the promoter all the activities implemented as were initially planned.
- Time management, the time table became very stressful in the end of the project. However, it is more usual then unusual in such type of innovative projects.
- Sometimes the coordination should have been more focused and firm.
- We had a lot to do for very short period of time.

CONCLUSIONS

In general, partners have evaluated GETIR project with high calcification. The project has been finished successfully. The created products have high quality and the professional profile developed has been seen as a very innovative by the target group. Partners find very interesting the training tool of GETIR project.

Among the most positive aspects in the project, according to partners' opinions, are the coordination, the partnership, the communication and the developed work.

On the other hand, as weak points within the project, they highlight the delays and the amount of work in some specific moments, but, fortunately, those inconvenient were managed successfully.

Regarding the activities, partners have participated in them and, in general, they think their aims have been fulfilled. The professional profile is really innovative and the partnership has created a wonderful training tool that they are going to use in the future to train European Managers in Intelligent and Responsible Territories.

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ANNEX

Final evaluation questionnaire

1. PROJECT DEVELOPMENT

OBJECTIVES

A) Could you value from 1 (minimum) to 4 (maximum,) what has been the rate of fulfilment of each objective at the end of the project?

Objective	1	2	3	4
a) To define and validate at EU level, the professional profile and competences of GETIR.				
b) To design and validate a blended learning pedagogical tool, from a perspective of an EU sustainable local development model.				
c) To develop an innovative pedagogical process with the tool below and with a focused on cooperative learning, social / organizational learning, learning territories and knowledge regions.				
d) To make an effort translating the main documents and tools to English and the profile and its tools to all partners' languages to guarantee its dissemination, transference and multiplier effects.				
e) To implement a continuous evaluation process thought as a permanent learning action and as active dialogue process among the partners during the implementation of the project.				

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

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

COMMUNICATION AMONG PARTNERSHIP

Value from 1(-) to 4 (+) your level of agreement with the following statements:

	1	2	3	4
Communication channels among the partnership have worked.				
They have had sufficient periodicity and fluently transmission.				
The feedback from project coordinator was helpful and fast.				
The feedback from the WP leaders was helpful and fast.				
Further Comments				

COORDINATION

Value from 1(-) to 4 (+) your level of agreement with the following statements:

	1	2	3	4
The project timetable, design and activities were well defined in order to achieve proposed objectives.				
In your opinion, those activities have been assigned according with real work possibilities of all partners.				
Further Comments				

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2. ACTIVITIES

PROPOSED ACTIVITIES

Please, fill in the charts regarding the main activities carried out during the second year of project life.

Testing workshops (WP3)
Did your organization participate in this activity? If not, please explain why.
Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why.
In your opinion, which do you think have been the strong points of this activity?

...and the weak points of this activity?
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Report on recommendations (WP3)
Did your organization participate in this activity? If not, please explain why.
Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why?
In your opinion, which do you think have been the strong points of this activity?
...and the weak points of this activity?

Final version of the training tool (WP4)
Did your organization participate in this activity? If not, please explain why.
Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why?
In your opinion, which do you think have been the strong points of this activity?
...and the weak points of this activity?

Virtual community (WP4)
Did your organization participate in this activity? If not, please explain why.
Do you think its implementation has fulfilled the aim for which it was designed? If not, please explain why.
In your opinion, which do you think have been the strong points of this activity?
...and the weak points of this activity?

European seminar (WP6)
Did your organization participate in this activity? If not, please explain why.

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

FINAL PRODUCTS

Please, value the final result (the final product) of each activity in the list. (1 meaning the worst punctuation and 4 the best one).

	1	2	3	4	Comments
Publication Intelligent and Responsible territories					
Professional profile GETIR					
Professional training contents					
Best practices					
Beta training tool					
Report on recommendations					
Virtual community					
Final training tool					
1 st Project leaflet (project)					
2 nd Project leaflet (profile)					
Website					
European Seminar					
Evaluation reports					

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3. RESOURCES

Value from 1 to 4 your level of agreement with the following statements (1 means totally disagree; 4 means totally agree).

TECHNICAL

	1	2	3	4
Project's design and activities had the necessary conditions to achieve foreseen objectives.				
All kind of resources have been well planned in order to achieve the				

proposed objectives and goals.				
Further Comments				

FINANCIAL

	1	2	3	4
The assignment of human and material resources has been appropriate and enough to develop proposed actions.				
The assignment of financial resources has been appropriate and enough to develop proposed actions.				
Further Comments				

4. GENERAL OVERVIEW

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A) Please, give punctuation from 1 (-) to 4 (+) according to your general satisfaction with the development of the whole project.

1		2		3		4	
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B) Which ones do you consider the main strengths and opportunities of the project?

C) Which do you think have been the main weaknesses?

D) What were the main difficulties to cope with in the project?

Your organization is: _____

Thank you for your answers!