

**EU LIFELONG LEARNING PROGRAM
Leonardo da Vinci Project 2008 ToI Project:**

**“Creating Value at European Level in retail Sector by
ICT based vocational materials”
Contract number: 2008-1-TR1-LEO05-03223**



Interim Evaluation Report

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VFA – VALTER FISSAMBER AND ASSOCIATES LTD

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Introduction

The present interim evaluation report refers to the project titled "Creating Value at European Level in retail Sector by ICT based vocational materials" (acronym CVs in Retail) financed by the Lifelong Learning Programme of the European Commission (contract number: 2008-1-TR1-LEO05-03223).

This interim report is one of the deliverables of Work Package 2– Monitoring and Evaluation led by VFA Ltd.

The period covered by this report is 1/12/2008 until 30/11/2009.

The evaluation findings are based on an on-going evaluation procedure in the context of which all project activities are monitored and evaluated. Especially, as regards outward activities (trainings, workshops, dissemination activities) the evaluator has designed questionnaires for the collection of data and for the assessment of the effectiveness of the activity.

The evaluation tools used were:

- Monitoring data acquired by the project leader and the leaders of the Work Packages (WPs)
- Questionnaires, specially designed by the evaluator for this project
- Desk research

The report is divided into five parts: introduction, evaluation methodology, evaluation of project progress, evaluator's conclusions and annexes that contain supporting documentation.

Chapter 1: The evaluation methodological framework in the context of WP2 – Monitoring and Evaluation

1a. Evaluation framework

Objectives of the evaluation under WP2

WP 2 focuses on the evaluation of management and monitoring system. In this context the objectives of the evaluation work are the following:

- Develop evaluation and reporting criteria
- monitor partners' targets, performance
- monitor partner's satisfaction and benefits
- monitor compliance with budget and administration

Evaluation framework

The evaluation process, in the context of the present project, is a self-evaluation practice. The aim of the project evaluation is

- To assess its progress
- To contribute to the maximization of the effectiveness and efficiency of the project
- To identify problems – put forward solutions / improvements
- To inform stakeholders/ interested public
- To communicate results achieved in a more effective way

The evaluation process under WP2, will also assess the extent to which the project delivers what is has been promised as regards

- **Innovation** – whether the products, processes or target groups are genuinely new/ innovative;
- **Transnationality** – the success of transnational working and the effectiveness of partners' contributions;
- **Partnership** – the overall management and administration of partnership working;
- **Validity** – whether some of the needs described in our justification have been met;
- **Dissemination** – whether we have reached a wide audience; and

- **Valorisation** – whether multiplier effects have been achieved through mainstreaming activity.

It will further assess the effectiveness of management and coordination system and the impact of the project activities.

The evaluation will be based on qualitative and quantitative evaluation indicators which will be fed by:

- Monitoring data
- Minutes of the meetings
- Desk research
- Questionnaires
- Interviews / Group discussions

Deliverables

2 Evaluation reports (final and interim)

Evaluation reports of Steering Committee meetings, training trials and dissemination activities funded by the project.

1b. Evaluation indicators

i) horizontal issues (LdV priority issues)

Innovation:

Qualitative assessment of the innovativeness of the project products and methods used

- Have original objectives changed during the course of the project?
- What lessons have been learned?
- To what extent are the products innovative for each participating country?

Transnationality

Qualitative and quantitative assessment of the value added of the transnational partnership.

Indicative indicators:

- Degree of partners' satisfaction from the working of the partnership
- Launching of new partnerships in the context of other projects / endeavours

Partnership working

This mainly refers to management capacity to resolve conflicts, deal with problems arising, take prompt corrective actions, achieve promised objectives.

Indicative indicators:

- Has the partnership achieved its original goals?
- Has the partnership respected the original time schedule?
- Has the management of the project took into consideration partners' origin / culture / other diversifying elements?
- Have conflicts been settled within partnership?
- Have partners' views / expectations been taken into account?
- What corrective actions have been taken during the course of the project?

Validity

Indicative indicators:

- To what extent the needs identified have been met by the project outcomes?

Valorization

Effectiveness of mainstreaming activities

Exploitation of mainstreaming possibilities

ii) WP-specific evaluation indicators

Pilot training activities

- No of trainees (planned vs achieved outcome)
- Trainees' profile
- Drop out rates
- Trainees' impressions as regards the delivery of training (with focus on organizational issues)

Dissemination events

- Have participants' expectations been met?

- Have the publicity guidelines of European Commission been respected?
- Has the dissemination activity reached the appropriate target audience?
- Various quantitative data regarding participants' profile and impressions

Project website

A detailed evaluation approach as regards the project website has been developed against which the project website will be evaluated (see relevant Annex).

Chapter 2. Progress until 30/11/2009

In this chapter, all developments that took place during the first year of project implementation are presented. All references to progress, as regards activities – time schedule – procedures, are made on the basis of the initial planning. Progress in each WP is also evaluated as regards the main LdV criteria (innovation, transnationality, validity, dissemination, valorisation). The effectiveness of the management and monitoring system is also critically evaluated taking into account the concept of 'partnership' as it is one of the main LdV criteria.

The evaluation of the project outputs and procedures is done on the basis of the eight Work Packages (WPs) the project has been divided into.

These WPs are:

- WP 1 – Project coordination and management
- WP 2 – Monitoring and Evaluation
- WP 3 – Adaptation of the MVET Model For Retail Sector in Turkey
- WP 4 - Updating the vocational qualifications and programme and ICT based materials development in 4 selected areas
- WP 5 - Establishment of the Continuous Training Center within Tezkoop-İş
- WP 6 – Training activities
- WP 7 – Assessment (testing) and Certification
- WP 8 – Valorisation.

EVALUATION OF WP 1: “Project coordination and management”

| | |
|---------------------------------|--|
| WP led by | TEZKOOP IS |
| Partners involved in WP: | All |
| Planned duration: | 1/12/2008 – 30/11/2020 |
| Actual duration: | 1/12/2008 – 30/11/2020 |
| Current status: | In progress |
| Planned activities: | Project coordination and management |
| Expected output: | Financial management Project management Organisation of SCMs Coordination of partners’ activities |

Evidence base of the report: SCM agendas and minutes, forms for the regular reporting of activities and expenditure, correspondence with partners.

Evaluation of the output and processes involved

- **What was done?**

The CVs in Retail project is being monitored closely from the beginning of the project implementation period.

The monitoring procedures were communicated to partners soon after the signing of contracts and discussed thoroughly at the first steering committee meeting (SCM). All monitoring methods and tools referred to in the approved proposal and relevant contracts have been respected so far:

- Contracts with partners have been signed without any problems / disputes / delays
- Steering Committee and NPITs have been formed.
- Monitoring procedures have been communicated to partners
- A project progress report has been published at the Month 6 of the project
- Partners submit quarterly financial reports as foreseen
- Payments are made according to agreed procedures
- 2 Steering Committee Meetings (SCM) have taken place so far (according to project roadmap)
- External financial auditor has been appointed

From the evaluator’s point of view, the following important criteria that ensure the smooth operation of a partnership have been respected:

- Collective decisions.
- Steering Committee meetings are scheduled at the launching of the project, agendas are formulated after consultation with partners and are distributed well in advance, minutes are kept and each meeting is evaluated.
- All partners participate in the SCM.
- All partners receive all minutes and all reports.
- All partners are included in the project e-mailing list and receive information as regards the project issues.
- Efforts to take corrective actions whenever they was a need.

However, there is still need for improvements as regards partnership coordination and communication.

- **Were initial objectives been achieved?**

The work in the context of WP1 is fully oriented towards the achievement of the initial objectives, as they are expressed in the approved project description.

- **Effectiveness of management and coordination system**

The management and coordination system can be characterized as effective in general. It disseminates information across the partnership, it can react promptly to situations that may cause problems in the project progress, it manages to report promptly.

As regards needs for improvements, on the basis of the evaluation questionnaire distributed to partners in view of the interim evaluation report (see Annex 2) , there are specific points that have to be taken into account. These points mainly have to do with:

- Effective communication with project leader
- Effective communication within the partnership
- Improved guidance as regards financial monitoring issues

These issues can be easily resolved if the communication pattern is improved, with the use of ICT technologies such as Skype, and if virtual meetings are organized on a regular basis.

Application of LDV criteria

• **Innovation**

The work in the context of WP1 is fully oriented towards the achievement of the initial objectives, which include the introduction of innovatory elements into the VET systems of participating countries.

• **Transnationality**

The management system aims at the effective working of the partnership and so far the project is progressing smoothly. There are weaknesses identified though, that have to be dealt with.

• **Validity**

N/A

• **Dissemination / Valorisation**

N/A

EVALUATION OF WP 2 : “Monitoring and Evaluation of Project activities”.

| | |
|---------------------------------|--|
| WP led by: | VFA Ltd (Greece) |
| Partners involved in WP: | |
| Planned duration: | December 2008 – November 2010 |
| Actual duration: | December 2008 – November 2010 |
| Current status: | In progress |
| Planned activities: | Evaluation of WP 3 report Evaluation of WP 4 report Evaluation of WP 5 report Evaluation of WP 6 report Evaluation of WP 7 report Study visit to Turkey during trainings Preparation of questionnaire formats Preparation of evaluation tools for project website |
| Expected output | Interim Evaluation report Final Evaluation report |

Evidence base of the report: evaluation reports on project activities (Kick off Meeting, 1st SCM, 2nd SCM, WP3 workshop), evaluation questionnaire formats, evaluation tools for project website.

Evaluation of the output and processes involved

- **What was done?**

Activities were implemented as initially foreseen, ie.

- Evaluation of WP 3 report
- Preparation of questionnaire formats
- Preparation of evaluation tools for project website

Also, the Kick-off meeting, both steering committee meetings and the WP3 workshop have been evaluated. The results are intended to be used for the interim evaluation report and also for providing feedback to partners about the effectiveness of the respective activity.

- **Were initial objectives been achieved?**

The WP2 objectives are respected and the evaluation work done so far serve the attainment of these objectives.

- **Effectiveness of management and coordination system**

In the case of WP2, the management and coordination system has proved rather effective. The WP leader (VFA) has had a good communication with the project leader and there have not been significant coordination problems.

Application of LDV criteria

- **Innovation**

WP2 has little to do with the innovatory elements of the CVs in Retail project. However, it does play a role in ensuring an enabling climate for the development of project innovatory activities.

- **Transnationality**

The evaluation approach adopted takes fully into consideration partners' views and gives emphasis on the democratic function of the partnership.

- **Validity**

Evaluation comment on validity would be available at the final evaluation report

- **Dissemination / Valorisation**

Evaluation comment on dissemination / valorisation would be available at the final evaluation report

EVALUATION OF WP 3 : "Adaptation of the MVET Model For Retail Sector in Turkey".

| | |
|---------------------------------|--|
| WP led by: | EDUSER (Turkey) |
| Partners involved in WP: | EDUSER TEZKOOPİŞ VFA Ltd CENTRO SERVIZI |
| Planned duration: | March to June 2009 |
| Actual duration: | April 2009 – July 2009 |
| Current status: | Finalized |
| Foreseen activities: | 3-day workshop in Ankara Formulation of a national technical group Production of country reports (IT, EL, TR) Transnational cooperation for exchange of expertise |
| Expected outputs | MVET model for transfer Transfer Guideline CD |

Evidence base of the report: evaluation report for the Ankara workshop (VFA Ltd), minutes of the Ankara workshop (EDUSER), WP3 report of WP leader (EDUSER), written communications within partnership (e-mails).

Evaluation of the output and processes involved

• What was done?

Activities were implemented as initially foreseen, ie.

1. Preparation of Retail Sector Country Reports (Turkey, Greece, Italy)
2. An one-day workshop in Ankara with the participation of all project partners (14/5/09)
3. Preparation of the Adaptation and Transfer Guidelines
4. Transfer Guideline CD

• Were initial objectives been achieved?

The WP3 objectives were fully attained, despite the time pressure caused by the delayed launching of the project.

The WP leader took all necessary measures to mobilize the partnership by providing prompt information and guidance as regards the MVET methodology and the content and structure of the country reports.

At the workshop held in Ankara both international partners were present, well prepared to pose and answer questions relevant to methodologies applied in each respective country and the labour market situation in the national retail markets. In the context of the initial objectives at project level, as they are declared in the approved proposal, the outcomes of WP3 definitely contribute to their achievement. All efforts have been directed towards the establishment of guidelines that may ensure the successful transfer of innovative methodologies for the development of VQs at sectoral level, exploiting at the same time the transnational potential of the partnership towards the direction of the development of transparent occupational profiles and of the enhancing mobility within EU.

- **Effectiveness of management and coordination system**

In the case of WP3, the management and coordination system proved effective. It effectively dealt with time and budgetary constraints. Especially as regards budgetary constraints, the management and coordination system managed to carry out successfully the foreseen workshop, despite the fact that the initially foreseen composition of participants (2 experts from each partner country) and duration of the workshop (3 days) was not adopted because of the lack of resources. The steps taken to eliminate any possible negative effect, mainly involved the preparation of the draft adaptation and transfer guidelines before the workshop. In this way, partners came well prepared for discussion on specific issues, and valuable time was saved.

Finally, all partners expressed their satisfaction from the organization and content of the Ankara workshop.

Application of LDV criteria

- **Innovation**

The element of innovation has been present throughout the implementation of WP 3. As explained in detail in the approved proposal, the core idea of the project is the transfer of innovation at sectoral level. Also, in the context of the transnational partnership, innovation can be identified at the fact that the discussion on the MVET methodology enriched the knowledge base of the partners: in Greece and Italy other methodologies are used for the development of VQs and the occupations that the project addresses

- **Transnationality**

The WP was realized with the active involvement of transnational partners.

- **Validity**

WP3 plays a significant role to the validity of the project.

The WP3 outcomes contribute to the application of a reliable method for the development of VQs in the retail sector that will correspond to the needs of the relevant target groups.

- **Dissemination / Valorisation**

No specific dissemination activity is linked to the WP3 activities / outputs. The WP3 outcomes will be accessible by the public via the project webpage.

The valorization process at this stage of the project lies on the extension of use of a methodology that was used in the education sector for the development of VQs in the retail sector.

EVALUATION OF WP 4 : "Updating the vocational qualifications and programme and ICT based materials development in 4 selected areas".

| | |
|---------------------------------|---|
| WP led by: | TEZKOOPİŞ (Turkey) |
| Partners involved in WP: | EDUSER VFA Ltd |
| Planned duration: | 1/7/2009 – 3/11/2009 |
| Actual duration: | 1/7/ 2009 – 30/1/2010 |
| Current status: | In progress |
| Foreseen activities: | Updating the pre defined national qualifications for 4 occupations: - Butcher - Salesperson for Delikatessen - Cashier - Salesman for Bakery Translation in English and partners' languages (with national adaptations, if necessary) Preparing training programmes for 2 occupations: - Butcher - Salesperson for Delikatessen |
| Expected outputs | Vocational Qualifications for 4 occupations (in all partner languages plus EN) Training material for 2 selected occupations |

Evidence base of the report: communication with partners, updates from the project leader, evaluation reports of the workshops held for the development of Vocational Qualification (3 so far), project outputs.

Evaluation of the output and processes involved

• **What was done?**

Activities implemented so far are the following:

- Occupation: Butcher. Workshop held on 6-9th July 2009. Participants: 6 butchers from different cities and gross markets
- Occupation: Salesperson for Delikatessen. Workshop held on 27-29th July 2009. Participants: 7 salespersons for delikatessen from different cities and gross markets
- Occupation: Cashier. Workshop held on 7-9th September 2009. Participants: 6 cashiers from different cities and gross markets
- Development of 3 vocational qualification profiles (methodology used: DACUM)
- Translation of 3 vocational qualification profiles in English

- Translation and comments (on the basis of national situation) of 2 vocational qualifications in Italian and Greek.

- **Were initial objectives been achieved?**

Although the WP4 is still in progress, the initial objectives are fully respected. The workshops were organized so as to fulfill the prerequisites for the application of the methodological approach (DACUM) has been followed.

There are delays noted in the finalization of the WP4 but these have been thoroughly justified by the WP leader and measures have been taken so not to affect the rest of the project activities. The issue has been thoroughly discussed within the partnership at the 2nd SCM.

- **Effectiveness of management and coordination system**

In the case of WP4, the management and coordination system is rather effective. The workshop that has not been done yet (for the Cashier occupation) does not affect the rest of the project because this occupation is not the subject of any pilot training that will follow.

Application of LDV criteria

- **Innovation**

The element of innovation has been present throughout the implementation of WP 4. At the core of this work package, lies the large part of transfer of innovation at sectoral level that will take place in this project. An innovative methodology has been applied for the development of the VQs and the results were transferred in other countries as well.

- **Transnationality**

The WP4 was realized with the active involvement of transnational partners, who translated and commented on the vocational qualifications developed.

- **Validity**

WP4 plays a significant role to the validity of the project. The WP4 outcomes contribute to the application of a reliable method for the development of VQs in the retail sector that will correspond to the needs of the relevant target groups.

- **Dissemination / Valorisation**

No specific dissemination activity is linked to the WP4 activities / outputs. The WP4 outcomes, when finalized, will be accessible by the public via the project webpage. The valorization process at this stage of the project lies on the extension of use of a methodology that was used in the education sector for the development of VQs in the retail sector.

EVALUATION OF WP 5 : "Establishment of the Continuous Training Center within Tezkoop-İş".

| | |
|---------------------------------|---|
| WP led by: | KARDER - TEZKOOPİŞ (Turkey) |
| Partners involved in WP: | VFA Ltd |
| Planned duration: | ----- |
| Actual duration: | 1/11/ 2009 – 30/1/2010 |
| Current status: | In progress |
| Foreseen activities: | Establishment of the Continuous Training Center of TEZKOOP IS |
| Expected outputs | |

Evidence base of the report:

Evaluation of the output and processes involved

- **What was done?**
- **Were initial objectives been achieved?**
- **Effectiveness of management and coordination system**

Application of LDV criteria

- **Innovation**
- **Transnationality**
- **Validity**
- **Dissemination / Valorisation**

EVALUATION OF WP 6 : "Training activities "

| | |
|---------------------------------|--|
| WP led by: | Gazi VTC (Turkey) – Centro Servizi (Italy) |
| Partners involved in WP: | Tezkoop – Is, Karder, VFA Ltd |
| Planned duration: | ----- |
| Actual duration: | 1/1/ 2010 – 1/6/2010 |
| Current status: | Not started yet |
| Foreseen activities: | |
| Expected outputs | |

Evidence base of the report: minutes of the 2nd SCM

Evaluation of the output and processes involved

- **What was done?**

Gazi Vocational Training Center has started working for the development of training programmes on two occupations: 'Butcher' and 'Delikatessen sales person'. The work team will develop complete curriculum and content for both training programmes, so as to be in position to provide in-depth training after the end of the project as well. In this context, the following will be produced:

- 7 common modules for both occupations
- 3 modules for delicatessen sales persons
- 5 modules for butchers.

In the context of the trainings to be provided as project activities 4 modules will be taught.

- **Were initial objectives been achieved?**

Although the WP6 is still at a preparatory state, there will be changes in the way it will be delivered. The Italian partner, Centro Servizi, cannot deliver the trainings for Butchers and Delikatessen salespersons since it cannot ensure the wished quality standards and participation. During the 2nd SCM it was agreed that the budget will be transferred to another activity.

- **Effectiveness of management and coordination system**

It is very positive that problems have been identified at an early stage and there is time for proactive actions.

Application of LDV criteria

- **Innovation**

- **Transnationality**
- **Validity**
- **Dissemination / Valorisation**

EVALUATION OF WP 7 : "Assessment (testing) and Certification"

| | |
|---------------------------------|---|
| WP led by: | EDUSER (Turkey) |
| Partners involved in WP: | Tezkoop - Is, Gazi VTC, Centro Servizi, VFA Ltd |
| Planned duration: | ----- |
| Actual duration: | 1/6/ 2010 - 1/9/2010 |
| Current status: | Not started yet |
| Foreseen activities: | Development of a Testing and Certification Model |
| Expected outputs | Testing and Certification Model ICT based Test Instrument Bank Testing and certification of 50 Turkish workers and 16 Italian workers |

Evidence base of the report: minutes of 2nd SCM

Evaluation of the output and processes involved

- **What was done?**

It has been agreed that the work on this WP will start at the same time with the work on WP 6. This ensures a better coordination of activities and valuable time saving.

- **Were initial objectives been achieved?**

- **Effectiveness of management and coordination system**

Application of LDV criteria

- **Innovation**
- **Transnationality**
- **Validity**
- **Dissemination / Valorisation**

EVALUATION OF WP 8 : "Valorisation"

| | |
|---------------------------------|---|
| WP led by: | Tezkoop - Is (Turkey) |
| Partners involved in WP: | All |
| Planned duration: | 1/12/ 2008 - 30/11/2010 |
| Actual duration: | 1/12/ 2008 - 30/11/2010 |
| Current status: | In progress |
| Foreseen activities: | |
| Expected outputs | Kick off meeting Dissemination conference Project posters and brochures in 4 languages Project website Project dissemination book |

Evidence base of the report: Kick off meeting (minutes and evaluation report), project website, project posters and brochures.

Evaluation of the output and processes involved

• **What was done?**

- A Kick-off Meeting has been held on 8th April 2009 in Divan Hotel, Ankara, with the participation of 100 persons including project partners and the National Authorities related with the Retail sector and the project issues. An evaluation report has been produced on the basis of the participants' responses to an evaluation questionnaire designed specifically for that occasion. The results were in general positive and participants left the event with a sound idea about the project objectives and purposes and satisfied from the organisation.
- Project brochures and posters have been prepared and published in 4 project languages. 1200 project brochures and 100 project posters in each 4 languages have been published and distributes to partners for the dissemination activities. A large tissue poster was also produced for the KoM.
- The project web site has been established (www.cvsinretail.org). The evaluation criteria for the website have been developed and so far the partner responsible for its operation has been working to meet the criteria set. The project website (www.sme.org.tr) is being operating since mid - 2009. A specific evaluation approach as regards a number of aspects important for the assessment of the effectiveness of a website has been designed. The evaluation approach has been communicated to TEZKOOP - IS, the partner

responsible for the website. The approach provides answers as regards to extent to which the project website is (a) accurate, (b) objective, (c) updated to reflect the progress of the project, (d) designed to meet specific criteria / objectives set. So far evaluation findings are as follows:

➤ *Accuracy:*

The project website is accurate as regards its purpose which is clear to the visitor who, by visiting the welcome page, can read an overview of the project (in Turkish or English) and see the logos of all partners. It is also stated at the same page who is the organization responsible for the operation of the website, but via the 'contact us' link the visitor doesn't get any information about TEZKOOP IS nor any contact details.

➤ *Objectivity*

The information contained in no case does it contain any subjective opinions / views.

In addition to this, it does not contain any kind of advertising and none of the webpages serve any other purpose other than providing information about the project.

➤ *Currency*

The web site definitely needs updating. The finalized products haven't been uploaded yet, so the visitor cannot get any idea about the type and quality of work done so far.

➤ *Coverage*

The project website does not cover sufficiently all project developments and activities so far. There are some photos and news but they are in Turkish. The website can be read mainly in Turkish and partly in English. Although there are flags of partner countries (EL, IT) there are no texts in those languages. There is no provision by the website designer to ensure accessibility to disabled users.

Apart from that, the webpages can be accessed easily via all commonly used browsers.

➤ *Project – specific characteristics*

The website meets partly the requirements deriving from the approved proposal. As regards the rules governing all publicity activities and the requirements of the financing authority, the website bears the flag of EU and the symbol of the LLL program in all pages.

➤ *Web statistics:*

No statistics available.

- **Were initial objectives been achieved?**

There are efforts to achieve initial objectives as regards dissemination and valorization. However, the project website, that is probably the most important tool for this purpose, hasn't reach a satisfactory level of functionality yet.

- **Effectiveness of management and coordination system**

The management and coordination system can definitely ensure the improvement of the aspects mentioned above.

Application of LDV criteria

- **Innovation**

This workpackage is the major instrument for dissemination of project results and its potential will be exploited more during the second year of the project.

- **Transnationality**

So far, the transnational character of the project is not fully promoted by the work package activities. Attention should be paid during the second year of the project at this issue.

- **Validity**

- **Dissemination / Valorisation**

Chapter 3: Evaluator's conclusions

This chapter refers to the conclusions drawn by the WP2 evaluation team on the basis of the project progress (chapter 3), the evidence base available and partners' views as they were reported in the evaluation procedures applied in SCMs.

The progress so far

The CVs in Retail project is progressing smoothly. Some delays noted in the launching of some activities didn't have a negative impact on other ones. The main reasons for the delays noted is the prolongation of the contractualization procedure, which was finalized in the first quarter of 2009 and issues of coordination of the workshops for the development of vocational qualifications (mainly organizational difficulties in ensuring the participation of people who work in the respective occupational field, etc).

The management and coordination system

The management and coordination system of the CVs in Retail is effective as regards its capacity to implement the roadmap, act proactively when it is required, respond to partners' needs and report on project activities.

Taking into account partners' answers to the evaluation questionnaire distributed in view of the interim evaluation report, there are suggestions for improvements. These suggestions mainly focus on

- a) improvement of the communication system among the partnership. Specific suggestions have been put forward (Skype bilateral / multilateral meetings).
- b) Enhancement of the project management team focusing on specialized expertise.
- c) Improvements as regards the guidance provided for financial monitoring issues.

The LdV criteria.

a) Innovation

The innovation to be introduced by the CVs in Retail project has to do (a) with the transfer of know-how as regards the development of vocational qualifications at European level and sectoral level, (b) the delivery of training in occupational areas where vocational qualifications have been developed on the basis of an innovative methodology, (c) the development of testing tools with the use of ICT and (d) the establishment of a sector-oriented training structure in Turkey.

The CVs in Retail project is implemented in respect to the original objectives set. The products remain innovative for each participating country. No change at the institutional environment or policy framework that may affect the innovative character of the project has been noted in any participating country.

The project deliverables are also innovative. Even in the case of Greece, where the vocational qualifications for the Butcher occupation were recently developed by the competent authority, the dialogue within the partnership (workshop of WP3) about methodologies used for this purpose was really constructive and the feedback from the Greek partner as regards the Butcher's vocational qualifications developed in Turkey was based on well – documented evidence.

b) Transnationality

During the first year of CVs in Retail project, there has been intensive cooperation among partners in order to reach a common ground of understanding of project's principles and methodological approach. In this context, there has been a considerable amount of value added of the transnational partnership which is identified as 'intensive know-how transfer'. For the time being this cannot be quantified, but at the end of the project, there will be indications that will allow the provision of a more detailed account of benefits gained from the partnership. There is no evidence yet that project partners have launched new partnerships in the context of other projects / endeavors.

c) Partnership working

This mainly refers to project management's capacity to resolve conflicts, deal with problems arising, take prompt corrective actions and achieve promised objectives.

Regarding partners' satisfaction from the working of the partnership, their views as regards the following indicators of working in partnership are as follows:

- The management of the project takes into consideration partners' origin / culture/ other diversifying elements
- Efforts are made to resolve conflicts / misunderstandings
- Partners' views and expectations are taken into account
- The communication system is effective – although it could improve
- Decisions are taken collectively (the Turkish partners meet once a month to discuss pending issues and plan their activities, for any decision the partnership is informed and agreement is sought after).

d) Validity

All efforts are directed towards the achievement of set objectives. At the end of the project, there will be proper documentation available to support arguments about validity.

e) Dissemination / valorisation

The dissemination and valorization activities have been given high priority, however the core of these activities will be realized in the second year of the project, after the completion and the training trials and their evaluation. Thus, any meaningful assesment as regards valorization will be possible at the end of the project period.

ANNEXES

ANNEX 1 : Evaluation criteria for the CVs in Retail website

Accuracy:

- Who is the author of the page(s) / documents contained? Can the visitor contact him/her?
- Is the purpose of the website clear to the visitor?
- Can a distinction between the webmaster and the author(s) be drawn?

Objectivity

- The information contained can be characterized as objective?
- The origin of the documents presented in the website is clearly stated?
- Does the webpage(s) contain any kind of advertising?
- Do the webpage(s) serve any other purpose other than the one(s) stated?

Currency

- When was it produced?
- When was it updated?
- Are the links updated?
- Are there any dead links?

Coverage

- Does the website provide updated information on all project developments?
- Does the website provide updated information on all publicity activities?
- Does the viewer meet difficulties in accessing the webpages? (is any special software required, is any browser specifically required?)
- Are the pages readable by a non-native viewer?
- Are the pages readable by a disabled viewer?

Project – specific characteristics

- Does the website meet the requirements deriving from the approved proposal?
- Does the website meet the requirements of the financing authority as regards the rules governing all publicity activities?

ANNEX 2: Evaluation questionnaire for the interim report (distributed to partners)

The management system

- What is your opinion about the cooperation and support provided by the project leader?
- Are there any suggestions to put forward?
- Any other issue?

Partnership working

- Does the management of the project take into consideration partners' origin / culture / other diversifying elements?
- Can conflicts be settled within partnership?
- Are partners' views / expectations been taken into account?
- Is the communication system effective?
- Are decisions taken collectively?
- Any other issue?

Innovation

- Have original objectives changed during the course of the project?
- To what extent are the products still innovative for each participating country?
- Have there been any changes at national / european context that may affect the innovatory character of the project?

Annex 3: Evaluation of the Kick-off Meeting – Ankara 8/4/2009

Introduction

The kick-off meeting (KoM) of the Leonardo da Vinci transfer-of-innovation project 'Creating Value at European Level in Retail sector by ICT based vocational material' (herewith: CVs in Retail) was organized by the applicant organization TEZKOOP – IS and was held in Ankara on April 8th 2009.

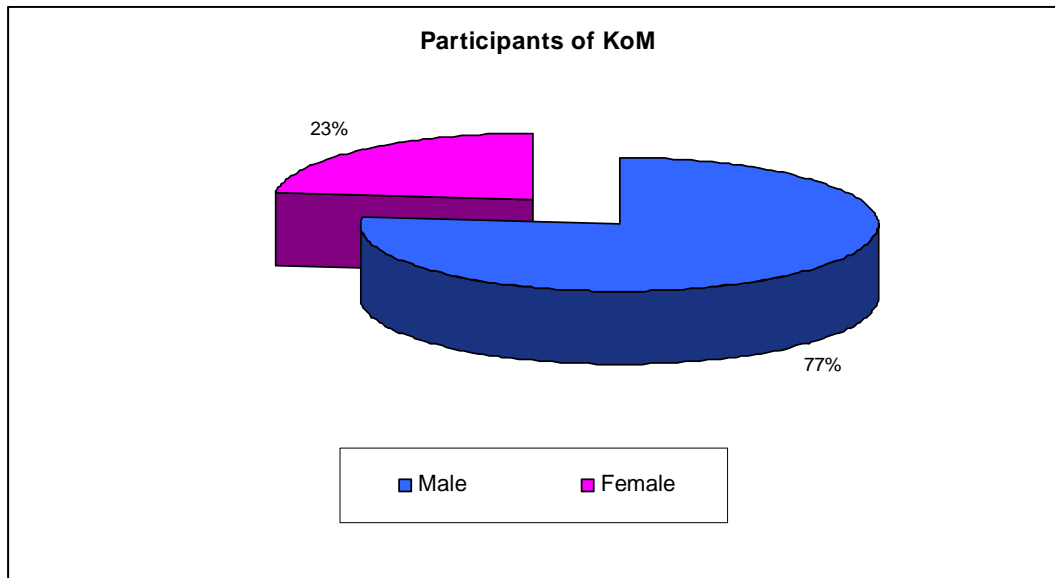
The KoM was the first opportunity to communicate the launching of the project to all interested parties of the applicant country. It was evident that the applicant organization gave particular importance to the event: the audience came from a rather wide range of organizations, the meeting room had the necessary infrastructure and facilities, the participation rate was high, the agenda was structured so as to include all parties that have an official interest in the implementation of the project and the project results (the Turkish National Agency, the Vocational Qualifications Authority, the Ministry of Labour and the Partner Organizations).

Evaluation procedure and results

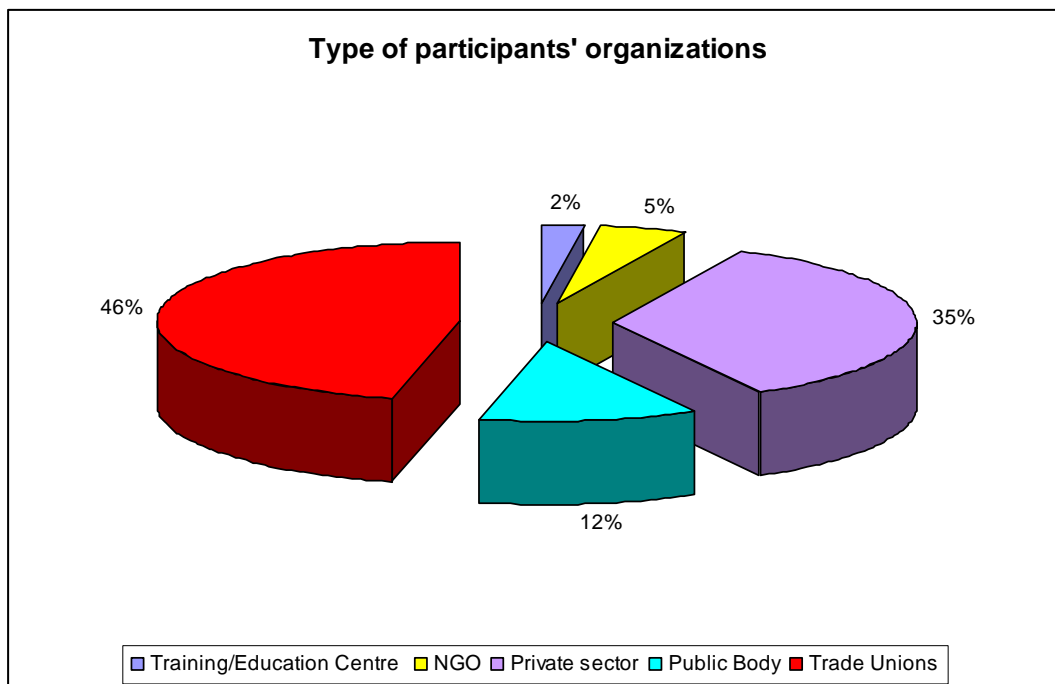
The partner responsible for the evaluation of the project is VFA – Valter Fissamber and Associates Ltd (Greece). The KoM was evaluated as a dissemination event. A questionnaire was distributed at the end of the event to be filled in by all participants (attached as Annex 1). The aim of the questionnaire was to identify the profile of the participants and measure their satisfaction as regards a number of essential issues, relevant to the organization and content of the KoM. The questionnaire was translated into Turkish, so as to allow all participants to fill it in.

a) Participants profile

The questionnaire was filled in by 43 participants. The majority were men (77%).



Participants represented a rather wide variety of organizations, mainly trade unions (46%). However, many came from private enterprises and the public sector. The participation of Vocational Training Centers was very low.



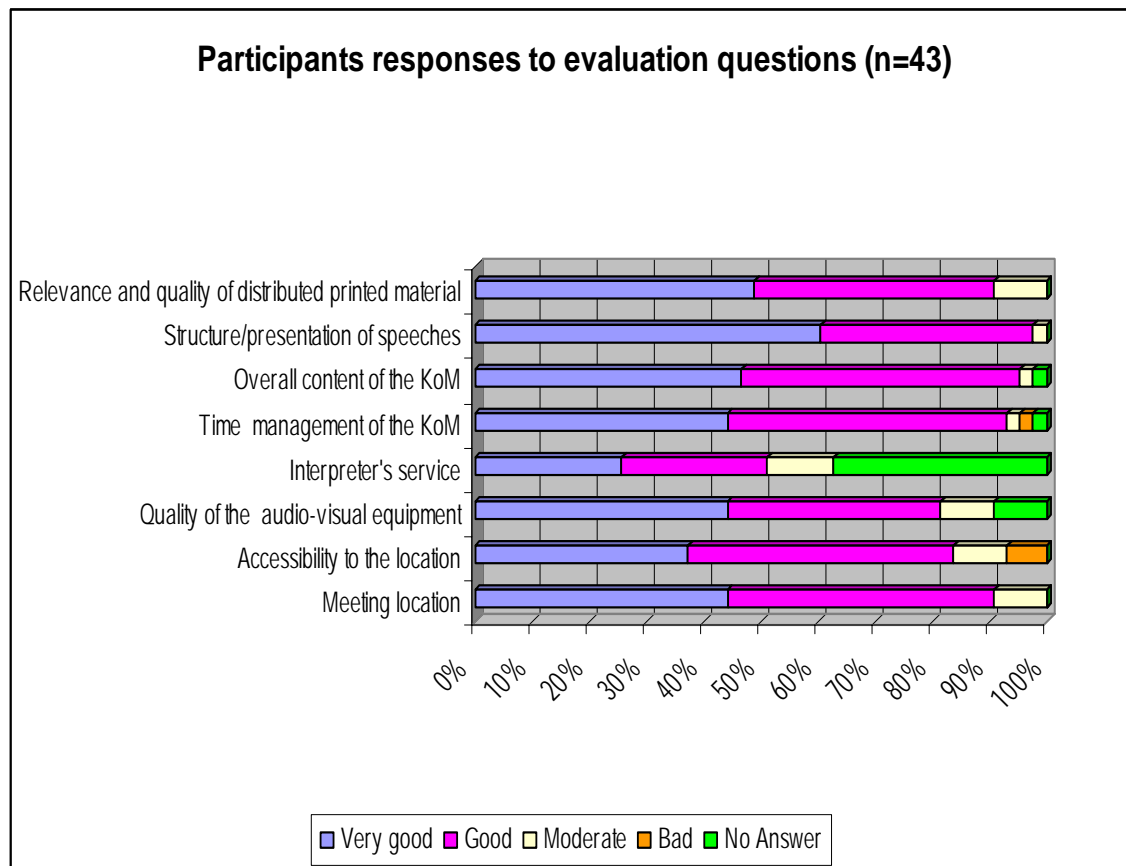
Participants were asked to evaluate the following topics on a basis of an evaluation scale that ranged from Bad to Very Good.

- Relevance and quality of distributed printed material
- Structure/presentation of speeches
- Overall content of the KoM
- Time management of the KoM
- Interpreter's service
- Quality of the audio-visual equipment
- Accessibility to the location
- Meeting location

In the case of five items (location, accessibility, speeches, content and time management) the vast majority of participants (over 85%) expressed their satisfaction giving a rating between 'good' and 'very good'.

Approximately 10% of the participants posed a question about the accessibility to the meeting location, giving the lowest rating.

The response rate in all questions was high, except in the case of the question about 'interpreter's service', that it was not answered by 40% of the participants.



Participants' comments and suggestions

Participants' comments mainly focused on the necessity to implement similar projects and to achieve sustainable results.

Their suggestions included:

- training on protection of workers' rights and benefits
- training on industrial psychology and positive thinking
- cooperation with other trade unions for the dissemination of trainings
- larger effort to disseminate project results and activities
- bottom-up oriented approaches
- better communication
- emphasis on social dialogue.

Evaluator's comments and suggestions

- The Kick-off Meeting of the project 'CVs in Retail' held in Ankara on April 8th 2009 can be characterized as a successful dissemination event. It had the expected participation, it involved interested parties, it served its purpose - which was to inform interested public about the new project and its objectives.
- Participants were satisfied by the organization, structure and content of the KoM.
- However, 'Cvs in Retail' is a project focused on vocational qualifications and training, and in this context the participation of VET organizations could have been higher.
- 'Cvs in Retail' is a transnational project for the transfer of innovation, and in this context a major topic of evaluation is transnationality. In a dissemination event where transnational partners participate, it is very important to maximize the possibilities for interactive dialogue for the exchange of views and experiences.

Annex 4: Evaluation of the first Steering Committee Meeting (Ankara 8/4/2009)

The present evaluation report refers to the first Steering Committee Meeting (SCM) of the LDV project titled 'Creating Value at European Level in Retail sector by ICT based vocational material' (herewith: CVs in Retail) held in Ankara (Turkey) on 8 April 2009.

The aim of this report is to inform the partnership on participants' impressions regarding issues related to the organization, structure and content of the SCM and also to identify issues that have to be taken into account for the future project activities.

For the evaluation purposes, two questionnaires were used:

The first questionnaire was sent to partner organization prior to the SCM. The second questionnaire was distributed immediately after the end of the Scientific Committee Meeting and was answered on-site by each participant. Both questionnaires are attached in the Annex herewith.

The report is structured in 4 parts: introductory notes, analysis of evaluation questionnaires, evaluator's conclusions and the annex.

1. The 2nd Scientific Committee Meeting

The first SCM was held in Ankara (Turkey) on 8 April 2009 and was hosted by the applicant organization TEZKOOP – IS.

It was attended by all project partners: Ali Yiğiter (TEZKOOP IS), Beril Uguz (TEZKOOP IS), Haydar Özdemiroğlu (TEZKOOP IS), Didem Firat (TEZKOOP IS), Mustafa Aksoy (Gazi Vocational Training Center), Aise Akpınar (EDUSER), Ozlem Buyukakin (EDUSER), Deniz Gelebidglu (EDUSER), Duygu Durmaz (EDUSER), Recep Vargın (Karder), Anna Koniotaki (VFA Ltd). The Italian partner, Centro Servizi, did not manage to participate, because of an emergency situation at Italian airports.

The agenda was sent by the promoter organization on April 1st 2009. The core issues of the meeting were the project roadmap, the financial monitoring and the methodology to be applied for the development of the occupational profiles.

The meeting was coordinated by Aise Akpınar (EDUSER).

2. Analysis of the evaluation questionnaires

a) Analysis of the pre-start evaluation questionnaire

Few days before the SCM, all partner organizations received a questionnaire the aim of which was to identify partners' expectations as regards the upcoming meeting.

All partner organizations responded to evaluator's request and the completed questionnaires were available before the launching of the SCM.

The conclusions drawn are as follows:

- All partner organization had a clear view of the overall objectives of the project
- All partner organization had a clear view of their role and tasks
- All partners are familiar with evaluation practices
- As regards potential obstacles to the successful implementation of the project, the partners focused on the following risk factors: problems in communication / cooperation / coordination among partnership, unexpected changes in the roadmap, negligent partners. Some partners also expressed their concern about particular activities, and especially the trainings. Issues of relevance, quality and effectiveness have been raised, and probably they will re-occur during project implementation.
- Partners' expectations as regards the SCM have mainly to do with getting to know each other, reach a common ground of understanding and agreement as regards essential project-related issues, and clarify tasks and responsibilities related to project activities and financial monitoring.

b) Analysis of the evaluation questionnaire

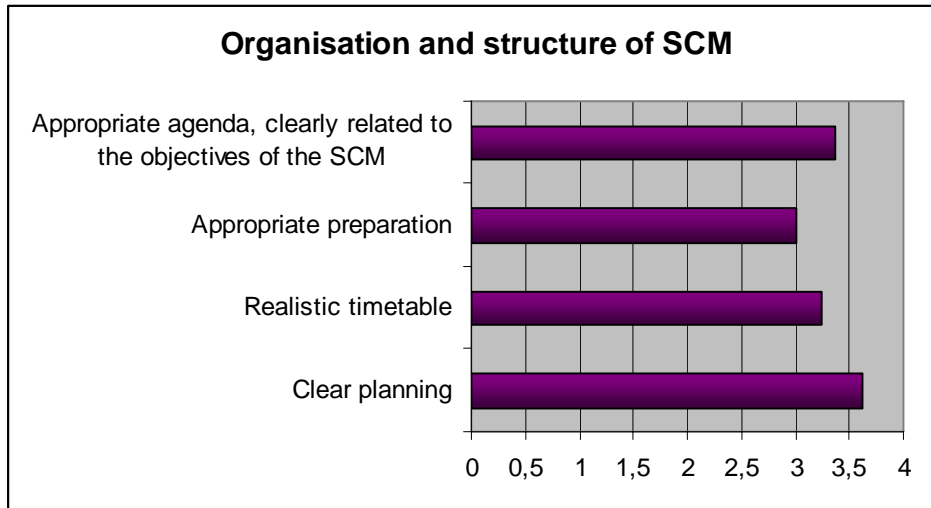
The questionnaire for the evaluation of SCM was distributed after the end of the meeting and was filled in by all participants present at the closing session of the SCM, ie. eight persons in total from TEZKOOP IS, EDUSER, and VFA Ltd.

The evaluation scale used was the following: 4 - very good; 3 - good; 2 - fair; 1 – unsatisfactory.

The results are as follows:

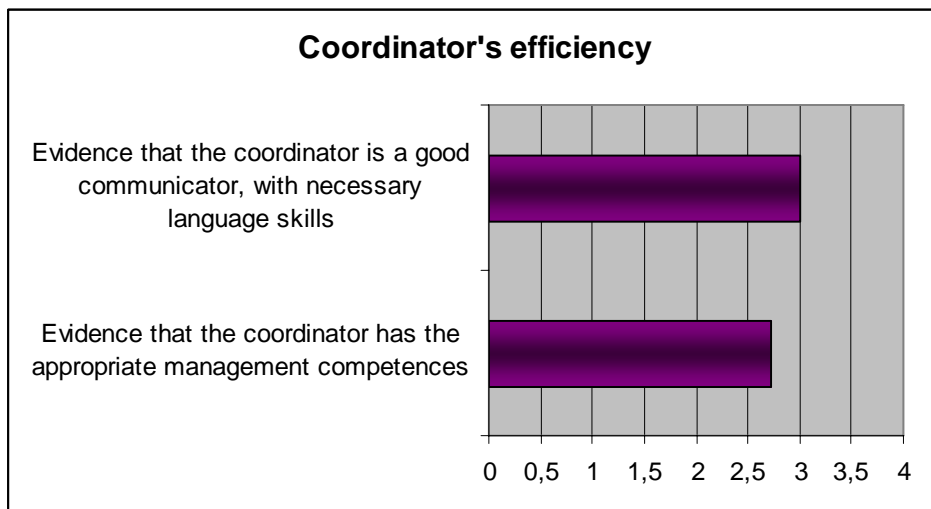
Organization and structure of the SCM

As regards the organization and the structure of the SCM, participants were rather satisfied with the planning, timetable, agenda and preparation.



Coordinator's efficiency

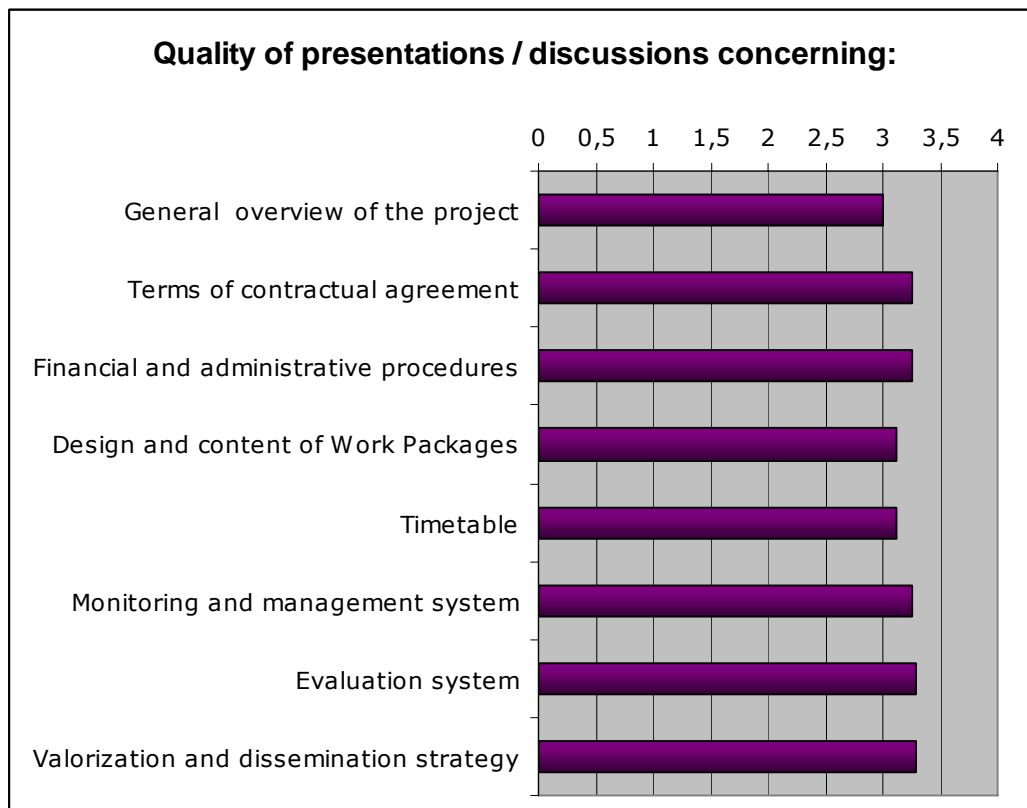
Regarding the coordinator's efficiency, it was averagely rated as good as regards the capacity to manage the project and her communication/ language skills.



Quality of presentations and relevant discussions

Regarding the quality of presentations and relevant discussions, the following aspects have been evaluated by the participants (each aspect corresponding to an agenda topic):

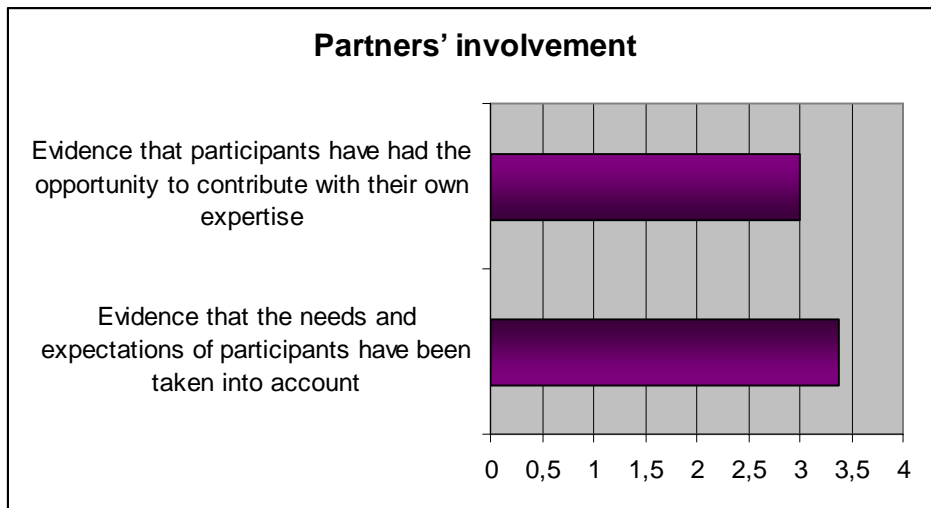
- General overview of the project progress
- Terms of contractual agreement
- Financial and administrative procedures
- Design and content of Work Packages
- Timetable
- Monitoring and management system
- Evaluation system
- Valorization and dissemination strategy



As a general remark, the presentations and discussions were good.

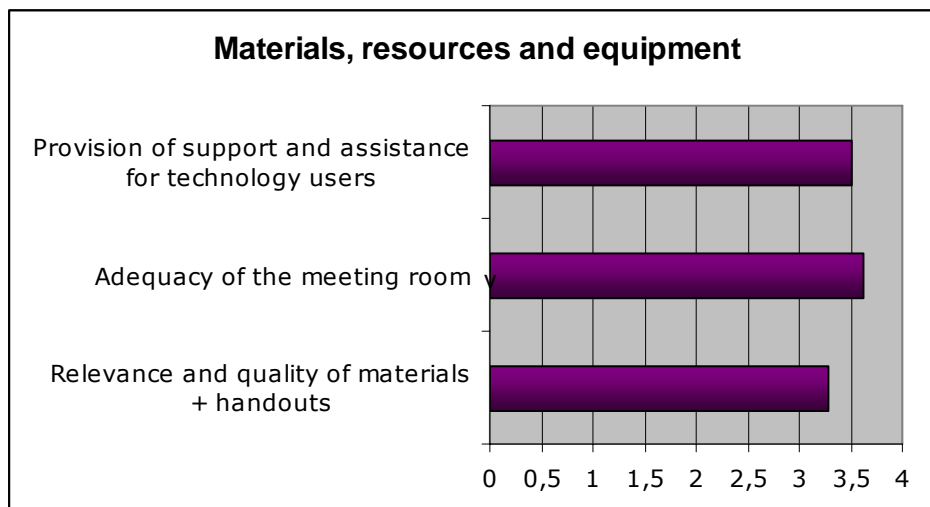
Partners' involvement

Participants believe that to a significant extent their needs and expectations have been taken into account and that they were given the opportunity to contribute with their own expertise.



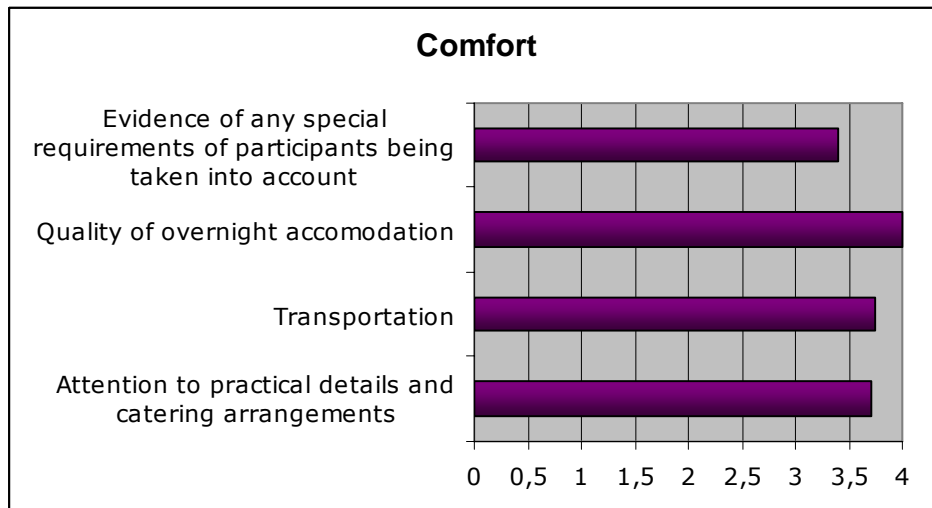
Materials, resources and equipment

All partners agreed that the meeting room was adequate for the needs of the SCM. The same applies in the case of support and assistance for technology users and the quality of the printed material distributed.



Accommodation, transportation and comfort

As regards the 'comfort' factor all respondents have been satisfied.



Participants' comments

Participants' comments and suggestions are cited below:

a) *Extent to which participants' expectations have been met*

- All my expectations have been met (3 responses)
- I expected an English-speaking work team
- I'm satisfied with the information given during presentations.
- The meeting was rather good

b) *suggestions for improvement*

- Professional interpreter's service – or English as the working language of the meeting (3 responses)
- Active participation of all partners.

3. Evaluator's comments and conclusions

- The SCM at Ankara was the first opportunity for the project partners to meet and discuss on the project procedures and responsibilities. The agenda was rather condensed in an effort to 'fit' all topics in a 4-hour meeting. Despite time limitations, the most important issues were addressed.
- Full participation was sought after. Although the Italian partner could not attend the SCM, a skype connection was installed to enable communication and cooperation.
- Printed material in English to support the discussions / presentations on project activities and financial monitoring was distributed during the SCM. The introduction to the MVET methodology was accompanied by relevant material that was sent to partners few days after the SCM via e-mail. The project roadmap, that was discussed during SCM, was sent to partners prior to SCM.
- The response of partner organizations to the evaluator's requirements has been excellent.
- As regards potential obstacles to the successful implementation of the project, the partners focused on the following risk factors: problems in communication / cooperation / coordination among partnership, unexpected changes in the roadmap, negligent partners. Some partners also expressed their concern about particular activities, and especially the trainings. Issues of relevance, quality and effectiveness have been raised, and probably they will re-occur during project implementation.
- In general the SCM achieved its aim. Participants expressed their satisfaction to a large extent, as regards the organization, structure and content of the SCM. All agenda items were covered and partners reached a common ground of understanding processes and responsibilities.
- A weak point of the meeting was the lack of professional interpreter's service to facilitate communication among partners.
- The next SCM will be held in Greece in November 2009. Proper preparation will be crucial since it coincides with the end of the first year of the project and the preparation of the interim report. The duration has to be longer so as to have time to discuss all pending issues.

ANNEX: Evaluation questionnaires

CVs IN RETAIL project evaluation

Pre-start up questionnaire for partners

Partner Organization

Dear Partners, please respond to the following questions, typing your answers into the document.

From the perspective of your organization:

1. **Do you have a clear view of the overall objectives of the CVs IN RETAIL project?**
2. **Please identify issues/ factors that may be obstacles to the successful delivering of the CVs IN RETAIL project.**
3. **Do you have a clear view of your role and tasks in the context of the CVs IN RETAIL project?**
4. **Please identify issues/ factors that may cause difficulties as regards your role and expected contribution to the outcomes of the CVs IN RETAIL project.**
5. **With regard to the project evaluation procedure:**
 - Do you have previous experience of Leonardo da Vinci projects?
 - Are you familiar with evaluation practices?
6. **What do you expect from the first Scientific Committee Meeting?**

7. Please comment on the organisation of the project so far, giving your views on:

- The overall coordination/ management of the project
- The agenda of the SCM
- The organisation of the SCM
- The duration of the SCM
- The expected outcomes of the SCM
- Any other issues that you would like to comment on with regard to project organisation structures

Other comments:

Please e-mail me your responses to or hand it over to me prior to the start of the SCM.

**Thank you for your prompt response,
The project evaluator
Anna Koniotaki.**

.....
*Anna Koniotaki
VFA Ltd
6, Agion Theodoron Square
Athens 10561, Greece
Tel +30 210 3230102
Fax +30210 3230159
e-mail: koniotaki@vfa.gr*

EVALUATION OF CVs in RETAIL - Scientific Committee Meeting,
Ankara 8/4/2009

Name:

Partner organization:

All participants of the SCM are kindly requested to fill in the following questionnaire

Evaluation scale: 4 - very good; 3 - good; 2 - fair; 1 - unsatisfactory.

| Theme | Performance indicator | 4 | 3 | 2 | 1 |
|---|--|---|---|---|---|
| Organisation and structure of the SCM | Clear planning | | | | |
| | Realistic timetable | | | | |
| | Appropriate preparation | | | | |
| | Appropriate agenda, clearly related to the objectives of the SCM | | | | |
| Coordinator's efficiency | Evidence that the coordinator has the appropriate management competences | | | | |
| | Evidence that the coordinator is a good communicator, with the necessary language skills | | | | |
| Quality of presentations / discussions concerning | General overview of the project | | | | |
| | Terms of contractual agreement | | | | |
| | Financial and administrative procedures | | | | |
| | Design and content of Work Packages | | | | |
| | Timetable | | | | |
| | Monitoring and management system | | | | |
| | Evaluation system | | | | |
| Partners' involvement | Evidence that the needs and expectations of participants have been taken into account | | | | |
| | Evidence that participants have had the opportunity to contribute with their own expertise | | | | |
| | Relevance and quality of materials + handouts | | | | |

| | | | | | |
|---|---|--|--|--|--|
| Materials, resources and equipment | Adequacy of the meeting room | | | | |
| | Provision of support and assistance for technology users | | | | |
| Accommodation, transportation and comfort | Attention to practical details and catering arrangements | | | | |
| | Transportation | | | | |
| | Quality of overnight accommodation | | | | |
| | Evidence of any special requirements of participants being taken into account | | | | |

To what extent have your expectations regarding this meeting been met?

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What would you suggest as an improvement for the next meeting?

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Comments:

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Thank you for your cooperation.

Annex 5: Evaluation of the Ankara workshop for WP3 (14/5/2009)

The present evaluation report refers to the Workshop held in the context of Work Package 3 of the LDV project titled 'Creating Value at European Level in Retail sector by ICT based vocational material' (herewith: CVs in Retail). The workshop was held in Ankara (Turkey) on 14 May 2009.

The aim of this report is to inform the partnership on participants' impressions regarding issues related to the organization, structure and content of the workshop and also to identify issues that have to be taken into account for the future project activities.

For the evaluation purposes, one questionnaire was used. It was distributed immediately after the end of the workshop and was answered on-site by each participant. The questionnaire form may be found at the Annex herewith.

The report is structured in the following parts: introductory notes, analysis of completed evaluation questionnaires, evaluator's conclusions and suggestions and the annex.

1. The Workshop for WP 3 (Adaptation of the MVET model for Retail Sector in Turkey)

The workshop was held in Ankara (Turkey) on 14/5/ 2009 and was hosted by the EDUSER. The aim of the workshop was to promote discussion among the partnership as regards the details, approaches, methodologies for the transfer and adaptation of the MVET model to the retail sector occupations.

The workshop was attended by representatives of all project partners:

- Haydar Özdemiroğlu – Tez-Koop-İş Union
- Didem Fırat – Tez-Koop-İş Union
- Gürsel Doğru – Tez-Koop-İş Union
- Alexis Isaakidis – VFA Ltd
- Aişe Akpınar – Eduser
- Özlem Büyükkakın – Eduser
- Gizem Baştaş– Eduser
- Bülent Çelik – Eduser

- Beril Uğuz- Tez-Koop-İş Union
- Mustafa Aksoy – Gazi VQC
- Recep Varçın – KARDER
- Mehtap Bahadır – KARDER
- Gabriella ANTEZZA-Centro Servizi Srl
- Mehtap Akpınar- Tez-Koop-İş Union
- İlhan Sezgin- Eduser

The meeting was coordinated by Aise Akpınar (EDUSER).

Detailed minutes of the meeting were made available to all project participants

2. Analysis of the evaluation questionnaires

Analysis of the evaluation questionnaire

The questionnaire for the evaluation of the workshop was distributed after the end of the meeting and was filled in by all participants present at the closing session, ie. eleven persons.

The evaluation scale used was the following: 4 - very good; 3 - good; 2 - fair; 1 – unsatisfactory.

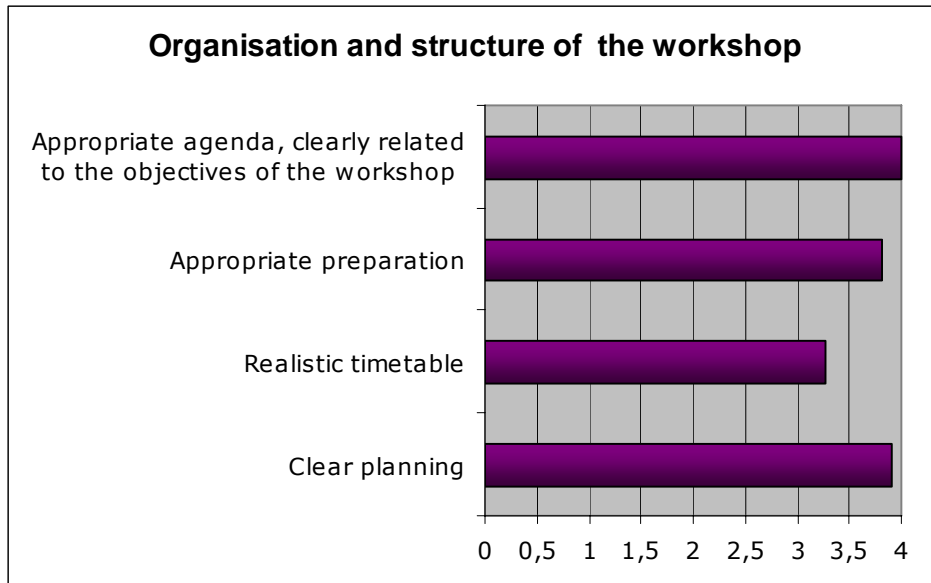
The results are as follows:

Organization and structure of the SCM

As regards the organization and the structure of the workshop, participants were satisfied with the planning, agenda and preparation.

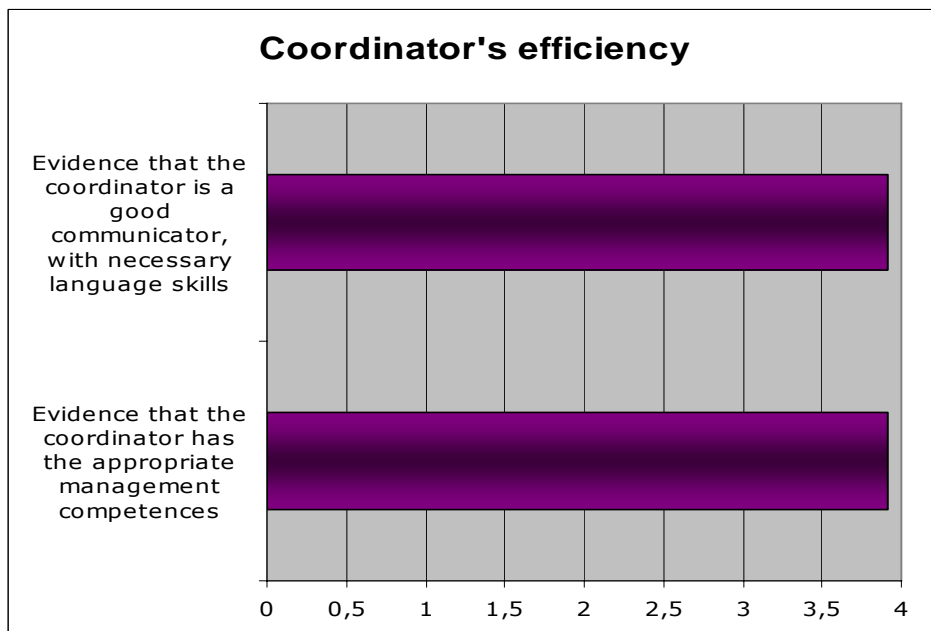
The agenda was sent by the promoter organization on April 21st 2009, well in advance for proper preparation. The core issues of the meeting were (a) the presentation of the country reports and (b) the transfer procedure and methodology to be applied for the development of the occupational profiles.

Some participants remarked on the limited time available.



Coordinator's efficiency

Regarding the coordinator's efficiency, it was highly rated by all participants as regards the capacity to manage the meeting and her communication/ language skills.

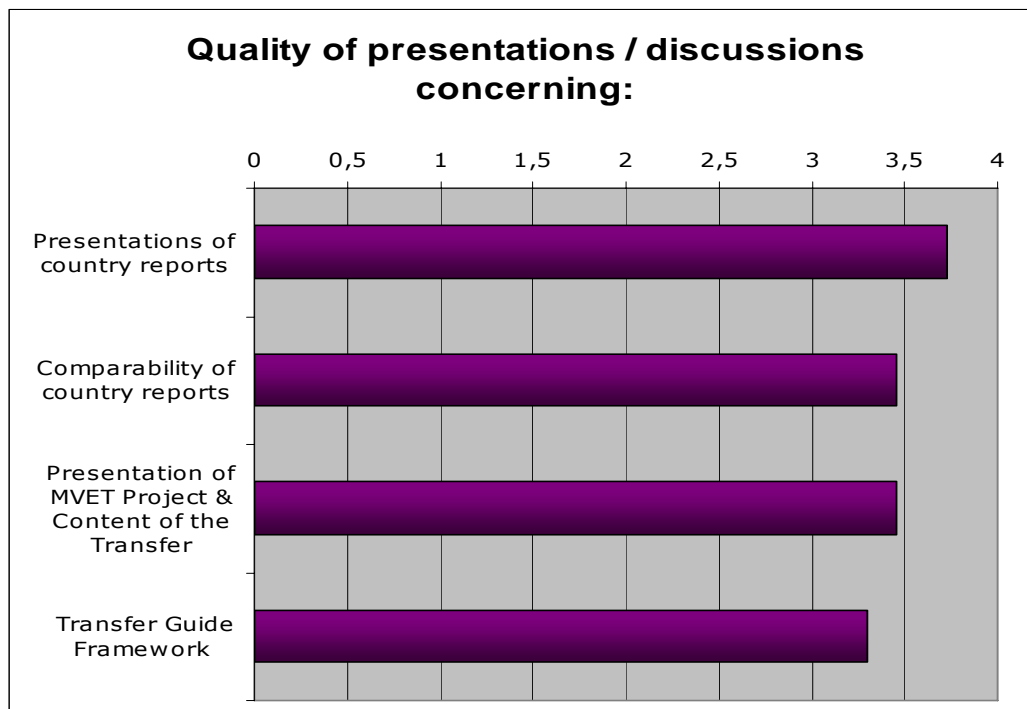


Quality of presentations and relevant discussions

Regarding the quality of presentations and relevant discussions, the following aspects have been evaluated by the participants (each aspect corresponding to an agenda topic):

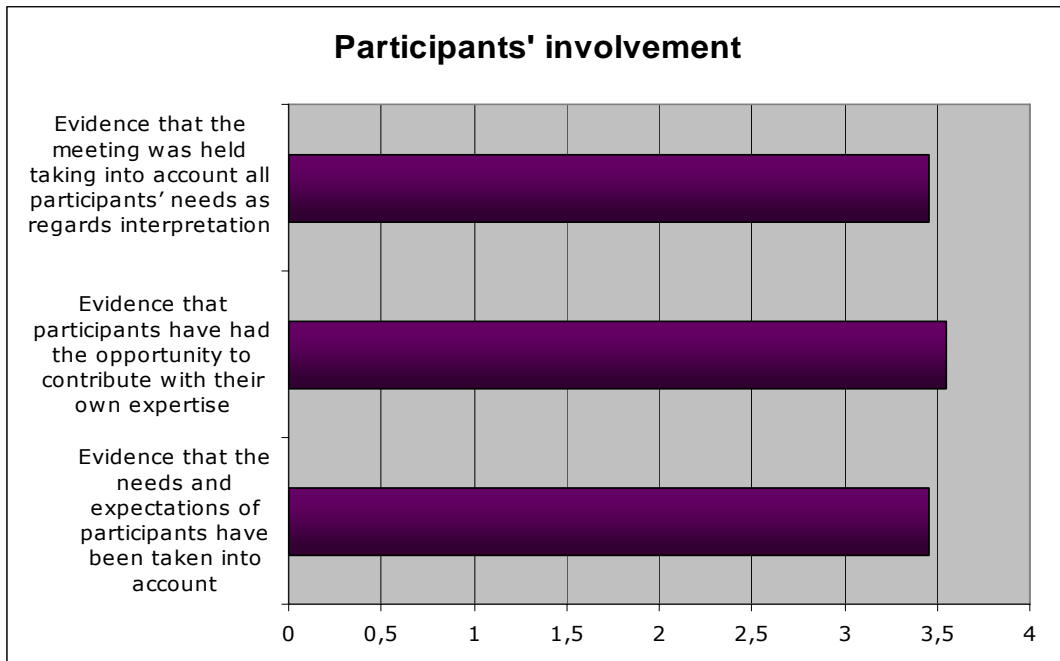
- Presentations of country reports
- Comparability of country reports
- Presentation of MVET Project & Content of the Transfer
- Transfer Guide Framework

As a general remark, the presentations and discussions were approved by all participants.



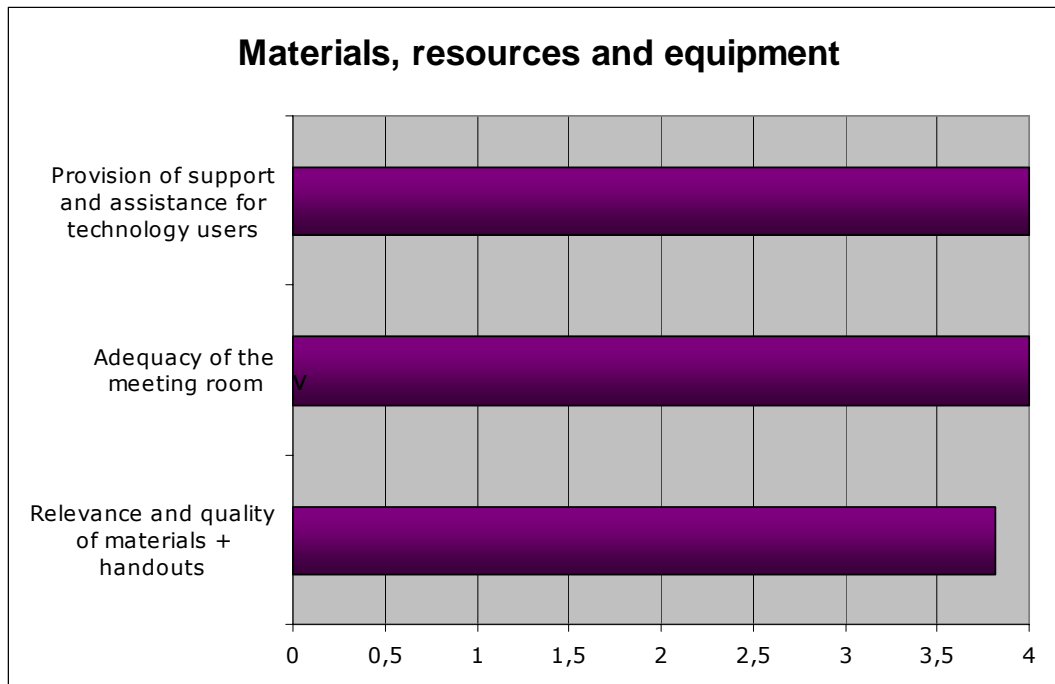
Participants' involvement

Participants believe that to a significant extent their needs and expectations have been taken into account and that they were given the opportunity to contribute with their own expertise. It is very important that the necessary conditions to cope with a multilingual environment had been ensured by the host organization.



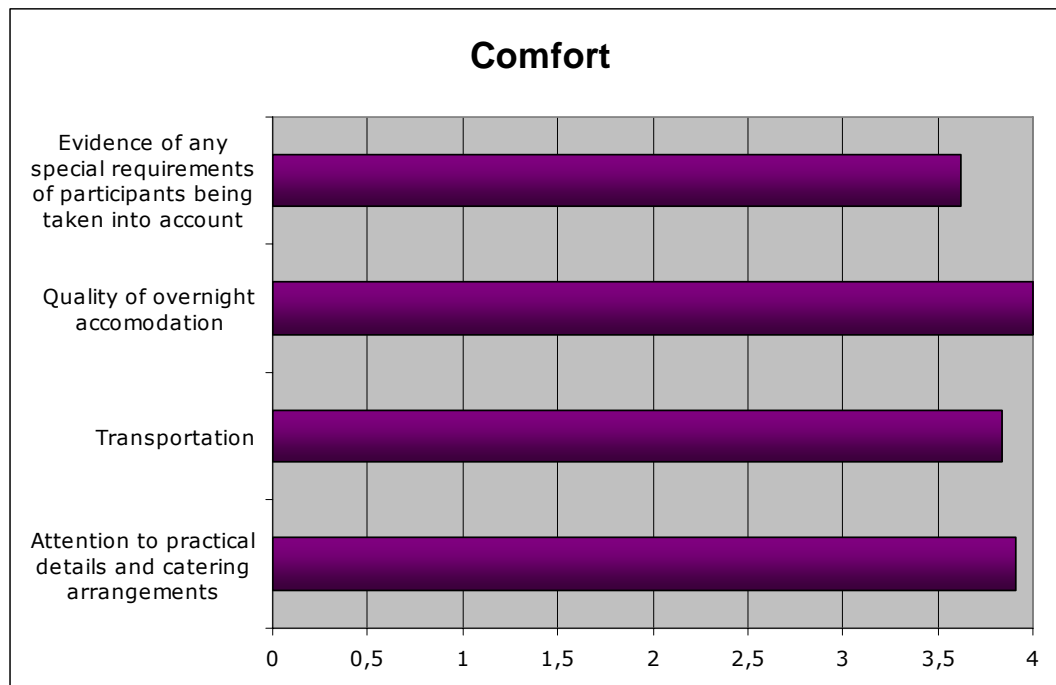
Materials, resources and equipment

All partners agreed that the meeting room was adequate for the needs of the workshop. The same applies in the case of support and assistance for technology users and the quality of the printed material distributed.



Accommodation, transportation and comfort

As regards the 'comfort' factor all respondents have been satisfied.



Participants' comments

Participants' comments and suggestions are cited below:

c) Extent to which participants' expectations have been met

- My expectations have been met (3 responses)
- Question marks have been partly replied
- The workshop was well organised and managed

d) suggestions for improvement

- the duration of the workshop should be longer, to enable all partners to contribute and all subjects to be discussed (3 responses)

3. Evaluator's comments and conclusions

- The Workshop for WP3 was the second opportunity for the project partners to meet and work on the project. Participants expressed their satisfaction, as regards the organization, structure and content of the workshop. All agenda items were covered and partners reached a common ground of understanding processes and responsibilities.
- Full participation of partners was sought after and achieved. There was extended exchange of views on methodologies and country-specific approaches.
- The participants had the chance to be well prepared for the workshop. The agenda of the meeting and relevant reference material in English had been sent in advance via email.
- Some partners complained about the limited duration of the workshop. The issue of the duration of the workshop was also discussed in the first SCM and it was restricted to one day due to budgetary limitations. However, taking into account the comments of the participants and the (detailed) minutes of the meeting, it can be concluded that the workshop served its purpose successfully.

**ANNEX 1a: EVALUATION OF CVs in RETAIL-WP3 Workshop, Ankara
14/5/2009**

Name:

Partner organization:

All participants of the Workshop are kindly requested to fill in the following questionnaire

Evaluation scale: 4 - very good; 3 - good; 2 - fair; 1 - unsatisfactory.

| Theme | Performance indicator | 4 | 3 | 2 | 1 |
|--|--|---|---|---|---|
| Organisation and structure of the workshop | Clear planning | | | | |
| | Realistic timetable | | | | |
| | Appropriate preparation | | | | |
| | Appropriate agenda, clearly related to the objectives of the SCM | | | | |
| Coordinator's efficiency | Evidence that the coordinator has the appropriate management competences | | | | |
| | Evidence that the coordinator is a good communicator, with the necessary language skills | | | | |
| Quality of presentations / discussions concerning | Presentation of country reports | | | | |
| | Comparability of country reports | | | | |
| | Presentation of the MVET Project and Content of transfer | | | | |
| | Transfer Guide Framework | | | | |
| Partners' involvement | Evidence that the needs and expectations of participants have been taken into account | | | | |
| | Evidence that participants have had the opportunity to contribute with their own expertise | | | | |
| | Evidence that the meeting was held taking into account all participants' needs as regards interpretation | | | | |
| Materials, resources and equipment | Relevance and quality of materials + handouts | | | | |
| | Adequacy of the meeting room | | | | |
| | Provision of support and assistance for technology users | | | | |
| Accommodation, transportation | Attention to practical details and catering arrangements | | | | |
| | Transportation | | | | |

| | | | | | |
|---------------------------|---|--|--|--|--|
| <i>and comfort</i> | Quality of overnight accommodation | | | | |
| | Evidence of any special requirements of participants being taken into account | | | | |

To what extent have your expectations regarding this meeting been met?

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What would you suggest as an improvement for the next meeting?

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Comments:

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Thank you for your cooperation.

Annex 6: Evaluation of the WP4 workshops

INTRODUCTION

The present evaluation report refers to the workshops held in Ankara in the context of the Leonardo da Vinci Transfer of Innovation project titled 'Creating Value at European Level in Retail sector by ICT based vocational material' (herewith: 'CVs in Retail').

The report has been drafted by the project partner VFA – Valter Fissamber and Associates Ltd who is responsible for the evaluation of the whole project activities.

The aim of this report is to inform the partnership, and any other interested party, on participants' impressions regarding issues related to the organization, content and quality of the workshop, to identify issues that have to be taken into account for similar future activities and to assess the effectiveness of the activity.

For the evaluation purposes, one questionnaire has been designed, translated into Turkish and distributed immediately after the end of each workshop to the participants to be answered by each participant. The sample questionnaire is attached in the Annex herewith.

The report is structured in 4 parts: introductory notes, analysis of evaluation questionnaires, evaluator's notes and conclusions and the annex.

In the context of the project 'CVs in Retail' a number of activities had preceded the realization of the workshops that are evaluated. Those activities had to do with the detailed specification of the procedure for the identification of three vocational qualifications that the partnership will focus on, for the development of vocational qualification profiles. The partnership workings resulted in the identification of the following occupations:

1. butcher
- 2 delikatessen salesperson
- 3 cashier

For each of the above occupations, the vocational qualifications (required skills and knowledge) had to be identified and developed. The first step towards this objective was the realization of one workshop per each occupation with the participation of expert workers. The methodology used was DACUM (Develop A CUrriculUM), a widely accepted and commonly used methodology for carrying out occupational analysis. DACUM Method uses the technique of team work, with teams formed by subject teachers and expert workers from the industry who have relevant experience. All three workshops were held in Ankara under the responsibility of the partner organization EDUSER, a consultancy firm with significant experience in this field.

The workshops produced three draft vocational qualification profiles that at a next stage will be processed and finalized on the basis of a specific procedure.

ANALYSIS OF EVALUATION QUESTIONNAIRES

1. Workshop for the development of the Vocational Qualification profile of 'butcher'

The first of the workshops was held in Ankara in the period 6-9 June 2009. It lasted three days and dealt with the development of the Vocational Qualification of 'Butcher'.

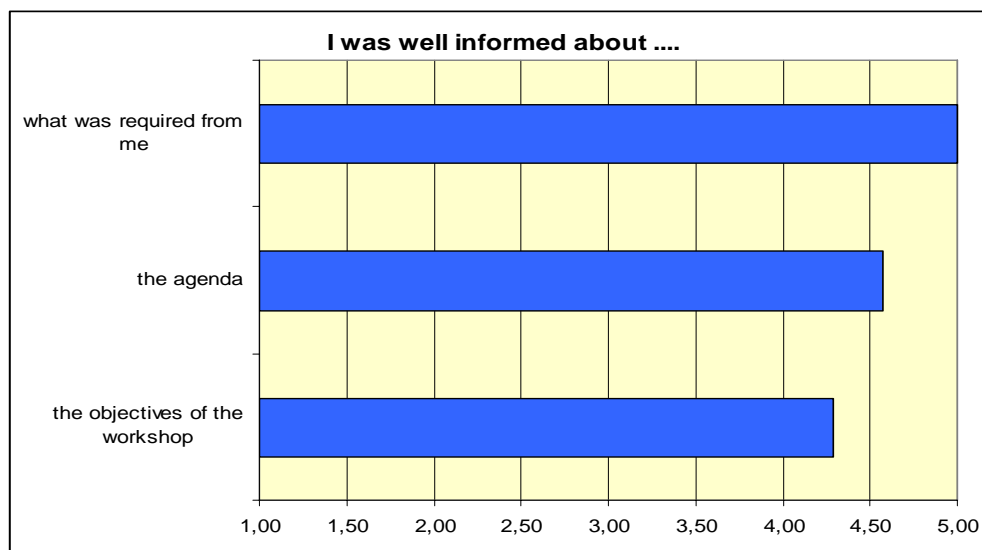
Mrs. Aise AKPINAR (EDUSER) was the moderator of the workshop. The participants were seven individuals working as butchers. Their average relevant working experience was 19,8 years.

The workshop resulted in the development of a draft text on Vocational Qualifications that will be reviewed and finalized in the context of the project.

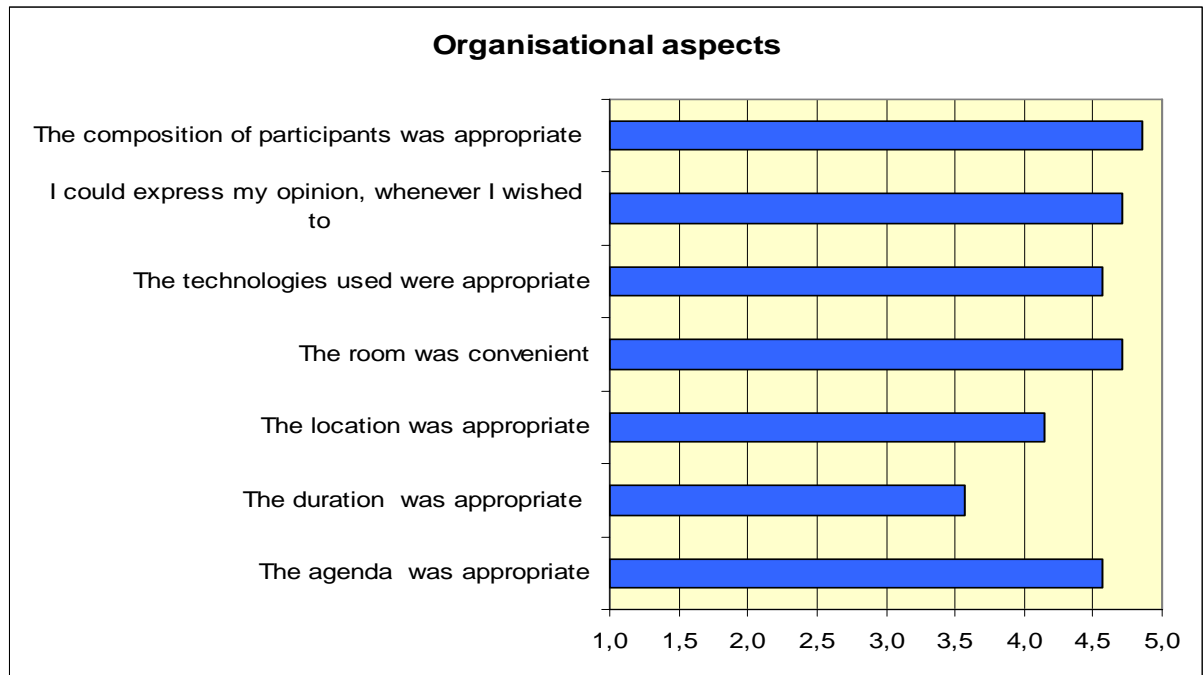
All participants were asked the extent to which they were well informed about:

- the objectives of the workshop
- the agenda and
- what was required from them.

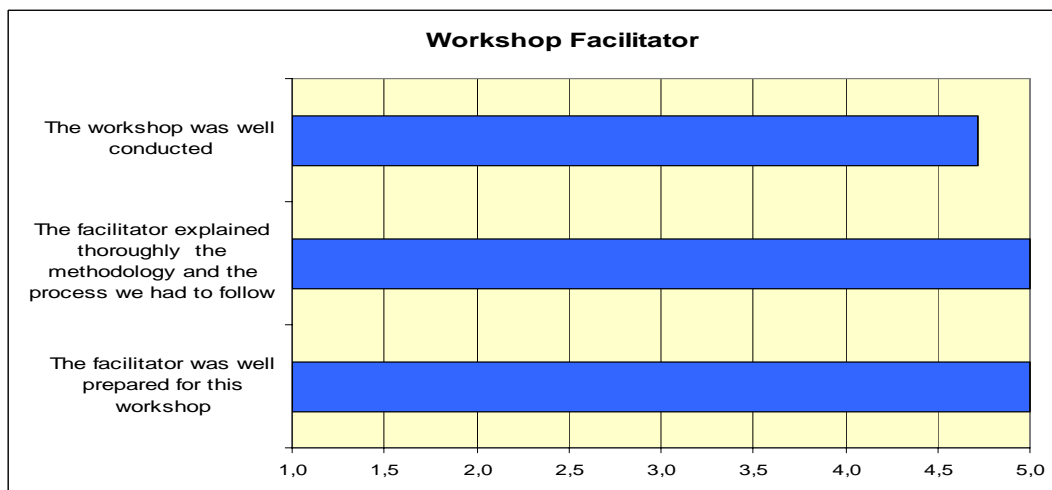
As a general remark, it can be concluded that the extent to which participants were informed was very high.



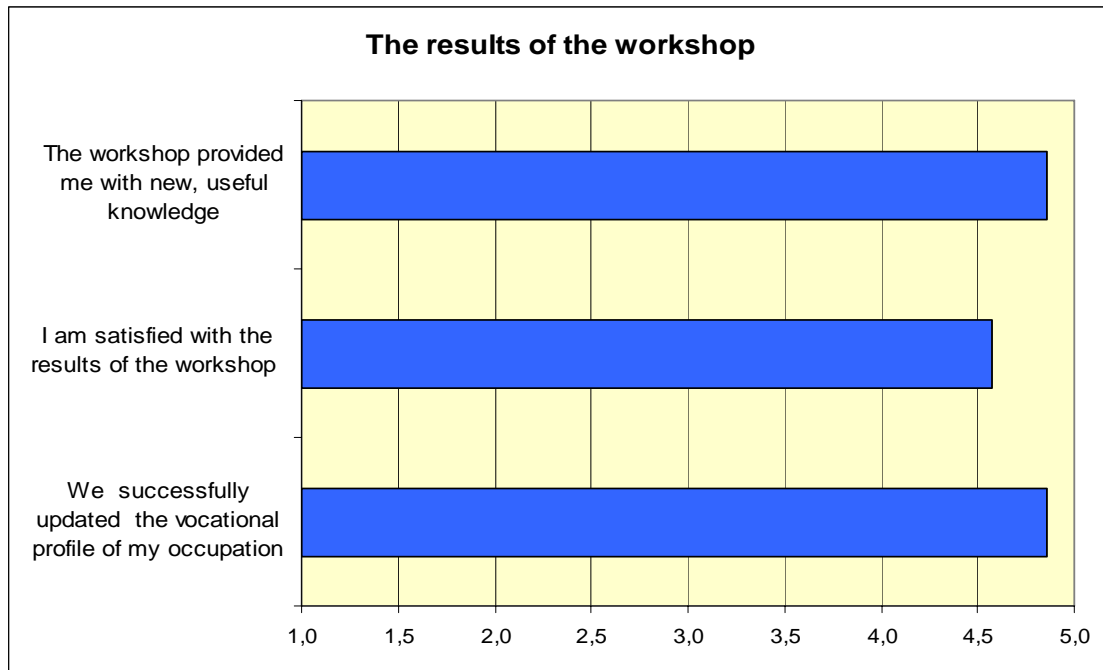
Regarding organizational aspects of the workshop, most ratings indicated participants' satisfaction. A question has been raised as regards the duration of the workshop which for some should have been longer.



The facilitator left an excellent impression to all participants.

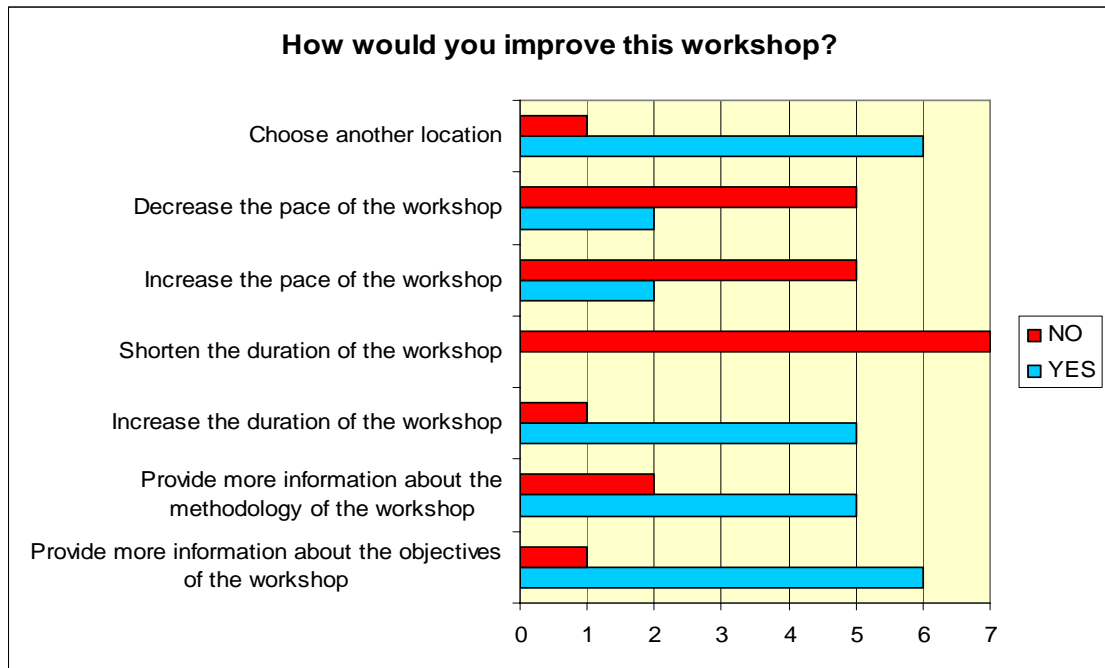


With reference to the results of the workshop, the participants were highly satisfied from the work done: their occupational knowledge was enriched and the results were satisfactory.



The participants were also asked to put forward suggestions for the improvement of the workshop organization.

The majority of the participants would choose another location for the workshop. They would make no changes as regards the pace and the duration of the workshop. Most of the participants would like to have even more information about the DACUM methodology and the objectives of the workshop.



2. Workshop for the development of the the Vocational Qualification profile of 'Delicatessen Salesperson'

The second of the workshops was held in Ankara in the period 27-29 July 2009 and dealt with the development of the Vocational Qualification of 'Delikatessen Salesperson'.

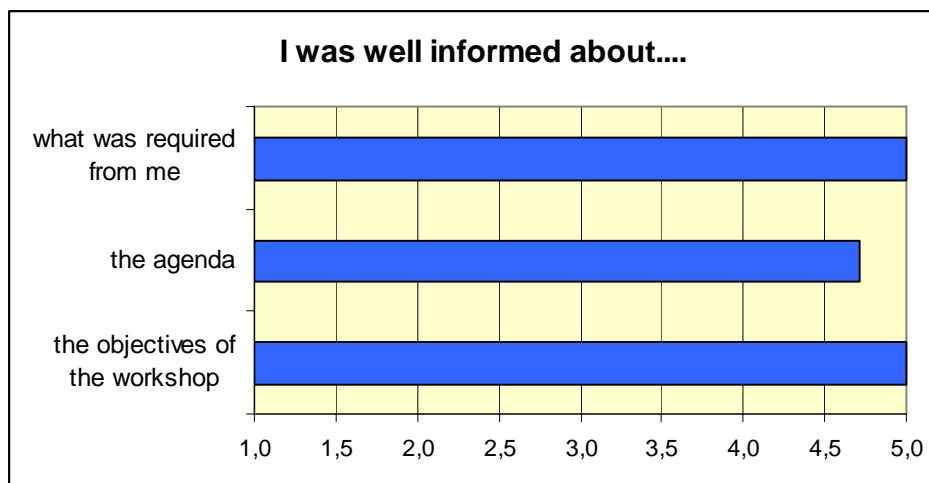
Mrs. Aise AKPINAR (EDUSER) was the moderator of the workshop. The participants were seven individuals working as delicatessen salespersons. Their average relevant working experience was 11,8 years.

The workshop resulted in the development of a draft VQ that will be reviewed and finalized in the context of the present project.

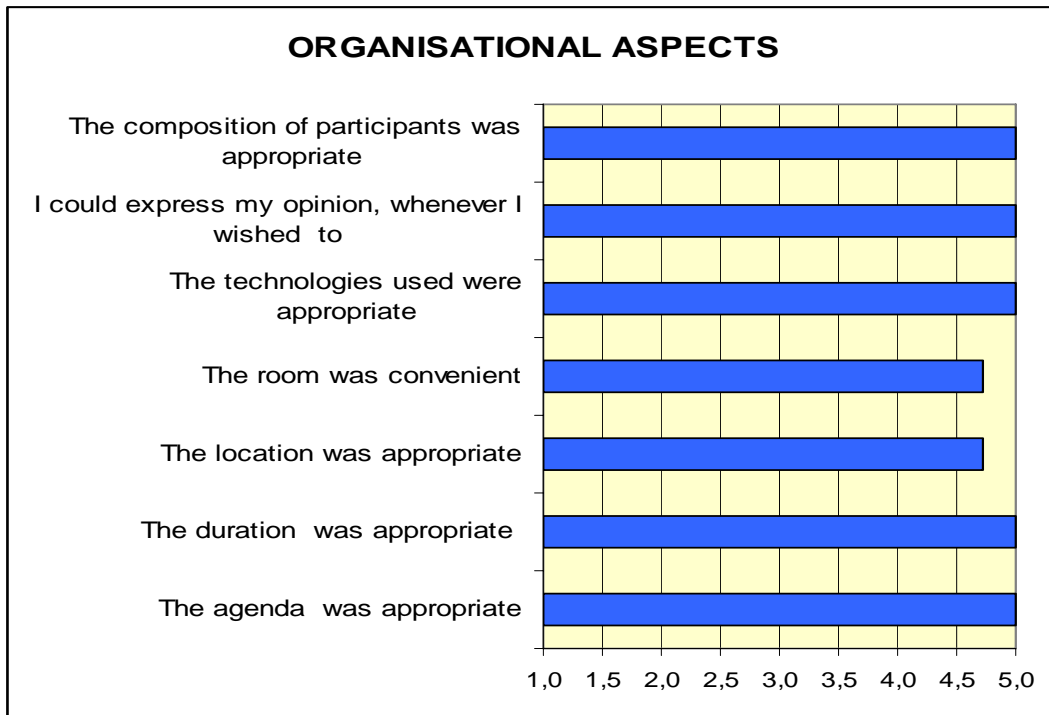
All participants were asked the extent to which they were well informed about:

- the objectives of the workshop
- the agenda and
- what was required from them.

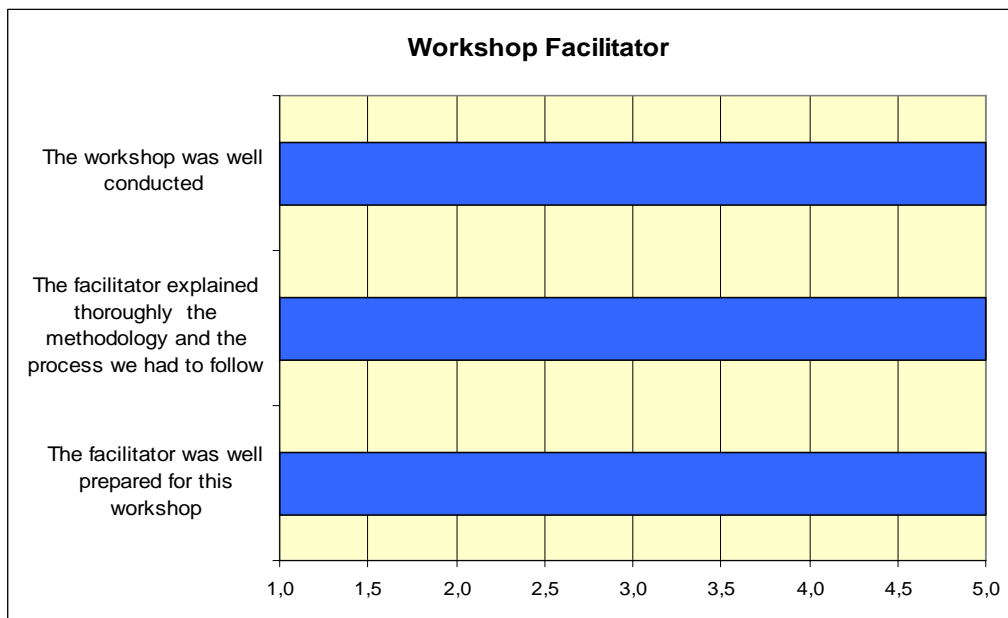
As a general remark, it can be concluded that the extent to which participants were informed was very high.



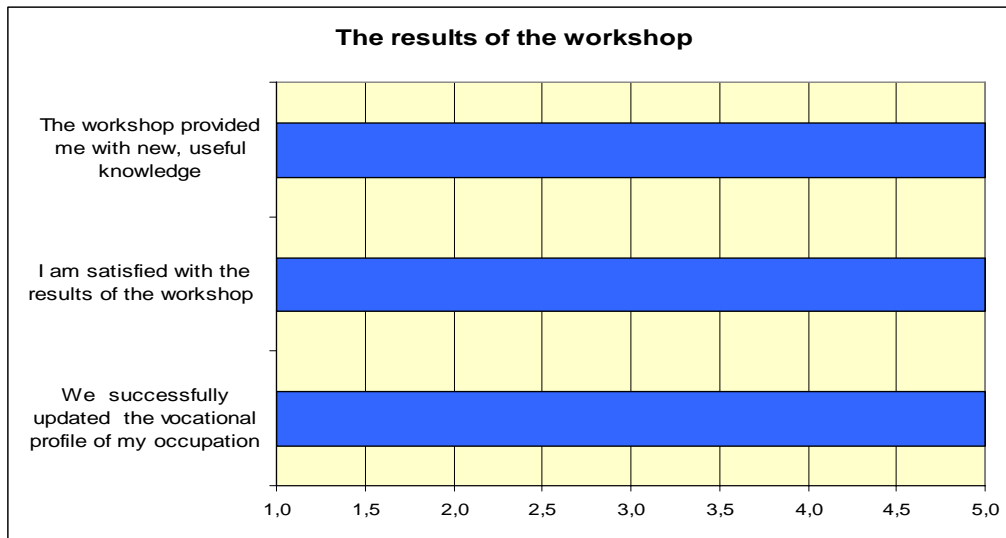
Regarding organizational aspects of the workshop, the ratings indicated full participants' satisfaction.



The facilitator left an excellent impression to all participants.

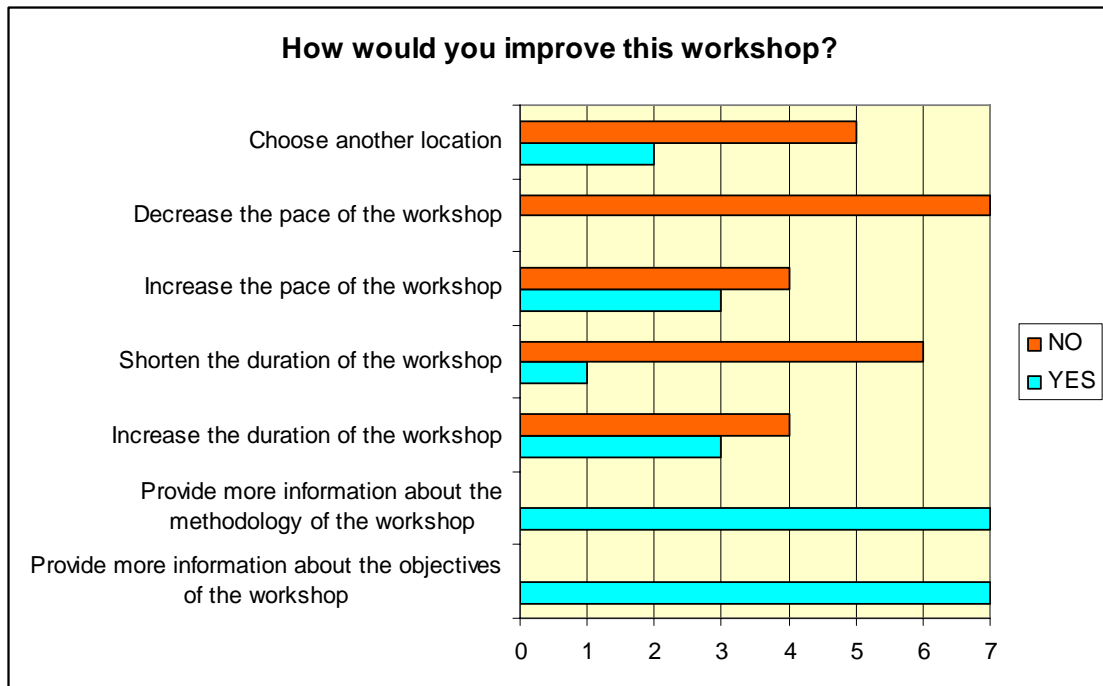


All participants expressed their full satisfaction as regards the outcomes of the workshop. They left the workshop feeling that they have completed their task successfully and that they acquired new knowledge about their occupation.



The participants were also asked to put forward suggestions for the improvement of the workshop organization. They were in general satisfied as regards the location of the event, the pace of the workshop and its duration .

However, if they had participated in the organization of the workshop, they would have provided even more information about the DACUM methodology and the objectives of the workshop.



c) Workshop for the development of the Vocational Qualification profile of 'cashier'

The third of the workshops was held in Ankara in the period 7-9 September 2009 and dealt with the development of the Vocational Qualification of 'Cashier'.

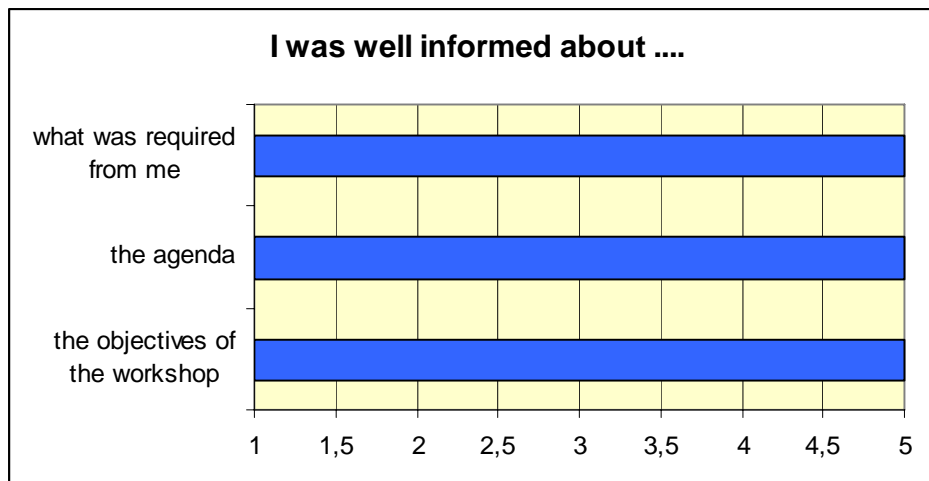
Mrs. Aise AKPINAR (EDUSER) was the moderator of the workshop. The participants were six individuals working as delicatessen salespersons. Their average relevant working experience was 7,5 years.

The workshop resulted in the development of a draft VQ that will be reviewed and finalized in the context of the present project.

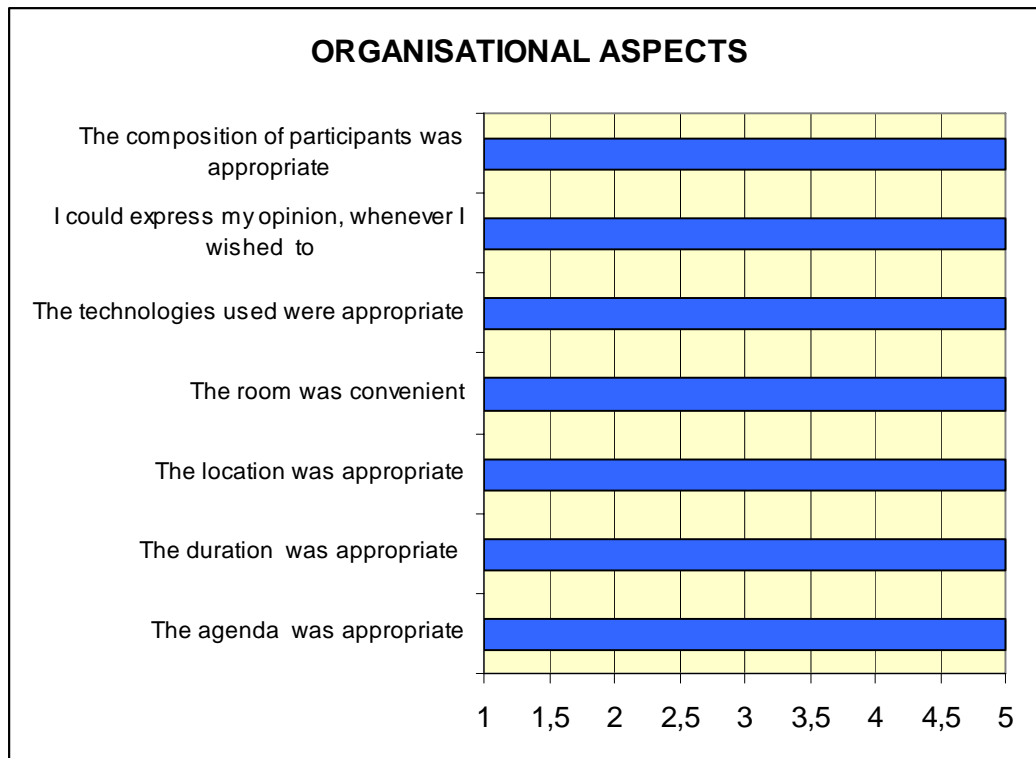
All participants were asked the extent to which they were well informed about:

- the objectives of the workshop
- the agenda and
- what was required from them.

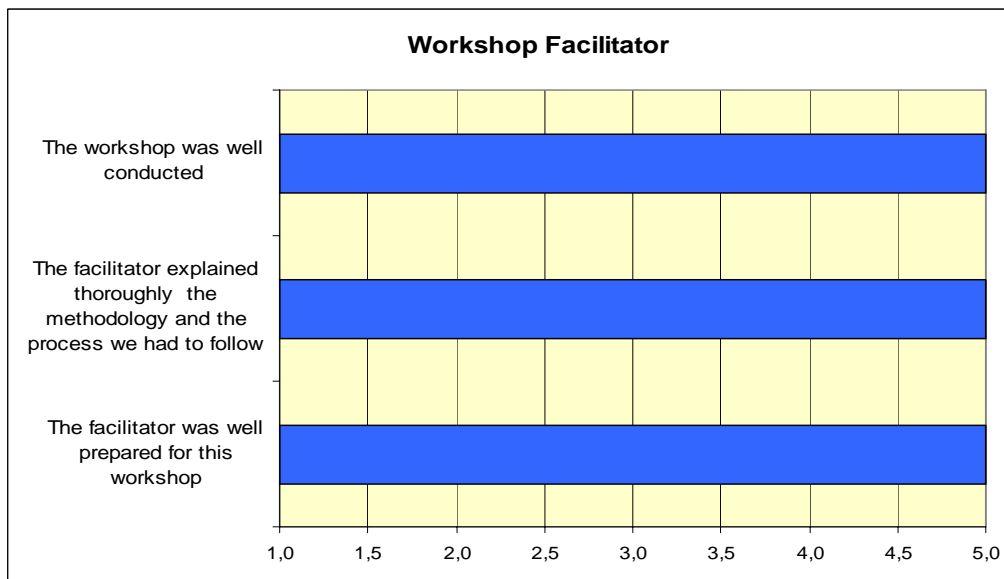
As a general remark, it can be concluded that the extent to which participants were informed was very high.



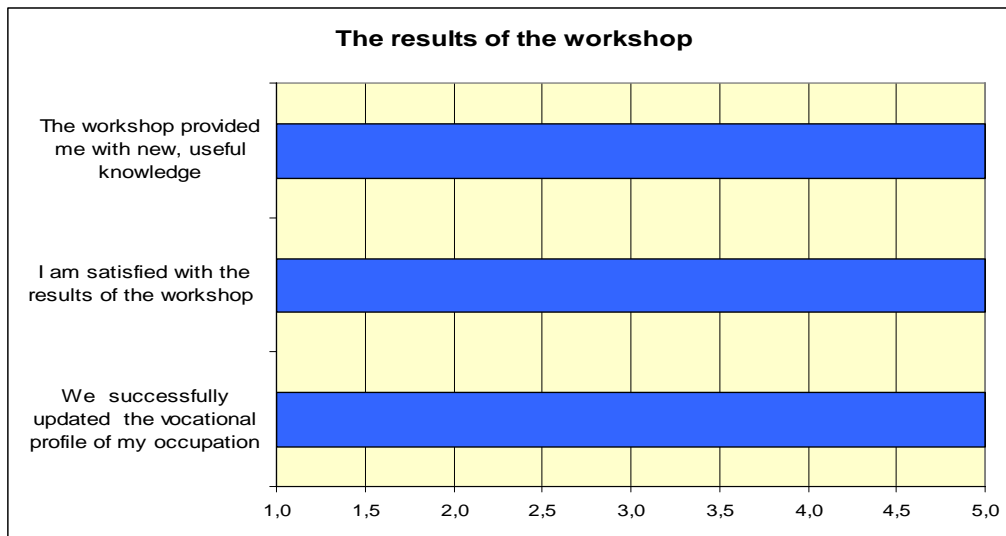
Regarding organizational aspects of the workshop, the ratings indicated full participants' satisfaction as regards the composition of the workgroup, the opportunities for active participation, the facilities available, the agenda, the duration and the location.



The facilitator left an excellent impression to all participants.

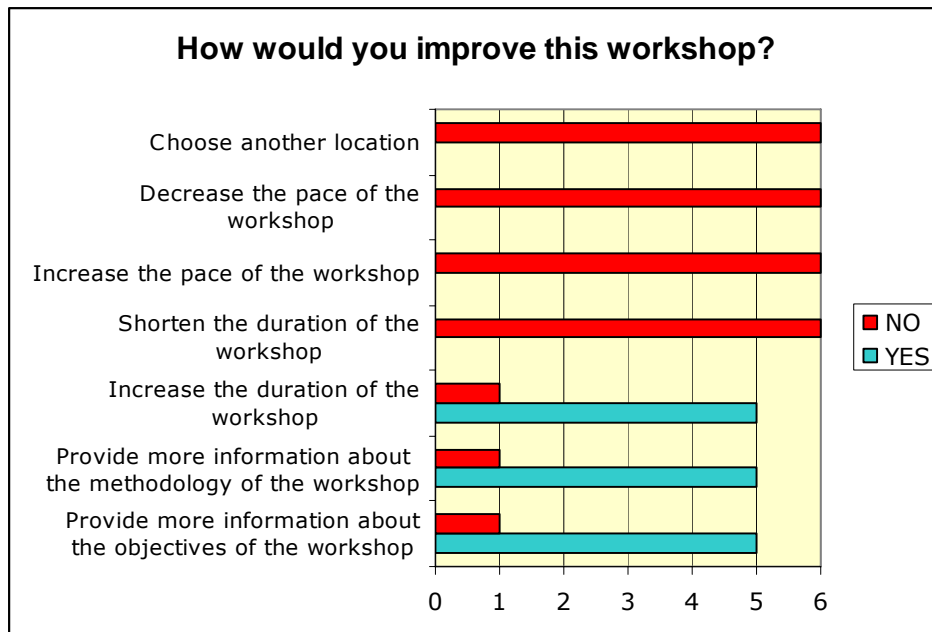


All participants expressed their full satisfaction as regards the outcomes of the workshop. They left the workshop feeling that they have completed their task successfully and that they acquired new knowledge about their occupation.



The participants were also asked to put forward suggestions for the improvement of the workshop organization. They were in general satisfied as regards the location of the event and the pace of the workshop.

Almost all of them though would increase the duration of the workshop and would like to have more information about the DACUM methodology and the objectives of the workshop.



EVALUATOR'S NOTES AND CONCLUSIONS

- All workshops were conducted in a way that was evaluated by participants as highly satisfactory.
- The facilitator was experienced and managed to guide the workshop to produce outcomes in the context of a specified procedure. She also left best impressions to participants.
- The participants had the chance to view their daily routine activities from a different perspective, and that was a very empowering element for them (it always brings pride about the profession and individual expertise when people are asked to participate in a similar procedure). It also stimulated active participation and from the results produced, a safe conclusion that can be drawn is that participants brought in their experience and did their best to contribute to a successful outcome.
- The partner organization responsible for these activities paid attention to detail so as to ensure an appropriate environment for the working of each group.

- There were no drop-outs noted. The work groups managed to finish the foreseen procedure without any problems.

THE EVALUATION QUESTIONNAIRE

Title of Workshop:
Location and start / end date:
Participant's occupation:
Years of occupational experience:
Location of occupational activity:

Instructions

Please circle your responses to the following items. Rate on a 1 to 5 scale:
 1= strongly disagree or the lowest, most negative impression
 3= neither agree or disagree, or a neutral impression
 5= strongly agree, or the best, most positive impression
 Choose N/A if you consider the question irrelevant to the workshop you attended.
 Thank you for your response.

| | | |
|----|---|---------------|
| | DESIGN OF THE WORKSHOP | |
| 1 | I was well informed about the objectives of the workshop | 1 2 3 4 5 N/A |
| 2 | I was well informed about the agenda | 1 2 3 4 5 N/A |
| 3 | I was well informed of what was required from me | 1 2 3 4 5 N/A |
| | ORGANIZATION OF THE WORKSHOP | |
| 4 | The agenda of the workshop was appropriate | 1 2 3 4 5 N/A |
| 5 | The duration of the workshop was appropriate | 1 2 3 4 5 N/A |
| 6 | The location of the workshop was appropriate | 1 2 3 4 5 N/A |
| 7 | The room was convenient | 1 2 3 4 5 N/A |
| 8 | The technologies used were appropriate | 1 2 3 4 5 N/A |
| 9 | I had the opportunity to express my opinion, whenever I wished to | 1 2 3 4 5 N/A |
| 10 | The composition of participants was appropriate for the objectives of the workshop | 1 2 3 4 5 N/A |
| 11 | WORKSHOP FACILITATOR | |
| | The facilitator was well prepared for this workshop | 1 2 3 4 5 N/A |
| 12 | The facilitator explained thoroughly the methodology and the process we had to follow | 1 2 3 4 5 N/A |
| 13 | The workshop was well conducted | 1 2 3 4 5 N/A |
| 14 | WORKSHOP RESULTS | |
| | We successfully updated the vocational profile of my occupation | 1 2 3 4 5 N/A |
| 15 | I am satisfied with the results of the workshop | 1 2 3 4 5 N/A |
| 16 | The workshop provided me with new, useful knowledge | 1 2 3 4 5 N/A |
| 17 | SUGGESTIONS FOR IMPROVEMENTS | |
| | How would you improve this workshop? | |
| | Provide more information about the objectives of the workshop | YES NO |
| 18 | Provide more information about the methodology of the workshop | YES NO |
| 19 | Increase the duration of the workshop | YES NO |
| 20 | Shorten the duration of the workshop | YES NO |
| 21 | Increase the pace of the workshop | YES NO |

| | | | |
|----|-----------------------------------|-----|----|
| 22 | Decrease the pace of the workshop | YES | NO |
| 23 | Choose another location | YES | NO |

What other improvements would you suggest?

What is your overall opinion about this workshop?