



INWORK - A European study to identify and share the best practices of the industrial relations of Craft enterprises sectors: representation beyond administration, the possible leadership of SME

Evaluation Report

DELIVERABLE 9

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Table of contents

1	Summary	4
2	Introduction	5
2.1	Timing.....	5
2.2	Audience.....	5
2.3	Stakeholders.....	5
3	Evaluation rationale and logic.....	7
3.1	Evaluation strategy.....	7
3.2	Evaluation methods	9
4	Analysis of the logic model.....	10
4.1	Inputs / resources	10
4.1.1	Partners	10
4.1.2	Timeframe	11
4.2	Objectives / activities	12
4.3	Outputs.....	13
4.3.1	WP1	13
4.3.2	WP2	15
4.3.3	WP3	16
4.3.4	WP4	17
4.3.5	WP5	18
4.4	Outcomes	19
5	Evaluation of the performance criteria.....	21
5.1	Relevance	21
5.2	Effectiveness	22
5.3	Efficiency	23
5.4	Sustainability	24
5.5	Impact.....	25
5.6	Community value added	26
6	Conclusions	27
7	Appendix	28
7.1	Observation notes from partner meetings	28
7.1.1	Limassol meeting – February 2013	28
7.1.2	Alessandria meeting – October 2013.....	29

7.2	Questionnaire analyses from partner meetings	30
7.2.1	Limassol meeting – February 2013	30
7.2.2	Alessandria meeting – October 2013	32
7.3	Final conference questionnaire analysis	33
7.4	Questionnaires used during evaluation	35
7.4.1	Partner satisfaction questionnaire	35
7.4.2	Final conference evaluation form	37
7.4.3	Evaluation of the performance criteria	39

1 Summary

This document is the final evaluation report of the INWORK Project. The report is also the main deliverable of the third work package (WP3) aims to present the results of the INWORK project. The evaluation of the INWORK Project is an internal formative and summative project evaluation starting with the kick-off meeting and ending with the termination of the project.

The aim of the evaluation is to provide a systematic and objective opinion of the project's design, management, implementation and results. It is also a tool for learning and for dialogue among the players involved in the project's interventions.

The report shortly describes the project's background and the strategy that evaluators applied. In the main part of the report we present findings and results according to the originally prepared and accepted logic model – with a special emphasis of outputs and outcomes. We present the link between evaluation results and the agreed performance criteria to create a comprehensive and coherent summary of all findings.

Evaluation of a project does not stop at the termination of relevant project activities. The final evaluation report, apart from combining all the knowledge gained within the INWORK Project, shall also be a base for future review as well as for exploitation.

2 Introduction

The INWORK project will aim to improve expertise in industrial relations and to promote the exchange of information among parties actively involved in industrial relations.

In particular, the project will deal with industrial relations of Craft. At present, debates on industrial relations and representation of Craft enterprises are focused on administrative aspects: protection and regulation. But, assuming as point of reference the overall competitiveness and growth of the economy, the project aims to investigate the contribution of Craft enterprises to this growth and their impact on the industrial relations and representation on the rest of the economy considering the equality of people respect their work.

According to the principle of “lesson learned” INWORK project will establish a link with all the coordinators of the existing EU initiatives on the project theme. The aim of this initiative is to identify a knowledge-base resource to provide an easy access to those lessons learned from others' experiences implemented in Europe. In this way, the knowledge acquired and the information collected during the lifetime of the project will be disseminated in other on-going projects.

There are five work packages, one for each principal stage of the INWORK project: Coordination of the project (WP1), Dissemination of the results (WP2), evaluation of the project (WP3), Craft enterprises sectors in Europe (WP4) and International conference to exchange and transfer the best practices (WP5).

2.1 Timing

The evaluation process starts with the first assembly meeting at M3 and ends with the termination of the project at M12. From M3 to M12 evaluation activities will be continuously performed. At the end of the project at M12 the evaluation report has to be delivered.

2.2 Audience

The audiences of the evaluation results are the project team (INWORK partners) and all those others who are potential users of the findings and outputs of the project. These are the funding source stakeholders (EC), persons involved with similar projects or areas of research, community members, especially those who are directly involved with the project or might be involved and members of the responsible political community.

2.3 Stakeholders

The INWORK project's evaluation is an internal formative and summative evaluation process. DEKUT is a leader partner in WP3 thus functioning as evaluation manager. All partners (CNA, DEKUT, IF, BMCO, INEGSEE, ISES) are involved in the evaluation because their strong collaboration is highly required regarding the interpretation of their results and difficulties so as to explore the strengths and

weaknesses of the project performance. The evaluation strategy was thoroughly verified by all the partners for a mutual understanding on the evaluation methodology.

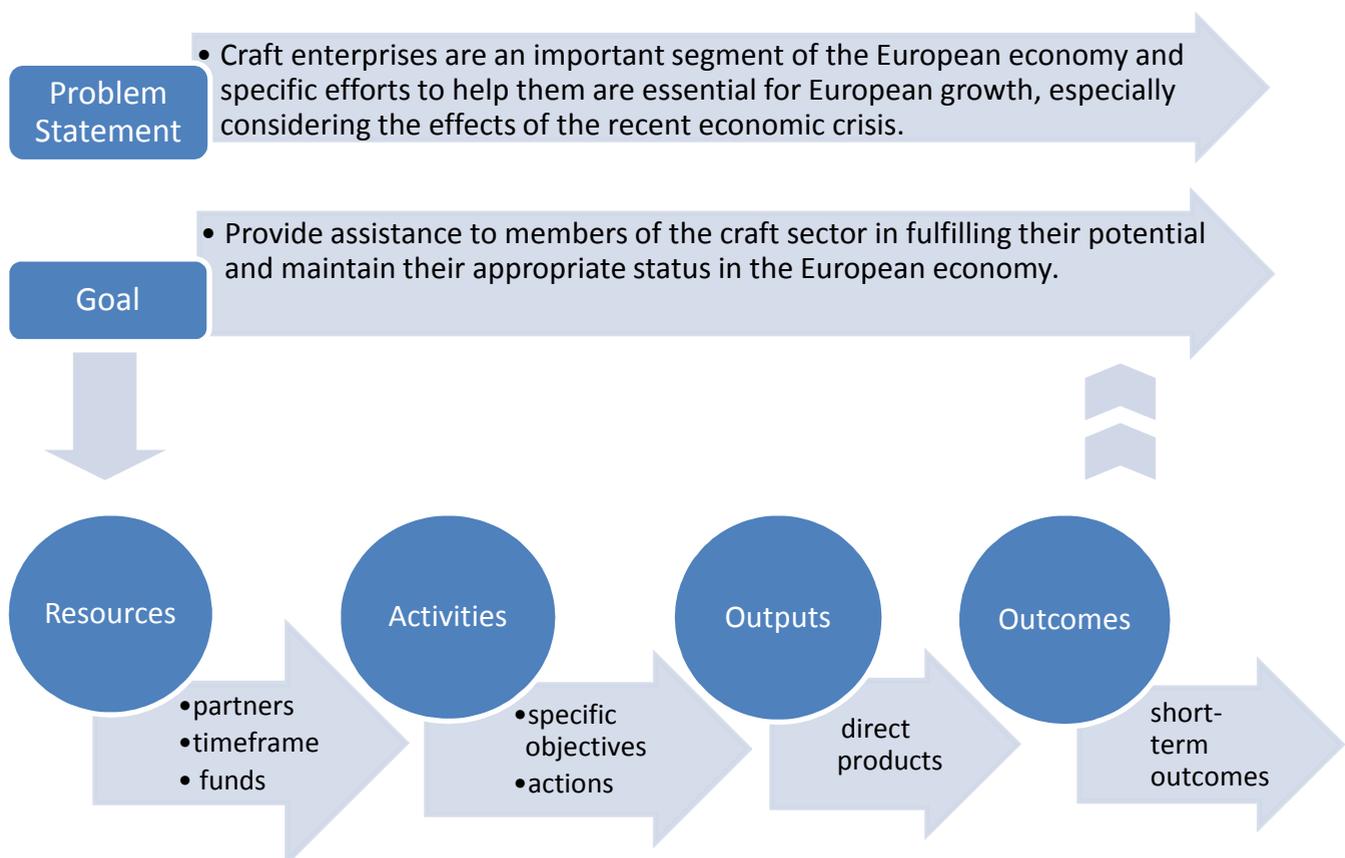
DEKUT received from the involved partners their constructive comments or suggestions on the performance measuring actions, the preselected evaluation indicators and targets and their opinion on any modifications needed as a feedback towards a more effective project performance.

3 Evaluation rationale and logic

The INWORK Project evaluation was performed as an internal process or formative evaluation concerning how the program was delivered and whether it was delivered as intended assessing initial and ongoing project activities. In the following chapter we describe the evaluation strategy followed consistently during the evaluation process, detail the individual evaluation methods applied and the report outputs representing the explicit evaluation consequence.

3.1 Evaluation strategy

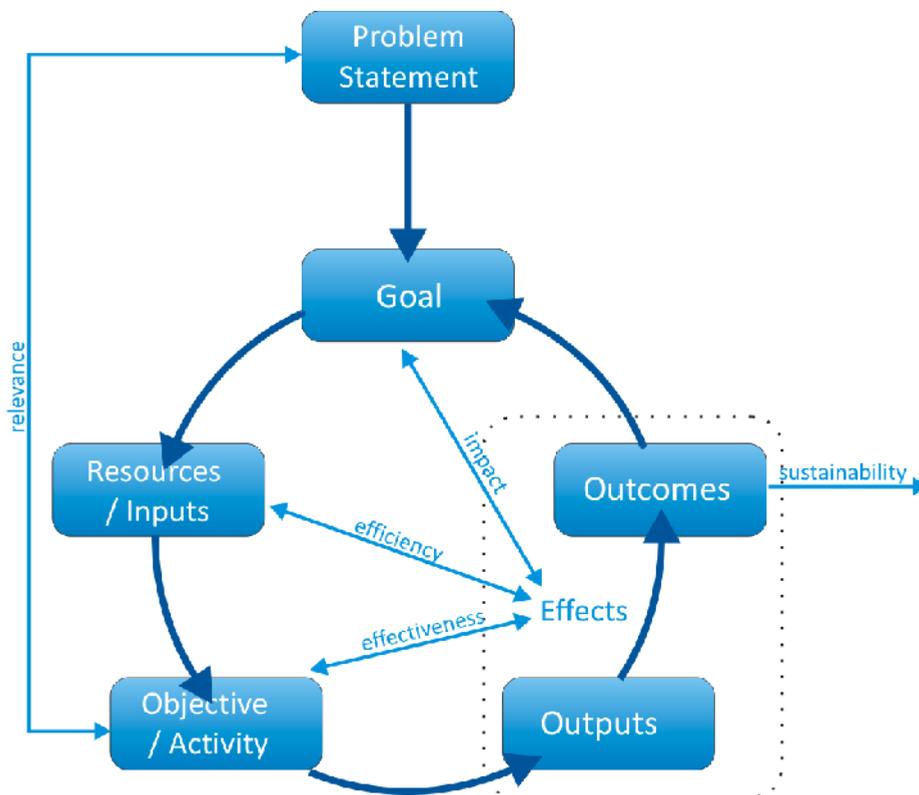
At the project start the evaluation team intended to provide a program theory to the project community examining the nature of the problem that the project is meant to address. Therefore we described the project's concept and design in a logic model. The logic model forms the foundation of the evaluation; it is a set of all the assumptions explaining how the project will meet its objectives and produce the expected outcomes. Technically, it breaks down the components of the project and shows the anticipated short-term outcomes.



During the whole project duration we process analyzed the implementation. The implementation analysis was accomplished according to the specific activities and actions of the individual WPs. The evident results of the actions are regarded as outputs. Towards reaching the desired short-term outcomes targets of the outputs were pre-determined. During the implementation we were monitoring output realization and in case of error, delay, unintended or unforeseen consequences we called the attention of those being in charge of the given task.

Further, a more comprehensive goal of the evaluation is to explore the strength of the performance, namely how far the outcomes contributed to the fulfillment the goal. This aim was approached by stating evaluation questions regarding project components and assigning those to evaluation criteria. Some evaluation questions are inferred directly or indirectly from the logic model. Other questions do not require a preliminary examination of the logic because they concern effects that are not featured in it. The questions are classified according to the evaluation criteria formalized by OECD-DAC (relevance, effectiveness, efficiency, sustainability, impact) plus two criteria that apply to all EC policies: transferability and Community value added.

Logic of the evaluation criteria in the INWORK Project:



3.2 Evaluation methods

Evaluation methods provide tools to assess the degree of implementation of the logic model, namely how far project components are realized and therefore to what extent project goals are fulfilled. Further, the exploitation of the evaluation questions helps to value the overall performance of the project by means of the indicators relevance, impact, efficiency, effectiveness and sustainability.

For the purpose of process analysis, the evaluation team employs descriptive statistical, performance indicator analytical, formative and summative evaluation methods. Sampling regarding the evaluation of the implementation led by the logic model comprises analysis of the resources, activities, outputs and outcomes. Fresh (primary) data are collected through interviews, questionnaires and direct observation. In order not to weary informants, and to avoid duplications we will rely on existing (secondary) data as much as possible; in other words, on management and monitoring documents and other documentary outputs.

Document review – The most widely used method during the evaluation process. Most indicators will be at least partially measured by reviewing documents. Within the established methodological framework the analysis of information collected from web pages also falls in this category.

Observation – The evaluation team will be present at each partner meeting as well as the final conference, enabling them to make direct observation of all events. More than just a general tool, observation provides opportunities for identifying unanticipated outcomes.

Questionnaire – This will be the main instrument in measuring the final results of the main thematic work packages (WP4, WP5). Questionnaires will also be extensively used to assess the quality of project coordination.

Interview – Partner meetings provide an opportunity for informal interviews. Together with observation, interviews provide a new (and very necessary) dimension to evaluation, revealing aspects that cannot be uncovered by impersonal methods. Interviews are also useful when the topic is complex and requires explanation – which is the case in several activities of the INWORK Project.

Information gathered needs to be organized and analyzed and conclusions are to be drawn. These tasks consist of the following components:

Organizing data – Before we begin to collect information, a system must be developed to organize data. Proper organization and planning ensures that the data will be kept secure and organized for the analysis.

Analyzing data – Data analysis is the process of systematically searching and arranging the interview transcripts, field notes, and other materials that have been accumulated to increase our own understanding of them, and to enable us to present what we have discovered to others.

Reporting results – This requires pulling together the data collected, distilling the findings in light of the questions the evaluation was originally designed to address, and disseminating the findings.

4 Analysis of the logic model

The logic model is the cornerstone of the evaluation by providing a thorough understanding of the project: what resources it has to work with, what it is doing, what it hopes to achieve, for whom and when. We used the logic model as a guide during the data collection; therefore we could systematized infer outcome fulfillment and goal realization from the activities and produced outcomes.

4.1 Inputs / resources

4.1.1 Partners

Partner list:

CNA Valenza (Valenza, Italy)

Labour Institute of GSEE (Athens, Greece)

Balkan Middle Class Office (Sofia, Bulgaria)

Interfusion Services Ltd. (Limassol, Cyprus)

Associazione ISES (Alessandria, Italy)

DEKUT (Debrecen, Hungary)

The project activities are performed by two main work package clusters. The core tasks are carried out by WP4 “Craft enterprises sectors in Europe” and WP5 “International conference to exchange and transfer the best practices”. The ‘packaging’ of the project is accomplished by WP1 “Coordination of the project”, WP2 “Dissemination of the results” and WP3 “Evaluation of the project”. The Slovakian partner left the consortium, however as this happened before starting the project, it has not caused any methodological issues, it merely reduced the comprehensiveness of the project. Partners and institutions playing key role in performing main actions remained constant.

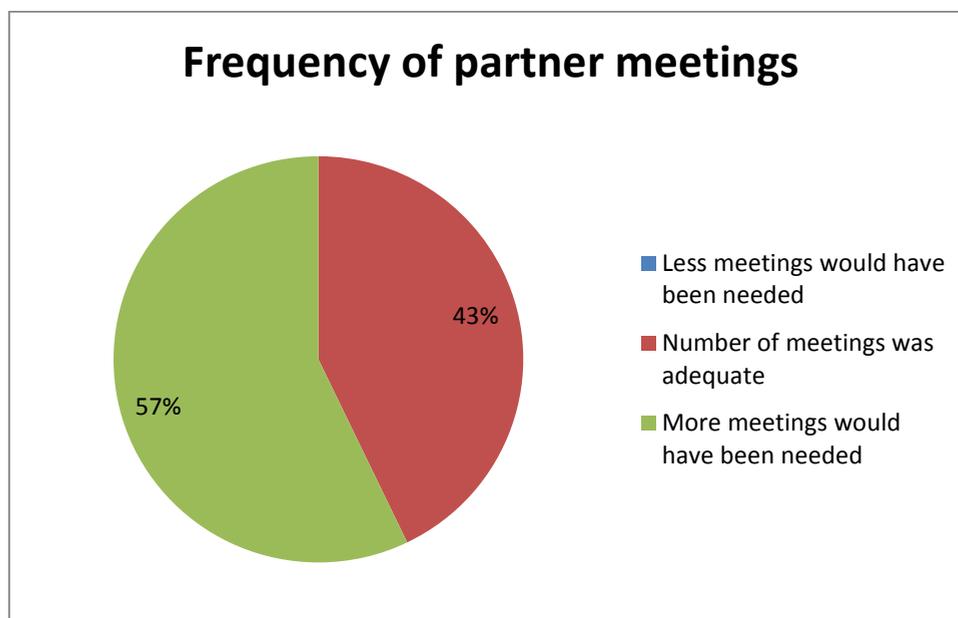
INWORK Project associated and collaborative partners were surveyed at the Alessandria meeting (October 2013) about their impressions about the project. The professional composition of the partnership was held to be ‘satisfactory’ by 3 partners and ‘very good’ by 4 partners (total number of respondents was 7), nobody thought it was weak. Four of the respondents would have not involved any other expert, 3 would have employed the help of either a relevant stakeholders from the field, legal expert or more researchers. Partner’s mutual support was considered very strong or adequate by 5 respondents, only 2 partners expressed that more collaboration would have been necessary.

4.1.2 Timeframe

The project was planned for a duration of 12 months starting in December 2012. During this period two project meetings were scheduled: a kick-off meeting, a partner meeting and a final conference. Below we detail the schedule and the realization of the meetings.

Scheduled	Type of meeting	Place of the meeting	No of days	Objectives	Realized
M3 Feb 2013	kick-off	Limassol	2	Partners' presentations; In-depth examination of INWORK project in its essential aspects; Methodology and tools validation; Evaluation methodology and tools	20 and 21 February 2013
M11 Oct 2013	partner	Alessandria	1	Discuss project results; Financial aspects; Preparation for the conference	17 October 2013
M11 Oct 2013	final conference	Alessandria	1	Present the study results and to share experiences and best practices. Discuss the issues tackled by the project.	18 October 2013

Meetings were realized as scheduled. INWORK partner's opinions were surveyed about the timing and duration of the meetings. Partners were mostly satisfied with frequency, timing and the duration of the meetings.



4.2 Objectives / activities

The activities are the actions the project takes to achieve the desired goal. Activities are to interpret at the level of the individual WPs, namely these are the actions the WP performs to complete the required specific objective.

WP1's specific objective is the coordination of the project. The actions that the WP had to accomplish were to manage the project's administrative issues (progress, financials, administration) and coordinate project happenings and events (info exchange, meetings, agendas, deadlines). WP1 was in charge of info exchange with all the associated and collaborating partners and with the responsible persons from the European Commission and other institutions.

WP2's specific objective is to ensure the best dissemination of the project's results. They utilize website, newsletters and leaflets as communication tools and try to reach outside the project group experts of the field and decision makers as well. Furthermore, they contribute to the surveying with a compilation of a directory with professionals especially interested in the theme.

WP3's specific objective is the evaluation of the project, it will provide specific knowledge of the project's performance, facilitates improvements regarding project management tasks and verifies whether the project has attained its goals and objectives.

WP4's specific objective is to assess craft enterprises sectors in Europe. The partners analyzed the situation in their countries with a top-down approach to understand the impact of SME in their economy. Then, they proceeded, with a bottom-up approach, to a better understanding of current and future skills needs in micro and craft enterprises throughout Europe.

WP5's specific objective was the realization of an international conference to exchange and transfer the best practices. The conference represented an arena to present the project results and where decision makers and relevant stakeholders were able to confront each other but in addition, they were also able to exchange opinions.

4.3 Outputs

Evaluation indicators are used to help answering the specific evaluation questions. Depending on the question, they may relate to the needs, problems and challenges which have raised the specific problem /objective, or to the achievement of intended outputs, results and outcomes.

Indicators used in the evaluation process of the INWORK Project are broken down according to specific objectives targeted by each separate work package.

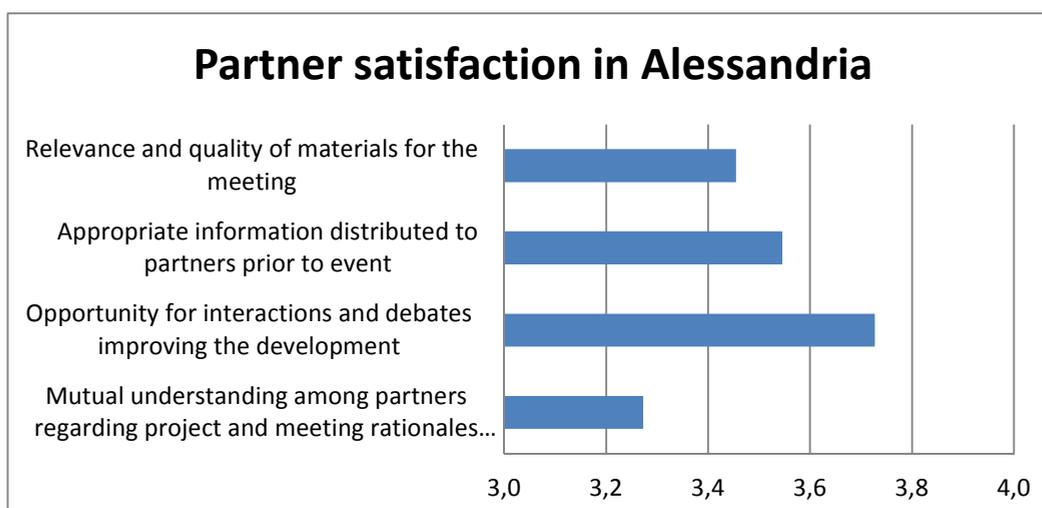
4.3.1 WP1

Below table shows targets and results in relation to WP1. Specific objective of WP1 was coordination of the project.

Output	Indicator	Target	Result
Technical and financial reports (interim and final)	Partner satisfaction with the structure and content of meetings	Overall score of 3 (out of 4)	3.5
	Partner satisfaction with information exchange processes	Overall score of 3 (out of 4)	3.5
	% of the partners taking part in the meetings	100%	100%
	Meeting the deadlines	80% of deadlines respected	100% of deadlines respected
		All delays shorter than one month	✓

Satisfaction of partners

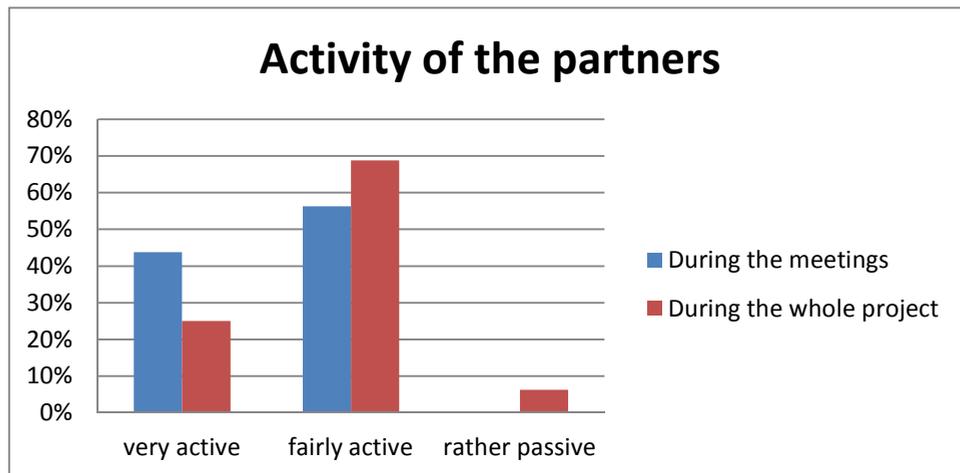
Partner satisfaction was extensively researched by personal observation and specific questionnaires at all meetings. The below figure shows some of the elements measured.



The Appendix contains all observation notes and questionnaire analyses.

Activity of partners

Partner activity is always crucial in large European projects and it has a very strong impact on the effectiveness of the particular project. The below figure shows some important results from the corresponding survey.



The results can be considered excellent, as the original target was not only reached as an aggregated figure, but each meeting attracted a high rate of participants. It is also important to note that many organizations sent several delegates to the meetings.

Meeting the deadlines

With a relatively large number of interdependent activities, keeping the deadlines was essential to guarantee the success of the project. The below table summarizes the actual completion of main project deliverables.

Del. #	Deliverable title	Planned delivery date	Actual delivery date
D1	Report about kick-off meeting	M3 (February 2013)	M3 (February 2013)
D2	Final technical and financial reports	M12 +2 (January 2014)	M12 +2 (January 2014)
D3	Project web-site	M3 (February 2013)	M3 (February 2013)
D4	Study about the identification and analysis of the best practice of the industrial relations of self-employed in Europe	M12 (November 2013)	M12 (November 2013)
D5	Material to advertise the international conference (leaflets, brochures, folders and invitations)	M11 (October 2013)	M11 (October 2013)
D6	Press Releases	M11 (October 2013)	M11 (October 2013)
D7	Report of the international conference to exchange and transfer the best practices	M12 (November 2013)	M12 (November 2013)
D8	Dissemination plan	M12 (November 2013)	M12 (November 2013)
D9	Evaluation report	M12 (November 2013)	M12 (November 2013)

The fact that there were no delays is proof for both the commitment of the partners of the project and the competency of the coordinator organization.

4.3.2 WP2

Below table shows targets and results in relation to WP2. Specific objective of WP2 was the dissemination of the results.

Output	Indicator	Target	Result
Website	Website realized		✓
	Number of visits at the website at M12	100	1 663
	Number of downloads from the website at M12	10	423
Mailing list	Number of contacts	100	124
Material to advertise the international conference	Leaflets	100	100
	Brochures	50	50
	Folders	100	100
	Invitations	100	112
Press release	Number of appearances in national newspaper	5*	5
International network created	Number of dedicated partners	15	17

* 1 for each country

Website

The INWORK Project employed all the usual dissemination tools relevant to these kinds of projects. A dedicated project webpage is a central element of dissemination strategy as it enables a relatively low-cost access to target groups. The official INWORK website: <http://www.inwork-project.eu/> . The purpose of the website is to inform partners of the project as well as the public. The website has been advertised via the mailing list. It was regularly updated and flagging up interesting items on the home page so that the users seen immediately that there is something new for them to look at.

Visits and downloads

The Inwork website has become operational at the time it was scheduled. The very high number of both visits and downloads (1663 and 423 respectively) reflect the success of the dissemination efforts .

Leaflets and brochures

Leaflet and brochure have been prepared according to the original time schedule and disseminated to the relevant mailing lists. During the project, a decision was made to also prepare a folder (at the end of the project) to further boost dissemination efforts – especially towards final stakeholders.

Project partners disseminated these materials among the main stakeholders involved in the project (Trade Unions, Chamber of commerce), digital radio, and press releases. Dissemination efforts were the strongest In Italy, the location of the final conference.

Media

Given the importance of the industrial relations and the international level of the INDUSTRIAL RELATION & SOCIAL DIALOGUE project, its dissemination through media was an important vehicle to show the

results as well as to promote an understanding of the subject. Each project partner used the budget to publish a press release on a national newspaper.

Dedicated partners

The project generated high interest not only through the dissemination tools but also with the help of the questionnaires. Apart from company representatives and employees, decision makers from unions, associations and other umbrella organizations have also expressed their strong interest in the final results of the Inwork project.

4.3.3 WP3

Below table shows targets and results in relation to WP3. Specific objective of WP3 was internal evaluation of the project.

Output	Indicator	Target	Result
Evaluation plan			✓
Meeting evaluation questionnaires	Number of questionnaires	2	2
Performance criteria questionnaire	Number of questionnaires	1	1
Conference evaluation questionnaire	Number of questionnaires	1	1
Evaluation report			✓

The methodology, the strategy, the data collection tools and the analytical approaches of the evaluation process were elaborated in the evaluation plan. The plan was constructed by WP3 leader Dekut and was admitted to agreement to WP3 partners. Moreover, Dekut held a referral at the Limassol meeting to debate over the indicators and the desired targets. The synchronized plan was delivered in M4.

Observations and interviews were carried through continuously, by preparing notes at the meetings. Document reviews were realized at the time of delivery. Project partners were asked at both project meetings (Limassol, February 2013 and Alessandria October 2013) about their opinion on the structure, the content of the meetings and the information exchange process continued before the meetings. The final conference as the main dissemination event was surveyed as well. Questionnaires were graphically delineated and explained in the evaluation report. The appendix contains an example for the following questionnaires:

1. Partner satisfaction questionnaire
2. Performance criteria questionnaire
3. Final conference evaluation questionnaire

Aim of the evaluation is the continuous supervision of the project, paying attention to delays, misinterpretations or performance errors and trying to press responsible persons to correct those. WP3 with the leadership of DEKUT delivers present evaluation plan in M12 about the results of the internal process evaluation.

4.3.4 WP4

Below table shows targets and results in relation to WP4.

Output	Indicator	Target	Result
Study			✓
Review and classified list of identified sectors	Number of sectors	3	3
Questionnaire for entrepreneurs	Number of completed questionnaires	200	200
Questionnaire for employees	Number of completed questionnaires	200	182*

* 18 of the analyzed organizations were individual enterprises

Questionnaire

The survey to collect information on industrial relations throughout European regions was realized by WP4. The questionnaire was composed of five sections for the entrepreneurs (main characteristics of the enterprise, representation, formal and informal bargaining, impact of the economic and financial crisis, socio-demographic data) and of four sections for workers (role in the enterprise, formal and informal bargaining, impact of the economic and financial crisis, socio-demographic data).

382 questionnaires were collected (200 for entrepreneurs and 182 for employees, considering that 18 they were individual enterprises). The collected information or data were analysed with STATA (software) and separately for employer and for employee.

Study

Results were summarized in a study. The following table contains details of this study.

Document title	Study about the identification and analysis of the best practice of the industrial relations of Craft enterprises sector in Europe
Main contents	Craft sector in participating countries The pilot research: main objectives and methodology framework industrial relations and craft world The financial and economic crisis from the point of view of the entrepreneur Industrial relations and health of the enterprise: representations of workers
Date of completion	November 2013
Length	95 pages
Editor	Dr. Cristina Calvi

The study is well structured and contains relevant information with an adequate rate of details. The editing of the document however was somewhat poorly executed, the overall layout does not meet a high standard that could be expected and furthermore several tables and figures are inconsistent. Despite these shortcomings the document is unquestionably fit for its purpose.

4.3.5 WP5

Below table shows targets and results in relation to WP5.

Output	Indicator	Target	Result
Conference	Number of attendees	50	50
	Number of participating countries	8	7
	Report of the international conference to exchange and transfer the best practices		✓
Questionnaire	Number of questionnaires completed	40	16
	Number of participating countries	8	5
	Satisfaction of participants	80%	84.5 %

The one day final conference was held in Alessandria in M11. Altogether there were 50 participants from seven countries. Satisfaction with the conference was measured along seven dimensions. The results can be seen on the following summative graph.



A detailed quantitative and qualitative analysis of the conference questionnaire is available in the Appendix.

4.4 Outcomes

Long term outcomes and impacts of the project cannot be measured and analyzed in the scope of this report. Project partners however determined short term outcomes at the beginning that create the link between specific outputs and the long term impacts of the project on a European level. In this chapter we examine the realization of these outcomes that provide an indication for the future of the project.

1. Identification, collection and analysis, in a systematic way, of the available best practices of the industrial relations of Craft sector in Europe so it will be possible to compare the different situations in the participating countries.

Related work packages: 4

In order to prepare the main tools of the project, it was at first necessary to collect all the related information through a detailed study performed at two different levels: (1) top-down: to understand the impact of Craft enterprises in the economy; and (2) bottom-up: to identify the best practices of leadership in the representation of craftsmen; and then to present it in a logical and structured format. The results of these activities are the best practices report of WP4. Apart from being the single most important delivery of the project, the knowledge gained here can also be utilized by external stakeholders – wishing to use them as reference materials to plan/execute projects aimed at improving industrial relations. The success of methods is only partly linked to the quality of a particular good practice; social, economic, geographic and other differences greatly affect their applicability and potential efficiency in a given setting. The guide therefore puts a strong emphasis on highlighting these differences and makes it easy to identify good practices that meet certain criteria.

2. Exploitation of the identified best practices to raise the knowledge about the impact of SME in EU economy.

Related work packages: 4, 5

Gathering knowledge and experiences of industrial relations is useless without actually distributing this knowledge. Project results can only be utilized if potential stakeholders are (1) aware of them, (2) told about their applicability in their practice and (3) encouraged and motivated to take advantage of them. Facilitating the exchange of information, knowledge and experiences is the actual link between theory and practice. Project participants used a plethora of different communication channels to make sure these three tasks are performed in the widest possible area and also creating the synergies to ensure its optimal utilization. New ideas of improving industry relations always appear in most European countries/regions. The effectiveness of these innovative ways can be greatly enhanced by the best practice catalogue prepared within the framework of the INWORK project. The catalogue offers easy access to a wealth of information aimed at facilitating decision making.

3. Organization of an international conference in Alessandria (Italy) to present the study results and to share experiences and best practices and involve counterparts, stakeholders and other EU countries. The conference will give the floor to discuss the issues tackled by the project.

Related work packages: 5

The INWORK final conference was the single most important dissemination activity during the lifetime of the project. It personally addressed more than 50 individuals – most of who are in a position to affect future programs either directly or indirectly. The conference gave the floor to discuss the issues tackled by the project and saw the participation of relevant counterparts at EU level.

5 Evaluation of the performance criteria

The INWORK Project and its performance have been evaluated along five different dimensions: relevance, effectiveness, efficiency, sustainability and impact. We have constructed several questions for each criterion. Answers have been drawn from data gathered during the project – either from partners or from documents. A score – based on the answers to these questions – is given along all dimensions.

5.1 Relevance

Relevance – the extent to which the objectives of the project are consistent with beneficiaries' requirements, country needs and EC's policies. Questions regarding relevance:

- How well are the objectives of the project aligned to the following specific aim of the European Commission: increase the knowledge of the craft sector through studies, conferences and workshops and statistics?
- To what extent did the results of the project contribute to the achievement of the above EC goal?
- How well are the objectives of the project aligned to the following specific aim of the European Commission: identify obstacles to the sustainable development of these enterprises and to prepare proposals to address them?
- To what extent did the results of the project contribute to the achievement of the above EC goal?

These questions were part of a questionnaire called 'Evaluation of the performance criteria' that was answered by partners at the meeting in Alessandria on 18 October 2013 (the questionnaire can be found in the Appendix). Based on possible answers, we designed a scoring system. Results are shown in the following table.

Question	Score	Explanation
1	14 / 20	57% of respondents agreed that 'objectives are directly aligned to the specific goal of increase the knowledge of the sector through studies, conferences and workshops and statistics'.
2	24 / 30	Partners were almost equally divided whether the project 'Results were highly useful for craft enterprises' or 'Results provided new information but only had limited usefulness'. Zero respondents claimed that 'Results had no usefulness nor provided new information'.
3	17 / 20	The majority of partners agreed that 'objectives are directly aligned to the specific goal of identify obstacles to the sustainable development of these enterprises and to prepare proposals to address them'.
4	24 / 30	Again, partners were clearly divided whether the project 'Results were highly useful for craft enterprises' or 'Results provided new information but only had limited usefulness'.
Overall	79 / 100	It is evident that the tools prepared by the INWORK consortium match a very high standard.

5.2 Effectiveness

Definition – the extent to which the objectives are achieved. Questions regarding effectiveness:

- To what extent was project management professional to help reaching project outcomes?
- Was the project output dissemination efficient to reach the desired target users?
- Did continuous project evaluation contribute to a better overall performance?
- How did the project contribute to a better understanding of current and future skills needs in micro and craft enterprises throughout Europe?
- Has the international conference to exchange and transfer the best practices managed to reach its stated goals?

Scoring

Scores were distributed based on evaluation results of the five work packages. WP4 and WP5 were considered critical work packages and therefore they each represent a weight of 30 (out of 100). WP2 received a weight of 20 while WP1 and WP3 both received a weight of 10, altogether adding up to a maximum score of 100.

WP #	Score	Explanation
WP1	9 / 10	Based on extensive research we concluded that partner satisfaction with project management and organization was better than adequate (4/5 points). As all partners have participated at both meetings and there were no delays in project implementation, this part reached a maximum score (5/5 points).
WP2	18 / 20	Overall, dissemination was successful. The project had a detailed and diverse dissemination strategy that has been mainly followed. The main indicators were successfully achieved.
WP3	9 / 10	The development of the evaluation strategy and methodologies were performed on time and to the satisfaction of all project partners.
WP4	24 / 30	The number of questionnaires returned was particularly low in Greece (11), other countries performed mostly up to the expectations (12/15 points). The final study was delivered a bit late and with some minor layout problems but it was essentially of good quality (12/15 points).
WP5	25 / 30	The conference managed to reach the audience it was planned to but the number of participating countries could have been higher (minus 2 points). The satisfaction rate of 84.5% for conference participants is as high as can be expected. The 'Counterparts/stakeholders participation matrix' planned at the beginning of the project has not been materialized (minus 3 points).
Overall	85 / 100	WP's have not performed equally but neither of them has jeopardized the success of the project with serious underperformance. The high score received by WPs 1 to 3 is very positive indeed.

5.3 Efficiency

Definition – the degree of resources used/saved to achieve the results of the project. Questions regarding efficiency:

- Was the structure of the consortium suitable to achieve the desired goals?
- Was the timeframe of the project realistic?
- Was the financial support sufficient?
- Was the partner activity and the exploitation of their intellectual capacity suitable?
- Was the quality of the meetings satisfactory?

Scoring

Scores were distributed based on results of different questionnaires. Each of the above questions was represented by one or more specific questions asked during the project. The combined answers to the above question represent a weight of 20, altogether adding up to a maximum score of 100.

Question	Score	Explanation
1	14 / 20	Partners were asked to evaluate the professional composition of the partnership and form an opinion whether external experts would have been needed during the implementation (and what kind of experts). The combined results based on the answers showed a satisfaction level of approximately 78%.
2	18 / 20	To determine the suitability of timeframes we measured partner satisfaction with three different factors: (1) Total number of the meetings, (2) Timing of the meetings and (3) Duration of the meetings. Partners unanimously agreed that duration and timing of the meetings was adequate but they were almost equally divided if the number of meetings was satisfactory or more meetings would have been needed. The combined results based on the answers showed a satisfaction level of approximately 90%, translating to 18 points.
3	15 / 20	57% of partners said that financial support in relation to staff costs were sufficient (or more than sufficient), while the same value in relation to material costs was 71%.
4	16 / 20	To determine partner activity and the exploitation of their intellectual capacity we measured partner opinions about three different factors: (1) Activity of the partners during the meetings, (2) Activity of the partners during the whole project and (3) To what extent partners supported each other's work. The combined results showed a satisfaction level of approximately 80%.
5	17 / 20	The quality of the meetings was extensively and thoroughly measured throughout the whole duration of project by the internal evaluators. The overall satisfaction score – the average of all figures – showed a satisfaction score of 3.5 out of 4, translating to 17 points.
Overall	80 / 100	Efficiency can never really get close to 100% as there are always several issues that negatively affect project implementation, especially in a project run by a large consortium. 80 points can be considered a good result, expressing the satisfaction of participants.

5.4 Sustainability

Definition – the ability of the project to produce benefits, even after the initiative is concluded. Questions regarding sustainability:

- Are short-term project results (identification, collection and analysis of the available best practices; exploitation of the identified best practices; organisation of an international conference) expandable/transformable to mid-term outcomes (stakeholders utilizing INWORK recommendations) or long-term outcomes (improve expertise of craft enterprises in industrial relations)?
- Is the long-term relevance of the project sustainable?
- Are there any plans elaborated as follow-up activities after the completion of the project?

The first two questions were part of a questionnaire called ‘Evaluation of the performance criteria’ that was answered by partners at the meeting in Alessandria on 17 October 2013 (the questionnaire can be found in the Appendix). Based on possible answers, we designed a scoring system. Results are shown in the following table. The third question has come up several times but was only really explicitly debated at the last project meeting.

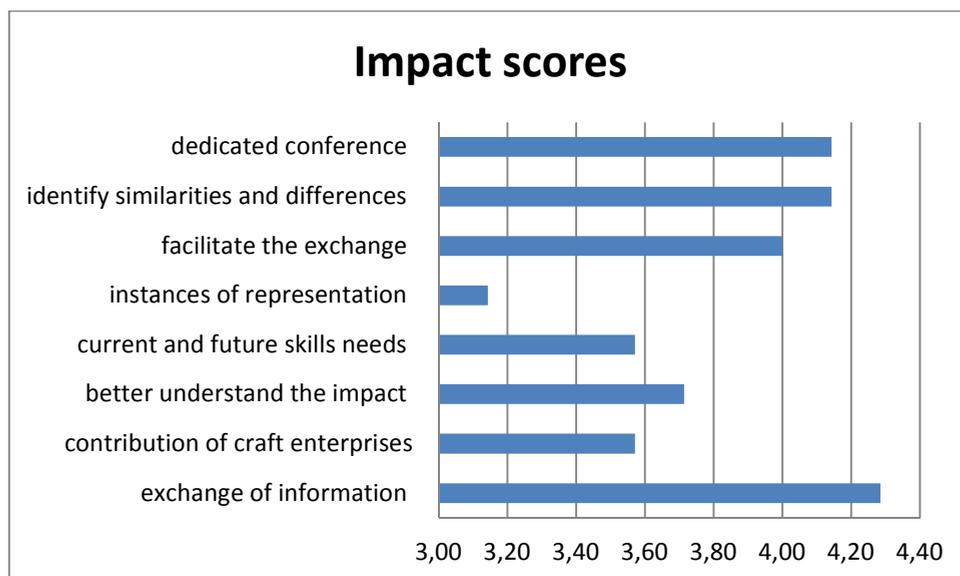
Question	Score	Explanation
1	29 / 40	Almost the third of respondents stated that although short-term project outcomes are expandable/transformable to mid-term or long-term outcomes, it would be difficult to link these changes to the INWORK Project. More than half claimed that these changes could be measured and they can happen in the short term. One delegate expressed that ‘no changes can be expected’.
2	20 / 40	Partners unanimously agreed that while the long-term relevance of the project is sustainable, it requires considerable effort – in effect a new project is needed.
3	11 / 20	Several partners have expressed their willingness to participate in a follow-up project but a guarded cautiousness was also felt clearly. A new initiative is likely to emerge in 2014.
Overall	60 / 100	Given the complexity of the issues that the INWORK Project was set out to deal with, the relatively low sustainability score is hardly surprising. Project partners unanimously agreed that some sort of follow up activities would be necessary to ensure long term sustainability.

5.5 Impact

Impact – the direct and indirect effects brought about by the project in the relevant context. Questions regarding impact:

- Did the project promote the exchange of information among parties actively involved in industrial relations?
- How did the project investigate the contribution of craft enterprises to the overall competitiveness and growth of the economy?
- To what extent did the project help stakeholders to better understand the impact of craft enterprises in the economy?
- How well did partners manage to review current and future skills needs in micro and craft enterprises?
- Did the project identify instances of representation of craft enterprises work showing a positive self-perception and political influence beyond the interests of the individual category?
- Was the project able to facilitate the exchange of information, knowledge and experiences of good practices in industrial relations?
- Was the project able to identify similarities and differences of practices in industrial relations?
- Did the dedicated conference generate high interest?

In order to measure impact, we asked respondents to mark (on a scale of 1 to 5) to what extent they agree with the above statements. These questions were part of a questionnaire called 'Evaluation of the performance criteria' that was answered by partners at the meeting in Alessandria on 17 October 2013 (the questionnaire can be found in the Appendix). Results are shown on the following graph.



As we can see, there were no extraordinary differences in judging the different statements, most averages fall between 3 and 4 (on a scale of 1 to 5). The highest rated statement was that 'the project was able to facilitate the exchange of information, knowledge and experiences', while on the other end several people disagreed with the statement that 'the project identifies instances of representation of craft enterprises work showing a positive self-perception and political influence beyond the interests of the individual category'. Based on a previously defined system, the final score of impact is 76 out of

100. The real impact of the project could only be measured in a longer time frame, unfortunately this is not possible in the current framework.

5.6 Community value added

Community value added - The extent to which the project adds benefits to what would have resulted from Member States' activity only in the partner country.

- How much did counterparts/stakeholders of non-participating countries get involved in the project?
- Was an international network created thanks to the project?
- How important was the participation of partners from new Members States in the project?

These questions were part of a questionnaire called 'Evaluation of the performance criteria' that was answered by partners at the meeting in Alessandria on 17 October 2013 (the questionnaire can be found in the Appendix). Based on possible answers, we designed a scoring system. Results are shown in the following table.

Question	Score	Explanation
1	23 / 40	The involvement of non-participating countries was perceived differently by partners, the median answer of 'Adequately' represents more than half of the answers.
2	29 / 40	The quality of the international network created was regarded to be on a higher scale with most answers rating it 'Very high'.
3	16 / 20	No one said that participation of new member states in the project is unimportant which clearly indicates the partners' commitment to make results as widely available within the EU as possible.
Overall	68 / 100	Community value added is a very important feature of most European projects trying to gather input from as many countries as possible. The overall score is acceptable, however the reach of the project could have been much wider with more partners from more countries participating.

6 Conclusions

Evaluation activities have covered most aspects of the project. It had two main purposes:

- A. Provide feedback during the lifetime of the project to project partners about the progress, deviations from plans and recommendations of small changes and modifications.
- B. Inform internal and external stakeholders whether the project has reached the previously set targets.

In order to fulfill the first purpose we regularly updated partners – mostly during project meetings – about the status of evaluation and the implications of the interim findings to their work. In order to fulfill the second purpose we set and measured a numerous indicators and have summarized the results in this report. The most important evaluation findings are the following:

- 1. The project was implemented according to the original plan with several non-threatening delays.
- 2. Results have been disseminated through various channels as planned, although dissemination results could have been better monitored.
- 3. The documents constituting end results of the project have been prepared following strict scientific standards, there have been various small concerns voiced about some practicability factors.

We sincerely hope that evaluation contributed to making the project better and helped to reach its goals.

7 Appendix

7.1 Observation notes from partner meetings

7.1.1 Limassol meeting – February 2013

Place of meeting: Limassol, Cyprus

Date of meeting: 20th and 21th February 2013

Participating partners (with number of participants in brackets): CNA (3), IF (4), DEKUT (2), BMCO (2), INEGSEE (2), ISES (2)

Overall number of participants: 15

Analysis topics:

1. Partner satisfaction with the structure and content of meetings
2. Partner satisfaction with information exchange processes

Our analysis is based on continuous and direct observation of the meeting, as well as informal conversations with project partners.

Partner satisfaction with the structure and content of meetings

The meeting was planned to provide an in-depth examination of the project in its essential aspects, present and discuss the project methodology and validate the tools. The meeting agenda was properly set so as to get a much more detailed workflow overview and idea statement of WPs regarding their work, milestones and timing.

The standardization of the top-down approach is hampered by the different systems regarding the craft sector in the participating countries. It will be difficult to acquire exactly comparable datasets. CNA's researcher collected partners' contributions to sketch a plan that is feasible but also follows methodological rules.

There were questions regarding the selection of a chosen craft sector and the following debate allowed the formation of a well-founded strategy that was acceptable for all partners while also satisfy theoretical needs. During each discussion each partner had the opportunity to express its uncertainties and get answers to its questionable or problematic points.

Local arrangements were adequate, meeting surroundings positively contributed to the efficiency of the meeting. Social program was organized. Transportation to the meeting venue was properly arranged.

Partner satisfaction with information exchange processes

The agenda of the Limassol meeting was disseminated on the 7th of January – allowing a month to prepare for partners with their presentations. Altogether, information exchange prior to the event was adequate to prepare for the meeting.

During the meeting the information exchange was proper, each WP had time to present its methodology. There was clear evidence of partners sharing roles and responsibilities during the meeting.

7.1.2 Alessandria meeting – October 2013

Place of meeting: Alessandria, Italy

Date of meeting: 17 October 2013

Participating partners (with number of participants in brackets): CNA (1), IF (1), DEKUT (1), BMCO (2), INEGSEE (4), ISES (2)

Overall number of participants: 11

Analysis topics:

1. Partner satisfaction with the structure and content of meetings
2. Partner satisfaction with information exchange processes

Our analysis is based on continuous and direct observation of the meeting, as well as informal conversations with project partners.

Partner satisfaction with the structure and content of meeting

Due to time constraints (the meeting was only four hours long) a lot of topics had to be compressed. The preparation for the final conference was relatively short but adequate as most of the pending points were cleared in advance before the meeting. There was enough time to clarify the final technical and financial details, although some questions will surely arise later during the report preparation. The most important part of the meeting was the SWOT analysis of the project. The discussion was very active throughout this exercise and there were a lot of fascinating insights collected from the partners. It is very important that these should be analysed in detail to reach a common and comprehensive understanding of the effects and outputs of the project.

Local arrangements were adequate; the host organization even arranged hotel accommodation for all participants. Social program was organized for the evening after the meeting.

Partner satisfaction with information exchange processes

Information exchange prior to the event was adequate to prepare for the meeting. The Greek partner invited representatives of the craft sector to the meeting, which enabled them to get a better understanding of the main goals and achievements of the project.

During the meeting the information exchange was proper, each WP had time to present its methodology. There was clear evidence of partners sharing roles and responsibilities during the meeting.

7.2 Questionnaire analyses from partner meetings

7.2.1 Limassol meeting – February 2013

Place of meeting: Limassol, Cyprus

Date of meeting: 20th and 21st February 201

Participating partners (with number of participants in brackets): CNA (3), IF (4), DEKUT (2), BMCO (2), INEGSEE (2), ISES (2)

Number of questionnaires returned: 9

Analysis topics:

3. Partner satisfaction with the structure and content of meetings
4. Partner satisfaction with information exchange processes

Analysis on the level of main dimensions

The total grade of the evaluated meeting was: 3.5 on the scale from 1-4 and it is evident that all items had a relatively good evaluation. The lowest grades were given in the *dimension of 'Quality of the main aspects'* (average 3.3). Particularly low scores were given in the *'Input into meeting by the project partners'* subcategory.

On the other hand, the most favourably regarded category was the quality, appropriateness and comfort of local arrangements (average 3.8).

Analysis on the level of performance indicators

The topics with the highest evaluation were *'Attention to practical details and catering arrangements'* and *'Suitability of event venue'* (at 3.9 and 3.8 respectively). Partners also favourably looked at the opportunities created interactions and contributions demonstrated by high scores for *'Coordinator management competence'* (3.8) as well as *'Evidence of clear planning'* (3.9).

The lowest scores of all were given to *'Mutual understanding among partners regarding project and meeting rationales as well as the project objectives'* (3.0) and *'Evidence of partners sharing roles and responsibilities during the meeting or as part of the overall project'* (3.2), both elements are part of *'Quality of the main aspects'* main dimension. Another area where an upgrade seems necessary is *'Appropriate definition of aims and objectives planned for the meeting'* (3.1) and *'Appropriate definition of aims and objectives planned for the meeting'* (3.1) which are also clearly linked though they are not in the same category.

Interpretation of the results

The quality of each partner meeting is mainly defined by the activities of the coordinator and the host organization. In the case of the Limassol meeting it was the host organization (IF) that performed slightly better, by providing an environment highly regarded and appreciated by the majority of the partners.

This should be set as an example for future hosts ensuring the high standard of quality of local arrangements which is an important ingredient for the professional and social success of the event. The coordinator group (CNA) needs to raise the level of its own contribution, especially in the areas of planning and content management. We need to declare that these deficiencies – particularly at this early stage of the project – are not uncommon and obviously correctable but steps should be taken as soon as possible as the effectiveness of the coordination has a huge impact on the quality of the overall project.

7.2.2 Alessandria meeting – October 2013

Place of meeting: Alessandria, Italy

Date of meeting: 17 October 2013

Participating partners (with number of participants in brackets): CNA (1), IF (1), DEKUT (1), BMCO (2), INEGSEE (4), ISES (2)

Number of questionnaires returned: 11

Analysis topics:

1. Partner satisfaction with the structure and content of meetings
2. Partner satisfaction with information exchange processes

Analysis on the level of main dimensions

The total grade of the evaluated meeting was: 3.5 on the scale from 1-4 and it is evident that all items had a relatively good evaluation. The lowest scores were given in the *'Effectiveness of content and appropriate variety of activities'* subcategory.

On the other hand, the most favourably regarded category was the quality, appropriateness and comfort of local arrangements (average 3.7).

Analysis on the level of performance indicators

The topics with the highest evaluation were *'Attention to practical details and catering arrangements'* and *'Sensitivity to any special requirements of partners'* (at 3.9 and 3.8 respectively). Partners also favourably looked at *'Opportunity for interactions and debates improving the development'* (3.7).

The lowest scores of all were given to *'Effective mix of activities: e.g. ice-breakers, discussions, meals, etc...'* (3.2) and *'Appropriateness of content, clear relationship between content and meeting objectives'* (3.2), both elements are part of *'Effectiveness of content and appropriate variety of activities'* main dimension.

Interpretation of the results

The results of the second meeting are more balanced than that of the first meeting. This is a sign of maturity of the project, although it would be very hard to draw more specific conclusions based on only two meetings.

7.3 Final conference questionnaire analysis

Place of conference: Alessandria, Italy

Date of conference: 18 October 2013

Number of participants: 50

Number of questionnaires returned: 16

Quantitative analysis

Satisfaction with the conference was measured along seven dimensions. The results can be seen on the following summative graph.



As we can see, facilities and conference staff was almost unanimously very well regarded which means that organization was near perfect according to participants. Attendees were the least satisfied with the materials provided. It could be subsequently amended by making available all presentations and other materials online.

Almost all participants (with three exceptions) attended the whole length of the conference, which again is an attest to overall quality. Participants' opinions are enhanced by the fact that most of them regularly attend similar conferences, half of them 1-2 a year, the other half more frequently.

Qualitative analysis

There were two open questions in the evaluation questionnaire:

- What did you like most about the conference?
- What did you like least about the conference?

We gathered 10 answers to the first and 6 answers to the second question. The most appreciated element of the conference by far was the two roundtable sessions (6 mentions) and the networking opportunities presented by the conference (4 mentions). Other participants commented on the richness of the program and the wealth of information provided.

The negative aspects mentioned included the length of several presentations (too long) and the number of presentations delivered in Italian. According to one participant 'more focus should have been given to main findings and recommendations' and another complained about 'little integration with other projects'. Interestingly, one participant noted that a larger audience would probably have been more inspiring.

7.4 Questionnaires used during evaluation

7.4.1 Partner satisfaction questionnaire

<p>EVALUATION FORM</p> <p>Evaluation of the Limassol Meeting¹</p>

INWORK Project

Meeting: nr. 1 – Kick-off meeting
 Executed in: Limassol, Cyprus
 Date: February 20 – 21 2013
 Objectives: In-depth examination of the project
 Methodology and tools validation

Please indicate your answers by putting an “X” in one of the boxes
 (1 – Insufficient / 2 – Sufficient / 3 – Good / 4 – Excellent)

No.	Dimensions	Performance Indicators	1	2	3	4
1	Quality of the main aspects					
1.1	Input into meeting by the project partners	✚ Evidence of partners sharing roles and responsibilities during the meeting or as part of the overall project				
1.2	Link between aims of the meeting and overall objectives of the Inwork Project	✚ Mutual understanding among partners regarding project and meeting rationales as well as the project objectives				
		✚ Clear evidence of synergy between the meeting programme and the overall project				
1.3	Development towards achieving the goals of the Inwork project	✚ Opportunity for interactions and debates improving the development				
		✚ Opportunity for WPs to share relevant information on their task				

¹ This questionnaire has to be filled in by all organisations participating in meetings regarding the Project.

No.	Theme	Performance Indicator	1	2	3	4
2	Structure and content of the meeting					
2.1	Organisation of the meeting	🚩 Evidence of clear planning				
		🚩 Realistic timetable				
2.2	Definition and achievement of aims and objectives of the meeting	🚩 Appropriate definition of aims and objectives planned for the meeting				
		🚩 Achievement of aims and objectives planned for the meeting				
2.3	Effectiveness of the meeting	🚩 Needs and expectations of partners had been taken into account				
		🚩 Partners had the opportunity to contribute their own expertise				
2.4	Effectiveness of content and appropriate variety of activities	🚩 Appropriateness of content, clear relationship between content and meeting objectives				
		🚩 Effective mix of activities: e.g. ice-breakers, discussions, meals, etc...				
2.5	Effectiveness of delivery by the coordinator	🚩 Coordinator management competence				
		🚩 Communication skills				
3	Resources					
3.1	Provision and suitability of materials, resources and equipment	🚩 Appropriate information distributed to partners prior to event				
		🚩 Relevance and quality of materials for the meeting				
3.2	Partner contacts	🚩 Partner contacts are correct and updated				
		🚩 Means of communication are flexible and simple				
4	Quality, appropriateness and comfort of local arrangements					
4.1	Quality, appropriateness and comfort of local arrangements	🚩 Attention to practical details and catering arrangements				
		🚩 Suitability of event venue				
		🚩 Sensitivity to any special requirements of partners				

7.4.2 Final conference evaluation form

INWORK Project

Please tell us how satisfied or dissatisfied you were with the following.

1. How satisfied were you with the registration process?

- Very Dissatisfied Dissatisfied Satisfied Very Satisfied

2. How satisfied were you with the conference materials provided?

- Very Dissatisfied Dissatisfied Satisfied Very Satisfied

3. Overall, how satisfied were you with the speakers/presenters?

- Very Dissatisfied Dissatisfied Satisfied Very Satisfied

4. Overall, how satisfied were you with the conference facilities?

- Very Dissatisfied Dissatisfied Satisfied Very Satisfied

5. Which sessions did you attend?

- The whole conference
 Morning session only
 Afternoon session only
 One or two presentations only

6. Did you feel the length of conference sessions were too long, just about right, or too short?

- Too long Just about right Too short

Please tell us how much you agree or disagree with the following statements.

7. The content of conference sessions was appropriate and informative.

- Strongly Disagree Disagree Agree Strongly Agree

8. The conference was well organized.

- Strongly Disagree Disagree Agree Strongly Agree

9. Conference staff was helpful and courteous.

- Strongly Disagree Disagree Agree Strongly Agree

10) What did you like most about the conference?

11) What did you like least about the conference?

12. Approximately how many conferences of this type do you attend annually?

- 1-2 per year More than 6 per year
 3-4 per year Do not usually attend conferences

7.4.3 Evaluation of the performance criteria

EVALUATION OF THE PERFORMANCE CRITERIA

The INWORK project and its performance are being evaluated along seven different dimensions: relevance, effectiveness, efficiency, sustainability, impact, value added and transferability. The answers to these questions – along with information gathered during the project – enable us to evaluate the performance criteria.

Relevance

1. How well are the objectives of the project aligned to the following specific aim of the European Commission: increase the knowledge of the sector through studies, conferences and workshops and statistics?

- Directly aligned Marginally aligned Aligned to a different goal

2. To what extent did the results of the project contribute to the achievement of the above EC goal?

- Results were highly useful for craft enterprises
 Results provided new information but only had limited usefulness
 Results had no usefulness nor provided new information

3. How well are the objectives of the project aligned to the following specific aim of the European Commission: identify obstacles to the sustainable development of these enterprises and to prepare proposals to address them?

- Directly aligned Marginally aligned Aligned to a different goal

4. To what extent did the results of the project contribute to the achievement of the above EC goal?

- Results were highly useful for craft enterprises
 Results provided new information but only had limited usefulness
 Results had no usefulness nor provided new information

Efficiency

5. What is your opinion about the professional composition of the partnership?

- Very good Satisfactory Weak

6. Should have we employed the help of any other expert during the project?

No

Yes (specify):

7. Was the total number of the meetings rational?

- Less meetings would have been needed Number of meetings was adequate More meetings would have been needed

8. Was the timing of the meetings adequate?

- Meetings were held too often Just right Meetings were held too rarely

9. In general, was the duration of the meetings satisfactory?

- Meetings too short Adequate Meetings too long

10. Was the financial support – in relation to staff costs – sufficient?

- Less than sufficient Just right More than sufficient

11. Was the financial support – in relation to material costs (travel, subsistence, equipment, other) – sufficient?

- Less than sufficient Just right More than sufficient

12. How would you characterize the activity of the partners during the meetings?

- Very active Fairly active Rather passive

13. How would you characterize the activity of the partners during the whole project (except for the meetings)?

- Very active Fairly active Rather passive

14. To what extent have partners supported each other's work?

- | | |
|--|---|
| <input type="checkbox"/> Very strongly | <input type="checkbox"/> More collaboration would have been necessary |
| <input type="checkbox"/> Adequately | <input type="checkbox"/> Not at all |

Sustainability

15. Are short-term project results (identification, collection and analysis of the available best practices; exploitation of the identified best practices; organisation of an international conference) expandable/transformable to mid-term outcomes (stakeholders utilizing INWORK recommendations) or long-term outcomes (improve expertise of craft enterprises in industrial relations)?

- Yes, changes can happen in the short term (a few years) that could be measured
- Changes might happen but would be very hard to link to INWORK project
- No changes can be expected

16. Is the long-term relevance of the project sustainable?

- Yes, without any further efforts
- Yes, but with considerable effort - new project needed
- Not sustainable

Impact

17. How much do you agree with the following statements? (1 = not at all, 5 = totally agree)

	1	2	3	4	5
The project promoted the exchange of information among parties actively involved in industrial relations.	<input type="checkbox"/>				
The project successfully investigated the contribution of craft enterprises to the overall competitiveness and growth of the economy.	<input type="checkbox"/>				
The project helped stakeholders to better understand the impact of craft enterprises in the economy.	<input type="checkbox"/>				
Partners managed to review current and future skills needs in micro and craft enterprises.	<input type="checkbox"/>				

The project identified instances of representation of craft enterprises work showing a positive self-perception and political influence beyond the interests of the individual category.

The project was able to facilitate the exchange of information, knowledge and experiences of good practices in industrial relations.

The project was able to identify similarities and differences of practices in industrial relations.

The dedicated conference generated high interest.

Community value added

18. How much did counterparts/stakeholders of non-participating countries get involved in the project?

Very strongly Adequately Poorly

19. Rate the quality of the international network created thanks to the project?

Very high Satisfactory Poor

20. How important was the participation of partners from new Members States in the project?

Very important Fairly important Not important