



## **MID-TERM EVALUATIONREPORT**

**“Improving Co-operatives through a new and innovative Young Farmer Leadership”**

**Acronym: LEADFARM**

**Programme: ERASMUS+ –Strategic Partnerships (VET)**

**Ref.Number: 2017-1-IE01-KA202-025711**



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Erasmus+ Programme  
of the European Union

**LeadFarm**

Improving cooperatives through a new  
and innovative young farmer leadership



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## 1. INTRODUCTION

This document contains the conclusions obtained during the mid-term evaluation of the “**LEADFARM: Improving Co-operatives through a new and innovative Young Farmer Leadership**” (hereinafter called LEADFARM), financed by the ERASMUS+ Programme (Ref. N°: 2017-1-IE01-KA202-025711). This evaluation includes the project activities carried out between the months of October 2017 and September 2018 (concretely, from 01.10.2017 till 30.07.2019).

The project Mid-term Evaluation Report is analyzing the implementation level of the project planned activities as well as the transversal aspects regarding the partnership organization and functioning.

Moreover, this report aims to identify **conclusions** regarding the fulfillment and of the above-mentioned aspects which might reveal possible irregularities during the project implementation. This will allow the project partners to implement the necessary corrective measures.

This report is structured in the following sections:

- **Section 2** that describes the **methodology** used for the evaluation.
- **Section 3** that analyses the **project implementation aspects**.
- **Section 4** that reveals **final conclusions**.



## 2. METHODOLOGY

At the beginning of the evaluation service, the key elements were identified in order to evaluate the project implementation; these elements were included in the **chart of objectives and effects** (see the **Evaluation plan**). According to that chart, the objectives to be reached were classified according to their tangibility in global, specific and operative (results) and the effects were established at short, medium and long term.

In order to evaluate the achievement of the above effects, several indicators (quantitative and qualitative) were compiled using the “Project implementation questionnaire”, as instrument for the information collection.

This report compiles the conclusions obtained after treating and analysing the contributed information. The information regarding the project monitoring (such as, Minutes of project meetings, Six-Monthly Project Reports and Project report sent to the Irish National Agency) was also analysed so that a global vision of the project implementation could be obtained.

## 3. EVALUATION OF THE PROJECT IMPLEMENTATION

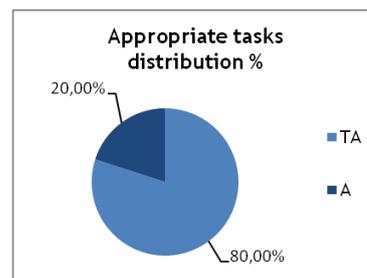
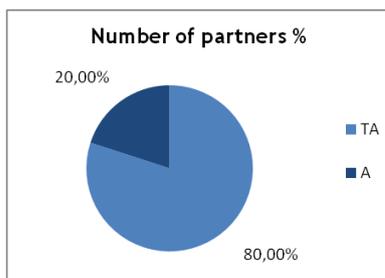
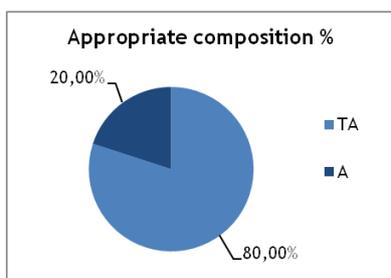
### 3.1 EVALUATION OF THE TRANSVERSAL ASPECTS OF THE PROJECT IMPLEMENTATION

In this section, the following transversal aspects will be analyzed:

1. Partnership;
2. Project coordination;
3. Work methodology;
4. Project implementation.

#### 1. PARTNERSHIP

The partners’ evaluation regarding the generic aspects of the partnership articulation have been:



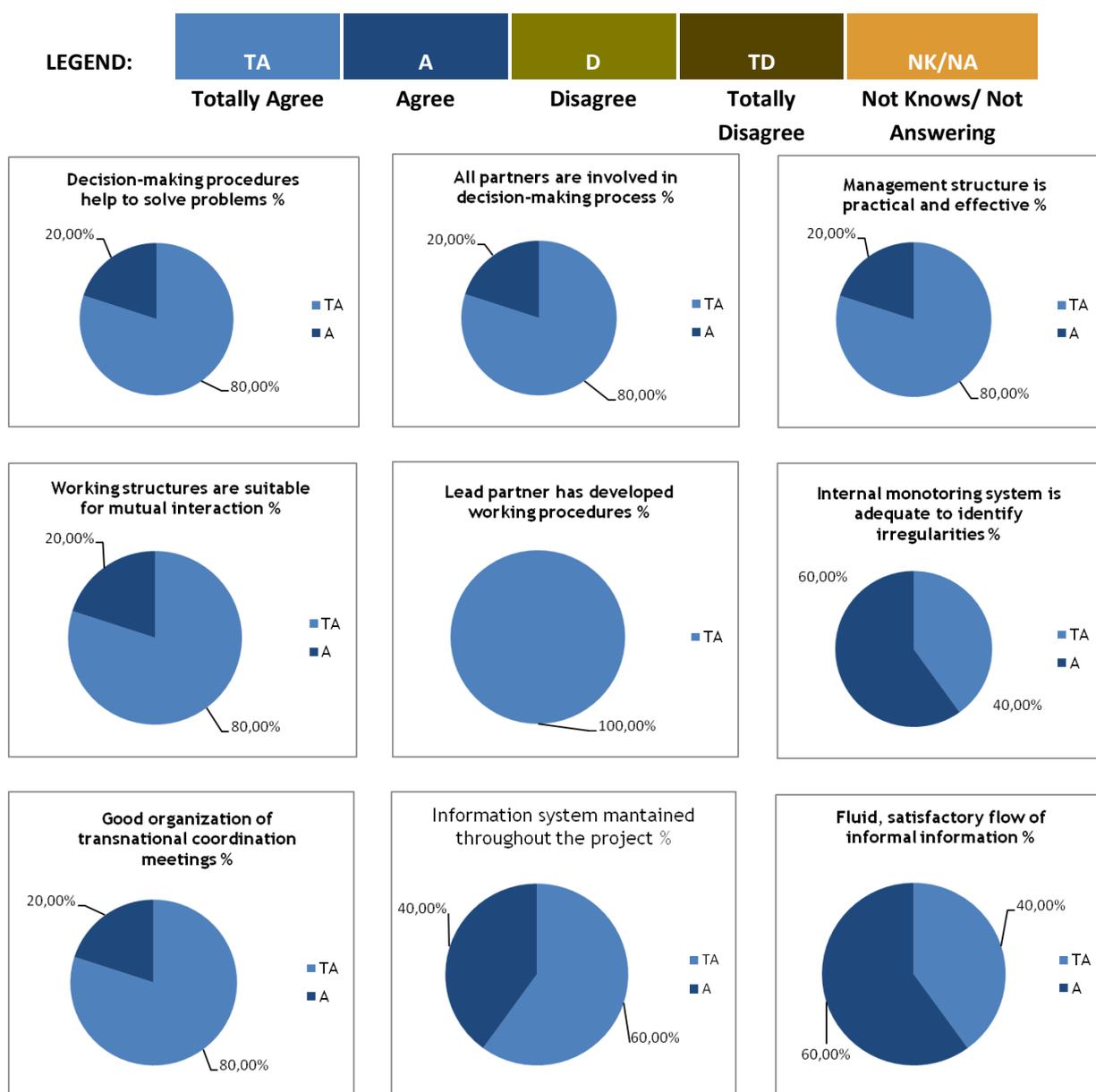


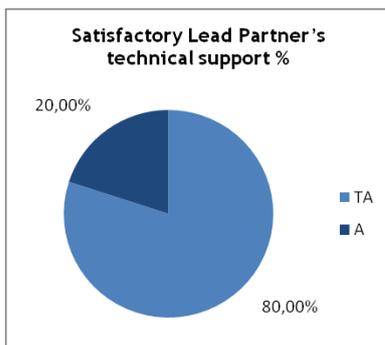
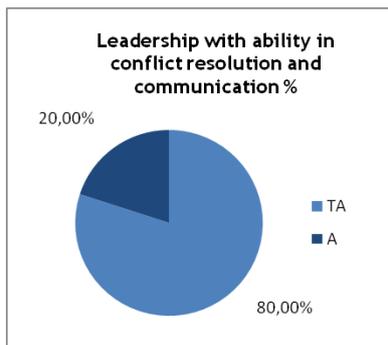
## CONCLUSIONS:

- The **partnership composition** is evaluated as very adequate (80%) and adequate (20%) by the partners, and therefore it is considered that the current composition is positive.
- 80% of the partners consider that the **number** of entities that form the project partnership is very adequate and the rest of them (i.e. 20%) consider it as adequate. Therefore, a partnership formed by 5 entities might be a suitable number of partners for such projects.
- Regarding the **tasks' distribution**, 80% of the partners consider it as very adequate and 20% as adequate, which means that the current distribution is positive.

## 2. PROJECT COORDINATION

The aspects evaluated by the project partners under this section, were:





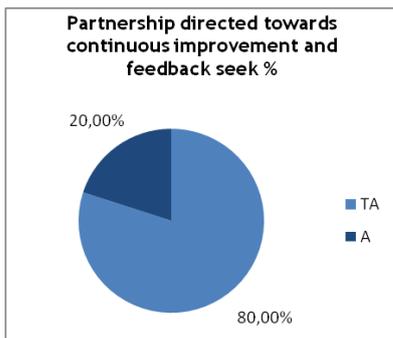
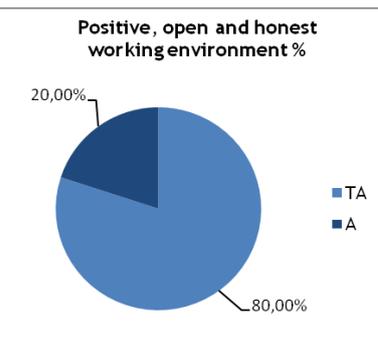
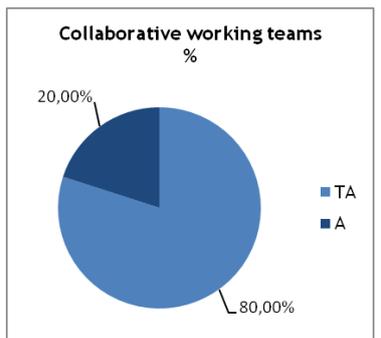
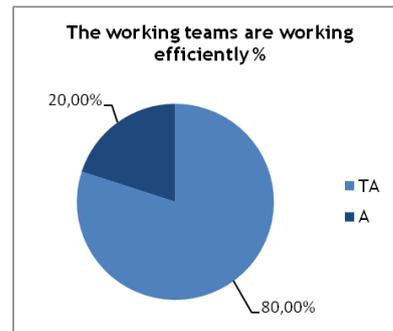
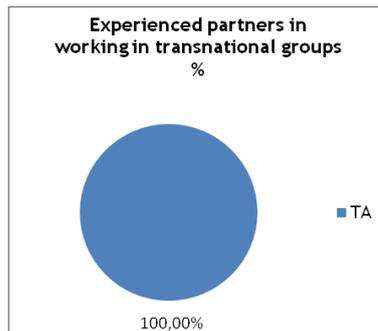
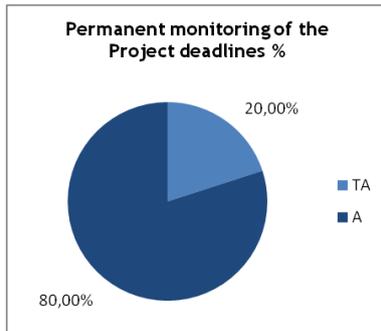
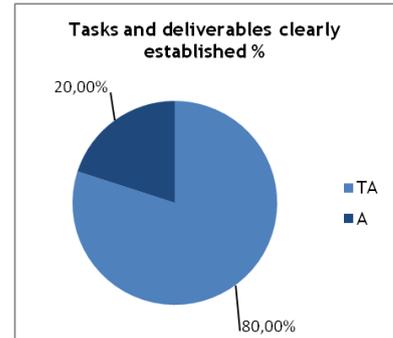
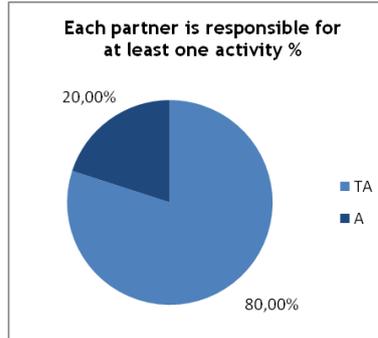
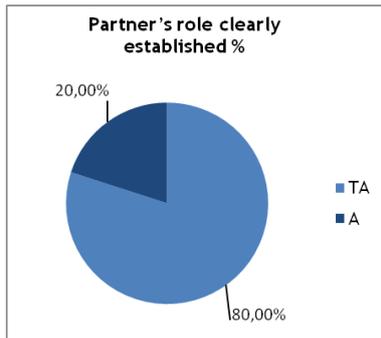
## CONCLUSIONS:

- The **decision-making** is evaluated as very adequate by 80% of partners and adequate by 20%.
- 80% of partners totally agree that **all partners are very involved in decision-making process**, and the other 20% simply agree that statement, so this item was very positively evaluated.
- 80% of partners totally agree that **management structure is practical and effective**, and the rest agree.
- 20% of partners consider that **working structures** are suitable for mutual interaction, while 80% consider that they are very suitable.
- All partners (100%) totally agree that **lead partner has developed working procedures**.
- The project **internal monitoring system** is evaluated by all partners as appropriate (40%) or very appropriate (60%).
- The **transnational coordination meetings** were well organized, according to the partners, that agree (20%) or totally agree (80%) with this statement.
- All partners consider the **information system** was maintained throughout the project – 40% agree, and 60% totally agree with this.
- All partners consider **informal information** to be fluid and satisfactory; while 60% agree with this statement, 40% totally agree.
- All partners consider the **leadership** have ability in conflict resolution and communication (80% totally agree with this, and the rest simply agree).
- Regarding the **technical support** provided by the Lead Partner, it is evaluated as very satisfactory by 80% of the consortium and satisfactory by 20%.
- As **overall conclusion**, no relevant discrepancy related to project coordination aspects is revealed, so the evaluation is very positive.

## 3. WORK METHODOLOGY

The aspects evaluated by the project partners under this section, were:





## CONCLUSIONS:

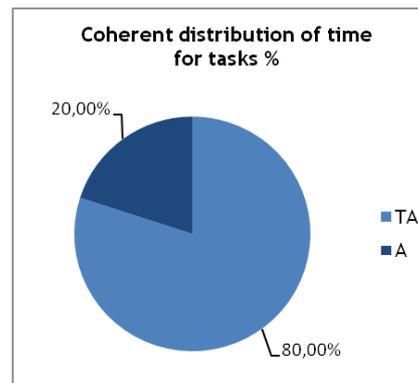
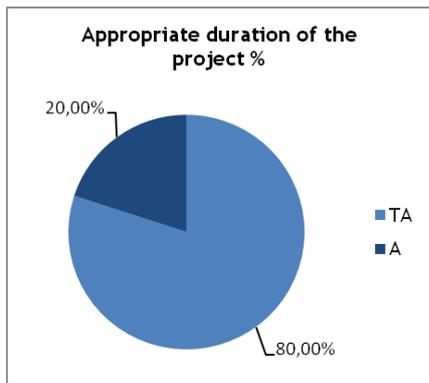
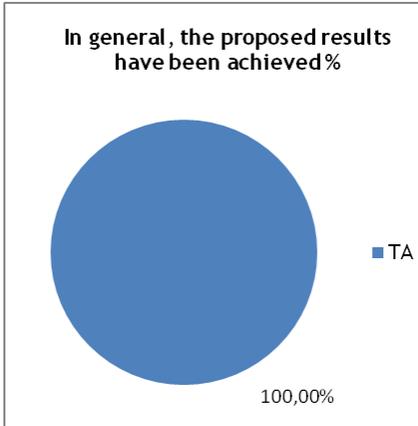
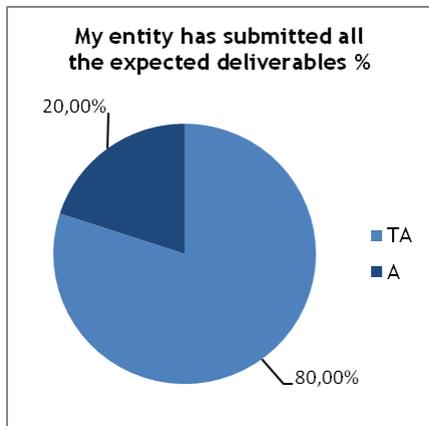
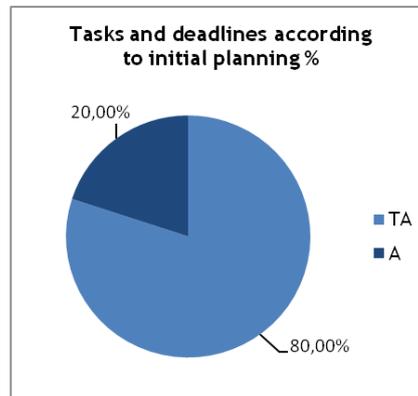
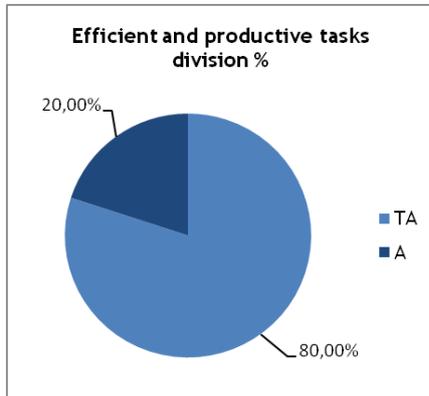
- The evaluation of the methodology used for the project implementation related to the **work organization** (roles assignment and responsibilities and tasks distribution among partners) and **team work** (organization and working groups) is very positive: all partners have positive or very positive opinions about these items.
- In addition to this, all partners agree or totally agree with the statements regarding the **partners experience** in working in transnational groups and the **efficiency of the work** results when working together; they all consider that the working teams are collaborative or very collaborative, that the working environment is positive or very positive and that the partnership is directed towards continuous improvement and feedback seek.
- As **overall conclusions**, the evaluations are very positive.

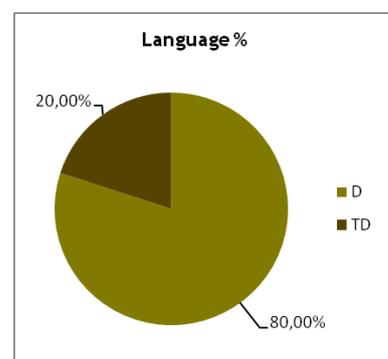
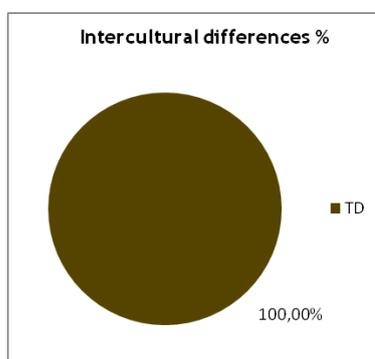
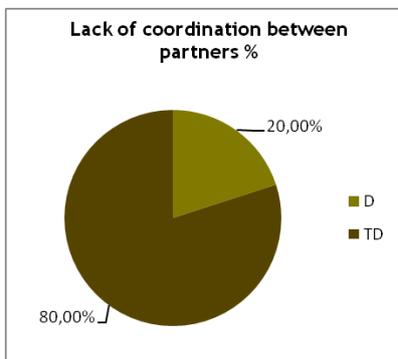
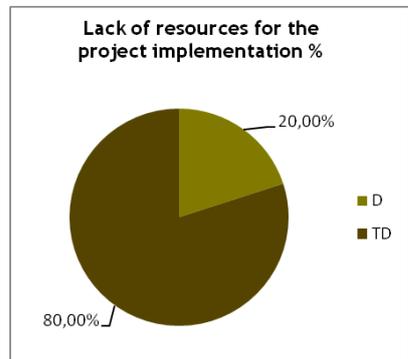
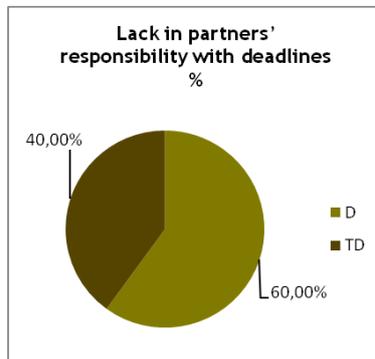
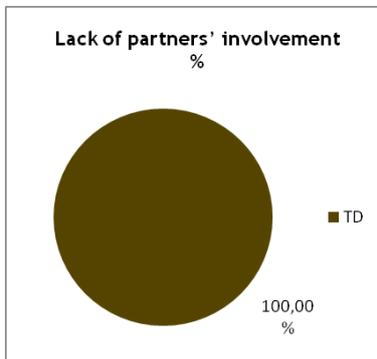
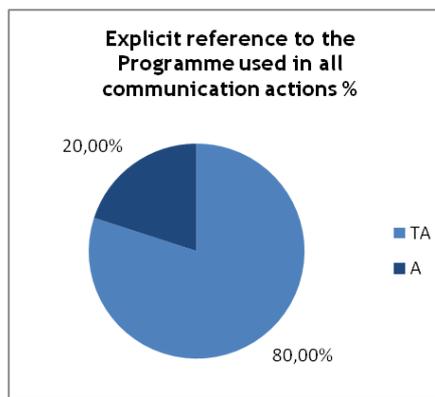
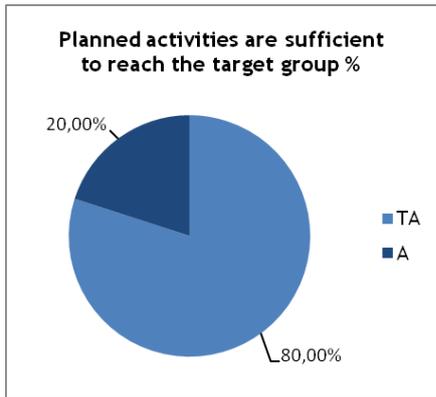
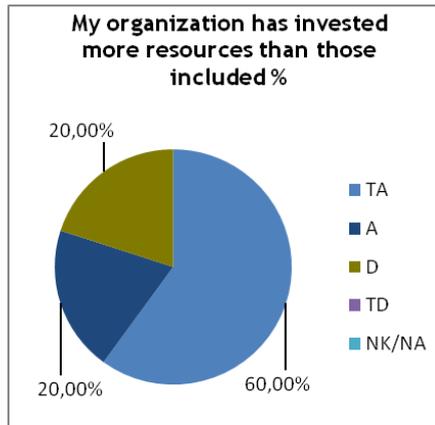
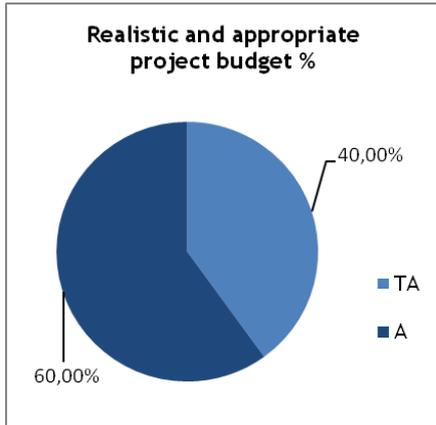
## 4. PROJECT IMPLEMENTATION

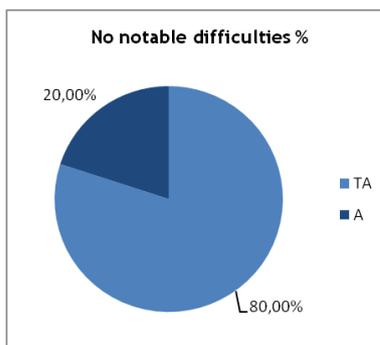
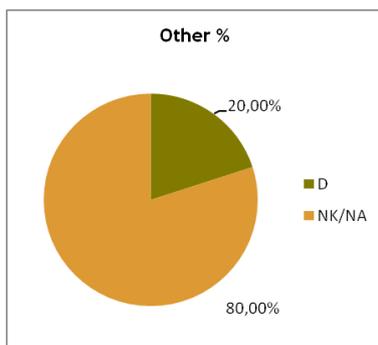
The aspects evaluated by the project partners under this section, were:



**LEGEND:**







## CONCLUSIONS:

This section analyzes the tasks' implementation in terms of key factors such as resources assigned, project duration and budget, etc. but also regarding transversal tasks which are also very important for the project results.

Regarding the project **tasks' implementation in general**, it can be highlighted:

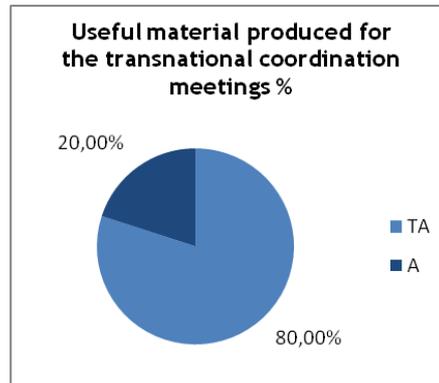
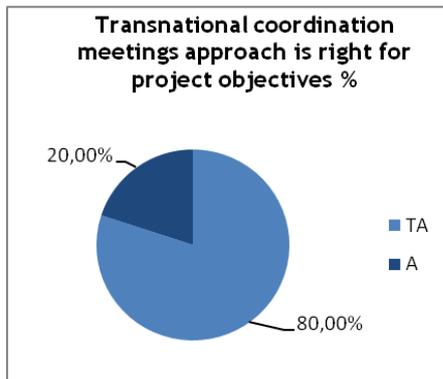
- The **tasks division** is evaluated as efficient and productive by 80% of the partners, while the 80% of them totally agree regarding the **preservation of the initial plan** in terms of tasks and deliverables. The rest simply agree, so the result is very positive. 100% of partners consider the **proposed results have been achieved**. All partners consider that they submitted the expected deliverables, and that the **time distribution** for tasks was coherent or very coherent.
- Regarding the **project duration**, 80% of the partners consider it as very appropriate and 20% consider it appropriate, while all partners consider that the **project budget** is realistic and appropriate (60%) or very realistic and appropriate (40%) in accordance with the tasks to be develop. Nevertheless, 80% of partners consider they had **invested more resources than those included**, while only 20% disagree with this statement.
- All partners consider that the **plan activities** are sufficient to reach the target group and 100% of them consider that an **explicit reference to the Programme** was used in all project communication actions (80% totally agree in both cases).
- There is a total agreement in the involvement of all partners, and a great agreement in their responsibility with deadlines. There is a strong agreement in the existence of resources for the project implementation and in the good coordination between partners. No one consider that the project is facing difficulties in terms of **intercultural differences**, and on one of them find any relevant problem when evaluating the **linguistic issues**. One of the partners marked "other difficulties" but without specifying which. However, all partners agree or totally agree that there are no notable difficulties.
- As **overall conclusions**, it can be highlighted that no negative opinion has been expressed by the partners, so the general perception is very positive. However, it should be taken into account that the estimate of resources has to be done in a more efficient way.



## 3.2 EVALUATION OF THE PROJECT WORK PLAN

### WP1. Coordination and management

#### Qualitative indicators:



#### POSITIVE (+) CONCLUSIONS:

The project transnational meetings and the materials produced for those meetings were very positively evaluated.

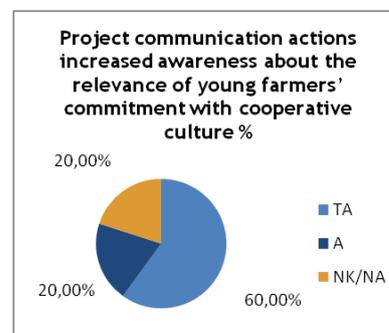
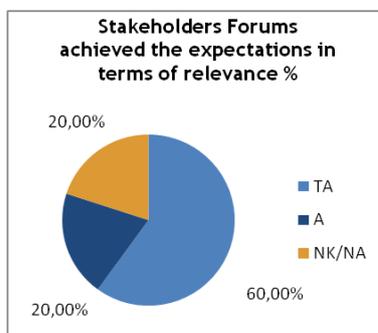
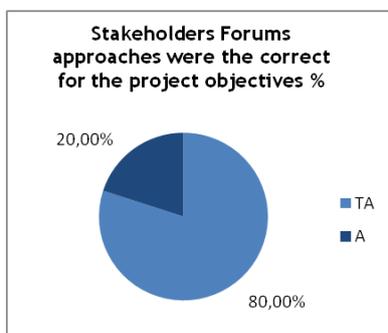
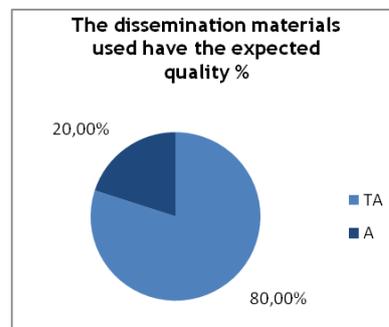
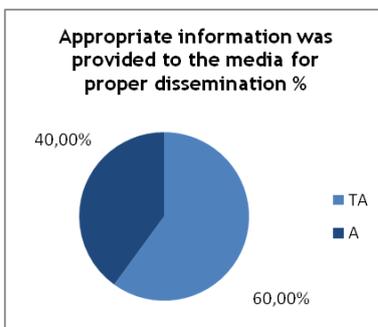
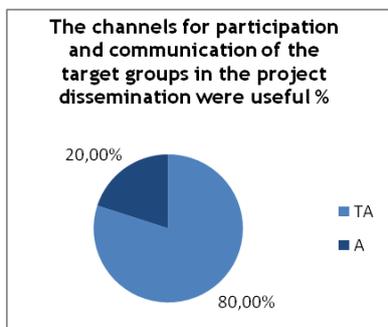
#### NEGATIVE (-) CONCLUSIONS:

There are no discrepancies regarding the two aspects evaluated.



## WP2. Dissemination and exploitation of results

### Qualitative indicators:



### POSITIVE (+) CONCLUSIONS:

All partners consider that:

- ✓ The communication channels set in the project in order to communicate with the target groups are useful (20%) and very useful (80%). Also, the approach of the Stakeholders Forums is considered as very adequate by the 80% of the partners.
- ✓ The information provided to the media in the framework of this project was very appropriate (60%) and appropriate (40%).
- ✓ The dissemination materials elaborated are qualitative (20%) and very qualitative (80%).

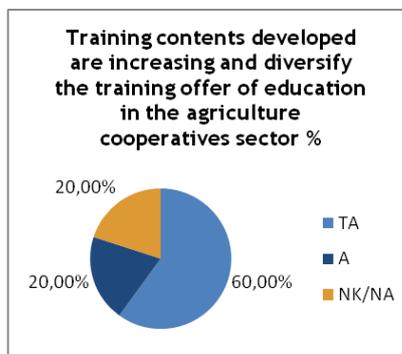
### NEGATIVE (-) CONCLUSIONS:

There are no major discrepancies regarding the six aspects evaluated. Nevertheless, 20% of the partners did not pronounce themselves about the achieved expectations in terms of relevance when evaluating the Stakeholders Forums. Also, 20% of them did not consider that the project communication actions increased the awareness among the young farmers' regarding their commitment with the cooperative culture, as they did not respond to this question.



## WP3. Development of Innovative training Contents and Tools about the cooperative work

### Qualitative indicators:



### POSITIVE (+) CONCLUSIONS:

The training contents developed in Activity 3 were positively evaluated by 80% of the partners.

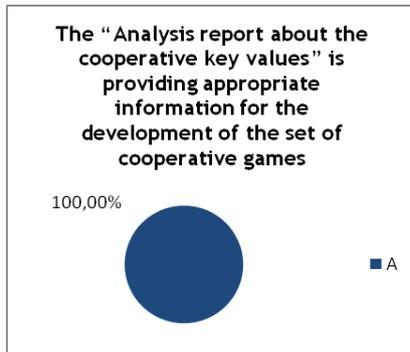
### NEGATIVE (-) CONCLUSIONS:

There are no major discrepancies regarding the two aspects evaluated. Nevertheless, 20% of the partners did not respond to the two questions.



## WP4. Development of cooperative game about the cooperative culture and values to strength the understanding of cooperative

### Qualitative indicators:



### POSITIVE (+) CONCLUSIONS:

The Analysis report about the cooperative key value was very positively evaluated by all partners.

### NEGATIVE (-) CONCLUSIONS:

There are no discrepancies regarding the contents of the Report elaborated under the WP4.



## 4. CONCLUSIONS

### 4.1 ANALYSIS ACCORDING TO THE EVALUATION CRITERIA

#### Relevance:

According to the analysis carried out, we can stress out that the relevance of LEADFARM within the cooperative sector, and within the transnational territories participating in the project, intends to exercise an important relevance thanks to the dissemination and communication actions developed, such as the establishment of channels for the communication with the target groups, the developments of Stakeholders Forums, etc.

This aspect will be analyzed in detail during the final evaluation due to the fact that the current evaluations delivered by partners in terms of project relevance are not significant yet, taking into consideration the current level of development of the project.

#### Efficiency:

When we analyze the efficiency, we refer to the comparison between the activities developed and outputs achieved using the necessary resources (mainly financial resources) in order to reach them, obtaining the performance indicators and objectives (i.e. the capacity to achieve the effect in question, with the minimum of viable resources possible).

The general efficiency of the project can be measured starting with the comparison between the foreseen objectives and outputs and the achieved ones.

In terms of efficiency, the 1<sup>st</sup> and 2<sup>nd</sup> Six-Monthly Project Reports and Intermediate Report sent to the Irish National Agency, indicate:

- Generally speaking, the activities are developed as foreseen, without major changes. We mean that, the project activities are implemented according to the objectives and methods planned with insignificant **delays in terms of calendar**.
- The project **deliverables** developed during the 12 months of the project, are suffering only slight setbacks that won't affect the correct implementation of the forthcoming activities or the quality of the related deliverables to be developed till the end of the project.
- Regarding the **budget**, there are no relevant matters to be highlighted.

#### Effectiveness:

The effectiveness is measuring the capacity to achieve the expected results. It can be determined comparing the foreseen outputs with the ones achieved.

Taking into consideration the fact that the Intellectual Outputs of the project were not developed yet, this aspect will be analyzed during the final evaluation.



## 4.2 RECOMMENDATIONS

Generally, we appreciate a positive evaluation of all analyzed aspects, such as partnership internal functioning, project implementation and results achieved till the date of this report.

No disagreements or disparities of opinions were detected among the partners; nevertheless, the following recommendations resulted from the evaluation questionnaire carried out and the Six-Monthly Project Reports and Intermediate Report:

- **To discuss during the next Transnational Coordination Meetings the discrepancies identified regarding the project dissemination aspects evaluated, in order to find solutions and introduce corrective measures, whenever necessary.**
- **To analyse in a consensual way, the obtained deliverables in order to check if they correspond with the foreseen objectives.**
- **To specify and redefine the delivery deadlines of the project deliverables.**
- **To revise and strengthen the project dissemination actions in order to increase the impact among the project target groups.**