

MED Greenhouses
**“Green Growth through the capitalization of innovative
Greenhouses”**

Project Evaluation Report

Molise verso il 2000



Agricultural Research Institute



Project Details:

Programme: **Interreg MED 2014-2020**

Priority Axis: **1. Promoting Mediterranean innovation capacities to develop smart and sustainable growth**

Objective: **1.1. To increase transnational activity of innovative clusters and networks of key sectors of the MED area**

Project Title: **Green Growth through the capitalization of innovative Greenhouses**

Project Acronym: **MED Greenhouses**

Reference No: **3082**

Lead Partner: **TEI of Thessaly**

Total Budget: **1,171,400 €**

Time Frame: **01/02/2018 - 31.07.2019**

Deliverable Details

WP: 1 – Project Management

Activity: 1.2 – Project Evaluation

Deliverable Title: Project evaluation report

Responsible Partner: TEI of Thessaly

Involved Partners: All

Date & Place of delivery:

Contents

Introduction.....	3
1. Rationale.....	4
2. Type of Indicators.....	5
3. Monitoring matrices (to be filled in).....	7
4. Evaluation of the Indicators.....	15
5. Corrective Measures / Interventions.....	18
6. Evaluation Matrices.....	19

List of Tables

Table 1 – Indicators of WP1/Activity 1.1.....	7
Table 2 – Indicators of WP2 / Activities 2.1, 2.2, 2.3 & 2.4.....	7
Table 3 – Indicators of WP3 / Activity 3.1 State of play in Policies, Financing, Technologies & Stakeholders.....	10
Table 4 – Indicators of WP3 / Activity 3.2 Transferring knowledge.....	12
Table 5 – Indicators of WP3 / Activity 3.3 Synergies & Establishment of Transnational Innovative Cluster.....	14
Table 6. Evaluation Matrix of the WP1/Activity 1.1.....	16
Table 7. Evaluation Matrix of the WP2 / Activities 2.1, 2.2, 2.3 & 2.4.....	16
Table 8. Evaluation Matrix of the WP3 / Activity 3.1.....	17
Table 9. Evaluation Matrix of the WP3 / Activity 3.2.....	17
Table 10. Evaluation Matrix of the WP3 / Activity 3.3.....	17
Table 11 – Evaluation Matrix for WP1/Activity 1.1.....	19
Table 12 – Evaluation Matrix for WP2/Activities 2.1, 2.2, 2.3 & 2.4.....	20
Table 13 – Evaluation Matrix for WP3/Activities 3.1.....	21
Table 14 – Evaluation Matrix for WP3/Activities 3.2.....	22
Table 15 – Evaluation Matrix for WP3/Activities 3.3.....	23

Introduction

The following test presents the intermediate evaluation report of Molise verso il 2000 as partner of the project, in order to validate the fulfilment of the expected results and define possible modifications.

This deliverable will be a tool to monitor the progress of Molise verso il 2000 activities, identify any gaps compared to the Project's Application Form, and proceed to immediate interventions/actions. The evaluation report will be based on the following methodology (Section 1), produced by the Lead Partner for project purposes.

Afterwards, the Lead Partner (LP), through its external evaluator, will collect the overall project results and outputs (based on the individual reports of the partners) assessing whether these are in line with the project's Application Form and with the MED requirements.

Two Joints Reports will be produced in total; one intermediate and one Final report.

1. Rationale

The Evaluation report will facilitate the evaluation of the project's activities by the partners and allow them to proceed to the design and implementation of necessary interventions and corrective measures when this is necessary. In this context, tailored qualitative and quantitative indicators are designed in line with the content and the required deliverables of the activities, as well as the targets and the goals that have been set and defined during the project implementation process. In particular,

- input, output and result (performance) indicators will be used for the unbiased evaluation of project's activities.
- The indicators/tools will also assess the level of achievement of the project objectives.

The indicators are divided in the following three (3) main categories:

- **Input indicators**
- **Output indicators**
- **Result (and performance)¹ indicators**

This methodology provides a matrix (Section 2) with all the types of indicators that have been identified and are in line with the project's activities/deliverables and the values/goals/targets that have been set. Nevertheless, it is highlighted that in some cases, in order to assess the results extracted from the indicators table, the completion of the project is required; for this reason, the target value of some indicators is expected to be filled in/ and/or re-assessed accordingly by each partner at the end of the project.

Once the matrix of the indicators is completed, the partners will be able to extract conclusions by evaluating the indicators (section 3). The results of these evaluations will allow the partners to identify whether any interventions and/or corrective actions are required in order to improve their performance (section 4).

Section 4 presents a pool of interventions/corrective actions that the partners should take into consideration if they score poorly on the indicators.

¹ It is highlighted that for the purpose of this methodology (and report) the result indicators also include the performance indicators; thus, both financial and non-financial values are reported and the results of both individual and overall activities are foreseen to be recorded in order to provide insights on what actions should be taken to make improvements.

2. Type of Indicators

The section identifies and presents the qualitative and quantitative indicators designed separately for the needs of each activity. The indicators aim to provide the necessary data/information to the partners in order to give them the input to assess whether they are in line with the qualitative standards and they have reached the goals/objectives of the project.

In particular, the indicators aim to provide valuable data that will help the project partners to:

- Assess the level of achievement of the projects' objectives/activities and the impact of the project's results to the target groups.
- Valorise efficiently the available financial and human resources for project's purposes.
- Ensure that the foreseen project deliverables and main outputs are produced properly meeting the required quality standards.
- Improve the existing knowledge and the decision making capacity regarding the project's activities.
- Stimulate and engage key players of the agriculture/greenhouse sector with project's activities, reaching the expected target values.
- Influence government policy.
- Identify poor performances/gaps and adopt immediate corrective measures/interventions.

In this context, 3 types of indicators are designed and examined in table 1. These are:

- **Input indicators**²: usually provide a quantitative estimation and count the resources consumed/exploited by partners during a finite time. These could be human resources, financial resources or even equipment or infrastructures used for the implementation of the project's activities.
- **Output indicators**: usually provide a quantitative estimation and count the outputs produced from the implementation of the project's activities at a finite time. In particular, outputs could be deliverables such as reports, organized events, plans, studies etc.
- **Result (Performance) indicators**: The result (and performance) indicators of the project will be based on quantitative and qualitative indicators addressing categories such as:
 - Formalization of economic, technological & scientific objectives;

² It is strongly recommended that the Input indicators be filled in line with the Financial Reporting in SYNERGIE CTE.

- Number of Cluster members reached;
- Number of the stakeholders involved in project's activities;
- Number of main outputs achieved;
- International visibility & synergies achieved with other projects

The evaluation of the performance indicators will result in useful conclusions regarding the performance of the Project's activities and will define whether the Project Manager of each partner and the Project Coordinator need to take corrective measures and/or project modifications. Generally, the evaluation report of the Project should provide answers to the following questions:

- What progress has been made compared to the anticipated activities?
- Has the Project achieved its goals in terms of the expected results within the deadlines?
- Does the Project coordinator have enough information and data to measure and evaluate the project's performance?
- Have the foreseen main outputs of the project been achieved?
- How effective was the co-operation among the partners?
- How successful were the project's events? Did they engage key players of the sector? Were they satisfied?
- Did the project tools (e.g. policy recommendations) influence policy makers? Did they make any commitments?

The target values that have been included in the following matrices are based on the Application Form of the project (Project's goals). However, some of the indicators do not have a specific target value as these might differ for each partner. In this case, the partners are strongly recommended to set their own initial targets in order to be able to assess their performance in the project. Furthermore, these indicators are not applicable for some partners; these partners should thus ignore them (i.e. leave it empty).

Section 3 presents the monitoring matrices that have been designed per WP / Activity.

3. Monitoring matrices (to be filled in)

Table 1 – Indicators of WP1/Activity 1.1

Activity	Input indicators			Output indicators			Result Indicators		
	Indicator	Value reached	Target value	Indicator	Value reached	Target value	Indicator	Value reached	Target value
1.1 – Project Management & Coordination	1. Number or working hours spent	437	870	1. Number of Progress Reports elaborated	1	1	1. Number of Certificates issued	1	1
	2. Cost ³	6000	12000	2. Number of Steering Committee Meetings attended (including Kick Off)	2	2	2. Number of payments received by the Program	0	2
	3. Number of personnel occupied in the activity	2	2	3. Number of Minutes produced	2	2	3. Eligibility of Expenses achieved (percentage)	100%	100%
	4. Number of ⁴ Tenders launched	-	-	4. Number of requests for the validation of the expenses	1	1			
				5. Number of External Experts contracted ⁵	2				

Table 2 – Indicators of WP2 / Activities 2.1, 2.2, 2.3 & 2.4

³ The target value for the cost should be in line with the foreseen budget in the Application Form. Apply this in all the matrices.

⁴ If applicable. Apply this in all the matrices.

⁵ If applicable. Apply this in all the matrices

Activities	Input indicators			Output indicators			Result Indicators		
	Indicator	Value reached	Target value	Indicator	Value reached	Target value	Indicator	Value reached	Target value
2.1, 2.2, 2.3 & 2.4	1. Number or working hours spent	80	160	1. Number of Communication Plans elaborated	1	1	1. Synergies with other projects achieved	4	4
	2. Cost	3500	7000	2. Number of Promotional material produced	2.552	2.552	2. Number of stakeholders (from the foreseen target groups) involved/engaged in the project	52	20
	3. Number of personnel occupied in the activity	2	2	3. Number Social pages created	2	2			
	4. Number of Tenders launched	1	1	4. Number of posts sent to Social Media pages	75	75			
				5. Number of videos produced	Not applicable	Not applicable			
				6. Number of external events attended	2	2			
				7. Number of minutes from the external events elaborated	2	2			

Activities	Input indicators			Output indicators			Result Indicators		
	Indicator	Value reached	Target value	Indicator	Value reached	Target value	Indicator	Value reached	Target value
				8. Number of reports with knowledge from horizontal project produced	In progress	1			
				9. Number of articles/documents/po sts uploaded to the project's Website	18	20			
				10. Number of External Experts contracted	1	1			

Table 3 – Indicators of WP3 / Activity 3.1 State of play in Policies, Financing, Technologies & Stakeholders

Activity	Input indicators			Output indicators			Result Indicators		
	Indicator	Value reached	Target value	Indicator	Value reached	Target value	Indicator	Value reached	Target value
3.1 State of play in Policies, Financing, Technologies & Stakeholders	1. Number or working hours spent	650	1300	1. Number of reports on technologies of innovative greenhouses elaborated	1	1	1. Number of Innovative Technologies identified and presented	6	4
	2. Cost	14000	28000	2. Number of databases with stakeholders & Beneficiaries of the sector developed	1	1	2. Number of financial channels for eco-innovation identified and presented	4	4
	3. Number of personnel occupied in the activity	2	2	3. Number of reports with available financial channels for eco-innovative technologies elaborated	1	1	3. Number of policies / frameworks promoting eco-innovation identified and presented	4	4
	4. Number of Tenders launched	0	0	4. Number of reports on existing policies / frameworks related to the greenhouse sector elaborated	1	1	4. Number of		

Activity	Input indicators			Output indicators			Result Indicators		
	Indicator	Value reached	Target value	Indicator	Value reached	Target value	Indicator	Value reached	Target value
				5. Number of reports with gaps and policy recommendations elaborated	0	1	gaps and missing links identified and presented	0	4
				6. Number of External Experts contracted	2	2	5. Number of policy recommendations designed and presented	0	4

Table 4 – Indicators of WP3 / Activity 3.2 Transferring knowledge

Activity	Input indicators			Output indicators			Result Indicators		
	Indicator	Value reached	Target value	Indicator	Value reached	Target value	Indicator	Value reached	Target value
3.2. Transferring Knowledge	1. Number of working hours spent	444	540	1. Number of Training course material produced on geothermal installations	1	1	1. Number of key players/stakeholders trained through webinars/seminars	In progress	15
	2. Cost	13000	20000	2. Number of E-learning platforms developed	0, in progress	1	2. Number Actions designed for transferring existing knowledge	In progress	2
	3. Number of personnel occupied in the activity	5	5	3. Number of Workshops held with the participation of actors/ stakeholders of the greenhouse sector	In Progress	1	3. Number of stakeholders who participated in the consultations	53	15
	4. Number of Tenders launched	2	2	4. Number of Webinars held with the participation of actors/ stakeholders of the greenhouse sector	In Progress	1	4. Number of mechanisms favouring cooperation between actors of the 4-helix identified and presented	In progress	4
				5. Number of Action					

Activity	Input indicators			Output indicators			Result Indicators		
	Indicator	Value reached	Target value	Indicator	Value reached	Target value	Indicator	Value reached	Target value
				<i>Plans elaborated</i>	0	1			
				<i>6. Number of Consultations organized with the participation of stakeholders/ actors of the sector</i>	1	1			
				<i>7. Number of reports elaborated with recommendations for the establishment of mechanisms favouring cooperation between actors of the 4-helix.</i>	In Progress	1			
				<i>8. Number of External Experts contracted</i>	2	2			

Table 5 – Indicators of WP3 / Activity 3.3 Synergies & Establishment of Transnational Innovative Cluster

Activity	Input indicators			Output indicators			Result Indicators		
	Indicator	Value reached	Target value	Indicator	Value reached	Target value	Indicator	Value reached	Target value
3.3. Synergies & Establishment of Transnational Innovative Cluster	1. Number of working hours spent	In Progress	This is for Final Report	1. Number of Memorandums developed and signed	In Progress	1	1. Number of Clusters developed	In Progress	1
	2. Cost			2. Number of Conferences organized		1	2. Number of Cluster's members reached		20
	3. Number of personnel occupied in the activity			3. Number of Forums for Innovative agriculture developed		1	3. Number of Visitors engaged in the Forum		20
	4. Number of Tenders launched			4. Number of External Experts contracted			4. Number of guests who attended the Conference		The final conference will be held by the LP

4. Evaluation of the Indicators

Due to the fact that the selected indicators measure different parameters, it is not possible to use the same scoring scale for their evaluation. In this context, the evaluation takes place in 5 individual matrices, based on the above activities. Although the evaluation is separated in 5 different groups, the partners can extract an overall view of their performances regarding the goals, objectives, outputs and results of project.

Based on the indicator, 2 types of criteria are used for its evaluation:

1st type:⁶ Yes or No (On-off criterion).

There are some indicators that have been either achieved, or they haven't (e.g. assessing whether the partners had involved/engaged 37 stakeholders in the project). In case that the answer is "no", then the performance is considered "poor" and further effort/action is required by the partners in order to reach the target value; otherwise, the performance is considered "Good" and no further action is required.

Response:	Yes	No
Evaluation:	Good	Poor

2nd type: Extent ⁷ of achievement of the target value (transforming quantitative values in easy to use qualitative terms).

The 2nd type of evaluation assesses the extent of achievement of the target value. This type is used for the goals set by each partner and not foreseen in the AF. The scoring scale is presented in the following table, according to the achieved results.

% of target value achievement	< 50%	51-80%	> 81 -100%
Status	Poor	Moderate	Good

- ✓ When one of the indicators has a "Poor" performance, then further actions are required by the partners in order to improve the project performance and achieve the targeted results.

⁶ The 1st type is used for project's goals (target values that had been set in the Application Form).

⁷ The 2nd type is used for partner's goals (target values that had been set by partner's – not included in the Application Form of the project).

- ✓ When more than 3 indicators (per matrix) have a "Moderate" performance then further actions and effort is required by the partners in order to improve the project performance and achieve the targeted results.

The following matrices illustrate which type of evaluation method corresponds to each indicator:

Table 6. Evaluation Matrix of the WP1/Activity 1.1

Activity	Input Indicator		Output Indicator		Result Indicator	
	No	Type of Evaluation	No	Type of Evaluation	No	Type of Evaluation
1.1. Project Management & Coordination	1	2 nd	1	1 st	1	2 nd
	2	2 nd	2	2 nd	2	2 nd
	3	2 nd	3	1 st	3	2 nd
	4	2 nd	4	2 nd		
			5	2 nd		
Need for Action	<i>If any of the indicators is scored as "poor" or more than 3 indicators are scored as "moderate"</i>					

Table 7. Evaluation Matrix of the WP2 / Activities 2.1, 2.2, 2.3 & 2.4

Activities	Input Indicator		Output Indicator		Result Indicator	
	No	Type of Evaluation	No	Type of Evaluation	No	Type of Evaluation
2.1, 2.2, 2.3 & 2.4	1	2 nd	1	1 st	1	2 nd
	2	2 nd	2	1 st	2	1 st
	3	2 nd	3	1 st		
	4	2 nd	4	2 nd		
			5	1 st		
			6	1 st		
			7	1 st		
			8	1 st		
			9	2 nd		
			10	2 nd		
Need for Action	<i>If any of the indicators is scored as "poor" or more than 3 indicators are scored as "moderate"</i>					

Table 8. Evaluation Matrix of the WP3 / Activity 3.1

Activity	Input Indicator		Output Indicator		Result Indicator	
3.1. State of play in Policies, Financing, Technologies & Stakeholders	No	Type of Evaluation	No	Type of Evaluation	No	Type of Evaluation
	1	2 nd	1	1 st	1	2 nd
	2	2 nd	2	1 st	2	2 nd
	3	2 nd	3	1 st	3	2 nd
	4	2 nd	4	1 st	4	2 nd
			5	1 st	5	2 nd
			6	2 nd		
Need for Action	<i>If any of the indicators is scored as "poor" or more than 3 indicators are scored as "moderate"</i>					

Table 9. Evaluation Matrix of the WP3 / Activity 3.2

Activity	Input Indicator		Output Indicator		Result Indicator	
3.2. Transferring knowledge	No	Type of Evaluation	No	Type of Evaluation	No	Type of Evaluation
	1	2 nd	1	1 st	1	2 nd
	2	2 nd	2	1 st	2	2 nd
	3	2 nd	3	1 st	3	2 nd
	4	2 nd	4	1 st	4	2 nd
			5	1 st		
			6	1 st		
			7	1 st		
		8	2 nd			
Need for Action	<i>If any of the indicators is scored as "poor" or more than 3 indicators are scored as "moderate"</i>					

Table 10. Evaluation Matrix of the WP3 / Activity 3.3

Activity	Input Indicator		Output Indicator		Result Indicator	
Establishment of Transnational Innovative	No	Type of Evaluation	No	Type of Evaluation	No	Type of Evaluation
	1	2 nd	1	1 st	1	1 st
	2	2 nd	2	1 st	2	2 nd
	3	2 nd	3	1 st	3	2 nd
	4	2 nd	4	2 nd	4	2 nd
Need for Action	<i>If any of the indicators is scored as "poor" or more than 3 indicators are scored as "moderate"</i>					

5. Corrective Measures / Interventions

In case that corrective actions/ interventions are needed, these are separated in 3 main categories:

1st - Need for more resources (Improve the Input Indicators).

The poor performance of an activity could be due to the lack of financial or human resources or lack of the necessary equipment/infrastructures. In this case, we should focus our efforts to address these issues.

2nd - Need for further dissemination / Improve communication channels

The poor scoring might also be due to the fact that the dissemination activities, such as newsletters, promotional material, publicity actions, events etc., do not meet the standards for achieving the project goals. For example, a poor score linked to the evaluation of the indicators related to the members, stakeholders, key players of the sector, funders, policy makers, investors etc., could mean that either they did not receive the correct message/ motivations in order to be involved, or they did not receive the message at all. In this case, we should make additional efforts and design follow-up activities included in the communication strategy of the project, or, if necessary, redesign the strategy to improve the impact of project results.

3rd – Need for systemic changes of the designed activities

Changes in one or several parts of the activities might be necessary in order to improve the performance of the output/result indicators. The poor performance of these indicators might be due to the fact that the approach for the implementation of the activities / organization of the project events was poorly designed and might not be as valuable and useful as was initially considered. In this case, we should review and revise the nature/content of these activities focusing on those that will trigger the interest of the stakeholders and maximize the impact of project's results.

6. Evaluation Matrices

Table 11 – Evaluation Matrix for WP1/Activity 1.1

Activity		Input Indicator			Output Indicator			Result Indicator		
1.1 Project Management & Coordination	No	Value Reached	Target value	Status	Value Reached	Target value	Status	Value Reached	Target value	Status
	1	437	870	GOOD	1	1	GOOD	1	1	GOOD
	2	6000	12000	GOOD	2	2	GOOD	0	2	POOR
	3	2	2	GOOD	2	2	GOOD	100%	100%	GOOD
	4	-	-		1	1	GOOD			
	5				2	2	GOOD			
Need for Action										
Proposed Intervention / Corrective Action	<p><i>The payment for the preparation costs of the project was received but the first payment has not been received yet. Unfortunately this may led to poor performance of some activities in the future. However, Molise verso il 2000 has undertaken all the necessary measures to allocate financial resources in order to cover the requirements of the project activities and secure that the first payment will be received soon.</i></p>									

Table 12 – Evaluation Matrix for WP2/Activities 2.1, 2.2, 2.3 & 2.4

Activities		Input Indicator			Output Indicator			Result Indicator		
2.1, 2.2., 2.3 & 2.4	No	Value Reached	Target value	Status	Value Reached	Target value	Status	Value Reached	Target value	Status
	1	80	160	GOOD	1	1	GOOD	4	4	GOOD
	2	3500	7000	GOOD	2552	2552	GOOD	52	20	GOOD
	3	2	2	GOOD	2	2	GOOD			
	4	1	1	GOOD	75	75	GOOD			
	5				-	-	Not applicable			
	6				2	2	GOOD			
	7				2	2	GOOD			
	8				-	1	In progress			
	9				18	20	GOOD			
10				1	1	GOOD				
Need for Action	No									
Proposed Intervention / Corrective Action										

Table 13 – Evaluation Matrix for WP3/Activities 3.1

Activity		Input Indicator			Output Indicator			Result Indicator		
3.1. State of play in Policies, Financing, Technologies & Stakeholders	No	Value Reached	Target value	Status	Value Reached	Target value	Status	Value Reached	Target value	Status
	1	650	1300	GOOD	1	1	GOOD	6	4	GOOD
	2	14000	28000	GOOD	1	1	GOOD	4	4	GOOD
	3	2	2	GOOD	1	1	GOOD	4	4	GOOD
	4	0	0	GOOD	1	1	GOOD	0	4	POOR
	5			GOOD	0	1	POOR	0	4	POOR
	6			GOOD	1	1	GOOD			
	Need for Action	Yes								
Proposed Intervention / Corrective Action	<p><i>The "poor" performance referred in this table concerns the deliverable D3.1.5 related to the "Gap Analysis & Policy recommendations". The delay is due to the financial issues related to the payment of the first period which however have been partially solved by internal means. During the beginning of 2019, Molise verso il 2000 devotes bigger effort on this Deliverable and will provide the planned deliverable by the end of February 2019.</i></p>									

Table 14 – Evaluation Matrix for WP3/Activities 3.2

Activity	Input Indicator			Output Indicator			Result Indicator			
	No	Value Reached	Target value	Status	Value Reached	Target value	Status	Value Reached	Target value	Status
3.2. Transferring knowledge	1	444	540	GOOD	1	1	GOOD	-	15	In progress
	2	13000	20000	GOOD	0	1	POOR	-	2	In progress
	3	5	5	GOOD	-	1	In progress	53	15	GOOD
	4	2	2	GOOD	-	1	In progress	-	4	In progress
	5				0	1	POOR			
	6				1	1	GOOD			
	7				-	1	In progress			
	8				1	1	GOOD			
Need for Action	Yes									
Proposed Intervention / Corrective Action	<p><i>The e-learning platform was delayed and will be finally delivered by the end of February 2019. However, it will be ready for use from the partners by the mid of February 2019. The delay is due to changes of the initial plan for the development of the e-learning platform and also due to the delay in the payment. For this purpose an extension of the delivery period of 3.2 is requested. In addition, a delay is observed in the delivery of the action plan. During the beginning of 2019, January and February Molise verso il 2000 will devote bigger effort on this Activity and deliver the planned deliverables by the end of February 2019.</i></p>									

Table 15 – Evaluation Matrix for WP3/Activities 3.3

Activity		Input Indicator			Output Indicator			Result Indicator		
3.3. Synergies & Establishment of Transnational Innovative Cluster	No	Value Reached	Target value	Status	Value Reached	Target value	Status	Value Reached	Target value	Status
	1			In progress			In progress		1	In progress
	2			In progress			In progress		20	In progress
	3			In progress			In progress		20	In progress
	4			In progress	1	1	GOOD			Not applicable
	5									
	6									
	7									
Need for Action	Yes /No (select accordingly)									
Proposed Intervention / Corrective Action	(if it is required)									

