Final Report, an Independent External Evaluation of

ENTER

ENTERPRISE IN INTERFACE

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Presented by

Grant Connections

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INDEPENDENT EXTERNAL EVALUATION completed on behalf of

Project	2015-1-UK01-KA202-013506
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1.1   Introduction

This report details the findings and conclusions of the final independent external evaluation of the Erasmus + Strategic Partnership project Enterprise in Interface (ENTER). The project is contracted from 01 September 2015 to a completion date of 31 August 2017 (2015-1-UK01-KA202-013506).   The ENTER project vision is articulated as *"generate improved access and quality of enterprise training for disadvantaged people living in interface areas, by updating the knowledge, skills and organizational capacity of the VET and community organizations who serve them".*   As set out in the Interim Evaluation Report, the partners contended that the ENTER project will break new ground demonstrating – for the first time - best practice strategies for using enterprise training in polarised areas of persistent social tension and exclusion where disadvantage is both economic and social, spatial and personal.   This is a challenging topic, interface areas are zones of persistent disadvantage, where labour market exclusion and low educational attainment affect personal and professional development, and the very high levels of social tension, division and distrust contribute to a dysfunctional market for goods and services.

The project was progressed in four counties, UK/Northern Ireland, Ireland, Croatia and Netherlands. While the funding application included a Belgian project partner VOEM vzw, it transpired they withdrew from the project shortly after project approval was received. The National Agency approved their replacement with BDF, The Netherlands. The impact of this partner change was considered in the Interim Report summarised in Section 6.

This report has been prepared by independent evaluators Grant Connections and is based upon analyses and consultation carried out in the period September 2016 to September 2017 with full methodology set out in Section 2.

This section provides a snapshot of each of the project partners in turn and describes their respective roles within the framework of the project.

UK/Northern Ireland

- **East Belfast Enterprise (EBE) (project lead/co-ordinator)** works to support the development of enterprise through a partnership approach between the public, private and voluntary sectors. Located in inner east Belfast, serving some of the most economically and socially deprived wards in Northern Ireland, it is a social enterprise, a charity and an enterprise agency, providing workspace ad soft supports for small start-up and growing micro enterprises. This enterprise space is a recognised "neutral" location where members of both the Protestant and Roman Catholic community can establish and grow their businesses in a non-threatening environment. They champion several programmes to support individuals and communities from disadvantaged backgrounds.

  As project lead, EBE carried responsibility for the procedures established for project delivery, especially the pursuit of deadlines, the financial management of the project and the fulfillment of the requisites agreed between the partners for the deliverables. Their networking reach to their counterpart Local Enterprise Agency colleagues and District Councils throughout

Northern Ireland was very important for dissemination for this project. In addition to their Project Management role, EBE led Intellectual Output 1, Enterprise in Interface Toolkit, a Guide to Establishing a Regional Partnership and were responsible for establishing the ENTER Regional Partnership in the East Belfast Region of Northern Ireland, UK.

- **Canice Consulting (CC)** is an established private company based in Northern Ireland which operates in the fields of local and regional development, enterprise education and management and technical support to EU networks and programmes. The company has developed particular specialisms in online learning development. It was appropriate that Canice Consulting led Intellectual Output 4, the online course realisation as it provides a broad range of modern learning services to predominantly the EU market place. The Company's expertise lies in all aspects of new formats of e- learning and increasing use of m-learning set from solutions architecture, design, change management, implementation and on-going development and support.

  Of specific relevance to this project, CC is also involved in an EU project called MODERN which aims to incorporate new digital learning tools into teaching delivery. They worked closely with MMS to ensure the ENTER course realized the pedagogic potential of digital learning tools.

Ireland

- **Creative Spark (CS)** provides dedicated creative training and workspace facility in the North East of Ireland to use creative practice to promote social engagement. It has an equal focus on entrepreneurship facilitation (through training, and creative workspace provision) and community development with the overarching aim to support all forms of creativity to tackle economic hardship, entrepreneurship skills deficits and social barriers faced by people living and working in County Louth. Creative Spark is based in Muirhevnamor in Dundalk, an area immediately identifiable with the Northern Ireland conflict. This urban social housing estate in Dundalk is synonymous with the large movement of internally displaced people during the 1970's and 1980's and who have found it difficult to integrate with the majority local community. Muirhevnamor and other urban social housing estates in Dundalk have also become home to many of the internationally displaced people from other areas experiencing conflict including refugees, asylum seekers and migrant workers. It is also home to a significant ethnic minority community.

  In addition to leading Intellectual Output 5 Pilot Testing, CS led the establishment of the Irish ENTER Regional Partnership.

- **Momentum Marketing Services (MMS)** is a research and training organisation developing progressive learning programmes for enterprise and education organisations with specialization in community and social enterprise working with groups facing disadvantage and economic, social and political challenges. Momentum understands the dynamics of interface areas. Based in the border county of Leitrim which was adversely affected by the on-going conflict in Northern Ireland. MMS acted as a facilitator and evaluator under the International Fund for Ireland Building Foundations - Community Based Economic & Social Regeneration Programme under the 3 overarching themes of 1) Cross Border Facilitation 2) Social Inclusion and 3) Peace and Reconciliation. It also worked as evaluator on the 3 phases

of the Peace Programme which is designed to reinforce progress towards a peaceful and stable society and to promote reconciliation by assisting operations and projects which help to reconcile communities and contribute towards a shared society for everyone.

In addition to leading Intellectual Output 3 Course Curriculum & Content, MMS were responsible for the Quality Management and Evaluation Strategy of ENTER.

Croatia

- **Rijeka Development Agency PORIN** (**RDAP)** was founded by City of Rijeka to develop and implement integrated activities to promote the overall regional development of Rijeka and Croatia in general.   Their support system for entrepreneurs' places emphasis on equal representation of gender equality, socially sensitive groups and ethnic and religious minorities.   RDAP has worked on many social and economic projects whose target groups were women victims of violence, people with disabilities, ethnic and religious minorities, the unemployed, and other socially vulnerable groups.

In addition to leading Intellectual Output 2, Enterprise in Interface Regional Action Plans, RDAP led the establishment of the Croatian ENTER Regional Partnership.

The Netherlands

- **Business Development Friesland (BDF)** understands and responds to interface challenges through its experience in Friesland of interface on three levels. Firstly, between natives and the two largest migrant groups (Turkish & Moroccan Muslim groups) in their region and the country of the Netherlands. Secondly, their province of Friesland or Fryslân has its own language and culture, different from the rest of the Netherlands which can sometimes causes friction. Finally, the increasing numbers of refugees from Syria and Africa being supported across small towns in their region, can cause prejudice and misunderstanding from time to time. It is also interesting that BDF's home city of Leeuwarden will be the European Capital of Culture for 2018 which has the central theme is 'Iepen mienskip', or open community – a theme very fitting to the ENTER project.

In addition to leading dissemination, BDF led the establishment of the Dutch ENTER Regional Partnership. In assuming the dissemination role, BDF draws on its membership of EBN, the European Business Innovation Center Network. This Network of 200+ incubators from across Europe gives the project the opportunity to reach out to a large audience.

1.2   Evaluators Review of Partnership Structure

The ENTER partnership drew together six organisations from four EU project countries. Partners were selected on the basis of their direct experience in interface relations in relevant geographic areas, but the partnership also reflects diversity in mission (VET, education, NGO/community development) and market orientation (public, private, not-for-profit). This structure provided a robust combination of skills and resources. Each partner brought an impressive access to an extensive network of contacts in the EU (especially BDF through their involvement of the 200+ strong ENI network), thereby aiding developmental and dissemination activities. The expertise within the partnership is unquestionable;

it represented a suitable blend of experience, knowledge, skills and expertise suited to the successful design and delivery of this particular project.

Partner	Country	Primary Responsibility	Input into
EBE	UK	Project Management Output 1, Enterprise in Interface Toolkit, a Guide to Establishing a Regional Partnership Multiplier Event EI National Launch of the ENTER Toolkit in the UK	Intellectual outputs 2,3,4,5 M5 Final Showcasing Event
RDAP	Croatia	Intellectual Output 2, Regional Action Plans Multiplier event E4- National Launch of ENTER Toolkit Slovakia	Intellectual outputs 1,3,4,5 M5 Final Showcasing Event
MMS	Ireland	Intellectual Output 3 Course Curriculum & Content. Quality Management and Evaluation Strategy	Intellectual outputs 1,2,4,5 Support CC in Multiplier event - National Launch of ENTER Toolkit and M5 Final Showcasing Event
CC	UK	Intellectual Output 4, Online course realisation	Intellectual outputs 1,2,3, 5 Support EBE in EI National Launch of ENTER Toolkit UK M5 Final Showcasing Event
BDF	The Netherlands	Dissemination Strategy Multiplier event E3 - National Launch the ENTER Toolkit in The Netherlands E5 Final Showcasing Event	Intellectual outputs 1,2,3,4,5
CS	Ireland	Output 5, Pilot Testing Multiplier event E2- National Launch of ENTER Toolkit Ireland	Intellectual outputs 1,2,3,4 M5 Final Showcasing Event

It is impressive that while the lead partner EBE was new to Erasmus +, others had collaborated with one or more other partners in previous EU funded projects. This ensured that partners were aware of the high-quality standards expected and the particular characteristics and benefits that could be obtained from transnational cooperation and how they work on a practical level to achieve shared project outputs and impact.

The Partnership faced an early challenge as the Belgian partner VOEM withdrew from the project after project approval was received. The lead partner must be commended for swift action in developing a workable and very solid solution in finding a very capable replacement partner in BDF. This required a significant time and resources input from the lead partner but their careful management of the situation has stood the project in good stead as we will review later in the report.

1.3   Establishing Project Need

It is useful to re-examine the need that motivated the Enterprise in Interface partnership to come together to design and seek funding for this innovative Erasmus + project. As articulated in the project application, growing immigration and ethnic diversity is causing ethno-religious tension in urban centres across Europe, while longstanding frictions regarding Traveller/Roma groups embitter community work in other regions. If not addressed, these tensions can spiral downwards causing

ghettoization, poverty and open conflict, threatening the European goal of a peaceful and prosperous society. The backdrop to this project is the belief that enterprise training can contribute to tackling social and economic disadvantage among minority groups. However, the ENTER partners were clear, more needs to be done and while entrepreneurialism is not a panacea for socio economic development, all evidence points to the fact that if enterprise education and support is to fulfil its promise for transforming individual and community wellbeing in interface areas, is must be based on:

- a deeper understanding of the economic, social, cultural, political and religious tensions at play;
- participatory enterprise models, including new forms of social enterprise, community business, cooperatives emerging from the social innovation economy;
- cross-sector collective action from stakeholders in social and economic policy.

Despite the opportunity presented by entrepreneurship as an inclusion and integration tool (you can create employment through entrepreneurship), the intermediaries were ill-equipped and were being left behind to face the challenges: -

- The vast majority of enterprise centres focus on providing entrepreneurs with tools to harness market forces and often believe enterprise training alone can breed success, offering increasingly obsolete services based on 'one size fits all' classroom training, workspace units
- Voluntary sector training providers have grassroots credibility and a deep understanding of social conflict but prioritize psychosocial approaches and are unaware of the benefits accruing from enterprise development.

This evaluator was clear – we found the Enterprise in Interface project was highly innovative in terms of its strategic focus (no work has been carried out to date on the use of enterprise education as a transformative tool specifically in interface areas) and in using the Regional Partnerships to generate ongoing, systemic improvements in the provision of enterprise training and support for the development of interface areas in Europe, region by region.

In terms of establishing and responding to project need, we found that the project was particularly relevant at policy level and increasingly so over the two years of the project delivery. There was and is little or no policy approaches to enterprise in challenging interface areas.   It was clear that the partners shared a very clear understanding of the need for a new and innovative response as reflected in their robust application and project design. Commendably, the project was ambitious and far reaching in its approach in an area that had received little or no attention to date on an EU level.

1.4 Target Groups

In terms of impact, the ENTER project deliverables targeted specific groups: -

- Local enterprise agencies and business development organizations working in or near interface areas or marginalised groups
- Non profit organizations working in interface areas with different missions (education, conflict resolution, personal welfare etc), whose grassroots level experience can both provide insight and give voice to the needs of the residents of interface areas

- Higher Education Institutions, especially those with marginalisation remits and/or conflict resolution focus
- Government departments responsible for social and economic development
- Local government authorities
- Residents Associations
- Local Community Policing bodies

It was intended that these organisations would benefit from:

- Establishment of 4 "Enterprise in Interface Partnerships in which stakeholders from public, private and non-profit sectors would explore the needs and opportunities for successful entrepreneurship in interface communities, identify best practice service models and committing to collective and individual strategies in 4 Regional Action Plans (IO2).
- Create, publish and promote the "Enterprise in Interface Toolkit" to encourage the creation of further Partnerships across Europe (IO1).
- Develop and publish a course curriculum and learning materials to train VET practitioners on emerging social enterprise models and the skills needed to effectively recruit and teach participants from vulnerable backgrounds (IO3).
- Test, publish and strongly promote the course, to facilitate its inclusion in mainstream VET (IO4 and IO5).

The anticipated project results/impact of the project were defined as:-

- engagement of 48+ wide range of stakeholders in VET, community work and economic/social development from an early stage in project;
- recruitment of 50 trainers active in interface areas who will most benefit from course and will provide constructive feedback;
- 4 Regional Partnerships and Action Plans encouraging best practice exchange and producing key learning points for this sector;
  - eye catching yet didactic Enterprise in Interface Toolkit to guide these and further Regional Partnerships (16) in their activities – target is 280 downloads of the Toolkit from the website
  - Enterprise in Interface Educational Resources and course curriculum encompassing the optimal level of immersion and guidance for the target group, in both content and delivery mechanisms.
- 180 representatives of stakeholder organisations will participate in 5 Multiplier Events
- 12,000 individuals will visit the website, more than half will consult/download intellectual outputs

1.5 Erasmus + Programme

Enterprise in Interface was funded in 2015 under the second project approval round of the Erasmus+ programme.   As the successor programme to the Lifelong Learning Programme, Erasmus+ enables organisations to access funding for exciting and innovative projects to boost skills, employability and support the modernisation of education, training and youth systems. Enterprise in Interface was designed as a Key Action 2 – Cooperation and Innovation for Good Practices project. Within that Key Action there are a number of Actions and Fields. Enterprise in Interface works under the Strategic Partnerships action in the Vocational Education and Training field.   Projects are expected to include

the development, transfer and/or implementation of innovative practices and projects are expected to achieve positive and long-lasting effects on the participating organisations.

ENTER was funded as a Key Action 2: Co-operation for Innovation and Exchange of Good Practices project which enables organisations to work together in order to improve their provision for learners and share innovative practices. Under Key Action 2 organisations can apply for funding to work in partnership with organisations from other participating countries with a focus on sharing, developing and transferring innovative practices in education, training and youth provision between participating countries.

The ENTER project clearly responds to the intent of the Key Action and Field under which it was funded. As set out in the Bruges Communiqué, the project seeks to increase knowledge about successful policies, provide supported training opportunities and enable a better exchange of experiences between countries.   It has the potential to add a "new piece of the jigsaw" to the wider EU social inclusion agenda, especially the third pillar of Entrepreneurship 2020 Action Plan which prioritises "reaching out to specific groups whose entrepreneurial potential is not being tapped to its fullest extent or who are not reached by traditional outreach for business support".

1.6   Summary of Findings of Interim Evaluation Report

It is useful to recap on the key findings and recommendations of this evaluator's Interim Evaluation Report presented in October 2016 to set the scene for this final evaluation report across the Intellectual Outputs deliverables. We concluded that the premise for the Enterprise in Interface project was very sound. Partners identified the need to generate improved access to thematically specific enterprise training for disadvantaged people living in interface areas. Not only tackling an innovative enterprise training theme addressing the specific needs and nuances of interface areas, partners were innovative in their reach tactics. By updating the knowledge, skills and organizational capacity of the VET and community organizations who serve them, they were striving to break new ground demonstrating – for the first time - best practice strategies for using enterprise training in polarised areas of persistent social tension and exclusion where disadvantage is both economic and social, spatial and personal.

Through our close examination of the process and deliverables of the Erasmus + Enterprise in Interface project, we were very satisfied at the end of year one that excellent progress has been made in the realisation of the 4 core objectives of the Enterprise in Interface project:-

OBJECTIVE	OUR EVALUATION
Establish 4 "Enterprise in Interface Partnerships in which stakeholders from public, private and non-profit sectors explore the needs and opportunities for successful entrepreneurship in interface communities, identifying best practice	7 meetings of the 4 ENTER Regional Partnerships were held in year one with attendance of 83 representatives of key stakeholder organisations substantially surpassing the target of 40-48 stakeholder representatives actively participating in Regional Partnerships. It is clear that the Enterprise in Interface Partnerships were operating as high-level fora of the key decision makers and influencers across Local Government, VET, HEI, marginalised group representative groups and NGOs, business development and enterprise agencies, specialists in peace building and social development and the media in new structures that would not have happened without this project. Going into year two, 4 Action Plan had been developed to a draft level.

service models and committing to collective and individual strategies in 4 Regional Action Plans (IO2).	As evaluators, we were particularly impressed with the level of bilateral engagement between the Regional partnerships of the UK and Ireland. **Conclusion** • We made the point that forming 4 ENTER Partnerships and their development of Action Plans was a mammoth task as, within a short (12 – 15-month timeframe), partnerships plot out and agree to collaborative actions. We felt that the application form was too ambitious to expect the formation of all ENTER Regional Partnerships to develop at the same pace. The reality is that it takes 12 - 14 months to put this new structure in place, develop it's action plan and get to work! We highlighted there no merit in rushing or imposing an unrealistic deadline when more time gives a more sustainable and impactful outcome. • Partners were clear that their priorities going into year 2 were to convene Partnership meetings in the finalisation of the 4 Action Plans and the important dissemination of same.
Create, publish and promote the "Enterprise in Interface Toolkit" to encourage the creation of further Partnerships across Europe (IO1).	Achieved to a high standard in the format of a robust Guide that was used to form 4 ENTER Regional Partnerships, we found that this Output fulfilled its stated mission of a best practice, action and resource based planning toolkit. Practically, the Guide provides resources for initial mapping and needs analysis, action planning templates, best practice examples while the language used is very engaging and the document imparts theoretical principles of partnership building in an applied way. We were impressed that a download counter was added to the Toolkit and at the end of year one there were 54 downloads of the English version with the translated Toolkits to follow early in year 2. The achievement of the target of 280 downloads of the Toolkit was well on track. In terms of recommendations, we urged partners to keep a record of enquiries received and discussions held with other regions interested in adopting the ENTER project while partners also needed to really focus on dissemination of this output in year 2 through the 5 planned Multiplier Events.
Develop and publish a course curriculum and learning materials to train VET practitioners on emerging social enterprise models and the skills needed to effectively recruit and teach participants from	Good progress had been made in developing the course in year one. Lead IO3 partner MMS are clear that while the training course is for intermediaries, the ultimate training beneficiaries are based in interface areas (typically zones of persistent disadvantage, with labour market exclusion and low educational attainment, and the very high levels of social tension, division and distrust), hence the training tone needed to be accessible and the pedagogy needed to be appropriate. We assessed work in progress on each module and we were satisfied that each module will be circa 25 - 30 hours' duration of self-guided online learning and self-assessment exercises. At the end of year one,

vulnerable backgrounds (IO3).	MMS were somewhat behind schedule in the development of the course content but this was not a concern in that our review of the materials showed a very comprehensive set of resources were being finalised for delivery in a number of settings – online and classroom. The delay was minimal and did not pose any risk to the project.
Test, publish and strongly promote the course, to facilitate its inclusion in mainstream VET (IO4 and IO5).	In year one, the project portal www.enterproject.info acted as the lead dissemination tool and was programmed to act as the platform for the Enterprise in Interface virtual learning environment. The website attracted over 6,600 visitors in year 1. At interim evaluation stage, we assessed that the technical platform to host the training programme was very impressive from the preview we saw. Creative Spark published the first draft of the pilot methodology which is an impressive document and clearly sets out what the IO needs to achieve. April 2017 will see the commencement of the Pilot Test which will take place in each partner country UK, Ireland, Netherlands and Croatia and will involve the participation of at least 50 learners (12 - 15 in each country).

Enterprise in Interface is designed as a Key Action 2 – Cooperation and Innovation for Good Practices project. We were satisfied that even at this early stage; it embraced best practice in every action it undertakes. This came across as a shared ethos within the project whose partners are ambitious for a quality product that they can be proud of.

Dissemination had been particularly impressive - partners recorded 43 different dissemination activities during year. These activities included keynote presentations at conferences, brochure display, e-zine dissemination, articles published in other media, and social media activity. The total number of people reached with these activities was conservatively estimated at least 13,000 excluding ENTER project website visitors.   We urged partners to continue and intensify this focus in year 2. We concluded that project management and financial administration were strong and communications were good.

In terms of project management, we found that project management by EBE was highly effective and professional. Notwithstanding the challenge of a late change of project partner, very effective working relationships had been established and built upon and partners were taking the opportunity to experience and to learn from other cultures.

Our positive findings were echoed in the UK National Agency's feedback to the Interim Report summarised as follows. We highlight areas for improvement or clarification in bold: -

- This project shows a very strong management with efficient management activities in place. It is great that there was a project Handbook produced by the project coordinator East Belfast Enterprise giving all partners necessary information about the project and stating how the consortium will operate in terms of protocols and behaviours, this is a sample of a very good practice.

- The partnership are working very well together, all partners are fully involved in the delivery of the project and everybody knows exactly what their roles and responsibilities are. It is very positive that the bilateral agreements between the partners were put in place agreeing the financial, administrative and communication rules and efficient methods and tools are being use for gathering necessary updates and information.
- It is clear that replacement partner from Netherlands has taken responsibilities of the withdrawn partner on and due to their background and expertise was able to carry out tasks in a timely manner, it is positive that there have not been any delays reported on the work carried out.
- It is very positive that a widespread dissemination was put in place and different deliverables were produced to promote the project's activities as for example a brochure and pop-up stand. It is also good to see that website is up and running together with the social media networks and the first Newsletter was distributed. The website appears to be of a good quality and user friendly, which is positive. Erasmus+ logo and disclaimer was used. The content is available in all partners' languages what adds a transnational element and wider target group approach.
- The finalised IO1 - Toolkit appears to be of a good quality and Erasmus+ logo was used.
- The partnership has maintained a good use of modern technology such as Skype and Social Media in order to monitor and evaluate materials and results so far, also different modes of communication has been used.
- Good Internal Monitoring and Evaluation strategy was put in place. It is excellent that the external evaluator was already appointed
- Overall a key strength of this project is the management and well established partnership, which can ensure that high quality outcomes will be also produced in the second year of the project.
- Some of the Multiplier events were pushed back from month 13 to months 15 and 16. Therefore **revised timetable should be submitted to the National Agency**. Partnership is considering **exchange of transnational partner meeting locations** between Meeting 4 and 5. It is recommended that once this is agreed within the partnership, coordinator informs the Project Officer.
- The National Agency reminded East Belfast Enterprise of the importance of **ensuring that the correct numbers of local and transnational participants attend the Multiplier Event.**
- **The Mobility Tool+ should be completed on a regular basis.**
- The project had spent 119% from the first pre-financing payment what means that the requirement for the release of the second pre-financing was fulfilled.
- All incurred expenditure appeared to be as per the approved funding after the contract amendment taking place at the being of the project.
- The second pre-financing payment was calculated from the new reduced grant, as approved after the submission of the Contract Amendment Request. As the total amount of the total pre-financing, what includes first and second pre-financing should not exceed 80%, the second pre-financing amount does not represent full 40%.

2   Evaluation Purpose & Methodology

2.1   Evaluation Purpose

We revisit the purpose of the evaluation function and process. Consistent with the requirements of the EU Erasmus + Programme, EBE on behalf of the partnership issued Terms of Reference for the external evaluation of the project with the principal objective of '*examining the extent to which the project met the objectives laid out in the application and work-plan agreed by the partners and the funding agency*.'   Following this tender process, Grant Connections was appointed as External Evaluator of the project, charged with the production of Interim and Final External Evaluation reports. Grant Connections has considerable experience as an EU funded programme evaluator and has completed several external evaluations of Erasmus + projects including Nourish EU and previously evaluated Leonardo da Vinci programmes including EU C2C on the theme of collaborating to compete and the CCIEC project focused on industry specific VET resources and approaches for the egg sector in Europe. Current evaluation projects include Creative Communities Igniting Change.

Evaluation has a very important function within Erasmus + projects with two primary methodologies adopted to ensure project's activities are assessed and understood, an internal monitoring and evaluation function (led by MMS) and external evaluation function (led by Grant Connections). The evaluation findings are relevant to a wide audience, specifically:

- The transnational partnership itself and the resultant ENTER Regional Partnerships
- Local enterprise agencies, business development organizations and NGOs working in or near interface areas or marginalised groups
- VET and Higher Education Institutions
- Government and local government departments responsible for social and economic development
- Beneficiary groups i.e. emerging entrepreneurs in interface areas
- Other Erasmus projects and the European Commission

2.2   Role and Function of the Internal Evaluator

MMS is responsible for the internal monitoring and evaluation role in the project. The ENTER partners were keen that a robust and very practical internal monitoring and evaluation function would be instigated that would:-
- Generate learning for partners involved;
- Stimulate active participation of partners so that they play an important role in the evaluation and monitoring function;
- Identify any critical issues and to jointly and collaboratively introduce corrective/improvement measures;
- Systematically gather data and information on progress of project activities;
- Guarantee internal and external efficacy;
- Identify any variances as regards what had been planned;
- Make timely suggestions for any corrective and improvement measures to adopt to fulfil project objectives and aims.

The main internal evaluation tool used by MMS is the Satisfaction Questionnaire, a tool that analyses in detail the level of satisfaction expressed by the partners following each of the transnational

meetings. The questionnaire allows the partner organisations to express an overall opinion of the following aspects:

- The adequacy and articulation of the work agenda with respect to the complexity of the project
- The pertinence of the material prepared with information on the project and for its management
- The clarity of presentations
- The exhaustiveness of information received on the project aims and objectives
- The efficacy of responses given to issues considered critical to deliver the project
- The adequacy of the duration of meeting work sessions
- The coherence of work and activities undertaken in the meeting in relation to partner expectations
- The added value of work in the meeting to start up and manage the project

Each partner is required to engage in this process and the collective findings are fed back to the partnership by MMS on a regular basis.

2.3   Role and Function of the External Evaluator

The role of the external evaluator is to provide an independent and objective view of the progress of the Enterprise in Interface project as it works to meet its objectives as laid out by the partners in the funding application document. The evaluation format needed to provide a very robust framework within which to measure new outcomes, intellectual outputs and multiplier events.   The evaluation needed to capture not only the deliverables but also the process of establishing the 4 ENTER Regional Partnerships, how they are formed and how they will function. In particular, we needed to look at:

- How each ENTER Regional Partnership identified the 'disconnects' within the existing support structures in the target sector in their region?
- What does their Action Plan encompass?
- How does the ENTER IO1 Toolkit assist their establishment and the establishment of others Partnerships in Europe?
- What best practice came forward from the four regions?
- How does the free training course address the training needs for those in interface areas?
- How did the ENTER project partnership share it approach through dissemination and international launches (multiplier events)?

As Grant Connections was appointed early in the project process, we could play an active role in the project, provide a real-time analysis of project progression and where appropriate provide suggestions for improvements.   We offered ourselves as a resource to the partnership for the duration of the project while remaining independent from all activities. This assisted partners with project delivery throughout all stages of project delivery.

2.4   External Evaluation Methodology

In our tender Grant Connections contended that the project did not require a mere documentation of the work conducted, rather it was crucial that the evaluation must complement the ethos of the funder priorities and strategies to deliver an energetic and thought-provoking evaluation process and outcome. Therefore, our work in preparing this Final External Evaluation Report focuses on:-

- **Relevance:** How relevant were the project's objectives in relation to evolving needs and priorities at a national and EU level? How transferrable is the Regional Partnership model and Action Plan blueprint?
- **Efficiency:** What mechanisms were used to turn resources into outputs or results?
- **Effectiveness:** How far did the project achieved its specific and global objectives?
- **Utility:** Did the project make an impact by updating the knowledge and skills of the VET and community organizations to increase the access to quality enterprise training for disadvantaged people living in interface areas?
- **Sustainability:** To what extent can the changes (or benefits) be expected to last after the project has been completed?
- **Added Value:** Would the ENTER Regional Partnership interventions have happened without the stimulus under the ENTER project?
- **Impact**: How has the project complemented and enhanced in the objective of Key Action 2 Cooperation for Innovation and the Exchange of Good Practices?

The external evaluation process followed a five-phase approach for the purposes of carrying out this assignment. We now review of the 5 phases: -

2.4.1   Establish Baseline

At the outset of this assignment to gain a clear understanding of the objectives of our role, we held a kick start consultation with EBE representatives to verify the key issues to be addressed, finalise methodology and to select suitable reporting methods.   Handover of project background files and project deliverables was also instigated.   We used this consultation to absorb all information needed to provide a robust and very effective evaluator function.

2.4.2   Desk Review

To ensure the evaluation process is focused and efficient, detailed ground work was undertaken through desk based research to assemble all background information relating to the implementation project. On a regular basis, we examined all data and statistics gathered through internal monitoring and procedures, thus allowing for a detailed quantitative assessment of programme impacts.   As a guide, this project phase involved continuous assessment of:-
- Achievement of the objectives set out in the project plan/funding contract
- The project's contribution to the principles and aims of ERASMUS + programme and priorities but also the strategies of project partners and wider national and EU strategies
- What were strengths, weaknesses, opportunities and threats (SWOT) arising from the experience of the project?
- Specific attention on the innovation impact of the project
- Measure the performance of the communications strategy from the outset
- Review the effectiveness of the operational aspects of the programmes assessing the efficiency of the delivery/funding arrangements and a value for money analysis

2.4.3   Impact Analysis

Our impact analysis of the project involved reviewing the following areas to clearly identify the performance of each of the programme activities and deliverables as compared with the contractual milestones:-

- Assess the appropriateness and effectiveness of the project deliverables adopted to achieve the Intellectual Outputs and Multiplier Events
- Process and experiences in project delivery including communication, finance & administration
- The product outputs of co-operation, i.e. objectives reached e.g. were outcomes as useful as expected? unplanned results obtained?
- Detailed review of the Regional Partnerships x 4 and the engagement between with key stakeholders in same
- Measure the impact of training through examination of IO5 Pilot Test results
- Risk Assessment: Detail the related risks identified for the project, highlighting if any of these had an impact on the outcome of the project
- Financial information interrogated on an annual basis. This involved tracking claims submitted against targets. Financial procedures were also checked to ensure that best practice was maintained.
- Degree of innovation. What, if anything, could have been done differently?   Learning outcomes and best practice lessons. In this phase, we also focused on examining possible sustainability enhancements for the project.
- Possibilities and perspectives of further such projects after the life of the 2015- 2017 ENTER Enterprise in Interface project
- Added Value and Synergy: How did the project complement other work being carried out in the area and the sector? What new ways of working/ partnerships/ relationships were created because of this project
- European Priorities of Lifelong Learning - how did the project contribute to raising competence levels of the target group?

2.4.4 Impact Analysis

This important phase of the evaluation involved a series of consultations with internal and external stakeholders. Indicative actions by the external evaluator as follows: -

- Grant Connections instigated and managed an evaluation process for the project duration in the format of regular external monitoring evaluation questionnaires
- Attendance at a transnational partner meeting to consult in person with representatives of the project team – Grant Connections attended partner meeting 2 in Leitrim, Ireland, 17th February 2016
- Consultation with a sample of Regional Partnership members to assess the quality, significance, and commitment of stakeholder's engagement

2.4.5 Report Compilation

This stage brought together all aspects of the work performed during the study in the form of interim and final written reports.

October - December 2016 - Interim Evaluation Report.
October 2017 - Final Evaluation Report

3   Review & Assessment of Intellectual Outputs

Intellectual Outputs are the tangible deliverables of the project. This section takes us through the five Enterprise in Interface Intellectual Outputs in sequential order. We examine the final outputs in detail and comment on the impact in respect of each action.

3.1   INTELLECTUAL OUTPUT 1

Enterprise in Interface Toolkit, A Guide to establishing a Regional Partnership

Produced by EBE with input from all partners, the Guide to Enterprise in Interface, as verified by the National Agency in its interim report feedback was developed to a high standard. Partners agreed to change the branding of the Toolkit to use the word Guide as a tagline to clearly explain the remit and ambition of the document.
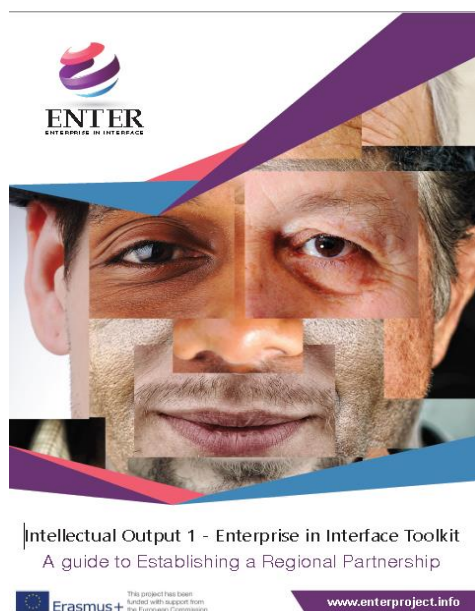
IO 1 Targets (as per application)
- Toolkit produced and published in English, Croatian and Dutch
- Regions implementing the Toolkit leading to the creation of 4 Regional Partnerships
- 280 Downloads of the Toolkit from the website

To measure progress of this Intellectual Output, we assess the 5 sub actions that guided the realisation of the Toolkit/Guide.

3.1.1   O1-A1 Toolkit Preparation

EBE presented their approach to developing the Toolkit at the first partner meeting in early October 2015 in Belfast. Partners were given the opportunity to outline their vision for the Toolkit and how they could apply the resource in their own regions. We are impressed that, from the outset, the Enterprise in Interface partnership considered the applicability of the Toolkit to replication in other regions. It was obvious that EBE had invested considerable effort in preparing a robust methodology and a very logical and applicable systematic approach which the partners could assess.

3.1.2   O1-A2 Toolkit Development and Testing

Intellectual Output 1 - Enterprise in Interface Toolkit
A guide to Establishing a Regional Partnership

Erasmus+   This project has been funded with support from the European Commission   www.enterproject.info

Based on partner feedback, EBE proceeded to write the Toolkit content and circulated it to partners for feedback. The document has 4 key sections set out as follows:-

    I.   Introduction and Background
   II.   What is a Regional Partnership?
  III.   Development of a Regional Partnership - the "Steps To" Guide (6 steps form the body of the Toolkit)

- Step 1 Planning the Process
- Step 2 Establishing the Regional Partnership
- Step 3 Defining the Region

- Step 4 Identifying current initiatives, programmes & strategies and possible gaps and needs
- Step 5 Action planning and implementation
- Step 6 Sustaining the Partnership

IV   Resources to help set up and run a Regional Partnership

The document is very well written and is visually appealing given the excellent graphic design therein. The 'flow' of the document is intuitive and takes the reader through the key steps in building a Regional Partnership. The language used is very engaging and the document imparts theoretical principles of partnership building in an applied way.

3.1.3   O1-A3 Toolkit Modification

The partners reviewed and modified the Toolkit and recommended some edits based on the real-life experience of the 4 working ENTER Partnerships.   EBE used this feedback to make the necessary adjustments to the Toolkit. Commendably, the English language version was completed by month 11 of the project.

3.1.4   O1-A4 Transfer and Publication of Toolkit

Canice Consulting proceeded to prepare the Toolkit for technical realisation on the Enterprise in Interface website) http://www.enterproject.info/toolkit/.   The Toolkit download counter is an impressive too. At the end of year one there were 54 downloads of the English version, at the project end, downloads of the Toolkit have been achieved as follows:-

English   210 downloads + circulation of 100 print copies
Dutch   59 downloads
Croatian   90 downloads

Hence with a total download and print circulation of 459, the target of 280 downloads of the Toolkit was impressively surpassed. Given this resource remains in place on the website for 3 more years, this IO will have generated significant reach and impact.

We are impressed with the localisation of the Toolkit when published in Dutch. The Regional Partnership chose to name it 'ENTER toolkit – ondernemerschap als brug' or 'Entrepreneurship as a bridge' to demonstrate the intentions and wide usability of the toolkit in various circumstance such as disadvantaged neighbourhoods in cities, refugees, immigrants, remote small villages.

O1-A5 Dissemination of Toolkit

It is clear given the achievement of 359 downloads and circulation of 100 print copies, that dissemination of this output was very strong in year 2. It was centre stage at the national Multiplier Events and Final Showcase.   We are satisfied that this Output has exceled in its mission of a best practice, action and resource based planning toolkit.

Practically, the toolkit provides resources to assist in the development of regional partnerships and top tips/insights gleaned from partner experience of establishing 4 new ENTER partnerships in their regions.   Partner satisfaction of this IO was strong in year one and increased further in year two:-

Rating	Excellent	Very Good
Interim eval partner feedback	58%	42%
Final eval partner feedback	84%	16%

Our final survey consultation comments on this IO are very positive:-

- *EBE did a great job with this*
- *It is a high impact document and is clearly valuable to others beyond our own partnership. Canice has ensured it looks great online and the addition of the download counter is a transparent measure of the reach of the IO. I also love what MMS did wit the graphic design.*
- *The structure toolkit has been carefully planned in order to be sustainable and visible.*
- *This is a comprehensive document developed with input from all partners*

In terms of the sustainability of the Toolkit, partners show a determination to utilise and promote the Toolkit post funding:-

- *We are going to ensure the sustainability of the Toolkit through our Action plan and our future projects that we are planning to conduct. Also, the Toolkit gave a wider picture of how the Regional Partnership should work, in general, not only through the prism of the interface areas. So we can say it is the basis of any other Regional partnership that involves some kind of social problem in community/specific area.*
- *The toolkit will continue to be promoted as a tool that can be used by other practitioners and partnerships via the web-portal.*
- *We will keep copies of the printed version of the toolkit available in Creative Spark. We will maintain the download on our website for future access.*
- *Mainly through our Regional Partnership and through encouraging other regions/areas to follow our methodology.*

| 3.2 | INTELLECTUAL OUTPUT 2 |
| | ENTER Regional Partnership Actions Plans |

Using IO1 Guide as the basis for partnership formation and action planning, RDAP was responsible for leading on Intellectual Output 2 ENTER Regional Partnership Actions Plans. The Plans were developed through establishing a partnership model in each of four partner regions.

IO 2 Targets (as per application)

- 40-48 stakeholder representatives participate actively in Regional Partnerships
- 6 sectoral interests represented in each Alliance VET, community development, HEI, local authority, social development policy, economic development policy
- 4 Regional Action Plans created
- 36 stakeholder organizations sign the Action Plan
- 80% participants register a change in their understanding of specific needs and opportunities for interface areas
- 80% stakeholders in the Alliance consider ENTER project makes a significant contribution to overcoming the training and skills deficits in interface areas
- 12 follow up meetings regarding implementation of Toolkit in other European regions
- 60 % participants share information regarding Alliances and Action Plans on social media (60%)

We recap on our Interim Evaluation review the context of the ENTER Regional Partnerships: -

Country and Region	The Context
UK- Northern Ireland - East Belfast	 East Belfast is one of the most economically and socially deprived wards in Northern Ireland. Despite a period of relative peace, most areas and districts of Belfast still reflect the divided nature of Northern Ireland as a whole. Many areas are still highly segregated along ethnic, political and religious lines, especially in working-class neighbourhoods. East Belfast is at the centre of Belfast's religious divide, it is predominantly Protestant. Dominated by the giant Samson and Goliath cranes of the Harland and Wolff shipyard (now home to the Titanic Centre), segregation has been maintained and increased by each outbreak of violence in the city. This escalation in segregation, described as a "ratchet effect", has shown little sign of decreasing. It is also facing new tensions ..

A 2014 study by Inner East Belfast by the Housing Executive, found moderate levels of satisfaction with the area and a perception that the area had not really changed.

- More than half (54%) of respondents felt embarrassed to bring people to the area.
- Only one-fifth (20%) of respondents reported the area was changing for the better, 56% believed it was not really changing and 24% thought it was changing for the worse.

East Belfast Enterprise is working hard to support new and established businesses in the area, it has a significant enterprise centre facility and runs education and training projects to upskill the local community to be more entrepreneurial.

Ireland – County Louth	Creative Spark is based in Muirhevnamor in Dundalk. This is an area immediately identifiable with the Northern Ireland conflict and this urban social housing estate in Dundalk is synonymous with the large movement of internally displaced people during the 1970's and 1980's and who have found it difficult to integrate with the majority local community. Muirhevnamor and other urban social housing estates in Dundalk have also become home to many of the internationally displaced people from other areas experiencing conflict including refugees, asylum seekers and migrant workers. It is also home to a significant ethnic minority community. The ENTER Regional Partnership in Louth worked in the context of Interface in County Louth defined as the interaction (or lack of) between ethnic minorities including Irish Travellers, recent immigrants or 'new Irish', and Irish people.
The Netherlands-Friesland	The region of Friesland in Netherlands has an interesting and evolving dynamic for the context of a ENTER Regional Partnership. Of note: - 1) The interface between natives and the two largest migrant groups (Turkish & Moroccan Muslim groups) in the region and the country of the Netherlands;

	2) our province of Friesland or Fryslân has its own language and culture, different from the rest of the Netherlands. Although things are not as heated as in the past, this still sometimes causes friction. 3) The increasing numbers of refugees from Syria and Africa being supported across small towns in the region, which causes prejudice and misunderstanding from time to time. BDF's home city of Leeuwarden has been elected European Capital of Culture for 2018. The central theme for the year is 'Iepen mienskip', or open community. The main goal is participation of all social groups and to have Leeuwarden and Fryslân region to become excellent hosts to visitors from all over the world.
Croatia - Rijeka in the region of Porin	The Regional Partnership in Croatia was developed in the context of longstanding religious tensions, past territorial conflict, and a large Roma population all of which have created numerous interfaces. Historically, Rijeka as a city because of its strategic position and its excellent deep-water port, was fiercely contested, especially among Italy, Hungary and Croatia, changing hands and demographics many times over centuries. According to the 2011 census data, the 17.5% of its citizens are non-Croats, and include Bosniaks and Serbs. In 1991, the federal state of Croatia became independent during the Croatian War of Independence. Since then, the city has somewhat stagnated economically and its demography has plunged. Some of its largest industries and employers went out of business (shipping companies, the torpedo factory, the paper mill and many other medium or small manufacturing and commercial companies, often in the midst of big corruption scandals and badly planned privatization). Others are struggling to stay economically viable. A difficult and uncertain transition of the city's economy away from manufacturing and towards the service industry and tourism is still in progress.

In year one, we commended partners on establishing 4 Regional Partnerships and bringing together a diverse group of stakeholders including enterprise agencies and training organizations, community and voluntary groups, residents' associations and representative groups, educational institutes and universities, local governments and public agencies tasked with economic and social development. At that stage we were very impressed with the formative actions in year one in establishing these unique forums for knowledge sharing.   The partnerships were working hard to achieve is to build sustainable, synergistic relationships between multiple high-level stakeholders in interface areas. That said, at Interim Evaluation stage we contended that forming four ENTER Partnerships and their development of Action Plans was a significant task as, within a short (12 to 15-month timeframe), partnerships plot out and agree to collaborative actions to form partnerships that would strengthen the knowledge triangle and use enterprise education as a transformative tool in interface areas. These actions span the short term (to be implemented in the next 12 months) and the longer-term actions. Each Action Plan also needed to address sustainability of their influential structure - what else can be achieved?

Going into year two, the Partnerships worked to consolidate the working relationships and the empowerment of the Regional Partnerships through the development of their Action Plans. To

measure progress of this Intellectual Output, we assess the 3 sub actions that guided the final realisation of the Action Plans.

3.2.1   O2-A1   Implementation Phase

Assisted by the IO1 ENTER Toolkit, effective logistic plans were put in place to orchestrate Regional Partnership building meetings using the tools and templates provided.   It is clear the early realisation of IO1 assisted the smooth realisation of IO2.   These tools were adapted for local use and are available on http://www.enterproject.info/toolkit/.

At the second partner meeting in Leitrim 17th – 18th February 2016, RDA Porin led a discussion with regard to the proposed structure of the Action Plans which they envisaged as:

1. Analysis of the Current Situation
2. SWOT analysis
3. Vision/Strategic Goals
4. Overview of Actions - tasks required to achieve the goals
5. Monitoring

Partner input highlighted that

- Action plans needed to include some points on sustainability
- Action Plans should focus on short and long-term goals/actions - what we are going to achieve in the two years of the project and what we hope to achieve when the project ends?

This IO was delivered across the following partnership building timeline: -

Plenary Meeting 1	Plenary Meeting 2	Plenary Meeting 3	Plenary Meeting 4	Plenary Meeting 5
Indicative Focus on regional interpretation of the 'interface' and identification of the mission of each ENTER Regional Partnership.	*Indicative Focus on regional assessment the Interface areas in their region, the issues involved, any capacity deficits and training requirements, the policy environment and public opinion in their areas.*	*Indicative Focus on best practice: Stakeholders in each Alliance share their best practice and learn about effective solutions.*	*Indicative Focus on assessment of resources: Stakeholders in each Alliance share information about the resources currently available.*	*Development and signing of Action Plan*
UK 27.1.2016 18 attendees	UK 11.5.2016 15 attendees	UK 10.11.16 4 attendees	UK 9.2.17 12 attendees	UK 27.7.17 5 attendees
Ireland 28.1.2016 14 attendees	Ireland 11.5.2016 17 attendees	Ireland 11.10.16 12 attendees	Ireland 11.11.16 5 attendees	Ireland 20.3.17 – 5 attendees and 6th meeting on 20.7.17 – 3 attendees
Netherlands 20.6.2016 6 attendees	Netherlands 14.7.2016 5 attendees	Netherlands 4.10.16 5 attendees	Netherlands 30.3.17 5 attendees	Netherlands 12.7.17 5 attendees

Croatia 18.4.2016 8 attendees	Croatia 15.3.17 6 attendees	Croatia 14.7.17 7 attendees		

3.2.2   O2- A2   Plenary Meeting of Partnerships

The first Plenary Partnership meetings were held in UK and Ireland in January 2016, Croatia followed in April 2016 and Netherlands followed in June 2016.   At the end of year 1, the UK, Ireland and the Dutch partnerships met on two occasions respectively while the Croatian partnership held one meeting in year one. We have examined the attendance records and minutes of each Plenary meeting and are very impressed by the depth and reach of the partnerships, the new relationships that have been forged, the progress achieved in creating a new structure in a short time period is very impressive. Overall the scale and reach achieved by the ENTER partnerships can be summarised:

Rating	Year One	Year 2	TOTAL
Number of Regional Partnership meetings held	7	12	19
Representatives of key stakeholder organisations attended meetings	83	74	157

Hence, it is very clear that the target of 40-48 stakeholder representatives actively participating in Regional Partnerships was easily surpassed.   We have assessed the realisation of each of the Partnerships and can highlight the following outputs as key achievements: -

UK – Northern Ireland

EBE was supported in developing the Regional Partnership for the East Belfast Region of Northern Ireland, UK by Canice Consulting. The Partnership is a high-level forum of the key decision makers and influencers in Northern Ireland. Baseline research into who should be part of the Partnership is very impressive; organisations were invited to join on the basis not only of their remit but also in terms of what benefit they could bring to the project:-

Stakeholder	Programme Development Role	Programme Implementation Role	Reach (International, National, Regional, Sub Regional)
Social Enterprise NI	Advisory body and lobbyists for social enterprises in Northern Ireland	Dissemination/programme design, recruitment	National (NI wide)
Invest NI	Economic Development Agency for Northern Ireland	Dissemination/potential to influence Government economic policy	National (NI wide)
Policy Consultant	George Dorrian, University research link and political lobbyist	Research support/advice	National (NI wide)
OASIS Group	Social enterprise operating at an interface area	Programme design	Regional (City wide)

North City Business Centre	Social enterprise operating on an interface	Dissemination/programme design, recruitment	Sub-regional (north Belfast)
African & Caribbean Chamber of Commerce NI	Body representing entrepreneurs from new immigrant communities	Dissemination/programme design, recruitment	National (NI wide)
East Belfast Enterprise	Social enterprise operating on an interface and ENTER partner	Dissemination/programme design, recruitment, training delivery and research	Sub-regional (east Belfast)
Charter NI	Community Development organisation working with marginalised people and ex-combatants at interface areas	Dissemination/programme design, recruitment and "grass roots" engagement	Sub-regional (east Belfast)
Young Enterprise	Organisation working to promote entrepreneurship with young people – link to schools	Dissemination/programme design, recruitment	National (NI wide)
Podiem	Private consultancy working with social enterprises and business network groups	Dissemination	National (NI wide)
IFA	National football association working with people from interface areas to engage marginalised youth	Dissemination/programme design, recruitment	National (NI wide)
Prince's Trust	Philanthropic Trust working with disadvantaged young people to promote entrepreneurship	Dissemination/programme design, recruitment	National (NI wide)
East Belfast Social Enterprise Hub	Support organisation to encourage social enterprise start-ups in east Belfast	Dissemination/programme design, recruitment	Sub-regional (east Belfast)
Belfast City Council	Local Authority	Policy lead and potential future funding	Regional (City wide)
Short Strand Community Centre	Community Development organisation working at an interface area	Dissemination/programme design, recruitment and "grass roots" engagement	Sub-regional (east Belfast)
Development Trusts NI	Lobbying and support body to encourage transfer of public assets to community ownership	Lobby to influence Government planning policy	National (NI wide)
Urban Villages Initiative	Government initiative focused on inner east Belfast	Facilitation to liaise across Government departments and policy arenas	Sub- regional (east Belfast)
Scope Magazine	Independent magazine reporting on community issues	Dissemination	National (NI wide)
Enterprise Northern Ireland	Regional body promoting the role of enterprise	Input to programme training design	National (NI wide)

	organisations across Northern Ireland		
Belfast Interface Project	Voluntary organisation working with communities affected by "peace-lines" in Belfast	Research and "grass roots" engagement	Regional (City Wide)

To commend EBE, the stakeholders were a rich and far reaching consortium of cross community, cross sector organisations – government, NGOs, specialists in peace building and economic and social development and impressively the media was involved from the outset. The involvement of organisations such as Irish Football Association whose innovative approaches of using football as a hook to go into tough areas and engage/unite people was highly relevant to the interface topic. Likewise, the involvement of immigrant community bodies such as the African & Caribbean Chamber of Commerce NI created a forum for transformative impact and empowerment.

The Partnership Action Plan reflects on and responds to the unique circumstances of East Belfast which can be summed up as:-

- Lack of social/labour mobility leads to missed opportunities in the local community, especially in interface areas in Northern Ireland
- Lack of private investment
- Need for communication to promote ENTER project
- Important to ensure that programmes have sufficient capacity and instil confidence within clients, specific to East Belfast
- Education is key – feedback suggests there is a lack of education in East Belfast, specifically within young, Loyalist males
- Need for ENTER training to support and upskill leaders in local communities
- Need to better understand the needs and wants of ethnic minority groups in the local area
- Potential role of sport by engaging groups such as the IFA, as potential outreach partners
- Best practice was sought out through all meetings. An example is the Partnership's emphasis on the importance of connecting both the physical and digital worlds – case study studied by the Partnership is Mahallae whose approach is interesting in terms of the
  - ➢ Digital neighbourhood
  - ➢ Digital wisdom for mediators and trainers
  - ➢ Bridge gap for trainers coming through

  Also review of Be Another Lab – Virtual Reality used in Israel and Palestine interface area and War of Mine - successful mobile game with social message. The Partnership discussed the potential to bring Peace Tech conference to NI in 3-4 years.
- Guest speakers were invited to Partnership meetings – one speaker specialises in Virtual Reality and highlighted how it could help tackle the problems associated with social/labour mobility
- Emphasis on community champions and case studies of social enterprises which has fed into the ENTER Curriculum (IO3).

In year two, the Action Plan was built upon and published. It has set out 11 actions, across short, medium and long-term timelines. They are ambitious yet achievable actions and are designed for

maximum impact. They include a mix of enterprise and place building/community ambitions – this is commendable as enterprise cannot be nurtured in a silo.   In summary, the actions include both capital and capacity building ambitions:-

1. Develop a Collaborative workspace facility at an interface location to encourage entrepreneurship

2. City East Roof Garden and Maintenance Contract – Ballymac Friendship Centre

3. Deliver a programme of support for start-up entrepreneurs from the geographic location impacted by the interface in East Belfast

4. AR project (Phase 1 – Pilot project) – engaging young people from the interface area in a tourism project, including enterprise training

5. AR/VR Project (Phase 2)

6. Engaging community organisations at the East Belfast interface to develop a social enterprise focused on Tourism

7. Deliver and promote the ENTER training course

8. Develop Regional partnership post funding - what else can use this platform to work on ?

9. Develop Programme of Support to assist integration of "new immigrants"

10. Encourage community and enterprise endeavour in east Belfast – Eastside Awards

11. City East Cafe

Those involved in the value the broad variety of connections they have made as part of the Partnership building which would not have happened without ENTER.   In particular, they galvanised through the hosting of their very successful Multiplier Event which we review in Section 4. In our Final External Evaluation, we sought elaboration of the Partnership Impact across two key areas: - sustainability and the value of the Enter Partnership to the Stakeholders. The feedback provided interesting insight: -

Sustainability	A number of key actions have been identified within the Regional Action plan to collaborate with regional partners to develop social enterprise activity in the context of the interface which will sustain activity on the ENTER project beyond the life of the project. Local funding has been sought to make these deliverables a reality including: * the development of a social enterprise training cafe at an interface in East Belfast to train people from disadvantaged backgrounds on either side of the interface for employment opportunities * development of an incubation hub for start-up businesses at an interface in East Belfast * A technology (AR/VR) project with partners to engage young people from either side of an interface to develop a tourist product.
Value of the Partnership to the Stakeholders	Shared learning is the key output of value. Partners engaged very openly at the partnership meetings and were very happy to share their knowledge and experience, not only in the context of the ENTER programme, but also in relation to other projects and initiatives that they are involved in or have delivered. This shared learning has been extremely beneficial and the

	relationships built, which should lead to further collaboration beyond the life of the ENTER project.

We conclude that the Regional Partnership Action Plan for the East Belfast Region of Northern Ireland, UK is a robust plan and its success is hinged on utilising the Partnership network to raise awareness and resources to exploit the opportunities available. While in the past, organisations may have sought to develop elements of their projects in isolation, through the Partnership multi stakeholder commitment, greater impact can be made through the agreed collaborative approaches.

Ireland
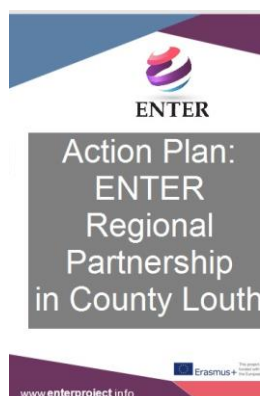
Creative Spark invested in thorough and research in advance of forming the Irish ENTER Partnership. They systematically followed the Toolkit steps researching and creating a database of 67 possible stakeholders who were then invited by way of formal letter invite to attend their first strategic partnership meeting. Of 67 invites, 28 responses were received with 14 stakeholders attending meeting one. Creative Spark used this strong commencement as a basis for expanding the Partnership for subsequent meetings. At the outset, the Partnership explored their interpretation of an Interface in their regional context from 3 perspectives - 1. Social, 2. Economic, 3. Location.

It was clear from the outset that the Partnership model meet a distinct need – there was very clear cross over between agencies and a lack of knowledge as to what the others are doing.

The core partnership members span an impressive spectrum of the key development bodies, local government, statutory bodies, minority group representatives, NGOs, creative businesses including SMEs, funders and economic development agencies.

- Create Louth
- Department of Social Protection
- DKIT
- Dundalk BIDS
- eDundalk.com
- Involve Traveller's Voice
- Local Enterprise Office Louth
- Louth County Council
- Louth County Enterprise Fund
- Louth Craftmark Designers Network
- Louth Leader Partnership
- Newry and Mourne Enterprise Agency
- Polish School Dundalk
- Redeemer Family Resource Centre
- BEO Solutions
- Element Design
- Tradefinder.ie

Creative Spark bring innovative team building skills to the ENTER Partnership formation.

The partnership is to be commended on its stakeholder presentation of the individuals behind those organisations who form the Regional Partnership in Ireland, it gives a very tangible endorsement of the strength of the partnership :-

The mapping of the stakeholder existing connections is absolute best practice in terms of reaching out to key connections through their networks. Not only of immense value to the Enter project, the stakeholders learnt of a new mapping tool that they could adapt for their own use.
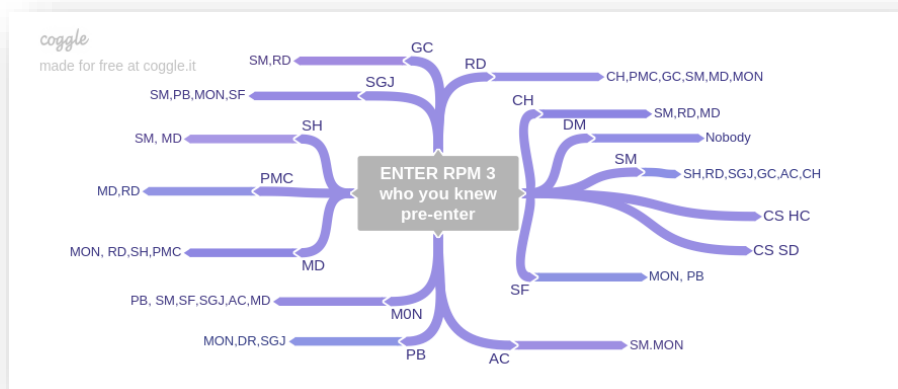
The Partnership really evolved at its second meeting which was also attended by UK partner Jonathon McAlpin, EBE. Two guest speakers added a very important dynamic to the meeting- Prof. Thomas Cooney (Dublin Inst. Of Technology) and Sarah Mallon (Louth Local Enterprise Office). Hearing the experience of the UK ENTER Partnership was enlightening in terms of clarity about what interface meant in the context of enterprise and how they were used the Partnership to deliver very tangible impacts through developing their Action Plan. His main consensus gets to the heart of what ENTER worked to achieve - enterprise is a powerful tool that is neutral. Globally groups that were disengaged

became engaged, posing differing degrees of challenge. It was his feeling that champions had to be identified and kept engaged if such projects were to be successful.

Prof. Tom Cooney whose area of expertise lies in enterprise supports for minority/disadvantaged communities highlighted that Irish Agencies were missing out on economic and social potential from emigrants, travellers, ex-offenders and those with disabilities. He shared the perceptions, discriminations and obstacles unique to each group. His research has shown that not all communities benefitted from the "Celtic Tiger"; that treating everyone the same did not work and what is required is tailored support. He further stated that in most cases it wasn't a matter of doors not being opened to certain sectors, but rather these sectors did not know such doors existed or indeed how to access them. Again, this is at the very heart of the ENTER project approach. His recommendation was for partners to co-deliver and to identify role models or champions (in response, this was subsequently developed into an IO3 training module).

The meeting minutes highlight that a lively debate took place in which matters such as groups/communities being reluctant to engage, gender imbalance within groups, funding issues, insufficient dedicated training schemes were openly discussed. Language as a specific barrier was also highlighted; it is not just a case of translation but of overall language skills. It was the consensus that a lot more had to be done to foster and bridge gaps between groups/communities going forward.

Ms. Sarah Mallon (Louth Local Enterprise Office) gave a presentation in relation to her experience of running two "Ethnic Entrepreneur Programme" courses in the region. This evoked a very honest reflection on the challenges faced by community champions and how they are not always supported. Interestingly, Prof Cooney urged the Partnership to see this as opportunity not just addressing problem; it is about a change of mind-set and addressing the stigma of failure.

In year two, and building on the strong foundation building work in year one, the Partnership held 4 meetings in the development and finalisation of their Action Plan and getting those actions underway. Their Multiplier Event was also a key milestone in the evolution of the project. When we published the interim External Evaluation Report the Partnership were working on 4 actions as part of the overall plan:-

1. Research best practice examples of community hubs and identify a model for Louth
2. Identify and apply for funding or support to develop a community hub in Louth
3. Develop a network of agency staff and support sharing of knowledge, expertise and information
4. Apply for funding for collaborative projects or events on the theme of community and social enterprise

During year 2, these actions were honed into 5 key themes to guide collaboration and joint action:

THEME	ACTIONS
1 **Networking for Agencies**	° Building a network of local agency staff ° Mapping of existing Services for Community & Enterprise ° Understanding each other's roles within organisations ° Understanding how to make referrals to each other's programmes / organisations

	°	Identifying joint projects to work on
2 **Community Hub/Fablab**	° ° ° °	Need for a physical space for communities to access information Identifying community leaders Identifying best practice models and examples to learn from Possibility of a FabLab had support from our regional partnership
3. **Education**	° ° ° °	Identifying and understanding language barriers Identifying and challenging cultural perceptions / misperceptions Helping to understand regulations and legal requirements for enterprises Helping to understand supports available and how to access them
4. **Engagement**	° ° ° ° ° °	Encouraging engagement between organisations and into the community Building formal and informal linkages Empowering diverse communities Culture and identity programmes for public and private organisations Agencies to actively promote supports to diverse communities and disseminate effectively Identify role models and seek engagement in hard to reach communities
5. **Events**	°	Festival of food & culture

In terms of the value of the Enter Partnership to the Stakeholders, interestingly, the Partnership revisited the mapping of its connections built at the end of the project. The comparison with the mapping conducted in year one is very clear in terms of its impact in connection building:-
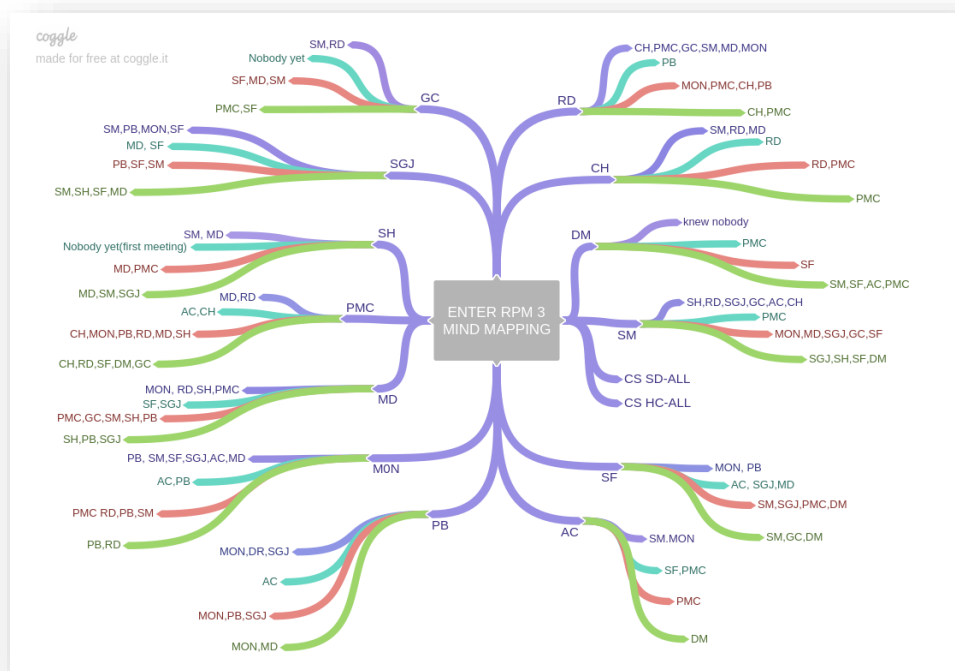
The value of extending networks for all stakeholders is very clear and a major benefit of Partnership involvement. Stakeholders found the networking between inter-agencies and smaller local groups particularly valuable. It was interesting to see that agencies that we might assume know each other through similar networks also gained. The current future value is that issues have been highlighted

and they now have access to a course curriculum and training course to improve things for the future.

Creative Spark must be commended for their best practice approach to IO2 building the partnership and developing an impressive action plan.   The value of the process is clear.

As evaluators, we are also particularly impressed with the level of bilateral engagement between the Regional Partnerships of the UK and Ireland who have sought Northern Ireland/Ireland cross border funding to continue the relationship.

Netherlands

Regional Partnership Action Plan for the Friesland Region of the Netherlands
Drafted by Business Development Friesland

Given they started later than other partners on the ENTER project, BDF are to be commended that they were able to convene two partnership meetings in year one. Probably more than anywhere else in the Netherlands, the province of Friesland has its own culture. The Frisians are known as a proud people. They have recognized their own language, a well-known flag, provincial anthem and weapon. The Dutch dynamic differs from the Northern Ireland UK and Ireland experience in that their numbers of stakeholders would always be lower given less Dutch precedence of inter agency approaches. It is interesting that in one to the world's top economies, the Netherlands still were far behind other European countries in the attention, awareness and support available for social entrepreneurs and to solve social and

community issues through entrepreneurship   While religious conflict is not an issue in the region, ethnic tensions with Turkish and Moroccan Immigrants who are now in their third/fourth generation are surfacing. More recently the placing of Syrian refugees in small communities has also caused some tensions. BDF have never had any business support enquiries from Turkish and Moroccan communities and this is a key area to be addressed though the Dutch ENTER Partnership. BDF had valuable experience of working with migrants through an Erasmus + Street Food entrepreneurship project and were keen to build on this experience.

In advance of the first meeting, BDF held a series of bilateral meetings and briefings. The UK and Irish approach of an invite to a briefing meeting simply would not work in The Netherlands which is more of a slow burn approach. The Dutch ENTER Partnership first meeting focused on sharing and mapping experiences of the combination of community work with entrepreneurship stimulation. These include

- The work of Inqubator Leeuwarden who supports start-up entrepreneurs from disadvantaged backgrounds or from families and communities. This is done in cooperation with the municipality of Leeuwarden, though a programme called 'Groen Werkt'. This programme is aimed at encouraging unemployed people to start up their business through the guidance and coaching and temporarily keeping their social security benefits.

- Kanselarij as business & education center has a social role in the community as well. It offers apprentice job positions to people in disadvantaged positions with an opportunity to progress into a 'real' and fully paid job. Marcel himself successfully went through this programme and is now the building's operational manager. He currently supports young people in similar situations as he once was.

- Upstart Community is an informal community of like-minded people who love to support each other while starting their business. The 'anything can be a business' atmosphere lowers the barriers to enter Upstart.

To grow the partnership the founder organisations agreed to recruit additional members stakeholders to the Partnership from key sectors and the second meeting saw the addition of Uwerk, a job agency looking to support vulnerable people through work placement. At the end of year two, the full membership of the Partnership had built to include key social enterprises and Cultural Capital organisations:-

Inqubator Leeuwarden	Start-up centre for entrepreneurship
Mentorprogramma	Supporting organisation for students in their life and work career
Knowledge2018	Cultural Capital of Europe organisation, focused on education
Jurna Bedrijfsadvies	Support agency for SMEs
Uwerk	Employment agency
IPF	Innovation Pact Fryslân
Grienskip	Social Enterprise
Belieff	Social Enterprise
GuitarHero	Social Enterprise
Upstart Community	Start-up Enterprise Community
Innogress	Enterprise
De Kanselarij	Center for Business & Education

The Action Plan is a dynamic document was very impressive context rationale. The main action plan deliverables can be summarised as:-

- As a direct result of the Enter project, BDF was supported by the Partnership became a European Social Challenge Node – a hub to match social challenge owners with solution providers in the region and in Europe. By becoming a Node, BDF will be a facilitator in Friesland to help organisations and individuals overcome social challenges related to amongst others immigration, participation, division, entrepreneurship etc. (www.socialchallenges.eu).
- Reach out to other regions and organisations such as Impact Hubs (specifically the one in Amsterdam) to encourage ENTER uptake there as well.
- As hosts of the final International Showcase multiplier event, the Dutch ENTER Partnership were very involved and plans for same. They plan the organisation of another joint event with regional partners in the Winter 2017/2018 on the same theme as the multiplier event in June (as a follow-up) to keep the wider network committed.
- Continue to use the ENTER training course in BDF's daily work as business support organisations, schools, intermediaries, social workers, etc. to stimulate social entrepreneurship, support immigrant entrepreneurship, etc in our region.

In terms of Partnership sustainability, the selection of BDF as a Social Challenges Node is a major milestone. Up to this point, BDF has primarily been an economic development agency but it's selection as part of The Social Challenges Innovation Platform, a far-reaching European online ecosystem encouraging the interaction between social innovators and SMEs for the co-development and take up of innovations with a clear social impact. The platform aims to be a social innovation

marketplace, where Public Authorities, Private Companies or Third Sector Organizations can post and give visibility to social and environmental challenges they want to solve (challenge owners). At the same time, social innovators and entrepreneurs from across Europe will be invited to propose innovative solutions (solution providers). Enterprise in Interface is one such solution.

Croatia

Like the Netherlands, RDA Porin and the Croatian ENTER Partnership also used social entrepreneurship as their key focus in engaging with ethnic/minority groups e.g. Czechs, Slovaks, Romas etc.. In terms of Interface, rather than there being physical interface areas in Rjieka, the interfaces are more "perceived" on the basis of cultural differences. However, RDA Porin's incubator is in close proximity to a Roma "ghetto". Like BDF, RDA Porin was never been approached by any member of the Roma community for training or support despite their evident enterprising and entrepreneurial skills/tendencies.

The Croatian ENTER Partnership building process was the first time that these groups were in one room addressing the challenge. Impressively, the first meeting was attended by the head of the Office of the City of Rijeka under whose authority are minorities. The Croat Enter Partnership adapted the project implementation to establish a partnership serving members of national minorities and companies owned by members of national minorities and talk about the problems they face. While the first meeting involved members of the Council of National Minorities and various associations and the head of the City of Rijeka Office, a large number of invited guests did not attend the meeting. Those who came explained why:

- Most of the representatives of national minorities are residents over the age of 60 who simply do not understand or care about the terms "entrepreneurship development" and "social entrepreneurship";
- Children and grandchildren of members of national minorities are mostly pronounced as Croats because they are born in Croatia and do not cultivate the culture and customs of the countries of origin;
- A member of the Bosniak national minority explained that it is difficult to talk about the problems that members of national minorities have, because they believe that national minorities are well protected by the National Minorities Act and consider that law to be one of the best in Europe. Therefore, the Croat Enter Partnership was keen to share its best practice experience with the other countries involved in the Enter project.

The Partnership progressed to focus specifically on the Roma community whose experience is very different. Rijeka Development Agency Porin participated in the regional discussion "National Platform for Roma" where they explored the specific problems of Roma as a national minority in Croatia. Unlike other national minorities, Roma are a national minority whose number is constantly increasing and face specific problems. Hence the decision to base their Action Plan on precisely this issue by establishing a partnership with representatives of the Roma national minority and entrepreneurs and decision makers who would work on measures and actions to improve the status of Roma living in the area of Rijeka.

Establishing Regional Partnership was not an easy task. From the outset, the problem of attracting interested groups to the partnership was prevalent, however, there was an early realisation that ideal partners would be entrepreneurs dealing with social entrepreneurship. But, it was clear that there

was a very low prevalence or indeed awareness of social entrepreneurship in Croatia. Therefore the work of the Enter Partnership was groundbreaking. It attracted the impressive support of

- the head of the Rijeka City Office,
- Exevio d.o.o., whose director is a well-known IT expert and, among other things, a mentor for start-up incubators;
- E-voice, as an example of social entrepreneurship, whose product has an electronic system that allows the user to use voice commands to manage their home
- Youth Roma Youth Association "The Roma Future", which is committed to improving their economic, social, educational, health and legal status in the Republic of Croatia:
- Community of Roma "Romsko Jedinstvo"
- President of the Council of Roma National Minorities for the City of Rijeka
- Pehlin Primary School Director who, through his efforts, has achieved more and more Romani children every year in Pehlin Primary School.
- Croatian Employment Service

As a result of the huge effort in bringing together such an influential partnership, the Action Plan is a rich spectrum of innovative future activities:

Activity 1 - Holding of lectures on entrepreneurship and other topics for members of the Roma national minority
Goal - To increase the competitiveness of Roma on the labour market
Workshops would focus on social entrepreneurship and opening up businesses. Activities aimed at achieving this goal will target Roma women as marginalized populations within the Roma community. Part of the effort will be directed towards raising the employability of Roma women through workshops on active job search tailored to the target group. Significant efforts will be directed at supporting self-employment of Roma women and developing crafts. As part of these workshops, it would also be an independent work plan to be overseen by mentors.
This activity will be implemented by Rijeka Development Agency Porin d.o.o. together with entrepreneurs as examples of good practice.

Activity 2 - Organized workshops tailored to members of the Roma national minority, to acquire skills in active job search

Objective - To raise the level of motivation of Roma nationals for inclusion in the labor market
To achieve this goal, there will be organized workshops tailored to members of the Roma national minority, to acquire the skills of active job search. Various activities will also be organized to promote existing measures for employment and self-employment of Roma through the involvement of Roma associations in trade fairs, employers' visits, promotion of employment measures and similar activities.
This activity will be carried out by the Croatian Employment Service together with Roma Associations

Activity 3. Creative Educational School for Young Entrepreneurs
Goal - Motivating children in all grades of elementary school to stay in school and raising awareness of the importance of education
The main objective of the project is to enable students to acquire knowledge and skills through creative and practical work, and develop skills that give entrepreneurs the ability to one day be able to lead a successful job.

This activity will be carried out by Pehlin Primary School and the Rijeka Development Agency Porin in cooperation with the City of Rijeka.

In our Final External Evaluation, we sought elaboration of the Partnership Impact across the value of the Enter Partnership to the Stakeholders. The feedback provided interesting insight: -

Value of the Partnership to the Stakeholders	The ENTER project helped bring key groups together for the first time to assist a challenged Roma community. This is a challenge as their community can be quite closed. The Partnership approach was successful through the involvement of the key associations involved with Romas as well as key social entrepreneurs and local authority. Early results can be seen through awareness building of how to engage in business and how to improve their economic and social life. It is a slow process that takes time and trust, but the Enter project has laid foundations to make lasting impact.

Evaluator Comment

The IO2 Partnerships deliverables represent a new way of tackling complex issues by developing a cross organisational and regional approach. As new structures, they are poised to yield medium to long term impact in that they generate the conditions for change and impact. At this stage, it is worth mentioning some partners have highlighted that their main challenge was the task of getting all regional partners together at a fixed time for meetings (a particular issue in the Netherlands). Consequently, partners often held additional bilateral meetings to catch up with missing partners and to collect their input. We are satisfied that this additional effort ensured that the partnerships evolved as robust and influential entities in a relatively short period.

It is important to point out that the ENTER partners acted as Secretaries for the Partnerships in this critical formative stage. We are impressed that each of the Partnerships represents new and influential localised structures to update the knowledge, skills and organizational capacity of the VET and community organizations to improving the access and quality of enterprise training for disadvantaged people living in interface areas or interface situations.

3.2.3 Dissemination

The key dissemination task within IO2 focused on promoting the Regional Action Plans and publishing achievements of the partnerships on the website and through other dissemination channels. The process evolved during year 2 when stakeholders sign a written, formalised version of the Action Plan which will be circulated and published on the project website and through the other project communication channels. A crucial dissemination channel for this Output was the International Showcase organised by BDF at the end of the Project and we review in Section 4. We were impressed with the 'support charter' which invited stakeholders and interested parties to sign up to three big aims:

Encourage	Educate	Employ
Contribute to a Regional Partnership of stakeholders working in interface areas to encourage a supportive environment for entrepreneurs & enterprise.	Work with those operating in interface areas to identify opportunities through entrepreneurship and enterprise to foster good relations.	Increase the chances of successful entrepreneurship by developing & delivering up to date training to improve enterprise opportunities in interface areas

As part of our Final Evaluation, we asked partners to rate the FINAL membership of their ENTER Regional Partnerships across the key target groups involved: -

Target group	Very Strong	Strong	Good	Could have been better	Comment and examples
VET and HEI enterprise educators	60%	0%	40%	0%	- There were some very engaged and supportive practitioners from the enterprise sector, particularly those working with young people. - We very lucky to have such a great Regional partnership with key agencies taking part and allowing meet up with smaller agencies and community groups. This included Dundalk Institute of Technology (DKIT) Louth Meath Education & Training Board Dublin Institute of Technology - Exevio ltd and E-glas Ltd- private VET companies
NGOs working with communities, social exclusion	60%	40%	0%	0%	- Some strong, grass roots organisations engaged, which helped the partnership to stay focused on developing relevant initiatives that will impact at a local level. - Associatios: "Romska budućnost" and "Romsko jedinstvo" - Good connections with Ethnic minority groups,-Polish School in Dundalk, Involve Travellers' Voice, BEO Solutions, eDundalk.com, Redeemer Family Resource Centre, Foreign Citizens Advice Centre, Social Entrepreneurs Ireland, Culture Connect, Asian Community Dundalk
Enterprise development agencies	80%	20%	0%	0%	- The promoting partner (East Belfast Enterprise) and colleagues in the broader enterprise network were crucial to the partnership activity and some of the main actions arising from the work of the partnership. - Enterprise Agencies- LEO Louth, Louth County Enterprise Fund, Newry Mourne, Louth Leader Partnership - Rijeka development agency Porin
Local authorities, local and regional	60%	20%	0%	20%	- There was strong support from Belfast City Council and the Regional Government's "Urban Village" initiative, which has helped to ensure that there will be sustainable actions from this regional partnership - Louth County Council - City of Rijeka
Cross border bodies	66%	0%	0%	34%	- Was strong (and applicable) only in Ireland - we secured the involvement - Newry Mourne Enterprise Agency, the Centre for Cross Border Studies and North South Social Innovation Network
Professional bodies	25%	25%	25%	25%	We had limited engagement with professional bodies.

We asked partners to give a final rating to their Regional Action Plan - 80% rated their plan as excellent and 20% rated it as good with interesting comments forthcoming: -

- *There are some very strong and exciting initiatives that form part of the final action plan and that will continue to engage partners beyond the life of the project.*
- *Regional Action plan was successful in highlighting joint actions for the Regional Partnership*
- *Every member of our Reginal partnership is familiar with the work of other members and we agreed to bring the Action plan to "life" and help our community in the best possible way.*
- *We had buy in from the start from our Regional Partnership and excellent participation in all of our meetings and discussion sessions.*
- *As we were the organisers of the project's final Multiplier Event, this gave us great opportunities to create awareness for the project and results in our region and beyond. This led to new initiatives to be continued in 2017-2018*

We have been very impressed by the partners commitment to planning the sustainability of IO2 which they describe as

- *The actions within the action plan are going to require partners to continue to work together and a number of these have already secured resources and funding commitments, which will ensure future sustainability of the work of the partnership*
- *We asked our regional partners to sign a charter to continue with the actions outlined in the Regional Action Plan for Louth*
- *We are going to ensure the sustainability through our activities that we planned to deliver. Each member has its own role in activities. The main activities are: -Maintaining lectures on entrepreneurship and other topics for members of the Roma national minority -Organising workshops tailored to members of the Roma national minority, to acquire the skills of active job search -Establish Creative Educational School for Young*
- *We will continue to meet as a partnership group and strive to implement our action plan.*
- *Through our interactive final ENTER event and the recent appointment to become a European Social Challenge Node we have secured our continued activities (and financing) in this social-economic domain.*

It is fair to say that the Partnership building process and the realisation of 4 x Action Plans was a very worthy IO. While Croatia and the Netherlands did not have the same history of intercultural and political connectedness so it is clear that the transfer of learning from the more mature UK and Irish Partnership approaches have been a strong learning experience for the Dutch and Croatian partners which will take more time to be truly fruitful. All 4 Partnerships have published quality Action Plans which are focused on shared solutions, resource efficiency and scalable actions. At final evaluation stage, we can measure the achievement of stated indicators: -

Measurable Output	Achieved
40-48 stakeholder representatives participate actively in Regional Partnerships	157 stakeholders were involved in 19 Regional Partnership meetings – this is really impressive.
6 sectoral interests represented in each Alliance VET, community development, HEI, local authority, social development policy, economic development policy	It is clear from our assessment of these stakeholders that all 6 sectoral interests were represented in each of the 4 Partnerships.

4 Regional Action Plans created	Achieved to a high standard
36 stakeholder organizations sign the Action Plan	Achieved
% participants register a change in their understanding of specific needs and opportunities for interface areas (80%) % stakeholders in the Alliance consider ENTER project makes a significant contribution to overcoming the training and skills deficits in interface areas (80%)	In external evaluator consultations, 90% of the stakeholder participants have assessed the Enter project as changing their understanding of specific needs and opportunities for interface AND making a significant contribution to overcoming the training and skills deficits in interface areas
12 follow up meetings regarding implementation of Toolkit in other European regions	The partnership must be commended for a high impact engagement with 12 other regions who are using the Toolkit to advance enterprise in various types of interfaces in their regions:- · Juan Carlos Martinez Barrio, CEEI Burgos, Burgos Spain (Business Innovation Centre) · Heta Kaisa, Cultural Centre Vanha Paukku, Lapua, Finland (Cultural Centre and Business Incubator) ·BURSA Provincial Directorate of National Education from Bursa, Turkey ·Kaunas VET center of social services and construction business specialists from Kaunas, Lithuania · Salpaus Further Education from Lahti, Finland · Social organisation Servei Solidari from Barcelona, Spain Incubator Bridging To The Future from Birmingham, the UK ·Amanda Mee, Roscommon Leader Partnership, Roscommon midlands region of Ireland Karin Volpato – FAASE, Social Economy training organisation, Cantabria region of Spain ·Adina – Crina Drug, Amicii Colgiului Tehnic, Onesti region of Romania ·Tina Stupar, Society for Cultural Relations (SPES), Upper Savinja Region of Slovenia · Nick O'Sheil, Omagh Business Complex, Fermanagh/South Tyrone region of Northern Ireland

% participants share information regarding Alliances and Action Plans on social media (60%)	Achieved as part of the Final Showcase event.

IO 3 Targets (as per application)
- 1 curriculum outline and learning goals completed
- 5-7 course modules completed

Led by MMS, we assess the fulfilment of IO3 under the two sub actions that guided the realisation of the Course Curriculum and Content.

3.3.1 O3-A1 Planning Course Curriculum

The course was specifically designed to target:-

- Anyone interested in using a community-based approach to address, reduce, end or prevent conflict or cultural indifferences
- VET practitioners and those involved in Adult Education to encourage these organisations to provide new models of enterprise training relevant to interface areas.
- Enterprise agencies, Social and Community Workers
- Organisations working with those from vulnerable backgrounds/those in interface zones

It was designed to facilitate business in interface environments, develop new outreaches for training intermediaries based in interface areas (typically zones of persistent disadvantage, with labour market exclusion and low educational attainment, and the very high levels of social tension, division and distrust). Hence the training tone needed to be accessible and the pedagogy needed to be appropriate. At partner meeting one, partners agreed 3 objectives for the course : -

- to train learners on emerging enterprise models and the skills needed to effectively recruit and teach entrepreneurship to participants from vulnerable backgrounds and fragmented communities
- to promote enterprise and entrepreneurial activities as a means of social inclusion and a means to combat conflict/cultural problems in communities
- our ultimate aim is to make a positive impact on a personal level (change people's lives) but also in terms of greater community cohesion and wider economic development

At the first partner meeting, Momentum outlined its vision for the course curriculum spanning 5 training modules:-

Why bother? The transformation of a community, place (place making), a person. "Enterprise for Integration" Aim: Inspire and convince people that Enterprise is a good idea. Social Capital Examples.
New Models of Community Enterprise to include Idea Generation, Motivation, Gaps
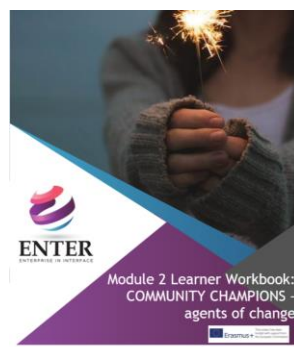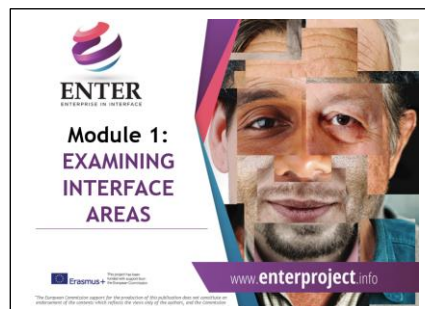Existing Supports - link here to the Partnerships
Communications and Connections into Structures (Signposting exercise) Encouraging collaboration between rival/differing groups, EBE as an example." Working with Diversity"
Key to success - finding a champion. How do you find the champion? How do you work with and support them to make a change?

3.3.2 O3-A2 Development of Course Content

While at the end of year one, MMS were slightly behind in the development of the course content, by year 2 they had prepared a very comprehensive set of resources for delivery in a number of settings – online and classroom. These resources are:

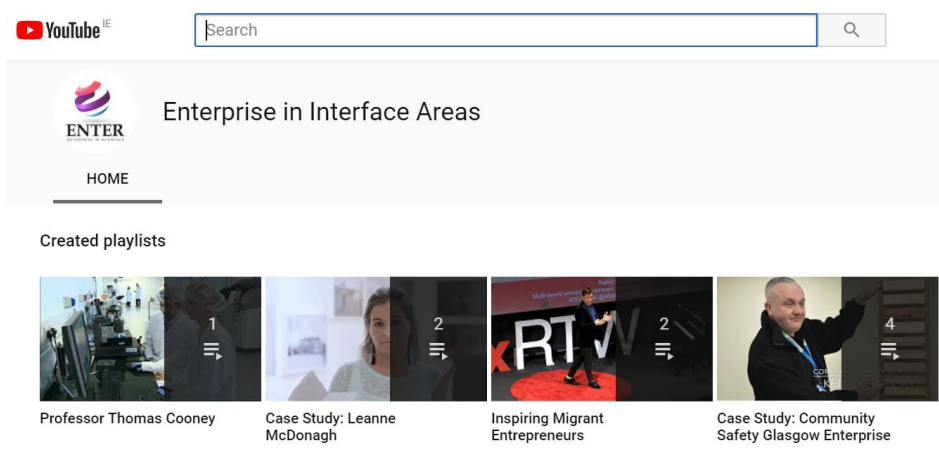| 5 x Module PowerPoint Presentations	The syllabus of the Enterprise in Interface classroom course is divided into five different units called modules, each of them focusing on different aspects of enterprise in interface: Module 1: Enterprise as a Community Change Driver Module 2: New Models of Community enterprise Module 3: Existing Supports Module 4: Communications and Connections Module 5: Key to Success- Finding a Community Champion These relate to the target groups as follows:- • community champions who want to get involved in community work in their Interface Areas (Modules 1-3) • prospective entrepreneurs in Interface Areas (Module 4) • community groups interested in establishing social enterprises (Module 5) We are satisfied that each module is circa 25 - 30 hours' duration of self-guided online learning and self-assessment exercises which are carried into 5 x Learning Workbooks. The course is available for both online self-guided learning and for classroom delivery. The Online Learning course www.enterproject.info/online-course uses an elearning platform (IO4) to enable learning at a time and pace that suits learners.	
5 x Learner Exercise Workbooks		Each module is backed up by a Learner Workbook, one for each module. Together, they consist of over 35 learner exercises intended to help learners put their new skills and knowledge into practice.

1x Trainers Manual	We are very impressed with the scope and content of the Trainer Manual which is designed to assist trainers deliver the course as a traditional classroom course of instructor-centered face-to-face training www.enterproject.info/classroom-course . It gives very useful instructions of the course, the background to same, the scope of the course curriculum, the resources available, the course delivery options and a sample 5 day Enter training timetable. It is useful to reflect on the ENTER Classroom Delivery Materials as presented in the trainers manual:-

Classroom Tool	Suggested Uses in the Classroom	Additional Resources Required
PowerPoint® presentations x 5	Training materials are developed in PowerPoint to be displayed on a large screen for classroom delivery.	Laptop/Computer Projector Large Screen
Videos	Videos are used to explain certain sections of the training content and to present case studies for discussion.	Audio/sound system
ENTER Youtube Channel	Youtube Channel featuring extra learning materials – case studies and more.	www.youtube.com/channel/UCuvZsN53XtMIEfQc_EsHYVQ
Learner Workbooks x 5	ENTER Modules 1-5 contains over 35 learner exercises intended to help learners put their new skills and knowledge into practice.	Printed Learner Workbooks, one for each participant
Blackboard, whiteboard	Invite learners to write on the board or ask for feedback that you write on the board.	Pens etc.

Likewise the suggested delivery mechanisms are very useful and outlined as:-

- **Small group discussions.** Break the participants down into small groups and give them case studies or work situations to discuss or solve. This allows for knowledge transfer between learners.
- **Q & A sessions.** Informal question-and-answer sessions are most effective with small groups and for updating skills rather than teaching new skills. These should be used frequently across course delivery.
- **Multimedia.** Multimedia training materials tends to be more provocative and challenging and, therefore, more stimulating to the adult mind. Trainers should ensure that these are used to their full potential.

	- **Flipped Classroom** where learners study module content prior to class with a focus on exercises and assignments in class. In this setting, lectures are brief and serve to motivate the activity for the class. - **Blended Learning** combines online digital media with traditional classroom methods. It requires the physical presence of both teacher and student, with some element of student control over time, place, path, or pace. Learners still attend a classroom setting with a teacher present, face-to-face classroom practices are combined with computer-mediated activities regarding content and delivery. - is an educational approach to teaching and learning that involves groups of learners working together. According to Gerlach, "Collaborative learning is based on the idea that learning is a naturally social act in which the participants talk among themselves (Gerlach, 1994). It is through the talk that learning occurs." The ENTER Peer to Peer learning group enables learners to check in and share info with their European peers taking part in the course.
1 x Dedicated YouTube Channel	Dedicated Enter YouTube channel established to share video resources and case studies - www.youtube.com/channel/UCuvZsN53XtMIEfQc_EsHYVQ
Extra Resources and Reading Materials	To showcase best practice across Europe, local case studies and links to extra resources were sought from partners to enrich the content.

MMS liaised very closely with CC on the development of the course content to ensure it fits in with the technical realisation plans. They

Partner satisfaction of this IO was strong in year one and increased further in year two:-

Rating	Excellent	Good
Interim eval partner feedback	16%	84%
Final eval partner feedback	84%	16%

Partners were wholesome in their praise of the course:-

- *A very strong course ultimately developed informed by pilot training of initial modules and extensive research*
- *Great work by MMS*
- *The content of the course curriculum is very simple to understand especially given that each module has many examples which can increase someone's knowledge and awareness of community problems and how to help in solving those.*

3.4 INTELLECTUAL OUTPUT 4
        Online Course and & Multimedia Open Education Resources

IO 4 Targets (as per application)
        - 3 learning platforms catered for (classroom, computer, mobile)

CC was responsible for technical realisation of the training materials into an e-learning structure and resource. This involved the design of a compelling website which has several key purposes – in the initial phase of the project, the portal www.enterproject.info acted as a lead dissemination tool and was programmed to act as the platform for the Enterprise in Interface virtual learning environment.
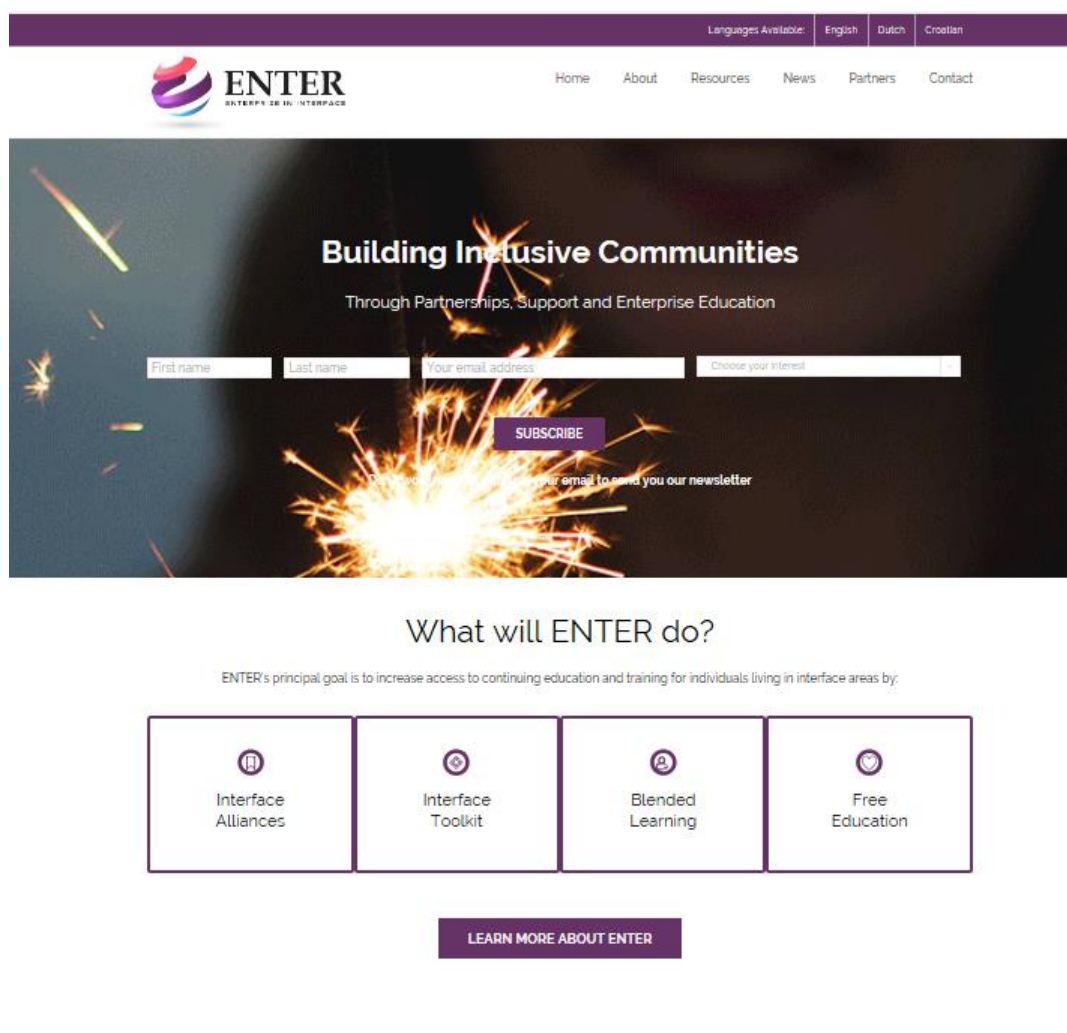
As the training materials were finalised and translated, the full content was uploaded to the backend Learner Management system which designed to provide content through embedding self-hosted media including image slider, media player, downloadable file attachments and other enriched functionality. We like with the site interface in terms of style, font, and layout. We have examined the learning platform across multiple devices and it is very attractive as a mobile site also.
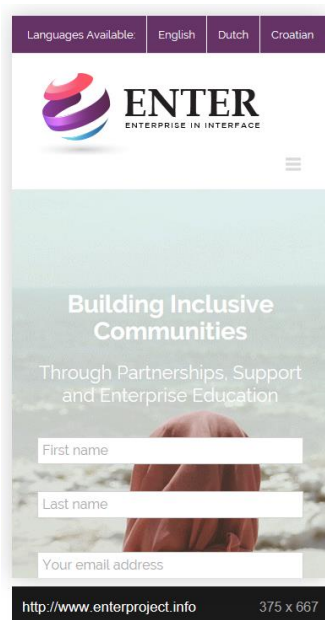
o The uncluttered design approach is aesthetically pleasing with appropriate use of community and interface imagery. The development of the brand graphic for the project had led many of the website design decisions.

o In terms of navigating the learning platform, the structure is clearly understood and the information is clear, pertinent information, well-structured and classified. CC used icons for users to immediately see what support materials are available to the modules. Icons include: Slideshare, Article, Exercise, Case Study and Video. When entering a module, a side bar appears with an overview of additional materials, including the learners workbook.
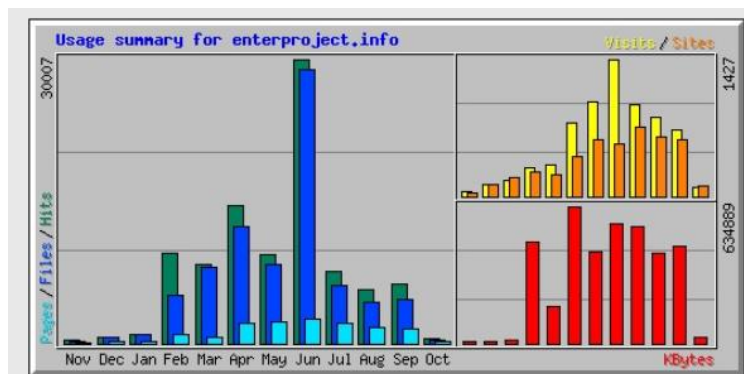
...rs intermediaries to download the course as a zip-file. This file

...ort materials in an editable format.

...in the pages and are also available via LinkedIn Slideshare. This

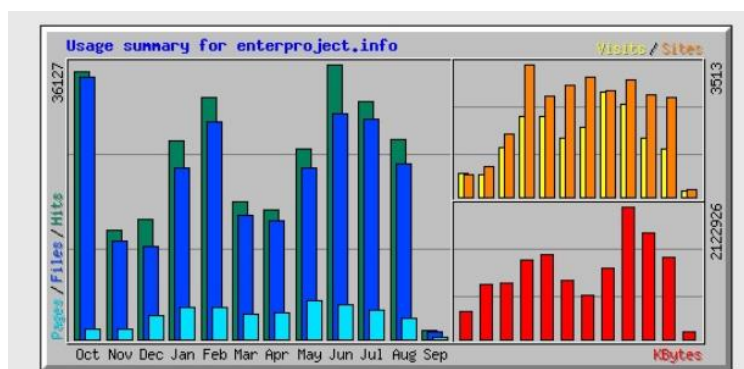...course via multiple ways and increases the number of users.

Achievement of targets

12,000 individuals to visit the website	The website attracted over 6,600 visitors in year 1. and a very impressive 18,432 visitors in year 2.

	This total of 25,032 visitors is more than double the project target.
More than half will consult/download intellectual outputs	To measure consultation of intellectual outputs we see that some 76% of site visitors (over 15,000) accessed the information pages for the intellectual outputs – this is a powerful reach and testament to the search engine optimisation of the site and the dissemination efforts of the partners.
Many will share them within their own networks.	As seen from the Multiplier Events social media activity and the networking mapping work conducted in Louth, there was active viral sharing of the Enter materials.

Partner satisfaction of this IO was strong in year one and increased further in year two:-

Rating	Excellent	Good	Too soon to say
Interim eval partner feedback	30%	20%	50%
Final eval partner feedback	75%	25%	0%

3.5 INTELLECTUAL OUTPUT 5
Pilot Test Report

The objective of the pilot testing work package is to allow for the 'perfection' of the resource. Its purpose is to guarantee the training course's quality and responsiveness to needs by carrying out a thorough pilot testing process with target group users to ensure relevancy, quality & ease of use. This work package was led by CS who worked to ensure optimum appropriateness of the projects learning resources.

IO 5 Targets (as per application)

- 50 VET practitioners from VET enterprise centres and non-profits participate in testing and feedback
- 90% participants rate content as useful or very useful and relevant or very relevant
- 90% participants rate materials as user-friendly / easy to use
- 60% participants share recommendations on social media

The Pilot Test Strategy is an impressive document and clearly sets out a robust methodology for the IO's achievement in terms of

- an objective evaluation of the ability of the course to achieve the desired learning outcomes;
- direct feedback from representatives of the target group as to their opinions on the usefulness, relevance and user-friendliness of the course, complemented by statistical analysis of their navigation and interaction with digital materials;
- informed commentary from VET trainers regarding the appropriateness of the curriculum, content and delivery mechanisms for the target group.

The Pilot Test sought engagement in each partner country UK, Ireland, Netherlands and Croatia with the participation of at least 50 learners (12 - 15 in each country).   It was agreed that pilot testing would begin in April 2017 with the following approaches:
- Classroom – CS/MMS would will deliver part of their pilot testing in classroom/in person
- Online - conduct an online survey of each module

The initial pilot test was held at Creative Spark on 12th April 2017. Orla Casey, MMS course developer delivered the first version of the course curriculum to a cross border group of 11 - UK (5 participants) and Ireland (6 participants) and based on their feedback, the Course Curriculum and Content were further developed and refined. The order and structure was amended based on participant feedback during the initial pilot testing and changes were made accordingly. Additional training resources were also added where it was felt some gaps existed. This was an extremely valuable exercise and while it involved more time, the resultant course is stronger as a result.

The second strand of pilot testing then took place in July 2017, based on an online survey https://www.surveymonkey.com/r/MPMC6NQ

Each ENTER partner and their Regional Partnerships used their extensive networks to attract 54 respondents to complete the pilot testing online with the following breakdown:-

- UK   16
- Croatia   12
- Netherlands   15
- Ireland   11

It is very commendable that the feedback came from a broad sample, geographically dispersed yet regionally relative.

Findings showed that the training content was well prepared, materials were confirmed as useful, user friendly and relevant. The main extracts from the Pilot Test are

- 79% of the sample surveyed confirmed that the modules were very good/excellent with 19% rating them as good and 2% fair. Feedback also suggested that some respondents felt there would be benefit of have additional group training or open discussion. This had already taken part previously in the initial pilot test at Creative Spark and the classroom course is available for such circumstances.
- Feedback was positive towards the use of colours and visual imagery. Also highlighted was the fact that it was interactive using TED Talks, video links etc.
- 31% of respondents cited the trainer's guide and learner's guide as excellent and 40% rated them as being very good.
- Over 85% of those who completed the training thought it was really useful and fulfilled their expectations to a great extent.

When respondents were asked what they liked most about the training the following points were highlighted:-

- Progressive flow of materials, diverse research sources and broadly applicable content
- Modules were explained in a fun way using presentations, videos and exercises
- Module 1 Enterprise as a community change driver seemed to be a favourite
- Knowledge acquisition - easy to access & easy to apply
- Useful to apply in a work situation. Good detail
- Course was relevant as there aren't may available like this for intermediate levels
- Case studies and TED talks good
- Structure and balance of materials great for learning
- Informative and easy to follow. Practical approach of the training
- Everyone should read this to learn about cultures to find a way to work together

When respondents were asked what they disliked most about the training, there was only a minimum amount of negative feedback with the majority of comments positive and reassuring that

the content was applicable and useful. While the majority chose not to leave negative feedback but the following comments came forward:-

- Partners stressed we should have more Dutch examples in the course for the local participants to make it more interesting to them - BDF responded to this and included local case studies and national financing schemes etc.
- Would like to meet a community champion
- A large volume of videos encouraged respondents to select what they watched
- Looking through the slides alone gets boring
- Less text, more concise information (highlighted by many respondents)
- Some slides have too much information
- Presentation too long

A range of suggestions were received from respondents for further improvement of the course curriculum & content. The most popular response being that the content was useful as a response to a global problem. It was also mentioned how possible workshops in the future would be a nice addition.

4 Review & Assessment of Enterprise in Interface Multiplier Events

Multiplier events are defined as 'events that are organised to share the intellectual outputs of a project with a wider audience'.   As an overview, four of Enter Multiplier Events were focused on the national launches of Intellectual Output 1, the ENTER Partnership Guide/Toolkit (IO1) -UK, (E1), Ireland (E2), Croatia (E3), Netherlands (E4). The fifth multiplier event was focused as a concluding International Showcase Event which was led by BDF as a key dissemination event used to promote all the project outputs.

Each organising partner were responsible for a series of event management actions which included: -

- research on available and suitable high-level speakers
- venue organisation (including pre-event visitation and room layout for optimal discussion interaction)
- sending out invitations and invitation reminders together with agenda to assure qualified meeting participation
- selection of adequate workshop formats in order to get participants to meaningfully interact with each other
- organisation of catering
- organisation of professional photographer/videographer

To support dissemination of each Multiplier Event, BDF prepared a very impressive media pack which includes a Media Pack cover which partners then add
    Item 2 – agenda template (A4)
    Item 3 – brochure (printed as A3 or A4)
    Item 4 – partner info sheet (A4)
    Item 5 – E-zine 1 (A4)

Grant Connections worked with internal evaluators MMS to put in place a thorough evaluation process for each Multiplier Event.

Multiplier Event Targets (as per application)
- 280 representatives of stakeholder institutions will participate in 5 multiplier events in four countries.

We now review the outcomes of the five project Multiplier Events.

4.1   Multiplier Event (E1), Northern Ireland, UK

Having examined the documentation of E1, we are impressed with the structure and format of the event which has a target of 50 local participants and 5 foreign participants. The Multiplier event took place on 30th November 2016 in East Belfast Enterprise and consisted of a mix of plenary sessions and working group sessions.   The format is both engaging and impactful:-

Plenary Session	The initial plenary session introduced and explained the concept of the toolkit, the impact of interfaces in Northern Ireland and the work of the Enter Regional Partnership. The session was used to launch the Toolkit. - Introduction to ENTER – Jonathan McAlpin (EBE) - Context – Colin MountStephen (Deloitte) - Case Study 1: City of Belfast Boxing Academy – Terry McCorran - Case Study 2: Red Zone Fitness - James Rees Hopkins - Launch of ENTER Toolkit – Jonathan McAlpin

Breakout working sessions	Breakout working sessions, were held to facilitate the "hands on" use of the Toolkit. During these sessions, participants were asked for their opinions and suggestions of the toolkit.

EVENT EVALUATION
- 100% of attendees were either very satisfied (74%) or satisfied (26%) with the event.
- 100% of attendee reported enhanced knowledge of the ENTER project
- Participants rated the organisation and layout of the Multiplier Event with a mean rating of 8,7 on a scale from 1 (poor) to 10 (excellent).
- Participants highly rated the content of the speakers at the Multiplier Event giving them a mean rating of 9,1 on a scale from 1 (poor) to 10 (excellent)

4.2   Multiplier Event (E2), Ireland

The Multiplier event took place on 2nd December 2016 in the conference facility of Creative Spark and also consisted of a mix of plenary sessions and working group sessions. The theme of the event was Ethnic & Minority Entrepreneurship with a focus on the Enter project and toolkit as an enabler of same in the region.   Commendably, CS and MMS created a promotional video to build awareness of the event.

Enter_Conference_on_Ethnic__Minority_Entrepreneurship_1080p corrected.mp4

The target was to attract 50 local participants and 5 foreign participants.   A very strong agenda was devised addressing the issue of interface from many different perspectives, to learn about initiatives in interface areas and share knowledge across Europe, to identify how enterprise, social enterprise and business activities can facilitate positive engagement between people from different communities. A prestigious line up of speakers added significantly to the event and included:-

- Thomas Cooney - Professor in Entrepreneurship, Dublin Institute of Technology
- Kamaljeet Kainth - Urban Indian & participant in Ethnic Women's Stories Through Craft
- Dr. Anthony Soares - Deputy Director, Centre for Cross Border Studies
- Annmarie O'Kane - Border People Project Manager
- Leanne McDonagh - Artist & participant in the TV series Norah's Traveller Academy
- Tunde Adeosun - Chairperson, African Chamber of Commerce in Belfast

EVENT EVALUATION
- 100% of attendees were either very satisfied (80%) or satisfied (20%) with the event.
- 100% of attendee reported enhanced knowledge of the ENTER project
- Participants rated the organisation and layout of the Multiplier Event with a mean rating of 8,9 on a scale from 1 (poor) to 10 (excellent).
- Participants highly rated the content of the speakers offered at the Multiplier Event giving them a mean rating of 9,3 on a scale from 1 (poor) to 10 (excellent)

Conference on Ethnic & Minority Entrepreneurship

AGENDA

Friday 2 December 9.30-2.00
Creative Spark, Dundalk

Time	Session
9.30 am	Registration & Coffee
10.00 am	Welcome & Overview of ENTER — Sarah Daly, Executive Director, Creative Spark
10.10 am	Thomas Cooney — Professor in Entrepreneurship, Dublin Institute of Technology — Maximising the Economic and Social Potential of All Communities
10.55 am	Kamaljeet Kainth — Urban Indian — EWSTC (Ethnic Women's Stories Through Craft) 2015
11.15 am	Coffee Break (Cookies by Gingerbread House Polish Bakery)
11.30 am	Dr. Anthony Soares — Deputy Director, Centre for Cross Border Studies — Annmarie O'Kane — Border People Project Manager — The role of the Centre for Cross Border Studies in promoting and supporting cross-border working and enterprise
12.00 pm	Leanne McDonagh — Artist — Mentorship and how it can impact someone's life
12.20 pm	Tunde Adeosun — Chairperson, African and Caribbean Chamber of Commerce NI
12.40 pm	Launch of ENTER Toolkit & Action Plan — ENTER Toolkit Launch: Jonathan McAlpin, East Belfast Enterprise — ENTER Regional Action Plan Launch: Sarah Daly & Heather Cassidy, Creative Spark
1.00 pm	Lunch (Mains by McAteer's Food House with sides by Urban Indian)

Cookies made by an ethnic entrepreneur

Extensive newspaper coverage was achieved-

THE ARGUS | Wednesday, December 14, 2016

Heather Cassidy, Creative Spark, Sarah Daly, Creative Spark, Thomas Cooney DIT, Kamaljeet Kainth, Urban Indian, Tunde Adeosun, African & Caribbean Chamber, Jonathan McAlpin, East Belfast Enterprise.

Integration is key to success

Creative Spark held a very successful conference on Ethnic and Minority Entrepreneurship recently.

Thomas Cooney, Professor in Entrepreneurship, DIT, spoke about maximising the economic and social potential of all communities. Kamaljeet Kainth, owner of Urban Indian, who started her own local family-run ethnic food business, Dr. Anthony Soares, Deputy Director of Centre for Cross Border Studies, and Annmarie O'Kane, Border People Project Manager, outlined the role of the Centre in promoting and supporting cross-border working and enterprise. Artist Leanne McDonagh, spoke about her positive experience as a teenage participant in Norah's Traveller Academy. Tunde Adeosun, Chairperson of the African and Caribbean Chamber of Commerce NI, argued that integration is key to a healthy community. The conference ended with contributions from Jonathan McAlpin, Sarah Daly and Heather Cassidy and the launch of the ENTER project Toolkit and Regional Action Plan.

4.3   Multiplier Event (E3), Netherlands

The Dutch Multiplier event took place on October 4th 2016 in the Business Education Center 'De Kanselarij' in Leeuwarden, the Netherlands. Over 60 people attended the event. In 3 workshops rounds BDF presented the various social and entrepreneurship angles ENTER has and how its regional partnerships and outcomes can have impact on individuals and communities through the learning of the Toolkit.   BDF presented the work of the Regional Partnership and cooperation with VET schools and others in enterprise education, they are working to support transformation of both individual and community wellbeing in disadvantaged areas.   The workshops also included interactive and game elements on socially engaged entrepreneurship as well to involve the participants on the topic .

4.4   Multiplier Event (E4), Croatia

Having examined the documentation of E4, we are impressed with the structure and format of the event. The Multiplier event took place on 30th September 2016 with a target of 60 local participants. The agenda consisted of


- Welcome speech by Rijeka's Development Agency Porin d.o.o., M.Sc. Ernesta Cukrova
- About the Enterprise in Interface project and the activities being carried out - Marta Zubčić
- Presentation of the Regional Partnership and Action Plan - doc. Ph.D. Sven Maričić and Marta Zubčić
- Presentation of the Enterprise in Interface manual - Dunja Zagorac Šimac
- Informal networking and lunch

4.5 Multiplier Event (E5), International Showcase event, Netherlands

The International Showcase event was a very important milestone for the project which sought to showcase all Enterprise in Interface' project Outputs, Results and Achievements (O1, O2,O3,O4,O5) to a target of 40 local participants and 10 foreign participants.

The final Multiplier event took place on June 15th 2017 and as it coincided with the final partner meeting, all partners were able to attend. From very early in year 2, the Dutch Regional Partnership were actively involved in determining the agenda and approach and played a guiding role in the co-design the event, promotion of the event and active contribution on the day.   The event comprised a mix of plenary sessions and working group sessions. Both for the plenary session and for the workshops guest speakers from the regional partner network were arranged.   Over 60 people attended the international showcase Multiplier Event, ranging from government, business support, SMEs and school representatives from the region and various countries.
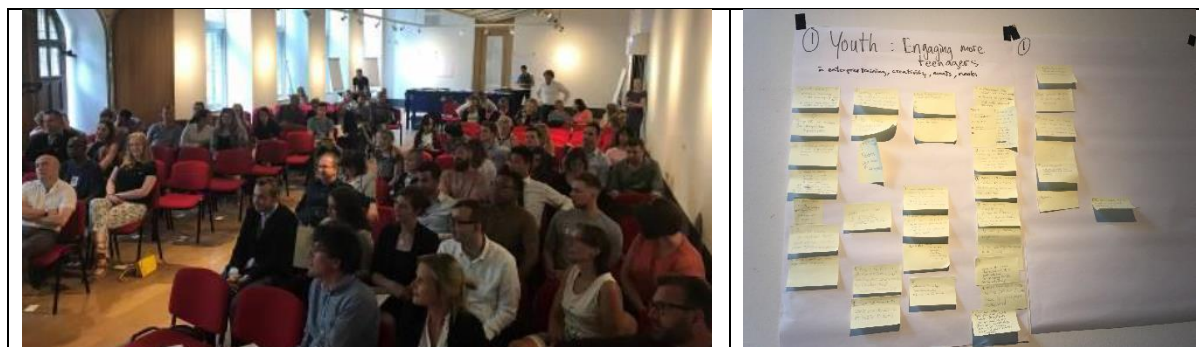
5 Dissemination

Consistent and targeted dissemination will central to the success of the Enterprise in Interface project. BDF are responsible for this role and supporting partners to maximise the reach and impact of a wide-ranging dissemination strategy.   At the second partner meeting, BDF presented an outline of the dissemination plan which we note has evolved and been built upon over time to deliver the following dissemination actions.

BDF produced a very impressive dissemination overview which highlights that the project partners led on summarised as:-

ENTER Dissemination tasks/tools development	Who	Status
Dissemination plan	BDF	Done
Diss. activities template	BDF	Done
Diss. database template	BDF	Done
Project website	Canice	Done
Brochure design	MMS	Done
Brochure text	BDF	Done
Project brand manual (incl. logo)	BDF	Done
Pop up stand content	BDF	Done
Pop up stand design	MMS	Done
Social media channels, LinkedIn group and #enterproject	MMS	Done
Media pack	BDF	Done
4 E-newsletters	BDF	Done
Regional Multiplier Event	all regions	Done
Final Multiplier Event	BDF	Done

Impressively, partners recorded 131 different dissemination activities during the two years of the project of which 43 were in year 1. These activities include keynote presentations at conferences, brochure display, e-zine dissemination, articles published in other media, and social media activity. The total number of people reached with these activities are conservatively estimated at just under 40,000 in total and up from 13,000 in year one. BDF's rationale in calculating this reach is sound - based on dissemination reach it took the lowest number indicated in the 'people reached' column provided by partners and adding up all 131 items. This excludes ENTER project website visitors. We now review the main activities: -

5.1 The Project Brand

The Enterprise in Interface brand was developed because of a branding workshop at the first partner meeting in East Belfast. It is a very appropriate graphic presentation of the project name with an encompassing globe image with diversification shown through different colour strands. We find that the logo is used in conjunction with the Erasmus + logo on all internal and external documentation. A Project Brand Manual is in place guiding partners on how best to use the brand across all marketing materials and IO deliverables.

5.2   Compilation of Dissemination Contact Log

Each partner has input into an Excel central database log which captures all the contact details for key target stakeholder groups for dissemination purposes. This information cannot be shared for data protection purposes but it the categories that feature in same are:- HEI and VET, media, business development agencies, local authorities, VET bodies, policy makers, NGOs, migrant networks etc.

5.3   Publication of Project Ezines

One project ezine was published in year one and three more published in year two with the focus in the launch of Intellectual Outputs and the Multiplier events.

The ezines are very impressive with strong Enterprise in Interface branding they come across as informative. BDF as dissemination lead produced the ezine templates x 4 and set up the design as a word document which the other 3 partners could easily adapt for the UK, Irish and Croatian localisations and translations.

5.4   Digital Marketing including Social Media

As outlined in Section 3.4 the www.enterproject.info website is used as a key dissemination tool as the project builds awareness, content and traction. A Search engine registration campaign to ensure accessibility of website and a link campaign is ongoing especially provision of links from partners and interested parties. The web statistics for year one are impressive with over 6,600 visits to the site in year one and 19,000 in year two.
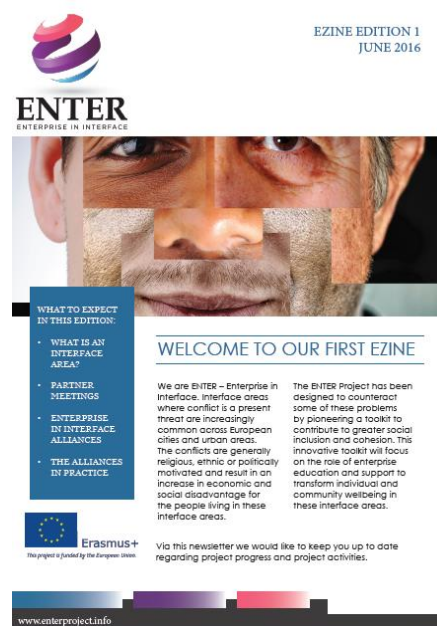
In year one, a LinkedIn page was set up to create a community and get the general public interested in the project. A Facebook page was setup in year two. The partners also used their own social media platforms to mention and highlight the Enterprise in Interface project. The partners chose not to set up a dedicated Twitter page rather they are benefitting from utilising their existing followings (e.g. EBE twitter has over 700 followers, CC twitter has over 2,000 followers, MMS twitter has over 1,700 followers, Creative Spark has 1,100) and using the hashtag *#enterproject*.   In addition, hashtags were adopted as part of the Multiplier events and are encouraging dialogue between attendees and their followers. This was a high impact approach, truly utilising the viral power of social media.   Such regular dissemination through social media was a key strength of this project.

5.5   Other Dissemination Actions

The main other dissemination actions that were instigated include highlighting the ENTER project at various conferences - the highlight being EBE's presentation of the ENTER project at the UIIN conference in Amsterdam where they were able to share the project with participants from EU countries but also with counties outside the EU with an interest in this area. Other actions included the development of a pop up banner across all partner languages and the development of a very attractive promotional brochure.

Overall the dissemination work package was very strong and consistent.   We are impressed by the commitment of all partners who has approached the dissemination of project with great gusto and commitment.

6   Project Performance Overview

As outlined in section 1.7, the Enterprise in Interface partnership boasts a broad and varied range of experience and expertise amongst the parties involved. This has facilitated solid project progress and has given partners the opportunity to exchange views and listen to examples of best practice from other member states. Very effective working relationships have been established and built upon and partners have taken the opportunity to experience and to learn from other cultures.

6.1   Transnational Project Meetings

Project commencement is a truly critical phase of any European project. Taking a project concept as articulated in the successful application involving a diverse collective of partner organisations and their staff from plan to reality requires a robust and systematic and goal/task approach to project delivery. Grant Connections use three sources of information to assess performance of the project meetings:-

- partnership progress as ascertained from the meeting minutes
- external evaluation questionnaire after each meeting to illicit feedback from individual partners on their views of meeting usefulness and meeting management
- meeting attendance and observation

Two transnational project meetings took place in year one of the project, - East Belfast, United Kingdom on 1st October 2015 and in Leitrim, Ireland on 28th - 29th April 2016. Three meetings took place in year 2 - the third meeting in Rijeka, Croatia on 14th and 15th September 2016, the fourth meeting in Lisburn, UK 1st and 2nd March 2017. And the fifth and final partner meeting coinciding with the Final Multiplier Event E6- International Showcase event held in Leeuwarden on 14th and 15th June 2017.

Below is an overview of the five transnational meetings which have taken place over the course of the two year project:-

The **first Enterprise in Interface transnational project** meeting was held in the offices of lead partner EBE in East Belfast, UK on 1st October 2015. All partners except BDF were able to attend (BDF were added as a replacement project partner after the first partner meeting with the withdrawal of the original ENTER partner, Voom, Belgium).

Commendably, a strong emphasis was placed on partner introductions and building familiarisation with each other at organisational and personal levels. This brought the understanding of partnership members beyond their formal application form into living organisational profiles spanning ambitions and character which cannot be captured on paper. This is a very important component in building shared relationships at a personal level which will be called upon over the course of the project. Crucially partner expectations were explored and discussed ensuring that a shared and realistic outlook was adopted from the outset.

The lead partner EBE representatives Jonathan McAlpin and Lucy Barfoot led a detailed work package and task planning exercise and cross package familiarisation. The partnership approach to communications was discussed and methodologies agreed with Dropbox adopted as the document hub for the project. The meeting also provided the opportunity to review the financial basis for the project, payment plan and an administrative update in terms of Partner Agreements.   A project management handbook was distributed.

While the first part of the meeting was held in EBE's offices, the afternoon session was convened in Stormont where the partners held a workshop with Members of the Northern Ireland Legislative Assembly. Fascinating insight was given to the role that enterprise and the business community has had in cementing the peace process in Northern Ireland. A particular focus of the discussion was on how enterprise can play a key role in transforming society, building the peace and encouraging

engagement and collaboration between people of different traditions and cultures. Following the meeting at Stormont, the partners returned to City East and were brought on a short local tour of the East Belfast interface area between the two major communities living in the vicinity of City East.

The scope of the first meeting is very impressive and agreed actions are very clearly set out. EBE produced very interesting videos of the meeting which capture the spirit of the commencement of the project.

We reviewed the usefulness and performance impact of the first meeting as explored through our external evaluation online questionnaire. The feedback provides a very interesting internal perspective of the establishment phase of the project. We asked respondents to determine if their main hopes and expectations for the **first Enterprise in Interface partner meeting** were met. We are particularly impressed with the feedback by partners on building relationships and a dynamic team approach. This bodes very well for partnership. All partners reported that all their expectations were met. The feedback of project partners gives insight:-

- *The meeting was well planned and allowed sufficient time for both project work and getting to know the other partners representatives.*
- *The meeting exceeded my expectations. I was delighted to meet the partners in person and get to know them a lot better.*
- *Very satisfied with the team dynamic and motivation within the group.*
- *The visit to Stormont was very interesting and the meeting with local government and stakeholders was beneficial.*
- *A very engaging agenda and meeting format with the highlight of discussing the project with key change makers in Northern Ireland – what a start !*

The lead partner was commended on their management approach to the first meeting - *The lead partner was very comfortable in their steering of the meeting, ensuring universal engagement and practical approaches.*

Meeting strengths were summarised as :-
- *The synergies between all of the partners became very apparent as the meeting progressed and we learned more about each other's organisations. The cultural aspect of the meeting was very interesting; understanding a certain shared history allowed for exchange at a cultural as well as an enterprise/business level.*
- *Team building, shared view on the goals of the project and understanding project much better.*
- *Meeting the partners in person and getting to know about their organisation, what they do, their past experience and how they can contribute to the project above and beyond the project requirements.*
- *Having met the partners, I feel more confident in their abilities and commitment to the success and future dissemination of the project. I really enjoyed the social aspect of the meeting as it gave us a chance to get to know each other better and develop closer relationships.*

While not surprisingly weaknesses focused on the nonattendance of the Belgian partner:-

- *The absence of our Belgian partner was disappointing but partners engaged to ensure that we are now clear in our understanding of the work to be completed over the next 2 years and how we will achieve our objectives.*

As evaluators, we feel that the tone and content of the first meeting as reflected by the partner's feedback bodes well for the ongoing management and delivery of the detailed project work plan.

The **second Enterprise in Interface transnational project meeting** was held in Leitrim, Ireland on 17th-18th February 2016. The meeting was attended by BDF who were welcomed by partnership.   Grant Connections also attended the meeting. Building on project commencement and the maintaining the initial enthusiastic approach to an EU project is very important. The meeting went through progress on each Intellectual Output in detail with specific emphasis on the dissemination role of BDF.   We recorded a participant satisfaction rating of 100% that the main hopes and expectations for the 2nd ENTER partner meeting were met. It is interesting to consider the comments coming through as they provide a very interesting insight into partner thinking. In terms of partner expectations going into the meeting: -

- *We got through the agenda very well; ample time was allowed for discussion.   We were very happy to meet the new (replacement) partners and to see the dissemination work package being taken on so efficiently. A comprehensive plan for dissemination has been developed and was discussed in full during the meeting.*
- *The Meeting overall was a great success and ran to schedule.*
- *It was valuable meeting the new partner and getting some good progress on developing an outline structure for the training programme*
- *As we as BDF joined the project at a later stage as a replacement partner, this was the first meeting we attended, we got introduced to the partners and immediately felt it was a nice mix of partners, a good group to work with.*
- *Great venue, well hosted and open and productive working environment*
- *Agenda and itinerary were sent well in advance as was comprehensive information on places to stay and how to get to the meeting venue. The meeting venue was very comfortable and the tour by the manager of the enterprise centre was an added extra.*
- *Momentum made sure we were informed at each stage and planned everything very well. Our visit to the region was made better by the venue (The Hive) where we received a tour of a similar relevant organisation.*
- *EBE and Momentum supplied all necessary project (meeting) info well in time before the meeting to get organised and prepared.*
- *During the two days of the meeting we moved forward significantly on several aspects of the project - in particular the course curriculum and content.*
- *Very good discussion and input about the objectives of the project and initial draft design of the training programme. It was useful to hear of the experiences of the various partners with regard to their local partnership meetings and their opinions about how the project applies in their region.*
- *The meeting helped us to know exactly what needs to be done and how we can catch up with the rest of the partners.*
- *Great to see the project on track and to have time to work through the IOs in detail*

When asked, what were the most beneficial outcomes/highlights of this second partner meeting, partners made the following comments: -

- *Very good working environment, all the partners actively contributed*
- *The discussion on the course curriculum content.*
- *Discussions surrounding regional differences*

- *Developing the structure for the forthcoming training elements of the project and meeting the new partner.*
- *Discussion on interfaces across the different partner regions and approach to the matter*
- *Open and productive atmosphere*

The participation of this evaluator was also well received at the meeting:-

- *Siobhan's presentation was very motivational and inspiring, helped us to see the value we can create and the impact the project will make*
- *Siobhan Grant gave a presentation on her role and the methodology she will use in her external evaluation of the project. She observed the first day of the meeting and reported that she found we were working well as a partnership.*
- *Siobhan observed and presented at the meeting and was very informative about the process of evaluation*
- *Clear, concise input and very supportive in her comments. I am happy that we have an evaluator involved, who clearly has the degree of expertise and experience that will benefit the programme.*
- *Siobhan seems an experienced evaluator with a good external (over)view and methodology.*

It is also important to mention that the UK and Irish partners met on two occasions in year one to share project approaches and their respective progress.   This building of cross border relationships between Ireland and Northern Ireland is very commendable and is an unanticipated result for the Enterprise in Interface project.

In year 2, the **third partner meeting was held on 14th & 15th September 2016 in Rijeka, Croatia** with all partners present. The main focus of the meeting was a review of progress of each Intellectual Output. The IO1 Toolkit finalisation was a priority as the Multiplier Events were imminent. The final changes were to include more case studies and for MMS to work on the graphic presentation of the toolkit.   It was also agreed that Toolkit needed to include planning for the sustaining of the Partnerships and the challenges facing them. The translations of the toolkit were also prioritised.

In terms of the IO2 ENTER Regional Partnerships and ENTER Action Plans, each partner presented an update on the partnership meeting(s) in their region, highlights, challenges and next steps. It was agreed that all Action Plans needed be completed by the beginning of 2017.MMS as lead partner of IO3, presented an overview on the course content development.   The agreed actions included renaming the module titles and the inclusion of more case studies from the partner regions. CC went previewed the e-learning platform while plans were also advanced for IO5 Pilot Testing. Completion of year one reports also formed a key part of the meeting including a very impressive Dissemination Review of year one by BDF. Future meetings were also planned in the context of planning the national and international Multiplier Events. EBE also led a project management discussion and reviewed the Financial Administration of the project.

We introduced a new satisfaction measurement for meetings in year 2.

Measureable	Yes, excellent	Yes, good
Partners were well prepared for the meeting	66%	34%
Progress achieved at the meeting	60%	40%
Satisfaction with meeting logistics	100%	0%
Post meeting actions were progressed	60%	40%

Partner comments provide interesting insight into the partner dynamic at this stage of the project:-

- *A well organised and run meeting, with a good level of engagement from all partners. The venue was good and the social activity - partner meal - was excellent!*
- *It was good to hear about the future plans that Croatia have for their project and learning about historical similarities.*
- *Every partner meeting was very successful and well planned. All activities were carefully planned and discussed. Our agenda was always planned in the way that we discus all intellectual outputs in the project but depending on the activity dynamic some of the intellectual outputs were more elaborated then others. In Rijeka, we elaborated and agreed on the Enter toolkit and Action plans of each partner (structure, roles etc).*
- *Visit to incubator at Porin and to the new centre which was in construction. Meetings with tenant companies and start-ups were informative. We were interested to see that Porin is establishing a digital fabrication facility as this is something Creative Spark is also working towards.*
- *Great social programme by the hosts*
- *It was a great meeting to bond the team!*

The **fourth partner meeting was hosted by CC and held 1ˢᵗ- 2ⁿᵈ March 2017 in Lisburn, Northern Ireland** with all partners in attendance. The partners went through each IO in terms of recent progress and achievements. East Belfast Partnership Action Plan was going through an exciting phase as actions were gaining momentum including the dynamic of ethnic minorities in the interface coming to the fore. Partners viewed one action that had progressed as a pilot project – tourism through the spectrum of virtual reality in peace and interface environment.   A funding application for over 400,000 euro was made to progress the project – this is as a direct result of the Enter project. A key action that is emerging in response to the need for community champions is the development of a new community and business event – the East Side Awards. In this interface area, there has been no recognition or celebration of business start-up, business growth, tourism, food, volunteering, sports, arts, community contribution etc.

At this point Louth had held four regional meetings with another scheduled later that month. The use of mapping of Partnership member connections through the use of Coogle was seen as a very valuable resource. The need for networking, perhaps through a Closed Facebook group was discussed and is to be decided on.   Actions that are underway at the establishment of a Fablab community hub (taking learning from Porins' experience) and a focus on social entrepreneurship and actions to encourage engagement within disadvantaged communities e.g .food festival of culture.

Porin, Croatia, presented their action plan with partner feeding back practical suggestions. One of Porin's main initiative is EDUATION and the "one kid at a time" approach. Progress in terms of Roma community champions and engaging the Roma community were explored.   BDF presented their Friesland Action Plan which are outlined in detail in section 3.2.

MMS presented IO3 and again highlighted the need for case studies and inspirational champions of interface area to enrich content, therefore everyone agreed that they would try their best to collect case studies. The modules are currently with the graphic designer in preparation for pilot testing in April 2017. CC presented the design of the ENTER Online and Classroom course, various design feature and hat works best in an elearning context. Plans for pilot testing through workshops and online were finalised and the timeline for course amendments agreed to happen before the Final Multiplier Showcase event for all IOs in June.

Again, a strong focus on dissemination and plans for the final partner meeting.   Meeting satisfaction of meeting 4 was reviewed as:-

Measureable	Yes, excellent	Yes, good
Partners were well prepared for the meeting	66%	34%
Progress achieved at the meeting	60%	40%
Satisfaction with meeting logistics	60%	40%
Post meeting actions were progressed	60%	40%

Partner comments provide interesting insight into the partner dynamic at this stage of the meeting:-

- *Another well organised meeting with a good level of engagement from all partners.*
- *Good discussions about future plans scheduling and project management took place. Everyone was prepared and it went very efficiently. It was also nice to visit another enterprise centre which is close to us in Dundalk.*
- *Another partner meeting that was very successful. All project partners were very involved in the meeting because each of them had its own role in carrying out intellectual outputs (final results).*
- *The meeting concentrated on the development of our regional action plans and progress with regional partnerships. It was helpful in ensuring we were proceeding along correct lines with this work.*
- *There was a lot of work covered in the partner meeting, which was very productive and constructive*

The **fifth and final partner meeting was hosted by BDF and held in Leeuwarden, Netherlands on 14th – 15th June 2017** in the host venue for the Multiplier Event, Kanselarij Centre for Business & Education, with all partners in attendance.   A key focus of the meeting was IO2 Regional Partnerships, each partner presented an update on the partnership meeting(s) in their region, highlights, challenges, next steps. Partners agreed   to fully finish their Action Plans by the end of July as final meetings were held to 'sign' the Action Plan. It is interesting the BDF cited that planning for the final Multiplier Event helped their Partnership to connect to more partners in the region and work with them on the project theme. Hence many of their Partnership organisations form part of the ME's plenary and workshop proceedings. These partners are keen to continue to work together to address social challenges and division through the power and potential of entrepreneurship, both for the remainder of the project and beyond.

MMS shared an update on the course content development based on the IO5 pilot test in Dundalk in April. This experience and the participants' feedback led to a significant modification of the modules. Modules 1, 2 and 4 are already fully updated and the remaining modules 3 and 5 are close to finalisation. CC shared latest progress on the project website, especially the learning platform. CC led a training session for partners on the online course and its navigation and structure. All modules are integrated via LinkedIn Slideshare. This ensures people can find the course via multiple ways and increases the number of users. As outlined in Section 3.4, CC used icons for users to immediately see what support materials are available to the modules. Icons include: Slideshare, Article, Exercise, Case Study and Video. When entering a module a side bar appears with a good overview of additional materials, including the learners workbook. The classroom course allows intermediaries to download the course as a zip-file. This file contains all course and support materials in an editable format.

 BDF reminded all partners to maintain dissemination effort with evidence from which they will compile a dissemination report at the end of the project. As partners enter the final phase of their project, there was a focus on project finalisation with EBE leading a project management discussion

and reviewed the Financial Administration of the project.   Final claims were required from partners week 1 September.   Partners then rehearsed and prepared for the ME5.

Meeting satisfaction of meeting 5 was reviewed as:-

Measureable	Yes, excellent	Yes, good
Partners were well prepared for the meeting	80%	20%
Progress achieved at the meeting	60%	40%
Satisfaction with meeting logistics	75%	25%
Post meeting actions were progressed	60%	40%

Partner comments provide interesting insight into the partner dynamic at this stage of the meeting:-

- *An excellent conference to complete the final meeting, with the opportunity to showcase the project to a wide range of stakeholders in the Leeuwarden area.*
- *This was a very interesting meeting as it coincided with a conference where we met many other partners from different projects across Europe. It really worked as the networking and learning through the day and in the evening was really good.*
- *The final partner meeting was excellent because we have accomplished most of our projects activities and delivered great results.*
- *The conference organised by BDF was very interesting and the opportunity to meet partners from other Erasmus projects was very useful. The tour of BDF facilities for incubation of small businesses was excellent and provided much food for thought in relation to our own facilities.*

6.2   Project Management

Based on evaluator observations through a review of documentation, internal monitoring procedures and the feedback of the other partners, project management by EBE was highly effective and professional.   Project lead Jonathan McAlpin brought considerable experience of enterprise in interface projects and though his organisation his experience of building economic and social cohesion through enterprise is an important asset. While new to EU projects, EBE have proven themselves in year one to be capable operators.

We must mention EBE's handling of the loss of original Belgian partner VOEM vzw who withdrew from the project shortly after project approval was received.   EBE must be commended for swift action in finding a replacement partner of the calibre of BDF who have exceled in catching up with and excelling in their dissemination role. This required a significant time and resources input from the lead partner but their careful and astute management of the situation has stood the project in good stead.

Our evaluation finding is that robust project management was consistent feature of this project and was fundamental to the project's high level of achievement. The project lead played a leading role in fostering a collaborative style of management, with each partner being encouraged to contribute to and critique the deliverables in each Intellectual Output.   We are very impressed with the collegiate approach of this project team – genuine relationships have been formed that are already leading to new ventures.

Our review of key project management deliverables is best presented through the following table:-

Project Management Repository	Early in the project, partners established Dropbox as a repository of important documents; including financial and administrative guides documents. This resource was very actively used by all partners as a smart methodology to share all evidence of project activity. As external evaluator, we had full and open access to all files on Dropbox which gave full transparency across all project actions.
IPR Agreement	All partners signed a IPR agreement, acknowledging their right to be identified as creators of the intellectual outputs yet establishing a Creative Commons inspired license agreement to ensure that online access remains open and unrestricted.
Sustainability Strategy	In place.
Quality Management Strategy	A Quality Management Strategy was prepared by MMS and approved by all project partners. It sets out a methodology to ensure and improve quality of processes, products and results of the project for its two-year duration. It sets out three components against which to measure:

Objects of quality review	Quality Measure	Quality Evaluation Methods
Project Deliverables	Deliverable Quality Standards Completeness and Correctness Criteria	Quality Control Activities

It also details the project approach in terms of
- Project Quality Control including Quality Team Roles & Responsibilities
- Project Risk Management

In observing the partnership over 2 years, the overall cooperation commitment within the partnership was unquestionable and unstinting. Time and time again, partners went beyond their own core remit to contribute their experience, knowledge, skills and expertise to the wider project deliverables, which are stronger as a result of the collaborative approach.   Consistently throughout the project, partners demonstrated their ambition for the high-quality standards expected and the characteristics and benefits that can be obtained from European added value cooperation and how they needed to work on a practical level to achieve shared project outputs and impact.

We asked partners rate project management and can compare year one and year two performance as:-

	Excellent	Good
End of Year One	80%	20%
End of Year Two	100%	0%

Some specific comments:-
- *Jonathan was excellent to deal with. He kept us informed at each stage and was a pleasure to work with.*
- *Very good in planning, controlling and executing activities. The lead partner was very good in explaining what we need to do and how to achieve it (regarding project management)*

- *Having a clear project map and project management plan at the start of the project made it very manageable in terms of understanding our role and the outputs expected from each partner.*
- *The experience of some of the partners in previous Erasmus projects was very useful to the overall partnership as we were able to learn from those experiences and ensure that we managed the project in an efficient and effective way.*
- *The time set aside for visiting the regions and networking with our partners in each region was very important to making the connections between us very real and sustainable into the future.*

6.3   Project Communications

Our consultation found that the level of communications within the partnership is highly regarded. We asked partners rate project communications and can compare year one and year two performance as showing a really strong performance in year 2:-

	Excellent	Good
End of Year One	40%	60%
End of Year Two	84%	16%

Partners used Skype meetings were held at key stages of the project development providing ongoing connection and project progression in terms of tracking partner progress in the completion of Intellectual Outputs, continuous focus on dissemination and project management tasks such as claims completion.

6.4   Financial

The Enterprise in Interface financial budget and spend performance has been tracked on the Mobility Tool. In terms of financial administration, this evaluator has found that the project established and maintained a compliant and effective system to meet the requirements of both the company and its audit responsibilities but also the exacting requirements of the EU. Lead partner EBE managed the project finances and utilizes the Mobility Tool as a management and tracking tool. Partner contracts were issued at project outset and included total budget, breakdown of costs within each category and payment schedules for each partner.   The partners were required to submit their financial claims every four months (3 times per annum). Each partner utilised a claim form and timesheet template. Completed claims were checked by the lead partner to ensure that the information is correct and the costs are eligible. Evidence of personnel connection to the partner (e.g. Personnel contracts are on file).   All partners indicated that financial reporting mechanisms are well understood and relatively straight-forward. In terms of the appointment of Exceptional Costs, we conclude that appropriate procedures were followed as regards the selection of external providers (external evaluator). Payments are made according to fulfilment of contract conditions and payment schedules.

6.5 Liaison with Ecorys

EBE has found liaison with the Ecorys, the UK National Agency team to have been frequent, highly professional and effective. The project management workshop together with regular monitoring calls have offered the lead partner an opportunity to 'take stock' of project progress and to highlight areas requiring address.

7 Conclusions

The premise for the Enterprise in Interface (ENTER) Erasmus + Strategic Partnership project was very sound. This is a challenging topic, interface areas are zones of persistent disadvantage, where labour market exclusion and low educational attainment affect personal and professional development, and the very high levels of social tension, division and distrust contribute to a dysfunctional market for goods and services. It sought to break new ground demonstrating – for the first time - best practice strategies for using enterprise training in polarised areas of persistent social tension and exclusion where disadvantage is both economic and social, spatial and personal.

Did it achieve this? In our opinion, yes. Not only an innovative enterprise training theme addressing the specific needs and nuances of interface areas, the partners are innovative in their reach tactics. By updating the knowledge, skills and organizational capacity of the VET and community organizations who serve them, they are seeking to break new ground demonstrating – for the first time - best practice strategies for using enterprise training in polarised areas of persistent social tension and exclusion where disadvantage is both economic and social, spatial and personal.

The Enterprise in Interface partners are to be commended on taking on this challenge and providing a very valuable innovative response in interface areas for marginalised groups. Through our close examination of the process and deliverables of the Erasmus + Enterprise in Interface project, we are very satisfied that the project met the objectives and spirit of Key Action 2 – Cooperation and Innovation for Good Practices project. ee are satisfied that it embraced best practice in every action it undertakes. This came across as a shared ethos within the project with partners that were ambitious for a quality product that they are justifiably proud of. The final outcomes of the project can be summarised as:-

INTELLECTUAL OUTPUT 1	The Toolkit is well written and intuitively designed to take the reader through the key steps in building a Regional Partnership. The inclusion of very useful practical examples strengthens its applicability. With a total download and print circulation of 459, the target of 280 downloads of the Toolkit was impressively surpassed. Given this resource remains in place on the website for 3 more years, this IO will have generated significant reach and impact. The download counter on the website allows for full transparency of interest in the Toolkit. This is a very strong outcome that will continue long after the funding period is complete.
INTELLECTUAL OUTPUT 2	A key deliverable of the project was forming four ENTER Regional Partnerships in Northern Ireland UK, Ireland, Netherlands and Croatia which would include at least 40 -48 stakeholders from 6 sectoral interests represented in each Alliance VET, community development, HEI, local authority, social development policy, and economic development policy. The project surpassed its target by involving 157 representatives of key stakeholder organisations attended 19 meetings across 4 countries and 3 languages. These stakeholders signed up to a shared vision of targeted actions in 4 Regional Action, well surpassing the target of 36 stakeholder organizations to sign the Action Plan.

	It is fair to say that the Partnership building process and the realisation of 4 x Action Plans was a very worthy IO. While Croatia and the Netherlands did not have the same history of intercultural and political connectedness so it is clear that the transfer of learning from the more mature UK and Irish Partnership approaches have been a strong learning experience for the Dutch and Croatian partners which will take more time to be truly fruitful. 12 meetings were held with regions with respect to adopting the ENTER Toolkit (target of 12). Stakeholders participants were very positive towards the process. In our external evaluator consultations 90% of the stakeholder participants have assessed the Enter project as changing their understanding of specific needs and opportunities for interface AND making a significant contribution to overcoming the training and skills deficits in interface areas. More than 60% of participants shared information regarding Alliances and Action Plans on social media as culminated as the Final Showcase Event.
INTELLECTUAL OUTPUT 3	The syllabus of the Enterprise in Interface classroom course is divided into five different units called modules, each of them focusing on different aspects of enterprise in interface: Module 1: Enterprise as a Community Change Driver Module 2: New Models of Community enterprise Module 3: Existing Supports Module 4: Communications and Connections Module 5: Key to Success- Finding a Community Champion We are satisfied that each module is circa 25 - 30 hours' duration of self-guided online learning and self-assessment exercises which are carried into 5 x Learning Workbooks. Together, they consist of over 35 learner exercises intended to help learners put their new skills and knowledge into practice. The course is available for both online self-guided learning and for classroom delivery. The Online Learning course www.enterproject.info/online-course uses an elearning platform (IO4) to enable learning at a time and pace that suits learners. We are very impressed with the scope and content of the Trainer Manual which is designed to assist trainers deliver the course as a traditional classroom course of instructor-centered face-to-face training www.enterproject.info/classroom-course. Likewise, the dedicated Enter YouTube channel established to share video resources and case studies is a very worthy resource.
INTELLECTUAL OUTPUT 4	ENTER's backend Learner Management system is designed to provide content through embedding self-hosted media including image slider, media player, downloadable file attachments and other enriched functionality. We like with the site interface in terms of style, font, and layout. All modules are integrated in the web pages on the above-mentioned links and are also available via

	LinkedIn Slideshare. This ensures people can find the course via multiple ways and increases the number of users.
	While the project had a target of 12,000 individuals to visit the website, it actually achieved a total of 25,032 visitors, more than double the project target. To measure consultation of intellectual outputs we see that some 76% of site visitors (over 15,000) accessed the information pages for the intellectual outputs – this is a powerful reach and testament to the search engine optimisation of the site and the dissemination efforts of the partners. As seen from the Multiplier Events social media activity and the networking mapping work conducted in Louth, there was active viral sharing of the ENTER materials.
INTELLECTUAL OUTPUT 5	Surpassing the target of 50 learners, the Project team achieved the involvement of 54 learners across 4 countries. The methodology saw the course tested across all platforms - standard computers, mobile devices (smartphone, tablets etc.) and in a classroom format. The course received a very high satisfaction score, given that over 85% of those who completed the training thought it was really useful and fulfilled their expectations to a great extent. Other key findings were- • 79% of the sample surveyed confirmed that the modules were very good/excellent with 19% rating them as good and 2% fair. Feedback also suggested that some respondents felt there would be benefit of have additional group training or open discussion. This had already taken part previously in the initial pilot test at Creative Spark and the classroom course is available for such circumstances. • Feedback was positive towards the use of colours and visual imagery. Also highlighted was the fact that it was interactive using TED Talks, video links etc. • 31% of respondents cited the trainer's guide and learner's guide as excellent and 40% rated them as being very good. A range of suggestions were received from respondents for further improvement of the course curriculum & content.
MULTIPLER EVENTS	Five Multiplier events attracted 291 stakeholders (target was 280) and acted as important dissemination and exploitation platforms. Our evaluation of the events show a very high level of satisfaction with same summarised as:-

Multiplier Event	Attendee Target	Attendee Numbers
ME1 UK	50 local participants	52 local
	5 foreign participants	9 foreign
ME2 IRELAND	50 local participants	46 local
	5 foreign participants	11 foreign
ME3 NETHERLANDS	60 local participants	60 local
ME4 CROATIA	60 local participants	58 local
		5 foreign
ME5 NETHERLANDS	40 local participants	40 local

		10 foreign participants	10 foreign

Dissemination has been particularly impressive - partners recorded 131 different dissemination activities during the two-year project reaching almost 40,000 people in total – this is impact!. These activities include keynote presentations at conferences, brochure display, e-zine dissemination, articles published in other media, and social media activity.

We conclude that project management and financial administration were strong, as was communications.   Enterprise in Interface is designed as a Key Action 2 – Cooperation and Innovation for Good Practices project. We are satisfied that even at this early stage; it embraces best practice in every action it undertakes. This comes across as a shared ethos within the project whose partners are ambitious for a quality product that they can be proud of. We asked partners to elaborate on the value of the ENTER project under a number of key headings with very powerful insights:-

VALUE OF THE PROJECT ON A EUROPEAN LEVEL

- We believe that the ENTER has helped to increase awareness about the problems in interface areas. Not only that, it has helped to create a tool which will allow future activities to be implemented. Many European countries are currently facing problems (socially and economically) in interface areas and closed communities that are not engaging in domestic economic life. The value of the ENTER project is that we teach that closed communities how to engage in economic and social life through opening business and many other activities. Also, it is important to mentioned that the ENTER outputs are applicable in whole Europe and that is what makes this project great.
- Through the Intellectual Outputs, the learning from the ENTER project can be shared across the wider European economy, with all outputs readily accessible through the dedicated web-portal. The Toolkit will assist the development of other partnerships and both the classroom and on-line based training materials will be beneficial to those facing increasing tensions across Europe, caused by a clash of cultural identities, particularly with the influx of people from different cultures from outside of Europe.
- I feel the ENTER project highlighted very current issues and had the potential to grow into a bigger project that introduces this information to a youth audience. changing perceptions for the future. The wider European community face this every day, the understanding that i saw between all our groups in room expanding out into the wider community. Ethnicity is a really interesting focus at the moment.
- Highlighting the barriers to successful enterprise in interface areas and showcasing examples of best practice in supporting same will provide learning to organisations in Europe working with the same target groups or in similar situations. Access to the learning tools and content from our website in three languages is a powerful resource for individual actors and organisations in this sector.
- It inspires to work together with regional stakeholders and together build the community.

VALUE OF THIS PROJECT TO YOUR ORGANISATION

- The main value has been establishing strong local partnerships within the region, from which a number of initiatives have been developed to help the target demographic of people living at and affected by an interface. It has also been beneficial to build relationships with partners in other European regions and to visit these regions and learn about the different challenges and approaches that partners have taken in their region. There have been some very

- interesting lessons learned, which our organisation will seek to replicate or apply in our local context.
- It has been a really great project which has resulted in improving our continual work in the community here, connecting people and places in a positive way. Introducing people to enterprise from Creative and non-Creative backgrounds in an open way. Making information and facilities available to everyone. The ENTER project has been an excellent project. Working with the partners and the continual learning and transfer of knowledge that takes place as a result.
- In our opinion the ENTER project has been very educative for our organization as well. We have learned a lot about other interface areas but mostly we have learned a lot about our own interface area. Through this project we believe we got to bring closer the people living in those areas, the local authorities, the media and other stakeholders, all in order to improve their social and economic status in community. The entrepreneurship in Interface are has been carefully structured to generate improved access and quality of enterprise training for disadvantaged people living in interface areas, by updating the knowledge, skills and organizational capacity of the VET and community organizations who serve them.
- As above, this project has helped us to form strategic links with key organisations in this region and has strengthened existing relationships with these organisations. The international links we have formed over the course of the project will exist into the future and we expect to continue to collaborate with our partners in the future.
- Further shift towards supporting Social Entrepreneurship and solving social challenges.
- It will be a very useful resource in our library of training courseware.

100% of partners feel the project achieved Best Practice.
- We think we have achieved it. All activities were fulfilled at its 100% and all project partners were correct and successful in executing defined goals.
- The partnership has formed well and has very much operated at a strategic level, with Intellectual Outputs produced that can deliver further impact across the European Union.
- Absolutely. We really were thorough in our approach at each stage to ensure we were achieving what is currently perceived as best practice
- Each partner contributed at a high level at every stage of the project. The curriculum and course content was researched by each partner and distilled excellently by the partner responsible. Case studies and real-life stories from entrepreneurs make this a very real and tangible project as opposed to a theoretical or academic exercise.

It is Important to highlight the importance of Regional Partnership model-the challenges of establishing it, the closed communities and the importance of Action Plans in each country which will ensure work continues beyond the life of the project.   While there were different challenges faced in each of the regions, a common theme leading to integration of cultures via enterprise and entrepreneurship is very evident throughout.   This project achieved effective and strategic partnerships working both at a regional and trans-national level.   Its Intellectual Outputs are delivered to a very high standard and which can be used to deliver further impact across Europe.

This is a subject area of increasing relevance to the emerging challenges across Europe with the influx of new immigrants from different cultural backgrounds into the EU and we would urge the partners to look at new Erasmus + funding opportunities to continue the vital work they have started.