

CAREERS 4.0

Internal short review of activities Monitoring/Evaluation

Final Report

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1 December 2023 - 30 November 2025

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Project end date	30/11/25
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PROJECT CONSORTIUM

P1	RO	CENTRUL MUNICIPIULUI BUCURESTI DE RESURSE SI ASISTENTA EDUCATIONALA	
P2	GR	PROGRESSUS RESEARCH & COUNSELLING	
P3	CY	EUROPEAN UNIVERSITY	
P4	ES	QUALIFICALIA ANALYTICS, S.L.	
P5	IT	STUDIO RISORSE s.r.l.	
P6	IT	IINFORMATICA S.r.l.	

INTRODUCTION

The final evaluation of the CAREERS 4.0 project is based on a systematic internal monitoring and evaluation methodology, implemented consistently throughout the two-year project lifecycle, 1 December 2023- 30 November 2025.

This methodology also included Internal Short Review questionnaires, completed by all partners every six months, and served both as a quality assurance tool and as a mechanism for continuous improvement.

The evaluation followed a formative and summative approach, aiming to:

- support ongoing adjustment and improvement during project implementation
- provide a comprehensive final assessment of progress, quality, challenges, and impact

Each Internal Short Review encouraged partners to analyze activities carried out, discuss the progress and coordination within their organizations, and reflect on any difficulties encountered.

The structured questionnaires ensured that both quantitative and qualitative aspects of project implementation were captured systematically.

EVALUATION INSTRUMENTS

The Internal Short Review questionnaires included two complementary components:

1. Quantitative evaluation grid

Partners assessed 20 core dimensions of project implementation using a five-point scale (1 – very poor, 5 – excellent). Key areas included:

- clarity of objectives and tasks,
- planning, organisation, and compliance with deadlines,
- implementation of work packages,
- data collection, reporting, and quality standards,
- budget and risk management,
- team collaboration and communication,
- innovation and creativity,

- respect for project values (diversity, inclusion, civic engagement, green thinking),
- dissemination and engagement of beneficiaries.

Scores were aggregated across partners of the project CAREERS 4.0 to track average performance and allow longitudinal comparison between semesters.

2. Qualitative assessment: SWOT analysis and narrative feedback

Partners provided a detailed SWOT analysis for each evaluation period:

- Strengths supporting the achievement of project objectives,
- Weaknesses and internal challenges encountered,
- Opportunities for further development, impact, or sustainability,
- Threats potentially affecting implementation or long-term use of results.

Additional narrative comments contextualized the scores, highlighting coordination issues, workload management, stakeholder engagement, and dissemination practices.

Data were collected through team discussions within each partner organisation, compiled at consortium level, and analyzed over time to identify trends, improvements, and recurring challenges.

This approach enabled evaluation of how weaknesses and threats were addressed, how opportunities were leveraged, and how overall project performance evolved from the initial to the final stages.

MANAGEMENT AND WP's OF THE PROJECT OVER TWO YEARS

The first year focused on foundation and development, with high scores for clarity of objectives, planning, and collaboration. Activities included research, definition of the Career Competencies 4.0 framework, initial design of tools, and establishing coordination mechanisms. Strengths identified were complementary expertise, transnational cooperation, and conceptual coherence, while weaknesses included time constraints, coordination complexity, and occasional delays in deliverables. These were addressed through careful planning, task redistribution, and strengthened communication.

The second year focused on consolidation, validation, testing, and dissemination. Scores increased across most indicators, reflecting improved synchronisation, higher quality outputs,

and more structured testing and feedback mechanisms. Partners engaged actively in Train-the-Trainers (ToT) activities, testing, and national dissemination.

Strengths were further consolidated, while persistent weaknesses, such as workload concentration and tight deadlines, were mitigated through flexible planning and coordination.

Opportunities, including broader visibility, uptake, and sustainability, were actively leveraged, while threats such as limited availability of users and contextual uncertainties were monitored and partially mitigated.

Integrated SWOT Assessment

- Strengths: strong international partnership, complementary expertise, innovative and transferable results, functional digital tools, sustained engagement of teams and beneficiaries.
- Weaknesses: time constraints, coordination complexity, need for repeated content revisions.
- Opportunities: high interest from practitioners, potential for national and European expansion, integration into institutional practices, post-project sustainability.
- Threats: limited beneficiary availability, risk of reduced continuity post-funding, digital skill disparities, contextual uncertainties.

Throughout the project, strengths were leveraged, weaknesses were actively managed, opportunities were progressively exploited, and threats were realistically assessed and mitigated.

The internal monitoring and evaluation process demonstrates that CAREERS 4.0 evolved coherently and progressively, showing adaptability, organisational learning, and continuous improvement. The project concludes with:

- objectives achieved,
- validated and functional results,
- tangible impact on target groups,
- clear prospects for sustainability, transferability, and long-term exploitation.

FINAL EVALUATION OF THE INTERNAL MONITORING REVIEWS

1. Project evolution over the two-year implementation

The cumulative analysis of the *Internal Short Review* reports, carried out on a semi-annual basis throughout the two years of implementation, highlights a clear and structured evolution of the CAREERS 4.0 project, from an initial phase focused on groundwork and development to a phase of consolidation, validation, and impact.

First project year (1 December 2023- 30 November 2024): foundation and development

During the first year, internal evaluations consistently reflected a high level of clarity regarding objectives and tasks, as well as coherent planning and organisation of activities, confirmed by high scores across all partners. Activities mainly focused on:

- research and needs analysis,
- definition of the CAREERS 4.0 competence framework,
- initial design of digital and methodological tools,
- establishment of collaboration and coordination mechanisms.

Key strengths identified in the first year included:

- complementary expertise and strong transnational cooperation;
- high commitment of project teams;
- conceptual coherence of developing outputs;
- consistent adherence to project values such as inclusion, diversity, and social relevance.

Weaknesses and challenges:

- time management constraints resulting from the complexity of activities and interdependencies between work packages;
- occasional delays in deliverables due to the need to align multiple partner contributions;
- increased coordination effort between research, technical development, and pedagogical design.

These aspects were clearly acknowledged in the internal reviews and addressed through adjustments in planning, task redistribution, and intensified communication among partners.

Second project year (1 December 2024- 30 November 2025): consolidation, validation, and dissemination

In the second year, internal monitoring reports indicate a significant increase in project maturity. Evaluation indicators reached very high levels, particularly in relation to:

- work packages implementation and finalisation,
- quality of results,
- team collaboration,
- budget and risk management,
- innovation and creativity.

Concrete developments observed include:

- project outputs progressed from pilot versions to fully functional and validated tools;
- testing processes became more structured, incorporating relevant feedback from practitioners;
- training and Train-the-Trainers activities strengthened the practical applicability of the results;
- dissemination activities intensified, increasing national and European-level impact.

Strengths consolidated during the second year:

- high-quality, practical, and user-oriented results;
- strong engagement of beneficiaries and professionals;
- increased visibility and recognition of the project's added value;
- the consortium's ability to manage development, testing, training, and reporting in parallel.

Persistent but managed weaknesses:

- concentration of workload during final implementation stages;
- limited time available for extended testing and feedback collection;
- risk of partner overload in the closing phase.

These issues were continuously monitored, and their impact was mitigated through flexible planning, prioritization of critical tasks, and close collaboration.

2. Integrated SWOT analysis and management approach

Strengths

- strong and well-balanced international partnership;
- diverse and complementary expertise;
- innovative, relevant, and transferable outputs;
- functional and adaptable digital tools;
- sustained engagement of project teams and beneficiaries.

These strengths were progressively reinforced and effectively leveraged during testing, training, and dissemination activities.

Weaknesses

- time constraints;
- complexity of inter-work package coordination;
- need for multiple content revisions.

These were openly recognized in the internal monitoring process and addressed through operational adjustments and continuous improvement.

Opportunities

- increasing interest from practitioners and institutions;
- potential expansion of results to other national and European contexts;
- integration of project outputs into institutional practices;
- prospects for sustainability and post-project exploitation.

These opportunities were actively pursued, especially in the second year, through targeted dissemination, training actions, and stakeholder engagement.

Threats

- limited availability of beneficiaries and professionals.
- risk of reduced continuity after project funding ends;
- disparities in digital competences among users;
- contextual uncertainties related to policy and labour market dynamics.

Threats were realistically assessed and partially mitigated through:

- adapting tools to different user skill levels;
- emphasizing transferability and replicability;
- focusing on sustainability and institutional integration.

3. Final conclusions

The final evaluation of the internal monitoring reviews confirms that the CAREERS 4.0 project evolved in a coherent and progressive manner, demonstrating adaptability, organisational learning, and continuous improvement. Internal monitoring played a crucial role in identifying critical issues, capitalizing on strengths, and supporting strategic adjustments throughout implementation.

The project concludes with:

- achieved objectives,
- validated and usable results,
- tangible impact on target groups,
- clear perspectives for sustainability and further exploitation.

Overall, CAREERS 4.0 through powerful partnership involve a participative management of the project implementation, illustrating how systematic internal evaluation contributes to quality, relevance, and long-term impact.