



D1.3 Final assessment of the project



Tiimiakatemia
by jamk



Amplo Kaya

iD Initiative Développement

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Overview of progress

Summary of work performed and achievements

The TEAMIT+ project has completed all tasks and deliverables and reached all milestones, with all activities proceeding according to schedule and almost all Key Performance Indicators achieved or overachieved. Each work package (WP) has been successfully completed.

Key achievements include:

- ⊕ Submission of all 32 deliverables (including this report) from the beginning of the project. Public deliverables are available in the TEAMIT+ website: <https://teamit.plus/public-deliverables/>
- ⊕ Completion of the two editions of the TEAMIT+ training program with: Modules 1, 2 and 3, reaching more than 1000 young people.
- ⊕ Delivery of the TEAMIT+ badges (referred to as passport in the Grant Agreement) to participants of the two editions.
- ⊕ Use of a strong brand identity, ensuring that the project's image is clear and recognizable.
- ⊕ Promotional materials, including roll-up banners, brochures, website kept up to date.
- ⊕ Presentation of TEAMIT+ at key events (7) and organization of presentation days (54).
- ⊕ Partnership agreements with 24 partners from 9 different countries.
- ⊕ Collaboration through dedicated task force team from the consortium group to ensure proper implementation and organization of all project modules and deliverables.
- ⊕ Organization of seven consortium meetings in Finland, France, Greece and Spain.
- ⊕ Regular exchanges with the External Quality Reviewer (EQR) and External Advisory Board.
- ⊕ Collection of participant feedback for both editions.
- ⊕ Conducting participant interviews for both editions, facilitated by the EQR.
- ⊕ EQR's review and feedback on 19 deliverables.

The comprehensive outcomes, challenges, and insights of the project are best consolidated within the interactive [White Book](#) published on the [official platform](#). Expanding beyond its



initial mandate, it systematically outlines the project's primary impacts through empirical testimonials, transferability frameworks, and ten strategic lessons learned.

TEAMIT+ training program

The TEAMIT+ training program undertook two editions: the first one between October 2024 and May 2025, and the second one between December 2025 and May 2026. In both editions, the participants who participated went through a similar pathway:

- ⊕ Module 1 (in-person events in each country): 1 day to create awareness on social and environmental global challenges,
- ⊕ Module 2 (in-person events in each country): 24 hours to foster innovation to address the Sustainable Development Goals
- ⊕ Module 3 (two bootcamps with 40 participants meeting physically and online meetings in between bootcamps): 3 months for participants to work in multicultural teams of 3 to 5 members to develop innovative solutions with a strong emphasis on social and environmental impact.

The analysis of the satisfaction and self-evaluation forms and additional feedback from participants in the TEAMIT+ shows that:

- ⊕ The three Modules have successfully achieved their objectives.
- ⊕ Participant feedback indicates a high level of satisfaction: 89% on average with all Modules.
- ⊕ 99% of respondents of Module 1 post-survey (207 participants) want to make more efforts to reduce their negative impact on the environment.
- ⊕ Significant percentage reported an increase in knowledge and skills in Modules 1 and 2.
- ⊕ 100% of respondents feel they are better prepared to start green entrepreneurship after their participation in Module 3.
- ⊕ TEAMIT+ has fostered multicultural collaboration, with participants working together on innovative, impact-driven solutions.
- ⊕ The impact survey after 1 year of participating in TEAMIT+ shows as the main benefit *gaining skills to work efficiently with an international team*, followed by *increase in entrepreneurship mindset* as well as *increase in motivation to take action to address global and local challenges*.

OVERALL PROGRAM APPROACH: [D3.2 “Learning by Creating” Methodology and Its Evaluation Tools](#)

Module 1

METHODOLOGY: [4.1 Learning Tools and Contents on Environmental Issues and Climate Change](#)

First edition - October 12, 2024

TEAMIT+ first edition Module 1 engaged 237 participants, including TEAMIT+ ambassadors and facilitators, with attendance exceeding the 200 originally targeted in the KPI. The module was met with overwhelmingly positive feedback, with 99% of respondents expressing satisfaction. On average, participants rated their post-event knowledge of environmental and climate change topics as 7.4/10, indicating a significant perceived improvement.

⊕ Awareness and Impact:

- 100% improved their knowledge about environment and solidarity (44.6% “a lot” and 54.7% a little).
- 96% of the respondents improved their awareness of environmental legislation and policies (64% “a lot”, and 31.7% “a little”).
- The subjects they learned the most about were global information (61.2% said this), international impact (60.4%), consumption pattern (34.5%), personal life impact (34.5%) and legislation and policies (22.3%).

⊕ Learning Outcomes: Many participants acknowledged gaining new insights into the environment and solidarity, with topics like global information and international impact frequently mentioned.

MORE DETAILS: [5.3 Modules 1&2 summary reports](#)

Second edition - December 2, 2025

TEAMIT+ second edition Module 1 engaged 286 participants across the four countries (35 in France, 55 in Greece, 137 in Spain and 57 in Finland), exceeding the 200 originally targeted in the KPI. The lower turnout in France compared to other countries is explained by the event coinciding with an exam week, which made recruitment more difficult than in the first edition. The module received positive feedback, with 80% of the 92 respondents



expressing satisfaction (37% very satisfied, 43% satisfied), and 79% rating the event's logistics as good or very good.

In terms of self-assessed knowledge, participants' general knowledge scores rose markedly after the event, with a much larger share of respondents rating themselves 8/10 or above compared to the pre-event baseline (where most scores clustered between 5/10 and 8/10).

⊕ Awareness and Impact:

- Awareness of environmental legislation and policy improved for 90% of participants (28% "a lot", 62% "a little"), and 96% reported improved knowledge of environment and solidarity issues (38% "a lot", 58% "a little").
- Participants reported learning most about international impacts (44%) and global information (28%), followed by personal life impacts (26%), consumption patterns (14%) and legislation and policies (13%).
- In terms of skills, 73% say they have improved their skills in thinking innovatively

⊕ Learning Outcomes: Individual feedback was strongly positive, with participants describing the event as motivating and citing a better understanding of climate and solidarity issues as a direct outcome.

In terms of diversity, 62% of participants were Higher Education students (close to the 60% target) and 34% were VET students (exceeding the 25% target). Gender balance was close to parity (55% women, 45% men). Immigrant representation reached 12% – well up from 4% in the first edition, though still below the 20% target.

Partners' feedback highlighted the afternoon awareness-raising workshops (particularly the newly developed tool replacing the "circular economy collage") and the active role played by ambassadors as key strengths, alongside improved coordination between the four countries during the morning session. The main area identified for improvement was the online, cross-country "Climate Action Simulation" game, which participants found harder to follow without an in-person facilitator – a point flagged for the module's future replicability.

MORE DETAILS: [5.4 Modules 1&2 summary reports 2nd edition](#)

Module 2

METHODOLOGY: [D4.2 Learning Tools on Impact's Creativity and Innovation Methods](#)

First edition - December 3-4, 2024

First edition of Module 2 of TEAMIT+ was held across Spain, Finland and Greece. The target was to engage 400 participants, but ultimately 284 participants have been managed to be brought together. This shortfall was primarily due to challenges in Greece, where both participants and companies providing the challenges were unfamiliar with the 24-hour innovation challenge format, making it difficult to generate motivation. Additionally, severe weather conditions, including storm warnings, led several partners to cancel their travel to Kozani for safety reasons. However, those who did participate were positively surprised, and some even requested similar events to be organized in the future. Despite these challenges, the event was a success in Western Macedonia, and the high-quality photos and video footage captured during the event were very useful for recruitment efforts for the second edition.

The satisfaction form highlights that 90% of respondents enjoyed the event and 96% expressed that they felt that their opinion would be listened to. Additionally, working in a group was the favourite part for most of them.

- ⊕ Awareness and Impact: Self-evaluation forms showed that the 3 skills participants felt they had improved the most were; solving problems (89%), working in teams (85%), and thinking innovatively (79%).
- ⊕ Diversity: Higher Education students represented 75% of participants and 17% others reaching the targets (60% and 15% respectively), while VET students (8%) fell short of their respective 25% target. Gender balance also fell short of parity (41% women, 59% men), and immigrant representation reached only 3% against a 20% target.
- ⊕ Areas for improvement: the main need regarding project targets is to increase the participants diversity. Other subjects identified were the technical infrastructure, and the coordination among sites running the events in parallel.

MORE DETAILS: [5.3 Modules 1&2 summary reports](#)



Second edition - December 2, 2025

The second edition of Module 2 was held simultaneously in France (flagship event, Bidart), Greece (Kozani) and Finland (Jyväskylä), with a shared opening ceremony at ESTIA. The three sites gathered 363 participants in total, exceeding local targets in all three countries (213 in Bidart against a target of 240, 79 in Greece against 80, and 71 in Finland against 80) – an increase of 63 participants compared to the first edition, though still slightly short of the overall 400-participant target.

The satisfaction form was completed by 40 participants, of whom 90% reported being satisfied (70% “very satisfied” and 20% “quite satisfied”). Teamwork, networking and collaborative brainstorming were consistently cited as the most valued parts of the experience, alongside the general organisation and atmosphere of the event. The most frequently mentioned skills gained were thinking innovatively, working in teams and solving problems.

- ⊕ Awareness and Impact: Self-evaluation forms showed participants' knowledge of the UN Sustainable Development Goals improved significantly, rising from an average of 5.1/10 before the module to 7.2/10 afterwards – confirming the complementarity between Module 1 and Module 2.
- ⊕ Diversity: Higher Education students represented 84% of participants, while VET students (11%) and other profiles (5%) fell short of their respective 25% and 15% targets. Gender balance also fell short of parity (38% women, 62% men), and immigrant representation reached only 6% against a 20% target.
- ⊕ Areas for improvement: While the diversity and the coordination among sites improved from the first edition, participants and partners both pointed to language barriers (French dominating discussions and insufficient real-time translation in Bidart where participants from Spain and France were gathered), technical/AV issues during the event, and logistical points such as food availability, sleep, and the length of the awards ceremony.

As the final edition of TEAMIT+'s training programme, Module 2 confirmed the project's consistent ability to mobilise strong numbers of participants and generate high satisfaction, while reinforcing that VET recruitment, gender balance and immigrant inclusion remain the persistent challenges to address in any future or replicated edition

MORE DETAILS: [5.4 Modules 1&2 summary reports 2nd edition](#)



Module 3

TEAM COACHES METHODOLOGY: [D3.3Guidelines for a successful learning by creating pedagogy](#)

First edition - January 2025 to April 2025

Module 3 of the first TEAMIT+ edition combined online preparation, international mobility, team coaching, and project development to strengthen participants' entrepreneurial, intercultural, and sustainability competences. In January 2025, before meeting in person in Finland, participants attended four online workshops designed to prepare them for collaborative work in multicultural teams and to introduce the methodologies and tools they would use throughout the programme.

The first international bootcamp took place in Finland in February 2025, bringing together 10 participants from each of the partner countries to work on solutions to social and environmental impact challenges. During the bootcamp, participants formed 10 multicultural teams and started developing innovative solutions while strengthening team cohesion and intercultural collaboration skills.

MORE DETAILS: [1st bootcamp 1st edition article](#)

Between the two bootcamps, teams continued their work through an intensive online coaching process, supported by 10 trained coaches who provided guidance on project development, teamwork, and personal growth for more than 2 months.

The participants met for the second time in person in Bilbao, Spain, hosted by Mondragon University. Over the course of an intense and transformative week, participants:

- ⊕ Refined their ideas through hands-on coaching
- ⊕ Built impact-oriented business models
- ⊕ Learned how to measure social and environmental value
- ⊕ Developed and delivered professional pitches for their projects

The 10 teams each presented a validated and meaningful solution on the final day, which was then assessed by a jury, based on their creativity, feasibility, and potential impact:

- ⊕ MONSTERA - Creating green urban solutions to improve air quality in schools and public spaces.
- ⊕ CARACOOOL - Developing a social travel app promoting sustainable mobility and cultural exchange.
- ⊕ SNACKADEMY - Educating youth on sustainable food choices through digital content and community engagement.

WATCH THE RELATED VIDEO: [Voices from the 2nd TEAMIT+ Bootcamp: Participants & Coaches Share Their Experience](#)

Second edition - January 2026 to May 2026

Similar to the first edition, Module 3 of the second TEAMIT+ edition combined international mobility, team-based entrepreneurship, coaching, and project development to strengthen participants' sustainability, innovation, and intercultural collaboration competences. Following the recruitment process and preparatory activities, 40 young participants from France, Spain, Finland, and Greece were selected based on demographic criteria and motivation. Two of them did not complete the whole module for personal reasons.

Building on the lessons learned from the first edition, significant improvements were introduced to strengthen the coaching dimension of Module 3. During the previous edition, coaches identified the need for a shared methodological framework and common coaching tools. To address this, the consortium organised a dedicated preparation and alignment session before the start of Module 3, enabling coaches to exchange methodologies, discuss theoretical approaches, and clarify expectations. All 12 team coaches were trained on the updated methodology and received ongoing support throughout the module from D4E, which acted as the overall coordination body without coaching a specific team, ensuring consistent support across all coaching activities.

In addition, each team was assigned a dedicated team coach (one team had two coaches working together). This approach significantly strengthened the quality of the coaching process by fostering stronger relationships between coaches and participants and enabling more personalised guidance throughout the incubation journey. These improvements demonstrate the consortium's commitment to continuous learning and quality enhancement through the systematic integration of lessons learned from previous implementation cycles.

The first international bootcamp took place in Athens, Greece, in March 2026, bringing together participants from all partner countries for an intensive week of collaboration and impact-driven learning. Hosted at Impact Hub Athens, the bootcamp enabled participants to explore sustainability challenges, attend inspirational talks, and exchange perspectives. Throughout the week, they strengthened their entrepreneurial mindset while building meaningful intercultural connections.

MORE DETAILS: [1st Bootcamp of the 2nd Edition article](#)

Between the two bootcamps, participants continued working in their international teams through an intensive online coaching process. Supported by their dedicated team coaches and mentors, they refined concepts, validated assumptions, strengthened teamwork practices, and further developed their entrepreneurial solutions. The reinforced coaching structure ensured greater continuity, consistency, and individual support throughout the project development process.

The participants met again in France in May 2026 for the second bootcamp and final event of the programme where they:

- ⊕ Refined and prototyped their solutions through practical workshops and mentoring sessions.
- ⊕ Developed sustainable and impact-oriented business models.
- ⊕ Learned methods for measuring and communicating social and environmental impact.
- ⊕ Prepared and delivered professional pitches to an international jury.

A total of 11 international teams presented solutions addressing key sustainability challenges, including electronic waste, water scarcity, recycling education, sustainable agriculture, construction waste, energy recovery, health and well-being, food insecurity, and circular economy initiatives.

The jury recognised the following projects for their innovation, feasibility, and impact potential:

- ⊕ BIZIWASTE - Transforming winery waste from La Rioja into paper products for wineries, promoting circular economy practices.
- ⊕ DRASI - Redistributing surplus food through smart vending machines to support vulnerable groups and reduce food waste.

- ⊕ NERO - Helping hotels reduce water consumption through a smart shower device providing real-time feedback and gamified user engagement.

The second edition concluded with a final event celebrating the achievements of the participants and showcasing how young people from across Europe can work together to transform sustainability challenges into innovative and impactful entrepreneurial solutions. The strengthened coaching model, methodological alignment among coaches, and dedicated support structure played an important role in enhancing participants' learning experience and the overall quality of project outcomes.

MORE DETAILS: [2nd Bootcamp in Bidart and Final Event](#)

Impact

The TEAMIT+ project aimed to create significant societal, educational, and economic impacts. These impacts are categorized into short-term effects, observed during the project's execution with primarily local reach, and long-term impacts associated with the sustainability of the course and the application of acquired skills by students, extending to national and European levels. These have been researched and presented at conferences as well as submitted to be published in Open Science Europe.

Short term (Results)

Social & Educational Impacts

The TEAMIT+ short-term social and educational impacts directly linked to the project's deliverable and outputs achieved during the implementation period. Through the development and delivery of an innovative entrepreneurship-based training programme, the project has equipped young people with green, digital, entrepreneurial, and intercultural skills while raising awareness of climate change, sustainability, and social responsibility. Beyond the training activities themselves, TEAMIT+ has generated tangible outputs including learning methodologies, coaching guidelines, commitment booklets, policy recommendations, partnerships, and knowledge-sharing resources. These results demonstrate the project's contribution to strengthening educational innovation, fostering social engagement, promoting cross-border collaboration, and empowering young people to become active agents of the green and social transition in their local communities and beyond.

Expected results	Planned Outputs	Results
Creation of a novel methodology and training programme “ <i>teampreneurship</i> ” based on learning by creating and collaboration.	TEAMIT+ training programme pedagogical guidelines and TEAMIT+ Innovation and Impact teampreneurship passport.	D3.1 Definition of the scientific background of “learning by creating” methodology and its evaluation tools describes the innovative learning methodology at Tiimiakatemia, focusing on team-based entrepreneurship and practical project work within a supportive community. D3.2 TEAMIT+ Innovation and Impact Teampreneurship Passport Design focuses on the development and implementation of digital passports for participants in the TEAMIT+ training program. These passports serve as micro-credentials, validating the skills acquired in each of the three training modules based on the ESCO classification of European skills. D3.3 Coaching guidelines for a successful learning by creating pedagogy outlines coaching guidelines, emphasizing the importance of

		teamwork, innovation, and the development of green, digital, and climate-resilient skills. <u>D3.4 Definition of the conceptual basis of Module 1 - Ecological and Solidarity's Transitions Day</u> describes how M1 aims to raise awareness among young people about climate change and social inequalities through interactive workshops, debates, and collaborative projects. The document explains the key activities such as the Climate Action Simulation, and the involvement of participants and ambassadors. <u>D3.5 Definition of the conceptual basis of Module 2</u> defines the conceptual basis of Module 2, focusing on the 24 Hours of Innovation, a challenge designed to promote creativity, teamwork, and impact innovation. It explores methodologies, key characteristics of the event, and the role of multidisciplinary collaboration
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		in creating sustainable solutions. <u>D3.6 Definition of the conceptual basis of Module 3</u> outlines the structure and objectives of Module 3: Social4Impact, the final stage of the TEAMIT+ training programme. This module engages 40 young participants from Spain, France, Greece, and Finland in a multicultural, action-oriented programme designed to address climate change through social innovation and entrepreneurship.
Mobilize youth and increase their awareness about climate change and green economy.	>600 young people mobilized, 16 facilitators trained to lead climate-awareness raising Modules in their regions.	Two editions of the TEAMIT+ programme have been conducted, mobilizing more than 1 000 participants. Self-assessment questionnaires indicate increased awareness of climate change and a green economy. Ambassadors' have produced 8 commitment booklets focusing on sustainability issues such as energy efficiency, CO2 footprint and food waste.
Students from different HE and VET centres trained	> 1000 students, >5 HE, >4 VET & > 4 companies.	As shown in the KPI scoreboard the number of

during the project in digital, green and entrepreneurial skills with the support and involvement of companies to facilitate their integration in the labour market.		participants is around the expected targets, but the percentage of participants coming from VET centres was low despite the efforts during the recruitment processes.
Commitment Booklets with environmental and climate issues from the different regions where the students come from, contributing to and fostering the green transition at local level.	2 commitment booklets.	4 booklets have been developed per edition, and each of them has been translated to all partners languages: Basque, English, Finnish, French, Greek, Spanish. D5.5 Commitment booklets
Policy recommendations to enable the creation of multinational cooperatives from the countries involved in the project to pave the way for the creation of new European companies and foster cross-border relations of younger generations.	1 orientation paper (D2.2).	D2.2 Common challenges report outlines a comprehensive analysis of the challenges faced by European cooperatives, particularly in relation to the European Cooperative Society (SCE) model. It offers actionable recommendations for the TEAMIT+ initiative to enhance cross-border cooperation, legal frameworks, and support networks, ultimately promoting sustainable cooperative entrepreneurship across Europe. This was later on complemented with TEAMIT+ contributions to a published

		book “Cooperatives and Complex Legal Systems: Law as a Tool for the Promotion of Cooperativism”, edited by Professors Rafael Lara González and Aránzazu Pérez Moriones (Public University of Navarre, UPNA) and published by Civitas/Thomson Reuters, was presented on 24 June 2026.
Develop Innovation ecosystem locally and at European level	Alliances among HE, VET and the enterprises	24 partners have signed partnership agreements with TEAMIT+ members (11 Business entities or NGOs, 7 HE institutions and 6 VET centres). These partners and other actors engaged actively during the final event where 14 institutions expressed their interest to develop an European innovation ecosystem.
TEAMIT+ Whitebook will explore the lessons learnt and best practices on the support and creation of sustainable businesses among international and interdisciplinary teams.	1 Whitebook (D6.5)	The white book is built in three parts: TEAMIT+ model, stories and lessons learnt. It summarizes the TEAMIT+ journey: What works, what failed and what can be replicated.

Economic Impact



The TEAMIT+ short-term economic impacts are related to the new business opportunities emerged during module 3 through multicultural teams' intensive work. While the first edition teams did not continue working in their projects, there was a strong interest from the 2nd edition teams to continue the development of their suggested solution. The winner teams are currently receiving tailored coaching from SENSE IMS to further validate their product and business model and are winning entrepreneurial awards beyond the program. Moreover, the participation in the program, either one, two or three modules, has enhanced participants' labour market integration. A concrete example is the internship offer received by a member of the winner team from the company that had suggested the real business challenge to the 24 hours of innovation for the planet 2nd edition.

Expected results	Planned Outputs	Results
Creation of Business projects as result from the Social4Impact: Europe Challenge.	Sustainable Business projects	After 3 months working on international teams, Module 3 participants proposed 21 sustainable business projects : Teams 1st edition 1. CARACOOOL Using the Reissu app, they promote low-carbon travel across Europe, helping users discover and plan convenient alternatives to flying. 2. Textile Match Textile Match connects people and businesses through a digital platform where unused fabrics can be exchanged, reused, and transformed instead of ending up as waste. 3. Transport Us

		Transport Us creates a community-driven platform where passengers can share experiences, rate routes, and help improve confidence in public transportation. 4. Ekoclick Ekoclick tackles microplastic exposure through an EcoKit that combines microplastic-free soil and quality seeds for safer and more sustainable home growing. 5. Monstera Monstera aims to improve urban air quality by integrating vertical green walls and biofilters into indoor and public spaces while raising environmental awareness. 6. Green Bites Green Bites encourages plant-based eating through an app that helps users adopt healthier and more sustainable daily food habits. 7. Neo Vifta Neo Vifta combines social media, expert guidance, and digital tools to help people better understand and cope with climate-related anxiety. 8. Snackademy Snackademy empowers young people to make healthier and
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		more sustainable food choices through engaging educational content and practical resources. <i>9. Transport Me</i> Transport Me helps users identify the most sustainable and cost-effective transport options through an app that rewards environmentally friendly choices. <i>10. Renova Design</i> Renova Design transforms discarded fabrics into handmade plushies while raising awareness about the environmental impact of the fashion industry. Teams 2nd edition <i>1. Fix & Sip</i> Fix & Sip brings people together through community repair events in local cafés, helping extend the life of electronic devices while building skills and connections. <i>2. NERO</i> NERO helps hotels reduce water consumption through a smart shower device that provides real-time feedback and encourages more
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		sustainable habits through gamification. <i>3. AFYPNISI</i> AFYPNISI combines a card game and an interactive app to make recycling engaging, educational, and accessible for young people, schools, NGOs, and businesses. <i>4. Three Shades of Green</i> Agriswipe platform empowers farmers to share experiences, discover practical climate-smart practices, and connect with others facing similar agricultural challenges. <i>5. SiteSort</i> SiteSort helps construction companies improve waste management through employee training, waste separation systems, and responsible collection and recycling services. <i>6. LDL Energy</i> LDL Energy transforms excess heat from underground parking facilities into heating and hot water for buildings, reducing both emissions and energy costs. <i>7. HAVEN</i> HAVEN combines virtual reality experiences, nature-based therapy, and interactive
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		activities to reduce stress and improve well-being of oncology patients. <i>8. Urargi</i> Urargi proposes an innovative circular solution that uses excess electricity to support water treatment processes and improve environmental sustainability. <i>9. Drasi</i> Drasi is tackling the issue of food waste, connecting surplus food from bakeries and restaurants with people in need. Food is put in smart vending machines and is provided free to them. <i>10. Bizi Waste</i> Bizi Waste transforms discarded wine-production filters into sustainable paper products, creating value from waste while supporting a circular economy. <i>11. VAIKUTAMME</i> VAIKUTAMME encourages recycling at concerts and festivals through smart bins, rewards, and a mobile app that helps users recycle more easily and effectively
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Environmental Impact



The consortium is mindful of the environmental footprint generated by the program. Efforts have been made to prioritize environmentally conscious choices:

- Modules M1 and M2 prioritized collective transport methods and even contracted buses to facilitate the collective transport.
- The bootcamps have been organized and conducted in person to maximize the impact of collaborative climate-change mitigation projects, despite the travel footprint. However, local buses were contracted to avoid single car use and where cars were necessary to reach to the airport reimbursement was only given to collectively used cars of participants.
- The consortium meetings had also been organized and held face-to-face using as much as possible environmentally friendly transportation options.
- Sustainability measures have been taken: From avoiding paper through digital platform to the recycling by source separation campaigns lead by the participants students committee in the bootcamps.
- The travel program's carbon footprint has been calculated and compensated by planting trees after careful CO2 estimations and comparison of different options of certified organization to offset emissions.

Long term Impacts

The project has successfully created enabling conditions and communities to create long-term societal and economic impacts. TEAMIT+ aimed to reshape entrepreneurship and innovation education by moving away from the traditional "individual entrepreneur" approach and fostering collaboration among diverse individuals. This shift aligns with UN Sustainable Development Goals (SDGs) and EU policy priorities, particularly the Green Deal, European Education Area, and Recovery Plan.

By equipping young people with green, digital, and teampreneurial skills, TEAMIT+ is preparing the next generation of entrepreneurs, consumers, and educators to drive sustainable change. Additionally, the program integrates "learning by creating" methodologies, where students take an active role in their learning process through practical experience and interdisciplinary teamwork. When looking at the survey shared after Module

3, we observe the average intention to become a green entrepreneur increases of 11% (from an intention of 3.53 out of 5, to 3.92). It is worth notice that the Module 3 participants were selected among other criteria by their motivation and alignment with TEAMIT+ vision. 58% already rated 4 or 5 out of 5 the interest to become a green entrepreneur before their participation in TEAMIT+, this percentage increased to 65% after participating in TEAMIT+. More importantly, 100% of respondents who have undertaken the full programme report they are better prepared to start green entrepreneurship. Showing that TEAMIT+ has given tools to go from interest to action.

Indeed, the responses to the survey conducted 1 year after completion of the first edition Module 3 show how impactful the programme is perceived by the beneficiaries. While the responses (only 4 out of 40, 1 from each country) are not statistically representative, they show consensus. The main skill mentioned spontaneously by all participants is teamwork, particularly in a multicultural context. Other important skills gained are capacity to adapt, confidence, leadership, creativity and capacity to turn ideas into action. This is confirmed in the question where the main impacts are ranked by participants that shows that TEAMIT+ has helped them the most are their capacity to **work efficiently with an international team** (50% very significantly and 50% significantly) and their **motivation to take action to address global and local challenges** (25% very significantly and 75% significantly) followed by capacity to **create innovative and green solutions, entrepreneurship mindset and capacity to develop professionally** (all rated 25% very significantly and 75% significantly). Finally, 3 out of the 4 respondents indicate they are still in contact with other TEAMIT+ participants which shows that the community creation is sustainable.

Beyond its educational outcomes, TEAMIT+ has contributed to conduct research on the fields of entrepreneurship education, sustainability, teampreneurship, and intercultural learning. The research conducted throughout the project is already generating academic outputs, including conference papers such as *“Teampreneurship for Climate Action: An Open Approach to Green Entrepreneurship Education”* and *“Bridging VET and HE through Intercultural Teampreneurship: Pedagogical Innovations for Inclusive Entrepreneurship Education”*. The project's impact has also extended beyond the consortium through independent academic work, including a scientific article by TEAMIT+ participant Asier

Davison on mobility and transport challenges in Greece, a Bachelor thesis developed by Finnish participants and ambassadors, and a collective book chapter on cooperative entrepreneurship and legal frameworks coordinated by UPNA scholars. Furthermore, the knowledge generated through TEAMIT+ constitutes the foundation of an ongoing PhD thesis analysing the project's pedagogical and ecosystem-building dimensions through the Participatory Action Research framework. As part of this research process, Fuzzy Cognitive Mapping (FCM) was used as a semi-quantitative methodology to capture, analyse, and model stakeholders' perceptions regarding the factors influencing the development of entrepreneurial and sustainability competences. These academic contributions ensure that the project's legacy extends beyond its operational lifetime and contributes to the advancement of research on impact entrepreneurship education and collaborative learning methodologies.

To maximize impact and ensure sustainability, the consortium has developed a Communication, Dissemination, and Exploitation Plan, updated at M3, M18, and M36, which outlines target audiences, key messages, and strategic outreach efforts. Engaging educational institutions, policymakers, businesses, and incubators is essential for securing the long-term adoption and transferability of TEAMIT+ methodologies. These efforts start to show results by fostering synergies and identifying ways of collaboration. This progress is illustrated by the 24 diverse partners who have signed partnership agreements with TEAMIT+ members (11 Business entities or NGOs, 7 HE institutions and 6 VET centres), as well as the number of key actors who attended (100 people came in person and more than 300 online views) and actively participated (14 actors¹ intervened as speaker or panellists) at the final event.

In the next section, we provide a summary of the Communication, Dissemination, and visibility initiatives.

Communication, dissemination and visibility

¹ TZBZ S.Coop; European Business Network; Tolosa Inmakulada; The Bench; France Travail; UN Etxea; EU4DUAL; COALEA; Erasmus For Young Entrepreneurs; Comexsoft; Agence Erasmus+ France; Bordeaux Inpulse; Travelling University; ESTIA Entreprendre.

During project implementation, TEAMIT+ has achieved significant results in communication and dissemination, overachieving significantly almost all its KPIs related to communication and dissemination, including the production of learning tools and guidelines. Press releases were another area of success, surpassing the initial target (5) with 36 press releases published announcing major project milestones and events. These have been distributed via local newspapers, stakeholders, and partner organizations' websites to ensure broad dissemination. Notably, key partners such as ESTIA, UPNA, KONFEKOOP, JAMK, and CluBE have contributed to press coverage in multiple languages, reinforcing the project's visibility. Press releases and other media/press appearances are accessible on the TEAMIT+ website under the [Communication Materials - Press Releases](#) section. Many medias in the 4 countries have disseminated the project results. For example, the 1st edition Finnish participants were interviewed and featured in the local media ([Interview-of-Finnish-participants-Tiimiakatemia-April 25](#)), Onda Vasca interviewed Saioa Campo from Konfekoop during the recruitment process of the 2nd edition ([El emprendimiento colectivo y cooperativo se postula como la alternativa real al modelo de éxito individual en Europa - Onda Vasca](#)), the final event was announced in the Greek media Metafox ([TEAMIT+ Final Event: Νέοι από όλη την Ευρώπη παρουσιάζουν καινοτόμες επιχειρηματικές λύσεις](#)) and an article after the final event appeared in a regional media in France ([Bidart : les trois lauréats du programme européen TeamIt mis à l'honneur à l'Estia](#)).

This success extends to the number of interactions and shares in social media and the number of followers. Participants also took ownership of the communication and posted in all social media channels their insights about their participation in TEAMIT+. The Kamanga Influencers association that attended the 2nd edition Module 2 produced a summary video of the event ([24h of Innovation Flagship event in France](#)) that was shared in their different channels and also published in the TEAMIT+ youtube channel.

Moreover, the publication of scientific papers has also exceeded the initial target with 5 scientific publications instead of the original target of 2. Key deliverables published during the last semester of the project, such as the TEAMIT+ white book and replicability guidelines have all been successfully delivered and will allow the scale up and replication of TEAMIT+ activities, further strengthening the long-last impact of the project.

The key communication and dissemination initiatives have been as follows:

Social Media Presence

- ⊕ [TEAMIT+ Website](#)
- ⊕ [TEAMIT+ Instagram](#)
- ⊕ [TEAMIT+ LinkedIn](#)
- ⊕ [TEAMIT+ Facebook](#)
- ⊕ [TEAMIT+ YouTube](#)
- ⊕ [TEAMIT+ TikTok](#)

Social Media Metrics

The following social media metrics have been last updated on May 2026, reflecting TEAMIT+'s important online presence and engagement:

- ⊕ LinkedIn: 627 followers
- ⊕ Instagram: 330 followers
- ⊕ Facebook: 160 followers
- ⊕ YouTube: 42 subscribers and more than 40 videos uploaded

Quality objectives

Please find below an updated assessment of the quality metrics for the TEAMIT+ project. These quality objectives serve to evaluate the project's performance and ensure adherence to the desired standards. The table below presents the updated quality metrics, along with their corresponding evaluations (rated on a 5-point scale).

Metric or Specification	Measure	Evaluation
Delivery on time	Baseline schedule compared to actual dates.	4.5/5. Four deliverables out of the 32 submitted, including this assessment, (that is, 12,5% of deliverables) were

		delayed, but the delays did not affect at all the project progress, and the Project Officer (PO) was always informed.
Delivery on budget	Actual costs compared to budget.	5/5: The project has remained within budget, with no changes and has proven to use the resources efficiently.
Adherence to target value of the project objectives	Comparison of project objectives to deliverables achieved.	4/5: Minor issues have caused that some objectives have not been precisely met as outlined in the Grant Agreement (GA).
Adherence to number of participants per module	Targeted versus actual number of participants per training edition.	Module 1: 523 participants (131% of target). Module 2: 647 participants (81% of target). Module 3: 78 participants completed the full programme due to change in priorities of 2 of selected candidates (98% of target)
Participants feedback on the modules	Satisfaction rate based on post-module questionnaires.	89% of participants reported being satisfied or very satisfied.
Diversity of the profile of the applicants	Comparison of targeted versus actual diversity in participant profiles.	HE: 73% (122% of target) VET: 14% (56% of target) Others: 13% (85% of target) Men: 53% (105% of target) Women: 47% (94% of target)

		Immigrants: 8% (40% of target).
On-Time Completion Percentage	Percentage of tasks completed in accordance with timeline established during the design of the Modules.	90%: Most tasks were completed on time, but delays occurred in distributing the TEAMIT+ passports.
Adherence to the number of coaches that will be trained and will have access to the methodology developed in TEAMIT+	Targeted number trained coaches per edition versus actual number of coaches per edition.	170%: 10 coaches were successfully trained for the first edition, and 12 for the second edition (from which 7 new coaches). Methodologies and training were enhanced for the 2 nd edition, for instance to include the readiness level
Green, digital and resilience skills taught	Targeted number of green, digital and resilience skills included in the training program versus actual number of green, digital and resilience skills included in the training program.	100%: All targeted skills were included in the program.
Green, digital and resilience skills acquisition	Targeted number of TEAMIT+ Innovation and Impact Teampreneurship Passports granted versus actual number of TEAMIT+ Innovation and Impact Teampreneurship Passports granted.	100%: All participants acquired their passport.
Increase in environmental awareness	Percentage of the participants who consider that their knowledge on climate	97%: Self-evaluation questionnaires after Module 1 indicated a high level of awareness improvement.

	change and environmental issues have improved after the event after Module 1.	
Adherence to the number of real business challenges overcome in Module 2	Targeted number of real business challenges overcome in Module 2 versus actual number of real business challenges overcome.	104%: 73 real challenges were addressed during the 24 hour of innovation event (24 in 2024 and 49 in 2025).
Number of new business projects to address environmental climate or societal issues under Module 3	Targeted minimum number of new local initiatives versus actual number of new local initiatives.	105%: 21 new business projects were developed in total across the 2 editions.

Summary of the table:

In short, the project has excelled in budget adherence, participant satisfaction, skill acquisition, and solving business challenges.

Nevertheless, some delays occurred in task delivery; of the 32 deliverables submitted (including the report), **four (12.5%)** were delayed, but these delays had no impact on the project's progress and the project was completed on time. The Project Officer was kept informed about these delays.

TEAMIT+ Tasks and Deliverables status

Timeline: 01/09/2024 - 31/07/2026

Progress: 32 deliverables submitted (including this report) out of 32 planned until 31/08/2026.

Work Package 1: Project Management



Leader: ESTIA

All tasks have been completed:

- ⊕ **Project Management Procedures (T1.1):** Developed the management handbook, structured monitoring tools, and communication plans, established the code of conduct.
- ⊕ **Administration (T1.2):** Managed and provided financial/administrative support, processed cost statements, and prepared meeting agendas.
- ⊕ **Consortium Meetings (T1.3):** Organized the kick-off meeting (Bidart, Fr) and all Consortium Meetings in collaboration with the host partner (Jyvaskyla (Fi), Kozani (Gr), Pamplona (Sp), Kozani (Gr), Oñati (Sp), Banca (Fr)).
- ⊕ **Reporting (T1.4):** Prepared activity reports, ensured sound financial management, ensured completion of project deliverables and communicated with the EC.
- ⊕ **Risk Management (T1.5):** Identified, evaluated, and mitigated project risks.
- ⊕ **Quality Assurance (T1.6 & T1.7):** Recruited QA team and external reviewer; reviewed deliverables to ensure quality.
- ⊕ **Advisory Board (T1.8):** Established an 8-member External Advisory Board with representation from each partner country.

And all deliverables have been submitted:

- ⊕ Project Management Handbook (D1.1) - submitted the 13/12/2023.
- ⊕ Interim Project Assessment (D1.2) - submitted the 26/02/2025.
- ⊕ Final Project Assessment (D1.3) - submitted the 28/08/2026.
- ⊕ Quality Assurance Plan (D1.4) - submitted the 16/12/2023.

Work Package 2: Initial Analysis

Leader: UPNA

All tasks have been completed:



- ⊕ Conducted territorial analyses of societal/economic challenges (T2.1), vocational education & training (VET)-higher education (HE) connections (T2.2), cross-border worker difficulties (T2.3), and cooperative creation barriers (T2.4).
- ⊕ Researched plausible EU legislative solutions to incentivize multinational and virtual cooperatives (T2.5).

And all deliverables have been submitted:

- ⊕ Initial Territorial Analysis (D2.1) - submitted the 28/02/2024
- ⊕ Common Challenges Report (D2.2) - submitted the 27/09/2024

Work Package 3: Learning model development

Leader: JAMK

All tasks have been completed:

- ⊕ Defined the “Learning by Creating” methodology (JAMK) (T3.1)
- ⊕ Developed conceptual/methodological frameworks for modules on climate change (ID) (T3.2), creativity (ESTIA) (T3.3), and teampreneurship (D4E) (T3.4).

And all deliverables have been submitted:

- ⊕ Definition of the scientific background of “learning by creating” methodology and its evaluation (D3.1) - submitted the 08/03/2024.
- ⊕ TEAMIT+ Innovation and Impact teampreneurship Passport design (D3.2) - submitted the 26/02/2025
- ⊕ Coaching guidelines for a successful learning by creating pedagogy (D3.3) - submitted the 05/06/2024
- ⊕ Conceptual notes of Modules on Climate Change (D3.4), Creativity (D3.5), and Teampreneurship (D3.6) - submitted the 30/01/2025.

Work Package 4: Module Design

Leader: ESTIA



All tasks have been completed:

- ⊕ Design of Module 1 (T4.1) - Delivered on 12/10/2024 and 02/12/2025
- ⊕ Design of Module 2 (T4.2) - Delivered on 03-04/12/2024 and 04-05/12/2025
- ⊕ Design of Module 3 (T4.3) - Delivered between 09/01/2025 and 05/12/2025, and between 17/02/2026 and 05/12/2025

And all deliverables have been submitted:

- ⊕ Learning tools and contents on environmental issues and climate change (D4.1) - submitted the 26/02/2025.
- ⊕ Learning Tools on Creativity/Innovation (D4.2) - submitted the 26/02/2025.
- ⊕ Learning Tools on Intercultural Teampreneurship (D4.3) - submitted the 26/02/2025.

Work Package 5: Training Implementation

Lead: MUE

All tasks have been completed:

- ⊕ Coordinate and co-create the learning objectives into the proposed set of activities (T5.1)
- ⊕ Recruitment of participants (T5.2)
- ⊕ Implementation of the course content (T5.3)

And all deliverables have been submitted:

- ⊕ Social4Impact course conclusion videos (D5.1) - submitted the 29/09/2025
- ⊕ Social4Impact course conclusion videos 2nd edition (D5.2) - submitted the 31/07/2026.
- ⊕ Module 1&2 summary reports (1st edition) (D5.3) - submitted the 22/08/2025
- ⊕ Module 1&2 summary reports (2nd edition) (D5.4) - submitted the 25/08/2026.
- ⊕ Climate commitments booklet (D5.5)- submitted the 26/08/2026.
- ⊕ TEAMIT+ replicability guideline (D5.6)- submitted the 25/08/2026.

Work Package 6: Dissemination and Communication

Leaders: CLUBE, ESTIA

All tasks have been completed:



- ⊕ Promotion of the project and its results (T6.1)
- ⊕ Creation of a network of impact entrepreneurs (T6.2)
- ⊕ Positioning of the project at European level (T6.3)
- ⊕ Exploitation and course sustainability (T6.4)

And all deliverables have been submitted:

- ⊕ Project Website (D6.1) - submitted the 13/12/2023.
- ⊕ Dissemination and Exploitation Plan (D6.2) - submitted the 24/01/2024.
- ⊕ Dissemination and Exploitation Plan Update M18 (D6.3) - submitted the 26/02/2025.
- ⊕ Dissemination and Exploitation Plan Update M36 (D6.4) - submitted the 27/08/2026.
- ⊕ Communication Materials (D6.5) - submitted the 29/03/2024.
- ⊕ Communication Materials Update M18 (D6.6) - submitted the 26/02/2025.
- ⊕ Communication Materials Update M36 (D6.7) - submitted the 27/07/2026.
- ⊕ Events Report (D6.8) - submitted the 29/03/2024.
- ⊕ Events Report Update M18 (D6.9) - submitted the 26/02/2025.
- ⊕ Events Report Update M36 (D6.10) - submitted the 25/08/2026.
- ⊕ TEAMIT+ White Book (D6.11) - submitted the 28/08/2026.

KPI Scoreboard

The table below highlights the actual and expected outcomes, alongside the performance metrics, for the TEAMIT+ project so far. Profile of the applicants

Key Performance Indicator	Units Of Measurements	Target Value	Lead Partner / Partners Contributions	Achievement Up To Date (Cumulative)	Performance
People trained per TEAMIT+ training edition	Nº of participants per module	Module 1: 400 (200/year)	ID	523	131%
		Module 2: 800 (400/year)	Flagship event : 240 Local event : 80 Local event : 80	647	81%

Key Performance Indicator	Units Of Measurements	Target Value	Lead Partner / Partners Contributions	Achievement Up To Date (Cumulative)	Performance
		Module 3: 80 (40/year)	D4E	78	98%
Students feedback on the modules	Satisfaction Rate measured in the questionnaires completed after the modules	At least 80% of students satisfied or very satisfied	NA	89%	111%
Profile of the applicants guarantees inclusive education	Type of profile of the applicants	60% HE	NA	73%	122%
		25% VET	NA	14%	56%
		15% Others (job seekers, etc.)	NA	13%	85%
		50% men	NA	53%	105%
		50% women	NA	47%	94%
		20% immigrants	NA	8%	40%
On-Time Completion Percentage	% of tasks completed in accordance with timeline established during the design of the Modules	90%	NA	90%	100%
Replicability of the TEAMIT+ training programme	TEAMIT+ replication guideline	1 TEAMIT+ replication guideline	ESTIA	1	100%
	TEAMIT+ white book	1 TEAMIT+ white book	KAYA	1	100%
	Nº of coaches that will be trained and will have access to the methodology developed in TEAMIT+	10 coaches per edition	To be distributed among partners.	17	170%

Key Performance Indicator	Units Of Measurements	Target Value	Lead Partner / Partners Contributions	Achievement Up To Date (Cumulative)	Performance
Green, digital and resilience skills taught	Nº of green, digital and resilience skills included in the training programme	Green skills = 8	5 by ID in Module 1, 4 by ESTIA in Module 2, 2 by D4E in Module 3	8	100%
		Digital skills = 4	3 by ID in Modules 1, 4 by ESTIA in Module 2, 4 by D4E in Module 3	4	100%
		Resilience skills = 6	1 by ID in Modules 1, 3 by ESTIA in Module 2, 6 by D4E in Module 3	6	100%
Green, digital and resilience skills acquisition	Nº of TEAMIT+ Innovation and Impact Teampreneurship Passports granted	Module 1: 400 (200/year)	ID	523	131%
		Module 2: 800 (400/year)	ESTIA	647	81%
		Module 3: 80 (40/year)	D4E	78	98%
Increased environmental awareness	% of the participants who consider that their knowledge on climate change and environmental issues have improved after the event after Module 1	At least 80% of the participants	ID	97%	121%
Boost of local initiatives to address environmental climate or societal issues	Commitment Booklets developed	8 in total: 4 Commitment Booklets per edition (1 per country involved)	ID	8	100%
	Nº of local initiatives derived from Module 1 are visualized through short presentations	At least 10 local initiatives	ID	8	80%
Increase collaboration between	Real business challenges overcome in Module 2	30 to 40 real challenges (60 to 80 in total)	ESTIA	73	104%

Key Performance Indicator	Units Of Measurements	Target Value	Lead Partner / Partners Contributions	Achievement Up To Date (Cumulative)	Performance
participants and businesses	Nº of actors (enterprises, associations, local authorities) attending to Module 1 event	At least 10 actors per edition (--> 20)	ID	14	70%
Cooperative business projects arising from TEAMIT+	Nº of cooperative business projects involving people from different backgrounds	In Module 3, 10 business projects per edition (10 teams in each edition, and since there will be 2 editions 20 in total)	D4E	21	105%
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of HE and VET centres reached	25 HE and 20 VET centres in total	ESTIA, UPNA, MUE, JAMK, ORAMA: 5 HE & 4 VET centers each.	65	144%
	Nº of agreements closed with other institutions for their involvement in future editions	Around 20 agreements: 5 HE institutions; 5 VET institutions; 10 business entities, cooperatives, associations or NGOs	ESTIA, UPNA, MUE, JAMK, ORAMA: 1 HE & 1 VET center each. All partners: 1 other	24	120%

Key Performance Indicator	Units Of Measurements	Target Value	Lead Partner / Partners Contributions	Achievement Up To Date (Cumulative)	Performance
	Nº of volunteers trained for the replication of Module 1 in different countries	About 12 young volunteers from New Aquitaine per edition (24 in total)	ID	23	96%
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	20 in total	All partners: 2	54	275%
	Project website views	25 000 views	CLUBE	16 534	66%
	Number of brochures and newsletters	1 Brochure	CLUBE	1	100%
		1 generic poster	CLUBE	1	100%
		12 newsletters (one every 3 months)	CLUBE	12	100%
	Number of followers, number of interactions and shares in social media	Facebook, Twitter, LinkedIn: >500 followers	CLUBE	1 056	211%
		Facebook, Twitter, LinkedIn: >2,000 interactions and shared in social media.	CLUBE	3 168	158%
	Number of Press Conferences and Press Releases	1 Press Conference	CLUBE	1	100%
		5 press releases	ESTIA, UPNA, JAMK, CLUBE, KKOOP: 1 each	36	720%

Key Performance Indicator	Units Of Measurements	Target Value	Lead Partner / Partners Contributions	Achievement Up To Date (Cumulative)	Performance
	Number of presentation days	12 presentation days with Educational institutions (3 per country)	ESTIA: 2, UPNA: 2, MUE: 2, JAMK: 2, CLUBE: 1, ID: 1, ORAMA: 2	38	317%
		> 4 for companies and entrepreneurs (1 per country)	JAMK: 1, CLUBE: 1, ID: 1, KKOOP: 1	8	200%
		> 4 for the different administrative levels (1 per country)	JAMK: 1, CLUBE: 1, ID: 1, KAYA: 1	8	200%
	Number of final event	Mixed Final Event and 3 national promotional campaigns led by MUE, ESTIA and JAMK	MUE, ESTIA, JAMK	1	100%
	Number of external European Events attended	3 events	ESTIA, MUE, JAMK: 1 each	7	233%
	Number of scientific publications	2 papers	UPNA (WP2)	5	250%

The overall KPIs average performance is 139%, highly overachieving the project targets. The most relevant KPIs to achieve the greatest impact are the ones that have contributed to systemic change beyond the anticipated outcomes as demonstrated in the published papers and the presentations in conferences.

Analysis of the KPI

The KPI table highlights numerous key achievements:

- ⊕ All work packages have successfully achieved most of the related KPIs.
- ⊕ Good numbers of overall training participants, while Module 2 was slightly under the target (performance of 81%), Module 1 overachieved its target (131%).

- ⊕ High student satisfaction rates (89%) exceed the 80% target, indicating the modules' quality and impact.
- ⊕ Climate awareness initiatives had strong results (97% of participants improved their knowledge).
- ⊕ Communication and dissemination KPIs are in most cases significantly overachieved.
- ⊕ The project sets strong emphasis on building partnerships (24 signed agreements out of the 20 targeted) and thinking of long-term impact and replicability (the white book has been developed as an online interactive document but also as a printed publication).
- ⊕ The project has contributed successfully to research on relevant fields of sustainability, and entrepreneurship in an international context.

Nonetheless, the project faced challenges in the following areas:

Meeting diversity targets

- ⊕ Overall Module 2 training participants are below target. There were challenges in participant reach and engagement, particularly during the first edition that were not fully compensated during the 2nd edition despite the efforts due to conflict with exams and other events.
- ⊕ Only 56% of the vocational education and training participants target were achieved (14% instead of the 25%). This shows a gap in attracting participants in that category.
- ⊕ Immigrants are also underrepresented with only 40% achievement (8% instead of 20%). One of the main reasons is the lack of VET centres as part of the consortium after the departure of KEK ORAMA after the first edition. The level of fluency in English required to be part of the programme is also a barrier for some targeted categories.

A variety of measures were taken for the second edition:

- ⊕ Intensify efforts to promote and monitor Module 2 participation to align with target numbers. This allowed the consortium to focus on the target audiences most needed in the different locations.

- ⊕ Accelerate engagement with businesses and local actors to ensure collaboration and impactful results.
- ⊕ Focus on communication and dissemination activities to enhance visibility and reach broader audiences.
- ⊕ Strengthen recruitment strategies for VET participants through targeted presentation days, partnerships with VET institutions, and explaining how the TEAMIT+ program will be relevant to their career paths.
- ⊕ Enhance efforts to achieve gender balance.
- ⊕ Focus on immigrant inclusion by collaborating with relevant organizations. The engagement with Kamanga during the 2nd edition Module 2 recruitment was key to improve the diversity targets. This association, founded by young people of African descent in Bilbao, gives access to a professional audiovisual production space well equipped where young people can learn, collaborate, and develop content with social impact.
- ⊕ Additionally, ensure that data collection methods capture overlaps between categories, such as immigrants in HE, to provide a more accurate reflection of diversity. The indicated KPI results include the total amount of immigrants whether they are enrolled in HE/VET or not.

These measures improved the progress against the diversity targets but were not enough to achieve the overall targets. The ambitious diversity targets set by TEAMIT+ programme which were fully aligned with the programme vision were at the end difficult to reach.

Mobilization of local actors

- ⊕ While Module 1 fully achieved the targets for the 1st edition, this was not the case for the 2nd edition regarding: number of initiatives derived from the activity, number of external actors, and number of volunteers. This was due to last minute cancellations from some initiatives and actors, particularly when long commuting or travels were expected. It was also decided to give more time to participants to take active part in the different workshops thus reducing the number of actors attending the event (4 for the second edition instead of the 10 actors who attended Module 1). In parallel, while the number of initiatives was lower, the quality was improved from the first edition. [WATCH HERE THE presentation of some of the initiatives.](#)

Differences in communication channels compared to design

- ⊕ The LinkedIn *group* was replaced by a [LinkedIn TEAMIT+ project page](#) (627 followers), complemented by the D4E Hub online platform (<https://hub.diversity4equality.com/>) and WhatsApp groups allowing active interactions between the participants.
- ⊕ The number of views of the website was lower than expected (16 534 instead of 25 000). However, the average engagement time of 3 minutes and 16 seconds and an engagement rate of 59.9% both show that users who arrived were genuinely reading, exploring, and engaging with the project's content on the website.
- ⊕ The average number of videos views was low (71 views/video). This relatively low performance is explained by the fact that TEAMIT+ published a significant large number of videos almost 80 instead of the original 5 planned. The total number of TEAMIT+ videos views was 5 438, and the 5 most viewed videos had an average number of views of 548 views, more than doubling the target, thus a performance of 219%.

Consortium Reflection and Lessons Learned

Looking back on the implementation of TEAMIT+, the consortium considers that the project has successfully achieved its core objective of creating and validating an innovative European entrepreneurship learning pathway combining sustainability, entrepreneurship, intercultural collaboration, and practical action. While some quantitative targets were only partially achieved, particularly regarding the participation of VET learners and immigrants, the overall results demonstrate a strong educational, societal, and economic impact, with most KPIs achieved or exceeded.

An important strength of the project was the consortium's ability to learn from the first edition and continuously improve the programme. The lessons identified in the interim assessment were translated into concrete actions for the second edition, including strengthened recruitment efforts, improved coordination between countries, enhanced coaching preparation and alignment, dedicated support for team coaches, refinement of learning activities, and targeted measures to increase participant diversity. These adjustments resulted in higher participation numbers, improved coaching quality, stronger intercultural collaboration, and a more structured learning experience.

The project also confirmed that impact entrepreneurship education benefits significantly from experiential learning, multidisciplinary teamwork, and international mobility. At the same time, the consortium learned that ambitious diversity objectives require long-term partnerships with specialised organisations and sustained outreach efforts beyond traditional higher education networks. Overall, TEAMIT+ has validated its methodology, generated valuable resources for replication, and laid the foundations for future initiatives, research activities, and European collaborations that will continue beyond the project's lifetime.



ANNEXES

[1] Carbon Footprint Overview

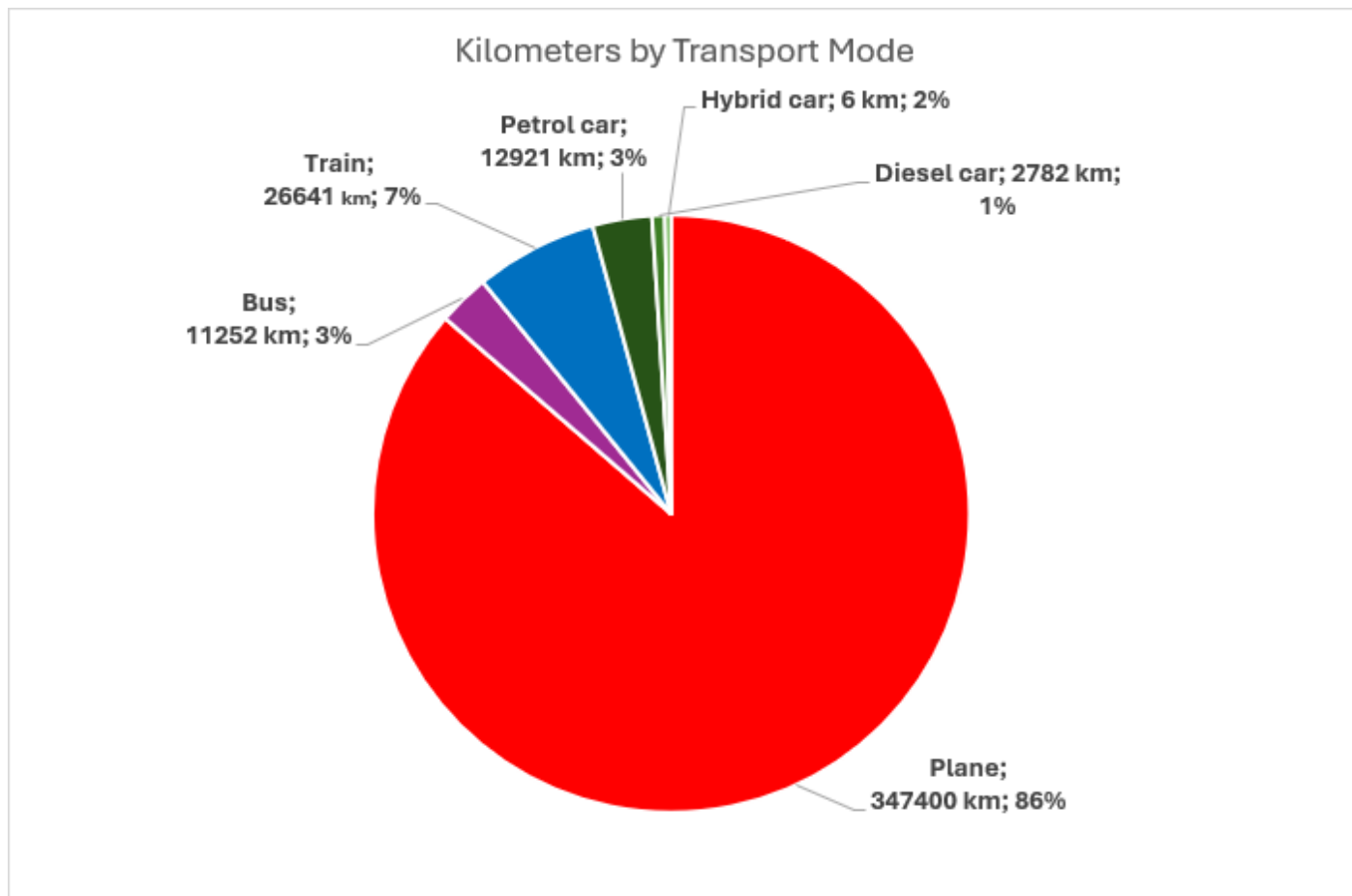


FIGURE 1 DISTRIBUTION OF KILOMETERS BY TRANSPORT MODE

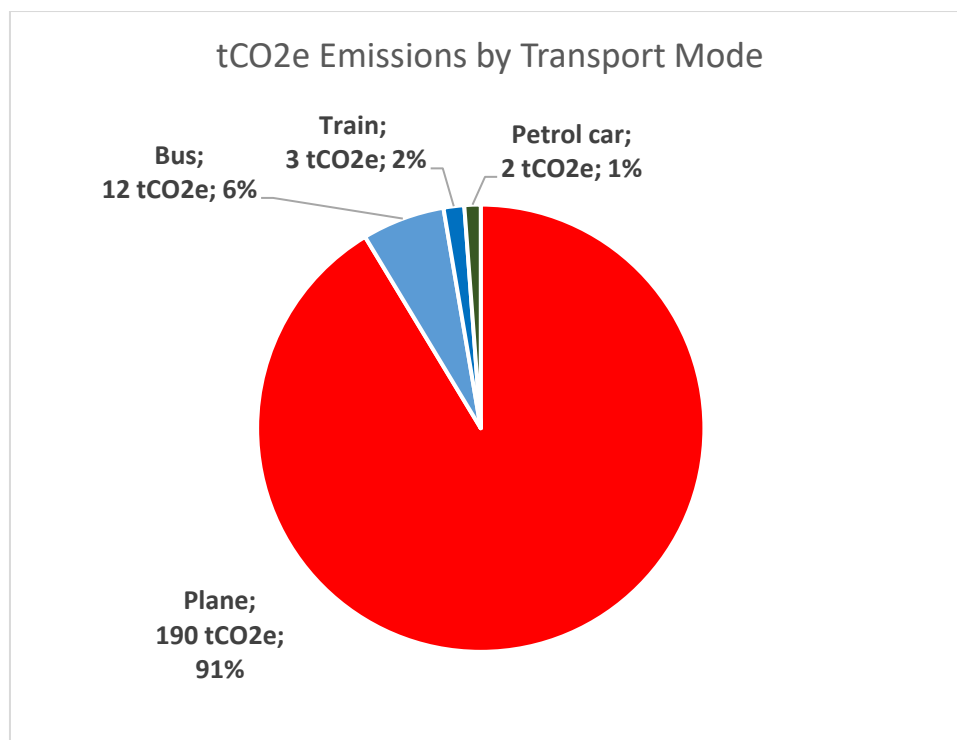


FIGURE 2 GREENHOUSE GAS EMISSIONS BY TRANSPORT MODE IN TCO₂E AND PERCENTAGE

[2] Impact survey 1 year after Module 3 completion

4. What do you feel are the three most valuable skills you have gained from participating in TEAMIT+?

4 Réponses

ID ↑	Nom	Réponses
1	anonymous	1. Leadership 2. I developed new skills to work in teams 3. Creativity
2	anonymous	Teamwork, Adaptability, Turning ideas into impactfull action
3	anonymous	Working in a multicultural team Working remotely with my team Vocabulary in terms of environmental sustainability
4	anonymous	The three most valuable skills I gained from participating in TEAMIT+ are teamwork and collaboration, problem-solving through real-life challenges, and communication with people from different cultures. The program also helped me become more adaptable and confident when working in international teams

5. Please answer for each of the aspects below, to what extent participating in TEAMIT+ has helped you to increase your :

● Not at all ● Slightly ● Moderately ● Significantly ● Very significantly

Knowledge about social and environmental global challenges?

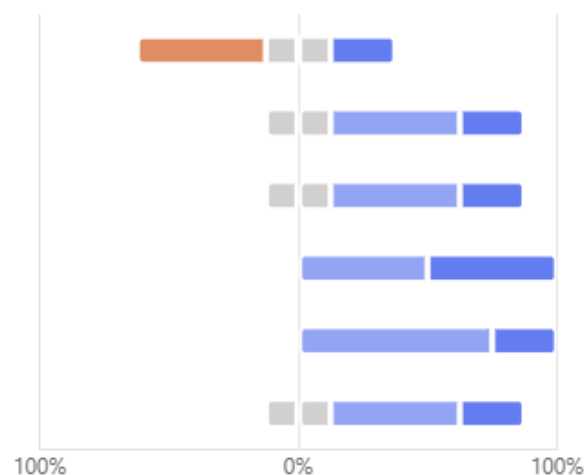
Capacity to create innovative and green solutions?

Entrepreneurship mindset?

Skills to work efficiently with an international team?

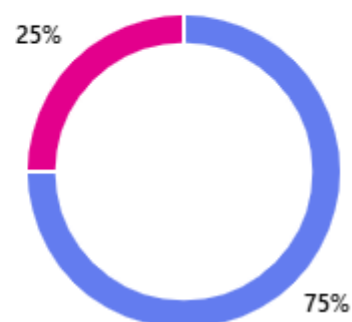
Motivation to take action to address global and local challenges?

Capacity to develop professionally?



6. Are you still in contact with TEAMIT+ participants ?

● Yes 3
● No 1



7. Please share any additional message to TEAMIT+ organizers, or future participants

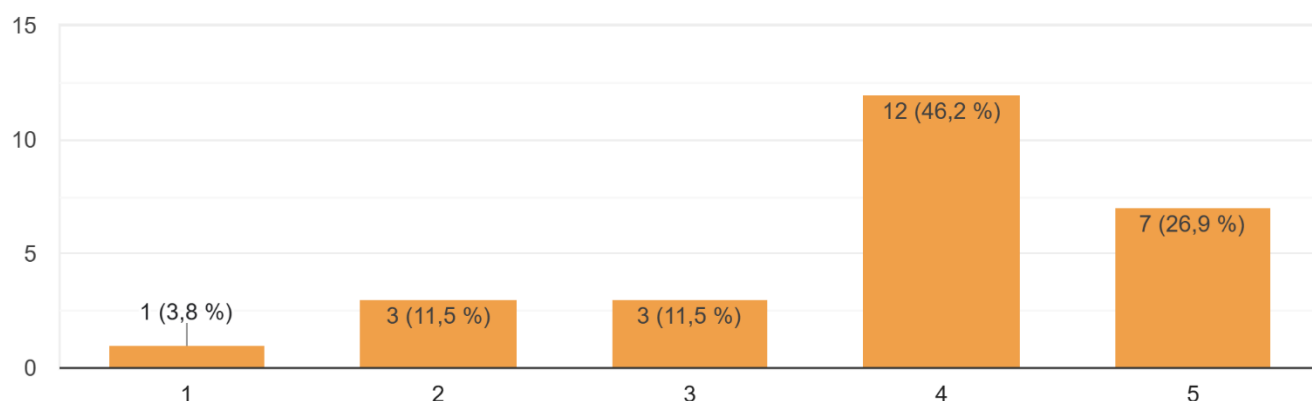
4 Réponses

ID ↑	Nom	Réponses
1	anonymous	It was an incredible experience. I've grown a lot personally. Thank you so much for giving me the chance to be a part of TEAMIT.
2	anonymous	Even though after my graduation I followed a more classic path and I work for a big company, the entrepreneur mindset help me on my daily job
3	anonymous	Ongoing feedback in a very open environment would help some participants get stuff off their chest
4	anonymous	I would like to thank the TEAMIT+ organizers for creating such an inspiring and meaningful experience. Your dedication, support, and passion made a real difference. Please continue the amazing work you are doing, because this program truly helps young people grow, build confidence, and create lifelong friendships across cultures. To future participants: make the most of every opportunity, step outside your comfort zone, and enjoy every moment. TEAMIT+ is an experience you will never forget

[3] Surveys after Module 3 (compilation of both editions)

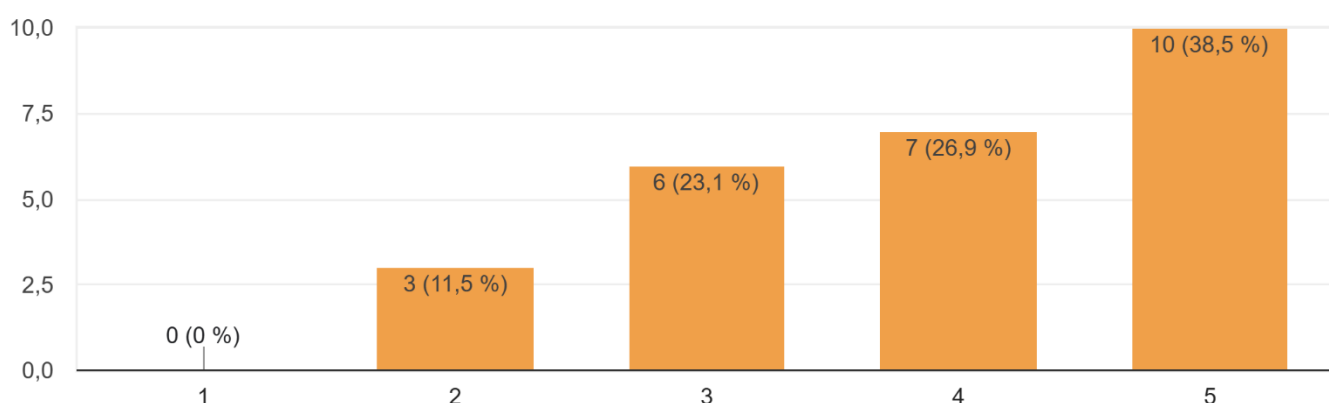
ENTREPRENEURSHIP INTENT Rate your intention to start a business after the TEAMIT+ program (1-5, where 5 is the highest degree of intention)

26 réponses



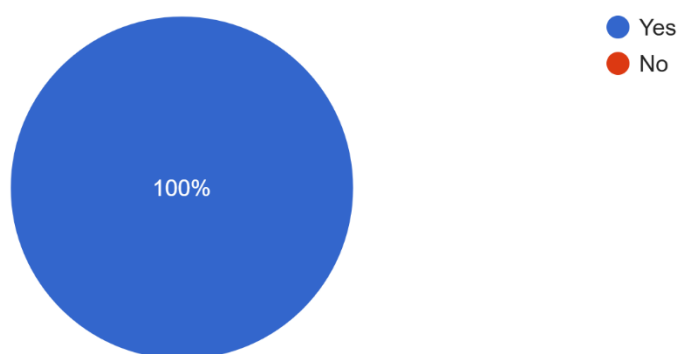
GREEN ENTREPRENEURSHIP INTENT Rate your intention to start an environmentally sustainable or GREEN business after the TEAMIT+ program (1-5, where 5 is the highest degree of intention)

26 réponses



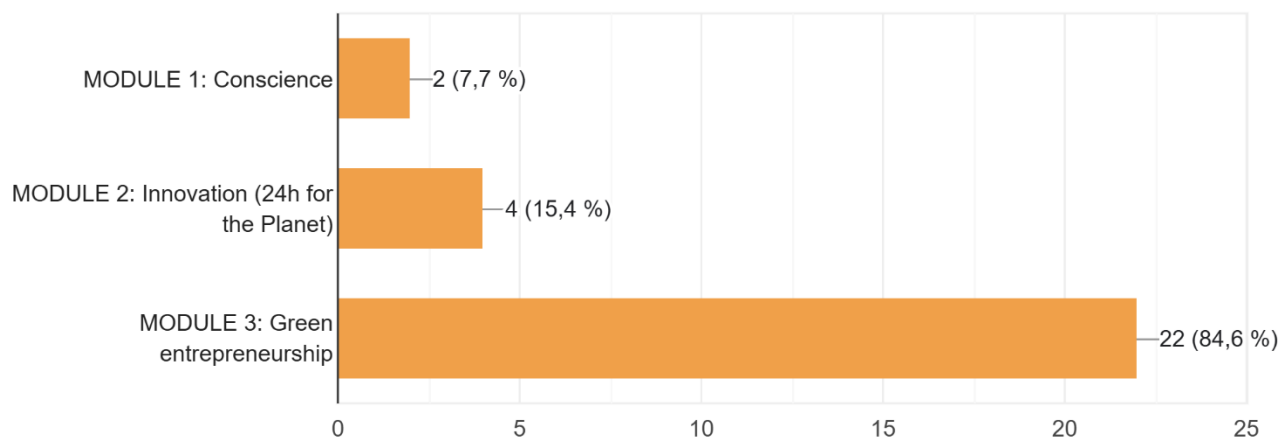
GREEN ENTREPRENEURSHIP CAPACITY: Do you feel better prepared to start a green entrepreneurship after module 3?

26 réponses



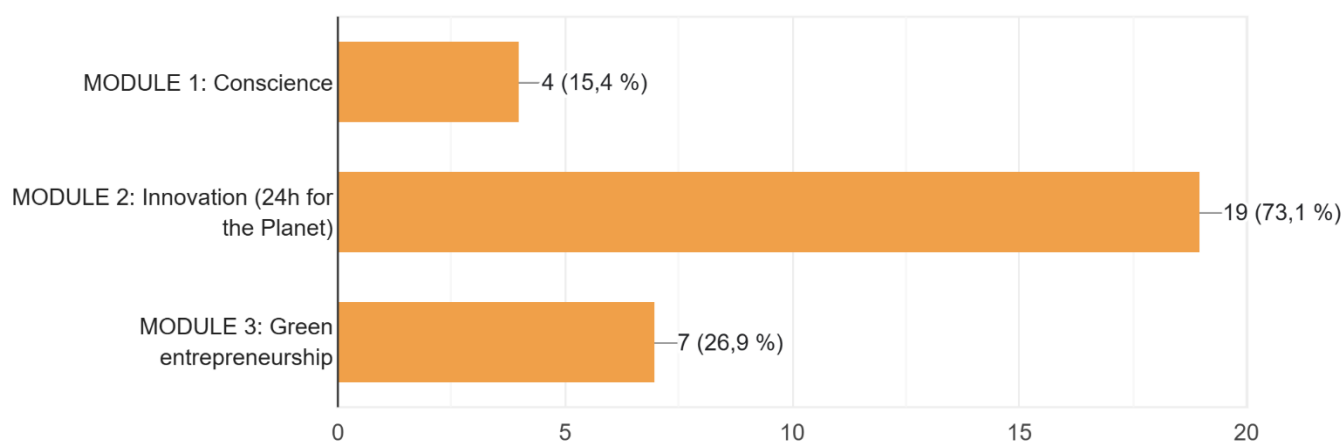
Please give further details on the modules that contributed the most to you **WANTING** to do green entrepreneurship. Which module inspired you the most in order to start a green business

26 réponses



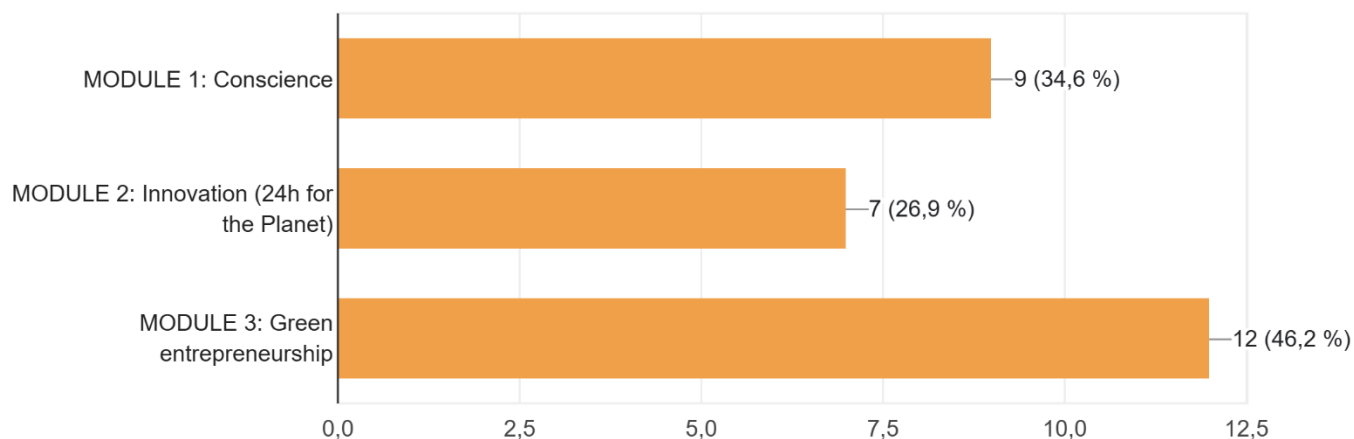
And which was the **SECOND** module to inspired you the most to start a green business

26 réponses



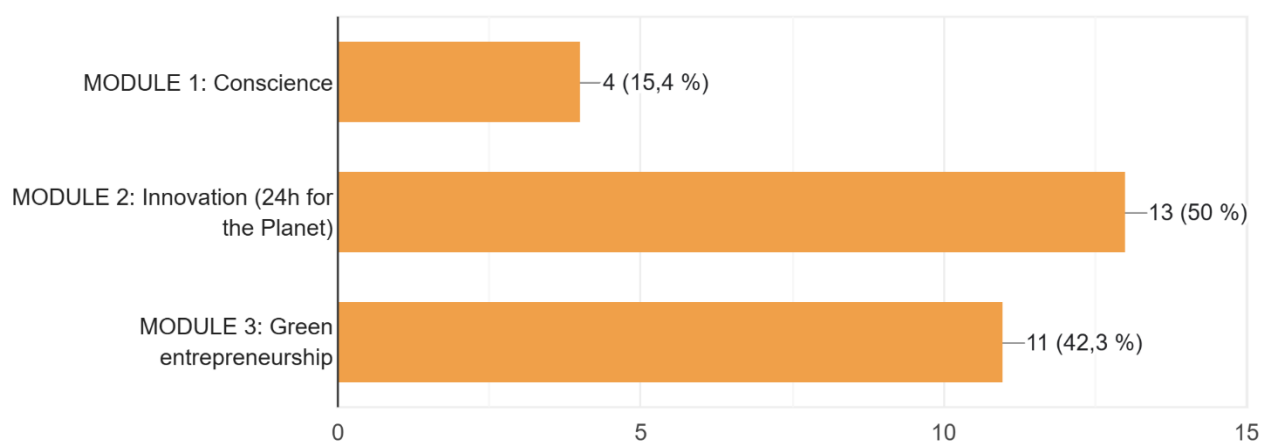
Please give further details on the modules that contributed the most to you gaining SKILL to develop a green entrepreneurship. What order help...ship. Which module did you feel you needed first?

26 réponses



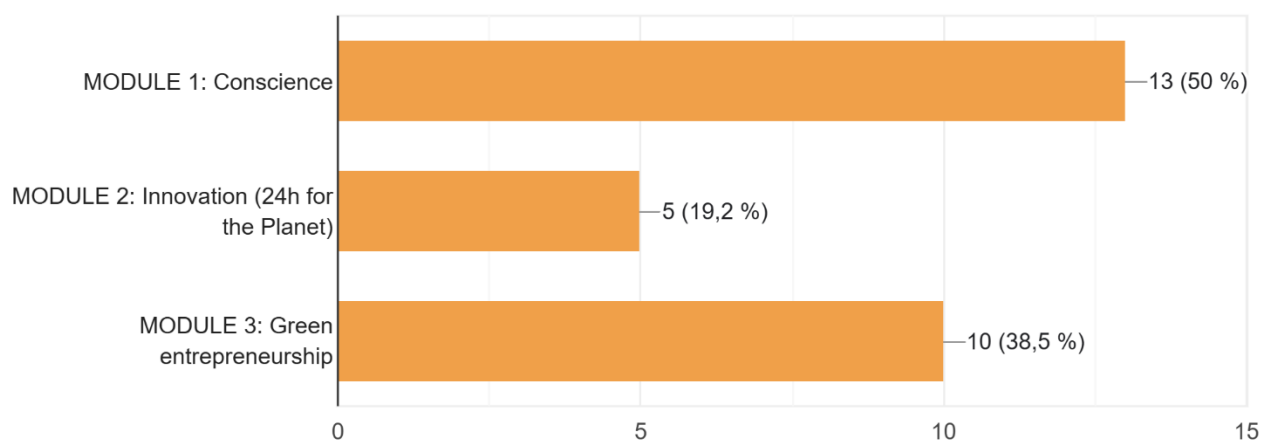
Which module did you feel you needed after?

26 réponses



Which module did you feel you needed last?

26 réponses



WHY DON'T YOU FEEL MORE CAPACITATED

Please give further details on the modules that contributed the most **NEGATIVELY** to you **NOT WANTING** to do green entrepreneurship. Please order the modules in terms of their progressive negative contribution. Which module did you feel was the most negative?

0 réponse

Il n'y a actuellement aucune réponse à cette question.

Please give further details on the modules that contributed the most **NEGATIVELY** to you **NOT WANTING** to do green entrepreneurship. Please order the modules in terms of their progressive negative contribution. Which module did you feel was the the least most negative?

0 réponse

Il n'y a actuellement aucune réponse à cette question.

Please explain why you chose such order

0 réponse

Il n'y a actuellement aucune réponse à cette question.

FINAL COMMENTS

Any thing else you like to add on what has changed in your intention to do **green entrepreneurship** as a result of the TEAMIT+ program?

I also want to do it in team

It has been a really good experience and a perfect opportunity

before this program i came totally with another mindset, not only regarding green entrepreneurship, I was another person. Actually as a result of TEAMIT+ I'm more conscious about the situation of the world, the importance of being sustainable, the necessity that the world has to unify and to be committed.

If you really want to achieve sth you can do it

It made me believe that's is more possible to create a green entrepreneurship and they are a lot of great people with amazing ideas.

I was already aware about the climate crisis and I already started to work on that with association and in my current job. Teamit gave me another way and « new glasses 🧐 » to tackle the climate crisis thanks to the entrepreneurship by living the entrepreneurship on concrete exemples, with lovely and relevant coaches! Such a beautiful experiment !

People! People that they have the willingness to change the planet to a better place for everyone!

I think that creating such a diverse community (culture-wise) was an element that made me realize that we're all facing the same problems. It doesn't really matter where you create impact because we're all in this together. And that opens the specter of possible problems to adress.

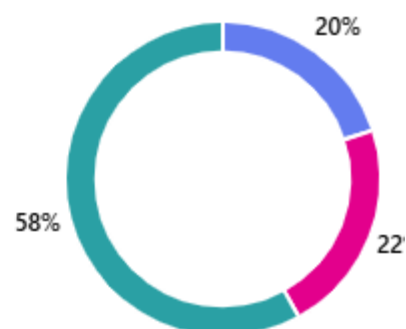
Little bit shorter days, it was sometimes too much information in one day and some breaks would be great for the future

[4] Surveys after Module 2 – 2nd edition

Self-evaluation after the 24 hours innovation for the planet

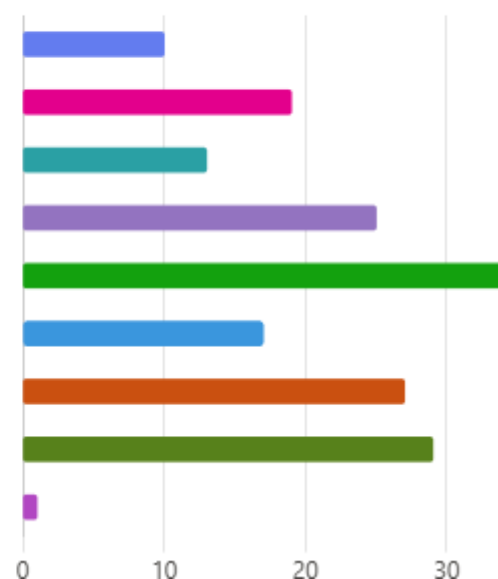
1. In which country did you attend?

Finland	10
Greece	11
France	29



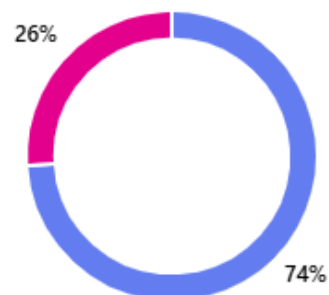
2. What do you feel you have learnt thanks to this event?

Consumption patterns	10
Personal life impact	19
Global information	13
Environmental and social challenges	25
Innovation and creativity methods	34
Entrepreneurship skills	17
Pitching skills	27
Time management	29
Autre	1



3. Did your group presented an innovative idea in front of a large audience (more than 200 people) during the 24h challenge?

● Yes 37
● No 13



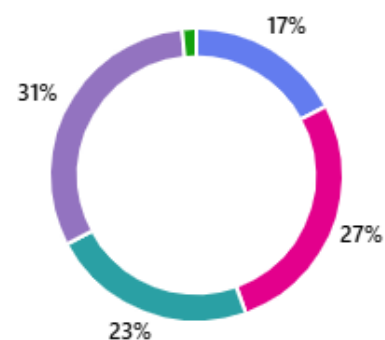
4. Did your group interact with a company (or project representative) about a problematic linked to at least one Sustainable Development Goal during the 24h challenge?

● Yes 46
● No 4



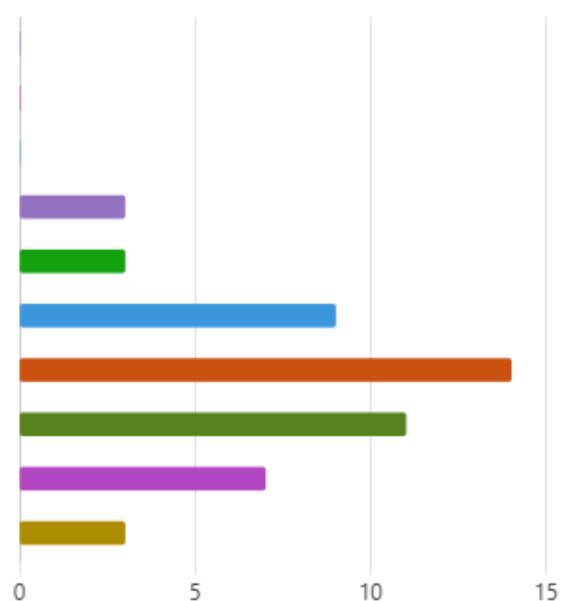
5. What do you feel that you have enjoyed during this event?

Discovering new methodologies	22
Meeting people with similar interests	35
Meeting with companies and organizations	29
Having fun	40
Autre	2



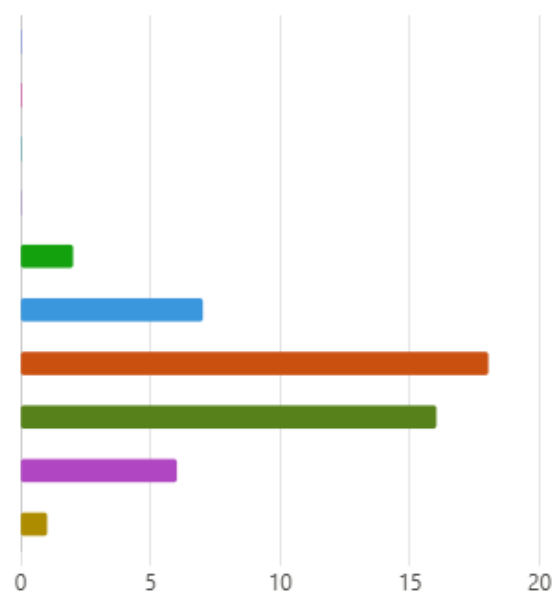
6. Please rate your current capacity to pitch in front of a large audience after the event, out of 10 (1 very poor, 10 expert)

1	0
2	0
3	0
4	3
5	3
6	9
7	14
8	11
9	7
10	3



7. Please rate your current general knowledge on innovation and creativity techniques after the event, out of 10 (1 very poor, 10 expert)

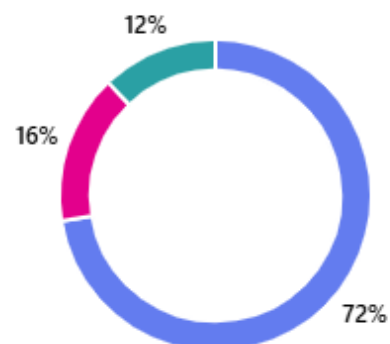
1	0
2	0
3	0
4	0
5	2
6	7
7	18
8	16
9	6
10	1



Satisfaction form after the 24 hours innovation for the planet

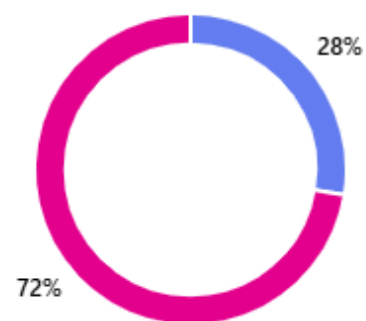
1. In which country did you attend te 24H challenge?

● France	42
● Finland	9
● Greece	7



2. Did you participate on the Module 1 of TEAMIT+ ?

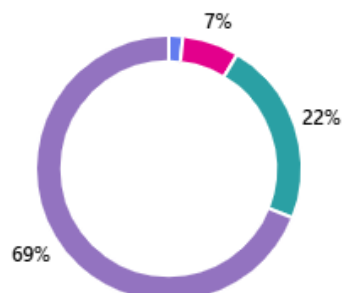
● No	16
● Yes	42



3. Overall, did you enjoy the 24h of innovation event ?

[En savoir plus](#)

0 - Not at all	1
1 - A little	4
2 - Quite	13
3 - Very much	40



4. What was your favorite part ?

[En savoir plus](#)

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Réponses

Dernières réponses

"For me the best part was the final pitch where you realize you are talking in f..."

"Working with my friends, sharing ideas with each other and also having fun"

"My favorite part was during the night, when the whole team started working..."

...

15 répondants (26%) répondu work pour cette question.

[Mettre à jour](#)

Word cloud visualization of responses for question 4. The central word is "work". Other prominent words include "solution to the problem", "Team working", "Exchange with other people", "final solution", "worked more effectively", "new people", "people ready", "24h", "different people", "Les activités", "ideas and solutions", "Working on the project", "Metting people", "Meeting people", "Work with my team", "pitch", "best", "project", "solutions", and "Metting people".

5. What did you like least?

[En savoir plus](#)

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Réponses

Dernières réponses

"At least, I really appreciate the exchanges with our mentor, a really interesting pers..."

"The fact that we had to summarise all of our ideas into one"

"Our project leader was not able to be available for the award ceremony, and he ad..."

...

7 répondants (12%) répondu project pour cette question.

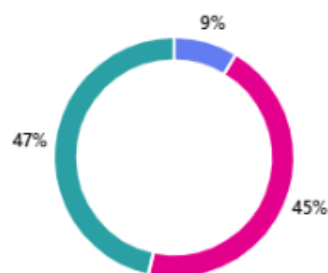
[Mettre à jour](#)

drone project Chose the projects spanish project leader english good project should be in english
 Not sleeping french work project sleep fact La project and bc
 lack of sleep translation sleep conditions project owner

6. What did you think of the logistics and organisation ?

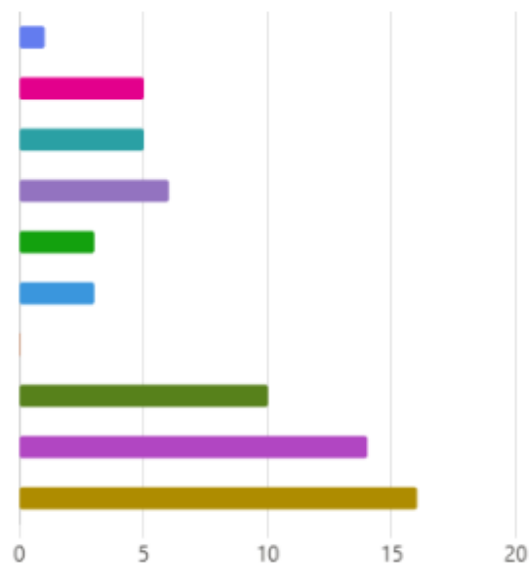
[En savoir plus](#)

- 1 - a little satisfied 5
- 2 - quite satisfied 26
- 3 -very much satisfied 27



7. Select the skills you think you developed/improved during this event :

● Adopt ways to reduce negative impact of consumption	1
● Browser, search and filter data, information and digital content	5
● Browser, search and filter data, information and digital content	5
● Creatively use technologies	6
● Develop digital content	3
● Environmental engineering	3
● Browser, search and filter data, information and digital content	0
● Solve problems	10
● Work in teams	14
● Think innovatively	16



8. Do you feel that during the event your opinions would be listened ?

● Yes	54
● No	4

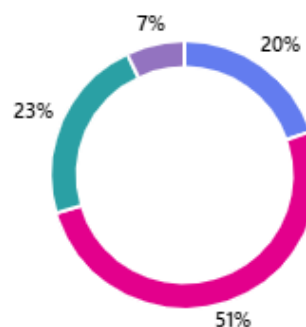


[5] Surveys after Module 1 – 2nd edition

Self-evaluation after the Ecology & Solidarity Transitions Day

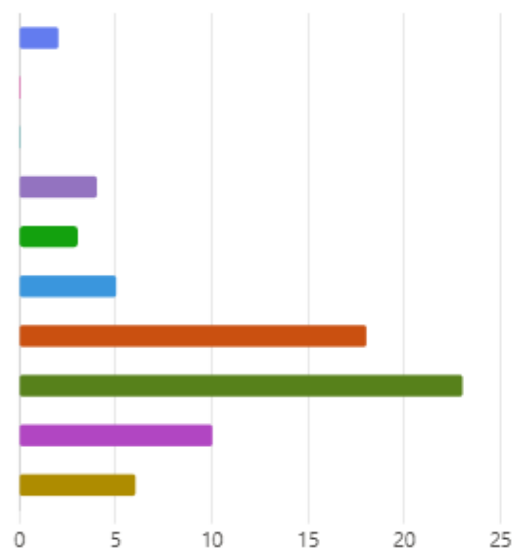
1. In which country did you attend?

France	14
Spain	36
Finland	16
Greece	5



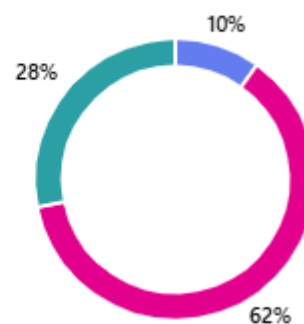
2. After the event, if you had to rate your general knowledge of the environment and climate change out of 10 (1 very poor, 10 expert)

1	2
2	0
3	0
4	4
5	3
6	5
7	18
8	23
9	10
10	6



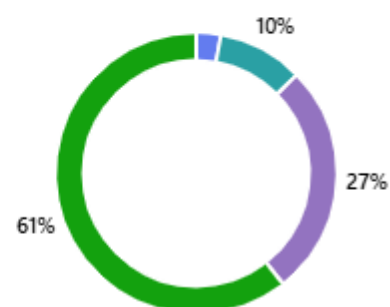
3. Do you feel that you have a **better** awareness of environmental legislation and policies after the event ?

● No, the same	7
● Yes, a little	44
● Yes, a lot	20



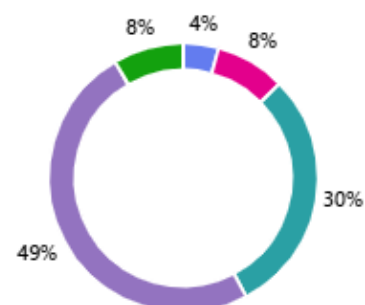
4. After the event, what impact do you think human activities have on the environment?

● 1 (nonexistent)	2
● 2 (slight)	0
● 3 (moderate)	7
● 4 (significant)	19
● 5 (extremely strong)	43



5. Now, in your opinion, what impact does your personal behaviour have on the environment?

1 (nonexistent)	3
2 (slight)	6
3 (moderate)	21
4 (significant)	35
5 (extremely strong)	6



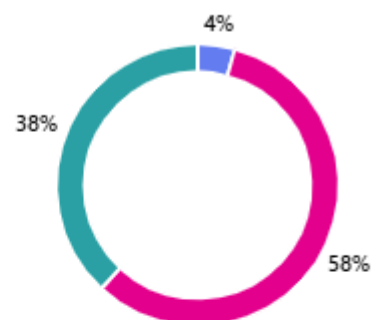
6. Do you want to make more efforts to reduce your negative impact on the environment?

No	2
Yes I want to try	35
Yes I really want to change some things	34



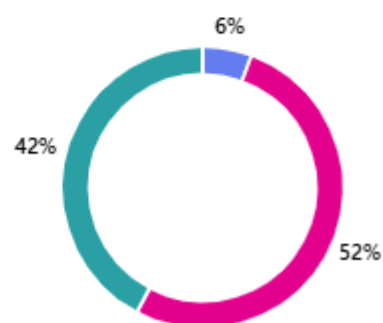
7. Has this event taught you things you didn't know about the environment and solidarity?

● Not at all	3
● Yes a little	41
● Yes a lot	27



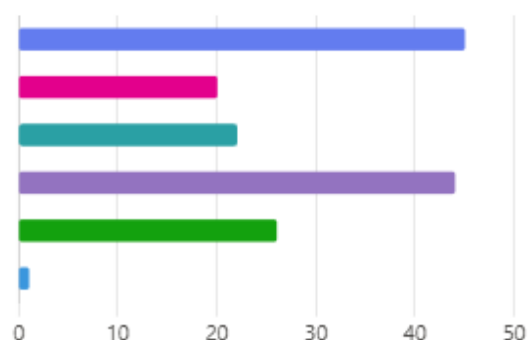
8. Do you feel that you have improved your knowledge about the environment and solidarity thanks to the event?

● Not at all	4
● Yes a little	37
● Yes a lot	30



9. What subject(s) did you learn most about at this event?

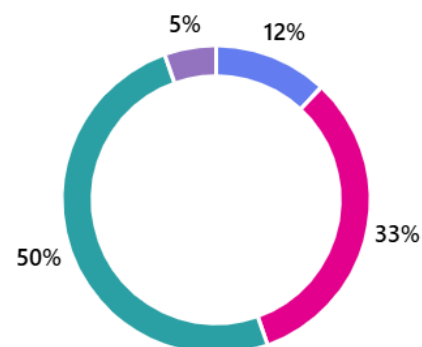
● Global information	45
● Legislation and policies	20
● Consumption patterns	22
● International impact	44
● Personal life impact	26
● Autre	1



Satisfaction form after the Ecology & Solidarity Transitions day

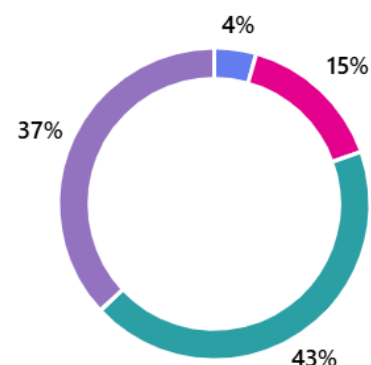
1. In which country did you participate ?

● France	11
● Spain	30
● Finland	46
● Greece	5



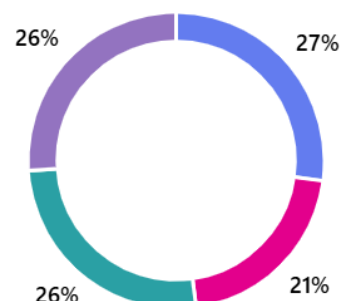
2. Overall, did you enjoy the event ?

● Not at all	4
● Yes, a little	14
● Quite	40
● Very much	34
● Autre	0



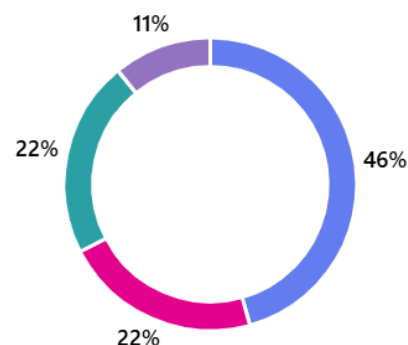
3. What was your favorite part ?

● The climate negotiation simulation (morning)	25
● The circular economy collage	19
● The climate justice roleplay	24
● The migration game	24



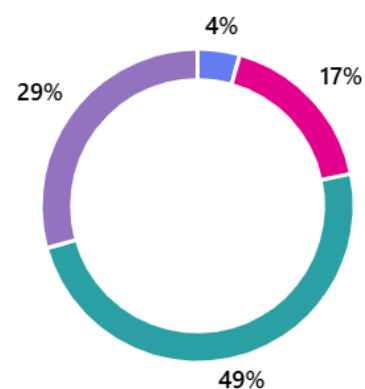
4. What did you like least?

● The climate negotiation simulation (morning)	42
● The circular economy collage	20
● The climate justice roleplay	20
● The migration game	10



5. What did you think of the logistics?

● Not satisfied	4
● A little satisfied	16
● Quite satisfied	45
● Very satisfied	27



6. Do you have any feedbacks or remarks of improvement ?

[En savoir plus](#)

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Réponses

Dernières réponses

...

3 répondants (10%) répondu breakfast pour cette question.

information before the event people are tired kind of food great idea
 lots of people time breakfast la little food little investment
 young people game impossible people per group arriving late
 food in lunch Maybe communicate France and Greece second activity

TEAMIT+: TEAMPRENEUR MULTICULTURAL IMPACT INNOVATION COOPERATIVES



About the TEAMIT+ project

TEAMIT+ aims to develop an innovative educational program applying a pedagogical methodology based on the “learning by creating” approach. The specific pedagogical methodology will be applied to vocational training students, to higher education students, as well as to young immigrants, refugees and the unemployed from different academic subjects. The aim is to enable them to become future teampreneurs who will influence society by understanding the importance of the transition to a greener economy, based on green, digital and climate resilience skills.



Co-funded by
the European Union

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