



FIERE SURVEY ANALYSIS ICELAND 2015



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Executive Summary

The FIERE (Furthering Innovative Entrepreneurial Regions of Europe) project aims to support regional organisations' employees to behave more entrepreneurially and innovatively within their work environment. The primary aim of the FIERE Skill Needs Analysis survey was to identify the skills required by employees and their organisations in order for individual employees to behave more entrepreneurially, innovatively and creatively within their organisations. For instance the survey explored the skills required by the respondents' organisation, the skills that respondents consider as valuable for their role and the specific skills that they considered should be included in the training programme. Furthermore, the survey also determined the level of empowerment that employees have in decision making processes within their organisations and whether organisations encourage individual employees to seek out new opportunities.

In Iceland, the FIERE survey was administered via an on-line survey tool and coordinated Einurð ehf. The survey was sent to 167 organizations of which 41 responded, already 6 organizations had responded to the pilot survey. Of the 40 respondent 21 (51%) came from the public sector, 4 from the voluntary sector (10%), 9 from community enterprises (22%) and 7 from private sector (17%).

This report addresses a number of key themes including demographics, entrepreneurial background, skills needs analysis and the value and benefit of accreditation of a skills training programme. The key findings from Iceland in relation to the demographics section were as follows:

- Overall, the education attainment of respondents was high as 50% hold a post graduate qualification.
- Generally, males are working longer within their organization however both males and females (from the private and community & enterprise sectors) had hold their position for 5 years or less, 56% of males and 55% of females.
- There were more senior management positions among females or 52% than male respondents (47%).

The entrepreneurial background section identified past entrepreneurial activity of the employees and the level of freedom and entrepreneurial behaviour within the respondents' organisations. The key findings include:

- All of the respondents indicated that they had some past entrepreneurial background.
- The survey results indicated that almost all respondents have freedom and are encouraged by their organisation to think and behave entrepreneurially;
- In Iceland 47,5% of respondents had started their own company, 56% of female respondents and 40% of male respondents.

The Skills Needs Analysis section helped to build a complete picture of priorities, opinions and preferences in relation to the entrepreneurial skills required for the respondent's role and required by their organisation. Also which skills the respondents felt were important for them to be trained in.

- Overall, there was consensus among all respondents (both females and males) that the most valued skills were: project management (100%); employee resourcefulness (100%), problem solving (100%) and being proactive (100%);
- The top two very important skills for all respondents to be trained in were proactivity (100%) and project management (100%);
- Leadership (77,5%) and analytical thinking (85%) were thought as least important to be included in any training program although 90% of females in the public sector thought leadership to be important skill to be trained.

In relation to the benefit and accreditation section, the vast majority of respondents (87,5%) agreed training would be beneficial for their organisation but only 45% thought the training should be accredited by an educational organisation. Overall, the most preferred mode of delivery of the programme was Blended learning or 47,5%.

Responses to the survey in Iceland are quite positive and perhaps too much so? Most of both the male and female respondents already have extensive educational background, have positive self-image and have taken initiative in implementing changes and innovation within their organization. It is interesting that 50% of respondents are themselves entrepreneurs or have been at some time and all of them have either started up a business or some other social entity such as a club or an interest group. Analysis into what kind of education would best suit the topics blended learning is what most respondents suggest as many of them are located in rural areas and travel is expensive. This suggest that the courses in Iceland should be implemented using such methods perhaps in cooperation with lifelong learning centres around the country.

The FIERE skills needs analyses survey will support the development of an entrepreneurial skills training programme which will be delivered in each FIERE partner country during 2015. Each FIERE partner conducted the survey in their region and produced a detailed individual country report which is available on the FIERE website¹. The objective of this report is to provide an overview of the data collected for Iceland and to summarise the key findings.

¹ <http://www.fiereproject.eu/>

1. Introduction:

The FIERE survey analysis was implemented using online questionnaires' through Survey Monkey to 167 organisations and associations in Iceland of which 40 responded. The survey was sent to 3 employees within each organization/association focusing on regional public organizations, municipalities, voluntary organization and representatives from networks and clusters.

A pilot survey had already been conducted toward 6 organizations; findings of these responses are not included in this report as the questions were different as well as the methodology used, questions on paper and online.

Iceland is composed of 8 regions each with their own association of municipalities and direct links to association and organizations responsible for lifelong learning, Innovation and development, culture and tourism. All of these association and organisations were contacted plus two municipalities in each region that is one small and one larger. Key voluntary association and business networks were also contacted.

To further align results changes were made to the categorization (implied by respondents), innovative networks were categorized with voluntary organizations. Lifelong learning and development centres within community enterprises and all municipalities and their association under public sector.

Public sector (12 female and 9 male): Of the 21 answers in the public sector 14 answers came from municipalities, 3 from regional association or institute and 4 from development and cultural association.

Voluntary (3 female and 1 male): Total of 4 responses, 2 from groups teaching mother languages to immigrants in Iceland and 2 from Icelandic business clusters.

Community and enterprises (6 female and 3 male): Of 9 responses 8 came from lifelong learning centres and 1 from a labour union.

Other – private sector (5 female and 2 male): Of 7 responses 4 came from members of “Women in business – Network” (www.fka.is) all working within their own companies and 2 came from a bank.

Overview of responses

See overview of responses by sector, business activity and job experience of respondents.

Type of organisation	No	Males = 15	Females = 26
Public sector	20	<p>Of 9 male respondents 4 were manager directors or elected leaders (44%) and 5 held middle management positions.</p> <p>56% had held their job for 5 years or less, 4 of them (80%) had worked in other positions within the same organization before. Only 2 of male respondents had only worked within their organizations for less than 5 years (22%).</p>	<p>Of 11 female respondents 4 were managing directors or elected leaders and 7 were in middle management positions.</p> <p>55% of them had been in their job for 5 years or less, two of those had been with their organization longer both over 10 years.</p> <p>45% had been in their job for 6 years or more up to 12 years. One of them had worked with the organization as a contractor for two years before that is total of 8 years. Total of female respondents that had worked for the organisation for more than 5 years was therefore 8 of 11.</p>
Voluntary	4	1 male respondent holding CEO for 3 years in this position and organisation	3 female respondents all under 3 years as chairman or managing director in the position and organisation.
Community and enterprise	9	Of 3 male respondents 1 is managing director and 2 middle managers. They are all over 50 years old and have been in their positions and organisation for more than 10 years.	Of 6 female respondents 3 are managing directors (50%), 2 are middle managers and 1 clerk. 3 of them (50%) have been working in the same position for more than 5 years. Other have been 1 year or less.
Other - Private sector	7	Two male respondents, one in charge of innovation within a bank for 2,5 years and working within the bank for 4,5 years. The other working as middle manager for 4 years and within the bank for 10 years.	Five female respondents all members of Women business network, all owners or stake holders of the organizations in question. 3 of them are managing directors and two board members and middle managers. 2 of them have been working for less than 5 years for the company.
Total Orgs surveyed	40		

It's interesting to see how long male respondents have worked in these organizations compared with female respondents, especially within Community enterprises sector, mostly referring to the lifelong learning centres.

In the following analysis results are divided and analysed by sector and gender of respondents.

2. Demographics:

[This section refers to survey questions 6, 9, 10, and 11 – sector, gender, age and education]

Age of respondents:

Type Org	Males Respondents						Female Respondents						Total Respondents by age						Overall Total
	15-20	21-30	31-40	41-50	51-60	60+	15-20	21-30	31-40	41-50	51-60	60+	15-20	21-30	31-40	41-50	51-60	60+	
Public Sector	0	0	1	3	3	2	0	0	1	6	4	0	0	0	2	9	7	2	20
Voluntary	0	0	0	1	0	0	0	0	2	1	0	0	0	0	2	2	0	0	4
Comm + Enter	0	0	0	0	2	1	0	0	3	2	0	1	0	0	3	2	2	2	9
Private & other	0	0	0	2	0	0	0	0	2	3	0	0	0	0	4	3	0	0	7
Total	0	0	1	6	5	3	0	0	8	12	4	1	0	0	11	16	9	4	40

Of a total of 15 male respondents 14 are 41 years and older and 8 or more than 50% older than 51 years old. Of the 26 female respondents 17 are 41 years old and older and but only 5 of them are older than 50 years old.

Highest level of education attainment:

Type Org	Males Respondents							Female Respondents							Total Respondents by Qual						Overall Total	
	Pri	Sec	Tert	BS/BA	PGrad	PhD	Oth	Pri	Sec	Tert	BS/BA	PGrad	PhD	Oth	Pri	Sec	Tert	BS/BA	PGrad	PhD		Oth
Public Sector			1		8					1	7	2		1			2	7	10		1	20
Voluntary						1					1	1	1					1	1	2		4
Comm + Enter			1		2					1	3	2					2	3	4			9
Private & other			1		1					1	1	2		1			2	1	3		1	7
Total			3		11	1				3	12	7	1	2			6	12	18	2	2	40

Most respondents have university education and those with tertiary education are also with university education that in teaching or accounting. In the public sector half of respondents have master degrees indicating the growing importance of such a degree although it is interesting to see that majority of women in the public sector haven't finished their master. Two of four or 50% of respondents in the voluntary sector have Ph.D. one of the volunteers in mother language association and CEO of innovation cluster.

3. Entrepreneurial background:

[This section refers to survey questions 12 and 13 – set-up/started or improved]

Respondents have set-up/started their: own business, club, society, voluntary organisation, interest group, lobbyist group (network) or other. No refers to number of respondents. Overall total refers to total number of initiatives started by respondents.

Have you personally ever setup/started (tick as many as appropriate)?

Type Org	Males Respondents								Female Respondents								Total Respondents by set-up/started								Overall Total
	O.B	Club	Soc	Vol	Inrst	Lob	Oth	No	O.B	Club	Soc	Vol	Inrst	Lob	Oth	No	O.B	Club	Soc	Vol	Inrst	Lob	Oth	No	
Public Sector	4	4	2	2	2	4	1	9	6	2		1		3	1	11	10	6	2	3	2	7	2	20	32
Voluntary	1							1		2	1	2	1	2	1	3								4	10
Comm + Enter		1		1		1		3	3	1	2				1	6	3	4	2	1		1	1	9	12
Private & other	1				1			2	5					1	1	5	6				1	1	1	7	9
Total	6	5	2	3	3	5	1	15	14	5	3	3	1	6	4	25	19	40	4	4	3	9	4	40	63

It's interesting to see how large percentage of respondents have started their own company or 50% of respondents in the public sector and 47,5% of all respondents. Majority of female respondents have started their own company or 56% and 40% of the male respondents. Also people seem to have started all kinds of association and organizations or 63 for only 40 respondents.

In your current organisation, have you ever initiated/improved?

Type Org	Males Respondents						Female Respondents						Total Respondents by initiated/improved						Overall Total
	Goals	Prods	Servs	Procs	Prcdrs	Oth	Goals	Prods	Servs	Procs	Prcdrs	Oth	Goals	Prods	Servs	Procs	Prcdrs	Oth	
Public Sector	7	3	6	3	5		6	3	7	7	7		13	6	13	10	12		20
Voluntary	1	1	1				2	1	3	1	1		3	2	4	1	1		4
Comm + Enter	3	2	2	2	2		5	5	6	5	5		8	7	8	7	7		9
Private & other	2	1	1	2	2		1	4	3	1	2		3	5	4	3	4		7
Total	13	7	10	7	9		14	13	19	14	15		27	20	29	21	24		40

This question refers to respondent's initiative in their workplace. All respondents answered both questions and seem to be active in implementing new ideas, products and procedures within their organisations.

How entrepreneurial is the organisation?

These questions refers to the entrepreneurial spirit within an organisation - does your organisation (yes or no) encourage, empower etc.

Type Org	Encourage employees look for new opportunities, etc				Empower employees to make own decisions				Do employees need to be creative, etc			
	Male		Female		Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Public Sector	7	2	9	1	9		9	1	7	2	9	1
Voluntary	1		1	2	1		4				1	2
Comm + Enter	2	1	6		3		6		2	1	3	3
Private & other	2		5		2		5		2		4	1
Total	12	3	21	3	15	0	24	1	11	3	17	7

The responses to question 14-16 seem to suggest that the organizations in question are very entrepreneurial and open minded to employee suggestions and people, at least respondents are ready to take active part in developing their organization.

4. Skills need analysis:

These questions refer to the skills needed for the organisation surveyed and to the entrepreneurial culture within the organisation.

	Does your organisation require you to be (Q17):															
	Public Sector				Voluntary				Comm + Enter				Private Sector			
	Male		Female		Male		Female		Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Resourceful	8	1	8	3	1		2	1	2	1	6		2		5	
Resilient	8	1	10	1		1	2	1	2	1	5	1	1	1	4	1
Open minded	6	3	8	3		1	2	1	3		6		2		4	1
Analytical	7	2	5	6		1	2	1	2	1	6		1	1	3	2
Self-confident	8	1	6	5		1	2	1	2	1	6		2		4	1
Self-starter/proactive	6	2	7	4		1	2	1	3		6		2		5	
Creative/innovative	5	4	6	5	1		1	2	2	1	6		1	1	5	
Decisive	6	3	6	5		1	2	1	2	1	6		2		5	
Results Driven	5	4	6	5		1	1	2	2	1	5	1	2		3	2
A leader	6	3	7	4	1		1	2	2	1	4	2	1	1	4	1
A manager	6	3	8	3		1	1	2	3		5	1	2		4	1
A decision maker	8	1	8	3		1	2	1	3		6		1	1	3	2
Passionate about your work	7	2	6	5		1	3		3		6		1	1	3	2

	In your opinion ----- do you need to be (Q18):															
	Public Sector				Voluntary				Comm + Enter				Private & other			
	Male		Female		Male		Female		Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Resourceful	9		9	2		1	2	1	2	1	6		2		5	
Resilient	9		9	2		1	2	1	2	1	5	1	1	1	5	
Open minded	9		8	3		1	2	1	2	1	6		1	1	5	
Analytical	9		8	3		1	2	1	2	1	6		1	1	5	
Self-confident	9		9	2		1	2	1	1	2	6		2		5	
Self-starter/proactive	9		10	1		1	2	1	3		6		2		5	
Creative/innovative	8	1	6	5		1	1	2	2	1	6		1	1	5	
Decisive	9		8	3		1	2	1	2	1	6		2		5	
Results Driven	8	1	5	6		1	1	2	2	1	6		2		5	
A leader	7	2	8	3	1		1	2	2	1	5	1	1	1	5	
A manager	6	3	10	1		1	1	2	3		6		2		5	
A decision maker	9		9	2		1	2	1	3		6		2		5	
Passionate about your work	9		8	3		1	3		3		6		1	1	5	

Most of the respondents are quite positive towards their qualities and qualifications as well as assuming that their organization usage of these qualifications.

Summary for question 19

In your opinion how important are the following skills in your organization?

Most responses to questions 19 and 20 on what needs to be trained suggest that training is necessary in the qualifications identified.

An overall summary (for both male and female respondents) when asking how important identified skills are to the organisation it seems that most of respondents answer either very important or important:

1. 98% for independence,
2. 92,5% for creative,
3. 100% for being proactive
4. 97% for being result driven
5. 95% for critical thinking
6. 97,5% for analytical thinking

7. 100% to be result and solution oriented
8. 82% for leadership
9. 97,5% for resilience
10. 100% for good project management
11. 100% for being resourceful.

[Question 19] Details of the responses separated by males and females for each of the following sectors:

- a. Public sector, (11 female and 9 male respondents)
 - i. Independence, all females either respond important or very important. One male doesn't answer and one responds not very important, other or 7 respond important or very important.
 - ii. Creative, all expect 2 that are neutral respond important or very important. One male doesn't answer but all other respond important or very important.
 - iii. Proactive, all females and all except 1 male that doesn't respond say important or very important.
 - iv. Result driven, all female respond important or very important, one male is not responding and one is neutral, 7 say important or very important.
 - v. Critical thinking, all females and all except 1 male that doesn't respond say important or very important.
 - vi. Analytical thinking, all female except one that is neutral respond important or very important, one male is not responding and other (8) say important or very important.
 - vii. Result and solution oriented, all females and all except 1 male that doesn't respond say important or very important.
 - viii. Leadership, all female except one that is neutral respond important or very important, one male is not responding and other (8) say important or very important.
 - ix. Resilience, all female respond important or very important, one male is not responding and one is neutral, 7 say important or very important.
 - x. Project management, all female respond important or very important, one male is not responding and other or 8 say important or very important.
 - xi. Resourceful, all female respond important or very important, one male is not responding and other or 8 say important or very important.

- b. Voluntary organisations (3 female and 1 male respondents)
 - i. Independence, all female and male respond important or very important.
 - ii. Creative, all female and male respond important or very important.
 - iii. Proactive, all female and male respond important or very important.
 - iv. Result driven, all female and male respond important or very important.
 - v. Critical thinking, 2 female and the male respond important or very important, 1 female respondent says not very important.
 - vi. Analytical thinking, all female and male respond important or very important.
 - vii. Result and solution oriented all female and male respond important or very important.
 - viii. Leadership, 2 female respondents are neutral, the other two respond very important.
 - ix. Resilience, all female and male either respond important or very important.
 - x. Project management, all female and male either respond important or very important.
 - xi. Resourceful, all female and male either respond important or very important.

- c. Community and Enterprise groups (6 female and 3 male respondents)
 - i. Independence, all female and male either respond important or very important.
 - ii. Creative, all female and male either respond important or very important
 - iii. Proactive, all female and male either respond important or very important
 - iv. Result driven, all female and male either respond important or very important.
 - v. Critical thinking, all female (6) and 2 males either responds important or very important, one male is neutral.
 - vi. Analytical thinking, all female and male either respond important or very important.
 - vii. Result and solution oriented all female and male either responds important or very important.
 - viii. Leadership, 4 female respond very important and 2 are neutral, one male is neutral and 2 respond important.
 - ix. Resilience, all female and male either respond important or very important.
 - x. Project management, all female and male either respond important or very important.
 - xi. Resourceful, all female and male either respond important or very important.

- c. Private sector & other (5 female and 2 male respondents)
 - i. Independence, all female and male either respond important or very important.
 - ii. Creative, all female and 1 male either respond important or very important, 1 male responds neutral.

- iii. Proactive, all female and male either respond important or very important.
- iv. Result driven, all female and male either respond important or very important.
- v. Critical thinking, all female and male either respond important or very important.
- vi. Analytical thinking, all female and male either respond important or very important.
- vii. Result and solution oriented all female and male either respond important or very important.
- viii. Leadership, all female and 1 male either respond important or very important, 1 male responds neutral.
- ix. Resilience, all female and male either respond important or very important.
- x. Project management, all female and male either respond important or very important.
- xi. Resourceful, all female and male either respond important or very important.

Summary for question 20

In your opinion, in order to improve the efficiency and effectiveness of your organization, how important is that employees/volunteers are trained?

An overall summary of the **40** responses to the list of skills suggest that training of employees is either important or very important. Very similar results noted as was in questions on related skills. Leadership training seems to be the least important one.

1. 95% for independence,
2. 92% for creative,
3. 100% for being proactive
4. 97,5% for being result driven
5. 92,5% for critical thinking
6. 85% for analytical thinking
7. 95% to be result and solution oriented
8. 77,5% for leadership
9. 87% for resilience
10. 100% for good project management
11. 97,5% for being resourceful.

[Question 20] Details of the responses separated by males and females for each of the following sectors:

a. Public sector (11 female and 9 male respondents)

- i. Independence, all female and male either respond important or very important.
- ii. Creative, 10 female and all male respond important or very important, one female response is neutral.
- iii. Proactive, all female and male either respond important or very important.
- iv. Result driven, all female and male either respond important or very important.
- v. Critical thinking, all female and male either respond important or very important.
- vi. Analytical thinking, 9 female and all male respond important or very important, 2 female respond neutral.
- vii. Result and solution oriented all female and male respond important or very important.
- viii. Leadership, 10 female and all male respond important or very important, one female response is neutral.
- ix. Resilience, 10 female and all male respond important or very important, one female response is neutral.
- x. Project management, all female and male either respond important or very important.
- xi. Resourceful, all female and male either respond important or very important.

b. Voluntary organisations (3 female and 1 male respondents)

- i. Independence, all female and male either respond important or very important.
- ii. Creative, all female and male either respond important or very important.
- iii. Proactive, all female and male either respond important or very important.
- iv. Result driven, all female and male either respond important or very important.
- v. Critical thinking, 2 female and male either respond important or very important, 1 female responds not very important.
- vi. Analytical thinking, all female and male either respond important or very important.
- vii. Result and solution oriented 2 female and male either respond important or very important, 1 female responds not very important.
- viii. Leadership, 1 female responds neutral, 1 female responds not very important, male responds important and 1 female very important.
- ix. Resilience, all female and male either respond important or very important.
- x. Project management, all female and male either respond important or very important.
- xi. Resourceful, all female and male either respond important or very important.

- c. Community and Enterprise groups (6 female and 3 male respondents)
 - i. Independence, all female respond important or very important, 1 male is neutral and the other 2 respond very important.
 - ii. Creative, all female respond important or very important, 1 male does not answer and 2 respond important.
 - iii. Proactive, all female and male either respond important or very important.
 - iv. Result driven, 1 female respond neutral, other female respond very important and male respond important.
 - v. Critical thinking, 1 female respond neutral, other female respond important or very important, 1 male respond is neutral and 2 important.
 - vi. Analytical thinking, 1 female respond neutral, other female respond important or very important, 2 male respond neutral and 1 important.
 - vii. Result and solution oriented 1 female respond neutral, other female respond important or very important, all male respond important.
 - viii. Leadership, 2 female respond neutral, 4 respond important or very important, 1 male is neutral and 2 respond important.
 - ix. Resilience, 2 female respond neutral, 4 respond important or very important, all male respond important.
 - x. Project management, all female and male either respond important or very important.
 - xi. Resourceful, 1 female responds neutral other respond important or very important. All male respond important or very important.

- d. Private & other (5 female and 2 male respondents)
 - i. Independence, all female and male respond important or very important.
 - ii. Creative, 1 female responds not very important, 1 male responds neutral, other respond important or very important.
 - iii. Proactive, all female and male either respond important or very important.
 - iv. Result driven, all female and male either respond important or very important.
 - v. Critical thinking, all female and male respond important or very important.
 - vi. Analytical thinking, 1 male responds neutral all other respond important or very important
 - vii. Result and solution oriented all female and male either responds important or very important.
 - viii. Leadership, 1 female responds not very important, 1 male responds neutral, other respond important or very important.
 - ix. Resilience, 1 female does not respond, 1 male responds not very important, other respond important or very important.
 - x. Project management, all female and male either respond important or very important.
 - xi. Resourceful, all female and male either respond important or very important.

5. Benefit/accreditation:

[This section of the refers to questions 21, 22, and 23]

Type Org	Training programme benefit organisation (Q.21)				Accredited by an approved educational org (Q.22)			
	Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N
Public Sector	8		10	1	3	5	6	4
Voluntary		1	3			1	1	2
Comm + Enter	3		6			3	3	3
Private & other	1	1	4	1	2		3	1
Total	12	2	23	2	5	9	13	10

Most respondents believe that training would benefit their organisation and half of respondents think that accreditation is of importance, female respondents set higher priority on accreditation. Some respondents refer to available education in their responses such as diploma in project management, public government etc.

	How should the training programme be delivered (Q.23):															
	Public Sector				Voluntary				Comm + Enter				Private & other			
	Male		Female		Male		Female		Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Series of workshops	1		1								2				3	
On-line	2															
Blended learning	4		8		1		1		2		2				1	
Face to face lectures			1				2		1				2		1	
Other	1		1								1					

The most popular training delivery seems to be Blended learning that is 19, next is Series of workshops and F2F lectures both with 7 suggestions. Online learning has 2 responses and could be integrated into blended learning.

Overall Summary, Iceland

Responses to the survey in Iceland are quite positive and perhaps too much so? Most of both the male and female respondents already have extensive educational background, have positive self-image and have taken initiative in implementing changes and innovation within their organization. It is interesting that 50% of respondents are themselves entrepreneurs or have been at some time and all of them have either started up a business or some other social entity such as a club or an interest group.

Analysis into what kind of education would best suit the topics blended learning is what most respondents suggest as many of them are located in rural areas and travel is expensive. This suggest that the courses in Iceland should be implemented using such methods perhaps in cooperation with lifelong learning centres around the country.