

# EUrFASHION

Establishing a network for European Fashion Line of  
Business to Improve European Cooperation and  
Enhance Mobility

Quality Management Plan 2012-2014





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## **1. PROJECT SUMMARY – EURFASHION**

The project EURFASHION is carried out in the framework of the Lifelong Learning programme 'Leonardo da Vinci' from the European Commission. The project commenced in October 2012 and its aim is to establish a sustainable network of mobility stakeholders in the sector of fashion and textile in Europe.

The rationale for this project is the realisation that student mobility falls behind for the fashion and textile sector in education. This is due to the fact that this sector is a rather small one. The ongoing mobility of students in this sector is based on a few semi-private contacts within VET schools at the moment, which do not fulfil the full range of necessary mobility partners. This illustrates the need for schools to have a stable network which is exclusively based on the fashion line of business in the European context.

Therefore, the project's overall objectives are:

- to improve mobility of both students and professionals at EU level for the fashion and textile sector by establishing an efficient and sustainable network of all partners connected and make mobility widespread so it can be carried out with confidence;
- to create transparency in order to develop recognition and transfer is guaranteed

### **1.1 AIMS AND OBJECTIVES**

The main objective of this project is to improve mobility of both students and professionals at EU level for one specific sectorial environment, namely the fashion line of business, by establishing an efficient and sustainable network. The approach to build the network is based on the LdV project RECOMFOR. To facilitate the network two European reference profiles will be developed as a tool.

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to improve mobility of both students and professionals at EU level for the fashion and textile sector by establishing an efficient and sustainable network of all partners connected and make mobility widespread so it can be carried out with confidence  
to create transparency in order to develop recognition and transfer is guaranteed.

The general outcome of EURFASHION is a network that is determined with a network dossier to ensure its efficiency and sustainability. This network will be facilitated through two European reference profiles. With the help of a marketing plan and a training programme the promotion and awareness raising will be monitored.

The impact foreseen for this project is distinguished for the following target groups: students, companies and VET providers who will benefit from the network throughout Europe (short-term impact). In the long term the target groups will benefit from a better experience and more opportunities for Life Long Learning.

## **2. AIMS OF QUALITY MANAGEMENT PLAN**

The Quality Management Plan (QMP) defines common standards for the entire project lifecycle. All partners are involved in quality assurance activities. The ongoing processes of management, monitoring and internal evaluation will contribute to an on-going quality assurance process, following the continuous improvement cycle.

The QMP purpose is to provide project management boards (steering committee, technical board and project management team) with indicators to let them take appropriate decisions, track and report on project progress.

It will also act as a qualitative mechanism to ensure that any issues regarding usability, understanding or the impact of the project's progress and deliverables are highlighted and fed back to the Partners, in order to implement corrective action or target resources in the appropriate areas.

Quality assurance would occur through three specific mechanisms:

1. Setting out a Quality Assurance Plan which is agreed by all of the partners;
2. Defining how partners will assess quality through establishing Key Performance Indicators;
3. Producing an interim and final evaluation report, which reflect on the project's progress against its outcomes, highlighting learning and good practices.

The Quality Assurance and Internal Evaluation monitoring will be led by Andrew Mitchell, Transnational Manager, Newham College, UK.

The EUrFASHION Quality Management Plan is designed to be used in conjunction with:

- The proposal of the project
- The Contract
- Evaluation Plan
- Quality Framework
- Dissemination Plan

### **3. CONSORTIUM ORGANISATION**

The consortium represents 12 organisations from seven different programme countries. All these organisations are involved in VET concerning Fashion and Textiles. *The consortium of EUrFASHION* is built from a triangular alliance of a school-related, a company-related (labour market) and a sectoral-related (policy) organisation. Within each partner country this triangle will create the sustainable foundation of the European partnership. Different parties from one country and therefore different perspectives of education and the working world of fashion is put together to create a network. The partners in the different countries are partners who already participated in previous LdV projects around a network in the trade sector or are experts on the fashion/textile line of business.

<https://www.eurfashion.eu/bin/loqhi-partners.jpg>

#### **KCH International**

Kenniscentrum Handel (KCH) is the Centre of Expertise for the retail, wholesale, international trade sector and the fashion and textile industry sector. Working in collaboration with companies, trade organisations and the vocational training sector, KCH ensures that the training courses are correctly geared to the relevant occupations and the requirements of the labour market. It consists of four divisions, which all focus on the creation of conditions that encourage professional development. Kenniscentrum Handel (Centre of Expertise on vocational education, training and the labour market for the trade sector), is by far the largest of the four divisions. KCH Examen, KCH Human Capital Management and KCH International, deliver products and services to companies, sector organizations, training institutions, government bodies and individual professionals, which facilitate and encourage the definition, assessment, planning and monitoring of professional development. In addition to the economic need to manage human capital well in order to ensure continuity and company profitability, KCH also feels that offering opportunities for professional development is a valuable business objective within a broader social perspective. KCH International initiates and participates in international projects that investigate VET and/or labour market issues and in which institutes and experts from different countries work together. In addition, KCH international, in cooperation with national and foreign VET providers and institutions, offers VET students the possibility of completing part of their work placement in foreign companies.

KCH International is the coordinator of the project EUrFASHION and will also represent the sectoral-based perspective of the Netherlands.

#### **ROC Aventus**

ROC Aventus is a regional college for secondary vocational education and training. The sector Ondernemen (Entrepreneurship) is a department of ROC Aventus offering commercial, trade and fashion courses. ROC Aventus has a long-standing experience with school partnerships. Within the project EUrFASHION, ROC Aventus will bring in its expertise as to ECVET, fashion courses and work placement in the relevant lines of business. The ROC Aventus' staff will share expertise as to ECVET, fashion courses and fashion qualifications with all partners within this project in order to reach agreement on European fashion reference qualifications. ROC Aventus is also part of several EU networks with regard to

organising international work placements and will support expanding a European network for work placements in the fashion business. ROC Aventus is a participating partner and leader of work package 5, testing, and co-leader of work package 3, implementation and impact. ROC Aventus represents the school-based perspective of the Netherlands.

### **MODINT, ondernemersorganisatie voor Mode, Interieur, Tapijt, en textiel**

MODINT is the trade association for fashion, interior design, carpets and textiles, an association with a clear mission. They believe that the main task is to strengthen the competitive power of the members and sectors they represent by means of a wide-ranging package of interest promotion and services, with the focus on content and quality. It goes without saying that they continue to make every effort to expand the membership, in order to increase support and create a stronger competitive position, for everyone. MODINT is active in a great many fields to ensure that its members' interests are protected. These interests often converge in our active member groups, sections and working groups, which can count on the support of a professional organisation. Most of MODINT's business services are incorporated into MODINT BV, in which the Consultancy and Credit Management activities play a major role. The MODINT membership totals over 800 companies, active in the production of and trade in clothing, fashion accessories and (interior) textiles. They generate a joint annual turnover of € 9 billion in the Netherlands and €2.5 billion on export markets. Their members' products vary widely, and include women's, men's and children's clothing, swimwear, beachwear, underwear, nightwear, leatherwear, bridal fashion, work wear, image clothing, sportswear, textiles, fashion accessories and interior textiles.

MODINT therefore represents the company-based perspective of the Netherlands.

### **Fondazione Giacomo Rumor – Centro Produttività Veneto (CPV)**

The Fondazione Giacomo Rumor Centro Produttività Veneto has been operating for over 50 years; it began in 1952 with the Marshall Plan experiments. CPV became a Foundation in 1994 on the initiative of the then Chairman of the Chamber of Commerce in Vicenza; its founders and supporters include five Chambers of Commerce from the Veneto Region (Vicenza, Padua, Treviso, Venice and Verona), the Council of the Province of Vicenza, the main Trade Associations and State and private bodies. CPV's main activities are:

-Training activities: courses and seminars

-CPV organises short-term training courses addressed to companies, public bodies and other institutions. Long-term training courses for unemployed are mainly financed by the European Social Fund and other programmes financed by the European Commission (such as ecological auditing, open and distance learning and female entrepreneurship), inter-firm exchanges of best practices (Study Groups) and information services (Technological -- Information Counter and New Enterprise Information Desk). The areas covered by both activities are general management, technology, marketing, cost-accounting, human resources, entrepreneurship and public administration.- international activities and European Community projects CPV is a member of the European Association of National Productivity Centres (EANCP) and of CIOS (World Council of Management). From 1984, it co-operates with the German National Productivity Centre (RKW). The Centro Produttività is a Partner in many international co-operation projects funded by the European Commission and by the Italian Government.

CPV is participating partner and leader of work package 2, the designing of the EUrFASHION network. CPV represents the company-based perspective of Italy.

### **Città Studi**

Città Studi S.p.A. based in Biella(Italy) promotes education, applied research and technology transfer and innovation in Italy and Europe and is the national sectorial agency for the clothing and textile sector. Its facilities include a Vocational Educational Centre, a Congress Centre and a textile oriented library. Its main activities include:

- Delivery of a wide range of training programmes for people in the workplace
- Research, innovation and technology transfer to companies
- Quality Certification of Textile companies.

Città Studi has extensive experience in EU projects funded through Leonardo since 2000, ADAPT, EQUAL, BRITE and other programmes. Main activities of the Vocational Education Centre; training, research, experimentation and technological service to facilitate people into job place and companies to maintain a high level of competitiveness. Città Studi drives life learning initiatives to improve workers' skill with respect to the local industry (wool). The Biellese area textile/clothing companies are more and more focusing their attention to new business models and "intangible" assets like design, quality, labels, etc. Historically the supply chain at national level was characterised in north-west Italy (e.g. Biella) more textile (e.g. fabric) oriented and a north-east (e.g. Treviso, Vicenza and the Veneto region) more clothing oriented. The role of Città Studi will be to play an expert advisory role to involve the Italian fashion schools and vocational centres, provide support in the matchmaking of needs and ideas, start discussion at trans-regional level (e.g. Piedmont and Veneto) on common education/training programmes and dissemination.

Città Studi is participating partner and represents the school-based perspective of Italy.

### **Ufficio Scolastico Regionale per il Veneto (USRV)**

USR Veneto depends on the Italian Ministry of Education. USRV is an autonomous body performing administrative tasks. It is divided into 6 departments having responsibilities at regional level and 7 local branches. Its main objectives are; supporting the innovative processes through the introduction and implementation of the reforms undertaken in the education and training system; implementing those processes functional to the improvement of the teaching taking into account the results of the national and international assessments.

Guaranteeing the right-duty to receive an appropriate education and preventing early school leaving; launching initiatives on the vocational guidance and counselling; promoting school-work experiences and internships addressed to students in the high schools - improving the quality of the learning through the enhancement of the basic competences, the promotion of the scientific and technological culture. The Department V will manage the project. It is responsible for:

- the relationships with the regional administration and local authorities;
- the promotion and development of initiatives in the following fields: compulsory education, technical and vocational education, adult education, non-academic higher education, relationship between the school and the labour market.

- The Department V collaborates with the Region in order to manage the Student Registry Office and set up the school calendar.  
The Department also manages the European projects: the diffusion of the call for proposals; valorisation of European and international projects; submission of new proposals and management following their approval.

USRV is a participating partner and represents the sectorial-based perspective of Italy.

### **European Vocational Training Association (EVTA)**

EVTA is a vocational training network comprised of 18 members from 12 European countries. The EVTA members are all acting in vocational training, representing national training and national employment services. EVTA's mission is to be a European network that supports its members in their respective answers to the challenges of growth, competitiveness and social cohesion in the field of vocational training and LLL. In 2008 three main topics were defined by the EVTA members as priorities:

- upskilling of workers, employability;
- certification (including the use of ECVET and EQF);
- competence based learning (including work based learning and mobility);

EVTA has many experiences in mobility. Not in the way of sending and receiving students, but in consulting, experimenting with the partners, setting up projects and other initiatives, helping the members in setting up a mobility project, creating synergies with other projects and initiatives, using Europass, EQAVET, ECVET and EQF etc.

EVTA has developed, together with the members, the European mobility portal EUMOVE, with work placements, information, preparatory units and tools for all students who are interested in doing a part of their training abroad. It is a portal for students, companies, tutors and trainers, who want to contribute to a better and more attractive VET. EVTA has been involved in projects in the field of ECVET and EQF with KCH (TIPTOE, COMINTER, INTENT, RECOMFOR). Besides, EVTA is present as facilitator in the workshops and seminars of the ECVET team and works closely together with the EQAVET secretariat and the EACEA in the field of EQAVET in the "promotion unit".

The role of EVTA in the project is monitoring the activities, providing expertise (on behalf of experiences in projects and expertise derived at EU level), involving other relevant stakeholders from the fashion sector at EU level, dissemination and promotion of the use of the results in the EVTA network, Work package 7.

### **Instituut voor Vorming en Onderzoek in de Confectie vzw (IVOC)**

IVOC supports training actions in the following two sectors in Belgium:

Ready-made clothing & upholstery

Textile maintenance (Blue-collar employees only)

IVOC operation is funded by the companies within the sector. This contribution is automatically withheld from the salary mass. IVOC is managed by the social partners. The employers are represented by CREAMODA (ready-made clothing companies) and the Belgian Federation for Textile Care. The employees are involved via the trade unions ABVV Textiel, Kleding en Diamant, ACLVB, ACV Metea, BBTK and LBC-NVK. IVOC works together with you to find the best approach for the organisation of both external and internal training courses (given by an employee of the company). IVOC offers a wide range of

training courses, including both technical and general topics (Dutch or French-spoken). IVOC supports the realisation of training plans within companies. IVOC is participating partner of EURFASHION and represents together with CREAMODA the school-related and the sectorial perspective of Belgium. CREAMODA participates as a silent partner.

### **Bursa Tuhafiyeciler ve Benzerleri Odasi (BTBO)**

The chamber was established in 1965. There are 1600 members of the chambers and the chamber employs 9 part time working trainers and 4 full time administrative staff. The chamber is implementing some vocational trainings since the year 2003 by some projects funded by their own resources, government sources and European Union funds for the people between the ages 18 - 60. The main aim is supporting the vocational training studies to have more qualified staff for the member enterprises and the other textile enterprises in Bursa. The chamber is working in the frame of 5362 numbered Crafts and Artisans' Law of Turkey and giving development trainings in one of the main responsibilities related with the law.

Approximately 3,500 person were trained by the chamber since the year 2003. The chamber has 3 computer laboratories with 21 computers of which, 2 of them are used for pattern design trainings and 1 for moulding training, a sewing atelier with 50 sewing machines, 1 stylist training class.

BTBO is participating partner of EURFASHION and represents the sectorial perspective of Turkey.

### **Yıldırım IMKB**

Yıldırım IMKB Girls' Vocational High School was established in Yıldırım Suburb of Bursa in 1996. The school has been selected as a pilot institution for Textile Production Technology Area and Food and Beverage Services Area in the European Commission Funded project SVET / MEGEP Strengthening Vocational Education and Training System in Turkey. The departments at the school are: Textile Production Technology Area, Food and Beverage Service Area, Area of Food Technology, Graphics and Photo Area, Beauty and Hair Care Service Area, Space Craft Technology, Child Development and Education Area, the Anatolian Art and Design Space. Related with the project; in the Textile Production Technology Area the students are learning from design to prepare a creation in 4 years. They have to do internships in the factories and manufacturing enterprises in last 2 years of their education. Each year they have to prepare a project and at the 4th year a fashion show with the creations they prepared is done.

Yıldırım IMKB Girls' Vocational High School is participating partner of EURFASHION and represents the school-related perspective of Turkey.

### **Newham College for Further Education**

Newham College of Further Education is one of the largest further education colleges in England, providing vocational programmes from entry level to Higher Education. Recently recognised by OFSTED as 'Outstanding', Newham College has an international reputation for developing innovative training. Innovative approaches include a comprehensive community education programme resulting in a 300% increase in learning opportunities in the last

decade. More than 60% of the 16,000 learners of Newham College are women and 70% of all learners are from minority ethnic groups. Recently redeveloped, the Fashion and Textile Museum (FTM), managed by NCFE is a hub of learning, ideas and networking for the fashion and jewellery industry. Newham College is the only college nationally approved to lead the development of a National Skills Academy (NSA) for fashion, textiles and jewellery skills. The college has managed many transnational projects such as Comenius, Grundtvig and Leonardo and has a long experience of Mobility projects.

Newham College of Further Education will bring together a project team experienced in Mobility, in the delivery of Life Long Learning projects and in the fashion industry. The focus of the team will be to make mobility more accessible in the fashion industry and Newham College will lead the work package on quality assurance.

The Fashion and Textile Museum (FTM), operated by Newham College is a cutting edge centre for contemporary fashion, textiles and jewellery in London. The college and the FTM have a strong awareness of local labour market needs and a wide range of partnerships with local fashion and textile businesses and industry specialists.

#### **SUMMARY OF ORGANISATIONS**

Participant Number	Participant name	Country
1	KCH International	NETHERLANDS
2	MODINT, ondernemersorganisatie voor Mode, Interieur, Tapijt, en textiel	NETHERLANDS
3	ROC Aventus	NETHERLANDS
4	Fondazione Giacomo Rumor – Centro Produttività Veneto (CPV)	ITALY
5	Città Studi	ITALY
6	Ufficio Scolastico Regionale per il Veneto (USRV)	ITALY
7	European Vocational Training Association (EVTA)	EU NETWORK
8	Instituut voor Vorming en Onderzoek in de Confectie vzw (IVOC)	BELGIUM

9	Yıldırım IMKB	TURKEY
10	Bursa Tuhafiyeciler ve Benzerleri Odasi (BTBO)	TURKEY
11	Biesseci Bursa AS	Turkey
12	Newham College of Further Educatoin	UK

### 3.1 EUrFASHION key figures

The lean management structure in EUrFashion reflects the fact that the consortium maintains focused goals and has balanced activities among its members. The objective of the management procedures will be to optimise resources in terms of budgetary, strategic and operational efficiency.

The key figures are:

- the Project Director (PD) supervises the Scientific, Administrative and Quality Managers and assists them in managing the project;
- the Project Manager (PM) important technical decisions in the course of the project ; control and correction of those decisions. Is to oversee the administrative and financial procedures of the consortium. They are responsible for the project's deliverables quality and the process leading to them,
  - Managing the project's decision-making process,
  - Chairing the Project Management Board (PMB), leading the set of activities to be carried out by this committee,
  - Coordinating technical/support activities amongst work-packages,
  - Serve as the only interlocutor of the Consortium with the European Commission,
  - Acting as the Financial Officer within the Consortium and manage the preparation of financial statements for the Commission).
- The Quality Manager (QM) implement the QMP, oversees the project quality procedures and is responsible of the monitoring activities;
- The WP Leader (WPL) is the responsible of the specific Working Package.
- The Partner Representative (PR) is the contact person for the project as established in the

The Project Boards are:

The Steering Committee (SC): It is composed by the partners' representatives and will be chaired by the Project Director. This Board will provide guidance and decision-making, solve conflicts, overseeing that work packages tasks and outcomes are completed in a timely and cooperative manner.

The Operations Board (OB): It is composed by partners' technical representatives (head of studies, teachers or trainers) and will be chaired by the Project Manager of the Project. This group is responsible for technical issues, linking them to Learning Outcomes.

The Project Management Board (PM): This Board will provide overall management and monitoring of the project and will assure inter-work package communication. Moreover, it will be responsible of the production and the delivery of all project monitoring instruments. In addition they will support dissemination, exploitation and sustainability of project results.

#### **4. PROJECT CHARACTERISTICS AND RESULTS**

The EUrFASHION quality objectives are to:

- set quality measures;
- provide support to consortium partners to achieve the goals;
- monitor adherence to the Quality Plan throughout the project's lifecycle.

The Quality Plan is designed to provide for the assurance of quality, according to the main EUrFASHION Project characteristics:

#### **PROJECT RESULTS**

**The main results of the project are listed in the following table:**

- Strategic Network Plan
- EUrFASHION Membership Agreement
- EUrFASHION Certificate of Membership
- Marketing Plan
- Independent Learning Workbook EN
- Independent Learning Workbook FR
- Independent Learning Workbook IT
- Independent Learning Workbook TR
- European Fashion Designer - Reference Profile
- European Fashion Designer - Guide for Companies
- European Fashion Production Coordinator - Reference Profile
- European Fashion Production Coordinator - Guide for Companies

## **5 DELIVERABLES**

The Project Manager and the Quality Manager are responsible for ensuring that all EUrFASHION documents and particularly all EUrFASHION deliverables are controlled and revised effectively. This includes the control of the document template, the identification, the delivery process and the overall formal deliverable quality

### **5.1 Document identification and versioning**

In the frame of the EUrFASHION project, a unique document identifier will be introduced to ensure effective identification and versioning of each document.

This identifier has the following format for deliverable documents:

<Project Name>\_<Del. ID>\_<Del. Name>\_<V.X.X>

Example: EUrFASHION\_D6.2\_QualityPlan\_V0.1

For non-deliverable documents the identifier is as follows:

<Project Name>\_<WPnumber>\_<Doc. type>\_<V.X.X>

Example: EUrFASHION\_WP5\_PressRelease\_V0.1

When a document is issued for the first time, it has to be defined as a draft (version 0.x), if it requires formal approval.

Usually, the approval process requires that a document will be circulated for comments among the interested partners. Upon receiving the comments by the specified deadline, the author will make the proper modifications, therefore changing the version sub-number, without affecting the main number. The main version number (the first figure before the “.”) is increased by one unit only if a different version of the document is delivered to the EU Commission, or if major modifications have significantly altered the contents of the document. The editor must not forget to update the version number in all its occurrences in the document. In order to avoid by all means distributing two different documents with the same version number, the right to changing the versioning number remains only to the author of the document.

Every time a group of people is working on a document and is making modifications on it, the new version must contain a clear indication of what has been added, modified or removed, and by whom. For this reason every partner working on a document has to use the “track changes” facility offered by most document editing tools.

### **5.2 Deliverable development**

The partner responsible for a deliverable will issue a plan, which will describe the main objectives of the deliverable and allocate specific tasks in the report to the appropriate contributors.

This plan will also include a draft structure of the future deliverable, and therefore it will contain following elements:

- Table of Contents
- Person responsible for the deliverable (Deliverable Author)
- Persons in charge of each chapter/section (Contributors)

- Person in charge of the quality check of the deliverable (Quality Assuror)
- A timetable for the deliverable development, setting deadlines for the following:
  - submission of contributions
  - production of the first draft (version 0.1)
  - internal review (partners' comments)
  - production of final draft of the Deliverable
  - submission of the final draft to the Quality Assuror
  - production of final version of the Deliverable
  - delivery to the Coordinator (who will send it to the Commission)

The partner responsible for the deliverable should take into account realistic timing for the submission of inputs, and therefore propose the plan with sufficient advance, in order to meet the established date for its submission to the Commission, as per the Contract.

### **Deliverable Production Plan and Review process**

Each deliverable is associated to a Work Package and tackles a specific subject. The partner responsible for the deliverable nominates the “Deliverable Author”, jointly with the Coordinator and the Work Package Leader. The author will create the document and coordinate the work of the partners involved. The work package participants also agree on the person who will perform the quality check of the document (Quality Assuror).

The first step of the deliverable production is the definition of the document structure. This structure, which will be actually the Table of Contents (ToC) of the document, has to take into account the short deliverable descriptions included in the Document. The production of the ToC is the responsibility of the deliverable author. In the same version of the document the author will define what contributions are expected from each partner engaged in this process. Along with the ToC the author will also provide an initial set of instructions related to the contributions and input (content, format, timeline), and will propose the schedule for the meetings he/she may consider necessary for the development of the deliverable.

The author sends the document structure to all work package partners and the Quality Assuror for comments and approval. Upon receiving the comments and input from the different contributors, the author will merge them into a single document. This first draft will then be circulated and asked for a second round of comments: each partner will check its consistency with the plans and give their feedback and approval. This iterative procedure will be repeated as necessary, until approval is given by all involved partners (Work Package internal review).

After this exchange, a final draft will be prepared by the author and will be sent to the Quality Assuror for the official review and validation. In turn, the Quality Assuror will send comments and proposed changes (if any) to the Author. Upon receiving the comments from the Quality Assuror, the author incorporates them into the deliverable, produces the final version of it and sends it back to the Assuror for the very final check. The Assuror checks if all comments have been applied and sends the deliverable to the Author and the work package leader with a declaration of approval. The author sends the deliverable to the Project Coordinator. The Project Coordinator sends the deliverable to the PMB for approval.

The PMB approves the Deliverable. Finally the Project Coordinator sends the deliverable to the Commission.

In summary, all deliverables prepared by the EUrFASHION consortium, before being submitted to the European Commission, must undergo a three-step review:

1. Work-package internal review
2. Quality Assuror official review
3. PMB review and approval

## **6. PERIODIC MANAGEMENT REPORT**

The Periodic Management Report will be delivered according to the format required by the EC and will be composed by the following parts:

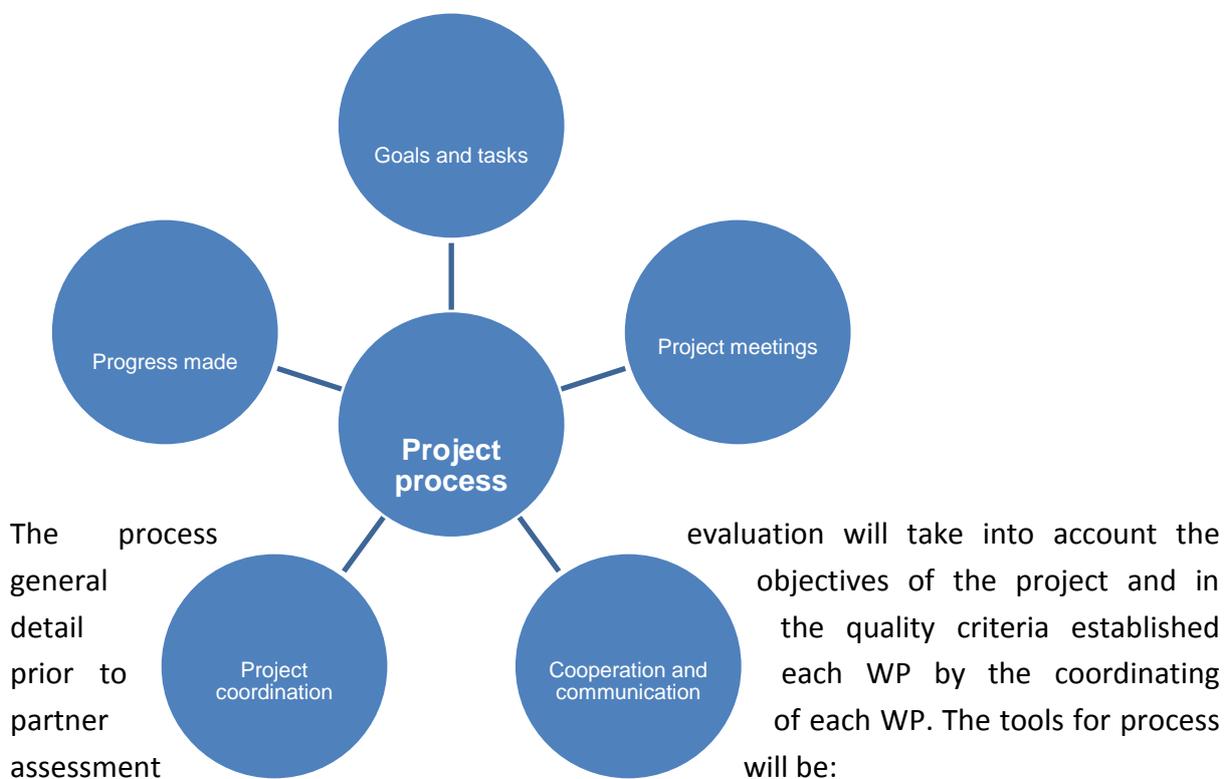
- a) a publishable summary of the work progress towards meeting the objectives of the project,
- b) achievements and attainment of any milestones and deliverables
- c) any deviations between the work expected to be carried out and the work actually carried out,
- d) an explanation of the use of resources,
- e) the Forms or financial statements from each beneficiary, together with a summary report consolidating the claimed Community contribution in an aggregated form.

## 7. EVALUATION STRATEGY

### Internal evaluation

The **process** evaluation refers to the process of transnational cooperation;

- within the partnership. This involves
- the defined goals and tasks,
- the transnational project meetings,
- the cooperation and communication between meetings,
- the project coordination,
- progress made towards the aims of the project.



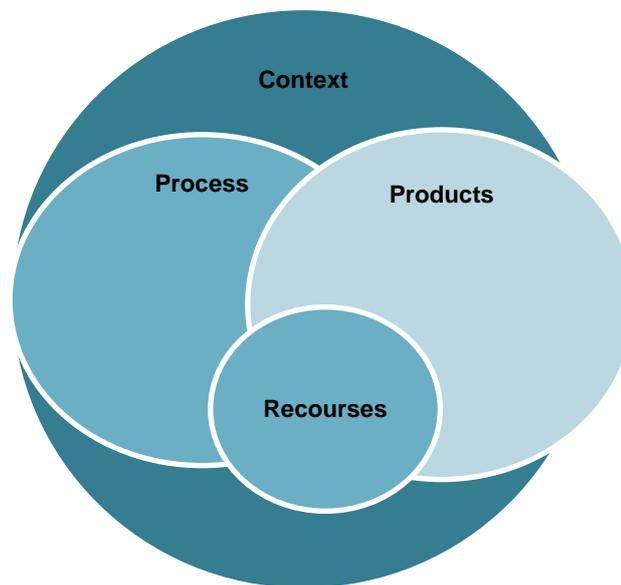
1. questionnaires among partners (on each international meeting)
2. questionnaires among partners after each WP

The evaluation of the process of the project is done as the activities progress in time. It also has a function to develop the quality of the activities as feedback is offered after each meeting and at the end of each Work Package.

***Progress evaluation***

<b>What?</b>	<b>When</b>	<b>Aspects</b>	<b>Based on</b>	<b>Who?</b>
<i>Communication between partners</i>	<i>During, After</i>	<i>Quantitative data: the frequency of use of the on-line platform;</i>  <i>The regularity of activity updates;</i>	<i>Comparison with Communication guidelines</i>	<i>Lead partner</i>
<i>Quality of project meetings</i>	<i>During (at meetings)</i>	<i>Efficiency of achievements</i>  <i>Structure and content</i>  <i>Cooperation between partners</i>  <i>Practical arrangements</i>  <i>Overall satisfaction</i>	<i>Meeting Evaluation Form</i>	<i>Filled by each partner, analysed by lead partner</i>
<i>Progress during WP's</i>	<i>After each WP</i>	<i>Work implemented</i>  <i>Cooperation</i>  <i>Results vs objectives and guidelines</i>	<i>Progress Evaluation Form</i>  <i>Progress Reports</i>	<i>Filled by each partner, analysed by lead partner</i>
<i>Overall project achievements</i>	<i>After</i>	<i>Compliance with aims set in the project plan</i>	<i>Final Questionnaire</i>  <i>Structured discussion at the final meeting</i>	<i>By each partner, analysed by lead partner</i>

When measuring and evaluating both the project products and the project process, the context and the resources will be considered.



### **Project evaluation**

**Within the EUrFASHION Project, an assessment of the effectiveness of the project's processes and results is planned.**

#### **The objectives of the Project evaluation are the following:**

- to have an *ex post* validation of the Project methodology and strategy. This validation will be based both on the degree of achievement of the project results (information that can be derived reading the monitoring data) and on the measurement of long and medium term impact of project activities;
- to check that projects results meet the requirements considered relevant to reach the major objectives of Leonardo Programme as mentioned in the project plan;
- to enable and enhance horizontal and vertical mainstreaming, providing useful suggestions and guidelines on the vocational training policies for the member countries national and regional competent institutions and for the European bodies

#### **The evaluation will focus on the following topics:**

- Transnationality / international cooperation (to which extent are the products a result of common activities?; are they shared by the partners?; can they influence training policies or the acquisition of professional profiles in different member countries?);
- innovation;
- impact (mainly on the regional and national competent bodies);
- project sustainability (is the network or the methodology going to survive the project life cycle?);
- transferability (are the methodology and project best practices easy to be transferred in different context/countries?) and what are the necessary adaptations?

Besides the analysis of the data provided by the monitoring system and by the project documents (reports, minutes of the meetings and so on) and the analysis of the project products the evaluation will use some tools of qualitative analysis such as a meeting of the external auditor with the partners' representatives (a focus group will be held at the final meeting of the project, though it is not intended as a formal audit).

**Table 1: Topics, methods and tools for the evaluation**

PROJECT CHARACTERISTICS EVALUATION		
Topic	Method and tools	
Impact	Desk analysis	Examination of the minutes of the meetings, and the documentation presented during the partnership meetings and of the documents put in the project web platform. Official documents showing the adoption by competent bodies of the profiles/training programmes. Analysis of the dissemination and valorisation results.
	Survey	Interviews /questionnaires to the project staff involved in the various activities.
Innovation	Desk analysis	Analysis of project products
	Survey	Focus group at the last partnership meeting
Sustainability	Desk analysis	Analysis of the data collected by monitoring system Analysis of project products Examination of the minutes of the meetings, and the documentation presented during the partnership meetings and of the documents put in the project web platform. It will concentrate on some major issues such as: is there a long or medium term vision and goals for the project and its partners? Is there a plan for incorporating the project methodology/results and network within the organisations; is there a strategy to obtain additional funding and support for the project beyond the time of the original grant? What about project promotion and dissemination plan for raising awareness of the project and updating and disseminating its products.
	Survey	Focus group within the last partnership meeting

PROJECT CHARACTERISTICS EVALUATION		
Topic	Method and tools	
Transferability	Desk analysis	Analysis of the data collected by monitoring system Analysis of project products Examination of the minutes of the meetings, and the documentation presented during the partnership meetings and of the documents put in the project web platform.
	Survey	Focus group at the last partnership meeting
Trans nationality	Desk analysis	Analysis of the data collected by monitoring system Analysis of project products Examination of the minutes of the meetings, and the documentation presented during the partnership meetings and of the documents put in the project web platform.
	Survey	Focus group at the last partnership meeting

### **Project Quality Monitoring Instruments and Indicators**

The quality monitoring and the evaluation of the project will be realised in the WP6. The PMB will assure the developing and delivering of the project quality monitoring instruments in order to compare the carried out ones with the planned ones in terms of; timing of the activities; using of the financial and Humans resources.

### **QUALITY PLAN WORK PACKAGE (WP7)**

The aim of this work package is to assure the quality of the whole project and to ensure that the overall goals of the project will be achieved by the end of the project period. To monitor the overall quality of the project process and product evaluations are carried out regularly (on project meetings, on WP's and on products delivered). Monitoring aims to provide information in order to detect and solve possible problems, assess the progress of the activities, make decisions regarding the re-shaping of activities and/or re-adjustment of the results. The evaluations for quality assurance will be designed to assess the relevance, the efficiency, the sustainability, the innovation and the transferability of the project. The evaluation activities will take into account the descriptors and indicators set out in EQAVET. This WP will also provide an external evaluation to ensure full accountability and objectivity of the project achievements and difficulties. An external evaluator will undertake a formative and final evaluation.

At the start of the project and before the start of each WP, specific quality criteria will be set for the progress and for the outputs of the WP at hand. At the end of the WP, the project partners will be questioned about their opinion of the quality of the work, according to these criteria. Results will be discussed in the project meetings. Thus quality assurance will be a recurring issue during the whole project, and not only an obligatory activity at the end.

The results of the quality control activities will be audited by an independent expert. The resulting evaluation report should reflect the learning path of the partnership during this project. The result, the monitoring and evaluation report will be made available to the public on the project website. The evaluation report will be made available to the public on the project website. Future partnerships may take advantage of the experiences of this project. In part the results of this WP will also bear on the main objective of the project; setting up a sustainable network of partners to encourage mobility in Europe.

## **8. PROJECT QUALITY INDICATORS AND METHODS**

The quality monitoring and the evaluation of the project will be realised in the Work Package 6.

The PMB will assure the developing and delivering of the project quality monitoring instruments in order to compare the carried out ones with the planned ones in terms of; timing of the activities; using of the financial and Humans resources.

Regardless of the “Leonardo da Vinci” monitoring instruments, the following simple table will be useful in order to evaluate the project working progress in terms of timing and resources.

### **Quality parameters related to the project.**

#### **8.1 Measurement Methodologies**

Three different ways of measuring performance will be used to monitor the project:

##### **Quantitative**

Description: This stands for very clear quantitative indicators with a numerical target.

Example: Number of participants.

##### **Report**

Description: This typology of measurement indicates that the performance indicators are both, quantitative and qualitative. Thus, for having a better evaluation, a more detail analysis is needed.

Example: Interaction between partners and local impacts

##### **Interviews and user interaction analysis**

Description: For all indicators including the user interaction and satisfaction it is impossible to evaluate the success status without an analysis of real user behaviour. For this reason, this class of indicators will be used where the users' interaction is needed.

Example: Attendee satisfaction.

### 8.3 Project Quality Monitoring Instruments and Indicators

WORK PACKAGE NUMBER	TITLE OF WORK PACKAGE	Start month	End Month	OBJECTIVES AND DESCRIPTION	KEY PEOPLE
1	- Project Management	1	24	<p><b>Objectives:</b>            The objective of the work package is to establish a new network for the fashion and textile sector to improve the European cooperation and therewith enhance mobility for students and professionals in this sector. In this WP the foundation of the network will be formed and the conditions will be determined to make the network sustainable. Therefore a written network dossier will be developed. In this dossier the essential and underlying conditions for the network will be determined. These conditions are described in a strategic network plan which outlines the goals and objectives of the network, indicates the necessary activities, suggests on administrative and financial mechanisms that are needed for a sustainable functioning and indicates the required resources. Furthermore the network dossier includes a quality charter wherein the quality criteria are described that the network needs to meet. In a final step a Memorandum of Understanding will be formulated to clarify the conception of the collaboration and to create mutual trust among all partners. In order to brainstorm about the conditions to be determined and collect all necessary information for the network dossier the second project meeting takes place in the beginning of February 2013.</p> <p>In a second step of the work package the network starts to expand by connecting to more suitable partners. This means each partner has to deliver new contacts to the network based on their background and expertise.</p>	Nedim Özbalaban Simonetta Bettiol Julia Bollam

WP 2 - Designing the EUrFASHION network

WORK PACKAGE NUMBER	TITLE OF WORK PACKAGE	Start month	End Month	OBJECTIVES AND DESCRIPTION	KEY PEOPLE
WP 2	Development	1	24	<p><b>Objectives:</b></p> <p>The objective of the work package is to establish a new network for the fashion and textile sector to improve the European cooperation and therewith enhance mobility for students and professionals in this sector.</p> <p>In this WP the foundation of the network will be formed and the conditions will be determined to make the network sustainable. Therefore a written network dossier will be developed. In this dossier the essential and underlying conditions for the network will be determined. These conditions are described in a strategic network plan which outlines the goals and objectives of the network, indicates the necessary activities, suggests on administrative and financial mechanisms that are needed for a sustainable functioning and indicates the required resources. Furthermore the network dossier includes a quality charter wherein the quality criteria are described that the network needs to meet. In a final step a Memorandum of Understanding will be formulated to clarify the conception of the collaboration and to create mutual trust among all partners. In order to brainstorm about the conditions to be determined and collect all necessary information for the network dossier the second project meeting takes place in the begin of February 2013.</p> <p>In a second step of the work package the network starts to expand by connecting to more suitable partners. This means each partner has to deliver new contacts to the network based on their background and expertise.</p> <p>In designing the EUrFASHION network the so called 'RECOMFOR method' will be used. This method consists of a quality approach that is certified by a label. The quality approach is based on a requirements charter validated by each of the</p>	<p>Enrico Bressan,  Renate Brouwer,  Susanna Casellato, Joicey Celia,  Hall Chris, Matthijs Criete,  Anilkumar Dave  Rajet Gamhiouen, Elena Hage,  Nicolette Hofman,  Jeannette Jansen,  Monique Jordense, John Kester,  Arnold Klunder , Marieke Kuper  Antonio Mocchi, Jan Muijs,  Gülbin Okur, Nuran Piliçer,  Rob Senden, Grazia Simonetti,  Sian Smith, Monique Tadema,  Camilla Tamiozzo Pauline Van  den Bosch  Rob Van Wezel, Seçil Yakut</p>

				mobility stakeholders: training centers, companies and learners.	
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WORK PACKAGE NUMBER	TITLE OF WORK PACKAGE	Start month	End Month	OBJECTIVES AND DESCRIPTION	KEY PEOPLE
WP 3	WP 3 - Implementation and impact	1	24	<p><b>Objectives:</b> The objective of this work package is to create awareness of and promote the network among target groups to inform about the importance of the network and about work placements abroad.</p> <p>To ensure the survival of the network beyond the lifetime of the project it is important that we concentrate also on 'selling' the network in order to force implementation and impact of the EURFASHION network. This is way we need a well-thought marketing plan which is tailored to the wishes and needs of the users of the EURFASHION network. The marketing plan will be based on a SWOT analysis, an inventory of the different target groups, the objectives of the network and the marketing goals. Of course is the marketing of our network a dynamic process that must be adapted to the changes of the market continuously, but it is therefore that the marketing plan that will be developed in this WP should serve a long term goal as well as a short term goal.</p> <ul style="list-style-type: none"> <li>• On the short term the marketing plan can be used to expand the EURFASHION network and to recruit actively potential network members.</li> <li>• On the long term the marketing plan should be a blueprint that can be used beyond the lifetime of the project.</li> </ul> <p>In addition a training program will be developed for the three target groups of teachers, companies and students which will be in line with the marketing plan.</p> <p>The developed workshops for the training program are based on the tools of the LdV projects EU-Move and INTENT and are</p>	<p>Nedim Özbalaban; Simonetta Bettiol; Julia Bollam - ; Enrico Bressan Renate Brouwer Susanna Casellato; Joicey Celia, Hall Chris, Matthijs Crietee Anilkumar Dave, Rajet Gamhiouen Elena Hage Nicolette Hofman, Jeannette Jansen, Monique Jordense John Kester Arnold Klunder , Marieke Kuper Antonio Mocchi Jan Muijs Gülbin Okur, Nuran Piliçer Rob Senden, Grazia Simonetti, Sian Smith, Monique Tadema, Camilla Tamiozzo, Pauline Van den Bosch, Rob Van Wezel Seçil Yakut</p>

				<p>tailored to the three target groups.</p> <p>The developed workshops will be translated into the different language respectively to the partner countries. P1, P3, P6 and P8 are provided with subcontracting budget for translation.</p>	
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WORK PACKAGE NUMBER	TITLE OF WORK PACKAGE	Start month	End Month	OBJECTIVES AND DESCRIPTION	KEY PEOPLE
WP 4	Title: Development	1	24	<p><b>Objectives:</b></p> <p>The aim of this work package is to develop a reference frame in which we can place the professions in the fashion/textile in order to facilitate the communication within the network. This common reference will be related to two necessary professions in the sector:</p> <ul style="list-style-type: none"> <li>• fashion designer and</li> <li>• production coordinator</li> </ul> <p>Such a common reference forms a common "interpretive framework" used to establish coherency between qualifications in each country. They encourage qualification transparency and the recognition of mobility in companies and training centres For the first profile the existing profile of the European Fashion Designer (EFD), developed in the LdV project European Fashion Design, will be improved. Because this profile is developed in a European context it is a good basis for the network to start with. Although the profile is suitable for mobility since it is described in learning outcomes, it is necessary to improve the profile with the ECVET principle of units. In addition we will add the intercultural aspect to this profile which will be based on the unit profile that is developed in the LdV project INTENT. Based on the profile of the EFD, a second European reference profile will be developed, the Production Coordinator, a frequently required job in the fashion industry. The design of the EFD and its completion of ECVET units and intercultural aspects will be adapted to come</p>	<p>Nedim Özbalaban  Simonetta Bettiol Andrew Mitchell, Enrico Bressan  Renate Brouwer  Susanna Casellato Joicey Celia Hall Chris Matthijs Criete  Anilkumar Dave  Rajet Gamhiouen Elena Hage  Nicolette Hofman  Jeannette Jansen  Monique JordenseJohn Kester  Arnold Klunder Marieke Kuper  Antonio Mocchi Jan Muijs  Gülbin Okur Nuran Piliçer  Rob Senden Grazia Simonetti  Sian Smith  Monique TademaCamilla Tamiozzo Pauline Van den Bosch Rob Van Wezel  Seçil Yakut</p>

				<p>to a European Production Coordinator (EPC). The two reference profiles will be suitable for mobility in the context of EUrFASHION.</p> <p>P11 Newham College will be considered as an expert for this WP based on their expertise on the foregoing LdV project European Fashion Design.</p> <p>Work package 3 takes place contemporaneously with work package 4. The third project meeting will be held in May 2013 with regard to both work packages.</p>	
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WORK PACKAGE NUMBER	TITLE OF WORK PACKAGE	Start month	End Month	OBJECTIVES AND DESCRIPTION	KEY PEOPLE
WP 5	WP 5 – Testing	1	24	<p><b>Objectives:</b></p> <p>The objective of this WP is to put the EUrFASHION network into practice. This will be the so called test phase. The test phase is the phase where we check all components of the whole network. In this phase we will refine all details of the network in order to facilitate a self-regulating network.</p> <p>The test phase will consist of two phases:</p> <p>The first phase will have a quantitative focus on activities such as expanding the network in terms of members. All members of the EUrFASHION partnership must supply members. The numbers will be determined at the beginning of the project. In the second phase mobility between the network members will actually take place. Thus, the operation of the network will be tested and its function will be analysed. This way we can see if the profiles are sufficient as reference profiles and if the network file consist of correct information.</p> <p>In addition, practical problems will be known in the test phase so they can be prevented in the future. If we notice mistakes, we should address this and probably some additional activities will</p>	<p>Nedim Özbalaban  Simonetta Bettiol Andrew  Mitchell Enrico Bressan  Renate Brouwer  Susanna Casellato Joicey Celia  Hall Chris Matthijs Criete  Anilkumar Dave  Rajet Gamhiouen Elena Hage  Nicolette Hofman  Jeannette Jansen  Monique JordenseJohn Kester  Arnold Klunder Marieke Kuper  Antonio Mocci Jan Muijs  Gülbin Okur Nuran Piliçer  Rob Senden Grazia Simonetti  Sian Smith  Monique TademaCamilla</p>

				<p>be necessary in order to solve some mistakes.</p> <p>Regarding the duration, the extent and the impact of this work package two projects meetings are planned. The first one at the beginning of the work package (October 2013), the second one in the middle of the testing phase (April 2014).</p>	<p>Tamiozzo Pauline Van den Bosch Rob Van Wezel Seçil Yakut</p>
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WORK PACKAGE NUMBER	TITLE OF WORK PACKAGE	Start month	End Month	OBJECTIVES AND DESCRIPTION	KEY PEOPLE
WP 6	WP 6 - Quality assurance	1	24	<p>The aim of this work package is to assure the quality of the whole project and to ensure that the overall goals of the project will be achieved by the end of the project period. To monitor the overall quality of the project process and product evaluations are carried out regularly (on project meetings, on WP's and on products delivered). Monitoring aims to provide information in order to detect and solve possible problems, assess the progress of the activities, make decisions regarding the re-shaping of activities and/or re-adjustment of the results. The evaluations for quality assurance will be designed to assess the relevance, the efficiency, the sustainability, the innovation and the transferability of the project. The evaluation activities will take into account the descriptors and indicators set out in EQAVET.</p> <p>This WP will also provide an external evaluation to ensure full accountability and objectivity of the project achievements and difficulties. An external evaluator will undertake a formative and final evaluation.</p> <p>At the start of the project and before the start of each WP, specific quality criteria will be set for the progress and for the outputs of the WP at hand. At the end of the WP, the project partners will be questioned about their opinion of the quality of</p>	<p>Nedim Özbalaban  Simonetta Bettiol Julia Bollam  Enrico Bressan Renate Brouwer  Susanna Casellato Joicey Celia  Hall Chris Matthijs Criete  Anilkumar Dave  Rajet Gamhiouen Elena Hage  Nicolette Hofman  Jeannette Jansen  Monique JordenseJohn Kester  Arnold Klunder Marieke Kuper  Antonio Mocchi Jan Muijs  Gülbin Okur Nuran Piliçer  Rob Senden Grazia Simonetti  Sian Smith  Monique TademaCamilla  Tamiozzo Pauline Van den Bosch Rob Van Wezel  Seçil Yakut</p>

				<p>the work, according to these criteria. Results will be discussed in the project meetings. Thus quality assurance will be a recurring issue during the whole project, and not only an obligatory activity at the end. The results of the quality control activities will be audited by an independent expert. The resulting evaluation report should reflect the learning path of the partnership during this project. The result, the monitoring and evaluation report, will be made available to the public on the project website. The evaluation report will be made available to the public on the project website. Future partnerships may take advantage of the experiences of this project. In part the results of this WP will also bear on the main objective of the project; setting up a sustainable network of partners to encourage mobility in Europe.</p>	
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WORK PACKAGE NUMBER	TITLE OF WORK PACKAGE	Start month	End Month	OBJECTIVES AND DESCRIPTION	KEY PEOPLE
WP7	WP 7 - Publicity, dissemination & awareness	12	24	<p><b>Objectives:</b> The overall objective of this work package is to accomplish a widespread awareness of the project per se and the established network through publicity and dissemination. The aims therein are to establish a project brand, to be able to attract others outside the partnership, to spread information about the project's progress and results to stakeholders and other interested target groups, to make stakeholder parties aware of the importance of the project's aims and results, to inform stakeholders and target groups of the benefits of the project and its results, in the broadest sense of the word.</p>	<p>Nedim Özbabalaban Simonetta Bettiol Andrew Mitchell Enrico Bressan Renate Brouwer Susanna Casellato Joicey Celia Hall Chris Matthijs Criete Anilkumar Dave Rajet Gamhiouen Elena Hage Nicolette Hofman Jeannette Jansen Monique JordenseJohn Kester Arnold Klunder Marieke Kuper Antonio Mocchi Jan Muijs Gülbin Okur Nuran Piliçer Rob Senden Grazia Simonetti Sian Smith</p>

					Monique Tadema Camilla Tamiozzo Pauline Van den Bosch Rob Van Wezel Seçil Yakut
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## Evaluations of Meetings and Work Packages

A Survey form was sent to all the Partners after each meeting, to evaluate whether the structure; effectiveness; quality of the domestic arrangements; input into the meetings by Partners; links between the aims of the meeting and overall aims of the project; commitment and agreement amongst the Partners; effectiveness of the process of monitoring and evaluation.

There were at least 27 questions asked on each survey, for the Partners to state whether the above categories were either Excellent, Good, Fair, Poor and Not Relevant. The following Transnational meetings were attended by all the Partners:

### Meetings:

October 2012	Ede, The Netherlands
February 2013	Biella, Italy
May 2013	London, United Kingdom
October 2013	Deventer, The Netherlands
April 2014	Bursa, Turkey
September 2014	Ede, The Netherlands

The average mark given by the partners in the following categories for the meetings were as follows:

Categories	Excellent	Good	Fair	Poor	Not Relevant
Effectiveness	31.95	60.02	8.03	0	0
Quality of Domestic arrangements	37.55	45.95	7.7	0	8.8
Input into Meetings etc.	29,11	67.65	3.24	0	0
Links between the aims etc.	25.22	64.88	9.9	0	0
Commitment and Agreement etc.	28.83	58.82	12.35	0	0
Effectiveness of the process etc.	33.07	57.18	9.75	0	0

### Work Packages:

A Survey form was sent to all the Partners after each Work Package had been completed, to evaluate whether the Content of the Work Package was as described in the proposal; Implementation of the Work Package; Partners contribution to the Work package; The cooperation of the Partners during the Work Package; overall opinion about the Work Package.

There were at least 21 questions asked on each survey, for the Partners to state whether they: Strongly agree: Agree: Disagree or Strongly disagree with the above categories. The following Work Packages were completed by the designated Partners:

**Work Packages:**

- Number 1     Project
- Number 2     Designing the Project network
- Number 3     Implementation and Impact
- Number 4
- Number 5     Testing
- Number 6     Quality Assurance and the External Evaluator
- Number 7     Publicity, Dissemination and Awareness

The average mark given by the partners in the following categories for the Work Packages, were as follows:

<b>Categories</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>N/A</b>
Content of the Work Package was as described in the proposal	14.18	74.28	0	0	11.54
Implementation of the Work Package	14.38	71.86	1.43	0	12.33
Partners contribution to	10.95	69.26	1.67	0	18.12

the Work package

The cooperation of the	15.44	71.08	0	0	13.48
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Partners during the Work

Package

Overall opinion about	the Work Package	100.00
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**The Surveys are shown in the Repository under Work Plan 6 – Documents.**