

Eurfashion Project
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WP 6: External Evaluation Final Report

Work Package:	6	Quality assurance
Description	Evaluation final report	
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FINAL VERSION

Text closed on November the 4th 2014.

Foreword.

This document is the final report about the external evaluation of the Eurfashion Leonardo da Vinci TOI project. The rationale of the project is the awareness that student mobility lags behind in education for the fashion sector. This is due to the fact that this sector is a rather small branch. The ongoing mobility of students in this sector is based on a few semi-private contacts within the VET environment, 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.

As a consequence, the objective of the Eurfashion project was to improve mobility of both students and professionals at EU level for one specific sectoral environment, namely the fashion line of business, by establishing an efficient network of all partners connected. The approach to build the network is based on the successful approach of the project RECOMFOR, and also of the previous experience of the European Fashion Designer project. It seems useful to spend here a few words on the “sources” of innovation, because they explain also organisational choices and the work on common profiles.

1. Project background.

Capitalising on the results and experiences of the projects RECONFOR, EUROPEAN FASHION DESIGN and INTENT, this project intended to help fashion industry in partner countries by establishing a network to improve mobility of students and professionals.

More in detail, the overall work approach of the project refers to the RECOMFOR method which is based on a quality approach and the use of a common reference and to the use of the ECVET framework. As a matter of fact, in the RECONFOR experience all partners within the network committed themselves to a common profile. This profile serves as a reference profile, which partners can use for bridging between the different school systems. This profile increases the mutual trust between partners. The common profile is suitable for mobility and that can also be recognized in each school system, by using the ECVET principles. In order to design a common reference for the Eurfashion network, partners took into account the previous good practice and also the profile of a European Fashion Designer which was developed in the LdV project European Fashion Design.

The work approach was tackled by the variety and heterogeneity of the partners within each partner country, created through the triangle (VET/school - related organisations, labour market organisations and sectoral bodies). This triangle offers competences that require a significant effort as it regards the management and cooperation of the different project activities in order to be able to effectively carry out the activities and achieve results that are satisfying in every aspect. Roughly speaking, the project was divided into two parts.

1. The first part (October 2012 - October 2013) focussed on establishing the groundwork and the conditions for setting up the network. The most important activity herein was the design of the EUrFASHION network, and the developing of the network dossier. This dossier laid down the strategic network plan, a quality charter and a Memorandum of Understanding as a partner agreement.

Other pivotal activities were: the developing of two reference profiles as a tool to facilitate the network in terms of communication and mutual trust, and the development of training paths for the targets.

2. The second part (October 2013 - September 2014) was focussed on the testing phase, that is crucial for checking the profiles and proving the network's reliability. This stage was the operational part where the results of the first year activities have been tested and the profiles put into practice.

Each of the project partners had specific responsibilities in the work packages based on their expertise, although only a few act actively as a work package leader.

As for **impact**, the project EUrFASHION distinguished the following target groups. The target sector is of course the Fashion design sector, meaning Fashion industry for design staff.

At the long term all sectors should be targeted and this is the main challenge for the activity after project end. Potential users of the project are especially students who go for a work placement abroad. Indirect users are companies and the mentors of the companies as well as VET-institutions who may benefit from this mobility system throughout Europe (short-term impact) and in the long run from a better gearing and more opportunities for Life Long Learning.

The application form provided for a description of short-term impacts and long-term impact on different target groups:

On students:

-short-term impact: adequate mobility programs

-long-term impact: more and better possibilities for Life Long Learning.

On companies:

-short-term impacts: better understanding of benefits of mobility.

-long-term impacts: adapted VET-programs and thus more and better employees.

On VET-institutes:

-short-term impacts: if mobility is more accessible, mobility can be better integrated into the curriculum

-long-term impacts: credible attractive for companies and students as LLL-provider

The overall long-term impact (for all target groups) is an increase of the use of mobility.

2. Partnership.

Eurfashion is a network of 12 partners from 5 European countries (4 EU Member states plus Turkey). Here some basic information on them.

P0 - the applicant and lead partner - is Kenniscentrum Handel International. Kenniscentrum Handel (KCH) is the Centre of Expertise on Vocational Education & Training and the labour market for the trade sector in the Netherlands. Under mandate from the Dutch Ministry of Education, Culture and Science, KCH performs a number of statutory tasks for the intermediate vocational education system. KCH performs these tasks for the trade sector and for manufacturers, suppliers and traders in the Fashion, Interior, Carpets and Textile industry (known as the MITT sector). Working in collaboration with companies, trade organizations 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. The department KCH International initiates and participates in international projects in which elements from education and/or the labour market are examined and institutes and experts from various countries cooperate. KCH International has a long lasting experience in planning, implementing, realising and exploiting EU funded projects in the areas of vocational training and learning mobility.

P1 is ROC Aventus. ROC Aventus is a regional college for secondary vocational education and training. The branch Ondernemen 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 brought in its expertise as to ECVET, fashion courses and work placement in the relevant lines of business. The role of The ROC Aventus was to share expertise as to ECVET, fashion courses and fashion qualifications with all partners, in order to reach agreement on European fashion reference qualifications. ROC Aventus is also part of several EU networks with regard to organizing international work placements and can support building up a European network for work placements in the fashion business.

P2 is MODINT. MODINT is the Dutch Trade association for fashion, interior design, carpets and textiles. Their main task within the project was 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. The MODINT membership totals over 800 companies, active in the production of and trade in clothing, fashion accessories and (interior) textiles. MODINT intends to continue to expand their membership, in order to increase support and create a stronger competitive position. MODINT is active in a several fields to ensure that its members' interests are protected. Most of MODINT's business services are incorporated into MODINT BV, in which the Consultancy and Credit Management activities play a major role.

P3 is Fondazione Giacomo Rumor - Centro Produttività Veneto. CPV is a Foundation promoted by the Chamber of Commerce of Vicenza in collaboration with 4 other Chambers of Commerce (Verona, Venice, Padova and Treviso), as well as several Business Associations (the Industrial Association of Vicenza and the Small Business Association). Its main activities are to inform companies, to train business people, managers and technicians, to offer services for SMEs development, services for technological innovation and patent rights. Annually, it implements over 450 projects with the participation of approximately 13,000 people and a budget of over 6 million Euros. CPV develops also a promotion activity, mainly through Working Groups subdivided into areas of interest. CPV gained a great experience in Pilot Projects in the field of VET, particularly regarding EQF, ECVET and the accreditation of competences acquired through not formal and informal learning paths. The size is 59 persons of staff: 45 employees and 14 stable freelancers.

P4 is Città Studi Biella. Città Studi S.p.A. is based in Biella (Piedmont Region) and promotes education, applied research and technology transfer and innovation in Italy and Europe. It is the national sectoral 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 programs. The main activities of the Vocational Education Centre are: training, research, experimentation and technological service to facilitate people inclusion 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 mail local industry (wool).

P5 is Ufficio Scolastico Regionale per il Veneto. USR Veneto is a branch of 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.

P6 is EVTA, the European Vocational Training Association. 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.

According to EVTA's vision, there are four thematic areas that EVTA members consider as priorities:

- Employment;
- Innovation;
- Entrepreneurship;
- Training.

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.

P7 is IVOC. IVOC is the Training & Research Institute for the Clothing Industry in Belgium. 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 and 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.

P8 is BTBO, the Chamber of crafts of Bursa in Turkey. The Chamber was established in 1965; it totals 1600 members. The Chamber is implementing some vocational training interventions since the year 2003 by some projects funded by own sources, 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 the Crafts and Artisans' Law of Turkey as development training is one of the main responsibilities related with the law.

Approximately 3500 persons have been trained by the Chamber since the year 2003. The Chamber has 3 computer laboratories with 21 computers, 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.

P9 is the Yıldırım IMKB Girls Vocational High School. 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.

P10 was BIESSECI Bursa AS. BIESSECI was a company and was an integrated textile factory with its knitting, dye house, confection facilities. Although BIESSECI regularly started activities, it later faced bankruptcy and eventually left the project.

P11 is the Newham College for Further Education. Newham College for Further Education (NCFE) 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' NCFE 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 NCFE 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.

Having summed up the project and the network, let us consider now the external evaluation design.

3. The external evaluation within the quality securing policy - Terms of reference (from the approved project).

The external evaluation is part of the quality securing policy which encompasses different types of actions: monitoring, appreciation of management and events, reporting. In particular, 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 at providing information in order to detect and solve possible problems, assess the progress of

the activities, make decisions regarding the re-shaping of the activities and/or the re-adjustment of the results.

As for the distinction between internal and external evaluation, the **internal** evaluation and monitoring enables an appropriate management of activities and it is functional to achieve phase objectives, to comply with the project timetable, to account the expenses. Thereby, according to the approved application form, the applicant and the WP-leader are in charge of design a suitable monitoring and evaluation plan by setting out indicators and procedures.

Therefore, evaluation is designed to assess the relevance, the efficiency, the sustainability, the innovation and the transferability of the project. Thereby the finality is to review the real project results if compared with the planned and expected ones.

The criteria for monitoring and evaluation of the project then took into account the management of different objects, different areas, and the skill to cope with and overcome the critical factors and obstacles, which involve the whole consortium.

The management plan should assure a flexible coordination where each partner performs specific tasks in order to achieve project objectives.

The indicators functional to monitor the achievement of specific objectives are grouped into 4 categories: context, process, products and resources. In regard to such indicators specific tools will be set out in order to evaluate: the regular project progress; the gradual achievement of expected outcomes and activities; the users' satisfaction level; the short time impact on partners' national contexts.

The **external** monitoring and evaluation lets an external evaluator analyse project outcomes; thereby specific tools will be elaborated by the applicant according to information provided by each partner, for example: the periodic filling in of phase reports, the quarterly table on costs, the interim and final reports.

Evaluation is considered a recurring activity during the whole project aimed to keep the quality of both project processes and products as high as possible. The other two activities that are important in generating the impact foreseen are dissemination and valorisation activities.

Aims of evaluation.

At the beginning of the project and in defining the Service Level Agreement that binds the external evaluator to the partner responsible for quality securing (the Newham College London), consensus was found on the specific aims of external evaluation.

These are:

- a. to build on the project's internal evaluation that will be carried out throughout the duration of the project by partners.
- b. to undertake an assessment of whether the project has achieved its objectives or not, what has worked well and what has not, for whom and under what circumstances.
- c. to assess the original rationale for the project, and whether this rationale is/is not still valid (including how it fits with current priorities and those of other local, regional, national and European strategies).
- d. to assessment of the added value realised through coordinating activities that result in project outcomes, with specific reference to EU mobility policies.
- e. to gather and disseminate best practice and innovatory elements that can be embedded within the future work of the partnership and shared more widely.
- f. to identify gaps & issues.
- g. to identify non expected effects.

Proposed evaluation strategy.

Having this in mind, the evaluation strategy at the base of this report can be formulated as follows:

- 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 and on the estimation 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 the Leonardo da Vinci sectoral Programme.
- To provide useful suggestions on how to transfer projects' results into training policies and approaches for the national and regional competent institutions, for the European bodies, and for all relevant stakeholders, in general.

More in detail, this proposal considers the following dimensions, and evaluation questions:

1. **relevance:** “Are project outcomes relevant with reference to the Lifelong learning Programme objectives ?”; “Are results able to create benefits for end users ?”
2. **efficiency:** “Have tasks been divided amongst partners in a balanced and efficient way ?”
3. **sustainability:** “Are the network or the outputs going to survive the project life cycle ?”
4. **transferability:** “Are the methodology and project best practices easy to be transferred in different context/countries, and what are the adaptations required ?”
5. **innovation:** “To what extent project results contribute at innovating the state of the art on the subjects tackled by the project ?”

In addition to that, in consideration of the ex post perspective adopted, we propose to consider two more dimensions:

6. **impact:** “To what extent project results will be used by end users and by regional and national competent bodies ?” “What is the impact on partners organisations ?”
7. **transnational cooperation:** “To what extent are the products a result of common activities ?”, “Are they shared by the Partners ?”, “Can they influence mobility policies or the acquisition of professional profiles in different countries ?”.

So the agreed approach is as follows.

From a general point of view, evaluation considers the Eurfashion project according to seven dimensions: impact on partners and reference systems, innovation produced, sustainability of results, transferability of results, effectiveness of the transnational co-operation; efficiency of work organisation; relevance.

More in detail, the analysis of the seven dimensions is carried out in the following ways:

1. **relevance:** desk analysis and survey of project outcomes and their correspondence to the needs that originated the project. Analysis of the correspondence between project results and Leonardo da Vinci priorities.

2. **efficiency:** desk analysis of project documentation and results of the internal monitoring activity, to assess the efficiency of internal organization and of the balance of tasks.
3. **sustainability:** desk analysis of project documentation and of internal monitoring information. The evaluation of sustainability 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 project methodology/ results and network within the organisations?”;
 - “what about project promotion and dissemination plan for raising awareness of the project and updating and disseminating its products?”;
4. **transferability:** desk analysis and survey of project’s results to check their transferability. Identification of good practices as for process and product.
5. **innovation:** analysis of project products. Survey of partners’ and end users’ reactions and appreciations.
6. **impact:** desk analysis and survey of results produced, of dissemination and valorisation results, of project’s documentation, of partners’ contributions.
7. **transnational cooperation:** Analysis and survey of project documentation to check the quality of cooperation. Collection of information from the monitoring activity to assess the tasks’ distribution. Survey of partners’ reactions and appreciations.

A specific focus is on the impact on the European VET system of project results, with specific attention to the added value Eurfashion brought to European mobility.

The evaluation is based on the output coming from the project and from results contained in the project website. It is expected to be participative, so the evaluator proposed to attend the meetings and the planned events.

Evaluation outputs.

The evaluator produced an interim paper 12 months after project inception. At the end of the project, this final evaluation report has been produced.

The results of evaluation has been presented by the evaluator during the last meeting of the project scheduled in Ede for October the 1st 2014. Interim results were presented and discussed in the meeting in Deventer (October 2013).

4. Eurfashion produced results.

Having summed up the evaluation design and the project background, let us consider project outcomes at the end of the project lifecycle. We distinguish here two typologies of results: structural and content results. Structural ones are those outcomes that make possible the project functioning, such as organisational mechanisms, design and preparation of operative tools, adoption of procedures, agreement on tasks, articulation of communication and evaluation strategies...

Content results are those outcomes produced during project activities and through which project objectives are met. Contents results are the benchmark against which the quality, innovation, and success of the project will be assessed, but without structural results it is doubtless impossible to produce them.

a. Structural results.

The structuration of the partnership was the first important structural result. The kick off meeting was dedicated to settle down partnership's organisational and functioning mechanisms. After the inception meeting in Ede (8-9.10.2012) the partnership found agreement on the following procedures: administrative issues, web functionalities and feeding, monitoring and evaluation, schedules and milestones. More in detail, all work packages were analysed, identifying for each of them the responsible partner, activities to be done, expected outputs and contributions from all partners. Following previous experiences of some of the partners, it was decided that the main tool for communication among partners would be a web site with protected access, usable for discussion, files and documents management, and to work at a distance between the meetings. Cooperation continued in the Biella and London meetings, which produced agreement and operative indications on how to go on with project activities. Meetings were organised respecting time schedules: in London, Biella, Deventer, Bursa and again in Ede.

Partners found agreement on the outputs to produce:

- ✓ a constructive project consortium;
- ✓ project identity;
- ✓ network dossier;
- ✓ constructive network,
- ✓ marketing plan;
- ✓ training programs;
- ✓ Reference profile EFD (European Fashion Designer);
- ✓ Reference profile EPC (European Production Coordinator);
- ✓ test report;
- ✓ Quality report;
- ✓ PDA (Publicity Dissemination Awareness) package.

The progressive realisation of these outputs has brought to content results that we consider in the following paragraphs.

One of the Turkish partners (BIESSECI) although started regularly project activities, then faced bankruptcy and left the partnership.

b. Content results.

Project identity and logo. The project logo was ready for the kick off meeting; since then, it is used in all documents and outputs realised by the partnership. Project identity is created through the realisation of the project brand, which is contained in the web site, in the leaflet and is developed during project meetings and all communication events.

Network dossier. This result is about the creation of a new network for the fashion and textile sector. The network dossier contains the underlying conditions for the network sustainability. The conditions are described in a strategic network plan which describes the plans and objectives of the network. The dossier contains also a quality charter wherein the quality criteria are listed. The dossier should finally evolve in a Memorandum of Understanding to clarify the concept of the collaboration. The dossier provides for a brief description of the trends ongoing in the textile sector. Then details are stated on the guiding principles for creating a network (including added value and positioning). The operational methodology for creating the network is provided, with details on the legal and institutional framework, the membership agreement, the working areas and the criteria to assess it.

Finally, the dissemination and communication strategy and the perspectives for the network enlargement and sustainability are clarified.

Marketing Plan. This result is about the creation of awareness of the network and the promotion of its enlargement among target groups. This result aims at securing sustainability to the network after project conclusion and also at “selling” the network results so as to force project impact. Through the carrying out of a SWOT analysis, an inventory of the different target groups has been made, the objectives of the network have been investigated and the marketing goals analysed. The draft version of the marketing plan was uploaded in the platform in June 2013 and validated in the Deventer meeting. It is structured in four sections: the first is about project and partnership. The second is about a marketing analysis related to the textile and fashion sector; the third refers to concept, vision, target groups and SWOT analysis. The last proposes conclusions on how to expand the network.

Training programs. The scope of the training programs is to train the three target groups of the project: students, companies, and teachers. The training programs are structured as workshops and are based on the tools developed in the Leonardo da Vinci projects Eu-Move and Intent. The training programs are obviously linked to the reference profiles: they have been already drafted and have been discussed in Deventer. They are structured as workshops.

Reference profile for European Fashion Designer. This profile was developed within the Leonardo da Vinci project European Fashion Design, that can be considered as one of the sources for innovation of this TOI project. The profile is structured in learning outcomes, but it had to be improved with the ECVET principle of units. Moreover, project staff intended to complete it with the unit on interculturality which was developed for the LdV INTENT project. At the end of project first year, the adaptation phase was over and the profile ready to be tested. The test took place with 17 companies in B, NI, Tk and I.

Reference profile for European Fashion Production Coordinator. A second profile was planned: European Fashion Production Coordinator, that is a frequently required job in the fashion sector. This profile was designed as well in ECVET units and used to be suitable for mobility in the contest of the project. At the end of project first year, the adaptation phase was over and the profile ready to be tested. The test took place with 17 companies in B, NI, Tk and I.

The Independent Learning Workbook. This is a tool developed to support trainees to prepare for a mobility intervention in a foreign country. The ILW contains learning materials that the trainee can use autonomously, without being assigned a teacher. This was a non-planned output. The ILW was tested in NI, Be and I with 34 students, rousing good appreciation

Test report. This result is about the functioning of the components of the network, in terms of tools produced (independent workbook and the two profiles). The test phase has considered also how to find new members for the network and how it concretely operates. The results of this stage, i.e. the test report, were available at the end of September 2014. The results of the tests were presented and discussed during the last meeting in Ede. Comments from companies were positive, while there were some perplexities for the complexity of the job profiles and for their application in the contexts of enterprises.

More in detail: the aim of the testing stage was to evaluate the three products with real users of these products and to find out if it was a valuable addition, if it was complete and if it was user friendly enough.

The scope was:

- Evaluations among students who carried out international work placements regarding Independent Learning Workbook “International Preparation and Orientation”

- Evaluations among practice tutors with (potential) training companies who had previously expressed the intention to receive foreign trainees at a later stage regarding the EFD and EFPC Guides for Companies.

The above-mentioned student evaluations took place with 34 students from 3 partners, namely Aventus (NL), CPV (Italy) and IVOC (Belgium) who all participated in an international work placement during the EUrFASHION project period and who all used the Independent Learning Workbook “International Preparation and Orientation” to prepare themselves well for the stay abroad. The evaluations among practice tutors took place with both 17 EFD companies and with 17 EFPC companies belonging to the networks of the following EUrFASHION partners: Città Studi and CPV in Italy, BTBO in Turkey, IVOC in Belgium and Aventus, KC Handel and MODINT in the Netherlands. The evaluations were organised in the following way. The students were invited to the sending organisation’s office to fill in the questionnaires. The companies were visited by representatives of the EUrFASHION partner they were connected with and were interviewed by means of the EFD or EFPC Guide for Companies’ questionnaire. The findings and results were collected by Aventus and processed in overviews. The conclusions, recommendations and adaptations suggested were stated during the last EUrFASHION project meeting of 29 September 2014.

Outcomes from the testing phase.

In general

- Length of the training period should determine the content of the Independent Learning Workbook: e.g. duration of 2 weeks means a very limited use of the Independent Learning Workbook
- Independent Learning Workbook serves as preparation for a work placement and not for a training period with one of the partner schools.
- Order of topics dealt with is subject to changes
- Lay out can be made more attractive
- There is need of a digital version

a. Independent Learning Workbook “International Preparation and Orientation”

- Digital version is desirable and should have a modular structure: every partner can then select the assignments that need to be made as a preparation / orientation to international work placements.
- A modular structure for work placement periods of less than 4 weeks (basic version) and for work placements of 4 weeks and over use the complete and extensive version is desirable
- The order of the cases / chapters could be changed: linguistic and intercultural preparation and assessments should have separate chapters
- Addition to the workbook: recommendation to use Europass CV / Europass Mobility
- Addition to the workbook: introduction (instructions for use) with info what is obligatory for short and long periods by means of a matrix indicating long stays, medium-sized and short stays.

b. EFD and EFPC Guide for Companies

- The EFPC reference profile as a whole is too extensive, so it should only be used as a reference profile from which tasks, subtasks and work processes can be selected that could be carried out during an international work placement.
- The EFD reference profile matches jobs much better, but should be used in the same way as the EFPC reference profile.
- Addition to both “Guides for Companies”: introduction to the word “reference” in “European reference profile”
- Change the structure of the Guide for Companies: units of learning outcomes derived from the EFPC reference profile serve as “selling points” instead of offering it to companies as a checklist for what a training company can offer or cannot offer.
- Make the Annex” learning agreement” simpler and easier to handle for all parties concerned.

Quality report. This result is the main outcome of the quality assurance. This transversal activity aims at assuring quality to the whole project and to its results and is articulated into monitoring and evaluation. As already stated, the evaluation takes place at two levels, internal, with the recurrent monitoring of project activities, and external - which has a formative and summative approach and secured an independent judgement on project achievements. The final report has been produced in October 2014 by the responsible partner, also building on the external evaluator conclusions. A Service Level Agreement was established between the responsible partner and the external evaluator. It contains schedules, timing, outputs and contribution from the external evaluation. Moreover, for internal evaluation each meeting ends with the filling of evaluation questionnaires (on line), whose results are summed up beyond.

PDA (Publicity Dissemination Awareness) package. The last result is about project dissemination activities and includes all mechanisms, tools actions aiming at spreading information about the project and its results. As dissemination activities last for all the project lifecycle, the PDA package has been considered closed at the end of EurFashion. However, the following things have been completed: the web site (with an open section and a restricted dominion), a project flyer, common templates and logo, a project guide. The dissemination activity was significantly intensified in the second year an all partners reported extensively on their valorisation actions.

5. Preliminary evaluation considerations.

After summing up main findings on project outcomes (both structural and content related), let us consider some preliminary reflections.

First of all, let us see whether the project has achieved its objectives or not, what has worked well and what has not, for whom and under what circumstances.

Considering the project objectives that have summed up in the previous pages, EurFashion met its finalities, especially as far as the development of tools and procedures, the testing of results, and the construction of a wider network are regarded. Sound management was provided by the lead partner and this secured a substantial respect of schedules and the cure for quality in results. Although commitment was uneven between partners, there was no partner completely silent. Unfortunately, one Turkish partner left EurFashion, though this did not prevent others to gain results.

Second of all, let us assess the original rationale for the project, and whether this rationale is/is not still valid (including how it fits with current priorities and those of other local, regional, national and European strategies).

The rationale was finalised at improving mobility of both students and professionals in the fashion and textile sector, at creating transparency in skill recognition, at developing two profiles to make mobility more transparent and to facilitate the network formation. All this was achieved and, in addition to that, a tool was realised (the independent learning workbook) to support mobility students to prepare internship.

As for consistency of the rationale with current priorities, during the meeting in Biella a comprehensive analysis was carried out on how the project fits in mayor trends referring to the sector and in mayor policy at EU level. It turned out that Eurfashion was correctly planned with respect to the outstanding trends of the textile and fashion sector. This was evident considering the Sectoral Analysis on the Clothing and Leather sector (2009), the Staff Working document on the Competitiveness of the TCL sector (2012) and the EU Communication on Promoting Cultural and creative sectors for growth and job in the Eu (2012). The two profiles take into account key competitive issues and trends outlined in those documents.

The added value realised through coordinating activities that result in project outcomes, with specific reference to EU mobility policies, was mainly concentrated in the quality of the tools and procedures developed. As the test phase brought out, the profiles and the tools to support learners proved to be rich and usable (though the profiles seem too vast for the companies). Mobility was tested as well between partners (using additional funding) with positive results, thus strengthening cooperation between partners.

So, there are several innovatory elements that can be embedded within the future work of the partnership and shared more widely. Among these we list the profiles, the ILW, the marketing plan and the agreements with other networks operating in mobility.

Excepting for some minor delays in realising some actions (for instance the testing phase results came late to the partner responsible for the report and there were no test in the Uk), schedules were respected and outputs produced. The relinquishment of the Turkish partner did not provoke problems to the rest of the partnership. Although commitment was uneven, the skills and experiences that were present in the network allowed the meeting of project objectives.

6. Some words on internal evaluation.

To update with the results after Bursa and Ede meetings.

The external evaluation builds on the results from internal monitoring and evaluation activity. This activity mainly aims at checking partners' appreciation on meetings and joint activities. To do so, after each transnational meeting, partners are requested to fill in an online questionnaire and give their opinions on several topics of meeting. The questionnaire is structured in 10 sections, plus two free text parts. Partners have to comment on different statements rating them from "Excellent" to "Poor" and "Not relevant". Topics dealt with include general organisation and planning, project management, input into the meeting by partners, consistency between meeting and project aims, value of the transnational partnership.

From a general point of view, all evaluated meetings were very much praised by partners. All items scored in average either "Excellent" or "Good". "Poor" was never mentioned and also "Fair" occurs quite seldom. The appreciation does not show great differences between the

meetings, though the meeting in Ede scored more “Excellent” ticks than the ones in Biella and London.

To update with the results after Bursa and Ede meetings.

7. Evaluation questions.

Having commented the project implementation by analysing structural and content results produced so far, let us consider the process of project implementation through the seven evaluation dimensions; in other words, let us try to answer the evaluation questions that have been identified and proposed at the beginning of the project.

1. **relevance:** are project outcomes relevant with reference to the Lifelong learning Programme objectives ? Are results able to create benefits for end users ?

At the end of the project, final outcomes are according to schedules: project identity and logo, the two reference profiles, the network dossier, and the marketing plan have all been produced. All planned meetings were realised, some non planned on-line meetings were done, the professional profiles have been discussed and validated, the testing phase done, and the network enlargement started during the project.

Besides that, final results (such as the adaptation of the European designer profile with the intercultural competences, the elaboration of the European fashion production coordinator and the discussion to validate them) show that the project produced something really relevant for supporting mobility of students and professionals in the fashion and textile sector. The testing phase realised in the second half of the project confirmed this assumption. This backs up that the project aims and results are consistent with the Leonardo da Vinci priorities and objectives (i.e. to reinforce the link between VET and the labour market).

In addition to this, as was extensively shown during the meeting in Biella, profiles and training are consistent with the overall European policy to support the fashion and textile sectors. In fact, as the Communication on Promoting Cultural and Creative Sectors for growth and jobs in the EU (2012) states, if EU fashion industries have to evolve from labour intensive to knowledge based industries, an occupational shift is needed. Managers in the sector will have to rely on entrepreneurial and managerial skills – as well as hybrid ones, combining effective leadership with creativity, innovation and understanding of technologies. These are necessary to understand changing consumer needs and translate them into profitable business models. This is one of the most relevant issues tackled by the project. The relevance of the project for the European policies was also brought out during the Eurfashion final event on September 2014, during a workshop on “European policy for the fashion & textile sector” managed by Rob Senden.

2. **efficiency:** have tasks been divided amongst partners in a balanced and efficient way ?;

All in all, no one among partner behaved as a silent partner or “lurker”. On the other hand, while some of the partners regularly communicated to colleagues the progress they made in their activities, other partners tended to limit the information flow. As an example, especially in the first year, information on dissemination activity was rather poor for some partners, although activities have been carried out. However, from a substantial point of view the project respected schedules and this testifies that all partners accomplished their tasks

according to plans. This underlines the commitment of partners, but also the correct and logical distribution of the workload, that was balanced and consistent with partners' competences, and the sound management from the lead partner. The mutual trust between partners was consolidated. On the other hand, while one of the partners left the network due to financial problems, the two last events (Bursa and Ede) were not attended by all partners.

3. **sustainability:** are the network itself or the outputs going to survive the project life cycle ?;

Sustainability has been considered a prerequisite for the project, and the architecture of the partnership proves it. In fact, the focus on sustainability is linked to three main issues: first, the structure of the partnership is a triangle, with VET/school - related organisations, labour market organisations and sectoral bodies. This means that the partnership can look at the world of fashion from different perspectives and that the network has a very strong relation to partner countries' labour markets. The second issue is that the network's enlargement already started during the project, in the test phase and in the final conference. So, the basis for a stabilization of the network has been set up. Eurfashion network was inserted in the EuMove portal for the organisation of mobility in other sectors (trade, health) and this is a good point for sustainability. The third issue is that a marketing plan has already been realised. As said, it contains a strategy vision and concept, and a SWOT analysis to orientate the project. But, after all, the basic condition for keeping alive the offer structure is the presence of demand for mobility services. The communication actions for awareness raising and for demand support have been planned and realised, and are crucial for making outputs survive the project life cycle. During the final event in Wageningen efforts were increased to disseminate and exploit results.

In addition to this, it should be remembered that some partners have applied for Leonardo da Vinci mobility project, in the framework of the last call for proposal. Some of these applications have been approved and this allows organising flows of mobility for students in partner countries. Further cooperation may plan the application for funds in the Erasmus + initiative. One concern for the sustainability of the network is represented by the transformation of the lead partner that will drop some of its functions in the next future. This may alter the functioning of the network, since this partner was doubtless one of the best performers in project implementation. Anyway, during the last event several non partner organisations signed the agreement, while during the last steering committee meeting practical arrangements to manage the network after the project conclusion were made. Dissemination action were carried out also in October, (in NL, Be, Ita): this reinforces the network and enhances sustainability perspectives.

4. **transferability:** are the methodology and project best practices easy to be transferred in different context/regions/countries/sectors, and what are the adaptations possibly required ?;

The marketing plan structure, the network implementation, the ECVET structure of the profiles, and the provisions contained in the WP 7 suggest that the Eurfashion approach can be transferred without great needs for adaptation to other territorial contexts. Considering the awareness of the partnership toward the intercultural perspective of learning, project outputs are not culturally biased, and are therefore easily transferable. To this we may add the composition of the actual partnership that - with the triangular structure described above - seems to ease the relation with interested territories. Moreover, the expansion of the

network is likely to make available new territories and contexts to transfer the profiles and to involve in mobility actions.

5. **innovation:** to what extent project results contribute at innovating the state of the art on the subjects tackled by the project ?;

Considering final results, innovation seems mostly linked to the mechanism for attracting and involving companies and students in mobility actions. Referring to this, final outcomes seem to have a good potential to change and improve the access to training placements abroad thanks to the emphasis the profiles have on intercultural skills. In fact, training approach is another innovative element, especially for the development of skills (intercultural, creativity-oriented, technology focused) that will be a must according to skills forecasts. Innovation was incremental, as the project developed existing tools (the profiles) and created new outputs (the ILW). The relection carried out within the partnership brought out some innovative elements to manage and develop skills in the fashion and textile sectors. This enhanced the consistency of the project with the European policies aiming at supporting companies and workers of this sector.

6. **impact:** to what extent project results will be used by end users and by regional, national and sectoral competent bodies ?; what is the impact on partners organisations ?;

As it is evident, twenty four months of project implementation have produced all expected results, whose impact, both on users and on partners, will continue after project end. The accurate definition of the marketing plan, the adaptation/creation of the two profiles allow to presume that final results will really be used by end users and by regional, national and sectoral authorities, who have been constantly informed by partners and were involved in the final event. As for impact on partners, the work done to plan the network's enlargement is already influencing partners' working routines referred to mobility. The realisation of mobility flows between some partners (funded by Leonardo da Vinci IVT schemes) has fine tuned cooperation, but full impact was only possible after the testing phase, with the involvement of companies and beneficiaries.

7. **transnational cooperation:** to what extent are the products a result of common activities ?; are they shared by the Partners ?; can they influence mobility policies or the acquisition of professional profiles in different countries ?".

The accurate planning of work packages, the rational workload balance contained in the application project, the accurate coordination of lead partner, the active participation and commitment of all partners are securing that outputs produced in the project are really the result of common efforts. Final results are shared by partners: it has to be secured that they will be effectively used by all, when project funding will be over. To this purpose, the continuation of cooperation through the network is crucial. The completion of the test phase tells us something about the influence partners can have on mobility policies and on the use of the developed profiles in partner countries.

7. Conclusions.

The evaluation of complex projects, as we have already stated in this report, has to take into consideration different aspects of project's actions and results. To do this, a possible approach is to consider Eurfashion experience through several interpretation dimensions. In the Guide to evaluating socio economical development, from the Tavistock Institute - which was the base for designing the evaluation strategy of the ESF in the past decade - five dimensions are proposed as purpose for the evaluation: efficacy, accountability, implementation, knowledge production, and institutional strengthening. We propose to use these dimension for the conclusions of this report.

Efficacy. Despite minor delays in implementing the work programme, the partnership succeeded in completing the planned activities. This ensures that there was justification for the project and that resources (financial, material and human work) were correctly deployed. The organisational mechanisms proved to secure information and communication between partners, thus supporting the result production process, although both internal and external communication could have been more incisive. Coordination and management of the partnership created a positive atmosphere of mutual trust and cooperation. Collaboration with stakeholders was concrete and based on mutual recognition, considering the triangular structure of the partnership. It proved to be effective, although commitment was quite heterogeneous and the contribution of some of the partners was less visible than others'.

Accountability. Project objectives have been met. In particular, the methodology and the tools to build up the network, to enlarge it seem proper to reach the target groups. In all partner countries, stakeholders and target groups have been informed and involved. Final results are according to plans and this allow partners to propose themselves as a reference network of operators to realise mobility in the textile and fashion sector. Their offer of services for companies and mobility seekers seems stronger.

Implementation. The project was on track and all planned outputs have been realised. The triangular structure of the partnership and the commitment - that has been very good in most of the partners - have secured the accomplishment of the work schedules and the production of final results. Further funding to implement developments has been searched for (and partially obtained) with a handful of mobility projects. No big difficulties emerged and also no unexpected effect popped up. Partners' participation and contribution to result production were good, although - especially at the end of the project - some of the partners did not attend meetings.

Knowledge production. The understanding of the challenges and difficulties in realising quality mobility interventions in the textile and fashion sector has considerably improved in partners. Eurfashion experience has shown how different measures and actions might be taken to be more effective in attracting companies and mobility seekers. Moreover, partners have learned how to capitalise on existing experiences (RECOMFOR, INTENT, European Fashion Design); they have now available a handful of methods and tools applicable to many professional roles in the reference sector and to different target groups. The test phase, the marketing plan design and the finalisation of the strategic network plan have shown how the developed procedures and tools work in practice, creating specific expertise in partners. The confrontation between partners and companies was intensified in the test phase, to have a validation of the profiles from labour market key actors.

Institutional strengthening. All in all, the effective cooperation between partners and with their networks and reference institutions improved the institutional capacity of the partnership as a whole. Once again, the triangular structure is proving very effective both for project activities and for partnership authoritativeness. Companies can be an active part in the “Eurfashion system” if the mechanisms are concrete and benefits are visible. On the other hand, companies and mobility seekers consider the network as reliable if the institutional dimension is evident.