

FINAL EXTERNAL EVALUATION REPORT

“TEXTRANSF: Transfer of Training Methodologies and Contents about Merchandising for the Textile Sector” 2012-1-ES1-LEO05-50196



Developed by:



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EXECUTIVE SUMMARY

Project TEXTRANSF: Transfer of Training Methodologies and Contents about Merchandising for the Textile Sector and its implementation 2012-1-ES1-LEO05-50196 in the context of the call for proposals 2012 — EAC/27/11 Lifelong Learning Programme (LLP) (2012/C 232/04) belonging to Lifelong Learning Programme 2007-2013 of EACEA. The project focuses on the transfer of innovative training methodologies and the contents about visual merchandising to European regions with reduced training offer in that field.

This project has a total budget of € 173.481 and it is divided into five main activities:

1. Coordination and management of the project
2. Promotion and dissemination
3. Setting up contents and methodology.
4. Adaptation the materials to be transferred.
5. Development of a pilot test.

The following partners are in charge of the implementation of the activities during two years of project implementation:

PARTNER	ORGANIZATION	LEGAL STATUS	COUNTRY
Coordinator	ATEXGA- Textile Association of Galicia	Private	ES
Partner 1	TEKO Design+ Business, VIA University College	Private	DK
Partner 2	IDEC S. A.	Private	EL
Partner 3	Lithuanian Apparel and Textile Industry Association (LATIA)	Public	LT
Partner 4	Adana University Industry Joint Research Center (Adana ÜSAM)	Private	TR

The study of the different evaluation criteria shows the following:

- Concerning the relevance, the composition of the partnership created for the implementation of the project was coherently established according to the activities and expected results. The existence of analysis on the topic of the project explains the importance of the project in the countries in which it is implemented. The qualification of project staff is considered appropriate for the activities to develop; most of them come from the fields of vocational training and ICT with experience in the implementation of European projects.
- With regard to effectiveness, the objectives of the project have been fully implemented. In the first part of the project, it was seen with the Interim Report that half of the foreseen work for the first phase was completed; by the end of the project all the activities were reached successfully. Despite that number of meetings between all the partners were not increased, online tools, like email, were useful to coordinate and share the exchange of experiences of the activities.

- As regards efficiency, the activities foreseen in the project have not changed significantly. There are slight adjustments in some of them with small variations in the budget but not in the objectives. The transfers between budget headings were made to staff because it was more work than it was provisioned.
- Relating to the visibility, this assessment confirmed that reports and internal documents are made in accordance with the rules of visibility established by the European Commission, as is the placement of logos and the corresponding phrases as set by management guide program. Leaflets and press releases were published and distributed through media, via the webpage of the project or by email.
- Regarding the sustainability, Project partners' have been thinking about the future of the project, there were the idea of agreements to continue the project but even if it was discussed they still thinking about it. Meanwhile, partners have agreed to sign an Intellectual Property Rights and Copyrights agreement. Most of the partners would like to continue with the project activities through potential consortia programmes.

1. INTRODUCTION.

1.1 Evaluation Background.

The organization ATEXGA (Galician Textile Association) is leader of the partnership that manage the project Transfer of Training Methodologies and Contents about Merchandising for the Textile Sector and its implementation, with the Acronym VM-TEXTRANSF) with contract number ode 2012-1-ES1-LEO05-50196 in the context of the call for proposals 2012 — EAC/27/11 Lifelong Learning Programme (LLP) of EACEA. The project has been focused on the transfer of innovative training methodologies and contents about Visual Merchandising subject to European regions with reduced training offer in that field.

Among the activities foreseen in the framework of the project, an Intermediate and Final External Evaluation were developed, for which the organization ATEXGA- Textile Association of Galicia hired the company Devalar according to the proposal of services agreed between both entities.

To develop the project, VM-TEXTRANSF partnership has the following organizations, from 5 different countries as members:

PARTNER	ORGANIZATION	LEGAL STATUS	COUNTRY
Coordinator	ATEXGA- Textile Association of Galicia	Private	ES
Partner 1	TEKO Design+ Business, VIA University College	Private	DK
Partner 2	IDEC S. A.	Private	EL
Partner 3	Lithuanian Apparel and Textile Industry Association (LATIA)	Public	LT
Partner 4	Adana University Industry Joint Research Center (Adana ÜSAM)	Private with participation of public institutions	TR

The activities implemented by the partnership are the following:

1. Coordination and management of the project:

1.1. Financial and administrative management of the project.

- Organization of 4 coordination meetings of the Steering Committee.

- Monitoring of project activities and financial flows.

1.2. Elaboration of technical and financial reports.

1.3. External evaluation of the project.

2. Dissemination and Exploitation of results:

- 2.1. Development of the project website and logo.
- 2.2. Organization of a public Seminar in Spain to present the project.
- 2.3. Organization of two final public seminars in Greece and Lithuania to present the results.
- 2.4. Elaboration and dissemination of 4 six-month e-newsletters.
- 2.5. Creation of a project account in social networks (facebook and linkedin).
- 2.6. Elaboration and distribution of project leaflets in the language of each partner.

3. Definition of transfer methodology:

- 3.1. Organization of a discussion-group among the partners to discuss how to transfer the methodology and contents of the training product.
- 3.2. Elaboration of draft Guidelines about the methodology transfer.
- 3.3. Organization of two Study-Visits of importing partners to exporting partners.
- 3.4. Elaboration of final Guidelines to transfer methodology and contents.

4. Adaptation of the materials to be transferred:

- 4.1. Adaptation of the methodology and contents of the course to each partner's context and needs.
- 4.2. Translation of the contents to the language of each partner.
- 4.3. Development of a training on-line platform with all the contents in partner's languages.

5. Implementation of a pilot training session and assessment of results:

- 5.1. Recruitment of the training officers responsible for the pilot tests in each Country.
- 5.2. Implementation of a pilot test in four countries (Spain, Greece, Lithuania, Turkey)
- 5.3. Assessment of the results of the pilot tests and elaboration of a report by each importing partner.
- 5.4. Adaptation of contents and characteristics of the training product in accordance with the pilot tests results.

The partnership has a budget of 173.481 €, for the implementation of the project during 24 months.

1.2. Objectives and results of the evaluation.

According to the proposal of services, which regulates the terms of this evaluation, the aim of service provided by Devalar is the development of the assessment of objectives and results through the analysis of criteria and indicators, based on the assessment criteria required by the European Commission (Relevance, Effectiveness, Efficiency, Impact and Sustainability). For that reason, a qualitative approach is required for the evaluation of the project. Its intention was to evaluate the criteria mentioned above, setting recommendations and proposing useful elements to increase the quality of the project and to improve the development of its activities.

The conclusions and recommendation of the evaluation process are focused on the reinforcement of the objectives and priorities established under Lifelong Learning Programme of the European Commission. In order to verify that the actions defined are contributing to the overall objective of the project, and to check the way in which they are achieving these objectives, the evaluation team has set specific evaluation criteria based on concrete indicators per criteria.

Following this objective, the evaluation analyses the actions, practices and elements that have been taken during the implementation of the project, identifying good practices, strengths and limitations to establish appropriate recommendations and conclusions.

The specific objectives defined for the evaluation are the following:

- Design of the evaluation work plan and presentation to the partnership of the project: the criteria for evaluation of objectives (effectiveness) of results and of impact of the proposed indicators based on the specific project objectives and based on the results and impact project evaluated.
- Starting the process of data collection and compilation of information and documentation from the project. The evaluator has access to all the information of the steering meetings celebrated in Santiago de Compostela, Herning, Pireaus and Vilnius; and the transcripts of the 4 online meetings with all the partners.
- Preparation of interim and final reports these deliveries in parallel to interim and final project reports that needed to be developed by the project applicant to present to the National Agency.

1.3. Methodology.

The methodology for the external evaluation of the project has aimed at obtaining relevant information to verify and evaluate the results obtained and the degree of achievement of the objectives initially formulated.

The recommendations and conclusions of the evaluation process are born from the indicators and the criteria analysis. As basic criteria, the standard project evaluation method will be used (Effectiveness, Efficiency, Impact, Viability/ Sustainability and Relevance) complemented with the transversal evaluation indicators (gender and local development). The indicators will be established taking into account the project formulation document as well as the implementation and the continued monitoring of the project.

The final evaluation has focused on the analysis of the impact and sustainability as far as the project reached the end of the activities planned. Despite the relevance, effectiveness and efficiency were already analysed in the interim evaluation, they are introduced in this evaluation as a complete inform of the project.

The evaluation developed has a double nature: descriptive and analytical. Also, during the evaluation process quantitative and qualitative investigation techniques were used, with the purpose of intending to capture aspects of the reality where the project has intervened, referring to descriptions of the activities, perceptions or processes and declarations which provide information.

In this way, for the Collection of information different techniques were applied in order to collect data from a double way:

- **Primary Data** generated from the application of specific data gathering techniques and directed towards the realization of external evaluation of objects and results. The techniques used to collect data will be: in-depth semi-structured interviews, direct observation.
- **Secondary Data**, collected from the documentation produced for the Project and documentation external to the project.

1.4 Description of the evaluation work developed.

The final evaluation work developed has been structured in three phases:

PHASE	DURATION	ACTIVITIES
Documentary Revision	August 20 th 2014 to September 1 st 2014	<ul style="list-style-type: none"> ◆ Definition of indicators: development of an indicator system whose function is intended to facilitate the work of gathering data and information. ◆ Documentary Review - Consultation on secondary sources: normative documentation on the legal context and reports generated during the execution of the project, analysis of all the documentation collected ◆ Preparation and design of the Tools for data collection.
Data Collection	September 1 st 2014 to 18 th 2014	<ul style="list-style-type: none"> ◆ Identification of key agents, development of interviews with these informants.
Development of Final External Evaluation Report	September 15 th 2014 to 30 th 2014	<ul style="list-style-type: none"> ◆ Data analysis to determine the relevance of the objectives, the degree of implementation, efficiency, effectiveness, impact and sustainability of the proposal. ◆ Drafting of the evaluation report and develop the final version of the document. The conclusions of the assessment process have been defined, as far as possible, as recommendations, so they can be integrated based on the mechanisms of decision making in the implementation of the project and to redirect any deviations than can be produced within the implementation.

The interviewed people were the following:

NAME	ORGANIZATION	DATE OF THE INTERVIEW
Eva Ben	Project Manager of ATEXGA	16.09.14
Solveig Hagel Pedersen	Project Manager of TEKO	18.09.14
Darius Aukstikalnis	Project Manager of LATIA	18.09.14
Lila Anthopoulou	Project Officer of IDEC	16.09.14
Hamit Serbest	Project Manager of USAM ADANA	17.09.14

1.5. Structure of Report

The evaluation report is structured into the following parts:

- Executive Summary which summarizes the main lines of the evaluation report;
- Introduction to the background, objectives and methodology of the evaluation, which describes the project and the evaluation methodology and schedule applied in the external evaluation of the project;
- Analysis of the evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability);
- Conclusions and Recommendations;
- Annexes.

2. EVALUATION CRITERIA

2.1. Relevance

Within relevance have been discussed several key issues for setting the level of relationships to the project objectives with identified needs and capacities of partner organizations. A brief description of the partners is presented in the table below:

ORGANIZATION	DESCRIPTION
ATEXGA	<p>ATEXGA (Textile Association of Galicia) is a non-profit private association of 40 companies created in 1991 with the objective of promote the development competitiveness of the Galician textile sector. Its main working areas are training, job orientation, internationalization and innovation.</p> <p>Its mains objectives are:</p> <ul style="list-style-type: none">– To promote and develop of all the activities that helps the Galician textile sector.– To act on behalf of the sector and to defence the members´ interests.– To foster the training in human resources and technological development, as well as the search of innovative products and procedures alongside with the creation of networks.– To elaborate analysis and sectorial reports.– To provide guidance to entities related with the textile sector.
TEKO	<p>TEKO is Scandinavia´s largest design and management college within the fashion and lifestyle industry. In 2010 TEKO merged with the university conglomerate called VIA University College that offers a wide selection of BA-programmes for the public as well as the private sector. Its programmes include design, purchasing, branding and marketing or retail. TEKO has a close relationship with companies within the fashion and and lifestyle industry.</p>
IDEC	<p>IDEC is a training consulting company located in Piraeus, Greece whose activities consist of training, management consulting, quality assurance, evaluation and development of ICT solutions for both private and public sector.</p>

ORGANIZATION	DESCRIPTION
LATIA	<p>Lithuanian Apparel and Textile Industry Association LATIA is a main non-for-profit business organization in Lithuania that builds professional links among apparel and textile community. The association unites more than 150 members creating value services or products such as:</p> <ul style="list-style-type: none"> – Intelligent sourcing and supply chain management; – Efficient and flexible production; – Development and production of niche products; – Agency services; – Distribution and retail; – Education, consultancy and training.
ADANA ÜSAM	<p>Adana USAM is a not for-profit organization with partners from different sectors such as Cukurova University, Adana Chamber of Industry, and industrial companies including four companies amongst Turkey’s top 500 industrial firms. Thus, it has a close collaboration and organic ties with the Textile sector business associations and organizations which provide service to textile companies in the area. It organizes periodical seminars, conferences and training courses on Innovation, R&D, Project Cycle Management, Technology, Finance and Management.</p>

As can be seen in the table above, both the nature and composition of the partnership as well as the type of network established for the implementation of the project is consistent with the activities and expected results of the project. All organizations have in their staff project officers that are experts in the field of professional and vocational training as well as project management, so they are qualified to develop activities under the project. The staff of the project has a professional background in economics, company management and visual merchandising. It is remarkable the expertise of TEKÖ personnel in the field of Virtual Merchandising that allow to have a very good quality final materials to develop the training course.

The partners considered that the expected results of the project fit to the needs of the textile sector related to professional training in Spain, Lithuania, Turkey and Greece. In the case of Denmark, as an exporting country, the manager considers that the project will complement the studies of Visual Merchandising that are already in TEKÖ. They expect to use the e-learning tool to complement the master class system that they are already using. In a future there is a possibility to extend the e-learning course and certify it following the different national rules to get the official certification.

Previous experience in LLP projects as coordinators and as partners confirms the corporate capacity of the consortia to develop the project.

ORGANIZATION	PROJECTS
ATEXGA	<p>ATEXGA has participated in European projects linked with the creation of employment, such as ADAPTEX, and others related with technological issues, by means of the Technological Institute of Galicia. Staff members have also individual experience about EU projects.</p> <p>2011-2007: Training Plan for Unemployed- ATEXGA</p> <p>2011-2007: Sectorial Training Plan ATEXGA</p> <p>2008: Process of Brand Licensing Protection for Textile and similar sectors.</p> <p>2007: In-Textile: Virtual environment for Continuing Professional Training for Textile and similar sectors.</p>
TEKO	<p>Despite TEKO lacks experience in this kind of projects, they have a remarkable range of programs concerning the textile sector and more than 1100 students in a vocational or a higher education programme within the areas of clothing and textiles or furniture's and furnishings. In addition, the skills and expertise of key staff involved in the project should be taken into account.</p>
IDEC	<p>IDEC has extensive experience in European projects, either as coordinator or as a partner from different European programs and Initiatives such as: Lifelong Learning (and previously Leonardo, Socrates etc), ADAPT, NOW HORIZON, budget lines from DG of Employment, DG of Environment, DG of Health and Consumer Behaviour, Intelligent Energy etc.</p> <p>2009: AO/ECVL/ILEMO-PTH/Europass-ECVETE/QF/007/09 CEDEFOP. Europass, ECEVET and EQV for documentation, validation and certification of learning outcomes.</p> <p>2008: 142211-LLP-1-2008-1-GRLEONARDOLMP LdV BEQUAL Benchmarking tool for quality assurance in VET.</p> <p>2008: GRUNDTVIG. MIGRANTS+</p>
LATIA	<p>2010: VP1.3.1-ŠMM-05-K-01-001 European Social Fund INOVATEX</p> <p>2010: Baltic Sea Region Programme 20. Promoting the innovative Baltic Fashion industry throughout the Baltic Sea Region.</p> <p>2009: European Social Fund VP-1-1.1-SADM-02-K-01-207 Lietuvos aprangos ir tekstilės pramonės įmonių darbuotojų kvalifikacijos, žinių ir gebėjimų tobulinimas, didinat jų galimybes prisitaikyti prie pramonės ir rinkos poreikių bei pokyčių.</p> <p>2006: Sixth Framework Programme. 23328. Fashion to Future.</p>
ADANA ÜSAM	<p>2006: FP6 301144 Supporting Potential and Existing Research intensive SMEs – SUPER SMEs</p> <p>2006: LdV TR/05/A/F/EX1-1306 Implementation And Integration of Vocational Training And Services Given In EU Country SMEs to SMEs in Turkey.</p>

Similarly, the qualification of project staff is considered adequate for the activities they have to develop, most come from the field of vocational training, ICT (in the concrete case of CLICTIC) and project management with experience in the implementation of European projects in different subjects. The total number of people who are part of the equipment in the five countries is 23 people. Regarding gender distribution, the number of women is higher than men, being the number of women 18 and men 5.

2.2. Effectiveness.

The effectiveness measures the degree of achievement of specific objectives of the project. The final report shows that all the objectives of the project have been fully implemented. There were some delays with the translation of some of the materials used on the pilot test, but they were eventually corrected on time (this was part of the criteria that some partners used to select the candidates that applied for the pilot tests, a high English level). Despite this punctual delay, all the objectives were archived as they were planned, so the degree of implementation calculated is 100%.

Following is a table of planned activities and the level of implementation:

ACTIVITY	INVOLVED PARTNERS	% OF IMPLEMENTATION
1. COORDINATION AND MANAGEMENT OF THE PROJECT.		
1.1. Financial and administrative management of the project.	All partners	100%
1.2. Elaboration of technical and financial reports.	All partners	100%
1.3. External evaluation of the project.	ATEXGA	100%
2. DISSEMINATION AND EXPLOITATION OF RESULTS.		
2.1. Development of the project website and logo.	IDEC	100%
2.2. Organization of a public Seminar in Spain to present the project.	ATEXGA	100%
2.3. Organization of two final public seminars in Greece and Lithuania to present the results.	IDEC, LATIA	100%
2.4. Elaboration and dissemination of a six-month e-newsletter.	All partners led by LATIA	100%
2.5. Creation of a project account in social networks.	All partners led by LATIA	100%
2.6. Elaboration and distribution of project leaflets in the language of each partner.	All partners led by LATIA	100%

ACTIVITY	INVOLVED PARTNERS	% OF IMPLEMENTATION
3 DEFINITION OF TRANSFER METHODOLOGY.		
3.1. Organization of a discussion-group among the partners to discuss how to transfer the methodology and contents of the training product.	Leaded by TEKO, supported by ATEXGA	100%
3.2. Elaboration of draft Guidelines about the methodology transfer.	Leaded by TEKO, supported by ATEXGA	100%
3.3. Organization of two Study-Visits of importing partners to exporting partners.	Leaded by TEKO, supported by ATEXGA	100%
3.4. Elaboration of final Guidelines to transfer methodology and contents.	Leaded by TEKO, supported by ATEXGA	100%
4 ADAPTATION THE MATERIALS TO BE TRANSFERRED.		
4.1. Adaptation of the methodology and contents of the course to each partner's context and needs.	All partners leaded by IDEC	100%
4.2. Translation of the contents to the language of each partner.	All partners leaded by IDEC	100%
4.3. Development of a training on-line platform with all the contents in partner's languages.	All partners leaded by IDEC	100%
5 IMPLEMENTATION OF A PILOT TRAINING SESSION AND ASSESSMENT OF RESULTS.		
5.1. Recruitment of the training officers responsible for the pilot tests in each Country.	Leaded by ATEXGA, supported by TEKO	100%
5.2. Implementation of a pilot test in four countries (Spain, Greece, Lithuania, Turkey)	Leaded by ATEXGA, supported by TEKO	100%
5.3. Assessment of the results of the pilot tests and elaboration of a report by each importing partner.	All partners leaded by ATEXGA	100%
5.4. Adaptation of contents and characteristics of the training product in accordance with the pilot tests results.	Leaded by ATEXGA, supported by TEKO	100%

The degree of effectiveness of the project is remarkably high, considering that all the foreseen results

Despite the different working patterns of the various partners, the ability of the network to share information and experiences was high. The communications were improved in the second part of the project, with 2 online meetings and 2 steering meetings in Greece and Lithuania. Online tools were implemented to improve coordination and exchange of experiences and documents. This ability to share the information is reflected in the improvement of previously existing methodology for the study, improving the scope of the project's overall objective.

The proposed activities referenced to the dissemination were fully completed. The presentation of the project to the public was organized as public Seminar in Santiago de Compostela. After the presentation in the country of the Lead Partner, the project was presented to organizations and companies in Greece and Lithuania with public seminars. All the partners were involved in the elaboration and distribution of project leaflets via the internet, fairs, and expositions. Furthermore, all the partners participated in the creation and dissemination of 4 six-month e-newsletter (through the webpage of the project or emailing the companies associated to each partner).

The exchanged documents among the partners at internal level were the following:

- Management handbook.
- Work plan activities.
- Draft of Transfer methodology.
- Final version of transfer methodology.
- Leaflet in the fifth languages.
- Minutes of the Kick-off meeting held in Santiago de Compostela.
- Minutes of the four online meetings.
- Minutes of the second steering meeting held in Denmark.
- Minutes of the third steering meeting held in Greece.
- Minutes of the fourth steering meeting held in Lithuania.
- 133 hour video content of the training course with subtitles.
- Materials of the course in word and ppt format.

2.3. Efficiency

Analysing the efficiency, it will be identified deviations between the initially estimated in the candidature of the project and finally implemented. It will be analyse whether the results have been obtained from the least costly way possible, both in financial terms and in time, human resources, etc.

The detailed analysis of efficiency in the implementation of the activities is carried out based on two main indicators: the first refers to the comparison of the differences between planned and implemented activities. The second will show the degree of delay in the activities of the project.

Regarding the first indicator, there are no significant changes; the planned activities in the application form are the activities currently implemented. There are slight changes in some of them, for example, in the website that was delayed but now is already working. Transfers have been made between budget headings, partners have redistribute some resources to the staff costs, this slightly adjustment did not changed the planed budget.

As for the lag in the implementation of activities, no significant delays were occurring. As in any project, there were a few minor delays that could have been solved by shortening the implementation time.

Progress in the use of resources is provided through the channels set in the candidature. To control the financial implementation by the project coordinator with the rest of the partners, it has been organized eight meetings, four face to face in Santiago, Herring, Piraeus and Vilnius and four online meetings.

Other indicator used to measure efficiency is the technical and economic coordination among the project partners. As mentioned above under the heading of effectiveness, coordination between partners was good, and the partners participate actively in the project meetings.

With regard to coordination with the OAPEE, co-ordinating partner is satisfied with the close collaboration of the National Agency every time they have a question or doubt about the implementation and financial / administrative management of the project.

As regards budget implementation, the project partners had executed more than 100% of the foreseen budget. It is remarkable de high level of execution of the leader of the project, ATEXGA, as well as the exporting partners, TEKO, the fact to allocate higher expenses than it was initially foreseen was because of the need to use more human resources to the development of the e-learning tool. The execution from the rest of the partners was good also, achieving the objectives set in the application form.

2.4. Impact.

The analysis of the project impact has the objective of check the effects of longer-term implementation of the project.

By the end of the project partners agreed that they were looking to keep collaborating, improving the e-learning platform, developing summer camps among TEKO to improve the training in visual merchandising, making the objective of the project, visual merchandising, more visible by teaching it with the collaboration of universities, colleges, or professional training agencies.

The pilot tests implemented in the different countries (Spain, Greece, Turkey and Lithuania) has their first results. ATEXGA received 42 applications, IDEC received 8 applications, ADANA received 10 applications so far and LATIA received 5 applications.

Some higher education institutions were interested in the project (some of them circulated the information trough their students). Associations and private organizations ask for more information and the content of the course to some partners. The fact that the products resulting from the project has a transnational nature, and are disseminated both national and European level enhances the impact of the project.

2.5. Sustainability.

The analysis of the sustainability of the project consists of three fundamental aspects:

The first aspect is measured with two indicators. The first refers to the specific agreements to finance the continuation of the project. There are no agreements so far to keep the activities of the project after the end of Leonardo Funding, it is an Intellectual Property Right Agreement but it has not been signed yet although all the partners agree with it. The second indicator relates to the existence of other programs with capacity to co-finance future expansion of project activities. In this sense, it might be possible to present it to other sub-programs (Leonardo networks, Grundtvig etc.), but has not been decided by the partners.

In relation to the political and institutional interest from public and private entities of the different countries to take the results and expand activities, all the partners have a direct and fluent contact with public entities and other local stakeholders in environmental sector. Some colleges, universities and associations are interested in the content of the project.

The last indicator is the capacity of project partners to create a permanent partnership with capacity to be expanded to other public or private organizations. Most of the partners would like to continue with the project activities through potential consortia programmes but it is still in discussion. Meanwhile, partners have agreed to sign an Intellectual Property Rights and Copyrights agreement.

2.6. Environmental / Equal Opportunities/ Local development Criteria.

The external evaluation of environmental criteria and equal opportunities was added to the evaluation. In the case of the environment, the partners have raised environmental standards of project management as in the case of recycled paper, or other sustainable actions, minimize car travel particularly for field work and meetings, prioritizing public transport, making virtual meetings, etc.

As regards the criterion of equal opportunity, all the project partners are satisfactorily addressed with the indicators: there is gender equality in teams, in all cases the presence of women is higher than male (18 women and 5 men), it has special attention to the use of non-androcentric language in all the deliverables of the project, and in three organizations responsible person for the project are women and in two organizations the responsible persons are men.

In relation with the local development, the key informants considered that the project will definitely will improve their knowledge and skills that in the future can contribute to the employability of persons linked to textile sector. It can be said also that Regional and Local Authorities from Galicia, where the Coordinator (ATEXGA) is based have been invited and participated in some of the dissemination activities of the project. They have publicly expressed their interest in the results and effects that the project may have on the development of the city and the Region. In Lithuania, "Vilniaus Kolegija University of applied sciences" and "Vilnius College of Design" are interested in the result of the project, and they are already in contact with LATIA.

- **CONCLUSIONS.**

The conclusions of this evaluation report highlighted the following issues:

- The project shows a high relevance because it is consistent, in general, with the needs identified in the project partner countries in relation to the visual merchandising field, providing a good opportunity to improve their skills to those people from the textile or retail sector.

It means also a chance to keep working on the subject improving the training towards an official certification from the relevant public authorities.

- As regards the degree of fulfilment the objective of the project, the effectiveness of the project, we can say that it was successful. The final report shows that all the objectives of the project have been fully implemented. It is fair to mention that there were important delays due to the high quality of the materials and the time spent to adapt and translate it but, the results and objectives initially set were overachieved, developing a good quality tool updated with the last trending ideas in visual merchandising.
- With regard to the efficiency achieved in the implementation of the activities, it was fully completed, with no significant delays in its execution and keeping the limits of planned costs. There were no significant changes; the planned activities in the application form are the activities currently implemented. Transfers have been made between budget headings, this slight adjustment did not change the planned budget.
- Related to the impact of the project, the project has a high impact in the partners and the public. Partners are looking to keep collaborating in the same field but it is not concreted yet. The pilot tests were implemented in 4 countries and the people who participated on them were satisfied with the training.
- The sustainability of the project shows, first, that the partners are interested in presenting the project to other sub-programme, though it is not concreted or signed agreements. Some higher education institutions were interested in the project, also some associations and private organizations ask for more information and the content of the course. Most of the partners would like to continue with the project activities through potential consortia programmes but it is still in discussion.

- **LESSONS LEARNED AND RECOMMENDATION FOR FUTURE PROJECTS.**

The first recommendation to be made will be to set a better planning that allows to respect the times for the development of the project. In this case, initially the project foresaw a shorter training course and it was not specified in the application form. This fact allow to the partners to define the contents and ways to develop the course, so this task will last more time than it was initially foreseen and cause important delays in the adaptation of the materials. These difficulties were solved with more hours of work from the project partners. For future projects, it will be useful to define the length of the results of the products expected in the framework of the project.

Other recommendation was in relation with the sustainability of the project, at this moment, the project partners have been talking about to continue the project, but there is not a concrete plan to continue with the project results, for this reason, the recommendation if addressed the need of develop a sustainability plan that defines the steps to be taken for to assure the future of the cooperation.

One lesson learned was in relation to the economic issues, in the case of the Danish partners, the staff costs financed by the project did not cover the personnel needed for the development of the tool, so they had the generosity to co-finance more and the staff to give more time to the project. It will be recommended for future actions to have a more realistic approach about the staff costs in the different countries.

Other lesson learned is in relation with the role of the leader of the project, there are always in the project one or two partners that are not totally committed with the development of project activities. The reason for this lack of commitment is, most of the times, the lack of time to dedicate to the project and the existence of other priorities in the organization. In the present project, ATEXGA has played a great role involving all the partners with the activities and results of the project, even though, there was some partners that were delayed with the work, but finally they could achieve the foreseen results.

3. **ANNEXES.**

ANNEX 1. Workplan.

ANNEX 2. Evaluation tables.

ANNEX 3. Script of interview developed with key agents.

ANNEX 1: WORKPLAN



WORK PLAN

External Evaluation of Leonardo Da Vinci project:
"EXTRANSF-Transfer of Training Methodologies and
Contents about Merchandising for the Textile Sector"
2012-1-ES1-LEO05-50196

Promoted by:

Financed by:



Proposal by DEVALAR Consultoría Europea:



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CONTENTS

1. BACKGROUND AND STATE OF THE ART OF THE PROJECT
2. OBJECTIVES.
3. EVALUATION METHODOLOGY.
4. WORK PLAN FOR THE DEVELOPMENT OF THE EVALUATION
5. SCHEDULE.

1. BACKGROUND AND STATE OF THE ART OF THE PROJECT.¡Error! Marcador no definido.

The project "TEXTTRANSF-Transfer of Training Methodologies and Contents about Merchandising for the Textile Sector" was approved in the call of 2012 within the LIFELONG LEARNING programme of the Directorate-General for Education and Culture of the European Commission. Its main goal is to transfer innovative training methodologies and contents about visual merchandising to European regions with reduced training offer in that field. This project contributes to the main aim of the LEONARDO DA VINCI sub-programme.

With this goal in mind, the promoting organization, ATEXGA (Asociación Textil de Galicia), has associated itself with the following organizations, creating a partnership within four different European countries:

Partner	Entity	Legal status	Country
Applicant	ATEXGA- Textile Association of Galicia	Private	ES
Partner 1	TEKO Design+ Business, VIA University College	Private	DK
Partner 2	IDEC S.A.	Private	EL
Partner 3	Lithuanian Apparel and Textile Industry Association (LATIA)	Public	LT
Partner 4	Adana University Industry Joint Research Center (Adana ÜSAM)	Private	TR

To reach its goal, the summary of the projects operation is as follows:

WP1: Coordination and management.	The aim of the work package is to coordinate the whole project activities, ensuring their effective and efficient technical implementation, and to carry out administrative and financial tasks..
WP2: Dissemination and Exploitation of results.	To ensure a proper dissemination of the project results among the stake holders and, at the same time, to facilitate its use by other organizations.
WP3: Definition of transfer methodology.	To define how to transfer methodologies and contents from the exporting Country to the importing Countries.
WP4: Transfer of training contents.	To adapt the training contents to be transferred to the context of each importing Country.
WP5: Implementation of pilot training tests and assessment of the results.	To test the effectiveness of the training products developed for each Country.

2. OBJECTIVES .

2.1 Objective.

Provision of services for external evaluation of the project: "EXTRANSF: Transfer of Training Methodologies and Contents about Merchandising for the Textile Sector" approved in the framework of the call for proposals of 2012 of LEONARDO DA VINCI sub- programme from the DG of Education and Culture of the European Commission.

This service aims to compile all the relevant information about the project, in order to evaluate and analyze the fulfilment of the objectives and results established in the formulation of the Project, as well as its coherence with the objectives of the LEONARDO DA VINCI programme and its rules regarding the evaluation of results.

LEGAL NOTE:

This work plan will comply with the technical characteristics of the project, in relation to the aims of the LEONARDO DA VINCI programme and its rules regarding coordination, monitoring and evaluation, and specifically regarding the framework and regulations established in the following documents:

- Lifelong Learning Programme (LLP) *Guide 2012*.
- LEONARDO DA VINCI Call for proposals 2012 — EAC/27/11.
- Contract nº 2012-1-ES1-LEO05-50196 signed between ATEXGA and OAPEE (National Agency)

2.2. Specific Aims.

2.2.1. To design and present, to the coordinating body of the project, the evaluation criteria of the goals (effectiveness), the results and the impact of the project and of the proposal of the indicators designed around the specific aims and the planned results and impact of the project.

2.2.2. To start the process of data collection the information and documentation of the project.

2.2.3. To create two reports (intermediate and final) whilst the project is being executed to observe the evolution of the project, and when finalized, to evaluate the fulfilment of results and objectives.

3. EVALUATION METHODOLOGY.¡Error! Marcador no definido.

The proposed method for the external evaluation of the Project "EXTRANS: Transfer of Training Methodologies and Contents about Merchandising for the Textile Sector", promoted by the organization ATEXGA, will pursue the gathering of the relevant information which will allow the organization to evaluate and check the obtained results and the extent of their fulfilment with the initial objectives, after the project has been finished.

The recommendations and conclusions of the evaluation process will come from the indicators and the criteria analysis. As basic criteria, the standard project evaluation method will be used (Effectiveness, Efficiency, Impact, Sustainability and Pertinence) complemented with the transversal evaluation indicators of the European Commission (gender, local development). The indicators will be established taking into account the project formulation document as well as the execution and the continued monitoring of the project.

Devalar Consultoría Europea work method when evaluating European projects is characterised by:

- Using as a fundamental tool the **Logical Framework Approach (LFA)** and the **Project Cycle Management (PCM)** as they are considered especially useful when planning, managing and evaluating European projects. This methodology attempts to ensure that the interventions are coherent with the needs, the design of the solutions and their execution. Using the LFA methodology, the criteria when designing a project are: Effectiveness, Efficiency, Pertinence, Impact and Sustainability.
- **Mainstreaming: working from and with the Equal Opportunity and Gender focus** during the whole Project cycle, in all the diagnostic actions, planning, execution and diffusion and in all the thematic fields of the Project.
- Incorporating and ensuring the use of **Non androcentric and discriminatory language** in the elaboration of the internal and external documents relative to the Project, incorporating corrective measures with the aim of reducing existing inequalities and the use of a non-sexist language the formulation phase and the posterior phases of the Project Management.
- **Environment** via modular formulation and sensibility plans incorporated during the execution of the Project, in selection procedures and in the production of recycled diffusion products which respect the environment.
- **Information Society**, promoting ICT both during the execution of the Project as during its diffusion.
- **Complementary** and value added nature of the proposals in relation to other local, regional, national or European public policies.
- **Multiplier effect** of the results of the projects, achieving territorial impact with the actions, methods and acquired knowledge being transferable and comparable to other contexts (**transnationality and transferability**) during their execution.
- **Bottom up Approaches (Participation)**, which attempt to ensure the implication of all the entities in a partnership as well as the inclusion of those entities which work in a similar area and which are closer to the problems and needs of the target population.
- **Multi-agent focus**, promoting and encourage the participation (bottom up approach) of public and private entities, institutions, associations, companies and civil society.
- The evaluation will have a double nature: **descriptive and analytical**. Also, during the evaluation process quantitative and qualitative investigation techniques will be used, with the aim of intending to capture aspects of the reality where the project has intervened, referring to descriptions of the activities, perceptions or processes and declarations which provide information.

In this sense, to gather information, techniques will be harmonised that capture data from two angles:

- **Primary Data generated** from the application of specific data gathering techniques and directed towards the realization of external evaluation of objects and results. The techniques used to collect data will be: in-depth semi-structured interviews, direct observation, structured group discussion and Group interviews.
- **Secondary Data**, collected from the documentation produced for the Project (local diagnostic studies, project execution reports...) and documentation external to the project (census, sociological studies that exist regarding the territory where the project will be implemented etc.)

4. WORK PLAN FOR THE DEVELOPMENT OF THE EVALUATION.

The proposed work plan will follow these stages:

1. Stage 0. Design of the Specific External Evaluation methodology for the Project.

Design of the evaluation process adapted to the project, consistent with its internal logic that allows a systematic study of the factors of sustainability of the implemented and evaluated interventions, establishing a control measure of the effectiveness and efficiency in resource management, relevance of objectives and sustainability of the impact of results.

The design of the evaluation system for the APROEMA seeks to complement the objectives, planned activities and the implementation schedule of the project and its monitoring system.

The analysis of data obtained will process the information with regard to the criteria, objectives and outcomes established by the project itself. Thus, the analysis and processing of data collected for the assessment will enable an assessment of the action against the following criteria:

- **EFFECTIVENESS**, assessing the scope of the objectives and expected results in the beneficiary population. Assessment of the achievement of the objectives and, therefore, the project's success.
- **EFFICIENCY**, measures the achievement of results in relation to resources used, and will look for the ideal combination of financial, material, technical, natural and human resources to achieve the expected results.
- **PERTINENCE**, in relation to the suitability of the results and the objectives of the intervention with the context in which it performs. Adaptation of the action to the problems and needs of the beneficiaries; the existence of other complementary or synergistic actions; the technical and financial capabilities available.
- **IMPACT**, the effects of the activities and results that the project has on society, and especially on the project's target group.
- **SUSTAINABILITY**, the degree to which the positive effects of the intervention can be continued once the project is finished.
- **GENDER EQUALITY**, the degree to which gender equality is included in the implementation of the project.
- **LOCAL DEVELOPMENT**, concerning the impact on the local communities and- more specifically- on the employment.

The comparison of the context indicators, monitoring, outcome and impact will facilitate the identification of the degree of fulfilment with the "evaluation criteria". To this end, two fundamental aspects shape the development of the evaluation process:

- **Participative approach:** allowing all participants will be involved in the project part of the evaluation. The partners of the project will be especially involved in the evaluation.
- **Practical approach:** aimed to provide useful conclusions that can be used by the coordinating organization, partners and beneficiaries.

2. Stage 1. Office work: documents revision and set up interviews schedule

During the process of evaluation of the project, the technical team will maintain regular communication with the partners and will coordinate with the management team and project implementation team. The stages of the document revision will be the following:

- Definition of indicators:

To verify the compliance with the evaluation criteria established above, an indicator system has been developed whose function is to facilitate the work of gathering data and information. The indicators are divided into:

A. Indicators related to standard evaluation criteria (objectives, results and impact):

PERTINENCE
INDICATORS
– Nature and composition of the partnership
– Type of partner's network.
– Existence of diagnosis, research or previous reports about the acting area
– Existence of complementarities and coordination between the activities foreseen in the framework of the project
– Complementary with other actions implemented by other public and private sector aimed at the same action area in the countries covered by the project
– Interrelation between the objectives and work packages
– Number of technicians specialized in the field of activity related to the aims of the project
– Number of previous European projects implemented by project partners
– Number of previous projects with similar aims implemented by the partners of the project

EFFECTIVENESS
INDICATORS
– Number of beneficiaries (direct and indirect)
– Number of visits to website
– Network capacity for sharing information and experiences
– Degree of Implementation the tool using the ICT to reach the objective of the project (e-learning platform)
– Level of improvement of the transfer methodologies
– Number of document exchanges and methodologies undertaken between the project partners.
– Number of dissemination materials published in each participant country

EFFICIENCY
INDICATORS
– Cost of the implemented activities and the obtained results
– Progress and utilization of project resources
– How is the co-management and inter-institutional coordination between different project partner's
– Financial Efficiency: the project's technical progress compared with the originally planned
– Compliance with the estimated implementation schedule
– Percentage of expenditure that has been justified
– Transfer between budget headings
– Correct allocation of the initial technical staff

SUSTAINABILITY	
INDICATORS	
-	Existence of agreements that allows the continuation of activities that maintain the results achieved by the project
-	Number of transfers of the course to other entities in each of the Countries.
-	Number of consortia developed with other partners.
-	Degree of inclusion of the project trading product in the official VET offer recognized by regional/ national authorities.

IMPACT	
INDICATORS	
-	Number of people from the textile sector that participates to the training activities.
-	Number of applications to the pilot tests.
-	Number of public bodies that are interested in the development of the course.
-	Number of associations that are interested in the development of the course.
-	Number of visits to the website.
-	Number of participants who declare to be satisfied with the course.
-	Number of participants in dissemination and capitalization seminars.
-	Type of entities that are interested in the training action.
-	Profile of the people that is interested in the training activities.
-	Measures from the public administration and from enterprise/workers associations to support the development of the training actions and include the final training product the official VET offer at regional/ national level.

B. Other evaluation criteria:

GENDER EQUALITY	
INDICATORS	
-	Number of people from the textile sector that participates to the training activities (disaggregated by sex).
-	Number of applications to the pilot course (disaggregated by sex)
-	Positive action criteria for the recruitment of personnel.
-	Empowerment of staff: number of women/men
-	Non sexist language in the products and in the dissemination of the project

LOCAL DEVELOPMENT	
INDICATORS	
-	Improvement of employability of workers from the textile sector.
-	Number of networks created with local stakeholders.

ENVIRONMENT	
INDICATORS	
-	Number of products printed on recycled paper.
-	Recycling of waste generated by the project's daily work.

- Document Review - Consultation on secondary sources: The literature review is structured in the following steps:

- a) Compilation of documents regarding the legal context related to the project framework.
- b) Collection of documents and reports generated during the implementation of the project (technical and financial reports).
- c) Analysis of all documents collected, selecting those aspects that contribute to the development of the interim evaluation report and final evaluation report.

- Preparation and design of tools for data collection. The data and information collecting and processing techniques, will be adapted to the context and existing sources of information available at the time. The techniques used for evaluation are as follows:

- a) In-depth semi-structured interviews with key actors involved in project implementation.
- b) Direct observation of the actions taken by in situ visits and meetings with technical staff involved in implementation.
- c) Structured discussion groups using an established script. The aim is to contrast the information collected by direct observation and interviews.

- Preparation of the final work agenda to carry out interviews. It will be prepared working closely with the management staff. The aim is to set a work schedule for personal and group interviews to previously identified key informants. The steps in this phase are:

- a) Participation in the coordination meetings of partners (Kick-off meeting and final meeting)
- b) Identify key informants and make appointments with them, the interviews will take place in the coordination meetings. During the meetings direct observation will be developed.
- c) Design of the interview script of the key informant.
- d) Conducting interviews with the key actors involved in the project.

3. Stage 2. Development of direct observation during the celebration of the coordination meetings foreseen in the framework of the project.

For the optimum development of the evaluation in situ visits will be undertaken during the project meetings. During these direct observation visits, the evaluator will collect necessary information for the development of the evaluation process:

- Meetings and interviews with key players.
- Direct observation visits.
- Review of documentation.
- Analysis of discourse and content.
- Product analysis and results.

All information collected will be recorded for later inclusion in the interim evaluation report and subsequently in the final evaluation report.

During the process of gathering the information, the evaluation team will follow a highly participative and practical approach. Participative, summoning of the members of the key organizations and institutions in the process to the discussion groups, and practical, based on specific questions formulated to each actor in accordance with his/her technical profile and the complicity found between the interviewer and interviewee, and, if necessary, group sessions will be held.

4. Stage 3. Office work: Development of evaluation reports (interim/final)

4.1. Data Analysis

To determine the relevance to the objectives, the degree of implementation, implementation efficiency, effectiveness, impact and feasibility of the proposal for solving the problems that inspired the project, the evaluation team will systematize the qualitative and quantity data collected in the previous phases. Such systematization consists in carrying out the classification and descriptive summaries of responses by evaluation criteria with regard to the qualitative data.

4.2. Write the evaluation reports

The conclusions of the assessment process will be defined, as far as possible, by way of recommendations, so they can be integrated as a base for the decision making mechanisms in execution of the project and to redirect any deviations that may be identified in the future. Therefore, there is a dual purpose for the evaluation of the project:

1. **Training objective:** identifying the areas that need improved project management in order to achieve the objectives and expected results.
2. **Added objective:** to improve the knowledge about the scope for new projects.

The interim and final evaluation reports will be accompanied by an executive summary and its main conclusions will be shared with all partners through the coordinating entity of the project, who will be responsible for disseminating the results of the evaluation.

Once the draft reports are distributed to members (intermediate and final), the partners will have the opportunity to make comments and suggestions that they consider appropriate. Once these comments are collected, the evaluation team will proceed to the drafting of the interim or final evaluation.

5. SCHEDULE.

-  Delivery of interim evaluation report.
-  Delivery of final evaluation report.

ACTIVITIES	MONTHS																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Stage 0. External evaluation system design.	√	√	√	√																				
Stage 1. Office work: Document revision and preparation of the visits agenda.						√	√	√	√	√	√							√	√	√	√	√	√	
Stage 2. Direct Observation visits.			√						√	√	√				√						√	√	√	
Stage 3. Development of evaluation reports.										√														

ANNEX 2: EVALUATION TABLES

1. EVALUATION CRITERIA

1.1. PERTINENCE / COHERENCE	
INDICATOR	ASSESSMENT
- Nature and composition of the partnership	The members of the partnership complement each other and are relevant in the professional training.
- Type of partners' network	The network consists of five entities; four of them are private entities and one public entity.
- Existence of diagnosis, research or previous reports about the acting area	There are no relevant diagnosis about the visual merchandising
- Existence of complementarities and coordination between the activities foreseen in the framework of the project	The activities are complementary to each other and are developed in a time frame, so, the results of the implementation of some actions are the basis for the implementation of the following ones.
- Complementarities with other actions implemented by other public and private sector aimed at the same action area in the countries covered by the project	Project actions complement other implemented by both public entities (e.g. regional / national) and private (associations, enterprises etc.).
- Interrelation between the objectives and activity groups	The integration between project objectives and activities follow a logic framework in which the implementation of activities will result in the achievement of the envisaged objectives.
- Number of technicians specialized in the field of activity related to the aims of the project	23
- Number of previous European projects implemented by the partners of the project	18
- Number of previous projects with similar aims implemented by the partners of the project	5

1.2. EFFECTIVENESS	
INDICATOR	ASSESSMENT
- Number of beneficiaries (direct and indirect)	This activity is being implemented in five countries, through workshops, events, expositions, pilot tests, online tools. The number of beneficiaries direct and indirect goes around that participate directly in the pilot test and those who have participated in the dissemination activities are around 3260 people without the visits of ATEXGA website, that are 35964.
- Number of visits to website	627 visits, since October 2014.
- Network capacity for sharing information and experiences	The capacity of the network is adequately, following the impression of the agents interviewed and as far as it can be observed in project documentation and in the coordination meetings (face to face and virtual meetings) where the evaluator participated. The project consortium has developed several tools in order to share information and experiences to professionals of the textile sector and the public in general, such as the project website, accounts in social networks (Facebook, LinkedIn, etc.), newsletters and leaflets. Also, e-mailing was used to inform stakeholders about project events and milestones
- Degree of implementation the tool using ICT to reach the objective of the project (E-learning platform)	100%.
- Level of improvement of the transfer methodologies	The level of improvement of transfer methodology was quite high.
- Number of dissemination materials published and disseminated.	4 e-newsletter, leaflets, news in Facebook and LinkedIn
- Number of exchanges of documents and methodologies undertaken between the project partners	Exchanged documents and methodologies are as follows: <ul style="list-style-type: none"> - Management handbook; - Work plan activities; - Draft of Transfer methodology; - Final version of transfer methodology; - Didactic methodology; - Minutes of the Kick-off meeting held in Santiago de Compostela; - Minutes of the four online meetings; - Minutes of the second steering meeting held in Denmark; - Minutes of the third steering meeting held in Greece; - Minutes of the fourth steering meeting held in Lithuania; - 133 hour video content of the training course with subtitles.

1.3. EFFICIENCY	
INDICATOR	ASSESSMENT
- Cost of the implemented activities and the obtained results.	The cost made related to the activities undertaken and results obtained have been balanced. The level of budget execution, in general was very good going over 100%.
- Progress and utilization of project resources.	
- How the co-management and inter-institutional coordination between different project partners works.	Coordination between the various partners of the project is led by ATEXGA. The perception of the partners is that the communication is fluent and coordination could be improved while providing regular online meetings (one per month), with the aim of sharing experiences and documents together.
- Financial efficiency: the projects' technical progress compared with the initial plan.	No significant delays have occurred; there are a few minor delays that are solved by shortening the implementation time, especially in the website and in subtitling the contents of the course.
- Compliance with the estimated implementation schedule.	The level of implementation is 100% of the project.
- Percentage of expenditure that has been justified.	The partnership has justified the 100% of the whole budget.
- Transfer between budget headings.	Transfers have been made between budget headings, it has been redistribute some resources to the staff costs.
- Correct allocation of the initial technical staff.	The initial allocation of technical staff was correct, the partners recruited professionals in the field of vocational training and professional education, environment etc. with extensive experience in project management.

1.4. SUSTAINABILITY	
INDICATOR	ASSESSMENT
- Existence of agreements that allows the continuation of activities that maintain the results achieved by the project	No agreements to maintain the results achieved are established yet. But, partners have agreed to sign an Intellectual Property Rights and Copyrights agreement
- Existence of other programs with capacity to co-finance future expansion of project activities	There are other programs that would allow a future dissemination and capitalization of results, for example next Lifelong Learning call for proposals but it has been considered by the partners but not agreed yet.
- Level of commitment from project partners for the maintenance and further expansion of the project results	The level of commitment shown by the partners in the interviews was high. Some are considering the possibility of future expansion of the project, particularly as a training homologated course.
- Creation of permanent partnerships	It was not evaluated the constitution of a permanent network by the partners.
- Number of institutional arrangements or agreements of collaboration (local and transnational)	No agreements have been signed so far. ATEXGA has made an agreement with an association, DEÁN, but just for collaborate with them, not to import the course training.
- Number of entities from the specific sector of the project	All entities participating in the project are key agents in vocational and professional training in textile sector and other subjects.
- Other programs and policies focused on the same aim that gives added value to the project	There is no other programmes identified that focus on the same aim of sharing know-how among European partnership.

1.5. IMPACT	
INDICATOR	ASSESSMENT
- Innovation: open new lines of work in the same field	Partners came up with some ideas to open new lines of work in the same field: <ul style="list-style-type: none"> - Explore more possibilities for e-learning; - Make the visual merchandising more visible reaching it; - Developing summer camps among TEKO to improve the training in visual merchandising; - Mobility of students, workers, trainers among the partners;
- Exchange of monitoring reports, data, methods etc.	The methodologies and documents exchanges were the following: <ul style="list-style-type: none"> - Management handbook; - Work plan activities; - Draft of Transfer methodology; - Final version of transfer methodology; - Didactic methodology; - Leaflet in the fifth languages; - Minutes of the Kick-off meeting held in Santiago de Compostela; - Minutes of the four online meetings; - Minutes of the second steering meeting held in Denmark; - Minutes of the third steering meeting held in Greece; - Minutes of the fourth steering meeting held in Lithuania; - 133 hour video content of the training course with subtitles.
- Participation in common actions	All partners have actively participated in joint activities under the project.
- Number of transnational products that are created within the project	6.

2. TRANSVERSAL EVALUATION CRITERIA.

2.1. GENDER EQUALITY	
INDICATOR	ASSESSMENT
- Positive action criteria for the recruitment of personnel	There was no need to apply positive action criteria.
- Percentage of female participation in the activities of the project	70% of personnel are women.
- Female empowerment: institutional responsibility	60% of project coordinators are women, so, the empowerment is guaranteed.
- Empowerment of staff: number of women/men	The number of women is higher than men, 18 of them women, and 5 of them men.
- Non sexist language in the products and in the dissemination of the project	All partners are considered particularly the aspect of language; all partners do not use androcentric language in communications and reports.

2.2. LOCAL DEVELOPMENT	
INDICATOR	ASSESSMENT
- Improvement of employability of workers from the textile sector	Creation of a new professional profile (expert in visual merchandising for the textile sector) and contributes to increase the skills of textile sector workers; this increase employability.
- Number of networks created with local stakeholders	All the participants (direct target) of the pilot tests, events, workshops create a network (indirect public), that is why there is not an exact number of networks.

2.3. ENVIRONMENT	
INDICATOR	ASSESSMENT
- Number of products printed on recycled paper	The products of the project are printed in recycled paper.
- Recycling of waste generated by the project's daily work	The project waste is classified correctly for recycling.

ANNEX 3: SCRIPT OF INTERVIEW DEVELOPED WITH KEY AGENTS

In deep interview of the project: TEXTRANSF. Transfer of Training Methodologies and Contents about Merchandising for the Textile Sector.

1. PROJECT RELEVANCE

- 1.1.. Are there previous diagnostic reports in your area on the situation of vocational / professional training in visual design and merchandising?
- 1.2. Do you consider that results of the project fit to the needs of the textile sector related to professional training in your country?
- 1.3. Do you consider that the project is complementary to other actions within the same field carried out by other public and private in your geographic area?
- 1.4. What is the number of staff assigned to the project and their qualifications related to the object of the project?
- 1.5. How many European projects have been carried out previously by your organization? In which programmes, initiatives etc.?
- 1.6. How many previous projects have performed with similar theme?

2. EFFECTIVENESS

- 2.1. What was the number of beneficiaries in your country?
- 2.2. Do you consider that the network had enough capacity to share information and experiences effectively? How is sharing the experiences among partners?
- 2.3.. How many awareness/dissemination activities have been carried out so far?
- 2.4. Have you published dissemination materials? If so, how many?
- 2.5.. Have you had the participation of groups / associations of beneficiaries and public entities involved in the textile sector? If so, how many?
- 2.6. Have these entities published products as a result of the project?

3. EFFICIENCY

- 3.1. How was the coordination between the partners of the project for the implementation of the activities?
- 3.2. Was the budget of the project enough for the implementation of the foreseen activities?
- 3.3. Did you make transfers between budget headings? If yes, which was the reason for these transfers?
- 3.4. Was the implementation on schedule originally foreseen in the application form? If no, which was the reason for the changes in the schedule of the project? Have there been difficulties in fulfill the planned implementation schedule?
- 3.5. Could you specify the percentage of implementation of the project so far by your entity?

4. SUSTAINABILITY

- 4.1. Is there any agreement foreseen that allows it to continue and go further in achieving the outcomes between partners or with other public/private entities?
- 4.2. Do you expect transfers of the courses to other entities beyond the end of this project? If so, is there any agreement signed?
- 4.3. Have you consider other potential consortia programs for a future continuation of project activities?
- 4.4. Is there in your geographic area other programs and policies focused on the same objective? Could those add value to the project?

5. IMPACT

- 5.1. Are there plans within the partnership to open new lines of work in vocational / professional training?
- 5.2. How many applications have you received for the pilot test?
- 5.3. Are there public bodies or associations interested in the course? If so, what kind of entities?
- 5.4. What kind of profile of people was interested in the training course?

6. GENDER EQUALITY

- 6.1. What is the number of women and men participating in the activities of the project?

7. LOCAL DEVELOPMENT

- 7.1. Do you think that the project had provided people useful knowledge and skills that improve the employability of the potential beneficiaries?
- 7.2. To what extent is the project useful to the creation of networks with local stakeholders?

8. ENVIRONMENT

- 8.1. How do you think the respect for environment was included in the implementation of the project?