



Lifelong  
Learning  
Programme



## INTERIM 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 VM TEXTTRANSF: 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 contents about visual merchandising to European regions with reduced training offer in that field.

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

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

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

In relation to the evaluation criteria analyzed in this evaluation process, it is worth to point out that the report is intermediate, there will be more relevant the analysis of the relevance, effectiveness and efficiency criteria than the impact and sustainability criteria. At the time of the completion of this report, there are not sufficient evidence to draw up the criteria of impact and sustainability. For that reason, a further analysis will be developed by the time of the Final External Evaluation Report.

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 has not been fully implemented, however, the project has reached those proposed for the first phase. Interim Report shows that almost a half of the foreseen work for the first phase is completed. It also shows that all remaining activities of the project will be performed from now to the Final Report, requiring higher contribution than the analysed phase.
- As regards efficiency, the activities foreseen in the project have not changed significantly. There are slight adjustments in some of them with no variations in the budget or objectives. Nor have made transfers between budget headings. Concerning implementation schedule, there were some delays in the development of the project but they will be shortly solved (e.g. some dissemination results were not presented in the Interim Report). Study the impact of the project intends to know the consequences of the intervention over the long term, so that in this interim report has been made only prospective analysis. This monitoring report do not show significant impacts, the project is currently in the process of implementation.

- At the time of this report is not yet seen any progress or element that allows us to make a proper assessment of the viability criteria. It is not yet been identified mechanisms to ensure the continuity of results, so far, in the participating countries have not signed inter-institutional agreements that allow continuing project activities after the end of EU funding. However, project partners have been thinking about the future of the project, some of them intend to transfer the courses to the education system of their countries and the others are more distrustful and would like to keep them for themselves. They must come to an agreement on this point before the end of the project.

We highlight the following aspects with regard to the recommendations could be taken into account in the future:

- A core aspect for successful implementation of the project is the coordination between the technical and financial elements. In this sense, a guideline is followed: to increment the number of meetings between the partners in order to homogenize times and rhythms of project implementation. The difficulty for these meetings is primarily geographical distances, so, virtual meetings would mean a lot of time and economic resources saved. These meetings could take place at least once a month with all project partners increasing the frequency of virtual meetings that were celebrated every four months. This type of meeting would help to share a common framework where all partners can exchange experiences and answer questions while coordinate the activities of the project.
- Regarding 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. Despite this, and to give greater impact to the project activities, it is suggested to publish press releases in media in each country or region. The compilation of these notes in a media dossier would be useful in justifying the visibility given to the project.
- Although viability can not be properly assessed at this moment, all partners should discuss the future of the outcomes when project end. They must come to an agreement on this point before the end of the project as they must fulfil sustainability aspect.

## 1. INTRODUCTION.

### 1.1 Evaluation Background.

The organization ATEXGA is leader of the partnership that manage the project 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) of EACEA. The project focuses on the transfer of innovative training methodologies and contents about Visual Merchandising 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 will be developed, for which the organization ATEXGA- Textile Association of Galicia hired the company Devalar according to the proposal of services agreed between both institutions.

To develop the project, 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	TR

The activities to be 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 a six-month e-newsletter.
- 2.5. Creation of a project account in social networks.
- 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 is to evaluate the criteria mentioned above, formulating recommendations and proposing useful elements to increase the quality of the project and to improve the development of its activities.

The criteria in which the conclusions and recommendations of the evaluation process rest, focus 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.

In this sense, the evaluation analyzes 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. Participation in a meeting with project coordinator celebrated in Santiago in December 2012.
- Starting the process of data collection and compilation of information and documentation from the project. Participation in the Kick off meeting and 2nd steering meeting in Santiago and Herring in December 2012 and June 2013. The evaluator has also participated in 2 online meetings celebrated in February and April.
- Preparation of interim and final reports these deliveries in parallel to interim and final project reports that need to be developed by the project applicant to present to the National Agency.

### **1.3. Methodology**

The methodology for 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 and Pertinence) 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.

This interim evaluation has focused on the analysis of relevance, effectiveness and efficiency results. Impact and sustainability criteria will be measured better at the end of the project, because at this stage of the project is not possible to identify impacts or actions for the future sustainability.

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 evaluation work developed has been structured in three phases:

PHASE	DURATION	ACTIVITIES
<b>Documentary Revision</b>	January 15 <sup>th</sup> 2013 to June 1 <sup>st</sup> 2013	<ul style="list-style-type: none"> <li>- Definition of indicators: development of an indicator system whose function is intended to facilitate the work of gathering data and information.</li> <li>- 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</li> <li>- Preparation and design of the Tools for data collection.</li> </ul>
<b>Data Collection</b>	March 15 <sup>th</sup> 2013 to July 30 <sup>th</sup> 2013	<ul style="list-style-type: none"> <li>- Identification of key agents, development of interviews with these informants.</li> </ul>
<b>Development of Interim evaluation report</b>	July 30 <sup>th</sup> 2013 to September 15 <sup>th</sup> 2013	<ul style="list-style-type: none"> <li>- Data analysis to determine the relevance of the objectives, the degree of implementation, efficiency, effectiveness, impact and sustainability of the proposal.</li> <li>- Drafting of the evaluation report. 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.</li> </ul>

The interviewed people were the following:

Name	Organization	Date of the Interview
Eva Ben	Project Manager of ATEXGA	30.08.2013
Anatolie Cantir	Project Manager of TEKO	28.08.2013
Darius Aukstikalnis	Project Manager of LATIA	05.09.2013
Lila Anthopoulou	Project Officer of IDEC	29.08.2013
Hamit Serbest	Project Manager of USAM ADANA	03.09.2013

#### 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 interim 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:

<b>ORGANIZATION</b>	<b>DESCRIPTION</b>
<b>ATEXGA</b>	<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"> <li>– To promote and develop of all the activities that help the galician textile sector.</li> <li>– To act on behalf of the sector and to defence the members´ interests.</li> <li>– 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.</li> <li>– To elaborate analysis and sectoral reports.</li> <li>– To provide guidance to entities related with the textile sector.</li> </ul>
<b>TEKO</b>	<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>
<b>IDEC</b>	<p>IDEC is a training consulting company located in Pireaus, Greece whose activities consist of training, management consulting, quality assurance, evaluation and development of ICT solutions for both private and public sector.</p>

<b>ORGANIZATION</b>	<b>DESCRIPTION</b>
<b>LATIA</b>	<p>Lithuanian Apparel and Textile Industry Association LATIA is a main non-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"> <li>– Intelligent sourcing and supply chain management;</li> <li>– Efficient and flexible production;</li> <li>– Development and production of niche products;</li> <li>– Agency services;</li> <li>– Distribution and retail;</li> <li>– Education, consultancy and training.</li> </ul>
<b>ADANA ÜSAM</b>	<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&amp;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.

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 TEKO.

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

<b>ORGANIZATION</b>	<b>PROJECTS</b>
<b>ATEXGA</b>	<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            2011-2007: Sectorial Training Plan ATEXGA            2008: Process of Brand Licensing Protection for Textile and similar sectors.            2007: In-Textile: Virtual environment for Continuing Professional Training for Textile and similar sectors.</p>
<b>TEKO</b>	<p>Despite TEKO lacks experience in this kind of projects, it has 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>
<b>IDEC</b>	<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 Behavior, Intelligent Energy etc.</p> <p>2009: AO/ECVL/ILEMO-PTH/Europass-ECVETEQF/007/09 CEDEFOP.            Europass, ECEVET and EQV for documentation, validation and certification of learning outcomes.            2008: 142211-LLP-1-2008-1-GRLEONARDOLMP LdV BEQUAL Benchmarking tool for quality assurance in VET.            2008: GRUNDTVIG. MIGRANTS+</p>
<b>LATIA</b>	<p>2010: VP1.3.1-ŠMM-05-K-01-001 European Social Fund INOVATEX            2010: Baltic Sea Region Programme 20. Promoting the innovative Baltic Fashion industry throughout the Baltic Sea Region.            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, didinant jų galimybes prisitaikyti prie pramonės ir rinkos poreikių bei pokyčių.            2006: Sixth Framework Programme. 23328. Fashion to Future.</p>
<b>ADANA ÜSAM</b>	<p>2006: FP6 301144 Supporting Potential and Existing Research intensive SMEs – SUPER SMEs            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 three countries is 18 people. Regarding gender distribution, the number of women is higher than men, being the number of women 13 and men 5.

The Existence of Diagnoses related to the field of the project reiterates the relevance of the project in the countries in which it is implemented. In Spain the study: "Evaluation 360º: professional training for human resources working in environmental management sector" serves as a basis for the development of the transfer in the project.

## 2.2. Effectiveness.

The effectiveness measures the degree of achievement of specific objectives of the project. Considering this is an interim evaluation report, the objectives of the project application have not yet been fully implemented; however, they have achieved some of them set out for the first phase of the project. The global degree of implementation calculated is approximately 54, 5% of the project. Following is a table of planned activities and the level of implementation:

ACTIVITY	INVOLVED PARTNERS	% OF IMPLEMENTATION
<b>1. Coordination and management of the project</b>		
1.1. Financial and administrative management of the project.	All partners	50%
1.2. Elaboration of technical and financial reports.	All partners	50%
1.3. External evaluation of the project.	ATEXGA	50%
<b>2. Dissemination and Exploitation of results</b>		
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	0%
2.4. Elaboration and dissemination of a six-month e-newsletter.	All partners led by LATIA	25%
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%
<b>3. Definition of transfer methodology</b>		
3.1. Organization of a discussion-group among the partners to discuss how to transfer the methodology and contents of the training product.	Led by TEKO, supported by ATEXGA	100%
3.2. Elaboration of draft Guidelines about the methodology transfer.	Led by TEKO, supported by ATEXGA	100%
3.3. Organization of two Study-Visits of importing partners to exporting partners.	Led by TEKO, supported by ATEXGA	100%
3.4. Elaboration of final Guidelines to transfer methodology and contents.	Led by TEKO, supported by ATEXGA	100%

ACTIVITY	INVOLVED PARTNERS	% OF IMPLEMENTATION
<b>4. Adaptation the materials to be transferred:</b>		
4.1. Adaptation of the methodology and contents of the course to each partner's context and needs.	All partners leaded by IDEC	0%
4.2. Translation of the contents to the language of each partner.	All partners leaded by IDEC	0%
4.3. Development of a training on-line platform with all the contents in partner's languages.	All partners leaded by IDEC	0%
<b>5. Implementation of a pilot training session and assessment of results</b>		
5.1. Recruitment of the training officers responsible for the pilot tests in each Country.	Leaded by ATEXGA, supported by TEKO	0%
5.2. Implementation of a pilot test in four countries (Spain, Greece, Lithuania, Turkey)	Leaded by ATEXGA, supported by TEKO	0%
5.3. Assessment of the results of the pilot tests and elaboration of a report by each importing partner.	All partners leaded by ATEXGA	0%
5.4. Adaptation of contents and characteristics of the training product in accordance with the pilot tests results.	Leaded by ATEXGA, supported by TEKO	0%

The degree of effectiveness achieved is remarkably high considering the time of implementation. Despite the different working patterns of the various partners, the ability of the network to share information and experiences is high. The communications at the moment are by e-mail or phone, so it could build on existing online tools to improve coordination and exchange of experiences and documents. This ability to share information, experiences is reflected in the improvement of previously existing methodology for the study, improving the scope of the project's overall objective.

At the moment it is not possible to measure the degree of public dissemination and capitalization of results, as the meetings with local stakeholders and pilot courses were not developed. On the date of this report is only developed the presentation seminar, with the participation of local stakeholders from Galician textile sector.

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;
- Didactic methodology;
- Minutes of the Kick-off meeting held in Vigo;
- Minutes of the two online meetings;
- Minutes of the second steering meeting held in Denmark.

### 2.3. Efficiency

Analyzing the efficiency, it will be identified deviations between the initially estimated in the candidature of the project and finally implemented. It will be analyze 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, although the partners are considering the possibility of adjusting some items in order to redistribute some resources from the travel budget to other costs or personnel costs, as it is not foreseen to spend all amount allocated in travel and subsistence costs.

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 four meetings, two face to face in Santiago and in Herning and two online meetings. One of the purposes of these meetings was to review the status of project expenditure and to check financial certification documents.

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 is good, and the partners participate actively in the project meetings.

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

As regards budget implementation, at the time of drafting this report, the coordinating partner had executed 33,5% of the budget, representing more than 100% of the amount transferred after the signature of the contract (48.919,88€). The future implementation of dissemination and capitalization activities and the development of the online training platform and the pilot course will increase in the budget execution rate in the coming months.

## **2.4. Impact**

The analysis of the project impact has the objective of check the effects of longer-term implementation of the project. So in this interim report has only been performed a prospective analysis of the effects of the project.

There is an interim progress report developed and submitted to the OAPEE in November 2011. This monitoring report has no significant impacts because the project is in implementation process.

The active participation of partners in joint actions such as the definition of methodologies and dissemination activities can have an important impact after the end of the project in the countries where the project is implemented and at European level. 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.

It has not identified the opening of new lines of work to develop in the future among partners so far, although it is possible that new requirements may arise as a result of project activities in which members can continue to work together.

## **2.5. Sustainability**

The analysis of the viability 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 should be noted that this report has an intermediate character. For that reason, the fact that there are no agreements for the continuation of the project is not very significant, until the end of the project may arise agreements between partners or other entities outside the partnership to enable the continuity and capitalization of results. 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-programmes (Leonardo networks, Grundtvig etc.), but has not yet been evaluated by the partners.

The second indicator refers to this aspect refers 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 textile and retail sector. Although at the moment they have been raised only few local stakeholder, it is foreseen to develop an important activity of dissemination and capitalization.

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. This is an issue that has not yet been discussed between the partners and that will be addressed at the next meeting to be held in Lithuania in May- July 2014 near the end of the project.

## **2.6. Environmental / Equal Opportunities/ Local development**

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 (13 women and 5 men), it has special attention to the use of non- androcentric language, and in four 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.

### 3. CONCLUSIONS AND RECOMMENDATIONS

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 three project partner countries in the professional training within the environmental sector in the project partner countries.
- As regards the degree of fulfilment the objective of the project, the effectiveness of the project, we can say that is being successful so far. Thus, the degree of implementation of the project is high and the foreseen schedule is carrying out.
- With regard to the efficiency achieved in the implementation of the activities, it is important to emphasize that this is still high, with no significant delays in its execution and keeping the limits of planned costs. It is important to mention that, the temporal and financial reduction by the authority of management which means that partners had to make major adjustments in order to develop the project in less time and with less expense.
- Related to the impact of the project, it is not possible to draw significant impacts until the present report because the project does not reach its end and thus the final results.
- As the impact, the project's viability can not be analyzed in depth in the absence of definitive results yet, nor measures to enable the continuation or expansion of activities is expected at the moment. In the next coordination meeting of the partners will be discussed this issue.

As recommendations to implement until the end of the project we can point the following:

- A key aspect for successful implementation of the project is technical and financial coordination. In this regard is recommended to increase the number of meetings between the partners in order to homogenize times and rhythms of project implementation. The difficulty for these meetings is primarily geographical distances, so, face to face meetings would mean a lot of time and economic resources saved. These meetings could take place at least once a month with all project partners increasing the frequency of virtual meetings. This type of meeting would help to share a common framework where all partners can exchange experiences and answer questions while coordinate the activities of the project.
- In terms of visibility, this assessment confirmed that both reports and internal documents follow the rules of visibility of the European Commission, as is the placement of logos and the corresponding phrases as set by management guide program. Despite this, and to give greater impact to the project activities, it is suggested to publish press releases in media in each country or region. The compilation of these notes in a media dossier would be useful in justifying the visibility given to the project.
- 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 (12 women and 4 men), it has special attention to the use of non- androcentric language, 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 improve their knowledge and skills that in the future can contribute to the employability of persons linked to textile sector.

#### 4. **ANNEXES**

ANNEX 1. Workplan

ANNEX 2. Evaluation tables

ANNEX 3. Script of interview developed with key agents

## **ANEX 1: WORKPLAN**



## WORK PLAN

**External Evaluation of Leonardo Da Vinci project:**  
"TEXTRANSF-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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## 1. BACKGROUND AND STATE OF THE ART OF THE PROJECT.

The project "TEXTRANSF-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:

<b>WP1: Coordination and management</b>	- 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..
<b>WP2: Dissemination and Exploitation of results</b>	- 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.
<b>WP3: Definition of transfer methodology</b>	- To define how to transfer methodologies and contents from the exporting Country to the importing Countries.
<b>WP4: Transfer of training contents</b>	- To adapt the training contents to be transferred to the context of each importing Country.
<b>WP5: Implementation of pilot training tests and assessment of the results</b>	- To test the effectiveness of the training products developed for each Country.

## **2. OBJECTIVE.**

### **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 n° 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**

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 andocentric 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 viability 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):

<b>PERTINENCE</b>
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

<b>EFFECTIVENESS</b>
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

<b>EFFICIENCY</b>
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 level of the implementation of the interventions
– Percentage of expenditure that has been justified
– Transfer between budget headings
– Correct allocation of the initial technical staff

<b>SUSTAINABILITY</b>
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.

<b>IMPACT</b>
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:

<b>GENDER EQUALITY</b>
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

<b>LOCAL DEVELOPMENT</b>
INDICATORS
– Improvement of employability of workers from the textile sector.
– Number of networks created with local stakeholders.

- 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.

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

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
<b>Stage 0.</b> External evaluation system design.	√	√	√	√																				
<b>Stage 1.</b> Office work: Document revision and preparation of the visits agenda.						√	√	√	√	√	√							√	√	√	√	√	√	
<b>Stage 2.</b> Direct Observation visits.			√						√	√	√				√						√	√	√	
<b>Stage 3.</b> Development of evaluation reports.										√														

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

**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 six entities; five of them are private entities and one public entity.
– 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	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	13
– Number of previous European projects implemented by the partners of the project	14
– Number of previous projects with similar aims implemented by the partners of the project	9

<b>1.2. EFFECTIVENESS</b>	
INDICATOR	ASSESSMENT
– Number of beneficiaries (direct and indirect)	This activity is being implemented in five countries but at the moment there are no beneficiaries, when the online training platform is ready, the partners will start with the process of disseminate among direct beneficiaries.
– Number of visits to website	127 visits, since 21 <sup>st</sup> of May 2013.
– Network capacity for sharing information and experiences	The capacity of the network is good, 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 way to share documents is via email. Despite being good, it is recommended to plan meetings frequently in order to coordinate the technical and economic aspects of the project.
– Degree of implementation the tool using ICT to reach the objective of the project (E-learning platform)	0
– 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"> <li>– Management handbook;</li> <li>– Work plan activities;</li> <li>– Draft of Transfer methodology;</li> <li>– Final version of transfer methodology;</li> <li>– Didactic methodology;</li> <li>– Minutes of the Kick-off meeting held in Santiago de Compostela;</li> <li>– Minutes of the two online meetings;</li> <li>– Minutes of the second steering meeting held in Denmark.</li> </ul>

<b>1.3. EFFICIENCY</b>	
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. In the first phase of the project cost was 33,5% of the whole budget, which is consistent with the activities developed during this period, taking into account that have not started the pilot course foreseen under the project.
– 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 lead by APROEMA. 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 are occurring; there are a few minor delays that are solved by shortening the implementation time, especially in the website and in the presentation seminar implementation.
– Compliance with the estimated implementation schedule	The level of implementation is about 45% of the project.
– Percentage of expenditure that has been justified	The partnership has justified the 100% of the first payment that was 40% of the whole budget.
– Transfer between budget headings	No transfer between budget although the partners are considering making several changes.
– 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.

<b>1.4. VIABILITY</b>	
INDICATOR	ASSESSMENT
– Existence of agreements that allows the continuation of activities that maintain the results achieved by the project	Following the degree of implementation, no agreements to maintain the results achieved are established yet.
– 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 not been considered by the partners that possibility so far, it is expected to address this issue at the meeting that will be held in Lithuania in May- June 2014.
– 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 is high, although they did not considered yet the possibilities regarding the future expansion of the project and its activities
– 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.
– 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.

<b>1.5. IMPACT</b>	
INDICATOR	ASSESSMENT
– Innovation: open new lines of work in the same field	It has not been planned to open new lines of work related to the subject of the project. Some of the partners have participated in other LLP projects from the 2014 Call for proposals
– Exchange of monitoring reports, data, methods etc.	The methodologies and documents exchanges were the following: <ul style="list-style-type: none"> <li>– Management handbook;</li> <li>– Work plan activities;</li> <li>– Draft of Transfer methodology;</li> <li>– Final version of transfer methodology;</li> <li>– Didactic methodology;</li> <li>– Minutes of the Kick-off meeting held in Santiago de Compostela;</li> <li>– Minutes of the two online meetings;</li> <li>– Minutes of the second steering meeting held in Denmark.</li> </ul>
– 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	

## 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, 9 of them women, and 4 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. 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: TEXTTRANSF. 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 the expected results of this project fit to the needs of the textile sector related to professional training?
- 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 is the number of beneficiaries?
- 2.2. Do you consider that the network has 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?  
Could you specify the number of documents and methodologies developed jointly by the project partners so far?
- 2.4. Have you published dissemination materials in the first year of the project? 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 is the coordination between the partners of the project for the implementation of the activities?
- 3.2. Is 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. Is 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 fulfil 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?
- 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 implementation reports did you develop?

#### **6. GENDER EQUALITY**

- 6.1. Were gender positive actions applied in the recruitment of staff for the project?
- 6.2. What is the number of women and men participating in the activities of the project?
- 6.3. Do you care about inclusive language (not androcentric) in the documents of the project?

#### **7. LOCAL DEVELOPMENT**

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

**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 diagnostic reports in your area on the situation of vocational/ professional training in visual design and merchandising?
- 1.2. Do you consider that the expected results of this project fit to the needs of the textile sector related to professional training?
- 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 is the number of beneficiaries?
- 2.2. Do you consider that the network has enough capacity to share information and experiences among partners?
- 2.3. How many awareness/dissemination activities have been carried out so far?  
Could you specify the number of documents and methodologies developed jointly by the project partners so far?
- 2.4. Have you published dissemination materials in the first year of the project? 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?