



EntreCC

UNLEASHING ENTREPRENEURSHIP POTENTIAL IN CCIS

**Title: MID-TERM EVALUATION
REPORT**

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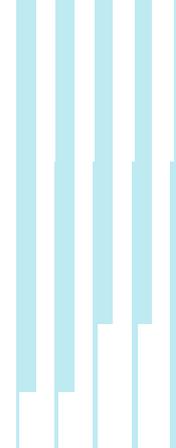
Executive Summary

The present Mid-Term Evaluation Report provides a structured overview of the implementation progress, achievements, and interim impact of the EntreCC project during the first operational phase. The report assesses activities implemented from the initial consortium meeting in February 2025 until October 2025, focusing on project coordination, dissemination efforts, development of intellectual outputs, and quality assurance processes.

The first consortium coordination meeting was organized online on 14 February 2025, serving as a pivotal step in activating the operational phase of the EntreCC project. While the official project start date was earlier, this initial online meeting allowed partners to transition from planning to coordinated implementation, ensuring that all organizations shared a unified understanding of responsibilities, timelines, and expected outputs. The meeting functioned not only as an introductory exchange but also as a strategic alignment exercise, during which partners clarified internal workflows, discussed early dissemination actions, and established practical coordination mechanisms that would guide collaboration throughout the project lifecycle.

Following this initial meeting, the partnership maintained frequent and multi-layered communication, which proved essential for sustaining implementation momentum. Communication took place through structured email exchanges, a dedicated WhatsApp group used for daily coordination, and direct phone calls whenever immediate clarification was required. The WhatsApp group, in particular, played a crucial role in facilitating rapid decision-making, enabling partners to address technical questions, share updates on deliverables, and coordinate dissemination actions in real time. Meanwhile, email communication ensured that all formal decisions, feedback, and documentation remained properly recorded, supporting transparency and accountability in line with Erasmus+ quality standards. This combination of formal and informal communication channels created a highly responsive collaboration environment and allowed partners to overcome potential delays associated with geographical distance or organizational workload.

The collaboration among partners can be characterized as efficient, constructive, and solution-oriented. Partners demonstrated a proactive approach to supporting one another, often providing clarifications, feedback, and practical assistance beyond their individual responsibilities. This continuous exchange of information strengthened trust within the consortium and reinforced a shared sense of ownership over the project's progress. The regularity of communication also contributed to minimizing misunderstandings and ensured that emerging challenges were addressed collectively rather than individually.



In addition to full consortium communication, targeted coordination meetings were organized when specific work packages required deeper strategic discussion. A notable example was an internal online meeting held with WKO Steiermark, focusing exclusively on Dissemination and Outreach planning. During this session, partners reviewed the communication strategy, discussed visual identity guidelines, and clarified responsibilities related to social media posting schedules, newsletters, and stakeholder engagement activities. The meeting allowed the consortium to refine its dissemination approach, ensuring that visibility actions would remain consistent, coherent, and aligned with Erasmus+ dissemination requirements. This focused coordination also strengthened the connection between content development and outreach planning, ensuring that project results would be communicated effectively to target audiences.

Overall, the communication practices established during this period played a fundamental role in ensuring smooth project implementation. The combination of structured planning, frequent informal interaction, and targeted strategic discussions created a collaborative environment that supported rapid progress while maintaining high standards of quality and coordination. Such practices reflect the consortium's commitment to effective partnership management and demonstrate a strong foundation for the next stages of implementation.

2. Project Overview and Context



EntreCC - Unleashing Entrepreneurship Potential in CCI is a collaborative Erasmus+ KA210-VET project designed to strengthen entrepreneurial, digital, and innovation competences within the Cultural and Creative Industries (CCI) sector. The initiative responds to the growing need for interdisciplinary skills among creative professionals and vocational education stakeholders, aiming to bridge the gap between artistic practice and sustainable business development. Through the creation of accessible learning resources, structured digital tools, and targeted dissemination actions, the project seeks to empower cultural professionals, educators, and learners to adapt to the rapidly evolving creative economy.

At its core, EntreCC promotes cross-border cooperation and knowledge exchange among partner organizations from Bulgaria, Greece, North Macedonia, and Austria. By combining educational development, digital innovation, and strategic outreach activities, the project contributes to strengthening the resilience and adaptability of the CCI ecosystem. Particular emphasis is placed on creating practical outputs that can be applied in real educational and professional contexts, ensuring that project results remain relevant and sustainable beyond the funding period.





2.1 Partnership Structure

The EntreCC consortium consists of four complementary partners, each bringing specialized expertise and clearly defined responsibilities that collectively support the successful implementation of the project.

AIM (Bulgaria) – Project Coordinator

As the coordinating organization, AIM holds primary responsibility for overall project management, administrative coordination, and monitoring of progress against planned milestones. AIM oversees communication with the funding authority, ensures compliance with Erasmus+ guidelines, and facilitates collaboration among partners through structured coordination mechanisms. In addition to managerial responsibilities, AIM contributes to content development and supports strategic decision-making across all work packages, ensuring coherence between educational outputs, dissemination activities, and quality assurance processes.

PYLON ONE (Greece) – Digital Platform Development and Visual Dissemination

PYLON ONE plays a central role in the technical and creative dimensions of the project. The organization is responsible for the conceptual design and future development of the EntreCC Digital Interaction Hub, including user experience planning, visual identity, and digital accessibility considerations. During the reporting period, PYLON ONE contributed significantly to the creation of graphic assets, platform structure drafts, and dissemination materials, supporting the overall visual coherence of the project. Additionally, the partner collaborates closely with other organizations to ensure that digital tools effectively integrate educational content and meet the needs of target users.

DSU-RCSOO Nikola Karev (North Macedonia) – Handbook Development and Educational Content
DSU-RCSOO Nikola Karev leads the development of the EntreCC Handbook and contributes extensively to the educational framework of the project. The organization is responsible for coordinating research inputs, structuring learning content, and ensuring that materials align with vocational education and training (VET) standards. Its role involves translating sector analysis into practical learning resources, facilitating collaboration among partners during content creation, and supporting the integration of educational modules into the Digital Interaction Hub.

WKO Steiermark (Austria) – Dissemination Lead

WKO Steiermark oversees the dissemination and outreach strategy of the project, ensuring that EntreCC results reach a broad range of stakeholders across Europe. Responsibilities include coordinating social media communication, guiding partners in visibility requirements, developing outreach strategies, and monitoring engagement metrics. WKO works closely with PYLON ONE to align graphic design elements with dissemination objectives and collaborates with all partners to ensure consistent messaging across communication channels.

Together, these complementary roles enable balanced implementation across project management, educational development, digital innovation, and dissemination activities. The division of responsibilities ensures that each partner contributes according to its expertise while maintaining strong interdependence and collaborative decision-making throughout the project lifecycle.



3. Evaluation Methodology

The Mid-Term Evaluation Report has been developed within the framework of the Comprehensive Impact Analysis activity, forming a core component of the EntreCC evaluation and reporting process. The purpose of this section is to outline the methodological approach used to assess implementation progress during the first operational phase of the project, ensuring that the analysis reflects both measurable outputs and the collaborative processes that enabled their development. Rather than functioning solely as a descriptive overview, the evaluation methodology aims to provide a structured reflection on achievements, identify strengths in implementation, and highlight areas where adjustments or further development may enhance the project’s long-term impact.

The evaluation approach adopted by the consortium follows a continuous monitoring logic aligned with the EntreCC Quality Assurance framework. Evaluation is therefore treated as an integrated process that accompanies implementation rather than a standalone activity conducted at the end of a reporting period. This perspective ensures that project partners remain actively engaged in reviewing progress, reflecting on collaboration practices, and aligning outputs with the needs of the Cultural and Creative Industries (CCI) ecosystem. By combining internal monitoring with structured documentation, the consortium has established a methodological framework that supports transparency, accountability, and evidence-based decision-making.



3.1 Data Sources

The assessment presented in this Mid-Term Evaluation Report draws upon multiple complementary data sources, enabling a holistic understanding of both operational progress and emerging impact. A primary source of evidence consists of the deliverables completed during the reporting period, including the EntreCC Handbook, the Dissemination and Communication Plan, the Quality Assurance Plan, the project website, the first newsletters (including translated versions), and supporting dissemination materials and templates. These outputs provide tangible indicators of progress and demonstrate how project objectives have been translated into practical results.

In terms of formal meeting documentation, the evaluation uses the Kick-off Meeting (KoM) documentation, specifically the KoM agenda and minutes, as an official record of key project decisions, role distribution, and implementation direction established at consortium level. This documentation provides verified evidence of how the project's operational roadmap, dissemination responsibilities, and core outputs were confirmed during the Sofia meeting.

In addition to the KoM documentation, the evaluation draws on ongoing partner coordination evidence captured through regular email communication, internal action points, WhatsApp group coordination messages, and direct phone exchanges used for clarifications and rapid alignment. While these coordination mechanisms do not constitute formal minutes, they provide valuable qualitative insight into the frequency, responsiveness, and effectiveness of collaboration throughout the reporting period. Finally, the evaluation considers the development status of core educational and digital outputs, including the progress achieved in the preparation of learning modules and the initial platform planning work delivered during the reporting period.

3.1.1 Initial Online Coordination and Early Implementation Actions

An important reference point within the evaluation framework is the first online consortium coordination meeting held on 14 February 2025. During this initial exchange, partners reviewed their organizational workload and collectively agreed on a realistic operational pathway for the project's early phase. As a result of this discussion, the consortium decided to schedule the official Kick-off Meeting (KoM) for 25 June 2025 in Sofia, Bulgaria, allowing sufficient preparation time while ensuring that implementation could proceed in a structured and sustainable manner. Although the meeting did not produce formal minutes, the decisions taken during this coordination exchange are reflected in subsequent project actions and communication. The partners used this opportunity to initiate the first practical steps toward implementation, including the early preparation of the project website and the establishment of official social media channels. These initial actions marked the transition from planning to operational delivery and demonstrated the consortium's proactive approach to maintaining momentum despite workload constraints.

The early agreement on dissemination preparation proved particularly significant, as it enabled partners to begin building the project's digital presence even before the Kick-off Meeting took place. By aligning responsibilities and confirming communication channels at an early stage, the consortium ensured that later dissemination activities would follow a coherent structure. From an evaluation perspective, this early coordination phase highlights the consortium's capacity for adaptive planning, illustrating how partners balanced organizational realities with the need to maintain steady project progress. This early coordination phase also functioned as a preparatory step for subsequent deliverable development, linking internal decision-making with the structured implementation that followed after the Kick-off Meeting.



3.2 Evaluation Approach

Within the framework of the Comprehensive Impact Analysis activity (A4 – Evaluation and Reporting), this evaluation approach ensures that both implementation progress and early indicators of impact are systematically documented. The evaluation methodology integrates both qualitative reflection and quantitative observation in order to capture a balanced perspective on project implementation.

From a qualitative standpoint, the report examines how project activities align with the strategic objectives of EntreCC, particularly in relation to strengthening entrepreneurial competences, fostering digital innovation, and supporting cross-border collaboration within the CCI sector. Particular attention is given to the effectiveness of partnership collaboration, recognizing that coherent communication and coordinated workflows are key indicators of sustainable implementation in transnational projects.

Quantitative elements are considered through the monitoring of deliverable completion and the tracking of dissemination outputs. Indicators such as the early launch of the project website, the activation of official social media channels, the publication of newsletters, and the production of dissemination materials provide measurable evidence of progress. These indicators are interpreted not only as outputs delivered, but also in terms of their role in strengthening visibility, stakeholder reach, and future uptake of project resources.

A central component of the evaluation approach is the assessment of coordination effectiveness. The consortium's regular communication via email, group messaging, and targeted partner discussions enabled timely clarifications and supported a solution-oriented working environment. This continuous communication was particularly important in maintaining implementation momentum and ensuring that tasks progressed consistently across partners.

The evaluation also emphasizes alignment with quality assurance principles. By reviewing how partners adhered to internal monitoring practices, maintained shared responsibility for deliverables, and followed agreed dissemination coordination procedures, the report highlights the extent to which EntreCC operates within a structured, impact-oriented, and quality-driven implementation model. This methodological approach ensures that the Mid-Term Evaluation not only documents achievements accurately but also provides a forward-looking basis for continuous improvement and preparation for the next reporting stage.

4. Implementation Progress Overview



4.1 Initial Coordination Phase

The initial coordination phase of the EntreCC project began with the first online consortium meeting held on 14 February 2025, which marked the transition from preparatory planning to active implementation. This introductory session played a crucial role in establishing a common operational understanding among partners and strengthening the foundations of transnational collaboration. During the meeting, representatives from each organization exchanged information regarding their institutional expertise, ongoing activities, and available resources, allowing the consortium to identify complementary strengths and define realistic expectations for the upcoming implementation period.

Beyond its introductory nature, the meeting served as a strategic alignment moment where partners clarified their roles within the project structure and discussed practical approaches to coordination. Particular attention was given to defining communication channels, establishing collaborative workflows, and ensuring that responsibilities related to dissemination, content development, and digital platform preparation were clearly understood. The exchange of perspectives enabled partners to anticipate potential challenges linked to workload and timelines, ultimately supporting a more balanced and sustainable implementation approach.

As a result of this coordination phase, the consortium confirmed the need for a structured operational pathway that would allow sufficient preparation time before the official Kick-off Meeting. Partners agreed to begin preliminary actions immediately, including early steps toward website preparation and the creation of social media channels, thereby maintaining momentum while formal activities were being organized. From an implementation perspective, this early coordination phase strengthened trust among partners, fostered transparency in decision-making, and ensured that all organizations entered the next stage of the project with a shared vision and clear strategic direction.



4.2 Kick-off Meeting – Sofia, Bulgaria

The official Kick-off Meeting (KoM) of the EntreCC project took place on 25 June 2025 in Sofia, Bulgaria, representing a major milestone in consolidating the partnership and transitioning into full implementation mode. The meeting provided a structured environment for partners to review the overall project framework, confirm timelines, and refine the collaborative approach established during the initial coordination phase. By bringing all organizations together in person, the KoM strengthened interpersonal relationships, facilitated in-depth discussion, and reinforced the collective commitment to achieving the project's objectives. During the meeting, partners revisited the project overview and timeline, ensuring that each organization had a clear understanding of milestones, expected outputs, and upcoming deliverables. Special emphasis was placed on the planning of sector research activities and the development of the EntreCC Handbook, which forms a cornerstone of the project's educational framework. Discussions focused on aligning content development with the needs of the Cultural and Creative Industries (CCI) sector, ensuring that learning materials would remain practical, accessible, and relevant for target groups such as VET providers, creative professionals, and policymakers.

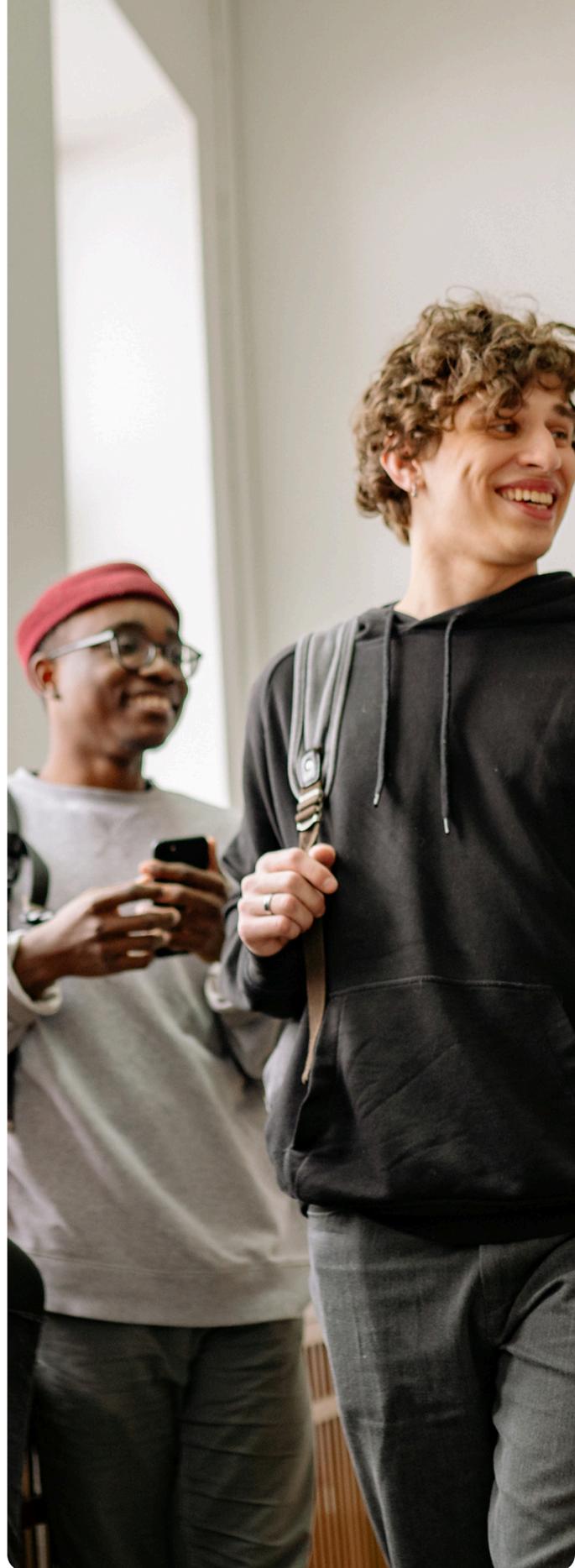
Another central topic of the KoM was the development of the Digital Interaction Hub. Partners explored the conceptual vision of the platform, discussed technical requirements, and clarified responsibilities related to content integration and future user experience. These conversations laid the groundwork for the later preparation of platform design drafts and the structured development of learning modules, highlighting the project's emphasis on combining educational innovation with digital accessibility. The dissemination strategy also received significant attention during the meeting. Partners reviewed communication objectives, branding guidelines, and partner-specific responsibilities, ensuring that visibility activities would be coordinated effectively across countries. The discussions helped establish a clear dissemination workflow that later guided social media posting schedules, newsletter preparation, and outreach planning. Furthermore, the KoM provided an opportunity to address evaluation processes and stakeholder engagement strategies, reinforcing the importance of continuous monitoring and feedback as integral elements of the project's implementation model.

Overall, the Kick-off Meeting established a strong foundation for collaborative work by aligning partners' expectations, clarifying operational procedures, and reinforcing the project's connection to Erasmus+ priorities such as digital transformation, social inclusion, and cross-border cooperation. The outcomes of the meeting supported a smooth transition into the active development phase, ensuring that subsequent deliverables and dissemination actions were implemented within a coherent and strategically aligned framework.

5. Development of Core Outputs

The development of core outputs represents one of the most significant areas of progress during the first operational phase of the EntreCC project. Throughout this period, the consortium focused on building the intellectual, strategic, and digital foundations required to support the long-term objectives of strengthening entrepreneurship and innovation within the Cultural and Creative Industries (CCI) sector. The preparation of educational resources, strategic planning documents, and digital tools was carried out through a collaborative process that ensured alignment with Erasmus+ priorities, target group needs, and quality assurance principles.

The outputs developed during this phase not only demonstrate the consortium's capacity to deliver high-quality results but also highlight the strong coordination and shared ownership among partners. Each organization contributed according to its expertise, ensuring that educational content, dissemination strategies, and digital development progressed simultaneously and in a mutually reinforcing manner.



5.1 EntreCC Handbook

Led by DSU-RCSOO Nikola Karev, the EntreCC Handbook was successfully developed through joint contributions from all partners, reflecting a truly collaborative and interdisciplinary approach. The handbook serves as a foundational resource addressing entrepreneurship, digital readiness, innovation practices, and sustainable development strategies within the Cultural and Creative Industries. Its content provides both theoretical insights and practical guidance, enabling learners, educators, and professionals to better understand emerging trends and opportunities within the creative economy.

The drafting process involved continuous coordination among partners, allowing for the integration of diverse national perspectives and sectoral expertise. Partners contributed case studies, methodological insights, and practical examples, ensuring that the handbook would remain accessible while maintaining academic and professional relevance. This collaborative approach strengthened internal engagement across the consortium and ensured that the final content responded effectively to the needs of vocational education providers and creative professionals.

Beyond its role as a standalone deliverable, the EntreCC Handbook also functions as a reference framework for the development of learning modules within the Digital Interaction Hub. By establishing common terminology, thematic priorities, and learning objectives, the handbook supports coherence across all educational outputs and contributes to the long-term sustainability of the project's results.

5.2 Quality Assurance Plan

The Quality Assurance Plan represents a key strategic output designed to ensure that all project activities are implemented in a transparent, consistent, and impact-oriented manner. Rather than positioning evaluation as a final stage, the plan integrates quality monitoring into every phase of the project lifecycle, encouraging continuous reflection and improvement among partners.

Through clearly defined procedures, the plan outlines how deliverables are reviewed, how feedback is incorporated, and how potential challenges are addressed collaboratively. It establishes common quality standards, promotes accountability, and supports evidence-based decision-making, enabling the consortium to maintain high implementation standards even when adapting to evolving circumstances.

During the reporting period, the Quality Assurance Plan served as an important reference point for internal monitoring, guiding partners in documenting progress, maintaining communication flows, and aligning outputs with project objectives. Its implementation demonstrates the consortium's commitment to structured project management and contributes significantly to the credibility and sustainability of EntreCC's results.





5.3 Dissemination and Communication Plan

Prepared with contributions from all partners and coordinated by WKO Steiermark, the Dissemination and Communication Plan provides a comprehensive framework for outreach and visibility activities. The plan defines clear target audiences, including VET providers, creative professionals, policymakers, and stakeholders within the broader CCI ecosystem, and outlines the communication channels and strategies required to reach them effectively.

The document emphasizes accessibility, visibility, and sustainability, ensuring that dissemination actions are not limited to promotional activities but contribute to meaningful engagement with stakeholders. By establishing structured posting schedules, branding guidelines, and communication objectives, the plan supports consistency across partner organizations while allowing flexibility for national-level adaptation. During the first operational phase, the Dissemination and Communication Plan played a central role in guiding the launch of social media channels, the preparation of newsletters, and the development of visual dissemination materials. The structured approach outlined in the plan strengthened collaboration between partners and enabled the project to establish a coherent digital presence at an early stage of implementation.

5.4 Digital Interaction Hub and Learning Modules

The Digital Interaction Hub represents one of the core innovations of the EntreCC project, aiming to provide an accessible online environment where educational content, collaborative activities, and interactive learning experiences can be integrated. During the reporting period, significant progress was achieved in both conceptual planning and content development for the platform. By October 2025, seven out of the eight planned learning modules had been finalized, reflecting strong collaboration across the partnership and a shared commitment to delivering high-quality educational resources. These modules address key thematic areas such as digital transformation, sustainable entrepreneurship, inclusive design, collaborative creativity, business skills for creatives, emerging technologies, and youth empowerment through creative learning. Each module combines practical knowledge with interactive elements, supporting learners in developing skills that are directly relevant to the evolving demands of the CCI sector.

Parallel to content development, early work on the structure and visual concept of the Digital Interaction Hub began to take shape. The preparation of platform design drafts and user experience considerations demonstrated the consortium's forward-looking approach, ensuring that educational materials would be hosted within an accessible and engaging digital environment. The eighth module, "From Classroom to Market – Practical Pathways for CCI Students," remained under finalization at the time of reporting, with partners continuing to refine its content in alignment with the overall educational framework. Overall, the progress achieved in the development of core outputs highlights the consortium's ability to balance educational innovation, strategic planning, and digital preparation within a cohesive implementation model. These outputs form the backbone of the EntreCC project and establish a strong foundation for the upcoming phases of platform development, testing activities, and impact evaluation.

6. Dissemination and Communication Activities

Dissemination and communication activities played a central role during the first operational phase of the EntreCC project, supporting the visibility of results and fostering engagement with key stakeholders across the Cultural and Creative Industries (CCI) ecosystem. From the early stages of implementation, the consortium adopted a proactive and structured approach to outreach, ensuring that communication efforts were aligned with project objectives, Erasmus+ visibility requirements, and the broader goal of promoting entrepreneurship and digital innovation within the sector.

The dissemination strategy focused not only on promoting project milestones but also on building a consistent digital identity and establishing a sustainable communication framework that would continue to evolve throughout the project lifecycle. Through coordinated actions across digital platforms, newsletters, and physical dissemination materials, the partners worked collaboratively to strengthen the project's public presence while ensuring coherence in messaging and branding.

6.1 Dissemination Strategy Implementation

Dissemination activities began immediately following the initial coordination phase, reflecting the consortium's shared understanding that visibility and outreach should accompany implementation from the outset rather than be treated as a later-stage activity. Guided by the EntreCC Dissemination and Communication Plan, partners implemented structured communication actions designed to reach diverse audiences, including VET providers, creative professionals, educators, and institutional stakeholders.

The strategy emphasized clarity of roles and consistent coordination among partners. Responsibilities for content creation and posting were clearly defined after the Kick-off Meeting, allowing each organization to contribute according to its expertise while maintaining a unified project voice. Regular reminders circulated through internal communication channels ensured that dissemination actions remained timely and aligned with the agreed schedule. This collaborative workflow fostered accountability and strengthened the sense of shared ownership over the project's outreach efforts.

Moreover, dissemination activities were closely linked to project development milestones. Updates regarding the handbook, learning modules, and coordination meetings were integrated into communication outputs, enabling stakeholders to follow the evolution of the project in real time. This integrated approach enhanced transparency and reinforced the perception of EntreCC as an active and evolving initiative within the European CCI landscape.

6.2 Website Development

The EntreCC website (<https://entrecc.eu/>) was launched in March 2025 and quickly became the central hub for project communication and resource sharing. Developed as a user-friendly and accessible platform, the website provides comprehensive information about the project's objectives, partnership structure, and ongoing activities. It includes dedicated sections for partner profiles, news articles, newsletters, and access to key outputs such as the EntreCC Handbook.

Beyond its informational role, the website functions as a dynamic dissemination tool that integrates links to social media channels and supports the broader communication ecosystem of the project. Its early launch allowed the consortium to establish a stable online presence, ensuring that stakeholders could access up-to-date information throughout the implementation phase. The website also contributes to long-term sustainability by serving as a repository for project results that can remain accessible beyond the duration of the Erasmus+ funding period.

The continuous updating of website content reflects the consortium's commitment to transparency and engagement. News posts and newsletter publications provide regular insights into project developments, while the integration of visual elements strengthens the project's identity and reinforces consistency across communication channels.

6.3 Social Media Activities

Social media played a vital role in amplifying the visibility of EntreCC and facilitating ongoing interaction with target audiences. Official project channels were established across Facebook, LinkedIn, and X, enabling partners to reach diverse stakeholder groups through tailored communication formats.

By early October 2025, five general posts had been published across the project's social media platforms, presenting key milestones such as the Kick-off Meeting, dissemination planning, and educational content development. In addition to these coordinated posts, partners implemented a system of weekly Friday updates on Facebook, where each organization contributed content on a rotating basis. Although initially focused primarily on Facebook due to practical considerations, these weekly updates helped maintain continuous project visibility and encouraged partners to share local perspectives and progress updates.

The posting schedule followed a structured dissemination framework designed to ensure consistency and balanced participation among partners. This structured approach allowed the consortium to maintain regular activity without overwhelming individual organizations, demonstrating an effective balance between coordination and flexibility. Social media engagement also supported networking opportunities by enabling partners to connect with professionals and organizations within the CCI and VET sectors, contributing to the gradual expansion of the project's audience.

6.4 Newsletters

During the reporting period, two EntreCC newsletters were successfully produced and disseminated, functioning as a key communication tool for presenting project progress, sharing milestones, and maintaining structured engagement with stakeholders. The newsletters provided consolidated updates on coordination activities, the development of educational outputs, dissemination actions, and upcoming project phases, allowing external audiences to follow the evolution of EntreCC in a clear and accessible manner.

A distinctive element of the newsletter process was the adoption of a structured multilingual dissemination approach. All content was initially developed and finalized in English, ensuring consistency in terminology, messaging, and alignment with Erasmus+ communication standards. Once approved at consortium level, partners undertook the translation of the newsletters into their respective native languages—Bulgarian, Greek, German, and Macedonian—allowing the project to communicate effectively across diverse national contexts while maintaining a unified European identity.

This translation workflow not only supported accessibility but also strengthened the relevance of project communication at local level. By providing multilingual versions, partners were able to adapt dissemination efforts to their regional audiences, facilitating greater understanding of project outcomes and encouraging broader stakeholder engagement. The process also demonstrated a high level of coordination among partners, as translations required collaboration, timely exchange of materials, and adherence to shared branding and formatting guidelines.

From an evaluation perspective, the newsletter activity represents an important indicator of structured outreach and communication maturity within the consortium. The integration of multilingual dissemination reflects the project's commitment to inclusivity, cross-border collaboration, and sustainability of results beyond the project's immediate network. Furthermore, the newsletters contributed to reinforcing the visibility of EntreCC as an evolving initiative, bridging internal project developments with external stakeholder awareness and preparing the ground for future platform-based engagement.

6.5 Dissemination Materials

In addition to digital communication channels, the EntreCC consortium invested in the preparation of physical dissemination materials to support outreach activities beyond the online environment. Graphic materials developed by PYLON ONE provided a cohesive visual identity that aligned with the project's branding guidelines and Erasmus+ visibility requirements. These materials formed the basis for the publication of 50 brochures and the distribution of 100 flyers, which were intended to support local dissemination events and stakeholder engagement initiatives coordinated by WKO Steiermark.

The development of physical dissemination materials reflects the consortium's recognition that effective communication requires a combination of digital and offline approaches. While social media and the website enabled continuous online visibility, brochures and flyers allowed partners to reach audiences in face-to-face contexts, including meetings, presentations, and networking opportunities within the CCI sector.

Overall, the dissemination and communication activities implemented during this phase demonstrate a strategic and coordinated effort to establish the EntreCC project as a visible and credible initiative within the European creative ecosystem. The combination of structured planning, collaborative content creation, and diversified communication channels provides a strong foundation for expanding outreach activities in the next stages of implementation.

7. Deliverables Submission and Monitoring

A major internal monitoring milestone was reached on 23 September 2025, when the EntreCC consortium carried out a structured internal review of the deliverables completed during the first operational phase of the project. This monitoring moment represented more than a routine administrative check; it functioned as a collective evaluation exercise designed to assess progress, validate the quality of outputs, and ensure that implementation remained aligned with the strategic objectives established during the Kick-off Meeting. By dedicating time to a comprehensive review of deliverables, partners were able to reflect not only on what had been produced, but also on how effectively collaborative processes had supported the development of these outputs.

The internal monitoring process focused on key foundational deliverables that shape the operational and strategic framework of EntreCC, including the Kick-off Meeting agenda and minutes, the EntreCC Handbook, the Dissemination and Communication Plan, and the Quality Assurance Plan. Each deliverable was examined in relation to its intended purpose within the project structure, its level of completion, and its contribution to the broader implementation roadmap. This process allowed partners to verify that outputs were coherent, interconnected, and ready to support subsequent activities such as platform development, expanded dissemination, and upcoming testing phases.

Rather than approaching monitoring as a top-down evaluation exercise, the consortium adopted a collaborative review methodology that encouraged dialogue among partners. Organizations shared feedback on the clarity, usability, and strategic relevance of each deliverable, ensuring that documents reflected a shared vision and could be effectively applied across different national contexts. This participatory approach reinforced mutual trust within the partnership and strengthened the collective ownership of project results, demonstrating a commitment to continuous improvement rather than simple deliverable completion.

A central aspect of the monitoring milestone involved assessing the coherence between strategic planning documents and ongoing implementation activities. The EntreCC Handbook, for instance, was reviewed not only as an educational output but also as a guiding framework for the development of learning modules and the Digital Interaction Hub. Partners examined how the handbook's thematic structure supported the creation of training content and ensured alignment with the needs of the Cultural and Creative Industries sector. Similarly, the Dissemination and Communication Plan was evaluated in terms of how effectively it guided social media activities, newsletter preparation, and stakeholder outreach, confirming that communication actions remained consistent with the agreed dissemination strategy.

The Quality Assurance Plan played a particularly important role during the monitoring process, as it provided the criteria and principles used to assess progress. Partners revisited quality objectives, monitoring procedures, and feedback mechanisms outlined in the plan, reflecting on how these guidelines had been applied during the first operational months. This reflection highlighted the consortium's ability to integrate evaluation practices into everyday project work, reinforcing the idea that quality monitoring is an ongoing process rather than a single reporting obligation. Another significant outcome of the 23 September review was the confirmation that the project remained aligned with planned milestones despite the adjusted operational start earlier in the implementation period. By analyzing deliverable timelines alongside completed outputs, partners demonstrated that the strategic pacing adopted at the beginning of the project had not compromised progress. On the contrary, the internal review illustrated that the additional preparation time had contributed to higher-quality outputs, clearer role distribution, and more coherent collaboration practices.

From an evaluation perspective, this monitoring milestone represents an important indicator of the consortium's organisational maturity. The ability to conduct structured internal reviews, engage in reflective discussion, and adapt implementation practices when necessary highlights a proactive and responsible partnership approach. Monitoring activities were not limited to verifying completion but extended to understanding how outputs could be improved and how future tasks could be implemented more efficiently. Furthermore, the internal monitoring process provided an opportunity to align expectations for the next phase of the project. By reviewing deliverables collectively, partners clarified upcoming priorities related to platform development, module integration, dissemination expansion, and testing preparation. This forward-looking dimension ensured that monitoring activities supported strategic planning rather than simply documenting past achievements. The shared review also allowed partners to identify synergies between outputs, reinforcing the interconnected nature of educational content, digital tools, and communication strategies within the EntreCC framework.

The collaborative nature of the monitoring exercise also strengthened internal communication dynamics. Partners engaged in open discussion regarding workload distribution, timelines, and potential challenges, creating a safe environment for constructive feedback. This process helped refine coordination practices and ensured that all organizations remained equally engaged in decision-making. The transparency demonstrated during the review reflects the consortium's commitment to maintaining a balanced partnership structure, where each partner contributes actively to both implementation and evaluation. In addition to confirming alignment with project milestones, the monitoring milestone also served as a motivational point for the consortium. Recognizing the progress achieved during the first operational phase reinforced partners' confidence in the project's direction and provided momentum for upcoming tasks. The review highlighted the strong foundation that had been established through the development of strategic documents and educational resources, confirming that the project was well-positioned to move into its next stage of digital platform preparation and stakeholder engagement.

Overall, the deliverables submission and monitoring process carried out in September 2025 illustrates the effectiveness of EntreCC's quality-oriented implementation model. By combining structured review procedures with collaborative reflection, the consortium ensured that deliverables were not only completed but also strategically integrated into the broader project vision. This milestone demonstrates how internal monitoring can function as a tool for continuous improvement, reinforcing accountability while supporting adaptability and innovation within transnational Erasmus+ projects.

8. Challenges and Adaptive Measures

The implementation of the EntreCC project during its initial operational phase was accompanied by a number of practical challenges that required careful coordination and adaptive management. The most significant challenge concerned the delayed operational start, which emerged as a result of partner workload considerations and the need to align organizational capacities across different countries. While the project officially commenced according to the contractual timeline, partners collectively recognized that additional preparation time was necessary in order to ensure a balanced distribution of responsibilities and maintain high standards of quality throughout the implementation process.

Rather than allowing this adjustment to negatively affect the overall trajectory of the project, the consortium approached the situation through a collaborative and solution-oriented mindset. Continuous communication among partners played a decisive role in mitigating potential risks associated with the adjusted timeline. Through frequent exchanges via email, internal coordination channels, and targeted discussions, partners were able to clarify expectations, re-evaluate priorities, and ensure that early project activities progressed in a structured and coherent manner. This proactive approach enabled the partnership to transform a potential obstacle into an opportunity for strengthening internal coordination and establishing more sustainable workflows. One of the key adaptive measures implemented by the consortium was the intensification of collaboration following the first online coordination meeting in February 2025. Partners increased the frequency of communication, shared updates more regularly, and provided mutual support in areas such as dissemination planning, content development, and technical preparation. This intensified collaboration helped accelerate progress once operational activities were fully activated, allowing the consortium to compensate for the earlier adjustment period without compromising the quality of deliverables.

Another important adaptive step was the clear distribution of roles and responsibilities confirmed during the Kick-off Meeting in Sofia. By revisiting task allocation and ensuring that each partner's expertise was fully utilized, the consortium was able to streamline decision-making processes and reduce potential overlaps in responsibilities. This clarity contributed significantly to maintaining efficiency during the following months, as partners were able to focus on their respective areas of contribution while remaining aligned with the overall project vision.

The immediate initiation of dissemination activities also played a strategic role in addressing early implementation challenges. By launching the project website, creating social media channels, and initiating communication planning at an early stage, the consortium ensured that the project maintained visibility and momentum even while certain operational aspects were still being finalized. This proactive dissemination approach reinforced stakeholder engagement and helped position EntreCC as an active initiative within the CCI community from the outset.

Continuous internal monitoring, guided by the principles outlined in the Quality Assurance Plan, further supported the consortium's adaptive capacity. Regular reviews of progress, combined with open dialogue among partners, enabled the identification of minor issues before they evolved into significant challenges. This monitoring approach allowed the consortium to remain flexible while preserving a strong sense of direction and accountability. Partners demonstrated a willingness to adjust workflows when necessary, illustrating a mature and responsive partnership dynamic.

Beyond addressing logistical adjustments, the adaptive measures implemented during this phase also contributed to strengthening the resilience of the project as a whole. The experience of navigating early challenges reinforced the importance of transparent communication, shared responsibility, and mutual trust among partners. As a result, the consortium developed a more cohesive working culture, characterized by proactive problem-solving and collective decision-making.

From an evaluation perspective, the way in which the partnership responded to initial challenges highlights a high level of organizational maturity. Instead of perceiving the adjusted operational start as a limitation, partners used it as an opportunity to refine coordination practices and ensure that future activities would be implemented more effectively. This adaptive mindset aligns strongly with Erasmus+ principles of flexibility, collaboration, and continuous improvement, demonstrating that the consortium possesses the capacity to manage complex transnational projects in a responsible and strategic manner.

Overall, the challenges encountered during the early phase of EntreCC did not hinder progress but instead contributed to the development of stronger implementation practices. The adaptive measures adopted by the consortium strengthened project resilience, enhanced internal coordination, and ensured that the project remained firmly aligned with its objectives and milestones. These experiences provide valuable lessons that will continue to inform the partnership's approach as the project advances toward its next stages of development and impact evaluation.

9. Mid-Term Impact Assessment

The Mid-Term Impact Assessment provides an analytical overview of the outcomes achieved during the first operational phase of the EntreCC project, focusing on how implemented activities have contributed to the broader objectives of strengthening entrepreneurial competences, fostering digital innovation, and supporting collaboration within the Cultural and Creative Industries (CCI) sector. Rather than measuring long-term impact, which will be assessed during the final stages of the project, this section examines early indicators of progress, highlighting how the consortium's actions have begun to generate meaningful results at organizational, educational, and dissemination levels.

The assessment is based on the development of core outputs, the effectiveness of partnership collaboration, and the establishment of communication structures that position the project for continued growth. Particular attention is given to how strategic planning documents, educational resources, and digital dissemination activities interact to create a cohesive framework capable of producing sustainable outcomes.

9.1 Alignment with Project Objectives

The development of learning resources, dissemination structures, and the Digital Interaction Hub demonstrates strong alignment with EntreCC's overarching objective of enhancing entrepreneurship competences within the CCI sector. During the reporting period, the consortium successfully translated strategic goals into tangible outputs, including the EntreCC Handbook, learning modules, and structured dissemination tools. These outputs reflect a consistent focus on empowering creative professionals and VET stakeholders with practical skills related to digital readiness, collaboration, and sustainable business development.

The preparation of educational materials illustrates how the project integrates theoretical knowledge with applied learning approaches. By addressing topics such as innovation practices, inclusive design, and entrepreneurial thinking, the consortium ensures that project outputs remain relevant to contemporary challenges faced by the CCI ecosystem. Furthermore, the early planning of the Digital Interaction Hub indicates a forward-looking approach that prioritizes accessibility and long-term usability, reinforcing the project's objective of creating sustainable educational environments rather than isolated training materials.

From an evaluation perspective, the coherence between project objectives and implemented activities suggests a well-structured implementation model. The alignment observed during this phase indicates that the consortium has successfully established a clear pathway from strategic planning to practical delivery, ensuring that all actions contribute meaningfully to the intended outcomes of the project.

9.2 Partnership Collaboration

Effective partnership collaboration has been a defining factor in the progress achieved during the first operational phase. Regular communication through emails, internal messaging platforms, and targeted meetings enabled partners to coordinate tasks efficiently and maintain a high level of engagement despite geographical distance. The collaborative environment fostered mutual support and allowed organizations to share expertise, resulting in a balanced distribution of responsibilities across educational development, dissemination, and digital planning.

The partnership structure encouraged active participation from all organizations, ensuring that each partner's expertise was integrated into the development of core outputs. This collaborative dynamic supported knowledge exchange across national contexts, enabling partners to learn from one another's experiences within the CCI and VET sectors. Such cross-border cooperation not only strengthened internal workflows but also contributed to the diversity and relevance of the project's educational content.

The shared decision-making approach adopted by the consortium further reinforced trust and transparency. Partners demonstrated flexibility when addressing challenges, adapting timelines and workflows through mutual agreement while maintaining alignment with project milestones. From an impact perspective, this collaborative culture represents an important achievement in itself, as it establishes a strong foundation for future joint initiatives and enhances the sustainability of transnational cooperation beyond the duration of the project.

9.3 Visibility and Outreach

The early launch of the EntreCC website, combined with consistent social media activity and the publication of newsletters, has contributed significantly to establishing an initial online presence and engaging stakeholders within the CCI ecosystem. By initiating dissemination activities at an early stage, the consortium ensured that project developments were communicated transparently and that audiences could follow the evolution of the initiative from its initial phases.

The integration of multiple communication channels created a cohesive dissemination environment in which website content, social media posts, and newsletters complemented one another. This integrated approach enhanced the visibility of project achievements and supported the gradual expansion of the project's audience. Weekly social media updates, structured posting schedules, and multilingual newsletter dissemination further contributed to building awareness and encouraging interaction with external stakeholders.

From an impact perspective, the visibility achieved during this phase represents an important step toward establishing EntreCC as a recognized initiative within the European CCI landscape. While long-term engagement metrics will be assessed at a later stage, the consistency of communication activities demonstrates the consortium's capacity to maintain an active and professional online presence, laying the groundwork for broader outreach in the upcoming phases of implementation.

9.4 Capacity Building

One of the most significant areas of early impact relates to capacity building for both partner organizations and external target groups. The development of educational modules and the EntreCC Handbook indicates substantial progress toward providing practical learning tools designed to enhance entrepreneurial skills and digital competences among VET providers and creative professionals.

Internally, the collaborative process of developing educational content strengthened partners' capacities in areas such as curriculum design, digital learning methodologies, and cross-sector collaboration. By working together on the creation of modules and strategic documents, partners gained new insights into innovative approaches to training within the CCI sector, reinforcing organizational learning and professional development.

Externally, the educational resources developed during this phase contribute to building a foundation for future training activities that will be implemented through the Digital Interaction Hub. The thematic diversity of the modules ensures that learners will be exposed to a wide range of perspectives, from sustainable entrepreneurship to emerging technologies, supporting holistic skill development. Although the full impact of these resources will be measured during the testing and implementation stages, their early preparation already demonstrates the project's potential to support meaningful capacity building across the European creative ecosystem.

Overall, the Mid-Term Impact Assessment highlights that EntreCC has successfully moved beyond initial planning into a phase where tangible results are beginning to shape both internal collaboration and external engagement. The alignment with project objectives, the strength of partnership collaboration, the establishment of dissemination structures, and the progress in educational content development collectively indicate that the project is on a strong trajectory toward achieving its intended impact.



10. Conclusions and Recommendations

The Mid-Term Evaluation of the EntreCC project confirms that the consortium has made steady and meaningful progress toward achieving its strategic objectives during the first operational phase. Despite the adjusted operational start caused by partner workload considerations, the project has maintained a consistent implementation rhythm, demonstrating strong organizational capacity and effective collaboration among partners. Through structured planning, continuous communication, and the timely development of key deliverables, the partnership has succeeded in establishing a solid foundation that supports both current activities and future project stages.

One of the most significant conclusions emerging from this evaluation concerns the strength of the partnership dynamic. The consortium has demonstrated a high level of cohesion, supported by frequent communication, transparent decision-making, and a clear distribution of responsibilities. These collaborative practices have enabled partners to overcome initial coordination challenges and maintain alignment with agreed milestones. The transnational nature of the partnership has also fostered knowledge exchange across diverse organizational and cultural contexts, enriching the development of educational resources and strengthening the overall quality of project outputs.

Another important outcome relates to the successful development of core project deliverables. The preparation of the EntreCC Handbook, the Quality Assurance Plan, and the Dissemination and Communication Plan reflects the consortium's ability to translate strategic objectives into concrete and actionable results. These outputs not only provide a framework for current implementation but also establish a strong basis for long-term sustainability. The progress achieved in developing learning modules and preparing the Digital Interaction Hub further demonstrates the project's commitment to innovative and accessible learning environments tailored to the needs of the Cultural and Creative Industries sector.

The evaluation also highlights the effectiveness of dissemination and communication activities implemented during this phase. The early launch of the project website, the activation of social media channels, the publication of multilingual newsletters, and the preparation of visual dissemination materials have collectively contributed to building an initial level of visibility and stakeholder engagement. These actions illustrate the consortium's understanding of dissemination as an ongoing process that evolves alongside project implementation rather than a final-stage activity.

In addition, the consistent application of quality assurance principles has played a crucial role in maintaining coherence and accountability throughout the reporting period. Internal monitoring practices, collaborative reviews of deliverables, and continuous reflection on implementation progress have strengthened the project's capacity to adapt while preserving a clear strategic direction. This integration of quality monitoring into everyday workflows demonstrates a mature and impact-oriented approach to project management.

Looking ahead, several recommendations can be identified to support the next phase of implementation. Expanding dissemination efforts to additional communication channels and enhancing cross-platform consistency will help broaden the project's outreach and increase stakeholder engagement. Continued coordination among partners in content planning and scheduling will further strengthen the visibility and coherence of communication activities. The completion and integration of the eighth learning module into the Digital Interaction Hub remains an important priority, ensuring that the educational framework is fully consolidated before the testing phase begins.

Furthermore, the consortium is encouraged to continue preparing for upcoming testing and evaluation activities by maintaining close communication with target groups and gathering feedback that can inform future improvements. Strengthening connections between educational content, platform functionality, and dissemination strategies will enhance the project's overall impact and ensure that results remain accessible and relevant to diverse audiences within the European CCI ecosystem.

In conclusion, the findings of this Mid-Term Evaluation indicate that EntreCC is progressing along a positive and well-structured trajectory. The achievements realized during the reporting period demonstrate the consortium's capacity to manage complex transnational collaboration while maintaining a clear focus on quality, relevance, and long-term impact. The successful preparation of strategic outputs, the establishment of dissemination structures, and the development of educational content collectively illustrate a strong alignment between project planning and implementation. As the project advances toward its final stages, the experience gained during this phase will continue to inform strategic decisions and reinforce the consortium's ability to deliver sustainable results that support entrepreneurship, innovation, and collaboration within the Cultural and Creative Industries sector.

11. Annexes and Supporting Documentation

The following annexes provide supporting documentation that complements the analysis presented in this Mid-Term Evaluation Report. These materials serve as evidence of key implementation steps, coordination activities, and deliverables developed during the first operational phase of the EntreCC project. The annexes are included to enhance transparency, support the evaluation findings, and offer additional context regarding the consortium's collaborative processes and strategic outputs.

Annex 1 – Kick-off Meeting Agenda

This annex includes the official agenda of the EntreCC Kick-off Meeting held on 25 June 2025 in Sofia, Bulgaria. The document outlines the structure of the meeting, including project overview sessions, partner presentations, discussions on the EntreCC Handbook, Digital Interaction Hub planning, dissemination strategy alignment, and evaluation processes. The agenda reflects the initial operational framework agreed upon by the consortium and serves as a reference point for the implementation activities described in this Mid-Term Evaluation Report.

Annex 2 – Kick-off Meeting Minutes

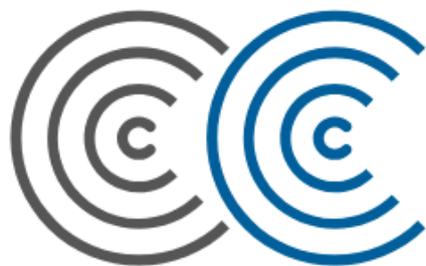
This annex contains the official minutes of the EntreCC Kick-off Meeting, documenting the main discussions, decisions, and action points agreed upon by partners. The minutes provide evidence of role distribution, dissemination planning, early coordination measures, and the collaborative approach adopted by the consortium. They support the evaluation findings by illustrating how strategic planning translated into practical implementation steps during the first operational phase.

Annex 3 – Social Media Posting Schedule

This annex presents the structured social media posting schedule developed within the framework of the EntreCC Dissemination and Communication Plan. The schedule defines partner responsibilities, posting timelines, and coordination practices that ensured consistent visibility across Facebook, LinkedIn, and X. It reflects the collaborative dissemination workflow established after the Kick-off Meeting and referenced throughout the dissemination analysis of this report.

Annex 4 – Core Deliverables Submitted (September 2025 Internal Review)

This annex includes the core strategic deliverables reviewed during the internal monitoring milestone conducted on 23 September 2025. The documentation provides supporting evidence of the successful preparation and submission of key project outputs that shaped the first operational phase of EntreCC, namely the EntreCC Handbook, the Dissemination and Communication Plan, and the Quality Assurance Plan. These documents represent essential components of the project's implementation framework, supporting educational development, structured dissemination, and continuous quality monitoring. Their inclusion in this annex reinforces the evaluation findings presented in Chapter 7, demonstrating that the consortium maintained alignment with planned milestones and ensured the timely completion of foundational project outputs.



EntreCC

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