Welcome to the Generativity training modules.

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The partnership is composed by: FEANTSA (Belgium) as applicant, Diciannove (Italy), Danmar Computers (Poland), European Evaluation Company (UK), Cardet (Cyprus), KEA and the University of Thessaly (Greece), FNARS (France), and FIOpsd (Italy).
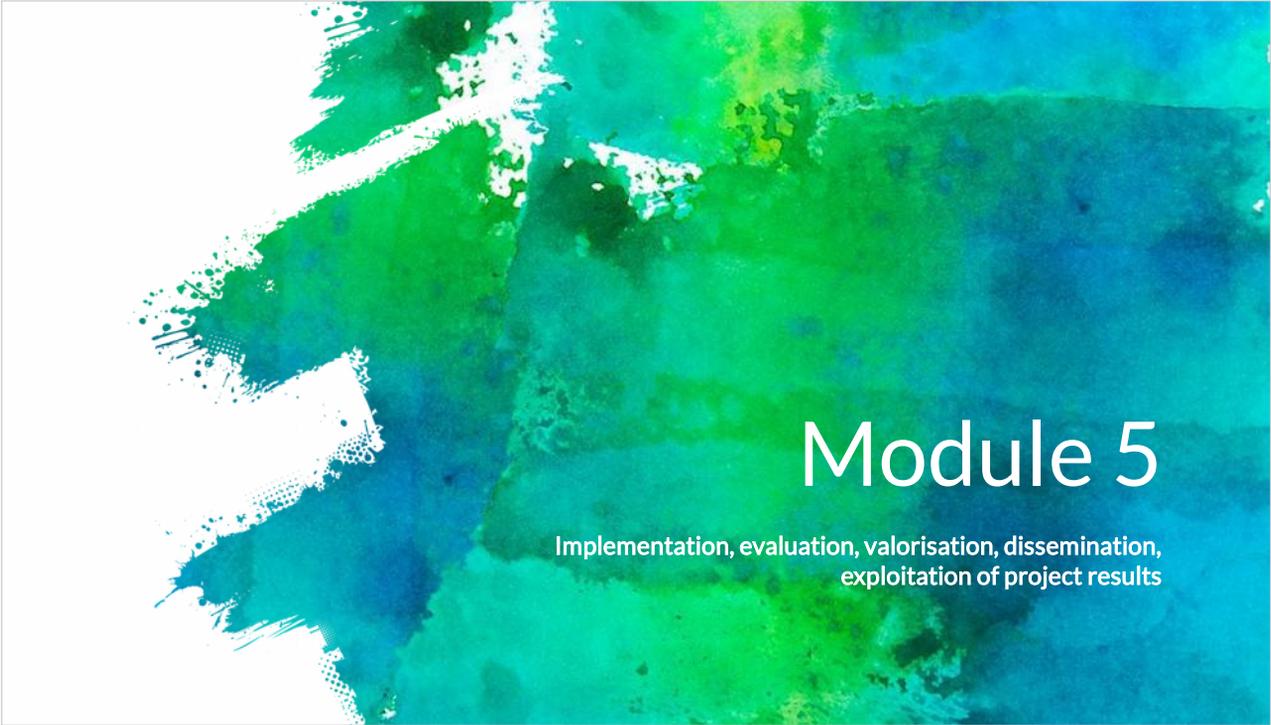
Training module slides are composed of two parts: the body (focusing on key-points) and associated notes (which give more details, explanations and tips).

The body of the slides is in English because it is important to become familiar with the terminology and glossary from the perspective of an EU commission official; English is the more common language between applicants.

The slide notes are translated into partner languages to provide a more effective understanding of the major points in the slides.

Regarding the implementation of this training module: the original training module is by Paolo Brusa and Federica Cadeddu (Diciannove), this module was implemented and revised by EEC, finalised by Danmar Computers.

Module 5

Implementation, evaluation, valorisation, dissemination, exploitation of project results

In this module 5 we will consider the issues facing the partnership when an application is accepted. Three areas will be considered:

First, implementing the project and valorizing (that is, disseminating and exploiting) the results and outputs,

Second, finance and budgetary control, and

Third, monitoring and evaluation of the project progress and outputs.

This training set is a series of five modules and its purpose is to give an overview to European citizens on how to succeed with EU funding.

Module 0 provides an introduction to the Generativity project and to the essentials of Project Cycle Management (PCM) which is being used as an essential tool for EU project management success.

The first module of the training set explores issues concerning ways of selecting an appropriate EU funding programme. Module two provides information on how to structure an innovative and sustainable project idea.

In module three we will learn how to build partnerships. In module four we will find out about proposal submission procedures. Finally, module five explores issues facing the partnership when running a successful project after an application has been accepted.

Implementation and valorisation

The first issues to consider are implementation of the project, informing others about the project and persuading people to take up and extend the project's successes.

Implementing the project

Carrying out, or execution, of the project plan by undertaking the activities that were agreed in the proposal and contract.
✓And in the ways that they were agreed to be implemented.

It is important to remember that the central task for the partnership is the successful implementation of the project – from start to finish.

But no project ever proceeds entirely as planned.

The partnership's challenge is to have both the rigour and discipline needed to apply the management skills correctly, and the ability to take action when needed - not just to react to change when it is forced.

Key elements (1): Plan ahead

✓ Create SMART plans for all major project activities

SMART - *specific, measurable, agreed upon, realistic and time-based.*

✓ Oversee the plans on a regular basis

Effective planning is the corner-stone of a successful project and involves a number of key elements.

As well as the overall work plan that was agreed with the EU, a central feature of successful implementation is to develop SMART plans for each issue that needs to be addressed during the project lifespan: for example, plans for dissemination, exploitation, monitoring and evaluation, sustainability, stakeholder engagement, and so on.

The workplan and other plans should be reviewed to determine how the project is progressing in terms of schedule and budget.

The review frequency will depend on the size and complexity of the project.

Key elements (2): Monitor and manage

- ✓ Monitor time schedules and activity progress
- ✓ Monitor the budget
- ✓ Manage risk
  Events or circumstances outside the project team's control that can have an adverse impact on the project.
- ✓ Manage issues

Once different plans are established, agreed and understood by all project partners they need to be monitored and managed.

During the planning stage the project team should identify all known risks.

Each risk should be accompanied with an idea of the probability that the risk event will occur, and the potential impact to the project.

Any high risks identified should have specific plans put into place either to reduce their impact or ensure that they do not occur.

All potential issues need to be managed and resolved.

The best practice is to identify issues quickly and resolve them in time. Be proactive.

Warning signs

- ✓ Budget slippage that impacts on future activities.
- ✓ Activities over-run their time schedule.
- ✓ Reliance on unscheduled overtime to hit the deadlines, especially early in the project.
- ✓ Declining team morale
- ✓ Deteriorating deliverable quality or service quality
- ✓ Cut backs on quality control steps, testing activities, and project management time

These are things to watch out for that may indicate that the project or partnership is starting to have problems.

From the manager's viewpoint all aspects of the project and partnership can be used to indicate that things might be starting to go wrong.

These include budget slippage, poor scheduling, reliance on overtime, declining morale, deteriorating deliverable quality, and cut backs on important project steps and timings.

Valorisation

Valorisation is the combined activities of **dissemination, exploitation mainstreaming** and **sustainability**
- ✓ it leads to maximising the potential of the funded activities
- ✓ the results can then have value beyond the lifetime of the project

The focus of
- ✓ **dissemination** is to inform, educate, and engage
- ✓ **exploitation** is to make best use of the project outcomes
- ✓ **mainstreaming** is to integrate the project outputs into community practice and policy
- ✓ **sustainability** is to keep the project 'alive' after its formal conclusion.

A central feature of any EU-funded project is to ensure that its work (and the key support of the EU) is understood by those outside of the project itself – particularly those who are likely to benefit from its work.

In this regard, a term that is often used in EU-related work is 'valorisation'.

It refers to the idea that project results should be developed so that they can be: tailored to the needs of others, transferred to new areas of endeavour, sustained after the funding period has finished; and/or used to influence future policy and practice.

Valorisation strategy (plans)

Include separate plans for dissemination, exploitation and sustainability

Developed in consultation with the project partners

Be SMART

Consider the:
✓ **Message** – what to disseminate, exploit and develop further
✓ **Audience** – to whom to valorise the project outcomes
✓ **Purpose** – why valorise this project?
✓ **Method** – how to reach your respective audience
✓ **When** – timing is everything!

Each project should develop plans for dissemination, exploitation and sustainability of the project and its outputs.

These plans need to explain in clear detail how the visibility of the project outputs and outcomes will be maximized, and how stakeholders, relevant institutions, organisations, and individuals will engage with the project outcomes.

Because project partners are generally extremely busy elsewhere it is important that all partners have 'ownership' of the strategy and its plans.

They need to be involved in the development and execution of the plans, and the continuing work needs to be monitored closely.

So issues to do with the message, the audience, the purpose, the method and the timing are very important.

Dissemination

The process of making the results and deliverables of a project available to the stakeholders and to the wider audience

All dissemination should have a purpose and support or inform project development in some way.

✓Defining the purpose of dissemination is a first step to developing a dissemination and sustainability strategy.

Telling others about the project, it's progress, outputs and successes is key to getting stakeholders and others to engage with its success.

Dissemination is essential for take-up and take-up is crucial for the success of the project and for the sustainability of outputs in the long term.

The purpose of the activity may be to raise awareness (let others know what you are doing), inform and educate, engage (get input/feedback from the community), promote outputs and result, and create sustainably to ensure that the effects will continue after the project.

Dissemination methods

❑ Publications
❑ Conferences and workshops
❑ Collaborative events
❑ Website
❑ Sending e-mails

Publications presenting the project and describing its results are the most common method to disseminate project results. When they use a language that is appropriate for the target audience, publications can add to the visibility of the project.

Conferences, workshops, or case studies based on the project can ensure that the project has a high profile, that the community learns from its achievements, and that the outputs are embedded and taken up. They also offer the advantage that communication can go in both directions: members of the target community can be invited to contribute ideas and brainstorm about ways to make use of the project results. Thinking early in the project about the use of results will maximise the impact of dissemination and the sustainability of its outputs.

Activities to disseminate results for clusters of related projects are not only more cost effective, but also often have more impact than those at project level. Practitioners are more likely to attend a meeting presenting the results of several projects than of one project. Activities to disseminate results for clusters of related projects are not only more cost effective, but also often have more impact than those at project level. Practitioners are more likely to attend a meeting presenting the results of several projects than of one project. Most projects create a web page or web site to explain the project aims and objectives and to disseminate information about project activities and results. As a dissemination vehicle, websites can include publicity the project has created, journal articles, publications, and presentations at conferences. Some project websites also a make their deliverables available, for instance through digitised images. It is important to think of what would interest and engage the people who will visit the site and attract visitors, e.g. reports, designs, models, evaluation criteria, guidelines, demos, questionnaires, etc. Sending e-mails is a direct and easy method of communicating with any audience.

Key elements of dissemination

❑ Purpose
❑ Dissemination strategy
❑ Exit/sustainability strategy
❑ Stakeholder analysis
❑ Language

Purpose: all dissemination should have a purpose, and support or inform project development in some way. The purpose of the activity may be to: raise awareness – let others know what you are doing, inform – educate the community, engage – get input/feedback from the community, promote – 'sell' your outputs and results, make sustainable – ensure that the effects will be sustained after the project. Defining the purpose of dissemination is a first step to developing a dissemination and sustainability strategy.

Dissemination strategy: each project must develop a dissemination strategy, as part of the overall project plan. The dissemination strategy needs to explain how the visibility of the project outputs and outcomes will be maximized, and how the project outcomes will be shared with stakeholders, relevant institutions, organisations, and individuals. It should be planned in consultation with the project partners and explain; what you plan to disseminate – the message, to whom – the audience, why – the purpose, how – the method, when – the timing

Exit/sustainability strategy: in addition to a dissemination strategy, projects must also develop an exit/sustainability strategy outlining what should happen to the project outputs at the end of the project, and to explore how they can be sustained.

Stakeholder analysis: the dissemination and sustainability strategy should be based on a stakeholder analysis. A stakeholder is anyone who has a vested interest in the project or will be affected by its outcomes. A stakeholder analysis is an exercise in which stakeholders are identified, listed, and assessed in term of their interest in the project and importance for the its success, dissemination and sustainability.

Language: projects often develop deliverables that are technically difficult and complex. This is fine for internal discussions, but not for dissemination. Dissemination activities should use language that is non-technical and understandable for the target audience. Stakeholders need to know what has been achieved and why it is important. The same messages can be used for dissemination to different audiences, but the language should be adapted for each audience. [European Commission]

SMART plans

✓ **Specific**: The goal should target a specific area of improvement or answer a specific need.
✓ **Measurable**: The goal must be quantifiable, or at least allow for measurable progress.
✓ **Attainable**: The goal should be realistic, based on available resources and existing constraints.
✓ **Relevant**: The goal should align with other business objectives to be considered worthwhile.
✓ **Time-bound**: The goal must have a deadline or defined end.

Dissemination plans need to be SMART and need to detail clearly what each partner will do, why, how, and when.

A dissemination plan example

❑ Partner x, a university department, will submit three academic articles to learned journals during the course of the project, covering conceptual issues central to the project, methodologies, and project results.

❑ Partner y, a Registered Charity, will produce bimonthly newsletters to its 5,000 clients to demonstrate how the project is developing and how it is likely to impact on their lives.

❑ Partner z, ...

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Dissemination plans need to be SMART and need to detail clearly what each partner will do, why, how, and when.

This is an example of how two different partners may plan to disseminate the project outputs, based on their contacts, expertise, etc.

Exploitation

Project proposals also need to have a clear (SMART) exploitation plan from all partners

The plan can have the same kind of structure as the dissemination plan
✓ the object will be towards making use of the project and its outputs

A clear exploitation plan is important for transferring the successful results of the programmes and initiatives to appropriate decision-makers on the one hand, and convincing individual end-users to adopt and/or apply the results of programmes and initiatives, on the other hand.

Examples of exploitation activities could be: to develop another project based on the success of the current one, create commercial training courses based on the project outputs, or persuading policy makers and others to adopt project outcomes

Sustainability

Consider what should happen to the project outputs when the project ends

Be SMART

Detail processes necessary for embedding the project into the community and its take-up

An exit/sustainability strategy is needed to outline what should happen to the project outputs at – and after - the project end.

A good sustainability plan will explore how the project outcomes can be developed after the project (and its funding) finishes.

Like the dissemination and exploitation plans, a good sustainability plan will be SMART

Steps to sustainability

To enhance the sustainability of a project, the following steps can be followed:

➢ to revisit the stated project outcomes, and consider the changes the project will stimulate or enable

➢ consider the take-up and embedding that is needed to achieve the envisaged change

➢ A next step is to think if there will be any project deliverables or outputs that will be sustainable in the long term. There may be outputs (e.g., tools, guidelines, protocols, ...) that could be used by other projects or that are useful for the research community.

➢ the last step is to think through sustainability scenarios for the outputs that should live on after the project. Think about who might carry them forward, how, and the issues that will need to be addressed to make these outputs self-sustaining

The outcomes may relate to what people will be able to do better, faster, or more efficiently because of what the project has achieved.

The project outputs may include tools, models, guidelines, methods, case studies, knowledge, or recommendations that can be taken up by the community.

What is necessary to encourage the take-up, use, and adoption of these outputs? How can they be made available and accepted?

Exit strategies

The previous steps lead to the formulation of an exit strategy, which outlines:

➢ Access
➢ Preservation
➢ Maintenance
➢ Intellectual property (IP)

The previous steps lead to the formulation of an exit strategy, which outlines:

- Access: Who will host the deliverables after the project ends? Will they be available on the project web site? Have other arrangements for hosting been made?

- Preservation: Where will the deliverables be preserved?

- Maintenance: What supporting documentation will be needed to maintain deliverables, e.g. specs, user manuals, technical manuals? Will any ongoing maintenance be needed and what will it cost?

- Intellectual property (IP): What IP rights need to be cleared to make sure deliverables can be accessible to the teaching, learning, and community after the project ends?

Mainstreaming: Types of transfer

1. Geographical
➢ From one country to another of a single project
➢ It is not the translation, but the adaptation to new contexts

2. Sector-based
➢ From a field/sector to another
➢ Needs analysis of the receiving sectors, verification of borders transferability, adaptability

3. Addressed to new target groups
➢ From one group of beneficiaries to another
➢ Needs and context analysis of new beneficiaries and adaptation to a new context

4. System integrated
➢ From testing and pilot project to a widespread and systemic use
➢ Feasibility study, "beta" version of the prototype, testing, dissemination, changes in systems and practices

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Geographic transfers are the most common, while most attention must be paid to sector-based transfers due to numerous sectoral differences.

Two other issues

Stakeholder analysis
✓ Fundamental to dissemination and sustainability strategies
✓ Identify stakeholders in term of interest in the project and importance for its success, dissemination and sustainability.

Language
✓ Use language non-technical language that is understandable for the target audience
✓ Stakeholders need to know what has been achieved and why it is important.
✓ The same messages can be disseminated to different audiences, but the language need to be adapted for each audience

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Two other issues need to be considered when implementing the project plans.

First is to undertake an effective stakeholder analysis which will form a base for the dissemination and sustainability strategies.

Stakeholders should be identified, listed, and considered in term of their interest in the project and importance for its success, dissemination and sustainability..

Second is to ensure that the language used in the project outputs is understandable by the stakeholders.

This may also include understanding the culture (organisational as well as social) of the stakeholders.

Administrative & financial management

The Budget

There are two aspects to running a project successfully.

The first, which has been discussed already, is its implementation.

The second, which this next section will discuss, isfinancial management.

A fundamental principle of all European projects is that <u>all partners are equally responsible for the proper financial management of the project</u> – from start to finish.

Any financial mismanagement (or poor financial reporting) from any one partner can have serious implications for the finances of all partners.

Key considerations

✓ Cost-effectiveness
✓ Eligibility
✓ Partner activities
✓ Requested funding
✓ Co-financing
✓ Exceptional costs

There are six key questions to consider when constructing and managing a budget:

First, is the budget cost effective? Are the partners and the activities appropriate to achieve the objectives?

Second, is the work to be done appropriately budgeted? Are the activities appropriate and are all eligible for funding within the project?

Third, does each partner play an appropriate role in different activities, and is the allocated budget justified?

Fourth, are the funds requested consistent with the expected results, impact, and contribution to programme priorities?

Put yourself in the shoes of the evaluator and ask yourself whether you would finance it.

Fifth, if the programme has an element of co-financing have you prepared an "alternative budget" that demonstrate how these finances will be obtained?

Sixth, if any exceptional costs are included have youy fully justified them? Why are they needed?

Eligibility criteria (1)

- ✓ Eligibility criteria are built on the principle of the efficiency of the work
the right cost to achieve a particular goal
- ✓ cost-objective connections must be clearly demonstrated
- ✓ resources should be properly sized and proportioned
- ✓ VAT is an eligible cost, per partner
but only if the partner can prove that it cannot recover it.

The funding criteria are defined in many different places within a Programme Call.

The might be found in the Program Guide, in the General Invitation to submit proposals, and/or in the Administrative and Financial Provisions.

Only budgetary elements that are considered to be eligible for the work will be funded.

The overriding consideration is the need to demonstrate that the work done justifies the budget claimed.- against the precise budgetary categories that have been agreed.

For example, in Erasmus+ staffing costs (daily against staff category) are assigned only to each separate Intellectual Output (IO).

Staff activities for one IO cannot be claimed against another.

VAT is considered an eligible cost, per partner - but only if the partner can prove that it cannot recover it. nationally. So only if a partner is not VAT registered can VAT be claimed as an expense.

Eligibility criteria (2)

- ✓ Direct link
- ✓ Fully necessary
- ✓ Reasonable & justified
- ✓ Only during the project lifetime
- ✓ Supported by beneficiary needs
- ✓ Identifiable & verifiable
- ✓ Participating countries

Costs should be shown to be:

Directly linked to the subject of the call and included in the budget estimate,

necessary for the implementation of the project,

reasonable, justified and consistent with the principle of sound financial management,

generated during the lifetime of the project (not one minute before or after),

actually supported by the beneficiaries and their needs,

Identifiable and verifiable (each cost must have a justification, including bank receipts), and only involve participating countries eligible for the Program

Ineligible costs

✓ Outside of the contract period
✓ Silent partner costs
✓ Banking costs
✓ Costs from other projects
✓ Unjustified costs
✓ Things not directly related to the project
✓ Purchase at the end of renting

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Examples of ineligible costs are: costs incurred outside the contract period; costs of project preparation, design and any costs supported by silent partners; costs of opening and operating bank accounts, income from capital / invested capital costs, debts and interest expenses, provisions for possible future losses or liabilities, other interest owed, bad debts, exchange losses; costs declared and incurred in relation to other projects already financed by other sources, in particular from other Community funds; excessively high and unjustified costs; purchase of assets and anything not directly related to the project; costs of purchase option at the end of rental or leasing

Co-financing

EU provides a proportion of the total project cost as a grant

The remaining proportion is obtained by the project from other sources (i.e. co-financed). For example:
- ✓ Partner own funds
- ✓ Additional (non EU) grant

Different programme calls have different co-financing arrangements.
If the funding is not 100% (i.e. no co-financing) t proportions generally extend from 50:50 to 80:20.
For example a project that costs €180,000 which is co-funded at a rate of 80% means that the EU grant would be €150,000 and 'external' (co-funding) sources agree to provide €30,000.

It is very important that the co-financing proportion, from wherever it comes, cannot be traced to previous EU funding (e.g. a previous EU grant).
This can be particularly important if the co-funding sponsor is itself supported by the EU in some way.

Direct costs

Costs directly related to the project activities and outputs
- ✓ Staff
- ✓ Travel and subsistence
- ✓ Equipment
- ✓ Subcontracts
- ✓ Other costs

Staff: At any one time (day) each employed person can take just one of the roles defined within the call. For example, teacher, researcher, administrator, technician. Many EU programmes provide a fixed daily rate per category of staff – which is often different for different partner countries.

Travel/subsistence is normally calculated in real terms or per diem mode (again depending on the programme regulations). It only concerns travel/subsistence of the staff employed on the project and for the times they work on the project. Most programmes require proof of expenditure, travel and attendance including boarding passes, tickets,, hotel bills, attendance lists, etc. Often ceilings are set according to country visited and / or "distance band". A full daily subsistence rate must include an overnight stay.

Equipment costs are normally limited to a percentage of the total (usually around 10%). Large items of equipment are often claimed in terms of depreciation over the project period

Subcontracting (and payment) is often undertaken by a specific partner and is used to pay an entity outside of the partnership to do a specific task that cannot be undertaken within the partnership (e.g. conference translation, brochure printing, etc.). It is normally limited to a percentage of the total cost (usually around 30%). Note there are often limitations as to who can be subcontracted: family members and company employees are generally excluded. Management and administration activities cannot be subcontracted.

Other costs: These are costs directly associated with the project but which do not fall into the above categories – like guarantees, producing specific products, purchasing information materials, audits, translation, and so on.

Indirect costs

Costs incurred by partners in their work on the project but which are not directly related to the project itself. For example:
- ✓ Office costs (stationery, copying, etc.)
- ✓ Postage/telephone costs
- ✓ Building rates/rental costs
- ✓ Web hosting costs (of the partner)
- ✓ Etc.

Although indirect costs are generally set to be a percentage of the project costs (usually 7%), partners may be required to justify their claims if the project is audited.

This justification can roughly be made by calculating the 'office costs' of the partner's annual activities, dividing this by the number of working days that the partner operates in a year, and then multiplying this 'daily rate' by the number of staff members assigned to the project and the number of days they work on the project.

Budget categories

- ✓ Management & implementation
- ✓ Transnational meetings
- ✓ Intellectual Outputs
- ✓ Multiplier events
- ✓ Individual support
- ✓ Other costs

Linguistic support
Special needs

Different Calls will have different categories for the budget. So it is important to understand the Call parameters properly. The categories shown are for the Erasmus+ programme and provide an example of what to expect to justify:

Management costs are provided by a monthly lump sum which is €500 per applicant and €250 for partners, with a maximum partnership value of €.2,750 per month

The meetings category provides: a contribution covering travel & subsistence to partner meetings. The costs are calculated by default using the "band distance" figures provided in the Call's Financial Regulations. The maximum partnership value is €.23,000 per year

Individual support provides funding for the daily cost of living for people attending designated project events. It is calculated by unit cost per day (p 120 of the program guide)

Intellectual outputs are paid as work-days contribution, automatically calculated from the national formula provided for each of the four different staff categories

Multiplier events are special events organised by each partner to multiply the impact of the project outputs. The maximum partnership cost is €.30,000 per project

Other costs are anything needed by the project that is not covered elsewhere. Ineligible other costs include visas (part of management costs), smartphones, costs for dissemination (part of multiplier events), training (part of management and implementation costs), ordinary equipment for partner use

Linguistic support: is language support for mobility between 2 and 12 months. Calculated on a unit cost per day (p 120 Program Guide).

Special needs support can be provided for ALL costs related to a disability or a special need. The value is calculated on a single and individual basis and is justified in each item

Example: budget categories & activities

Funding category	An example of what can be funded
Project management & implementation	Coordination, Communication Tools, Promotion ...
Transnational meetings	Participation in project meetings (travel, accommodation and meals)
Intellectual outputs	IT tools, analysis, studies and research ...
Multiplier events	Conferences, dissemination events of intellectual results
Individual support (Learning, Teaching, Training Activities)	Intensive Programs, Training and Teaching
Other costs	Subcontracting for translation, IT assistance, printing, editing ...
Special Needs	Eligible costs incurred for the participation of people with disabilities

This shows how different budgetary categories can support different kinds of activities.

The complete set of categories works towards the completion of a successful project.

Example – staff budget

STAFF COSTS			manager			researcher, teacher and trainer			technical			administrative		
country	overall total working days	overall total staff costs	n. working days	cost per day	total staff costs	n. working days	cost per day	total staff costs	n. working days	cost per day	total staff costs	n. working days	cost per day	total staff costs
P0	0	,00			,00			,00			,00			0,00
P1	0	,00			,00			,00			,00			0,00
P2	0	,00			,00			,00			,00			0,00

		staff			
workpack	**total**	**management**	**researcher**	**technical**	**administrativ**
1	,00				
2	,00				
3	,00				
4	,00				
5	,00				
6	,00				
7	,00				
	0	0	0	0	0

This is an example of the staff budget form.

Note each staff member has a defined role at a specified daily rate.

Some programmes will allow the same person to have different roles – as long as they are undertaken on different days.

Note that the claimed days worked must be supported by detailed timesheets that indicate the date, activity and days or proportion of days claimed.

Project management software like AdminProject generally provide modules to create timesheets in the required format.

Example – budgets for other categories

TRAVELS & SUBSISTENCE				a	b	c	d	
purpose of journey	country of destination	partner	work package	n. persons	n. days	daily subsistence per person	average price return ticket	total costs a*[(b*c)+d]
total				90	124			0,00
Meeting 1		0	1	2	2			
Meeting 1		1	1	2	2			
Meeting 1		2	1	2	3			

EQUIPMENT							
description	partner	work package	n. items	cost per item	usage rate %	depreciation rate %	total costs
	0						
	1						
	2						

SUBCONTRACTING			
task description	partner	work package	total costs
	0		
	1		
	2		

OTHER COSTS			
description	partner	work pack	total costs
	0		
	2		
	3		

This is an example of each of the other expenditure categories.

As with all other categories, claims will need to provide the relevant details requested, such as invoices, receipts, relevant lists, etc.

Example – budget summary for each partner

P0		
Staff Cost		0,00
Operations		0,00
Travel	0,00	
Equipment	0,00	
Subcontracting, consulting	0,00	
Other Costs	0,00	
Indirect Costs		0,00
Total Claim		0,00
Total Grant 75%		0,00
First payment 40% approx Nov year 1		0,00
Second payment 40% Approx year 2		0,00
Final (retention) 20% Approx March year 3		0,00

Overall, each partner has an agreed budget to undertake the work for which they are contracted to do.

This will be included in the final agreement between (in the first instance) the coordinator and the EU.

Each partner will then need to sign an individual contract with the coordinating partner that details financial arrangements, along with the rights and responsibilities of the partner and the coordinator.

As well as individual partner budgets, the project will have a similar, overall, budget. The final grant claimed can never be more than the total amount shown in this budget (although, if costs are less, it may be lower).

It is often possible to vire (move) costs between categories up to a maximum percentage (dependent on the programme). However, any such movement must be agreed with the EU before payments are made.

Monitoring & evaluation

Monitorring and evaluation are two activities that can be crucial to the success of a project – both for its outcomes (results) and for its continuation beyond the actual project lifetime.

As such they are both expected to be included in the project workplan.

Monitoring & evaluation – the distinction

Monitoring
✓ A periodic checking exercise
✓ Helps to see how the project is progressing against its aims and objectives

Evaluation
✓ A periodic appraisal exercise
✓ Helps to understand the quality and potential of the project

Monitoring is essentially a periodic checking activity that lets the project co-ordinator and partners know how the project is developing towards its goals.

Evaluation is more of an appraisal exercise that helps the project co-ordinator and partners understand how valuable and effective the project outcomes are likely to be.

Two phases of evaluation

Formative – evaluation during the process
Summative – evaluation at the end of the process

A restaurant analogy
✓ Chef frequently tastes food to check progress (formative)
✓ Customer tastes food to assess quality (summative)

The whole process of monitoring and evaluation can be considered to have two phases: Formative, which takes place as the project progresses, helps the partnership to keep track of how the complex set of activities are forming a coherent process. Summative, which takes place towards the end of the process, helps the partnership understand how effective the work has been (and how valuable it may be for the future).

As an analogy take a restaurant experience: When cooking a dish the chef frequently tastes the food to check (monitor) the quality (formative evaluation). As a result changes may be made to ensure the success of the final product. When eating the dish the customer evaluates (summative) the dish – based on expectations about such issues as taste, quality, value, etc. Future behaviour (e.g. whether to return, pay, etc.) – i.e. impact - will be based on this evaluation.

In actuality, the two evaluation phases are really related to the stakeholder's expectations. Thus evaluation cannot be undertaken in the abstract – it always has to be made in terms of what the stakeholder expects to receive. This food analogy illustrates how the two phases operate within a restaurant context – both the chef and the customer will base their evaluations on their expectations (and past experience). And their future behaviour (add more salt; never return to the restaurant; etc..) will be based on their evaluation.

Formative evaluation

Closely allied to monitoring

Generally uses periodic questionnaires to ask about different aspects of the project process

Value:
- ✓ Provides information about project development
- ✓ Provides regular project overview
- ✓ Provides vision
- ✓ Gives overview to partners
- ✓ Provides material for future reporting

Formative evaluation Is closely allied to monitoring – it uses similar measures and data.

It generally uses periodic (quarterly, six-monthly?) questionnaires to ask about different aspects of the project process (work package-based/ theme-based?).

The value of formative evaluation is that it provides information about the project development/progress as well as a 'snap shot'.

It also provides partners with regular overview of project in its entirety and suggests where there may not be complete understanding.

Formative evaluation can help partners to think about the 'big picture' and see where they 'slot in'.

It is also valuable as a tool for providing useful thoughts/ideas for future reporting.

Summative evaluation

What did users think?

Match evaluation to expectations
✓ Before/after evaluation process
✓ Match project outputs to user needs

A judgement made by the user about the degree to which the project and its outputs match his or her needs.

Summative evaluation helps the partnership to understand what users think of the work.

It is a judgement made by the user about the degree to which the project and its outputs match his or her needs.

However, what they think (evaluation) is not an abstract feature; it is matched to what they expect.

So summative evaluation is almost 'before/after' evaluation: First what is expected; second how does what we have done match expectations?

It is important to remember that user expectations play a significant part of *user needs. Indeed, i*nitial needs assessment plays an important role

Summative methodologies

Any method to assess the degree of match between users' experience of the product with their needs and expectations.

For example:
- ✓ Before/after questionnaires
- ✓ Discussion groups
- ✓ Interest measures
- ✓ Performance measures
- ❑ 'tests'
- ❑ Understanding
- ❑ Ability to pass on knowledge ('Generativity')

Summative methodologies are largely subjective in nature, although more objective methodologies may be used in specific cases (for example the number of learners signing up for a training course, the income derived, a stakeholder's ability to use their new found skills to 'train' others, etc.

Whatever measures are used, however, it is important to gauge the 'added value' of the project activity by using the same measure before and then after the activity.

Group-based methods (like discussion groups or panel meetings) need careful control to ensure that the subjective measures obtained are not influenced by more assertive group members or even the group leader.

Evaluation benefits

From monitoring and formative evaluation
✓ Successfully executed project
Effective, on time and within budget
✓ Strong partnership
Partners working together, supplementing and complementing each other
Identifies and modifies effective practices
✓ Foundation for strategic planning

From summative evaluation
✓ Involves stakeholders
✓ Demonstrates impact
✓ Identifies strengths
✓ Provides documentation for performance/funding reports
✓ Produces credibility and visibility

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To be effective every partner should 'sign up' to the project's monitoring and evaluation activities.

The process helps the partnership to develop as a group; maintain an overall view of the project; keep on track with what was promised, including the results, workpackage activities, objectives, and impacts & European added value; add value to what was promised; and produce effective project reports

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Presentation template by SlidesCarnival
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Original training modules by Paolo Brusa and Federica Cadeddu (Diciannove), revision by Dave Oborne (EEC)

Generativity

Manage it!