

**INNOSEE PROJECT**  
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European Commission - Lifelong Learning Programme



RESEARCH DRIVEN CLUSTERS

**MONITORING PLAN**

ITPIO (P2)

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## **1. INTRODUCTION**

The project monitoring plan of the LLP project InnoSee has been compiled and prepared by project partner Institute for training of personnel in international organizations. The purpose of this document is to give an overview of the quality assurance processes and the tools that will be used.

An effective monitoring plan can help partners monitor the project's progress and guide improvements or to determine if the project was successful upon completion.

The monitoring plan will be based on the defined performance and result indicators and will contain a detailed view of the evaluation process including the time schedule and content. This monitoring plan will be designed to provide users with guidelines in support of monitoring and evaluation activities at all stages of the project cycle, in order to assist in improving project performance. In the evaluation plan the following evaluations will be addressed:

- On-going monitoring and assessment and internal project evaluation;
- Interim monitoring and evaluation report;
- Final monitoring and evaluation report.

## **2. MONITORING OBJECTIVES**

The main purpose of the monitoring is to verify that the project is proceeding according to the grant agreement. This may cover all aspects of the grant agreement. In case any problems are identified, the main focus shall be on how they can be rectified in a way that benefits the project implementation.

The basis for monitoring are mainly the grant agreement, the application and the appraisal report and all previous project interim reports and annual progress reports by the time the monitoring begins. The monitoring shall, as far as practicable, be coordinated with the project reporting and monitoring activities already taking place under EACEA reporting and monitoring guideline.

The evaluation of the process is based on specific objectives which are determined in cooperation with all project partners.

The objectives of the evaluation are:

- To evaluate the coherence of the project against the project proposal;
- To evaluate the effectiveness of transnational cooperation;
- To ensure the quality of the project outcomes, through a controlled evaluation and quality improvement procedure;
- To evaluate the impact of the final project outcomes on the identified target groups.

### **3. FRAMEWORK OF MONITORING AND EVALUATION ACTIVITIES**

#### **3.1. Monitoring**

Monitoring represents a tool for project efficiency and quality, transparency and quality. It fulfils three basic needs:

- Rationalize activities, to allow effective resource allocation;
- Improve the quality of results;
- Ease the mainstreaming process.

The monitoring plan is a strategic tool to measure activities undertaken and to orient their re-engineering. Monitoring

- Assesses the work progress;
- Analysis all processes relating to the project;
- It is carried out on a regular basis;
- Measures the achievement of targets.

The strategy for monitoring deploys through the following phases:

- Survey of work in progress;
- Description of work in progress and elaboration of collected data, further divided into:
  - Status of project at stated deadlines;
  - Trends of the project at stated deadlines;
- Determination of any deviations between the expected and the actual project development;
- Feedback (highlighting of deviations exceeding the acceptable allowances) and feed forward (interventions to adjust future actions in the project).

Monitoring applies to the following processes:

- Implementation of activities in project work packages;
- Project management
- Financial management

Monitoring is carried out by Steering Committee that nominates team members for internal monitoring or it subcontracts external monitoring agent. Steering committee controls correctness of methodologies adopted to produce each project outcome, and the outcomes themselves. It defines its own criteria and standards to be kept. It controls all processes both locally, in every partner country, and globally (during meetings, where each member reports its data). P2 ITPIO acts as quality manager, responsible for monitoring and evaluation procedures. He makes criteria and indicators expressed by the Steering Committee clear, and translate them in procedures and tools. He is also in charge of monitoring activity of the Steering Committee.

#### **3.2 Evaluation**

Evaluation (which follows and partially overlaps monitoring) is intended to answer questions such as:

- Are expected objectives actually reached?
- Did the improvement actually take place in trainees and teachers, by means of actions undertaken?

- How is it possible to measure and use information collected during evaluation to re-design more effective actions?

The evaluation process aims to investigate two main dimensions of the project:

- Its effectiveness, that is the capability of reaching planned objectives;
- Its efficiency, that is the ratio between actual results (apart from their effectiveness) and the amount of human and financial resources spent to achieve them.

The evaluation process includes:

- Analyzing causes of facts assessed by monitoring, discuss consequences and find possible options;
- Dwells upon critical points of the project;
- Occurs in precise moments during the project;
- Measures effectiveness and efficiency;
- Couches judgments;
- It is multi-level.

Possible constraints will be also taken into account, e.g.

- Different normative contexts;
- The fact that occupational, social and economic effects of policies may be varied only on a long term basis, and a strongly influenced by other factors, that lie outside the scope of the project.

This means that sometimes only potential effects of the project might be investigated. Evaluation applies to the same processes as monitoring, and will proceed on its result basis. Evaluation is internal done by skilled team members and external carried out by subcontracted monitoring agent. EACEA also follows monitoring and evaluation activities.

The evaluation of the InnoSee project will be effectuated in three levels following the two mentioned criteria bundles. The three different levels are:

- Evaluation by project partners (self-evaluation form)
- Evaluation by appointed evaluator (internal and external)
- Evaluation by stakeholders involved in all project events – seminars, trainings, conference, evaluation by stakeholders involved in product testing

After each project meeting all the project partners will fill in and send to the project manager the appropriate questionnaires. After delivering each deliverable or reaching each milestone partner responsible for the deliverable/milestone will fill self-evaluation form and send it to the project evaluation with the deliverable. Deliverable is delivered after conformation of the project manager that the deliverable meets basic acceptations.

The main outputs of the project evaluation will be an interim and a final Monitoring report according to annex 3.

#### 4. MONITORING INDICATORS

Project **performance and result indicators** can be structured in the following groups:

Criteria bundle 1: Coherence of project with project proposal

- Timetable

If the predefined timetable (as it is referred in the application) was followed by the partners and the products were ready according to the timetable.

- Dissemination

If the characteristics of the project and the target group have been correctly promoted and the products were disseminated to the end – users of the project

- Deliverables

How and whether the products and results contributed to the achievement of the aims of the project.

- Work plan

If the project respected the obligations previewed in the application and if all partners have completed their tasks according to the initial work plan.

Criteria bundle 2: Transnational cooperation

- Effectiveness of transnational meetings

If the meetings frequency is adequate and if all partners participated in the predefined meetings during the lifetime of the project.

- Effectiveness of transnational cooperation

If the transnational dimension of the project adds value compared to a national project, if the cooperation can be improved.

- Learning / self-satisfaction

If the participating organizations and individuals learn through the project and if they are happy with the project.

Criteria bundle 3: Quality of products

- Relevance

If the developed products are covering the identified needs.

- Soundness

If the products are of high and acceptable quality based on scientific knowledge and industrial expertise.

- Innovations

If the products/ methodologies developed have innovative elements.

- Transferability

If some products/ methods can be adapted to other target groups.

Project performance indicators listed in annex 1 and result indicators are in annex 2.

## 5. MONITORING TOOLS

Evaluation tools which will be used for evaluation:

- Review

A review is an evaluation of a publication, a product, a service, etc.

Quality is assessed according to specific standards set by external or internal evaluators. An object of revision is read or observed and its qualities are compared with defined standards.

- Questionnaire

A questionnaire is a research / evaluation instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Usually, a questionnaire consists of a number of questions that the respondent has to answer in a set format.

- Check list

A checklist is a type of informational job aid used to reduce failure by compensating for potential limits of human memory and attention. It helps to ensure consistency and completeness in carrying out a task. A basic example is the "to do list." A more advanced checklist would be a schedule, which lays out tasks to be done according to time of day or

other factors. Checklists are often presented as lists with small checkboxes down the left hand side of the page. A small tick or checkmark is drawn in the box after the item has been completed.

## 6. ANNEXES:

### 6.1 ANNEX 1 InnoSee project performance indicators

W P	Process/ activity	Indicator description	Unit/ Criteria	Expected value	Monitoring tool
1	Project start-up and management	1.Signature of grant agreement with the EACEA	Y/N	Y	Review
		2.Signature of agreements with all co-beneficiaries	Y/N	Y	Review
		3.Approval of operational work plan	Y/N	Y	Review
		4.Submission of progress report to the EACEA in due time	Y/N	Y	Review
		5.Result of assessment of progress report to the EACEA	Y/N	Y	Evaluation by EACEA
		6.Requests for amendments to the grant agreement	Nr ≤	2	Review
		7.Requests for extensions	Nr =	0	Review
		8.Development of all planned products	Y/N	Y	Review
		9. Submission of final report to the EACEA in due time	Y/N	Y	Review
		10. Result of assessment of final report to the EACEA	Rating ≥	6	Evaluation by EACEA
	Consortium functioning	11.Appointment of the Steering Committee	Y/N	Y	Review
		12.Appointment of financial managers by co-beneficiaries	Y/N	Y	Review
		13.Frequency and regularity of SC meetings	Y/N	Y	Minutes of meetings
		14.Minutes of meetings regularly produced and circulated among co-beneficiaries	Y/N	Y	Review
		15.Number of partners withdrawals	Nr =	0	Review
	Communication	16.Average time for answering communication	Days ≤	1	Questionnaire
		17.Number of paper communications vs number of electronic communication	% ≤	10	Review
		18.Regular use of two/side printed documents	% ≥	80	Review
		19.Definition of standard templates for documentation related to the project	Y/N	Y	Review
		20.Actual use of standard templates	Y/N	Y	Review
		21.Traceability of documents related to the project	Y/N	Y	Review
		22.Availability of documents related to the project for auditing/control purposes	Y/N	Y	Review
		23.Satisfaction of co-beneficiaries as to communication standards and procedures	Rating ≥	2,5	Questionnaire
	Financial	24.Percentage of actual co-financing by co-	% =	100%	Financial

management	beneficiaries vs. expected co-financing			statements
	25.Regular advance payment from the EACEA	%	70% of grant	Grant agreement
	26.Regular transfer of advance payment to co-beneficiaries	% Days ≤	70% of grant 45	Review
	27.Regular and timely submission of financial statements of accounts to financial manager	Y/N	Y	Statements of account
	28.Occurrence of non-eligible expenditure	Y/N	N	Statements of account
	29.Percentage of non-eligible expenditure vs. eligible	% ≤	2%	Statements of account

WP	Process/activity	Indicator description	Unit/Criteria	Expected value	Monitoring tool
1	Financial management (continued)	30.Compliance with approved budget	Y/N	Y	Review
		31.Requests for budget modifications	Nr =	0	Review
		32.Availability of proof documents for each entry during the project	Y/N	Y	Statements of account
	Gender issues	33.Ratio male/female among members of project team	Y/N	Y	Review
		34.Percentage of women among recipients	%	$40 \leq X \leq 60$	Evaluation by EACEA
		35.Consideration of the gender issues in developed training material	Y/N	Y	Review
2	Quality assurance	36.Aproval of monitoring plan	Y/N	Y	MoM of kick-off
		37.Timely delivery of monitoring reports	Y/N	Y	MoM of SC
		38. Level of satisfaction of co-beneficiaries	Rating ≥	2	Monitoring reports
3	Training needs assessment	39. Actual duration of WP vs. planned duration	Ratio =	1	MoM of SC
		40.Quality of national surveys and consolidated report	Rating ≥	2	Questionnaire MoM of SC
4	Training content development	41. Actual duration of WP vs. planned duration	Ratio =	1	MoM of SC
		42.Compliance of planned learning outcomes with findings of surveys form WP3	Y/N	Y	Questionnaire MoM of SC
5	E-learning platform development	43. Actual duration of WP vs. planned duration	Ratio =	1	MoM of SC
		44. Compliance of platform with identified needs and project application	Y/N	Y	Review
6	Pilot testing of on-line training	45. Actual duration of WP vs. planned duration	Ratio =	1	MoM of SC
		46.Number of volunteers contacted vs. number of volunteers actually participating in training	Ratio ≤	3	MoM of SC

		47.Number of trainees achieving the InnoSee Certificate	≥	120	Certificates issued
		48.Level of trainees satisfaction	Rating ≥	2,5	Questionnaire
		49.Level of trainers satisfaction	Rating ≥	2,5	Questionnaire
7	Dissemination	50.Approval of communication strategy	Y/N	Y	MoM of SC
		51.Average yearly number of hits on the website pages	Nr ≥	1000	Web tools
		52.Publications	Nr ≥	14	Attendance lists
		53.Copies of project brochure	Nr ≥	300	Printing invoice
		54. Local dissemination events	Nr ≥	12	Report on events
		55.Attendance at local dissemination events	Nr ≥	300	Attendance lists
		56.Attendance at international conference	Nr ≥	150	Attendance lists
8	Exploitation of results	57. Approval of exploitation strategy	Y/N	N	MoM of SC
		58.Level of satisfaction of co-beneficiaries	Rating ≥	2	Questionnaire

## 6.2 ANNEX 2 InnoSee project result indicators

WP/D No	Work Packages and Deliverables Names	Quantitative indicators	Qualitative indicators	Monitoring Tool
WP1	Project management			
D1	Management tool	Number of reviewed sources, Number of applicable rules	Adequate presentation of relevant requirements, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
D2	Kick-off meeting	Partners attendance	Partners participation, Partners feedback, Compliance with agenda	Questionnaire
D3	Steering committee minutes (every three months)	Number of meetings, Number of minutes of meetings	Partners participation, Clarity of decisions, compliance with documentation standards, compliance with the set deadlines	Review
D4	Interim and final overall management monitoring reports	Number of reports	Accurate reporting of activities, comprehensiveness, compliance with the set deadlines and compliance with application form	Review
WP2	Quality Assurance of the project implementation and results			
D5	Monitoring plan	Description of evaluation criteria of all project deliverables, description of all evaluation activities	Adequate choice of evaluation criteria, adequate planning of evaluation activities, clarity of content, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
D6	Steering committee minutes	Number of meetings, Number of minutes	Partners participation, Clarity of decisions, compliance with documentation standards, compliance with the set deadlines	Review
D7	Interim and final monitoring reports	Reporting of all monitoring and quality assurance activities for all deliverables, number of reports	Clarity of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review, check list, questionnaire
D8	Interim and final external evaluation and valorization report	Reporting of all evaluation and valorization activities for all deliverables, number of reports	Clarity of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review, check list, questionnaire
WP3	Training needs assessment			
D10	Analytical report on the state-of-play	Number of country reports	Clarity and comprehensiveness of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review

D11	Methodology for needs assessment	Number of types of questionnaires	Clarity of content, coverage of the field, accordance with the target group specific, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
D12	Analytical report on needs assessment	Number of respondents, Number of reports	Relevance of acquired data, participants feedback, clarity and comprehensiveness of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
WP4	Training content development			
D13	Competence Framework for Research-driven Clusters Management	Number of competences identifies	Clarity and comprehensiveness of content, coverage of the field, compliance with the set deadlines and compliance with application form	Review
D14	Training Toolkit for Research-driven Clusters	Number of elaborated training content units, Number of covered subjects	Clarity of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
D15	Pool of Trainers on Research-driven Clusters	Number of trainers Average number of training courses provided by one trainer	Trainers selection process according to quality control procedure, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review,
WP5	E-learning platform development			
D16	E-learning platform	Number of stages, number of sections, number of software modules, number of software nodes, number of pages of documentation	Clarity of content, coverage of the field, rate of visuality, compliance with documentation standards, compliance with the set deadlines and compliance with application form, correct work of all modules, correct storage and user management	Review, check list
WP6	Pilot Testing of On-line Training			
D17	Pilot training	Number of units tests, number of testers, number of errors	Methods of organizing and conducting of the tests, type of errors, accuracy and clarity of the reports, compliance with the set deadlines and compliance with application form	Review, check list
WP7	Dissemination			
D18	Communication strategy	Planning of all activities described in application form	Clarity of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
D19	Graphic design of		Clarity of content, compliance with the	Review

	logo		set deadlines and compliance with application form	
D20	Website of the project	Number of hits	Updating of website and clarity and completeness of content, overall look	Peer review, Review
D21	Project Brochure	Number of recipients	Overall image, adequate presentation of project's content, clarity of content, compliance with the set deadlines and compliance with application form	Review
D22	Common Certificate Layout		Clarity of content, compliance with the set deadlines and compliance with application form	Review
D23	Media publications	Number of publications	Clarity of content, compliance with the set deadlines and compliance with application form	Review
D24	Spaces allocated on Facebook and LinkedIn	Number of hits	Updating of website and clarity and completeness of content, overall look	Review
D25	Information meetings	Number of invited stakeholders, number of participants, number of stakeholder groups reached	Participants feedback, compliance with the set deadlines and compliance with application form	Questionnaire
D26	International dissemination conference	Number of invited stakeholders, number of participants, number of stakeholder groups reached	Participants feedback, compliance with the set deadlines and compliance with application form	Questionnaire
WP8	Exploitation and Sustainability			
D27	Exploitation strategy	Number of planned activities	Clarity of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
D28	Analysis of the state of play	Number of country reports	Clarity and comprehensiveness of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
D29	Methodology of needs assessment	Number of types of questionnaires	Clarity of content, coverage of the field, accordance with the target group specific, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review
D30	Analysis on needs assessment	Number of reports	Relevance of acquired data, participants feedback, clarity and comprehensiveness of content, coverage of the field, compliance with documentation standards, compliance with the set	Review

			deadlines and compliance with application form	
D31	E-learning platform	Number of software modules, number of pages of documentation	Clarity of content, coverage of the field, rate of visuality, compliance with documentation standards, compliance with the set deadlines and compliance with application form, correct work of all modules, correct storage and user management	Review, check list
D32	International workshops	Number of participants, number of stakeholder groups reached	Participants feedback, compliance with the set deadlines and compliance with application form	Questionnaire
D33	International dissemination conference	Number of participants, number of stakeholder groups reached	Participants feedback, compliance with the set deadlines and compliance with application form	Questionnaire
D34	Monitoring reports	Reporting of all exploitation activities, number of reports	Clarity of content, coverage of the field, compliance with documentation standards, compliance with the set deadlines and compliance with application form	Review

### 6.3 ANNEX 3 – Template: Monitoring Report

#### 1.1 Identification data

Project No	
Project title	
Name of applicant organization	
Contact person	
Contact person	
Name of project partner(s)	
Total grant approved	
Grant approval date	
Planned project final date	
Planned project start-up date	
Sector	
Previous monitoring reports, date	

Reason for monitoring:

#### 1.2. Project description

### 2. PROGRESS OF PROJECT IMPLEMENTATION

#### 2.1 Work packages implementation

Activity	WP Nr
Activity name	
Planned activities up to monitoring day	
Quality of implementation (performance indicators, annex 1)	
Are there important deviations from planned activities?	
Specific reasons and deviation impact on project implementation?	
Initiated corrective actions?	
<b>Activity progress evaluation</b>	

Please, give a degree of deviation of the project timeline:

		Definition
1	No deviation	The project is in line with the time schedule
2	Minor deviation	The project was delayed in the overall timeline by 10-20%..
3	Considerable deviation	There was a delay in the timeline by 20-50% and the project completion was not jeopardized.
4	High deviation	There was a delay which prolonged the timeline by over 50% of the intended time schedule, not jeopardizing project results
5	High deviation with negative effect	There was a delay which prolonged the timeline by over 50% of the intended time schedule and it had serious impacts on the project implementation and completion.

Add tables for each WP.

## 2.2. Quality indicators

This is a more detailed progress assessment. The achievements or the result indicators for project deliverables in the implementation phase are to be considered. It is important to confirm that the quality and the suitability of the implemented parts of the project are according to the requirements on which the grant agreement is based. Please complete the table below for each relevant indicator.

Type of indicator	
Indicator	Deliverable Name
Planned activities up to monitoring day	
Achieved results up to monitoring day (project result indicators, annex2)	
Are there important deviations from planned activities?	
Specific reasons and deviation impact on project implementation?	
Initiated corrective actions?	

Add tables for each Deliverable

### 3. PROJECT FINANCIAL MANAGEMENT

#### 3.1. Budget changes

The budget is given in the application and referred to in the grant agreement. Any modifications between budget headings in this budget after the signature of the grant agreement must be within the variation limit defined in the grant agreement or, if more significant, they must be approved by the donor state(s). It is also important to check that the budget is still realistic.

The limit for transfers among different budget items is ?%

		Description
Were any transfers among budget elements?		
Were transfers among budget elements that are over the limit?		
Is the budget still realistic?		

If there is considerable deviation answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

Please, give a degree of deviation on the budget at the time of monitoring, as follows:

		Description
1	No deviation	0%
2	Minor deviation	0 – 15%
3	Considerable deviation	15-50%
4	High deviation	50-100% (or higher)

#### 3.2. Financial management – expenditure

Planned expenditure of the project up to monitoring date	
Planned expenditure of the grant up to monitoring date	
Requested sum up to monitoring date	

If there is considerable deviation answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

Related to the expenses and expense claims please, give a degree of deviation on the timing of the expense reimbursements

	Description

1	No deviation	Expenses were sent and were paid on time.
2	Minor deviation	Expense claims were sent to the Paying Authority and there was a slight delay in payment but it did not have an effect on the project
3	Considerable deviation	Expense claims were sent to the Paying Authority and there was a considerable delay in payment, which caused financial difficulties for the coordinator in implementing the project
4	High deviation	Expense claims were sent to the Paying Authority for reimbursement and there was a great delay in the processing of the expenses claimed, which caused grave difficulties for the coordinator
	Comments:	<i>(please make any comments on the above selections here)</i>

### 3.3. Co-financing

Planned co-financing up to monitoring day	
Actual co-financing up to monitoring day	

If there is considerable deviation answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

### 3.4. Matching project progress and expenditures, project effectiveness

This point is meant as a combination of findings described in points above in order to verify that there is a clear, logical and proportional correlation between the verified project progress and the verified project expenses. The delivered and implemented quality is important also here and must relate to the costs and expenses claimed.

	Explain
Does project progress correspond to expenditures up to monitoring day?	

If there is considerable deviation answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

### 3.5. Public procurement

Both EU and national rules for public procurement must be obeyed. The monitoring must include a review of any procurement made above such threshold limits that exists for the procurement rules and conclude whether the rules have been followed or not.

	Explain
Were there public procurement transactions over threshold for tender procedure?	
Documentation if it is applicable.	

If there is considerable deviation from public procurement procedures answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

Please, give a degree of deviation regarding any procurement issues:

		Description
1	In line with Procurement	The project has followed public procurement rules.
2	Minor problems with procurement	The project has not complied with the public procurement rules, but the issue can be solved/ rectified.
3	Violation of procurement rules	The project has violated the public procurement rules.

## 5. PARTNERSHIP

The actual role of each project partner must be assessed and compared with the information given in the application. Any changes in the actual roles of the partners or the partnership itself must be reported. If any kind of cooperation problems exists between the partners, they must be discussed.

Partner name	
Country	
Category	
Is partnership implemented as it is planned in the project?	
What is real contribution of partner in the project?	
Are there any problems among partners?	

If there is considerable deviation answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

Add tables for each consortium partner.

## 5. PROJECT RISK MANAGEMENT

The risk situation regarding both previous incidents and risk management in accordance with the plans must be briefly assessed. Any apparent changes in risk both regarding likelihood and potential impacts to the project must be determined.

Does the project has faced risks and what solutions were proposed and implemented?	
Does the situation changed, concerning project risks?	

If there is considerable deviation in risks answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

Please, give a degree of risk,

		Description
1	No risk	No risks will impact/ have impacted the project. <u>Risk management occurs according to plan.</u>
2	Minor risk	Risks have been identified, but the risks will be <u>mitigated/ have been mitigated and the project end</u>
3	Considerable risk	Risks have affected the project implementation and/or <u>the project end result.</u>
4	High risk	There are considerable risks that will impact/ have impacted the project.

## 6. HORIZONTAL PRINCIPLES

### 6.1. Sustainable development

		Explain
Does a project activity correspond to sustainable development principle?		
Are there deviations from planned in the project principles of sustainable development?		

If there is considerable deviation in risks answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

### 6.2. Best management practices

		Explain
Does the project contribute to management improvement?		

If there is considerable deviation in risks answer the following questions:

Specific reasons?	
What is the project impact as a whole?	
What corrective actions are planned?	

### 6.3 Gender equality

		Explain
Does the project contribute to gender equality?		

If there is considerable deviation answers the following questions:

Specific reasons?	No
What is the project impact as a whole?	No
What corrective actions are planned?	No

Any other findings of significance for monitoring

## 7. GENERAL MONITORING RESULTS

### 7.1. Conclusions

*(Maximum 1 page)* Summarize here your monitoring views.

### 7.2. Recommendations